# CROSSFIRST 

BANKSHARES, INC.m

## Q2 2021 <br> Earnings Presentation <br> July 22, 2021

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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.


## Mike Maddox - President, CEO and Director

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



## Ben Clouse - Chief Financial Officer of CrossFirst

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



## David O'Toole - Chief Investment Officer and Director

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



## Randy Rapp - Chief Risk and Chief Credit Officer

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



## Matt Needham - Managing Director of Strategy and Investor Relations

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


## SECOND QUARTER 2021 SUMMARY \& HIGHLIGHTS

| Net Income | PTPP ${ }^{(1)}$ | $\begin{aligned} & \text { NIM } \\ & \text { (FTE) } \end{aligned}$ | Diluted EPS | ROAA |
| :---: | :---: | :---: | :---: | :---: |
| \$15.6M | \$22.3M | 3.12\% | \$0.30 | 1.10\% |
| Balance Sheet Update | $0 \%^{(2)}$ <br> Loan growth YoY | $\begin{gathered} 1 \% \\ \substack{\text { Deposit growth } \\ \text { Yoy }} \end{gathered}$ | $\begin{gathered} 9 \% \\ \text { DDA Deposit growth } \\ \text { Yoy } \end{gathered}$ | $\begin{gathered} 7 \%{ }^{(1)} \\ \text { TBV / Share growth } \\ \text { Yoy } \end{gathered}$ |
| Credit Performance | $\begin{gathered} 1.09 \% \\ \text { NPAs / } \\ \text { Asset } \end{gathered}$ | $\begin{aligned} & \text { O.23\% } \\ & \text { NCOs / } \\ & \text { Avg Loans } \end{aligned}$ | 1.87\% <br> Reserves / Loans | $\begin{gathered} 24 \% \\ \begin{array}{c} \text { Classified Loans / } \\ \text { Capital + ALLL } \end{array} \end{gathered}$ |
| Capital \& Liquidity | $\begin{gathered} 12.40 \% \\ \text { CET } 1 \text { Capital } \\ \text { Ratio } \end{gathered}$ | $\begin{gathered} 13.67 \% \\ \begin{array}{c} \text { Total Risk-Based } \\ \text { Capital } \end{array} \end{gathered}$ | $\begin{aligned} & \text { 97\% } \\ & \text { Loans / } \\ & \text { Deposits } \end{aligned}$ | $\begin{gathered} 18 \% \\ \text { Cash and Securities / } \\ \text { Assets } \end{gathered}$ |
| Efficiency | $\begin{gathered} 53.61 \% \\ \text { Q2. 2021 } \\ \text { Efficiency Ratio } \end{gathered}$ | $\begin{gathered} 1.82 \% \\ \text { Non-Interest Expense / } \\ \text { Avg Assets } \end{gathered}$ | \$15.9M <br> Assets / <br> Employee |  |
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## Q2 2021 AND YTD 2021 HIGHLIGHTS AND SUMMARY

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

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

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

## 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

3rd Largest Bank Headquartered in Kansas City MSA


$\$ 5.3$ billion

$\$ 4.3$ billion


Book Value / Share
\$12.50

## OPERATING REVENUE AND BALANGE SHEET GROWTH



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

| Operating Revenue | Q2 2021 |  | $\begin{gathered} \text { FY } 2020 \\ \text { YoY } \end{gathered}$ | 2015-2020 <br> CAGR |
| :---: | :---: | :---: | :---: | :---: |
|  | QoQ | YoY |  |  |
| Net Interest Income | - 3\% | - 3\% | - 13\% | - 31\% |
| Non-Interest Income | - 41\% | - 121\% | - $35 \%$ | - $38 \%$ |
| Total Revenue | - 6\% | - 10\% | - 15\% | - 31\% |

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

| Balance Sheet | Q2 2021 |  | $\begin{gathered} \text { FY } 2020 \\ \text { Yoy } \end{gathered}$ | $\begin{gathered} 2015-2020 \\ \text { CAGR } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: |
|  | QoQ | YoY |  |  |
| Gross Loans | V-6\% | V -4\% | - 15\% | - 35\% |
| Total Deposits | - $14 \%$ | - 1\% | - $20 \%$ | - $29 \%$ |
| Total Assets | - $-11 \%$ | - -3\% | - 15\% | - 29\% |

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[^0](1) Defined as net interest income plus non-interest income

## Commentary

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

Yield on Loans \& Cost of Deposits


Net Interest Margin - (FTE)


Investment Portfolio Breakout as of June 30, 2021 ${ }^{(1)}$

## Commentary

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



NON-INTEREST EXPENSE MANAGEMENT

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## OPERATING LEVERAGE

## Improving Efficiency while Growing Revenue



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## Commentary

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


## EARNINGS AND BOOK VALUE



Return on Average Assets / Non-GAAP ROAA ${ }^{(1)}$

(2) 2020 Non-interest expense Non-GAAP label non-GAAP reconcile [Excludes $\$ 7.4$ million goodwill impairment charge] recorded in Q2 of 2020

## Commentary

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


## Commentary

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

Allowance for Loan Losses / Total Loans


Classified Loans / (Total Capital +LLR)


Capital Ratios


## CREDIT MIGRATION AND METRICS



Past Due Trends as \% of Total Loans


## SIGNIFIGANT IMPROVEMENT IN OREDIT QUALITY



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

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[^1]
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## ASSET QUALITY PERFORMANCE

## Commentary

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

Nonperforming Assets / Assets


Net Charge-Offs / Average Loans ${ }^{(1)}$


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 BANKSHARES, INC.SUPPLEMENTAL INFORMATION

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## Commentary

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


## LOAN PORTFOLIO DETAILS

Gross Loans by Type


Loan Participations and Syndications
Q2 2021 Gross Loan Composition Net Purchases and Sales



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## Commentary

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


## GROWING CORE FUNDING BASE



| Energy by Composition 6/30/2021 |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { \# } \\ \text { Loans } \end{gathered}$ | $\$$ Loan Amount | $\begin{gathered} \% \\ \text { Total } \end{gathered}$ | Avg \% Hedged ${ }^{(1)}$ | Hedge Price ${ }^{(2)}$ |
| Oil | 37 | \$195 | 60\% | 36\% | \$47.00 |
| Natural Gas | 14 | \$123 | 38\% | 49\% | \$2.53 |
| Other Sources | 3 | \$8 | 2\% | 0\% |  |
| Total | 54 | \$326 | 100\% | 40\% ${ }^{(1)}$ |  |

## Energy Exposure by State



Energy Loans by Risk Rating
5.5\% of Reserves on Energy Portfolio


[^2]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.

Energy Portfolio and
Tangible Equity ${ }^{(3)}$

(2) Hedged rolling 12 month; Oil price in $\$$ per barrel and natural gas price in $\$$ per MMBtu.
(3) Represents a non-GAAP financial measure, see non-GAAP reconciliation slides in the supplemental information for more detail.

## CROSSFIRST HOTEL \& LODGING PORTFOLIO

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## Hotel \& Lodging Portfolio Dynamics

## Hotels by Brand Ownership

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


| Hotel \& Lodging 6/30/2021 (\$ millions) |  |  |  |  |  |
| ---: | :---: | :---: | :---: | :---: | :---: |
|  | \# <br> Loans | Amount <br> Outstanding | Unfunded <br> Commitments | Average <br> Size | Amount <br> Classified |
| Completed <br> Hotels | 15 | $\$ 168$ | $\$ 0$ | $\$ 11$ | $\$ 21$ |
| In-Progress <br> Construction | 2 | $\$ 15$ | $\$ 10$ | $\$ 8$ | $\$ 0$ |
| Total | 17 | $\$ 183$ | $\$ 10$ | $\$ 11^{(1)}$ | $\$ 21$ |

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## Commentary

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

INTEREST RATE SENSITIVITY


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

## Commentary

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

PPP Timeline


Fee Recognition


Loans Approved by Industry


Round 2 PPP Loan Portfolio by Market
(Based on \$197 million Funded)


Oklahoma City
10\%

Loan Mix by Type (\$4.3bn) ${ }^{(1)}$


CRE Loan Portfolio by Segment (\$1.8bn) ${ }^{(1)}$

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


## HISTORICAL FINANCIAL INFORMATION



## HISTORICAL FINANCIAL INFORMATION

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## Selected Ratios:

Return on average assets
Non-GAAP core operating return on average assets ${ }^{(1)}$
Return on average common equity
Non-GAAP core operating return on average common equity ${ }^{(1)}$
Yield on earning assets - tax equivalent ${ }^{(2)}$
Yield on securities - tax equivalent ${ }^{(2)}$
Yield on loans
Cost of interest-bearing deposits
Cost of funds
Cost of total deposits
Net interest margin - tax equivalent ${ }^{(2)}$
Non-interest expense to average assets
Efficiency ratio ${ }^{(3)}$
Non-GAAP core operating efficiency ratio FTE $^{(1) / 3)}$
Non-interest-bearing deposits to total deposits
Loans to deposits

## Credit Ouality Ratios:

Allowance for loans losses to total loans
Non-performing assets to total assets
Non-performing loans to total loans
Allowance for loans losses to non-performing loans
Net charge-offs to average loans
Capital Ratios:
Total stockholders' equity to total assets
Common equity tier 1 capital ratio
Tier 1 risk-based capital ratio
Total risk-based capital ratio
Tier 1 leverage ratio

|  | For the Year Ended December 31, |  |  |  |  | For the Six Months Ended June 30, |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2020 | 2021 |
| 0.53\% | 0.56\% | 0.24\% | 0.56\% | 0.63\% | 0.24\% | (0.14\%) | 0.97\% |
| 0.53 | 0.56 | 0.40 | 0.57 | 0.61 | 0.37 | 0.15 | 0.92 |
| 4.60 | 5.51 | 1.53 | 5.34 | 5.38 | 2.05 | (1.15) | 8.84 |
| 4.60 | 5.51 | 3.11 | 5.45 | 5.18 | 3.25 | 1.28 | 8.42 |
| 4.14 | 4.08 | 4.37 | 4.77 | 5.04 | 3.96 | 4.25 | 3.53 |
| 3.72 | 3.63 | 3.85 | 3.62 | 3.35 | 3.05 | 3.15 | 2.91 |
| 4.62 | 4.60 | 4.89 | 5.34 | 5.52 | 4.26 | 4.61 | 3.96 |
| 1.01 | 0.96 | 1.12 | 1.71 | 2.21 | 1.02 | 1.31 | 0.53 |
| 0.94 | 0.91 | 1.06 | 1.49 | 1.90 | 0.92 | 1.15 | 0.52 |
| 0.91 | 0.87 | 0.99 | 1.44 | 1.89 | 0.85 | 1.11 | 0.45 |
| 3.27 | 3.24 | 3.40 | 3.39 | 3.31 | 3.13 | 3.22 | 3.06 |
| 2.17 | 2.21 | 2.53 | 2.45 | 1.95 | 1.84 | 2.01 | 1.71 |
| 68.48 | 70.64 | 79.10 | 73.64 | 58.37 | 58.13 | 63.29 | 52.06 |
| 64.66 | 66.04 | 73.97 | 67.77 | 57.41 | 52.98 | 53.61 | 51.74 |
| 9.53 | 11.69 | 12.63 | 15.10 | 13.30 | 15.30 | 17.43 | 18.80 |
| 76.67 | 76.54 | 86.66 | 95.41 | 98.18 | 94.61 | 102.53 | 97.28 |
| 1.56\% | 1.60\% | 1.30\% | 1.23\% | 1.48\% | 1.70\% | 1.61\% | 1.78\% |
| 0.08 | 0.20 | 0.18 | 0.43 | 0.97 | 1.39 | 0.74 | 1.09 |
| 0.12 | 0.33 | 0.27 | 0.58 | 1.15 | 1.71 | 0.86 | 1.33 |
| 1,336.38 | 493.14 | 481.68 | 212.30 | 128.54 | 98.98 | 188.55 | 133.79 |
| 0.04 | 0.11 | 0.44 | 0.07 | 0.31 | 0.89 | 1.01 | 0.49 |
| 10.16\% | 10.07\% | 9.70\% | 11.94\% | 12.20\% | 11.03\% | 11.13\% | 12.00\% |
| 8.50 | 9.78 | 8.62 | 11.75 | 12.20 | 11.93 | 11.99 | 12.40 |
| 10.70 | 11.38 | 9.70 | 12.53 | 12.22 | 11.94 | 12.01 | 12.42 |
| 11.82 | 12.51 | 10.65 | 13.51 | 13.43 | 13.20 | 13.27 | 13.67 |
| 9.72 | 10.48 | 9.71 | 12.43 | 12.06 | 10.93 | 10.75 | 10.81 |

(1) Represents a non-GAAP financial measure. See Non-GAAP Reconciliation slides at the end of this presentation or press release for additional detail.
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(3) Efficiency ratio is non-interest expense divided by the sum of net interest income and non-interest income.


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

[^3]CROSSFIRST
BANKSHARES, INC.

| For the Six Months Ended June 30, |  |
| :---: | :---: |
| 2020 | 2021 |
| (\$3,499) | \$27,612 |
| 0 | 0 |
| 0 | 0 |
| 0 | 0 |
| 0 | 0 |
| 0 | 0 |
| 0 | 0 |
| 7,397 | 0 |
| 0 | 0 |
| 0 | 0 |
| 0 | 719 |
| 0 | 210 |
| 0 | 509 |
| 0 | 1,841 |
| \$3,898 | \$26,280 |
| (\$3,499) | \$27,612 |
| 3,898 | 26,280 |
| 5,209,810 | 5,735,558 |
| (0.14\%) | 0.97\% |
| 0.15\% | 0.92\% |
| (\$3,499) | \$27,612 |
| 3,898 | 26,280 |
| 0 | 0 |
| $(3,499)$ | 27,612 |
| 3,898 | 26,280 |
| 612,208 | 629,667 |
| 7,629 | 189 |
| 604,579 | 629,478 |
| (1.15\%) | 8.84\% |
| 1.30\% | 8.42\% |
| \$53,233 | \$48,631 |
| 0 | 719 |
| 7,397 | 0 |
| 0 | 0 |
| 45,836 | 47,912 |
| 79,385 | 83,445 |
| 1,380 | 1,438 |
| 4,729 | 9,969 |
| 0 | 0 |
| 0 | 1,841 |
| 85,494 | 93,011 |
| 63.29\% | 52.06\% |
| 53.61\% | 51.51\% |

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

## NON-GAAP RECONCILIATION (CONT.)

Dollars in thousands)
Non-GAAP Core Operating Income: Net Income (loss)
Add: Goodwill Impairment ${ }^{(1)}$
Add: Accelerated employee benefits
Less: Tax effect ${ }^{(2)}$
Accelerated employee benefits, net of tax
Less: BOLI settlement benefits ${ }^{(1)}$
Non-GAAP core operating income
Non-GAAP Core Operating Return on Average Assets: Net Income (loss)
Non-GAAP core operating income
Average Assets
GAAP return on average assets ${ }^{(2)}$
Non-GAAP core operating return on average assets ${ }^{(2)}$
Non-GAAP Core Operating Return on Average Equity:
Net Income (loss) available to common stockholders
Non-GAAP core operating income
available to common stockholders
Average common equity
Less: Average Goodwill and Intangible Assets
Average Tangible Equity
GAAP return on average common equity
Non-GAAP core return on average tangible common equity
Non-GAAP Core Operating Efficiency Ratio:
Non-interest expense
Less: Accelerated employee benefits
Less: Tax effect ${ }^{(2)}$
Accelerated employee benefits, net of tax
Less: Goodwill Impairment
Non-GAAP non-interest expense (numerator)
Net interest income
Tax-equivalent interest income
Non-interest income
Less: BOLI settlement benefits ${ }^{(1)}$
Non-GAAP operating revenue (denominator)
GAAP efficiency ratio
Non-GAAP core operating efficiency ratio (FTE)

For the Three Months Ended
June 30, 2020 September 30, 2020 December 31, 2020 March 31, 2021 June 30, 2021

| $(\$ 7,356)$ | \$8,006 | \$8,094 | \$12,035 | \$15,577 |
| :---: | :---: | :---: | :---: | :---: |
| 7,397 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 719 |
| 0 | 0 | 0 | 0 | 210 |
| 0 | 0 | 0 | 0 | 509 |
| 0 | 0 | 0 | 0 | 1,841 |
| \$41 | \$8,006 | \$8,094 | \$12,035 | \$14,245 |
| $(\$ 7,356)$ | \$8,006 | \$8,094 | \$12,035 | \$15,577 |
| 41 | 8,006 | 8,094 | 12,035 | 14,245 |
| 5,441,513 | 5,486,252 | 5,523,196 | 5,798,167 | 5,673,638 |
| (0.54\%) | 0.58\% | 0.58\% | 0.84\% | 1.10\% |
| 0.00\% | 0.58\% | 0.58\% | 0.84\% | 1.01\% |
| $(\$ 7,356)$ | \$8,006 | \$8,094 | \$12,035 | \$15,577 |
| 41 | 8,006 | 8,094 | 12,035 | 14,245 |
| 611,466 | 613,910 | 620,496 | 625,875 | 633,417 |
| 7,576 | 238 | 218 | 199 | 179 |
| 603,890 | 613,672 | 620,278 | 625,676 | 633,238 |
| (4.84\%) | 5.19\% | 5.19\% | 7.80\% | 9.86\% |
| 0.03\% | 5.19\% | 5.19\% | 7.80\% | 9.02\% |
| \$31,010 | \$23,011 | \$23,732 | \$22,818 | \$25,813 |
| 7,397 | 0 | 0 | 0 | 719 |
| 7,397 | 0 | 0 | 0 | 210 |
| 0 | 0 | 0 | 0 | 509 |
| 7,397 | 0 | 0 | 0 | 0 |
| 16,216 | 23,011 | 23,732 | 22,818 | 25,304 |
| 41,157 | 39,327 | 41,537 | 41,117 | 42,328 |
| 685 | 669 | 683 | 704 | 734 |
| 2,634 | 4,063 | 2,949 | 4,144 | 5,825 |
| 0 | 0 | 0 | 0 | 1,841 |
| 44,476 | 44,059 | 45,169 | 45,965 | 47,046 |
| 70.81\% | 53.03\% | 53.35\% | 50.41\% | 53.61\% |
| 36.46\% | 52.23\% | 52.54\% | 49.64\% | 53.79\% |




[^0]:    Note: Dollars are in millions

[^1]:    Note: Dollar amounts are in millions.
    (1) Represents net change from March 31, 2020, to December 31,2020.

[^2]:    Note: Data as of $6 / 30 / 21$

[^3]:    (1) Interim periods are annualized.
    (2) Represents a non-GAAP financial measure. See Non-GAAP Reconciliation slides at the end of this presentation for additional detail.
    (3) Tax-exempt income is calculated on a tax-equivalent basis. Tax-exempt income includes municipal securities, which is exempt from federal taxation. A tax rate of $21 \%$ is used.
    (4) Efficiency ratio is non-interest expense divided by the sum of net interest income and non-interest income

