UMB

1st Quarter 2025 Update

Count on more®

Kansas City, MO

April 29, 2025

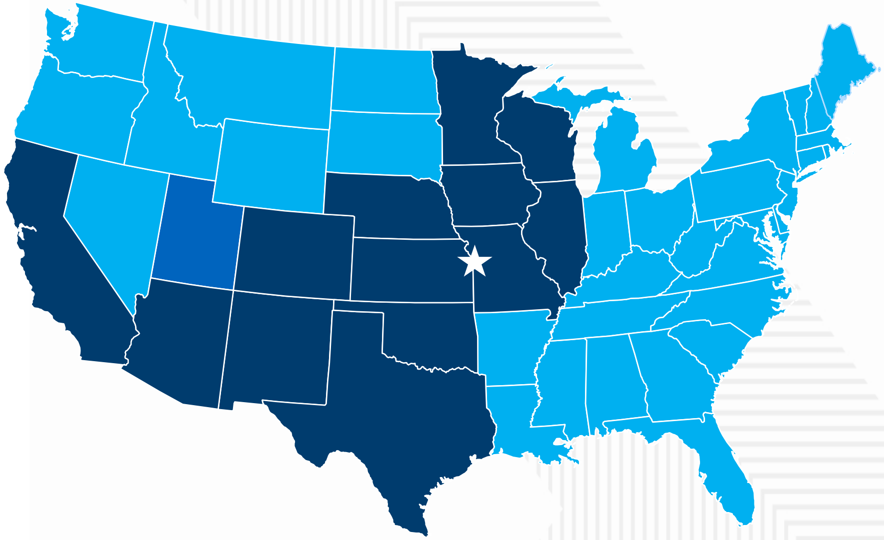
Presentation Index

Please refer to the Forward-Looking Statements on slide 51 for important disclosures about information contained in this presentation.

Corporate Overview

Highlights

Founded	1913
Ticker	UMBF - Nasdaq
Market Cap	$7.7 B
Total Assets	$69.3 B
Gross Loans	$35.9 B
Total Deposits	$58.5 B
Private Wealth Customer Assets (1)	$20.1 B
Institutional Assets Under Administration (AUA) (2)	$558.9 B
Common Equity Tier 1 Capital Ratio	10.11%
Total Risk Based Capital Ratio	12.54%
Return on Average Common Equity	5.86%
Operating ROATCE (3)	17.92%
Net Charge-off Ratio - Legacy UMB / Total	0.10% / 0.45%
Nonperforming Loan Ratio - Legacy UMB / Total	0.08% / 0.28%
ACL / Total Loans	1.03%
Fee Income / Revenue	29.5%



UMB Financial Corporation Headquarters

UMB Bank Presence & Expansion

- 195 banking centers – *91 legacy UMBF* + ***104 Legacy HTLF*** (4)
- 350 ATMs – *235 legacy UMBF* + ***115 Legacy HTLF***

National Presence

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

International Presence

- UMBF Trust & Agency Services – Dublin, Ireland

At, or for the 3 months ended 03/31/25. (1) Includes $17.6B in managed assets and $2.4B 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 55; 4) 195 physical locations licensed with the OCC, including 193 retail branches plus 2 commercial or private banking centers; (5) UMB Bank, n.a. Capital Markets Division.

Business Model
Our Diverse Foundation

UMB

Commercial & Personal Banking Services

1Q'25 Revenue: $398.9 million. 1Q'25 Average Deposits: $33.7 billion

Commercial

Average loans: $27.5B [1]

Average deposits: $22.7B

- 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: $4.1B [1] [2]

Average deposits: $11.0B

- Retail deposit and lending services through 195 banking centers [3] and online
- Private banking services
- Consumer mortgage

Private Wealth

AUM = $17.6B

AUA = $2.4B

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

[Newly acquired businesses]

Institutional Banking Services

1Q'25 Revenue: $164.9 million. 1Q'25 Average Deposits: $16.6 billion

Institutional Banking provides solutions for the entire marketplace; $558.9 billion in AUA [4]

Corporate Trust

- Bond trustee, paying agent and escrow services

Institutional Custody

- Domestic and international custody services

Fund Services

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

Specialty Trust & Agency Solutions

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

Capital Markets Division [5]

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

Investor Solutions

- Banking, cash management and specialty services for financial firms

Healthcare Services

- Health savings and benefit spending accounts
- Healthcare payment solutions

Metrics at, or for quarter ended, 03/31/25 (1) Excludes credit card; (2) Includes consumer plus residential real estate loans; (3) 195 physical locations licensed with the OCC, including 193 retail branches plus 2 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: 52% of deposit accounts have been with us for more than 10 years and account for ~44% 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
- 27% 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 1Q'25; (2) Average collected balances for March 2025; excludes CDs, health savings and FinTech deposits.

Beyond Financials
Our Culture

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

UMB

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.
- Fostering an inclusive environment among a diverse group of associates.
- 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.

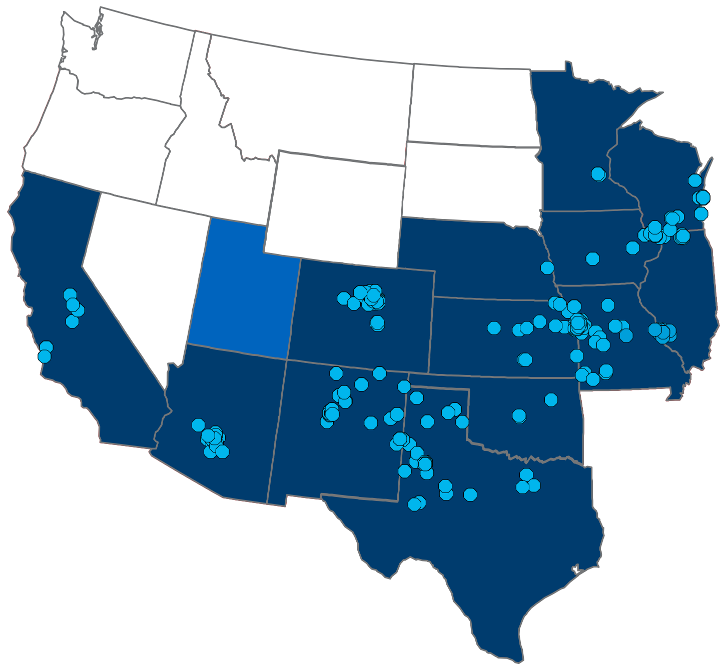
(1) Updated to include new Board and executive team composition post-closing of HTLF acquisition.

Acquisition Update

Dubuque, IA

UMBF + HTLF

Midwest & Southwest Banking Franchise



TOP 10 **Deposit Market Share**

- ✓ **Missouri**
- ✓ **Kansas**
- ✓ **Colorado**
- ✓ **New Mexico**
- ✓ **Arizona**

13
Total States

$69.3B
Assets

Highlights

- Closed acquisition of HTLF on January 31, 2025
- Executed forward equity agreement on March 14, 2025; issued 3.2mm shares, proceeds of $235mm
- Added $14.3 billion of HTLF customer deposits at close
- Demonstrated value proposition of HTLF's core deposit franchise
  - Combined interest-bearing deposit costs improved 37 basis points from 4Q'24
  - Net interest margin increased 39 basis points from 4Q'24
  - Attractive average loan-to-deposit ratio of 64% in March '25
  - ~800 basis points improvement in reported insured deposit ratio driven by HTLF's granular core deposit base
- Expanded consumer presence with increases of 78% in deposits and 114% in retail branch network
- Added $4.1B in private wealth customer assets
- Reported CET1 of 10.11% as of March 31, 2025, consistent with our expectations at announcement; total risk-based capital = 12.54%
- Announced cost synergies and one-time merger expenses remain on track
- Systems conversion program in progress; targeted for October 2025

Purchase Accounting & Amortization Impacts

UMB

Purchase Accounting Adjustments

$ in millions

		Estimate at Announcement	Actual at Close
Fair Value Marks	Loans [1]	$636.0	$484.1
	Securities AFS	368.4	262.7
	Securities HTM	94.0	64.2
	Time Deposits	-	3.4
	Subordinated Debt	34.0	11.2
	Trust Preferred Securities ("TruPS")	30.0	20.5
Credit Marks	Purchased Credit Deteriorated ("PCD") loans	79.0	62.1
	Non-PCD loans	79.0	62.0
Intangible Assets	Core deposit intangibles	457.1	474.1
	Other intangibles [2]	-	36.9

Net Interest Income Accretion

$ in millions	As of Jan 31, 2025	Income (Expense) Recognized 1Q '25	Remaining balance
Loans [3]	$484.1	$26.9	$457.2
Securities AFS [4]	262.7	3.6	253.4
Securities HTM	64.2	0.9	63.3
Asset Accretion		**31.4**	
LT Debt: Sub-debt & TruPS	31.7	(1.7)	30.0
Time Deposits & other	3.4	(1.1)	2.3
Liability Accretion	**35.1**	**(2.8)**	**32.3**
Total		**$28.6**	

Non-interest Expense Amortization

$ in millions	As of Jan 31, 2025	Expense Recognized 1Q '25	Remaining balance
Core Deposit Intangible [5]	$474.1	$(14.4)	$459.7
Other Intangibles [2]	36.9	(1.2)	35.7

(1) Loan marks at close include rate mark of $422.1mm and non-PCD credit mark of $62.0mm; (2) Includes $26.0mm related to wealth management, straight-line amortization over 7 years, and $10.9mm related to purchased credit card relationships, straight-line amortization over 3 years; (3) Amount recognized in 1Q'25 included $2.8mm in accelerated accretion from early payoffs of acquired loans and $24.1mm in contractual mark accretion; (4) The AFS remaining balance was impacted by the removal of net unaccreted discounts related to bonds sold in March 2025; (5) 10-year sum-of-years digits amortization.

Income Statement – Acquisition Adjustments

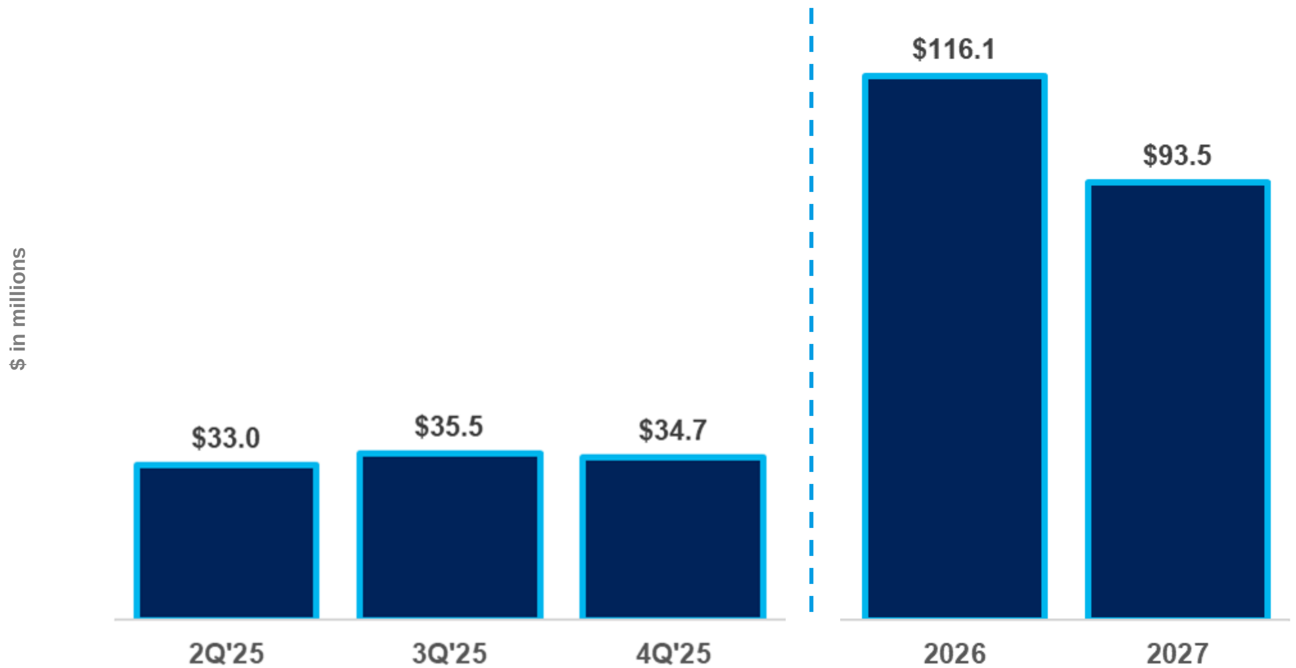
$ in millions	1Q '25 Reported	Adjustments	1Q '25 Adjusted
Net Interest Income	397.6	(28.6) (1)	369.0
Noninterest Income	166.2	-	166.2
Total Revenue	563.8	(28.6)	534.9
Noninterest Expense	384.8	(68.8) (2)	316.0
Pre-Provision Net Revenue	179.0	40.2	219.2
Provision for credit losses	86.0	(62.0) (3)	24.0
Pre-tax income	93.0	102.2	195.2

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

(1) Net interest income accretion details on page 10; (2) Amortization of CDI and other intangibles of $15.6mm (see page 10) and $53.2mm in one-time costs; (3) Non-PCD provision of $62.0mm under CECL.

Projected Acquisition Accounting Impact

Contractual Accretion (1)



- $28.6 million recognized in 1Q '25
- Includes accretion on acquired loans, securities, time deposits and borrowings

(1) Projections updated quarterly, assume no prepayments and are subject to change.

1st Quarter 2025 Financial Review

St. Louis, MO

1Q 2025 Results At-A-Glance

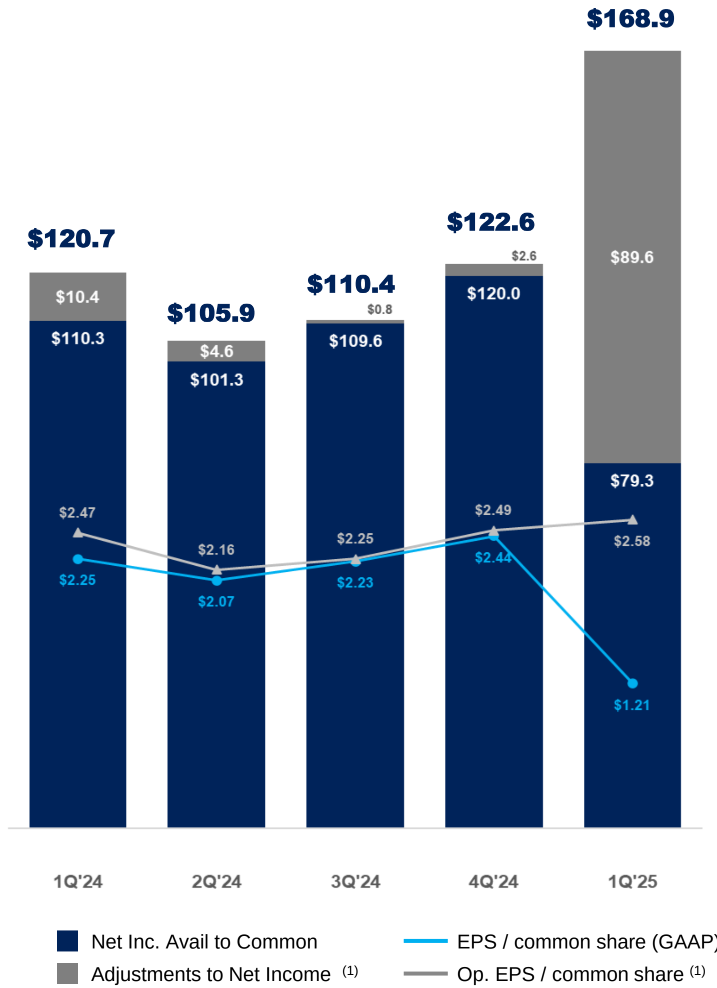
$ in millions, except per share amounts	1Q '24	4Q '24	1Q '25	Notes
Average Loans	23,354.0	25,289.8	32,309.7	1Q'25 avg. includes acquired loans for only 2 months; ex. acquired balances, legacy UMB +8.3% LQ annualized. March '25 monthly avg. loans of $35.8B = UMBF $26.1B / HTLF $9.7B
End-of-Period Loans	23,637.6	25,642.3	35,936.3	
Average Deposits	33,526.1	38,017.2	50,284.5	1Q'25 avg. includes acquired deposits for only 2 months; ex. acquired balances, legacy UMB +27.3% LQ annualized. March '25 monthly avg. deposits of $55.7B = UMBF $41.2B / HTLF $14.5B
End-of-Period Deposits	36,913.6	43,142.0	58,521.2	
Net charge-offs / avg. loans	0.05%	0.14%	0.45%	Legacy UMB NCOs of $6.2mm or 0.10% of avg. loans; excluding credit card, legacy UMB had net recoveries in 1Q'25
Nonperforming loans / loans	0.08%	0.08%	0.28%	Legacy UMB NPLs = 0.08% of loans
Net Interest Income	239.4	269.0	397.6	Includes PAA accretion of $28.6mm
FTE Net Interest Margin	2.48%	2.57%	2.96%	NIM ex. acceleration of early payoffs on acquired loans = 2.94% NIM ex.all PAA adjustments = 2.75%
Provision for Credit Losses	10.0	19.0	86.0	Provision includes $62.0mm for initial allowance build on acquired non-PCD balances and $0.5mm for off-balance sheet commitments
Noninterest Income (loss) investment securities (1)	9.4	0.6	(4.8)	Mark-to-market adjustment of $(5.2)mm in 1Q'25 on equity investment; +$390k gain on sale of AFS securities
Noninterest Income ex. inv. security gains (losses)	149.8	164.6	171.0	-$3.1mm COLI income (proportionate offset in def. comp. expense), -$1.4mm derivative income QoQ; For reference, 4Q'24 included a $4.1mm gain on sale of UMB Distribution Services
Total Noninterest Income	159.2	165.2	166.2	
Noninterest Expense	254.8	270.4	384.8	GAAP expense includes $15.6mm in newly created intangible amortization and $54.2mm in merger-related and other nonrecurring expenses
Operating Noninterest Expense (2)	241.2	267.3	330.5	1Q'25 operating efficiency ratio (4) of 55.6%
Income Tax Provision	23.6	24.8	11.7	Lower tax rate due to one-time $4.9mm (~ $0.08 per share) benefit from remeasurement of deferred tax assets
Net Income Available to Common - GAAP	110.3	120.0	79.3	
Earnings per common share, diluted - GAAP	$2.25	$2.44	$1.21	
Net Operating Income Available to Common (3)	120.7	122.6	168.9	Excludes $62.0mm (pretax) in initial acquisition provision and $54.2mm (pretax) in nonrecurring charges, net of $26.7mm in taxes; Net of $2.0mm in preferred dividend declared in 1Q'25
Operating Earnings per common share, diluted (3)	$2.47	$2.49	$2.58	
Dividends per common share	0.39	0.40	0.40	
Operating PTPP income (2)	157.5	166.9	233.3	
Operating PTPP EPS (2)	$3.22	$3.39	$3.57	

(1) Net gains/losses on any disposition or impairment of debt securities + mark-to-market valuations of equity investments; (2) Operating noninterest exp and operating PTPP income / EPS are non-GAAP measures, reconciled on slide 53; (3) Net op. income available to common is a non-GAAP measure, reconciled on slide 52. (4) Op. efficiency ratio is a non-GAAP measure, reconciled on slide 54.

1Q 2025 Earnings Highlights

UMB

Net Income & Net Op. Income Available to Common (1)



Operating PTPP Income (2)

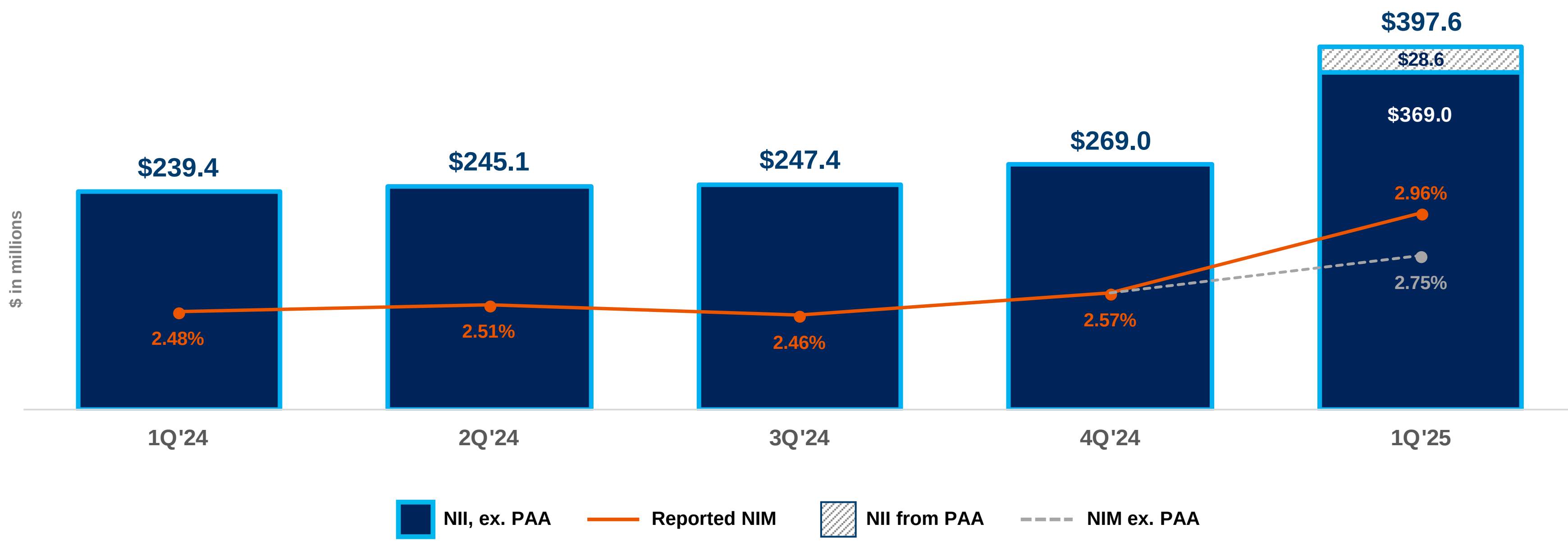
Dollars in millions, except per share amounts. (1) Net operating income available to common is a non-GAAP measure, reconciled on slide 52; (2) Operating PTPP income and EPS is a non-GAAP measure, reconciled on slide 53; (3) Net gains/losses on any disposition or impairment of debt securities plus mark-to-market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

Revenue Trends

$ in millions	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25	Linked-Quarter (1) $ Δ
Interest Income	520.1	538.3	557.7	555.0	738.0	183.0
Interest Expense	280.6	293.2	310.3	286.0	340.3	54.3
Net Interest Income	**$ 239.4**	**$ 245.1**	**$ 247.4**	**$ 269.0**	**$ 397.6**	**$ 128.7**
Trust & securities processing	69.5	70.0	74.2	76.9	79.8	2.9
Trading & investment banking	5.5	5.5	7.1	6.2	5.9	(0.3)
Deposit Service Charges	20.8	22.3	20.1	21.4	27.5	6.1
Insurance fees and commisions	0.3	0.3	0.3	0.4	0.2	(0.2)
Brokerage fees	13.2	14.0	15.7	18.6	18.1	(0.5)
Bankcard fees	22.0	22.3	22.4	21.1	26.3	5.2
Net inv. securities gains (losses)	9.4	(1.9)	2.6	0.6	(4.8)	(5.4)
Other income	18.8	12.4	16.3	20.0	13.3	(6.8)
Total noninterest income	**$ 159.2**	**$ 144.9**	**$ 158.7**	**$ 165.2**	**$ 166.2**	**$ 1.0**
Total Revenue	**$ 398.7**	**$ 390.0**	**$ 406.1**	**$ 434.2**	**$ 563.8**	**$ 129.7**

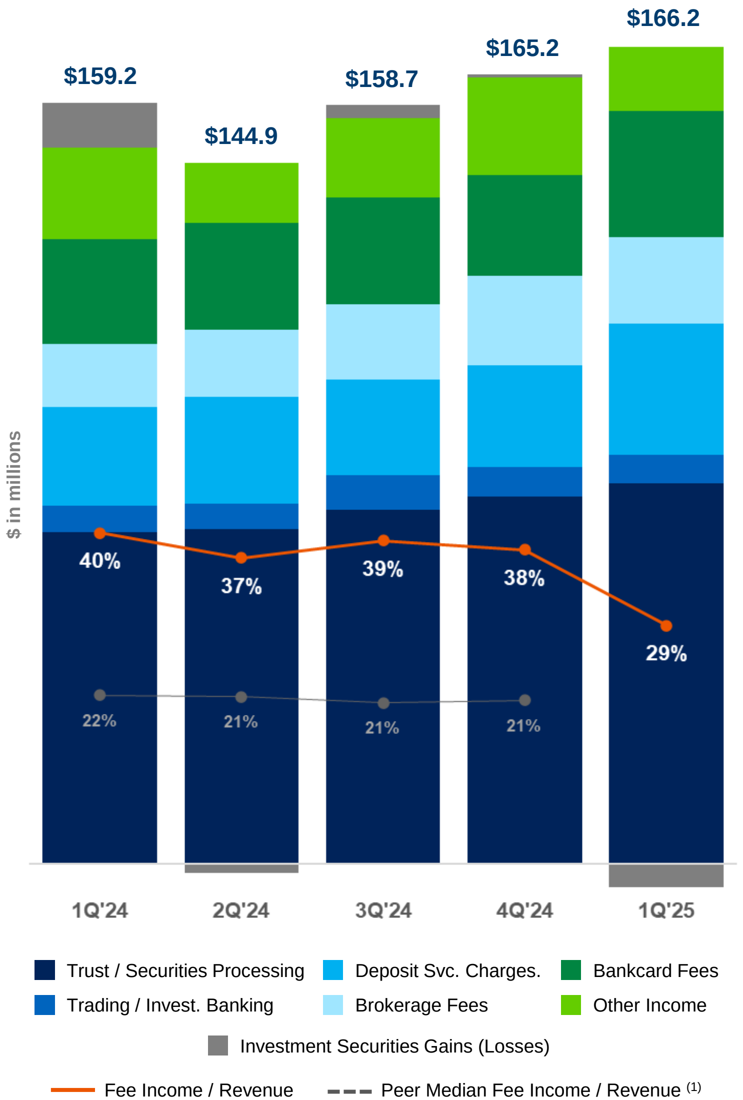
Columns may not sum due to rounding differences. (1) Percentage comparisons to prior periods will be impacted in 1Q'25 and subsequent periods by the mid-quarter closing of the HTLF acquisition.

Net Interest Income & Margin



$ in millions	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
Net Interest Income (GAAP)	$239.4	$245.1	$247.4	$269.0	$397.6
Less accretion from acquired loans, securities and interest-bearing liabilities	-	-	-	-	(28.6)
Net Interest Income excluding purchase accounting adjustments	**$239.4**	**$245.1**	**$247.4**	**$269.0**	**$369.0**
Net Interest Margin (FTE)	2.48%	2.51%	2.46%	2.57%	2.96%
Less accretion from acquired loans, securities and interest-bearing liabilities	-	-	-	-	(0.21)
Net Interest Margin excluding purchase accounting adjustments	**2.48%**	**2.51%**	**2.46%**	**2.57%**	**2.75%**

Noninterest Income



$ in millions

Current Quarter Commentary

Noninterest income increased $1.0mm to $166.2mm for 1Q'25

- 1Q'25 results included two months of HTLF operations
- Investment security valuations decreased $5.4mm from 4Q'24
- Income from company-owned life insurance ("COLI") decreased $3.1mm linked quarter
  - COLI income was $(1.6)mm in 1Q'25, compared to $1.5mm in 4Q'24, and $3.7mm in 1Q'24
  - Variances are offset by a proportionate change in deferred compensation expense in salaries and benefits expense
- Additionally, within other income, derivative income declined $1.4mm; The prior period contained a gain of $4.1mm on the sale of UMB Distribution Services

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

$ in millions	1Q'24	4Q'24	1Q'25	Linked-Quarter (2) $ Δ
Investment Securities Gains (Losses)				
Equity securities	9.3	0.6	(5.2)	(5.8)
AFS debt securities	0.1	-	0.4	0.4
	$9.4	**$0.6**	**$(4.8)**	**$(5.4)**
Trust & Securities Processing				
Personal Banking	14.3	15.0	18.2	3.2
Institutional Banking				
Fund Services	39.6	43.4	43.1	(0.3)
Corp. Trust & Inst. Asset Mgmt.	15.6	18.5	18.1	(0.4)
Commercial - Retirement Plan Svcs.	-	-	0.4	0.4
	$69.5	**$76.9**	**$79.8**	**$2.9**

(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 will be impacted in 1Q'25 and subsequent periods by the mid-quarter closing of the HTLF acquisition.

Noninterest Expense

$ in millions	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25	Linked-Quarter (1) $ Δ
Salary & Benefits	143.0	142.9	147.0	161.1	221.4	60.3
Occupancy	12.3	11.7	12.3	11.3	16.1	4.8
Equipment	16.5	15.6	16.0	15.3	16.9	1.6
Supplies & services	3.3	3.4	5.0	3.2	4.8	1.6
Marketing & business dev.	6.0	6.6	6.8	9.0	8.0	(1.0)
Processing fees	27.9	29.7	29.7	30.6	40.9	10.3
Legal & consulting	7.9	16.6	9.5	12.2	28.6	16.4
Bankcard	10.6	11.8	12.5	9.4	12.8	3.4
Amortization of other intangibles	2.0	1.9	1.9	1.9	17.5	15.6
Regulatory fees	19.4	2.6	4.7	5.3	8.2	3.0
Other expense	5.9	6.3	7.1	11.2	9.6	(1.6)
Total noninterest expense (2)	**$ 254.8**	**$ 249.1**	**$ 252.5**	**$ 270.4**	**$ 384.8**	**$ 114.4**
Operating noninterest expense (3)	**$ 241.2**	**$ 243.2**	**$ 251.5**	**$ 267.3**	**$ 330.5**	**$ 63.3**

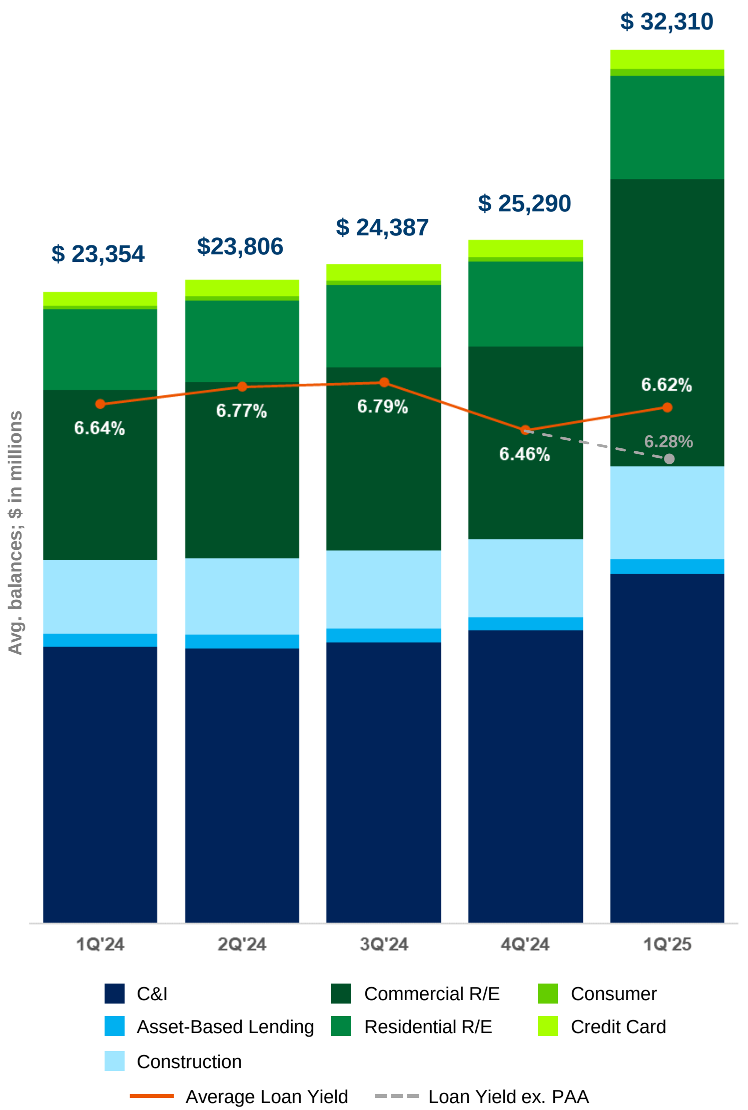
Current Quarter Commentary

Noninterest expense increased $114.4mm to $384.8mm on a GAAP basis, impacted by the HTLF acquisition. On an operating basis, which excludes acquisition and severance expense and FDIC special assessments, noninterest expense was $330.5mm. (3)

- First quarter 2025 expense included $54.2mm in total merger-related and other nonrecurring costs, compared to $3.1mm in the linked quarter
- Other notable variances included:
  - +$10.3mm in processing fees due to increased software subscription costs, of which $6.2mm was driven by the HTLF acquisition
  - +$4.8mm in occupancy expense and +$3.4mm in bankcard expense, both driven by the additional HTLF activity
- These increases were partially offset by a decrease of $1.8mm deferred compensation expense
  - Deferred compensation expense was $(489)k in 1Q'25, $1.3mm in 4Q'24, and $4.0mm in 1Q'24
  - Variances are offset by a proportionate change in COLI income within noninterest income

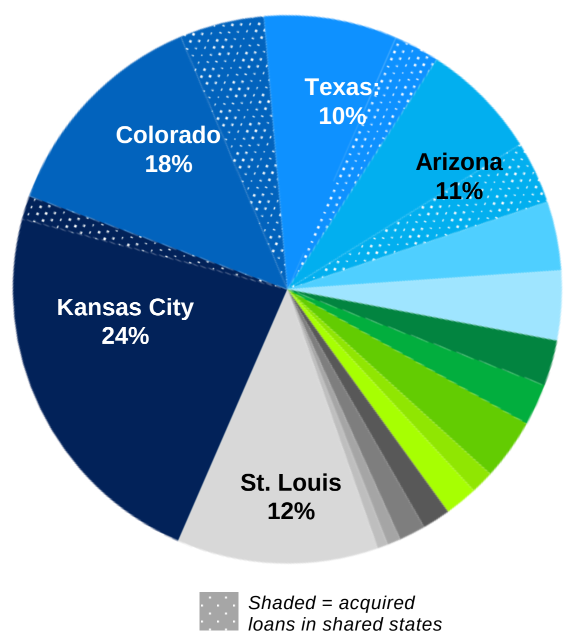
(1) Percentage comparisons to prior periods will be impacted in 1Q'25 and subsequent periods by the mid-quarter closing of the HTLF acquisition; (2) Columns may not sum due to rounding differences; (3) Operating noninterest expense is a non-GAAP metric, reconciled on slide 53.

Diversified Loan Portfolio



$ in millions	1Q '24	4Q '24	1Q '25	Linked-Quarter [1] $ Δ
CRE/Construction	9,027	10,007	14,074	4,067
Commercial & Industrial	10,230	10,840	12,939	2,099
Residential Real Estate	2,968	3,144	3,820	676
Consumer	153	177	264	87
Credit Card	490	630	690	60
Specialty Lending	486	492	523	31
Average Total Loans	**$23,354**	**$25,290**	**$32,310**	**$7,020**

Loans by Region [2]



Average Loans for March 2025
$35.8 billion

Legacy UMBF – 73%

Legacy HTLF – 27%

Smaller Regions

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

(1) Percentage comparisons to legacy prior periods are not meaningful due to acquisition in 1Q'25; (2) Loans by region and as attributed to UMBF and HTLF are based on average balances for the month of March 2025.

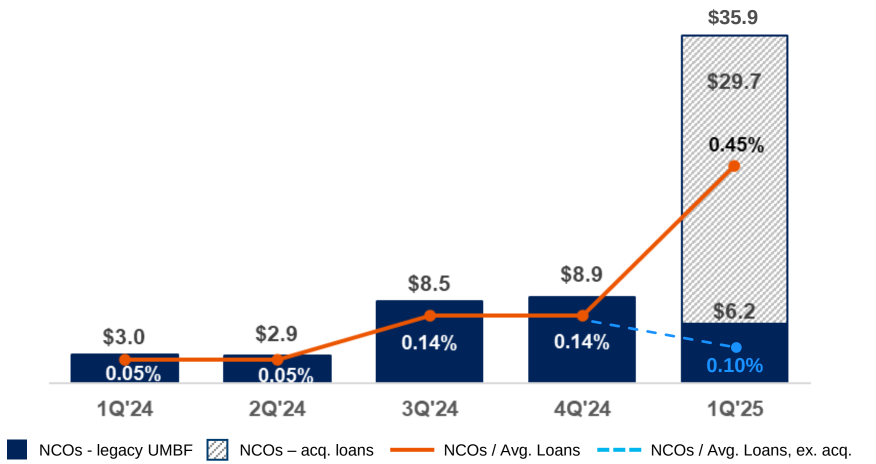
Quarterly Loan Activity

$ in millions	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
Acquired Loans	-	-	-	-	$9,819.9
Gross Loan Production	771.2	925.9	1,366.3	1,560.1	1,242.9
Revolving Balance Changes	344.4	501.7	299.8	101.7	429.8
Net (Charge-offs) Recoveries	(3.0)	(2.9)	(8.5)	(8.9)	(35.9)
Payoffs (1)	(293.4)	(377.6)	(520.6)	(611.2)	(666.4)
Paydowns (1)	(354.1)	(487.2)	(343.7)	(390.2)	(496.3)
Net Loan Growth	465.1	559.9	793.4	651.5	10,294.0
End-of-Period Total Loans	23,637.6	24,197.5	24,990.8	25,642.3	35,936.3
Paydowns/Payoffs as a % of Loans	2.8%	3.7%	3.6%	4.0%	NM (2)

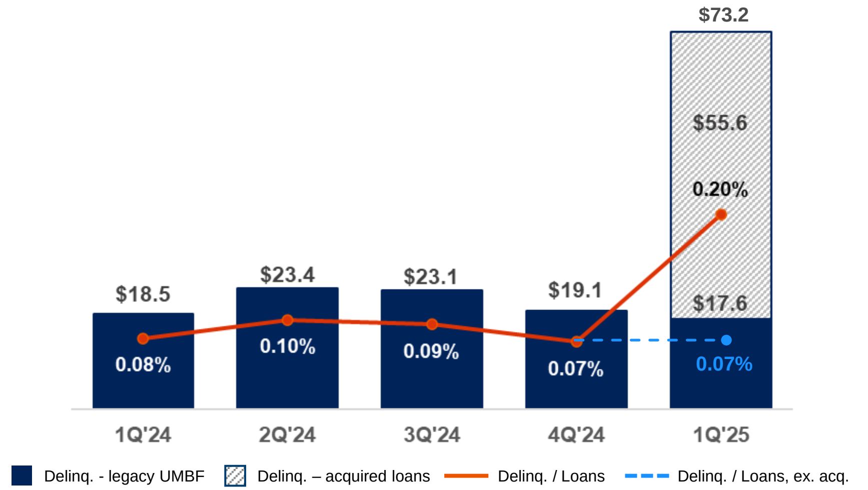
(1) Payoffs and paydowns include C&I and CRE loans. (2) Percentage of paydowns and payoffs impacted by acquired loan balances.

Strong Asset Quality

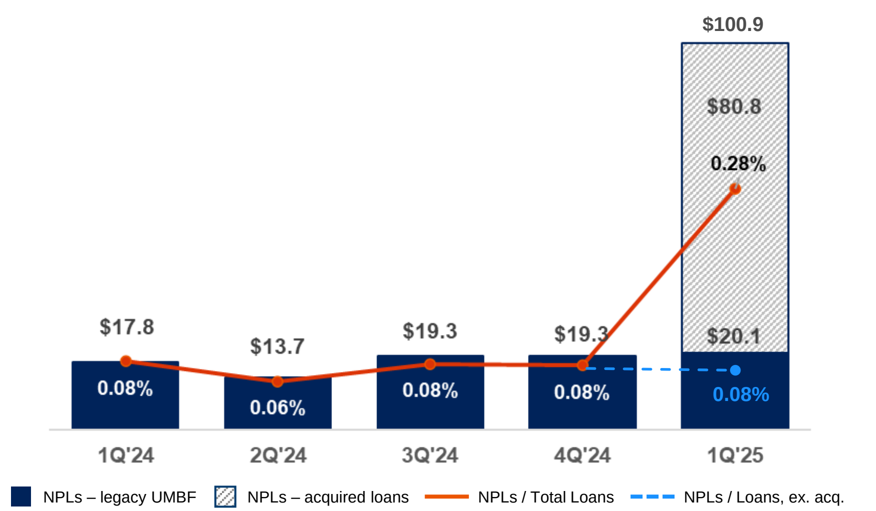
Net Loan Charge-Offs (Recoveries)



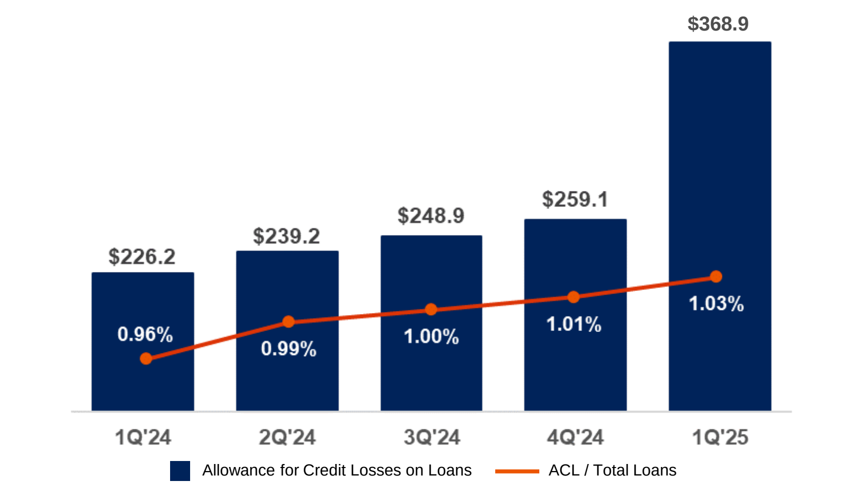
Delinquencies [1]



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

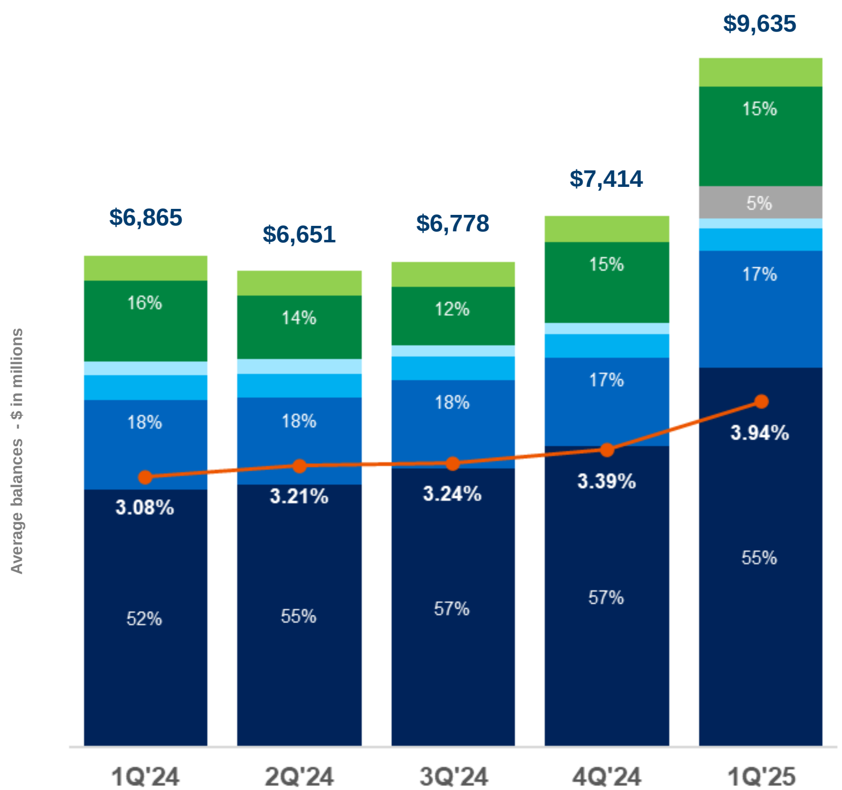
($ in thousands)	1Q '24	2Q '24	3Q '24	4Q '24	1Q '25
Commercial & Industrial	$ (308)	$ (316)	$ 673	$ 3,502	$25,927
Specialty Lending	(1)	(1)	(1)	(1)	-
Commercial Real Estate	250	-	-	-	2,324
Consumer Real Estate	(432)	(2)	110	108	1,213
Consumer & Other	332	239	318	395	623
Credit Cards	3,176	2,936	7,354	4,931	5,785
Total Net C/O (Rec)	**$ 3,017**	**$ 2,856**	**$ 8,454**	**$ 8,935**	**$35,872**
Average Total Loans *($ in millions)*	$23,352	$23,803	$24,384	$25,286	$32,308
NCOs as % of Avg Loans	0.05%	0.05%	0.14%	0.14%	0.45%

Allowance for Credit Losses

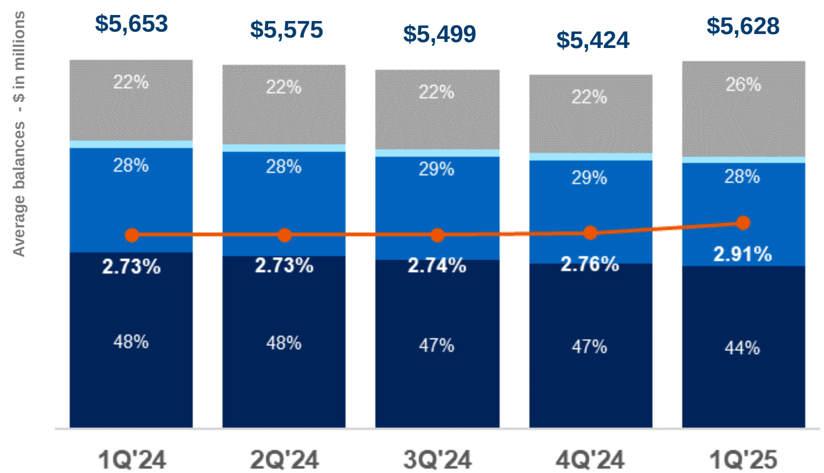
$ in millions	Loans, Leases and HTM Securities
Allowance for credit losses at December 31, 2024	**261.7**
Initial ACL recorded for Purchased Credit Deteriorated ("PCD") acquired loans	62.1
Provision expense for non-PCD loans (initial provision)	62.0
1Q 2025 provision expense (recapture), excluding initial provision	23.5
Net charge-offs	(35.9)
Allowance for credit losses at March 31, 2025	**373.4**

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

UMB

Securities Portfolio Activity [1]

$ in millions

	1Q'24 [3]	2Q'24 [3]	3Q'24 [3]	4Q'24	1Q'25
Roll-off / Cash Flow	$619	$528	$341	$337	$441
Roll-off Yield	2.15%	2.67%	3.18%	3.39%	3.69%
Purchased [2]	621	595	467	1,275	843
Purchased Yield	4.63%	4.99%	4.64%	4.54%	4.84%
Next Qtr. Scheduled Cash Flow	487	274	317	317	595
Expected Cash Flow Yield	2.49%	2.34%	2.63%	2.63%	3.15%
Next 12 mos. Scheduled Cash Flow	1,327	1,370	1,476	1,477	1,833
Expected Cash Flow Yield	2.43%	2.54%	2.62%	2.62%	3.22%
Portfolio Duration In Months					
Available-for-Sale	46	43	45	45	53
Held-to-Maturity	86	85	84	85	88

$ in millions; as of 03/31/25

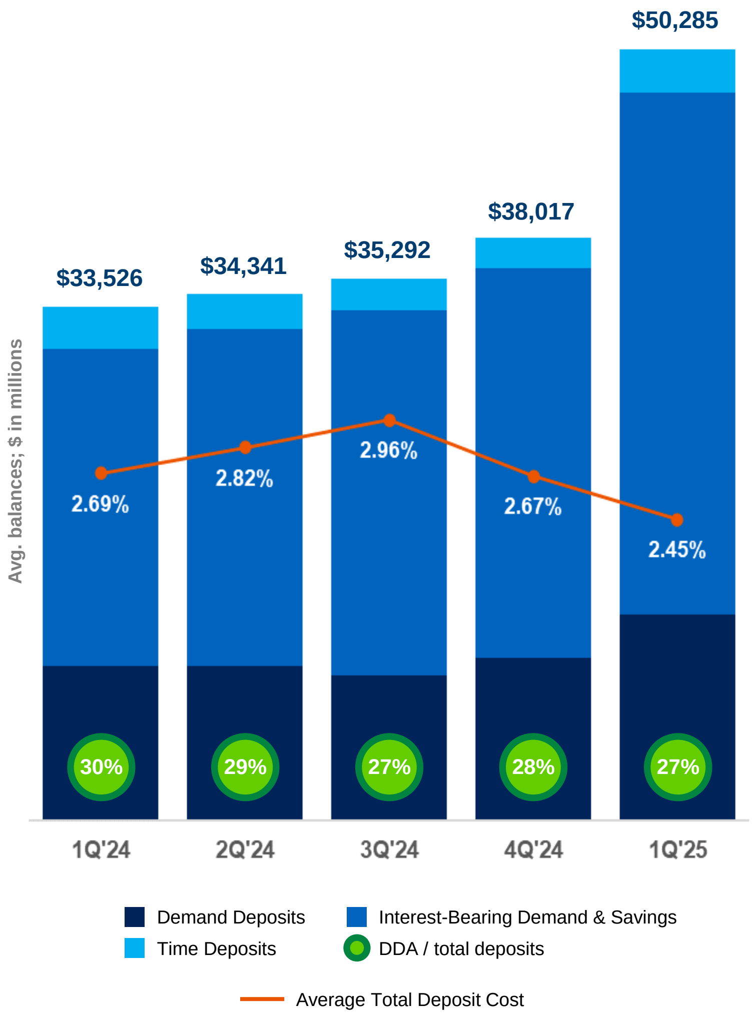
	Amortized Cost	Fair Value	Net Unrealized Loss
Available for Sale			
Mortgage-backed	6,413	5,961	(452)
Municipals	2,531	2,430	(100)
US Treasuries	1,579	1,585	6
US Agencies	108	108	0
Corporates	309	298	(10)
CLOs	514	513	(1)
Total AFS	**11,453**	**10,896**	**(557)**
Held to Maturity			
Mortgage-backed	2,474	2,100	(373)
General Obligation Muni.	1,568	1,367	(201)
US Agencies	102	102	(0)
Revenue Bonds	1,573	1,537	(36)
Total HTM	**5,717**	**5,107**	**(610)**
Total Securities [4]	**17,170**	**16,003**	**(1,167)**

Pre-purchases of U.S. Treasuries and agency mortgage-backed securities related to the planned de-levering of certain bonds held by HTLF at closing:

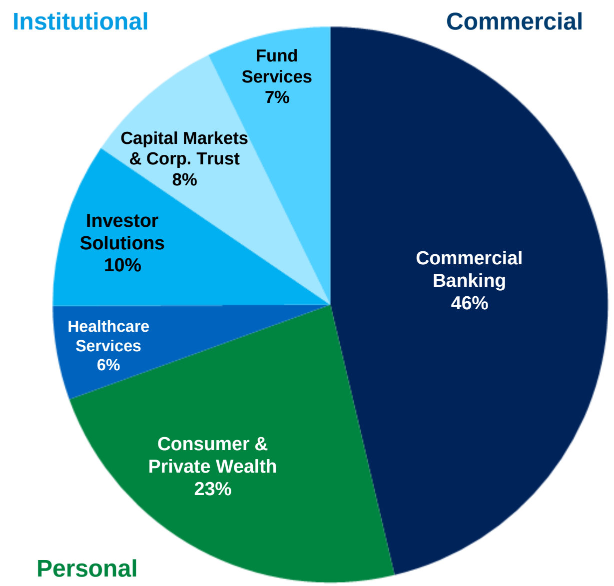
- 3Q'24 – $125 million
- 4Q'24 – $848 million
- 1Q'25 – $387 million

(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 (1)



Average Deposits for March 2025
$55.7 billion

Legacy UMBF – 74%

Legacy HTLF – 26%

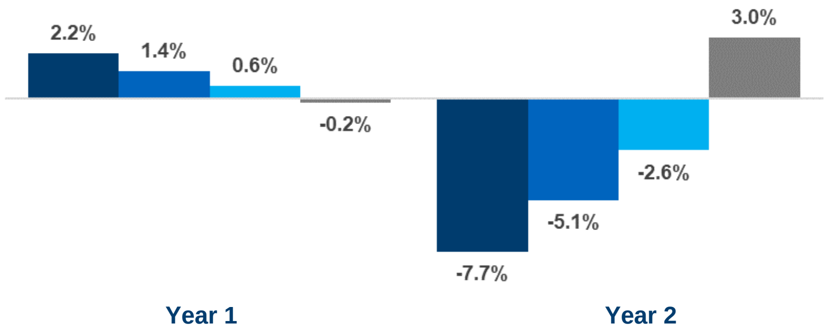
Avg. balances; $ in millions	1Q '24	4Q '24	1Q '25	Linked-Quarter (2) $ Δ
Commercial, ex. public funds	11,755	14,391	20,566	6,175
Consumer & Private Wealth	6,487	7,246	10,969	3,723
Fund Services	2,300	3,091	4,083	992
Investor Solutions	2,985	4,286	5,026	740
Healthcare Services	3,009	2,966	3,091	125
Public funds	1,566	1,377	2,187	810
Brokered CDs	1,285	65	-	(65)
Capital Markets / Corp. Trust	4,139	4,595	4,363	(232)
Total	**$33,526**	**$ 38,017**	**$ 50,285**	**$12,268**

(1) Deposits by line of business and as attributed to UMBF and HTLF are based on average balances for the month of March 2025; (2) Percentage comparisons to legacy prior periods are not meaningful due to acquisition in 1Q'25.

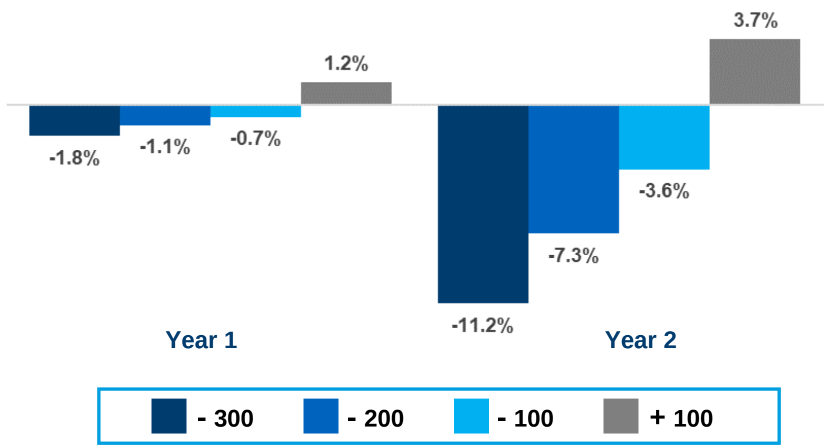
Interest Rate Sensitivity

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

- 67% of total end-of-period loans, or ~ $24.1B, are variable.
- 71% of total loans reprice within the next 12 months.

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

- **70% - 1-Month SOFR**
  - 83% adjust monthly
  - 9% adjust daily
- **23% - Prime**
  - 22% adjust monthly
  - 61% adjust daily
- **7% - 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

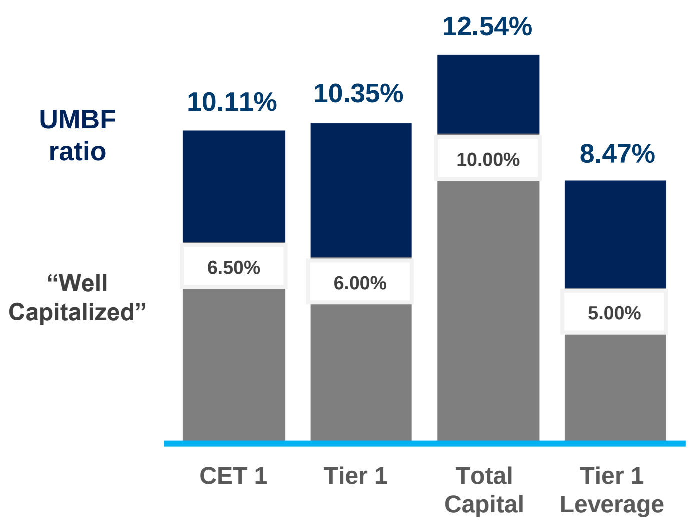
Interest Rate Floor Spreads

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

Capital & Liquidity Position

Strong Capital

Regulatory Capital Ratios



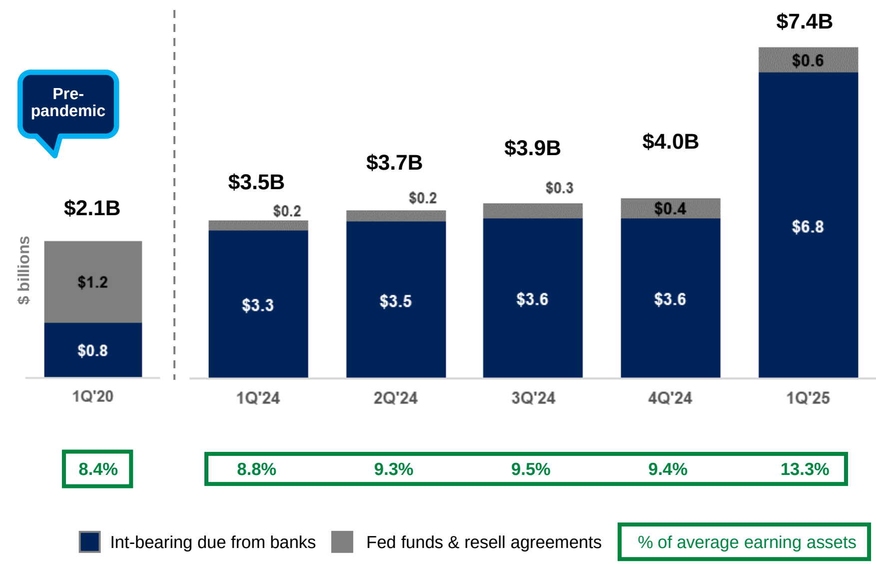
Total Common Equity / Total Assets

9.57%

Tangible Common Equity Ratio (1)

6.39%

Balance Sheet Liquidity Trends



Available Liquidity Sources

As of March 31, 2025	*$ in billions*
Fed Discount Window	$14.2
Cash & Due from Banks, inc. Fed account	10.6
Free Bond Collateral	4.6
FHLB Advances	1.6
Unsecured Fed Funds Purchased	1.3
Insured Cash Sweep	0.2
Total Available	**$32.5**

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

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

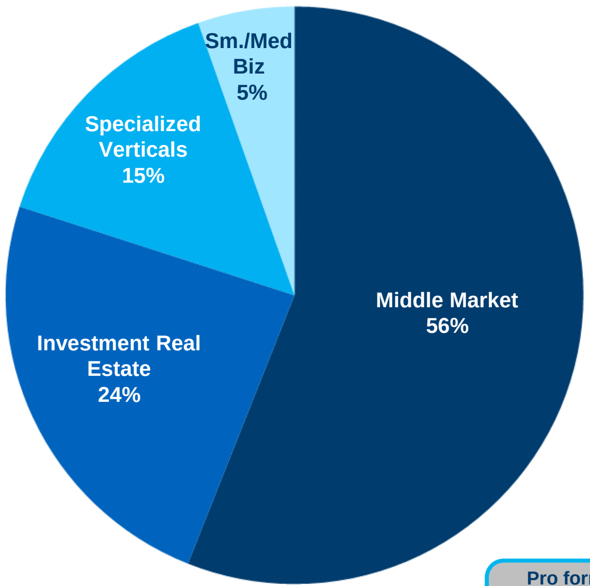
Lending Verticals
- Agribusiness
- Asset-based Lending
- Energy Lending
- Franchise Lending
- Healthcare Lending
- Beverage Lending

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

[Newly acquired businesses]

Average Loan Balance & Composition (1)

$30.8B



Pro forma with HTLF, UMB is expected to be among the top 10 U.S. farm lenders. (4)

TOP 10 Prepaid & Purchasing Card Volume (2)

TOP 15 Commercial Credit Card Purchase Volume (2)

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

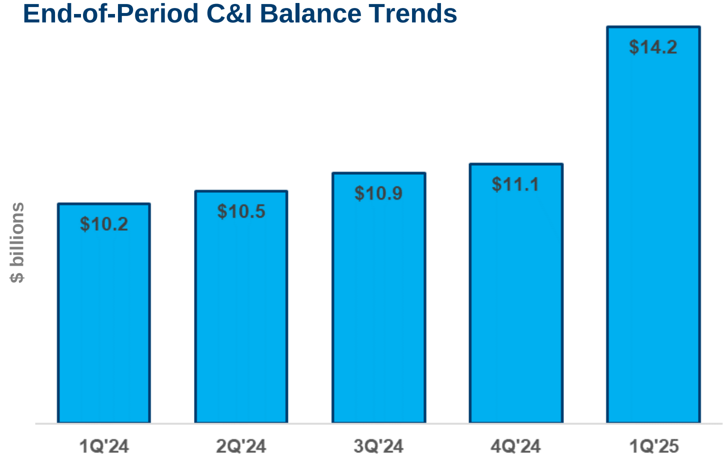
(1) Average loan balances for March 2025, excluding credit card; (2) Rank among U.S. Visa and Mastercard Commercial Card Issuers, Source: Nilson Report, May '24; (3) "Production ag lending" per ABA 4Q 2024, FDIC data; (4) Estimated based on 4Q 2024 Nilson data with the addition of HTLF ag loan balances.

Commercial Banking
C&I Lending

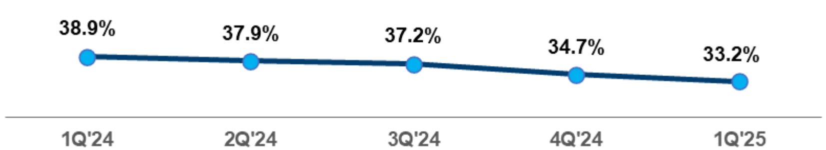
Commercial & Industrial Statistics

- C&I loans or $14.2B = 39.5% of UMB loans
- Includes Middle Market, Lending Verticals and Small / Medium Business
- Considerations
  - Internal limits on loan size and projects per sponsor
  - Concentration guidelines for all lending verticals, monitored for changing conditions

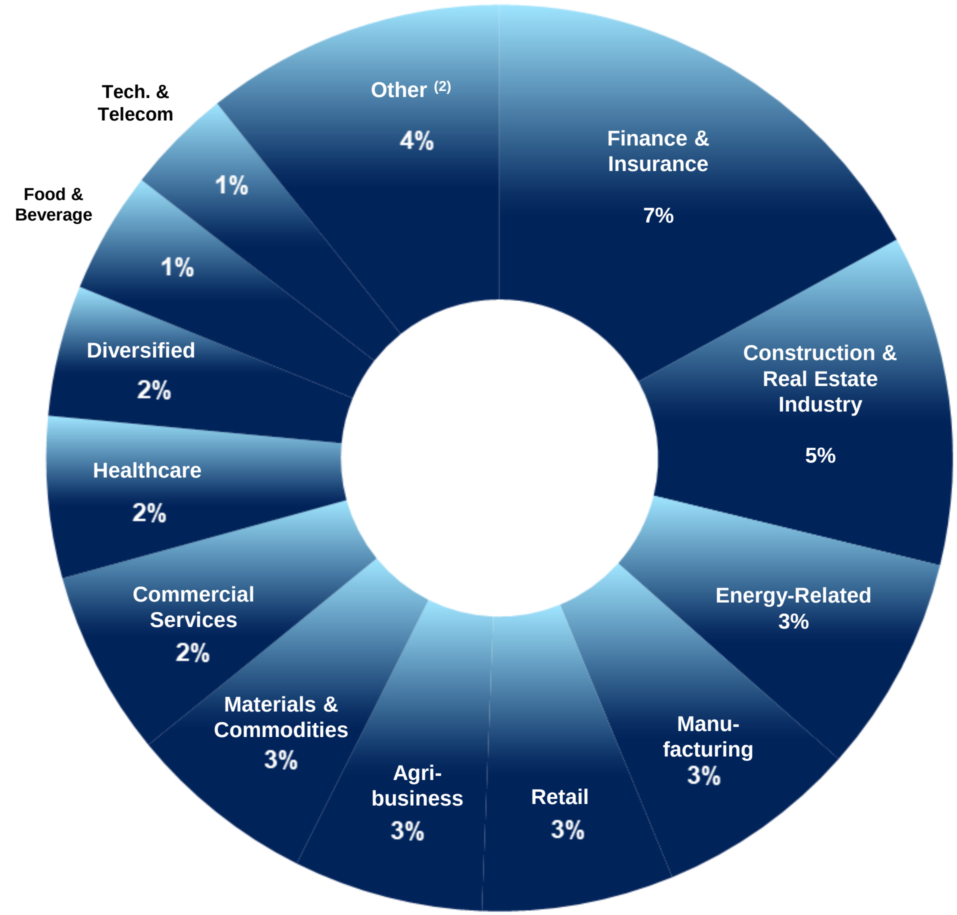
End-of-Period C&I Balance Trends



Average Line Utilization Trends (2)



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



(2) Other - 4% of total UMB loans
- Transportation
- Auto-related
- Entertainment / Recreation
- Consumer Services
- Apparel / Textiles
- Government / Education
- Utilities

(1) End-of-period balances as of March 31, 2025; (2) Line utilization in 4Q'24 restated to rectify prior period commitment balances.

Commercial Banking
Commercial Real Estate

Commercial Real Estate Statistics

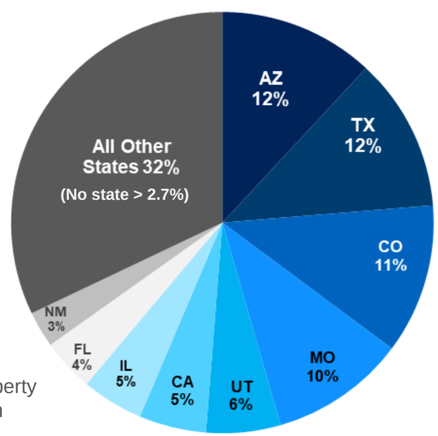
Total CRE & construction

- $16.0B = 44.5% of UMB loans
- Owner-occupied – new purchase or refinance
- Real estate development – construction / perm financing, bridge financing, renovations
- Total UMB Commercial R/E Rate Type:
  - Fixed – 38%
  - Variable – 62%

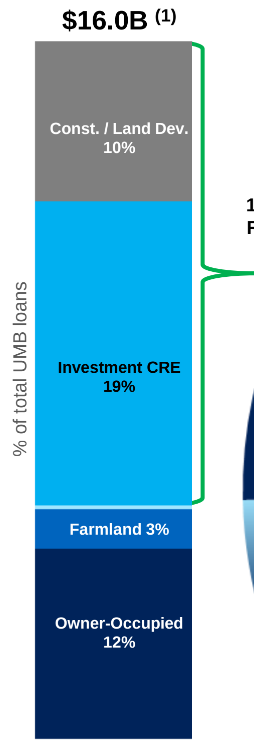
Investment CRE & construction portfolio

- $10.6B = 29.6% of UMB loans
- Average Loan-to-Value: [3] 57%
- Recourse: [3] 90%
- Investment CRE Rate Type:
  - Fixed – 30%
  - Variable – 70%

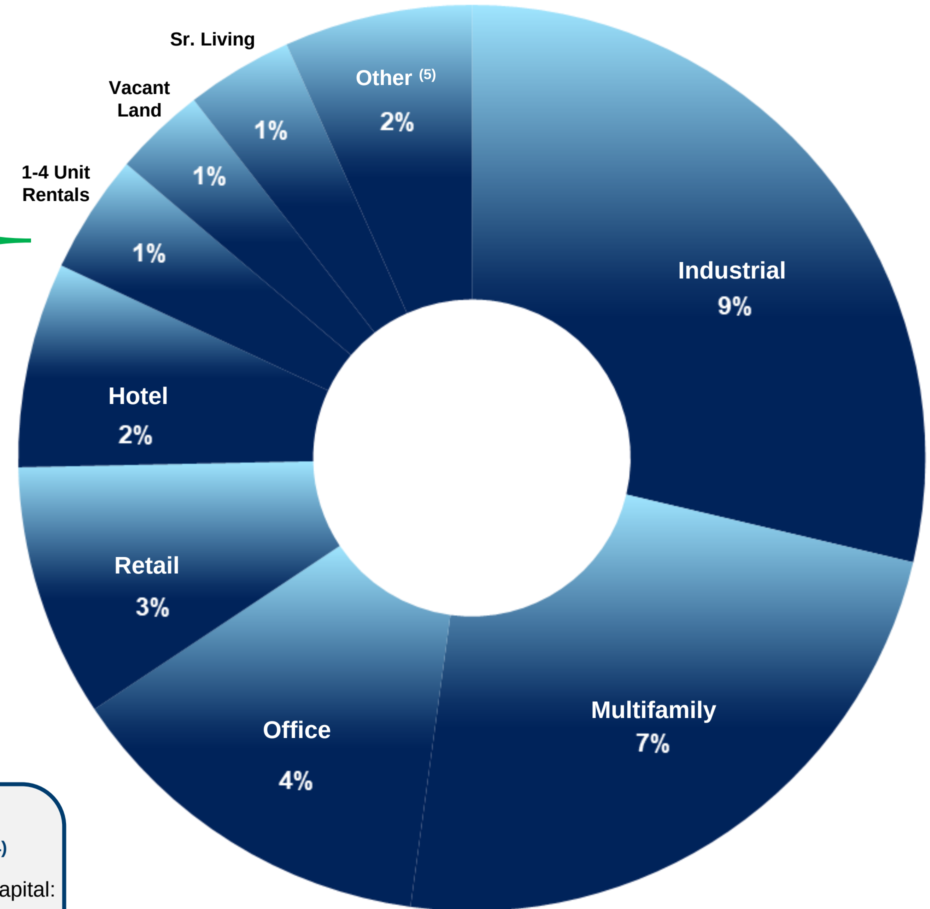
Investment CRE Geographic Diversity



By property location



Investment CRE as % of Total UMB Loans [2]



Regulatory Concentrations [4]

Total non-farmland CRE / Capital:

+216%

Construction & Dev. / Capital:

+71%

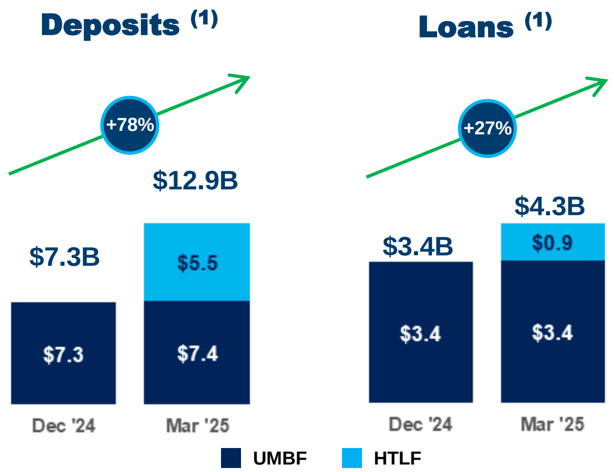
[5] **Other - 2% of total UMB loans**

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

*End-of-period balances as of 03/31/25; (1) Total includes $5.4B legacy HTLF **total** CRE and construction loans (2) $10.6B of investment CRE includes $2.9B legacy HTLF **investment** CRE loans; (3) Loan-to-value and recourse metrics are for legacy UMB portfolios only for 1Q'25; (4) Defined as Tier 1 capital plus an adjusted allowance for credit losses, per regulatory guidelines.*

Personal Banking
Consumer

Strategic Acquisition Drives Consumer Growth



High Customer Satisfaction

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

NPS Score

75.7

UMBF

Industry Average [2]

57.2

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

Retail Banking

Strategically positioned for sales growth

195 Banking Centers [3]

350 ATMs

Private Banking

Growth engine for new customers; deepening existing relationships

47 Private Bankers Across 13 regions

$2.6B Avg. Private Banking Deposits

Mortgage

Competitive mortgage solutions for all client types

$3.2B 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

61 Financial Education Classes

10 Community Partners Served

1,020 Community Participants

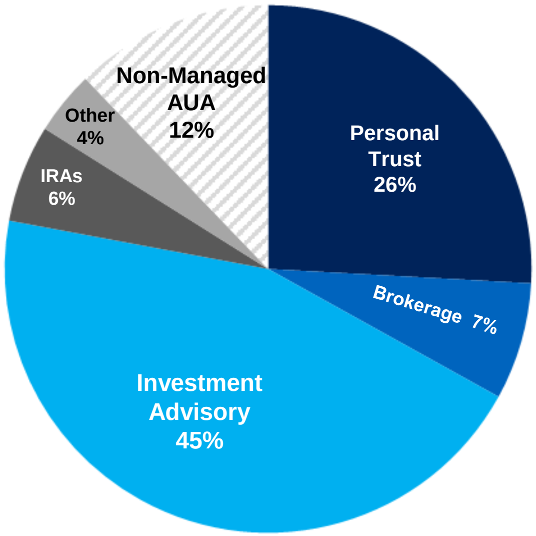
Digital Capabilities across Consumer

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

Metrics at, or for the quarter ended, 03/31/25, unless otherwise stated. (1) Average monthly balances for Dec. '24 and Mar. '25; (2) 1Q'25 Q2 Net Promoter Score for 53 financial services cos. - Medallia, Inc.; (3) 195 physical locations licensed with the OCC, including 193 retail branches plus 2 commercial or private banking centers.

Personal Banking
Private Wealth Management

Customer Assets



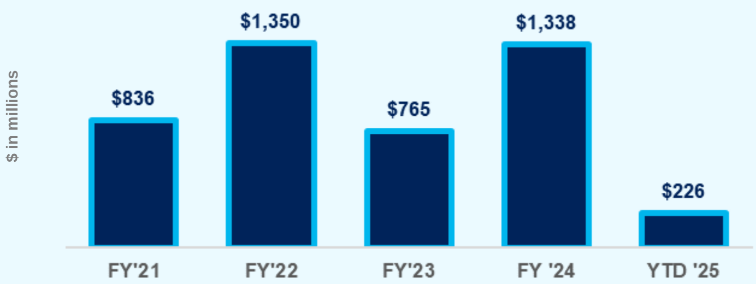
$17.6B
Managed Assets (AUM)

$2.4B
Non-Managed Assets (AUA)

Total Assets +22% vs. year-end '24

HTLF added $4.1B in customer assets

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

[Newly acquired businesses]

Composition as of March 31, 2025. (1) Includes Assets Under Management and Assets Under Administration.

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

$137mm
Value of Active Holdings (1)

150+
Businesses Reviewed Annually

50
Active Portfolio Company Count (1)

$210mm+
Total Capital Deployed to Date (1)

Target Investment Criteria

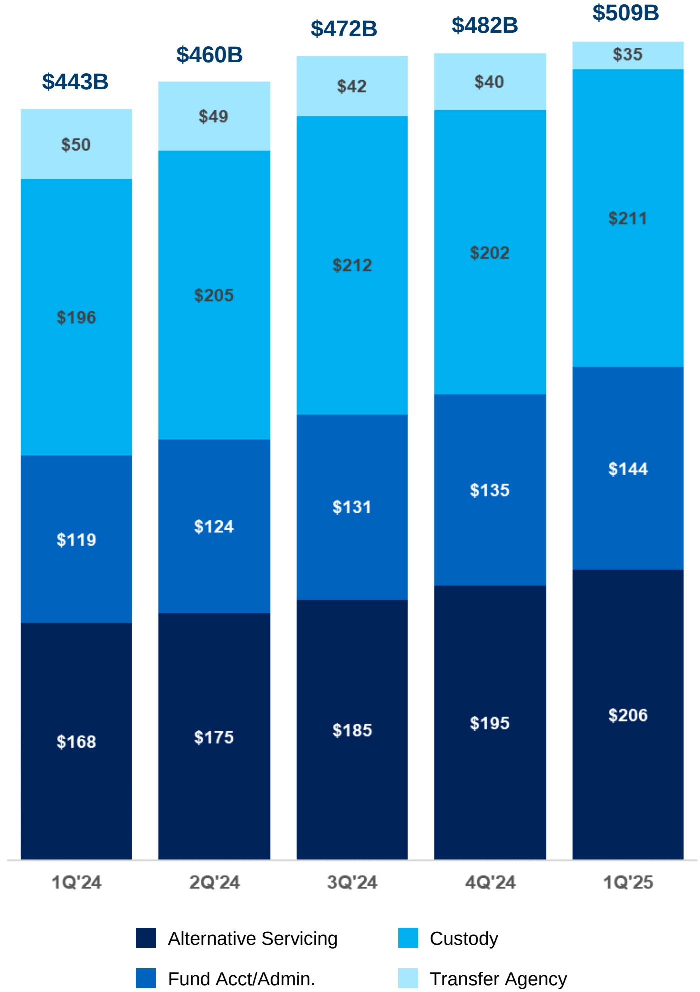
✓ **Revenue**	$10mm - $100mm
✓ **EBITDA**	$2mm - $12mm
✓ **Investment size**	$2mm - $8mm
✓ **Security type**	Minority common or preferred equity, convertible debt, subordinated or mezzanine, debt, warrants
✓ **Key Verticals**	Manufacturing, distribution, business services, consumer products
✓ **Transaction type**	Growth capital, acquisitions or divestitures, recapitalizations, buyouts or ownership transitions
✓ **Geography**	Continental United States

(1) As of December 31, 2024.

Institutional Banking
Fund Services & Institutional Custody

UMB

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)

+24

Net New Accounts YTD

Custody AUA +7.7% 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) (2)]

#3
Municipal Trustee in U.S. [(1) (2)]

$49B
Assets Under Administration

Specialty Trust & Agency Solutions

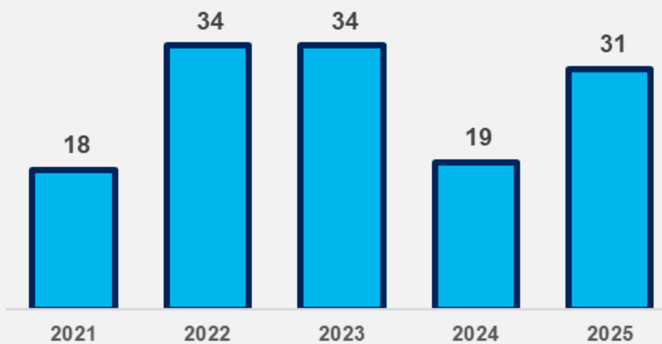
Services for asset-backed securitizations, aviation and other transportation and real estate projects. Workout and successor trustee services on behalf of bondholders of defaulted transactions.

+35%
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
March YTD Closed Deals



Examples of recent deals:

$243,810,000	$808,485,000	$220,535,000
City of Mansfield, TX	Denver Public Schools	Miami-Dade County
Comb Tax & Rev C/O, Series '25 Sales Tax Rev Bonds, Series '25 Sales Tax Rev Bonds, Taxable Series '25 GO Ref Bonds, Series '25	General Obligation Bonds: Series 2025A, 2025B & 2025C	Public Facilities Revenue and Revenue Refunding Bonds (Jackson Health System), Series 2025
UMB as Co-Senior Manager	UMB as Co-Senior Manager	UMB as Co-Senior

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

(1)Thomson Reuters municipal rankings, Full Year '24; (2) 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™

$49B

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

~90mm

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 HSAs 2023

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

5.4mm

Benefit Cards

$3.1B

In HSA Deposits (3)

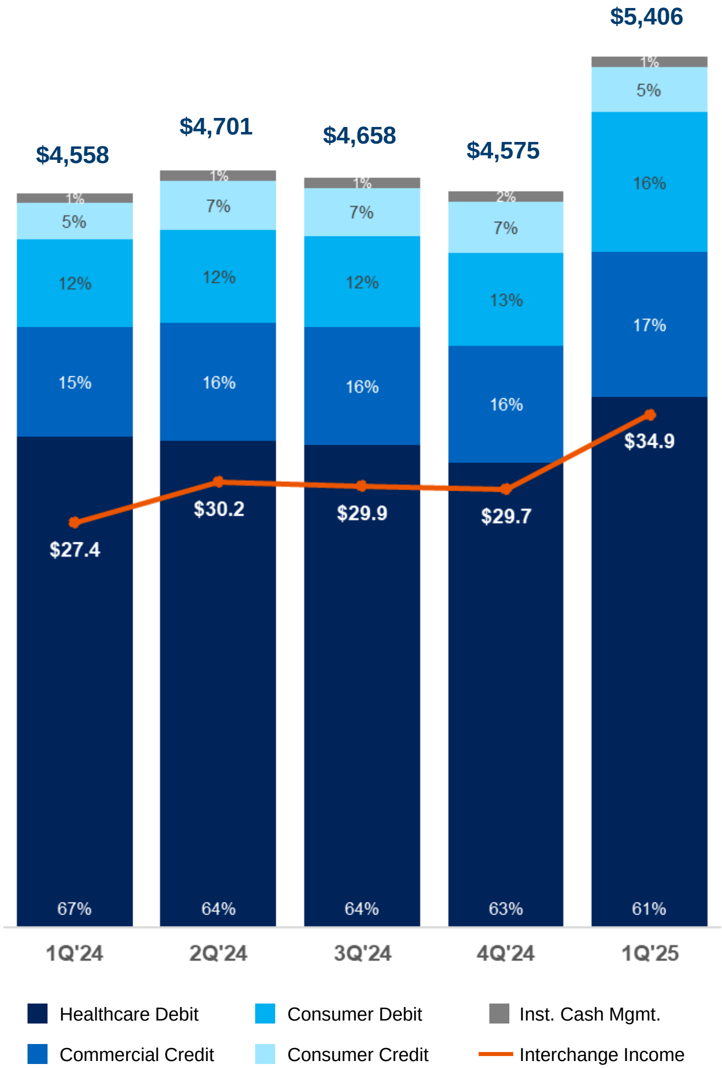
$1.4B

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 March 31, 2025.

Payments
Credit & Debit Card Products

Card Purchase Volume & Interchange Trends



1Q '25 Card Spend

$5.4B

+18.6% YoY

Legacy UMBF – $4.9B +7.5% YoY

Legacy HTLF (1) – $506mm

#23

23rd in U.S. Credit Card Purchase Volume (2)

Dollars in millions. (1) HTLF card spend volume for only 2 months of 1Q'25; (2) Rank in commercial, consumer and small business cards among top 50 U.S. issuers as of December 31, 2024. Source: Nilson Report, January 2025.

Long-Term Performance Trends

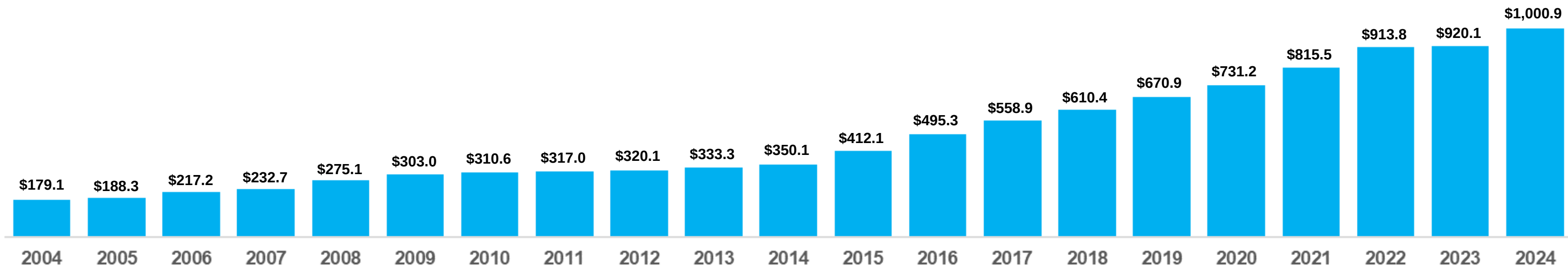
Wickenburg, AZ

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%

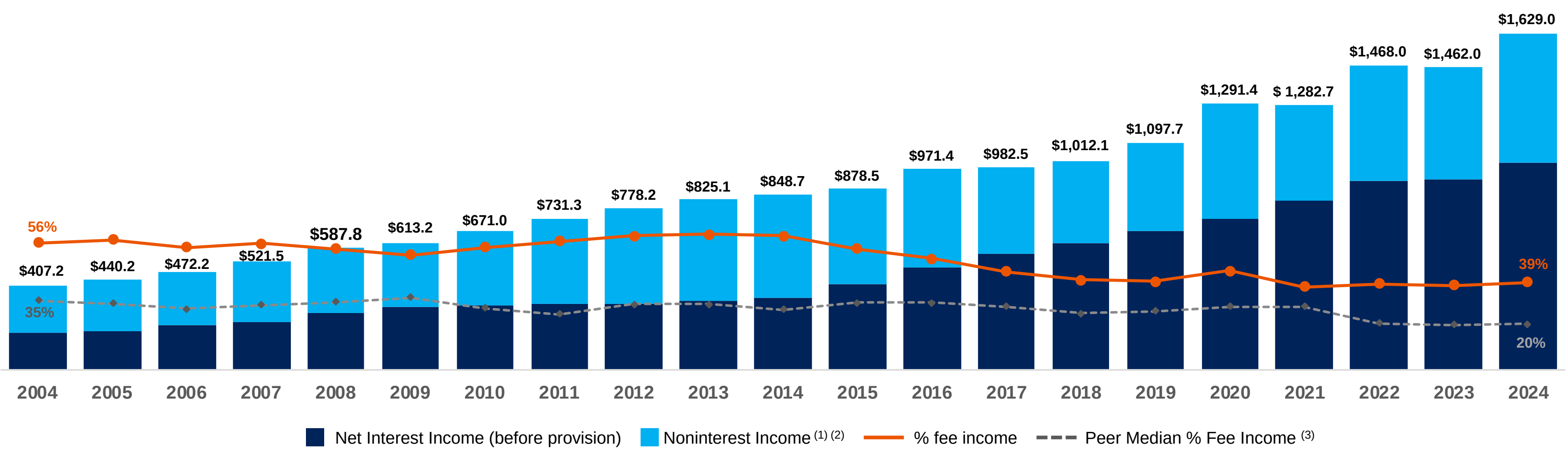
Fee Income Provides Diversity

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) 2022 noninterest income included a $66.2 million pre-tax gain on the sale of Visa Inc. Class B shares; (3) UMB peers (15 banks) as of latest available annual period. Source: S&P Capital IQ. Peer group defined on slide 56.

Balance Sheet Growth
Across All Business Cycles

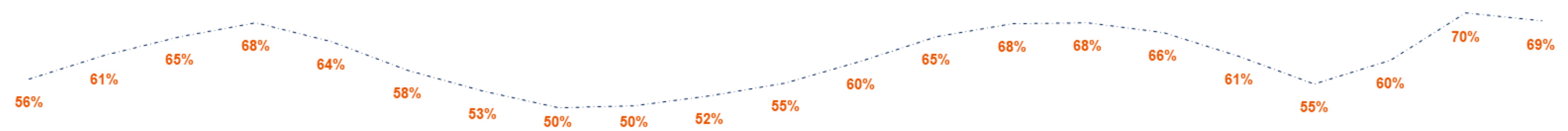
Average Loans (1)

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%

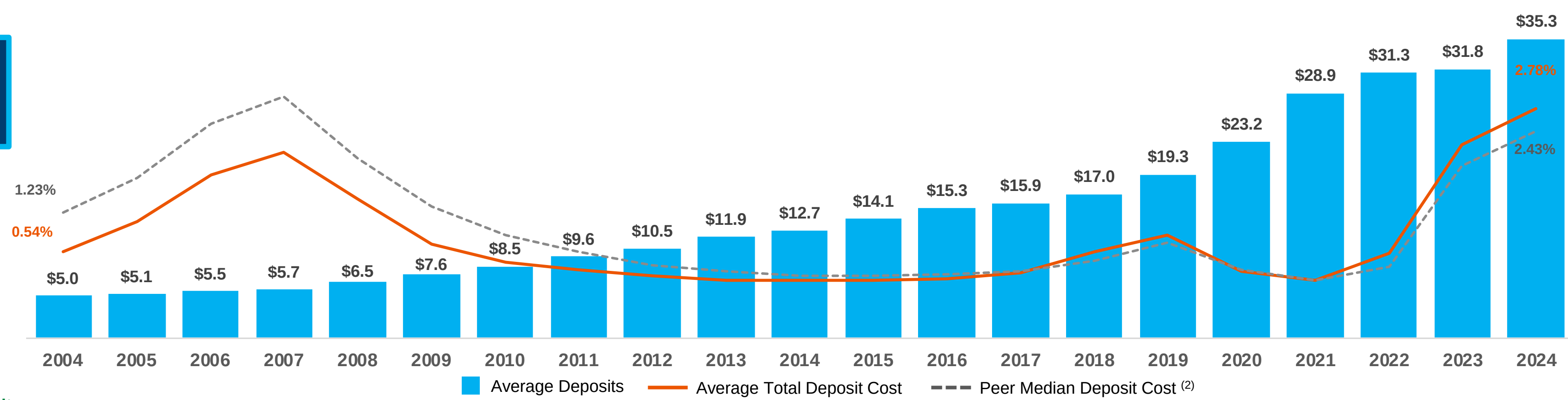
Conservative Loans / Deposits (%)

20-year Avg: 61%



Average Deposits

20 Year CAGR
10.3%



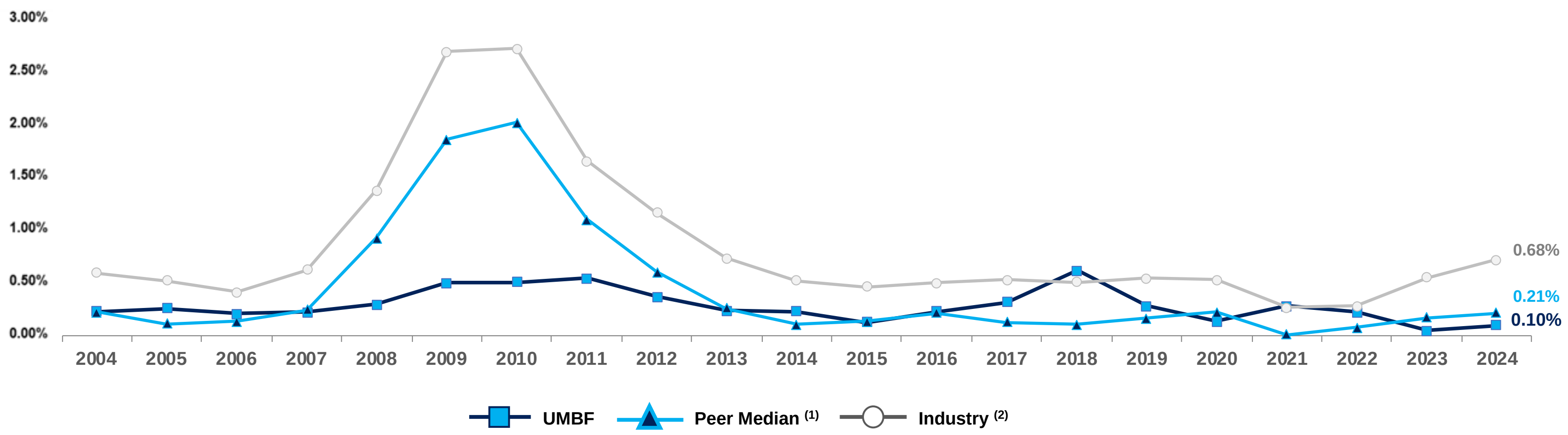
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Annual Deposit Growth	-6%	3%	7%	4%	14%	16%	11%	14%	10%	13%	6%	11%	9%	4%	7%	14%	20%	25%	8%	1%	11%

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

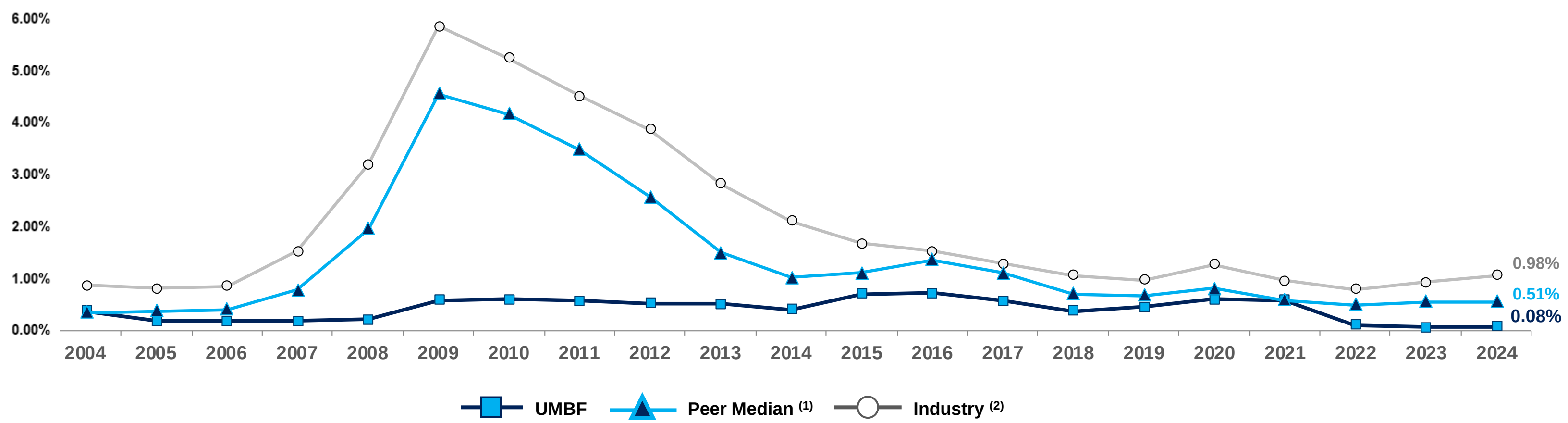
Net Charge-Offs / Average Loans

’04 – ‘24 Average
0.27%



Nonperforming Loans / Loans

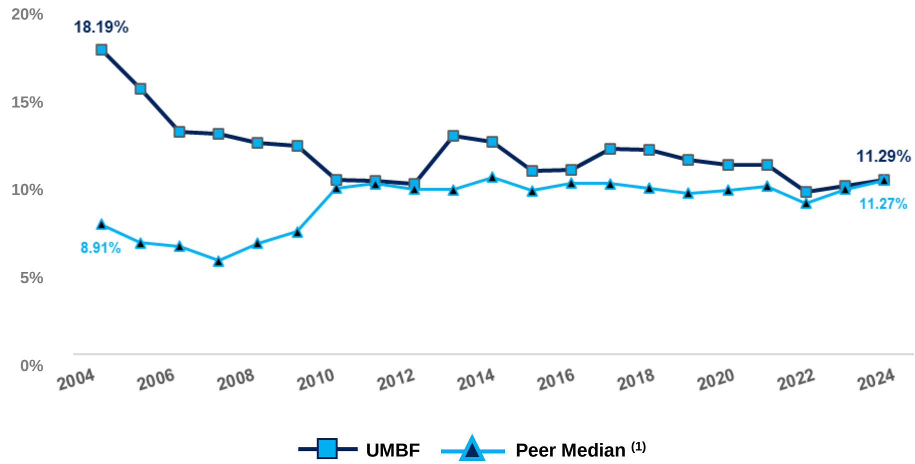
’04 – ‘24 Average
0.38%



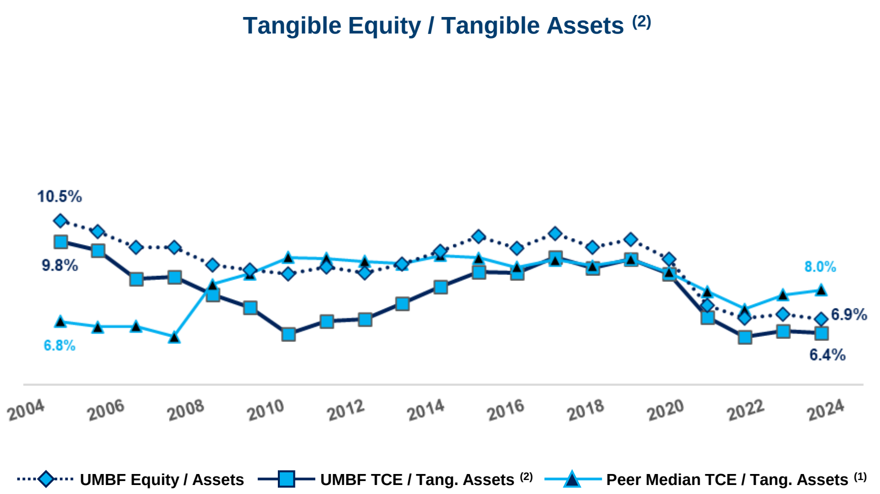
(1) UMB peers (15 banks), as of latest available annual period. Source: S&P Capital IQ; (2) All FDIC-insured banks, as of last available annual period. Source: FDIC.

Capital & Liquidity
Supports Growth Outlook

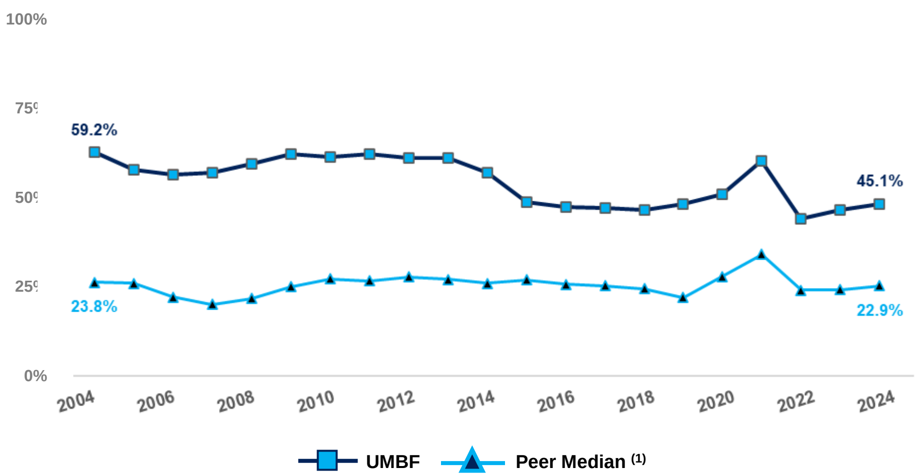
Tier 1 Capital Ratio



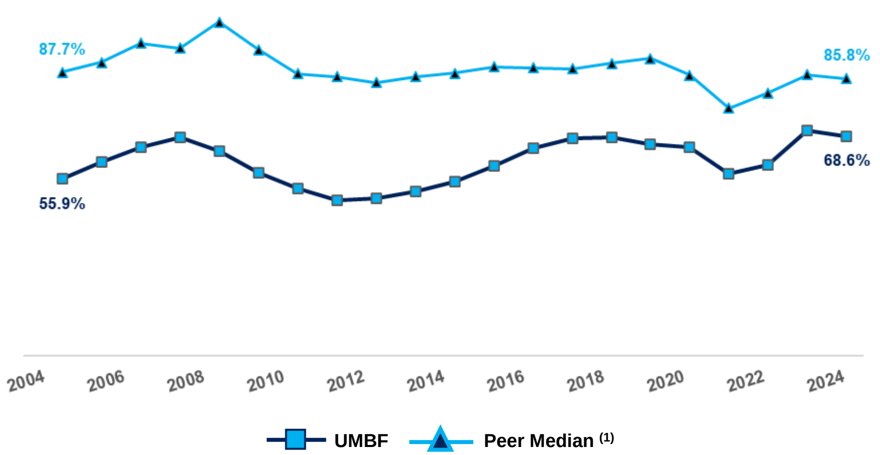
Equity / Assets



Cash & Securities / Assets (3)



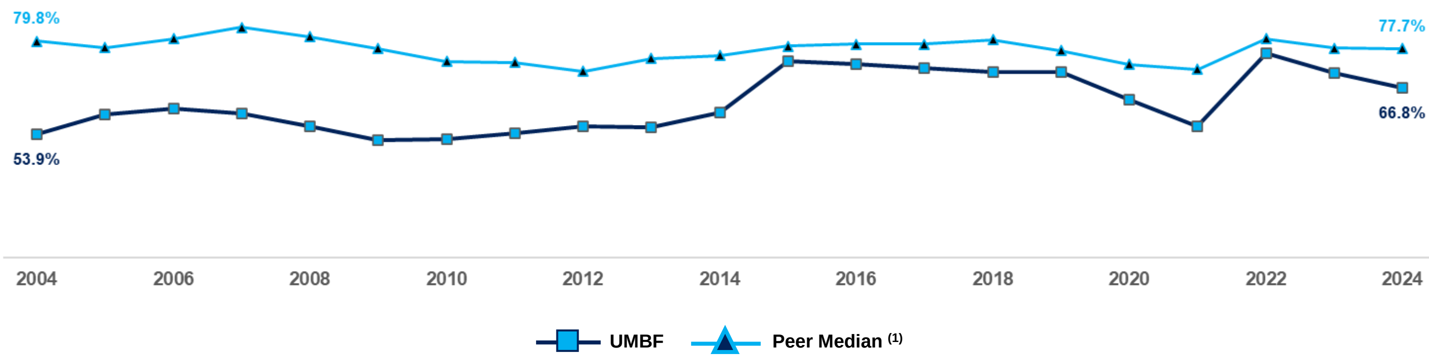
Average Loans / Average Deposits



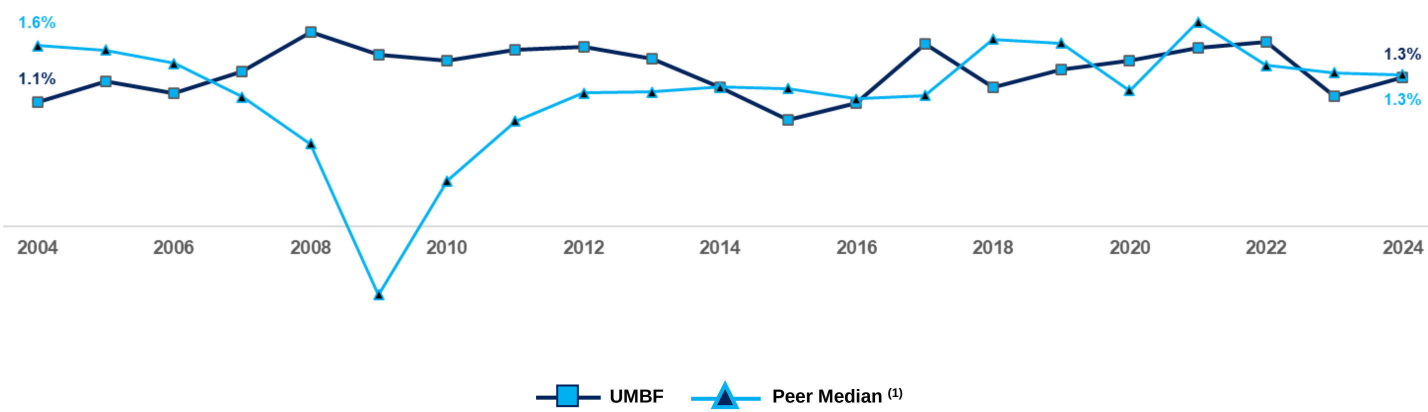
(1) UMB peers (15 banks), as of latest available annual period. Source: S&P Capital IQ; (2) Tangible equity and tangible assets are non-GAAP measures, reconciled on slide 54; (3) As defined by S&P Capital IQ: "Cash, cash equivalents, and investment securities/assets."

Risk-Adjusted Returns
Rowing Close to Shore

Risk-Weighted Assets / Assets



Return on Risk-Weighted Assets (2)

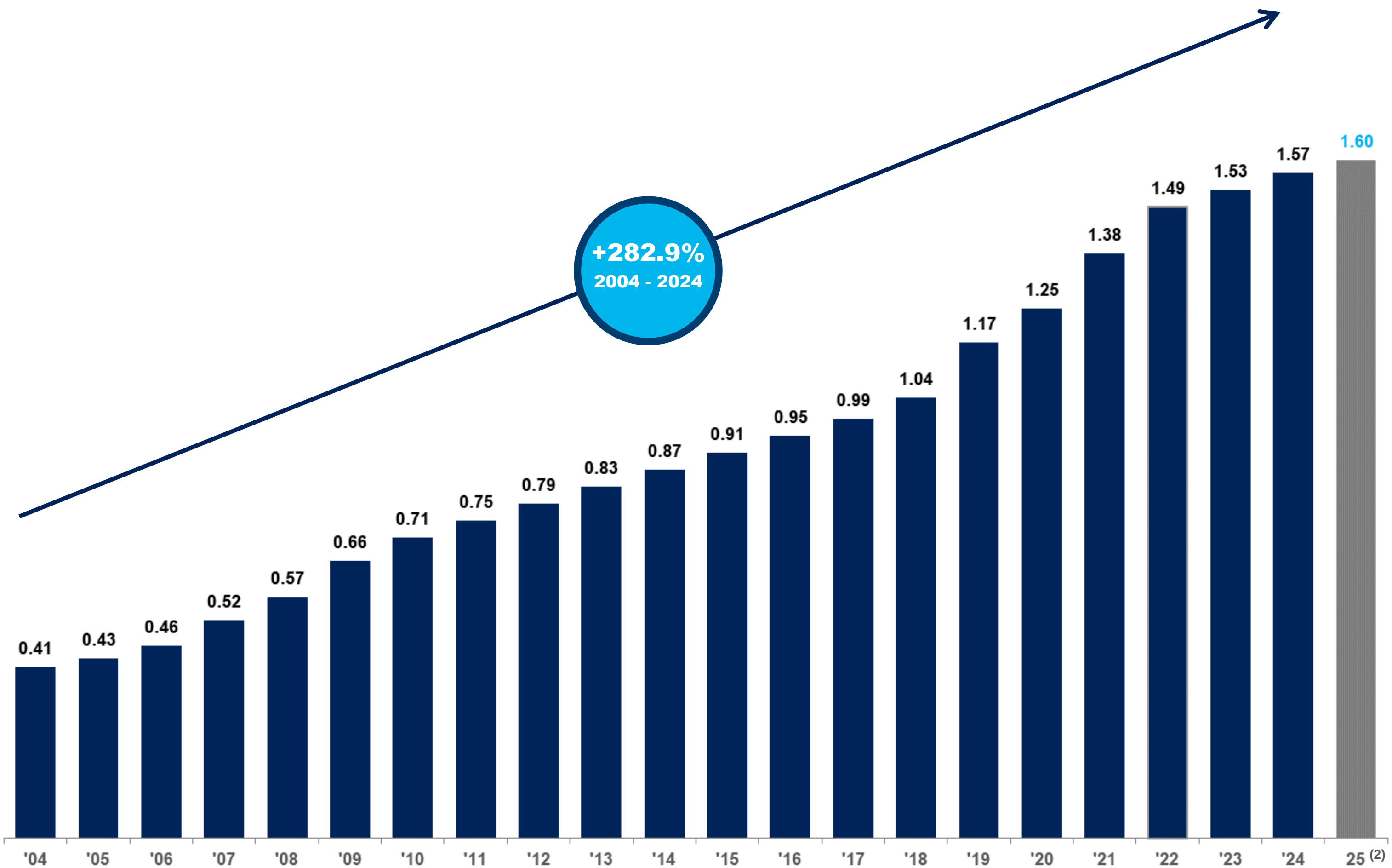


(1) UMB peers (15 banks), data as of latest available annual period. Source: S&P Capital IQ; (2) The numerator for the calculation of Return on Risk-Weighted Assets is GAAP net income, which included expenses related to the FDIC special assessment, recognized in 2023 and 2024.

Dividend Trends
Sustained Growth

UMB

Annual Dividends Declared (1)



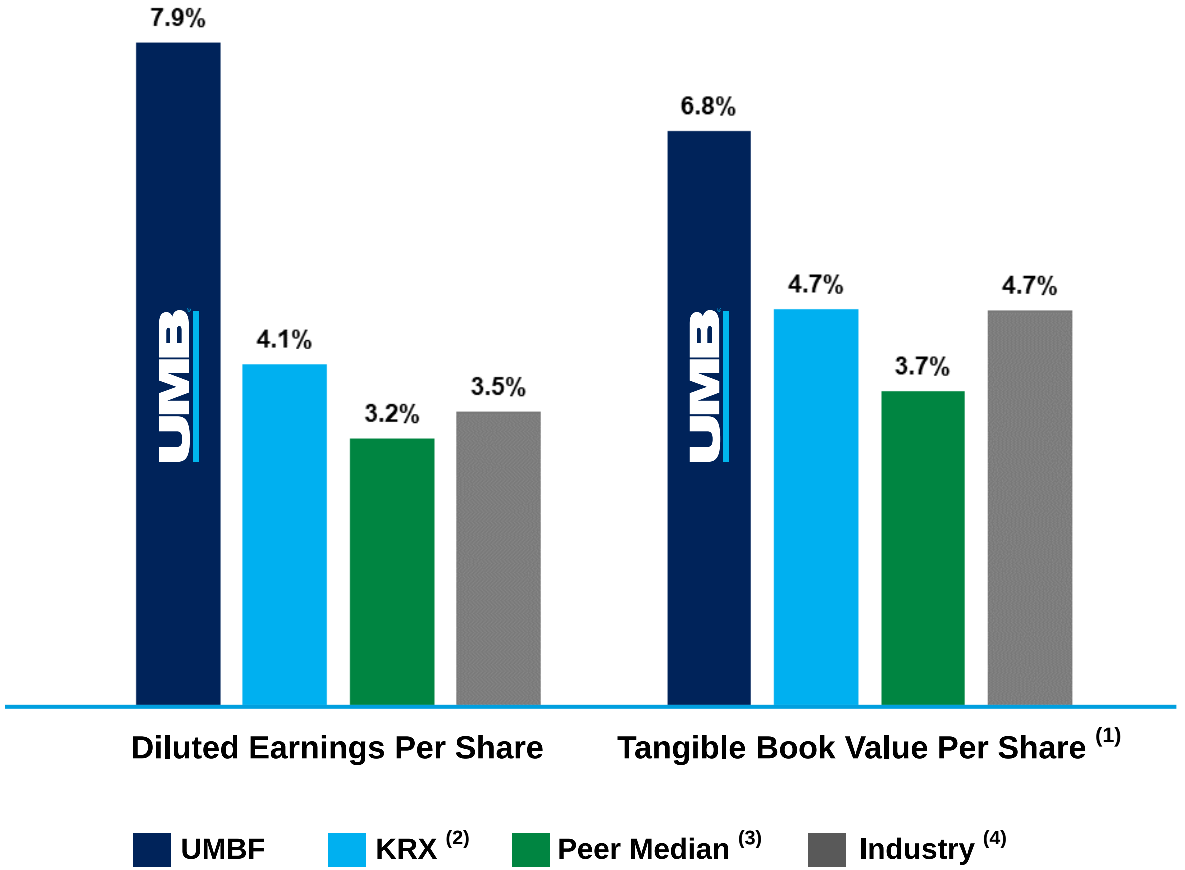
2025 = $1.60 (2)

+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 1Q and 2Q 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 55. Peer, KRX & Industry source: S&P Capital IQ; (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.

Appendix

Colorado Springs, CO

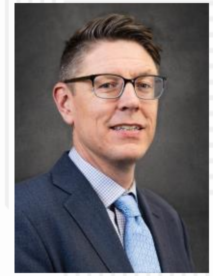
Our Board of Directors

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

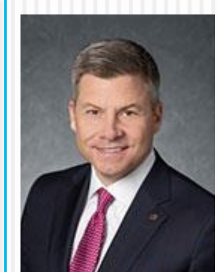
Kris Robbins
AC, RC (Chair)

John Schmidt
GC

Josh Sosland
GC, RC

Leroy Williams
CC, RC

Advisory Directors



Jim Rine
Vice Chairman

Tom Wood

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				
		Mar. 31, 2025	Dec. 31, 2024	Sept. 30, 2024	Jun. 30, 2024	Mar. 31, 2024
Net income available to common shareholders (GAAP)	$	79,320	119,997	109,643	101,345	110,258
Adjustments:						
Day 1 acquisition provision expense		62,037	-	-	-	-
Acquisition expense		53,169	3,658	2,611	9,550	431
Severance expense		445	245	48	130	146
FDIC special assessment		629	(826)	(1,730)	(3,800)	13,000
Tax-impact of adjustments [(1)]		(26,722)	(497)	(214)	(1,352)	(3,123)
Total Non-GAAP adjustments (net of tax)		89,558	2,580	715	4,528	10,454
Net Operating Income avail. to common (Non-GAAP)	$	168,878	122,577	110,358	105,873	120,712
Earnings per common share - diluted (GAAP)	$	1.21	2.44	2.23	2.07	2.25
Day 1 acquisition provision expense		0.95	-	-	-	-
Acquisition expense		0.81	0.07	0.06	0.19	0.01
Severance expense		0.01	-	-	0.01	-
FDIC special assessment		0.01	(0.01)	(0.04)	(0.08)	0.27
Tax-impact of adjustments [(1)]		(0.41)	(0.01)	-	(0.03)	(0.06)
Operating earnings per common share - diluted (Non-GAAP)	$	2.58	2.49	2.25	2.16	2.47

- 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				
		Mar. 31, 2025	Dec. 31, 2024	Sept. 30, 2024	Jun. 30, 2024	Mar. 31, 2024
Net interest income (GAAP)	$	397,639	268,974	247,376	245,108	239,434
Noninterest income (GAAP)		166,198	165,211	158,743	144,919	159,244
Noninterest expense (GAAP)		384,787	270,361	252,454	249,067	254,804
Adjustments to arrive at operating noninterest expense:						
Acquisition expense		53,169	3,658	2,611	9,550	431
Severance expense		445	245	48	130	146
FDIC special assessment		629	(826)	(1,730)	(3,800)	13,000
Total Non-GAAP adjustments		54,243	3,077	929	5,880	13,577
Operating noninterest expense (Non-GAAP)		330,544	267,284	251,525	243,187	241,227
Operating pre-tax, pre-provision income (Non-GAAP)	$	233,293	166,901	154,594	146,840	157,451
Net interest income EPS - diluted (GAAP)	$	6.07	5.47	5.04	5.00	4.89
Noninterest income (GAAP)		2.54	3.36	3.24	2.96	3.26
Noninterest expense (GAAP)		5.87	5.50	5.15	5.08	5.21
Acquisition expense		0.81	0.07	0.06	0.19	0.01
Severance expense		0.01	-	-	0.01	-
FDIC special assessment		0.01	(0.01)	(0.04)	(0.08)	0.27
Operating pre-tax, pre-provision EPS - diluted (Non-GAAP)	$	3.57	3.39	3.15	3.00	3.22

- 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

Tangible Common Equity Ratio

	As of			
	Mar. 31, 2025	Dec. 31, 2024	Mar. 31, 2024	Dec. 31, 2004
Common shareholders' equity (GAAP)	$ 6,637,730	$ 3,466,541	$ 3,152,816	$ 819,182
Less: Intangible assets				
Goodwill	1,798,451	207,385	207,385	59,115
Other intangibles, net	557,186	63,647	69,052	4,859
Total intangibles, net	2,355,637	271,032	276,437	63,974
Tangible common shareholders' equity (Non-GAAP)	$ 4,282,093	$ 3,195,509	$ 2,876,379	$ 755,208
Total assets (GAAP)	$ 69,347,313	$ 50,409,664	$ 45,343,375	$ 7,805,006
Less: Intangible assets				
Goodwill	1,798,451	207,385	207,385	59,115
Other intangibles, net	557,186	63,647	69,052	4,859
Total intangibles, net	2,355,637	271,032	276,437	63,974
Total tangible assets (Non-GAAP)	$ 66,991,676	$ 50,138,632	$ 45,066,938	$ 7,741,032
Common equity / total assets (GAAP)	9.57%	6.88%	6.95%	10.50%
Tangible common equity / tangible assets (Non-GAAP)	6.39%	6.37%	6.38%	9.76%

- 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	
	Mar. 31, 2025	Mar. 31, 2004
Noninterest expense (GAAP)	$ 384,787	$ 254,804
Adjustments:		
Acquisition expense	53,169	431
Severance expense	445	146
FDIC special assessment	629	13,000
Total Non-GAAP adjustments	54,243	13,577
Operating noninterest expense (Non-GAAP)	330,544	241,227
Noninterest expense	384,787	254,804
Less: Amortization of other intangibles	17,482	1,960
Noninterest expense, net of amortization of other intangibles (numerator A)	367,305	252,844
Operating noninterest expense	330,544	241,227
Less: Amortization of other intangibles	17,482	1,960
Operating expense, net of amortization of other intangibles (num. B)	313,062	239,267
Net interest income	397,639	239,434
Noninterest income	166,198	159,244
Less: Gains on sales of sec. avail. for sale, net	390	139
Total (denominator A)	$ 563,447	$ 398,539
Efficiency ratio (num. A / denom. A)	65.19%	63.44%
Operating efficiency ratio (num. B /denom. A)	55.56%	60.04%

- 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	
	Mar. 31, 2025	Mar. 31, 2024
Average common shareholders' equity (GAAP)	$ 5,493,844	3,143,518
Less: Average Intangible assets		
Average Goodwill	1,267,682	207,385
Average Other intangibles, net	403,293	70,316
Total average intangibles, net	1,670,975	277,701
Average tangible common shareholders' equity (Non-GAAP)	$ 3,822,869	2,865,817
Net Income Available to Common Shareholders (GAAP)	$ 79,320	110,258
Net Operating Income Avail. to Common Shareholders (Non-GAAP)	$ 168,878	120,712
Return on average common equity (ROE) (GAAP)	5.86%	14.11%
Return on average tangible common equity (Non-GAAP)	8.41%	15.47%
Operating return on avg. tangible common equity (Non-GAAP)	17.92%	16.94%

- 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