

1st Quarter 2026 Update

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Board of Directors

Forward-Looking Statements

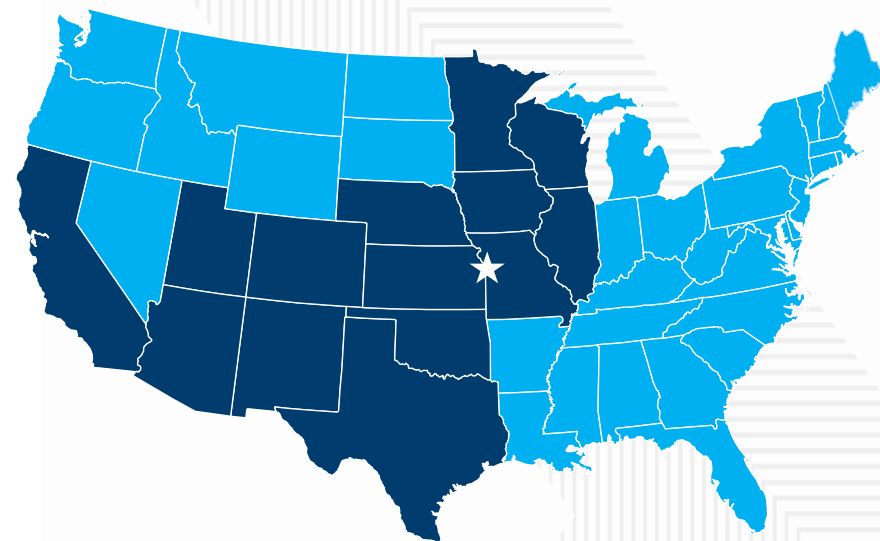
Non-GAAP Reconciliations

Select Financial Statements

Peer Group

Highlights

Founded	1913
Ticker	UMBF - Nasdaq
Market Cap	\$8.6 B
Total Assets	\$72.7 B
Gross Loans	\$40.1 B
Total Deposits	\$60.0 B
Private Wealth Customer Assets ⁽¹⁾	\$20.3 B
Fund Services / Custody Assets Under Administration	\$565.1 B
Common Equity Tier 1 Capital Ratio	11.16%
Total Risk Based Capital Ratio	13.53%
Return on Average Common Equity	13.70%
Operating ROATCE ⁽²⁾	20.07%
Efficiency Ratio	48.4%
Operating Efficiency Ratio ⁽³⁾	47.6%
Net Charge-off Ratio	0.19%
Nonperforming Loan Ratio	0.38%
ACL / Total Loans	1.06%
Fee Income / Revenue	27.7%



★ **UMB Financial Corporation Headquarters**

■ **UMB Bank Presence**

- 192 banking centers ⁽⁴⁾
- 350 ATMs

■ **National Presence**

- Asset-based lending
- Healthcare Services
- Private Wealth Management & Personal Trust
- Specialized Lending Verticals
- Corporate Trust
- Capital Markets ⁽⁵⁾
- Fund Services

International Presence

- UMBF Trust & Agency Services – Dublin, Ireland

At, or for the 3 months ended 03/31/26. (1) Includes \$17.9B in managed assets and \$2.4B in Assets Under Administration for Private Wealth customers; (2) Operating ROATCE is a non-GAAP measure, reconciled on slide 54; (3) Operating efficiency ratio is a non-GAAP measure; reconciled on slide 53; (4) As of 03/31/26, we had 192 physical locations licensed with the OCC, including 189 retail branches plus 3 commercial or private banking centers; (5) UMB Bank, n.a. Capital Markets Division.

Commercial & Personal Banking Services

1Q'26 Revenue: \$540.0 million; 1Q'26 Average Deposits: \$38.6 billion

Commercial

Average loans: \$33.9B ⁽¹⁾

Average deposits: \$25.3B

- C&I lending
- Small business lending
- CRE and Construction lending
- Specialized Expertise:
 - Agribusiness
 - Energy
 - Practice finance
 - Franchise lending
 - Mezzanine debt and equity investments
- Treasury management
- Merchant payments
- Retirement plan services
- Aviation lending
- Asset-based lending
- Beverage lending
- Healthcare lending

Consumer

Average loans: \$4.7B ^{(1) (2)}

Average deposits: \$13.3B

- Retail deposit and lending services through 192 banking centers ⁽³⁾ and online
- Private banking services
- Consumer mortgage

Private Wealth

AUM = \$17.9B

AUA = \$2.4B

- Financial & estate planning
- Investment management
- Wealth solutions
- Business succession and exit planning
- Trust and custody
- Direct private equity investment access
- Insurance settlements
- Retirement plan services

Institutional Banking Services

1Q'26 Revenue: \$199.1 million; 1Q'26 Average Deposits: \$19.0 billion



Institutional Banking provides solutions for the entire marketplace; \$566.9 billion in AUA ⁽⁴⁾

Corporate Trust

- Bond trustee, paying agent and escrow services

Institutional Custody

- Domestic and international custody services

Fund Services

- Fund accounting and administration; transfer agency
- Alternative investment servicing

Specialty Trust & Agency Solutions

- Default workout and successor trustee services
- Aviation, ABS and loan agency services
- CLO trustee and loan administration services

Capital Markets Division ⁽⁵⁾

- Fixed income sales and trading
- Public finance
- Asset / liability management services

Investor Solutions

- Banking, cash management and specialty services for financial firms

Healthcare Services

- Health savings and benefit spending accounts
- Healthcare payment solutions

Investment Thesis

Opportunity in Our Diverse Business Model

Diverse deposit base across multiple lines of business, customer segments and geographies

- No one commercial sector represents more than 5.1% of total deposits
- Long-tenured relationships with clients using multiple UMB products and services

Track record of strong loan growth – opportunities remain

- Underpenetrated across our geographic footprint, focused on market share gains
- Underpenetrated vertically on an asset class basis; built out specialized teams
- Opportunity to leverage capacity and capabilities in newly-acquired markets

Flexible balance sheet well-positioned for changing interest rate environments

- Above peer earning asset growth
- Lower loan-to-deposit ratio provides flexibility
- 26% of average deposit balances in DDA
- Variable asset base – 75% of total loans reprice within 12 months
- \$3.2 billion of fixed-rate loans to reprice within 12 months; average rate 4.85%
- \$2.2 billion of securities cash flow expected within 12 months; average rate 3.66%

Differentiated revenue profile and growing fee income

- Revenue from diverse lines of business and verticals provide a natural hedge in a variety of rate environments
- Lower-than-peer reliance on mortgage and NSF/OD revenue

Time-tested underwriting philosophy

- Unwavering credit standards
- Excellent long-term UMB track record; result of long-tenured credit team – average of 20 years with UMB
- Executive Credit Oversight (CEO of UMBFC, CEO of UMB Bank & Chief Credit Officer) – average of 34 years with UMB

Ample liquidity sources and regulatory capital levels

- Access to multiple contingent funding sources
- Strong capital generation through earnings accretion

Focus on returning value to shareholders; risk-adjusted returns

- EPS and tangible book value growth have outpaced peers over the long-term
- Consistent dividend growth

Our Vision

the
**unparalleled
customer
experience**

Customers First

We do the unparalleled to create an environment that consistently exceeds the expectations of our customers.

Integrity & Trust

We demonstrate our uncompromising honesty and integrity to earn the trust of everyone we serve.

Performance & Strength

We achieve sustainable greatness by delivering on our promise, remaining independent and maintaining financial soundness.

Associate Spirit

We rely upon our people and their collective attitude and skills to differentiate us from our competitors.

Inclusion & Diversity

We believe an inclusive and diverse culture energizes the workplace and ignites innovation.

Our Commitment

**An unwavering
commitment to
doing more for
our customers.**

Creating an unparalleled customer experience requires a culture where our people feel part of something more, something bigger. We foster this experience through our policies, our business decisions and our expectations of each associate.

MORE HEART



Whether it's having a heart for each other, our customers or our communities, we support work through inclusive policies and empowering people to create fulfilling lives in and out of the workplace.

MORE TRUST



Our associates have confidence they will be encouraged and expected to do the right thing at all times — no matter what. We're focused on setting clear expectations and a leadership team who is accessible and transparent.

MORE OPPORTUNITY



Our goal is to grow existing strengths and build new skills. We're committed to empowering our workforce to make an impact and achieve their goals through open conversations and providing the tools to develop potential.

the
**unparalleled
customer
experience**

Beyond Financials

Our Commitment to Corporate Citizenship

ESG Efforts

Our programs reinforce our values of doing the right thing, supporting our associates and communities, and providing *the* unparalleled customer experience.

- Supporting inclusive, equitable and sustainable economic growth.
- Remaining committed to the prosperity of the communities we serve.
- Using an ESG lens in considering long-term financial sustainability and strategic risk management opportunities.
- Fostering an inclusive environment among a diverse group of associates.
- Employing strong, consistent and transparent governance practices.



Inclusion & Diversity

- We are a CEO Action for Inclusion & Diversity signatory and are dedicated to building greater understanding and creating a workplace that reflects the diversity of our society.
- Eight Business Resource Groups with more than 700 members help us understand the needs of our associates, customers and communities and turn empathy into action.
- In 2025, 28% of new hires were people of color, 59% were women and 2% were veterans.
- 43% of our executive leadership team are women and/or people of color.



Strong Corporate Governance

- 14-person board of directors, with 13 independent members, a lead independent director, and 100% independence on board committees.
- 50% board diversity, including 6 female directors.
- Robust risk oversight with distinct risk management committees: enterprise risk, asset and liability, and credit.
- Board oversight of the executive ESG Committee.



Community Impact

- \$8.4mm in community support in 2025, which included housing needs, the arts, agriculture, small business, and education. \$2.3mm went to organizations within our new markets.
- In 2025 >1,000 associates participated in our matching gift program; combined with workplace giving, associated giving totaled nearly \$650k.
- Associates receive 16 hours of paid Volunteer Time Off annually. 1,012 participants logged more than 17,600 hours of volunteer time in 2025, supporting 572 unique charities.
- Our School of Economics held 140 sessions, reaching more than 8,200 students. Interactive experiences help build financial skills and literacy.



Efficient & Sensible Resource Use

- 88 UMB locations use automated systems to conserve energy.
- More than 472k Kilowatt hours were generated from solar panels across our properties and we invested \$2.9mm in more efficient HVAC equipment.
- 2025 recycling efforts produced > 6 tons of comingled recycling, nearly 5 tons of cardboard and 540 pounds of recycled batteries.
- Beehives housed at a Denver branch support the local honeybee population. UMB-hosted bees visited an estimated 98mm flowers over 8,000+ acres in 2025. Since installation, we've harvested nearly 450 pounds of edible honey.

Purchase Accounting Update

HTLF Acquisition Accounting Impacts



Net Interest Income Accretion

\$ in millions	Income (Expense) Recognized					Remaining @ 03/31/26
	1Q '25	2Q '25	3Q '25	4Q '25	1Q '26	
Loans ⁽¹⁾	\$26.9	\$37.8	\$35.5	\$47.5	\$46.7	\$285.4
Securities AFS	3.6	7.2	6.8	6.3	5.4	240.4
Securities HTM	0.9	1.3	1.3	1.3	1.3	58.1
Asset Accretion	31.4	46.3	43.6	55.1	53.4	583.8
LT Debt: Sub-debt & TruPS	(1.7)	(2.4)	(2.4)	(2.4)	(2.4)	20.6
Time Deposits	(1.1)	(1.7)	(0.5)	-	-	-
Liability Accretion	(2.8)	(4.1)	(2.9)	(2.4)	(2.4)	20.6
Total Accretion	\$28.6	\$42.2	\$40.7	\$52.7	\$51.0	

Non-interest Expense Amortization

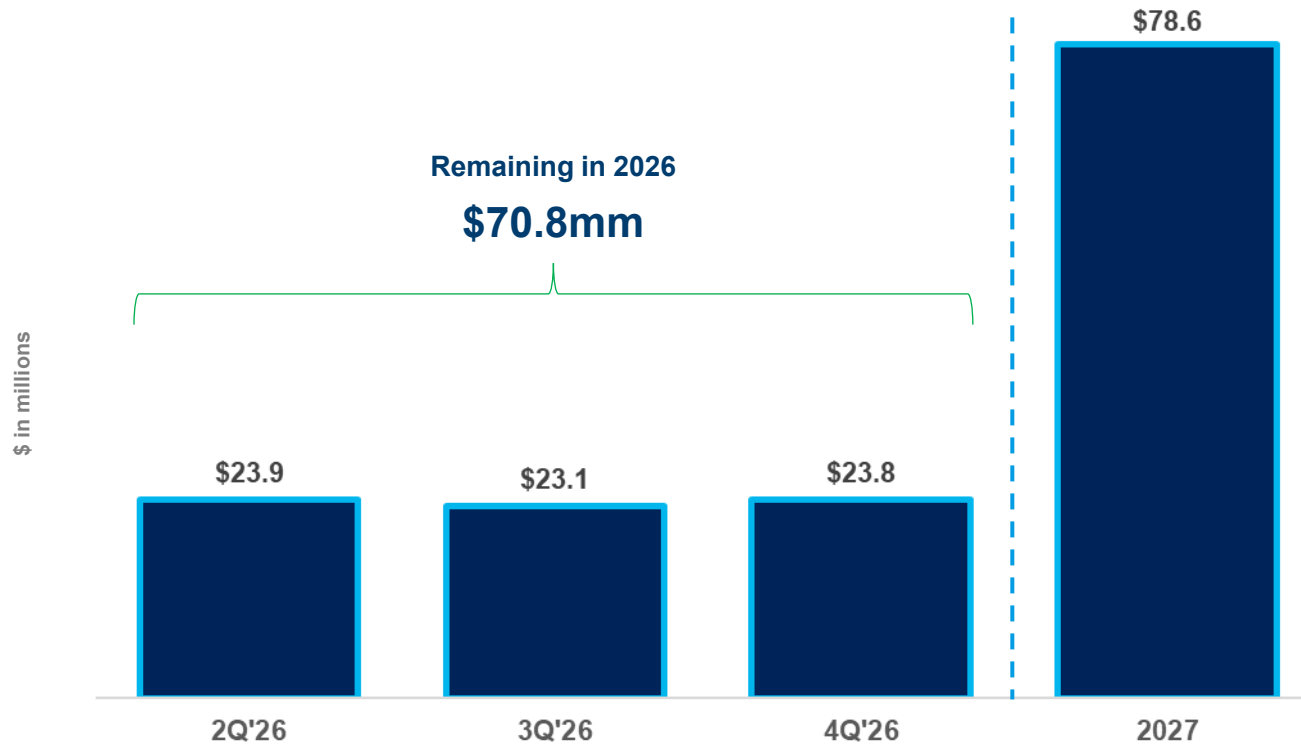
\$ in millions	Income (Expense) Recognized					Remaining @ 03/31/26
	1Q '25	2Q '25	3Q '25	4Q '25	1Q '26	
Core Deposit Intangible ⁽²⁾	\$(14.4)	\$(21.6)	\$(21.6)	\$(21.6)	\$(20.1)	\$375.0
Other Intangibles ⁽³⁾	(1.2)	(1.8)	(1.8)	(1.8)	(1.8)	28.3
Total Amortization	\$(15.6)	\$(23.4)	\$(23.4)	\$(23.4)	\$(22.0)	\$403.3

Net Interest Margin Impact

	1Q '25	2Q '25	3Q '25	4Q '25	1Q '26
Net Interest Margin (FTE)	2.96%	3.10%	3.04%	3.29%	3.38%
Less acceleration from early payoffs of acquired loans	(0.02)	(0.09)	(0.04)	(0.08)	(0.09)
Net Interest Margin, ex. accelerated accretion	2.94%	3.01%	3.00%	3.21%	3.29%
Less accretion from acquired loans, securities and interest-bearing liabilities	(0.19)	(0.18)	(0.22)	(0.25)	(0.24)
Net Interest Margin excluding all purchase accounting adjustments	2.75%	2.83%	2.78%	2.96%	3.05%

(1) Loan amounts recognized for 1Q'26 include \$15.1mm in accelerated accretion from early payoffs of acquired loans and \$31.6mm in contractual mark accretion on loans; Total to date = \$49.0mm from accelerations and \$145.5mm contractual loan accretion; (2) 10-year sum-of-years digits amortization; (3) Includes \$21.7mm related to wealth management, straight-line amortization over 7 years, and \$6.7mm related to purchased credit card relationships, straight-line amortization over 3 years.

Projected Contractual Accretion



- \$164.2 million recognized in 2025; \$51.0 million recognized in 1Q'26
- Includes accretion on acquired loans, securities, time deposits and borrowings
- Projections are updated quarterly, assume no prepayments and are subject to change

The background of the slide is a photograph of a modern UMB Bank building. The building has large glass windows and a sign that reads "UMB BANK". In the foreground, there is a sign that says "NOW OPEN UMB BANK". The entire image is overlaid with a blue tint. The text "1st Quarter 2026 Financial Review" is centered over the building.

1st Quarter 2026 Financial Review

1Q 2026 Highlights – Income Statement



\$ in millions, except per share amounts

	1Q '25	4Q '25	1Q '26	Linked-Quarter Variance & Commentary
Net Interest Income, as reported	\$397.6	\$522.5	\$534.4	
Net Interest Income, FTE ⁽¹⁾	\$405.1	\$531.3	\$543.1	Core NII ex. PAA: \$483.4mm, +2.9% LQ; Drivers included decreased interest expense from residual impact from the 4Q rate cut, strong balance sheet growth (+2.7% in average loans and 2.6% in average DDA, partially offset by impact of lower rates on asset pricing, and by two fewer days in 1Q)
<i>Reported NII Included:</i>				
Total Net Accretion Income (all sources)	28.6	52.7	51.0	
Accelerated Loan Payoff Income, included in total	2.8	12.3	15.1	
Noninterest Income, as reported	\$166.2	\$198.4	\$204.8	
Investment Securities Gains (Losses)	(4.8)	2.2	3.0	
Noninterest Income, ex. securities gains (losses)	171.0	196.2	201.7	Included \$5.9mm in gains on previously charged-off HTLF loans compared to \$0.5mm in 4Q; + \$2.2mm in trust & securities processing; partially offset by - \$3.8mm in COLI income with similar decrease in deferred compensation expense
<i>Company-Owned Life Ins. ("COLI") Income</i>	<i>(1.4)</i>	<i>1.3</i>	<i>(2.5)</i>	<i>- \$3.8mm market-related income; similar decrease in deferred compensation expense</i>
<i>Bank-Owned Life Ins. ("BOLI") Income</i>	<i>4.6</i>	<i>6.0</i>	<i>6.3</i>	
<i>Derivative Income</i>	<i>1.5</i>	<i>2.1</i>	<i>2.8</i>	<i>Related to customer swap activity</i>
Noninterest Expense, as reported	\$384.8	\$425.6	\$380.9	
<i>Acq. - Salary & Benefits</i>	<i>33.3</i>	<i>7.1</i>	<i>4.0</i>	
<i>Acq. - Legal & Consulting</i>	<i>19.0</i>	<i>12.4</i>	<i>(0.3)</i>	
<i>Acq. - Supplies/ Services & Marketing</i>	<i>0.4</i>	<i>3.5</i>	<i>-</i>	
<i>Acq. - Other</i>	<i>0.5</i>	<i>16.7</i>	<i>0.7</i>	<i>- \$16mm in lower expense related to elevated contract termination costs incurred in 4Q'25</i>
Total One-time Acquisition Costs	53.2	39.7	4.4	<i>- \$35.3mm in acquisition expense following elevated 4Q levels</i>
Severance expense	0.4	0.1	2.0	
FDIC Special Assessment	0.6	(6.0)	(0.9)	<i>+ \$5.1mm in regulatory fees driven by adjustments in FDIC special assessment expense</i>
Operating Noninterest Expense, non-GAAP ⁽¹⁾	\$330.5	\$391.8	\$375.4	See slide 18 for more detail on noninterest expense
<i>Charitable Contributions</i>	<i>0.5</i>	<i>4.1</i>	<i>3.0</i>	
<i>Deferred Compensation Expense</i>	<i>(0.5)</i>	<i>1.6</i>	<i>(2.2)</i>	<i>- \$3.9mm market-related decrease with similar decrease in COLI income above</i>
Net Income & Per Share Metrics				
Net Income Available to Common - GAAP	\$79.3	\$209.5	\$255.6	
Earnings / Common Share, diluted - GAAP	1.21	2.74	3.35	
Net Operating Income Available to Common ⁽¹⁾	168.9	235.2	259.8	
Operating Earnings / Common Share, diluted ⁽¹⁾	2.58	3.08	3.41	
Dividends / common share	0.40	0.43	0.43	

(1) Net interest income-FTE, operating noninterest expense and net operating income and EPS available to common shareholders are non-GAAP measures, reconciled on slides 51 and 52.

1Q 2026 Highlights – Balance Sheet & Credit



\$ in millions

1Q '25

4Q '25

1Q '26

Linked-Quarter Variance & Commentary

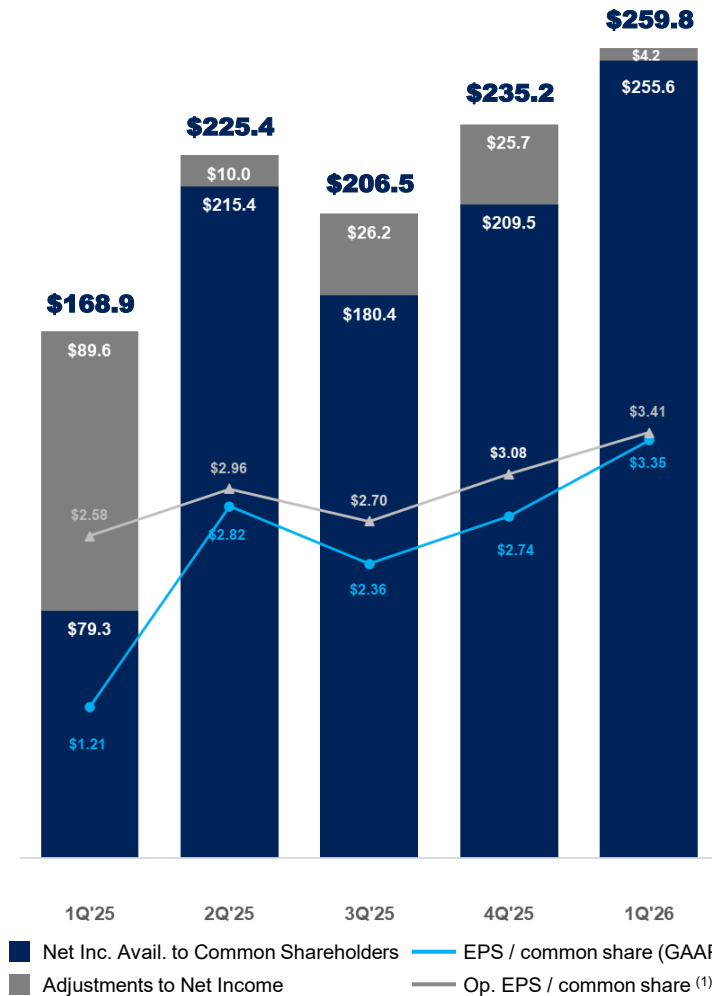
	1Q '25	4Q '25	1Q '26	Linked-Quarter Variance & Commentary
Average Loans	\$32,310	\$38,344	\$39,383	
LQ annualized growth %	111.0%	13.0%	10.8%	C&I +22% LQ annualized; led by TX, CA, STL, CO & UT
End-of-Period Loans	35,936	38,779	40,134	Strong gross production of \$2.3B
LQ annualized growth %	160.6%	11.4%	14.0%	+ \$1.4B, or 3.5% LQ
Average Earning Assets	55,545	64,161	65,141	
Average Treasury Portfolio	21,174	23,639	23,623	
Average Revenue Bonds Held-to-Maturity	1,453	1,448	1,420	
Average Total Deposits	\$50,285	\$57,554	\$57,574	
LQ annualized growth %	129.1%	5.6%	0.1%	
Average Noninterest Bearing Deposits	13,428	14,720	15,103	Strong growth in corporate trust deposits
Avg. Customer Funding (deposits + repurchase agreements)	52,896	60,437	61,139	Repurchase agreements are deposit surrogates; includes municipal and other institutional banking relationships
End-of-Period Deposits	58,521	60,657	59,981	
LQ annualized growth %	142.6%	3.5%	(4.5%)	
Average Yields & Rates				
Loan yield	6.62%	6.69%	6.52%	Loan yield excluding PAA = 5.99%, down 15 bps from 4Q
Earning asset yield	5.44%	5.54%	5.45%	
Cost of interest-bearing deposits	3.34%	3.03%	2.79%	LQ beta of 89%
Cost of total deposits	2.45%	2.25%	2.06%	
Cost of interest-bearing liabilities	3.44%	3.12%	2.90%	
FTE Net Interest Margin	2.96%	3.29%	3.38%	
Core Net Interest Margin ex. PAA benefit	2.96%	2.96%	3.05%	
Asset Quality Metrics				
Net charge-offs / average loans	0.45%	0.13%	0.19%	
Nonperforming loans / loans	0.28%	0.37%	0.38%	
Provision for credit losses	86.0	25.0	27.0	
Allowance for credit losses / total loans	1.03%	1.08%	1.06%	

1Q 2026 Net Income

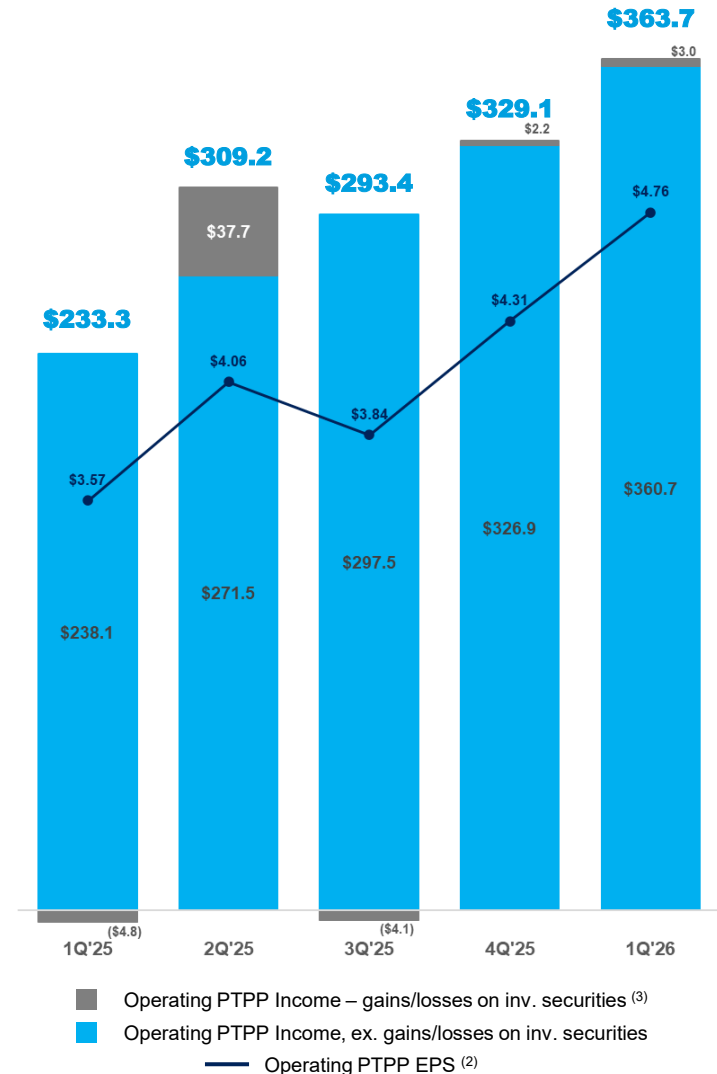


Net Income & Net Operating Income (1)

Available to Common Shareholders



Operating PTPP Income (2)



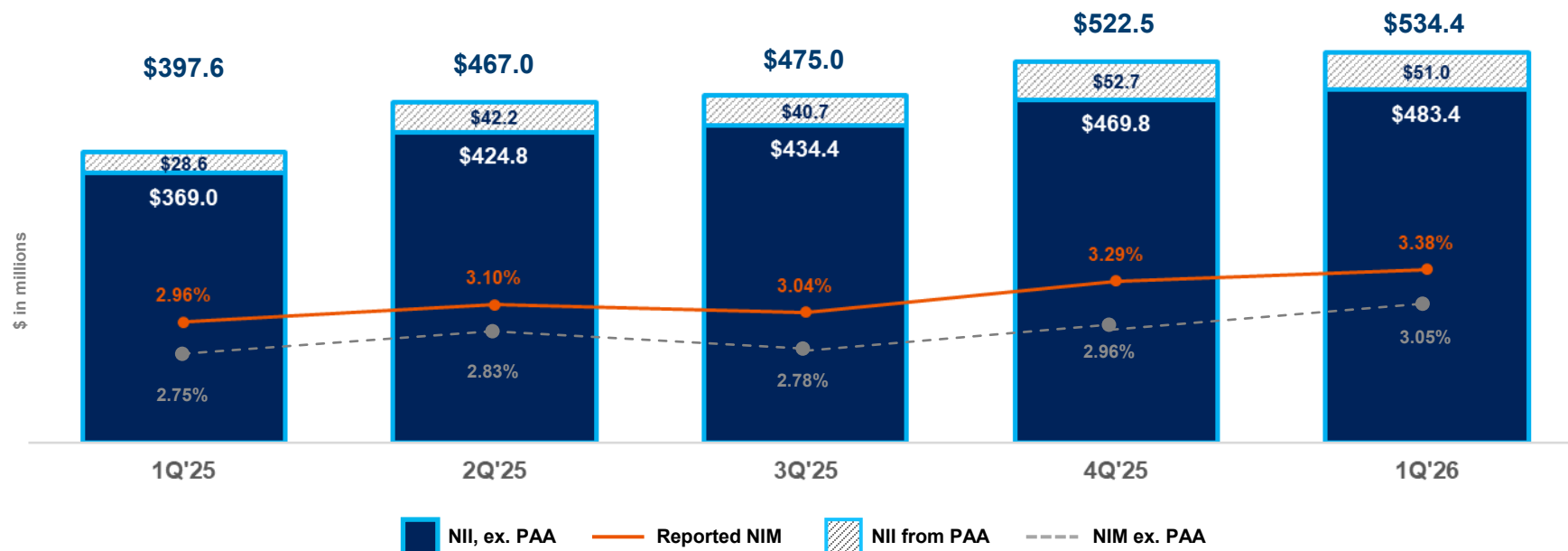
Dollars in millions, except per share amounts. (1) Net operating income available to common shareholders is a non-GAAP measure, reconciled on slide 51; (2) Operating PTPP income and EPS is a non-GAAP measure, reconciled on slide 52; (3) Net gains/losses on any disposition or impairment of debt securities plus mark-to-market valuations of equity investments.

Revenue Trends



\$ in millions	1Q '25	2Q '25	3Q '25	4Q '25	1Q '26	Linked-Quarter	
						\$ Δ	% Δ
Interest Income	738.0	850.5	878.9	886.9	867.1	(19.8)	(2.2)
Interest Expense	340.3	383.5	403.9	364.4	332.7	(31.7)	(8.7)
Net Interest Income	\$ 397.6	\$ 467.0	\$ 475.0	\$ 522.5	\$ 534.4	\$ 11.9	2.3%
Trust & securities processing	79.8	83.3	87.9	92.4	94.7	2.2	2.4
Trading & investment banking	5.9	6.2	7.0	6.2	7.7	1.5	24.9
Deposit Service Charges	27.5	28.9	29.2	27.7	29.5	1.7	6.3
Insurance fees and commissions	0.2	0.2	0.3	0.2	0.3	-	8.1
Brokerage fees	18.1	20.5	20.5	20.5	21.1	0.6	2.9
Bankcard fees	26.3	29.0	29.6	29.1	28.9	(0.2)	(0.6)
Net inv. securities gains (losses)	(4.8)	37.7	(4.1)	2.2	3.0	0.9	41.2
<i>Company- & bank-owned life insurance ("COLI/BOLI")</i>	3.3	4.3	16.5	7.3	3.8	(3.4)	(47.1)
Other income, ex. COLI/BOLI	10.0	12.2	16.5	12.8	15.8	3.0	23.4
Total noninterest income	\$ 166.2	\$ 222.2	\$ 203.3	\$ 198.4	\$ 204.8	\$ 6.4	3.2%
Total Revenue	\$ 563.8	\$ 689.2	\$ 678.3	\$ 720.9	\$ 739.2	\$ 18.3	2.5%

Net Interest Income & Margin



<i>\$ in millions</i>	1Q '25	2Q '25	3Q '25	4Q '25	1Q '26
Net Interest Income (GAAP)	\$397.6	\$467.0	\$475.0	\$522.5	\$534.4
Less accretion from acquired loans, securities and interest-bearing liabilities	(28.6)	(42.2)	(40.7)	(52.7)	(51.0)
Net Interest Income excluding purchase accounting adjustments	\$369.0	\$424.8	\$434.3	\$469.8	\$483.4
Net Interest Margin (FTE)	2.96%	3.10%	3.04%	3.29%	3.38%
Less accretion from acquired loans, securities and interest-bearing liabilities	(0.21)	(0.27)	(0.26)	(0.33)	(0.33)
Net Interest Margin excluding purchase accounting adjustments	2.75%	2.83%	2.78%	2.96%	3.05%

Noninterest Income



Linked-Quarter Commentary

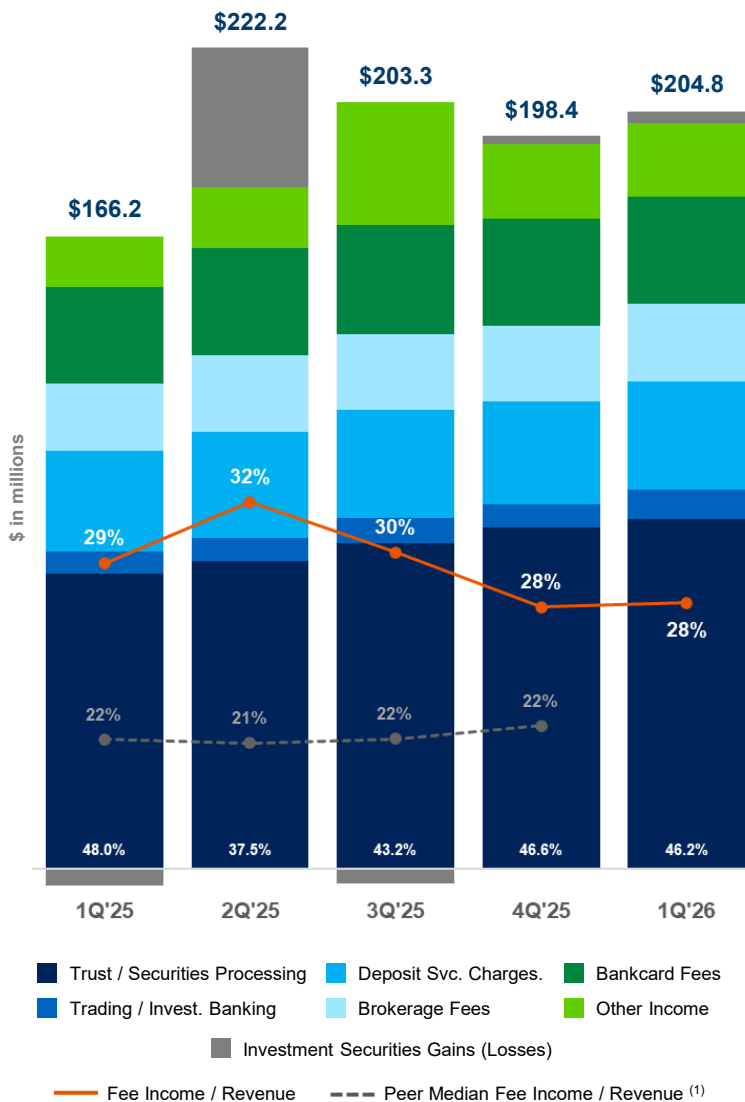
Noninterest income increased \$6.4mm, or 3.2% to \$204.8mm for 1Q'26. LQ variances include:

- Includes \$5.9mm gain on previously charged off HTLF loans vs. \$0.5mm in 4Q
- + \$2.2mm in trust & securities processing income driven by strong performance in asset servicing and corporate trust
- + \$1.7mm in deposit service charges related to interest-bearing DDA accounts
- + \$1.5mm in investment banking income due to higher levels of municipal trading activity
- + \$0.9mm in investment securities gains

Partial offsets:

- - \$3.8mm in COLI income, with similar decrease in deferred compensation expense

Composition / Changes in Inv. Securities Gains (Losses) and Trust & Securities Processing



\$ in millions	1Q'25	4Q'25	1Q'26	Linked-Quarter	
				\$ Δ	% Δ
Investment Securities Gains (Losses)					
Equity securities	(5.2)	2.2	2.6	0.4	18.3
AFS debt securities	0.4	-	0.4	0.5	NM
	\$(4.8)	\$2.1	\$3.0	\$0.9	41.2%
Trust & Securities Processing					
Personal Banking	18.2	21.0	20.6	(0.4)	(1.9)
Institutional Banking					
Fund Services	43.1	50.3	52.0	1.7	3.4
Corp. Trust & Inst. Asset Mgmt.	18.1	20.3	21.3	1.0	4.9
Commercial - Retirement Plan Svcs.	0.4	0.8	0.8	-	-
	\$79.8	\$92.4	\$94.7	\$2.2	2.4%

(1) UMB peers (14 banks), data as of latest available quarter; Source: S&P Capital IQ. Peer group defined on slide 56.

Noninterest Expense



GAAP expense; \$ in millions	1Q '25	2Q '25	3Q '25	4Q '25	1Q '26	Linked-Quarter	
						\$ Δ	% Δ
Deferred Compensation Expense	4.0	0.4	7.4	1.6	(2.2)	(3.9)	NM
Salary & Benefits, ex. deferred comp.	217.4	213.1	212.9	227.0	221.9	(5.0)	(2.2)
Occupancy	16.1	18.6	19.1	19.9	19.1	(0.9)	(4.3)
Equipment	16.9	16.4	16.6	15.0	13.3	(1.7)	(11.1)
Supplies & services	4.8	6.4	10.5	6.8	5.6	(1.2)	(18.1)
Marketing & business dev.	8.0	11.3	11.1	15.2	13.8	(1.5)	(9.5)
Processing fees	40.9	43.6	45.0	43.4	42.1	(1.3)	(3.0)
Legal & consulting	28.6	18.5	21.6	23.6	9.1	(14.5)	(61.5)
Bankcard	12.8	12.4	11.8	12.6	11.8	(0.7)	(5.8)
Amortization of other intangibles	17.5	25.3	25.3	25.5	23.5	(2.0)	(7.8)
Regulatory fees	8.2	9.3	8.1	3.2	8.3	5.1	161.4
Other expense	9.6	17.9	29.9	31.8	14.7	(17.1)	(53.8)
Total noninterest expense	\$ 384.8	\$ 393.2	\$ 419.3	\$ 425.6	\$ 380.9	(\$44.7)	(10.5%)
Operating noninterest expense ⁽¹⁾	\$ 330.5	\$ 380.0	\$ 385.0	\$ 391.8	\$ 375.4	(\$16.4)	(4.2%)

Linked-Quarter Commentary

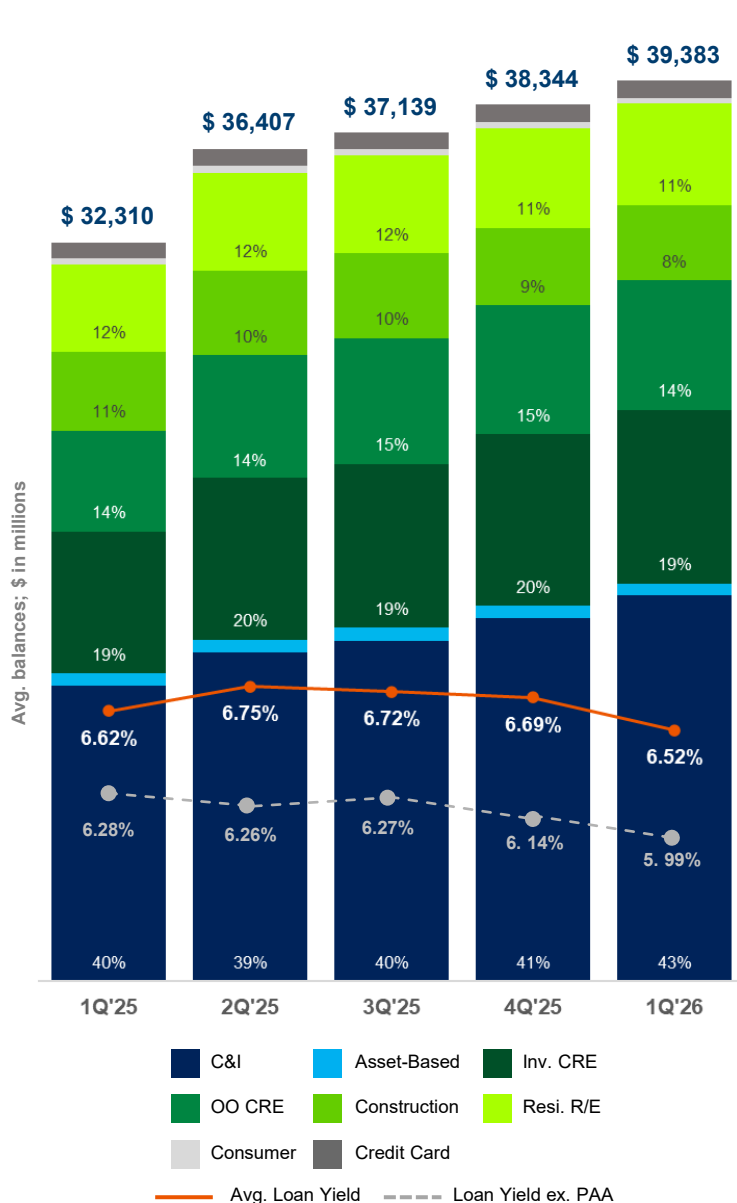
GAAP noninterest expense decreased \$44.7mm, or 10.5% from 4Q'25 to \$380.9mm. On an operating basis, which excludes acquisition expense, ⁽²⁾ severance expense and adjustments to FDIC special assessments, noninterest expense was \$375.4mm, a decrease of \$16.4mm, or 4.2% linked-quarter. ⁽¹⁾

Notable 1Q'26 variances impacting operating noninterest expense:

- \$5.8mm in total salary and benefit expense related to lower bonus and commission accruals and wage expense, and a \$3.9mm decline in deferred compensation expense, partially offset by seasonal increases in payroll taxes, insurance and 401(k) expense
- \$2.9mm in combined equipment expense and processing fees related to lower software and subscription costs
- \$1.5mm in marketing expense driven by timing of multiple advertising campaigns and decreased travel and entertainment expense
- \$1.2 million in supplies and services due to lower computer hardware expense

⁽¹⁾ Operating noninterest expense is a non-GAAP metric, reconciled on slide 52; ⁽²⁾ See slide 12 for additional detail on acquisition expense.

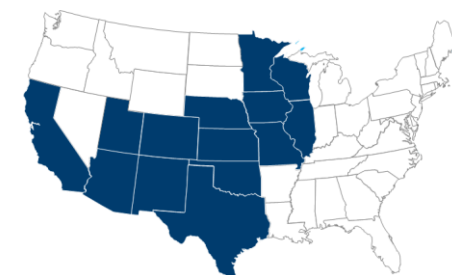
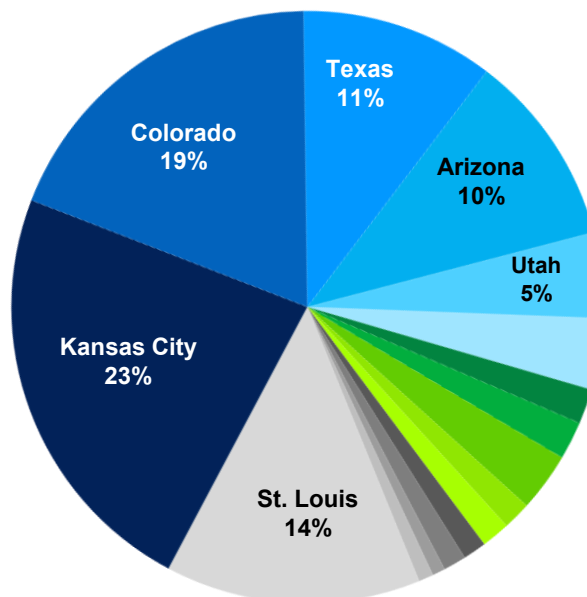
Diversified Loan Portfolio



Avg. balances; \$ in millions	1Q '25	4Q '25	1Q '26	Linked-Quarter	
				\$ Δ	% Δ
Commercial & Industrial *	12,939	15,889	16,875	986	6.2
Investment CRE	6,213	7,496	7,582	86	1.1
Residential Real Estate	3,820	4,379	4,434	55	1.3
OO CRE (inc. farm)	4,417	5,628	5,672	44	0.8
Consumer	264	242	247	5	2.1
Specialty Lending	523	543	535	(8)	(1.5)
Credit Card	690	779	757	(22)	(2.8)
Construction & Land Dev.	3,444	3,388	3,281	(107)	(3.2)
Average Total Loans	\$32,310	\$38,344	\$39,383	\$1,039	2.7%

* Includes NDFI loans.

Loans Across Our Footprint



Smaller Regions:

- California: 4%
- Illinois: 2%
- Wisconsin: 2%
- Greater MO: 3%
- Kansas: 1%
- New Mexico: 2%
- Iowa: 1%
- Minnesota: 1%
- Nebraska: 1%
- Oklahoma: 1%

Quarterly Loan Activity



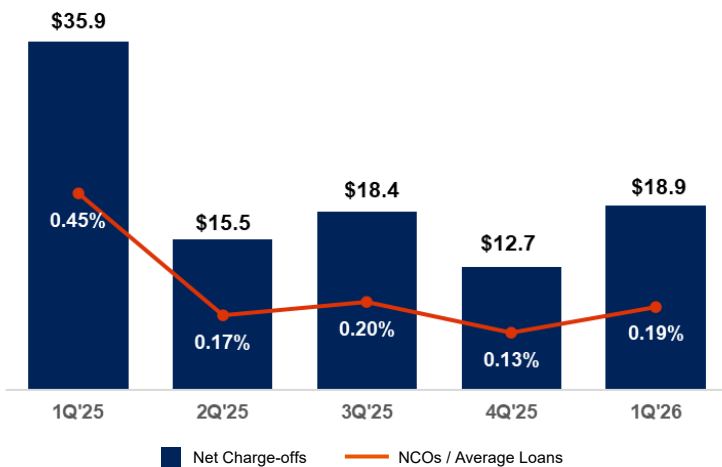
<i>\$ in millions</i>	1Q '25	2Q '25	3Q '25	4Q '25	1Q '26
Acquired Loans ⁽¹⁾	\$9,819.9	-	-	-	-
Gross Loan Production	1,242.9	1,942.5	2,127.8	2,552.7	2,297.3
Net (Charge-offs) Recoveries	(35.9)	(15.5)	(18.4)	(12.7)	(18.9)
Payoffs & Paydowns, Net of Revolving Balance Changes	(732.9)	(1,055.4)	(1,210.8)	(1,467.1)	(923.5)
Net Loan Growth	10,294.0	871.6	898.6	1,072.8	1,354.9
End-of-Period Total Loans	35,936.3	36,807.9	37,706.5	38,779.4	40,134.3
Net Payoffs & Paydowns as a % of Loans	NM ⁽²⁾	2.9%	3.3%	3.9%	2.4%

(1) Net of loan marks & balances reclassified to securities portfolio; (2) Percentage impacted by acquired loan balances.

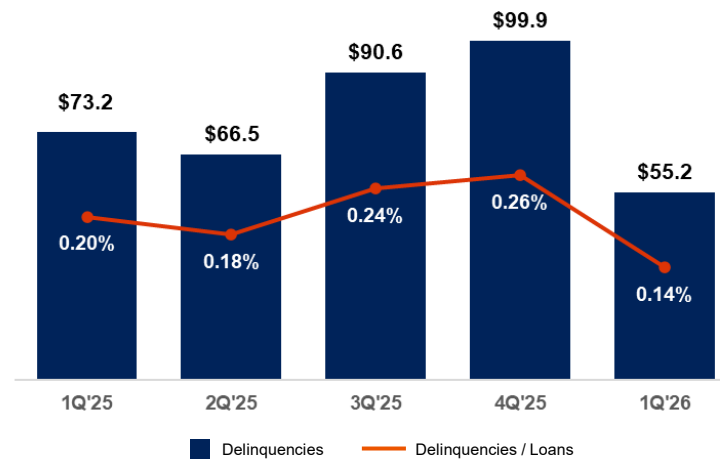
Strong Asset Quality



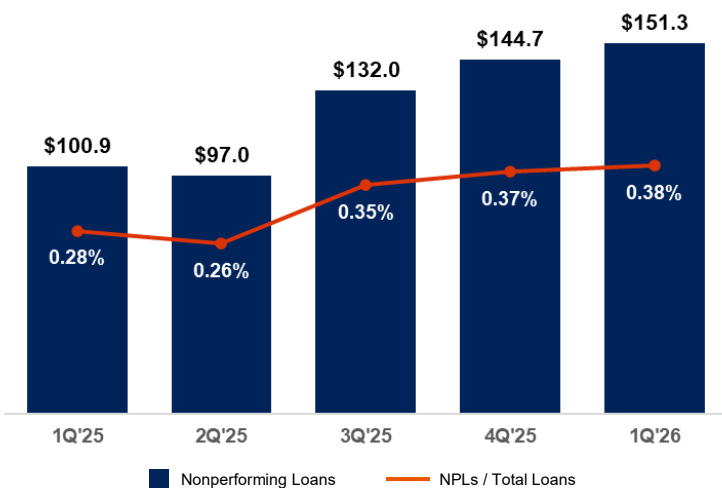
Net Loan Charge-Offs (Recoveries)



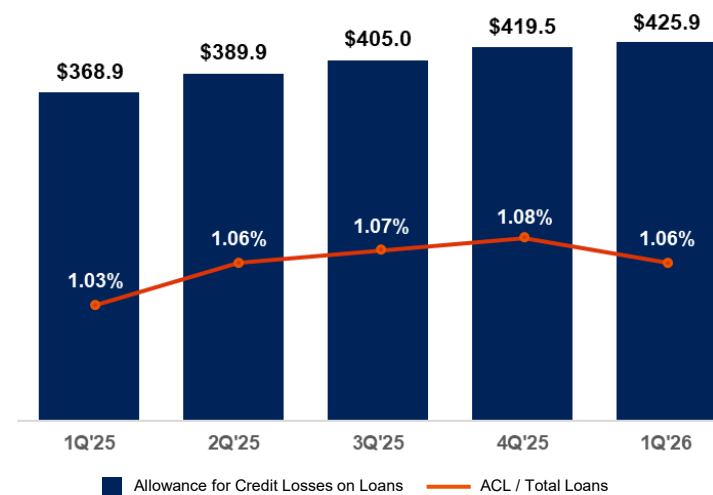
Delinquencies (1)



Nonperforming Loans



Allowance for Credit Losses on Loans



Dollars in millions. (1) Delinquencies represent accruing loans > 30 days past due.

Detailed Net Charge-Off History



Annual	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Total Net Charge-Offs (Recoveries) \$ thousands	\$ 6,141	\$ 7,673	\$ 6,992	\$ 8,273	\$ 11,755	\$ 20,258	\$ 21,697	\$ 24,135	\$ 18,091	\$ 14,175	\$ 15,611
Average Total Loans \$ millions	\$ 2,758	\$ 3,110	\$ 3,562	\$ 3,888	\$ 4,176	\$ 4,356	\$ 4,584	\$ 4,749	\$ 5,243	\$ 6,217	\$ 6,974
NCOs as % of Avg Loans	0.22%	0.25%	0.20%	0.21%	0.28%	0.47%	0.48%	0.51%	0.35%	0.23%	0.22%

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Total Net Charge-Offs (Recoveries) \$ thousands	\$ 10,497	\$ 21,994	\$ 32,045	\$ 67,719	\$ 34,697	\$ 20,125	\$ 44,872	\$ 39,868	\$ 10,474	\$ 23,262	\$ 82,371
Average Loans (HFI) \$ millions	\$ 8,424	\$ 9,986	\$ 10,842	\$ 11,605	\$ 12,759	\$ 15,109	\$ 16,618	\$ 18,822	\$ 22,335	\$ 24,210	\$ 36,066
NCOs as % of Avg Loans	0.12%	0.22%	0.30%	0.58%	0.27%	0.13%	0.27%	0.21%	0.05%	0.10%	0.23%

Recent Quarterly Trends

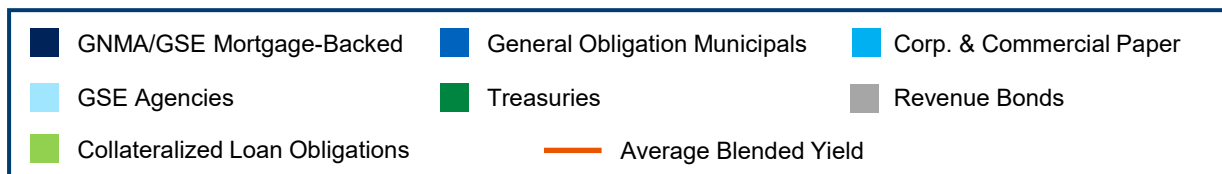
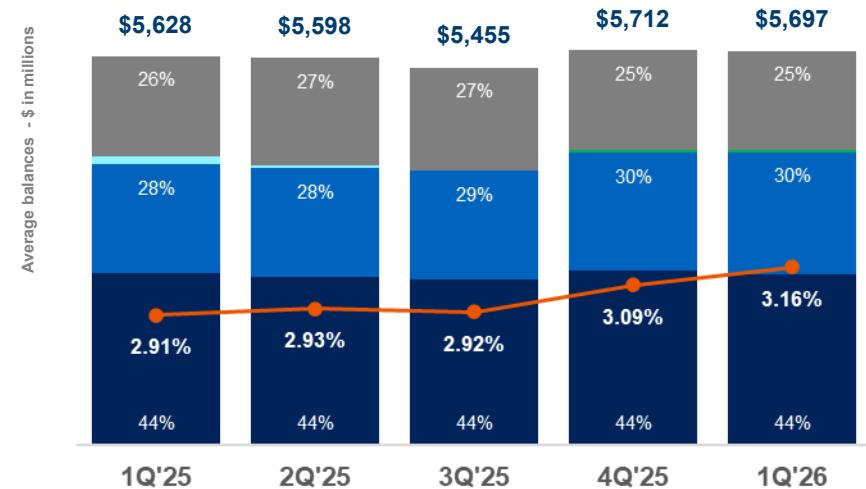
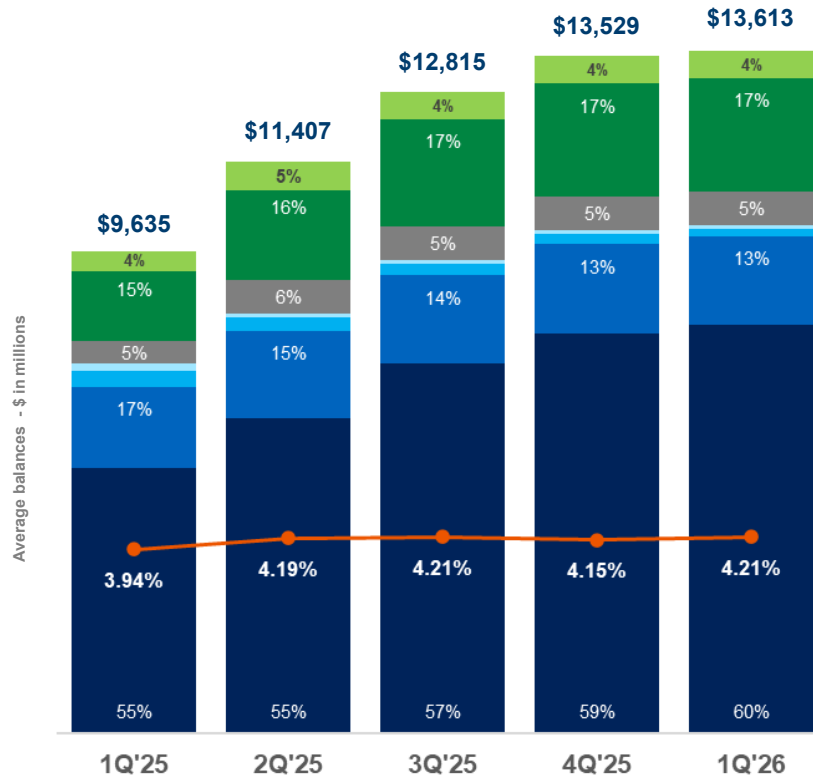
(\$ in thousands)	1Q '25	2Q '25	3Q '25	4Q '25	1Q '26
Commercial & Industrial	\$25,927	\$ 5,992	\$ 5,863	\$ 6,377	\$ 2,239
Specialty Lending	-	-	-	-	-
Commercial Real Estate	2,324	3,994	4,572	706	10,761
Consumer Real Estate	1,213	253	346	(46)	494
Consumer & Other	623	555	655	860	786
Credit Cards	5,785	4,668	6,947	4,757	4,649
Total Net C/O (Rec)	\$35,872	\$15,462	\$18,383	\$12,654	\$18,929
Average Loans (HFI) \$ millions	\$32,308	\$36,404	\$37,134	\$38,341	\$39,380
NCOs as % of Avg Loans	0.45%	0.17%	0.20%	0.13%	0.19%

High-Quality Investment Portfolio



Available-for-Sale ⁽¹⁾

Held-to-Maturity ⁽¹⁾



(1) Balances are presented at carrying value, which is fair value for the available-for-sale portfolio and amortized cost for the held-to-maturity portfolio.

Securities Portfolio Statistics



Securities Portfolio Activity (1) (2)

\$ in millions

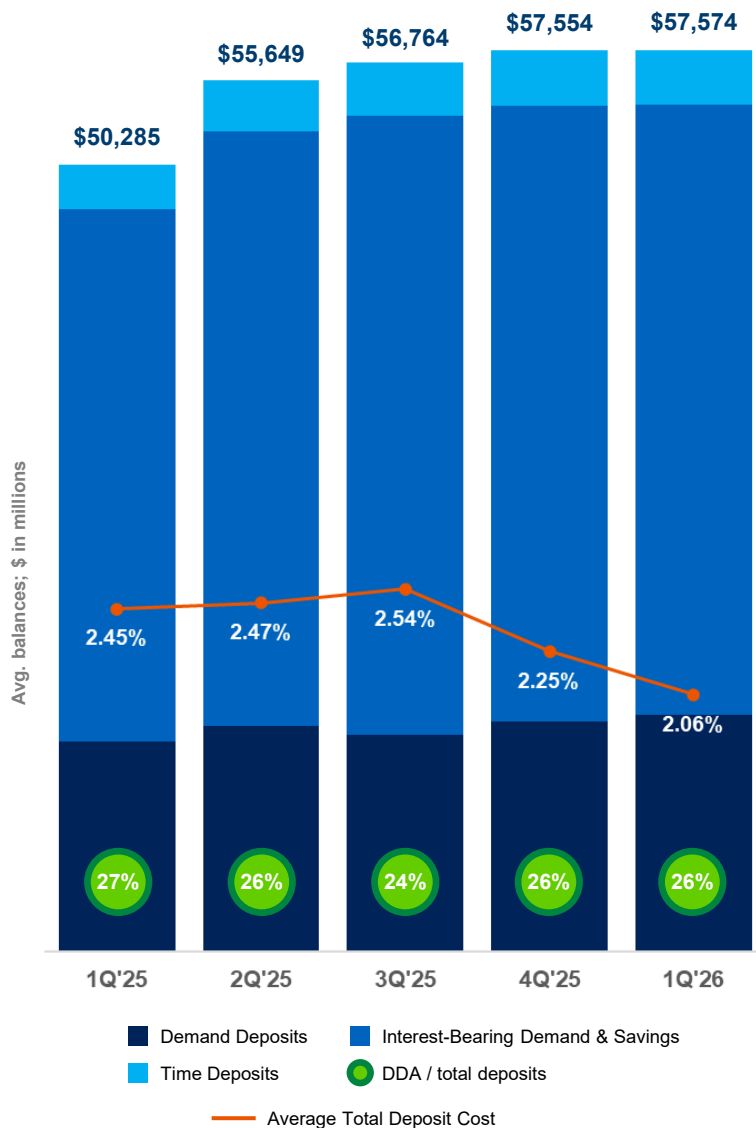
	1Q'25	2Q'25	3Q'25	4Q'25	1Q'26
Roll-off / Cash Flow	\$441	\$605	\$454	\$545	\$639
Roll-off Yield	3.69%	3.11%	3.41%	3.97%	3.89%
Purchased (3)	843	1,705	1,735	805	720
Purchased Yield	4.84%	4.63%	4.58%	4.45%	4.56%
Next Qtr. Scheduled Cash Flow	595	429	557	669	442
Expected Cash Flow Yield	3.15%	3.33%	3.78%	3.78%	3.49%
Next 12 mo. Scheduled Cash Flow	1,833	1,778	2,104	2,166	2,174
Expected Cash Flow Yield	3.22%	3.43%	3.59%	3.62%	3.66%
Portfolio Duration In Months					
Available-for-Sale	53	52	49	49	49
Held-to-Maturity	88	91	87	87	89

\$ in millions; as of 03/31/26

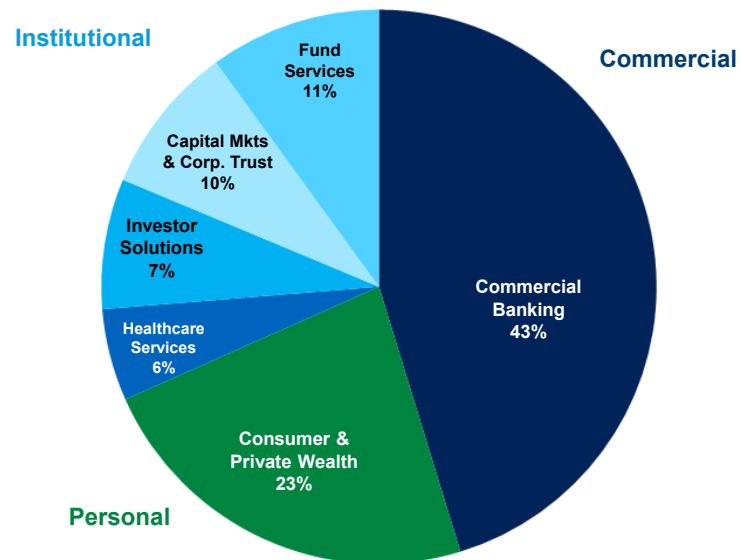
	Amortized Cost	Fair Value	Net Unrealized Loss
Available for Sale			
Mortgage-backed	\$8,589	\$8,288	\$(301)
Municipals	2,448	2,371	(77)
US Treasuries	2,253	2,258	5
US Agencies	50	50	-
Corporates	143	140	(3)
CLOs	555	554	(1)
Total AFS	\$14,038	\$13,661	\$(377)
Held to Maturity			
Mortgage-backed	2,463	2,156	(308)
Gen. Obligation Muni.	1,793	1,626	(167)
US Treasuries	38	38	-
Revenue Bonds	1,409	1,353	(56)
Total HTM	\$5,703	\$5,173	\$(531)
Total Securities	\$19,741	\$18,833	\$(907)

(1) Purchase activity, cash flow and duration excludes HTM industrial revenue bonds; (2) Total portfolio yield is influenced by roll off and reinvestment activity as well as changes in premium amortization and discount accretion; (3) Purchases for roll-off and overbuy, net of purchases related to sales/trades or short-term collateral needs.

Diversified Deposit Mix



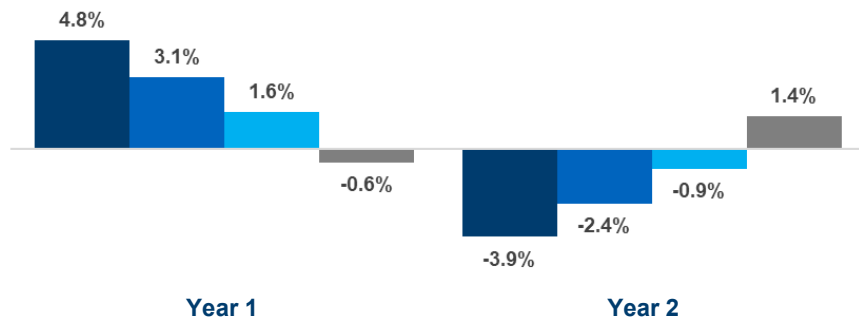
Deposits by Line of Business



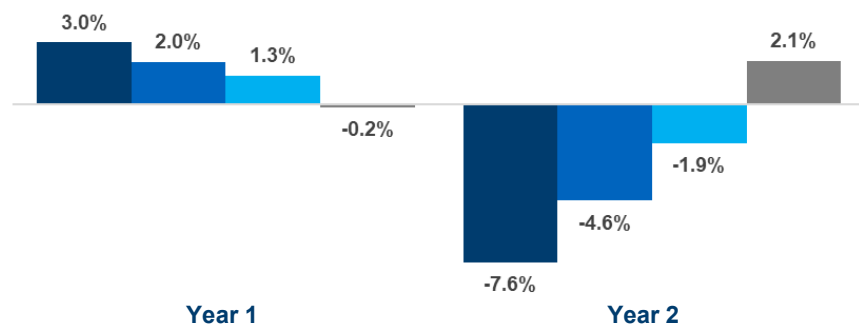
Avg. balances; \$ in millions	1Q '25	4Q '25	1Q '26	Linked-Quarter	
				\$ Δ	% Δ
Capital Markets / Corp. Trust	4,363	5,008	5,634	625	12.5
Fund Services	4,083	5,751	6,031	280	4.9
Public Funds	2,187	2,300	2,422	122	5.3
Healthcare Services	3,091	3,090	3,169	79	2.6
Consumer & Private Wealth	10,969	13,282	13,314	32	0.2
Investor Solutions	5,026	4,376	4,150	(226)	(5.2)
Commercial, ex. public funds	20,566	23,747	22,855	(892)	(3.8)
Total Deposits	\$50,285	\$57,554	\$57,574	\$ 20	0.04%
Repurchase Agreements	2,611	2,883	3,565	682	23.7
Total Customer Funding	\$52,896	\$60,437	\$61,139	\$ 702	1.2%

Impact to Net Interest Income

Ramp Scenario



Shock Scenario



- Increase / decrease based on hypothetical rate changes and stable balance sheet
- Projected rates for new loans and deposits based on historical analysis, management outlook and repricing strategies
- Asset prepayments and other market risks developed from industry estimates of prepayment speeds and other changes

Loan Maturities & Repricing

Variable Rate Loans

- 71% of total end-of-period loans, or ~ \$28.5B, are variable
- 75% of total loans reprice within 12 months

Of variable loans - % tied to indices for next 12 months:

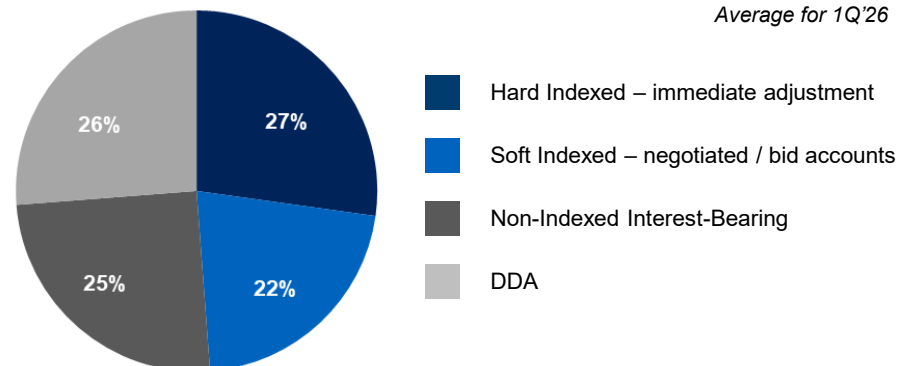
- 76% - 1-Month SOFR
 - ~ 80% adjust monthly
 - ~ 12% adjust daily
- 20% - Prime
 - ~ 23% adjust monthly
 - ~ 62% adjust daily
- 4% - Treasury & other

Fixed Rate Loans

- \$3.2 billion of fixed rate loans reprice within 12 months; average rate 4.85%

Deposit Mix by Rate Sensitivity

Average for 1Q'26



Cash Flow Hedges of Interest Rate Risk

Floor Contracts – indexed to 1 Month SOFR; 4–6-year terms

- 4.05% contract; notional value of \$125mm, effective 10/24
- 4.80% contract; notional value of \$250mm, effective 12/24
- 5.05% contract; notional value of \$250mm, effective 03/25

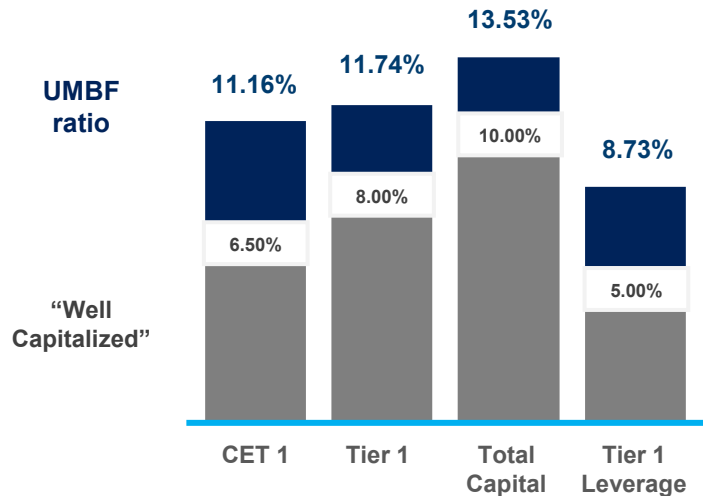
Interest Rate Floor Spreads

- Ten floor spreads; aggregate notional value of \$2.375B
- Weighted average rate: 4.84% / 2.37%

Capital & Liquidity Position



Regulatory Capital Ratios



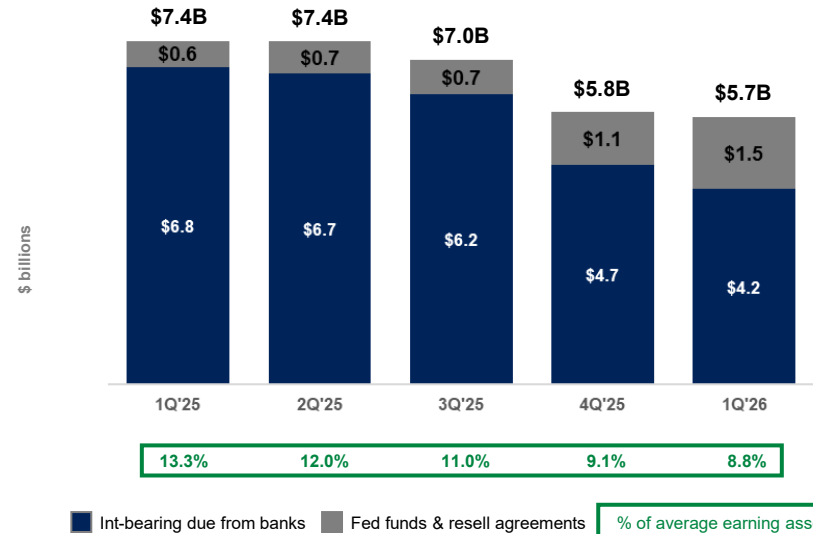
Total Common Equity / Total Assets

10.37%

Tangible Common Equity Ratio ⁽¹⁾

7.44%

Ample Liquidity



Available Liquidity Sources

As of March 31, 2026	\$ in billions
Fed Discount Window	\$21.7
Free Bond Collateral	6.6
Fed Account Balance	5.5
FHLB Advances	2.3
Unsecured Fed Funds Purchased	1.4
Insured Cash Sweep	0.2
Total Available	\$37.7

(1) Tangible common equity and tangible common equity ratio are non-GAAP measures, reconciled on slide 53.

The background of the slide is a blue-tinted photograph of a city street at night. The street is lined with tall buildings, and several cars are visible on the road. A prominent building on the right has "UMB BANK" signs on its facade. The overall scene is illuminated with a strong blue light, creating a modern and professional atmosphere.

Line of Business Updates

Commercial Lending Portfolio

Middle Market

- C&I Lending
- Working capital lines
- Owner-Occupied CRE
- Equipment loans

Investment Real Estate

- Industrial
- Retail
- Multi-family
- Hotel
- Office
- Student Housing

Lending Verticals

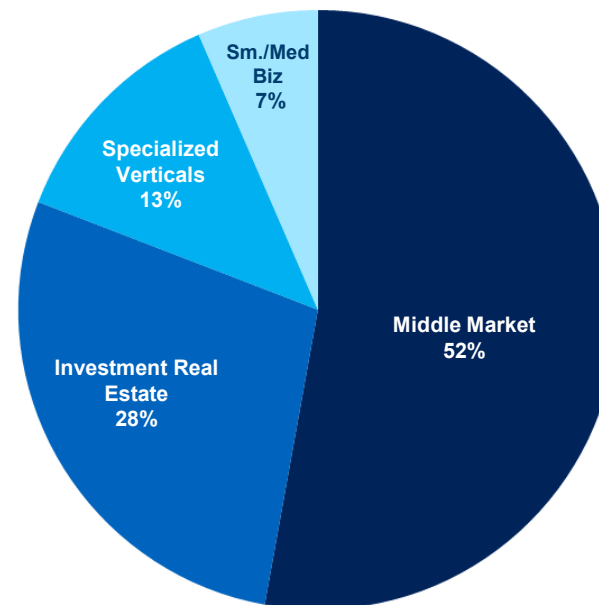
- Agribusiness
- Franchise Lending
- Asset-based Lending
- Healthcare Lending
- Energy Lending

Small / Medium Business

- Business Banking
- Practice Finance
- Small Business Banking

Average Loan Balance & Composition ⁽¹⁾

\$33.9B



TOP 10 Prepaid & Purchasing Card Volume ⁽²⁾

TOP 15 Commercial Credit Card Purchase Volume ⁽²⁾

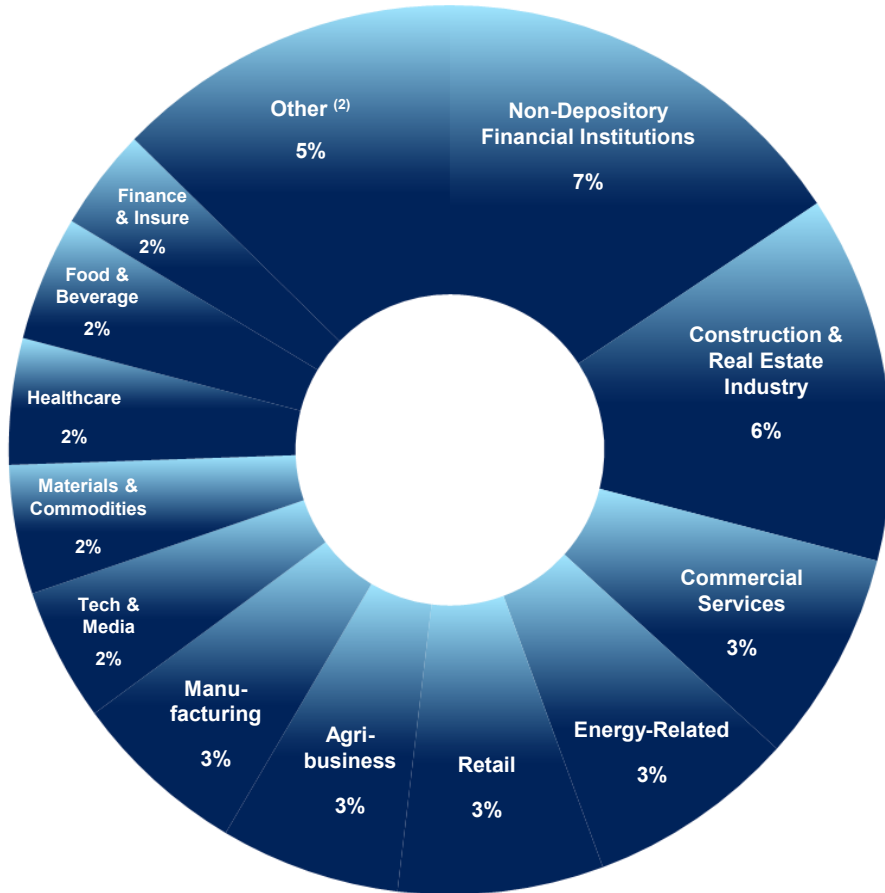


#12

of 100 Largest Farm Lenders in the U.S. ⁽³⁾

⁽¹⁾ Average loan balances for 1Q'26, excluding credit card; ⁽²⁾ Rank among U.S. Visa and Mastercard Commercial Card Issuers, Source: Nilson Report, May '25; ⁽³⁾ "Production ag lending" per ABA 4Q '25, FDIC data.

C&I Industries as % of Total UMB Loans ⁽¹⁾



⁽²⁾ Other - 5% of total UMB loans

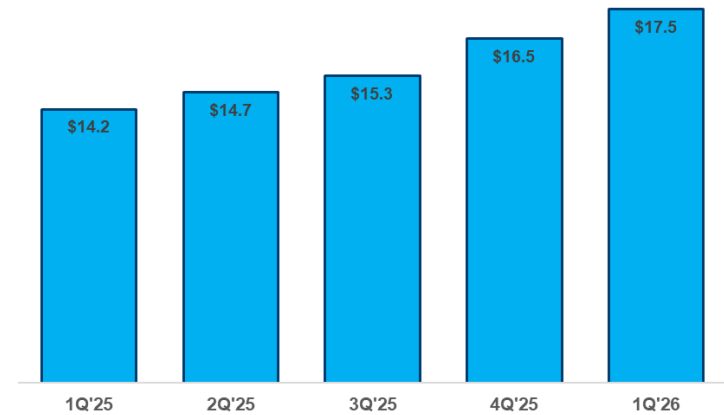
- Auto-related
- Diversified / Misc.
- Transportation
- Entertainment / Rec.
- Consumer Services
- Apparel / Textiles
- Govt. / Education
- Utilities

⁽¹⁾ End-of-period balances as of 03/31/26.

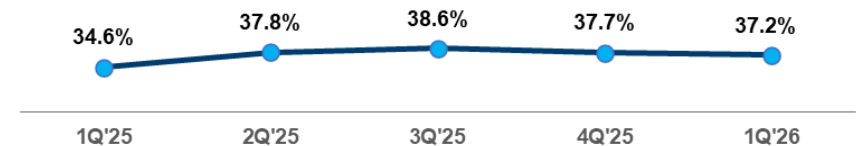
Commercial & Industrial Statistics

- C&I loans of \$17.5B as of 03/31/26 = 43.5% of UMB loans
- Includes Middle Market, Lending Verticals and Small / Medium Business
- Considerations
 - Internal limits on loan size and projects per sponsor
 - Concentration guidelines for all lending verticals, monitored for changing conditions

C&I Balance Trends



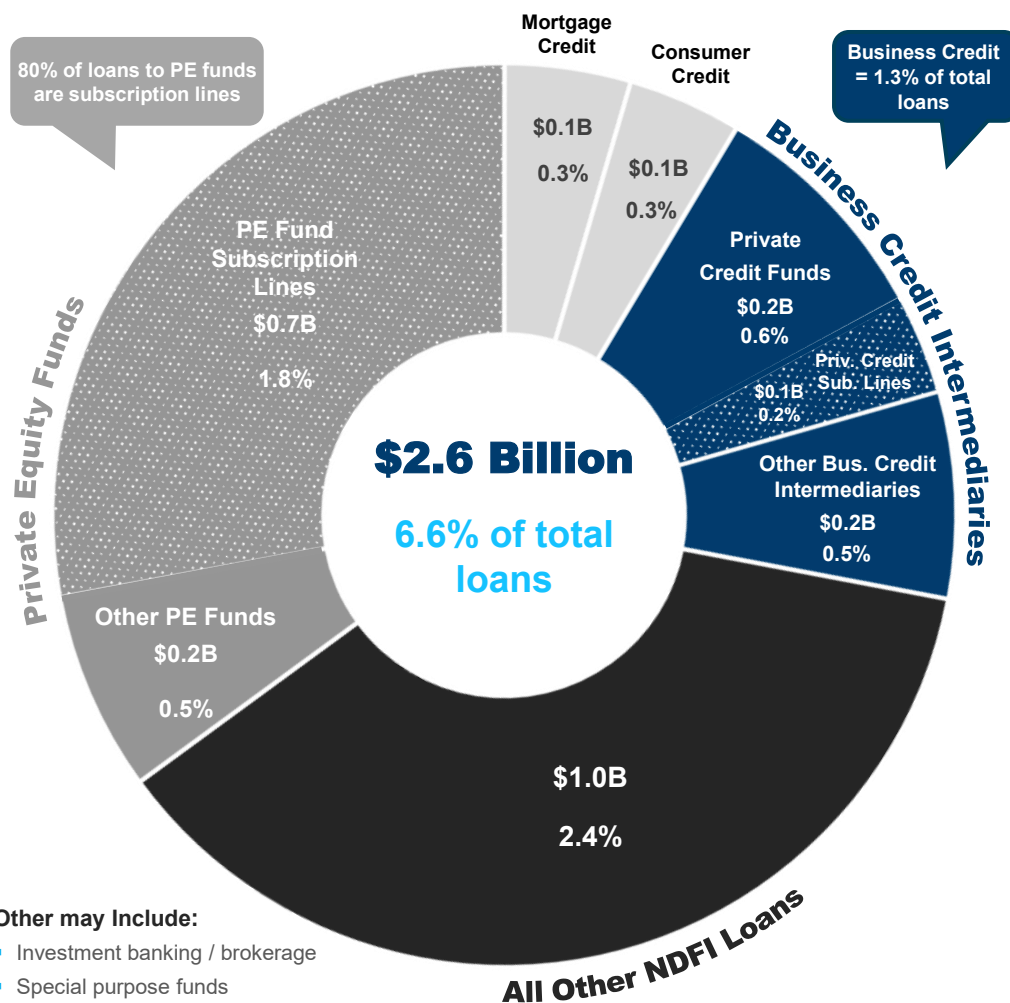
Average Line Utilization Trends



Commercial Banking

Loans to Non-Depository Financial Institutions

NDFI Loans as % of Total UMB Loans



NDFI Portfolio Quality

- Comprised of clients with diversified holdings & strong credit structures
- Low leverage at the fund level & conservative UMB loan-to-value metrics
- 32% of total loans in NDFI categories are subscription lines
- > 98% of NDFI balances are pass-rated
- Negligible charge-offs over the past 20 years (<\$225k) ⁽¹⁾

Business Credit Intermediaries

Loans to Private Credit Funds

- ~\$300mm, primarily secured by diversified portfolios of senior secured loans
- 30% are subscription lines
- Average LTVs of loans within the fund portfolios are 35-45%
- In addition, UMB's advance rate averages <50% against the funds' loan portfolios

Other Business Credit Intermediaries

- ~\$200mm, predominantly commercial and equipment leasing

“Subscription Lines” – Also known as “capital call lines,” are lines of credit to an investment fund to provide liquidity that allows it to make investments in advance of receiving capital call payments from investors. Collateral is assignment of “uncalled investor capital.” Investor proceeds from capital call payments are used to pay down the LOC.

- All subscription lines included in NDFI totals = \$0.8 billion
- Average loan size of our subscription lines = \$14.5 million

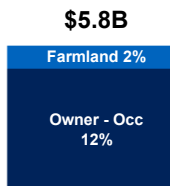
Other may Include:

- Investment banking / brokerage
- Special purpose funds
- Portfolio management / advice
- Publicly-listed funds

CRE Statistics

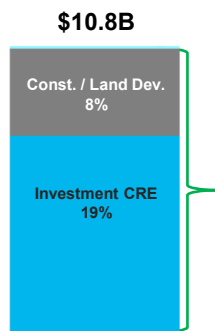
Owner-Occupied CRE & Farmland

- \$5.8B = 14.5% of total UMB loans
- New purchase or refinance
- Rate Type:
 - Fixed – 53%
 - Variable – 47%

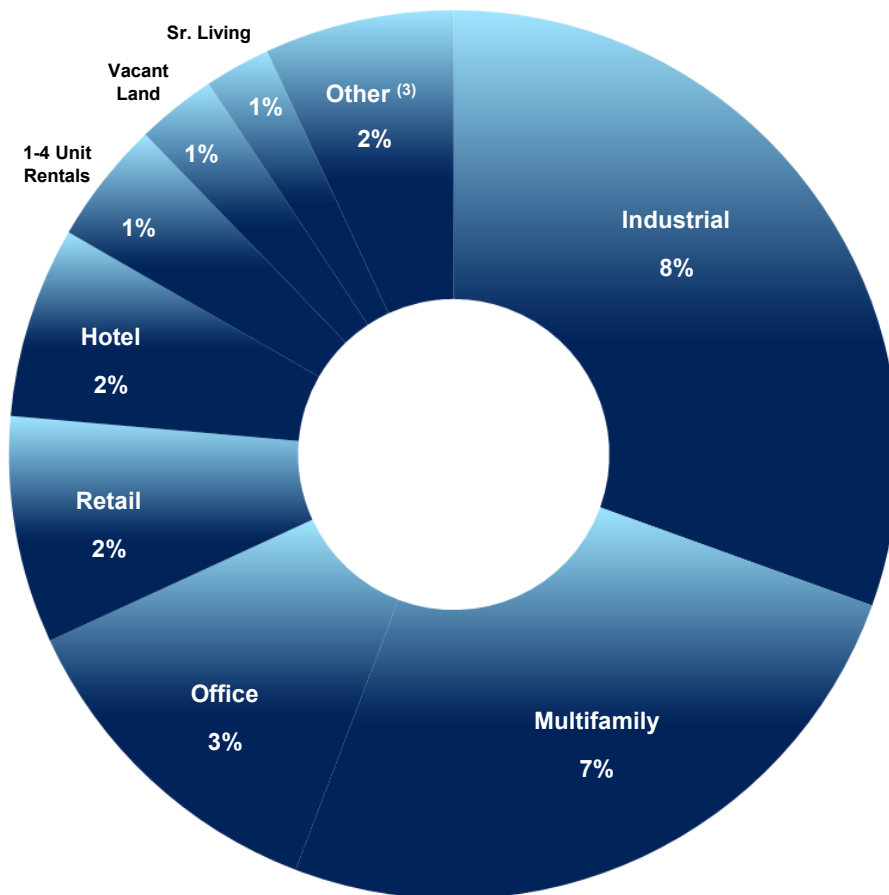


Investment CRE & Construction Portfolio

- \$10.8B = 27.0% of total UMB loans
- Average Loan-to-Value: 57%
- Loans with Recourse: 86%
- Investment Real Estate Rate Type:
 - Fixed – 27%
 - Variable – 73%

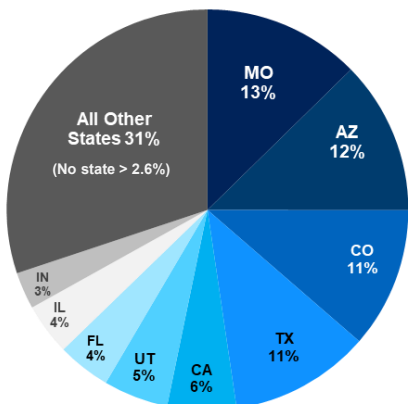


Investment CRE as % of Total UMB Loans ⁽¹⁾



Investment CRE Geographic Diversity

By property location



Regulatory Concentrations ⁽²⁾

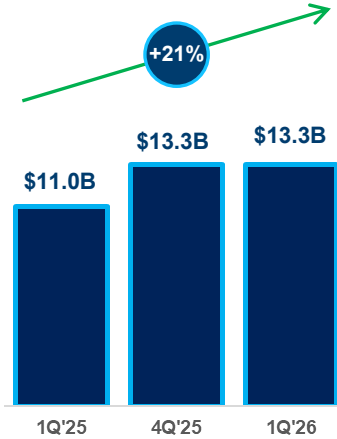
	1Q'25	2Q'25	3Q'25	4Q'25	1Q'26
Non-Farmland CRE / Capital	216%	208%	204%	193%	189%
Const. & Dev. / Capital	71%	67%	59%	53%	51%

⁽³⁾ Other - 2% of total UMB loans

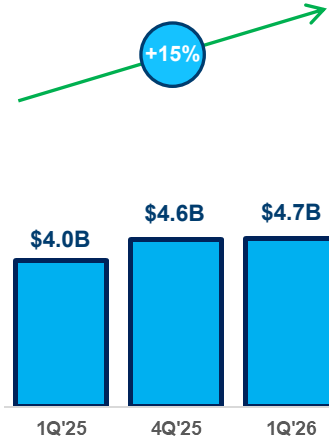
- Self-storage
- Mixed Use
- Healthcare
- Homebuilder
- Special Purpose
- Student Housing
- Manufactured Housing

Expanding Consumer Presence

Deposits ⁽¹⁾



Loans ⁽¹⁾



High Customer Satisfaction

Consumer serves personal banking needs of clients across all divisions of the bank

NPS Score

70.0

Industry Average ⁽²⁾

38.0

Hybrid Service & Sales Model – Provides broad products and services to meet diverse client needs



Retail Banking

Strategically positioned for sales growth

192

Banking Centers ⁽³⁾

350

ATMs



Private Banking

Growth engine for new customers; deepening existing relationships

\$3.8B

Average Private Banking Deposits

45

Private Bankers Across 13 regions



Mortgage

Competitive mortgage solutions for all client types

\$3.7B

Average Mortgage Balances

21

MLOs across UMB Footprint



Community Development

Diverse client engagement in our communities

72

Financial Education Classes

12

Community Partners Served

1,440

Community Participants



Digital Capabilities across Consumer

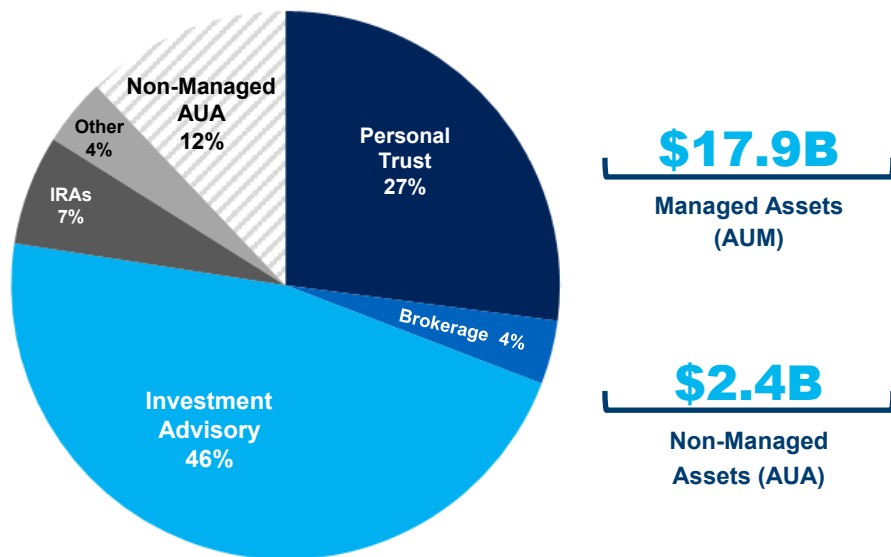
- Digital loan and deposit application and originations
- Mobile Banking: Deposits, transfers, bill pay, acct review and more

Key Products Offered

- Fannie Mae / Freddie Mac
- Portfolio on balance sheet mortgages
- Secondary market mortgages
- 1st Time Homebuyer Assistance

Metrics at, or for the quarter ended, 03/31/26, unless otherwise stated. (1) Average quarterly balances; (2) Net Promoter Score for 57 financial services companies, source JD Power. National average for all banks – 107,059 samples; (3) As of 03/31/26, we had 192 physical locations licensed with the OCC, including 189 retail branches plus 3 commercial or private banking centers.

Customer Assets



\$17.9B
Managed Assets (AUM)

\$2.4B
Non-Managed Assets (AUA)



Wealth Management

- Financial planning
- Discretionary investment management
- Strategic wealth solutions for ultra-high net worth families
- Business succession and exit planning
- Brokerage services
- Retirement plan services



Personal Trust & Custody

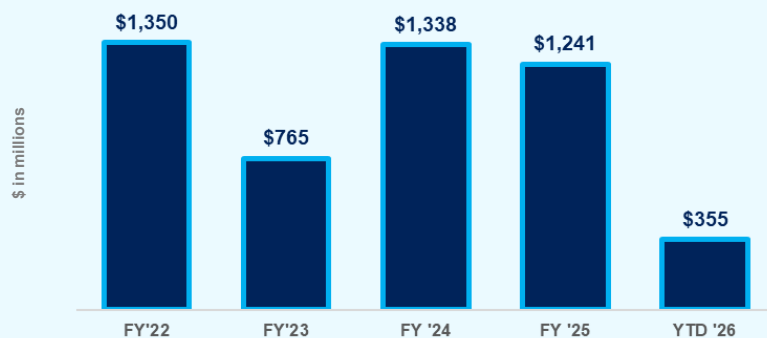
- Trust administration
- Charitable foundation planning and administration
- Personal custody services
- Unique asset administration
- Fine art management
- Insurance settlements
- Trust tax preparation



Asset Management

- Direct private equity investment access

New Assets / Sales ⁽¹⁾



Private Investments

Minority Equity & Mezzanine Debt



Providing flexible, tailored capital solutions—including minority equity or subordinated debt—to finance lower-middle market private businesses for long-term growth.

UMB Private Investments Overview

- Combines the strength of a dedicated investment team with the deep resources of UMB Financial Corporation
- Investment team and investment committee members bring multiple decades of experience
- Serves existing and prospective UMB Bank clients, cross-selling products and services, including treasury management, senior lending, card services and private banking

\$141mm

Value of Active Holdings ⁽¹⁾

200+

Businesses Reviewed Annually

50

Active Portfolio Company Count ⁽¹⁾

\$230mm+

Total Capital Deployed to Date ⁽¹⁾

Target Investment Criteria

- ✓ **Revenue** \$10mm - \$100mm
- ✓ **EBITDA** \$2mm - \$15mm
- ✓ **Investment size** \$2mm - \$8mm
- ✓ **Security type** Minority common or preferred equity, convertible debt, subordinated or mezzanine, debt, warrants
- ✓ **Key Verticals** Manufacturing, distribution, business services, consumer products
- ✓ **Transaction type** Growth capital, acquisitions or divestitures, recapitalizations, buyouts or ownership transitions
- ✓ **Geography** Continental United States

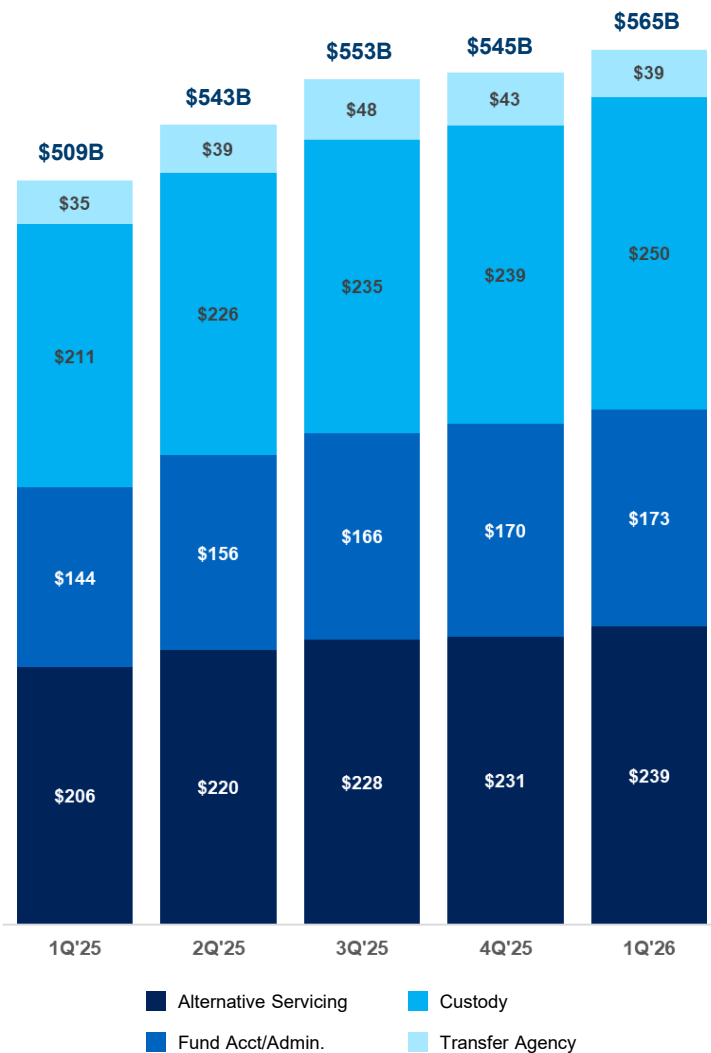


(1) Data is in arrears; as of 12/31/25.

Institutional Banking Fund Services & Institutional Custody



Assets Under Administration



Note: Asset categories sum > total AUA due to shared client assets.

Private Credit Exposure

- Our leverageable service model is part of our asset servicing value proposition and we have long-term partnerships with some of the highest quality providers
- Client flow activity continues to remain strong despite industry headline noise

Private Credit AUA

- ~\$43B, or 7.6% of total 1Q'26 AUA is related to private credit funds
- AUA **increased** ~4.6% LQ driven by inflows, net of redemptions, at clients

Private Credit Fee Income – Asset Servicing

- Annual fees from private credit is ~\$13mm, or ~1.6% of annualized 1Q'26 fee income

Deposit Impact

- Deposit balances tied directly to private credit fund activity is **immaterial**

Registered Funds & Alternative Investments

Provides services for 2,500 funds, including registered and alternative funds, PE funds, real estate and venture capital funds, ETFs and more.



Best Interval Fund Administrator ⁽¹⁾
Best Fund Accounting and Reporting Software ⁽²⁾
Administrator of the Year – Technology ⁽³⁾

Institutional Custody

One of the nation's leading providers of domestic and global custody, serving insurance companies, public and private corporations, nonprofits, municipalities, fund companies and endowments. Established in 1948.

+27

Net New Accounts March YTD

Custody AUA +18.8% YoY



Innovation in Investor & Investment Data ⁽⁴⁾

Custodian Service of the Year ⁽⁵⁾

(1) With Intelligence '19, '20, '22, '23 and '25; (2) Hedgeweek US Awards '25; (3) Private Equity Wire '25; (4) Global Custodian Industry Leaders Awards '25; (5) Private Credit US Awards '24.

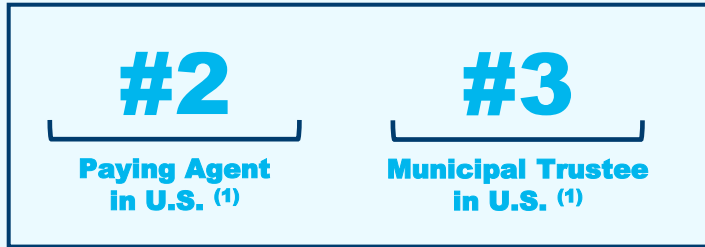
Institutional Banking

Corporate / Specialty Trust & Capital Markets



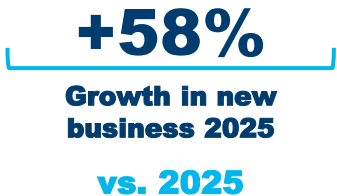
Corporate Trust & Escrow Services

Provides trustee, paying agent and escrow services to municipal and corporate issuers.



Specialty Trust & Agency Solutions

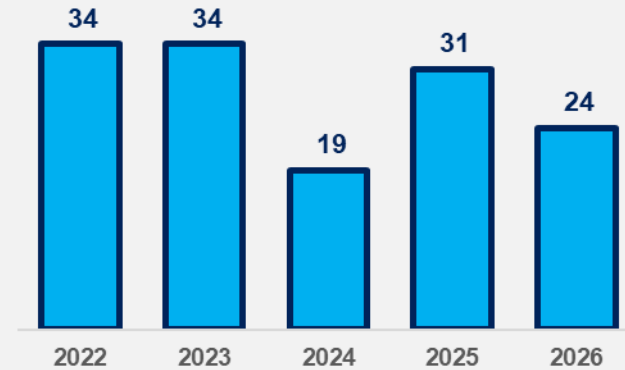
Services for asset-backed securitizations, aviation and other transportation and real estate projects. Workout and successor trustee services on behalf of bondholders of defaulted transactions. Collateral administration for CLOs, credit funds, separate accounts and other portfolios of loans.



Capital Markets Division

Capital solutions including fixed income sales, trading and underwriting for institutional, municipal and not-for-profit organizations.

Public Finance March YTD Closed Deals



Examples of recent deals:

<p>\$147,800,000</p> <p>Dallas ISD</p> <p>General Obligation Bonds Series 2026A</p> <p>UMB as Co-Senior Manager</p>	<p>\$41,983,000</p> <p>Guthrie County Hospital</p> <p>Construction Bonds, Series 2026A Revenue Bonds, Series 2026B</p> <p>UMB as Sole Manager</p>	<p>\$24,000,000</p> <p>Port Neches-Groves ISD</p> <p>General Obligation Bonds Series 2026</p> <p>UMB as Senior Manager</p>
------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------

Products and services offered through UMB Bank Capital Markets Division
NOT FDIC INSURED | MAY LOSE VALUE | NOT BANK GUARANTEED.

(1) Thomson Reuters municipal rankings, 4Q'25. Ranked by number of issues.

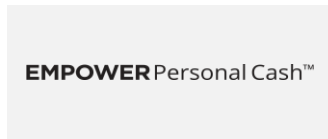
Institutional Banking Investor Solutions & Healthcare Services



Investor Solutions

Our banking as a service (BaaS) solution offers deposit services to financial institutions and fintechs, including checking, saving, investment accounts, and expanded FDIC insurance through our proprietary Sweep Program.

Sample BaaS Partnerships



\$46B

**FDIC Sweep Assets
Under Administration**
~ 5.3 mm accounts
for December 2025

~116mm

**Annual ACH
Transactions**

Healthcare Services

Provides a suite of tax-advantaged benefit accounts including Health Savings Accounts (HSAs), Flexible Spending Accounts (FSAs), Health Reimbursement Arrangements (HRAs), and Commuter Benefit Accounts.



Recognized for Investment Quality ⁽¹⁾



Top 10 HSA Custodians in the U.S. ⁽¹⁾



**Named a Top HSA for Features &
Investment Options ⁽²⁾**

1.8mm

HSA Account Holders

5.5mm

Benefit Cards

\$3.2B

**In HSA
Deposits ⁽³⁾**

\$1.8B

**In HSA Invested
Assets ⁽³⁾**

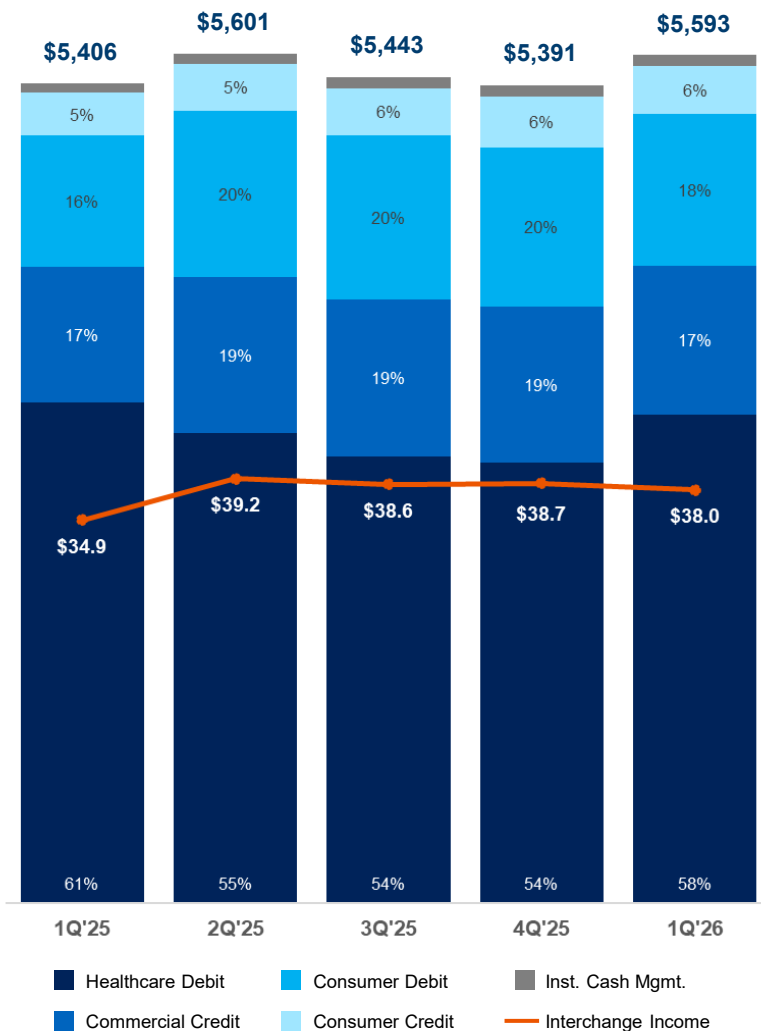
⁽¹⁾ #6 in total number of accounts and #8 in total assets as of December 31, 2025 - Devenir Research Year-End '25; ⁽²⁾ Investor's Business Daily '23; ⁽³⁾ End-of-period balances as of 03/31/26.

Payments

Credit & Debit Card Products



Card Purchase Volume & Interchange Trends



1Q '26 Card Spend

+3.4%
YoY

\$5.6B



#13

13th in Number of Total U.S. Accounts ⁽¹⁾

#22

22nd in U.S. Credit Card Purchase Volume ⁽¹⁾

The background of the slide is a blue-tinted photograph of a city street. In the foreground, a dark car is parked on the side of the road. In the middle ground, a modern building with large glass windows and a sign that reads "UMB BANK" is visible. To the left of the UMB Bank, there is another building with a sign that reads "JIC". The sky is a clear, light blue. The overall scene is a city street in Oklahoma City, OK.

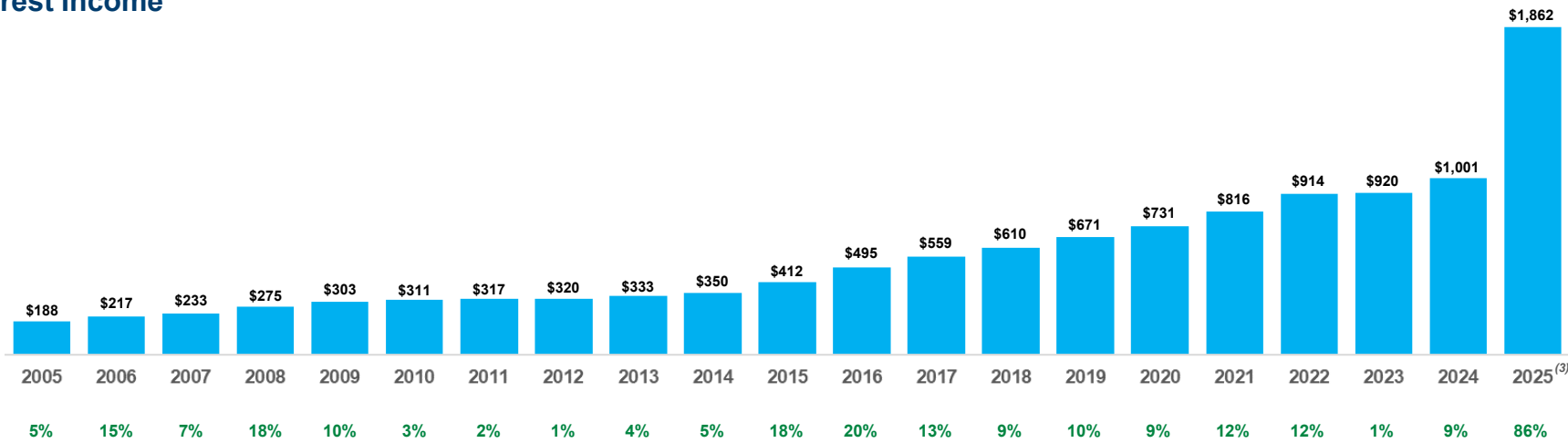
Long-Term Annual Performance Trends

Differentiated Revenue Profile

Multiple Sources of Growth

Net Interest Income

20 Year CAGR
12.1%



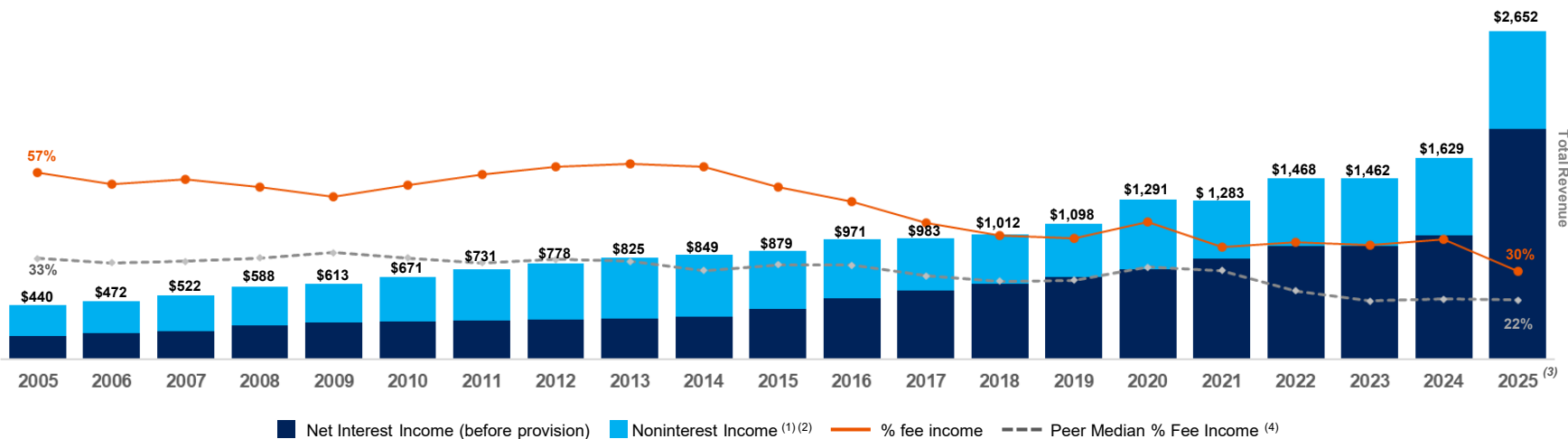
Fee Income Provides Diversity

20 Year CAGR
5.9%

Fee Income Growth

20 Year CAGR
9.4%

Revenue Growth



■ Net Interest Income (before provision) ■ Noninterest Income ⁽¹⁾⁽²⁾ — % fee income - - - Peer Median % Fee Income ⁽⁴⁾

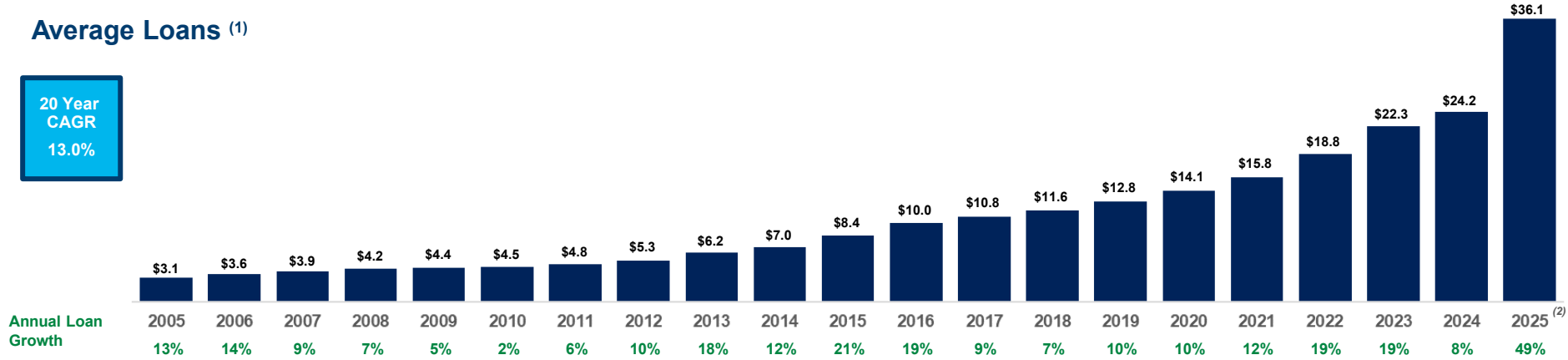
Annual Revenue Growth: 8%, 7%, 10%, 13%, 4%, 9%, 9%, 6%, 6%, 3%, 4%, 11%, 1%, 3%, 8%, 18%, -1%, 14%, -0.4%, 11%, 63%

Dollars in millions. (1) Noninterest income prior to '17 contains income from discontinued operations; (2) Noninterest income included a \$108.8mm pre-tax gain on TTCF shares in '20 and a \$66.2mm pre-tax gain on the sale of Visa Class B shares in '22; (3) '25 reflects acquisition of Heartland Financial; (4) UMB peers (14 banks) as of latest available annual period. Source: S&P Capital IQ.

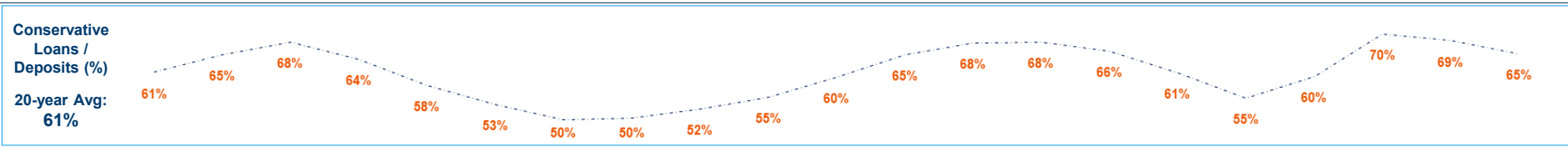
Balance Sheet Growth Across All Business Cycles

Average Loans ⁽¹⁾

20 Year
CAGR
13.0%

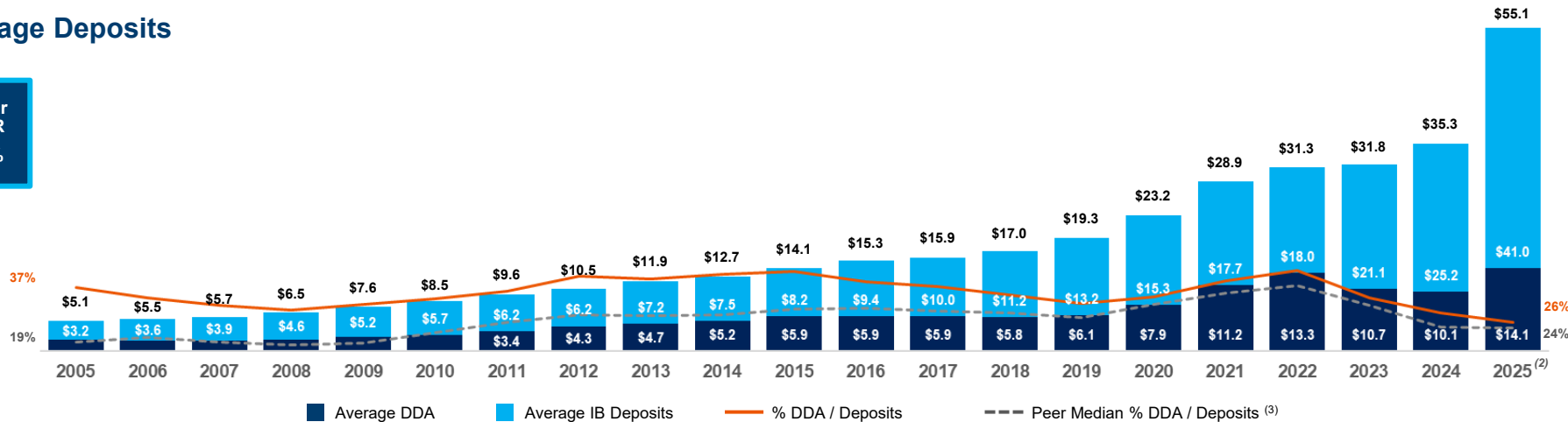


Conservative
Loans /
Deposits (%)
20-year Avg:
61%



Average Deposits

20 Year
CAGR
12.6%

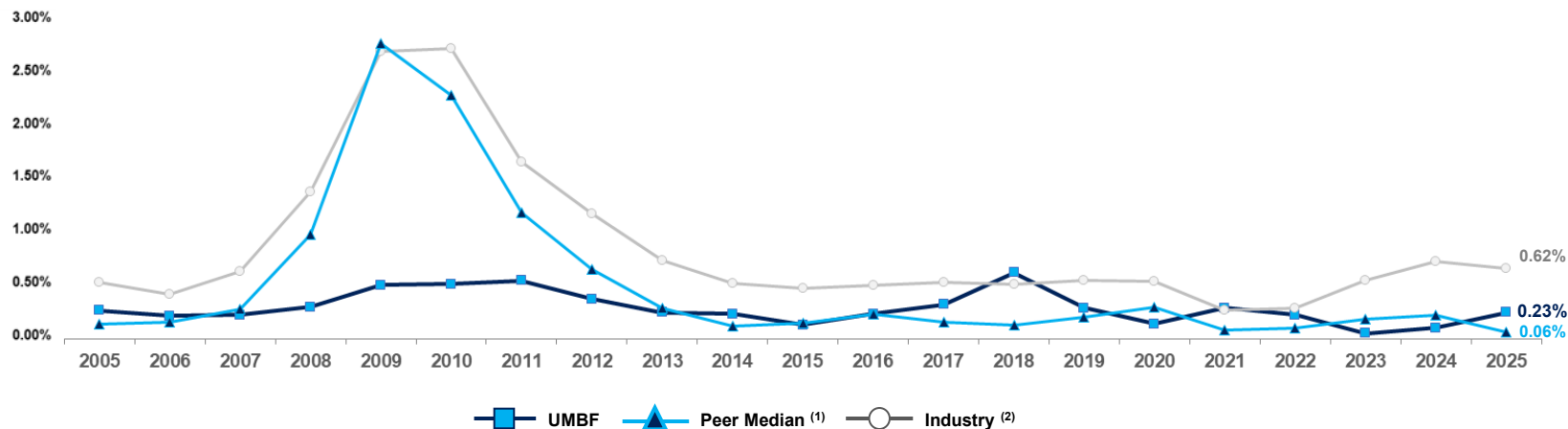


Average annual balance in billions. (1) Loan balances exclude PPP loans for '20 - '22. (2) '25 reflects acquisition of Heartland Financial; (3) UMB peers (14 banks), as of latest available annual period. Source: S&P Capital IQ.

Resilient Credit Metrics Through All Economic Environments

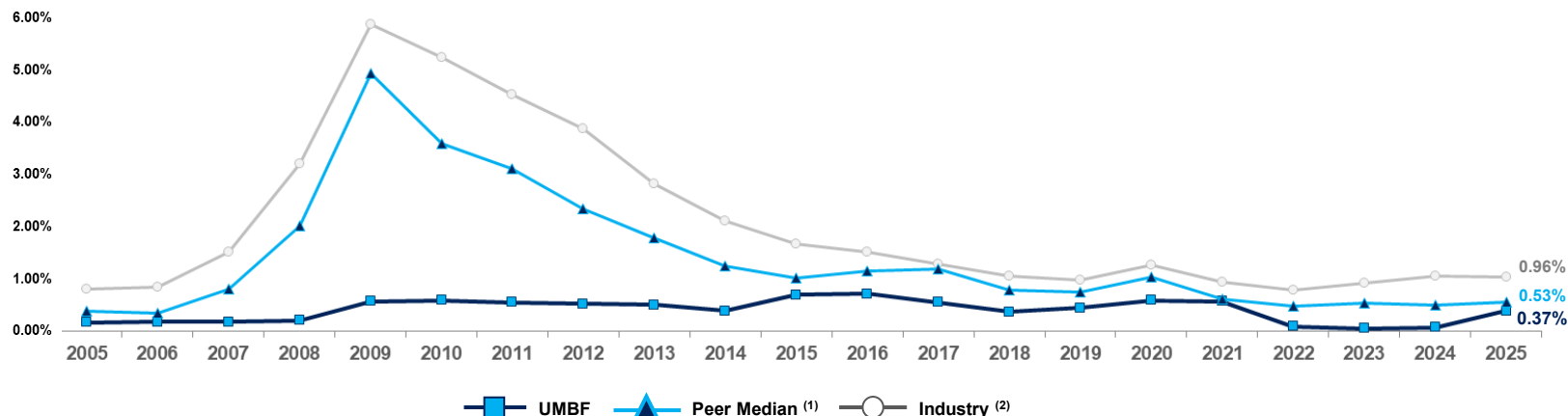
Net Charge-Offs / Average Loans

'05 - '25 Average
0.27%



Nonperforming Loans / Loans

'05 - '25 Average
0.38%

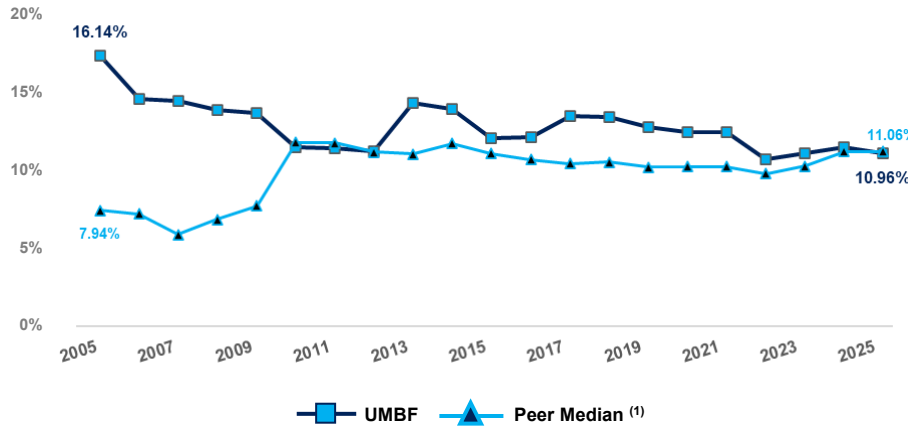


(1) UMB peers (14 banks), as of latest available annual period. Source: S&P Capital IQ; (2) All FDIC-insured banks, as of last available annual period. Source: FDIC.

Capital & Liquidity Supports Growth Outlook

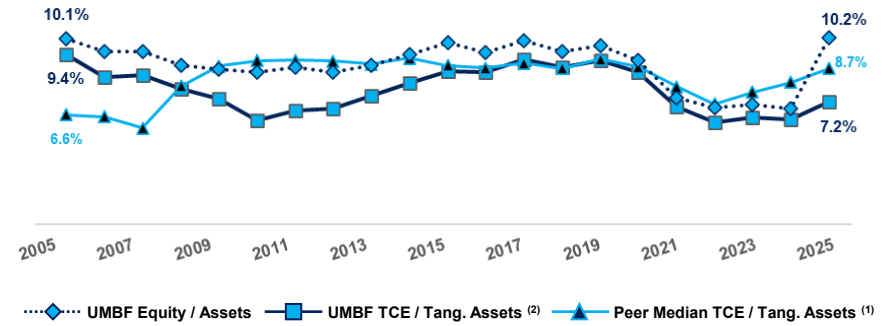


Common Equity Tier 1 Capital Ratio

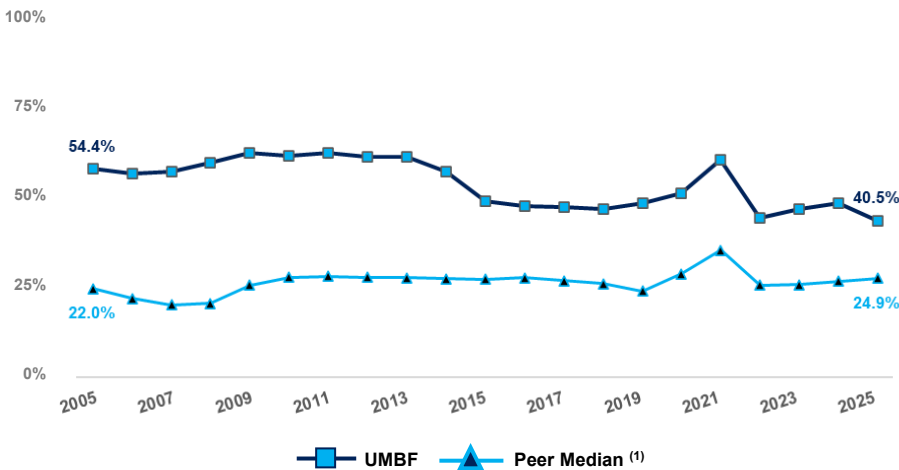


Equity / Assets

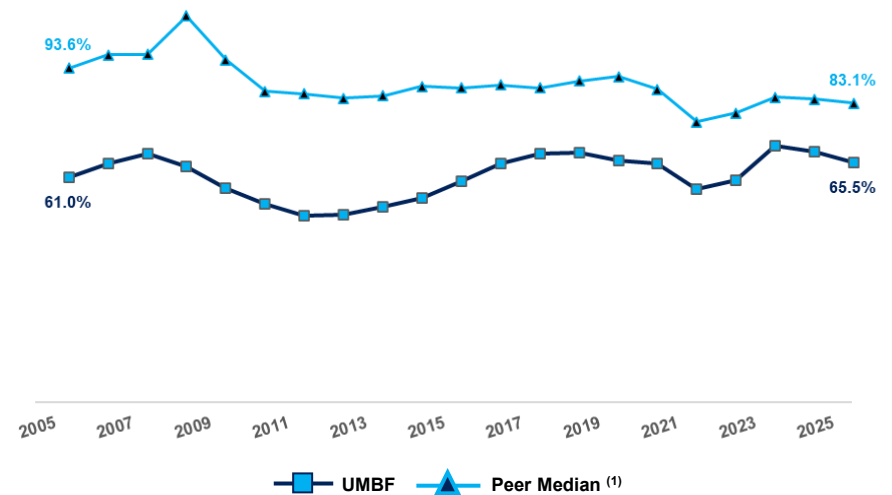
Tangible Equity / Tangible Assets (2)



Cash & Securities / Assets (3)



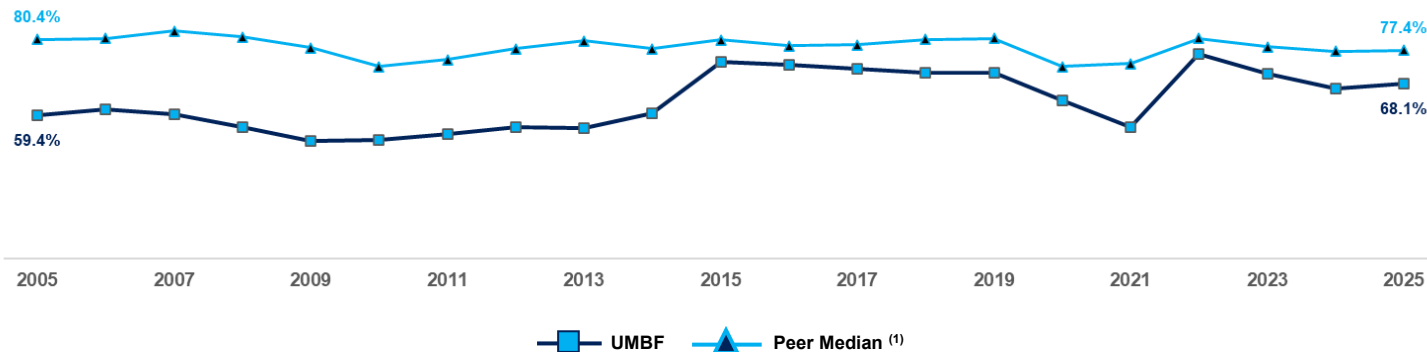
Average Loans / Average Deposits



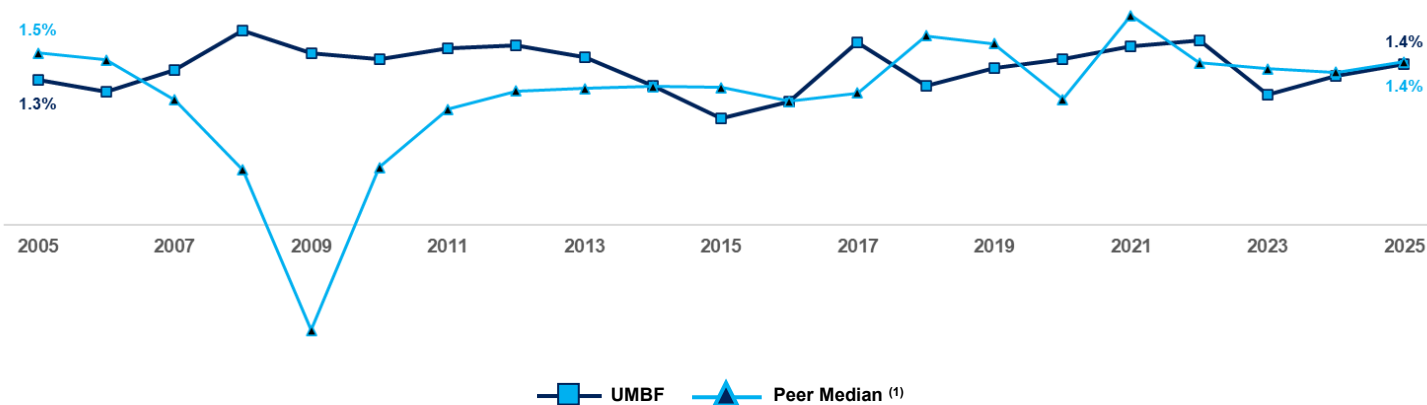
(1) UMB peers (14 banks), as of latest available annual period. Source: S&P Capital IQ; (2) Tangible equity and tangible assets are non-GAAP measures, reconciled on slide 53; (3) As defined by S&P Capital IQ: "Cash, cash equivalents, and investment securities/assets."

Risk-Adjusted Returns Rowing Close to Shore

Risk-Weighted Assets / Assets



Return on Risk-Weighted Assets ⁽²⁾

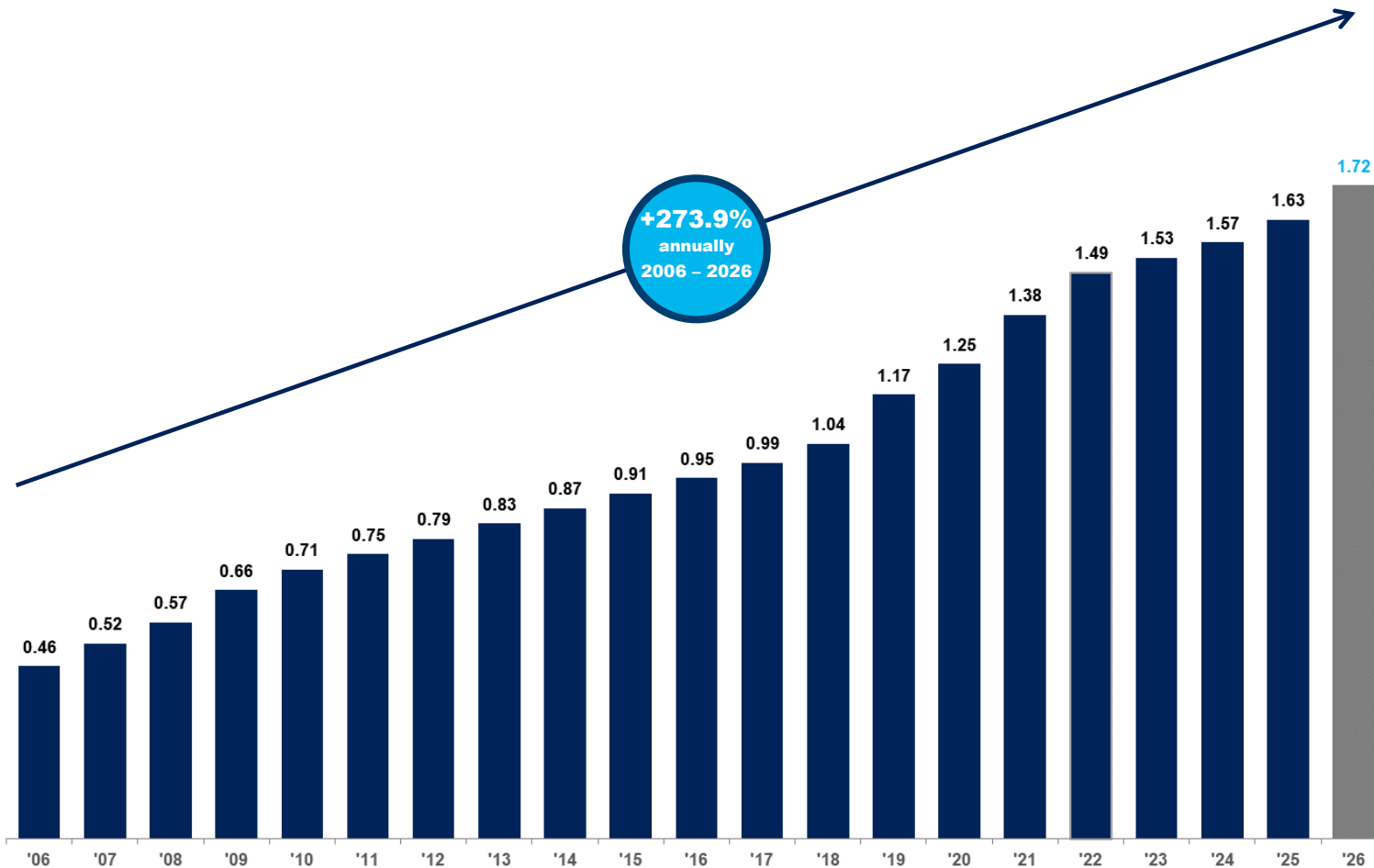


⁽¹⁾ UMB peers (14 banks), data as of latest available annual period. Source: S&P Capital IQ; ⁽²⁾ The numerator for the calculation of Return on Risk-Weighted Assets is GAAP net income, which included expenses related to the FDIC special assessment, recognized in 2023, 2024 and 2025.

Dividend Trends Sustained Growth

Common Dividends Declared ⁽¹⁾

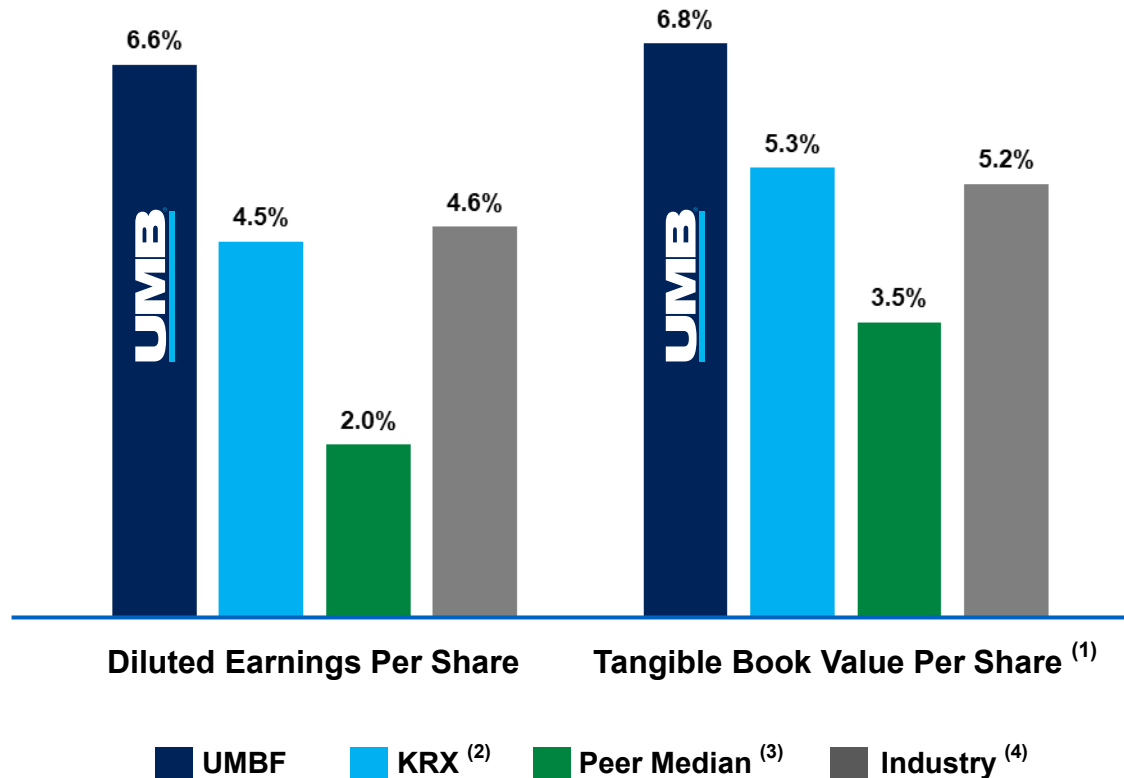
FY '26 = \$1.72 ⁽²⁾
+5.5%
vs. 2025



+273.9%
annually
2006 - 2026

(1) Dividends adjusted for 2-for-1 stock split in 2006. (2) Annualized 2026 full-year dividend assumes all 4 quarterly dividends are declared at \$0.43/share, consistent with 1Q'26 dividend. The Board of Directors may declare dividends of different amounts in future quarters.

20-Year Compounded Annual Growth Rates 2005 – 2025



(1) Tangible book value per common share is a non-GAAP measure, reconciled on slide 54; (2) KBW Nasdaq Regional Bank Index (median of 46 banks with data reported for both 2005 and 2025); (3) UMB's traditional peers (median of 14 banks); (4) Median of all publicly-traded banks with data reported for both 2005 and 2025. Peer, KRX & Industry source: S&P Capital IQ.

Appendix

Governance

Our Board of Directors



Robin Beery
CC (Chair), RC



Janine Davidson
CC, GC



K.C. Gallagher
AC, RC



Greg Graves
Lead Independent
Director, GC (Chair)



Brad Henderson
AC, RC



Jenny Hopkins
AC, RC



Mariner Kemper
Chairman of
the Board



Gordon Lansford
AC (Chair), CC



Margaret Lazo
CC, RC



Susan Murphy
AC, RC



Tammy Peterman
GC, RC



Kris Robbins
AC, RC (Chair)



Josh Sosland
GC, RC



Leroy Williams
CC, RC

Advisory Directors



Jim Rine
Vice Chairman



Tom Wood

Forward-Looking Statements



This presentation contains, and our other communications, may contain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Rule 175 promulgated thereunder, and Section 21E of the Securities Exchange Act of 1934, as amended, and Rule 3b-6 promulgated thereunder, which statements involve inherent risks and uncertainties.

Forward-looking statements convey our expectations, intentions, or forecasts about future events, circumstances, results, or aspirations. All forward-looking statements are subject to assumptions, risks, and uncertainties, which may change over time and many of which are beyond our control. You should not rely on any forward-looking statement as a prediction or guarantee about the future. Our actual future objectives, strategies, plans, prospects, performance, condition, or results may differ materially from those set forth in any forward-looking statement. Some of the factors that may cause actual results or other future events, circumstances, or aspirations to differ from those in forward-looking statements are described in annual, quarterly and other applicable documents that are filed or furnished with the U.S. Securities and Exchange Commission ("SEC").

In addition to such factors that have been disclosed previously: risks related to current or future tariffs or trade restrictions, sanctions and other trade policies and the impact to UMB or its customers; macroeconomic and adverse developments and uncertainties related to the collateral effects of the collapse of, and challenges for, domestic and international banks, including the impacts to the U.S. and global economies; sustained levels of high inflation and the potential for an economic recession; and impacts related to or resulting from instability with respect to geopolitical developments, including in Venezuela, the Middle East and Russia's military action in Ukraine, such as the broader impacts to financial markets and the global macroeconomic and geopolitical environments, may also cause actual results or other future events, circumstances, or aspirations to differ from our forward-looking statements.

Any forward-looking statement made by us or on our behalf speaks only as of the date that it was made. We do not undertake to update any forward-looking statement to reflect the impact of events, circumstances, or results that arise after the date that the statement was made, except to the extent required by applicable securities laws. You, however, should consult disclosures (including disclosures of a forward-looking nature) that we may make in any subsequent documents that are filed or furnished with the SEC.

Any statements about UMB Financial Corporation's ("UMB") plans, objectives, expectations, strategies, beliefs, or future performance or events constitute forward-looking statements. Such statements are generally identified as those that include words or phrases such as "believes," "expects," "anticipates," "plans," "objective," or similar expressions or future or conditional verbs such as "will," "would," "should," "could," "might," "may," or similar expressions. Forward-looking statements involve known and unknown risks, uncertainties, assumptions, estimates, and other important factors that change over time and could cause actual results to differ materially from any results, performance, or events expressed or implied by such forward-looking statements. These forward-looking statements are subject to risks and uncertainties that may cause actual results to differ materially from those projected.

Further information regarding UMB and factors which could affect the forward-looking statements contained herein can be found in UMB's Form 10-K for the year ended December 31, 2025 (and which is available at on the SEC's archive site, [here](#).) and its other filings with the SEC.

Non-GAAP Reconciliations



The following are non-GAAP measures used from time to time. To the extent a non-GAAP measure is used in this presentation, a reconciliation to such measure's closest GAAP equivalent is provided below. This information supplements the results that are reported according to GAAP and should not be viewed in isolation from, or as a substitute for, GAAP results. UMB believes that these measures may be useful to investors because they adjust for items that management does not believe reflect the Company's fundamental operating performance. Definition and calculation for each metric shown below tables.

Net Operating Income Available to Common Shareholders

	Three Months Ended				
	Mar. 31, 2026	Dec. 31, 2025	Sept. 30, 2025	Jun. 30, 2025	Mar. 31, 2025
Net income available to common shareholders (GAAP)	\$ 255,625	\$ 209,543	\$ 180,372	\$ 215,382	\$ 79,320
Adjustments:					
Day 1 acquisition provision expense	-	-	-	-	62,037
Acquisition expense	4,354	39,697	35,603	13,494	53,169
Severance expense	2,036	58	404	373	445
FDIC special assessment	(885)	(5,989)	(1,679)	(726)	629
Tax-impact of adjustments ⁽¹⁾	(1,321)	(8,103)	(8,154)	(3,144)	(26,722)
Total Non-GAAP adjustments (net of tax)	4,184	25,663	26,174	9,997	89,558
Net Operating Income avail. to common shareholders (Non-GAAP)	\$ 259,809	\$ 235,206	\$ 206,546	\$ 225,379	\$ 168,878
Earnings per common share - diluted (GAAP)	\$ 3.35	\$ 2.74	\$ 2.36	\$ 2.82	\$ 1.21
Day 1 acquisition provision expense	-	-	-	-	0.95
Acquisition expense	0.06	0.52	0.46	0.19	0.81
Severance expense	0.03	-	0.01	-	0.01
FDIC special assessment	(0.01)	(0.08)	(0.02)	(0.01)	0.01
Tax-impact of adjustments ⁽¹⁾	(0.02)	(0.10)	(0.11)	(0.04)	(0.41)
Operating earnings per common share - diluted (Non-GAAP)	\$ 3.41	\$ 3.08	\$ 2.70	\$ 2.96	\$ 2.58

- Net operating income available to common shareholders is defined as GAAP net income available to common shareholders, adjusted to exclude Day 1 acquisition provision expense, acquisitions and severance expenses, the FDIC special assessment, and the cumulative tax impact of these adjustments.

Operating Pre-Tax, Pre-Provision Income

	Three Months Ended				
	Mar. 31, 2026	Dec. 31, 2025	Sept. 30, 2025	Jun. 30, 2025	Mar. 31, 2025
Net interest income (GAAP)	\$ 534,366	\$ 522,500	\$ 475,042	\$ 467,024	\$ 397,639
Noninterest income (GAAP)	204,793	198,369	203,298	222,185	166,198
Noninterest expense (GAAP)	380,883	425,560	419,285	393,168	384,787
Adjustments to arrive at operating noninterest expense:					
Acquisition expense	4,354	39,697	35,603	13,494	53,169
Severance expense	2,036	58	404	373	445
FDIC special assessment	(885)	(5,989)	(1,679)	(726)	629
Total Non-GAAP adjustments	5,505	33,766	34,328	13,141	54,243
Operating noninterest expense (Non-GAAP)	375,378	391,794	384,957	380,027	330,544
Operating pre-tax, pre-provision income (Non-GAAP)	\$ <u>363,781</u>	\$ <u>329,075</u>	\$ <u>293,383</u>	\$ <u>309,182</u>	\$ <u>233,293</u>
Net interest income EPS - diluted (GAAP)	\$ 6.99	\$ 6.84	\$ 6.22	\$ 6.13	\$ 6.07
Noninterest income (GAAP)	2.68	2.60	2.66	2.91	2.54
Noninterest expense (GAAP)	4.99	5.57	5.49	5.16	5.87
Acquisition expense	0.06	0.52	0.46	0.19	0.81
Severance expense	0.03	-	0.01	-	0.01
FDIC special assessment	(0.01)	(0.08)	(0.02)	(0.01)	0.01
Operating pre-tax, pre-provision EPS - diluted (Non-GAAP)	\$ <u>4.76</u>	\$ <u>4.31</u>	\$ <u>3.84</u>	\$ <u>4.06</u>	\$ <u>3.57</u>

Net Interest Income - FTE

	Three Months Ended		
	Mar. 31, 2026	Dec. 31, 2025	Mar. 31, 2025
Net interest income (GAAP)	\$ 534,366	\$ 522,500	\$ 397,639
Adjustments to arrive at net interest income - FTE:			
Tax equivalent interest	8,713	8,762	7,505
Net interest income - FTE (Non-GAAP)	\$ <u>543,079</u>	\$ <u>531,262</u>	\$ <u>405,144</u>

- Operating PTPP income for the relevant period is defined as GAAP net interest income plus GAAP noninterest income, less noninterest expense, adjusted to reflect the impact of excluding expenses related to acquisitions, severance expense, and the FDIC special assessment.
- Net interest income – FTE is defined as GAAP net interest income plus tax equivalent interest.

Non-GAAP Reconciliations



Tangible Common Equity Ratio

	As of		
	Mar. 31, 2026	Dec. 31, 2025	Mar. 31, 2025
Common shareholders' equity (GAAP)	\$ 7,538,743	\$ 7,417,284	\$ 6,637,730
Less: Intangible assets			
Goodw ill	1,837,594	1,839,825	1,798,451
Other intangibles, net	463,409	486,869	557,186
Total intangibles, net	<u>2,301,003</u>	<u>2,326,694</u>	<u>2,355,637</u>
Tangible common shareholders' equity (Non-GAAP)	\$ 5,237,740	\$ 5,090,590	\$ 4,282,093
Total assets (GAAP)	<u>\$ 72,674,161</u>	<u>\$ 73,094,090</u>	<u>\$ 69,347,313</u>
Less: Intangible assets			
Goodw ill	1,837,594	1,839,825	1,798,451
Other intangibles, net	463,409	486,869	557,186
Total intangibles, net	<u>2,301,003</u>	<u>2,326,694</u>	<u>2,355,637</u>
Total tangible assets (Non-GAAP)	<u>\$ 70,373,158</u>	<u>\$ 70,767,396</u>	<u>\$ 66,991,676</u>
Common equity / total assets (GAAP)	10.37%	10.15%	9.57%
Tangible common equity / tangible assets (Non-GAAP)	7.44%	7.19%	6.39%

- Tangible common equity ratio is common shareholders' equity, net of intangible assets, divided by total assets, net of intangible assets.

Operating Efficiency Ratio

	Three Months Ended	
	Mar. 31, 2026	Mar. 31, 2025
Noninterest expense (GAAP)	\$ 380,883	\$ 384,787
Adjustments:		
Acquisition expense	4,354	53,169
Severance expense	2,036	445
FDIC special assessment	(885)	629
Total Non-GAAP adjustments	<u>5,505</u>	<u>54,243</u>
Operating noninterest expense (Non-GAAP)	\$ 375,378	\$ 330,544
Noninterest expense	\$ 380,883	\$ 384,787
Less: Amortization of other intangibles	<u>23,460</u>	<u>17,482</u>
Noninterest expense, net of amortization of other intangibles (numerator A)	<u>357,423</u>	<u>367,305</u>
Operating noninterest expense	375,378	330,544
Less: Amortization of other intangibles	<u>23,460</u>	<u>17,482</u>
Operating expense, net of amortization of other intangibles (numerator B)	<u>\$ 351,918</u>	<u>\$ 313,062</u>
Net interest income	534,366	397,639
Noninterest income	204,793	166,198
Less: Gains on sales of sec. avail. for sale, net	403	390
Total (denominator A)	<u>\$ 738,756</u>	<u>\$ 563,447</u>
Efficiency ratio (numerator A / denominator A)	48.38%	65.19%
Operating efficiency ratio (numerator B / denominator A)	47.64%	55.56%

- Operating efficiency ratio is calculated as the company's operating noninterest expense, net of amortization of other intangibles, divided by the company's total non-GAAP revenue (calculated as net interest income plus noninterest income, less gains on sales of securities available for sale, net).

Return on Tangible Common Equity & Operating Return on Tangible Common Equity

	Three Months Ended	
	Mar. 31, 2026	Mar. 31, 2025
Average common shareholders' equity (GAAP)	\$ 7,565,849	\$ 5,493,844
Less: Average Intangible assets		
Average Goodwill	1,838,338	1,267,682
Average Other intangibles, net	478,528	403,293
Total average intangibles, net	2,316,866	1,670,975
Average tangible common shareholders' equity (Non-GAAP)	\$ 5,248,983	\$ 3,822,869
Net Income Available to Common Shareholders (GAAP)	\$ 255,625	\$ 79,320
Net Operating Income Avail. to Common Shareholders (Non-GAAP)	\$ 259,809	\$ 168,878
Return on average common equity (ROE) (GAAP)	13.70%	5.86%
Return on average tangible common equity (Non-GAAP)	19.75%	8.41%
Operating return on avg. tangible common equity (Non-GAAP)	20.07%	17.92%

- Return on tangible common equity is calculated as net income available to common shareholders divided by the company's average tangible common shareholders' equity for the relevant period.
- Operating return on tangible common equity is calculated as net operating income available to common shareholders, divided by the company's average tangible common shareholders' equity.

Tangible Book Value ("TBV") Per Common Share

	As of	
	Dec. 31, 2025	Dec. 31, 2005
Common shareholders' equity (GAAP)	\$ 7,417,284	\$ 833,463
Less: Intangible assets		
Goodwill	1,839,825	59,727
Other intangibles, net	486,869	4,078
Total intangibles, net	2,326,694	63,805
Tangible common shareholders' equity (Non-GAAP)	\$ 5,090,590	\$ 769,658
Total common shares outstanding	75,960,675	42,981,122 ⁽¹⁾
Ratio of common shareholders' equity (book value) per share	\$ 97.65	\$ 19.39
Ratio of common tangible shareholders' equity (TBV) per share (Non-GAAP)	\$ 67.02	\$ 17.91

- Tangible book value per common share is defined as total common shareholders' equity, net of intangible assets, divided by total common shares outstanding.

Average Balances / Yields & Rates



	March 31, 2026		Three Months Ended December 31, 2025		March 31, 2025	
	Average Balance	Average Yield/Rate (%)	Average Balance	Average Yield/Rate (%)	Average Balance	Average Yield/Rate (%)
Assets						
Loans, net of unearned interest	\$ 39,383,210	6.52	\$ 38,344,072	6.69	\$ 32,309,697	6.62
Securities:						
Taxable	15,654,218	3.76	15,420,641	3.75	11,728,148	3.40
Tax-exempt	4,353,635	4.01	4,531,499	3.75	4,121,569	3.68
Total securities	20,007,853	3.82	19,952,140	3.75	15,849,717	3.47
Federal funds and resell agreements	1,539,874	4.23	1,134,978	4.58	555,805	5.07
Interest bearing due from banks	4,192,804	3.67	4,710,503	3.97	6,808,680	4.47
Trading securities	17,354	6.59	19,155	3.71	20,863	7.56
Total earning assets	65,141,095	5.45	64,160,848	5.54	55,544,762	5.44
Allowance for credit losses	(417,768)		(399,848)		(320,371)	
Other assets	5,704,489		5,803,859		4,752,484	
Total assets	<u>\$ 70,427,816</u>		<u>\$ 69,564,859</u>		<u>\$ 59,976,875</u>	
Liabilities and Shareholders' Equity						
Interest-bearing deposits	\$ 42,470,772	2.79	\$ 42,833,184	3.03	\$ 36,856,314	3.34
Federal funds and repurchase agreements	3,623,410	3.32	2,961,176	3.60	2,692,907	3.88
Borrowed funds	475,518	9.07	472,613	8.74	570,427	7.92
Total interest-bearing liabilities	46,569,700	2.90	46,266,973	3.12	40,119,648	3.44
Noninterest-bearing demand deposits	15,103,339		14,720,416		13,428,205	
Other liabilities	894,926		919,381		861,375	
Shareholders' equity	7,859,851		7,658,089		5,567,647	
Total liabilities and shareholders' equity	<u>\$ 70,427,816</u>		<u>\$ 69,564,859</u>		<u>\$ 59,976,875</u>	
Net interest spread		2.55		2.42		2.00
Net interest margin		3.38		3.29		2.96
Total Deposits	57,574,111	2.06	57,553,600	2.25	50,284,519	2.45

Our Peer Group



ASB Associated Banc-Corp
BOKF BOK Financial Corp.
COLB Columbia Banking System, Inc.
CFR Cullen/Frost Bankers, Inc.
FHN First Horizon Corp.
HBAN Huntington Bancshares Inc.
KEY KeyCorp

PNFP Pinnacle Financial Partners
ONB Old National Bancorp
RF Regions Financial Corp.
SSB SouthState Corp.
WAL Western Alliance Bancorporation
WTFC Wintrust Financial Corp.
ZION Zions Bancorporation