2nd Quarter 2025 Update

Count on more®

Kansas City, MO

July 29, 2025

Presentation Index

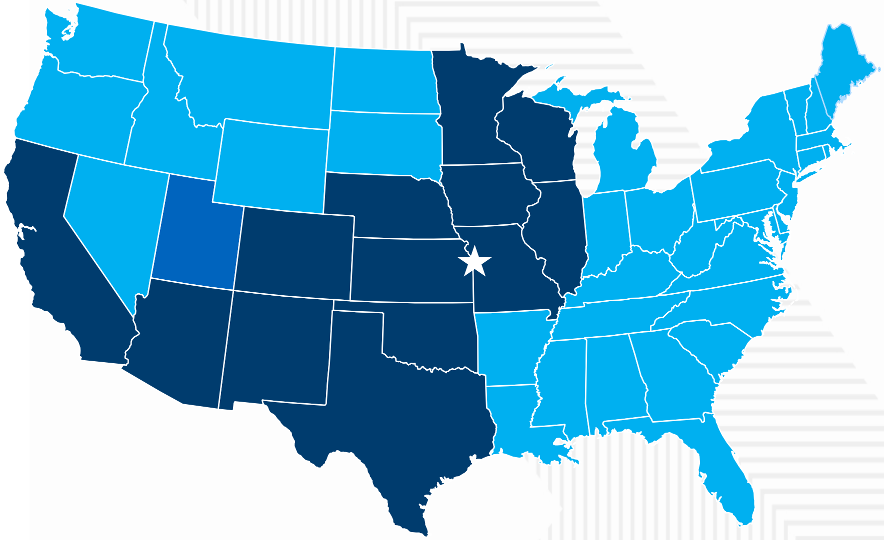
Please refer to the Forward-Looking Statements on slide 50 for important disclosures about information contained in this presentation.

Corporate Overview

UMB

Highlights

Founded	1913
Ticker	UMBF - Nasdaq
Market Cap	$8.0 B
Total Assets	$71.8 B
Gross Loans	$36.8 B
Total Deposits	$60.0 B
Private Wealth Customer Assets [1]	$20.4 B
Institutional Assets Under Administration (AUA) [2]	$600.6 B
Common Equity Tier 1 Capital Ratio	10.39%
Total Risk Based Capital Ratio	13.46%
Return on Average Common Equity	12.72%
Operating ROATCE [3]	20.43%
Net Charge-off Ratio - Legacy UMB / Total	0.13% / 0.17%
Nonperforming Loan Ratio - Legacy UMB / Total	0.10% / 0.26%
ACL / Total Loans	1.06%
Fee Income / Revenue	32.2%



UMB Financial Corporation Headquarters

UMB Bank Presence & Expansion

- 196 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 06/30/25. (1) Includes $17.9B in managed assets and $2.5B in Assets Under Administration for Private Wealth customers; (2) Includes AUA in Fund Services / custody, corporate trust and Healthcare Services; (3) Operating ROATCE is a non-GAAP measure, reconciled on slide 54; 4) 196 physical locations licensed with the OCC, including 193 retail branches plus 3 commercial or private banking centers; (5) UMB Bank, n.a. Capital Markets Division.

Business Model
Our Diverse Foundation

UMB

Commercial & Personal Banking Services

2Q'25 Revenue: $514.9 million. 2Q'25 Average Deposits: $39.0 billion

Commercial

Average loans: $31.1B [1]

Average deposits: $26.0B

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

Consumer

Average loans: $4.6B [1] [2]

Average deposits: $13.0B

- Retail deposit and lending services through 196 banking centers [3] and online
- Private banking services
- Consumer mortgage

Private Wealth

AUM = $17.9B

AUA = $2.5B

- 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

2Q'25 Revenue: $174.3 million. 2Q'25 Average Deposits: $16.6 billion

Institutional Banking provides solutions for the entire marketplace; $600.6 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

Metrics at, or for quarter ended, 06/30/25 (1) Excludes credit card; (2) Includes consumer plus residential real estate loans; (3) 196 physical locations licensed with the OCC, including 193 retail branches plus 3 commercial or private banking centers; (4) Includes AUA in Fund Services/custody, corporate trust and Healthcare Services; (5) Products offered through UMB Bank Capital Markets Division: NOT FDIC INSURED | MAY LOSE VALUE | NOT BANK GUARANTEED.

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% of total deposits
- Long-tenured relationships: 51% of deposit accounts have been with us for more than 10 years and account for ~46% of deposit balances (1) (2)

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
- $1.8 billion of securities cash flow expected within 12 months

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 24 years with UMB
- Chief Credit Officer – 39 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 outpace peers over the long-term
- Consistent dividend growth

(1) Includes only legacy UMB deposit accounts for 2Q'25; (2) Average collected balances for June 2025; excludes CDs, health savings and FinTech deposits.

Beyond Financials
Our Culture

UMB

Our Vision

***the* unparalleled customer experience**

Our Commitment

An unwavering commitment to doing more for our customers.

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.

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

Inclusion & Diversity

- We are a CEO Action for Inclusion & Diversity signatory and are dedicated to fostering a workplace that embraces the diversity of our society.
- Eight Business Resource Groups help us understand the needs of our associates, customers and communities and turn empathy into action.
- In 2024, 29% of all legacy UMB hires were people of color, 49% were women and 2% were veterans.
- 47% of our executive leadership team are women and/or people of color. (1)

Strong Corporate Governance

- 16-person board of directors, with 15 independent members, a lead independent director, and 100% independence on board committees. (1)
- 44% board diversity, including 6 female directors. (1)
- Robust risk oversight with distinct risk management committees: enterprise risk, asset and liability, and credit.
- Board oversight of the executive ESG Committee.

Community Impact

- $5.5mm in community support in 2024, which included housing needs, the arts, agriculture, small business, and education.
- More than 800 associates participated in our matching gift program; combined with workplace giving, associated giving totaled nearly $610k.
- Associates receive 16 hours of paid Volunteer Time Off annually. 661 participants logged more than 8,300 hours of volunteer time in 2024, supporting 346 unique charities.
- UMB's School of Economics held 140 sessions in 2024, reaching more than 8,000 students. Interactive education experiences help build financial skills and literacy.

Efficient & Sensible Resource Use

- 85 UMB locations use automated systems to conserve energy.
- More than 136k Kilowatt hours generated from solar panels across our properties and exterior lighting upgrades saved 1.7mm Kilowatt hours in 2024.
- 2024 recycling efforts produced > 10 tons of comingled recycling, nearly 7 tons of cardboard and 443 pounds of recycled batteries.
- Beehives housed at a Denver branch support the local honeybee population, with a peak of 250k resident bees across 6 colonies. Since installation, we've harvested 390 pounds of edible honey.

(1) Updated to include new Board and executive team composition post-closing of HTLF acquisition.

Purchase Accounting Update

Dubuque, IA

HTLF Acquisition Accounting Impacts

UMB

Net Interest Income Accretion

$ in millions	Income (Expense) Recognized 1Q '25	2Q '25	Remaining @ 6/30/25
Loans [1]	$26.9	$37.8	$419.9
Securities AFS [2]	3.6	7.2	260.4
Securities HTM	0.9	1.3	62.0
Asset Accretion	**31.4**	**46.3**	**742.3**
LT Debt: Sub-debt & TruPS	(1.7)	(2.4)	27.8
Time Deposits	(1.1)	(1.7)	0.6
Liability Accretion	**(2.8)**	**(4.1)**	**28.4**
Total	**$28.6**	**$42.2**	

Non-interest Expense Amortization

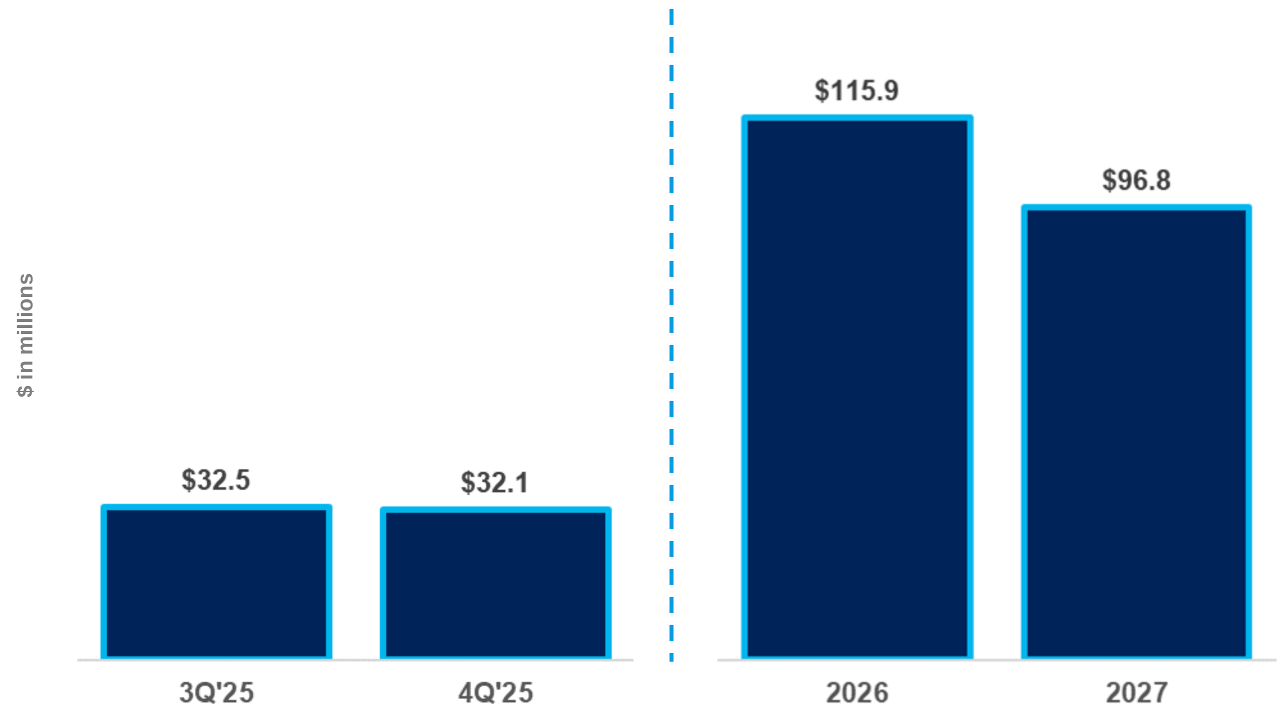
$ in millions	Income (Expense) Recognized 1Q '25	2Q '25	Remaining @ 6/30/25
Core Deposit Intangible [3]	$(14.4)	$(21.6)	$438.2
Other Intangibles [4]	(1.2)	(1.8)	33.9
Total	**$(15.6)**	**$(23.4)**	

Net Interest Margin Impact

	1Q '25	2Q '25
Net Interest Margin (FTE)	2.96%	3.10%
Less acceleration from early payoffs of acquired loans	(0.02)	(0.09)
Net Interest Margin, ex. accelerated accretion	**2.94%**	**3.01%**
Less accretion from acquired loans, securities and interest-bearing liabilities	(0.19)	(0.18)
Net Interest Margin excluding all purchase accounting adjustments	**2.75%**	**2.83%**

(1) YTD amounts recognized include $15.9mm in accelerated accretion from early payoffs of acquired loans and $48.8mm in contractual mark accretion on loans; (2) The AFS remaining balance was impacted in 2Q by additional accretion booked for a market price adjustment on two acquired bonds and a reduction of $7.0mm related to bonds tendered during the quarter; (3) 10-year sum-of-years digits amortization; (4) Includes $24.5mm related to wealth management, straight-line amortization over 7 years, and $9.4mm related to purchased credit card relationships, straight-line amortization over 3 years.

Projected Contractual Accretion



- $70.8 million recognized YTD ‘25
- Includes accretion on acquired loans, securities, time deposits and borrowings
- Projections are updated quarterly, assume no prepayments and are subject to change.

2nd Quarter 2025 Financial Review

St. Louis, MO

2Q 2025 Highlights – Income Statement

$ in millions, except per share amounts	2Q '24	1Q '25	2Q '25	Linked-Quarter Commentary [1]
Net Interest Income, as reported	**$245.1**	**$397.6**	**$467.0**	
Included:				
Contractual Accretion Income	-	24.1	29.1	Contractual accretion on loans, securities, time deposits and borrowings
Income from Accelerated Loan Payoffs	-	2.8	13.1	
Noninterest Income, as reported	**$144.9**	**$166.2**	**$222.2**	Strong fund services income, higher card purchase volume and related interchange, increased 12b-1 fees
Included:				
Investment Securities Gains	(1.9)	(4.8)	37.7	$29.4mm gain on investment in Voyager Technologies (NYSE: VOYG) and gains on other private investments
Company-Owned Life Insurance ("COLI") Income	0.9	(1.6)	0.3	Similar expense offset in deferred comp. expense in salary/benefits
Noninterest Expense, as reported	**$249.1**	**$384.8**	**$393.2**	GAAP expense includes merger-related costs and $8.3mm in charitable contribution expense
Included:				
Salary & Benefits	*-*	*33.3*	*4.3*	
Legal & Consulting	*9.4*	*19.0*	*7.5*	
Other (marketing, equipment, occupancy)	*0.2*	*0.9*	*1.7*	
One-time Acquisition Costs	**9.6**	**53.2**	**13.5**	
Acquisition-Related Expense Amortization	-	15.6	23.4	HTLF-related core deposit intangible and other intangibles
Charitable Contributions	0.3	0.5	8.3	Elevated one-time contribution expense in 2Q'25
Deferred Compensation Expense	1.2	(0.5)	0.4	Similar income offset in COLI income
Net Income & Per Share Metrics				
Net Income Available to Common - GAAP	$101.3	$79.3	$215.4	2Q'25 preferred dividend was $2mm; 3Q'25 preferred dividend will be $7.9mm on newly issued $300mm Series B shares (includes stub period between 6/12 and 7/15); subsequent quarters will be $5.8mm
Earnings / Common Share, diluted - GAAP	2.07	1.21	2.82	
Net Operating Income Available to Common [2]	105.9	168.9	225.4	Excludes the impact of acquisition and severance expense and FDIC special assessments
Operating Earnings / Common Share, diluted [2]	2.16	2.58	2.96	
Dividends / common share	0.39	0.40	0.40	
Operating PTPP Income [3]	146.8	233.3	309.2	
Operating PTPP EPS [3]	3.00	3.57	4.06	

(1) The acquisition of HTLF closed 1/31/25. Results for 2Q'25 include 3 months of impact from acquired operations, compared to 2 months of impact in 1Q'25; (2) Net operating income available to common and operating EPS are a non-GAAP measures, reconciled on slide 51; (3) Operating PTPP income / EPS are non-GAAP measures, reconciled on slide 52.

2Q 2025 Highlights – Balance Sheet & Credit

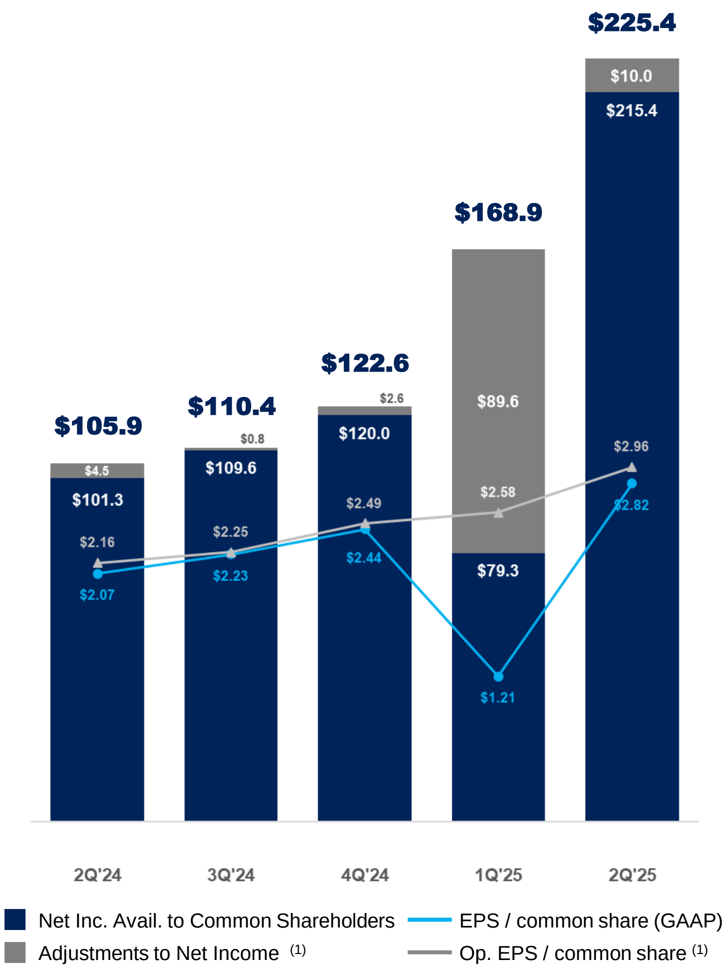
$ in millions	2Q '24	1Q '25	2Q '25	Linked-Quarter Commentary [(1)]
Average Loans	23,806	32,310	36,407	Led by C&I growth, followed by owner-occupied and investment CRE
LQ annualized growth %	7.7%	111.0%	50.7%	
End-of-Period Loans	24,197	35,936	36,808	Strong top line production of $1.9B
LQ annualized growth %	9.5%	160.6%	9.7%	
Average Total Deposits	34,341	50,285	55,649	Average interest bearing deposits +$4.4B, or 11.9%
LQ annualized growth %	9.7%	129.1%	42.7%	
Average Noninterest Bearing Deposits	10,103	13,428	14,403	Average DDA +$975mm or 7.3%
End-of-Period Deposits	36,518	58,521	59,987	
LQ annualized growth %	-4.3%	142.6%	10.0%	
Average Yields & Rates				
Loan yield	6.77%	6.62%	6.75%	
Earning asset yield	5.44%	5.44%	5.61%	
Cost of interest-bearing deposits	3.99%	3.34%	3.34%	
Cost of total deposits	2.82%	2.45%	2.47%	
Cost of interest-bearing liabilities	4.15%	3.44%	3.44%	
FTE Net Interest Margin	2.51%	2.96%	3.10%	Included $42.2mm benefit from purchase accounting accretion; ex. PAA, core NIM was 2.83%
Asset Quality Metrics				
Net charge-offs / average loans	0.05%	0.45%	0.17%	Legacy UMB NCOs = 0.13% of average loans
Nonperforming loans / loans	0.06%	0.28%	0.26%	Legacy UMB NPLs = 0.10% of loans
Provision for credit losses	14.1	86.0	21.0	
Allowance for credit losses / total loans	0.99%	1.03%	1.06%	

(1) The acquisition of HTLF closed 1/31/25. Results for 2Q'25 include 3 months of impact from acquired operations, compared to 2 months of impact in 1Q'25.

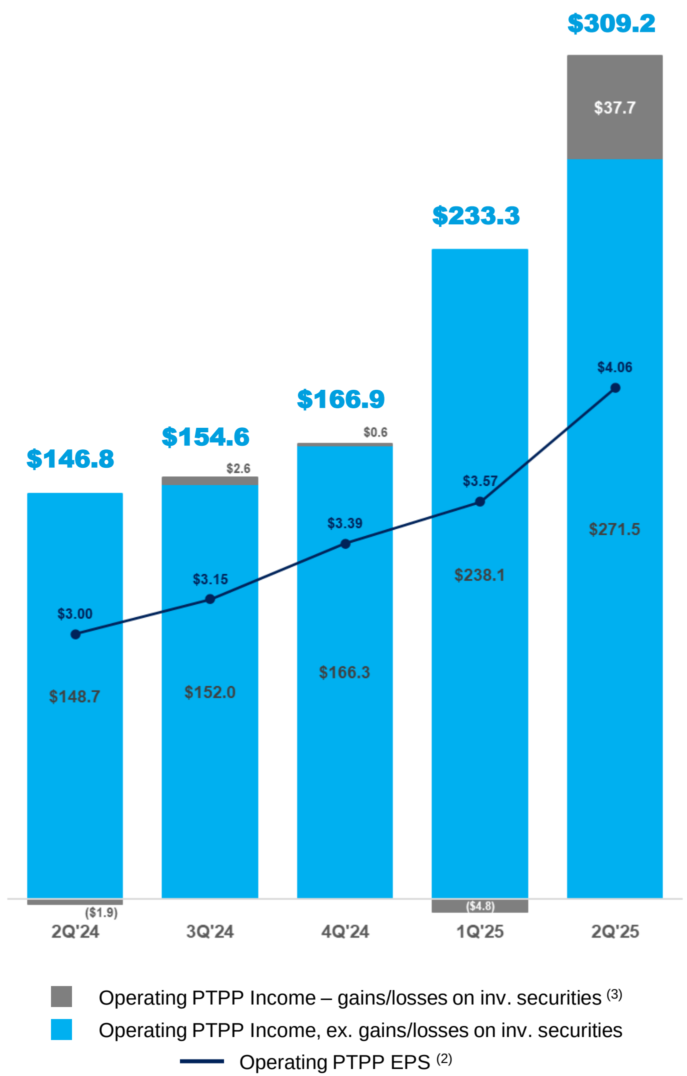
2Q 2025 Earnings Highlights

Net Income & Net Operating Income [1]

Available to Common Shareholders



Operating PTPP Income [2]



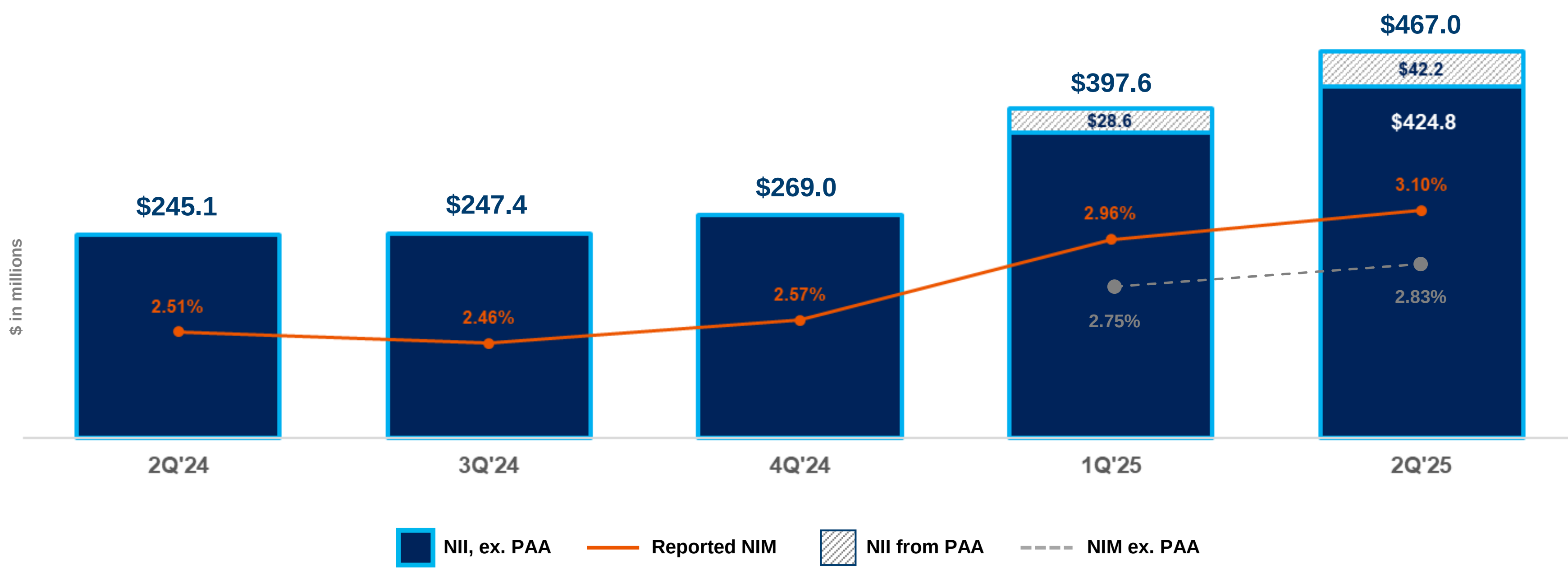
Dollars in millions, except per share amounts. (1) Net operating income available to common shareholders is a non-GAAP measure, reconciled on slide 51; (2) Operating PTPP income and EPS is a non-GAAP measure, reconciled on slide 52; (3) Net gains/losses on any disposition or impairment of debt securities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

Revenue Trends

$ in millions	2Q '24	3Q '24	4Q '24	1Q '25	2Q '25	Linked-Quarter (1) $ Δ
Interest Income	538.3	557.7	555.0	738.0	850.5	112.6
Interest Expense	293.2	310.3	286.0	340.3	383.5	43.2
Net Interest Income	**$ 245.1**	**$ 247.4**	**$ 269.0**	**$ 397.6**	**$ 467.0**	**$ 69.4**
Trust & securities processing	70.0	74.2	76.9	79.8	83.3	3.5
Trading & investment banking	5.5	7.1	6.2	5.9	6.2	0.3
Deposit Service Charges	22.3	20.1	21.4	27.5	28.9	1.4
Insurance fees and commisions	0.3	0.3	0.4	0.2	0.2	-
Brokerage fees	14.0	15.7	18.6	18.1	20.5	2.4
Bankcard fees	22.3	22.4	21.1	26.3	29.0	2.7
Net inv. securities gains (losses)	(1.9)	2.6	0.6	(4.8)	37.7	42.5
Other income	12.4	16.3	20.0	13.3	16.5	3.2
Total noninterest income	**$ 144.9**	**$ 158.7**	**$ 165.2**	**$ 166.2**	**$ 222.2**	**$ 56.0**
Total Revenue	**$ 390.0**	**$ 406.1**	**$ 434.2**	**$ 563.8**	**$ 689.2**	**$ 125.4**

Columns may not sum due to rounding differences. (1) Percentage comparisons to prior periods impacted in 1Q'25 and subsequent periods by the mid-1st quarter closing of the HTLF acquisition.

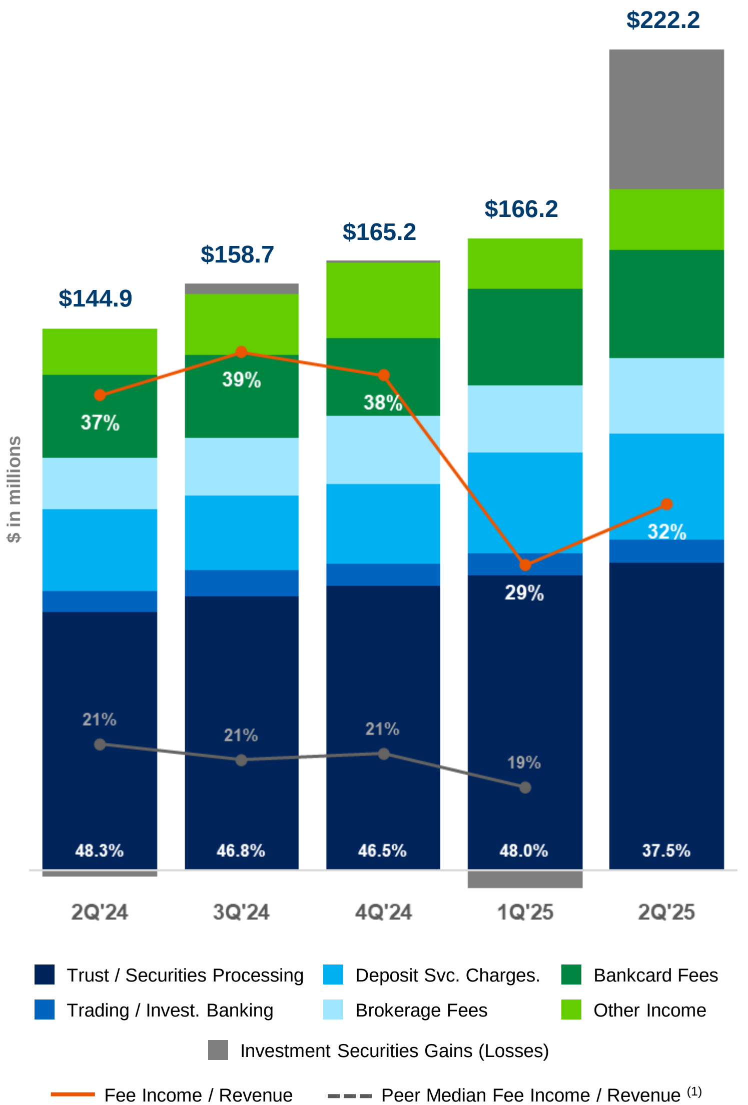
Net Interest Income & Margin



$ in millions	2Q '24	3Q '24	4Q '24	1Q '25	2Q '25
Net Interest Income (GAAP)	$245.1	$247.4	$269.0	$397.6	$467.0
Less accretion from acquired loans, securities and interest-bearing liabilities	-	-	-	(28.6)	(42.2)
Net Interest Income excluding purchase accounting adjustments	**$245.1**	**$247.4**	**$269.0**	**$369.0**	**$424.8**
Net Interest Margin (FTE)	2.51%	2.46%	2.57%	2.96%	3.10%
Less accretion from acquired loans, securities and interest-bearing liabilities	-	-	-	(0.21)	(0.27)
Net Interest Margin excluding purchase accounting adjustments	**2.51%**	**2.46%**	**2.57%**	**2.75%**	**2.83%**

Noninterest Income

UMB



$ in millions

Current Quarter Commentary

Noninterest income increased $56.0mm to $222.2mm for 2Q'25. LQ drivers included:

- 2Q'25 results included a full quarter of HTLF operations vs. two months in 1Q'25
- +$42.5mm in investment security valuations, largely due to a pre-tax gain of $29.4mm on an investment in Voyager Technologies, which IPO'd in June
- +$3.5mm in trust & securities processing, led by strong fund services income, see below
- +$2.7mm in bankcard income as higher purchase volumes drove increased interchange
- +$2.4mm in higher brokerage income due to increased 12b-1 fees & money market income

Composition / Changes in Inv. Securities Gains (Losses) and Trust & Securities Processing [2]

$ in millions	2Q'24	1Q'25	2Q'25	Linked-Quarter [2] $ Δ
Investment Securities Gains (Losses)				
Equity securities	(1.9)	(5.2)	37.7	42.9
AFS debt securities	-	0.4	-	(0.4)
	$(1.9)	**$(4.8)**	**$37.7**	**$42.5**
Trust & Securities Processing				
Personal Banking	14.7	18.2	19.0	0.8
Institutional Banking				
Fund Services	40.3	43.1	45.2	2.1
Corp. Trust & Inst. Asset Mgmt.	15.0	18.1	18.3	0.2
Commercial - Retirement Plan Svcs.	-	0.4	0.8	0.4
	$70.0	**$79.8**	**$83.3**	**$3.5**

(1) UMB peers (15 banks), data as of latest available quarter. Source: S&P Capital IQ. (2) Columns and rows may not sum due to rounding differences. (2) Percentage comparisons to prior periods impacted by the mid-1st quarter closing of the HTLF acquisition.

Noninterest Expense

UMB

$ in millions	2Q '24	3Q '24	4Q '24	1Q '25	2Q '25	Linked-Quarter [1] $ Δ
Salary & Benefits	142.9	147.0	161.1	221.4	213.6	(7.8)
Occupancy	11.7	12.3	11.3	16.1	18.6	2.5
Equipment	15.6	16.0	15.3	16.9	16.4	(0.5)
Supplies & services	3.4	5.0	3.2	4.8	6.4	1.6
Marketing & business dev.	6.6	6.8	9.0	8.0	11.3	3.3
Processing fees	29.7	29.7	30.6	40.9	43.6	2.8
Legal & consulting	16.6	9.5	12.2	28.6	18.5	(10.1)
Bankcard	11.8	12.5	9.4	12.8	12.4	(0.4)
Amortization of other intangibles	1.9	1.9	1.9	17.5	25.3	7.8
Regulatory fees	2.6	4.7	5.3	8.2	9.3	1.0
Other expense	6.3	7.1	11.2	9.6	17.9	8.3
Total noninterest expense [2]	**$ 249.1**	**$ 252.5**	**$ 270.4**	**$ 384.8**	**$ 393.2**	**$ 8.4**
Operating noninterest expense [3]	**$ 243.2**	**$ 251.5**	**$ 267.3**	**$ 330.5**	**$ 380.0**	**$ 49.5**

Current Quarter Commentary

Noninterest expense increased $8.4mm to $393.2mm on a GAAP basis. The linked-quarter variances are largely driven by one additional month of HTLF operations and one-time costs. See slide 12 for additional detail on acquisition expense.

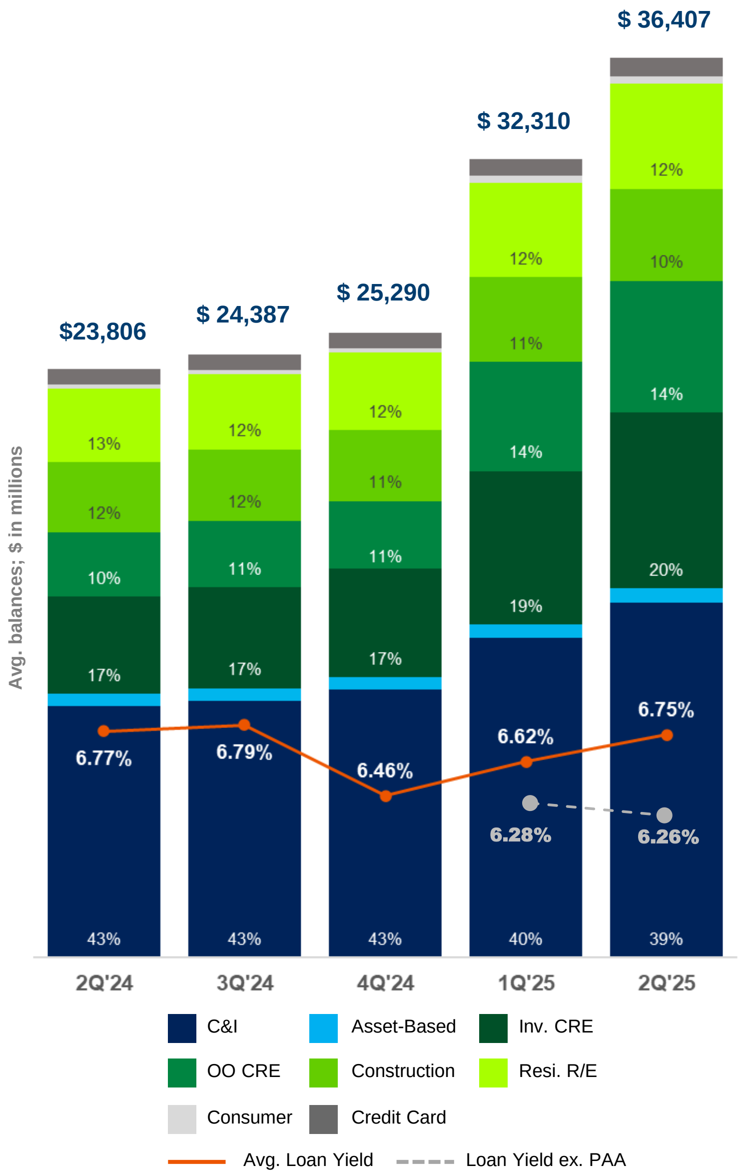
On an operating basis, which excludes acquisition and severance expense and FDIC special assessments, noninterest expense was $380.0mm. [3]

Notable 2Q'25 items included:

- Increased salary & wage expense, driven by a full quarter of HTLF operations vs. two months in 1Q'25
- +$7.8mm in in amortization of intangibles driven by one additional month of the acquisition
- Charitable contributions to support our communities of $7.7mm
- +$3.3mm in marketing and business development, driven by increased travel and entertainment expense and various advertising campaigns

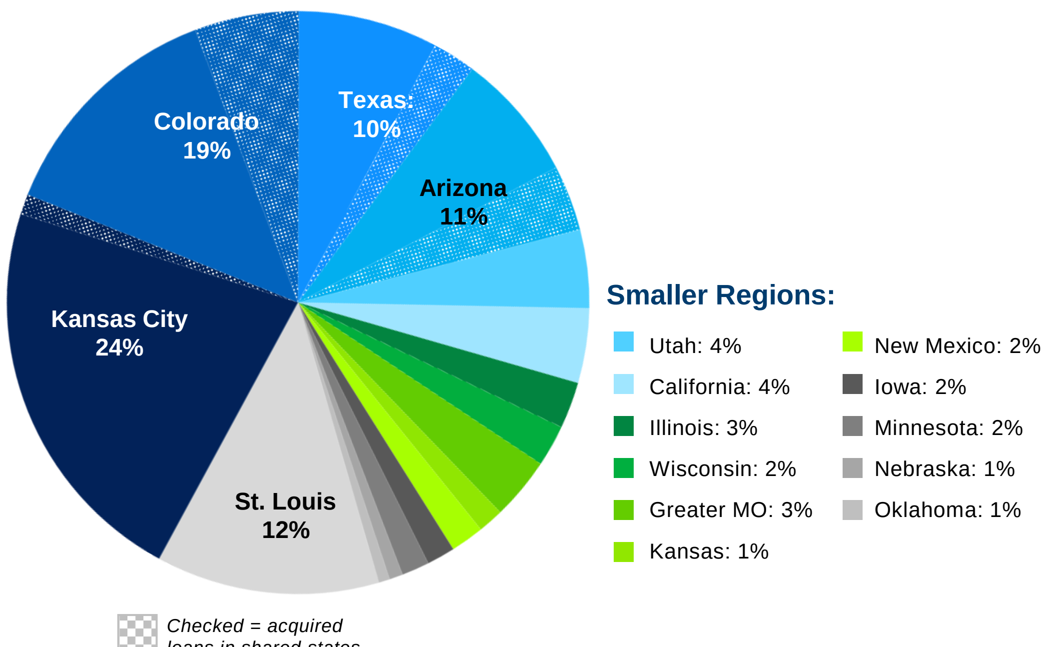
(1) Percentage comparisons to prior periods are not meaningful due to acquisition in 1Q'25; (2) Columns may not sum due to rounding differences; (3) Operating noninterest expense is a non-GAAP metric, reconciled on slide 52.

Diversified Loan Portfolio



$ in millions	2Q '24	1Q '25	2Q '25	Linked-Quarter (1) $ Δ
Commercial & Industrial	10,166	12,939	14,376	1,437
Owner-Occupied CRE	2,598	4,417	5,332	915
Investment CRE	3,939	6,213	7,103	890
Residential Real Estate	2,999	3,820	4,256	436
Construction & Land Dev	2,824	3,444	3,728	284
Credit Card	617	690	755	65
Specialty Lending	503	523	562	39
Consumer	160	264	295	31
Average Total Loans	**$23,806**	**$32,310**	**$36,407**	**$4,097**

Loans by Region



(1) Percentage comparisons to prior periods are not meaningful due to acquisition in 1Q'25.

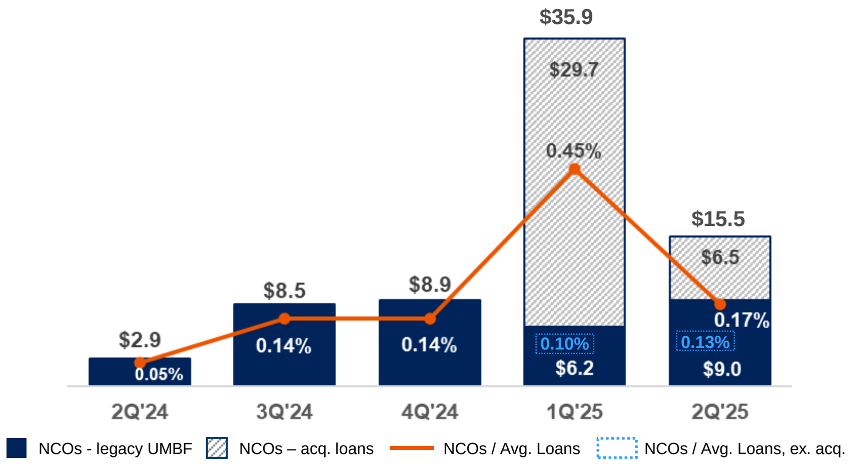
Quarterly Loan Activity

$ in millions	2Q '24	3Q '24	4Q '24	1Q '25	2Q '25
Acquired Loans (1)	-	-	-	$9,819.9	-
Gross Loan Production	925.9	1,366.3	1,560.1	1,242.9	1,942.5
Revolving Balance Changes	501.7	299.8	101.7	429.8	444.1
Net (Charge-offs) Recoveries	(2.9)	(8.5)	(8.9)	(35.9)	(15.5)
Payoffs (2)	(377.6)	(520.6)	(611.2)	(666.4)	(916.8)
Paydowns (2)	(487.2)	(343.7)	(390.2)	(496.3)	(582.7)
Net Loan Growth	559.9	793.4	651.5	10,294.0	871.6
End-of-Period Total Loans	24,197.5	24,990.8	25,642.3	35,936.3	36,807.9
Paydowns/Payoffs as a % of Loans	3.7%	3.6%	4.0%	NM (3)	4.2%

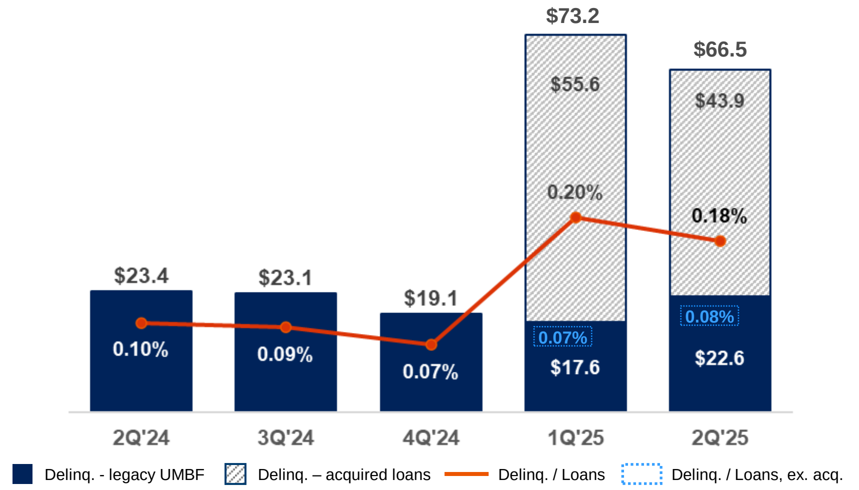
(1) Net of loan marks & balances reclassified to securities portfolio; (2) Payoffs and paydowns include C&I and CRE loans; (3) Percentage of paydowns and payoffs impacted by acquired loan balances.

Strong Asset Quality

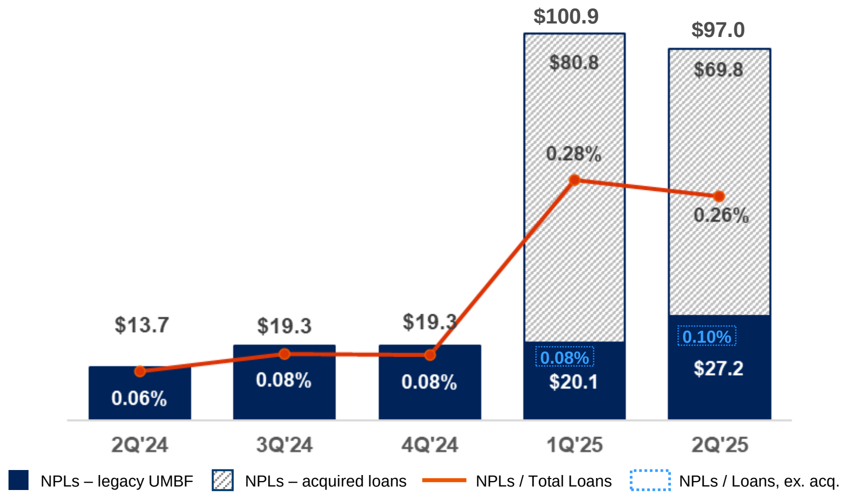
Net Loan Charge-Offs (Recoveries)



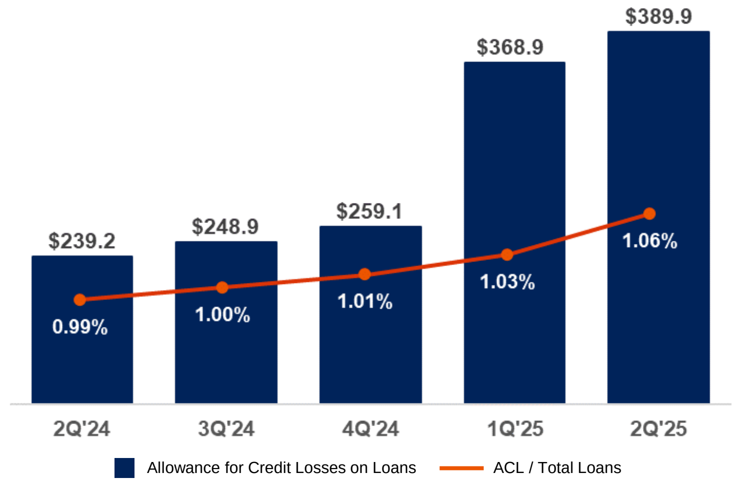
Delinquencies (1)



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
Total Net Charge-Offs (Recoveries) *$ thousands*	$10,497	$21,994	$32,045	$67,719	$34,697	$20,125	$44,872	$39,868	$10,474	$23,262
Average Total Loans *$ millions*	$ 8,424	$ 9,986	$10,842	$11,605	$12,759	$15,109	$16,618	$18,822	$22,335	$24,210
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%

Recent Quarterly Trends

($ in thousands)	2Q ‘24	3Q ‘24	4Q ‘24	1Q ‘25	2Q ‘25
Commercial & Industrial	$ (316)	$ 673	$ 3,502	$25,927	$ 5,992
Specialty Lending	(1)	(1)	(1)	-	-
Commercial Real Estate	-	-	-	2,324	3,994
Consumer Real Estate	(2)	110	108	1,213	253
Consumer & Other	239	318	395	623	555
Credit Cards	2,936	7,354	4,931	5,785	4,668
Total Net C/O (Rec)	**$ 2,856**	**$ 8,454**	**$ 8,935**	**$35,872**	**$15,462**
Average Total Loans *($ in millions)*	$23,803	$24,384	$25,286	$32,308	$36,404
NCOs as % of Avg Loans	0.05%	0.14%	0.14%	0.45%	0.17%

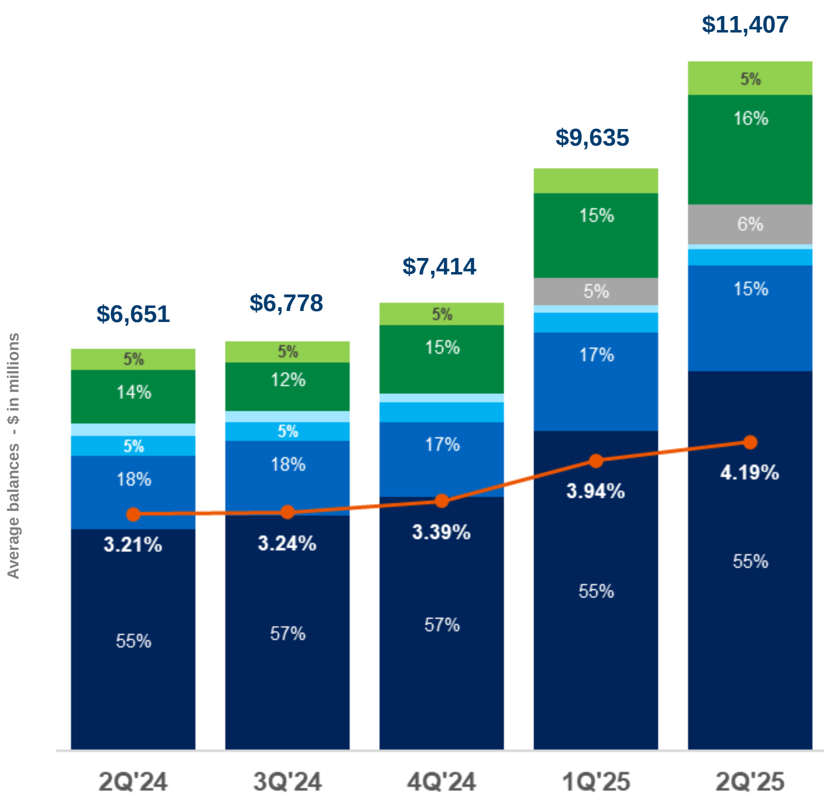
Allowance for Credit Losses

$ in millions	Loans, Leases and HTM Securities
Allowance for credit losses at December 31, 2024	**$261.7**
Initial ACL recorded for Purchased Credit Deteriorated ("PCD") acquired loans (1)	77.3
Provision expense for non-PCD loans (initial provision)	62.0
YTD 2025 provision expense (recapture), ex. initial acquisition-related provision	44.5
Net charge-offs	(51.3)
Allowance for credit losses at June 30, 2025	**$394.2**

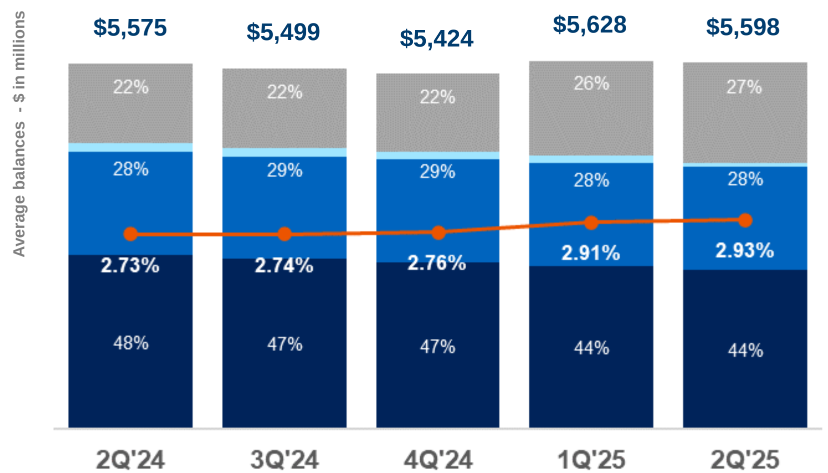
(1) Includes additional impairments on acquired PCD loans subsequent to 1Q'25.

High-Quality Investment Portfolio

Available-for-Sale (1)



Held-to-Maturity (1)



GNMA/GSE Mortgage-Backed | General Obligation Municipals | Corp. & Commercial Paper
GSE Agencies | Treasuries | Collateralized Loan Obligations
Revenue Bonds | Average Blended Yield

(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]

$ in millions

	2Q'24 [3]	3Q'24 [3]	4Q'24	1Q'25	2Q'25
Roll-off / Cash Flow	$528	$341	$337	$441	$605
Roll-off Yield	2.67%	3.18%	3.39%	3.69%	3.11%
Purchased [2]	595	467	1,275	843	1,705
Purchased Yield	4.99%	4.64%	4.54%	4.84%	4.63%
Next Qtr. Scheduled Cash Flow	274	317	317	595	429
Expected Cash Flow Yield	2.34%	2.63%	2.63%	3.15%	3.33%
Next 12 mos. Scheduled Cash Flow	1,370	1,476	1,477	1,833	1,778
Expected Cash Flow Yield	2.54%	2.62%	2.62%	3.22%	3.43%
Portfolio Duration In Months					
Available-for-Sale	43	45	45	53	52
Held-to-Maturity	85	84	85	88	91

$ in millions; as of 06/30/25

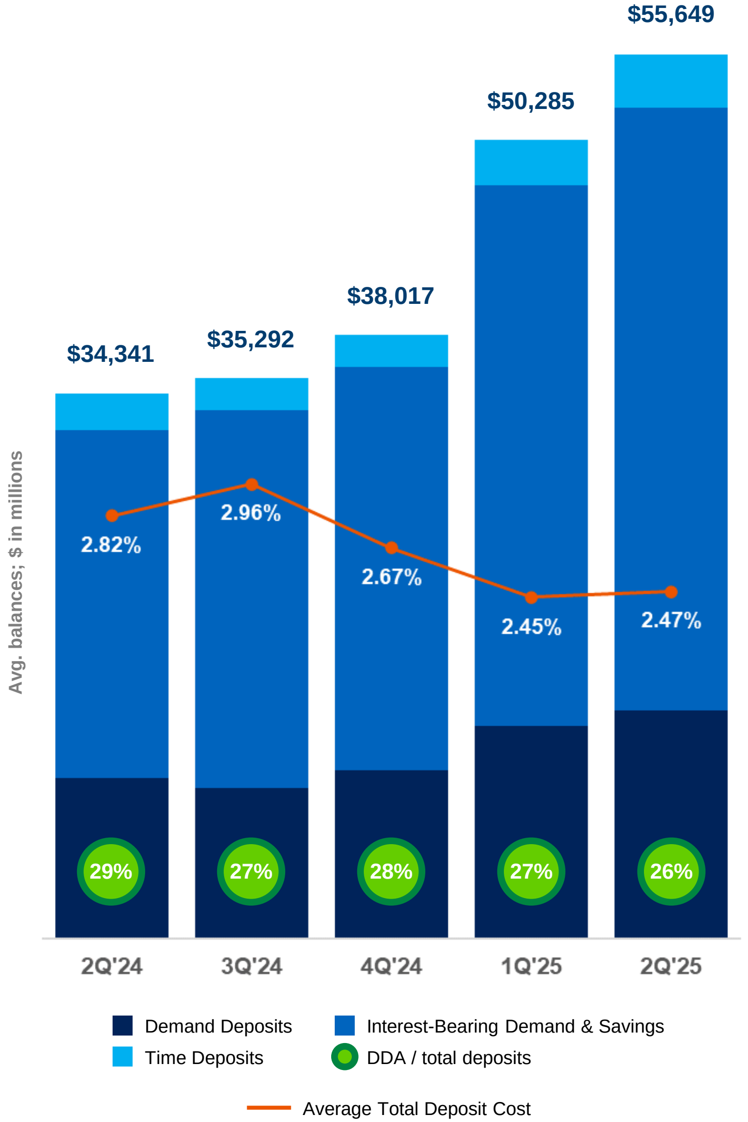
	Amortized Cost	Fair Value	Net Unrealized Loss
Available for Sale			
Mortgage-backed	7,254	6,860	(394)
Municipals	2,543	2,418	(124)
US Treasuries	1,964	1,977	13
US Agencies	82	83	-
Corporates	267	257	(9)
CLOs	567	568	-
Total AFS	**12,677**	**12,163**	**(514)**
Held to Maturity			
Mortgage-backed	2,419	2,058	(361)
Gen. Obligation Muni.	1,563	1,348	(215)
US Agencies	-	-	-
Revenue Bonds	1,517	1,517	-
Total HTM	**5,499**	**4,924**	**(576)**
Total Securities	**18,176**	**17,087**	**(1,091)**

Purchases of U.S. Treasuries and agency mortgage-backed securities related to the planned de-levering of certain bonds held by HTLF at, and following, acquisition close, and included in the above purchase amounts:

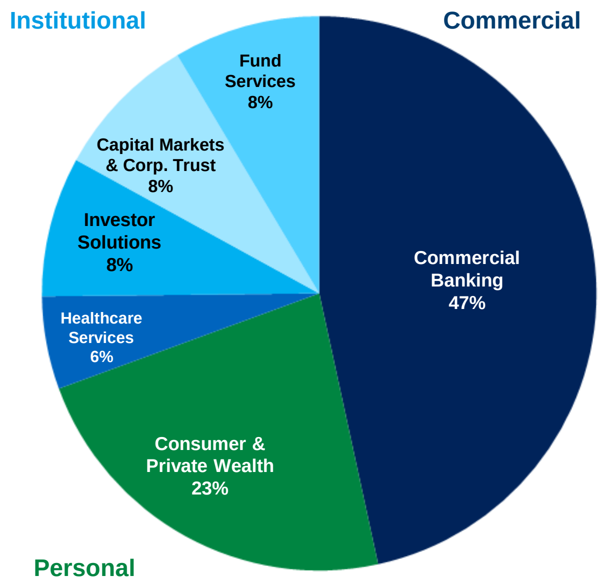
- 3Q'24 – $125 million
- 4Q'24 – $848 million
- 1Q'25 – $387 million
- 2Q'25 – $363 million

Rows and columns above may not sum due to rounding differences. (1) Purchase activity, cash flow and duration excludes HTM industrial revenue bonds; (2) Purchases for roll-off and overbuy, net of purchases related to sales/trades or short-term collateral needs; (3) Amounts and yields exclude impact of collateral-related short-term securities as noted in previous quarters.

Diversified Deposit Mix



Deposits by Line of Business



Avg. balances; $ in millions	2Q '24	1Q '25	2Q '25	Linked-Quarter [(1)] $ ∆
Commercial, ex. public funds	11,772	20,566	23,844	3,278
Consumer & Private Wealth	6,815	10,969	12,956	1,987
Capital Markets / Corp. Trust	4,288	4,363	4,698	335
Fund Services	3,183	4,083	4,364	281
Public funds	1,369	2,187	2,201	14
Brokered CDs	822	-	-	-
Healthcare Services	2,900	3,091	3,072	(19)
Investor Solutions	3,192	5,026	4,514	(512)
Total	**$34,341**	**$ 50,285**	**$ 55,649**	**$5,364**

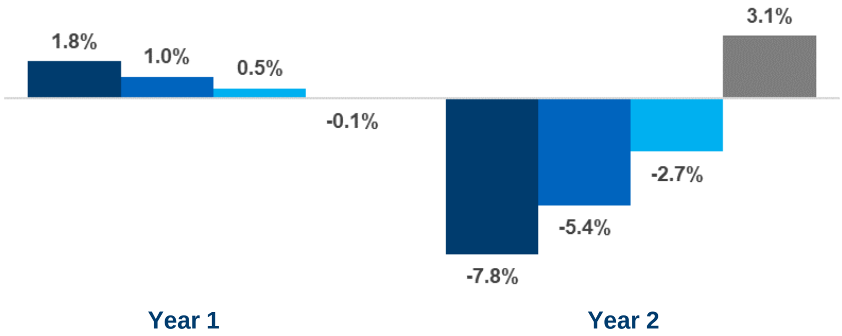
(1) Percentage comparisons to prior periods are not meaningful due to acquisition in 1Q'25.

Interest Rate Sensitivity

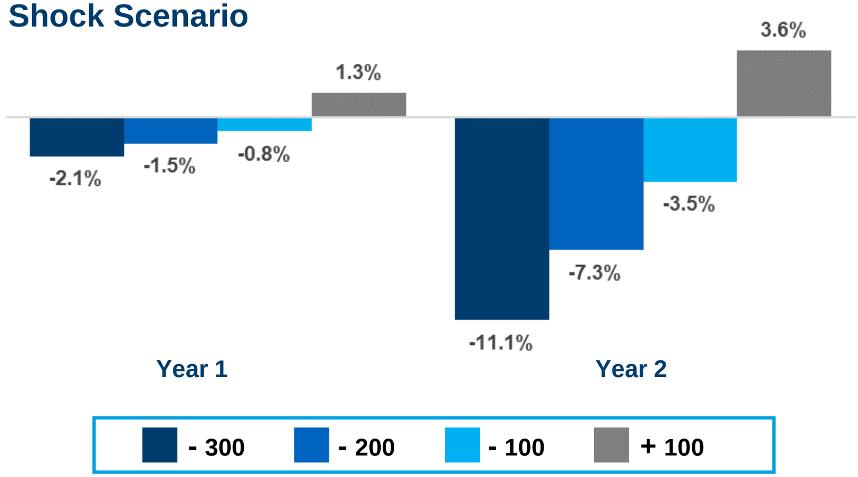
UMB

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

- 68% of total end-of-period loans, or ~ $25.0B, are variable.
- 71% of total loans reprice within the next 12 months.

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

- **74% - 1-Month SOFR**
  - 79% adjust monthly
  - 15% adjust daily
- **23% - Prime**
  - 23% adjust monthly
  - 61% adjust daily
- **3% - other**

Cash Flow Hedges of Interest Rate Risk

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

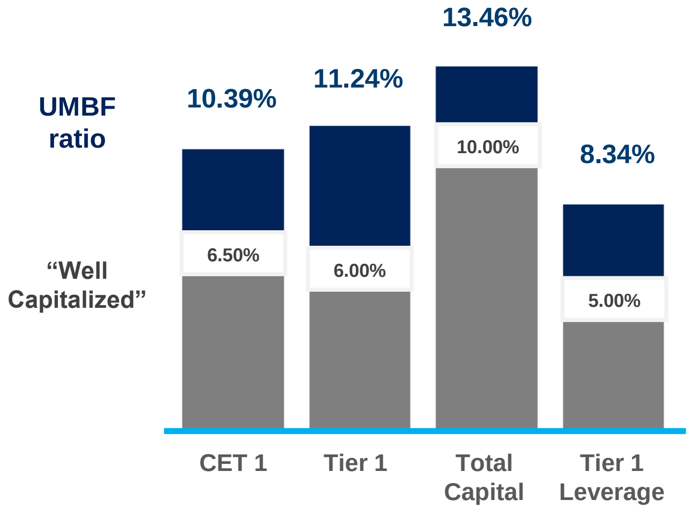
- 4.05% contract; notional value of $125mm, effective 10/24
- 4.80% contract; notional value of $250mm, effective 12/24
- 5.05% contract; notional value of $250mm, effective 03/25

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



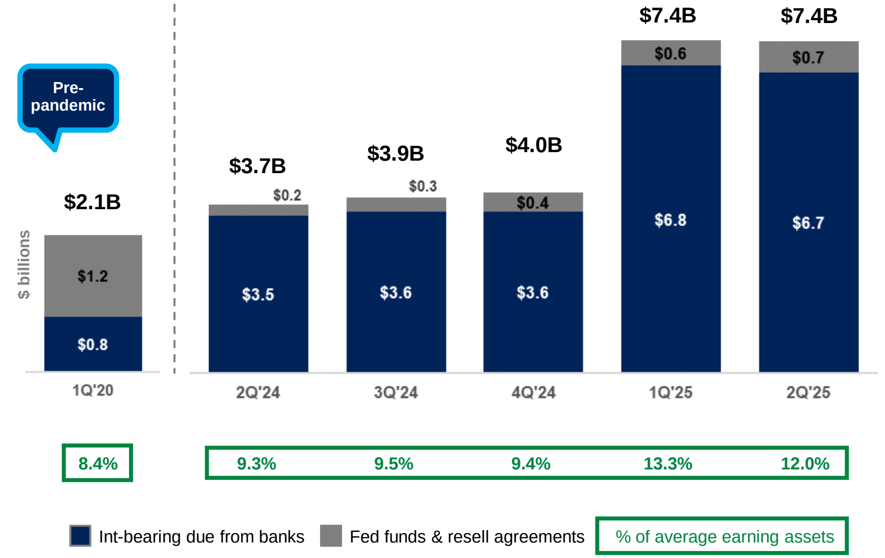
Total Common Equity / Total Assets

9.59%

Tangible Common Equity Ratio (1)

6.54%

Ample Liquidity



Available Liquidity Sources

As of June 30, 2025	*$ in billions*
Fed Discount Window	$15.2
Cash & Due from Banks, inc. Fed account	10.9
Free Bond Collateral	5.7
FHLB Advances	1.8
Unsecured Fed Funds Purchased	1.4
Insured Cash Sweep	0.2
Total Available	**$35.2**

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

Line of Business Updates

Fort Worth, TX

Commercial Banking
Commercial Capabilities

Commercial Lending Portfolio

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

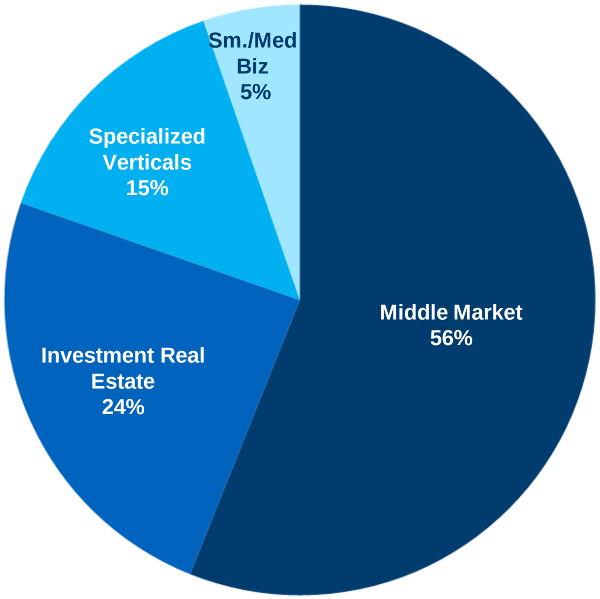
Investment Real Estate
- Industrial
- Multi-family
- Office
- Retail
- Hotel
- Student Housing

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

Small / Medium Business
- Business Banking
- Practice Finance
- Small Business Banking

Average Loan Balance & Composition (1)

$31.3B



TOP 10 Prepaid & Purchasing Card Volume (2)

TOP 15 Commercial Credit Card Purchase Volume (2)

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

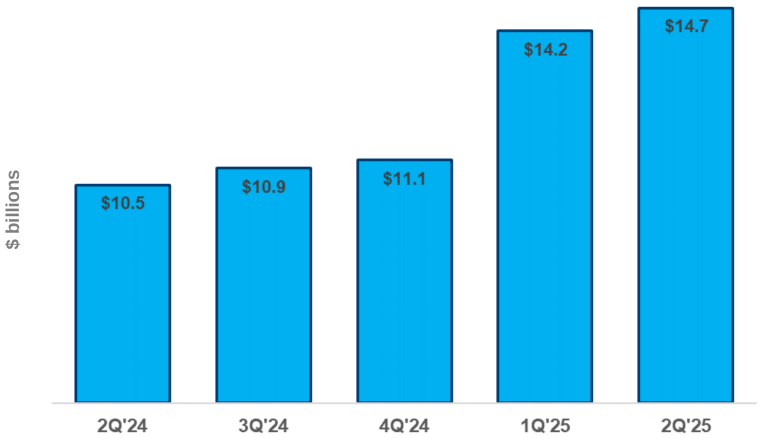
(1) Average loan balances for 2nd quarter 2025, excluding credit card; (2) Rank among U.S. Visa and Mastercard Commercial Card Issuers, Source: Nilson Report, May '24; (3) "Production ag lending" per ABA 1Q '25, FDIC data.

Commercial Banking
C&I Lending

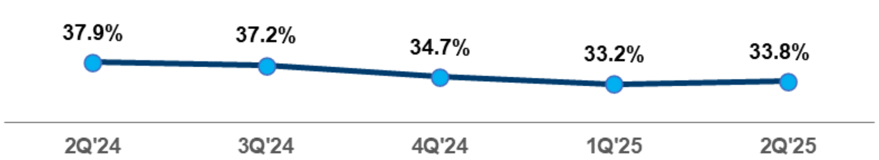
Commercial & Industrial Statistics

- C&I loans or $14.7B = 40.1% 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

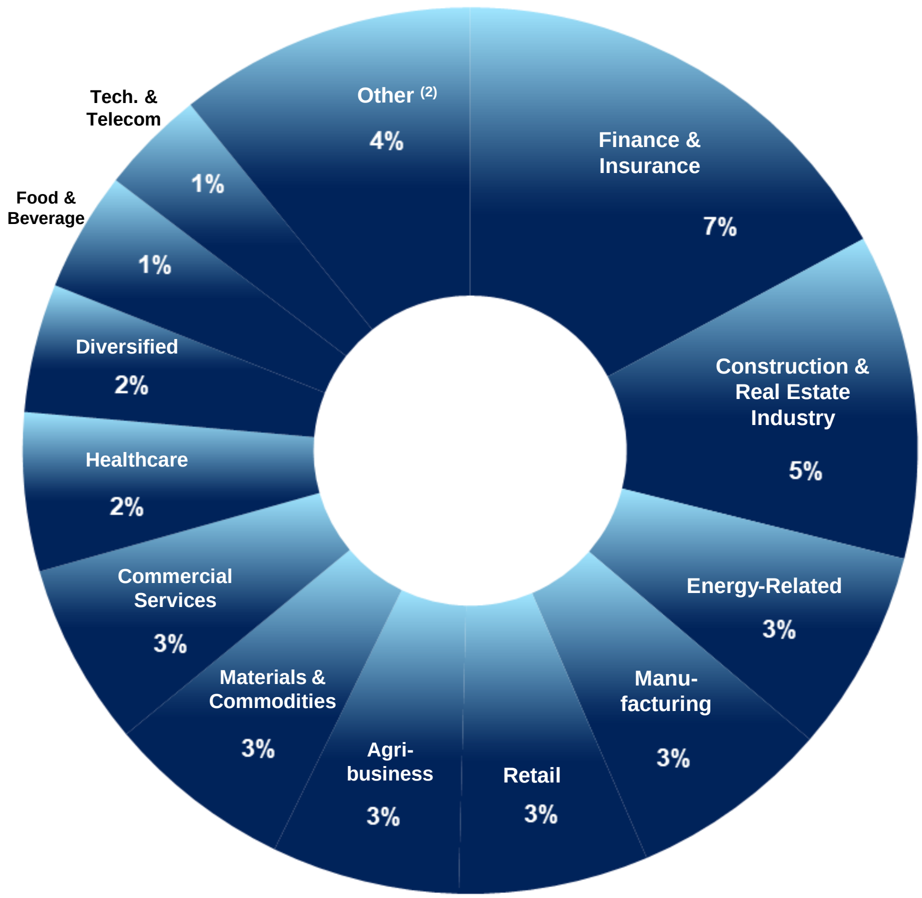
End-of-Period C&I Balance Trends



Average Line Utilization Trends



C&I Industries as % of Total UMB Loans [1]



(2) Other - 4% of total UMB loans

- Transportation
- Auto-related
- Entertainment / Rec.
- Consumer Services
- Apparel / Textiles
- Government / Education
- Utilities

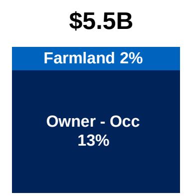
(1) End-of-period balances as of 06/30/25.

Commercial Banking
Commercial Real Estate

CRE Statistics

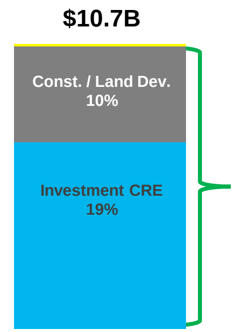
Owner-Occupied CRE & Farmland

- $5.5B = 14.9% of UMB loans
- New purchase or refinance
- Rate Type:
  - Fixed – 55%
  - Variable – 45%

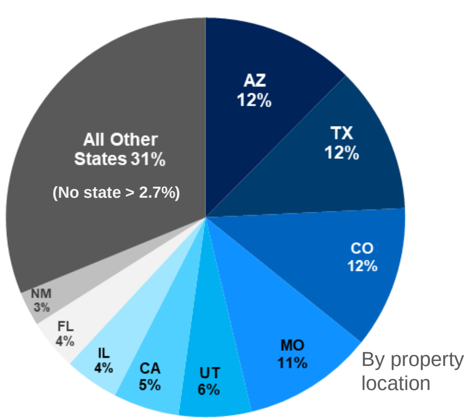


Investment CRE & Construction Portfolio

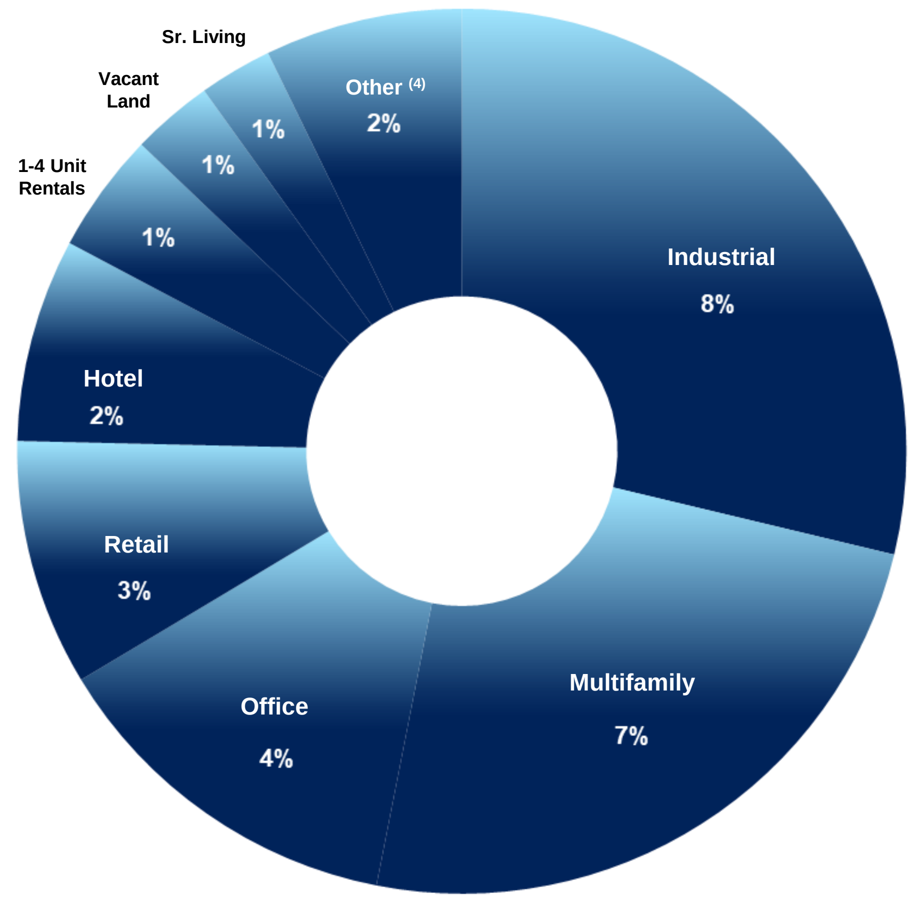
- $10.7B = 29.1% of total UMB loans
- Average Loan-to-Value: 57%
- Loans with Recourse: 85%
- Investment Real Estate Rate Type:
  - Fixed – 29%
  - Variable – 71%



Investment CRE Geographic Diversity



Investment CRE as % of Total UMB Loans (1)



Regulatory Concentrations (2)	1Q'25	2Q'25
Total Non-Farmland CRE / Capital	216%	208%
Construction & Development / Capital	71%	67%

(3) Other - 2% of total UMB loans

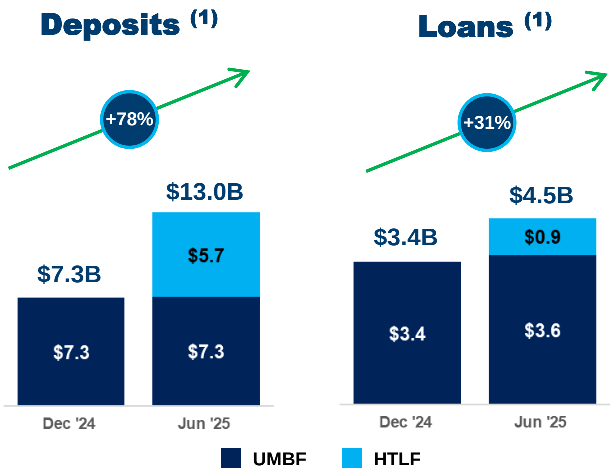
- Self-storage
- Mixed Use
- Healthcare
- Homebuilder
- Special Purpose
- Student Housing
- Manufactured Housing

End-of-period balances as of 06/30/25; (1) Excludes owner-occupied commercial real estate; (2) Defined as Tier 1 capital plus an adjusted allowance for credit losses, per regulatory guidelines.

Personal Banking
Consumer

UMB

Strategic Acquisition Drives Consumer Growth



High Customer Satisfaction

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

NPS Score

76.1

UMBF

Industry Average [2]

54.3

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

Retail Banking

Strategically positioned for sales growth

196 Banking Centers [3]

350 ATMs

Private Banking

Growth engine for new customers; deepening existing relationships

46 Private Bankers Across 13 regions

$2.4B Avg. Private Banking Deposits

Mortgage

Competitive mortgage solutions for all client types

$3.6B Avg. Mortgage Balances

22 MLOs across UMB Footprint

Key Products Offered

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

Community Development

Diverse client engagement in our communities

58 Financial Education Classes

8 Community Partners Served

1,160 Community Participants

Digital Capabilities across Consumer

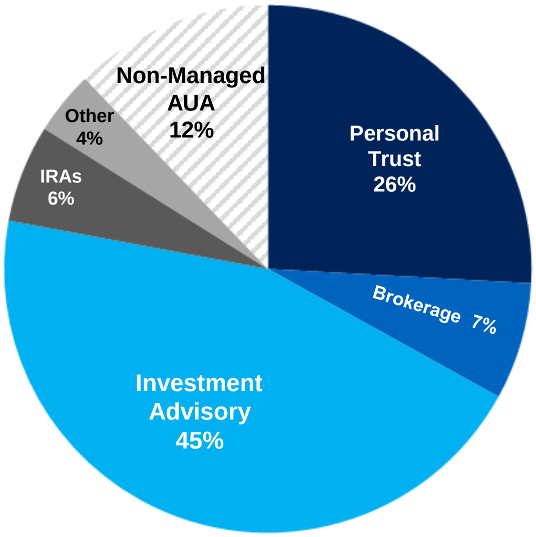
- Digital loan and deposit application and originations
- Mobile Banking: Deposits, transfers, bill pay, acct review and more

Metrics at, or for the quarter ended, 06/30/25, unless otherwise stated. (1) Average monthly balances for Dec. '24 and Jun '25; (2) Full-year '24 Net Promoter Score for 57 financial services companies, source Medallia, Inc; (3) 196 physical locations licensed with the OCC, including 193 retail branches plus 3 commercial or private banking centers.

Personal Banking
Private Wealth Management

UMB

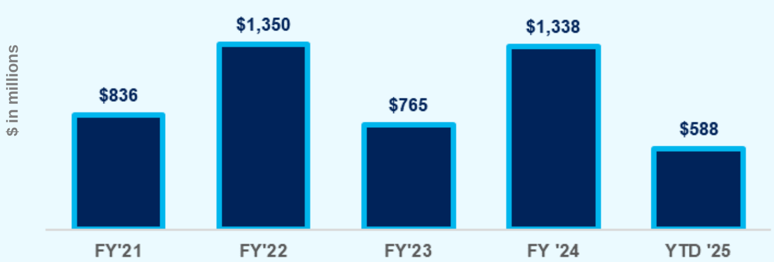
Customer Assets



$17.9B
Managed Assets (AUM)

$2.5B
Non-Managed Assets (AUA)

New Assets / Sales (1)



Wealth Management

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

Personal Trust & Custody

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

Asset Management

- Direct private equity investment access

Composition as of 06/30/25. (1) Includes Assets Under Management and Assets Under Administration.

Private Investments
Minority Equity & Mezzanine Debt

UMB

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

$139mm
Value of Active Holdings (1)

150+
Businesses Reviewed Annually

52
Active Portfolio Company Count (1)

$215mm+
Total Capital Deployed to Date (1)

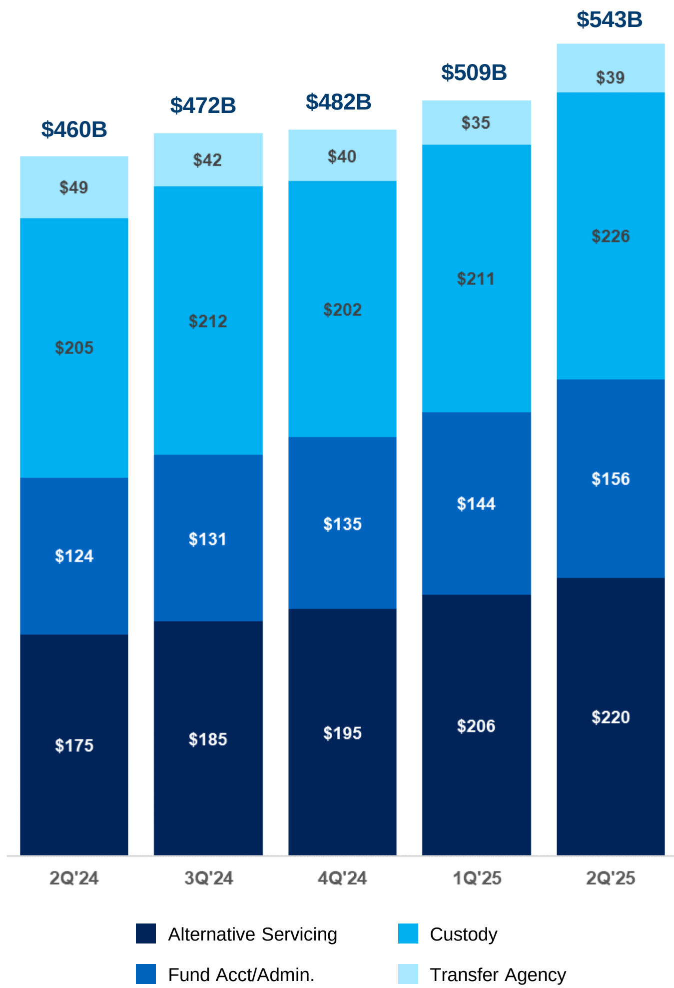
Target Investment Criteria

✓ **Revenue**	$10mm - $100mm
✓ **EBITDA**	$2mm - $12mm
✓ **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 03/31/25.

Institutional Banking
Fund Services & Institutional Custody

Assets Under Administration



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

Registered Funds & Alternative Investments

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

Best Interval Fund Administrator (1)

Best Fund accounting and reporting software (2)

Administrator of the Year – Technology (3)

Best New Fund Services Project – RFS (4)

Best Administrator – Mid Market & Emerging Managers (5)

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.

Best Custodian (6) (7)

Custodian Service of the Year (8)

+78

Net New Accounts YTD

Custody AUA +10.4% YoY

(1) With Intelligence '19, '20, '22, '23 and '25 Awards; (2) Hedgeweek US Emerging Managers Awards '23; (3) Hedgeweek US Emerging Managers Awards '24; (4) Global Custodian Industry Leaders Editor's Choice '23; (5) PE Wire '23; (6) HFM Services Awards '21 and '22; (7) Hedgeweek US Awards '23; (8) Private Credit US Awards '24.

Institutional Banking
Corporate / Specialty Trust & Capital Markets

UMB

Corporate Trust & Escrow Services

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

#2
Paying Agent in U.S. [1]

#3
Municipal Trustee in U.S. [1]

$56B
Assets Under Administration

+38%
Year-Over-Year

Specialty Trust & Agency Solutions

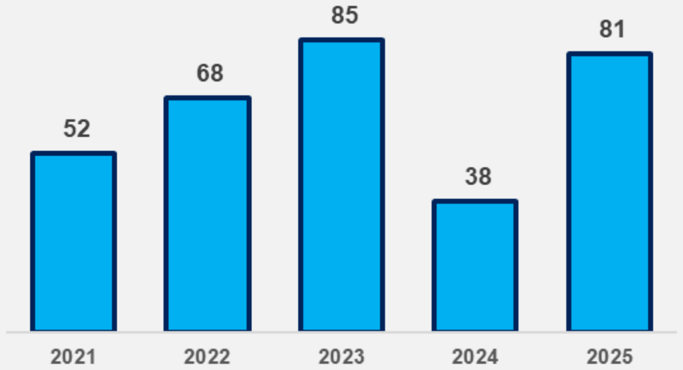
Services for asset-backed securitizations, aviation and other transportation and real estate projects. Workout and successor trustee services on behalf of bondholders of defaulted transactions.

+52%
Growth in new business YTD 2025
vs. YTD 2024

Capital Markets Division

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

Public Finance
June YTD Closed Deals



Examples of recent deals:

$100,000,000	$7,805,000	$144,985,000
Canutillo Independent School District, TX	**Adams County Fire Protection District, CO**	**City of Kansas City, MO**
Unlimited Tax School Building Bonds, Series 2025	Certificates of Participation, Series 2025	Water Revenue Bonds, Series 2025A
UMB as Senior Manager	**UMB as Sole Manager**	**UMB as Co-Manager**

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

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

Institutional Banking
Investor Solutions & Healthcare Services

UMB

Investor Solutions

Our banking as a service (BaaS) solution includes deposit services for checking, saving, and investment accounts, including expanded FDIC insurance through our proprietary Sweep Program.

Sample BaaS Partnerships

Brex

EMPOWER Personal Cash™

Edelman Financial Engines™

$47B

FDIC Sweep Assets Under Administration
~ 5.3 mm accounts
for June 2025

~100mm

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.

INVESTOR'S BUSINESS DAILY® BEST 2023 HSAs

Recognized for Investment Quality (1)

TOP 10

Top 10 HSA Custodians in the U.S. (2)

Named a Top HSA for Features & Investment Options (1)

1.6mm

HSA Account Holders

5.2mm

Benefit Cards

$3.1B

In HSA Deposits (3)

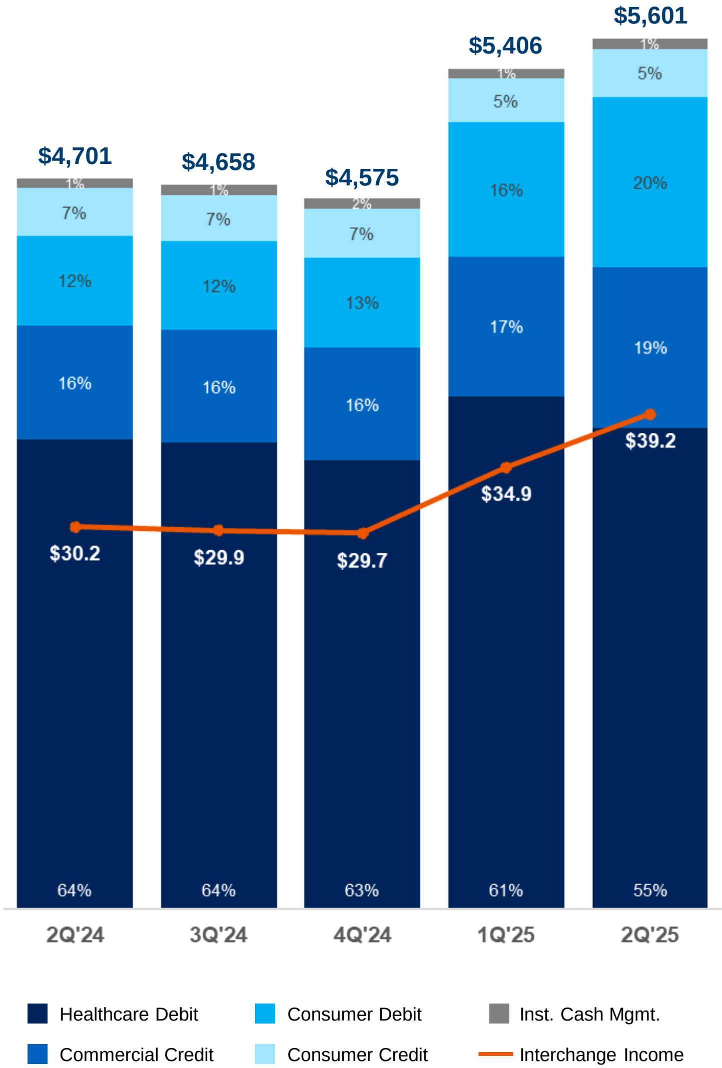
$1.5B

In HSA Invested Assets (3)

(1) Investor's Business Daily '23; (2) #6 in total accounts and #8 in total assets as of December 31, 2024 - Devenir Research Year-End '24. (3) End-of-period balances as of 06/30/25.

Payments
Credit & Debit Card Products

Card Purchase Volume & Interchange Trends



2Q '25 Card Spend

$5.6B

+19.1% YoY

Legacy UMBF – $4.8B

Legacy HTLF – $782mm

#22

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

Dollars in millions. (1) Rank in commercial, consumer and small business cards among top 50 U.S. issuers as of December 31, 2024. Source: Nilson Report, January '25.

Long-Term Performance Trends

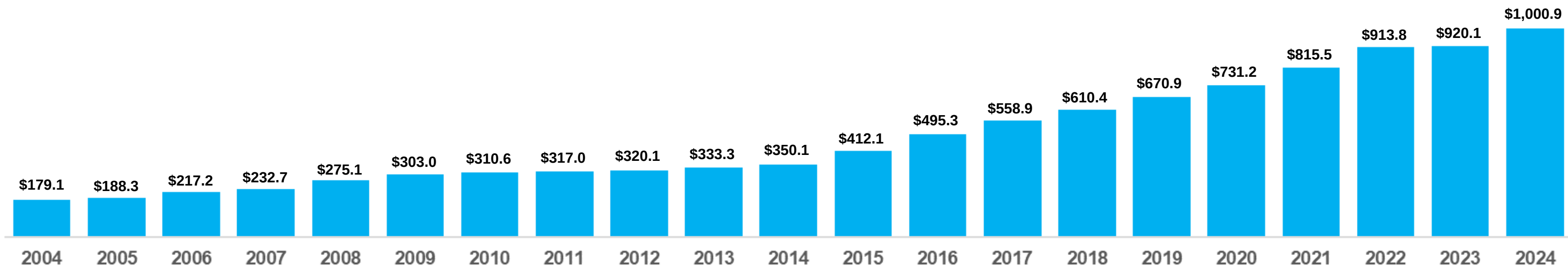
Wickenburg, AZ

Differentiated Revenue Profile
Multiple Sources of Growth

UMB

Net Interest Income

20 Year CAGR
9.0%

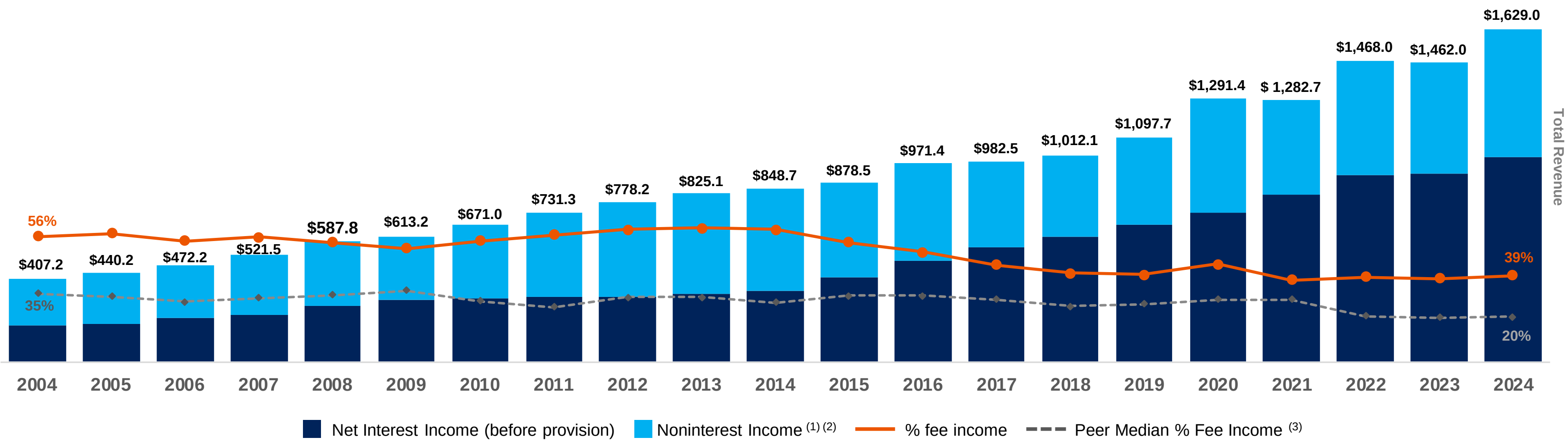


	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Annual NII Growth	-7%	5%	15%	7%	18%	10%	3%	2%	1%	4%	5%	18%	20%	13%	9%	10%	9%	12%	12%	1%	9%

Fee Income Provides Diversity

20 Year CAGR
5.2%
Fee Income Growth

20 Year CAGR
7.2%
Revenue Growth



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Annual Revenue Growth	-8%	8%	7%	10%	13%	4%	9%	9%	6%	6%	3%	4%	11%	1%	3%	8%	18%	-1%	14%	-0.4%	11%

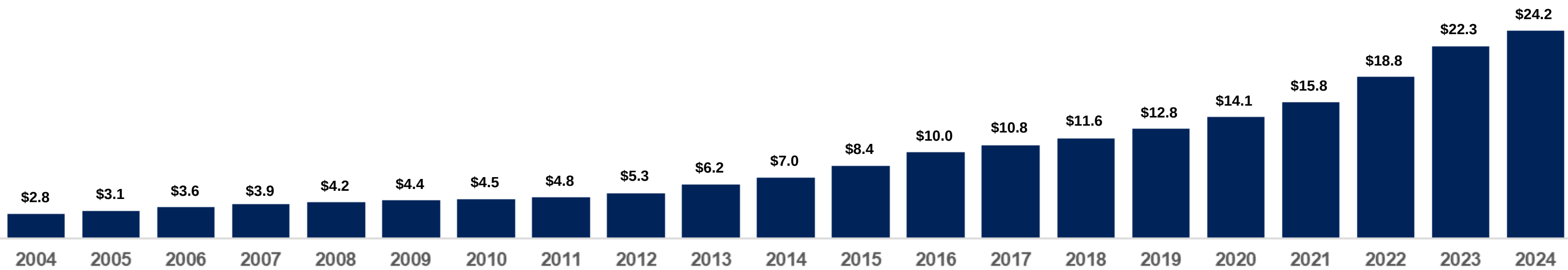
Dollars in millions. (1) Noninterest income prior to 2017 contains income from discontinued operations; (2) Noninterest income included a $108.8mm pre-tax gain on TTCF shares in 2020 and a $66.2mm pre-tax gain on the sale of Visa Class B shares in 2022; (3) UMB peers (15 banks) as of latest available annual period. Source: S&P Capital IQ. Peer group defined on slide 55.

Balance Sheet Growth
Across All Business Cycles

UMB

Average Loans (1)

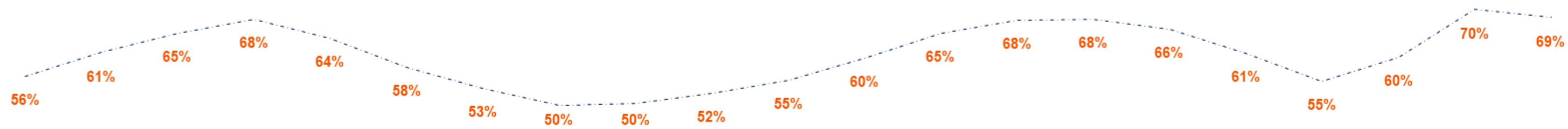
20 Year CAGR
11.4%



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Annual Loan Growth	7%	13%	14%	9%	7%	5%	2%	6%	10%	18%	12%	21%	19%	9%	7%	10%	10%	12%	19%	19%	8%

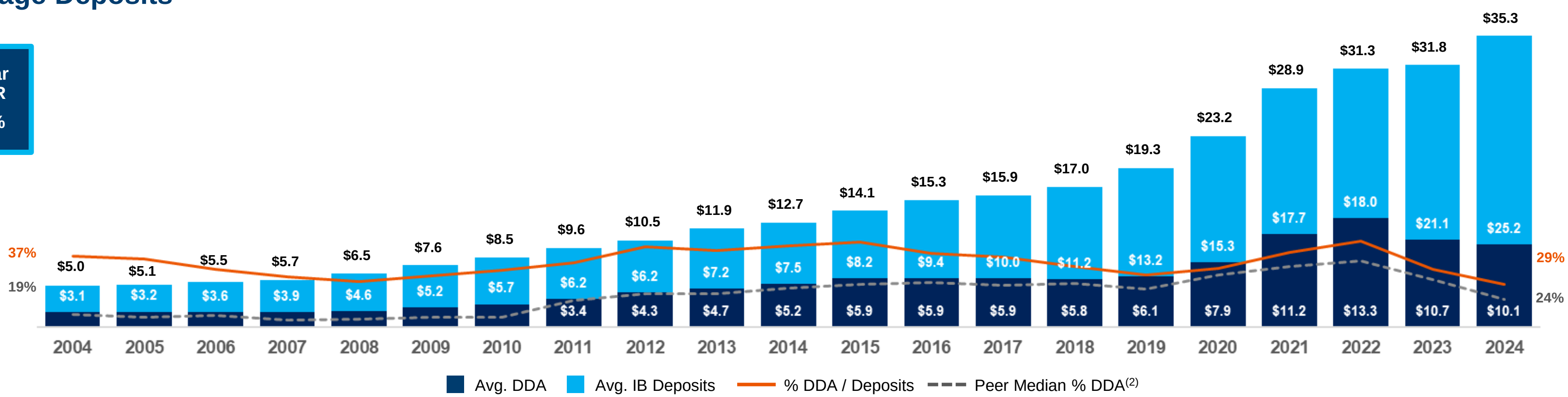
Conservative Loans / Deposits (%)

20-year Avg:
61%



Average Deposits

20 Year CAGR
10.3%



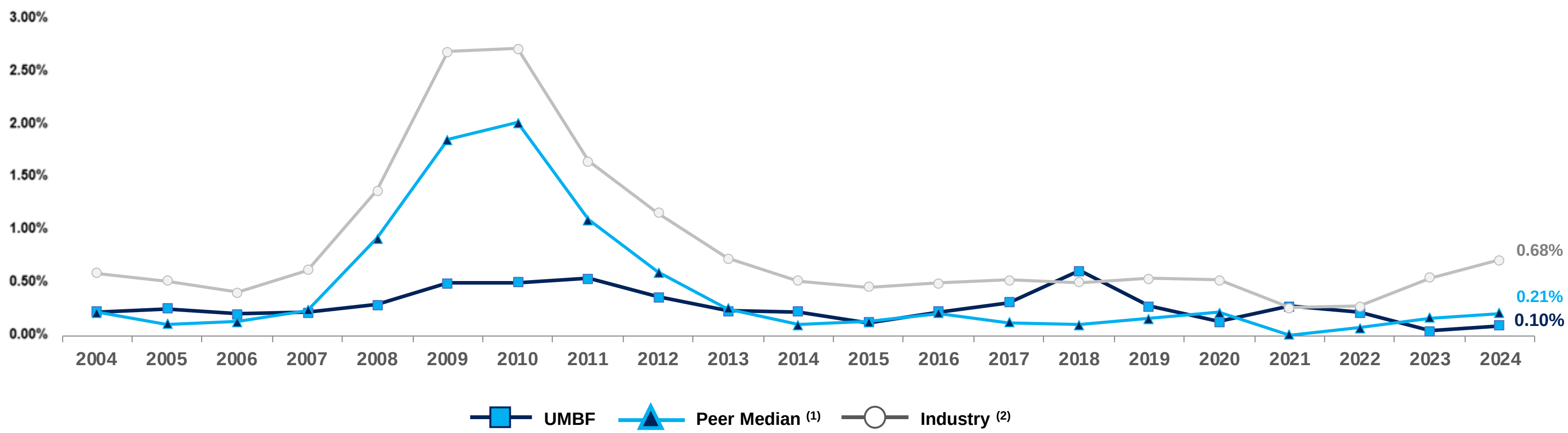
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Annual Deposit Growth	-6%	3%	7%	4%	14%	16%	11%	14%	10%	13%	6%	11%	9%	4%	7%	14%	20%	25%	8%	1%	11%

Average annual balance in billions. (1) Loan balances exclude PPP loans for '20 – '22; (2) UMB peers (15 banks), as of latest available annual period. Source: S&P Capital IQ.

Resilient Credit Metrics
Through All Economic Environments

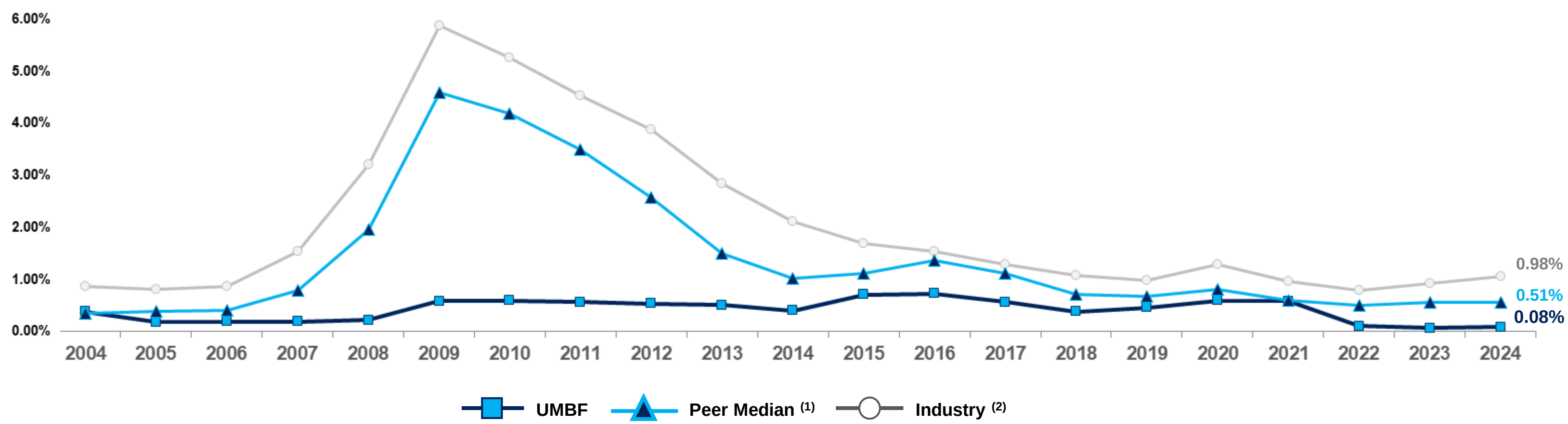
Net Charge-Offs / Average Loans

’04 – ‘24 Average
0.27%



Nonperforming Loans / Loans

’04 – ‘24 Average
0.38%

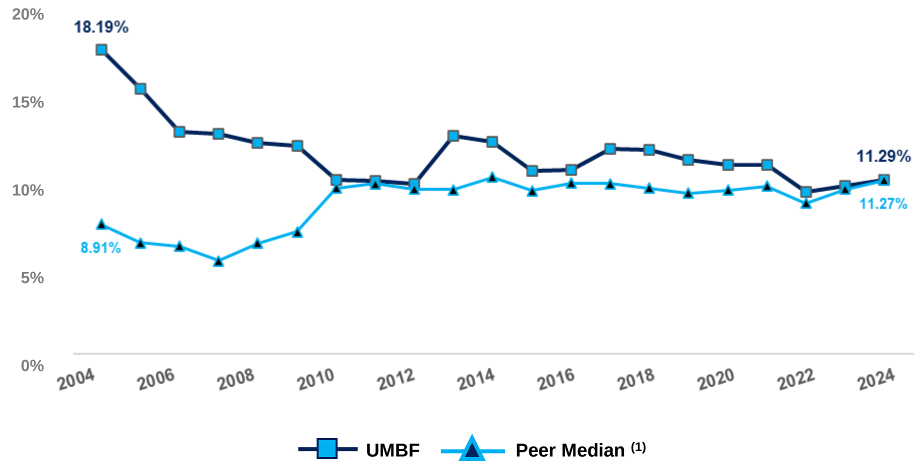


(1) UMB peers (15 banks), as of latest available annual period. Source: S&P Capital IQ; (2) All FDIC-insured banks, as of last available annual period. Source: FDIC.

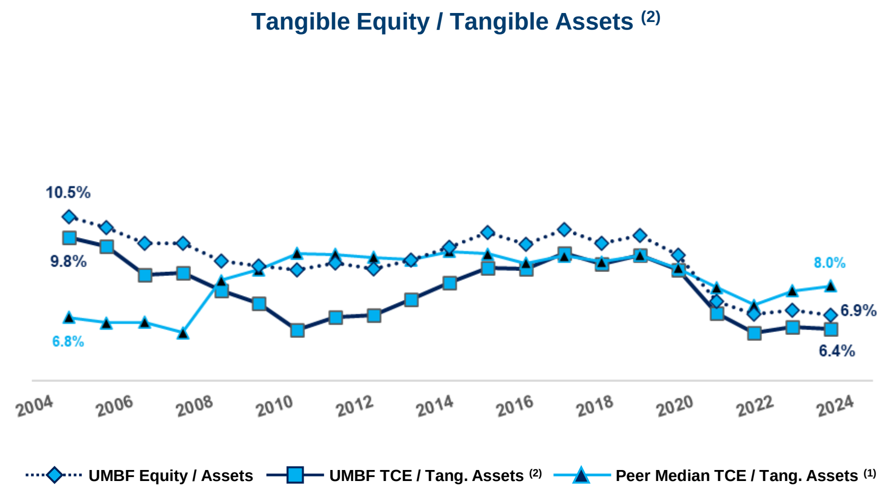
Capital & Liquidity
Supports Growth Outlook

UMB

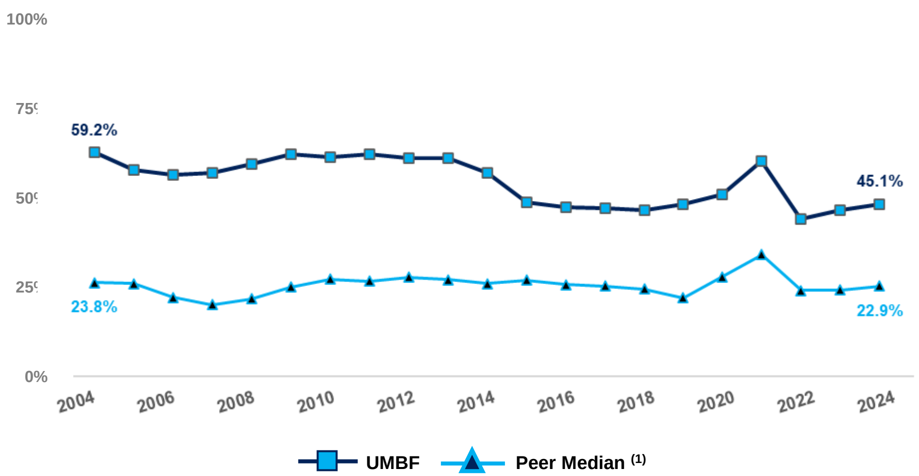
Tier 1 Capital Ratio



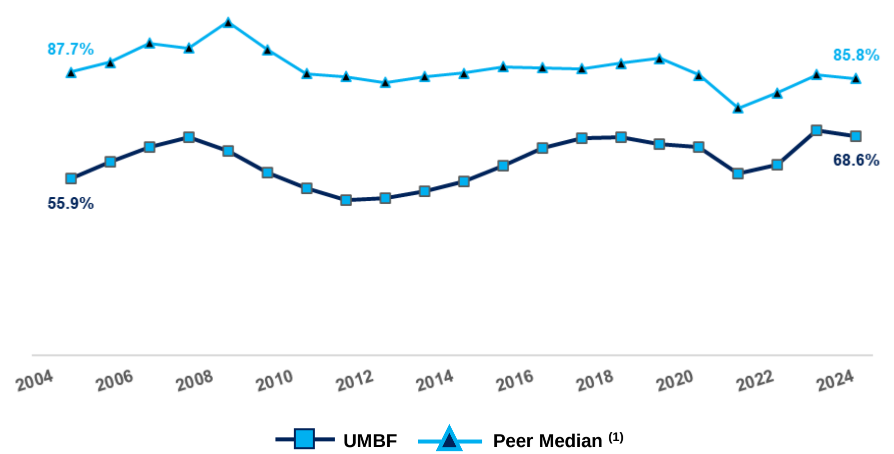
Equity / Assets



Cash & Securities / Assets (3)



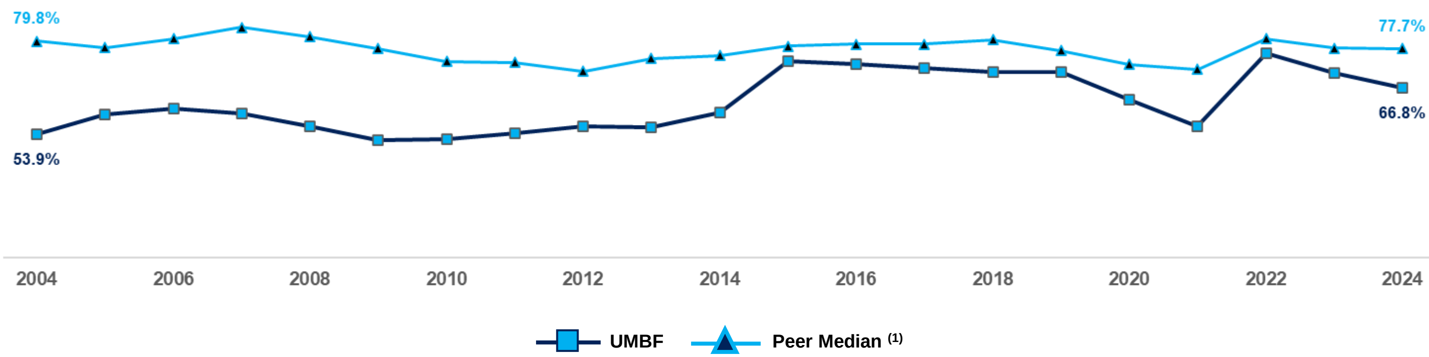
Average Loans / Average Deposits



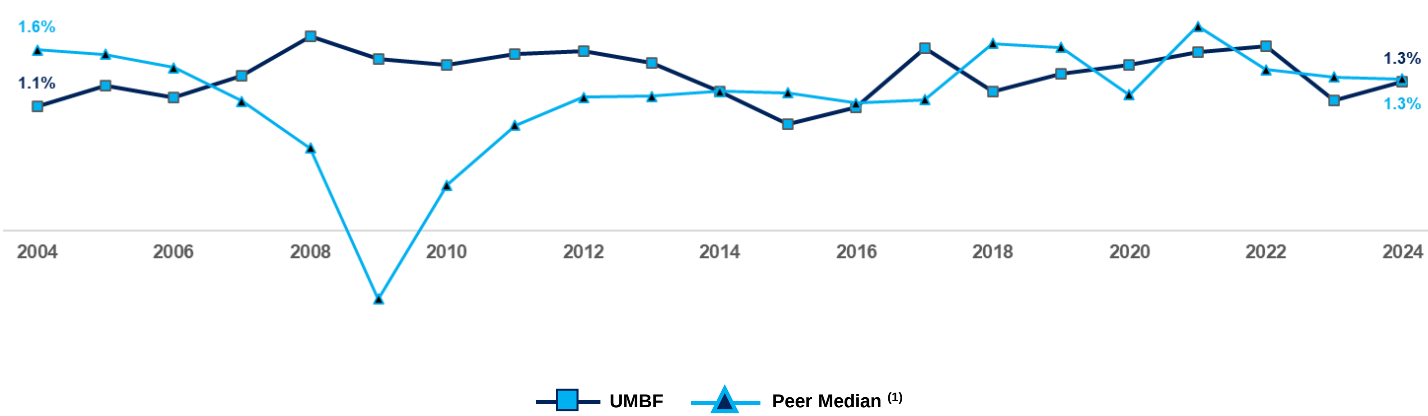
(1) UMB peers (15 banks), as of latest available annual period. Source: S&P Capital IQ; (2) Tangible equity and tangible assets are non-GAAP measures, reconciled on slide 53; (3) As defined by S&P Capital IQ: "Cash, cash equivalents, and investment securities/assets."

Risk-Adjusted Returns
Rowing Close to Shore

Risk-Weighted Assets / Assets



Return on Risk-Weighted Assets (2)

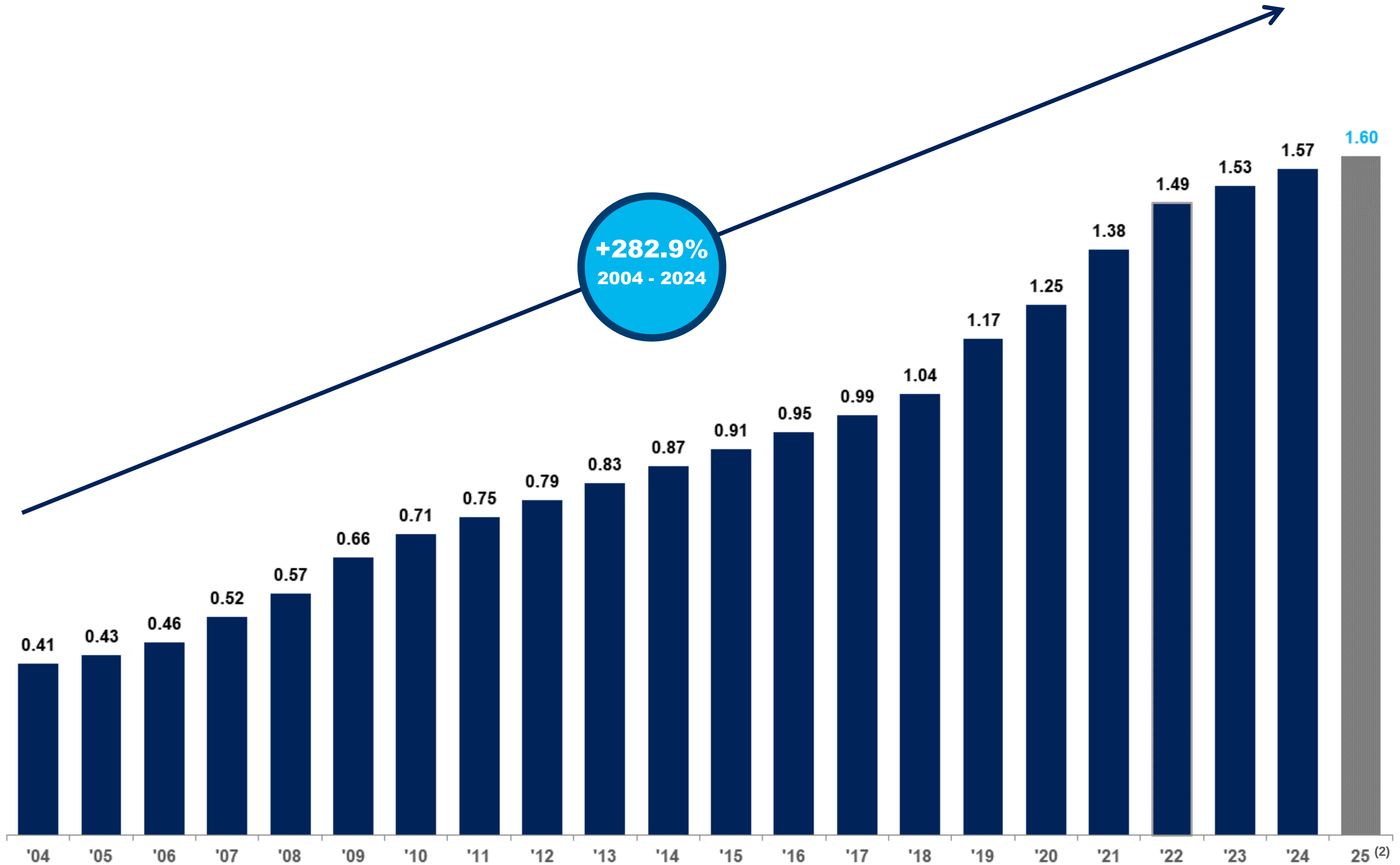


(1) UMB peers (15 banks), data as of latest available annual period. Source: S&P Capital IQ. (2) The numerator for the calculation of Return on Risk-Weighted Assets is GAAP net income, which included expenses related to the FDIC special assessment, recognized in 2023 and 2024.

Dividend Trends
Sustained Growth

Annual Dividends Declared (1)

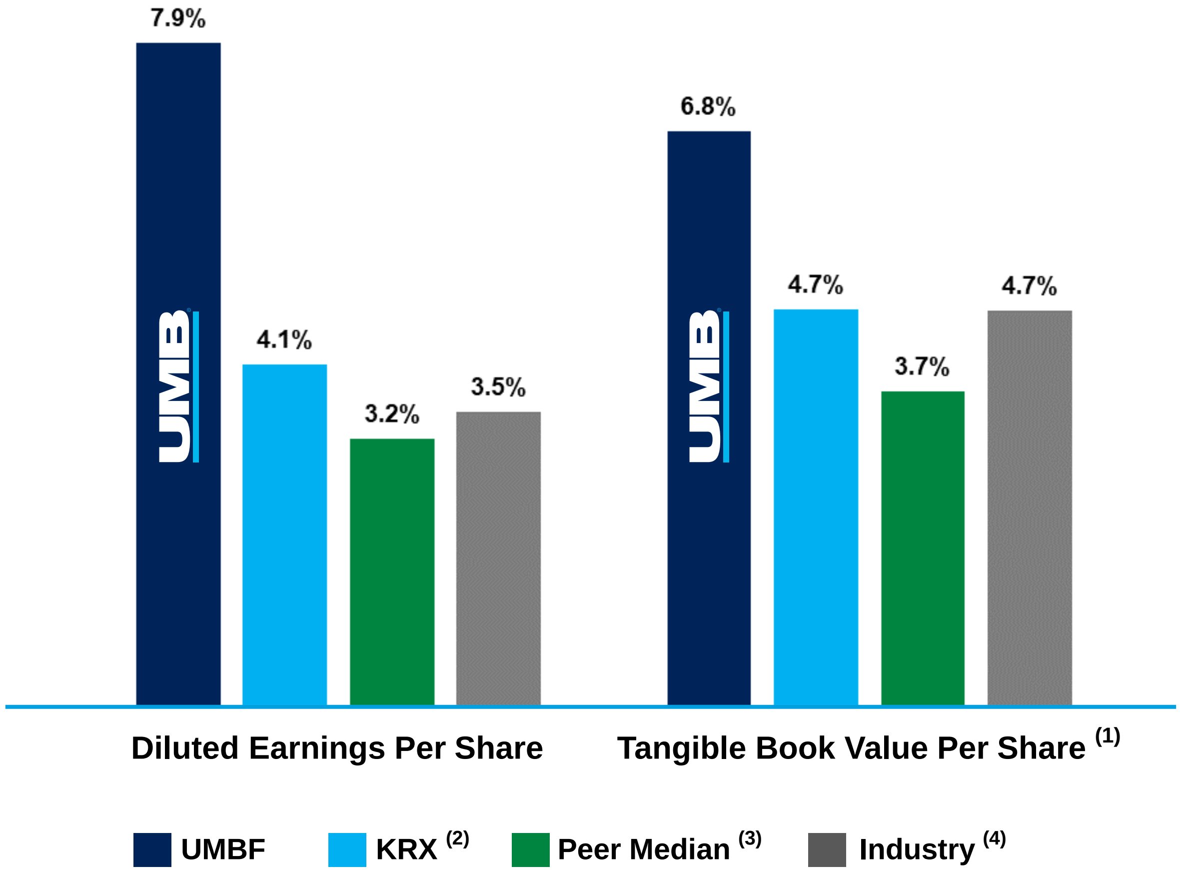
2025 = $1.60 (2)
+1.9%
vs. 2024



(1) Dividends adjusted for 2-for-1 stock split in 2006. (2) Annualized 2025 full-year dividend assumes all 4 quarterly dividends are declared at $0.40/share, consistent with YTD 2025 dividends. The Board of Directors may declare dividends of different amounts in future quarters.

Outperformance
Building Long-Term Value

20-Year Compounded Annual Growth Rates
2004 – 2024



(1) Tangible book value per common share is a non-GAAP measure, reconciled on slide 54. (2) KBW Nasdaq Regional Bank Index (median of 50 banks); (3) UMB's traditional peers (median of 15 banks); (4) Median of all publicly-traded banks with data reported for both 2004 and 2024. Peer, KRX & Industry source: S&P Capital IQ.

Appendix

Colorado Springs, CO

Governance
Our Board of Directors

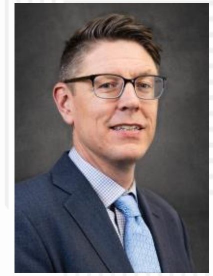
UMB

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

Tim Murphy
AC, CC

Tammy Peterman
GC, RC

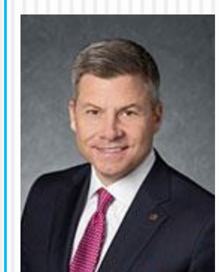
Kris Robbins
AC, RC (Chair)

John Schmidt
GC

Josh Sosland
GC, RC

Leroy Williams
CC, RC

Advisory Directors



Jim Rine
Vice Chairman

Tom Wood

AC = Audit Committee; CC = Compensation Committee; GC = Governance Committee; RC = Risk Committee

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 in 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 Annual Report on Form 10-K for the fiscal year ended December 31, 2024 (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				
		Jun. 30, 2025	Mar. 31, 2025	Dec. 31, 2024	Sept. 30, 2024	Jun. 30, 2024
Net income available to common shareholders (GAAP)	$	215,382	79,320	119,997	109,643	101,345
Adjustments:						
Day 1 acquisition provision expense		-	62,037	-	-	-
Acquisition expense		13,494	53,169	3,658	2,611	9,550
Severance expense		373	445	245	48	130
FDIC special assessment		(726)	629	(826)	(1,730)	(3,800)
Tax-impact of adjustments (1)		(3,144)	(26,722)	(497)	(214)	(1,352)
Total Non-GAAP adjustments (net of tax)		9,997	89,558	2,580	715	4,528
Net Operating Income avail. to common shareholders (Non-GAAP)	$	225,379	168,878	122,577	110,358	105,873
Earnings per common share - diluted (GAAP)	$	2.82	1.21	2.44	2.23	2.07
Day 1 acquisition provision expense		-	0.95	-	-	-
Acquisition expense		0.19	0.81	0.07	0.06	0.19
Severance expense		-	0.01	-	-	0.01
FDIC special assessment		(0.01)	0.01	(0.01)	(0.04)	(0.08)
Tax-impact of adjustments (1)		(0.04)	(0.41)	(0.01)	-	(0.03)
Operating earnings per common share - diluted (Non-GAAP)	$	2.96	2.58	2.49	2.25	2.16

- 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.

Unaudited, dollars in thousands except per share data. (1) Calculated using marginal tax rate of 24.0% for 2025 and 23.0% for 2024. Certain merger-related expenses are non-deductible.

Non-GAAP Reconciliations

Operating Pre-Tax, Pre-Provision Income

		Three Months Ended				
		Jun. 30, 2025	Mar. 31, 2025	Dec. 31, 2024	Sept. 30, 2024	Jun. 30, 2024
Net interest income (GAAP)	$	467,024	397,639	268,974	247,376	245,108
Noninterest income (GAAP)		222,185	166,198	165,211	158,743	144,919
Noninterest expense (GAAP)		393,168	384,787	270,361	252,454	249,067
Adjustments to arrive at operating noninterest expense:						
Acquisition expense		13,494	53,169	3,658	2,611	9,550
Severance expense		373	445	245	48	130
FDIC special assessment		(726)	629	(826)	(1,730)	(3,800)
Total Non-GAAP adjustments		13,141	54,243	3,077	929	5,880
Operating noninterest expense (Non-GAAP)		380,027	330,544	267,284	251,525	243,187
Operating pre-tax, pre-provision income (Non-GAAP)	$	309,182	233,293	166,901	154,594	146,840
Net interest income EPS - diluted (GAAP)	$	6.13	6.07	5.47	5.04	5.00
Noninterest income (GAAP)		2.91	2.54	3.36	3.24	2.96
Noninterest expense (GAAP)		5.16	5.87	5.50	5.15	5.08
Acquisition expense		0.19	0.81	0.07	0.06	0.19
Severance expense		-	0.01	-	-	0.01
FDIC special assessment		(0.01)	0.01	(0.01)	(0.04)	(0.08)
Operating pre-tax, pre-provision EPS - diluted (Non-GAAP)	$	4.06	3.57	3.39	3.15	3.00

- 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.

Unaudited, dollars in thousands except per share data.

Non-GAAP Reconciliations

UMB

Tangible Common Equity Ratio

	As of			
	Jun. 30, 2025	Mar. 31, 2025	Jun. 30, 2024	Dec. 31, 2004
Common shareholders' equity (GAAP)	$ 6,885,023	$ 6,637,730	$ 3,227,347	$ 819,182
Less: Intangible assets				
Goodwill	1,812,694	1,798,451	207,385	59,115
Other intangibles, net	531,918	557,186	67,141	4,859
Total intangibles, net	2,344,612	2,355,637	274,526	63,974
Tangible common shareholders' equity (Non-GAAP)	$ 4,540,411	$ 4,282,093	$ 2,952,821	$ 755,208
Total assets (GAAP)	$ 71,760,153	$ 69,347,313	$ 44,469,414	$ 7,805,006
Less: Intangible assets				
Goodwill	1,812,694	1,798,451	207,385	59,115
Other intangibles, net	531,918	557,186	67,141	4,859
Total intangibles, net	2,344,612	2,355,637	274,526	63,974
Total tangible assets (Non-GAAP)	$ 69,415,541	$ 66,991,676	$ 44,194,888	$ 7,741,032
Common equity / total assets (GAAP)	9.59%	9.57%	7.26%	10.50%
Tangible common equity / tangible assets (Non-GAAP)	6.54%	6.39%	6.68%	9.76%

Operating Efficiency Ratio

	As of	
	Jun. 30, 2025	Jun. 30, 2024
Noninterest expense (GAAP)	$ 393,168	$ 249,067
Adjustments:		
Acquisition expense	13,494	9,550
Severance expense	373	130
FDIC special assessment	(726)	(3,800)
Total Non-GAAP adjustments	13,141	5,880
Operating noninterest expense (Non-GAAP)	380,027	243,187
Noninterest expense	393,168	249,067
Less: Amortization of other intangibles	25,268	1,911
Noninterest expense, net of amortization of other intangibles (numerator A)	367,900	247,156
Operating noninterest expense	380,027	243,187
Less: Amortization of other intangibles	25,268	1,911
Operating expense, net of amortization of other intangibles (num. B)	354,759	241,276
Net interest income	467,024	245,108
Noninterest income	222,185	144,919
Less: Gains on sales of sec. avail. for sale, net	33	-
Total (denominator A)	$ 689,176	$ 390,027
Efficiency ratio (num. A / denom. A)	53.38%	63.37%
Operating efficiency ratio (num. B /denom. A)	51.48%	61.86%

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

Unaudited, dollars in thousands.

Non-GAAP Reconciliations

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

	Three Months Ended	
	Jun. 30, 2025	Jun. 30, 2024
Average common shareholders' equity (GAAP)	$ 6,790,135	3,201,606
Less: Average Intangible assets		
Average Goodwill	1,805,546	207,385
Average Other intangibles, net	559,142	68,373
Total average intangibles, net	2,364,688	275,759
Average tangible common shareholders' equity (Non-GAAP)	$ 4,425,447	2,925,847
Net Income Available to Common Shareholders (GAAP)	$ 215,382	101,345
Net Operating Income Avail. to Common Shareholders (Non-GAAP)	$ 225,379	105,873
Return on average common equity (ROE) (GAAP)	12.72%	12.73%
Return on average tangible common equity (Non-GAAP)	19.52%	13.93%
Operating return on avg. tangible common equity (Non-GAAP)	20.43%	14.55%

- 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, 2024	Dec. 31, 2004
Common shareholders' equity (GAAP)	$ 3,466,541	819,182
Less: Intangible assets		
Goodwill	207,385	59,115
Other intangibles, net	63,647	4,859
Total intangibles, net	271,032	63,974
Tangible common shareholders' equity (Non-GAAP)	$ 3,195,509	755,208
Total common shares outstanding	48,814,177	43,282,106
Ratio of common shareholders' equity (book value) per share	$ 71.02	18.93
Ratio of common tangible shareholders' equity (TBV) per share (Non-GAAP)	$ 65.46	17.45

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

Unaudited, dollars in thousands, except per share data.

Our Peer Group

ASB	Associated Banc-Corp
BOKF	BOK Financial Corporation
CADE	Cadence Bank
COLB	Columbia Banking System, Inc.
CMA	Comerica Incorporated
CFR	Cullen/Frost Bankers, Inc.
FHN	First Horizon Corporation
ONB	Old National Bancorp
PNFP	Pinnacle Financial Partners
SSB	SouthState Corporation
SNV	Synovus Financial Corp.
WBS	Webster Financial Corporation
WAL	Western Alliance Bancorporation
WTFC	Wintrust Financial Corporation
ZION	Zions Bancorporation