



Dedicated to

EXCELLENCE

2019 ANNUAL REPORT

FIRST FINANCIAL BANKSHARES INC.™

“I’m working with First Financial because I was excited when I heard the commitment to excellence the organization has. My involvement with the organization, teaching the employees, was particularly exciting because I was able to give people in the service industry means to accomplish success. I made up my mind, a commitment, to impact them positively and help them. If I’m successful in helping to teach service excellence to the Company, and if the Company is able to accomplish a higher level of service success, then we have aligned every employee and every employee feels a part of the organization more than before. Every employee understands the objective of the organization and every employee understands what it takes to live up to these nonnegotiables. In fact, we’ve developed 21 nonnegotiables, and if we live up to this and them, we will be superior to any competition. If you walk into our bank you will feel it and sense it from every employee. In fact, if you walk into any branch, you must feel the same thing: total excellence, total alignment to the objective of the organization. In the end, this alignment will be of great value to all concerned. To the investor, the customer, to every employee and every community as a whole. That’s the intent, and if you walk into our bank, you will feel that. I owe it to you to help you grow and be more excellent. Do you come to work to just paint a wall, or do you come to work to create a masterpiece?”

Horst Schulze

*Cofounder of Ritz-Carlton Hotels &
Customer Service First Consultant*

“Do you come to work to just paint a wall, or do you come to work to create a masterpiece?”



First Financial's senior leadership team in the inaugural planning session with Horst Schulze.



Horst Schulze speaking at one of 11 Regional Evening of Excellence Events.

Five-Year Vision:

We are a nationally recognized and respected financial institution. Our brand has the reputation of excellence in customer service, financial performance, employee empowerment and community leadership. We have become the employer of choice through a mutual commitment to these standards at every level of our organization.

Ten-Year Vision:

We are the undisputed leader in the financial industry. We are respected for providing excellent and personalized customer service, delivering unparalleled value to our shareholders, enriching the lives of our employees and creating a positive impact on the communities we serve. We offer superior products and services that are understandable, personally relevant, complete and dependable.

First Financial Bank's Mission:

We build loyal life-long relationships by providing first class service with personal attention, generating growth for the Company while creating exceptional value for our shareholders in an environment of opportunity for our dedicated and professional bankers.

FIRST FINANCIAL BANK'S 21 NONNEGOTIABLES

1. Be professional at all times. As professionals, we maintain clean work stations, dress appropriately, and do not have food, drinks, or chew gum in customer contact areas. We ensure our cell phone use is limited and never interferes with customer service.
2. We will keep our facilities in immaculate condition. We are all responsible for ensuring our facilities are clean, organized, maintained properly, and welcoming to our customers.
3. We assist each other, stepping out of our primary duties to effectively provide service to our customers. We will always be gracious and treat our customers and each other with respect and dignity.
4. We take ownership of any problem or defect that we encounter. We will immediately do everything in our power to correct the problem or defect and will follow up to ensure its proper resolution.
5. When a customer enters our work area, we will make eye contact and greet them within nine feet, calling them by name, if possible. We will greet them by saying, "Welcome" and "Good Morning/Afternoon" and asking how we can assist them. Whenever possible, we will stand up, walk from behind our desks, and shake the customer's hand.
6. Always give customers your complete, undivided attention and focus. Be responsive, caring, and timely in providing service and follow up.
7. Before a customer leaves our work area, we will always say, "Thank you, Mr./Ms. ____ for your business. Is there anything else that I can do for you?"
8. Answer the telephone within three rings and with a smile in your voice. Never let calls go to voicemail unless requested by the customer. When answering the phone, say, "Good Morning/Afternoon, thank you for calling First Financial Bank. This is _____. How may I help you today?"
9. Before transferring a phone call, ask the customer, "May I place you on a brief hold?", conference the requested employee into the phone call with the customer, and provide an introduction between the customer and the employee. If the party is unavailable, ask the customer, "May I ask them to call you, or would you prefer their voicemail?"
10. Although final resolution may not yet be obtained, always respond to calls or emails as quickly as possible, but no later than 24 hours.
11. Always recognize our customers. No matter what your job function or what you are currently doing, stop and greet the customer and smile and offer assistance.
12. Whenever possible, when a customer asks for directions, take the time to personally escort them there. Do not point! If they are here for an appointment, while you are escorting them, introduce yourself and get their name so you can properly introduce them to the receptionist or the person with whom they are meeting.

(Continued)

13. Safety and security are everyone's responsibility. Always stay current with the required security trainings. Know your role in an emergency situation and always protect our customers and employees, as well as bank assets.
14. Protecting our customers and the Company from fraud is everyone's mission. Everyone actively supports the Company's efforts to create better informed customers and communities. When you suspect fraud, follow our financial exploitation procedures or get help from your supervisor immediately.
15. Confidentiality is paramount. Always protect the confidential information of our customers and our company, both inside and outside of the Company.
16. Be positive both inside and outside the workplace. It is our responsibility to create a great environment and reputation for our company and each other. Serve as an ambassador for the organization at all times.
17. All forms of our communication (emails, letters, signage, advertising, hand-written notes, etc.) reflect the Company's image and must be professional!
18. We are empowered and compelled to fulfill our customers' needs. Identify their unique requirements and preferences and attempt to individualize their experience.
19. The suggested hours of operation are guidelines, not limitations for satisfying individual customer desires and preferences.
20. Knowledge of our job and the financial industry is essential to being the financial expert that our customers expect. Always take advantage of training opportunities to learn more and become an expert in your position and future positions in the Company.
21. First Financial Bank is a unique organization that strives for excellence in everything it does. Find enjoyment in the workplace and always look for opportunities to create WOW moments for our customers.



First Financial employees participating in the first ever daily lineup.

A LETTER TO OUR SHAREHOLDERS



First Financial Bankshares is dedicated to excellence. We are therefore delighted to have Horst Schulze, cofounder and former President of the Ritz-Carlton Hotel Company, and one of the top customer service experts in the world, working with our company as a consultant. Horst is teaching us his methods for making our customer service the best in the industry, as well as teaching us how to be excellent in everything we do. I can't tell you how excited I am that Horst is sharing his knowledge with us. In February 2019, he spent two days working with our management team, regional presidents and line-of-business managers. This

experience was the best two days of my professional career. What we learned from Horst was so vast and so powerful that it affected not only my professional career but my personal life as well. With his input, we created five-year and 10-year vision statements, enhanced our mission statement and developed 21 nonnegotiables to ensure that our customers and shareholders receive excellent service every time they interact with a First Financial employee. These statements and principles are highlighted in the front of this annual report for your review.

I am very excited about what this program will do for our company and for our customers, shareholders, employees, communities and each of us personally. We are making a huge investment that will differentiate us from every other financial institution in the country, bear fruit in the future and demonstrate to everyone that we truly put You—our shareholders, customers, employees and communities—First.



Horst Schulze

Cofounder of Ritz-Carlton Hotels & Customer Service First Consultant

FINANCIAL RESULTS

Last year marked our 33rd consecutive year of increased earnings. Net income for 2019 grew 9.4 percent to \$164.8 million from \$150.6 million in 2018. This increase was all organic since we did not complete an acquisition in 2019. Basic earnings per share for 2019 rose to \$1.22 from \$1.11 in the previous year. Although the Federal Reserve changed course from raising interest rates to reducing interest rates, our net interest margin increased to 3.98 percent from 3.96 percent. (The net interest margin is a key profitability metric that expresses net interest income on a tax-equivalent basis as a percentage of average interest-earning assets.) Our net interest margin was a very respectable result and placed us in the 78th percentile of our peer group of banks.

The provision for loan losses decreased 47.7 percent to \$3.0 million from \$5.7 million in 2018. This decrease was due primarily to fewer charge-offs and larger recoveries than in 2018. Nonperforming assets as a percentage of loans and foreclosed assets totaled 0.61 percent at December 31, 2019, compared with 0.75 percent at December 31, 2018. Classified loans totaled \$140.7 million at year-end 2019 compared with \$126.3 million a year earlier.

Noninterest income grew 6.5 percent to \$108.4 million from \$101.8 million, while noninterest expense rose 3.1 percent to \$196.5 million from \$190.7 million.

We again outperformed our peer group of banks on several key financial metrics. Our return on average assets was 2.08 percent compared with 1.18 percent for our peers. Return on average equity was 14.37 percent versus our peers' 10.52 percent. Our efficiency ratio, which expresses expenses as a portion of tax-equivalent revenues, was again solid last year at 48.61 percent, as opposed to our peers' average of 60.47 percent.

Our balance sheet showed good organic growth last year. Consolidated assets expanded 6.9 percent to \$8.26 billion from \$7.73 billion at the end of 2018. Loans grew 6.2 percent to \$4.22 billion from \$3.98 billion. Deposits increased 6.9 percent to \$6.60 billion from \$6.18 billion. Shareholders' equity at year-end was \$1.23 billion, up 16.5 percent from \$1.05 billion at year-end 2018.

Our First Financial Trust & Asset Management

subsidiary had another solid year fueled by a large growth in trust assets. Total trust assets under management at year-end reached a book value of \$4.86 billion, a 13.1 percent increase from \$4.29 billion at the end of 2018. The market value of the assets totaled \$6.75 billion, up 20.5 percent from \$5.60 billion at year-end 2018. Total trust fee income for 2019 grew as well—to \$28.4 million from \$28.2 million—but that increase amounted to only 0.8 percent because of a \$1.1 million decrease in oil and gas income. The trust company's net after-tax earnings increased 2.7 percent to \$13.9 million from \$13.5 million the prior year.

STRATEGIC ACQUISITION

On January 1, 2020, we completed the acquisition of TB&T Bankshares, Inc. and its wholly owned subsidiary, The Bank & Trust of Bryan / College Station. The purchase price originally established was based on a \$30.28 per share price for our common stock and totaled \$190.0 million on the day both parties agreed to the pricing. In accordance with the terms of the definitive agreement, we issued approximately 6.3 million shares of First Financial common stock with an approximate value of \$220.3 million to the shareholders of TB&T Bankshares since our stock price increased between the time of the agreement and the closing. In addition, under the agreement and prior to closing, TB&T Bankshares paid a special dividend to its stockholders totaling approximately \$2.0 million. As of December 31, 2019, The Bank & Trust of Bryan / College Station had total assets of approximately \$631.1 million, total loans of approximately \$455.4 million and total deposits of approximately \$551.9 million.

With the acquisition of this bank, which has five branches, our banking operations now include 78 locations that span an area from Hereford in the Panhandle to Orange in Southeast Texas. We are excited to welcome the TB&T team into the First Financial family. This well-managed, high-performing bank, in the high-growth Bryan / College Station market, is an excellent addition to our company. With the new and expanded products and services (including state-of-the-art mobile banking, treasury management services, trust services and a larger lending capacity), that First Financial will be adding to TB&T's operations, we expect this new 12th region to grow and contribute nicely to our bottom line.

REAL ESTATE ACTIVITIES

In January 2019, we opened a new branch at 3563 Riley Fuzzel Road in Spring, Texas. This Spring branch is located on Grand Parkway at Birnham Woods, which our property expert says is one of the best locations in our footprint because of the demographics of this area. It is also a good connection between our Kingwood and Conroe locations and expands our market north of Houston.

In March 2019, we moved into a beautiful new, state-of-the-art banking building in Orange. This new home office for our Southeast Texas Region is strategically placed one block away from our former location and is a nice addition to Orange, especially after the devastation of Hurricane Harvey.

In January 2020, we began construction to expand the parking and drive-in facilities at our North Main location in Weatherford. This upgrade will allow much better access for customers and provide additional parking for this growing area of Weatherford.

One of the by-products from acquiring banks is that we often obtain large, older buildings that are inappropriate for us (because they are too large, inefficient and costly to maintain) and do not meet our customers' needs in today's banking environment. We have had much success through the years to sell/gift these buildings to municipalities that need the additional space. These municipalities acquire the buildings at a much cheaper price than they would pay to construct new facilities, and they are able to retrofit them to meet their needs. To date, we have completed these transactions in Orange, San Angelo, Weatherford and Cleburne. At the same time, we are constructing smaller, more cost-effective buildings that provide state-of-the-art banking and better access for our fast-paced customers of today.

Over the last five years, we have built seven new locations, remodeled four branches and retrofitted 37 locations, all with LED fixtures and high-efficiency mechanical systems to reduce electrical costs and meet environmental standards. By the end of 2020, we will have completely retrofitted all 78 of our locations.



First Financial Bank's Spring Branch



First Financial Bank's Orange Branch

MANAGEMENT CHANGES

In January 2019, Justin Hooper added the titles of Chairman and CEO to his existing title of President upon Jay Gibbs's retirement from the Weatherford Region. Jay had been with the Bank for 16 years and had led the region as Chairman and CEO for the past six years.

In April 2019, Marcus Morris was promoted to President and CEO of the Fort Worth Region to replace Martin Noto, who accepted a position with a Dallas bank. Marcus started at First Financial in 2010 as a Commercial Loan Analyst in Abilene, and in 2012 was promoted to Commercial Loan Officer in Keller. He is one of six regional presidents who have moved up through our internal management training programs.

Also in April, Will Christoferson was promoted to Senior Vice President of Advertising and Marketing upon the retirement of Michele Stevens, who had been with the Company for 22 years.

Before his promotion, Will had been Vice President of Advertising and Marketing. Will is an Abilene native and has had more than 10 years of banking experience. Before joining First Financial Bankshares, he was a Commercial Sales and Marketing Officer for a major banking institution.

In May 2019, Shelley Dacus was promoted to President of our Kingwood Region. Shelley has had more than 15 years of banking experience, most recently as Kingwood's Executive Vice President and Senior Lending Officer. Before joining our company, she had been part of the team at Commercial State Bank, which was acquired by First Financial Bank in 2018. Shelley is the second woman to be promoted to a regional president position at First Financial Bankshares, Inc.

In October 2019, Robert de la Cruz was promoted to Chairman, President and CEO of the Hereford Region upon the announcement that Mike Mauldin was retiring to become the Inaugural Director of the Excellence in Banking Program at Texas Tech University's Rawls College of Business. Mike had been Chairman, President and CEO of the Hereford Region for the past 17 years and was an excellent selection to lead the Excellence in Banking Program. Robert is a first-generation college graduate who started with the Bank 16 years ago in our contact center. He is the sixth regional president to start with our bank directly after college and advance through our numerous training programs and positions to the role of president. Robert is also our first Hispanic regional president, reflecting the importance of diversity in our company.

Also in October 2019, J. Bruce Hildebrand, CPA, Executive Vice President and Chief Financial Officer, announced his intention to retire from the Company in August 2020. We have initiated a national search for his successor. I have had the pleasure of working side by side with Bruce for the past 17 years. He is one of the most professional, dedicated and knowledgeable CFOs that I know, and he has certainly shaped this company to be one of the top financial institutions in the country. I look forward to working with him through August and at the same time finding the right person to replace him.

We certainly thank Jay Gibbs, Michele Stevens and Mike Mauldin for their long and valued service to our company, and we congratulate them on their well-deserved retirements and new endeavors.

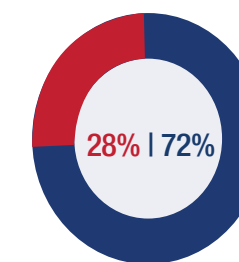
DIVERSITY AND INCLUSION

First Financial Bankshares embraces and promotes a culture of diversity and inclusion. We continue our efforts to attract, recruit and retain employees who bring to our company diverse backgrounds, orientations, beliefs, cultures and interests. Having a diverse team strengthens our company by bringing together people with different ideas, skills and experiences, and by enabling all our customers, regardless of their race and other characteristics, to feel at home when they visit one of our locations. We are pleased that through these programs, we have been able to promote our second woman regional president and our first Hispanic regional president, as well as to elect our second woman director. We were honored in April 2019 by the Abilene branch of the American Association of University Women for empowering women within our company. We are proud to be recognized by this association, which we strongly support because of its program to recognize women of distinction and provide scholarships for women to complete their quest for higher education.

We couldn't be more excited about the number of young professionals that we have throughout our company who are being trained and mentored for higher level positions. Their ascent within this company is testimony to their drive for excellence and to our company's commitment to assist them. We are honored to highlight a few of these emerging leaders on page 11.



1,435 EMPLOYEES



EMPLOYEE DIVERSITY

FEMALE 28%
MALE 72%



RACIAL MINORITIES

29.1% MINORITY

BOARD OF DIRECTOR CHANGES

At the January 2020 Board of Directors meeting, Viane Lopez Braun was elected to the Board of Directors of the Company and appointed to the Fort Worth Region Board of Directors. She leads the Labor and Employment section for Decker Jones PC, a full-service law firm based in Fort Worth, and serves as Chief Development Officer for the firm. An honors graduate of Princeton University and the University of Texas School of Law, Viane Braun has been practicing law for more than 25 years, with previous tenures in Houston and Abilene. In her law practice, she serves large publicly traded companies as well as private employers and individual professionals and executives. She has been recognized as a *Texas Monthly* "Super Lawyer" in labor and employment law and was selected as a "Top Lawyer" in the labor and employment field by *Fort Worth*, *360 West*, *H Texas* and *Houstonia* magazines. She has also been honored as a "Great Woman of Texas" by the *Fort Worth Business Press*.



Viane Lopez Braun

We want to thank Ron Giddiens and Ross H. Smith Jr., who are retiring from the Board in April 2020. Ron Giddiens, of San Angelo, is a partner in D&G Consulting; he has been on the Board for 11 years and has served on the Audit Committee, the Bank Directors' Loan Committee and the Asset Liability Management Committee. He has also served on the San Angelo Region Board of Directors. Ross H. Smith Jr., from Orange, is Chairman and President of Akrotex, Inc. and owner of Sabine River Ford, Inc.; he has

served on the Board for six years. During that time, he has been on the Compensation Committee and the Bank Directors' Loan Committee. He has also served on the Southeast Texas Region Board of Directors.

Both gentlemen have been very valuable members of our Board, Committees, and respective regional boards. We will miss their counsel and support, and we thank them for their outstanding service.

LOOKING AHEAD

With the internal growth we realized in 2019 and our January 2020 acquisition of TB&T Bankshares in Bryan / College Station, we have moved into 2020 with a great deal of momentum and excitement. The Texas economy continues to perform very well, as shown by the state's record of creating over 350,000 new jobs a year. Thanks to the training and mentoring we have received from Horst Schulze, and with our new vision statements and 21 nonnegotiables, our entire team is now even more focused on excellence in everything we do. We are striving to provide outstanding and personalized customer service, deliver unparalleled value to our shareholders, enrich the lives of our employees, and create a positive impact on the communities we serve.

We have some real opportunities to continue improving our bottom line by growing loans and deposits, increasing the net interest margin, enhancing noninterest income, and decreasing expenses. As in the past, we are proceeding strategically and searching diligently, to acquire at the right price well-managed banks that fit our culture and will bring long-term value to our company.

Our accomplishments and strong performance does not just happen, but rather come from the dedication and hard work of a very professional team made up of the Board members, officers and employees whom I have the honor of working with. I thank each of them along with our customers, stockholders and communities for making this company what it is today. Thank you for your loyalty and support.

F. Scott Dueser
Chairman, President and CEO

EMERGING EXCELLENCE

We could not be more pleased with our large group of young professionals who are emerging through our numerous education and training programs and are advancing to higher level positions. They are the future of our company and here we highlight just a few of our emerging leaders:



Robert de la Cruz, President, Hereford

Robert started in the First Financial Customer Care Center in 2003 and was promoted to a loan review analyst soon thereafter. He worked in the Company's loan analyst program before being offered a lending position in the Hereford region and became the Executive Vice President of lending in 2018. A graduate of FFIN University, Robert was promoted to Chairman, President, and CEO of the Hereford Region in 2019. "I am forever grateful for First Financial. Both of my parents are from Mexico and they came to the U.S. to provide a better life for their children. I can honestly say that they succeeded with that part of their dream."

Adriana Tatmon, Consumer Lender, Conroe

Adriana started her career as an Abilene part-time teller after being identified by Patty Fuentes for her customer service skills while working at a department store. She became a full-time teller and was quickly promoted to personal banker and then to assistant branch manager. Adriana was recently promoted to a consumer lender in our Conroe region. "I believe First Financial has always been a part of God's plan for me. I took full advantage of the tuition reimbursement offered by the Company and I am grateful First Financial allows me to learn, grow, and excel on campus, at work, and throughout the community."



Patty Fuentes, Retail Administrator, Abilene

Patty began her career at First Financial as a personal banker and was quickly promoted to a retail manager of an in-store branch and promoted again to a lobby manager. As Senior Vice President of Retail Administration, Patty oversees more than 15 branches in the Abilene region. "First Financial spent the time and the money for our employees to earn their degree while working full-time. We have so much opportunity here, and as an employee, I am so grateful to feel like I belong to such a great family."

Carley Dyck, Operations, Fort Worth

Carley began her career at First Financial as a part-time teller while she attended college. "First Financial understood the importance of my education and we worked together on making a schedule that worked well for both of us." She was promoted to loan operations, then credit analyst, and was recognized as a Shining Star for her region. A graduate of FFIN University, Carley was recently promoted to Senior Vice President of Operations for the Fort Worth and Southlake Regions.



Alex Thomas, First Finance, Conroe

Alex started with First Financial as a loan analyst in Abilene and was promoted to help launch the First Finance program for the Company. After being an integral part of the First Finance launch team, Alex was promoted to Vice President of First Finance for the Conroe Region. "One of my favorite things about my career with First Financial Bank so far is that it has helped me view life through the eyes of others, and in return I am able to help our customers with care and respect. I appreciate the respect that is shown back to me, both by my colleagues and by our clients."

Shelley Dacus, President, Kingwood

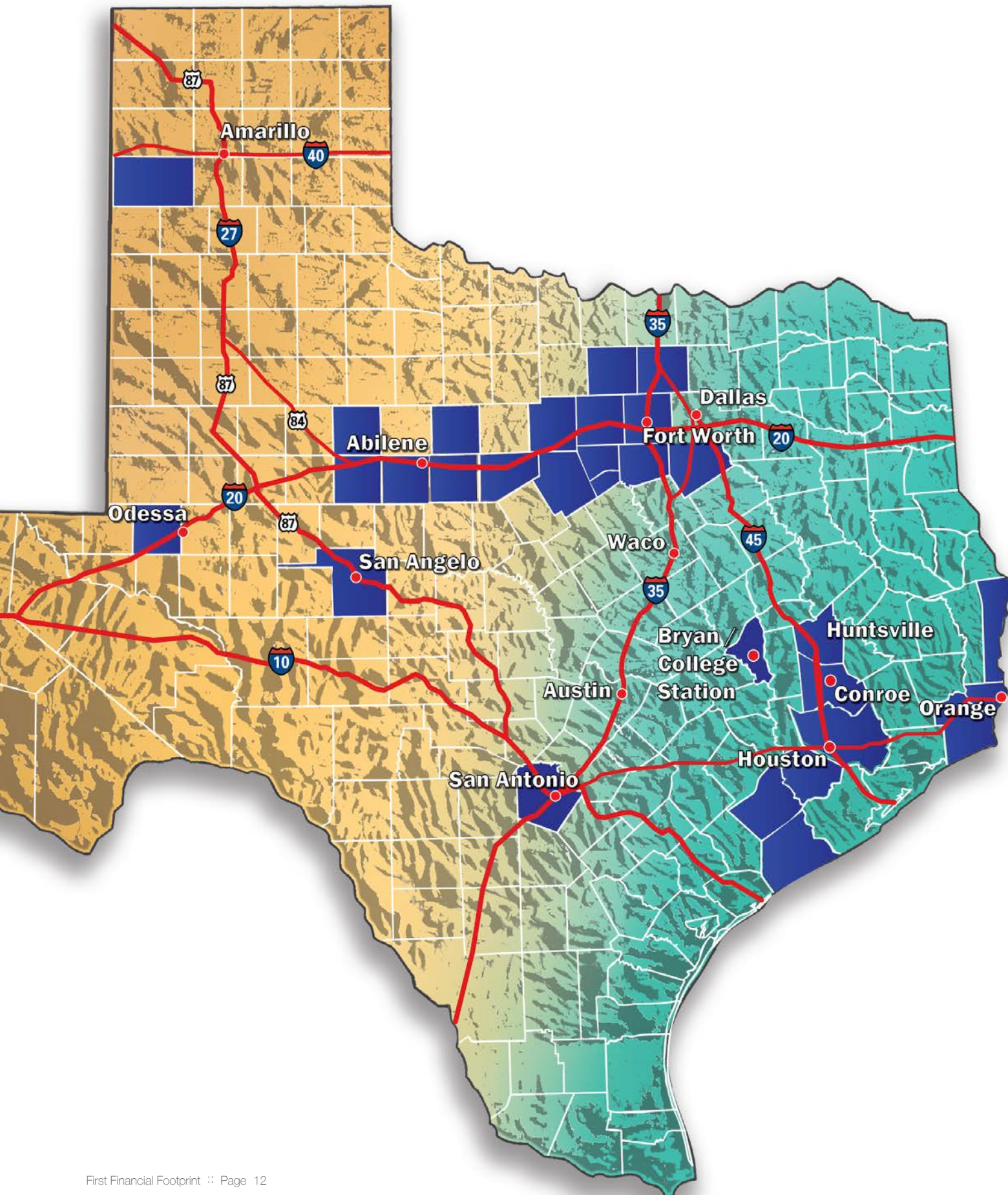
Shelley joined First Financial through the acquisition of Commercial State Bank in 2018, was promoted to President of the Region in 2019 and is an FFIN University graduate. "In my time at the Company, I've been given so much opportunity to grow as a person and as a banker. First Financial has provided tremendous opportunity for advancement while being able to balance being a single mother of two amazing children."



Zach Reyes, Trust Manager, San Angelo

Zach began his career with First Financial Trust in Abilene as an Assistant Vice President with the trust company. He was promoted to Vice President in 2019 and was recently promoted to Senior Vice President and San Angelo Trust Office Manager. "I appreciate working for a company that allows good ideas and thoughtful decisions to flourish. I'm grateful that this company has given me the opportunity to advance my career and enter a leadership role within First Financial Trust where I can guide others to the bank's nonnegotiable of doing whatever is best for the client."

FIRST FINANCIAL FOOTPRINT



FIRST FINANCIAL BANK LOCATIONS

Abilene	325.627.7200	El Campo	979.543.6441	Odessa	432.367.8900
Acton	817.573.6900	Fort Worth	817.410.4979	Orange	409.883.3563
Albany	325.627.7905	Glen Rose	254.897.4808	Palacios	361.972.2585
Aledo	817.341.5200	Granbury	817.573.6900	Port Arthur	409.736.5951
Alvarado	817.774.5150	Grapevine	817.722.8980	Ranger	254.629.6729
Beaumont	409.600.6456	Hereford	806.363.8200	Rising Star	254.629.6703
Boyd	940.683.8760	Huntsville	936.295.2224	Roby	325.776.2261
Bryan	979.260.2100	Katy-Fulshear	281.346.0221	San Angelo	325.659.5900
Bridgeport	940.683.8700	Keller	817.329.8625	Southlake	817.410.2915
Brock	817.596.0307	Kingwood	281.318.4600	Spring	346.328.6910
Burleson	817.774.5175	Magnolia	936.273.4700	Stephenville	254.965.5036
Cisco	254.629.6111	Mauriceville	409.745.3755	Sweetwater	325.235.6600
Cleburne	817.774.5100	Merkel	325.928.1111	Tomball	281.516.7835
Clyde	325.627.7910	Midlothian	972.723.7100	Trent	325.862.6121
College Station	979.260.2100	Mineral Wells	940.327.5400	Trophy Club	817.329.8615
Conroe	936.760.1888	Montgomery	936.597.5997	Vidor	409.769.8478
Cut and Shoot	936.788.2121	Moran	325.627.7953	Waxahachie	972.723.7100
Decatur	940.683.8780	Newton	409.224.7506	Weatherford	817.598.2500
Eastland	254.629.6188	New Waverly	936.344.2224	Willis	936.890.3500
				Willow Park	817.598.2780

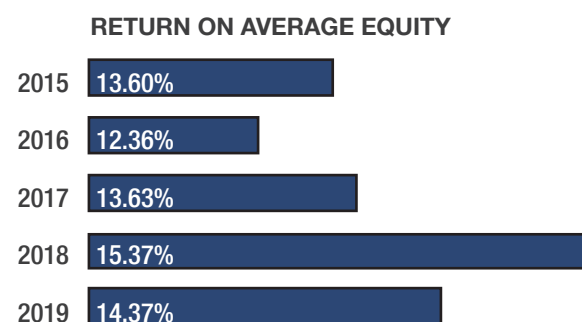
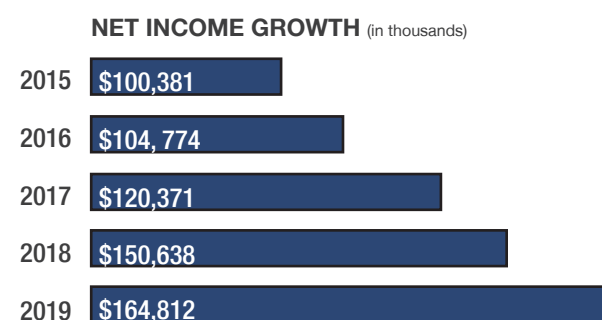
FIRST FINANCIAL TRUST LOCATIONS

Abilene 400 Pine Street, Suite 300 325.627.7100	Kingwood 24080 Hwy 59 North, Suite 200 281.318.4625	San Antonio (New Office) Opens 2020 210.912.9662
Beaumont 3515 Dowlen Road 409.600.6460	Odessa 3555 Billy Hext Road 432.367.8900	Sweetwater 201 Elm Street 325.235.6644
Fort Worth 1000 Forest Park Blvd., Suite 200 817.410.4970	San Angelo 222 S. Koenigheim St. 325.659.5987	Stephenville 2201 W. South Loop 254.918.6262

FINANCIAL HIGHLIGHTS

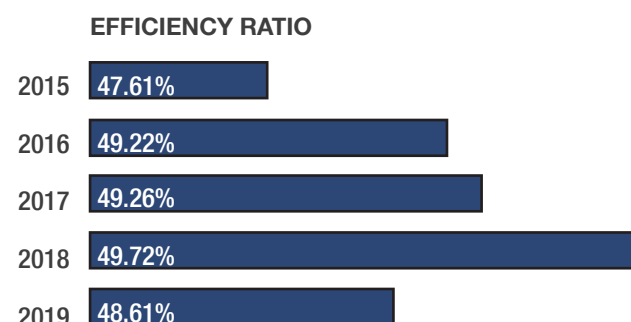
IN THOUSANDS (except for share data)

FOR THE YEAR	2019	2018	% INCREASE	FOR THE YEAR	2019	2018	% INCREASE
NET INCOME	\$164,812	\$150,638	9.41%	AT YEAR-END			
Basic Earnings (PER SHARE)	\$1.22	\$1.11	9.91%	Assets	\$8,262,227	\$7,731,854	6.86%
Dividends Declared	\$63,135	\$55,499	13.76%	Securities	\$3,413,317	\$3,158,777	8.06%
Dividends (PER SHARE)	\$0.47	\$0.41	14.63%	Loans	\$4,223,197	\$3,975,308	6.24%
AVERAGES				Deposits	\$6,603,806	\$6,180,389	6.86%
Assets	\$7,939,122	\$7,606,732	4.37%	Shareholders' Equity	\$1,227,197	\$1,053,295	16.51%
Securities	\$3,283,398	\$3,197,107	2.70%	Book Value Per Share	\$9.03	\$7.77	16.22%
Loans	\$4,074,667	\$3,828,040	6.44%	Trust Assets (Book Value)	\$4,855,736	\$4,293,615	13.09%
Deposits	\$6,345,755	\$6,176,619	2.74%				
Shareholders' Equity	\$1,146,567	\$980,206	16.97%				



KEY RATIOS

	2019	2018
Return On Avg. Assets	2.08%	1.98%
Return On Avg. Equity	14.37%	15.37%
Year-End Equity/Assets	14.85%	13.62%
Efficiency	48.61%	49.72%



SELECTED FINANCIAL DATA

IN THOUSANDS (except for share data)

YEAR-END	TOTAL ASSETS	SHAREHOLDERS' EQUITY	NET INCOME	BASIC EARNINGS (PER SHARE)	CASH DIVIDENDS (PER SHARE)	STOCK DIVIDENDS AND SPLITS	YEAR-END BOOK VALUE (PER SHARE)	YEAR-END MARKET VALUE (PER SHARE)
2010	\$3,776,367	\$441,688	\$59,659	\$0.48	\$0.23	–	\$3.52	\$8.55
2011	\$4,120,531	\$508,537	\$68,369	\$0.55	\$0.24	3/2 split	\$4.04	\$8.36
2012	\$4,502,012	\$556,963	\$74,225	\$0.59	\$0.25	–	\$4.42	\$9.76
2013	\$5,222,208	\$587,647	\$78,868	\$0.62	\$0.26	–	\$4.59	\$16.53
2014	\$5,848,202	\$681,537	\$89,559	\$0.70	\$0.28	2/1 split	\$5.32	\$14.94
2015	\$6,665,070	\$804,986	\$100,381	\$0.78	\$0.31	–	\$6.10	\$15.09
2016	\$6,809,931	\$837,885	\$104,774	\$0.80	\$0.35	–	\$6.34	\$22.60
2017	\$7,254,715	\$922,768	\$120,371	\$0.91	\$0.38	–	\$6.97	\$22.53
2018	\$7,731,854	\$1,053,295	\$150,638	\$1.11	\$0.41	–	\$7.77	\$28.85
2019	\$8,262,227	\$1,227,197	\$164,812	\$1.22	\$0.47	2/1 split	\$9.03	\$35.10
Ten-Year Compound Growth Rate	9.68%	11.43%	11.85%	10.99%	7.41%	–	10.49%	14.53%

Adjusted for stock dividends and splits

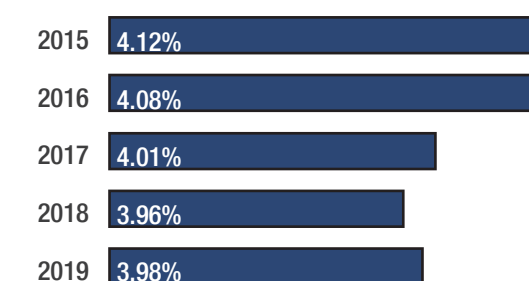
2019 COMMON STOCK MARKET VALUE AND DIVIDEND DATA

QUARTER	HIGH	LOW	CLOSE	DIVIDENDS
Fourth	\$36.45	\$32.01	\$35.10	\$0.12
Third	\$33.97	\$29.50	\$33.33	\$0.12
Second	\$31.54	\$28.00	\$30.79	\$0.12
First	\$32.65	\$27.13	\$28.89	\$0.11

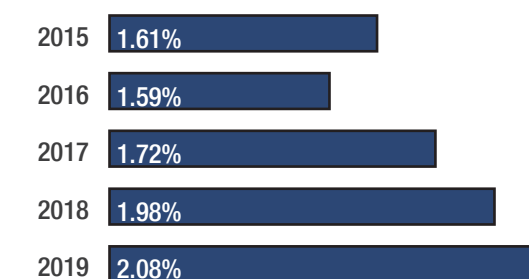
2018 COMMON STOCK MARKET VALUE AND DIVIDEND DATA

QUARTER	HIGH	LOW	CLOSE	DIVIDENDS
Fourth	\$33.42	\$26.73	\$28.85	\$0.11
Third	\$30.93	\$25.28	\$29.55	\$0.11
Second	\$28.18	\$22.53	\$25.45	\$0.11
First	\$24.80	\$22.03	\$23.15	\$0.10

NET INTEREST MARGIN



RETURN ON AVERAGE ASSETS



ABILENE REGION

Abilene | Clyde | Moran | Albany | Odessa | Eastland | Ranger | Rising Star | Cisco | Sweetwater | Merkel | Trent | Roby

Senior Officers

- Ronald D. Butler II**
Chairman and CEO
- Marelyn Shedd**
President
- David W. Bailey**
President, Eastland Division
- Joseph Crouch**
President, Sweetwater Division
- Rodney Foster**
Executive Vice President
Senior Lending Officer, Sweetwater
- Vance Jones**
Executive Vice President
Commercial Lending
- Jay Kidwell**
Executive Vice President
Commercial Lending, Eastland
- Janet O'Dell**
Executive Vice President
Mortgage Loans
- Andrea Smiddy-Schlagel**
Executive Vice President
Treasury Management

- Charles E. Tenneson**
Executive Vice President
CFO and Chief Operations Officer
- Michael Wolverton**
Executive Vice President
Consumer Lending
- Debbie Anthony**
Senior Vice President
- Vanessa Faz**
Senior Vice President
- Patty Fuentes**
Senior Vice President
- Bob Glosson**
Senior Vice President
- Jim Goldston**
Senior Vice President
- Landon Hammond**
Senior Vice President
- Evan Harris**
Senior Vice President
- Candi Kanady**
Senior Vice President

- Marshall Morris**
Senior Vice President
- Corie O'Connor**
Senior Vice President
- Ryan Parrish**
Senior Vice President
- Mark Pierce**
Senior Vice President
- Fernando Quintana**
Senior Vice President
- Steve Simmel**
Senior Vice President
- Britt Stuart**
Senior Vice President
- Dennis Tarrant**
Senior Vice President
- Steve Waller**
Senior Vice President

ABILENE REGION (CONTINUED)

Regional Directors

- Ronald D. Butler II**
Chairman and CEO
- Marelyn Shedd**
President
- David W. Bailey**
President, Eastland Division
- Joseph Crouch**
President, Sweetwater Division
- Katie Alford**
President and CEO
Community Foundation of Abilene
- Donna J. Boatright**
CEO
Rolling Plains Memorial Hospital
- Jeff Branson**
General Partner
Williamson-Branson Real Estate
- Tucker S. Bridwell**
President
Mansefeldt Investment Corp
- Louis Brooks, Jr.**
Rancher
- Paul Cannon**
Shareholder, President
McMahon, Surovik, Suttle, P.C.

- David Copeland, CPA**
President, Sipco, Inc. and
Shelton Family Foundation
- Joe Crawford**
President
Abilene Aero. Inc
- Doug Crawley**
Rancher, Real Estate
- Mike Denny**
President
Batjer and Associates
- Murray Edwards**
Principal
The Edwards Group
- Jim Farrar**
Attorney
- Allan D. Frizzell**
Executive Vice President
Enrich Oil Corporation
- Geoff Haney**
President, CEO, Partner
Cape and Son Commodity Merchandising
- Jim Keffer**
President
EBAA Iron Sales, Inc.

- Tim Lancaster**
Former President and CEO
Hendrick Health System
- Jay Lawrence**
President
MAL Enterprises, Inc.
- Kirk Massey**
Investments
- Larry May**
May & Hrbacek CPAs
- Stanley Morris, Jr.**
Investments
- Jim Moylan, Jr.**
Partner
MOTEC, Ltd
- Brian Perry**
Insurance, Investments
- Thomas L. Rees, Jr.**
Rees, Rees & Fuller, Attorneys
- Leigh Taliaferro, M.D.**
Physician

IN THOUSANDS	ASSETS	LOANS	DEPOSITS	NET INCOME	RETURN ON AVG. ASSETS	EFFICIENCY RATIO
Dec. 31, 2018	\$2,546,087	\$1,037,688	\$1,948,559	\$49,774	2.00%	43.83%
Dec. 31, 2019	\$2,725,127	\$1,052,256	\$2,138,476	\$53,092	2.03%	42.33%

MAIN OFFICE
400 Pine St. | Abilene, TX 79601 | 325.627.7200

EASTLAND OFFICE
201 E. Main St. | Eastland, TX 76448 | 254.629.6100

SWEETWATER OFFICE
201 Elm St. | Sweetwater, TX 79556 | 325.235.6600

Abilene

“This journey we’ve been on with Horst throughout 2019 has been a game-changer for our company, and I see the changes every day. We’ve always offered good customer service, but now I can see that it’s great customer service, and it’s only getting better. We thank our customers in the Abilene, Sweetwater and Eastland Divisions for letting us put them FIRST.”

Ronald D. Butler II
Chairman and CEO

Marelyn Shedd
President



David W. Bailey
President, Eastland Division

Joseph Crouch
President, Sweetwater Division

CLEBURNE REGION

Cleburne | Burlison | Alvarado | Midlothian | Waxahachie

Cleburne

“Ralph Waldo Emerson once said, ‘What you do speaks so loud that I cannot hear what you say.’ This applies directly to our dedication to Excellence. Our 21 nonnegotiables are wonderful, but they can’t just be words on paper. The nonnegotiables must be acted out each and every day because we are held accountable by our customers, shareholders, employees, and communities. If our words are not followed up by our actions, we aren’t being true to our dedication to excellence.”

Austin Elsner
Chairman, President and CEO



MAIN OFFICE
200 N. Ridgway Dr. | Cleburne, TX 76033 | 817.774.5100

IN THOUSANDS	ASSETS	LOANS	DEPOSITS	NET INCOME	RETURN ON AVG. ASSETS	EFFICIENCY RATIO
Dec. 31, 2018	\$553,299	\$195,672	\$497,224	\$8,007	1.73%	53.61%
Dec. 31, 2019	\$505,423	\$205,714	\$443,079	\$8,497	1.84%	52.70%

Senior Officers

Austin Elsner
Chairman, President and CEO

Duane Thomas
Market President

Russell Phillips
Executive Vice President
Commercial Lending

Alecia Bland
Senior Vice President

Kim Hamilton
Senior Vice President

John Knight
Senior Vice President

Chris Schjetnan
Senior Vice President

Stacey Sloan
Senior Vice President

Jaye Weishuhn
Senior Vice President
Chief Operations Officer

Regional Board of Directors

Austin Elsner
Chairman, President and CEO

Ray Beavers
Retired
General Manager and CEO
United Cooperative Services

Ronald D. Butler II
First Financial Bankshares, Inc.

Robert Childress III
Childress Engineers

Mark Hill
Utility Construction Consultant

Tim Lyness
Lyness Construction, LP

Jack Scott
Bell-Scott Insurance Group

CONROE REGION

Conroe | Montgomery | Magnolia | Willis | Tomball | Cut and Shoot | Huntsville | New Waverly | Spring

IN THOUSANDS	ASSETS	LOANS	DEPOSITS	NET INCOME	RETURN ON AVG. ASSETS	EFFICIENCY RATIO
Dec. 31, 2018	\$659,492	\$474,416	\$541,753	\$11,284	1.71%	55.45%
Dec. 31, 2019	\$652,666	\$501,385	\$529,660	\$12,150	1.86%	55.27%

Senior Officers

Sam W. Baker
Chairman, President and CEO

Kirby Cason
President, Huntsville Division

G. Bart Griffith
Executive Vice President
Senior Lending Officer

Lee Warren
Executive Vice President
Chief Operations Officer

Michelle Murray
Executive Vice President
Treasury Management

Chris Baughman
Executive Vice President

Guy Barker
Senior Vice President

Bobby Brennan
Senior Vice President
Mortgage Lending

Terry Doak
Senior Vice President

Candy Emmerich
Senior Vice President

Cody Sundbeck
Senior Vice President

Kyle Whisenhunt
Senior Vice President

Regional Board of Directors

Sam W. Baker
Chairman, President and CEO

Kirby Cason
President, Huntsville Division

Harry J. Brooks
Chairman and CEO
First Financial Bank, Kingwood

Donnie Buckalew
Buckalew Chevrolet

John J. Certa, Jr.
Owner
Team Auto Group

Casey Collum
Owner
Collum Development

Candyce F. Dixon
CPA

Chris deMilliano
Operations Manager
Steely Lumber Company

Dan Dominey
DBD Interests

F. Scott Dueser
First Financial
Bankshares, Inc.

Robert C. Ernst Jr.
Owner
Ernst Jewelers

J. Bruce Hildebrand, CPA
First Financial Bankshares, Inc.

Curtis Montgomery, MD
Physician

Robert Pate
Retired President - Huntsville

Johnny Peet Jr., M.D.
Physician

Randy Roan
Commercial Construction

John Sebastian
Conroe Golf Cars

Lloyd Tisdale
Investments

MAIN OFFICE
1800 W. White Oak Terrace | Conroe, TX 77304 | 936.760.1888

HUNTSVILLE OFFICE
33 SH 75 North | Huntsville, TX 77320 | 936.295.2224

Conroe

“2019 was a pivotal year as we made strides to advance customer service to another level. Top-notch service has always been our priority, but our new company-wide dedication to excellence has truly been a game changer. Daily line up discussions focus on various aspects of how we can all make your experience exceptional as our valued customers. We encourage and welcome your feedback and look forward to serving you in 2020 and beyond.”

Sam W. Baker
Chairman, President and CEO

Kirby Cason
President, Huntsville Division



FORT WORTH REGION

Fort Worth

“The focus to be excellent wasn’t about asking our team to be something different or change who they are. The more we worked on defining what it meant to be excellent, we kept coming back to lessons we learned from our families. Our communities and partners deserve the very best versions of ourselves. When we are passionate, genuine, and committed to our customers they can feel it. Being excellent takes a different shape every day, but the commitment is the same. We are working on being always aware of opportunities to amaze. It is a process, but we are well on our way.”



Marcus Morris
President and CEO

MAIN OFFICE
1000 Forest Park Blvd | Fort Worth, TX 76110 | 817.410.4979

IN THOUSANDS	ASSETS	LOANS	DEPOSITS	NET INCOME (LOSS)	RETURN ON AVG. ASSETS	EFFICIENCY RATIO
Dec. 31, 2018	\$148,047	\$136,444	\$76,704	(\$486)	(0.60%)	97.15%
Dec. 31, 2019	\$175,789	\$164,706	\$73,299	\$1,369	2.20%	66.05%

Senior Officers

Marcus Morris
President and CEO

Carley Dyck
Senior Vice President
Operations

Les Mariotti
Executive Vice President
Chief Operations Officer

Regional Board of Directors

Murray Edwards
Chairman of the Board
Principal, The Edwards Group

Ronald D. Butler II
First Financial Bankshares, Inc.

Vianei Lopez Braun
Chief Development Officer
Decker Jones, P.C.

Marcus Morris
President and CEO

Mary Lee Cruz
Founding Partner
E Source, Inc.

Matt Morris
President
Gus Bates Insurance

Larry Anfin
Past CEO
Coors Distributing of Fort Worth

Nancy Jones
Past President and CEO
North Texas Community Foundation

Paul Poston
President
Wellington Insurance

Smith A. Brownlie III
CPA and Co-Founder
Brownlie & Braden

Stephen Kimmel
Chief Financial Officer
Cook Children’s Health Care System

HEREFORD REGION

IN THOUSANDS	ASSETS	LOANS	DEPOSITS	NET INCOME	RETURN ON AVG. ASSETS	EFFICIENCY RATIO
Dec. 31, 2018	\$203,853	\$144,677	\$170,061	\$4,155	2.02%	45.49%
Dec. 31, 2019	\$229,995	\$150,512	\$192,774	\$4,499	2.04%	44.71%

Senior Officers

Robert de la Cruz
Chairman, President and CEO

Tim Laws
Executive Vice President
Senior Lending Officer

Regional Board of Directors

Robert de la Cruz
Chairman, President and CEO

Mike Mauldin
Director of Excellence in Banking
Rawls College of Business
Texas Tech University

Ronald D. Butler II
First Financial Bankshares, Inc.

Sally Noyce
Human Resources Manager
Panhandle Express, LLC

Steve Lewis, D.V.M.
Manager and Senior Partner
Hereford Veterinary Clinic

Jerry Stevens
Owner, Stevens 5-Star
Car and Truck Center

Kade Matthews
Ranching and Investments

Johnny E. Trotter
President and CEO
Livestock Investors, Ltd.

MAIN OFFICE
212 E. Third St. | Hereford, TX 79045 | 806.363.8200

Hereford

“Our recent reiteration to customer service excellence has made a meaningful impact for the Hereford Region. We are grateful to everyone who has commented on the service they receive from our bank. We are a bank family and that family extends to our customers. I would like to thank all of our dedicated and professional bankers striving for excellence; the Bank was able to realize gains in assets, loans, and deposits in the Hereford Region.”

Robert de la Cruz
Chairman, President and CEO



KINGWOOD REGION

Kingwood | El Campo | Fulshear | Palacios

Kingwood

"It's what you do every day that matters. The Kingwood team prides itself on consistency and hard work. The friends and relationships we've developed over the years is the driver of our success internally and externally. It's about showing up everyday fully engaged and doing the right thing for the Bank and our customers. The greatest benefit of it all is knowing we played a small part in helping build people's dreams and helping achieve their goals."

Harry J. Brooks
Chairman and CEO

Shelley Dacus
President



MAIN OFFICE
24080 Hwy 59 N. Suite 250 | Kingwood, TX 77339 | 281.318.4600

IN THOUSANDS	ASSETS	LOANS	DEPOSITS	NET INCOME	RETURN ON AVG. ASSETS	EFFICIENCY RATIO
Dec. 31, 2018	\$364,998	\$318,722	\$300,792	\$6,055	1.63%	56.13%
Dec. 31, 2019	\$437,057	\$388,185	\$366,338	\$7,967	1.90%	48.38%

Senior Officers

Harry J. Brooks
Chairman and CEO

Shelley Dacus
President and Senior Lending Officer

James Alexander
Executive Vice President
Commercial Lending

Jeff Fuechec
Executive Vice President
El Campo Market President

Lee Warren
Executive Vice President
Chief Operations Officer

Doug Faver
Executive Vice President

Ken Johnson
Executive Vice President

Brian Bonner
Senior Vice President

Brandon Zabodyn
Senior Vice President
Commercial Lending

Nancy Powell
Senior Vice President

Regional Board of Directors

Harry J. Brooks
Chairman and CEO
Kingwood Region

Sam Baker
Chairman, President and CEO
Conroe Region

Jeff Cravey
Principal
Jeffrey M. Cravey PC

Shelley Dacus
President and Senior Lending Officer
Kingwood Region

F. Scott Dueser
First Financial Bankshares, Inc.

Michael Gonzalez
Principal
The Gonzalez Group

J. Bruce Hildebrand, CPA
First Financial Bankshares, Inc.

Kenny Isbell
President
Apache Oil Company

Angela Leviner
President
The Forest Collection, Inc.

Ronnie Matthews
Owner
Great American Title

Robert C. Nickles Jr.
Principal
Alegacy Group

Rebekah Shipman
President & CEO
Reservoir Data Systems

SAN ANGELO REGION

IN THOUSANDS	ASSETS	LOANS	DEPOSITS	NET INCOME	RETURN ON AVG. ASSETS	EFFICIENCY RATIO
Dec. 31, 2018	\$747,422	\$207,503	\$632,514	\$13,912	1.87%	37.48%
Dec. 31, 2019	\$856,167	\$204,222	\$751,992	\$14,906	1.94%	36.93%

Senior Officers

Chris Evatt
Chairman, President and CEO

Cindy George
Executive Vice President
Chief Operations Officer

Lindy Jordan
Executive Vice President
Senior Lending Officer

Edward Carrasco
Senior Vice President

Pat Cottle
Senior Vice President

Wes Masters
Senior Vice President

Spencer Murphy
Senior Vice President

Reba Priddy
Senior Vice President

Luke Uherik
Senior Vice President

Regional Board of Directors

Chris Evatt
Chairman, President and CEO

Ronald D. Butler II
First Financial Bankshares, Inc.

Hon. Marilyn Aboussie
Chief Justice, Retired

Steve Eustis
Commercial Real Estate

Ron Giddiens
Investments
Partner, D&G Consulting

David F. Lupton
President
Angelo Glass & Mirror Company, Inc.

Reagon Noble, D.D.S., M.S.
Noble McClintock Orthodontics

Carlos Rodriguez
Attorney
Webb, Stokes and Sparks

Mary Jane Steadman
Attorney, Real Estate Investment
Management

MAIN OFFICE
222 S. Koenigheim | San Angelo, TX 76903 | 325.659.5900

San Angelo

"The success of the San Angelo Region can be directly contributed to two things: our dedication to our customers and our dedication to excellence. Working with Horst Schulze and developing the 21 nonnegotiables have become a daily part of what we do at our bank. Each employee is focused on making every customer interaction excellent.

I'd like to thank our employees, board of directors, and especially our customers for making 2019 one of the best years for the San Angelo Region. We are excited to continue providing world-class service to all of you again in 2020 and to continue to put YOU FIRST."

Chris Evatt
Chairman, President and CEO



SOUTHEAST TEXAS REGION

Orange | Vidor | Mauriceville | Newton | Port Arthur | Beaumont

Southeast Texas

“Hurricanes and tropical storms can cause a great deal of adversity for the entire state. Our Southeast Texas team continues to overcome any amount of adversity they may face, and I am so proud of them. Keeping true to our nonnegotiables, we are there for our customers when they need us the most, and I think that is very special. Every employee knows what it takes to put our customers and communities first, and that passion is embodied in our Texas Strong mentality. 2019 was a big year for our region and I look forward to providing world class service in 2020 and for years to come.”

Stephen Lee
President and CEO



MAIN OFFICE
912 N. 16th St | Orange, TX 77630 | 409.883.3563

IN THOUSANDS	ASSETS	LOANS	DEPOSITS	NET INCOME	RETURN ON AVG. ASSETS	EFFICIENCY RATIO
Dec. 31, 2018	\$584,018	\$405,786	\$488,496	\$11,449	1.91%	46.60%
Dec. 31, 2019	\$642,880	\$439,670	\$540,196	\$12,186	1.93%	49.18%

Senior Officers

Stephen Lee
President and CEO

Blaine Caillier
Mid County Market President
Commercial Lender

Robert Kocot
Beaumont Market President
Commercial Lender

Joe Love
Executive Vice President
Commercial Lender

Kim Dickerson
Senior Vice President
Chief Operations Officer

Cindi LaChance
Senior Vice President
Mortgage Loan Officer

Curt Leger
Senior Vice President
Commercial Lender

Lani White
Senior Vice President
Consumer Lender

Regional Board of Directors

Tommy Gunn
Chairman of the Board
Attorney at Law

Stephen Lee
President and CEO

Ronald D. Butler II
First Financial Bankshares, Inc.

Dr. Ray Callas
Managing Partner
Anesthesia Associates, PLLC

Len Forey
Managing Partner
Higginbotham Insurance

Jim Gilliam
Partner and Chairman,
The HT Group Owner and
CEO, Bates & Co.

Chad Mason
Vice President
Mason Construction

Michael Poutra
Retired Owner
Dominion Forms

Walter Riedel
Board Chairman
Nelda C. and H.J. Lutchter
Stark Foundation

Dayna Simmons
Owner
Team Dayna Simmons Real Estate

Ross H. Smith, Jr.
President, Akrotex, Inc.
Owner, Sabine River Ford and
Volkswagen of Lake Charles

Kevin Williams
President, Cypress Bayou Industrial
Owner, American Industrial Minerals, Inc.

Jim Wimberley
Owner
Law Offices of Jim Wimberley

SOUTHLAKE REGION

Southlake | Trophy Club | Keller | Bridgeport | Boyd | Decatur | Grapevine

IN THOUSANDS	ASSETS	LOANS	DEPOSITS	NET INCOME	RETURN ON AVG. ASSETS	EFFICIENCY RATIO
Dec. 31, 2018	\$504,778	\$388,885	\$440,891	\$9,607	1.86%	52.39%
Dec. 31, 2019	\$574,062	\$418,873	\$502,443	\$11,142	2.02%	49.99%

Senior Officers

Mark L. Jones
Chairman, President and CEO

F. Mills Shallene
Market President, Wise County

Les Mariotti
Executive Vice President
Chief Operations Officer

Tom Pulley
Executive Vice President

J. Sean Shope
Executive Vice President

Ryan Wall
Executive Vice President

Carley Dyck
Senior Vice President
Operations

Dickie Greenwood
Senior Vice President

Isbet Najera
Senior Vice President

Ryan Sonntag
Senior Vice President

Tracie Talkington
Senior Vice President

Regional Board of Directors

Mark L. Jones
Chairman, President and CEO

Ronald D. Butler II
First Financial Bankshares, Inc.

Traci Bernard
President
Texas Health Southlake

William Ray Cook, Jr., CPA
Cook, McDonald & Company

Martin W. Schelling
Conifer Real Estate

J. Gary Shelton
Chain Supermarket Owner,
Real Estate Investor

Stan Stephens
President
Stephens Pneumatics Inc.

Terry Wilkinson
Wyndham Properties, Ltd.

MAIN OFFICE
151 W. Southlake Blvd. | Southlake, TX 76092 | 817.410.2915

Southlake

“It has been a tremendous honor and pleasure to work with the Southlake Region employees and see the level of commitment each of them has in making our community a better place to live. The depth of love my colleagues have for those in need is astonishing. Their love is demonstrated every day, on very personal levels, by assisting others who have no choice other than to do without. The Region has done everything from preparing meals for the elderly and building bicycles for children of low-income families to driving customers without transportation to run errands or donating time and money to first responders. This region loves people and their community and that is highlighted by how we treat everyone with respect, dignity and our can-do attitude that we have refined through our alliance with Horst Schulze. My sincere appreciation and heartfelt thanks go out to all First Financial employees.”

Mark L. Jones
Chairman, President and CEO



STEPHENVILLE REGION

Stephenville | Granbury | Glen Rose | Acton | Mineral Wells

Stephenville

“Working with Horst Schulze has given new meaning to our Customer Service First mindset. Every day we strive to be the very best for our customers, and every day we are reminded how special each customer is. As our company and region continue to grow, we will make customer relationships a priority. You have the Stephenville Region’s commitment to put YOU FIRST every day.”

Trent Swearingin
Chairman, President and CEO



MAIN OFFICE
2201 W. South Loop | Stephenville, TX 76401 | 254.965.5036

IN THOUSANDS	ASSETS	LOANS	DEPOSITS	NET INCOME	RETURN ON AVG. ASSETS	EFFICIENCY RATIO
Dec. 31, 2018	\$843,698	\$426,754	\$719,035	\$17,374	2.11%	45.20%
Dec. 31, 2019	\$856,235	\$416,815	\$717,752	\$18,505	2.21%	44.31%

Senior Officers

Trent Swearingin
Chairman, President and CEO

Cory Crenshaw
Mineral Wells Market President

Bart Rodgers
Granbury Market President

Brad Seay
Executive Vice President

Blayne Baley
Senior Vice President

Doug Dobbins
Senior Vice President

Donna Feller
Senior Vice President

Vickie Pettit
Senior Vice President

Trent Tidwell
Senior Vice President

Matthew Ward
Senior Vice President

Regional Board of Directors

Trent Swearingin
Chairman, President & CEO

Keith Brown
Prime Building Components, LLC

Ronald D. Butler II
First Financial Bankshares, Inc.

George Gault
Attorney

Walter Hardin III
Real Estate Investments

Wendell Hollingsworth
Industry and Economic Development

Doug Montgomery
Texstar Ford Lincoln, Inc., and Texstar Kubota, Inc

Terry L. Murphy
Murphy and Murphy, Inc

Ron Pack
Ranching and Investments

David Ramsey, M.D.
Family Practice Center

Michael B. Williams
M W Supply, Inc.

WEATHERFORD REGION

Weatherford | Aledo | Willow Park | Brock

IN THOUSANDS	ASSETS	LOANS	DEPOSITS	NET INCOME	RETURN ON AVG. ASSETS	EFFICIENCY RATIO
Dec. 31, 2018	\$560,593	\$228,936	\$473,062	\$10,571	1.86%	50.68%
Dec. 31, 2019	\$581,527	\$270,429	\$477,456	\$12,248	2.16%	47.49%

Senior Officers

Justin B. Hooper
Chairman, President and CEO

Eddie Gregory
Senior Vice President
Chief Operations Officer

Chris Cregger
Senior Vice President

Lori Hill
Senior Vice President

Jimmie Sue Lawson
Senior Vice President

Sean Woodring
Senior Vice President

Regional Board of Directors

Justin B. Hooper
Chairman, President & CEO

Ronald D. Butler II
First Financial Bankshares, Inc.

James D. Eggleston
Eggleston King, LLP

Adam Feriend
Joe R Jones Construction, Inc

Nan Kingsley
President
Bluestem Studios, Inc.

Kevin R. Lackey
Freedom Power Sports

Stephen E. Milliken
C.D. Hartnett Company

Mike White, O.D.
Therapeutic Optometrist

Kyle Wilks
Wilks Development, LLC

MAIN OFFICE
101 College Park Dr. | Weatherford, TX 76086 | 817.596.0307

Weatherford

“We are so thankful for our customers who helped make 2019 an outstanding year. Parker County is a growing area and we have a talented team of dedicated banking professionals who stand ready to assist our customers as they grow their businesses, buy a home or car, or just need a friendly teller to assist them with their deposits. We look forward to serving you in 2020 and making it the best year yet.”

Justin B. Hooper
Chairman, President and CEO



WELCOME TO THE FAMILY

Bryan/College Station

The Bank & Trust of Bryan/College Station resulted from a 2009 merger of the \$80 million Texas Enterprise Bank, chartered in 2006, and the Bryan/College Station branches of The Bank and Trust of Del Rio, Texas which began business in 2009. The merger created the community's largest locally owned community bank.

The Region's management team consists of former owners, management and key personnel of the former First National Bank of Bryan. As of December 31, 2019, The Bank & Trust of Bryan/College Station had total assets of \$631.1 million, total loans of \$455.4 million and total deposits of \$551.9 million.

"We are excited to welcome the TB&T team into the First Financial family," said F. Scott Dueser, Chairman, President and CEO of First Financial. "This well-managed, high performing bank in the high growth Bryan/College Station market will be an excellent addition to our company. We are most impressed with the employees, officers, management and board of this quality bank, who share our same values, philosophies and commitment to outstanding customer service."

"With its larger size and successful track record, First Financial offers our customers new and expanded services and creates more opportunity for our employees," said Timothy N. Bryan, Chairman of The Bank & Trust of Bryan/College Station. "Our customers will continue to see the same friendly, local employees and the same strong commitment to the local community. At the same time, we will be able to offer a broader range of banking products and services including expanded depository products, state-of-the-art mobile banking and treasury management services, a larger lending capacity and trust and wealth management services."



MAIN OFFICE
1716 Briarcrest Dr. Ste 400 | Bryan, TX 77802 | 979.260.2100

Timothy N. Bryan
Chairman

Ivan M. Olson
President and Chief Executive Officer



BRYAN/COLLEGE STATION REGION (CONTINUED)

Senior Officers



Timothy N. Bryan
Chairman



Ivan M. Olson
President and Chief Executive Officer



Michael A. Holmgreen
Executive Vice President



Jerry E. Fox
Executive Vice President



J. Cal McNeill
Executive Vice President



Joe G. Salvato
Executive Vice President



Nora P. Thompson
Executive Vice President



Austin W. Bryan
Senior Vice President



Anna Jones
Senior Vice President



Melanie N. Motley
Senior Vice President



Janet B. Prater
Senior Vice President

Regional Board of Directors

Timothy N. Bryan
Chairman

Ivan M. Olson
President and CEO
Bryan/College Station

Brian Barrett
President
Feather Crest Farms

R. Sid Cauthorn
President
Westex Bancorp

Ronnie L. Craig
Shareholder
Thompson, Derrig & Craig CPAs
TDC Capital Advisors

F. Scott Dueser
First Financial Bankshares, Inc.

Lynn Elliott
President
Lometa Petroleum Corporation
General Partner
Elliot Interests

Charles A. Ellison
Attorney at Law
President and Founder
The Ellison Firm

J. Bruce Hildebrand, CPA
First Financial Bankshares, Inc.

Lawrence B. Hodges Jr.
President and CEO
H&B Copies Inc., Copy Corner

Hank McQuaide
Chairman
Berkshire Hathaway
Caliber Realty

William L. Rayburn, MD
Chief Medical Officer
Baylor Scott & White Health
College Station Region
Associate Professor
Texas A&M College of Medicine



Left to Right: Kami Graves, Ryan Craig, Janet O'Dell, Troy Fore, Bobby Brennan, Tammie Harding, Wes Masters, Melanie Motley, Cindi LaChance

First Financial Mortgage

First Financial Mortgage delivered exceptional results in 2019. We exceeded \$550 million in total originations, which represents a 20% increase from 2018. Our mortgage team assisted, with great care, 2144 individuals and families with their home financing needs - and we are most proud of that accomplishment.

The Texas housing market continues to be a bright spot in the economy and long-term interest rates remain at historic lows. First Financial Mortgage offers a full menu of products to meet all the real estate financing needs of our customers including interim construction, home equity, bridge, in-house and secondary market loans. Looking forward, we are very excited with the addition of the Bryan-College Station market in early 2020. First Financial Mortgage is well-positioned in some of the fastest growing housing markets in the state.

Senior Officers

Troy Fore
President

Ryan Craig
Executive Vice President

Kami Graves
Executive Vice President

Tammie Harding
Executive Vice President

Janet O'Dell
Executive Vice President

Bobby Brennan
Senior Vice President

Cindi LaChance
Senior Vice President

Wes Masters
Senior Vice President

Melanie Motley
Senior Vice President



Front: Isabel Montoya, Brad Walker, Cynthia Watson, John Ruzicka
Back: Larry Williams, Michael Greenhaw, Sammy Scott, David Weems, Laurinda Thomas, Tony Vargas

First Technology Services, Inc.

Senior Officers

John Ruzicka
Chairman, President and CEO

Isabel Montoya
Senior Vice President
Deposit Operations

Cynthia Watson
Senior Vice President
Chief Information Security Officer

David Weems
Senior Vice President
Chief Operations Officer

Larry Williams
Senior Vice President
Technical Architecture

Michael Greenhaw
Vice President
Senior System Analyst

Sammy Scott
Vice President
End User Support Manager

Tony Vargas
Vice President
Project Management

Brad Walker
Vice President
Help Desk and
Network Support

Laurinda Thomas
Assistant Vice President
Debit Card and
Loss Prevention Manager

Directors

John Ruzicka
Chairman, President and CEO
First Technology Services, Inc.
Executive Vice President and CIO
First Financial Bankshares, Inc.

April Anthony
Chief Executive Officer
Encompass Home Health
Homecare Homebase

Ronald D. Butler II
Executive Vice President
Chief Administrative Officer
First Financial Bankshares, Inc.,
Chairman and CEO
First Financial Bank, Abilene Region

F. Scott Dueser
Chairman of the Board,
President and CEO
First Financial Bankshares, Inc.

Ron Giddiens
Investments
Partner, D&G Consulting

Gary S. Gragg
Executive Vice President, Lending
First Financial Bankshares, Inc.

J. Bruce Hildebrand, CPA
Executive Vice President and
Chief Financial Officer
First Financial Bankshares, Inc.

Monica Houston
Executive Vice President
Retail Banking and Training
First Financial Bankshares, Inc.

Les Mariotti
Executive Vice President and
Chief Operations Officer
First Financial Bank, Fort Worth Region
First Financial Bank, Southlake Region

Matt Melbourne
Executive Vice President
First Financial Trust & Asset
Management Company

Trent B. Swearingin
Chairman, President and CEO
First Financial Bank,
Stephenville Region

Lee Warren
Executive Vice President
Chief Operations Officer
First Financial Bank, Conroe Region
First Financial Bank, Kingwood Region





Front: David Castleberry, Kirk Thaxton, Barbara Hill, Konrad Halbert
Back: Brad Brown, Zach Reyes, Brent Miller, Wayne Chowning, Lon Biebighauser, Michael Sierra

First Financial Trust & Asset Management Company

First Financial Trust & Asset Management Company delivered excellent results in 2019. Total assets under management at year-end had a book value of \$4.86 billion, a 13.1 percent increase from \$4.29 billion at the end of 2018. The market value of the assets totaled \$6.75 billion, a gain of 20.5 percent from \$5.60 billion. For the year, total fee income increased 0.8 percent to \$28.4 million from \$28.2 million in 2018, and net earnings after tax increased 2.7 percent to \$13.9 million from \$13.5 million. Earnings were impacted in 2019 by lower oil and gas fees, a decrease from 2018 totaling \$1.1 million.

The trust company's investment performance remained strong. The equity income portfolio led the way with a return of 33.00%, while the taxable and tax-free fixed-income portfolios generated returns of 6.4% and 6.8%, respectively.

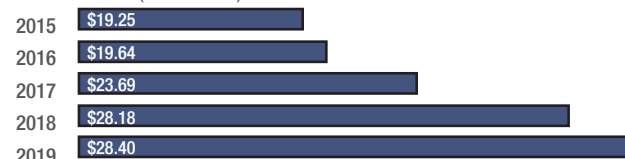
We were pleased to have Brent Miller get our Houston trust office up and running in 2019. We saw excellent growth, with trust assets ending the year at \$56.1 million. We are excited about our pipeline for new business in 2020.

In November, we were pleased to announce the opening of our ninth trust office, located in San Antonio. Mike Sierra will lead this office, and we look forward to its growth and success.

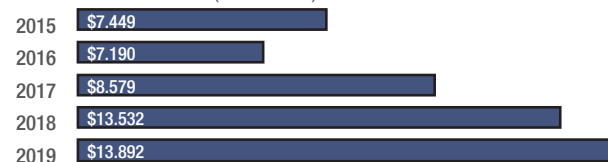
Trust Assets (in millions)



Trust Fees (in millions)



Trust Net Income (in millions)



Senior Officers

Kirk W. Thaxton
Chairman, President and CEO

Lon Biebighauser
Executive Vice President Manager, Abilene

David Castleberry
Executive Vice President Manager, Stephenville

Wayne Chowning
Executive Vice President Manager, Sweetwater

Konrad S. Halbert
Executive Vice President Manager, Fort Worth

Barbara Hill
Executive Vice President Manager, Odessa

Matt Melbourne
Executive Vice President Chief Operations Officer

Christopher N. Montoya
Executive Vice President Manager, Equities

Bill Rowe
Executive Vice President Manager, Fixed Income

Bradley D. Brown
Senior Vice President Manager, Beaumont/Orange

Josh Brown
Senior Vice President Manager, Oil & Gas

Brent S. Miller
Senior Vice President Manager, Houston

David B. Pitzer
Senior Vice President Manager, Real Property

Zach Reyes
Senior Vice President Manager, San Angelo

Michael Sierra
Senior Vice President Manager, San Antonio

Directors

Kirk W. Thaxton
Chairman, President and CEO
First Financial Trust & Asset Management Company, N.A.

David Copeland, CPA
President
Shelton Family Foundation

F. Scott Dueser
Chairman of the Board,
President and CEO
First Financial Bankshares, Inc.

Jay Lawrence
President
MAL Enterprises, Inc.

David F. Lupton
President
Angelo Glass & Mirror Company, Inc.

Mark K. Rich
Director of Investments
Kimbell Art Foundation

Walter G. Riedel, III
Chairman of the Board
Nelda C. and H.J. Lutcher
Stark Foundation

Advisory Director

John L. Beckham
Attorney, Beckham Rector and Eargle LLP



Left to Right: Frank Gioia, Gary Milliorn, Michael Wolverton, Monica Houston, Will Christoferson, Andrea Smiddy-Schlagel, Brandon Harris

Line Of Business Executives

Our line of business executives bring diverse knowledge and expertise in their fields to our company to ensure we have the best in staffing, products and services for our customers. Their job is to lead and upgrade our lines of business while assisting our regional presidents to maximize the utilization of those products and services. Our line of business executives are key to the continued growth and success of the Company and to our commitment to put YOU FIRST.

Senior Officers

Monica Houston
Executive Vice President
Retail Banking and Training

Andrea Smiddy-Schlagel
Executive Vice President
Treasury Management

Michael Wolverton
Executive Vice President
Consumer Lending

Will Christoferson
Senior Vice President
Advertising and Marketing

Frank Gioia
Senior Vice President
Customer Care Center

Brandon Harris
Senior Vice President
Appraisal Services

Gary Milliorn
Vice President
Property Manager



Front: Kirk W. Thaxton, F. Scott Dueser, Gary S. Gragg, Monica Houston
 Middle: J. Bruce Hildebrand, Marna Yerigan, Lawrence B. Kentz, John Ruzicka
 Back: Kyle McVey, Ronald D. Butler, Luke Longhofer, Randy Roewe

Corporate Information

Officers

F. Scott Dueser Chairman of the Board, President and CEO	Gary S. Gragg Executive Vice President Chief Lending Officer	John Ruzicka Executive Vice President Chief Information Officer	Marna Yerigan Executive Vice President Lending
Ronald D. Butler II Executive Vice President Chief Administrative Officer	Luke Longhofer Executive Vice President Chief Credit Officer	Kirk W. Thaxton Chairman, President and CEO First Financial Trust	Lawrence B. Kentz Senior Vice President Chief Compliance Officer
J. Bruce Hildebrand, CPA Executive Vice President Chief Financial Officer	Randy Roewe Executive Vice President Chief Risk Officer	Monica Houston Executive Vice President Retail Banking and Training	Kyle McVey, CPA Senior Vice President Chief Accounting Officer

Corporate Information

ANNUAL MEETING Tuesday, April 28, 2020 Abilene Convention Center 1100 N. Sixth St. Abilene, TX 79601 10:30 a.m.	FOR FINANCIAL AND INVESTOR INFORMATION: J. Bruce Hildebrand, CPA Executive Vice President Chief Financial Officer 325.627.7155	SEND CERTIFICATES FOR TRANSFER AND ADDRESS CHANGES TO: Continental Stock Transfer & Trust Company 1 State Street 30th floor New York, NY 10004	ADDRESS SHAREHOLDER INQUIRIES TO: Continental Stock Transfer & Trust Company 1 State Street 30th floor New York, NY 10004
TRANSFER AGENT Continental Stock Transfer & Trust Company 212.509.4000 www.continentalstock.com	CORPORATE OFFICE 400 Pine St. Abilene, TX 79601 325.627.7155 800.588.7000	CORPORATE MAILING ADDRESS P.O. Box 701 Abilene, TX 79604	INDEPENDENT PUBLIC AUDITORS Ernst & Young LLP

NASDAQ: FFIN
www.ffin.com



Front: Vianei Lopez Braun, F. Scott Dueser, Johnny E. Trotter
 Middle: Mike Denny, David Copeland, April Anthony, Robert C. Nickles, Tim Lancaster
 Back: Tucker S. Bridwell, Kade Matthews, Ron Giddiens, Ross H. Smith, Jr., Murray Edwards

Board Of Directors

COMMITTEE CHAIRMEN:

- Executive Committee:** F. Scott Dueser, Chairman
- Audit Committee:** David Copeland, Chairman
- Compensation Committee:** Tim Lancaster, Chairman
- Nominating/Corporate Governance Committee:** Tucker S. Bridwell, Chairman
- Bank Directors' Loan Committee:** Murray Edwards, Chairman

Certain statements contained in this annual report may be considered "forward-looking statements" as defined in the Private Securities Litigation Reform Act of 1995. These statements are based upon the belief of the Company's management, as well as assumptions made beyond information currently available to the Company's management, and may be, but not necessarily are, identified by such words as "believes," "expect," "plan," "anticipate," "target," "forecast" and "goal". Because such forward-looking statements are subject to risks and uncertainties, actual results may differ materially from those expressed or implied by such forward-looking statements. Factors that could cause actual results to differ materially from the Company's expectations include competition from other financial institutions and financial holding companies; the effects of and changes in trade, monetary and fiscal policies and laws, including interest rate policies of the Federal Reserve Board; changes in the demand for loans, fluctuations in value of collateral and loan reserves; inflation, interest rate, market and monetary fluctuations; changes in consumer spending, borrowing or saving habits; and acquisitions and integration of acquired businesses, and similar variables. Other key risks are described in the Company's reports filed with the Securities and Exchange Commission, which may be obtained under "Investor Relations-Documents and Filings" on the Company's website or by writing or calling the Company at 325.627.7155. Except as otherwise stated in this annual report, the Company does not undertake any obligation to update publicly or revise any forward-looking statements because of new information, future events or otherwise. Note: Market share data is calculated from June 30, 2019, deposit information compiled by the Federal Deposit Insurance Corporation.

BOARD MEMBER	YEAR	COMMITTEE
F. Scott Dueser Chairman of the Board, President and CEO First Financial Bankshares, Inc.	1991	1
April Anthony CEO Encompass Home Health Homecare Homebase	2015	2
Vianei Lopez Braun Chief Development Officer Decker Jones, P.C.	2020	3
Tucker S. Bridwell* President Mansefeldt Investment Corp.	2007	1, 4
David Copeland, CPA President, SIPCO, Inc. and Shelton Family Foundation	1998	1, 2, 4
Mike Denny President, Batjer and Associates	2019	2, 3, 5
Murray Edwards Principal, The Edwards Group	2006	1, 2, 4, 5
Ron Giddiens Investments Partner, D&G Consulting	2009	2, 5
Tim Lancaster Former President and CEO Hendrick Health System	2013	1, 2, 3, 4, 5
Kade Matthews Ranching and Investments	1998	3
Robert C. Nickles, Jr. Executive Chairman Alegacy Group, LLC	2019	3
Ross H. Smith, Jr. President, Akrotex, Inc. Owner, Sabine River Ford, Inc.	2014	3, 5
Johnny E. Trotter President and CEO Livestock Investors, Ltd.	2003	1, 3, 4

* Lead Director

FIRST FINANCIAL BANKSHARES, INC.™