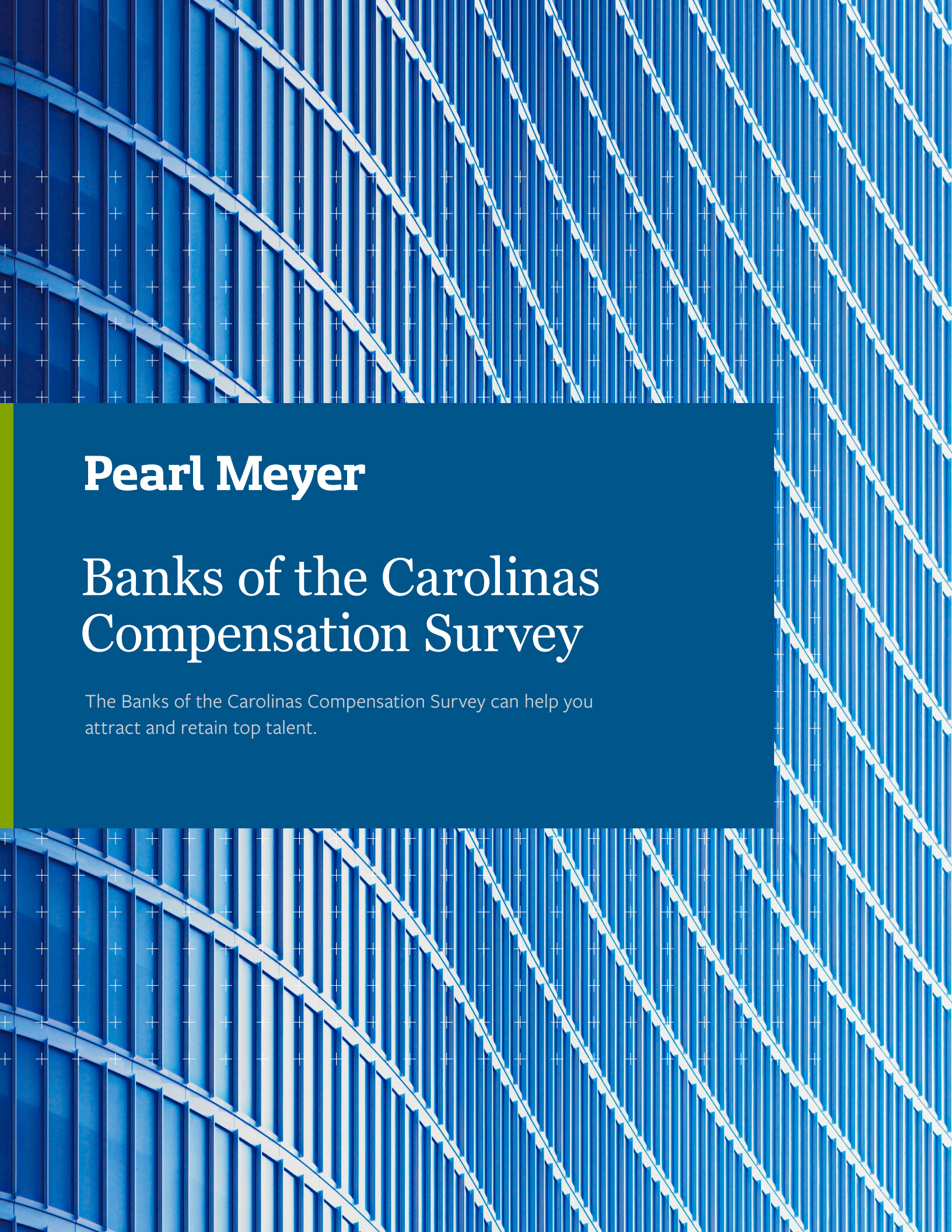




Pearl Meyer

Banks of the Carolinas Compensation Survey

The Banks of the Carolinas Compensation Survey can help you
attract and retain top talent.



Pearl Meyer's Banks of the Carolinas Compensation Survey

The Banks of the Carolinas Banking Compensation Survey, was created exclusively for banks in North Carolina and South Carolina who were looking for the most up-to-date and accurate compensation data for this specific region. The report provides you with the most relevant benchmarking data to ensure your compensation mix is competitive enough to attract and retain the best talent.



Comprehensive

- + 300+ Positions
- + 6,200+ Incumbents
- + Exclusive Insight into Peer Policies & Practices



Credible

- + 39 Institutions
- + \$136M – \$55.4B in assets
- + Rigorous quality assurance process



Customized

- + Dedicated account manager
- + Online tools for easy data submission and analysis



Cost-effective

- + Free Participation
- + Participants save over 50% off the survey report purchase price

The Banks of the Carolinas Compensation Survey provides you with a best-in-class compensation information solution, offering you a rare combination of accuracy and affordability. All elements of the employee pay package are collected and reported giving you the information needed to analyze your competitive position and compensation mix from a total compensation perspective.

Survey results validate your compensation strategy and enable you to:

- + Analyze compensation trends by asset size.
- + Understand what incentives are becoming more widespread.
- + Isolate key pieces of data based on your unique needs.



Comprehensive

You will be assigned a dedicated account manager to walk you through the survey submission process, making it easy to integrate and match your information to our database.

Our account managers have several years of survey experience, ensuring you receive the highest quality of guidance and confidentiality.

Exclusive Insight

The only inclusive source of insight into what your peers are doing:

- + Short- and long-term incentive plan design
- + Starting hourly rates for Personal Bankers, Universal Bankers, & Tellers
- + Floating Teller pay practices
- + Bank & Teller Turnover rates
- + Salary Structure adjustment budgets
- + Merit increase budgets
- + Mortgage Originator average loan production & compensation
- + Commercial Loan Officer average loan production & portfolio size

The screenshot displays the Pearl Meyer survey interface. It includes a header with the Pearl Meyer logo and a list of survey topics on the left. The main content area shows several questions related to compensation and incentives, such as '11. Salary Increases', '12. For Officers, are compensation increases provided?', '13. In what month will your 2017 Common Rate increase for Officers be effective?', '14. For Non-Officers, are compensation increases provided?', and '15. In what month will your 2017 Common Rate increase for Non-Officers be effective?'. Below these questions is a detailed table titled 'Long Term Incentive Plan' which lists various metrics and their corresponding values for different categories.

Access to Detailed Data

Key Data Reported:

- + Base Salary
- + Short-Term Incentives
- + Long-Term Incentives
- + Total Cash/Target/Direct Compensation
- + Mortgage Originator Compensation
- + Commercial Loan Officer Compensation

39

Participating
Institutions

300+

Positions

6.2K+

Incumbents



Job Positions

Executive Management

Executive Chairman (Non-CEO)
 Chief Executive Officer
 Chief Operating Officer
 Chief Credit Officer
 Chief Financial Officer
 Chief Lending Officer
 Chief Revenue Officer
 Chief Banking Officer
 Top Regional Banking Executive
 Chief Marketing Officer
 Chief Administrative Officer
 General Counsel
 Chief Risk Officer
 Chief Human Resources Officer
 Top Audit Officer
 Chief Customer Experience Officer
 Chief Information Systems Officer
 Chief Accounting Officer
 Chief Compliance Officer
 Top Analytics Officer

Staff / Administration

Administrative Officer
 Assistant to President
 Corporate Secretary
 Executive Secretary
 Sr. Administrative Assistant
 Administrative Assistant
 General Office Coordinator
 Receptionist
 Head of DE&I
 Human Resources Manager
 HR Business Partner
 Human Resources Generalist
 Human Resources Assistant
 HRIS Manager
 HRIS Administrator
 Recruiting Manager
 Recruiter
 Employee Relations Manager
 Employee Relations Specialist
 Compensation Director/Manager
 Sr. Compensation Analyst
 Compensation Analyst
 Benefits Manager
 Benefits Specialist
 Payroll Manager
 Payroll Specialist
 Training Officer

Training Specialist
 Marketing Manager
 Product Manager
 Digital Channels Product Manager
 Market Researcher
 Data Analyst/Specialist
 Business Intelligence Manager
 Business Intelligence Analyst
 Marketing Specialist/Coordinator
 Social Media Specialist
 Purchasing Manager
 Purchasing Assistant
 Head of Facilities
 Facilities Manager
 Facilities Supervisor
 Facilities Assistant/Custodian
 Sr. Risk Manager
 Risk Manager
 Sr. Risk Analyst
 Risk Analyst
 Sr. Compliance Officer
 Compliance Officer
 Sr. Compliance Specialist
 Compliance Specialist
 Staff Attorney
 Paralegal
 CRA Officer
 Management Trainee
 Quality Control Specialist
 Sr. Bank Secrecy Act (BSA) Officer
 Bank Secrecy Act (BSA) Officer
 Sr. Bank Secrecy Act (BSA) Analyst
 Bank Secrecy Act (BSA) Analyst
 Program/Project Management

Investment / Wealth Management

Top Wealth Management Executive
 Personal Investment Sales Officer (non-commissioned)
 Personal Investment Sales Officer (commissioned)
 Private Banking Officer
 Financial Planner
 Sr. Portfolio Manager
 Portfolio Manager
 Jr. Portfolio Manager

Finance

Top Bank Investment Executive
 Bank Investment Portfolio Manager

Treasurer
 Treasury Operations Manager
 Tax Manager
 Sr. Finance Manager
 Finance Manager
 Sr. Financial Analyst
 Financial Analyst
 Controller
 Assistant Controller
 Accounting Manager
 Accounting Supervisor
 Sr. Staff Accountant
 Staff Accountant
 Accounting Specialist II
 Accounting Specialist I

Audit

Sr. Audit Manager
 Audit Manager
 Sr. Staff Auditor
 Staff Auditor
 Audit Assistant

Business Banking

Top Business Banking Officer
 Business Banking Business Development Officer
 Sr. Business Banking Officer
 Business Banking Officer
 Community Relations Officer
 SBA Loan Manager
 SBA Loan Officer
 SBA Loan Processor II/Closer
 SBA Loan Processor I/Closer
 SBA Credit Analyst
 SBA Underwriter
 SBA Processing Team Leader

Trust

Top Trust Executive
 Sr. Trust Officer
 Trust Officer
 Trust Operations Manager
 Trust New Business Officer
 Trust Administrator
 Trust Department Assistant



Job Positions (contd.)

Operations

Head of Operations
Head of Cash Management / Treasury Management
Head of Digital/Electronic Banking
Operations/Services Manager - Centralized
Group Operations Manager
Operations Officer
Operations Supervisor
Utility Representative
Sr. Operations Coordinator
Operations Coordinator
Security Officer
Fraud Specialist
Cash Management / Treasury Management Officer/Manager
Cash Management / Treasury Management Officer
Cash Management / Treasury Management Representative
Retirement Plans Manager
IRA Specialist
Retirement Plans Coordinator
Digital/Electronic Banking Officer
Digital/Electronic Banking Specialist
ATM Supervisor
ATM Coordinator
Document Imaging Coordinator
Image Processor
Proof Operator
Wire Transfer Coordinator
Mail Coordinator/Courier
Courier

Retail

Top Retail Banking Officer/Manager
Group Branch Administrator
Regional Branch Manager

Branch Manager / Retail

Branch Manager III a
Branch Manager III b
Branch Manager II a
Branch Manager II b
Branch Manager I a
Branch Manager I b
Branch / Sales Center Manager - New Market
Assistant Branch Manager III
Assistant Branch Manager II
Assistant Branch Manager I
High School Branch Manager

Universal Banker I
Universal Banker II
Universal Banker III
Universal Banker IV
Sr. Personal Banker
Personal Banker
Head Teller
Sr. Teller
Teller – Standard
Vault Teller
Sr. Teller/Customer Service Representative
Teller/Customer Service Representative
Interactive Banking Machine (ITM) Specialist
Retail Sales Manager
Retail Manager/Customer Service Manager III
Retail Manager/Customer Service Manager II
Retail Manager/Customer Service Manager I
Deposit Relationship Manager
Deposit Relationship Officer
Branch Operations Officer/Supervisor III
Branch Operations Officer/Supervisor II
Branch Operations Officer/Supervisor I
Assistant Branch Operations Officer/Supervisor
Call Center Manager
Call Center Supervisor
Call Center Specialist
Call Center CSR
Safe Deposit Attendant

Lending

Top Residential Mortgage Lending Executive
Residential Mortgage Loan Officer II (non-commissioned)
Residential Mortgage Loan Officer I (non-commissioned)
Mortgage Loan Officer (commissioned)
Mortgage Loan Originator (in-house/non-commissioned)
Mortgage Operations Manager
Mortgage Underwriter/Processor
Mortgage Loan Processor
Mortgage Closing Coordinator
Sr. Underwriter (residential lending)
Underwriter (residential lending)
Top Consumer Lending Executive
Sr. Consumer Loan Officer
Consumer Loan Officer
Consumer Loan Administrator/Processor
Sr. Loan Processor
Loan Processor

Sr. Mortgage/Consumer Credit Analyst
Mortgage/Consumer Credit Analyst
Jr. Mortgage/Consumer Credit Analyst Sr. Underwriter (commercial/industrial lending)
Sr. Underwriter (commercial real estate lending)
Sr. Commercial Underwriter Default Underwriter (commercial/industrial lending)
Underwriter (commercial real estate lending)
Underwriter Default
Commercial Underwriting Manager
Regional Commercial Lending Executive
Commercial Team Leader
Sr. Commercial Loan Officer/Relationship Manager (commercial/industrial)
Sr. Commercial Loan Officer/Relationship Manager (commercial real estate)
Sr. Commercial Loan Officer/Relationship Manager Default
Commercial Loan Officer/Relationship Manager (commercial/industrial)
Commercial Loan Officer/Relationship Manager (commercial real estate)
Commercial Loan Officer/Relationship Manager Default
Jr. Commercial Loan Officer/Relationship Manager (commercial/industrial)
Jr. Commercial Loan Officer/Relationship Manager (commercial real estate)
Jr. Commercial Loan Officer/Relationship Manager Default
Sr. Commercial Credit Analyst
Commercial Credit Analyst
Sr. Commercial Loan Portfolio Manager
Commercial Loan Portfolio Manager
Jr. Commercial Loan Portfolio Manager
Commercial/Construction Loan Officer
Sr. Commercial Loan Processor
Commercial Loan Processor
Top Asset-based Lending
Commercial Loan Administrator
Commercial Loan Servicer
Sr. Note/Loan Service Department Manager
Note/Loan Service Department Manager
Note/Loan Documentation Officer/Supervisor
Note/Documentation Specialist
Note/Loan Servicing Coordinator
Loan Servicing Officer
Loan Servicing Supervisor
Loan Servicing Specialist
Lending Sales Manager (Business Development/non-commissioned)
Business Development Officer



Job Positions (contd.)

Lending (contd.)

Loan Review Officer
 Loan Review Administrator
 Sr. Credit Officer
 Credit Officer
 Credit Operations Manager
 Collections Officer/Manager
 Collector II
 Collector I
 Special Assets Manager
 Special Assets Officer
 Appraisal Manager
 Staff Appraiser
 Lending Generalist
 Secondary Market Officer
 Secondary Market Specialist/Coordinator
 Indirect Lending Officer
 Investor Reporting Specialist
 Trade Finance Manager
 Trade Finance Assistant
 Collateral Valuation Specialist

Technology

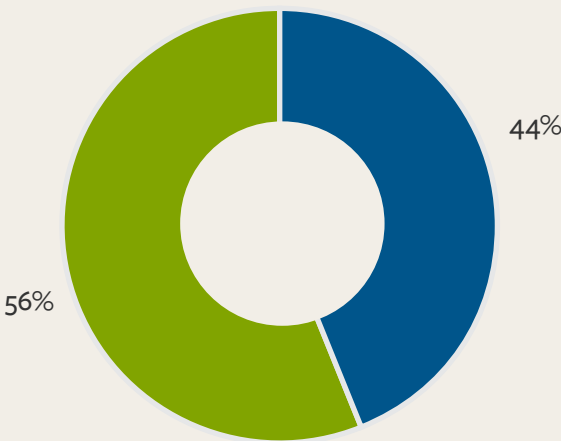
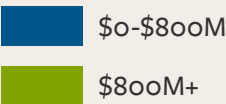
MIS Manager
 Systems Officer
 Sr. IT Manager
 IT Manager
 Information Security Administrator
 Applications Programmer/Analyst
 Database Analysis
 Technical Program/Project Management
 Core System Manager
 Sr. Technology Generalist
 Technology Generalist
 Network Manager
 Network Specialist
 Information Technology Security Officer
 Systems Analyst
 Business Systems Analyst
 Information Technology Compliance Analyst
 Online/Mobile Banking Manager
 Digital Marketing Manager
 Help Desk Specialist

Credible

Who Participates?

Join 39 institutions who rely on our in-depth data to make critical compensation decisions. Our participants represent financial institutions in North Carolina and South Carolina.

Participant Demographics by Asset Size



2025 List of Participants (alphabetical order)

- | | | |
|--------------------------------------|---------------------------|---------------------------------|
| 1st Federal Savings Bank of SC | First Community Bank (SC) | Peoples Financial Group, Inc. |
| Abbeville First Bank, SSB | First Federal Bank (FL) | Primis Bank |
| AgFirst Farm Credit Bank | First Federal Bank (NC) | Security Federal Bank |
| American Bank (NC) | Founders Credit Union | Skyline National Bank |
| Bank of Clarendon | HomeTrust Bank | Southern Bank and Trust Company |
| Bank of Oak Ridge | KS Bank, Inc. | State Employees' Credit Union |
| Bank of Travelers Rest | LifeStore Bank | The Bank of South Carolina |
| Bank of York | Live Oak Bank | The Conway National Bank |
| Carolinas Telco Federal Credit Union | M&F Bank | The Fidelity Bank (NC) |
| Civic Credit Union | Movement Bank | Triad Business Bank |
| Dogwood State Bank | New Republic Bank | Truliant Federal Credit Union |
| First Bank (VA) | Palmetto State Bank | United Federal Credit Union |
| First Carolina Bank | Peoples Bank (NC) | Uwharrie Bank |

If you are a community bank or credit union we strongly encourage your participation to increase the depth of the survey data while providing you with key insights into compensation trends in your region.



Customized

Looking for a snapshot into the pay practices of your peers? Look no further than our comprehensive and objective compensation report.

Flexible Report Formats

Survey results are easily downloaded from the Pearl Meyer survey client website and available in PDF and Excel. Data in excel gives you the ability to isolate key data points and identify salary trends.

Variables	Excel	PDF & Excel	Variables	Excel	PDF & Excel
Number of Institutions		✓	Average Award Excl \$0 Awards		✓ (% ^{tile} in Excel)
Total Number of Incumbents		✓	Average STI Excl \$0 Awards as % of Base		✓ (% ^{tile} in Excel)
Average Asset Size		✓	Target Bonus Award, % Base		✓ (% ^{tile} in Excel)
Median Asset Size		✓	Number of Incumbents Reporting Target		✓
Closeness of Match		✓	Average Total Target Cash Compensation	✓	
Base Salary:			Total Cash Compensation:		✓ (90 th is in Excel only)
Average Salary Range Min/Mid/Max		✓	Average Total Cash Compensation (25 th , 50 th , 75 th , and 90 th Percentiles)		
Hourly Average Salary Range Min/Mid/Max	✓		Long-Term Incentives:		
Number of Incumbents Non Bonus Eligible	✓		Percent Eligible for LTI		✓
Average Base Salary Non Bonus Eligible	✓		Percent Receiving LTI		✓
Hourly Average Base Salary Non Bonus Eligible	✓		LTI Award Value All Forms Incl 0	✓	
Number of Incumbents Bonus Eligible	✓		LTI Award Value All Forms Excl 0	✓ (% ^{tile} in Excel)	
Average Base Salary Bonus Eligible	✓		LTI Value as % of Base Excl 0	✓	
Hourly Average Base Salary Bonus Eligible	✓		Option Value Excl 0	✓	
Number of Incumbents Public Institutions		✓	RS Value Excl 0	✓	
Average Base Salary Public Institutions		✓	All Other Value Excl 0	✓	
Hourly Average Base Salary Public Institutions	✓		Total Compensation:		
Number of Incumbents Private Institutions		✓	Total Target Compensation	✓ (% ^{tile} in Excel)	
Average Base Salary Private Institutions		✓	Total Direct Compensation	✓ (% ^{tile} in Excel)	
Hourly Average Base Salary Private Institutions	✓		Rewards:		
Average Base Salary All Incumbents (25 th , 50 th , 75 th , and 90 th Percentiles)		✓ (90 th is in Excel only)	Stock Options (ISO and NQSO)	✓	
Hourly Average Base Salary All Incumbents (25 th , 50 th , 75 th , and 90 th Percentiles)	✓		Stock Appreciation Rights (SARS)	✓	
Short-Term Incentives:			Restricted Stock Plan	✓	
Percent Eligible for STI		✓	Phantom Synthetic Stock Plan	✓	
Percent Receiving STI		✓	Cash	✓	
			Other Long Term Incentives	✓	

All of this provides you with the most accurate, affordable, reliable data that you can use to attract and retain your most important, and often most expensive, asset.

Survey Dates

Data Effective Date: 4/1/2026

Submission Due Date: 5/22/2026

Survey Results Published: Week of 8/10/2026

Contact Us

To learn more about our Banks of the Carolinas Banking Compensation Survey or to participate, please contact the survey group at survey@pearlmeyer.com.

You will be assigned a dedicated account manager who will be available to walk you through the survey submission process, making it easy to integrate and match your information with our database. Our account managers have several years of survey experience, ensuring you the highest level of data quality and integrity.

Your account manager will email you a link to the submission materials, your log-in credentials, and instructions on how to complete and return your survey data.

By email:

survey@pearlmeyer.com or
rhonda.snyder@pearlmeyer.com.

By phone:

ask for the survey group from our general number
508-460-9600 or Rhonda Snyder, Survey Project Manager at
984-258-2409.

Dedicated Team of Account Managers



Rebecca Toman
Vice President,
Survey Business Unit



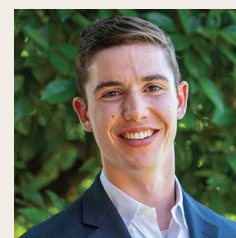
Nana Adu
Survey Account Manager



Dan Besser
Senior Survey
Account Manager



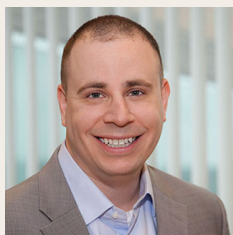
Jason Dionne
Associate Account
Manager



Matt Donahue
Survey Account Manager



Jordan Gagnon
Survey Project Manager



Andrew Guigno
Survey Operations
Manager



Benji Sheiffer
Survey Account Manager



Rhonda Snyder
Survey Project Manager



Veronika Valcheva
Survey Account Manager

Why Pearl Meyer Surveys?

Our Commitment to Quality

We are committed to providing you the highest standard of quality reporting. Our rigorous quality assurance process includes:

- + Review of quality assurance reports to help clarify input and identify discrepancies.
- + Thorough cross check of data; comparison to previous years' data; and identification of data outliers.

Secure Data Submission and Confidentiality

The survey is administered using an excel template for the collection of incumbent job data and a secure online questionnaire for policies and practices data. Cyber security is a top priority for all banks, and you can have peace of mind knowing that our secure system ensures that your data will be uploaded into a safe environment and remain confidential.

Concerned about the confidentiality of your data and how it's shared in the survey results report?

- + All data is reported in summary form only.
- + No data is reported for any job at any level where there are less than five institutions matching.
- + No institutions data will represent more than a 25% weighting for any job.

You May Also Be Interested In

Pearl Meyer has a suite of banking surveys in addition to our Banks of the Carolinas Survey.

State Reports

- + Alabama
- + California
- + Connecticut
- + Florida
- + Georgia
- + Massachusetts
- + New York
- + Ohio
- + Texas
- + Virginia

Regional reports

- + Northeast (CT, MA, ME, NH, NY, RI, and VT)
- + Northern New England (ME, NH, and VT)
- + Banks of the Carolinas
- + South Atlantic (AL, FL, GA, NC, SC, and VA)

National Report (U.S. based)

Banking Board of Director Survey

Banking Benefits and Human Resources Policies Survey



About Pearl Meyer

Pearl Meyer is the leading advisor to boards and senior management helping organizations build, develop, and reward great leadership teams that drive long-term success. Our strategy-driven compensation and leadership consulting services act as powerful catalysts for value creation and competitive advantage by addressing the critical links between people and outcomes. Our clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private organizations to the Fortune 500.

About Pearl Meyer's Banking Compensation Consulting

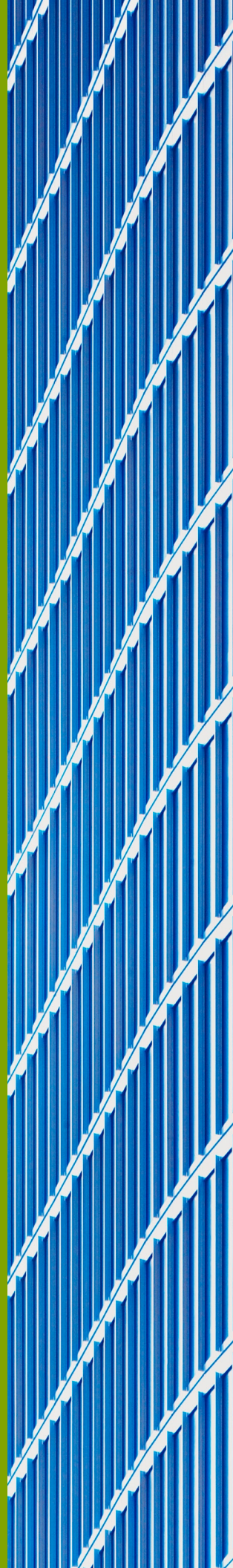
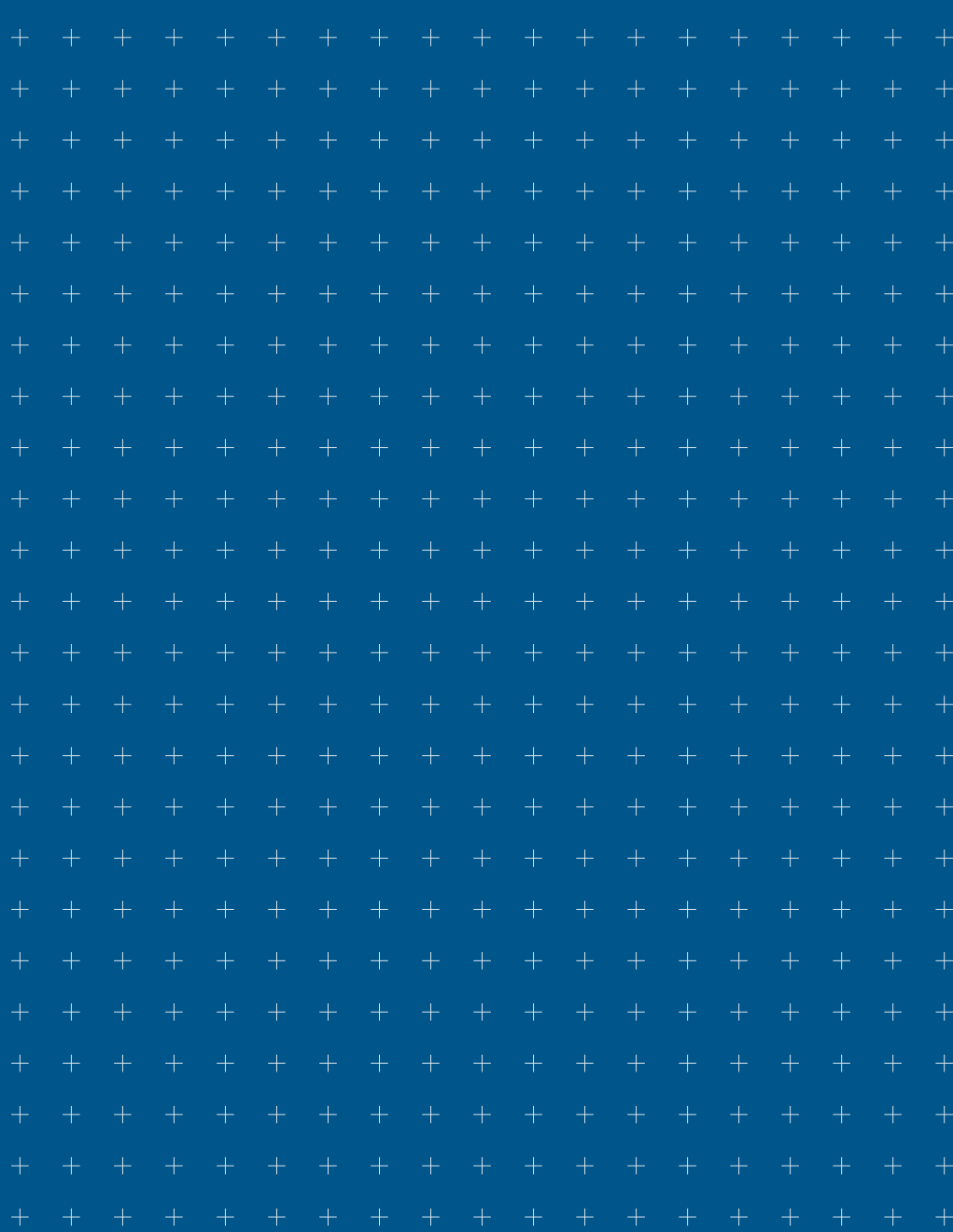
Pearl Meyer's National Banking Team has in-depth and diverse experience, based on long-term client relationships. We understand the business, regulatory and talent challenges of the industry and the ways in which compensation can play a role.

Our work starts by studying your institution's business strategy, leadership approach, and ownership structure. We take the time to listen to your compensation objectives and desired outcomes. Risk mitigation, regulatory compliance and governance are built into the design process. We use this process with the intent of developing compensation plans that achieve results and create a competitive advantage for your business.

Pearl Meyer's Banking Survey Suite

Pearl Meyer has been managing surveys specific to the banking industry for 25 years. Using the most advanced programming and algorithms to ensure confidentiality and accuracy, the banking survey suite includes the Banking Compensation Survey, the Banking Benefits and Human Resources Policies Survey, and the Banking Board of Directors' Survey.

- + **Banking Compensation Survey** data can be obtained in the following ways to offer you the most relevant targeted and industry-wide data:
 - + **Single state reports** for Alabama, California, Connecticut, Florida, Georgia, Massachusetts, New York, Ohio, Texas and Virginia.
 - + **Regional report for the Northeast** (that includes CT, MA, ME, NH, NY, RI, and VT), and a regional report for the Northern New England (that includes ME, NH, and VT), the Banks of the Carolinas, and the South Atlantic Region (that includes AL, FL, GA, NC, SC, and VA).
 - + **National banking report** that offers compensation information from banks throughout the country.
- + **Banking Board of Director Survey** provides the most relevant information available on board of directors' compensation and governance practices.
- + **Banking Benefits and Human Resources Policies Survey** is the definitive source for the most current information on benefits programs and human resources policies including PTO programs, health and dental insurance, flexible spending accounts, and short- and long-term disability plans.



For more information on Pearl Meyer,
visit us at www.pearlmeyer.com or
contact us at (212) 644-2300.

Pearl Meyer
pearlmeyer.com