



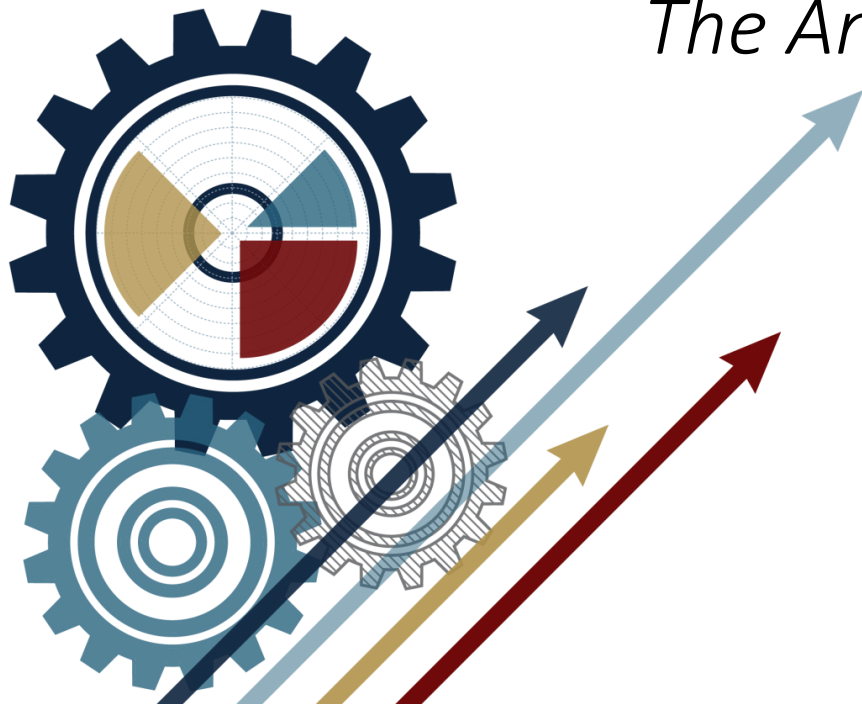
**Trendwatch will begin  
at 2:00 PM EST.**

# TrendWatch 4Q 2019

*The Annual Report for the Industry*

Data for December 31, 2019

Call Date: February 13, 2020



# Welcome!



When you join the event, you should automatically be connected to the audio broadcast with your computer. To listen by phone, please dial **+1-415-655-0003**, then input the access code **666 245 746**.



To help you follow along with TrendWatch, earlier today we sent the presentation slides for the event to the email address you used to register for TrendWatch. We will also send you a copy of slides after the event.

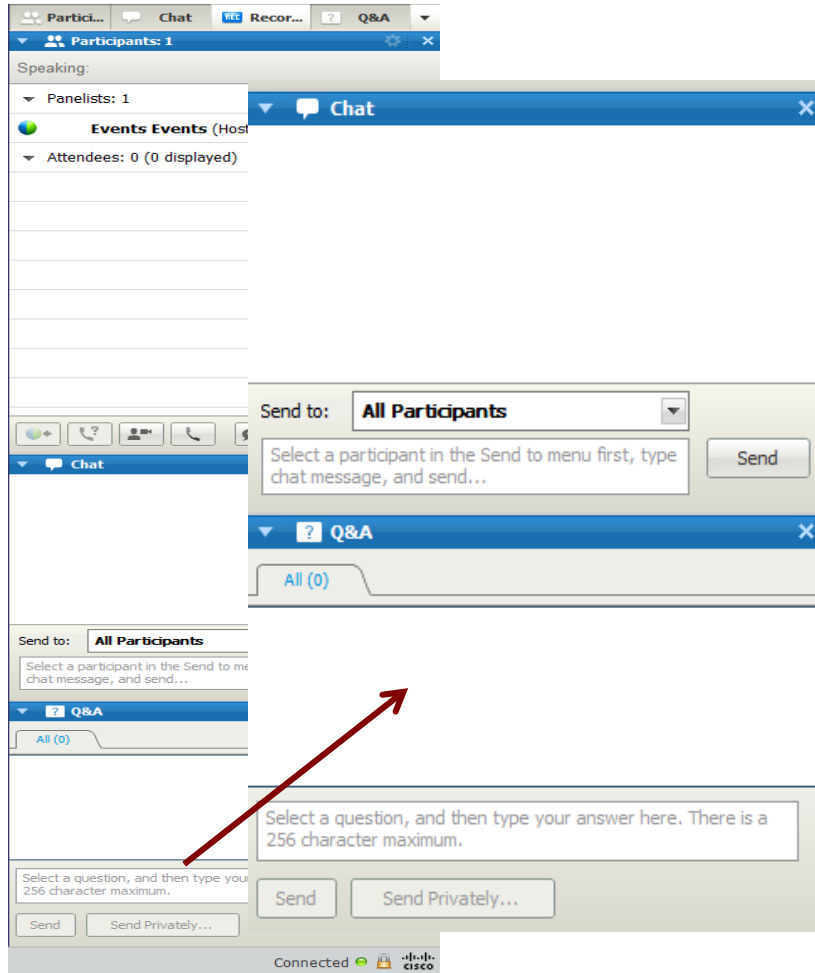
# Slide Link

Today's slides can be found online at:

<http://bit.ly/4Q-19>

# We Encourage Questions!!!

Use the **Q&A box** located on the right side of the screen to type your comments or questions.



# CREDITUNIONS.COM

Get your daily  
dose of credit  
union insight.

Sign Up For The CreditUnions.com  
Daily Newsletter Here:

[www.creditunions.com/members](http://www.creditunions.com/members)





# Powered By Peer.

*Log in now for early access to 4Q19 data,  
or request your custom scorecard  
in the post-event survey.*



# Leading With Purpose

*Sustainable Business Strategy  
with Rebecca Henderson*

in collaboration with Harvard Business School Online





# Today's Lineup

## Market Update

*Jason Haley, Chief Investment Officer, Investment Management Group, ALM First*

## 4Q 2019 Credit Union Results

*Jon Jeffreys, President & CEO, Callahan & Associates*

*Jay Johnson, Chief Collaboration Officer, Callahan & Associates*

## How a Social Purpose Creates Financial Health

*Heather McKissick, SVP of Community Impact, University FCU*



**ALM FIRST**

for a partnership built on trust.

**TRUST**  
MUTUAL FUNDS  
FOR CREDIT UNIONS BY CREDIT UNIONS

Callahan Quarterly Trendwatch | February 13, 2020

# ALM FIRST MARKET UPDATE

# SPEAKER

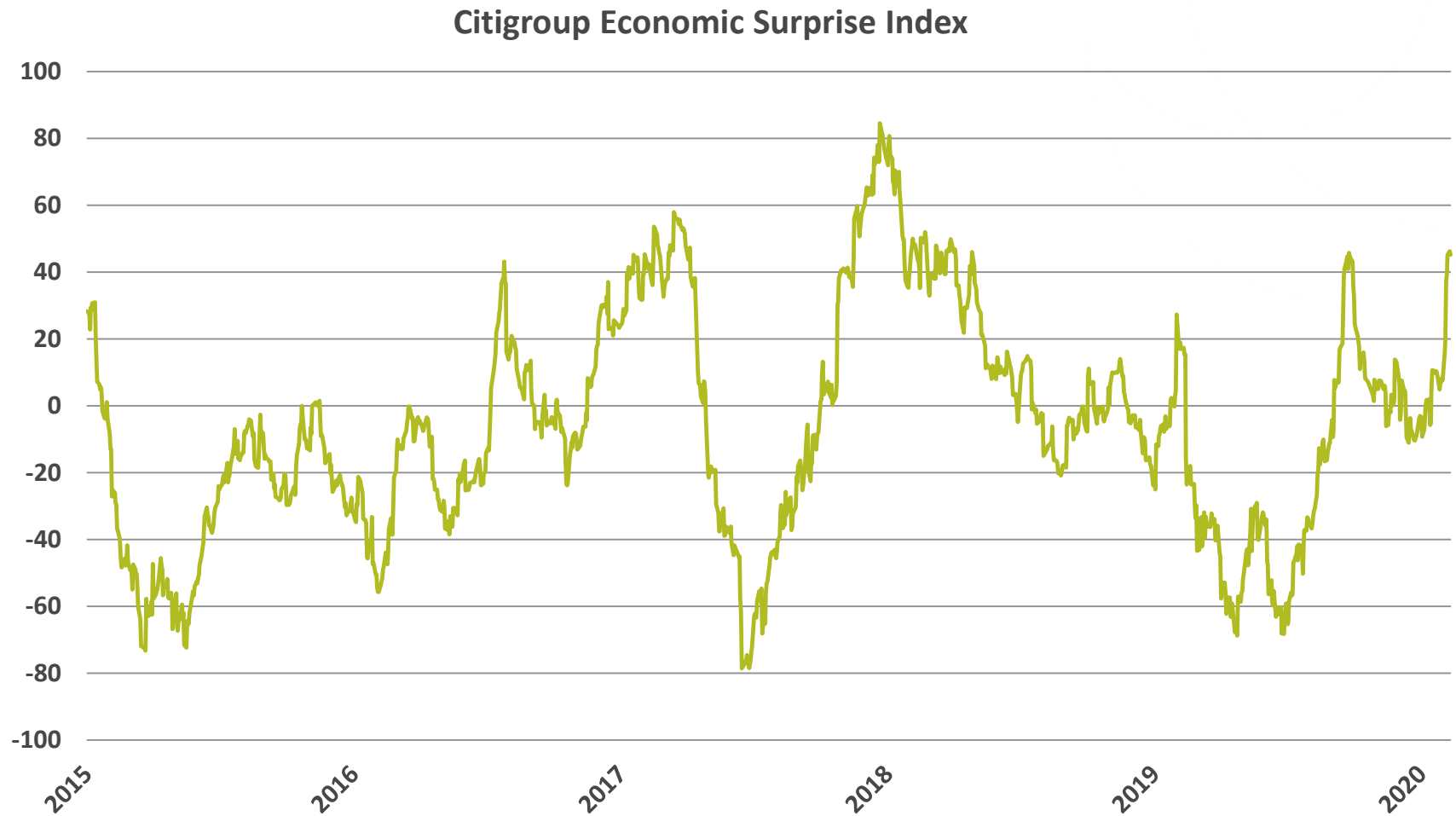


**Jason Haley**  
*Chief Investment Officer*

# Economic Update

- Risk sentiment has worsened to start 2020 on everything from geopolitical tensions (U.S./Iran, impeachment, etc.) to coronavirus concerns
  - Treasury yields sharply lower in January
  - Coronavirus has become the preeminent market concern in recent weeks
  - How will global economy be impacted by supply chain disruptions and reduced consumption?
- Domestic data trend remains positive
  - January jobs report showed better than expected job growth, labor participation, and wage growth
  - Q4 GDP was better than expected on the surface (2.1% annualized), but underlying details were less constructive
    - Personal consumption slowed to 1.8%

# Economic Data Trend: Actual Vs. Expectations

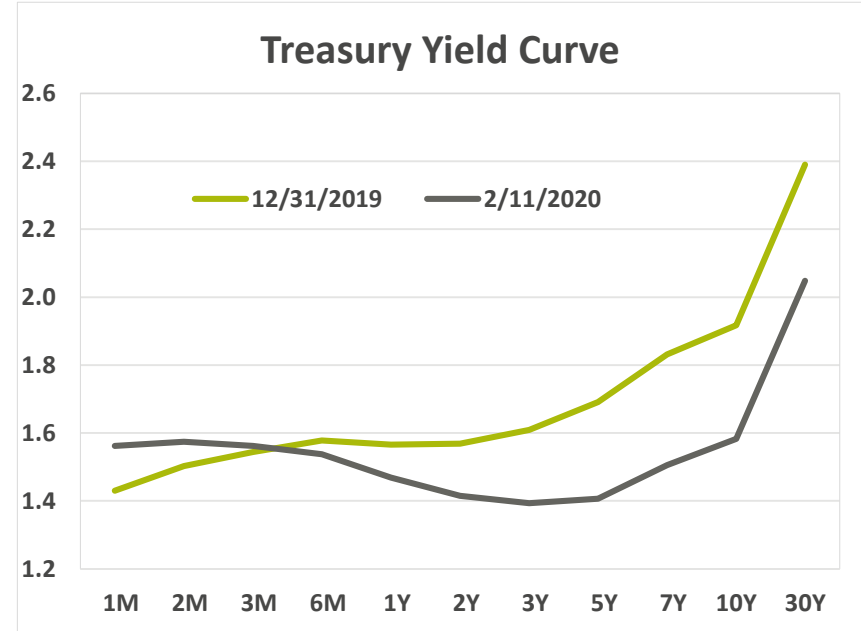


Source: Citigroup; Bloomberg

# Current Market Themes

- Treasury yields are lower & the yield curve flatter to start 2020
- Jan. decline in 10yr yield (41 bps) was 5<sup>th</sup> largest of last 20 years in percentage-change terms
  - 3 of the top 10 have occurred over the last 9 months
- Fixed-income spreads are generally wider, with MBS & corporate debt the most affected

	2/11/2020	12/31/2019	Change
Tenor	(%)	(%)	(bps)
1-Month	1.56	1.43	0.13
3-Month	1.56	1.54	0.02
6-Month	1.54	1.58	-0.04
1-Year	1.47	1.57	-0.10
2-Year	1.42	1.57	-0.15
5-Year	1.41	1.69	-0.29
10-Year	1.58	1.92	-0.33
30-Year	2.05	2.39	-0.34
<b>Curves</b>			
3mo-10yr	0.02	0.37	-0.35
2yr-5yr	-0.01	0.12	-0.13
2yr-10yr	0.17	0.35	-0.18
2yr-30yr	0.63	0.82	-0.19
5yr-10yr	0.18	0.23	-0.05



# LIBOR Transition Update

- ✓ LIBOR cessation planning was included in the NCUA's Supervisory Priorities for 2020
- ✓ Beyond 2021, British regulators will no longer require LIBOR panelist banks to post survey rates
- ✓ In preparation for the potential end of published LIBOR, NCUA examiners "will assess credit unions' exposure & planning related to the discontinuance of LIBOR"
- ✓ The NCUA released a LIBOR Assessment Workbook that is to be used in preparation of future examinations
- ✓ Market participants remain skeptical that cessation from LIBOR will be complete by 2022, but U.S. regulators remain insistent on a successful transition within that timeframe
- ✓ For cash products (loans & securities), the first steps include 1) knowing your exposure & 2) assessing fallback language in the event that LIBOR is no longer available



# Looking Ahead

- Financial markets will remain focused on coronavirus in the near term as it relates to the global growth impact
- Trade worries have moved to the backburner for now, and the November elections could be a greater focus as 2020 progresses
- Combating margin compression still an area of focus
  - Profitable risk management becomes critical as it relates to asset pricing, funding mix, and liquidity management
  - Greater focus on non-interest items (fees, efficiency, etc.)
- With the first auto securitization by a credit union completed last November, expect to see more deals in 2020
- Expect a greater push from regulators to have a plan for LIBOR transition



# Questions?

3800 Maple Avenue Suite 600  
Dallas, TX 75219  
Phone: 800.752.4628  
Fax: 214.987.1052

[www.almfirst.com](http://www.almfirst.com)



# How Will You Invest Excess Liquidity?

<i><b>Fund Name</b></i>	<i><b>30-Day Yield*</b></i>
TCU Ultra-Short Duration Portfolio	<b>1.88</b>
TCU Short Duration Portfolio	<b>2.32</b>

\*The yields reflect the 30-day Effective Yield (net of fees/expenses) as of February 11, 2020.

To learn more about how these institutional investment options may benefit your credit union, contact

[TCUGroup@Callahan.com](mailto:TCUGroup@Callahan.com)

or visit [www.trustcu.com](http://www.trustcu.com)



# 2019 Credit Union Results

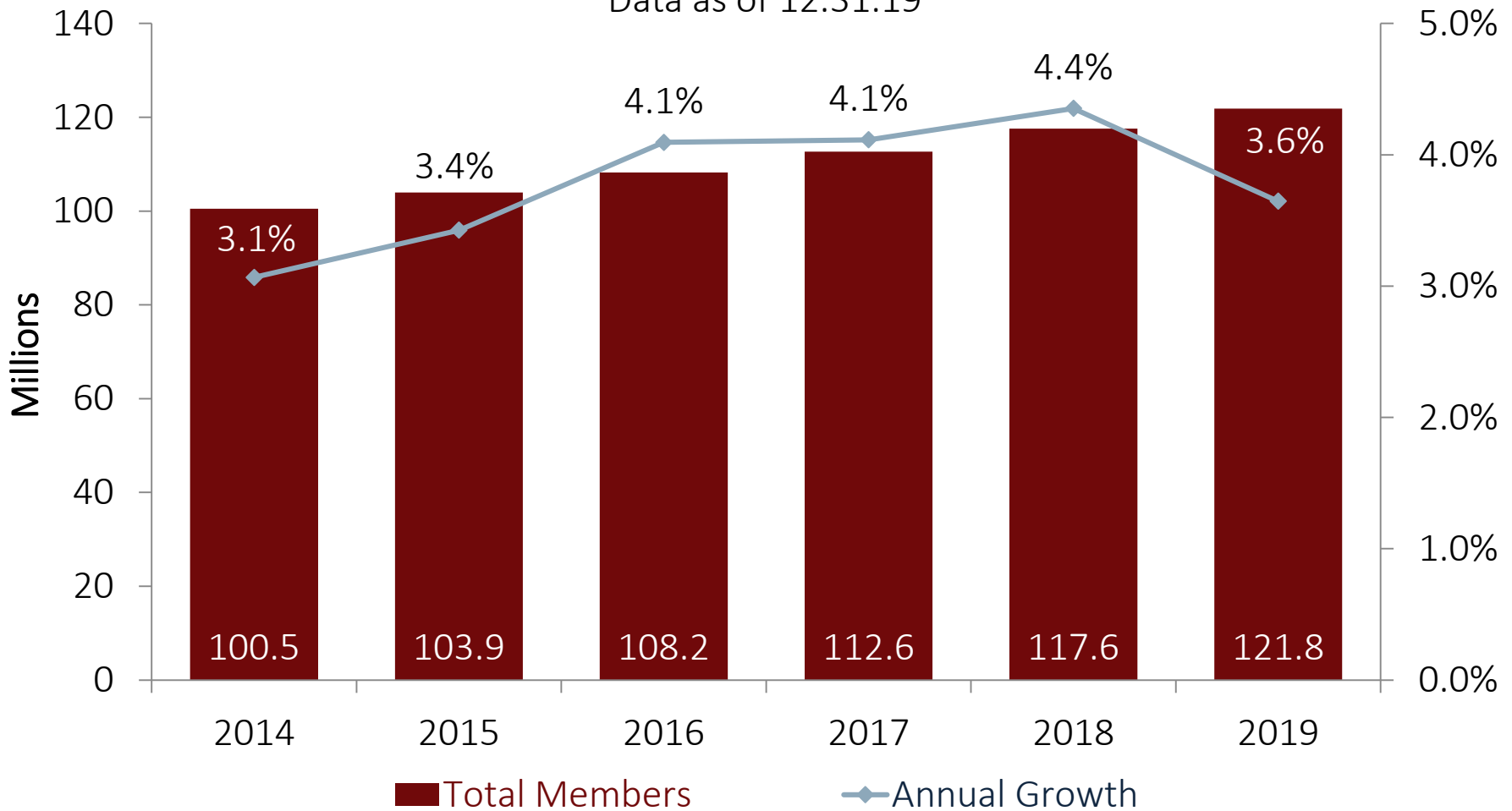
- Membership and assets reach new highs
- Loan originations set new record but loan portfolio growth decelerates
- Certificate growth drives share balances to an all-time high

# Share and capital growth accelerates; Loan and membership growth slows

	As of 12/31/2019	12-mo. Growth 2019	12-mo. Growth 2018
Assets	\$1,585.6B	7.8%	5.4%
Loans	\$1,120.9B	6.2%	9.0%
Shares	\$1,336.2B	8.2%	5.2%
Investments	\$389.6B	11.1%	-4.1%
Capital	\$188.2B	10.6%	7.7%
Members	121.8M	3.6%	4.4%

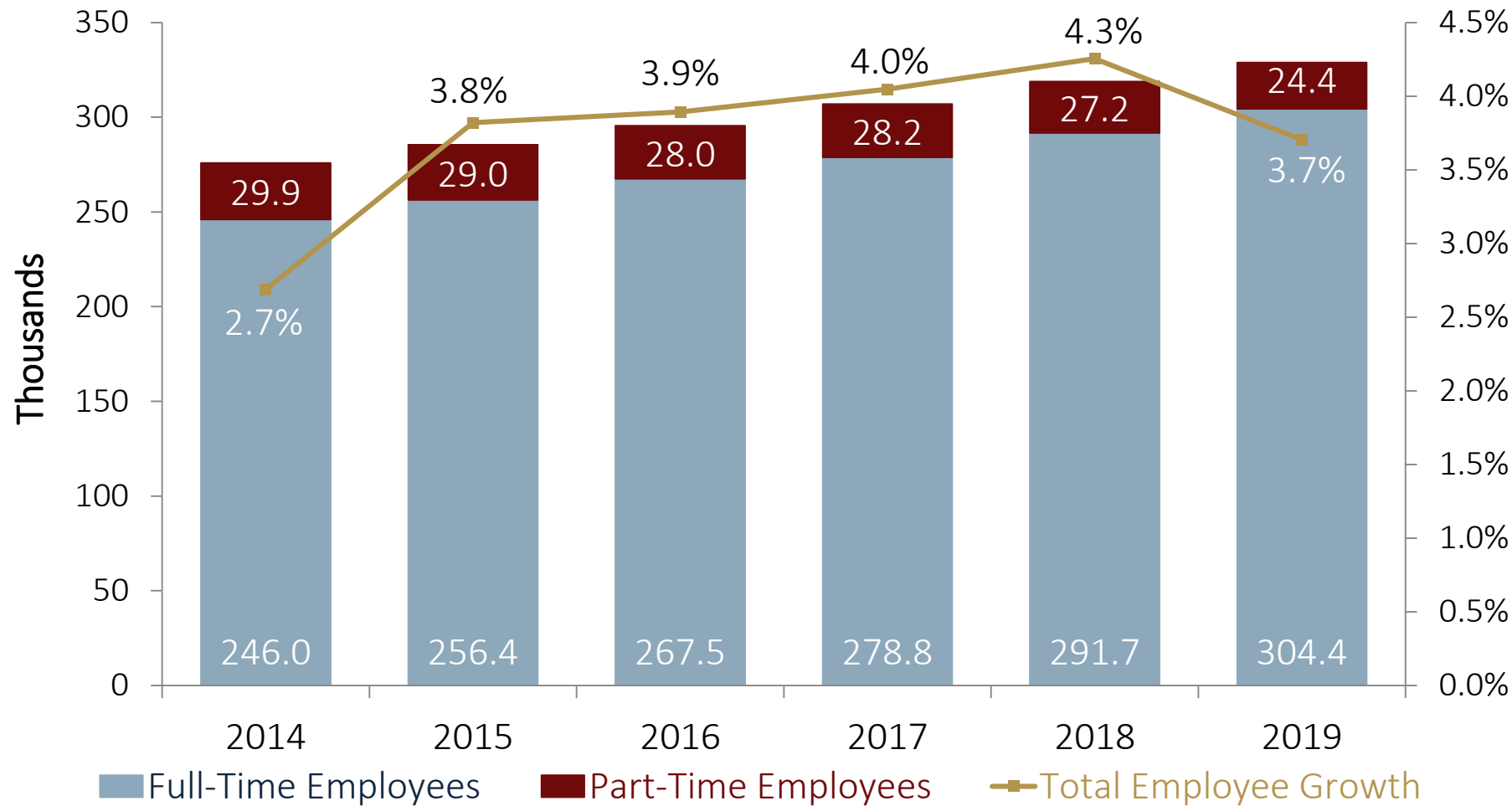
# Over 4 million consumers and small businesses joined a credit union in 2019

Membership and Annual Growth  
Data as of 12.31.19



# Credit unions top 300,000 full-time employees in 2019

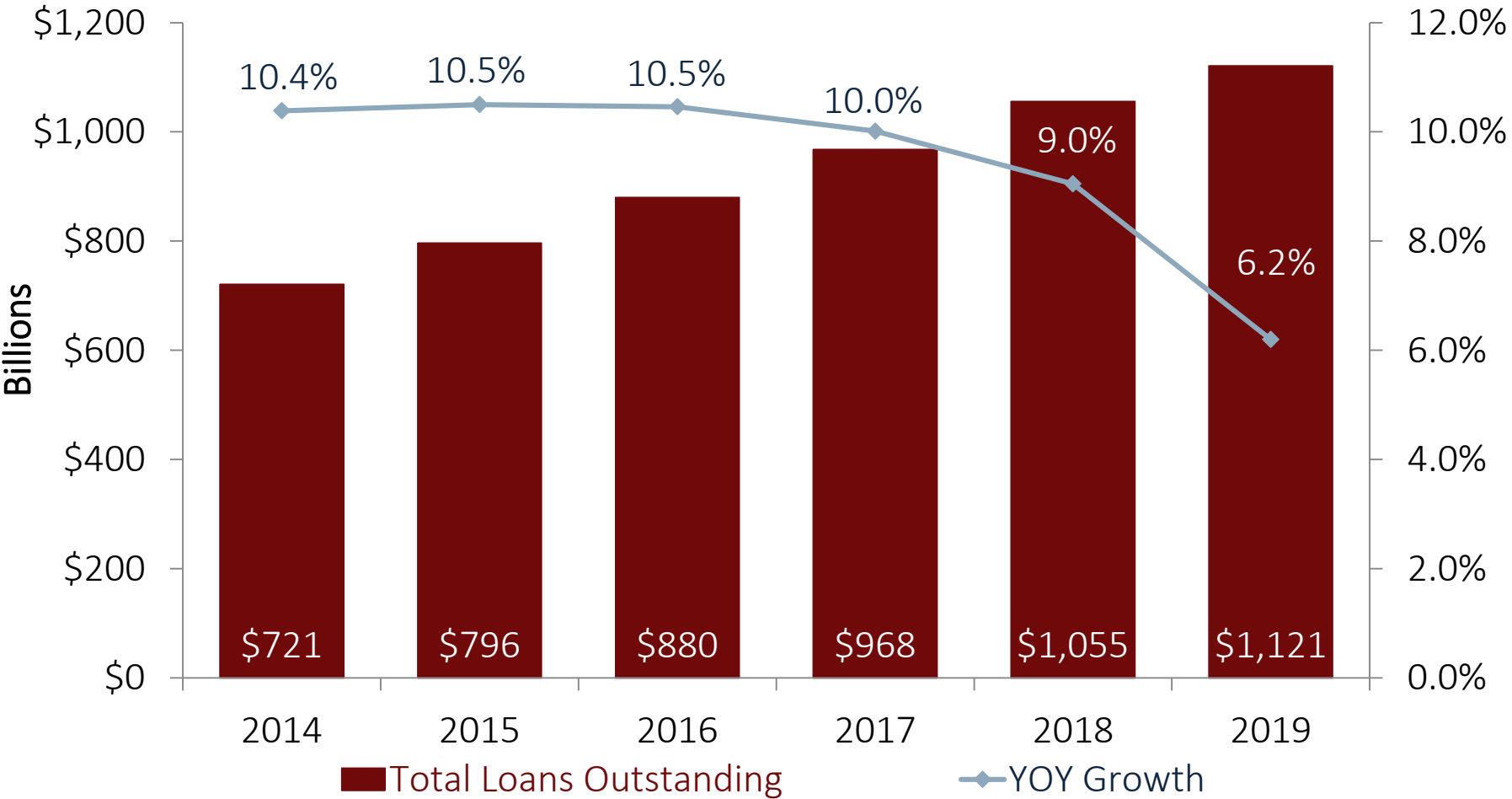
FT & PT Employees and Annual Total Employee Growth  
Data as of 12.31.19



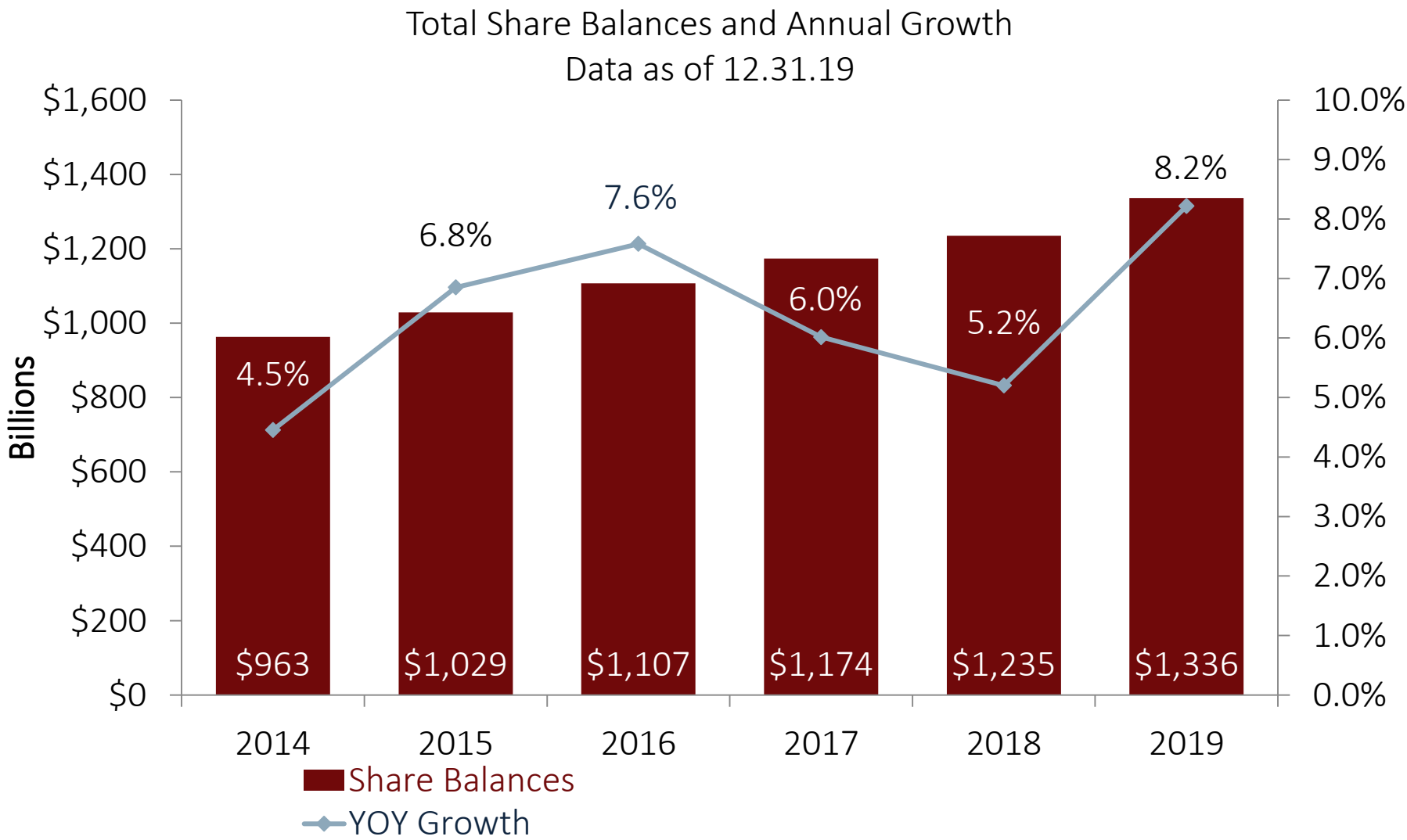


# Loan growth slows but remains solid

Total Loans and Annual Growth  
Data as of 12.31.19



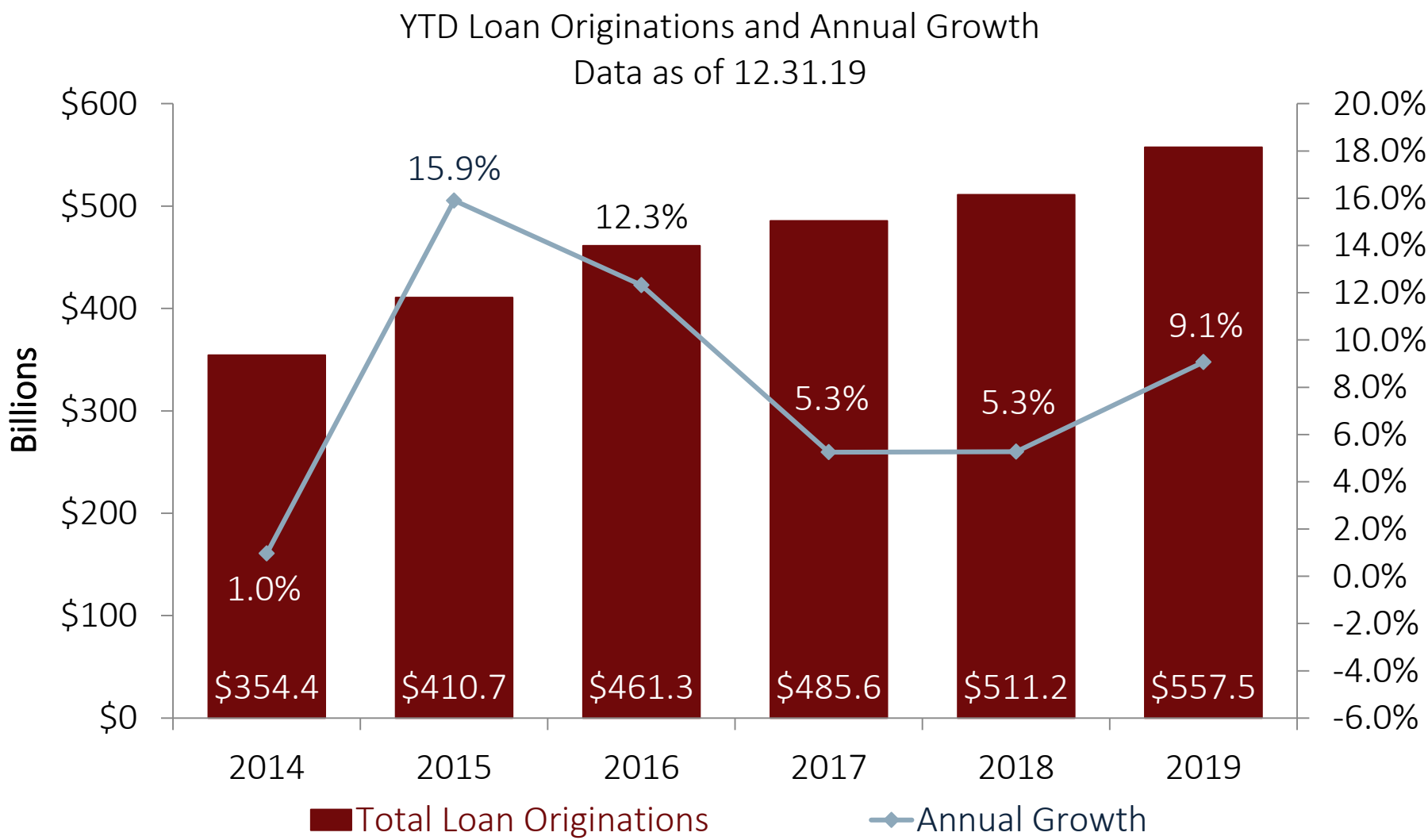
# Certificates make up half of annual deposit growth as total share balances reach all-time highs



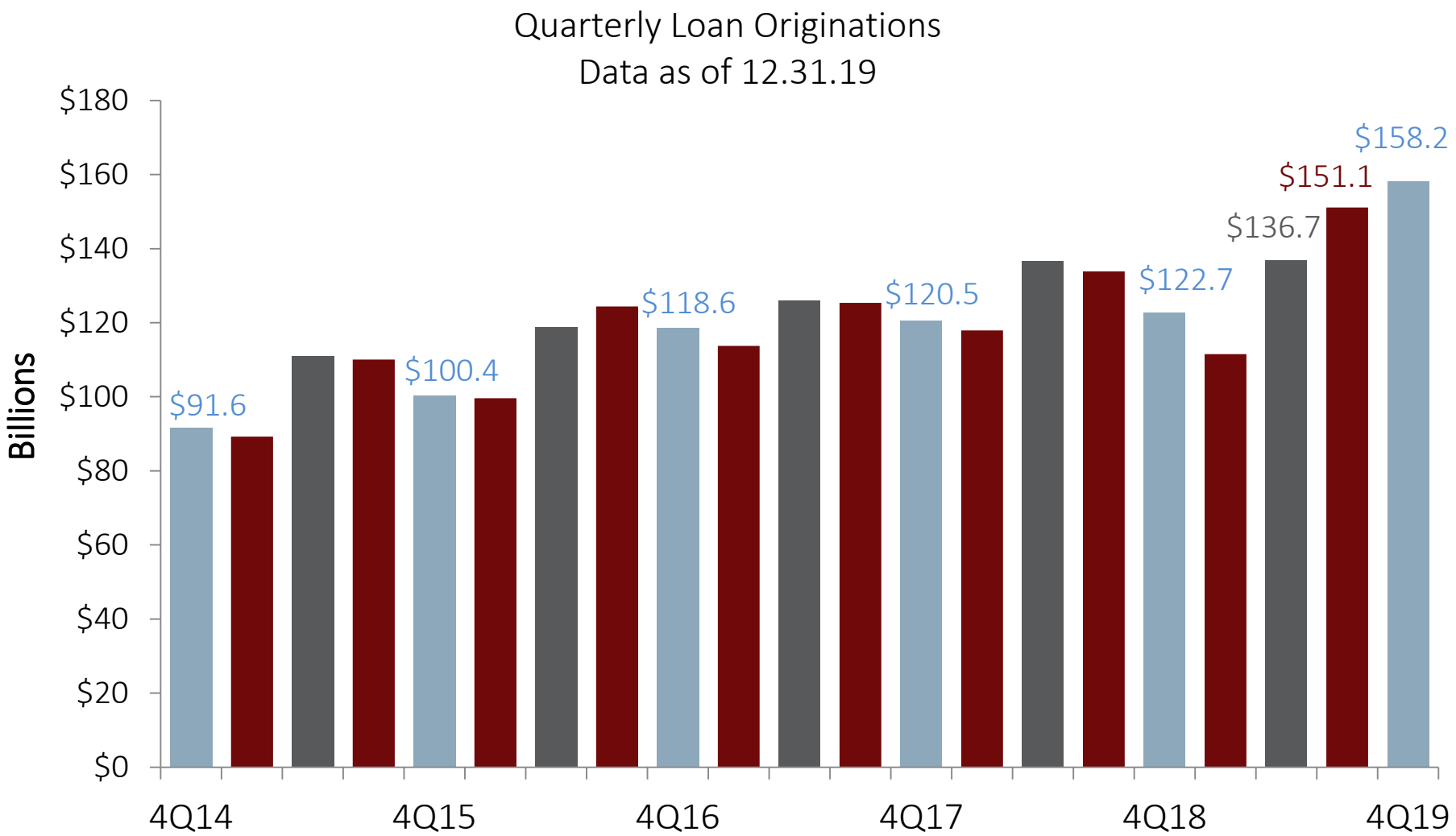
# Lending

- Loan originations rise 9%, reaching yet another all-time high
- The lower rate environment helped drive a surge in refinancing and fixed rate mortgage growth
- First mortgage balances are up significantly year-over-year, leading loan growth

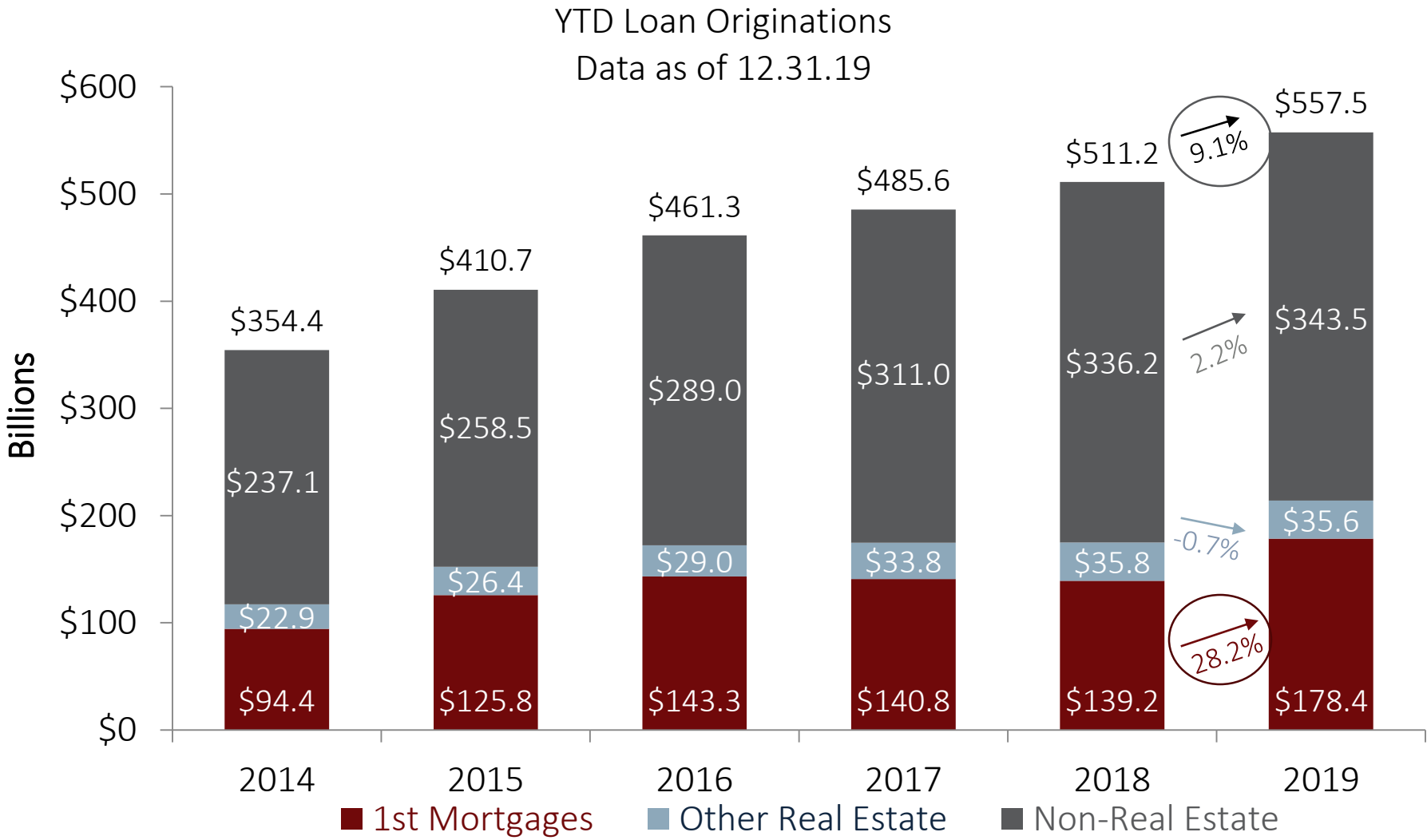
# Credit unions originate record amount of loans to members



# Credit unions ended 2019 with three consecutive quarters of record loan originations

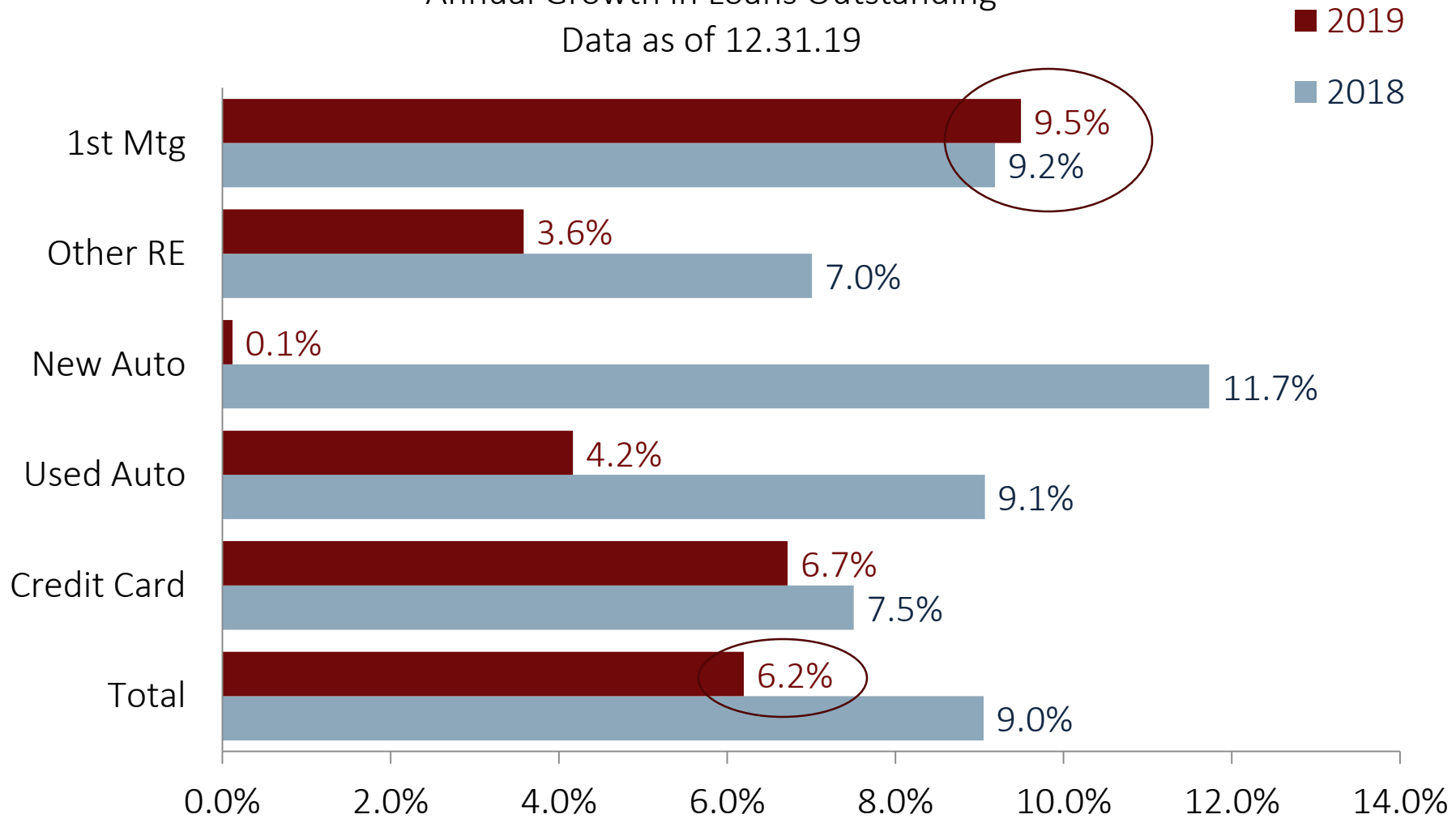


# 1st mortgage originations make up 32% of loan volume in 2019



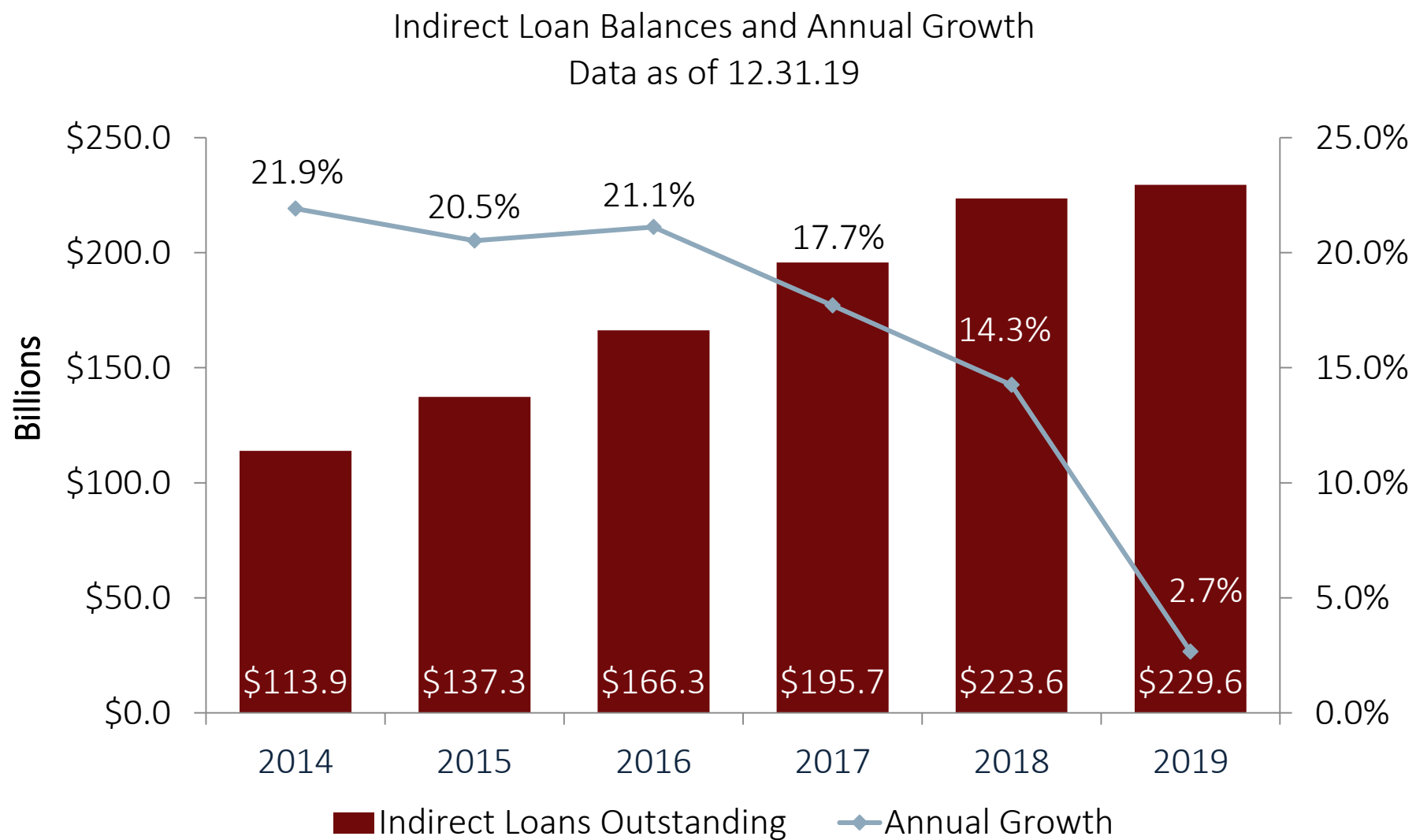
# 1st mortgage growth accelerates as rate cuts spur refinance activity; Auto loan growth slows significantly

Annual Growth in Loans Outstanding  
Data as of 12.31.19



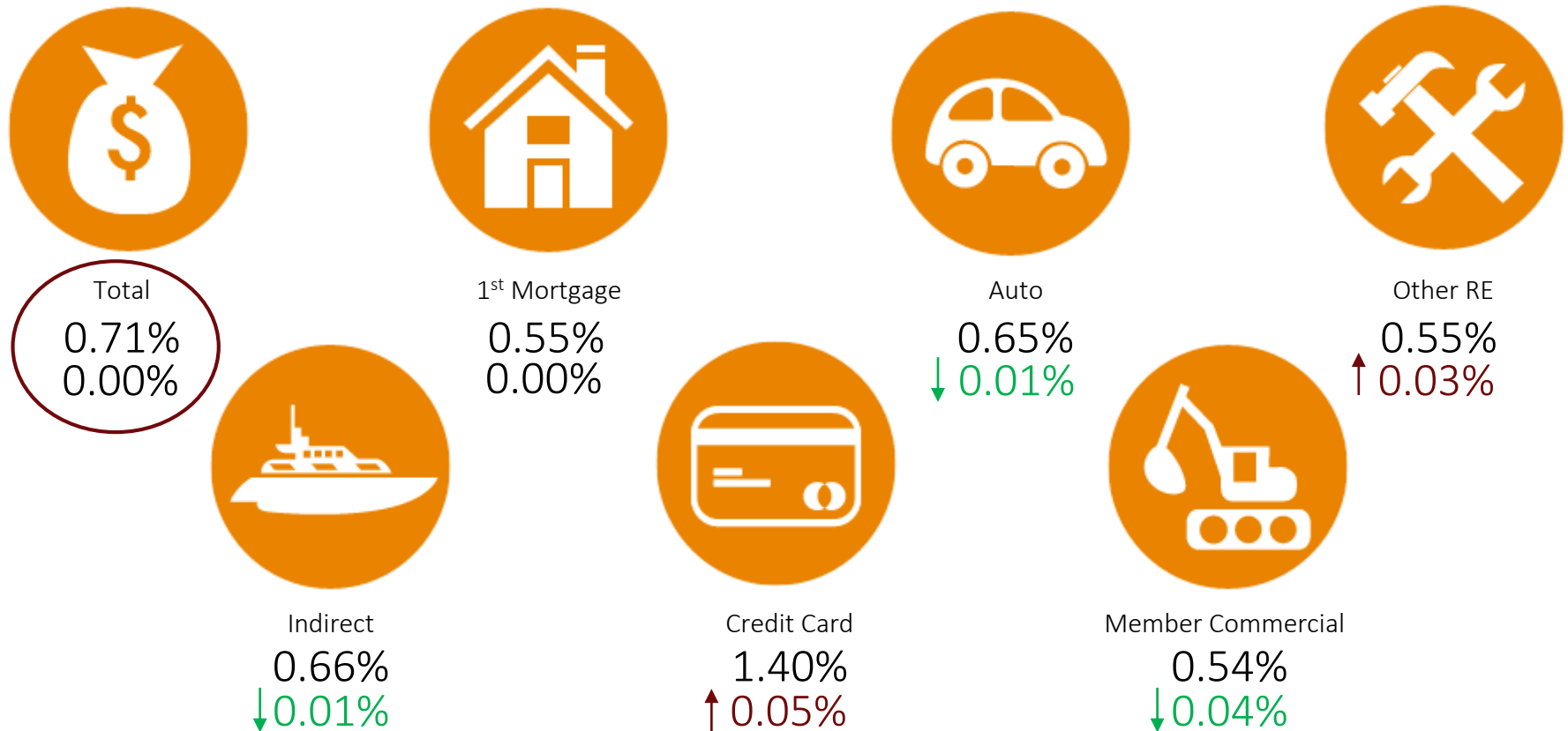


# Indirect loan balances post slowest growth since 2012



# Total delinquency remains low and is unchanged from year-end 2018

## Annual Change in Delinquency Data as of 12.31.19



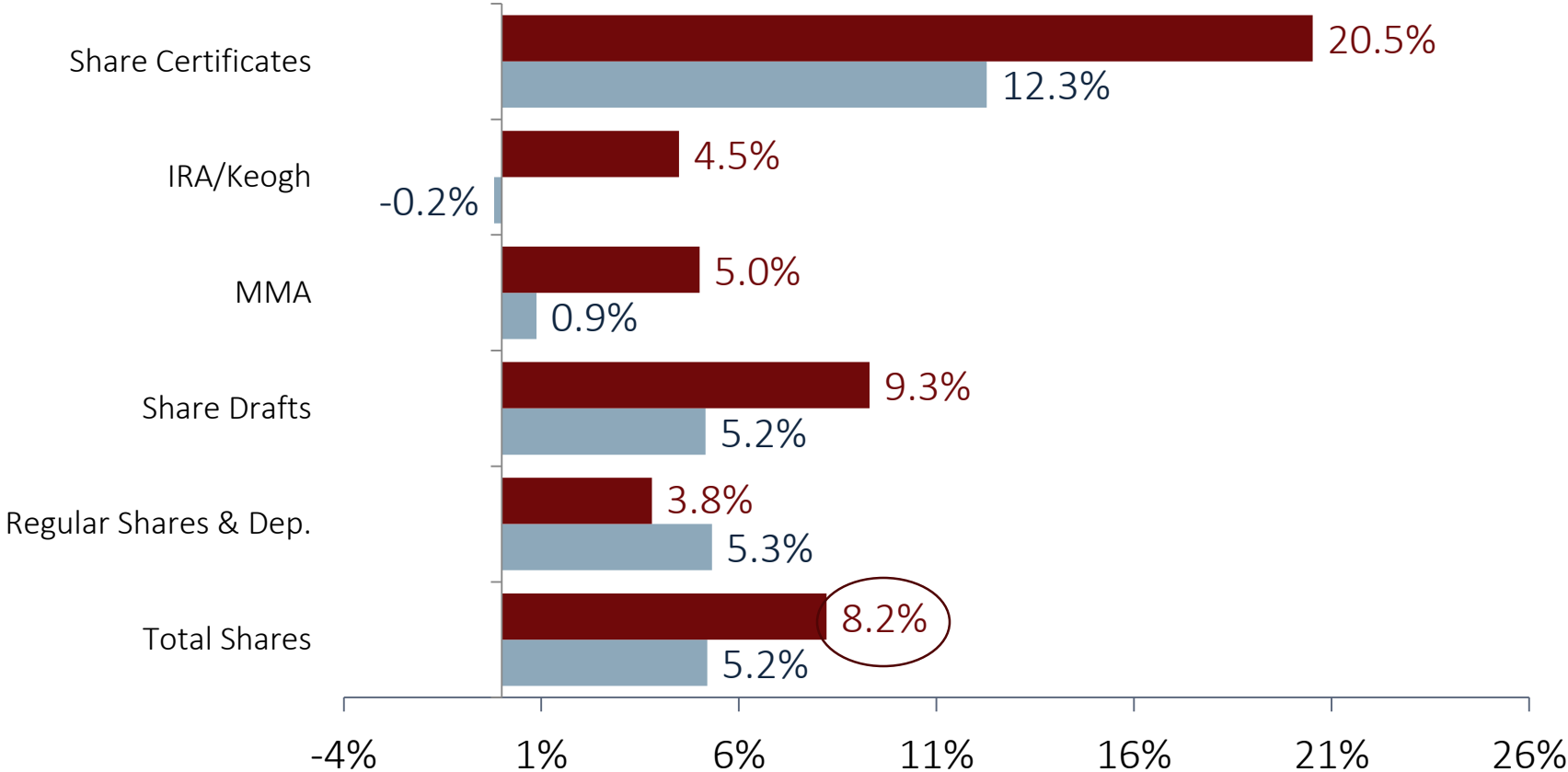
# Savings

- Certificates drive share growth
- Annual share growth outpaced loan growth over a full calendar year for the first time since 2012
- Core deposits are the foundation of the credit union share portfolio

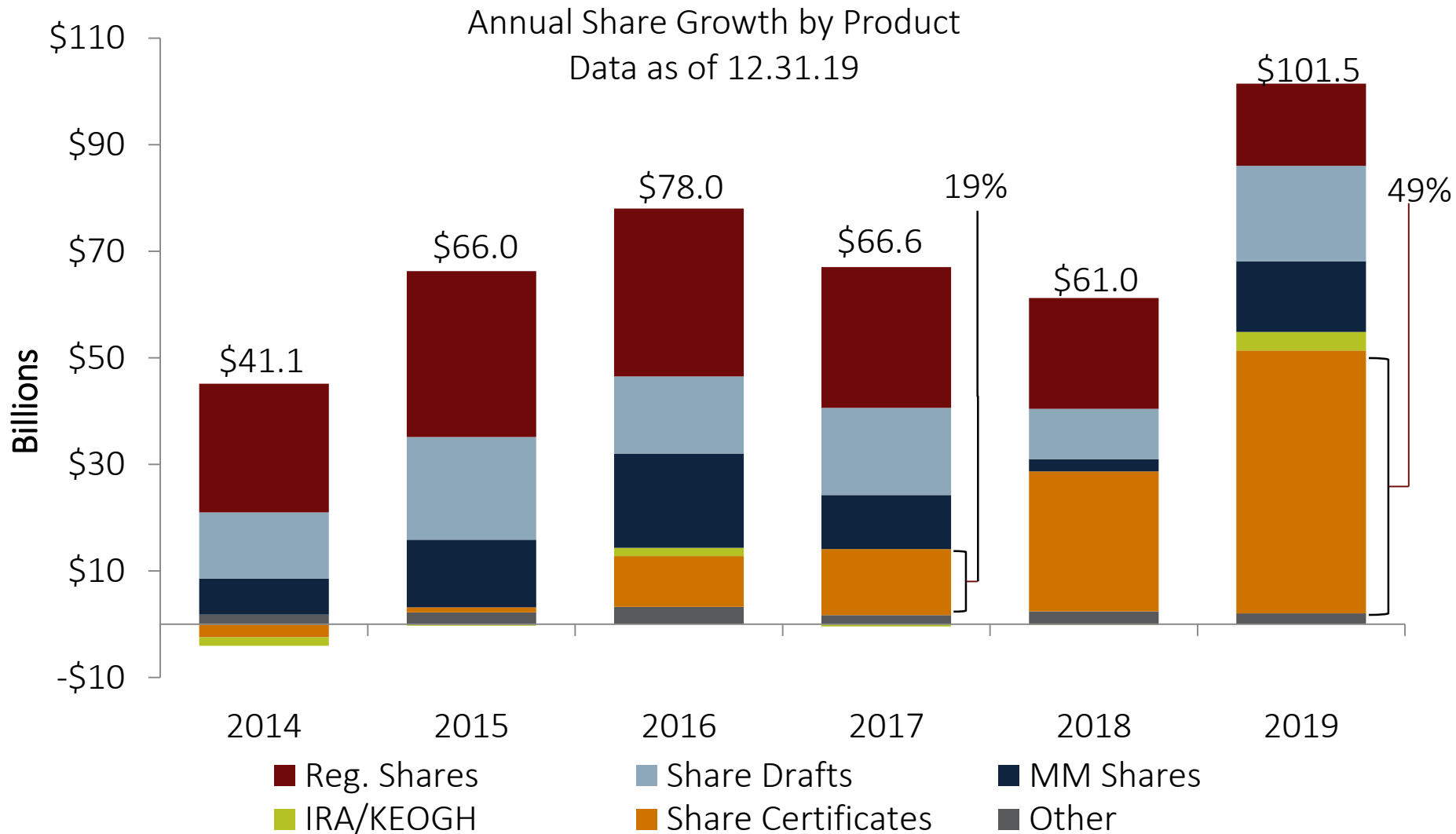
# Share balances grew at the fastest rate since 2009

12-Mo. Growth in Shares Segments  
Data as of 12.31.19

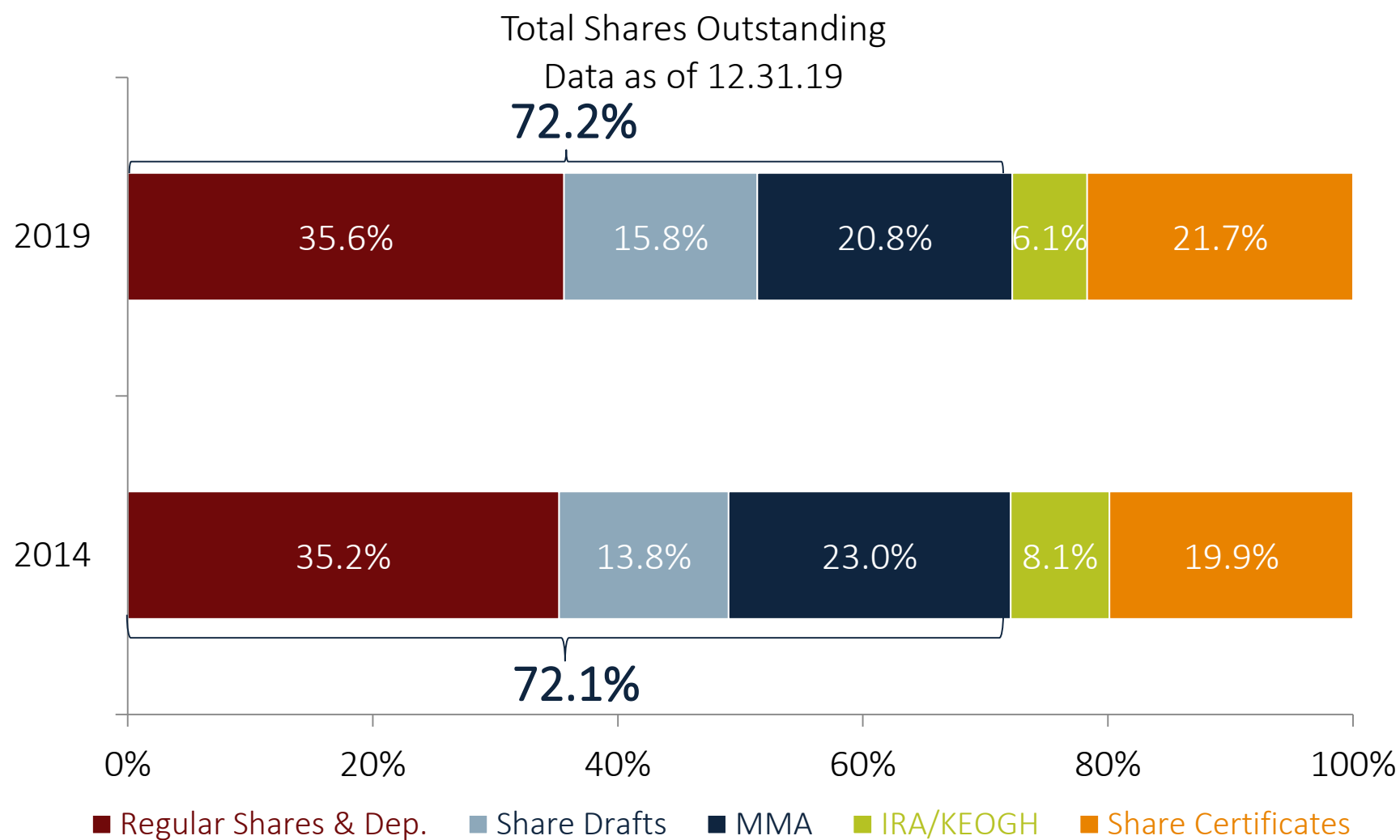
■ 2019  
■ 2018



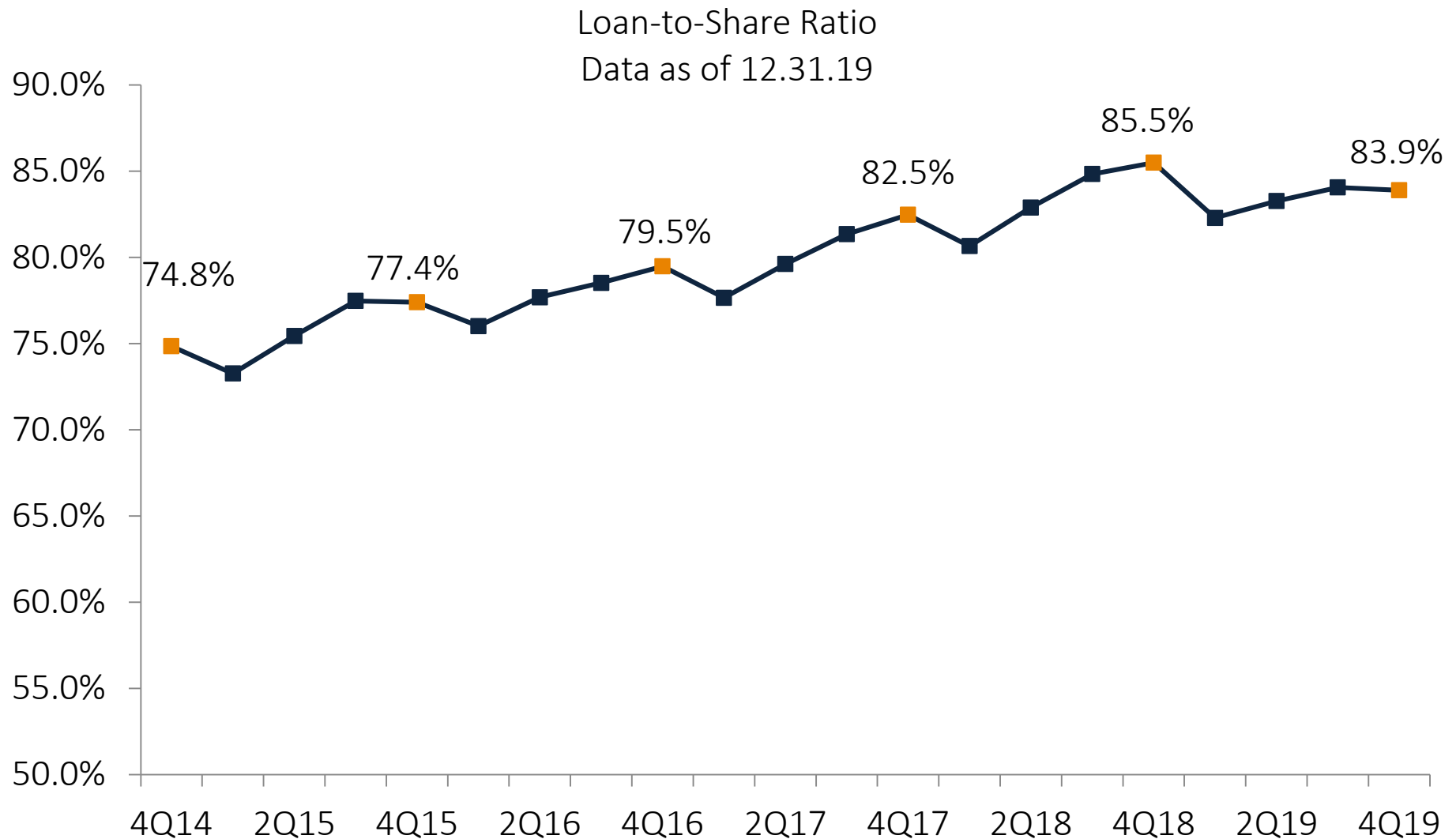
# Certificates grew 20.5% year-over-year, comprising 49% of total share growth in 2019



# Core deposits continue to make up the bulk of share balances across U.S. credit unions



# The loan-to-share ratio decreased between the third and fourth quarter for the first time since 2015





# Member Impact

- Member product usage is trending higher
- Share draft penetration reaches an all-time high of 58.8%
- The average member relationship continues to grow, topping \$19,400

# Credit unions have attracted new members and deepened existing relationships over the past five years

Penetration Rates  
Data as of 12.31.19



Credit Card

Real Estate

Share Draft

Auto

2019

17.7%

4.4%

58.8%

21.3%

2014

16.6%

4.4%

53.9%

17.6%

Change

+1.1%

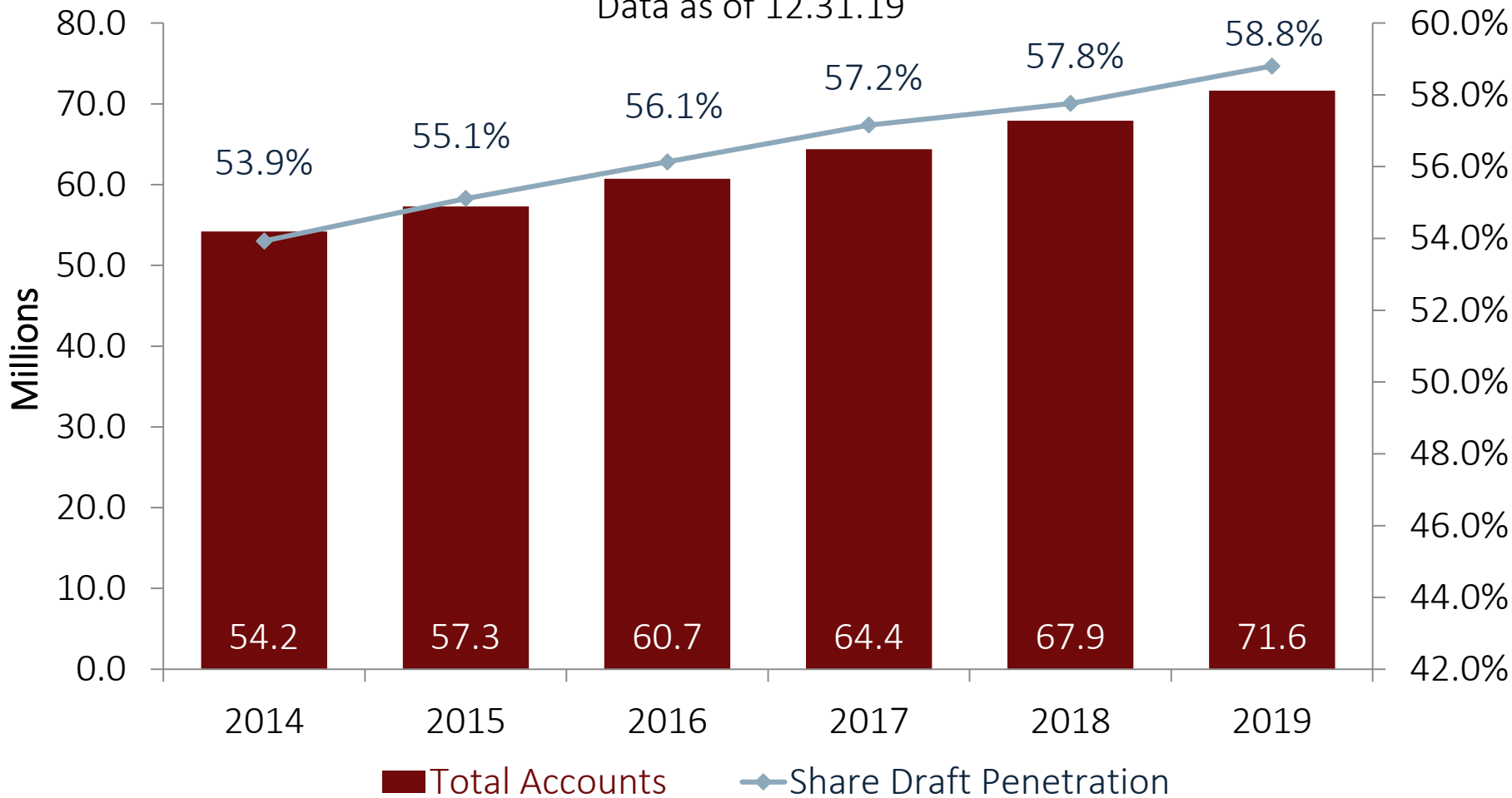
0.0%

+4.9%

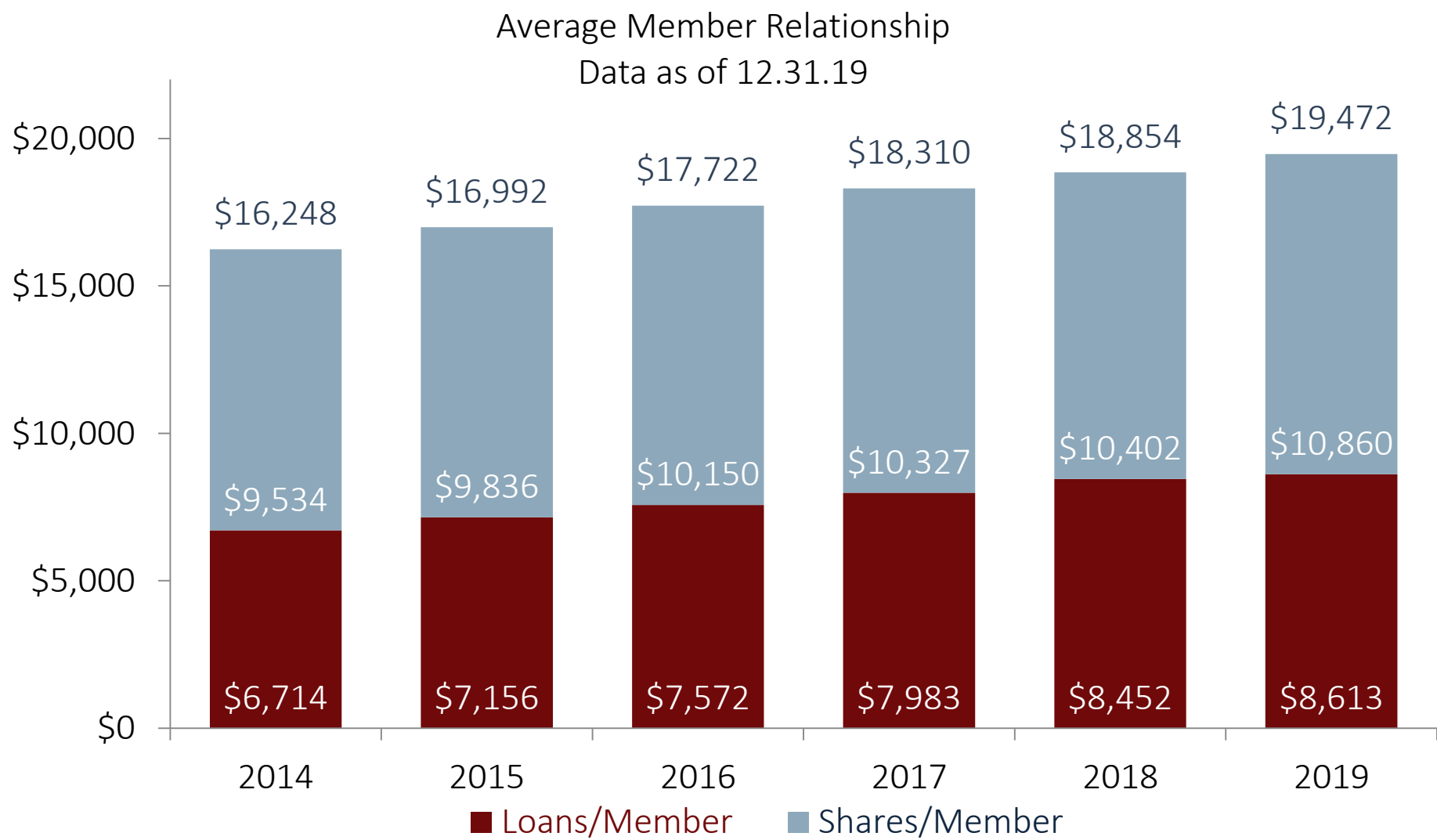
+3.7%

# Members opened 3.8 million more checking accounts in 2019 than in 2018

Share Draft Accounts and Share Draft Penetration  
Data as of 12.31.19



# Average member balances have risen 20% in the past five years



# How a Social Purpose Credit Union Creates Financial Health Through Community Impact



*Heather McKissick*  
*SVP, Community Impact*  
*University Federal Credit Union*

# About UFCU

---



# About UFCU



- Founded by UT
- Headquartered in **Austin, Texas**
- **Nearly \$2.7B** in assets
- More than **314,000 members**
- **677** employees
- 23 branch locations



# Defining our Social Purpose

---

## 6. Cooperation among Cooperatives

Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional and international structures.

## 7. Concern for Community

Cooperatives work for the sustainable development of their communities through policies approved by their members.



# Defining our Social Purpose

## 6. Cooperation among Cooperatives

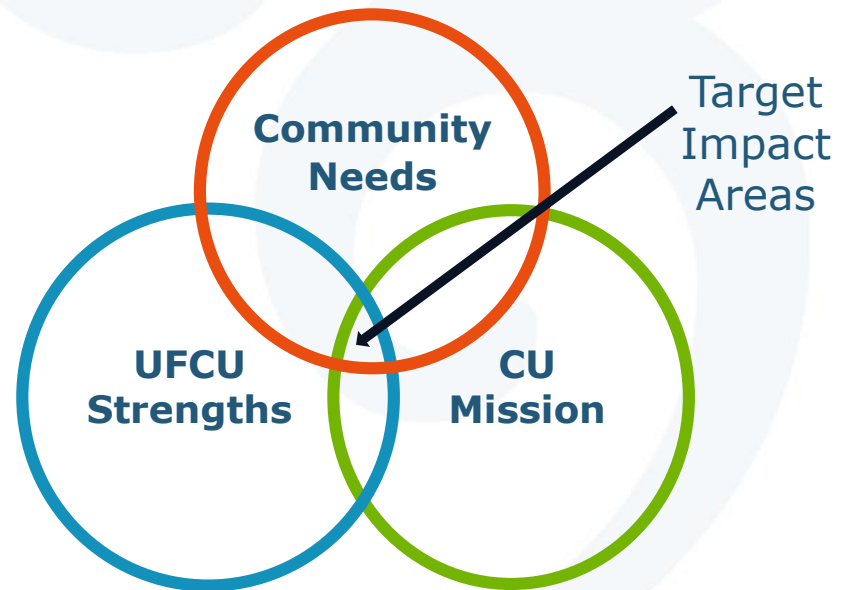
Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional and international structures.

## 7. Concern for Community

Cooperatives work for the sustainable development of their communities through policies approved by their members.

Community Impact is **significant positive change** brought about by a **specific set of activities** intended to address **defined social challenges** in the communities we serve.

This impact is measured over years, tracking the progress of outcomes, initiatives and partnerships.




# Defining our Social Purpose





# Defining our Social Purpose

A collage of four images: a house, a woman in a car, graduates, and a nurse. The central text is overlaid on a blue semi-transparent rectangle.

**We believe that a community truly prospers when its people are financially healthy and have ample opportunities for quality education, employment, and housing.**

# Programs, Partnerships: Education



150+ Scholars  
\$300,000  
18 Internships  
Up to 78 HSEs

- College Scholarships
- Waived HSE Fees
- Paid Internships
- Financial Health Training
- Savings Incentives
- Mentoring
- Networking Opportunities

---

**Based on these strategic objectives** of our higher education partners:

- Increase first generation college student graduation rates
- Increase 2-year certification completion rates
- Workplace experience/reduce time to first employment
- Improve socioeconomic mobility

# Programs, Partnerships: Housing

*Support services  
and affordable  
housing for over  
2,800 families*

We are partnering with the “Prosper Center” for a local nonprofit that offers attractive, affordable apartments with on-site support services in the areas of education, financial stability and health. Our volunteers, sponsorship and programs help these services happen:

- Tax Preparation Services
- Financial Health Counseling and Education
- Down Payment Savings Programs
- Mentoring, Tutoring, After-School Care



HOUSING



EDUCATION



FINANCIAL STABILITY

# Programs, Partnerships: Employment



Reduced debt,  
better credit,  
increased savings  
for 50+ pilot  
participants



Online and in-person  
Financial Health counseling,  
education and special product  
offerings for the mid-skill  
employees of our SEG  
partner groups.



# PlanU

by LUPIC

## Build a Financially Healthy Workforce

PlanU's goal for your business is simple: to build a financially healthy workforce. What does this mean for your organization? By altering money-related concerns, increase employee:

- Focus
- Productivity
- Financial stability
- Engagement
- Retention

Did you know nearly half of U.S. workers report they are financially stressed? These worries can even productivity resulting in increased absenteeism, poor focus and morale, and need for pay advances and 401(k) loans.

PlanU promises to deliver financial tools to your workforce that can remove money-related concerns so they can become financially healthy. Participating employers can improve their financial standing and take actionable steps to remove employee-related concerns from their day-to-day lives.

### Effective and Easy

Choose What's Right For Your Company

With PlanU, your employees will have the experience and support of LUPIC on their side.





#### LEARN

**ONLINE COURSES**

Watch personalized, short playlists with 1-5 minute videos, and expert advice from LUPIC's team of experts to learn cost-effective money solutions.

**FINANCIAL COACHING**

Build plans of action with personal financial advisors to help you make money decisions.

#### CONNECT

**SPONSORSHIPS**

Attract fans, use your sponsors where you see ads, get sponsors and get attention from experts.

**MONEY CIRCLE**

Start up with a small group of peers to discuss, share opinions, learn together, and learn and grow together on a money topic.

#### BUILD


**CREDIT REVIEW**

Discover this on and side of credit, and review your credit report to identify opportunities for improvement.

**FINANCIAL COUNSELING**

Monitor personal credit practices and create an action plan to achieve your goals through credit counseling. Connect with an expert.

[illegible]



# PlanU

by UFU

## Financial Counseling

Start today to be prepared for tomorrow.

We are excited to partner with you as you take a step toward achieving your financial goals. Together, we will develop an action plan based on your personal needs and situation with steps you can take to achieve your short- and long-term financial goals.

### My financial health score is:

HEALTHY


---

COPING

---

VULNERABLE

---



**Overall Score:** \_\_\_\_\_

Spent: \_\_\_\_\_ Save: \_\_\_\_\_

Borrow: \_\_\_\_\_ Plan: \_\_\_\_\_

**PlanU** is here to help you prioritize and set achievable goals, develop an action plan, be an accountability partner, and identify next steps to move you forward on your journey.

Let's get started! What would you like to focus on? Select all that apply:

- ☐ Improving your credit
- ☐ Developing a budget
- ☐ Reducing debt
- ☐ Increasing savings
- ☐ Preparing for a life event
- ☐ Other \_\_\_\_\_

**Notes:**

---



---



---



---

---



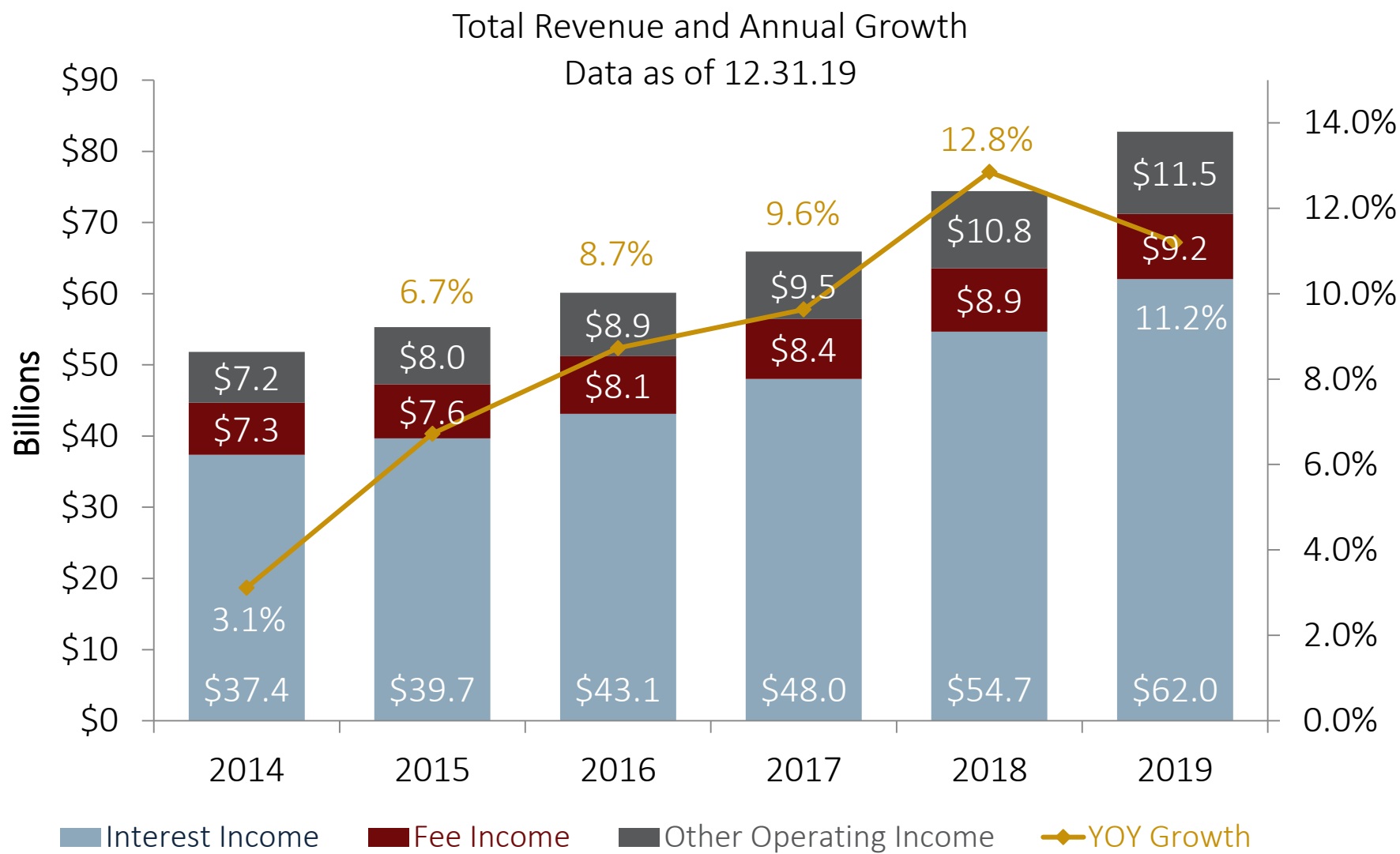
# Questions?

# The Bottom Line

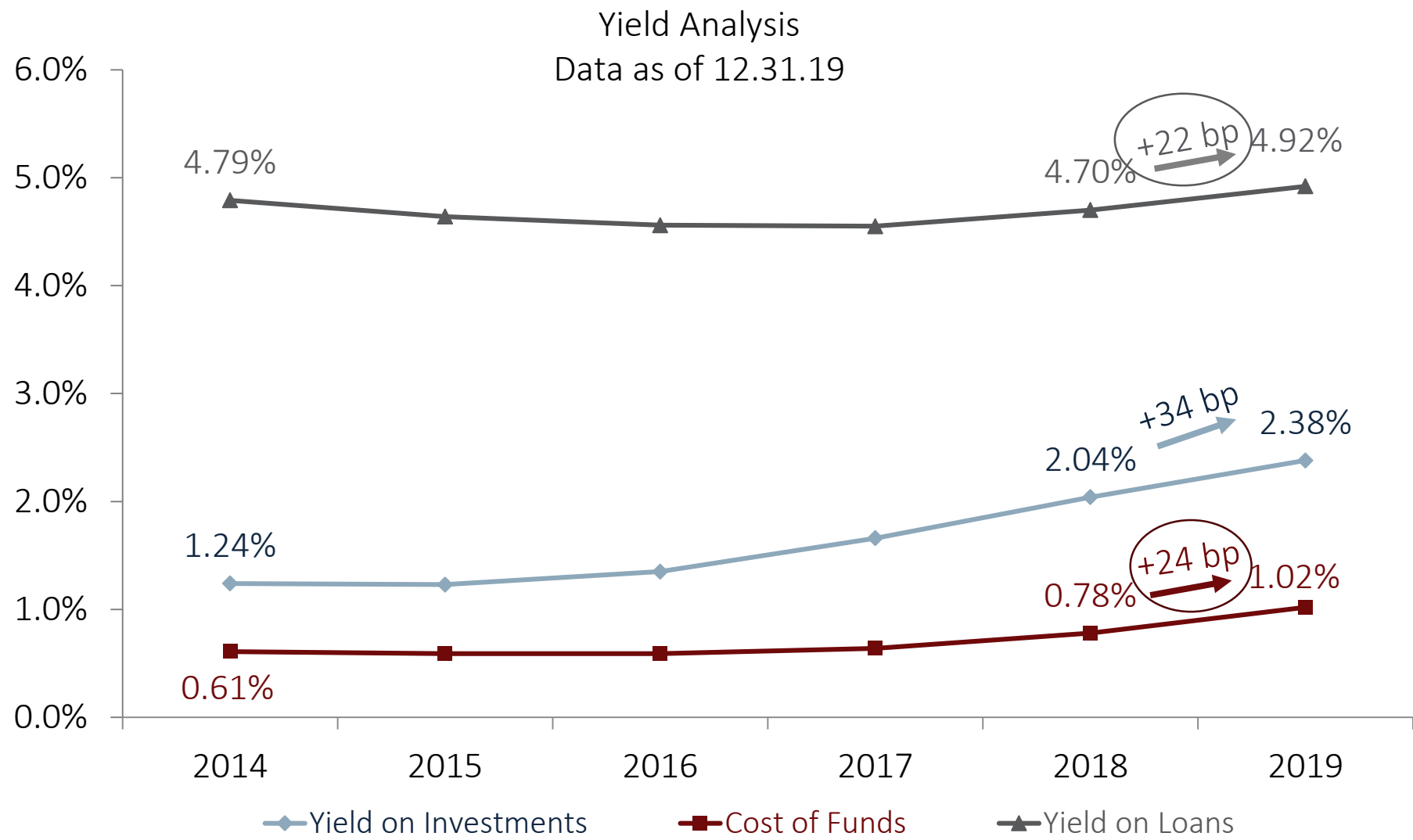
- Revenue increases 11% in 2019
- Net interest margin expansion slows
- Net worth reaches 11.4% at year-end



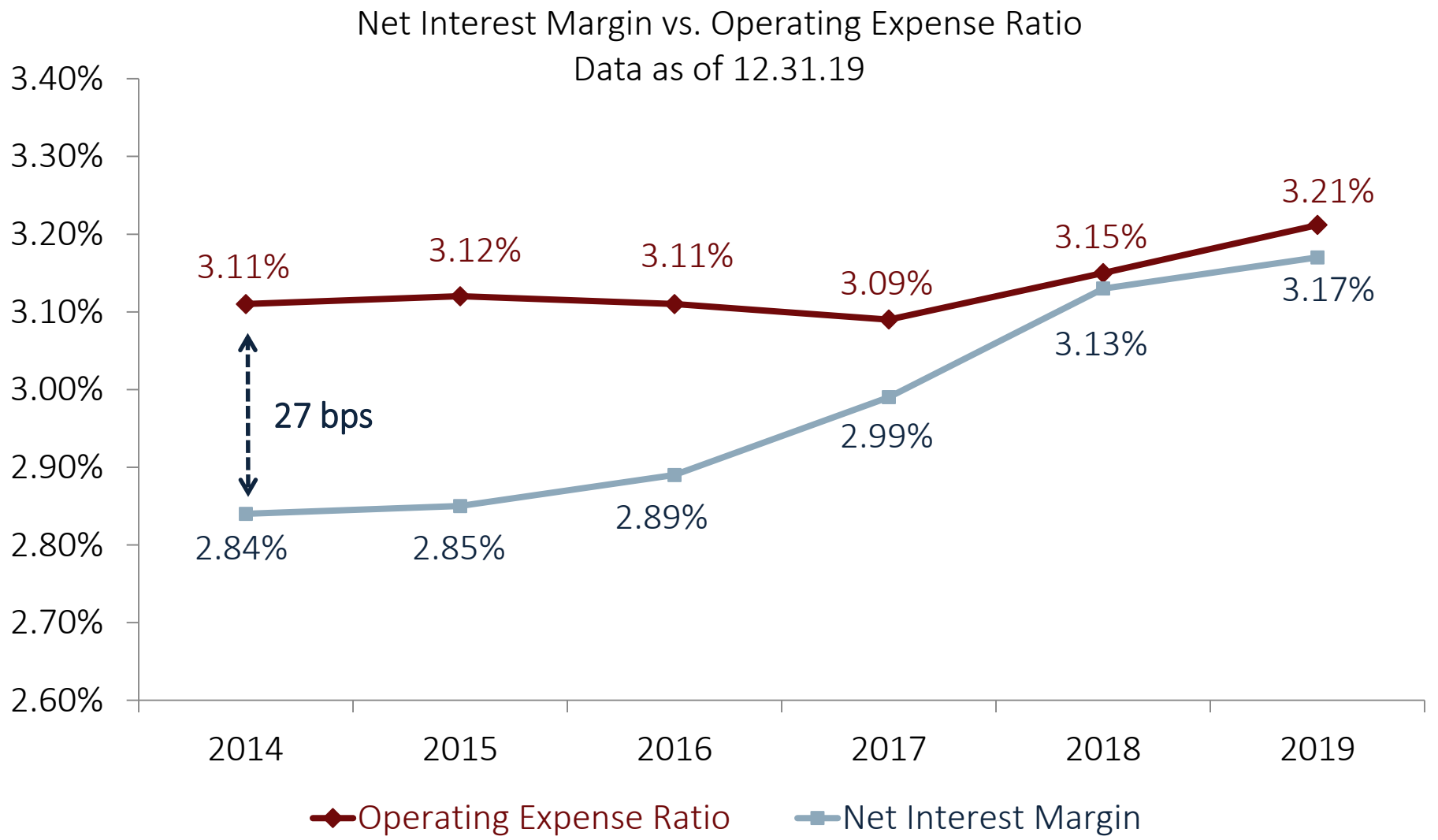
# Interest income expands 13.5%, the fastest growth of all income streams



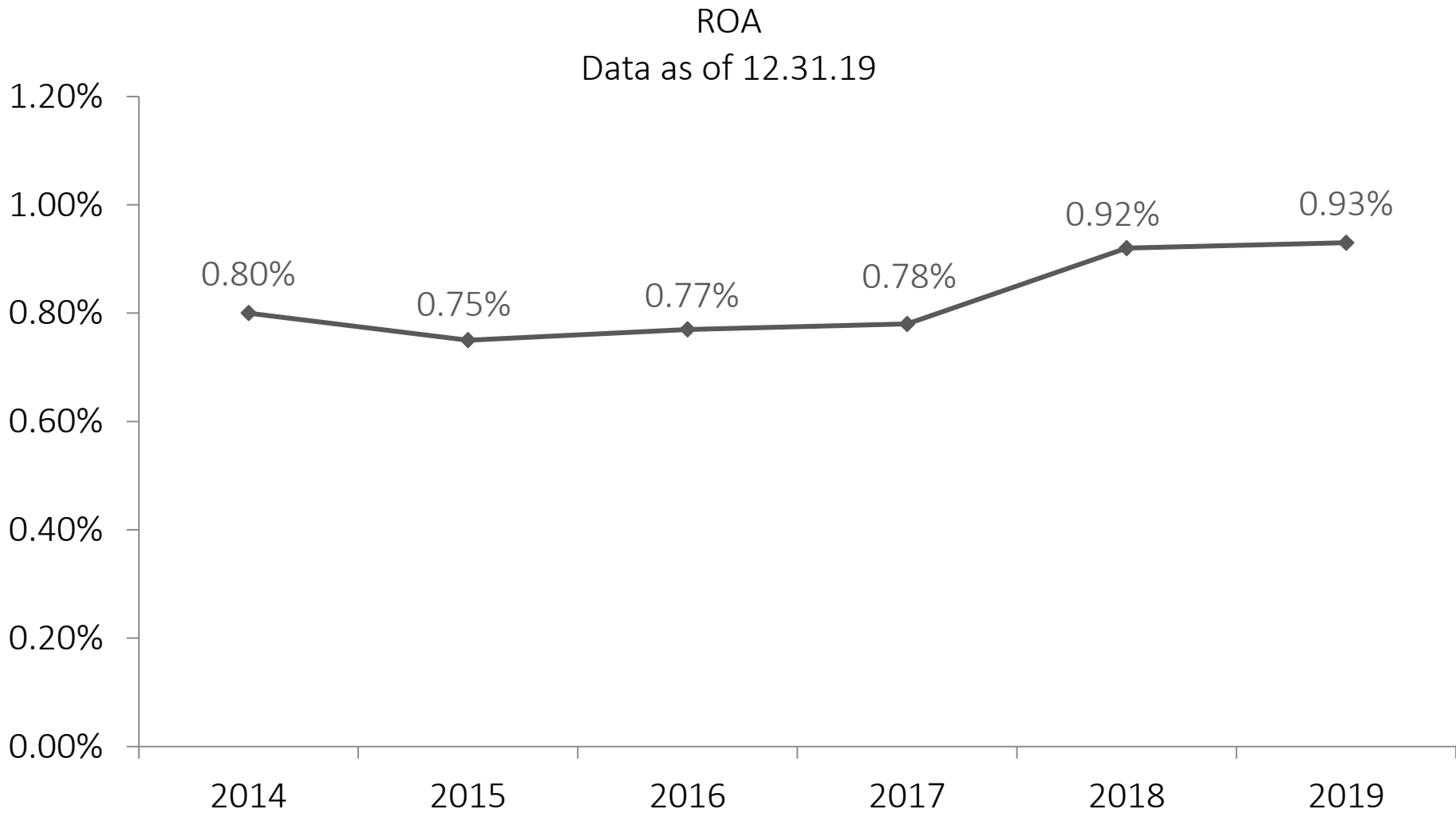
# The cost of funds grew faster than loan yields in 2019



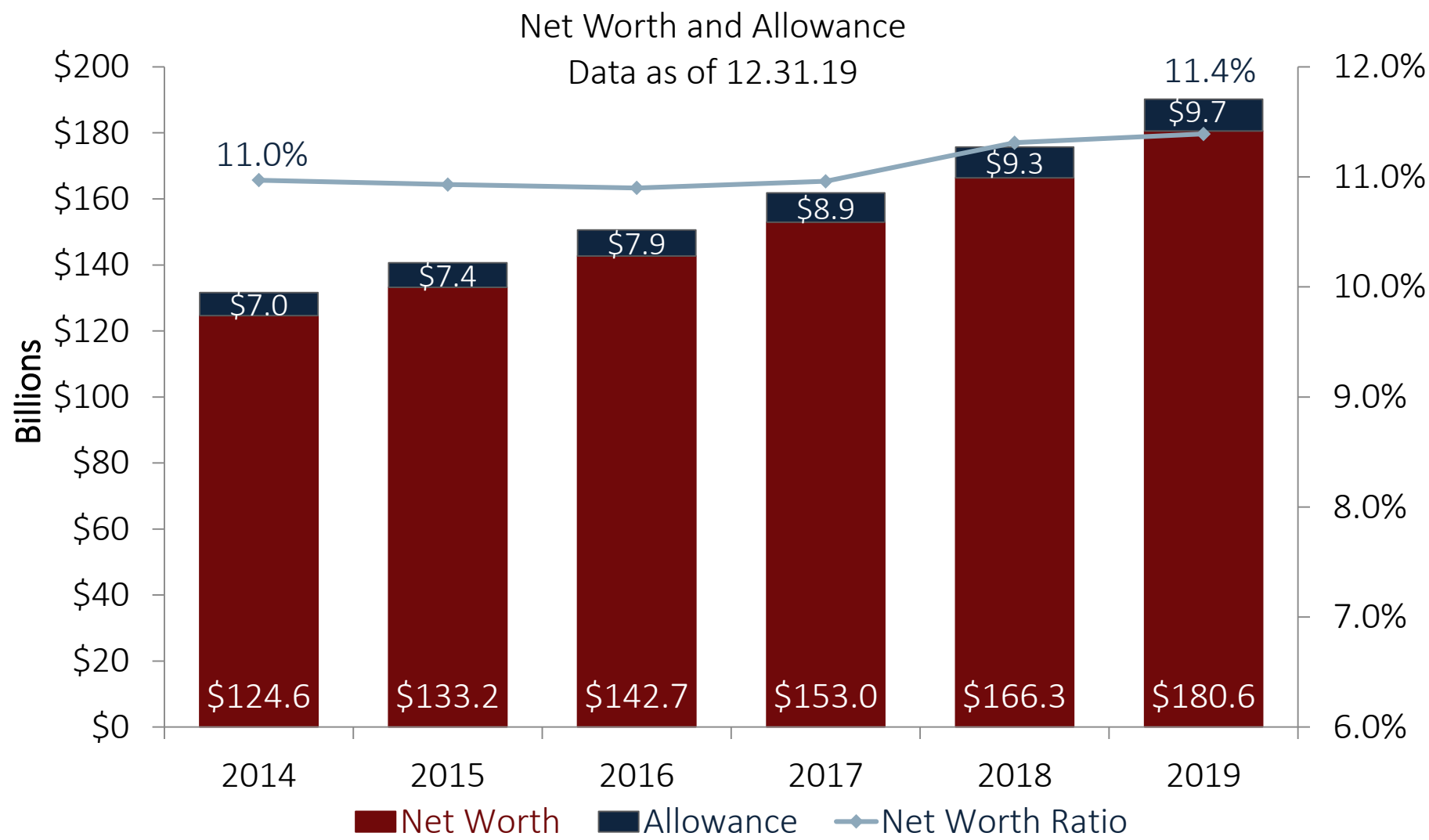
# Net Interest Margin falls back below Opex after matching it in the third quarter



# ROA ticks up in 2019



# Industrywide net worth ratio hits 11.4%, up 8 basis points year-over-year



# The Cooperative Decade

- In the shadow of the great recession, the 2010s became the greatest decade in the history of the credit union industry
- Assets, shares, loans, and members grew at unprecedented levels to reach all-time highs
- As banks struggled to regain customer trust, credit unions increased market share in all major loan products

## Flashback: TrendWatch 4Q09

**FINANCIAL TIMES**  
 USA Thursday September 18 2008 USA \$2.00 Canada C\$2.50  
**Global banks in crisis**  
 Full coverage of the market turbulence: NEWS **Pages 2-6** COMMENT **Page 15**  
 LEX **Page 18** MARKETS **Pages 30-32** ONLINE [www.ft.com/crisis](http://www.ft.com/crisis)  
 Newspaper of the year World Business Newspaper



**The Economist**

OCTOBER 4TH-10TH 2008 [www.economist.com](http://www.economist.com)

**Our guide to America's election**  
**Europe's Schadenfreude**  
**Music on your phone**  
**Reassessing China**  
**Somalia's pirates**

**World on the edge**

**News Briefing**

**Constellation Energy seeks suitor or capital**  
Constellation Energy Group announced that it is looking for a suitor or strategic capital infusion, as liquidity concerns left the U.S. power company's commercial trading operations. **Page 10 Markets, Page 30-32**

**Iran curbs move**  
The U.S. announced measures against a network of companies it accuses of helping Iran with its nuclear programs. **Page 10**

**Bombers kill 16**  
Israeli airstrikes destroyed a car bomb attack on the U.S. embassy in Yemen, killing at least 16 people. **Page 13**

**Nato talks on Russia**  
Nato defense ministers held their first 16-month talks today on how the alliance should respond to the challenges Russia poses after its conflict with Georgia. **Page 16; www.4.com/atl**

**Levi poised to be PM**  
Israeli foreign minister Tzipi Livni announced to become a

# Credit panic hits historic levels



**The day in summary**

One-month U.S. Treasury bill yield

Rate	Change
Sept 17 2008	0.0%
Sept 2 2008	0.0%

Source: Treasury/Reuters

**Global markets**

Index	Change
Three-month Treasury bill yield	0.02%
FTSE 100	▼ -2.25%
S&P 500	▼ -4.7%

**HBOs**

Lloyds TSB rating to rescue UK's largest mortgage lender

**Page 6**

**Morgan Stanley**

Shares were down 24 per cent in New York

**Page 10**

**Lehman Brothers**

Barclays polishes opinion with purchase of broker-dealer arm

**Page 3**

**Weather**

Today: Mostly sunny  
High: 65°F (low: 46°F)  
Friday: Sunny  
High: 65°F (low: 46°F)  
Saturday: 68°F

## The Washington Post

THURSDAY, SEPTEMBER 17, 2008

**DISTRICT & MARYLAND HOME EDITION**

ISSUE NO. 10000

Printed from the Washington Post

Markets in Disarray as Lending Locks Up

Printed from the Washington Post

## Lawmakers Left On the Sidelines

### As Fed, Treasury Take Swift Action

By Lisa Montemagno  
Washington Staff Writer

The frenetic part of the financial rescue has passed. The Treasury Department and Federal Reserve to make legislative decisions in recent days, leaving Capitol Hill lawmakers effectively sidelined—and frustrated.

Lawmakers on both sides of the aisle expressed concern yesterday that they have been kept out of the loop and that the federal rescue has been seen to rush the job on Wall Street. While many have been reassured that the rescue will be law-based, many are worried to remain a purely financial decision. They said they felt excluded in the administration's move to make emergency decisions but felt concerned it was the best

way to deal with the crisis.

House Speaker Nancy Pelosi (D-Calif.) said she has been kept out of the loop by Treasury Secretary Henry Paulson (D-Miss.) and Federal Reserve Chairman Ben S. Bernanke. She said she felt excluded in the administration's move to make emergency decisions but felt concerned it was the best way to deal with the crisis.

House Speaker Nancy Pelosi (D-Calif.) said she has been kept out of the loop by Treasury Secretary Henry Paulson (D-Miss.) and Federal Reserve Chairman Ben S. Bernanke. She said she felt excluded in the administration's move to make emergency decisions but felt concerned it was the best way to deal with the crisis.

## Federal Intervention Fails to Stem Crisis of Confidence on Wall St.

By Steve Levitt and David G. Allen  
Los Angeles Post Staff Writers

The flow of money through all but part of the financial system all but stopped yesterday, illustrating the stock market's collapse again as banks lost faith in the system and investors melted in U.S. government's decision to provide \$200 billion.

House Speaker Nancy Pelosi (D-Calif.) said she has been kept out of the loop by Treasury Secretary Henry Paulson (D-Miss.) and Federal Reserve Chairman Ben S. Bernanke. She said she felt excluded in the administration's move to make emergency decisions but felt concerned it was the best way to deal with the crisis.

## Mound As Ba

By Tom Lawlor, Jr.  
Los Angeles Post Staff Writer

The federal government's decision to provide \$200 billion to the financial system yesterday failed to stem the crisis of confidence on Wall Street.

The federal government's decision to provide \$200 billion to the financial system yesterday failed to stem the crisis of confidence on Wall Street.

any bills of only 0.1 percent, the lowest since World War II.

The federal oil continued to move despite a series of trading gaps taken by the government in recent weeks. As one investor, bank failed Sunday and another was taken over, the federal government's decision to provide \$200 billion to the financial system yesterday failed to stem the crisis of confidence on Wall Street.

The federal government's decision to provide \$200 billion to the financial system yesterday failed to stem the crisis of confidence on Wall Street.

## Analyst

By Steve Levitt and David G. Allen  
Los Angeles Post Staff Writers

The federal government's decision to provide \$200 billion to the financial system yesterday failed to stem the crisis of confidence on Wall Street.

The federal government's decision to provide \$200 billion to the financial system yesterday failed to stem the crisis of confidence on Wall Street.

## Scrambling to Clean Up After A Category 4 Financial Storm

By Steve Levitt and David G. Allen  
Los Angeles Post Staff Writers

The federal government's decision to provide \$200 billion to the financial system yesterday failed to stem the crisis of confidence on Wall Street.

The federal government's decision to provide \$200 billion to the financial system yesterday failed to stem the crisis of confidence on Wall Street.

## Scrambling to Clean Up After A Category 4 Financial Storm

By Steve Levitt and David G. Allen  
Los Angeles Post Staff Writers

The federal government's decision to provide \$200 billion to the financial system yesterday failed to stem the crisis of confidence on Wall Street.

The federal government's decision to provide \$200 billion to the financial system yesterday failed to stem the crisis of confidence on Wall Street.

# THE WALL STREET JOURNAL.

\*\*\*\* THURSDAY, SEPTEMBER 18, 2008 • VOL. CCLXII NO. 47 \*\*\*\*\* \$1.00

NEW YORK 100.00 NASDAQ 2040.15 VIX 41.00 NIKKEI 11,760.75 +1.2% 30 SPX 2,507.05 +7.1% 10-YR TREAS 4.72(1/2) yield 345.76 90 307.15 +5.00 6000 S&P 500 \$70.15 EURO 1.4077 YEN 134.74

## Counting Fears Shake World Markets

### Banking Giants Rush to Raise Capital

BY SCOTT LEVINSON  
AND DAVID LEE

As the U.S. and other major economies face a credit crunch, the world's largest banks are racing to raise capital to meet the growing demand for credit. The U.S. Federal Reserve has cut its discount rate to 1% and lowered its target for the federal funds rate to 0.5%. The U.S. Treasury has announced a \$200 billion stimulus package. The U.S. Treasury has also announced a \$200 billion stimulus package. The U.S. Treasury has also announced a \$200 billion stimulus package.

By ASHLEY LUCAS, WALL STREET JOURNAL  
AND JEFFREY HERSHBERGER

Morgan Stanley sought what it says is the lowest level of capital since 2003, according to a source familiar with the company's plans. Morgan Stanley's share price fell 3.4% on Wednesday.

Reaching Down  
Morgan Stanley's share price dropped 3.4% on Wednesday.

Morgan Stanley sought what it says is the lowest level of capital since 2003, according to a source familiar with the company's plans. Morgan Stanley's share price fell 3.4% on Wednesday.

Morgan Stanley sought what it says is the lowest level of capital since 2003, according to a source familiar with the company's plans. Morgan Stanley's share price fell 3.4% on Wednesday.

Sponsored by:

**CALLAHAN  
ACADEMY**



# Flashback: TrendWatch 4Q09 - Credit Unions at a Tipping Point



Why credit unions are better

Source: CNN





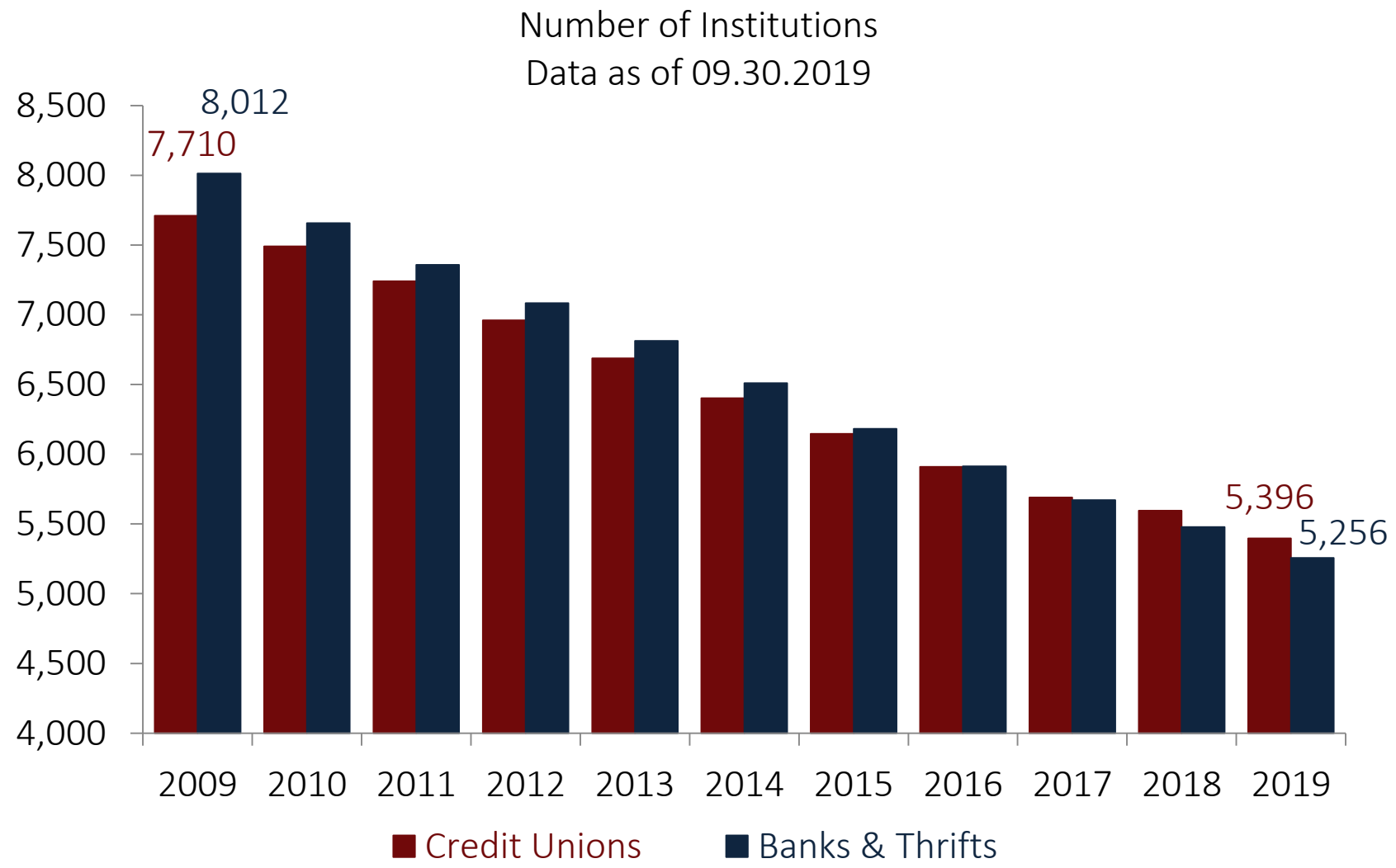
## *Flashback: TrendWatch 4Q09*

# The Tipping Point: Credit unions in 2010

- As banks struggle to hold onto customer trust, credit unions have an opportunity to attract new members through their service-centric approach
- Competition is re-emerging in auto, mortgage and small business lending as the economy rebuilds
- Lending will continue to be the priority

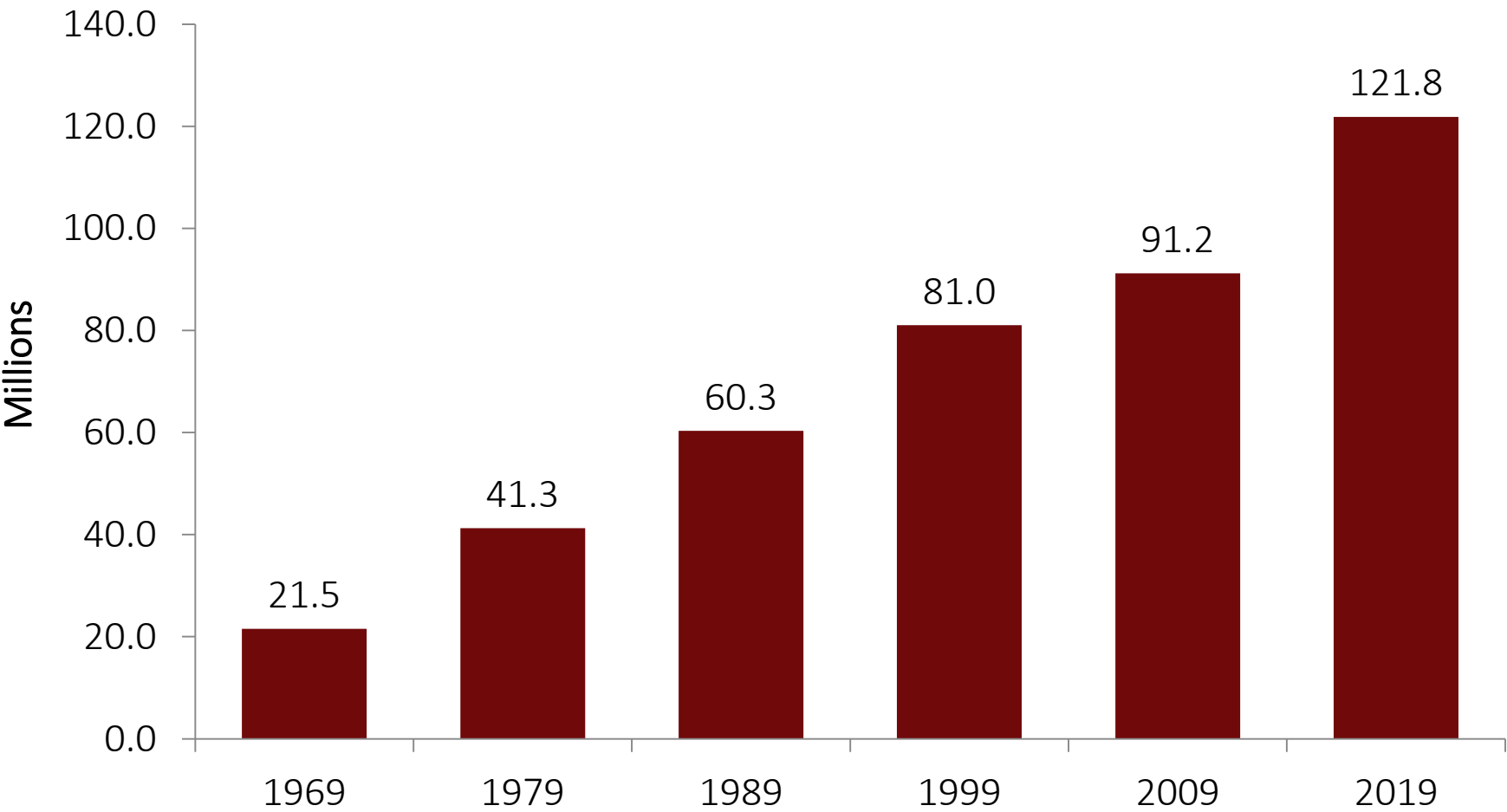
## “THE BEGINNING OF A COOPERATIVE DECADE”

# Both banks and credit unions consolidated over the past decade, but there are now more credit unions



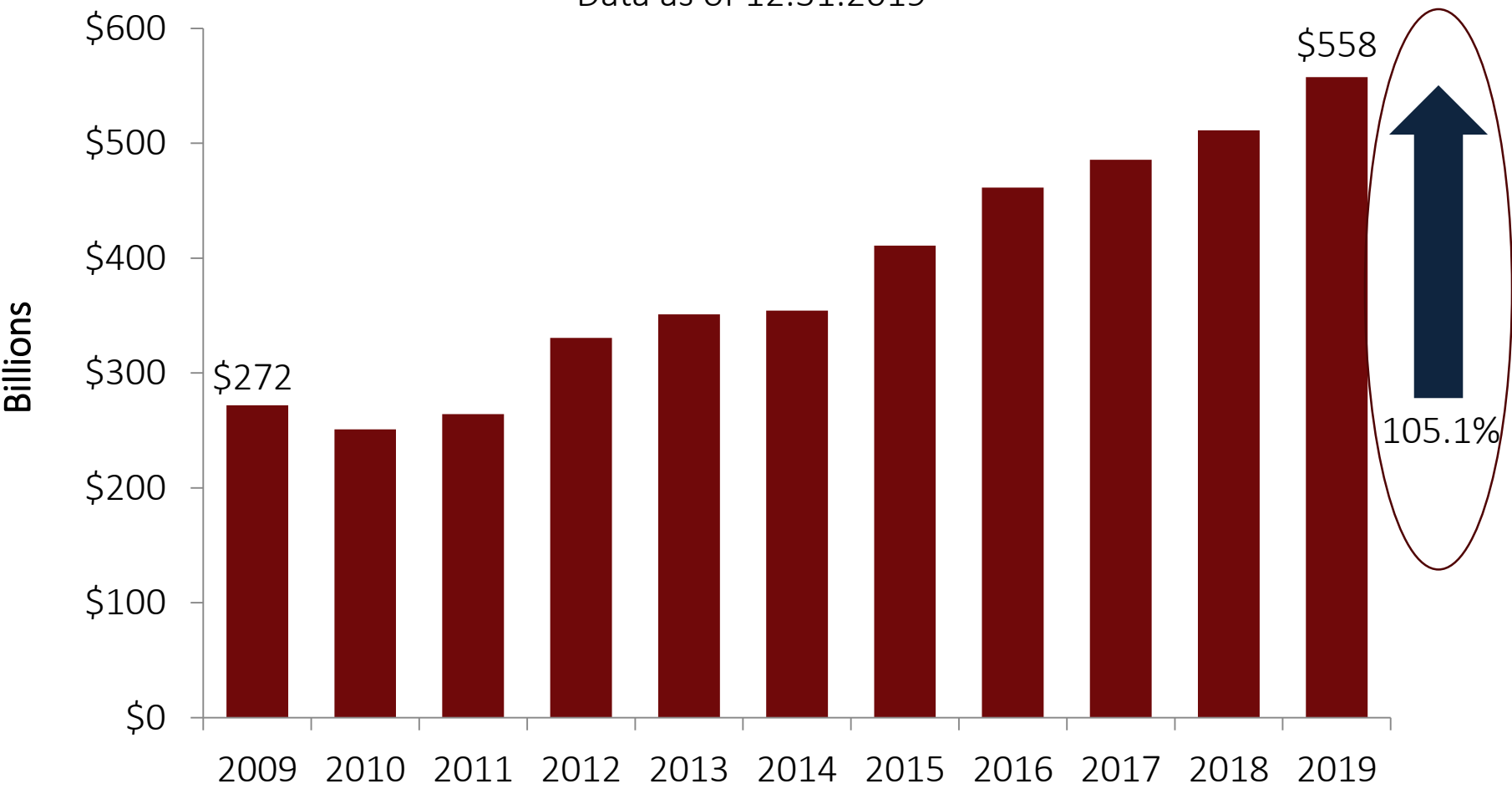
# Membership has surged since the financial crisis as consumers increasingly choose credit unions

Number of Credit Union Members by Decade  
Data as of 12.31.2019



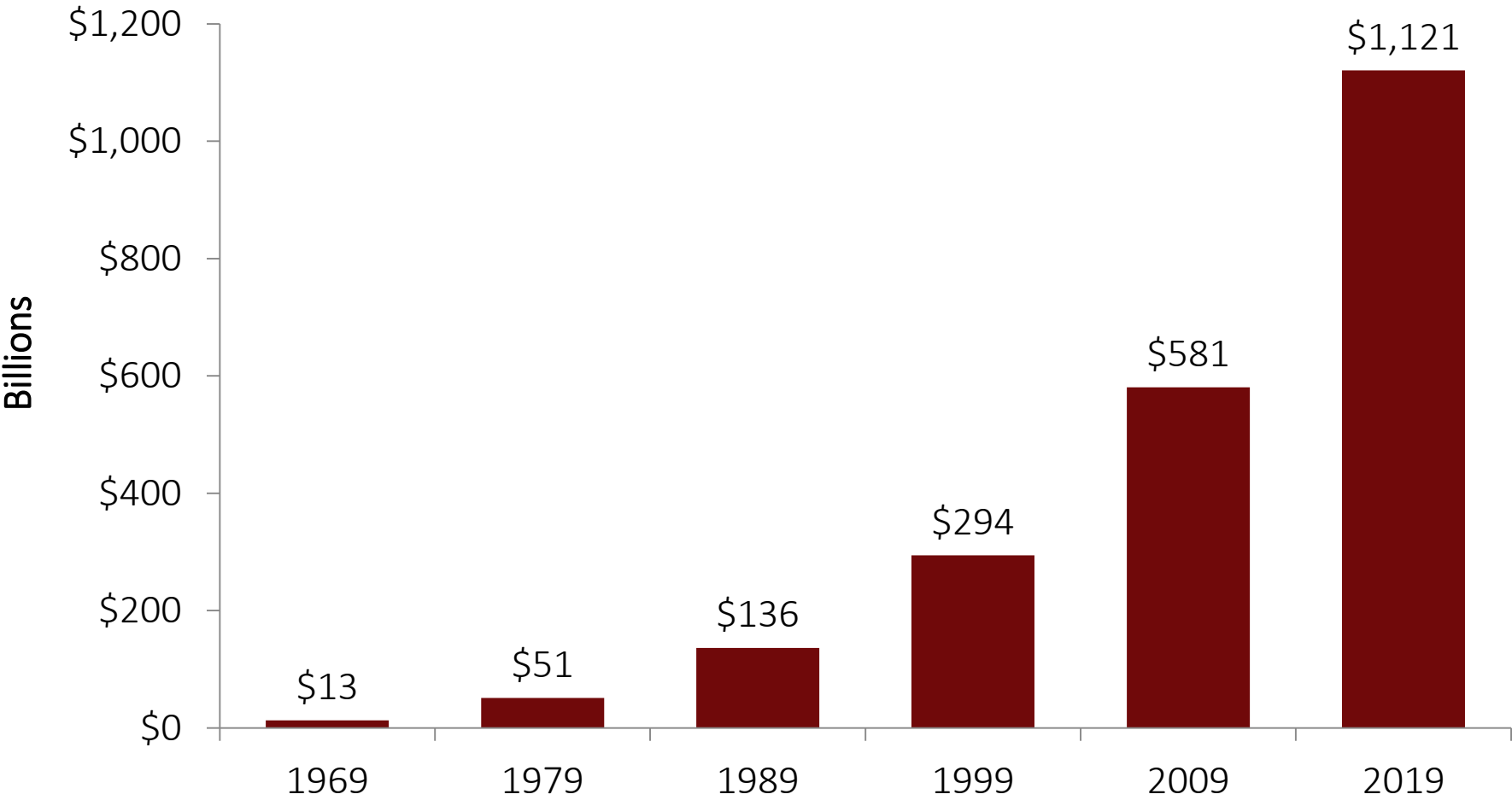
# Credit union loan originations in 2019 were more than double the volume recorded in 2009

Credit Union Industry YTD Loan Originations  
Data as of 12.31.2019

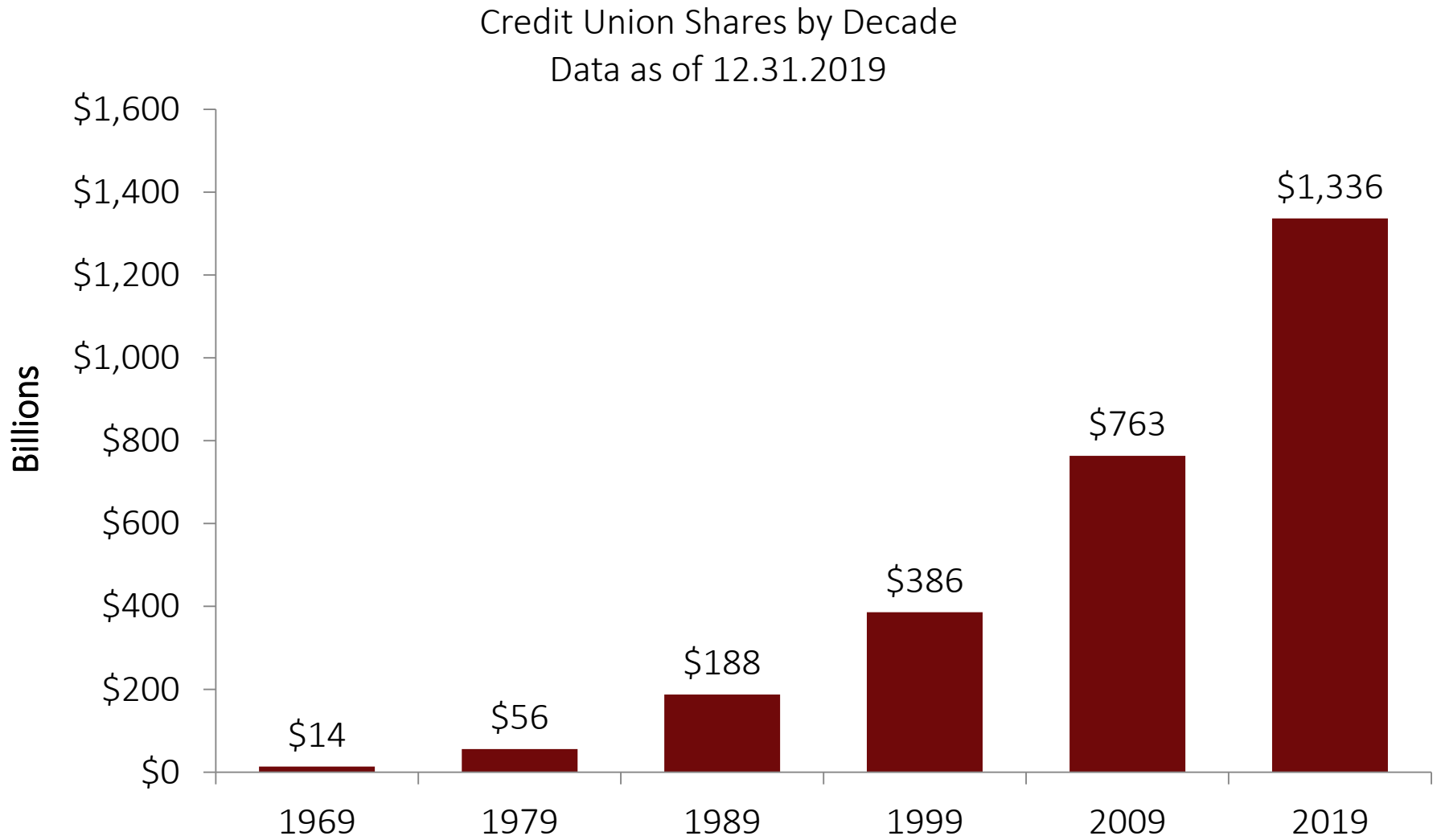


# Loan balances almost doubled in the 2010s

Credit Union Loans by Decade  
Data as of 12.31.2019

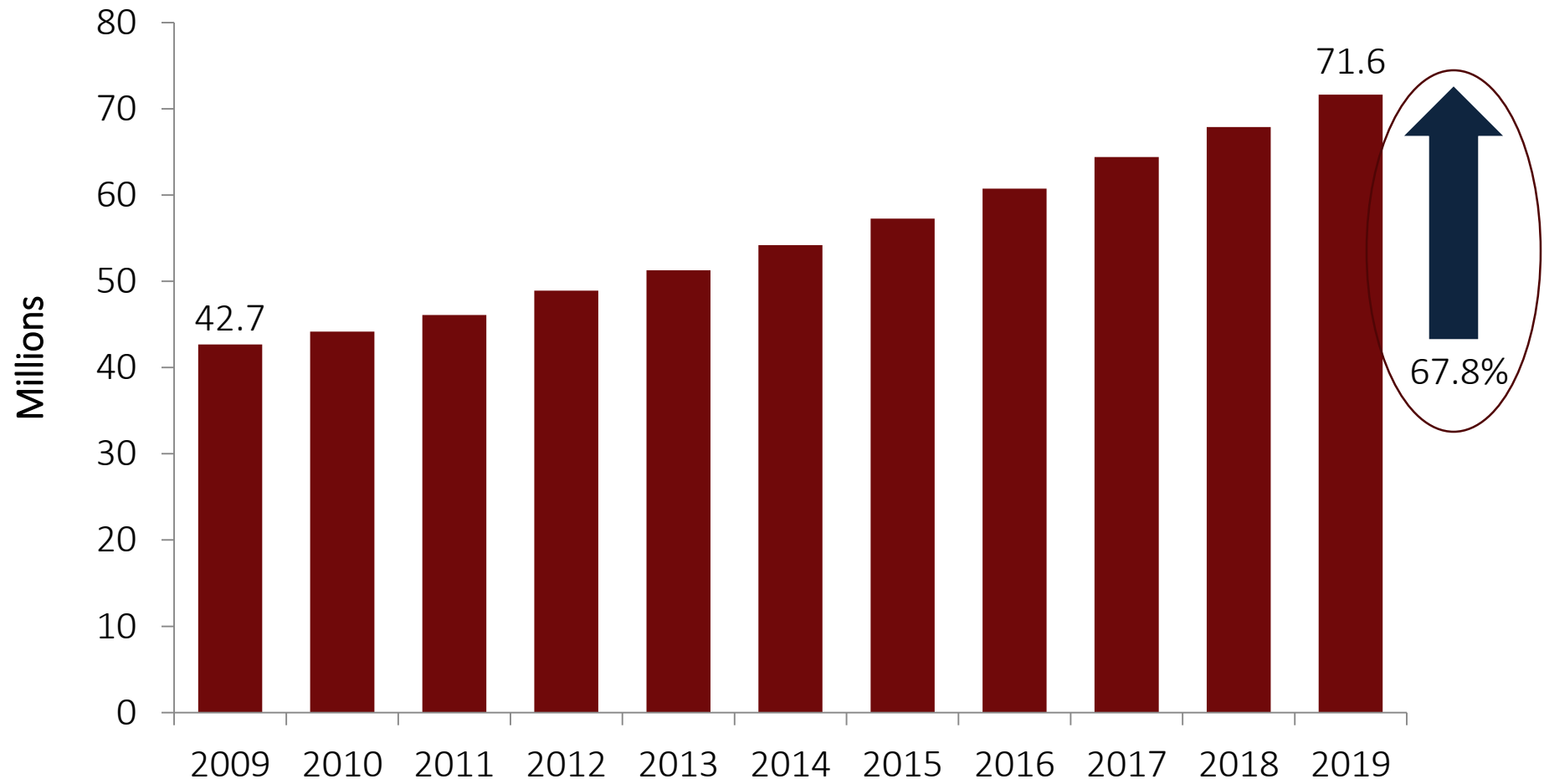


# Credit unions added almost \$600 billion in share balances in the 2010s

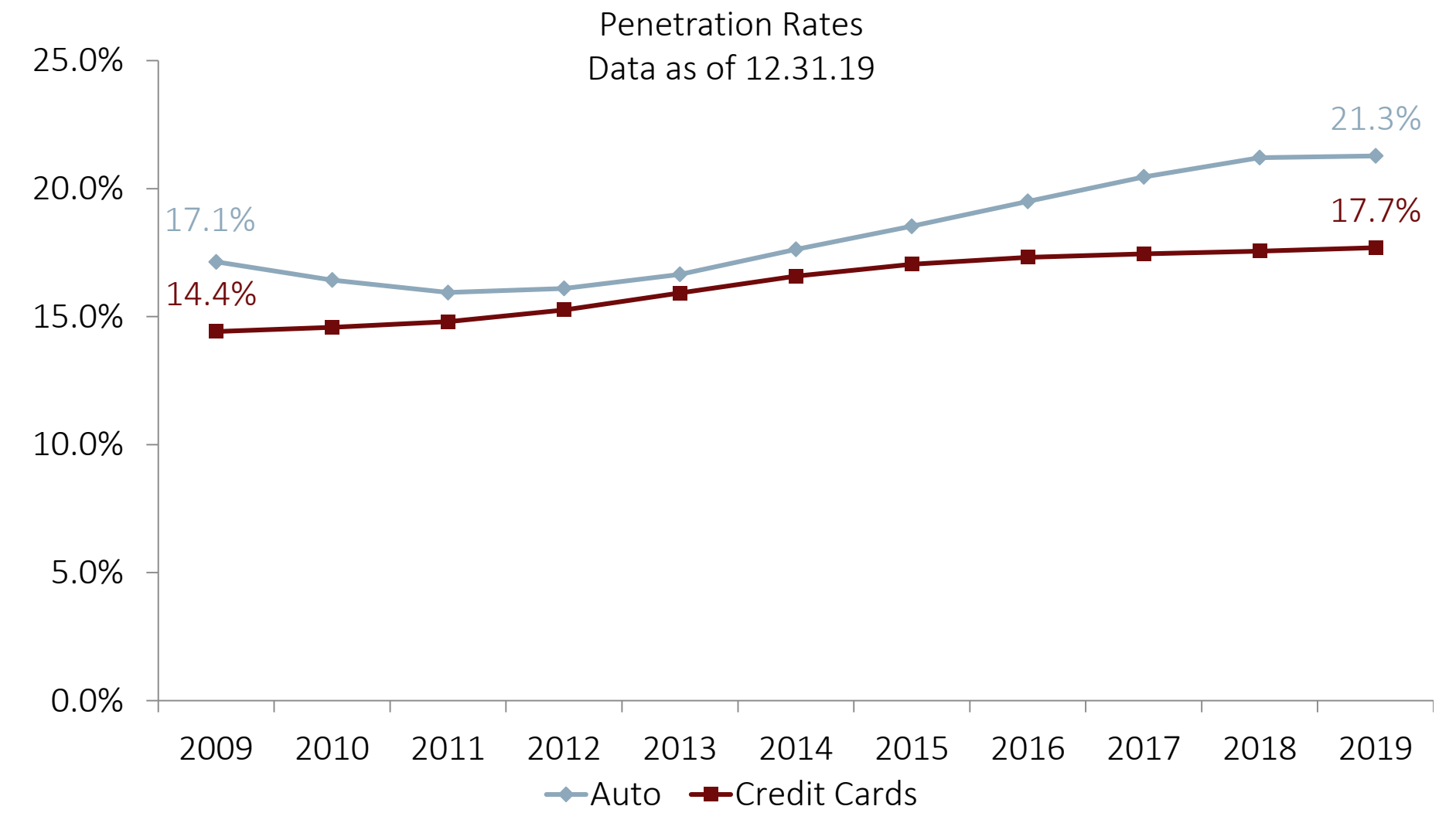


# Consumers chose credit unions to be their primary financial institution

# of Share Draft Accounts  
Data as of 12.31.2019



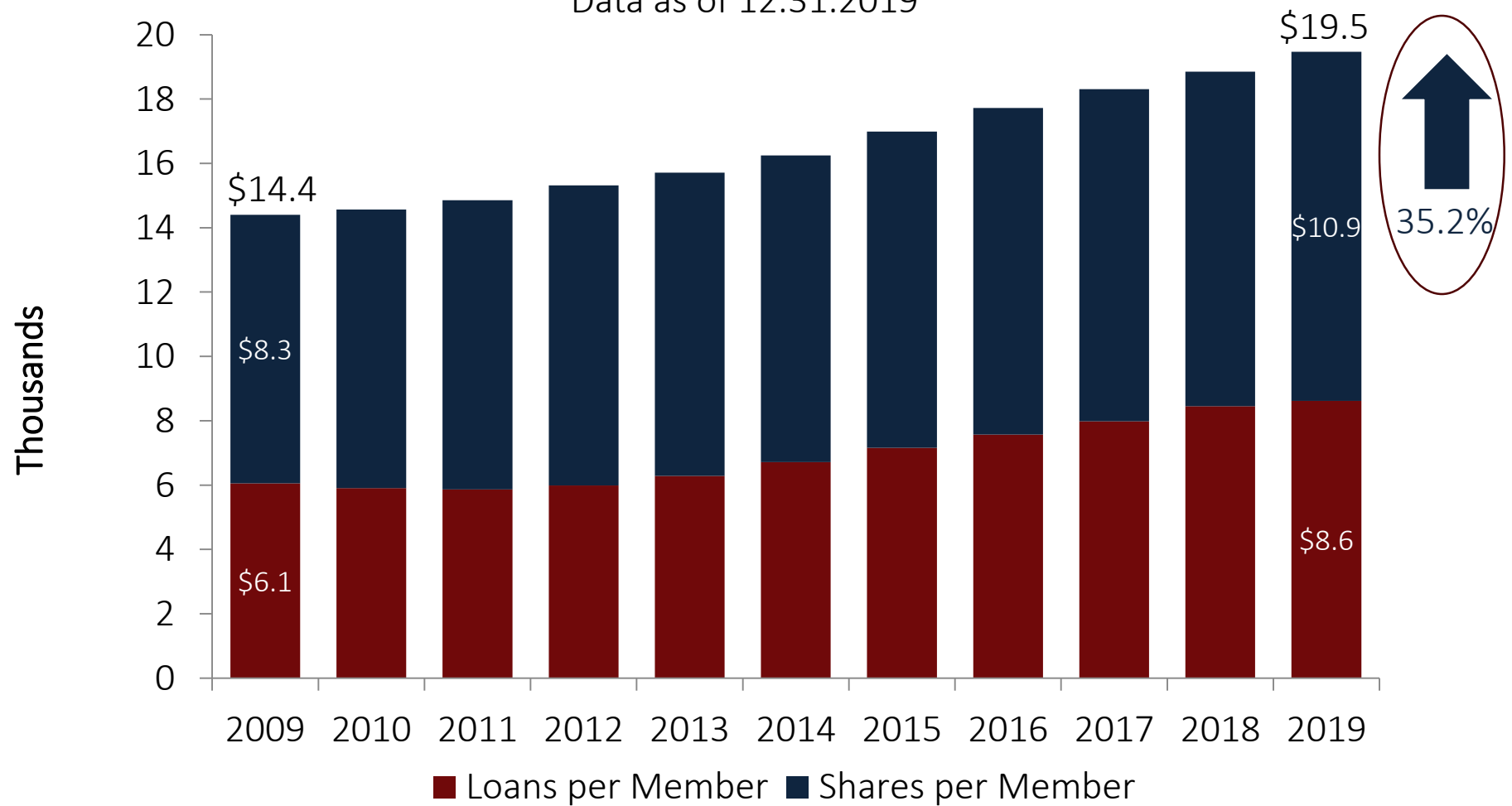
# Member usage of CU products rises in major consumer loan categories





# Average member relationship rose across the decade as more consumers chose CUs to be their primary FI

Credit Union Average Member Relationship  
Data as of 12.31.2019

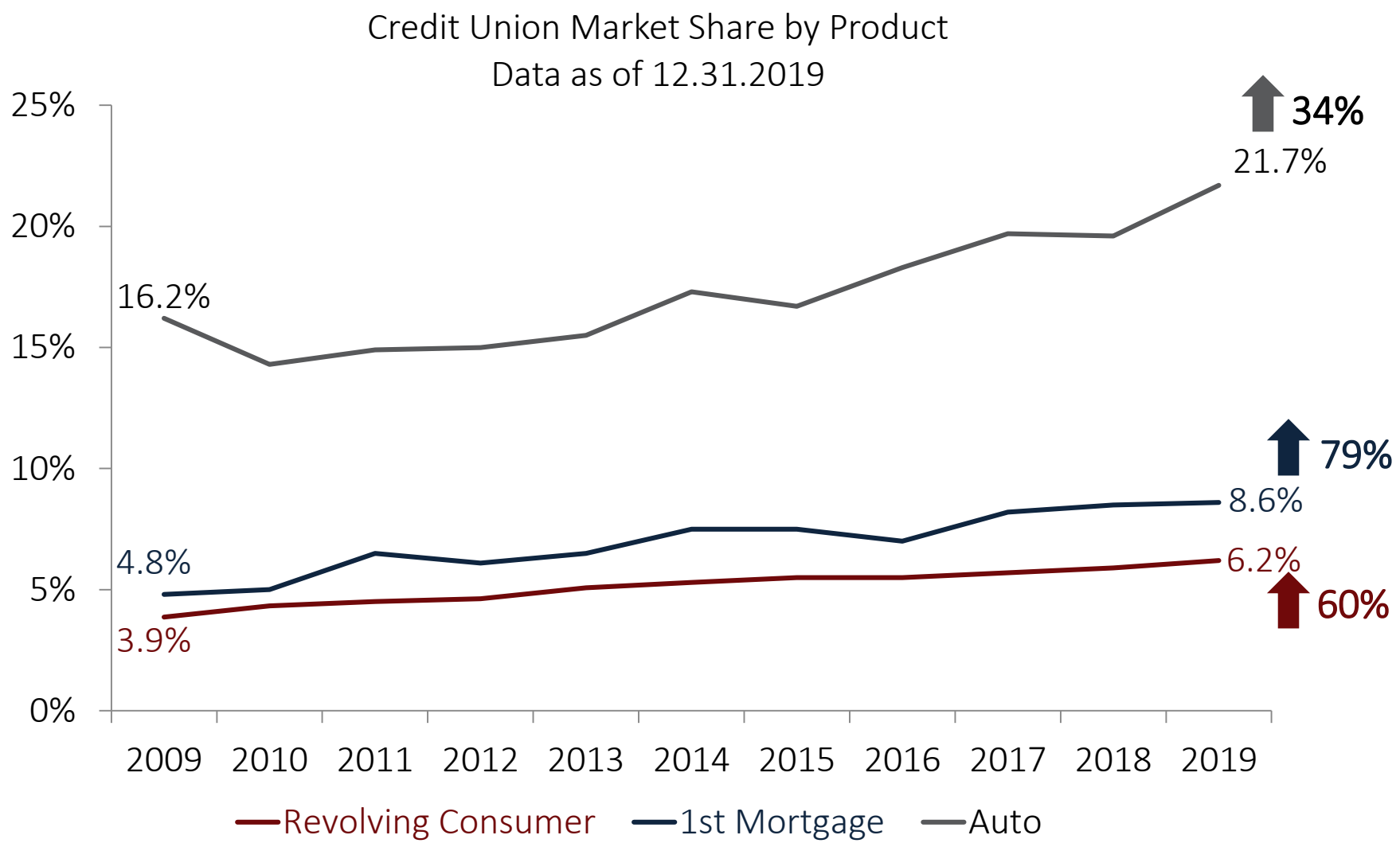


Led by lending, credit unions have grown at a faster rate than banks over the last decade

	Credit Union Growth 2009-2019	Bank Growth 2009*-2019*	Multiplier
Assets	76.8%	39.5%	1.9x
Loans	93.1%	40.2%	2.3x
Shares	75.1%	71.8%	1.04x
Capital	94.2%	45.7%	2.1x

\*Bank data as of 3Q19

# Credit union market share has expanded across all products



# What Will the 2020's Bring?

- As competition intensifies and rates remain low, credit unions need to have clarity around their purpose and tell their communities why they are different
- Financial stress remains high for many consumers. Credit unions can be leaders in supporting members' financial wellbeing.
- Listening and responding to member needs continues to be the key to credit union success!

# Leading With Purpose

*Sustainable Business Strategy  
with Rebecca Henderson*

in collaboration with Harvard Business School Online



# Tell us what you thought!



Please answer our post-event survey.

One lucky survey respondent will win a Starbucks gift card.