

### M&A overview and outlook

- **Challenges and outlook:** Key risks include political and economic uncertainty, sustained high deposit costs and ever-increasing fraud risks. Despite these, the industry is poised for growth, with many financial institution leaders anticipating acquisitions by year-end and potentially accelerating if policy clarity improves.
- **M&A activity:** Mergers and acquisitions are gaining traction, driven by succession considerations and strategic needs for technology, scale and market expansion. However, regulatory and political uncertainty continue to pose challenges.
- **Regulatory environment:** The OCC and FDIC have streamlined processes to support M&A. The Financial Accounting Standards Board's [recent announcement to update CECL rules](#) around M&A should serve to further bolster deal activity.
- **Digital transformation:** Community financial institutions are adopting competitive digital tools, including data mining and new mobile solutions, designed to meet customer needs.

### State of the banking industry

Wipfli's "State of the banking industry" research report for 2025 reveals a cautiously optimistic outlook among financial institutions, driven by stabilizing interest rates, easing liquidity concerns and a resurgence in growth projections. Based on a survey of nearly 350 C-level executives, the report highlights several key themes, including cybersecurity, digital transformation and talent management.

- **Cybersecurity** remains the top concern for the fourth consecutive year, with 61% of respondents reporting an increase in fraud and 79% detecting unauthorized access to their networks and data in the past year. This underscores financial institutions' ongoing challenges in protecting their assets and customer information.
- **Digital transformation** and artificial intelligence (AI) adoption are also prominent themes. While 83% of financial institutions are adopting AI tools, digital maturity varies significantly by size. Improving digital customer engagement is a top strategy for 59% of respondents, reflecting the industry's focus on enhancing customer experiences through technology.
- **Talent management** continues to be a critical issue, with 46% of institutions increasing wages to address labor shortages. This highlights the ongoing struggle to attract and retain skilled employees in a competitive market.

Overall, financial institutions are navigating a complex landscape of challenges and opportunities, with a strong emphasis on strategic goals and data-driven insights to lead the way forward.

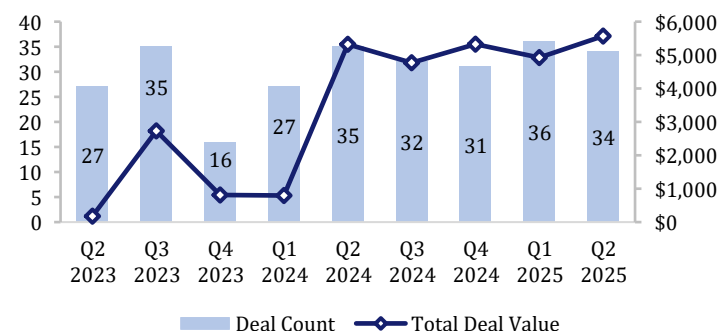
**34** deals during Q2 2025

**1.42x** Median P/TBV multiple

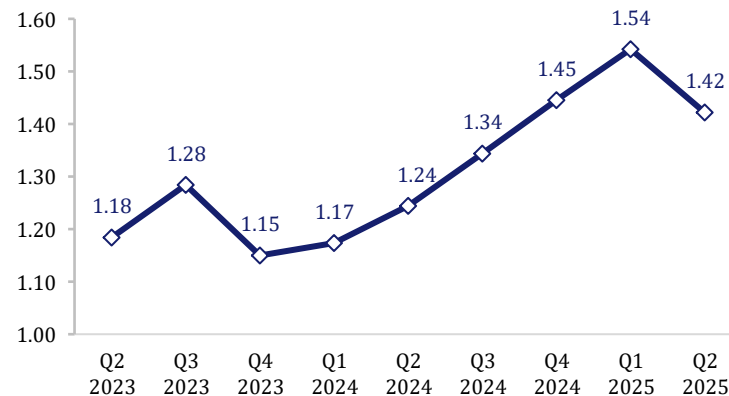
**\$5,569M** Total deal value

**▲ 13.1%** increase QoQ

Deal activity in the U.S. (\$ in millions)

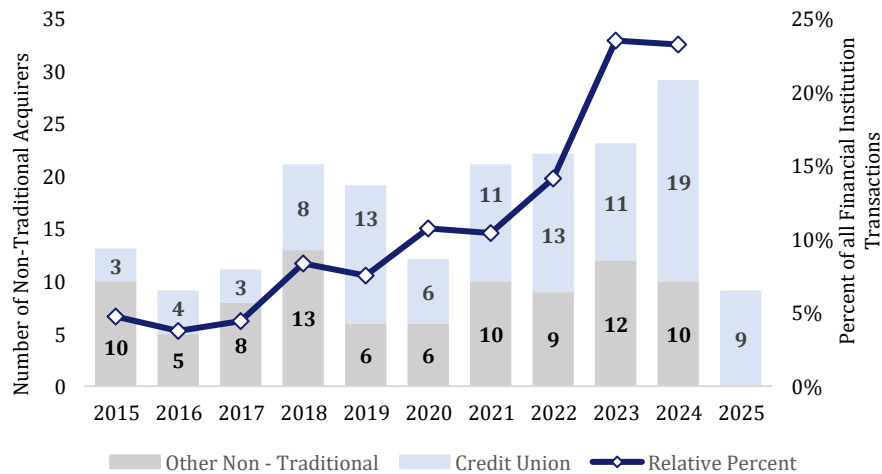


Median deal multiples in the U.S.

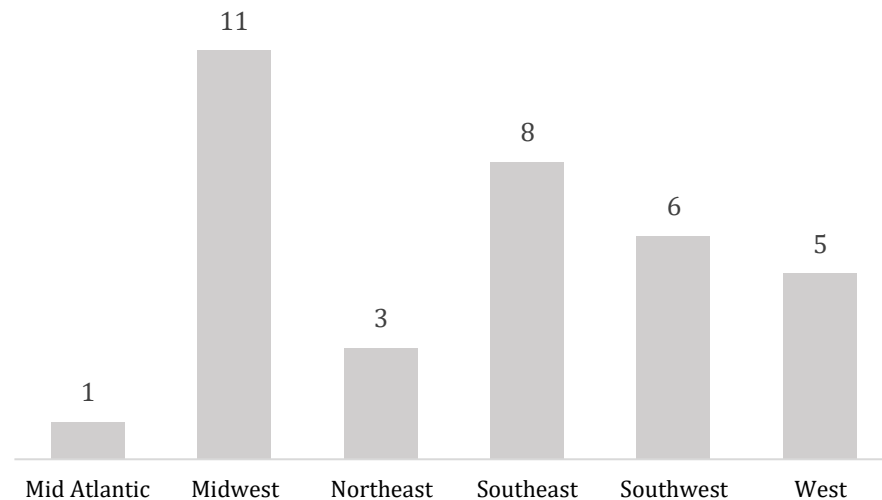


Source: S&P Capital IQ Pro  
Data includes all bank, savings bank and thrift transactions in the U.S. between April 1, 2023, and June 30, 2025.  
QoQ: Quarter over quarter  
P/TBV: Price / tangible book value  
Past performance is not a guarantee of future results.

### Nontraditional buyers

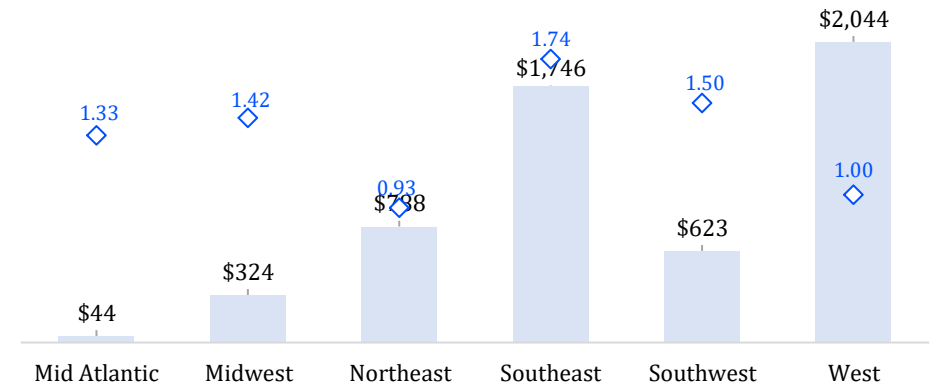


### Deal count by region



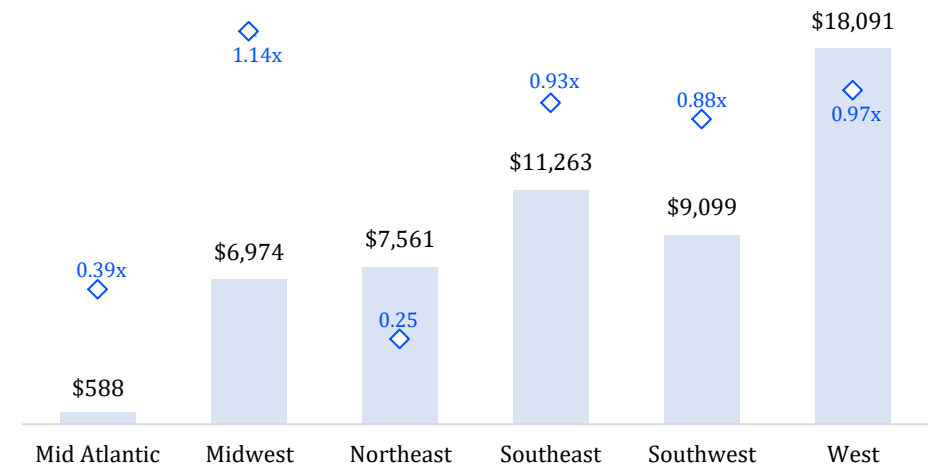
### Median price/tangible book vs. deal value by region

(\$ in millions)

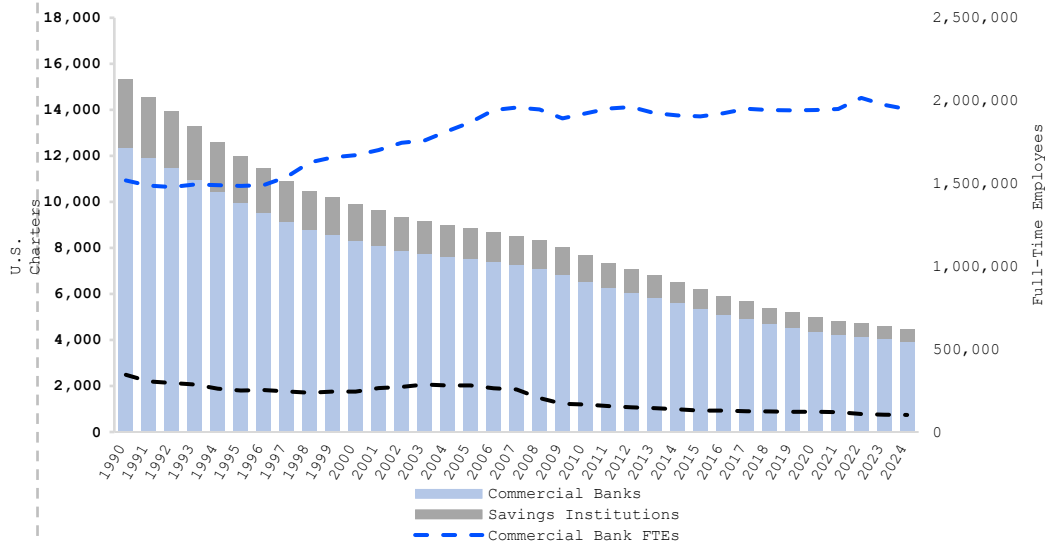


### Total tangible assets vs. average ROAA by region

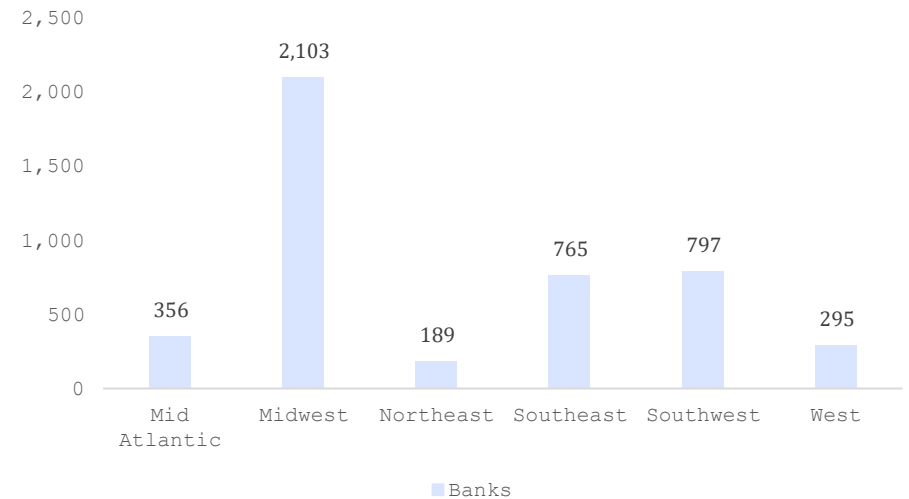
(\$ in millions)



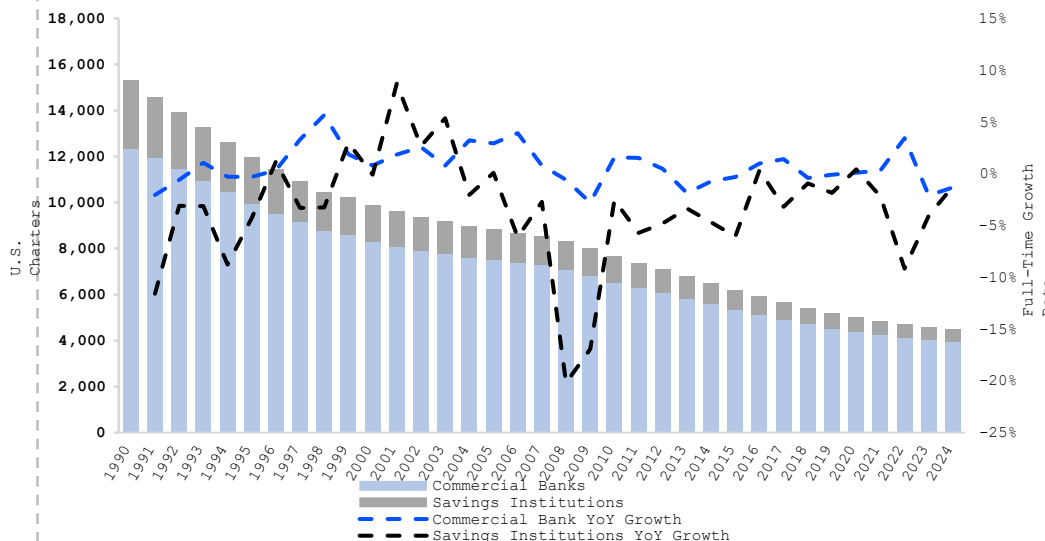
U.S. charter full-time employee count <sup>(1)</sup>



Bank charters by region <sup>(2)</sup>



U.S. charter full-time employee year-over-year growth <sup>(1)</sup>



## Full-time employees

- Full-time employee counts have remained steady as commercial bank and savings institution have continued to consolidate.
- Year-over-year growth in full-time employees at commercial banks and savings institutions has fluctuated as charters have continued to consolidate.

1) Source: FDIC  
2) Source: FI Navigator

### Q2 2025: Transactions by region

(\$ in thousands)

Date Announced	Buyer Name	Target Name	Target Region	Target State	Total Assets	Deal Value	Deal Value to Earnings	Deal Value to TBV
6/25/2025	Maverick Bancshares, Inc.	Sandhills Bancshares, Inc.	Southwest	TX	\$223,773	NA	NA	NA
6/24/2025	Glacier Bancorp, Inc.	Guaranty Bancshares, Inc.	Southwest	TX	\$3,153,161	\$476	14.24	162.95
6/23/2025	First Financial Bancorp.	Westfield Bancorp	Midwest	OH	\$2,123,374	\$324	17.37	142.19
6/16/2025	Commerce Bancshares, Inc.	FineMark Holdings, Inc.	Southeast	FL	\$3,965,634	\$581	64.41	174.17
6/12/2025	Bendena Bancshares, Inc.	The Bank of Denton	Midwest	KS	\$23,011	NA	NA	NA
6/10/2025	Millennium Bancshares, Inc.	North Georgia Community Financial Partners, Inc.	Southeast	GA	\$255,446	NA	NA	NA
6/5/2025	NB Bancorp, Inc.	Provident Bancorp, Inc.	Northeast	MA	\$1,553,956	\$212	47.09	90.46
6/2/2025	Southern Bancorp, Inc	Legacy Bank & Trust Company	Midwest	MO	\$1,915,268	NA	NA	NA
5/31/2025	Farmers Bancorp Inc.	First Missouri State Bank	Midwest	MO	\$268,429	NA	NA	NA
5/29/2025	Security Bancshares, Inc.	Kaw Valley State Bank	Midwest	KS	\$73,002	NA	NA	NA
5/29/2025	Seacoast Banking Corporation of Florida	Villages Bancorporation, Inc.	Southeast	FL	\$4,083,501	\$711	15.80	161.41
5/28/2025	Farmers Bancorp Inc.	First Missouri Bank of SEMO	Midwest	MO	\$202,530	NA	NA	NA
5/27/2025	Avenir Financial Federal Credit Union	Mission Bank	West	AZ	\$193,770	NA	NA	NA
5/21/2025	BancFirst Corporation	American Bank of Oklahoma	Southwest	OK	\$385,461	NA	NA	NA
5/20/2025	PSB Financial Shares, Inc.	First Community Bank	Midwest	MN	\$80,396	NA	NA	NA
5/20/2025	Hometown Financial Group MHC	CFSB Bancorp, Inc.	Northeast	MA	\$366,200	\$95	NA	125.38
5/16/2025	Capitol Bancorporation, Inc.	Wyoming Bank & Trust	West	WY	\$323,665	NA	NA	NA
5/2/2025	Chickasaw Banc Holding Company	Oklahoma Heritage Bank	Southwest	OK	\$101,200	NA	NA	NA
5/1/2025	First National of Nebraska, Inc.	CCB Financial Corporation	Midwest	MO	\$2,192,028	NA	NA	NA
5/1/2025	FSB Financial Corp	The Republic Banking Company	Midwest	OH	\$60,131	NA	NA	NA
5/1/2025	Commerce Bancorp, Inc	Holmes County Bank	Southeast	MS	\$154,038	NA	NA	NA

Source: S&P Capital IQ Pro  
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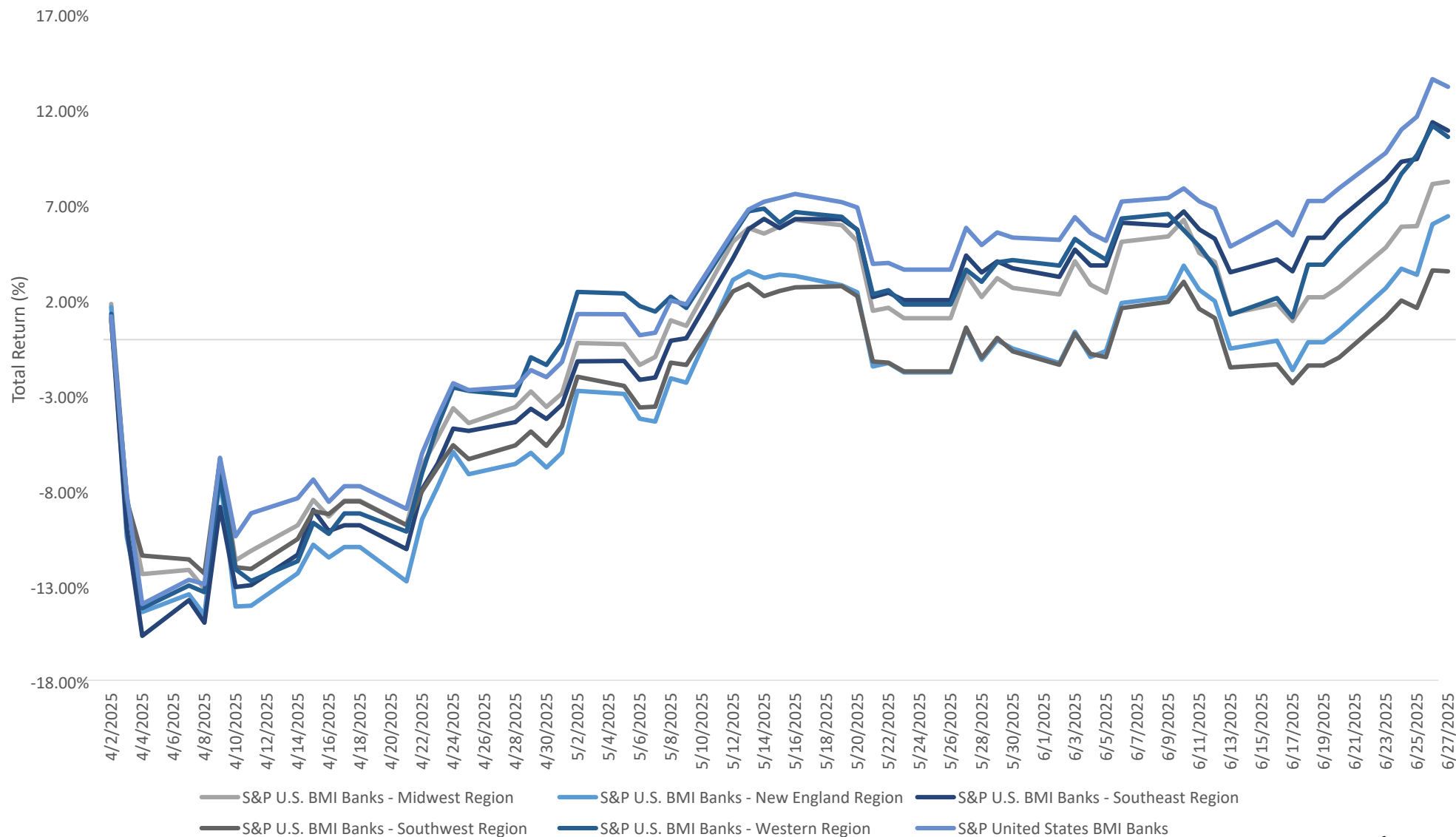
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(\$ in thousands)

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5/1/2025	Frontier Credit Union	First Citizens Bank of Butte	West	MT	\$75,279	NA	NA	NA
4/30/2025	Worthington Federal Savings Bank, F.S.B.	Jackson Federal Savings & Loan Association	Midwest	MN	\$28,187	NA	NA	NA
4/25/2025	Regent Capital Corporation	DLP Bancshares, Inc.	Southeast	FL	\$247,314	\$57	16.48	166.27
4/25/2025	Cadence Bank	Industry Bancshares, Inc.	Southwest	TX	\$4,367,346	\$60	21.44	NM
4/24/2025	Eastern Bankshares, Inc.	HarborOne Bancorp, Inc.	Northeast	MA	\$5,700,330	\$482	18.83	93.31
4/24/2025	Miners and Merchants Bancorp, Inc.	First Community Corporation	Southeast	TN	\$195,941	NA	NA	NA
4/23/2025	Citizens & Northern Corporation	Susquehanna Community Financial, Inc.	Mid Atlantic	PA	\$587,693	\$44	19.00	132.67
4/23/2025	Columbia Banking System, Inc.	Pacific Premier Bancorp, Inc.	West	CA	\$18,085,583	\$2,044	13.71	100.39
4/22/2025	MIDFLORIDA Credit Union	Prime Meridian Holding Company	Southeast	FL	\$923,816	\$195	23.03	218.81
4/18/2025	Finlayson Bancshares, Inc.	First Security Bank - Hendricks	Midwest	MN	\$41,871	NA	NA	NA
4/14/2025	Marion and Polk Schools Credit Union	Lewis & Clark Bancorp	West	OR	\$344,399	NA	NA	NA
4/3/2025	TowneBank	Old Point Financial Corporation	Southeast	VA	\$1,450,570	\$202	21.06	180.16
4/2/2025	Equity Bancshares, Inc.	NBC Corp. of Oklahoma	Southwest	OK	\$906,473	\$87	13.18	137.57

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### Banking index overview



### Financial institution clients by service type and asset size

	<\$500M	\$500M - \$1B	>\$1B
Audit	135	29	15
Tax	383	44	28
Compliance	323	51	42
Internal audit	290	33	24
IT	245	41	24

### Financial institution clients by asset size

584 with assets <\$500M	244 with assets between \$500M - \$1B	431 with assets >\$1B
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### The value of experience

35 partners dedicated to financial institutions	200+ staff with specialized knowledge	1,200+ financial institutions serviced
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## Financial institutions service offerings

- Audit and accounting
- Board governance
- Capital planning
- Cybersecurity and IT review services
- FDICIA consulting
- Internal audit
- Investment banking
- Loan review and model validations
- Profit improvement lean services
- Purchase accounting support
- Regulatory compliance services
- SOX 404 consulting
- Strategic planning services
- Talent management consulting
- Tax services
- Trust and fiduciary services
- Valuation

## Our leaders



**Paul Ouweneel**

Partner, Financial Institutions

**Email:** [pouweneel@wipfli.com](mailto:pouweneel@wipfli.com)

**(M):** 262 894 5855

**(O):** 414 431 9387



**Kevin Janke**

Partner, Financial Institutions

**Email:** [kjankel@wipfli.com](mailto:kjankel@wipfli.com)

**(M):** 715 571 1340

**(O):** 715 843 7441