

UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549  
**FORM 8-K**

**CURRENT REPORT**  
Pursuant to Section 13 OR 15(d) of The Securities Exchange Act of 1934

**July 22, 2021**  
Date of Report (date of earliest event reported)  
**CROSSFIRST BANKSHARES, INC.**  
(Exact name of registrant as specified in its charter)

**Kansas**  
(State or other jurisdiction of  
incorporation or organization)

**001-39028**  
(Commission File Number)

**26-3212879**  
(I.R.S. Employer Identification No.)

**11440 Tomahawk Creek Parkway Leawood Kansas**  
(Address of Principal Executive Offices)

**66211**  
(Zip Code)

**(913) 312-6822**  
Registrant's telephone number, including area code

N/A  
(Former name or former address, if changed since last report.)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)  
 Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)  
 Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))  
 Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

| <u>Title of each class</u>               | <u>Trading Symbol(s)</u> | <u>Name of each exchange on which registered</u> |
|--|--------------------------|--|
| Common Stock, par value \$0.01 per share | CFB                      | The Nasdaq Stock Market LLC                      |

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.





FOR IMMEDIATE RELEASE  
July 22, 2021

CROSSFIRST BANKSHARES, INC. CONTACT:  
Matt Needham, Investor Relations / Media Contact  
matt@crossfirst.com / (913) 312-6822  
<https://investors.crossfirstbankshares.com>

## CrossFirst Bankshares, Inc. Reports Second Quarter 2021 Results

### Second Quarter 2021 Key Financial Performance Metrics

| Net Income     | Diluted EPS | PTPP           | Net Interest Margin (FTE) | Efficiency Ratio | Book Value per Common Share |
|----------------|-------------|----------------|---------------------------|------------------|-----------------------------|
| \$15.6 million | \$0.30      | \$22.3 million | 3.12%                     | 53.61%           | \$12.50                     |

LEAWOOD, Kan., July 22, 2021 (GLOBE NEWSWIRE) -- CrossFirst Bankshares, Inc. (Nasdaq: CFB), the bank holding company for CrossFirst Bank, today reported its results for the second quarter of 2021, with net income of \$15.6 million, or \$0.30 per diluted share, and year-to-date net income of \$27.6 million, or \$0.53 per diluted share.

### CEO Commentary:

"During the second quarter, we achieved the strongest profitability in the Company's history and I am extremely proud of our team for executing on several key strategic initiatives that provides a foundation for future growth and success," said CrossFirst's CEO and President, Mike Maddox. "The Company took several steps to improve the efficiency of the balance sheet and reduce excess liquidity, which resulted in stronger performance metrics, improved margin, and stronger core earnings power. We grew our operating revenue 6% from the previous quarter and our asset quality metrics improved with the strengthening of the loan portfolio and economic recovery. We made great progress on our expansion efforts in Arizona and Frisco, which we believe will create long term value for the organization."

### 2021 Second Quarter Highlights:

- \$5.3 billion of assets with 10% operating revenue growth compared to the second quarter of 2020
- Return on Average Assets of 1.10% and a Return on Equity of 9.86%
- Efficiency ratio of 53.61% for the second quarter of 2021 and a non-GAAP core efficiency ratio of 53.34% after adjusting for nonrecurring or non-core items and tax equivalent interest
- Net Interest Margin (Fully Tax-Equivalent) of 3.12% compared to 3.00% in the previous quarter
- Demand deposit growth of 3% from the previous quarter and 9% from same quarter last year; increased to 19% of total deposits
- Completed the \$20 million share repurchase program at a weighted average price of \$12.68
- Book value per share of \$12.50 at June 30, 2021 compared to \$11.66 at June 30, 2020

| (Dollars in millions except per share data)                                | Quarter-to-Date<br>June 30, |         |    | Year-to-Date<br>June 30, |      |         |    |         |
|--|-----------------------------|---------|----|--------------------------|------|---------|----|---------|
|  | 2020                        | 2021    |    | 2020                     | 2021 |         |    |         |
| Operating revenue <sup>(1)</sup>   | \$                          | 43.8    | \$ | 48.2                     | \$   | 84.1    | \$ | 93.4    |
| Net income (loss)  | \$                          | (7.4)   | \$ | 15.6                     | \$   | (3.5)   | \$ | 27.6    |
| Diluted earnings (loss) per share  | \$                          | (0.14)  | \$ | 0.30                     | \$   | (0.07)  | \$ | 0.53    |
| Return on average assets   |                             | (0.54)% |    | 1.10 %                   |      | (0.14)% |    | 0.97 %  |
| Return on average common equity  |                             | (4.84)% |    | 9.86 %                   |      | (1.15)% |    | 8.84 %  |
| Non-GAAP core return on average tangible common equity <sup>(2)</sup>      |                             | 0.03 %  |    | 9.02 %                   |      | 1.30 %  |    | 8.42 %  |
| Net interest margin  |                             | 3.14 %  |    | 3.07 %                   |      | 3.16 %  |    | 3.01 %  |
| Net interest margin, fully tax-equivalent <sup>(3)</sup>                   |                             | 3.19 %  |    | 3.12 %                   |      | 3.22 %  |    | 3.06 %  |
| Efficiency ratio   |                             | 70.81 % |    | 53.61 %                  |      | 63.29 % |    | 52.06 % |
| Non-GAAP core operating efficiency ratio, tax-equivalent <sup>(2)(3)</sup> |                             | 53.09 % |    | 53.34 %                  |      | 53.61 % |    | 51.51 % |

<sup>(1)</sup> Net interest income plus non-interest income.

<sup>(2)</sup> Represents a non-GAAP measure. See "Table 5. Non-GAAP Financial Measures" for a reconciliation of these measures.

<sup>(3)</sup> Tax exempt income is calculated on a tax-equivalent basis. Tax-free municipal securities are exempt from federal income taxes. The incremental federal income tax rate used is 21.0%.

**COVID-19 and Coronavirus Aid, Relief, and Economic Security Act (CARES Act) Programs Update**

During the second quarter of 2021, the Company operated with open lobbies to the public, and it opened offices for employees, but remains flexible to respond to possible changes to federal, state and local requirements in the event of the COVID-19 pandemic's resurgence. As of June 30, 2021, the Company retained \$197 million in loans produced through the Paycheck Protection Program ("PPP"), and the Company will continue to work through the forgiveness process for those loans with the Small Business Administration ("SBA"). In addition to PPP loans, we granted loan modifications and payment deferrals for many customers who requested additional relief. As of June 30, 2021, the Company still had several modified loans related to COVID-19, mostly in industries such as hospitality, entertainment, travel or other recreational activities directly impacted from the lockdowns.

**Income from Operations**

**Net Interest Income**

The Company produced interest income of \$48.5 million for the second quarter of 2021, a decrease of 5% from the second quarter of 2020 and a slight increase from the previous quarter. Interest income was down from the second quarter of 2020 primarily due to the impact of lower market interest rates and increased competition for loans, which led to lower loan and bond yields. Average earning assets totaled \$5.5 billion for the second quarter of 2021, an increase of \$264 million or 5% from the same quarter in 2020. The tax-equivalent yield on earning assets increased from 3.50% to 3.57% during the second quarter of 2021, and was down from 3.96% recorded in the second quarter of 2020, primarily due to the movement of variable rate assets indexed to lower market rates. Year-to-date, the Company produced interest income of \$96.6 million, which declined compared to the same period in 2020 primarily with the yield movements on earning assets.

Interest expense for the second quarter of 2021 was \$6.2 million, or 39% lower than the second quarter of 2020 and 13% lower than the previous quarter. While average interest-bearing deposits increased to \$3.9 billion in the second quarter of 2021, or a 11% increase from the same prior year period, overall interest expense on interest-bearing deposits continued to decline as a result of repricing due to lower market interest rates. Non-deposit funding costs for the second quarter of 2021 remained at 1.79%, while overall cost of funds for the quarter was 0.49%, compared to 0.56% for the first quarter of 2021. Year-to-date, the Company incurred interest expense of \$13.2 million, a decrease of 49% from the same period in the prior year.

Net interest income totaled \$42.3 million for the second quarter of 2021 or 3% higher than the first quarter of 2021, and 3% higher than the second quarter of 2020. Tax-equivalent net interest margin increased to 3.12% in the current quarter, from 3.00% in the previous quarter, and declined from 3.19% in the same quarter in 2020. The lower year-over-year yields reflect the repricing impact from a lower rate environment and lower priced new loans originated in the first quarter of 2021. The reduction of excess cash on the balance sheet improved overall margin during the second quarter of 2021 compared to the first quarter of 2021. During the second quarter of 2021, CrossFirst realized \$2.1 million in fees primarily from the forgiveness of \$139 million of PPP loans. The PPP loans yielded 3.84% for the current quarter and the Company will continue to recognize fees over the life of the loans or as the loans are forgiven. The tax-equivalent adjustment, which accounts for income taxes saved on the interest earned on nontaxable securities and loans, was \$0.7 million for the second quarter of 2021. Year-to-date net interest income grew to \$83.4 million, an increase of 5% from the same period in the prior year, while tax-equivalent net interest margin declined to 3.06% from 3.22%.

**Non-Interest Income**

Non-interest income increased \$3.2 million in the second quarter of 2021 or 121% compared to the same quarter of 2020 and increased \$1.7 million or 41% compared to the first quarter of 2021. During the second quarter of 2021, the Company recorded an increase of \$0.6 million in credit card fees, \$0.5 million in service charge income, and recognized a one-time \$1.8 million benefit in bank-owned life insurance proceeds compared to the same quarter in 2020, which were the primary drivers of quarterly and year-to-date non-interest income growth. Year-to-date non-interest income was up \$5.2 million or 111% compared to the same period in the prior year.

**Non-Interest Expense**

Non-interest expense for the second quarter of 2021 was \$25.8 million, which decreased 17% compared to the second quarter of 2020 and increased 13% from the first quarter of 2021. Salaries and benefit costs were higher in the current quarter by \$2.1 million compared to the prior quarter and \$1.7 million higher than the same quarter in the prior year mainly due to increased hiring for planned expansion efforts and a one-time \$0.7 million dollar compensation benefit to a former executive. In addition, the Company recorded a \$0.6 million valuation write-down on a foreclosed property held for sale on the balance sheet that increased non-interest expense for the second quarter of 2021. Year-to-date non-interest expense also decreased from the same period in the prior year primarily due to a one-time non-cash expense recorded in the second quarter of 2020. Overall, the Company continues to benefit from reduced travel, entertainment, and other discretionary spending as a result of the COVID-19 pandemic.

CrossFirst's effective tax rate for the second quarter of 2021 was 17% as compared to 10% for the second quarter of 2020. The 2021 quarter-to-date income tax expense was impacted by a \$27.1 million increase in income before income taxes that increased taxes at the statutory rate by \$5.7 million. For both of the comparable periods, the Company continued to benefit from the tax-exempt municipal bond portfolio and bank-owned life insurance.

**Balance Sheet Performance & Analysis**

During the second quarter of 2021, total assets decreased by \$687 million or 11% compared to March 31, 2021 and \$151 million or 3% compared to June 30, 2020. As part of the Company's efforts to improve the efficiency of its balance sheet, \$162 million in PPP loans were forgiven and the Company reduced its first quarter cash position by over \$400 million through a reduction of non-core wholesale, brokered, and institutional deposits. During the second quarter of 2021, available-for-sale investment securities increased \$27 million to \$712 million compared to March 31, 2021, while the overall average for the second quarter was \$720 million. The securities yields increased 4 basis points to a tax equivalent yield of 2.93% for the second quarter of 2021 compared to the prior quarter.

**Loan Results**

The Company experienced a decrease in average loans of 2% since March 31, 2021, but increased average loans 1% year-over-year from June 30, 2020. The reduction in average loans was primarily a result of PPP forgiveness and pay downs of lower yielding commercial and industrial lines drawn on through the pandemic, which enhanced the previous quarter loan yields. Loan yields increased 5 basis points to 3.99% during the second quarter and declined 29 basis points over the last twelve months, commensurate with adjustable rate loan movements during 2020, competitive pricing from persistently low interest rates and related loan repricing.

| <i>(Dollars in millions)</i>                        | 2Q20            | 3Q20            | 4Q20            | 1Q21            | 2Q21            | % of Total   | QoQ Growth (\$) | QoQ Growth (%) <sup>(1)</sup> | YoY Growth (\$) | YoY Growth (%) <sup>(1)</sup> |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|--------------|-----------------|-------------------------------|-----------------|-------------------------------|
| <b>Average loans (gross)</b>                        |                 |                 |                 |                 |                 |              |                 |                               |                 |                               |
| Commercial and industrial                           | \$ 1,381        | \$ 1,308        | \$ 1,367        | \$ 1,329        | \$ 1,221        | 28 %         | \$ (108)        | (8)%                          | \$ (160)        | (12)%                         |
| Energy  | 404             | 393             | 381             | 351             | 341             | 8            | (10)            | (3)                           | (63)            | (16)                          |
| Commercial real estate                              | 1,115           | 1,169           | 1,194           | 1,183           | 1,203           | 27           | 20              | 2                             | 88              | 8                             |
| Construction and land development                   | 651             | 617             | 585             | 598             | 633             | 14           | 35              | 6                             | (18)            | (3)                           |
| Residential real estate                             | 517             | 583             | 664             | 688             | 659             | 15           | (29)            | (4)                           | 142             | 27                            |
| Paycheck Protection Program                         | 245             | 362             | 258             | 308             | 296             | 7            | (12)            | (4)                           | 51              | 21                            |
| Consumer  | 44              | 45              | 45              | 50              | 56              | 1            | 6               | 12                            | 12              | 27                            |
| Total   | <u>\$ 4,357</u> | <u>\$ 4,477</u> | <u>\$ 4,494</u> | <u>\$ 4,507</u> | <u>\$ 4,409</u> | <u>100 %</u> | <u>\$ (98)</u>  | <u>(2)%</u>                   | <u>\$ 52</u>    | <u>1 %</u>                    |
| <i>Yield on average loans for the period ending</i> | 4.28 %          | 3.90 %          | 4.00 %          | 3.94 %          | 3.99 %          |              |                 |                               |                 |                               |

<sup>(1)</sup> Actual unrounded values are used to calculate the reported percent disclosed. Accordingly, recalculations using the amounts in millions as disclosed in this release may not produce the same amounts.

**Deposit & Other Borrowing Results**

The Company experienced an average reduction in deposits of 2% since March 31, 2021, and increased average deposits 10% year-over-year from June 30, 2020. After improving the efficiency of the balance sheet, the Company ended the quarter with a loan to deposit ratio of 97% at the end of the quarter compared to 89% at the end of the previous quarter. The deposit decrease for the quarter was primarily driven by a reduction in wholesale and institutional funded time deposits, transaction deposits, and money market accounts. In addition, the Company continued to improve the overall cost of deposits as the cost of interest bearing deposits declined 7 basis points during the second quarter of 2021, reflective of changes made to deposit pricing. The cost of interest bearing deposits has declined 45 basis points over the last twelve months primarily as a result of the lower interest rate environment.

| <i>(Dollars in millions)</i>                                   | 2Q20            | 3Q20            | 4Q20            | 1Q21            | 2Q21            | % of Total   | QoQ Growth (\$) | QoQ Growth (%) <sup>(1)</sup> | YoY Growth (\$) | YoY Growth (%) <sup>(1)</sup> |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|--------------|-----------------|-------------------------------|-----------------|-------------------------------|
| <b>Average deposits</b>  |                 |                 |                 |                 |                 |              |                 |                               |                 |                               |
| Non-interest bearing deposits                                  | \$ 746          | \$ 714          | \$ 732          | \$ 731          | \$ 802          | 17 %         | \$ 71           | 10 %                          | \$ 56           | 8 %                           |
| Transaction deposits   | 414             | 460             | 575             | 717             | 665             | 14 %         | (52)            | (7)%                          | 251             | 61 %                          |
| Savings and money market deposits                              | 1,933           | 1,995           | 2,158           | 2,422           | 2,385           | 51 %         | (37)            | (2)%                          | 452             | 23 %                          |
| Time deposits  | 1,195           | 1,175           | 1,087           | 972             | 869             | 18 %         | (103)           | (11)%                         | (326)           | (27)%                         |
| Total  | <u>\$ 4,288</u> | <u>\$ 4,344</u> | <u>\$ 4,552</u> | <u>\$ 4,842</u> | <u>\$ 4,721</u> | <u>100 %</u> | <u>\$ (121)</u> | <u>(2)%</u>                   | <u>\$ 433</u>   | <u>10 %</u>                   |
| <i>Cost of deposits for the period ending</i>                  | <i>0.79 %</i>   | <i>0.67 %</i>   | <i>0.58 %</i>   | <i>0.48 %</i>   | <i>0.41 %</i>   |              |                 |                               |                 |                               |
| <i>Cost of interest-bearing deposits for the period ending</i> | <i>0.95 %</i>   | <i>0.80 %</i>   | <i>0.69 %</i>   | <i>0.57 %</i>   | <i>0.50 %</i>   |              |                 |                               |                 |                               |

<sup>(1)</sup> Actual unrounded values are used to calculate the reported percent disclosed. Accordingly, recalculations using the amounts in millions as disclosed in this release may not produce the same amounts.

At June 30, 2021, other borrowings totaled \$284 million, as compared to \$287 million at March 31, 2021, and \$501 million at June 30, 2020.

**Asset Quality Position**

Credit quality metrics generally improved during the second quarter of 2021 as classified assets decreased nearly \$100 million and nonperforming assets to total assets decreased to 1.09% from 1.15% in the previous quarter. The improvement in credit metrics were primarily derived from upgrades in COVID-19 impacted segments and the Energy portfolio. Net charge-offs were \$2.6 million for the second quarter of 2021 as compared to \$8.2 million for the first quarter of 2021. The charge-offs for the current quarter were primarily related to several commercial and industrial credits partially impacted by COVID-19.

Overall credit risk remained elevated as the Company added \$3.5 million to the allowance for loan loss due to changes in risk factors, charge-off activity, and the continued economic uncertainty regarding the recovery speed from the pandemic. The following table provides information regarding asset quality.

| <i>Asset quality (Dollars in millions)</i> | 2Q20    | 3Q20    | 4Q20    | 1Q21    | 2Q21    |
|--|---------|---------|---------|---------|---------|
| Non-accrual loans                          | \$ 37.5 | \$ 75.6 | \$ 75.1 | \$ 63.3 | \$ 54.7 |
| Other real estate owned                    | 2.5     | 2.3     | 2.3     | 2.3     | 1.7     |
| Nonperforming assets                       | 40.3    | 82.2    | 78.4    | 68.9    | 58.1    |
| Loans 90+ days past due and still accruing | 0.2     | 4.3     | 1.0     | 3.2     | 1.8     |
| Loans 30 - 89 days past due                | 34.9    | 45.4    | 18.1    | 11.0    | 18.8    |
| Net charge-offs (recoveries)               | 1.3     | 6.0     | 11.6    | 8.2     | 2.6     |

| <i>Asset quality metrics (%)</i>                             | 2Q20   | 3Q20   | 4Q20   | 1Q21   | 2Q21   |
|--|--------|--------|--------|--------|--------|
| Nonperforming assets to total assets                         | 0.74 % | 1.49 % | 1.39 % | 1.15 % | 1.09 % |
| Allowance for loan loss to total loans                       | 1.61   | 1.70   | 1.70   | 1.65   | 1.78   |
| Allowance for loan loss to nonperforming loans               | 189    | 95     | 99     | 112    | 134    |
| Net charge-offs (recoveries) to average loans <sup>(1)</sup> | 0.12   | 0.54   | 1.03   | 0.74   | 0.23   |
| Provision to average loans <sup>(1)</sup>                    | 1.94   | 0.97   | 0.96   | 0.67   | 0.32   |
| Classified Loans / (Total Capital + ALLL)                    | 34.9   | 43.2   | 40.9   | 38.2   | 24.0   |

<sup>(1)</sup> Interim periods annualized.

#### Capital Position

At June 30, 2021, stockholders' equity totaled \$637 million, or \$12.50 per share, compared to \$624 million, or \$12.08 per share, at December 31, 2020. During the second quarter of 2021, CrossFirst completed its \$20 million share repurchase program by purchasing 1,573,806 shares of common stock under the program at a weighted average price of \$12.68 per share.

The ratio of common equity Tier 1 capital to risk-weighted assets was approximately 12% and the total capital to risk-weighted assets was approximately 14% at June 30, 2021. The Company remains well-capitalized.

#### Conference Call and Webcast

CrossFirst will hold a conference call and webcast to discuss second quarter 2021 results on Thursday, July 22, 2021, at 4 p.m. CDT / 5 p.m. EDT. The conference call and webcast may also include discussion of Company developments, forward-looking statements and other material information about business and financial matters. Investors, news media, and other participants should register for the call or audio webcast at <https://investors.CrossFirstBankshares.com>. Participants may dial into the call toll-free at (877) 621-5851 from anywhere in the U.S. or (470) 495-9492 internationally, using conference ID no. 9690426. Participants are encouraged to dial into the call or access the webcast approximately 10 minutes prior to the start time.

A replay of the webcast will be available on the Company's website. A replay of the conference call will be available two hours following the close of the call until July 29, 2021, accessible at (855) 859-2056 with conference ID no. 9690426.

#### Cautionary Notice about Forward-Looking Statements

The financial results in this press release reflect preliminary, unaudited results, which are not final until the Company's Quarterly Report on Form 10-Q is filed. This earnings release contains forward-looking statements. These forward-looking statements reflect the Company's current views with respect to, among other things, future events and its financial performance. Any statements about management's expectations, beliefs, plans, predictions, forecasts, objectives, assumptions or future events or performance are not historical facts and may be forward-looking. These statements are often, but not always, made through the use of words or phrases such as "anticipate," "believes," "can," "could," "may," "predicts," "potential," "should," "will," "estimate," "plans," "projects," "continuing," "ongoing," "expects," "intends" and similar words or phrases. Any or all of the forward-looking statements in this earnings release may turn out to be inaccurate. The inclusion of forward-looking information in this earnings release should not be regarded as a representation by us or any other person that the future plans, estimates or expectations contemplated by us will be achieved. The Company has based these forward-looking statements largely on its current expectations and projections about future events and financial trends that it believes may affect its financial condition, results of operations, business strategy and financial needs. Our actual results could differ materially from those anticipated in such forward-looking statements.

Accordingly, the Company cautions you that any such forward-looking statements are not a guarantee of future performance and that actual results may prove to be materially different from the results expressed or implied by the forward-looking statements due to a number of factors. Such factors include, without limitation, those listed from time to time in reports that the Company files with the Securities and Exchange Commission as well as the uncertain impact of the COVID-19 pandemic. These forward-looking statements are made as of the date of this communication, and the Company does not intend, and assumes no obligation, to update any forward-looking statement to reflect events or circumstances after the date on which the statement is made or to reflect the occurrence of unanticipated events or circumstances, except as required by law.

#### About CrossFirst

CrossFirst Bankshares, Inc. (Nasdaq: CFB) is a Kansas corporation and a registered bank holding company for its wholly owned subsidiary CrossFirst Bank, which is headquartered in Leawood, Kansas. CrossFirst has nine full-service banking locations in Kansas, Missouri, Oklahoma, Texas, and Arizona that offer products and services to businesses, professionals, individuals, and families.

#### Unaudited Financial Tables

- [Table 1. Consolidated Balance Sheets](#)
- [Table 2. Consolidated Statements of Operations](#)
- [Table 3. 2020 - 2021 Year-to-Date Analysis of Changes in Net Interest Income](#)
- [Table 4. 2020 - 2021 Quarterly Analysis of Changes in Net Interest Income](#)
- [Table 5. Non-GAAP Financial Measures](#)

TABLE 1. CONSOLIDATED BALANCE SHEETS

|   | December 31, 2020             | June 30, 2021<br>(unaudited) |
|---|-------------------------------|------------------------------|
|   | <i>(Dollars in thousands)</i> |                              |
| <b>Assets</b>   |                               |                              |
| Cash and cash equivalents   | \$ 408,810                    | \$ 220,814                   |
| Available-for-sale securities - taxable   | 177,238                       | 187,553                      |
| Available-for-sale securities - tax-exempt  | 477,350                       | 524,664                      |
| Loans, net of allowance for loan losses of \$75,295 and \$75,493 at December 31, 2020 and June 30, 2021, respectively           | 4,366,602                     | 4,162,451                    |
| Premises and equipment, net   | 70,509                        | 67,918                       |
| Restricted equity securities  | 15,543                        | 13,329                       |
| Interest receivable   | 17,236                        | 15,816                       |
| Foreclosed assets held for sale   | 2,347                         | 1,718                        |
| Bank-owned life insurance   | 67,498                        | 66,676                       |
| Other   | 56,170                        | 50,495                       |
| Total assets  | <u>\$ 5,659,303</u>           | <u>\$ 5,311,434</u>          |
| <b>Liabilities and stockholders' equity</b>   |                               |                              |
| Deposits  |                               |                              |
| Noninterest bearing   | \$ 718,459                    | \$ 818,887                   |
| Savings, NOW and money market   | 2,932,799                     | 2,733,693                    |
| Time  | 1,043,482                     | 804,047                      |
| Total deposits  | 4,694,740                     | 4,356,627                    |
| Federal funds purchased and repurchase agreements   | 2,306                         | —                            |
| Federal Home Loan Bank advances   | 293,100                       | 283,100                      |
| Other borrowings  | 963                           | 986                          |
| Interest payable and other liabilities  | 43,766                        | 33,531                       |
| Total liabilities   | <u>5,034,875</u>              | <u>4,674,244</u>             |
| Stockholders' equity  |                               |                              |
| Common stock, \$0.01 par value:   |                               |                              |
| authorized - 200,000,000 shares, issued - 52,289,129 and 52,532,486 shares at December 31, 2020 and June 30, 2021, respectively | 523                           | 525                          |
| Treasury stock, at cost:  |                               |                              |
| 609,613 and 1,573,806 shares held at December 31, 2020 and June 30, 2021, respectively  | (6,061)                       | (20,000)                     |
| Additional paid-in capital  | 522,911                       | 524,637                      |
| Retained earnings   | 77,652                        | 105,299                      |
| Accumulated other comprehensive income  | 29,403                        | 26,729                       |
| Total stockholders' equity  | <u>624,428</u>                | <u>637,190</u>               |
| Total liabilities and stockholders' equity  | <u>\$ 5,659,303</u>           | <u>\$ 5,311,434</u>          |

TABLE 2. CONSOLIDATED STATEMENTS OF OPERATIONS (UNAUDITED)

|  | Three Months Ended                                  |           | Six Months Ended |           |
|--|---|-----------|------------------|-----------|
|  | June 30,  |           | June 30,         |           |
|  | 2020  | 2021      | 2020             | 2021      |
|  | <i>(Dollars in thousands except per share data)</i> |           |                  |           |
| <b>Interest Income</b>                                     |   |           |                  |           |
| Loans, including fees                                      | \$ 46,323   | \$ 43,846 | \$ 94,662        | \$ 87,604 |
| Available for sale securities - Taxable                    | 1,358   | 869       | 3,132            | 1,620     |
| Available for sale securities - Tax-exempt                 | 3,260   | 3,497     | 6,572            | 6,848     |
| Deposits with financial institutions                       | 45  | 110       | 536              | 238       |
| Dividends on bank stocks                                   | 268   | 162       | 560              | 327       |
| Total interest income                                      | 51,254  | 48,484    | 105,462          | 96,637    |
| <b>Interest Expense</b>                                    |   |           |                  |           |
| Deposits   | 8,405   | 4,850     | 22,677           | 10,578    |
| Fed funds purchased and repurchase agreements              | 46  | 2         | 108              | 3         |
| Advances from Federal Home Loan Bank                       | 1,620   | 1,280     | 3,231            | 2,563     |
| Other borrowings   | 26  | 24        | 61               | 48        |
| Total interest expense                                     | 10,097  | 6,156     | 26,077           | 13,192    |
| <b>Net Interest Income</b>                                 | 41,157  | 42,328    | 79,385           | 83,445    |
| <b>Provision for Loan Losses</b>                           | 21,000  | 3,500     | 34,950           | 11,000    |
| <b>Net Interest Income after Provision for Loan Losses</b> | 20,157  | 38,828    | 44,435           | 72,445    |
| <b>Non-Interest Income</b>                                 |   |           |                  |           |
| Service charges and fees on customer accounts              | 647   | 1,177     | 1,155            | 2,134     |
| Realized gain (loss) on available-for-sale securities      | 320   | (13)      | 713              | (3)       |
| Income from bank-owned life insurance                      | 453   | 2,245     | 909              | 2,661     |
| Swap fees and credit valuation adjustments, net            | (32)  | (30)      | (41)             | 125       |
| ATM and credit card interchange income                     | 896   | 1,506     | 1,381            | 3,834     |
| Other non-interest income                                  | 350   | 940       | 612              | 1,218     |
| Total non-interest income                                  | 2,634   | 5,825     | 4,729            | 9,969     |
| <b>Non-Interest Expense</b>                                |   |           |                  |           |
| Salaries and employee benefits                             | 14,004  | 15,660    | 28,394           | 29,213    |
| Occupancy  | 2,045   | 2,397     | 4,130            | 4,891     |
| Professional fees  | 1,295   | 1,138     | 1,966            | 1,920     |
| Deposit insurance premiums                                 | 1,039   | 917       | 2,055            | 2,068     |
| Data processing  | 721   | 720       | 1,413            | 1,436     |
| Advertising  | 223   | 435       | 723              | 738       |
| Software and communication                                 | 937   | 1,034     | 1,813            | 2,099     |
| Foreclosed assets, net                                     | 1,135   | 665       | 1,154            | 715       |
| Goodwill impairment  | 7,397   | —         | 7,397            | —         |
| Other non-interest expense                                 | 2,214   | 2,847     | 4,188            | 5,551     |
| Total non-interest expense                                 | 31,010  | 25,813    | 53,233           | 48,631    |
| <b>Net Income (Loss) Before Taxes</b>                      | (8,219)   | 18,840    | (4,069)          | 33,783    |
| Income tax expense (benefit)                               | (863)   | 3,263     | (570)            | 6,171     |
| <b>Net Income (Loss)</b>                                   | (7,356)   | 15,577    | (3,499)          | 27,612    |
| <b>Basic Earnings (Loss) Per Share</b>                     | \$ (0.14)   | \$ 0.30   | \$ (0.07)        | \$ 0.54   |
| <b>Diluted Earnings (Loss) Share</b>                       | \$ (0.14)   | \$ 0.30   | \$ (0.07)        | \$ 0.53   |

**TABLE 3. YEAR-TO-DATE ANALYSIS OF CHANGES IN NET INTEREST INCOME  
(UNAUDITED)**

|   | Six Months Ended              |                           |                                     |                     |                           |                                     |
|---|-------------------------------|---------------------------|-------------------------------------|---------------------|---------------------------|-------------------------------------|
|   | 2020                          |                           |                                     | 2021                |                           |                                     |
|   | Average Balance               | Interest Income / Expense | Average Yield / Rate <sup>(3)</sup> | Average Balance     | Interest Income / Expense | Average Yield / Rate <sup>(3)</sup> |
|   | <i>(Dollars in thousands)</i> |                           |                                     |                     |                           |                                     |
| <b>Interest-earning assets:</b>                           |                               |                           |                                     |                     |                           |                                     |
| Securities - taxable                                      | \$ 299,456                    | \$ 3,692                  | 2.48 %                              | \$ 214,178          | \$ 1,947                  | 1.83 %                              |
| Securities - tax-exempt <sup>(1)</sup>                    | 444,948                       | 7,952                     | 3.59                                | 494,297             | 8,286                     | 3.38                                |
| Federal funds sold  | 2,057                         | 18                        | 1.74                                | —                   | —                         | —                                   |
| Interest-bearing deposits in other banks                  | 172,294                       | 518                       | 0.60                                | 429,930             | 238                       | 0.11                                |
| Gross loans, net of unearned income <sup>(2)</sup>        | 4,132,279                     | 94,662                    | 4.61                                | 4,457,792           | 87,604                    | 3.96                                |
| Total interest-earning assets <sup>(1)</sup>              | 5,051,034                     | \$ 106,842                | 4.25 %                              | 5,596,197           | \$ 98,075                 | 3.53 %                              |
| Allowance for loan losses                                 | (59,267)                      |                           |                                     | (77,552)            |                           |                                     |
| Other non-interest-earning assets                         | 218,043                       |                           |                                     | 216,913             |                           |                                     |
| Total assets  | <u>\$ 5,209,810</u>           |                           |                                     | <u>\$ 5,735,558</u> |                           |                                     |
| <b>Interest-bearing liabilities</b>                       |                               |                           |                                     |                     |                           |                                     |
| Transaction deposits                                      | \$ 377,883                    | \$ 1,131                  | 0.60 %                              | \$ 690,514          | \$ 677                    | 0.20 %                              |
| Savings and money market deposits                         | 1,909,881                     | 9,388                     | 0.99                                | 2,403,318           | 4,495                     | 0.38                                |
| Time deposits   | 1,180,704                     | 12,158                    | 2.07                                | 920,307             | 5,406                     | 1.18                                |
| Total interest-bearing deposits                           | 3,468,468                     | 22,677                    | 1.31                                | 4,014,139           | 10,578                    | 0.53                                |
| FHLB and short-term borrowings                            | 444,141                       | 3,342                     | 1.51                                | 289,039             | 2,566                     | 1.79                                |
| Trust preferred securities, net of fair value adjustments | 928                           | 58                        | 12.64                               | 971                 | 48                        | 9.89                                |
| Non-interest-bearing deposits                             | 643,659                       | —                         | —                                   | 766,725             | —                         | —                                   |
| Cost of funds   | 4,557,196                     | \$ 26,077                 | 1.15 %                              | 5,070,874           | \$ 13,192                 | 0.52 %                              |
| Other liabilities   | 40,406                        |                           |                                     | 35,017              |                           |                                     |
| Stockholders' equity                                      | 612,208                       |                           |                                     | 629,667             |                           |                                     |
| Total liabilities and stockholders' equity                | <u>\$ 5,209,810</u>           |                           |                                     | <u>\$ 5,735,558</u> |                           |                                     |
| Net interest income <sup>(1)</sup>                        |                               | <u>\$ 80,765</u>          |                                     |                     | <u>\$ 84,883</u>          |                                     |
| Net interest spread <sup>(1)</sup>                        |                               |                           | 3.10 %                              |                     |                           | 3.01 %                              |
| Net interest margin <sup>(1)</sup>                        |                               |                           | 3.22 %                              |                     |                           | 3.06 %                              |

<sup>(1)</sup> Tax exempt income is calculated on a tax-equivalent basis. Tax-free municipal securities are exempt from federal income taxes. The incremental income tax rate used is 21.0%.

<sup>(2)</sup> Average loan balances include nonaccrual loans.

<sup>(3)</sup> Actual unrounded values are used to calculate the reported yield or rate disclosed. Accordingly, recalculations using the amounts in thousands as disclosed in this release may not produce the same amounts.

## YEAR-TO-DATE VOLUME &amp; RATE VARIANCE TO NET INTEREST INCOME (UNAUDITED)

|   | Six Months Ended              |            |                           |
|---|-------------------------------|------------|---------------------------|
|   | June 30, 2021 over 2020       |            |                           |
|   | Average Volume                | Yield/Rate | Net Change <sup>(2)</sup> |
|   | <i>(Dollars in thousands)</i> |            |                           |
| <b>Interest Income</b>                                    |                               |            |                           |
| Securities - taxable                                      | \$ (909)                      | \$ (836)   | \$ (                      |
| Securities - tax-exempt <sup>(1)</sup>                    | 825                           | (491)      | )                         |
| Federal funds sold  | (18)                          | —          |                           |
| Interest-bearing deposits in other banks                  | 361                           | (641)      |                           |
| Gross loans, net of unearned income                       | 7,019                         | (14,077)   | (                         |
| Total interest income <sup>(1)</sup>                      | 7,278                         | (16,045)   | )                         |
| <b>Interest Expense</b>                                   |                               |            |                           |
| Transaction deposits                                      | 579                           | (1,033)    |                           |
| Savings and money market deposits                         | 1,968                         | (6,861)    | (                         |
| Time deposits   | (2,289)                       | (4,463)    | )                         |
| Total interest-bearing deposits                           | 258                           | (12,357)   | (1                        |
| FHLB and short-term borrowings                            | (1,312)                       | 536        | )                         |
| Trust preferred securities, net of fair value adjustments | 3                             | (13)       |                           |
| Total interest expense                                    | (1,051)                       | (11,834)   | (1                        |
| Net interest income <sup>(1)</sup>                        | \$ 8,329                      | \$ (4,211) | \$                        |

<sup>(1)</sup> Tax exempt income is calculated on a tax-equivalent basis. Tax-free municipal securities are exempt from federal income taxes. The incremental income tax rate used is 21.0%.

<sup>(2)</sup> The change in interest not due solely to volume or rate has been allocated in proportion to the respective absolute dollar amounts of the change in volume or rate.

TABLE 4. 2020 - 2021 QUARTERLY ANALYSIS OF CHANGES IN NET INTEREST INCOME (UNAUDITED)

|   | Three Months Ended        |                                     |                 |                           |                                     |               |
|---|---------------------------|-------------------------------------|-----------------|---------------------------|-------------------------------------|---------------|
|   | June 30,                  |                                     |                 |                           |                                     |               |
|   | 2020                      |                                     |                 | 2021                      |                                     |               |
| Average Balance   | Interest Income / Expense | Average Yield / Rate <sup>(3)</sup> | Average Balance | Interest Income / Expense | Average Yield / Rate <sup>(3)</sup> |               |
| <i>(Dollars in thousands)</i>                             |                           |                                     |                 |                           |                                     |               |
| <b>Interest-earning assets:</b>                           |                           |                                     |                 |                           |                                     |               |
| Securities - taxable                                      | \$ 290,342                | \$ 1,626                            | 2.25 %          | \$ 211,158                | \$ 1,031                            | 1.96 %        |
| Securities - tax-exempt <sup>(1)</sup>                    | 438,525                   | 3,945                               | 3.62            | 508,483                   | 4,231                               | 3.34          |
| Federal funds sold  | —                         | —                                   | —               | —                         | —                                   | —             |
| Interest-bearing deposits in other banks                  | 186,388                   | 45                                  | 0.10            | 407,801                   | 110                                 | 0.11          |
| Gross loans, net of unearned income <sup>(2)(3)</sup>     | 4,357,055                 | 46,323                              | 4.28            | 4,409,280                 | 43,846                              | 3.99          |
| Total interest-earning assets <sup>(1)</sup>              | 5,272,310                 | \$ 51,939                           | 3.96 %          | 5,536,722                 | \$ 49,218                           | 3.57 %        |
| Allowance for loan losses                                 | (60,889)                  |                                     |                 | (76,741)                  |                                     |               |
| Other non-interest-earning assets                         | 230,092                   |                                     |                 | 213,657                   |                                     |               |
| Total assets  | <u>\$ 5,441,513</u>       |                                     |                 | <u>\$ 5,673,638</u>       |                                     |               |
| <b>Interest-bearing liabilities</b>                       |                           |                                     |                 |                           |                                     |               |
| Transaction deposits                                      | \$ 413,870                | \$ 266                              | 0.26 %          | \$ 664,552                | \$ 313                              | 0.19 %        |
| Savings and money market deposits                         | 1,932,723                 | 2,653                               | 0.55            | 2,385,074                 | 2,107                               | 0.35          |
| Time deposits   | 1,195,445                 | 5,486                               | 1.85            | 869,176                   | 2,430                               | 1.12          |
| Total interest-bearing deposits                           | 3,542,038                 | 8,405                               | 0.95            | 3,918,802                 | 4,850                               | 0.50          |
| FHLB and short-term borrowings                            | 496,556                   | 1,668                               | 1.35            | 287,904                   | 1,282                               | 1.79          |
| Trust preferred securities, net of fair value adjustments | 933                       | 24                                  | 10.61           | 976                       | 24                                  | 9.82          |
| Non-interest-bearing deposits                             | 745,864                   | —                                   | —               | 801,591                   | —                                   | —             |
| Cost of funds   | 4,785,391                 | \$ 10,097                           | 0.85 %          | 5,009,273                 | \$ 6,156                            | 0.49 %        |
| Other liabilities   | 44,656                    |                                     |                 | 30,948                    |                                     |               |
| Total stockholders' equity                                | 611,466                   |                                     |                 | 633,417                   |                                     |               |
| Total liabilities and stockholders' equity                | <u>\$ 5,441,513</u>       |                                     |                 | <u>\$ 5,673,638</u>       |                                     |               |
| Net interest income <sup>(1)</sup>                        |                           | <u>\$ 41,842</u>                    |                 |                           | <u>\$ 43,062</u>                    |               |
| Net interest spread <sup>(1)</sup>                        |                           |                                     | <u>3.11 %</u>   |                           |                                     | <u>3.08 %</u> |
| Net interest margin <sup>(1)</sup>                        |                           |                                     | <u>3.19 %</u>   |                           |                                     | <u>3.12 %</u> |

<sup>(1)</sup> Tax exempt income is calculated on a tax-equivalent basis. Tax-free municipal securities are exempt from federal income taxes. The incremental income tax rate used is 21.0%.

<sup>(2)</sup> Average gross loan balances include non-accrual loans.

<sup>(3)</sup> Actual unrounded values are used to calculate the reported yield or rate disclosed. Accordingly, recalculations using the amounts in thousands as disclosed in this release may not produce the same amounts.

## QUARTER-TO-DATE VOLUME &amp; RATE VARIANCE TO NET INTEREST INCOME (UNAUDITED)

|   | Three Months Ended            |            |                           |
|---|-------------------------------|------------|---------------------------|
|   | June 30, 2021 over 2020       |            |                           |
|   | Average Volume                | Yield/Rate | Net Change <sup>(2)</sup> |
|   | <i>(Dollars in thousands)</i> |            |                           |
| <b>Interest Income</b>                                    |                               |            |                           |
| Securities - taxable                                      | \$ (404)                      | \$ (191)   | \$ (595)                  |
| Securities - tax-exempt <sup>(1)</sup>                    | 604                           | (318)      | 286                       |
| Federal funds sold  | —                             | —          | —                         |
| Interest-bearing deposits in other banks                  | 59                            | 6          | 65                        |
| Gross loans, net of unearned income                       | 575                           | (3,052)    | (2,477)                   |
| Total interest income <sup>(1)</sup>                      | 834                           | (3,555)    | (2,721)                   |
| <b>Interest Expense</b>                                   |                               |            |                           |
| Transaction deposits                                      | 133                           | (86)       | 47                        |
| Savings and money market deposits                         | 541                           | (1,087)    | (546)                     |
| Time deposits   | (1,249)                       | (1,807)    | (3,056)                   |
| Total interest-bearing deposits                           | (575)                         | (2,980)    | (3,555)                   |
| FHLB and short-term borrowings                            | (831)                         | 445        | (386)                     |
| Trust preferred securities, net of fair value adjustments | 1                             | (1)        | —                         |
| Total interest expense                                    | (1,405)                       | (2,536)    | (3,941)                   |
| Net interest income <sup>(1)</sup>                        | \$ 2,239                      | \$ (1,019) | \$ 1,220                  |

<sup>(1)</sup> Tax exempt income is calculated on a tax-equivalent basis. Tax-free municipal securities are exempt from federal income taxes. The incremental income tax rate used is 21.0%.

<sup>(2)</sup> The change in interest not due solely to volume or rate has been allocated in proportion to the respective absolute dollar amounts of the change in volume or rate.

## TABLE 5. NON-GAAP FINANCIAL MEASURES

**Non-GAAP Financial Measures**

In addition to disclosing financial measures determined in accordance with GAAP, the Company discloses non-GAAP financial measures in this release. The Company believes that the non-GAAP financial measures presented in this release reflect industry conventions, or standard measures within the industry, and provide useful information to the Company's management, investors and other parties interested in the Company's operating performance. These measurements should be considered in addition to, but not as a substitute for, financial information prepared in accordance with GAAP. We have defined below each of the non-GAAP measures we use in this release, but these measures may not be synonymous to similar measurement terms used by other companies.

CrossFirst provides reconciliations of these non-GAAP measures below. The measures used in this release include the following:

- We calculate "non-GAAP core operating income" as net income (loss) adjusted to remove non-recurring or non-core income and expense items related to:
  - Goodwill impairment - We performed an interim review of goodwill as of June 30, 2020. The book value of goodwill exceeded its fair market value and resulted in a full \$7.4 million impairment.
  - Charges and adjustments associated with the full vesting of a former executive - We incurred additional charges in the second quarter of 2021 related to the acceleration of \$0.7 million of certain cash, stock-based compensation, and employee costs.
  - Bank Owned Life Insurance - We obtain bank owned life insurance on key employees throughout the organization and received a \$1.8 million benefit in the second quarter of 2021.

The most directly comparable GAAP financial measure for non-GAAP core operating income is net income (loss).

- We calculate "core return on average tangible common equity" as Non-GAAP core operating income (as defined above) divided by average tangible common equity. Average tangible common equity is calculated as average common equity less average goodwill and intangibles and average preferred equity. The most directly comparable GAAP measure is return on average common equity.
- We calculate "Non-GAAP core operating return on average assets" as non-GAAP core operating income (loss) (as defined above) divided by average assets. The most directly comparable GAAP financial measure is return on average assets, which is calculated as net income (loss) divided by average assets.
- We calculate "non-GAAP core operating return on average common equity" as non-GAAP core operating income (as defined above) less preferred dividends divided by average common equity. The most directly comparable GAAP financial measure is return on average common equity, which is calculated as net income less preferred dividends divided by average common equity.
- We calculate "tangible common stockholders' equity" as total stockholders' equity less goodwill and intangibles and preferred equity. The most directly comparable GAAP measure is total stockholders' equity.
- We calculate "tangible book value per share" as tangible common stockholders' equity (as defined above) divided by the total number of shares outstanding. The most directly comparable GAAP measure is book value per share.
- We calculate "non-GAAP core operating efficiency ratio - fully tax equivalent (FTE)" as non-interest expense adjusted to remove non-recurring, or non-core, non-interest expenses as defined above under non-GAAP core operating income divided by net interest income on a fully tax-equivalent basis plus non-interest income adjusted to remove non-recurring, or non-core, non-interest income as defined above under non-GAAP core operating income. The most directly comparable financial measure is the efficiency ratio.
- We calculate "non-GAAP pre-tax pre-provision profit" as net income (loss) before taxes plus the provision for loan losses.

|   | Quarter Ended                 |                 |                 |                  | Six Months Ended |                 |                  |
|---|-------------------------------|-----------------|-----------------|------------------|------------------|-----------------|------------------|
|   | 06/30/2020                    | 09/30/2020      | 12/31/2020      | 03/31/2021       | 06/30/2021       | 06/30/2020      | 06/30/2021       |
|   | <i>(Dollars in thousands)</i> |                 |                 |                  |                  |                 |                  |
| <b>Non-GAAP core operating income:</b>        |                               |                 |                 |                  |                  |                 |                  |
| Net income (loss)                             | \$ (7,356)                    | \$ 8,006        | \$ 8,094        | \$ 12,035        | \$ 15,577        | \$ (3,499)      | \$ 27,612        |
| Add: Goodwill impairment <sup>(1)</sup>       | 7,397                         | —               | —               | —                | —                | 7,397           | —                |
| Add: Accelerated employee benefits            | —                             | —               | —               | —                | 719              | —               | 719              |
| Less: Tax effect <sup>(2)</sup>               | —                             | —               | —               | —                | 210              | —               | 210              |
| Accelerated employee benefits, net of tax     | —                             | —               | —               | —                | 509              | —               | 509              |
| Less: BOLI settlement benefits <sup>(1)</sup> | —                             | —               | —               | —                | 1,841            | —               | 1,841            |
| <b>Non-GAAP core operating income</b>         | <b>\$ 41</b>                  | <b>\$ 8,006</b> | <b>\$ 8,094</b> | <b>\$ 12,035</b> | <b>\$ 14,245</b> | <b>\$ 3,898</b> | <b>\$ 26,280</b> |

<sup>(1)</sup> No tax effect.<sup>(2)</sup> Represents the tax impact of the adjustments above at a tax rate of 21.0%, plus a permanent tax benefit associated with stock-based grants.

|  | Quarter Ended                 |               |               |               | Six Months Ended |                 |               |
|--|-------------------------------|---------------|---------------|---------------|------------------|-----------------|---------------|
|  | 06/30/2020                    | 09/30/2020    | 12/31/2020    | 03/31/2021    | 06/30/2021       | 06/30/2020      | 06/30/2021    |
|  | <i>(Dollars in thousands)</i> |               |               |               |                  |                 |               |
| <b>Non-GAAP core return on average tangible common equity:</b> |                               |               |               |               |                  |                 |               |
| Net income (loss) available to common stockholders             | \$ (7,356)                    | \$ 8,006      | \$ 8,094      | \$ 12,035     | \$ 15,577        | \$ (3,499)      | \$ 27,612     |
| Non-GAAP core operating income                                 | 41                            | 8,006         | 8,094         | 12,035        | 14,245           | 3,898           | 26,280        |
| Average common equity  | 611,466                       | 613,910       | 620,496       | 625,875       | 633,417          | 612,208         | 629,667       |
| Less: average goodwill and intangibles                         | 7,576                         | 238           | 218           | 199           | 179              | 7,629           | 189           |
| Average tangible common equity                                 | 603,890                       | 613,672       | 620,278       | 625,676       | 633,238          | 604,579         | 629,478       |
| <b>Return on average common equity</b>                         | <b>(4.84) %</b>               | <b>5.19 %</b> | <b>5.19 %</b> | <b>7.80 %</b> | <b>9.86 %</b>    | <b>(1.15) %</b> | <b>8.84 %</b> |
| <b>Non-GAAP core return on average tangible common equity</b>  | <b>0.03 %</b>                 | <b>5.19 %</b> | <b>5.19 %</b> | <b>7.80 %</b> | <b>9.02 %</b>    | <b>1.30 %</b>   | <b>8.42 %</b> |

|  | Quarter Ended                 |               |               |               | Six Months Ended |                 |               |
|--|-------------------------------|---------------|---------------|---------------|------------------|-----------------|---------------|
|  | 06/30/2020                    | 09/30/2020    | 12/31/2020    | 03/31/2021    | 06/30/2021       | 06/30/2020      | 06/30/2021    |
|  | <i>(Dollars in thousands)</i> |               |               |               |                  |                 |               |
| <b>Non-GAAP core operating return on average assets:</b> |                               |               |               |               |                  |                 |               |
| Net income (loss)  | \$ (7,356)                    | \$ 8,006      | \$ 8,094      | \$ 12,035     | \$ 15,577        | \$ (3,499)      | \$ 27,612     |
| Non-GAAP core operating income                           | 41                            | 8,006         | 8,094         | 12,035        | 14,245           | 3,898           | 26,280        |
| Average assets   | \$ 5,441,513                  | \$ 5,486,252  | \$ 5,523,196  | \$ 5,798,167  | \$ 5,673,638     | \$ 5,209,810    | \$ 5,735,558  |
| <b>Return on average assets</b>                          | <b>(0.54) %</b>               | <b>0.58 %</b> | <b>0.58 %</b> | <b>0.84 %</b> | <b>1.10 %</b>    | <b>(0.14) %</b> | <b>0.97 %</b> |
| <b>Non-GAAP core operating return on average assets</b>  | <b>— %</b>                    | <b>0.58 %</b> | <b>0.58 %</b> | <b>0.84 %</b> | <b>1.01 %</b>    | <b>0.15 %</b>   | <b>0.92 %</b> |

|  | Quarter Ended                                       |                   |                   |                   |                   |
|--|---|-------------------|-------------------|-------------------|-------------------|
|  | 06/30/2020  | 09/30/2020        | 12/31/2020        | 03/31/2021        | 06/30/2021        |
|  | <i>(Dollars in thousands except per share data)</i> |                   |                   |                   |                   |
| <b>Tangible common stockholders' equity:</b> |   |                   |                   |                   |                   |
| Total stockholders' equity                   | \$ 608,092  | \$ 617,883        | \$ 624,428        | \$ 628,834        | \$ 637,190        |
| Less: goodwill and other intangible assets   | 247   | 227               | 208               | 188               | 169               |
| <b>Tangible common stockholders' equity</b>  | <b>\$ 607,845</b>                                   | <b>\$ 617,656</b> | <b>\$ 624,220</b> | <b>\$ 628,646</b> | <b>\$ 637,021</b> |
| <b>Tangible book value per share:</b>        |   |                   |                   |                   |                   |
| Tangible common stockholders' equity         | \$ 607,845  | \$ 617,656        | \$ 624,220        | \$ 628,646        | \$ 637,021        |
| Shares outstanding at end of period          | 52,167,573  | 52,195,778        | 51,679,516        | 51,678,669        | 50,958,680        |
| <b>Book value per share</b>                  | <b>\$ 11.66</b>                                     | <b>\$ 11.84</b>   | <b>\$ 12.08</b>   | <b>\$ 12.17</b>   | <b>\$ 12.50</b>   |
| <b>Tangible book value per share</b>         | <b>\$ 11.65</b>                                     | <b>\$ 11.83</b>   | <b>\$ 12.08</b>   | <b>\$ 12.16</b>   | <b>\$ 12.50</b>   |

|  | Quarter Ended                 |                |                |                | Six Months Ended |                |
|--|-------------------------------|----------------|----------------|----------------|------------------|----------------|
|  | 06/30/2020                    | 09/30/2020     | 12/31/2020     | 03/31/2021     | 06/30/2021       | 06/30/2021     |
|  | <i>(Dollars in thousands)</i> |                |                |                |                  |                |
| <b>Non-GAAP Core Operating Efficiency Ratio - Fully Tax Equivalent (FTE)</b> |                               |                |                |                |                  |                |
| Non-interest expense   | \$ 31,010                     | \$ 23,011      | \$ 23,732      | \$ 22,818      | \$ 25,813        | \$ 53,233      |
| Less: Accelerated employee benefits  | —                             | —              | —              | —              | 719              | —              |
| Less: goodwill impairment  | 7,397                         | —              | —              | —              | —                | 7,397          |
| Adjusted Non-interest expense (numerator)                                    | \$ 23,613                     | \$ 23,011      | \$ 23,732      | \$ 22,818      | \$ 25,094        | \$ 45,836      |
| Net interest income  | 41,157                        | 39,327         | 41,537         | 41,117         | 42,328           | 79,385         |
| Tax-equivalent interest income <sup>(1)</sup>                                | 685                           | 669            | 683            | 704            | 734              | 1,380          |
| Non-interest income  | 2,634                         | 4,063          | 2,949          | 4,144          | 5,825            | 4,729          |
| Less: BOLI settlement benefits   | —                             | —              | —              | —              | 1,841            | —              |
| Total tax-equivalent income (denominator)                                    | \$ 44,476                     | \$ 44,059      | \$ 45,169      | \$ 45,965      | \$ 47,046        | \$ 85,494      |
| <b>Efficiency Ratio</b>  | <b>70.81 %</b>                | <b>53.03 %</b> | <b>53.35 %</b> | <b>50.41 %</b> | <b>53.61 %</b>   | <b>63.29 %</b> |
| <b>Non-GAAP Core Operating Efficiency Ratio - Fully Tax Equivalent (FTE)</b> | <b>53.09 %</b>                | <b>52.23 %</b> | <b>52.54 %</b> | <b>49.64 %</b> | <b>53.34 %</b>   | <b>51.51 %</b> |

<sup>(1)</sup> Tax exempt income (tax-free municipal securities) is calculated on a tax-equivalent basis. The incremental tax rate used is 21.0%.

<sup>(2)</sup> Represents the tax impact of the adjustments above at a tax rate of 21.0%, plus a permanent tax benefit associated with stock-based grants.

|  | Quarter Ended                 |                  |                  |                  | Six Months Ended |                  |
|--|-------------------------------|------------------|------------------|------------------|------------------|------------------|
|  | 06/30/2020                    | 09/30/2020       | 12/31/2020       | 03/31/2021       | 06/30/2021       | 06/30/2021       |
|  | <i>(Dollars in thousands)</i> |                  |                  |                  |                  |                  |
| <b>Non-GAAP Pre-Tax Pre-Provision Profit</b> |                               |                  |                  |                  |                  |                  |
| Net income (loss) before taxes               | \$ (8,219)                    | \$ 9,504         | \$ 9,879         | \$ 14,943        | \$ 18,840        | \$ (4,069)       |
| Add: Provision for loan losses               | 21,000                        | 10,875           | 10,875           | 7,500            | 3,500            | 34,950           |
| <b>Non-GAAP Pre-Tax Pre-Provision Profit</b> | <b>\$ 12,781</b>              | <b>\$ 20,379</b> | <b>\$ 20,754</b> | <b>\$ 22,443</b> | <b>\$ 22,340</b> | <b>\$ 30,881</b> |



**CROSSFIRST**

BANKSHARES, INC.™



Q2 2021  
Earnings Presentation

July 22, 2021

---

## LEGAL DISCLAIMER

**FORWARD-LOOKING STATEMENTS.** The financial results in this presentation reflect preliminary, unaudited results, which are not final until the Company's Quarterly Report on Form 10-Q is filed. This presentation and oral statements made during this meeting contain forward-looking statements. These forward-looking statements reflect our current views with respect to, among other things, future events and our financial performance. These statements are often, but not always, made through the use of words or phrases such as "may," "might," "should," "could," "predict," "potential," "believe," "expect," "continue," "will," "anticipate," "seek," "estimate," "intend," "plan," "strive," "projection," "goal," "target," "outlook," "aim," "would," "annualized" and "outlook," or the negative version of those words or other comparable words or phrases of a future or forward-looking nature. These forward-looking statements are not historical facts, and are based on current expectations, estimates and projections about our industry, management's beliefs and certain assumptions made by management, many of which, by their nature, are inherently uncertain and beyond our control. Accordingly, we caution you that any such forward-looking statements are not guarantees of future performance and are subject to risks, assumptions, estimates and uncertainties that are difficult to predict. Although we believe that the expectations reflected in these forward-looking statements are reasonable as of the date made, actual results may prove to be materially different from the results expressed or implied by the forward-looking statements. There are or will be important factors that could cause our actual results to differ materially from those indicated in these forward-looking statements, including, but not limited to, the following: risks relating to the COVID-19 pandemic; risks related to general business and economic conditions and any regulatory responses to such conditions; our ability to effectively execute our growth strategy and manage our growth, including identifying and consummating suitable mergers and acquisitions; the geographic concentration of our markets; fluctuation of the fair value of our investment securities due to factors outside our control; our ability to successfully manage our credit risk and the sufficiency of our allowance; regulatory restrictions on our ability to grow due to our concentration in commercial real estate lending; our ability to attract, hire and retain qualified management personnel; interest rate fluctuations; our ability to raise or maintain sufficient capital; competition from banks, credit unions and other financial services providers; the effectiveness of our risk management framework in mitigating risks and losses; our ability to maintain effective internal control over financial reporting; our ability to keep pace with technological changes; system failures and interruptions, cyber-attacks and security breaches; employee error, fraudulent activity by employees or clients and inaccurate or incomplete information about our clients and counterparties; our ability to maintain our reputation; costs and effects of litigation, investigations or similar matters; risk exposure from transactions with financial counterparties; severe weather, acts of god, acts of war or terrorism; compliance with governmental and regulatory requirements; changes in the laws, rules, regulations, interpretations or policies relating to financial institutions, accounting, tax, trade, monetary and fiscal matters; compliance with requirements associated with being a public company; level of coverage of our business by securities analysts; and future equity issuances.

Any forward-looking statement speaks only as of the date on which it is made, and we do not undertake any obligation to update or review any forward-looking statement, whether as a result of new information, future developments or otherwise, except as required by law.

**NON-GAAP FINANCIAL INFORMATION.** This presentation contains certain non-GAAP measures. These non-GAAP measures, as calculated by CrossFirst, are not necessarily comparable to similarly titled measures reported by other companies. Additionally, these non-GAAP measures are not measures of financial performance or liquidity under GAAP and should not be considered alternatives to the Company's other financial information determined under GAAP. See reconciliations of certain non-GAAP measures included at the end of this presentation.

**MARKET AND INDUSTRY DATA.** This presentation references certain market, industry and demographic data, forecasts and other statistical information. We have obtained this data, forecasts and information from various independent, third party industry sources and publications. Nothing in the data, forecasts or information used or derived from third party sources should be construed as advice. Some data and other information are also based on our good faith estimates, which are derived from our review of industry publications and surveys and independent sources. We believe that these sources and estimates are reliable but have not independently verified them. Statements as to our market position are based on market data currently available to us. Although we are not aware of any misstatements regarding the economic, employment, industry and other market data presented herein, these estimates involve inherent risks and uncertainties and are based on assumptions that are subject to change.

## EXPERIENCED MANAGEMENT TEAM



**Mike Maddox** – President, CEO and Director

- Joined CrossFirst in 2008 after serving as Kansas City regional president for Intrust Bank
- Practicing lawyer for more than six years before joining Intrust Bank
- Graduate School of Banking at the University of Wisconsin – Madison
- Appointed to CEO June 1, 2020 after 12 years of service



**Ben Clouse** – Chief Financial Officer of CrossFirst

- 25 years of experience in financial services, asset and wealth management, banking, retail and transportation, including public company CFO experience
- Joined CrossFirst in July 2021 after serving as CFO of Waddell & Reed Financial, Inc. (formerly NYSE: WDR) until its acquisition in 2021
- Significant experience leading financial operations as well as driving operational change
- Obtained CPA designation and FINRA Series 27 license



**David O'Toole** – Chief Investment Officer and Director

- More than 40 years of experience in banking, accounting, valuation and investment banking
- Founding shareholder and director of CrossFirst Bank and was CFO from 2008 to July 2021
- Co-founder and managing partner of a national bank consulting and accounting firm
- Served on numerous boards of directors of banks and private companies, including the Continental Airlines, Inc. travel agency advisory board



**Randy Rapp** – Chief Risk and Chief Credit Officer

- More than 30 years of experience in banking, primarily as a credit analyst, commercial relationship manager and credit officer
- Joined CrossFirst in April 2019 after serving as Executive Vice President and Chief Credit Officer of Texas Capital Bank, National Association from May 2015 until March 2019
- Mr. Rapp joined Texas Capital Bank in 2000



**Matt Needham** – Managing Director of Strategy and Investor Relations

- More than 15 years experience in banking, strategy, accounting and investment banking, five with CrossFirst
- Extensive experience in capital markets including valuation, mergers, acquisitions and divestitures
- Provided assurance and advisory services with Ernst & Young
- Former Deputy Bank Commissioner in Kansas and has served on several bank boards
- MBA Wake Forest University, obtained CFA designation and CPA, Graduate School of Banking at the University of Colorado

### Other Senior Executives

Aisha Reynolds  
General Counsel of CrossFirst  
15+ years of experience  
Joined CrossFirst in 2018

Steve Peterson  
Chief Banking Officer  
of CrossFirst Bank  
21+ years of banking experience  
Joined CrossFirst in 2011

Amy Fauss  
COO & CHRO  
of CrossFirst Bank  
28+ years of banking experience  
Joined CrossFirst in 2009

Jana Merfen  
Chief Technology Officer  
of CrossFirst Bank  
12+ years of technology experience  
Joined CrossFirst in 2021

Tom Robinson  
Executive Director, Risk and Credit  
of CrossFirst  
35+ years of banking experience  
Joined CrossFirst in 2011

## SECOND QUARTER 2021 SUMMARY & HIGHLIGHTS

| Net Income           | PTPP <sup>(1)</sup>                  | NIM (FTE)                                  | Diluted EPS                              | ROAA  |
|----------------------|--------------------------------------|--|--|---|
| \$15.6M              | \$22.3M                              | 3.12%                                      | \$0.30                                   | 1.10%                                       |
| Balance Sheet Update | 0% <sup>(2)</sup><br>Loan growth YoY | 1%<br>Deposit growth YoY                   | 9%<br>DDA Deposit growth YoY             | 7% <sup>(1)</sup><br>TBV / Share growth YoY |
| Credit Performance   | 1.09%<br>NPAs / Asset                | 0.23%<br>NCOs / Avg Loans                  | 1.87% <sup>(2)</sup><br>Reserves / Loans | 24%<br>Classified Loans / Capital + ALLL    |
| Capital & Liquidity  | 12.40%<br>CET 1 Capital Ratio        | 13.67%<br>Total Risk-Based Capital         | 97%<br>Loans / Deposits                  | 18%<br>Cash and Securities / Assets         |
| Efficiency           | 53.61%<br>Q2 2021 Efficiency Ratio   | 1.82%<br>Non-Interest Expense / Avg Assets | \$15.9M<br>Assets / Employee             |   |

Note: Interim periods are annualized.

(1) Represents a non-GAAP financial measure. See Non-GAAP Reconciliation slides at the end of this presentation for additional detail.

(2) Gross loans net of unearned income; excludes PPP loans.



# Q2 2021 AND YTD 2021 HIGHLIGHTS AND SUMMARY

## Financial Performance

- ✓ Strongest quarterly net income in Company's history during Q2 2021 of \$15.6 million and YTD net income of \$27.6 million (includes \$11 million of loan loss provisions)
- ✓ Quarterly Return on Average Assets of 1.10% and Return on Equity of 9.86%
- ✓ Net Interest Margin Fully Tax Equivalent (FTE) of 3.12% compared to 3.00% in Q1 2021
- ✓ Efficiency ratio of 53.6% for Q2 2021 and 52.1% for the YTD, a non-GAAP core efficiency ratio <sup>(1)</sup> of 51.7% for YTD 2021 after adjusting for nonrecurring items
- ✓ At June 30, 2021, stockholders' equity totaled \$637 million, or \$12.50 per share, compared to \$624 million, or \$12.08 per share, at December 31, 2020

## Balance Sheet

- ✓ \$5.3 billion of assets, a quarter-over-quarter reduction to improve balance sheet efficiency
- ✓ Reduced cash position by strategically lowering core institutional, wholesale, and brokered deposit exposure
- ✓ 9% Demand Deposits growth from June 30, 2020 and now account for 19% of total deposits
- ✓ 2021 loan-to-deposit ratio of 97.3%

## Strategic Initiatives

- ✓ Completed \$20 million dollar share repurchase program at a weighted average price of \$12.68
- ✓ Expanded into new Phoenix, AZ market and increased Frisco, TX office banking team
- ✓ Ben Clouse assumed the role of CFO, Dave O'Toole to assist with transition
- ✓ Further reduced Energy portfolio concentration

(1) Represents a Non-GAAP financial measure, see Non-GAAP reconciliation slides at the end of the presentation for more detail.

# OUR ROAD TO SUCCESS



## ONE TEAM

Focusing on:

- Elevating our Strong Corporate Culture by Living our CrossFirst Values
- Attracting and Retaining High Performing Talent
- Well-being of our Employees



## ONE BANK

Focusing on:

- Targeting Businesses and Professionals
- Branch-Lite – Technology Focused
- Delivering Extraordinary Service and Customer Experience



## SHARED VISION

Focusing on:

- Performance & Profitability
- Seizing Growth Opportunities
- Strong Credit Quality
- Enhancing Products and Services
- Managing Enterprise Risk
- Contributing to our Communities

3<sup>rd</sup> Largest Bank Headquartered in Kansas City MSA



Total Assets

\$5.3 billion

Gross Loans

\$4.3 billion

Total Deposits

\$4.4 billion

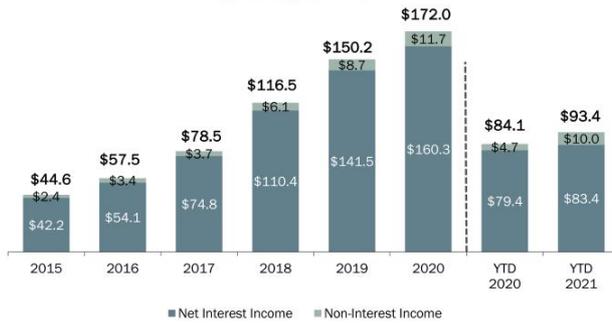
Book Value / Share

\$12.50

Note: As of 6/30/21.

## OPERATING REVENUE AND BALANCE SHEET GROWTH

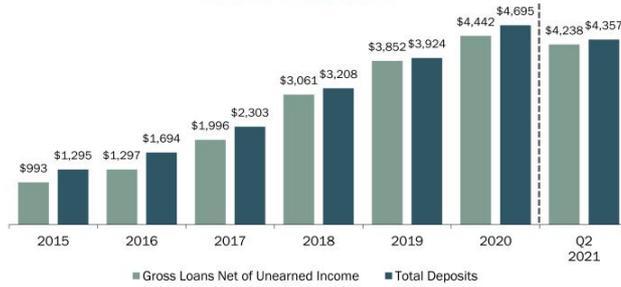
Operating Revenue<sup>(1)</sup>



- Historically, our balance sheet growth combined with a relatively stable net interest margin has enabled robust operating revenue growth
- The Company's core earnings power continued to increase as non-interest income offset net interest margin pressure

| Operating Revenue   | Q2 2021 |        | FY 2020 | 2015 -2020 |
|---------------------|---------|--------|---------|------------|
|                     | QoQ     | YoY    | YoY     | CAGR       |
| Net Interest Income | ▲ 3%    | ▲ 3%   | ▲ 13%   | ▲ 31%      |
| Non-Interest Income | ▲ 41%   | ▲ 121% | ▲ 35%   | ▲ 38%      |
| Total Revenue       | ▲ 6%    | ▲ 10%  | ▲ 15%   | ▲ 31%      |

Balance Sheet Growth



- The Company improved balance sheet efficiency in Q2 2021 which enhanced earnings, but impacted balance sheet growth metrics
- Loan growth affected by PPP forgiveness and paydowns of low yielding commercial and industrial lines drawn on during the pandemic
- Reduced excess cash compared to prior quarter by rolling off wholesale and non-relational institution deposits

| Balance Sheet  | Q2 2021 |       | FY 2020 | 2015 -2020 |
|----------------|---------|-------|---------|------------|
|                | QoQ     | YoY   | YoY     | CAGR       |
| Gross Loans    | ▼ -6%   | ▼ -4% | ▲ 15%   | ▲ 35%      |
| Total Deposits | ▼ -14%  | ▲ 1%  | ▲ 20%   | ▲ 29%      |
| Total Assets   | ▼ -11%  | ▼ -3% | ▲ 15%   | ▲ 29%      |



Note: Dollars are in millions.

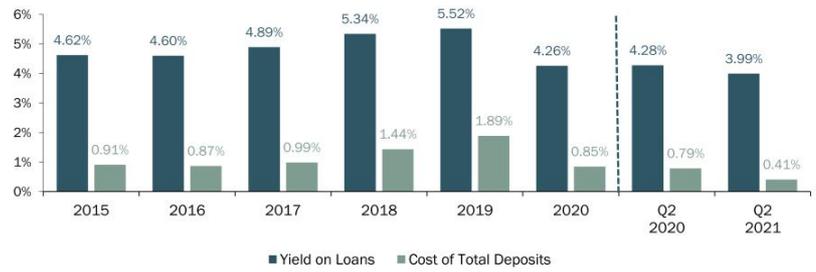
(1) Defined as net interest income plus non-interest income

**Commentary**

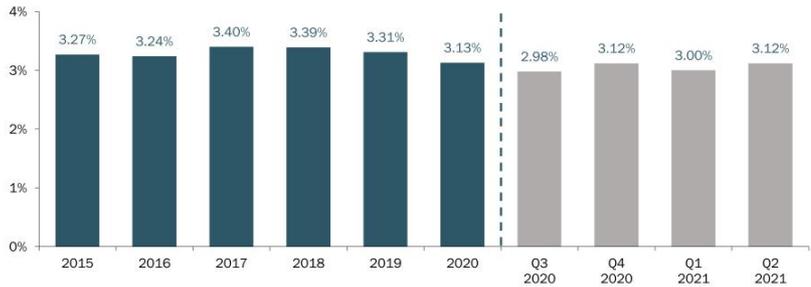
- Fully tax-equivalent net interest margin increased 12bps to 3.12% from Q1 2021 due to improvement in balance sheet and reduction of excess cash
- Loan yield increased 5bps compared to Q1 2021 from reduction of lower yielding commercial & industrial loans and increased fees
- The Company further offset margin pressure by adjusting deposit pricing which reduced total deposit costs by 7bps compared to Q1 2021
- Loan to deposit ratio increased to 97% from 89% in Q1 2021, but decreased from 103% in Q2 2020

**NET INTEREST MARGIN**

**Yield on Loans & Cost of Deposits**



**Net Interest Margin - (FTE)**

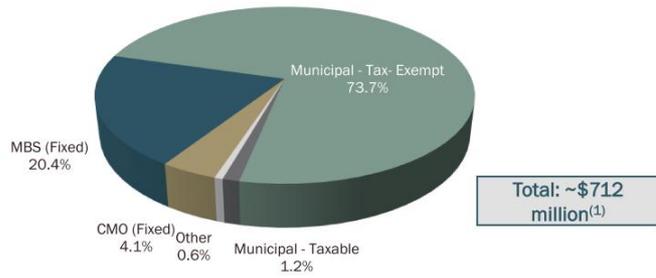


## SECURITIES PORTFOLIO

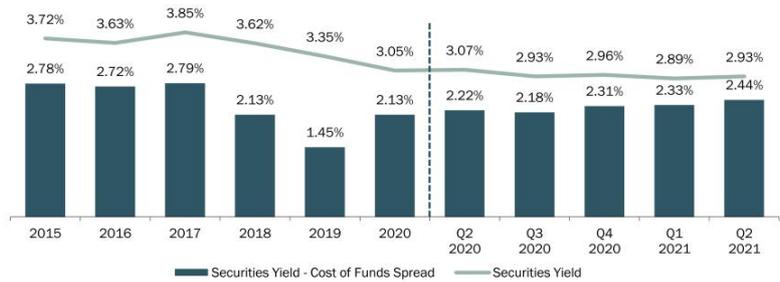
### Commentary

- Continue to exercise caution in the investment portfolio and maintain high-quality investment securities
- At the end of Q2 2021, the portfolio's duration was approximately 5.0 years
- The fully taxable equivalent yield for Q2 2021 rose 4bps to 2.93%
- During Q2 2021, \$23 million of MBS/CMO paydowns were received and no securities were sold
- During Q2 2021, \$49 million of new securities were purchased with an average tax equivalent yield of 2.24%
- The securities portfolio has unrealized gains of approximately \$35 million as of June 30, 2021

Investment Portfolio Breakout as of June 30, 2021<sup>(1)</sup>



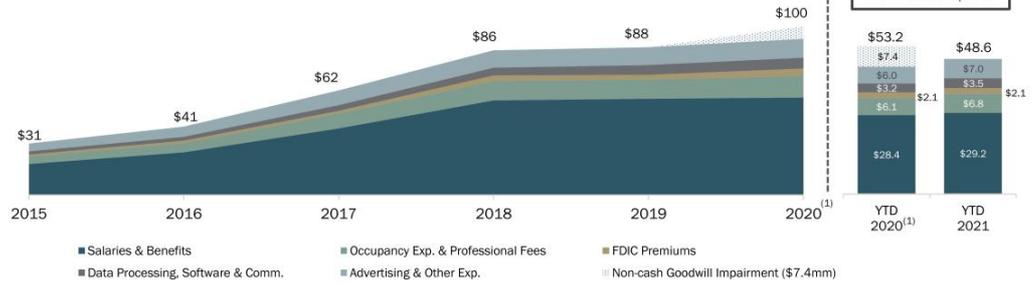
Securities Yield - Fully Tax-Equivalent



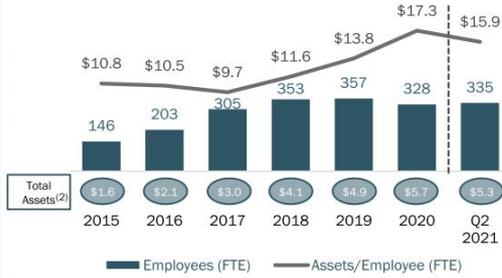
(1) Based on approximate fair value.

# NON-INTEREST EXPENSE MANAGEMENT

## Non-interest Expense Management



## Assets per Employee (FTE)



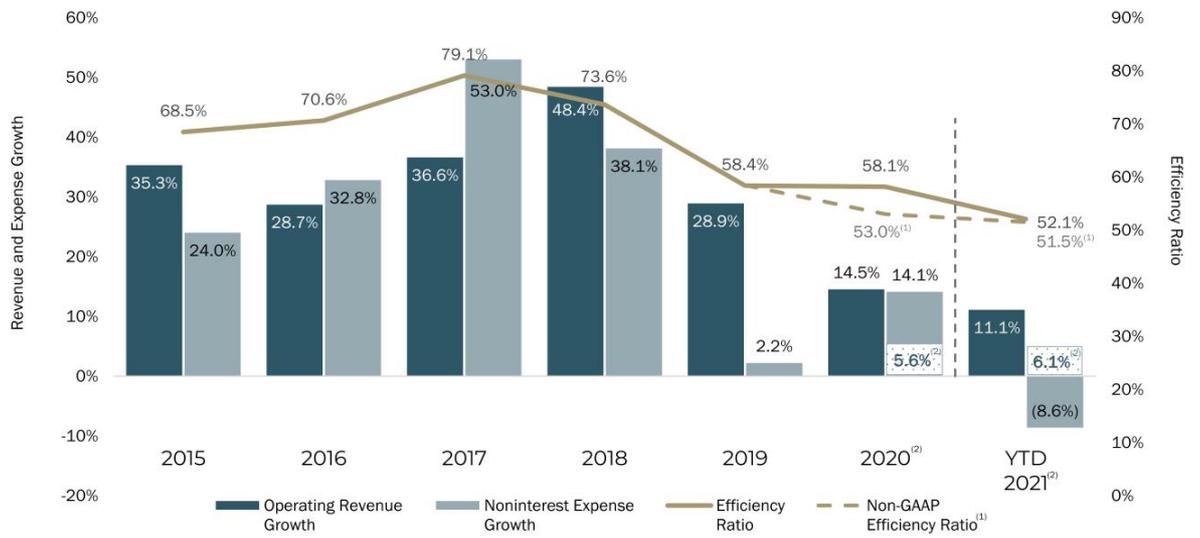
## Managing Expenses



Note: Dollars are in millions and amounts shown are as of the end of the period unless otherwise specified.  
 (1) Includes \$7.4mm Goodwill Impairment.  
 (2) Dollars are in billions.

# OPERATING LEVERAGE

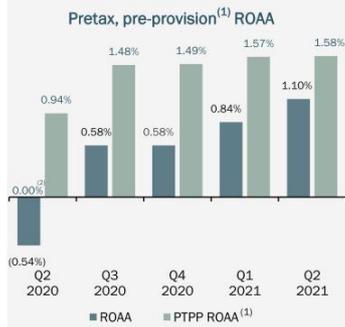
Improving Efficiency while Growing Revenue



(1) Represents a Non-GAAP financial measure, see Non-GAAP reconciliation slides at the end of the presentation for more detail.  
 (2) 2020 Non-interest expense Non-GAAP label non-GAAP reconcile [Excludes \$7.4 million goodwill impairment charge] recorded in Q2 of 2020

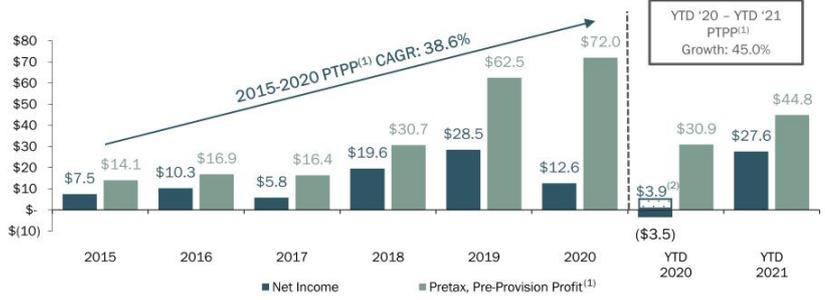
**Commentary**

- Strongest quarterly earnings in Company history in Q2 2021
- The Company's earnings power continued to increase in Q2 2021
  - Net Income grew from Q1 2021 despite elevated provisioning
- ROAA rebounding as provisioning decreased and the Company continued to increase profitability



**EARNINGS AND BOOK VALUE**

**Earnings Performance**



**Return on Average Assets / Non-GAAP ROAA<sup>(1)</sup>**



Note: Dollars in charts are in millions.  
 (1) Represents a Non-GAAP financial measure, see Non-GAAP reconciliation slides at the end of the presentation for more detail.  
 (2) 2020 Non-interest expense Non-GAAP label non-GAAP reconcile [Excludes \$7.4 million goodwill impairment charge] recorded in Q2 of 2020

## CREDIT QUALITY & CAPITAL RATIOS

### Commentary

- Prudently maintained ALLL/Total Loans at 1.78%, or 1.87% excluding PPP loans, at end of Q2 2021
- Q2 2021 provision of \$3.5 million which is down significantly from prior quarters based on lower charge-off activity and improved credit metrics
- Classified loans decreased materially due primarily to higher energy prices, improvements in customers' businesses, and improved economic conditions
- 43% of classifieds in Q2 2021 relate to Energy, but Energy classifieds decreased 38% during the quarter

### Commentary

- Maintained strong capital levels to support future growth
- The Bank had \$1.7 billion in unfunded loan commitments as of June 30, 2021
- Capital stress test shows CrossFirst well-capitalized under extreme scenarios

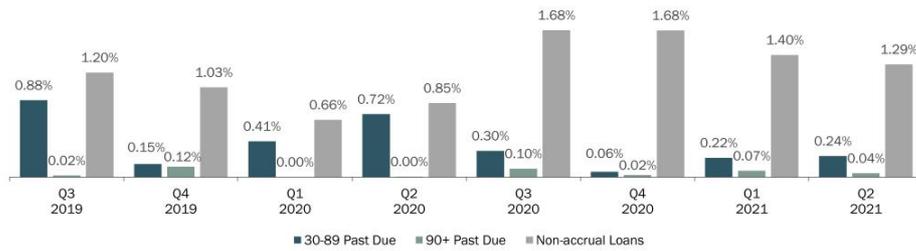


Note: Dollar amounts are in millions.

# CREDIT MIGRATION AND METRICS



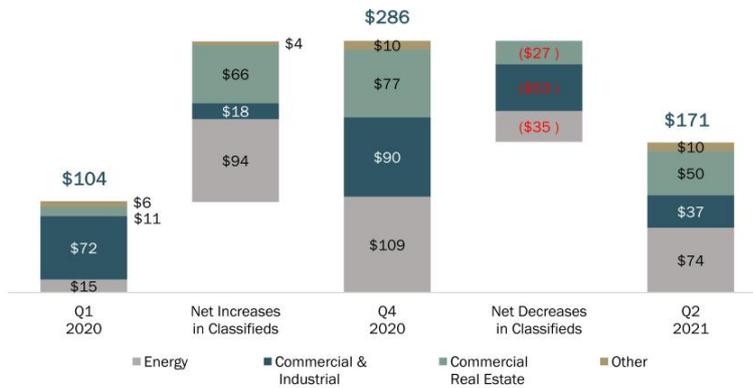
Past Due Trends as % of Total Loans



Note: Dollar amounts are in millions.

## SIGNIFICANT IMPROVEMENT IN CREDIT QUALITY

Classified Loans Through the Pandemic



Summary of Q2 2020 to Q4 2020 Net Changes<sup>(1)</sup>

| Loan Type                   | \$           |
|-----------------------------|--------------|
| Energy                      | +\$94        |
| Commercial & Industrial     | +\$18        |
| Commercial Real Estate      | +\$66        |
| Other                       | +\$4         |
| <b>Total Net Downgrades</b> | <b>\$182</b> |

Summary of 2021 Changes<sup>(2)</sup>

| Loan Type                 | \$             |
|---------------------------|----------------|
| Energy                    | (\$35)         |
| Commercial & Industrial   | (\$53)         |
| Commercial Real Estate    | (\$27)         |
| Residential & Multifamily | \$0            |
| <b>Total Net Upgrades</b> | <b>(\$115)</b> |

- Most of our classified assets at June 30, 2021 remain in Energy and COVID-related industries like hospitality, entertainment, travel, or other recreational activities directly impacted from the lockdowns

Note: Dollar amounts are in millions.

(1) Represents net change from March 31, 2020, to December 31, 2020.

(2) Represents net change from December 31, 2020, to June 30, 2021.

**Commentary**

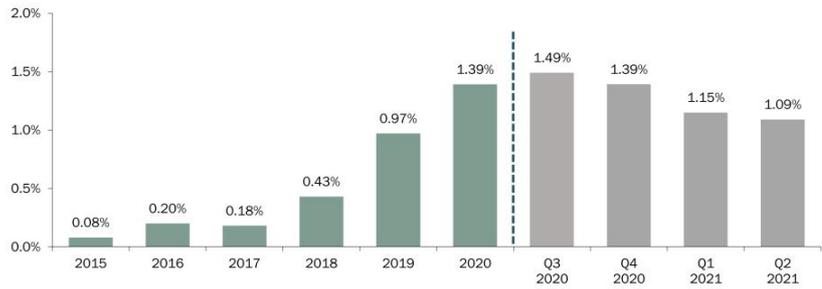
- NPAs continue to improve as economic and business outlooks improve
- Reduction in NPAs mostly resulted from paydowns or upgrades in energy loans and commercial and industrial loans
- 46% of the nonperforming asset balance in Q2 2021 relates to energy credits

**Commentary**

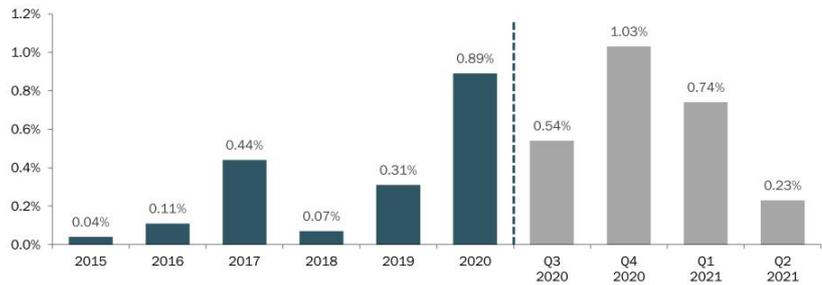
- Q2 2021 had \$2.6 million of net charge-offs related to two commercial and industrial credits
- Q1 2021 had \$8.2 million of net charge-offs related to several commercial and industrial credits

## ASSET QUALITY PERFORMANCE

Nonperforming Assets / Assets



Net Charge-Offs / Average Loans<sup>(1)</sup>



(1) Ratio is annualized for interim periods.



**CROSSFIRST**  
BANKSHARES, INC.

SUPPLEMENTAL INFORMATION

A central graphic element consisting of a dark teal rectangle with a light gray border. Inside the rectangle, the CrossFirst logo (a gold circle with a vertical line through the center) is positioned at the top. Below the logo, the company name "CROSSFIRST" is written in large, white, bold, sans-serif capital letters, followed by "BANKSHARES, INC." in smaller, white, sans-serif capital letters. At the bottom of the rectangle, the text "SUPPLEMENTAL INFORMATION" is written in white, sans-serif capital letters.

## LOAN PORTFOLIO DETAILS

### Commentary

- Historically, loan growth has been primarily organic and very strong
- The loan portfolio, excluding PPP loans, at Q2 2021 contracted 3% from previous quarter
- Diversification remains a core tenet
- Generally, the Company only buys syndicated loans with borrowers for which the Company could lead the next borrowing opportunity
  - Purchased loan participations totaled \$103 million and a combination of shared national credits and syndications purchased totaled \$351 million at June 30, 2021
- Loan participations sold of \$253 million and syndications sold of \$126 million at June 30, 2021

Gross Loans by Type



Loan Participations and Syndications Net Purchases and Sales



Q2 2021 Gross Loan Composition

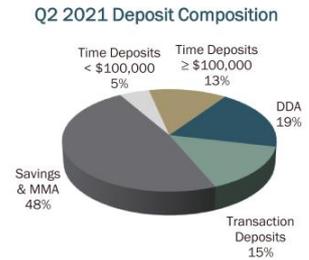
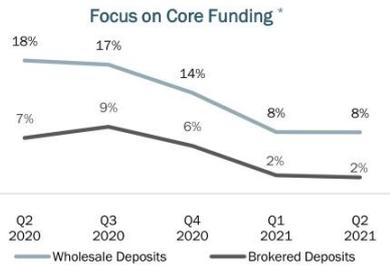
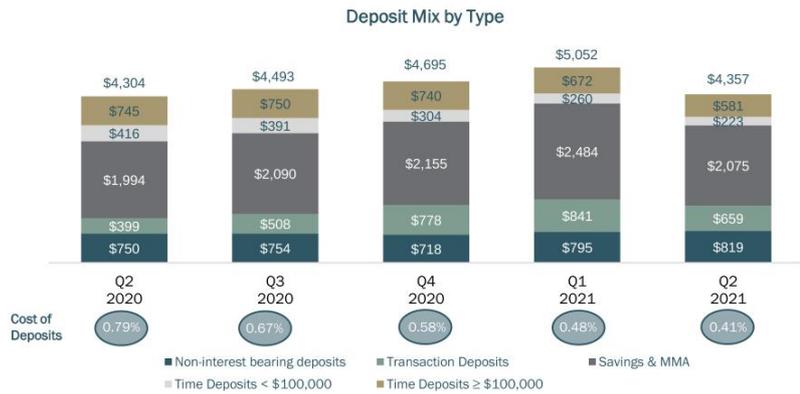


Note: Dollars in charts are in millions. Amounts shown are as of the end of the period.

**Commentary**

- CrossFirst worked to improve the efficiency of its balance sheet in Q2 2021, lowering brokered, wholesale and institutional interest-bearing accounts
- Brokered deposits were \$117 million at end of Q2 2021, down 62% from Q2 2020, and down 20% from Q1 2021
- Deposit costs have trended down due to the persistent low-rate environment and management's balance sheet strategy
- Demand deposits increased
  - +9% compared to Q2 2020
  - +3% compared to Q1 2021

**GROWING CORE FUNDING BASE**

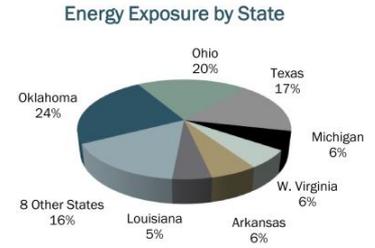


Note: Dollars are in millions and amounts shown are as of the end of the period.  
\* As a percentage of Bank assets

# CROSSFIRST ENERGY PORTFOLIO



| Energy by Composition 6/30/2021 |           |                |             |                             |                            |
|---------------------------------|-----------|----------------|-------------|-----------------------------|----------------------------|
|                                 | # Loans   | \$ Loan Amount | % Total     | Avg % Hedged <sup>(1)</sup> | Hedge Price <sup>(2)</sup> |
| Oil                             | 37        | \$195          | 60%         | 36%                         | \$47.00                    |
| Natural Gas                     | 14        | \$123          | 38%         | 49%                         | \$2.53                     |
| Other Sources                   | 3         | \$8            | 2%          | 0%                          |                            |
| <b>Total</b>                    | <b>54</b> | <b>\$326</b>   | <b>100%</b> | <b>40%<sup>(1)</sup></b>    |                            |



## Energy Portfolio and Tangible Equity<sup>(3)</sup>



## Energy Loans by Risk Rating

5.5% of Reserves on Energy Portfolio



Note: Data as of 6/30/21.

Note: Loan dollars in millions; collateral base is predominately comprised of properties with sufficient production history to establish reliable production trends; typically, only lend as a senior secured lender in single bank transactions and as a cash flow lender; Exploration & Production lending only on proven and producing reserves; CrossFirst typically does not lend to shale, oil field services, or midstream energy companies.

(1) Weighted Average.

(2) Hedged rolling 12 month; Oil price in \$ per barrel and natural gas price in \$ per MMBtu.

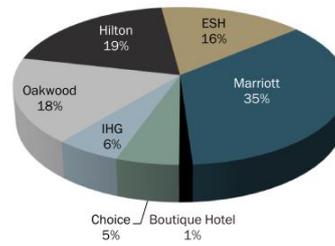
(3) Represents a non-GAAP financial measure, see non-GAAP reconciliation slides in the supplemental information for more detail.

# CROSSFIRST HOTEL & LODGING PORTFOLIO

## Hotel & Lodging Portfolio Dynamics

- Primarily loaning to established brand names
- No "conference center" hotels and ~75% of the properties are in major MSAs; mostly in the Midwest
- \$21 million of outstanding hotel loans in the portfolio are classified, the same amount as in Q1 2021
- 96% of the outstanding loans, by dollar amount, have recourse provisions
- Hotel Construction borrowers are sophisticated sponsors with significant invested equity and resources
- \$5.5 million of reserves are allocated to hotel portfolio, representing 3.0% of the total outstanding hotel portfolio

## Hotels by Brand Ownership



|                          | # Loans   | Amount Outstanding | Unfunded Commitments | Average Size              | Amount Classified |
|--------------------------|-----------|--------------------|----------------------|---------------------------|-------------------|
| Completed Hotels         | 15        | \$168              | \$0                  | \$11                      | \$21              |
| In-Progress Construction | 2         | \$15               | \$10                 | \$8                       | \$0               |
| <b>Total</b>             | <b>17</b> | <b>\$183</b>       | <b>\$10</b>          | <b>\$11<sup>(1)</sup></b> | <b>\$21</b>       |

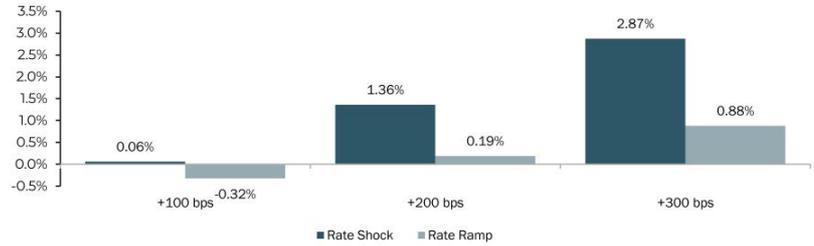
Note: Data as of 6/30/21.  
(1) Weighted average.

**Commentary**

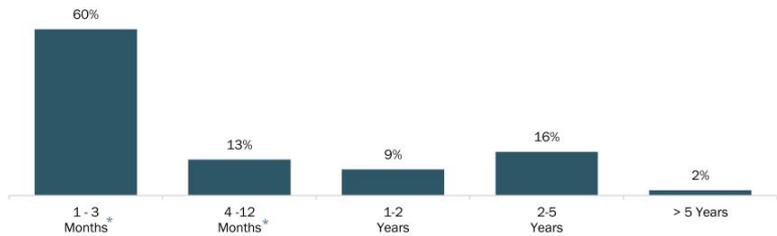
- Company's position is relatively neutral to slightly asset sensitive as of June 30, 2021 and includes PPP loans
- Hypothetical change in net interest income in a +100 bp, +200 bp, and +300bp:
  - \$695 million of floating rate loans have interest rate floors that are higher than current rates
    - 0% to 0.5%: \$290 million
    - 0.51% to 1.0%: \$315 million
    - Greater than 1.0%: \$90 million
- Deposit rate structure is highly variable and typically adjusts with Fed Reserve movements
- Roughly 65% of Company's earning assets reprice or mature over the next 12 months
- Top 3 Indices for floating rate loans
  - LIBOR: \$1,377 million
  - Prime: \$1,012 million
  - US Treasury: \$384 million

**INTEREST RATE SENSITIVITY**

**Net Interest Income Impact Rate Shock**



**Loans: Rate Reset and Cash Flow Profile**



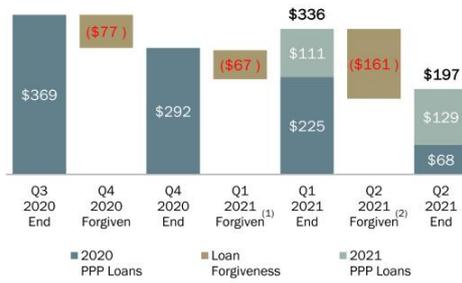
Note: Rate Shock analysis, measures instantaneous parallel shifts in market rates; Rate Ramp analysis, rate changes occur gradually over 12 months, time; Company decided to exclude the down rate environment from analysis due to Fed Funds Rate range of 0.0% - 0.25%  
 \* Represents 73% of entire loan repricing schedule over next twelve months

# PPP LOAN SUMMARY

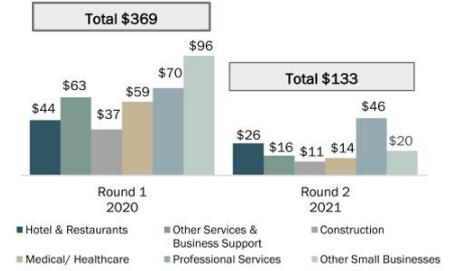
## Commentary

- Weighted average rate of approximately 3.8%, in Q2 2021
- \$4.7 million in anticipated fees remain from Rounds 1 and 2
- \$22 million of new PPP loans were written in Q2 2021
- 53 new customers from Round 2 representing 9% of funding
- Round 1 (2020 programs) were 2-year programs while Round 2 (2021 program) is a 5-year program

## PPP Timeline



## Loans Approved by Industry

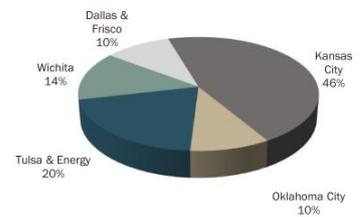


## Fee Recognition



## Round 2 PPP Loan Portfolio by Market

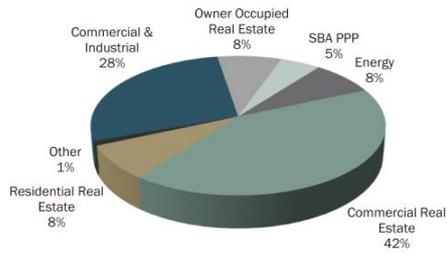
(Based on \$197 million Funded)



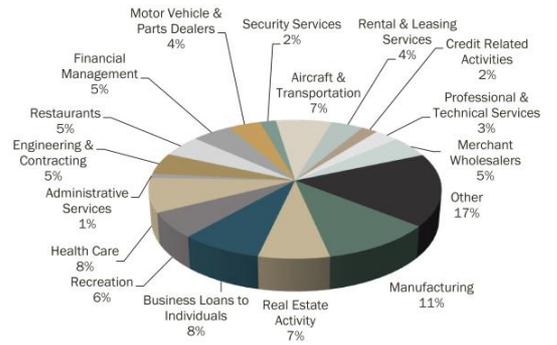
Note: As of end of period; dollars in millions.  
 (1) \$2.4 million consists of \$1.9 million from Round 1 and \$0.5 million from Round 2.  
 (2) \$2.1 million consists of \$1.7 million from Round 1 and \$0.4 million from Round 2

# DIVERSE LOAN PORTFOLIO

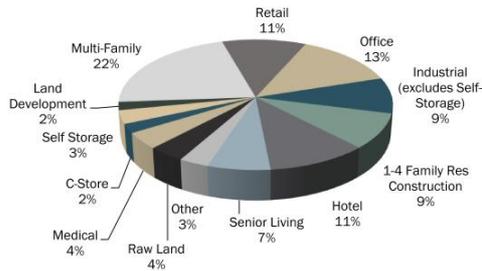
Loan Mix by Type (\$4.3bn)<sup>(1)</sup>



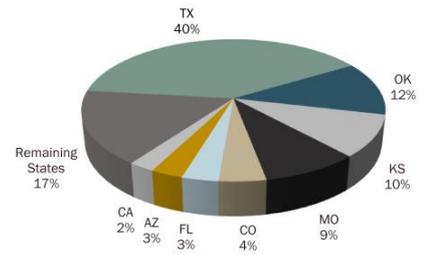
Commercial and Industrial Loan Breakdown by Type (\$1.2bn)



CRE Loan Portfolio by Segment (\$1.8bn)<sup>(1)</sup>



CRE Loans by Geography (\$1.8bn)<sup>(1)</sup>



Note: Data as of June 30, 2021.

(1) CRE as defined by regulators (including construction and development).

# HISTORICAL FINANCIAL INFORMATION



| (Dollars in thousands, except per share data)      | For the Year Ended |            |            |            |            |            | For the Six Months Ended |            |
|--|--------------------|------------|------------|------------|------------|------------|--------------------------|------------|
|  | December 31,       |            |            |            |            |            | June 30,                 |            |
|  | 2015               | 2016       | 2017       | 2018       | 2019       | 2020       | 2020                     | 2021       |
| <b>Income Statement Data</b>                       |                    |            |            |            |            |            |                          |            |
| Interest income                                    | \$54,116           | \$69,069   | \$97,816   | \$156,880  | \$216,218  | \$203,448  | \$105,462                | \$96,637   |
| Interest expense                                   | 11,849             | 15,016     | 22,998     | 46,512     | 74,774     | 43,199     | 26,077                   | 13,192     |
| Net interest income                                | 42,267             | 54,053     | 74,818     | 110,368    | 141,444    | 160,249    | 79,385                   | 83,445     |
| Provision for loan losses                          | 5,975              | 6,500      | 12,000     | 13,500     | 29,900     | 56,700     | 34,950                   | 11,000     |
| Non-interest income                                | 2,365              | 3,407      | 3,679      | 6,083      | 8,707      | 11,733     | 4,729                    | 9,969      |
| Non-interest expense                               | 30,562             | 40,587     | 62,089     | 85,755     | 87,640     | 99,968     | 53,233                   | 48,631     |
| Income (loss) before taxes                         | 8,095              | 10,373     | 4,408      | 17,196     | 32,611     | 15,314     | (4,069)                  | 33,783     |
| Income tax expense (benefit)                       | 626                | 62         | (1,441)    | (2,394)    | 4,138      | 2,713      | (570)                    | 6,171      |
| Net Income (loss)                                  | 7,469              | 10,311     | 5,849      | 19,590     | 28,473     | 12,601     | (3,499)                  | 27,612     |
| Preferred stock dividends                          | 2,066              | 2,100      | 2,100      | 2,100      | 175        | 0          | 0                        | 0          |
| Net income (loss) available to common stockholders | 5,403              | 8,211      | 3,749      | 17,490     | 28,298     | 12,601     | (3,499)                  | 27,612     |
| Non-GAAP core operating income <sup>(1)</sup>      | 7,469              | 10,311     | 9,716      | 19,940     | 27,427     | 19,998     | 3,898                    | 26,280     |
| <b>Balance Sheet Data</b>                          |                    |            |            |            |            |            |                          |            |
| Cash and cash equivalents                          | \$79,418           | \$155,972  | \$130,820  | \$216,541  | \$187,320  | \$408,810  | \$194,371                | \$220,814  |
| Available-for-sale securities                      | 459,524            | 591,008    | 701,534    | 661,628    | 739,473    | 654,588    | 697,847                  | 712,217    |
| Gross loans (net of unearned income)               | 992,726            | 1,296,886  | 1,996,029  | 3,060,747  | 3,852,244  | 4,441,897  | 4,413,224                | 4,237,944  |
| Allowance for loan losses                          | (15,526)           | (20,786)   | (26,091)   | (37,826)   | (56,896)   | (75,295)   | (71,185)                 | (75,493)   |
| Goodwill and other intangibles                     | 8,100              | 7,998      | 7,897      | 7,796      | 7,694      | 208        | 247                      | 169        |
| Total assets                                       | 1,574,346          | 2,133,106  | 2,961,118  | 4,107,215  | 4,931,233  | 5,659,303  | 5,462,254                | 5,311,434  |
| Non-interest-bearing deposits                      | 123,430            | 198,088    | 290,906    | 484,284    | 521,826    | 718,459    | 750,333                  | 818,887    |
| Total deposits                                     | 1,294,812          | 1,694,301  | 2,303,364  | 3,208,097  | 3,923,759  | 4,694,740  | 4,304,143                | 4,356,627  |
| Borrowings and repurchase agreements               | 112,430            | 216,709    | 357,837    | 388,391    | 373,664    | 295,406    | 500,498                  | 283,100    |
| Trust preferred securities, net of fair value adj. | 792                | 819        | 850        | 884        | 921        | 963        | 942                      | 986        |
| Preferred Stock, liquidation value                 | 30,000             | 30,000     | 30,000     | 30,000     | 0          | 0          | 0                        | 0          |
| Total Stockholders' Equity                         | 160,004            | 214,837    | 287,147    | 490,336    | 601,644    | 624,428    | 608,092                  | 637,190    |
| Tangible Stockholders' Equity <sup>(1)</sup>       | 121,904            | 176,839    | 249,250    | 452,540    | 593,950    | 624,220    | 607,845                  | 637,021    |
| <b>Share and Per Share Data:</b>                   |                    |            |            |            |            |            |                          |            |
| Basic earnings per share                           | \$0.29             | \$0.39     | \$0.12     | \$0.48     | \$0.59     | \$0.24     | (\$0.07)                 | \$0.54     |
| Diluted earnings per share                         | 0.28               | 0.39       | 0.12       | 0.47       | 0.58       | 0.24       | (0.07)                   | 0.53       |
| Book value per share                               | 6.61               | 7.34       | 8.38       | 10.21      | 11.58      | 12.08      | 11.66                    | 12.50      |
| Tangible book value per share <sup>(1)</sup>       | 6.20               | 7.02       | 8.12       | 10.04      | 11.43      | 12.08      | 11.65                    | 12.50      |
| Wtd. avg. common shares out. - basic               | 18,640,678         | 20,820,784 | 30,086,530 | 36,422,612 | 47,679,184 | 52,070,624 | 52,088,239               | 51,561,519 |
| Wtd. avg. common shares out. - diluted             | 19,378,290         | 21,305,874 | 30,963,424 | 37,492,567 | 48,576,135 | 52,548,547 | 52,586,209               | 52,294,982 |
| Shares outstanding at end of period                | 19,661,718         | 25,194,872 | 30,686,256 | 45,074,322 | 51,969,203 | 51,679,516 | 52,167,573               | 50,958,680 |

Note: Historic share counts and per share figures reflect 2:1 stock split effected on 12/21/18.  
(1) Represents a non-GAAP financial measure. See Non-GAAP Reconciliation slides at the end of this presentation for additional detail.

# HISTORICAL FINANCIAL INFORMATION



|  | For the Year Ended<br>December 31, |        |        |        |        |        | For the Six Months Ended<br>June 30, |        |
|--|------------------------------------|--------|--------|--------|--------|--------|--------------------------------------|--------|
|  | 2015                               | 2016   | 2017   | 2018   | 2019   | 2020   | 2020                                 | 2021   |
| <b>Selected Ratios:</b>  |                                    |        |        |        |        |        |                                      |        |
| Return on average assets   | 0.53%                              | 0.56%  | 0.24%  | 0.56%  | 0.63%  | 0.24%  | (0.14%)                              | 0.97%  |
| Non-GAAP core operating return on average assets <sup>(1)</sup>        | 0.53                               | 0.56   | 0.40   | 0.57   | 0.61   | 0.37   | 0.15                                 | 0.92   |
| Return on average common equity  | 4.60                               | 5.51   | 1.53   | 5.34   | 5.38   | 2.05   | (1.15)                               | 8.84   |
| Non-GAAP core operating return on average common equity <sup>(1)</sup> | 4.60                               | 5.51   | 3.11   | 5.45   | 5.18   | 3.25   | 1.28                                 | 8.42   |
| Yield on earning assets - tax equivalent <sup>(2)</sup>                | 4.14                               | 4.08   | 4.37   | 4.77   | 5.04   | 3.96   | 4.25                                 | 3.53   |
| Yield on securities - tax equivalent <sup>(2)</sup>                    | 3.72                               | 3.63   | 3.85   | 3.62   | 3.35   | 3.05   | 3.15                                 | 2.91   |
| Yield on loans   | 4.62                               | 4.60   | 4.89   | 5.34   | 5.52   | 4.26   | 4.61                                 | 3.96   |
| Cost of interest-bearing deposits                                      | 1.01                               | 0.96   | 1.12   | 1.71   | 2.21   | 1.02   | 1.31                                 | 0.53   |
| Cost of funds  | 0.94                               | 0.91   | 1.06   | 1.49   | 1.90   | 0.92   | 1.15                                 | 0.52   |
| Cost of total deposits   | 0.91                               | 0.87   | 0.99   | 1.44   | 1.89   | 0.85   | 1.11                                 | 0.45   |
| Net interest margin - tax equivalent <sup>(2)</sup>                    | 3.27                               | 3.24   | 3.40   | 3.39   | 3.31   | 3.13   | 3.22                                 | 3.06   |
| Non-interest expense to average assets                                 | 2.17                               | 2.21   | 2.53   | 2.45   | 1.95   | 1.84   | 2.01                                 | 1.71   |
| Efficiency ratio <sup>(3)</sup>  | 68.48                              | 70.64  | 79.10  | 73.64  | 58.37  | 58.13  | 63.29                                | 52.06  |
| Non-GAAP core operating efficiency ratio FTE <sup>(1)(3)</sup>         | 64.66                              | 66.04  | 73.97  | 67.77  | 57.41  | 52.98  | 53.61                                | 51.74  |
| Non-interest-bearing deposits to total deposits                        | 9.53                               | 11.69  | 12.63  | 15.10  | 13.30  | 15.30  | 17.43                                | 18.80  |
| Loans to deposits  | 76.67                              | 76.54  | 86.66  | 95.41  | 98.18  | 94.61  | 102.53                               | 97.28  |
| <b>Credit Quality Ratios:</b>  |                                    |        |        |        |        |        |                                      |        |
| Allowance for loans losses to total loans                              | 1.56%                              | 1.60%  | 1.30%  | 1.23%  | 1.48%  | 1.70%  | 1.61%                                | 1.78%  |
| Non-performing assets to total assets                                  | 0.08                               | 0.20   | 0.18   | 0.43   | 0.97   | 1.39   | 0.74                                 | 1.09   |
| Non-performing loans to total loans                                    | 0.12                               | 0.33   | 0.27   | 0.58   | 1.15   | 1.71   | 0.86                                 | 1.33   |
| Allowance for loans losses to non-performing loans                     | 1,336.38                           | 493.14 | 481.68 | 212.30 | 128.54 | 98.98  | 188.55                               | 133.79 |
| Net charge-offs to average loans                                       | 0.04                               | 0.11   | 0.44   | 0.07   | 0.31   | 0.89   | 1.01                                 | 0.49   |
| <b>Capital Ratios:</b>   |                                    |        |        |        |        |        |                                      |        |
| Total stockholders' equity to total assets                             | 10.16%                             | 10.07% | 9.70%  | 11.94% | 12.20% | 11.03% | 11.13%                               | 12.00% |
| Common equity tier 1 capital ratio                                     | 8.50                               | 9.78   | 8.62   | 11.75  | 12.20  | 11.93  | 11.99                                | 12.40  |
| Tier 1 risk-based capital ratio  | 10.70                              | 11.38  | 9.70   | 12.53  | 12.22  | 11.94  | 12.01                                | 12.42  |
| Total risk-based capital ratio   | 11.82                              | 12.51  | 10.65  | 13.51  | 13.43  | 13.20  | 13.27                                | 13.67  |
| Tier 1 leverage ratio  | 9.72                               | 10.48  | 9.71   | 12.43  | 12.06  | 10.93  | 10.75                                | 10.81  |

(1) Represents a non-GAAP financial measure. See Non-GAAP Reconciliation slides at the end of this presentation or press release for additional detail.

(2) Tax-exempt income is calculated on a tax equivalent basis. Tax-exempt income includes municipal securities, which is exempt from federal taxation. A tax rate of 21% is used for fiscal year 2018 and after and a tax rate of 35% is used for fiscal years 2017 and prior.

(3) Efficiency ratio is non-interest expense divided by the sum of net interest income and non-interest income.

# QUARTERLY SELECTED FINANCIALS



## CrossFirst Bankshares, Inc Quarterly Financials

(Dollars in thousands, except per share data)

|   | For the Three Months Ended |            |            |            |            |
|---|----------------------------|------------|------------|------------|------------|
|   | 6/30/20                    | 9/30/20    | 12/31/20   | 3/31/21    | 6/30/21    |
| <b>Income Statement Data</b>                        |                            |            |            |            |            |
| Interest income                                     | \$51,254                   | \$48,452   | \$49,534   | \$48,153   | \$48,484   |
| Interest expense                                    | 10,097                     | 9,125      | 7,997      | 7,036      | 6,156      |
| Net interest income                                 | 41,157                     | 39,327     | 41,537     | 41,117     | 42,328     |
| Provision for loan losses                           | 21,000                     | 10,875     | 10,875     | 7,500      | 3,500      |
| Non-interest income                                 | 2,634                      | 4,063      | 2,949      | 4,144      | 5,825      |
| Non-interest expense                                | 31,010                     | 23,011     | 23,732     | 22,818     | 25,813     |
| Income (loss) before taxes                          | (8,219)                    | 9,504      | 9,879      | 14,943     | 18,840     |
| Income tax expense (benefit)                        | (863)                      | 1,498      | 1,785      | 2,908      | 3,263      |
| Net income (loss)                                   | (7,356)                    | 8,006      | 8,094      | 12,035     | 15,577     |
| Preferred stock dividends                           | 0                          | 0          | 0          | 0          | 0          |
| Net income (loss) available to common stockholders  | (7,356)                    | 8,006      | 8,094      | 12,035     | 15,577     |
| Non-GAAP core operating income <sup>(1)</sup>       | 41                         | 8,006      | 8,094      | 12,035     | 14,245     |
| <b>Balance Sheet Data</b>                           |                            |            |            |            |            |
| Cash and cash equivalents                           | \$194,371                  | \$223,636  | \$408,810  | \$630,787  | \$220,814  |
| Securities  | 697,847                    | 649,901    | 654,588    | 685,454    | 712,217    |
| Gross loans (net of unearned income)                | 4,413,224                  | 4,477,809  | 4,441,897  | 4,508,600  | 4,237,944  |
| Allowance for loan losses                           | (71,185)                   | (76,035)   | (75,295)   | (74,551)   | (75,493)   |
| Goodwill and intangibles                            | 247                        | 227        | 208        | 188        | 169        |
| Total assets  | 5,462,254                  | 5,505,696  | 5,659,303  | 5,998,074  | 5,311,434  |
| Non-interest bearing deposits                       | 750,333                    | 754,172    | 718,459    | 794,559    | 818,887    |
| Total deposits                                      | 4,304,143                  | 4,492,549  | 4,694,740  | 5,051,570  | 4,356,627  |
| Borrowings and repurchase agreements                | 500,498                    | 349,631    | 295,406    | 286,394    | 283,100    |
| Trust preferred securities, net of fair value adj.  | 942                        | 952        | 963        | 974        | 986        |
| Preferred Stock                                     | 0                          | 0          | 0          | 0          | 0          |
| Stockholders' Equity                                | 608,092                    | 617,883    | 624,428    | 628,834    | 637,190    |
| Tangible Stockholders' Equity <sup>(1)</sup>        | 607,845                    | 617,656    | 624,220    | 628,646    | 637,021    |
| <b>Share and Per Share Data:</b>                    |                            |            |            |            |            |
| Basic earnings (loss) per common share              | (\$0.14)                   | \$0.15     | \$0.16     | \$0.23     | \$0.30     |
| Dilutive earnings (loss) per common share           | (0.14)                     | 0.15       | 0.15       | 0.23       | 0.30       |
| Book value per common share                         | 11.66                      | 11.84      | 12.08      | 12.17      | 12.50      |
| Tangible book value per common share <sup>(1)</sup> | 11.65                      | 11.83      | 12.08      | 12.16      | 12.50      |
| Wtd. avg. common shares out. - basic                | 52,104,994                 | 52,136,286 | 51,970,116 | 51,657,204 | 51,466,885 |
| Wtd. avg. common shares out. - diluted              | 52,493,177                 | 52,560,126 | 52,463,645 | 52,381,474 | 52,209,541 |
| Shares outstanding at end of period                 | 52,167,573                 | 52,195,778 | 51,679,516 | 51,678,669 | 50,958,680 |

(1) Represents a non-GAAP financial measure. See Non-GAAP Reconciliation slides at the end of this presentation for additional detail.

# QUARTERLY SELECTED FINANCIALS



## CrossFirst Bankshares, Inc Quarterly Financials

|  | For the Three Months Ended |         |          |         |         |
|--|----------------------------|---------|----------|---------|---------|
|  | 6/30/20                    | 9/30/20 | 12/31/20 | 3/31/21 | 6/30/21 |
| <b>Selected Ratios:</b>  |                            |         |          |         |         |
| Return on average assets <sup>(1)</sup>                            | (0.54%)                    | 0.58%   | 0.58%    | 0.84%   | 1.10%   |
| Non-GAAP core operating return on average assets <sup>(1)(2)</sup> | -                          | 0.58    | 0.58     | 0.84    | 1.01    |
| Return on average common equity                                    | (4.84)                     | 5.19    | 5.19     | 7.80    | 9.86    |
| Yield on earning assets  | 3.91                       | 3.61    | 3.67     | 3.45    | 3.51    |
| Yield on earning assets - tax equivalent <sup>(3)</sup>            | 3.96                       | 3.66    | 3.71     | 3.50    | 3.57    |
| Yield on securities  | 2.70                       | 2.55    | 2.56     | 2.48    | 2.52    |
| Yield on securities - tax equivalent <sup>(3)</sup>                | 3.07                       | 2.93    | 2.96     | 2.89    | 2.93    |
| Yield on loans   | 4.28                       | 3.90    | 4.00     | 3.94    | 3.99    |
| Costs of interest bearing liabilities                              | 1.01                       | 0.88    | 0.77     | 0.65    | 0.59    |
| Cost of interest-bearing deposits                                  | 0.95                       | 0.80    | 0.69     | 0.57    | 0.50    |
| Cost of funds  | 0.85                       | 0.75    | 0.65     | 0.56    | 0.49    |
| Cost of Deposits   | 0.79                       | 0.67    | 0.58     | 0.48    | 0.41    |
| Cost of other borrowings   | 1.35                       | 1.50    | 1.78     | 1.79    | 1.79    |
| Net interest margin - tax equivalent <sup>(3)</sup>                | 3.19                       | 2.98    | 3.12     | 3.00    | 3.12    |
| Noninterest expense to average assets                              | 2.21                       | 1.67    | 1.71     | 1.60    | 1.82    |
| Efficiency ratio <sup>(4)</sup>                                    | 70.81                      | 53.03   | 53.35    | 50.41   | 53.61   |
| Non-GAAP core operating efficiency ratio (FTE) <sup>(2)(4)</sup>   | 53.09                      | 52.23   | 52.54    | 49.64   | 53.79   |
| Noninterest bearing deposits to total deposits                     | 17.43                      | 16.79   | 15.30    | 15.73   | 18.80   |
| Loans to deposits  | 102.53                     | 99.67   | 94.61    | 89.25   | 97.28   |
| <b>Credit Quality Ratios:</b>                                      |                            |         |          |         |         |
| Allowance for loans losses to total loans                          | 1.61%                      | 1.70%   | 1.70%    | 1.65%   | 1.78%   |
| Nonperforming assets to total assets                               | 0.74                       | 1.49    | 1.39     | 1.15    | 1.09    |
| Nonperforming loans to total loans                                 | 0.86                       | 1.78    | 1.71     | 1.48    | 1.33    |
| Allowance for loans losses to nonperforming loans                  | 188.55                     | 95.18   | 98.98    | 112.10  | 133.79  |
| Net charge-offs to average loans <sup>(1)</sup>                    | 0.12                       | 0.54    | 1.03     | 0.74    | 0.23    |
| <b>Capital Ratios:</b>   |                            |         |          |         |         |
| Total stockholders' equity to total assets                         | 11.13%                     | 11.22%  | 11.03%   | 10.48%  | 12.00%  |
| Common equity tier 1 capital ratio                                 | 11.99                      | 11.95   | 11.93    | 12.00   | 12.40   |
| Tier 1 risk-based capital ratio                                    | 12.01                      | 11.97   | 11.94    | 12.02   | 12.42   |
| Total risk-based capital ratio                                     | 13.27                      | 13.23   | 13.20    | 13.27   | 13.67   |
| Tier 1 leverage ratio  | 10.75                      | 10.85   | 10.93    | 10.51   | 10.81   |

(1) Interim periods are annualized.

(2) Represents a non-GAAP financial measure. See Non-GAAP Reconciliation slides at the end of this presentation for additional detail.

(3) Tax-exempt income is calculated on a tax-equivalent basis. Tax-exempt income includes municipal securities, which is exempt from federal taxation. A tax rate of 21% is used.

(4) Efficiency ratio is non-interest expense divided by the sum of net interest income and non-interest income.

# NON-GAAP RECONCILIATION



(Dollars in thousands)

|   | For the Year Ended<br>December 31, |           |           |           |           |           | For the Six Months Ended<br>June 30, |           |
|---|------------------------------------|-----------|-----------|-----------|-----------|-----------|--------------------------------------|-----------|
|   | 2015                               | 2016      | 2017      | 2018      | 2019      | 2020      | 2020                                 | 2021      |
| <b>Non-GAAP Core Operating Income:</b>                          |                                    |           |           |           |           |           |                                      |           |
| Net Income (loss)   | \$7,469                            | \$10,311  | \$5,849   | \$19,590  | \$28,473  | \$12,601  | (\$3,499)                            | \$27,612  |
| Add: restructuring charges                                      | 0                                  | 0         | 0         | 4,733     | 0         | 0         | 0                                    | 0         |
| Less: Tax effect <sup>(1)</sup>                                 | 0                                  | 0         | 0         | 1,381     | 0         | 0         | 0                                    | 0         |
| Restructuring charges, net of tax                               | 0                                  | 0         | 0         | 3,352     | 0         | 0         | 0                                    | 0         |
| Add: fixed asset impairments                                    | 0                                  | 0         | 1,903     | 171       | 424       | 0         | 0                                    | 0         |
| Less: Tax effect <sup>(2)</sup>                                 | 0                                  | 0         | 737       | 44        | 109       | 0         | 0                                    | 0         |
| Fixed asset impairments, net of tax                             | 0                                  | 0         | 1,166     | 127       | 315       | 0         | 0                                    | 0         |
| Add: Goodwill impairment <sup>(3)</sup>                         | 0                                  | 0         | 0         | 0         | 0         | 7,397     | 7,397                                | 0         |
| Add: State tax credit <sup>(3)</sup>                            | 0                                  | 0         | 0         | (3,129)   | (1,361)   | 0         | 0                                    | 0         |
| Add: 2017 Tax Cut and Jobs Act <sup>(3)</sup>                   | 0                                  | 0         | 2,701     | 0         | 0         | 0         | 0                                    | 0         |
| Add: Accelerated employee benefits                              | 0                                  | 0         | 0         | 0         | 0         | 0         | 0                                    | 719       |
| Less: Tax effect <sup>(2)</sup>                                 | 0                                  | 0         | 0         | 0         | 0         | 0         | 0                                    | 210       |
| Accelerated employee benefits, net of tax                       | 0                                  | 0         | 0         | 0         | 0         | 0         | 0                                    | 509       |
| Less: BOLI settlement benefits <sup>(1)</sup>                   | 0                                  | 0         | 0         | 0         | 0         | 0         | 0                                    | 1,841     |
| Non-GAAP core operating income                                  | \$7,469                            | \$10,311  | \$9,716   | \$19,940  | \$27,427  | \$19,998  | \$3,898                              | \$26,280  |
| <b>Non-GAAP Core Operating Return on Average Assets:</b>        |                                    |           |           |           |           |           |                                      |           |
| Net Income (loss)   | \$7,469                            | \$10,311  | \$5,849   | \$19,590  | \$28,473  | \$12,601  | (\$3,499)                            | \$27,612  |
| Non-GAAP core operating income                                  | 7,469                              | 10,311    | 9,716     | 19,940    | 27,427    | 19,998    | 3,898                                | 26,280    |
| Average Assets  | 1,410,447                          | 1,839,563 | 2,452,797 | 3,494,655 | 4,499,764 | 5,358,479 | 5,209,810                            | 5,735,558 |
| GAAP return on average assets                                   | 0.53%                              | 0.56%     | 0.24%     | 0.56%     | 0.63%     | 0.24%     | (0.14%)                              | 0.97%     |
| Non-GAAP core operating return on average assets                | 0.53%                              | 0.56%     | 0.40%     | 0.57%     | 0.61%     | 0.37%     | 0.15%                                | 0.92%     |
| <b>Non-GAAP Core Operating Return on Average Equity:</b>        |                                    |           |           |           |           |           |                                      |           |
| Net Income (loss)   | \$7,469                            | \$10,311  | \$5,849   | \$19,590  | \$28,473  | \$12,601  | (\$3,499)                            | \$27,612  |
| Non-GAAP core operating income                                  | 7,469                              | 10,311    | 9,716     | 19,940    | 27,427    | 19,998    | 3,898                                | 26,280    |
| Less: Preferred stock dividends                                 | 2,066                              | 2,100     | 2,100     | 2,100     | 175       | 0         | 0                                    | 0         |
| Net Income (loss) available to common stockholders              | 5,403                              | 8,211     | 3,749     | 17,490    | 28,298    | 12,601    | (3,499)                              | 27,612    |
| Non-GAAP core operating income available to common stockholders | 5,403                              | 8,211     | 7,616     | 17,840    | 27,252    | 19,998    | 3,898                                | 26,280    |
| Average common equity   | 117,343                            | 149,132   | 245,193   | 327,446   | 526,225   | 614,726   | 612,208                              | 629,667   |
| Intangible Assets   | 8,152                              | 8,050     | 7,949     | 7,847     | 7,746     | 208       | 7,629                                | 189       |
| Average Tangible Equity   | 109,191                            | 141,082   | 237,244   | 319,599   | 518,479   | 614,518   | 604,579                              | 629,478   |
| GAAP return on average common equity                            | 4.60%                              | 5.51%     | 1.53%     | 5.34%     | 5.38%     | 2.05%     | (1.15%)                              | 8.84%     |
| Non-GAAP core return on average tangible common equity          | 4.95%                              | 5.82%     | 3.21%     | 5.58%     | 5.26%     | 3.25%     | 1.30%                                | 8.42%     |
| <b>Non-GAAP Core Operating Efficiency Ratio:</b>                |                                    |           |           |           |           |           |                                      |           |
| Non-interest expense  | \$30,562                           | \$40,587  | \$62,089  | \$85,755  | \$87,640  | \$99,968  | \$53,233                             | \$48,631  |
| Less: accelerated employee benefits                             | 0                                  | 0         | 0         | 0         | 0         | 0         | 0                                    | 719       |
| Less: goodwill impairment                                       | 0                                  | 0         | 0         | 0         | 0         | 7,397     | 7,397                                | 0         |
| Less: restructuring charges                                     | 0                                  | 0         | 0         | 4,733     | 0         | 0         | 0                                    | 0         |
| Non-GAAP non-interest expense (numerator)                       | 30,562                             | 40,587    | 62,089    | 81,022    | 87,640    | 92,571    | 45,836                               | 47,912    |
| Net interest income   | 42,267                             | 54,053    | 74,818    | 110,368   | 141,444   | 160,249   | 79,385                               | 83,445    |
| Tax equivalent interest income                                  | 2,637                              | 4,001     | 5,439     | 3,099     | 2,522     | 2,732     | 1,380                                | 1,438     |
| Non-interest income   | 2,365                              | 3,407     | 3,679     | 6,083     | 8,707     | 11,733    | 4,729                                | 9,969     |
| Add: fixed asset impairments                                    | 0                                  | 0         | 1,903     | 171       | 424       | 0         | 0                                    | 0         |
| Less: BOLI settlement benefits <sup>(1)</sup>                   | 0                                  | 0         | 0         | 0         | 0         | 0         | 0                                    | 1,841     |
| Non-GAAP Operating revenue (denominator)                        | 47,269                             | 61,461    | 83,936    | 119,550   | 152,673   | 174,714   | 85,494                               | 93,011    |
| GAAP efficiency ratio   | 68.48%                             | 70.64%    | 79.10%    | 73.64%    | 58.37%    | 58.13%    | 63.29%                               | 52.06%    |
| Non-GAAP core operating efficiency ratio (FTE)                  | 64.66%                             | 66.04%    | 73.97%    | 67.77%    | 57.41%    | 52.98%    | 53.61%                               | 51.51%    |

- (1) Represents the tax impact of the adjustments above at a tax rate of 25.73% from 2015 through 2020 and at 21% for 2021, plus a permanent tax benefit associated with stock-based grants.  
(2) Represents the tax impact of the adjustments above at a tax rate of 25.73% for fiscal years 2018 and after; 38.73% for fiscal years prior to 2018.  
(3) No tax effect associated with the 2017 Tax Act adjustment or state tax credit or the goodwill impairment.

## NON-GAAP RECONCILIATION (CONT.)



| (Dollars in thousands)  | For the Three Months Ended |                    |                   |                |               |
|---|----------------------------|--------------------|-------------------|----------------|---------------|
|   | June 30, 2020              | September 30, 2020 | December 31, 2020 | March 31, 2021 | June 30, 2021 |
| <b>Non-GAAP Core Operating Income:</b>                          |                            |                    |                   |                |               |
| Net Income (loss)   | (\$7,356)                  | \$8,006            | \$8,094           | \$12,035       | \$15,577      |
| Add: Goodwill Impairment <sup>(1)</sup>                         | 7,397                      | 0                  | 0                 | 0              | 0             |
| Add: Accelerated employee benefits                              | 0                          | 0                  | 0                 | 0              | 719           |
| Less: Tax effect <sup>(2)</sup>                                 | 0                          | 0                  | 0                 | 0              | 210           |
| Accelerated employee benefits, net of tax                       | 0                          | 0                  | 0                 | 0              | 509           |
| Less: BOLI settlement benefits <sup>(1)</sup>                   | 0                          | 0                  | 0                 | 0              | 1,841         |
| Non-GAAP core operating income                                  | \$41                       | \$8,006            | \$8,094           | \$12,035       | \$14,245      |
| <b>Non-GAAP Core Operating Return on Average Assets:</b>        |                            |                    |                   |                |               |
| Net Income (loss)   | (\$7,356)                  | \$8,006            | \$8,094           | \$12,035       | \$15,577      |
| Non-GAAP core operating income                                  | 41                         | 8,006              | 8,094             | 12,035         | 14,245        |
| Average Assets  | 5,441,513                  | 5,486,252          | 5,523,196         | 5,798,167      | 5,673,638     |
| GAAP return on average assets <sup>(2)</sup>                    | (0.54%)                    | 0.58%              | 0.58%             | 0.84%          | 1.10%         |
| Non-GAAP core operating return on average assets <sup>(2)</sup> | 0.00%                      | 0.58%              | 0.58%             | 0.84%          | 1.01%         |
| <b>Non-GAAP Core Operating Return on Average Equity:</b>        |                            |                    |                   |                |               |
| Net Income (loss) available to common stockholders              | (\$7,356)                  | \$8,006            | \$8,094           | \$12,035       | \$15,577      |
| Non-GAAP core operating income available to common stockholders | 41                         | 8,006              | 8,094             | 12,035         | 14,245        |
| Average common equity   | 611,466                    | 613,910            | 620,496           | 625,875        | 633,417       |
| Less: Average Goodwill and Intangible Assets                    | 7,576                      | 238                | 218               | 199            | 179           |
| Average Tangible Equity   | 603,890                    | 613,672            | 620,278           | 625,676        | 633,238       |
| GAAP return on average common equity                            | (4.84%)                    | 5.19%              | 5.19%             | 7.80%          | 9.86%         |
| Non-GAAP core return on average tangible common equity          | 0.03%                      | 5.19%              | 5.19%             | 7.80%          | 9.02%         |
| <b>Non-GAAP Core Operating Efficiency Ratio:</b>                |                            |                    |                   |                |               |
| Non-interest expense  | \$31,010                   | \$23,011           | \$23,732          | \$22,818       | \$25,813      |
| Less: Accelerated employee benefits                             | 0                          | 0                  | 0                 | 0              | 719           |
| Less: Goodwill Impairment                                       | 7,397                      | 0                  | 0                 | 0              | 0             |
| Non-GAAP non-interest expense (numerator)                       | 23,613                     | 23,011             | 23,732            | 22,818         | 25,094        |
| Net interest income   | 41,157                     | 39,327             | 41,537            | 41,117         | 42,328        |
| Tax-equivalent interest income                                  | 685                        | 669                | 683               | 704            | 734           |
| Non-interest income   | 2,634                      | 4,063              | 2,949             | 4,144          | 5,825         |
| Less: BOLI settlement benefits <sup>(1)</sup>                   | 0                          | 0                  | 0                 | 0              | 1,841         |
| Non-GAAP operating revenue (denominator)                        | 44,476                     | 44,059             | 45,169            | 45,965         | 47,046        |
| GAAP efficiency ratio   | 70.81%                     | 53.03%             | 53.35%            | 50.41%         | 53.61%        |
| Non-GAAP core operating efficiency ratio (FTE)                  | 53.09%                     | 52.23%             | 52.54%            | 49.64%         | 53.34%        |

(1) No tax effect associated with the goodwill impairment and BOLI settlement benefits.  
(2) Interim periods are annualized.

## NON-GAAP RECONCILIATIONS (CONT.)



| (Dollars in thousands, except per share data)         | For the Year Ended<br>December 31, |                  |                  |                  |                  |                  | For the Six Months Ended<br>June 30, |                  |
|---|------------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------------------------|------------------|
|   | 2015                               | 2016             | 2017             | 2018             | 2019             | 2020             | 2020                                 | 2021             |
| <b>Pre-Tax Pre-Provision Profit</b>                   |                                    |                  |                  |                  |                  |                  |                                      |                  |
| Income before Taxes                                   | 8,095                              | 10,373           | 4,408            | 17,196           | 32,611           | 15,314           | (4,069)                              | 33,783           |
| Provision for Credit loss                             | 5,975                              | 6,500            | 12,000           | 13,500           | 29,900           | 56,700           | 34,950                               | 11,000           |
| <b>Pre-Tax Pre-Provision Profit</b>                   | <b>14,070</b>                      | <b>16,873</b>    | <b>16,408</b>    | <b>30,696</b>    | <b>62,511</b>    | <b>72,014</b>    | <b>30,881</b>                        | <b>44,783</b>    |
| Average Assets  | 1,410,447                          | 1,839,563        | 2,452,797        | 3,494,655        | 4,499,764        | 5,358,479        | 5,209,810                            | 5,735,558        |
| <b>Pre-Tax Pre-Provision Return on Average Assets</b> | <b>1.00%</b>                       | <b>0.92%</b>     | <b>0.67%</b>     | <b>0.88%</b>     | <b>1.39%</b>     | <b>1.34%</b>     | <b>1.20%</b>                         | <b>1.57%</b>     |
| <b>Tangible Stockholders' Equity:</b>                 |                                    |                  |                  |                  |                  |                  |                                      |                  |
| Stockholders' equity                                  | \$160,004                          | \$214,837        | \$287,147        | \$490,336        | \$601,644        | \$624,428        | \$608,092                            | \$637,190        |
| Less: goodwill and intangible assets                  | 8,100                              | 7,998            | 7,897            | 7,796            | 7,694            | 208              | 247                                  | 169              |
| Less: preferred stock                                 | 30,000                             | 30,000           | 30,000           | 30,000           | 0                | 0                | 0                                    | 0                |
| <b>Tangible Stockholders' Equity</b>                  | <b>\$121,904</b>                   | <b>\$176,839</b> | <b>\$249,250</b> | <b>\$452,540</b> | <b>\$593,950</b> | <b>\$624,220</b> | <b>\$607,845</b>                     | <b>\$637,021</b> |
| Shares outstanding at end of period                   | 19,661,718                         | 25,194,872       | 30,686,256       | 45,074,322       | 51,969,203       | 51,679,516       | 52,167,573                           | 50,958,680       |
| Book value per common share                           | \$6.61                             | \$7.34           | \$8.38           | \$10.21          | \$11.58          | \$12.08          | \$11.66                              | \$12.50          |
| <b>Tangible book value per common share</b>           | <b>\$6.20</b>                      | <b>\$7.02</b>    | <b>\$8.12</b>    | <b>\$10.04</b>   | <b>\$11.43</b>   | <b>\$12.08</b>   | <b>\$11.65</b>                       | <b>\$12.50</b>   |

| (Dollars in thousands, except per share data)         | For the Three Months Ended |                  |                  |                  |                  |
|---|----------------------------|------------------|------------------|------------------|------------------|
|   | 6/30/20                    | 9/30/20          | 12/31/20         | 3/31/21          | 6/30/21          |
| <b>Pre-Tax Pre-Provision Profit</b>                   |                            |                  |                  |                  |                  |
| Income (loss) before Taxes                            | (8,219)                    | 9,504            | 9,879            | 14,943           | 18,840           |
| Provision for Credit loss                             | 21,000                     | 10,875           | 10,875           | 7,500            | 3,500            |
| <b>Pre-Tax Pre-Provision Profit</b>                   | <b>12,781</b>              | <b>20,379</b>    | <b>20,754</b>    | <b>22,443</b>    | <b>22,340</b>    |
| Average Assets  | 5,441,513                  | 5,486,252        | 5,523,196        | 5,798,167        | 5,673,638        |
| <b>Pre-Tax Pre-Provision Return on Average Assets</b> | <b>0.94%</b>               | <b>1.48%</b>     | <b>1.49%</b>     | <b>1.57%</b>     | <b>1.58%</b>     |
| <b>Tangible Stockholders' Equity:</b>                 |                            |                  |                  |                  |                  |
| Stockholders' equity                                  | \$608,092                  | \$617,883        | \$624,428        | \$628,834        | \$637,190        |
| Less: goodwill and intangible assets                  | 247                        | 227              | 208              | 188              | 169              |
| Less: preferred stock                                 | 0                          | 0                | 0                | 0                | 0                |
| <b>Tangible Stockholders' Equity</b>                  | <b>\$607,845</b>           | <b>\$617,656</b> | <b>\$624,220</b> | <b>\$628,646</b> | <b>\$637,021</b> |
| Shares outstanding at end of period                   | 52,167,573                 | 52,195,778       | 51,679,516       | 51,678,669       | 50,958,680       |
| Book value per common share                           | \$11.66                    | \$11.84          | \$12.08          | \$12.17          | \$12.50          |
| <b>Tangible book value per common share</b>           | <b>\$11.65</b>             | <b>\$11.83</b>   | <b>\$12.08</b>   | <b>\$12.16</b>   | <b>\$12.50</b>   |

