

A photograph of a multi-story brick building with many windows. The building has "FIRST FINANCIAL BANK" written on the top right and "FIRST FINANCIAL BANK" on a sign above the entrance. In front of the building are three flagpoles with the American flag, the Texas state flag, and a "TEXAS STRONG" flag. There are also some trees and a clear blue sky.

*3rd Quarter 2020*

*First Financial Bankshares, Inc.*

# Forward Looking Statement

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The numbers, as of and for the nine-months ended September 30, 2020, contained within this presentation are unaudited. Certain statements contained herein may be considered “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995. These statements are based upon the belief of the Company’s management, as well as assumptions made beyond information currently available to the Company’s management and, may be, but not necessarily are identified by such words as “believes”, “expect”, “plan”, “anticipate”, “target”, “forecast” and “goal”. Because such “forward-looking statements” are subject to risks and uncertainties, actual results may differ materially from those expressed or implied by such forward-looking statements. Factors that could cause actual results to differ materially from the Company’s expectations include competition from other financial institutions and financial holding companies; the effects of and changes in trade, monetary and fiscal policies and laws, including interest rate policies of the Federal Reserve Board; changes in the demand for loans; fluctuations in value of collateral and loan reserves; inflation, interest rate, market and monetary fluctuations; changes in consumer spending, borrowing and savings habits; and acquisitions and integration of acquired businesses, and similar variables. Other key risks are described in the Company’s reports filed with the Securities and Exchange Commission, which may be obtained under “Investor Relations-Documents/Filings” on the Company’s web site or by writing or calling the Company at 325.627.7155. The Company does not undertake any obligation to update publicly or revise any forward-looking statements herein because of new information, future events or otherwise.



# Who We Are

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- **\$10.6 billion financial holding company headquartered in Abilene, Texas**
- **Group of 12 separate bank regions**
- **Trust and Asset Management Company with 10 locations and manages approximately \$7 billion in assets**
- **130 year history**
- **Growth markets include 50 mile radius of Dallas, Fort Worth, and Houston**



# Top Rated Bank by Bank Director

RANK	YEAR
#2	2009
#1	2010
#2	2011
#2	2012
#3	2013
#1	2014
#2	2015
#7	2016
#7	2017
#5	2018
#4	2019

**Bank**Director®

\$5 to \$50 Billion

**Top 7 for each of  
the last 12 years**

**#3 in 2020**

**FIRST FINANCIAL BANK**

**YOU FIRST**

# The For Texas



# Recognitions – Financial Exploitation Prevention Program



- ❖ Stopped fraud and saved customers from monetary losses totaling more than \$14 million since 2014
- ❖ Philadelphia Federal Reserve Presentation – December 2017
- ❖ Texas Bankers Association Cornerstone Award for Day of Service – May 2017
- ❖ Texas Bankers Association 2016 Leaders in Financial Education Award – May 2016
- ❖ House Investments and Financial Services Committee – March 2016
- ❖ Texas Senate Committee on Business and Commerce – January 2016
- ❖ AARP Roundtable Discussion – November 2015
- ❖ ABA Foundation Community Commitment Award – November 2015
- ❖ White House Conference on Aging – July 2015

# Other Recognitions

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- **SNL Best Performing Community Banks – Assets between \$3 and \$10 billion - #10 – March 2020**
- **KBW Honor Roll – One of fifteen banks named – April 2020**
- **Raymond James Community Bankers Cup, One of 26 banks named– May 2020**

# What Makes Us Different

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## One Bank, Twelve Regions Concept

### ■ One Bank

- Consolidation of credit, call center, accounting, technology, human resources, risk management, and compliance (drives lower efficiency ratio)

### ■ Twelve Regions

- Regional Presidents run their regions
- Local Boards – Movers and Shakers of the Community
  - ❖ Keep our regions locally focused
  - ❖ Make sure we meet the needs of the community
  - ❖ Help us make better loan decisions
  - ❖ Help us market the region



# FFIN's Unique Positioning in Texas



Bank	Key Markets
Allegiance	Houston
Cadence Bancorporation	Texas, Alabama, Florida, Mississippi, Tennessee
CommunityBank of Texas	Beaumont, Houston, Dallas
Comerica	DFW, Austin, Houston, California, Michigan, Florida, Mexico
Frost	San Antonio, Austin, Corpus Christi, DFW, Rio Grande, West Texas
Guaranty	Dallas, East Texas, Bryan
Independent	Dallas, Houston, Austin, Colorado
International Bancshares	Rio Grande, Houston, San Antonio, Oklahoma
Origin Bancorp	Dallas, Louisiana
Prosperity	Houston, DFW, Austin, West Texas, South Central Texas, Oklahoma
Southside	East Texas, Fort Worth
Spirit of Texas	Houston, DFW, College Station, Central Texas
Texas Capital	DFW, Austin, San Antonio, Houston
Triumph	Dallas
Veritex	Dallas, Houston, Austin

# Customer Service First (CS1st)



- Began CS1st initiative in 2005 with Dennis Snow (former Disney executive charged with Disney's customer experience).
- Implemented the Service Improvement Team with ten distinct teams with various strategic objectives.
- Key Successes
  - Established a robust employee recognition program
  - Developed a centralized team to address system and process obstacles
  - Designed and implemented a nationally recognized Financial Exploitation program
  - Day of Service (Completed 5<sup>th</sup> Annual on October 12, 2020)
  - Have transitioned what began as a service initiative into a culture of service excellence
- Since 2019, the Company has partnered with Horst Schulze (co-founder and former COO of the Ritz-Carlton Hotel Company) to further enhance the Company's culture by developing:
  - 5 and 10 year Vision and Mission Statements
  - 21 Service Nonnegotiables
  - Daily Line-Ups
  - Train-the-trainer sessions for all branch managers (over 300 employees spent 2 days in training)

# The Bank & Trust, Bryan/College Station Acquisition

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- **Effective January 1, 2020**
- **5 Branches in Bryan and College Station**
- **\$632.9 million in Assets as of December 31, 2019**
  - **\$549.1 million in deposits**
  - **\$447.7 million in loans**
- **The Bank & Trust acquisition is consistent with our acquisition model of high growth areas, strong Board and Management, and excellent earnings opportunity**
- **Provides diversification and fits well into our footprint**
- **Management and Board share same values of outstanding customer service**

## LOCATIONS AND PHONE NUMBERS

Abilene Region  
325-627-7200

- ▲ ABILENE
- CLYDE
- MORAN
- ALBANY
- ▲ ODESSA

Bryan/College Station  
979-260-1457

- ▲ BRYAN
- COLLEGE STATION

Cleburne Region  
817-556-5000

- CLEBURNE
- BURLESON
- ALVARADO
- MIDLOTHIAN
- WAXAHACHIE

Conroe Region  
963-760-1888

- CONROE
- MONTGOMERY
- CUT AND SHOOT
- WILLIS
- TOMBALL
- MAGNOLIA
- SPRING

Eastland  
254-629-6100

- EASTLAND
- RANGER
- RISING STAR
- CISCO

Fort Worth Region  
817-410-4979

- ▲ FORT WORTH

Hereford Region  
806-363-8200

- HEREFORD

Huntsville  
936-295-2224

- HUNTSVILLE
- NEW WAVERLY

Kingwood Region  
281-318-4600

- KINGWOOD
- EL CAMPO
- FULSHEAR
- PALACIOS

Mineral Wells Region  
940-327-5400

- MINERAL WELLS

San Angelo Region  
325-659-5900

- ▲ SAN ANGELO

Southeast Region  
800-300-8904

- ORANGE
- PORT ARTHUR
- VIDOR
- MAURICEVILLE
- NEWTON
- BEAUMONT

Southlake Region  
817-410-2915  
940-683-8700

- SOUTHLAKE
- TROPHY CLUB
- KELLER
- BRIDGEPORT
- BOYD
- DECATUR
- GRAPEVINE

Stephenville Region  
254-965-5036  
817-573-6900

- ▲ STEPHENVILLE
- GRANBURY
- GLEN ROSE
- ACTON

Sweetwater  
254-629-6100

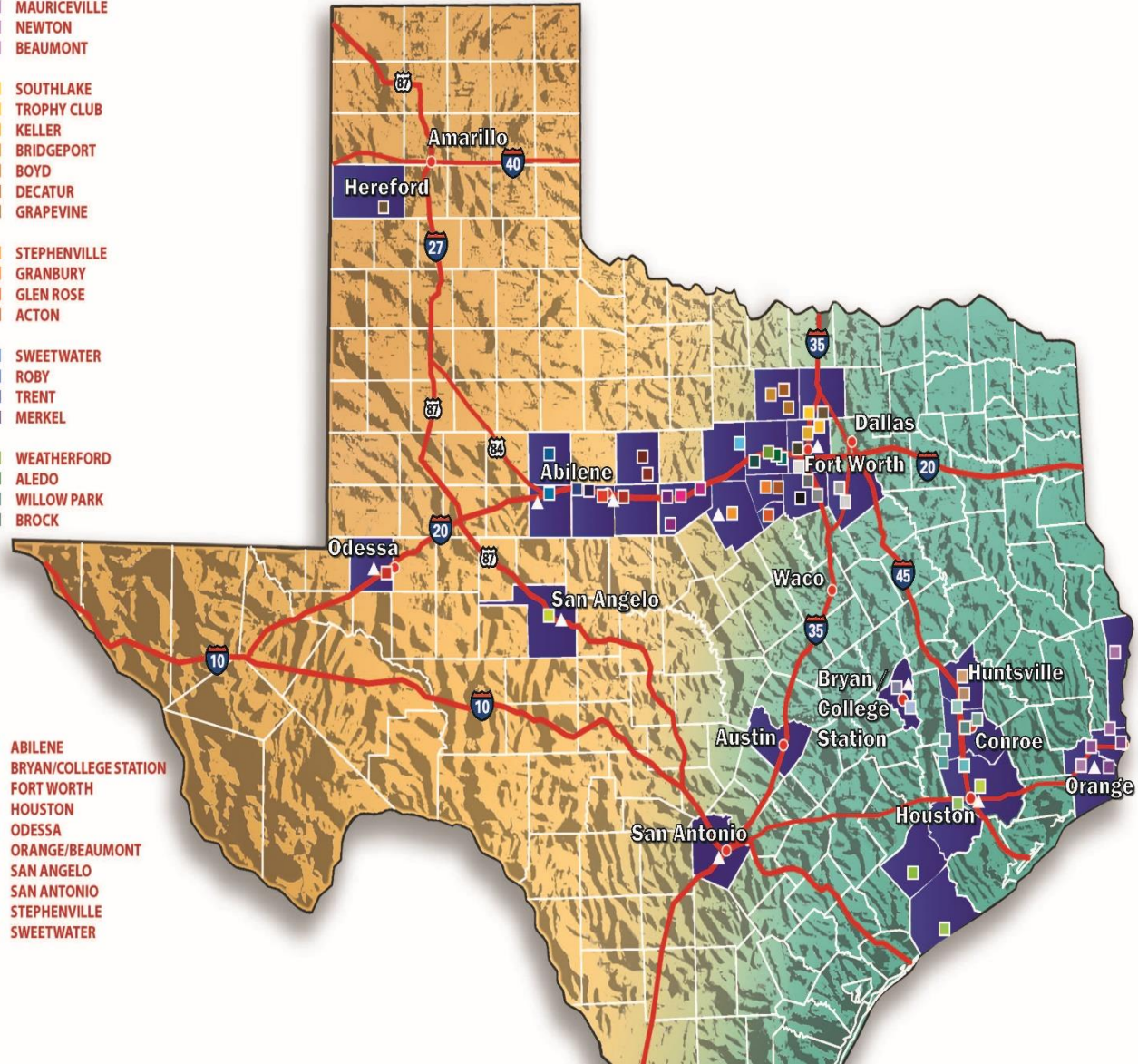
- ▲ SWEETWATER
- ROBY
- TRENT
- MERKEL

Weatherford Region  
817-596-0307

- WEATHERFORD
- ALEDO
- WILLOW PARK
- BROCK

First Financial Trust  
& Asset Management  
325-627-7100

- ▲ ABILENE
- ▲ BRYAN/COLLEGE STATION
- ▲ FORT WORTH
- ▲ HOUSTON
- ▲ ODESSA
- ▲ ORANGE/BEAUMONT
- ▲ SAN ANGELO
- ▲ SAN ANTONIO
- ▲ STEPHENVILLE
- ▲ SWEETWATER





# Texas: Large and Growing



Five most populous states:*		Growth (2008 – 2018)
California	39.5 million	8.5%
Texas	29.4 million	20.7%
Florida	21.4 million	18.8%
New York	19.4 million	0.5%
Illinois	12.6 million	-1.6%

\* U.S. Census Bureau

# Target Markets – Population Growth



Population growth (2008-2018) in FFIN expansion markets:\*

<b>Texas</b>	<b>20.7%</b>
<b>Bridgeport &amp; Wise County</b>	<b>21.4%</b>
<b>Fort Worth &amp; Tarrant County</b>	<b>18.2%</b>
<b>Cleburne &amp; Johnson County</b>	<b>15.2%</b>
<b>Weatherford, Willow Park, Aledo &amp; Parker County</b>	<b>34.1%</b>
<b>Granbury &amp; Hood County</b>	<b>16.8%</b>
<b>Stephenville &amp; Erath County</b>	<b>15.6%</b>
<b>Conroe &amp; Montgomery County</b>	<b>43.3%</b>
<b>Bryan / College Station &amp; Brazos County</b>	<b>27.4%</b>

# Core Markets: West Central Texas



- Markets served benefiting from well-established, long- time customers

REGION	ASSET SIZE*	LOCATIONS	DEPOSIT MARKET SHARE**	MARKET SHARE RANK**
<b>First Financial Bank</b> <i>(Abilene, Clyde, Moran, Albany, Odessa, Eastland, Ranger, Rising Star, Cisco, Sweetwater, Roby, Trent, Merkel)</i>	<b>\$2,990M</b>	<b>23</b>	<b>49%</b>	<b>1</b>
<b>First Financial Bank</b> <i>(Hereford)</i>	<b>\$249M</b>	<b>1</b>	<b>50%</b>	<b>1</b>
<b>First Financial Bank</b> <i>(San Angelo)</i>	<b>\$987M</b>	<b>2</b>	<b>30%</b>	<b>1</b>
<b>TOTALS</b>	<b>\$4,226M</b>	<b>26</b>		

# Expansion Markets – Dallas / Fort Worth Area



REGION	ASSET SIZE*	LOCATIONS	DEPOSIT MARKET SHARE**	MARKET SHARE RANK**
First Financial Bank	\$516M	4	16%	2
(Cleburne, Burleson, Alvarado)		2	6%	4
(Midlothian, Waxahachie)				
First Financial Bank	\$685M	4	5%	6
(Southlake, Trophy Club, Keller, Grapevine)		3	21%	2
(Bridgeport, Decatur, Boyd)				
First Financial Bank	\$1,009M	7	27%	1
(Stephenville, Mineral Wells, Granbury, Glen Rose, Acton)				
First Financial Bank	\$691M	6	20%	1
(Weatherford, Aledo, Willow Park, Brock)				
First Financial Bank	\$215M	1	0.29%	32
(Fort Worth)				
TOTALS	\$3,116M	27		



# Expansion Markets – Houston Area



REGION	ASSET SIZE*	LOCATIONS	DEPOSIT MARKET SHARE**	MARKET SHARE RANK**
<b>First Financial Bank</b>	<b>\$797M</b>	<b>3</b>	<b>41%</b>	<b>1</b>
<i>(Orange, Mauriceville, Vidor)</i>		<b>3</b>	<b>5%</b>	<b>8</b>
<i>(Newton, Port Arthur, Beaumont)</i>				
<b>First Financial Bank</b>	<b>\$794M</b>	<b>10</b>	<b>10%</b>	<b>4</b>
<i>(Conroe, Magnolia, Cut and Shoot, Montgomery, Huntsville, Willis, Tomball, New Waverly, Spring)</i>				
<i>(Market Share for Huntsville, Conroe, Magnolia, Cut and Shoot, Montgomery and Willis Only)</i>				
<b>First Financial Bank</b>	<b>\$528M</b>	<b>4</b>		
<i>Kingwood – Montgomery County</i>			<b>4%</b>	<b>7</b>
<i>El Campo – Wharton County</i>			<b>8%</b>	<b>4</b>
<i>Fulshear – Fort Bend County</i>			<b>0.20%</b>	<b>30</b>
<i>Palacios – Matagorda County</i>			<b>11%</b>	<b>3</b>
<b>First Financial Bank</b>	<b>\$896M</b>	<b>5</b>	<b>11%</b>	<b>4</b>
<i>(Bryan / Collage Station)</i>				

TOTALS

**\$3,015M**

**25**

# Recent De Novo Growth

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- Bryan / College Station: Office of Trust Company – September 2020
- San Antonio: Office of Trust Company – December 2019
- Grand Parkway (Spring): Branch of Conroe – Opened January 2019
- Houston: Office of Trust Company – December 2018
- New Waverly: Branch of Huntsville – August 2014 (New Building – Opened December 2018)
- Beaumont: Branch of Orange – August 2014
- Weatherford: I-20 Branch – June 2013
- Waxahachie: Branch of Cleburne – December 2012
- Abilene: Antilley Road Branch – September 2012
- Grapevine: Branch of Southlake – March 2012
- Cisco: Branch of Eastland – September 2011 (New Building – Opened August 2016)
- Lamesa: Office of Trust Company – April 2011
- Odessa: Branch of Abilene – February 2010 (New Building – Opened September 2016)
- Fort Worth: – February 2010
- Odessa: Office of Trust Company – April 2009
- Merkel: Branch of Sweetwater – July 2008
- Brock: Branch of Weatherford – March 2008
- Acton: Branch of Stephenville – March 2008
- Albany: Branch of Abilene – May 2007
- Fort Worth: Office of Trust Company – April 2007 (New Building – Opened May 2016)

# Executive Management Team at First Financial



	Years with Company	Years in Industry
<b>Scott Dueser</b> <i>Chairman of the Board, President &amp; Chief Executive Officer</i>	44	49
<b>Ron Butler</b> <i>Executive Vice President Chief Administrative Officer</i>	27	39
<b>James Gordon, CPA</b> <i>Executive Vice President Chief Financial Officer</i>	-	33
<b>Gary S. Gragg</b> <i>Executive Vice President Chief Lending Officer</i>	30	42
<b>Luke Longhofer</b> <i>Executive Vice President Chief Credit Officer</i>	10	18
<b>Randy Roewe</b> <i>Executive Vice President Chief Risk Officer</i>	5	31
<b>John Ruzicka</b> <i>Executive Vice President Chief Information Officer</i>	2	41
<b>Kirk Thaxton, CTFA</b> <i>Chairman of the Board, President &amp; Chief Executive Officer First Financial Trust &amp; Asset Management</i>	34	37

# Executive and Senior Management at First Financial



Years with Company

Years in Industry

<b>Tim Collard</b> <i>Executive Vice President Lending</i>	<b>29</b>	<b>40</b>
<b>Brandon Harris</b> <i>Senior Vice President Appraisal Services</i>	<b>5</b>	<b>18</b>
<b>Larry Kentz</b> <i>Senior Vice President Chief Compliance Officer</i>	<b>5</b>	<b>38</b>
<b>J. Kyle McVey, CPA</b> <i>Senior Vice President Chief Accounting Officer</i>	<b>9</b>	<b>11</b>
<b>Marna Yerigan</b> <i>Executive Vice President Lending</i>	<b>10</b>	<b>36</b>



# Line of Business Executives



	Years with Company	Years in Industry
<b>Will Christoferson</b> <i>Executive Vice President Marketing</i>	2	11
<b>Troy Fore</b> <i>President First Financial Mortgage</i>	5	33
<b>Frank Gioia</b> <i>Senior Vice President Customer Care Center</i>	5	33
<b>Monica Houston</b> <i>Executive Vice President Retail Banking &amp; Training</i>	24	24
<b>Gary Milliorn</b> <i>Vice President Property Management</i>	5	31
<b>Andrea Smiddy-Schlagel</b> <i>Executive Vice President Treasury Management</i>	2	32
<b>Michael Wolverton</b> <i>Executive Vice President Consumer Lending</i>	10	36

# Experienced Regional CEOs & Presidents



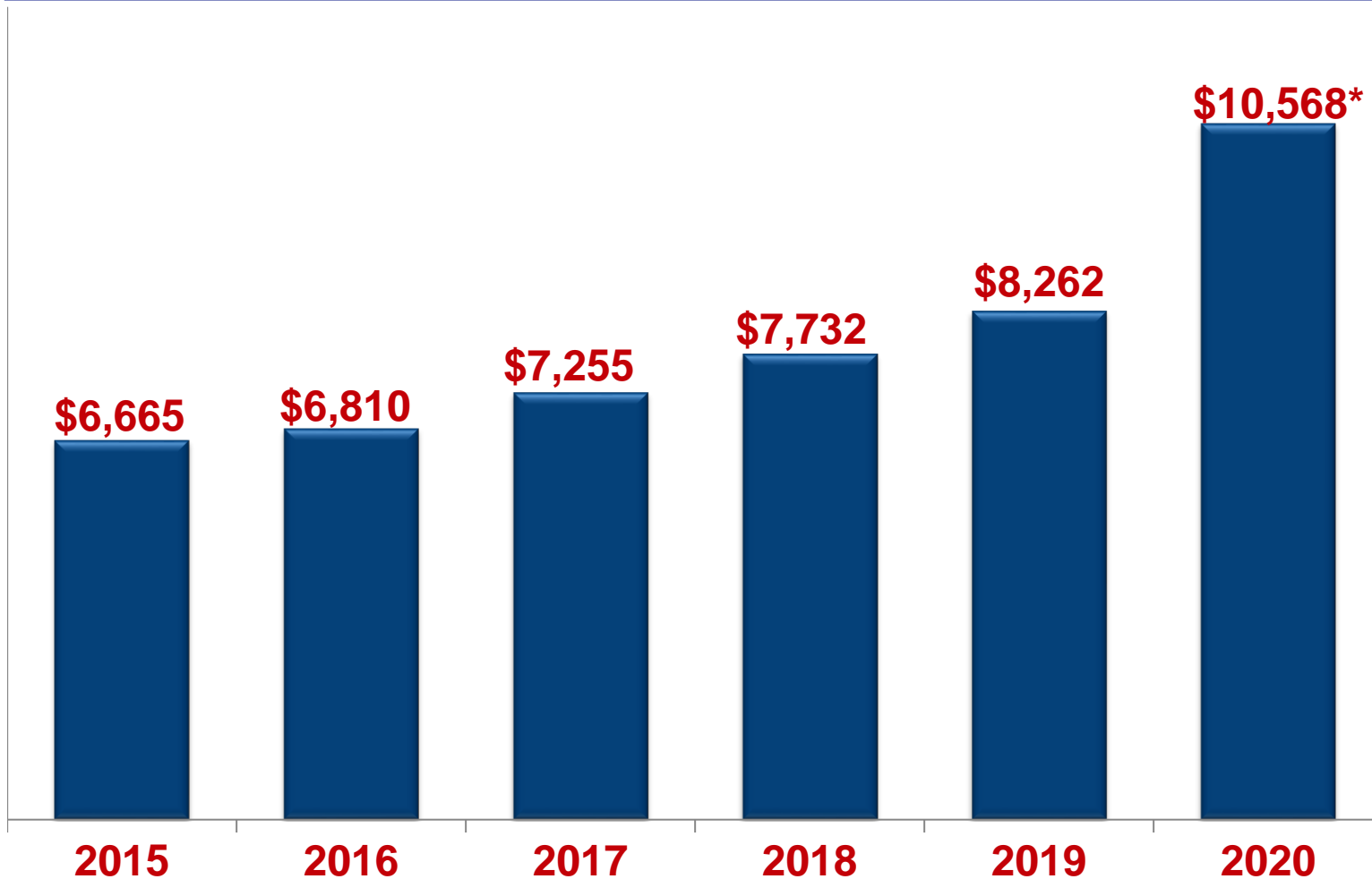
	Years with Company	Years in Industry
<b>Marelyn Shedd</b> , <i>Abilene</i>	29	37
<b>David Bailey</b> , <i>Eastland</i>	17	17
<b>Candace Canady</b> , <i>Eastland</i>	19	19
<b>Joseph Crouch</b> , <i>Sweetwater</i>	3	23
<b>Robert de la Cruz</b> , <i>Hereford</i>	17	17
<b>Chris Evatt</b> , <i>San Angelo</i>	19	19
<b>Austin Elsner</b> , <i>Cleburne</i>	3	20
<b>Trent Swearengin</b> , <i>Stephenville</i>	21	23
<b>Justin Hooper</b> , <i>Weatherford</i>	16	27
<b>Mark Jones</b> , <i>Southlake</i>	20	43
<b>Stephen Lee</b> , <i>Southeast Texas</i>	7	31
<b>Sam Baker</b> , <i>Conroe</i>	5	43
<b>Kirby Cason</b> , <i>Huntsville</i>	2	13
<b>Marcus Morris</b> , <i>Fort Worth</i>	11	12
<b>Johnny Brooks</b> , <i>Kingwood</i>	3	38
<b>Shelley Dacus</b> , <i>Kingwood</i>	3	18
<b>Ivan Olson</b> , <i>Bryan/College Station</i>	-	43

# Asset Performance



## Growth in Total Assets

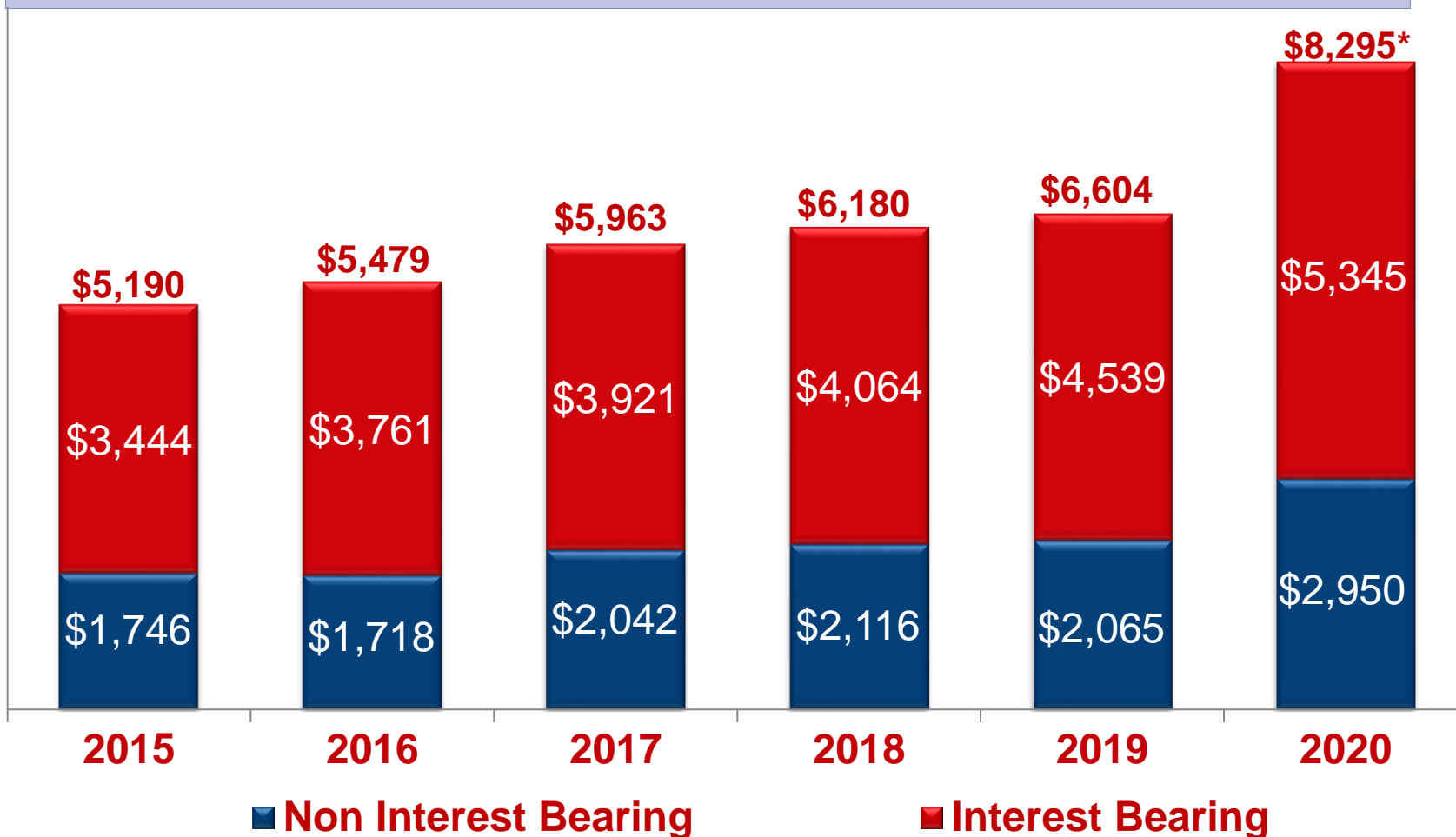
(in millions)



# Deposit Growth

## Growth in FFIN Total Deposits

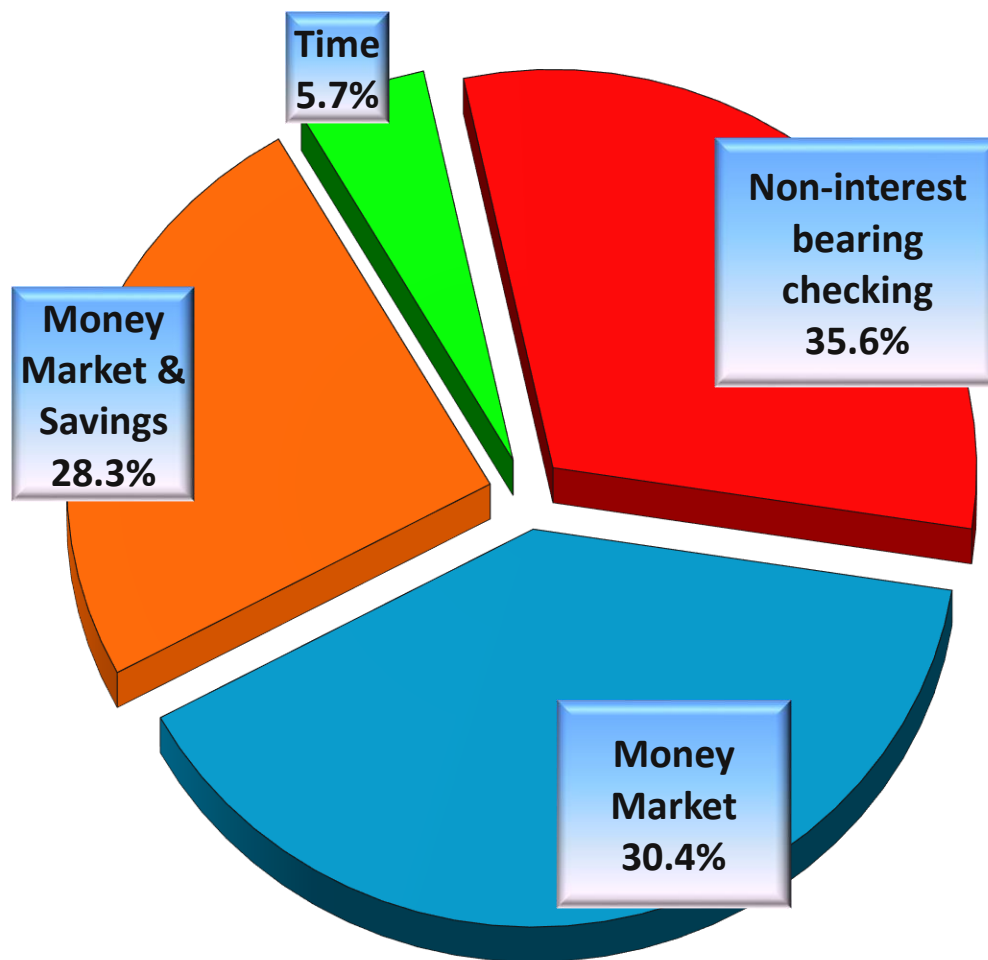
(in millions)



\*As of Sept. 30, 2020



# Deposit Products



\* As of Sept. 30, 2020

# Account Growth



	December 31, 2016		December 31, 2017		December 31, 2018		December 31, 2020		Sept. 30, 2020
Total Number of Accounts	254,714		260,430		270,976		277,687		301,700

- Net Growth in 2016 – 3,015 Accounts
- Net Growth in 2017 – 5,716 Accounts
- Net Growth in 2018 – 3,932 Accounts\*
- Net Growth in 2019 – 6,711 Accounts
- Net Growth in 2020 – 10,360 Accounts\*\*

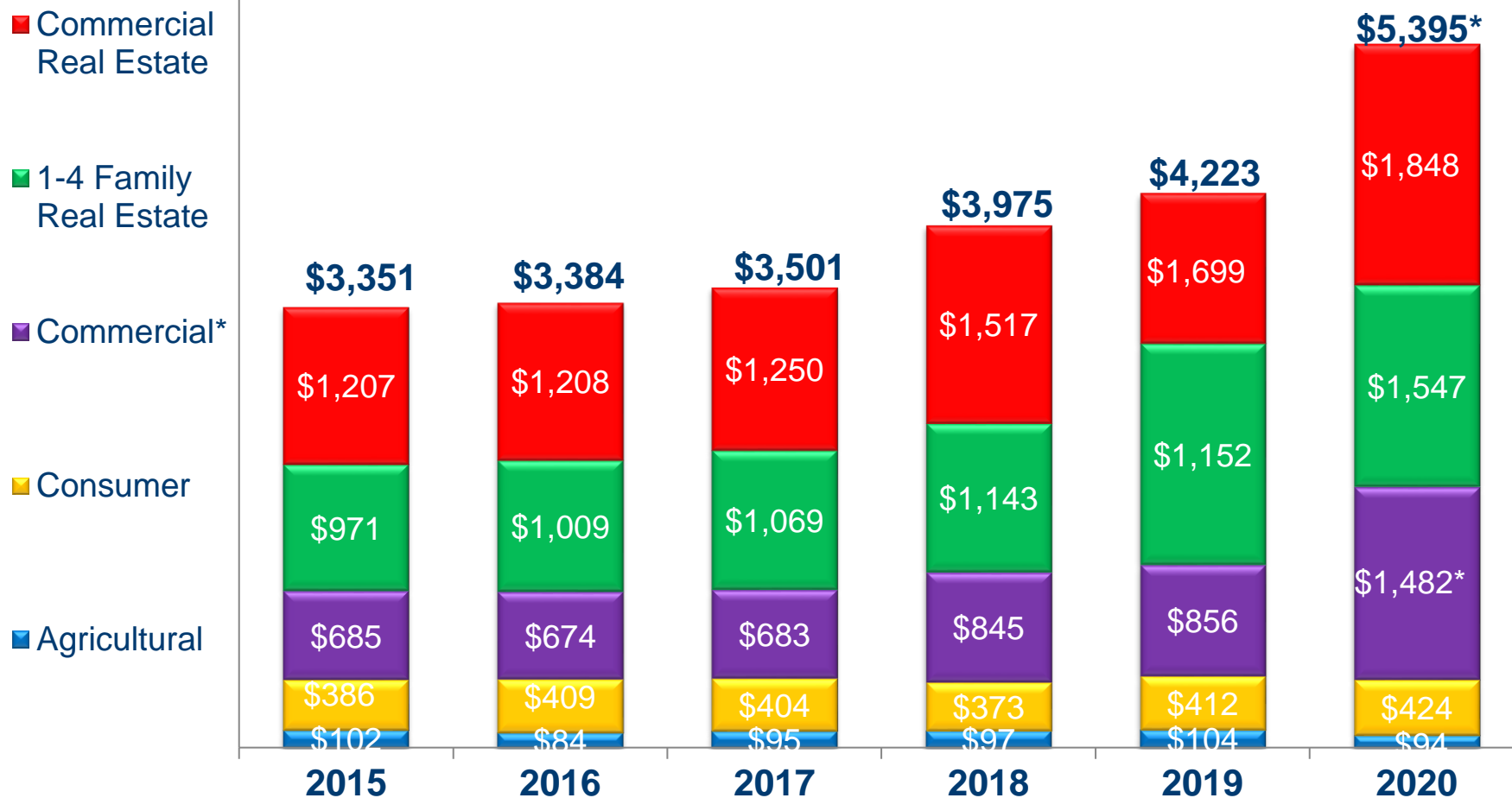
\*(Excluding Kingwood Acquisition)

\*\* (Excluding Bryan/College Station Acquisition)

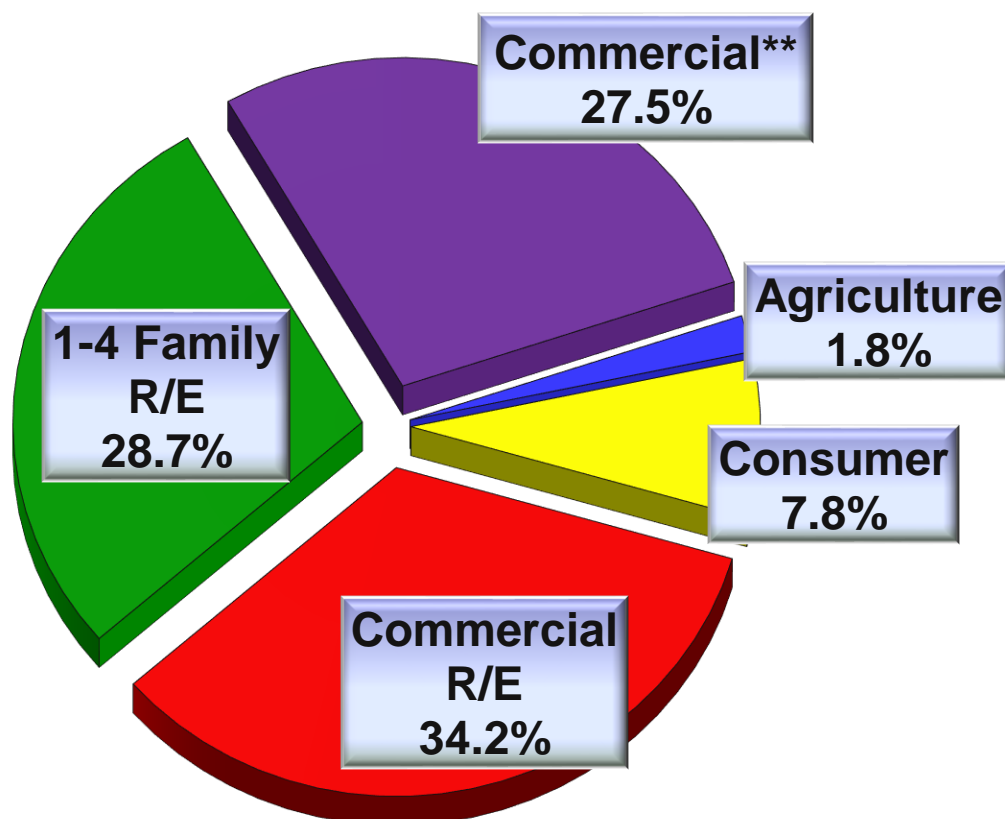
# Loan Performance

## Growth in FFIN Total Loans

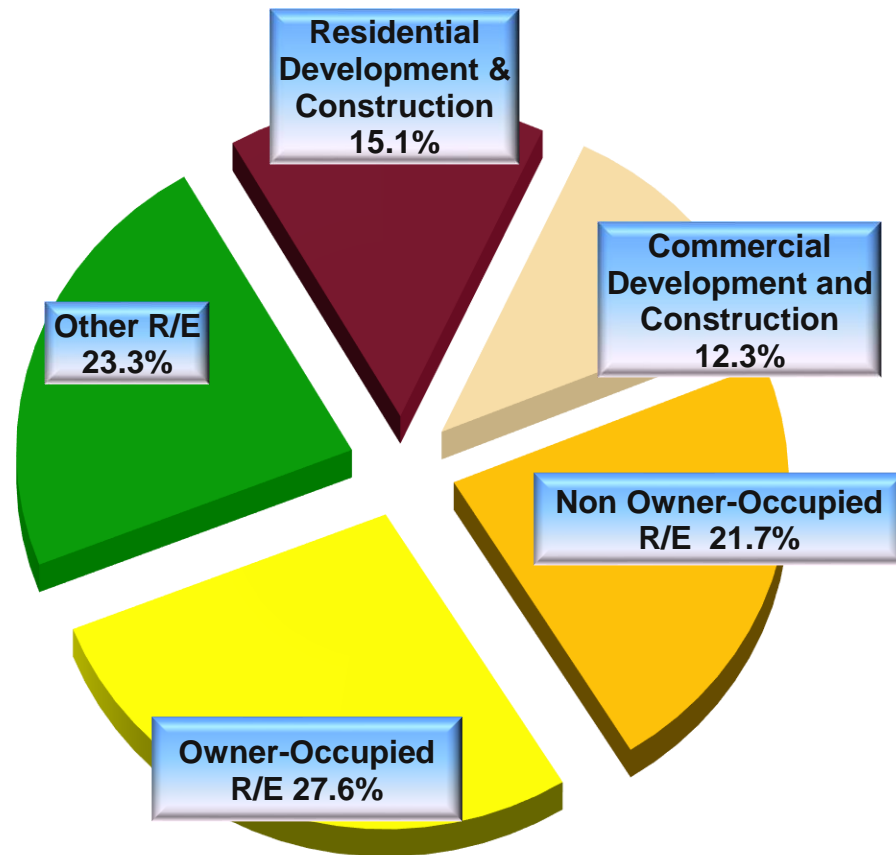
(in millions)



# Overview of Loan Portfolio



# Breakdown of Commercial R/E Loan



# Oil & Gas Portfolio Analysis



## Oil & Gas Supplemental Information

(dollars in thousands)

	December 31, 2019		Sept. 30, 2020*	
Oil & Gas Loans	\$119,789		\$118,567	
% of Total Loans HFI	2.86%		2.58%	
Classified Oil & Gas Loans	\$7,041		\$26,823	
Non Accrual Oil & Gas Loans	\$481		\$6,800	
Quarter Ended Net Charge-offs	-		-	
ALLL of % of Oil & Gas	2.54%		8.01%	



# Retail / Restaurant / Hotel / Travel Exposure as of Sept. 30, 2020



<u>Retail</u> \$229.4 million 4.3%	<u>Restaurant</u> \$39.5 million 0.7%	<u>Hotel</u> \$63.3 million 1.1%	<u>Travel</u> \$801 thousand <0.01%	<u>Other</u> \$26.0 million 0.5%
<u>Classified</u> \$28.2 million	<u>Nonperforming</u> \$5.7 million	<u>2020 Charge-offs</u> \$334 thousand		

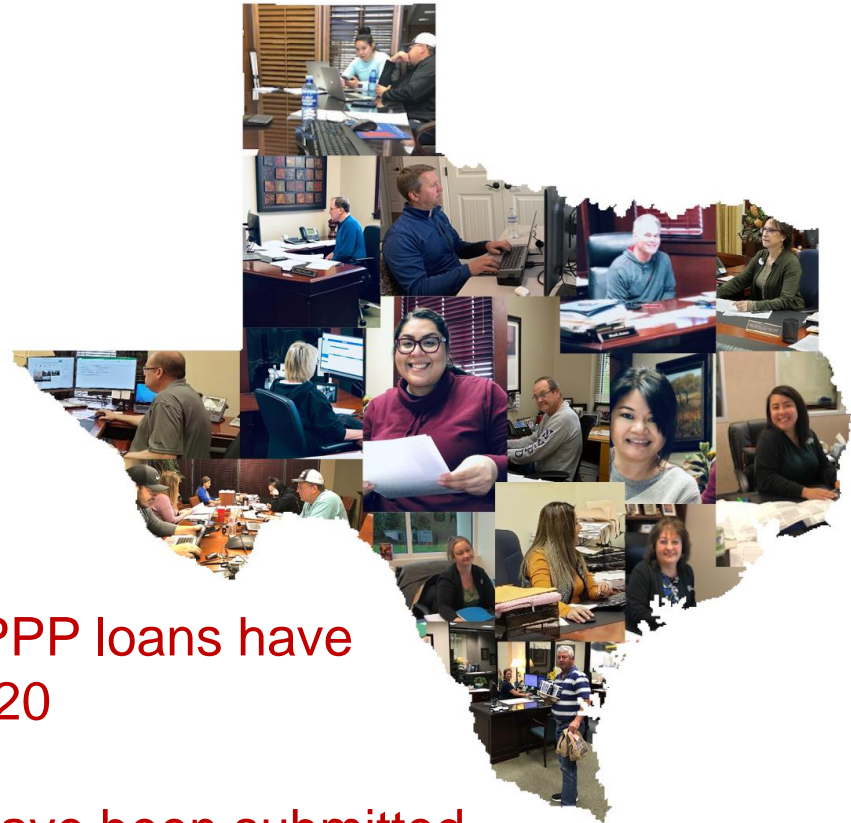
Note: Excludes PPP loans

# SBA – Paycheck Protection Program Loans Funded



6,500  
Loans Funded

\$704MM  
Total Dollars



Note: Approximately \$11.6 million PPP loans have been forgiven as of October 29, 2020

33% New Customer Relationships

Approximately 1,300 applications have been submitted for forgiveness with the SBA

# Loan to Deposit Ratio



	2015	2016	2017	2018	2019	2020*
End of Period	64.6	61.8	58.7	64.3	64.0	65.1
Average Balances	63.0	64.9	61.0	62.0	64.2	65.0

# Sound Lending Practices



Nonperforming assets as a percentage of loans + foreclosed assets					<i>(FFIN vs. Peers)</i>	
	2015	2016	2017	2018	2019	2020
First Financial	0.90%	0.86%	0.57%	0.75%	0.61%	0.81%*
Peer Group	1.32%	1.05%	0.86%	0.82%	0.78%	0.92%**

# Loan Repricing

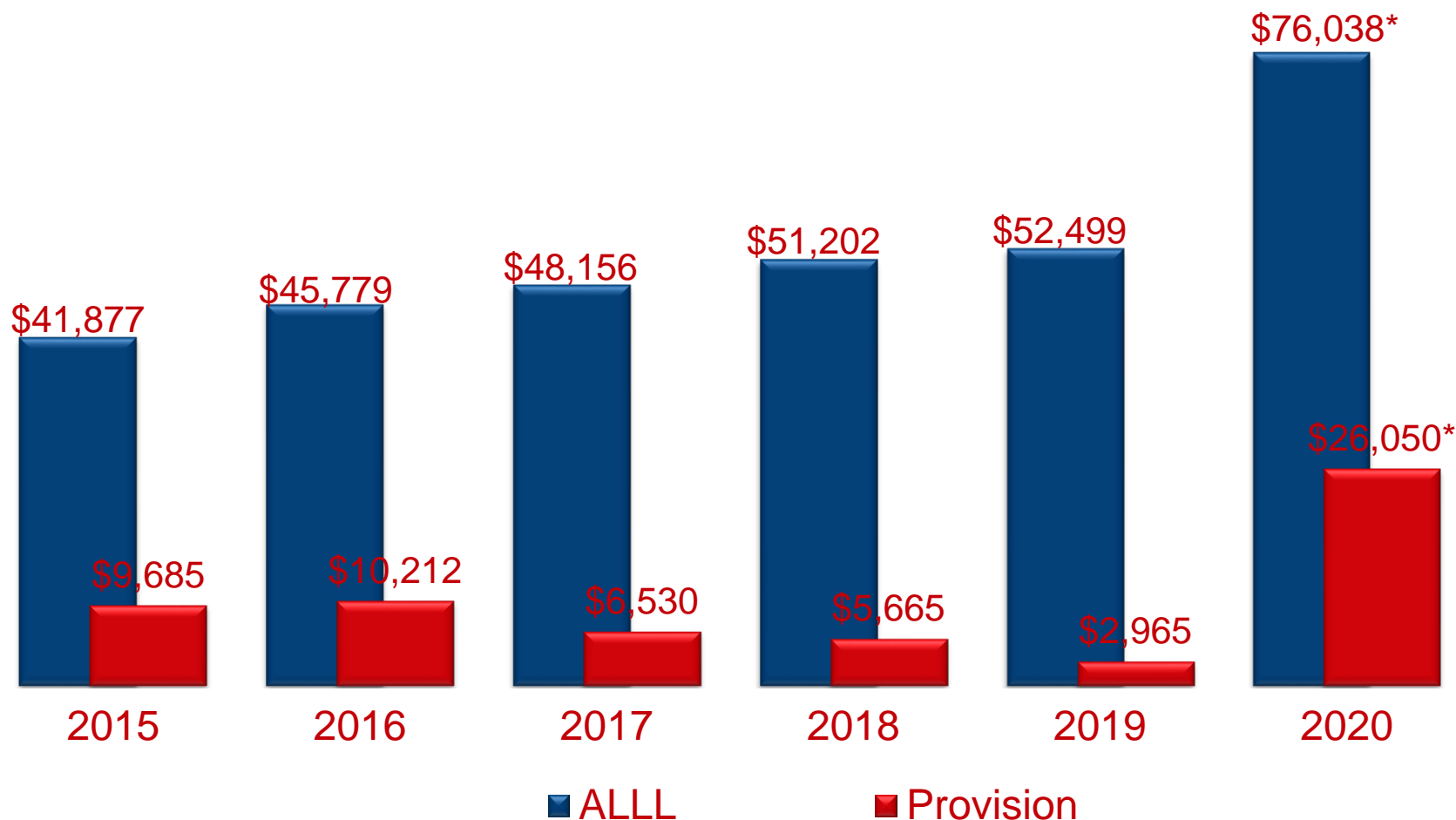


## Loan Portfolio Interest Rate Risk Analysis

<b>Less than 1 year</b>	<b>1 to 2 years</b>	<b>3 to 5 years</b>	<b>6 to 10 years</b>	<b>Over 10 years</b>
<b>47.29%</b>	<b>11.80%</b>	<b>23.20%</b>	<b>10.29%</b>	<b>7.42%</b>

# Allowance for Loan Losses and Provision for Loan Losses

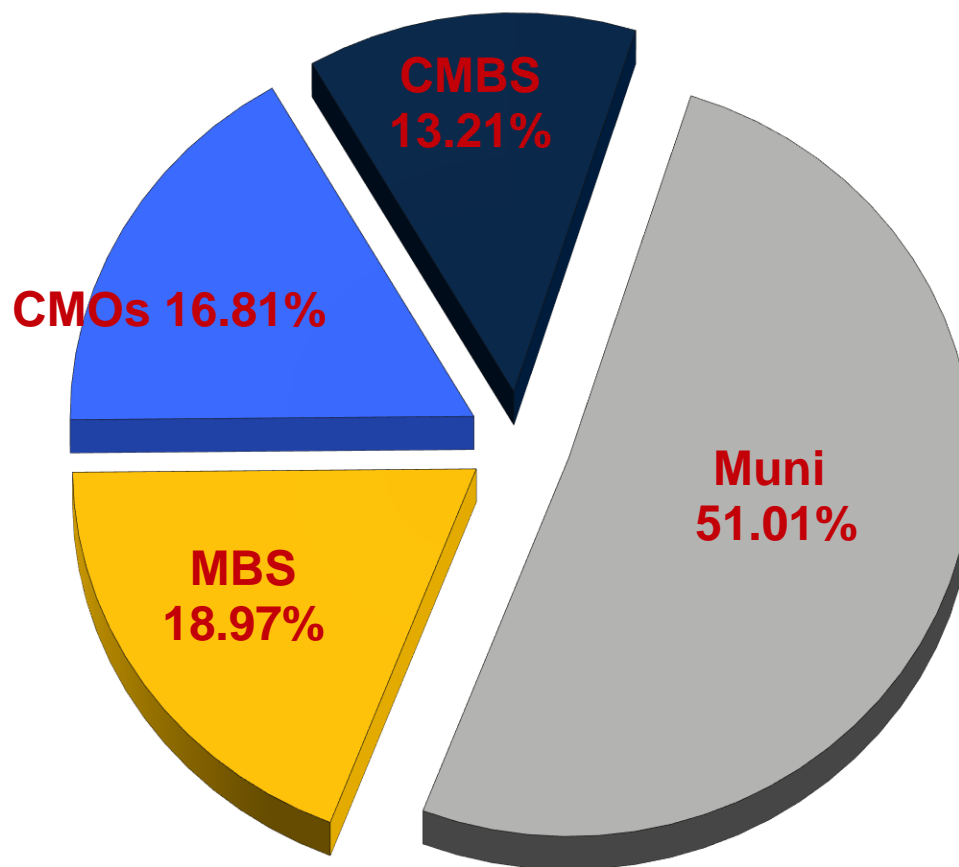
(in thousands)



\*As of and for 9-months ended Sept. 30, 2020 and excludes \$2.3 million in reserve for unfunded commitments

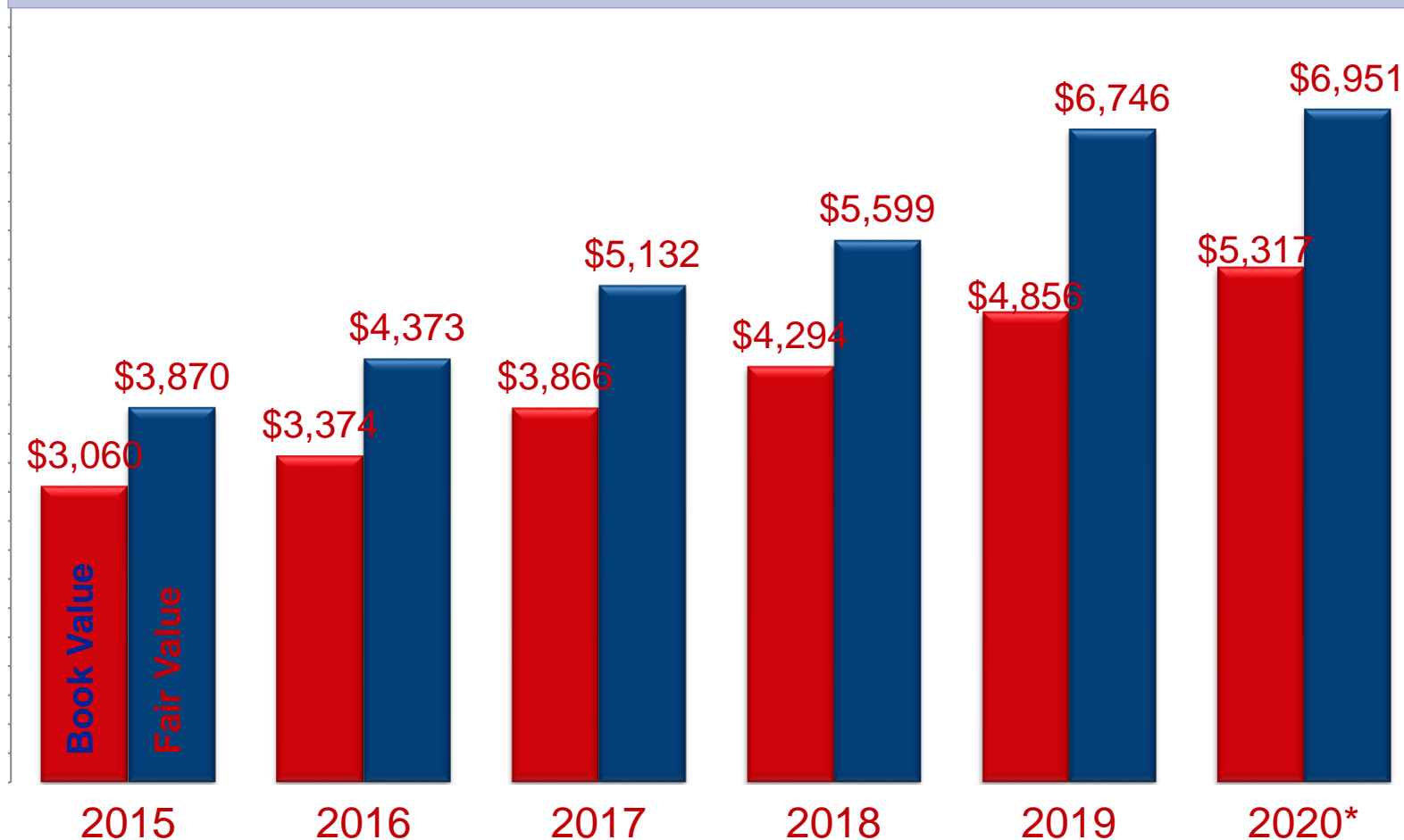


# Summary of Bond Portfolio



# Growth in Trust Assets

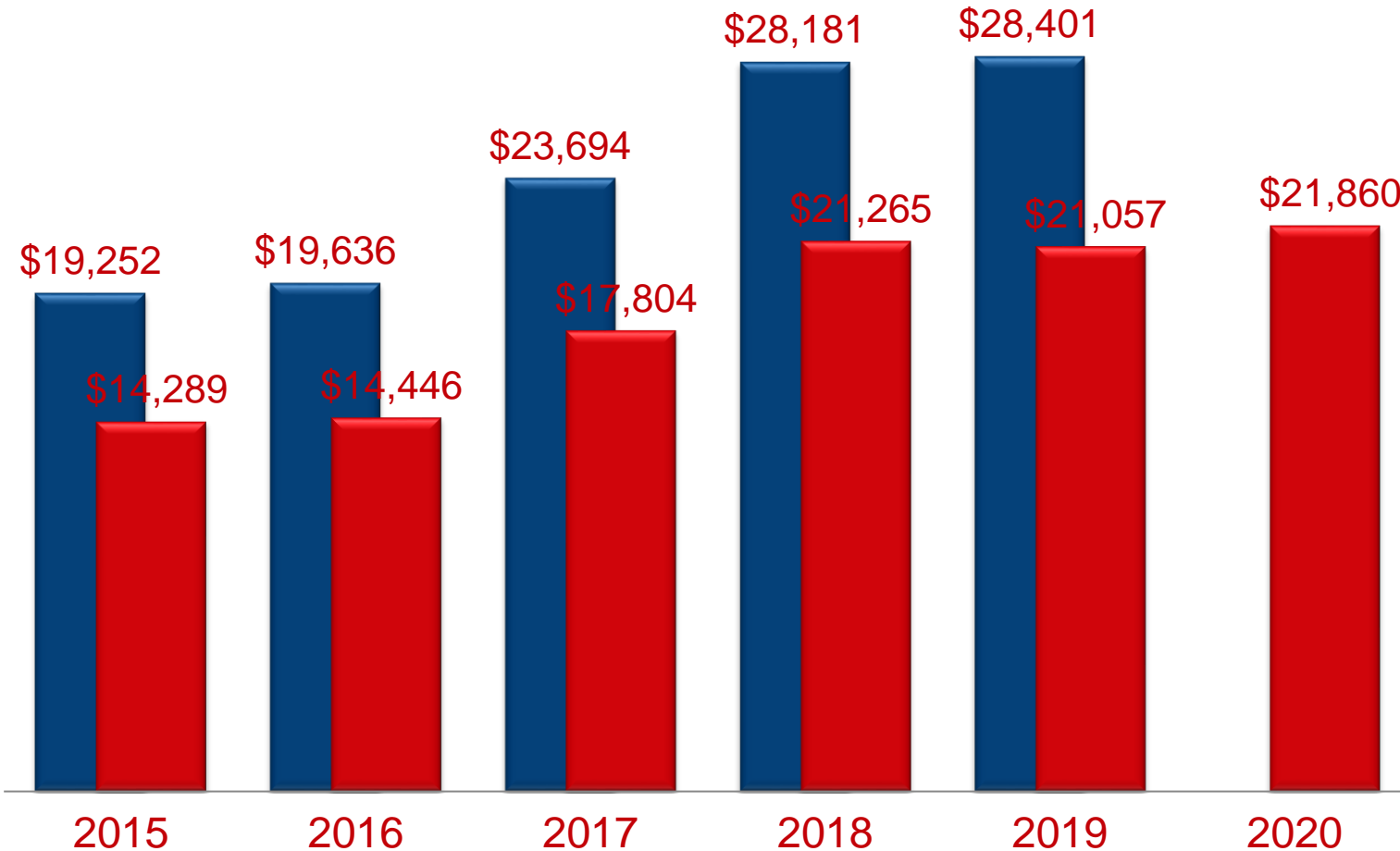
Total Trust Assets – Book Value / Fair Value (in millions)



# Total Trust Fees

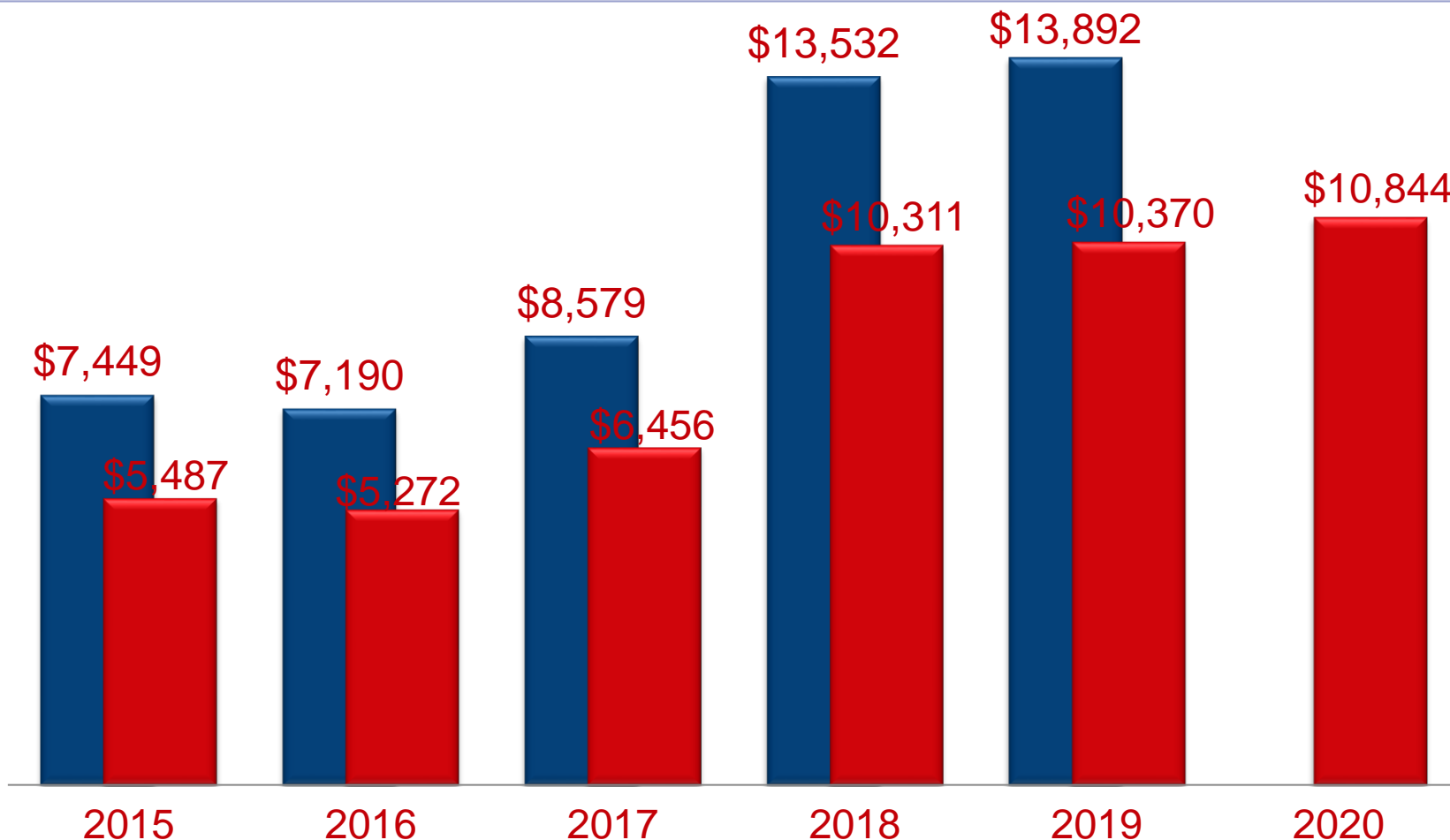


**Growth in FFTAM Fees** *(Full year and 1st 9 months)* *(in thousands)*



# Total Trust Net Income

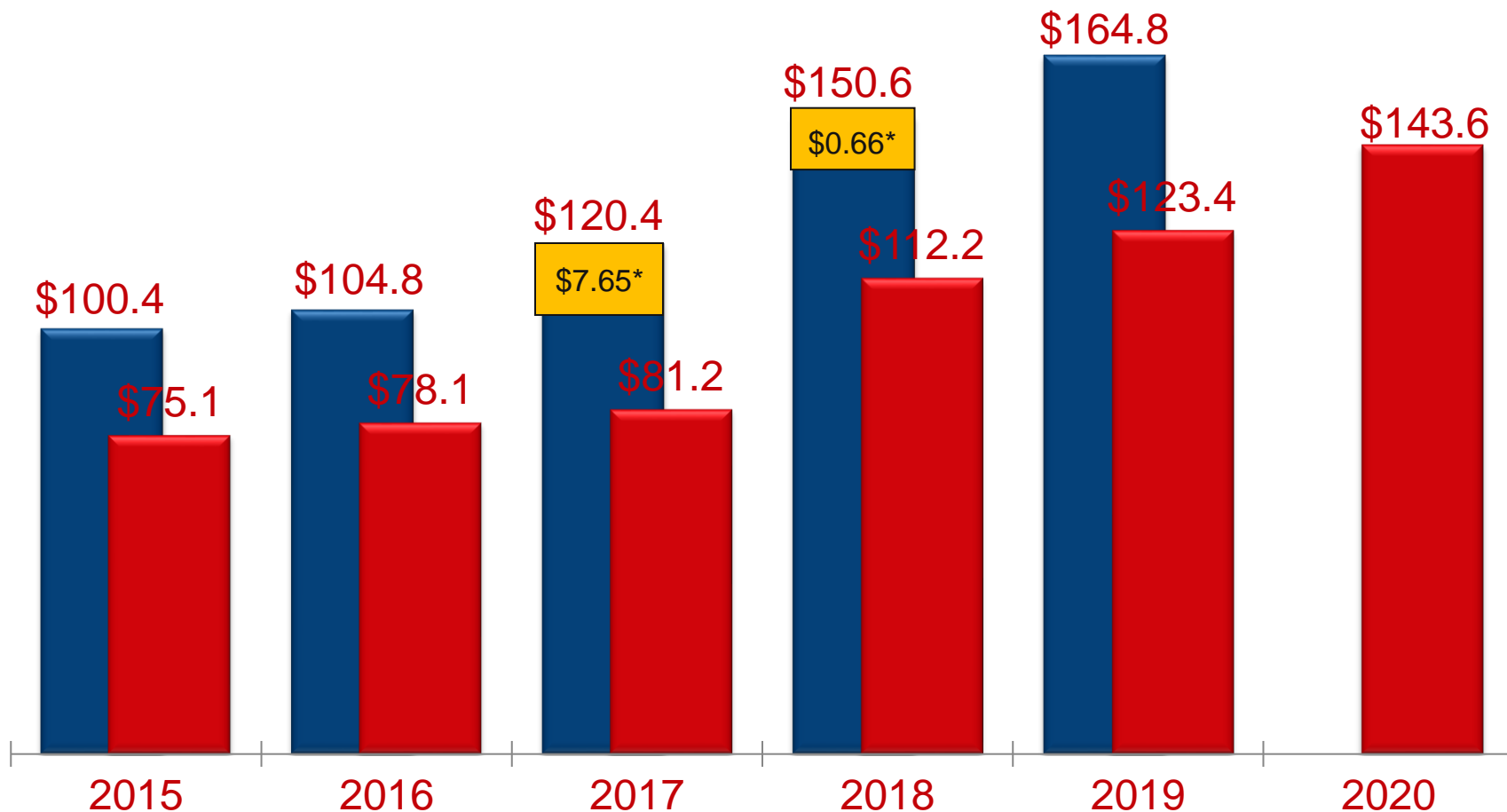
**Growth in FFTAM Net Income** *(Full year and 1st 9 months)* *(in thousands)*



# 33rd Consecutive Year of Increased Earnings

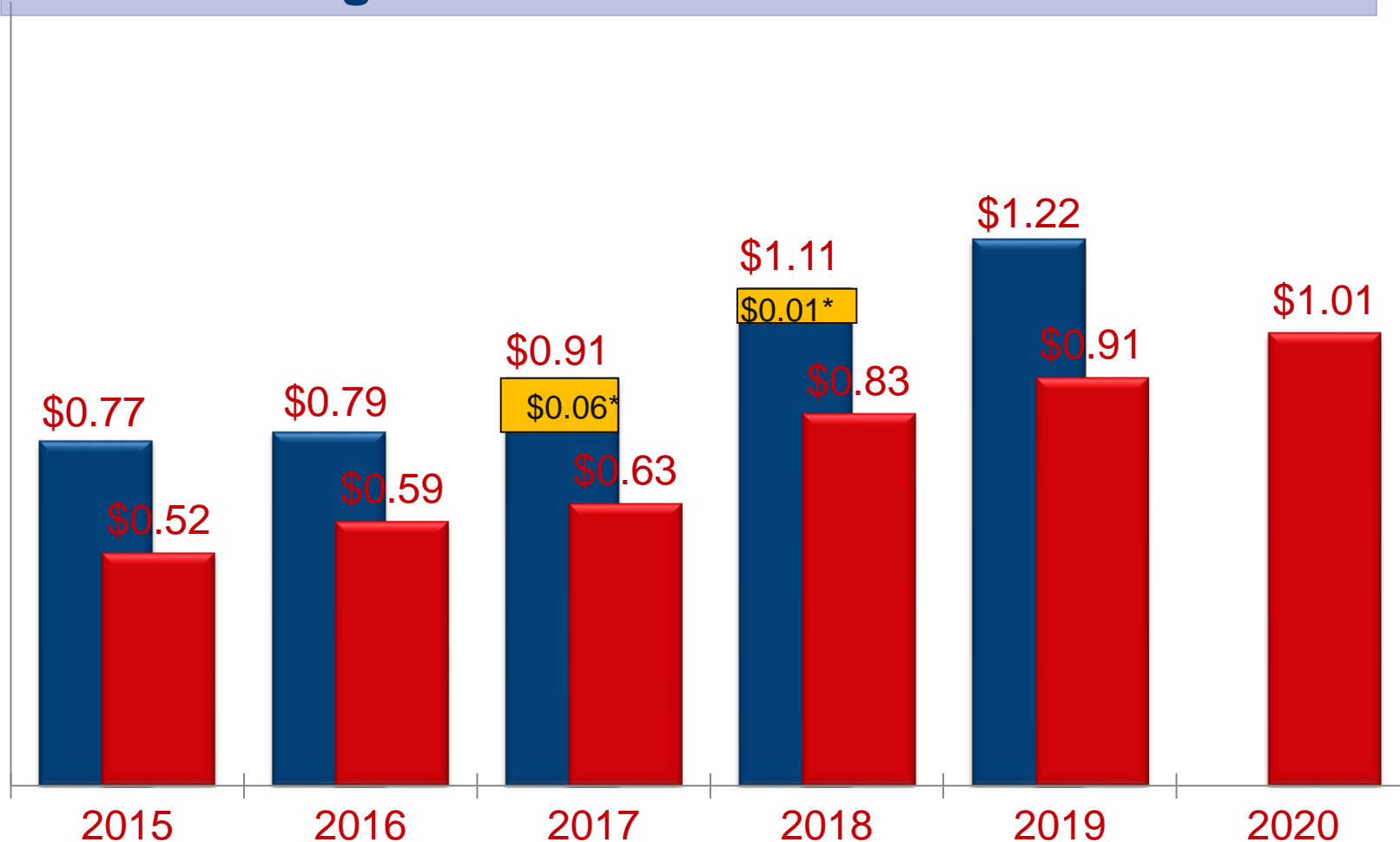
**FFIN Earnings** *(Full year and 1st 9 months)*

*(in millions)*



# Strong Shareholder Earnings

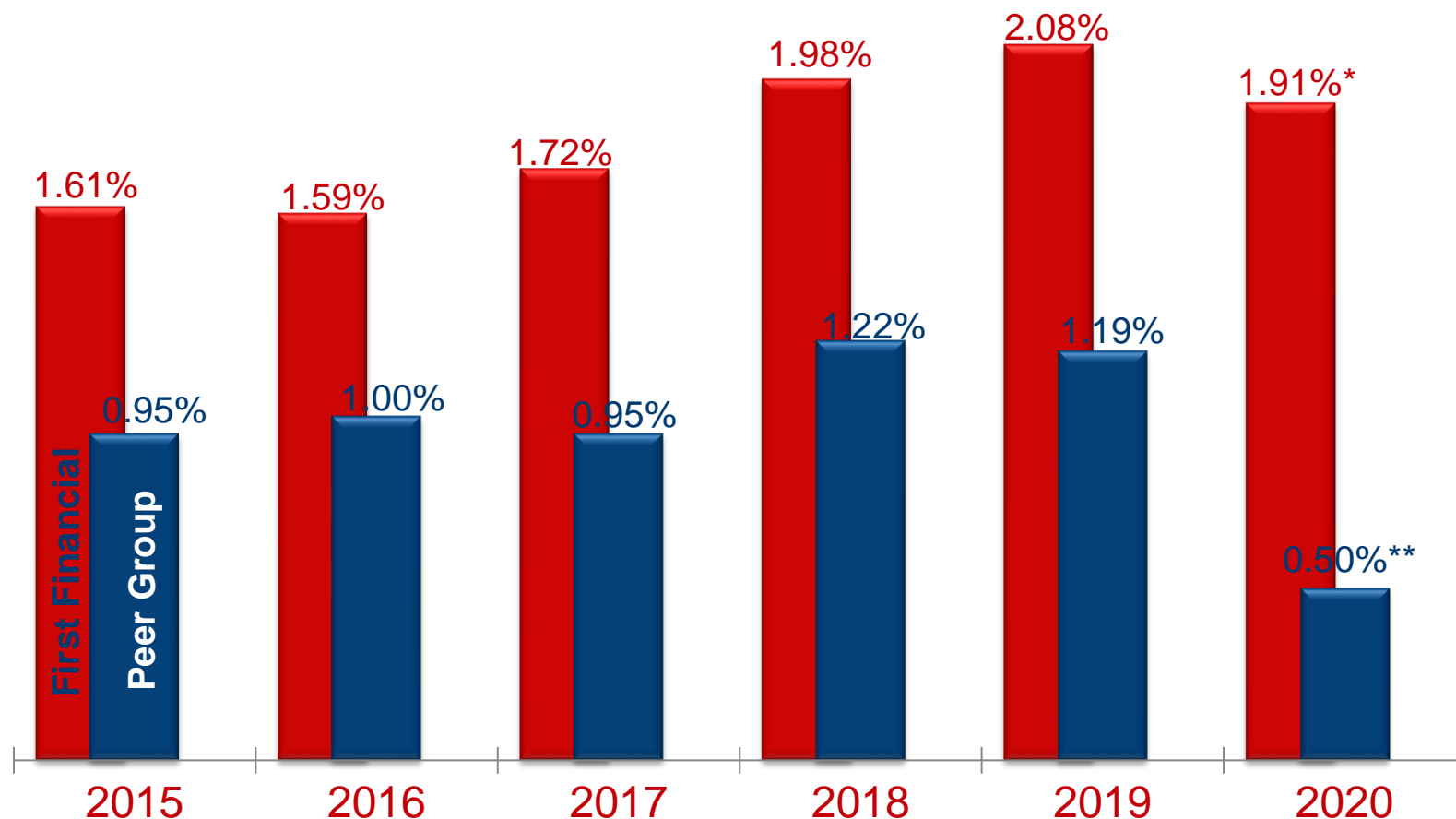
## Basic Earnings Per Share *(Full year and 1st 9 months)*





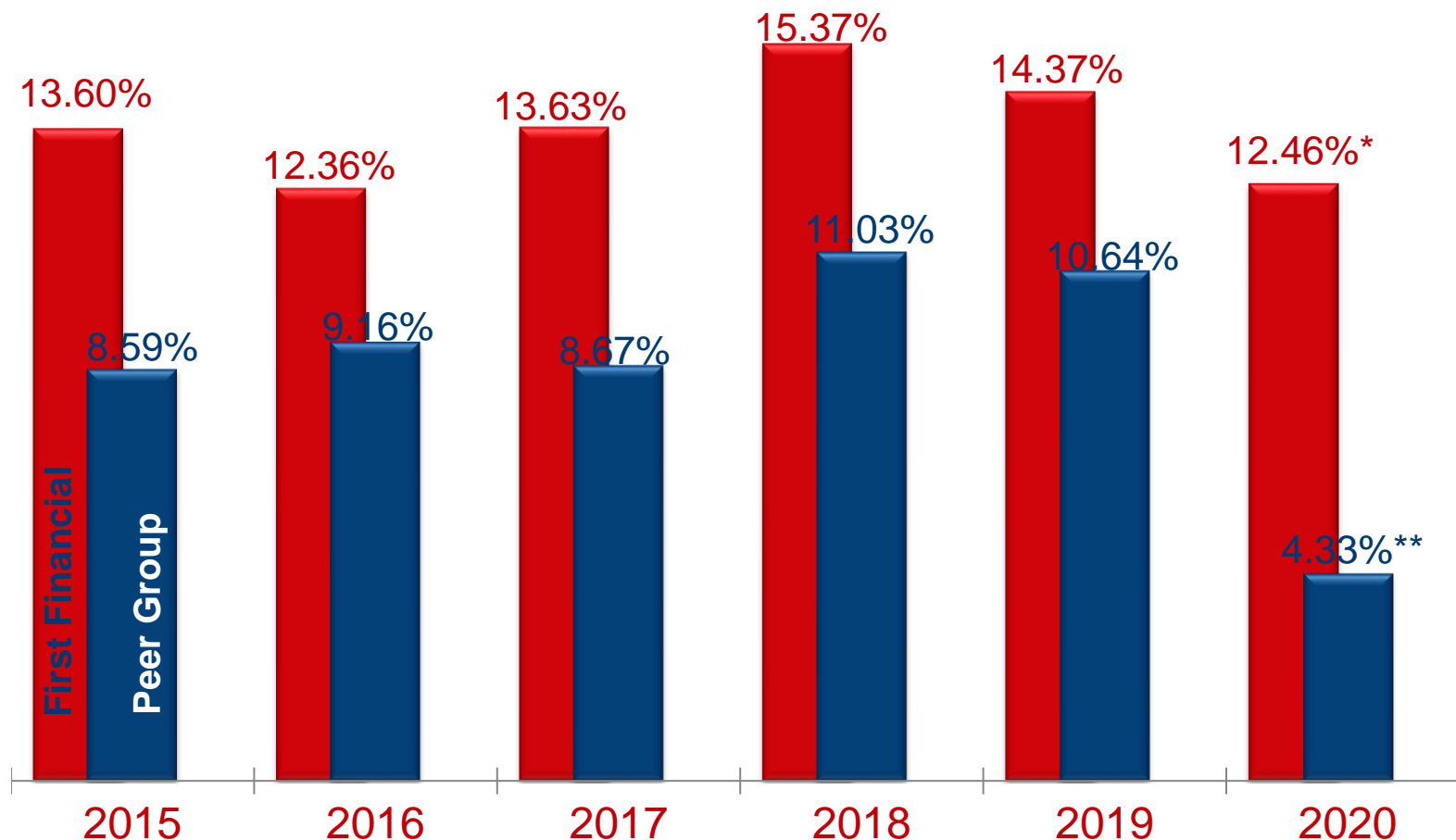
# FFIN Outperforms Peers

## Percentage Return on Average Assets



# Strong Return on Capital

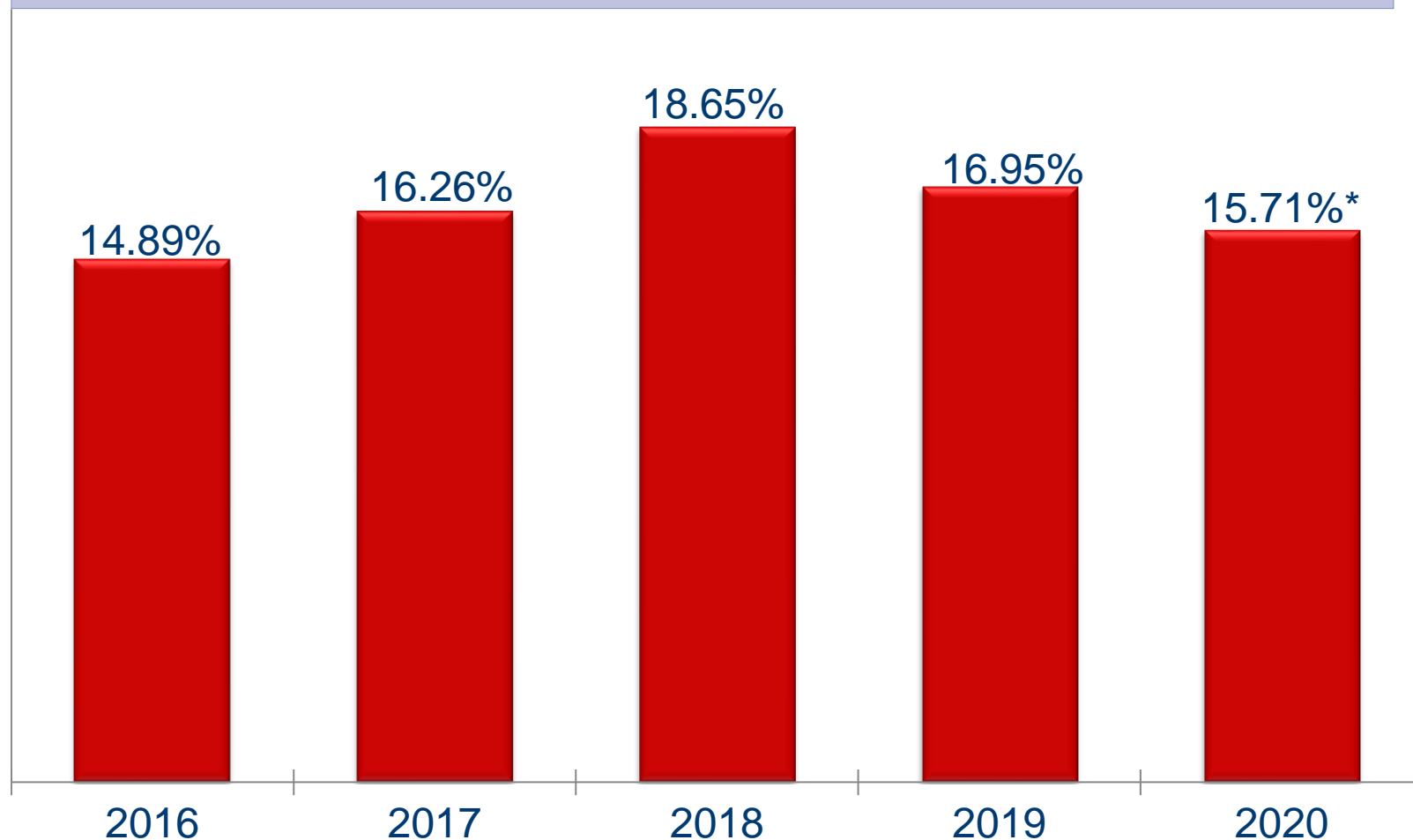
## Percentage Return on Average Equity



# Strong Return on Capital

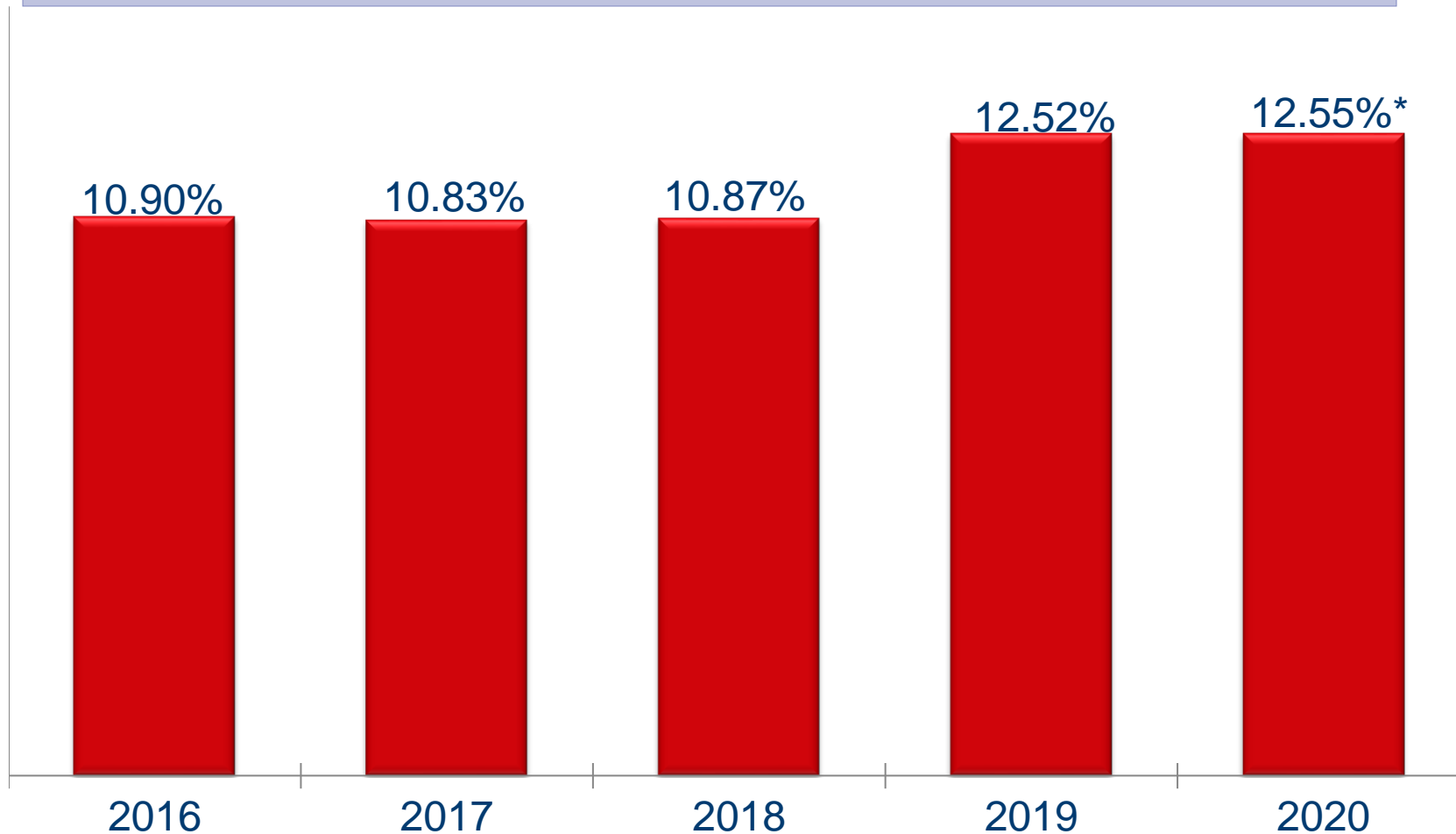


## Percentage Return on Tangible Average Equity



# Strong Capital

## Tangible Common Equity Ratio



# Capital & Capital Ratios

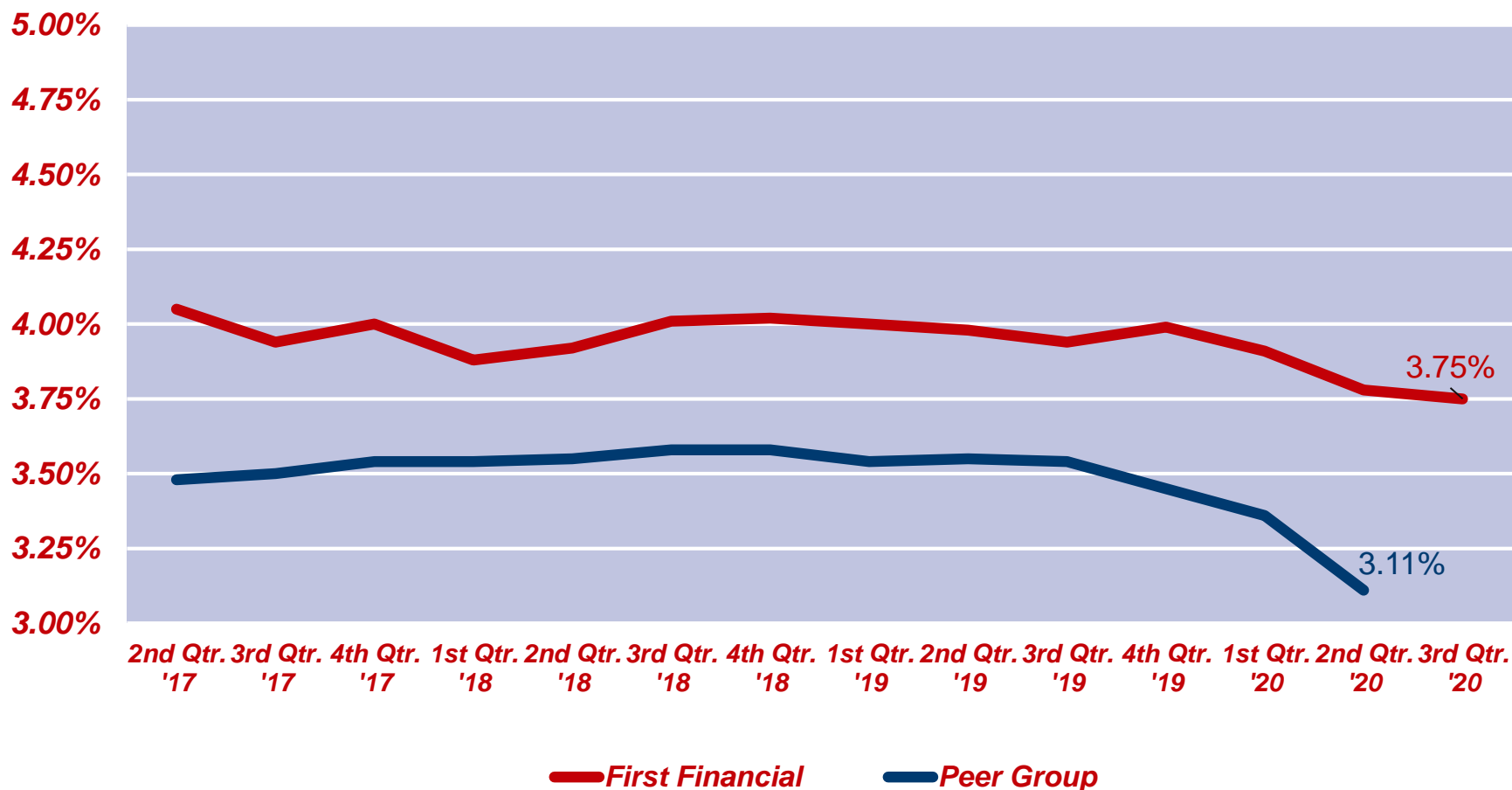


*(dollars in thousands)*

	2016	2017	2018	2019	2020*
Shareholders' Equity (\$)	837,885	922,768	1,053,295	1,227,197	1,619,501
As a Percent of Total Assets (%)	12.30	12.72	13.62	14.85	15.33
Tangible Equity (\$)	694,282	781,625	878,612	1,053,530	1,300,626
Tier 1 Leverage Ratio (%)	10.71	11.09	11.85	12.60	11.65
Common Equity Tier 1 Capital Ratio (%)	17.30	18.66	19.47	20.06	20.56
Tier 1 Capital Ratio (%)	17.30	18.66	19.47	20.06	20.56
Total Capital Ratio (%)	18.45	19.85	20.61	21.13	21.82

# Net Interest Margin

## Quarterly Interest Margin



# Working Harder and Smarter



Efficiency Ratio <i>(FFIN vs. Peers)</i>						
	2015	2016	2017	2018	2019	2020
First Financial	47.61%	49.22%	49.26%	49.72%	48.61%	44.21%*
Peer Group	63.92%	62.83%	62.21%	61.22%	61.65%	63.29%**

\*For the nine-months  
ended Sept. 30, 2020

\*\*For the six-months  
ended June 30, 2020



# Total Return on Investment

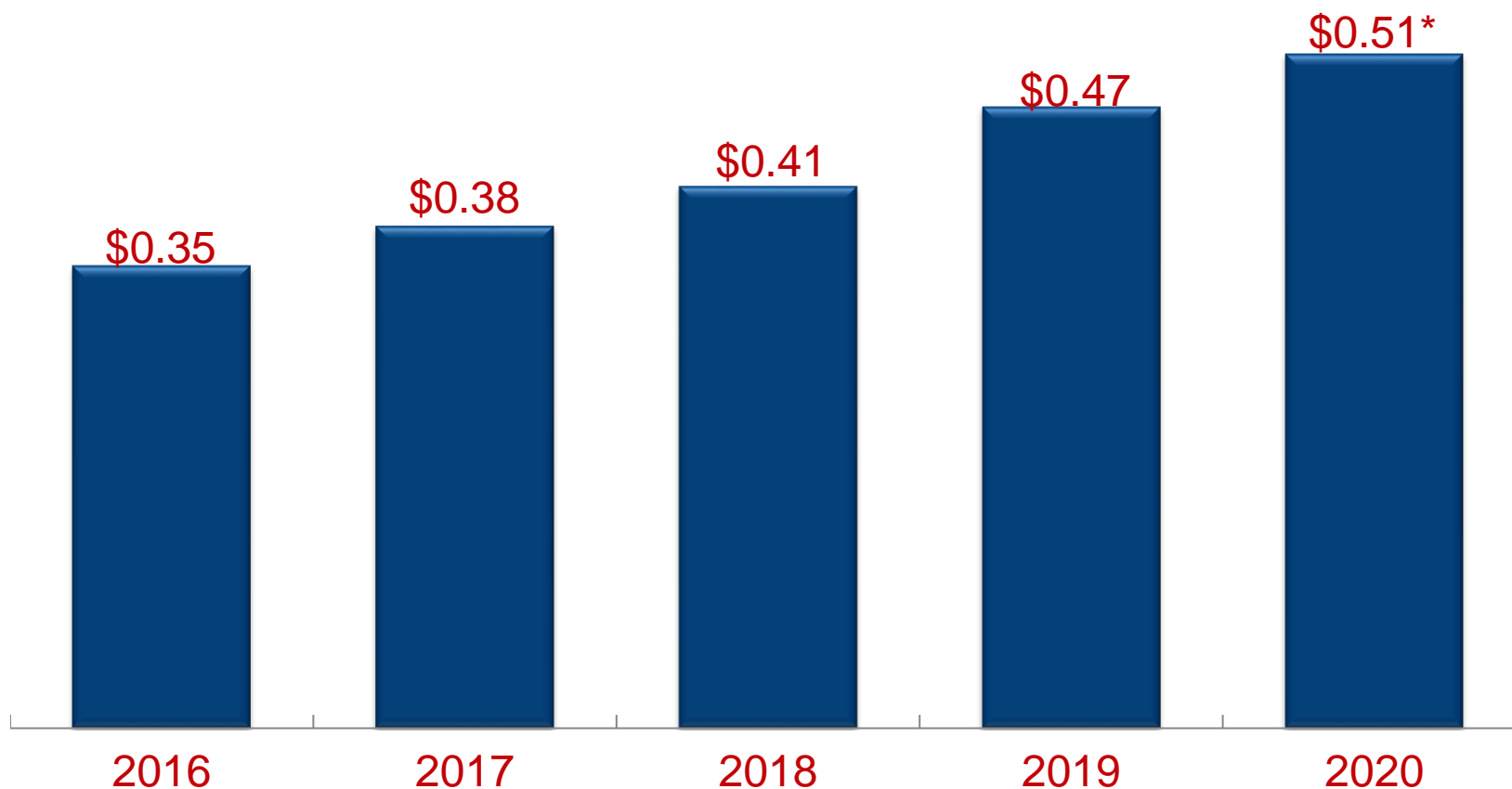


*Assume you owned 1,000 shares of FFIN stock on January 1, 2015...*

2019 return on investment	23.34%
2018 return on investment	29.88%
2017 return on investment	1.33%
2016 return on investment	52.14%
2015 return on investment	3.05%
5 year compound average return as of 12/31/19	<b>19.90%</b>

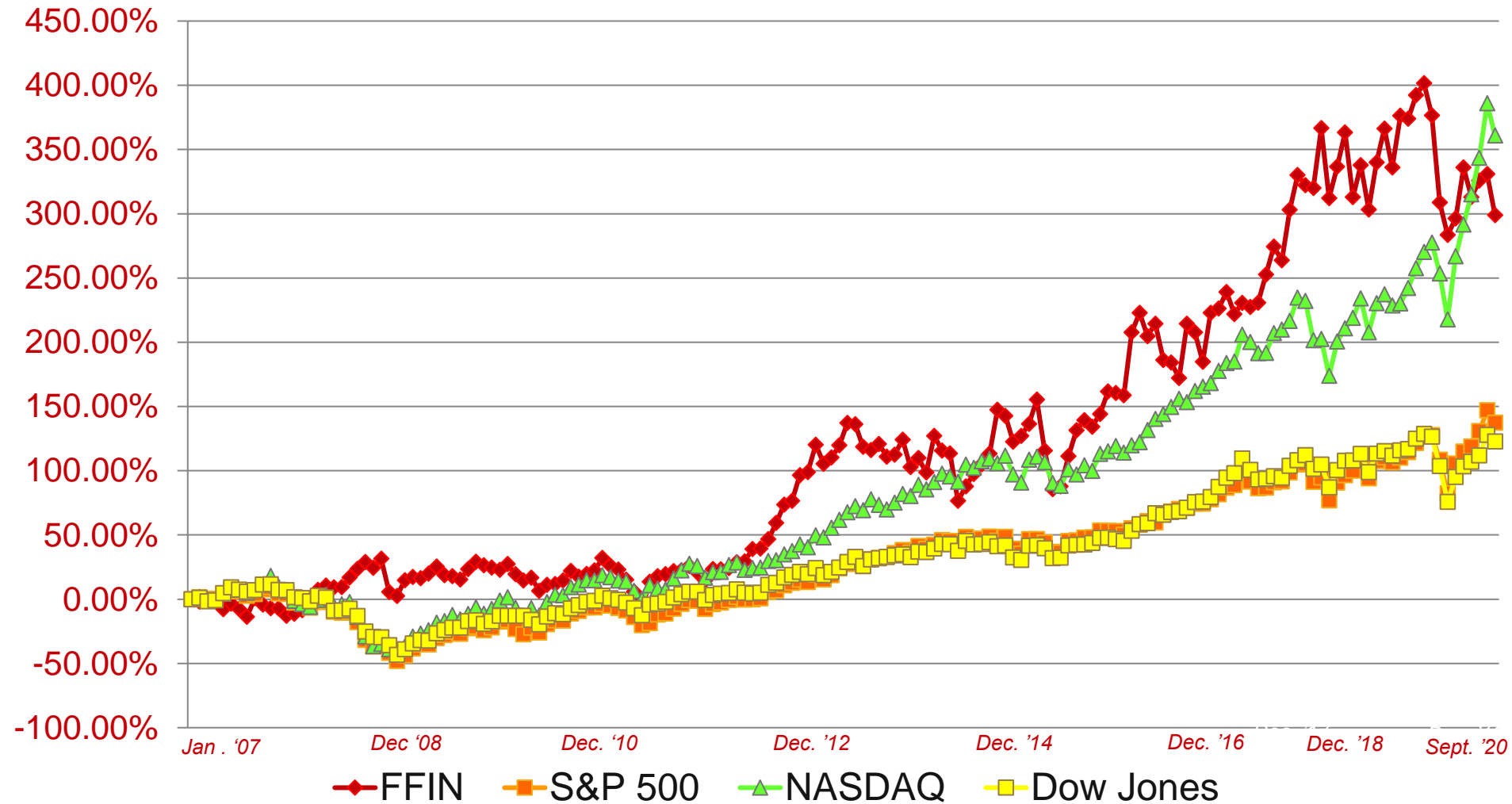
# Dividends Per Share

## Annual Dividends Declared Per Share



\*Includes December 2020 dividend declared and payable Jan. 4, 2021

# Strong Stock Performance



# Focus for 2021

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- ❖ Minimize impact on our interest rate margin
- ❖ Grow loans and deposits
- ❖ Grow mortgage and trust
- ❖ Increase our fee income
- ❖ Control expenses and continue technology improvements
- ❖ Manage credit quality
- ❖ Make another acquisition
- ❖ Address impact of crossing \$10 billion asset threshold

