East Coast Financial Services Conference 2024

November 13, 2024 | Thomas J. Kemly, President & CEO
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Safe Harbor Statement

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 regarding Columbia Financial Inc.'s expectations or predictions of future financial or business performance or conditions. Forward-looking statements are typically identified by words such as "believe", "expect", "anticipate", "intend", "target", "estimate", "continue", "positions", "prospects", or "potential", by future conditional verbs such as "will", "would", "should", "could", "may", or by variations of such words or by similar expressions. These forward-looking statements are subject to numerous assumptions, risk and uncertainties, which change over time. Forward-looking statements speak only as of the date they are made, and we assume no duty to update any forward-looking statements. Actual results may differ materially from current projections.

In addition, to factors previously disclosed in Columbia Financial's reports filed with the U.S. Securities and Exchange Commission and those identified elsewhere in this presentation, the following factors, among others, could cause actual results to differ materially from forward-looking statements or historical performance: adverse conditions in the capital and debt markets and the impact of such conditions on the Company's business activities; changes in interest rates, higher inflation and their impact on national and local economic conditions; changes in monetary and fiscal policies of the U.S. Treasury, the Board of Governors of the Federal Reserve System and other governmental entities; the impact of legal, judicial and regulatory proceedings or investigations; competitive pressures from other financial institutions; the effects of general economic conditions on a national basis or in the local markets in which the Company operates, including changes that adversely affect a borrowers' ability to service and repay the Company's loans; the effect of acts of terrorism, war or pandemics, including on our credit quality and business operations, as well as on general economic and financial market conditions; changes in the value of securities in the Company's portfolio; changes in loan default and charge-off rates; fluctuations in real estate values; the adequacy of loan loss reserves; decreases in deposit levels necessitating increased borrowing to fund loans and securities; legislative changes and changes in government regulation; changes in accounting standards and practices; the risk that goodwill and intangibles recorded in the Company's consolidated financial statements will become impaired; cyber-attacks, computer viruses and other technological risks that may breach the security of our systems and allow unauthorized access to confidential information; the inability of third party service providers to perform; demand for loans in the Company's market area; the Company's ability to attract and maintain deposits and effectively manage liquidity; risks related to the implementation of acquisitions, dispositions, and restructurings; the risk that the Company may not be successful in the implementation of its business strategy, or its integration of acquired financial institutions and businesses, and changes in assumptions used in making such forward-looking statements which are subject to numerous risks and uncertainties, including but not limited to, those set forth in Item 1A of the Company's Annual Report on Form 10-K and those set forth in the Company's Quarterly Reports on Form 10-Q and Current Reports on Form 8-K, all as filed with the U.S. Securities and Exchange Commission.

This presentation also includes interim and unaudited financial information that is subject to further review by Columbia Financial's independent registered public accounting firm.

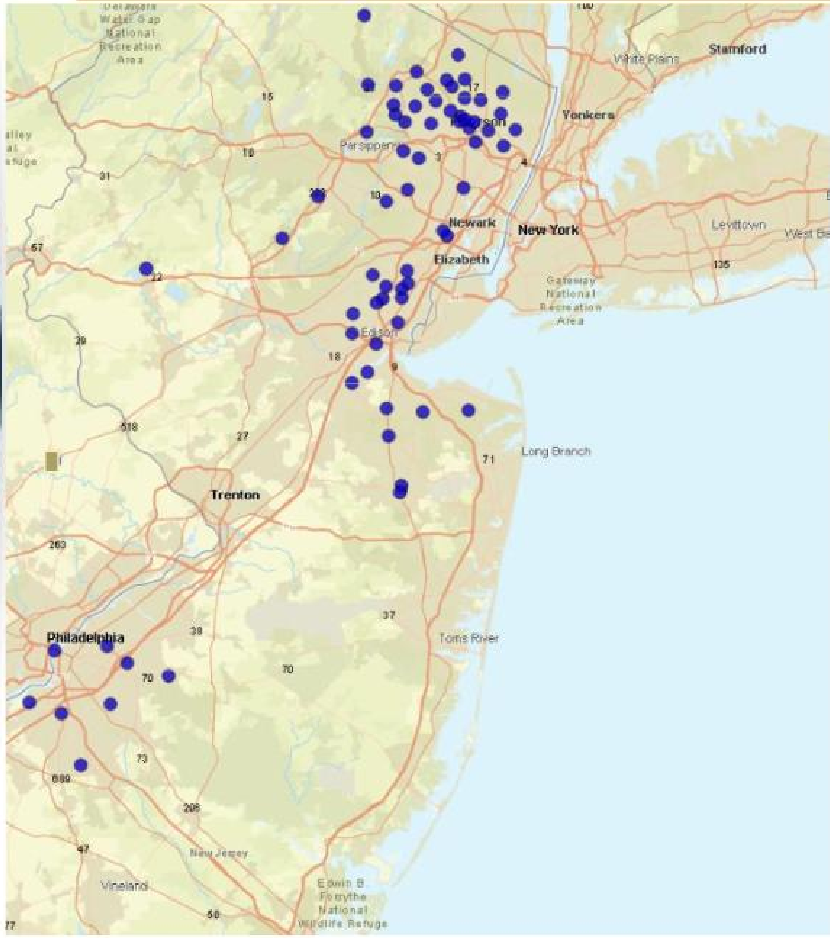
Non-GAAP Financial Measures

This presentation contains financial information presented in accordance with U.S. Generally Accepted Accounting Principles ("GAAP"). This presentation also contains certain non-GAAP information that the Company's management uses in its analysis of the Company's financial results, including core net income, core return on average assets, core return on average tangible stockholders equity, and core efficiency ratio. Specifically, the Company provides measures based on what it believes are its operating earnings on a consistent basis and excludes material non-routine operating items which affect the GAAP reporting of results of operations. The Company's management believes that providing this information to analysts and investors allows them to better understand and evaluate the Company's core financial results for the periods presented. Because non-GAAP financial measures are not standardized, it may not be possible to compare these financial measures with other companies' non-GAAP financial measures having the same or similar names.

The Company also provides measurements and ratios based on tangible stockholders' equity. These measures are commonly utilized by regulators and market analysts to evaluate the company's financial condition and, therefore, the Company's management believes that such information is useful to investors.

A reconciliation of the non-GAAP financial measures used in this presentation to the most directly comparable GAAP measures is provided in the appendix to this presentation.

Franchise Overview



Market Share for New Jersey

Institution (ST)	Rank	Number of Branches	2024 Total Deposits In Market ($000)	Total Market Share (%)
Bank of America Corporation (NC)	1	187	$ 69,379,771	16.1
The Toronto-Dominion Bank	2	222	58,375,076	13.5
The PNC Finl Svcs Grp (PA)	3	180	38,715,959	9.0
Wells Fargo & Co. (CA)	4	204	38,497,369	8.9
JPMorgan Chase & Co. (NY)	5	184	38,223,344	8.9
Valley National Bancorp (NJ)	6	128	30,764,657	7.1
Provident Financial Services (NJ)	7	135	17,796,611	4.1
Banco Santander S.A.	8	91	13,622,810	3.2
OceanFirst Financial Corp. (NJ)	9	39	9,511,642	2.2
Citizens Financial Group Inc. (RI)	10	107	8,317,468	1.9
Columbia Financial Inc. (NJ)	11	68	7,839,260	1.8
Fulton Financial Corp. (PA)	12	72	6,998,221	1.6
CRB Group Inc. (NJ)	13	1	6,922,135	1.6
ConnectOne Bancorp Inc. (NJ)	14	14	6,535,554	1.5
M&T Bank Corp. (NY)	15	69	6,012,941	1.4
Total For Institutions In New Jersey		2,301	$ 430,851,618	

Source: S&P Global, deposit data as of June 30, 2024

September 30, 2024 Update

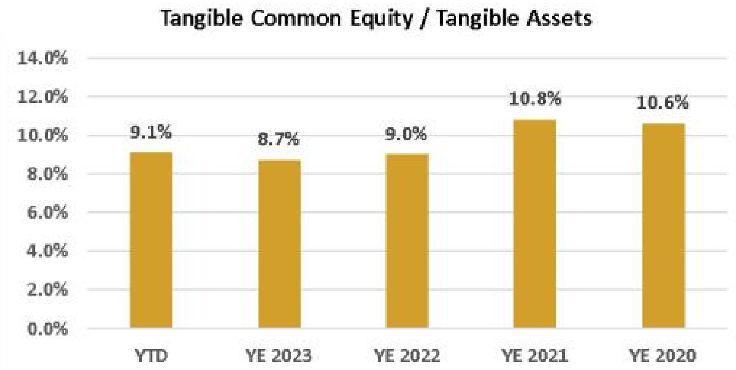
Total Assets $10.7 billion	Total Deposits $8.0 billion
Loans Receivable, net $7.8 billion	Net Income $9.6 million

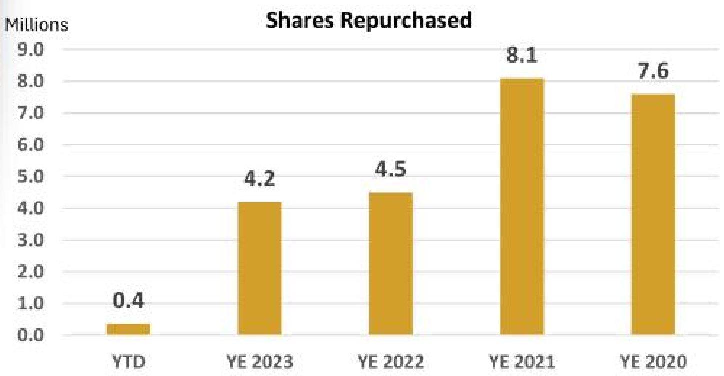
Highlights

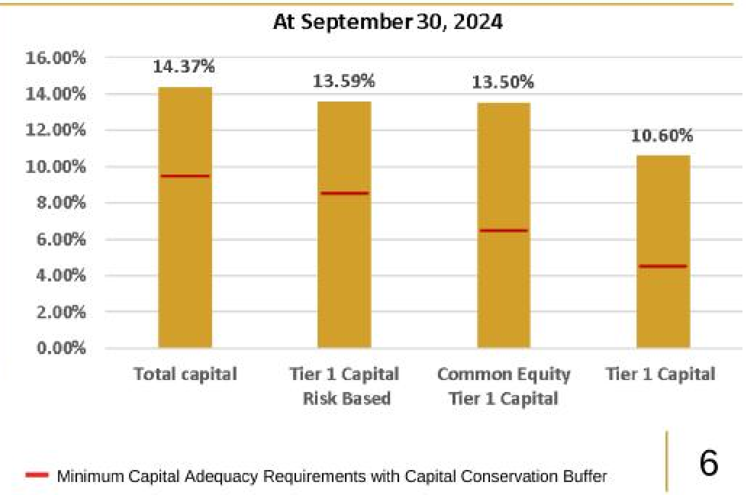
- 2024 Year-to-date financial results were lower than anticipated.
    - Net Interest Margin results have been impacted by the continued pressure on funding costs.
    - Results were impacted by higher charge-offs primarily in the commercial business segment resulting from industry wide regulatory scrutiny.
- While the operating environment remains challenging, management is optimistic about future results for the following reasons:
    - Our net interest margin has stabilized and increased.
    - Non-performing assets remain very low relative to total assets at 0.28%.
    - Capital remains strong with a Common Tier 1 risk-based capital ratio of 13.50%.

Capital Management

- Management focused on optimizing the capital raised in the IPO through a combination of organic growth, acquisitions, and repurchases. Repurchases have been paused in order to retain capital.
- CLBK does not expect to pay cash dividends to shareholders while in the MHC structure as it is not a "grandfathered" MHC under the Dodd Frank Act and therefore the MHC cannot waive dividends from CLBK.
- Capital ratios exceed the regulatory "well capitalized" levels.

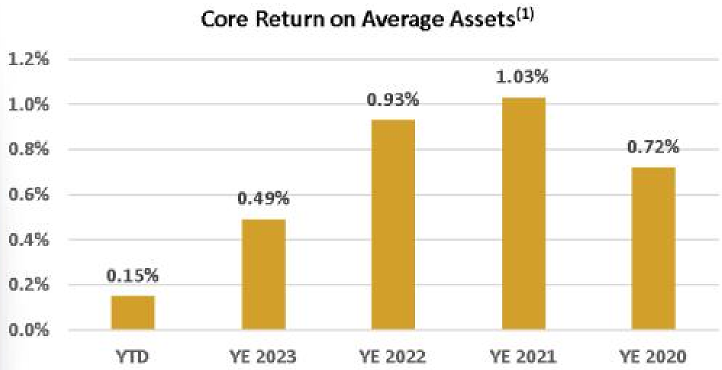


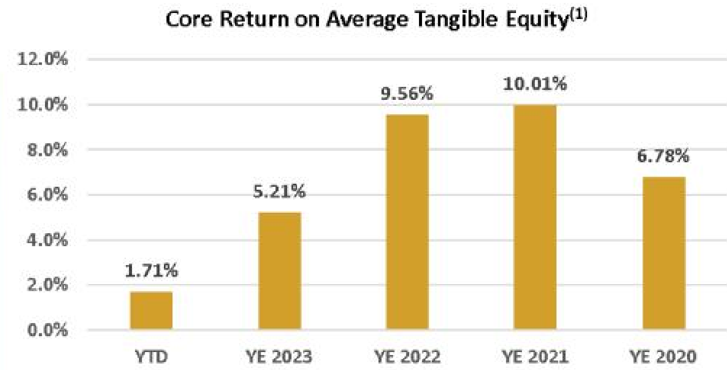


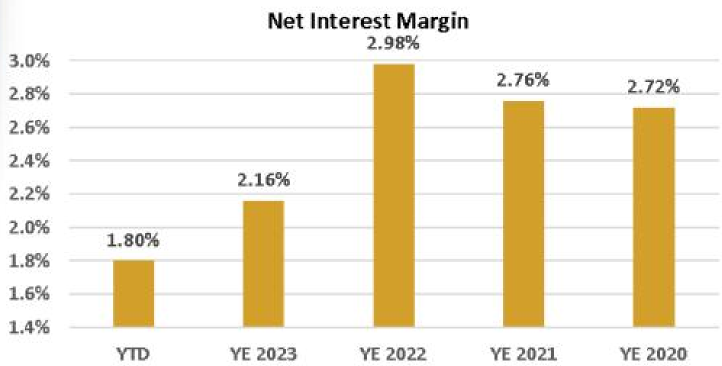


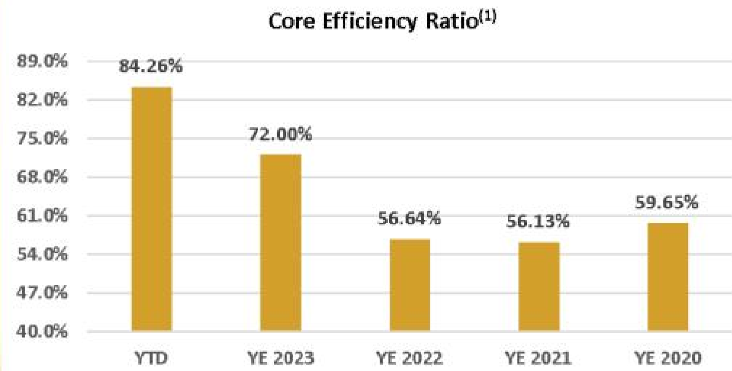
YTD amounts presented as of September 30, 2024.

Financial Performance



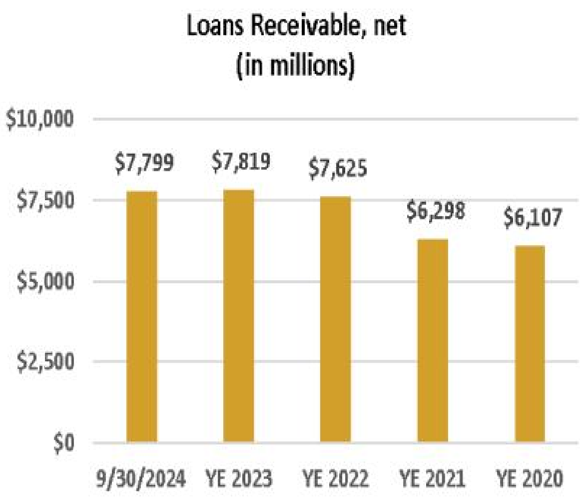






YTD amounts presented as of September 30, 2024.
(1) Represents a non-GAAP financial measure.

Lending

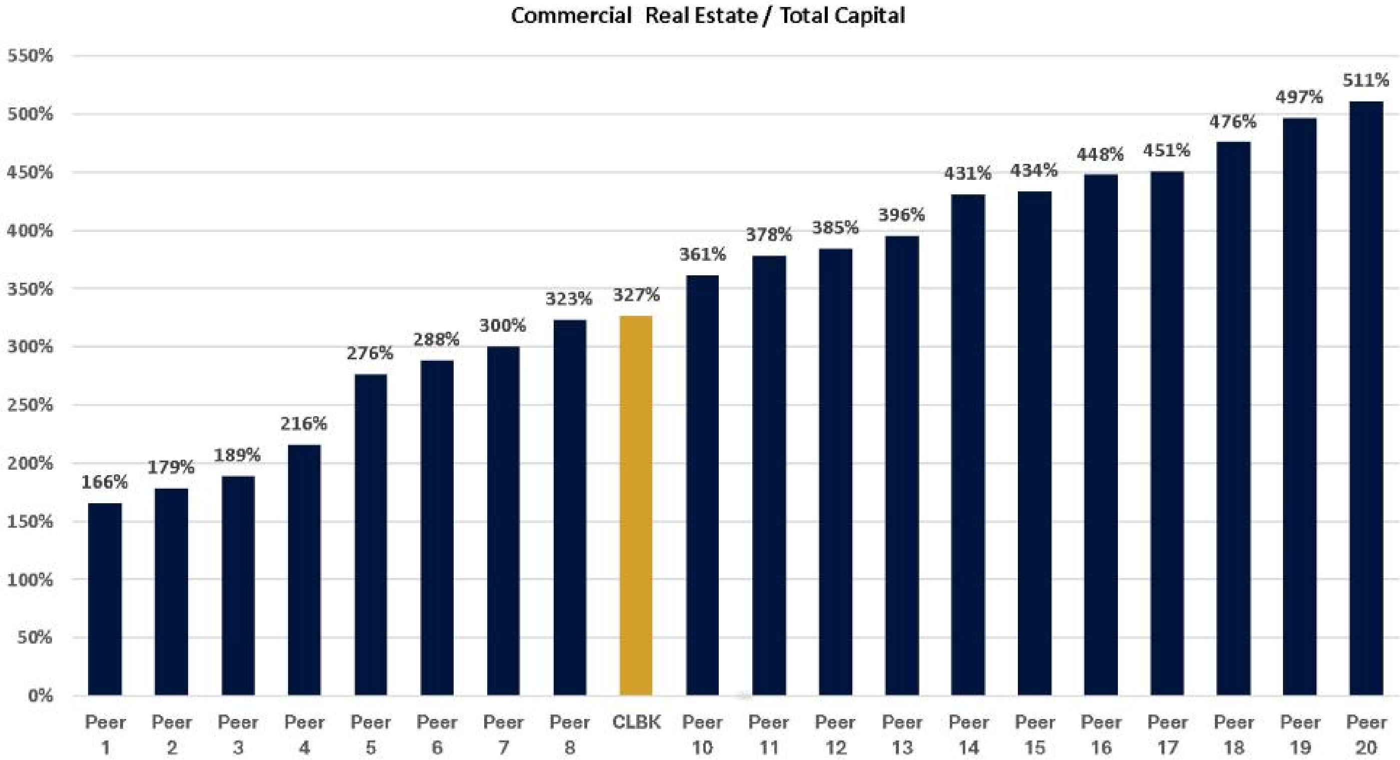


Loan Type (Dollars in thousands)	9/30/2024	12/31/2020	% Change
Residential	$2,737,190	$1,940,327	41.1%
Home Equity / Consumer	263,918	322,674	-18.2%
Multifamily and Commercial Real Estate	3,711,759	2,817,965	31.7%
Construction	510,439	328,711	55.3%
Commercial Business	586,447	752,870	-22.1%
Total Loans	7,809,753	6,162,547	26.7%
PCD Loans	11,795	6,345	
Net Deferred Loan Costs	35,642	12,878	
Allowance for Credit Losses[1]	(58,495)	(74,676)	
Loans Receivable, net	$7,798,695	$6,107,094	

(1) The Company adopted ASU 2016-13 as of January 1, 2022. Prior periods have not been restated.

- As a community banking organization, the Company differentiates itself by focusing on relationships and self-sourced originations.
- Residential real estate is expected to become a smaller component of the loan portfolio mix as management is de-emphasizing that line of business.
- Loans are largely focused in NJ, PA, and the suburbs of NY; originations in New York City are limited.

Commercial Real Estate

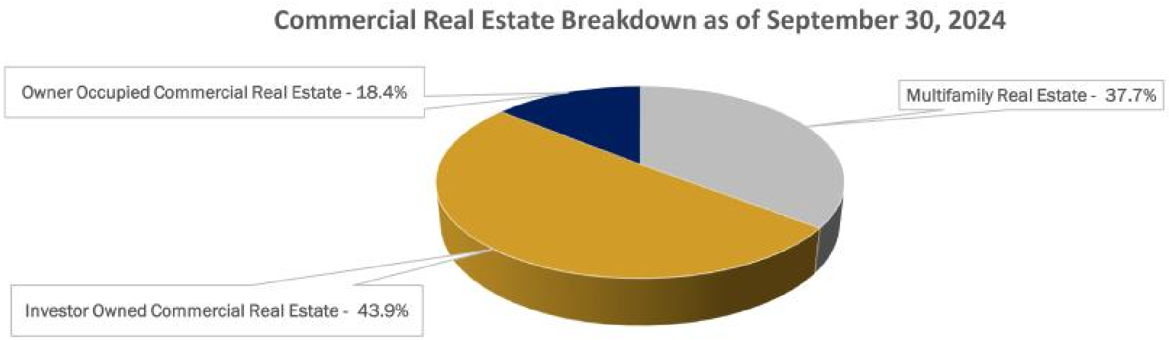


Peers: AUB, BHLB, BRKL, CBU, CNOB, CUBI, DCOM, EGBN, FFIC, INDB, IBTX, KRNY, NBTB, NFBK, OCFC, PGC, PFS, SASR, WSFS

Commercial Real Estate is defined as non-owner occupied commercial, construction, and multifamily properties.

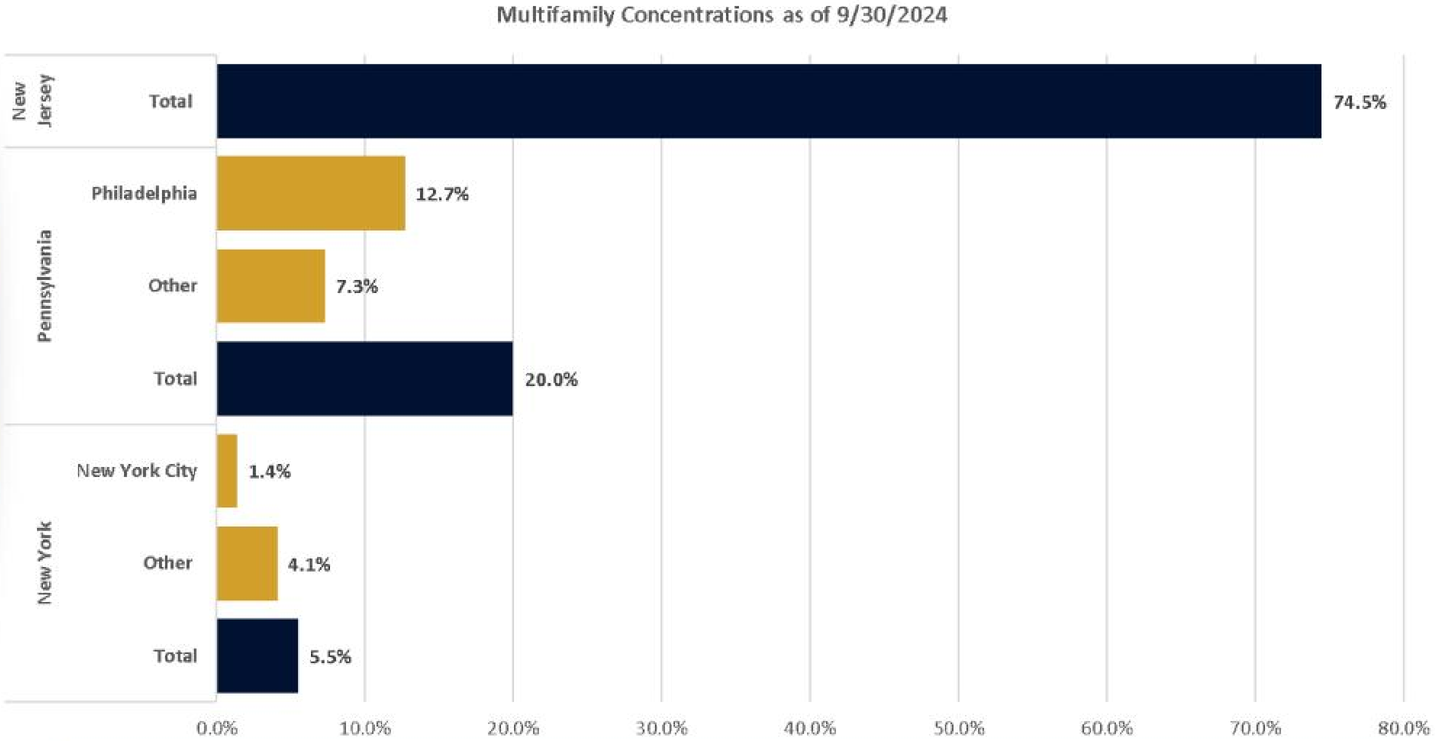
Source: S&P Global 6/30/2024

Commercial Real Estate (Continued)



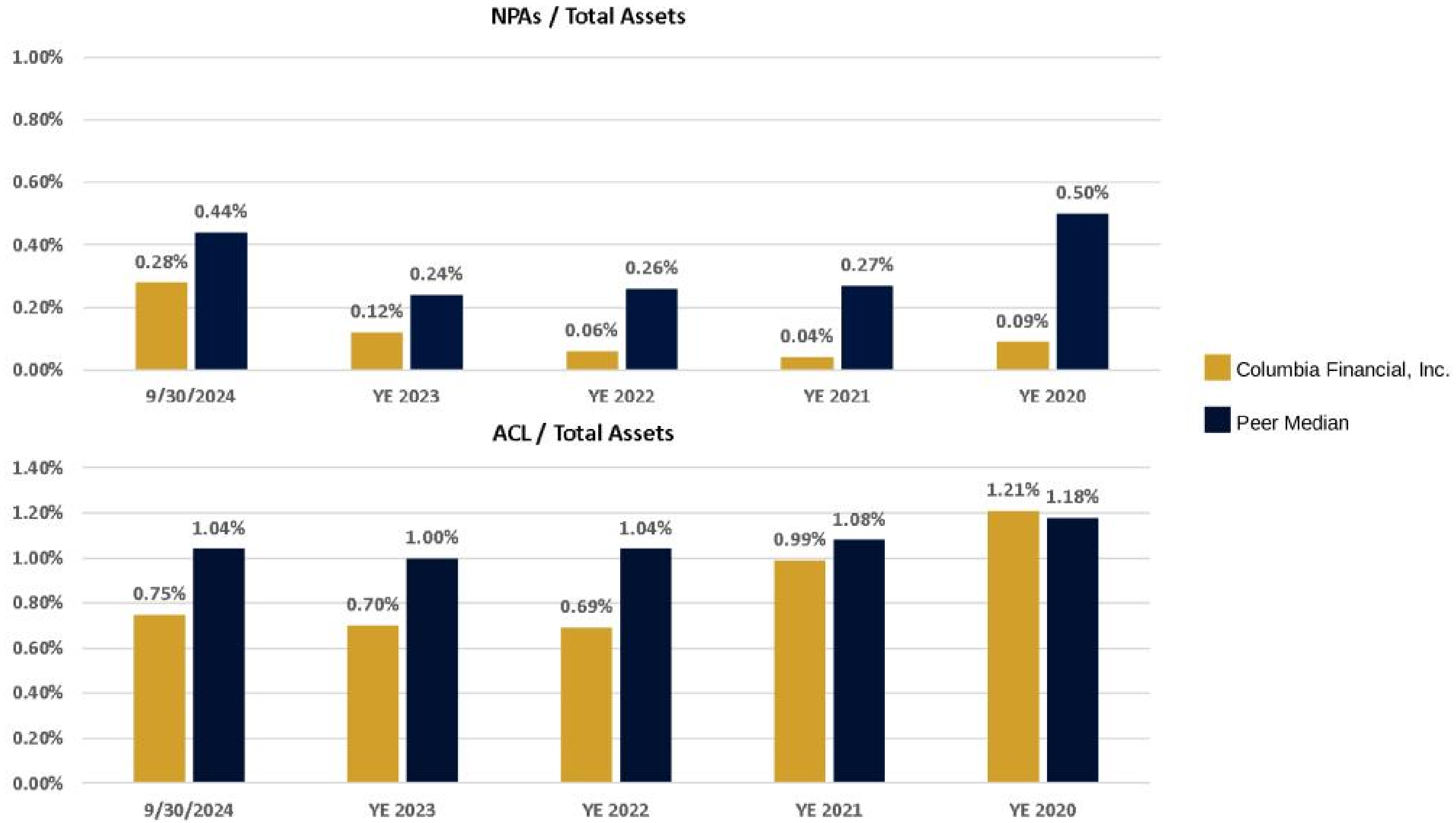
Investor Owned Commercial Real Estate (Dollars in thousands)	Balance	% of Multifamily and Commercial Real Estate	Average Loan Size	Weighted Average Loan to Value Ratio	Weighted Average Debt Service Coverage
Retail / Shopping Centers	$ 484,121	13.0%	$ 2,766	51.7%	1.59x
Industrial / Warehouse	389,470	10.5	3,116	58.1	1.70
Mixed Use	211,853	5.7	1,109	54.9	1.61
Non-Medical Office	197,768	5.3	1,902	54.2	1.64
Medical Office	126,947	3.4	3,174	57.9	1.50
Single Purpose	94,497	2.5	1,005	54.5	3.23
Other	124,580	3.4	645	52.0	1.67
Total Loans	$1,629,236	43.9%	$ 1,758	54.3%	1.72x

Commercial Real Estate (Continued)



The multi-family portfolio only contains two loans collateralized by one New York City rent stabilized property totaling less than $1.0 million.

Asset Quality



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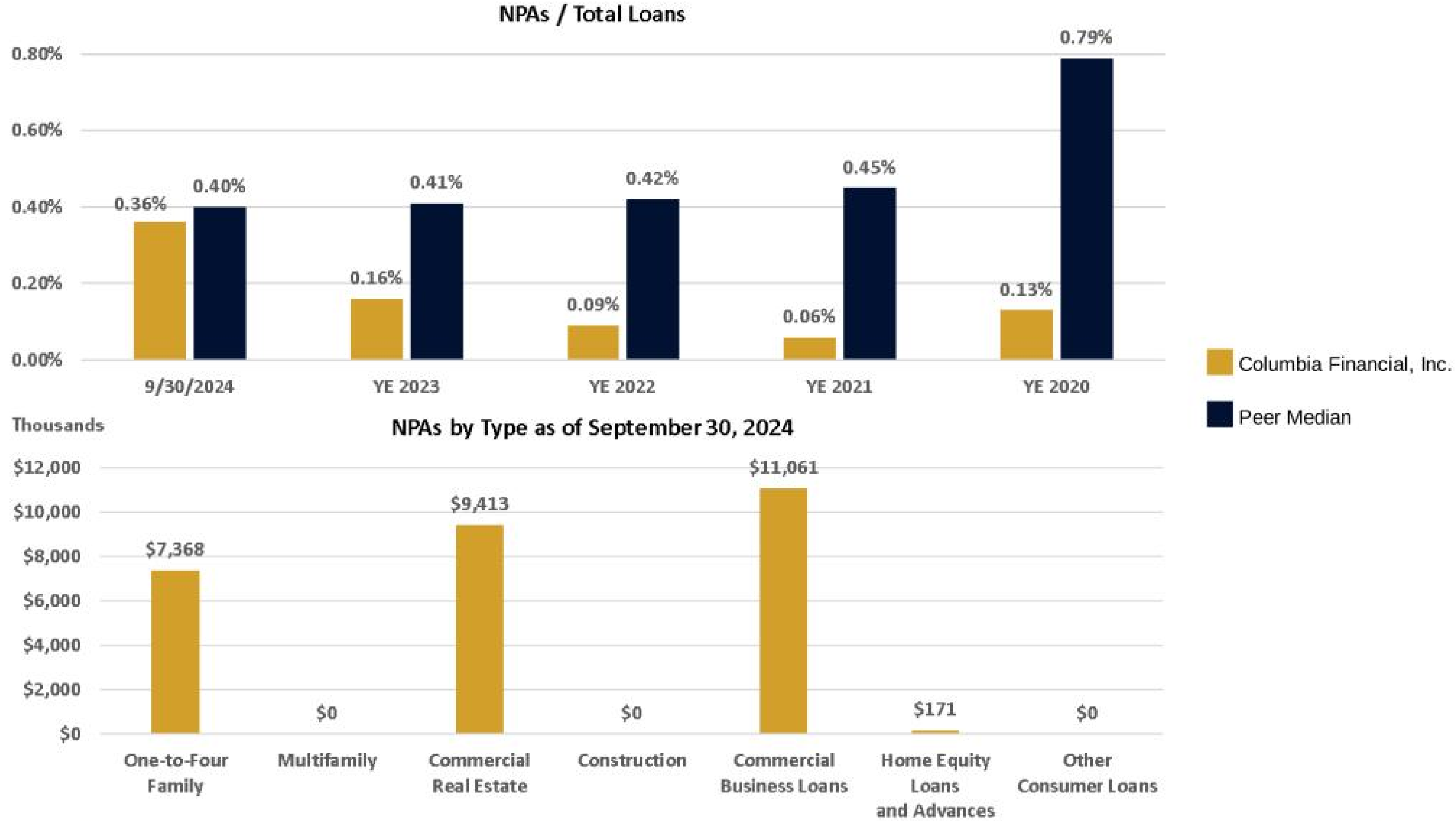
Source: S&P Global

Asset Quality (Continued)



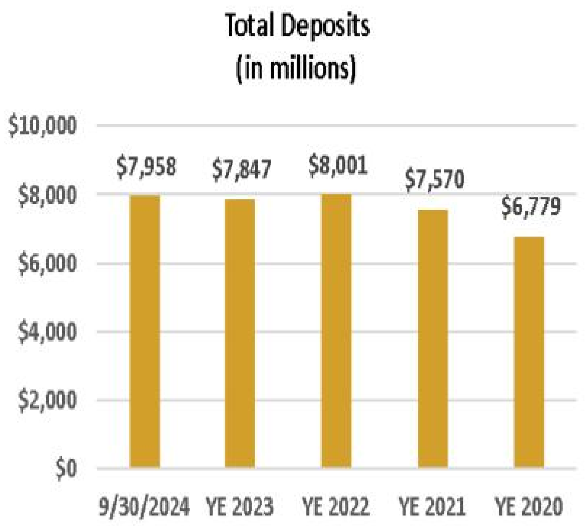
Peers: AUB, BHLB, BRKL, CBU, CNOB, CUBI, DCOM, EGBN, FFIC, INDB, IBTX, KRNY, NBTB, NFBK, OCFC, PGC, PFS, SASR, WSFS

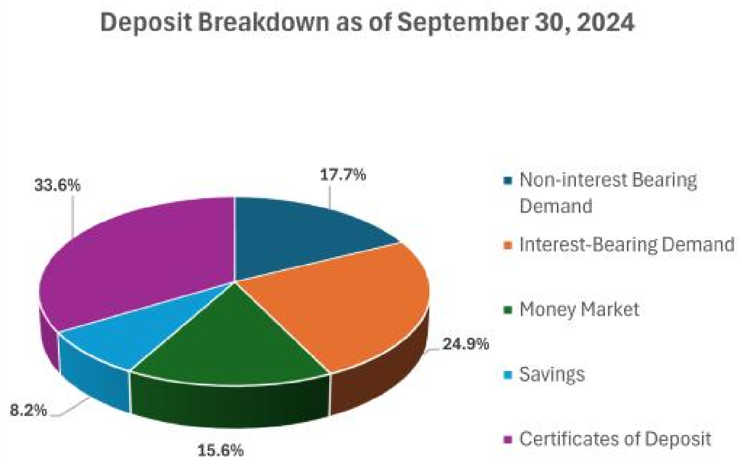
Source: S&P Global

Liquidity

- At September 30, 2024, available sources of liquidity include but are not limited to:
  - Total cash and cash equivalents of $283.5 million;
  - The Company had immediate access to approximately $2.6 billion of funding through multiple sources;
  - Unpledged loan collateral available to pledge in excess of $1.8 billion; and
  - The Company maintains a liquid, high-quality, securities portfolio.

Deposits





At September 30, 2024, the Company had approximately 215,000 accounts with an average deposit balance of approximately $37,000.

Investment Securities

- Approximately 94.7% of the total portfolio consisted of direct government obligations or government sponsored enterprise obligations.
- Reinvesting maturing cash flows in treasury bonds and mortgage-backed securities.
- Net unrealized gains(losses) on available for sale securities, net of tax, as a percentage of total equity was 8.2%.

Mergers & Acquisitions

2018

Completed IPO

Sold 43% of Columbia Financial and raised $498 million in gross proceeds.

Granted 3% of the shares to the Columbia Bank Foundation.

Pro Forma TCE was 15.6%.

Acquired Stewardship

$136 million cash acquisition.

Community bank with $962 million in assets and $783 million in deposits.

In market transaction adding seven branches, net of closures.

2019

Acquired Roselle

Mutual Merger

$422 million in assets and $333 million in deposits.

In market transaction adding three branches, net of closures.

2020

Acquired Freehold

Mutual Merger

$316 million in assets and $210 million in deposits at two branches.

Columbia merged Freehold Bank into Columbia Bank as of October 5, 2024.

2021

Acquired RSI

Mutual Merger

$595 million in assets and $503 million in deposits.

In market transaction adding three branches, net of closures.

2022

Disclosure Note: Freehold Bank was held as a separate bank subsidiary until October 5, 2024.

Organizational Considerations

- Management and the Board of Directors are aware of the opportunities afforded by a second step conversion.
- We believe that being "well positioned" to execute a second step conversion is important.
- Therefore, management is focused on:
  - Building the growth engine so we can leverage the amount of capital raised in a second step;
  - Deploying the remaining excess capital from the initial MHC offering;
  - Continuing to evaluate potential merger opportunities; and
  - Improving profitability and franchise value.

Legal Disclaimer: While we continue to evaluate our organizational structure, we have no current plans to undertake a second step conversion nor is there any assurance that we will undertake such a conversion in the future.

Pro Forma Value

The potential impact of a second step conversion may yield the following results.

Date	**9/30/2024**	
Tangible Equity	$ 1,008,939	
Total Shares Outstanding	104,725,436	
Minority Shares	28,708,912	27.4%
Majority Shares	76,016,524	72.6%

Price to Fully Converted Pro Forma Tangible Book		**80.0%**	**90.0%**	**100.0%**
($000s)				
Fully Converted Value		$ 1,691,000	$ 2,204,000	$ 2,910,000
Offering Price Per Share		$ 10.00	$ 10.00	$ 10.00
Gross Proceeds		1,227,438	1,599,806	2,112,267
Expenses and Stock Benefits	10%	(122,744)	(159,981)	(211,227)
Net Investable Proceeds		1,104,694	1,439,826	1,901,040
Existing Tangible Equity		1,008,939	1,008,939	1,008,939
Pro Forma Tangible Equity		$ 2,113,633	$ 2,448,765	$ 2,909,979
Pro Forma Tangble Book Value Per Share		$ 12.50	$ 11.11	$ 10.00
Exchange Ratio		1.61	2.10	2.78
Exchange Value per Minority Share		**$ 16.15**	**$ 21.05**	**$ 27.79**

Legal Disclaimer: The proforma financial information presented on this page is for illustrative purposes only, is based on information currently available, and does not reflect the actual pricing of any future second step. While we continue to evaluate our organizational structure, we have no current plans to undertake a second step conversion nor is there any assurance that we will undertake such a conversion in the future.

Strategic Focus

- Focus on earnings improvement, including strategies to improve earnings;
- Continue our controlled organic growth strategy while being mindful of economic conditions and evaluate acquisitions opportunistically;
- Manage our level of operating expenses to partially offset the earnings impact of margin compression;
- Build the infrastructure to support long term growth;
- Control funding costs to defend margin;
- Maintain credit discipline and continue to bolster enterprise risk management for regional bank oversight;
- Emphasize our commercial lines of business to continue our migration toward a commercial bank balance sheet;
- De-emphasize residential mortgage lending due to lower profit margins, long asset durations and interest rate cyclicality;
- Build our core deposit base with an emphasis on commercial treasury services;
- Optimize the returns on BOLI assets through a 1035 exchange; and
- Increase our emphasis on digital strategies to address customer preferences and gain operating efficiencies.

Questions

Appendix

Reconciliation of GAAP to Non-GAAP Financial Measures

Core Net Income

Description (in thousands)	September 30, 2024	For the Years Ended December 31, 2023	2022	2021
Reconciliation of Core Net Income:				
Net Income:	$ 9,570	$ 36,086	$ 86,173	$ 92,049
Add/Less: Loss(gain) on securities transactions, net of tax	1,130	9,249	(156)	(1,481)
Less: FDIC special assessment, net of tax	385	3,009	-	-
Less: Severance expense from reduction in workforce, net of tax	67	1,390	-	-
Less: Insurance settlement, net of tax	-	-	(486)	-
Add: Merger-related expenses, net of tax	691	529	2,210	974
Add: Litigation expenses, net of tax	-	262	2,913	-
Add: Loss on extinguishment of debt, net of tax	-	265	-	2,079
Add: Branch closure expense, net of tax	-	-	199	410
Core Net Income	$ 11,843	$ 50,790	$ 90,853	$ 94,031

Core ROAA and ROATE

Description (in thousands, except ratio data)	September 30, 2024	For the Years Ended December 31, 2023	2022	2021
Return on Average Assets	0.12%	0.35%	0.88%	1.01%
Net Income	$ 9,570	$ 36,086	$ 86,173	$ 92,049
Average Assets	$ 10,642,460	$ 10,370,557	$ 9,741,822	$ 9,103,003
Core Return on Average Assets	0.15%	0.49%	0.93%	1.03%
Core Net Income	$ 11,843	$ 50,790	$ 90,853	$ 94,031
Total Average Stockholders' Equity	$ 1,045,201	$ 1,098,098	$ 1,065,338	$ 1,024,914
Less: Average Goodwill	(110,715)	(110,715)	(103,477)	(79,842)
Less: Average Core Deposit Intangible	(10,391)	(12,398)	(11,352)	(5,717)
Total Average Tangible Stockholders' Equity	$ 924,095	$ 974,985	$ 950,509	$ 939,355
Core Return on Average Tangible Equity	1.71%	5.21%	9.56%	10.01%

Core Efficiency Ratio

Description (in thousands, except ratio data)	September 30, 2024	For the Years Ended December 31, 2023	2022	2021
Efficiency Ratio	85.73%	78.20%	58.83%	57.26%
Net Interest Income	$ 131,555	$ 205,876	$ 266,777	$ 233,134
Non-Interest Income	$ 25,610	$ 27,379	$ 30,400	$ 38,831
Total Income	$ 157,165	$ 233,255	$ 297,177	$ 271,965
Non-Interest Expense	$ 134,739	$ 182,417	$ 174,816	$ 155,737
Core Efficiency Ratio	84.26%	72.00%	56.64%	56.13%
Non-Interest Income	$ 25,610	$ 27,379	$ 30,400	$ 38,831
Add/Less: Loss(gain) on securities transactions	$ 1,256	10,847	(210)	(2,025)
Less: Insurance Settlement	$ -	-	(650)	-
Core Non-Interest Income	$ 26,866	$ 38,226	$ 29,540	$ 36,806
Non-Interest Expense	$ 134,739	$ 182,417	$ 174,816	$ 155,737
Less: FDIC special assessment	(439)	(3,840)	-	-
Less: Severance expense from reduction in workforce	(74)	(1,605)	-	-
Less: Merger-related expenses	(737)	(606)	(2,810)	(822)
Less: Voluntary early retirement plan expenses	-	-	-	-
Less: Litigation expenses	-	(317)	(3,916)	-
Less: Loss on extinguishment of debt	-	(300)	-	(2,851)
Less: Branch closure expense	-	-	(266)	(548)
Core Non-Interest Expense	$ 133,489	$ 175,749	$ 167,824	$ 151,516