

M&A overview and outlook

- **M&A activity:** U.S. community bank M&A remained strong in Q3 2025, building on a busy first half. Activity focused on geographic diversification, tech scale and CRE risk management, driven by succession planning and efficiency goals. Credit unions also increased interest in bank acquisitions to scale and deepen commercial lending capabilities.
- **Regulatory environment:** The regulatory environment for community bank M&A has become more favorable. The FDIC's rollback of restrictive 2024 policies and reinstatement of 1998 guidance has accelerated approvals and shortened deal timelines. Combined with a pro-consolidation stance from the Trump administration, these shifts are encouraging more community bank transactions.
- **Digital demands:** Technology remains a key M&A driver as acquirers seek scale to manage rising costs, modernize systems and meet digital demands. Conversely, many sellers are bypassing critical technology investments and instead partnering with more technologically advanced companies to appeal to their customers, employees and communities.

State of the banking industry

Wipfli's 2025 [state of the banking industry research report](#) 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.

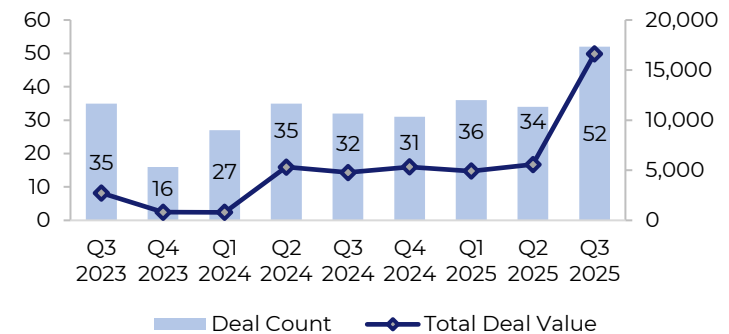
52 deals during Q3 2025

1.44x median P/TBV multiple

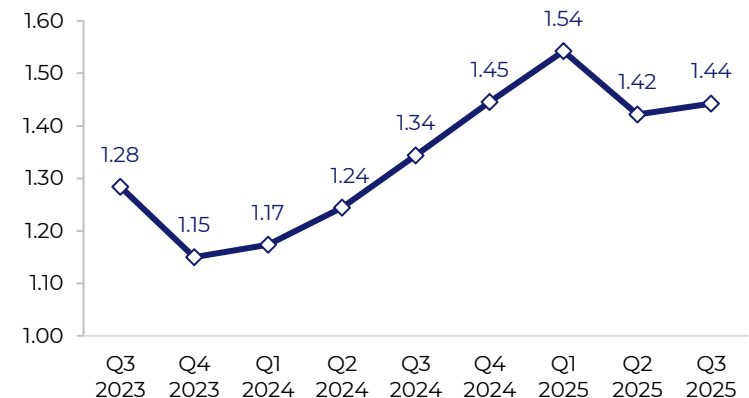
\$16,632M total deal value

198.6% increase QoQ

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

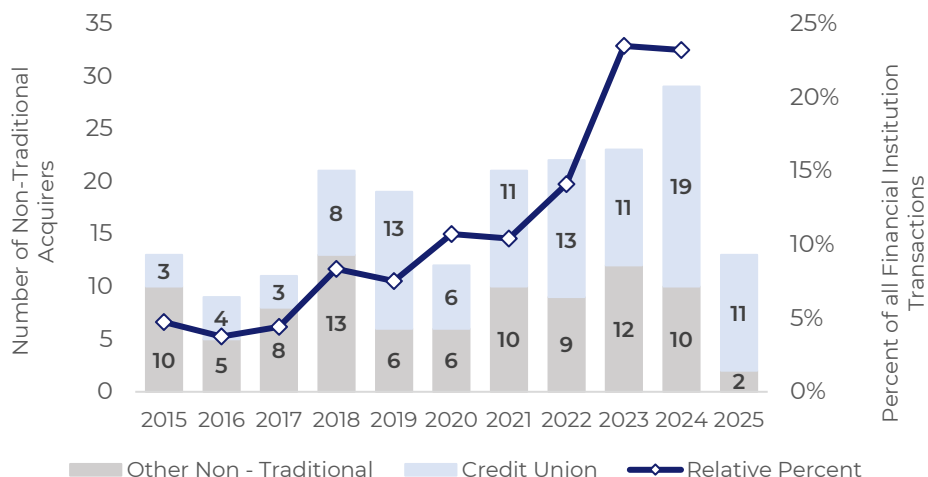


Median deal multiples in the U.S.



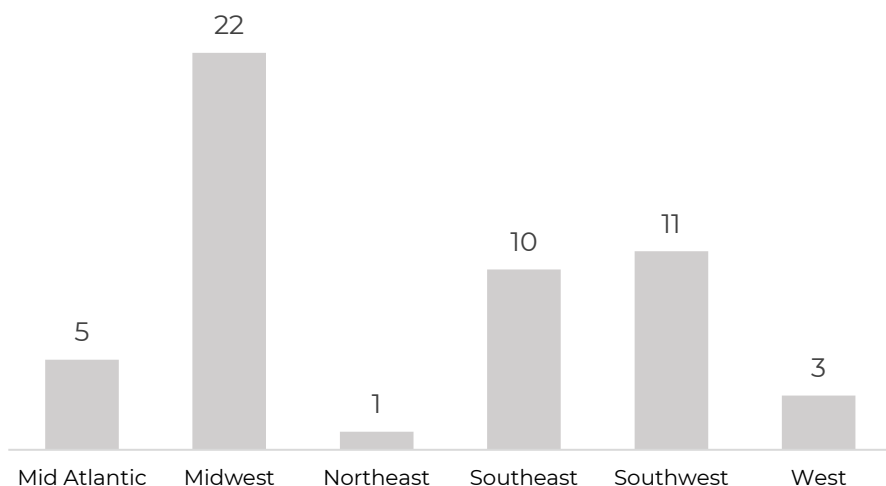
Source: S&P Capital IQ Pro
Data includes all bank, savings bank and thrift transactions in the U.S. between July 1, 2023, and September 30, 2025.
QoQ: Quarter over quarter
P/TBV: Price / tangible book value
Past performance is not a guarantee of future results.

Nontraditional buyers



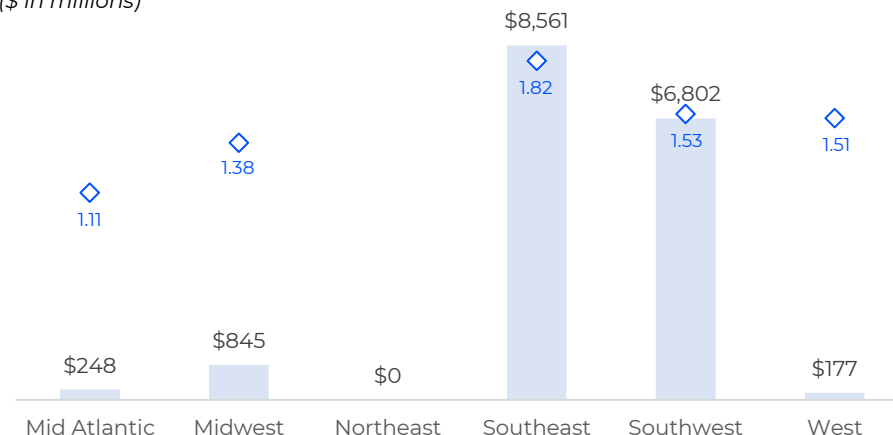
Deal count by region

Q3 2025



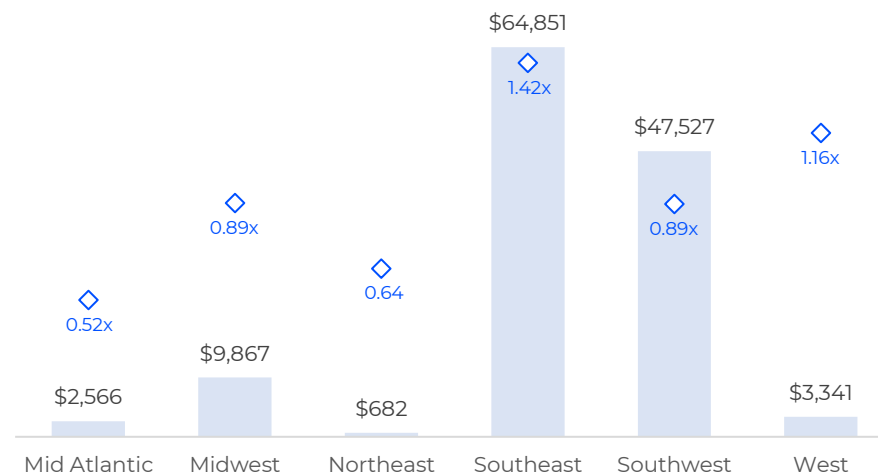
Median price/tangible book vs. deal value by region

Q3 2025
(\$ in millions)



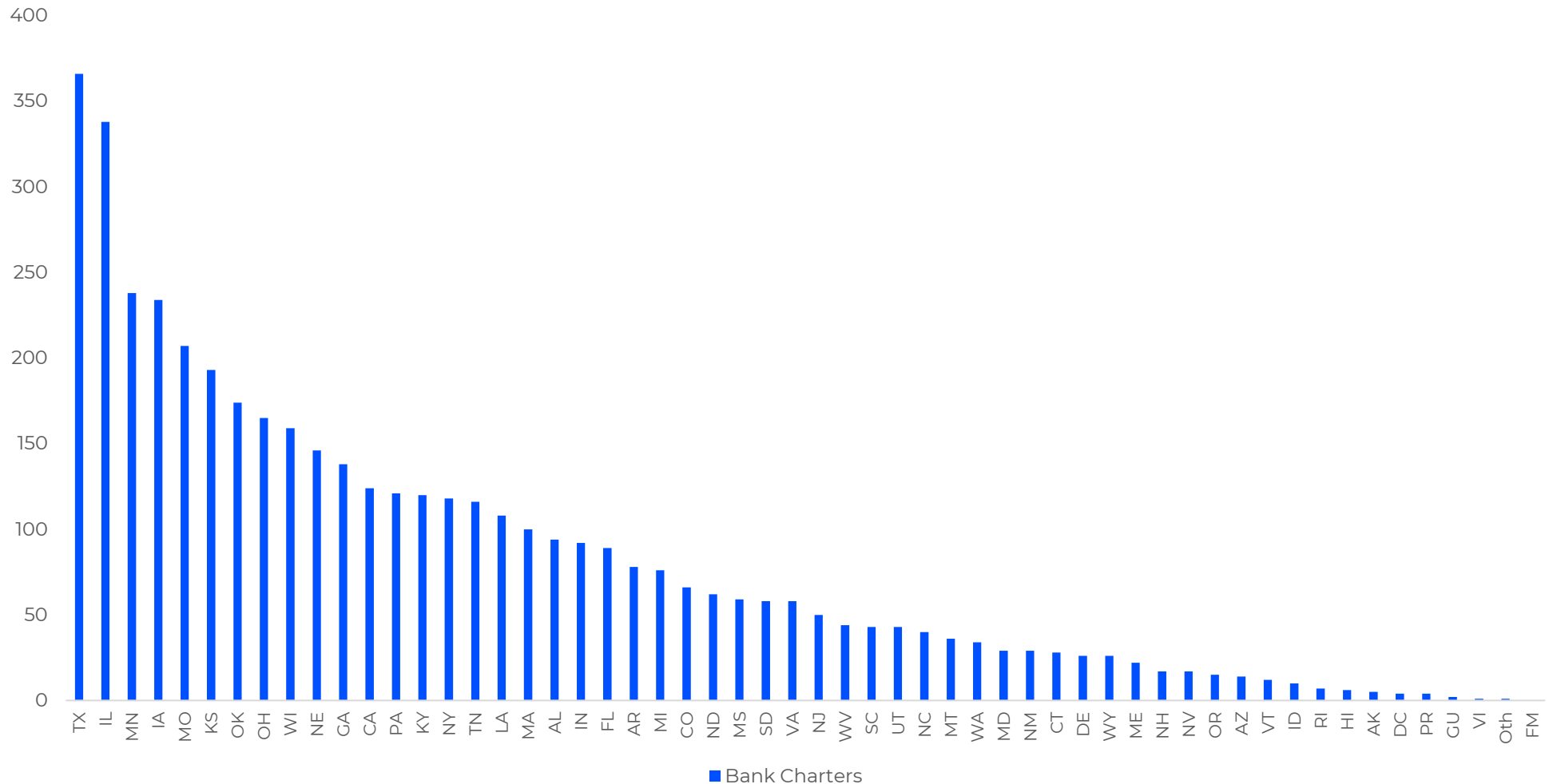
Total tangible assets vs. average ROAA by region

Q3 2025
(\$ in millions)



The top 10 states by number of bank charters account for 50% of all bank charters in the United States, which will likely result in these states experiencing elevated levels of M&A over the next several years.

Bank charters by state⁽¹⁾



1) Source: FI Navigator as of 9/30/2025
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Q3 2025: Transactions by region

(\$ in thousands)

Date Announced	Buyer Name	Target Name	Target Region	Target State	Total Assets	Deal Value	Deal Value to TBV
9/25/2025	First Merchants Corporation	First Savings Financial Group, Inc.	Midwest	IN	\$2,416,675	\$241	NA
9/25/2025	Heritage Financial Corporation	Olympic Bancorp, Inc.	West	WA	\$1,693,148	\$177	151.33
9/24/2025	Ballston Spa Bancorp, Inc.	NBC Bancorp, Inc.	Mid Atlantic	NY	\$521,854	\$26	77.10
9/24/2025	Mid Penn Bancorp, Inc.	1st Colonial Bancorp, Inc.	Mid Atlantic	NJ	\$877,064	\$99	119.62
9/23/2025	QNB Corp.	The Victory Bancorp, Inc.	Mid Atlantic	PA	\$477,089	\$39	126.16
9/23/2025	Century Bancorp, Inc.	Wrightsville Bancshares, Inc.	Southeast	GA	\$102,196	NA	NA
9/15/2025	National Bank Holdings Corporation	Vista Bancshares Inc.	Southwest	TX	\$2,429,922	\$369	156.72
9/8/2025	The PNC Financial Services Group, Inc.	FirstBank Holding Company	Southwest	CO	\$26,840,552	\$4,041	234.15
9/2/2025	Bradford Bancorp, Inc.	State Bank of St. Jacob	Midwest	IL	\$91,646	NA	NA
9/2/2025	Equity Bancshares, Inc.	Frontier Holdings, LLC	Midwest	NE	\$1,408,272	\$122	117.44
8/29/2025	Land of Lincoln Credit Union	Williamsville State Bank and Trust	Midwest	IL	\$96,501	NA	NA
8/19/2025	Reliable Community Bancshares, Inc.	MI Bancshares, Inc.	Midwest	MO	\$1,152,078	NA	NA
8/19/2025	TowneBank	Dogwood State Bank	Southeast	NC	\$2,362,741	\$491	223.71
8/18/2025	Citizens Financial Corp.	Miners and Merchants Bank	Southeast	WV	\$68,064	NA	NA
8/15/2025	PSB Financial Shares, Inc.	First Community Bank	Midwest	MN	\$80,396	NA	NA
8/13/2025	ENB Financial Corp	Cecil Bancorp, Inc.	Mid Atlantic	MD	\$222,473	\$29	100.00
8/11/2025	First Financial Bancorp.	BankFinancial Corporation	Midwest	IL	\$1,429,177	\$142	90.80
8/8/2025	BOSP Bancshares, Inc	Banner Banks	Midwest	WI	\$122,927	NA	NA
8/8/2025	HPB Holdings, Inc.	Community Bank	Southwest	OK	\$123,143	NA	NA
8/7/2025	SunMark Bancshares, Inc.	Wheeler Bancshares, Inc.	Southeast	GA	\$166,441	NA	NA
8/6/2025	The Protection Bank Holding Company, Inc.	Haviland Bancshares, Inc.	Midwest	KS	\$49,654	NA	NA
8/5/2025	Premier Holdings, Ltd.	Adrian State Bank	Midwest	MN	\$53,875	NA	NA
8/1/2025	TNB Bancshares, Inc.	Citizens State Bank	Southwest	TX	\$78,286	NA	NA
7/29/2025	PeoplesBancorp, MHC	Athol Savings Bank	Northeast	MA	\$682,196	NA	NA
7/28/2025	Park Financial Group, Inc.	First National Bank	Midwest	MN	\$77,266	NA	NA
7/25/2025	America First Federal Credit Union	Meadows Bank	West	NV	\$1,387,013	NA	NA

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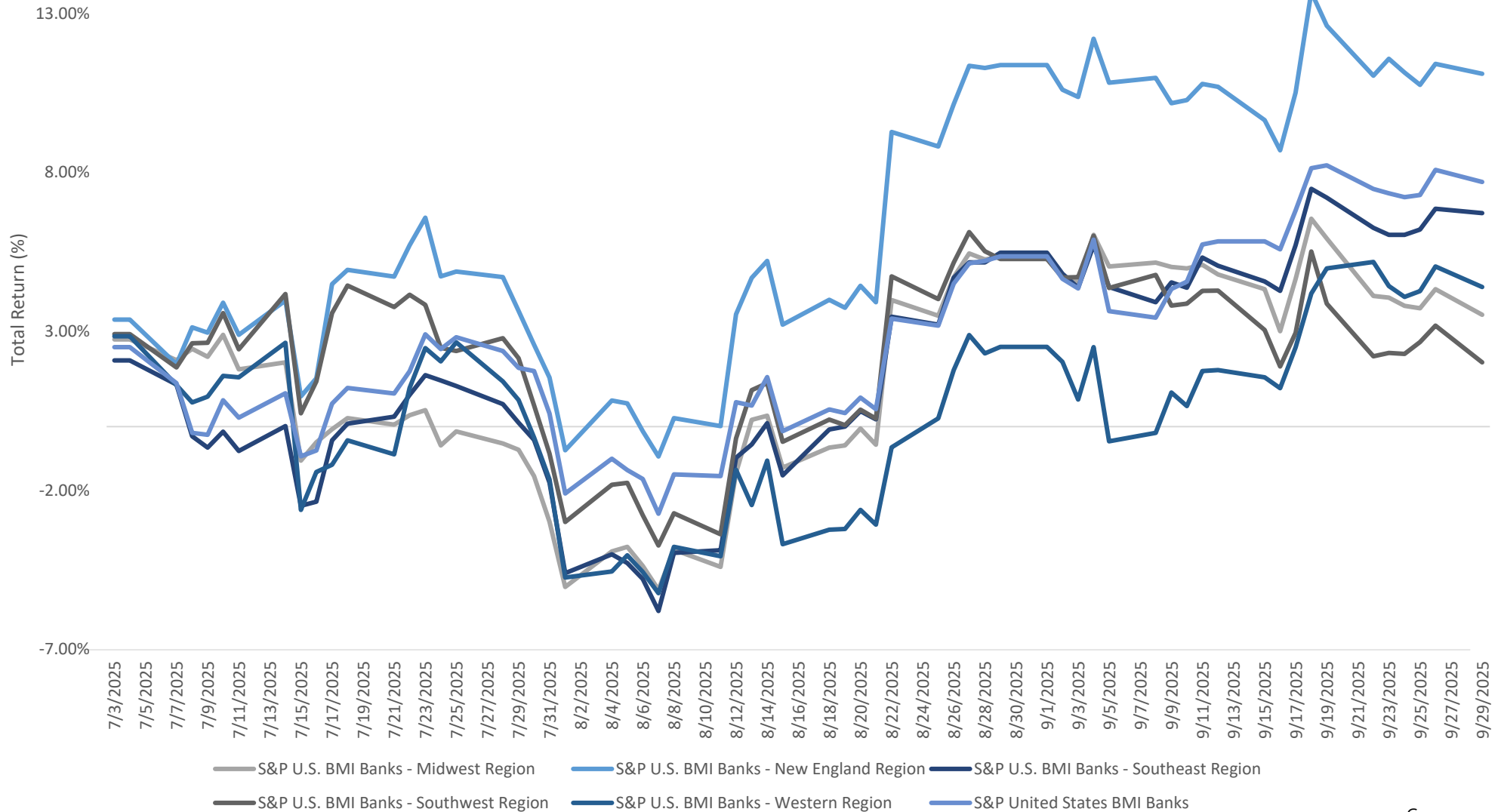
Q3 2025: Transactions by region

(\$ in thousands)

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7/24/2025	Pinnacle Financial Partners, Inc.	Synovus Financial Corp.	Southeast	GA	\$61,056,785	\$7,898	172.79
7/24/2025	East Texas Financial Corporation	Texas National Bancorporation	Southwest	TX	\$847,972	NA	NA
7/24/2025	OnPath Federal Credit Union	Heritage Bank Of St. Tammany	Southwest	LA	\$187,301	\$29	150.51
7/23/2025	Campbell County Bank	Farmers State Bank	Midwest	SD	\$20,931	NA	NA
7/23/2025	Colony Bankcorp, Inc.	TC Bancshares, Inc.	Southeast	GA	\$516,047	\$87	NA
7/22/2025	Mercantile Bank Corporation	Eastern Michigan Financial Corporation	Midwest	MI	\$512,455	\$96	189.13
7/22/2025	San Francisco Federal Credit Union	Summit Bank	West	CA	\$279,604	NA	NA
7/21/2025	First Community Bankshares, Inc.	Hometown Bancshares, Inc.	Southeast	WV	\$402,300	\$43	191.50
7/18/2025	American Financial Group, Inc.	Heritage Bank	Midwest	IA	\$38,720	NA	NA
7/18/2025	Bank First Corporation	Centre 1 Bancorp, Inc.	Midwest	WI	\$1,533,551	\$174	230.51
7/18/2025	Prime Banc Corp.	Community Bank of Trenton	Midwest	IL	\$124,750	NA	NA
7/18/2025	BankSouth Holding Company	State Bank of Cochran	Southeast	GA	\$262,712	NA	NA
7/18/2025	Prosperity Bancshares, Inc.	American Bank Holding Corporation	Southwest	TX	\$2,552,612	\$328	242.07
7/16/2025	New Independent Bancshares, Inc.	State Bank of Medora	Midwest	IN	\$96,323	NA	NA
7/14/2025	First Community Corporation	Signature Bank of Georgia	Southeast	GA	\$249,237	\$41	120.30
7/14/2025	Huntington Bancshares Incorporated	Veritex Holdings, Inc.	Southwest	TX	\$12,527,868	\$1,872	153.46
7/12/2025	F & M Bancshares, Inc.	WestTenn Bancorp Inc.	Southeast	TN	\$207,813	NA	NA
7/10/2025	Civista Bancshares, Inc.	Farmers Savings Bank	Midwest	OH	\$285,001	\$70	138.02
7/9/2025	Security State Agency of Aitkin, Inc.	Randall Bancorp, Inc.	Midwest	MN	NA	NA	NA
7/9/2025	West 4 Bancshares, Inc.	The First State Bank of Ransom	Midwest	KS	\$48,219	NA	NA
7/7/2025	Norwood Financial Corp.	PB Bankshares, Inc.	Mid Atlantic	PA	\$467,105	\$55	111.35
7/7/2025	Business First Bancshares, Inc.	Progressive Bancorp, Inc.	Southwest	LA	\$763,522	\$80	126.31
7/3/2025	RMB Bancshares, Inc.	Bank of New Cambria	Midwest	MO	\$31,961	NA	NA
7/2/2025	Fidelity Company	County Bank	Midwest	IA	\$237,496	NA	NA
7/2/2025	The RJC Trust	Falcon Bancorporation, Inc.	Southwest	TX	\$85,752	NA	NA
7/1/2025	Investar Holding Corporation	Wichita Falls Bancshares, Inc.	Southwest	TX	\$1,594,433	\$84	90.93

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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 served
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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

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