# UNDERSTANDING BANK PERFORMANCE

*Building Better Bankers*

## September 2025

State Banking Association Members: $1,000 per registrant

VIRTUAL TRAINING

**Register online**: www.bankerscontent.com/ubp0925

# Who Should Attend?

Participants will learn how to assess and analyze a bank's financial performance by working with data from real institutions. Using financial statements from one sample financial institution along with statements from their own banks, participants will become familiar with the ins and outs of balance sheets and income statements and learn how to apply key performance metrics to the data presented in these documents.

Having learned how to interpret and analyze a bank's financial statements, participants will gain deeper insight into the factors affecting bank performance. Later sessions in this course will address ways in which performance may be hindered or improved by funding strategies and risk management. Ultimately, participants will be able to review a bank's financial statements to identify strengths and weaknesses and be able to recommend changes that will lead to improved performance.

In the final session of this course, participants will put what they have learned into practice. Participants will analyze a new data set, rate the bank's performance and suggest strategic adjustments that might benefit the bank.

**All classes will be held at:**

8:00 - 10:00 am PT | 9:00 - 11:00 am MT
10:00 -12:00 pm CT | 11:00 -1:00 pm ET

## Fundamentals of Financial Statements Part 1

### September 16, 2025

This session will focus on the basics of a bank's balance sheet. By analyzing a sample bank balance sheet, participants will demonstrate understanding of the institution's primary sources of earning assets, funding liabilities and total capital. Participants will practice identifying potential risks and limitations on financial performance, and will leave with an understanding of how leverage, risk management and asset allocation impact earnings and performance.

Session Objectives:

- Develop a clear understanding of the relationship of how assets, liabilities and capital interrelate
- Describe the different asset classes held by the bank
- Identify primary funding sources
- Understand risk-based capital

## Fundamentals of Financial Statements Part 2

### September 18, 2025

Participants will analyze a sample bank income statement and relate it to the institution's balance sheet. This session will address the differences between interest and non-interest income. Participants will learn how to analyze and explain a bank's overall cost structure based on its balance sheet and income statement. The material covered will empower participants to interpret a bank's financial statements and understand cash flow on both sides of the balance sheet.

Session Objectives:

- Identify components of a bank's income statement• Identify how a bank generates revenue and earnings
- Discuss the major cost drivers
- Connect the balance sheet with the income statement
- Identify how risk management strategies impact overall performance

## Credit Metrics & Credit Quality

### September 23, 2025

Participants will examine credit metrics looking at typical types of loans, as well as specialized lending and the importance of credit quality. Participants will also examine risks related to asset mix concentrations to assess methods to achieve the greatest return at a given level of risk tolerance.

Session Objectives:

- Understand the ratios that define how a loan portfolio is performing
- Discuss the pros and cons of different portfolio types
- Identify how risk is quantified and measured
- Explain regulatory limits on portfolio concentrations

## Funding & Liquidity

### September 25, 2025

How efficiently a bank funds its earning assets is one of the single largest determinants of financial performance and is a critical component of an institution's overall business plan. Participants will examine how funding strategies impact a bank's overall liquidity and operational costs. Building on key concepts developed in earlier sessions, participants will arrive at a detailed understanding of how banks fund themselves and how various factors come into play in this process.

Session Objectives:

- Develop a clear understanding of liquidity in banks
- Describe how banks manage liquidity
- Discuss funding strategies
- Analyze capital position and the impact it may have on financial performanc

As a banker, our daily decisions have a direct impact on our bank's profitability. This class helps bridge the gap between understanding the overall bank performance with my daily decisions. From credit decisions to expense management, this will help you gain a better understanding of how your actions can have a positive impact on your team's profitability and your bank's overall performance. I highly recommend this class to any banker wanting to improve their overall understanding of bank performance!

*Jeane Daley, VP/Training & Development Manager, Heritage Bank University*

Understanding Bank performance is an essential key to the development of any banker. This training will provide you with an enriched understanding of how the work you do impacts the overall performance of the bank. Whether you are new to banking or you have been in banking for years, this course will expand your breadth of knowledge.

*Kelli Nielsen, EVP Retail Banking and Marketing, 1st Security Bank of Washington*

## Capital & Bank Investments

### September 30, 2025

This session focuses on capital components, strategies, attributes, structure and other factors that drive value. Participants will consider these topics from several different perspectives, first learning the basics and then progressing through increasingly complex analyses of the subjects covered. By considering how a wide array of variables interact with one another to affect performance, participants will arrive at a dynamic understanding of the role of capital in banking.

Session Objectives:

- Develop a clear understanding of capital through analysis of the balance sheet
- Discuss capital instruments, retained earnings, dividends, share repurchase
- Identify and discuss the importance of capital ratios, regulatory requirements and valuation
- Identify shareholder risk in bank investment

## Risk & Return

### October 2, 2025

Financial performance is a function of leverage, earnings, and expenses. As banks make decisions affecting each of these three factors, they also increase or decrease the risk of loss to shareholders and may impact the deposit insurance fund. Participants will gain a broad understanding of risk considerations as they relate to a bank's financial performance.

Session Objectives:

- Discuss risk management expectations
- Understand various risks to your bank and mitigation strategies
- Apply risk and return examples using scenario-based opportunities

## Capstone Overview

### October 7, 2025

The capstone overview session will bring together

the core lessons from previous sessions and prepare participants to test their mastery of the topics covered. Key performance indicators will be reviewed and capstone assignment criteria will be shared. Participants will work to prepare their final capstone presentation utilizing a new set of financial statements from a bank not previously considered. Using the information contained in these statements, participants will be expected to assess various aspects of the bank's performance and make suggestions related to increasing performance and managing risk.

Session Objectives:

- Discuss key performance indicators
- Describe the different asset classes held by the bank
- Describe the bank's general funding strategy
- Analyze capital position and the impact it may have on growth

## Proforma Capstone

### October 9, 2025

In this final session, participants will work through an analysis of three financial institutions with recommendations for action, intended benefits and potential risks.

## Available Live & On Demand

The 8-part Understanding Bank Performance Series is offered LIVE and will remain available OnDemand through December 9, 2025. Perfect for catching up on any missed sessions!

# Cost for Program

- State Banking Association Members: $1,000 per registrant

# Instructor

**Duncan Taylor** is the SVP/Chief Operating Officer for the Washington Bankers Association and serves as President of WBA Professional Services, Inc. He is a seasoned association management professional and is also an experienced small business and not-for-profit technology consultant. He's a third-generation "accidental banker", as both his mother and grandmother had careers at Washington Mutual. Duncan's consulting background gives him a unique perspective in understanding and connecting the actions of an institution with the effects and impact it has on customers and stakeholders. He's also a bank data "nerd" and will happily discuss the ins and outs of your Call Report. Duncan has a breadth of teaching experience, ranging from financial literacy education to capital budget details for Washington State school construction – his specialty is breaking down complex topics into digestible chunks. Duncan is a graduate of Pacific Coast Banking School, holds an ABA Bank Operations Diploma, and is also an alumnus of Highline College's Political Science program, Western Governor's University Business Administration and IT Management program, and the Society for Nonprofits Leadership and Management program at Michigan State University.

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For more information visit us online at
www.wabankers.com/ubp.

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**Attendance at WBA programs is limited to employees, officers and directors of WBA members, non-members eligible for membership in the WBA and members of other state banking associations which grant reciprocal privileges to WBA members.*

*Cancellation Policy: For all cancellations that occur up to seven days prior to the start date, a $50 cancellation fee will be charged. For cancellations with less than seven days notice, there will be no refunds. A substitute can attend at no fee. For cancelled courses and/or seminars, full fees will be refunded. Cancellation Procedure: Cancellations must be sent in writing to the WBA office via email, fax, or mail. No refunds will be granted until a written cancellation request is received by WBA.*