VBA ENDORSED PROVIDER LUNCH & LEARN · NOVEMBER 4, 2026

Nobody is making new customers anymore

Winning deposits in Virginia in 2027

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VERICAST + VIRGINIA BANKERS ASSOCIATION

Four questions for 2027

1

Where will growth come from?

2

What does a new account cost now?

3

What works?

4

How will we know?

Then: keeping what you buy.

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1

Where growth comes from

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1 · WHERE GROWTH COMES FROM

The country stopped making new households

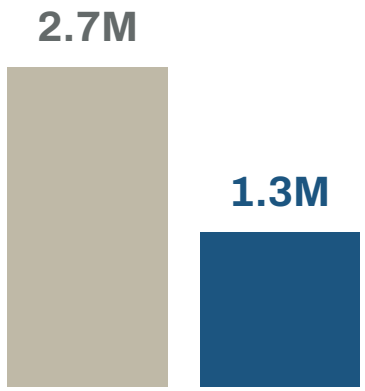
0.5%

U.S. population growth in the year to July 2025, half the year before

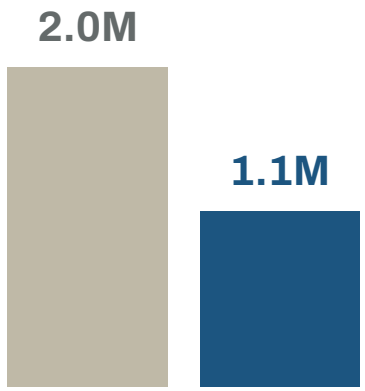
Source: U.S. Census Bureau, Vintage 2025 estimates (Jan 2026)

1 · WHERE GROWTH COMES FROM

A new household is now usually one won from someone else



Net international migration, year to July 2025



Households added: 2021 against 2025

2030

The year deaths are projected to pass births

Source: U.S. Census Bureau, Vintage 2025 estimates (Jan 2026); Harvard JCHS (June 2026); CBO (Jan 2026)

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1 · WHERE GROWTH COMES FROM

Virginia grew on immigration last year, and immigration fell 42%

67%

of Virginia's growth came from international migration

69,854 → 40,436

International arrivals, 2024 to 2025

+60,465

people, year to July 2025 (0.7%)

+6,268

net from other states

Source: U.S. Census Bureau, Vintage 2025 county estimates, year to July 1, 2024 and 2025

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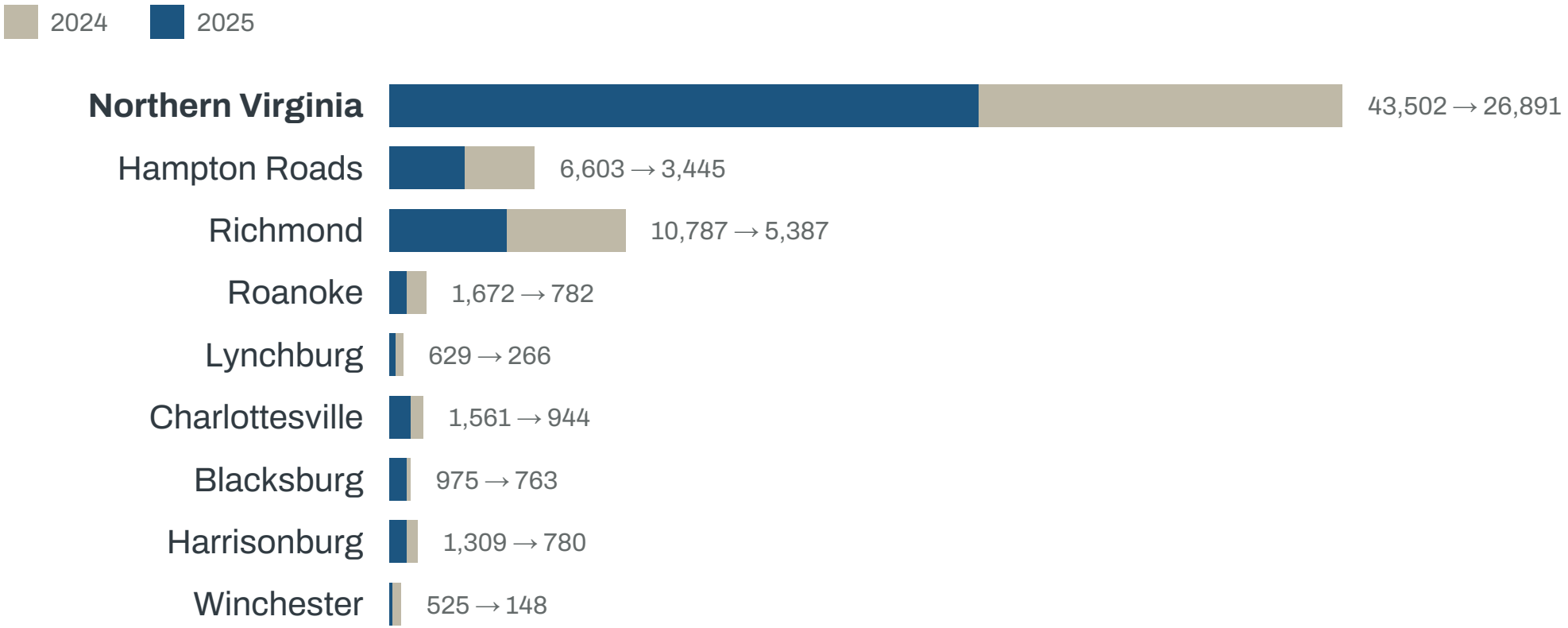
1 · WHERE GROWTH COMES FROM

International arrivals fell in every Virginia market



Source: U.S. Census Bureau, Vintage 2025 county estimates, year to July 1, 2024 and 2025; Virginia counties and cities grouped by metro (Virginia part only). Markets in order of population.

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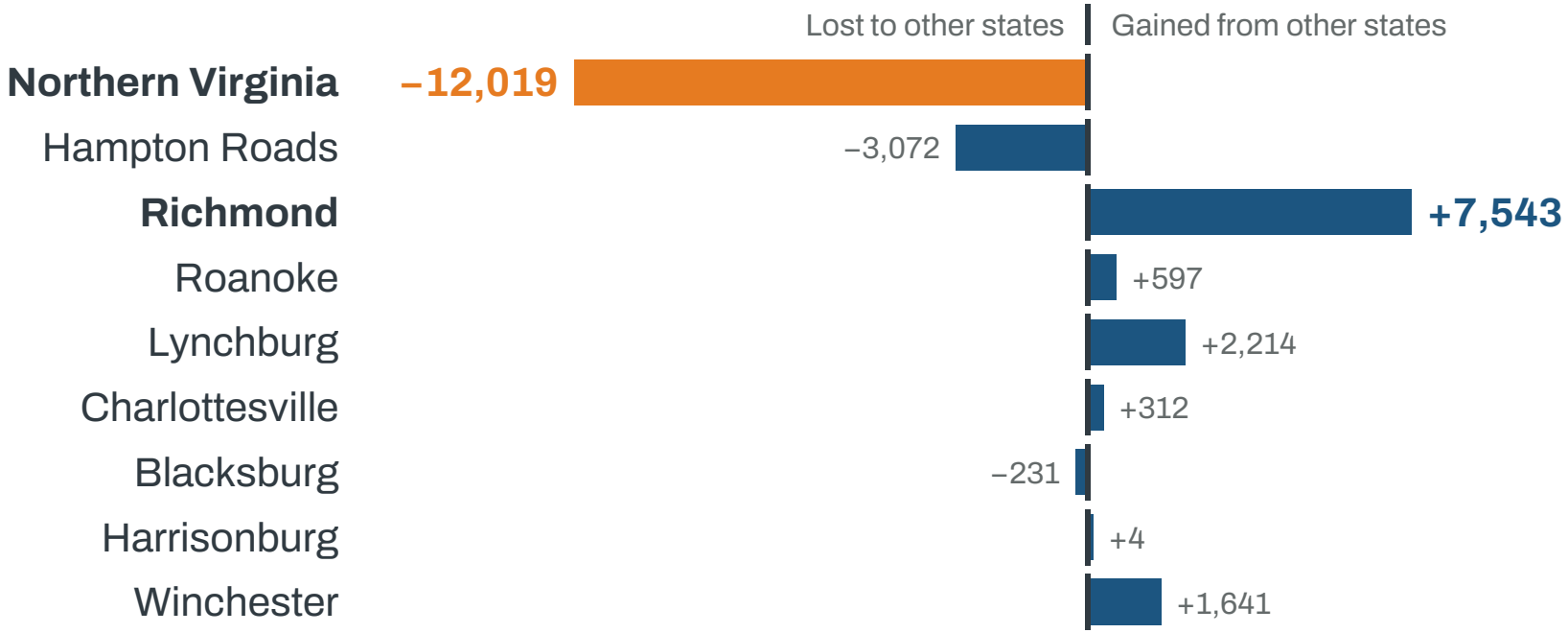
1 · WHERE GROWTH COMES FROM

Northern Virginia lost 12,019 people to other states. Richmond gained 7,543.



Net domestic migration, year to July 1, 2025. Source: U.S. Census Bureau, Vintage 2025 county estimates; Virginia counties and cities grouped by metro

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1 · WHERE GROWTH COMES FROM

Virginia’s branch deposits grew 0.9% in five years, half the national pace

+0.9%

Virginia, June 2021 to June 2026

+1.9%

U.S., same basis

$220.8B

in Virginia bank branches. Last year: +3.4%, against +2.1% for the U.S.

Branch deposits, excluding 13 Virginia offices that book more than $3B. Source: FDIC Summary of Deposits, June 30, 2021, 2025 and 2026; Vericast analysis

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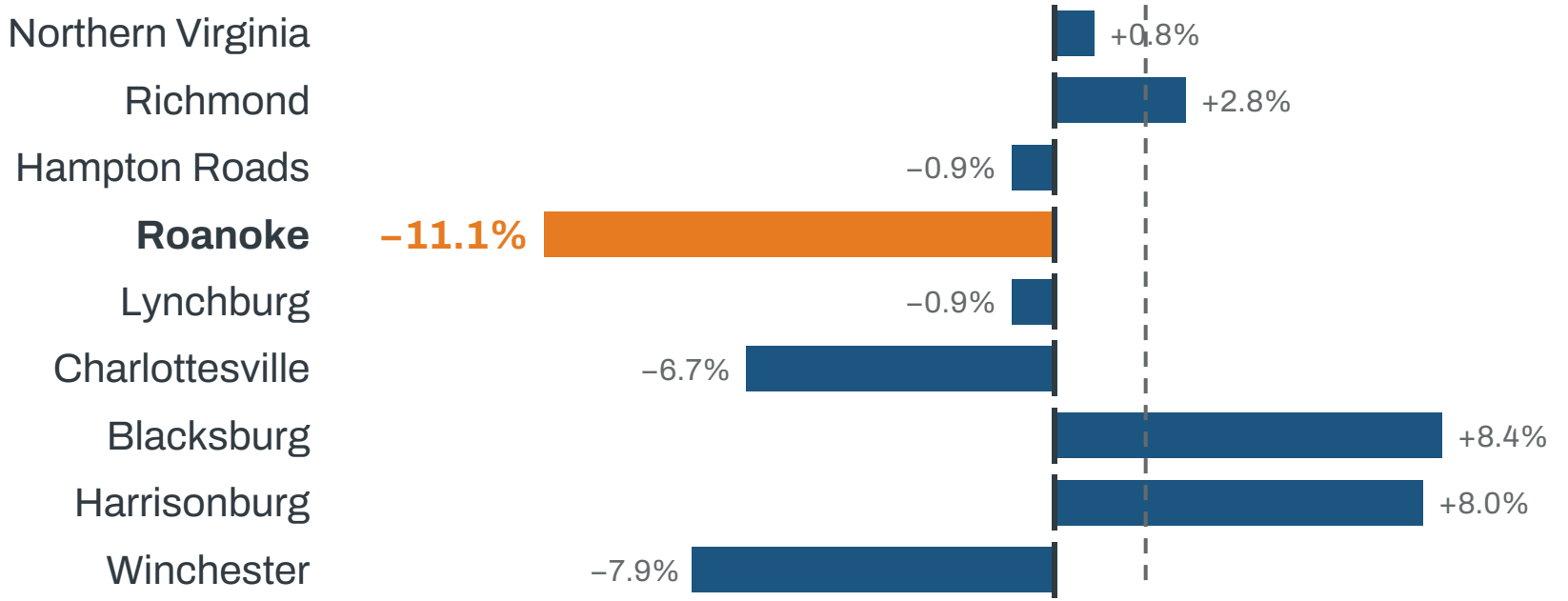
1 · WHERE GROWTH COMES FROM

Three markets grew faster than the nation. Roanoke shrank 11%.

Five-year change in branch deposits, June 2021 to June 2026. Dashed line: U.S. +1.9%



Branch deposits, excluding booking offices over $3B. Source: FDIC Summary of Deposits, June 30, 2021 and 2026; Vericast analysis

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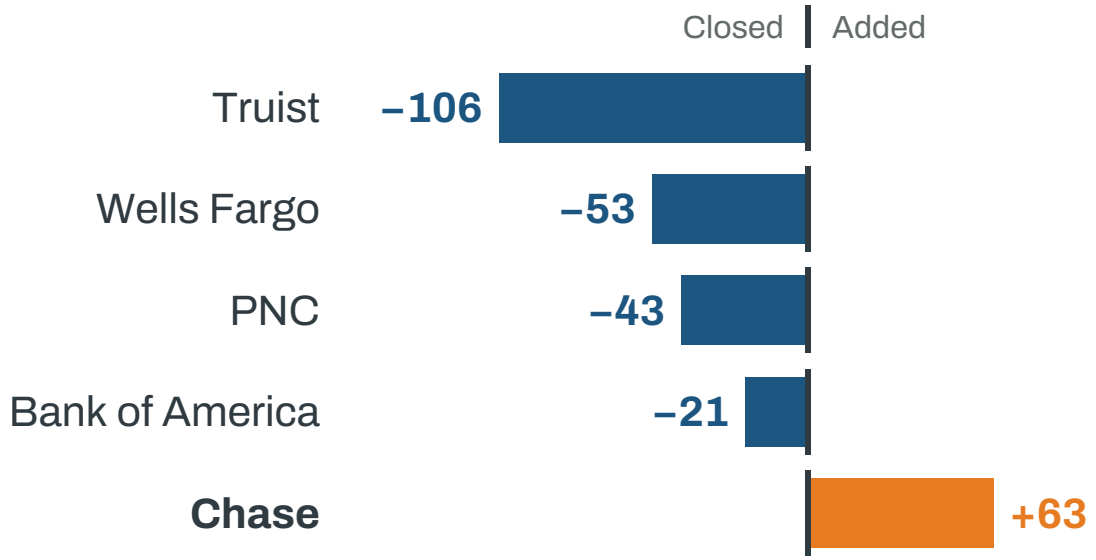
1 · WHERE GROWTH COMES FROM

245 fewer Virginia branches, and Chase is filling in

245

fewer bank branches in Virginia since 2021 (–12%)



Branch change, June 2021 to June 2026. Source: FDIC Summary of Deposits, June 30, 2021 and 2026; Vericast analysis

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1 · WHERE GROWTH COMES FROM

Two things moved into the gap: Chase, and Virginia's own banks

14 → 77

Chase branches in Virginia, 2021 to 2026

$0.7B → $3.5B

Chase branch deposits in Virginia

36.2% → 42.2%

share of Virginia branch deposits held by Virginia-headquartered banks

Source: FDIC Summary of Deposits, June 30, 2021 and 2026; Vericast analysis. Branch deposits exclude booking offices.

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1 · WHERE GROWTH COMES FROM

The account isn’t lost. The relationship is being split.

Every 100 new checking accounts



52 additional **25** replacement **23** first account

72% of additional and replacement accounts open at a **different institution**

54% of those become the **primary** account

Source: J.D. Power churn data (Oct 2025)

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1 · WHERE GROWTH COMES FROM

Attrition is quiet now. Measure primacy, not closures.

3

institutions hold deposit accounts for the average checking customer

20%

moved money away from their primary bank in the past three months

Source: J.D. Power 2026 U.S. Retail Banking Satisfaction Study (Mar 2026)

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2

What it costs

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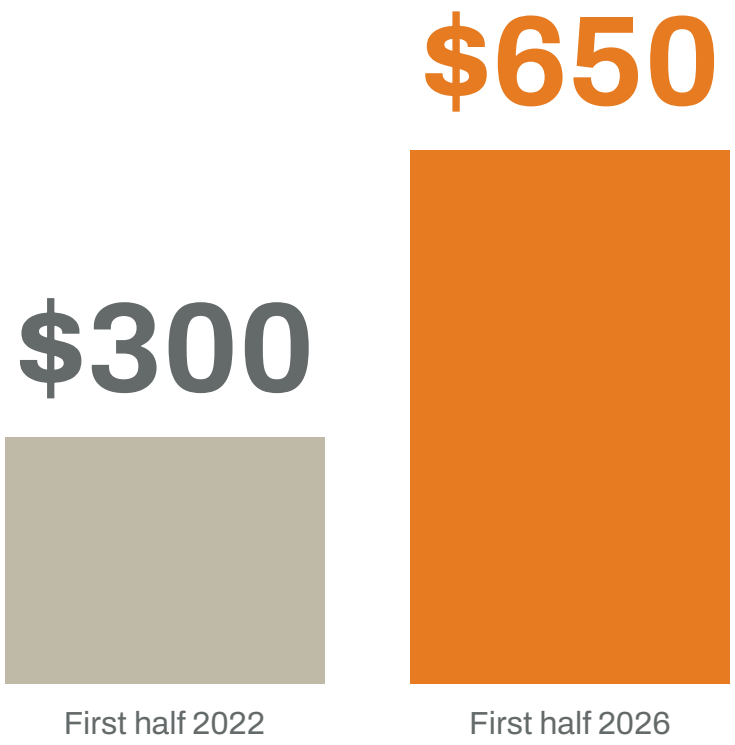
2 · WHAT IT COSTS

The typical checking offer more than doubled in four years



Typical top cash offer on a U.S. checking acquisition mailer

Typical = spend-weighted midpoint; each mailer counted once at the most a household can earn. Source: Vericast analysis of Mintel Comperemedia direct mail data, first half 2022 to first half 2026

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2 · WHAT IT COSTS

Two-thirds of checking mail money now sits behind offers of $500 or more

Share of U.S. checking mail spend behind offers of $500 or more



$559 to acquire a checking customer in 2025, double 2018

Source: Vericast analysis of Mintel Comperemedia direct mail data, first half 2022 to first half 2026; Curinos (July and Sept 2026)

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2 · WHAT IT COSTS

One clear offer, held steady, grew deposits faster

3.4%

deposit growth: one clear offer, held steady

2.1%

deposit growth: offers changed often

Source: Curinos (July and Sept 2026)

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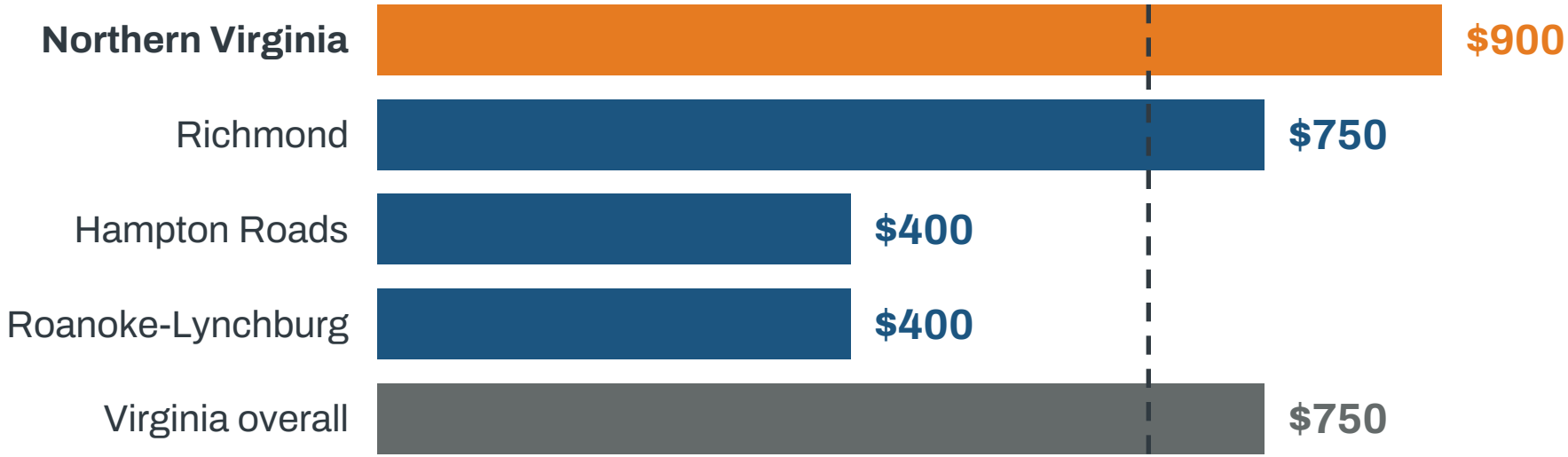
2 · WHAT IT COSTS

Northern Virginia pays $900 for a checking account. The nation pays $650.

Typical top offer on checking mail to Virginia households, first half 2026. Dashed line: U.S. $650



Markets with fewer than five mailers are left off (Harrisonburg, Charlottesville, Tri-Cities). Source: Vericast analysis of Mintel Comperemedia direct mail data, checking acquisition mailers to Virginia households, first half 2026

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2 · WHAT IT COSTS

Virginia’s mailboxes got quieter

–21%

checking acquisition mail to Virginia households in the last 12 months ($13.1M)

–5%

the nation

A quieter mailbox is a cheaper place to be heard.

Spend Aug 2025 to July 2026 against the prior 12 months. Source: Vericast analysis of Mintel Comperemedia direct mail data, checking acquisition mailers to Virginia households

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2 · WHAT IT COSTS

Four national banks send more than half of Virginia's checking mail

Share of checking acquisition mail spend to Virginia households, last 12 months



- **Big four**: Chase, Wells Fargo, Citibank, Bank of America
- **Credit unions**: PenFed, Navy Federal, Langley
- **Super-regionals**: PNC, TD, Citizens and others
- **Community and regional banks**
- **Direct and digital**: 3.4%

Virginia banks hold 42% of Virginia's branch deposits but send a small share of the mail.

Source: Vericast analysis of Mintel Comperemedia direct mail data, deposit acquisition mail to Virginia households, Aug 2025 to July 2026. Mail only; other channels not measured.

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2 · WHAT IT COSTS

Chase alone sends more than a quarter of it

28.6%

of checking mail spend to Virginia households, with top offers up to $3,000

7.2% vs 23.9%

money market's share of deposit acquisition mail: Virginia households vs the nation

This is a checking fight.

Source: Vericast analysis of Mintel Comperemedia direct mail data, deposit acquisition mail to Virginia households, Aug 2025 to July 2026. Mail only.

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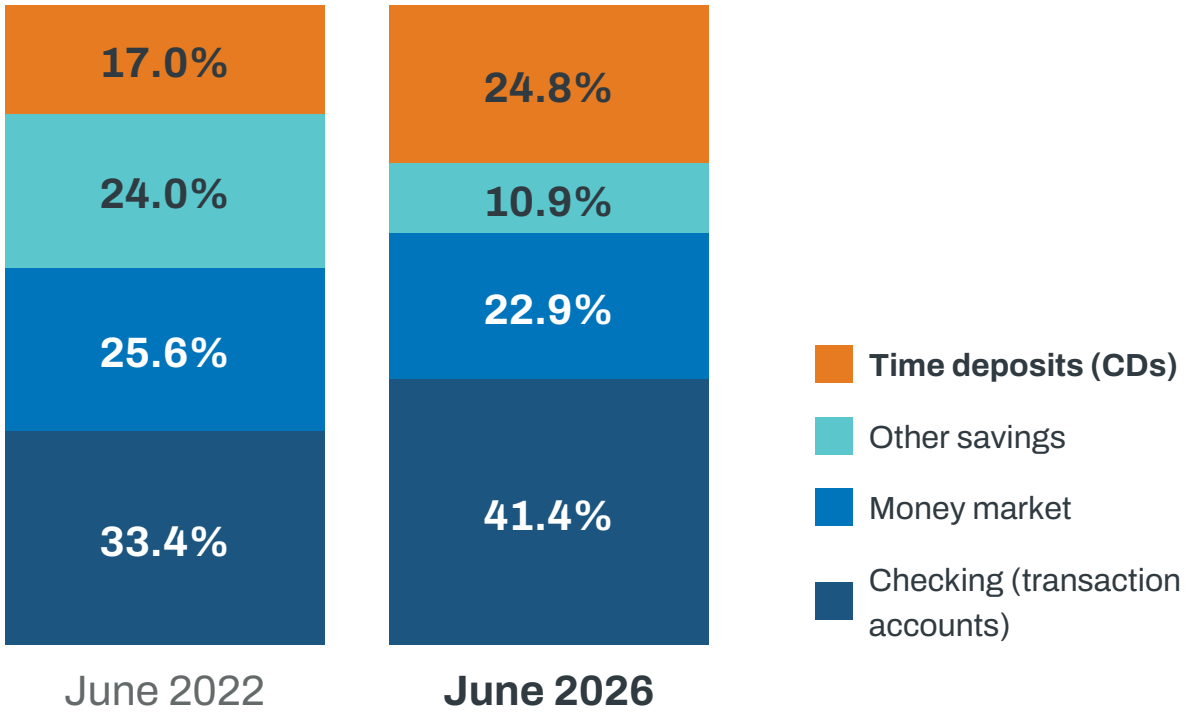
2 · WHAT IT COSTS

Since 2022, Virginia community banks grew the expensive way



27.5% → 24.0%

Noninterest-bearing share of deposits, 2022 to 2026. It sits inside checking and savings, so it is not in the stack.

Share of domestic deposits, 52 Virginia-headquartered banks under $10B. Source: FDIC call reports (Schedule RC-E), June 30, 2022, 2025 and 2026; Vericast analysis

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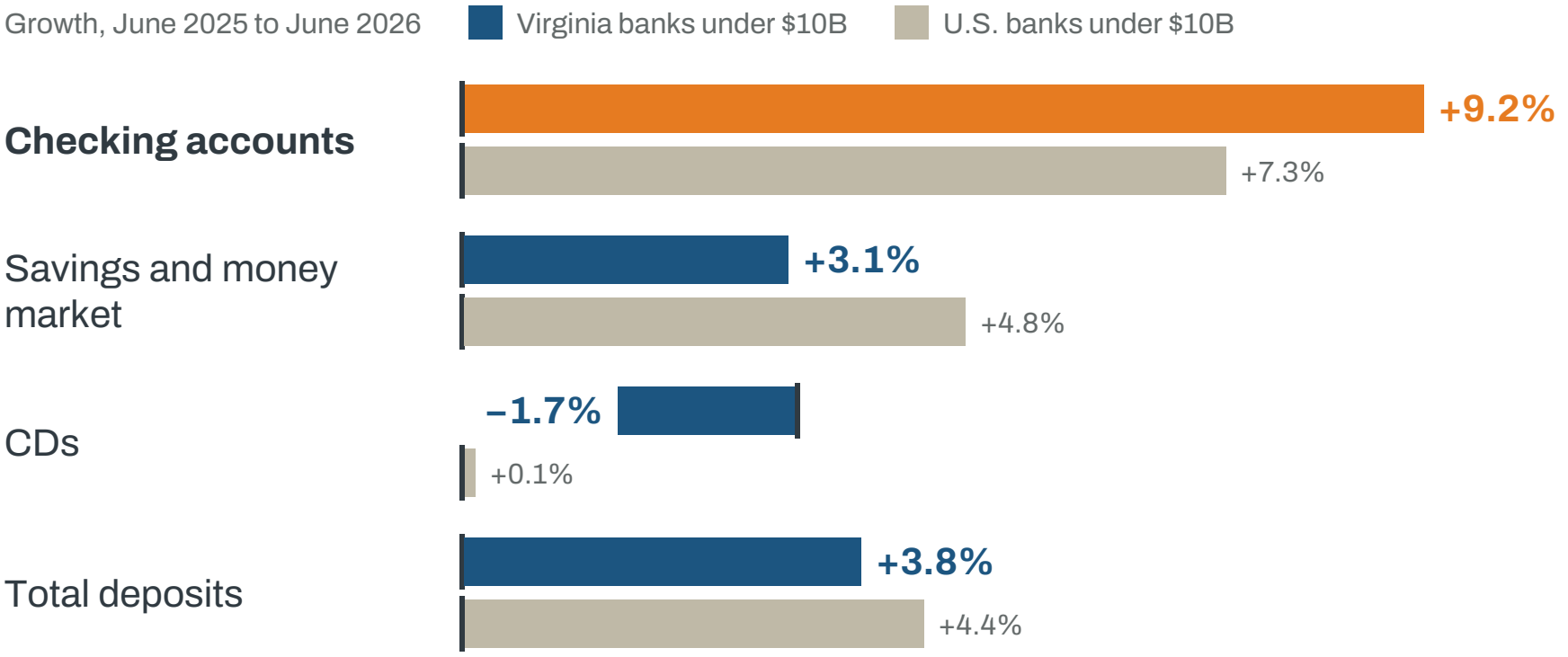
2 · WHAT IT COSTS

Virginia community banks grew checking 9.2% this year while CDs shrank



Excludes 5 banks that grew more than 25% (likely acquisitions). Checking = transaction accounts. Source: FDIC call reports (Schedule RC-E), June 30, 2025 and 2026; Vericast analysis

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3

Plays that work

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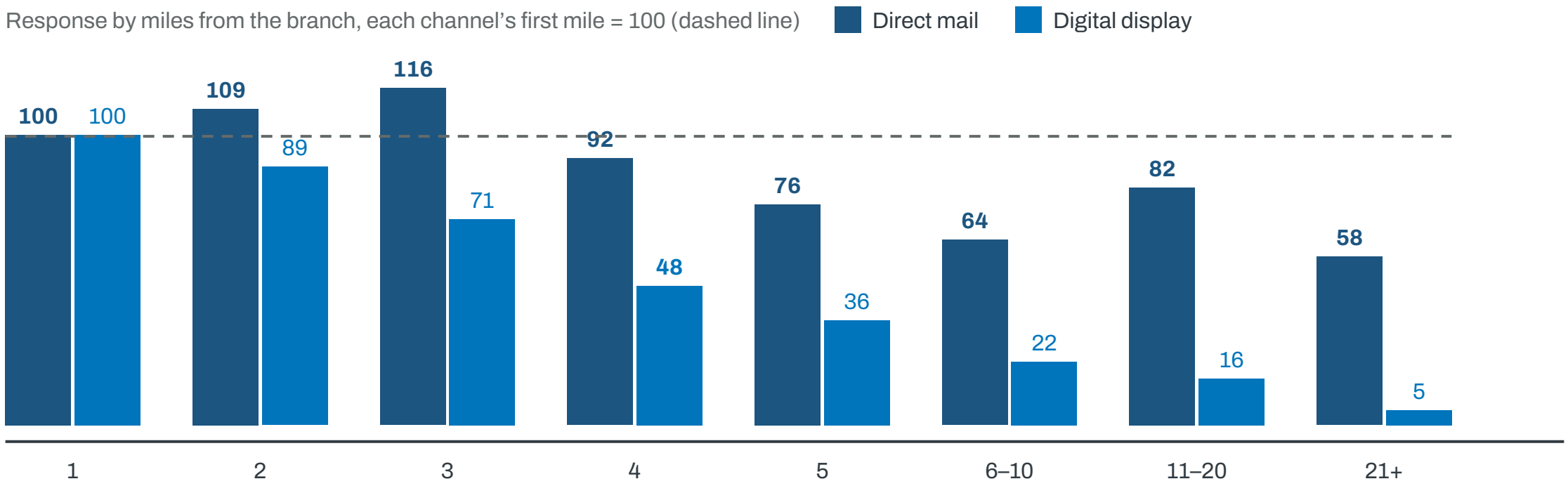
3 · PLAYS THAT WORK

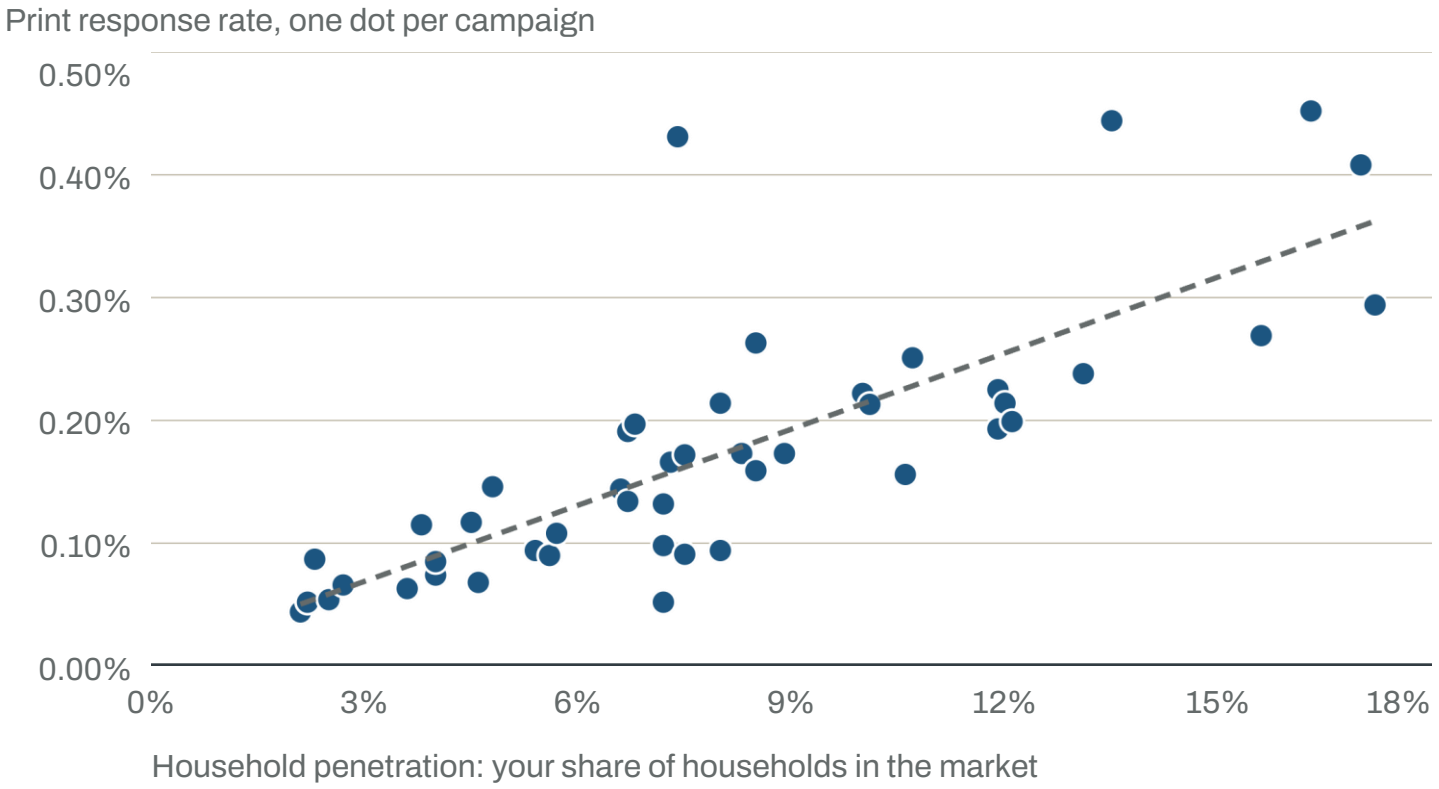
Your best growth is close to home

Response by miles from the branch, each channel's first mile = 100 (dashed line)



Source: Vericast campaign performance analysis, 2025 (approximate, read from 2025 charts)

Response is highest where households already know you



Between two identical cash offers, what decides it:

44%

Personalized offers

42%

Brand reputation

35%

Local presence

Source: Vericast campaign performance analysis, 2025 (approximate, read from 2025 charts); Vericast consumer survey (March 2026)

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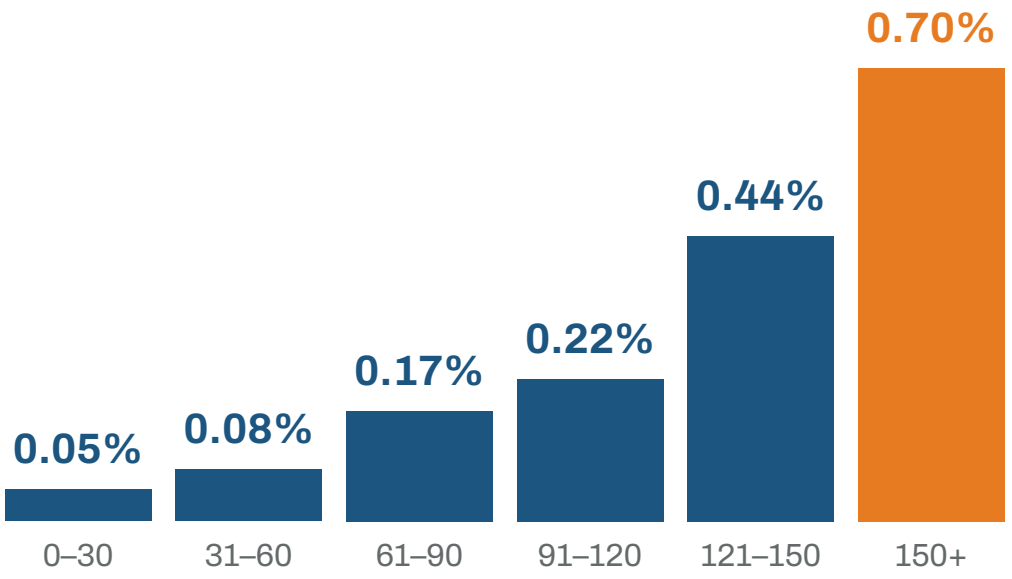
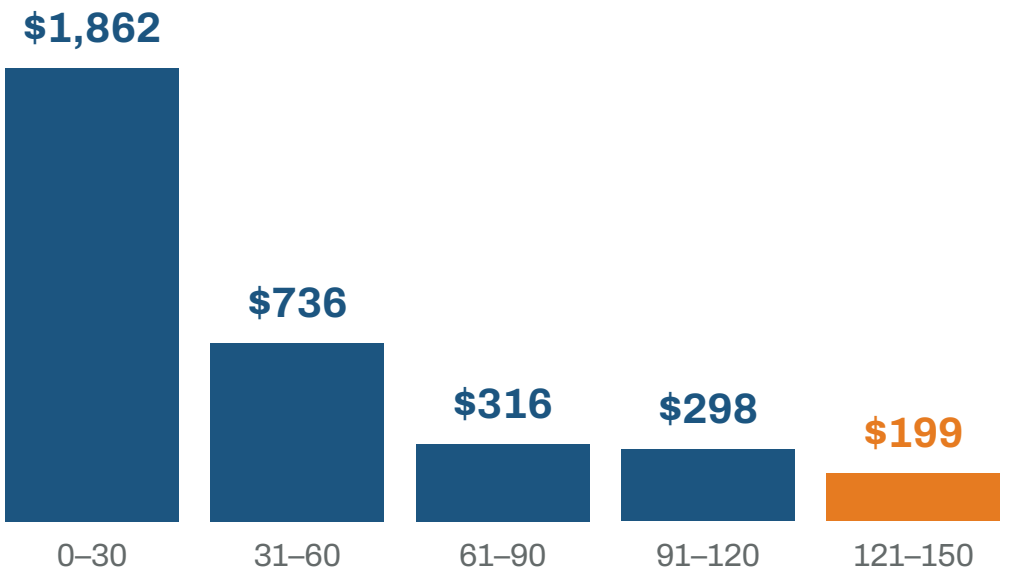
Response builds the longer you stay in market

Household response



Cost per direct account



Source: Vericast campaign performance analysis, 2025

3 · PLAYS THAT WORK

Every conversion in Virginia puts households in play

2025

Atlantic Union + Sandy Spring
Closed 2025

TowneBank + Village Bank
Closed 2025

TowneBank + Old Point National Bank
Closed 2025

Arlington Community FCU + CommonWealth One FCU
Announced September 2025

2026

Burke & Herbert + LINKBANK
Federal Reserve approval April 10, 2026

John Marshall + Eagle Financial (Bank of Clarke)
Announced September 2026

Early 2027

John Marshall and Bank of Clarke
Close expected; both brands kept

Source: Virginia Business (Mar 1 and Sept 9, 2026); Federal Reserve (Apr 10, 2026)

3 · PLAYS THAT WORK

The opening is short: deals now close in about four months

~4

months from announcement to close, the shortest since at least 1990

69 → 57

Virginia-headquartered banks, June 2021 to June 2026

181

bank deals announced nationally in 2025

Source: S&P Global Market Intelligence; Wachtell, Lipton, Rosen and Katz using S&P data (Apr 2026); FDIC

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3 · PLAYS THAT WORK

Younger households, starting with their children

67%

of new primary checking accounts are opened by Millennials and Gen Z

70%

of banks have no formal strategy to reach them

Trump Accounts

July 4, 2026
Contributions open

October 1, 2026
More than 60 million children auto-enrolled

Born 2025 through 2028
$1,000 federal seed per child

Source: J.D. Power (Sept 29, 2026); Bank Director (Sept 2026); IRS (Mar 2026); U.S. Treasury (Oct 1, 2026)

Being the cited answer is the new first page

68%

of Google searches end without a click

67%

of educational finance queries return an AI Overview, up from 16%

58%

of bank customers have used generative AI to research bank products

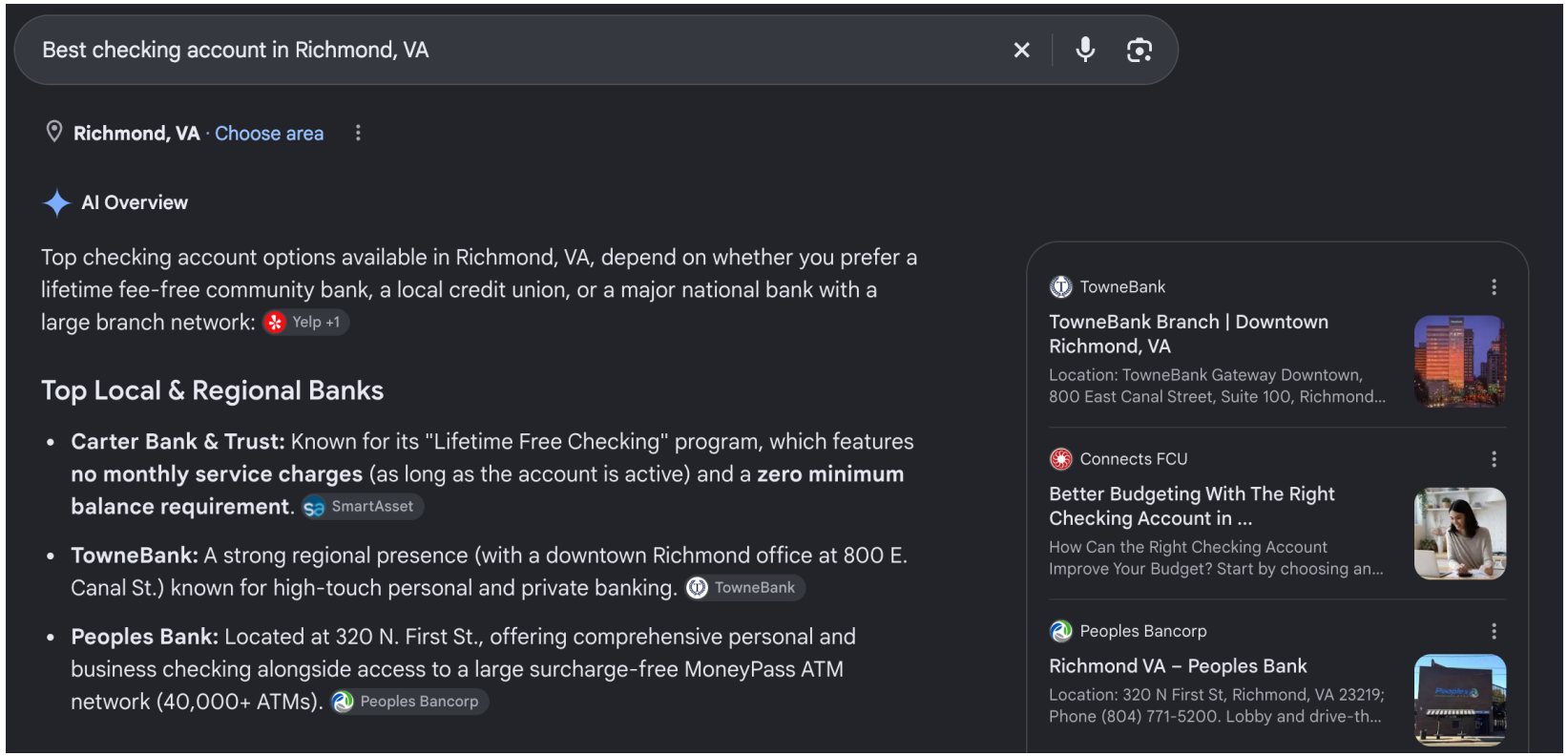
79% vs 49%

trust in the bank's own site, against AI

Source: SparkToro and Similarweb (June 2026); BrightEdge (Jan 2026); Deloitte via ABA Banking Journal (Sept 2026)

3 · PLAYS THAT WORK

“Best checking account in Richmond, VA”



Is your bank in that answer?

Make your site the source it cites: clear rates, clear terms, local pages.

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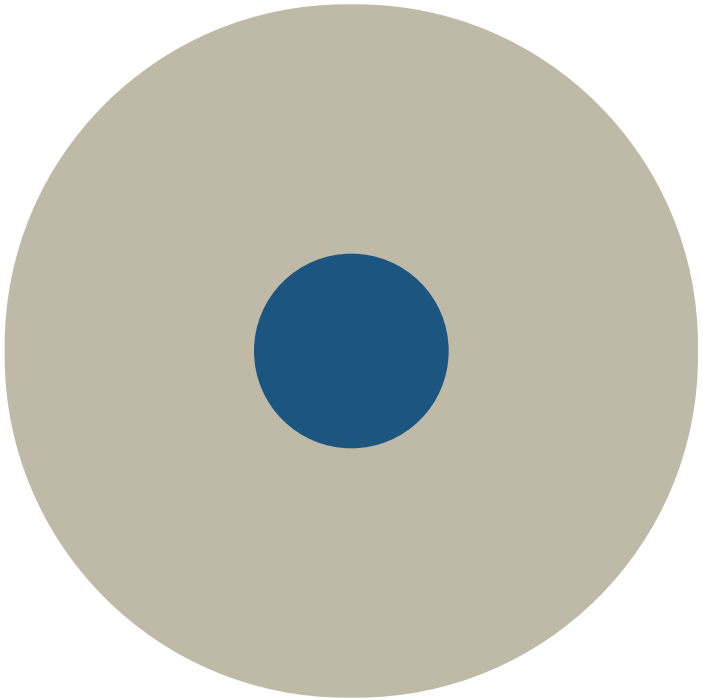
On social, your creative has to do the local targeting the platform won't



92%

of the circle Meta requires is outside the branch's trade area

- 15-mile radius: Meta's minimum for financial ads
- 4.2-mile trade area around a branch

Source: Meta special ad category rules; Vericast calculation. Circles drawn to scale.

4

Measure what stays

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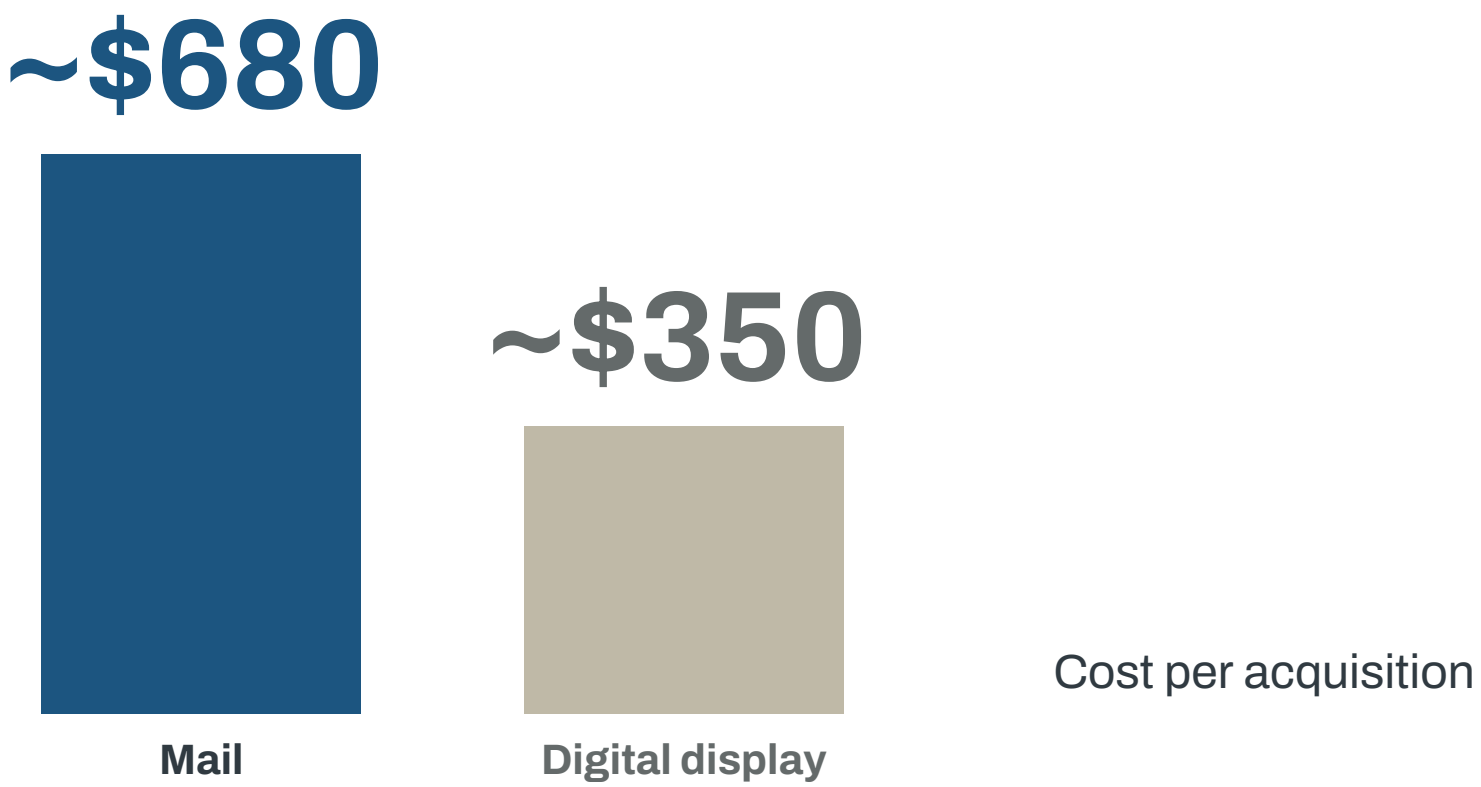
4 · MEASURE WHAT STAYS

The cheapest account is not the best account



Source: Curinos (July and Aug 2026)

4 · MEASURE WHAT STAYS

Mail costs more per account and wins on the balances that stay

34%

more retained balances after 12 months from mail, for the same spend

41%

of digitally acquired relationships remain after 12 months

3 in 4

of those opened at a branch

Source: Curinos (July and Aug 2026)

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4 · MEASURE WHAT STAYS

Judge 2027 on balances at day 90 and relationships at 12 months, not accounts at 30 days

Steer

with a weekly cross-channel view

Prove

with a randomized holdout: half the list picked the way you pick today, half held back

One steers. The other proves.

5

Keep what you buy

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5 · KEEP WHAT YOU BUY

Most of next year's growth is already in your book

75%

of deposit growth comes from existing customers

20 bp vs 250 bp

cost of funds: growth from existing customers against the open market

Source: Curinos (Sept 28, 2026)

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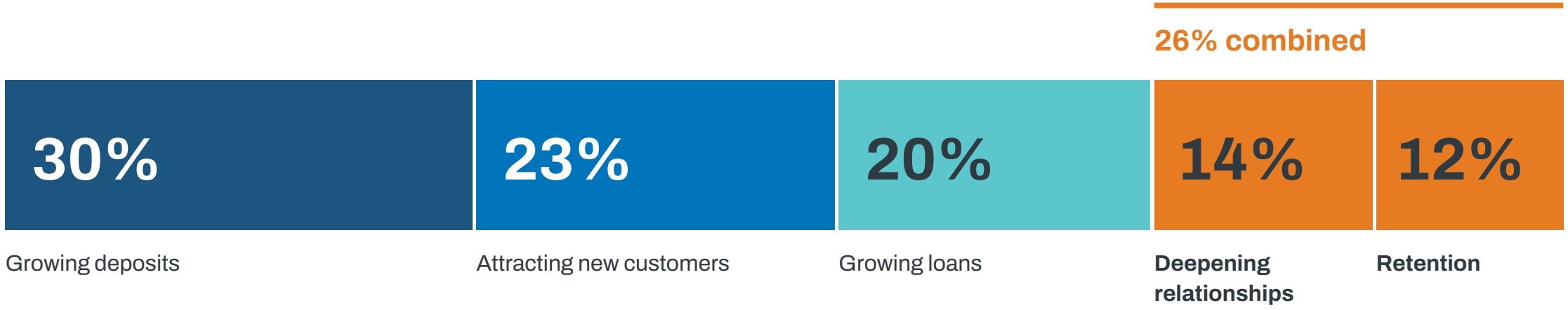
5 · KEEP WHAT YOU BUY

Deepening and retention get about a quarter of the marketing budget

How banks split the marketing budget



The categories overlap. Treat it as a prompt, not a proof.

Source: ABA Banking Journal marketing budget survey (Sept 22, 2026)

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Three-quarters of the growth. A quarter of the budget.

5 · KEEP WHAT YOU BUY

Virginia offers ask for the deposit. Almost none ask for the habits that make you primary.

Share of checking mail spend to Virginia households whose offer requires each step, last 12 months



Source: Vericast analysis of Mintel Comperemedia checking acquisition mail to Virginia households, Aug 2025 to July 2026

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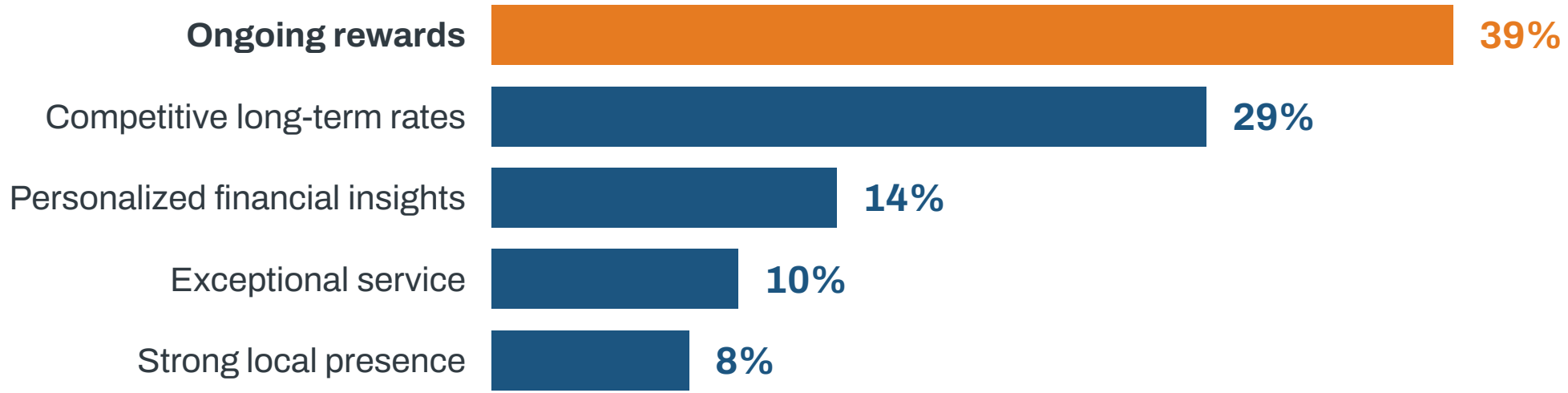
5 · KEEP WHAT YOU BUY

A bonus opens the door. It doesn't keep them.

What would make a bonus account your primary one? U.S. adults



Source: Vericast survey of 1,000 U.S. adults (March 2026)

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5 · KEEP WHAT YOU BUY

The first 90 days decide whether you're the second account or the first

52% of new checking accounts are additional. **54%** of those become primary. *Onboarding decides which half you're in.*

Day 0–7

Welcome and activate

Card active, digital set up, direct deposit moving. From a person at their branch.

Day 8–30

Build the habit

First mobile deposit, first bill pay, alerts on. One ask at a time.

Day 31–60

The next product

Chosen from what the household told you, not a product calendar.

Day 61–90

Check primacy

Has the paycheck landed? Is the balance building? If not, a person reaches out.

The 90-day stages are a Vericast point of view, not a measured result. Source: J.D. Power churn data (Oct 2025)

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5 · KEEP WHAT YOU BUY

Defense is a daily job now

Your accountholders
watched every day

→

A daily signal
who is shopping for a mortgage, auto loan or personal loan

→

Your offer first
within 24 hours

WHAT CHANGED IN 2026

Federal law now limits mortgage trigger leads to a consumer's current lender, servicer or account-holding institution, or firms with documented consent.

As the institution that holds the account, you are one of the few still allowed to act.

Source: Homebuyers Privacy Protection Act, Public Law 119-36 (effective March 2026)

Three things to take back Monday

1

Aim close to home, and stay in market.

Where you're known, all year, not in bursts.

2

Hold one clear offer, and write its terms as onboarding.

Pay for the habits that make you primary.

3

Judge it on what stays.

Day-90 balances, 12-month relationships, and a daily watch on who's shopping.

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Questions

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