



### First Western Financial, Inc. The First, Western-Based Private Trust Bank

Investor Presentation May 2019



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### A Wealth Manager on Private Trust Bank Platform

### FIRSTWestern

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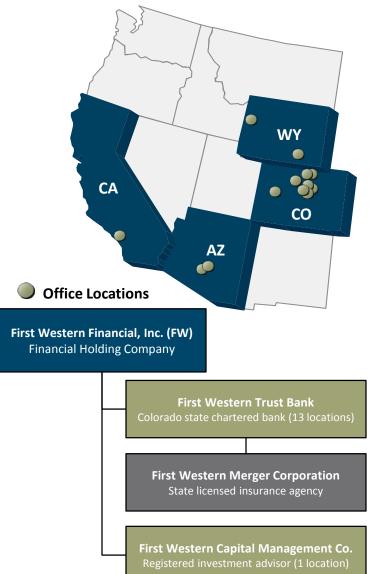
Overview	on a private trust ban Headquartered in De	positioned in desirable, affluent and high				
Target Market	<ul> <li>Households of \$1+ m</li> <li>High net worth and h</li> <li>Colorado, Arizona, W</li> </ul>					
Competitive Advantage	<ul> <li>Operates as one integrated firm, not silos</li> <li>Team approach benefits clients, First Western</li> <li>Local boutique private trust bank offices with central product experts</li> </ul>					
Company Highlights as of 3/31/2019	<ul> <li>(Dollars in millions, unless)</li> <li>Assets:</li> <li>Gross Loans:</li> <li>Total Deposits:</li> <li>AUM:</li> <li>CET1 Ratio:</li> <li>Tier 1 Ratio:</li> </ul>	s otherwise noted) \$1,144.7 \$931.2 \$978.1 \$5.8 billion 11.13% 11.13%				

Leverage Ratio:

TRBC Ratio:

8.67%

12.78%



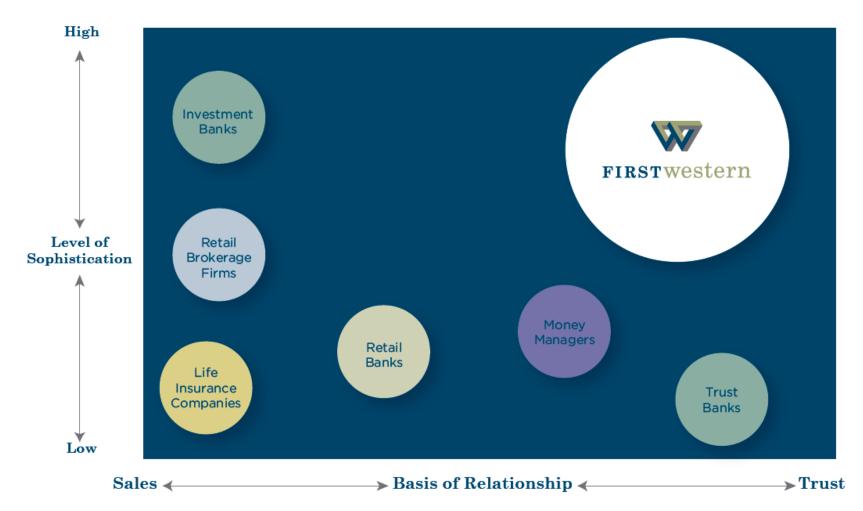
# **MYFW: Our Five Core Strengths**

Differentiated, Proven in the Marketplace	<ul> <li>Niche-focused franchise headquartered in Denver, Colorado</li> <li>Well-positioned in many attractive markets in Arizona, California, Colorado and Wyoming</li> <li>Specialized central expertise to compete with siloed national, regional firms</li> <li>Delivered through local, boutique trust banking teams so clients "owned" by MYFW, not associates</li> </ul>
Built in Operating Leverage	<ul> <li>Strong profit center margins at maturity, growth opportunities in current and new markets</li> <li>Revenue growth in both fee income and net interest income, with liability sensitive balance sheet</li> <li>Scalable, leverageable high fixed cost Product and Support Centers</li> <li>Operating expense investment already in place for growth and expansion</li> </ul>
Highly Desirable Recurring Fee Income	<ul> <li>~50% fee income, consistently through MYFW history</li> <li>Primarily recurring trust and investment management ("TIM") fees</li> <li>Low risk, "sticky" wealth/trust business with comprehensive product offering</li> <li>Multiple entry points with ConnectView<sup>®</sup> – proprietary review process to service, cross-sell</li> </ul>
Experienced, Tested Team	<ul> <li>Executives are major bank/professional firm trained, with deep relationships in communities</li> <li>Achieved growth through business and economic cycles, capital constraints</li> <li>Healthy relationship with all regulators with strong risk management culture</li> <li>CEO with proven track record for creating value in previous bank ownership</li> </ul>
Unique Opportunity for Investors	<ul> <li>At critical mass but small market share, many current and new market opportunities</li> <li>Proven ability to expand: (1) Organically, (2) By expansion and (3) By acquisition</li> <li>Few large Colorado bank alternatives for investors and clients, creating lift-out opportunities</li> <li>MYFW was capital constrained: IPO provided growth capital, paid off high cost capital, debt</li> </ul>

### First Western's core strengths provide the foundation for driving shareholder value

## Rationale for Starting First Western

### Competition is Everyone and No One



### **W** Team: Ready to Take MYFW to the Next Level

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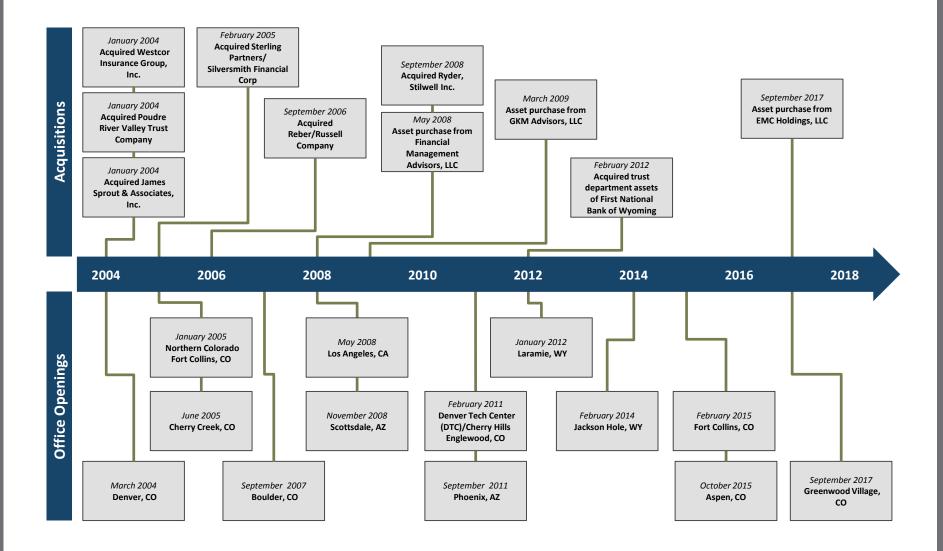
Name	Title	Years at FW	Years in Industry	Prior Experience
Scott C. Wylie	Chairman, CEO & President	17	32	<ul> <li>Chairman &amp; CEO, Northern Trust Bank of Colorado</li> <li>Chairman &amp; CEO, Trust Bank of Colorado</li> <li>CEO, Equitable Bancshares of Colorado and Women's Bank, Chairman, Equitable Bank</li> <li>Chairman, American Fundware</li> <li>President &amp; CEO, Bank and Trust of Puerto Rico</li> <li>Associate, First Boston Corporation</li> </ul>
Julie A. Courkamp	Chief Financial Officer & Treasurer	13	19	<ul> <li>Assurance services with PricewaterhouseCoopers</li> <li>Executive roles within First Western with responsibility for Accounting &amp; Finance, Risk, Technology and Operations</li> </ul>
John E. Sawyer	Chief Investment Officer	2	26	<ul> <li>Chief Investment &amp; Fiduciary Officer, BBVA Compass Bank</li> <li>President &amp; COO, Florida-based boutique wealth management firm</li> <li>Executive with Credit Suisse, Morgan Keegan &amp; Co., and First Tennessee Capital Markets</li> </ul>
Scott J. Lawley	Chief Credit Officer	1	32	<ul> <li>Sr. Credit Officer &amp; Segment Risk Officer, Huntington National Bank</li> <li>Credit advisor, chief underwriter, CRE credit officer PNC Bank, US Bank</li> <li>Lending positions with Fleet Bank</li> </ul>
Josh M. Wilson	Regional President, CO / WY	7	20	<ul> <li>CFO, international oil and gas operating company</li> <li>PC President at First Western</li> <li>Executive with Bank One, JP Morgan and Vectra Private Bank</li> </ul>
Dan C. Thompson	Regional President, AZ / CA	15	26	<ul> <li>Team Leader within Private Wealth Advisors , Merrill Lynch</li> <li>Positions in the High Net Worth and Q.A. group, Charles Schwab &amp; Co.</li> </ul>
Cammie A. Redpath	Chief Human Capital Officer	<1	20	<ul> <li>Chief Human Resources Officer for private equity and publically traded real estate firm</li> <li>Head of Human Resource positions for start-up and high growth organizations</li> </ul>

Senior management team upgraded over past year to prepare for next phase of growth



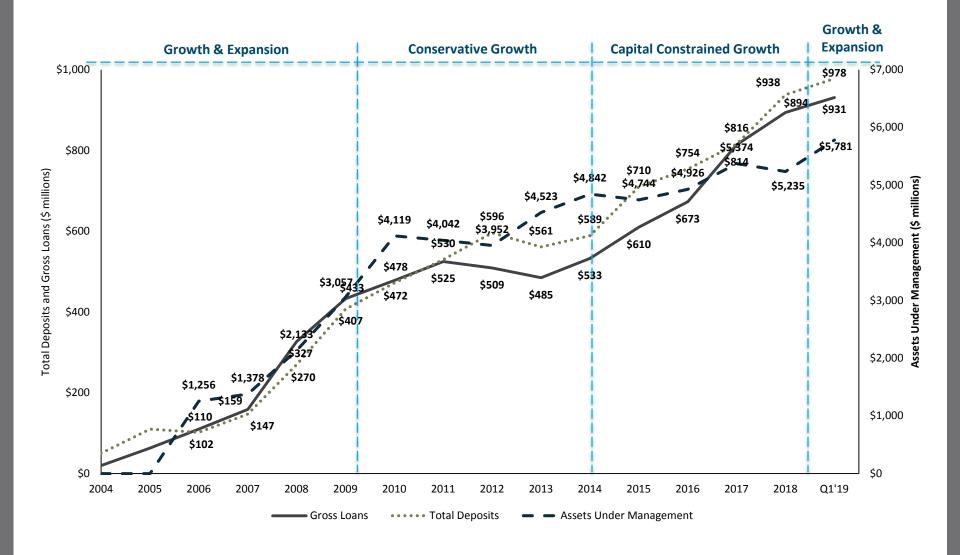
Name	Title	Primary Business
Scott C. Wylie	Chairman, CEO & President	First Western Financial, Inc.
Julie A. Caponi, CPA	Board Director / Trustee	<ul> <li>Former Finance Executive at Arconic, Inc. (fka Alcoa Inc.)</li> <li>Former audit partner at Deloitte</li> <li>Board member &amp; Audit Committee chair for FCF (NYSE)</li> </ul>
David R. Duncan	Board Director / Trustee	<ul> <li>Energy</li> <li>Winery Executive, Silver Oak Cellars</li> <li>Entrepreneur, board member, business leader</li> </ul>
Thomas A. Gart	Board Director / Trustee	<ul> <li>Real Estate Developer</li> <li>Specialty Retail Executive</li> <li>Family business, PE investing across broad range of industries</li> </ul>
Patrick H. Hamill	Board Director / Trustee	<ul> <li>Real Estate Developer</li> <li>Home Builder Executive</li> <li>Entrepreneur, business/community leader, real estate expertise</li> </ul>
Luke A. Latimer	Board Director / Trustee	<ul> <li>Utility Maintenance</li> <li>Construction Executive</li> <li>Family business, public bank board</li> </ul>
Eric D. Sipf, CPA <sup>(1)</sup>	Board Director / Trustee	<ul> <li>Former Healthcare Executive</li> <li>US Army</li> <li>Asset management, finance, bank board, M&amp;A</li> </ul>
Mark L. Smith	Board Director / Trustee	<ul> <li>Real Estate Developer</li> <li>Entrepreneur, community leadership, real estate expertise</li> </ul>
Joseph C. Zimlich, CPA	Board Director / Trustee	<ul><li>Family Office Executive</li><li>Corporate leadership, board, investment management</li></ul>

## **Success in Expansion and Acquisition Growth**



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## **Emerging From a Cycle of Capital Constraint**



### Great Markets, Scarce Investment Opportunity

#### First Western Market Favorability<sup>(1)</sup>

- Denver, Colorado (2018)
  - #1 best metro for small business employment
  - #5 best economy among large U.S. cities, population tripled ('00)
  - Employment reached record-high in 2Q 2018 (up 4.1% YoY)
- Fort Collins, Colorado (2017)
  - #1 for stable & growing housing market
  - Manufacturing for Anheuser-Busch, Broadcom, Intel
- Phoenix, Arizona (2017)
  - Total personal income rose 4.3% for state
  - Employment increased 3.5% for state
  - #3 in personal income growth, #5 for economic momentum

#### Deposits by MSA<sup>(2)</sup> Deposits by State Glenwood Jackson, WY Springs, CO 8% Colorado 77% 3% Arizona 15% Boulder. CO 8% Wyoming 10% Phoenix, AZ 15%

### Colorado Chartered Banks (Assets > ~\$1.0 billion)

As of December 31, 2018	Current Ownership	Total Assets (\$bn)
FirstBank	Private	18.6
NBH Bank	Public (NYSE: NBHC)	5.7
CoBiz Bank	BOKF (Acquired in 2018)	4.4
Bank of Colorado	Private (Sub. of Pinnacle Bancorp-NE)	4.0
Sunflower Bank	Private	3.9
Guaranty B&TC	IBTX (Acquired in 2018)	3.8
Alpine Bank	Private	3.7
ANB Bank	Private	2.6
Citywide Banks	HTLF (Acquired in 2017)	2.3
First Western Trust Bank	Public (Nasdaq: MYFW)	1.1

 Source: 2018 Downtown Denver Partnership Report; Ft. Collins Chamber of Commerce; University of Arizona; Fed Funds Info; Realtor.com.

(2) Source: S&P Global Market Intelligence as of 06/30/2018.

(3) Percentage income growth for households with over \$200,000 in current household income (HHI). Note: Demographic data provided by Nielsen per US Census data.

MSA	State	Market Share	Projected % Change in HHI of \$200M + (2019-2024) <sup>(3)</sup>
Denver-Aurora-Lakewood	CO	0.45	35.49
Fort Collins	СО	2.15	44.99
Phoenix-Mesa-Scottsdale	AZ	0.13	41.62
Boulder	СО	0.83	28.76
Jackson	WY/ID	2.90	21.42
Glenwood Springs	CO	1.17	24.61
National Average			31.93
			1

Fort Collins, CO

20%

Denver, CO

44%

### **The Roadmap to Shareholder Value Creation**

### Short-Term Goals

- Embedded earnings growth drivers
  - Benefit from operating leverage
  - Integrate mortgage and capital management operations
  - Leverage other product groups
- Accelerate revenue growth
  - Leverage expanded trust and IM teams
  - Add trust and IM products, services
  - Build traction with Wealth Advisors
- Add commercial banking depth
  - Cross sales to target wealth management clients
  - High margin products through existing channels

#### Long-Term Goals

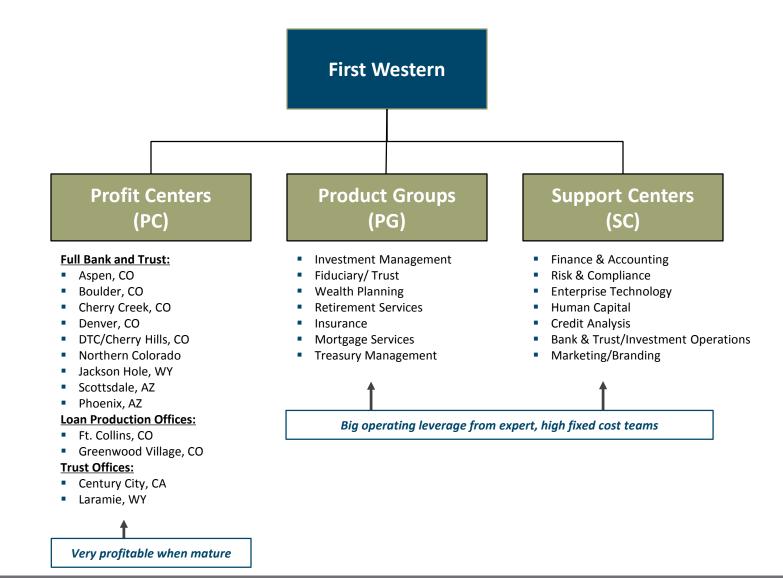
- Drive to \$5 billion in total assets, \$25 billion TIM assets through both organic growth and acquisitions
  - ~50 offices
  - \$7-8 million in revenue per office
  - 60% contribution margin per office
- Build footprint, scale and operating leverage with M&A
  - Capital and earnings accretive
- Create, roll out virtual private bank
  - Robo advisor tied to bank
  - "Buy up" into expert advice
- Upgrade wealth management platform
  - Fully integrated front end
- Sell wholesale TIM services to other banks

Our mission is to be the BPBFWWMC – Best Private Bank for the Western Wealth Management Client

We believe First Western can be a unique, niche focused regional powerhouse with high fee income and consistent strong earnings from our scalable wealth management platform

### **Organizational Structure Built for Scale**

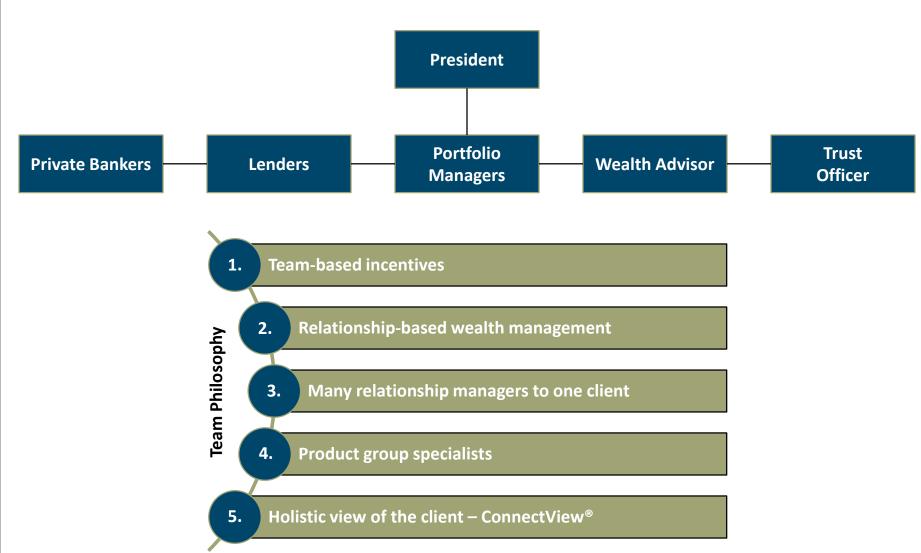
Our local, boutique private trust bank offices compete with the biggest wealth managers in the country...



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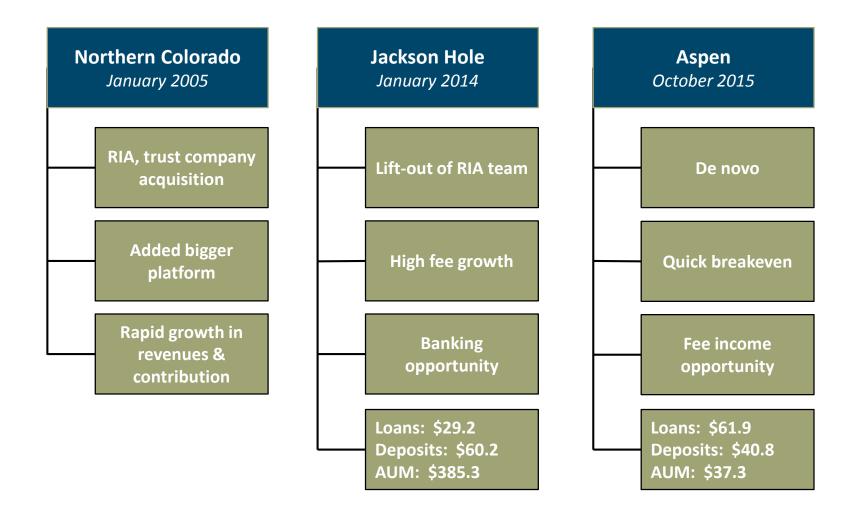
### **Integrated Team Approach in Boutique Offices**

... by working as a team to grow relationships



### **Different Paths to Profit Center Success**

We build new offices through acquisition or de novo, and start with either banking or investment professionals



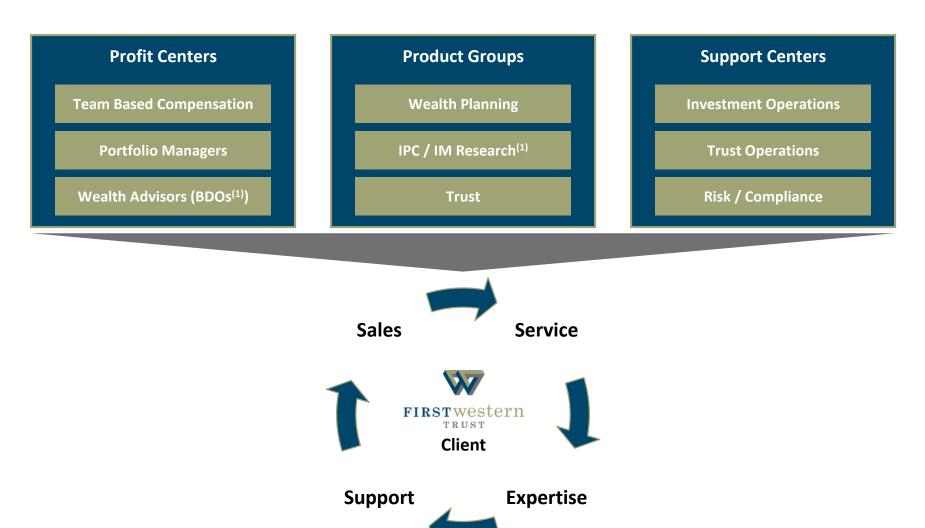
## Acquire, Cross Sell Clients Using Product Groups

### Our local profit centers team with specialized product experts through ConnectView®

Commercial Banking	<ul> <li>Corporate loans to match specific needs</li> <li>Well-versed in working with complex cash flows and business models</li> <li>Customized treasury management products and services</li> </ul>
Retirement / 401(k) Plan Consulting	<ul> <li>Retirement plan consultants partnering with businesses to sponsor retirement plans</li> <li>Creative corporate retirement plan design, analysis solutions, fiduciary liability management</li> <li>HSAs, third party administrative services, ERISA compliance and education</li> </ul>
Residential Mortgage Lending	<ul> <li>Mortgage banking specializing in high net worth lending</li> <li>Underwritten to Fannie Mae and Freddie Mac guidelines</li> <li>Portfolio lending and secondary sales</li> </ul>
Wealth Planning	<ul> <li>Wealth planning with specialized services (e.g. philanthropic)</li> <li>Proprietary ConnectView<sup>®</sup> approach, with access to CFPs, CPAs and estate planning attorneys</li> <li>Charitable giving tax strategies, deferred-compensation plans, life insurance, key person insurance</li> </ul>
Investment Management	<ul> <li>Provide a broad range of asset and sub asset classes</li> <li>Create unique solutions through internal research, proprietary and third-party investment options</li> <li>Central team creates the platform for Portfolio Managers to service clients, manage accounts</li> </ul>
Trust	<ul> <li>Fiduciary wealth management with expert review of client objectives, creating solutions</li> <li>Irrevocable life insurance trust, conservatorship, successor trustee, directed custodial trusteeship</li> <li>WY tax-exempt asset protection, special needs trusts, escrow services, family office services</li> </ul>

## **Teamwork Drives Client Satisfaction, Retention**

Example of investment management teamwork shows how MYFW, not relationship managers, owns our clients



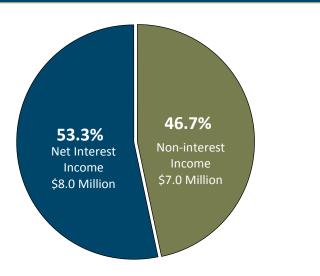
### **Our High-Quality, Recurring Revenues**

### **Earnings Themes**

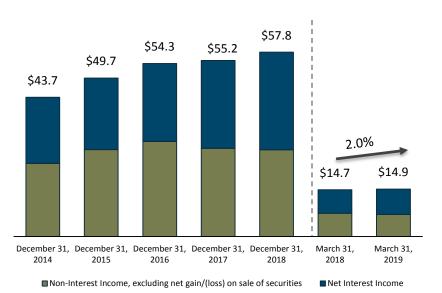
- Diverse, stable, desirable revenue mix
- Attractive markets and business model
- Robust earnings growth
- Investments made in long term growth

Q1'19 Gross Revenue

- Built-in operating leverage:
  - 1. Infrastructure capable of supporting a much larger bank
  - 2. Cost reductions
  - 3. Use of IPO proceeds

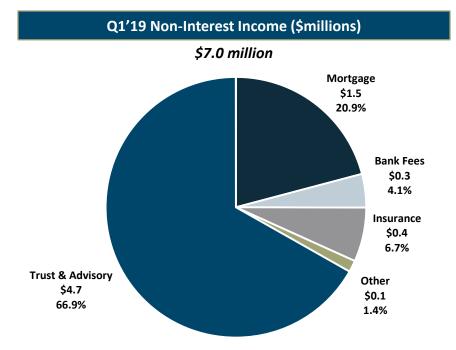


#### Gross Revenue<sup>(1)</sup> (\$millions)



(1) See Non-GAAP reconciliation

### **Predictable, Growing Sources of Fee Income**



#### AUM Composition by Account Type (\$billions) \$5.8 billion Managed Trust \$1.6 27.8% Investment Agency \$1.9 33.4% 401(k)/ Retirement \$1.0 16.6% Custody Directed Trust \$0.5 \$0.8 8.2% 14.0%

#### Trust and Investment Management

- Guided architecture
- Customized investment solutions
- Internally manage ~\$1.0 billion in AUM

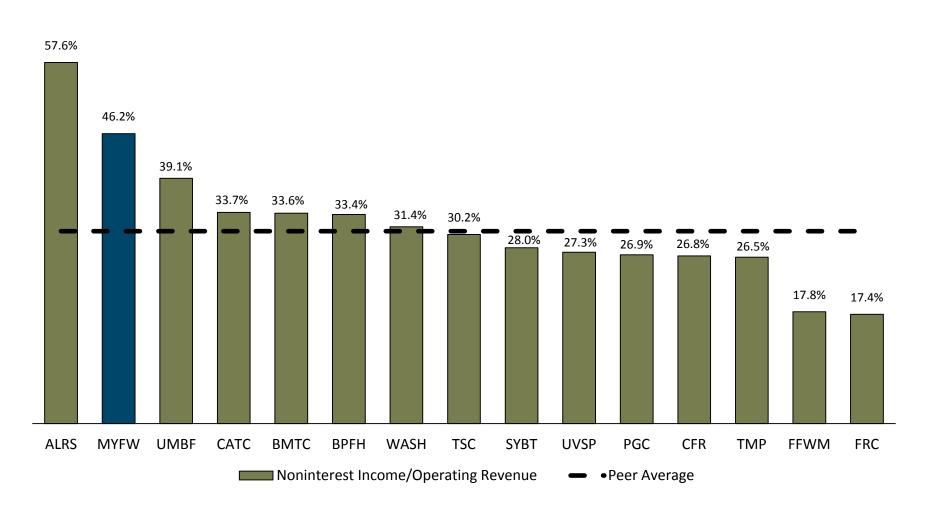
Wealth Management Segment Non-Interest Income (\$millions)



Note: As of or for the quarter ended March 31, 2019 (unaudited). Totals may not add up due to rounding.

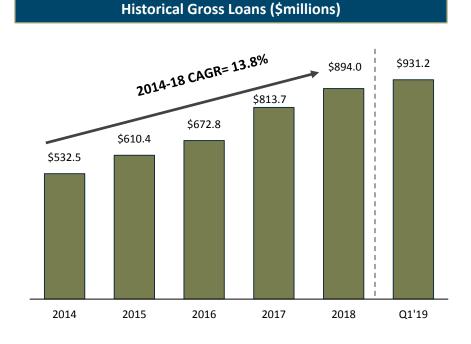
## **Private Bank Model Generates Strong Fee Income**

Nearly Half of Operating Revenue Generated by Fee Income

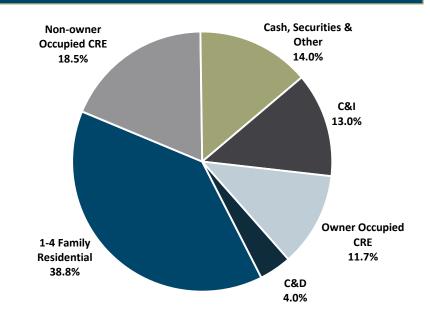


### **W** Our Balanced, Private Banking Loan Portfolio

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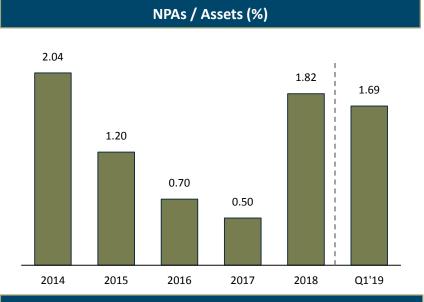
Q1 2019 Loan Portfolio by Collateral Type <sup>(1)</sup>



#### Lending Strategy

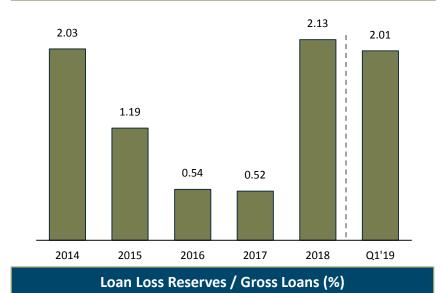
- Grew gross loans at 16.7% LQA in 1Q19
- Well balanced loan production driving growth in all areas except for commercial real estate
- Added production from mortgage acquisition
- Return on equity based relationship pricing
- High net worth, relationship lending model

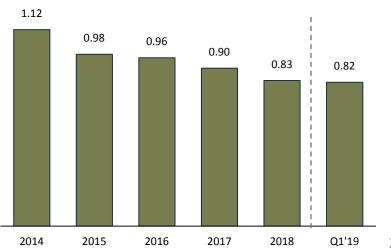
#### W **10 Quarters of No Net Charge-offs** FIRSTwestern



### Net Charge-offs / Average Loans (%)

0.19 0.07 0.07 0.00 0.00 0.00 Q1'19 2014 2015 2016 2017 2018



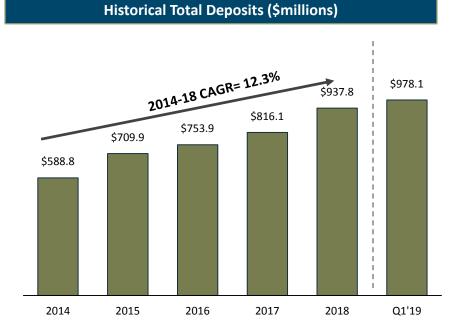


NPLs / Loans (%)

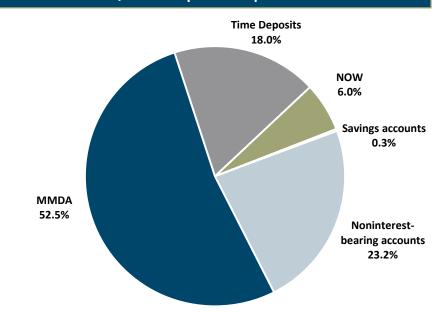
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### A Balanced, Growing Core Deposit Base

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Q1 2019 Deposit Composition<sup>(1)</sup>

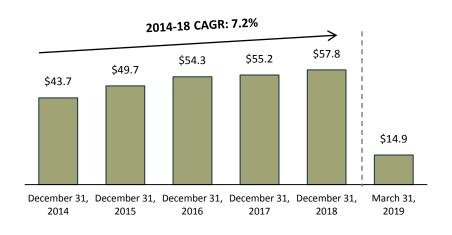


### **Deposit Strategy**

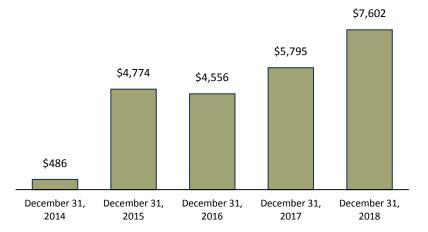
- Cross-sell additional products and services to depositors
- Relationship lending, trust/IM deposits
- Generate leads through BDOs and Treasury Management

### **Revenue Growth Exceeding Expense Growth**

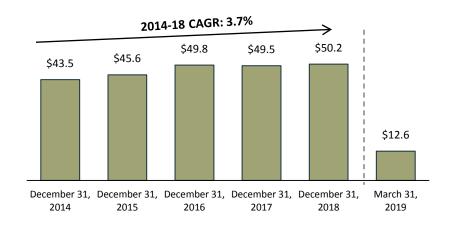
Gross Revenue<sup>(1)</sup> (\$millions)



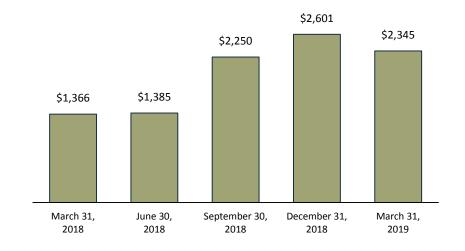
2014-2018 Pre-Tax, Pre-Provision Income<sup>(1)</sup> (\$000s)



**Total Non-Interest Expenses (\$millions)** 



### Quarterly Pre-Tax, Pre-Provision Income<sup>(1)</sup> (\$000s)





#### **Removed Capital Constraints**

- Lowered capital costs by ~\$2.7 million (after-tax) per year
- Historical balance sheet growth was Basel III constrained to qualify as small BHC (<\$1 billion in assets)</li>

### **Reduce Expenses and Improve Operating Efficiency**

- Eliminated redundancies and rent expense in 2018
- Capital investment in **platform** is now **in place**
- Minimal incremental back office expense needed to support continued growth
- Integrating technology into operations

#### Added Revenue Generators

- Experienced executive leadership added in 2018
- Added wealth advisors/BDOs
- Added MLOs in offices in 2018 and 2019
- Generate referrals for new client relationships
- Develop new products to meet the needs of our clients

#### Drive Client Acquisition and Increase Share of Wallet

- Added client relationship and **profitability tools** 
  - Managed centrally by treasury desk
- Build out existing markets and employ highly capable associates with local market experience/relationships
- Identify new markets to establish profit centers without a proportionate increase in product group or support center expenses

**Progress Report on Earnings Drivers** 

Earnings Driver	Progress Report			
Lower capital costs	• 2019 is first full year with no preferred stock dividend payment			
Increased loan growth	<ul> <li>Annualized loan growth: 17.1% in 4Q18 and 16.7% in 1Q19</li> <li>Growth coming in all portfolios except commercial real estate</li> </ul>			
Higher fee income	<ul> <li>Mortgage activity improving after slowdown in 4Q18</li> <li>Restructured mortgage division to drive profitability</li> </ul>			
Improved operating leverage	2018 expense reductions eliminated redundancies			
Profit centers gaining scale	Q1 2019 year over year total revenue increases for selected profit centers: • Aspen: +68% • Denver: +40% • Jackson Hole: +38% • DTC: +23%			



- Business development platform expected to continue to gain traction and drive further increases in gross revenue
- Second half of 2019 expected to be stronger than first half
- Loan production continues to be well diversified
- Lower mortgage rates and seasonal factors driving increase in refinancing volumes
- Continued improvement in operating efficiencies despite further investment in revenue generating positions
- Consolidation in Colorado banking market creating opportunities to add clients and experienced talent



MYFW's core strengths provide the foundation for driving shareholder value

Differentiated, Proven in the Marketplace

**Built-in Operating Leverage** 

**Highly Desirable Recurring Fee Income** 

**Experienced**, Tested Team

**Unique Opportunity for Investors** 





### Appendix

### **Holistic, Integrated Risk Management**

Purpose	<ul> <li>Holistic approach for the oversight, control, and discipline to drive continuous improvement</li> <li>Everyone's responsibility and non-compliance is not an option</li> <li>Governance framework for the process of anticipating, identifying, assessing, managing and monitoring risks</li> </ul>
Objectives	<ul> <li>Define risk appetite framework</li> <li>Define risk areas and responsibilities</li> <li>Identify key risk activities for the defined risk areas</li> <li>Establish risk tolerance for defined risk areas</li> <li>Establish systems for identifying and reporting risks, including emerging risks</li> <li>Monitor compliance with strategies designed to mitigate identified risks</li> <li>Ensure effective and timely implementation of corrective actions</li> <li>Integrate risk management framework objectives into performance evaluation framework</li> </ul>
	<ul> <li>ERM Committee:</li> <li>Oversee and support the Senior Risk Officer</li> <li>Establish risk tolerances and parameters ("risk appetite") to assess risks and design adequate mitigation strategies</li> <li>Senior Risk Officer:</li> </ul>

- ERM program to create and monitor risk management practices
  - Perform company-wide risk assessment, including relative risk ratings
  - Assign risk owners and approve action plans
  - Review and monitor risk mitigation initiatives and status
  - Review and report to ERM committee:
    - Specific areas of risk and respective Risk Area Owner responsible for the risks existing in that area
    - Magnitude of all material business risks
    - Processes, procedures and controls in place to manage material risks
    - Overall effectiveness of the risk management process
  - Evaluate risks and provide guidance on new or proposed products, services or businesses

#### Responsibilities

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#### **Key Themes of ERM– In the Business** W FIRSTwestern

Ensure Compliance	<ul> <li>Meet regulatory requirements</li> <li>Comply with good industry practices</li> <li>Effective, efficient, and smart compliance – a change agent for better business decisions</li> </ul>	
Limit Potential Losses	<ul> <li>Create appropriate transparency on risk, capital and balance-sheet usage, accounting implications</li> <li>Effectively limit risks and avoid reputational damage</li> <li>Strong risk controlling and monitoring</li> <li>Maintain both economic as well as accounting perspective</li> </ul>	
Improve Profitability	<ul> <li>Ensure decision-oriented processes</li> <li>Maintain efficient and lean risk management – standardization and differentiation</li> <li>Improve quality of problem loan management</li> <li>Optimize ALM and transfer pricing in cooperation with CFO/treasury</li> </ul>	
Support Growth	<ul> <li>Anticipate changes in the Company's risk profile</li> <li>Ensure scalability and flexibility of core processes</li> <li>Improve balance-sheet management</li> <li>Contribute to powerful product offering</li> </ul>	
Risk Overlay for Decision Making	<ul> <li>Integrated risk, finance and capital perspective into business planning and management process</li> <li>Strong risk and finance capabilities through frontline tools, trainings, and incentives in IT/operations, HC</li> </ul>	
Improve Stakeholder Management	<ul> <li>Implement a strong risk and performance culture throughout the organization</li> <li>Improve planning and steering concepts, data management with CEO, CFO and treasury</li> <li>Satisfy Board requirements on transparency and decisions support</li> <li>Maintain effective relations with regulators</li> </ul>	
Define Governance and Organization	<ul> <li>Define risk structure's mandate and organization, create independent risk view in core decisions</li> <li>Ensure CFO's mandate and organization in capital and balance-sheet management, ALM, treasury, funding</li> <li>Define and implement ERM approach</li> <li>Ensure appropriate people development: knowledge, experience, stature, motivation and culture</li> </ul>	30



### **Non-GAAP Reconciliation** FIRSTwestern

#### Consolidated Pre-tax, Pre-provision Income For the Three Months Ended, September 30, March 31, June 30, December 31, March 31, (Dollars in thousands) **2019**<sup>(1)</sup> 2018 2018 2018 2018 Net Income, as reported \$1,186 \$1,048 \$1,689 \$1,724 \$1,627 Provision for loan losses (187) 349 194 ---18 Income tax expense (benefit) 367 337 543 528 524 Pre-tax, Pre-provision Income \$1,366 \$1,385 \$2,250 \$2,601 \$2,345

Consolidated Pre-tax, Pre-provision Income	For the Twelve Months Ended December 31,				
(Dollars in thousands)	2014	2015	2016	2017	2018
Net Income, as reported	\$10,990	\$2,650	\$2,302	\$2,023	\$5,647
Provision for loan losses	1,455	1,071	985	788	180
Income tax expense (benefit)	(11,959)	1,053	1,269	2,984	\$1,775
Pre-tax, Pre-provision Income	\$486	\$4,774	\$4,556	\$5,795	\$7,602

Tangible Common Equity Per Share	As of March 31,	
(Dollars in thousands, except per share data)	<b>2018</b> <sup>(1)</sup>	<b>2019</b> <sup>(1)</sup>
Total shareholders' equity	\$104,155	\$119,668
Less		
Preferred stock (liquidation preference)	24,968	
Goodwill	24,811	24,811
Intangibles, net	1,003	229
Tangible common equity	\$53,373	\$94,628
Common shares outstanding, end of period	5,900,698	7,968,420
Tangible common book value per share	\$9.05	\$11.88



Consolidated Gross Revenue	For the Years Ended,				
(Dollars in thousands)	2014	2015	2016	2017	2018
Total income before non-interest expense	\$42,533	\$49 <i>,</i> 339	\$53 <i>,</i> 394	\$54,501	\$57,617
Less: Net gain on sale of securities	321	717	114	81	-
Plus: Provision for credit loss	1,455	1,071	985	788	180
Gross Revenue	\$43,667	\$49,693	\$54,265	\$55,208	\$57,797

Consolidated Gross Revenue	For the Quarter Ended <sup>(1)</sup> March 31,	
(Dollars in thousands)	2018	2019
Total income before non-interest expense	\$14,839	\$14,753
Less: Net gain on sale of securities		
Plus: (Recovery of) provision for credit loss	(187)	194
Gross Revenue	\$14,652	\$14,947