

FIRST FINANCIAL BANKSHARES, INC.^{TM.}

Corporate Governance Guidelines

FIRST FINANCIAL BANKSHARES, INC. CORPORATE GOVERNANCE GUIDELINES

The Board of Directors (the “**Board**”) of First Financial Bankshares, Inc. (“**First Financial**”) is responsible for managing the business and affairs of First Financial in a manner that promotes the long-term financial interests of First Financial and its shareholders. The Board has adopted these Corporate Governance Guidelines (these “**Guidelines**”) to promote the Board’s effectiveness in fulfilling its responsibility to oversee First Financial’s operations as well as to demonstrate First Financial’s commitment to the highest standards of corporate governance.

As a general matter, the principles set forth in these Guidelines shall also govern the operations of boards and similar governing bodies of First Financial’s subsidiaries (except for matters that should not apply in the subsidiary context, such as, by way of example, the size of a board or stock ownership requirements, and as otherwise determined by the Board in its discretion or by the subsidiary boards, as applicable.).

A. Composition of the Board, Director Qualifications and Related Matters

1. Size. First Financial’s Amended and Restated Bylaws (the “**Bylaws**”) provide that the number of directors shall be no less than seven (7) nor more than fifteen (15), with the exact number of directors to be fixed and determined from time to time by resolution of a majority of the full Board at any annual, regular, or special meeting of the Board. The Board believes that, given First Financial’s size and the nature of its operations currently, between seven (7) and fifteen (15) directors is an appropriate size for the Board, allowing for a board large enough for there to be a diversity of opinion and backgrounds but not so large as to impede the Board’s efficiency or diminish individual accountability.

The Nominating/Corporate Governance Committee (the “**Nominating Committee**”) is responsible for reviewing the size of the Board at least annually and recommending whether to increase or decrease the number of directors serving on the Board.

2. Independence. At least a majority of the members of the Board must be “independent directors” (“**Independent Directors**”) as defined under the listing rules enacted from time to time by The NASDAQ Stock Market LLC (“**Nasdaq**”). The Board believes as a matter of policy that maintaining an even higher percentage of Independent Directors is in First Financial’s best interests, although the Board also recognizes the important contribution that management directors make to the Board’s fulfillment of its responsibilities.

The full Board shall determine annually (and, absent special circumstances, no later than the Board’s January meeting each year) whether each director is an Independent Director, taking into account all known facts and circumstances. Only those directors who (a) do not have any of the categorical relationships that preclude him or her from being an Independent Director under then-applicable Nasdaq listing rules, and (b) do not have any other relationships (business, social, etc.) that, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director shall be considered Independent Directors. The Board expects that all future non-employee candidates for director will satisfy these independence requirements, although the Board retains the discretion to recommend a candidate who is not

independent under Nasdaq listing rules where the qualifications or other characteristics of such candidate are deemed by the Board to make his or her election to the Board in the best interests of First Financial and its shareholders.

Consistent with the rules and regulations of the Securities and Exchange Commission (the “**SEC**”) and Nasdaq listing rules, First Financial shall disclose in its annual proxy statement the names of those directors that the Board has determined to be Independent Directors. For each director or nominee for director determined to be an Independent Director, the proxy statement shall describe any transactions, relationships or arrangements that the Board considered in making the determination.

3. Director Qualifications. It is essential that the Board be composed of individuals with a broad mix of backgrounds and experience and that the Board, as a whole, have the knowledge, skills and experience necessary to guide a publicly-traded financial holding company like First Financial in the prevailing business environment. In addition, the Board believes that its membership should reflect diversity, viewed in its broadest sense, in order to promote the inclusion of different perspectives and ideas. In all events, the membership of the Board shall be such that First Financial is able to satisfy all requirements of the Nasdaq listing rules (in addition to independence requirements), SEC rules and regulations and federal and state law applicable to the membership of the Board and its committees. The Nominating Committee is responsible for monitoring the composition of the Board to ensure that it meets these requirements and making recommendations to the Board with respect thereto.

If the Nominating Committee recognizes the need for any changes in or additions to Board membership, it is responsible for identifying and recommending candidates to the Board. To achieve the desired Board composition, as described above, the Nominating Committee shall evaluate director candidates in accordance with the criteria specified in the Nominating Committee’s charter.

The Nominating Committee also is responsible for evaluating candidates recommended by shareholders, using the same criteria it uses to evaluate candidates identified by the Nominating Committee. Shareholder-recommended candidates will only be considered if the nominations are made in accordance with the Bylaws. In all cases, the evaluation of candidates is made in the context of the existing composition of the Board.

An invitation to an individual to join the Board should be extended by the Chairman of the Board (the “**Chairman**”), on behalf of the entire Board, and the chairman of the Nominating Committee, absent special circumstances such as an existing relationship between a director and the individual being invited to join the Board.

4. Stock Ownership. As stated in the First Financial Stock Ownership Guidelines (the “**Stock Ownership Guidelines**”), the Board believes that it is important for a director to have a financial stake in First Financial, because a meaningful level of ownership of First Financial stock by directors (as well as senior executive officers) demonstrates to shareholders and the investing public a commitment to and belief in the long-term value of First Financial. Accordingly, each director must comply with the Stock Ownership Guidelines, as updated from time to time.

5. Tenure as a Director. The Board believes that directors develop valuable insights and experience into First Financial over the course of their service, enabling them to provide increasing contributions to the Board over time. Accordingly, the Board does not believe that director term limits are appropriate. However, certain circumstances dictate that a director resign, or at least tender his or her resignation:

Age. Persons eligible for election to the Board shall be shareholders of First Financial who, as of the date of the annual meeting of shareholders at which the Board is elected have not attained the age of seventy-five (75) years. No director may stand for election to the Board after reaching age 75.

Change of Status. If a director determines that an event or circumstance has occurred or arisen that substantially impairs or hinders his or her ability to contribute to the fulfillment of the Board's responsibilities or otherwise render sound judgments or recommendations (a "**Status Change**"), the director must advise the Nominating Committee of the Status Change and offer to resign from the Board. The Nominating Committee will review the desirability of the director's continued service on the Board in light of the Status Change, discuss the same with the relevant director (if the committee deems it necessary) and recommend to the Board whether to accept the director's resignation.

Management Directors. Directors who are also employees of First Financial are expected to resign from the Board at the time they resign or retire from First Financial unless the Board otherwise invites the individual to remain a director.

6. Compensation. The Board determines the form and amount of director compensation; the Compensation Committee of the Board (the "**Compensation Committee**") is responsible for reviewing director compensation in advance of the annual meeting of shareholders each year and making recommendations to the Board regarding an appropriate director compensation package for the year beginning as of such annual meeting.

Director compensation should be designed to align the directors' interests with the long-term interests of First Financial's shareholders. The Board believes that, within that framework, director compensation should be fixed at a level that provides compensation that is both reasonable in light of a director's duties and sufficient to attract and retain highly-qualified individuals. As part of this process, the Compensation Committee is expected to review the levels of compensation paid by entities similar in size and characteristics to First Financial.

The Nominating Committee will consider that a director's independence may be jeopardized if director compensation and perquisites exceed customary levels, if First Financial makes substantial charitable contributions to organizations in which a director is affiliated or if First Financial enters into consulting contracts with (or provides other indirect compensation to) a director or an affiliated organization.

7. Service on Other Boards. The Board recognizes that a director's service on other boards (or similar bodies) can bring valuable experience and insight to the director's service on the Board; however, such service may also entail significant time commitments and/or create legal or other conflicts that could impair a director's ability to serve on the Board. Accordingly, directors are

expected to advise the Nominating Committee before accepting a position on the board (or similar body) of another for-profit company. As to service on non-profit boards, prior notice is not required, but a director must ensure that such service does not impair his or her ability to fulfill all Board responsibilities, does not create a conflict of interest and complies with applicable law. Directors may not serve on the board of directors of more than three public companies, including the Board; members of the Audit Committee may not serve on more than two public company audit committees, including the Board's Audit Committee, without the prior approval of the Board. The CEO may not serve on more than one other public company board.

The Nominating Committee takes into account the competing demands on a person's time in deciding whether or not to recommend to the Board such person's nomination, or re-nomination, as a director.

B. Board Leadership Structure

1. Chairman of the Board; Lead Director. Immediately after the annual meeting of shareholders each year, the Board shall elect a Chairman, and the Independent Directors shall elect an Independent Director as the Lead Director (hereinafter so called). The Chairman is responsible for, among other things, creating and maintaining an effective working relationship among the Board and management, developing (with the Lead Director) the agenda for Board meetings and communicating to management the decisions of the Board, while the Lead Director is responsible for calling, and serving as the chair of, executive sessions of the Board. The Lead Director is also expected to act as a liaison between the Independent Directors and First Financial's Chief Executive Officer (the "*CEO*"), if separated from the Chairman of the Board.

2. Review of Leadership Structure. The Board is responsible for establishing and maintaining the leadership structure most effective for First Financial given the circumstances prevailing at the time; accordingly, the Board has no policy with respect to the separation of the offices of Chairman and CEO. Annually, the Board shall review its leadership structure. The considerations in this review include (a) the effectiveness of the existing leadership structure in ensuring the Board can successfully perform its duties, (b) the impact of the structure on First Financial's performance, (c) shareholder concerns and (d) legal, regulatory and other developments pertaining to corporate governance.

C. Board Responsibilities

1. Oversight. The fundamental responsibility of the Board is to oversee the business and affairs of First Financial in a manner that results in the creation of long-term shareholder value. In the performance of this responsibility, each director must exercise his or her business judgment in good faith and in what is believed to be the best interests of First Financial and its shareholders, notwithstanding his or her own personal interests. Also, directors must comply with First Financial's Code of Business Conduct and Ethics.

Within its oversight role, the Board must (a) identify and retain the CEO possessing the skills and competence to effectively lead First Financial, (b) in conjunction with the CEO and other members of senior management, approve a strategic plan for First Financial, and (c) approve policies that will enable First Financial to achieve its business objectives in a legal and sound

manner. In addition to the general oversight of First Financial's business and affairs, the Board is expected to monitor and request changes as necessary First Financial's processes for maintaining integrity in its financial reporting, identifying and managing the risks facing First Financial (including the risks created by First Financial's incentive compensation programs), and complying with applicable laws and regulations. Finally, the Board, together with the CEO and the other members of senior management, must ensure that processes are in place to instill in First Financial a culture of integrity and adherence to appropriate ethical standards, as manifested in First Financial's Code of Business Conduct and Ethics.

2. Management Succession Planning. Included within the Board's responsibility to identify and retain a qualified CEO and other members of senior management is the oversight of long-term planning for CEO and senior management succession. The Board should ensure that the CEO has developed an appropriate succession plan to provide for continuity in the chief executive officer position (including in emergency situations) as well as heads of major lines of business, back-office operations and other critical functions. The Board shall determine guidelines in fulfilling its responsibilities with respect to the oversight of succession planning.

3. Board and Management Performance Evaluations. The Nominating Committee will lead the Board in an annual self-assessment, using criteria the committee deems relevant to determining whether the Board and its committees are functioning effectively and in compliance with the Amended and Restated Certificate of Formation of the Company, Bylaws, committee charters and these Guidelines and policies incorporated herein. All directors are expected to make suggestions to the Nominating Committee at any time for the improvement of the practices of the Board and its committees. In addition, in connection with its determination of whether to nominate an incumbent director for election to another term in office, the Nominating Committee shall consider the performance and independence of such director.

The Board, through the Compensation Committee, shall conduct an annual review of the CEO's performance based on First Financial's progress toward its corporate goals and strategic objectives as well as the CEO's achievement of any particular goals set for him or her. The results of such review shall be summarized and reported to the full Board. Where warranted, it is the Board's responsibility to replace the CEO. With oversight from the Compensation Committee, the CEO shall conduct an annual review of the performance of members of senior management other than the CEO that the committee and the CEO determine is appropriate. The results of such reviews shall be summarized and reported to the Compensation Committee. Where warranted, it is the CEO's responsibility to replace members of senior management.

4. Review and Approval of Significant Transactions. It is First Financial's policy that all major decisions be approved by the Board or the Executive Committee acting on behalf of the Board (to the extent permitted under the Executive Committee's charter and applicable law). The Board shall develop general standards to be followed by management governing the types of transactions that should be submitted to the Board or Executive Committee in advance for its review and approval, which should not necessarily be limited to those transactions requiring Board approval under applicable law. These standards should address items such as the general terms of the transaction, its materiality to First Financial's financial performance, risk profile or business, and any legal or regulatory requirements.

D. Board Operations

1. Meeting Attendance and Preparation. Directors are expected to attend all meetings of the Board and committees on which they serve. For all meetings, directors are expected to spend the time needed to discharge their responsibilities as directors. Where a director cannot attend a Board or committee meeting in person, he or she is expected to participate by telephone or videoconference.

Directors are also expected to have thoroughly reviewed financial reports, meeting minutes and other materials distributed to directors in advance of the meeting and otherwise to have familiarized themselves with the matters to be discussed at the meeting. The Chairman is responsible for ensuring that First Financial's staff has distributed all meeting materials sufficiently in advance of the Board and committee meeting to allow for adequate time for review, with the recognition that in certain cases (a) it may be impossible to circulate materials in advance of a meeting (or within any particular timeframe prior to the meeting), or (b) material may be of such a sensitive nature that the need to ensure the confidentiality of such information precludes its advance distribution. Management shall endeavor to make any materials distributed as concise as possible while still providing all of the information necessary for a director to engage in an informed discussion of, and make an informed decision on, the matter.

2. Agendas. The Chairman, in consultation with the Lead Director, is responsible for setting and circulating in advance an agenda for each Board meeting. Any director may suggest items for inclusion on the agenda or may raise, at any Board meeting, subjects that are not on the agenda for that meeting. At least once per year, the Board will review First Financial's strategic plan and the principal issues that First Financial will confront in the future, as well as obtain periodic updates on progress in achieving this strategic plan.

3. Minutes. Minutes of all meetings of the Board and its committees shall be prepared by, or under the supervision of, the Corporate Secretary. A final draft of minutes of a Board or committee meeting will be included in the package of materials distributed prior to the next meeting of the Board or committee.

4. Access to Employees. The Board expects First Financial's Chief Financial Officer to attend Board meetings and assist in the work of the Board; the CEO shall invite to Board meetings such other First Financial employees that the Board requests or who the CEO believes can provide additional insight into matters the Board will consider. In addition, directors shall have access to First Financial employees, to the extent necessary to satisfy their responsibilities as directors. Directors are expected to interact with employees in a manner that is not disruptive to the employee's performance of his or her normal job duties. Directors should advise the CEO of any substantive meetings with employees and copy the CEO on any material written communications with a First Financial employee, unless under the circumstances copying the CEO would be inappropriate.

5. Authority to Engage Advisers. The Board and each committee has the authority to retain independent legal, accounting, financial or other advisers as they deem necessary without consulting or obtaining the approval of the CEO or any other employee of First Financial in

advance. First Financial will pay any fees and expenses incurred in connection with the engagement.

6. Executive Sessions of Independent Directors. At each Board meeting, the Independent Directors shall have the opportunity to meet in executive session outside the presence of management and any other Board members who are not Independent Directors. Executive session may occur before or after a Board meeting or during a recess thereof. The Independent Directors shall meet in executive session as often as the Lead Director determines but, in any event, at least twice per year. The Lead Director or, in his or her absence, another Independent Director designated by the Independent Directors shall preside at the executive sessions.

7. Confidentiality. In order to facilitate open discussions, the proceedings and deliberations of the Board and its committees shall be confidential. Each director is also expected to maintain the confidentiality of the information received in connection with his or her service as a director. A director's breach of his or her confidentiality obligations shall be a significant consideration in the determination of whether such director should be re-nominated for election.

E. Committees of the Board

L. Number. The Board believes a robust committee structure bolsters the ability of the Board to fulfill its oversight and other responsibilities. Subject to changes in applicable law and Nasdaq listing rules, the Board shall at all times maintain an Executive Committee, Audit Committee, Risk Committee, Nominating/Corporate Governance Committee, and Compensation Committee (provided, that, the Board retains at all times the discretion to determine the authority and responsibilities of these committees, but not less than required by applicable rules, laws and regulation, and any other committees of the Board). The Board may establish other committees as it deems appropriate, consistent with the Bylaws and applicable law and regulation.

Each Board committee must have a written charter that sets forth the purpose and responsibilities of the committee as well as any membership qualifications and procedural matters. At a minimum, a committee charter (including its availability to the public) shall comply with applicable Nasdaq listing standards and other applicable law and regulation.

2. Committee Membership. The Board believes that committee assignments should be based on the director's knowledge, interests and areas of expertise and that committees should have a sufficient number of members to promote efficient operations. The Nominating Committee, in consultation with the Chairman and the Lead Director, shall recommend committee assignments (including filling vacancies) for the Board's approval. There are no fixed terms for committee membership, and, in making its recommendations regarding committee membership, the Nominating Committee shall balance the desire for fresh perspective with the need for experience and continuity. A director may serve on more than one committee.

In all events, First Financial shall fully comply with all applicable Nasdaq listing standards and regulatory requirements concerning the membership of Board committees, including those rules relating to the number of directors on committees and the independence of such committee members.

3. Committee Meeting Procedures and Reporting. The chairman of a committee, in consultation with committee members and in accordance with the committee charter, shall determine the frequency and length of committee meetings. The agenda and any background materials for committee meetings shall be developed in consultation with committee members and the executive officers responsible for supporting the committee and shall be circulated in advance of a meeting whenever practical. Committee members are expected to review these materials in advance of the meeting. Each committee shall report regularly to the Board regarding its actions, including any significant issues considered by the committee.

Each committee shall have access to the officers and employees of First Financial in order to obtain such information as is necessary in the performance of the committee's duties. In consultation with the CEO, the chairman of a committee may invite such officers to committee meetings as he or she believes are necessary to fulfill the purposes of such meeting.

F. Director Orientation and Continuing Professional Development

All new directors must participate in an orientation program that familiarizes the new director with the functioning of the Board and the policies and procedures applicable to service on the Board, First Financial's strategic plans, the nature and scope of its lines of business, First Financial's risk management practices and compliance programs, human resources matters, and other relevant topics. Such orientation program shall be designed by First Financial's executive management, with oversight by the Nominating Committee.

Continuing professional development opportunities for all other directors will be conducted through First Financial's regular Board meetings and Board meeting materials and through periodic Board or Board committee presentations by First Financial's officers concerning First Financial's strategies, business plans, compliance programs and other significant financial, accounting and risk management issues. From time to time, the Board or a committee may receive presentations by outside parties concerning industry issues and other business, legal and regulatory matters. Finally, directors are encouraged to take advantage of outside professional development opportunities that are relevant to the duties of a First Financial director, including presentations and programs offered by outside organizations, with appropriate expenses paid by First Financial.

G. Other Matters

1. Attendance at Annual Meeting of Shareholders. All directors are expected to attend First Financial's annual meeting of shareholders.

2. Communications. In general, management speaks for First Financial, and inquiries from shareholders, the press and others should be referred to the CEO, CFO or other appropriate officers. Board members may, at the request of senior management, communicate with various constituencies that are involved with First Financial. If public comments from the Board are appropriate, the Chairman shall provide such comments.

H. Periodic Evaluation of Guidelines

Annually, the Nominating Committee shall review and reassess these Guidelines and submit any recommended changes to the Board for its approval.

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Nothing in these Guidelines is intended to expand applicable standards of liability under statutory or regulatory requirements for the directors of the Company.

Approved: July 27, 2021 - **Updated:** January 25, 2022