

STATE OF THE INDUSTRY: MASSACHUSETTS Q2 2025

Performance
Measurement



Strategic
Management



Profit & Process
Improvement



Management
Advisory



Financial
Advisory



DISCLOSURE STATEMENT

FORWARD LOOKING STATEMENTS

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Source: The Kafafian Group, Inc.

MASSACHUSETTS BANKERS ASSOCIATION QUARTERLY UPDATE

SUMMARY OF KEY THEMES

1

As of June 30, 2025, there was a 75.41% probability that the target fed funds rate would be 400-425bps for the September 2025 meeting. As of August 21, 2025, the probabilities for the September 2025 meeting indicate a 79.20% chance of the target fed funds rate being 400-425bps, suggesting an immediate rate cut.

2

In Q1 2025, the median net interest margin (NIM) for U.S. banks was 3.46%, which increased slightly to 3.63% in Q2 2025. For banks in Massachusetts, the NIM increased from 2.65% in Q1 2025 to 2.75% in Q2 2025, reflecting continued stabilization and improvement in lending conditions.

3

Bank M&A activity remains strong in 2025 despite rising tariff uncertainty and evolving trade policies under the Trump administration. As of June 30, the industry consolidation rate reached 3.4%, up from 2.8% in 2024, reflecting increased deal momentum, particularly among smaller banks. Deal volume and value rose in the second quarter, with 40 deals totaling \$5.6 billion compared to 36 deals worth \$4.9 billion in the first quarter.

4

The Massachusetts Division of Banks' 2024 accomplishments reflect a strong commitment to regulatory excellence, workforce development, and industry leadership. In 2024, some notable accomplishments are: Filling 29 positions and significantly expanded training efforts, with examiners averaging 47 hours of training and earning 10 new certifications.

5

Year-over-year cost increases in everyday necessities show that inflation has slightly risen across most categories from March 2025 to May 2025, as well as from May 2024 to May 2025. In the Boston-Cambridge-Newton metropolitan area, gasoline prices rose just 0.1% from March 2025 to May 2025 but dropped sharply by 16.8% compared to May 2024. Despite overall inflationary pressure, fuel costs continue to offer some relief to consumers.

Source: The Kafafian Group, Inc.

ECONOMIC SNAPSHOT

EMPLOYMENT & HOUSING

EMPLOYMENT		Measure	Jun-25	May-25	Apr-25	Change from Prior Month (%) or actual change	Change from Prior Year (%) or actual change
1	Unemployment Rate (National Seasonally Adj)	%	4.1	4.2	4.2	-0.1	0.00
2	Unemployment Rate in Massachusetts (Not Seasonally Adj)	%	4.8	5.2	4.6	-0.4	0.6
3	All Employees, Total Nonfarm	000's	159,466	159,452	159,433	0.01%	1,551
4	Labor Force Participation Rate	%	62.3	62.4	62.6	0.00	(0.3)
			6/28/2025	5/31/2025	4/26/2025		
5	Initial Claims (Weekly)		232,000	248,000	241,000	-6.45%	-2.52%

HOUSING		Measure	Jun-25	May-25	Apr-25	Change from Prior Month (%) or actual change	Change from Prior Year (%) or actual change
6	S&P/Case-Shiller U.S. National Home Price Index		NA	327.0	327.9	-0.29%	2.21%
7	S&P/Case-Shiller MA-Boston Home Price Index		NA	346.7	344.9	0.53%	4.59%
8	Housing Affordability Index		94.4	97.0	101.0	-3.96%	5.90%
9	New Privately-Owned Housing Units Started: Single-Family Units	000's	913	949	948	-3.79%	4.82%
10	New Privately-Owned Housing Units Started: Single-Family Units in the Northeast Census Region	000's	60.0	67.0	74.0	-10.45%	3.45%
11	30-Year Fixed Rate Mortgage Average in the United States	%	6.77	6.89	6.81	-1.74%	-1.31%
			2Q2025	1Q2025	4Q2024		
12	Delinquency Rate on Single-Family Residential Mortgages	%	1.79	1.78	1.77	0.56%	2.89%

Source: The Kafarian Group, Inc. analysis of data provided by the Federal Reserve Bank of St. Louis, data where available as of 3/31/2025

ECONOMIC SNAPSHOT

MARKET/RATES, CONSUMER, & PRODUCTION/PRICES

MARKET/RATES (End of Period)	Measure	Jun-25	May-25	Apr-25	Change from	Change from
					Prior Month (%) or actual change	Prior Year (%) or actual change
1 S&P 500		6,205.0	5,911.7	5,560.8	4.96%	13.63%
2 Market Yield on U.S. Treasury Securities at 10-Year Constant Maturity, Quoted on an Investment Basis	%	4.24	4.41	4.23	-4%	0.01
3 Bank Prime Loan Rate	%	7.50	7.50	7.50	0%	(1.00)
4 Federal Funds Effective Rate	%	4.33	4.33	4.33	0%	(1.00)

CONSUMER	Measure	Jun-25	May-25	Apr-25	Change from	Change from
					Prior Month (%) or actual change	Prior Year (%) or actual change
5 Personal Consumption Expenditures: Chain-type Price Index		126.6	126.2	126.0	0.28%	2.30%
6 Retail Sales: Excluding Motor Vehicle and Parts	\$mil	486,896	482,879	483,016	0.83%	2.41%
7 University of Michigan: Consumer Sentiment		60.70	52.20	52.20	16.28%	-11.00%
8 Personal Saving Rate	%	4.5	4.50	5.00	0.00%	-6.25%

PRODUCTION/PRICES	Measure	Jun-25	May-25	Apr-25	Change from	Change from
					Prior Month (%) or actual change	Prior Year (%) or actual change
9 Consumer Price Index		322.13	320.58	320.32	0.48%	2.73%
10 ISM Manufacturing: PMI		49.00	48.50	48.70	0.01	0.50
11 ISM Services: PMI		50.80	49.90	51.60	0.02	2.00
		2Q2025	1Q2025	4Q2024		
12 Gross Domestic Product (Change from Prior, annualized rate)	%	3.00	(0.50)	2.40	3.50	-

Source: The Kafarian Group, Inc. analysis of data provided by the Federal Reserve Bank of St. Louis, data where available as of 3/31/2025

STATE ECONOMIC TRENDS

NEW ENGLAND REGIONAL ECONOMIC TRENDS

The below highlights unemployment rate and salary trends in New England from January 2025 through June 2025. Massachusetts had the highest increase in 12-month percentage change in Unemployment Rate in the New England region during the six-month period.

Unemployment Rate %						
State	Jan2025	Feb2025	Mar2025	Apr2025	May2025	Jun2025
1 Massachusetts	4.70	5.00	5.00	4.60	5.20	4.80
2 Connecticut	4.00	4.50	4.10	3.40	3.90	3.40
3 Rhode Island	5.40	6.20	5.20	4.40	4.50	4.30
4 New Hampshire	3.30	3.60	3.50	2.90	2.80	2.90
5 Vermont	3.00	3.00	2.80	2.70	2.20	2.40
6 Maine	4.00	4.00	3.80	3.40	3.30	2.60
Nonfarm Wage and Salary Employment 12 Month % Change						
State	Jan2025	Feb2025	Mar2025	Apr2025	May2025	Jun2025
7 Massachusetts	(0.20)	(0.30)	(0.30)	0.20	0.10	0.10
8 Connecticut	0.80	0.70	0.40	0.60	0.20	0.40
9 Rhode Island	1.30	1.10	0.70	0.80	0.70	(0.10)
10 New Hampshire	1.10	1.10	1.00	1.10	1.70	0.70
11 Vermont	0.30	0.60	0.80	0.90	0.90	0.90
12 Maine	0.50	0.30	0.20	0.50	-	0.10
Finance Activities Wage and Salary Employment 12 Month % Change						
State	Jan2025	Feb2025	Mar2025	Apr2025	May2025	Jun2025
13 Massachusetts	-	(0.30)	-	1.10	1.50	0.70
14 Connecticut	1.30	1.60	1.70	1.40	1.30	1.10
15 Rhode Island	(0.30)	-	-	(0.30)	(0.30)	(1.40)
16 New Hampshire	0.30	0.60	0.30	0.90	0.30	0.30
17 Vermont	(2.50)	(1.70)	(2.60)	(1.70)	(0.90)	(1.70)
18 Maine	(1.90)	(1.90)	(1.20)	(0.40)	-	0.40

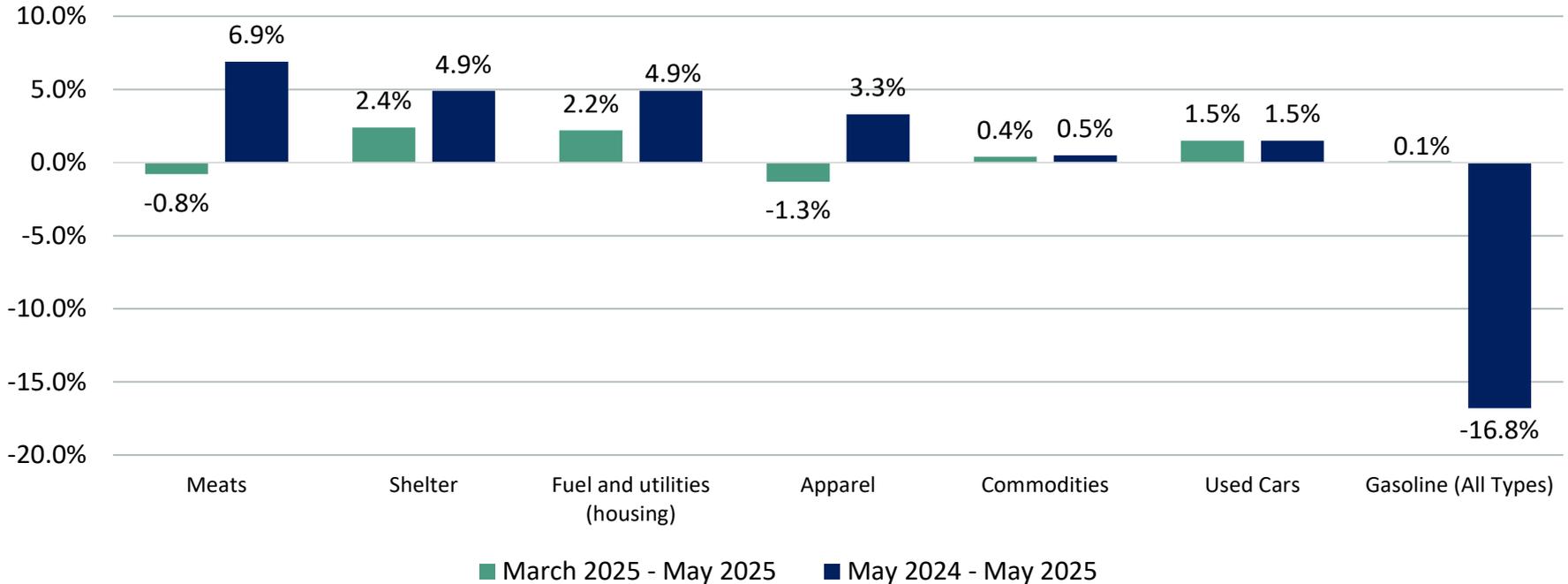
Source: Bureau of Labor Statistics

INFLATION

TRENDS IN INFLATION IN THE BOSTON-CAMBRIDGE-NEWTON METROPOLITAN STATISTICAL AREA

The graphic below shows year-over-year cost increases in everyday necessities between March 2025 and May 2025 as well as May 2024 and May 2025. Inflation has slightly increased in most categories. The cost of gasoline in the Boston-Cambridge-Newton Metropolitan area is up 0.1% from May 2025 and decreased significantly from May 2024 by 16.8%.

Select Consumer Price Index Metrics:
Boston-Cambridge-Newton



Source: Bureau of Labor Statistics, eia.gov

INTEREST RATE ENVIRONMENT

CHICAGO MERCANTILE EXCHANGE INC. (CME GROUP) FEDWATCH TOOL

As of August 21, 2024, there was a 0.67% probability of rates being 400-425bps for the September 2025 meeting, by quarter end Q3 2024 that probability decreased to 0.00%. As of December 31, 2024, the probability of rates being 400-425bps increased to 37.05% for the September 17, 2025 meeting. As of June 30, 2025 the probability of rates being 400-425bps for the September 2025 meeting was 75.41%. Interest rates have not changed thus far in 2025. As of August 21, 2025, the probabilities for the September 2025 meeting indicate the probability of a target fed funds rate of 400-425bps is 79.20%, indicating that there will likely be a rate cut in the 3rd Quarter of 2025.

MEETING PROBABILITIES(%)								
MEETING DATE	250-275	275-300	300-325	325-350	350-375	375-400	400-425	425-450
9/17/2025	0.0	0.0	0.0	0.0	0.0	0.0	79.2	20.8
10/29/2025	0.0	0.0	0.0	0.0	0.0	40.6	49.2	10.1
12/10/2025	0.0	0.0	0.0	0.0	31.6	47.3	18.8	2.3
1/28/2026	0.0	0.0	0.0	14.0	38.5	34.7	11.5	1.3
3/18/2026	0.0	0.0	7.7	27.5	36.4	22.0	5.9	0.6
4/29/2026	0.0	2.5	14.2	30.4	31.6	16.6	4.1	0.4
6/17/2026	1.4	9.1	23.3	31.1	23.3	9.6	2.0	0.2
7/29/2026	4.0	13.8	25.9	28.5	18.8	7.1	1.4	0.1
9/16/2026	7.7	18.4	26.9	24.8	14.3	4.9	0.9	0.1

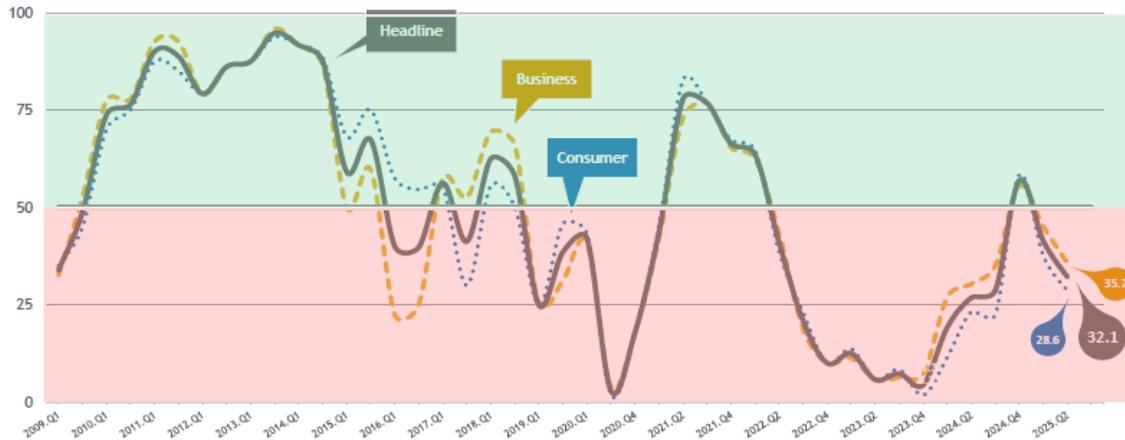
Source: CME Group. Data as of 8/21/2025

CREDIT CONDITIONS

POTENTIAL FOR CONTINUOUS IMPROVEMENT OF CREDIT MARKET CONDITIONS IN 2025?

- In the second quarter of 2025, the headline credit index decreased 9.1 points to 32.1, its second consecutive decline. The sub-50 level indicates overall credit conditions will weaken throughout the rest of 2025. The consumer credit index decreased 8.9 points to 28.6 in Q2. Despite this decrease, many bank economists are optimistic that credit conditions will hold steady. The business credit index decreased 9.3 points to 35.7 in Q2, remaining stronger than consumer credit conditions. After significant improvement in 2024, credit conditions weakened in the first two quarters of 2025.
- The ABA Credit Conditions Index fell again in the second quarter of 2025 after falling below the neutral reading in the first quarter of 2025. This has led bank economists to express a neutral opinion about the outlook of the economy in 2025. The Fed cut interest rates by 100bps in 2024 and has not cut interest rates thus far in 2025. Despite weakening credit conditions, Economic Advisory Council (“EAC”) economists believe there is a strong labor market, positive spending growth, and improving inflation data. The EAC economists estimate a 35% probability of a recession but forecast a “paused growth” scenario as the most realistic outcome. Despite the credit conditions pullback, bank economists continue to expect positive job growth, low unemployment, and decent economic growth in 2025.

CREDIT CONDITIONS INDEX: HISTORICAL SERIES



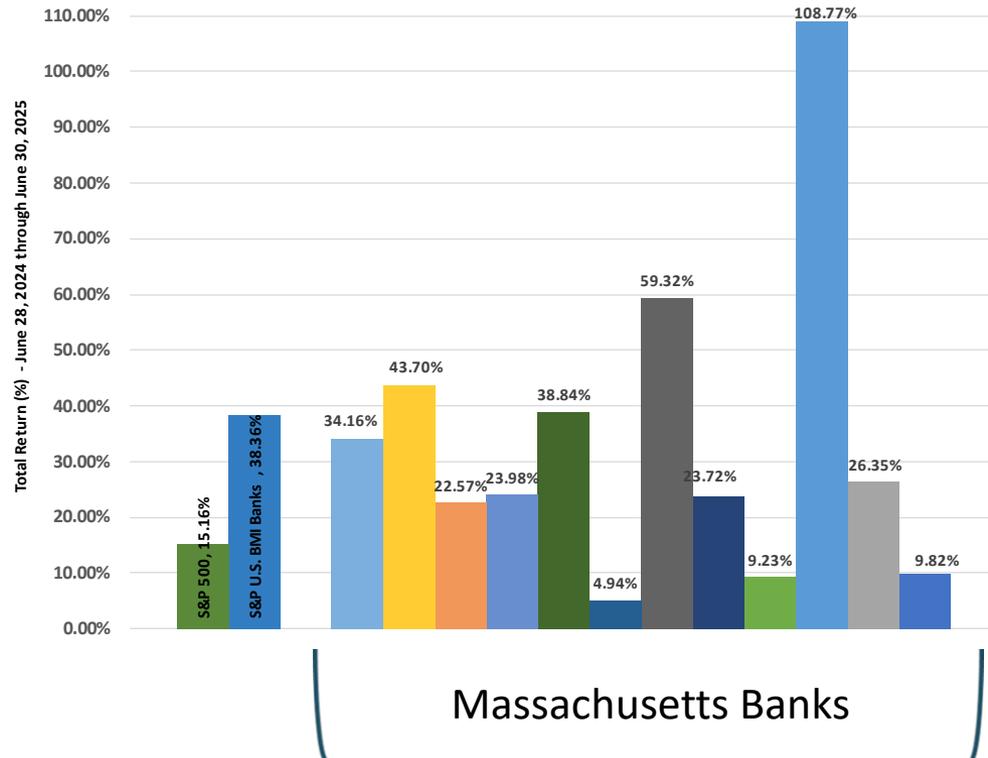
Note: Above the 50 level indicates stronger and improving credit conditions (shaded green), below the 50 level indicates weaker and underperforming credit conditions (shaded red).

Source: ABA Credit Conditions Index 7/3/2025

TOTAL RETURN

TOTAL RETURN: JUNE 28, 2024 THROUGH JUNE 30, 2025

The median total return for publicly traded Massachusetts headquartered banks was 25.17%, while the S&P U.S. BMI Banks Index was 38.36% and the S&P 500 was 15.16%.

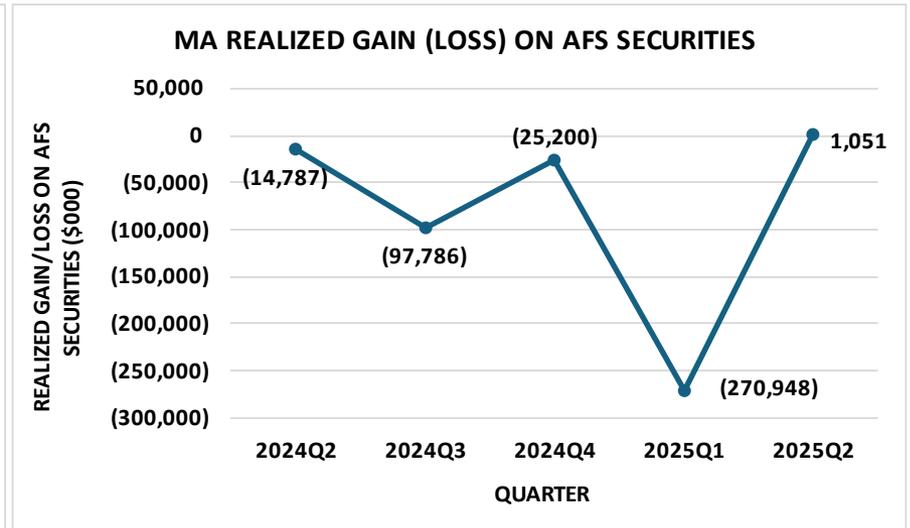
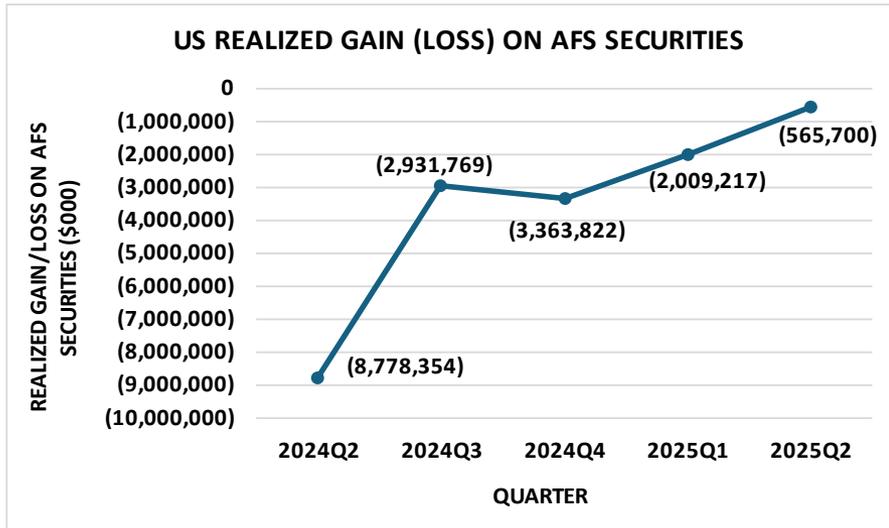


Source: The Kafafian Group, Inc. and S&P Capital IQ Pro data as of 8/21/2025

SEEKING HIGHER YIELDS FROM AFS PORTFOLIOS

THE TREND IN LOSSES ON THE SALE OF AFS SECURITIES

The charts below show the trend in realized gains/losses on available-for-sale (AFS) securities for both U.S. and Massachusetts banks from Q2 2024 to Q2 2025. Bond values react inversely to the movement of interest rates, the rapid increase of rates from March 2022 to July 2023 has resulted in the decrease of securities portfolios for most banks across the nation. The 2nd quarter of 2025 shows a 28.15% decrease in realized losses on AFS securities for banks in the U.S. because banks have been selling low-yielding bonds to replace them with higher-yielding bonds. Banks have taken a temporary hit from the sale; however, banks are restructuring their portfolios with higher-yielding securities to build future earnings. Massachusetts saw a gain in realized losses on AFS securities from Q1 2025 to Q2 2025, this is largely due to one bank realizing \$270 million in losses on AFS securities. From Q2 2024 to Q2 2025, some Massachusetts banks sought improved yields and restructured their balance sheets by selling underwater AFS securities.

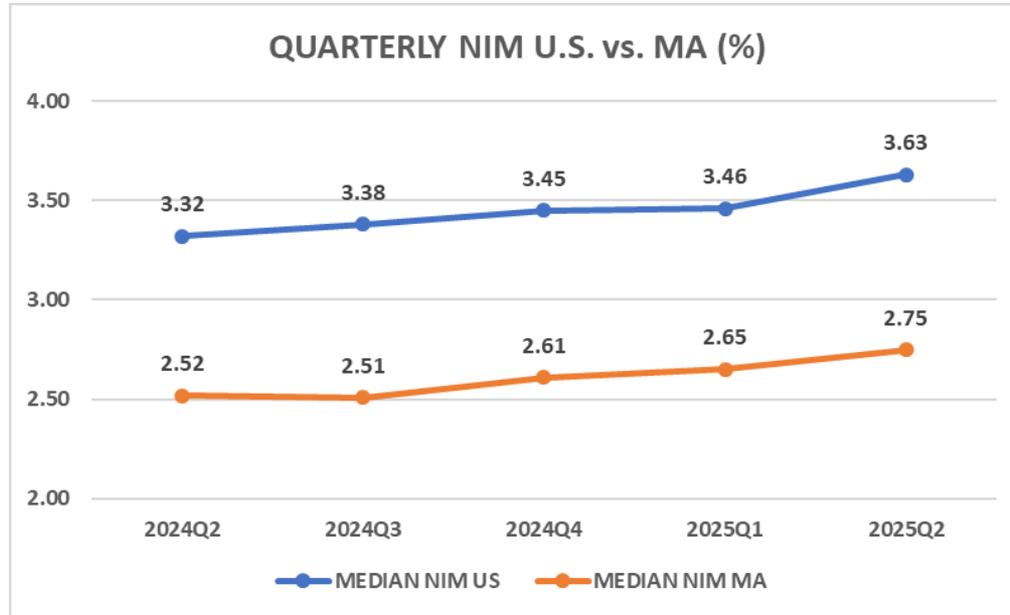


Source: S&P Capital IQ Pro, American Banker

NET INTEREST MARGIN ENVIRONMENT

U.S. VS MASSACHUSETTS (QUARTERLY UPDATE)

Decreased borrowing costs due to interest rate cuts have contributed to an increase in net interest margins (NIM) for banks both nationally and in Massachusetts. The graph below shows the median NIM by quarter from Q2 2024 through Q2 2025. In Q1 2025, the median NIM in the U.S. was 3.46, increasing to 3.63 in Q2 2025. For banks in Massachusetts, the NIM increased from 2.65 in Q1 2025 to 2.75 in Q1 2025. These gains reflect continued stabilization and steady improvement in lending conditions.



Source: S&P Capital IQ Pro

BEACON HILL UPDATE

2025-2026 LEGISLATIVE SESSION

The Association's Board of Directors and Federal Liaison Committee are again co-sponsoring the annual Washington, D.C. Fly-In with the New England State Bankers Associations on September 29 – October 1, 2025. The Fly-In is an excellent opportunity to advance industry priorities with members of Congress and bank regulatory officials. Plans include sessions with the Federal Reserve, Federal Deposit Insurance Corporation, the Consumer Financial Protection Bureau, the Comptroller of the Currency, and a trip to Capitol Hill. [Click here to learn more about and register for the fly-in.](#)

FY2026 Budget: No Tax Increase on Security Corporations

In July, Governor Maura Healey signed the Fiscal Year 2026 budget into law. We are glad to report that the budget **does not call for increased taxes on security corporations.**

Responding to a call-to-action survey, roughly one-third of Association members – the majority under \$1 billion in assets – indicated that a repeal of the tax would have severe impacts on community banks via their charitable giving, community support, efforts to improve bank technology, customer support and more. Thank you to MBA Members for taking the time to provide the critical information needed to help inform policymakers on Beacon Hill.



Association Testifies on Proposed Banking Industry Regulations

The Association testified at a public hearing held by the Division of Banks pertaining to eight proposed banking industry-related regulations drafted as part of Governor Healey's "Massachusetts Means Business" – an initiative with a goal of reducing regulatory burden for Massachusetts businesses and enhancing the state's economic competitiveness. [Click here to read our written testimony.](#)

Massachusetts Attorney General's Office Releases Updated "Junk Fee" Guidance

The Massachusetts Attorney General's Office (AGO) released updated guidance related to the new "junk fees" regulations. **The regulations take effect September 2, 2025.**

"Junk Fees" Regulations Resources and Information:

- [AGO GUIDANCE WITH RESPECT TO UNFAIR AND DECEPTIVE FEES](#)
- [940 CMR 38.00: UNFAIR AND DECEPTIVE FEES](#)
- [AG Campbell Releases "Junk Fee" Regulations To Help Consumers Avoid Unnecessary Costs | Mass.gov](#)
- [Junk Fee Webinar](#)
- [The Massachusetts Consumer Protection Law | Mass.gov](#)

Mass Bankers Association on Beacon Hill

Since April 2025, the Association submitted roughly 40 pieces of testimony on a variety of bills before several committees. You can read our testimony on our website, which is updated frequently. The webpage can be found here: [Testimony.](#)

Track Industry-Related Legislation

MBA's [real-time bill tracker](#) remains the best way to monitor all bills that remain active for the remainder of the 2025-2026 legislative session.

Source: Massachusetts Bankers Association

BANK M&A HASN'T BEEN SLOWED BY TARIFF UNCERTAINTY

AMERICAN BANKER PUBLICATION

Despite rising tariff uncertainty in 2025, bank mergers and acquisitions have remained strong, driven by long-term consolidation trends and supportive deregulation. New opportunities in digital assets and clearer crypto regulations are also expected to boost future deal activity.

- Bank M&A activity remains strong in 2025, despite rising tariff uncertainty and shifting trade policies under the Trump administration. The estimated year end 2025 industry consolidation rate, as of June 30, 2025, is 3.4%. This is a moderate increase from a 2.8% consolidation rate in 2024.
- Recent tariffs have had minimal direct impact on banking deals, largely because bank mergers are long-term strategic moves and less sensitive to short-term political events.
- Bank deal volume and value increased in the second quarter of 2025, with a notable rise in consolidation among smaller banks. There were 36 deals announced in the first quarter of 2025 with an aggregate deal value of \$4.9B, in the second quarter of 2025 there were 40 deals announced with an aggregate deal value of \$5.6B.
- The broader M&A market outside banking has been more affected by tariffs, with many companies delaying or reconsidering deals due to uncertainty.
- Deregulation has helped sustain bank M&A, counterbalancing the negative effects of economic uncertainty brought on by new trade policies.
- Long-term consolidation trends continue, driven by a decades-long reduction in the number of U.S. banks, encouraging ongoing merger activity.
- Emerging opportunities in digital assets and crypto, especially with new regulatory clarity, are expected to fuel further acquisitions, particularly of fintech and stablecoin-related firms.



Source: American Banker, S&P capital IQ Pro & FDIC 6/18/2025

MASSACHUSETTS DIVISION OF BANKS ANNUAL REPORT

2024 ACCOMPLISHMENTS

23,009 Consumers receiving reimbursements totaling \$2.3 million from complaint resolution or Division enforcement actions.

15,763 Licenses issued or renewed by the Division to mortgage companies, mortgage loan originators, money services businesses, debt collectors, loan servicers, and consumer finance companies.

533 Total number of completed bank, credit union, licensee approval requests (529) and total number of legal opinions (4) issued.

347 Total number of reports mailed for depository (91), non-depository (215), & cyber (41) examinations.

219 Foreclosure delay requests received by the Division, of which 109 were granted.



74 Total number of major corporate transactions consummated involving banks & credit unions (7), and total number of bank and credit union branch office notices/applications processed (67).

39 Formal & informal regulatory orders issued by the Division.

29 Employment positions filled including 26 Bank Examiners, 1 Legal Counsel, 1 Program Coordinator, and 1 Data Analyst.

10 Division employees achieved a total of 10 new certifications in 2024 and completed, on average, 47 hours of training.

Source: Mass.gov 6/23/2025

THE U.S. BANKING INDUSTRY VS MASSACHUSETTS BANKS

SECOND QUARTER OF 2025 RESULTS (AGGREGATE)

100 MA Institutions*

4,669 Total U.S. Institutions**

0.86% of the U.S. Banking Industry's Total Assets

1.25% of the U.S. Banking Industry's Total Loans

Net Interest Margin

MA: 2.95% up from 2.82% in Q1

U.S.: 3.21% up from 3.15% in Q1

Returns

MA: ROAA of 1.08% up from 0.21% in Q1, ROAE of 9.10% up from 1.81% in Q1

U.S.: ROAA of 1.14% down from 1.16% in Q1, ROAE of 11.19% down from 11.47% in Q1

Capital Levels

MA: Leverage Ratio of 11.26% up from 11.11% in Q1

U.S.: Leverage Ratio of 9.44% down from 9.45% in Q1

Credit Quality

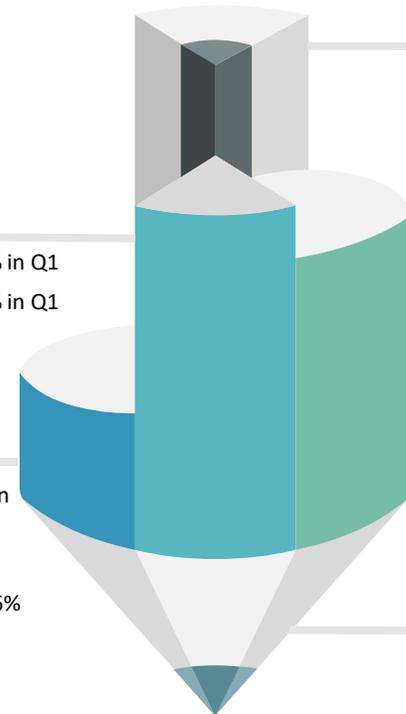
MA: Net charge-offs to average loans of 0.09% down from 0.23% in Q1

U.S.: Net charge-offs to average loans of 0.61% down from 0.63% in Q1

Q2 2025 Percent of Unprofitable Institutions

MA: 8.00%

U.S.: 5.05%



*Massachusetts FDIC call report filers; removed State Street Bank and Trust Company

**All FDIC call report filers

Source: The Kafarian Group, Inc. and S&P Capital IQ Pro. Data for the quarter ended 6/30/2025 and includes all active commercial banks, savings banks and savings & loan associations

THE U.S. BANKING INDUSTRY VS MASSACHUSETTS BANKS

RECENT PERFORMANCE: SELECT PROFITABILITY RATIOS (MEDIAN)

*Return On Avg. Assets

MA Median: 0.58%
U.S. Median: 1.07%



MA's **Median** ROAA ranks among the **18th** percentile Nationwide

**ROAA utilizes S&P Capital IQ Pro's adjustment for institutions that operate as Sub Chapter S Corporations.*

Net Interest Margin

MA Median: 2.75%
U.S. Median: 3.63%



MA's **Median** Net Interest Margin ranks among the **13th** percentile Nationwide

Efficiency Ratio

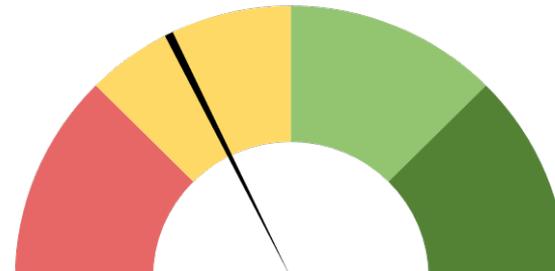
MA Median: 75.21%
U.S. Median: 65.26%



MA's **Median** Efficiency Ratio ranks among the **22nd** percentile Nationwide

Cost of Funds

MA Median: 2.25%
U.S. Median: 1.97%



MA's **Median** Cost of Funds ranks among the **35th** percentile Nationwide

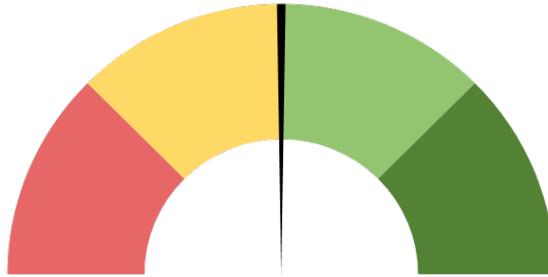
Source: The Kafafian Group, Inc. and S&P Capital IQ Pro. Data for the quarter ended 6/30/2025 and includes active commercial banks, savings banks and savings & loan associations

THE U.S. BANKING INDUSTRY VS MASSACHUSETTS BANKS

RECENT PERFORMANCE: SELECT BALANCE SHEET RATIOS (MEDIAN)

NPA/Assets

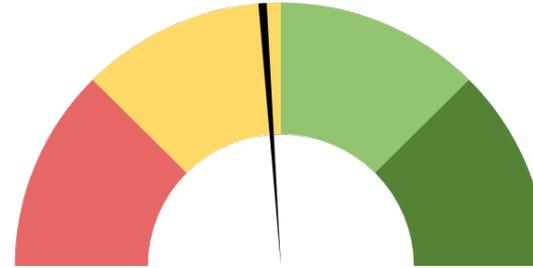
MA Median: 0.32%
U.S. Median: 0.31%



MA's **Median** NPA/Assets ranks among the **50th** percentile Nationwide

Tier 1 Leverage

MA Median: 10.62%
U.S. Median: 10.85%



MA's **Median** Tier 1 Leverage Ratio ranks among the **47th** percentile Nationwide

*CRE/Loans

MA Median: 29.59%
U.S. Median: 24.23%

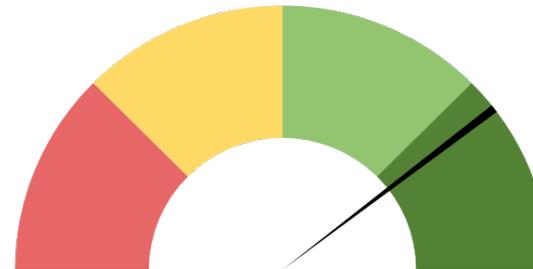
**non-owner occupied*



MA's **Median** Total CRE/Loans ratio ranks among the **60th** percentile Nationwide

Loans/Deposits

MA Median: 94.09%
U.S. Median: 80.79%



MA's **Median** Loan/ Deposit ratio ranks among the **78th** percentile Nationwide

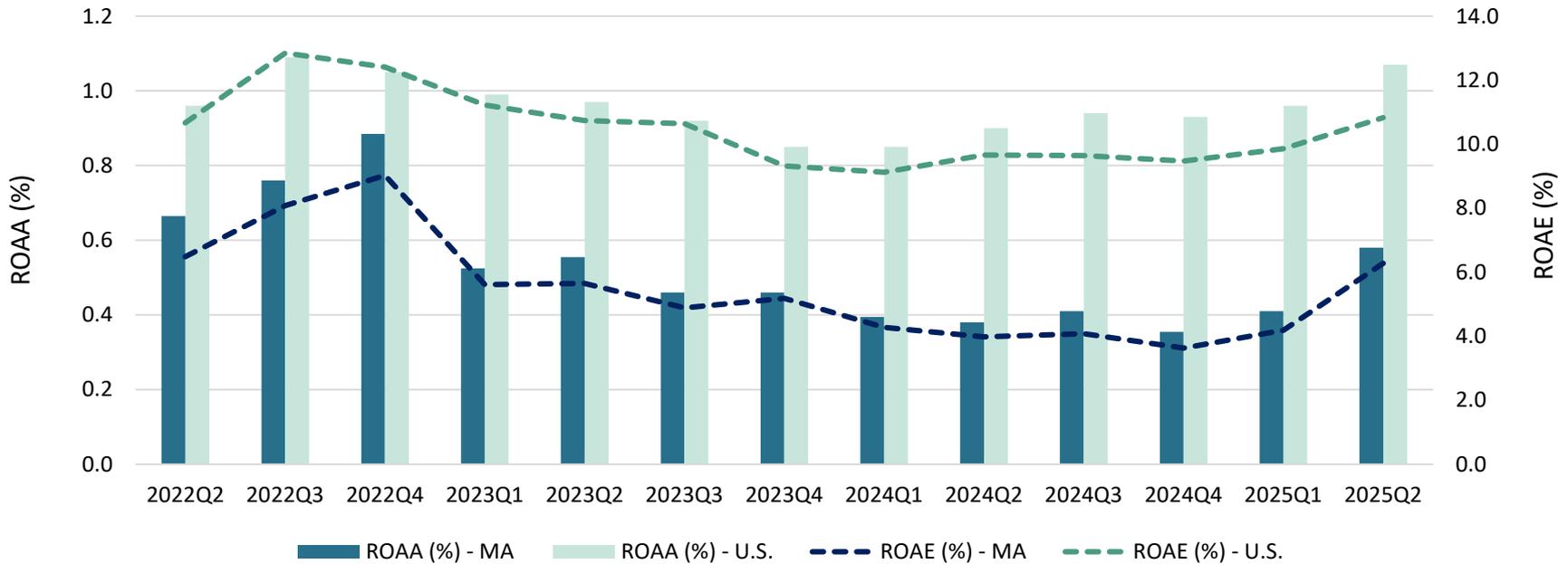
Source: The Kafarian Group, Inc. and S&P Capital IQ Pro. Data for the quarter ended 6/30/2025 and includes active commercial banks, savings banks and savings & loan associations

MASSACHUSETTS BANKS PERFORMANCE

RECENT TRENDS (MEDIAN)

In Q2 2025, both return on average assets (ROAA) and return on average equity (ROAE) rose for banks in Massachusetts and the nation.

Profitability Highlights (Median %)

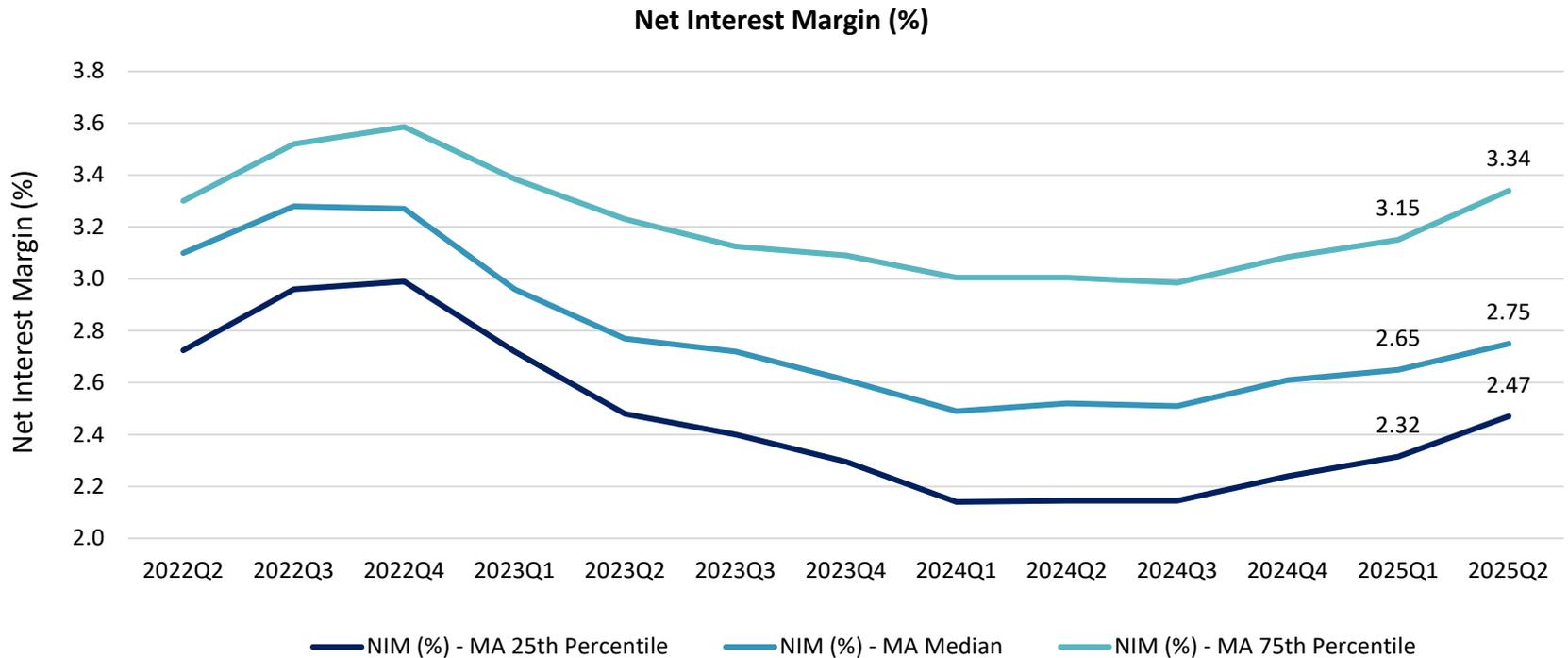


Source: The Kafafian Group, Inc. and S&P Capital IQ Pro. Data for the quarter ended 6/30/2025 and includes all active commercial banks, savings banks and savings & loan associations

MASSACHUSETTS BANKS PERFORMANCE

RECENT TRENDS (CONTINUED)

The net interest margin (NIM) 25th percentile, median, and 75th percentile for Massachusetts banks increased in Q2 2025 compared to Q1 2025.



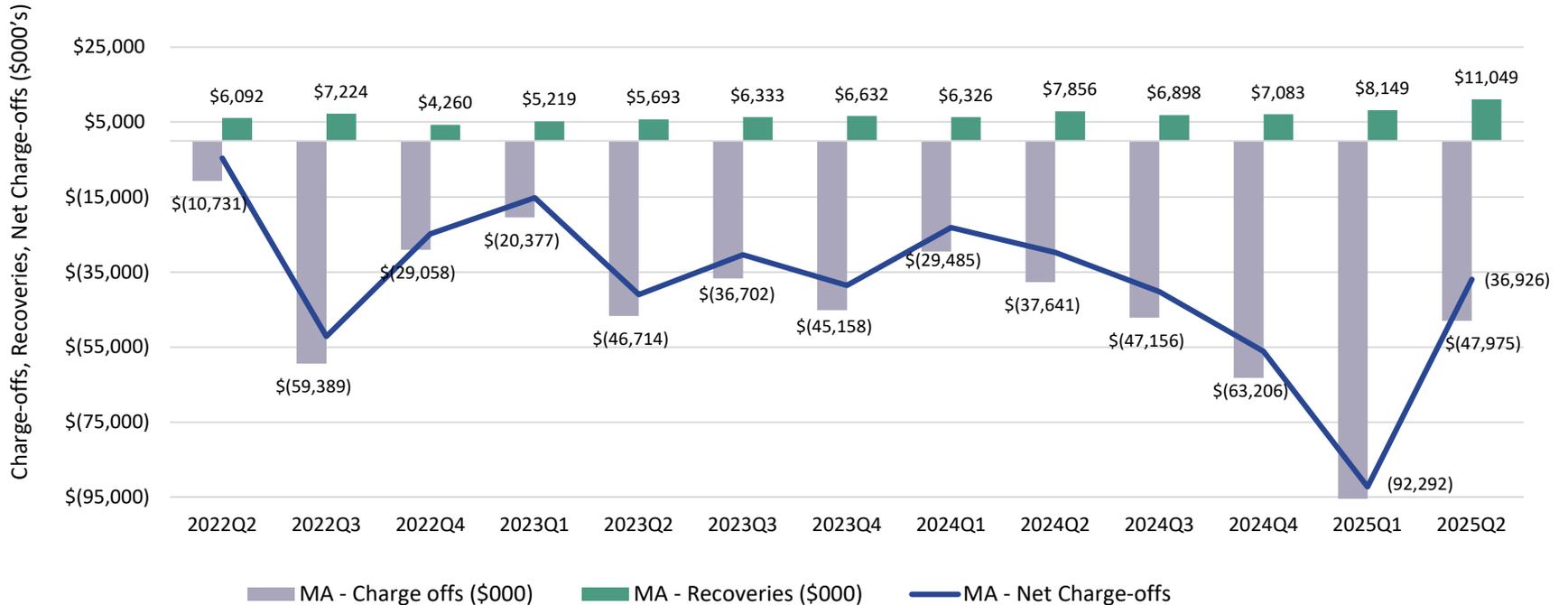
Source: The Kafarian Group, Inc. and S&P Capital IQ Pro. Data for the quarter ended 6/30/2025 and includes all active commercial banks, savings banks and savings & loan associations

MASSACHUSETTS BANKS PERFORMANCE

RECENT TRENDS (CONTINUED)

Net-charge offs in Q2 2025 decreased for all active Massachusetts banks.

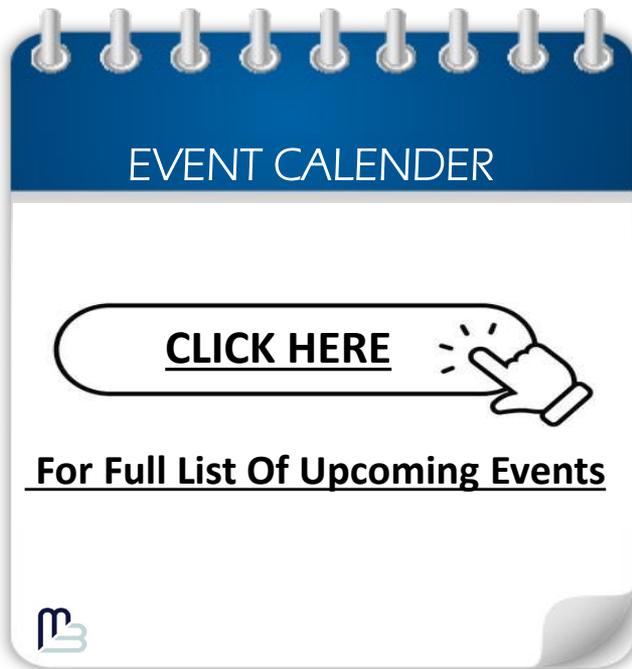
Massachusetts Aggregate Charge-offs and Recoveries



Source: The Kafarian Group, Inc. and S&P Capital IQ Pro. Data for the quarter ended 6/30/2025 and includes all active commercial banks, savings banks and savings & loan associations in Massachusetts

MASSACHUSETTS BANKERS ASSOCIATION

UPCOMING EVENTS



- 9** Sept 2025 **2025 CTO Forum**
Mass Bankers is hosting a two-session series discussing emerging issues and industry hot topics and networking with other bank CTOs.
- 10** Sept 2025 **Mass Bankers & NEACH 2025 Payments School**
Virtual 2-Day program covering all things payments from fundamentals to risk management. Forum and networking opportunities to engage with industry experts.
- 16** Sept 2025 **2025 Directors Workshop with FinPro**
A workshop for bank executives and board members focusing on economic trends in Massachusetts and New England and regulatory expectations for 2026.
- 17** Sept 2025 **2025 Mass Bankers Connect Conference**
Bringing together peers and associates from across banking roles, attendees will hear from leaders and innovators in the community banking industry.
- 18** Sept 2025 **Human Resources Discussion Group**
Join the Human Resources Discussion Group on the third Thursday of each month to connect with peers from fellow MBA member banks. These sessions focus on key HR topics, including compliance, employee benefits, recruiting, talent development, and more.
- 23** Sept 2025 **2025 Fundamentals of Commercial Lending**
Mass Bankers and New Horizons Financial Group present the 2025 Fundamentals of Commercial Lending program.
- 23** Sept 2025 **Capitalizing on Crypto: Opportunities and Risks for Bankers Webinar**
What is a banker to make of crypto? How vulnerable are traditional banks to significant disruption? Does crypto present new and exciting opportunities? Join us in this 90 min webinar and hear from crypto experts.
- 24** Sept 2025 **Essentials of Suspicious Activity Reporting Virtual Live Webinar**
3-hour virtual workshop focusing on the rules and red flags for SARs at the Teller Line. Provides tips and real-life scenarios for working with customers.

Source: Massachusetts Bankers Association

OTHER INDUSTRY RESOURCES

INSIGHT AND ANALYSIS FROM INDUSTRY EXPERTS

Our podcasts and insights focus on different topics throughout our five service lines of business. Below are our most recent Insights. Click any of the topics to be taken to the podcast or Perspective article!



TKG Monthly Podcast

[Banking on Insight: Inflation, Risk, and the Road Ahead](#)

[Bank Stocks & Beyond: Gerard Cassidy's Forecast](#)

[Navigating the AI Revolution: A Community Bank Perspective](#)

[Bank Transformation Unpacked: The Newtek Story Continues](#)



TKG Quarterly Perspectives

[Think in Basis Points](#)

[The Secret Sauce to Bank Profitability](#)

[Stop It! Channeling Bob Newhart for Your New Year's Resolutions](#)

[Key Trends Shaping Community Banks: Insights from the Fall Banking Conference Season](#)

Source: www.kafafiangroup.com



Bank consulting services to improve profitability, performance and longevity

PERFORMANCE MEASUREMENT

- Outsourced profitability reporting
- Funds transfer pricing (FTP)
- Activity-based cost (ABC) assignments
- Capital assignment and risk-adjusted return on capital (RAROC)
- Profitability system audits and implementations
- Peer group reporting

STRATEGIC MANAGEMENT

- Board and management retreat facilitation
- Capital planning
- Stress testing
- Profit planning
- Business planning
- Customer and data analytics
- Feasibility studies

PROFIT & PROCESS IMPROVEMENT

- Profit and process improvement studies
 - whole institution
 - specific organizational units
- Third-party operational reviews
- Benchmarking and peer comparisons
- Revenue enhancement strategies
- Technology optimization

MANAGEMENT ADVISORY

- Board and management studies
- Regulatory distress assistance
- Regulatory applications
- Board and management training
- Model validation and documentation
- Risk appetite

FINANCIAL ADVISORY

- Whole institution M&A
- Fee-based lines of businesses
- Branch purchase or sale
- Fairness opinions
- Valuation reports
- Strategic alternatives and value gap planning
- Capital management strategies
- Expert witness