

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

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

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

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

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

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

**66211**  
(Zip Code)

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

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

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

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

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

| 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 April 22, 2021, CrossFirst Bankshares, Inc. (the "Company") issued a press release regarding its financial results for its first fiscal quarter of 2021. 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 | <a href="#">Press Release Issued April 22, 2021</a>                         |
| 99.2 | <a href="#">Investor Presentation</a>                                       |
| 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: April 22, 2021

CROSSFIRST BANKSHARES, INC.

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



FOR IMMEDIATE RELEASE  
April 22, 2021

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

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

### First Quarter 2021 Key Financial Performance Metrics

| Net Income     | Diluted EPS | PTPP           | Net Interest Margin (FTE) | Efficiency Ratio | Book Value per Common Share |
|----------------|-------------|----------------|---------------------------|------------------|-----------------------------|
| \$12.0 million | \$0.23      | \$22.4 million | 3.00%                     | 50.41%           | \$12.17                     |

LEAWOOD, Kan., April 22, 2021 (GLOBE NEWSWIRE) -- CrossFirst Bankshares, Inc. (Nasdaq: CFB), the bank holding company for CrossFirst Bank, today reported its results for the first quarter of 2021, including net income of \$12.0 million, or \$0.23 per diluted share.

### CEO Commentary:

"I am extremely proud of our team's effort as we posted our highest quarterly net income to date for the first quarter, despite still having elevated provisioning and additional margin compression from persistently low interest rates," said CrossFirst's CEO and President Mike Maddox. "The Company's performance was impacted by continued organic growth and enhanced by the efficiency initiatives we implemented in 2020, which contributed to generating positive operating revenue growth and our highest quarterly pre-tax, pre-provision profits to date for the first quarter. Our asset quality and related metrics continued to trend in the right direction as a result of the economic recovery, additional fiscal stimulus, regulatory relief, and stronger energy prices."

### 2021 First Quarter Highlights:

- \$6.0 billion of assets with 12% operating revenue growth compared to the first quarter of 2020
- Pre-tax, pre-provision profit (PTPP), a non-GAAP financial measure, of \$22.4 million for the first quarter, or an increase of 24%, compared to \$18.1 million reported in the first quarter of 2020
- Efficiency ratio of 50.41% for the first quarter of 2021 and a non-GAAP core efficiency ratio of 49.64% after adjusting for nonrecurring or non-core items and tax equivalent interest
- \$68 million of loan growth from the previous quarter and \$512 million or 13% from same quarter last year
- \$357 million of deposit growth from the previous quarter and \$1.1 billion or 27% from same quarter last year
- Book value per share of \$12.17 at March 31, 2021 compared to \$11.75 at March 31, 2020

| (Dollars in millions except per share data)                                      | Quarter-to-Date<br>March 31, |         |
|--|------------------------------|---------|
|  | 2020                         | 2021    |
| Operating revenue <sup>(1)</sup>   | \$ 40.3                      | \$ 45.3 |
| Net income   | \$ 3.9                       | \$ 12.0 |
| Diluted earnings per share   | \$ 0.07                      | \$ 0.23 |
| Return on average assets   | 0.31 %                       | 0.84 %  |
| Return on average common equity  | 2.53 %                       | 7.80 %  |
| Non-GAAP return on average tangible common equity <sup>(2)</sup>                 | 2.56 %                       | 7.80 %  |
| Net interest margin  | 3.19 %                       | 2.95 %  |
| Net interest margin, fully tax-equivalent <sup>(3)</sup>                         | 3.24 %                       | 3.00 %  |
| Efficiency ratio   | 55.10 %                      | 50.41 % |
| Non-GAAP core operating efficiency ratio, fully tax-equivalent <sup>(2)(3)</sup> | 54.17 %                      | 49.64 % |

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

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

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

**COVID-19 Update**

The COVID-19 pandemic has created economic uncertainty and negatively impacted most of our customers in some capacity. During the first quarter of 2021, we continued to operate in accordance with our comprehensive pandemic plan, which includes social distancing measures for customers 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 key loan portfolio segments, modified loans, 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 and federal, state, and local requirements. The Company reopened its lobbies to the public on March 1, 2021, and its offices for employees on April 5, 2021, but remains flexible to respond to possible changes to federal, state and local requirements in the event of the COVID-19 pandemic's resurgence.

**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 March 31, 2021, the Company retained \$336 million in loans produced through the Paycheck Protection Program ("PPP") and has been working through the forgiveness process for those loans with the Small Business Administration ("SBA"). During the first quarter of 2021, the Company made \$111 million of new PPP loans as new governmental assistance was allocated for a second round of funding.

In addition to PPP, we granted loan modifications and 90/180 day payment deferrals for many customers who have requested additional relief. As of March 31, 2021, the Company had less than 2% of its assets in loans with modified payments related to COVID-19 on its balance sheet. Most modifications that remain on the balance sheet are in industries such as hospitality, entertainment, travel or other recreational activities directly impacted from the lockdowns. The Company has elected to use guidance under the CARES Act (as extended by the Consolidated Appropriations Act, 2021) to suspend GAAP principles that would otherwise require evaluation as to whether these modified loans constitute troubled debt restructurings. The Company currently expects most of these modified loans to return to normal payment structures, but uncertainty regarding the short-term and long-term effects of the COVID-19 pandemic remain, and these uncertainties may require the Company to (i) continue downgrading loans previously modified, which may increase our allowance for loan loss, (ii) reverse interest income previously recognized but not received, or (iii) charge-off portions of the loans. The Company will continue to implement additional governmental assistance programs as more details become available.

**Income from Operations****Net Interest Income**

The Company produced interest income of \$48.2 million for the first quarter of 2021, a decrease of 11% from the first quarter of 2020 and a decrease of 3% from the previous quarter. Interest income was down from the first quarter of 2020 primarily due to the impact of lower market interest rates and increased competition for loans, which led to lower loan and bond yields. Average earning assets totaled \$5.7 billion for the first quarter of 2021, an increase of \$829 million or 17% from the same quarter in 2020. The tax-equivalent yield on earning assets declined from 3.71% to 3.50% during the first quarter of 2021, and was down from 4.57% recorded in the first quarter of 2020, primarily due to the movement of variable rate assets indexed to lower market rates.

Interest expense for the first quarter of 2021 was \$7.0 million, or 56% lower than the first quarter of 2020 and 12% lower than the previous quarter. While average interest-bearing deposits increased to \$4.1 billion in the first quarter of 2021, or a 21% increase from the previous quarter, overall interest expense on interest-bearing deposits continued to decline as a result of repricing and lower market interest rates. Non-deposit funding costs for the first quarter of 2021 increased to 1.79%, while overall cost of funds for the quarter was 0.56%, compared to 0.65% for the fourth quarter of 2020.

Tax-equivalent net interest margin decreased to 3.00% in the current quarter, from 3.12% in the previous quarter, and declined from 3.24% in the same quarter in 2020, reflecting the repricing impact of the lower rate environment, changes in macroeconomic conditions, lower loan yields from new loans and an increase in cash balances during the first quarter of 2021. During the first quarter of 2021, CrossFirst realized \$2.4 million in fees from holding \$336 million of PPP loans, which yielded 4.17% for the quarter, and the Company will continue to recognize these fees over the life of the loans or as the loans are forgiven. The tax-equivalent adjustment, which accounts for income taxes saved on the interest earned on nontaxable securities and loans, was \$0.7 million for the first quarter of 2021. Net interest income totaled \$41.1 million for the first quarter of 2021 or 1% lower than the fourth quarter of 2020, and 8% higher than the first quarter of 2020.

**Non-Interest Income**

Non-interest income increased \$2.1 million in the first quarter of 2021 or 99% compared to the same quarter of 2020 and increased \$1.2 million or 41% compared to the fourth quarter of 2020. The Company continues to increase overall fee income commensurate with its customer growth. During the first quarter of 2021, the Company also recorded \$2.3 million of credit card fees and increased service charge income by \$.4 million from the same quarter in 2020, which were the primary drivers of non-interest income growth.

**Non-Interest Expense**

Non-interest expense for the first quarter of 2021 was \$22.8 million, which increased 3% compared to the first quarter of 2020 and decreased 4% from the fourth quarter of 2020. Salaries and benefit costs were lower in the current quarter by \$1.2 million compared to the prior quarter and \$837 thousand lower than the same quarter in the prior year. During 2020, the Company optimized its staffing levels, which contributed to lower salaries and benefits costs for the first quarter of 2021. During the first quarter of 2021, the Company realized additional non-interest expense directly related to increased credit card processing costs, occupancy, and information technology expenditures. Overall, the Company continues to benefit from reduced travel, entertainment, and other discretionary spending as a result of the COVID-19 pandemic.

CrossFirst's effective tax rate for the first quarter of 2021 was 19% as compared to 7% for the first quarter of 2020. The 2021 quarter-to-date income tax was impacted by a \$10.8 million increase in income before income taxes that increased taxes at the statutory rate by \$2.3 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 first quarter of 2021, total assets increased by \$339 million or 6% compared to December 31, 2020 and \$931 million or 18% since March 31, 2020. During the first quarter of 2021, total available-for-sale investment securities increased \$31 million to \$685 million compared to December 31, 2020, while the overall average for the first quarter was \$697 million. The mortgage-backed securities had \$40 million of pay downs for the quarter, which continues to be accelerated due to the low interest rate environment. The securities yields declined 7 basis points to a tax equivalent yield of 2.89% for the first quarter of 2021 compared to the prior quarter as a result of lower reinvestment yields. While the Company purchased \$72 million in additional securities during the quarter, the Company still held more cash and cash equivalents on the balance sheet as a result of increased fiscal stimulus, economic conditions, and governmental relief, which increased overall liquidity.

**Loan Growth Results**

The Company experienced average quarter over quarter loan growth of 0.3%, but increased average loans 15% year-over-year from March 31, 2020. The Company began implementing the second round of PPP funding during the first quarter of 2021, which contributed to overall positive loan growth for the quarter. Loan yields decreased 6 basis points to 3.94% during the first quarter and declined 104 basis points over the last twelve months, commensurate with adjustable rate loan movements during 2020, competitive pricing from persistently low interest rates and related loan repricing.

| <i>(Dollars in millions)</i>                | 1Q20            | 2Q20            | 3Q20            | 4Q20            | 1Q21            | % of Total   | QoQ Growth (\$) | QoQ Growth (%) <sup>(1)</sup> | YoY Growth (\$) | YoY Growth (%) <sup>(1)</sup> |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|--------------|-----------------|-------------------------------|-----------------|-------------------------------|
| <b>Average loans (gross)</b>                |                 |                 |                 |                 |                 |              |                 |                               |                 |                               |
| Commercial                                  | \$ 1,339        | \$ 1,381        | \$ 1,308        | \$ 1,367        | \$ 1,329        | 30 %         | \$ (38)         | (3)%                          | \$ (10)         | (1)%                          |
| Energy                                      | 412             | 404             | 393             | 381             | 351             | 8            | (30)            | (8)                           | (61)            | (15)                          |
| Commercial real estate                      | 1,034           | 1,115           | 1,169           | 1,194           | 1,183           | 26           | (11)            | (1)                           | 149             | 14                            |
| Construction and land development           | 620             | 651             | 617             | 585             | 598             | 13           | 13              | 2                             | (22)            | (4)                           |
| Residential real estate                     | 455             | 517             | 583             | 664             | 688             | 15           | 24              | 4                             | 233             | 51                            |
| Paycheck Protection Program                 | —               | 245             | 362             | 258             | 308             | 7            | 50              | 19                            | 308             | NA                            |
| Consumer                                    | 45              | 44              | 45              | 45              | 50              | 1            | 5               | 11                            | 5               | 11                            |
| <b>Total</b>                                | <b>\$ 3,905</b> | <b>\$ 4,357</b> | <b>\$ 4,477</b> | <b>\$ 4,494</b> | <b>\$ 4,507</b> | <b>100 %</b> | <b>\$ 13</b>    | <b>0.3 %</b>                  | <b>\$ 602</b>   | <b>15 %</b>                   |
| <i>Yield on loans for the period ending</i> | 4.98 %          | 4.28 %          | 3.90 %          | 4.00 %          | 3.94 %          |              |                 |                               |                 |                               |

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

**Deposit Growth & Other Borrowings**

The Company experienced average quarter over quarter deposit growth of 6%, and increased average deposits 23% year-over-year from March 31, 2020. Deposit growth outpaced loan growth and resulted in a loan deposit ratio of 89% at the end of the quarter, compared to 95% at the end of the previous quarter, and 101% at the end of the same quarter in 2020. The deposit growth for the quarter was primarily driven by demand deposits, transaction deposits, and our money market accounts. While the Company continued to improve the overall cost of deposits, the additional fiscal stimulus, second round of PPP funding, and improving economy supported deposit growth, which resulted in additional liquidity. The Company's cost of interest bearing deposits declined 12 basis points during the first quarter of 2021, reflective of changes made to deposit pricing. Cost of interest bearing deposits have declined 112 basis points over the last twelve months primarily as a result of the lower interest rate environment.

| <i>(Dollars in millions)</i>                                   | 1Q20     | 2Q20     | 3Q20     | 4Q20     | 1Q21     | % of Total | QoQ Growth (\$) | QoQ Growth (%) <sup>(1)</sup> | YoY Growth (\$) | YoY Growth (%) <sup>(1)</sup> |
|--|----------|----------|----------|----------|----------|------------|-----------------|-------------------------------|-----------------|-------------------------------|
| <b>Average deposits</b>  |          |          |          |          |          |            |                 |                               |                 |                               |
| Non-interest bearing deposits                                  | \$ 540   | \$ 746   | \$ 714   | \$ 732   | \$ 731   | 15 %       | \$ (1)          | — %                           | \$ 191          | 35 %                          |
| Transaction deposits   | 341      | 414      | 460      | 575      | 717      | 15 %       | 142             | 25 %                          | 376             | 110 %                         |
| Savings and money market deposits                              | 1,887    | 1,933    | 1,995    | 2,158    | 2,422    | 50 %       | 264             | 12 %                          | 535             | 28 %                          |
| Time deposits  | 1,166    | 1,195    | 1,175    | 1,087    | 972      | 20 %       | (115)           | (11)%                         | (194)           | (17)%                         |
| Total  | \$ 3,934 | \$ 4,288 | \$ 4,344 | \$ 4,552 | \$ 4,842 | 100 %      | \$ 290          | 6 %                           | \$ 908          | 23 %                          |
| <i>Cost of deposits for the period ending</i>                  | 1.46 %   | 0.79 %   | 0.67 %   | 0.58 %   | 0.48 %   |            |                 |                               |                 |                               |
| <i>Cost of interest-bearing deposits for the period ending</i> | 1.69 %   | 0.95 %   | 0.80 %   | 0.69 %   | 0.57 %   |            |                 |                               |                 |                               |

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

At March 31, 2021, other borrowings totaled \$287 million, as compared to \$296 million at December 31, 2020, and \$443 million at March 31, 2020.

**Asset Quality Position**

Credit quality metrics generally improved during the first quarter of 2021, but remained elevated as the Company added \$7.5 million to the allowance for loan loss due to changes in risk factors, charge-off activity, and the continued economic uncertainty related to the COVID-19 pandemic. 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.

Net charge-offs were \$8.2 million for the first quarter of 2021 as compared to net charge-offs of \$11.6 million for the fourth quarter of 2020. The charge-offs for the quarter were primarily related to commercial and industrial credits that subsequently reduced classified assets for the quarter. Nonperforming assets to total assets decreased to 1.15% from the previous quarter primarily from loan specific upgrades in hospitality that were impacted by the pandemic. The following table provides information regarding asset quality.

| <b>Asset quality (Dollars in millions)</b> | <b>1Q20</b> |      | <b>2Q20</b> |      | <b>3Q20</b> |      | <b>4Q20</b> |      | <b>1Q21</b> |      |
|--|-------------|------|-------------|------|-------------|------|-------------|------|-------------|------|
| Non-accrual loans                          | \$          | 26.3 | \$          | 37.5 | \$          | 75.6 | \$          | 75.1 | \$          | 63.3 |
| Other real estate owned                    |             | 3.6  |             | 2.5  |             | 2.3  |             | 2.3  |             | 2.3  |
| Nonperforming assets                       |             | 29.9 |             | 40.3 |             | 82.2 |             | 78.4 |             | 68.9 |
| Loans 90+ days past due and still accruing |             | —    |             | 0.2  |             | 4.3  |             | 1.0  |             | 3.2  |
| Loans 30 - 89 days past due                |             | 19.5 |             | 34.9 |             | 45.4 |             | 18.1 |             | 11.0 |
| Net charge-offs (recoveries)               |             | 19.4 |             | 1.3  |             | 6.0  |             | 11.6 |             | 8.2  |

| <b>Asset quality metrics (%)</b>                             | <b>1Q20</b> |        | <b>2Q20</b> |        | <b>3Q20</b> |        | <b>4Q20</b> |        | <b>1Q21</b> |        |
|--|-------------|--------|-------------|--------|-------------|--------|-------------|--------|-------------|--------|
| Nonperforming assets to total assets                         |             | 0.59 % |             | 0.74 % |             | 1.49 % |             | 1.39 % |             | 1.15 % |
| Allowance for loan loss to total loans                       |             | 1.29   |             | 1.61   |             | 1.70   |             | 1.70   |             | 1.65   |
| Allowance for loan loss to nonperforming loans               |             | 196    |             | 189    |             | 95     |             | 99     |             | 112    |
| Net charge-offs (recoveries) to average loans <sup>(1)</sup> |             | 2.00   |             | 0.12   |             | 0.54   |             | 1.03   |             | 0.74   |
| Provision to average loans <sup>(1)</sup>                    |             | 1.44   |             | 1.94   |             | 0.97   |             | 0.96   |             | 0.67   |
| Classified Loans / (Total Capital + ALLL)                    |             | 15.8   |             | 34.9   |             | 43.2   |             | 40.9   |             | 38.2   |

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

Depending upon the future impact of the COVID-19 pandemic, we may continue to have elevated provisioning to ensure the reserves accurately reflect the overall risk in the portfolio. 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 allowance for loan losses.

**Capital Position**

At March 31, 2021, stockholders' equity totaled \$629 million, or \$12.17 per share, compared to \$624 million, or \$12.08 per share, at December 31, 2020. Tangible common equity was \$629 million and tangible book value per share was \$12.16 at March 31, 2021, compared to tangible common equity of \$624 million and tangible book value per common share of \$12.08 at December 31, 2020.

The ratio of common equity Tier 1 capital to risk-weighted assets was approximately 12% and the total capital to risk-weighted assets was approximately 13% at March 31, 2021. The Company remains well-capitalized.

**Conference Call and Webcast**

CrossFirst will hold a conference call and webcast to discuss first quarter 2021 results on Thursday, April 22, 2021, at 4 p.m. CDT / 5 p.m. EDT. The conference call and webcast may also include discussion of Company developments, forward-looking statements and other material information about business and financial matters. Investors, news media, and other participants should register for the call or audio webcast at <https://investors.CrossFirstBankshares.com>. Participants may dial into the call toll-free at (877) 621-5851 from anywhere in the U.S. or (470) 495-9492 internationally, using conference ID no. 6051667. 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 April 29, 2021, accessible at (855) 859-2056 with conference ID no. 6051667.

### Cautionary Notice about Forward-Looking Statements

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

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

### About CrossFirst

CrossFirst Bankshares, Inc., 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. 2020 - 2021 Quarterly Analysis of Changes in Net Interest Income](#)
- [Table 4. Linked Quarterly Analysis of Changes in Net Interest Income](#)
- [Table 5. Non-GAAP Financial Measures](#)

TABLE 1. CONSOLIDATED BALANCE SHEETS

|  | December 31, 2020             | March 31, 2021      |
|--|-------------------------------|---------------------|
|  | <i>(Dollars in thousands)</i> |                     |
| <b>Assets</b>  |                               |                     |
| Cash and cash equivalents  | \$ 408,810                    | \$ 630,787          |
| Available-for-sale securities - taxable  | 177,238                       | 192,031             |
| Available-for-sale securities - tax-exempt   | 477,350                       | 493,423             |
| Loans, net of allowance for loan losses of \$75,295 and \$74,551 at December 31, 2020 and March 31, 2021, respectively           | 4,366,602                     | 4,434,049           |
| Premises and equipment, net  | 70,509                        | 69,270              |
| Restricted equity securities   | 15,543                        | 14,080              |
| Interest receivable  | 17,236                        | 17,987              |
| Foreclosed assets held for sale  | 2,347                         | 2,347               |
| Bank-owned life insurance  | 67,498                        | 67,914              |
| Other  | 56,170                        | 76,186              |
| Total assets   | <u>\$ 5,659,303</u>           | <u>\$ 5,998,074</u> |
| <b>Liabilities and stockholders' equity</b>  |                               |                     |
| Deposits   |                               |                     |
| Noninterest bearing  | \$ 718,459                    | \$ 794,559          |
| Savings, NOW and money market  | 2,932,799                     | 3,325,220           |
| Time   | 1,043,482                     | 931,791             |
| Total deposits   | 4,694,740                     | 5,051,570           |
| Federal funds purchased and repurchase agreements  | 2,306                         | 3,294               |
| Federal Home Loan Bank advances  | 293,100                       | 283,100             |
| Other borrowings   | 963                           | 974                 |
| Interest payable and other liabilities   | 43,766                        | 30,302              |
| Total liabilities  | 5,034,875                     | 5,369,240           |
| Stockholders' equity   |                               |                     |
| Common stock, \$0.01 par value:  |                               |                     |
| authorized - 200,000,000 shares, issued - 52,289,129 and 52,376,779 shares at December 31, 2020 and March 31, 2021, respectively | 523                           | 523                 |
| Treasury stock, at cost:   |                               |                     |
| 609,613 and 698,110 shares held at December 31, 2020 and March 31, 2021, respectively  | (6,061)                       | (7,113)             |
| Additional paid-in capital   | 522,911                       | 523,156             |
| Retained earnings  | 77,652                        | 89,722              |
| Accumulated other comprehensive income   | 29,403                        | 22,546              |
| Total stockholders' equity   | 624,428                       | 628,834             |
| Total liabilities and stockholders' equity   | <u>\$ 5,659,303</u>           | <u>\$ 5,998,074</u> |

TABLE 2. CONSOLIDATED STATEMENTS OF INCOME (UNAUDITED)

|  | Three Months Ended                                  |           |
|--|---|-----------|
|  | March 31,   |           |
|  | 2020  | 2021      |
|  | <i>(Dollars in thousands except per share data)</i> |           |
| <b>Interest Income</b>                                     |   |           |
| Loans, including fees                                      | \$ 48,339   | \$ 43,758 |
| Available for sale securities - Taxable                    | 1,774   | 751       |
| Available for sale securities - Tax-exempt                 | 3,312   | 3,351     |
| Deposits with financial institutions                       | 491   | 128       |
| Dividends on bank stocks                                   | 292   | 165       |
| Total interest income                                      | 54,208  | 48,153    |
| <b>Interest Expense</b>                                    |   |           |
| Deposits   | 14,272  | 5,728     |
| Fed funds purchased and repurchase agreements              | 62  | 1         |
| Advances from Federal Home Loan Bank                       | 1,611   | 1,283     |
| Other borrowings   | 35  | 24        |
| Total interest expense                                     | 15,980  | 7,036     |
| <b>Net Interest Income</b>                                 | 38,228  | 41,117    |
| <b>Provision for Loan Losses</b>                           | 13,950  | 7,500     |
| <b>Net Interest Income after Provision for Loan Losses</b> | 24,278  | 33,617    |
| <b>Non-Interest Income</b>                                 |   |           |
| Service charges and fees on customer accounts              | 508   | 957       |
| Gain on sale of available for sale securities              | 393   | 10        |
| Income from bank-owned life insurance                      | 456   | 416       |
| Swap fees and credit valuation adjustments, net            | (9)   | 155       |
| ATM and credit card interchange income                     | 485   | 2,328     |
| Other non-interest income                                  | 254   | 278       |
| Total non-interest income                                  | 2,087   | 4,144     |
| <b>Non-Interest Expense</b>                                |   |           |
| Salaries and employee benefits                             | 14,390  | 13,553    |
| Occupancy  | 2,085   | 2,494     |
| Professional fees  | 671   | 782       |
| Deposit insurance premiums                                 | 1,016   | 1,151     |
| Data processing  | 692   | 716       |
| Advertising  | 500   | 303       |
| Software and communication                                 | 876   | 1,065     |
| Foreclosed assets, net                                     | 10  | 50        |
| Other non-interest expense                                 | 1,975   | 2,704     |
| Total non-interest expense                                 | 22,215  | 22,818    |
| <b>Net Income Before Taxes</b>                             | 4,150   | 14,943    |
| Income tax expense   | 293   | 2,908     |
| <b>Net Income</b>  | 3,857   | 12,035    |
| <b>Basic Earnings Per Share</b>                            | \$ 0.07   | \$ 0.23   |
| <b>Diluted Earnings Share</b>                              | \$ 0.07   | \$ 0.23   |

TABLE 3. 2020 - 2021 QUARTERLY ANALYSIS OF CHANGES IN NET INTEREST INCOME (UNAUDITED)

|   | Three Months Ended        |                                     |                 |                           |                                     |               |
|---|---------------------------|-------------------------------------|-----------------|---------------------------|-------------------------------------|---------------|
|   | March 31,                 |                                     |                 |                           |                                     |               |
|   | 2020                      |                                     |                 | 2021                      |                                     |               |
| Average Balance   | Interest Income / Expense | Average Yield / Rate <sup>(3)</sup> | Average Balance | Interest Income / Expense | Average Yield / Rate <sup>(3)</sup> |               |
| <i>(Dollars in thousands)</i>                             |                           |                                     |                 |                           |                                     |               |
| <b>Interest-earning assets:</b>                           |                           |                                     |                 |                           |                                     |               |
| Securities - taxable                                      | \$ 308,671                | \$ 2,066                            | 2.69 %          | \$ 217,231                | \$ 916                              | 1.71 %        |
| Securities - tax-exempt <sup>(1)</sup>                    | 451,443                   | 4,007                               | 3.57            | 479,953                   | 4,055                               | 3.43          |
| Federal funds sold  | 4,136                     | 18                                  | 1.74            | —                         | —                                   | —             |
| Interest-bearing deposits in other banks                  | 158,044                   | 473                                 | 1.20            | 452,305                   | 128                                 | 0.11          |
| Gross loans, net of unearned income <sup>(2)(3)</sup>     | 3,905,005                 | 48,339                              | 4.98            | 4,506,843                 | 43,758                              | 3.94          |
| Total interest-earning assets <sup>(1)</sup>              | 4,827,299                 | \$ 54,903                           | 4.57 %          | 5,656,332                 | \$ 48,857                           | 3.50 %        |
| Allowance for loan losses                                 | (57,627)                  |                                     |                 | (78,371)                  |                                     |               |
| Other non-interest-earning assets                         | 205,859                   |                                     |                 | 220,206                   |                                     |               |
| Total assets  | <u>\$ 4,975,531</u>       |                                     |                 | <u>\$ 5,798,167</u>       |                                     |               |
| <b>Interest-bearing liabilities</b>                       |                           |                                     |                 |                           |                                     |               |
| Transaction deposits                                      | \$ 341,497                | \$ 865                              | 1.02 %          | \$ 716,763                | \$ 364                              | 0.21 %        |
| Savings and money market deposits                         | 1,886,785                 | 6,735                               | 1.44            | 2,421,765                 | 2,388                               | 0.40          |
| Time deposits   | 1,165,800                 | 6,672                               | 2.30            | 972,006                   | 2,976                               | 1.24          |
| Total interest-bearing deposits                           | 3,394,082                 | 14,272                              | 1.69            | 4,110,534                 | 5,728                               | 0.57          |
| FHLB and short-term borrowings                            | 391,143                   | 1,673                               | 1.72            | 290,187                   | 1,284                               | 1.79          |
| Trust preferred securities, net of fair value adjustments | 923                       | 35                                  | 14.69           | 965                       | 24                                  | 9.96          |
| Non-interest-bearing deposits                             | 540,318                   | —                                   | —               | 731,472                   | —                                   | —             |
| Cost of funds   | 4,326,466                 | \$ 15,980                           | 1.49 %          | 5,133,158                 | \$ 7,036                            | 0.56 %        |
| Other liabilities   | 36,106                    |                                     |                 | 39,134                    |                                     |               |
| Total stockholders' equity                                | 612,959                   |                                     |                 | 625,875                   |                                     |               |
| Total liabilities and stockholders' equity                | <u>\$ 4,975,531</u>       |                                     |                 | <u>\$ 5,798,167</u>       |                                     |               |
| Net interest income <sup>(1)</sup>                        |                           | <u>\$ 38,923</u>                    |                 |                           | <u>\$ 41,821</u>                    |               |
| Net interest spread <sup>(1)</sup>                        |                           |                                     | <u>3.08 %</u>   |                           |                                     | <u>2.94 %</u> |
| Net interest margin <sup>(1)</sup>                        |                           |                                     | <u>3.24 %</u>   |                           |                                     | <u>3.00 %</u> |

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

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

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

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

|   | Three Months Ended<br>March 31, 2021 over 2020 |            |                           |
|---|--|------------|---------------------------|
|   | Average Volume                                 | Yield/Rate | Net Change <sup>(2)</sup> |
|   | <i>(Dollars in thousands)</i>                  |            |                           |
| <b>Interest Income</b>                                    |  |            |                           |
| Securities - taxable                                      | \$ (511)                                       | \$ (639)   | \$ (1,150)                |
| Securities - tax-exempt <sup>(1)</sup>                    | 246  | (198)      | 48                        |
| Federal funds sold  | (18)   | —          | (18)                      |
| Interest-bearing deposits in other banks                  | 344  | (689)      | (345)                     |
| Gross loans, net of unearned income                       | 6,781  | (11,362)   | (4,581)                   |
| Total interest income <sup>(1)</sup>                      | 6,842  | (12,888)   | (6,046)                   |
| <b>Interest Expense</b>                                   |  |            |                           |
| Transaction deposits                                      | 510  | (1,011)    | (501)                     |
| Savings and money market deposits                         | 1,520  | (5,867)    | (4,347)                   |
| Time deposits   | (973)  | (2,723)    | (3,696)                   |
| Total interest-bearing deposits                           | 1,057  | (9,601)    | (8,544)                   |
| FHLB and short-term borrowings                            | (444)  | 55         | (389)                     |
| Trust preferred securities, net of fair value adjustments | 1  | (12)       | (11)                      |
| Total interest expense                                    | 614  | (9,558)    | (8,944)                   |
| Net interest income <sup>(1)</sup>                        | \$ 6,228                                       | \$ (3,330) | \$ 2,898                  |

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

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

TABLE 4. LINKED QUARTERLY ANALYSIS OF CHANGES IN NET INTEREST INCOME (UNAUDITED)

|   | Three Months Ended  |                           |                                     |                     |                           |                                     |
|---|---------------------|---------------------------|-------------------------------------|---------------------|---------------------------|-------------------------------------|
|   | December 31, 2020   |                           |                                     | March 31, 2021      |                           |                                     |
|   | Average Balance     | Interest Income / Expense | Average Yield / Rate <sup>(3)</sup> | Average Balance     | Interest Income / Expense | Average Yield / Rate <sup>(3)</sup> |
| <i>(Dollars in thousands)</i>                             |                     |                           |                                     |                     |                           |                                     |
| <b>Interest-earning assets:</b>                           |                     |                           |                                     |                     |                           |                                     |
| Securities - taxable                                      | \$ 215,348          | \$ 1,075                  | 1.99 %                              | \$ 217,231          | \$ 916                    | 1.71 %                              |
| Securities - tax-exempt <sup>(1)</sup>                    | 458,651             | 3,939                     | 3.42                                | 479,953             | 4,055                     | 3.43                                |
| Federal funds sold  | —                   | —                         | —                                   | —                   | —                         | —                                   |
| Interest-bearing deposits in other banks                  | 208,650             | 56                        | 0.11                                | 452,305             | 128                       | 0.11                                |
| Gross loans, net of unearned income <sup>(2)(3)</sup>     | 4,493,806           | 45,147                    | 4.00                                | 4,506,843           | 43,758                    | 3.94                                |
| Total interest-earning assets <sup>(1)</sup>              | 5,376,455           | \$ 50,217                 | 3.71 %                              | 5,656,332           | \$ 48,857                 | 3.50 %                              |
| Allowance for loan losses                                 | (80,770)            |                           |                                     | (78,371)            |                           |                                     |
| Other non-interest-earning assets                         | 227,511             |                           |                                     | 220,206             |                           |                                     |
| Total assets  | <u>\$ 5,523,196</u> |                           |                                     | <u>\$ 5,798,167</u> |                           |                                     |
| <b>Interest-bearing liabilities</b>                       |                     |                           |                                     |                     |                           |                                     |
| Transaction deposits                                      | \$ 574,811          | \$ 306                    | 0.21 %                              | \$ 716,763          | \$ 364                    | 0.21 %                              |
| Savings and money market deposits                         | 2,158,044           | 2,344                     | 0.43                                | 2,421,765           | 2,388                     | 0.40                                |
| Time deposits   | 1,086,825           | 3,960                     | 1.45                                | 972,006             | 2,976                     | 1.24                                |
| Total interest-bearing deposits                           | 3,819,680           | 6,610                     | 0.69                                | 4,110,534           | 5,728                     | 0.57                                |
| FHLB and short-term borrowings                            | 304,923             | 1,363                     | 1.78                                | 290,187             | 1,284                     | 1.79                                |
| Trust preferred securities, net of fair value adjustments | 954                 | 24                        | 9.97                                | 965                 | 24                        | 9.96                                |
| Non-interest-bearing deposits                             | 732,028             | —                         | —                                   | 731,472             | —                         | —                                   |
| Cost of funds   | 4,857,585           | \$ 7,997                  | 0.65 %                              | 5,133,158           | \$ 7,036                  | 0.56 %                              |
| Other liabilities   | 45,115              |                           |                                     | 39,134              |                           |                                     |
| Total stockholders' equity                                | 620,496             |                           |                                     | 625,875             |                           |                                     |
| Total liabilities and stockholders' equity                | <u>\$ 5,523,196</u> |                           |                                     | <u>\$ 5,798,167</u> |                           |                                     |
| Net interest income <sup>(1)</sup>                        |                     | <u>\$ 42,220</u>          |                                     |                     | <u>\$ 41,821</u>          |                                     |
| Net interest spread <sup>(1)</sup>                        |                     |                           | <u>3.06 %</u>                       |                     |                           | <u>2.94 %</u>                       |
| Net interest margin <sup>(1)</sup>                        |                     |                           | <u>3.12 %</u>                       |                     |                           | <u>3.00 %</u>                       |

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

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

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

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

|   | Three Months Ended                    |            |                           |
|---|---------------------------------------|------------|---------------------------|
|   | March 31, 2021 over December 31, 2020 |            |                           |
|   | Average Volume                        | Yield/Rate | Net Change <sup>(2)</sup> |
|   | <i>(Dollars in thousands)</i>         |            |                           |
| Interest Income   |                                       |            |                           |
| Securities - taxable                                      | \$ 3                                  | \$ (162)   | \$ (159)                  |
| Securities - tax-exempt <sup>(1)</sup>                    | 109                                   | 7          | 116                       |
| Federal funds sold  | —                                     | —          | —                         |
| Interest-bearing deposits in other banks                  | 72                                    | —          | 72                        |
| Gross loans, net of unearned income                       | (10)                                  | (1,379)    | (1,389)                   |
| Total interest income <sup>(1)</sup>                      | 174                                   | (1,534)    | (1,360)                   |
| Interest Expense  |                                       |            |                           |
| Transaction deposits                                      | 58                                    | —          | 58                        |
| Savings and money market deposits                         | 231                                   | (187)      | 44                        |
| Time deposits   | (415)                                 | (569)      | (984)                     |
| Total interest-bearing deposits                           | (126)                                 | (756)      | (882)                     |
| FHLB and short-term borrowings                            | (84)                                  | 5          | (79)                      |
| Trust preferred securities, net of fair value adjustments | —                                     | —          | —                         |
| Total interest expense                                    | (210)                                 | (751)      | (961)                     |
| Net interest income <sup>(1)</sup>                        | \$ 384                                | \$ (783)   | \$ (399)                  |

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

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

TABLE 5. NON-GAAP FINANCIAL MEASURES

**Non-GAAP Financial Measures**

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

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

- We calculate "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:
  - 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, or non-core, 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, or non-core, non-interest income as defined above under non-GAAP core operating income. The most directly comparable financial measure is the efficiency ratio.
- We calculate "non-GAAP pre-tax pre-provision profit" as net income (loss) before taxes plus the provision for loan losses.

|   | Quarter Ended                 |                 |               |               |               |
|---|-------------------------------|-----------------|---------------|---------------|---------------|
|   | 03/31/2020                    | 06/30/2020      | 09/30/2020    | 12/31/2020    | 03/31/2021    |
|   | <i>(Dollars in thousands)</i> |                 |               |               |               |
| <b>Non-GAAP Return on average tangible common equity:</b> |                               |                 |               |               |               |
| Net income (loss) available to common stockholders        | \$ 3,857                      | \$ (7,356)      | \$ 8,006      | \$ 8,094      | \$ 12,035     |
| Average common equity                                     | 612,959                       | 611,466         | 613,910       | 620,496       | 625,875       |
| Less: average goodwill and intangibles                    | 7,683                         | 7,576           | 238           | 218           | 199           |
| Average tangible common equity                            | 605,276                       | 603,890         | 613,672       | 620,278       | 625,676       |
| <b>Return on average common equity</b>                    | <b>2.53 %</b>                 | <b>(4.84) %</b> | <b>5.19 %</b> | <b>5.19 %</b> | <b>7.80 %</b> |
| <b>Non-GAAP Return on average tangible common equity</b>  | <b>2.56 %</b>                 | <b>(4.90) %</b> | <b>5.19 %</b> | <b>5.19 %</b> | <b>7.80 %</b> |

|   | Quarter Ended          |              |                 |                 |                  |
|---|------------------------|--------------|-----------------|-----------------|------------------|
|   | 03/31/2020             | 06/30/2020   | 09/30/2020      | 12/31/2020      | 03/31/2021       |
|   | (Dollars in thousands) |              |                 |                 |                  |
| <b>Non-GAAP core operating income:</b>  |                        |              |                 |                 |                  |
| Net income (loss)                       | \$ 3,857               | \$ (7,356)   | \$ 8,006        | \$ 8,094        | \$ 12,035        |
| Add: Goodwill impairment <sup>(1)</sup> | —                      | 7,397        | —               | —               | —                |
| <b>Non-GAAP core operating income</b>   | <b>\$ 3,857</b>        | <b>\$ 41</b> | <b>\$ 8,006</b> | <b>\$ 8,094</b> | <b>\$ 12,035</b> |

(1) No tax effect.

|  | Quarter Ended          |                 |               |               |               |
|--|------------------------|-----------------|---------------|---------------|---------------|
|  | 03/31/2020             | 06/30/2020      | 09/30/2020    | 12/31/2020    | 03/31/2021    |
|  | (Dollars in thousands) |                 |               |               |               |
| <b>Non-GAAP core operating return on average assets:</b> |                        |                 |               |               |               |
| Net income (loss)  | \$ 3,857               | \$ (7,356)      | \$ 8,006      | \$ 8,094      | \$ 12,035     |
| Non-GAAP core operating income                           | 3,857                  | 41              | 8,006         | 8,094         | 12,035        |
| Average assets   | \$ 4,975,531           | \$ 5,441,513    | \$ 5,486,252  | \$ 5,523,196  | \$ 5,798,167  |
| <b>Return on average assets</b>                          | <b>0.31 %</b>          | <b>(0.54) %</b> | <b>0.58 %</b> | <b>0.58 %</b> | <b>0.84 %</b> |
| <b>Non-GAAP core operating return on average assets</b>  | <b>0.31 %</b>          | <b>— %</b>      | <b>0.58 %</b> | <b>0.58 %</b> | <b>0.84 %</b> |

|   | Quarter Ended          |                 |               |               |               |
|---|------------------------|-----------------|---------------|---------------|---------------|
|   | 03/31/2020             | 06/30/2020      | 09/30/2020    | 12/31/2020    | 03/31/2021    |
|   | (Dollars in thousands) |                 |               |               |               |
| <b>Non-GAAP core operating return on common equity:</b> |                        |                 |               |               |               |
| Net income (loss)                                       | \$ 3,857               | \$ (7,356)      | \$ 8,006      | \$ 8,094      | \$ 12,035     |
| Non-GAAP core operating income                          | 3,857                  | 41              | 8,006         | 8,094         | 12,035        |
| Average common equity                                   | \$ 612,959             | \$ 611,466      | \$ 613,910    | \$ 620,496    | \$ 625,875    |
| <b>Return on average common equity</b>                  | <b>2.53 %</b>          | <b>(4.84) %</b> | <b>5.19 %</b> | <b>5.19 %</b> | <b>7.80 %</b> |
| <b>Non-GAAP core operating return on common equity</b>  | <b>2.53 %</b>          | <b>0.03 %</b>   | <b>5.19 %</b> | <b>5.19 %</b> | <b>7.80 %</b> |

|  | Quarter Ended                                |                   |                   |                   |                   |
|--|--|-------------------|-------------------|-------------------|-------------------|
|  | 03/31/2020                                   | 06/30/2020        | 09/30/2020        | 12/31/2020        | 03/31/2021        |
|  | (Dollars in thousands except per share data) |                   |                   |                   |                   |
| <b>Tangible common stockholders' equity:</b> |  |                   |                   |                   |                   |
| Total stockholders' equity                   | \$ 611,946                                   | \$ 608,092        | \$ 617,883        | \$ 624,428        | \$ 628,834        |
| Less: goodwill and other intangible assets   | 7,669  | 247               | 227               | 208               | 188               |
| <b>Tangible common stockholders' equity</b>  | <b>\$ 604,277</b>                            | <b>\$ 607,845</b> | <b>\$ 617,656</b> | <b>\$ 624,220</b> | <b>\$ 628,646</b> |
| <b>Tangible book value per share:</b>        |  |                   |                   |                   |                   |
| Tangible common stockholders' equity         | \$ 604,277                                   | \$ 607,845        | \$ 617,656        | \$ 624,220        | \$ 628,646        |
| Shares outstanding at end of period          | 52,098,062                                   | 52,167,573        | 52,195,778        | 51,679,516        | 51,678,669        |
| <b>Book value per share</b>                  | <b>\$ 11.75</b>                              | <b>\$ 11.66</b>   | <b>\$ 11.84</b>   | <b>\$ 12.08</b>   | <b>\$ 12.17</b>   |
| <b>Tangible book value per share</b>         | <b>\$ 11.60</b>                              | <b>\$ 11.65</b>   | <b>\$ 11.83</b>   | <b>\$ 12.08</b>   | <b>\$ 12.16</b>   |

|  | Quarter Ended          |                  |                  |                  |                  |
|--|------------------------|------------------|------------------|------------------|------------------|
|  | 03/31/2020             | 06/30/2020       | 09/30/2020       | 12/31/2020       | 03/31/2021       |
|  | (Dollars in thousands) |                  |                  |                  |                  |
| <b>Non-GAAP Core Operating Efficiency Ratio - Fully Tax Equivalent (FTE)</b> |                        |                  |                  |                  |                  |
| Non-interest expense   | \$ 22,215              | \$ 31,010        | \$ 23,011        | \$ 23,732        | \$ 22,818        |
| Less: goodwill impairment  | —                      | 7,397            | —                | —                | —                |
| <b>Adjusted Non-interest expense (numerator)</b>                             | <b>\$ 22,215</b>       | <b>\$ 23,613</b> | <b>\$ 23,011</b> | <b>\$ 23,732</b> | <b>\$ 22,818</b> |

|   | Quarter Ended                 |                  |                  |                  |                  |
|---|-------------------------------|------------------|------------------|------------------|------------------|
|   | 03/31/2020                    | 06/30/2020       | 09/30/2020       | 12/31/2020       | 03/31/2021       |
|   | <i>(Dollars in thousands)</i> |                  |                  |                  |                  |
| Net interest income   | 38,228                        | 41,157           | 39,327           | 41,537           | 41,117           |
| Tax equivalent interest income <sup>(1)</sup>                         | 695                           | 685              | 669              | 683              | 704              |
| Non-interest income   | 2,087                         | 2,634            | 4,063            | 2,949            | 4,144            |
| Total tax-equivalent income (denominator)                             | <u>\$ 41,010</u>              | <u>\$ 44,476</u> | <u>\$ 44,059</u> | <u>\$ 45,169</u> | <u>\$ 45,965</u> |
| Efficiency Ratio  | <u>55.10 %</u>                | <u>70.81 %</u>   | <u>53.03 %</u>   | <u>53.35 %</u>   | <u>50.41 %</u>   |
| Non-GAAP Core Operating Efficiency Ratio - Fully Tax Equivalent (FTE) | <u>54.17 %</u>                | <u>53.09 %</u>   | <u>52.23 %</u>   | <u>52.54 %</u>   | <u>49.64 %</u>   |

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

|                                       | Quarter Ended                 |                  |                  |                  |                  |
|---------------------------------------|-------------------------------|------------------|------------------|------------------|------------------|
|                                       | 03/31/2020                    | 06/30/2020       | 09/30/2020       | 12/31/2020       | 03/31/2021       |
|                                       | <i>(Dollars in thousands)</i> |                  |                  |                  |                  |
| Non-GAAP Pre-Tax Pre-Provision Profit |                               |                  |                  |                  |                  |
| Net income (loss) before taxes        | \$ 4,150                      | \$ (8,219)       | \$ 9,504         | \$ 9,879         | \$ 14,943        |
| Add: Provision for loan losses        | 13,950                        | 21,000           | 10,875           | 10,875           | 7,500            |
| Non-GAAP Pre-Tax Pre-Provision Profit | <u>\$ 18,100</u>              | <u>\$ 12,781</u> | <u>\$ 20,379</u> | <u>\$ 20,754</u> | <u>\$ 22,443</u> |



**CROSSFIRST**

BANKSHARES, INC.™



Q1 2021  
Earnings Presentation

April 22, 2021

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## LEGAL DISCLAIMER

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

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

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

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

## EXPERIENCED MANAGEMENT TEAM



**Mike Maddox** – President, CEO 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 Risk Officer and Chief Credit Officer of CrossFirst

- 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 Executives

Aisha Reynolds  
General Counsel of CrossFirst  
and CrossFirst Bank  
13+ years of experience  
Joined CrossFirst in 2018

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

George Jones  
Vice Chairman for CrossFirst  
40+ years of experience  
Joined CrossFirst in 2016

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

Amy Fauss  
Chief Operating Officer  
of CrossFirst Bank  
28+ years of banking experience  
Joined CrossFirst in 2009

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

# FIRST QUARTER 2021 SUMMARY & HIGHLIGHTS

| Net Income                     | PTPP <sup>(1)</sup>                         | NIM  | Diluted EPS                                     | ROAA   |
|--------------------------------|---|--|---|--|
| <b>\$12.0M</b>                 | <b>\$22.4M</b>                              | <b>3.00%</b>                                     | <b>\$0.23</b>                                   | <b>0.84%</b>                                       |
| <b>Balance Sheet Update</b>    | <b>4%</b> <sup>(2)</sup><br>Loan growth YoY | <b>27%</b><br>Deposit growth YoY                 | <b>40%</b><br>DDA Deposit growth YoY            | <b>5%</b> <sup>(1)</sup><br>TBV / Share growth YoY |
| <b>Credit Performance</b>      | <b>1.15%</b><br>NPAs / Asset                | <b>0.74%</b><br>NCOs / Avg Loans                 | <b>1.79%</b> <sup>(2)</sup><br>Reserves / Loans | <b>38%</b><br>Classified Loans / Capital + ALLL    |
| <b>Capital &amp; Liquidity</b> | <b>12.00%</b><br>CET 1 Capital Ratio        | <b>13.27%</b><br>Total Risk-Based Capital        | <b>89%</b><br>Loans / Deposits                  | <b>22%</b><br>Cash and Securities / Assets         |
| <b>Efficiency</b>              | <b>50.41%</b><br>Efficiency Ratio           | <b>1.60%</b><br>Noninterest Expense / Avg Assets | <b>\$18.0M</b><br>Assets / Employee             |  |



Note: Interim periods are annualized.  
 (1) Represents a non-GAAP financial measure. See Non-GAAP Reconciliation slides at the end of this presentation for additional detail.  
 (2) Gross loans net of unearned income; excludes \$336 million PPP loans.

# OUR ROAD TO SUCCESS



## ONE TEAM

Focusing on:

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



## ONE BANK

Focusing on:

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



## SHARED VISION

Focusing on:

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



Total Assets

\$6.0 billion

Gross Loans

\$4.5 billion

Total Deposits

\$5.1 billion

Book Value / Share

\$12.17

Note: As of 3/31/21.

1. Bank lobbies **re-opened on March 1<sup>st</sup>** to the public
2. Commenced **Return to Work Program on April 5<sup>th</sup>**; employees returned to the office while following CDC, state, and local health guidelines
3. **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
  - **Q1 2021 Capital Stress Test:** shows CrossFirst is well-capitalized under several extreme scenarios
  - **Q1 2021 Liquidity:** Loan/deposit ratio of 89% and cash and securities/asset of 22%
4. **Closely monitoring and engaging clients** to mitigate risks and impact from COVID-19; modifications are less than 2% of total assets at the end of the first quarter of 2021.
  - Majority of remaining modifications are in the hospitality, entertainment, travel, or other recreational activities directly impacted from the lockdowns
5. **Branch-lite business model and technology forward strategy** provides CrossFirst an advantage for strong business continuity through the pandemic
6. **Continued prudent management** of expenses, staffing levels, and other discretionary spend
7. **Strong Q1 2021 reserve** of total loan loss reserves/loans of 1.65%, including an additional first quarter provision of \$7.5 million that offset charge-offs
8. **Positioned for long term growth** as the market stabilizes

# PPP LOAN SUMMARY

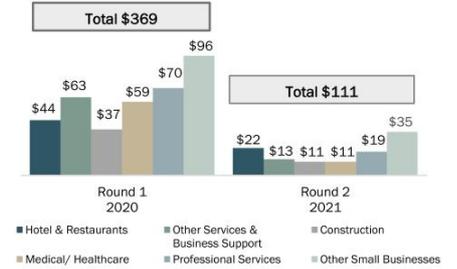
## Commentary

- Weighted average rate of approximately 4.2%, in Q1 2021
- \$2.2 million in anticipated fees remain from Round 1 (2020 programs)
- 35 new customers from Round 2 representing 8% of funding
- Round 1 (2020 programs) were 2-year programs while Round 2 (2021 program) is a 5-year program

## PPP Timeline



## Loans Approved by Industry

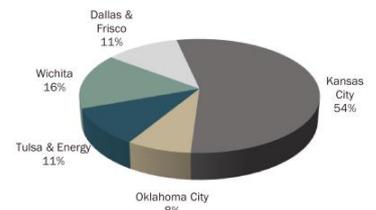


## Fee Recognition



## Current PPP Loan Portfolio by Market

(Based on \$336 million Funded)



Note: As of end of period.  
Dollars in millions.

\* \$2.4 million consists of \$1.9 million from Round 1 and \$0.5 million from Round 2.

## OPERATING REVENUE AND PROFITABILITY

### 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 continued to increase in Q1 2021
  - Quarterly Pretax, Pre-provision Profit<sup>(2)</sup>
    - +8% from Q4 2020
    - +24% from Q1 2020
  - Continued Noninterest Income growth
    - +41% from Q4 2020
    - +99% from Q1 2020
  - Operating Revenue<sup>(1)</sup> growth
    - +2% from Q4 2020
    - +12% from Q1 2020



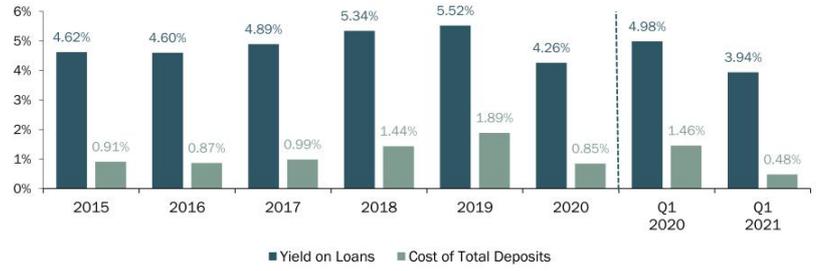
Note: Dollars in charts are in millions.  
 (1) Defined as net-interest income + non-interest income.  
 (2) Represents a Non-GAAP financial measure, see Non-GAAP reconciliation slides at the end of the presentation for more detail.

**Commentary**

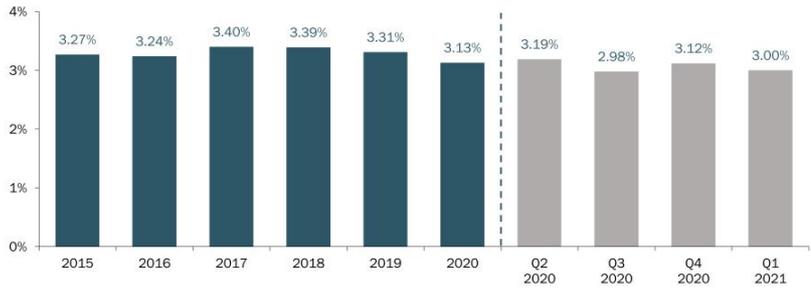
- Fully tax equivalent net interest margin decline of 12bps to 3.00% from Q4 2020 due to elevated cash levels primarily from the additional fiscal stimulus and Round 2 of PPP
- Re-pricing impact to loans of 6bps compared to Q4 2020 from persistently low interest rates
- Company offset margin pressure by adjusting pricing which reduced total deposit costs by 10bps compared to Q4 2020
- Loan to deposit ratio decreased to 89% from 95% in Q4 2020 and 101% in Q1 2020

**NET INTEREST MARGIN**

**Yield on Loans & Cost of Deposits**



**Net Interest Margin - Fully Tax Equivalent (FTE)**

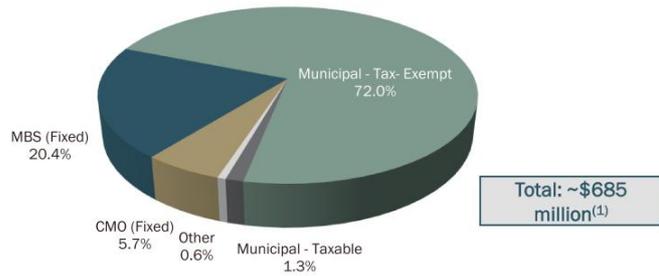


## SECURITIES PORTFOLIO

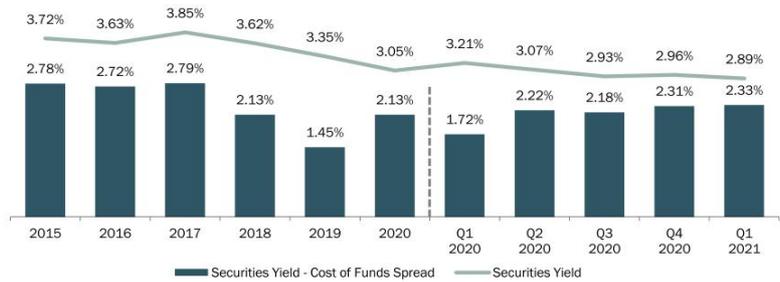
### Commentary

- Continue to exercise caution in the investment portfolio and maintain high-quality investment securities
- At the end of Q1 2021, the portfolio's duration was approximately 4.9 years
- The fully taxable equivalent yield for Q1 2021 fell 7bps to 2.89% due to lower reinvestment yields
- During Q1 2021, \$40 million of MBS/CMO paydowns were received and no securities were sold
- During Q1 2021, \$72 million of new securities were purchased with an average tax equivalent yield of 1.70%
- The securities portfolio has unrealized gains of approximately \$30 million as of March 31, 2021

Investment Portfolio Breakout as of March 31, 2021<sup>(1)</sup>



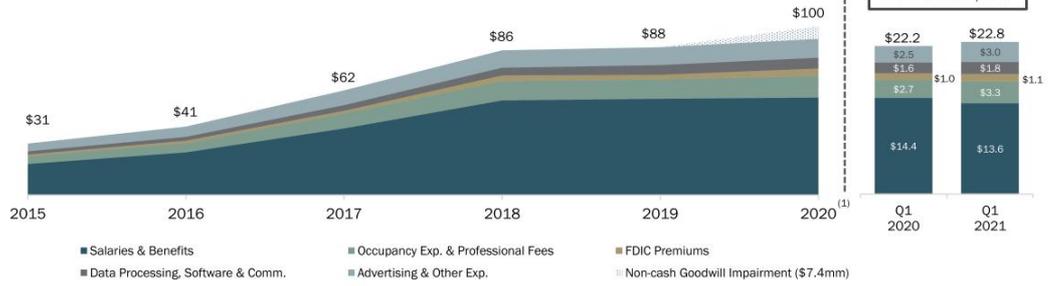
Securities Yield - Fully Tax Equivalent



(1) Based on approximate fair value.

# NON-INTEREST EXPENSE MANAGEMENT

Slowing Non-interest Expense Growth



Assets per Employee (FTE)



Lowering Expenses



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

**Commentary**

- CrossFirst's branch-lite model demonstrates an efficient infrastructure that scales operating revenue with asset growth
- ROAA rebounding as provisioning decreases and the Company continues to increase profitability
- Core efficiency performance is improving consistent with management's initiatives

**Pretax, pre-provision ROAA<sup>(1)</sup>**



**INCOME PERFORMANCE METRICS**

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



**Efficiency Ratio / Non-GAAP Core Efficiency Ratio FTE<sup>(1)</sup>**



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

## CREDIT QUALITY & CAPITAL RATIOS

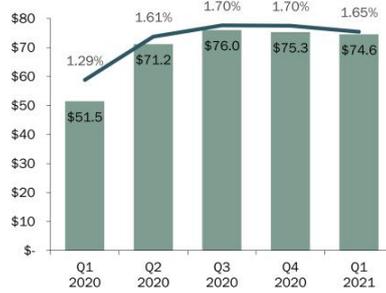
### Commentary

- Prudently maintained ALLL/Total Loans at 1.65%, or 1.79% excluding PPP loans, at end of Q1 2021
- Q1 2021 provision of \$7.5 million offset by charge-off activity
- Classified loans decreased due to charge-offs, improvements in customer businesses, and workout processes
- 44% of classifieds in Q1 2021 relate to Energy; spring borrowing base redeterminations will be conducted in late May and June of 2021

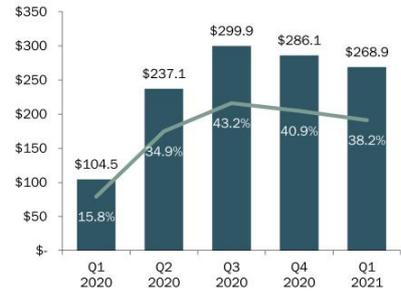
### Commentary

- Maintained strong capital levels to provide ample liquidity to meet clients' needs and weather economic downturns
- The Company had \$1.3 billion in unfunded loan commitments as of March 31, 2021
- Stronger earnings have been able to support over \$900 million of asset growth as most capital ratios remain flat year over year

Allowance for Loan Losses / Total Loans



Classified Loans / (Total Capital + LLR)



Capital Ratios



Note: Dollar amounts are in millions.

## ASSET QUALITY PERFORMANCE

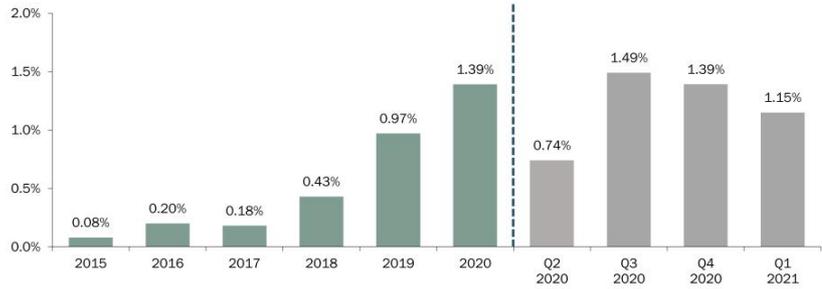
### Commentary

- NPAs continue to improve as economic and business outlooks improve
- Reduction in NPAs was a direct result of an upgrade to a COVID impacted loan in hospitality
- 43% of the nonperforming asset balance in Q1 2021 relates to energy credits

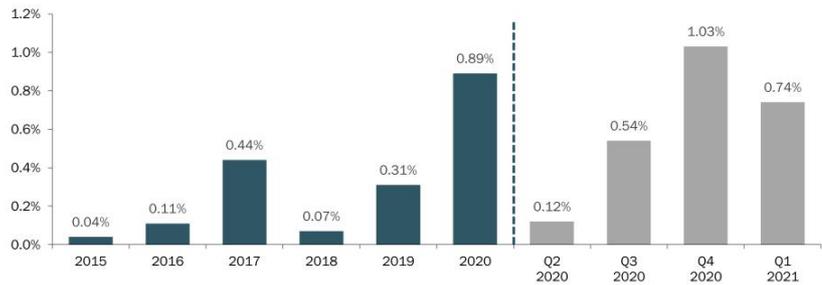
### Commentary

- Q1 2021 had \$8.2 million of net charge-offs related to several commercial and industrial credits
- Q4 2020 had \$11.6 million of net charge-offs. 62% were commercial and industrial loans and 24% were from the energy portfolio

Nonperforming Assets / Assets



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



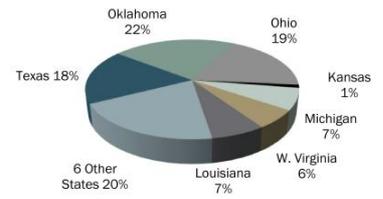
(1) Ratio is annualized for interim periods.

# CROSSFIRST ENERGY PORTFOLIO

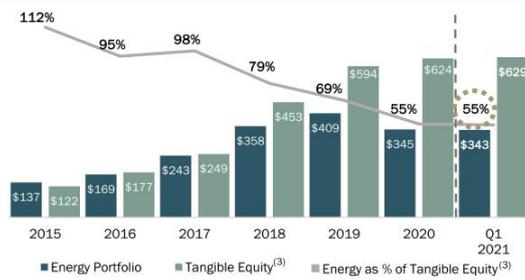


| Energy by Composition 3/31/2021 |           |                |             |                             |                            |
|---------------------------------|-----------|----------------|-------------|-----------------------------|----------------------------|
|                                 | # Loans   | \$ Loan Amount | % Total     | Avg % Hedged <sup>(1)</sup> | Hedge Price <sup>(2)</sup> |
| Oil                             | 37        | \$203          | 59%         | 37%                         | \$46.76                    |
| Natural Gas                     | 14        | \$130          | 38%         | 55%                         | \$2.29                     |
| Other Sources                   | 1         | \$10           | 3%          | 0%                          |                            |
| <b>Total</b>                    | <b>52</b> | <b>\$343</b>   | <b>100%</b> | <b>43%<sup>(1)</sup></b>    |                            |

Energy Exposure by State



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



Energy Loans by Risk Rating  
[5.9% of Reserves on Energy Portfolio]



Note: Data as of 3/31/21.

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

(1) Weighted Average.

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

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

# LOAN MODIFICATIONS AND CREDIT MIGRATION

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



- COVID-related loan modifications were less than 2% of our total assets at 3/31/21
- Most of our classified assets at 3/31/21 remained in Energy and COVID-related industries like hospitality, entertainment, travel, or other recreational activities directly impacted from the lockdowns



**CROSSFIRST**

BANKSHARES, INC.

SUPPLEMENTAL INFORMATION

## LOAN PORTFOLIO DETAILS

### Commentary

- Historically, loan growth has been primarily organic and very strong
- Loan growth for Q1 2021, excluding PPP loans, was a modest 1% from previous quarter
- Diversification remains a core tenet
- Generally, the Company only buys syndicated loans with borrowers for which the Company could lead the next borrowing opportunity
  - Purchased loan participations totaled \$76 million and a combination of shared national credits and syndications purchased totaled \$376 million at March 31, 2021
  - Loan participations sold of \$303 million and syndications sold of \$157 million at March 31, 2021

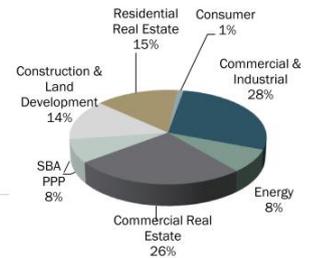
Gross Loans (Net of Unearned Income)



Gross Loans by Type



Q1 2021 Gross Loan Composition

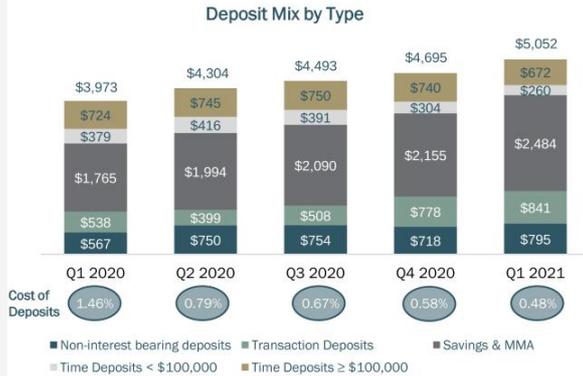


Note: Dollars in charts are in millions. Amounts shown are as of the end of the period.

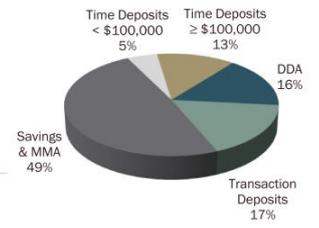
**Commentary**

- CrossFirst generated significant growth in deposits during Q1 2021
  - Deposit growth continues to come from higher yielding money market accounts, transaction deposits, and DDA
  - DDA increased 40% compared to Q1 2020
  - Linked quarter increase in transaction deposits of 8%
- Brokered deposits were \$147 million at end of Q1 2021, down 45% from Q1 2020, and down 22% from Q4 2020
- Deposit costs have trended down due to the persistent low-rate environment

**GROWING CORE FUNDING BASE**



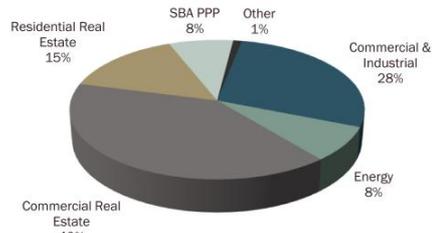
**Q1 2021 Deposit Composition**



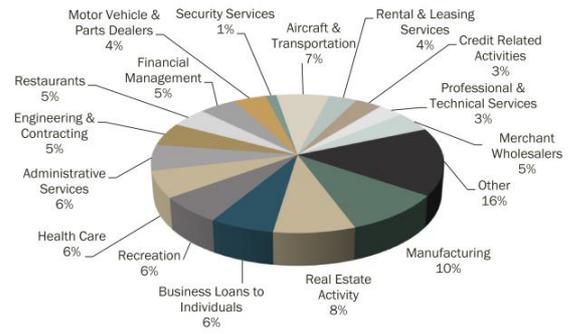
Note: Dollars are in millions and amounts shown are as of the end of the period.

# DIVERSE LOAN PORTFOLIO

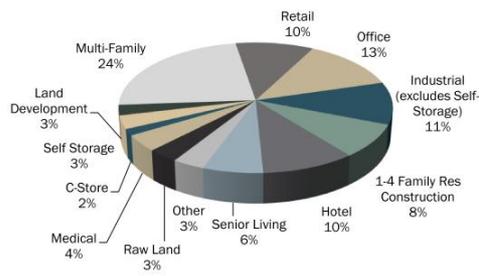
Loan Mix by Type (\$4.5bn) <sup>(1)(2)</sup>



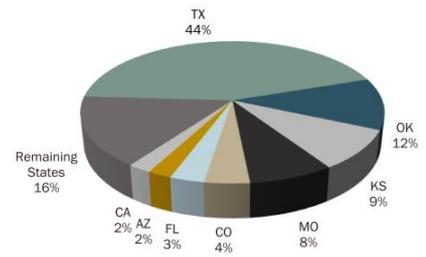
Commercial and Industrial Loan Breakdown by Type (\$1.3bn) <sup>(1)</sup>



CRE Loan Portfolio by Segment (\$1.8bn) <sup>(2)</sup>



CRE Loans by Geography (\$1.8bn) <sup>(2)</sup>



Note: Data as of March 31, 2021.

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

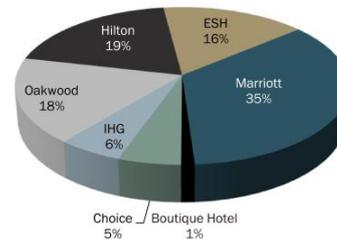
(2) CRE as defined by regulators (including construction and development).

# 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
- \$21 million of outstanding hotel loans in the portfolio are classified, down from \$29 million in Q4 2020
- 96% of the outstanding loans, by dollar amount, have recourse provisions
- Hotel Construction borrowers are sophisticated sponsors with significant invested equity and resources
- \$5.4 million of reserves are allocated to hotel portfolio, representing 3.0% of the total outstanding hotel portfolio

## Hotels by Brand Ownership



| Hotel & Lodging 3/31/2021 (\$ millions) |           |                    |                      |                           |                   |
|---|-----------|--------------------|----------------------|---------------------------|-------------------|
|   | # Loans   | Amount Outstanding | Unfunded Commitments | Average Size              | Amount Classified |
| Completed Hotels                        | 15        | \$157              | \$0                  | \$10                      | \$21              |
| In-Progress Construction                | 3         | \$22               | \$13                 | \$7                       | \$0               |
| <b>Total</b>                            | <b>18</b> | <b>\$179</b>       | <b>\$13</b>          | <b>\$10<sup>(1)</sup></b> | <b>\$21</b>       |

Note: Data as of 3/31/21.  
(1) Weighted average.

# HISTORICAL FINANCIAL INFORMATION



(Dollars in thousands, except per share data)

|  | As of Year or for the Year Ended |            |            |                      |            |            | As of or for the Three Months Ended |            |
|--|----------------------------------|------------|------------|----------------------|------------|------------|-------------------------------------|------------|
|  | 2015                             | 2016       | 2017       | December 31,<br>2018 | 2019       | 2020       | 2020<br>March 31,                   | 2021       |
| <b>Income Statement Data</b>                       |                                  |            |            |                      |            |            |                                     |            |
| Interest income                                    | \$54,116                         | \$69,069   | \$97,816   | \$156,880            | \$216,218  | \$203,448  | \$54,208                            | \$48,153   |
| Interest expense                                   | 11,849                           | 15,016     | 22,998     | 46,512               | 74,774     | 43,199     | 15,980                              | 7,036      |
| Net interest income                                | 42,267                           | 54,053     | 74,818     | 110,368              | 141,444    | 160,249    | 38,228                              | 41,117     |
| Provision for loan losses                          | 5,975                            | 6,500      | 12,000     | 13,500               | 29,900     | 56,700     | 13,950                              | 7,500      |
| Non-interest income                                | 2,365                            | 3,407      | 3,679      | 6,083                | 8,707      | 11,733     | 2,087                               | 4,144      |
| Non-interest expense                               | 30,562                           | 40,587     | 62,089     | 85,755               | 87,640     | 99,968     | 22,215                              | 22,818     |
| Income before taxes                                | 8,095                            | 10,373     | 4,408      | 17,196               | 32,611     | 15,314     | 4,150                               | 14,943     |
| Income tax expense (benefit)                       | 626                              | 62         | (1,441)    | (2,394)              | 4,138      | 2,713      | 293                                 | 2,908      |
| Net Income   | 7,469                            | 10,311     | 5,849      | 19,590               | 28,473     | 12,601     | 3,857                               | 12,035     |
| Preferred stock dividends                          | 2,066                            | 2,100      | 2,100      | 2,100                | 175        | 0          | 0                                   | 0          |
| Net income available to common stockholders        | 5,403                            | 8,211      | 3,749      | 17,490               | 28,298     | 12,601     | 3,857                               | 12,035     |
| Non-GAAP core operating income <sup>(1)</sup>      | 7,469                            | 10,311     | 9,716      | 19,940               | 27,427     | 19,998     | 3,857                               | 12,035     |
| <b>Balance Sheet Data</b>                          |                                  |            |            |                      |            |            |                                     |            |
| Cash and cash equivalents                          | \$79,418                         | \$155,972  | \$130,820  | \$216,541            | \$187,320  | \$408,810  | \$158,987                           | \$630,787  |
| Available-for-sale securities                      | 459,524                          | 591,008    | 701,534    | 661,628              | 739,473    | 654,588    | 733,024                             | 685,454    |
| Gross loans (net of unearned income)               | 992,726                          | 1,296,886  | 1,996,029  | 3,060,747            | 3,852,244  | 4,441,897  | 4,002,451                           | 4,508,600  |
| Allowance for loan losses                          | (15,526)                         | (20,786)   | (26,091)   | (37,826)             | (56,896)   | (75,295)   | (51,458)                            | (74,551)   |
| Goodwill and other intangibles                     | 8,100                            | 7,998      | 7,897      | 7,796                | 7,694      | 208        | 7,669                               | 188        |
| Total assets                                       | 1,574,346                        | 2,133,106  | 2,961,118  | 4,107,215            | 4,931,233  | 5,659,303  | 5,067,407                           | 5,998,074  |
| Non-interest-bearing deposits                      | 123,430                          | 198,088    | 290,906    | 484,284              | 521,826    | 718,459    | 567,215                             | 794,559    |
| Total deposits                                     | 1,294,812                        | 1,694,301  | 2,303,364  | 3,208,097            | 3,923,759  | 4,694,740  | 3,972,822                           | 5,051,570  |
| Borrowings and repurchase agreements               | 112,430                          | 216,709    | 357,837    | 388,391              | 373,664    | 295,406    | 441,626                             | 286,394    |
| Trust preferred securities, net of fair value adj. | 792                              | 819        | 850        | 884                  | 921        | 963        | 931                                 | 974        |
| Preferred Stock, liquidation value                 | 30,000                           | 30,000     | 30,000     | 30,000               | 0          | 0          | 0                                   | 0          |
| Total Stockholders' Equity                         | 160,004                          | 214,837    | 287,147    | 490,336              | 601,644    | 624,428    | 611,946                             | 628,834    |
| Tangible Stockholders' Equity <sup>(1)</sup>       | 121,904                          | 176,839    | 249,250    | 452,540              | 593,950    | 624,220    | 604,277                             | 628,646    |
| <b>Share and Per Share Data:</b>                   |                                  |            |            |                      |            |            |                                     |            |
| Basic earnings per share                           | \$0.29                           | \$0.39     | \$0.12     | \$0.48               | \$0.59     | \$0.24     | \$0.07                              | \$0.23     |
| Diluted earnings per share                         | 0.28                             | 0.39       | 0.12       | 0.47                 | 0.58       | 0.24       | 0.07                                | 0.23       |
| Book value per share                               | 6.61                             | 7.34       | 8.38       | 10.21                | 11.58      | 12.08      | 11.75                               | 12.17      |
| Tangible book value per share <sup>(1)</sup>       | 6.20                             | 7.02       | 8.12       | 10.04                | 11.43      | 12.08      | 11.60                               | 12.16      |
| Wtd. avg. common shares out. - basic               | 18,640,678                       | 20,820,784 | 30,086,530 | 36,422,612           | 47,679,184 | 52,070,624 | 52,071,484                          | 51,657,204 |
| Wtd. avg. common shares out. - diluted             | 19,378,290                       | 21,305,874 | 30,963,424 | 37,492,567           | 48,576,135 | 52,548,547 | 52,660,270                          | 52,381,474 |
| Shares outstanding at end of period                | 19,661,718                       | 25,194,872 | 30,686,256 | 45,074,322           | 51,969,203 | 51,679,516 | 52,098,062                          | 51,678,669 |

Note: Historic share counts and per share figures reflect 2:1 stock split effected on 12/21/18.

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

# HISTORICAL FINANCIAL INFORMATION



|  | As of Year or for the Year Ended |        |        |                   |        | As of or for the Three Months Ended |                |        |
|--|----------------------------------|--------|--------|-------------------|--------|-------------------------------------|----------------|--------|
|  | 2015                             | 2016   | 2017   | December 31, 2018 | 2019   | 2020                                | March 31, 2020 | 2021   |
| <b>Selected Ratios:</b>  |                                  |        |        |                   |        |                                     |                |        |
| Return on average assets   | 0.53%                            | 0.56%  | 0.24%  | 0.56%             | 0.63%  | 0.24                                | 0.31%          | 0.84%  |
| Non-GAAP core operating return on average assets <sup>(1)</sup>        | 0.53                             | 0.56   | 0.40   | 0.57              | 0.61   | 0.37                                | 0.31           | 0.84   |
| Return on average common equity  | 4.60                             | 5.51   | 1.53   | 5.34              | 5.38   | 2.05                                | 2.53           | 7.80   |
| Non-GAAP core operating return on average common equity <sup>(1)</sup> | 4.60                             | 5.51   | 3.11   | 5.45              | 5.18   | 3.25                                | 2.53           | 7.80   |
| Yield on earning assets - tax equivalent <sup>(2)</sup>                | 4.14                             | 4.08   | 4.37   | 4.77              | 5.04   | 3.96                                | 4.57           | 3.50   |
| Yield on securities - tax equivalent <sup>(2)</sup>                    | 3.72                             | 3.63   | 3.85   | 3.62              | 3.35   | 3.05                                | 3.21           | 2.89   |
| Yield on loans   | 4.62                             | 4.60   | 4.89   | 5.34              | 5.52   | 4.26                                | 4.98           | 3.94   |
| Cost of interest-bearing deposits                                      | 1.01                             | 0.96   | 1.12   | 1.71              | 2.21   | 1.02                                | 1.69           | 0.57   |
| Cost of funds  | 0.94                             | 0.91   | 1.06   | 1.49              | 1.90   | 0.92                                | 1.49           | 0.56   |
| Cost of total deposits   | 0.91                             | 0.87   | 0.99   | 1.44              | 1.89   | 0.85                                | 1.46           | 0.48   |
| Net interest margin - tax equivalent <sup>(2)</sup>                    | 3.27                             | 3.24   | 3.40   | 3.39              | 3.31   | 3.13                                | 3.24           | 3.00   |
| Non-interest expense to average assets                                 | 2.17                             | 2.21   | 2.53   | 2.45              | 1.95   | 1.84                                | 1.80           | 1.60   |
| Efficiency ratio <sup>(3)</sup>  | 68.48                            | 70.64  | 79.10  | 73.64             | 58.37  | 58.13                               | 55.10          | 50.41  |
| Non-GAAP core operating efficiency ratio FTE <sup>(1)(3)</sup>         | 64.66                            | 66.04  | 72.33  | 67.68             | 57.25  | 52.98                               | 54.17          | 49.64  |
| Non-interest-bearing deposits to total deposits                        | 9.53                             | 11.69  | 12.63  | 15.10             | 13.30  | 15.30                               | 14.28          | 15.73  |
| Loans to deposits  | 76.67                            | 76.54  | 86.66  | 95.41             | 98.18  | 94.61                               | 100.75         | 89.25  |
| <b>Credit Quality Ratios:</b>  |                                  |        |        |                   |        |                                     |                |        |
| Allowance for loans losses to total loans                              | 1.56%                            | 1.60%  | 1.30%  | 1.23%             | 1.48%  | 1.70%                               | 1.29%          | 1.65%  |
| Non-performing assets to total assets                                  | 0.08                             | 0.20   | 0.18   | 0.43              | 0.97   | 1.39                                | 0.59           | 1.15   |
| Non-performing loans to total loans                                    | 0.12                             | 0.33   | 0.27   | 0.58              | 1.15   | 1.71                                | 0.66           | 1.48   |
| Allowance for loans losses to non-performing loans                     | 1,336.38                         | 493.14 | 481.68 | 212.30            | 128.54 | 98.98                               | 195.99         | 112.10 |
| Net charge-offs to average loans                                       | 0.04                             | 0.11   | 0.44   | 0.07              | 0.31   | 0.89                                | 2.00           | 0.74   |
| <b>Capital Ratios:</b>   |                                  |        |        |                   |        |                                     |                |        |
| Total stockholders' equity to total assets                             | 10.16%                           | 10.07% | 9.70%  | 11.94%            | 12.20% | 11.03%                              | 12.08%         | 10.48% |
| Common equity tier 1 capital ratio                                     | 8.50                             | 9.78   | 8.62   | 11.75             | 12.20  | 11.93                               | 12.08          | 12.00  |
| Tier 1 risk-based capital ratio  | 10.70                            | 11.38  | 9.70   | 12.53             | 12.22  | 11.94                               | 12.10          | 12.02  |
| Total risk-based capital ratio   | 11.82                            | 12.51  | 10.65  | 13.51             | 13.43  | 13.20                               | 13.17          | 13.27  |
| Tier 1 leverage ratio  | 9.72                             | 10.48  | 9.71   | 12.43             | 12.06  | 10.93                               | 11.81          | 10.51  |

(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



| (Dollars in thousands, except per share data)       | CrossFirst Bankshares, Inc Quarterly Financials |            |            |            |            |
|---|---|------------|------------|------------|------------|
|   | As of or for the Three Months Ended             |            |            |            |            |
|   | 3/31/20   | 6/30/20    | 9/30/20    | 12/31/20   | 3/31/21    |
| <b>Income Statement Data</b>                        |   |            |            |            |            |
| Interest income                                     | \$54,208  | \$51,254   | \$48,452   | \$49,534   | \$48,153   |
| Interest expense                                    | 15,980  | 10,097     | 9,125      | 7,997      | 7,036      |
| Net interest income                                 | 38,228  | 41,157     | 39,327     | 41,537     | 41,117     |
| Provision for loan losses                           | 13,950  | 21,000     | 10,875     | 10,875     | 7,500      |
| Non-interest income                                 | 2,087   | 2,634      | 4,063      | 2,949      | 4,144      |
| Non-interest expense                                | 22,215  | 31,010     | 23,011     | 23,732     | 22,818     |
| Income (loss) before taxes                          | 4,150   | (8,219)    | 9,504      | 9,879      | 14,943     |
| Income tax expense (benefit)                        | 293   | (863)      | 1,498      | 1,785      | 2,908      |
| Net income (loss)                                   | 3,857   | (7,356)    | 8,006      | 8,094      | 12,035     |
| Preferred stock dividends                           | 0   | 0          | 0          | 0          | 0          |
| Net income (loss) available to common stockholders  | 3,857   | (7,356)    | 8,006      | 8,094      | 12,035     |
| Non-GAAP core operating income <sup>(1)</sup>       | 3,857   | 41         | 8,006      | 8,094      | 12,035     |
| <b>Balance Sheet Data</b>                           |   |            |            |            |            |
| Cash and cash equivalents                           | \$158,987                                       | \$194,371  | \$223,636  | \$408,810  | \$630,787  |
| Securities  | 733,024   | 697,847    | 649,901    | 654,588    | 685,454    |
| Gross loans (net of unearned income)                | 4,002,451                                       | 4,413,224  | 4,477,809  | 4,441,897  | 4,508,600  |
| Allowance for loan losses                           | (51,458)  | (71,185)   | (76,035)   | (75,295)   | (74,551)   |
| Goodwill and intangibles                            | 7,669   | 247        | 227        | 208        | 188        |
| Total assets  | 5,067,407                                       | 5,462,254  | 5,505,696  | 5,659,303  | 5,998,074  |
| Non-interest bearing deposits                       | 567,215   | 750,333    | 754,172    | 718,459    | 794,559    |
| Total deposits                                      | 3,972,822                                       | 4,304,143  | 4,492,549  | 4,694,740  | 5,051,570  |
| Borrowings and repurchase agreements                | 441,626   | 500,498    | 349,631    | 295,406    | 286,394    |
| Trust preferred securities, net of fair value adj.  | 931   | 942        | 952        | 963        | 974        |
| Preferred Stock                                     | 0   | 0          | 0          | 0          | 0          |
| Stockholders' Equity                                | 611,946   | 608,092    | 617,883    | 624,428    | 628,834    |
| Tangible Stockholders' Equity <sup>(1)</sup>        | 604,277   | 607,845    | 617,656    | 624,220    | 628,646    |
| <b>Share and Per Share Data:</b>                    |   |            |            |            |            |
| Basic earnings (loss) per common share              | \$0.07  | (\$0.14)   | \$0.15     | \$0.16     | \$0.23     |
| Dilutive earnings (loss) per common share           | 0.07  | (0.14)     | 0.15       | 0.15       | 0.23       |
| Book value per common share                         | 11.75   | 11.66      | 11.84      | 12.08      | 12.17      |
| Tangible book value per common share <sup>(1)</sup> | 11.60   | 11.65      | 11.83      | 12.08      | 12.16      |
| Wtd. avg. common shares out. - basic                | 52,071,484                                      | 52,104,994 | 52,136,286 | 51,970,116 | 51,657,204 |
| Wtd. avg. common shares out. - diluted              | 52,660,270                                      | 52,493,177 | 52,560,126 | 52,463,645 | 52,381,474 |
| Shares outstanding at end of period                 | 52,098,062                                      | 52,167,573 | 52,195,778 | 51,679,516 | 51,678,669 |

(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

|  | 3/31/20 | 6/30/20 | 9/30/20 | 12/31/20 | 3/31/21 |
|--|---------|---------|---------|----------|---------|
| <b>Selected Ratios:</b>  |         |         |         |          |         |
| Return on average assets <sup>(1)</sup>                            | 0.31%   | (0.54%) | 0.58%   | 0.58%    | 0.84%   |
| Non-GAAP core operating return on average assets <sup>(1)(2)</sup> | 0.31    | -       | 0.58    | 0.58     | 0.84    |
| Return on average common equity                                    | 2.53    | (4.84)  | 5.19    | 5.19     | 7.80    |
| Yield on earning assets  | 4.52    | 3.91    | 3.61    | 3.67     | 3.45    |
| Yield on earning assets - tax equivalent <sup>(3)</sup>            | 4.57    | 3.96    | 3.66    | 3.71     | 3.50    |
| Yield on securities  | 2.85    | 2.70    | 2.55    | 2.56     | 2.48    |
| Yield on securities - tax equivalent <sup>(3)</sup>                | 3.21    | 3.07    | 2.93    | 2.96     | 2.89    |
| Yield on loans   | 4.98    | 4.28    | 3.90    | 4.00     | 3.94    |
| Costs of interest bearing liabilities                              | 1.70    | 1.01    | 0.88    | 0.77     | 0.65    |
| Cost of interest-bearing deposits                                  | 1.69    | 0.95    | 0.80    | 0.69     | 0.57    |
| Cost of funds  | 1.49    | 0.85    | 0.75    | 0.65     | 0.56    |
| Cost of Deposits   | 1.46    | 0.79    | 0.67    | 0.58     | 0.48    |
| Cost of other borrowings   | 1.72    | 1.35    | 1.50    | 1.78     | 1.79    |
| Net interest margin - tax equivalent <sup>(3)</sup>                | 3.24    | 3.19    | 2.98    | 3.12     | 3.00    |
| Noninterest expense to average assets                              | 1.80    | 2.21    | 1.67    | 1.71     | 1.60    |
| Efficiency ratio <sup>(4)</sup>                                    | 55.10   | 70.81   | 53.03   | 53.35    | 50.41   |
| Non-GAAP core operating efficiency ratio (FTE) <sup>(2)(4)</sup>   | 54.17   | 53.09   | 52.23   | 52.54    | 49.64   |
| Noninterest bearing deposits to total deposits                     | 14.28   | 17.43   | 16.79   | 15.30    | 15.73   |
| Loans to deposits  | 100.75  | 102.53  | 99.67   | 94.61    | 89.25   |
| <b>Credit Quality Ratios:</b>                                      |         |         |         |          |         |
| Allowance for loans losses to total loans                          | 1.29%   | 1.61%   | 1.70%   | 1.70%    | 1.65%   |
| Nonperforming assets to total assets                               | 0.59    | 0.74    | 1.49    | 1.39     | 1.15    |
| Nonperforming loans to total loans                                 | 0.66    | 0.86    | 1.78    | 1.71     | 1.48    |
| Allowance for loans losses to nonperforming loans                  | 195.99  | 188.55  | 95.18   | 98.98    | 112.10  |
| Net charge-offs to average loans <sup>(1)</sup>                    | 2.00    | 0.12    | 0.54    | 1.03     | 0.74    |
| <b>Capital Ratios:</b>   |         |         |         |          |         |
| Total stockholders' equity to total assets                         | 12.08%  | 11.13%  | 11.22%  | 11.03%   | 10.48%  |
| Common equity tier 1 capital ratio                                 | 12.08   | 11.99   | 11.95   | 11.93    | 12.00   |
| Tier 1 risk-based capital ratio                                    | 12.10   | 12.01   | 11.97   | 11.94    | 12.02   |
| Total risk-based capital ratio                                     | 13.17   | 13.27   | 13.23   | 13.20    | 13.27   |
| Tier 1 leverage ratio  | 11.81   | 10.75   | 10.85   | 10.93    | 10.51   |

(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 Year or for the Year Ended |           |           |           |           |           | As of or for the Three Months |           |
|---|----------------------------------|-----------|-----------|-----------|-----------|-----------|-------------------------------|-----------|
|   | December 31,                     |           |           |           |           |           | Ended March 31,               |           |
|   | 2015                             | 2016      | 2017      | 2018      | 2019      | 2020      | 2020                          | 2021      |
| <b>Non-GAAP Core Operating Income:</b>                          |                                  |           |           |           |           |           |                               |           |
| Net Income  | \$7,469                          | \$10,311  | \$5,849   | \$19,590  | \$28,473  | \$12,601  | \$3,857                       | \$12,035  |
| Add: restructuring charges                                      | 0                                | 0         | 0         | 4,733     | 0         | 0         | 0                             | 0         |
| Less: Tax effect <sup>(1)</sup>                                 | 0                                | 0         | 0         | 1,381     | 0         | 0         | 0                             | 0         |
| Restructuring charges, net of tax                               | 0                                | 0         | 0         | 3,352     | 0         | 0         | 0                             | 0         |
| Add: fixed asset impairments                                    | 0                                | 0         | 1,903     | 171       | 424       | 0         | 0                             | 0         |
| Less: Tax effect <sup>(2)</sup>                                 | 0                                | 0         | 737       | 44        | 109       | 0         | 0                             | 0         |
| Fixed asset impairments, net of tax                             | 0                                | 0         | 1,166     | 127       | 315       | 0         | 0                             | 0         |
| Add: Goodwill impairment <sup>(3)</sup>                         | 0                                | 0         | 0         | 0         | 0         | 7,397     | 0                             | 0         |
| Add: State tax credit <sup>(3)</sup>                            | 0                                | 0         | 0         | (3,129)   | (1,361)   | 0         | 0                             | 0         |
| Add: 2017 Tax Cut and Jobs Act <sup>(3)</sup>                   | 0                                | 0         | 2,701     | 0         | 0         | 0         | 0                             | 0         |
| Non-GAAP core operating income                                  | \$7,469                          | \$10,311  | \$9,716   | \$19,940  | \$27,427  | \$19,998  | \$3,857                       | \$12,035  |
| <b>Non-GAAP Core Operating Return on Average Assets:</b>        |                                  |           |           |           |           |           |                               |           |
| Net Income  | \$7,469                          | \$10,311  | \$5,849   | \$19,590  | \$28,473  | \$12,601  | \$3,857                       | \$12,035  |
| Non-GAAP core operating income                                  | 7,469                            | 10,311    | 9,716     | 19,940    | 27,427    | 19,998    | 3,857                         | 12,035    |
| Average Assets  | 1,410,447                        | 1,839,563 | 2,452,797 | 3,494,655 | 4,499,764 | 5,358,479 | 4,975,531                     | 5,798,167 |
| GAAP return on average assets                                   | 0.53%                            | 0.56%     | 0.24%     | 0.56%     | 0.63%     | 0.24%     | 0.31%                         | 0.84%     |
| Non-GAAP core operating return on average assets                | 0.53%                            | 0.56%     | 0.40%     | 0.57%     | 0.61%     | 0.37%     | 0.31%                         | 0.84%     |
| <b>Non-GAAP Core Operating Return on Average Equity:</b>        |                                  |           |           |           |           |           |                               |           |
| Net Income  | \$7,469                          | \$10,311  | \$5,849   | \$19,590  | \$28,473  | \$12,601  | \$3,857                       | \$12,035  |
| Non-GAAP core operating income                                  | 7,469                            | 10,311    | 9,716     | 19,940    | 27,427    | 19,998    | 3,857                         | 12,035    |
| Less: Preferred stock dividends                                 | 2,066                            | 2,100     | 2,100     | 2,100     | 175       | 0         | 0                             | 0         |
| Net Income available to common stockholders                     | 5,403                            | 8,211     | 3,749     | 17,490    | 28,298    | 12,601    | 3,857                         | 12,035    |
| Non-GAAP core operating income available to common stockholders | 5,403                            | 8,211     | 7,616     | 17,840    | 27,252    | 19,998    | 3,857                         | 12,035    |
| Average common equity   | 117,343                          | 149,132   | 245,193   | 327,446   | 526,225   | 614,726   | 612,959                       | 625,875   |
| Intangible Assets   | 8,152                            | 8,050     | 7,949     | 7,847     | 7,746     | 208       | 7,683                         | 188       |
| Average Tangible Equity   | 109,191                          | 141,082   | 237,244   | 319,599   | 518,479   | 614,518   | 605,276                       | 625,687   |
| GAAP return on average common equity                            | 4.60%                            | 5.51%     | 1.53%     | 5.34%     | 5.38%     | 2.05%     | 2.53%                         | 7.80%     |
| Non-GAAP core return on average tangible common equity          | 4.95%                            | 5.82%     | 3.21%     | 5.58%     | 5.26%     | 3.25%     | 2.56%                         | 7.80%     |
| <b>Non-GAAP Core Operating Efficiency Ratio:</b>                |                                  |           |           |           |           |           |                               |           |
| Non-interest expense  | \$30,562                         | \$40,587  | \$62,089  | \$85,755  | \$87,640  | \$99,968  | \$22,215                      | \$22,818  |
| Less: goodwill impairment                                       | 0                                | 0         | 0         | 0         | 0         | 7,397     | 0                             | 0         |
| Less: restructuring charges                                     | 0                                | 0         | 0         | 4,733     | 0         | 0         | 0                             | 0         |
| Non-GAAP non-interest expense (numerator)                       | 30,562                           | 40,587    | 62,089    | 81,022    | 87,640    | 92,571    | 22,215                        | 22,818    |
| Net interest income   | 42,267                           | 54,053    | 74,818    | 110,368   | 141,444   | 160,249   | 38,228                        | 41,117    |
| Tax equivalent interest income                                  | 2,637                            | 4,001     | 5,439     | 3,099     | 2,522     | 2,732     | 695                           | 704       |
| Non-interest income   | 2,365                            | 3,407     | 3,679     | 6,083     | 8,707     | 11,733    | 2,087                         | 4,144     |
| Add: fixed asset impairments                                    | 0                                | 0         | 1,903     | 171       | 424       | 0         | 0                             | 0         |
| Non-GAAP Operating revenue (denominator)                        | 47,269                           | 61,461    | 85,839    | 119,721   | 153,097   | 174,714   | 41,010                        | 45,965    |
| GAAP efficiency ratio   | 68.48%                           | 70.64%    | 79.10%    | 73.64%    | 58.37%    | 58.13%    | 55.10%                        | 50.41%    |
| Non-GAAP core operating efficiency ratio (FTE)                  | 64.66%                           | 66.04%    | 72.33%    | 67.68%    | 57.25%    | 52.98%    | 54.17%                        | 49.64%    |

(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 |               |                    |                   |                |
|---|-------------------------------------|---------------|--------------------|-------------------|----------------|
|   | March 31, 2020                      | June 30, 2020 | September 30, 2020 | December 31, 2020 | March 31, 2021 |
| <b>Non-GAAP Core Operating Income:</b>                          |                                     |               |                    |                   |                |
| Net Income (loss)   | \$3,857                             | (\$7,356)     | \$8,006            | \$8,094           | \$12,035       |
| Add: Goodwill Impairment <sup>(1)</sup>                         | 0                                   | 7,397         | 0                  | 0                 | 0              |
| Non-GAAP core operating income                                  | \$3,857                             | \$41          | \$8,006            | \$8,094           | \$12,035       |
| <b>Non-GAAP Core Operating Return on Average Assets:</b>        |                                     |               |                    |                   |                |
| Net Income (loss)   | \$3,857                             | (\$7,356)     | \$8,006            | \$8,094           | \$12,035       |
| Non-GAAP core operating income                                  | 3,857                               | 41            | 8,006              | 8,094             | 12,035         |
| Average Assets  | 4,975,531                           | 5,441,513     | 5,486,252          | 5,523,196         | 5,798,167      |
| GAAP return on average assets <sup>(2)</sup>                    | 0.31%                               | (0.54)%       | 0.58%              | 0.58%             | 0.84%          |
| Non-GAAP core operating return on average assets <sup>(2)</sup> | 0.31%                               | 0.00%         | 0.58%              | 0.58%             | 0.84%          |
| <b>Non-GAAP Core Operating Efficiency Ratio:</b>                |                                     |               |                    |                   |                |
| Non-interest expense  | \$22,215                            | \$31,010      | \$23,011           | \$23,732          | \$22,818       |
| Less: Goodwill Impairment                                       | \$0                                 | \$7,397       | \$0                | \$0               | \$0            |
| Less: restructuring charges                                     | 0                                   | 0             | 0                  | 0                 | 0              |
| Non-GAAP non-interest expense (numerator)                       | 22,215                              | 23,613        | 23,011             | 23,732            | 22,818         |
| Net interest income   | 38,228                              | 41,157        | 39,327             | 41,537            | 41,117         |
| Tax-equivalent interest income                                  | 695                                 | 685           | 669                | 683               | 704            |
| Non-interest income   | 2,087                               | 2,634         | 4,063              | 2,949             | 4,144          |
| Add: fixed asset impairments                                    | 0                                   | 0             | 0                  | 0                 | 0              |
| Non-GAAP operating revenue (denominator)                        | 41,010                              | 44,476        | 44,059             | 45,169            | 45,965         |
| GAAP efficiency ratio   | 55.10%                              | 70.81%        | 53.03%             | 53.35%            | 50.41%         |
| Non-GAAP core operating efficiency ratio (FTE)                  | 54.17%                              | 53.09%        | 52.23%             | 52.54%            | 49.64%         |

(1) No tax effect associated with the state tax credit or the goodwill impairment.  
(2) Interim periods are annualized.

## NON-GAAP RECONCILIATIONS (CONT.)



(Dollars in thousands, except per share data)

|   | As of or for the Year Ended |                  |                  |                  |                  |                  | As of or for the Three Months |                  |
|---|-----------------------------|------------------|------------------|------------------|------------------|------------------|-------------------------------|------------------|
|   | December 31,                |                  |                  |                  |                  |                  | Ended March 31,               |                  |
|   | 2015                        | 2016             | 2017             | 2018             | 2019             | 2020             | 2020                          | 2021             |
| <b>Pre-Tax Pre-Provision Profit</b>                   |                             |                  |                  |                  |                  |                  |                               |                  |
| Income before Taxes                                   | 8,095                       | 10,373           | 4,408            | 17,196           | 32,611           | 15,314           | 4,150                         | 14,943           |
| Provision for Credit loss                             | 5,975                       | 6,500            | 12,000           | 13,500           | 29,900           | 56,700           | 13,950                        | 7,500            |
| <b>Pre-Tax Pre-Provision Profit</b>                   | <b>14,070</b>               | <b>16,873</b>    | <b>16,408</b>    | <b>30,696</b>    | <b>62,511</b>    | <b>72,014</b>    | <b>18,100</b>                 | <b>22,443</b>    |
| Average Assets  | 1,410,447                   | 1,839,563        | 2,452,797        | 3,494,655        | 4,499,764        | 5,358,479        | 4,975,531                     | 5,798,167        |
| <b>Pre-Tax Pre-Provision Return on Average Assets</b> | <b>1.00%</b>                | <b>0.92%</b>     | <b>0.67%</b>     | <b>0.88%</b>     | <b>1.39%</b>     | <b>1.34%</b>     | <b>1.46%</b>                  | <b>1.57%</b>     |
| <b>Tangible Stockholders' Equity:</b>                 |                             |                  |                  |                  |                  |                  |                               |                  |
| Stockholders' equity                                  | \$160,004                   | \$214,837        | \$287,147        | \$490,336        | \$601,644        | \$624,428        | \$611,946                     | \$628,834        |
| Less: goodwill and intangible assets                  | 8,100                       | 7,998            | 7,897            | 7,796            | 7,694            | 208              | 7,669                         | 188              |
| Less: preferred stock                                 | 30,000                      | 30,000           | 30,000           | 30,000           | 0                | 0                | 0                             | 0                |
| <b>Tangible Stockholders' Equity</b>                  | <b>\$121,904</b>            | <b>\$176,839</b> | <b>\$249,250</b> | <b>\$452,540</b> | <b>\$593,950</b> | <b>\$624,220</b> | <b>\$604,277</b>              | <b>\$628,646</b> |
| Shares outstanding at end of period                   | 19,661,718                  | 25,194,872       | 30,686,256       | 45,074,322       | 51,969,203       | 51,679,516       | 52,098,062                    | 51,678,669       |
| Book value per common share                           | \$6.61                      | \$7.34           | \$8.38           | \$10.21          | \$11.58          | \$12.08          | \$11.75                       | \$12.17          |
| <b>Tangible book value per common share</b>           | <b>\$6.20</b>               | <b>\$7.02</b>    | <b>\$8.12</b>    | <b>\$10.04</b>   | <b>\$11.43</b>   | <b>\$12.08</b>   | <b>\$11.60</b>                | <b>\$12.16</b>   |

|   | As of or for the Three Months Ended |                  |                  |                  |                  |
|---|-------------------------------------|------------------|------------------|------------------|------------------|
|   | 3/31/20                             | 6/30/20          | 9/30/20          | 12/31/20         | 3/31/21          |
| <b>Pre-Tax Pre-Provision Profit</b>                   |                                     |                  |                  |                  |                  |
| Income (loss) before Taxes                            | 4,150                               | (8,219)          | 9,504            | 9,879            | 14,943           |
| Provision for Credit loss                             | 13,950                              | 21,000           | 10,875           | 10,875           | 7,500            |
| <b>Pre-Tax Pre-Provision Profit</b>                   | <b>18,100</b>                       | <b>12,781</b>    | <b>20,379</b>    | <b>20,754</b>    | <b>22,443</b>    |
| Average Assets  | 4,975,531                           | 5,441,513        | 5,486,252        | 5,523,196        | 5,798,167        |
| <b>Pre-Tax Pre-Provision Return on Average Assets</b> | <b>1.46%</b>                        | <b>0.94%</b>     | <b>1.48%</b>     | <b>1.49%</b>     | <b>1.57%</b>     |
| <b>Tangible Stockholders' Equity:</b>                 |                                     |                  |                  |                  |                  |
| Stockholders' equity                                  | \$611,946                           | \$608,092        | \$617,883        | \$624,428        | \$628,834        |
| Less: goodwill and intangible assets                  | 7,669                               | 247              | 227              | 208              | 188              |
| Less: preferred stock                                 | 0                                   | 0                | 0                | 0                | 0                |
| <b>Tangible Stockholders' Equity</b>                  | <b>\$604,277</b>                    | <b>\$607,845</b> | <b>\$617,656</b> | <b>\$624,220</b> | <b>\$628,646</b> |
| Shares outstanding at end of period                   | 52,098,062                          | 52,167,573       | 52,195,778       | 51,679,516       | 51,678,669       |
| Book value per common share                           | \$11.75                             | \$11.66          | \$11.84          | \$12.08          | \$12.17          |
| <b>Tangible book value per common share</b>           | <b>\$11.60</b>                      | <b>\$11.65</b>   | <b>\$11.83</b>   | <b>\$12.08</b>   | <b>\$12.16</b>   |

