

Narwhal Capital

2025 Market Outlook

31 January 2025

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Educational Resources

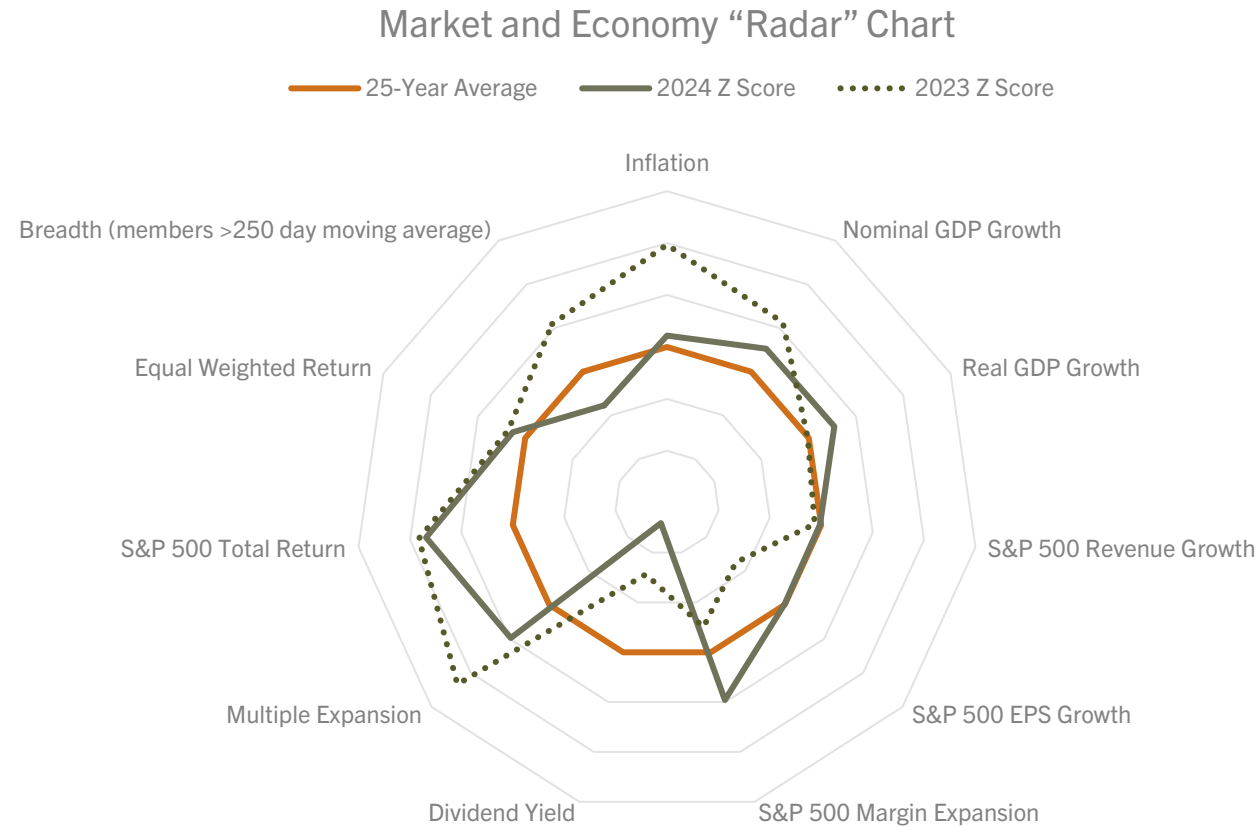
- The Investing Podcast: Morning Market Briefings
 - ❖ A daily 15-minute overview of the largest stories influencing the markets and their implications on investment portfolios.
 - ❖ Find it on the Education tab of Narwhal's website, live at 8:30am, or wherever you get your podcasts.
- The Market Memo
 - ❖ A one-page weekly snapshot of our view on markets, inflation, and the economy.
 - ❖ Add yourself to the email list by emailing Natalie Rogers (nrogers@narwhalcapital.com) or subscribe on LinkedIn.
- Quarterly Macro Presentations
 - ❖ Request an invitation by emailing Natalie Rogers.
- Complimentary Financial Planning
 - ❖ Clients can email Melissa Dotson (mdotson@narwhalcapital.com) to set up a Discovery Meeting.

2024 Overview

If everyone is thinking alike, then somebody isn't thinking.

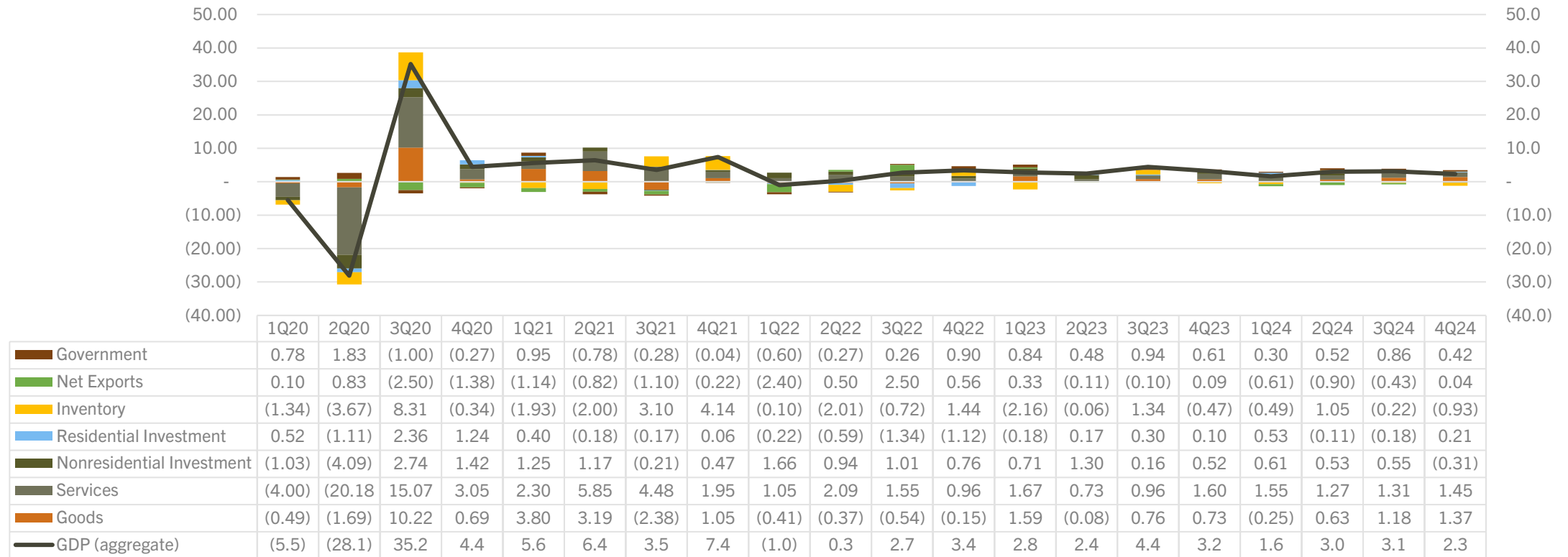
-General George Patton

2024 saw economic normalization as multiple expansion drove stock markets higher

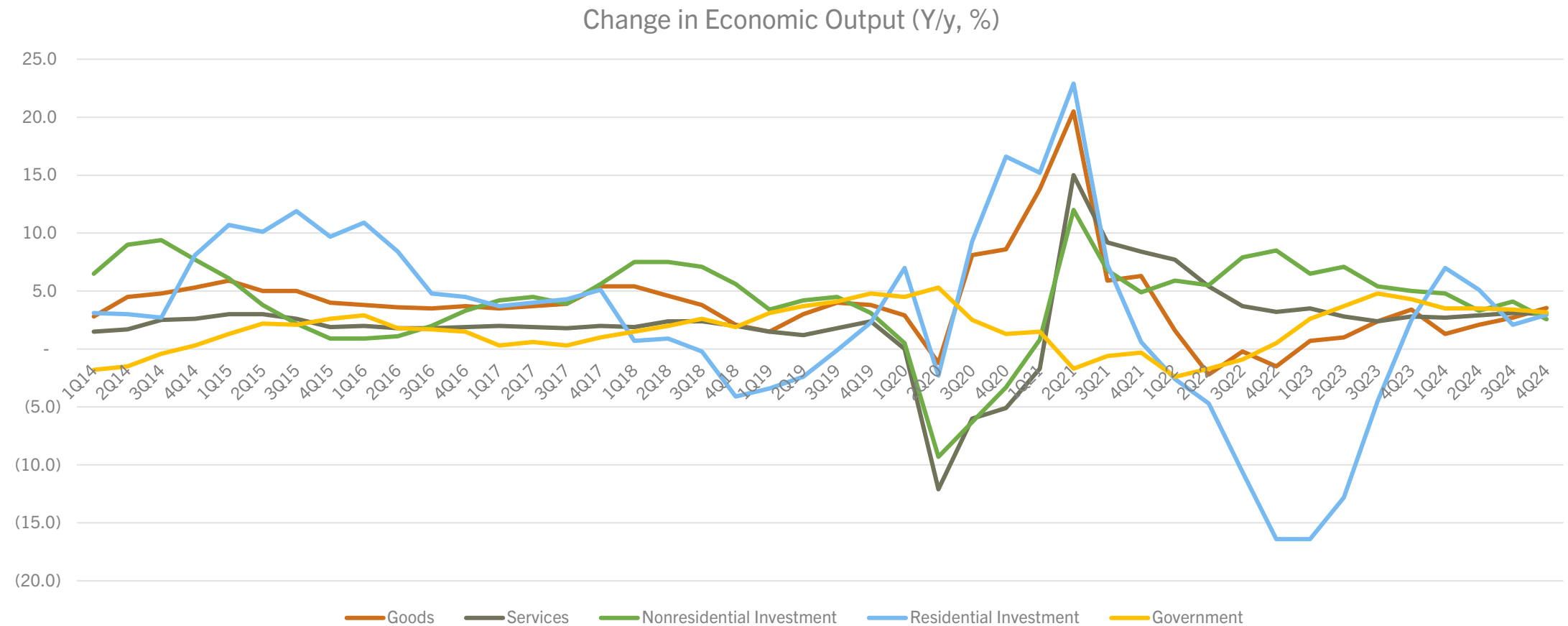


Government spending has compensated for weak investment; consumer spending stabilized

Contributions to Change in Real GDP
(Bureau of Economic Analysis, Federal Reserve Bank of Atlanta)

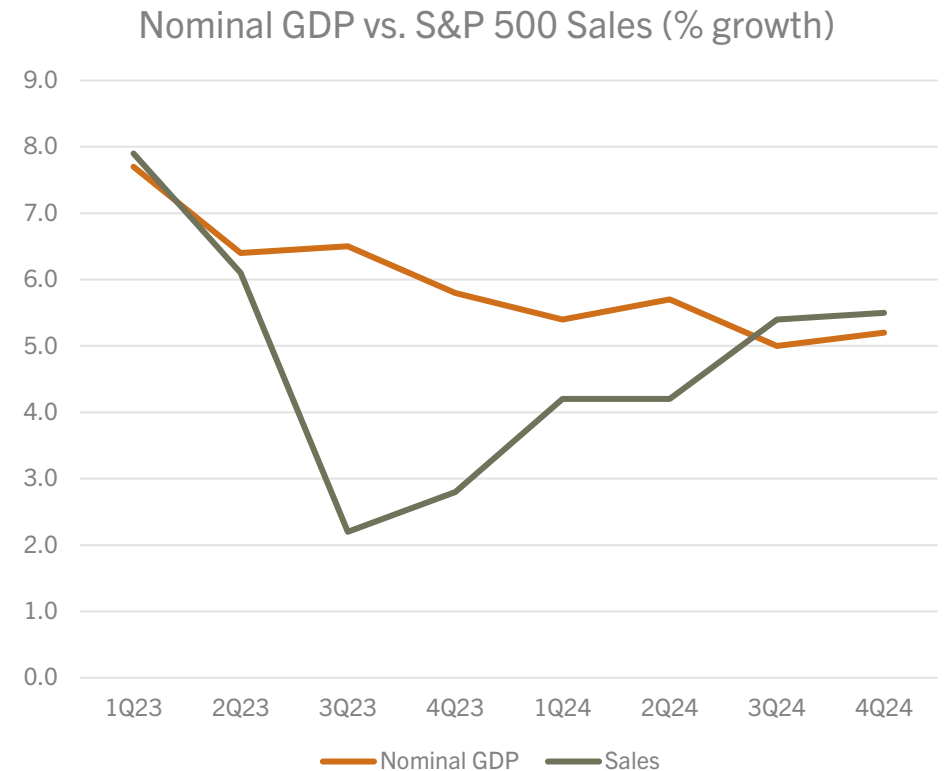


Investment spending remains cautious but the economy is beginning to broaden out



Nominal GDP has a 0.59 correlation with S&P 500 Revenue historically

Period	Inflation (avg CPI)	GDP Y/y (real)	GDP Y/y (nominal)	Sales
2019	+1.7	+2.5	+4.2	+4.5
1Q23	+5.3	+2.3	+7.7	+7.9
2Q23	+3.5	+2.8	+6.4	+6.1
3Q23	+3.4	+3.2	+6.5	+2.2
4Q23	+3.4	+3.2	+5.8	+2.8
1Q24	+3.3	+2.9	+5.4	+4.2
2Q24	+3.2	+3.0	+5.7	+4.2
3Q24	+2.6	+2.7	+5.0	+5.4
4Q24	+2.7	+2.5	+5.2	+5.5

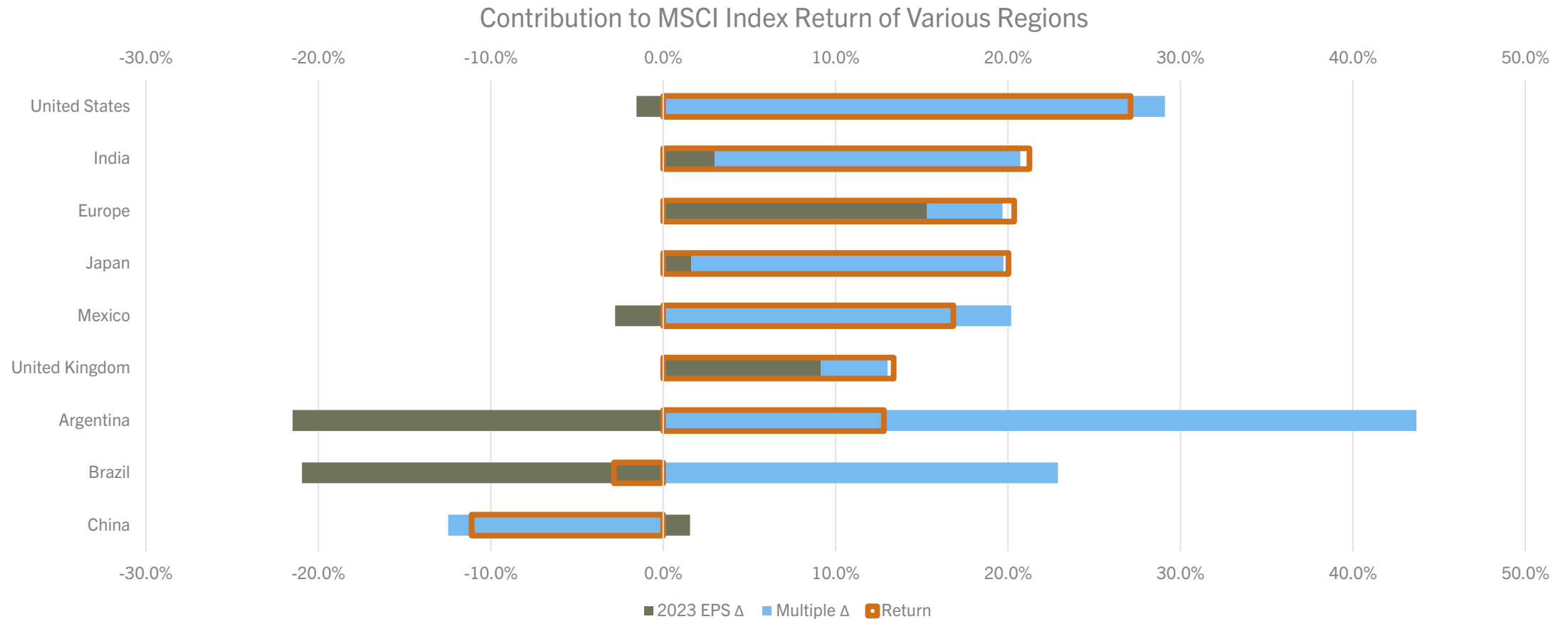


Market Analysis

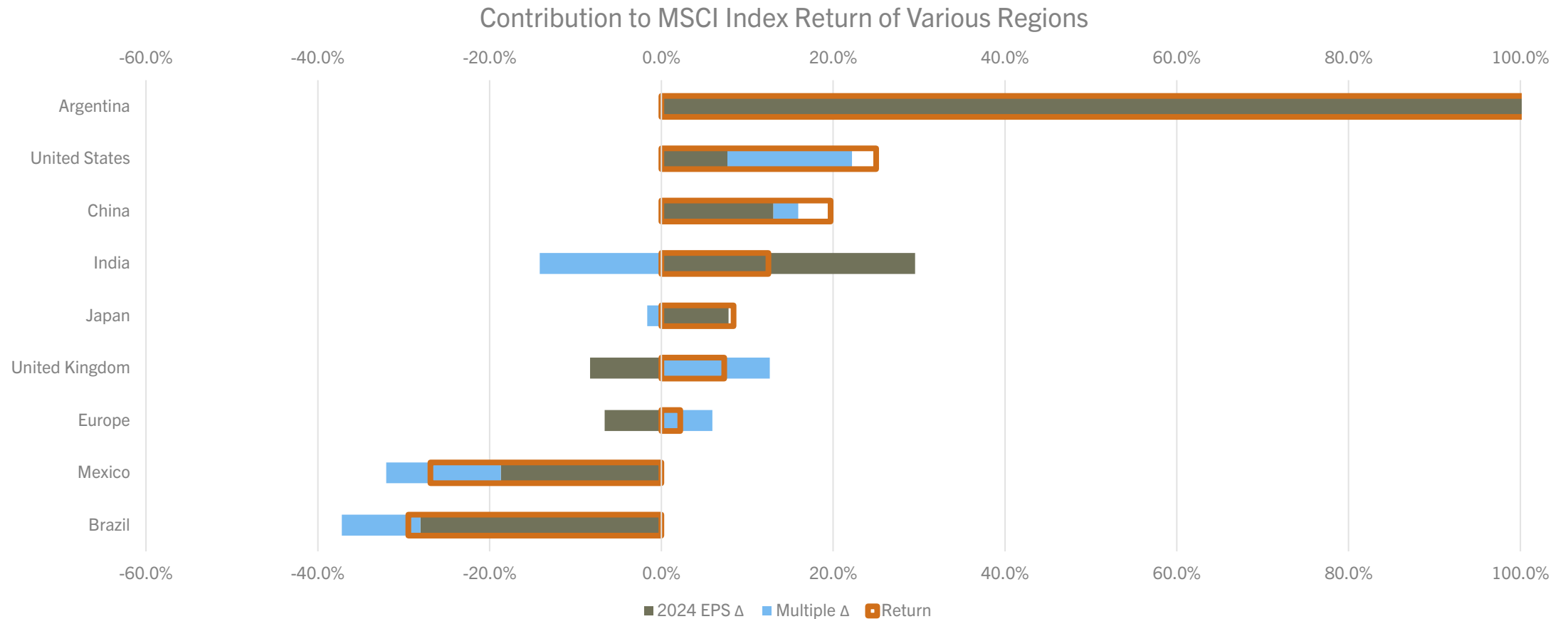
I'll play it first and tell you what it is later.

-Miles Davis

A look back at 2023: US stock performance was driven by prices (not company earnings)

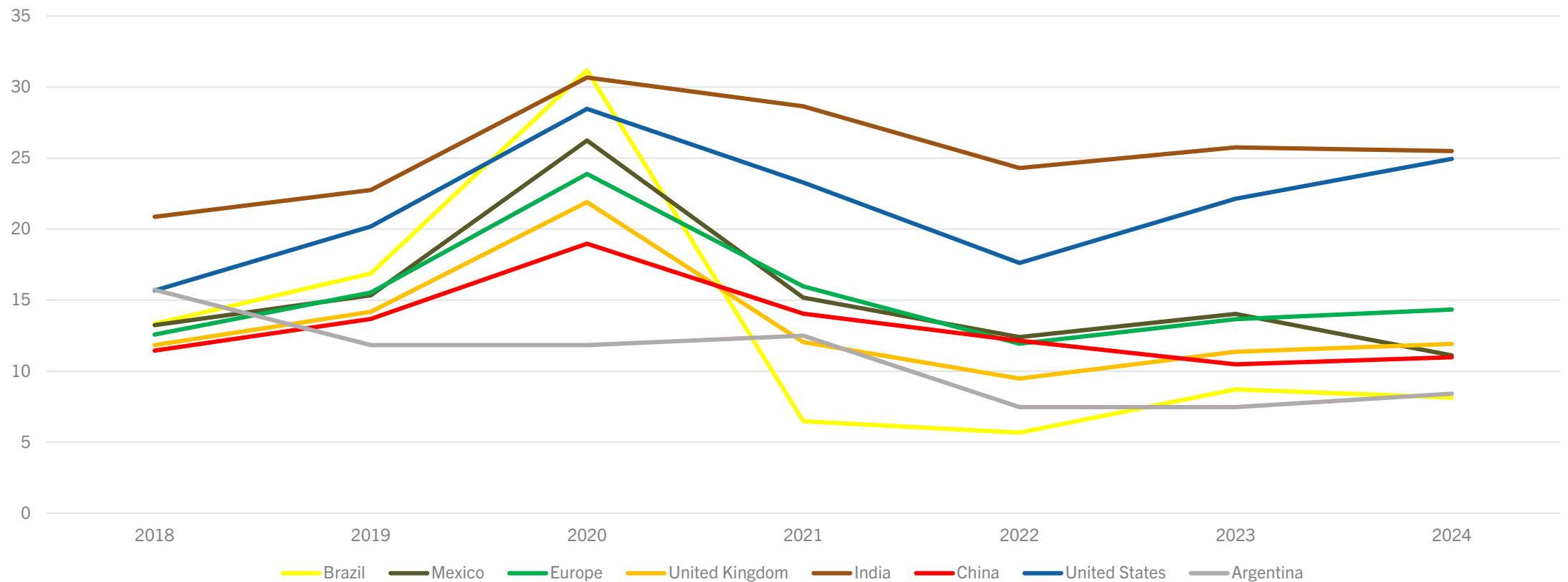


But in 2024, although multiples expanded again, earnings returned to growth

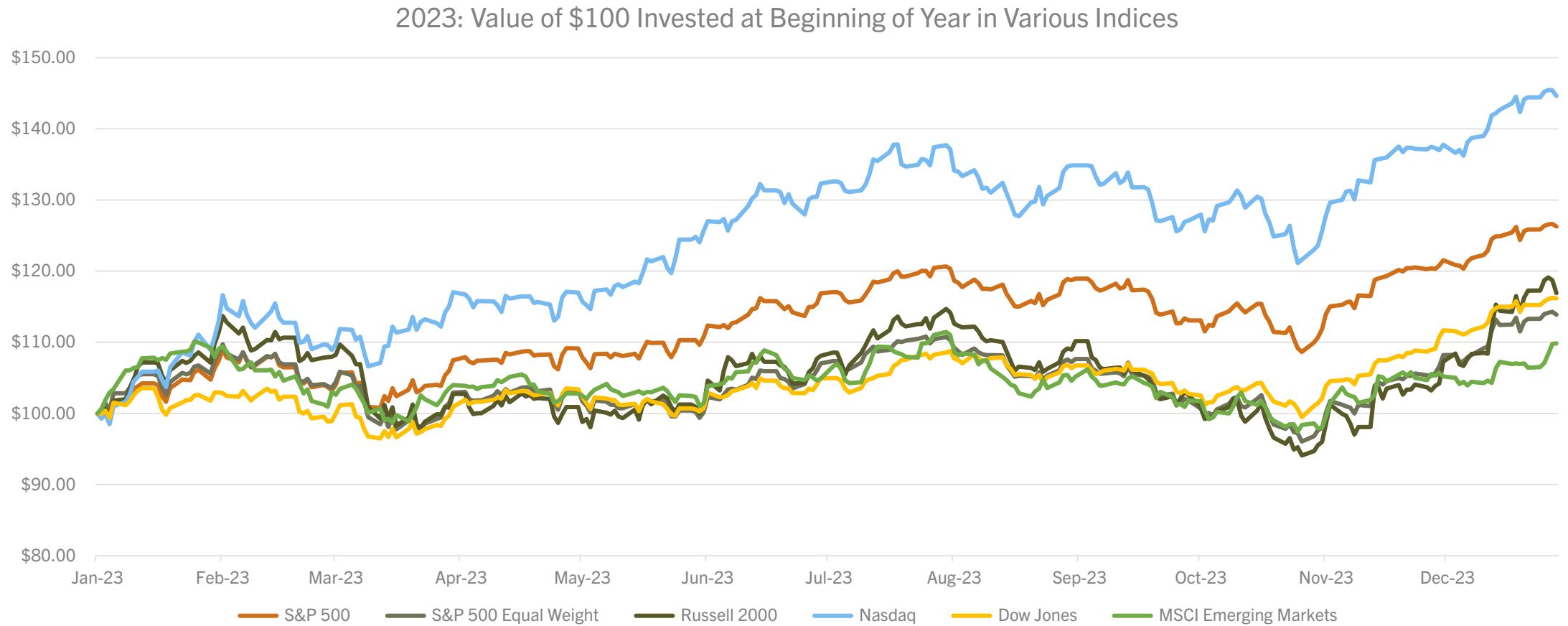


Valuations are elevated in the United States relative to other countries

Price/Earnings Multiples of Various Country Stock Indices (MSCI for all but the US – S&P 500)



In 2023, markets were led by high-flying Nasdaq technology stocks

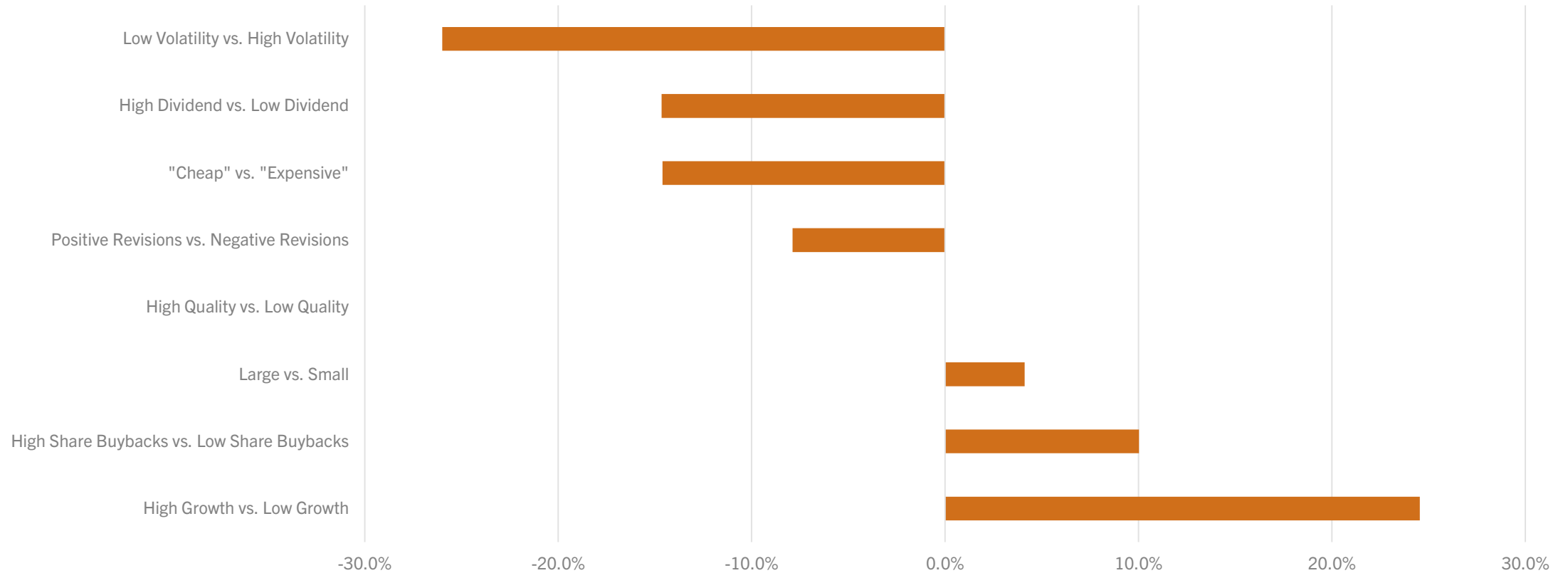


But in 2024, the performance of the S&P 500 and the Nasdaq were similar



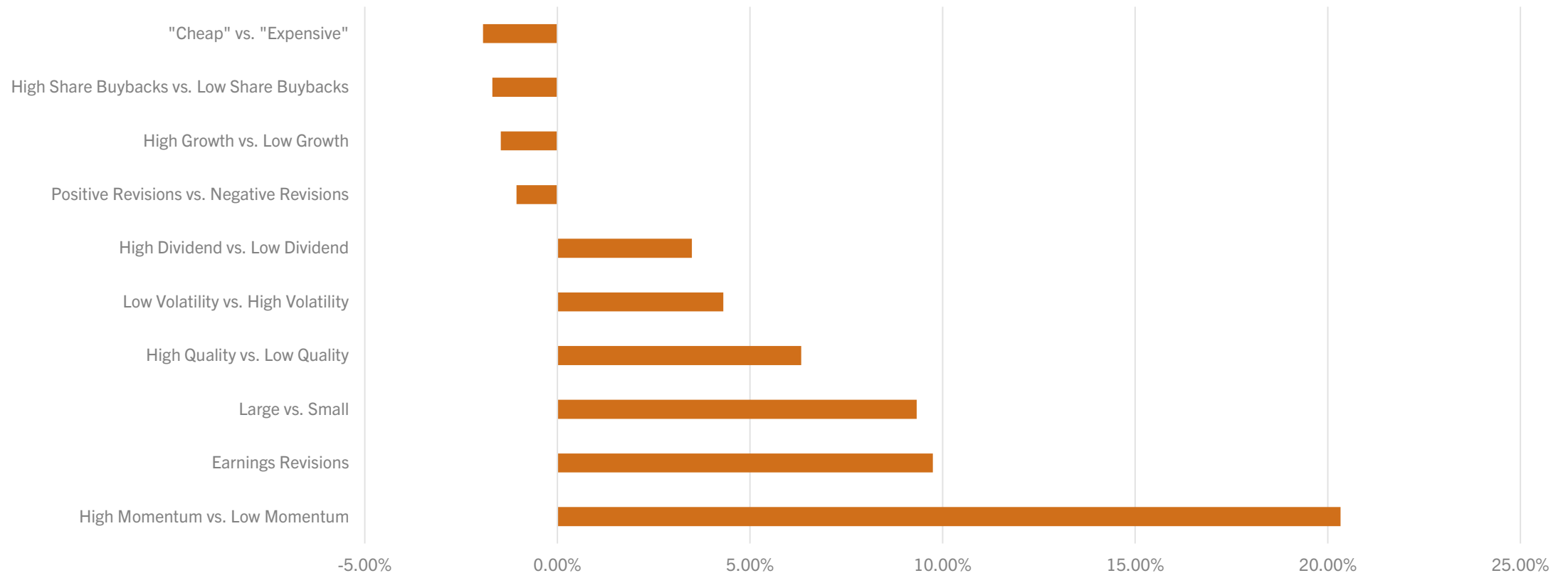
Growth companies outperformed the market in 2023...

S&P 500 Factor Drivers, 2023: Top 20 percentile less Bottom 20 percentile

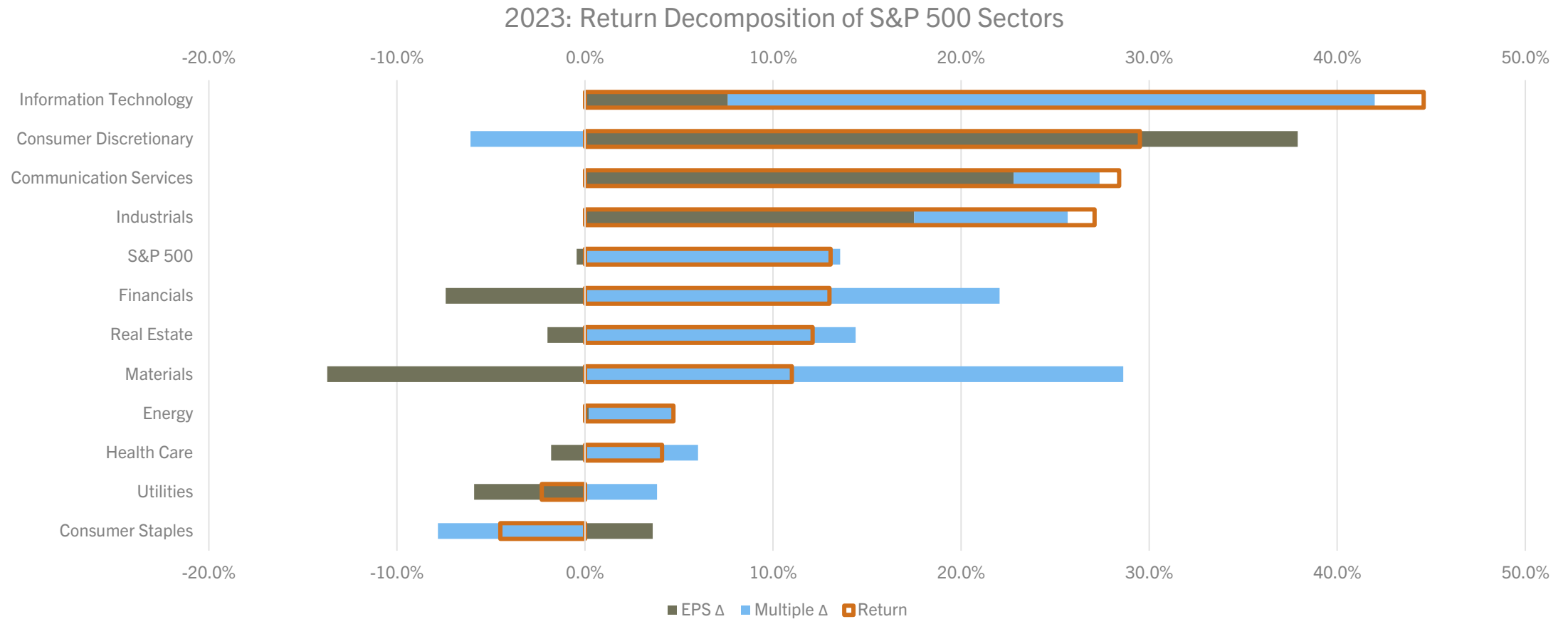


...While stocks with earnings momentum drove 2024 returns

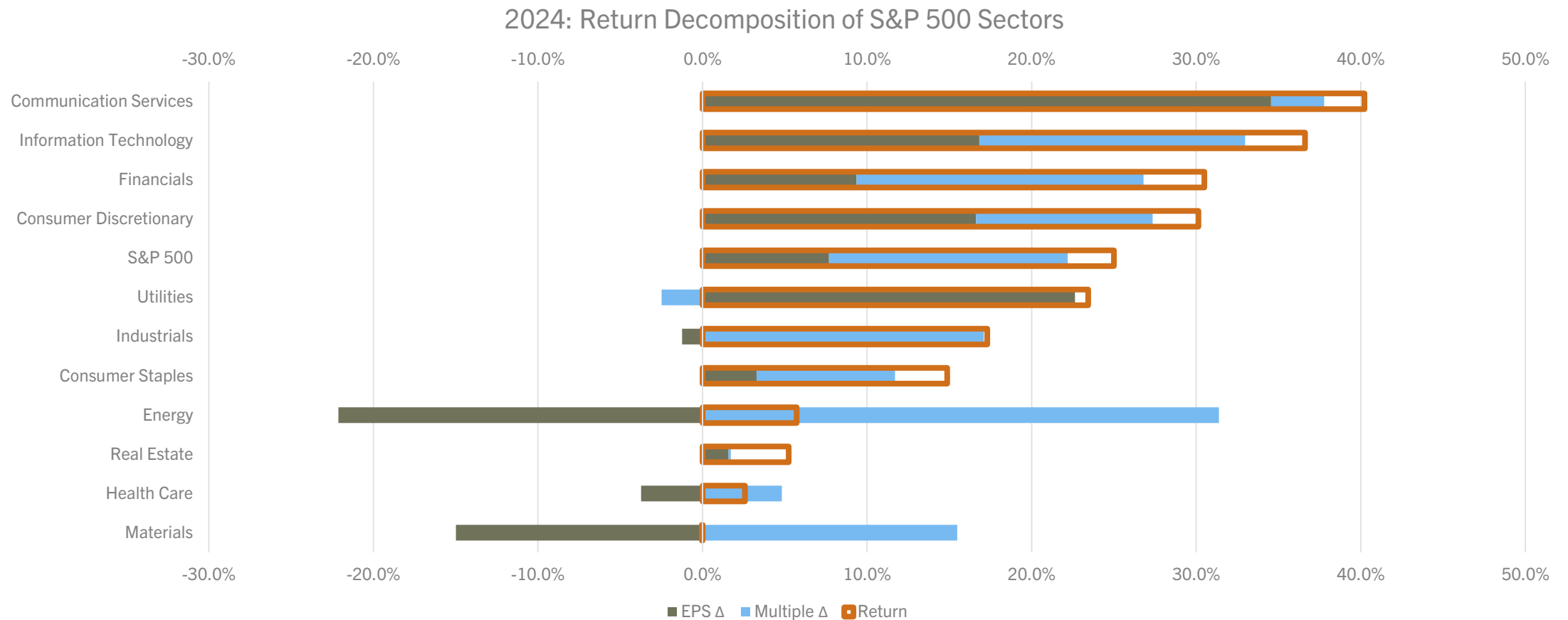
S&P 500 Factor Drivers, 2024: Top 20 percentile less Bottom 20 percentile



So while returns in 2023 were concentrated in the technology sector...

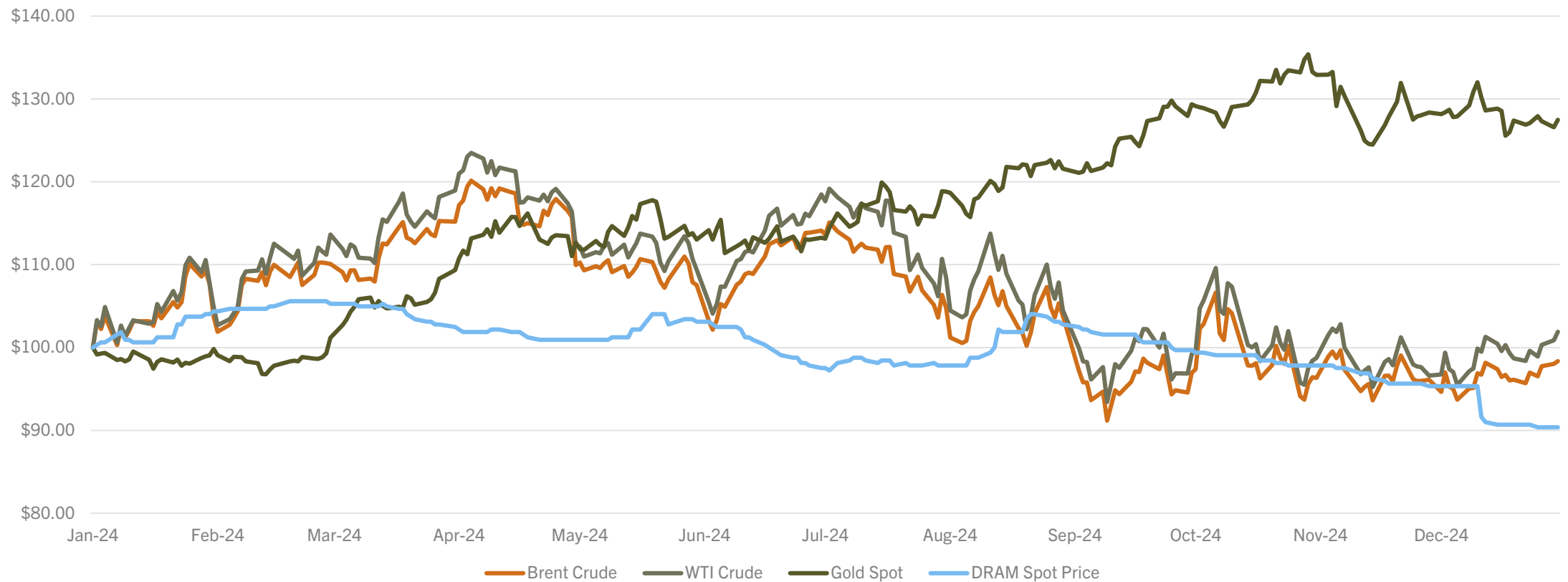


...In 2024, returns were broader, with Financials contributing strongly

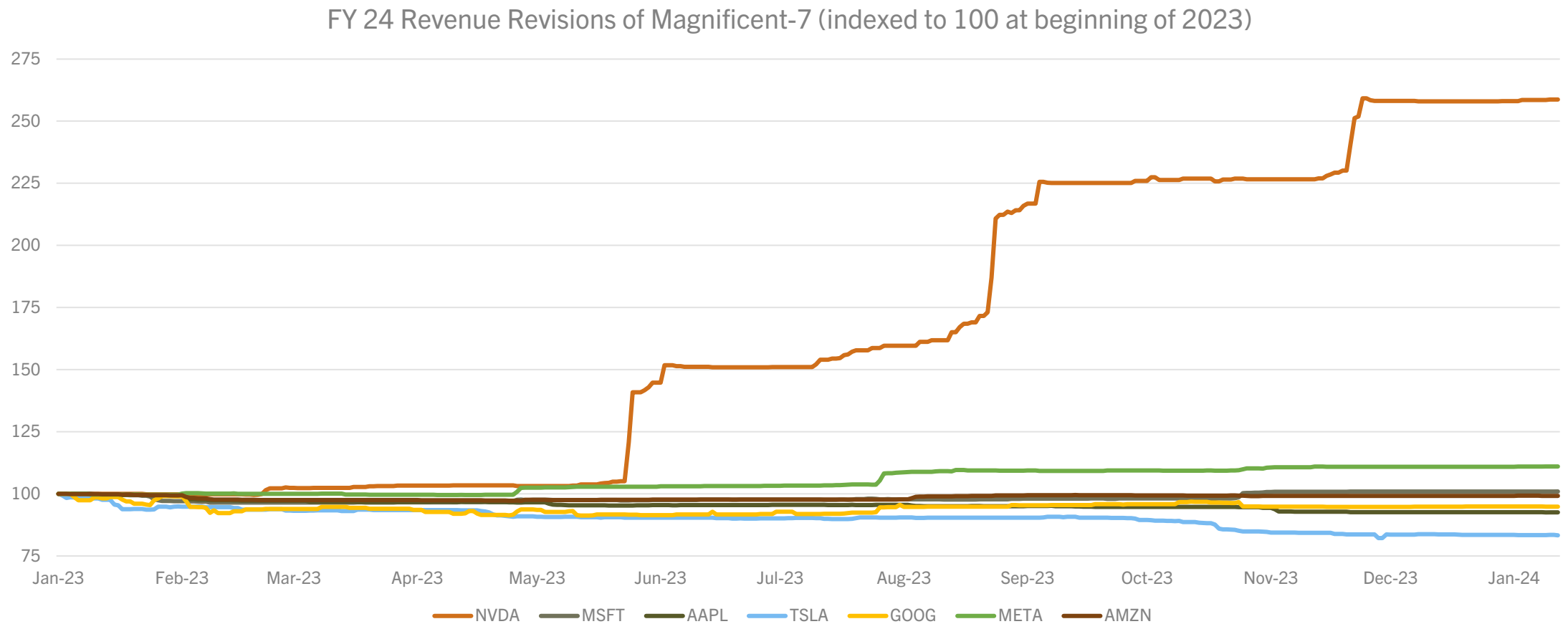


Oil prices were range-bound while gold produced strong returns

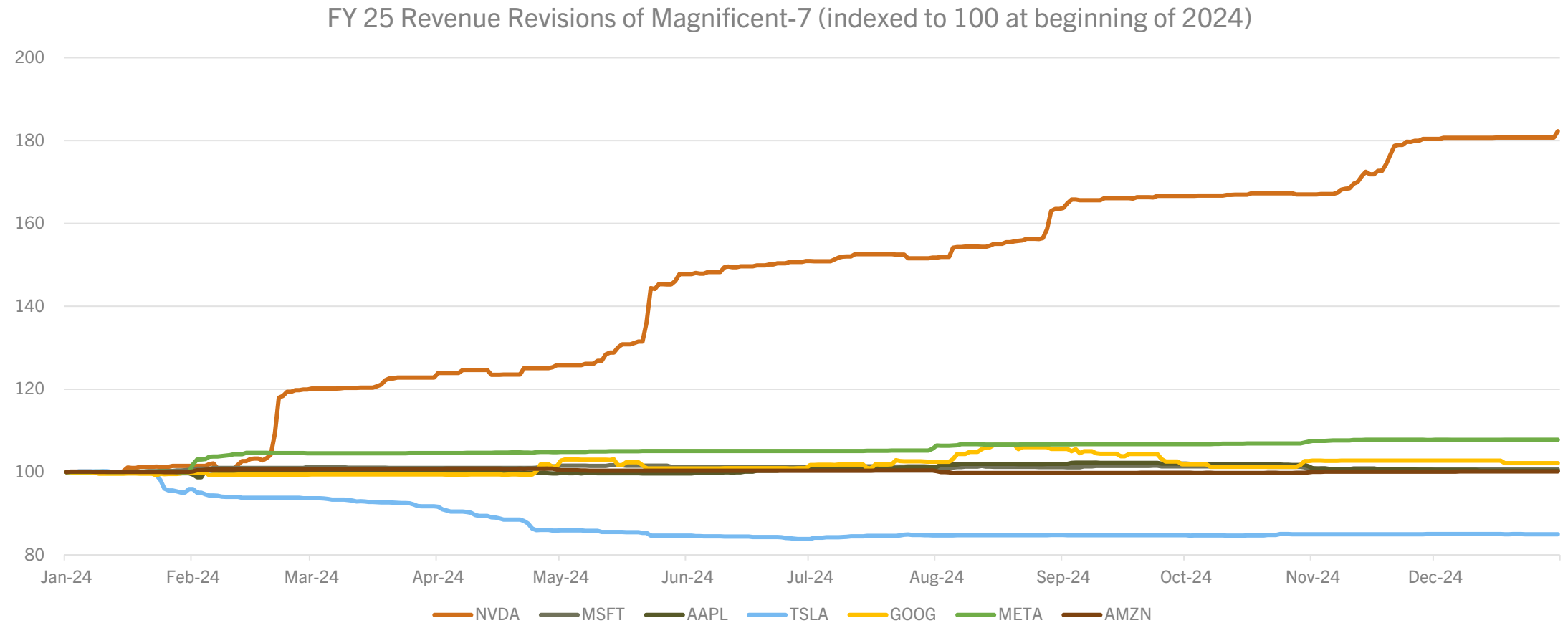
Value of \$100 Invested at Beginning of Year in Various Commodities (spot price)



Nvidia's earnings expectations drove much of the index returns in 2023



It was a similar story in 2024, with Nvidia earnings estimates rising and Tesla estimates falling

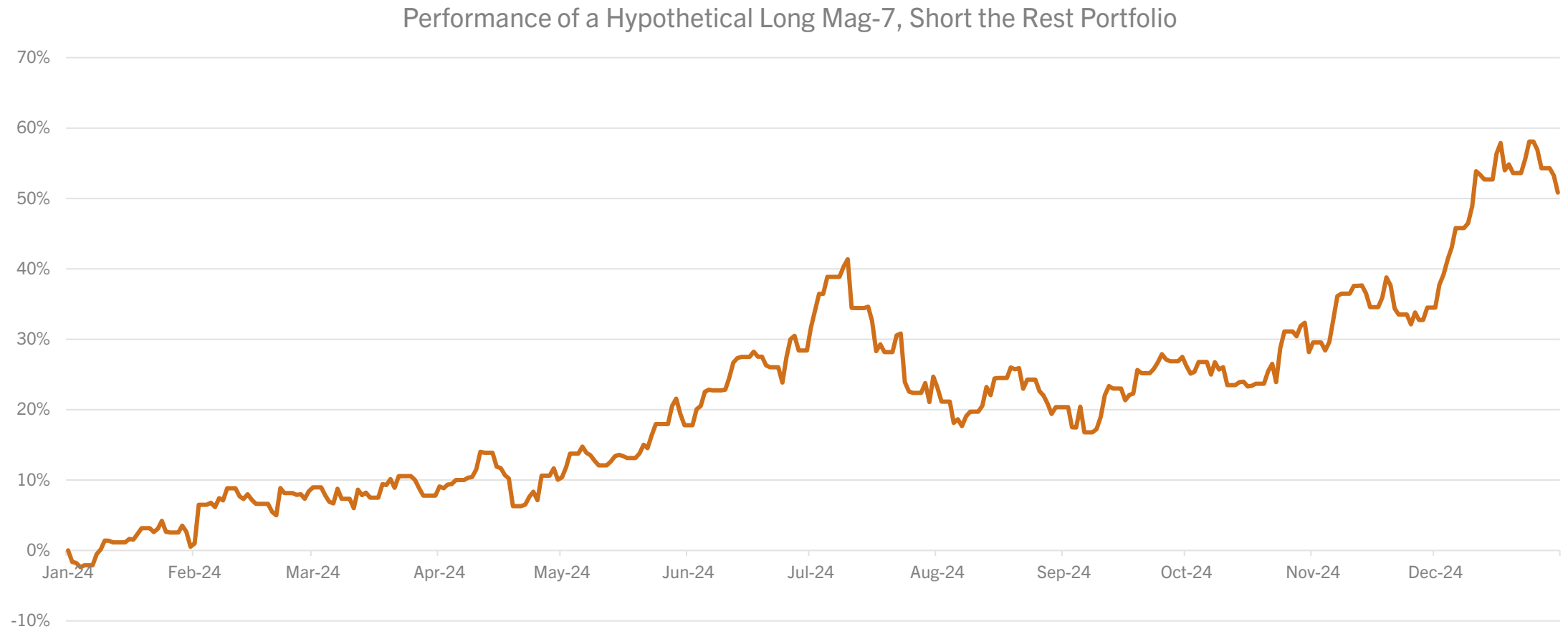


Although broad markets were up 17%, the largest seven companies dramatically outperformed

Cumulative Percentage Return of the Magnificent 7 and the Rest of the S&P 500



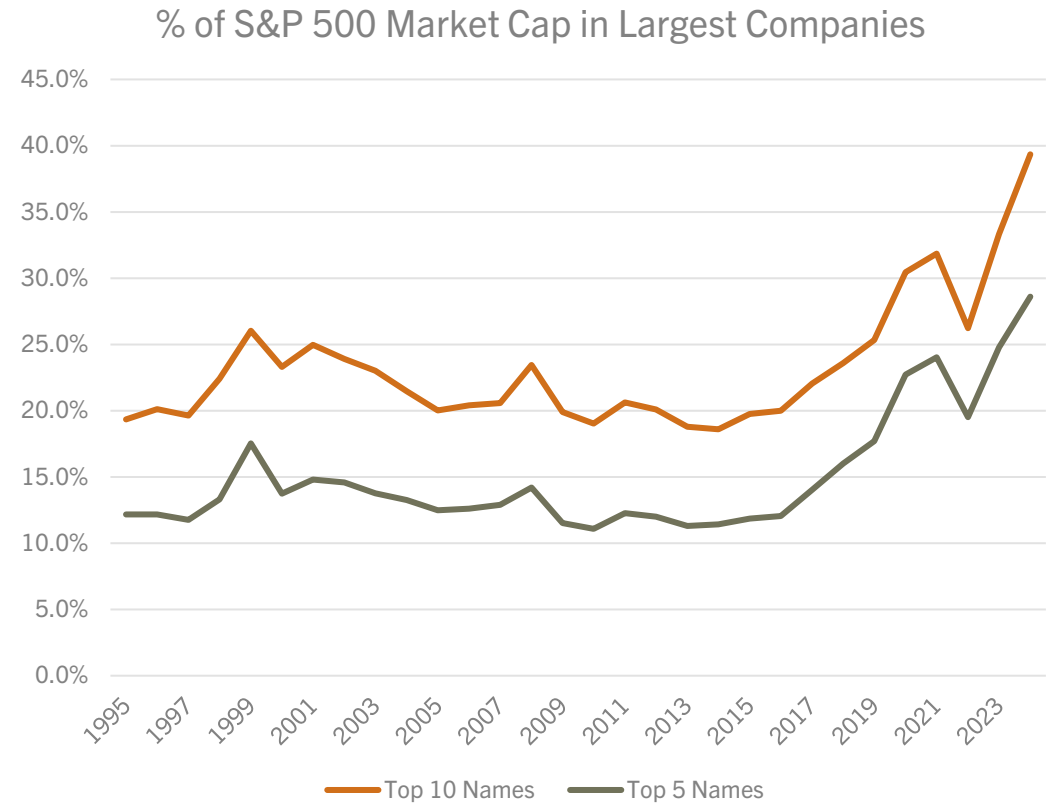
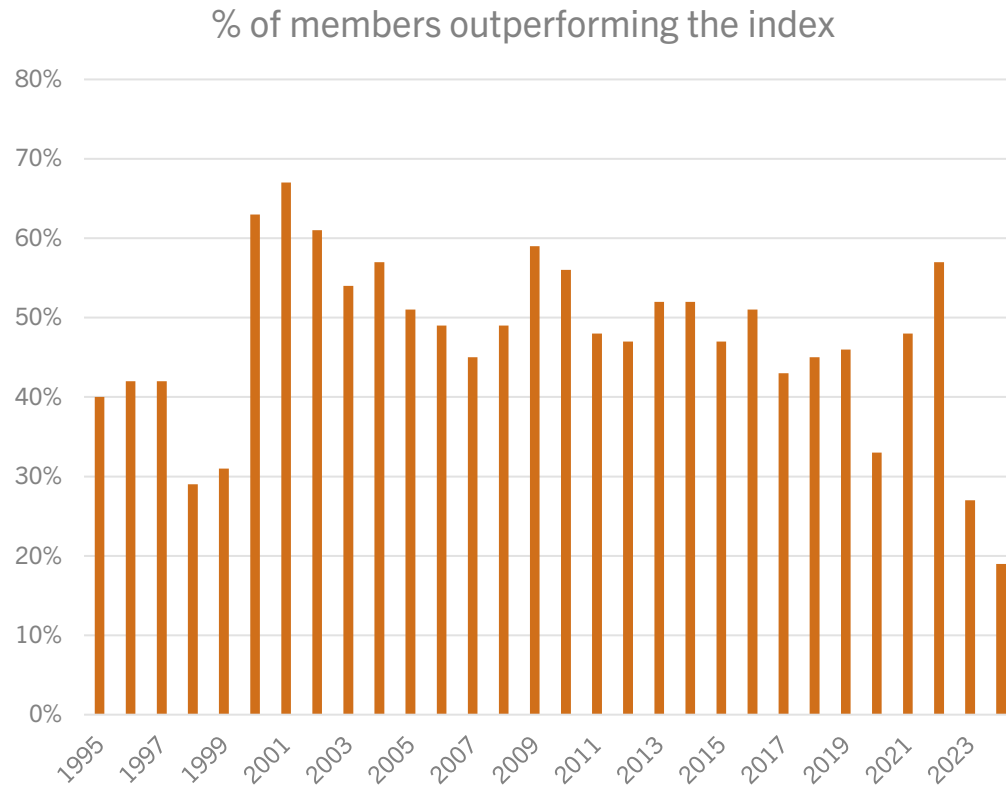
Outperformance of the Mag-7 (mostly Tesla and Apple) accelerated in December



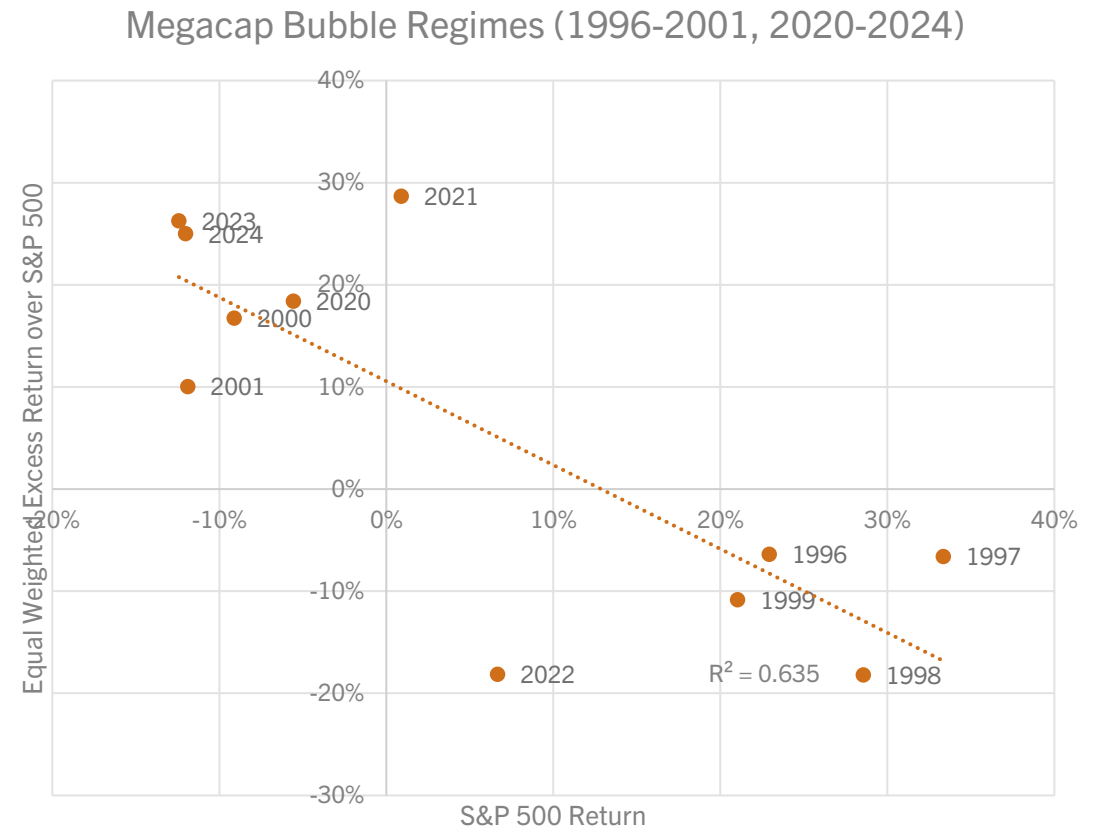
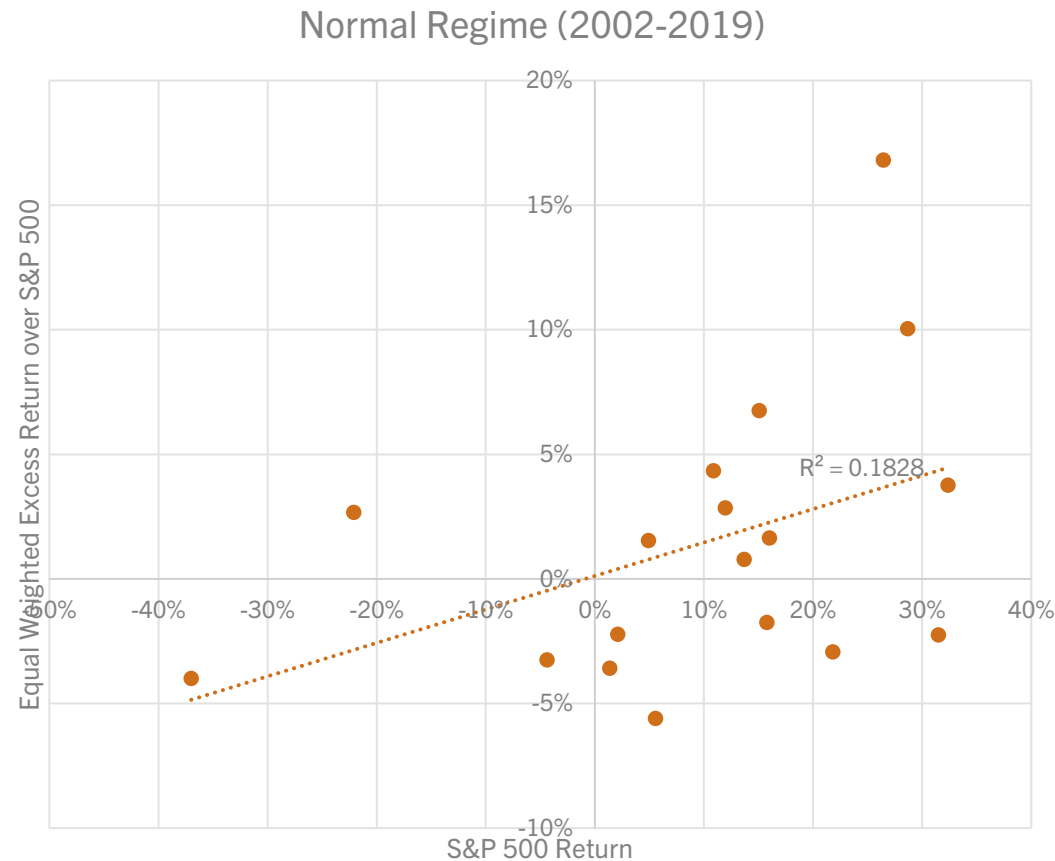
The valuation gap between the Mag-7 and the broader market remains, driven by Tesla

	P/E (2024)	P/E (2025)	EV/EBITDA (2025)
Alphabet	23.5x	20.9x	14.1x
Amazon	42.7x	35.0x	14.3x
Apple	37.1x	34.2x	23.0x
Meta	25.8x	23.0x	15.0x
Microsoft	34.2x	30.6x	20.6x
Nvidia	47.3x	32.0x	25.8x
Tesla	166.9x	124.6x	62.5x
Magnificent 7	40.9x	31.8x	19.8x
S&P 500 ex-Mag 7	21.6x	19.3x	13.1x

Such market concentration is unprecedented, even higher than the Nasdaq bubble



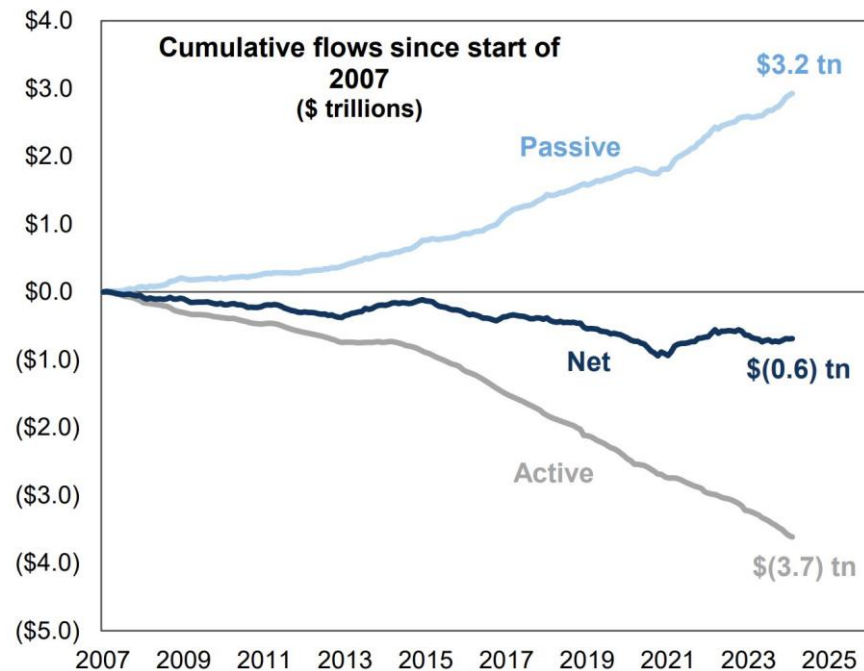
In periods of heightened market concentration, equal-weight dulls the upside and the downside



Active management is out of favor but could be set up favorably

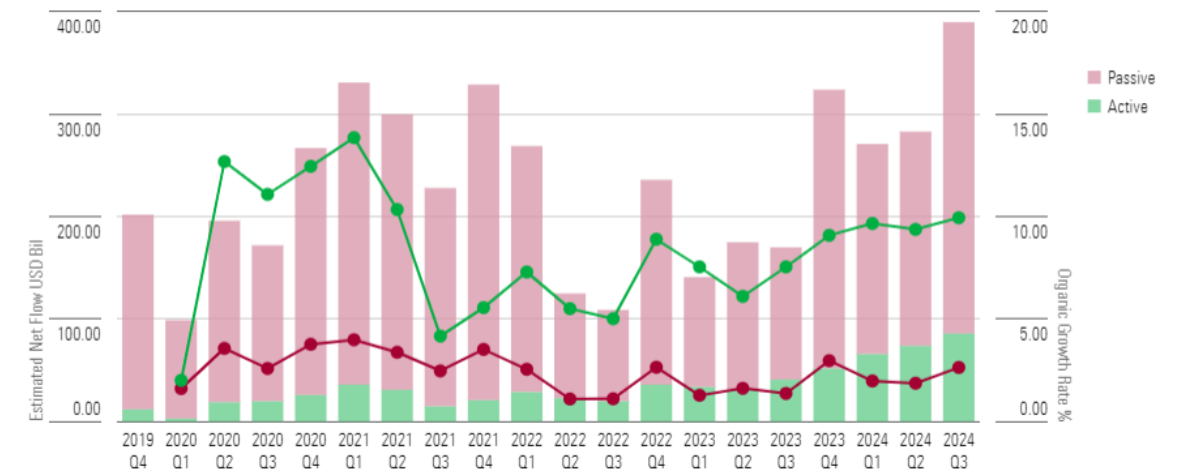
The shift toward passive investment (ETFs, funds, 401(k)s) creates opportunities to identify overlooked securities

Exhibit 6: US equity mutual fund and ETF: Active vs. passive flows
monthly data as of July 31, 2024



Source: EPFR, Goldman Sachs Global Investment Research

Actively Managed ETFs Have Maintained a 9%+ Growth Rate in 2024
Category Funds have Grown 33% on an Organic Basis in 2024

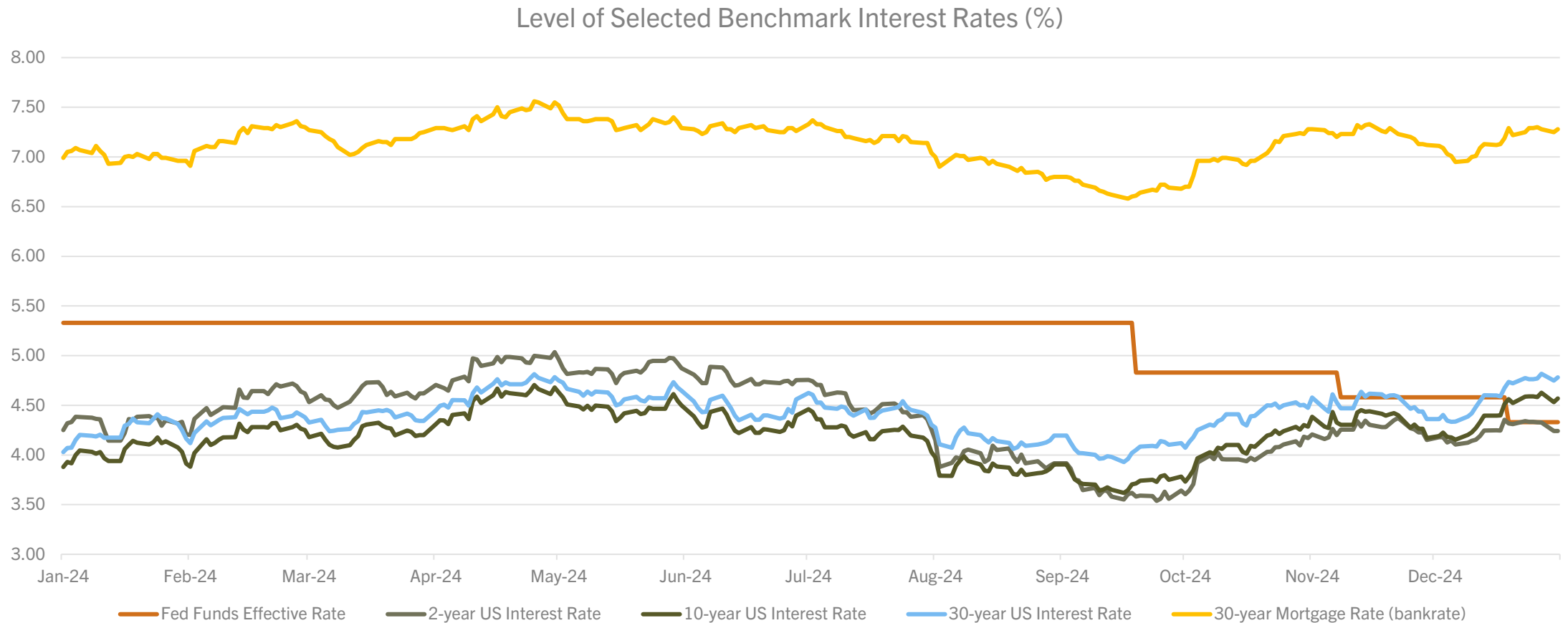


Source: Morningstar Direct Data as of Sept. 30, 2024.

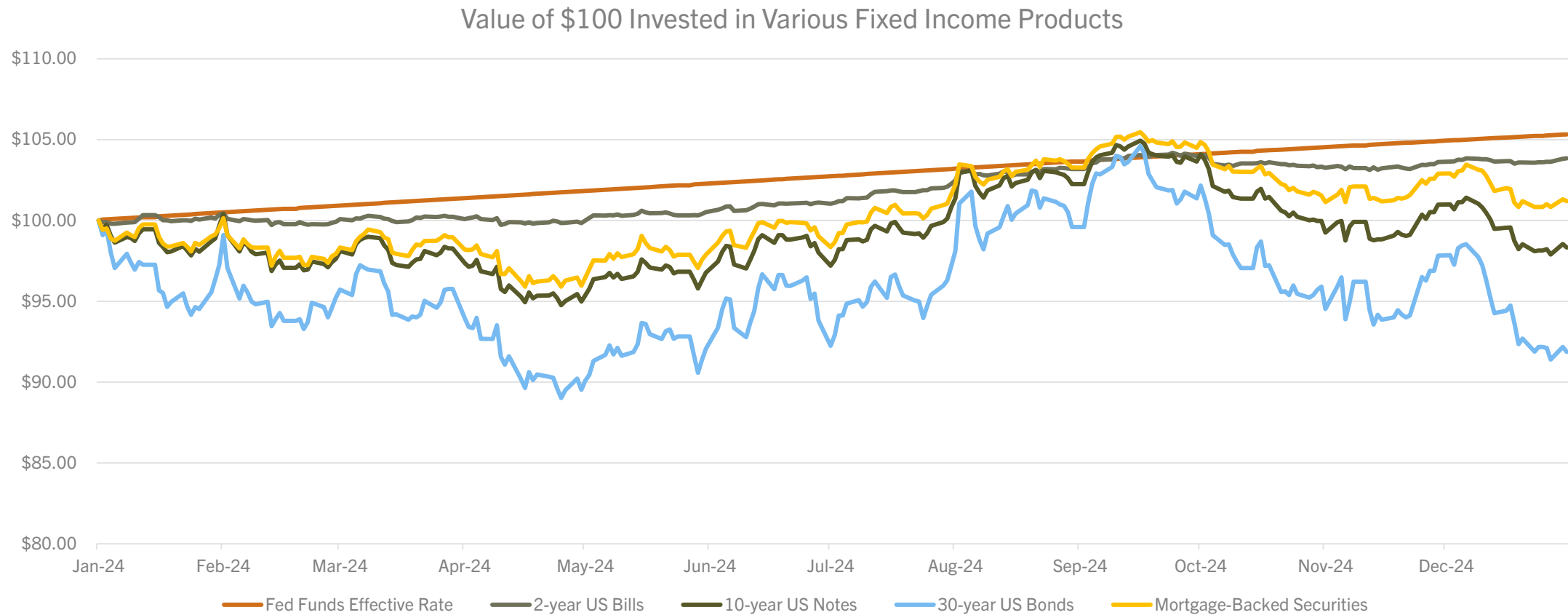
Organic Growth Rate is flows over the period divided by beginning assets. It expresses non-performance-based asset growth and normalizes comparisons over time.

Source: Goldman Sachs, Morningstar

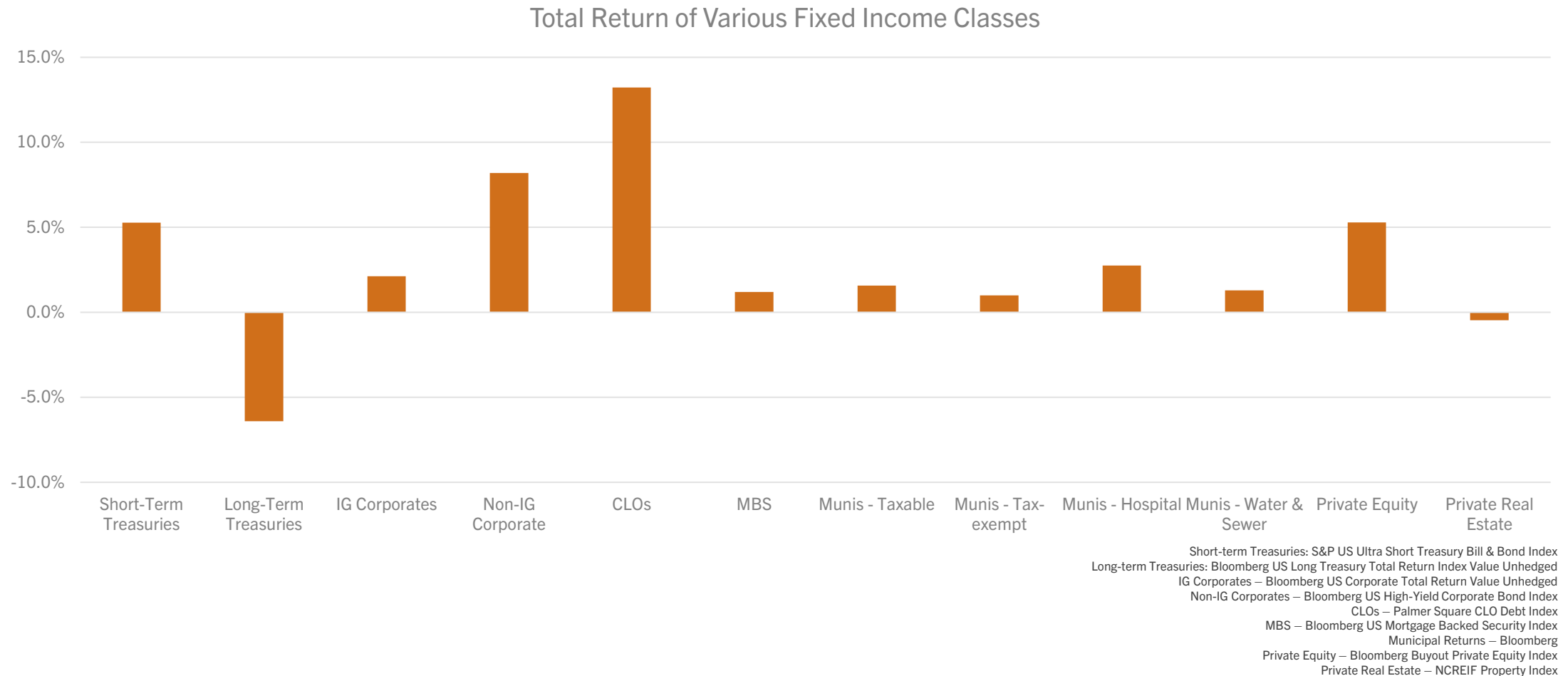
While the Federal Reserve lowered rates in September, longer-term interest rates rose



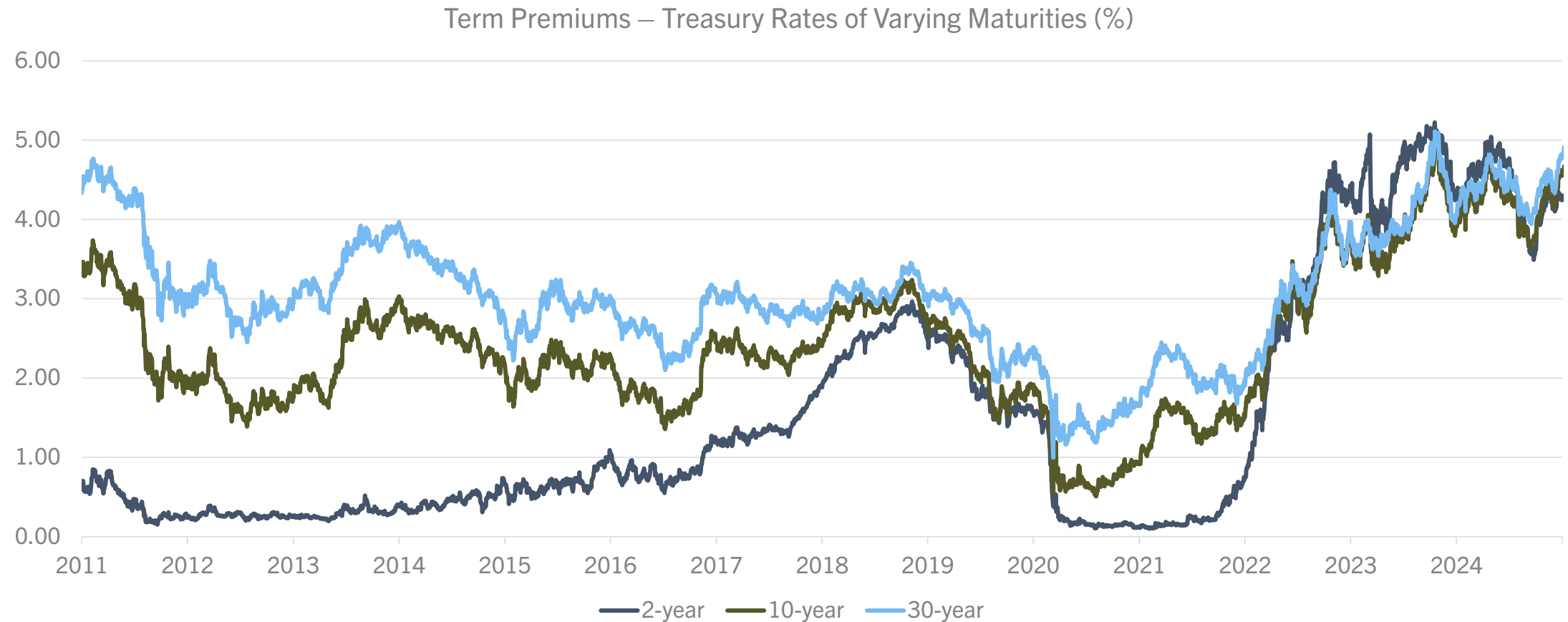
Short-term treasuries were the place to be; mortgage-backed securities eked out small gains



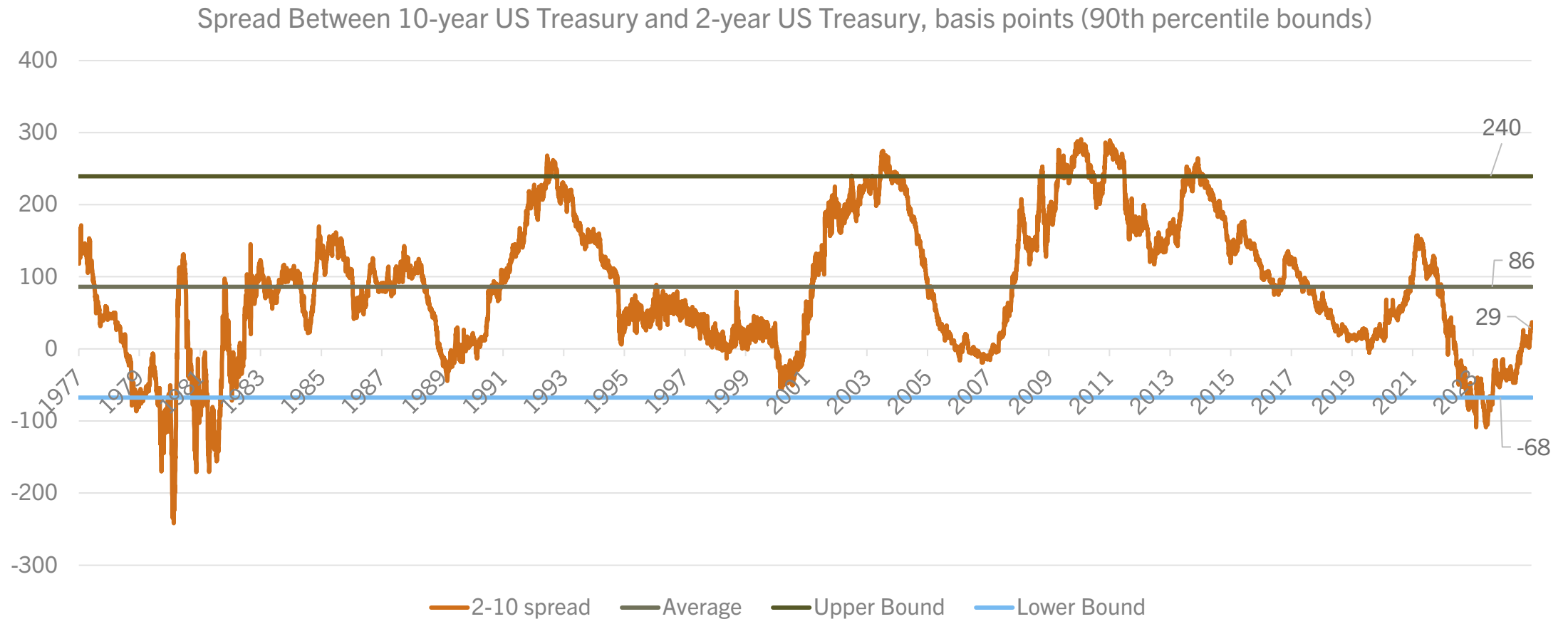
Shorter-term paper generally outperformed; long duration bonds and real estate underperformed



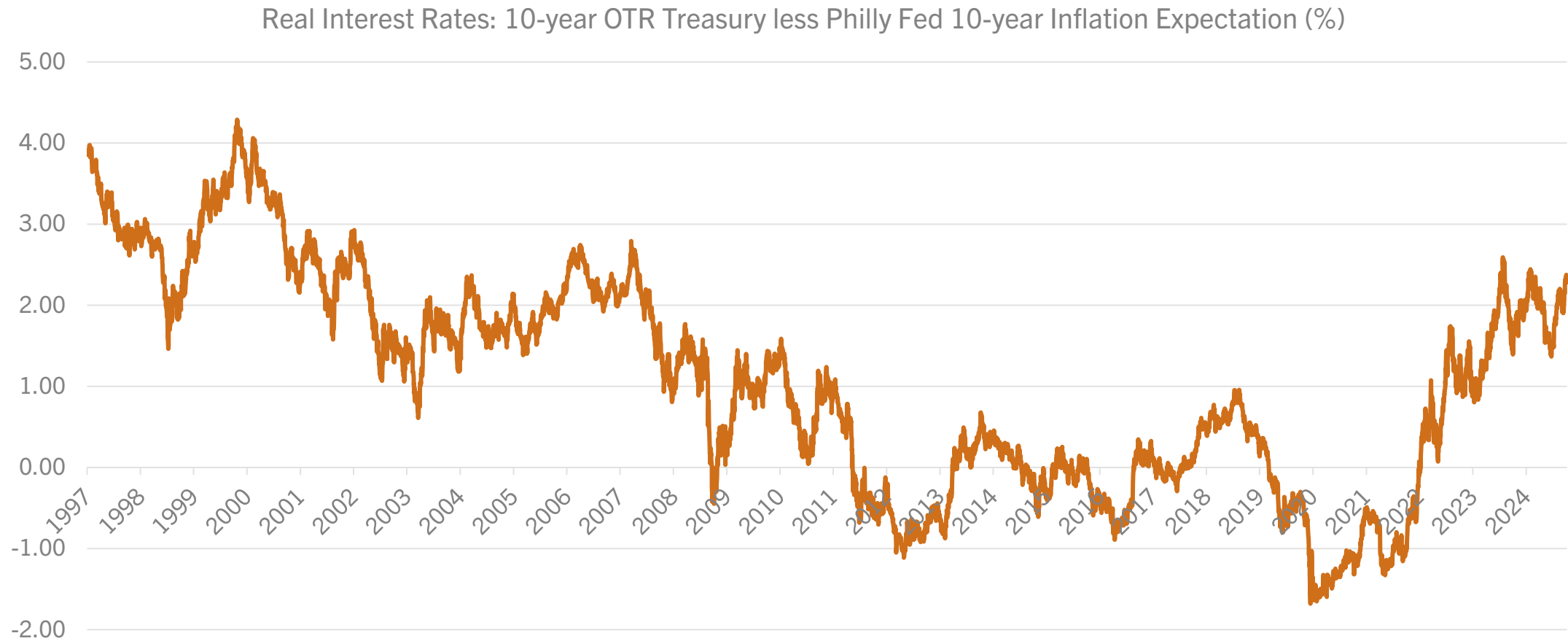
Interest rates began the process of “un-inverting” as short-term rates fell below long-term rates



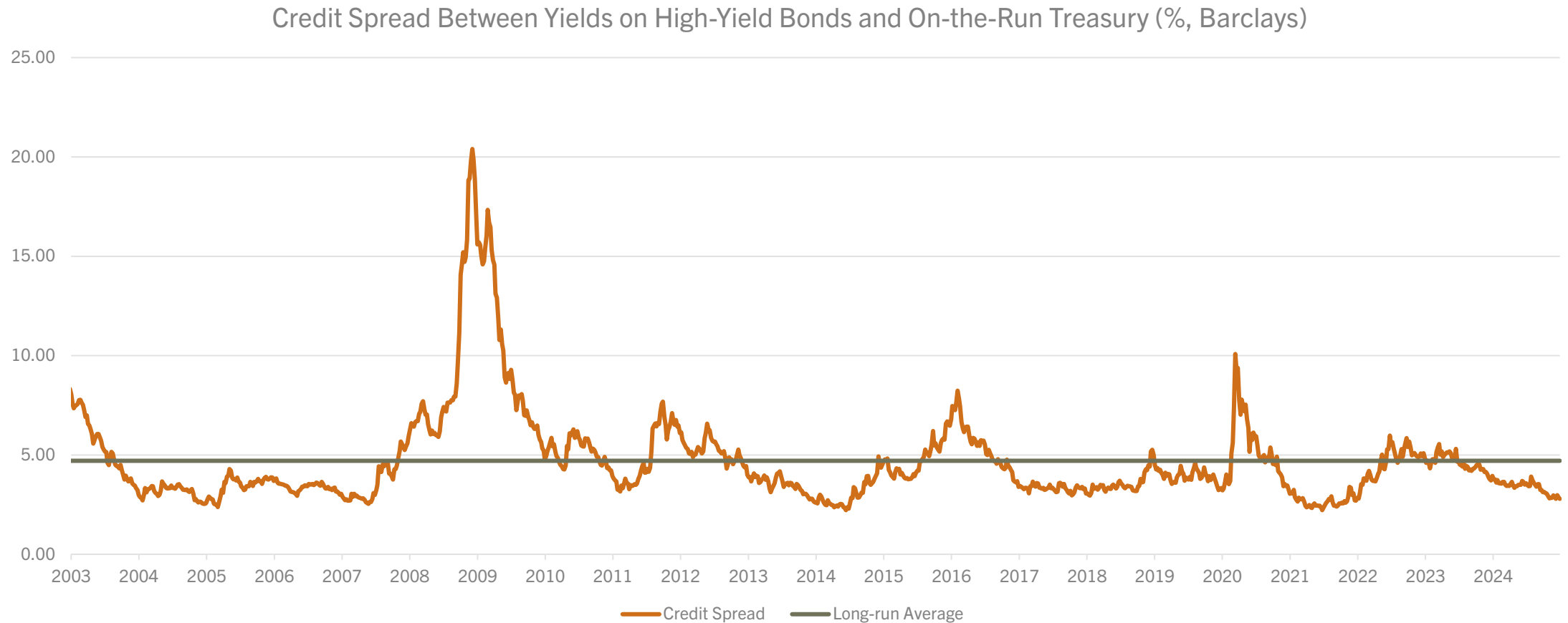
The slope of the yield curve has begun the process of returning to more normal levels



Real interest rates are back to early aught levels, increasing the hurdle rate for investment decisions



Credit spreads are historically tight; markets are not rewarding investors for credit risk



Over the course of the year, the FOMC raised GDP and inflation estimates

	DEC 2023	MAR 2024	JUN 2024	SEP 2024	DEC 2024
GDP	+1.4%	+2.1%	+2.1%	+2.0%	+2.5%
Unemployment Rate	4.1%	4.0%	4.0%	4.4%	4.2%
PCE Inflation	2.4%	2.4%	2.6%	2.3%	2.4%
Core PCE Inflation	2.4%	2.6%	2.8%	2.6%	2.8%
Fed Funds Rate	4.6%	4.6%	5.1%	4.4%	4.4%*

**The Fed Funds Rate is a range, with a target of 4.25%-4.50%. The effective rate in the market is 5.33% at 16 January 2024.*

Money Markets

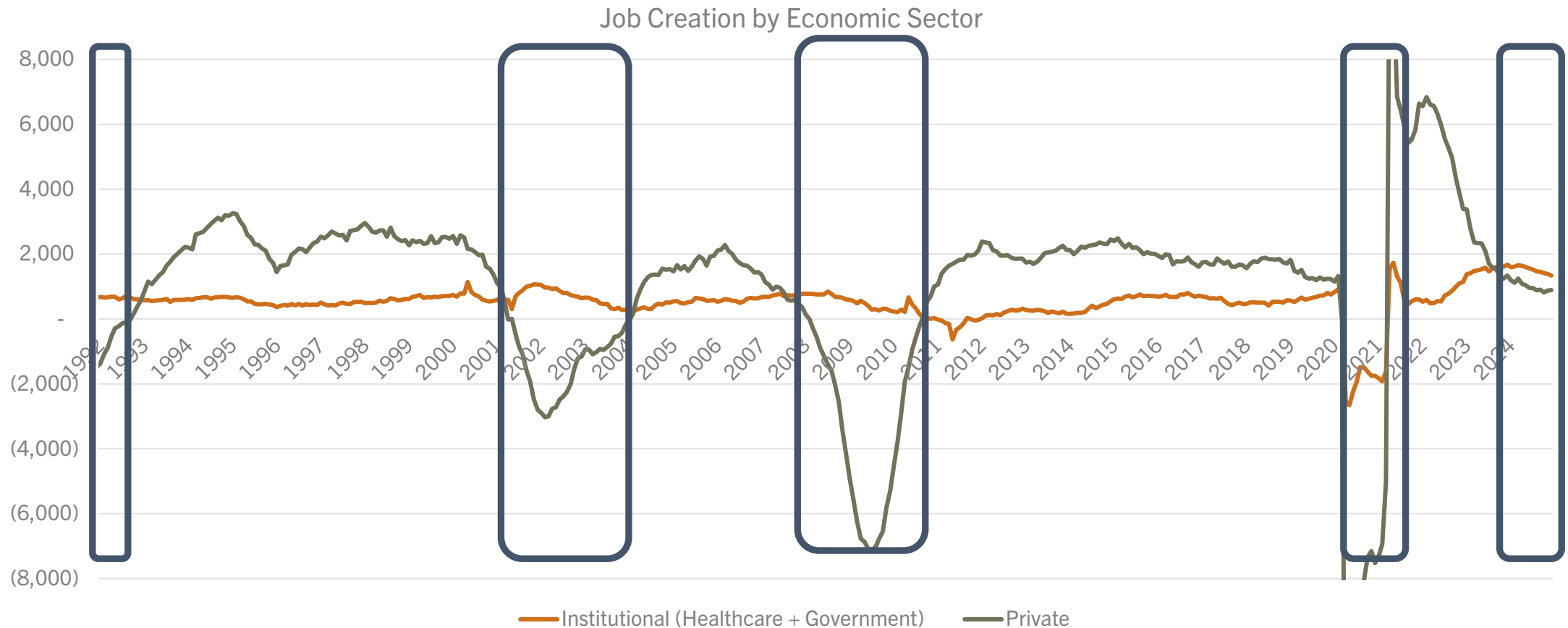
There is no money.

-Javier Milei, President of Argentina

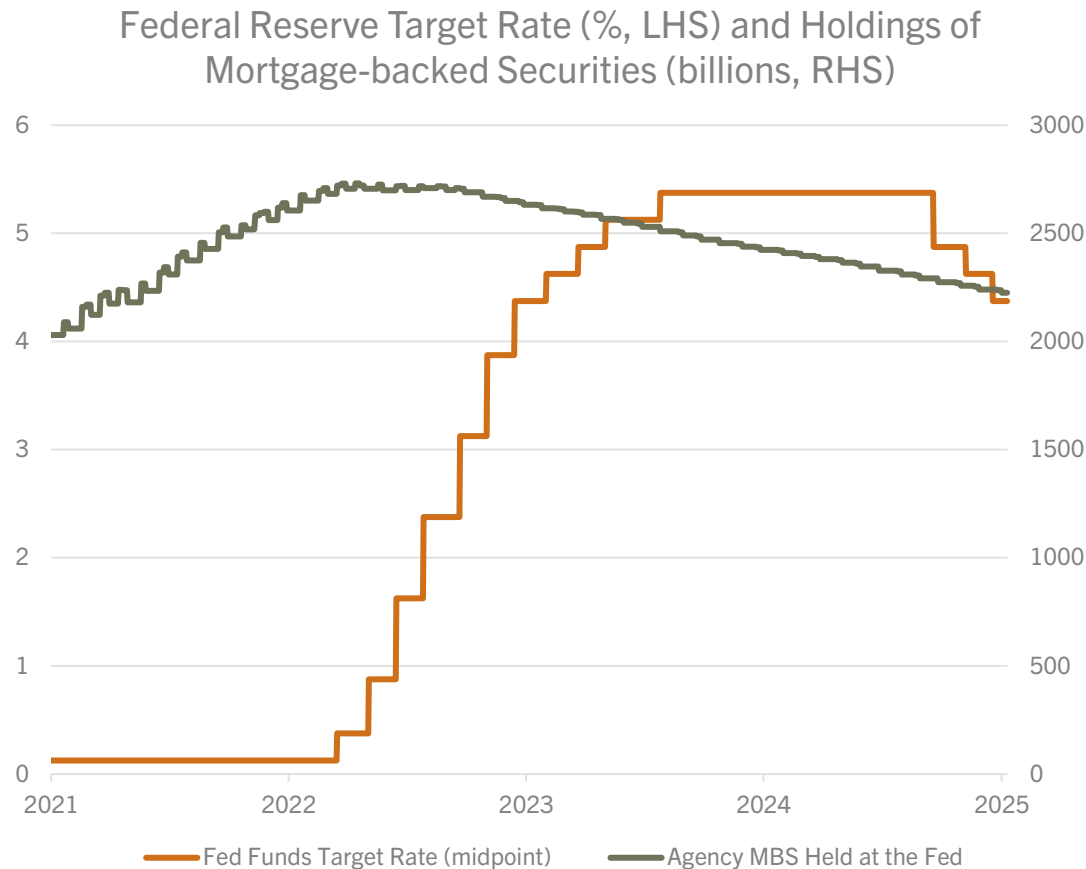
Persistent inflation and election uncertainty slowed the economy during the summer (the “air pocket”)



Recessions occur when private employment is weak; government hiring masked broader softness



The Federal Reserve slowed the pace of Quantitative Tightening (QT) and cut interest rates



In conjunction with the Federal Reserve's policy to increase interest rates, the US central bank has also reduced the money supply by engaging in "Quantitative Tightening".

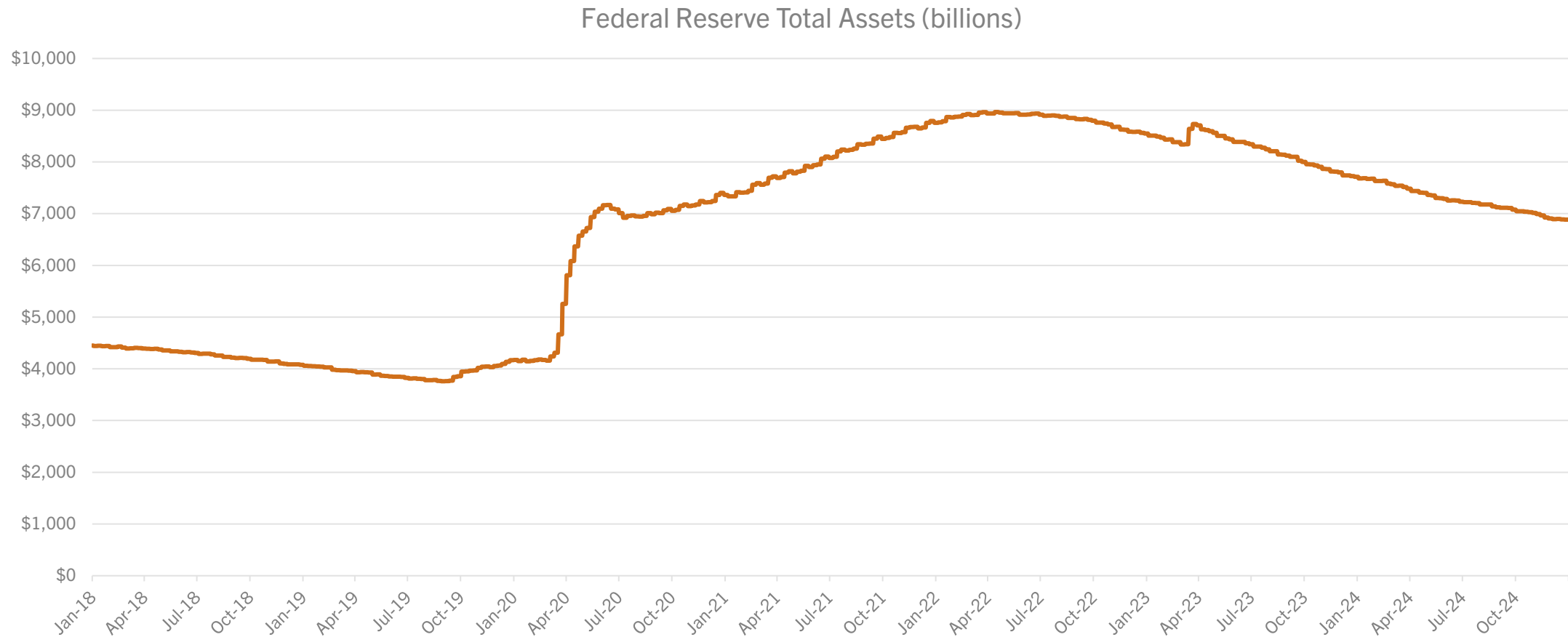
Beginning on June 1, principal payments from securities held in the SOMA will be reinvested to the extent that they exceed monthly caps.

For Treasury securities, the cap will initially be set at \$30 billion per month and after three months will increase to \$60 billion per month. The decline in holdings of Treasury securities under this monthly cap will include Treasury coupon securities and, to the extent that coupon maturities are less than the monthly cap, Treasury bills.

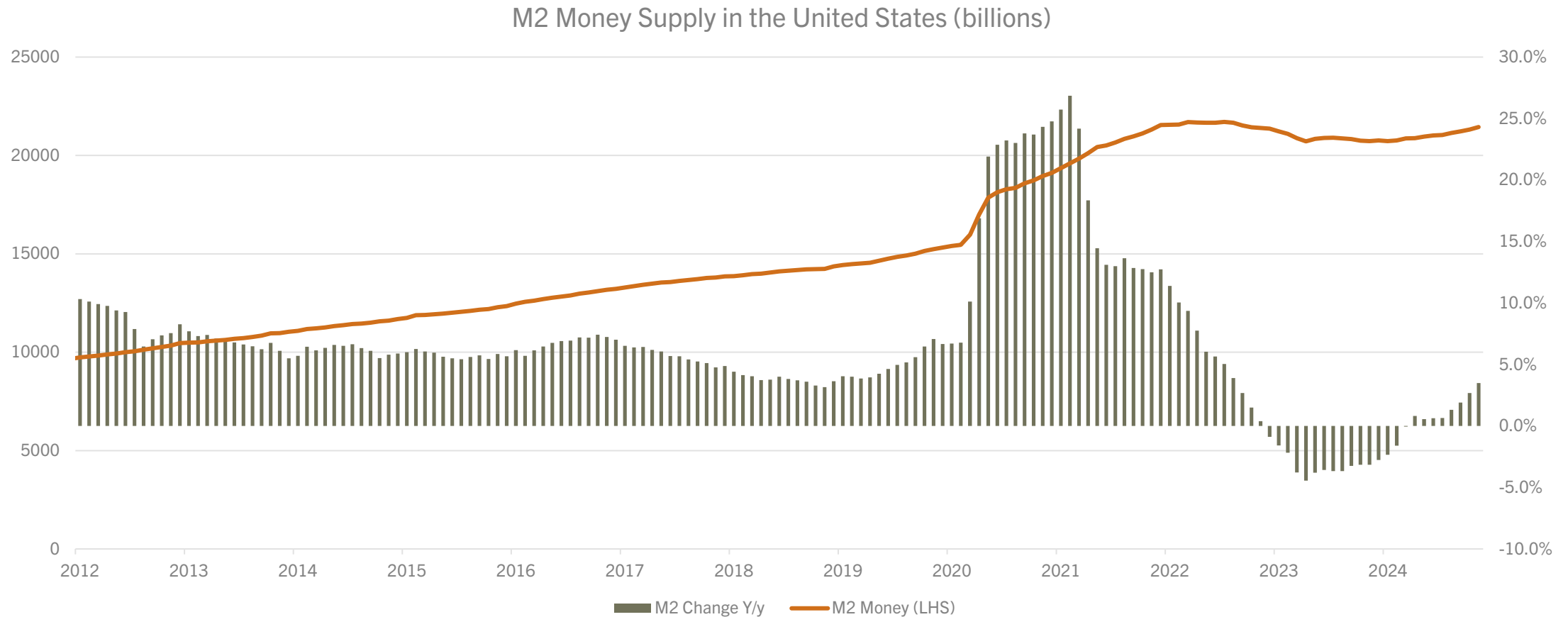
For agency debt and agency mortgage-backed securities, the cap will initially be set at \$17.5 billion per month and after three months will increase to \$35 billion per month.

Source: Federal Reserve

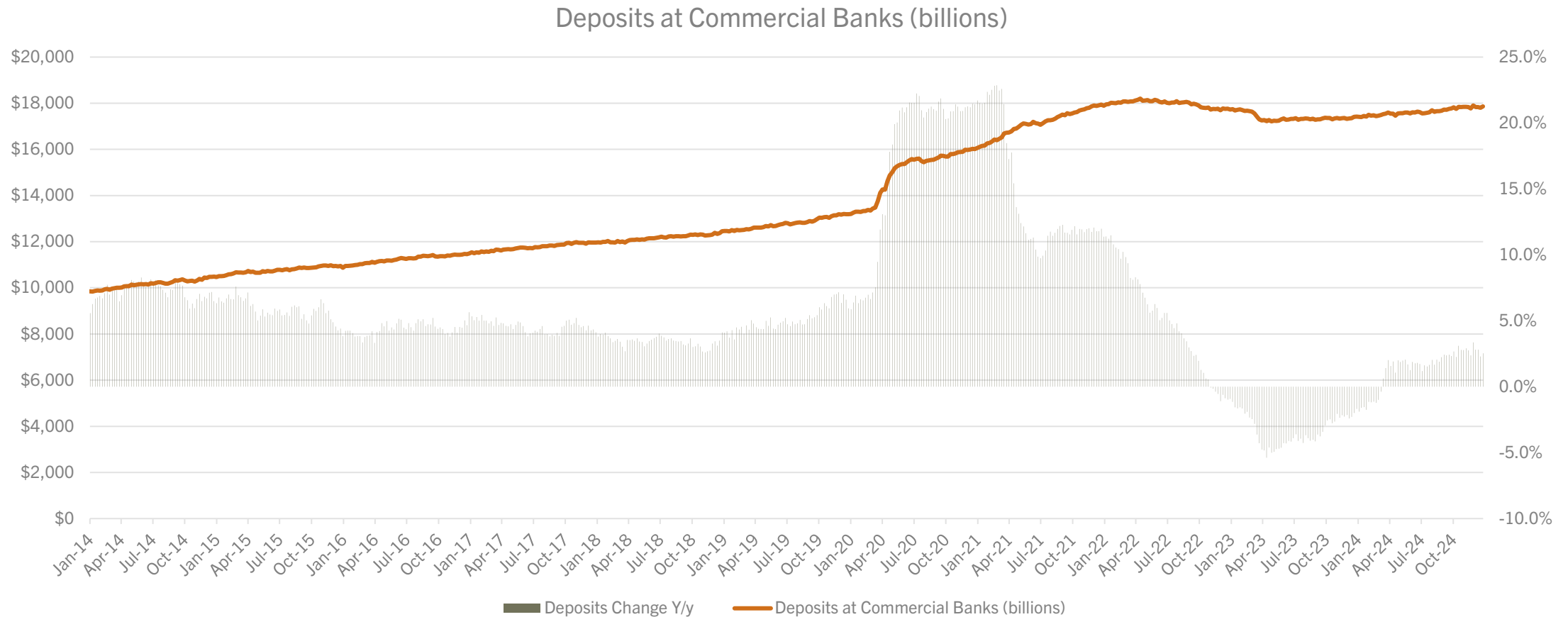
QT and rate hikes shrunk the Fed's balance sheet, approaching more normal levels



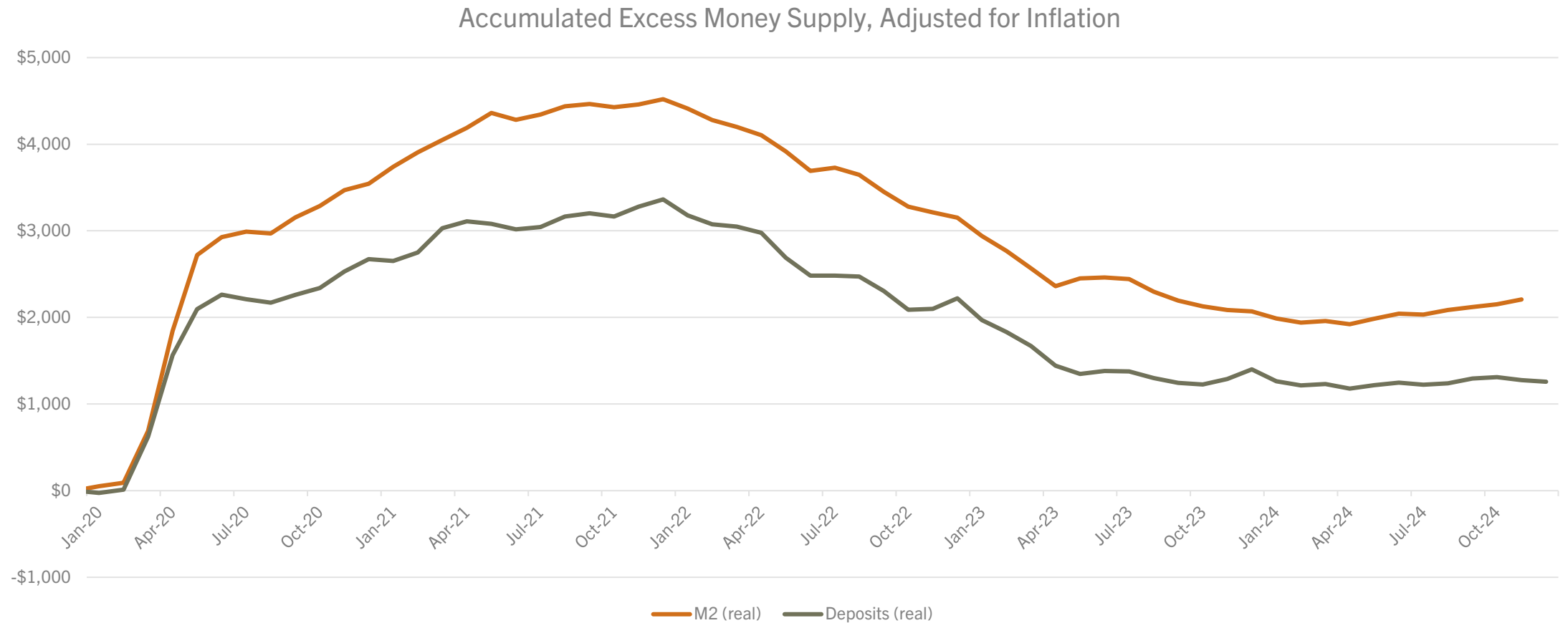
M2 Money is a proxy for the number of dollars in the economy; it has begun to rise again



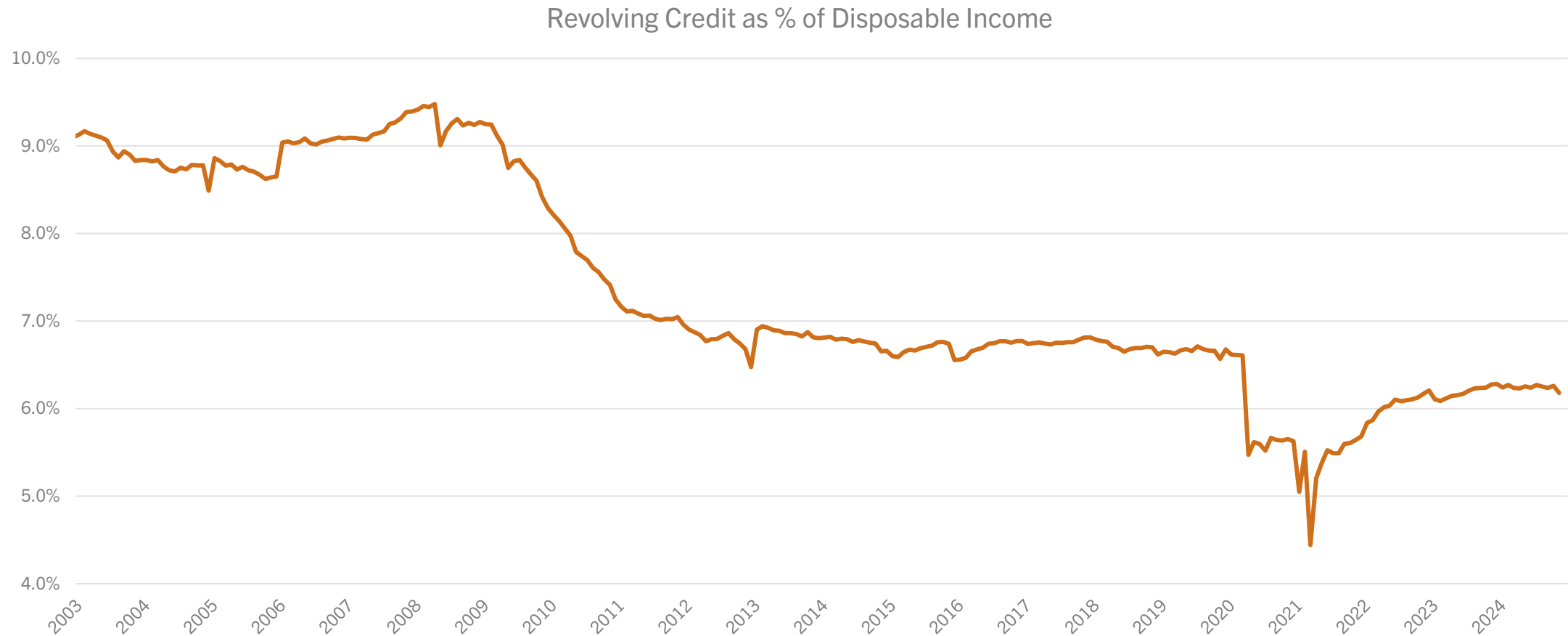
Rising money supply has allowed for improving deposit balances at banks



Bank deposit outflows have stabilized; rising M2 should contribute to improving balance sheets



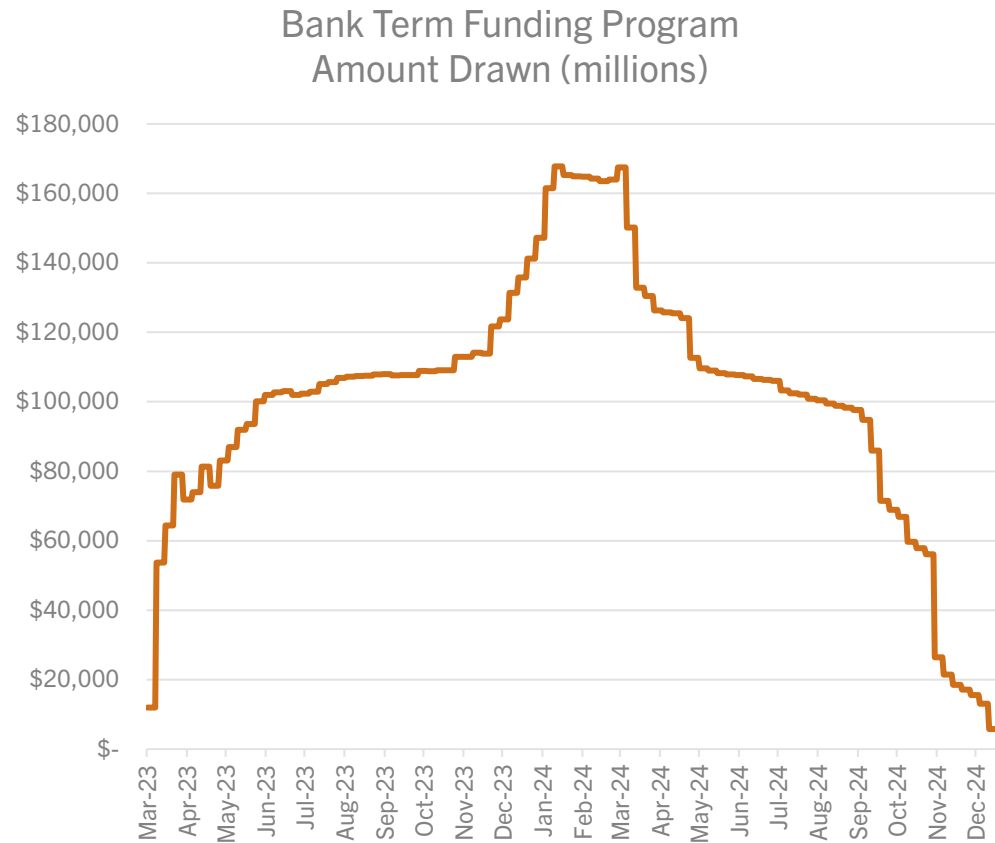
As disposable incomes have risen, credit card usage is growing at a more sustainable pace



Personal savings rates have stabilized at “softish” levels as inflation has gradually declined



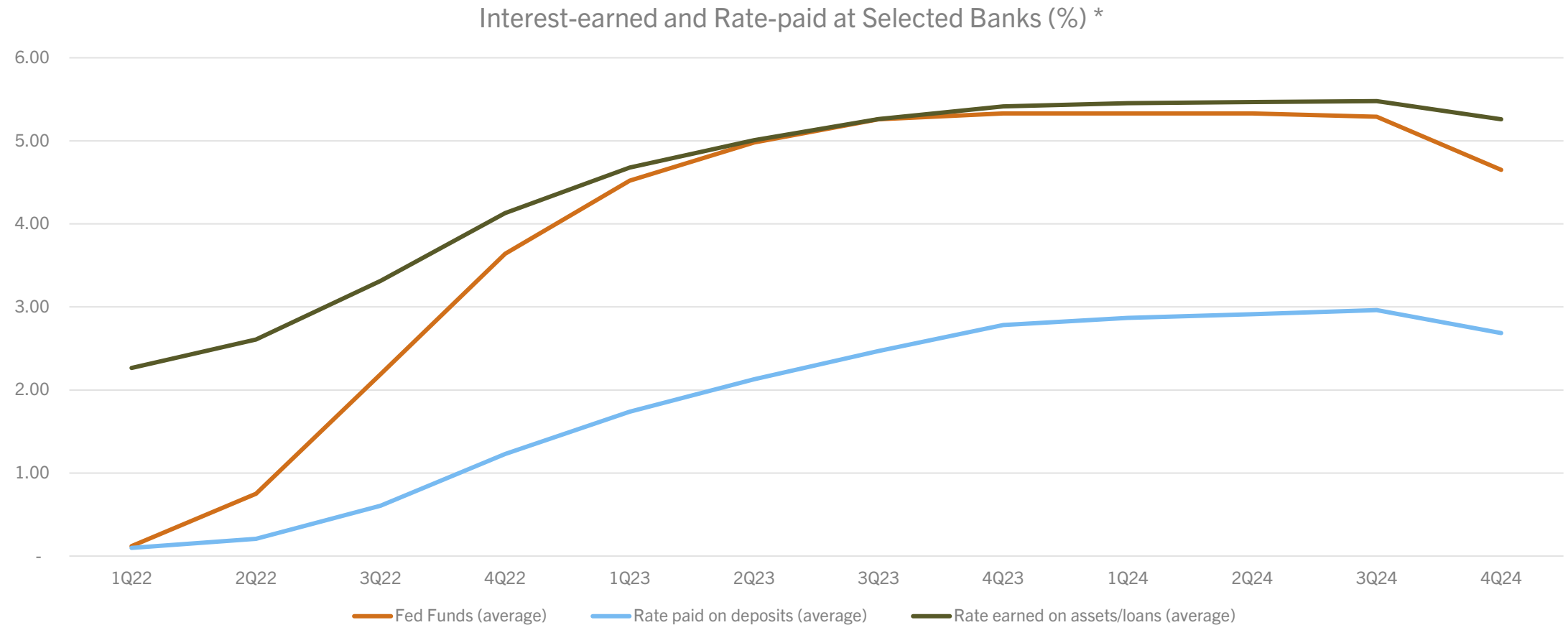
Banks no longer require the emergency liquidity provided by the Fed in March 2023



The Bank Term Funding Program (BTFP) was created in March 2023 to support depository institutions following the collapse of Silicon Valley Bank and others. The BTFP offers loans of up to one year to eligible borrowers pledging any collateral eligible for purchase by the Federal Reserve (e.g. agency MBS, US Treasuries), valued at par.

Source: Federal Reserve

Rising deposit balances have lowered the cost of funds for banks, bolstering net income



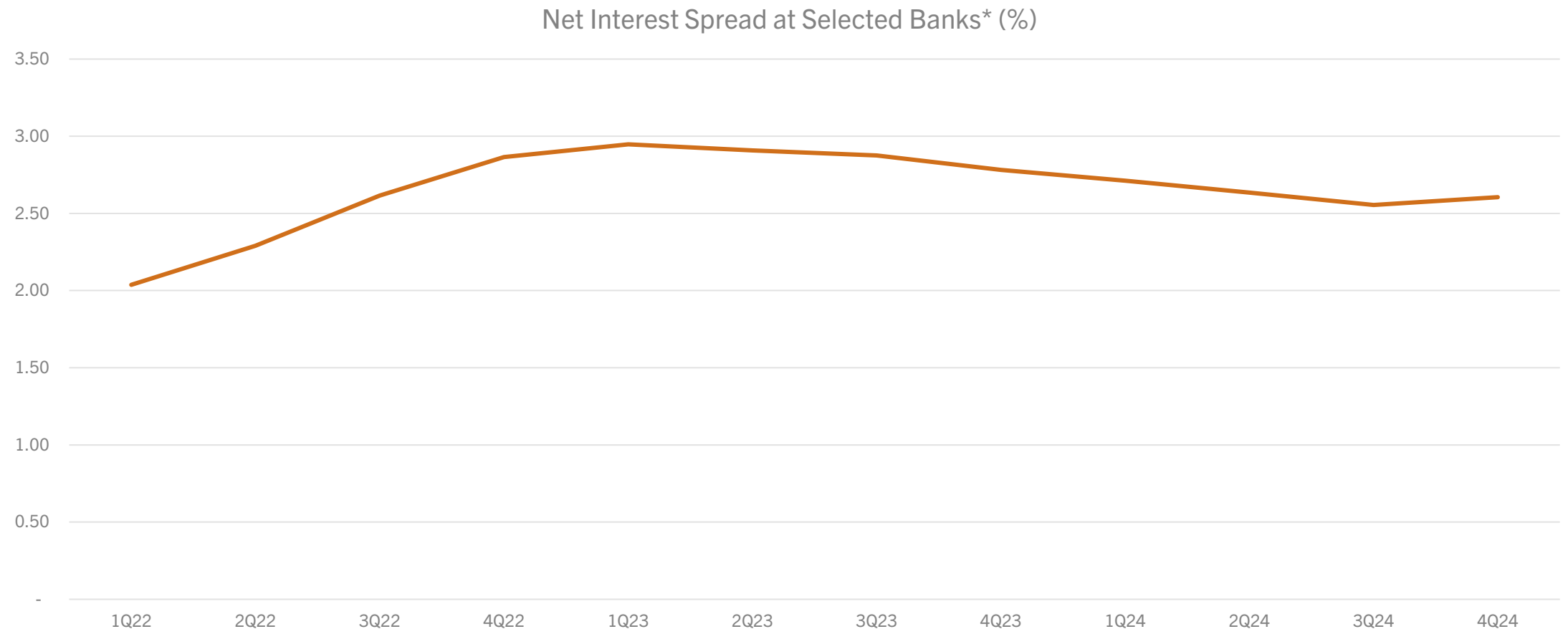
*Selected banks: Citigroup, JPMorgan Chase, Wells Fargo, Bank of America, PNC, US Bank

Banks began cutting deposit rates, boosting profits and pushing consumers to other investments

Bank Response to Rising Fed Funds Rate								
	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
Fed Funds Rate Δ	+88	+46	+28	+7	+0	+0	(4)	(64)
Rate Paid on Interest-earning Deposits Δ	+51	+39	+34	+31	+9	+4	+5	(28)
Apple Savings Card Interest % (ending)	4.15	4.15	4.15	4.25	4.50	4.40	4.25	3.90

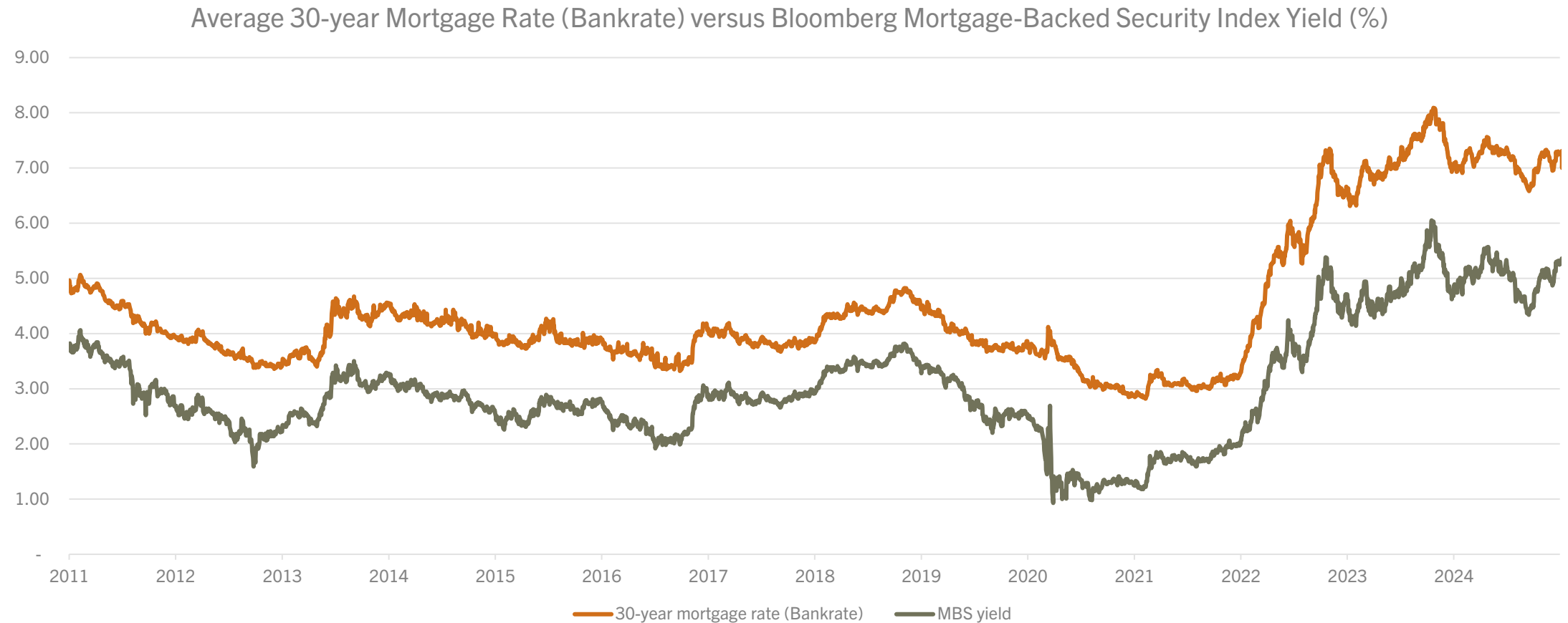
*Selected banks: Citigroup, JPMorgan Chase, Wells Fargo, Bank of America, PNC, US Bank

Reflecting lower funding costs and a loosening lending market, bank profitability stabilized

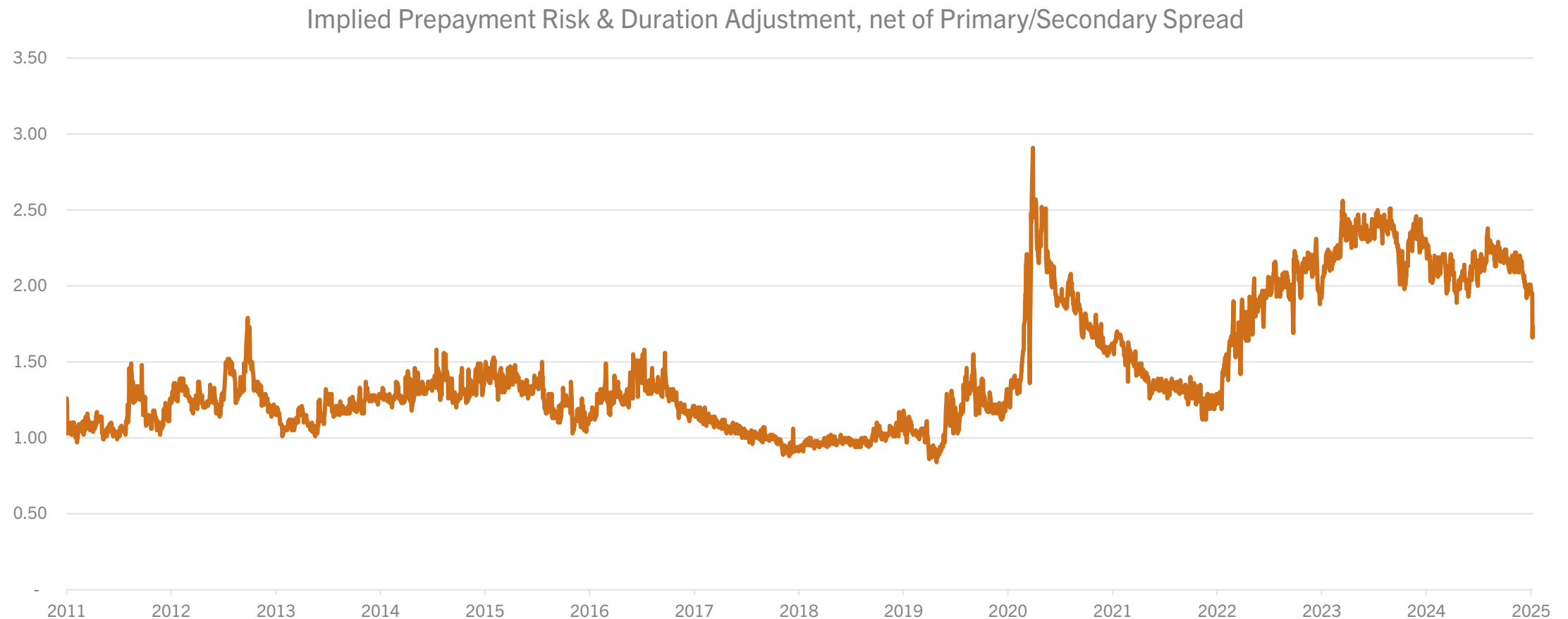


*Selected banks: Citigroup, JPMorgan Chase, Wells Fargo, Bank of America, PNC, US Bank

Mortgage rates remained high even as the Federal Reserve lowered interest rates

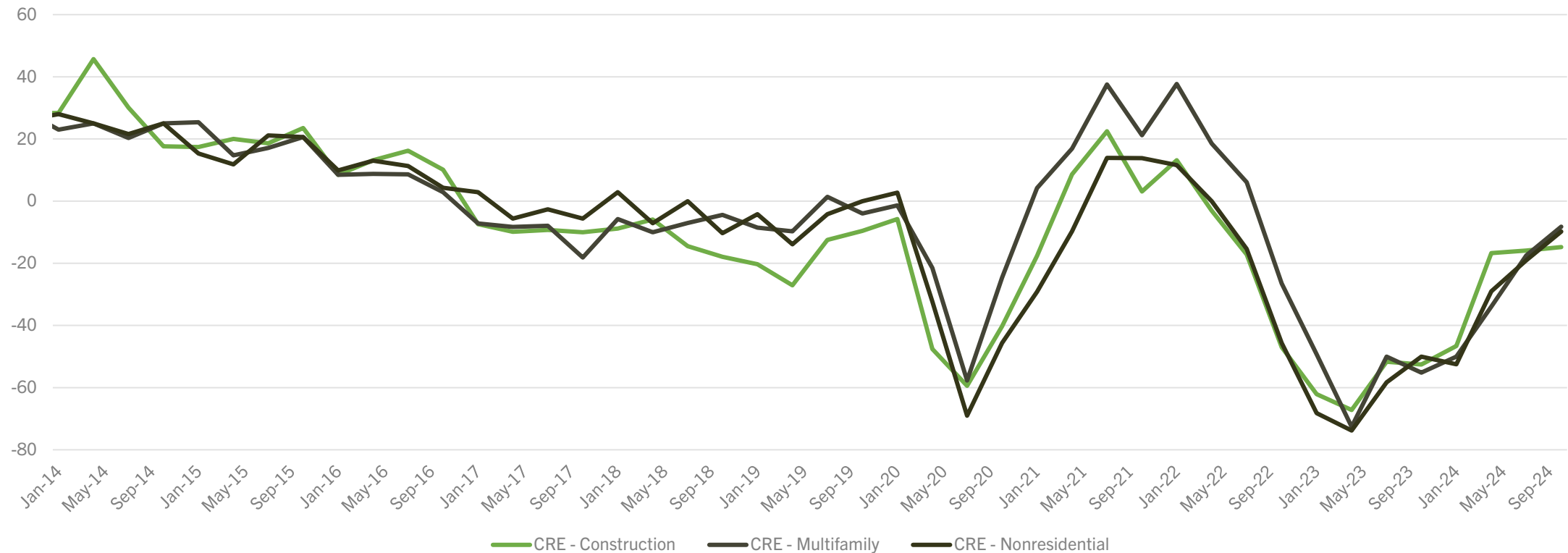


Mortgage-backed securities outperformed other long-duration fixed income as spreads compressed



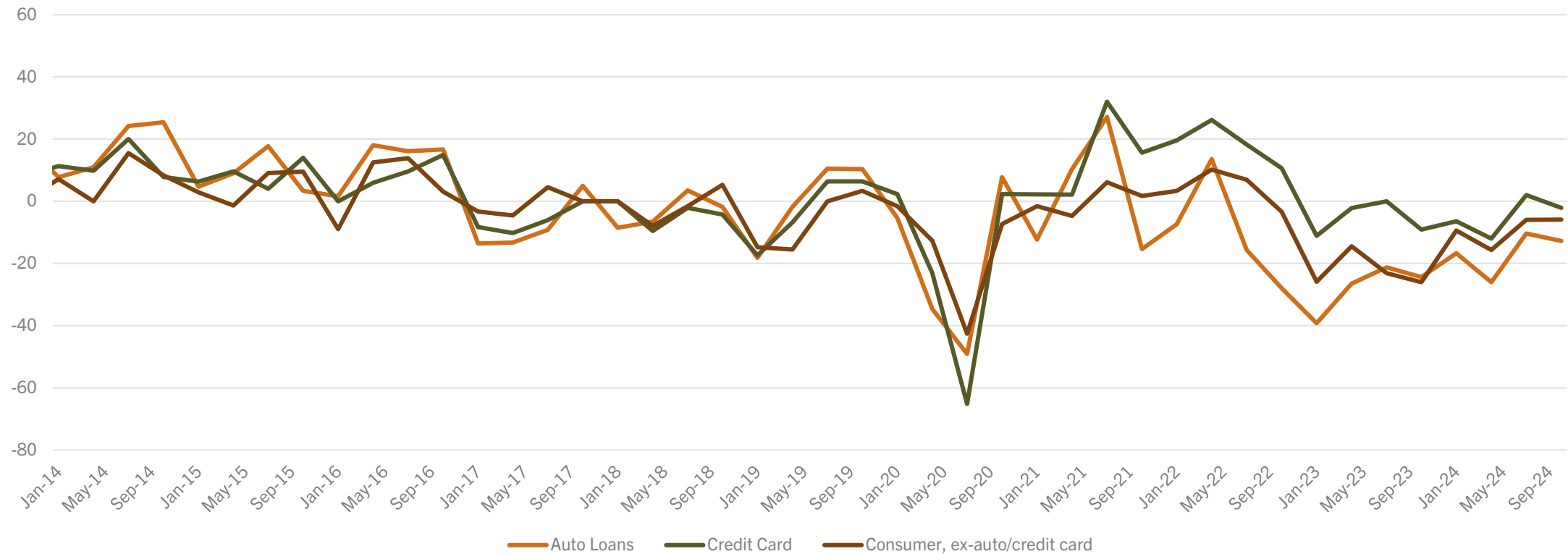
Loan demand in real estate continued its long, slow climb out of the trough and is close to stabilizing

Federal Reserve Senior Loan Officer Survey
Percent of Loan Officers Reporting Higher Demand (net)



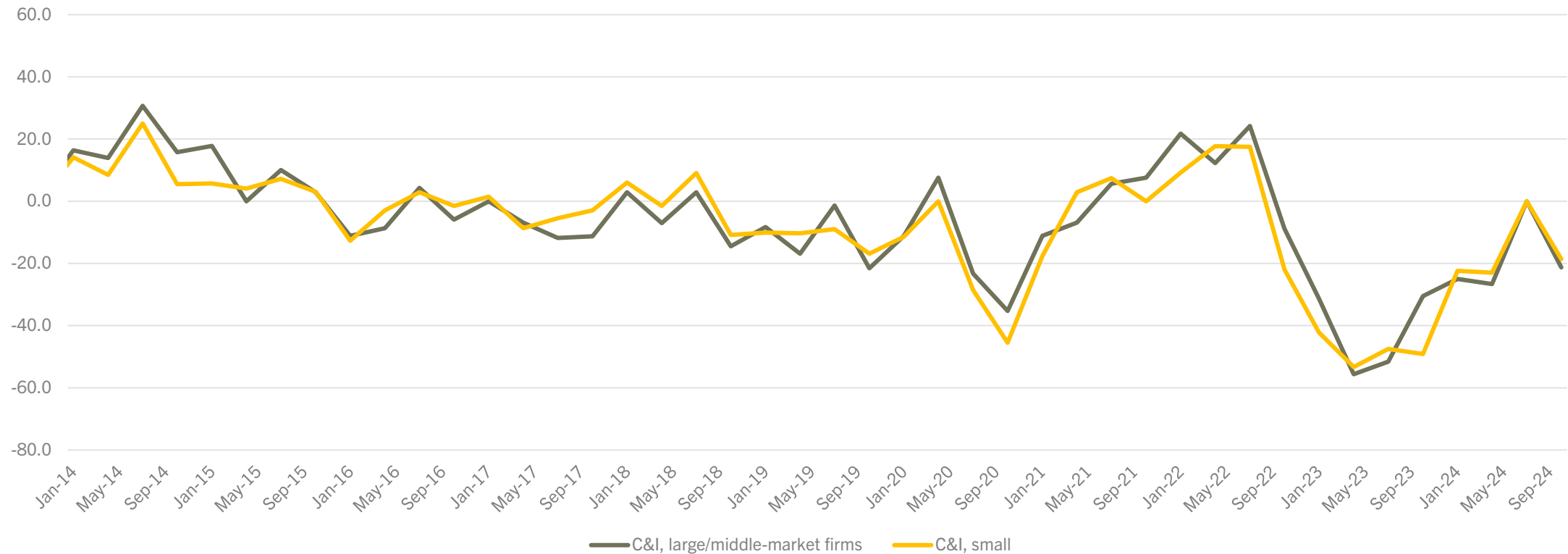
Consumers are beginning to look to buy things again as finances are beginning to stabilize

Federal Reserve Senior Loan Officer Survey
Percent of Loan Officers Reporting Higher Demand (net)

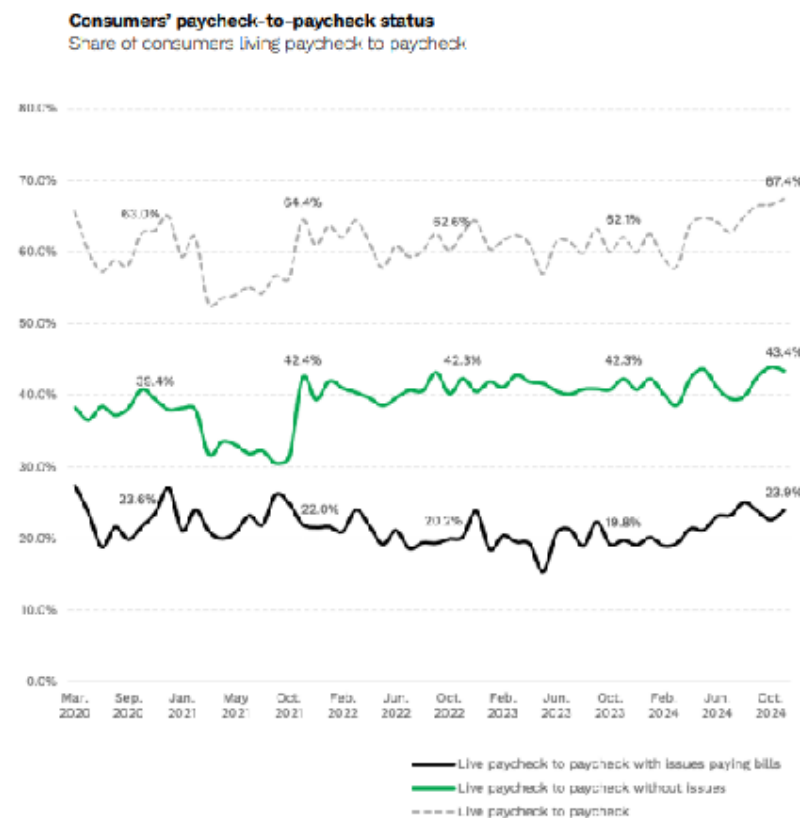


Commercial loan demand remained depressed due to high interest rates and election uncertainty

Federal Reserve Senior Loan Officer Survey
Percent of Loan Officers Reporting Higher Demand (net)



Still, consumers remain cautious with many still living paycheck-to-paycheck



Source: PYMNTS Intelligence
New Reality Check: The Paycheck-to-Paycheck Report, December 2024
N varies by date surveyed; N = 2,959; Whole sample. Fielded Nov. 8, 2024 – Nov. 22, 2024

Consumers' reasons for living paycheck to paycheck
Share of paycheck to paycheck consumers citing select reasons for living paycheck to paycheck, by generation

	Generation Z	Zillennials	Millennials	Bridge millennials	Generation X	Baby boomers and seniors
Insufficient funds	39.3%	43.4%	43.5%	44.0%	43.7%	47.8%
Large amount of debt	24.3%	39.3%	37.7%	38.3%	39.7%	29.9%
Have to pay costs of other family members	21.3%	27.4%	30.7%	28.2%	28.5%	20.3%
Recently used significant amount of savings	19.9%	20.5%	23.2%	24.1%	21.2%	17.7%
Spending	33.7%	26.8%	23.6%	24.4%	15.9%	9.5%
Medical bills	12.4%	13.5%	14.3%	14.1%	13.9%	11.0%
Unstable employment situation	13.3%	14.0%	10.7%	6.9%	6.3%	2.3%

Source: PYMNTS Intelligence
New Reality Check: The Paycheck-to-Paycheck Report, April 2024
N = 2,020; Respondents living paycheck to paycheck, fielded Mar. 5, 2024 – Mar. 15, 2024

Source: PYMNTS

In aggregate, lower debt; but for those with debt, payments continue to rise

Experian Consumer Credit Review (average per person with balance)				
	2022	2023	2024	Change Y/y
Average non-mortgage balance	\$22,260	\$23,964	\$22,349	(6.7)%
FICO score	714	715	715	+0
Credit card (avg)	\$5,910	\$6,501	\$6,730	+3.5%
Auto loan (avg)	\$22,612	\$23,792	\$24,297	+2.1%
Student loan (avg)	\$39,032	\$38,787	\$35,208	(9.2)%
Mortgage (avg)	\$236,443	\$244,498	\$252,505	+3.3%
Credit utilization	28%	29%	29%	+0ppts
Average Monthly Payments	\$1,058	\$1,164	\$1,224	+5.2%

Source: Experian, National Mortgage Database, Bloomberg

Higher monthly payments driven mostly by higher interest rates while delinquency rates are contained

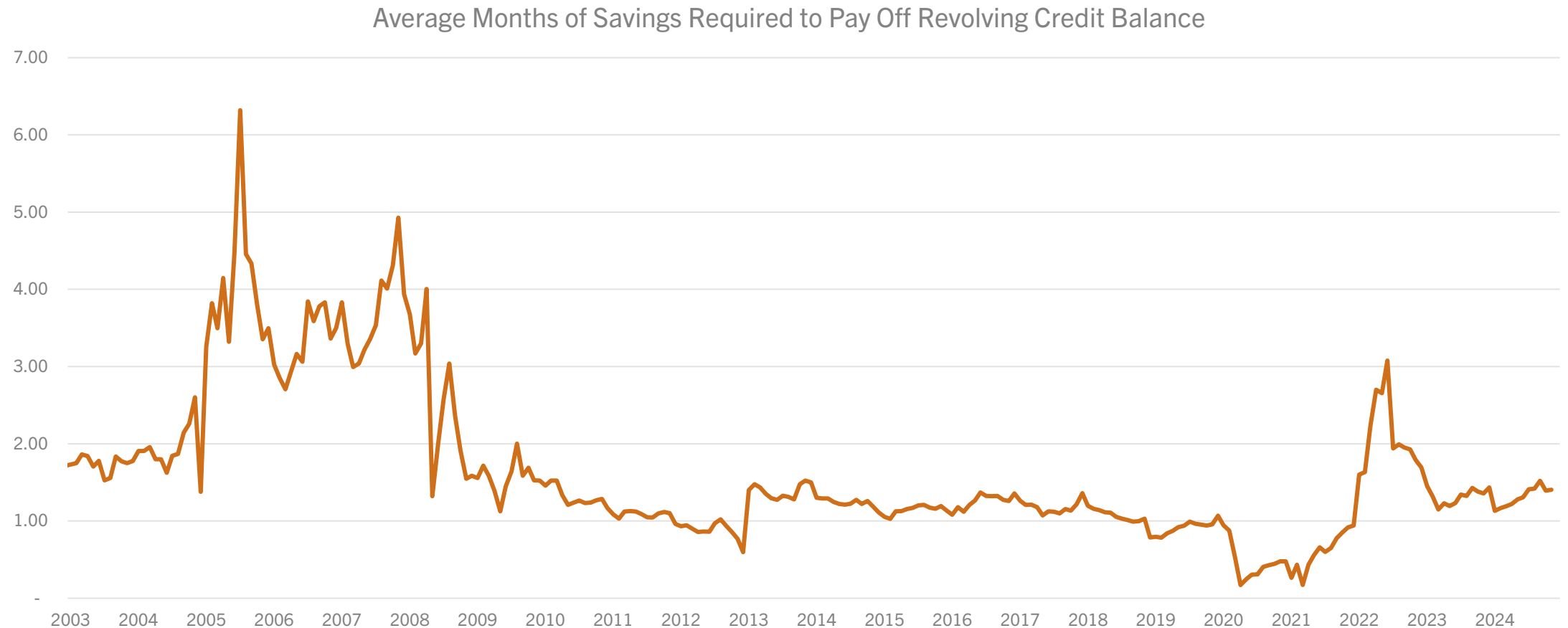
Percent of Accounts Considered Delinquent, by Debt Type		
Account Type	2023	2024
Credit card	2.45%	2.40%
Mortgage	1.88%	2.24%
Auto loans	3.51%	3.68%
Personal loans (unsecured)	3.89%	3.86%

Source: Experian data from Q3 of each year

Increase in Average Consumer APRs, June 2022-June 2024			
Type of Loan	June 2022	June 2024	Change, in Percentage Points
Mortgage	5.30%	6.86%	+1.56
Credit card	16.65%	22.76%	+6.11
Auto loan	4.85%	8.20%	+3.35
Personal loan	10.16%	11.92%	+1.76
<i>Federal funds rate</i>	<i>0.75%</i>	<i>5.25%</i>	<i>+4.50</i>

Source: Federal Reserve, Freddie Mac

Although personal deficits have started to stabilize, lower rates would improve consumer cash flows

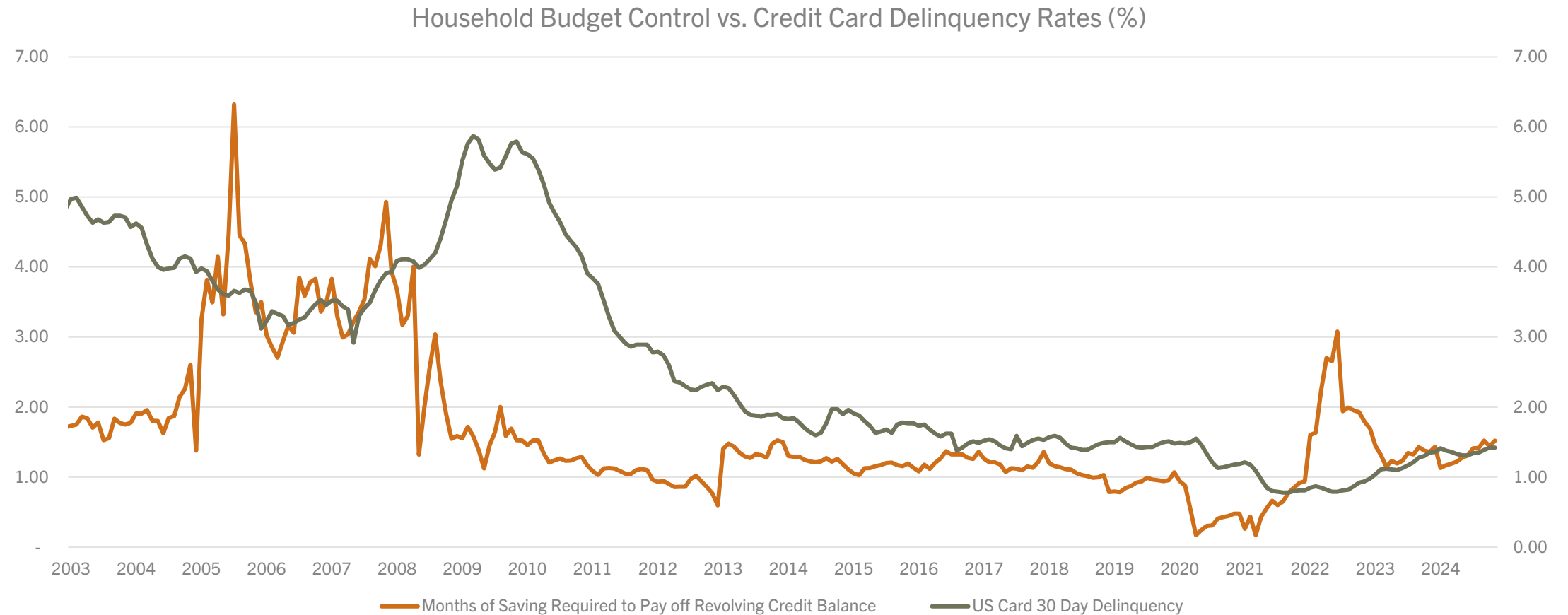


Economic Health

Most people are too fretful, they worry too much. Success means being very patient, but aggressive when it's time.

-Charlie Munger

Household budget control is a leading indicator of credit card delinquencies

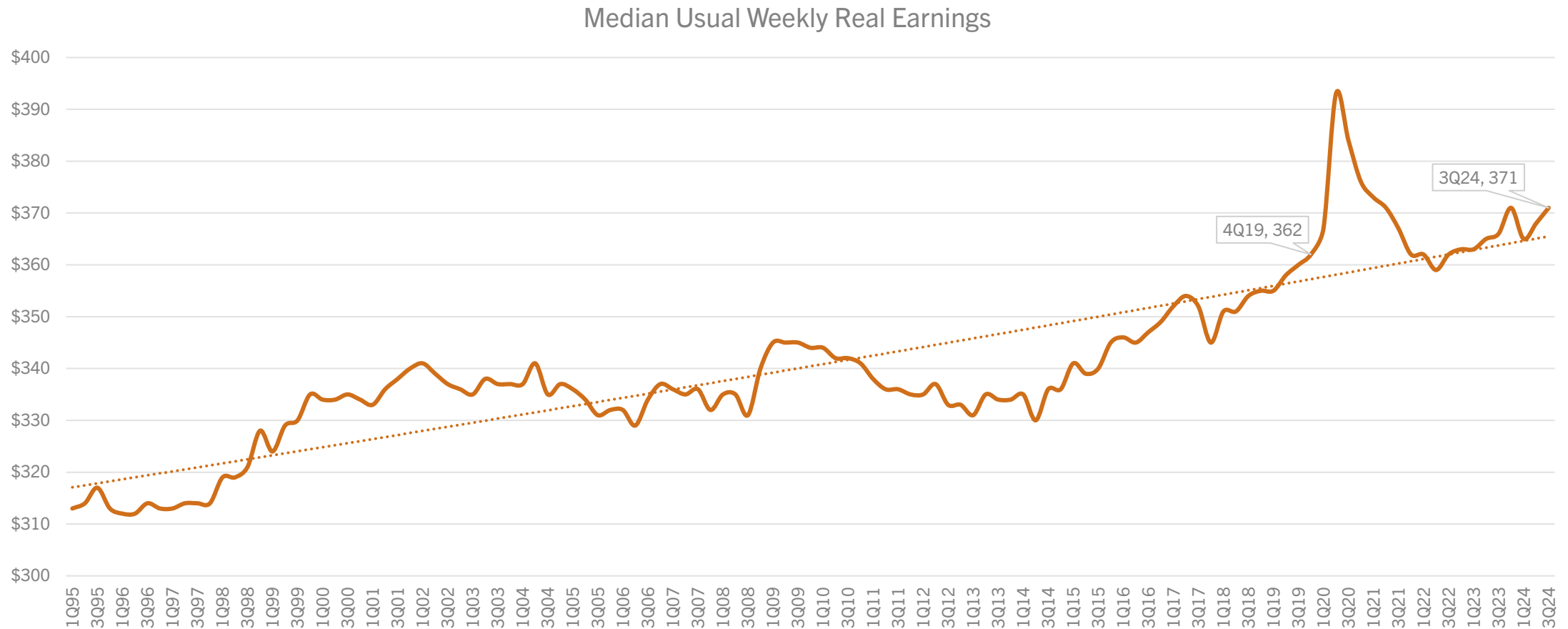


Source: Bloomberg

Household budget control has been helped by falling inflation and rising *inflation-adjusted* wages

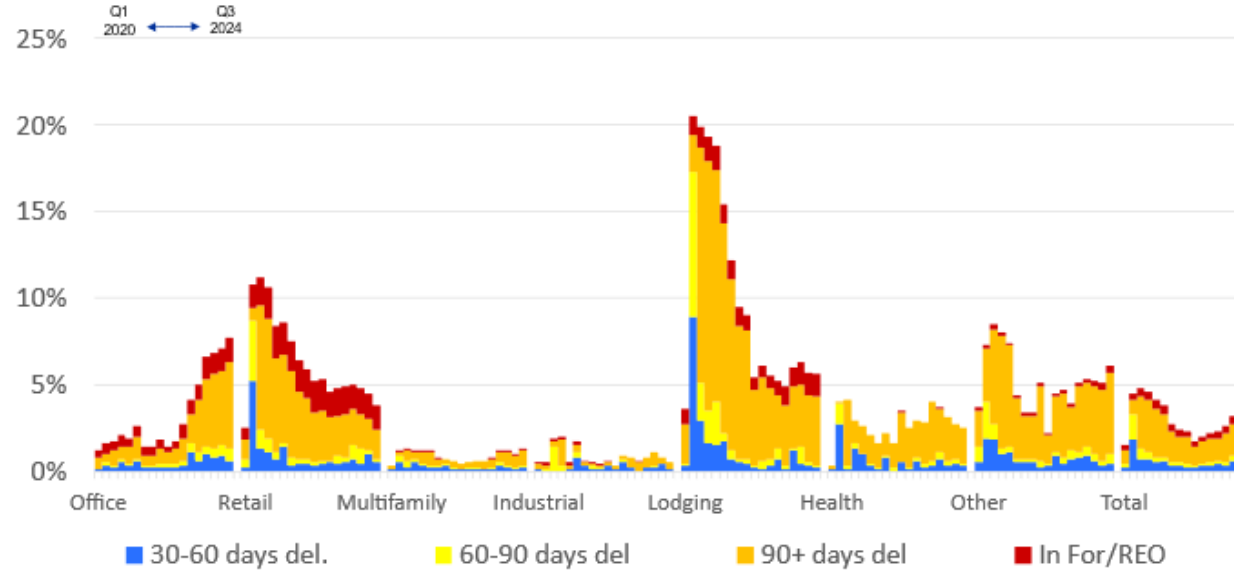


Higher pay and lower inflation in the back half of 2024 contributed to higher consumer confidence



Commercial Real Estate delinquencies are slowly rising with most stress in Office environments

End-of-quarter Delinquency Status, by Property Type, Share of Total Unpaid Principal Balance, Apr 2020– Sep 2024 (Note: no data for Q2 2022)



Source: MBA

© MBA 2024 5

MBA

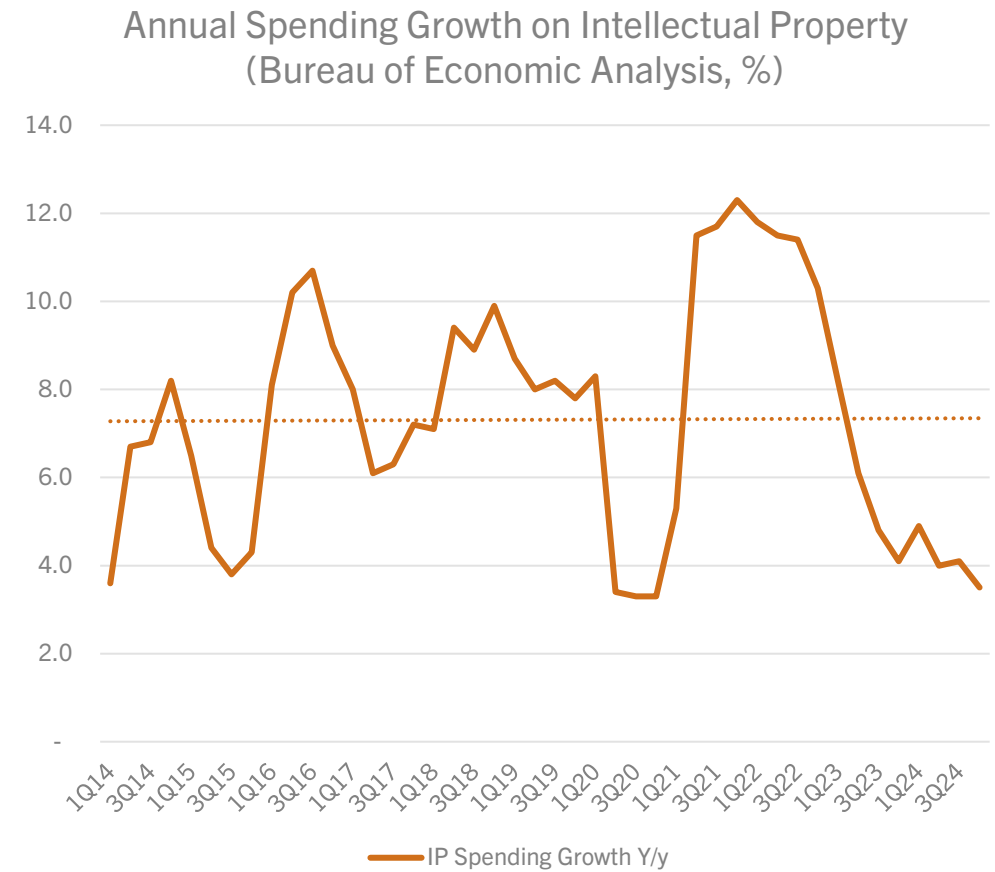
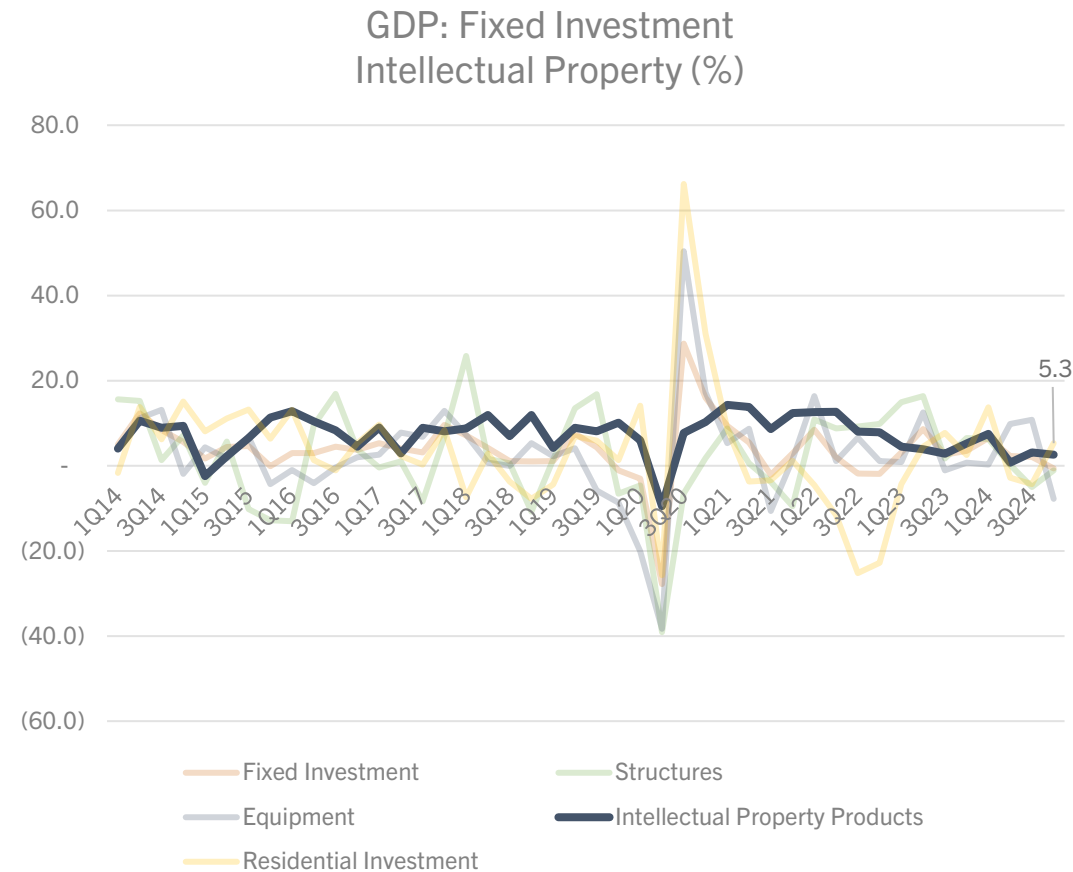
Source: Mortgage Bankers Association



Private Investment: ~ 20% of the economy

- 25% of which is Residential (housing)
- 75% is Non-Residential
 - ❖ 40% Intellectual Property products
(half software and half R&D)
 - ❖ 20% Structures
(office, industrial buildings and plants)
 - ❖ 20% Info Processing equipment
(computers)
 - ❖ 20% Other equipment
(industrial, etc.)

Intellectual Property tends to be a growth area of the economy but growth was benign in 2024



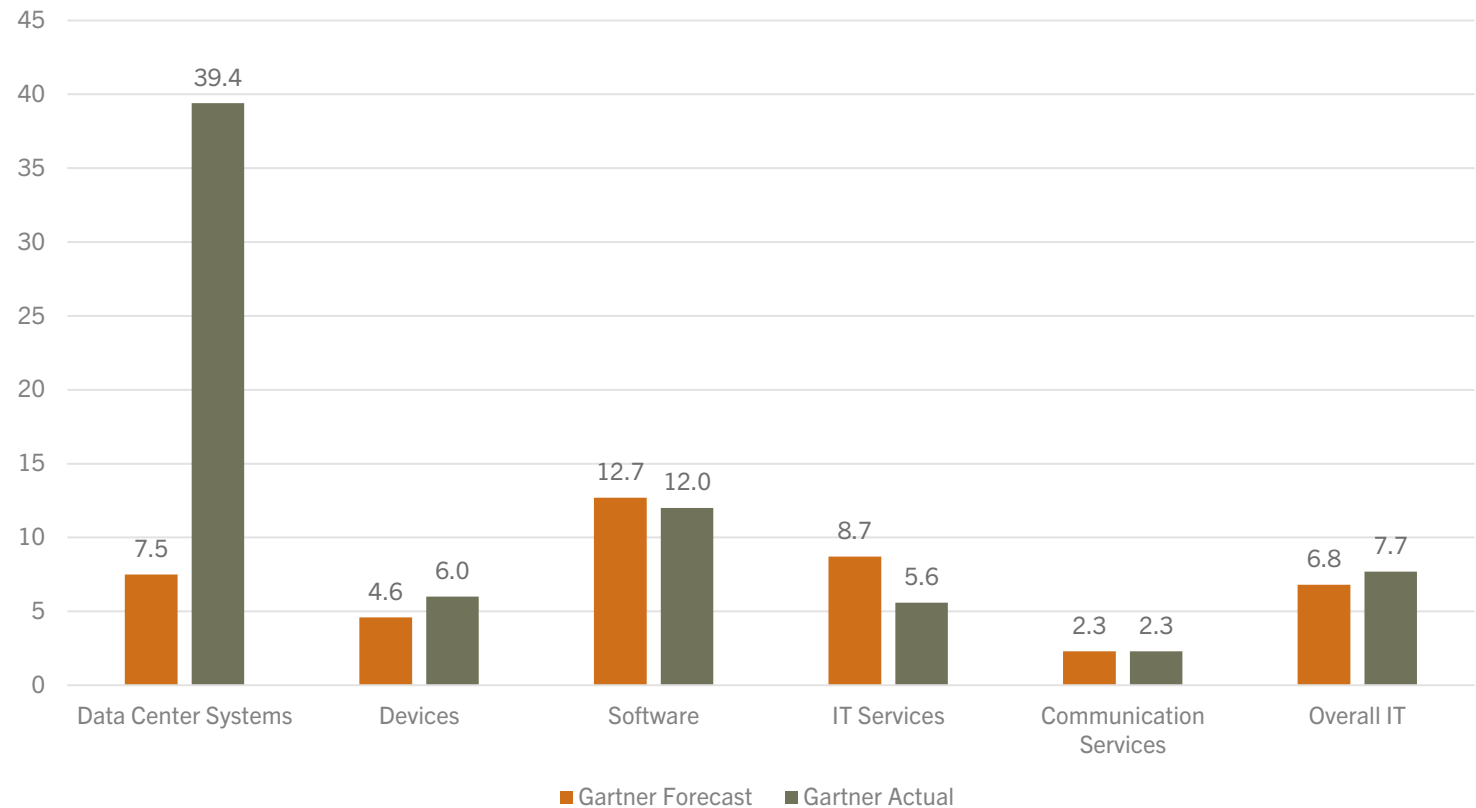
Source: Atlanta Fed

Data Center carried all the water in 2024, as overall IT spending only outperformed slightly

2024: Worldwide IT Spending, Percentage Growth

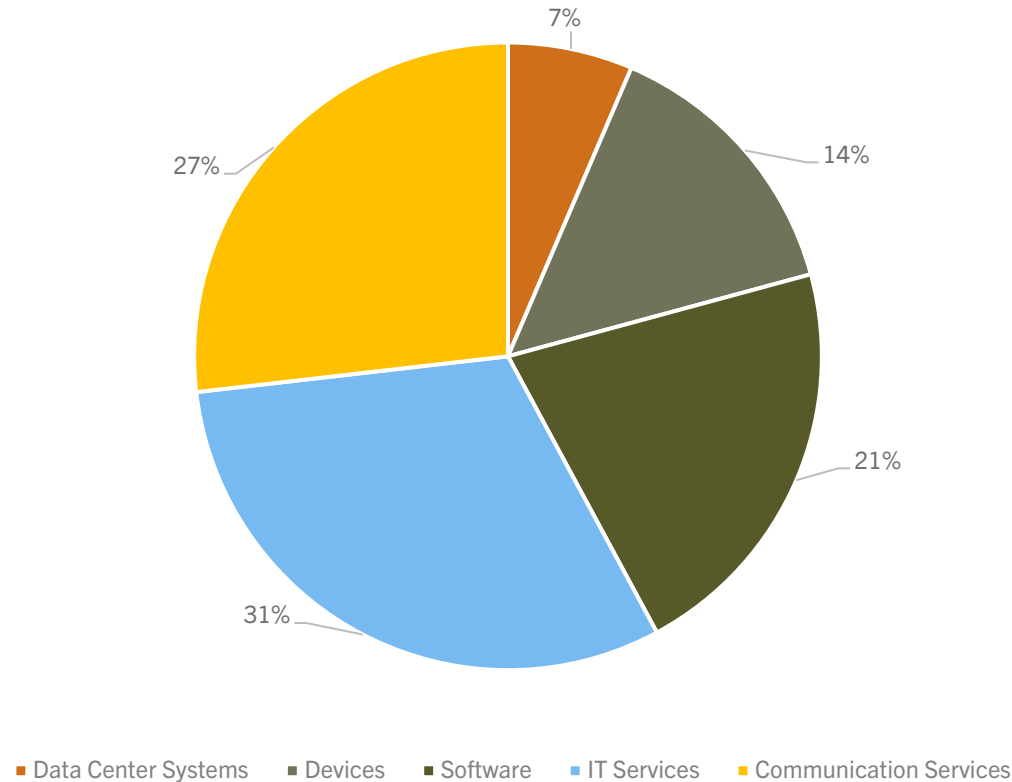
GenAI is sliding toward the trough of disillusionment which reflects CIOs declining expectations for GenAI, but not their spending on this technology. For instance, the new AI ready PCs do not yet have 'must have' applications that utilize the hardware. While both consumers and enterprises will purchase AI-enabled PC, tablets and mobile phones, those purchases will not be overly influenced by the GenAI functionality.

-Gartner



Data center spending, while impressive, remains a small portion of overall IT expenditures

IT Spending by Sector, 2024 (Gartner)



Gartner expects technology spending to broaden out in 2025

While budgets for CIOs are increasing, a significant portion will merely offset price increases within their recurrent spending.

This means that, in 2025, nominal spending versus real IT spending will be skewed, with price hikes absorbing some or all of budget growth. All major categories are reflecting higher-than-expected prices, prompting CIOs to defer and scale back their true budget expectations.

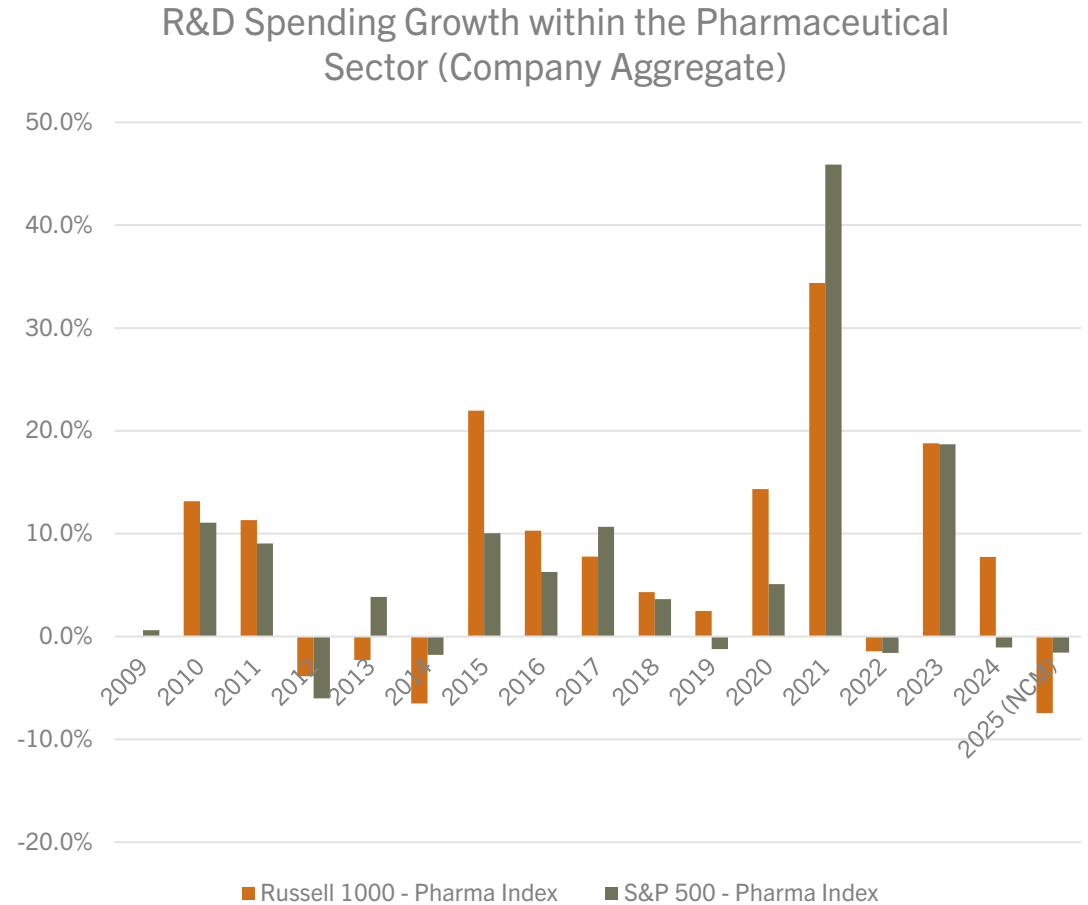
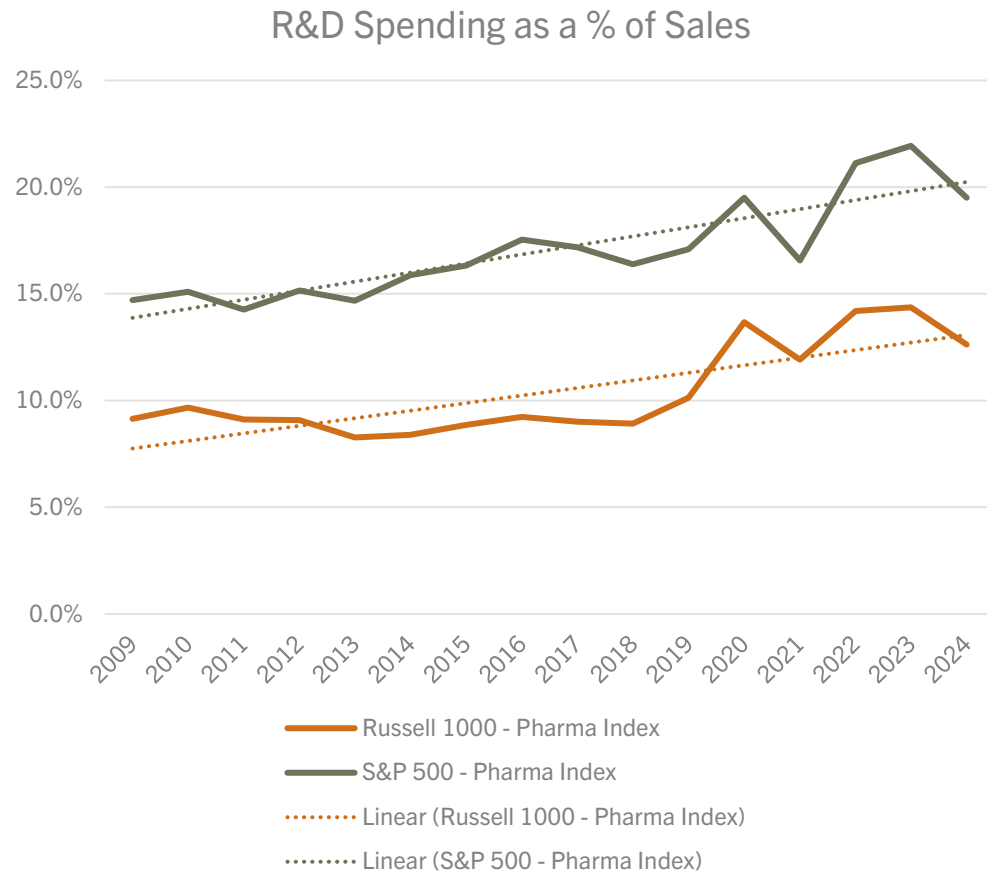
-Gartner

Table 1. Worldwide IT Spending Forecast (Millions of U.S. Dollars)

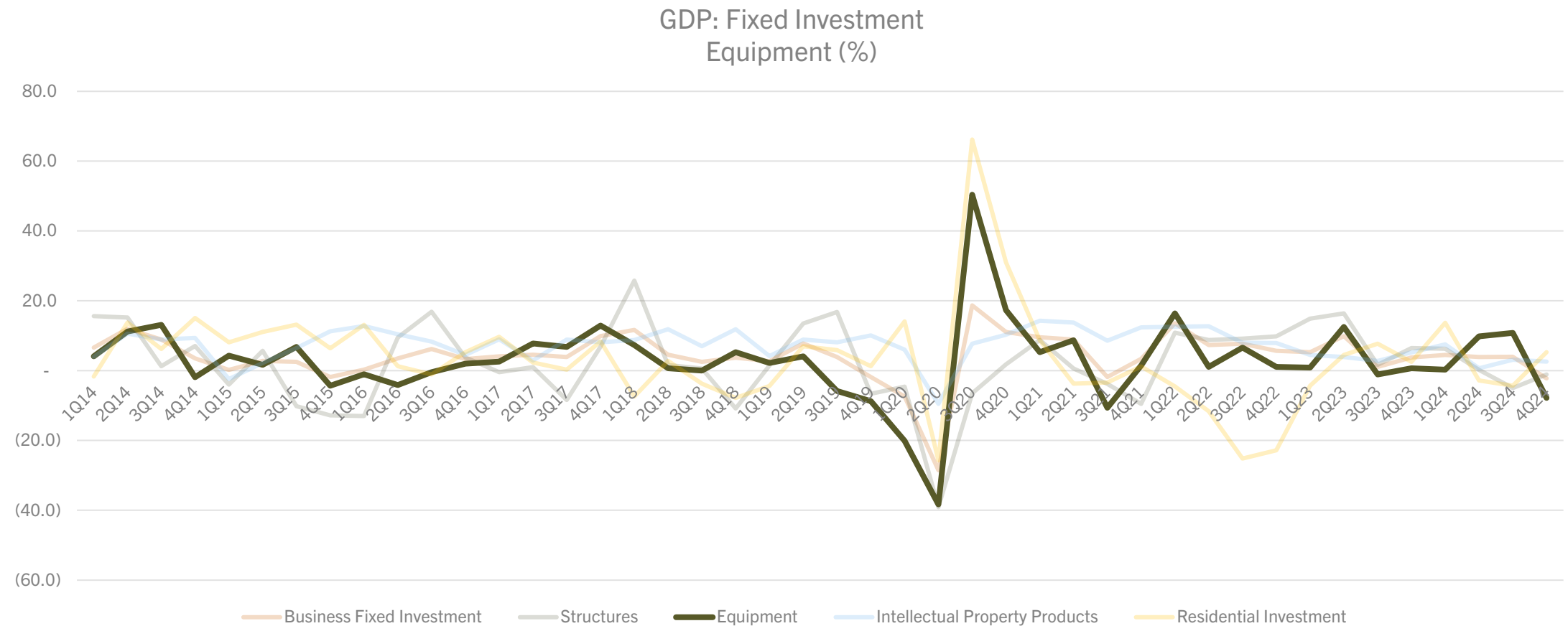
	2024 Spending	2024 Growth (%)	2025 Spending	2025 Growth (%)
Data Center Systems	329,132	39.4	405,505	23.2
Devices	734,162	6.0	810,234	10.4
Software	1,091,569	12.0	1,246,842	14.2
IT Services	1,588,121	5.6	1,731,467	9.0
Communications Services	1,371,787	2.3	1,423,746	3.8
Overall IT	5,114,771	7.7	5,617,795	9.8

Source: Gartner (January 2025)

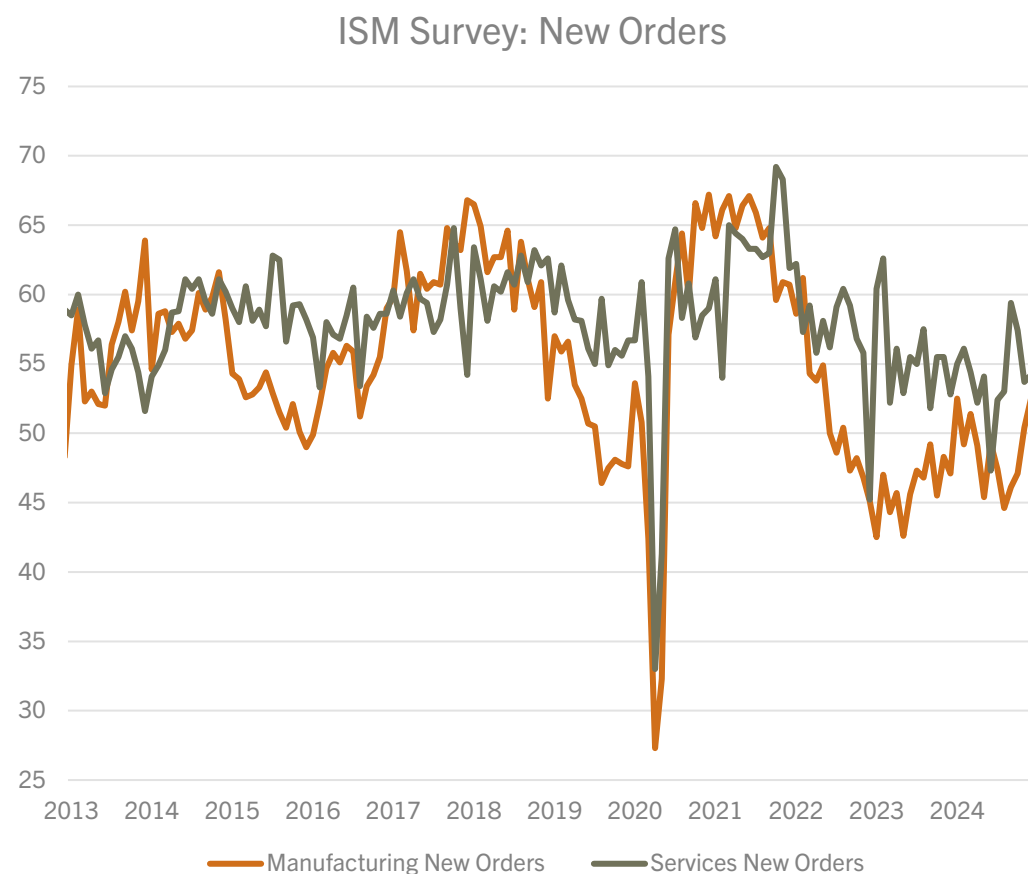
Falling pharma ROIs and revenue hurt intellectual property growth in 2024



Equipment investment showed signs of life, helped by data center growth



A strong close in Manufacturing New Orders could improve Equipment growth in 2025



	Equipment (GDP Growth)	ISM Manufacturing New Orders	ISM Services New Orders
2015	6.56	52.3	59.2
2016	1.83	54.4	57.3
2017	8.11	62.1	59.4
2018	6.40	61.6	61.4
2019	1.23	51.2	57.6
2020	0.52	53.9	55.6
2021	7.07	64.3	63.4
2022	6.34	51.6	57.1
2023	1.41	46.0	55.7
2024	3.60	48.8	54.1
<i>Correlation with Equipment</i>		64.3%	68.0%

Real-time indicators point toward improved US manufacturing activity

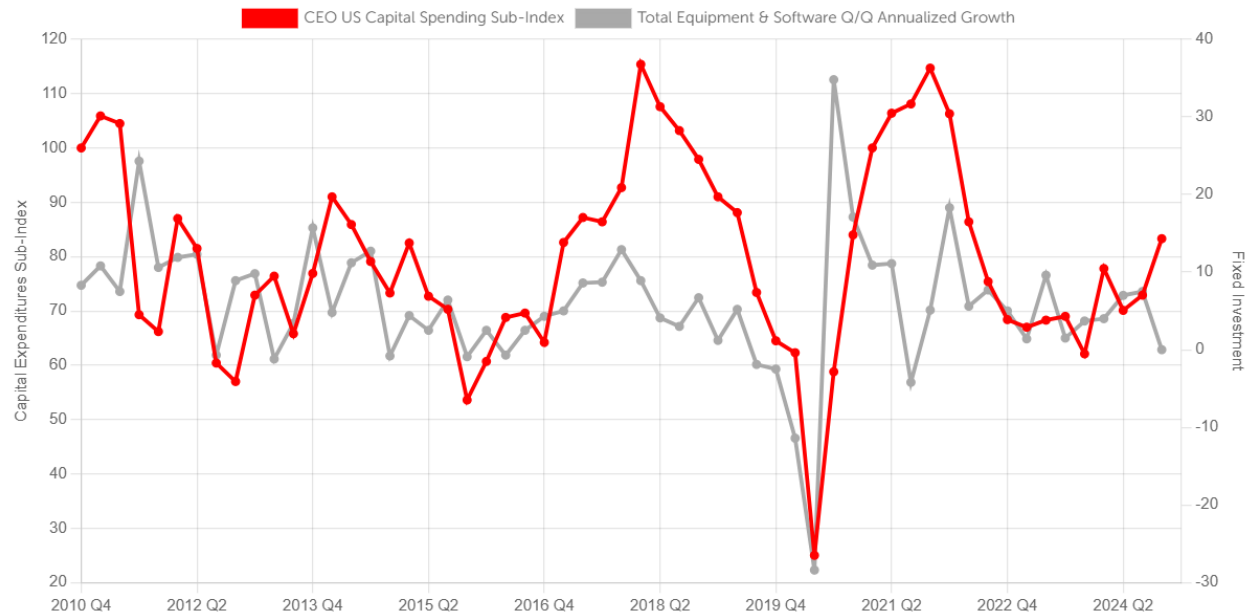


Holden Lewis, Fastenal CFO, 17 January 2025

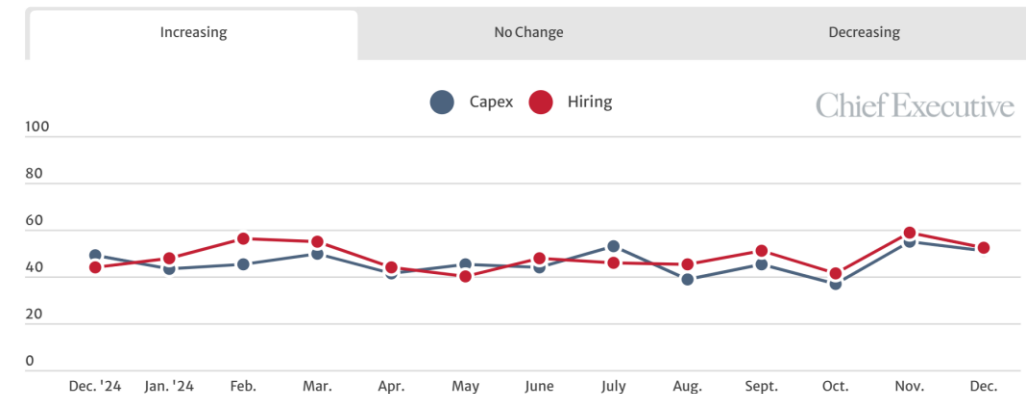
- *When I talk about the improving sentiment, what I'll say is in November, when we reported sales, I mean, there's clearly post-election a step up in terms of what the Regional Vice Presidents are feeding back to me about. People are feeling a little bit better about things. I think there's just the -- there's value in knowing. And I think that a lot of uncertainty was perhaps dissipated once we got through the election. I will say that the tone from the RVPs was fairly universal about that sentiment continuing to get better heading into next year.*
- *And so that's a fairly qualitative read on things, but nonetheless, I've over time learned to really respect the feedback of the RVPs because they really do feel what's going on in the marketplace in real-time and pretty intimately.*

Surveys of CEOs suggest an improvement in capital expenditures over the next 6-12 months

Capital Expenditures



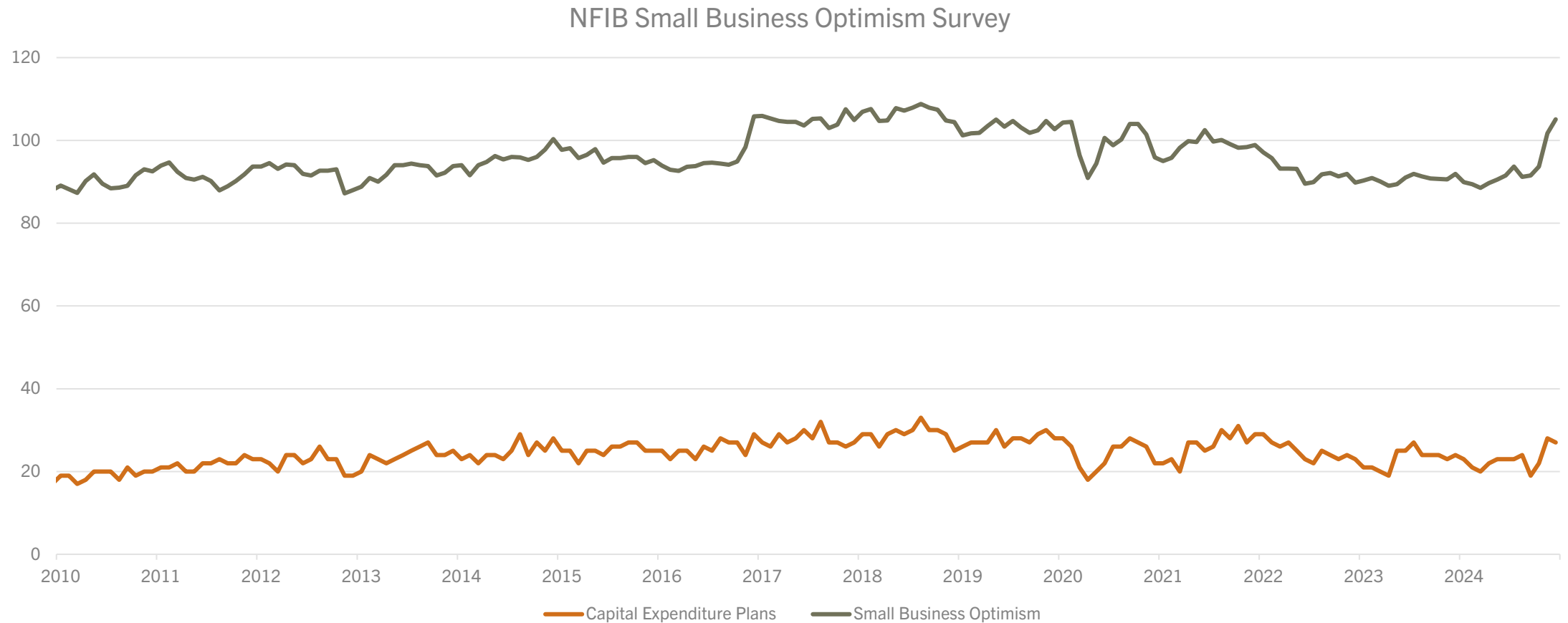
Proportion of CEOs Projecting Increases in Capital Expenditures & Hiring Over the Next 12 Months



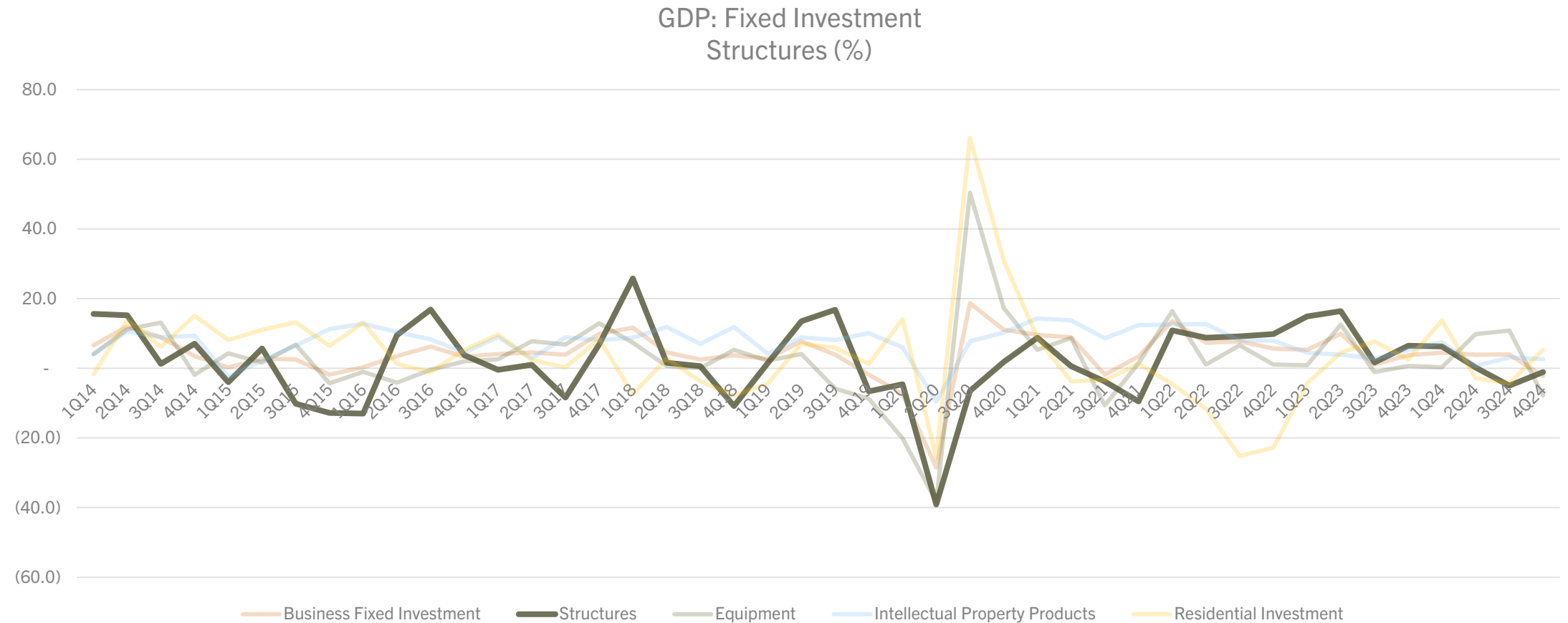
Source: CEO Confidence Index, ChiefExecutive.net

Source: Business Roundtable, Chief Executive Magazine

Small business are ground zero when it comes to optimism around future growth



Higher financing, regulatory, and building costs resulted in fewer Commercial construction projects

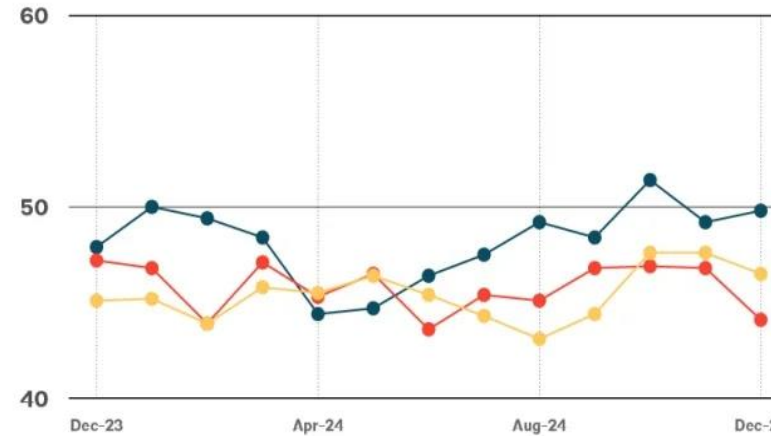


Despite improving trends throughout 2024, Architectural billings ended the year on a sour note

Sector

Billings continue to decline
at all firm specializations

Graphs represent data from December 2023–December 2024
across the three sectors. 50 represents the diffusion center.
A score of 50 equals no change from the previous month.
Above 50 shows increase; Below 50 shows decrease.
3-month moving average.



Commercial/Industrial: 44.1



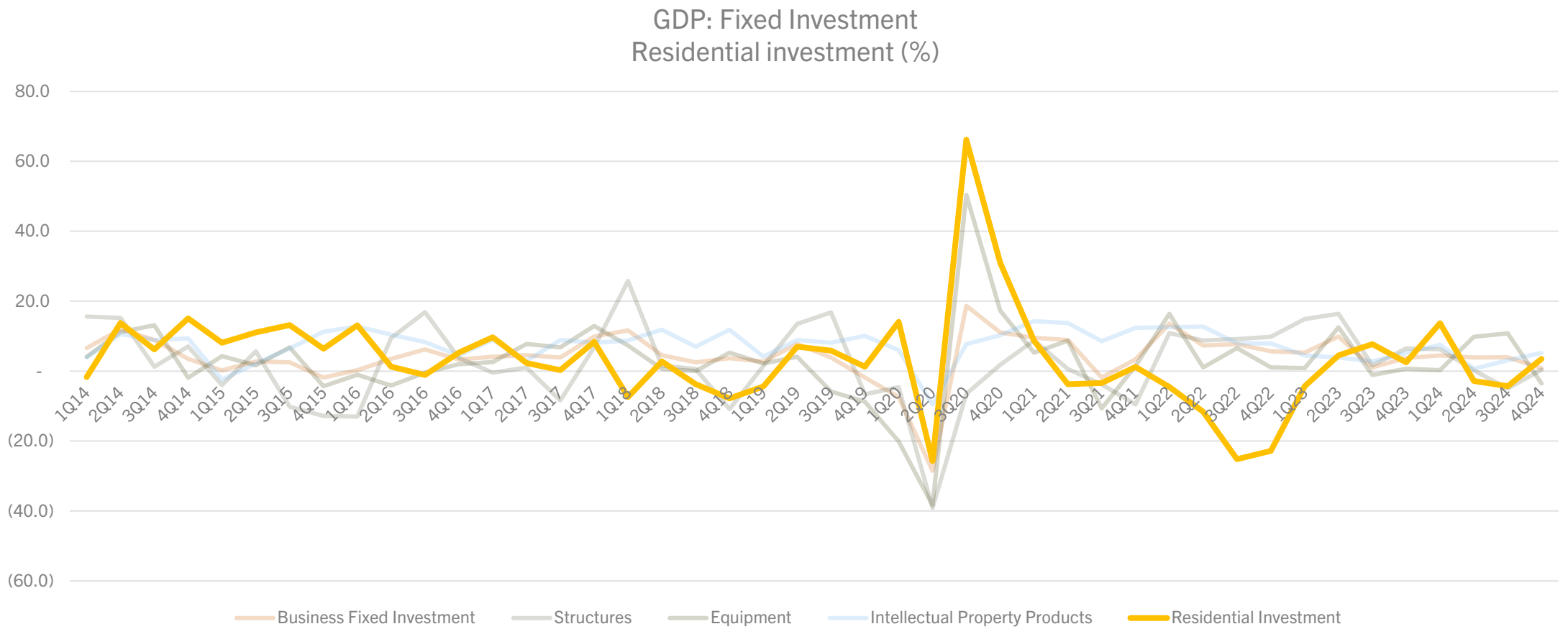
Institutional: 49.8



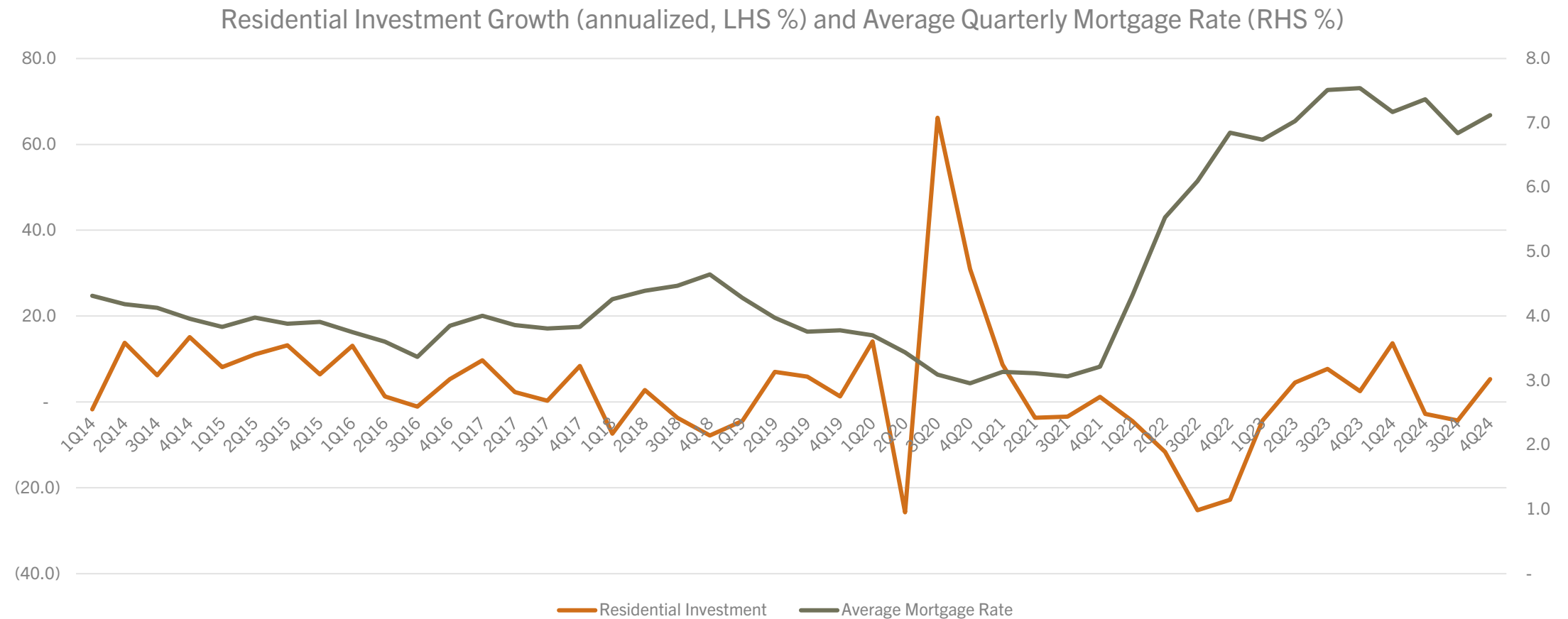
Residential: 46.5

Source: American Institute of Architecture

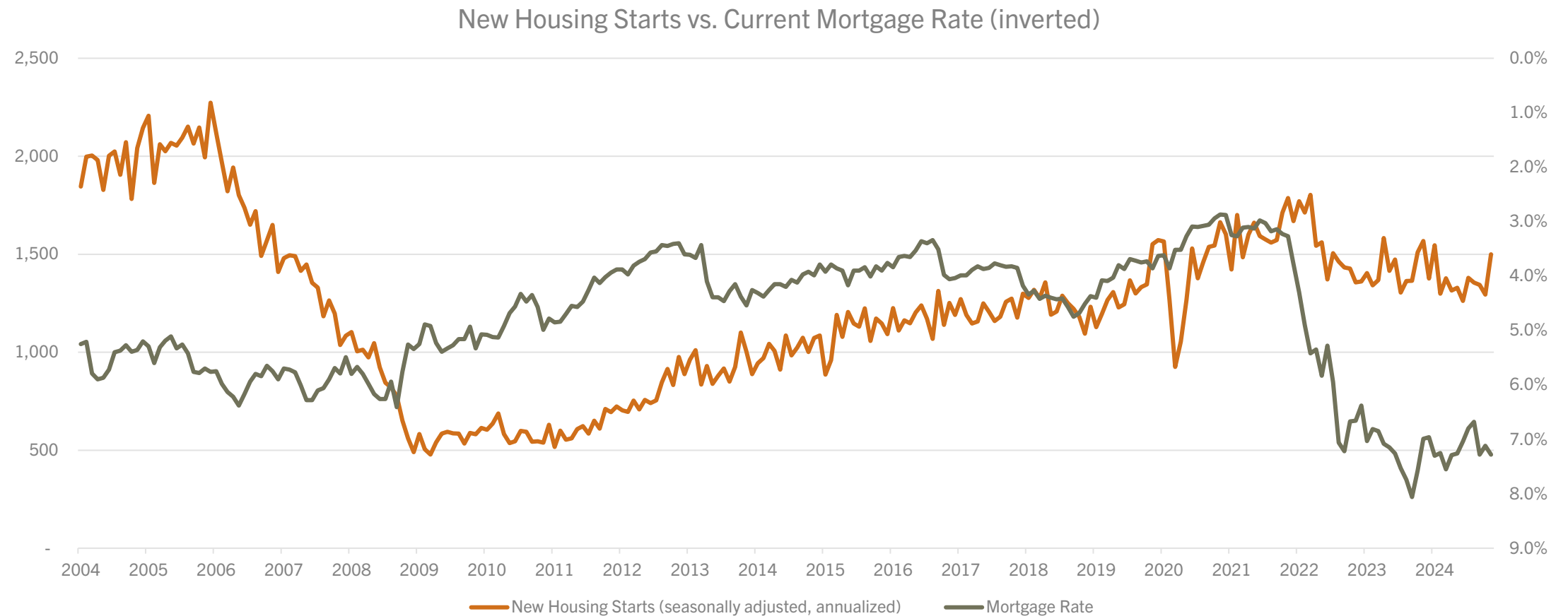
Although not as depressed as in 2022, residential investment was spotty in 2024



Higher mortgage rates have negatively correlated with residential investment growth

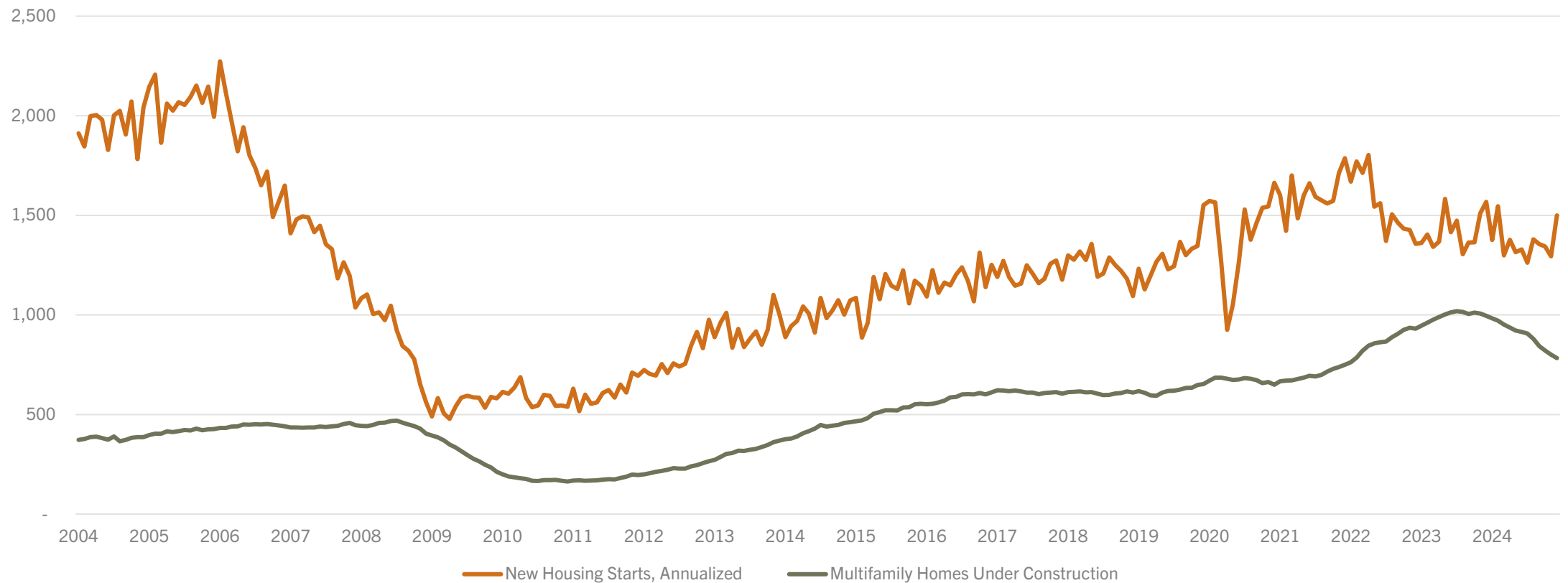


Rapid increases in mortgage rates resulted in lower single-family housing starts



Higher build and financing costs slowed multifamily construction in 2024 while rate buy-downs stabilized single-family construction

New Housing Starts vs. Multifamily Homes Currently Under Construction (thousands)



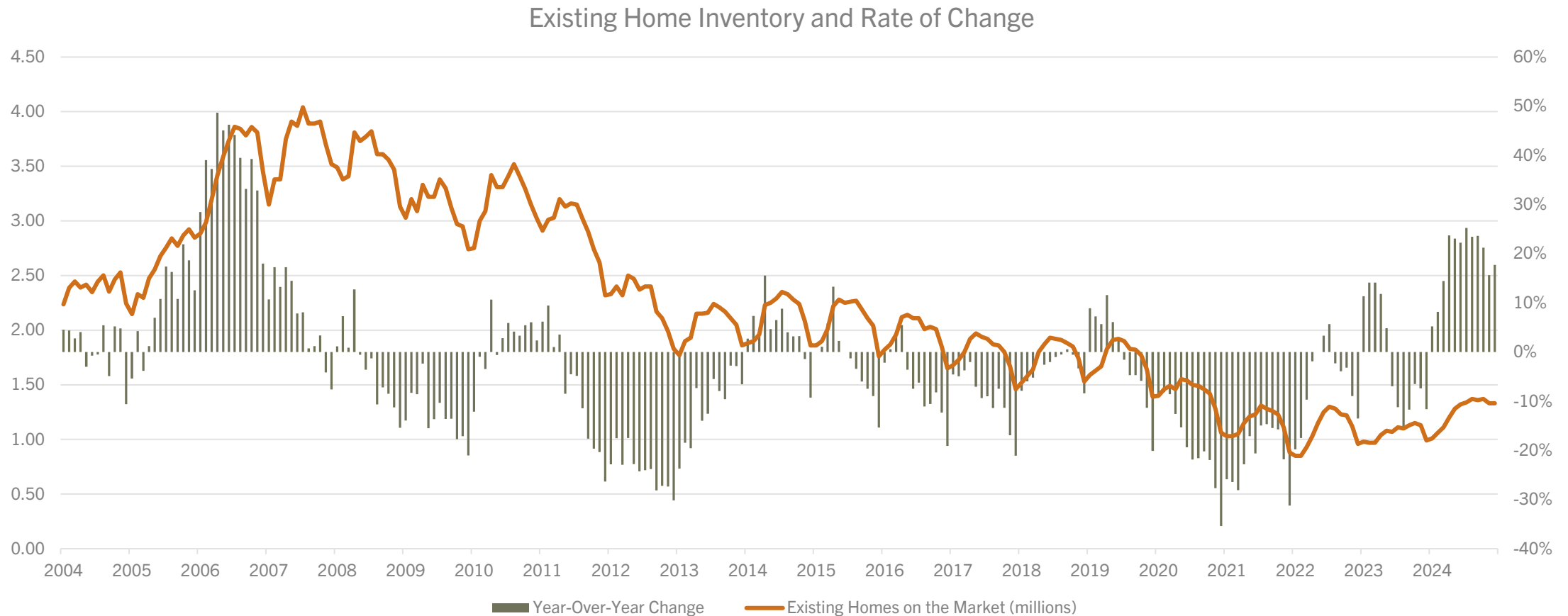
Apartments.com expects rents to return to 3% growth by 4Q25 as vacancy rates stabilize at 8%

U.S. Apartment Rent Growth



Source: CoStar, January 2025

Sellers are getting tired of waiting; “Used” home supply is beginning to rise



Redfin expects modest housing supply growth in 2025, leading to more transactions

Summary:

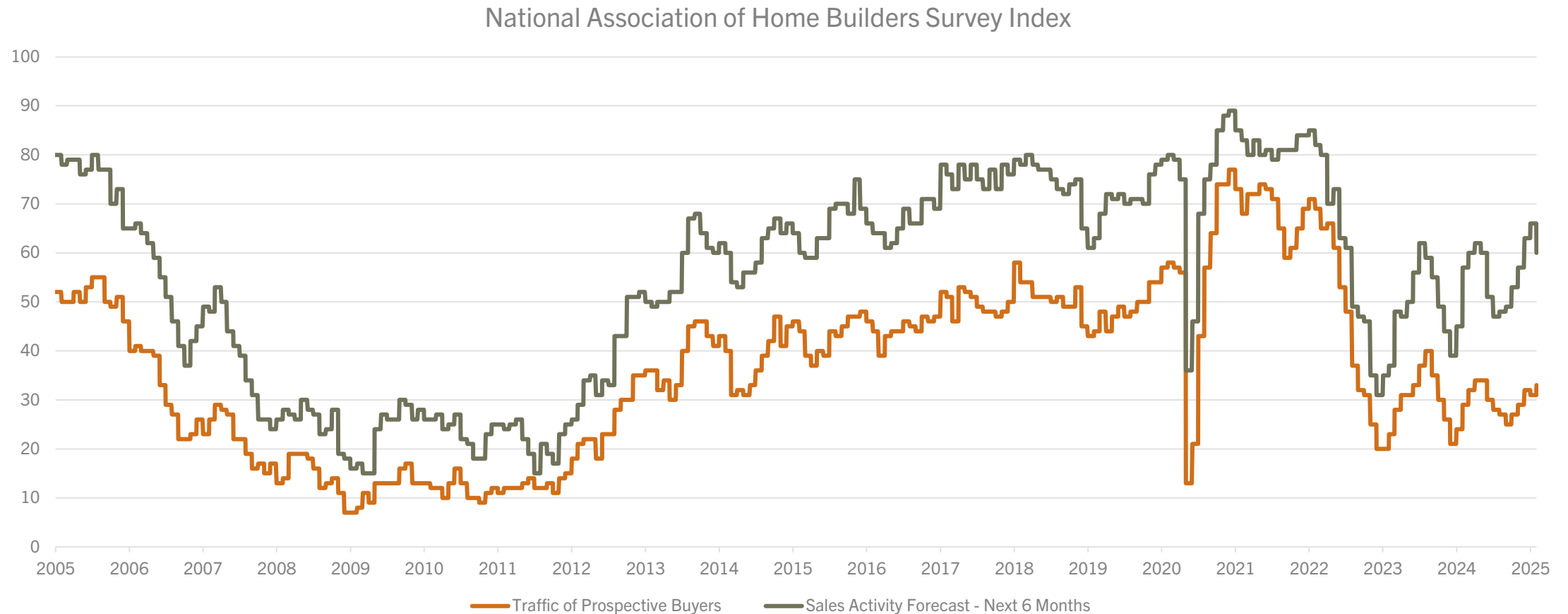
- ❖ New Homes:
 - ❑ Wall Street expects 3.5% housing start growth
- ❖ Existing homes:
 - ❑ Pent-up demand but still-high housing costs
- ❖ Multifamily:
 - ❑ Lower regulations → rebound in multifamily construction
 - ❑ Rental affordability to improve



Redfin:

1. *We expect existing home sales to tick up next year, ending 2025 at an annualized rate of between 4.1 million and 4.4 million. That represents a year-over-year increase of between 2% and 9%. We're presenting an unusually wide sales range this year because while high housing costs may price out some would-be buyers, there's also a fair amount of pent-up demand in the market.*
2. *While the cost of buying a home will increase, rental affordability will improve. We expect the median U.S. asking rent to remain flat year over year in 2025.*
3. *We expect homebuilders to construct more single-family homes in 2025, though it will take a few years for the increase in homebuilding to make buying a house significantly more affordable.*
4. *Easing regulations should also lead to a rebound in multifamily housing starts.*

Traffic of prospective buyers rose in the unseasonal Dec/Jan period following the election results



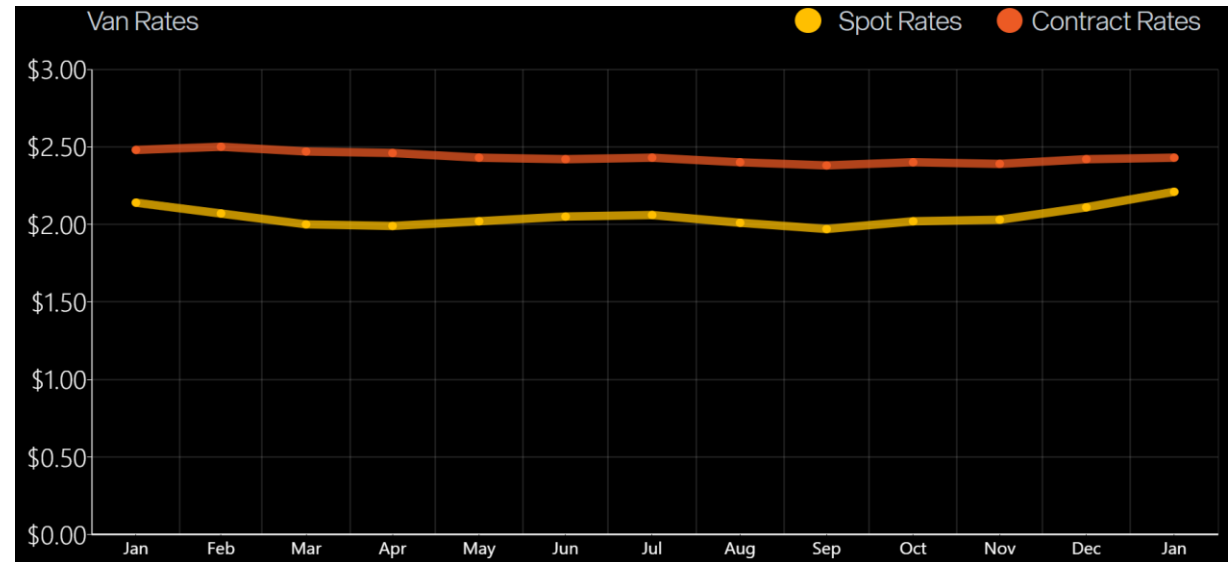
Expect more new single-family home construction and multifamily construction to trough

Cause	Effect
Multifamily construction peaked in 2024	Rental rates stabilize in 2025
Lower regulatory burden	Faster permitting, lower costs
Modestly declining inflation	Somewhat lower mortgage rates making homes more affordable
Persistently elevated (5.5%+) rates	Pent-up demand
Stabilizing credit and savings rates	Higher down payment savings in bank accounts

Rail volume is beginning to improve but trucking likely remains in an oversupply situation until the summer at the earliest

Craig Fuller, Freight Waves: “Last May was the bottom. The market has been improving ever since, and it continues to improve. I think the question now remains, how fast does it improve? Does the acceleration continue? Are there risks going into next year? I think generally, most people would say that 2025 is certainly going to be better than 2024. The question is, how much?”

JB Hunt: “While market dynamics remain uncertain around the timing and magnitude of a potential inflection, our focus in 2025 is to grow and begin to repair our margins.”



Source: DAT, Freight Waves

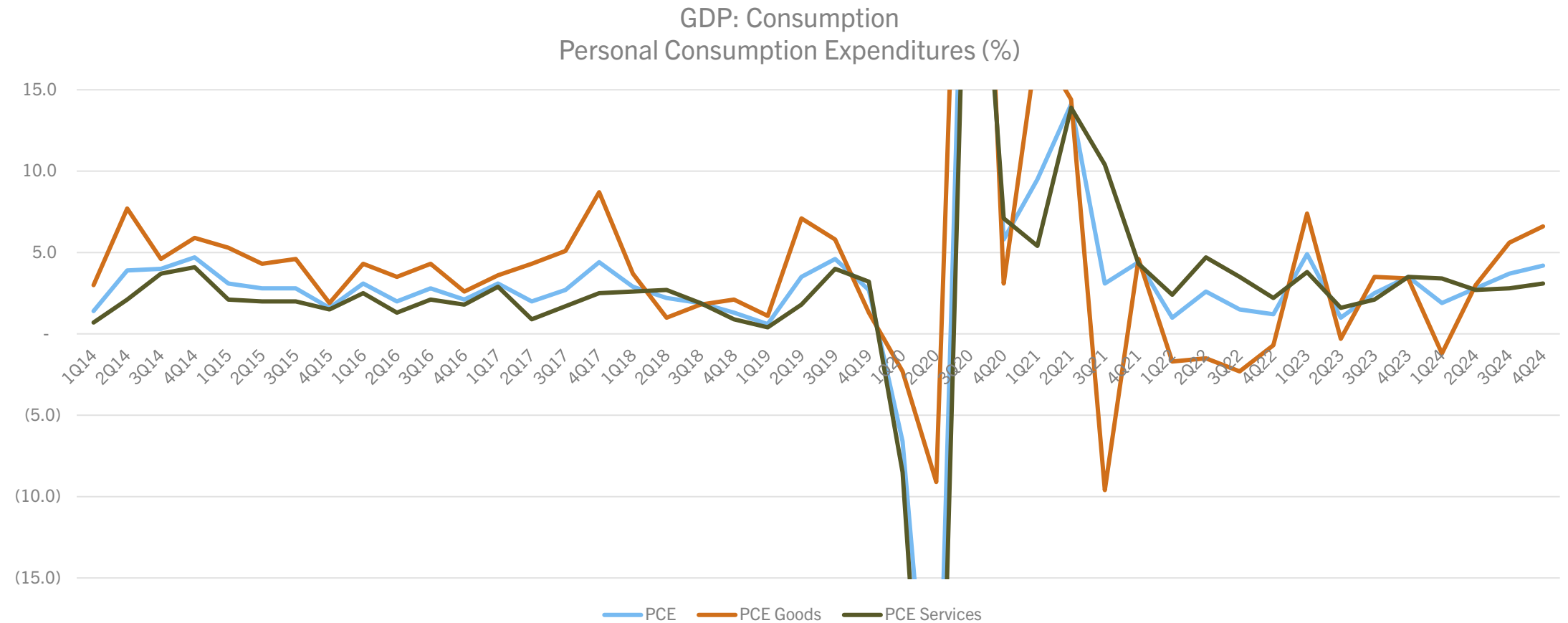
Consumption

70% of the economy

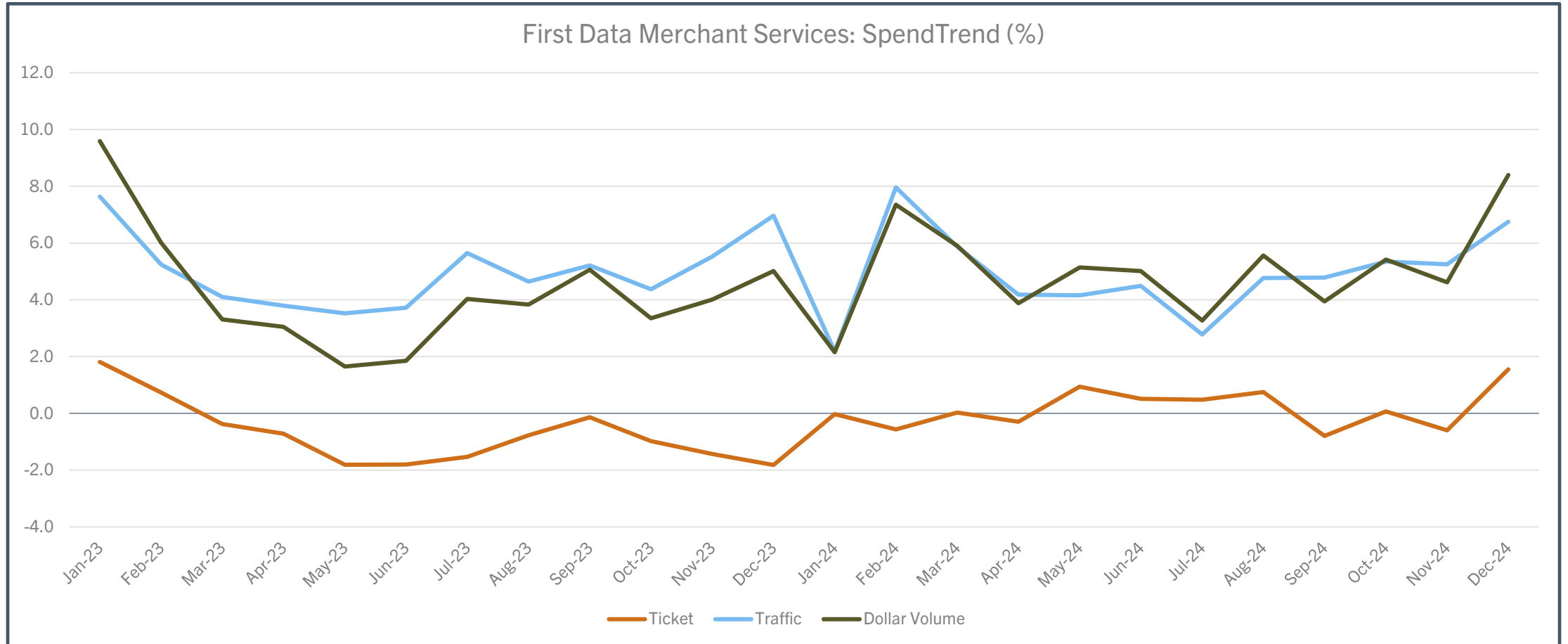
- 1/3 of consumption is Goods-related
 - ❖ Of that 1/3 is durable (vehicles, appliances, home furnishings, etc.)
 - ❖ The remaining 2/3 is non-durable (groceries, clothing, etc.)
- 2/3 of consumption is Services-related
 - ❖ Of that, 1/4 is housing/utilities
 - ❖ Another 1/4 is health care
 - ❖ Remainder includes transportation, recreation, food service and accommodations, financial services, insurance, etc.



Consumption tends to be remarkably steady, outside of COVID-related volatility



Card spending accelerated at the end of the year as consumers loosened their wallets



Consumption accelerated at the end of 2024, continuing into 2025

- American Express: “We saw a stable spending environment for most of 2024 with an acceleration in spending as we exited the year... so far, the first three weeks of January look more in line with Q4 trends”
- Delta: “Closing out 2024, we saw an acceleration in air travel demand from corporates and consumers and co-brand card spending growth accelerated.”
- Richemont: Cartier’s parent company posted its best December quarter in history. Sales accelerated from 11% to 22% in the quarter.
- Bank of America: “The biggest story in consumer this quarter is deposits, because these are the most valuable deposits in the franchise, and in the last six months, we believe we've seen the floor begin to form after several periods of slowing decline.”

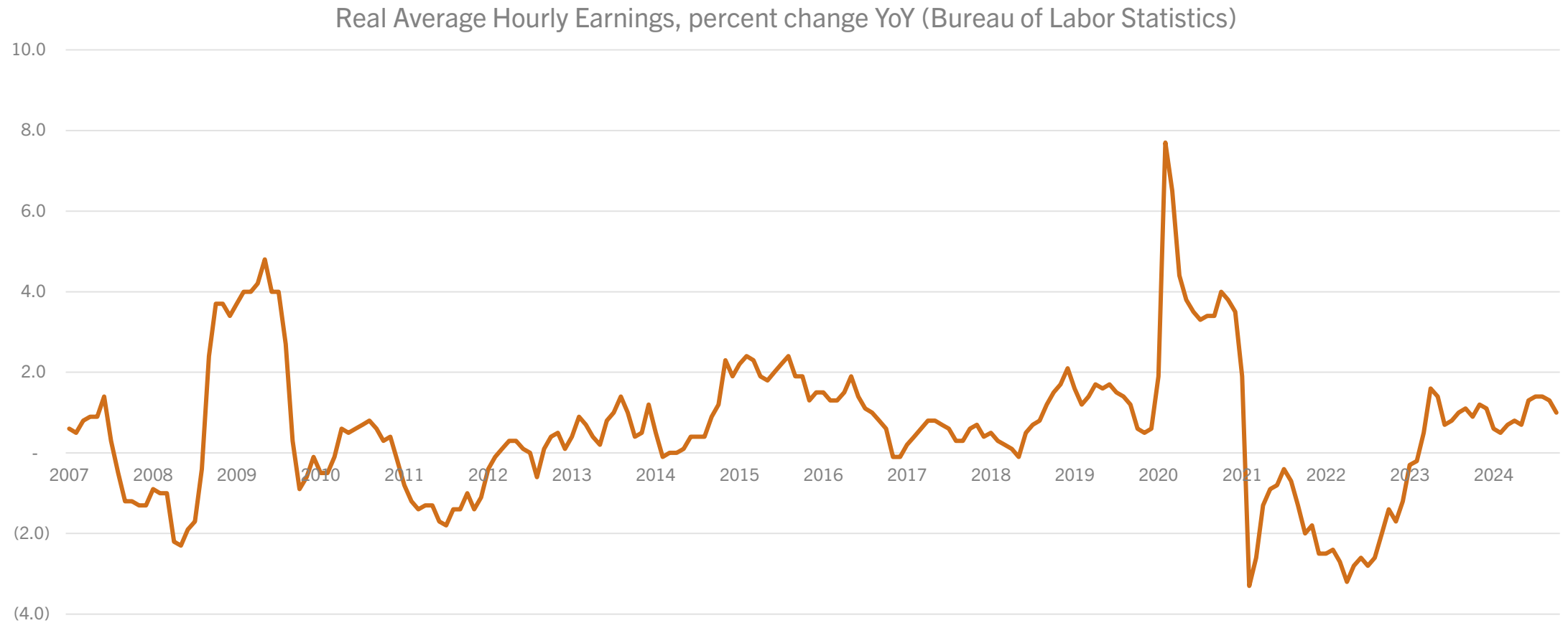
The consumer buying strike is beginning to thaw across a number of retail categories

First Data: Year over Year Spending Growth of Various Retail Categories

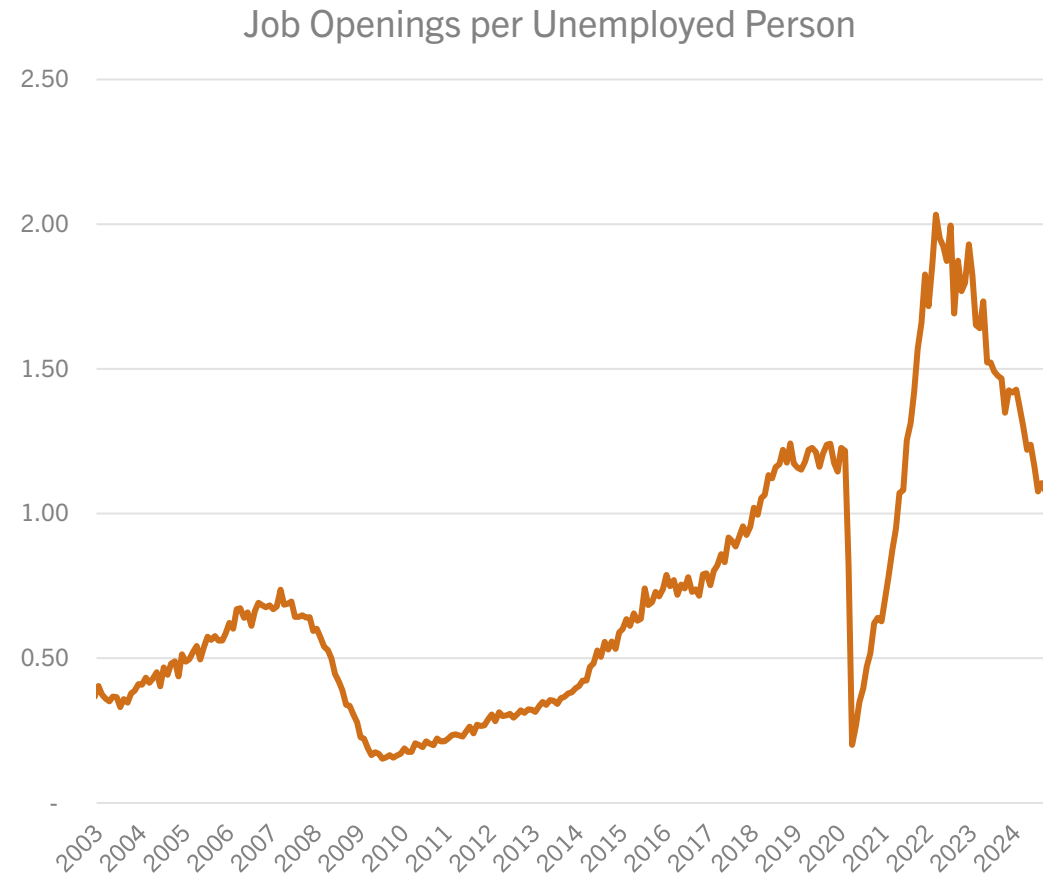
Spending Trends (Source: First Data)	4Q24	3Q24	2Q24	1Q24	4Q23	3Q23	2Q23	1Q23
Brick & Mortar	2.1	(0.3)	(2.1)	(1.2)	(0.7)	(1.6)	(2.5)	(0.3)
Luxury	(5.9)	(5.9)	(11.9)	(6.4)	(9.9)	(14.0)	(16.5)	(15.3)
Jewelry	5.8	2.9	0.8	2.8	2.8	(1.8)	(5.7)	(4.7)
Grocery	5.4	4.1	2.1	2.7	(1.0)	0.7	(0.7)	1.2
Restaurants	1.3	4.7	3.8	3.3	4.6	1.8	1.3	7.6
Electronics	2.0	0.8	0.9	(0.6)	0.6	(1.0)	(1.4)	(4.3)
Home Improvement	1.7	(1.6)	(0.3)	1.5	1.6	1.9	0.8	0.3
Overall Ticket	0.3	0.1	0.4	(0.2)	(1.4)	(0.8)	(1.4)	0.7
Overall Traffic	5.8	4.1	4.3	5.3	5.6	5.2	3.7	5.7
Overall Dollars	6.1	4.3	4.7	5.1	4.1	4.3	2.2	6.3

Source: First Data Merchant Services

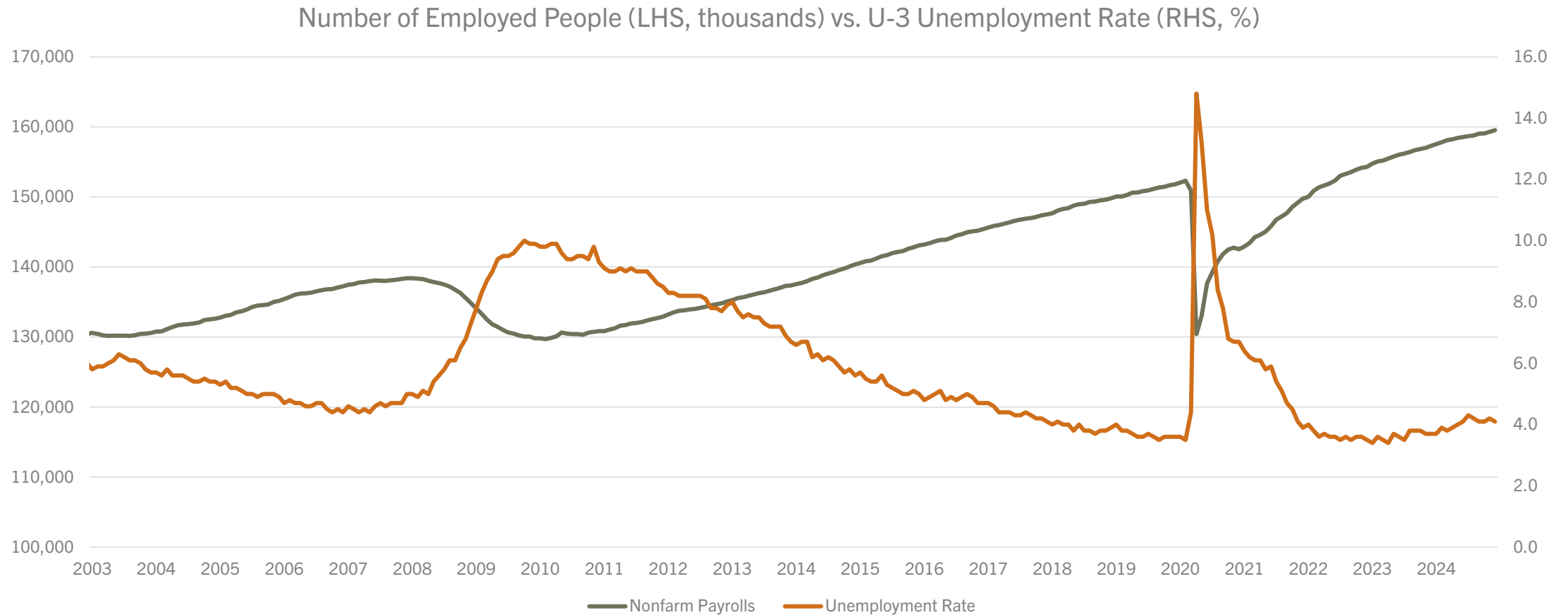
Real average hourly earnings have a 78% correlation with subsequent year PCE - Goods



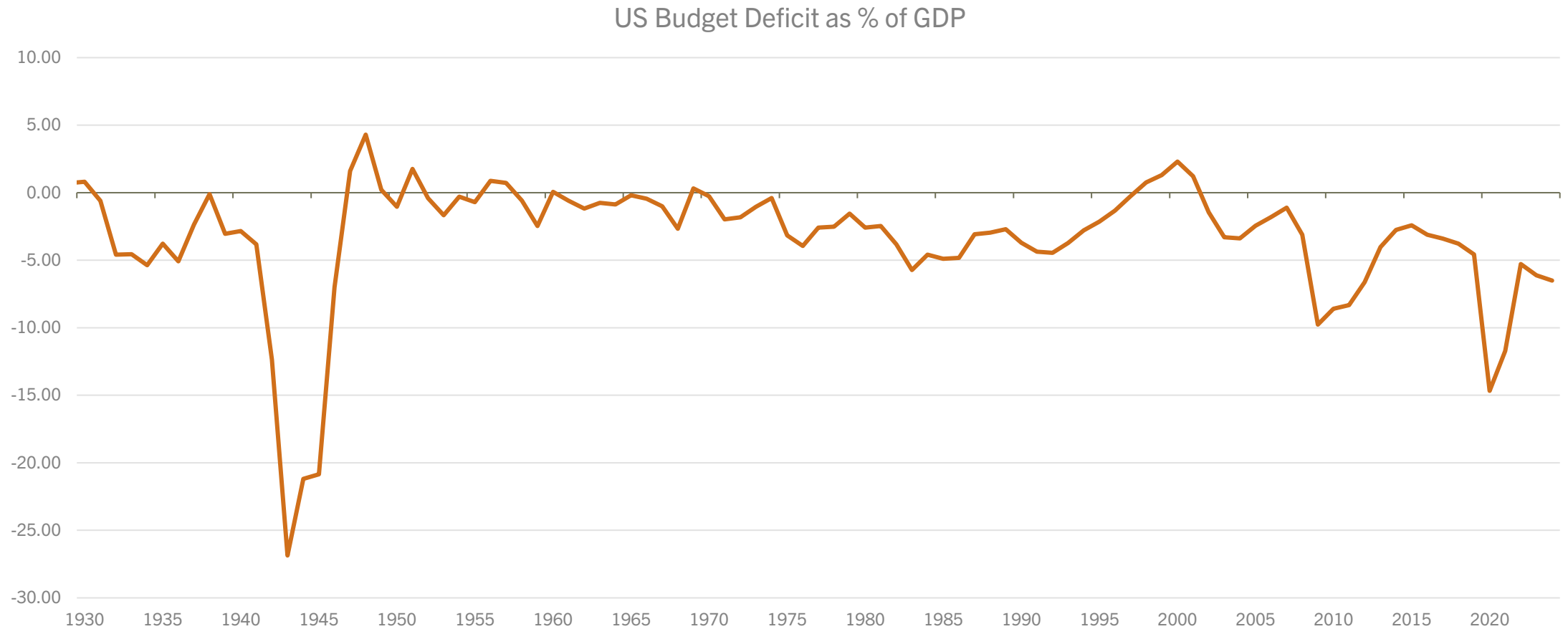
The jobs market has come into more balance as the Fed engineers a soft landing



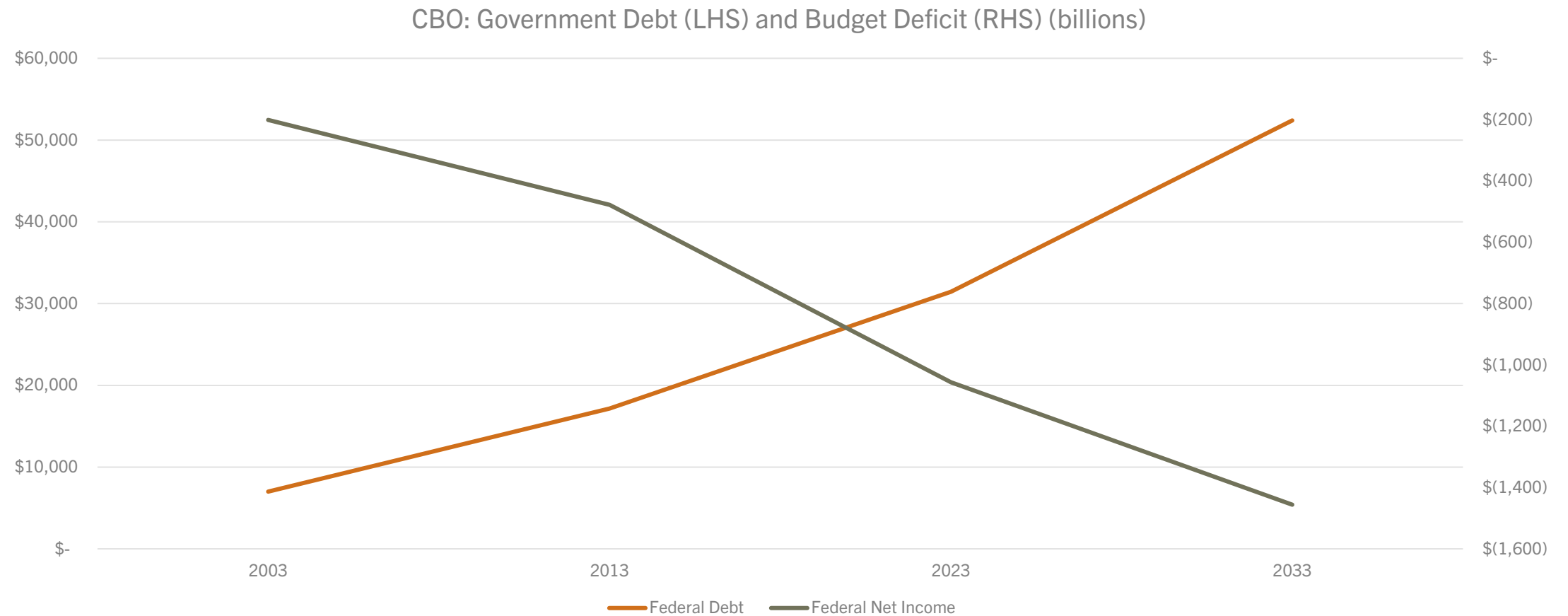
Unemployment rate remains low, supporting expectations for consumption in 2025



The US periodically accumulates debt before regaining control and balancing the budget



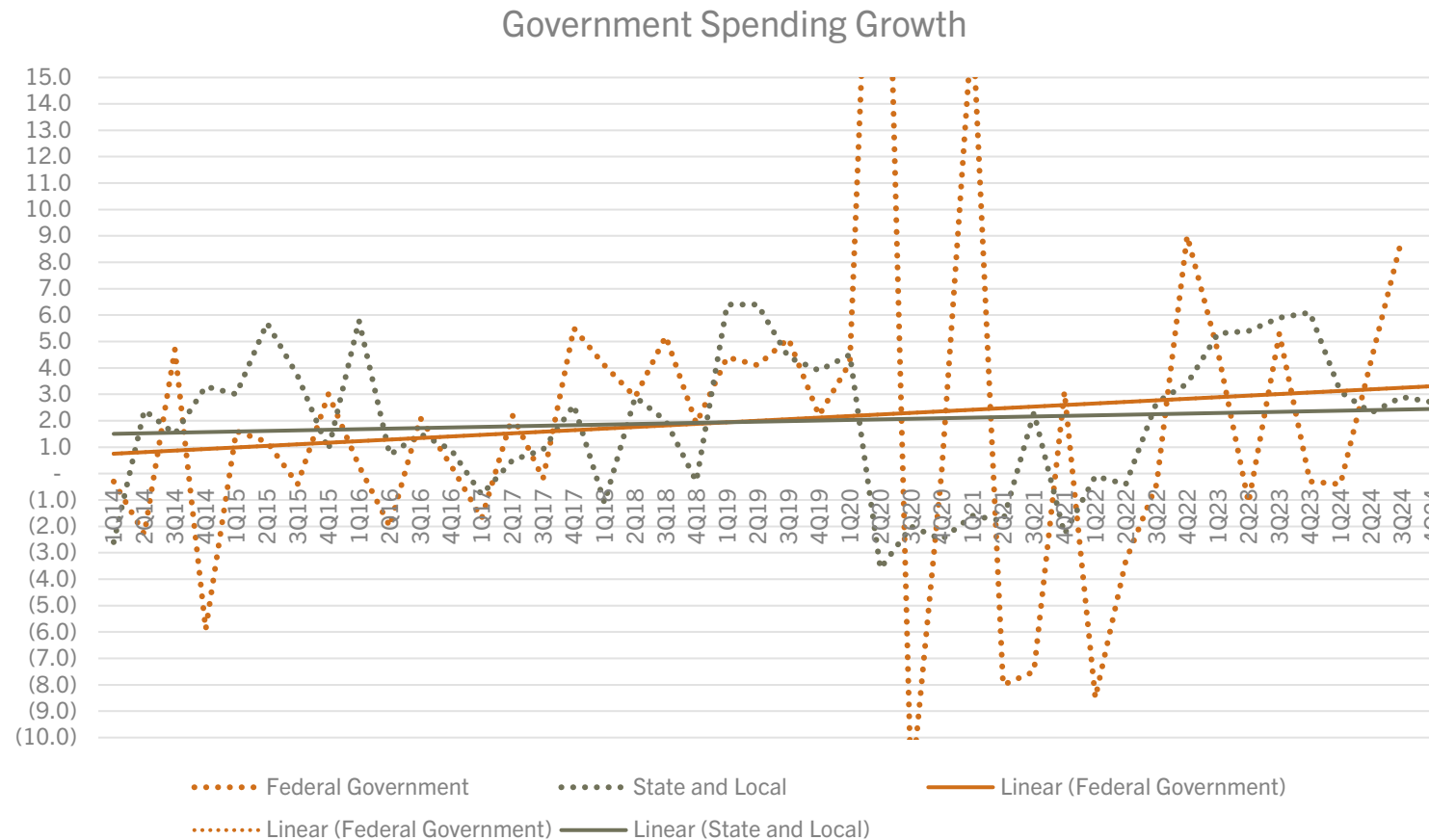
Over the past 30 years, debt has risen 4x and annual deficits have increased



The main culprit for rising deficits are entitlements; specifically, major healthcare

Federal Budget, \$ in Billions (CBO)					
	2003	2013	2023F	2033F	CAGR
Revenue					
Income Taxes	\$ 794	\$ 1,316	\$ 2,525	\$ 3,806	5.4%
Payroll Taxes	\$ 713	\$ 845	\$ 1,562	\$ 2,307	4.0%
Corporate Income Taxes	\$ 132	\$ 274	\$ 475	\$ 539	4.8%
Other	\$ 144	\$ 237	\$ 252	\$ 450	3.9%
Total Revenue	\$ 1,782	\$ 2,673	\$ 4,814	\$ 7,102	4.7%
Expenses					
Defense	\$ 405	\$ 625	\$ 891	\$ 1,143	3.5%
Non-Defense Discretionary	\$ 419	\$ 576	\$ 935	\$ 1,210	3.6%
Social Security	\$ 471	\$ 808	\$ 1,345	\$ 2,365	5.5%
Major Healthcare	\$ 411	\$ 768	\$ 1,708	\$ 3,103	7.0%
Income Security	\$ 196	\$ 340	\$ 430	\$ 441	2.7%
Other	\$ 182	\$ 338	\$ 848	\$ 827	5.2%
Offsetting receipts	\$ (101)	\$ (305)	\$ (286)	\$ (531)	5.7%
Total Expenses	\$ 1,983	\$ 3,150	\$ 5,871	\$ 8,558	5.0%
Net Income	\$ (201)	\$ (478)	\$ (1,057)	\$ (1,456)	

Government spending has contributed favorably to economic growth



- Federal government has been trending toward 3% annual growth.
- Department of Government Efficiency could slow the pace of growth.

Less government spending doesn't necessarily mean lower growth; crowding out reduces productivity

TABLE 1. Estimates of Productivity Growth in England, 1770-1860

	change in % p.a.				
	r	w	q		TFP
Antràs and Voth (2001)					
1770-1801	-0.28	0.40	0.13		0.12
1801-1831	0.83	0.34	0.20		0.49
1831-1860	0.74	0.56	0.11		0.56
	Y	K	L	T	TFP
Harley (1999)					
1760-1800	1.0	1.0	0.8	0.2	0.19
1801-1831	1.9	1.7	1.4	0.4	0.50
1831-1860*	2.5	2.0	1.4	0.6	1.00

Sources: Antràs and Voth (2001), Harley (1999, p. 183).

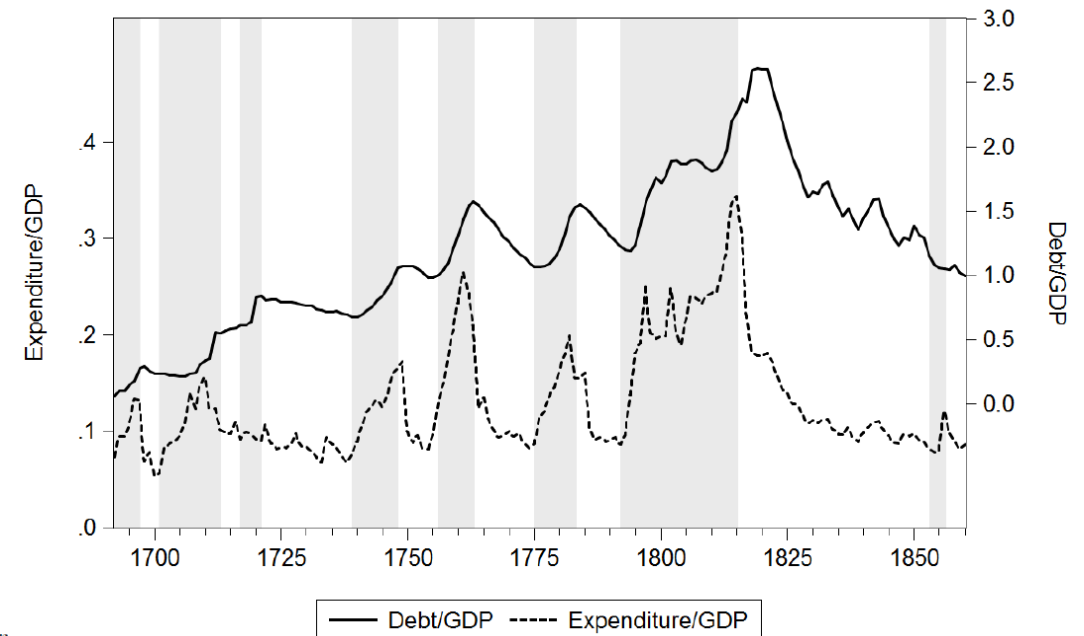
Notes: r – rental rate of capital, w – real wage, q – rental cost of land

Y – output growth, K – capital, L – labour, T – land

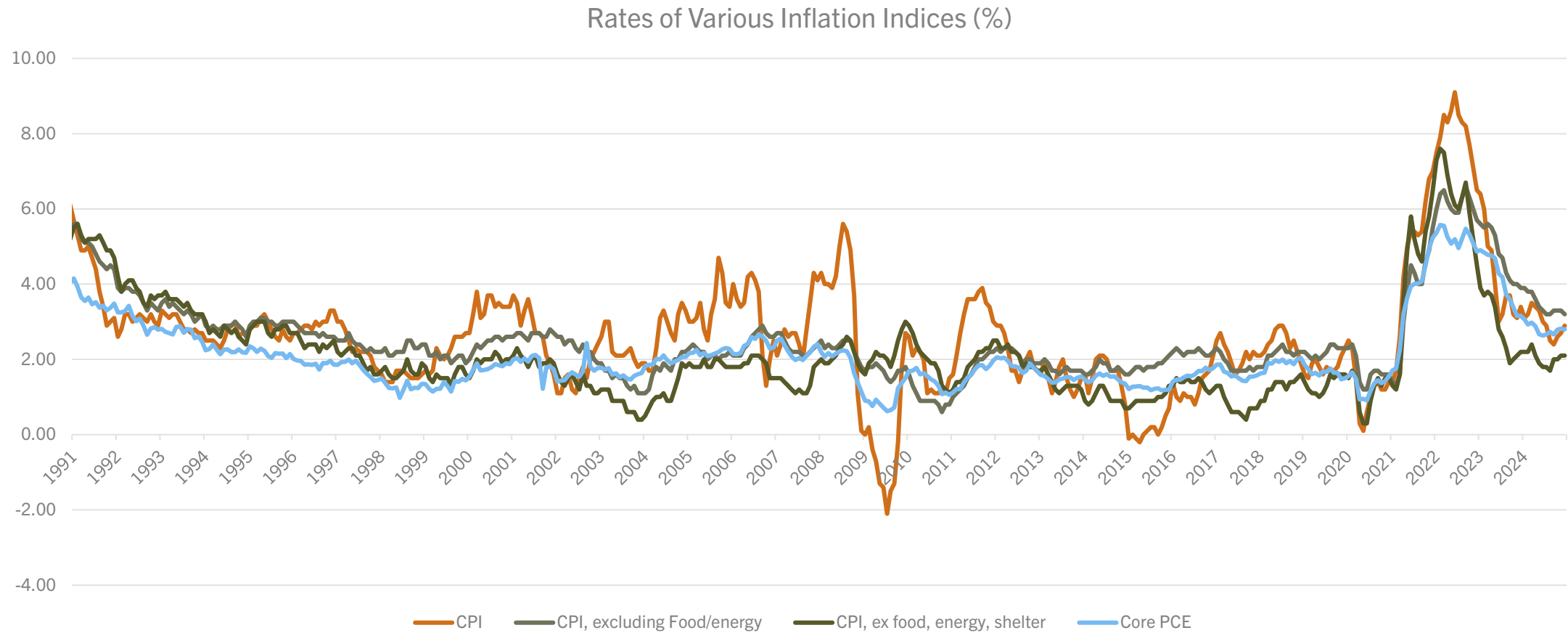
Antràs and Voth (2001) use an elasticity of 0.35 for capital, 0.15 for land, and 0.5 for labour

DEBT INTO GROWTH

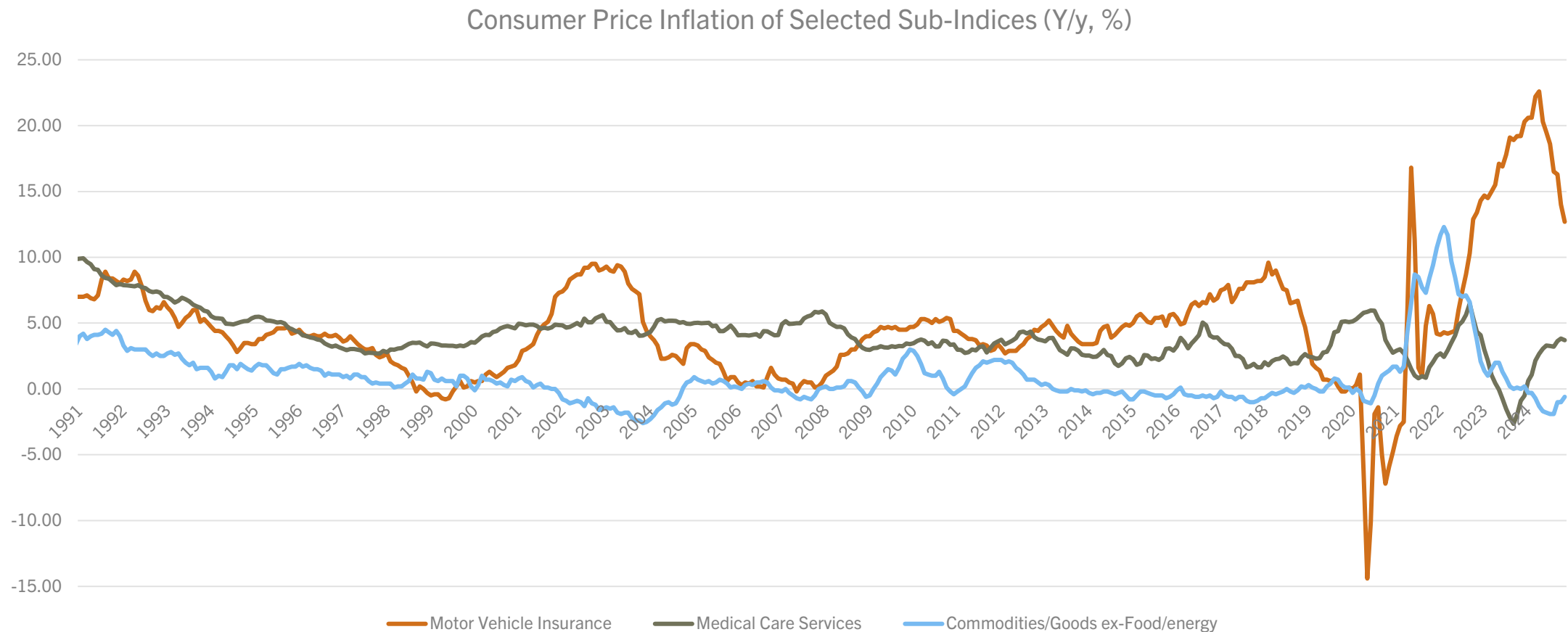
FIGURE 2.1. Debt and Expenditure in the UK, 1692-1860



Inflation has fallen but has yet to return to pre-Covid levels

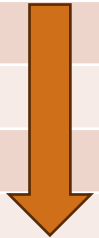


Lower rates of insurance and medical care inflation would help to make further inflation progress



The Fed's preferred measure of inflation – “Core PCE” – is set to decline further

Last 12 Months	Monthly Inflation	Last 9 months plus Q1 2025	Monthly Inflation using <i>average rate</i> since 1Q24 as projection	Implied Annual Inflation
January 2024	0.50%	April 2024	0.26%	
February 2024	0.24%	May 2024	0.08%	
March 2024	0.34%	June 2024	0.22%	
April 2024	0.26%	July 2024	0.17%	
May 2024	0.08%	August 2024	0.17%	
June 2024	0.22%	September 2024	0.25%	
July 2024	0.17%	October 2024	0.27%	
August 2024	0.17%	November 2024	0.11%	
September 2024	0.25%	December 2024	0.16%	2.80%
October 2024	0.27%	January 2025	0.19%	2.49%
November 2024	0.11%	February 2025	0.19%	2.44%
December 2024	0.16%	March 2025	0.19%	2.29%



Inflation forces

- Long-term interest rates >4.5% are containing inflation
 - ❖ Shelter prices to stabilize at more subdued levels
 - ❖ Goods prices to receive modest impact from tariffs, offset by strong dollar
- In the short-term, could see sticky inflation readings
 - ❖ Health Insurance price adjustment could lower inflation (BLS healthcare retained earnings calculation)
 - ❖ Higher oil prices will have an upward impact
 - ❖ Animal spirits (small business optimism index) could lead to customers who are less price-sensitive, driving prices higher
- NCM View: Likely to decline over the balance of the year

GDP reconstruction

Category	Sub-industry	2014-19 Avg	2024	2025 (NCM)	Rationale	Contribution
United States		+2.5%	+2.4%	2.6-3.3%	Economy to be led by the consumer in 1H25 with the private sector picking up in 2H25.	2.11-3.82
Consumption		+2.6%	+2.6%	2.6-3.5%	Goods Spending continues into 2025 driven by improved sentiment and income.	1.80-2.47
	Goods	+3.9%	+2.0%	2.7-3.6%	Recent trend of stronger consumption to persist into 2025, driven by income growth.	0.90-1.20
	Services	+2.0%	+2.9%	2.5-3.5%	Steady growth in Services continues.	1.67-2.33
Private Investment		+3.9%	+4.8%	2.3-5.0%	Residential Construction the key variable.	0.46-1.00
	Intellectual Property	+7.6%	+4.3%	4.0-7.0%	Acceleration in core IT spend offset by slower AI growth and softer pharma R&D.	1.20-2.10
	Equipment	+2.7%	+3.6%	2.9-3.5%	Continue above trend. Year-end ISM New Orders imply equipment growth of 2.9-3.5%.	0.87-1.05
	Structures	+1.6%	+4.4%	(1.0)-4.0%	Comparison periods are challenging, especially in the first half of the year.	(0.15)-0.60
	Residential	+4.1%	+4.7%	1.5-5.0%	Trend is negative but deregulation should boost numbers in the second half of the year.	0.38-1.25
Government		+1.8%	+3.5%	0.5-1.5%	Spending to fall driven by abnormally strong	0.05-0.15
Net Exports		(0.30)	(0.65)	0.00	Stronger energy exports and protective tariffs to drive Current Account closer to break-even.	(0.20)-0.20

The Federal Reserve expects rates to remain higher over the longer-term (3.0%+)

	2024	2025	2026	2027	LONGER-RUN
GDP	+2.5%	+2.1%	+2.0%	+1.9%	+1.8%
Unemployment Rate	4.2%	4.3%	4.3%	4.3%	4.2%
PCE Inflation	2.4%	2.5%	2.1%	2.0%	2.0%
Core PCE Inflation	2.8%	2.5%	2.2%	2.0%	***
Fed Funds Rate	4.4%*	3.9%	3.4%	3.1%	3.0%

**The Fed Funds Rate is a range, with a target of 4.25%-4.50%. The effective rate in the market is 5.33% at 16 January 2024.*

Policy Outlook

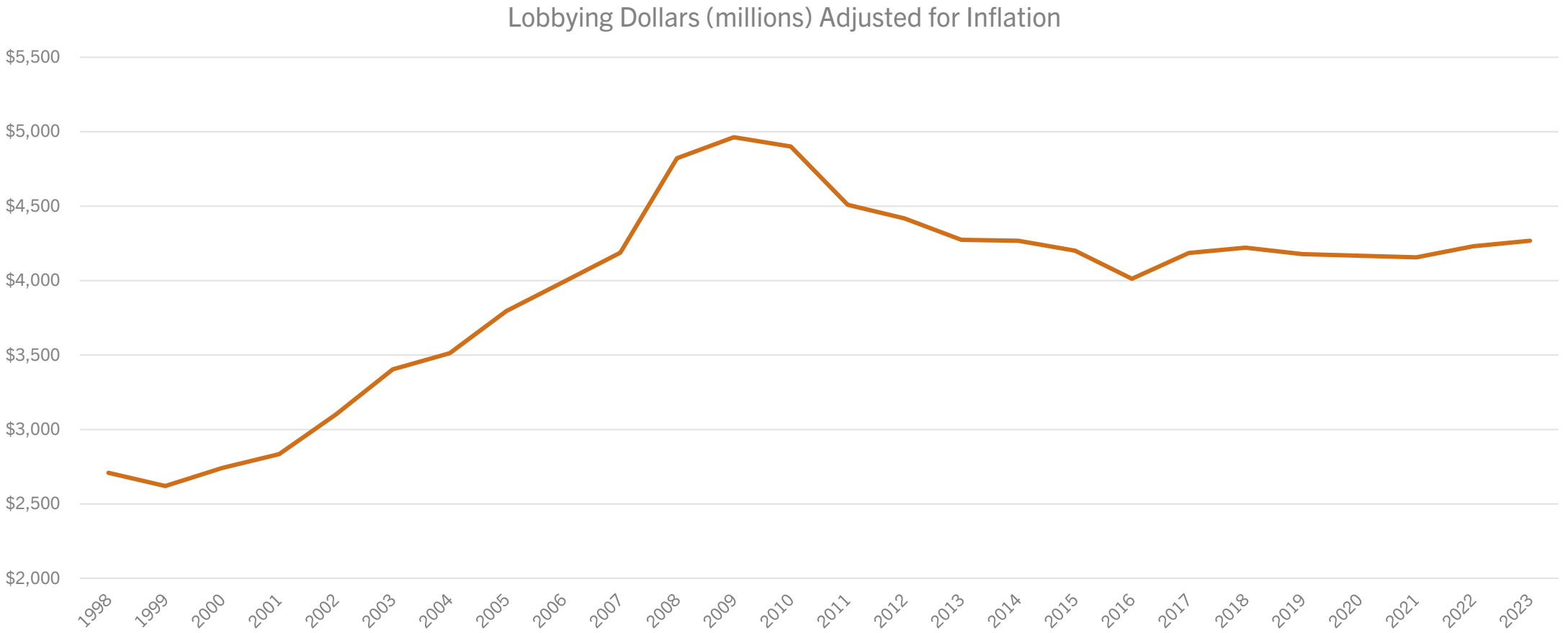
We are all Republicans, we are all Federalists. If there be any among us who would wish to dissolve this Union or to change its republican form, let them stand undisturbed as monuments of the safety with which error of opinion may be tolerated where reason is left free to combat it.

-Thomas Jefferson

Policy Priorities

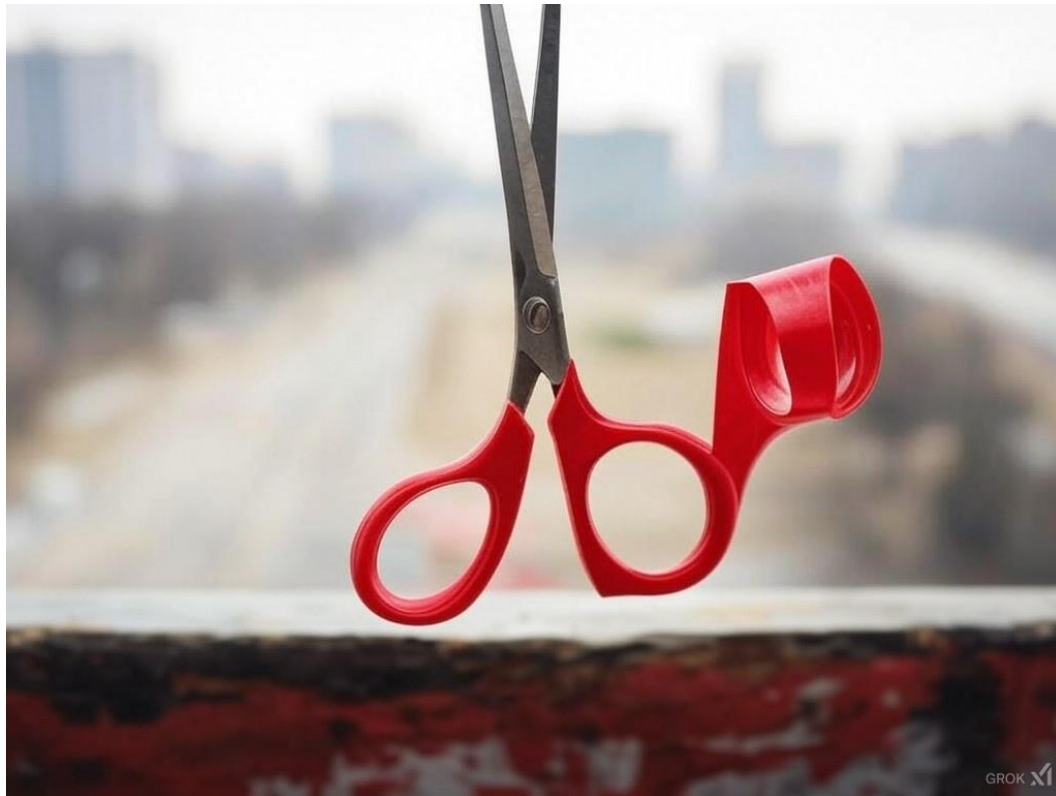
Topic	Administrative Priority	Proposals	NCM View
Tariffs	High	(1) Negotiating tool, (2) Revenue source, (3) Punishment	10-25% tariffs likely to be enacted or threatened <i>intermittently</i> creating somewhat higher trade uncertainty
Tax Bill	High	No tax on tips, no tax on social security, 15% corporate tax for US-manufactured goods, 18% corporate tax, extension of TCJA	Extension of TCJA, potential reduction in corporate tax from 21%, full expensing of Capital Expenditures. Potential reduction in taxes on social security income
The Border	High	“Mass deportation”	Strengthened security measures, targeted deportation of undocumented residents with criminal history
International Relations	High	Greenland, Panama, NATO, Canada, Taiwan, Ukraine, Middle East	Increased European payments to NATO, Peace talks in Middle East, Ukraine
Department of Government Efficiency	Medium	Cutting \$1-\$2 trillion in government spending	Will cut <\$500 billion <i>assuming</i> no cuts from entitlements
Healthcare	Medium	Vaccine reviews, cracking down on “middlemen”	Renegotiation of Medicare reimbursement to insurers
Minimum Wage	Low	Issue for the states	No federal policy
Federal Reserve	Low	Replacing Jay Powell	Jay Powell remains Chair

The lobbying industry has remained stable across presidential administrations



Source: Open Secrets

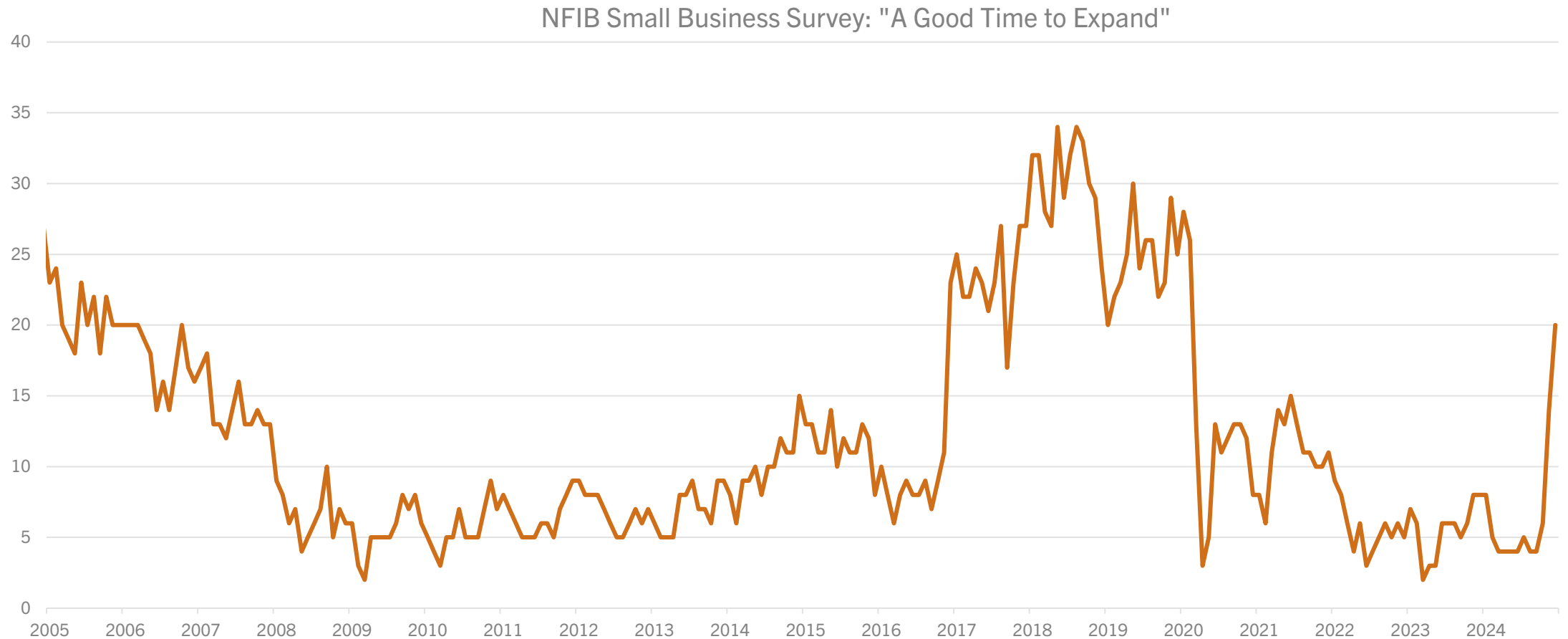
Typically, government growth slows in the first year of a new Republican administration



Incoming Administration	Prior Year	1 st Year of New Term
1953 – Eisenhower	19.7%	6.8%
1969 – Nixon	3.4%	0.1%
1981 – Reagan	1.8%	1.0%
2001 – Bush	1.8%	3.8%
2017 – Trump	2.0%	0.6%
2025 – Trump	3.5%	***

Source: Bureau of Economic Analysis

Improved confidence: Small businesses have responded euphorically

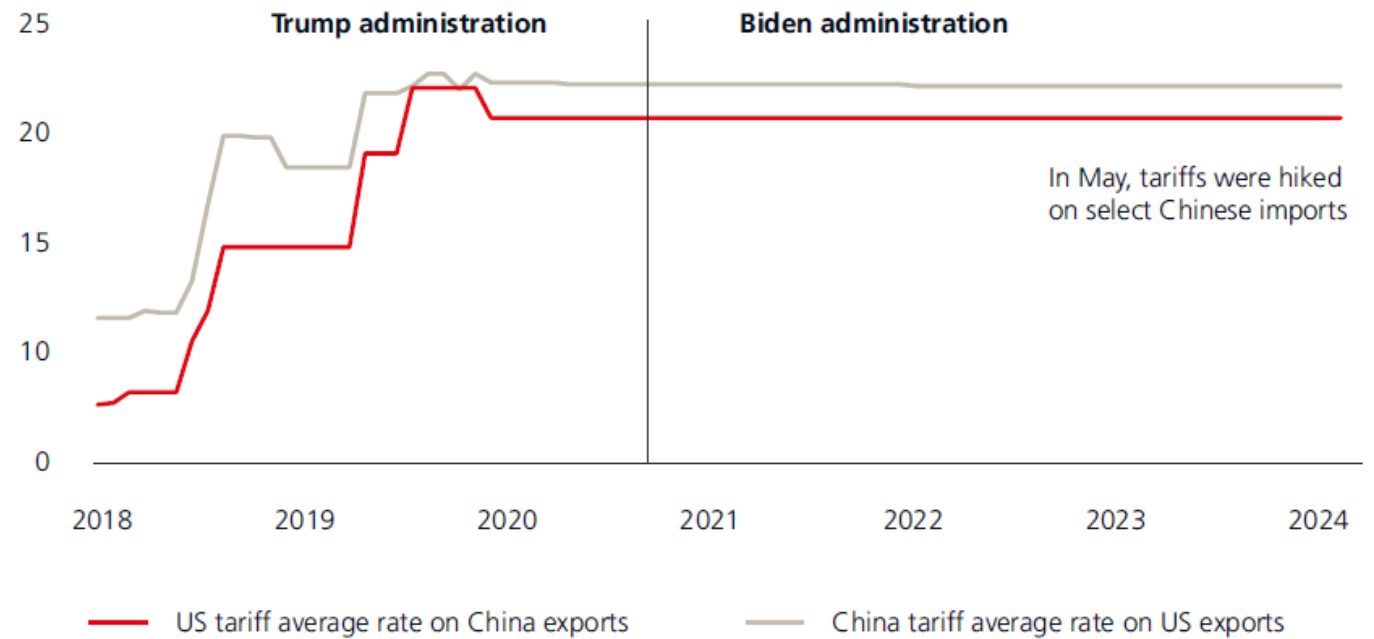


China tariffs did not change under Biden

Figure 2

President Biden retained tariffs levied on China under the Trump administration

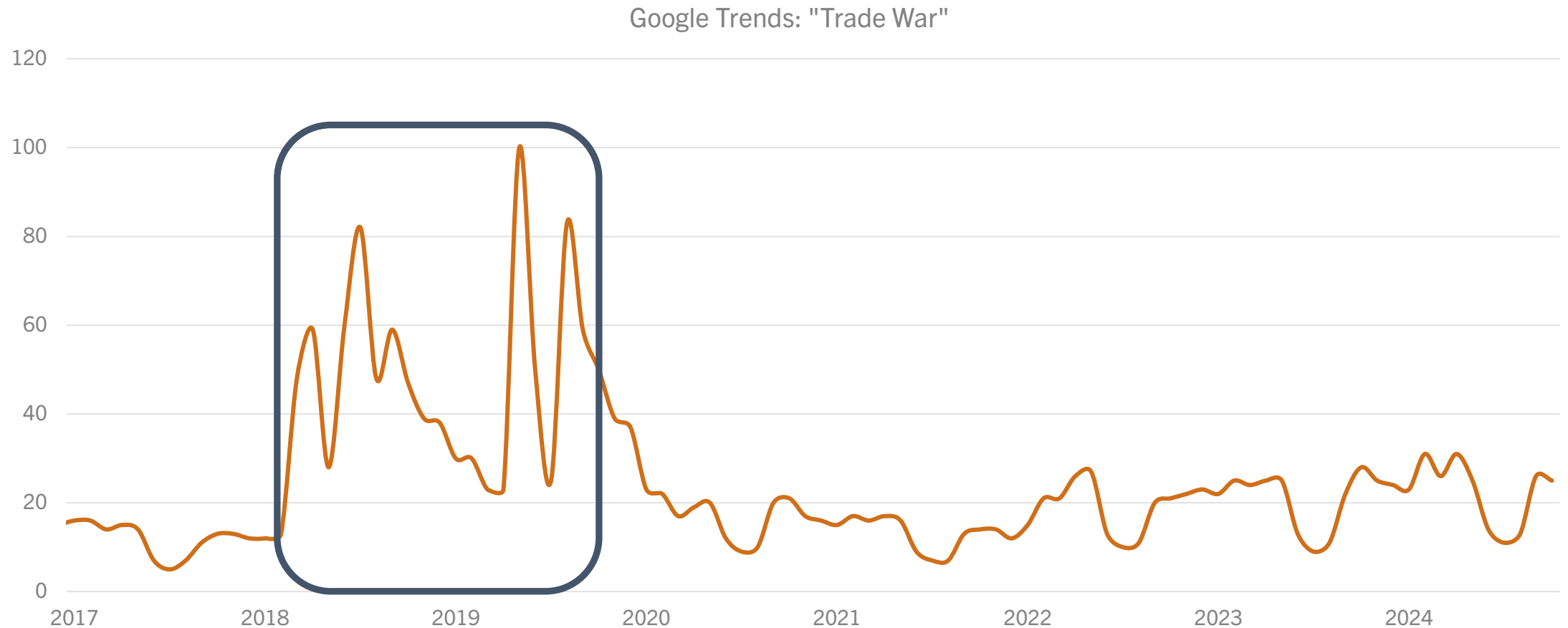
Average trade-weighted tariff rates on exports between the US and China, in %



Source: Bloomberg, UBS, as of September 2024

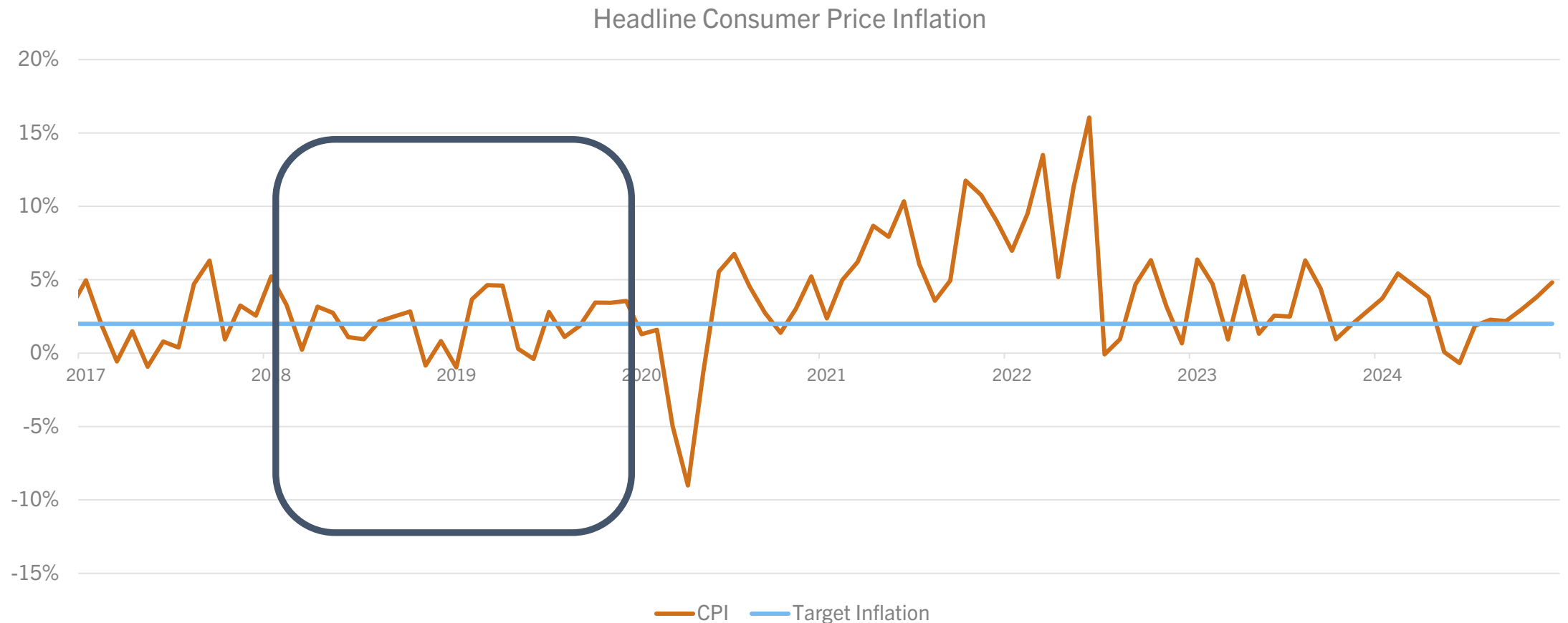
How did tariffs impact inflation in 2018/19?

Tariff talk was strongest during these periods

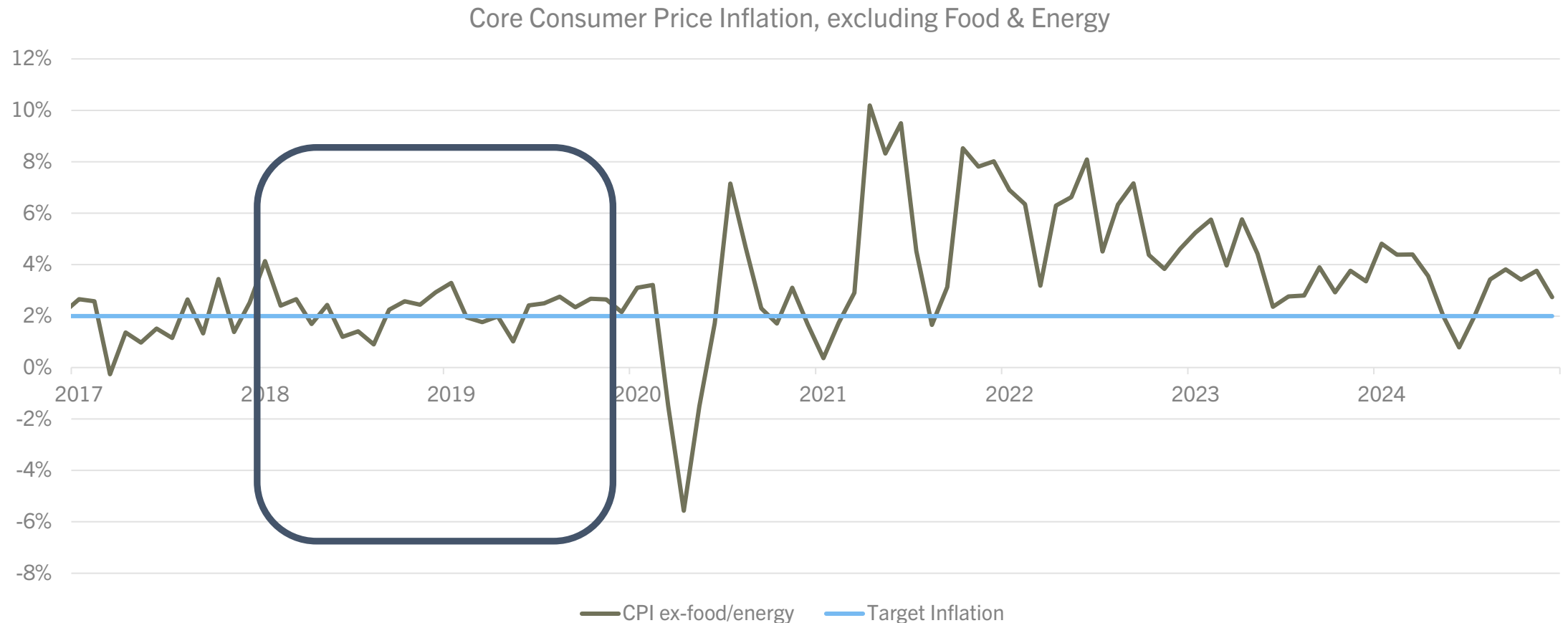


How did tariffs impact inflation in 2018/19?

Headline CPI oscillated around the target level



How did tariffs impact inflation in 2018/19? Even excluding food and energy, this held true



The first Trump administration saw faster growth and higher profits, but slower employment growth

Measure	Metric	Biden/Harris (2022-24)	Trump/Pence (2017-19)
Growth			
	Real GDP Growth	+2.3%	+2.8%
	Employment Change	+2.3%	+1.4%
	Unemployment Rate Change	-(0.2)%	-(1.2)%
	S&P 500 Total Return	7.3%	15.3%
	S&P 500 Profits	5.7%	10.9%
	Private Sector GDP Growth, average	2.2%	2.8%
	Public Sector GDP Growth, average	2.4%	2.5%
Inflation			
	Consumer Price Index	+4.4%	+2.2%
	Core Consumer Price Index	+4.5%	+2.1%
	Gasoline Prices	+2.4%	+3.4%

Record excludes COVID (2020-21)

Absent TikTok, the Supreme Court docket is less impactful than recent years

Case	Subject	Implications
Garland v. VanDerStok	Ghost Guns (2 nd amendment)	Questions whether the ATF exceeded its authority in regulating ghost gun kits. Challengers argue only Congress can redefine gun laws.
U.S. v. Tennessee Attorney General Jonathan Skrmetti	Transgender Care (14 th amendment)	Tennessee law bans transgender care for minors. Biden administration challenges, arguing it violates equal protection by denying necessary medical treatment.
TikTok V. Garland	TikTok Ban (1 st amendment)	TikTok challenges the “forced sell or U.S. national ban” as unconstitutional. Officials argue it addresses national security threats.
Stanley v. City of Sanford, Florida	ADA Coverage (Americans with Disabilities Act)	Considers whether the ADA covers post-employment benefits. A Florida court ruled it applies only to current or prospective employees.

Source: US News & World Report

Geopolitics to Consider

- Ukraine War: there is potential for resolution as both sides appear to be fatigued and international interest wanes.
- Middle East Conflicts: threats remain even as both sides negotiate cease fire peace deals.
- New Political Order: In the past two years (and the upcoming year) there are likely to be significant political changes in Italy, Argentina, the United States, Canada, Mexico, Austria, Romania, France, the United Kingdom, and Germany.

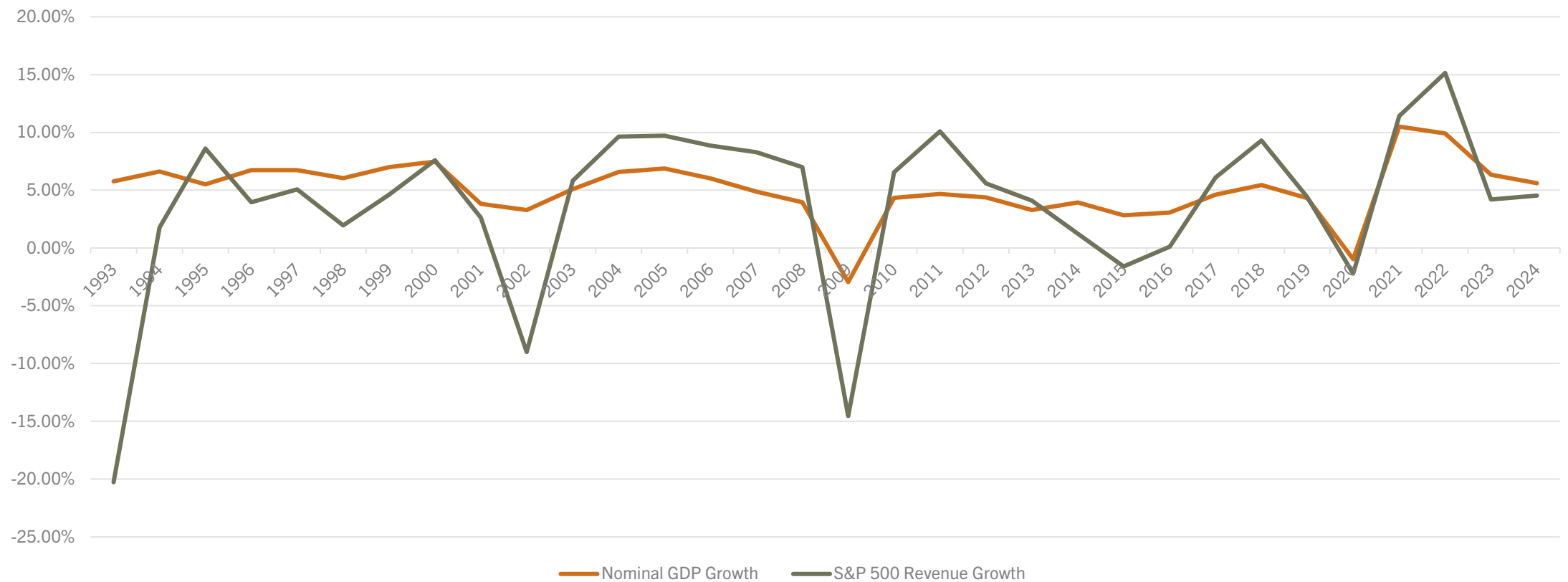
Market Outlook

I never think of the future. It comes soon enough.

-Albert Einstein

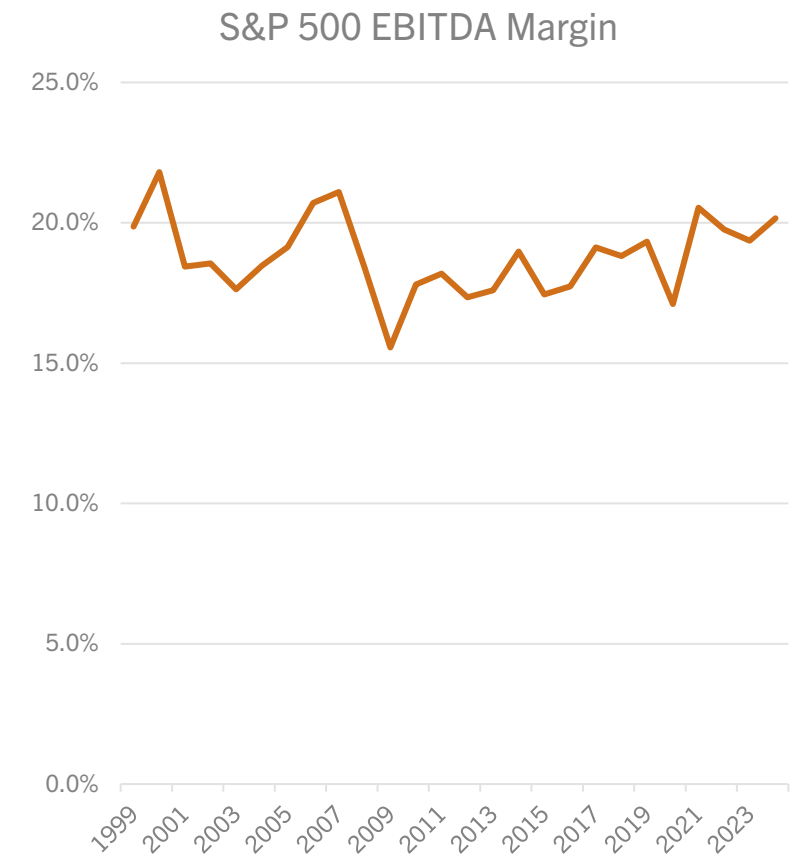
Understanding economic growth is key to understanding fundamental earnings growth

S&P 500 Revenue vs. Nominal GDP (Correlation 0.59)



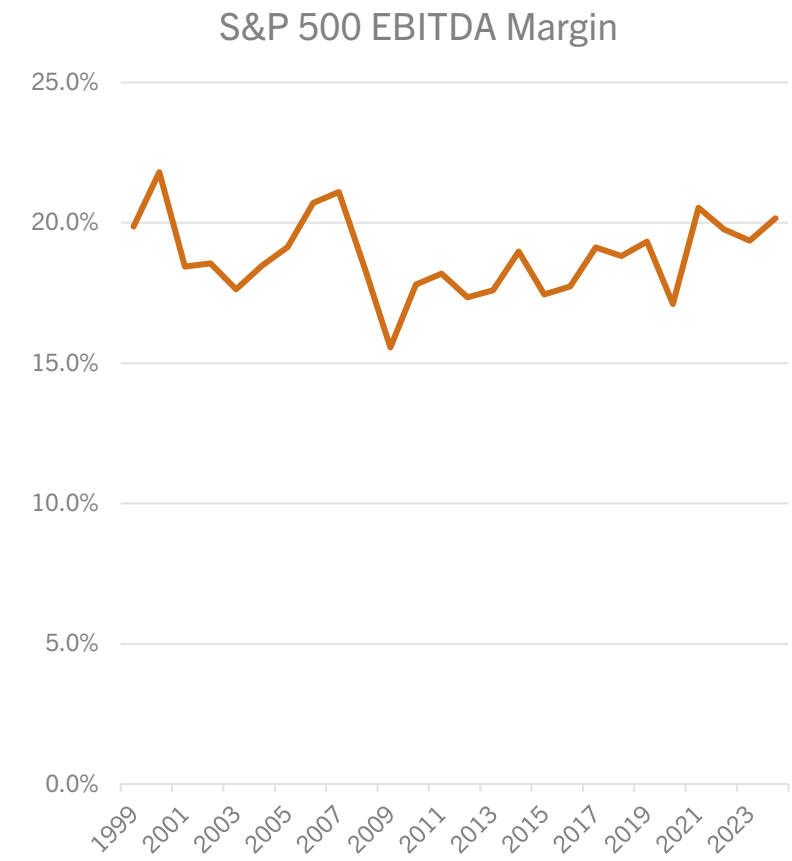
Last year, we were correct about the economy but underestimated market multiple expansion

	NCM Low	NCM High	Wall Street	Actual
Real GDP	2.3%	3.0%	1.3%	2.7%
Inflation	2.4%	3.0%	2.6%	2.7%
Nominal GDP	4.7%	6.0%	3.9%	5.5%
S&P 500 Revenue	3.2%	5.3%	5.3%	4.5%
Margin %	2.5%	5.0%	3.8%	4.1%
Company Profits	5.7%	10.3%	9.1%	7.7%
Multiple Expansion	0.0%	0.0%	N/A	14.5%
Dividend	1.5%	1.5%	1.5%	1.5%
Return	7.2%	10.8%	10.6%	25.0%

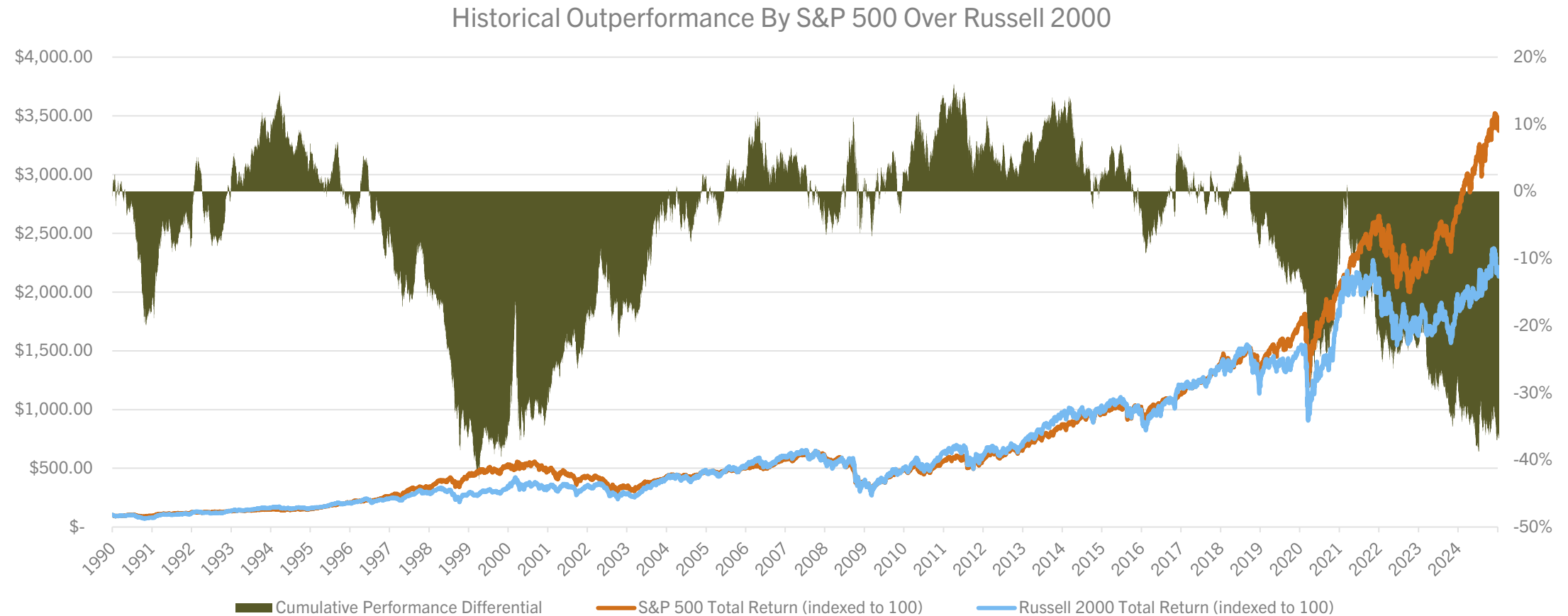


In 2025, we expect equity returns of 9-15% as an emerging end-of-decade cycle boosts multiples

	2024	Low	High	Wall Street
Real GDP	2.7%	2.6%	3.3%	2.1%
Inflation	2.7%	2.1%	2.6%	2.5%
Nominal GDP	5.5%	4.7%	6.0%	4.6%
S&P 500 Revenue	4.5%	3.2%	5.3%	6.1%
Margin %	4.1%	1.5%	3.0%	7.5%
Company Profits	7.7%	4.7%	8.5%	14.0%
Multiple Expansion	14.5%	2.5%	5.0%	(1.5)%
Dividend	1.5%	1.5%	1.5%	1.5%
Return	25.0%	8.9%	15.6%	14.0%



Small Capitalization stocks have underperformed large caps for 10 years; at some point that changes



Notwithstanding Fed rate cuts or a step-change in productivity (e.g. AI), the next 10 years may have lower equity and higher fixed income returns

Market Return Outlook (longer-term, decades)

Decade Beginning	GDP (nominal)	Sales	Beg. P/E	EPS Growth	Multiple Growth	Equity Price	Dividends	Equity Return	Fixed Income Return
1994	5.3%	4.0%	16.3	8.8%	1.6%	10.2%	2.0%	12.1%	7.7%
2004	3.9%	4.4%	19.0	6.6%	(0.6)%	5.4%	2.1%	7.4%	4.7%
2014	5.1%	5.0%	17.9	6.9%	4.0%	9.7%	1.7%	11.1%	1.4%
2024F	5.0%	5.0%	26.5	8.0%	(2.8)%	5.0%	1.4%	6.5%	5.0%

The outlook sets up for less upside and less downside in balanced portfolios due to higher rates

Decade	25/75 Portfolio	50/50 Portfolio	60/40 Portfolio	80/20 Portfolio
1994 - 2004	8.8%	9.9%	10.3%	11.2%
2004 - 2014	5.4%	6.1%	6.3%	6.9%
2014 - 2024	3.8%	6.3%	7.2%	9.2%
2024 - 2034F	5.4%	5.8%	5.9%	6.2%

Financial Planning

Planning is bringing the future into the present so that you can do something about it now.

-Alan Lakein

Financial Planning: A collaborative process where we evaluate your circumstances and develop actionable steps that will maximize your potential for reaching your life goals.



2025 Important Numbers

FEDERAL INCOME TAX

Rates apply to taxable income (i.e., income after deductions).

TAX RATE	MFJ	SINGLE
10%	\$0 - \$23,850	\$0 - \$11,925
12%	\$23,851 - \$96,950	\$11,926 - \$48,475
22%	\$96,951 - \$206,700	\$48,476 - \$103,350
24%	\$206,701 - \$394,600	\$103,351 - \$197,300
32%	\$394,601 - \$501,050	\$197,301 - \$250,525
35%	\$501,051 - \$751,600	\$250,526 - \$626,350
37%	Over \$751,600	Over \$626,350
ESTATES & TRUSTS		
10%	\$0 - \$3,150	
24%	\$3,151 - \$11,450	
35%	\$11,451 - \$15,650	
37%	Over \$15,650	

LONG-TERM CAPITAL GAINS TAX

Rates apply to LTCGs and qualified dividends, and are based on taxable income.

TAX RATE	0% RATE	15% RATE	20% RATE
MFJ	≤ \$96,700	\$96,701 - \$600,050	> \$600,050
SINGLE	≤ \$48,350	\$48,351 - \$533,400	> \$533,400
ESTATES/TRUSTS	≤ \$3,250	\$3,251 - \$15,900	> \$15,900

SOCIAL SECURITY

WAGE BASE	\$176,100	EARNINGS LIMIT	
MEDICARE	No Limit	Below FRA	\$23,400
COLA	2.5%	Reaching FRA	\$62,160
FULL RETIREMENT AGE			
BIRTH YEAR	FRA	BIRTH YEAR	FRA
1943-54	66	1958	66 + 8mo
1955	66 + 2mo	1959	66 + 10mo
1956	66 + 4mo	1960+	67
1957	66 + 6mo		

MEDICARE PREMIUMS & IRMAA SURCHARGE

PART B PREMIUM	\$185.00		
PART A PREMIUM	Less than 30 Credits: \$518	30 – 39 Credits: \$285	
YOUR 2023 MAGI WAS:		IRMAA SURCHARGE:	
MFJ	SINGLE	PART B	PART D
\$212,000 or less	\$106,000 or less	–	–
\$212,001 - \$266,000	\$106,001 - \$133,000	\$74.00	\$13.70
\$266,001 - \$334,000	\$133,001 - \$167,000	\$185.00	\$35.30
\$334,001 - \$400,000	\$167,001 - \$200,000	\$295.90	\$57.00
\$400,001 - \$749,999	\$200,001 - \$499,999	\$406.90	\$78.60
\$750,000 or more	\$500,000 or more	\$443.90	\$85.80

2025 Important Numbers

RETIREMENT PLANS	
ELECTIVE DEFERRALS (401(K), 403(B), 457)	
Contribution Limit	\$23,500
Catch Up (Age 50+)	\$7,500
Catch Up (Ages 60–63)	\$11,250
403(b) Additional Catch Up (15+ Years of Service)	\$3,000
DEFINED CONTRIBUTION PLAN	
Limit Per Participant	\$70,000
SIMPLE IRA	
Contribution Limit	\$16,500 (\$17,600, if eligible for 10% increase)
Catch Up (Age 50+)	\$3,500 (\$3,850, if eligible for 10% increase)
Catch Up (Ages 60–63)	\$5,250 (\$5,775, if eligible for 10% increase)
SEP IRA	
Maximum % of Comp (Adj. Net Earnings If Self-Employed)	25%
Contribution Limit	\$70,000
Minimum Compensation	\$750

TRADITIONAL IRA & ROTH IRA CONTRIBUTIONS	
Total Contribution Limit	\$7,000
Catch Up (Age 50+)	\$1,000
ROTH IRA ELIGIBILITY	
SINGLE MAGI PHASEOUT	\$150,000 - \$165,000
MFJ MAGI PHASEOUT	\$236,000 - \$246,000
TRADITIONAL IRA DEDUCTIBILITY (IF COVERED BY WORK PLAN)	
SINGLE MAGI PHASEOUT	\$79,000 - \$89,000
MFJ MAGI PHASEOUT	\$126,000 - \$146,000
MFJ (IF ONLY SPOUSE IS COVERED)	\$236,000 - \$246,000

EDUCATION TAX CREDIT INCENTIVES		
	AMERICAN OPPORTUNITY	LIFETIME LEARNING
AMOUNT OF CREDIT	100% of first \$2,000, 25% of next \$2,000	20% of first \$10,000
SINGLE MAGI PHASEOUT	\$80,000 – \$90,000	\$80,000 – \$90,000
MFJ MAGI PHASEOUT	\$160,000 – \$180,000	\$160,000 – \$180,000

ESTATE & GIFT TAX		
LIFETIME EXEMPTION	TAX RATE	GIFT TAX ANNUAL EXCLUSION
\$13,990,000	40%	\$19,000

HEALTH SAVINGS ACCOUNT			
COVERAGE	CONTRIBUTION	MINIMUM ANNUAL DEDUCTIBLE	MAX. OUT-OF-POCKET EXPENSE
INDIVIDUAL	\$4,300	\$1,650	\$8,300
FAMILY	\$8,550	\$3,300	\$16,600
AGE 55+ CATCH UP	\$1,000	–	–

2025: What Issues Should I Consider at The Start of The Year?

Personal Issues:

- ☐ Do you need to **assess the progress** you made toward your goals last year?
- ☐ Have you **identified new goals** for this year or the future?
- ☐ Any **life events likely to occur** for yourself or immediate family? (e.g., move, marriage, birth, higher education, job change, retirement, illness, death?)
- ☐ Do you need to confirm whether you or any family members will reach a **milestone age** this year?

2025: What Issues Should I Consider at The Start of The Year?

Cash Flow Issues:

- ☐ Do you expect your **household income and/or expenses to change** materially this year?
- ☐ Do you need to **review your cash flow plan**?
- ☐ Do you need to **review your employee benefits** to ensure that you are taking advantage of what your employer offers?
- ☐ Are you able to **contribute to an IRA**? (income limits)
- ☐ Do you need to confirm that you are **adequately saving toward your goals**?
- ☐ Do you have **funds left in your FSA** from last year?
- ☐ Are you **subject to taking RMDs** (including from **inherited IRAs**)?
- ☐ Do you make **annual gifts**?

2025: What Issues Should I Consider at The Start of The Year?

Asset & Debt Issues:

- ☐ Do you need to adjust or replenish your **emergency fund**?
- ☐ Are you planning to **buy or sell** business, personal, or real property this year?
- ☐ Do you need to review your **investment risk tolerance**?
- ☐ Do you need to adjust your **asset allocation**?
- ☐ Are there **debts** you would like to eliminate this year?
- ☐ Are you a **co-signer** on any loans/agreements?
- ☐ Will you potentially need to **borrow funds** this year?
- ☐ Do you need to review your **credit report/score**?
- ☐ Do you need to **freeze your credit**?

2025: What Issues Should I Consider at The Start of The Year?

Tax Issues:

- ☐ Do you need to **collect tax forms and organize** other documents for tax filing?
- ☐ Did you make **taxable gifts**?
- ☐ Would **Roth conversions** be beneficial this year?
- ☐ Do you need to review your **unrealized gains and losses**?

2025: What Issues Should I Consider at The Start of The Year?

Insurance Issues:

- ☐ Do you expect any changes with regard to your **health or medical treatments?**
- ☐ Do you need to **review your life insurance coverage?**
- ☐ Do you need **new or increased disability insurance coverage?**
- ☐ Is it time to explore (or review existing) **LTC insurance?**
- ☐ Have your made **any improvements to your property or acquired new valuables?**

2025: What Issues Should I Consider at The Start of The Year?

Legal Issues:

- ☐ Do you need to **review your estate plan**?
- ☐ Do you need to **review the titling/ownership** of your assets?
- ☐ Have any **laws gone into effect** that might impact your financial plan?
- ☐ Are you **subject to any new contract/agreements**, or did any such arrangements expire?
- ☐ If you **own a business**, are there **any changes** on the horizon this year?
- ☐ Any **state-specific issues** to consider?

2024 Planning Blog Posts

- [Controlling Impulsive Spending](#)
- [Are You \(Really\) Ready to Buy a Home? If Not, It's ok... and Here's Why](#)
- [Mid-Year Financial Check-up: Mastering Your Money Routine](#)
- [Strategies for Merging Finances with Your Spouse](#)
- [Navigating Parenthood: Beyond the Basics](#)
- [Celebrate Financial Freedom](#)
- [Episode One: Maximizing Income and Career Growth](#)
- [Episode Two: Monthly Budgeting Strategies](#)
- [Episode Three: Navigating Debt](#)
- [Episode Four: Spending Pressures and Status Anxiety](#)
- [Episode Five: The Importance of a Holistic Financial Advisor](#)
- [Transforming Your Negative Money Beliefs](#)
- [Lost & Found: How to Reclaim Your Forgotten 401\(k\)](#)
- [Beyond the Numbers: How to Conduct an End-of-Year Financial Review That Strengthens Your Family's Values and Vision](#)

NCM Planning Process



NCM Planning Process (cont.)

