

3rd Quarter 2025 Update

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Board of Directors

Forward-Looking Statements

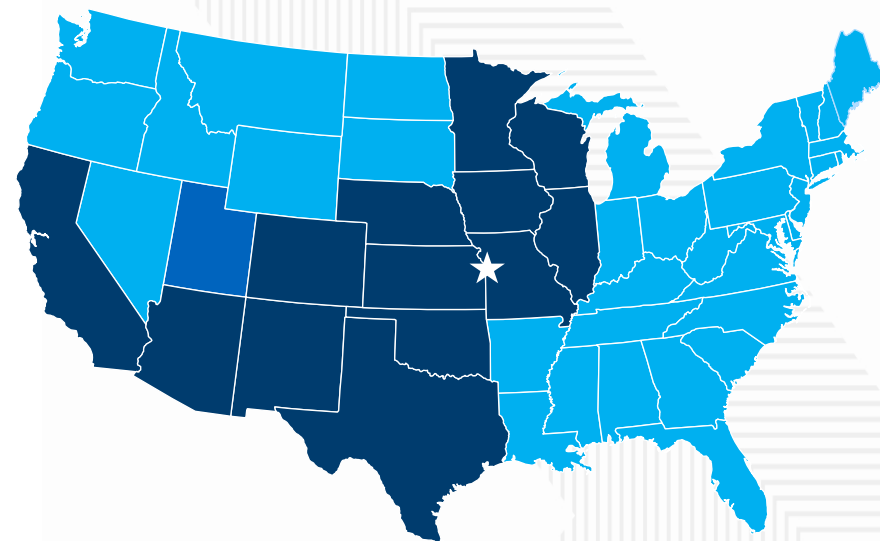
Select Financial Statements

Non-GAAP Reconciliations

Peer Group

Highlights

Founded	1913
Ticker	UMBF - Nasdaq
Market Cap	\$9.0 B
Total Assets	\$71.9 B
Gross Loans	\$37.7 B
Total Deposits	\$60.1 B
Private Wealth Customer Assets ⁽¹⁾	\$20.8 B
Institutional Assets Under Administration (AUA) ⁽²⁾	\$641.5 B
Common Equity Tier 1 Capital Ratio	10.70%
Total Risk Based Capital Ratio	13.11%
Return on Average Common Equity	10.14%
Operating ROATCE ⁽³⁾	17.36%
Net Charge-off Ratio	0.20%
Nonperforming Loan Ratio	0.35%
ACL / Total Loans	1.07%
Fee Income / Revenue	30.0%



UMB Financial Corporation Headquarters



UMB Bank Presence & Expansion

- 192 banking centers ⁽⁴⁾
- 347 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

Commercial & Personal Banking Services

3Q'25 Revenue: \$502.0 million. 3Q'25 Average Deposits: \$39.3 billion

Commercial

Average loans: \$31.8B ⁽¹⁾

Average deposits: \$26.1B

- 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
- Asset-based lending
- Beverage
- Healthcare lending

Consumer

Average loans: \$4.5B ^{(1) (2)}

Average deposits: \$13.2B

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

Private Wealth

AUM = \$18.3B

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

3Q'25 Revenue: \$176.4 million. 3Q'25 Average Deposits: \$17.5 billion



Institutional Banking provides solutions for the entire marketplace; \$641.5 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% 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
- 24% of average deposit balances in DDA
- Variable asset base – 69% of variable loans reprice within 12 months
- \$2.1 billion of securities cash flow expected within 12 months; average rate 3.59%
- \$3.0 billion of fixed-rate loans to reprice within 12 months; average rate 4.99%

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

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 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.



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.



Strong Corporate Governance

- 16-person board of directors, with 15 independent members, a lead independent director, and 100% independence on board committees.
- 44% 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.



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.

Purchase Accounting Update

HTLF Acquisition Accounting Impacts



Net Interest Income Accretion

\$ in millions	Income (Expense) Recognized			Remaining @ 9/30/25
	1Q '25	2Q '25	3Q '25	
Loans ⁽¹⁾	\$26.9	\$37.8	\$35.5	\$384.3
Securities AFS	3.6	7.2	6.8	253.6
Securities HTM	0.9	1.3	1.3	60.7
Asset Accretion	31.4	46.3	43.6	698.6
LT Debt: Sub-debt & TruPS	(1.7)	(2.4)	(2.4)	25.4
Time Deposits	(1.1)	(1.7)	(0.5)	-
Liability Accretion	(2.8)	(4.1)	(2.9)	25.4
Total Accretion	\$28.6	\$42.2	\$40.7	

Non-interest Expense Amortization

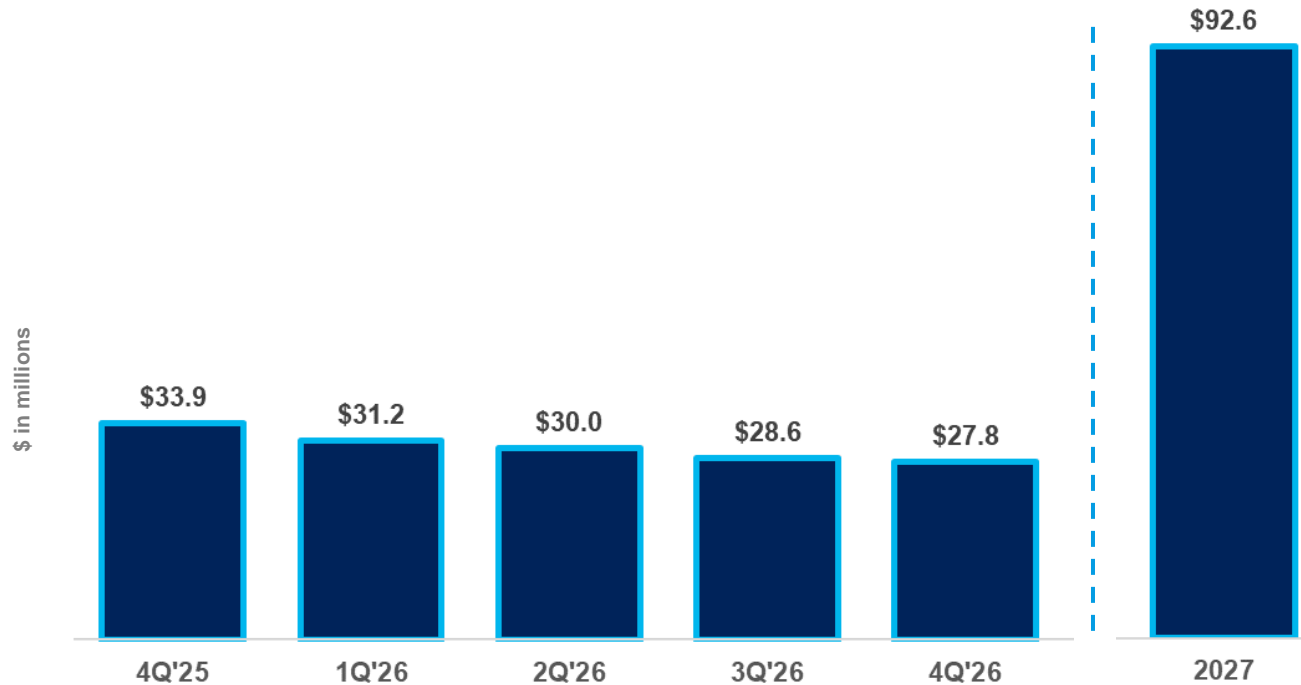
\$ in millions	Income (Expense) Recognized			Remaining @ 9/30/25
	1Q '25	2Q '25	3Q '25	
Core Deposit Intangible ⁽²⁾	\$(14.4)	\$(21.6)	\$(21.6)	\$416.6
Other Intangibles ⁽³⁾	(1.2)	(1.8)	(1.8)	32.0
Total Amortization	\$(15.6)	\$(23.4)	\$(23.4)	

Net Interest Margin Impact

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

(1) Loan amounts recognized for 3Q'25 include \$5.6mm in accelerated accretion from early payoffs of acquired loans and \$29.9mm in contractual mark accretion on loans; YTD = \$21.5mm from accelerations and \$78.7mm contractual; (2) 10-year sum-of-years digits amortization; (3) Includes \$23.5mm related to wealth management, straight-line amortization over 7 years, and \$8.5mm related to purchased credit card relationships, straight-line amortization over 3 years.

Projected Contractual Accretion



- \$111.4 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

The background of the slide is a photograph of a city street in St. Louis, Missouri, featuring the Old Courthouse on the left and modern skyscrapers on the right. The entire image is overlaid with a semi-transparent blue filter. The Gateway Arch is visible in the distance, arching over the street.

3rd Quarter 2025 Financial Review

3Q 2025 Highlights – Income Statement



\$ in millions, except per share amounts

3Q '24 2Q '25 3Q '25 Linked-Quarter Commentary

Net Interest Income, as reported	\$247.4	\$467.0	\$475.0	Core NII ex. PAA of \$434.4mm, +2.3% QoQ; Strong earning asset growth and impact of mid-Sept. FOMC rate cut offset by seasonal DDA decline and growth in higher-cost asset servicing balances
Net Interest Income, FTE ⁽¹⁾	\$254.0	\$475.3	\$483.4	
<i>Reported NII Included:</i>				
Total Accretion Income (all sources)	-	42.2	40.7	
Accelerated Loan Payoff Income, included above	-	13.1	5.6	
Noninterest Income, as reported	\$158.7	\$222.2	\$203.3	
Investment Securities Gains	2.6	37.7	(4.1)	\$41.8mm swing related to market value changes, primarily in Voyager Technologies, offset by gains on various other private investments; VOYG 9/30 closing price of \$29.78 vs. \$39.25 at 6/30
Noninterest Income, ex. securities gains	156.1	184.5	207.4	Driven by strong fund services, corporate trust & private wealth income and increased investment banking activity
<i>Included:</i>				
<i>Company-Owned Life Ins. ("COLI") Income</i>	3.6	(0.1)	7.2	+\$7.3mm market-related income; similar increase in deferred compensation expense
<i>Bank-Owned Life Ins. ("BOLI") Income</i>	4.2	4.2	9.2	+\$5.0mm related to market value changes and a \$2.3mm nonrecurring benefit in 3Q25
<i>One-time Legal Settlement</i>	-	-	2.5	Nonrecurring benefit received in 3Q25
<i>Derivative Income</i>	1.2	3.1	5.0	+\$1.9mm related to increased customer swap activity
Noninterest Expense, as reported	\$252.5	\$393.2	\$419.3	
<i>Included:</i>				
<i>Acq. - Salary & Benefits</i>	-	4.3	4.5	
<i>Acq. - Legal & Consulting</i>	2.5	7.5	9.2	
<i>Acq. - Supplies & Services</i>	0.1	1.1	3.5	
<i>Acq. - Other (marketing, equipment, occupancy, IT)</i>	-	0.6	18.4	Includes contract termination fees recorded in "other expense" plus increased systems conversion activity, customer communication costs, and signage updates
One-time Acquisition Costs	2.6	13.5	35.6	
Acquisition-Related Expense Amortization	-	23.4	23.4	
Charitable Contributions	0.5	8.3	0.7	
Deferred Compensation Expense	3.1	0.4	7.4	+\$7.0mm market-related increase with similar increase in COLI income above
Net Income & Per Share Metrics				
Net Income Available to Common - GAAP	\$109.6	\$215.4	\$180.4	
Earnings / Common Share, diluted - GAAP	2.23	2.82	2.36	
Net Operating Income Available to Common ⁽¹⁾	110.4	225.4	206.5	
Operating Earnings / Common Share, diluted ⁽¹⁾	2.25	2.96	2.70	
Dividends / common share	0.39	0.40	0.40	
Operating PTPP Income ⁽¹⁾	154.6	309.2	293.4	
Operating PTPP EPS ⁽¹⁾	3.15	4.06	3.84	

(1) Net interest income-FTE, net operating income available to common shareholders / EPS, and operating PTPP income / EPS are non-GAAP measures, reconciled on slides 52 and 53.

3Q 2025 Highlights – Balance Sheet & Credit



\$ in millions

3Q '24 2Q '25 3Q '25 Linked-Quarter Commentary

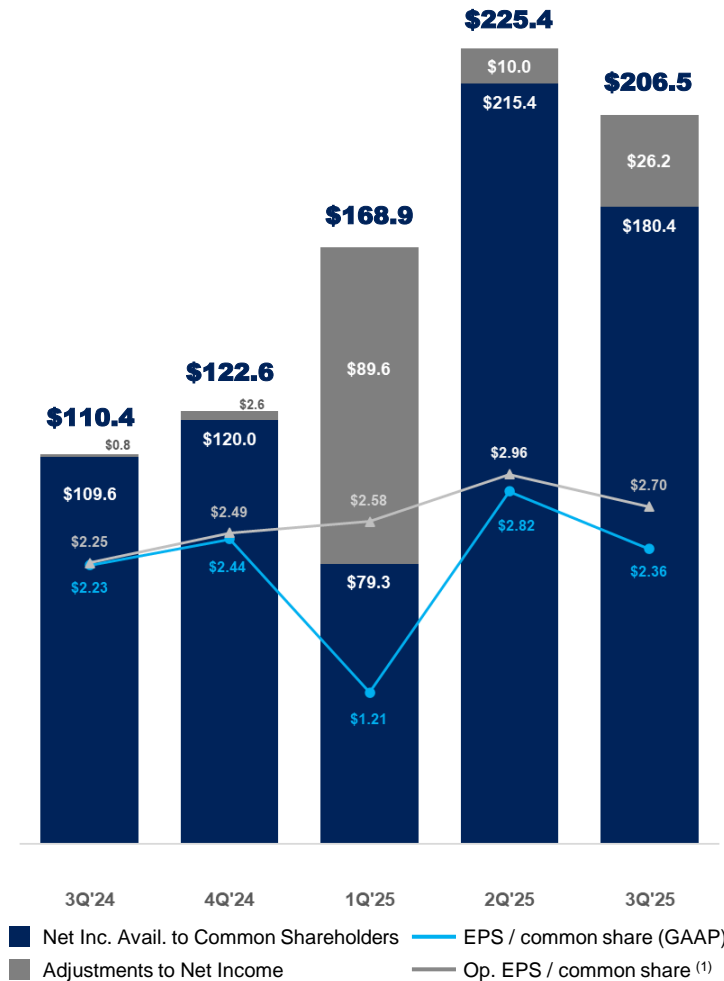
Average Loans	24,387	36,407	37,139	Driven by strong growth in C&I and CRE, offset by lower construction draws
<i>LQ annualized growth %</i>	9.8%	50.7%	8.0%	
End-of-Period Loans	24,991	36,808	37,707	Typical period-end deposit build up
<i>LQ annualized growth %</i>	13.1%	9.7%	9.8%	
Average Earning Assets	41,022	61,452	63,108	
Average Treasury Portfolio	14,952	22,807	23,741	Includes AFS & HTM securities fed funds / resell agreements and interest-bearing due from banks
Average Revenue Bonds Held-to-Maturity	1,216	1,542	1,482	
Average Total Deposits	35,292	55,649	56,764	Excess deposits from asset servicing clients, partially offset by a reduction in public funds and seasonal decreases in municipal and other trust deposits
<i>LQ annualized growth %</i>	11.1%	42.7%	8.0%	
Average Noninterest Bearing Deposits	9,502	14,403	13,859	Typical seasonality in DDA balances
End-of-Period Deposits	39,703	59,987	60,136	
<i>LQ annualized growth %</i>	34.9%	10.0%	1.0%	
Average Yields & Rates				
Loan yield	6.79%	6.75%	6.72%	
Earning asset yield	5.47%	5.61%	5.58%	
Cost of interest-bearing deposits	4.05%	3.34%	3.36%	Impacted by strong growth in higher-cost asset servicing client balances
Cost of total deposits	2.96%	2.47%	2.54%	
Cost of interest-bearing liabilities	4.18%	3.44%	3.45%	
FTE Net Interest Margin	2.46%	3.10%	3.04%	Drivers included the seasonal decline in DDA balances and the related lower benefit of free funds, along with excess interest-bearing deposits from asset servicing clients
Core Net Interest Margin ex. PAA benefit	2.46%	2.83%	2.78%	Reported NIM included 26 basis points from PAA: 22bps from accretion and 4bps from early payoffs on acquired loans; LQ decline related to deposit mix shift
Asset Quality Metrics				
Net charge-offs / average loans	0.14%	0.17%	0.20%	Legacy UMB NCOs of 8 basis-points
Nonperforming loans / loans	0.08%	0.26%	0.35%	LQ increase driven by addition of 2 legacy HTLF credits that held a substantially adequate Purchase Credit Deteriorated (PCD) reserve
Provision for credit losses	18.0	21.0	22.5	
Allowance for credit losses / total loans	1.00%	1.06%	1.07%	

3Q 2025 Net Income

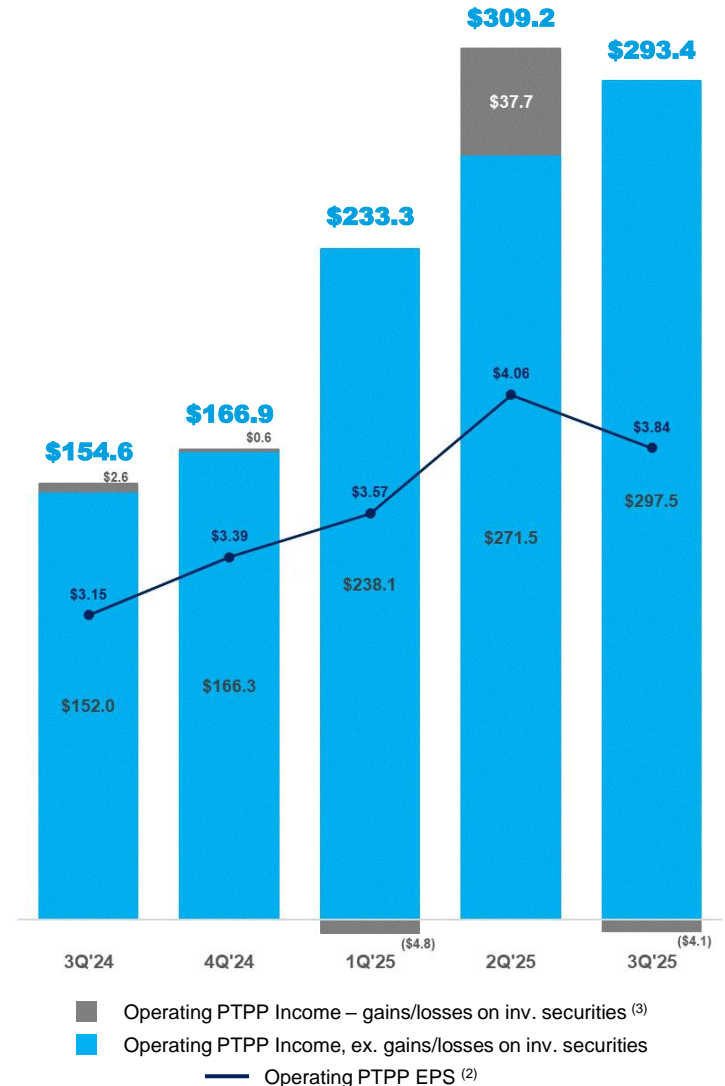


Net Income & Net Operating Income (1)

Available to Common Shareholders



Operating PTPP Income (2)



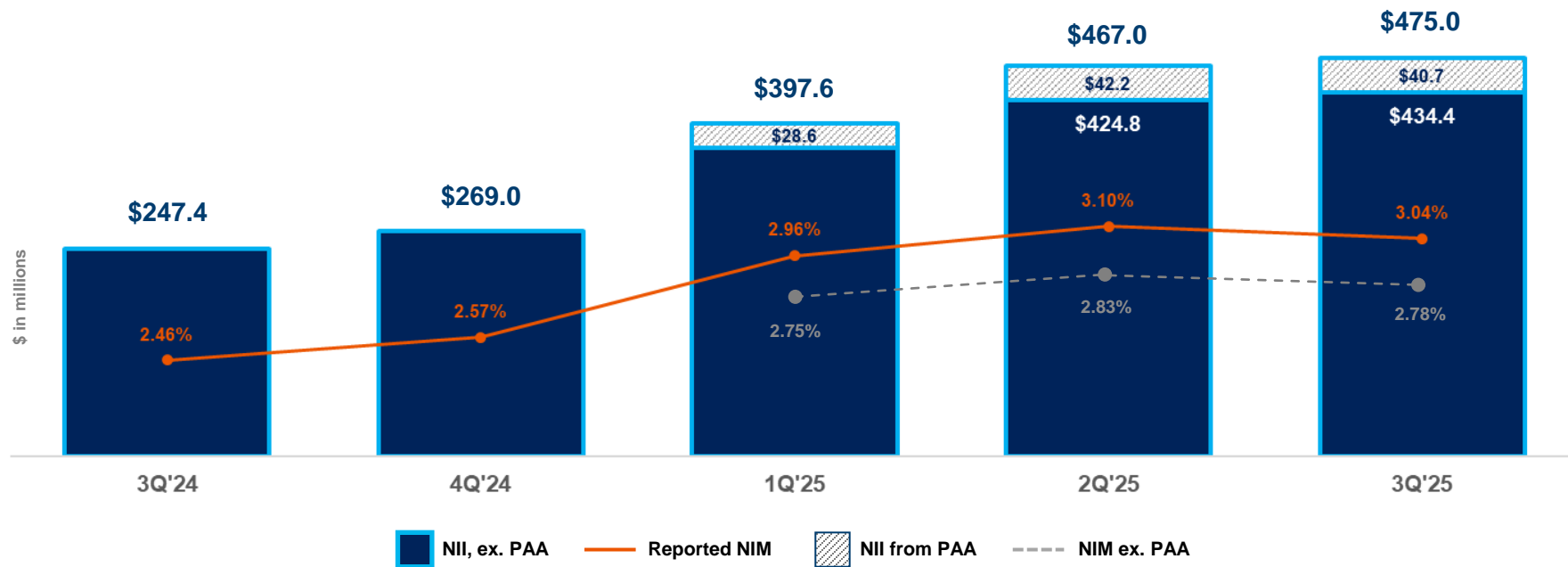
Dollars in millions, except per share amounts. (1) Net operating income available to common shareholders is a non-GAAP measure, reconciled on slide 52; (2) Operating PTPP income and EPS is a non-GAAP measure, reconciled on slide 53; (3) Net gains/losses on any disposition or impairment of debt securities plus mark-to-market valuations of equity investments.

Revenue Trends



\$ in millions	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25	Linked-Quarter	
						\$ Δ	% Δ
Interest Income	557.7	555.0	738.0	850.5	878.9	28.4	3.3
Interest Expense	310.3	286.0	340.3	383.5	403.9	20.3	5.3
Net Interest Income	\$ 247.4	\$ 269.0	\$ 397.6	\$ 467.0	\$ 475.0	\$ 8.0	1.7%
Trust & securities processing	74.2	76.9	79.8	83.3	87.9	4.7	5.6
Trading & investment banking	7.1	6.2	5.9	6.2	7.0	0.9	13.9
Deposit Service Charges	20.1	21.4	27.5	28.9	29.2	0.3	1.0
Insurance fees and commissions	0.3	0.4	0.2	0.2	0.3	0.1	62.4
Brokerage fees	15.7	18.6	18.1	20.5	20.5	-	-
Bankcard fees	22.4	21.1	26.3	29.0	29.6	0.5	1.9
Net inv. securities gains (losses)	2.6	0.6	(4.8)	37.7	(4.1)	(41.8)	NM
<i>Company- & bank-owned life insurance ("COLI/BOLI")</i>	7.8	5.9	3.3	4.3	16.5	12.2	287.1
Other income, ex. COLI/BOLI	8.5	14.2	10.0	12.2	16.5	4.3	34.9
Total noninterest income	\$ 158.7	\$ 165.2	\$ 166.2	\$ 222.2	\$ 203.3	(\$ 18.9)	(8.5%)
Total Revenue	\$ 406.1	\$ 434.2	\$ 563.8	\$ 689.2	\$ 678.3	(\$ 10.9)	(1.6%)

Net Interest Income & Margin



\$ in millions	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
Net Interest Income (GAAP)	\$247.4	\$269.0	397.639	\$467.0	\$475.0
Less accretion from acquired loans, securities and interest-bearing liabilities	-	-	(28.6)	(42.2)	(40.7)
Net Interest Income excluding purchase accounting adjustments	\$247.4	\$269.0	\$369.0	\$424.8	\$434.3
Net Interest Margin (FTE)	2.46%	2.57%	2.96%	3.10%	3.04%
Less accretion from acquired loans, securities and interest-bearing liabilities	-	-	(0.21)	(0.27)	(0.26)
Net Interest Margin excluding purchase accounting adjustments	2.46%	2.57%	2.75%	2.83%	2.78%

Noninterest Income



Current Quarter Commentary

Noninterest income decreased \$18.9mm to \$203.3mm for 3Q'25. LQ drivers included:

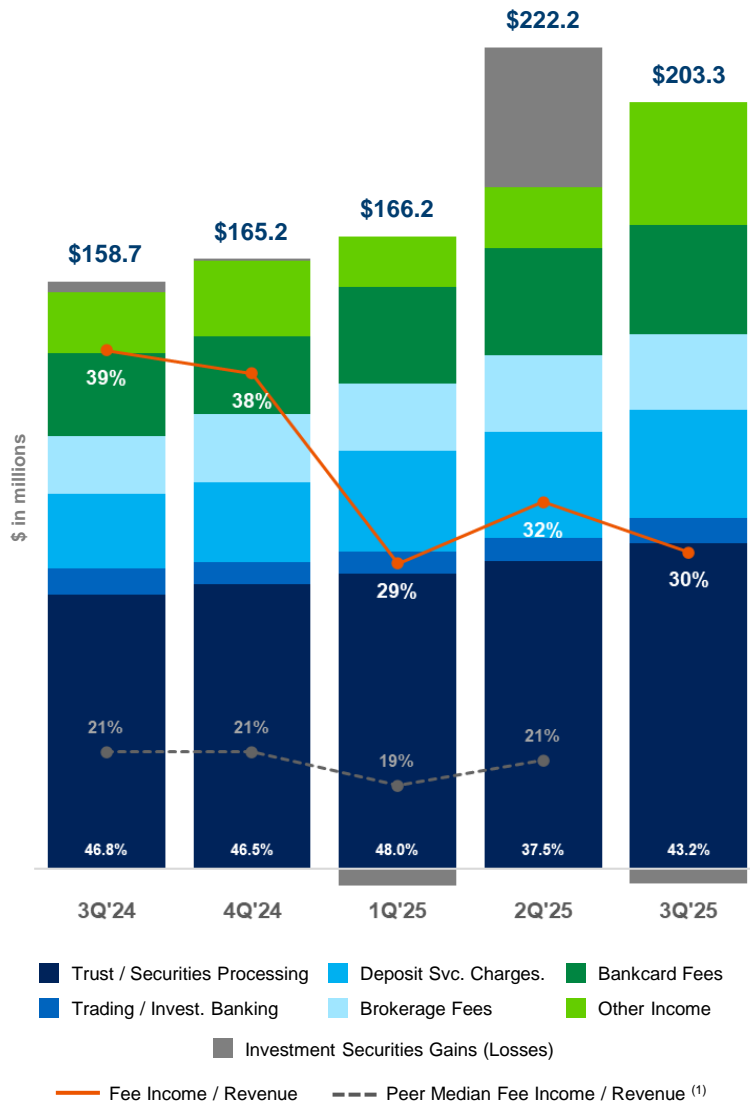
- \$41.8mm swing in gains on equity & debt investment portfolio, largely due to market value changes on our investment in Voyager Technologies, offset by gains on various other private investments
 - VOYG stock: 904k shares; price \$29.78 on 9/30/25, \$39.25 on 6/30/25

Partially offset by:

- + \$7.3mm in COLI and other market-related income
- + \$5.0 million in BOLI income
- + \$4.7mm in trust & securities processing income, see below for detail
- + \$2.5mm related to a nonrecurring legal settlement benefit in 3Q'25
- + \$1.9mm in derivative income related to customer swaps

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

<i>\$ in millions</i>	3Q'24	2Q'25	3Q'25	Linked-Quarter	
				\$ Δ	% Δ
Investment Securities Gains (Losses)					
Equity securities	2.6	37.7	(4.2)	(41.9)	NM
AFS debt securities	-	-	0.1	0.1	NM
	\$2.6	\$37.7	(\$4.1)	(\$41.8)	(110.9%)
Trust & Securities Processing					
Personal Banking	14.4	19.0	20.0	1.0	5.3
Institutional Banking					
Fund Services	43.1	45.2	47.1	1.9	4.2
Corp. Trust & Inst. Asset Mgmt.	16.7	18.3	20.0	1.7	9.3
Commercial - Retirement Plan Svcs.	-	0.8	0.8	-	-
	\$74.2	\$83.3	\$87.9	\$4.6	5.5%



(1) UMB peers (15 banks), data as of latest available quarter; Source: S&P Capital IQ. Peer group defined on slide 56. (2) Columns and rows may not sum due to rounding differences.

Noninterest Expense



\$ in millions	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25	Linked-Quarter	
						\$ Δ	% Δ
Salary & Benefits	147.0	161.1	221.4	213.6	220.3	6.8	3.2
Occupancy	12.3	11.3	16.1	18.6	19.1	0.6	3.1
Equipment	16.0	15.3	16.9	16.4	16.6	0.1	0.8
Supplies & services	5.0	3.2	4.8	6.4	10.5	4.1	64.4
Marketing & business dev.	6.8	9.0	8.0	11.3	11.1	(0.3)	(2.2)
Processing fees	29.7	30.6	40.9	43.6	45.0	1.4	3.1
Legal & consulting	9.5	12.2	28.6	18.5	21.6	3.1	17.0
Bankcard	12.5	9.4	12.8	12.4	11.8	(0.6)	(4.8)
Amortization of other intangibles	1.9	1.9	17.5	25.3	25.3	-	-
Regulatory fees	4.7	5.3	8.2	9.3	8.1	(1.2)	(12.6)
Other expense	7.1	11.2	9.6	17.9	29.9	12.0	66.8
Total noninterest expense ⁽¹⁾	\$ 252.5	\$ 270.4	\$ 384.8	\$ 393.2	\$ 419.3	\$ 26.1	6.6%
Operating noninterest expense ⁽²⁾	\$ 251.5	\$ 267.3	\$ 330.5	\$ 380.0	\$ 385.0	\$ 4.9	1.3%

Current Quarter Commentary

Noninterest expense increased \$26.1mm to \$419.3mm on a GAAP basis. The linked-quarter variances are largely driven by one-time acquisition-related costs of \$35.6mm compared to \$13.5mm in the prior quarter. ⁽³⁾

On an operating basis, which excludes acquisition and severance expense and FDIC special assessments, noninterest expense was \$385.0mm, an increase of \$4.9mm. ⁽²⁾

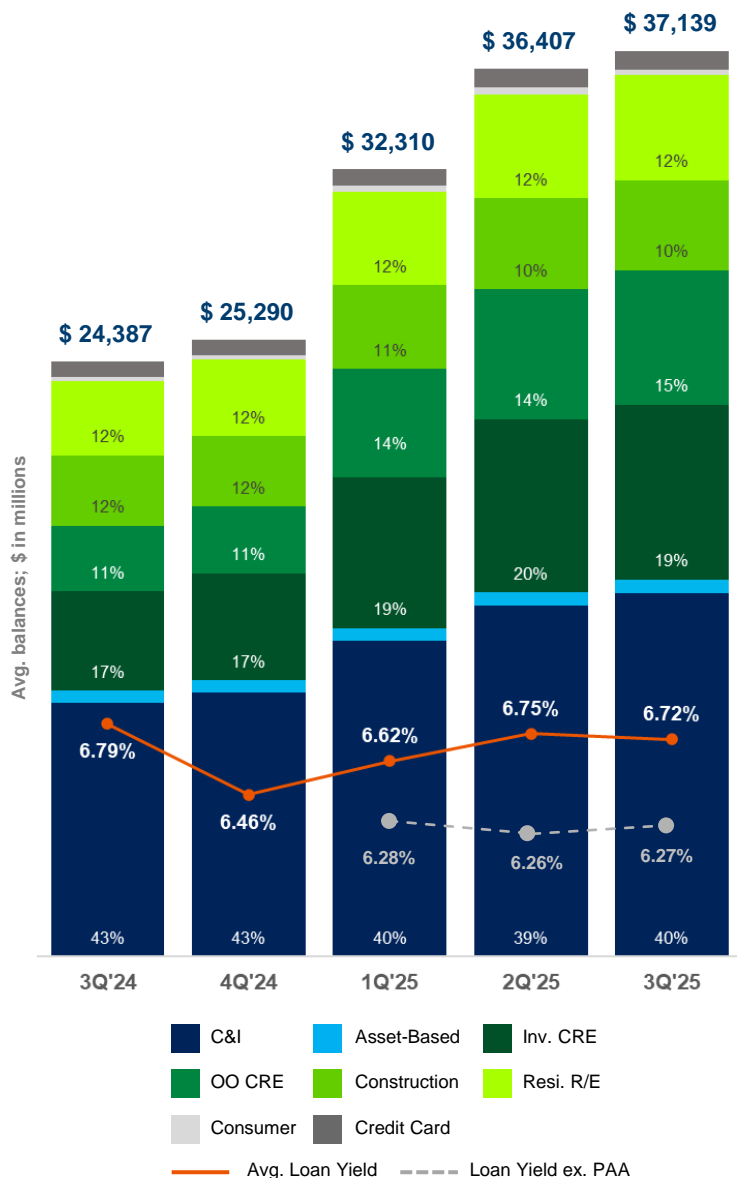
Notable 3Q'25 items included:

- Increased salary & wage expense, driven by an additional salary day during the quarter, +\$7.0mm in deferred compensation expense (with related increase in COLI income), and +\$1.4mm in commission expense due to strong sales performance

Partially offset by:

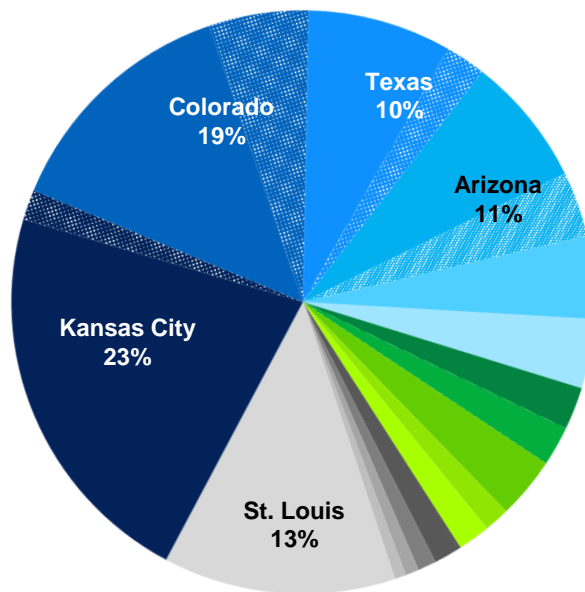
- A decrease of \$7.5mm in charitable contribution expense, recorded in "other expense"

Diversified Loan Portfolio



\$ in millions	3Q '24	2Q '25	3Q '25	Linked-Quarter	
				\$ Δ	% Δ
Commercial & Industrial	10,386	14,376	14,890	514	3.6
Owner-Occupied CRE	2,702	5,333	5,505	172	3.2
Investment CRE	4,079	7,103	7,177	74	1.0
Residential Real Estate	3,045	4,256	4,307	51	1.2
Specialty Lending	509	562	570	8	1.4
Credit Card	614	755	756	1	0.1
Construction & Land Dev	2,888	3,728	3,691	(37)	(1.0)
Consumer	164	295	243	(52)	17.6
Average Total Loans	\$24,387	\$36,407	\$37,139	\$732	2.0%

Loans by Region



Smaller Regions:

- Utah: 5%
- New Mexico: 2%
- California: 4%
- Iowa: 2%
- Illinois: 2%
- Minnesota: 1%
- Wisconsin: 2%
- Nebraska: 1%
- Greater MO: 3%
- Oklahoma: 1%
- Kansas: 1%

Checked = acquired loans in shared states

Quarterly Loan Activity



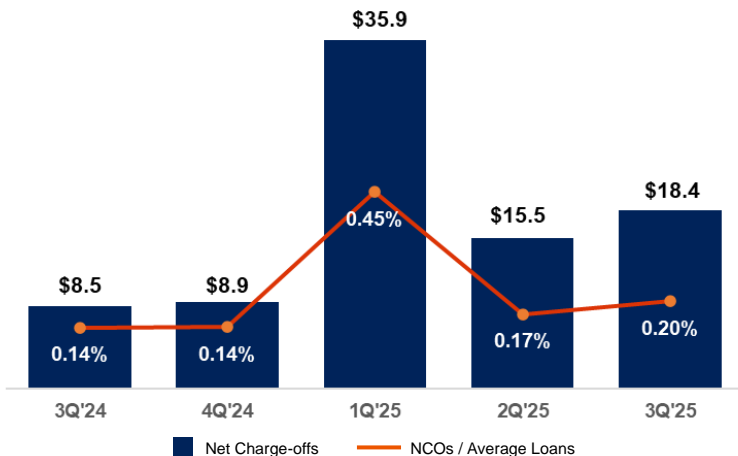
<i>\$ in millions</i>	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
Acquired Loans ⁽¹⁾	-	-	\$9,819.9	-	-
Gross Loan Production	1,366.3	1,560.1	1,242.9	1,942.5	2,127.8
Revolving Balance Changes	299.8	101.7	429.8	444.1	102.1
Net (Charge-offs) Recoveries	(8.5)	(8.9)	(35.9)	(15.5)	(18.4)
Payoffs ⁽²⁾	(520.6)	(611.2)	(666.4)	(916.8)	(1,009.9)
Paydowns ⁽²⁾	(343.7)	(390.2)	(496.3)	(582.7)	(303.1)
Net Loan Growth	793.4	651.5	10,294.0	871.6	898.6
End-of-Period Total Loans	24,990.8	25,642.3	35,936.3	36,807.9	37,706.5
Payoffs / Paydowns as a % of Loans	3.6%	4.0%	NM ⁽³⁾	4.2%	3.6%

(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.

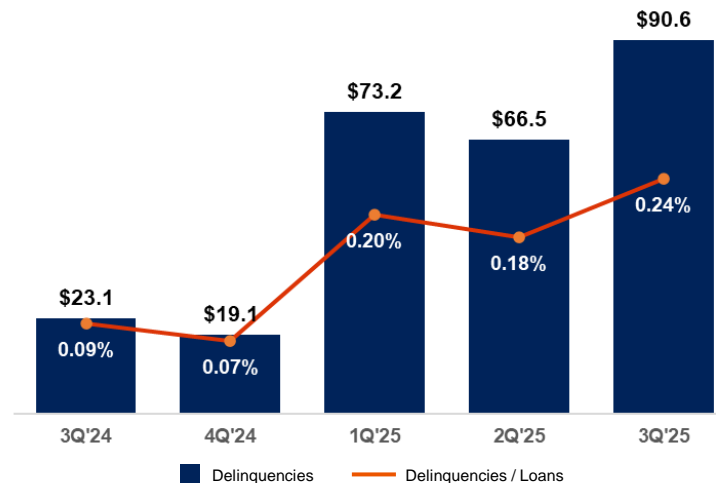
Strong Asset Quality



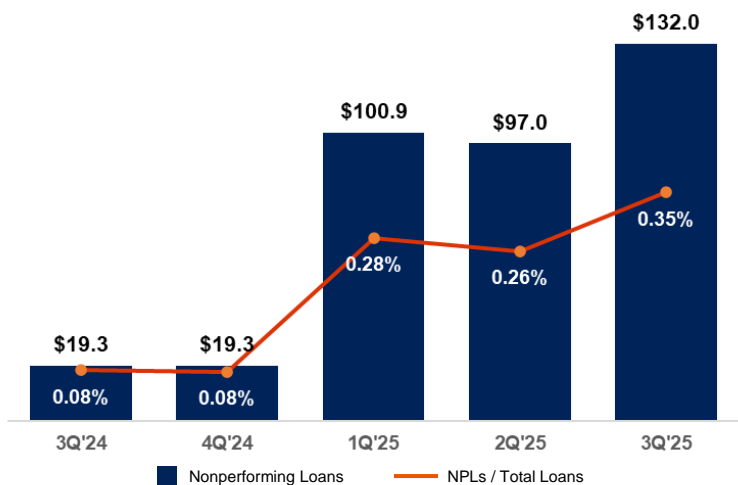
Net Loan Charge-Offs (Recoveries)



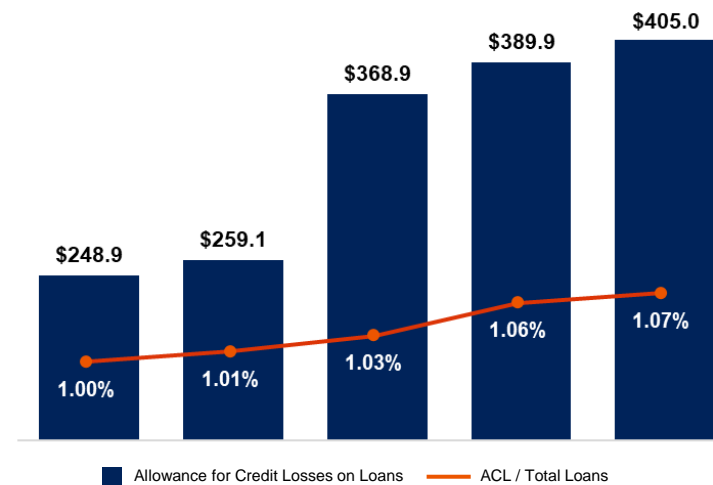
Delinquencies ⁽¹⁾



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) \$ <i>thousands</i>	\$ 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 \$ <i>millions</i>	\$ 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) \$ <i>thousands</i>	\$ 10,497	\$ 21,994	\$ 32,045	\$ 67,719	\$ 34,697	\$ 20,125	\$ 44,872	\$ 39,868	\$ 10,474	\$ 23,262
Average Total Loans \$ <i>millions</i>	\$ 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

<i>(\$ in thousands)</i>	3Q '24	4Q '24	1Q '25	2Q '25	3Q '25
Commercial & Industrial	\$ 673	\$ 3,502	\$ 25,927	\$ 5,992	\$ 5,863
Specialty Lending	(1)	(1)	-	-	-
Commercial Real Estate	-	-	2,324	3,994	4,572
Consumer Real Estate	110	108	1,213	253	346
Consumer & Other	318	395	623	555	655
Credit Cards	7,354	4,931	5,785	4,668	6,947
Total Net C/O (Rec)	\$ 8,454	\$ 8,935	\$ 35,872	\$ 15,462	\$ 18,383
Average Total Loans <i>(\$ in millions)</i>	\$ 24,384	\$ 25,286	\$ 32,308	\$ 36,404	\$ 37,134
NCOs as % of Avg Loans	0.14%	0.14%	0.45%	0.17%	0.20%

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⁾	85.3
Provision expense for non-PCD loans (initial provision)	62.0
YTD 2025 provision expense (recapture), ex. initial acquisition-related provision	67.5
Net charge-offs	(69.7)
Allowance for credit losses at September 30, 2025	\$406.8

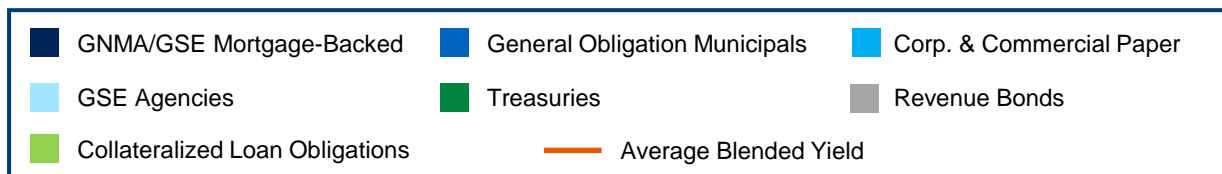
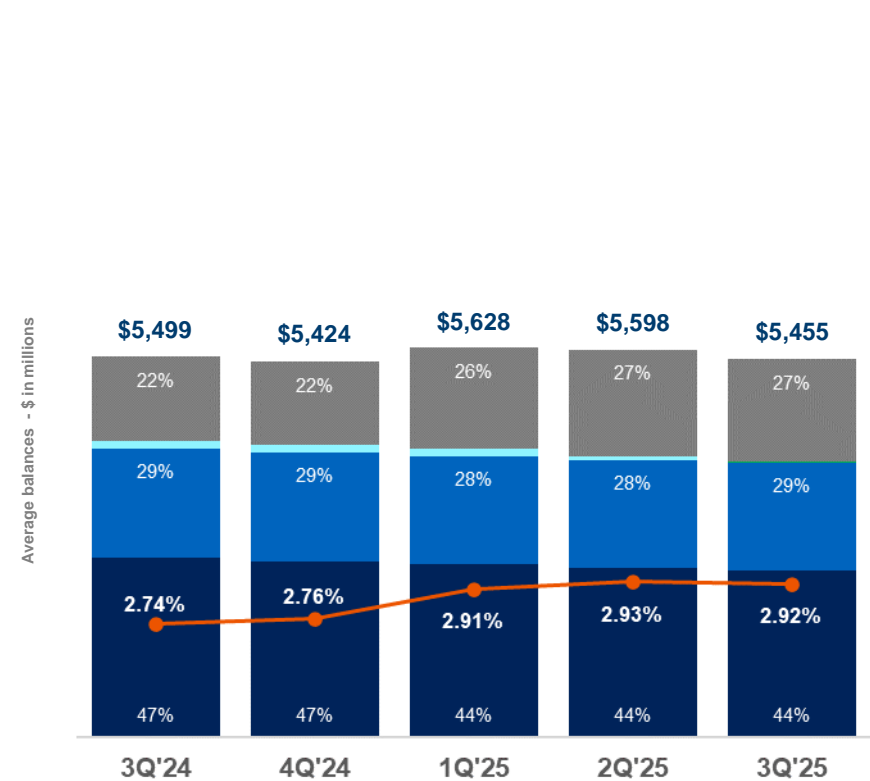
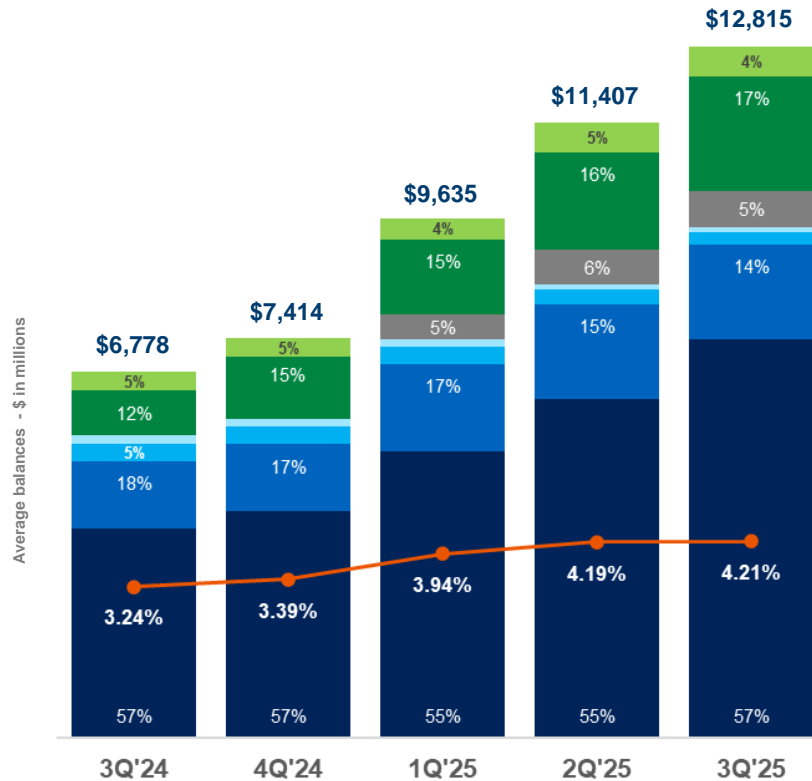
(1) Includes additional impairments on acquired PCD loans subsequent to 1Q'25, based on credit factors that were determined to be in existence as of the date of acquisition.

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)

\$ in millions

	3Q'24	4Q'24	1Q'25	2Q'25	3Q'25
Roll-off / Cash Flow	\$341	\$337	\$441	\$605	\$454
Roll-off Yield	3.18%	3.39%	3.69%	3.11%	3.41%
Purchased (2)	467	1,275	843	1,705	1,735
Purchased Yield	4.64%	4.54%	4.84%	4.63%	4.58%
Next Qtr. Scheduled Cash Flow	317	317	595	429	557
Expected Cash Flow Yield	2.63%	2.63%	3.15%	3.33%	3.78%
Next 12 mos. Scheduled Cash Flow	1,476	1,477	1,833	1,778	2,104
Expected Cash Flow Yield	2.62%	2.62%	3.22%	3.43%	3.59%
Portfolio Duration In Months					
Available-for-Sale	45	45	53	52	49
Held-to-Maturity	84	85	88	91	87

\$ in millions; as of 09/30/25

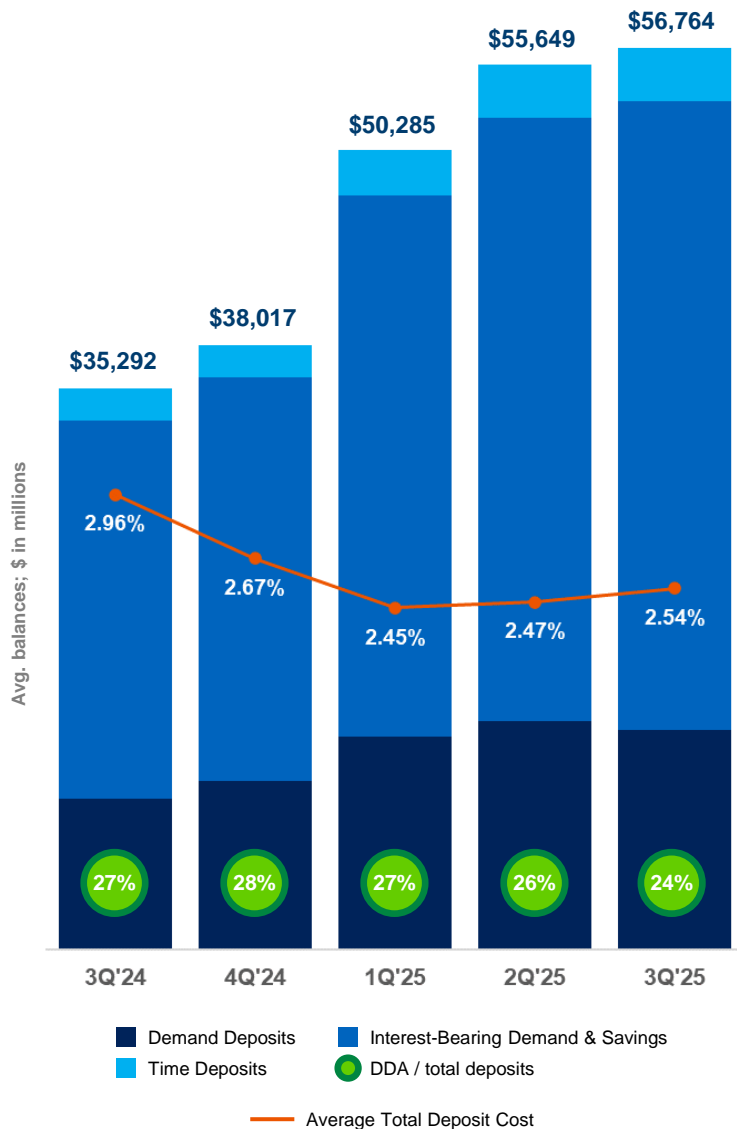
	Amortized Cost	Fair Value	Net Unrealized Loss
Available for Sale			
Mortgage-backed	\$8,161	\$7,842	\$(319)
Municipals	2,542	2,480	(62)
US Treasuries	2,181	2,198	17
US Agencies	81	81	-
Corporates	229	223	(6)
CLOs	554	555	1
Total AFS	\$13,747	\$13,378	\$(369)
Held to Maturity			
Mortgage-backed	2,574	2,251	(323)
Gen. Obligation Muni.	1,590	1,429	(161)
US Treasuries	38	38	-
Revenue Bonds	1,452	1,402	(50)
Total HTM	\$5,654	\$5,120	\$(535)
Total Securities	\$19,401	\$18,498	\$(903)

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:

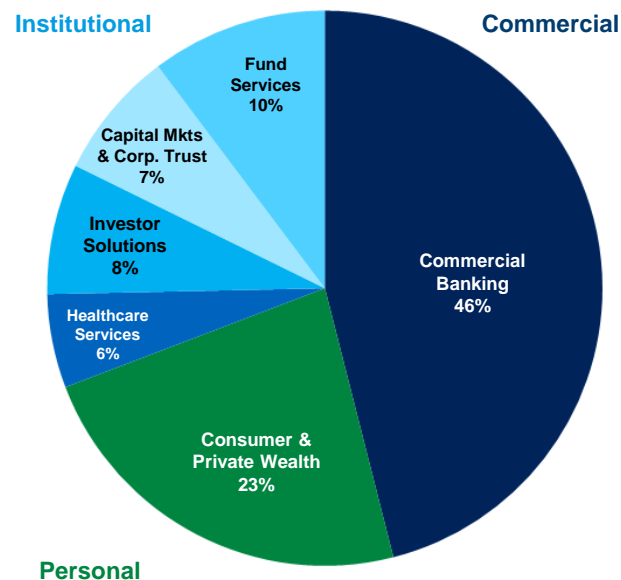
- 3Q'24 – \$125 million
- 4Q'24 – \$848 million
- 1Q'25 – \$387 million
- 2Q'25 – \$363 million

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.

Diversified Deposit Mix



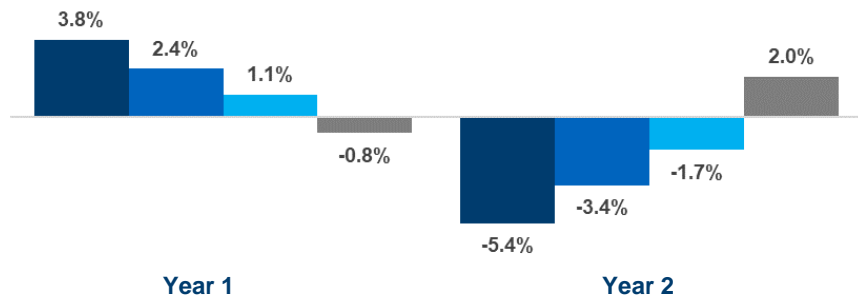
Deposits by Line of Business



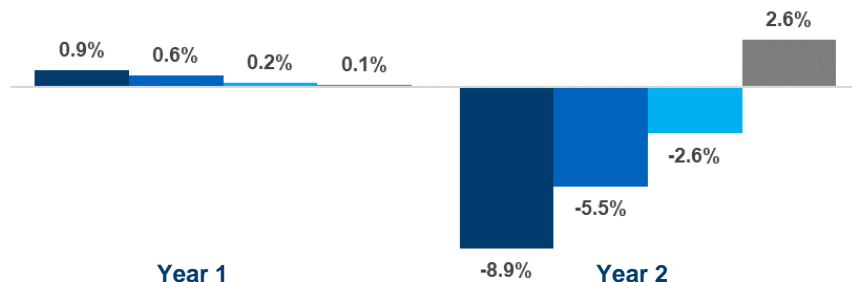
Avg. balances; \$ in millions	3Q '24	2Q '25	3Q '25	Linked-Quarter \$ Δ	%Δ
Fund Services	3,168	4,364	5,825	1,461	33.5
Commercial, ex. public funds	12,947	23,844	24,203	359	1.5
Consumer & Private Wealth	7,019	12,956	13,155	199	1.5
Healthcare Services	2,905	3,072	3,096	24	0.8
Brokered CDs	315	-	-	-	NM
Investor Solutions	3,628	4,514	4,321	(193)	(4.3)
Public Funds	1,278	2,201	1,926	(275)	(12.5)
Capital Markets / Corp. Trust	4,032	4,698	4,238	(460)	(9.8)
Total	\$35,292	\$ 55,649	\$ 56,764	\$1,114	2.0%

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

- 69% of total end-of-period loans, or ~ \$26.0B, are variable
- 72% of total loans reprice within 12 months

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

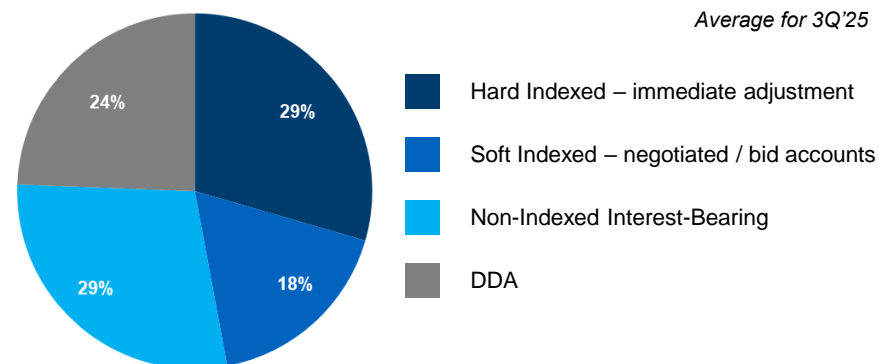
- 75% - 1-Month SOFR
 - 83% adjust monthly
 - 10% adjust daily
- 21% - Prime
 - 25% adjust monthly
 - 60% adjust daily
- 4% - other

Fixed Rate Loans

- \$3.0 billion of fixed rate loans reprice within 12 months; average rate 4.99%

Deposit Mix by Rate Sensitivity

Average for 3Q'25



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

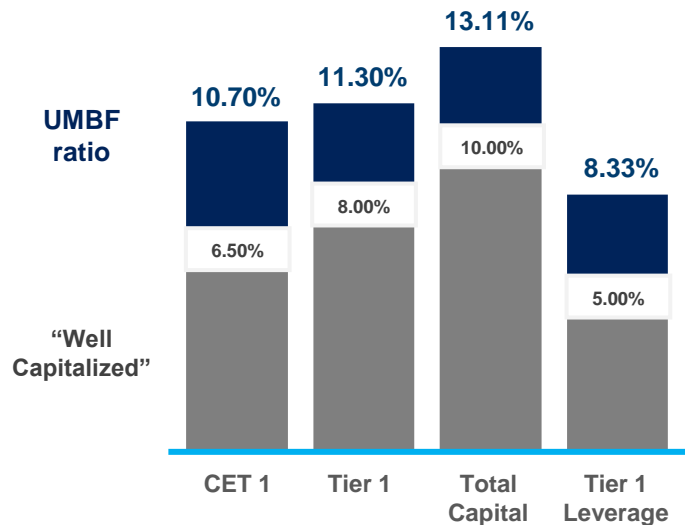
Interest Rate Floor Spreads

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

Capital & Liquidity Position



Regulatory Capital Ratios



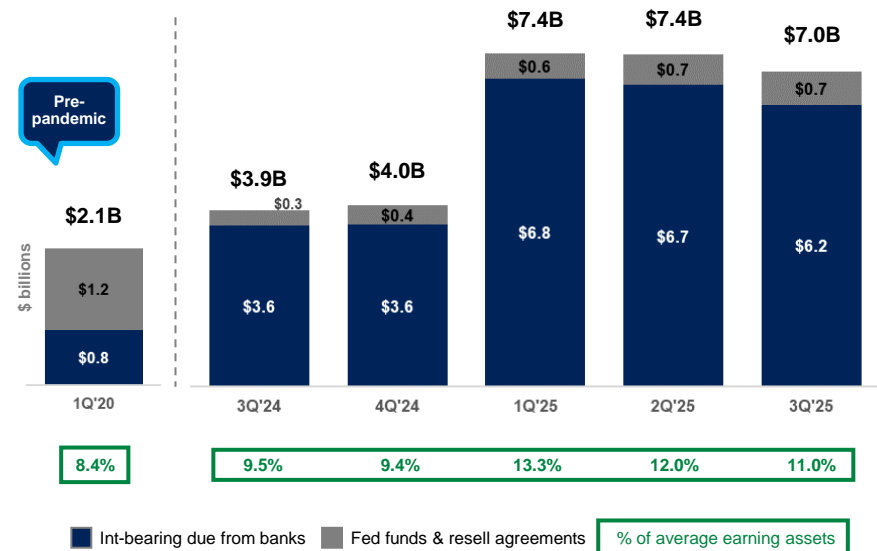
Total Common Equity / Total Assets

9.96%

Tangible Common Equity Ratio ⁽¹⁾

6.92%

Ample Liquidity



Available Liquidity Sources

As of September 30, 2025	\$ in billions
Fed Discount Window	\$19.3
Free Bond Collateral	8.2
Fed Account Balance	7.7
FHLB Advances	1.8
Unsecured Fed Funds Purchased	1.4
Insured Cash Sweep	0.2
Total Available	\$38.6

(1) Tangible common equity and tangible common equity ratio are non-GAAP measures, reconciled on slide 54.

The background of the slide is a blue-tinted photograph of a city street. 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 captured from a high-angle perspective, looking down the street.

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

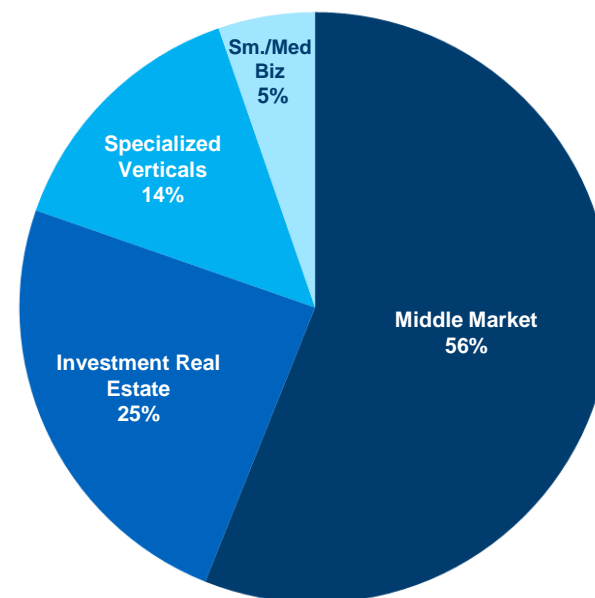
- Agribusiness
- Franchise Lending
- Asset-based Lending
- Healthcare Lending
- Energy Lending

Small / Medium Business

- Business Banking
- Practice Finance
- Small Business Banking

Average Loan Balance & Composition ⁽¹⁾

\$31.8B



TOP 10 Prepaid & Purchasing Card Volume ⁽²⁾

TOP 15 Commercial Credit Card Purchase Volume ⁽²⁾

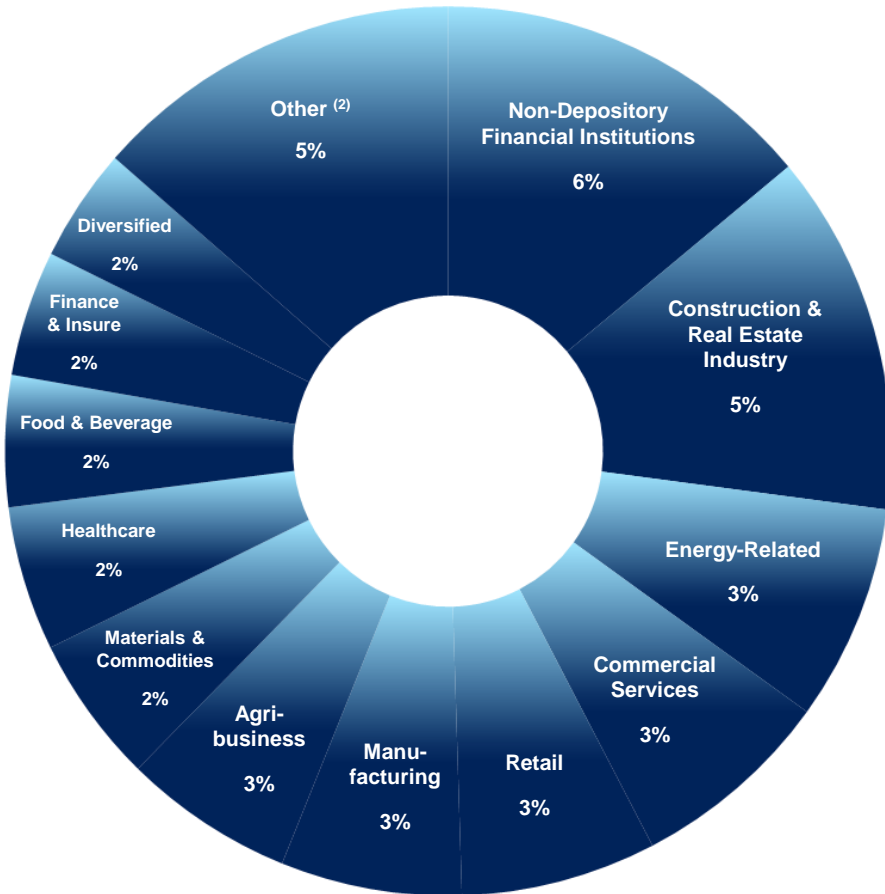


#12

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

⁽¹⁾ Average loan balances for 3Q'25, 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 2Q '25, FDIC data.

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



(2) Other - 5% of total UMB loans

- Tech & Media
- Auto-related
- Transportation
- Entertainment / Rec.
- Consumer Services
- Apparel / Textiles
- Govt. / Education
- Utilities

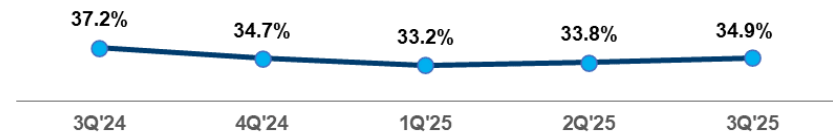
Commercial & Industrial Statistics

- C&I loans of \$15.3B as of 9/30/25 = 40.6% 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

Non-Depository Financial Institutions

- \$2.1 billion in balances to strong, seasoned borrowers
- Approximately 1/3 are subscription lines, largely to asset servicing and private equity clients
- Remainder of portfolio comprised of loans to PE firms, insurance and other financial companies
- Strategically underwritten, actively monitored and managed
- Excellent historical credit quality

Average Line Utilization Trends

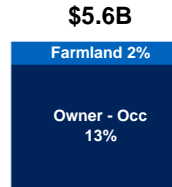


(1) End-of-period balances as of 09/30/25.

CRE Statistics

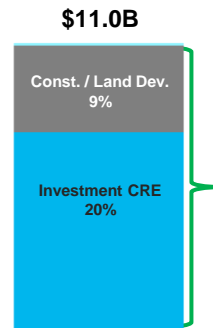
Owner-Occupied CRE & Farmland

- \$5.6B = 14.8% of total UMB loans
- New purchase or refinance
- Rate Type:
 - Fixed – 54%
 - Variable – 46%

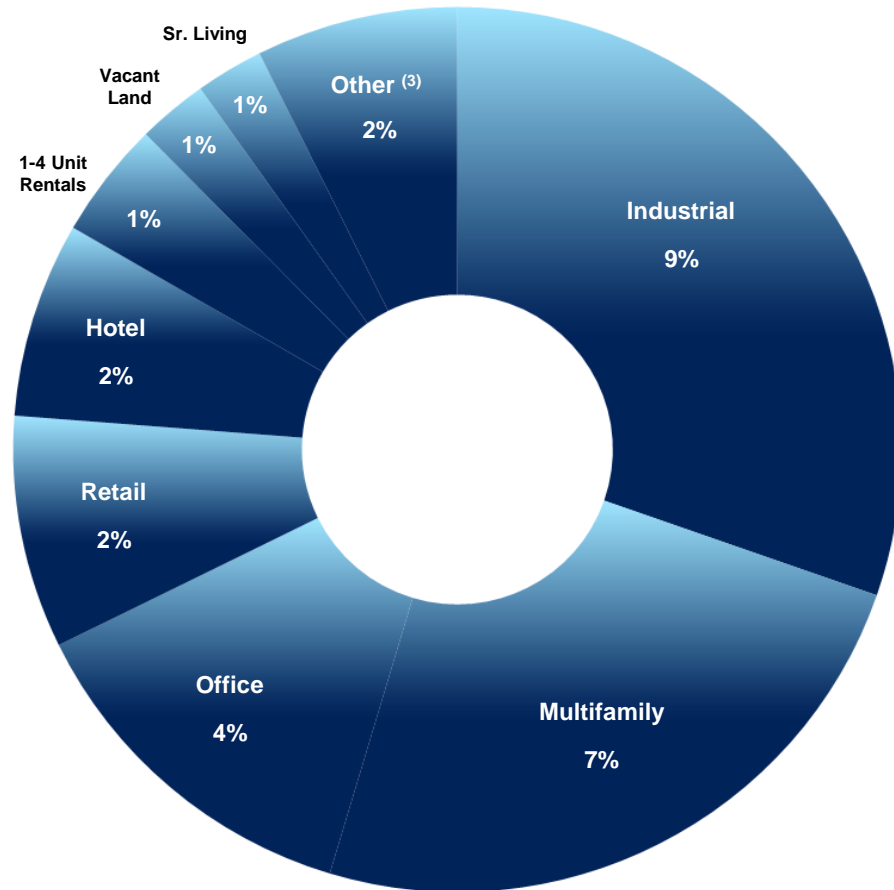


Investment CRE & Construction Portfolio

- \$11.0B = 29.1% of total UMB loans
- Average Loan-to-Value: 57%
- Loans with Recourse: 86%
- Investment Real Estate Rate Type:
 - Fixed – 27%
 - Variable – 73%

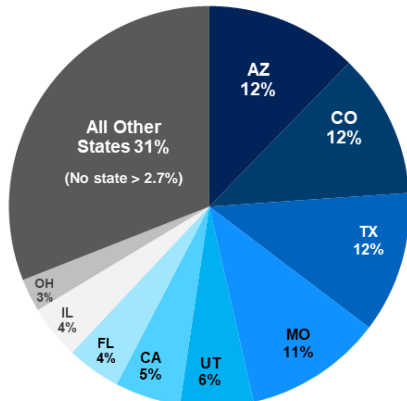


Investment CRE as % of Total UMB Loans ⁽¹⁾



Investment CRE Geographic Diversity

By property location



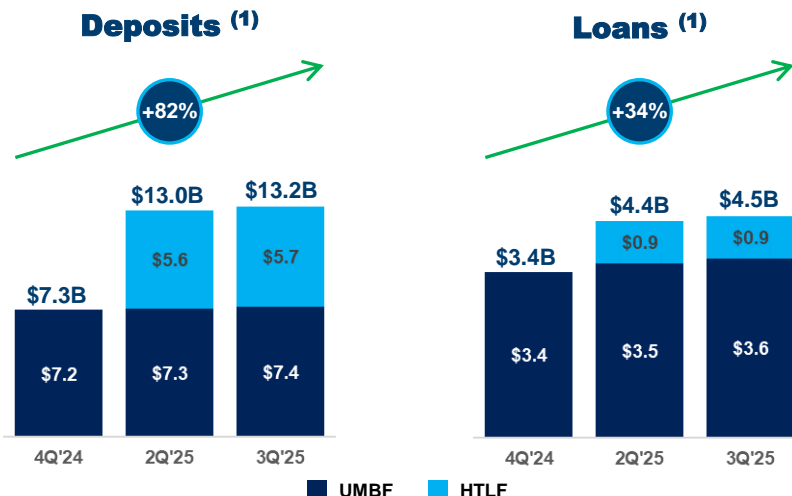
Regulatory Concentrations ⁽²⁾

	1Q'25	2Q'25	3Q'25
Total Non-Farmland CRE / Capital	216%	208%	204%
Construction & Development / Capital	71%	67%	59%

⁽³⁾ Other - 2% of total UMB loans

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

Strategic Acquisition Drives Consumer Growth



High Customer Satisfaction

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



NPS Score

76.6

UMB

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

192

Banking Centers (3)

347

ATMs



Private Banking

Growth engine for new customers; deepening existing relationships

45

Private Bankers Across 13 regions

\$2.5B

Average Private Banking Deposits



Mortgage

Competitive mortgage solutions for all client types

\$3.6B

Average Mortgage Balances

21

MLOs across UMB Footprint



Community Development

Diverse client engagement in our communities

68

Financial Education Classes

10

Community Partners Served

1,360

Community Participants



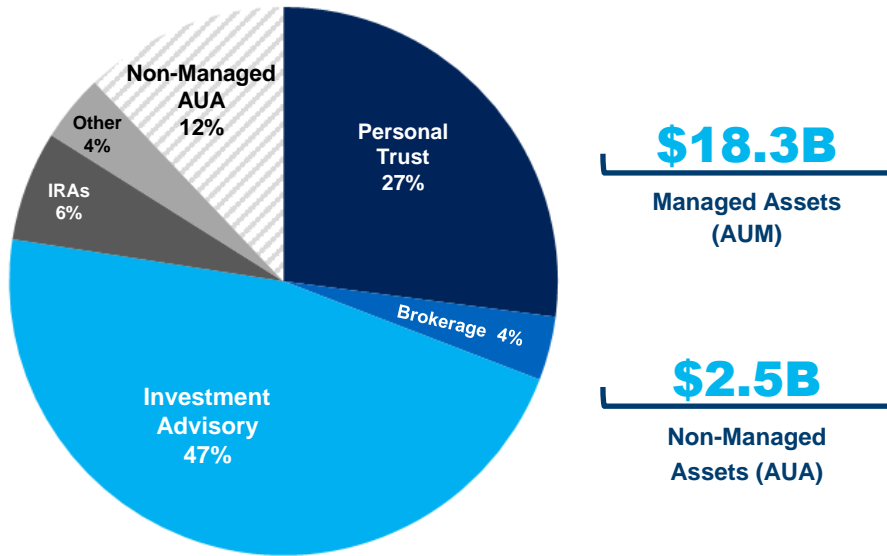
Digital Capabilities across Consumer

- 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

Customer Assets



\$18.3B

Managed Assets (AUM)

\$2.5B

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
- Insurance settlements
- Retirement plan services



Personal Trust & Custody

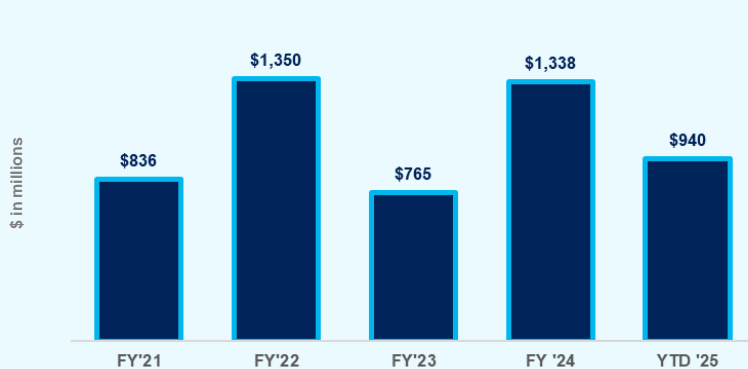
- Trust administration
- Charitable foundation planning and administration
- Personal custody services
- Unique asset administration
- Fine art management
- Trust tax preparation



Asset Management

- Direct private equity investment access

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

\$167mm

Value of Active Holdings ⁽¹⁾

150+

Businesses Reviewed Annually

51

Active Portfolio Company Count ⁽¹⁾

\$225mm+

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



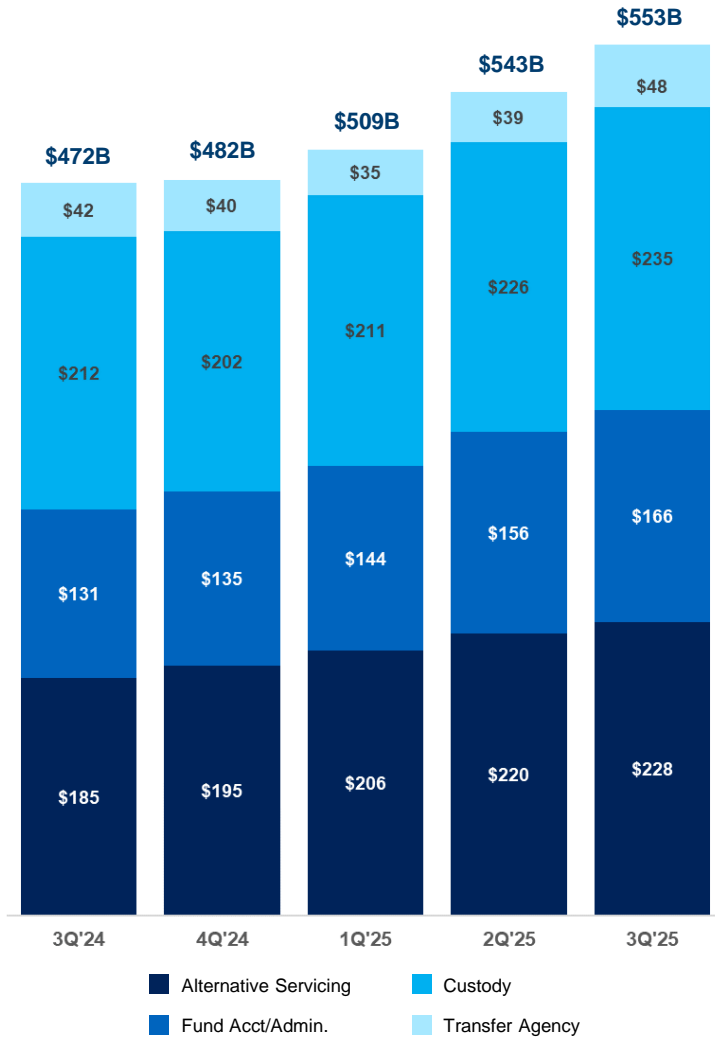
(1) Data is in arrears; as of 06/30/25.

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⁾⁽³⁾

Administrator of the Year – Technology ⁽⁴⁾

Best New Fund Services Project – RFS ⁽⁵⁾

Best Administrator – Mid Market & Emerging Managers ⁽⁶⁾

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 ^{(7) (8)}

Custodian Service of the Year ⁽⁹⁾

+130

Net New Accounts YTD

Custody AUA +11.1% YoY

(1) With Intelligence '19, '20, '22, '23 and '25 Awards; (2) Hedgeweek US Emerging Managers Awards '23; (3) Hedgeweek US Awards '25; (4) Hedgeweek US Emerging Managers Awards '24; (5) Global Custodian Industry Leaders Editor's Choice '23; (6) PE Wire '23; (7) HFM Services Awards '21 and '22; (8) Hedgeweek US Awards '23; (9) 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.

#2
Paying Agent
In U.S. ⁽¹⁾

#3
Municipal Trustee
In U.S. ⁽¹⁾

\$87B

Assets Under Administration

+113%
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. Collateral administration for CLOs, credit funds, separate accounts and other portfolios of loans.

+49%

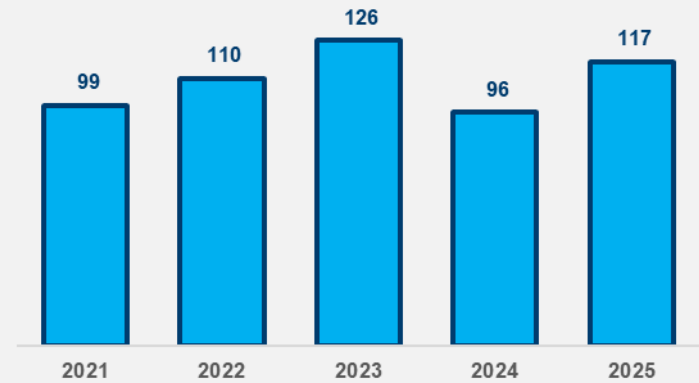
Growth in new business YTD 2025 vs. YTD 2024



Capital Markets Division

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

Public Finance September YTD Closed Deals



Examples of recent deals:

\$53,675,000

City of Schertz, TX

General Obligation Bonds, Series '25

UMB as Senior Manager

\$193,545,000

North East ISD

General Obligation Bonds, Series '25

UMB as Senior Manager

\$60,920,000

City of New Braunfels, TX

General Obligation Bonds, Series '25

UMB as Senior 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, 2Q'25. Ranked by number of issues.

Institutional Banking Investor Solutions & Healthcare Services



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



EMPOWER Personal Cash™



\$47B

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

~102mm

**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. ⁽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⁾**

\$1.7B

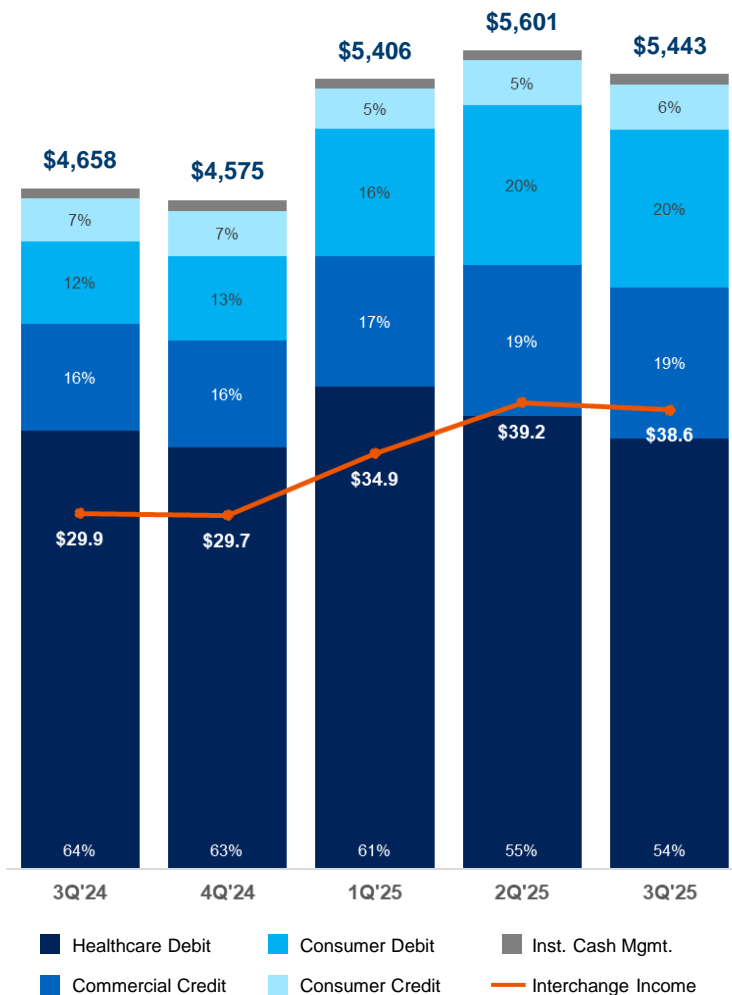
**In HSA Invested
Assets ⁽³⁾**

⁽¹⁾ Investor's Business Daily '23; ⁽²⁾ #6 in total accounts and #8 in total assets as of June 30, 2025 - Devenir Research Mid-Year '25; ⁽³⁾ End-of-period balances as of 09/30/25.

Payments Credit & Debit Card Products



Card Purchase Volume & Interchange Trends



3Q '25 Card Spend

+16.8%
YoY

\$5.4B



#21

**21st in U.S. Credit Card
Purchase Volume (1)**

The background of the slide is a blue-tinted photograph of a city street. On the right side, a modern multi-story building with a glass facade and vertical slats is visible. The ground floor of this building features a large glass storefront for "UMB BANK". Two American flags are mounted on poles in front of the bank. To the left of the bank, there is a smaller, older-style building with a sign that says "JIC". A street lamp and a car are visible on the road in the foreground. The sky is a clear, light blue.

Long-Term Performance Trends

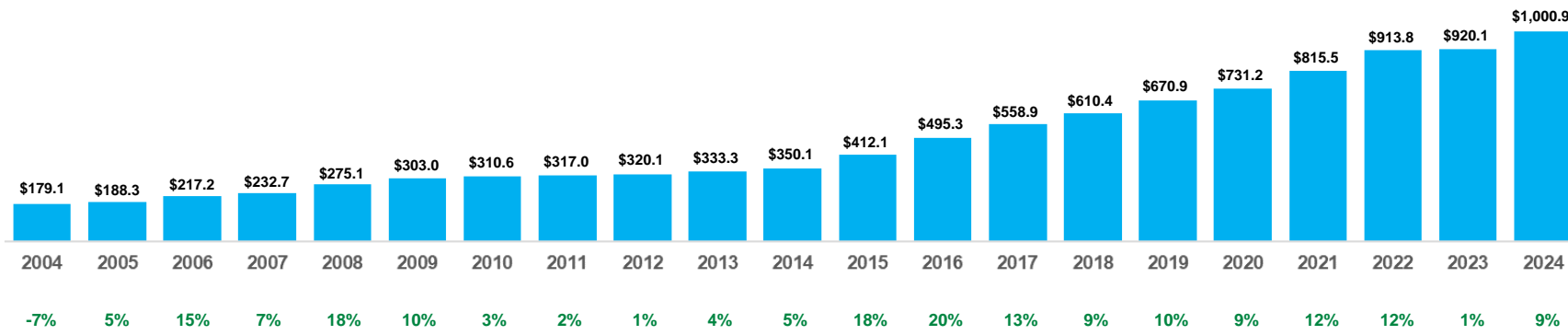
Differentiated Revenue Profile

Multiple Sources of Growth



Net Interest Income

20 Year CAGR
9.0%



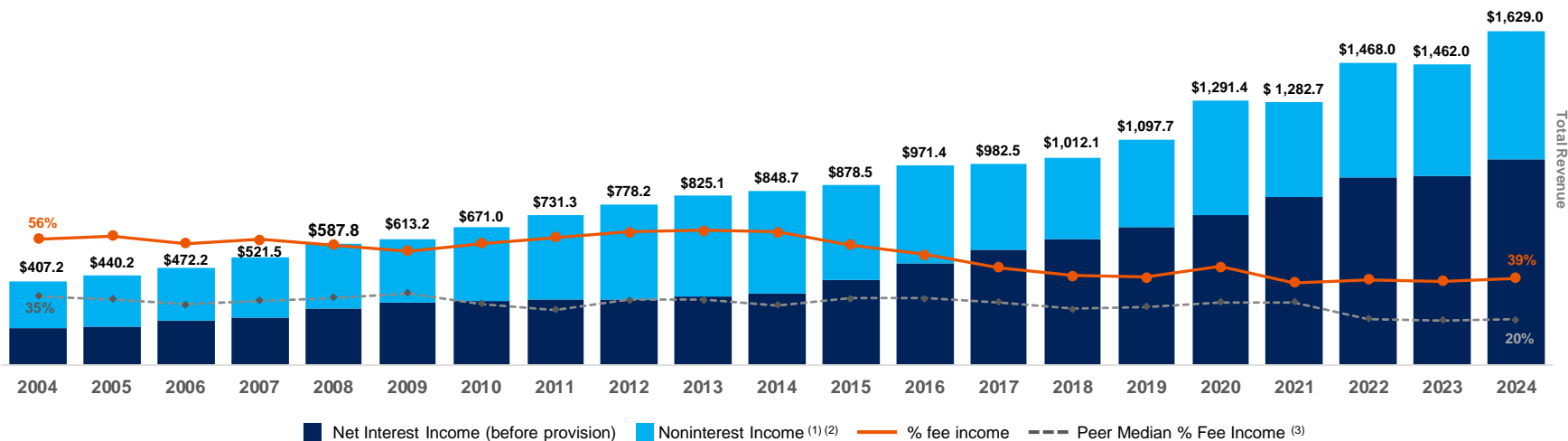
Fee Income Provides Diversity

20 Year CAGR
5.2%

Fee Income Growth

20 Year CAGR
7.2%

Revenue Growth



■ Net Interest Income (before provision) ■ Noninterest Income⁽¹⁾⁽²⁾ — % fee income - - - Peer Median % Fee Income⁽³⁾

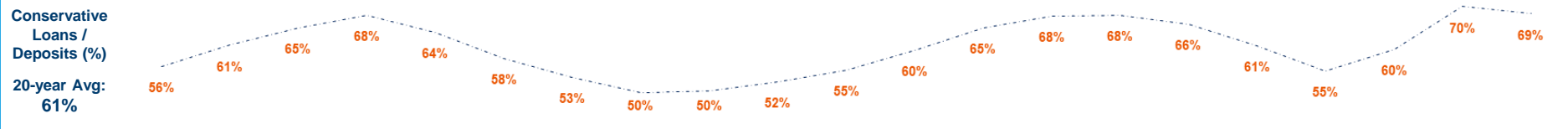
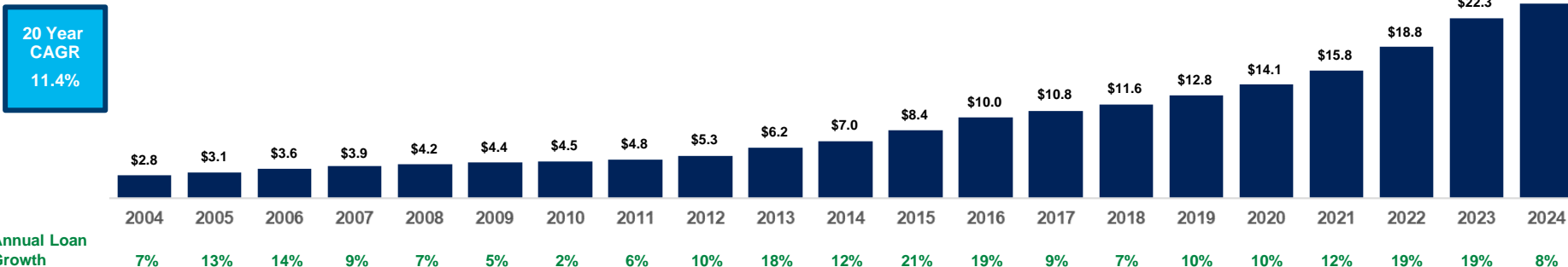
Annual Revenue Growth: -8%, 8%, 7%, 10%, 13%, 4%, 9%, 9%, 6%, 6%, 3%, 4%, 11%, 1%, 3%, 8%, 18%, -1%, 14%, -0.4%, 11%

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.

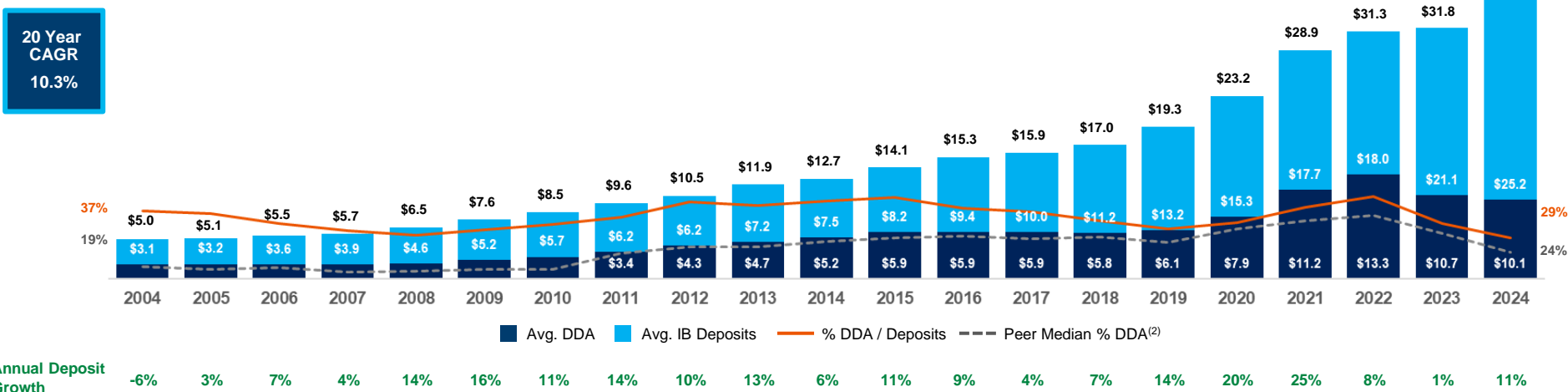
Balance Sheet Growth Across All Business Cycles



Average Loans ⁽¹⁾



Average Deposits

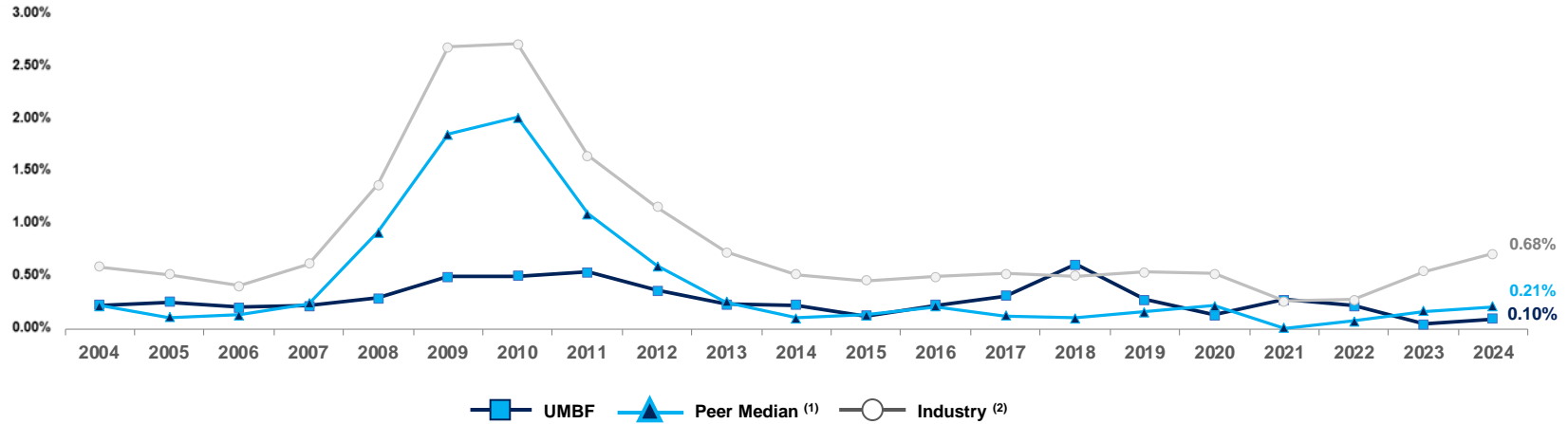


Average annual balance in billions. (1) Loan balances exclude PPP loans for '20 – '22. (2) UMB peers (15 banks), as of latest available annual period. Source: S&P Capital IQ.

Resilient Credit Metrics Through All Economic Environments

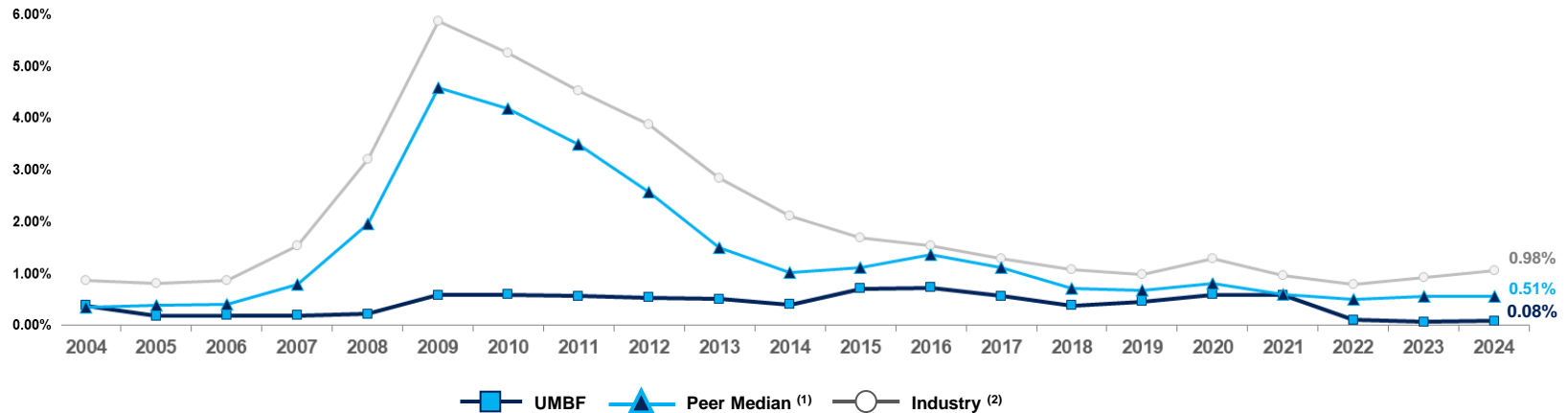
Net Charge-Offs / Average Loans

'04 - '24 Average
0.27%



Nonperforming Loans / Loans

'04 - '24 Average
0.38%

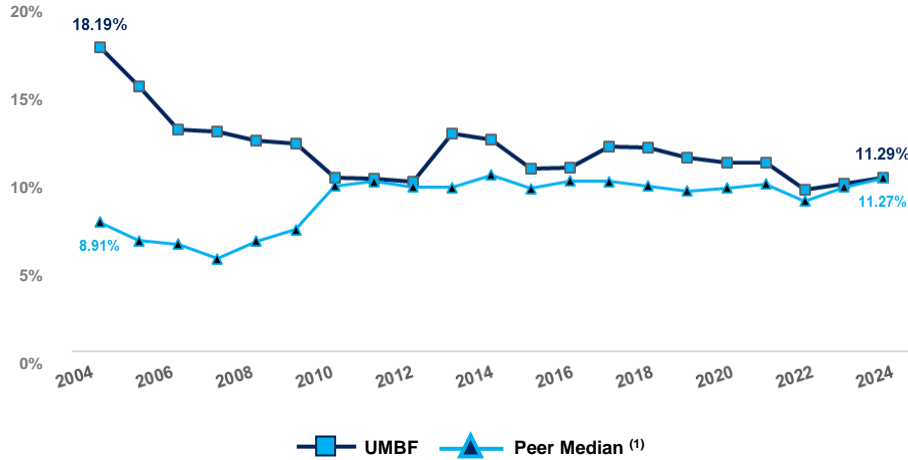


(1) UMB peers (15 banks), as of latest available annual period. Source: S&P Capital IQ; (2) All FDIC-insured banks, as of last available annual period. Source: FDIC.

Capital & Liquidity Supports Growth Outlook

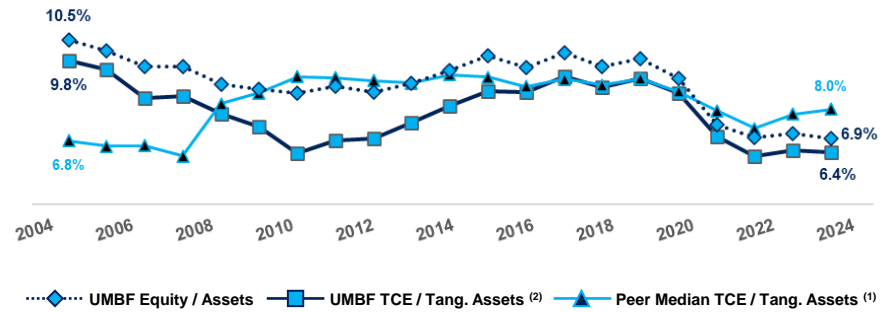


Tier 1 Capital Ratio

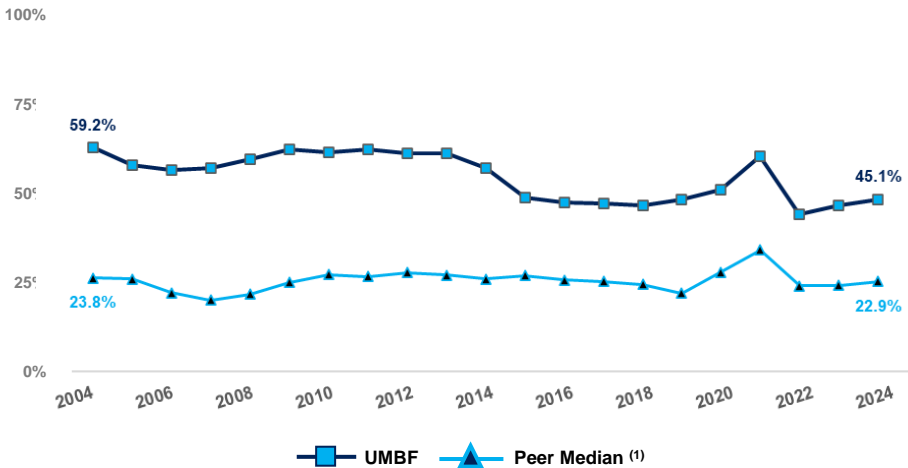


Equity / Assets

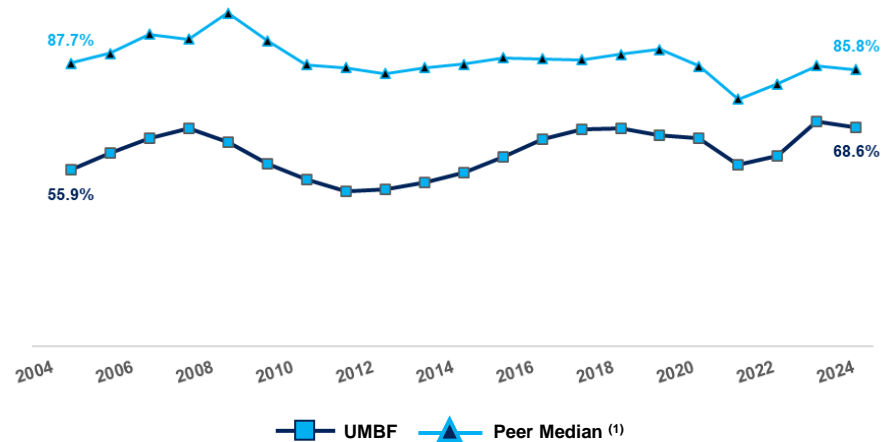
Tangible Equity / Tangible Assets ⁽²⁾



Cash & Securities / Assets ⁽³⁾



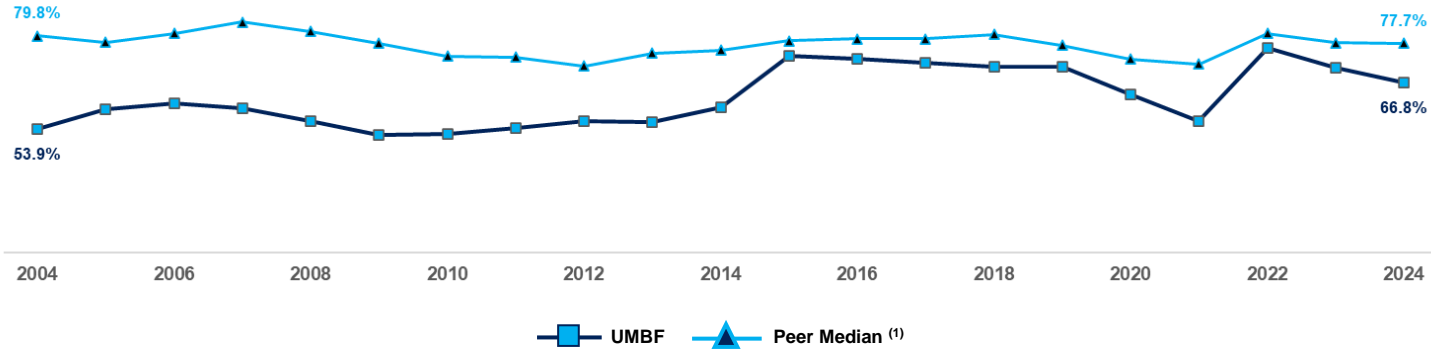
Average Loans / Average Deposits



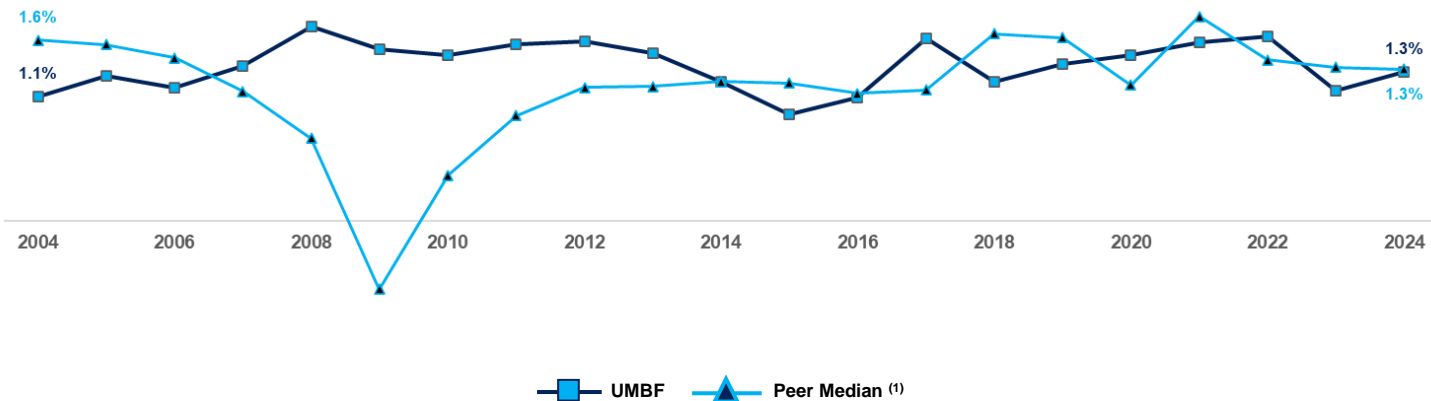
(1) UMB peers (15 banks), as of latest available annual period. Source: S&P Capital IQ; (2) Tangible equity and tangible assets are non-GAAP measures, reconciled on slide 55; (3) As defined by S&P Capital IQ: "Cash, cash equivalents, and investment securities/assets."

Risk-Adjusted Returns Rowing Close to Shore

Risk-Weighted Assets / Assets



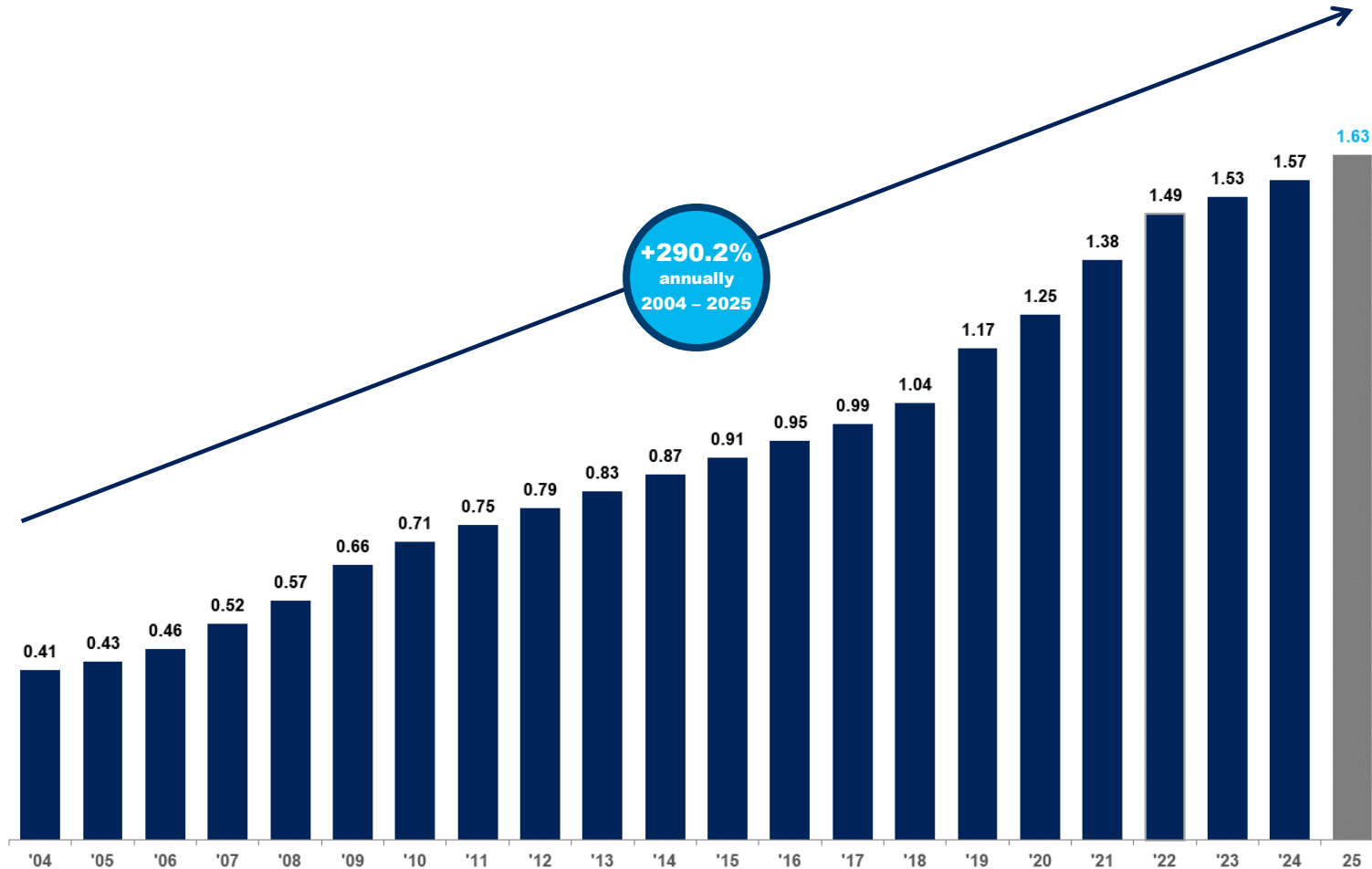
Return on Risk-Weighted Assets ⁽²⁾



⁽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

Common Dividends Declared ⁽¹⁾



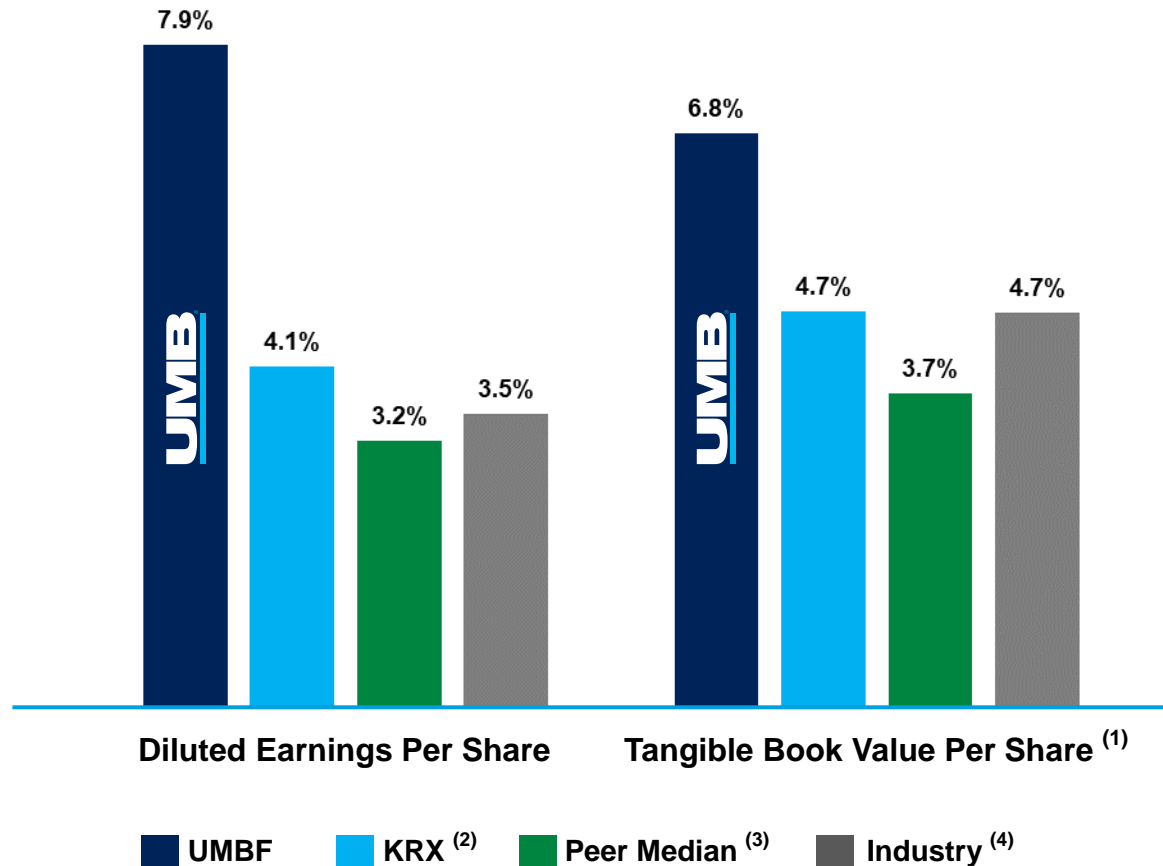
+290.2%
annually
2004 - 2025

4Q '25 = \$0.43
+7.5%
quarterly increase

FY '25 = \$1.63
+3.8%
vs. 2024

(1) Dividends adjusted for 2-for-1 stock split in 2006.

20-Year Compounded Annual Growth Rates 2004 – 2024



(1) Tangible book value per common share is a non-GAAP measure, reconciled on slide 55. (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

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



Tim Murphy
AC, CC



Tammy Peterman
GC, RC



Kris Robbins
AC, RC (Chair)



John Schmidt
GC



Josh Sosland
GC, RC

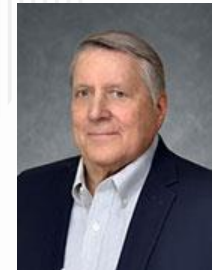


Leroy Williams
CC, RC

Advisory Directors



Jim Rine
Vice Chairman



Tom Wood

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.

Average Balances / Yields & Rates



	Three Months Ended					
	September 30, 2025		June 30, 2025		September 30, 2024	
	Average Balance (\$)	Average Yield/Rate (%)	Average Balance (\$)	Average Yield/Rate (%)	Average Balance (\$)	Average Yield/Rate (%)
Assets						
Loans, net of unearned interest	\$ 37,138,511	6.72	\$ 36,406,753	6.75	\$ 24,387,163	6.79
Securities:						
Taxable	14,798,834	3.70	13,409,940	3.66	9,122,386	2.77
Tax-exempt	4,207,894	3.89	4,273,494	3.87	3,601,976	3.43
Total securities	19,006,728	3.75	17,683,434	3.71	12,724,362	2.96
Federal funds and resell agreements	727,473	5.11	684,747	5.12	328,240	6.05
Interest bearing due from banks	6,223,615	4.40	6,660,111	4.45	3,562,746	5.36
Trading securities	12,098	10.72	16,693	6.54	19,743	6.37
Total earning assets	63,108,425	5.58	61,451,738	5.61	41,022,254	5.47
Allowance for credit losses	(388,761)		(367,919)		(239,950)	
Other assets	5,775,638		5,787,982		2,484,538	
Total assets	<u>\$ 68,495,302</u>		<u>\$ 66,871,801</u>		<u>\$ 43,266,842</u>	
Liabilities and Shareholders' Equity						
Interest-bearing deposits	\$ 42,904,766	3.36	\$ 41,246,157	3.34	\$ 25,789,850	4.05
Federal funds & repurchase agreements	2,863,481	3.97	2,767,216	3.97	2,298,240	4.69
Borrowed funds	627,827	7.80	655,575	7.92	1,464,393	5.61
Total interest-bearing liabilities	46,396,074	3.45	44,668,948	3.44	29,552,483	4.18
Noninterest-bearing demand deposits	13,858,827		14,403,211		9,502,106	
Other liabilities	879,659		839,134		757,379	
Shareholders' equity	7,360,742		6,960,508		3,454,874	
Total liabilities and shareholders' equity	<u>\$ 68,495,302</u>		<u>\$ 66,871,801</u>		<u>\$ 43,266,842</u>	
Net interest spread		2.13		2.17		1.29
Net interest margin		3.04		3.10		2.46
Total Deposits	\$ 56,763,593	2.54	\$ 55,649,368	2.47	\$ 35,291,956	2.96

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				
	Sept. 30, 2025	Jun. 30, 2025	Mar. 31, 2025	Dec. 31, 2024	Sept. 30, 2024
Net income available to common shareholders (GAAP)	\$ 180,372	215,382	79,320	119,997	109,643
Adjustments:					
Day 1 acquisition provision expense	-	-	62,037	-	-
Acquisition expense	35,603	13,494	53,169	3,658	2,611
Severance expense	404	373	445	245	48
FDIC special assessment	(1,679)	(726)	629	(826)	(1,730)
Tax-impact of adjustments ⁽¹⁾	(8,154)	(3,144)	(26,722)	(497)	(214)
Total Non-GAAP adjustments (net of tax)	26,174	9,997	89,558	2,580	715
Net Operating Income avail. to common shareholders (Non-GAAP)	\$ 206,546	225,379	168,878	122,577	110,358
Earnings per common share - diluted (GAAP)	\$ 2.36	2.82	1.21	2.44	2.23
Day 1 acquisition provision expense	-	-	0.95	-	-
Acquisition expense	0.46	0.19	0.81	0.07	0.06
Severance expense	0.01	-	0.01	-	-
FDIC special assessment	(0.02)	(0.01)	0.01	(0.01)	(0.04)
Tax-impact of adjustments ⁽¹⁾	(0.11)	(0.04)	(0.41)	(0.01)	-
Operating earnings per common share - diluted (Non-GAAP)	\$ 2.70	2.96	2.58	2.49	2.25

- 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				
	Sept. 30,	Jun. 30,	Mar. 31,	Dec. 31,	Sept. 30,
	2025	2025	2025	2024	2024
Net interest income (GAAP)	\$ 475,042	467,024	397,639	268,974	247,376
Noninterest income (GAAP)	203,298	222,185	166,198	165,211	158,743
Noninterest expense (GAAP)	419,285	393,168	384,787	270,361	252,454
Adjustments to arrive at operating noninterest expense:					
Acquisition expense	35,603	13,494	53,169	3,658	2,611
Severance expense	404	373	445	245	48
FDIC special assessment	(1,679)	(726)	629	(826)	(1,730)
Total Non-GAAP adjustments	34,328	13,141	54,243	3,077	929
Operating noninterest expense (Non-GAAP)	384,957	380,027	330,544	267,284	251,525
Operating pre-tax, pre-provision income (Non-GAAP)	\$ 293,383	309,182	233,293	166,901	154,594
Net interest income EPS - diluted (GAAP)	\$ 6.22	6.13	6.07	5.47	5.04
Noninterest income (GAAP)	2.66	2.91	2.54	3.36	3.24
Noninterest expense (GAAP)	5.49	5.16	5.87	5.50	5.15
Acquisition expense	0.46	0.19	0.81	0.07	0.06
Severance expense	0.01	-	0.01	-	-
FDIC special assessment	(0.02)	(0.01)	0.01	(0.01)	(0.04)
Operating pre-tax, pre-provision EPS - diluted (Non-GAAP)	\$ 3.84	4.06	3.57	3.39	3.15

Net Interest Income - FTE

	Three Months Ended		
	Sept. 30,	Jun. 30,	Sept. 30,
	2025	2025	2024
Net interest income (GAAP)	\$ 475,042	467,024	247,376
Adjustments to arrive at net interest income - FTE:			
Tax equivalent interest	8,314	8,291	6,601
Net interest income - FTE (Non-GAAP)	\$ 483,356	475,315	253,977

- 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		
	Sept. 30, 2025	Jun. 30, 2025	Sept. 30, 2024
Common shareholders' equity (GAAP)	\$ 7,161,853	\$ 6,885,023	\$ 3,535,489
Less: Intangible assets			
Goodwill	1,835,298	1,812,694	207,385
Other intangibles, net	511,450	531,918	65,564
Total intangibles, net	<u>2,346,748</u>	<u>2,344,612</u>	<u>272,949</u>
Tangible common shareholders' equity (Non-GAAP)	\$ 4,815,105	\$ 4,540,411	\$ 3,262,540
Total assets (GAAP)	<u>\$ 71,881,181</u>	<u>\$ 71,760,153</u>	<u>\$ 47,496,428</u>
Less: Intangible assets			
Goodwill	1,835,298	1,812,694	207,385
Other intangibles, net	511,450	531,918	65,564
Total intangibles, net	<u>2,346,748</u>	<u>2,344,612</u>	<u>272,949</u>
Total tangible assets (Non-GAAP)	<u>\$ 69,534,433</u>	<u>\$ 69,415,541</u>	<u>\$ 47,223,479</u>
Common equity / total assets (GAAP)	9.96%	9.59%	7.44%
Tangible common equity / tangible assets (Non-GAAP)	6.92%	6.54%	6.91%

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

Operating Efficiency Ratio

	As of	
	Sept. 30, 2025	Sept. 30, 2024
Noninterest expense (GAAP)	\$ 419,285	\$ 252,454
Adjustments:		
Acquisition expense	35,603	2,611
Severance expense	404	48
FDIC special assessment	(1,679)	(1,730)
Total Non-GAAP adjustments	<u>34,328</u>	<u>929</u>
Operating noninterest expense (Non-GAAP)	<u>384,957</u>	<u>251,525</u>
Noninterest expense	419,285	252,454
Less: Amortization of other intangibles	25,317	1,917
Noninterest expense, net of amortization of other intangibles (numerator A)	<u>393,968</u>	<u>250,537</u>
Operating noninterest expense	384,957	251,525
Less: Amortization of other intangibles	25,317	1,917
Operating expense, net of amortization of other intangibles (num. B)	<u>359,640</u>	<u>249,608</u>
Net interest income	475,042	247,376
Noninterest income	203,298	158,743
Less: Gains on sales of sec. avail. for sale, net	91	-
Total (denominator A)	<u>\$ 678,249</u>	<u>\$ 406,119</u>
Efficiency ratio (num. A / denom. A)	58.09%	61.69%
Operating efficiency ratio (num. B / denom. A)	53.02%	61.46%

- 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	
	Sept. 30, 2025	Sept. 30, 2024
Average common shareholders' equity (GAAP)	\$ 7,055,648	3,454,874
Less: Average Intangible assets		
Average Goodwill	1,812,454	207,385
Average Other intangibles, net	524,134	66,785
Total average intangibles, net	2,336,588	274,171
Average tangible common shareholders' equity (Non-GAAP)	\$ 4,719,060	3,180,703
Net Income Available to Common Shareholders (GAAP)	\$ 180,372	109,643
Net Operating Income Avail. to Common Shareholders (Non-GAAP)	\$ 206,546	110,358
Return on average common equity (ROE) (GAAP)	10.14%	12.63%
Return on average tangible common equity (Non-GAAP)	15.16%	13.71%
Operating return on avg. tangible common equity (Non-GAAP)	17.36%	13.80%

- 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.

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