

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

January 28, 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:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
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.

Item 2.02. Results of Operations and Financial Condition.

On January 28, 2021, CrossFirst Bankshares, Inc. (the "Company") issued a press release regarding its financial results for its fourth fiscal quarter of 2020 and year ended December 31, 2020. A copy of the press release is attached hereto as Exhibit 99.1 and the Company's related investor presentation is furnished as Exhibit 99.2.

The information in Item 2.02 of this Current Report, including Exhibits 99.1 and 99.2, is being "furnished" and shall not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as expressly set forth by specific reference in such a filing.

Item 9.01. Financial Statements and Exhibits.

(d) Exhibits

- 99.1 [Press Release Issued January 28, 2021](#)
- 99.2 [Investor Presentation](#)
- 104 Cover Page Interactive Data File (embedded within the Inline XBRL document)

SIGNATURE

Pursuant to the requirements of the Securities and Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Date: January 28, 2021

CROSSFIRST BANKSHARES, INC.

By: /s/ David L. O'Toole
David L. O'Toole
Chief Financial Officer



FOR IMMEDIATE RELEASE
January 28, 2021

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

CrossFirst Bankshares, Inc. Reports Fourth Quarter & Full Year 2020 Results

Fourth Quarter 2020 Key Financial Performance Metrics

Net Income	Diluted EPS	PTPP	Net Interest Margin (FTE)	Efficiency Ratio	Book Value per Common Share
\$8.1 million	\$0.15	\$20.8 million	3.12%	53.35%	\$12.08

LEAWOOD, Kan., January 28, 2021 (GLOBE NEWSWIRE) -- CrossFirst Bankshares, Inc. (Nasdaq: CFB), the bank holding company for CrossFirst Bank, today reported its results for the fourth quarter and full year of 2020, including net income of \$8.1 million, or \$0.15 per diluted share for the fourth quarter, and net income of \$12.6 million, or \$0.24 per diluted share for the full year. The financial results were impacted by the significant loan loss provisioning required to address uncertainty and risk in the loan portfolio created in part by the pandemic. In the fourth quarter, the Company provisioned an additional \$10.9 million, bringing the full year loan provision to \$56.7 million.

CEO Commentary:

"Despite the pandemic and depressed commodity prices, we had a great 2020 and accomplished many key strategic initiatives. I am very pleased with the resilience our clients and employees have exhibited during such difficult times," said CrossFirst's CEO and President Mike Maddox. "Even with the significant loan loss provisioning, we continued to generate moderate net income and record pretax, pre-provision profits for the Company this year. During the fourth quarter, we reduced our energy concentration, experienced a decline in our classified and nonperforming assets, and successfully commenced our share repurchase program."

2020 Fourth Quarter and Full Year Highlights:

- \$5.7 billion of assets with 15% full year operating revenue growth compared to 2019
- Pre-tax, pre-provision profit (PTPP), a non-GAAP financial measure, for the fourth quarter of \$20.8 million and full year PTPP of \$72.0 million
- Efficiency ratio of 53% for the fourth quarter of 2020 and 58% for the full year; a non-GAAP core efficiency ratio of 53% for full year 2020 after adjusting for nonrecurring items
- \$593 million or 15% loan growth and \$771 million or 20% deposit growth over the last twelve months
- Book value per share of \$12.08 at December 31, 2020 compared to \$11.58 at December 31, 2019

(Dollars in millions except per share data)	Quarter-to-Date December 31,		Full Year December 31,	
	2019	2020	2019	2020
Operating revenue ⁽¹⁾	\$ 39.4	\$ 44.5	\$ 150.2	\$ 172.0
Net income (loss)	\$ (0.7)	\$ 8.1	\$ 28.5	\$ 12.6
Diluted earnings (loss) per share	\$ (0.01)	\$ 0.15	\$ 0.58	\$ 0.24
Return on average assets	(0.06)%	0.58 %	0.63 %	0.24 %
Non-GAAP core operating return on average assets ⁽²⁾	(0.06)%	0.58 %	0.61 %	0.37 %
Return on average common equity	(0.46)%	5.19 %	5.38 %	2.05 %
Net interest margin	3.17 %	3.07 %	3.26 %	3.08 %
Net interest margin, fully tax-equivalent ⁽³⁾	3.23 %	3.12 %	3.31 %	3.13 %
Efficiency ratio	55.60 %	53.35 %	58.37 %	58.13 %
Non-GAAP core operating efficiency ratio, fully tax-equivalent ⁽²⁾⁽³⁾	54.66 %	52.54 %	57.25 %	52.98 %

⁽¹⁾ Net interest income plus non-interest income.

⁽²⁾ Represents a non-GAAP measure. See "Table 5. Non-GAAP Financial Measures" for a reconciliation of this measure.

⁽³⁾ 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 Update

The COVID-19 pandemic and measures taken in response have created economic uncertainty and negatively impacted many of our customers in some capacity. During the fourth quarter of 2020, we continued to operate in accordance with our comprehensive pandemic plan, which includes social distancing measures for customer and employee interactions. In addition, the Company has continued to support key regulatory relief programs for customers, increased provisions for loan losses, increased monitoring of certain loan portfolio segments, modified loans, slowed discretionary spending, optimized staffing levels, and elevated its risk management activities. Our branch-lite strategy, technology, and relationship banking model have allowed us to effectively operate through the pandemic, work remotely, and provide us with the agility to effectively serve our customers when they need it most. The Company continues to assess and monitor the COVID-19 pandemic along with federal and local requirements in evaluating the full re-opening of its offices and remains flexible regarding process and timeline.

Coronavirus Aid, Relief, and Economic Security Act (CARES Act) Programs

CrossFirst is committed to helping our local businesses and the communities that we serve during these extremely challenging times and will continue to help customers access regulatory relief and other programs. As of December 31, 2020, the Company retained \$292 million in loans produced through the Paycheck Protection Program ("PPP"), and the Company has been working through the forgiveness process for those loans with the Small Business Administration ("SBA"). In addition to the PPP, we have been granting loan modifications and 90/180 day payment deferrals for many customers who have requested additional relief. As of December 31, 2020, the Company had \$90 million in loans on modified payments related to COVID-19 on our balance sheet, which, excluding the PPP loans, represented 2% of our total loan balances. We are evaluating each modification on a case-by-case basis and assessing the borrowers' willingness and capacity to support the loan until maturity. The Company will continue to offer additional governmental assistance programs as more details become available around the processes and procedures for such programs and will grant loan modifications or new PPP loans when appropriate.

Income from Operations

Net Interest Income

The Company produced interest income of \$49.5 million for the fourth quarter of 2020, a decrease of 10% from the fourth quarter of 2019, and an increase of 2% from the previous quarter. Interest income decreased from the fourth quarter of 2019 primarily due to lower interest rates. Average earning assets totaled \$5.4 billion for the fourth quarter of 2020, an increase of \$0.7 billion or 16% from the same quarter in 2019. The fourth quarter 2020 tax-equivalent yield on earning assets declined to 3.71% from 4.76% in the fourth quarter of 2019, primarily due to the movement of variable rate assets indexed to declining market rates. For full year 2020, the Company produced interest income of \$203.4 million as the Company's asset growth was able to partially mitigate some of the impact of yield declines.

Interest expense for the fourth quarter of 2020 was \$8.0 million, or 56% lower than the fourth quarter of 2019 and 12% lower than the previous quarter. While average interest-bearing deposits increased to \$3.8 billion in the fourth quarter of 2020, an increase of 16% from the same quarter in 2019, overall interest expense on interest-bearing deposits declined as a result of declining interest rates. In the fourth quarter of 2020, non-deposit funding costs increased to 1.78% from 1.50% primarily as a result of several short term lower-cost borrowings maturing. Overall the cost of funds for the fourth quarter of 2020 was 0.65%, compared to 0.75% for the third quarter of 2020. For full year 2020, the Company had interest expense of \$43.2 million, a decrease of 42% from full year 2019.

Tax-equivalent net interest margin increased to 3.12% for the current quarter, from 2.98% in the previous quarter, and declined from 3.23% in the fourth quarter of 2019, reflecting the impact of the declining rate environment and changes in macroeconomic conditions. For the full year 2020, the Company had a tax equivalent margin of 3.13% compared to 3.31% for full year 2019. As of December 31, 2020, CrossFirst realized \$5.8 million of the total \$9.9 million in fees anticipated from making \$369 million of total PPP loans. The PPP loans yielded 4.91% for the fourth quarter 2020, and the Company will continue to recognize these fees over contractual maturity and expedite recognition as 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 fourth quarter of 2020 and \$2.7 million for the full year of 2020. Full year 2020 net interest income was \$160 million or 13% higher than full year 2019, while net interest income totaled \$41.5 million for the fourth quarter of 2020 or 6% higher than the third quarter of 2020, and 12% higher than the fourth quarter of 2019.

Non-Interest Income

Non-interest income increased \$0.8 million in the fourth quarter of 2020, or 35% compared to the same quarter of 2019, and decreased \$1.1 million or 27% compared to the third quarter of 2020. For the fourth quarter and the full year of 2020, the Company continued to increase overall fee income commensurate with its customer growth and recorded stronger credit card interchange fees and other service charges than in the same periods in 2019. Because of the current interest rate environment, the Company had significantly less activity in its back-to-back swap program. The Company realized bond gains throughout the year related to continuously monitoring its investment portfolio. Full year non-interest income increased 35% compared to full year 2019, despite having nearly \$3.0 million less income from its back-to-back swap program.

Non-Interest Expense

Non-interest expense for the fourth quarter of 2020 was \$24 million, which increased 8% compared to the fourth quarter of 2019, and increased 3% from the third quarter of 2020. During the fourth quarter, the Company recorded higher professional fees as well as added occupancy expense from opening two new locations. Full year non-interest expense increased 14% compared to the same period in the prior year, primarily from nonrecurring items reported in previous quarters. The Company recorded several nonrecurring expenses during the year, including a \$7.4 million expense related to a non-cash goodwill impairment charge in the second quarter of 2020, in addition to one-time expenses for optimizing staffing levels in the third quarter of 2020. The Company also had increased professional and foreclosure costs for 2020 as a result of restructuring credits driven in part by the macroeconomic conditions created by the COVID-19 pandemic. Overall, the Company continues to realize benefits from reduced travel, entertainment, and other discretionary spending as a result of the COVID-19 pandemic.

CrossFirst's effective tax rate for the fourth quarter of 2020 was 18% as compared to 63% for the fourth quarter of 2019. The 2020 quarter-to-date income tax was impacted by an \$11.7 million increase in income before income taxes that increased taxes at the statutory rate by \$2.5 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 fourth quarter of 2020, total assets increased by \$154 million, or 3% compared to September 30, 2020, and \$728 million or 15% since December 31, 2019. During the fourth quarter of 2020, total available for sale investment securities increased \$5 million to \$655 million compared to September 30, 2020, while the overall average for the fourth quarter of 2020 was \$674 million. During the fourth quarter of 2020, tax-exempt municipal securities on average increased \$18 million and mortgage-backed securities decreased \$42 million compared to September 30, 2020. The securities' yields maintained a tax equivalent yield of 2.96% for the fourth quarter of 2020. As part of management's investment strategy, during 2020, the Company's security portfolio decreased \$85 million as the Company chose not to replace all of the cash flows associated with mortgaged-backed securities prepayments and also realized gains by selling bonds with potential credit concerns related to COVID-19. The overall average securities balance for full year 2020 was \$715 million with a tax equivalent yield of 3.05%.

Loan Growth Results

The Company experienced average loan growth of 0.4% during the fourth quarter of 2020, but increased average loans 20% year-over-year from December 31, 2019. During the fourth quarter, loan growth was impacted by \$77 million of PPP loans forgiven, but core loan growth in real estate offset this impact. The Company reduced its energy exposure during the quarter and experienced 10% growth in residential and multifamily real estate loans. Loan yields increased 10 basis points during the fourth quarter as the loan fees recognized from PPP loan forgiveness were able to offset the impact of yield declines from loan repricing. During 2020, full year loan yields declined to 4.26% compared to 5.52% in the prior year, primarily as a result of lower interest rates from adjustable rate loan movements during 2020.

<i>(Dollars in millions)</i>	4Q19	1Q20	2Q20	3Q20	4Q20	% of Total	QoQ Growth (\$)	QoQ Growth (%) ⁽¹⁾	YoY Growth (\$)	YoY Growth (%) ⁽¹⁾
Average loans (gross)										
Commercial	\$ 1,315	\$ 1,339	\$ 1,381	\$ 1,308	\$ 1,367	30 %	\$ 59	5 %	\$ 52	4 %
Energy	400	412	404	393	381	8	(12)	(3)	(19)	(5)
Commercial real estate	1,007	1,034	1,115	1,169	1,194	27	25	2	187	19
Construction and land development	599	620	651	617	585	13	(32)	(5)	(14)	(2)
Residential and multifamily real estate	384	455	517	583	664	15	81	14	280	73
Paycheck Protection Program	—	—	245	362	258	6	(104)	(29)	258	NA
Consumer	45	45	44	45	45	1	—	1	—	2
Total	<u>\$ 3,750</u>	<u>\$ 3,905</u>	<u>\$ 4,357</u>	<u>\$ 4,477</u>	<u>\$ 4,494</u>	<u>100 %</u>	<u>\$ 17</u>	<u>0.4 %</u>	<u>\$ 744</u>	<u>20 %</u>
<i>Yield on loans for the period ending</i>	5.21 %	4.98 %	4.28 %	3.90 %	4.00 %					

⁽¹⁾ 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 Growth & Other Borrowings

The Company experienced average deposit growth of 5% during the fourth quarter of 2020, but increased average deposits 20% year-over-year from December 31, 2019. At the end of 2020, the Company held a loan to deposit ratio of 95%, compared to 100% at the end of the third quarter, and 98% at the end of 2019. The additional deposit growth and liquidity for the quarter was primarily driven by transaction deposits as a result of more customers utilizing our insured cash sweep products. In addition, our money market account pricing remains competitive so the Company can continue growing, while still being able to improve the overall cost of deposits. The Company's cost of interest bearing deposits declined 11 basis points during the fourth quarter of 2020, reflective of changes made to deposit pricing. During 2020, full year costs of funds were 0.92% compared to 1.90% in the prior year, primarily as a result of the lower interest rate environment and declining Fed Funds pricing.

<i>(Dollars in millions)</i>	4Q19	1Q20	2Q20	3Q20	4Q20	% of Total	QoQ Growth (\$)	QoQ Growth (%) ⁽¹⁾	YoY Growth (\$)	YoY Growth (%) ⁽¹⁾
Average deposits										
Non-interest bearing deposits	\$ 522	\$ 540	\$ 746	\$ 714	\$ 732	16 %	\$ 18	3 %	\$ 210	40 %
Transaction deposits	200	341	414	460	575	13 %	115	25 %	375	188 %
Savings and money market deposits	1,854	1,887	1,933	1,995	2,158	47 %	163	8 %	304	16 %
Time deposits	1,226	1,166	1,195	1,175	1,087	24 %	(88)	(7)%	(139)	(11)%
Total	<u>\$ 3,802</u>	<u>\$ 3,934</u>	<u>\$ 4,288</u>	<u>\$ 4,344</u>	<u>\$ 4,552</u>	<u>100 %</u>	<u>\$ 208</u>	<u>5 %</u>	<u>\$ 750</u>	<u>20 %</u>
<i>Cost of deposits for the period ending</i>	1.70 %	1.46 %	0.79 %	0.67 %	0.58 %					
<i>Cost of interest-bearing deposits for the period ending</i>	1.97 %	1.69 %	0.95 %	0.80 %	0.69 %					

⁽¹⁾ 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 December 31, 2020, other borrowings totaled \$296.4 million, as compared to \$350.6 million at September 30, 2020, and \$374.6 million at December 31, 2019.

Asset Quality Position

The Company added \$10.9 million to the allowance for loan loss during the fourth quarter of 2020, bringing the total allowance to loans to 1.70%, commensurate with adverse movement of risk classifications and charge-off activity. While the Company currently believes the reserve is reflective of the risk in the portfolio, there may be cases where the borrowers or specific impairments related to COVID-19 may have not yet been identified. The majority of loans that migrated to classified status during the fourth quarter of 2020 were related to commercial real estate, particularly within the hotel portfolio, which partially offset several pay downs in the energy portfolio and partial charge-offs of other classified assets.

Net charge-offs were \$11.6 million for the fourth quarter of 2020, as compared to net charge-offs of \$6.0 million for the third quarter in 2020. The elevated charge-offs in the fourth quarter reflected the Company's approach to charging down multiple credits, mostly with exposures in energy and commercial and industrial. Full-year net charge-offs for 2020 were \$38.3 million as compared to \$11 million for the full year 2019. Nonperforming assets to total assets quarter over quarter decreased to 1.39%, primarily as a result of the associated charge-offs. The following table provides information regarding asset quality.

Asset quality (Dollars in millions)	4Q19		1Q20		2Q20		3Q20		4Q20	
Non-accrual loans	\$	39.7	\$	26.3	\$	37.5	\$	75.6	\$	75.1
Other real estate owned		3.6		3.6		2.5		2.3		2.3
Nonperforming assets		47.9		29.9		40.3		82.2		78.4
Loans 90+ days past due and still accruing		4.6		—		0.2		4.3		1.0
Loans 30 - 89 days past due		6.8		19.5		34.9		45.4		18.1
Net charge-offs (recoveries)		5.5		19.4		1.3		6.0		11.6
Asset quality metrics (%)		4Q19		1Q20		2Q20		3Q20		4Q20
Nonperforming assets to total assets		0.97 %		0.59 %		0.74 %		1.49 %		1.39 %
Allowance for loan loss to total loans		1.48		1.29		1.61		1.70		1.70
Allowance for loan loss to nonperforming loans		129.0		196.0		188.6		95.2		99.0
Net charge-offs (recoveries) to average loans ⁽¹⁾		0.58		2.00		0.12		0.54		1.03
Provision to average loans ⁽¹⁾		2.05		1.44		1.94		0.97		0.96
Classified Loans / (Total Capital + ALLL)		13.2		15.8		34.9		43.2		40.9

⁽¹⁾ Interim periods annualized.

Depending upon the future impact of the COVID-19 pandemic, we may need to make additional increases to our provision in future periods. The future impact of the pandemic is highly uncertain and cannot be fully predicted. The extent of the impact on our customers and, in turn, on our business and operations, will depend on future developments, including actions taken to contain the pandemic. To the extent the pandemic continues to decrease economic activity for an extended time period, we expect our business and operations will be further negatively impacted. Customers may continue to seek additional loan modifications or restructurings, or we may experience additional adverse movement in risk classifications, any of which could potentially result in the need to adjust the total allowances for loan losses.

Capital Position

At December 31, 2020, stockholders' equity totaled \$624 million, or \$12.08 per share, compared to \$602 million, or \$11.58 per share, at December 31, 2019. Tangible common equity was \$624 million and tangible book value per share was \$12.08 at December 31, 2020, compared to tangible common equity of \$594 million and tangible book value per share of \$11.43 at December 31, 2019. The Company's Board of Directors approved a share repurchase program of up to \$20 million in the third quarter of 2020. During the fourth quarter of 2020, CrossFirst repurchased \$6.1 million or 609,613 shares of common stock under the program at a weighted average price of \$9.91 per share.

The ratio of common equity Tier 1 capital to risk-weighted assets was approximately 11.93% and the total capital to risk-weighted assets was approximately 13.20% at December 31, 2020. The Company remains well-capitalized.

Conference Call and Webcast

CrossFirst will hold a conference call and webcast to discuss fourth quarter 2020 and full year results on Thursday, January 28, 2021, at 4:00 p.m. CT / 5:00 p.m. ET. 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. 8838529. 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 February 4, 2021, accessible at (855) 859-2056 with conference ID no. 8838529.

Cautionary Notice about Forward-Looking Statements

The financial results in this earnings release reflect preliminary, unaudited results, which are not final until the Company's Annual Report on Form 10-K 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 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., is a Kansas corporation and a registered bank holding company for its wholly owned subsidiary CrossFirst Bank, which is headquartered in Leawood, Kansas. CrossFirst Bank has eight full-service banking offices primarily along the I-35 corridor in Kansas, Missouri, Oklahoma and Texas.

Unaudited Financial Tables

- [Table 1. Consolidated Balance Sheets](#)
- [Table 2. Consolidated Statements of Income](#)
- [Table 3. 2019-2020 Year-to-Date Analysis of Changes in Net Interest Income](#)
- [Table 4. 2019 - 2020 Quarterly Analysis of Changes in Net Interest Income](#)
- [Table 5. Non-GAAP Financial Measures](#)

TABLE 1. CONSOLIDATED BALANCE SHEETS

	December 31, 2019	December 31, 2020 (unaudited)
	<i>(Dollars in thousands)</i>	
Assets		
Cash and cash equivalents	\$ 187,320	\$ 408,810
Available-for-sale securities - taxable	296,047	177,238
Available-for-sale securities - tax-exempt	443,426	477,350
Loans, net of allowance for loan losses of \$56,896 and \$75,295 at December 31, 2019 and December 31, 2020, respectively	3,795,348	4,366,602
Premises and equipment, net	70,210	70,509
Restricted equity securities	17,278	15,543
Interest receivable	15,716	17,236
Foreclosed assets held for sale	3,619	2,347
Goodwill and other intangible assets, net	7,694	208
Bank-owned life insurance	65,689	67,498
Other	28,886	55,962
Total assets	<u>\$ 4,931,233</u>	<u>\$ 5,659,303</u>
Liabilities and stockholders' equity		
Deposits		
Non-interest bearing	\$ 521,826	\$ 718,459
Savings, NOW and money market	2,162,187	2,932,799
Time	1,239,746	1,043,482
Total deposits	3,923,759	4,694,740
Federal funds purchased and repurchase agreements	14,921	2,306
Federal Home Loan Bank advances	358,743	293,100
Other borrowings	921	963
Interest payable and other liabilities	31,245	43,766
Total liabilities	<u>4,329,589</u>	<u>5,034,875</u>
Stockholders' equity		
Common stock, \$0.01 par value:		
authorized - 200,000,000 shares, issued - 51,969,203 and 52,289,129 shares at December 31, 2019 and December 31, 2020, respectively	520	523
Treasury stock, at cost:		
0 and 609,613 shares held at December 31, 2019 and 2020, respectively	—	(6,061)
Additional paid-in capital	519,870	522,911
Retained earnings	64,803	77,652
Accumulated other comprehensive income	16,451	29,403
Total stockholders' equity	<u>601,644</u>	<u>624,428</u>
Total liabilities and stockholders' equity	<u>\$ 4,931,233</u>	<u>\$ 5,659,303</u>

TABLE 2. CONSOLIDATED STATEMENTS OF INCOME (UNAUDITED)

	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2019	2020	2019	2020
	<i>(Dollars in thousands except per share data)</i>			
Interest Income				
Loans, including fees	\$ 49,208	\$ 45,147	\$ 191,527	\$ 183,738
Available for sale securities				
Available for sale securities - Taxable	1,894	899	8,540	5,073
Available for sale securities - Tax-exempt	3,191	3,255	12,011	13,013
Deposits with financial institutions	601	56	3,053	639
Dividends on bank stocks	286	177	1,087	985
Total interest income	55,180	49,534	216,218	203,448
Interest Expense				
Deposits	16,247	6,610	67,668	36,585
Fed funds purchased and repurchase agreements	91	2	592	164
Advances from Federal Home Loan Bank	1,628	1,361	6,367	6,341
Other borrowings	35	24	147	109
Total interest expense	18,001	7,997	74,774	43,199
Net Interest Income	37,179	41,537	141,444	160,249
Provision for Loan Losses	19,350	10,875	29,900	56,700
Net Interest Income after Provision for Loan Losses	17,829	30,662	111,544	103,549
Non-Interest Income				
Service charges and fees on customer accounts	163	856	604	2,803
Gain (loss) on sale of available for sale securities	520	(21)	987	1,704
Impairment of premises and equipment held for sale	—	—	(424)	—
Gain on sale of loans	—	44	207	44
Income from bank-owned life insurance	462	436	1,878	1,809
Swap fee income (loss), net	338	(284)	2,753	(204)
ATM and credit card interchange income	473	1,516	1,785	4,379
Other non-interest income	226	402	917	1,198
Total non-interest income	2,182	2,949	8,707	11,733
Non-Interest Expense				
Salaries and employee benefits	13,818	14,725	57,114	57,747
Occupancy	2,048	2,427	8,349	8,701
Professional fees	1,041	1,120	2,964	4,218
Deposit insurance premiums	767	1,150	2,787	4,301
Data processing	676	654	2,544	2,719
Advertising	685	349	2,455	1,219
Software and communication	910	978	3,317	3,750
Foreclosed assets, net	54	74	84	1,239
Goodwill impairment	—	—	—	7,397
Other non-interest expense	1,882	2,255	8,026	8,677
Total non-interest expense	21,881	23,732	87,640	99,968
Net Income (Loss) Before Taxes	(1,870)	9,879	32,611	15,314
Income tax expense (benefit)	(1,170)	1,785	4,138	2,713
Net Income (Loss)	(700)	8,094	\$ 28,473	\$ 12,601
Basic Earnings (Loss) Per Share	\$ (0.01)	\$ 0.16	\$ 0.59	\$ 0.24
Diluted Earnings (Loss) Per Share	\$ (0.01)	\$ 0.15	\$ 0.58	\$ 0.24

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

	Twelve Months Ended					
	2019			2020		
	Average Balance	Interest Income / Expense	Average Yield / Rate ⁽³⁾	Average Balance	Interest Income / Expense	Average Yield / Rate ⁽³⁾
	<i>(Dollars in thousands)</i>					
Interest-earning assets:						
Securities - taxable	\$ 330,051	\$ 9,627	2.92 %	\$ 267,715	\$ 6,058	2.26 %
Securities - tax-exempt ⁽¹⁾	390,908	14,533	3.72	447,324	15,745	3.52
Federal funds sold	15,195	364	2.40	1,020	18	1.73
Interest-bearing deposits in other banks	139,538	2,689	1.93	179,978	621	0.35
Gross loans, net of unearned income ⁽²⁾	3,468,079	191,527	5.52	4,310,345	183,738	4.26
Total interest-earning assets ⁽¹⁾	4,343,771	\$ 218,740	5.04 %	5,206,382	\$ 206,180	3.96 %
Allowance for loan losses	(42,015)			(68,897)		
Other non-interest-earning assets	198,008			220,994		
Total assets	<u>\$ 4,499,764</u>			<u>\$ 5,358,479</u>		
Interest-bearing liabilities						
Transaction deposits	\$ 146,109	\$ 1,742	1.19 %	\$ 447,777	\$ 1,696	0.38 %
Savings and money market deposits	1,676,417	35,385	2.11	1,993,964	14,033	0.70
Time deposits	1,243,304	30,541	2.46	1,155,492	20,856	1.80
Total interest-bearing deposits	3,065,830	67,668	2.21	3,597,233	36,585	1.02
FHLB and short-term borrowings	366,577	6,959	1.90	417,956	6,508	1.56
Trust preferred securities, net of fair value adjustments	899	147	16.34	939	106	11.34
Non-interest-bearing deposits	512,142	—	—	684,294	—	—
Cost of funds	3,945,448	\$ 74,774	1.90 %	4,700,422	\$ 43,199	0.92 %
Other liabilities	25,708			43,331		
Stockholders' equity	528,608			614,726		
Total liabilities and stockholders' equity	<u>\$ 4,499,764</u>			<u>\$ 5,358,479</u>		
Net interest income ⁽¹⁾		<u>\$ 143,966</u>			<u>\$ 162,981</u>	
Net interest spread ⁽¹⁾			3.14 %			3.04 %
Net interest margin ⁽¹⁾			3.31 %			3.13 %

⁽¹⁾ 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%.

⁽²⁾ Average loan balances include nonaccrual loans.

⁽³⁾ 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 & RATE VARIANCE TO NET INTEREST INCOME (UNAUDITED)

	Twelve Months Ended December 31, 2020 over 2019		
	Average Volume	Yield/Rate	Net Change ⁽²⁾
	<i>(Dollars in thousands)</i>		
Interest Income			
Securities - taxable	\$ (1,624)	\$ (1,945)	\$ (3,569)
Securities - tax-exempt ⁽¹⁾	2,022	(810)	1,212
Federal funds sold	(266)	(80)	(346)
Interest-bearing deposits in other banks	612	(2,680)	(2,068)
Gross loans, net of unearned income	41,037	(48,826)	(7,789)
Total interest income ⁽¹⁾	41,781	(54,341)	(12,560)
Interest Expense			
Transaction deposits	1,748	(1,794)	(46)
Savings and money market deposits	5,725	(27,077)	(21,352)
Time deposits	(2,018)	(7,667)	(9,685)
Total interest-bearing deposits	5,455	(36,538)	(31,083)
FHLB and short-term borrowings	897	(1,348)	(451)
Trust preferred securities, net of fair value adjustments	6	(47)	(41)
Total interest expense	6,358	(37,933)	(31,575)
Net interest income ⁽¹⁾	\$ 35,423	\$ (16,408)	\$ 19,015

⁽¹⁾ 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%.

⁽²⁾ 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. 2019 - 2020 QUARTERLY ANALYSIS OF CHANGES IN NET INTEREST INCOME (UNAUDITED)

	Three Months Ended					
	December 31,					
	2019			2020		
Average Balance	Interest Income / Expense	Average Yield / Rate ⁽³⁾	Average Balance	Interest Income / Expense	Average Yield / Rate ⁽³⁾	
<i>(Dollars in thousands)</i>						
Interest-earning assets:						
Securities - taxable	\$ 317,524	\$ 2,180	2.72 %	\$ 215,348	\$ 1,075	1.99 %
Securities - tax-exempt ⁽¹⁾	427,280	3,861	3.59	458,651	3,939	3.42
Federal funds sold	4,750	19	1.61	—	—	—
Interest-bearing deposits in other banks	152,917	582	1.51	208,650	56	0.11
Gross loans, net of unearned income ⁽²⁾⁽³⁾	3,749,865	49,208	5.21	4,493,806	45,147	4.00
Total interest-earning assets ⁽¹⁾	4,652,336	\$ 55,850	4.76 %	5,376,455	\$ 50,217	3.71 %
Allowance for loan losses	(44,051)			(80,770)		
Other non-interest-earning assets	201,294			227,511		
Total assets	<u>\$ 4,809,579</u>			<u>\$ 5,523,196</u>		
Interest-bearing liabilities						
Transaction deposits	\$ 200,480	\$ 603	1.19 %	\$ 574,811	\$ 306	0.21 %
Savings and money market deposits	1,854,042	8,059	1.72	2,158,044	2,344	0.43
Time deposits	1,225,752	7,585	2.46	1,086,825	3,960	1.45
Total interest-bearing deposits	3,280,274	16,247	1.97	3,819,680	6,610	0.69
FHLB and short-term borrowings	366,190	1,719	1.86	304,923	1,363	1.78
Trust preferred securities, net of fair value adjustments	913	35	15.18	954	24	9.97
Non-interest-bearing deposits	521,799	—	—	732,028	—	—
Cost of funds	4,169,176	\$ 18,001	1.71 %	4,857,585	\$ 7,997	0.65 %
Other liabilities	34,443			45,115		
Total stockholders' equity	605,960			620,496		
Total liabilities and stockholders' equity	<u>\$ 4,809,579</u>			<u>\$ 5,523,196</u>		
Net interest income ⁽¹⁾		<u>\$ 37,849</u>			<u>\$ 42,220</u>	
Net interest spread ⁽¹⁾			3.05 %			3.06 %
Net interest margin ⁽¹⁾			<u>3.23 %</u>			<u>3.12 %</u>

⁽¹⁾ 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%.

⁽²⁾ Average loan balances include non-accrual loans.

⁽³⁾ 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 & RATE VARIANCE TO NET INTEREST INCOME (UNAUDITED)

	Three Months Ended		
	December 31, 2020 over 2019		
	Average Volume	Yield/Rate	Net Change ⁽²⁾
	<i>(Dollars in thousands)</i>		
Interest Income			
Securities - taxable	\$ (577)	\$ (528)	\$ (1,105)
Securities - tax-exempt ⁽¹⁾	269	(191)	78
Federal funds sold	(9)	(10)	(19)
Interest-bearing deposits in other banks	155	(681)	(526)
Gross loans, net of unearned income	8,638	(12,699)	(4,061)
Total interest income ⁽¹⁾	8,476	(14,109)	(5,633)
Interest Expense			
Transaction deposits	480	(777)	(297)
Savings and money market deposits	1,132	(6,847)	(5,715)
Time deposits	(784)	(2,841)	(3,625)
Total interest-bearing deposits	828	(10,465)	(9,637)
FHLB and short-term borrowings	(283)	(73)	(356)
Trust preferred securities, net of fair value adjustments	2	(13)	(11)
Total interest expense	547	(10,551)	(10,004)
Net interest income ⁽¹⁾	\$ 7,929	\$ (3,558)	\$ 4,371

⁽¹⁾ 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%.

⁽²⁾ 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 return on average tangible common equity as net income (loss) available to common stockholders 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 income (loss) as net income (loss) adjusted to remove non-recurring or non-core income and expense items related to:
 - Impairment charges associated with two buildings that were held-for-sale. We acquired a new, larger corporate headquarters to accommodate our business needs, which eliminated the need for two smaller support buildings. The two smaller support buildings had been acquired recently and were extensively remodeled, which resulted in a difference between book and market value for those assets. We sold one of the buildings in 2018. The remaining building was sold during the second quarter of 2019.
 - State tax credits as a result of the purchase and improvement of our new corporate headquarters.
 - 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.

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

- 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 non-interest expenses as defined above under non-GAAP core operating income (loss) divided by net interest income on a fully tax-equivalent basis plus non-interest income adjusted to remove non-recurring 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				Twelve Months Ended			
	12/31/2019	03/31/2020	06/30/2020	09/30/2020	12/31/2020	12/31/2019	12/31/2020	
	<i>(Dollars in thousands)</i>							
Non-GAAP return on average tangible common equity:								
Net income (loss) available to common stockholders	\$ (700)	\$ 3,857	\$ (7,356)	\$ 8,006	\$ 8,094	\$ 28,298	\$ 12,601	
Average common equity	605,960	612,959	611,466	613,910	620,496	526,225	614,726	
Less: average goodwill and intangibles	7,708	7,683	7,576	238	218	7,746	3,898	
Average tangible common equity	598,252	605,276	603,890	613,672	620,278	518,479	610,828	
Return on average common equity	(0.46)%	2.53 %	(4.84)%	5.19 %	5.19 %	5.38 %	2.05 %	
Non-GAAP return on average tangible common equity	(0.46)%	2.56 %	(4.90)%	5.19 %	5.19 %	5.46 %	2.06 %	

	Quarter Ended				Twelve Months Ended			
	12/31/2019	03/31/2020	06/30/2020	09/30/2020	12/31/2020	12/31/2019	12/31/2020	
	<i>(Dollars in thousands)</i>							
Non-GAAP core operating income (loss):								
Net income (loss)	\$ (700)	\$ 3,857	\$ (7,356)	\$ 8,006	\$ 8,094	\$ 28,473	\$ 12,601	
Add: fixed asset impairments	—	—	—	—	—	424	—	
Less: tax effect ⁽¹⁾	—	—	—	—	—	109	—	
Fixed asset impairments, net of tax	—	—	—	—	—	315	—	
Add: Goodwill impairment ⁽²⁾	—	—	7,397	—	—	—	7,397	
Add: state tax credit ⁽²⁾	—	—	—	—	—	(1,361)	—	
Non-GAAP core operating income (loss)	\$ (700)	\$ 3,857	\$ 41	\$ 8,006	\$ 8,094	\$ 27,427	\$ 19,998	

⁽¹⁾ Represents the tax impact of the adjustments above at a tax rate of 25.73%.

⁽²⁾ No tax effect.

	Quarter Ended				Twelve Months Ended			
	12/31/2019	03/31/2020	06/30/2020	09/30/2020	12/31/2020	12/31/2019	12/31/2020	
	<i>(Dollars in thousands)</i>							
Non-GAAP core operating return on average assets:								
Net income (loss)	\$ (700)	\$ 3,857	\$ (7,356)	\$ 8,006	\$ 8,094	\$ 28,473	\$ 12,601	
Non-GAAP core operating income (loss)	(700)	3,857	41	8,006	8,094	27,427	19,998	
Average assets	4,809,579	4,975,531	5,441,513	5,486,252	5,523,196	4,499,764	5,358,479	
Return on average assets	(0.06)%	0.31 %	(0.54)%	0.58 %	0.58 %	0.63 %	0.24 %	
Non-GAAP core operating return on average assets	(0.06)%	0.31 %	— %	0.58 %	0.58 %	0.61 %	0.37 %	

	Quarter Ended				Twelve Months Ended			
	12/31/2019	03/31/2020	06/30/2020	09/30/2020	12/31/2020	12/31/2019	12/31/2020	
	(Dollars in thousands)							
Non-GAAP core operating return on common equity:								
Net income (loss)	\$ (700)	\$ 3,857	\$ (7,356)	\$ 8,006	\$ 8,094	\$ 28,473	\$ 12,601	
Non-GAAP core operating income (loss)	(700)	3,857	41	8,006	8,094	27,427	19,998	
Less: Preferred stock dividends	—	—	—	—	—	175	—	
Net income (loss) available to common stockholders	(700)	3,857	(7,356)	8,006	8,094	28,298	12,601	
Non-GAAP core operating income (loss) available to common stockholders	(700)	3,857	41	8,006	8,094	27,252	19,998	
Average common equity	\$ 605,960	\$ 612,959	\$ 611,466	\$ 613,910	\$ 620,496	\$ 526,225	\$ 614,726	
Return on average common equity	(0.46)%	2.53 %	(4.84)%	5.19 %	5.19 %	5.38 %	2.05 %	
Non-GAAP core operating return on common equity	(0.46)%	2.53 %	0.03 %	5.19 %	5.19 %	5.18 %	3.25 %	

	Quarter Ended				Twelve Months Ended			
	12/31/2019	03/31/2020	06/30/2020	09/30/2020	12/31/2020	12/31/2019	12/31/2020	
	(Dollars in thousands except per share data)							
Tangible common stockholders' equity:								
Total stockholders' equity	\$ 601,644	\$ 611,946	\$ 608,092	\$ 617,883	\$ 624,428	\$ 624,428	\$ 624,428	
Less: goodwill and other intangible assets	7,694	7,669	247	227	208	208	208	
Tangible common stockholders' equity	\$ 593,950	\$ 604,277	\$ 607,845	\$ 617,656	\$ 624,220	\$ 624,220	\$ 624,220	
Tangible book value per share:								
Tangible common stockholders' equity	\$ 593,950	\$ 604,277	\$ 607,845	\$ 617,656	\$ 624,220	\$ 624,220	\$ 624,220	
Shares outstanding at end of period	51,969,203	52,098,062	52,167,573	52,195,778	51,679,516	51,679,516	51,679,516	
Book value per share	\$ 11.58	\$ 11.75	\$ 11.66	\$ 11.84	\$ 12.08	\$ 12.08	\$ 12.08	
Tangible book value per share	\$ 11.43	\$ 11.60	\$ 11.65	\$ 11.83	\$ 12.08	\$ 12.08	\$ 12.08	

	Quarter Ended				Twelve Months Ended			
	12/31/2019	03/31/2020	06/30/2020	09/30/2020	12/31/2020	12/31/2019	12/31/2020	
	(Dollars in thousands)							
Non-GAAP core operating efficiency ratio - Fully Tax Equivalent (FTE)								
Non-interest expense	\$ 21,881	\$ 22,215	\$ 31,010	\$ 23,011	\$ 23,732	\$ 87,640	\$ 99,968	
Less: goodwill impairment	—	—	7,397	—	—	—	7,397	
Adjusted Non-interest expense (numerator)	\$ 21,881	\$ 22,215	\$ 23,613	\$ 23,011	\$ 23,732	\$ 87,640	\$ 92,571	
Net interest income	37,179	38,228	41,157	39,327	41,537	141,444	160,249	
Tax equivalent interest income ⁽¹⁾	670	695	685	669	683	2,522	2,732	
Non-interest income	2,182	2,087	2,634	4,063	2,949	8,707	11,733	
Add: fixed asset impairments	—	—	—	—	—	424	—	
Total tax-equivalent income (denominator)	\$ 40,031	\$ 41,010	\$ 44,476	\$ 44,059	\$ 45,169	\$ 153,097	\$ 174,714	
Efficiency ratio	55.60 %	55.10 %	70.81 %	53.03 %	53.35 %	58.37 %	58.13 %	
Non-GAAP core operating efficiency ratio - Fully Tax Equivalent (FTE)	54.66 %	54.17 %	53.09 %	52.23 %	52.54 %	57.25 %	52.98 %	

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

	Quarter Ended				Twelve Months Ended		
	12/31/2019	03/31/2020	06/30/2020	09/30/2020	12/31/2020	12/31/2019	12/31/2020
	<i>(Dollars in thousands)</i>						
Non-GAAP pre-tax pre-provision profit							
Net income (loss) before taxes	\$ (1,870)	\$ 4,150	\$ (8,219)	\$ 9,504	\$ 9,879	\$ 32,611	\$ 15,314
Add: Provision for loan losses	19,350	13,950	21,000	10,875	10,875	29,900	56,700
Non-GAAP pre-tax pre-provision profit	\$ 17,480	\$ 18,100	\$ 12,781	\$ 20,379	\$ 20,754	\$ 62,511	\$ 72,014



CROSSFIRST
BANKSHARES, INC.

NASDAQ: CFB | January 28th, 2021

**Q4 AND FULL YEAR 2020
EARNINGS PRESENTATION**

LEGAL DISCLAIMER

FORWARD-LOOKING STATEMENTS. The financial results in this presentation reflect preliminary, unaudited results, which are not final until the Company's Annual Report on Form 10-K 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 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 relating to general business and economic conditions and any regulatory responses to such conditions; our ability to effectively execute our growth strategy and maintain 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 for 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 of CrossFirst Bankshares and Director of CrossFirst

- 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



David O'Toole – CFO, Chief Investment Officer and Director of CrossFirst

- More than 40 years of experience in banking, accounting, valuation and investment banking
- Founding shareholder and director of CrossFirst Bank and became CFO in 2008
- 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 Credit Officer of CrossFirst Bank

- 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 of CrossFirst

- 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 Exec

Aisha Reynolds
General Counsel of CrossF
CrossFirst Bank
13+ years of experien
Joined CrossFirst in 21

Steve Peterson
Chief Banking Officer of Cr
21+ years of experien
Joined CrossFirst in 21

George Jones
Vice Chairman for Cross
40+ years of experien
Joined CrossFirst in 21

Tom Robinson
Chief Risk Officer of Cros
35+ years of banking exp
Joined CrossFirst in 21

Amy Fauss
Chief Operating Officer of Cros
28+ years of banking exp
Joined CrossFirst in 21

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 Community



Destination '21

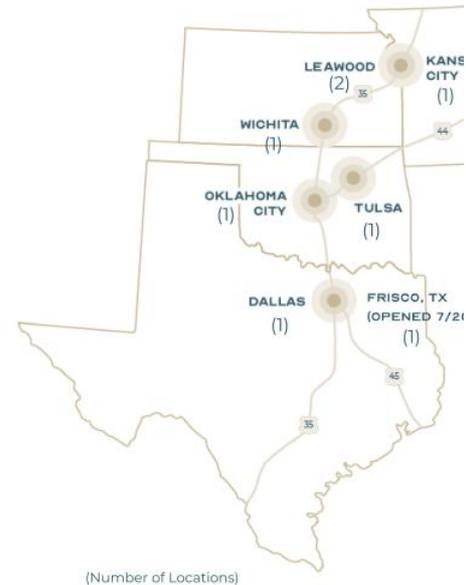


EVERY CROSSFIRST TEAM MEMBER UNDERSTANDS THE IMPORTANT ROLE THEY PLAY IN OUR COLLECTIVE SUCCESS.

CROSSFIRST OVERVIEW



- **\$5.7 billion⁽¹⁾** asset banking operation founded in 2007
- **Branch-lite** structure operating eight branches in key markets along the I-35 corridor
- **3rd largest** bank headquartered in the Kansas City MSA
- **High-growth** commercial banking franchise with 328 full time equivalent employees⁽¹⁾
- High quality people, strong culture & **relationship-oriented** business model
 - Serving businesses, business owners, professionals and their personal networks
- Core focus on **improving profitability & operating efficiency**



Financial Performance For Year Ended 12/31/20 ⁽²⁾

Balance Sheet		Performance (Full Year 2020)		Asset Quality Metrics	
Assets:	\$5,659	ROAA:	0.24%	NPAs / Assets:	
Gross Loans: ⁽³⁾	\$4,442	ROACE:	2.05%	NCOs / Avg. Loans:	
Deposits:	\$4,695	Efficiency Ratio:	58.13%	Reserves / Loans:	
CET 1 Capital:	11.93%	NIM(FTE):	3.13%	Reserves / NPLs:	
Total Risk-Based Capital:	13.20%	Net Income:	\$12.6	Classified Loans / Capital + ALLL	

(1) As of December 31, 2020
 (2) Dollars are in millions
 (3) Net of unearned income

Q4 2020 AND FULL YEAR 2020 HIGHLIGHTS AND SUMMARY



Financial Performance

- ✓ Fourth quarter net income of \$8.1 million and full year net income of \$12.6 million (includes \$56.7 million of loan loss provisions)
- ✓ Pretax, pre-provision profit ⁽¹⁾ for the fourth quarter of \$20.8 million and full-year pretax, pre-provision profit ⁽¹⁾ of \$72.0 million (includes a \$7.4 million non-cash goodwill impairment in Q2 2020)
- ✓ Efficiency ratio of 53% for the fourth quarter of 2020 and 58% for the full year; a non-GAAP core efficiency ratio ⁽¹⁾ of 53% for full year 2020 after adjusting for nonrecurring items
- ✓ Book value per share of \$12.08 at December 31, 2020 compared to \$11.58 at December 31, 2019

Balance Sheet

- ✓ \$5.7 billion of assets, a 15% increase over year end 2019
- ✓ Excluding PPP loans, loan portfolio growth of \$301 million, or 8% since year end 2019, and \$39 million, or 1%, from the previous quarter
- ✓ Deposit growth of \$771 million, or 20%, since year end 2019 and \$202 million, or 4%, from previous quarter
- ✓ Well capitalized even under third-party pandemic stress test (Q2 2020)
- ✓ 38% DDA growth from year end 2019; 2020 loan-to-deposit ratio of 94.6%, exemplifying stronger liquidity

Strategic Initiatives

- ✓ Repurchased \$6.1 million or 609,613 shares of common stock
- ✓ New Frisco, TX location and relocated Kansas City, MO location to more prominent office space during the third quarter of 2020
- ✓ Developed and executed pandemic plan to support over 300 customers with loan modifications and issued almost 1,200 PPP loans
- ✓ Mike Maddox CEO transition and subsequent restructure of management to include Chief Banking Officer and Chief Technology Officer positions
- ✓ Reduced energy concentration in Q4 2020

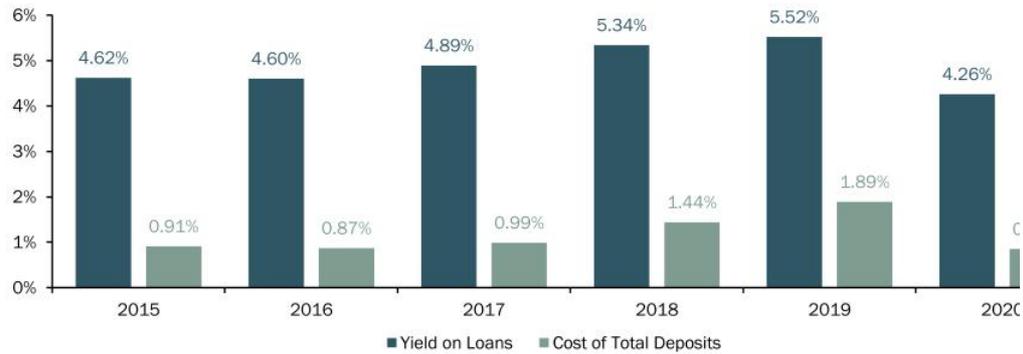
(1) Represents a Non-GAAP financial measure, see Non-GAAP reconciliation slides at the end of the presentation for more detail.

NET INTEREST MARGIN

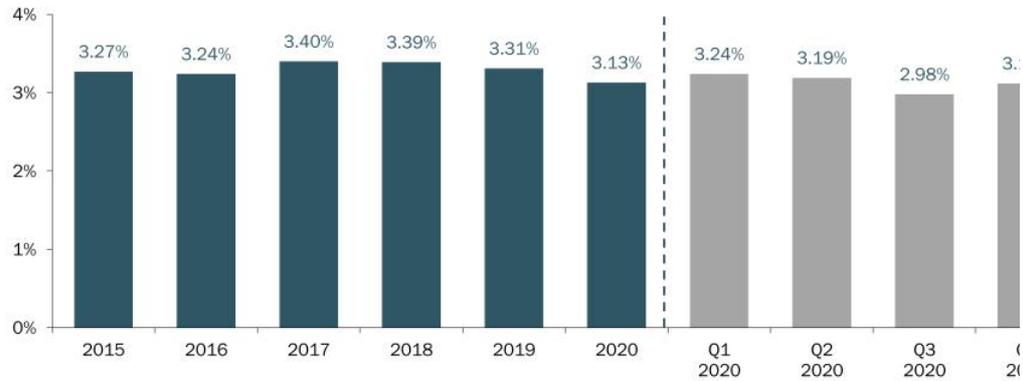
Commentary

- Net interest margin (FTE) improved 14bps to 3.12% from the previous quarter, largely due to recognition of PPP loan fees and a 9bp decrease in total deposit costs
- Loan yields have trended downward due to repricing and movements in variable rate loans associated with the declining rate environment
- Company continued to move interest bearing deposit costs down to capture economics associated with FOMC rate cuts
- Loan to deposit ratio decreased to 94.6%, from 99.7% in Q3 2020, and 98.2% in Q4 2019

Yield on Loans & Cost of Deposits



Net Interest Margin - Fully Tax Equivalent (FTE)

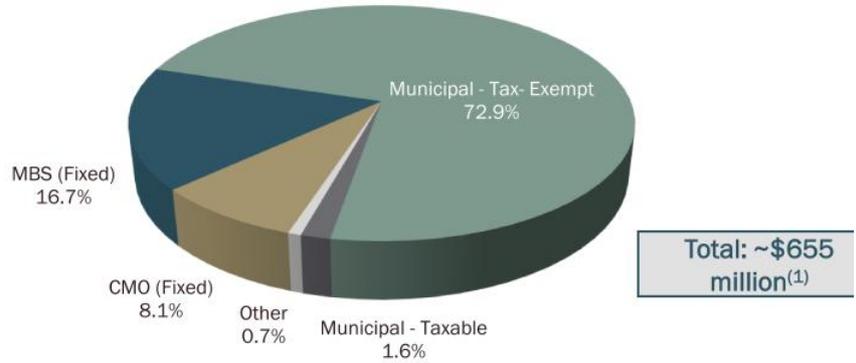


SECURITIES PORTFOLIO

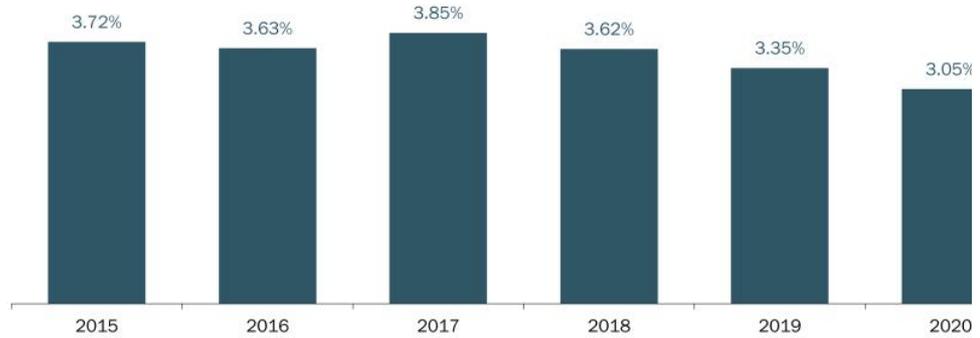
Commentary

- Continue to exercise caution in the investment portfolio and maintain high-quality investment securities
- At the end of Q4 2020, the portfolio's duration was approximately 4.5 years and the fully taxable equivalent yield for Q4 2020 rose 3bps to 2.96%
- During Q4 2020, \$36 million of MBS/CMO paydowns were received and no securities were sold
- During Q4 2020, \$38 million of new securities were purchased with an average tax equivalent yield of 2.94%
- The securities portfolio has unrealized gains of approximately \$39 million as of December 31, 2020

Investment Portfolio Breakout as of December 31, 2020⁽¹⁾



Average Yield on Securities - Fully Tax Equivalent (FTE)



(1) Based on approximate fair value.

Commentary

- 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 continues to increase
- Record 2020 year end pretax, pre-provision profit⁽²⁾ of \$72 million, an increase of 15% from full year 2019 (includes a goodwill impairment of \$7.4 million recognized in Q2 2020)
- Record Q4 2020 pretax, pre-provision profits⁽²⁾ of \$20.8 million, a 19% increase from Q4 2019
- Fiscal year 2020 loan loss provisioning was \$56.7 million, an increase of 90% compared to same period in 2019, due in part to the pandemic and related macroeconomic impact

OPERATING REVENUE AND PROFITABILITY

Operating Revenue⁽¹⁾



Earnings Performance



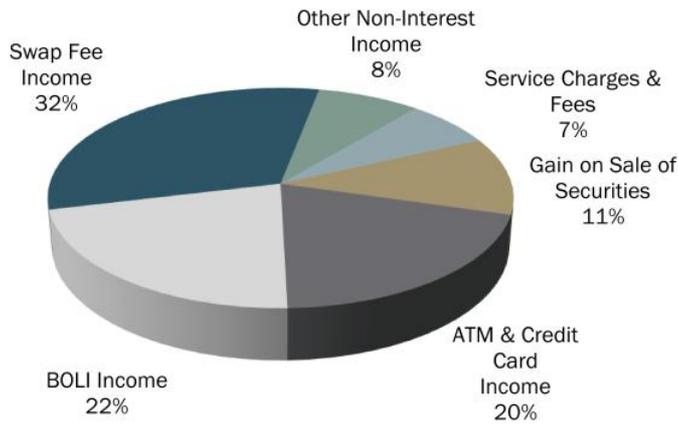
Note: Dollars in charts are in millions.

(1) Defined as net-interest income + non-interest income.

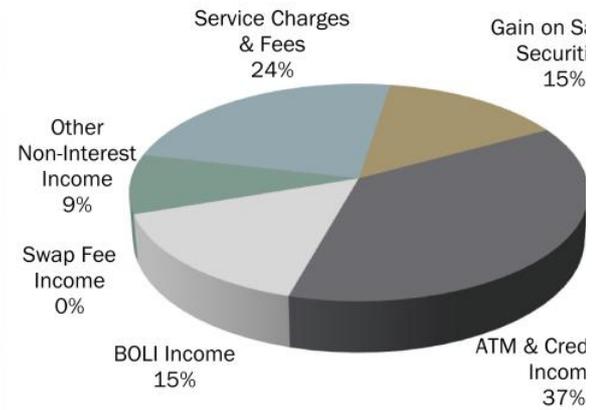
(2) Represents a Non-GAAP financial measure, see Non-GAAP reconciliation slides at the end of the presentation for more detail.

NON-INTEREST INCOME

2019 Non-Interest Income Composition (\$8.7 million)⁽¹⁾



2020 Non-Interest Income Composition (\$11.7 million)⁽¹⁾



**35% Increase in Non-Interest Income from
Service Charges and Credit Card Fees**

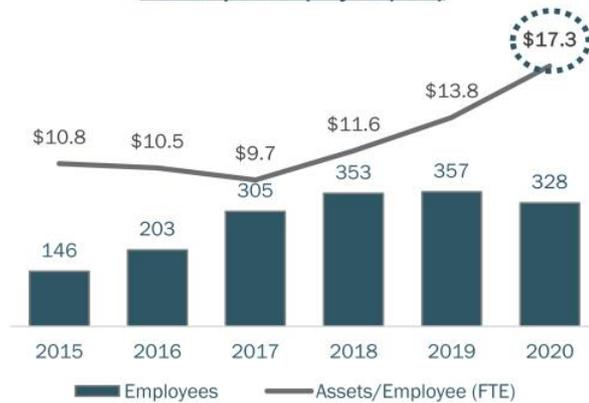
⁽¹⁾ Amounts shown are as of the end of the period

NON-INTEREST EXPENSE MANAGEMENT

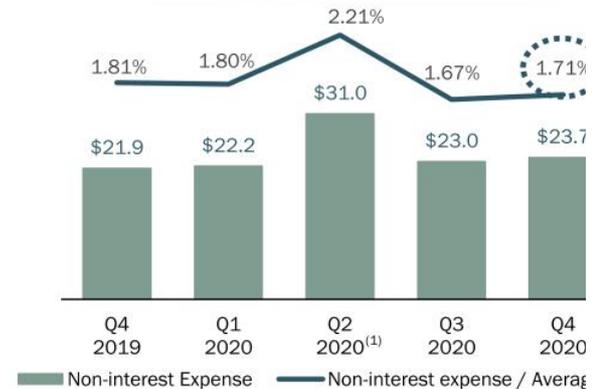
Non-Interest Expense Growth



Assets per Employee (FTE)



Managing Expenses while Growing



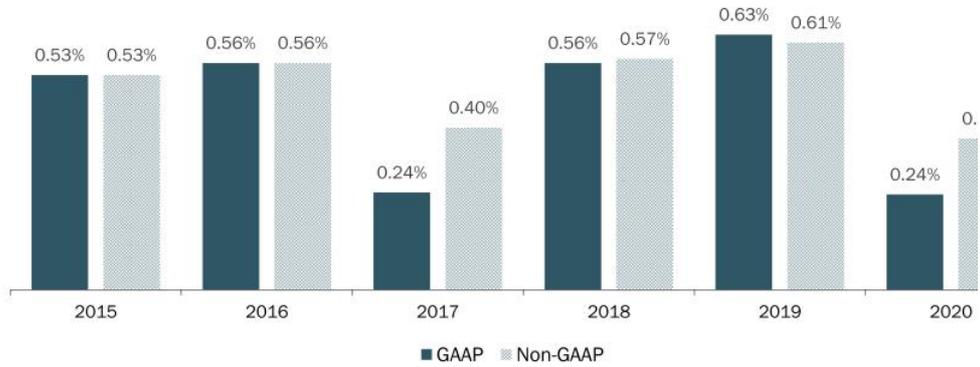
Dollars are in millions and amounts shown are as of full year 2020
 (1) Includes \$7.4mm Goodwill Impairment

Commentary

- CrossFirst's branch-lite model is an efficient and scalable infrastructure to support operating revenue growth
- ROAA significantly impacted by record provisioning from COVID-19 pandemic and other factors in 2020
- Core efficiency performance is trending down consistent with management's initiatives

INCOME PERFORMANCE METRICS

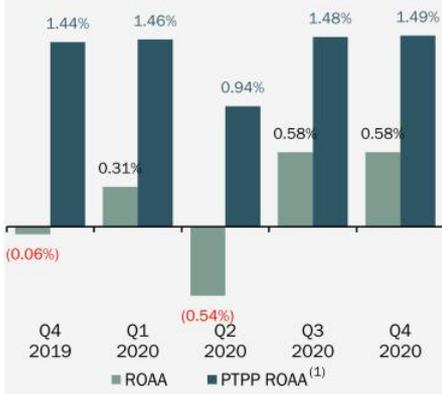
Return on Average Assets / Non-GAAP ROAA ⁽¹⁾



Efficiency Ratio / Non-GAAP Core Efficiency Ratio FTE ⁽¹⁾



Pretax, pre-provision ROAA ⁽¹⁾



⁽¹⁾ Represents a non-GAAP financial measure, see non-GAAP reconciliation slides in the supplemental information for more detail

LOAN MODIFICATIONS AND CREDIT MIGRATION

\$90 million of Loan Modifications (17 loans)
Remain as of December 31, 2020

Focus Industries - \$78 (in \$ millions)

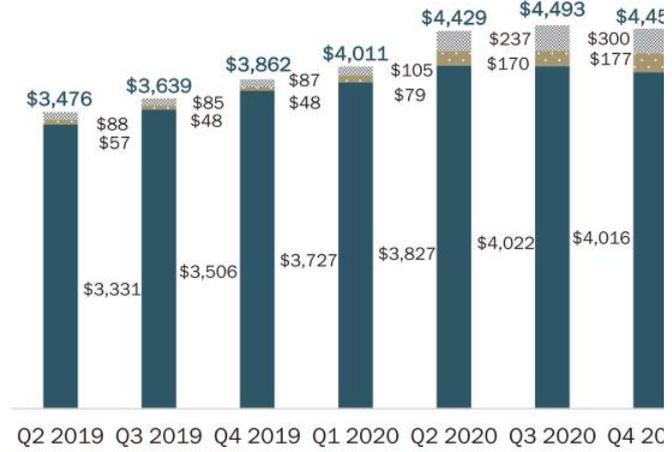


Loan Modifications as of December 31, 2020



- Payment Deferral - 90+ Days
- Interest Only Payments - 90+ Days
- Payment Deferral - 180 Days or Other
- Payment Deferral - 90 Days
- Interest Only Payments - 90 Days

Migration of Credit by Risk Weighting (in \$ millions)



% Substandard & Doubtful



■ Pass ■ Special Mention (Criticized) ■ Substandard & Doubtful (C)

- ~50% of modifications are pass rated loans
- ~39% of classified and criticized loans are energy loans



ASSET QUALITY PERFORMANCE

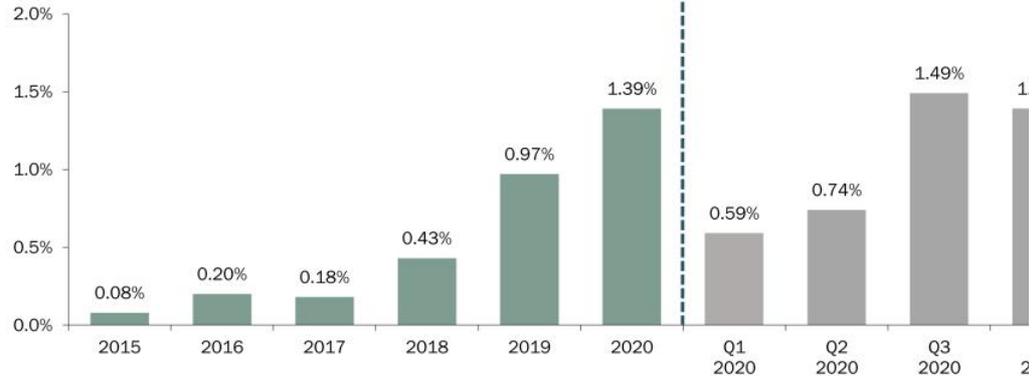
Commentary

- Reduction in NPAs was a direct result of workout activities and associated charge-offs
- 34% of the nonperforming asset balance in Q4 2020 relates to energy credits

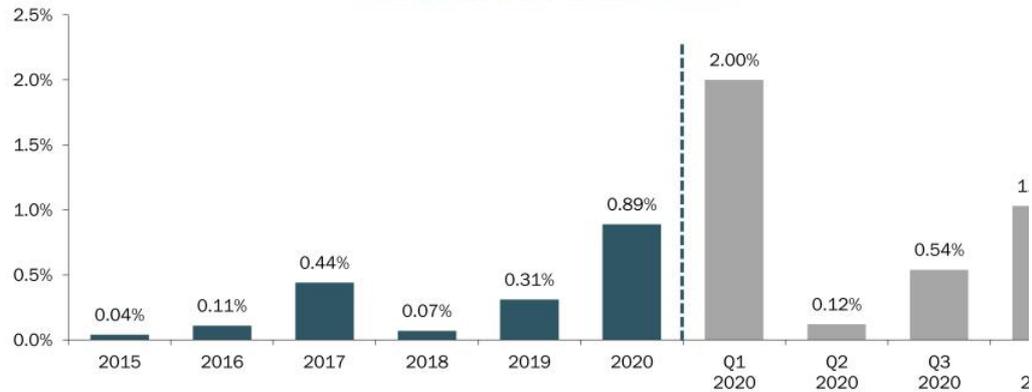
Commentary

- Full year 2020 net charge-offs were \$38.3 million compared to \$10.8 million in full year 2019
- Q4 2020 had \$11.6 million in net charge-offs. 62% were commercial and industrial loans and 24% were from the energy portfolio
- Elevated Q1 2020 net charge-offs of \$19.4 million mostly attributed to a large previously disclosed credit; representing ~48% of total 2020 charge-offs

Nonperforming Assets / Assets



Net Charge-Offs / Average Loans⁽¹⁾



(1) Ratio is annualized for interim periods

CROSSFIRST ENERGY PORTFOLIO



Energy Portfolio Dynamics

- 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
- Collateral base is predominately comprised of properties with sufficient production history to establish reliable production trends; long-life assets
- 40% of the oil portfolio is hedged for the next 12 months at \$48.70 / barrel
- 50% of the natural gas portfolio is hedged for the next 12 months at \$2.55 / MMBtu
- \$18.3 million of reserves are allocated to energy, representing 5.3% of the total energy portfolio**

	# Loans	Outstanding	% Total	Unfunded Commitments	Average Size
Oil	27	\$209	60%	\$7	\$8
Natural Gas	16	\$130	38%	\$9	\$8
Other Sources	13	\$6	2%	\$28	\$1
Total	56	\$345	100%	\$44	\$6

Energy Loans by Risk Rating (\$ in millions)



16% Reduction in Energy Portfolio Compared to Year End 2019

Data as of 12/31/20
(1) Weighted Average

CREDIT QUALITY & CAPITAL RATIOS

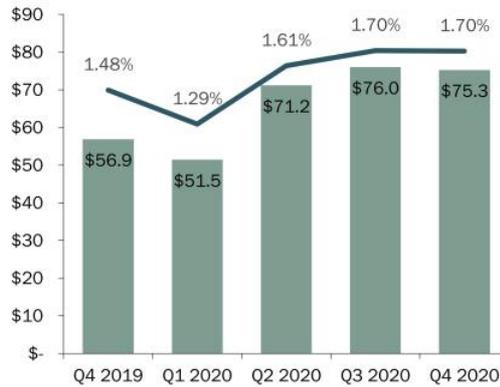
Commentary

- Prudently maintained ALLL / Total Loans at 1.70%, or 1.81% excluding PPP loans as of year end 2020
- Q4 2020 provision of \$10.9 million offset by charge-off activity
- Classified loans decreased as some borrowers had improvements in their business, loan modifications returned to full payments, and associated paydowns

Commentary

- Maintained strong capital levels to provide ample liquidity to meet clients' needs and weather further economic downturns
- The Company has \$1.4 billion in unfunded loan commitments as of year end 2020

Allowance for Loan Losses / Total Loans



Classified Loans / (Total Capital +LLF)



Capital Ratios



Dollar amounts are in millions.



CROSSFIRST

BANKSHARES, INC.

SUPPLEMENTAL INFORMATION

1. **Comprehensive COVID-19 response plan** to support our clients, employees, and communities
2. **Strong capital position and liquidity** provides CrossFirst with financial flexibility to give customers relief and continue to invest in the business for the long term
3. **Closely monitoring and engaging clients** to mitigate risks and impact from COVID-19, especially customer modifications & energy portfolio; modifications declined to \$90 million in the fourth quarter 2020
4. **Branch-lite business model and technology forward strategy** provides CrossFirst an advantage for strong business continuity through the pandemic
5. **Continued prudent management** of expenses, staffing levels, and other discretionary spend; optimized staffing levels in third quarter 2020
6. **Strong reserve build** of total loan loss reserves / loans of 1.70% including an additional fourth quarter provision of \$10.9 million and charging down exposures
7. **Stress testing** of capital and credit scenarios show CrossFirst as well capitalized under several extreme scenarios
8. **Return to work planning** remains flexible with safety of employees, clients and other stakeholders as the highest priority
9. **Positioned for long term growth** after the market stabilizes

CROSSFIRST PAYCHECK PROTECTION PLAN PERFORMANCE

Commentary

- CFB is a strong supporter of local businesses and communities we serve
- Weighted average fee rate of approximately 2.4%, excluding fee impact to yield
- Management is working to expedite the forgiveness process of the PPP loans
- Anticipate most PPP loan fees to be recognized in the first half of 2021
- As of year end 2020, \$5.8 million of the \$9.9 million associated fees have been recognized

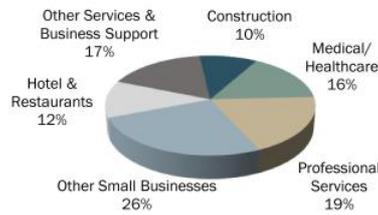
Note: Information as of December 31, 2020
(1) Dollars in millions

SBA / PPP Applications

	Existing Customers	New Customers	Totals	Forgiven Complete
# of Applications Approved	891	303	1,194	342
\$ Loans Funded ⁽¹⁾	\$290	\$79	\$369	\$77

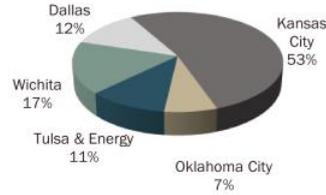
Loans Approved by Industry

(Based on \$ Funded)



Loans Approved by Market

(Based on \$ Funded)



PPP Loan Stratification

PPP Loans	# of Loans	\$ of Loans Held
< \$150,000	564	\$24
\$150,000 - \$350,000	123	\$29
\$350,000 - \$2,000,000	128	\$102
\$2,000,000+	37	\$137
Total	852	\$292

CROSSFIRST LOAN PORTFOLIOS WITH ESCALATED MONITORING FROM COVID-19 ECONOMIC UNCERTAINTY

Industry	Total Exposure ⁽¹⁾	% of Gross Loans
Energy Oil (excludes Natural Gas)	\$209	5.0%
Retail Commercial Real Estate	\$183	4.4%
Hotel & Lodging	\$175	4.2%
Healthcare Commercial and Industrial	\$79	1.9%
Entertainment & Recreation ⁽²⁾	\$98	2.4%
Restaurant ⁽³⁾	\$74	1.8%

Industry categories selected based on the following criteria:

- Lower consumption from COVID-19 pandemic compounded with high production and inventory supplies from ongoing political disputes
- Implementation of travel, entertainment, and restaurant restrictions
- Cancellation of all events and large gatherings
- Cessation of revenue due to business being considered “nonessential”

(1) Loan values recorded on balance sheet in millions as of December 31, 2020; excludes PPP loans

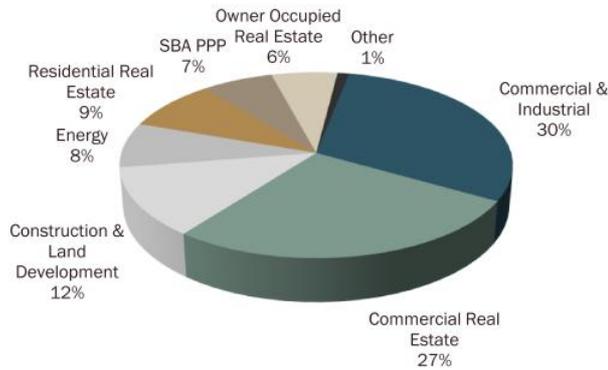
(2) Includes Native American Gaming, Parking Lots and Garages

(3) Restaurant information includes both commercial and industrial and CRE exposure

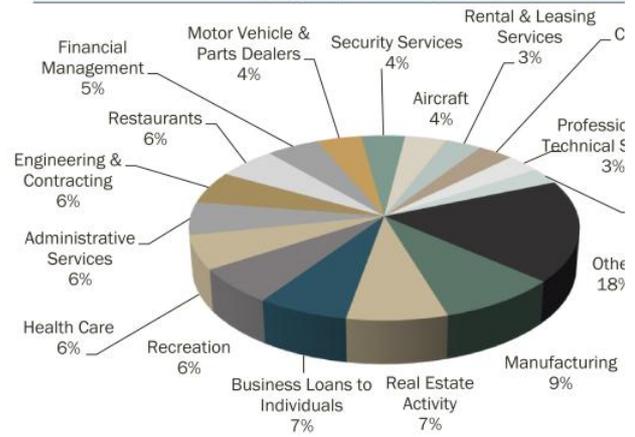


DIVERSE LOAN PORTFOLIO

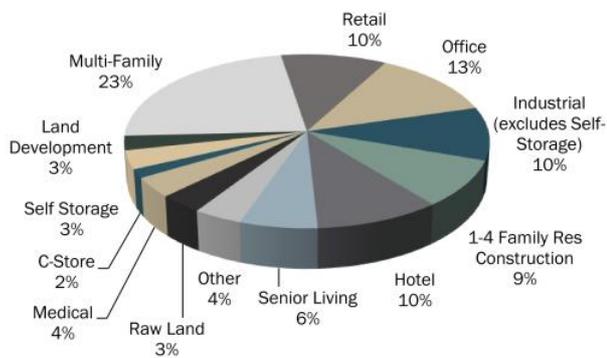
Loan Mix by Type (\$4.5bn)⁽¹⁾



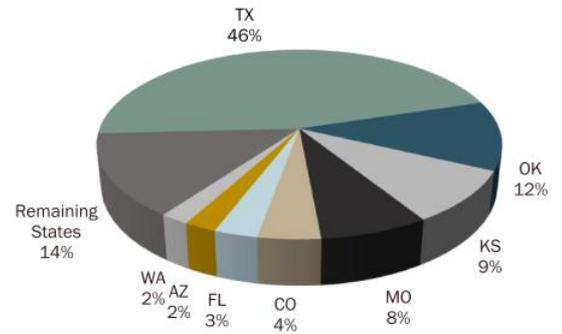
Commercial and Industrial Loan Breakdown by Type (\$1.3bn)



CRE Loan Portfolio by Segment (\$1.7bn)⁽²⁾



CRE Loans by Geography (\$1.7bn)⁽²⁾



Note: Data as of December 31, 2020.

(1) Shown as a percentage of loan portfolio, net of unearned income

(2) CRE as defined by regulators (including construction and development)

LOAN PORTFOLIO DETAILS

Commentary

- Historically loan growth has been primarily organic and very strong
- Loan growth for Q4 2020, excluding PPP loans, was a modest 1% compared to the previous quarter
- Diversification remains a core tenet
- Purchased loan participations totaled \$72 million and a combination of shared national credits and syndications purchased total \$402 million at December 31, 2020
- Generally, the Company only buys syndicated loans with borrowers for which the Company could lead the next borrowing opportunity
- Loan participations sold of \$299 million and \$148 million of syndications sold at December 31, 2020

Gross Loans (Net of Unearned Income)



Gross Loans by Type



Q4 2020 Gross Loan C



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

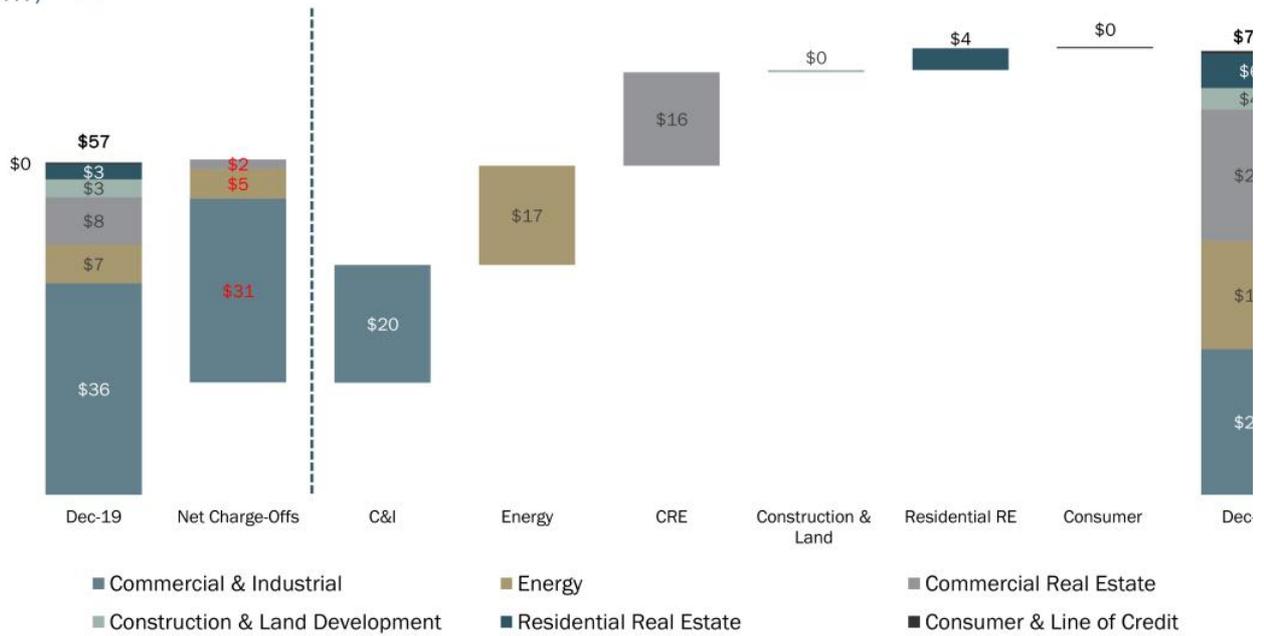
BUILDING THE ALLOWANCE FOR LOAN AND LEASE LOSS

ALLL /
Gross Loans
(excludes PPP)

1.48%

Adjustments to ALLL

1.8%



Note: As of end of period
Dollars in millions

GROWING CORE FUNDING BASE

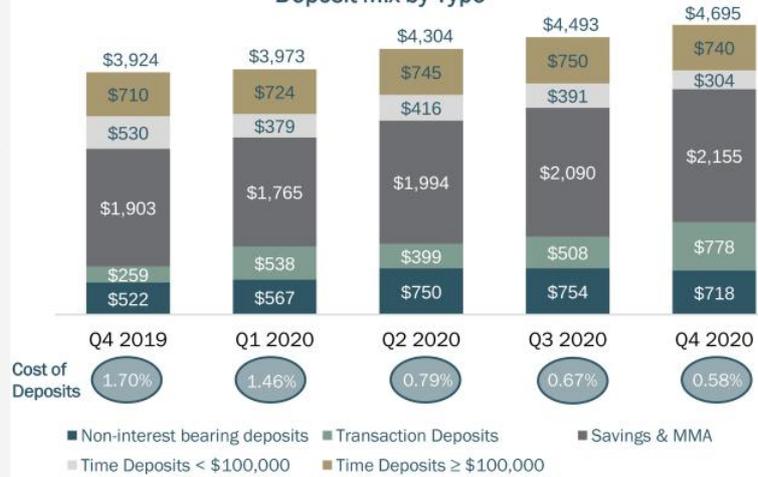
Commentary

- CrossFirst has generated significant growth in core deposits during 2020 to support PPP growth and the securities portfolio
- DDA increased 38% compared to year end 2019
- Deposit growth continues to come from higher yielding money market accounts and transaction deposits
- Linked quarter increase in transaction deposits due to utilization of insured cash sweep product
- Brokered deposits were \$188 million at year end 2020, down 52% from Q4 2019, and down 36% from Q3 2020
- Deposit costs have trended down due to the low-rate environment

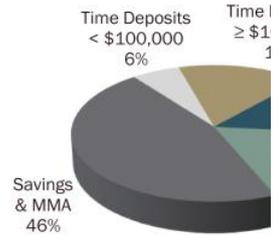
Total Deposits



Deposit Mix by Type



Q4 2020 Deposit Cor



Dollars are in millions and amounts shown are as of the end of the period.

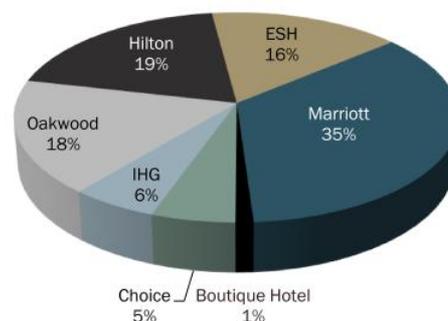
CROSSFIRST HOTEL & LODGING PORTFOLIO



Hotel & Lodging Portfolio Dynamics

- Primarily loaning to established brands names
- No “conference center” hotels and ~75% of the properties are in major MSAs; mostly in the Midwest
- \$29 million of outstanding hotel loans in the portfolio are classified
- 96% of the outstanding loans, by dollar amount, have recourse provisions
- Hotel Construction borrowers are sophisticated sponsors with significant invested equity and resources
- \$6.8 million of reserves are allocated to hotel portfolio, representing 3.9% of the total outstanding hotel portfolio

Hotels by Brand Ownership



Hotel & Lodging 12/31/2020 (\$ millions)

	# Loans	Amount Outstanding	Unfunded Commitments	Average Size
Completed Hotels	13	\$157	\$0	\$12
In-Progress Construction	3	\$19	\$16	\$6
Total	16	\$176	\$16	\$11⁽¹⁾

Data as of 12/31/20
(1) Weighted average

HISTORICAL FINANCIAL INFORMATION



(Dollars thousands, except per share data)

	As of Year or for the Year Ended				
	December 31,				
	2015	2016	2017	2018	2019
Income Statement Data					
Interest income	\$54,116	\$69,069	\$97,816	\$156,880	\$216,218
Interest expense	11,849	15,016	22,998	46,512	74,774
Net interest income	42,267	54,053	74,818	110,368	141,444
Provision for loan losses	5,975	6,500	12,000	13,500	29,900
Non-interest income	2,365	3,407	3,679	6,083	8,707
Non-interest expense	30,562	40,587	62,089	85,755	87,640
Income before taxes	8,095	10,373	4,408	17,196	32,611
Income tax expense (benefit)	626	62	(1,441)	(2,394)	4,138
Net Income (loss)	7,469	10,311	5,849	19,590	28,473
Preferred stock dividends	2,066	2,100	2,100	2,100	175
Net income available to common stockholders	5,403	8,211	3,749	17,490	28,298
Non-GAAP core operating income ⁽¹⁾	7,469	10,311	9,716	19,940	27,427
Balance Sheet Data					
Cash and cash equivalents	\$79,418	\$155,972	\$130,820	\$216,541	\$187,320
Available-for-sale securities	459,524	591,008	701,534	661,628	739,473
Gross loans (net of unearned income)	992,726	1,296,886	1,996,029	3,060,747	3,852,244
Allowance for loan losses	(15,526)	(20,786)	(26,091)	(37,826)	(56,896)
Goodwill and other intangibles	8,100	7,998	7,897	7,796	7,694
Total assets	1,574,346	2,133,106	2,961,118	4,107,215	4,931,233
Non-interest-bearing deposits	123,430	198,088	290,906	484,284	521,826
Total deposits	1,294,812	1,694,301	2,303,364	3,208,097	3,923,759
Borrowings and repurchase agreements	112,430	216,709	357,837	388,391	373,664
Trust preferred securities, net of fair value adj.	792	819	850	884	921
Preferred Stock, liquidation value	30,000	30,000	30,000	30,000	0
Total Stockholders' Equity	160,004	214,837	287,147	490,336	601,644
Tangible Stockholders' Equity ⁽¹⁾	121,904	176,839	249,250	452,540	593,950
Share and Per Share Data:					
Basic earnings (loss) per share	\$0.29	\$0.39	\$0.12	\$0.48	\$0.59
Diluted earnings (loss) per share	0.28	0.39	0.12	0.47	0.58
Book value per share	6.61	7.34	8.38	10.21	11.58
Tangible book value per share ⁽¹⁾	6.20	7.02	8.12	10.04	11.43
Wtd. avg. common shares out. - basic	18,640,678	20,820,784	30,086,530	36,422,612	47,679,184
Wtd. avg. common shares out. - diluted	19,378,290	21,305,874	30,963,424	37,492,567	48,576,135
Shares outstanding at end of period	19,661,718	25,194,872	30,686,256	45,074,322	51,969,203

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



	As of Year or for the Year Ended				
	2015	2016	December 31, 2017	2018	2019
Selected Ratios:					
Return on average assets	0.53%	0.56%	0.24%	0.56%	0.63%
Non-GAAP core operating return on average assets ⁽¹⁾	0.53	0.56	0.40	0.57	0.61
Return on average common equity	4.60	5.51	1.53	5.34	5.38
Non-GAAP core operating return on average common equity ⁽¹⁾	4.60	5.51	3.11	5.45	5.18
Yield on earning assets - tax equivalent ⁽²⁾	4.14	4.08	4.37	4.77	5.04
Yield on securities - tax equivalent ⁽²⁾	3.72	3.63	3.85	3.62	3.35
Yield on loans	4.62	4.60	4.89	5.34	5.52
Cost of interest-bearing deposits	1.01	0.96	1.12	1.71	2.21
Cost of funds	0.94	0.91	1.06	1.49	1.90
Cost of total deposits	0.91	0.87	0.99	1.44	1.89
Net interest margin - tax equivalent ⁽²⁾	3.27	3.24	3.40	3.39	3.31
Non-interest expense to average assets	2.17	2.21	2.53	2.45	1.95
Efficiency ratio ⁽³⁾	68.48	70.64	79.10	73.64	58.37
Non-GAAP core operating efficiency ratio FTE ⁽¹⁾⁽³⁾	64.66	66.04	72.33	67.68	57.25
Non-interest-bearing deposits to total deposits	9.53	11.69	12.63	15.10	13.30
Loans to deposits	76.67	76.54	86.66	95.41	98.18
Credit Quality Ratios:					
Allowance for loans losses to total loans	1.56%	1.60%	1.30%	1.23%	1.48%
Non-performing assets to total assets	0.08	0.20	0.18	0.43	0.97
Non-performing loans to total loans	0.12	0.33	0.27	0.58	1.15
Allowance for loans losses to non-performing loans	1,336.38	493.14	481.68	212.30	128.54
Net charge-offs to average loans	0.04	0.11	0.44	0.07	0.31
Capital Ratios:					
Total stockholders' equity to total assets	10.16%	10.07%	9.70%	11.94%	12.20%
Common equity tier 1 capital ratio	8.50	9.78	8.62	11.75	12.20
Tier 1 risk-based capital ratio	10.70	11.38	9.70	12.53	12.22
Total risk-based capital ratio	11.82	12.51	10.65	13.51	13.43
Tier 1 leverage ratio	9.72	10.48	9.71	12.43	12.06

(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 thousands, except per share data)

As of or for the Three Months Ended

	12/31/19	3/31/20	6/30/20	9/30/20	1
Income Statement Data					
Interest income	\$55,180	\$54,208	\$51,254	\$48,452	
Interest expense	18,001	15,980	10,097	9,125	
Net interest income	37,179	38,228	41,157	39,327	
Provision for loan losses	19,350	13,950	21,000	10,875	
Non-interest income	2,182	2,087	2,634	4,063	
Non-interest expense	21,881	22,215	31,010	23,011	
Income before taxes	(1,870)	4,150	(8,219)	9,504	
Income tax expense (benefit)	(1,170)	293	(863)	1,498	
Net income (loss)	(700)	3,857	(7,356)	8,006	
Preferred stock dividends	0	0	0	0	
Net income available to common stockholders	(700)	3,857	(7,356)	8,006	
Non-GAAP core operating income ⁽¹⁾	(700)	3,857	41	8,006	
Balance Sheet Data					
Cash and cash equivalents	\$187,320	\$158,987	\$194,371	\$223,636	
Securities	739,473	733,024	697,847	649,901	
Gross loans (net of unearned income)	3,852,244	4,002,451	4,413,224	4,477,809	
Allowance for loan losses	(56,896)	(51,458)	(71,185)	(76,035)	
Goodwill and intangibles	7,694	7,669	247	227	
Total assets	4,931,233	5,067,407	5,462,254	5,505,696	
Non-interest bearing deposits	521,826	567,215	750,333	754,172	
Total deposits	3,923,759	3,972,822	4,304,143	4,492,549	
Borrowings and repurchase agreements	373,664	441,626	500,498	349,631	
Trust preferred securities, net of fair value adj.	921	931	942	952	
Preferred Stock	0	0	0	0	
Stockholders' Equity	601,644	611,946	608,092	617,883	
Tangible Stockholders' Equity ⁽¹⁾	593,950	604,277	607,845	617,656	
Share and Per Share Data:					
Basic earnings (loss) per common share	(\$0.01)	\$0.07	(\$0.14)	\$0.15	
Dilutive earnings (loss) per common share	(0.01)	0.07	(0.14)	0.15	
Book value per common share	11.58	11.75	11.66	11.84	
Tangible book value per common share ⁽¹⁾	11.43	11.60	11.65	11.83	
Wtd. avg. common shares out. - basic	51,952,712	52,071,484	52,104,994	52,136,286	
Wtd. avg. common shares out. - diluted	52,748,312	52,660,270	52,493,177	52,560,126	
Shares outstanding at end of period	51,969,203	52,098,062	52,167,573	52,195,778	

(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

As of or for the Three Months Ended

	12/31/19	3/31/20	6/30/20	9/30/20
Selected Ratios:				
Return on average assets ⁽¹⁾	(0.06%)	0.31%	(0.54%)	0.58%
Non-GAAP core operating return on average assets ⁽¹⁾⁽²⁾	(0.06)	0.31	-	0.58
Return on average common equity	(0.46)	2.53	(4.84)	5.19
Yield on earning assets	4.71	4.52	3.91	3.61
Yield on earning assets - tax equivalent ⁽³⁾	4.76	4.57	3.96	3.66
Yield on securities	2.86	2.85	2.70	2.55
Yield on securities - tax equivalent ⁽³⁾	3.22	3.21	3.07	2.93
Yield on loans	5.21	4.98	4.28	3.90
Costs of interest bearing liabilities	1.96	1.70	1.01	0.88
Cost of interest-bearing deposits	1.97	1.69	0.95	0.80
Cost of funds	1.71	1.49	0.85	0.75
Cost of Deposits	1.70	1.46	0.79	0.67
Cost of other borrowings	1.86	1.72	1.35	1.50
Net interest margin - tax equivalent ⁽³⁾	3.23	3.24	3.19	2.98
Noninterest expense to average assets	1.81	1.80	2.21	1.67
Efficiency ratio ⁽⁴⁾	55.60	55.10	70.81	53.03
Non-GAAP core operating efficiency ratio (FTE) ⁽²⁾⁽⁴⁾	54.66	54.17	53.09	52.23
Noninterest bearing deposits to total deposits	13.30	14.28	17.43	16.79
Loans to deposits	98.18	100.75	102.53	99.67
Credit Quality Ratios:				
Allowance for loans losses to total loans	1.48%	1.29%	1.61%	1.70%
Nonperforming assets to total assets	0.97	0.59	0.74	1.49
Nonperforming loans to total loans	1.15	0.66	0.86	1.78
Allowance for loans losses to nonperforming loans	128.54	195.99	188.55	95.18
Net charge-offs to average loans ⁽¹⁾	0.58	2.00	0.12	0.54
Capital Ratios:				
Total stockholders' equity to total assets	12.20%	12.08%	11.13%	11.22%
Common equity tier 1 capital ratio	12.20	12.08	11.99	11.95
Tier 1 risk-based capital ratio	12.22	12.10	12.01	11.97
Total risk-based capital ratio	13.43	13.17	13.27	13.23
Tier 1 leverage ratio	12.06	11.81	10.75	10.85

(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 for 2018, 2019 & 2020.

(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)	As of or for the Year Ended					2
	December 31,					
	2015	2016	2017	2018	2019	
Non-GAAP Core Operating Income:						
Net Income (loss)	\$7,469	\$10,311	\$5,849	\$19,590	\$28,473	\$
Add: restructuring charges	0	0	0	4,733	0	
Less: Tax effect ⁽¹⁾	0	0	0	1,381	0	
Restructuring charges, net of tax	0	0	0	3,352	0	
Add: fixed asset impairments	0	0	1,903	171	424	
Less: Tax effect ⁽²⁾	0	0	737	44	109	
Fixed asset impairments, net of tax	0	0	1,166	127	315	
Add: Goodwill impairment ⁽³⁾	0	0	0	0	0	
Add: State tax credit ⁽³⁾	0	0	0	(3,129)	(1,361)	
Add: 2017 Tax Cut and Jobs Act ⁽³⁾	0	0	2,701	0	0	
Non-GAAP core operating income	\$7,469	\$10,311	\$9,716	\$19,940	\$27,427	\$
Non-GAAP Core Operating Return on Average Assets:						
Net Income (loss)	\$7,469	\$10,311	\$5,849	\$19,590	\$28,473	\$
Non-GAAP core operating income	7,469	10,311	9,716	19,940	27,427	
Average Assets	1,410,447	1,839,563	2,452,797	3,494,655	4,499,764	5.3
GAAP return on average assets	0.53%	0.56%	0.24%	0.56%	0.63%	
Non-GAAP core operating return on average assets	0.53%	0.56%	0.40%	0.57%	0.61%	
Non-GAAP Core Operating Return on Average Equity:						
Net Income (loss)	\$7,469	\$10,311	\$5,849	\$19,590	\$28,473	\$
Non-GAAP core operating income	7,469	10,311	9,716	19,940	27,427	
Less: Preferred stock dividends	2,066	2,100	2,100	2,100	175	
Net Income (loss) available to common stockholders	5,403	8,211	3,749	17,490	28,298	
Non-GAAP core operating income available to common stockholders	5,403	8,211	7,616	17,840	27,252	
Average common equity	117,343	149,132	245,193	327,446	526,225	6
Tangible Assets	8,152	8,050	7,949	7,847	7,746	
Average Tangible Equity	109,191	141,082	237,244	319,599	518,479	6
GAAP return on average common equity	4.60%	5.51%	1.53%	5.34%	5.38%	
Non-GAAP core return on average tangible common equity	4.95%	5.82%	3.21%	5.58%	5.26%	
Non-GAAP Core Operating Efficiency Ratio:						
Non-interest expense	\$30,562	\$40,587	\$62,089	\$85,755	\$87,640	\$
Less: goodwill impairment	0	0	0	0	0	
Less: restructuring charges	0	0	0	4,733	0	
Non-GAAP non-interest expense (numerator)	30,562	40,587	62,089	81,022	87,640	
Net interest income	42,267	54,053	74,818	110,368	141,444	1
Tax-equivalent interest income	2,637	4,001	5,439	3,099	2,522	
Non-interest income	2,365	3,407	3,679	6,083	8,707	
Add: fixed asset impairments	0	0	1,903	171	424	
Non-GAAP Operating revenue (denominator)	47,269	61,461	85,839	119,721	153,097	1
GAAP efficiency ratio	68.48%	70.64%	79.10%	73.64%	58.37%	
Non-GAAP core operating efficiency ratio (FTE)	64.66%	66.04%	72.33%	67.68%	57.25%	

(1) Represents the tax impact of the adjustments above at a tax rate of 25.73%, plus a permanent tax benefit associated with stock-based grants that were exercised prior to our former CEO's departure.

(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.

QUARTERLY NON-GAAP RECONCILIATION



(Dollars in thousands)	As of or for the Three Months Ended				
	December 31, 2019	March 31, 2020	June 30, 2020	September 30, 2020	December 31, 2020
Non-GAAP Core Operating Income:					
Net Income (loss)	(\$700)	\$3,857	(\$7,356)	\$8,006	
Add: restructuring charges	0	0	0	0	
Less: Tax effect ⁽¹⁾	0	0	0	0	
Restructuring charges, net of tax	0	0	0	0	
Add: fixed asset impairments	0	0	0	0	
Less: Tax effect ⁽²⁾	0	0	0	0	
Fixed asset impairments, net of tax	0	0	0	0	
Add: Goodwill Impairment ⁽³⁾	0	0	7,397	0	
Add: State tax credit ⁽³⁾	0	0	0	0	
Add: 2017 Tax Cut and Jobs Act					
Non-GAAP core operating income	(\$700)	\$3,857	\$41	\$8,006	
Non-GAAP Core Operating Return on Average Assets:					
Net Income	(\$700)	\$3,857	(\$7,356)	\$8,006	
Non-GAAP core operating income	(700)	3,857	41	8,006	
Average Assets	4,809,579	4,975,531	5,441,513	5,486,252	
GAAP return on average assets ⁽⁴⁾	(0.06%)	0.31%	(0.54%)	0.58%	
Non-GAAP core operating return on average assets ⁽⁴⁾	(0.06%)	0.31%	0.00%	0.58%	
Non-GAAP Core Operating Efficiency Ratio:					
Non-interest expense	\$21,881	\$22,215	\$31,010	\$23,011	
Less: Goodwill Impairment	\$0	\$0	\$7,397	\$0	
Less: restructuring charges	0	0	0	0	
Non-GAAP non-interest expense (numerator)	21,881	22,215	23,613	23,011	
Net interest income	37,179	38,228	41,157	39,327	
Tax-equivalent interest income	670	695	685	669	
Non-interest income	2,182	2,087	2,634	4,063	
Add: fixed asset impairments	0	0	0	0	
Non-GAAP operating revenue (denominator)	40,031	41,010	44,476	44,059	
GAAP efficiency ratio	55.59%	55.10%	70.81%	53.03%	
Non-GAAP core operating efficiency ratio (FTE)	54.66%	54.17%	53.09%	52.23%	

(1) Represents the tax impact of the adjustments above at a tax rate of 25.73%, plus a permanent tax benefit associated with stock-based grants that were exercised prior to our former CEO's departure.

(2) Represents the tax impact of the adjustments above at a tax rate of 25.73%.

(3) No tax effect associated with the state tax credit or the goodwill impairment

(4) Interim periods are annualized.

