

Founded in 1967, Clark/Bardes Consulting (NASDAQ: CLKB) is a national firm specializing in executive compensation and benefit design, financing and administration. With more than 2,800 corporate, healthcare and banking clients, the Company's primary mission is helping companies keep their best people.

Clark/Bardes Consulting – Banking Practice

Clark/Bardes Consulting – Compensation Resource Group

Clark/Bardes Consulting – Healthcare Group

Clark/Bardes Partners

Pearl Meyer & Partners

Announcing:

A broader vision, a larger enterprise, a single brand.

Our Mission:

Helping banks keep their best people.

Clark/Bardes Consulting™
Banking Practice

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Clark/Bardes Consulting™
Banking Practice

Helping Banks Keep their Best People through



Many Talents and One Voice

We have reason to be proud. Our organization has helped bankers all across America and, in doing so, we have, in fact, changed compensation and benefit practices. As we begin to communicate this message through a unified name and image, people will better recognize who we are and how much value we collectively bring to their organizations.

— Rich Chapman

Cutting through the Clutter

Like all consumers, bankers are inundated with sales pitches and other messages. Our clients and prospects are no exceptions. Those in a position to benefit from our programs and services may find it difficult to sort through the clutter, and the company that can state its purpose clearly and concisely has the best chance of differentiating—of being heard and remembered. Through our strategy of growth and acquisitions, we have been adding to the confusion ourselves by coming to our audience under a number of different identities. However, we all share the same objective: *Helping banks keep their best people.*

To better reflect our consultative approach, our parent company will be changing to the name Clark/Bardes Consulting next month. Concurrent with this, all banking capabilities under the umbrella of Clark/Bardes will consolidate as the Clark/Bardes Consulting—Banking Practice. By doing this, we will present our programs and services to the market with one clear, unified voice—a voice that will be heard above the competition.

Those who have struggled to explain the relationship between our various entities are excited about the change. This is a needed move and, in the situations where we've tested the concept, we've received very positive feedback. **Going forward, the banking practice will consist of three areas of specialization:**

- **Compensation Consulting**
- **Executive & Director Benefits**
(which will incorporate estate planning as well as management/ownership succession planning)
- **Bank-Owned Life Insurance**

The Community Bankers Scholarship Program™ will continue under its own identity as a Clark/Bardes Consulting—Banking Practice program.

Offering our Talent

The way we conduct business won't be changing—the Banking Practice is already comprised of the most respected and credible compensation and benefits consultants in the country. Our back-room support is second-to-none; with accounting, regulatory and insurance experts who provide our clients with timely, accurate information, as well as other administrative, information technology, finance and marketing professionals who keep everything running smoothly.

Leveraging our Strengths

What *will* be changing—in addition to the obvious things such as letterhead, signage, sales collateral, etc.—is that we'll be in a better position to share our strengths among the entities within the Banking Practice. For example, the National Advisory Board will no longer belong only to BCS, but the entire Banking Practice will be able to draw upon the expertise offered by industry leaders such as Eugene Ludwig and founding member Bill Seidman. Our consolidated practice will also strengthen our leadership position within the industry—combined we have more than 1,600 banking organizations as clients, serve more than 11,400 executives and directors, and are the nation's largest purchaser of BOLI.

Aligning ourselves more closely with our parent company affords advantages as well. Clark/Bardes Consulting is the only public company specializing in executive compensation and benefits planning. Our ability to access information and expertise from our other divisions is invaluable. Moreover, our collective bargaining power allows us to negotiate proprietary product designs and competitive rates with our carrier partners. From Clark/Bardes Consulting's Healthcare Group to Pearl Meyer & Partners to Compensation Resource Group and, of course, the Banking Practice, we help organizations throughout the country and across industries keep their best people.

Shifting our Paradigm

We are now *one* division with *one* identity and *one* mission. This is the new paradigm. New letterhead, business cards and other support materials are being developed to help communicate this message, and will be in your hands soon. We'll be providing you with a Q&A in the next couple of weeks to address common questions about the consolidation and re-branding. Meanwhile, if you have specific

concerns about how your area of specialization may be affected by this change, we encourage you to discuss them with your manager.

As illustrated below, you will see that our new structure as the Banking Practice of Clark/Bardes Consulting affords us many opportunities to address the needs of our clients more efficiently. As a truly comprehensive resource for compensation and benefits consulting, we're strongly positioned to continue to dominate the market and bring the Clark/Bardes Consulting name into the forefront of the banking industry.

Then and Now:



Number of BCS client banking organizations = 1,267

Number of BCC/Watson/Sheehan client banking organizations = 290

Number of CBI BOLI client banking organizations = 55

Number of executives and directors participating in BCS programs = 8,019

Number of executives and directors participating in CBI BOLI programs = 3,400

Number of policies administered by BCS National Service Center in Minneapolis = 11,733

Number of CBI BOLI policies administered by National Service Center in Dallas = 60,000

Number of Clark/Bardes Consulting Banking Practice client banking organizations = 1,612

Number of executives and directors participating in Banking Practice Programs = 11,419

Number of policies administered through Banking Practice National Service Centers = 71,733