

BANSALAN COOPERATIVE SOCIETY

P-E-A-R-L-S RATIOS

Annual Goal

Based on US\$

| P-E-A-R-L-S RATIOS | Goals (Excellence) | Annual Goal | | | | | | % Complete |
|---|-------------------------------|-------------|------------|------------|-----------|-----------|-----------|------------|
| | | 12/31/1998 | 12/31/1999 | 12/31/2000 | 31-Dec-01 | 31-Dec-02 | 7/31/2003 | |
| P PROTECTION | | | | | | | | |
| 1 Loan Loss Allowances / Delinq. >12 Mo. | 100% | 2.16% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| 2 Net Loan Loss Allow. / Allow. Required for Delinq. 1-12 Mo. | 35% | 0.00% | 8.12% | 36.24% | 45.62% | 37.65% | 46.96% | 80.17% |
| 3 Complete Loan Charge-Off of Delinquency > 12 Mo. | Yes | No | No | Yes | Yes | Yes | Yes | NA |
| 4 Annual Loan Charge-offs / Average Loan Portfolio | Minimized | 8.29% | -0.27% | 4.26% | 1.35% | 0.59% | -0.34% | -173.53% |
| 5 Accum. Charge-Offs Recovered / Accum Charge-Offs | >75% | 0.00% | 11.60% | 12.94% | 19.57% | 23.10% | 24.66% | 93.67% |
| 6 Solvency | Min 111% | 84.84% | 110.85% | 117.96% | 128.95% | 119.96% | 117.20% | 102.36% |
| E EFFECTIVE FINANCIAL STRUCTURE | | | | | | | | |
| 1 Net Loans / Total Assets | 70-80% | 75.23% | 74.50% | 86.29% | 84.55% | 78.43% | 79.97% | 98.07% |
| 2 Liquid Investments / Total Assets | 10-18% | 5.07% | 6.49% | 7.95% | 8.55% | 12.15% | 10.99% | 110.56% |
| 3 Financial Investments / Total Assets | Max 2% | 0.00% | 0.87% | 0.64% | 1.25% | 1.07% | 0.99% | 108.08% |
| 4 Non-Financial Investments / Total Assets | 0% | 9.52% | 5.55% | 0.00% | 0.00% | 0.00% | 0.00% | NA |
| 5 Savings Deposits / Total Assets | Between 70 - 90% | 8.56% | 34.36% | 56.33% | 59.19% | 65.63% | 67.45% | 97.30% |
| 6 External Credit / Total Assets | 0-5% | 15.28% | 22.11% | 9.18% | 2.15% | 0.16% | 0.11% | 145.45% |
| 7 Member Share Capital / Total Assets | 10-20% | 40.83% | 23.95% | 15.19% | 12.66% | 9.35% | 8.79% | 106.37% |
| 8 Institutional Capital / Total Assets | Minimum 10% | 9.27% | 3.75% | 5.22% | 8.78% | 13.73% | 11.80% | 116.36% |
| 9 Net Institutional Capital / Total Assets | Minimum 10% | -15.95% | 0.22% | 5.34% | 9.51% | 13.89% | 12.31% | 112.84% |
| A ASSET QUALITY | | | | | | | | |
| 1 Total Delinquency / Gross Loan Portfolio | Less Than or Equal To 5% | 52.79% | 16.52% | 10.84% | 7.82% | 7.57% | 5.24% | 144.47% |
| 2 Non-Earning Assets / Total Assets | Less Than or Equal To 5% | 10.18% | 12.58% | 5.13% | 5.65% | 8.35% | 8.05% | 103.73% |
| 3 Net Zero Cost Funds / Non-earning. Assets | Greater Than or Equal To 200% | 72.00% | 111.86% | 378.81% | 472.93% | 299.60% | 300.15% | 99.82% |

R RATES OF RETURN AND COSTS (ANNUALIZED)

| | | | | | | | | |
|---|---|--------|--------|--------|--------|--------|--------|---------|
| 1 Net Loan Income / Average Net Loan Portfolio | Enterprenurial Rate | 24.21% | 29.55% | 29.09% | 34.72% | 35.14% | 29.96% | 117.29% |
| 2 Liquid Inv. Income / Avg. Liquid Investments | Market Rates | 1.24% | 2.15% | 1.28% | 1.26% | 1.38% | 0.00% | NA |
| 3 Fin. Investment Income / Avg. Fin. Investments | Market Rates | NA | 0.00% | 0.00% | 0.00% | 0.00% | 24.76% | 0.00% |
| 4 Non-Fin. Inv. Income / Avg. Non-Fin. Investments | Greater Than or Equal to R1 | 1.29% | 5.63% | 0.00% | NA | NA | NA | NA |
| 5 Fin Costs: Savings Deposits / Avg. Savings Deposits | Market Rates, > Inflation | 6.03% | 3.75% | 3.86% | 6.58% | 8.34% | 8.31% | 100.36% |
| 6 Fin Costs: External Credit / Avg. External Credit | Market Rates | 2.06% | 8.60% | 9.20% | 14.58% | 7.27% | 24.21% | 30.03% |
| 7 Fin Costs: Member Shares / Avg. Member Shares | Market Rates, > R5 | 2.49% | 5.68% | 8.04% | NA | NA | NA | 128.66% |
| 8 Other Fee Income / Gross Income | Pending | 10.00% | 15.49% | 11.24% | 1.31% | 0.85% | 0.96% | 88.54% |
| 9 Gross Margin / Average Assets | ount Needed to Cover R11, R12, R13 Increase Cap | 19.11% | 22.51% | 21.95% | 24.12% | 14.24% | 12.47% | 114.19% |
| 10 Operating Expenses / Average Assets | <5% | 11.03% | 14.16% | 10.51% | 9.79% | 9.61% | 8.39% | 114.54% |
| 11 Provisions for Risk Assets / Average Assets | Sufficient for Estimated Losses | 0.50% | 1.82% | 3.36% | 1.42% | 0.69% | 0.34% | 202.94% |
| 12 Other Income or Expense / Average Assets | Amount Needed | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | NA |
| 13 Net Income / Average Assets (ROA) | Enough to reach the goal for E8 | 7.59% | 6.52% | 8.08% | 12.91% | 3.94% | 3.73% | 105.63% |
| 14 Net Income / Avg. Inst. Cap (ROE) | More Than Inflation | 36.89% | 48.95% | 70.62% | 76.03% | 23.45% | 27.42% | 85.52% |

L LIQUIDITY

| | | | | | | | | |
|--|---------------|--------|--------|--------|--------|--------|--------|---------|
| 1 Liquid Assets - ST Payables / Total Deposits | Minimum 15% | 80.06% | 29.60% | 14.42% | 14.58% | 18.58% | 16.37% | 113.50% |
| 2 Liquidity Reserves / Total Savings Deposits | 10% | 0.00% | 4.12% | 2.98% | 10.00% | 10.18% | 9.96% | 102.21% |
| 3 Non-Earning Liquid Assets / Total Assets | Less Than 1 % | 1.81% | 3.70% | 0.19% | 0.08% | 0.06% | 0.05% | 120.00% |

S SIGNS OF GROWTH (Annualized Rates)

| | | | | | | | | |
|------------------------------------|----------------------------------|----------|---------|----------|---------|---------|---------|----------|
| 1 Net Loans | Sufficient to Achieve Goal in E1 | 7.60% | 25.58% | 42.65% | 35.14% | 52.79% | 35.82% | 147.38% |
| 2 Liquid Investments | Sufficient to Achieve Goal in E2 | -18.36% | 62.40% | 50.83% | 48.41% | 134.04% | 12.35% | 1085.34% |
| 3 Financial Investments | Sufficient to Achieve Goal in E3 | 0.00% | 100.00% | -10.21% | 171.70% | 41.10% | 16.06% | 255.92% |
| 4 Non-Financial Investments | Sufficient to Achieve Goal in E4 | 165.74% | -26.08% | -100.00% | 0.00% | 0.00% | 0.00% | NA |
| 5 Savings Deposits | Sufficient to Achieve Goal in E5 | 141.92% | 408.80% | 101.92% | 44.94% | 82.65% | 37.44% | 220.75% |
| 6 External Credit | 0% | -40.81% | 83.48% | -48.86% | -67.72% | -87.86% | -31.14% | 282.15% |
| 7 Member Shares | Sufficient to Achieve Goal in E7 | 21.53% | -25.62% | -21.90% | 15.02% | 21.61% | 19.69% | 109.75% |
| 8 Institutional Capital | Sufficient to Achieve Goal in E8 | -31.14% | -48.71% | 71.39% | 132.21% | 157.48% | 3.14% | 5015.29% |
| 9 Net Institutional Capital | Sufficient to Achieve Goal in E9 | -218.18% | 101.74% | 2899.28% | 145.76% | 140.57% | 8.65% | 1625.09% |
| 10 Membership | Minimum 15% | 70.83% | 131.06% | 52.01% | 19.26% | 40.47% | 68.59% | 59.00% |
| 11 Total Assets | More Than Inflation + 20% | 13.48% | 26.81% | 23.17% | 37.93% | 64.71% | 31.80% | 203.49% |
| Inflation Rate (Annualized) | | 10.57% | 2.60% | 6.60% | 3.90% | 2.60% | 3.30% | |