Cash Balance Outlook 2018
Key Trends & Market Insights

Dan Kravitz, President
Martha Ophir, Marketing Manager
September 18, 2018

Goals

1. **Give you** a clear understanding of the Cash Balance market, present, and future.

2. **Show you** how to take advantage of Cash Balance growth trends.

3. **Empower you** with tools and strategies to grow your business.
Agenda

1. 2018 Research Report Highlights
2. What’s Driving the Steep Growth Curve?
3. How to Take Advantage of CB Growth
4. Market Trends & Predictions
5. How We Can Help You Succeed: Next Steps

“Best of Both Worlds”

Flexibility Portability Simplicity

High Contribution Limits: $2.8M Lifetime Benefit

401(k) Profit Sharing

Traditional Defined Benefit

Hybrid
10th Annual Kravitz National Cash Balance Research Report

Data analysis using:
- IRS Form 5500 filings, 2001-2016
- Department of Labor - EBSA data and reports
- Plan Sponsor Council of America (PSCA) Annual Survey data and reports
Continuing Trend: Double-Digit Growth

Projection based on current growth rates and industry data.

Growth Comparison vs 401(k) Plans

Year over year increase in new plans 2015 – 2016: flat, mature 401(k) market versus emerging fast-growing CB market.

Cash Balance: 15%  
401(k): 1%
Cash Balance Assets Surpass $1T

Total assets in all Cash Balance plans nationwide: $1.03T in 20,452 plans
Annual contributions for 2016: $38.2 Billion

30% Increase in Employer Contributions

$29.3B → $38.2B

Many plans are expanding or increasing contribution amounts for owners/partners
CB plans play a key role in attracting and retaining top talent
CB Makes Up 37% of all DB Plans

Living History: CB Plans by Year Established

* Plans with an effective date prior to 1985 are traditional defined benefit plans that were later converted to Cash Balance. The first IRS-approved Cash Balance plan was established in 1985 by Bank of America.
Comparison: Company Contribution to Employee Retirement Accounts

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>401(k) only*</td>
<td>2.2%</td>
<td>2.2%</td>
<td>2.4%</td>
<td>2.6%</td>
<td>2.8%</td>
<td>3.1%</td>
<td>3.7%</td>
<td>4.7%</td>
</tr>
<tr>
<td>401(k) combined with a Cash Balance plan**</td>
<td>5.8%</td>
<td>6%</td>
<td>6.2%</td>
<td>6.3%</td>
<td>6.3%</td>
<td>6.5%</td>
<td>6.6%</td>
<td>6.9%</td>
</tr>
</tbody>
</table>

Note: companies tend to decrease contributions to employee 401(k) accounts during an economic downturn, but CB contributions remain the same.

*Source: data on company contributions to 401(k) plans from Plan Sponsor Council of America (PSCA) 60th Annual Survey data and reports; CB-401(k) combo plans is based on existing Kravitz client plans.

Cash Balance: Regional Concentration

<table>
<thead>
<tr>
<th>Rank</th>
<th>State</th>
<th>Number of Plans</th>
<th>Percent of Nation's Total</th>
<th>Percent Annual Increase*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>CA</td>
<td>2,853</td>
<td>14%</td>
<td>20%</td>
</tr>
<tr>
<td>2.</td>
<td>NY</td>
<td>2,039</td>
<td>10%</td>
<td>16%</td>
</tr>
<tr>
<td>3.</td>
<td>TX</td>
<td>1,258</td>
<td>6%</td>
<td>14%</td>
</tr>
<tr>
<td>4.</td>
<td>OH</td>
<td>1,249</td>
<td>6%</td>
<td>11%</td>
</tr>
<tr>
<td>5.</td>
<td>FL</td>
<td>1,243</td>
<td>6%</td>
<td>17%</td>
</tr>
<tr>
<td>6.</td>
<td>IL</td>
<td>1,229</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>7.</td>
<td>NJ</td>
<td>1,079</td>
<td>5%</td>
<td>15%</td>
</tr>
<tr>
<td>8.</td>
<td>PA</td>
<td>788</td>
<td>4%</td>
<td>12%</td>
</tr>
<tr>
<td>9.</td>
<td>MI</td>
<td>769</td>
<td>4%</td>
<td>18%</td>
</tr>
<tr>
<td>10.</td>
<td>GA</td>
<td>507</td>
<td>2%</td>
<td>29%</td>
</tr>
</tbody>
</table>

National Total: 20,452

*Increase in total number of plans between 2015–2016, the most recent year for which complete IRS Form 5500 data is available.
Why Is CB More Popular in Certain States?

- Higher Taxes
- Population & Age
- Medical "hubs"
- CB Champions

Size Matters: Both Sides of the Story

Cash Balance growth:
- driven by small business
- also popular choice for select larger firms, including Fortune 500 companies.
92% Have <100 Participants

<table>
<thead>
<tr>
<th>Participants</th>
<th>Number of Plans</th>
<th>Percent of Nation’s Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over 10,000</td>
<td>246</td>
<td>1.4%</td>
</tr>
<tr>
<td>1,000 to 10,000</td>
<td>570</td>
<td>3.3%</td>
</tr>
<tr>
<td>100 to 999</td>
<td>597</td>
<td>3.6%</td>
</tr>
<tr>
<td>25 to 99</td>
<td>1,997</td>
<td>10.7%</td>
</tr>
<tr>
<td>10 to 24</td>
<td>4,544</td>
<td>24.2%</td>
</tr>
<tr>
<td>1 to 9</td>
<td>12,498</td>
<td>56.7%</td>
</tr>
<tr>
<td><strong>National Total</strong></td>
<td><strong>20,452</strong></td>
<td></td>
</tr>
</tbody>
</table>

Total participants in Cash Balance plans nationwide: **11.8 million**

Why So Appealing to Small Business?

1. **Cost efficiency and tax efficiency**: ratio of owner/employee contributions works very well for small to mid-size firms
2. Age-weighted contribution limits: **ideal for older owners** who have sunk most assets into the business and are behind on retirement
3. **Asset protection** (for lawsuit or bankruptcy)
4. Attracting and retaining top talent (Cash Balance combo plans have greater appeal than DC only)
5. **Succession planning** for family businesses
Large Plans: Top 10 by Asset Size

<table>
<thead>
<tr>
<th>Top 10 Plans Overall</th>
<th>Top 10 Medical/Hospital Plans</th>
<th>Top 10 Law Firm Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. IBM</td>
<td>Sutter Health</td>
<td>Sidney Austin</td>
</tr>
<tr>
<td>2. AT&amp;T</td>
<td>Massachusetts General Hospital</td>
<td>$863.4M</td>
</tr>
<tr>
<td>3. Boeing</td>
<td>Intermountain Healthcare</td>
<td></td>
</tr>
<tr>
<td>4. FedEx</td>
<td>University Of Pittsburgh Medical Center</td>
<td></td>
</tr>
<tr>
<td>5. Bank Of America</td>
<td>North Shore University Hospital</td>
<td>$1.5B</td>
</tr>
<tr>
<td>6. Alcatel-Lucent</td>
<td>Brigham Health</td>
<td></td>
</tr>
<tr>
<td>7. United Technologies</td>
<td>Hartford Healthcare</td>
<td></td>
</tr>
<tr>
<td>8. Honeywell International</td>
<td>The Cleveland Clinic Foundation</td>
<td></td>
</tr>
<tr>
<td>9. Northrop Grumman</td>
<td>Board of Trustees for Hospital Employees</td>
<td>$1.8B</td>
</tr>
<tr>
<td>10. 3M</td>
<td>William Beaumont Hospital</td>
<td></td>
</tr>
</tbody>
</table>

Interest Crediting Rates for Large CB Plans

Our prediction that ARR would surpass both fixed rate and 30-yr Treasury rate plans came true for 2016 – and it will continue!

<table>
<thead>
<tr>
<th>Interest Crediting Rate</th>
<th>Percentage*</th>
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<tbody>
<tr>
<td>Fixed Rate of Return</td>
<td>27.7%</td>
</tr>
<tr>
<td>30-year Treasury Rate</td>
<td>21.7%</td>
</tr>
<tr>
<td>30-year Treasury Rate with a floor</td>
<td>12%</td>
</tr>
<tr>
<td>Actual Rate of Return</td>
<td>38.6%</td>
</tr>
</tbody>
</table>

*Based on Interest Crediting Rate (ICR) selections by 133 Kravitz Cash Balance clients with plans with more than 100 participants.

*Large plans are defined as having 100+ participants.
2. What’s Driving the Steep Growth Curve?

More than a decade of double-digit annual growth:

* Projection based on current growth rates and industry data.
Understanding Tax Deductions

**Above the Line Deductions:**
The ‘gold standard,’ the most desirable deduction because it reduces your adjusted gross income (AGI)
- Cash Balance and other IRS-qualified retirement plan contributions

**Below the Line Deductions:**
Many limitations, subject to phase-outs
- Charitable contributions
- State taxes
- Property taxes
- Mortgage interest
- New 20% pass-through deduction

How Tax Reform Increased the Appeal of CB

Opportunity: business owners excluded from the 20% pass-through deduction can often use a CB plan to become eligible.
Who qualifies for the 20% deduction?

- Business owners of pass-through entities in any type of profession, who have incomes below a specified threshold ($157,500 single filer/$315,000 married filing jointly).
- Business owners of pass-through entities that are not specified services firms but do have incomes above the threshold.
  - However, their deduction is subject to limitations.

Who does not qualify for 20% deduction?

- Business owners of pass-through entities that are “specified service businesses” and have taxable income above $207,500 single / $415,000 married filing jointly.
  - Represents over 80% of the plan sponsors of Cash Balance plans at our firm
Summary of Cash Balance Tax Advantages

1. In a high tax environment, a way to reduce AGI and lower the overall tax burden.

2. After tax reform, a way to take maximum advantage of the new 20% pass-through deduction.

Retirement Savings Crisis

The 401(k) generation is beginning to retire, and it isn’t a pretty sight.
The retirement savings plans that many baby boomers thought would see them through old age are falling short in many cases.
The median household headed by a person aged 60 to 62 with a 401(k) account has less than one-quarter of what is needed in that account to maintain its standard of living in retirement, according to data compiled by the Federal Reserve and analyzed by the Center for Retirement Research at Boston College.
Even counting Social Security and any
Fastest Way to “Catch Up” on Savings

2018 Contribution Limits
401(k) Profit Sharing & Cash Balance Plans

<table>
<thead>
<tr>
<th>Age</th>
<th>Profit Sharing</th>
<th>Cash Balance</th>
<th>TOTAL</th>
<th>Tax savings*</th>
</tr>
</thead>
<tbody>
<tr>
<td>60 - 65</td>
<td>$61,000</td>
<td>$270,000</td>
<td>$331,000</td>
<td>$148,950</td>
</tr>
<tr>
<td>55 - 59</td>
<td>$61,000</td>
<td>$217,000</td>
<td>$278,000</td>
<td>$125,100</td>
</tr>
<tr>
<td>50 - 54</td>
<td>$61,000</td>
<td>$166,000</td>
<td>$227,000</td>
<td>$102,150</td>
</tr>
<tr>
<td>45 - 49</td>
<td>$55,000</td>
<td>$127,000</td>
<td>$182,000</td>
<td>$81,900</td>
</tr>
<tr>
<td>40 - 44</td>
<td>$55,000</td>
<td>$97,000</td>
<td>$152,000</td>
<td>$68,400</td>
</tr>
<tr>
<td>35 - 39</td>
<td>$55,000</td>
<td>$74,000</td>
<td>$129,000</td>
<td>$58,050</td>
</tr>
<tr>
<td>30 - 34</td>
<td>$55,000</td>
<td>$56,000</td>
<td>$111,000</td>
<td>$49,950</td>
</tr>
</tbody>
</table>

*Assuming 45% tax bracket, taxes are deferred

Cash Balance lifetime limit: $2,800,000

Surge in Media Coverage of CB Plans

Cash balance retirement plans enjoy rapid rise

Employers seek benefits in Cash Balance Pensions

Which outrage a few years ago, cash balance plans were once a novelty but are now becoming the norm.
• New incentives based on tax law
• Retirement savings crisis
• Legislative and regulatory changes (2006, 2010, 2014)
• Media coverage
• Growing public awareness

A Winning Hand

3 How to Take Advantage of CB Growth
You get the growth trends, you have the basic knowledge...

So now what?

5 Tips to Get Started

Tip #1: Focus on the Right Targets

NOT a mass market product like a 401(k):
Cash Balance is a “niche” product
Tip #1: Focus on the Right Targets

Who is Ideal?

Business owners with income >$250,000 and consistent profit patterns
Who is Ideal?

Wealthy boomers who need to squeeze 20 years of retirement savings into 10 years.

Who is Ideal?

Businesses with an existing New Comparability plan.

Cash Balance

401(k)

Profit Sharing
Who is Ideal?

Professional services firms, including medical groups, CPAs, law firms and financial services

Who is Ideal?

Successful family businesses and closely held businesses
Growth Across Diverse Business Sectors:

Ever-Increasing Variety of Businesses!
Tip #2: Understand Plan Combinations

![Graph showing the percentage of CB plans associated with each plan type]

Tip #3: Reach Out to CPAs

- Some CPAs unfamiliar with newer Cash Balance plan designs & flexibility
- Very protective of clients, your job is to build trust
Tip #4: Learn About Cash Balance Investing

Opportunity for advisors to help companies with problematic strategies

<table>
<thead>
<tr>
<th>Type of Investments</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Equities or Equity Funds</td>
<td>45%</td>
</tr>
<tr>
<td>Bonds or Bond Funds</td>
<td>45%</td>
</tr>
<tr>
<td>Cash or Equivalents</td>
<td>6%</td>
</tr>
<tr>
<td>Balanced Funds</td>
<td>3%</td>
</tr>
<tr>
<td>Alternative Investments</td>
<td>1%</td>
</tr>
</tbody>
</table>

Cash Balance Investment Videos

[Link to Cash Balance Authority YouTube channel]

Cash Balance Plans

Cash Balance Investments Part 1
Get to know the basics of investing Cash Balance plan assets

Cash Balance Investments Part 2
Choosing the right Interest Credit Rate (ICR) and investment strategy
Tip #5: Partner with a Cash Balance Specialist

- Cash Balance Plans are highly technical and sophisticated
- Lack of experience can lead to failed IRS testing, lower benefits, missed opportunities
- Complex sale, long sales cycle – need a skilled partner

10 Questions to Ask Your Actuary

1. How long have you been doing Cash Balance Plans?
   - Work with an actuary who is new to the completion of Cash Balance is like choosing an eye surgeon who just finished training on Lens. Many actuaries have only worked on traditional defined benefit plans and do not fully understand the nuances of Cash Balance.

2. How many Cash Balance Plans do you currently administer?
   - If the company doesn’t handle many plans, they may not have the experience to design and manage your client’s plan successfully.

3. What is the size of the typical plan you handle?
   - A small firm’s Cash Balance Plan is the simplest to manage than one with multiple participants and subdivisions.

4. What are your service standards for plan illustrations and actuarial reports?
   - Cash Balance Plan sites and client interaction can be extremely handicapped by an actuary’s inability to meet deadlines and frequently deliver proposals and other reports.

5. How many actuaries do you have on staff?
   - Many TPA firmsนอน Cash Balance Plan since they don’t have anyone to handle around more.

6. What do your fees cover?
   - Ask for a detailed breakdown, and be wary of hidden fees. Ask if the installment includes the plan document. Be wary of any fee that isn’t fully understood. Close scrutiny plans become an invaluable resource when they are reviewed or written.

7. Do you offer online participant access with on-demand statements?
   - Most firms can only provide actuarial reports which are typically available every year or after the end of the plan.

8. Do you administer plans using an “Actual Rate of Return” interest crediting rate?
   - Do you allow multiple investment options within a plan?

9. What industries do you serve?
   - Plan design tastes and challenges vary greatly by industry, so work with a firm with Cash Balance experience specific to your field. For example, cash flow plans usually have multiple tiers of participation and require knowledge of managing.

10. Who can I call as a reference for your work on Cash Balance Plans?
   - A good answer will usually provide three references you can call, specifically Cash Balance plans in your industry.
10 Questions to Ask Your Actuary

Here’s How Kravitz Answers!

1. How long have you been doing Cash Balance Plans?
   Kravitz implemented one of the first IRS-approved Cash Balance Plans in 1983, and we’ve worked on more than 1,000 plans in the ensuing 25 years.

2. How many Cash Balance Plans do you currently administer?
   We currently administer more than 900 Cash Balance Plans for clients throughout the U.S., across all industry sectors.

3. What is the size of the typical plan you handle?
   Kravitz manages Cash Balance Plans for over 1,000 participants. Our typical plan is in the 25-100 participant range.

4. What are your service standards for plan illustrations and actuarial reports?
   We guarantee 72-hour turnaround on our customized plan design illustrations. Actuarial reports are delivered no later than six weeks after filing participant statements. Kravitz clients receive a detailed list of Cash Balance Service Standards, and we consistently exceed these for timelessness and quality standards.

5. How many actuaries do you have on staff?
   Kravitz has more dedicated staff actuaries, averaging 25+ years of Cash Balance experience each.

6. What do your fees cover?
   Our annual administration fee includes all non-administrative requirements with the exception of P&G filing. Claims have a dedicated service approach explaining all costs, and there are no surprises.

7. Do you offer online participant access with on-demand statements?
   Yes, all our clients enjoy member online access to their customized service access to detailed data, such statements available worldwide. Kravitz is also the only firm providing daily recoding for Cash Balance accounts.

8. Do you administer plans using an “Actual Rate of Return” interest crediting rate? Do you allow multiple investment options within a plan?
   Yes, more than 90% of our large plans use Actual Rate of Return and we have received numerous IRS approval letters. Kravitz was the first TPA in the country to allow clients to select multiple investment options within a single Cash Balance plan.

9. What industries do you serve?
   We have more than 200 institutional and more than 200 hospitals, along with many other clients across multiple industries, ranging from manufacturing and technology to retail and food service.

10. Who can I call as a reference for your work on Cash Balance Plans?
    We are happy to provide references—just ask. The average score on our annual Client Satisfaction Survey is 9.6 out of 10, with 96% of clients saying they would recommend Kravitz to friends and colleagues.

4 Market Trends and Predictions
Key Trends

Key trends impacting today’s Cash Balance plan market:

- **New incentives based on tax law changes** – some professional services firms need CB to access 20% deduction.
- **Growing awareness of the new ICR options** - larger plan sponsors are switching to Actual Rate of Return.
- **Strategic plan termination** takes on a new role, creating opportunities for plan sponsors and advisers.

Helpful Guide: Understanding ICRs
Helpful Guide: Understanding ICRs

New Era, New Options

Thank you! That puts the ICR in perspective. ICRs are an integral part of the current investment strategy. They can help to ensure the stability of your company’s financial health, while also providing employees with a competitive benefit package. ICRs are designed to help companies navigate the challenges of today’s dynamic business landscape.

Safe Harbor Options

Kraivitz provides a range of options to ensure your company can meet its retirement goals. Our options include:

- Safe Harbor Safe Harbor
- Safe Harbor Safe Harbor
- Safe Harbor Safe Harbor

Actual Rates of Return Option

The Kraivitz team designs your plan to optimize the rates of return achieved over time. Our goal is to provide a competitive retirement plan that meets your company’s needs.

Multiple Investment Options Within a Single Plan

The Kraivitz team provides a range of investment options to meet your company’s needs. These options include:

- Case Study: One of our large letter clients has a customized investment strategy that includes:
- Case Study: One of our large letter clients has a customized investment strategy that includes:

Key Advantages of an Investment Choice

- Case Study: One of our large letter clients has a customized investment strategy that includes:
- Case Study: One of our large letter clients has a customized investment strategy that includes:

Learn More About Strategic Plan Terminations

What Plan Sponsors & Their Advisers Need to Know About Strategic Plan Terminations

Presented by Dan Kraivitz and Chris Pitman

June 28, 2019

Kraivitz
an Ascensus company
Cash Balance 2018 Predictions

1. Prediction: 15%+ Cash Balance growth driven by tax climate, economy, increasing awareness.
2. Professional services firms rush to add CB in 2018 to access 20% pass-through deduction.
3. Actual Rate of Return (ARR) continues dominating in the large plan market, with popularity of fixed rates and 30-yr treasury decreasing.
5. Increasing competition drives rising innovation in CB products & services.

Daily Valuation & Participant Technology

- Taking Cash Balance out of the “black box”
- Participant-friendly technology
- 24/7 mobile access
Connect with the Kravitz Cash Balance Team:

Partnerships and support for advisers, TPAs and CPAs: free custom plan designs, conference call support, training, education and more:

877 CB-Plans
CashBalanceDesign.com
### Free Custom Cash Balance Plan Designs

<table>
<thead>
<tr>
<th>Name</th>
<th>Age</th>
<th>Annual Salary</th>
<th>401(k)</th>
<th>Profit Sharing</th>
<th>Cash Balance</th>
<th>Total Contribution</th>
<th>Tax Savings*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group 1: Owners</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Owner 1</td>
<td>60</td>
<td>$275,000</td>
<td>$24,500</td>
<td>$36,500</td>
<td>$0 to $50,000</td>
<td>$111,000</td>
<td>$49,950</td>
</tr>
<tr>
<td>Owner 2</td>
<td>50</td>
<td>$275,000</td>
<td>$24,500</td>
<td>$36,500</td>
<td>$0 to $50,000</td>
<td>$111,000</td>
<td>$49,950</td>
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<tr>
<td>Owner 3</td>
<td>40</td>
<td>$275,000</td>
<td>$18,500</td>
<td>$36,500</td>
<td>$0 to $50,000</td>
<td>$105,000</td>
<td>$47,250</td>
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<tr>
<td>Owner 4</td>
<td>35</td>
<td>$275,000</td>
<td>$18,500</td>
<td>$36,500</td>
<td>$0 to $50,000</td>
<td>$105,000</td>
<td>$47,250</td>
</tr>
<tr>
<td><strong>Group 2: Staff &gt; $120,000 3% of pay</strong></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Employee 1</td>
<td>50</td>
<td>$165,000</td>
<td>$4,950</td>
<td>$0</td>
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<tr>
<td>Employee 2</td>
<td>45</td>
<td>$125,000</td>
<td>$3,750</td>
<td>$0</td>
<td>$3,750</td>
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<tr>
<td><strong>Group 3: Staff 5% of pay</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee 3</td>
<td>65</td>
<td>$80,000</td>
<td>$4,000</td>
<td>$1,000</td>
<td>$5,000</td>
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<td>Employee 20</td>
<td>21</td>
<td>$20,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$2,000</td>
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<td>$2,000</td>
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<tr>
<td><strong>Subtotals</strong></td>
<td>$1,140,000</td>
<td>$9,000</td>
<td>$57,000</td>
<td>$18,000</td>
<td>$75,000</td>
<td>$33,750</td>
<td></td>
</tr>
<tr>
<td><strong>Grand Totals</strong></td>
<td>$2,240,000</td>
<td>$86,000</td>
<td>$203,000</td>
<td>$218,000</td>
<td>$507,000</td>
<td>$228,150</td>
<td></td>
</tr>
</tbody>
</table>

Percent of Contribution to Owners: 85.2%
Beyond the 401(k)

Available in all formats at Amazon.com

Cash Balance YouTube Channel

www.youtube.com/user/CashBalanceCoach
Kravitz is Part of the Ascensus Family

Cash Balance Coach™ Training Program

CashBalanceCoach.com: 1480 alumni and growing!

Fall session dates: Oct 16, 17, 23 & 26
Earn Cash Balance Consultant (CBC) Designation

Kravitz, Inc. and the Cash Balance Coach® Program

Hereby grant

the designation of

Cash Balance Consultant (CBC)

to signify successful completion of the Cash Balance Consultant Certification Program. In witness thereof, this certification is granted this 29th day of February, two thousand and thirteen.

Cash Balance Coach

Cash Balance Coach

Online Resources: CashBalanceDesign.com

FINANCIAL ADVISORS: PARTNER WITH THE NATIONAL EXPERTS
Save the Dates: October 16, 17, 23 & 26
Cash Balance Coach™ Training Program

Fall session – live webcasts & on-demand option

Register at CashBalanceCoach.com