Environmental, Social and Governance Review

2020
This document provides disclosure in accordance with the Sustainability Accounting Standards Board (SASB) standards for the Financials – Commercial Banks industry.

In addition, we disclose additional environmental, social and governance (ESG) metrics that are relevant to our business and identify where our efforts and programs help support the United Nations Sustainable Development Goals.

This document covers the period Jan. 1, 2020 through Dec. 31, 2020, unless otherwise noted.
About Our ESG Program

We care about our customers, our associates and our communities. Because we care, we do our best every day to deliver on our promises and meet the ever-evolving needs of the world around us. Those efforts include:

• Advancing 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.

Our governance framework is firmly rooted in risk management and compliance and establishes the foundation of our sustainability and ESG program. We continually adapt to find the right balance of business practices, meeting obligations and using our resources to do good. In a complex world, finding that balance is not always easy, but for more than 100 years we’ve run our business on the founding principle of doing what’s right.

Mariner Kemper
Chairman, President and Chief Executive Officer,
UMB Financial Corporation
About Us

UMB Financial Corporation (Nasdaq: UMBF) is a financial services company headquartered in Kansas City, Missouri. UMB offers commercial banking, which includes comprehensive deposit, lending and investment services, personal banking, which includes wealth management and financial planning services, and institutional banking, which includes asset servicing, corporate trust solutions, investment banking, and healthcare services. UMB operates branches throughout Arizona, Colorado, Illinois, Kansas, Missouri, Nebraska, Oklahoma, and Texas, and serves business and institutional clients nationwide.

For more information, visit:
- UMB.com
- Blog.UMB.com
- @UMBBank

For information about UMB’s operations, approach and relief measures during the COVID-19 pandemic, please visit UMB.com/COVID-19
Environment
Environment

UMB is dedicated to environmental conservation and responsible consumption of resources. We have a dedicated property management team who researches and reviews opportunities for space efficiency, energy efficiency, construction and renovation standards, and other ways we can reduce the environmental impact of our physical footprint.

- Six of our branch locations are LEED certified.
- Our locations in Arizona have been retrofitted with xeriscape and water-conserving irrigation systems.
- We have invested in efficient technologies including LED lighting systems and water-conserving utilities.
- At our corporate offices, commingled recycling systems and recycling via document shredding operations have reduced paper waste.
- In 2020, more than 161,000 kilowatt hours were generated from solar panels across UMB properties.
- We are adapting to new technology with rooftop gardens, geothermal energy and charging stations for electric cars.

UMB will continue to invest in initiatives that positively impact our operating environment and will report on our progress annually.
Social

Associates
Customers
Community
Associate Recruitment and Development

TALENT RECRUITMENT

Recruiting and retaining talented associates is a core tenet of what makes us a thriving, growth-oriented organization. Identifying and cultivating top talent helps us exceed our client’s expectations and return value to shareholders. Our recruitment approach is based on a wide search for talent, with the expectation to present a diverse slate of candidates for openly recruited senior leadership roles. We are moving toward expanding our diverse slate approach to include all other openly recruited roles.

We are growing our internship program, with emphasis on working with college and university programs that focus on STEM-related fields. In 2021, we doubled our intern cohort from 2020, with 15 interns, and we plan to further expand our program in 2022.

Additional information about our talent and recruitment efforts is available in our 2020 Corporate Citizenship Report.
TRAINING AND DEVELOPMENT

UMB focuses on developing our talent and enriches associate careers by providing comprehensive and varied tools and resources. We believe effective associate development is company-provided, manager-supported and associate-driven. Each associate is encouraged to embrace this concept through the **UMB Learning Philosophy**, which is based on providing on-the-job learning and real-time experiences outside their primary role. We have hands-on resources, opportunities for feedback and coaching, in-person and virtual learning, formal programs and opportunities for associates to extend learning to peers and leaders.

**Developing Leaders**

In line with our commitment to associate development, UMB is proud to offer **Emerge**, a 12-month opportunity made available to diverse, high-performing talent at UMB. Emerge is focused on developing leadership skills in associates who have the potential to lead people, strategy and/or the business. The Emerge curriculum includes a variety of learning methods and leadership topics. Fifty percent of associates who completed the 2020 Emerge program were promoted within the first year.

All managers are offered the opportunity to participate in virtual micro-sessions focused on a variety of management and leadership topics.
In addition, our latest podcast series offers a way for all associates to listen and learn from leadership about navigating careers and the workplace. Our online learning management system offers hundreds of e-learning courses on demand.

**Mentorship**

All associates are able to access our mentorship series, which provides tools, resources and networking opportunities to help them become, or find, a mentor within the organization.

**Tuition Reimbursement Assistance**

We offer tuition reimbursement assistance so our associates can further their undergraduate or graduate education. Eligible associates may be reimbursed up to $5,000 per calendar year to pursue education in areas that relate to their role within UMB or to the financial services/banking industry. In 2020, we disbursed $345,924 in tuition reimbursement, with more than $3.6 million in tuition support provided since 2012.

**Educational Partnerships**

We have partnerships with the University of Kansas Edwards campus, the University of Missouri-Kansas City Bloch School of Management and Park University. These partnerships offer developmental lunch and learn sessions and robust courses for all associates on leadership, inclusion and diversity, and other meaningful topics.
Performance Management

We believe effective coaching and feedback is a continuous experience and not meant for once-a-year review. We launched a unique performance management experience called Next 90 designed to help managers and associates engage in more timely and effective performance and development conversations throughout the year. These one-on-one conversations take place at least once every 90 days. Managers and associates are provided tools and resources to help support the conversations.

Additional information about our training and development efforts is available within our 2020 Corporate Citizenship Report.

BENEFITS AND WELLNESS

UMB has a robust benefits program that includes:

- Medical and dental insurance
- Health savings accounts
- Flexible spending accounts
- Volunteer time off
- UMB You Day - paid time off to use for your physical, fiscal, or spiritual wellbeing
- Adoption assistance
- Parental bonding time
- Financial wellness
- 401(k) retirement plan with a matching contribution program
- A profit sharing plan which features an employee stock ownership plan

All these offerings are designed for the well-being and support of our diverse and talented people.
**Associate Engagement**

**EMPLOYEE ENGAGEMENT**

Providing a nurturing and supportive associate experience is a key part of our talent strategy. We strive to create an environment that lives up to our motto of *More Heart, More Trust and More Opportunity*. We know feedback from associates is critical in understanding the UMB experience. With that in mind, we have generally solicited and measured feedback through two surveys administered in alternating years: The Biannual Engagement Survey and the Manager Effectiveness Survey.

Both surveys are open to all eligible associates and company results are shared with all associates and teams. Action plans for managers, teams and the organization have been utilized to drive change and identify areas of opportunity.

---

**Biannual Engagement Survey (2018)**

This survey measured the extent to which associates felt equipped to do their jobs well and contribute to the success of UMB, respected and valued, a sense of purpose and collaboration, and excitement for the future of the company and their own careers.

- **76%**  Engagement, Overall Score
- **73%**  Participation

---

**Manager Effectiveness Survey Results (2019)**

This survey measured how well managers support their teams through areas such as setting clear expectations, coaching and giving feedback, demonstrating dignity and respect, facilitating an inclusive environment, supporting career development and more.

- **88%**  Overall Manager Effectiveness Score
- **76%**  Participation
We elected to pause both surveys during the COVID pandemic and instead focus on surveys designed to understand how associates were coping, identify concerns and solicit ideas for navigating the pandemic. We will begin a new approach to how we survey associates beginning in the fourth quarter of 2021, which will create the opportunity for associates to share their experiences on a regular basis through frequent surveys focused on a variety of engagement topics.

**COVID-19 SURVEY RESULTS (2020)**

92% are satisfied with the communication and resources they are receiving from UMB and our response to COVID-19 pandemic.

88% agreed that their manager is checking in on them regularly, personally and professionally.

91% agreed that their manager is expressing understanding and maintaining reasonable expectations.

87% agreed their team is staying well connected.

91% of our associates agreed with this statement:

“I am confident that UMB is providing the necessary support to associates during this time.”
Inclusion & Diversity

INCLUSION AND DIVERSITY PROGRAM

Our commitment is more than diverse representation. We’ve moved beyond a diversity compliant mindset to view inclusion and diversity as critical to our business. To cultivate an environment of inclusion is to unlock the richness of that diversity, to provide equitable access to financial products and services, and pave the path for diverse suppliers to do business with us as a means to increase wealth and support local economies.

Educating and increasing awareness among our leaders and associates about inclusion, what it looks like, and the role each of us has is a top priority for UMB. Just-in-time topics include courage, curiosity, cultural intelligence, mitigating unconscious bias, psychological safety, inclusive leadership and more.

The UMB culture ensures we apply an inclusion, equity and diversity lens to all associate policies to ensure an associate experience of respect leading to engagement and a sense of belonging. This lens is embedded into our training, recruiting and succession planning practices to further mitigate unconscious bias in talent management processes.

Our commitment is more than diverse representation. We’ve moved beyond a diversity compliant mindset to view inclusion and diversity as critical to our business.
As an early CEO Action for Diversity and Inclusion signatory, we regularly review details and progress of our inclusion strategy with our executives and board.

We place inclusion first since only through inclusion can diversity act as a catalyst to create space to achieve belonging and engagement to deliver an unparalleled experience first to our associates then to our customers and suppliers.

**Training**

We focus on what is relevant to our unique associate base. Our training conveys why inclusion is important, what inclusion looks like and how each associate is part owner of the company’s inclusion and diversity efforts.

For all associates, we provide options to obtain professional development such as self-paced online learning on unconscious bias, microaggressions/affirmations, empathy, and teamwork. Leadership, project management, presentation, and budgeting skills can be acquired through action learning in **Business Resource Groups (BRGs)**.

Leaders, and anyone involved in the hiring process, receive interview training, which includes unconscious bias mitigation techniques. We have also embedded these principles and techniques into our leadership training and succession planning process.

---

**Business Resource Groups (BRGs)**

Leadership, project management, presentation, and budgeting skills can be acquired through action learning.

- Abilities
- Asian American
- Blacks for Empowering People through Inclusion and Collaboration
- Young Professionals
- Pride (LGBTQIA)
- SOMOS (Hispanic/Latino)
- Veterans Engagement Taskforce
- Women

**Inclusive Allies Series**

Enables associates to value and understand behaviors necessary to demonstrate inclusive leadership — regardless of title.
BRGs and Creating an Inclusive Community

Our eight BRGs play an important role in supporting our goal of total inclusion at UMB. They have become valuable resources to our business lines by enhancing associate engagement, providing insight to leaders and driving change to create a more inclusive culture.

Our BRGs are vital in the attraction, recruitment, development, and retention of talent, which helps us serve our clients and drive business growth. Any associate may join any BRG regardless of identity. That’s what inclusion is all about.

Nearly 20% of our associates engage and share their voice through BRGs. The BRG experience offers UMB associates professional development opportunities by acquiring leadership skills as part of our learning culture. We advance inclusion through community engagement and through non-profit board development training and resources.

Diversity Council

Our business leaders sponsor and champion inclusion and diversity, focusing on suppliers, customers, community and associates. Strategic priorities and success measures are developed to embed and operationalize inclusion and diversity.

Commitment to Diversity

Our commitment to diversity is woven through every stage of the associate experience—each touchpoint creating a shared purpose, which encourages individual successes and rewards. We strive to understand our associates’ passions and align with their needs so we can strengthen our connections and work together to further customer goals.

Our efforts provide results

In 2020, 29% of all UMB hires were people of color, 47% were women and 8% were veterans.

Additional information about our inclusion and diversity program is available within our 2020 Corporate Citizenship Report.
SASB: FN-CB-240a.1
Number and amount of loans outstanding qualified to programs designed to promote small business and community development.

CRA Small Business and Small Farm Loan Portfolio

<table>
<thead>
<tr>
<th></th>
<th>As of December 31, 2018</th>
<th>As of December 31, 2019</th>
<th>As of December 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Count</td>
<td>Balance $(000)</td>
<td>Non-Accrual % of Count</td>
</tr>
<tr>
<td>Small Business (Non-PPP)</td>
<td>4,887</td>
<td>$874,991</td>
<td>1.13%</td>
</tr>
<tr>
<td>Small Business (PPP)</td>
<td>0</td>
<td>$0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Small Farm</td>
<td>1,038</td>
<td>$117,834</td>
<td>1.93%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>5,925</td>
<td>$992,825</td>
<td>1.27%</td>
</tr>
</tbody>
</table>

Outstanding loans on the bank’s balance sheet that are reportable as CRA small business or small farm loans based on the FFIEC’s Guide to CRA Data Collection and Reporting and Schedule RC-C of the Consolidated Report of Condition and Income. Please note that Payroll Protection Program (PPP) loans were segmented to help understand the impact of the program on overall portfolio numbers.
## Community Development Activities

### Community Development Loan and Investment Originations (Dollars in Thousands)

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020&lt;sup&gt;3&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development Loans&lt;sup&gt;1&lt;/sup&gt;</td>
<td>$290,007</td>
<td>$137,270</td>
<td>$125,451</td>
</tr>
<tr>
<td>Community Development Investments&lt;sup&gt;2&lt;/sup&gt;</td>
<td>$45,916</td>
<td>$87,303</td>
<td>$207,567</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$335,923</strong></td>
<td><strong>$224,573</strong></td>
<td><strong>$333,018</strong></td>
</tr>
</tbody>
</table>

<sup>1</sup> Newly originated community development loans and investments between 2017 and 2020. Based on current regulatory requirements, the bank only tracks community development activities at origination and does not track outstanding balances throughout the life of the asset.

<sup>2</sup> Represents origination volumes for each year

<sup>3</sup> 2020 information is incomplete due to changes in OCC regulatory definitions and delays in classification of PPP loans.
CRA Performance Evaluation

UMB Bank’s last CRA Performance Evaluation was conducted in May 2020. UMB received a “Satisfactory” performance rating from the Office of the Comptroller of the Currency (OCC) for the evaluation period of 2017-2019. A helpful summary of the bank’s CRA performance for that time period is included in the published performance evaluation report located at UMB.com/About-UMB/Community-Reinvestment.

In summary, UMB maintains a strong CRA performance and continues to enhance the ways it supports the banking needs of the community. The bank will continue to develop products, services and strategies to advance credit and service access in low-to-moderate income communities.

To help meet the banking needs of all our communities, we expanded products and services in 2020 and launched initiatives to drive financial inclusion:

- Created a small business task force
- Launched digital account opening opportunities
- Hired a director of small business to drive strategies
- Added a small business line of credit product
Fair & Responsible Lending

UMB Bank, n.a. believes in fairness in lending. Credit is made available on a fair and consistent basis to all people and organizations that meet our lending standards without regard to race, color, religion, national origin, sex, marital status, family status, handicap, age (providing the applicant has the capacity to enter into a binding contract), source of income, or the exercise of rights under the Consumer Credit Protection Act.

We believe that all customers and prospective customers deserve the very best products and services we can provide, and they feel welcomed and valued.

UMB is committed to fairness in all aspects of its business activities, and refrains from using deceptive or misleading advertising or engaging in any practices that might be construed as unfair, deceptive or abusive to consumers. We also seek to incorporate best practices into all aspects of our operations to avoid unintentional acts or practices of an unfair, deceptive or abusive nature.

Each associate is responsible for ensuring nondiscrimination in his or her own area. Every manager is responsible for ensuring nondiscrimination in his or her own department or facility.

If we have reason to believe that an associate of this bank has acted in a discriminatory manner, we will promptly investigate and take appropriate steps, which may include disciplinary action or dismissal.

This commitment to fairness has been our practice for many years. It is not only our obligation as corporate citizens but is fundamental to good business practice and the ongoing strength and stability of our organization.

UMB welcomes all feedback and treats complaints as a second opportunity to provide the unparalleled customer experience. The proper handling of individual complaints depends upon accurately identifying the complaint, fully documenting the nature of the grievance, providing a timely response that effectively addresses all relevant issues, and retaining all necessary research conducted to support the resolution in accordance with the document retention policy. UMB will effectively manage the complaint process by monitoring complaints for trend and root cause analyses, communicating key issues to senior management, and adjusting policies and business practices as necessary.
Bank Training Program

The corporate compliance department partners with information security, Bank Secrecy Act / Anti-Money Laundering (BSA/AML), legal, human resources, corporate security and the various lines of business to develop an annual training plan. Associates are provided with training that equips them to perform their job functions and ensures compliance with banking regulations.

Training Groups and Course Assignments

Associates are assigned to training groups based on their job functions and each group is assigned a curriculum. The training calendar is adjusted each year to deliver course content to associates based on a variety of factors. These factors include, among others, whether the associate is new to the bank or to their role, regulatory changes that have taken place, and information from the compliance risk assessment process that indicates additional training on a specific topic is necessary. Some courses are also assigned on a rotating basis to ensure associates remain familiar with all applicable regulatory requirements for their job function.

Course Content

UMB utilizes the American Bankers Association (ABA) Frontline Training Program for a majority of course content. Customized content is also developed as necessary by each line of business in collaboration with the Bank Training Department. Each calendar year the ABA Frontline courses are monitored for updates and promptly updated as necessary due to regulatory changes.

Course Completion Accountability

Tracking of eLearning completion is provided for all associates, who are expected to complete assigned training courses by the end of the calendar year. To ensure associates have sufficient awareness of the training required of them, notifications are sent to remind them of their course assignments. Additionally, HR Talent Development sends progress reports to business leaders on the completion rate for their department.

Per the UMB Associate Handbook, all associates have a continuing responsibility to complete required training assigned for their role/position.

Associates who fail to achieve a passing score on assessments during their first attempt are required to retake the test until a passing score is achieved. The course will not be considered complete until the associate receives a passing score. Failure to complete the required training by the established due date may result in disciplinary action, up to and including termination of employment.
Lending and Asset Management

**SASB: FN-CB-410a.1**
Credit exposure by industry.

**SASB: FN-CB-410a.2**
Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis.

Evaluating our customers approach to, and performance on, ESG matters is a component of UMB’s credit analysis process. We use a mix of publicly available data as well as direct customer contact and site visits to assess how our clients manage risks. By doing this, we make informed decisions and we also guide our customers on best practices as they seek financial and business solutions.

### Loans Outstanding, by Industry
As of December 31, 2020

<table>
<thead>
<tr>
<th>NAICS Description</th>
<th>Exposure ($ millions)</th>
<th>% of Loans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate Rental and Leasing</td>
<td>3,507</td>
<td>21.8%</td>
</tr>
<tr>
<td>Other Services (Except Public Administration)</td>
<td>2,354</td>
<td>14.6%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>1,382</td>
<td>8.6%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>1,294</td>
<td>8.0%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>1,014</td>
<td>6.3%</td>
</tr>
<tr>
<td>Construction</td>
<td>900</td>
<td>5.6%</td>
</tr>
<tr>
<td>Agriculture, Forestry, Fishing, And Hunting</td>
<td>789</td>
<td>4.9%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>746</td>
<td>4.6%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>669</td>
<td>4.2%</td>
</tr>
<tr>
<td>Transportation &amp; Warehousing</td>
<td>516</td>
<td>3.2%</td>
</tr>
<tr>
<td>Mining &amp; Utilities</td>
<td>512</td>
<td>3.2%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>392</td>
<td>2.4%</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>355</td>
<td>2.2%</td>
</tr>
<tr>
<td>Professional, Scientific, And Technical Services</td>
<td>330</td>
<td>2.0%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>310</td>
<td>1.9%</td>
</tr>
<tr>
<td>Information</td>
<td>286</td>
<td>1.8%</td>
</tr>
<tr>
<td>Unknown / Other</td>
<td>284</td>
<td>1.8%</td>
</tr>
<tr>
<td>Arts, Entertainment, And Recreation</td>
<td>274</td>
<td>1.7%</td>
</tr>
<tr>
<td>Administrative and Support, Waste Management</td>
<td>119</td>
<td>.7%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>70</td>
<td>.4%</td>
</tr>
<tr>
<td><strong>Total Loans</strong></td>
<td><strong>$16,104</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
During the business development process, UMB conducts due diligence to identify risks our future or current customers may face, which can include ESG specific risks. As we go through the approval process, we do our best to identify material environmental and social risks, such as environmental impact, legal compliance, and safety issues present in a customer’s operations or credit transaction, as well as any impact on the community.

Annual reviews or renewals are conducted for all loan customers who meet certain qualifications. During this process, we attempt to identify any new or evolving ESG issues during credit analysis, so the bank may evaluate them.

**Environmental Risk**

UMB follows regulatory requirements to establish comprehensive policies and procedures to manage environmental risk. This includes underwriting, credit analysis and credit decision-making. Our loan documents also require our customers to comply with environmental regulations.

Our environmental risk management program establishes specific levels of due diligence for all real estate secured loans based on loan amount, property type, use, age, and potential for hazardous building materials, as well as consideration of potential high-risk properties.

Relative to these factors, we have established corresponding levels of due diligence. Depending on the specific situation, this may occur at origination, at renewal, or throughout the life of the loan.

As part of our environmental risk management program, we engage a centralized environmental risk manager with EPA/ASTM environmental professionals for initial pre-screening and subsequent third-party report procurement, as well as evaluation of reports. Current environmental laws and due diligence requirements are reviewed and criteria for any environmental mitigation actions or measures are established.

We also periodically review and update our environmental risk management program to comply with regulatory modifications, changes in environmental laws or reflect our risk tolerance. Finally, UMB’s environmental risk manager, the director of commercial real estate, and/or the chief credit officer must sign off any transaction that contains an exception to this policy.

**Portfolio Analysis**

UMB has established industry concentration limits that are approved by the bank’s management-level credit committee. These limits are monitored by the credit administration team, who report to the chief credit risk officer.
Industry exposures are measured each quarter and reported to the Credit Committee to ensure that industry exposure remains within UMB’s risk tolerances and to ensure appropriate portfolio diversification. As risks evolve, changes may be made to the bank’s approach and would be approved through our internal governance process.

**Offering ESG Solutions to Customers**

UMB offers a full portfolio of ESG investment options for our clients, from mutual funds to ETFs, with active and passive strategies, across all asset classes.

UMB’s dedicated ESG investment team thoroughly and extensively vetted our ESG portfolio over several years to provide an all-asset-class ESG offering, spanning multiple asset class categories: domestic large-, mid- and small-cap stocks, international and emerging markets stocks, as well as fixed income. The ESG team actively reviews asset allocations, asset managers and new opportunities to assist investors with their ESG strategies.

Additional information about our ESG financial solutions is available within our 2020 Corporate Citizenship Report.
Community Involvement

For more than a century, UMB has maintained a commitment to the prosperity of each community we serve. In addition to providing financial products built for the needs of our customers, we use associate volunteerism and corporate philanthropy to build strong community partnerships.

**Associate Giving**

Charitable giving is an important aspect of UMB’s culture, and we support our associates in their individual efforts to make a positive impact in our communities. That is why we proudly offer the *UMB Matching Gift Program*. When a UMB associate makes an eligible financial contribution to a qualified nonprofit organization, UMB will match it dollar-for-dollar up to $250 annually, per associate. Utilization of the matching gift program increased 380% from 2019 to 2020.

In 2020, we transitioned to a company-wide workplace giving campaign so associates can support qualified nonprofits of their choice through recurring payroll deductions. This opportunity resulted in more than 1,000 associates participating, surpassing our 25% participation goal.

In 2020, UMB’s combined total for sponsorships and donations was more than:

$2.6 million

Additionally, we contributed $1.3 million to the UMBFC Charitable Foundation in 2020 for future support of our communities.

Additional information about our community involvement efforts is available within our 2020 Corporate Citizenship Report.
Financial Literacy

SASB: FN-CB-240a.4
Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers.

UMB believes access to financial education is a key influencer of economic well-being and to that end, we offer signature financial education programs to meet our communities at every stage of life.

<table>
<thead>
<tr>
<th>Financial Literacy Initiatives*</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMB Instructor</td>
<td>63</td>
<td>127</td>
</tr>
<tr>
<td>Volunteer Hours</td>
<td>2,169</td>
<td>2,977</td>
</tr>
</tbody>
</table>

* Initiatives were substantially impacted by COVID-19. 2020 data not disclosed for this reason.

UMB does not collect data for financial education programs based on unbanked, underbanked, and underserved customers. In lieu of this information, the following disclosure outlines how UMB targets various groups to improve financial literacy in our community.
In 2020, we established a financial inclusion initiative, led by a cross-functional group of internal stakeholders, to help UMB drive economic mobility through financial education and inclusive products and services that strengthen financial capabilities for all our customers and communities.

**FINANCIAL INCLUSION INITIATIVE**

**YOUTH**

School of Economics at UMB

School of Economics (SOE), a nonprofit, provides interactive, educational experiences through curriculum-based field trips for nearly 20,000 Kansas City-area students each year. UMB leases nearly 4,000 square feet of space for $1 annually to SOE for its downtown location and provides a pipeline of eager volunteers. Noteworthy statistics regarding the School of Economics are noted to the left.

**UMB Market**

The UMB Market is a grocery store simulation where young people practice healthy shopping on a budget. The exhibit, which is traditionally provided in tandem with the American Royal’s annual field trip, teaches children the value of money and its relationship to food and helps participants build a solid foundation of the basics of personal finance, including weighing our needs versus our wants, and creating and sticking to a budget.
Due to COVID-19, the American Royal’s annual field trip, including the UMB Market, transitioned to a virtual format, allowing kids to participate independently at home or together in classroom. This virtual program reached an estimated 9,065 students, across 26 states and in two continents. More than 450 teachers and parents enrolled in the program.

**UMB Financial You**

UMB works with EVERFI to provide financial education to students across our banking footprint including Arizona, Missouri, Nebraska, Oklahoma and Texas. The grade-specific programming incorporates technology to make it fun and interactive. After students successfully complete the nine-module program, an associate joins the UMB-sponsored class for a certificate ceremony.

**UMB Financial Education Center**

**UMB.com/Education**

UMB is committed to helping empower people to meet their personal financial goals. At UMB.com/Education, UMB associates, retail and commercial customers, and the greater community, can access free financial education tools and resources—including a robust library of financial education playlists, blog posts with thought leadership and money management topics, and financial calculators to help address common financial challenges.

<table>
<thead>
<tr>
<th>2020 ESG REPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMUNITY</strong></td>
</tr>
<tr>
<td>Due to COVID-19, the American Royal’s annual field trip, including the UMB Market, transitioned to a virtual format, allowing kids to participate independently at home or together in classroom. This virtual program reached an estimated 9,065 students, across 26 states and in two continents. More than 450 teachers and parents enrolled in the program.</td>
</tr>
<tr>
<td><strong>UMB Financial You</strong></td>
</tr>
<tr>
<td>UMB works with EVERFI to provide financial education to students across our banking footprint including Arizona, Missouri, Nebraska, Oklahoma and Texas. The grade-specific programming incorporates technology to make it fun and interactive. After students successfully complete the nine-module program, an associate joins the UMB-sponsored class for a certificate ceremony.</td>
</tr>
</tbody>
</table>
| **UMB Financial Education Center**
**UMB.com/Education** |
| UMB is committed to helping empower people to meet their personal financial goals. At UMB.com/Education, UMB associates, retail and commercial customers, and the greater community, can access free financial education tools and resources—including a robust library of financial education playlists, blog posts with thought leadership and money management topics, and financial calculators to help address common financial challenges. |

<table>
<thead>
<tr>
<th>UMB Market Volunteers*</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMB Volunteers</td>
<td>133</td>
<td>232</td>
</tr>
<tr>
<td>Volunteer Hours</td>
<td>103</td>
<td>334</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UMB Financial You*</th>
<th>2018-2019 School Year</th>
<th>2019-2020 School Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMB Volunteers</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>Volunteer Hours</td>
<td>1,187</td>
<td>502</td>
</tr>
</tbody>
</table>

*These initiatives were significantly impacted by COVID-19. 2020 data not disclosed for this reason.
Employee Volunteering

UMB encourages our associates to give some of their time, energy and talents back to the community through spirited programs and initiatives. We proudly offer associates 16 hours of paid Volunteer Time Off (VTO) for volunteerism each year. In addition to individual volunteerism amongst our associates, specialized volunteer opportunities and team-building group projects are also offered to associates throughout the year.

<table>
<thead>
<tr>
<th>VTO Trend</th>
<th>2018</th>
<th>2019</th>
<th>2020*</th>
</tr>
</thead>
<tbody>
<tr>
<td># of VTO participants</td>
<td>1,017</td>
<td>905</td>
<td>420</td>
</tr>
<tr>
<td>% Participation</td>
<td>29.33%</td>
<td>27.98%</td>
<td>12.75%</td>
</tr>
</tbody>
</table>

*This initiative was significantly impacted by COVID-19
Governance

Board Composition
Business Ethics
Data Privacy & Security
Risk Management
Board Composition

CORPORATE GOVERNANCE HIGHLIGHTS

**Board Composition**

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average age of directors</td>
<td>56.7 years</td>
</tr>
<tr>
<td>Female directors</td>
<td>25%</td>
</tr>
<tr>
<td>Independent directors</td>
<td>83%</td>
</tr>
<tr>
<td>Average tenure of independent directors</td>
<td>9.9 years</td>
</tr>
</tbody>
</table>

**Best Practices**

- Diverse skills and backgrounds among directors
- Board oversight of ESG
- Stock ownership guidelines for executive officers and directors
- Onboarding for new directors and continuing education for all

**Independence**

- Lead independent director with delineated responsibilities
- 100% independence on board committees

**Accountability**

- All directors elected annually
- Annual board and committee self-evaluation
- Annual evaluation of CEO by independent directors
- Claw-back policy

For more information on the skills and backgrounds of the UMB Board, please view our [2021 Proxy Statement](#), pages 25-27.

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

**SASB: FN-CB-510a.1**
Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations.

**Legal Proceedings Status**

To the extent that UMB has material legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice or other related financial industry laws or regulations, those would be reported on Form 10-K. UMB did not report any material losses related to legal proceedings in 2020.

**SASB: FN-CB-510a.2**
Description of whistleblower policies and procedures.

**Business Ethics Programs**

UMB is governed by a Code of Ethics and is dedicated to fully complying with applicable laws and related rules and regulations. The Code of Ethics was adopted to not only ensure compliance with applicable laws but also to establish standards that transcend those minimum requirements and create a culture of honest and ethical conduct.

UMB has also adopted a **Complaint and Internal Investigations Policy** that establishes a system for the anonymous reporting of potential violations of the **UMB Code of Ethics**, applicable laws and regulations, and other complaints including discrimination and harassment to an independent third party through a hotline or via a secure website.

Every complaint filed through the reporting system is automatically forwarded to the audit committee chairperson, the chief risk officer, and the chief audit officer who will then direct the complaints to the appropriate parties for review and possible investigation.

**UMB strictly prohibits and does not tolerate retaliation** against any person making a complaint under the policy for any activity that the person reasonably and good faith believes is a reportable offense.
UMB’s BSA/AML policy is reviewed and approved annually by the board of directors.

We provide attestations of compliance with the USA PATRIOT Act and the Bank Secrecy Act to other financial institutions when requested.

The BSA function is audited annually by the Internal Audit Department and examined annually by the Office of the Comptroller of the Currency.

Additionally, the BSA officer presents an annual update to the Enterprise Risk Committee as well as the Risk Committee of the board of directors.

UMB has also adopted an Anti-Bribery and Anti-Corruption Policy which are applicable to all UMB associates and directors.

All UMB associates are required to complete the annual corporate integrity training that provides an overview of business and personal ethics and describes how to report violations and whistleblowing. For 2020, 100% of associates completed the required training.

Additionally, UMB officers complete an annual questionnaire used to identify potential conflicts of interest, unethical conduct or violations of the Code of Ethics or company policies. The UMB corporate compliance program provides for the investigation and reporting of potential violations.
Data Privacy & Security

SASB: FN-CB-230a.2

Description of approach to identifying and addressing data security risks.

UMB assesses vulnerabilities in information systems from two perspectives: a threat-oriented risk assessment that identifies both controls and vulnerabilities, and the scanning of all external and internal systems to identify software vulnerabilities. All processes are governed by policies, procedures, and standards.

We have an Incident Response Plan in place that defines our process to assess the impact of an incident (i.e., type and quantify of data impacted) and processes to notify impacted parties. Our notification procedures are aligned with regulatory requirements such as the Gramm-Leach-Bliley Act (GLBA), state privacy regulations, and contractual agreements. Our Information Security Incident Response Team is a cross functional team that includes risk, technology, privacy, and legal expertise. The team works with the line of business and customer relationship managers to notify customers.

UMB assesses emerging cyber threats and attack vectors via multiple processes. Threat intelligence monitors attacks and breaches associated with financial institutions and key third-party service providers. The attacks are assessed to understand any exposure to UMB and if they represent an emerging threat.

UMB operates within the highly regulated financial services industry, which is focused on the confidentiality, integrity, and availability of information and information systems.

The GLBA and the corresponding Federal Financial Institution Examination Council (FFIEC) standards outline specific requirements for financial services companies.

UMB has established more than 20 information security policies focused on ensuring confidentiality, integrity, and availability of information for our customers and have implemented technology standards that align with the policy requirements. Our policies and standards are compliant with GLBA and FFIEC guidance.

We have periodic surveillance by the OCC and a cadence of regular audits and penetration testing is completed both internally and externally by a number of vendors on an ongoing basis.

Associate Privacy and Security Training

Internal security training is completed annually for all UMB associates. Phishing exercises are completed bi-monthly for all UMB associates and after-action education is sent out to discuss each test. Additional training is provided to those who fail a certain number of tests. Team or access specific trainings are conducted each year for topics such as incident response, email controls, conducting investigations, and other topics. Departments also have their own budgets for training on new technologies, attending industry meetings, or attending external trainings and conferences.
Additionally, the privacy function conducts targeted, role-based training where necessary to support compliance with applicable law or the organizational privacy policy.

Other one-off assessments, such as cloud audits and cybersecurity reviews are completed periodically. Oversight and execution of data security is completed with a first, second and third line of defense approach.

All monitoring and reporting is managed by the Information Technology Steering Committee, which is a sub-committee of the Enterprise Risk Committee, ultimately reporting to the Board Risk Committee.

**Ensuring Privacy Protections**

We provide opt-out, access and erasure rights, among others, to individuals as required by applicable law. UMB maintains processes and infrastructure to identify and track such requests and to help support the exercise of such rights.

UMB is committed to its data protection standards which are governed by our privacy policy. We maintain robust third-party management and records retention programs to ensure data is kept confidential and only used for legally permissible purposes.

UMB’s third-party management policies and processes fold in various controls (e.g., such as contractual data use restrictions, and information security controls) related to third parties with whom UMB shares personal data, such as customer and associate data. These controls are implemented to ensure such data is kept confidential and only used for legally permissible purposes.

Additionally, the privacy function maintains a regulatory monitoring process designed to keep the organization up to date on developments in privacy laws and frameworks and an incident response program to manage the notification process for individuals in the event of a breach.

Responsibility for the privacy function falls under the chief information security officer, who also holds the title of chief privacy officer. This individual reports regularly to the Risk Committee of the board of directors.

**Systemic Risk Management**

**SASB: FN-CB-550a.2**

Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities.

UMB uses stress testing results in establishing our capital ratio policy minimums and baseline targets. These results influence our loan growth, balance sheet size, M&A, dividend, and share repurchase strategies.

**Global Systemically Important Bank (G-SIB) score, by category**

**SASB: FN-CB-550a.1**

UMB Financial is not a G-SIB.
Our Financial Summary

Our delivery is consistent, our loan portfolio is diversified and our values are strong. You won’t see us chasing trends, and you can count on us to always do what’s right. These principles have set us apart from our competition for 108 years—and will continue to do so in the future.

As of December 31, 2020

<table>
<thead>
<tr>
<th>Total Annual Revenue</th>
<th>$1.3B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividend Growth* (FY 2001 - FY 2020)</td>
<td>+228.9%</td>
</tr>
<tr>
<td>Years in Business</td>
<td>108</td>
</tr>
<tr>
<td>Branches</td>
<td>91</td>
</tr>
<tr>
<td>Number of Associates</td>
<td>3,591</td>
</tr>
</tbody>
</table>

*Represents growth in annual dividends declared.