

# Comerica Incorporated

## Investor Presentation

November, 2021

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# Brief Overview



We will raise your expectations of what a bank can be



## Facts

- 170+ year history
- 16<sup>th</sup> largest U.S. bank<sup>1,2</sup>
- ~7,459 employees



## Commercial Bank

- >90% of total loans are commercial
- Highest concentration of C&I loans<sup>1,3</sup>



## Retail Bank

- ~35% of total deposits
- 433 banking centers & ~585 ATMs



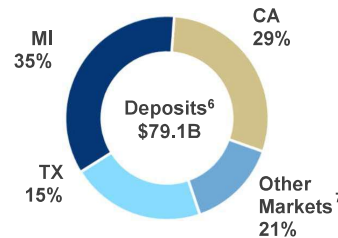
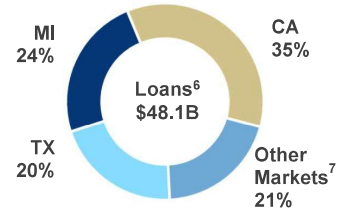
## Wealth Management

- \$207B assets under administration
- >25,700 personal & institutional clients



## Attractive Footprint

- 13 of 15 largest metropolitan areas<sup>4</sup>
- 7 of 10 fastest growing metropolitan areas<sup>4,5</sup>



9/30/21 • <sup>1</sup>Source: S&P Global Market Intelligence as of 2Q21 • <sup>2</sup>Commercial Banks • <sup>3</sup>Among the top 25 U.S. financial holding companies; as a % of assets • <sup>4</sup>U.S. Census Bureau; by population 2019. Includes all locations with employees & offices • <sup>5</sup>2019 vs 2018 by number of people • <sup>6</sup>3Q21 Average • <sup>7</sup>Other Markets & Finance/Other; includes items not directly associated with the geographic markets or the three major business segments

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# Well-positioned to support customers



## Relationship Focused



## Diversified



## Revenue Opportunities



## Credit Discipline

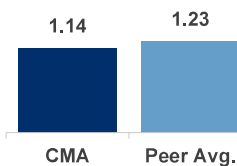


## Expense Control

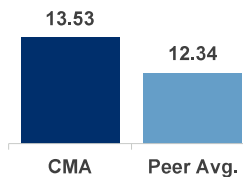


## Uniquely positioned

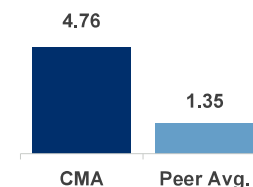
### ROA<sup>1</sup> (percentages)



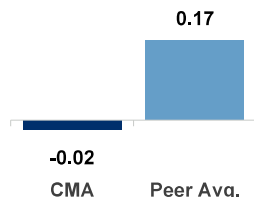
### ROE<sup>2</sup> (percentages)



### Deposit Growth<sup>3</sup> (percentages; 3Q21 vs 2Q21)



### YTD Net Charge-offs (percentages)



3Q21 • Source for peer data: S&P Global Market Intelligence • <sup>1</sup>Return on average assets • <sup>2</sup>Return on common shareholders' equity • <sup>3</sup>HBAN excluded due to acquisition of TCF

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# 3Q21 Review

Comerica Bank

Driving Shareholder Value by supporting our Customers, Employees & Communities



## Environmental, Social & Governance (ESG)

Received **Leaders in Financial Education Award** from Texas Bankers Foundation

5-Star recognition in **Corporate Inclusion Index** from Hispanic Association on Corporate Responsibility

Launched national **Asian & Pacific Islanders Employee Resource Group**

**\$1.8B PPP loans completed** forgiveness process in 3Q21

**\$1.5B in green loans & commitments** as of 9/30/21; up 34% over 9/30/20

**Diversity, Equity & Inclusion Progress Report** published; highlights strong commitment & strategy

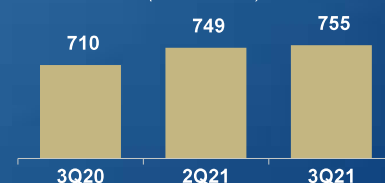
13<sup>th</sup> consecutive **Corporate Responsibility** related report released, providing overview of ESG performance

Submitted 2021 **CDP Climate Change Questionnaire**



## Financial Performance

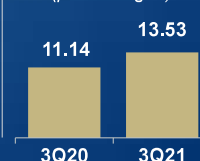
**Revenue**  
(\$ in millions)



**ROA<sup>1,2</sup>**  
(percentages)



**ROE<sup>1,3</sup>**  
(percentages)



9/30/21 • <sup>1</sup>Recast 2020 results. See Pension Plan Reconciliation slide in appendix • <sup>2</sup>Return on average assets • <sup>3</sup>Return on common shareholders' equity

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# 3Q21 Results

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Revenue growth & strong credit quality

(millions, except per share data)				Change From	
	3Q21	2Q21	3Q20	2Q21	3Q20
<b>Average loans</b>	\$48,135	\$49,828	\$52,013	\$(1,693)	\$(3,878)
<b>Average loans, ex. PPP</b>	46,475	46,369	48,231	106	(1,756)
<b>Average deposits</b>	79,115	75,520	68,763	3,595	10,352
<b>Net interest income</b>	475	465	458	10	17
<b>Provision for credit losses</b>	(42)	(135)	5	93	(47)
<b>Noninterest income<sup>1</sup></b>	280	284	252	(4)	28
<b>Noninterest expenses<sup>1,2</sup></b>	465	463	438	2	27
<b>Provision for income tax<sup>2</sup></b>	70	93	50	(23)	20
<b>Net income<sup>2</sup></b>	262	328	217	(66)	45
<b>Earnings per share<sup>2,3</sup></b>	\$1.90	\$2.32	\$1.48	\$(0.42)	\$0.42
<b>Book Value per Share<sup>4</sup></b>	56.55	56.28	53.78		
<b>CET1<sup>5</sup></b>	10.27%	10.35%	10.25%		

## Key Performance Drivers 3Q21 compared to 2Q21

- **Loans:** growth in several businesses more than offset by PPP & Dealer
- **Deposits:** up 5%
- **Net interest income:** up 2%, with loan fees & liquidity deployment
- **Reserve release:** Reserve ratio 1.33%; Net charge-offs 1 bp; Criticized & nonaccrual loans down
- **Noninterest income:** remained robust; record warrant income & loan fees offset by card & deferred comp decline
- **Expenses:** driven by revenue producing activity; efficiency ratio stable
- **Capital:** repurchased 3MM shares<sup>6</sup>

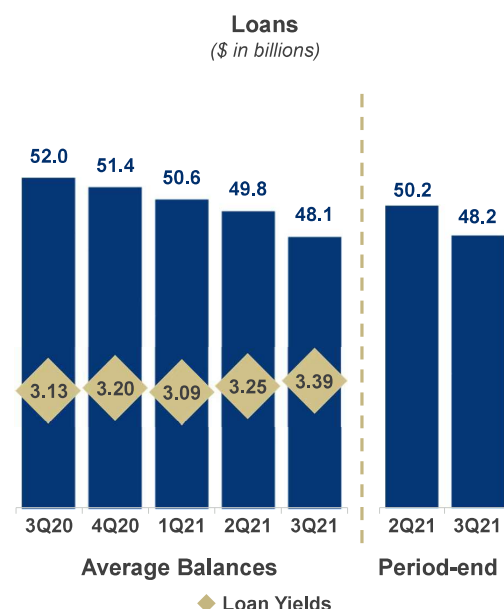
<sup>1</sup>Includes gains related to deferred comp plan of 0- 3Q21, \$6MM 2Q21, & \$8MM 3Q20 • <sup>2</sup>Recast 2020 results. See Pension Plan Reconciliation slide • <sup>3</sup>Diluted earnings per common share • <sup>4</sup>Common shareholders' equity per share of common stock • <sup>5</sup>Reflects deferral of CECL standard impact as calculated per regulatory guidance • <sup>6</sup>Shares repurchased under share repurchase program

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# Loans

Solid performance offset by PPP forgiveness & auto dealer supply issues



**Average loans declined \$1.7B<sup>1</sup>**

**Ex. PPP, average loans grew \$106MM**

- + \$357MM General Middle Market
- + \$255MM Equity Fund Services
- + \$192MM Environmental Services
- + \$155MM Entertainment
- \$498MM National Dealer
- \$167MM Mortgage Banker

**Paycheck Protection Program (PPP)**

- \$1.7B average loans, \$1.8B decrease
- \$1.0B period-end loans, \$1.8B decrease

**Line Utilization stable at 47%**

- Commitments increased ~\$870MM

**Loan yields increased 14 bps**

- + 14 bps net impact of PPP
- + 3 bps loan fees (ex-PPP)
- 3 bps rates (including swap maturities)
- \$14.4B average loan floors at average rate of 71 bps

3Q21 compared to 2Q21 • <sup>1</sup>See Average Loans slide in Appendix for more details

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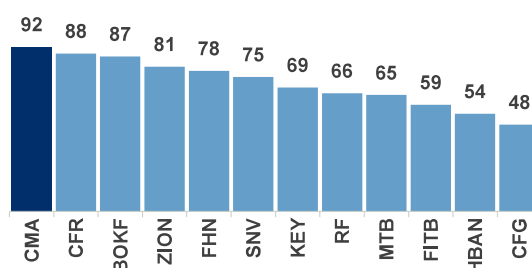
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## Average Loans

Business Line	3Q21	2Q21	3Q20
Middle Market			
General	\$11.8	\$12.2	\$12.3
Energy	1.3	1.4	2.0
National Dealer Services	3.8	4.4	5.3
Entertainment	1.0	0.9	0.7
Tech. & Life Sciences	0.8	0.9	1.3
Equity Fund Services	3.0	2.7	2.2
Environmental Services	1.8	1.7	1.4
Total Middle Market	\$23.6	\$24.2	\$25.3
Corporate Banking			
US Banking	3.0	3.0	3.1
International	1.4	1.4	1.4
Commercial Real Estate	6.8	6.9	6.7
Mortgage Banker Finance	2.8	2.9	3.6
Business Banking	3.6	4.0	4.2
<b>Commercial Bank</b>	<b>\$41.0</b>	<b>\$42.4</b>	<b>\$44.3</b>
<b>Retail Bank</b>	<b>\$2.3</b>	<b>\$2.5</b>	<b>\$2.7</b>
<b>Wealth Management</b>	<b>\$4.8</b>	<b>\$4.9</b>	<b>\$5.1</b>
<b>TOTAL</b>	<b>\$48.1</b>	<b>\$49.8</b>	<b>\$52.0</b>

By Market	3Q21	2Q21	3Q20
Michigan	\$11.4	\$12.2	\$12.7
California	17.0	17.5	17.8
Texas	9.7	10.0	10.9
Other Markets <sup>1</sup>	10.0	10.0	10.7
<b>TOTAL</b>	<b>\$48.1</b>	<b>\$49.8</b>	<b>\$52.0</b>

**Business Loans as a % of Total Loans<sup>2</sup>**  
(percentages; 2Q21)



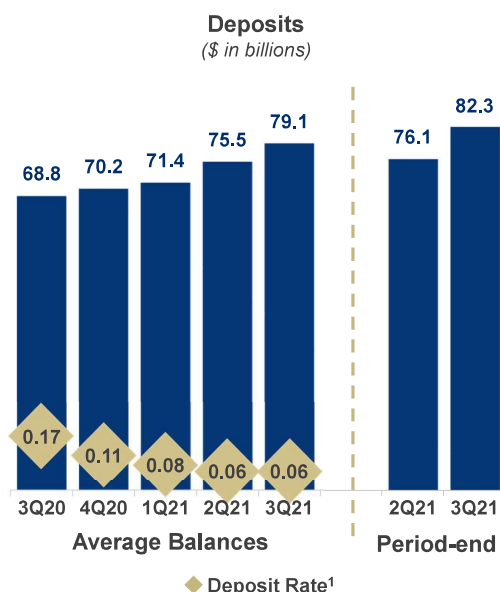
\$ in billions • Totals shown above may not foot due to rounding • <sup>1</sup>Other Markets includes Florida, Arizona, the International Finance Division and businesses that have a significant presence outside of the three primary geographic markets • <sup>2</sup>Source for peer data: S&P Global Market Intelligence

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# Deposits

Broad-based growth drove deposits to another record

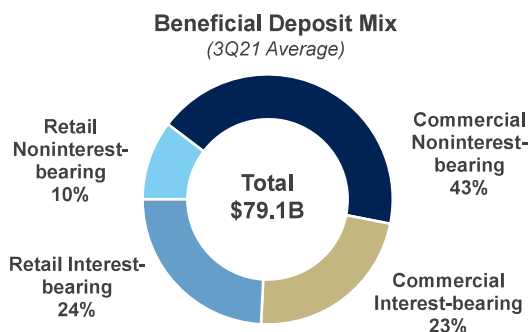


**Average deposits increased \$3.6B**

- + \$2.0B interest-bearing
- + \$1.6B noninterest-bearing

**Loan to deposit ratio<sup>2</sup> 59%**

**Total funding costs steady at 7 bps<sup>3</sup>**



3Q21 compared to 2Q21 • <sup>1</sup>Interest costs on interest-bearing deposits • <sup>2</sup>At 9/30/2021 • <sup>3</sup>Interest incurred on liabilities as a percent of average noninterest-bearing deposits and interest-bearing liabilities

# Average Deposits

Business Line	3Q21	2Q21	3Q20
Middle Market			
General	\$22.4	\$21.1	\$20.0
Energy	0.6	0.5	0.5
National Dealer Services	1.7	1.1	0.5
Entertainment	0.2	0.2	0.2
Tech. & Life Sciences	7.4	7.1	5.9
Equity Fund Services	1.1	1.1	0.8
Environmental Services	0.3	0.2	0.2
<b>Total Middle Market</b>	<b>\$33.8</b>	<b>\$31.3</b>	<b>\$28.1</b>
Corporate Banking			
US Banking	3.5	3.2	2.9
International	2.3	2.2	1.8
Commercial Real Estate	1.9	1.9	1.7
Mortgage Banker Finance	0.8	0.8	0.9
Business Banking	4.4	4.3	4.1
<b>Commercial Bank</b>	<b>\$46.6</b>	<b>\$43.7</b>	<b>\$39.5</b>
<b>Retail Bank</b>	<b>\$26.1</b>	<b>\$25.6</b>	<b>\$23.6</b>
<b>Wealth Management</b>	<b>\$5.2</b>	<b>\$5.1</b>	<b>\$4.4</b>
<b>Finance / Other<sup>1</sup></b>	<b>\$1.2</b>	<b>\$1.2</b>	<b>\$1.2</b>
<b>TOTAL</b>	<b>\$79.1</b>	<b>\$75.5</b>	<b>\$68.8</b>

By Market	3Q21	2Q21	3Q20
Michigan	\$27.7	\$26.7	\$24.7
California	23.1	20.6	18.9
Texas	11.4	11.2	10.6
Other Markets <sup>2</sup>	15.7	15.9	13.4
Finance / Other <sup>1</sup>	1.2	1.2	1.2
<b>TOTAL</b>	<b>\$79.1</b>	<b>\$75.5</b>	<b>\$68.8</b>

- Middle Market: Serving companies with revenues generally between \$30-\$500MM
- Corporate Banking: Serving companies (and their U.S. based subsidiaries) with revenues generally over \$500MM
- Business Banking: Serving companies with revenues generally under \$30MM

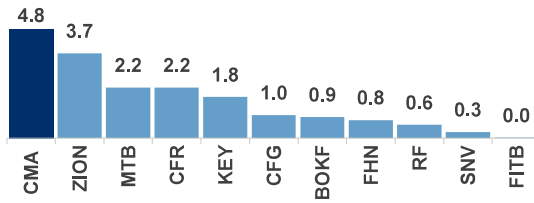
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# Deposits

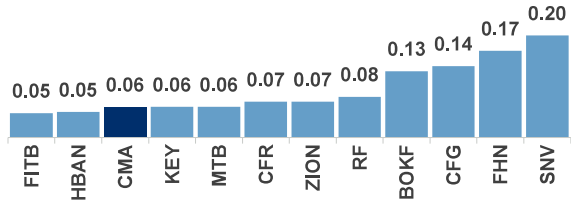
Strong growth while costs remain low



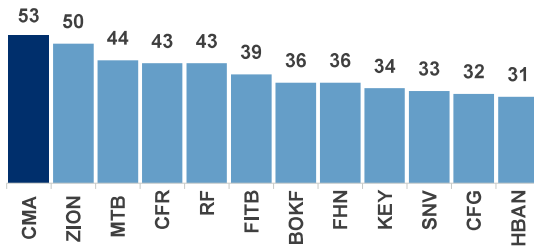
**Superior Average Deposit Growth<sup>1</sup>**  
(percentages; 3Q21 vs 2Q21)



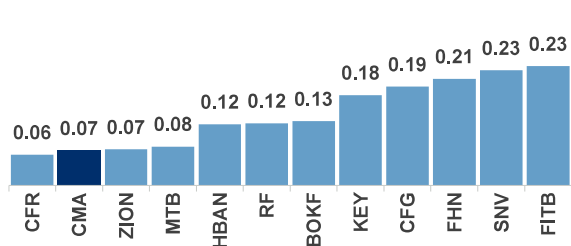
**Low Interest-bearing Deposit Costs**  
(percentages)



**Highest Component of Noninterest-bearing Deposits / Total Deposits**  
(percentages; Average)



**Low Total Funding Costs**  
(percentages)



3Q21 • Source for peer data: S&P Global Market Intelligence • \*HBAN excluded due to acquisition of TCF

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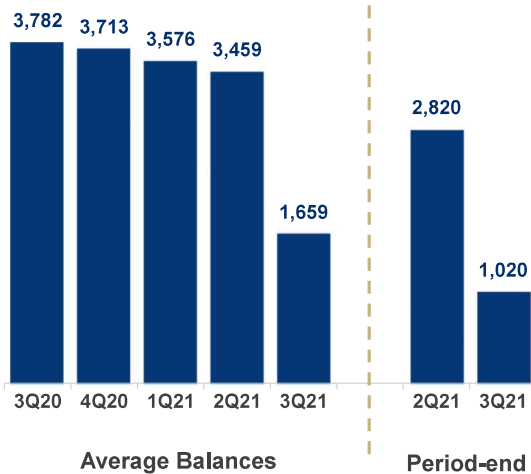
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# Paycheck Protection Program (PPP)

Supporting our customers



**PPP Loans**  
(\$ in millions)



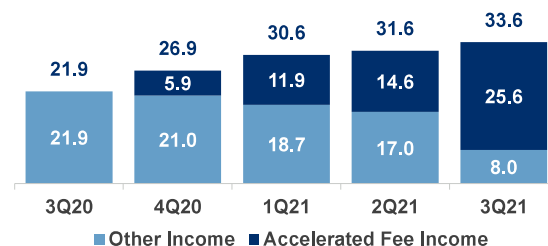
**PPP Loans Since Inception<sup>1</sup>**

- \$4.9B funded / >20,000 applications processed
- \$3.8B repaid, mostly forgiven
- ~2% loan yield, excluding accelerated fees

**PPP Loan Outlook<sup>2</sup>**

- Expect bulk to be repaid by YE21

**PPP Income**  
(\$ in millions)



9/30/21 • <sup>1</sup>Program to Date through 9/30/21 • <sup>2</sup>Outlook as of 10/29/21

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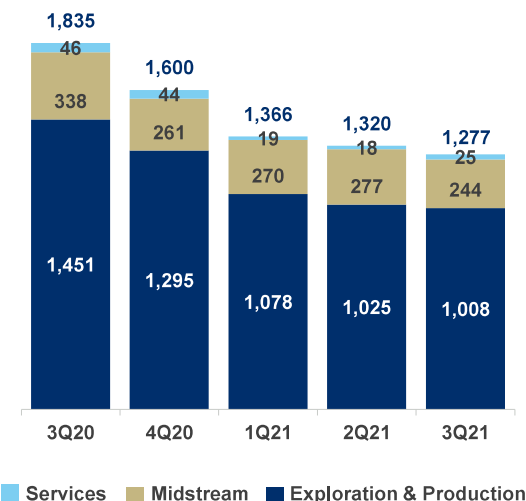
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# Energy Business Line

Credit quality continued to improve

Comerica Bank

Period-end Loans  
(\$ in millions)



- Exposure \$2.9B / 44% utilization
- Decreases in Criticized, NALs; Net Recoveries
- Fall redeterminations 17% completed
  - Modest increase to borrowing bases
- Hedged 50% or more of production
  - At least one year: 82% of customers
  - At least two years: 45% of customers
- Focus on larger, sophisticated E&P companies
- E&P: 58% Oil, 20% Gas, 22% Oil/Gas

(\$ in millions; Period-end)	3Q21	2Q21	3Q20
Total PE loans	\$1,277	\$1,320	\$1,835
% of total CMA	2.7%	2.6%	3.5%
Criticized <sup>1</sup>	\$148	\$223	\$720
Ratio	11.6%	16.9%	39.2%
Nonaccrual	\$28	\$52	\$141
Ratio	2.2%	4.0%	7.7%
Net charge-offs (recoveries) <sup>2</sup>	\$(16)	\$(12)	\$9

9/30/21 • <sup>1</sup>Criticized loans are consistent with regulatory defined Special Mention, Substandard, & Doubtful categories • <sup>2</sup>Net credit-related charge-offs (recoveries)

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# Mortgage Banker Finance

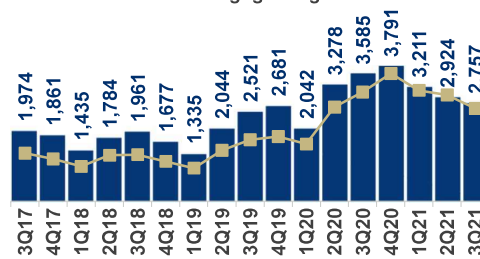
55+ years experience with reputation for consistent, reliable approach

Comerica Bank

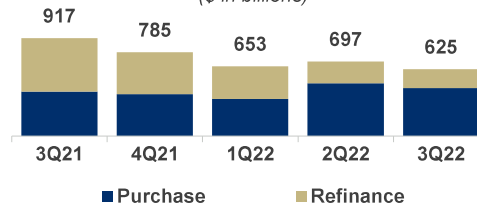
- Provide warehouse financing: bridge from residential mortgage origination to sale to end market
- Extensive backroom provides collateral monitoring and customer service
- Focus on full banking relationships
- Granular portfolio with >100 relationships
- As of 3Q21:
  - Comerica: 71% purchase
  - Industry: 46% purchase<sup>1</sup>
- Strong credit quality
- No charge-offs since 2010
- Period-end loans: \$3.5B (2Q21 \$3.8B)

Average Loans  
(\$ in millions)

Actual MBA Mortgage Origination Volumes<sup>1</sup>



MBA Mortgage Originations Forecast<sup>1</sup>  
(\$ in billions)



9/30/21 • <sup>1</sup>Source: Mortgage Bankers Association (MBA) Mortgage Finance Forecast as of 10/17/2021

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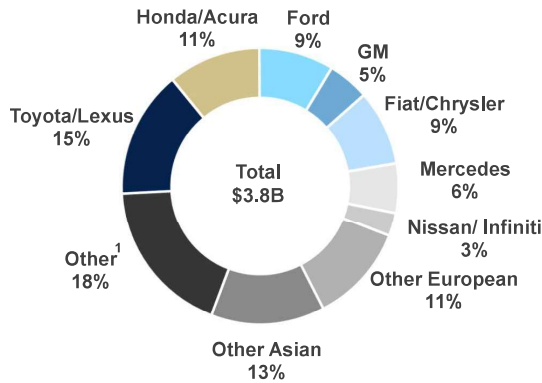
# National Dealer Services

75+ years of floor plan lending

Comerica Bank

## Franchise Distribution

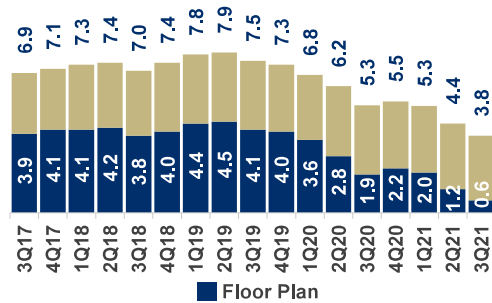
(Based on period-end loans)



- Top tier strategy
- National scope with customers in 42 states
- Focus on "Mega Dealer" (five or more dealerships in group)
- Strong credit quality; Robust monitoring of company inventory & performance
- Floor Plan decreased due to supply chain constraints

## Average Loans

(\$ in billions)



9/30/21 • \*Other includes obligations where a primary franchise is indeterminate (rental car and leasing companies, heavy truck, recreational vehicles, and non-floor plan loans)

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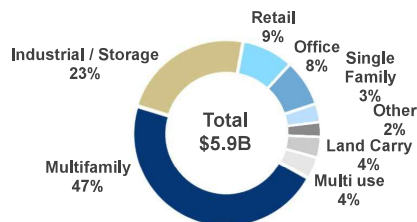
# Commercial Real Estate Business Line

Very strong credit quality

Comerica Bank

## Primarily Lower Risk Multifamily<sup>1</sup>

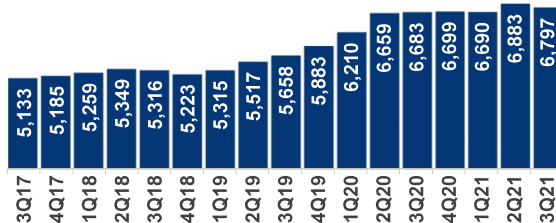
(3Q21 Period-end)



- Long history of working with well established, proven developers
- >90% of new commitments from existing customers
- Substantial upfront equity required
- 48% of Multifamily & 53% of Industrial/ Storage are construction loans<sup>1,2</sup>
- Majority high growth markets within footprint:
  - 44% California
  - 28% Texas

## Total CRE Business Line Average Loans

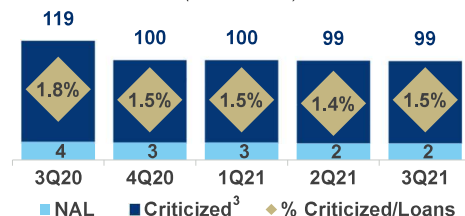
(\$ in millions)



## Credit Quality

No significant net charge-offs since 2014

(\$ in millions)



9/30/21 • <sup>1</sup>Excludes CRE business line loans not secured by real estate • <sup>2</sup>Period-end loans • <sup>3</sup>Criticized loans are consistent with regulatory defined Special Mention, Substandard & Doubtful categories

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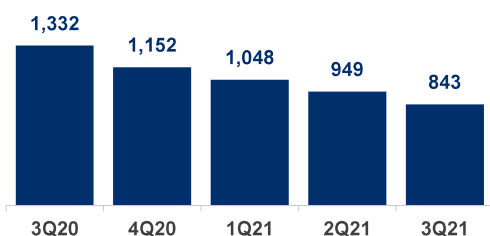


## Technology & Life Sciences

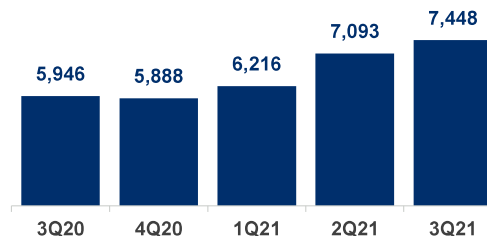
Comerica Bank

~30 years of deep expertise & strong relationships with top-tier investors

**Average Loans**  
(\$ in millions)

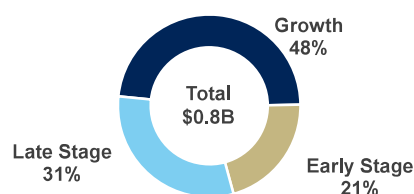


**Average Deposits**  
(\$ in millions)



- Manage concentration to numerous verticals to ensure widely diversified portfolio
- Closely monitor cash balances & maintain robust backroom operation
- 11 offices throughout US & Canada

**Customer Segment Overview<sup>1</sup>**  
(Approximate; 3Q21 Period-end loans)



9/30/21 • <sup>1</sup>Includes estimated distribution of PPP loans

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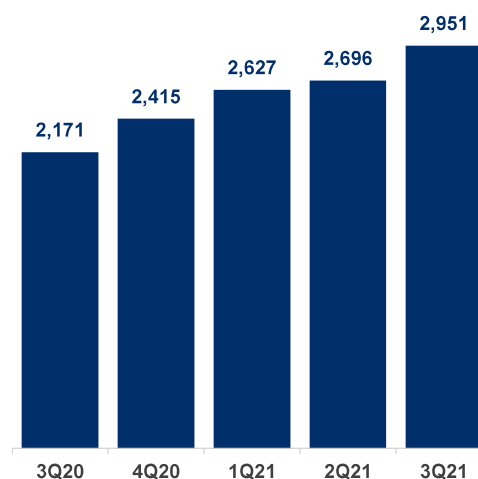
## Equity Fund Services

Comerica Bank

Strong relationships with top-tier venture capital & private equity firms

- Customized credit, treasury management & capital market solutions for venture capital & private equity firms
- Customers in the US & Canada
- Drives connectivity with other teams
  - Energy
  - Middle Market
  - TLS
  - Environmental Services
  - Private Banking
  - Commercial Real Estate
- Strong credit profile
  - No charge-offs
  - No criticized loans

**Average Loans**  
(\$ in millions)



9/30/21

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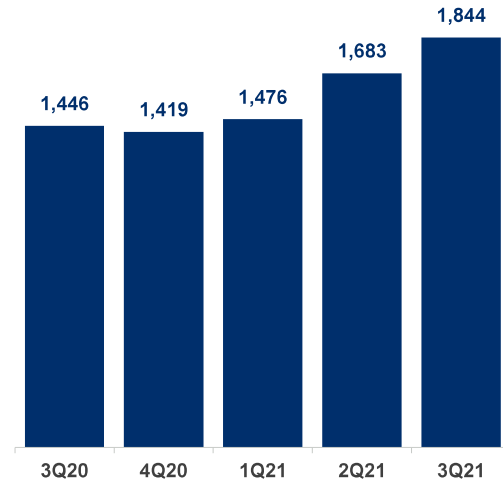
# Environmental Services Department



15+ years experience; Specialized industry, committed to growth

- Dedicated relationship managers advise & guide customers on profitably growing their business by providing banking solutions
  - Waste management firms which collect, transport, treat, recycle, process &/or dispose of waste
  - Recycling & renewable energy companies
- Insight & expertise with
  - Transfer stations, disposal & recycling facilities
  - Commercial & residential waste collection
  - Landfill gas to energy; waste to energy
  - Acquisitions
  - Growth capital expenditures
- Focus on middle market-sized companies with full banking relationships
- Historically strong credit quality

**Average Loans**  
(\$ in millions)



9/30/21

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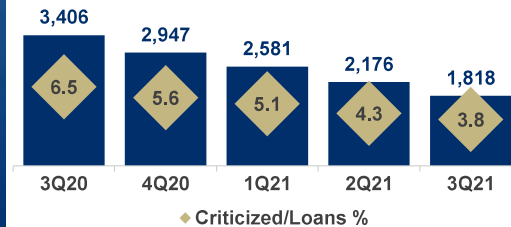
# Credit Quality



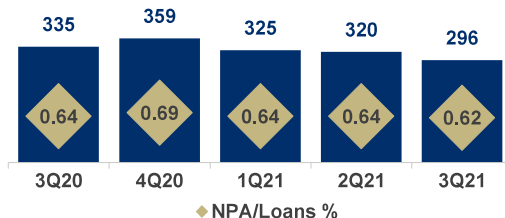
Reserve level reflects strong credit metrics & economic outlook

- \$2MM, or 1 bp, net charge-offs
  - \$26MM gross charge-offs
  - \$24MM recoveries
- \$358MM decrease in criticized loans
  - \$262MM Middle Market General
  - \$ 75MM Energy
- \$24MM decrease in nonperforming assets
  - \$ 24MM Energy

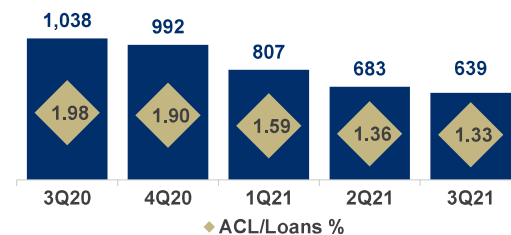
**Criticized Loans<sup>1</sup> below Historic Average**  
(\$ in millions)



**Nonperforming Assets Decreased**  
(\$ in millions)



**Reserve Continues to Decline**  
(\$ in millions)



9/30/21 • <sup>1</sup>Criticized loans are consistent with regulatory defined Special Mention, Substandard, & Doubtful categories

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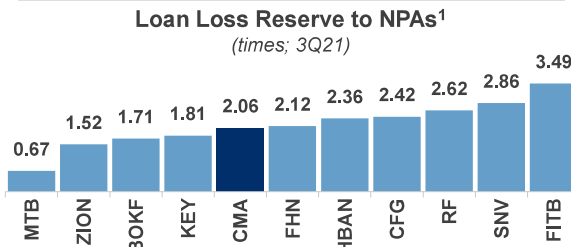
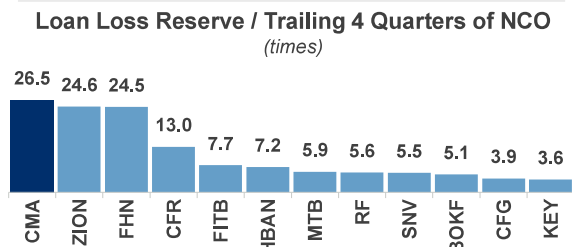
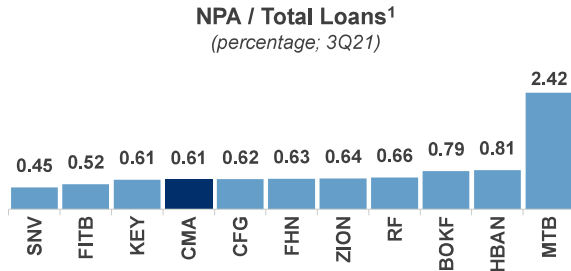
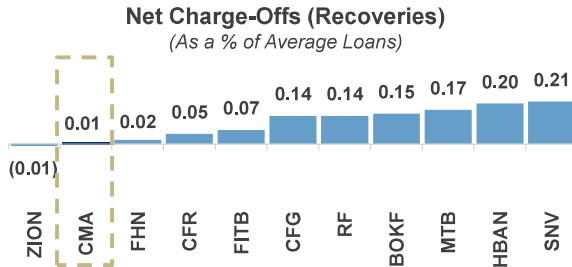
20

# Credit Quality

Metrics remain strong



- Well-diversified, relationship-based portfolio
- Experienced managers with deep expertise
- Conservative underwriting standards
- Proactive, frequent customer dialogue
- Social distancing related customers performing better than expected



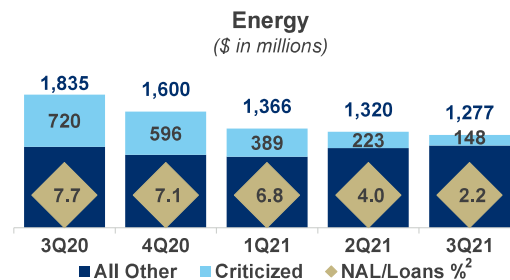
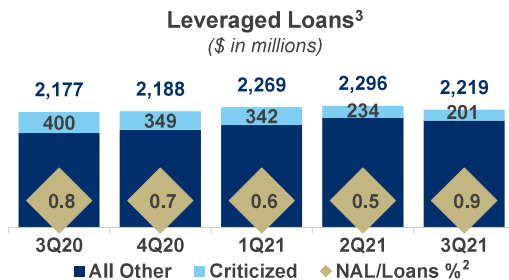
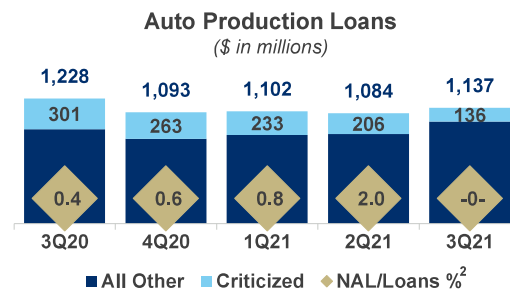
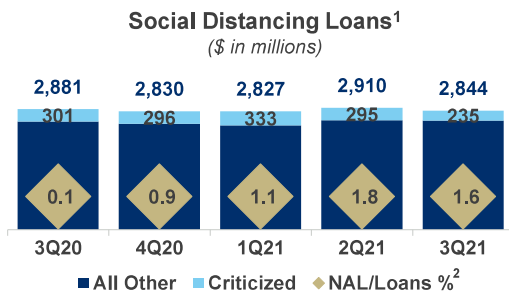
9/30/21 • Source for peer data: S&P Global Market Intelligence • <sup>1</sup>CFR not available as of 11/8/21

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# Credit

“At risk” industries performing better than expected; remained well reserved



9/30/21; Period-End Loans. Excludes PPP loans • <sup>1</sup>Removed Casinos & Sports Franchise based on review of “at risk” segments in 3Q20 • <sup>2</sup>Period-end category nonaccrual loans / category loans • <sup>3</sup>Excludes leveraged loans included in other “at risk” categories of \$300MM 3Q20, \$250MM 4Q20, \$230MM 1Q21, \$240MM 2Q21 & \$275MM 3Q21

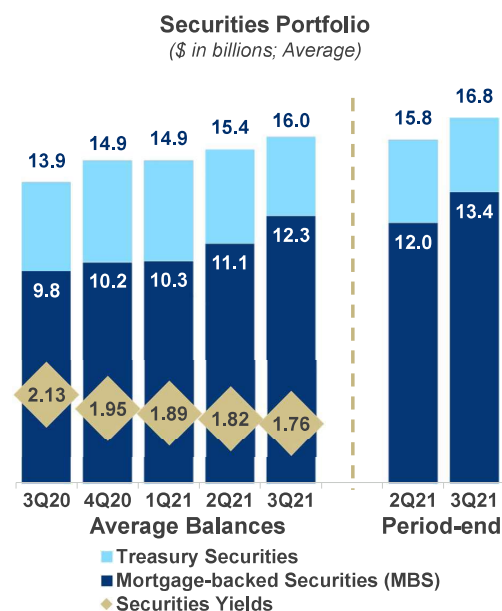
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# Securities Portfolio

Comerica Bank

Impact on interest income of lower yields offset by larger portfolio size



9/30/21 • <sup>1</sup>Estimated as of 9/30/21 • <sup>2</sup>On the MBS portfolio

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## Portfolio size increased

- Goal: mitigate headwind from lower reinvestment yields by gradually deploying excess liquidity
- Period-end increased \$1.0B
  - + \$2.5B MBS purchases
  - \$1.0B MBS payments
  - \$400MM Treasury maturities

## Duration of 4.0 years<sup>1</sup>

- Extends to 5.8 years under a 200 bps instantaneous rate increase<sup>1</sup>

## Net unrealized pre-tax loss of \$4MM

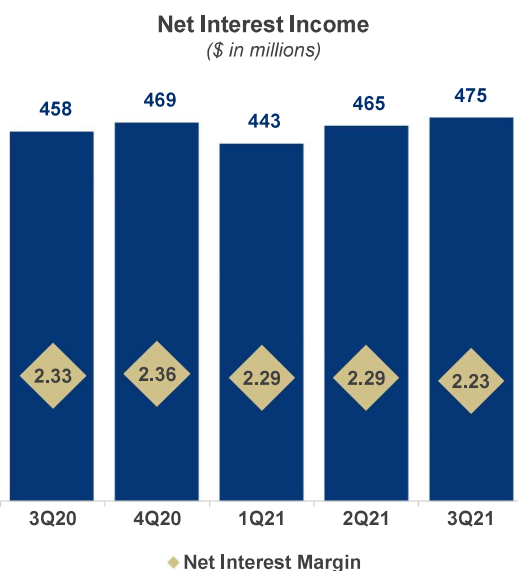
## Net unamortized premium of \$87MM<sup>2</sup>

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# Net Interest Income

Comerica Bank

NII increased \$10MM; NIM impacted by excess liquidity



3Q21 compared to 2Q21 • <sup>1</sup>See Paycheck Protection Program (PPP) slide for more detail

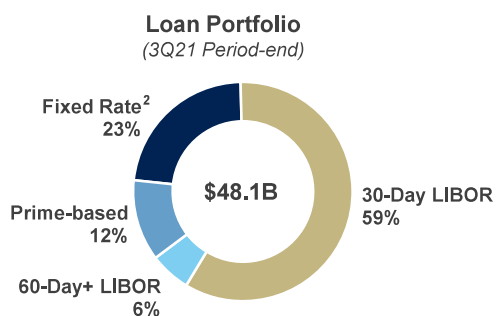
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\$465MM		2Q21	2.29%
+ 7MM		<b>Loans</b>	+ 0.06
+ 4MM	1 additional day		--
+ 3MM	Fees ex. PPP		+ 0.02
+ 2MM	Balances ex. PPP		--
+ 2MM	Net Impact of PPP <sup>1</sup>		+ 0.05
- 4MM	Rates		- 0.01
--		<b>Securities</b>	- 0.02
+ 4MM	Balances		--
- 4MM	Rates		- 0.02
+ 3MM		<b>Fed Balances</b>	- 0.10
+ 2MM	Balances		- 0.11
+ 1MM	Rates		+ 0.01
\$475MM		3Q21	2.23%

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# Net Interest Income

Rate pressure mostly absorbed



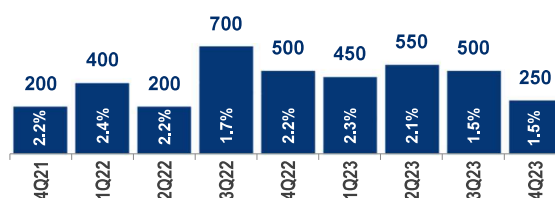
LIBOR loans include \$15.1B with floors

## Interest Rate Sensitivity

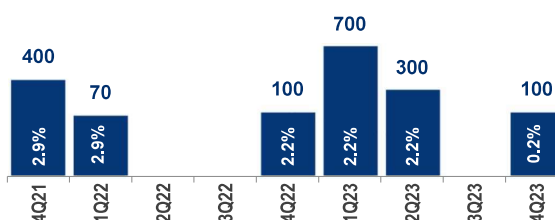
Standard model in rising rate environment

- Estimated \$188MM, or 11%, increase in annual net interest income from base case<sup>1</sup>
- 100 bps linear, non-parallel shift in rates (50 bps average) over 1 year
- Dynamic balance sheet movement, generally in line with historical trends

## \$5.25B in Swaps<sup>3</sup> (by maturity, \$ in millions)



## Treasury Securities<sup>4</sup> (by maturity, \$ in millions)



9/30/21 • <sup>1</sup>For methodology see Company's Form 10-Q, as filed with the SEC. Estimates are based on simulation modeling analysis • <sup>2</sup>Fixed rate loans include \$5.25B receive fixed/pay floating (30-day) LIBOR interest rate swaps • <sup>3</sup>Only shows instruments maturing near-term  
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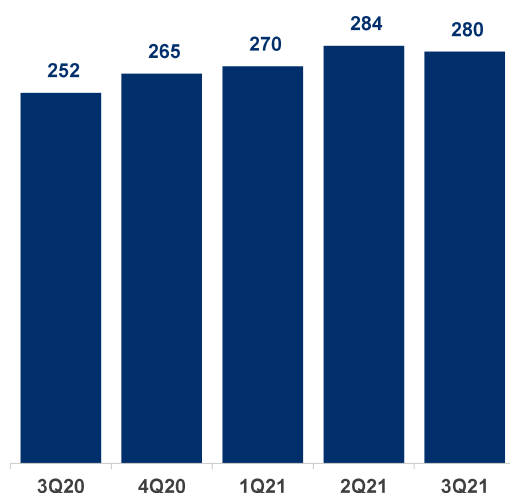
25

# Noninterest Income

Strong activity continued



## Noninterest Income<sup>1</sup> (in millions)



## Decreased \$4MM

- + \$ 7MM Warrant-related income (Other)
- + \$ 4MM Commercial Lending Fees (Syndication)
- + \$ 3MM Deposit Service Charges
- + \$ 3MM BOLI
- \$12MM Card Fees
- \$ 6MM Deferred Comp (Other)  
(offset in noninterest expense)
- \$ 2MM Derivative Income (includes CVA +\$2MM)<sup>2</sup>
- \$ 2MM Fiduciary Income

**Increased \$28MM, or 11%, over 3Q20**

3Q21 compared to 2Q21 • <sup>1</sup>Includes gains (losses) related to deferred comp plan of \$8MM 3Q20, \$9MM 4Q20, \$3MM 1Q21, \$6MM 2Q21, -0- 3Q21 (offset in noninterest expense) • <sup>2</sup>Combined customer derivative income and foreign exchange income. See 3Q21 press release for further detail

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# Card Fee Income



Up 15% YTD from 2020 due to government stimulus & higher activity

## Card Products

### Prepaid Card (government benefits programs)

- #3 prepaid card issuer in US<sup>1</sup>
- 57 distinct state & local government benefit programs
- Exclusive provider of prepaid debit cards for U.S. Treasury DirectExpress Program

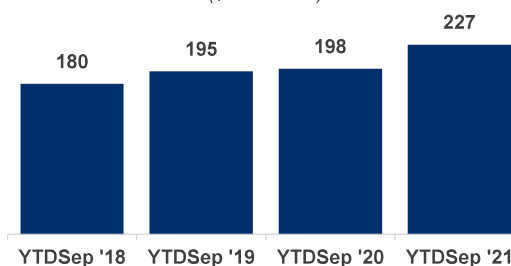
### Commercial Card & Merchant Services

- Growing utilization with shift to electronic payments
- Key component of integrated treasury management solutions
- Increases customer efficiency
- Commercial Card: >250K card holders<sup>2</sup>
- Merchant Services: 6% customer growth since 6/20<sup>2</sup>

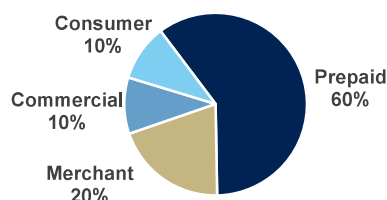
### Consumer Card

- 460K debit/ATM cards in circulation<sup>2</sup>
- 26% increase in debit / ATM volume 2Q21/2Q20<sup>2</sup>

## Card Fee Income (\$ in millions)



## Approximate Card Fee Income Breakout



9/30/21 • <sup>1</sup>Source: Nilson Report May 2021 • <sup>2</sup>As of 6/30/21

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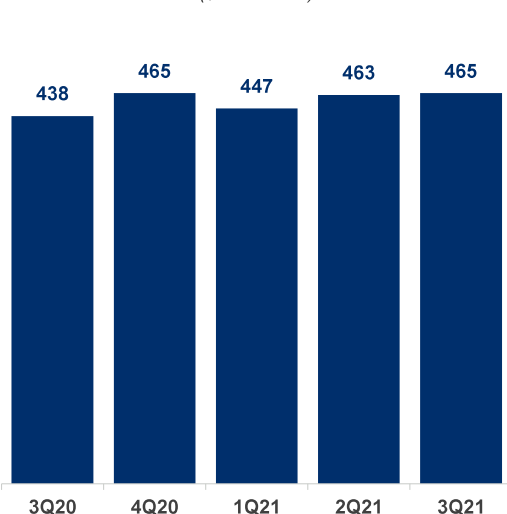
27

# Noninterest Expenses



Costs controlled, supports revenue activity; Efficiency ratio stable

## Noninterest Expenses<sup>1,2</sup> (\$ in millions)



## Increased \$2MM

- + \$ 5MM Salaries & benefits
- + \$12MM Performance-based incentives
- \$ 6MM Deferred comp (offset in noninterest expense)
- + \$ 4MM Consulting (Other)
- + \$ 2MM Software
- + \$ 2MM Occupancy (partially seasonal)
- \$ 6MM Outside processing
- \$ 5MM Litigation-related (Other)
- \$ 3MM FDIC insurance

## Efficiency Ratio stable at 62%

3Q21 compared to 2Q21 • <sup>1</sup>Includes gains (losses) related to deferred comp plan of \$8MM 3Q20, \$9MM 4Q20, \$3MM 1Q21, \$6MM 2Q21, -0- 3Q21 (offset in noninterest income) • <sup>2</sup>Recast 2020 results. See Pension Plan Reconciliation slide in appendix

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# Expense Management

Proven cost discipline

Comerica Bank

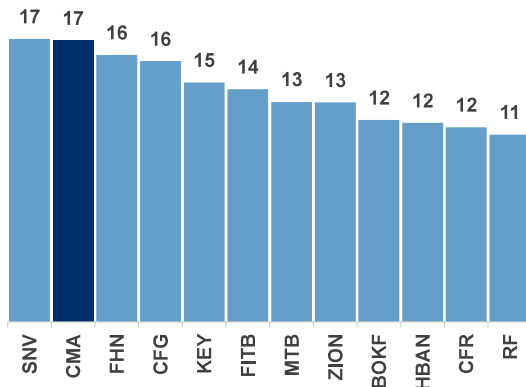
## Culture that drives efficiency

- Carefully managing workforce
- Reallocating resources, as needed

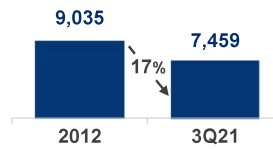
## Continuously optimizing footprint

- Consolidate or relocate banking centers
- Utilizing flexible workspace to reduce square footage

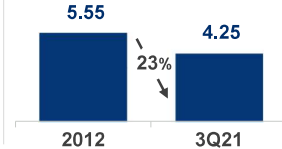
Average Loans + Deposits / Employee<sup>1,2</sup>  
(3Q21; \$ in millions)



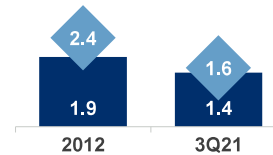
Employees  
(FTE)



Real Estate  
(Sq. ft in millions)



NIX / Loans + Deposits<sup>1</sup>  
(Average LTM; percentages)



Deposits / Branch<sup>1,3</sup>  
(Period-End; \$ in millions)



■ CMA ◆ Peer Avg.

9/30/21 • <sup>1</sup>Source for peer data: S&P Global Market Intelligence • <sup>2</sup>CFR employees are approximate as of 12/31/20 • <sup>3</sup>3Q21 BOKF not available as of 11/8/21; 3Q21 CFR, CFG, & MTB Banking Centers are approximate as of 12/31/20; 3Q21 ZION as of 6/30/21

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# Technology Enhancements

Investing to support customers & colleagues in a digital world

Comerica Bank

## Enabling Business

**Real Time Payments:** among earliest adopters in U.S.

**DASH Digital Teller Platform**

**AI/ML:** piloting in credit analysis process

**Converge:** provide greater customer & referral insights to relationship managers via mobile device

## Modernizing Platforms

**Data Center Optimization:** consolidating hubs

**Cloud migration:** >50% of apps migrated

**DigiFi:** general ledger conversion

**Platinum:** Trust platform enhancements

**Commercial Loan Servicing:** modernization

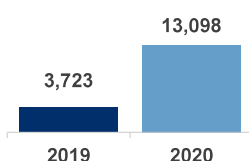
## Building a Digital Future

**Future Ready Talent:** Digital Skill Bootcamps for training & reskilling

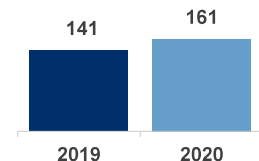
**New Digital CIO:** Refining Digital Technology team

**Enterprise digital strategic review:** aspirations, opportunities & priorities to define digital journey

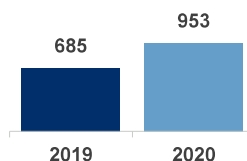
Real Time Payments  
(Avg. Monthly Volume)



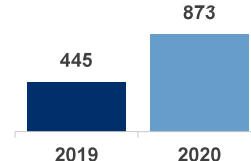
Mobile Banking Users  
(thousands)



Mobile Deposits  
(thousands)



Zelle Transactions  
(thousands)



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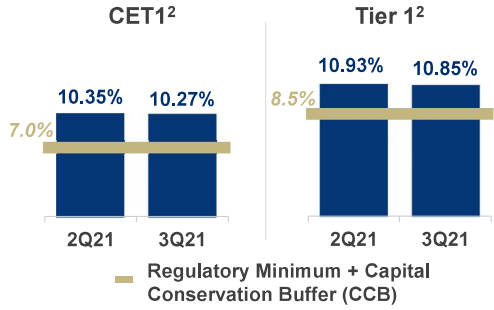
30



# Capital Management

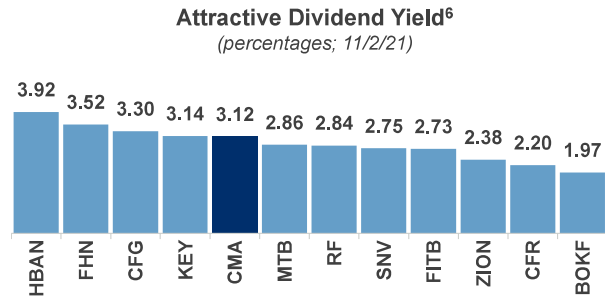
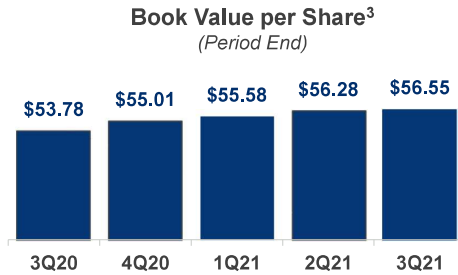
Comerica Bank

Repurchased<sup>1</sup> \$670MM in common shares YTD 3Q21



## Capital management priorities

- Support customers; drive growth
- Provide attractive dividend
  - \$0.68/share or \$89MM in 3Q21
- Return excess capital to shareholders
  - CET1 Target ~10%<sup>4</sup>
  - \$220MM or 3MM shares repurchased in 3Q21<sup>1</sup>
- Maintain strong debt ratings<sup>5</sup>



9/30/21 • <sup>1</sup>Shares repurchased under share repurchase program • <sup>2</sup>Reflects deferral of CECL standard impact as calculated per regulatory guidance • <sup>3</sup>Common shareholders' equity per share of common stock • <sup>4</sup>Outlook as of 10/29/21 • <sup>5</sup>See Holding Company Debt Rating slide • <sup>6</sup>Source for peer data: S&P Global Market Intelligence

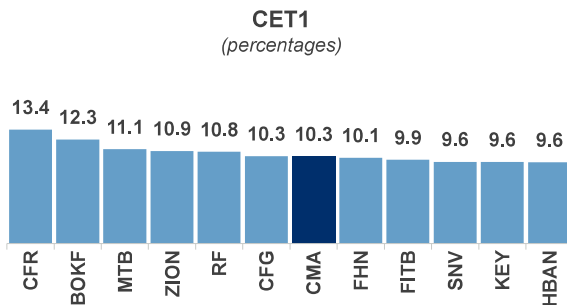
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# Capital Management

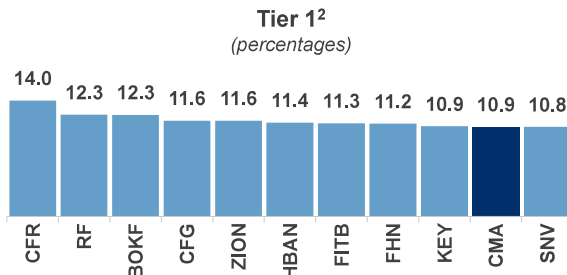
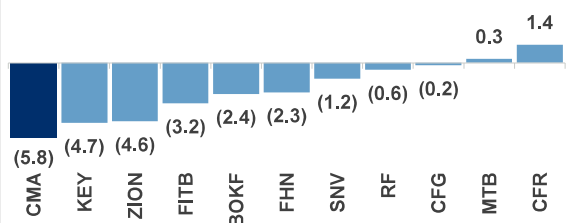
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Maintaining strong capital base while returning excess to shareholders



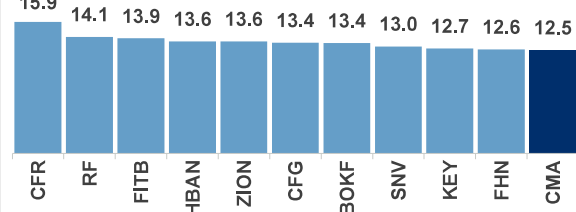
## Capital Management: Change in Common Shares<sup>1</sup>

(3Q21 vs 3Q20; percentages)



## Total Capital Ratio<sup>2</sup>

(percentages)



3Q21 • Source for peer data: S&P Global Market Intelligence • <sup>1</sup>HBAN excluded due to acquisition of TCF • <sup>2</sup>MTB not available as of 11/8/2021

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# Pension Plan Reconciliation

Effective January 1, 2021, the Corporation elected to change the accounting methodology for determining the market-related value of assets for certain classes of assets in the qualified defined benefit pension plan. The change in accounting methodology is applied retrospectively to all prior periods presented in the consolidated financial statements. The following table reconciles the impact of the change to the qualified defined benefit plan.

**Decreased Other Comprehensive Income & increased Retained Earnings by \$98MM for 3Q20**

(millions, except per share data)	4Q20	3Q20	2Q20	1Q20
<b>Consolidated Statement of Comprehensive Income</b>				
<b>Other noninterest expenses:</b>				
As reported	\$23	\$23	\$25	\$25
Effect of accounting change	(8)	(8)	(6)	(8)
<b>Recast</b>	<b>\$15</b>	<b>\$15</b>	<b>\$19</b>	<b>\$17</b>
<b>Provision (benefit) for income taxes:</b>				
As reported	\$63	\$48	\$27	\$(21)
Effect of accounting change	2	2	1	2
<b>Recast</b>	<b>\$65</b>	<b>\$50</b>	<b>\$28</b>	<b>\$(19)</b>
<b>Net income (loss):</b>				
As reported	\$215	\$211	\$113	\$(65)
Effect of accounting change	6	6	5	6
<b>Recast</b>	<b>\$221</b>	<b>\$217</b>	<b>\$118</b>	<b>\$(59)</b>
<b>Diluted earnings (losses) per common share:</b>				
As reported	\$1.49	\$1.44	\$0.80	\$(0.46)
Effect of accounting change	0.04	0.04	0.04	0.04
<b>Recast</b>	<b>\$1.53</b>	<b>\$1.48</b>	<b>\$0.84</b>	<b>\$(0.42)</b>

# Holding Company Debt Rating

Senior Unsecured/Long-Term Issuer Rating	Moody's	S&P	Fitch
Cullen Frost	A3	A-	-
M&T Bank	A3	BBB+	A
BOK Financial	A3	BBB+	A
<b>Comerica</b>	<b>A3</b>	<b>BBB+</b>	<b>A-</b>
Fifth Third	Baa1	BBB+	A-
Huntington	Baa1	BBB+	A-
KeyCorp	Baa1	BBB+	A-
Regions Financial	Baa2	BBB+	BBB+
Zions Bancorporation	Baa2	BBB+	BBB+
First Horizon National Corp	Baa3	BBB-	BBB
Citizens Financial Group	-	BBB+	BBB+
Synovus Financial	-	BBB-	BBB