

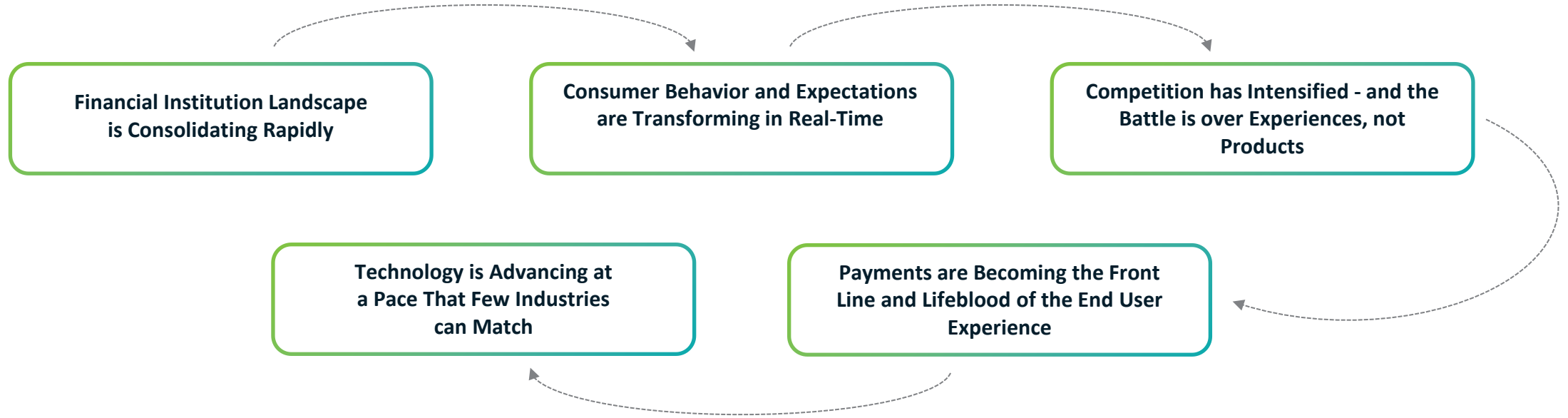
5 Key Forces Re-Shaping Banking

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The Five Structural Drivers of Transformation



Three external factors are listed in a light gray rounded rectangular box, each flanked by double chevrons (two pointing left and two pointing right) in a teal-to-green gradient. The factors are:

- Regulatory Changes and the Burden of Compliance
- Cybersecurity and Risk Management Threats
- Economic and Geopolitical Factors

Industry Consolidation is a Way to Close Scale and Capability



Scale as Strategic Advantage
Gaps

1 Achieve and Retain Scale

- Build the earnings capacity to fund technology, marketing, and compliance
- Broaden deposits, geography, and specialized talent through disciplined combinations
- Improve operating leverage and vendor economics across the enterprise

2 Get younger in the customer base

- Win younger households with faster onboarding and stronger digital experiences
- Convert new accounts into funded, active primary relationships more quickly
- Deepen lifetime value through better engagement, personalization, and cross-sell

3 Get even with the market on technology

- Modernize core, data, and integrations to reduce friction and speed execution
- Close capability gaps in payments, digital servicing, and self-service experiences
- Treat technology as a business strategy with measurable outcomes, not just IT spend



Consumer (and Business) Expectations Have Permanently Changed

The Relevance Imperative



Expectations Are Set Elsewhere

Banking experiences are compared to Amazon, Apple, Netflix, and Uber – Not other Financial Institutions



Digital is the Default

Expectation of seamless onboarding, instant access, and frictionless self-service experiences



Personalization Drives Loyalty

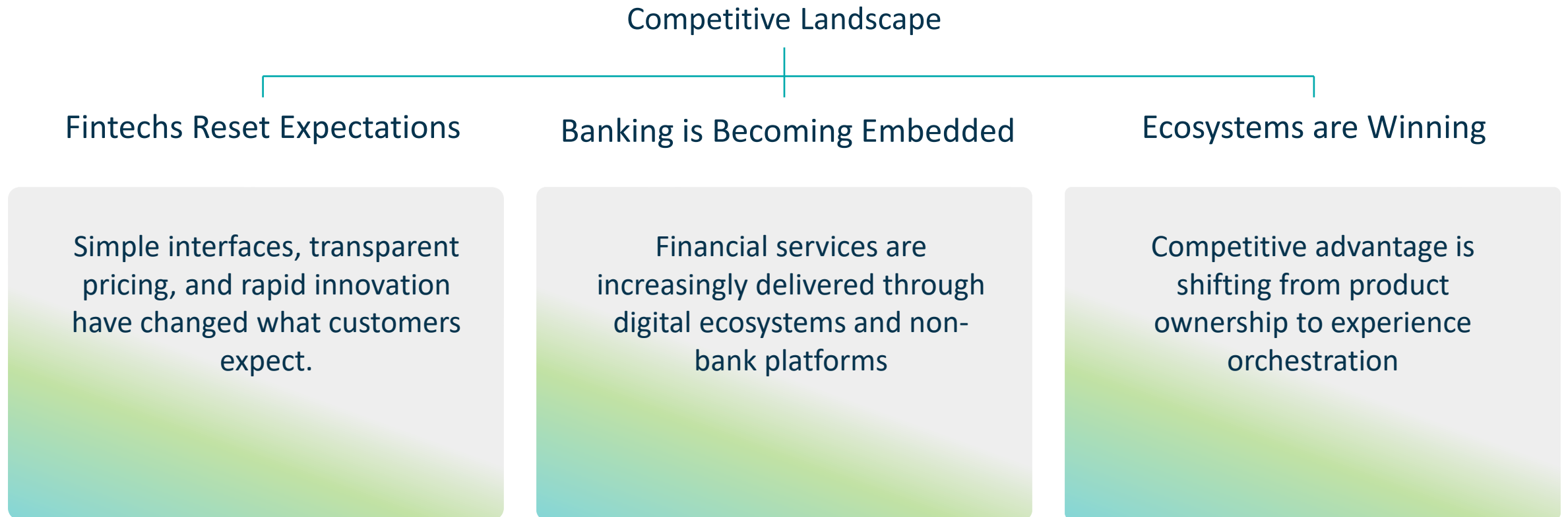
Customers increasingly want financial guidance tailored to their goals, behaviors, and life events

84% of consumers say they would consider switching to a financial institution that delivers timely and relevant financial guidance

Competition Has Expanded Beyond Traditional Banking



Battle over Experiences – Not Products



Technology is Becoming a Strategic Differentiator



The Acceleration of Change

One-third of bank leaders cite an inability to use data effectively as a top challenge facing their institution when it comes to its use of technology.

Bank Director 2025 Technology Survey

AI in Moving into Production

Financial institutions are rapidly deploying AI across service, operations, risk, fraud, and decision-making

Data in the New Foundation

The ability to organize, govern, and activate data will increasingly determine competitive success

Agility Matters More Than Ever

The speed of technological change is forcing institutions to rethink how they innovate and adapt

Payments Have Become the Front Door to the Customer Relationship



The Engagement Battleground

Real-Time is Becoming the Standard

Customers increasingly expect money to move immediately and effortlessly

Every Payment Shapes Trust

Rigorous contract assessments can unlock millions in savings by addressing hidden cost drivers, timing, and market changes

Payments Drive Engagement

Payments are among the most frequent interactions consumers have with their financial institution

U.S. consumers average 48 payments per month

- Federal Reserve Diary of Consumer Payment Choice

Thank You!

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