3^{rd} Quarter 2021 Update

UMB Financial Corporation
October 26, 2021

Kansas City, MO

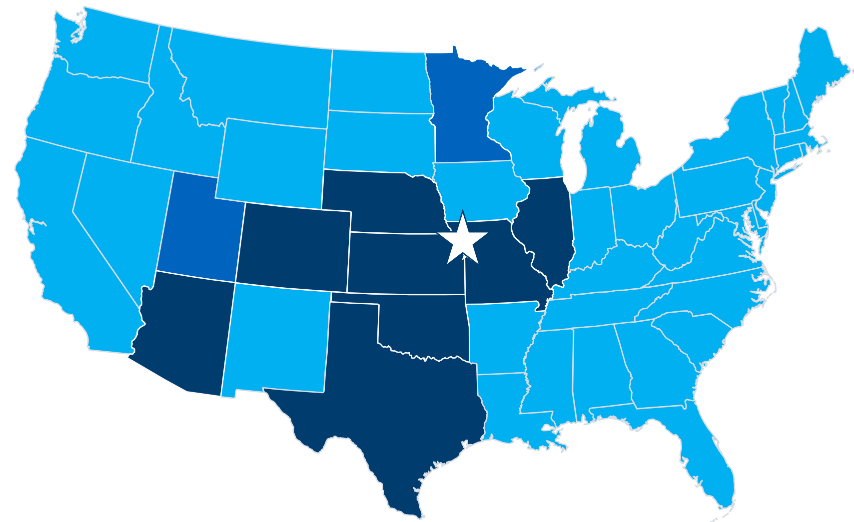
Presentation Index

Please refer to the Forward-Looking Statements on slide 43 for important disclosures about information contained in this presentation.

Corporate Overview

Highlights

Founded	1913
Ticker	UMBF - Nasdaq
Market Cap	$4.7 B
Total Assets	$37.6 B
Gross Loans [1]	$16.5 B
Total Deposits	$31.2 B
Private Wealth Customer Assets [2]	$16.1 B
Institutional Assets Under Administration (AUA) [3]	$436.6 B
Common Equity Tier 1 Capital Ratio	12.26%
Total Risk Based Capital Ratio	14.17%
Net Charge-Offs / Avg Loans	0.07%
NPLs / Total Loans	0.59%
ACL / Total Loans	1.18%
ACL / Total Loans ex. PPP	1.20%
Fee Income / Revenue	34.0%



☆ **UMB Financial Corporation Headquarters**

UMB Bank Presence
- 91 banking centers
- 231 ATMs

Expansion Markets
- Twin Cities - MN
- Salt Lake City - UT

National Presence
- Asset-based lending
- Accounts receivable financing
- Healthcare Services
- Corporate Trust
- Capital Markets [4]
- Fund Services
- Private Wealth Management / Personal Trust

International Presence
- UMBF Trust & Agency Services – Dublin, Ireland

At, or for the 3 months ended, 09/30/21. (1) Includes $318mm in PPP balances; (2) Includes $12.0B in managed assets and $4.1B in Assets Under Administration for Private Wealth customers; (3) Includes assets in Fund Services, Corporate Trust and Healthcare Services; (4) UMB Bank, n.a. Capital Markets Division.

Beyond Financials – Our Culture

Our Vision

***the* unparalleled customer experience**

Our Goal

A company built to withstand the test of time.

Our Values

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.

Beyond Financials – Our Culture

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

Inclusion & Diversity

We want our company to be as diverse as the world we live in.

- Eight Business Resource Groups (BRGs) help us understand the needs of our associates, customers and communities
- Our BRGs provide opportunities to listen, learn and turn empathy into action
- Unconscious bias training is embedded throughout manager development offerings
- In 2020, 29% of all UMB hires were people of color, 47% were women and 8% were veterans
- Diversity among leadership team – 8 of 16 members

Strong Corporate Governance

Effective governance programs help achieve business goals and drive value.

- 12-person board of directors, with 10 independent members
- 33% board diversity
- Deliberate selection criteria which includes diversity standards in the board nomination process
- Robust risk oversight with distinct risk management committees: enterprise risk, asset and liability, and credit
- Closely analyzed and competitive compensation practices

Community Impact

Associate volunteerism and corporate philanthropy help build strong community partnerships.

- 1,000+ participants in our workplace giving campaign supporting qualified nonprofits
- UMB's Matching Gift Program utilization increased 380% from 2019 to 2020
- $2.6mm+ in donations and sponsorships in 2020
- UMB Market went virtual, with videos and worksheets to help children learn about healthy shopping on a budget

Efficient & Sensible Resource Use

UMB recognizes the undeniable importance of sustainable business practices.

- Six of our branch locations are LEED certified
- Our Arizona locations retrofitted with xeriscape and water-conserving irrigation systems
- More than 161,000 kilowatt hours generated from solar panels
- Efficient lighting programs saved more than 189,000 kilowatt hours
- Recycled 13,350 pounds of comingled materials and 308 pounds of batteries
- Adapting to new technology with rooftop gardens, geothermal energy and charging stations for electric cars

Business Model –
Our Diverse Foundation

UMB

Commercial & Personal Banking Services

Revenue: FY’20 $929 million; YTD’21 $686 million / Average deposits: $19.4 billion

Commercial

Average loans: $13.5B (1)

Average deposits: $12.2B

- C&I and CRE Lending
- ABL and Factoring
- Treasury Management
- Merchant Payments
- Specialized Expertise:
  - Agribusiness
  - Energy
  - Practice Finance
  - Aviation
  - Construction
  - Mezzanine debt & equity investments

Consumer

Average loans: $2.3B (1) (2)

Average deposits: $7.2B

- Retail deposit and lending services through 91 branches and online
- Small business banking
- Consumer mortgage
- Private banking services

Private Wealth

AUM = $12.0B

AUA = $4.1B

- Financial planning
- Investment management
- Trust and estate planning
- Family office
- Business exit planning

Institutional Banking Services

Revenue: FY’20 $362 million; YTD’21 $267 million / Average deposits: $10.0 billion

Institutional Banking provides solutions for the entire marketplace; $436.6 billion in AUA.

Corporate Trust

- Bond trustee, paying agent & escrow services

Institutional Custody

- Domestic & international custody services

Fund Services

- Fund accounting, fund administration & transfer agency

Specialty Trust & Agency Solutions

- Default workout & successor trustee services
- Aviation, ABS & loan agency services

Capital Markets Division (3)

- Fixed income sales & trading
- Public finance

Investor Solutions

- Banking, cash management & specialty services for financial firms

Healthcare Services

- Health savings accounts
- Healthcare payment solutions

Balances at or for quarter ended 09/30/21. (1) Excludes $517mm in avg. PPP balances and $400mm in avg. credit card balances; (2) Includes consumer loans plus residential real estate loans to retail and private banking clients; (3) Products and services offered through UMB Bank Capital Markets Division; NOT FDIC INSURED | MAY LOSE VALUE | NOT BANK GUARANTEED.

Our Investment Thesis

Milwaukee, WI

Investment Thesis – Our Opportunity

Runway for Growth

Track record of relative outperformance in 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

Attractive deposit base

- Stable, diverse and low-cost funding sources

Net interest income growth outpacing the industry

- Above peer earning asset growth

Differentiated revenue profile and growing fee income

- Revenue from diverse lines of business and verticals provide a natural hedge against lower rate environments

Solid capital and liquidity positions support growth objectives

- Higher common equity levels
- Attractive loan-to-deposit ratio

Time-tested underwriting philosophy

- Unwavering credit standards
- Long-tenured credit team – average of 22 years with UMB
- Chief Credit Officer – 35 years with UMB

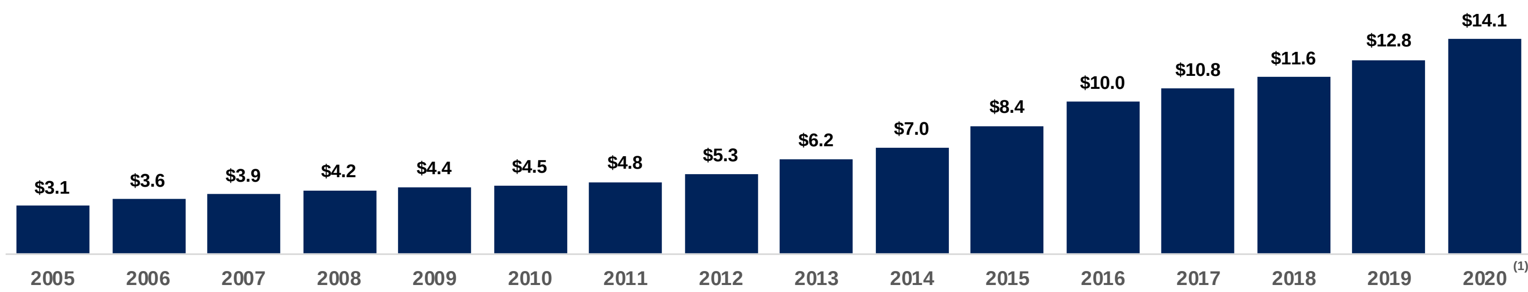
Focus on returning value to shareholders

- Risk-adjusted returns
- EPS and tangible book value growth outpace peers
- Consistent dividend growth

Balance Sheet Growth – Across All Business Cycles

Average Loans

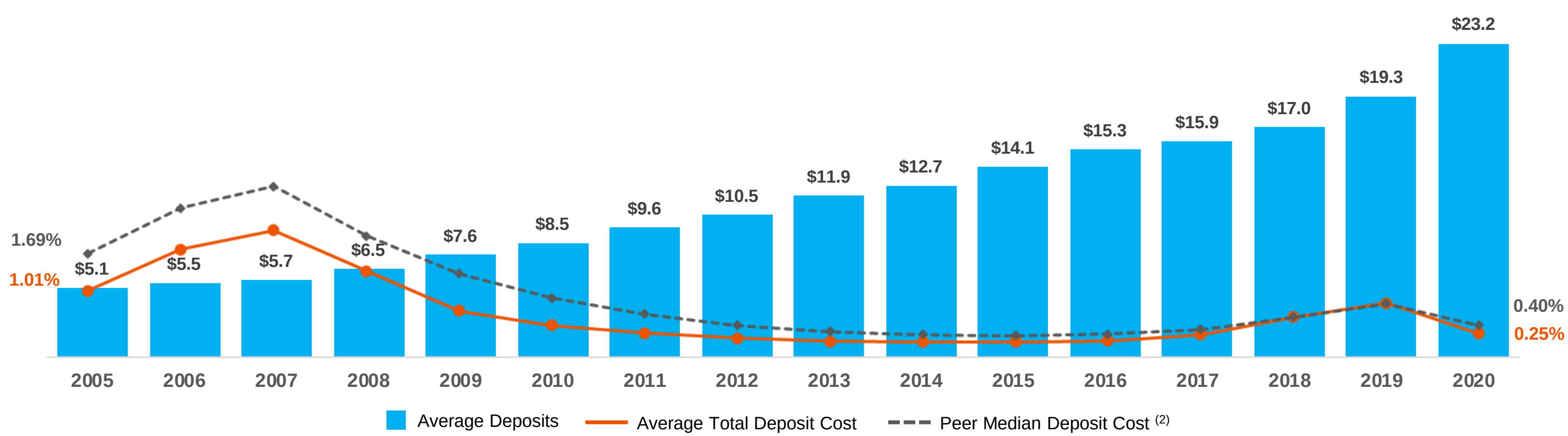
15 Year CAGR
11.1%



Annual Loan Growth	13%	14%	9%	7%	5%	2%	6%	10%	18%	12%	21%	19%	9%	7%	10%	10%

Average Deposits

15 Year CAGR
10.6%



Annual Deposit Growth	3%	7%	4%	14%	16%	11%	14%	10%	13%	6%	11%	9%	4%	7%	14%	20%

Average annual balances in billions.

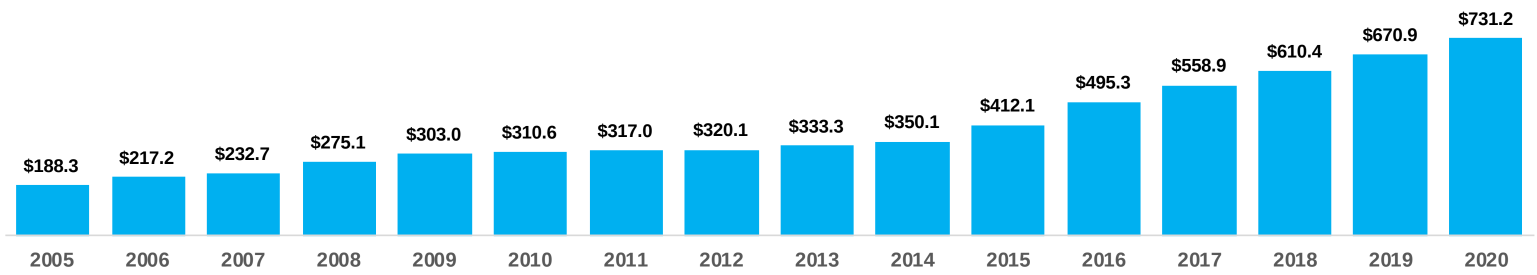
(1) Excludes PPP balances for 2020; (2) UMB traditional peer group (15 banks); Source: S&P Global. Peer group defined on slide 48.

Differentiated Revenue Profile – Multiple Sources of Growth

Net Interest Income

15 Year CAGR
9.5%

Peer Med. 15 Year CAGR
6.9%



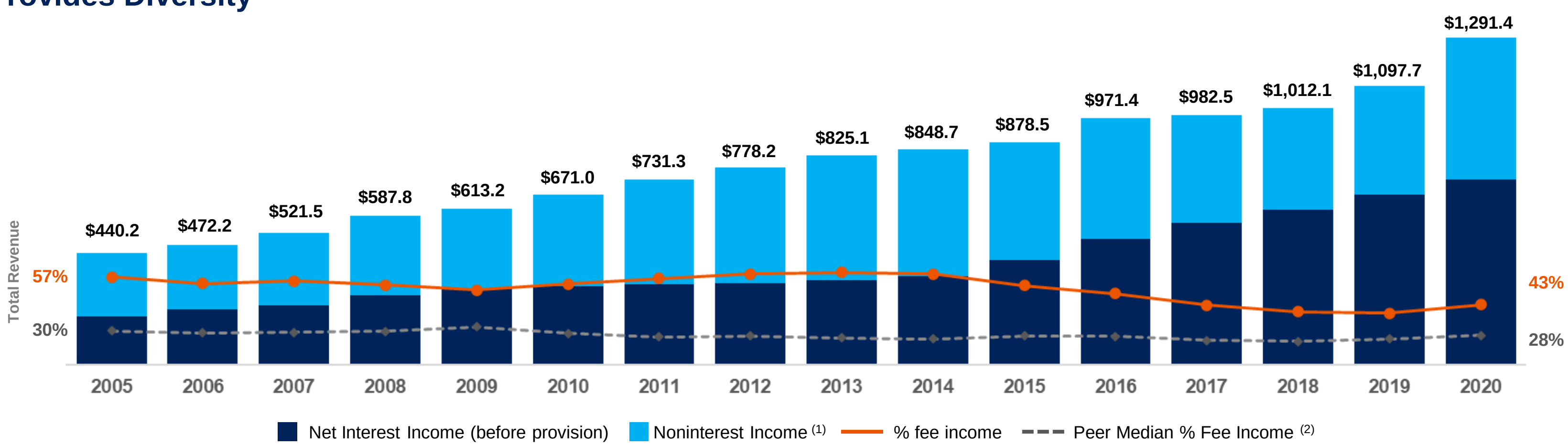
Annual NII Growth	5%	15%	7%	18%	10%	3%	2%	1%	4%	5%	18%	20%	13%	9%	10%	9%

Fee Income Provides Diversity

15 Year CAGR
7.4%

Revenue Growth

Peer Med. 15 Year CAGR
6.2%



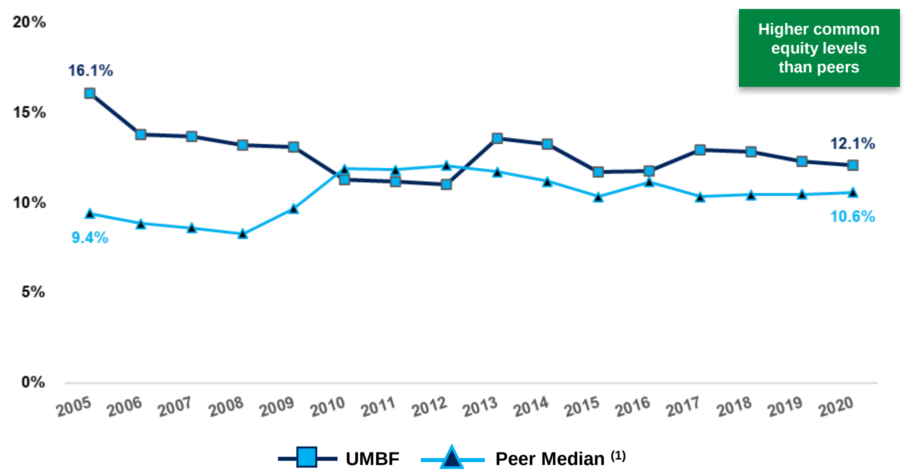
Annual Revenue Growth	8%	7%	10%	13%	4%	9%	9%	6%	6%	3%	4%	11%	1%	3%	8%	18%

Dollars in millions.

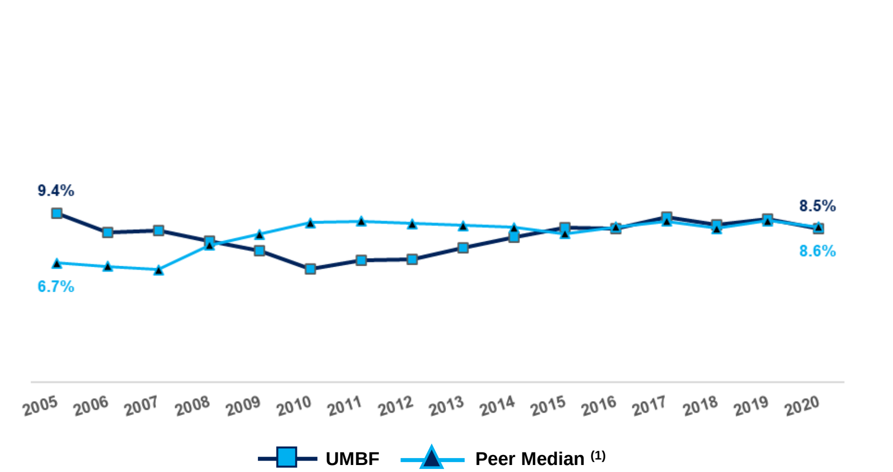
(1) Fee income prior to 2017 contains income from discontinued operations; (2) Source: S&P Global.

Capital & Liquidity – Supports Growth Outlook

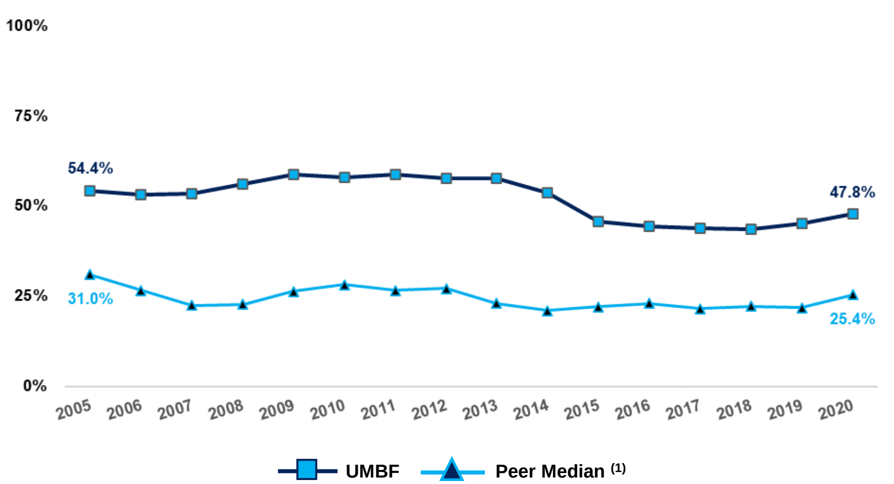
Tier 1 Capital Ratio



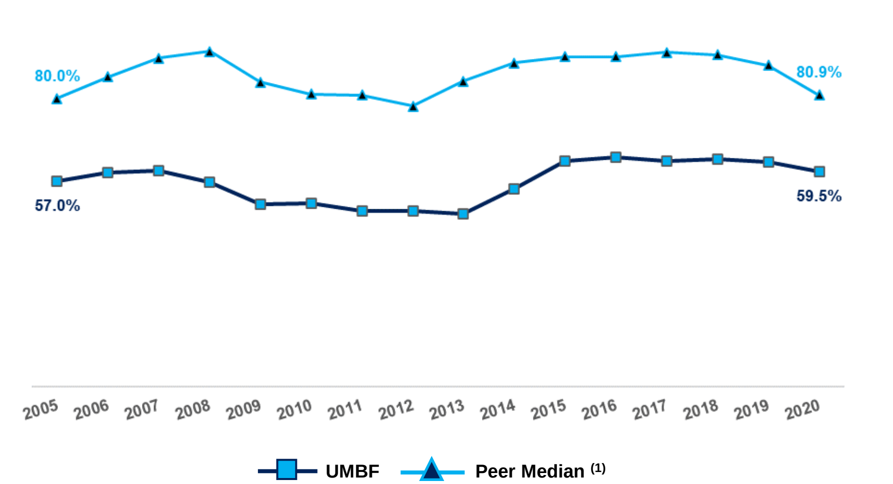
Tangible Common Equity / Assets (2)



Cash & Securities / Assets (3)



Loans / Deposits (4)



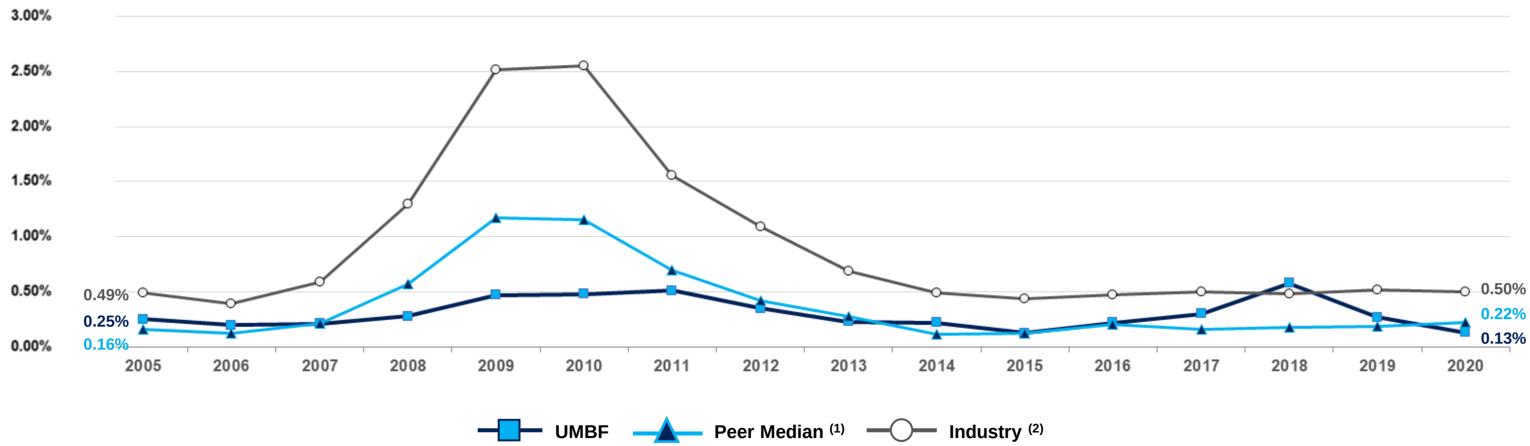
(1) Source: S&P Global; (2) Non-GAAP measure. See reconciliation on slide 47; (3) As defined by S&P Global; "Cash, cash equiv. & investment securities/assets;" (4) EOP balances.

History of Strong, Resilient Credit – Through All Economic Environments

UMB

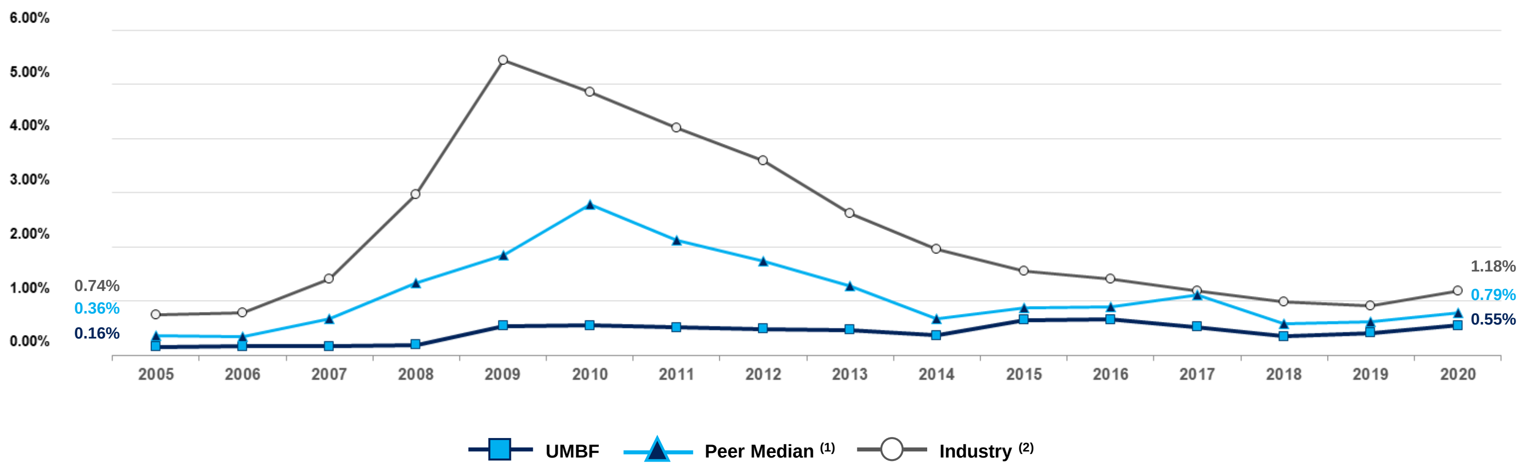
Net Charge-Offs / Average Loans

15 Year Average 0.30%



Nonperforming Loans / Loans

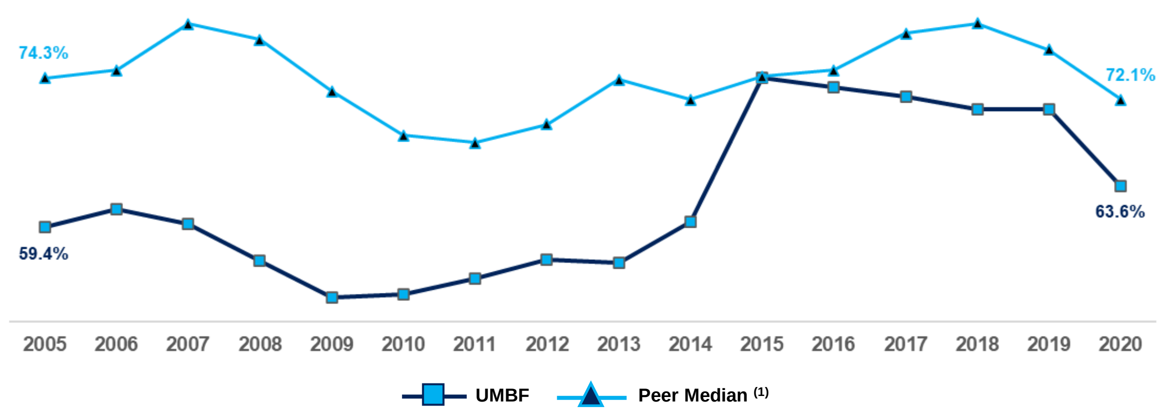
15 Year Average 0.43%



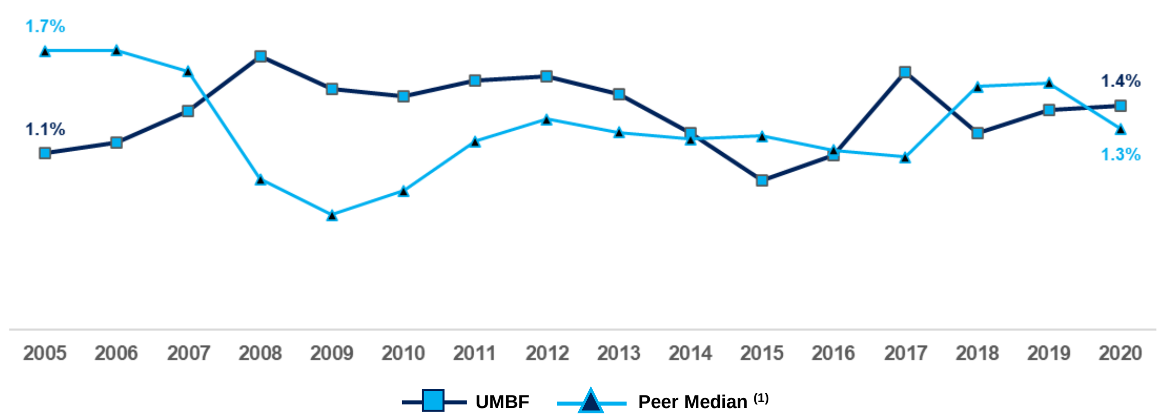
(1) UMB's traditional peer group (15 banks), source: S&P Global; (2) All FDIC-insured institutions, source: FDIC Annual Statistics.

Risk-Adjusted Returns –
Rowing Close to Shore

Risk-Weighted Assets / Assets



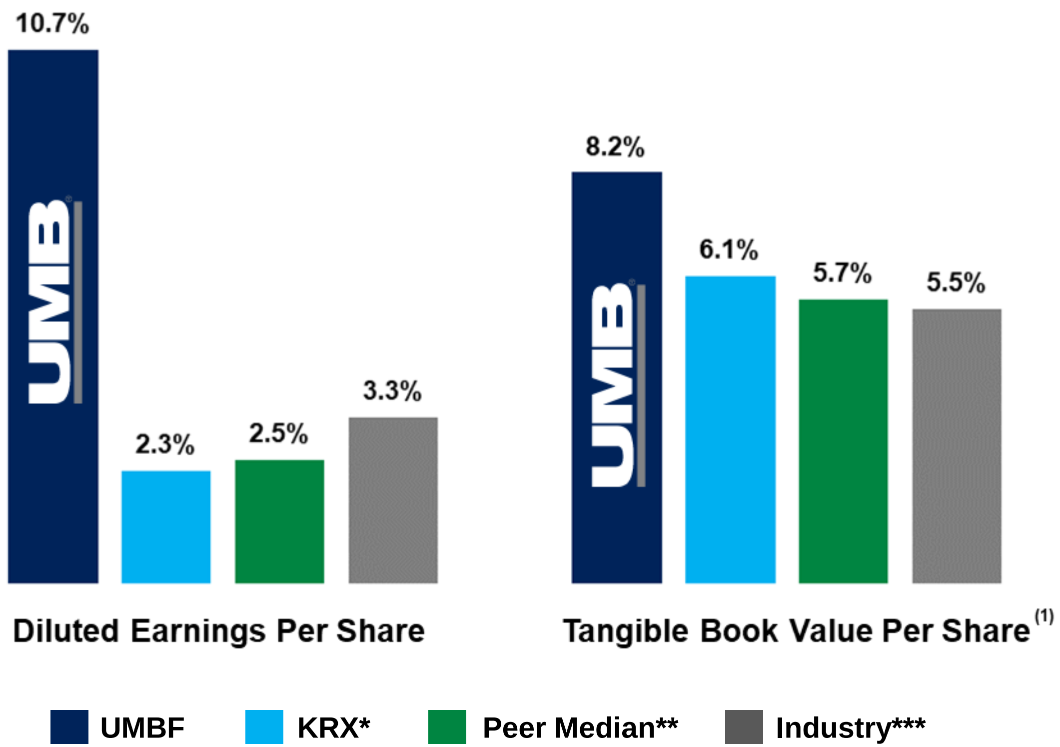
Return on Risk-Weighted Assets



(1) Source: S&P Global.

Outperformance –
Building Long-Term Value

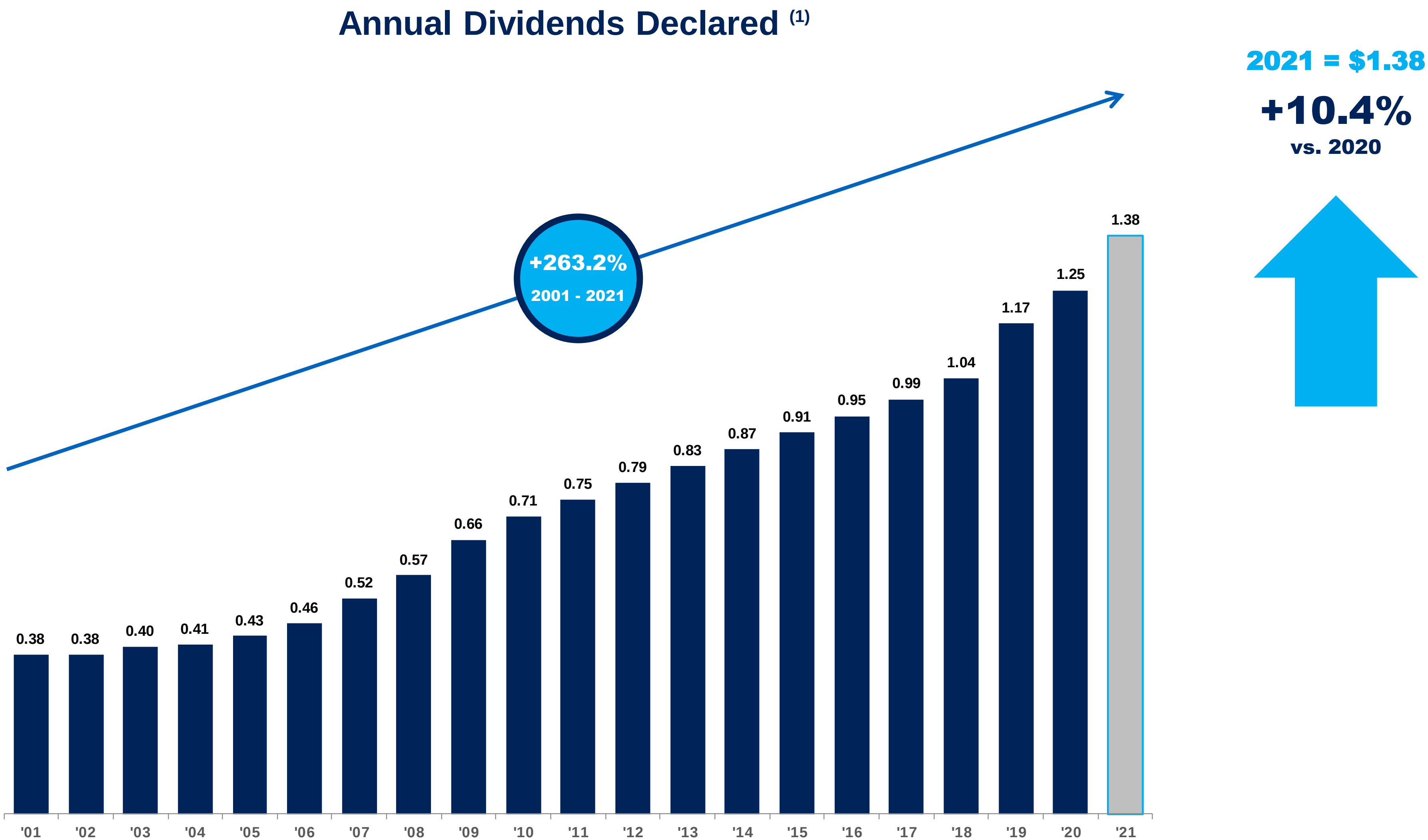
15-Year Compounded Annual Growth Rates
2005 – 2020



**KBW Nasdaq Regional Bank Index (50 banks); **UMB's traditional peer group (15 banks); ***All publicly-traded banks with data reported for both 2005 and 2020. Source: S&P Global.*

(1) Non-GAAP measure. See reconciliation on slide 46.

Dividend Trends – Sustained Growth



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

3rd Quarter 2021 Financial Review

Salt Lake City, UT

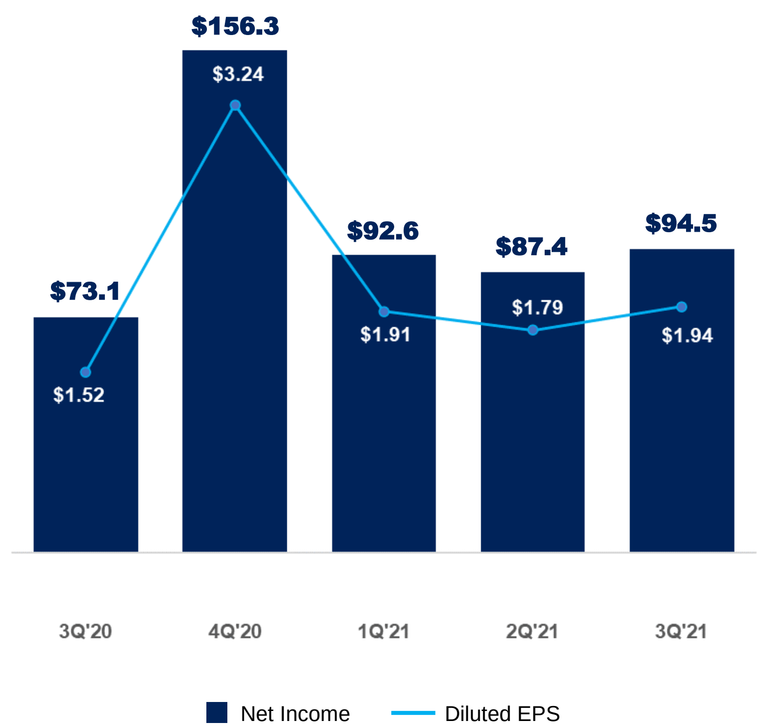
3Q 2021 Results At-A-Glance

	3Q '20	2Q '21	3Q '21	Linked-Quarter Commentary
Average Loans ex. PPP	$ 14,233.2	$ 15,642.0	$ 16,240.2	Average C&I +6.0% and residential mortgage +5.3% linked quarter.
LQ annualized growth %	*9.7%*	*19.0%*	*15.3%*	
Average Deposits	24,127.2	27,782.6	29,428.0	Average DDA +6.5% linked quarter.
LQ annualized growth %	*23.6%*	*14.3%*	*23.7%*	
Net charge-offs / avg. loans	0.13%	0.68%	0.07%	
Nonperforming loans / loans	0.59%	0.34%	0.59%	Driven largely by one C&I relationship
Net Interest Income	184.4	201.1	209.8	$1.5B increase in earning assets offset by lower PPP income
FTE Net Interest Margin	2.73%	2.56%	2.52%	NIM impacted by continued build in excess liquidity and lower reinvestment yields
Provision for Credit Losses	16.0	24.0	(5.0)	
Noninterest Income (loss) from TTCF valuation	-	7.2	(3.5)	
Noninterest Income ex. impact of TTCF	113.0	124.4	111.5	$2.7mm reduction in investment banking income on lower trading volumes; $2.7mm lower deposit service charges from healthcare services' customer fees in 2Q'21 that did not repeat
Total Noninterest Income	113.0	131.6	107.9	$19mm unfavorable linked-quarter swing in equity holdings and other mark-to-market gains
Noninterest Expense	198.0	201.3	208.9	Higher incentive and commissions tied to company performance
Net Income	73.1	87.4	94.5	
EPS, diluted	$1.52	$1.79	$1.94	
Dividends per share	0.31	0.32	0.37	Reflects 15.6% increase in quarterly dividend
PTPP income (1)	99.4	131.3	108.8	
PTPP EPS (1)	$2.07	$2.70	$2.23	
PTPP income (FTE) (1)	106.2	138.0	115.3	
PTPP EPS (FTE) (1)	$2.21	$2.83	$2.37	

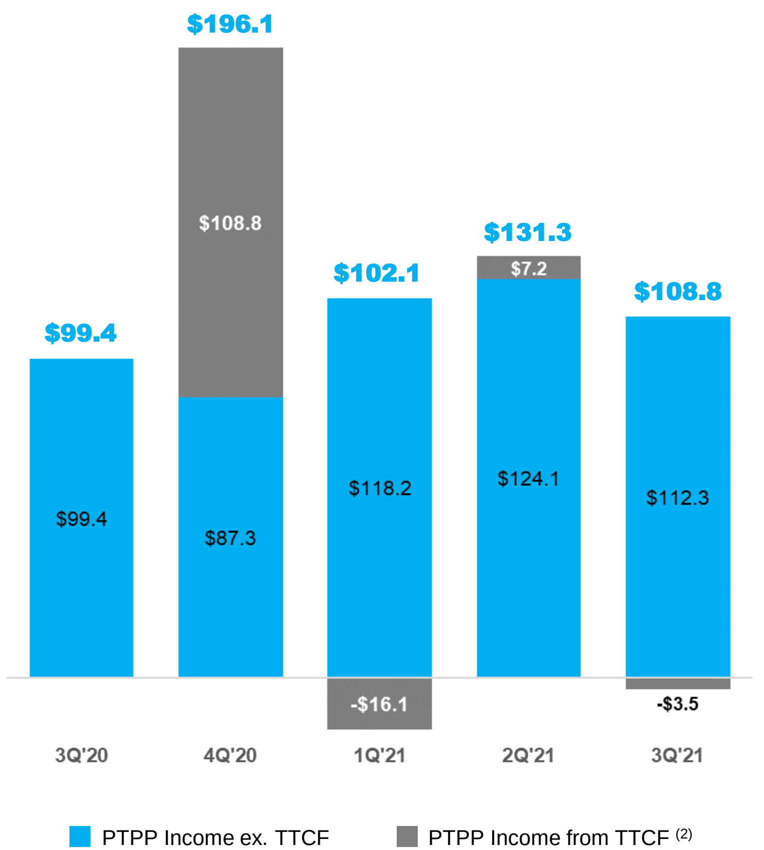
Dollars in millions, except per share amounts. (1) Non-GAAP measure. See reconciliations on slides 44 and 45.

3Q 2021 Earnings Highlights

Net Income



Pre-Tax, Pre-Provision ("PTPP") Income (1)



Dollars in millions, except per share amounts.

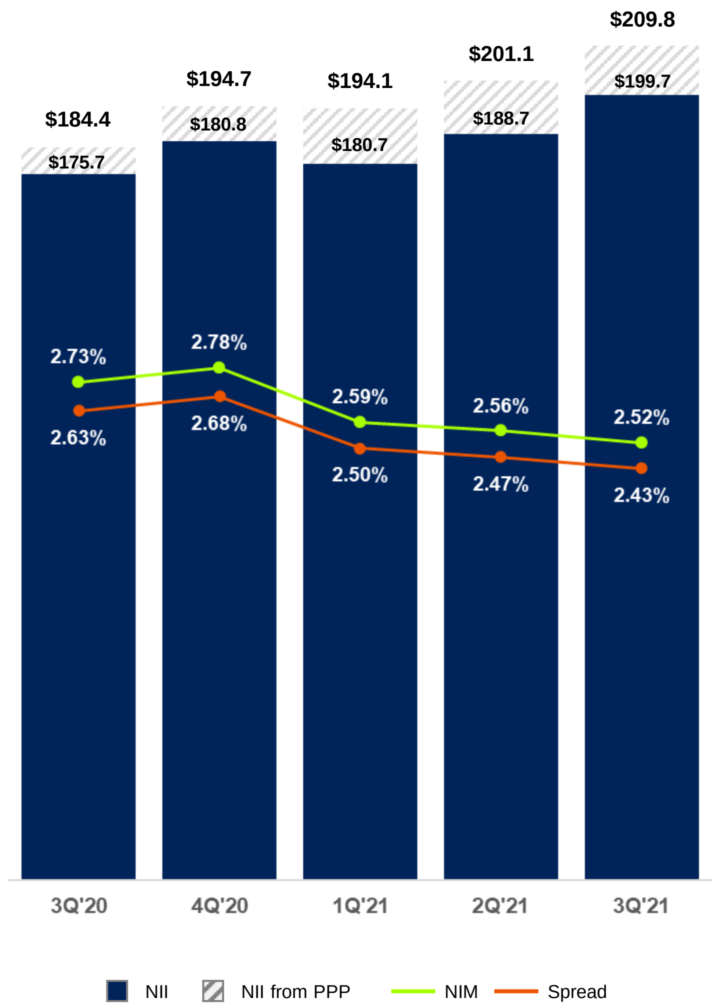
(1) Non-GAAP measure. See reconciliation on slide 44; (2) Net gains/losses related to mark-to-market valuations and any disposition of shares in our investment in TTCF.

Revenue Trends

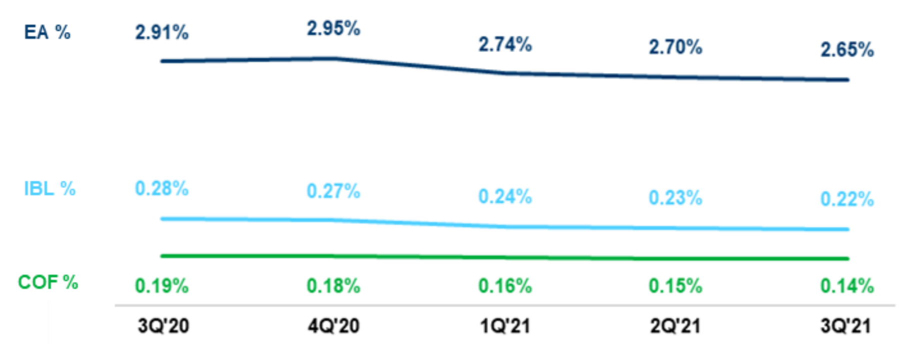
	3Q '20	4Q '20	1Q '21	2Q '21	3Q '21	Linked-Qtr. Variance $ Δ	% Δ
Interest Income	197.0	207.3	206.0	212.6	221.3	8.7	4.1
Interest Expense	12.6	12.6	11.9	11.6	11.6	-	-
Net Interest Income	**$ 184.4**	**$ 194.7**	**$ 194.1**	**$ 201.1**	**$ 209.8**	**$ 8.7**	**4.3%**
Trust & securities processing	50.6	50.8	54.8	53.9	56.9	3.0	5.7
Trading & investment banking	8.7	9.7	9.4	8.7	5.9	(2.7)	(31.5)
Deposit Service Charges	19.7	20.1	22.0	22.6	19.9	(2.7)	(12.0)
Insurance fees and commisions	0.3	0.3	0.4	0.2	0.3	0.0	16.3
Brokerage fees	4.8	3.9	3.3	2.6	2.9	0.3	11.8
Bankcard fees	15.3	15.8	14.7	16.1	17.2	1.1	7.1
Net inv. securities gains (losses)	(0.5)	113.0	(8.3)	15.5	(3.5)	(19.0)	(122.7)
Other income	14.2	14.7	12.6	12.1	8.3	(3.8)	(31.4)
Total noninterest income	**$ 113.0**	**$ 228.3**	**$ 108.9**	**$ 131.6**	**$ 107.9**	**$ (23.7)**	**(18.0%)**
Total Revenue	**$ 297.4**	**$ 423.0**	**$ 303.0**	**$ 332.7**	**$ 317.7**	**$ (15.0)**	**(4.5%)**

Dollars in millions. Columns may not sum due to rounding differences.

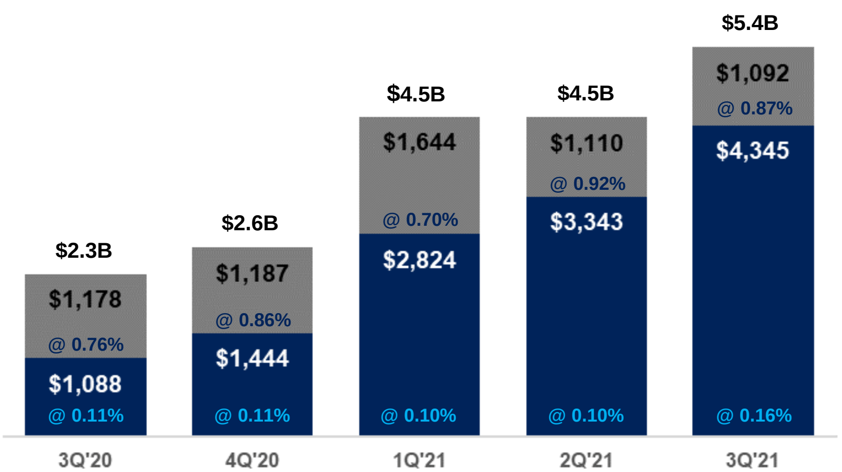
Net Interest Income



Asset Yield and Liability Cost Trends



Liquidity Trends Impact NIM

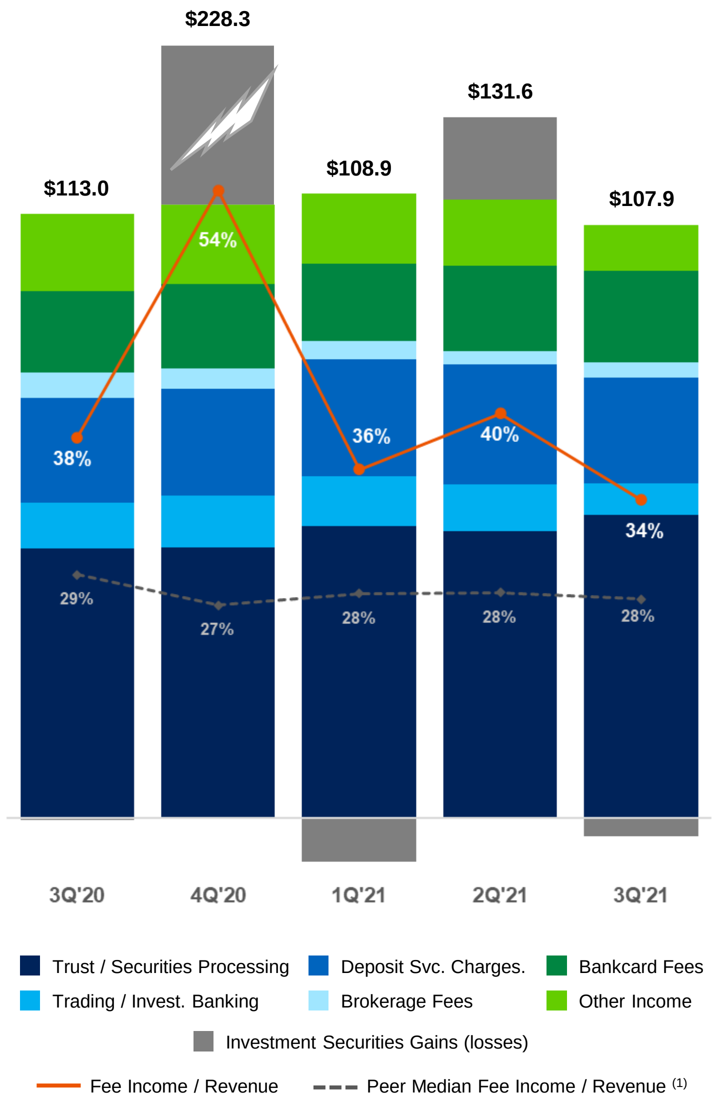


% avg. EA	8.1%	9.1%	14.2%	13.7%	15.9%

Int-bearing due from banks   Fed funds & resell agreements

Dollars in millions.

Noninterest Income



Current Quarter Highlights

Noninterest income decreased $23.7mm, or 18.0%, vs. 2Q'21, driven by:

- A $19mm decrease in investment securities gains, primarily related to a $3.5mm unrealized mark-to-market loss in our investment in TTCF, compared to a gain of $7.2mm in 2Q'21;
- A reduction of $2.7mm in trading and investment banking due to lower volumes; and
- A $2.7mm decrease in deposit service charges related to customer transfer and conversion fees in healthcare services in the prior quarter that did not recur.
- Offsets included:
  - $3.1mm of increased trust and securities processing income, driven largely by fund services; and
  - $1.1mm in improved bankcard fees related to higher interchange income and reduced rebate expense.

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

	3Q'20	2Q'21	3Q'21	LQ Variance $ Δ	LQ Variance % Δ
Investment Securities Gains (Losses)					
Equity securities	(0.8)	14.2	(4.6)	(18.8)	(132.3)
AFS debt securities	0.3	1.3	1.1	(0.2)	(18.6)
	$ (0.5)	**$ 15.5**	**$ (3.5)**	**$ (19.0)**	**(122.7%)**
Trust & Securities Processing					
Personal Banking	16.4	13.7	14.2	0.5	3.8
Institutional Banking					
Fund Services	24.7	29.3	31.8	2.5	8.5
Corp. Trust & Inst. Asset Mgmt.	9.5	10.9	10.9	-	-
	$ 50.6	**$ 53.9**	**$ 56.9**	**$ 3.0**	**5.7%**

Dollars in millions. (1) Source: S&P Global.

Noninterest Expense

	3Q '20	4Q '20	1Q '21	2Q '21	3Q '21	Linked-Qtr. Variance $ ∆	% ∆
Salaries & benefits	124.2	129.3	127.7	120.4	125.0	4.6	3.8
Occupancy	12.0	11.9	11.9	12.3	12.2	(0.1)	(0.7)
Equipment	21.0	22.0	19.6	19.2	19.7	0.5	2.6
Supplies & services	3.4	4.1	3.5	3.5	3.4	(0.1)	(2.6)
Marketing & business dev.	3.0	3.7	2.3	4.8	4.9	0.1	1.4
Processing fees	12.8	14.4	15.4	16.5	16.6	0.1	0.4
Legal & consulting	7.2	10.2	5.8	8.1	7.6	(0.5)	(6.1)
Bankcard	4.8	4.7	5.0	4.5	4.8	0.3	5.9
Amortization; other intangibles	1.5	1.6	1.4	1.2	1.1	0.0	(4.1)
Regulatory fees	2.3	2.4	2.5	2.8	3.2	0.4	15.1
Other expense	5.6	22.6	5.8	8.1	10.4	2.4	29.4
Total noninterest expense	**$ 198.0**	**$ 226.9**	**$ 200.9**	**$ 201.3**	**$ 208.9**	**$ 7.5**	**3.7%**

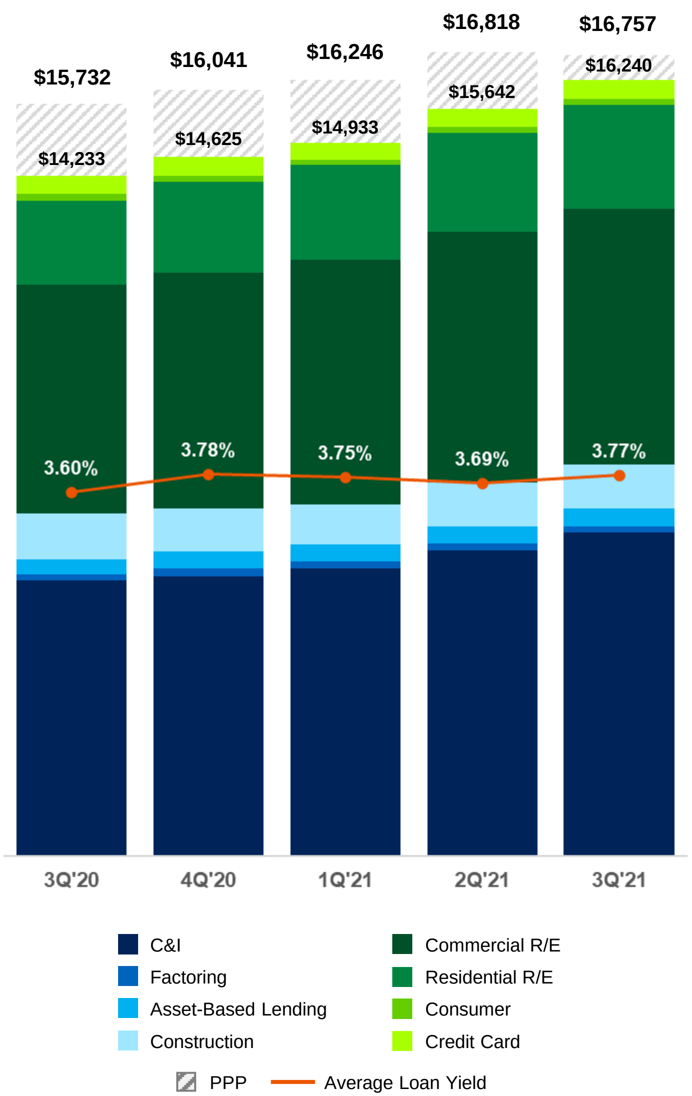
Current Quarter Highlights

Noninterest expense increased $7.5mm, or 3.7%, vs. 2Q'21 driven by:

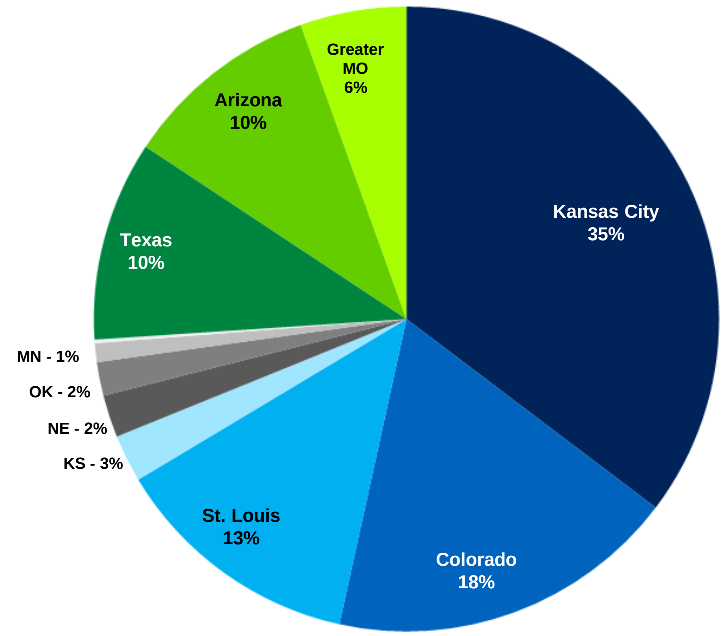
- An increase of $4.6mm in salaries and employee benefits, due primarily to accruals for performance-related incentives;
- An increase of $2.7mm in operational losses, recorded in other expense; and
- $600k of increased charitable contributions.

Dollars in millions. Columns may not sum due to rounding differences.

Diversified Loan Portfolio



Loans by Region



	3Q'20	2Q'21	3Q'21	Linked-Qtr. Variance $ Δ	% Δ
Commercial & Industrial	5,755	6,393	6,775	382	6.0
CRE/Construction	5,744	6,166	6,285	120	1.9
Residential Mortgage	1,755	2,069	2,178	109	5.3
Credit Card	371	386	400	14	3.7
Consumer	151	122	116	(7)	(5.5)
Specialty Lending	457	506	486	(20)	(3.9)
Total ex. PPP	**$14,233**	**$15,642**	**$16,240**	**$598**	**3.8%**

Average balances in millions.

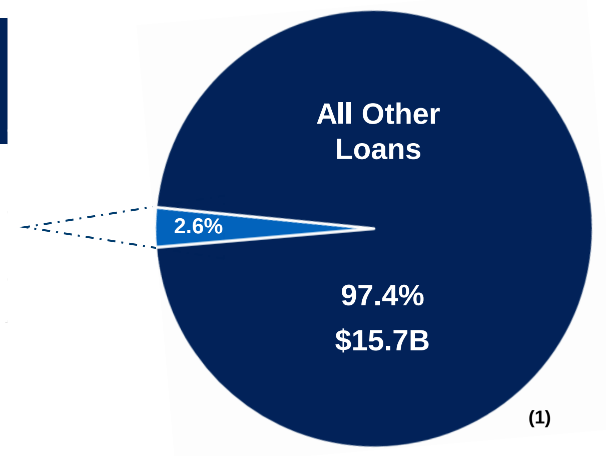
Quarterly Loan Activity

Net Loan Growth	3Q'20	4Q'20	1Q'21	2Q'21	3Q'21
Gross Loan Production ex. PPP	941.8	1,065.4	688.7	1,272.5	904.8
Revolving Balance Changes	298.4	(119.7)	5.4	414.7	11.6
Net Charge-offs	(5.1)	(1.8)	(5.3)	(28.4)	(3.1)
Payoffs [(1)]	(350.2)	(250.7)	(238.1)	(414.6)	(674.0)
Paydowns [(1)]	(245.7)	(301.7)	(167.5)	(235.4)	(232.5)
Net Loan Growth	639.2	391.5	283.2	1,008.8	6.8
Total Loans ex. PPP	14,461.6	14,853.1	15,136.3	16,145.1	16,151.8
PPP Balances	1,488.6	1,250.6	1,361.1	765.7	317.7
End-of-Period Total Loans	15,950.2	16,103.7	16,497.4	16,910.8	16,469.5
Paydowns/Payoffs as a % of Loans ex. PPP	4.8%	4.3%	3.0%	4.7%	5.9%

(1) Payoffs and paydowns include C&I and CRE loans.

Pandemic-Sensitive Industries

Industry	Balance ($ millions)	% of total loans (1)	Potentially More Impacted Subset	% of total loans (1)
Hotel CRE	$564	3.5%	$201	1.2%
Sr. Living CRE	321	2.0	218	1.4
Total	**$885**	**5.5%**	**$419**	**2.6%**



Hotel CRE

- Majority of the hotel portfolio is flagged by national hotel brands
- Limited service and extended stay properties comprise half of hotel portfolio
- 67% to top sponsors; weighted average LTV 54%
- Closely watching occupancy and ADR trends as we head into the fall and winter seasons, as well as the impact of the labor shortage on the hospitality industry

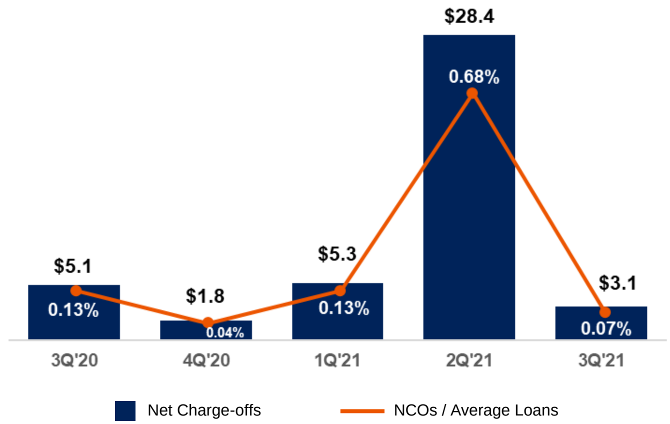
Senior Living CRE

- Defined as independent, assisted living and memory care facilities
- 25% to top sponsors; weighted average LTV 65%
- Properties that were not stabilized pre-pandemic are now leasing; absorption rate varies by location and type

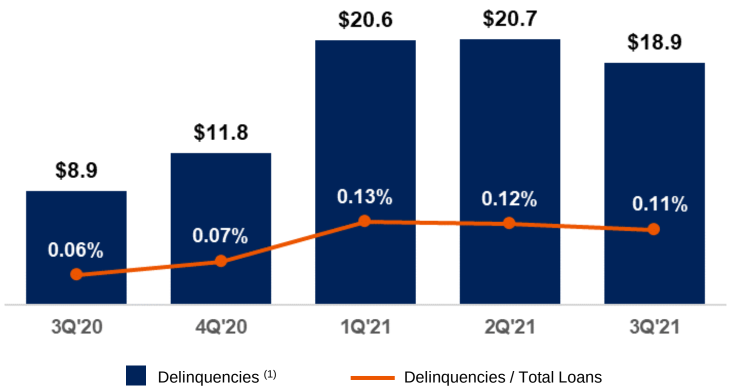
(1) PPP loans are excluded from the denominator when calculating percentages of total loans.

Strong Asset Quality

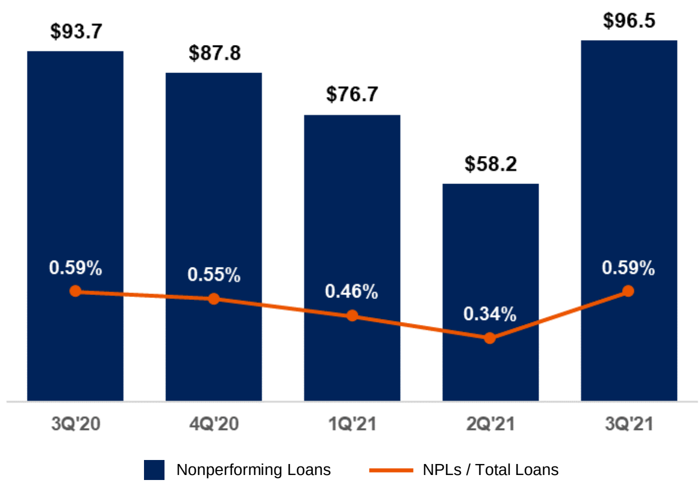
Net Loan Charge-Offs



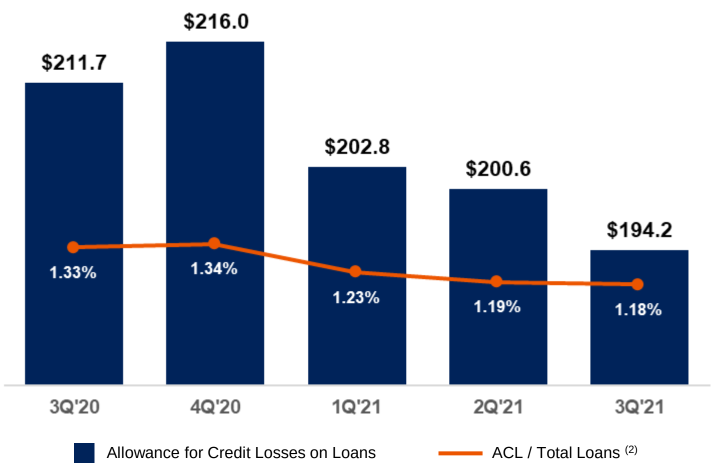
Delinquencies



Nonperforming Loans



Allowance for Credit Losses



Dollars in millions. (1) Delinquencies represent accruing loans > 30 days past due; (2) Total loans include PPP balances.

Detailed Net Charge-Off History

Annual

($ in thousands)	2011	2012	2013	2014	2015
Commercial Loans (1)	11,880	7,310	3,881	6,459	3,415
Other (1)	12,255	10,781	10,294	9,152	7,082
Total Net Charge-Offs	**$ 24,135**	**$ 18,091**	**$ 14,175**	**$ 15,611**	**$ 10,497**
Average Total Loans *($ in millions)*	$ 4,749	$ 5,243	$ 6,217	$ 6,974	$ 8,424
NCOs as % of Avg Loans	0.51%	0.35%	0.23%	0.22%	0.12%

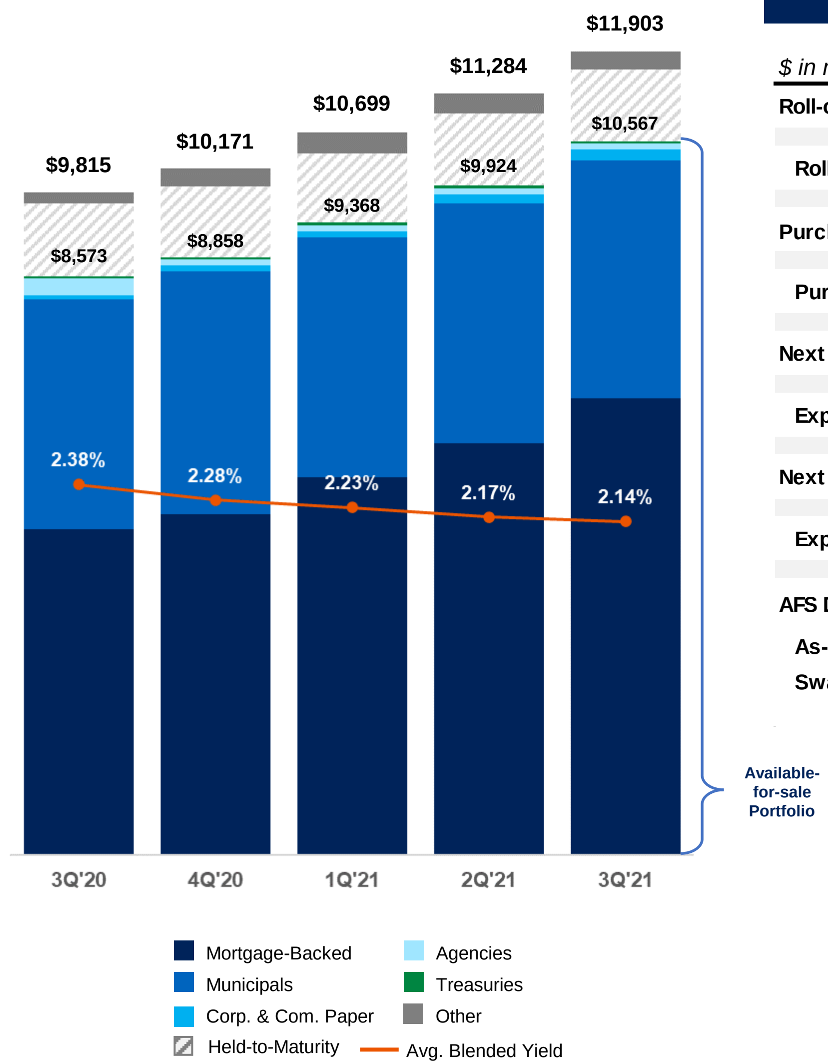
($ in thousands)	2016	2017	2018	2019	2020
Commercial Loans (1)	9,192	24,463	57,618	28,970	2,323
Other (1)	12,802	7,582	10,101	5,727	17,802
Total Net Charge-Offs	**$ 21,994**	**$ 32,045**	**$ 67,719**	**$ 34,697**	**$ 20,125**
Average Total Loans *($ in millions)*	$ 9,986	$ 10,842	$ 11,605	$ 12,759	$ 15,109
NCOs as % of Avg Loans	0.22%	0.30%	0.58%	0.27%	0.13%

Quarterly

($ in thousands)	3Q'20	4Q'20	1Q'21	2Q'21	3Q'21
Commercial & Industrial	631	764	4,591	(3,633)	427
Specialty Lending	-	-	(115)	31,909	(3)
Commercial Real Estate	2,994	10	(509)	(838)	(136)
Consumer Real Estate	(9)	(12)	17	(44)	(16)
Consumer	51	58	86	75	1,699
Credit Cards	1,444	987	1,250	905	1,156
Leases & Other	-	(6)	(10)	-	-
Total Net Charge-Offs	**$ 5,111**	**$ 1,801**	**$ 5,310**	**$ 28,374**	**$ 3,127**
Average Total Loans *($ in millions)*	$ 15,708	$ 16,019	$ 16,231	$ 16,802	$ 16,744
NCOs as % of Avg Loans	0.13%	0.04%	0.13%	0.68%	0.07%

(1) Loan categories were updated in Q1 2020 with the adoption of ASU 2016-13. In prior periods, NCOs for "Commercial" included C&I, commercial card, ABL and factoring loans. NCOs for "Other" included consumer cards, all real-estate loans, consumer loans and DDA.

High-Quality Investment Portfolio

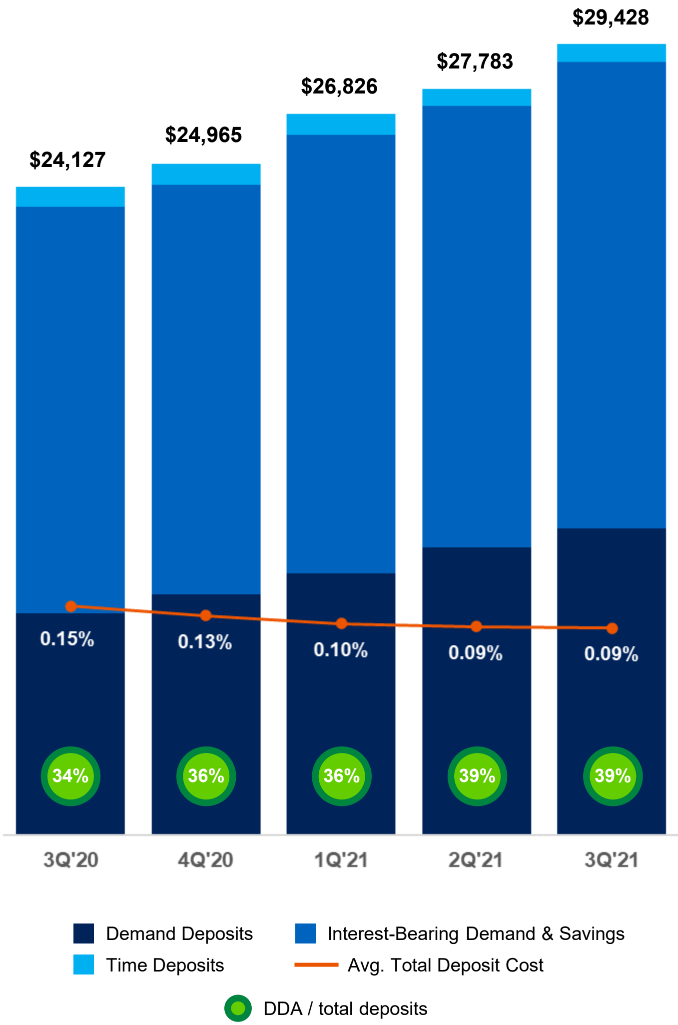


Securities Portfolio Statistics & Activity

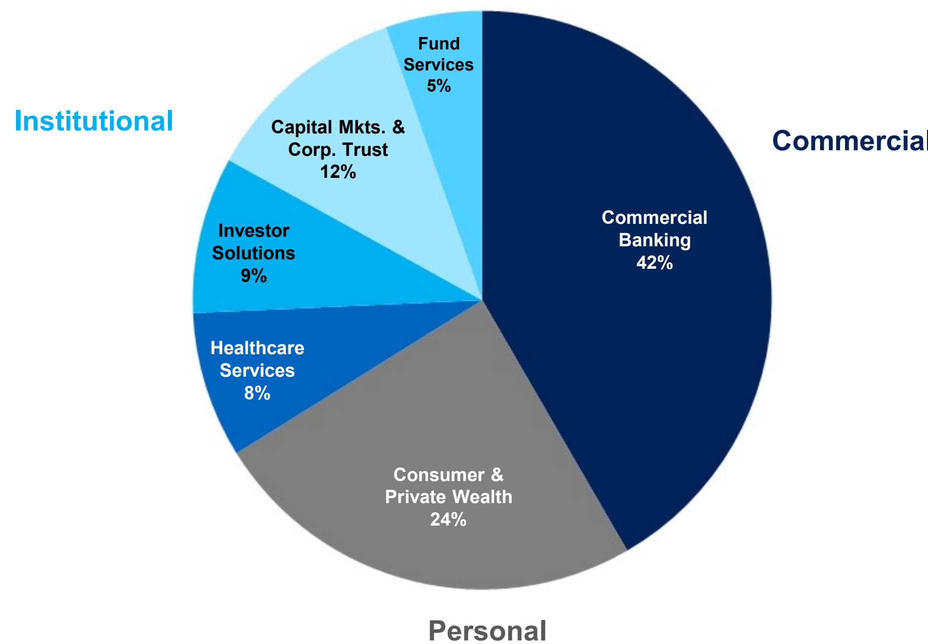
$ in millions	3Q'20	4Q'20	1Q'21	2Q'21	3Q'21
Roll-off / Cash Flow	$364	$398	$511	$437	$375
Roll-off Yield	2.17%	1.75%	1.73%	1.77%	1.98%
Purchased [(1)]	$768	$1,027	$1,322	$1,051	$1,141
Purchased Yield	1.68%	1.44%	1.42%	1.40%	1.28%
Next Quarter Scheduled Cash Flows	$457	$592	$440	$358	$369
Expected Yield	1.91%	1.88%	1.74%	1.93%	1.80%
Next 12 months Scheduled Cash Flows	$1,737	$1,834	$1,011	$1,388	$1,473
Expected Yield	1.93%	1.85%	1.80%	1.91%	1.84%
AFS Duration in Months					
As-stated	59	61	72	67	67
Swap-adjusted			68	61	61

Average balances in millions. (1) Includes purchases made for roll-off and overbuy; net of purchases related to sales/trades.

Diversified Deposit Mix



Deposits by Line of Business



	3Q'20	2Q'21	3Q'21	Linked-Qtr. Variance $ ∆	Linked-Qtr. Variance % ∆
Commercial	8,935	11,029	12,257	1,229	11.1
Consumer & Private Wealth	6,218	6,935	7,202	267	3.8
Capital Markets / Corp. Trust	2,442	3,167	3,399	231	7.3
Investor Solutions	1,953	2,571	2,577	5	0.2
Fund Services	1,813	1,632	1,589	(43)	(2.6)
Healthcare Services	2,766	2,448	2,404	(43)	(1.8)
Total	**$ 24,127**	**$27,783**	**$ 29,428**	**$ 1,645**	**5.9%**

Average balances in millions.

Line of Business Updates

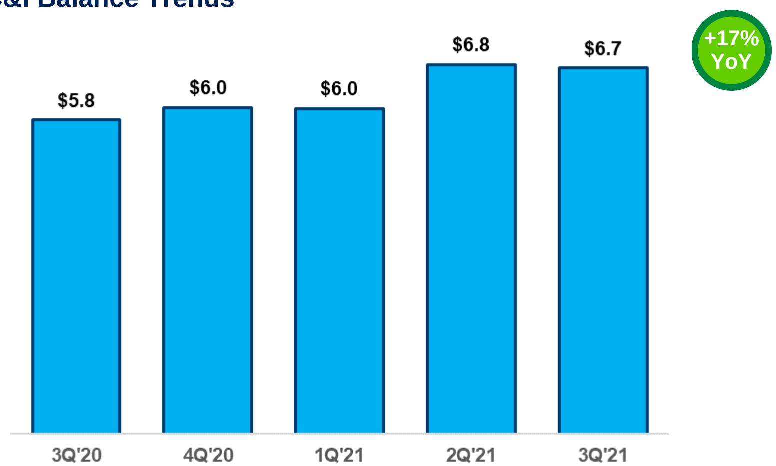
Dallas, TX

Commercial Banking – C&I Lending

Commercial & Industrial Statistics [(1)]

- Average loan size: $4.5 million
- Considerations
  - Internal limits on loan size and projects per sponsor
  - Concentration guidelines for all lending verticals, monitored for changing conditions

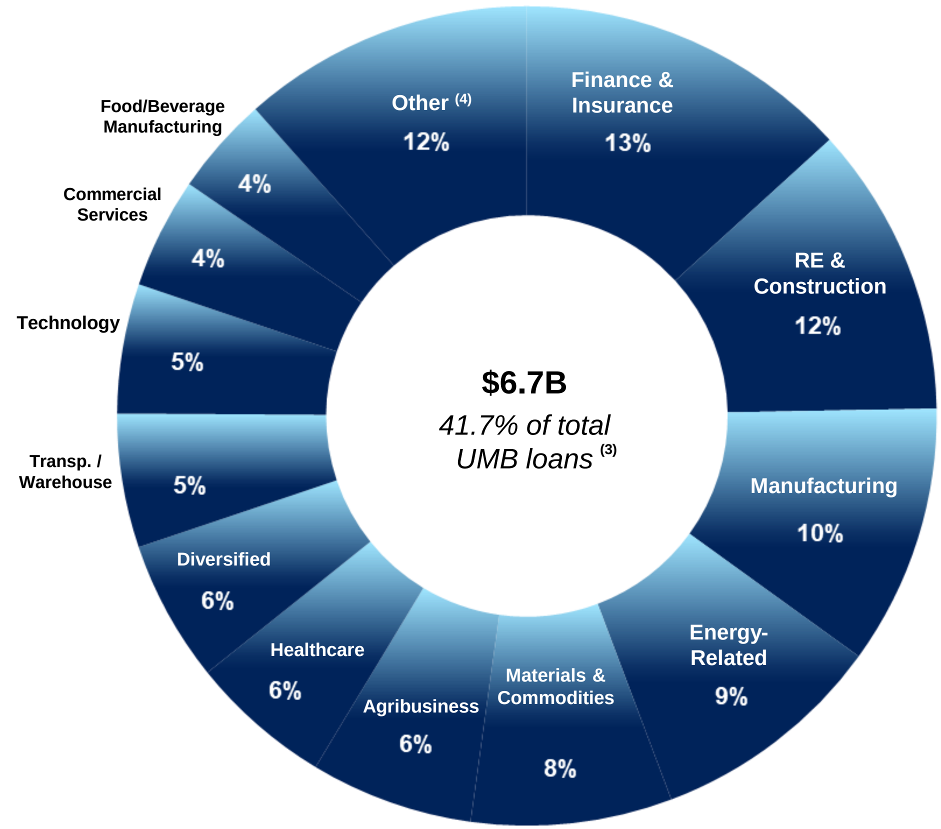
C&I Balance Trends



Commercial Line Utilization Trends

	3Q'20	4Q'20	1Q'21	2Q'21	3Q'21
Net Draws vs. Prior Qtr. End	$82.6	$21.2	$(53.5)	$356.6	$(161.9)
Utilization Rate	31%	29%	28%	32%	32%

C&I Industry Diversification [(2)]



[(4)] Other - 12%

- Auto-related
- Retail
- Entertainment/Recreation
- Consumer Services
- Government/Education
- Apparel / Textiles
- Miscellaneous / Undefined

Dollars in billions at period end. (1) Includes commercial & industrial and leases, excludes PPP loans; (2) Industries as a percentage of C&I portfolio; (3) Excluding PPP loans.

Commercial Banking – Commercial Real Estate

Commercial Real Estate Statistics

- Owner-occupied – new purchase or refinance
- Real estate development – construction / perm financing, bridge financing, renovations
- Investment CRE – 3 to 10-year term loans for property investors

Total Investment CRE Portfolio

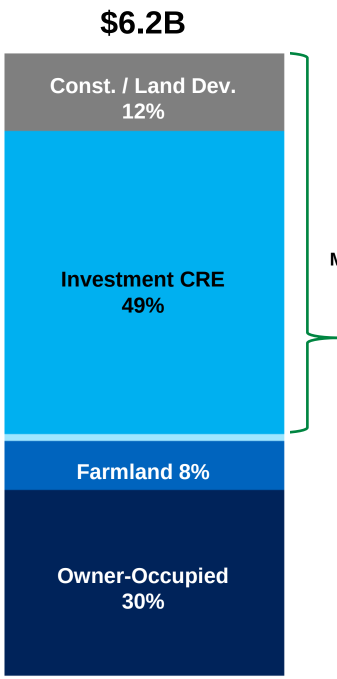
- Average Loan-to-Value: 62%
- Recourse: 82%

Select Property Types / Avg. LTV

- Office / 63%
- Industrial / 63%
- Hotel / 54%
- Retail / 62%
- Multifamily / 57%
- Sr. Living / 65%
- Student Housing / 67%

Regulatory Concentrations [3]

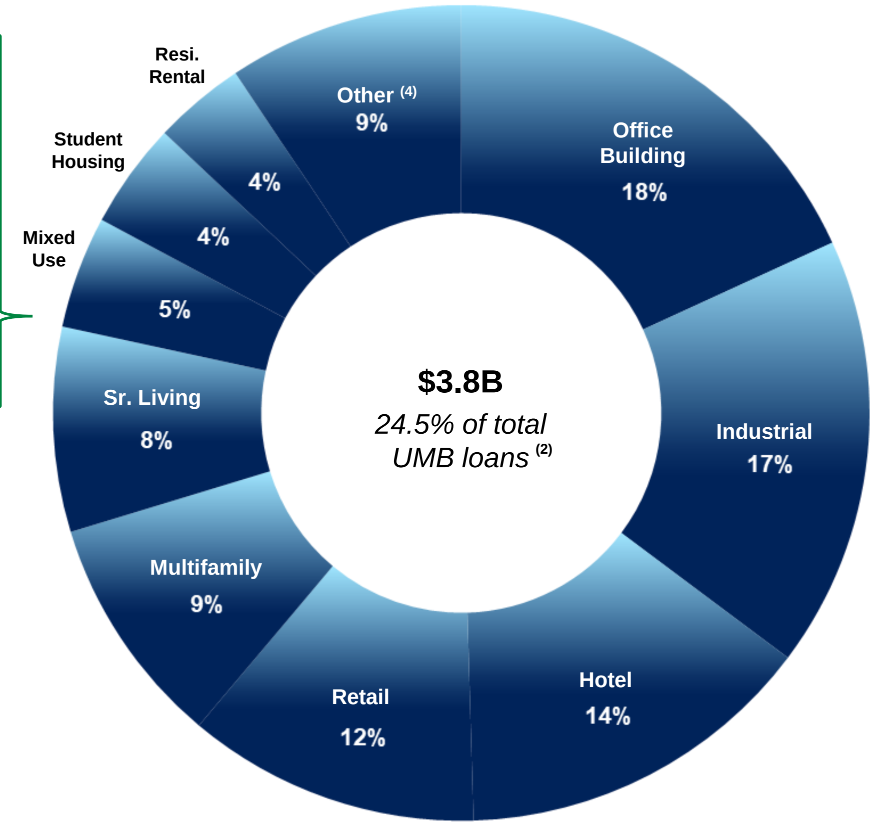
- Total non-farmland CRE / Total RBC: 152%
- Construction & Development Loans / Total RBC: 29%



as of Sept. 30, 2021

1-4 Unit Residential Construction = 1% of total

Investment CRE / Construction Portfolio [1]



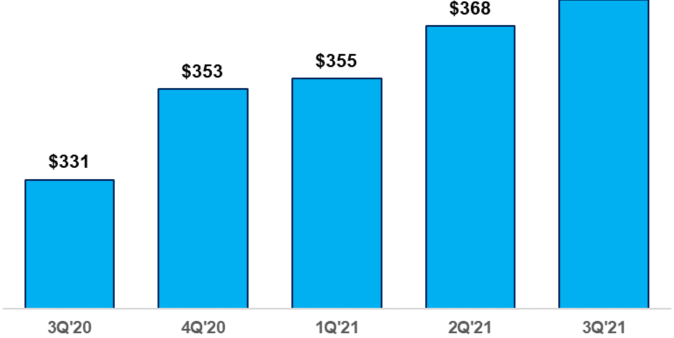
[4] Other - 9%

- Healthcare
- Vacant Land
- Home Builder for-sale
- Special Purpose
- Self-storage
- Manufactured Housing

(1) Industries as a percentage of investment CRE and construction portfolio; (2) Excluding PPP loans; (3) Calculated using Tier 1 capital plus an adjusted ACL, per regulatory guidelines.

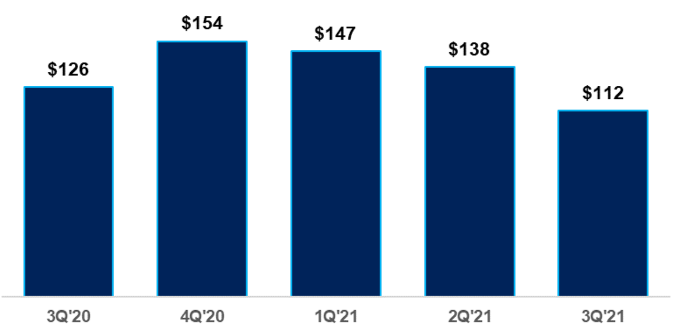
Commercial Banking – Capital Finance

Asset-based Lending



- Serving middle-market companies with revenues ~$15mm to $300mm.
- Working capital facilities typically $10mm to $50mm via lines of credit secured by accounts receivable and inventory, and term loans supported by equipment, real estate and cash-flow.
- Deeply experienced in financing acquisitions, recapitalizations and aggressive growth strategies

Factoring / Accounts Receivable Financing



- Serving small to lower middle-market companies with revenues ~ $2mm to $150mm.
- Working capital facilities typically between $500k to $10mm.
- Financing that facilitates cash flow when traditional lending may not be available for highly-leveraged borrowers or those with a concentrated customer mix.

Mezzanine Debt & Minority Equity Investments

Examples of recent investments:

Tattooed Chef | ICEMULE COOLERS | KCAS Bioanalytical & Biomarker Services | ENTEGRA Rugged Equipment Attachments | BLOOM

- SBIC fund - UMB Capital Corporation is a small business investment company that provides financing solutions via loans, equity and debt securities
- Swaps and derivatives - UMB Capital Finance will build customized instruments to help manage interest rate risk and optimize balance sheets
- Syndicated finance – Expertise in complex funding arrangements

Average balances in millions.

Personal Banking – Consumer

Expanding Digital Capabilities

Digital Sales

25%
$16.2mm
of non-mortgage loan applications

13%
of new retail deposit accounts

Mobile Deposits

18%
of consumer deposits via mobile app
vs. 16% 3Q'20

$44mm
+31%
vs. $34mm 3Q'20

Mobile App Rating

Apple Store
4.1 stars

Google Store
4.5 stars

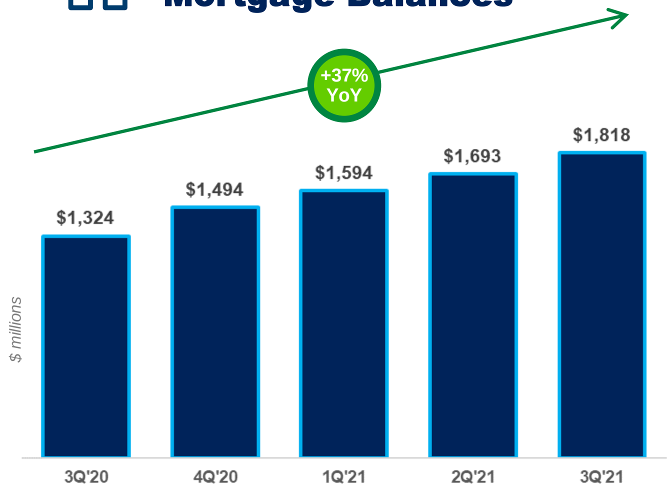
$7.2 BILLION
Average Deposits

$2.3 BILLION
Average Loans(1)

91
Banking Centers

231
ATMs

Average Residential Mortgage Balances



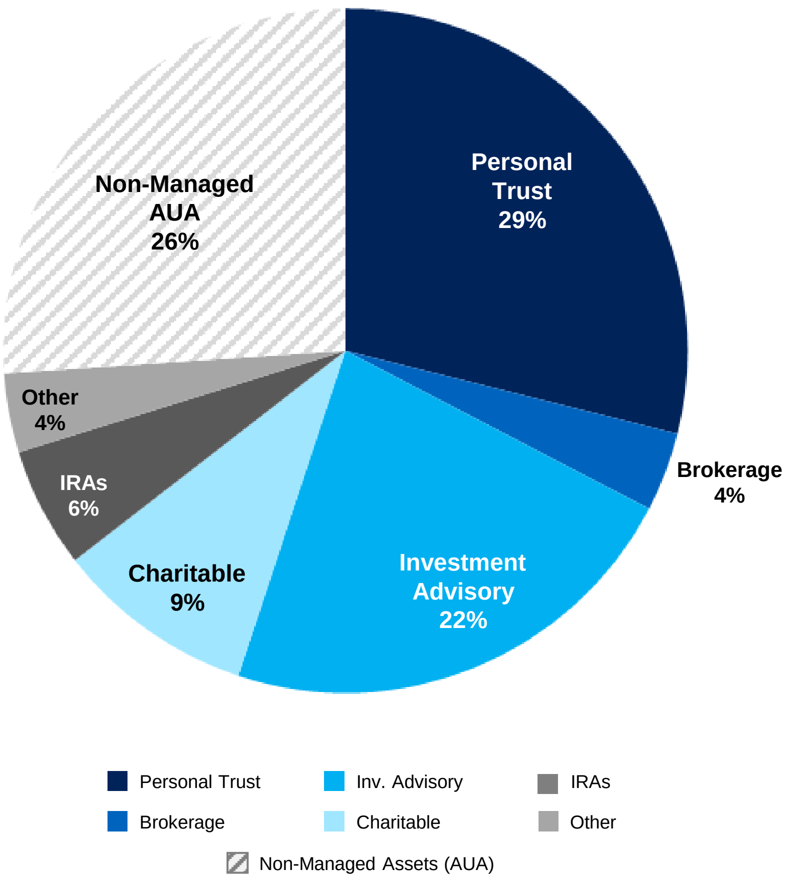
Metrics at or for the quarter ended 09/30/21. (1) Includes residential real estate and other consumer loans for retail and private banking customers.

Personal Banking – Private Wealth Management

Customer Assets

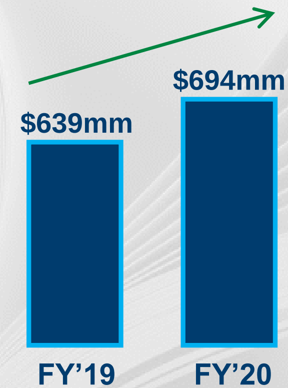
Managed Assets (AUM): $12.0B

Non-Managed Assets (AUA): $4.1B



Composition as of 09/30/21.

New Assets / Sales [1]



$632mm

YTD '21

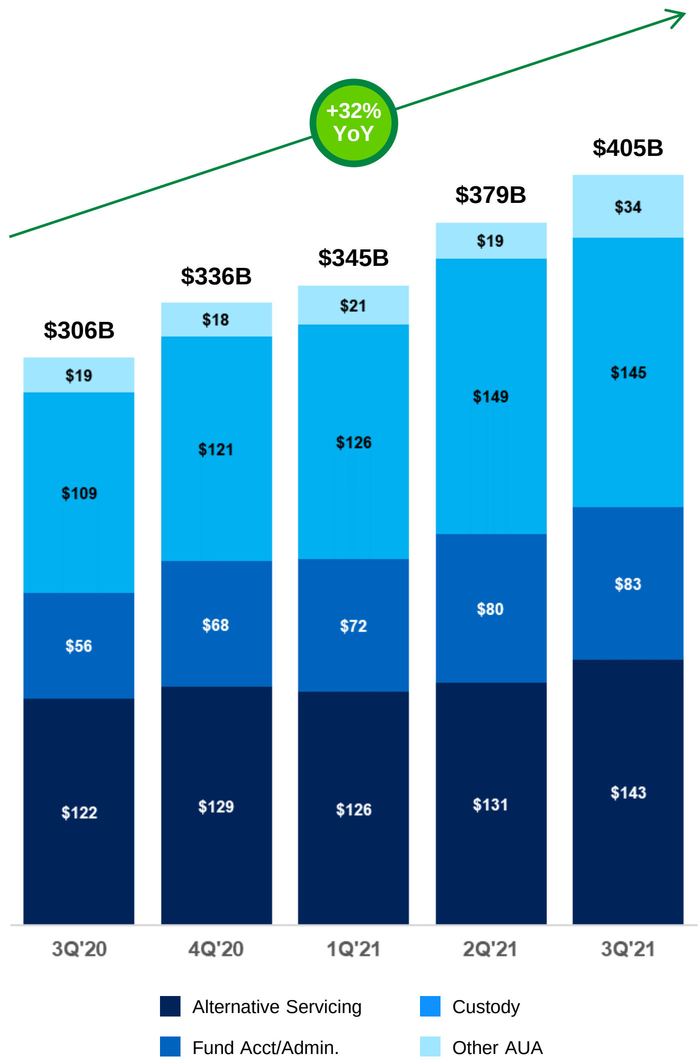
Industry-Leading Customer Service

Customer Satisfaction Score [2]	Net Promoter Score [3]
90	**74**
UMBF	UMBF
Industry Average is 78	Industry Average is 19

(1) Includes AUM and AUA; (2) American Customer Satisfaction Index "Score." Source: Market Strategies International; (3) Source: 2020 Forrester Net Promoter Benchmarks Study

Institutional Banking –
Fund Services & Institutional Custody

Assets Under Administration



Fund Services – Registered Funds & Alternative Investments

Provides services for 1,700 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 Administrator – Technology (2)

Institutional Custody

One of the nation's leading providers of domestic and global custody, serving insurance companies, public & private corporations, nonprofits, municipalities, fund companies and endowments.

TOP 10 **Top 10 Mutual Fund Custodian** (3)

Best Custodian – 2021 (4)

73 years
Custodial services since 1948

$145B
Custody Assets +34% Year-over-Year

(1) Fund Intelligence '19-'20 Awards; (2) Hedgeweek U.S. Awards '20 & Private Equity Wire U.S. Awards '20; (3) Private Equity Wire U.S. Awards '19; (4) HFM US Services Awards '21.

Institutional Banking – Corp/Specialty Trust & Capital Markets

Corporate Trust & Escrow Services

Provides trustee, paying agent and escrow services to municipal and corporate issuers.

#3 Municipal Trustee & Paying Agent in U.S. [1]

+55% New Business $ Volume on 2,082 Deals

$31B 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.

+58% 490 New Deals Closed YTD vs. 311 YTD 2020

+148% Growth in New Business $ Volume YTD

Irish Office Building presence in top aviation leasing market

TOP 10

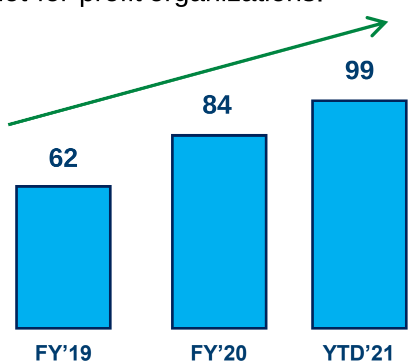
#1 Agent for Debtor-in-Possession financing [2]

#7 Aviation & Asset-Based Securitization Trustee [3]

Capital Markets Division

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

Public Finance



Closed Deals

Examples of recent deals:

Pflugerville Independent School District (TX)

$92,125,000
- Unlimited Tax Refunding Bonds, Taxable Series '21
- Senior Manager

$11,245,000
- Public Facilities Corp. Lease Revenue Bonds, Series '21
- Sole Manager

San Antonio Independent School District (TX)

$268,380,000
- Unlimited Tax School Building Bonds, Series '21
- Co-Manager

Northside Independent School District (TX)

$225,770,000
- Unlimited Tax School Building and Refunding Bonds, Series '21
- Co-Manager

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

All comparisons are YTD 2021 vs. YTD 2020.

(1) Ranked by number of issues -Thomson Reuters municipal rankings, June 2021; (2) Debtwire - ranking for 1H'21; (3) Green Street Advisors' Asset-Based Alert - 1H'21.

Institutional Banking –
Investor Solutions & Healthcare Services

UMB

Investor Solutions

Provides large-scale banking services and payment solutions for non-bank financial institutions and fintech companies.

60% of Top Clearing Firms are UMB Clients (1)

30% of Top Independent Broker-Dealers are UMB Clients (2)

$68B

FDIC Sweep Assets Under Administration
> 6mm accounts

>50mm

Annual ACH Transactions

BOND | Brex | Edelman Financial Engines | FIGURE | personal CAPITAL | SoFi | unifimoney

Fintech Partnerships

Healthcare Services

Provides healthcare payment solutions including health savings accounts (HSAs), healthcare spending accounts and payments technology.

INVESTOR'S BUSINESS DAILY BEST 2021 HSAs

Recognized for Investment Quality (3)

TOP 10

Top 10 HSA Custodians in the U.S. (4)

1.3mm

HSA Account Holders

5mm

Benefit Cards

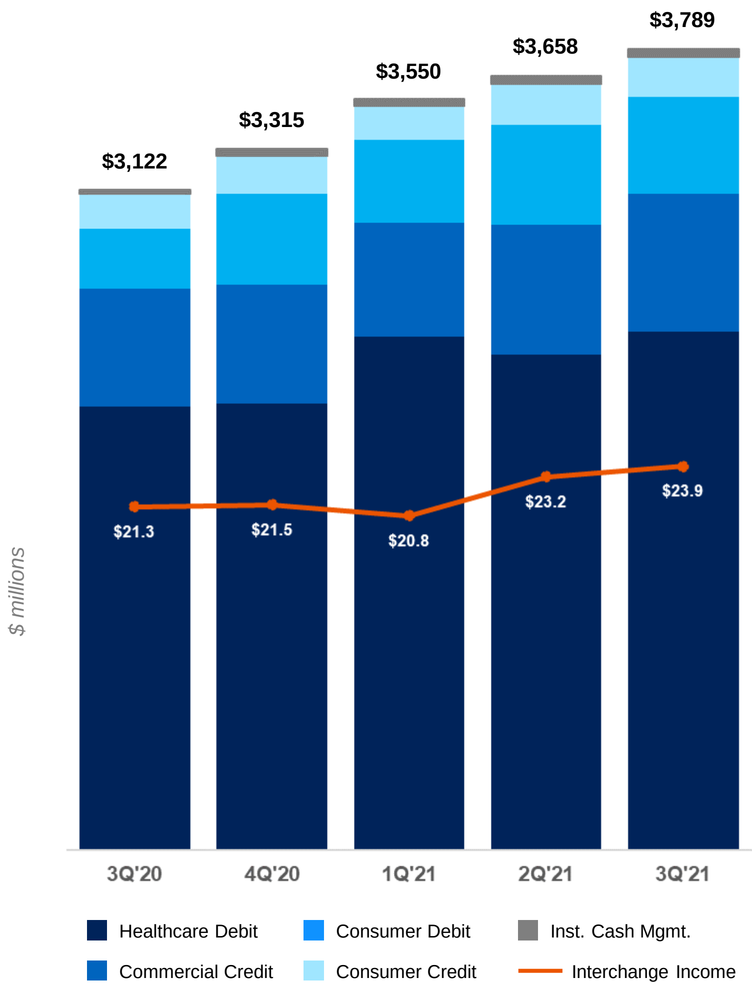
$3.2B

In HSA Assets & Deposits

(1) InvestmentNews 2019; (2) Financial Planning June 2020; (3) Investor's Business Daily 2021; (4) Ranked #6 by number of accounts - Devenir Research Mid-Year 2021.

Payments –
Credit & Debit Card Products

Card Purchase Volume & Interchange Trends



3Q '21 Card Spend

$3.8B

#23

23rd In U.S. Credit Card Purchase Volume (1)

(1) *Rank in commercial, consumer and small business cards among top 50 U.S. issuers. Source: Nilson Report, December 2020.*

Appendix

St. Louis, MO

Leadership –
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)

Mariner Kemper
Chairman of the Board

Sandy Kemper

Gordon Lansford
AC (Chair), CC

Tim Murphy
AC, CC

Tammy Peterman
GC, RC

Kris Robbins
AC, RC (Chair)

Josh Sosland
GC, RC

Leroy Williams
CC, RC

Advisory Directors

Jim Rine
CEO, UMB Bank, n.a.

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 the Private Securities Litigation Reform Act of 1995. These statements can be identified by the fact that they do not relate strictly to historical or current facts. Forward-looking statements often use words such as “believe,” “expect,” “anticipate,” “intend,” “estimate,” “project,” “outlook,” “forecast,” “target,” “trend,” “plan,” “goal,” or other words of comparable meaning or future-tense or conditional verbs such as “may,” “will,” “should,” “would,” or “could.”

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 our Annual Report on Form 10-K, our Quarterly Reports on Form 10-Q or Current Reports on Form 8-K, or 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, the COVID-19 pandemic (the “pandemic”) may also cause actual results or other future events, circumstances, or aspirations to differ from our forward-looking statements. The pandemic has created a global public-health crisis that has resulted in widespread volatility and deteriorations in household, business, economic, and market conditions. It is currently adversely affecting the company and its customers, counterparties, employees, and third-party service providers, and the continued adverse impacts on our business, financial position, results of operations, and prospects could be significant. We are not able to accurately predict the extent of the impact of the pandemic on our capital, liquidity, and other financial positions and on our business, results of operations, and prospects at this time, and we believe it will depend on a number of evolving factors, including: (i) the duration, extent and severity of the pandemic; (ii) the response of governmental and non-governmental authorities to the pandemic, which is rapidly changing and not always coordinated or consistent across jurisdictions; (iii) the effect of the pandemic on our customers, counterparties, employees and third-party service providers, which may vary widely, and which is generally expected to increase our credit, operational, and other risks and (iv) the effect of the pandemic on economies and markets, which in turn could adversely affect, among other things, the origination of new loans and the performance of our existing loans. The pandemic is also expected to have a significant impact on our current expected credit loss (CECL) calculation and related provision under a new accounting standard that we were required to adopt in January 2020. The CECL calculation includes periodic estimates of the net amount expected to be collected over the contractual term of certain financial assets, and requires us to take into account, among other things, economic conditions forecasted over the life of the financial asset, including the current and anticipated effects of the pandemic. Any forward-looking statement should be evaluated in light of these considerations.

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 Annual Report on Form 10-K, Quarterly Report on Form 10-Q, Current Report on Form 8-K, or other applicable document that is filed or furnished with the SEC.

Non-GAAP Reconciliations

The following are non-GAAP measures used by the company from time to time. To the extent a non-GAAP measure is used during this presentation, a reconciliation to such measure's closest GAAP equivalent is provided below. The Company believes that these non-GAAP financial measures and the reconciliations may be useful to investors because they adjust for items that management does not believe reflect the Company's fundamental operating performance.

- Pre-tax pre-provision income for the relevant period is defined as GAAP net income, adjusted to reflect the impact of excluding income tax and provision expense.
- Pre-tax, pre-provision income on a fully tax equivalent basis for the relevant period is defined as GAAP net interest income on a fully tax equivalent basis plus noninterest income, less noninterest expense.
- Tangible book value per share is defined as the Company's total shareholders' equity, net of intangible assets, divided by total shares outstanding.
- Tangible common equity ratio is calculated as the Company's total shareholders' equity, net of intangible assets, divided by total assets, net of intangible assets.

Pre-Tax, Pre-Provision Income

	Three Months Ended				
	Sept. 30, 2021	Jun. 30, 2021	Mar. 31, 2021	Dec. 31, 2020	Sept. 30, 2020
Net income before taxes (GAAP)	$ 113,803	$ 107,322	$ 109,566	$ 191,107	$ 83,385
Adjustments:					
Provision for credit losses	(5,000)	24,000	(7,500)	5,000	16,000
Pre-tax, pre-provision income (Non-GAAP)	$ 108,803	$ 131,322	$ 102,066	$ 196,107	$ 99,385
Pre-tax earnings per share-diluted (GAAP)	$ 2.33	$ 2.20	$ 2.26	$ 3.96	$ 1.74
Provision for credit losses	(0.10)	0.50	(0.16)	0.10	0.33
Pre-tax, pre-provision earnings per share-diluted (Non-GAAP)	$ 2.23	$ 2.70	$ 2.10	$ 4.06	$ 2.07

(unaudited, dollars in thousands except share and per share data)

Non-GAAP Reconciliations

Pre-Tax, Pre-Provision Income on a Fully Tax-Equivalent Basis

	Three Months Ended		
	Sept. 30, 2021	Sept. 30, 2020	Jun. 30, 2021
Net interest income	$ 209,765	$ 184,384	$ 201,071
Adjustments to arrive at net interest income - FTE:			
Tax equivalent interest	6,544	6,797	6,629
Net interest income - FTE	216,309	191,181	207,700
Noninterest income	$ 107,907	$ 112,996	$ 131,589
Less: Noninterest expense	208,869	197,995	201,338
Pre-tax, pre-provision income - FTE (Non-GAAP)	$ 115,347	$ 106,182	$ 137,951
Net interest income earnings per share - diluted	$ 4.30	$ 3.84	$ 4.13
Adjustments to arrive at net interest income - FTE:			
Tax equivalent interest	0.14	0.14	0.13
Net interest income earnings per share - diluted (FTE)	4.44	3.98	4.26
Noninterest income	2.22	2.35	2.70
Less: Noninterest expense	4.29	4.12	4.13
Pre-tax, pre-provision income - FTE earnings per share - diluted (Non-GAAP)	$ 2.37	$ 2.21	$ 2.83

(unaudited, dollars in thousands except share and per share data)

Non-GAAP Reconciliations

Tangible Book Value

	As of			
	Sept. 30, 2021	Sept. 30, 2020	Dec. 31, 2020	Dec. 31, 2005
Total shareholders' equity (GAAP)	$ 3,112,840	$ 2,854,180	$ 3,016,948	$ 833,463
Less: Intangible assets				
Goodwill	174,518	180,867	180,867	59,727
Other intangibles, net	15,526	22,657	21,056	4,078
Total intangibles, net	190,044	203,524	201,923	63,805
Total tangible shareholders' equity (Non-GAAP)	$ 2,922,796	$ 2,650,656	$ 2,815,025	$ 769,658
Total shares outstanding [1]	48,355,373	48,028,679	48,006,386	42,981,122
Ratio of total shareholders' equity (book value) per share	$ 64.37	$ 59.43	$ 62.84	$ 19.39
Ratio of total tangible shareholders' equity (tangible book value) per share (Non-GAAP)	$ 60.44	$ 55.19	$ 58.64	$ 17.91

(unaudited, dollars in thousands except share and per share data)

(1) Share count for December 31, 2005, adjusted for Company’s 2-for-1 stock split on May 31, 2006.

Non-GAAP Reconciliations

UMB

Tangible Common Equity Ratio

	As of Dec. 31, 2020	As of Dec. 31, 2005
Total shareholders' equity (GAAP)	$ 3,016,948	$ 833,463
Less: Intangible assets		
Goodwill	180,867	59,727
Other intangibles, net	21,056	4,078
Total intangibles, net	201,923	63,805
Total tangible shareholders' equity (Non-GAAP)	$ 2,815,025	$ 769,658
Total assets (GAAP)	$ 33,127,504	$ 8,247,789
Less: Intangible assets		
Goodwill	180,867	59,727
Other intangibles, net	21,056	4,078
Total intangibles, net	201,923	63,805
Total tangible assets (Non-GAAP)	$ 32,925,581	$ 8,183,984
Total shareholders' equity to total assets ratio (GAAP)	9.11%	10.11%
Tangible common equity to tangible assets ratio (Non-GAAP)	8.55%	9.40%

(unaudited, dollars in thousands)

Our Peer Group

Associated Banc-Corp	ASB
BancorpSouth Bank	BXS
BOK Financial Corporation	BOKF
Commerce Bancshares, Inc.	CBSH
Cullen/Frost Bankers, Inc.	CFR
F.N.B. Corporation	FNB
Fulton Financial	FULT
Hancock Whitney Corporation	HWC
Old National Bancorp	ONB
Pinnacle Financial Partners, Inc.	PNFP
Prosperity Bancshares, Inc.	PB
Synovus Financial Corp.	SNV
Umpqua Holdings Corporation	UMPQ
Valley National Bancorp	VLY
Wintrust Financial Corporation	WTFC

All peer data in this presentation is sourced from S&P Global.