



# 2023 WICPA FINANCIAL INSTITUTIONS CONFERENCE

YOUR SOURCE FOR KEY UPDATES & INSIGHTS ON TIMELY ISSUES

## HIGHLIGHTED TOPICS:



### CURRENT ISSUES IN BUSINESS ETHICS

Get an update in business ethics based on real-world ethical violations, including attitudes of others and laws CPAs must follow and the consequences of not doing so



### ACCOUNTING & TAX LEGISLATION UPDATE

Learn about the most recent tax law changes that impact you and your financial institution



### INVESTING THROUGH THE NOISE

Find out about the outlooks for growth and inflation, assessments of interest rates and risks and opportunities in global stock and bond markets

WEDNESDAY, MAY 10 | WICPA OFFICE & WICPA CPE LIVESTREAM

## CONFERENCE AT A GLANCE

WEDNESDAY, MAY 10 | WICPA OFFICE & WICPA CPE LIVESTREAM

**7 – 8 a.m.**

Registration & Networking

**8 – 8:10 a.m.**

Welcome & Opening

Remarks

Lower Level Conference Room

**8:10 – 9:20 a.m.**

GENERAL SESSION

Investing Through the Noise

Lower Level Conference Room

**9:20 – 9:30 a.m.**

Networking Break

Lower Level Foyer

**9:30 – 10:40 a.m.**

GENERAL SESSION

Asset Liability Management in  
Volatile Times

Lower Level Conference Room

**10:40 – 10:50 a.m.**

Networking Break

Lower Level Foyer

**10:50 – 11:50 a.m.**

GENERAL SESSION

Accounting & Tax Legislation  
Update

Lower Level Conference Room

**11:40 a.m. – 12:20 p.m.**

Networking Lunch

Lower Level Conference Room

**12:20 – 1:35 p.m.**

GENERAL SESSION

Digital Transformation

Lower Level Conference Room

**1:35 – 1:45 p.m.**

Networking Break

Lower Level Foyer

**1:45 – 2:35 p.m.**

GENERAL SESSION

Regulatory Update

Lower Level Conference Room

**2:35 – 2:45 p.m.**

Networking Break

Lower Level Foyer

**2:45 – 3:35 p.m.**

BREAKOUT SESSIONS

Solving the Talent Problem:

How Smart Benefit Programs

Are Leveling the Playing Field  
for Small & Midsize Businesses

Lower Level Conference Room

FDICIA Readiness

WICPA Training Center

**3:35 – 3:45 p.m.**

Networking Break

Lower Level Foyer

**3:45 – 4:55 p.m.**

GENERAL SESSION

Current Issues in Business  
Ethics

Lower Level Conference Room

**4:55 p.m.**

Closing Remarks & Prize

Drawings

Lower Level Conference Room



**SPECTRUM**  
INVESTMENT ADVISORS



**4 FREE  
CPE  
CREDITS**

**18th Annual**

# Retirement Plan Investment Seminar

## Details



**Tues. June 13, 2023**



**8:15 am to 12:15 pm**



**Brookfield**

**Conference Center**

325 S Moorland Road  
Brookfield, WI 53005

### Speakers & Topics:

**MANUEL ROSADO** | President of Spectrum Investment Advisors

- Retirement Plan Trends - Secure Act 2.0 to Financial Wellness

**MIKE LYNCH** | Managing Director of Applied Insights

- 8,000 Days: Envisioning Retirement in a New Way

**EMILY ROLAND, CIMA** | Co-Chief Investment Strategist

- Economic & Financial Markets Review

**CHARLIE PLUMB** | Former Navy Fighter Pilot and Prisoner of War

- Tough Choices in Challenging Times

## Register Today



RSVP online at  
<https://bit.ly/RP-Seminar-2023-WICPA>

**Spectrum Investment Advisors**  
(800) 242-4735 | [www.spectruminvestor.com](http://www.spectruminvestor.com)

### FREE CONTINUING EDUCATION CREDIT



**4 CPE  
Credits**



**4 PDC  
Credits**



**4 HR (General)  
Credits**

*WICPA, Hartford Funds, John Hancock Investment Management and Charlie Plumb are not affiliated with Spectrum Investment Advisors.*

*For CPE credits, please call the CPE Department at 800-772-6939 or register thru the WICPA Website. / PD Credit program is valid for the SHRM-CPSM or SHRM-SCPSM / The use of the official HRCI seal confirms that this activity has met HR Certification Institute's® criteria for recertification credit pre-approval.*

Competition, regulatory pressures  
and shareholder expectations can  
create a volatile landscape. We help  
you create stability and growth.  
Visit [\*\*wipfli.com/fi\*\*](http://wipfli.com/fi).

# STRENGTH



Perspective changes everything.

**WIPFLI**

# WICPA Career Center



**Post Job Openings | Upload Your Resume | Apply For Jobs**

Whether you're looking for a new career or a new employee, the WICPA's Career Center can help you make the most of your search.

Find or post a job today at [wicpa.org/CareerCenter](http://wicpa.org/CareerCenter).



# CONNECT



## A GREAT WAY FOR WICPA MEMBERS TO COLLABORATE

**WICPA Connect** is your exclusive members-only networking and knowledge base designed to connect you with WICPA members and resources.

- **Network with peers** and grow your contact list using the member directory of more than 7,000 members.
- **Post questions** to find out from fellow members who have the expertise or may have been in the same situation.
- **Personalize your profile** by adding your interests, education, experience, honors and even your photo.
- **Contribute and download resources** such as documents, whitepapers, articles, reports, guides and more.
- **Share your knowledge and expertise** by answering questions and offering your insights and ideas to fellow members.
- **Customize your experience** with controls for profile visibility, discussion signatures, notifications and more.

**As a WICPA member, you already have a profile on WICPA Connect.**

Simply go to [wicpa.org/connect](http://wicpa.org/connect) and sign in using your existing website login information.

8:10 – 9:20 a.m.

# Investing Through the Noise

**Jack Manley**, *Vice President & Global Market Strategist, J.P. Morgan  
Asset Management*

# Guide to the Markets<sup>®</sup>

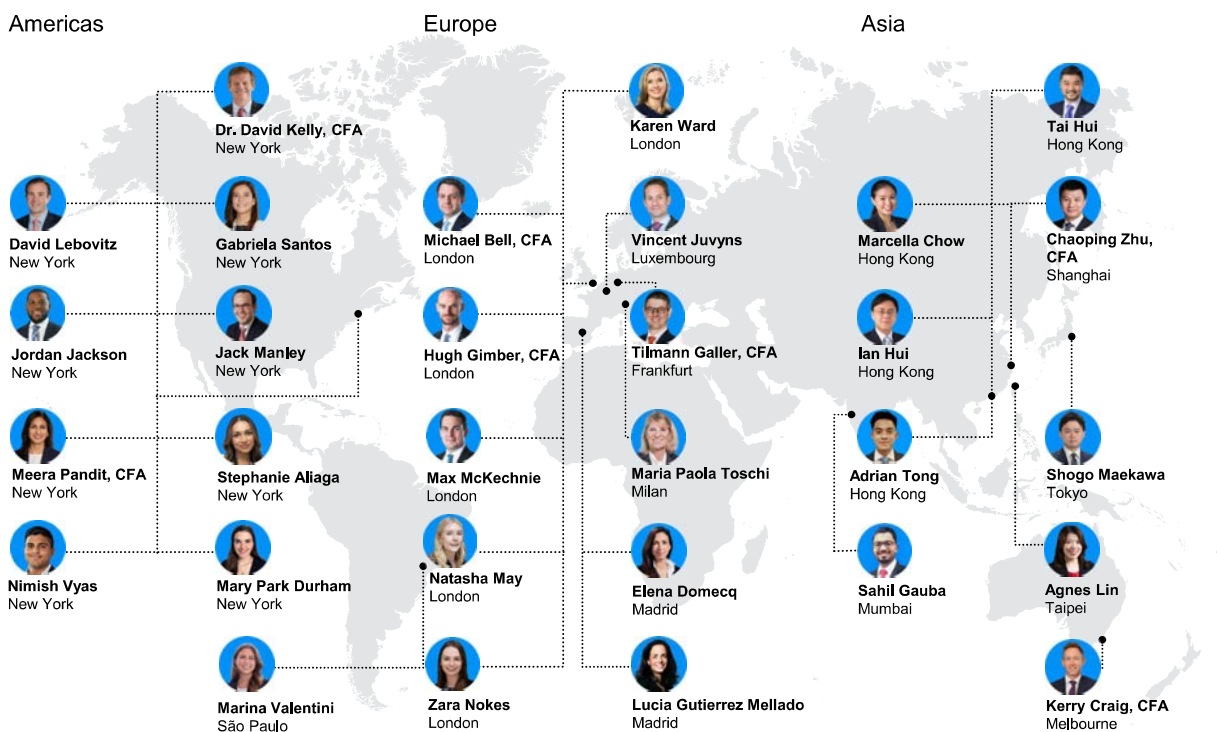
U.S. | 2Q 2023  
As of April 11, 2023

**J.P.Morgan**  
ASSET MANAGEMENT



**Global Market Insights Strategy team**

GTM	U.S.	2
-----	------	---



**J.P.Morgan**  
ASSET MANAGEMENT



## Equities

4. S&P 500 Index at inflection points
5. S&P 500 valuation measures
6. P/E ratios and equity returns
7. Corporate earnings and sources of earnings growth
8. Profit margins
9. Corporate profits and fixed business investment
10. Value vs. Growth
11. Small cap vs. large cap stocks
12. Returns and valuations by style
13. Returns and valuations by sector
14. Factor performance
15. Annual returns and intra-year declines
16. Equity scenarios: Bull, bear and in-between
17. Market inflection points, recessions and the unemployment rate

## Economy

18. Economic growth and the composition of GDP
19. Recession determinants
20. Cyclical sectors
21. Residential real estate
22. Federal finances
23. Consumer finances
24. Consumer saving and borrowing
25. Bank capitalization and lending sentiment
26. Consumer confidence and the stock market
27. Labor demand
28. Unemployment and wages
29. Inflation
30. Inflation heatmap
31. Inflation expectations
32. Dollar drivers
33. Oil markets

## Fixed Income

34. The Fed and interest rates
35. Interest rates and inflation
36. Fixed income market dynamics
37. Yield curve
38. High yield bonds
39. Fixed income valuations
40. Developed market monetary policy
41. Global fixed income
42. Municipal finance
43. Bloomberg U.S. Agg. annual returns and intra-year declines

## International

44. Global equity markets
45. Currency and international equity returns
46. Cycles of U.S. equity outperformance
47. International valuations and dividend yields
48. International equity earnings and valuations
49. International markets: Value vs. Growth
50. Global economic activity momentum
51. Global inflation
52. The emergence of the EM middle class
53. China: Economic growth
54. Eurozone economy

## Alternatives

55. Correlations and volatility
56. Equity market correlations and yields
57. Portfolio diversification
58. Global commodities
59. U.S. real estate dynamics
60. U.S. public vs. private equity
61. Market volatility and hedge funds

## Investing Principles

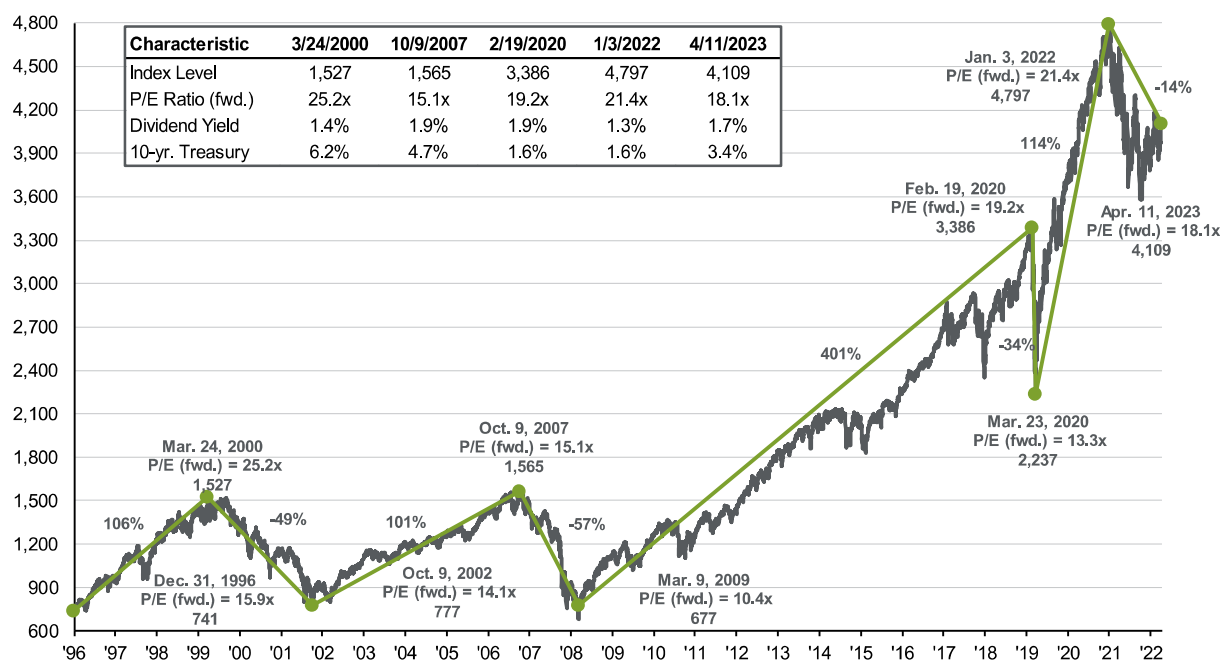
62. Asset class returns
63. Valuations monitor
64. 60/40 annual returns
65. Time, diversification and the volatility of returns
66. CD rates and fixed income opportunities
67. Individual investor asset allocation
68. Institutional investor behavior

J.P.Morgan  
ASSET MANAGEMENT



# S&P 500 Index at inflection points

## S&P 500 Price Index



Source: Compustat, FactSet, Federal Reserve, Refinitiv Datastream, Standard & Poor's, J.P. Morgan Asset Management. Dividend yield is calculated as consensus estimates of dividends for the next 12 months, divided by most recent price, as provided by Compustat. Forward price-to-earnings ratio is a bottom-up calculation based on IBES estimates and FactSet estimates since January 2022. Returns are cumulative and based on S&P 500 Index price movement only, and do not include the reinvestment of dividends. Past performance is not indicative of future returns. Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT



## S&P 500 valuation measures

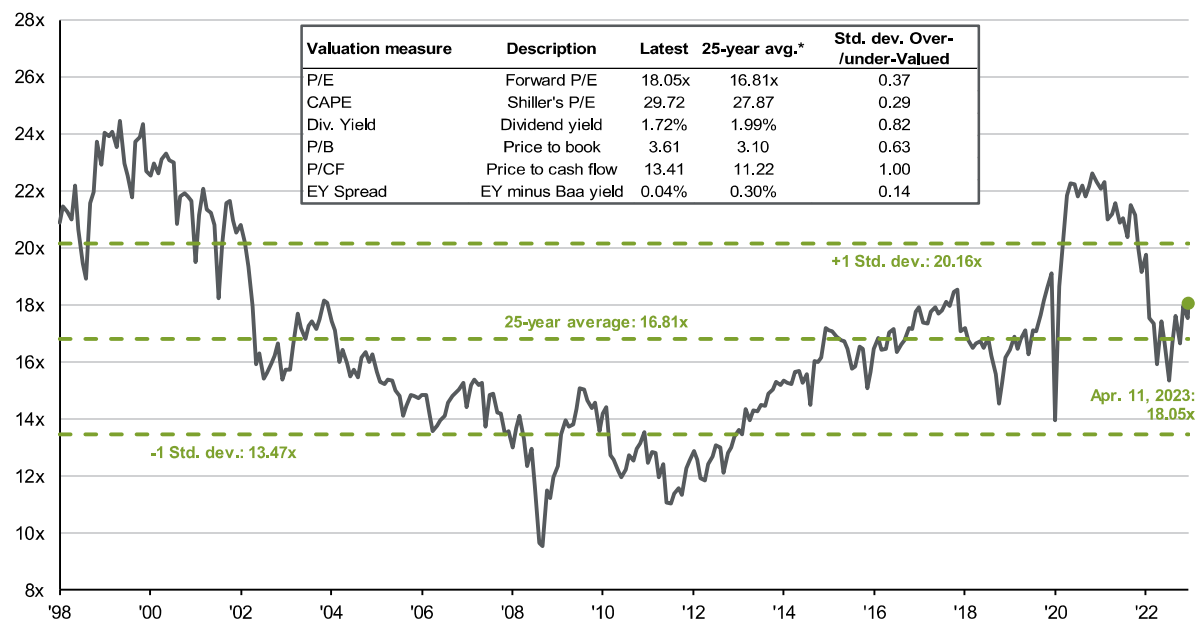
GTM

U.S.

5

Equities

### S&P 500 Index: Forward P/E ratio



Source: FactSet, FRB, Refinitiv Datastream, Robert Shiller, Standard & Poor's, Thomson Reuters, J.P. Morgan Asset Management. Price-to-earnings is price divided by consensus analyst estimates of earnings per share for the next 12 months as provided by IBES since April 1998 and by FactSet since January 2022. Current next 12-months consensus earnings estimates are \$228. Average P/E and standard deviations are calculated using 25 years of history. Shiller's P/E uses trailing 10-years of inflation-adjusted earnings as reported by companies. Dividend yield is calculated as the next 12-months consensus dividend divided by most recent price. Price-to-book ratio is the price divided by book value per share. Price-to-cash flow is price divided by NTM cash flow. EY minus Baa yield is the forward earnings yield (consensus analyst estimates of EPS over the next 12 months divided by price) minus the Moody's Baa seasoned corporate bond yield. Std. dev. over-/under-valued is calculated using the average and standard deviation over 25 years for each measure. \*P/CF is a 20-year average due to cash flow availability. Guide to the Markets - U.S. Data are as of April 11, 2023.

**J.P.Morgan**  
ASSET MANAGEMENT

5



## P/E ratios and equity returns

GTM

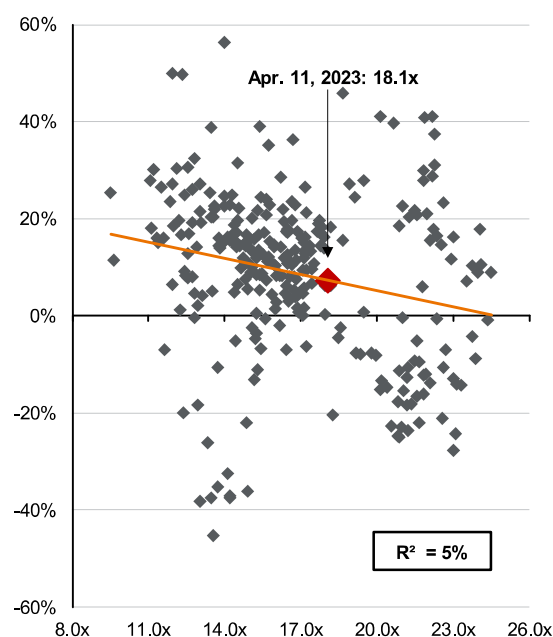
U.S.

6

Equities

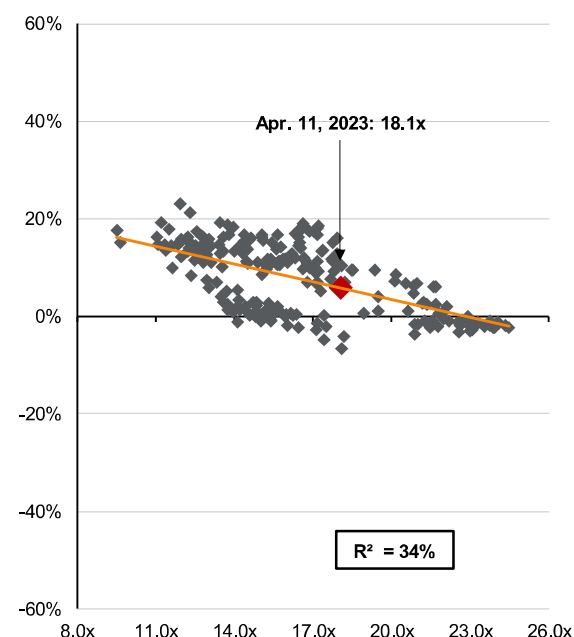
### Forward P/E and subsequent 1-yr. returns

S&P 500 Total Return Index



### Forward P/E and subsequent 5-yr. annualized returns

S&P 500 Total Return Index



Source: FactSet, Refinitiv Datastream, Standard & Poor's, Thomson Reuters, J.P. Morgan Asset Management. Returns are 12-month and 60-month annualized total returns, measured monthly, beginning 3/31/98.  $R^2$  represents the percent of total variation in total returns that can be explained by forward price-to-earnings ratios. Price-to-earnings is price divided by consensus analyst estimates of earnings per share for the next 12 months as provided by IBES since February 1998 and by FactSet since January 2022. Guide to the Markets - U.S. Data are as of April 11, 2023.

**J.P.Morgan**  
ASSET MANAGEMENT

6



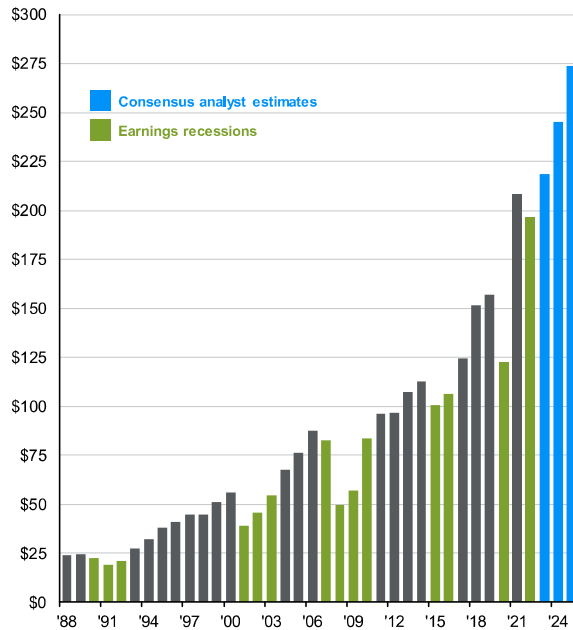
## Corporate earnings and sources of earnings growth

GTM U.S. 7

Equities

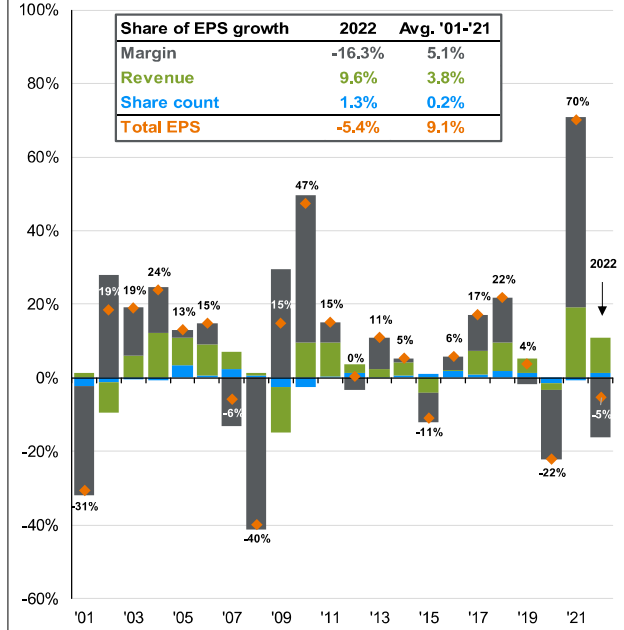
### S&P 500 earnings per share

Index annual operating earnings, USD



### S&P 500 year-over-year operating EPS growth

Annual growth broken into revenue, changes in profit margin & changes in share count



Source: Compustat, FactSet, Standard & Poor's, J.P. Morgan Asset Management. Historical EPS levels are based on annual operating earnings per share. Earnings estimates are based on estimates from Standard & Poor's and FactSet Market Aggregates. Percentages may not sum due to rounding. Past performance is not indicative of future returns, Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

7



## Profit margins

GTM U.S. 8

Equities

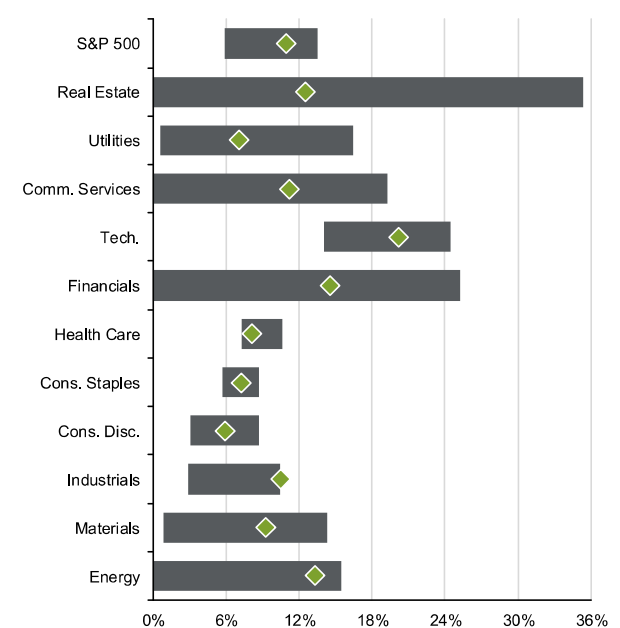
### S&P 500 profit margins

Quarterly operating earnings/sales



### S&P 500 operating margins by sector

Current operating margins versus historical range\*



Source: Compustat, FactSet, NFIB, Standard & Poor's, J.P. Morgan Asset Management. Past performance is not indicative of future returns. \*Quarters with negative operating margins are not shown, with zero set as the lower bound for troughs. Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

8



## Corporate profits and fixed business investment

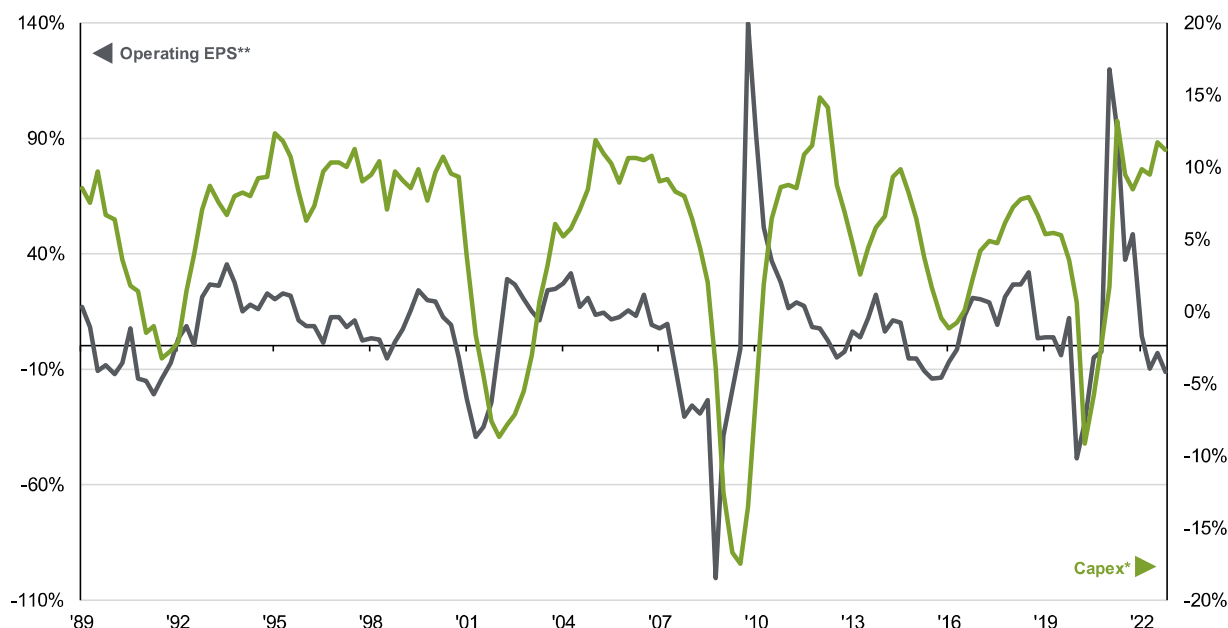
GTM

U.S.

9

### Profit growth and capital expenditures

Year-over-year growth rates



Source: BEA, FactSet, Standard & Poor's, J.P. Morgan Asset Management. \*Capital expenditures are estimated using seasonally adjusted nominal gross private domestic fixed investment (nonresidential) data from the BEA. \*\*Historical operating EPS growth is adjusted to account for periods with outlier growth rates.  
Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

9



## Value vs. Growth

GTM

U.S.

10

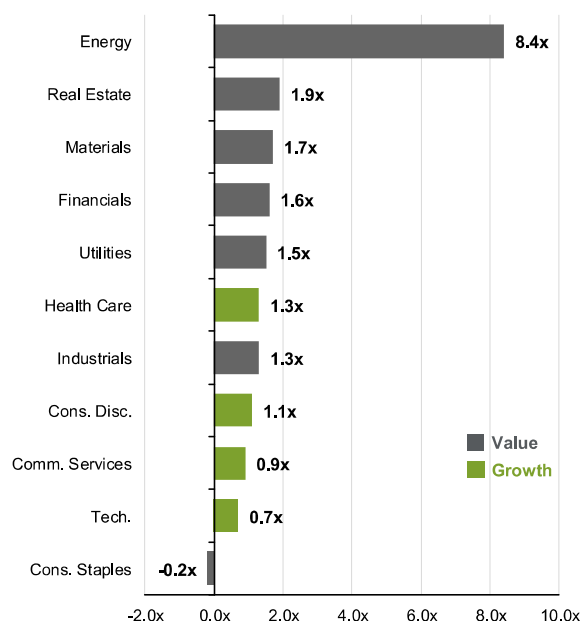
### Value vs. Growth relative valuations

Rel. fwd. P/E ratio of Value vs. Growth, 1997 - present



### S&P 500 operating leverage by sector

Impact on operating income from a 1% rise in revenues



Source: FactSet, FTSE Russell, NBER, J.P. Morgan Asset Management.  
(Left) Growth is represented by the Russell 1000 Growth Index and Value is represented by the Russell 1000 Value Index. \*Long-term averages are calculated monthly since December 1997. \*\*Dividend yield is calculated as the next 12-month consensus dividend divided by most recent price.  
(Right) Operating leverage is a bottom-up calculation based on the 10-year compounded annual growth rate (CAGR) in EBIT divided by the 10-year CAGR in revenue at the constituent level within each sector. Sector level aggregates are computed using a weighted sum of each constituent's operating leverage. Weights are determined using market capitalization. Calculations use EBIT and revenue over the 10-year period from 2013 to 2022. The constituent level analysis accounts for outlier data points.  
Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

10



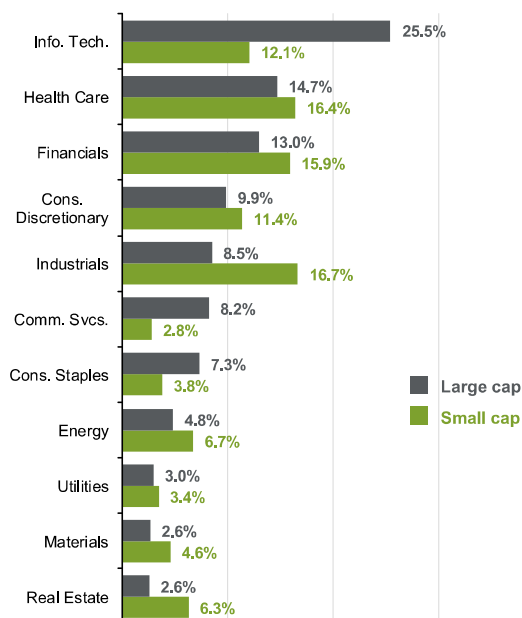
## Small cap vs. large cap stocks

GTM U.S. 11

Equities

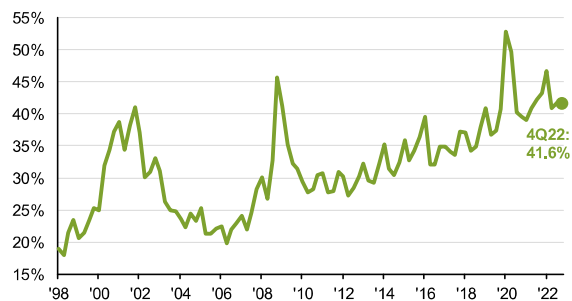
### Sector composition

% of index market capitalization



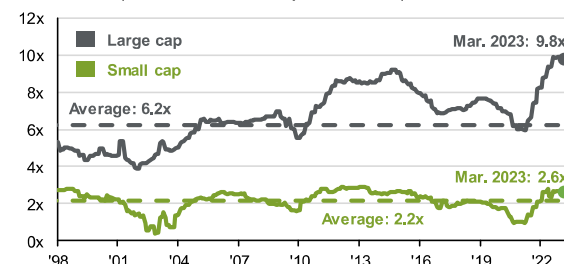
### Percent of unprofitable companies in the Russell 2000

1Q98 – 4Q22, pro-forma EPS



### Interest rate coverage ratio

EBIT/interest expense on debt, monthly, LTM, 1998-present



Source: Compustat, FactSet, FTSE Russell, NBER, J.P. Morgan Asset Management. The S&P 500 is used for large cap and the Russell 2000 is used for small cap. Guide to the Markets – U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

11



## Returns and valuations by style

GTM U.S. 12

Equities

### 10-year annualized

	Value	Blend	Growth
Large	9.0%	12.1%	14.3%
Mid	8.7%	9.9%	11.0%
Small	7.1%	8.0%	8.5%

### Since market peak (February 2020)

	Value	Blend	Growth
Large	19.8%	27.7%	29.8%
Mid	18.0%	18.6%	13.1%
Small	15.2%	9.9%	2.2%

### YTD

	Value	Blend	Growth
Large	1.9%	7.5%	13.3%
Mid	1.4%	3.7%	8.1%
Small	-1.7%	1.9%	5.4%

### Since market low (March 2020)

	Value	Blend	Growth
Large	93.6%	92.9%	89.4%
Mid	108.7%	98.5%	76.0%
Small	102.6%	85.2%	66.1%

### Current P/E vs. 20-year avg. P/E

	Value	Blend	Growth
Large	14.5 / 13.7	18.1 / 15.5	23.9 / 18.7
Mid	13.9 / 14.5	16.3 / 16.4	23.0 / 20.4
Small	15.8 / 16.8	20.6 / 21.4	28.3 / 31.3

### Current P/E as % of 20-year avg. PE

	Value	Blend	Growth
Large	105.5%	116.4%	127.8%
Mid	96.2%	99.3%	112.6%
Small	93.9%	96.2%	90.4%

Source: FactSet, Refinitiv Datastream, Russell Investment Group, Standard & Poor's, J.P. Morgan Asset Management. All calculations are cumulative total return, including dividends reinvested for the stated period. Since market peak represents period from 2/19/2020 to 3/31/2023. Since market low represents period from 3/23/2020 to 3/31/2023. Returns are cumulative returns, not annualized. For all time periods, total return is based on Russell style indices except for the large blend category, which is based on the S&P 500 Index. Past performance is not indicative of future returns. The price-to-earnings is a bottom-up calculation based on the most recent index price, divided by consensus estimates for earnings in the next 12 months (NTM) and is provided by FactSet Market Aggregates and J.P. Morgan Asset Management. Guide to the Markets – U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

12



## Returns and valuations by sector

GTM U.S. 13

Equities

	Energy	Materials	Financials	Industrials	Cons. Disc.	Tech.	Comm. Services*	Real Estate	Health Care	Cons. Staples	Utilities	S&P 500 Index	
<b>S&amp;P weight</b>	4.8%	2.6%	13.0%	8.5%	9.9%	25.5%	8.2%	2.6%	14.7%	7.3%	3.0%	100.0%	<b>Weight</b>
Russell Growth weight	1.4%	1.3%	6.8%	8.1%	14.0%	41.1%	7.3%	1.5%	12.2%	6.1%	0.0%	100.0%	
Russell Value weight	8.2%	4.4%	20.0%	10.6%	5.9%	7.7%	8.7%	4.5%	16.7%	7.7%	5.7%	100.0%	
Russell 2000 weight	6.7%	4.6%	15.9%	16.7%	11.4%	12.1%	2.8%	6.3%	16.4%	3.8%	3.4%	100.0%	
<b>QTD</b>	4.6	-0.1	0.6	-1.9	-2.5	-2.3	1.4	0.3	3.4	1.2	3.0	0.0	<b>Return %</b>
<b>YTD</b>	-0.3	4.2	-5.0	1.5	13.2	19.0	22.2	1.4	-1.1	2.0	-0.4	7.5	
<b>Since market peak (February 2020)</b>	86.1	42.6	11.5	25.0	11.1	47.6	3.6	-7.8	35.9	29.9	10.2	27.7	
<b>Since market low (March 2020)</b>	322.3	123.2	95.4	114.3	62.8	114.4	45.1	48.6	88.5	70.9	71.2	92.9	
<b>Beta to S&amp;P 500</b>	1.3	1.1	1.1	1.1	1.2	1.1	1.0*	0.8	0.8	0.6	0.5	1.0	<b>β</b>
<b>Correl. To Treas. Yields</b>	0.0	-0.5	-0.3	-0.5	-0.6	-0.7	-0.8	-0.6	-0.4	-0.4	-0.4	-0.6	<b>ρ</b>
<b>Foreign % of sales</b>	37.8	55.2	21.3	32.3	34.4	57.6	42.8	15.9	35.7	43.1	1.8	39.6	<b>%</b>
<b>NTM earnings growth</b>	-16.8%	-10.1%	2.6%	11.8%	21.0%	3.9%	14.1%	1.1%	-4.5%	5.7%	6.9%	3.9%	<b>EPS</b>
<b>20-yr. avg.</b>	100.6%	15.8%	20.9%	14.0%	16.9%	13.3%	10.2%*	6.8%	8.2%	7.7%	4.3%	11.1%	
<b>Forward P/E ratio</b>	10.7x	16.8x	13.0x	18.2x	24.3x	24.2x	16.5x	16.9x	17.6x	20.4x	18.4x	18.1x	<b>P/E</b>
<b>20-yr. avg.</b>	13.7x	14.8x	12.4x	16.3x	19.3x	18.0x	18.7x*	16.8x	15.1x	17.4x	15.5x	15.5x	
<b>Buyback yield</b>	3.7%	2.5%	2.9%	2.5%	2.2%	2.6%	5.0%	-1.8%	1.9%	1.3%	-0.8%	2.5%	<b>Bbk</b>
<b>20-yr. avg.</b>	1.6%	0.9%	0.4%	2.2%	2.4%	3.0%	1.6%	-1.3%	2.0%	1.8%	-0.9%	1.8%	
<b>Dividend yield</b>	3.2%	2.1%	2.1%	1.9%	1.0%	1.0%	1.0%	3.9%	1.7%	2.6%	3.2%	1.7%	<b>Div</b>
<b>20-yr. avg.</b>	2.8%	2.4%	2.3%	2.2%	1.4%	1.1%	1.2%	3.9%	1.9%	2.8%	3.9%	2.1%	

Source: FactSet, Refinitiv Datastream, Russell Investment Group, Standard & Poor's, J.P. Morgan Asset Management. All calculations are cumulative total return, not annualized, including dividends for the stated period. Since market peak represents period from 2/19/2020 to 3/31/2023. Since market low represents period from 3/23/2020 to 3/31/2023. Correlation to Treasury yields are trailing 2-year monthly correlations between S&P 500 sector price returns and 10-year Treasury yield movements. Next 12 months (NTM) earnings growth is the percent change in next 12-months earnings estimates compared to last 12-months earnings provided by brokers. Forward P/E ratio is a bottom-up calculation based on the most recent S&P 500 index price, divided by consensus estimates for earnings in the next 12 months (NTM), and is provided by FactSet Market Aggregates and J.P. Morgan Asset Management. Buyback yield is net of share issuance and is calculated as last 12-months net buybacks divided by market cap. Dividend yield is calculated as the next 12-months consensus dividend divided by most recent price. Beta calculations are based on 10-years of monthly price returns for the S&P 500 and its sub-indices. \*Communication Services (formerly Telecom) averages and beta are based on 5-years of backtested data by JPMAM. Past performance is not indicative of future returns.  
Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

13



## Factor performance

GTM U.S. 14

Equities

																2008 - 2022	
2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	YTD	Ann.	Vol.
Min. Vol.	Value	Small Cap	High Div.	Cyclical	Value	Value	Momen.	Small Cap	Momen.	Min. Vol.	Cyclical	Momen.	Value	Defens.	Cyclical	Min. Vol.	Small Cap
-25.7%	38.8%	26.9%	14.3%	20.1%	43.2%	17.7%	9.3%	21.3%	37.8%	1.5%	36.3%	29.6%	29.2%	5.3%	11.2%	9.5%	23.2%
Defens.	Cyclical	Multi-Factor	Min. Vol.	Value	Small Cap	Min. Vol.	Min. Vol.	High Div.	Cyclical	Momen.	Quality	Cyclical	Cyclical	High Div.	Quality	Momen.	Value
-26.7%	36.9%	18.3%	12.9%	16.8%	38.8%	16.5%	5.6%	16.3%	27.3%	-1.6%	34.4%	27.8%	27.6%	-3.8%	9.4%	9.2%	21.4%
High Div.	Multi-Factor	Momen.	Defens.	Small Cap	Multi-Factor	High Div.	Quality	Value	Quality	High Div.	Momen.	Small Cap	Quality	Min. Vol.	Multi-Factor	Quality	Cyclical
-27.6%	29.8%	18.2%	10.1%	16.3%	37.4%	14.9%	4.6%	15.9%	22.5%	-2.3%	28.1%	20.0%	27.2%	-9.2%	5.3%	9.2%	20.9%
Quality	Small Cap	Cyclical	Quality	Multi-Factor	Cyclical	Multi-Factor	Cyclical	Cyclical	Value	Defens.	Min. Vol.	Quality	Multi-Factor	Value	Value	High Div.	Momen.
-31.2%	27.2%	17.9%	7.5%	15.7%	35.0%	14.8%	2.6%	14.0%	22.2%	-2.9%	28.0%	17.1%	25.1%	-14.0%	3.4%	9.1%	19.0%
Small Cap	Quality	High Div.	Multi-Factor	Momen.	Momen.	Momen.	High Div.	Multi-Factor	Multi-Factor	Cyclical	Value	Multi-Factor	Defens.	Multi-Factor	Min. Vol.	Cyclical	Multi-Factor
-33.8%	24.9%	15.9%	7.3%	15.1%	34.8%	14.7%	0.7%	13.7%	21.5%	-5.3%	27.7%	11.4%	25.0%	-15.5%	2.6%	8.9%	18.5%
Value	High Div.	Min. Vol.	Momen.	Quality	Quality	Cyclical	Multi-Factor	Min. Vol.	High Div.	Quality	Multi-Factor	Min. Vol.	High Div.	Momen.	Small Cap	Multi-Factor	Quality
-36.9%	18.4%	14.7%	6.1%	12.8%	34.3%	13.6%	0.4%	10.7%	19.5%	-5.6%	26.6%	5.8%	21.9%	-17.4%	1.9%	8.5%	17.0%
Multi-Factor	Min. Vol.	Quality	Value	Min. Vol.	High Div.	Defens.	Defens.	Quality	Min. Vol.	Multi-Factor	Small Cap	Defens.	Min. Vol.	Quality	High Div.	Defens.	High Div.
-39.3%	18.4%	14.2%	-2.7%	11.2%	28.9%	13.0%	-0.9%	9.4%	19.2%	-9.7%	25.5%	5.2%	21.0%	-20.3%	-0.1%	8.3%	15.7%
Momen.	Momen.	Value	Cyclical	Defens.	Defens.	Quality	Small Cap	Defens.	Small Cap	Small Cap	High Div.	High Div.	Small Cap	Small Cap	Defens.	Value	Defens.
-40.9%	17.6%	12.7%	-3.4%	10.7%	28.9%	10.7%	-4.4%	7.7%	14.6%	-11.0%	22.5%	1.7%	14.8%	-20.4%	-0.2%	8.0%	14.5%
Cyclical	Defens.	Defens.	Small Cap	High Div.	Min. Vol.	Small Cap	Value	Momen.	Defens.	Value	Defens.	Value	Momen.	Cyclical	Momen.	Small Cap	Min. Vol.
-44.8%	16.5%	12.0%	-4.2%	10.6%	25.3%	4.9%	-6.4%	5.1%	12.3%	-11.1%	21.4%	-0.2%	12.9%	-27.2%	-1.4%	7.2%	13.9%

Source: FactSet, MSCI, Russell, Standard & Poor's, J.P. Morgan Asset Management. The MSCI High Dividend Yield Index aims to offer a higher than average dividend yield relative to the parent index that passes dividend sustainability and persistence screens. The MSCI Minimum Volatility Index optimizes the MSCI USA index using an estimated security co-variance matrix to produce low absolute volatility for a given set of constraints. The MSCI Defensive Sectors Index includes Consumer Staples, Energy, Health Care and Utilities. The MSCI Cyclical Sectors Index contains: Consumer Discretionary, Communication Services, Financials, Industrials, Information Technology and Materials. Securities in the MSCI Momentum Index are selected based on a momentum value of 12-month and 6-month price performance. Constituents of the MSCI Sector Neutral Quality Index are selected based on stronger quality characteristics to their peers within the same GICS sector by using three main variables: high return-on-equity, low leverage and low earnings variability. Constituents of the MSCI Enhanced Value Index are based on three variables: price-to-book value, price-to-forward earnings and enterprise value-to-cash flow from operations. The Russell 2000 is used for small cap. The MSCI USA Diversified Multiple Factor Index aims to maximize exposure to four factors - Value, Momentum, Quality and Size. Annualized volatility is calculated as the standard deviation of quarterly returns multiplied by the square root of 4.  
Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

14



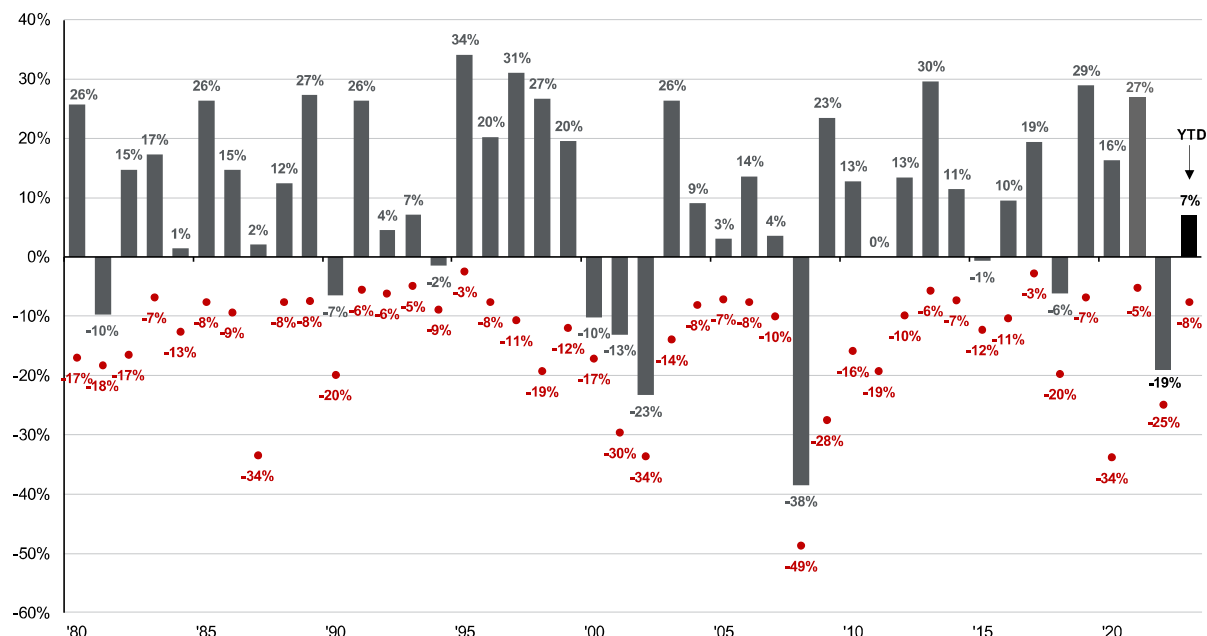
## Annual returns and intra-year declines

GTM U.S. 15

Equities

### S&P intra-year declines vs. calendar year returns

Despite average intra-year drops of 14.3%, annual returns were positive in 32 of 43 years



Source: FactSet, Standard & Poor's, J.P. Morgan Asset Management. Returns are based on price index only and do not include dividends. Intra-year drops refers to the largest market drops from a peak to a trough during the year. For illustrative purposes only. Returns shown are calendar year returns from 1980 to 2022, over which time period the average annual return was 8.7%. Guide to the Markets – U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

15



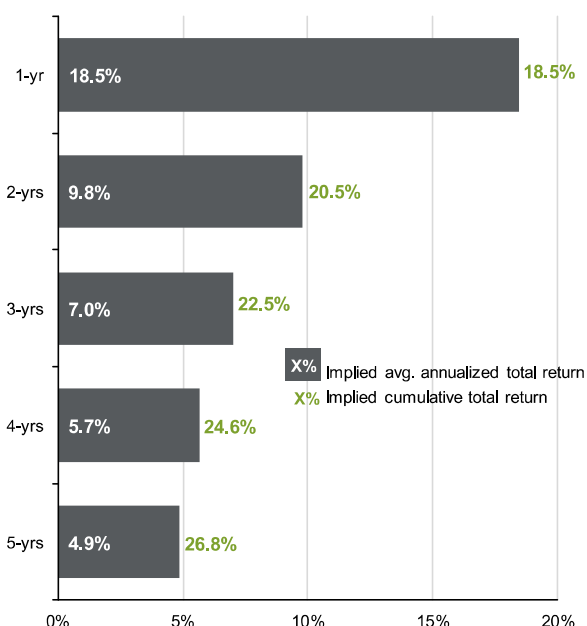
## Equity scenarios: Bull, bear and in-between

GTM U.S. 16

Equities

### Return needed to reach January 2022 peak of 4,797

S&P 500 level as of 4/11/2023 is 4,109



### Bull and bear markets

Bull markets			Bear markets		
Bull begin date	Bull return	Duration (months)	Market peak	Bear return*	Duration (months)*
Jul 1926	152%	37	Sep 1929	-86%	32
Mar 1935	129%	23	Mar 1937	-60%	61
Apr 1942	158%	49	May 1946	-30%	36
Jun 1949	267%	85	Aug 1956	-22%	14
Oct 1960	39%	13	Dec 1961	-28%	6
Oct 1962	76%	39	Feb 1966	-22%	7
Oct 1966	48%	25	Nov 1968	-36%	17
May 1970	74%	31	Jan 1973	-48%	20
Mar 1978	62%	32	Nov 1980	-27%	20
Aug 1982	229%	60	Aug 1987	-34%	3
Oct 1990	417%	113	Mar 2000	-49%	30
Oct 2002	101%	60	Oct 2007	-57%	17
Mar 2009	401%	131	Feb 2020	-34%	1
Mar 2020	114%	21	Jan. 2022**	-25%	9
Averages	162%	51	-	-41%	20

Source: FactSet, NBER, Robert Shiller, Standard & Poor's, J.P. Morgan Asset Management. (Left) The current peak of 4,797 was observed on 1/3/2022. (Right) \*A bear market is defined as a 20% or more decline from the previous market high. The related market return is the peak to trough return over the cycle. Bear and bull returns are price returns. \*\*The bear market beginning in January 2022 is currently ongoing, with the "bear return" and duration for this period calculated from the January 2022 market peak through the current trough in October 2022. Averages for the bear market return and duration do not include figures from the current cycle. Guide to the Markets – U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

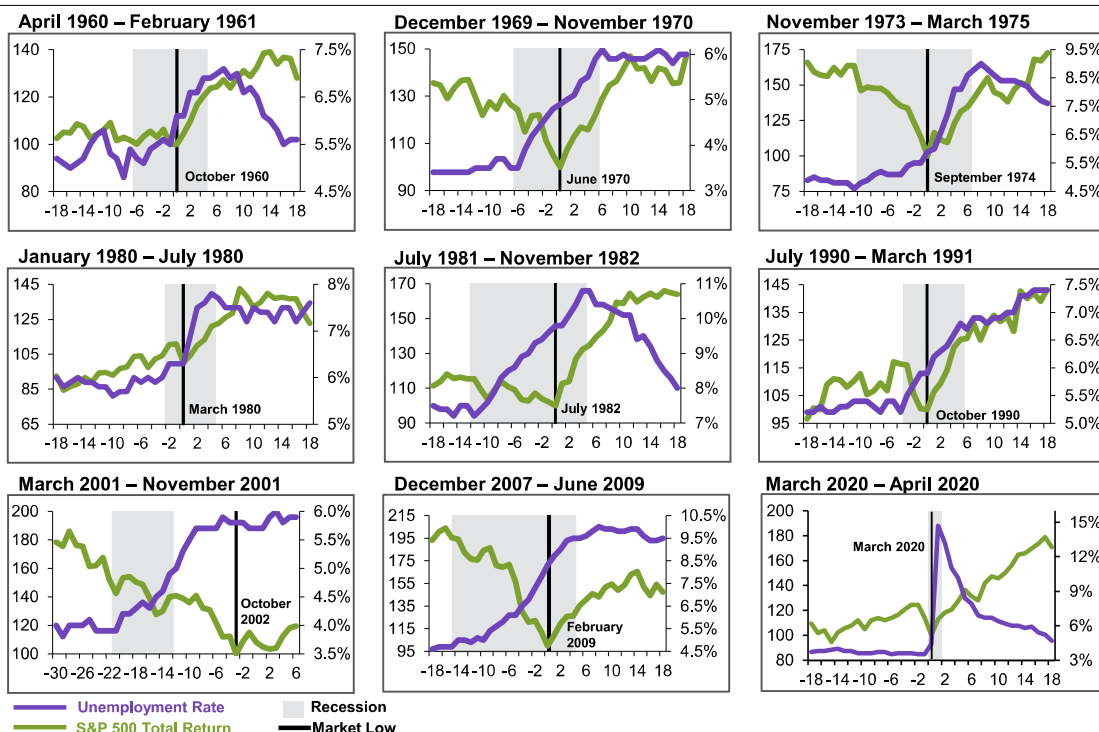
16



## Market inflection points, recessions and the unemployment rate

GTM U.S. 17

Equities



Source: BLS, Ibbotson, J.P. Morgan Asset Management. Time zero represents the numeric low of the S&P 500 Total Return Index associated with the recessionary period defined by the shaded gray area; data shown in months, S&P 500 index is rebased to 100 at time zero, Guide to the Markets - U.S., Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

17



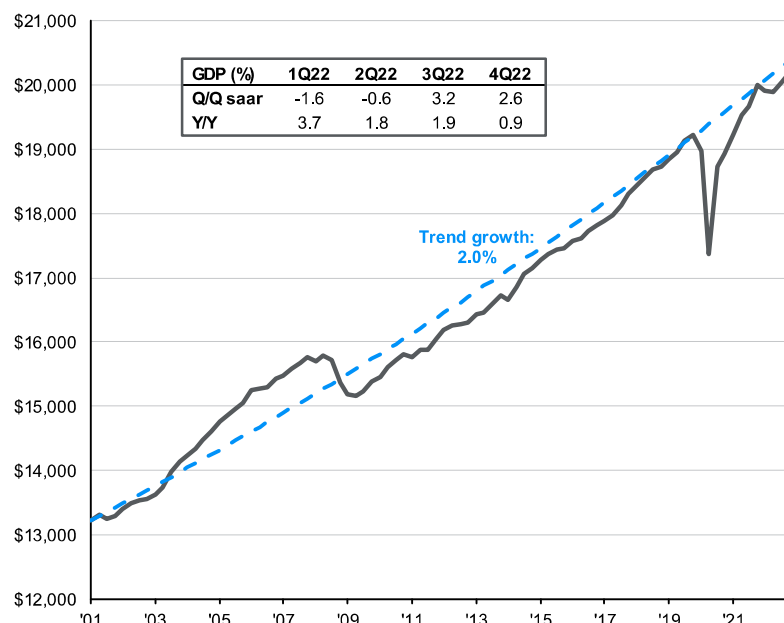
## Economic growth and the composition of GDP

GTM U.S. 18

Economy

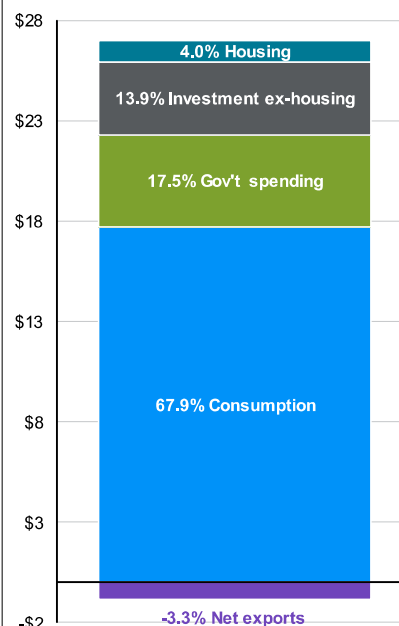
### Real GDP

Billions of chained (2012) dollars, seasonally adjusted at annual rates



### Components of GDP

4Q22 nominal GDP, USD trillions



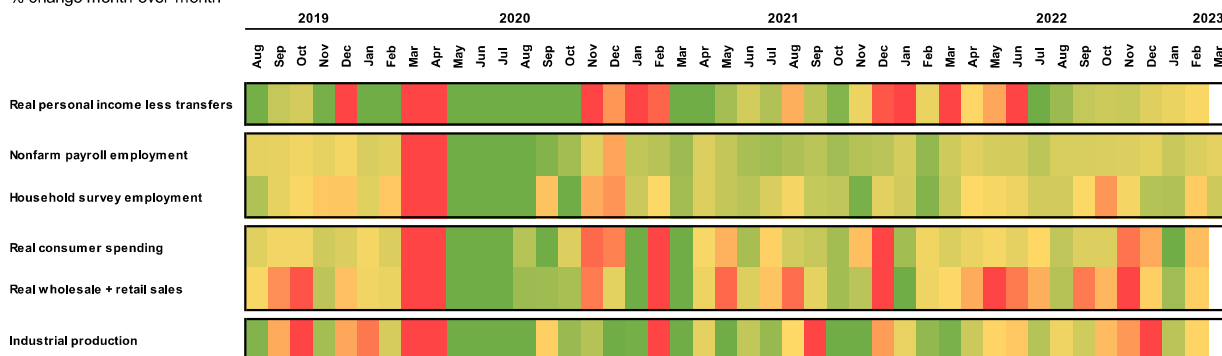
Source: BEA, FactSet, J.P. Morgan Asset Management. Values may not sum to 100% due to rounding. Trend growth is measured as the average annual growth rate from business cycle peak 1Q01 to business cycle peak 4Q19, Guide to the Markets - U.S., Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

18

### Variables used by the NBER in making recession determination\*

% change month-over-month



### Citi Economic Surprise Index



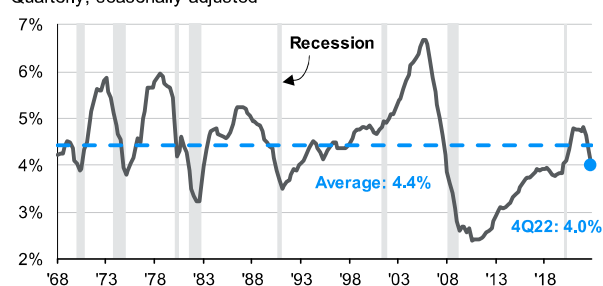
Source: Bureau of Economic Analysis, Bureau of Labor Statistics, Census Bureau, Citigroup, NBER, J.P. Morgan Asset Management. Heatmap shading reflects 10 years of data, with green and red reflecting a range of +/- 0.5 standard deviations from a baseline of 0% monthly growth. The NBER's definition of a recession involves a significant decline in economic activity that is spread across the economy and lasts more than a few months. Specifically, they consider real personal income less transfers, nonfarm payroll employment, employment as measured by the household survey, real personal consumption expenditures, wholesale-retail sales adjusted for price changes and industrial production. There is no fixed rule about which measures contribute to the process or how they are weighted, but the committee notes that "in recent decades, the two measures we have put the most weight on are real personal income less transfers and nonfarm payroll employment." The Citicomic Surprises is a risk-weighted measure of surprise in economic indicators relative to consensus. A positive reading means that the data releases have been stronger than expected and a negative reading means that the data releases have been worse than expected. Guide to the Markets - U.S. Data as of April 11, 2020.

**J.P.Morgan**  
ASSET MANAGEMENT

## Cyclical sectors

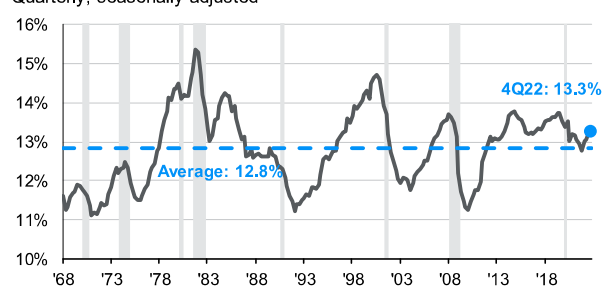
### Residential investment as a % of GDP

Quarterly, seasonally adjusted



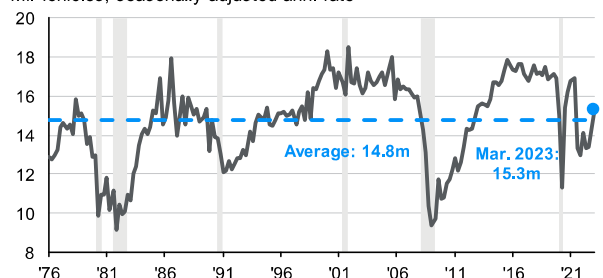
### Business fixed investment as a % of GDP

Quarterly, seasonally adjusted

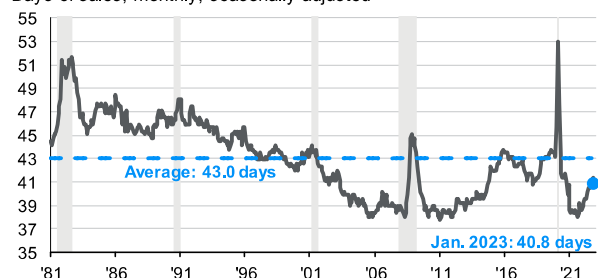


### Light vehicle sales

Mil vehicles, seasonally adjusted ann. rate

**Total business inventory/sales ratio**

Days of sales, monthly, seasonally adjusted



Source: BEA, Census Bureau, FactSet, J.P. Morgan Asset Management. Data for light vehicle sales is quarterly apart from the latest monthly data point.  
Guide to the Markets – U.S. Data are as of April 11, 2023.

**J.P.Morgan**  
ASSET MANAGEMENT

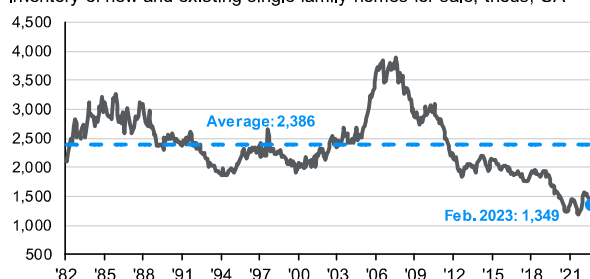


## Residential real estate

GTM U.S. 21

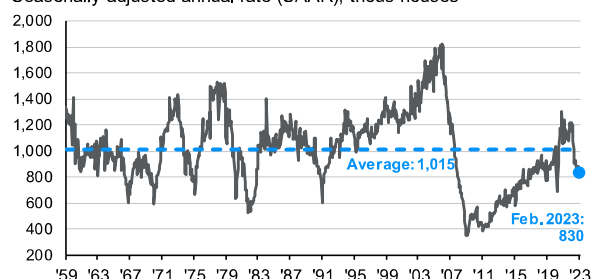
### Housing inventories

Inventory of new and existing single family homes for sale, thous, SA\*



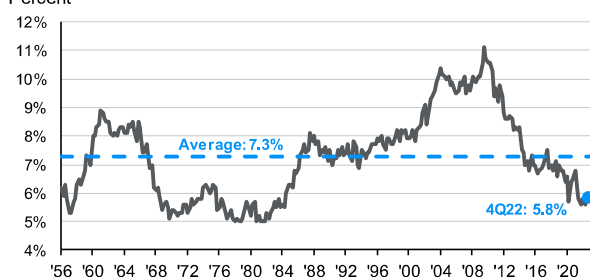
### Single-family housing starts

Seasonally adjusted annual rate (SAAR), thous houses



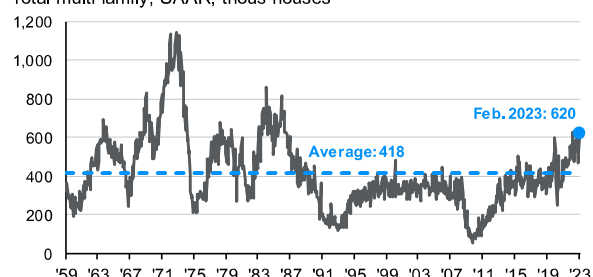
### Rental vacancy rate

Percent



### Multi-family housing starts

Total multi-family, SAAR, thous houses



Source: U.S. Census Bureau, U.S. National Association of Realtors, J.P. Morgan Asset Management, \*Inventory of new and existing single family homes for sale is seasonally adjusted by J.P. Morgan Asset Management, Guide to the Markets - U.S., Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

21

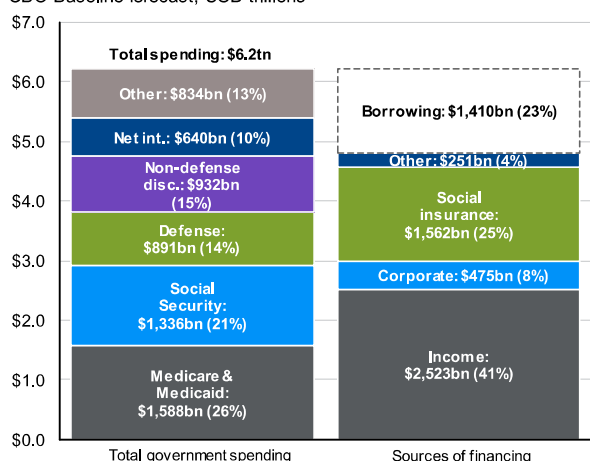


## Federal finances

GTM U.S. 22

### The 2023 federal budget

CBO Baseline forecast, USD trillions

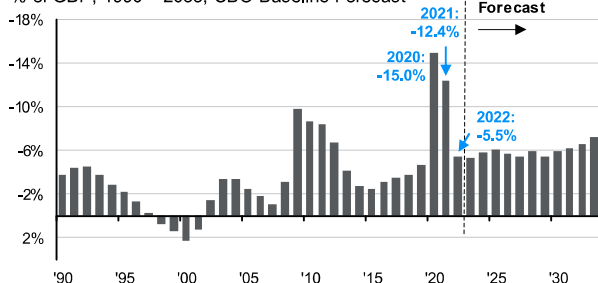


#### CBO's Baseline economic assumptions

	2023	'24-'25	'26-'27	'28-'33
Real GDP growth	0.3%	1.9%	2.4%	1.9%
10-year Treasury	3.8%	3.8%	3.8%	3.8%
Headline inflation (CPI)	5.7%	2.8%	2.1%	2.2%
Unemployment	4.3%	4.9%	4.5%	4.5%

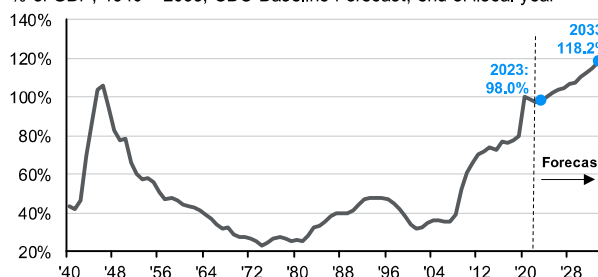
### Federal budget surplus/deficit

% of GDP, 1990 – 2033, CBO Baseline Forecast



### Federal net debt (accumulated deficits)

% of GDP, 1940 – 2033, CBO Baseline Forecast, end of fiscal year



Source: CBO, J.P. Morgan Asset Management; (Top and bottom right) BEA, Treasury Department. Estimates are based on the Congressional Budget Office (CBO) February 2023 Update to the Budget and Economic Outlook. Other spending includes, but is not limited to, health insurance subsidies, income security and federal civilian and military retirement. Notes: Years shown are fiscal years. Forecasts are not a reliable indicator of future performance. Forecasts, projections and other forward-looking statements are based upon current beliefs and expectations. They are for illustrative purposes only and serve as an indication of what may occur. Given the inherent uncertainties and risks associated with forecasts, projections or other forward-looking statements, actual events, results or performance may differ materially from those reflected or contemplated. Guide to the Markets - U.S., Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

22

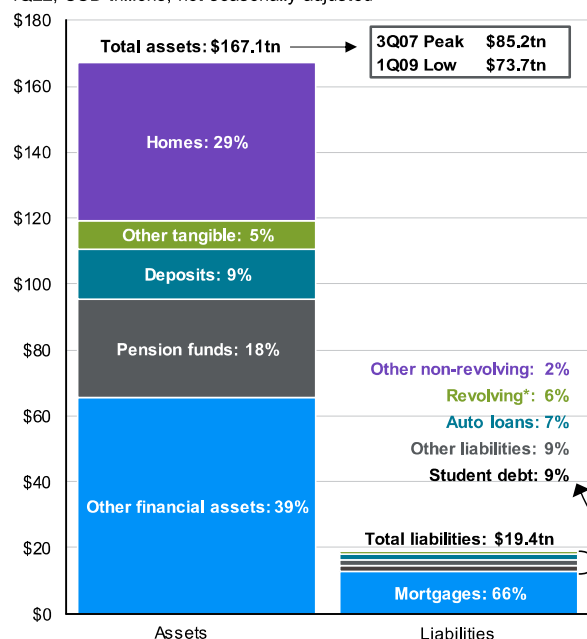


## Consumer finances

GTM U.S. 23

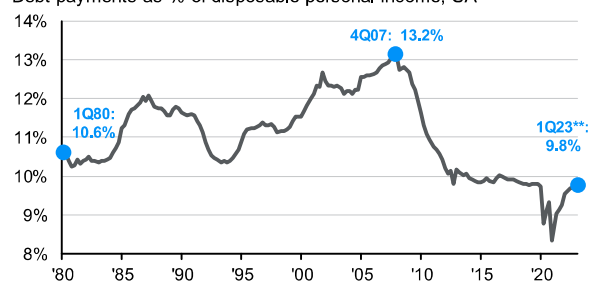
### Consumer balance sheet

4Q22, USD trillions, not seasonally adjusted



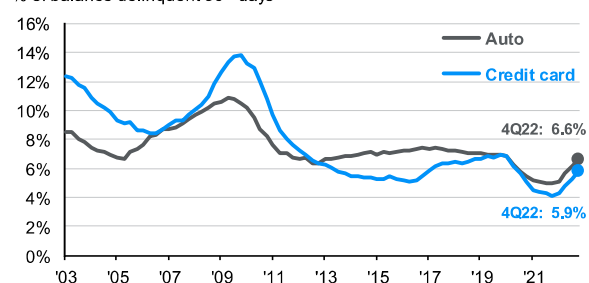
### Household debt service ratio

Debt payments as % of disposable personal income, SA



### Flows into early delinquencies, auto and credit card loans

% of balance delinquent 30+ days



Source: FactSet, FRB, J.P. Morgan Asset Management, (Top right) BEA, (Bottom right) Equifax, New York Fed. Data include households and nonprofit organizations; SA - seasonally adjusted; \*Revolving includes credit cards; Values may not sum to 100% due to rounding; \*\*1Q23 figures for debt service ratio are J.P. Morgan Asset Management estimates, Guide to the Markets - U.S., Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

23

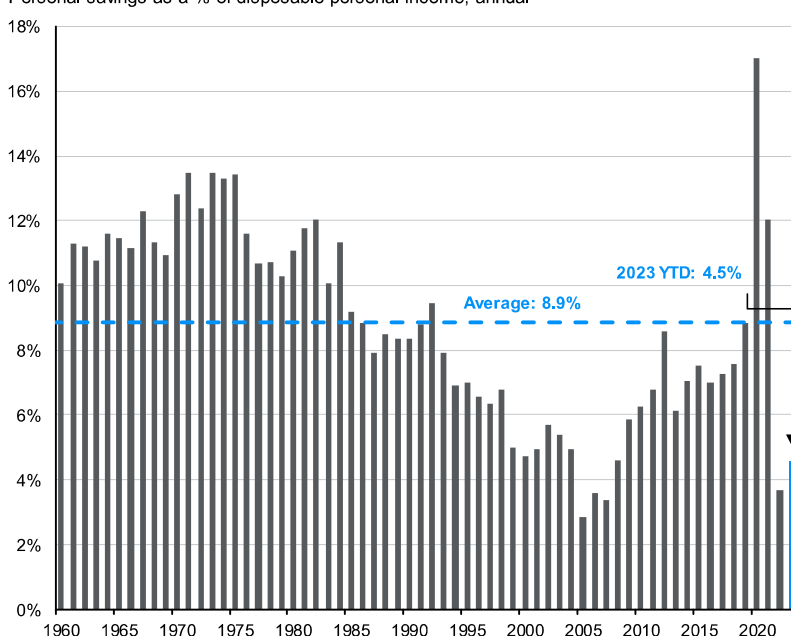


## Consumer saving and borrowing

GTM U.S. 24

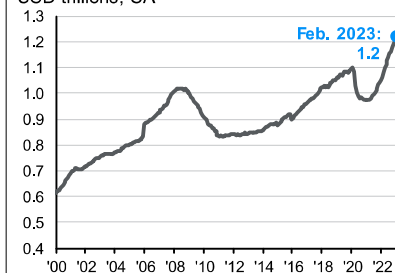
### Personal saving rate

Personal savings as a % of disposable personal income, annual



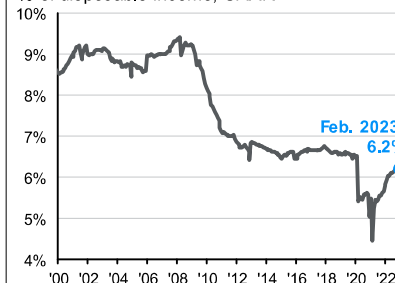
### Revolving consumer credit outstanding

USD trillions, SA



### Revolving consumer credit outstanding

% of disposable income, SAAR



Source: BEA, Federal Reserve, J.P. Morgan Asset Management, Guide to the Markets - U.S., Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

24



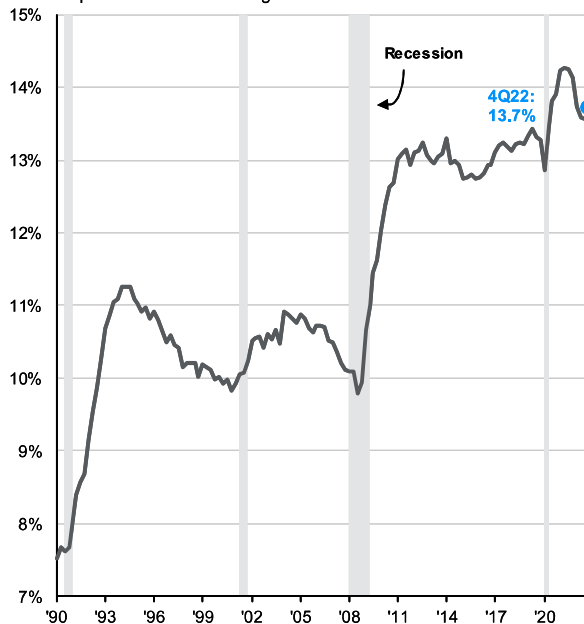
## Bank capitalization and lending sentiment

GTM U.S. 25

Economy

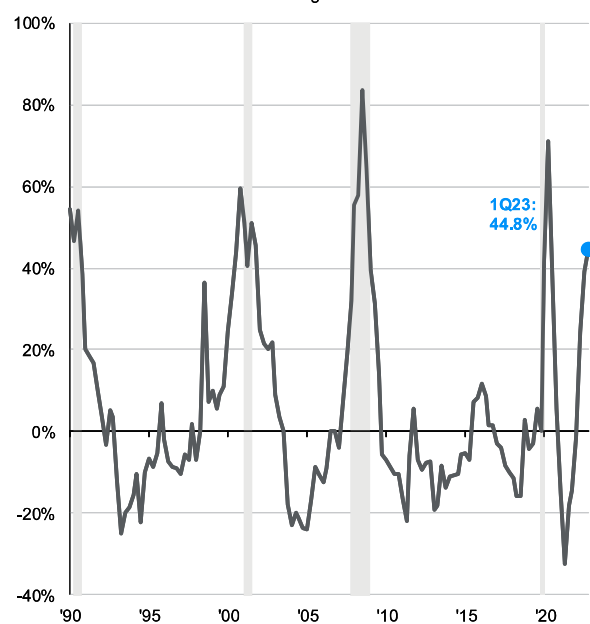
### U.S. bank tier 1 capital ratio

Tier 1 capital as a % of risk-weighted assets



### Net percentage of banks tightening lending standards

Commercial and industrial loans for large and middle-market firms



Source: Bloomberg, FDIC, Federal Reserve, J.P. Morgan Asset Management. The tier 1 capital ratio is the ratio of a bank's core tier 1 capital (equity capital and disclosed reserves) to its total risk-weighted assets. It is a key measure of a bank's financial strength that has been adopted as part of the Basel III Accord on bank regulation. Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

25

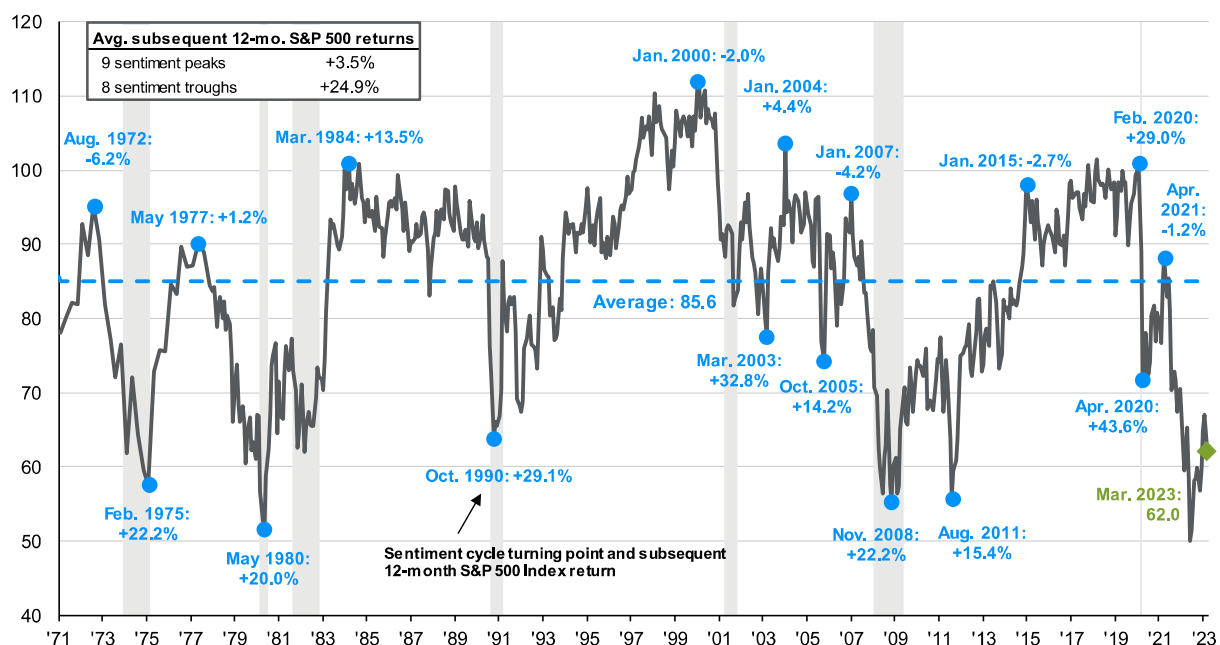


## Consumer confidence and the stock market

GTM U.S. 26

Economy

### Consumer Sentiment Index and subsequent 12-month S&P 500 returns



Source: FactSet, Standard & Poor's, University of Michigan, J.P. Morgan Asset Management. Peak is defined as the highest index value before a series of lower lows, while a trough is defined as the lowest index value before a series of higher highs. Subsequent 12-month S&P 500 returns are price returns only, which excludes dividends. Past performance is not a reliable indicator of current and future results. Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

26



## Labor demand

GTM U.S. 27

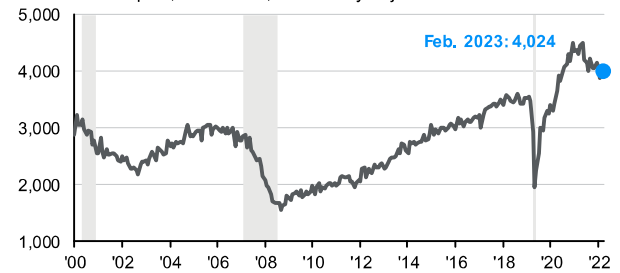
### JOLTS job openings\*

Total job openings, thousands, seasonally adjusted



### JOLTS quits

Total nonfarm quits, thousands, seasonally adjusted



### JOLTS layoffs

Total nonfarm layoffs, thousands, seasonally adjusted



Source: U.S. Department of Labor, J.P. Morgan Asset Management, \*JOLTS job openings from February 1974 to November 2000 are J.P. Morgan Asset Management estimates, Guide to the Markets - U.S., Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

27

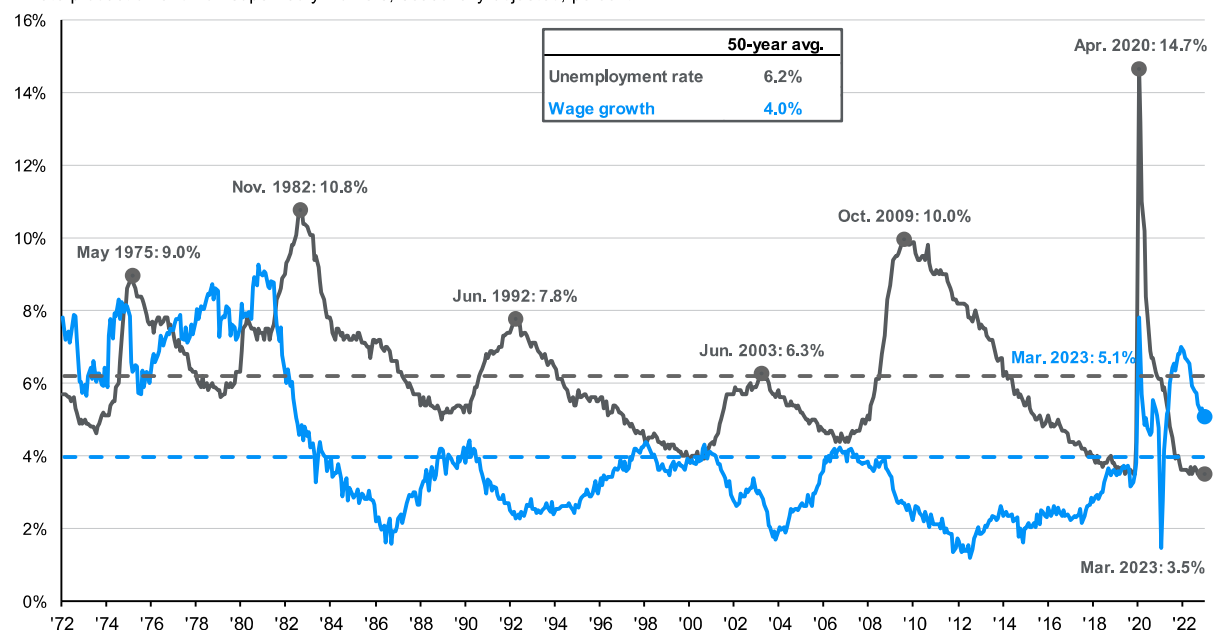


## Unemployment and wages

GTM U.S. 28

### Civilian unemployment rate and year-over-year wage growth

Private production and non-supervisory workers, seasonally adjusted, percent



Source: BLS, FactSet, J.P. Morgan Asset Management, Private production and non-supervisory workers represent 70% of the nonfarm workforce, Guide to the Markets - U.S., Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

28



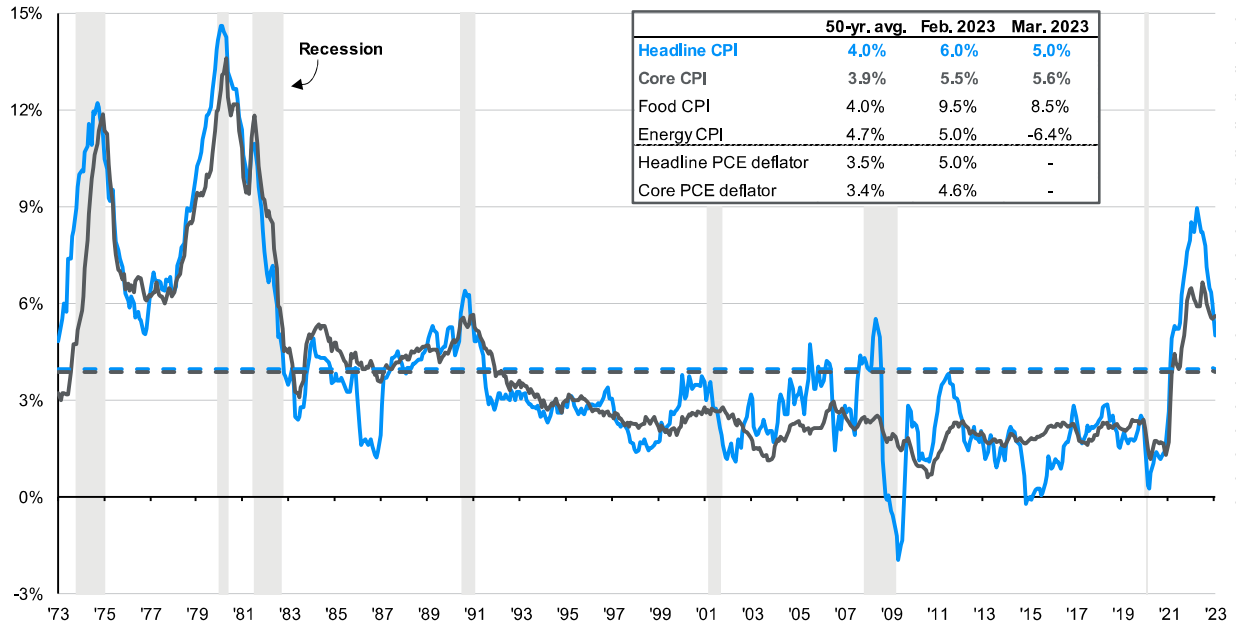


## Inflation

GTM U.S. 29

### CPI and core CPI

% change vs. prior year, seasonally adjusted



Source: BLS, FactSet, J.P. Morgan Asset Management.  
CPI used is CPI-U and values shown are % change vs. one year ago. Core CPI is defined as CPI excluding food and energy prices. The Personal Consumption Expenditure (PCE) deflator employs an evolving chain-weighted basket of consumer expenditures instead of the fixed-weight basket used in CPI calculations.  
Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

29



## Inflation heatmap

GTM U.S. 30

### Consumer Price Index, components

m/m % change, seasonally adjusted

		2021												2022												2023			
	Weight	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb				
Headline CPI, y/y	100.0	2.6%	4.1%	4.9%	5.3%	5.2%	5.2%	5.4%	6.2%	6.9%	7.2%	7.6%	8.0%	8.5%	8.2%	8.5%	8.9%	8.4%	8.2%	8.2%	7.8%	7.1%	6.4%	6.3%	6.0%				
Core CPI, y/y	79.5	1.7%	3.0%	3.8%	4.4%	4.2%	3.9%	4.0%	4.6%	5.0%	5.5%	6.1%	6.4%	6.5%	6.1%	6.0%	5.9%	5.9%	6.3%	6.6%	6.3%	6.0%	5.7%	5.5%	5.5%				
Core svcs. ex-housing PCE, y/y*	-	2.9%	4.3%	4.3%	4.2%	4.4%	4.4%	4.3%	4.4%	5.0%	5.0%	4.9%	4.8%	4.7%	4.5%	4.5%	4.6%	4.0%	4.2%	4.5%	4.7%	4.4%	4.3%	4.7%	4.7%				
Headline CPI, m/m	100.0	0.5%	0.7%	0.7%	0.8%	0.4%	0.4%	0.4%	0.9%	0.8%	0.8%	0.6%	0.7%	1.0%	0.4%	0.9%	1.2%	0.0%	0.2%	0.4%	0.5%	0.2%	0.1%	0.5%	0.4%				
Core CPI, m/m	79.5	0.3%	0.8%	0.7%	0.7%	0.3%	0.2%	0.3%	0.7%	0.6%	0.7%	0.6%	0.5%	0.3%	0.5%	0.6%	0.6%	0.3%	0.6%	0.6%	0.3%	0.3%	0.4%	0.4%	0.5%				
Core svcs. ex-housing PCE, m/m*	-	0.6%	0.5%	0.4%	0.4%	0.5%	0.3%	0.2%	0.2%	0.6%	0.5%	0.2%	0.3%	0.5%	0.3%	0.3%	0.6%	-0.1%	0.5%	0.5%	0.4%	0.3%	0.4%	0.5%	0.3%				
Energy	6.9	3.5%	0.2%	0.3%	1.5%	1.7%	2.8%	1.5%	3.6%	2.6%	2.4%	0.8%	2.7%	8.2%	-1.0%	3.4%	6.9%	-4.7%	-3.9%	-1.7%	1.7%	-1.4%	-3.1%	2.0%	-0.6%				
Gasoline	3.2	6.3%	-0.6%	-0.1%	2.5%	2.5%	4.5%	1.5%	4.1%	4.2%	3.8%	-0.3%	4.7%	13.2%	-3.1%	3.2%	10.3%	-8.1%	-8.4%	-4.2%	3.4%	-2.3%	-7.0%	2.4%	1.0%				
Electricity	2.5	-0.1%	0.9%	0.4%	0.0%	0.2%	0.7%	1.0%	1.6%	0.7%	0.9%	2.7%	-0.3%	1.7%	0.9%	1.3%	1.5%	1.5%	1.2%	0.8%	0.5%	0.5%	1.3%	0.5%	0.5%				
Utility Gas	0.9	2.4%	1.6%	1.1%	1.2%	2.0%	1.6%	2.2%	6.7%	0.5%	0.1%	0.5%	2.0%	0.6%	2.5%	7.2%	7.5%	-3.8%	3.5%	2.2%	-3.7%	-3.4%	3.5%	6.7%	-8.0%				
Food	13.5	0.1%	0.3%	0.4%	0.7%	0.6%	0.4%	0.9%	0.9%	0.8%	0.6%	0.8%	1.0%	0.9%	0.8%	1.1%	1.0%	1.1%	0.8%	0.8%	0.7%	0.6%	0.4%	0.5%	0.4%				
Food at home	8.7	0.1%	0.3%	0.3%	0.8%	0.5%	0.4%	1.2%	1.0%	1.0%	0.6%	0.9%	1.3%	1.3%	0.9%	1.3%	1.0%	1.3%	0.8%	0.7%	0.5%	0.6%	0.5%	0.4%	0.3%				
Food away from home	4.8	0.1%	0.3%	0.6%	0.7%	0.8%	0.4%	0.5%	0.8%	0.6%	0.6%	0.7%	0.4%	0.3%	0.6%	0.7%	0.9%	0.7%	0.9%	0.9%	0.5%	0.4%	0.6%	0.6%					
Core goods	21.4	0.1%	1.9%	1.7%	1.9%	0.3%	0.3%	0.3%	1.3%	1.1%	1.4%	0.9%	0.3%	-0.4%	0.1%	0.6%	0.6%	0.1%	0.4%	0.0%	-0.1%	-0.2%	-0.1%	0.1%	0.0%				
Apparel	2.5	0.1%	1.0%	0.8%	0.6%	0.0%	0.3%	-0.5%	1.0%	0.7%	0.9%	0.7%	0.6%	0.3%	-0.1%	0.4%	0.7%	-0.1%	0.3%	0.0%	-0.2%	0.1%	0.2%	0.8%	0.8%				
New vehicles	4.3	0.0%	-0.1%	1.1%	1.6%	1.4%	1.2%	1.3%	1.5%	1.6%	1.8%	0.3%	0.1%	0.1%	0.4%	0.6%	0.5%	0.5%	0.8%	0.7%	0.6%	0.5%	0.6%	0.2%	0.2%				
Used cars	2.7	0.6%	9.6%	7.7%	9.1%	-0.4%	-1.3%	-0.5%	3.1%	3.2%	3.9%	1.4%	-0.6%	-3.6%	-0.7%	1.9%	0.5%	-0.8%	-0.2%	-1.1%	-1.7%	-2.0%	-2.0%	-1.9%	-2.8%				
Medical care commod	1.5	0.1%	0.6%	0.0%	-0.4%	0.2%	-0.2%	0.3%	0.6%	0.1%	0.0%	0.9%	0.3%	0.2%	0.1%	0.3%	0.4%	0.6%	0.2%	-0.1%	0.0%	0.2%	0.1%	1.1%	0.1%				
Core services	58.2	0.3%	0.4%	0.4%	0.3%	0.3%	0.1%	0.2%	0.4%	0.4%	0.4%	0.4%	0.5%	0.6%	0.6%	0.6%	0.6%	0.4%	0.6%	0.8%	0.5%	0.5%	0.6%	0.5%	0.6%				
Shelter	34.4	0.3%	0.4%	0.3%	0.4%	0.5%	0.2%	0.4%	0.4%	0.5%	0.4%	0.3%	0.6%	0.5%	0.5%	0.6%	0.6%	0.6%	0.7%	0.7%	0.7%	0.6%	0.8%	0.7%	0.8%				
Rent of primary res.	7.5	0.2%	0.2%	0.2%	0.2%	0.2%	0.3%	0.4%	0.4%	0.4%	0.4%	0.5%	0.6%	0.4%	0.6%	0.6%	0.8%	0.7%	0.7%	0.8%	0.7%	0.8%	0.8%	0.7%	0.8%				
OER	25.4	0.2%	0.2%	0.3%	0.3%	0.3%	0.3%	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%	0.5%	0.5%	0.6%	0.7%	0.6%	0.7%	0.8%	0.6%	0.7%	0.8%	0.7%	0.7%				
Medical care services	6.7	0.1%	0.0%	-0.1%	-0.1%	0.1%	0.2%	0.0%	0.6%	0.5%	0.5%	0.5%	0.1%	0.6%	0.5%	0.4%	0.7%	0.4%	0.7%	0.8%	-0.4%	-0.5%	0.3%	-0.7%	-0.7%				
Transportation services	5.8	1.1%	1.3%	1.9%	0.9%	-0.8%	-0.7%	-0.9%	0.0%	1.2%	0.5%	0.7%	1.1%	2.1%	2.2%	1.6%	1.8%	-0.4%	1.0%	1.9%	0.6%	0.3%	0.6%	0.9%	1.1%				

Source: BLS, FactSet, J.P. Morgan Asset Management. Heatmap shading is relative to the two-year period shown. Component weights may not add to 100. OER refers to owner's equivalent rent. \*Core services ex-housing is an approximation by J.P. Morgan Asset Management. It reflects the custom PCE index of services excluding energy and housing referenced in the U.S. Federal Reserve's Monetary Policy Report. Data for the custom PCE index is provided by the BEA and is distinct from the CPI data provided by the BLS. \*Housing is a PCE component that is measured separately from the CPI "shelter" component.  
Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

30

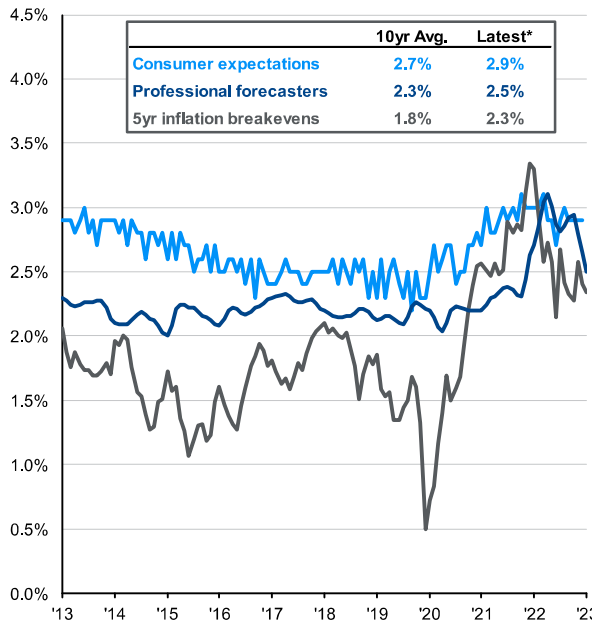


## Inflation expectations

GTM U.S. 31

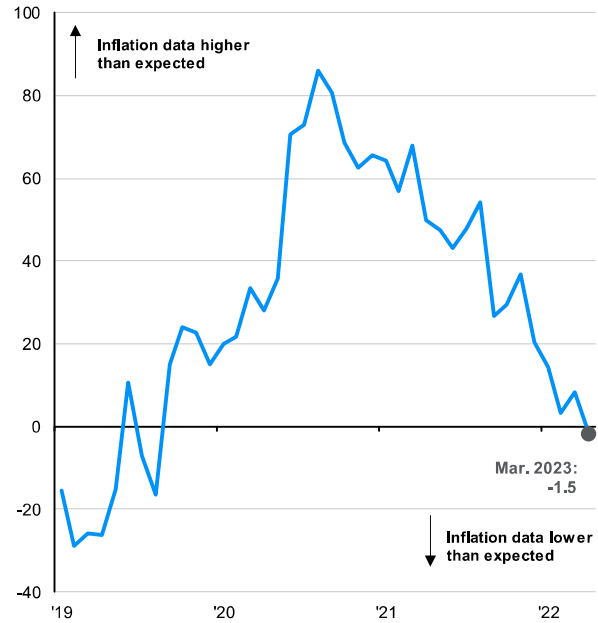
### Inflation expectations, next 5 years

% change vs. prior year, non-seasonally adjusted



### Citi Inflation Surprise Index

Monthly



Source: Bureau of Labor Statistics, Citi, FactSet, Federal Reserve Bank of Philadelphia, University of Michigan, J.P. Morgan Asset Management. \*Reflects the latest daily 5yr/5yr breakevens, preliminary or final Consumer Sentiment survey, and the quarterly Survey of Professional Forecasters interpolated to a monthly series. The Survey of Professional Forecasters reflects the median estimate by professional forecasters of average CPI inflation over the next 5 years. The series has been adjusted by J.P. Morgan Asset Management to exclude realized inflation readings within the forecast window, Citi Inflation Surprise Index. A reading above 0 means that data are on average coming in above consensus expectations, Guide to the Markets - U.S., Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

31



## Dollar drivers

GTM U.S. 32

### The U.S. dollar

U.S. Dollar Index



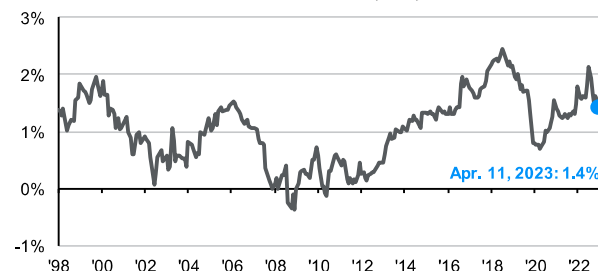
### The U.S. trade balance

Current account balance, % of GDP



### Developed markets interest rate differentials

Difference between U.S. and international 10-year yields\*



Source: J.P. Morgan Asset Management; (Left) FactSet, ICE; (Top right) Bureau of Economic Analysis, FactSet; (Bottom right) Tullett Prebon. Currencies in the DXY Index are: British pound, Canadian dollar, euro, Japanese yen, Swedish krona and Swiss franc. \*Interest rate differential is the difference between the 10-year U.S. Treasury yield and a basket of the 10-year yields of each major trading partner (Australia, Canada, Europe, Japan, Sweden, Switzerland and UK). Weights in the basket are calculated using the 10-year average of total government bonds outstanding in each region. Europe is defined as the 19 countries in the euro area, Guide to the Markets - U.S., Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

32



## Oil markets

GTM U.S. 33

### Change in production and consumption of liquid fuels

Production, consumption and inventories, millions of barrels per day

Production	2019	2020	2021	2022	2023*	Growth since '19
U.S.	19.5	18.6	19.0	20.2	21.1	7.9%
OPEC	34.6	30.7	31.7	34.2	34.1	-1.6%
Russia	11.5	10.5	10.8	10.9	10.3	-10.3%
Global	100.3	93.9	95.7	99.9	101.5	1.2%
Consumption	2019	2020	2021	2022	2023*	Growth since '19
U.S.	20.5	18.2	19.9	20.3	20.5	-0.4%
China	14.0	14.4	15.3	15.2	15.9	13.2%
Global	100.9	91.6	97.1	99.4	100.9	0.0%
Inventory Change	2019	2020	2021	2022	2023*	Growth since '19
	-0.6	2.3	-1.4	0.4	0.6	

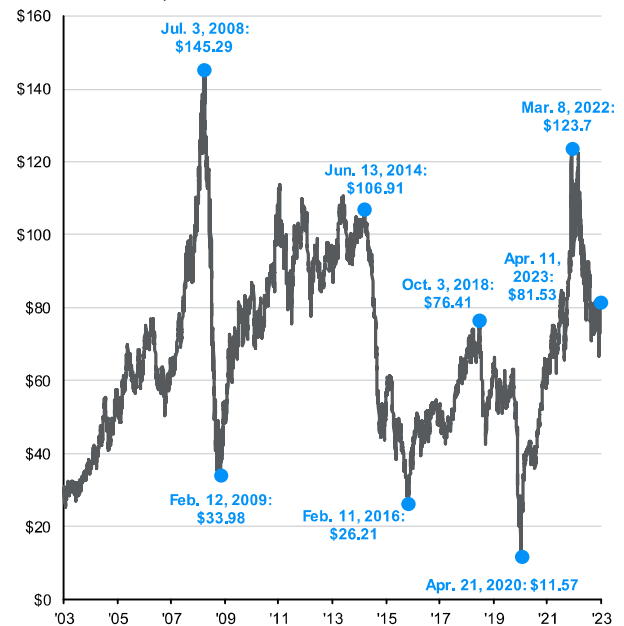
### U.S. crude oil inventories and rig count\*\*

Million barrels, number of active rigs



### Price of oil

WTI crude, nominal prices, USD/barrel



Source: J.P. Morgan Asset Management, (Top and bottom left) EIA; (Right) FactSet; (Bottom left) Baker Hughes.

\*Forecasts are from the March 2023 EIA Short-Term Energy Outlook and start in 2023. \*\*U.S. crude oil inventories include the Strategic Petroleum Reserve (SPR). Liquid fuels include crude oil, natural gas, biodiesel and fuel ethanol. Active rig count includes both natural gas and oil rigs. WTI crude prices are continuous contract WTI prices in USD. Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

33

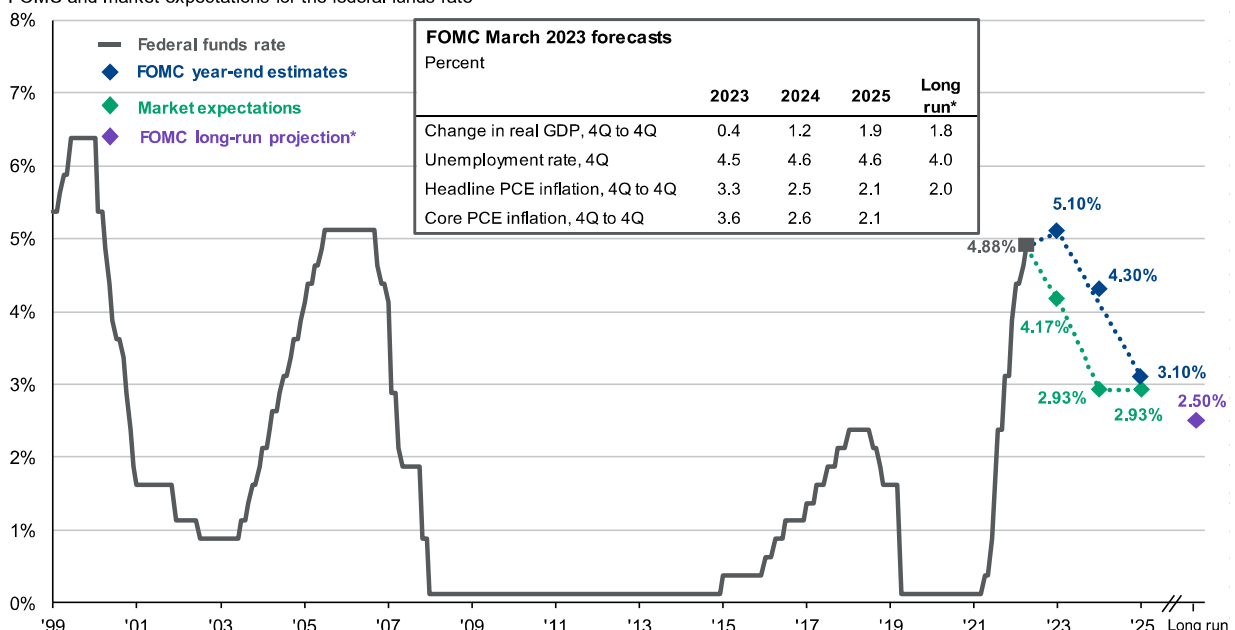


## The Fed and interest rates

GTM U.S. 34

### Federal funds rate expectations

FOMC and market expectations for the federal funds rate



Source: Bloomberg, FactSet, Federal Reserve, J.P. Morgan Asset Management.

Market expectations are based off of the respective Federal Funds Futures contracts for December expiry. \*Long-run projections are the rates of growth, unemployment and inflation to which a policymaker expects the economy to converge over the next five to six years in absence of further shocks and under appropriate monetary policy. Forecasts are not a reliable indicator of future performance. Forecasts, projections and other forward-looking statements are based upon current beliefs and expectations. They are for illustrative purposes only and serve as an indication of what may occur. Given the inherent uncertainties and risks associated with forecasts, projections or other forward-looking statements, actual events, results or performance may differ materially from those reflected or contemplated. Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

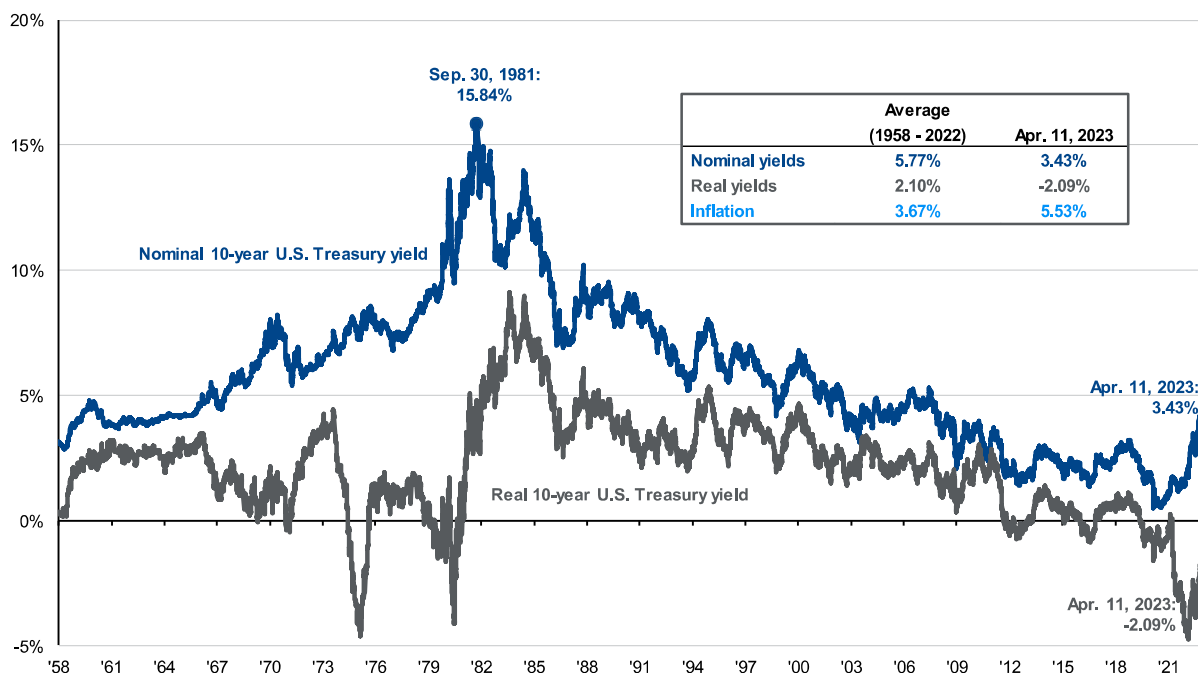
34



## Interest rates and inflation

GTM U.S. 35

### Nominal and real U.S. 10-year Treasury yields



Source: BLS, FactSet, Federal Reserve, J.P. Morgan Asset Management. Real 10-year Treasury yields are calculated as the daily Treasury yield less year-over-year core CPI inflation for that month. For the current month, we use the prior month's core CPI figures until the latest data is available. Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

35



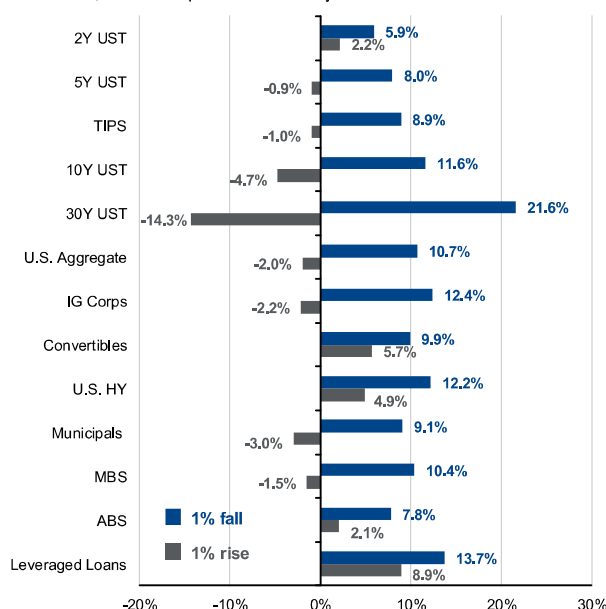
## Fixed income market dynamics

GTM U.S. 36

U.S. Treasuries	Yield		Return			
	4/11/2023	12/31/2022	2023 YTD	Avg. Maturity	Correlation to 10-year	Correlation to S&P 500
2-Year	4.03%	4.41%	1.58%	2 years	0.74	-0.15
5-Year	3.54%	3.99%	2.71%	5	0.93	-0.13
TIPS	1.14%	1.58%	3.83%	10	0.61	0.37
10-Year	3.43%	3.88%	4.31%	10	1.00	-0.14
30-Year	3.62%	3.97%	6.92%	30	0.93	-0.17
Sector						
U.S. Aggregate	4.35%	4.68%	3.43%	8.6	0.86	0.22
IG Corps	5.12%	5.42%	4.04%	11.1	0.54	0.47
Convertibles	7.42%	7.58%	3.90%	-	-0.14	0.87
U.S. HY	8.52%	8.96%	3.90%	5.3	-0.10	0.74
Municipals	3.09%	3.55%	3.82%	13.1	0.53	0.22
MBS	4.45%	4.71%	3.00%	7.5	0.78	0.15
ABS	5.59%	5.89%	2.07%	3.5	0.21	-0.01
Leveraged Loans	11.28%	11.41%	3.67%	2.4	-0.34	0.59

### Impact of a 1% rise or fall in interest rates

Total return, assumes a parallel shift in the yield curve



Source: Bloomberg, FactSet, Standard & Poor's, U.S. Treasury, J.P. Morgan Asset Management. Sectors shown above are provided by Bloomberg unless otherwise noted and are represented by - U.S. Aggregate; MBS: U.S. Aggregate Securitized - MBS; ABS: J.P. Morgan ABS Index; Corporates: U.S. Corporates; Municipals: Muni Bond; High Yield: Corporate High Yield; Leveraged Loans: J.P. Morgan Leveraged Loan Index; TIPS: Treasury Inflation-Protected Securities; Convertibles: U.S. Convertibles Composite; Convertibles yield is as of most recent month-end and is based on U.S. portion of Bloomberg Global Convertibles Index. Yield and return information based on bellwethers for Treasury securities. Sector yields reflect yield-to-mat. Convertibles yield is based on U.S. portion of Bloomberg Global Convertibles. Correlations are based on 15 years of monthly returns for all sectors. Past performance is not indicative of future results. Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

36



## Yield curve

GTM U.S. 37

### U.S. Treasury yield curve



Source: FactSet, Federal Reserve, J.P. Morgan Asset Management, Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

37



## High yield bonds

GTM U.S. 38

### Default rate and spread-to-worst



Source: J.P. Morgan Global Economic Research, J.P. Morgan Asset Management, Long-run average is based on monthly historical data beginning in January 1990. Default rates are defined as the par value percentage of the total market trading at or below 50% of par value and include any Chapter 11 filing, prepackaged filing or missed interest payments. The default rate is an LTM figure (last 12 months) and tracks the % of defaults over the period. Recovery rates are based on the price of the defaulted bonds or loans 30 days post the default date. Default and recovery rates are as of most recent month-end. Spread-to-worst indicated are the difference between the yield-to-worst of a bond and yield-to-worst of a U.S. Treasury security with a similar duration. High yield is represented by the J.P. Morgan Domestic High Yield Index. Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

38

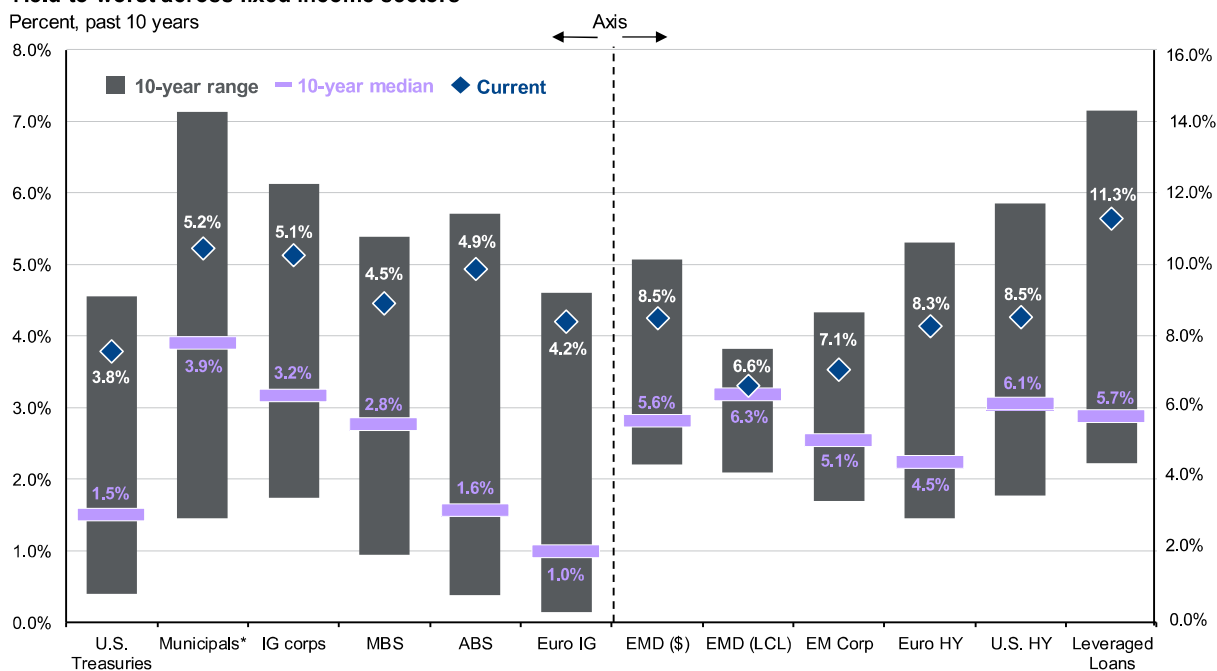


## Fixed income valuations

GTM U.S. 39

### Yield-to-worst across fixed income sectors

Percent, past 10 years



Source: Bloomberg, FactSet, J.P. Morgan Asset Management, Indices used are Bloomberg except for emerging market debt and leveraged loans: EMD (USD): J.P. Morgan EMIGLOBAL Diversified Index; EMD (LCL): J.P. Morgan GBI-EM Global Diversified Index; EM Corp.: J.P. Morgan CEMBI Broad Diversified; Leveraged Loans: JPM Leveraged Loan Index; Euro IG: Bloomberg Euro Aggregate Corporate Index; Euro HY: Bloomberg Pan-European High Yield Index. Yield-to-worst is the lowest possible yield that can be received on a bond apart from the company defaulting. All sectors shown are yield-to-worst except for Municipals, which is based on the tax-equivalent yield-to-worst assuming a top-income tax bracket rate of 37% plus a Medicare tax rate of 3.8%.

Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

39

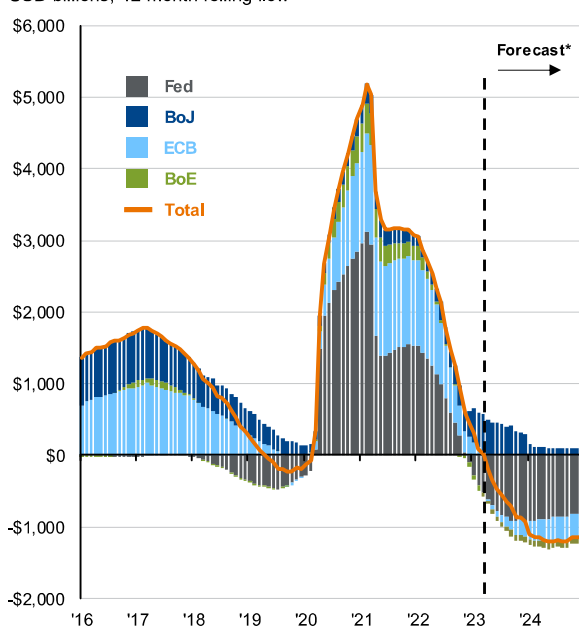


## Developed market monetary policy

GTM U.S. 40

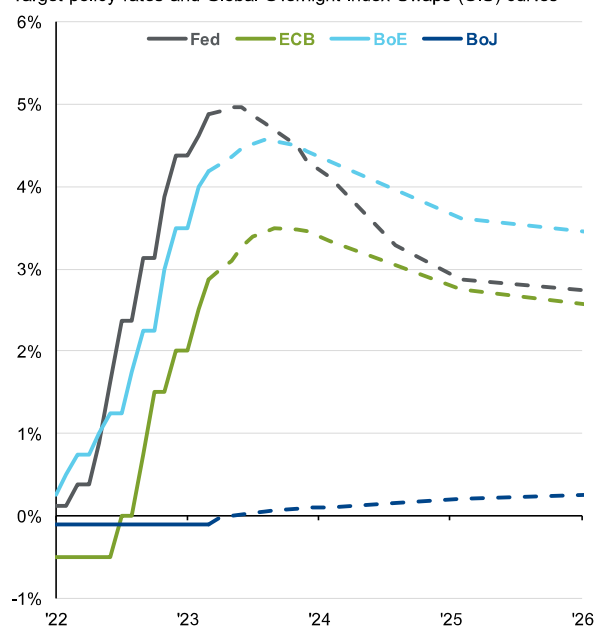
### Developed market central bank bond purchases

USD billions, 12-month rolling flow



### Historical policy rates and forward curves

Target policy rates and Global Overnight Index Swaps (OIS) curves



Source: BIS, Bloomberg, FactSet, J.P. Morgan Asset Management, (Left) Bank of England (BoE), Bank of Japan (BoJ), European Central Bank (ECB), Federal Reserve System (Fed), J.P. Morgan Global Economic Research, (Right) bond purchase forecasts are internal assumptions based on government bond purchases as outlined in the most recent monetary policy announcements from the BoE, BoJ, ECB and Federal Reserve through December 2024. Forecasts, projections and other forward-looking statements are based upon current beliefs and expectations. They are for illustrative purposes only and are not a reliable indicator of future performance. Given the inherent uncertainties and risks associated with forecasts, projections or other forward-looking statements, actual events, results or performance may differ materially from those reflected or contemplated.

Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

40



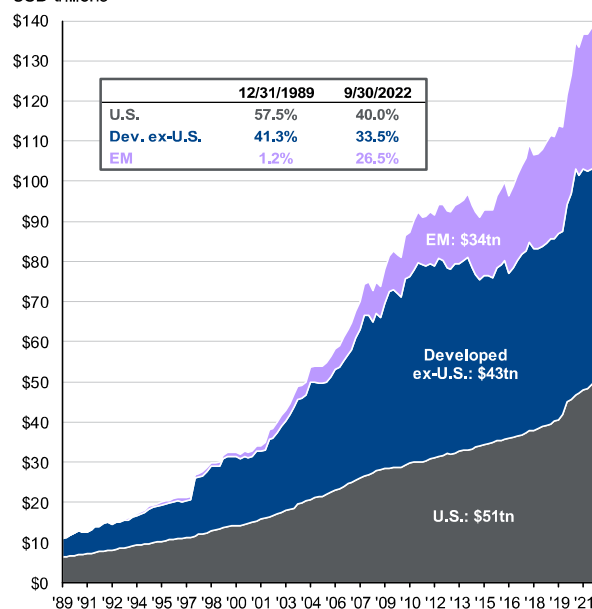
## Global fixed income

GTM U.S. 41

Aggregates	Yield		2023 Return		Duration	Correlation to 10yr
	4/11/2023	12/31/2022	Local	USD		
U.S.	4.35%	4.68%	3.43%	3.43%	6.4 years	0.91
Gbl. ex-U.S.	2.99%	3.13%	-	3.18%	7.20	0.60
Japan	0.62%	0.75%	1.93%	0.72%	9.40	0.60
Germany	3.07%	3.22%	1.79%	4.08%	6.30	0.51
UK	4.13%	4.29%	2.02%	5.45%	8.60	0.51
Italy	3.84%	4.10%	3.39%	5.72%	6.20	0.38
China	2.93%	2.94%	0.97%	1.94%	5.90	0.57
Sector						
Euro Corp.	4.19%	4.32%	2.06%	4.35%	4.5 years	0.43
Euro HY	8.27%	8.32%	3.07%	5.39%	3.10	0.04
EMD (USD)	8.49%	8.55%	-	2.19%	6.00	0.35
EMD (LCL)	6.61%	6.86%	2.96%	5.12%	4.90	0.24
EM Corp.	7.06%	7.28%	-	2.89%	5.00	0.26

### Global bond market

USD trillions



Source: J.P. Morgan Asset Management; (Left) Bloomberg, FactSet; (Right) BIS.

Fixed income sectors shown above are provided by Bloomberg and are represented by the global aggregate for each country except where noted. EMD sectors are represented by the J.P. Morgan EMBIG Diversified Index (USD), the J.P. Morgan GBI EM Global Diversified Index (LCL) and the J.P. Morgan CEMBI Broad Diversified Index (Corp). European Corporates are represented by the Bloomberg Euro Aggregate Corporate Index and the Bloomberg Pan-European High Yield Index. Sector yields reflect yield-to-worst. Correlations are based on 10-years of monthly returns for all sectors. Past performance is not indicative of future results. Global bond market regional breakdown may not sum to 100% due to rounding. Guide to the Markets - U.S. Data as of April 11, 2023.

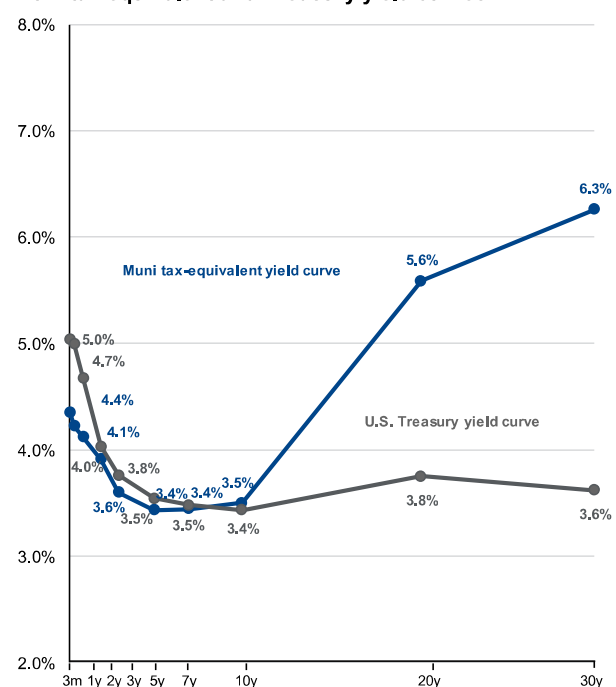
J.P.Morgan  
ASSET MANAGEMENT



## Municipal finance

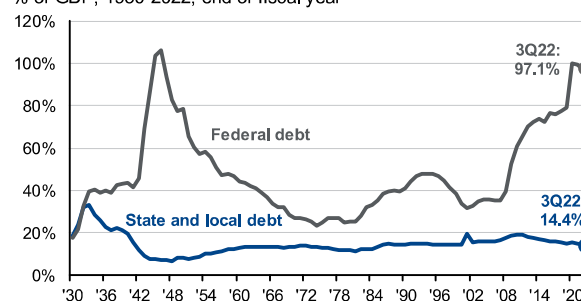
GTM U.S. 42

### Muni tax-equivalent and Treasury yield curves



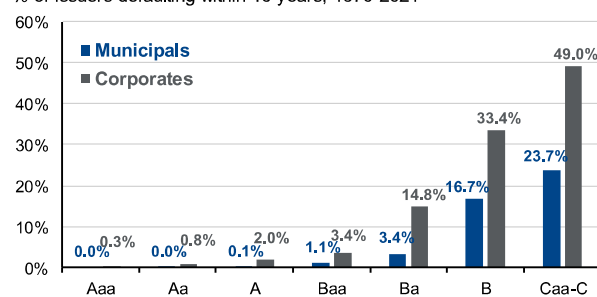
### State and local and federal net debt

% of GDP, 1930-2022, end of fiscal year



### Muni and corporate default rates

% of issuers defaulting within 10 years, 1970-2021



Source: J.P. Morgan Asset Management; (Left) Bloomberg, FactSet, Federal Reserve; (Top right) Census Bureau, Congressional Budget Office (CBO); (Bottom right) Moody's U.S. Public Finance; U.S. municipal bond defaults and recoveries, 1970 to 2021. State and local debt are based on the Census Bureau's Annual Survey of State and Local Government Finances. Municipal tax-equivalent yield assumes a top-income tax bracket rate of 37% plus a Medicare tax rate of 3.8% for a total tax rate of 40.8%. Municipal and corporate default rates are the average cumulative default rate over a 10-year horizon as calculated by Moody's. Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

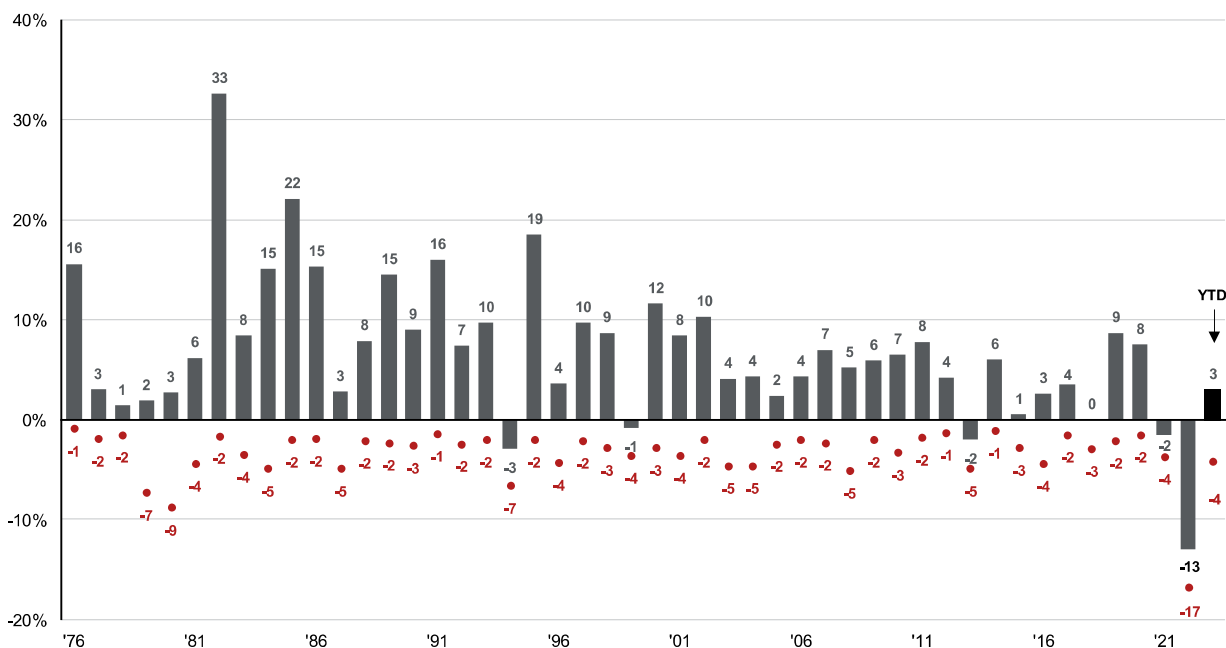


## Bloomberg U.S. Agg. annual returns and intra-year declines

GTM U.S. 43

### Bloomberg U.S. Aggregate intra-year declines vs. calendar year returns

Despite average intra-year drops of 3.3%, annual returns positive in 42 of 47 years



Fixed Income

43

J.P.Morgan  
ASSET MANAGEMENT



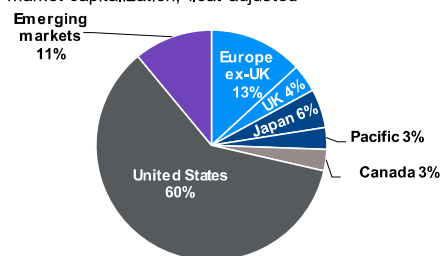
## Global equity markets

GTM U.S. 44

Returns	2023		2022		15-years	
	Local	USD	Local	USD	Ann.	Beta
<b>Regions</b>						
U.S. (S&P 500)	-	7.5	-	-18.1	8.8	0.9
AC World ex-U.S.	7.2	8.0	-9.2	-15.6	2.0	1.0
EAFE	8.4	9.6	-6.5	-14.0	2.3	1.0
Europe ex-UK	11.2	13.4	-12.2	-17.3	2.4	1.2
Emerging markets	4.8	4.7	-15.2	-19.7	1.0	1.1
<b>Selected Countries</b>						
Japan	6.7	5.4	-4.1	-16.3	2.5	0.7
United Kingdom	5.6	9.1	7.2	-4.8	1.4	1.0
France	13.8	16.3	-6.9	-12.7	2.8	1.2
Canada	6.3	6.8	-5.8	-12.2	3.0	0.7
Germany	12.8	15.4	-16.5	-21.6	0.9	1.3
China	4.4	4.0	-20.6	-21.8	0.6	1.0
India	-5.2	-4.5	3.0	-7.5	2.4	1.2
Korea	16.6	11.6	-24.4	-28.9	1.6	1.3
Brazil	-3.0	2.3	8.6	14.6	-2.1	1.4

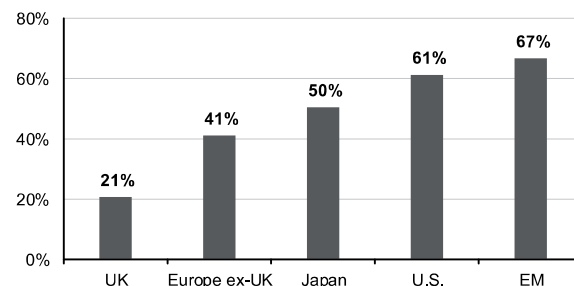
### Weights in MSCI All Country World Index

% global market capitalization, float adjusted



### Revenue exposure vs. country of listing

% of total revenue from home countries



Source: FactSet, Federal Reserve, MSCI, Standard & Poor's, J.P. Morgan Asset Management. All return values are MSCI Gross Index data, 15-year history based on USD returns, 15-year return and beta figures are calculated for the time period 12/31/2007 to 12/31/2022. Beta is for monthly returns relative to the MSCI AC World Index. Annualized volatility is calculated as the standard deviation of quarterly returns multiplied by the square root of 4. Chart is for illustrative purposes only. Please see disclosure page for index definitions. Past performance is not a reliable indicator of current and future results. Revenue exposure vs. country of listing is as of 3/31/2023. Guide to the Markets - U.S. Data as of April 11, 2023.

International

J.P.Morgan  
ASSET MANAGEMENT

44



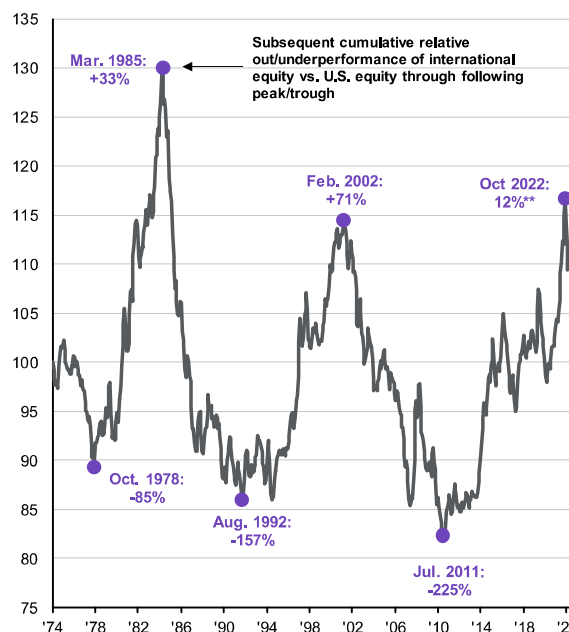
## Currency and international equity returns

GTM U.S. 45

International

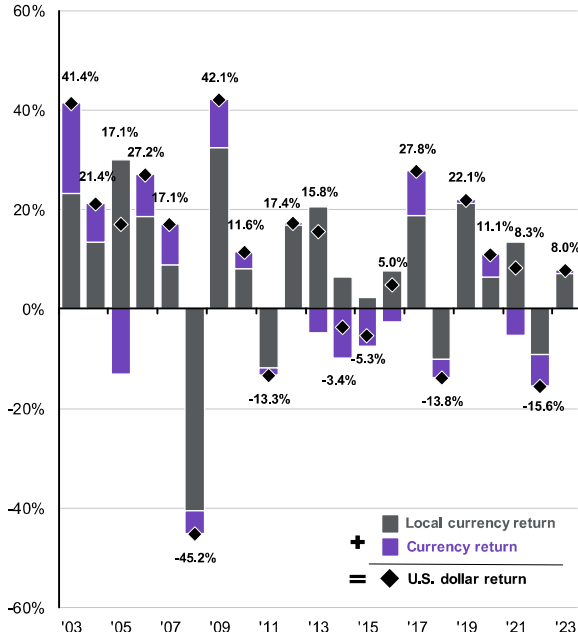
### U.S. dollar and relative international equity returns

Real broad effective exchange rate, MSCI World ex-U.S. vs. S&P 500\*



### Currency impact on international returns

MSCI All Country World ex-U.S. Index, total return



Source: J.P. Morgan Asset Management, (Left) J.P. Morgan Global Economic Research, MSCI; (Right) MSCI. \*U.S. dollar is the J.P. Morgan Global Economic Research real broad effective exchange rate (CPI) indexed to 100 in 1974. Relative international equity returns are cumulative, total returns in U.S. dollars and are calculated as MSCI World ex-U.S. minus S&P 500 for each period of U.S. dollar peak/trough. \*\*Data since Oct. 2022 represents the relative outperformance to the latest month end. Past performance is not a reliable indicator of current and future results. Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

45



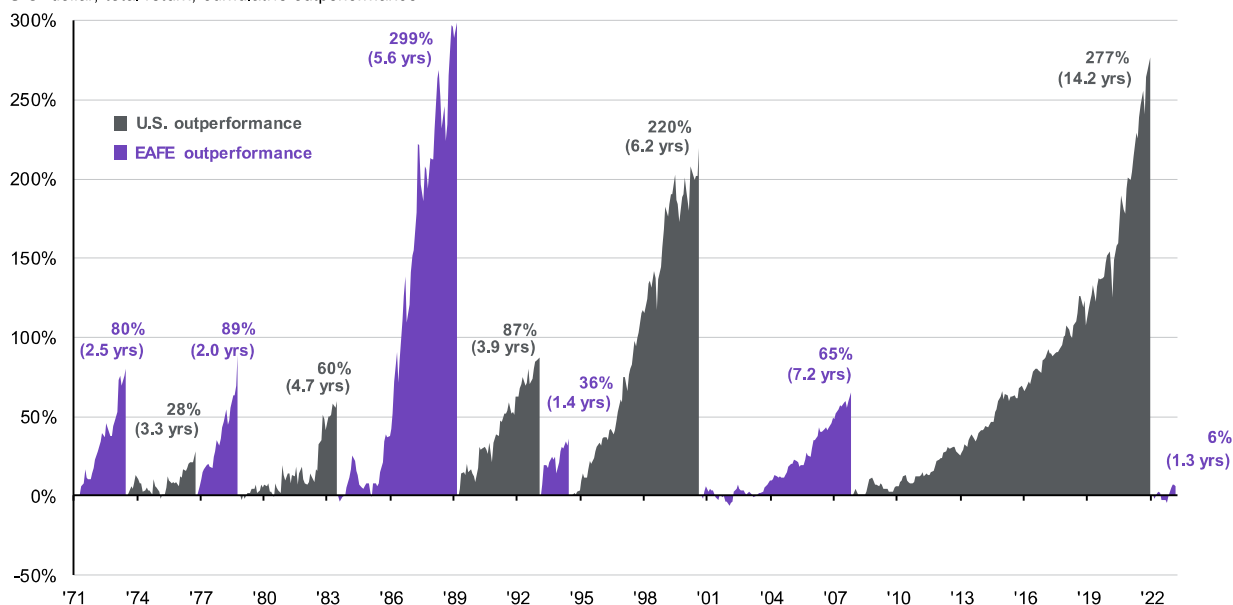
## Cycles of U.S. equity outperformance

GTM U.S. 46

International

### MSCI EAFE and MSCI USA relative performance

U.S. dollar, total return, cumulative outperformance



Source: FactSet, MSCI, J.P. Morgan Asset Management. Regime change determined when cumulative outperformance peaks and is not reached again in the subsequent 12-month period. Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

46

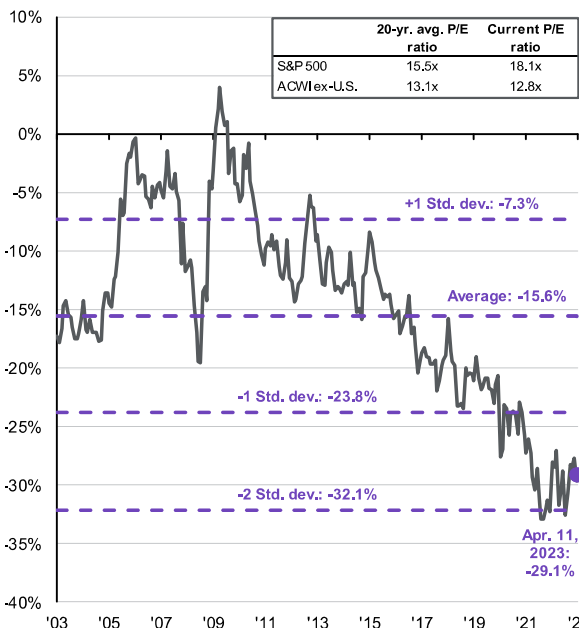


## International valuations and dividend yields

GTM U.S. 47

### International: Price-to-earnings discount vs. U.S.

MSCI All Country World ex-U.S. vs. S&P 500, next 12 months



Source: FactSet, MSCI, Standard & Poor's, J.P. Morgan Asset Management, Guide to the Markets - U.S., Data as of April 11, 2023.

### International: Difference in dividend yields vs. U.S.

MSCI All Country World ex-U.S. minus S&P 500, next 12 months



J.P.Morgan  
ASSET MANAGEMENT

47

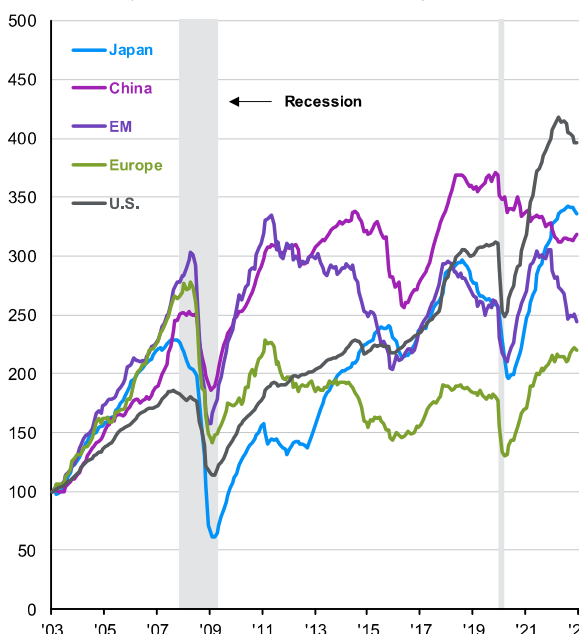


## International equity earnings and valuations

GTM U.S. 48

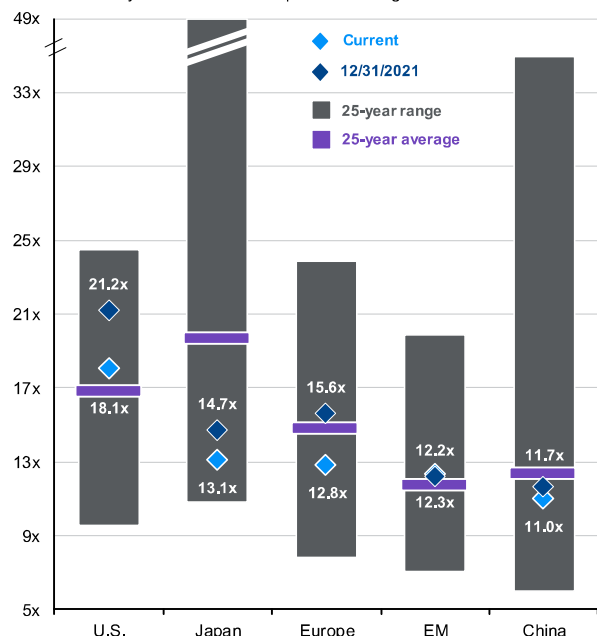
### Global earnings estimates

Mar. 2003 = 100, next 12 months consensus estimates, U.S. dollars



### Global valuations

Current and 25-year next 12 months price-to-earnings ratio



Source: FactSet, MSCI, Standard & Poor's, Thomson Reuters, J.P. Morgan Asset Management, Next 12 months consensus estimates are based on pro-forma earnings and are in U.S. dollars, MSCI Europe includes the eurozone as well as countries not in the currency bloc, such as Norway, Sweden, Switzerland and the UK (which collectively make up 44% of the overall index), Past performance is not a reliable indicator of current and future results, Guide to the Markets - U.S., Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

48

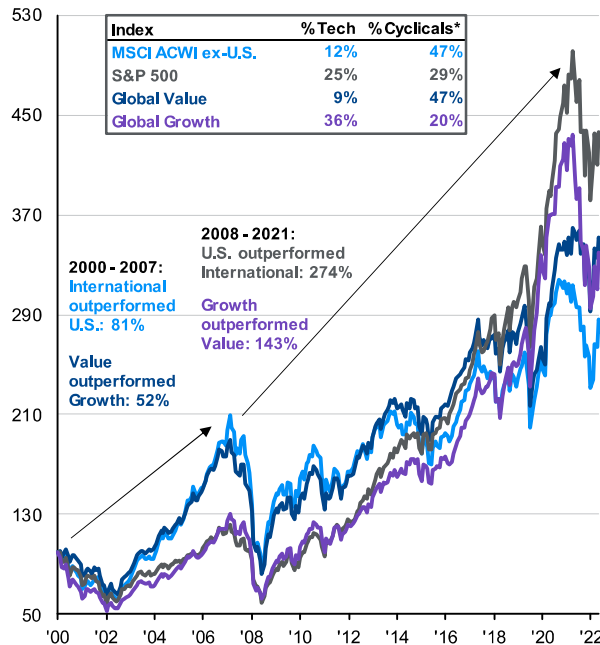


## International markets: Value vs. Growth

GTM U.S. 49

### Regional and style leadership

Sep. 2000 = 100, total return, U.S. dollars



### International Value vs. Growth relative valuations

Rel. fwd. P/E ratio of International Value vs. Growth



Source: Bloomberg, FactSet, MSCI, J.P. Morgan Asset Management.  
\*\*Cyclicals\* are defined as Energy, Financials, Industrials and Materials. Global Growth and Global Value are represented by the corresponding MSCI AC World indices. International Growth is represented by the MSCI ACWI ex-U.S. Growth Index and International Value is represented by the MSCI ACWI ex-U.S. Value Index.  
Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

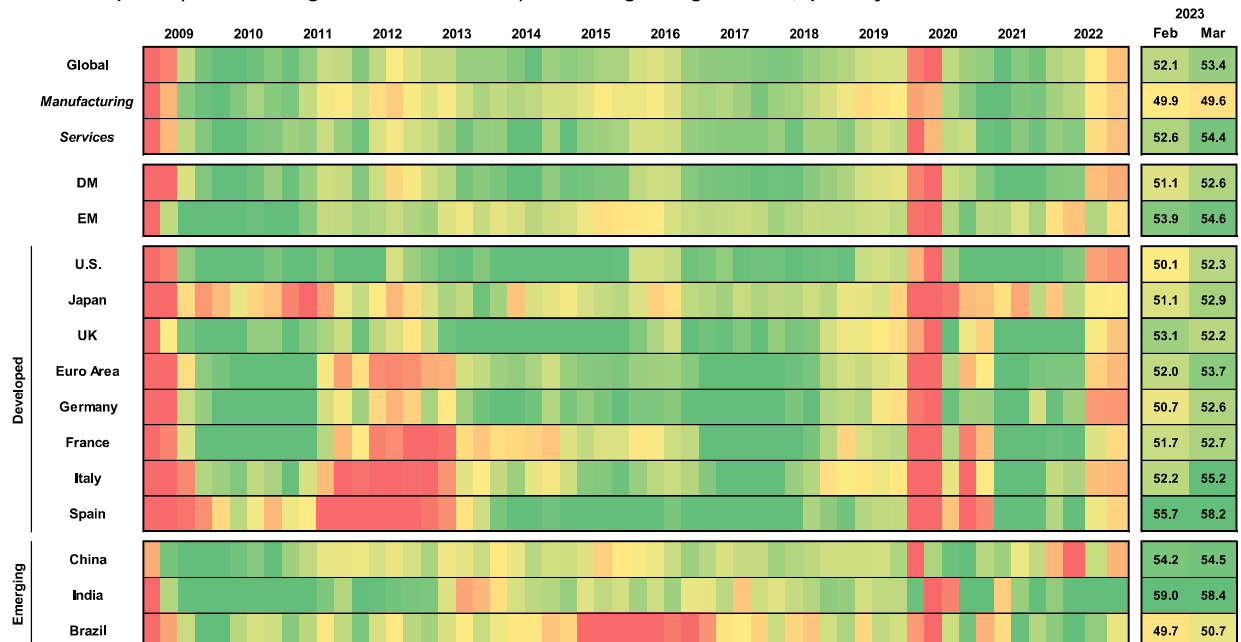
49



## Global economic activity momentum

GTM U.S. 50

### Global Composite (manufacturing & services combined) Purchasing Managers' Index, quarterly



Source: Standard & Poor's, J.P. Morgan Asset Management.  
The Composite PMI includes both manufacturing and services sub-indices. Heatmap colors are based on PMI relative to the 50 level, which indicates acceleration or deceleration of the sector, for the time period shown. Heatmap is based on quarterly averages, except for the two most recent figures, which are single month readings. Data for the U.S. are back-tested and filled in for 2009. DM and EM represent developed markets and emerging markets, respectively.  
Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

50



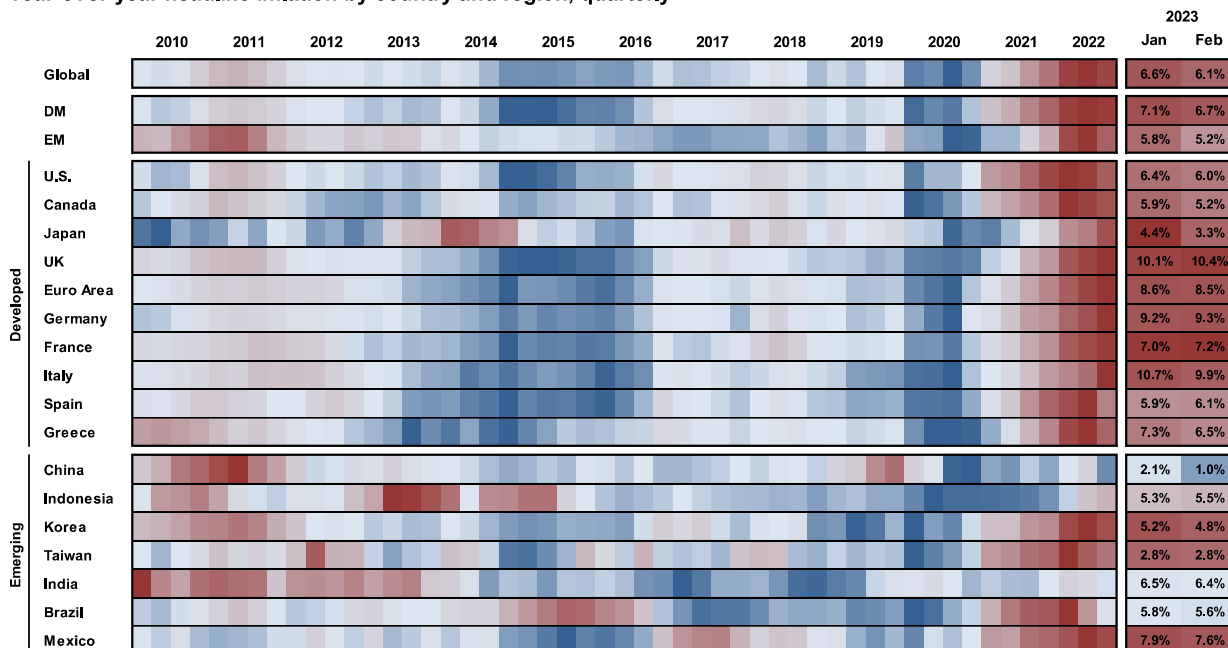
## Global inflation

GTM

U.S.

51

### Year-over-year headline inflation by country and region, quarterly



Source: Bank of Mexico, DGBAS, Eurostat, FactSet, Federal Reserve, IBGE, India Ministry of Statistics & Programme Implementation, Japan Ministry of Internal Affairs & Communications, Korean National Statistical Office, Melbourne Institute, National Bureau of Statistics China, Statistics Canada, Statistics Indonesia, UK Office for National Statistics (ONS), J.P. Morgan Asset Management. Heatmap is based on quarterly averages, with the exception of the two most recent figures, which are single month readings. Colors determined by percentiles of inflation values over the time period shown. Deep blue = lowest value, light blue = median, deep red = highest value, DM and EM represent developed markets and emerging markets, respectively. Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

51



## The emergence of the EM middle class

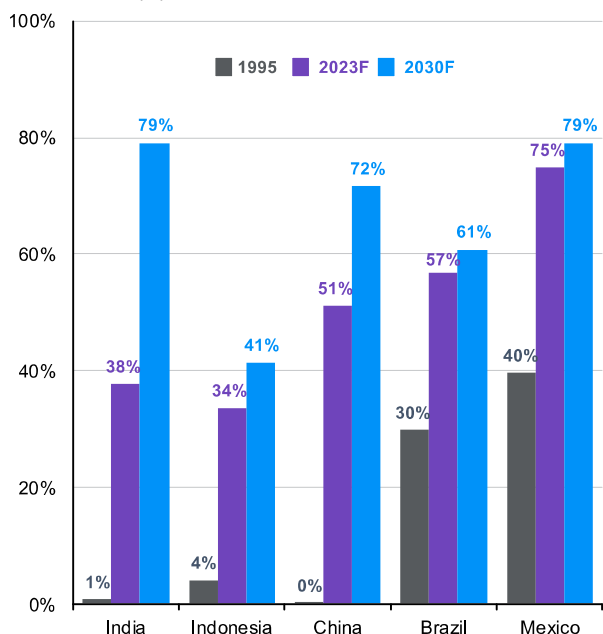
GTM

U.S.

52

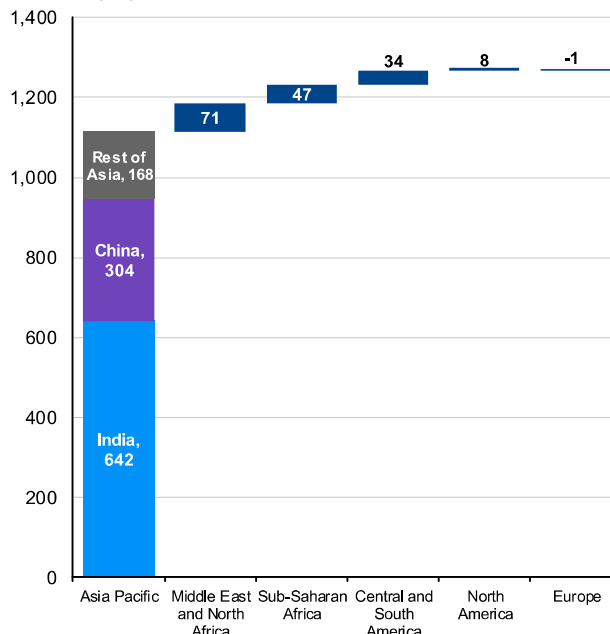
### Growth of the middle class

Percent of total population



### Regional contribution to middle class growth: 2023 to 2030

Millions of people



Source: Brookings Institution, J.P. Morgan Asset Management. Estimates for regional contribution are from Kharas, Homi, The Unprecedented Expansion of the Global Middle Class, An Update, Brookings Institution, 2019. Middle class is defined as households with per capita incomes between USD 11 and USD 110 per person per day in 2011 PPP terms. Forecasts, projections and other forward-looking statements are based upon current beliefs and expectations. They are for illustrative purposes only and serve as an indication of what may occur. Given the inherent uncertainties and risks associated with forecasts, projections or other forward-looking statements, actual events, results or performance may differ materially from those reflected or contemplated. Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

52



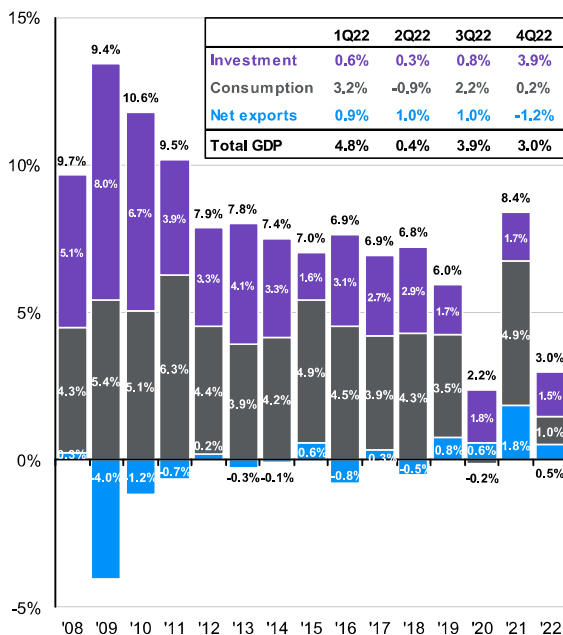


## China: Economic growth

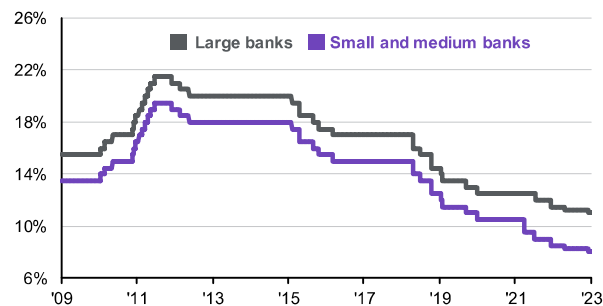
GTM U.S. 53

### China real GDP contribution

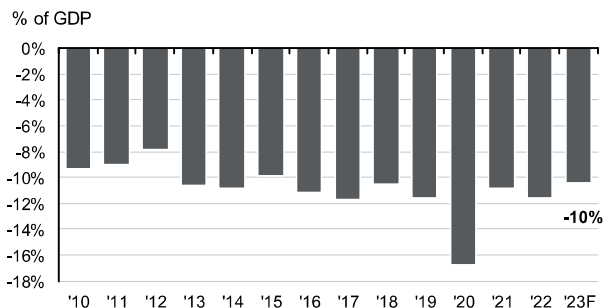
Year-over-year % change for GDP, contribution to GDP for components



### Monetary stimulus: Reserve requirement ratio



### Fiscal stimulus: Fiscal deficit\*



Sources: FactSet, J.P. Morgan Asset Management; (Left) People's Bank of China; (Right) China Agriculture Development Bank, China Development Bank, Ministry of Finance, People's Bank of China. **Fiscal deficit** is a J.P. Morgan Global Economic Research estimate of the augmented fiscal deficit. It measures the aggregate resources controlled by the government and used to support economic growth. It consists of the official budgetary deficit of the central and local governments, and additional funding raised and spent by local governments through Local Government Financing Vehicles and various government-guided funds, whose activities are considered quasi-fiscal. Large banks are six major banks in China, including Industrial and Commercial Bank of China, Agricultural Bank of China, China Construction Bank, Bank of Communications, Postal Savings Bank of China. The other banks are categorized as small and medium-sized banks. PBOC sets favorable required reserve ratio (RRR) for banks that have met specific criteria, such as loans to small and medium-sized enterprises and agricultural sectors. These measures have significantly brought down the actual RRR for banks. According to the PBOC, when the latest RRR cut took effect on 12/5/2022, the realized weighted average RRR was 7.8% (4/25/2022: 8.1%). Forecasts are not a reliable indicator of future performance. Forecasts, projections and other forward-looking statements are based upon current beliefs and expectations. They are for illustrative purposes only and serve as an indication of what may occur. Given the inherent uncertainties and risks associated with forecasts, projections or other forward-looking statements, actual events, results or performance may differ materially from those reflected or contemplated. Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

53

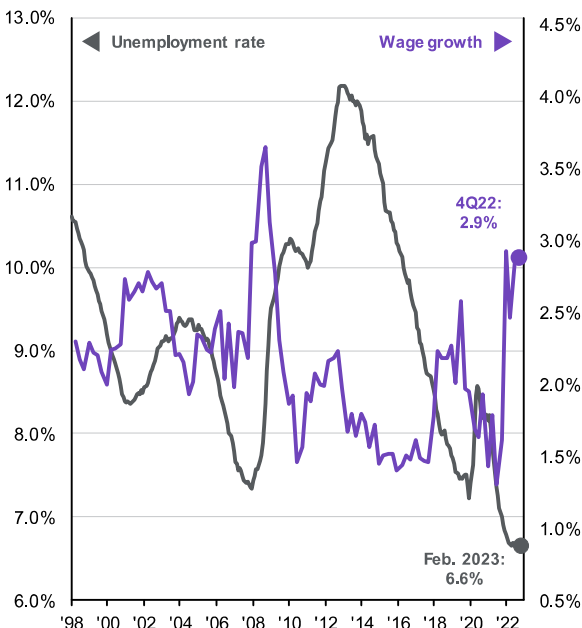


## Eurozone economy

GTM U.S. 54

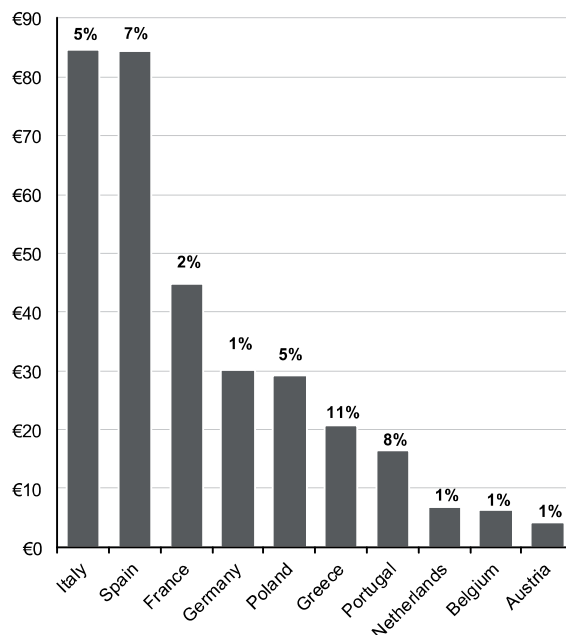
### Eurozone unemployment rate and wage growth

%, year-over-year



### EU recovery fund grants to select EU countries

EUR billions, % of EU27 2021 nominal GDP



Source: FactSet, J.P. Morgan Asset Management; (Left) ECB. Wage growth is based on negotiated wages. (Right) European Commission, Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

54

International

International



## Correlations and volatility

GTM U.S. 55

Alternatives

	U.S. Large Cap	EAFE	EME	Bonds	Corp. HY	Munis	Currency.	EMD	Cmdty.	REITs	Hedge funds	Private equity	Gold	Ann. Volatility
U.S. Large Cap	1.00	0.88	0.78	0.26	0.87	0.36	-0.42	0.70	0.41	0.77	0.85	0.80	0.10	0.15
EAFE		1.00	0.89	0.28	0.85	0.43	-0.61	0.76	0.44	0.62	0.81	0.83	0.23	0.15
EME			1.00	0.31	0.82	0.44	-0.69	0.80	0.48	0.53	0.75	0.77	0.40	0.18
Bonds				1.00	0.38	0.85	-0.35	0.67	-0.22	0.41	-0.02	0.13	0.58	0.04
Corp. HY					1.00	0.46	-0.48	0.86	0.49	0.69	0.79	0.74	0.28	0.08
Munis						1.00	-0.39	0.76	-0.15	0.54	0.12	0.27	0.51	0.04
Currencies							1.00	-0.59	-0.41	-0.21	-0.29	-0.59	-0.56	0.06
EMD								1.00	0.26	0.62	0.54	0.60	0.51	0.08
Commodities									1.00	0.33	0.62	0.58	0.27	0.17
REITs										1.00	0.61	0.61	0.18	0.16
Hedge funds											1.00	0.80	0.01	0.05
Private equity												1.00	0.10	0.08
Gold													1.00	0.15

Source: Bloomberg, Burgiss, Credit Suisse/Tremont, FactSet, Federal Reserve, MSCI, Standard & Poor's, J.P. Morgan Asset Management. Indices used: Large Cap: S&P 500 Index; Currencies: Federal Reserve Trade-Weighted Dollar; EAFE: MSCI EAFE; EME: MSCI Emerging Markets; Bonds: Bloomberg Aggregate; Corp HY: Bloomberg Corporate High Yield; EMD: Bloomberg Emerging Market; Cmdty: Bloomberg Commodity Index; REITs: NAREIT All Equity Index; Hedge funds: CS/Tremont Hedge Fund Index; Private equity: Time weighted returns from Burgiss; Gold: Gold continuous contract (\$/oz). Private equity data are reported on a one- to two-quarter lag. All correlation coefficients and annualized volatility are calculated based on quarterly total return data for period from 3/31/2013 to 3/31/2023, except for Private equity, which is based on the period from 9/30/2012 to 9/30/2022. This chart is for illustrative purposes only, Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

55



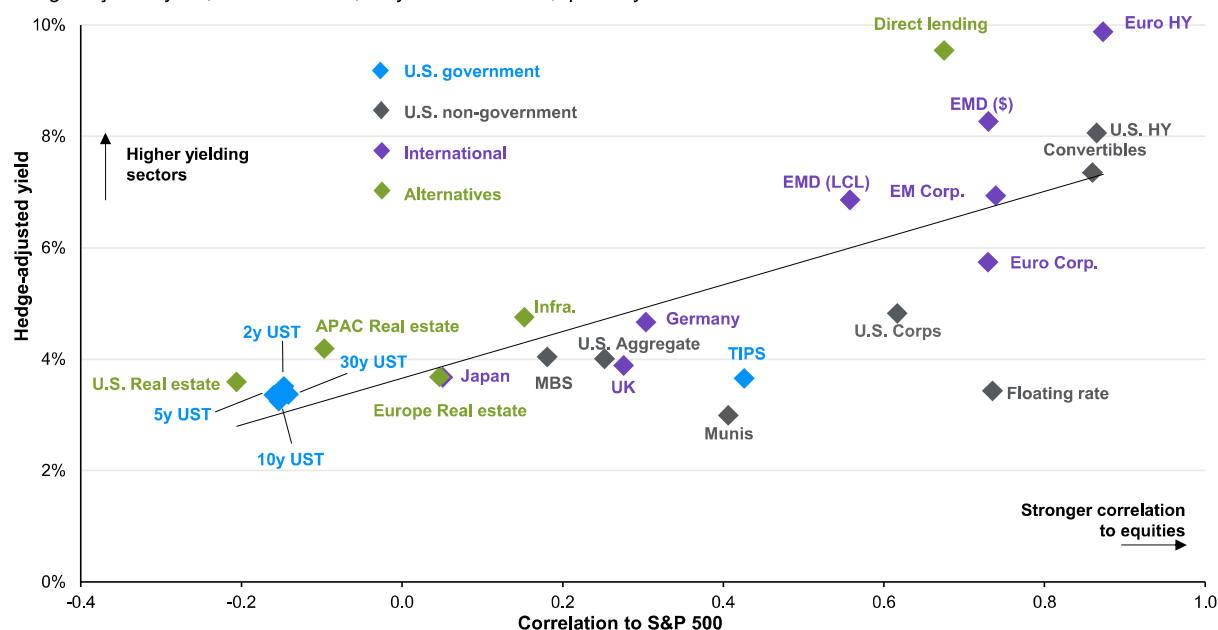
## Equity market correlations and yields

GTM U.S. 56

Alternatives

### Equity market correlations and yields

Hedge-adjusted yield, last 12 months, 10-year correlations, quarterly



Source: Bloomberg, NCREIF, MSCI, FactSet, ICE, J.P. Morgan Asset Management. Fixed income shown above are represented by Bloomberg indices except for EMD, MBS, U.S. Aggregate Securitized - MBS, U.S. corp, U.S. Corporate; Munis: Municipal Bond; U.S. HY: Corporate High Yield; TIPS: Treasury Inflation Protected Securities (TIPS); Floating Rate: U.S. Floating Rate; Convertibles: U.S. Convertibles Composite; ABS: J.P. Morgan ABS Index; EMD (\$): J.P. Morgan EMBIG Diversified Index; EMD (LCL): J.P. Morgan GBI EMI Global Diversified Index; EMI Comp: J.P. Morgan CEMBI Broad Diversified Index; Euro Corp.: Euro Aggregate Corporate Index; Euro HY: Pan-European High Yield Index; U.S. Real Estate: NCREIF Property Index - ODCE; Europe Real Estate: Market weighted avg. of MSCI Global Property Fund Indices - U.K. & Cont. Europe; APAC Real Estate: MSCI Global Property Index - Asia-Pacific Global Index; MSCI Global Quarterly Infrastructure Asset Index (equal weighted blend); U.S. Direct Lending: Cliffwater Direct Lending Index. Convertibles yield is based on the U.S. portion of the Bloomberg Global Convertibles. Country yields are represented by the global aggregate for each country. Yield and return information based on bellwethers for Treasury securities. U.S. Real Estate yield is calculated using the MSCI Global Property Fund Index - North America. Alternative correlations are based on quarterly returns over the past 10 years through 9/30/2022, except U.S. Real estate, which is through 12/31/2022. Stock and bond correlations are based on quarterly returns over the past 10 years through 12/31/2022. All non-alternative yields are as of 2/28/2023. Alternative yields are as of 9/30/2022. This slide comes from our [Guide to Alternatives](#), Guide to the Markets - U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

56

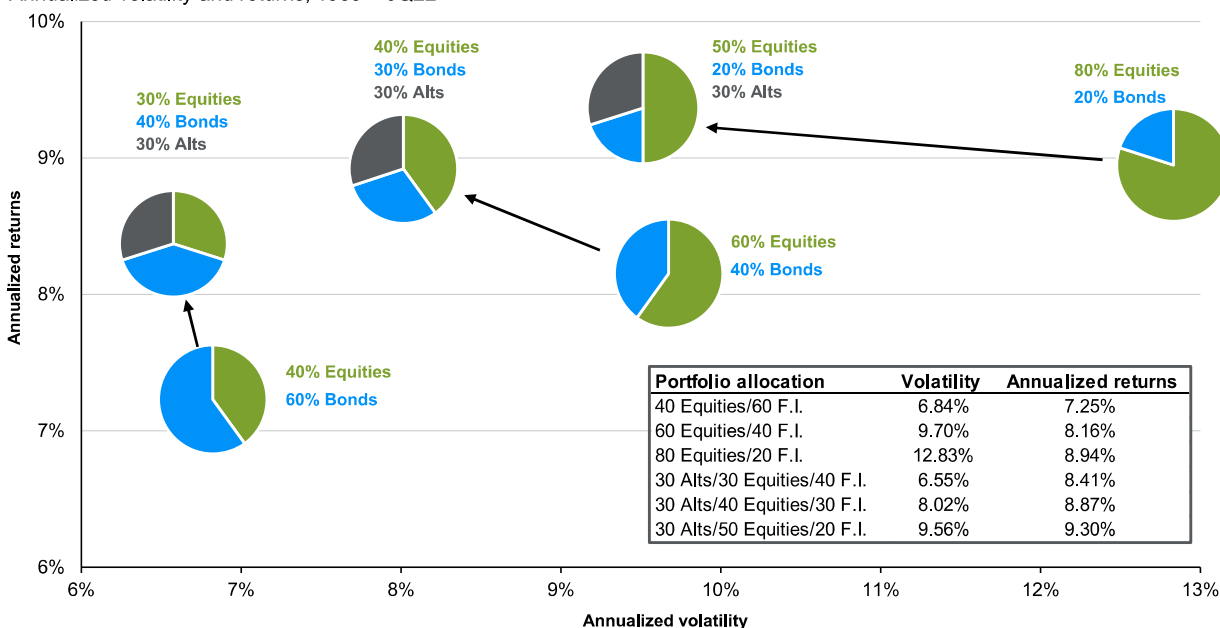


## Portfolio diversification

GTM U.S. 57

### Alternatives and portfolio risk/return

Annualized volatility and returns, 1989 – 3Q22



Source: Bloomberg, Burgiss, FactSet, HPFL NCREIF, Standard & Poor's, J.P. Morgan Asset Management. Alts include hedge funds, real estate and private equity, with each receiving an equal weight. Portfolios are rebalanced at the start of the year. This slide comes from our [Guide to Alternatives](#).  
Guide to the Markets – U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

57



## Global commodities

GTM U.S. 58

### Bloomberg Commodity Index

Since index inception, total returns



Source: Bloomberg, FactSet, J.P. Morgan Asset Management. All the Bloomberg subsectors and constituents are represented by the respective Bloomberg subindex except ULS Diesel, which is represented by the EIA composite for U.S. ULS diesel prices. \*The Bloomberg Commodity Index peaked on June 9, 2022.  
Guide to the Markets – U.S. Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

58

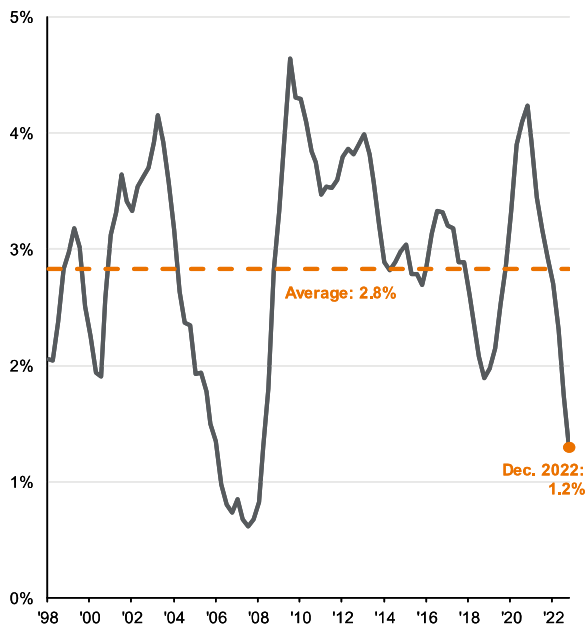


## U.S. real estate dynamics

GTM U.S. 59

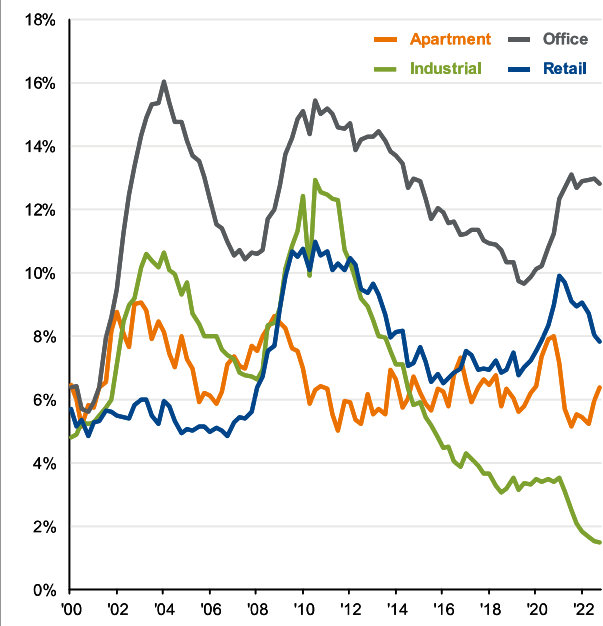
### U.S. real estate cap rate spreads

Transaction based, spread to 10y UST, 4-quarter rolling average



### U.S. vacancy rates by property type

Percent



Source: NAREIT, NCREIF, Statista, J.P. Morgan Asset Management.  
The cap rate, which is computed as the net operating income over sales price, is the rate of return on a real estate investment property. Vacancy rate data is as of 12/31/2022. This slide comes from our [Guide to Alternatives](#), [Guide to the Markets - U.S.](#) Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

59

Alternatives

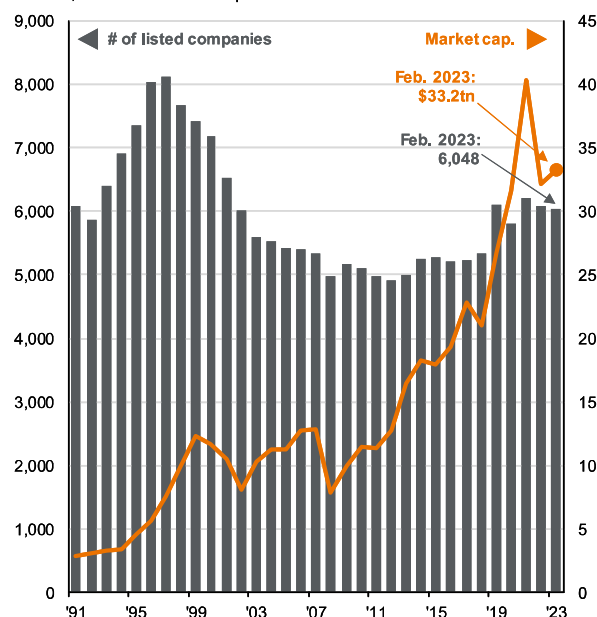


## U.S. public vs. private equity

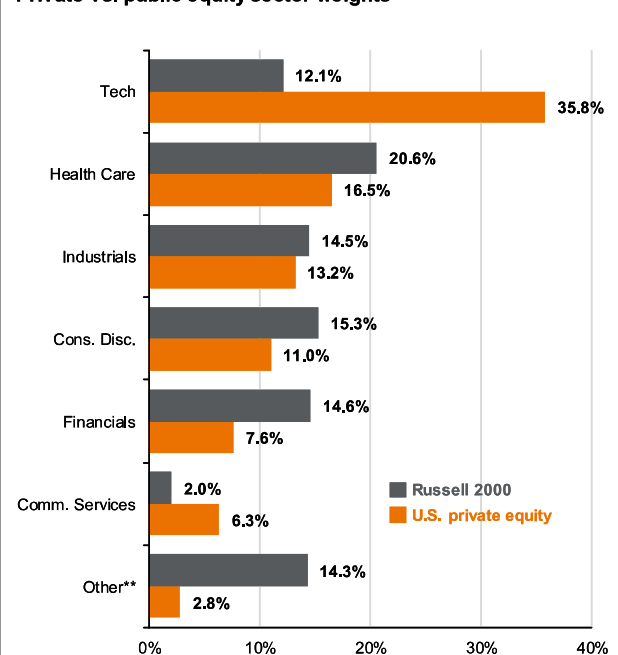
GTM U.S. 60

### Number of listed U.S. companies\* and market cap.

Number, S&P 500 market capitalization in USD trillions



### Private vs. public equity sector weights



Sources: Cambridge Associates, Russell, World Federation of Exchanges, J.P. Morgan Asset Management.  
\*Number of listed U.S. companies is represented by the sum of number of companies listed on the NYSE and the NASDAQ. \*\*Other includes real estate, utilities and energy. Percentages may not sum due to rounding. Sector weights are as of 6/30/2021. This slide comes from our [Guide to Alternatives](#), [Guide to the Markets - U.S.](#) Data are as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

60

Alternatives

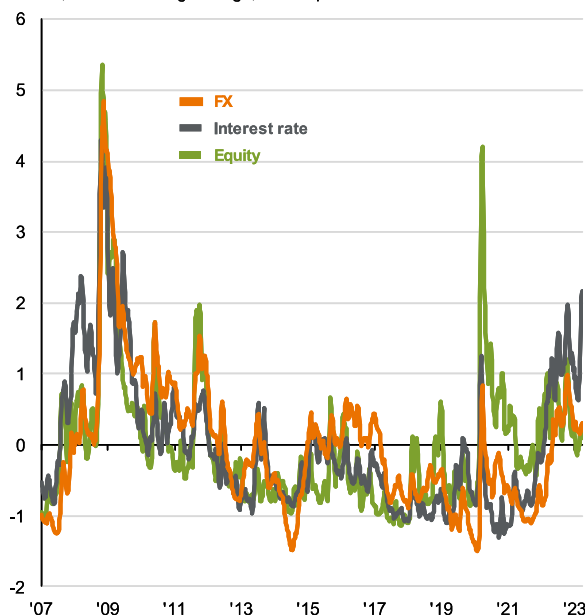


## Market volatility and hedge funds

GTM U.S. 61

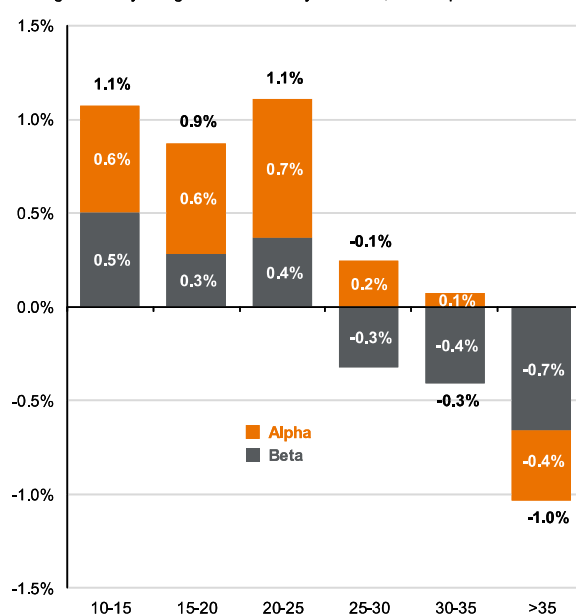
### Equity, interest rate and foreign exchange volatility

Z-score, 4-week moving average, 2007 - present



### Hedge funds and volatility

Average monthly hedge fund returns by VIX level, 1990 - present



Source: CBOE, FactSet, HFRI ICE BofA, J.P. Morgan Index Research, MSCI J.P. Morgan Asset Management. (Left) Equity volatility is represented by the VIX Index, interest rate volatility is represented by the MOVE Index and foreign exchange volatility is represented by the J.P. Morgan Global FX Volatility Index. (Right) Historical beta is based on regression analysis, where the HFRI is the dependent variable and the MSCI AC World Index is the independent variable. Monthly VIX reading is an average. Numbers may not sum to 100% due to rounding. This slide comes from our [Guide to Alternatives](#).  
Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

61



## Asset class returns

GTM U.S. 62

																2008 - 2022	
2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	YTD	Ann.	Vol.
Fixed Income	EM Equity	REITs	REITs	REITs	Small Cap	REITs	REITs	Small Cap	EM Equity	Cash	Large Cap	Small Cap	REITs	Comdty.	DM Equity	Large Cap	REITs
5.2%	79.0%	27.9%	8.3%	19.7%	38.8%	28.0%	2.8%	21.3%	37.8%	1.8%	31.5%	20.0%	41.3%	16.1%	9.6%	8.8%	23.4%
Cash	High Yield	Small Cap	Fixed Income	High Yield	Large Cap	Large Cap	Large Cap	High Yield	DM Equity	Fixed Income	REITs	EM Equity	Large Cap	Cash	Large Cap	Small Cap	Small Cap
1.8%	59.4%	26.9%	7.8%	19.6%	32.4%	13.7%	1.4%	14.3%	25.6%	0.0%	28.7%	18.7%	28.7%	1.5%	7.5%	7.2%	23.2%
Asset Alloc.	DM Equity	EM Equity	High Yield	EM Equity	DM Equity	Fixed Income	Fixed Income	Large Cap	Large Cap	REITs	Small Cap	Large Cap	Comdty.	High Yield	Asset Alloc.	REITs	EM Equity
-25.4%	32.5%	19.2%	3.1%	18.6%	23.3%	6.0%	0.5%	12.0%	21.8%	-4.0%	25.5%	18.4%	27.1%	-12.7%	4.7%	6.6%	23.0%
High Yield	REITs	Comdty.	Large Cap	DM Equity	Asset Alloc.	Asset Alloc.	Cash	Comdty.	Small Cap	High Yield	DM Equity	Asset Alloc.	Small Cap	Fixed Income	EM Equity	Asset Alloc.	Comdty.
-26.9%	28.0%	16.8%	2.1%	17.9%	14.9%	5.2%	0.0%	11.8%	14.6%	-4.1%	22.7%	10.6%	14.8%	-13.0%	4.7%	6.1%	20.2%
Small Cap	Small Cap	Large Cap	Cash	Small Cap	High Yield	Small Cap	DM Equity	EM Equity	Asset Alloc.	Large Cap	Asset Alloc.	DM Equity	Asset Alloc.	Asset Alloc.	Fixed Income	High Yield	DM Equity
-33.8%	27.2%	15.1%	0.1%	16.3%	7.3%	4.9%	-0.4%	11.6%	14.6%	-4.4%	19.5%	8.3%	13.5%	-13.9%	3.4%	5.4%	20.0%
Comdty.	Large Cap	High Yield	Asset Alloc.	Large Cap	REITs	Cash	Asset Alloc.	REITs	High Yield	Asset Alloc.	EM Equity	Fixed Income	DM Equity	DM Equity	High Yield	Fixed Income	Large Cap
-35.6%	26.5%	14.8%	-0.7%	16.0%	2.9%	0.0%	-2.0%	8.6%	10.4%	-5.8%	18.9%	7.5%	11.8%	-14.0%	3.3%	2.7%	17.7%
Large Cap	Asset Alloc.	Asset Alloc.	Small Cap	Asset Alloc.	Cash	High Yield	High Yield	Asset Alloc.	REITs	Small Cap	High Yield	High Yield	High Yield	Large Cap	REITs	DM Equity	High Yield
-37.0%	25.0%	13.3%	-4.2%	12.2%	0.0%	0.0%	-2.7%	8.3%	8.7%	-11.0%	12.6%	7.0%	1.0%	-18.1%	1.9%	2.3%	13.0%
REITs	Comdty.	DM Equity	DM Equity	Fixed Income	Fixed Income	EM Equity	Small Cap	Fixed Income	Fixed Income	Comdty.	Fixed Income	Cash	Cash	EM Equity	Small Cap	EM Equity	Asset Alloc.
-37.7%	18.9%	8.2%	-11.7%	4.2%	-2.0%	-1.8%	-4.4%	2.6%	3.5%	-11.2%	8.7%	0.5%	0.0%	-19.7%	1.9%	1.0%	12.4%
DM Equity	Fixed Income	Fixed Income	Comdty.	Cash	EM Equity	DM Equity	EM Equity	DM Equity	Comdty.	DM Equity	Comdty.	Comdty.	Fixed Income	Small Cap	Cash	Cash	Fixed Income
-43.1%	5.9%	6.5%	-13.3%	0.1%	-2.3%	-4.5%	-14.6%	1.5%	1.7%	-13.4%	7.7%	-3.1%	-1.5%	-20.4%	1.2%	0.6%	4.2%
EM Equity	Cash	Cash	EM Equity	Comdty.	Comdty.	Comdty.	Comdty.	Cash	Cash	EM Equity	Cash	REITs	EM Equity	REITs	Comdty.	Comdty.	Cash
-53.2%	0.1%	0.1%	-18.2%	-1.1%	-9.5%	-17.0%	-24.7%	0.3%	0.8%	-14.2%	2.2%	-5.1%	-2.2%	-24.9%	-3.8%	-2.6%	0.4%

Source: Bloomberg, FactSet, MSCI, NAREIT, Russell, Standard & Poor's, J.P. Morgan Asset Management.  
Large cap: S&P 500, Small cap: Russell 2000, EM Equity: MSCI EAFE, DM Equity: MSCI EAFE, Comdty: Bloomberg Commodity Index, High Yield: Bloomberg Global HY Index, Fixed Income: Bloomberg US Aggregate, REITs: NAREIT Equity REIT Index, Cash: Bloomberg 1-3m Treasury. The "Asset Allocation" portfolio assumes the following weights: 25% in the S&P 500, 10% in the Russell 2000, 15% in the MSCI EAFE, 5% in the MSCI EME, 25% in the Bloomberg US Aggregate, 5% in the Bloomberg 1-3m Treasury, 5% in the Bloomberg Global High Yield Index, 5% in the Bloomberg Commodity Index and 5% in the NAREIT Equity REIT Index. Balanced portfolio assumes annual rebalancing. Annualized (Ann.) return and volatility (Vol.) represents period from 12/31/2007 to 12/31/2022. Please see disclosure page at end for index definitions. All data represents total return for stated period. The "Asset Allocation" portfolio is for illustrative purposes only. Past performance is not indicative of future returns.  
Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

Investing Principles

62

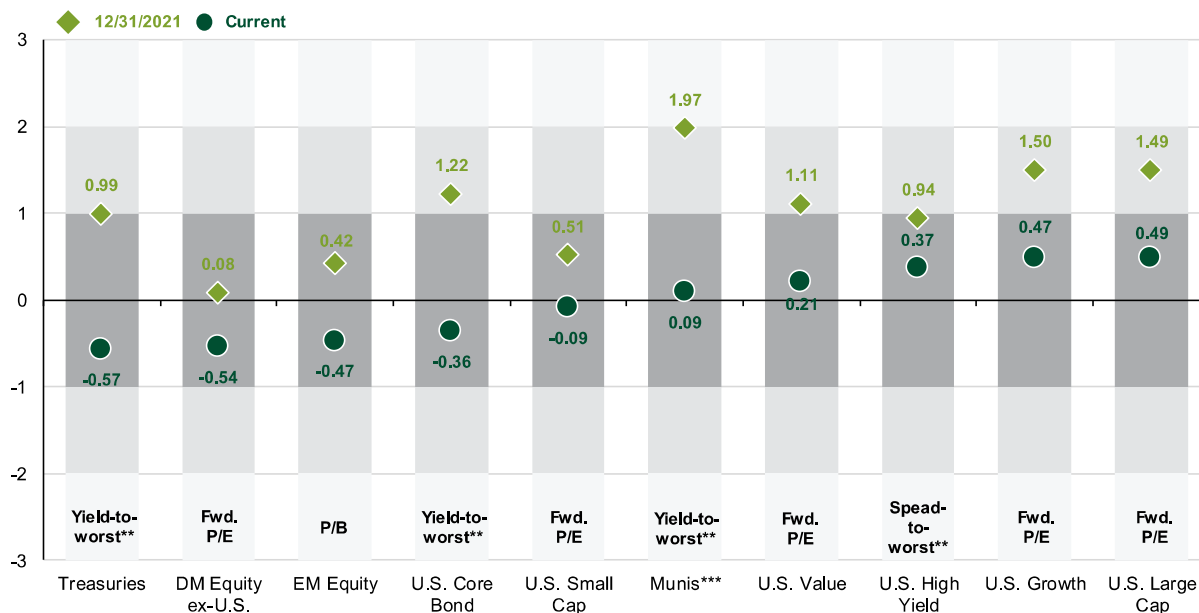


## Valuations monitor

GTM U.S. 63

### Asset class valuations

Z-scores based on 25-year average valuation measures\*



Source: Bloomberg, BLS, CME, FactSet, MSCI, Russell, Standard & Poor's, J.P. Morgan Asset Management, U.S. Large Cap: S&P 500, U.S. Small Cap: Russell 2000, EM Equity: MSCI EME, DM Equity: MSCI EAFE, U.S. Value: Russell 1000 Value, U.S. Growth: Russell 1000 Growth, U.S. High Yield: J.P. Morgan Domestic High Yield Index, U.S. Core Bond: Bloomberg US Aggregate, Treasuries: Bloomberg U.S. Aggregate Government - Treasury, Munis: Bloomberg Municipal Bond. \*Averages for U.S. High Yield and U.S. Small Cap are since January 1999 and November 1998, respectively, due to limited data availability. \*\*Yield-to-worst and spread-to-worst are inversely related to fixed income prices. \*\*\*Munis yield-to-worst is based on the tax-equivalent yield-to-worst assuming a top-income tax bracket rate of 37% plus a Medicare tax rate of 3.8%.

Guide to the Markets - U.S. Data as of April 11, 2023

J.P.Morgan  
ASSET MANAGEMENT

63

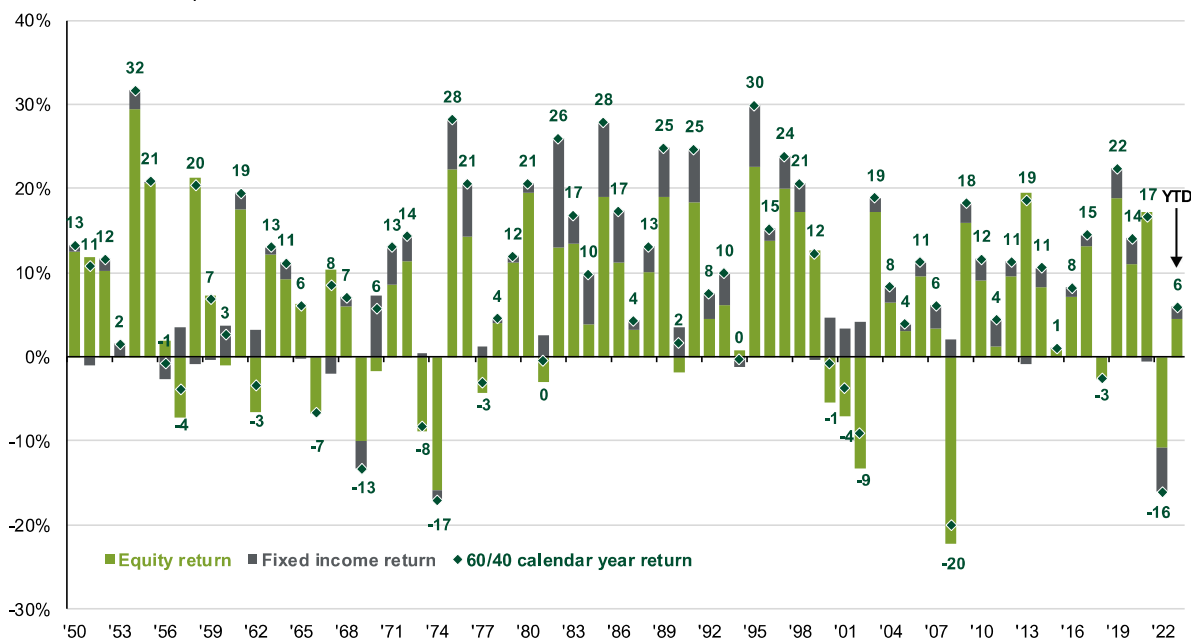


## 60/40 annual returns

GTM U.S. 64

### 60/40 annual return decomposition

Total returns, 1950 - present



Source: Bloomberg, FactSet, Ibbotson/Stratgas, Robert Shiller, Standard & Poor's, Yale University, J.P. Morgan Asset Management. The 60/40 portfolio is 60% invested in S&P 500 Total Return Index and 40% invested in Bloomberg U.S. Aggregate Total Return Index. S&P 500 returns from 1950 to 1970 are estimated using the Shiller S&P Composite, U.S. Fixed income total returns from 1950 to 1975 are estimated using data from Strategas/Ibbotson. The portfolio is rebalanced annually.

Guide to the Markets - U.S. Data as of April 11, 2023

J.P.Morgan  
ASSET MANAGEMENT

64

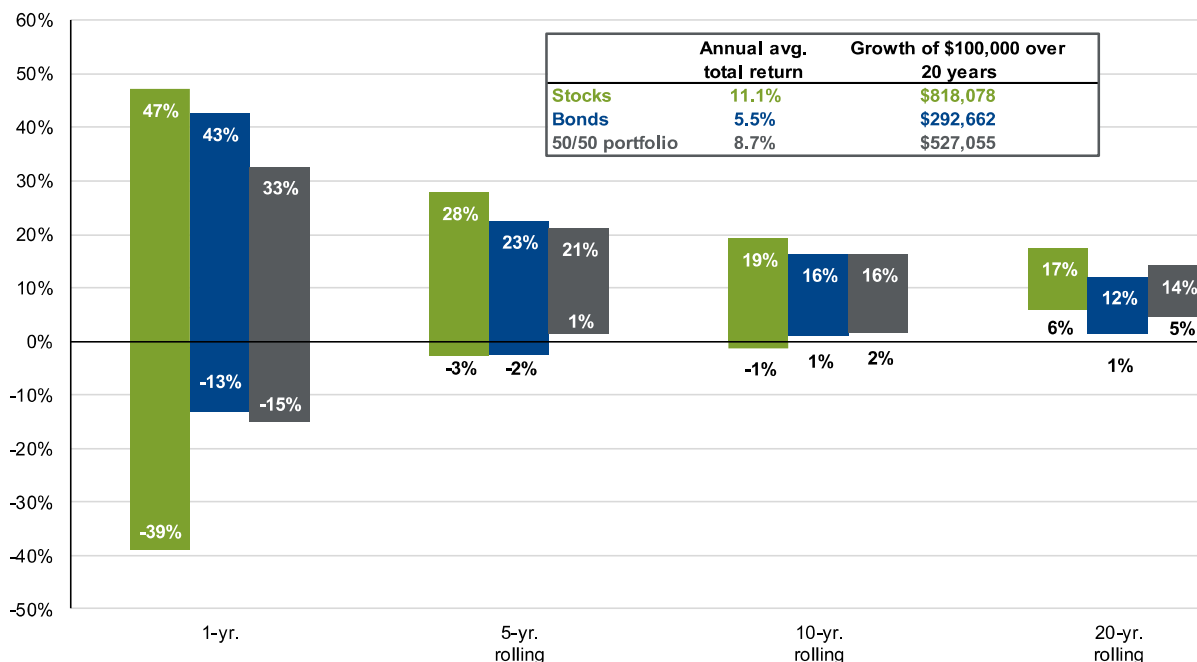


## Time, diversification and the volatility of returns

GTM U.S. 65

### Range of stock, bond and blended total returns

Annual total returns, 1950-2022



Source: Bloomberg, FactSet, Federal Reserve, Robert Shiller, Strategas/Ibbotson, J.P. Morgan Asset Management. Returns shown are based on calendar year returns from 1950 to 2021. Stocks represent the S&P 500 Shiller Composite and Bonds represent Strategas/Ibbotson for periods from 1950 to 2010 and Bloomberg Aggregate thereafter. Growth of \$100,000 is based on annual average total returns from 1950 to 2022. Guide to the Markets – U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

65

Investing Principles

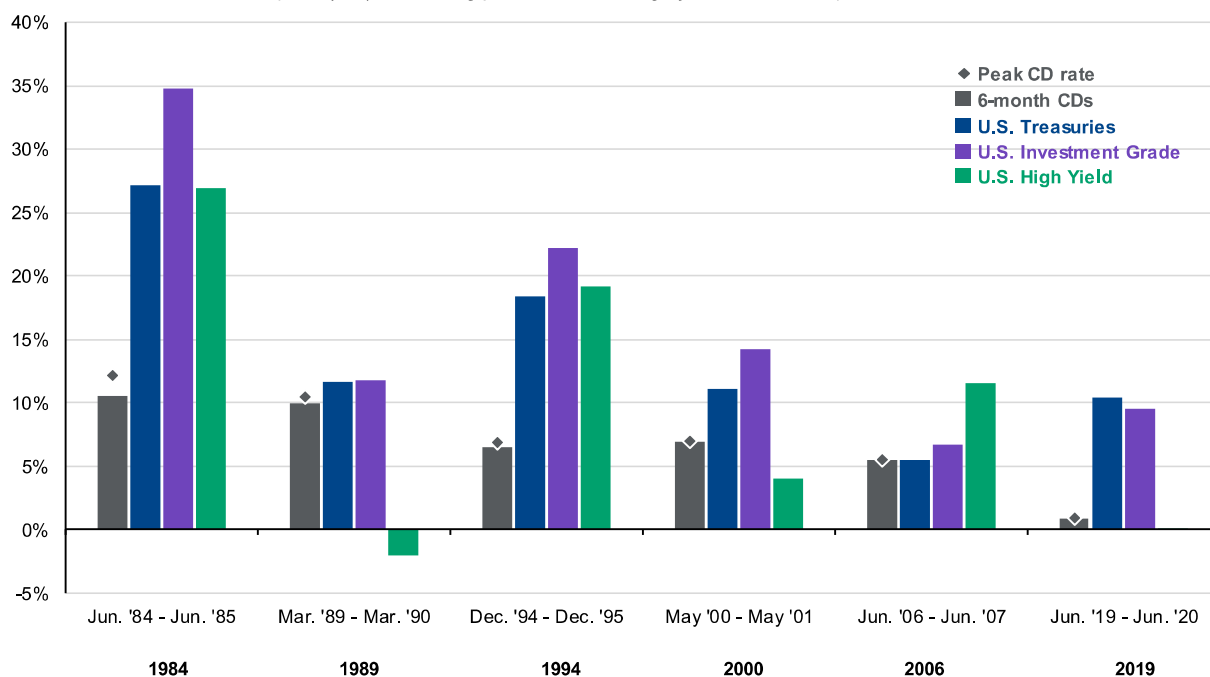


## CD rates and fixed income opportunities

GTM U.S. 66

### Fixed income opportunities outside of CDs

Peak 6-month certificate of deposit (CD) rate during previous rate hiking cycles and subsequent 12-month total returns



Source: Bankrate, Bloomberg, FactSet, Federal Reserve, J.P. Morgan Asset Management. U.S. Treasuries: Bloomberg US Treasury Index, U.S. Investment Grade: Bloomberg US Corporate Bond Index, U.S. High Yield: Bloomberg US Corporate High Yield Bond Index. The analysis references the month in which the 6-month average CD rate peaked during previous rate hiking cycles. CD rate data prior to 2013 are sourced from the Federal Reserve whereas data from 2013 to 2023 are sourced from Bankrate. CD subsequent 12-month return calculation assumes reinvestment at the prevailing 6-month rate when the initial CD matures. Guide to the Markets – U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

66

Investing Principles

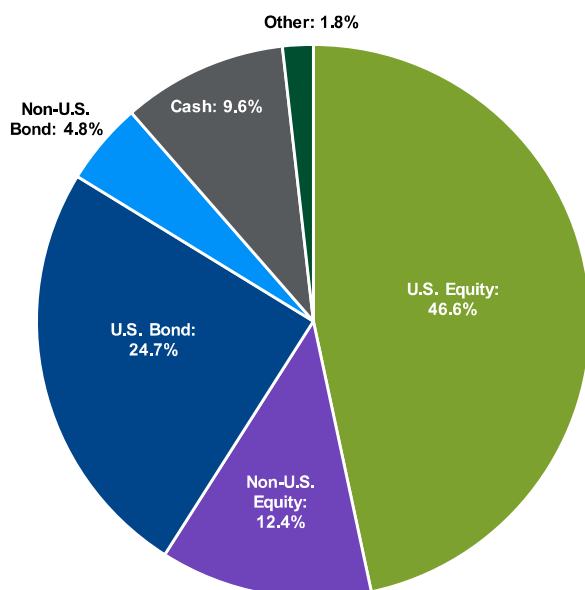


## Individual investor asset allocation

GTM U.S. 67

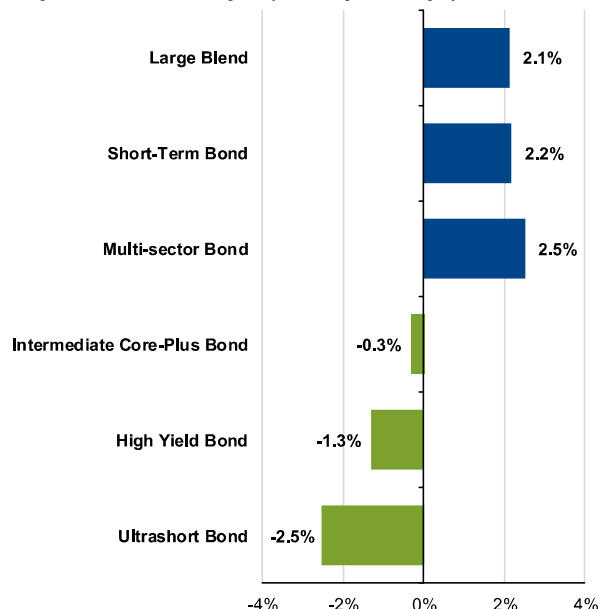
### Asset allocation: Current portfolio positioning

Average moderate (60/40) allocation as of February 2023



### Biggest portfolio shifts

Largest % allocation changes by Morningstar category, Feb. 2023\*\*



Source: J.P. Morgan Portfolio Insights, J.P. Morgan Asset Management. Data is aggregated from 5,501 portfolios analyzed through the Portfolio Insights tools over trailing 12 months. The current portfolio positioning chart represents the average overall asset allocation for all portfolios benchmarked relative to the JPMorgan 60/40 Benchmark. Other includes preferred stocks, warrants, options and other miscellaneous securities. \*\*The biggest portfolio shifts show the largest average % changes in moderate portfolios within the most used Morningstar categories from November 2022 to February 2023. The most used Morningstar categories is defined as those that appear with the greatest frequency in portfolio analysis. All information is shown for illustrative purposes only. Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

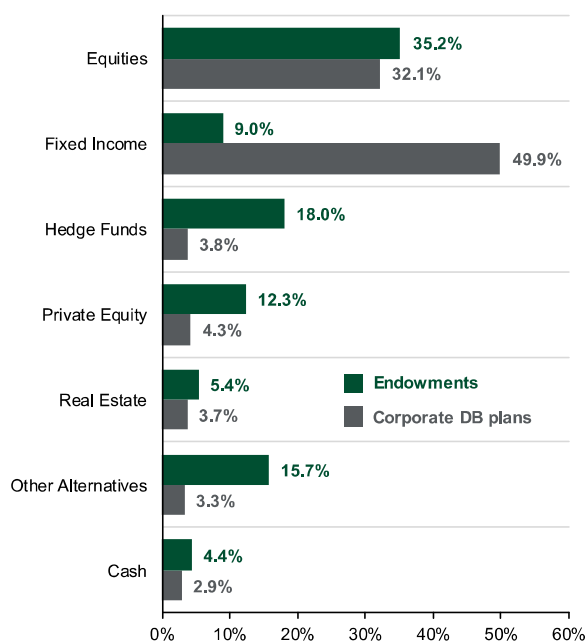
67



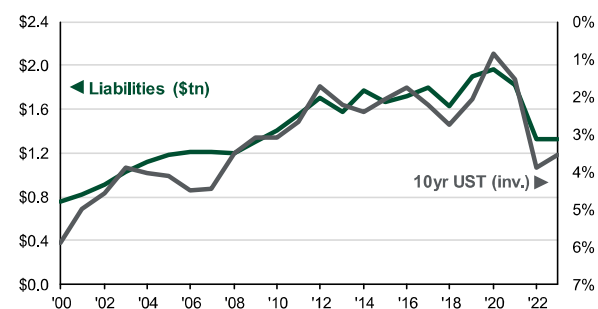
## Institutional investor behavior

GTM U.S. 68

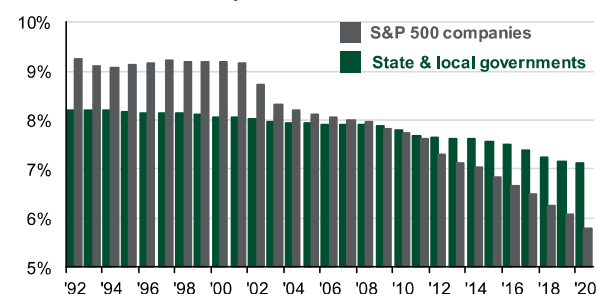
### Asset allocation: Corporate DB plans vs. endowments



### Corporate pension liabilities and 10-year UST yield



### Pension return assumptions



Source: J.P. Morgan Asset Management; (Left) NACUBO (National Association of College and University Business Officers), Towers Watson; (Top right) Milliman Pension Funding Index; (Bottom right) Census for Governments, Compustat, FactSet, S&P 500 corporate 10-Ks, Endowment asset allocation is as of 2019. Corporate DB plan asset allocation as of 2018. Endowments represents dollar-weighted average data of 749 colleges and universities. Corporate DB plans represents aggregate asset as of 12/31/2020 for Fortune 1000 pension plans. Pension return assumptions based on all available and reported data from S&P 500 index companies and are as of 12/31/2019. State and local pension return assumptions are weighted by plan size. Pension assets, liabilities and funded status based on Milliman 100 companies reporting pension data as of December 2022. All information is shown for illustrative purposes only. Guide to the Markets - U.S. Data as of April 11, 2023.

J.P.Morgan  
ASSET MANAGEMENT

68



# J.P. Morgan Asset Management – Index definitions

GTM U.S. 69

All indexes are unmanaged and an individual cannot invest directly in an index. Index returns do not include fees or expenses.

## Equities:

The **Dow Jones Industrial Average** is a price-weighted average of 30 actively traded blue-chip U.S. stocks.

The **MSCI ACWI (All Country World Index)** is a free float-adjusted market capitalization weighted index that is designed to measure the equity market performance of developed and emerging markets.

The **MSCI EAFE Index(Europe, Australasia, Far East)** is a free float-adjusted market capitalization index that is designed to measure the equity market performance of developed markets, excluding the US & Canada.

The **MSCI Emerging Markets Index** is a free float-adjusted market capitalization index that is designed to measure equity market performance in the global emerging markets.

The **MSCI Europe Index** is a free float-adjusted market capitalization index that is designed to measure developed market equity performance in Europe.

The **MSCI Pacific Index** is a free float-adjusted market capitalization index that is designed to measure equity market performance in the Pacific region.

The **Russell 1000 Index** measures the performance of the 1,000 largest companies in the Russell 3000.

The **Russell 1000 Growth Index** measures the performance of those Russell 1000 companies with higher price-to-book ratios and higher forecasted growth values.

The **Russell 1000 Value Index** measures the performance of those Russell 1000 companies with lower price-to-book ratios and lower forecasted growth values.

The **Russell 2000 Index** measures the performance of the 2,000 smallest companies in the Russell 3000 Index.

The **Russell 2000 Growth Index** measures the performance of those Russell 2000 companies with higher price-to-book ratios and higher forecasted growth values.

The **Russell 2000 Value Index** measures the performance of those Russell 2000 companies with lower price-to-book ratios and lower forecasted growth values.

The **Russell 3000 Index** measures the performance of the 3,000 largest U.S. companies based on total market capitalization.

The **Russell Midcap Index** measures the performance of the 800 smallest companies in the Russell 1000 Index.

The **Russell Midcap Growth Index** measures the performance of those Russell Midcap companies with higher price-to-book ratios and higher forecasted growth values. The stocks are also members of the Russell 1000 Growth index.

The **Russell Midcap Value Index** measures the performance of those Russell Midcap companies with lower price-to-book ratios and lower forecasted growth values. The stocks are also members of the Russell 1000 Value index.

The **S&P 500 Index** is widely regarded as the best single gauge of the U.S. equities market. The index includes a representative sample of 500 leading companies in leading industries of the U.S. economy. The **S&P 500 Index** focuses on the large-cap segment of the market; however, since it includes a significant portion of the total value of the market, it also represents the market.

## Fixed income:

The **Bloomberg 1-3 Month U.S. Treasury Bill Index** includes all publicly issued zero-coupon US Treasury Bills that have a remaining maturity of less than 3 months and more than 1 month, are rated investment grade, and have \$250 million or more of outstanding face value. In addition, the securities must be denominated in U.S. dollars and must be fixed rate and non convertible.

The **Bloomberg Global High Yield Index** is a multi-currency flagship measure of the global high yield debt market. The index represents the union of the US High Yield, the Pan-European High Yield, and Emerging Markets (EM) Hard Currency High Yield Indices. The high yield and emerging markets sub-components are mutually exclusive. Until January 1, 2011, the index also included CMBS high yield securities.

The **Bloomberg Municipal Index** consists of a broad selection of investment-grade general obligation and revenue bonds of maturities ranging from one year to 30 years. It is an unmanaged index representative of the tax-exempt bond market.

The **Bloomberg US Dollar Floating Rate Note (FRN) Index** provides a measure of the U.S. dollar denominated floating rate note market.

The **Bloomberg US Corporate Investment Grade Index** is an unmanaged index consisting of publicly issued US Corporate and specified foreign debentures and secured notes that are rated investment grade (Baa3/BBB or higher) by at least two ratings agencies, have at least one year to final maturity and have at least \$250 million par amount outstanding. To qualify, bonds must be SEC-registered.

The **Bloomberg US High Yield Index** covers the universe of fixed rate, non-investment grade debt. Eurobonds and debt issues from countries designated as emerging markets (sovereign rating of Baa1/BBB+/BBB+ and below using the middle of Moody's, S&P, and Fitch) are excluded, but Canadian and global bonds (SEC registered) of issuers in non-EMG countries are included.

The **Bloomberg US Mortgage Backed Securities Index** is an unmanaged index that measures the performance of investment grade fixed-rate mortgage backed pass-through securities of GNMA, FNMA and FHLMC.

The **Bloomberg US TIPS Index** consists of Inflation-Protection securities issued by the U.S. Treasury.

The **J.P. Morgan Emerging Market Bond Global Index(EMBI)** includes U.S. dollar denominated Brady bonds, Eurobonds, traded loans and local market debt instruments issued by sovereign and quasi-sovereign entities.

The **J.P. Morgan Domestic High Yield Index** is designed to mirror the investable universe of the U.S. dollar domestic high yield corporate debt market.

The **J.P. Morgan Corporate Emerging Markets Bond Index Broad Diversified (CEMBI Broad Diversified)** is an expansion of the **J.P. Morgan Corporate Emerging Markets Bond Index (CEMBI)**. The CEMBI is a market capitalization weighted index consisting of U.S. dollar denominated emerging market corporate bonds.

The **J.P. Morgan Emerging Markets Bond Index Global Diversified (EMBI Global Diversified)** tracks total returns to U.S. dollar-denominated debt instruments issued by emerging market sovereign and quasi-sovereign entities: Brady bonds, loans, Eurobonds. The index limits the exposure of some of the larger countries.

The **J.P. Morgan GBI EM Global Diversified** tracks the performance of local currency debt issued by emerging market governments, whose debt is accessible by most of the international investor base.

The **U.S. Treasury Index** is a component of the U.S. Government index.

J.P.Morgan  
ASSET MANAGEMENT

69



# J.P. Morgan Asset Management – Definitions

GTM U.S. 70

## Other asset classes:

The **Alerian MLP Index** is a composite of the 50 most prominent energy Master Limited Partnerships (MLPs) that provides investors with an unbiased, comprehensive benchmark for the asset class.

The **Bloomberg Commodity Index** and related sub-indices are composed of futures contracts on physical commodities and represents twenty two separate commodities traded on U.S. exchanges, with the exception of aluminum, nickel, and zinc

The **Cambridge Associates U.S. Global Buyout and Growth Index** is based on data compiled from 1,768 global (U.S. & ex -U.S.) buyout and growth equity funds, including fully liquidated partnerships, formed between 1986 and 2013.

The **CS/Tremont Hedge Fund Index** is compiled by Credit Suisse Tremont Index, LLC. It is an asset-weighted hedge fund index and includes only funds, as opposed to separate accounts. The index uses the Credit Suisse/Tremont database, which tracks over 4500 funds, and consists only of funds with a minimum of US\$50 million under management, a 12-month track record, and audited financial statements. It is calculated and rebalanced on a monthly basis, and shown net of all performance fees and expenses. It is the exclusive property of Credit Suisse Tremont Index, LLC.

The **HFR Monthly Indices (HFR)** are equally weighted performance indexes, utilized by numerous hedge fund managers as a benchmark for their own hedge funds. The HFRs are broken down into 4 main strategies, each with multiple sub strategies. All single-manager HFR Index constituents are included in the HFR Index Weighted Composite, which accounts for over 2200 funds listed on the internal HFR Database.

The **NAREIT EQUITY REIT Index** is designed to provide the most comprehensive assessment of overall industry performance, and includes all tax-qualified real estate investment trusts (REITs) that are listed on the NYSE, the American Stock Exchange or the NASDAQ National Market List.

The **NFI-ODCE**, short for NCREIF Fund Index -Open End Diversified Core Equity, is an index of investment returns reporting on both a historical and current basis the results of 33 open-end commingled funds pursuing a core investment strategy, some of which have performance histories dating back to the 1970s. The NFI-ODCE Index is capitalization-weighted and is reported gross of fees. Measurement is time-weighted.

## Definitions:

Investing in **alternative assets** involves higher risks than traditional investments and is suitable only for sophisticated investors. Alternative investments involve greater risks than traditional investments and should not be deemed a complete investment program. They are not tax efficient and an investor should consult with his/her tax advisor prior to investing. Alternative investments have higher fees than traditional investments and they may also be highly leveraged and engage in speculative investment techniques, which can magnify the potential for investment loss or gain. The value of the investment may fall as well as rise and investors may get back less than they invested.

**Bonds** are subject to interest rate risks. Bond prices generally fall when interest rates rise.

Investments in **commodities** may have greater volatility than investments in traditional securities, particularly if the instruments involve leverage. The value of commodity-linked derivative instruments may be affected by changes in overall market movements, commodity index volatility, changes in interest rates, or factors affecting a particular industry or commodity, such as drought, floods, weather, livestock disease, embargoes, tariffs and international economic, political and regulatory developments. Use of leveraged commodity-linked derivatives creates an opportunity for increased return but, at the same time, creates the possibility for greater loss.

**Derivatives** may be riskier than other types of investments because they may be more sensitive to changes in economic or market conditions than other types of investments and could result in losses that significantly exceed the original investment. The use of derivatives may not be successful, resulting in investment losses, and the cost of such strategies may reduce investment returns.

**Distressed Restructuring Strategies** employ an investment process focused on corporate fixed income instruments, primarily on corporate credit instruments of companies trading at significant discounts to their value at issuance or obliged (par value) at maturity as a result of either formal bankruptcy proceeding or financial market perception of near term proceedings.

Investments in **emerging markets** can be more volatile. The normal risks of investing in foreign countries are heightened when investing in emerging markets. In addition, the small size of securities markets and the low trading volume may lead to a lack of liquidity, which leads to increased volatility. Also, emerging markets may not provide adequate legal protection for private or foreign investment or private property.

The price of **equity** securities may rise, or fall because of changes in the broad market or changes in a company's financial condition, sometimes rapidly or unpredictably. These price movements may result from factors affecting individual companies, sectors or industries, or the securities market as a whole, such as changes in economic or political conditions. Equity securities are subject to "stock market risk" meaning that stock prices in general may decline over short or extended periods of time.

**Equity market neutral strategies** employ sophisticated quantitative techniques of analyzing price data to ascertain information about future price movement and relationships between securities, select securities for purchase and sale. Equity Market Neutral Strategies typically maintain characteristic net equity market exposure no greater than 10% long or short.

**Global macro strategies** trade a broad range of strategies in which the investment process is predicated on movements in underlying economic variables and the impact these have on equity, fixed income, hard currency and commodity markets.

**International investing** involves a greater degree of risk and increased volatility. Changes in currency exchange rates and differences in accounting and taxation policies outside the U.S. can raise or lower returns. Some overseas markets may not be as politically and economically stable as the United States and other nations.

There is no guarantee that the use of **long and short positions** will succeed in limiting an investor's exposure to domestic stock market movements, capitalization, sector swings or other risk factors. Using long and short selling strategies may have higher portfolio turnover rates. Short selling involves certain risks, including additional costs associated with covering short positions and a possibility of unlimited loss on certain short sale positions.

**Merger arbitrage strategies** which employ an investment process primarily focused on opportunities in equity and equity related instruments of companies which are currently engaged in a corporate transaction.

**Mid-capitalization** investing typically carries more risk than investing in well-established "blue-chip" companies. Historically, mid-cap companies' stock has experienced a greater degree of market volatility than the average stock.

**Price to forward earnings** is a measure of the price-to-earnings ratio (P/E) using forecasted earnings. **Price to book value** compares a stock's market value to its book value. **Price to cash flow** is a measure of the market's expectations of a firm's future financial health. **Price to dividends** is the ratio of the price of a share on a stock exchange to the dividends per share paid in the previous year, used as a measure of a company's potential as an investment.

**Real estate** investments may be subject to a higher degree of market risk because of concentration in a specific industry, sector or geographical sector. Real estate investments may be subject to risks including, but not limited to, declines in the value of real estate, risks related to general and economic conditions, changes in the value of the underlying property owned by the trust and defaults by borrower.

**Relative Value Strategies** maintain positions in which the investment thesis is predicated on realization of a valuation discrepancy in the relationship between multiple securities.

**Small-capitalization** investing typically carries more risk than investing in well-established "blue-chip" companies since smaller companies generally have a higher risk of failure. Historically, smaller companies' stock has experienced a greater degree of market volatility than the average stock.

J.P.Morgan  
ASSET MANAGEMENT

70



The Market Insights program provides comprehensive data and commentary on global markets without reference to products. Designed as a tool to help clients understand the markets and support investment decision-making, the program explores the implications of current economic data and changing market conditions.

For the purposes of MiFID II, the JPM Market Insights and Portfolio Insights programs are marketing communications and are not in scope for any MiFID II / MiFIR requirements specifically related to investment research. Furthermore, the J.P. Morgan Asset Management Market Insights and Portfolio Insights programs, as non-independent research, have not been prepared in accordance with legal requirements designed to promote the independence of investment research, nor are they subject to any prohibition on dealing ahead of the dissemination of investment research.

This document is a general communication being provided for informational purposes only. It is educational in nature and not designed to be taken as advice or a recommendation for any specific investment product, strategy, plan feature or other purpose in any jurisdiction, nor is it a commitment from J.P. Morgan Asset Management or any of its subsidiaries to participate in any of the transactions mentioned herein. Any examples used are generic, hypothetical and for illustration purposes only. This material does not contain sufficient information to support an investment decision and it should not be relied upon by you in evaluating the merits of investing in any securities or products. In addition, users should make an independent assessment of the legal, regulatory, tax, credit, and accounting implications and determine, together with their own financial professional, if any investment mentioned herein is believed to be appropriate to their personal goals. Investors should ensure that they obtain all available relevant information before making any investment. Any forecasts, figures, opinions or investment techniques and strategies set out are for information purposes only, based on certain assumptions and current market conditions and are subject to change without prior notice. All information presented herein is considered to be accurate at the time of production, but no warranty of accuracy is given and no liability in respect of any error or omission is accepted. It should be noted that investment involves risks, the value of investments and the income from them may fluctuate in accordance with market conditions and taxation agreements and investors may not get back the full amount invested. Both past performance and yields are not reliable indicators of current and future results.

J.P. Morgan Asset Management is the brand for the asset management business of JPMorgan Chase & Co. and its affiliates worldwide.

To the extent permitted by applicable law, we may record telephone calls and monitor electronic communications to comply with our legal and regulatory obligations and internal policies. Personal data will be collected, stored and processed by J.P. Morgan Asset Management in accordance with our privacy policies at <https://am.jpmorgan.com/global/privacy>.

This communication is issued by the following entities:

In the United States, by J.P. Morgan Investment Management Inc. or J.P. Morgan Alternative Asset Management, Inc., both regulated by the Securities and Exchange Commission; in Latin America, for intended recipients' use only, by local J.P. Morgan entities, as the case may be. In Canada, for institutional clients' use only, by JPMorgan Asset Management (Canada) Inc., which is a registered Portfolio Manager and Exempt Market Dealer in all Canadian provinces and territories except the Yukon and is also registered as an Investment Fund Manager in British Columbia, Ontario, Quebec and Newfoundland and Labrador. In the United Kingdom, by JPMorgan Asset Management (UK) Limited, which is authorized and regulated by the Financial Conduct Authority; in other European jurisdictions, by JPMorgan Asset Management (Europe) S.à r.l. In Asia Pacific ("APAC"), by the following issuing entities and in the respective jurisdictions in which they are primarily regulated: JPMorgan Asset Management (Asia Pacific) Limited, or JPMorgan Funds (Asia) Limited, or JPMorgan Asset Management Real Assets (Asia) Limited, each of which is regulated by the Securities and Futures Commission of Hong Kong; JPMorgan Asset Management (Singapore) Limited (Co. Reg. No. 197601586K), this advertisement or publication has not been reviewed by the Monetary Authority of Singapore; JPMorgan Asset Management (Taiwan) Limited; JPMorgan Asset Management (Japan) Limited, which is a member of the Investment Trusts Association, Japan, the Japan Investment Advisers Association, Type II Financial Instruments Firms Association and the Japan Securities Dealers Association and is regulated by the Financial Services Agency (registration number "Kanto Local Finance Bureau (Financial Instruments Firm) No. 3307"); in Australia, to wholesale clients only as defined in section 761A and 761G of the Corporations Act 2001 (Commonwealth), by JPMorgan Asset Management (Australia) Limited (ABN 55143832080) (AFSL 376919). For all other markets in APAC, to intended recipients only.

**For U.S. only:** If you are a person with a disability and need additional support in viewing the material, please call us at 1-800-343-1113 for assistance.

Copyright 2023 JPMorgan Chase & Co. All rights reserved

Google assistant is a trademark of Google Inc.

Amazon, Alexa and all related logos are trademarks of Amazon.com, Inc. or its affiliates.

Prepared by: David P. Kelly, Jordan K. Jackson, David M. Lebovitz, John C. Manley, Meera Pandit, Gabriela D. Santos, Stephanie Aliaga, Sahil Gauba, Nimish Vyas, Mary Park Durham, and Brandon Hall.

Unless otherwise stated, all data are as of April 11, 2023 or most recently available.

Guide to the Markets – U.S.

JP-LITTLEBOOK | 0903c02a82565a44

**J.P.Morgan**  
ASSET MANAGEMENT

9:30 – 10:40 a.m.

# Asset Liability Management in Volatile Times

**Marc Gall**, *Vice President, BOK Financial Institutions Group*

FOR INSTITUTIONAL USE ONLY

# Asset Liability Management in Volatile Times

WICPA / Financial Institutions Conference

May 2023



Marc Gall  
Vice President  
mgall@bokf.com / 866-440-6515

## Disclosures

The opinions and estimates expressed herein reflect the judgment of the author(s) at this date, are subject to change without notice, and are not a complete analysis of any sector, industry, or security. BOK Financial Capital Markets and/or its affiliates, including, but not limited to, BOK Financial Securities, Inc. may make a market and / or trade as principal in securities, other financial products, and other asset classes that may be discussed in this communication. Certain information displayed herein was obtained from sources we believe to be reliable, but we are unable to offer any guarantees as to its accuracy or completeness. The content provided herein does not take into account individual client circumstances, objectives, or needs and does not constitute advice or a recommendation or offer to sell or a solicitation to deal in any security or financial product. It is provided for informational purposes only and on the understanding that the recipient has sufficient knowledge and experience to be able to understand and make their own evaluation of the proposals and services described herein, any risks associated therewith, and any related legal, tax, accounting, or other material considerations. Recipients should not rely on this material in making any future investment decision. To the extent that the reader has any questions regarding the applicability of any specific issues discussed above to their specific portfolio or situation, you are encouraged to consult with a qualified lawyer, accountant, or financial professional. This material may not be redistributed or retransmitted, in whole or in part, or in any form or manner, without the express written consent of the author(s).

Certain scenarios depicted in this presentation are hypothetical and do not represent the investment performance or actual accounts of any investors. Performance of these hypothetical scenarios should be considered hypothetical results. Hypothetical scenarios and results do not reflect actual trading or performance by an investor nor do they guarantee past or future investment results. Hypothetical scenarios and results are based on assumptions. Differences between the hypothetical assumptions and an actual investment may be material and substantially decrease the illustrative value or any hypothetical scenario or result.

Certain information displayed herein was obtained from sources we believe to be reliable, but we are unable to offer any guarantees as to its accuracy or completeness.

BOK Financial® is a trademark of BOKF, NA. Member FDIC. Bank dealer services offered through BOK Financial Capital Markets, which operates as a separately identifiable department of BOKF, NA. BOKF, NA is the bank subsidiary of BOK Financial Corporation. Investment products are:  
**NOT FDIC INSURED | NO BANK GUARANTEE | MAY LOSE VALUE**

FOR INSTITUTIONAL USE ONLY

# About BOK Financial

[BOKFinancial.com/Institutions](https://BOKFinancial.com/Institutions)

BOKF, NA is the bank subsidiary of BOK Financial Corporation (BOKF), a \$45 billion regional financial services holding company based in Tulsa, Oklahoma (NASDAQ:BOKF). BOKF offers trust and wealth management services through its subsidiaries including BOKF, NA (and its banking divisions Bank of Oklahoma, Bank of Texas, Bank of Albuquerque, and BOK Financial) and investment advisory services through its non-bank subsidiaries, Cavanal Hill Investment Management, Inc., and BOK Financial Private Wealth, Inc., each an SEC registered investment adviser, and BOK Financial Securities, Inc., also an SEC registered investment adviser and registered broker/dealer, member FINRA/SIPC.

**BOK Financial Capital Markets is a separately identifiable department ("Bank Dealer") of BOKF, NA, the national banking subsidiary of BOK Financial.** Our Financial Institutions Group, primarily based in Milwaukee, WI, specializes in financial institution management, assisting clients with a variety of services including:

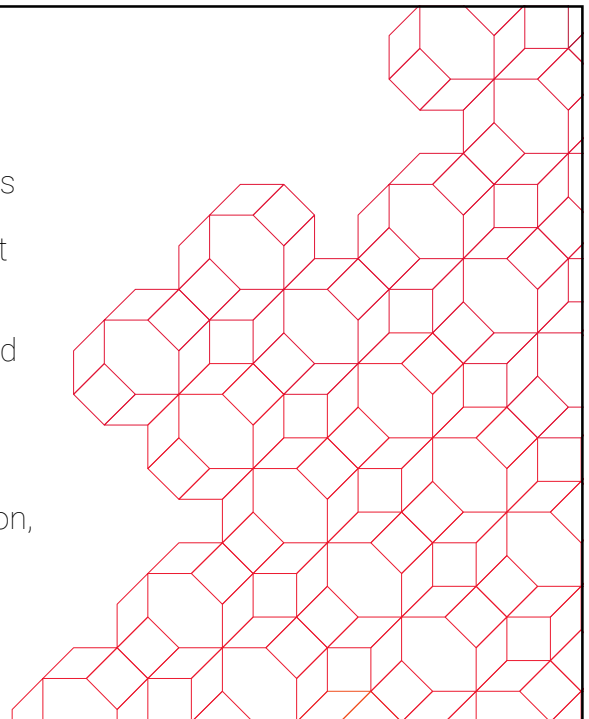
- Interest Rate Risk Management
- Independent Model Validations
- Deposit/Decay Studies
- Investment Portfolio Management
- Asset / Liability Management (ALCO) Consulting

FOR INSTITUTIONAL USE ONLY

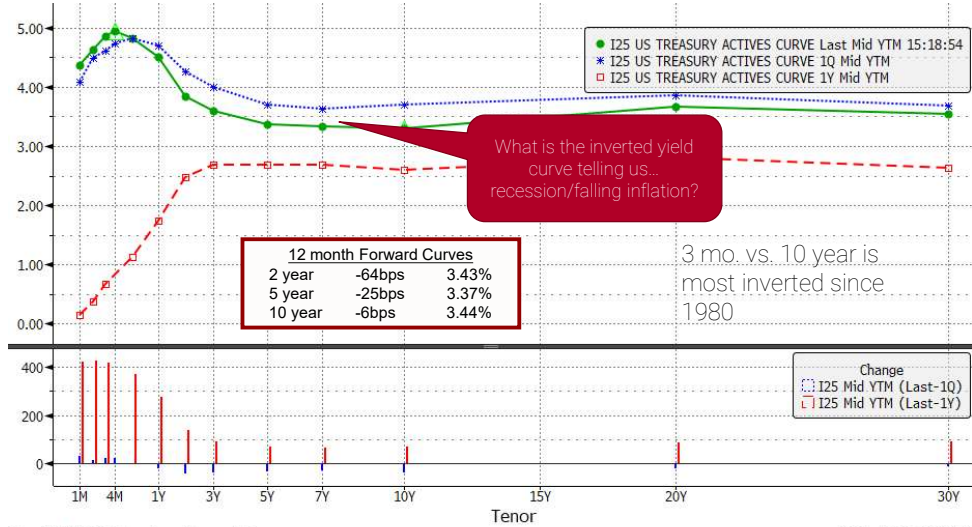
## Session topics

1. Current market and potential path of rates
2. IRR assumptions and interpreting current model results
3. Liquidity management, deposit trends and strategies for retention of core funding
4. Loan portfolio considerations
5. Securities portfolio – investment allocation, possible sales / restructuring

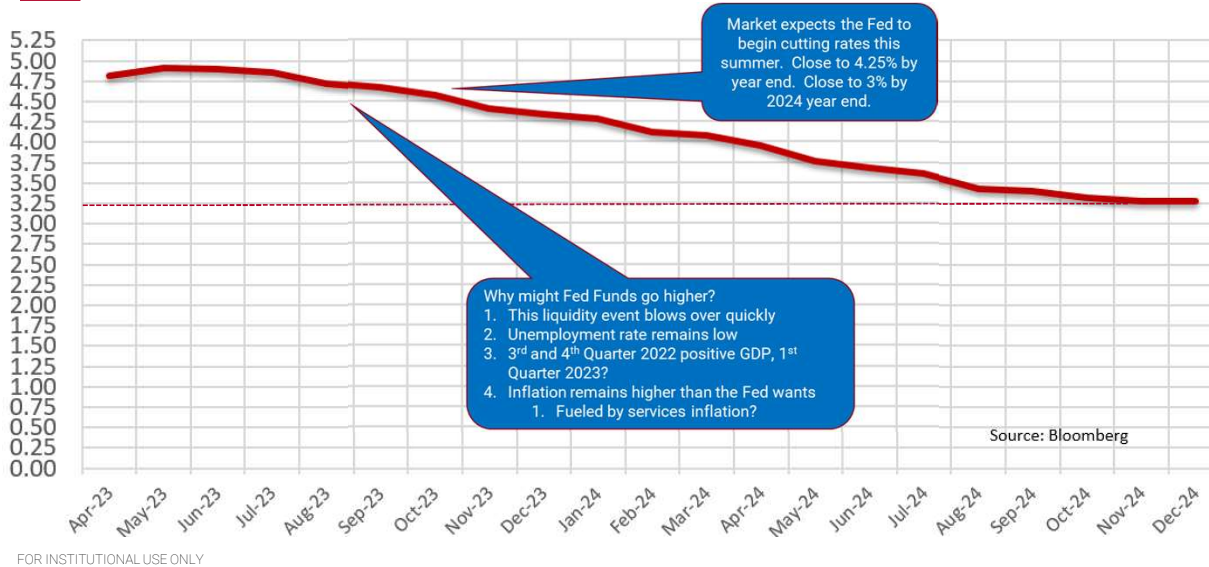
FOR INSTITUTIONAL USE ONLY



# What is the yield curve telling us?



# Fed funds outlook

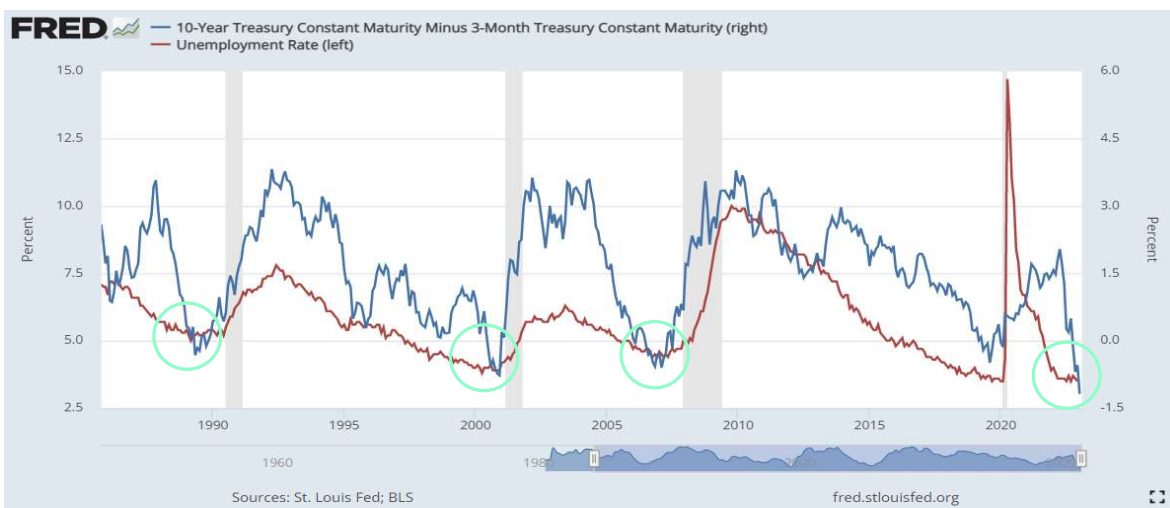


## Why fed funds might go higher than 5%...



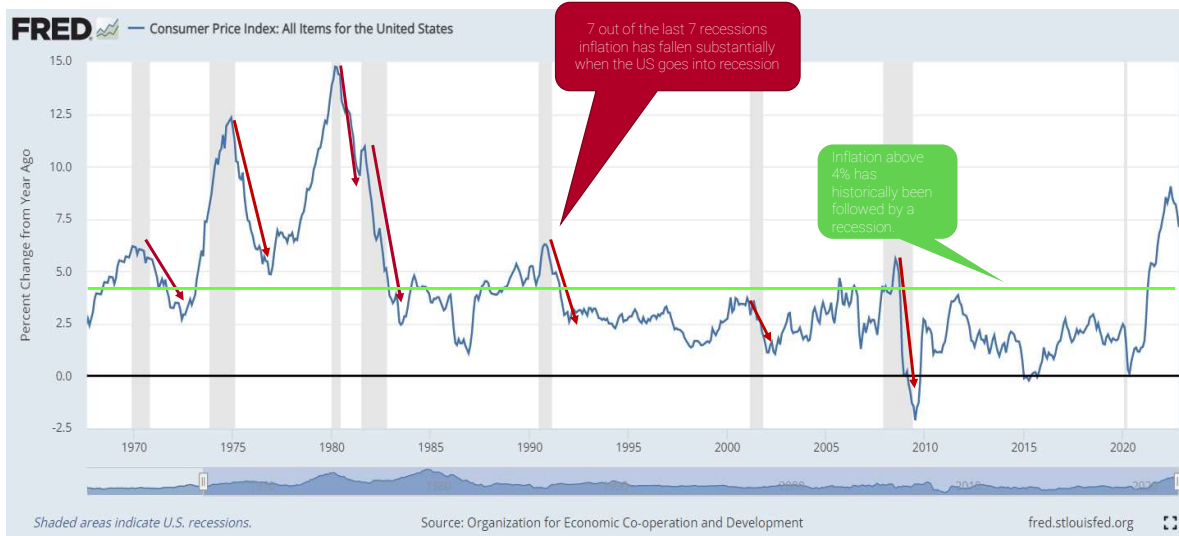
FOR INSTITUTIONAL USE ONLY

## Why the yield curve might be correct...employment/inversion



FOR INSTITUTIONAL USE ONLY

## Why the yield curve might be correct...inflation



FOR INSTITUTIONAL USE ONLY

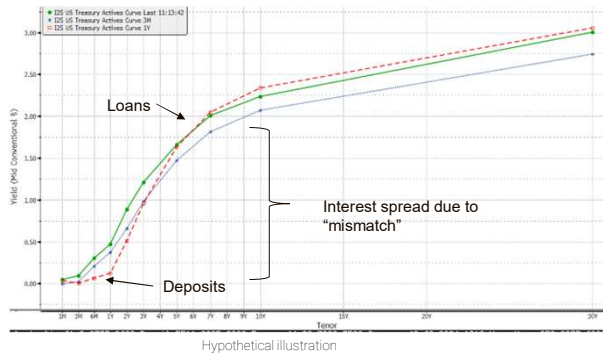
## Current balance sheet issues

- Inverted yield curve
  - Margin pressure increasing
- Liquidity
  - Deposit retention/ growth
  - Insurance coverage / deposit safety concerns
- Loan portfolio
  - Credit quality, terms, and types of loans filling balance sheet
- Investment portfolio
  - Unrealized losses, need for funds

FOR INSTITUTIONAL USE ONLY

# Interest rate risk

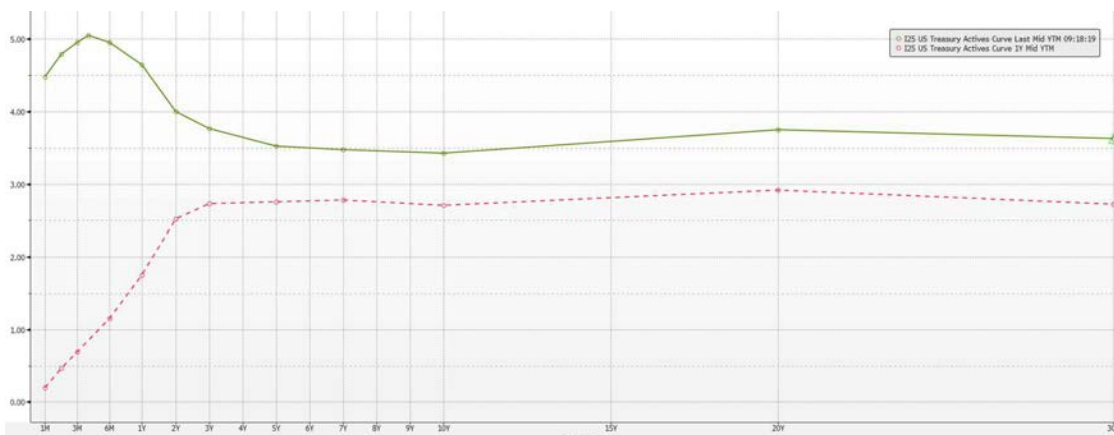
How and why does this occur on balance sheets?



- › Bank deposits are maturing or non-maturing
  - › Retail depositors typically looking for 3 mo – 2 year maturities
  - › Non-maturing deposit accounts can be withdrawn at any time
- › Loans and Investments are generally termed out
  - › Most demand in 3-5 year sector for fixed rate loans

FOR INSTITUTIONAL USE ONLY

# Inverted curve eliminates mismatch spread



- 1 year ago, spread between 3 mo UST and 5 year UST was +2.07%
- As of 4/10/23, spread sits at -1.30%
  - Year over year spread change of -3.37%

FOR INSTITUTIONAL USE ONLY

Source Bloomberg

# Interest rate risk - assumption review

## Deposit beta calculation, supporting data

**Figure 1 – Example Rate Data**

	2003 Q4	2004 Q1	2004 Q2	2004 Q3	2004 Q4	2005 Q1	2005 Q2	2005 Q3	2005 Q4	2006 Q1	2006 Q2	2006 Q3
<b>Periodic Quarterly Average Deposit Cost</b>												
NOW	0.62%	0.61%	0.61%	0.67%	0.75%	0.87%	1.00%	1.16%	1.32%	1.47%	1.61%	1.74%
Savings/MMDA Cost of Funds	1.53%	1.50%	1.48%	1.49%	1.49%	1.50%	2.00%	2.33%	2.55%	2.68%	3.10%	3.30%
<b>Periodic Market Rate Indexes</b>												
Federal Funds Rate	0.94%	1.05%	1.38%	1.94%	1.97%	2.96%	3.35%	3.93%	4.09%	5.00%	5.05%	5.34%
3-Month US Treasury Bill Yield	0.92%	0.94%	1.27%	1.71%	2.22%	2.77%	3.06%	3.53%	4.20%	4.62%	5.02%	4.95%

Analysis of the data in Figure 1 might produce results such as those displayed in Figure 2. In this example, the results indicate that interest rates on the bank's NOW and Savings/MMDA accounts are driven by changes in the federal funds rate and 3-month Treasury bill rate, with deposit betas in the range of 25 percent to 42 percent.

**Figure 2 – Example Estimates of Deposit Betas**

Regression Analysis	Federal Funds Rate		3-Month US T-Bill		Average Beta
	Beta	R-squared	Beta	R-squared	
NOW	0.251	95.04%	0.264	95.39%	0.257
Savings/MMDA	0.396	86.47%	0.415	86.42%	0.405

Example summary of results:

Jan 2016 - Jun 2019 (Rising Beta)	Beta
NOW Accounts	-0.01
HSA Checking	0.01
Money Market Accounts	0.43
Savings Accounts	0.07

Jul 2019 - Mar 2021 (Falling Beta)	Beta
NOW Accounts	0.02
HSA Checking	0.07
Money Market Accounts	0.52
Savings Accounts	0.14

FOR INSTITUTIONAL USE ONLY

Source: FDIC

## Deposit betas

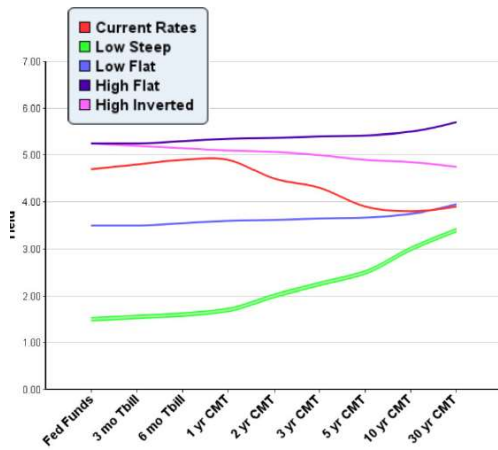
### Other factors to consider?

- Review of deposit betas may not tell whole story
- Consider how to document/incorporate migration from low cost to higher cost accounts
- Did the institution experience runoff that was replaced with higher cost wholesale funding?
- Cost of funds review vs. FF could provide more context to deposit stability and rate sensitivity
- Consider updated bank specific decay analysis or review of overall duration of deposits

FOR INSTITUTIONAL USE ONLY

# Non-parallel curve simulations

What could yield curve do from here?



- While parallel +/- yield curve simulations are standard runs in IRR models, is an inverted yield curve likely to persist?

FOR INSTITUTIONAL USE ONLY

# Historical reference

2006 vs. 2009



FOR INSTITUTIONAL USE ONLY

# Historical reference

2000 vs. 2002

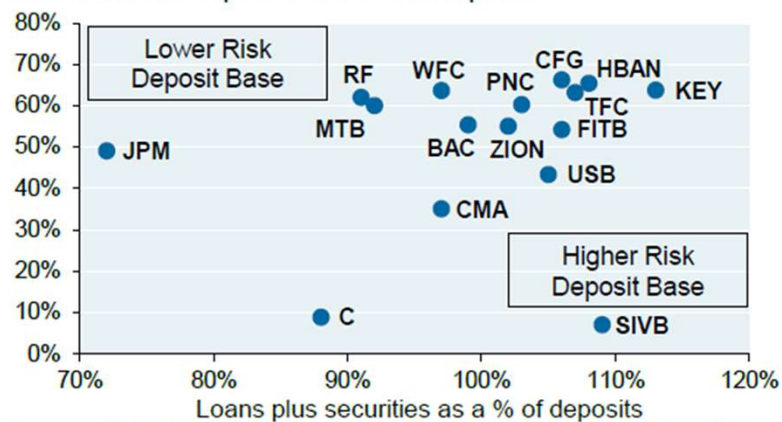


FOR INSTITUTIONAL USE ONLY

## Liquidity risk – in focus

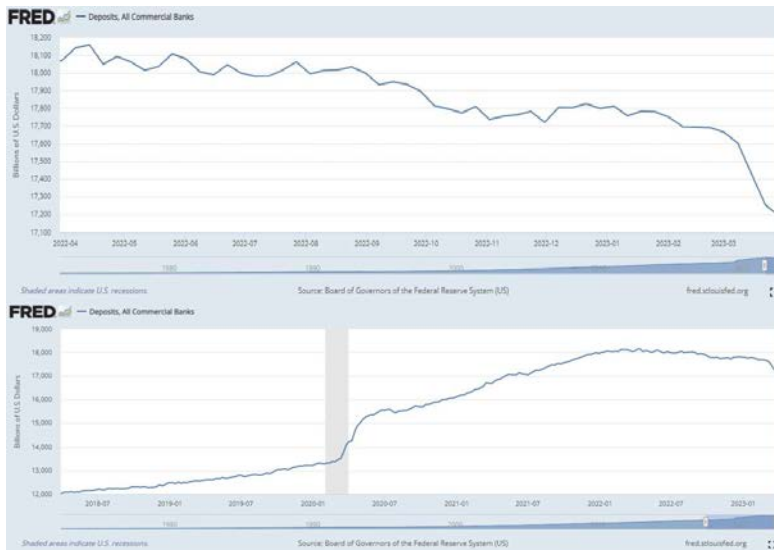
### US bank loan-to-deposit ratios

Estimated retail deposit share of total deposits



Source: JPMAM. Securities include Hold to Maturity and Available for Sale categories. Q3 2022.

# Commercial bank deposits



← One year trend

← Five year trend

## Liquidity management

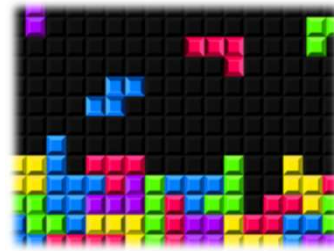
### Action steps to consider in the current environment

- Communication with depositors – consider pros/cons of being proactive vs. reactive
- Evaluate backup liquidity/borrowing lines
  - Are loans pledged to Fed or FHLB for borrowing?
  - Securities could be used for Federal Reserve Bank Term Funding Program
    - Collateral value at par vs. market value
    - <https://www.federalreserve.gov/newsevents/pressreleases/monetary20230312a.htm>
  - If currently borrowing from FHLB/Fed/Fed funds, consider benefit to diversifying by using brokered CD market to leave other borrowing lines open
  - Consider adding additional backup sources, ex. Fed Discount Window
- Some institutions have used IntraFi / ICS network to manage large depositors looking for insurance

FOR INSTITUTIONAL USE ONLY

# Maximizing collateral value

- Brokered / internet deposits – does not require collateral
- Municipal, large deposits – may require collateral, but some are not specific as to what type of collateral
  - Consider municipal securities for pledging, unless they can be used elsewhere
  - FHLB letter of credit for municipal deposits
- FHLB, Fed Discount Window may accept many types of loans as collateral (may take time to set up)
- Bank Term Funding Program (BTFP) accepts Fed eligible collateral and valued at 100% of par, without haircuts
  - [Bank Term Funding Program - Frequently Asked Questions \(federalreserve.gov\)](https://www.federalreserve.gov/btfp/faq.htm)



FOR INSTITUTIONAL USE ONLY

# Liquidity management

## Action steps to consider in the current environment

- With yield curve falling, increasing credit spreads or tightening lending standards to balance need for earnings vs. need for liquidity
- Investment sales could be an option to raise cash
- Review loan offerings, particularly residential ARM products
  - Can any balance sheet loans be refinanced into secondary market?
  - Review pricing for possible increase in rate
    - Are these loans sticky or just "renting" space on your balance sheet?
- Complete liquidity stress testing more frequently or update a stale run given recent events

FOR INSTITUTIONAL USE ONLY

# **Deposit environment**

## **What are we hearing from clients?**

- Edward Jones / competition from brokers for CD balances
- Higher rate savings/ money market options from online banks/ money market mutual funds
- Some migration from DDA to IB accounts (more limited, so far)
- Migration from savings/money market into CDs
- Higher rate CD specials are less effective at gaining new balances vs. last year
- Customers paying penalty to refinance CDs

FOR INSTITUTIONAL USE ONLY

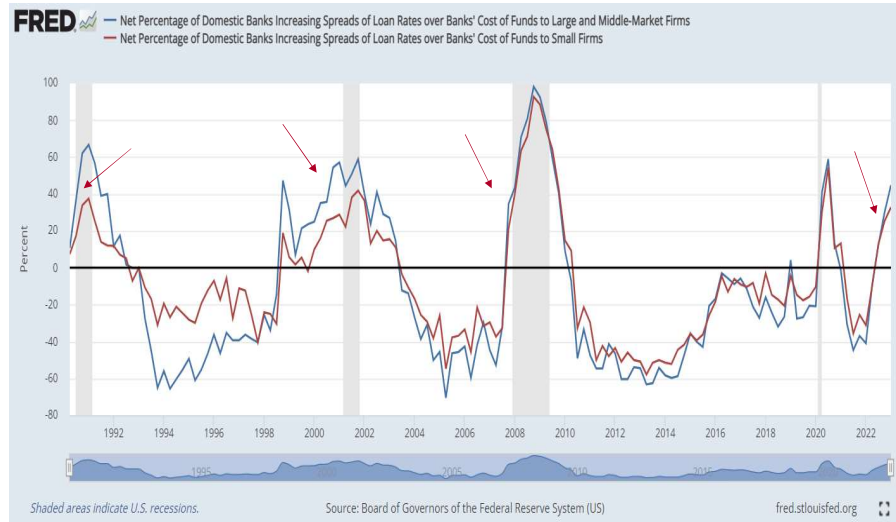
# **Discussion on deposit products**

1. Review your deposit account lineup
2. Examine how customers use your accounts (what is the purpose/utility for each?)
3. Differentiate rate on account based on #2
4. Consider your cost to offer "free accounts"
5. Before raising rates on non-maturity account types, ask what are you trying to achieve?
  - If retention of balances, will the rate increase matter to a rate sensitive customer?
6. Will your institution selectively match rates (individually by customer?)
7. Begin to prepare strategies for falling rate environment

FOR INSTITUTIONAL USE ONLY

## Net percentage of banks increasing credit spreads

- Fed's senior loan officer survey suggests banks are increasing credit spreads

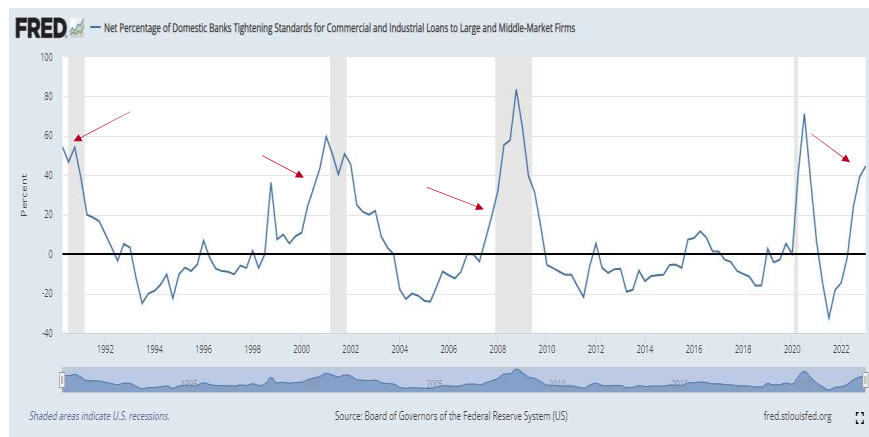


FOR INSTITUTIONAL USE ONLY

Source: Board of Governors of the Federal Reserve System (US)

## Net percentage of banks tightening credit standards

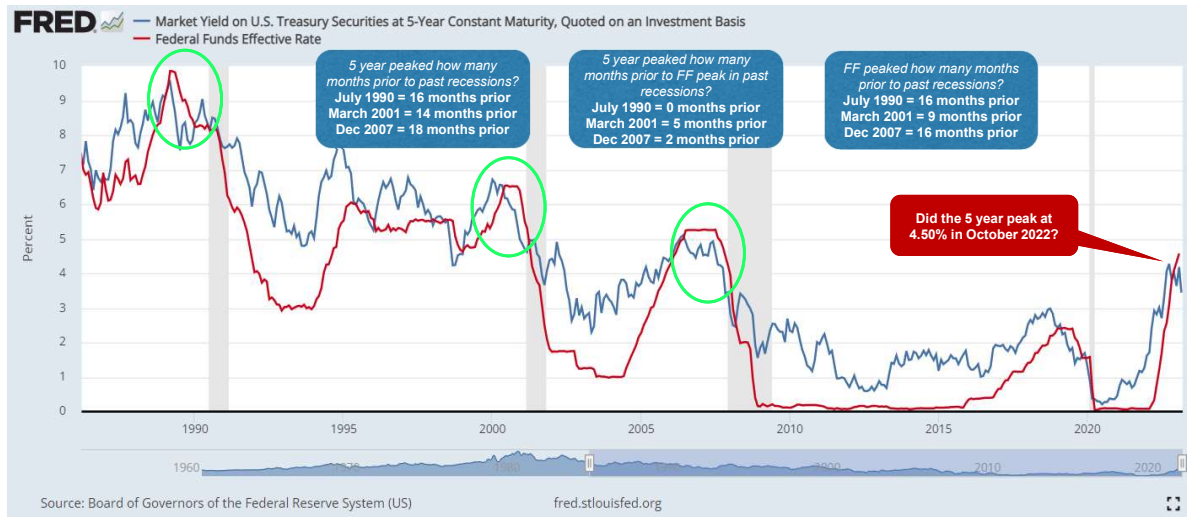
- Fed's senior loan officer survey suggests banks are increasing credit standards for C&I, CRE, and Multi-family
- Historically, tightening credit standards has had an impact on economic growth



FOR INSTITUTIONAL USE ONLY

Source: Board of Governors of the Federal Reserve System (US)

## Late cycle peak in the 5 year treasury vs. FF vs. recessions



FOR INSTITUTIONAL USE ONLY

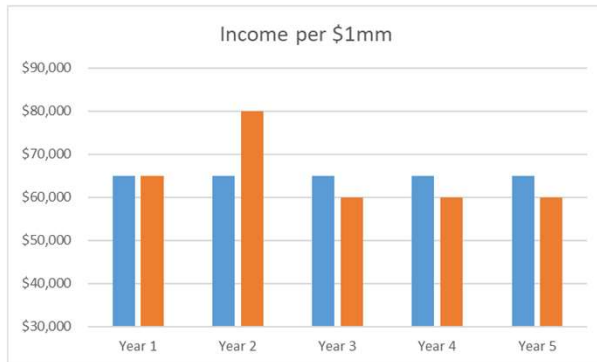
## Late cycle peak in the 5 year treasury...what next?



FOR INSTITUTIONAL USE ONLY

# Prepayment penalty in practice

- Does your institution enforce a prepayment penalty if refinanced at your institution?
- If your penalty is 2%, how much of an impediment to refinance is that?

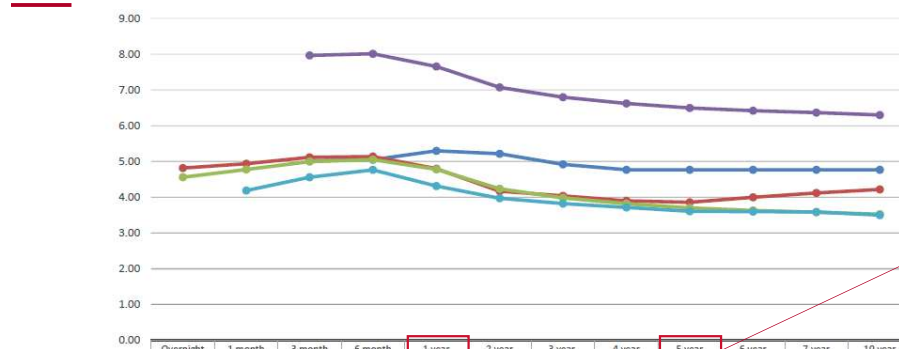


FOR INSTITUTIONAL USE ONLY

Hypothetical Example:

- Make a loan at 6.50%
- Solving for breakeven with a 2% penalty, after year 1...
- 2% penalty / 4 remaining years = 50 bps per year of savings to breakeven. (3%/4 years = 75 bps lower rate to breakeven)
- If customer can refinance at 6.00% or lower **and** the bank actually charges the 2% penalty (\$20,000), the customer would be in the money to refinance

# Pricing loans – inverted curve



Hypothetical example:

Price 5 year fixed rate loan at FHLB +275

- Current rate: 6.61%

Question: will your bank match fund the loan?

If loan does not have prepayment penalty and you lock in FHLB 5 year advance, what happens if loan refinances?

Given shape of yield curve, many are keeping wholesale funding shorter to hopefully reprice funding lower

Use FHLB 1 year to fund loan, now spread = +181 (assuming 6.61% loan rate)

	Overnight	1 month	3 month	6 month	1 year	2 year	3 year	4 year	5 year	6 year	7 year	10 year
Brokered CD			5.02	5.05	5.30	5.22	4.92	4.77	4.77	4.77	4.77	4.77
FHLB	4.82	4.94	5.12	5.14	4.80	4.17	4.04	3.90	3.86	4.00	4.12	4.22
LIBOR/Swap	4.56	4.78	5.00	5.05	4.78	4.24	3.98	3.82	3.70	3.63	3.58	3.53
Prime Swap			7.97	8.01	7.66	7.07	6.80	6.63	6.50	6.42	6.37	6.30
Treasuries		4.19	4.56	4.77	4.32	3.97	3.83	3.72	3.61	3.60	3.59	3.50
Duration		0.06	0.25	0.50	0.96	1.98	2.92	3.93	4.87	5.92	6.66	9.19
Fed Target	4.75											
Fed Effective Rate	4.75											
ICE IBA SOFR SWAP		4.75	4.83	4.75	4.47	3.96	3.67	3.48	3.35	3.27	3.22	3.17
Overnight SOFR	4.55											
SOFR Trailing 30-Day Avg	4.56											

FOR INSTITUTIONAL USE ONLY

# Pricing Loans – Lack of prepayment penalties

**Yield Matrix**

	Treasuries	Agcy Bullets	1Ymrc Agcy**	Brokered CDs	AA Corp
6M	1.55%	1.62%	-	1.55%	1.80%
1Y	1.52%	1.61%	-	1.60%	1.77%
2Y	1.58%	1.57%	1.62%	1.70%	1.72%
3Y	1.60%	1.59%	1.67%	1.80%	1.77%
4Y	1.62%	1.63%	1.75%	1.85%	1.86%
5Y	1.65%	1.69%	1.85%	1.95%	1.96%
7Y	1.76%	1.84%	2.15%	-	2.17%
10Y	1.85%	2.05%	2.55%	-	2.42%
15Y	1.96%	2.28%	2.90%	-	2.71%
20Y	2.08%	2.56%	3.00%	-	3.00%

**Spread to Treasuries (bps)**

6M	-	7	-	0	25
1Y	-	10	-	8	25
2Y	-	-1	4	12	14
3Y	-	-1	7	20	18
4Y	-	0	13	23	24
5Y	-	4	20	20	31
7Y	-	7	38	-	74
10Y	-	20	70	-	74
15Y	-	32	94	-	74
20Y	-	48	92	-	92

\*Tax-equivalent yields using 21% tax rate and 0bps TEFRA adjustment  
 \*\*Yields & spreads calculated to Maturity  
 Yields are indicative and subject to change

**Yield Matrix**

	Treasuries	Agcy Bullets	1Ymrc Agcy**	Brokered CDs	AA Corp
6M	4.76%	4.75%	-	5.05%	4.69%
1Y	4.31%	4.55%	-	5.25%	4.64%
2Y	3.98%	4.12%	5.00%	4.65%	4.45%
3Y	3.81%	3.89%	5.05%	4.75%	4.32%
4Y	3.70%	3.78%	5.10%	4.55%	4.26%
5Y	3.59%	3.72%	5.38%	4.25%	4.26%
7Y	3.56%	3.73%	5.70%	-	4.28%
10Y	3.49%	3.82%	5.93%	-	4.38%
15Y	3.67%	4.00%	6.05%	-	4.66%
20Y	3.84%	4.15%	6.30%	-	4.82%

**Spread to Treasuries (bps)**

6M	-	-1	-	29	-6
1Y	-	24	-	94	33
2Y	-	15	103	67	48
3Y	-	8	124	94	51
4Y	-	8	140	85	57
5Y	-	13	179	66	67
7Y	-	16	214	-	72
10Y	-	33	244	-	90
15Y	-	34	238	-	99
20Y	-	31	246	-	98

\*Tax-equivalent yields using 21% tax rate and 0bps TEFRA adjustment  
 \*\*Yields & spreads calculated to Maturity  
 Yields are indicative and subject to change

Source: Bloomberg, BOKF

Hypothetical example:

Jan 2020 5 year loan priced at 5 year Treasury +300bps = 4.65%

Vs.

Mar 2023 5 year loan priced at 5 year Treasury +300bps = 6.59%

Are they equivalent spreads?

No, because the wholesale market spread for something refinancable went from +20 to +179

## Value of positive convexity in this rate environment...

What type of assets have banks booked now that rates are higher?

- Residential ARM loans that are very easily refinanced
  - If rates fall many will be refinanced into the secondary market and the community bank will be left to invest cash at lower rates
- Commercial Real Estate loans with typically weak prepayment penalties
  - If rates fall they can relatively easily be refinanced at lower rates or at a different institution
    - Leaving the institution with cash to invest in a lower rate environment or a lower yielding loan

What types of assets should you consider booking in this higher rate environment?

- Loans with make whole prepayment penalties or very strong prepayment penalties
  - Not typical for community banks
- Investments with more neutral to positive convexity
  - Treasuries, Agency Bullets, CMBS, Some SBAs, Munis, Some Discounted MBS

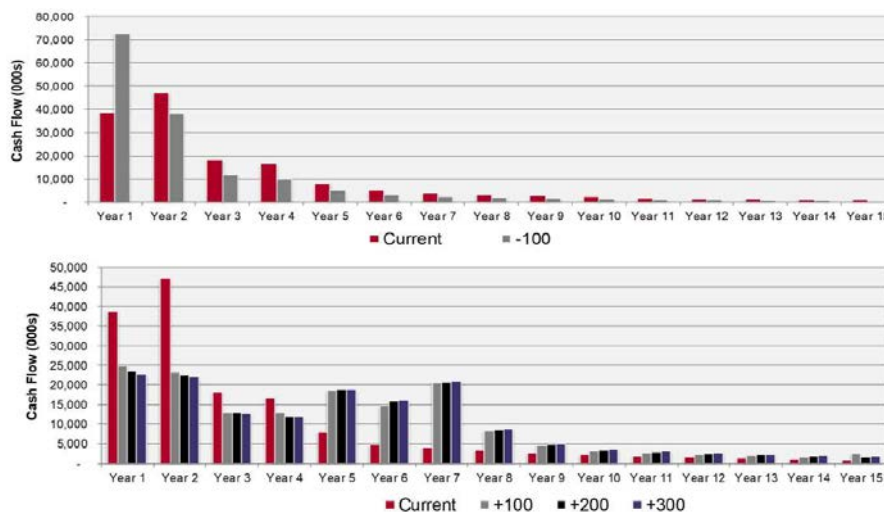
FOR INSTITUTIONAL USE ONLY

# Role of the investment portfolio

- Liquidity source
  - Place to earn on excess liquidity while waiting for loan demand to materialize
  - On – balance sheet store of liquidity
    - Unlike borrowing sources, bank's ability to use portfolio for funding is not contingent on the bank's credit position
  - When viewing portfolio within liquidity context, understand:
    - Cash flows
    - Extension/contraction risk
- Earning asset
  - Lower yield than loan portfolio, but higher liquidity and lower risk
  - View earnings/yield relative to holding cash vs. comparing to loan alternatives
- Other Benefits
  - Collateral for deposits or borrowing
  - Portfolio is a tool for managing interest rate risk

FOR INSTITUTIONAL USE ONLY

## Add structure in portfolio – hypothetical example



FOR INSTITUTIONAL USE ONLY

- Callable agency securities have very wide spreads and high relative yields... Why?
- At the money mortgages offer higher yields and spreads as well... Why?
- If interest rates fall from here, limiting optionality in bond purchases will help lock in these higher yields
- When do you want to receive cash back?

# Now what?

## Hypothetical investment sale for funding

### Analysis of current holdings

Bank owns \$5 million of Treasury maturing Oct 2025

Current book yield = 1.44%

Book price = \$103.98

Sell in the current market at \$98.15

Sale yield/market yield/give up yield = 3.75%

Loss on sale: \$291,500

### Review of alternatives

2.5 year funding cost at FHLB (Chicago) = 4.07%

2.5 year brokered CD cost = 5.00%

Over next 2.5 years, the interest cost on new funding is more than expense of selling investment (loss + foregone income)

However, taking loss could be unappealing for budget reasons.

Year 1: Loss on sale \$291,500

Year 1 interest cost on new CD: \$250,000

FOR INSTITUTIONAL USE ONLY

# Now what?

## Hypothetical loan funding example

### Sale option

Bank owns \$5 million of Treasury maturing Oct 2025

Current book yield = 1.44%

Book price = \$103.98

Sell in the current market at \$98.15

Sale yield/market yield/give up yield = 3.75%

Loss on sale: \$291,500

### Reinvestment option

**5 year loan = 7.00% reinvestment yield**

Time to "recapture loss":

\$291,500 (loss on sale)

$7.00\% \text{ (reinvestment yield)} - 1.44\% \text{ (book yield)} * \text{par value}$   
= 1.04 years to recapture loss

FOR INSTITUTIONAL USE ONLY

# Income management - 2023

- Liquidity / deposits are at a premium in current environment
- Discuss with management team how to manage through higher rates, but prepare for falling rates
  - What is risk to asset income change vs. potential expense savings?
- Are you reaching for income in 2023 by adding assets with optionality but may regret that if rates fall and assets reprice lower?

FOR INSTITUTIONAL USE ONLY

# Interest rate risk checklist

1. Interest rate risk reporting with comparison to policy limits
  - Include 1 year and 2 year rate shock of income, EVE
  - *Is a non-parallel now most likely? Are our assumptions reasonable?*
2. Listing of key assumptions used in the model and supporting documentation
  - Pricing assumptions, deposit decay rates, prepayment assumptions
  - With the recent sharp rise in rates confirm and update assumptions
  - Need to be reviewed/approved by the board
3. Stress testing of key assumptions
  - How sensitive are model results to the assumptions used (input different assumptions and compare results)
4. Liquidity stress testing
  - Include sufficiently severe scenarios restricting use of brokered deposits, FF lines
  - Review contingency funding plan, including any early warning indicators
5. Independent Model Validation
  - Completed by a party independent of the ALCO meeting
  - Report with findings provided to the board

FOR INSTITUTIONAL USE ONLY

## Key takeaways

- Review opportunities to lock in yield on assets while rates are high
- Be strategic with what “fills up” your balance sheet
- Monitor and discuss deposit trends regularly
- Examine deposit strategy for retention and cost of funds management
- Consider taking losses in the portfolio as a funding option or to reposition for higher income in 2023 and beyond
- Ensure completion and documentation of expected interest rate risk and liquidity management process

FOR INSTITUTIONAL USE ONLY

FOR INSTITUTIONAL USE ONLY



Marc Gall  
Vice President  
mgall@bokf.com / 866-440-6515

10:50 – 11:50 a.m.

# Accounting & Tax Legislation Update

**Brett Schwantes**, *CPA, Senior Manager, Wipfli LLP*

**Jessica Schwantes**, *CPA, Partner, Wipfli LLP*

# Accounting Update

May 10, 2023

wipfli.com

Brett Schwantes  
Audit Director  
715 843 7404  
bschwantes@wipfli.com

WIPFLI

## Overview

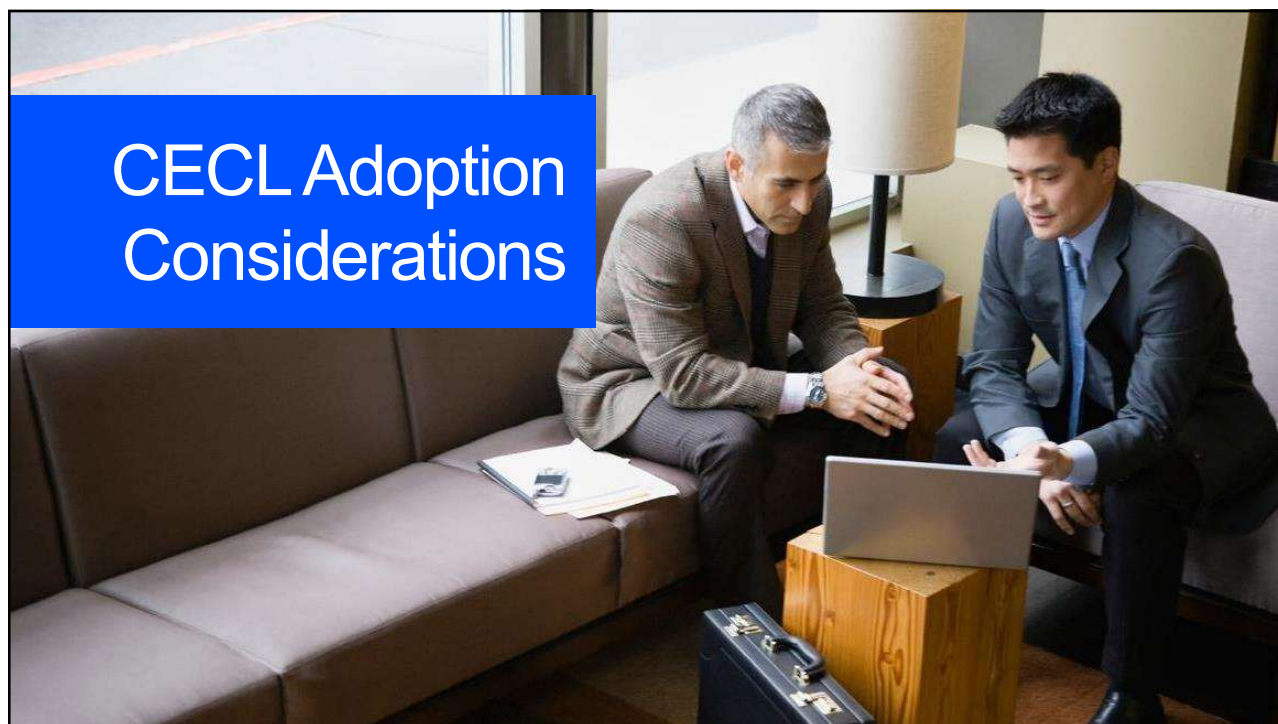
CECL Adoption Considerations

Troubled Loan Modifications

Other Accounting Standards Updates

Update on FASB Projects

# CECL Adoption Considerations



## CECL Overview

What is in scope for CECL?

### What is in scope?

Financial assets measured at amortized cost basis

- Loans held for investment
- Debt securities held to maturity
- Receivables related to repurchase agreements and securities lending transactions in scope of Topic 860
- Certain lessor receivables
- Off-balance sheet exposures / unfunded commitments

### What is not in scope?

Financial assets measured at fair value

- Loans held for sale
- Equity securities
- Debt securities available for sale
  - ASU 2016-13 modifies the OTTI model prescribed in legacy GAAP
- Other financial assets measured at fair value

## CECL Adoption

Adoption Date  
Journal Entries

### Non-PCD assets

- Adoption is as of the beginning of your institution's fiscal year (e.g., 1/1/2023)
- Dr Beginning retained earnings
- Dr Deferred taxes (if applicable)
- Cr Allowance for credit losses

### Off balance sheet commitments

- Reserve on unfunded commitments is an other liability
- Dr Beginning retained earnings
- Dr Deferred taxes (if applicable)
- Cr Reserve for unfunded commitments

## CECL Adoption

Adoption Date  
Journal Entries

### PCD assets

- Accounted for on prospective basis through an adjustment for the addition of the allowance for credit losses on PCD loans upon adoption
- "Gross up" method that adds allowance for credit losses to purchase price to set a new amortized cost; no initial income statement impact
- Dr Loans (for acquired loan credit discount)
- Cr Allowance for credit losses

## CECL Disclosures

What does not change with disclosure requirements under CECL?

The following disclosures do not significantly change:

- Loans by type
- Allowance rollforward by type
- Past due loans by type
- Nonaccrual loans by type
  - One small change – required to disclose nonaccruals with no recorded ALL
- Non-PBEs/SEC only – credit quality disclosures
  - More detailed disclosures are required for PBEs/SEC

## CECL Disclosures

What changes with disclosure requirements under CECL?

Qualitative information about the CECL methodology(ies)

- Description of how expected loss estimates are developed and any changes
- Discussion of the reversion method applied

Impaired loans disclosures

- No longer disclosed because concept is removed under CECL
- Nonaccruals with no recorded ACL require disclosure

Collateral dependent loans

- Include description of type of collateral
- Qualitative description of the extent of the collateral
- Significant changes in collateral coverage

Certain accounting policies & elections re: accrued interest

## CECL Disclosures

What changes with disclosure requirements under CECL?

### PBEs/SEC only – credit quality disclosures

- Still include loans by risk rating (Pass, Special Mention, Watch, Substandard, Doubtful) and by loan type (commercial, consumer, etc)
- Now further disaggregates by loan origination year
- Credit quality disclosures do NOT change for non-PBEs/SEC

### PBEs/SEC only – gross charge-offs (ASU 2022-02)

- Must disclose gross charge-offs YTD by loan type and loan origination year
- Effective for PBEs/SEC entities in reporting periods beginning after 12/15/22

### PCD asset disclosures

- Previous PCI disclosures no longer applicable
- Reconciliation between purchase price and par value now required



## ASU 2022-02

Troubled Debt  
Restructurings and  
Vintage Disclosures

Issued in March 2022

### Eliminates TDR accounting model

- Effective for reporting periods beginning after 12/15/22
- All loan modifications now accounted for under general loan modifications guidance, including modifications made to borrowers experiencing financial difficulty

### New disclosure requirements for loan modifications

- Required only for modifications in the form of an interest-rate concession, principal forgiveness, other-than-insignificant payment delay, or term extension to borrowers experiencing financial difficulty

## Transition Methods for Adoption of ASU 2022-02

### Prospective Transition Method

For TDRs existing at the date of adoption:

- Continue to account for under legacy TDR accounting model
- ACL is determined using discounted cash flow approach

### Modified Retrospective Transition Method

For TDRs existing at the date of adoption:

- Apply CECL model to determine ACL
- Difference, if any, between the legacy ALL and the CECL ACL is recorded as a cumulative effective adjustment to beginning retained earnings

**ASU 2022-02**

Example Disclosures

By class, types of modifications used, amortized cost basis, and %:

Loan Type	Interest Rate Reduction	
	Amortized Cost Basis at 12/31/20X1	% of Total Class of Financing Receivable
Real Estate—Commercial	\$ 40,000	2.0%
Real Estate—Residential	-	0.0
Consumer	10,000	0.2
<b>Total</b>	<b>\$ 50,000</b>	

**ASU 2022-02**

Example Disclosures

May have different combinations of modifications disclosed separately:

Loan Type	Combination—Term Extension and Interest Rate Reduction	
	Amortized Cost Basis at 12/31/20X1	% of Total Class of Financing Receivable
Real Estate—Commercial	\$ -	0.0%
Real Estate—Residential	5,000	0.8
Consumer	-	0.0
<b>Total</b>	<b>\$ 5,000</b>	

**ASU 2022-02**

By class, the financial effect by type of modification:

## Example Disclosures

<b>Interest Rate Reduction</b>	
<b>Loan Type</b>	<b>Financial Effect</b>
Real Estate—Commercial	Reduced weighted-average contractual interest rate from 6% to 3%.
Real Estate—Residential	Reduced weighted-average contractual interest rate from 8% to 5%.
Consumer	Reduced weighted-average contractual interest rate from 4% to 1.5%.

**ASU 2022-02**

By class, receivable performance in 12 months after modification date:

## Example Disclosures

	<b>Payment Status (Amortized Cost Basis)</b>		
	<b>Current</b>	<b>30–89 Days Past Due</b>	<b>90+ Days Past Due</b>
<b>Loan Type</b>			
Real Estate—Commercial	\$ 55,000	\$ 3,500	\$ 1,500
Real Estate—Residential	6,000	4,000	-
Consumer	29,000	1,500	1,500
<b>Total</b>	<b>\$ 90,000</b>	<b>\$ 9,000</b>	<b>\$ 3,000</b>

## ASU 2022-02

### Other Disclosures

#### Other disclosure requirements:

- Loan modifications made to debtors experiencing financial difficulty:
  - By portfolio segment, qualitative information about how those modifications and the debtors' subsequent performance are factored into determining the allowance for credit losses
- Loan modifications with a payment default in the last 12 months:
  - By class, the type of contractual change that the modification provided
  - By class, the amount defaulted
  - By portfolio segment, qualitative information about how those defaults are factored into determining the allowance for credit losses

A photograph of a man and a woman smiling and looking towards the camera. The man is wearing glasses and a dark blazer over a light shirt. The woman is wearing a dark blazer. They are standing in front of a large window with a view of a city. A blue banner is overlaid on the left side of the image.

## Other Accounting Standards Updates

WIPFLI

## ASU 2023-02

PBEs: Years  
beginning after  
December 15, 2023

Non-PBEs: Years  
beginning after  
December 15, 2024

Early adoption is  
permitted

## Accounting for Investments in Tax Credit Structures

- Permit entities to account for tax equity investments, regardless of the tax credit program, using the proportional amortization method if certain conditions are met
  - Would include traditional New Markets Tax Credit investments
  - May include other tax equity investments if they meet the criteria

## Effective Dates

Standard	SEC filers	PBEs	Non PBEs
ASU 2016-13 <i>Measurement of Credit Losses on Financial Instruments</i>		Years beginning after December 15, 2022	Years beginning after December 15, 2022
ASU 2017-04 <i>Simplifying the Test for Goodwill Impairment</i>		Years beginning after December 15, 2022	Years beginning after December 15, 2022
ASU 2020-04 <i>Reference rate reform (and ASU 2022-06)</i>	Contract changes from March 12, 2020 through 2024	Contract changes from March 12, 2020 through 2024	Contract changes from March 12, 2020 through 2024
ASU 2020-06 <i>Accounting for Convertible Instruments and Contracts in an Entity's Own Equity</i>		Years beginning after December 15, 2023	Years beginning after December 15, 2023
ASU 2022-01 <i>Fair Value Hedging—Portfolio Value Method</i>	Years beginning after December 15, 2022	Years beginning after December 15, 2022	Years beginning after December 15, 2023

## Effective Dates

Standard	SEC filers	PBEs	Non PBEs
ASU 2022-02 <i>Troubled Debt Restructurings and Vintage Disclosures</i>	Years beginning after December 15, 2022	Years beginning after December 15, 2022	Years beginning after December 15, 2022
ASU 2023-02 <i>Investments in Tax Credit Structures</i>	Years beginning after December 15, 2023	Years beginning after December 15, 2023	Years beginning after December 15, 2024



## FASB Project

### Acquired Loans

## Existing GAAP

- Acquired loans (non-PCD) are measured at fair value
  - Fair value measurement includes a discount for credit losses
- After acquisition, must recognize allowance for credit losses
  - Charge to earnings (provision for loan losses)
- Drawbacks to this accounting method:
  - “Double counting” of credit losses
  - Skewed effective interest yields

## FASB Project

### Acquired Loans

## Tentative Changes

- Acquired loans are measured at fair value
  - Fair value component related to discount for credit losses would be recognized as an allowance for credit losses
  - No charge to earnings would be necessary upon acquisition
- Drawbacks to this accounting method:
  - No recognition of credit losses in the income statement
  - Potentially skewed loan loss ratios
- Tentatively would only apply to “seasoned” loans
  - Would consider the acquirer’s involvement with the loans
  - Bright-line period of 90 days
  - All loans that are part of a business combination

## FASB Project

### Digital Assets

## Existing GAAP

- Most digital assets are considered intangible assets
  - Some digital assets may be considered financial assets (e.g., certain stablecoins)
- Accounting for intangible assets is at cost with recognition of impairment when a triggering event occurs
  - Results in a lower of cost or market treatment without any subsequent write ups if the market recovers

## FASB Project

### Digital Assets

## Tentative Changes

- Crypto assets that meet the following criteria would be recognized at fair value with changes in fair value recognized in AOCI
  - Meet the definition of an intangible asset
  - Do not provide rights to underlying goods or services
  - Created or reside on a distributed ledger or “blockchain”
  - Secured through cryptography
  - Fungible

## Contact Information

**Brett Schwantes**

Audit Director

[bschwantes@wipfli.com](mailto:bschwantes@wipfli.com)

715 843 7404

[wipfli.com](http://wipfli.com)

© 2023 Wipfli LLP. All Rights reserved. "Wipfli" refers to Wipfli LLP.

12:20 – 1:35 p.m.

# Digital Transformation

**Ben Brockman, CAMS**, *Risk Consulting Manager, RSM US LLP*

# EMBRACING YOUR COMPETITIVE ADVANTAGE BY BRINGING YOUR DIGITAL TRANSFORMATION STRATEGY TO LIFE

WICPA

May 10, 2023

With you today



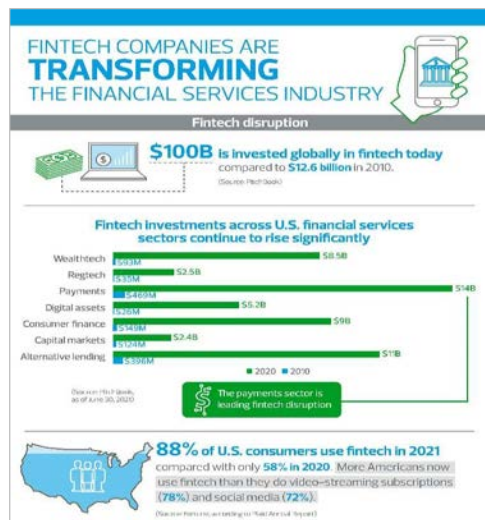
**Ben Brockman** [ben.brockman@rsmus.com](mailto:ben.brockman@rsmus.com)

Manger, RSM US LLP 312.634.4452

Ben is a national manager at RSM and serves as a leader in RSM's risk consulting practice. He has over 15 years of experience working exclusively with financial institutions ranging from community banks to some of the largest global banks in the world. Ben is recognized for his deep subject matter expertise in the areas of BSA/AML and fraud along with his experience assisting clients with remediation and resolution of regulatory matters.

# FINTECH AS A MOVEMENT

## FinTech as the driver for automation



**FINTECH AS A MOVEMENT**

**And how to build a road map for the path forward**

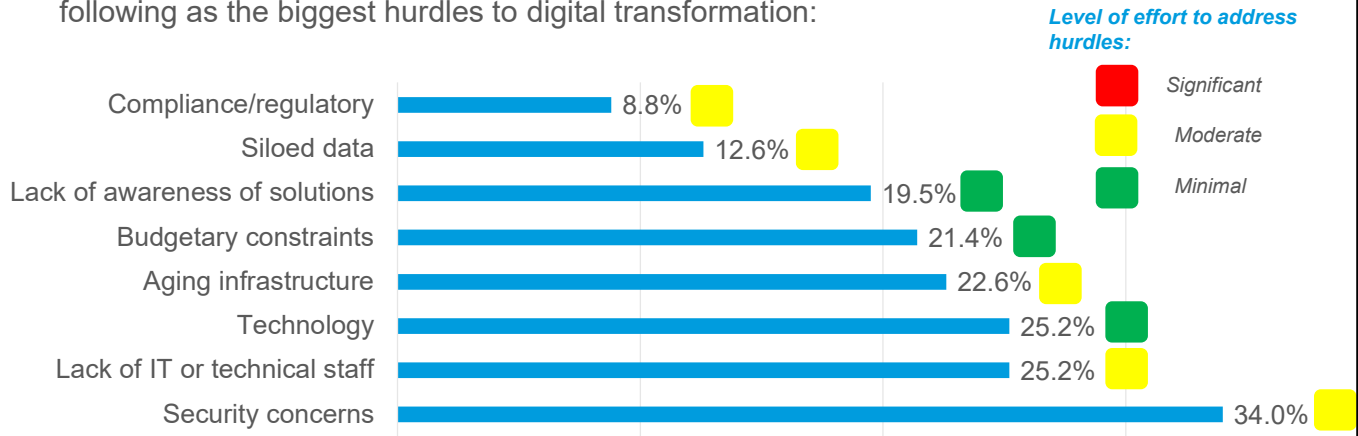
- Does the company have a digital agenda and/or strategy?
- Are there segments of the business that the company wants to heavily digitize?
- Does the company have a chief digital officer or customer experience officer who can address the long-term sustainability of the business?
- Build, buy or rent? Assess options for responding to disruption, whether through building fresh solutions internally, making strategic acquisitions or partnering with fintech companies.
- How is the company evolving to meet customer demands and shareholder needs more broadly?

**“**When most people think about fintech, they think about startup companies disrupting the landscape of financial services,” says Peter Brady, RSM US national financial services leader. “And while that’s true, the bigger story is in how the landscape is responding to the fintech companies.”

## Digital transformation hurdles

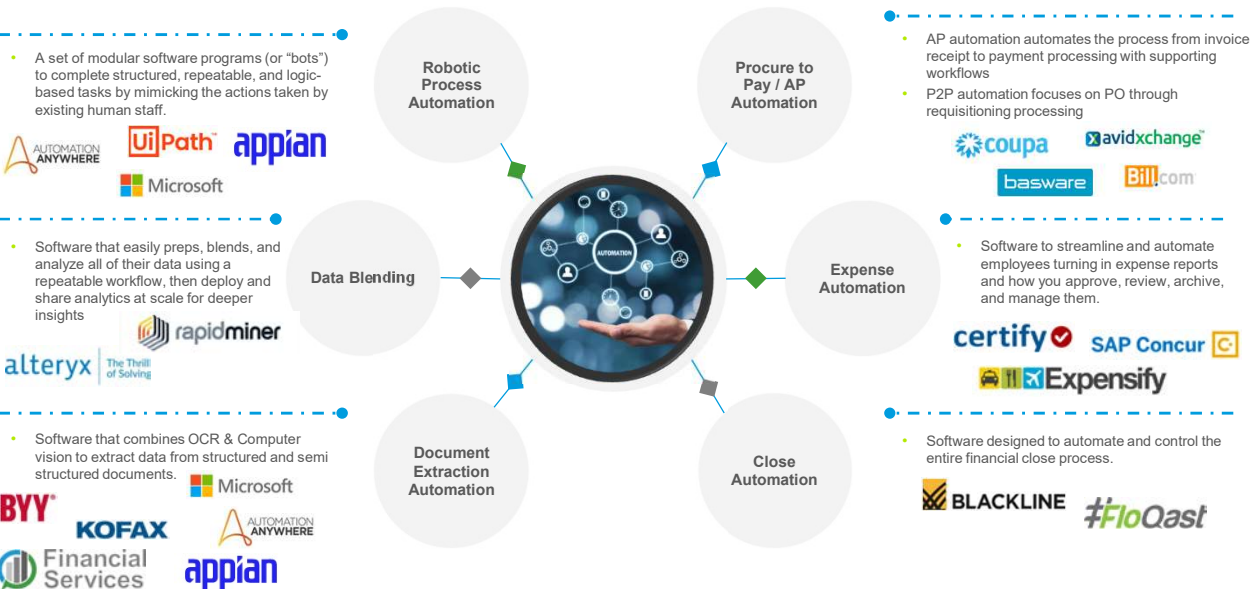


According to a report by Genesys and BankingDive, bank respondents indicated the following as the biggest hurdles to digital transformation:



© 2023 RSM US LLP. All Rights Reserved.

## Proven automation technologies



© 2023 RSM US LLP. All Rights Reserved.

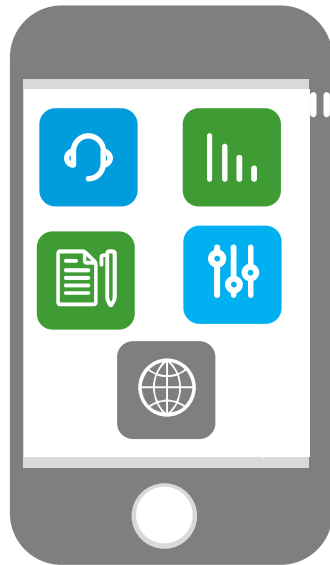
# THE DIGITAL TRANSFORMATION JOURNEY

---

## Considerations for effective automation and digital transformation

- What are we trying to accomplish?
  - Does automation reduce friction resulting in improved customer/user experience?
  - What is the associated market opportunity or efficiency gain we capture?
  - Are we automating a bad process?
- What is the ROI?
  - New business or increased profitability
  - Improved efficiencies and risk mitigation
  - Higher level of customer/user satisfaction
- How viable is the proposed project/change?
  - Will our customers engage?
  - Will our employees adopt? Is it too much change at once?
  - How does this fit into our current process/workflow/culture?
  - Can we manage the growth?

## Where to begin your digital transformation journey



### Building an effective digital transformation strategy

Many institutions struggle with digital transformation due to the lack of an effective strategy. A common struggle is due to a lack of governance over the transformation process. A solution to this common challenge is to establish a digital transformation strategy that governs the institution's process for evaluating, prioritizing and executing digital transformation projects.

The use of a model transformation framework, as outlined below, provides an excellent starting point for identifying and evaluating digital transformation opportunities, holistically, across the enterprise.

Customer Experience	Financial Reporting	Compliance	Credit and Loan Ops	Retail
<ul style="list-style-type: none"><li>• Self-service</li><li>• Account updates</li><li>• Mobile banking</li><li>• Call center</li><li>• Fraud prevention</li></ul>	<ul style="list-style-type: none"><li>• Reconciliations</li><li>• Journal entries</li><li>• Regulatory reporting</li><li>• Payables</li><li>• Expense reimbursement</li></ul>	<ul style="list-style-type: none"><li>• BSA/AML</li><li>• Lending compliance</li><li>• Deposit compliance</li><li>• Fair lending</li><li>• CRA</li></ul>	<ul style="list-style-type: none"><li>• Loan approval</li><li>• Application status</li><li>• Servicing</li><li>• Underwriting</li><li>• Loan monitoring</li></ul>	<ul style="list-style-type: none"><li>• Online account opening</li><li>• Wealth management and trust</li><li>• Digital assets</li><li>• Business banking</li></ul>

© 2023 RSM US LLP. All Rights Reserved.

## Key questions to consider when evaluating process automation

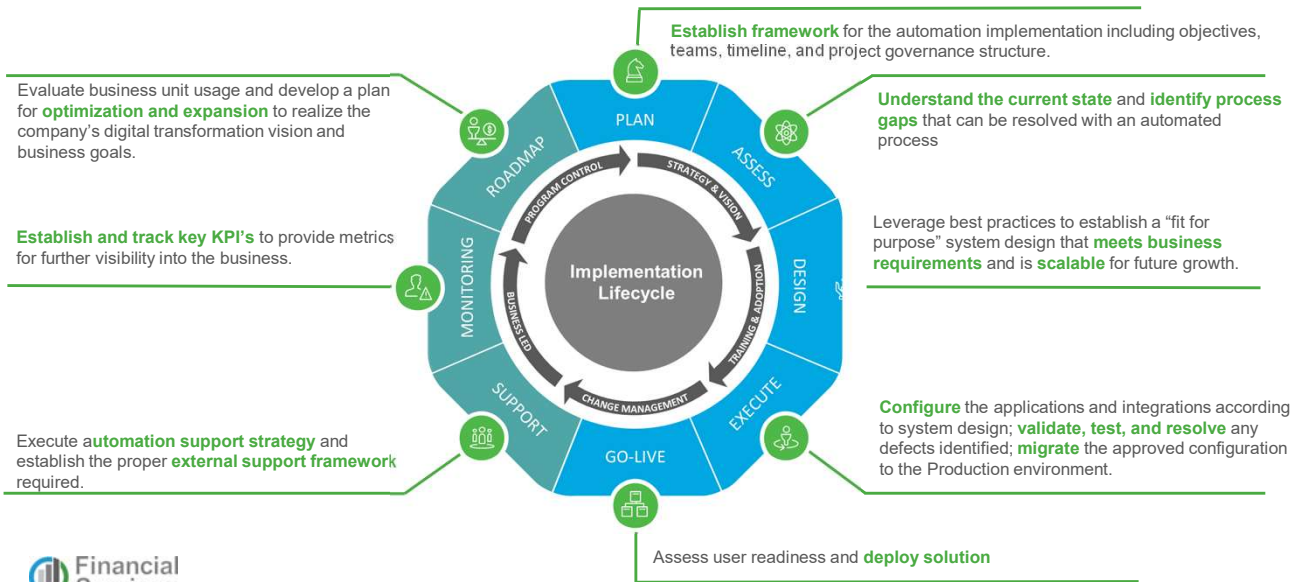


- Does the process require a high volume of manual tasks or multiple parties to execute the tasks?
- Require use of spreadsheets or documents?
- How does task hand-off occur between parties?
- Is the current process prone to errors?
- Does the process require a complete and accurate audit trail for record keeping and compliance?
- Are tasks associated with the process time-sensitive or have an impact on other processes/systems?
- Does the process lack standardization and transparency?



© 2023 RSM US LLP. All Rights Reserved.

# Automation development and implementation framework



© 2023 RSM US LLP. All Rights Reserved.

THANK YOU FOR  
YOUR TIME AND  
ATTENTION



© 2023 RSM US LLP. All Rights Reserved.

---

This document contains general information, may be based on authorities that are subject to change, and is not a substitute for professional advice or services. This document does not constitute audit, tax, consulting, business, financial, investment, legal or other professional advice, and you should consult a qualified professional advisor before taking any action based on the information herein. RSM US LLP, its affiliates and related entities are not responsible for any loss resulting from or relating to reliance on this document by any person. Internal Revenue Service rules require us to inform you that this communication may be deemed a solicitation to provide tax services. This communication is being sent to individuals who have subscribed to receive it or who we believe would have an interest in the topics discussed.

RSM US LLP is a limited liability partnership and the U.S. member firm of RSM International, a global network of independent audit, tax and consulting firms. The member firms of RSM International collaborate to provide services to global clients, but are separate and distinct legal entities that cannot obligate each other. Each member firm is responsible only for its own acts and omissions, and not those of any other party. Visit [rsmus.com/aboutus](http://rsmus.com/aboutus) for more information regarding RSM US LLP and RSM International.

RSM, the RSM logo and *the power of being understood* are registered trademarks of RSM International Association.

© 2023 RSM US LLP. All Rights Reserved.

1:45 – 2:35 p.m.

# Regulatory Update

**Patrick Murphy, J.D.**, *Shareholder, Godfrey & Kahn, S.C.*

# WICPA Regulatory Update

Patrick Murphy – Godfrey & Kahn, SC

GODFREY & KAHN<sub>SC</sub>

MILWAUKEE | MADISON | GREEN BAY | APPLETON | EAU CLAIRE | WASHINGTON, D.C.

## Post Mortem of the Recent Bank Failures

- ▶ Silicon Valley Bank (Santa Clara, CA) 3/10
  - ▷ 2<sup>nd</sup> Largest Bank Failure since 2008 (\$209B assets and \$175B deposits – 94% uninsured)
  - ▷ Acquired by First-Citizen Bank & Trust Company
  - ▷ Deposit Concentration – Start-ups and PE
  - ▷ ALCO “Strategy”
  - ▷ Bad management

GODFREY & KAHN<sub>SC</sub>

## Post Mortem of the Recent Bank Failures

- ▶ Signature Bank (New York, NY) 3/12
  - ▷ 3<sup>rd</sup> Largest Bank Failure since 2008 (\$110B assets and \$89B in deposits – 90% uninsured)
  - ▷ Acquired by Flagstar Bank, NA
  - ▷ Bank run triggered by SVB collapse
  - ▷ Concentration in the wrong types of customers:
    - ▶ Crypto – (FTX collapse)
    - ▶ Taxi Cab Medallions (Ride-sharing competition)

GODFREY KAHN<sub>SC</sub>

## Post-Mortem of Recent Bank Failures

- ▶ Credit Suisse Group AG (Switzerland)
  - ▷ Second largest bank in Switzerland (1.4 trillion assets)
  - ▷ Bank under siege since 2019 amid a series of scandals, management shifts and significant losses
  - ▷ Saudi National Bank largest shareholder
  - ▷ Acquired by UBS

GODFREY KAHN<sub>SC</sub>

## Regulatory Response

- ▶ Guaranteed 100% of deposits of both SVB and Signature Bank
  - ▷ Hard cases make bad law?
- ▶ Bank Term Funding Program
  - ▷ \$76.7B of total \$164B program funded since inception (through 4/13)
  - ▷ Banks are largely sticking with what they know
  - ▷ Wider collateral available for discount window
  - ▷ Primary discount window has lower rates

GODFREY KAHN<sup>SC</sup>

## What Other Changes May Be In Store?

- ▶ Unlimited FDIC insurance for all?
- ▶ Tougher capital and liquidity regulations on sub-\$250B institutions?
- ▶ Deposit concentration limits?
- ▶ Caps on insured deposits?

GODFREY KAHN<sup>SC</sup>

## Potential Impact on Bank Mergers & Acquisitions

- ▶ New focus of Due Diligence on deposit concentration?
- ▶ Impact on Deposit Premiums in branch and M&A deals?
- ▶ Impact of AOCI adjustments?
- ▶ Impact of any Bank Term Funding Program borrowings

GODFREY KAHN<sup>SC</sup>

## Credit Union Acquisitions of Wisconsin State-Chartered Banks

- ▶ Wings Financial CU acquisition of Settlers Bank would be 7<sup>th</sup> such deal, 4 of which were by out-of-state credit unions (tied for 3<sup>rd</sup> in US)
- ▶ WBA challenging the permissibility of such transactions under Wisconsin law
  - ▷ No express authority in Chapter 221 (although there is in Chapter 214 – State Savings Banks)
  - ▷ Legislative history provides clear evidence of intended separation of bank and CU acquisition schemes.

GODFREY KAHN<sup>SC</sup>

## Credit Union Acquisitions of Wisconsin State-Chartered Banks

- ▶ Impact on Acquisition multiples
- ▶ Wisconsin banks losing out on opportunities to grow through acquisition
- ▶ Unlevel playing field
- ▶ Banking industry in Wisconsin is “at risk”
- ▶ Legislative fixes always being considered to even the playing field as well

GODFREY KAHN<sub>SC</sub>

## Impact of Rising Interest Rate Environment on the Industry

- ▶ AOCI Adjustments
- ▶ Reduced loan demand
- ▶ Competition for deposits (putting pressure on NIM)
- ▶ Capital stack
  - ▷ Sub debt market has dried up
  - ▷ May see more equity raises

GODFREY KAHN<sub>SC</sub>

## Other Regulatory Hot Buttons

- ▶ CFPB rulemaking on Junk Fees
  - ▷ Credit card late charges
  - ▷ NSF fees
- ▶ Beneficial Ownership reporting
  - ▷ Applicable to Domestic and Foreign Reporting Companies (many exceptions apply)
  - ▷ Implication on Bank responsibilities under BSA

GODFREY KAHN<sub>SC</sub>

## Other Regulatory Hot Buttons

- ▶ Proposed total Ban on Non-Compete Agreements
- ▶ Current state of Data Security Breach notification requirements
- ▶ Third party risk management (FinTech focus)
- ▶ CRA compliance
- ▶ Dodd-Frank Act Section 1071

GODFREY KAHN<sub>SC</sub>

## Other Regulatory Hot Buttons

- ▶ Libor Update
- ▶ Change in Bank Control Act scrutiny
- ▶ Big Data
- ▶ Others?

GODFREY & KAHN<sup>SC</sup>

## Questions??

- ▶ Patrick Murphy
- ▶ Godfrey & Kahn, S.C.
- ▶ [pmurphy@gklaw.com](mailto:pmurphy@gklaw.com)
- ▶ 414-287-9222

GODFREY & KAHN<sup>SC</sup>

2:45 – 3:35 p.m.

## Solving the Talent Problem: How Smart Benefit Programs Are Leveling the Playing Field for Small & Midsize Businesses

**Ben Zang**, *Employee Benefits Consultant, Transition Health Benefits*

# HEALTH BENEFITS FOR SMALL BUSINESS

Solving the Talent Problem: How smart benefit programs are leveling the playing field for small and mid-size businesses.



The Great Resignation continues, as 44% of workers look for a new job

In a Glassdoor survey, around 60% of respondents reported that they strongly consider perks and benefits offered before accepting a job offer. In addition, 80% of employees prefer additional benefits over a pay increase.

## Interesting Fact alert!

- MIDDLE-AGED WORKERS ARE THE MOST LIKELY GROUP OF PEOPLE TO MAKE A MAJOR CAREER CHANGE.
- THE AVERAGE AGE THAT MOST EMPLOYEES MAKE A MAJOR CAREER CHANGE IS 39 YEARS OLD. EXPERTS POINT TO LESS FINANCIAL RISKS AND PERSONAL STRESSES AS THE MAIN REASONS 39-YEAR-OLD WORKERS SEEK SUCH SIGNIFICANT CAREER SHIFTS.
- IN ADDITION TO THE AVERAGE AGE OF JOB HOPPERS, IT'S ALSO IMPORTANT TO NOTE THAT MOST PEOPLE LOOKING TO SWITCH CAREERS ARE NOT IN IT FOR THE MONEY. IN FACT, 58% OF PEOPLE SURVEYED BY INDEED SAID THAT THEY WOULD BE WILLING TO TAKE A PAY CUT TO MAKE A MAJOR CAREER CHANGE.

## The Opportunity

- As Employees search for meaning, small businesses give them the meaning they are looking for along with a power full sense of belonging
- The next question employees are asking is, will this move hurt my family's future. Can they see a doctor, get braces, get anibiotics.

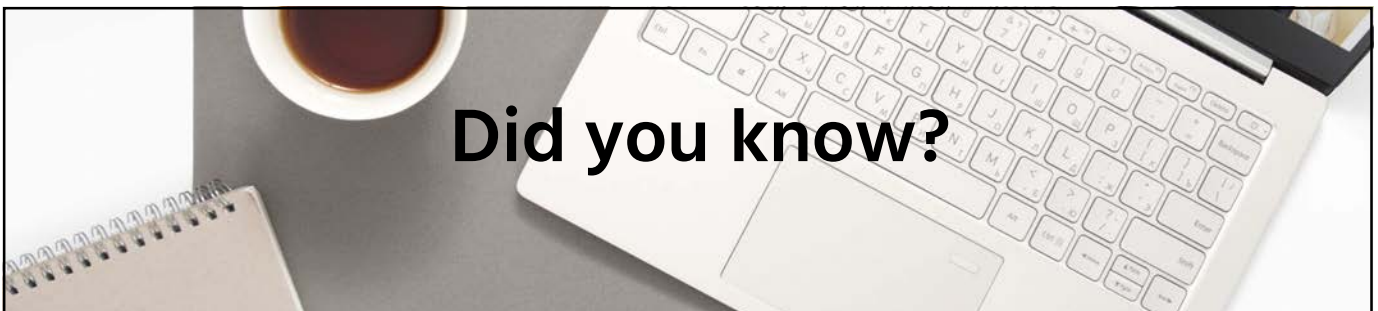


# **Health Insurance**

## **The engine that drives Employee Benefits.**



## **Did you know?**



**Under the ACA, employers with 50 or more full-time employees (or the equivalent in part-time employees) must provide health insurance to 95% of their full-time employees or pay a penalty to the IRS. This penalty is quite hefty—\$3,860 per employee per year (in 2020).**

**For small employers, benefit plans tend to be offered on a voluntary basis: there is no legal requirement that small employers provide health or welfare benefits to their employees.**

**Small  
Business  
options for  
taking  
care of  
thier  
Employers**

- Do Nothing
- Partnering your people with an Expert in the market place
- Fully Insured Plans
- Level Funded Plans
- ICHRA's
- DPC and Med Share plans



One of the simplest things you can do  
is hire an expert for individual  
Insurances

Experts can educate your employees like

- Deductible
- Premium
- Max out of Pockets
- HSA,s
- HDHP
- How do Drugs figure in .
- Plan Design



## Small Market ACA Rates

- Age Banded Rate
- Little Risk
- NO Discrimination against Preexisting conditions
- Fully Guaranteed Rates
- Mandated Plan designs
- 1 plan design for everyone in the group



## Level Funding

- Created for small Businesses
- Allows the Insurance company more data to help hone the risk/premium
- Employees fill out a questionnaire



+



+



=

Small Business  
Opportunity

- 
- Under the Affordable Care Act, health insurance companies can't refuse to cover you or charge you more just because you have a "pre-existing condition" — that is, a health problem you had before the date that new health coverage starts. They also can't charge women more than men.
  - The ICHRA was originally created in 2019 to help control costs and address ACA compliance for applicable large employers, but in January 2020 it became available for businesses of all sizes.
  - Subsidy eligibility has been greatly – albeit temporarily – expanded as a result of the American Rescue Plan.

I	Individual
C	Coverage
H	Health
R	Reimbursement
A	Arrangement



## Why ????

- Completely Customizable
- Can be broken down into 11 categories
- Allows for a fixed budget amount
- Gives the ability to use the Marketplace subsidies to an owners advantage
- Can actually create a Large business program on small business dollars
- Individual support for each of your employees

Using ICHRA's has the ability to free up budget dollars for benefits like:

- 401 Ks
- Simple IRA
  - Dental
  - Vision
- Life Insurance
  - Disability
- Key-person Insurance



### Family Glitch

On October 11, 2022, the Internal Revenue Service (IRS) and the Department of the Treasury issued a final rule to revise a 2013 interpretation on premium tax credit eligibility for families. This change fixes the so-called “family glitch” by newly extending eligibility for marketplace subsidies to many dependents of low-wage workers who were previously ineligible.



# Down the Rabbit Hole

Direct Primary  
Care and Cost  
Sharing Plans



# The Sum of all Parts





Do you have any questions?

2:45 – 3:35 p.m.

# FDICIA Readiness

**Lisa Ahrens, CFIRS, CFSA, Senior Manager, Baker Tilly**

**Himanshu Sharma, CPA, CISA, Senior Manager, Baker Tilly**



# FDICIA Readiness



**Lisa Ahrens**  
**CFSA, CFIRS**  
Senior Manager

P: +1 (414) 777-5495  
E: [Lisa.Ahrens@bakertilly.com](mailto:Lisa.Ahrens@bakertilly.com)



**Himanshu Sharma**  
**CPA, CISA**  
Senior Manager

P: +1 (414) 777-5867  
E: [Himanshu.Sharma@bakertilly.com](mailto:Himanshu.Sharma@bakertilly.com)



Baker Tilly US, LLP, trading as Baker Tilly, is a member of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities. © 2023 Baker Tilly US, LLP.

## Agenda

- Overall Learning Objectives
- FDICIA Background
- Industry Trends
- Preparation for FDICIA
- Conducting FDICIA Readiness
- Considerations for Year 1 of FDICIA
- Common Challenges
- Critical Success Factors

3



## Overall Learning Objectives

- Gain an understanding of the requirements for FDICIA
- Gain an understanding of the thresholds requirements and FDICIA preparation
- Gain an understanding over scoping for FDICIA, including IT
- Evaluate how a FDICIA readiness exercise will benefit your institution in adapting to your new expectations
- Gain an understanding of what to expect when required to be FDICIA compliant

# FDICIA Background



## FDICIA Background

- Federal Deposit Insurance Corporation Improvement Act (FDICIA) of 1991
- Two levels of requirements, based on asset size
  - Banks \$500 million or more, but less than \$1 billion
  - Banks \$1 billion or more
- Measurement
  - FDICIA applies to individually chartered institutions – two separate banks, each with \$499 million in assets, are not subject to FDICIA – but one combined bank with \$500 million in assets is
  - The measurement date is the beginning of the fiscal year
- Must assert that an internal control methodology is in place to assure the integrity of the annual audited financial statements
- Must evaluate the design, implementation and operating effectiveness of those internal controls over financial reporting
  - Design & Implementation: Are the controls designed and implemented at a point in time?
  - Operating Effectiveness: Were the controls operating, as designed, over a period of time?
- Requires independent public accountant to examine and attest to management's assessments



## FDICIA Requirements by Asset Size



7

## Auditor Independence

Greater than \$500 million:

- Auditor must comply with the most restrictive independence standards and interpretations of the AICPA, SEC, and the PCAOB. In most situations, the SEC and PCAOB rules are the most restrictive.
- Auditor cannot\*:
  - Create a mutual or conflicting interest between the audit firm and the institution
  - Place the auditor in the position of auditing his or her own work
  - Result in the auditor acting as management or an employee of your institution
  - Place the auditor in a position of being an advocate for your institution
- Requires audit partner rotation every 5 years

\* Services that cannot be performed by the independent financial statement auditors:

- Bookkeeping or other services related to your accounting records or financial statements
- Financial information systems design and implementation
- Appraisal or valuation services
- Actuarial services
- Internal audit outsourcing services
- Preparation of tax returns for individuals overseeing financial reporting

8

## Management Reports

### \$500 million:

- Must submit a statement of management's responsibilities, and an assessment of these responsibilities, for:
  - Preparing the institution's annual financial statements
  - Establishing and maintaining adequate procedures and an internal control structure for financial reporting
  - Complying with laws and regulations relating to safety and soundness that are designed by the FDIC and the appropriate federal banking agency

### \$1 billion:

- Must provide *an assessment of the effectiveness* of your bank's internal control structure and procedures, which include:
  - A statement identifying the internal control framework used by management to evaluate the effectiveness of your institution's ICFR
  - A statement that the assessment included controls over the preparation of regulatory financial statements in accordance with regulatory reporting instructions, including identification of regulatory reporting instructions
  - A statement expressing management's conclusion as to whether your bank's ICFR are effective as of the end of its fiscal year. Your management must disclose all material weaknesses in your ICFR, if any, that have not been remediated prior to fiscal year-end
  - Management is required to issue an attestation, and your financial statement auditors are required to issue an opinion on the effectiveness of your bank's ICFR, which is also provided to the appropriate federal banking agency.

9



## Audit Committee

### \$500 million:

- Must have a separate audit committee
- Majority of members must be outside members (not management)
- Responsible for engaging and overseeing independent accounting firm
- Two-way communication with audit firm.

### \$1 billion:

- All members of the audit committee must be independent

### Over \$3 billion:

- Must include members with banking or related financial management expertise
- Must have access to its own outside counsel
- May not include any large customers of the institution

10



## FDICIA Measurement Date Roadmap

**1/1/2023**

Total Assets: \$900 million

FDICIA does not apply

**12/31/2023**

Total Assets: \$985 million

FDICIA does not apply

**12/31/2024**

Total Assets: \$1.2 billion

FDICIA does not apply

**1/1/2025**

Total Assets: \$1.2 billion

FDICIA Applies

**12/31/2025**

Must attest to internal controls over financial reporting

11



## Industry Trends



## Industry Trends

- Significant industry consolidation
- Consolidation trends increase the average asset size
- Some banks are not prepared for the reality of life after reaching \$500 million or \$1 billion in assets
- Increased scrutiny over internal controls over financial reporting from external audits and regulators

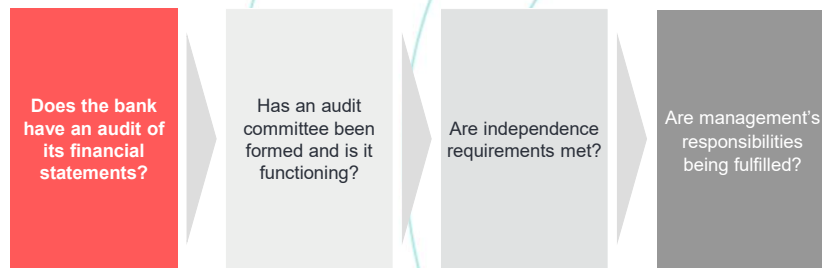
13



# Preparation for FDICIA



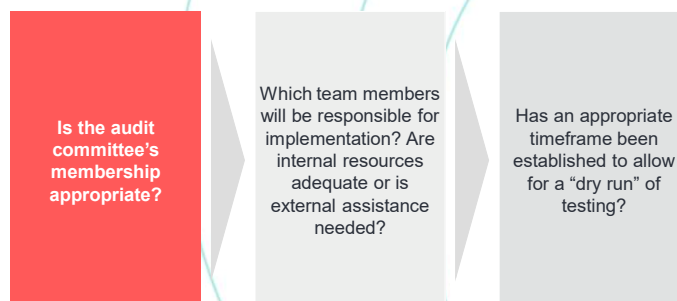
## Prior to reaching \$500 million, determine:



15



## Around \$750 million and, ideally, 1-2 years prior to \$1 billion, determine:



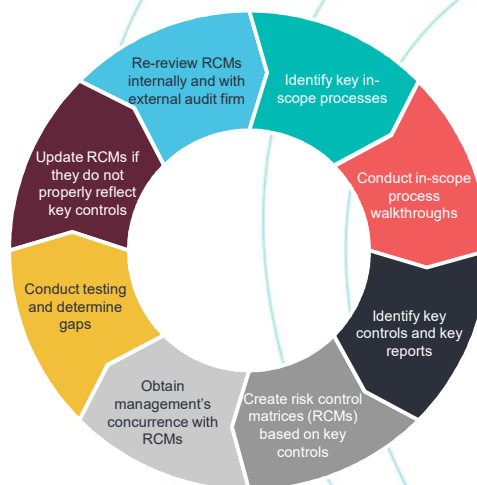
16



# Conducting FDICIA Readiness



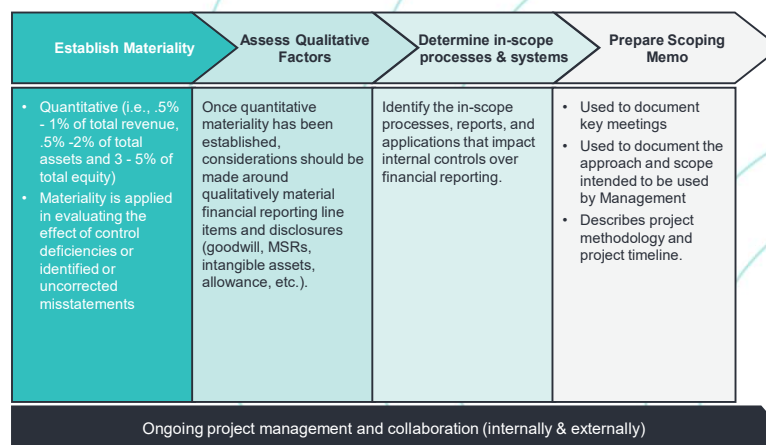
## FDICIA Implementation Phases



## Phase 1

- Q4 2023 Activities
  - Establish materiality
  - Perform risk assessment
  - Determine in-scope processes and systems
  - Prepare scoping memo

## Risk Assessments



## Identification of Key Risks

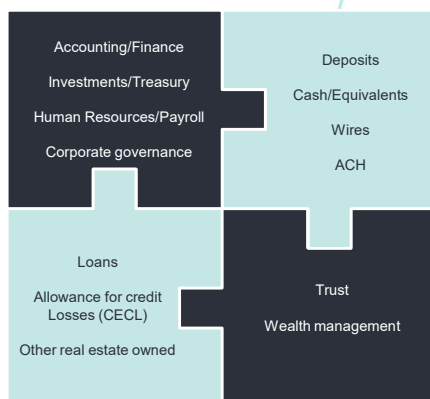
- Risk Factors:
  - Account size and composition
  - Volume and complexity of transactions
  - Use of judgment and estimates
  - Non-routine vs. homogenous transactions
  - Susceptibility to misstatement due to fraud, errors or deficiencies
  - Lack of automation (manual vs. automated transactions)
  - Changes in people, process, technologies
- Determine risks related to systems and reports

21

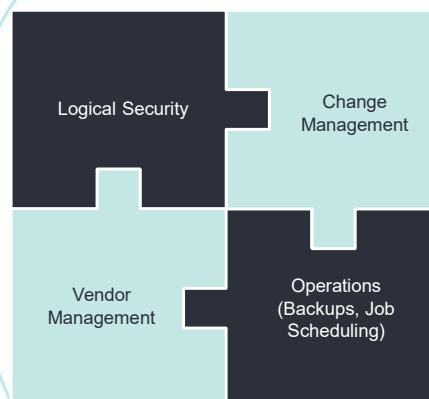


## Identification of in-scope processes

### • Business Processes



### • IT Domains



22



## IT Scoping

- Determine key systems and applications that impact financial reporting:
  - What systems are used to initiate, authorize, process and record transactions impacting financial reporting?
    - Initiated: In which application(s) is financial data initially entered?
    - Authorized: In which application(s) are financial data entries approved and validated for completeness and accuracy?
    - Processed: In which application(s) are financial transactions processed and validated for completeness and accuracy?
    - Recorded: In which application(s) are financial transactions posted and produced for external financial reporting?
  - What are the key reports used by management as part of financial reporting?
    - How did management validate that those reports are complete and accurate?

23



### IT DOMAINS

## Logical Security

- **Access provisioning, deprovisioning, modifications:**
  - Centralized vs. decentralized process
  - How is access added, modified, removed over the key systems?
- **Passwords:**
  - Does the entity have the ability to control password parameters for in-scope applications?
  - Do passwords align with policies?
- **Privileged Access:**
  - How many users with privileged access and what privileges do they have?
  - Is segregation of duties implemented?
  - Is privileged access segregated from standard access?
- **User Access Reviews:**
  - Who is performing the review (application owner, supervisor, IT, etc.)
  - Reviews include privileges vs. active/inactive users
  - Segregation of duties is being considered
  - User listings are complete and accurate

24



## Change Management

- Database changes, application changes, operating system updates, configuration changes
  - Does the Bank have a process for ensuring that all changes made to systems are appropriate and authorized?
- Are systems developed in-house or purchased?
- Are systems hosted internally or vendor-hosted?
- Are there monitoring controls implemented?



## Operations

- **Backups:**
  - Applies to application backups and server/network backups
  - Are backups controlled by the entity or vendor?
  - Is there monitoring of backups?
  - How are failed backups being alerted and remediated?
- **Job Scheduling**
  - Are there automated jobs, related to ICFR, that need to be considered?
  - Are alerts configured to notify the appropriate administrators upon errors with the job or interface and administrators track remediation activities until resolution?



## Vendor Management

- Is vendor due diligence being performed over key vendors / systems?
  - Review of SSAE / SOC reports
  - Security questionnaires
- Is management performing the necessary steps to be able to rely on the in-scope systems?
  - Performing a review over complementary user entity controls within SOC reports



## Phase 2

- Q1 2024 Activities
  - Determine resource needs
  - Conduct in-scope process walkthroughs
  - Identify key controls and key reports
  - Create risk control matrices based on key controls identified
  - Assess identified design and implementation gaps / weaknesses



## Required Resources



29



## Design and Implementation Validation

- Evaluate entire life cycle of the key processes / all steps of the process
- Interviews of key personnel
- Identification of key controls & reports
- Identification of potential weaknesses / gaps
- Identification of control duplication / inefficiencies
- Basis for buildout of risk control matrix (RCM)

30



## Identification of Key Controls

- Common characteristics:
  - Required to provide reasonable assurance that material errors will be prevented or timely detected and corrected
  - Covers the risk of material misstatement
  - Covers more than one risk or supports a process execution
  - If it fails, it is highly improbable that other controls could detect the control absence

31



## Identification of Key Reports

- Identified as part of the process walkthroughs
- Understand the source of the reports / data
- Understand how the reports are complete and accurate
- Responsibility of both the auditor and Bank personnel

32



## Risk Control Matrix

- A summary of key risks, controls & corresponding details, control owners, etc.
- Used to group objectives, risks and controls for each process / IT domain
- Active participation of control owners creates effective RCMs
- Serves as basis for FDICIA process

33



## Risk Control Matrix – Example Content

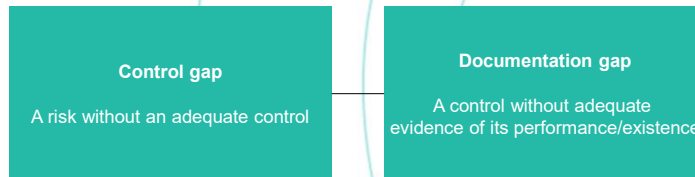
- Key risk
- Control objective
- Control activity/description
- Control owner
- Control frequency
- Financial statement assertion

34



## Gap Analysis & Remediation

- The RCM preparation and review processes may identify gaps or weaknesses in the internal control structure



Management should implement the necessary changes to improve the internal control structure

35



EXAMPLE TIMELINE FOR BEING FDICIA COMPLIANT AS OF 01/01/2026

### Phase 3

- Q2 2024 Activities
  - Obtain management's concurrence with RCM
  - Conduct operating effectiveness testing
  - Assess operating effectiveness gaps / weaknesses

36



## Operating Effectiveness Validation

- Evaluate whether populations are complete and accurate
- Perform sample-based testing over each identified key control to determine whether the control was consistently operating effectively over a period of time
- Evaluate whether documentation is being adequately retained to support the operation of the control activity
- Determination of whether the operation of the control aligns with the design of the control and adequately addresses the mapped risks

37



EXAMPLE TIMELINE FOR BEING FDICIA COMPLIANT AS OF 01/01/2026

## Phase 4

- Q3 2024 Activities
  - Perform remediation activities for design, implementation and operating effectiveness gaps / weaknesses / deficiencies identified

38



## Phase 5

- Q4 2024 Activities
  - Update RCM to ensure proper alignment with controls and processes
  - Review & finalize the RCM with management and with Audit Committee
  - Obtain feedback from external auditors

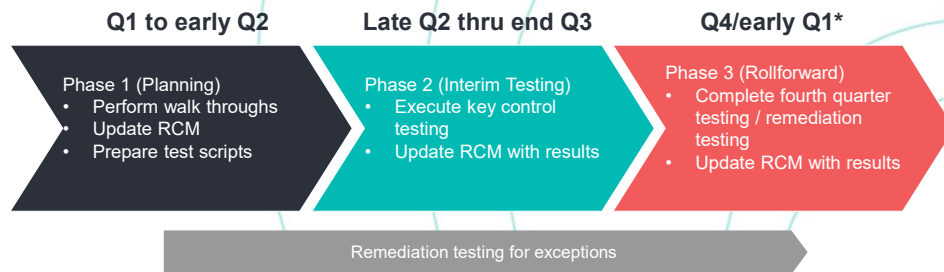


## Phase 6

- Fiscal Year 2025 – Dry Run
  - Establish documentation expectations with external auditors
  - Conduct FDICIA dry run
  - Confirm adequacy of in-scope processes, controls, systems, and reports with external auditors based on results of the dry run



## Dry Run Timeline



\* Applies to financial statement closing process / year-end controls

41

EXAMPLE TIMELINE FOR BEING FDICIA COMPLIANT AS OF 01/01/2026

## FDICIA Readiness Phases

Milestones	Phase 1 Q4 2023	Phase 2 Q1 2024	Phase 3 Q2 2024	Phase 4 Q3 2024	Phase 5 Q4 2024	Phase 6 FY 2025
Establish materiality						
Perform risk assessment						
Determine in-scope processes and systems						
Prepare scoping memo						
Determine resource needs						
Conduct in-scope process walkthroughs						
Identify key controls & reports						
Create risk control matrix						
Management concurrence of RCM						
Conduct operating effectiveness testing						
Assess identified design, implementation and operating effectiveness gaps						
Perform remediation activities						
Update RCM to ensure proper alignment						
Review and finalize RCM						
Obtain feedback from external auditors						
Conduct Dry Run						
Ongoing project management						
Communication with Audit Committee						
Communication with External Auditors						

42

# Considerations for Year 1 of FDICIA



## Expectations during FDICIA

- Establish expectations with external auditors
  - Scope
  - Timeline
  - Extent of testing (sample size, documentation expectations)
- Ensure resource needs are able to be fulfilled
- Ensure alignment between control owners, management and Audit Committee
- For deficiencies identified, evaluate the severity



## Deficiency Evaluation

- If a control deficiency is identified, the deficiency should be discussed with all parties involved in order to validate it is a true deficiency.

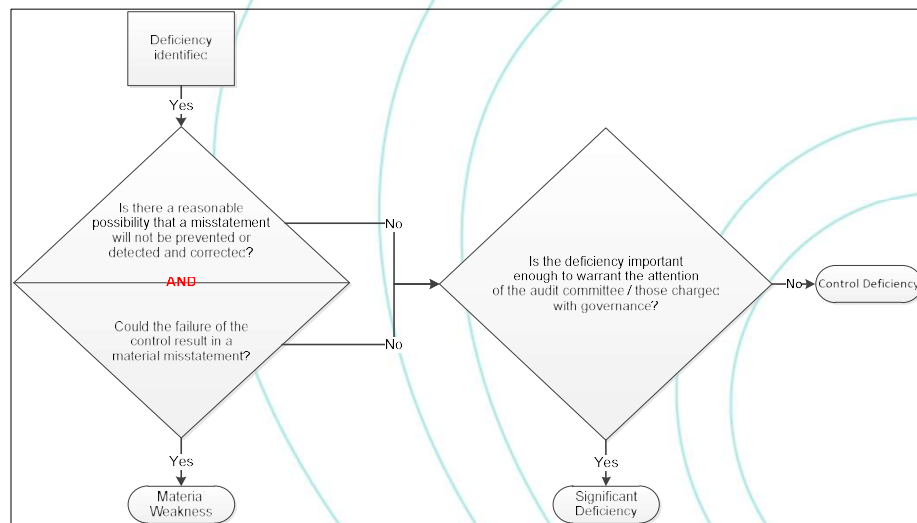
### What should be discussed?

- Review the deficiency identified
- Validate the deficiency truly is a key control failure
- Determine root cause of the deficiency
- Determine whether a mitigating control exists and should be tested
- Processes for remediating the deficiency
- Determine if there is sufficient time available to remediate the deficiency
- If concluded that this is a true deficiency, determine the severity of the deficiency

45



## Deficiency Evaluation



46



# Common Challenges



## Common Challenges

- Lack of proactive planning
  - No opportunity to remediate deficiencies
  - No opportunities to correct RCMs
- Lack of communication
  - Misalignment between auditors, internal audit, management, executives
- Errors in scoping
  - Key controls not identified accurately and completely
  - Full audit period not covered in FDICIA procedures
- Inadequate documentation
  - Testing documentation not deemed sufficient by external auditors
  - Inconsistent methodology
  - Lack of documented processes
- Completeness & accuracy of data
  - Key reports have not been validated for completeness and accuracy
  - Complete and accurate populations are unable to be generated



# Critical Success Factors



## Critical Success Factors



### Tone at the Top

Ensures alignment between those charged with governance (Audit Committee, Board of Directors), management and control owners



### Adequate Coordination / Communication

Open dialogue internally at the Bank and between internal audit, financial statement auditors, and executive management regarding expectations



### Proactive Planning

- Minimizes disruptions throughout the organization
- Defines project timeline
- Cost containment
- Allows time for control remediation in case it becomes necessary



### Appropriate Scoping

Accurate scoping during planning, prevents additional efforts during the subsequent phases

- People / Process / Technologies
- Key reports
- Accurate and complete RCM



### Resources

Ensures that sufficient and competent resources are allocated. If the Bank lacks resources, engage with outsourced vendors



## FDICIA Readiness Best Practices

- Validate that processes, systems and reports are appropriately scoped
- Plan to include a “dry run year”
  - Allows to confirm and/or update controls
  - Gives an indication of any control issues
  - Eases into additional testing
- Ideally performed over a 2-year timeframe
- Ensure clear expectations are established with external auditors

51



# Questions?

## Stay in touch



**Lisa Ahrens**  
**CFSA, CFIRS**  
**Senior Manager**

P: +1 (414) 777-5495  
E: [lisa.ahrens@bakertilly.com](mailto:lisa.ahrens@bakertilly.com)



**Himanshu Sharma**  
**CPA, CISA**  
**Senior Manager**

P: +1 (414) 777-5865  
E: [Himanshu.Sharma@bakertilly.com](mailto:Himanshu.Sharma@bakertilly.com)



Baker Tilly US, LLP, trading as Baker Tilly, is a member of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities. © 2022 Baker Tilly US, LLP



3:45 – 4:55 p.m.

# Current Issues in Business Ethics

**Boz Bostrom, CPA, MBT**, *Associate Professor of Accounting & Finance, College of Saint Benedict Saint John's University*

# Current Issues in Business Ethics – 2023

Boz Bostrom, CPA

Professor of Accounting and Finance  
College of Saint Benedict and Saint John's University  
[bbostrom@csbsju.edu](mailto:bbostrom@csbsju.edu) (612) 414-9629  
<https://www.linkedin.com/in/bozbostrom/>

May 10, 2023

## Learning Objectives

- Understand the attitudes of other related to ethics
- Understand laws, rules and regulations which apply to CPAs and finance professionals
- Understand consequences of violating the laws, rules and regulations
- Understand and learn from current ethical violations
- Understand principles of ethical leadership

## Understand attitudes toward ethics

**Which profession does the public vote as the most honest/ethical?  
Gallup poll taken every December**

- Nurses were added to the rankings in 1999 and rated the highest every year except one
- Which year was the exception? Which profession won?



## Above Average

## Below Average

- Nurses
- Medical doctors
- Telemarketers
- Pharmacists
- Members of Congress
- Car salespeople
- High school teachers
- Business executives
- Advertising practitioners
- Police officers
- Lawyers
- Journalists
- Labor union leaders
- Real estate agents
- Accountants
- Bankers
- Judges
- Clergy

## Gallup Poll (Dec 2022) – rate honesty and ethical standards “high” or “very high”

<b>Nurses</b>	<b>79%</b>		<b>Bankers</b>	<b>26%</b>
<b>Medical doctors</b>	<b>62%</b>		<b>Labor union leaders</b>	<b>24%</b>
<b>Pharmacists</b>	<b>58%</b>		<b>Real estate agents</b>	<b>24%</b>
<b>High school teachers</b>	<b>53%</b>		<b>Journalists</b>	<b>23%</b>
<b>Police officers</b>	<b>50%</b>		<b>Lawyers</b>	<b>21%</b>
<b>Accountants</b>	<b>41%</b>		<b>Advertising practitioners</b>	<b>15%</b>
<b>Judges</b>	<b>39%</b>		<b>Business executives</b>	<b>14%</b>
<b>Clergy</b>	<b>34%</b>		<b>Car salespeople</b>	<b>10%</b>
			<b>Members of Congress</b>	<b>9%</b>
			<b>Telemarketers</b>	<b>6%</b>

## Local Research

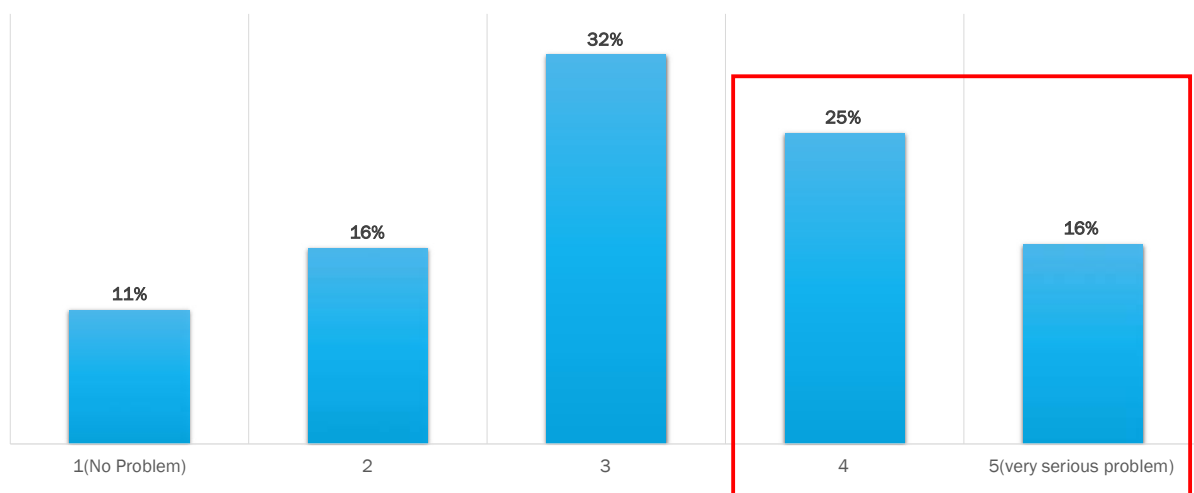
### **2021 Research led by Boz** **Work-from-home considerations - Teamwork**

- Nearly 1/3 of people feel that working from home has negatively impacted their relationships with coworkers
- About 18% find it difficult to receive guidance from team members
- 62% are communicating with coworkers less (10% are communicating more)

## Work-from-home considerations - Loyalty

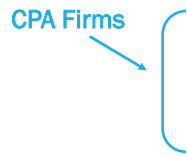
- When asked what increases loyalty to their current job/employer
- Compensation was #1 – 58%
- Good bosses/mentors and good colleagues were both just under 51%
- Well above: challenge, engagement, belief in the company's mission, location, and advancement opportunities
- “Working from home has completely killed our company culture. Everything fun and exciting about my job has been taken away.”

### 2022 Research led by Boz: How serious is the staff shortage problem at your company?



## 5 (Serious Staff Shortage) Answers-By Industry

CPA Firms



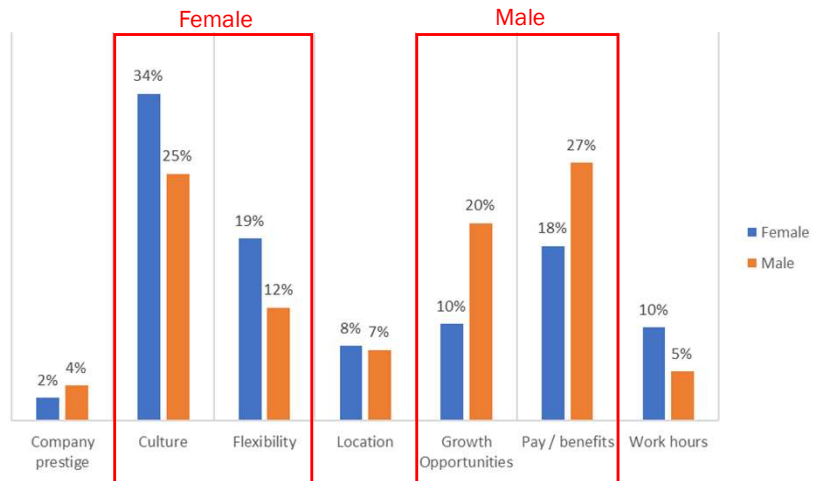
Industry	Percent
Large CPA Firm	26%
Big 4 CPA Firm	26%
Small-mid size CPA firm	25%
Government, non-profit, or education	17%
Private corporation	12%
Consulting, advisory, or self-employed CPA	8%
Public corporation	7%

**Which factor has the most influence on what company an employee chooses to work for?**

**OPTIONS:**

- Company Prestige
- Culture
- Flexibility
- Growth Opportunities
- Location
- Pay / benefits
- Work hours

## Which factor has the most influence on what company an employee chooses to work for? Breakdown by Gender



## Research Takeaways

- There are serious staff shortages, particularly in public accounting
- Culture and flexibility are highly valued, particularly by women
- Potential culture issues:
  - Relationships with co-workers and bosses increase loyalty, but...
  - Communication with co-workers has decreased
- Overall, there are fewer people to do the work and many feel culture has been negatively impacted
- What ethical issues could this raise?

# Embezzlement

## Discussion

- As part of doing business, a company needs to purchase goods/services
- What sort of risks does this create?
- What types of controls can a company put in place to manage these risks?

## Shelbee Szeto

- Executive Assistant, then Finance Planning Manager at Hewlett Packard from 2017 – 2021
- Was issued corporate credit cards to facilitate purchases for the company
  - Company policy prohibited using these cards for personal expenses
- Shelbee setup fake accounts PayPal, Stripe, and Square and paid fake invoices received from these vendors
- Embezzled \$4.8M in total
  - Spent it predominantly on luxury items

**What do you think - Which was not a luxury item Shelbee had to surrender to the authorities?**

- A. Automobile
- B. Bags/purses
- C. Hotel stays
- D. Jewelry
- E. Teddy bear

## Items surrendered:

- Tesla sedan
- Porsche SUV
- Dozens of designer bags and purses
- Over a dozen Rolex watches
- Dozens of jewelry items
- Louis Vuitton teddy bear



Louis VUITTON Pre-owned Louis VUITTON Doudou ...

Brown cotton Louis Vuitton Doudou 2005 teddy bear from Louis Vuitton Pre-Owned featuring a monogram pattern and a hanging leather tag. Please be mindful that this piece has led ...

Bear

**\$17,957.00**

+\$0.00 est. tax

[The Luxy Shop](#)

Free delivery by Thu, Jul 7



[Compare 2 prices](#)

## Documentation

- HP required documentation
  - Uploaded falsified invoices to HP's internal system and falsely represented to HP that the payments were made to legitimate vendors
- Square asked for documentation.
  - She produced a false credit card authorization form
- Bank asked for documentation.
  - Claimed she earned \$3.6M through work as a consultant over a 12 month period and this was business income

## Fallout

- March 2022. Pled guilty to:
  - Two counts of wire fraud, in violation of 18 U.S.C. § 1343. Up to 20 years per count.
  - two counts of money laundering, in violation of 18 U.S.C. § 1957. Up to 10 years per count
  - and one count of failing a false tax return, in violation of 26 U.S.C. § 7206(1). Up to 3 years
- Szeto's attorney: "Ms Szeto is accepting responsibility and doing her best to make amends.
- Sentenced to three years in prison

## 26 U.S. Code § 7206 - Fraud and false statements

- Any person who...Willfully makes and subscribes any return, statement, or other document, which contains or is verified by a written declaration that it is made under the penalties of perjury, and which he does not believe to be true and correct as to every material matter...
  - shall be guilty of a felony and, upon conviction thereof, shall be fined not more than \$100,000 (\$500,000 in the case of a corporation), or imprisoned not more than 3 years, or both, together with the costs of prosecution.

# Ethical Leadership

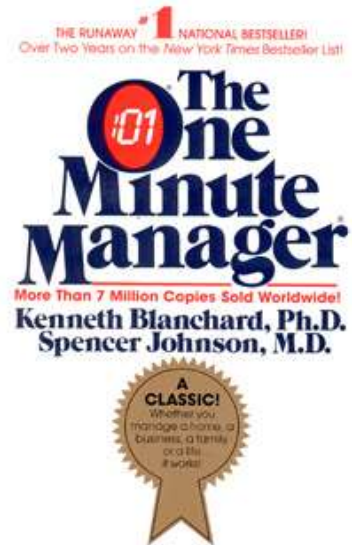
## Discussion

- What traits come to your mind when you think of an ethical leader?

## Ken Blanchard

- Author, consultant, speaker
- *The One Minute Manager* has sold over 15M copies

- <https://www.youtube.com/watch?v=ctZHSa4Qhd4>



## Servant leadership

- Serve first, lead second
- Most effective leaders are good human beings who care about people
- Listen more than talk

## Tips to success

- Self assess at the end of each day – Praise and redirect yourself
- Focus on significance instead of success
  - Significance is tied to generosity, success is tied to money
- Enter your day slowly, and with intent
  - Be intentional. Don't get caught in the rat race

## Three key aspects of being a leader

- Set clear goals
  - People need to know what they must try to accomplish
- Praise others
- Redirect
  - Point out the issue, ask for their opinion, ask how you can help them get back on track
- Which one could you most improve on?

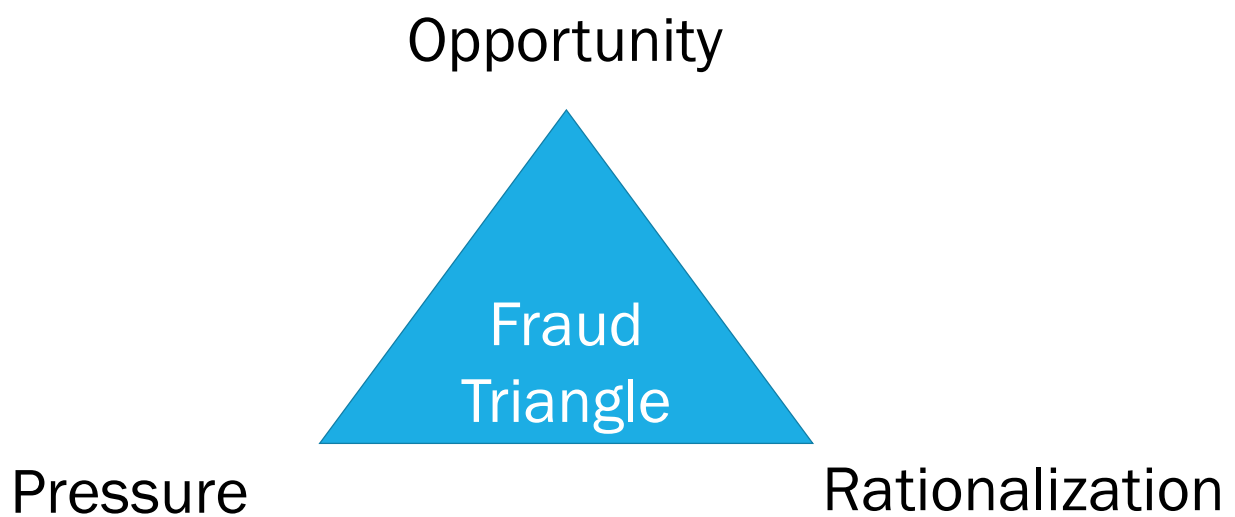
# Reducing the risk of fraud

## Discussion

- Why do people commit fraud?

## Common Frauds

- Embezzlement
  - Rita Crundwell
- Insider Trading
  - Scott London
- Foreign Bribery
  - Wal-Mart Mexico
- Bribery of Government Officials
  - Ray Nagin
- Falsified Financials Statements
  - Autonomy



## Case Study

- Your spouse serves as the President for a small non-profit organization in your local community
- The Treasurer abruptly resigned and community members have encouraged you to take on that role given your financial savvy
- The non-profit does not have an active board of directors
- You indicated you would not be comfortable taking on the role and they asked you what would need to change so that you could do so?

## Conflicts of Interest - Three steps as prescribed by the AICPA's Code of Conduct:

- Identify a conflict of interest
- Evaluate a conflict of interest
  - Significance of threat/safeguards. If not at acceptable level, must apply more safeguards
    - Restructuring or segregating certain responsibilities and duties
    - Obtaining appropriate oversight
    - Withdrawing from the decision making process related to the matter giving rise to the conflict of interest
    - Consulting with third parties, such as a professional body, legal counsel, or another professional accountant
  - If can't get to acceptable level, decline services or withdraw from the relationship
- Disclose a conflict of interest (if at acceptable level)

## Embezzlement – The Sharpers

- Anthony Sharper, CPA and his wife Deana Sharper were involved with a Charlotte area high school booster club
  - Anthony was interim President and Treasurer
  - Deana ran the concession stand and school store
- Embezzled over \$200,000 from a Charlotte high school booster club – from 2017-2020
  - Writing checks to themselves
  - Wiring funds to themselves
  - Using club debit/credit cards to pay for personal expenses

## Embezzlement – The Sharpers

- Did not pay tax on embezzled income = two counts of tax fraud!
- How did they cover the theft?
- A fake PPP loan of \$230,000
- Some reimbursed the booster club, some was used personally

## Charges

- Wire fraud
  - Maximum penalty of 20 years in prison and a \$250,000 fine.
- Two counts of making false statements to a financial institution
  - Maximum prison term of 30 years and a \$1 million fine per count
- Making a false statement to SBA
  - Maximum statutory penalty is 30 years in prison and a \$1 million fine
- Two counts of engaging in monetary transactions in criminally derived property
  - Maximum prison term of 10 years and a \$500,000 fine per count
- Two counts of filing a false tax return
  - Maximum penalty of three years in prison and a \$250,000 fine per count.
- Their attorney, "They are very nice people and as the legal process runs its course, everybody will find out more."

## What do you think? Embezzlement is more common at?

- A. Large companies
- B. Small companies

- HISCOX, a specialty insurance company, found in a 2016 study that 80 percent of embezzlement occurred at small businesses (defined as those with less than 150 employees).

## Jasiel F. Correia – a rising star

- In 2012, at the age of 19, Jasiel designed an app to connect local businesses with consumers
- Decided to run for office. “I’m a product of Fall River. I’m young, I’m ambitious and I’m a hard worker. I want to see myself and Fall River succeed.”
- Became Mayor of Fall River, Massachusetts, a city with a population of about 100,000, at the age of 23

## Jasiel F. Correia – a fallen angel

- Raised \$360,000 from investors and used 2/3 to fund personal lifestyle and to fund his political campaign
- Refused to provide financials to investors, gave false positive updates
- Became Mayor in 2016 (Age of 23), accepted bribes in exchange for non-opposition letters to marijuana vendors
  - Letters required under state law to operate a marijuana business
  - Solely responsible for approving non-opposition letters

## Jasiel F. Correia – the fallout

- In 2021, convicted of 21 total counts of wire fraud, four counts of filing false tax returns, four counts of extortion conspiracy and four counts of extortion.
- “Eventually, the real truth will come out,” Mr. Correia said. “I will be vindicated, and my future will be very long and great.”
- Sentenced to 6 years in prison and 3 years supervised release
- April 2022: Reported to prison

## 18 U.S. Code § 201 - Bribery of public officials and witnesses (selected language)

- Whoever directly or indirectly, corruptly gives, offers or promises anything of value to any public official with intent to influence any official act...
- Whoever being a public official directly or indirectly, corruptly demands, seeks, receives, accepts, or agrees to receive or accept anything of value personally or for any other person or entity, in return for being influenced in the performance of any official act...
- Shall be fined under this title or not more than three times the monetary equivalent of the thing of value, whichever is greater, or imprisoned for not more than fifteen years, or both

## Comments from government authorities

- “Jasiel Correia was a corrupt and deceitful politician who could only be stopped by federal prosecution. Now he is a felon and will be a federal inmate.”
- “Jasiel Correia’s conscious decision to fleece investors, extort hundreds of thousands of dollars in bribes, and cheat on his taxes has now cost him his freedom. He has proven to be a pervasive liar who has shown absolutely no remorse or empathy for his victims, and today he has been held accountable. Sadly, his actions have further eroded the public’s trust in government, and deeply hurt the citizens of Fall River.”

## How could these have been avoided?

- Oversight, approvals, segregation of duties
- Avoid Pressures
- Avoid Opportunities

## Key Takeaways

- Understand the relevant rules and perspectives of others
- Discuss your decision with others who don't have a stake in the outcome
  - Assume your decision will be discovered
  - Focus on the long-term
- Document your decision and support for your position
- “Ethics is knowing the difference between what you have the right to do and what is right to do.” – Potter Stewart, former Associate Justice of the U.S. Supreme Court