



Getting the Deal Done: Lessons Learned From a Veteran Acquirer

Jack Milligan

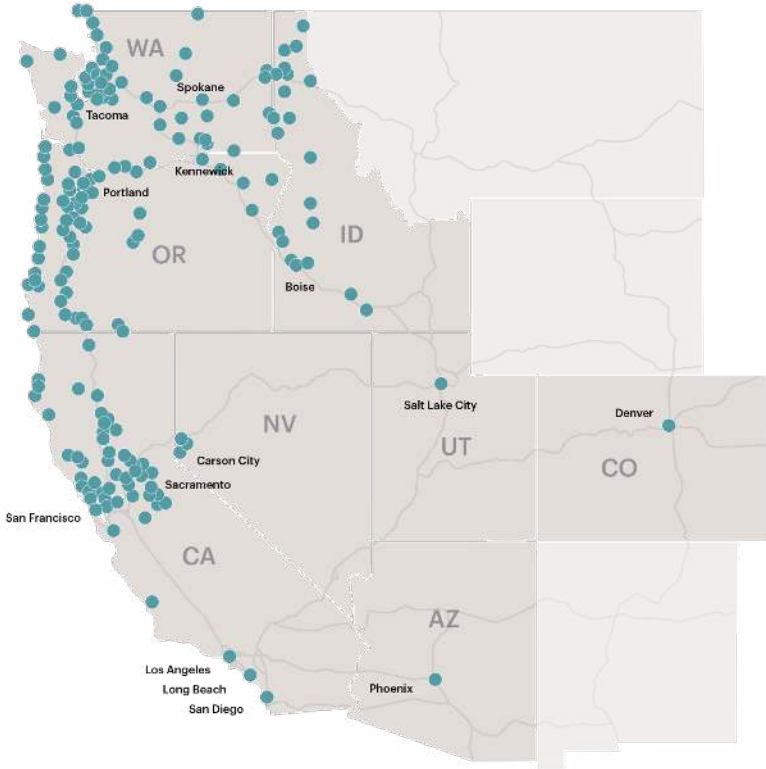
Bank Director

Clint Stein

*Columbia Banking System
and Umpqua Bank*



A Leading Banking Franchise in the West



Top 30
U.S. bank
publicly traded



Ranked #2
in market share among
*western-based banks**



Largest bank
headquartered in
the Northwest



\$52B
in assets



\$42B
in deposits



\$37B
in loans



5,000+ associates



700K+ customers
spanning retail, commercial and
private wealth



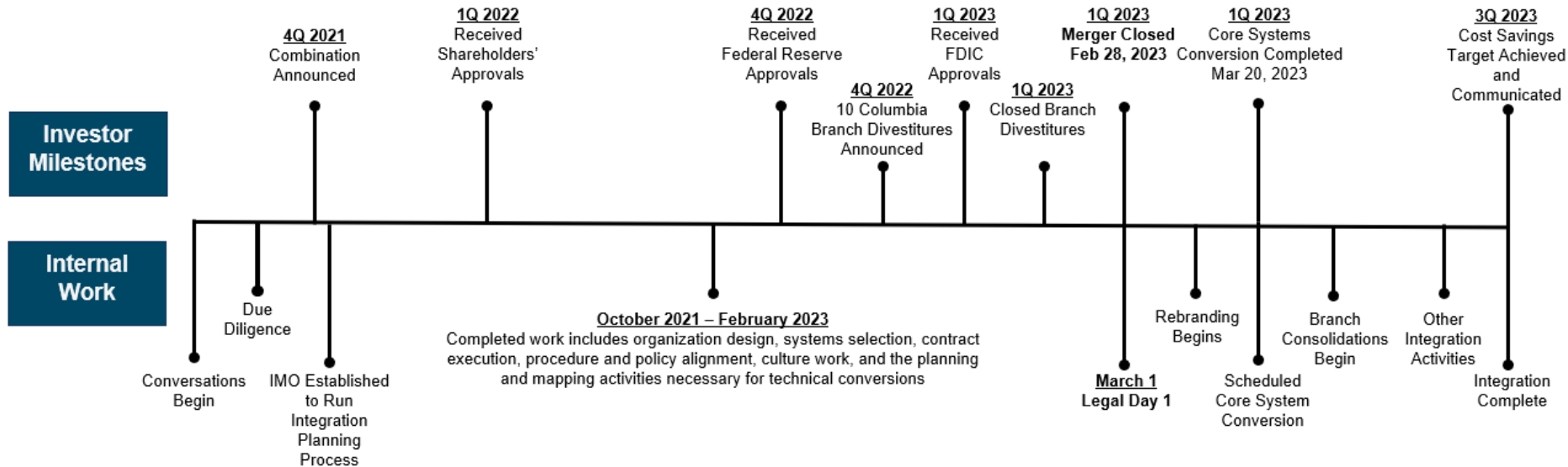
300+ locations
operating in eight states





Integration Planning Remained on Track Despite Delayed Regulatory Approvals

In early 2022, Columbia and Umpqua separated integration planning activities from legal day 1 as a combined organization. This action enabled our banks to complete necessary milestones ahead of the merger's closing that supported our ability to meet the original scheduled core systems conversion date less than three weeks after legal day 1.



Note: Chart highlights select tasks and does not encompass all activity. Some milestones occur over a period of time and not a point in time as represented by the chart. Timing is not to scale.