# **Comerica Incorporated**

# Investor Presentation July/August 2019



## Safe Harbor Statement

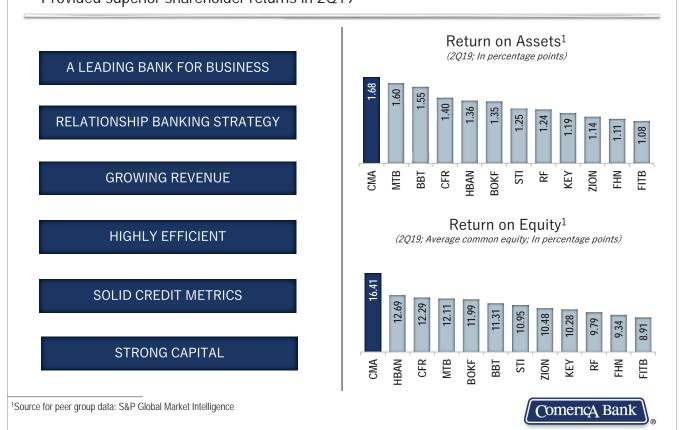
Any statements in this presentation that are not historical facts are forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. Words such as "anticipates," "believes," "contemplates," "feels," "expects," "estimates," "strives," "plans," "intends," "outlook," "forecast," "position," "target," "mission," "assume," "achievable," "potential," "strategy," "goal," "aspiration," "opportunity," "initiative," "outcome," "continue," "remain," "maintain," "on track," "trend," "objective," "looks forward," "projects," "models" and variations of such words and similar expressions, or future or conditional verbs such as "will," "would," "should," "could," "might," "can," "may" or similar expressions, as they relate to Comerica or its management, are intended to identify forward-looking statements. These forward-looking statements are predicated on the beliefs and assumptions of Comerica's management based on information known to Comerica's management as of the date of this presentation and do not purport to speak as of any other date. Forward-looking statements may include descriptions of plans and objectives of Comerica's management for future or past operations, products or services, and forecasts of Comerica's revenue, earnings or other measures of economic performance, including statements of profitability, business segments and subsidiaries as well as estimates of credit trends and global stability. Such statements reflect the view of Comerica's management as of this date with respect to future events and are subject to risks and uncertainties. Should one or more of these risks materialize or should underlying beliefs or assumptions prove incorrect, Comerica's actual results could differ materially from those discussed. Factors that could cause or contribute to such differences are changes in general economic, political or industry conditions; changes in monetary and fiscal policies; operational, systems or infrastructure failures; reliance on other companies to provide certain key components of business infrastructure; cybersecurity risks; whether Comerica may achieve opportunities for revenue enhancements and efficiency improvements under the GEAR Up initiative, or changes in the scope or assumptions underlying the GEAR Up initiative; Comerica's ability to maintain adequate sources of funding and liquidity; the effects of more stringent capital requirements; declines or other changes in the businesses or industries of Comerica's customers; unfavorable developments concerning credit quality; changes in regulation or oversight; heightened legislative and regulatory focus on cybersecurity and data privacy; fluctuations in interest rates and their impact on deposit pricing; transitions away from LIBOR towards new interest rate benchmarks; reductions in Comerica's credit rating; damage to Comerica's reputation; Comerica's ability to utilize technology to efficiently and effectively develop, market and deliver new products and services; competitive product and pricing pressures among financial institutions within Comerica's markets; the interdependence of financial service companies; the implementation of Comerica's strategies and business initiatives; changes in customer behavior; management's ability to maintain and expand customer relationships; the effectiveness of methods of reducing risk exposures: the effects of catastrophic events including, but not limited to, hurricanes, tornadoes, earthquakes, fires, droughts and floods; the impacts of future legislative, administrative or judicial changes to tax regulations; any future strategic acquisitions or divestitures; management's ability to retain key officers and employees; the impact of legal and regulatory proceedings or determinations; losses due to fraud; the effects of terrorist activities and other hostilities; changes in accounting standards; the critical nature of Comerica's accounting policies; controls and procedures failures; and the volatility of Comerica's stock price. Comerica cautions that the foregoing list of factors is not all-inclusive. For discussion of factors that may cause actual results to differ from expectations, please refer to our filings with the Securities and Exchange Commission. In particular, please refer to "Item 1A. Risk Factors" beginning on page 12 of Comerica's Annual Report on Form 10-K for the year ended December 31, 2018. Forward-looking statements speak only as of the date they are made. Comerica does not undertake to update forward-looking statements to reflect facts, circumstances, assumptions or events that occur after the date the forward-looking statements are made. For any forward-looking statements made in this presentation or in any documents, Comerica claims the protection of the safe harbor for forward-looking statements contained in the Private Securities Litigation Reform Act of 1995.



### Comerica: Drivers of our Success



#### Well Positioned for the Future Provided superior shareholder returns in 2019



## Second Quarter 2019 Results

Revenue growth & expense discipline drove efficiency ratio under 50%

				Change Fron		
(millions, except per share data)	2Q19	1Q19	2Q18	1Q19	2Q18	
Average loans	\$50,963	49,677	49,225	\$1,286	\$1,738	
Average deposits	54,995	53,996	55,830	999	(835	
Net interest income	\$603	606	590	\$(3)	\$13	
Provision for credit losses	44	(13)	(29)	57	7:	
Noninterest income <sup>1</sup> Adjusted <sup>2</sup>	250 <i>250</i>	238 <i>246</i>	248 <i>248</i>	12 <i>4</i>	:	
Noninterest expenses <i>Adjusted</i> <sup>2</sup>	424 <i>424</i>	433 <i>433</i>	448 <i>437</i>	(9) <i>(9)</i>	(24 <i>(13</i>	
Provision for income tax	87	85	93	2	(6	
Net income	298	339	326	(41)	(28	
Earnings per share <sup>3</sup> Adjusted <sup>2,3</sup>	\$1.94 <i>1.94</i>	2.11 <i>2.08</i>	1.87 <i>1.90</i>	\$(0.17) <i>(0.14)</i>	\$0.0 <i>0.0</i>	
Average diluted shares	153.2	159.5	173.6	(6.3)	(20.4	
ROE <sup>4</sup>	16.41%	18.44%	16.40%			
ROA <sup>5</sup>	1.68	1.97	1.85			
Efficiency Ratio <sup>6</sup>	49.65	50.81	53.24			

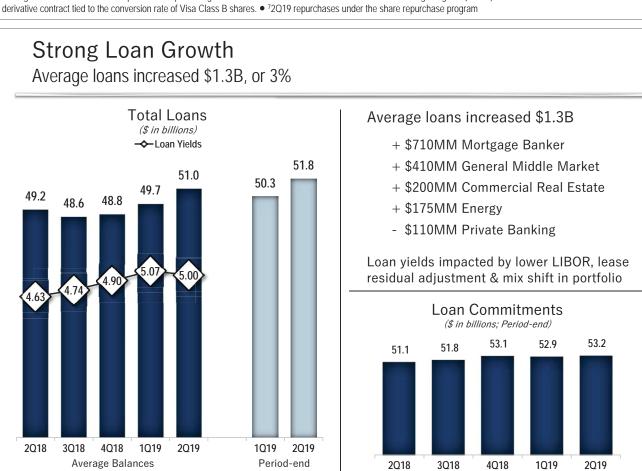
Key QoQ Performance Drivers

- Strong loan growth
- Core deposits stable
- Pre-tax pre-provision net revenue, excluding 1Q19 \$8MM securities loss, increased \$10MM
- Net interest income aided by loan growth which was more than offset by higher funding costs
- Credit remains solid; Provision driven by loan growth & Energy reserves
- Solid noninterest income growth
- Expenses declined over 2%
- Repurchased 5.7MM shares7; returned \$525MM to shareholders (buyback & dividend)

Comerica Bank

5

2Q19 compared to 1Q19 • 1Q19 included \$8MM loss related to repositioning of securities portfolio • 2See Reconciliation of Non-GAAP Financial Measures slide • 3Diluted earnings per common share • 4Return on average common shareholders' equity • 5Return on Average assets • 6 Noninterest expenses as a percentage of net interest income and noninterest income excluding net gains (losses) from securities and a



2Q19 compared to 1Q19

1.6

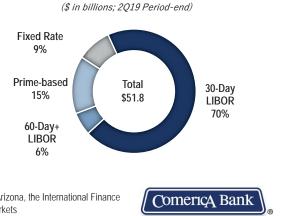
**Comerica** Bank

### Average Loans by Business and Market

By Line of Business	2Q19	1Q19	2Q18
Middle Market			
General	\$12.4	\$12.0	\$12.0
Energy	2.5	2.3	1.8
National Dealer Services	7.9	7.8	7.4
Entertainment	0.8	0.8	0.7
Tech. & Life Sciences	1.3	1.3	1.4
Equity Fund Services	2.6	2.6	2.4
Environmental Services	1.2	1.2	1.0
Total Middle Market	\$28.7	\$28.0	\$26.8
Corporate Banking			
US Banking	3.0	3.0	3.1
International	1.3	1.3	1.3
Commercial Real Estate	5.5	5.3	5.3
Mortgage Banker Finance	2.0	1.3	1.8
Small Business	3.5	3.5	3.7
BUSINESS BANK	\$44.0	\$42.5	\$42.0
Retail Banking	2.1	2.1	2.1
RETAIL BANK	\$2.1	\$2.1	\$2.1
Private Banking	4.9	5.0	5.1
WEALTH MANAGEMENT	\$4.9	\$5.0	\$5.1
TOTAL	\$51.0	\$49.7	\$49.2

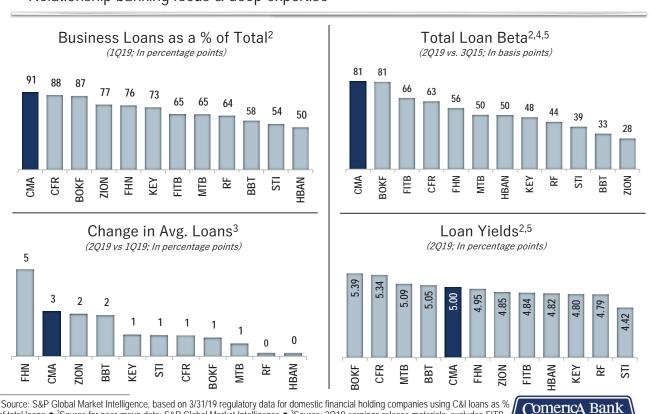
By Market	2Q19	1Q19	2Q18
Michigan	\$12.7	\$12.6	\$12.6
California	18.9	18.8	18.4
Texas	10.7	10.3	9.9
Other Markets <sup>1</sup>	8.7	8.1	8.3
TOTAL	\$51.0	\$49.7	\$49.2

Loan Portfolio



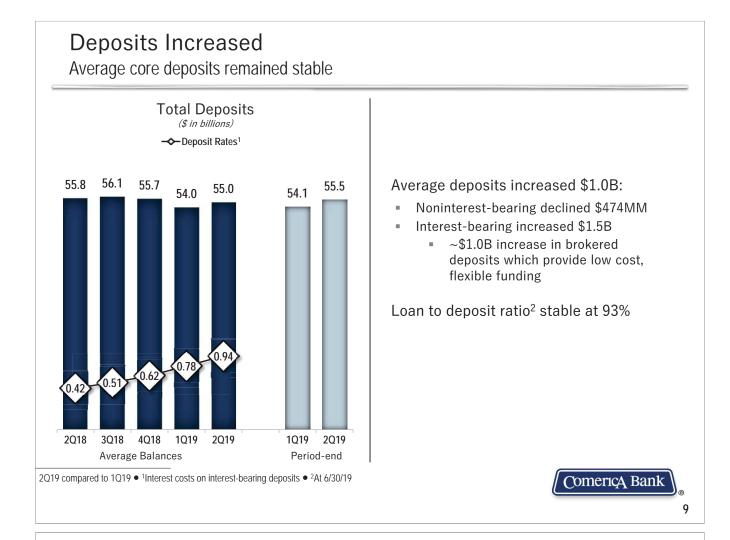
\$ in billions • Totals shown above may not foot due to rounding • 10ther Markets includes Florida, Arizona, the International Finance Division and businesses that have a significant presence outside of the three primary geographic markets

#### #1 Commercial Lender<sup>1</sup> Relationship banking focus & deep expertise



<sup>1</sup>Source: S&P Global Market Intelligence, based on 3/31/19 regulatory data for domestic financial holding companies using C&I loans as % of total loans • <sup>2</sup>Source for peer group data: S&P Global Market Intelligence • <sup>3</sup>Source: 2Q19 earnings release materials; excludes FITB change of 12.6% due to merger with MB Financial • <sup>4</sup>Beta: change in total loan yields expressed as a percentage of the increase in the federal funds rate • <sup>5</sup>2Q19 loan yields for BOKF, STI, & ZION from earnings release materials

7



### Average Deposits by Business and Market

By Line of Business	2Q19	1Q19	2Q18
Middle Market			
General	\$13.4	\$13.3	\$13.3
Energy	0.4	0.5	0.5
National Dealer Services	0.3	0.3	0.3
Entertainment	0.1	0.1	0.1
Tech. & Life Sciences	4.7	5.0	5.1
Equity Fund Services	0.8	0.8	0.9
Environmental Services	0.2	0.2	0.1
Total Middle Market	\$19.9	\$20.1	\$20.4
Corporate Banking			
US Banking	1.7	1.8	2.1
International	1.6	1.6	1.9
Commercial Real Estate	1.5	1.5	1.5
Mortgage Banker Finance	0.7	0.6	0.7
Small Business	2.9	2.9	3.2
BUSINESS BANK	\$28.3	\$28.5	\$29.7
Retail Banking	20.6	20.5	21.0
RETAIL BANK	\$20.6	\$20.5	\$21.0
Private Banking	3.5	3.5	3.6
WEALTH MANAGEMENT	\$3.7	\$3.8	\$3.9
Finance/Other <sup>2</sup>	2.4	1.3	1.2
TOTAL	\$55.0	\$54.0	\$55.8

By Market	2Q19	1Q19	2Q18
Michigan	\$19.8	\$19.9	\$20.9
California	16.3	16.2	16.6
Texas	8.7	8.7	9.0
Other Markets <sup>1</sup>	7.8	7.9	8.1
Finance/Other <sup>2</sup>	2.4	1.3	1.2
TOTAL	\$55.0	\$54.0	\$55.8

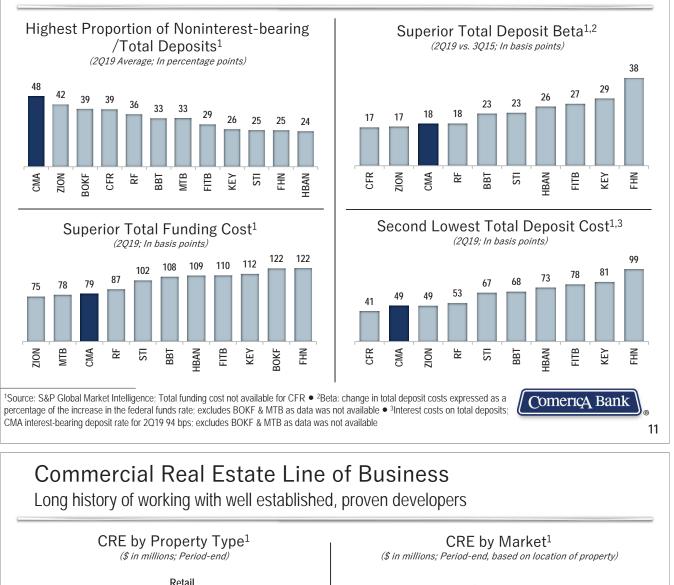
- Middle Market: Serving companies with revenues generally between \$30-\$500MM
- Corporate Banking: Serving companies (and their U.S. based subsidiaries) with revenues generally over \$500MM
- Small Business: Serving companies with revenues generally under \$30MM

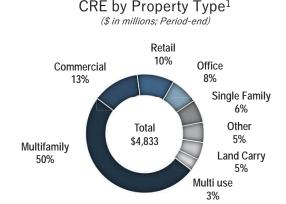
\$ in billions • Totals shown above may not foot due to rounding • <sup>1</sup>Other Markets includes Florida, Arizona, the International Finance Division and businesses that have a significant presence outside of the three primary geographic markets • <sup>2</sup>Finance/Other includes items not directly associated with the geographic markets or the three major business segments



## Strong Deposit Base

Results in low funding costs







#### Credit Quality

(\$ in millions; Period-end)	2Q18	1Q19	2Q19
Criticized <sup>2</sup>	\$84	\$84	\$106
Ratio	1.6%	1.5%	1.9%
Nonaccrual	\$3	\$2	\$2
Ratio	0.06%	0.04%	0.04%
Net charge-offs (recoveries)	-0-	-0-	-0-

#### CRE by Loan Type

(\$ in millions; Period-end)	1Q19		2Q19	
Real Estate Construction	\$2,888	53%	\$2,936	53%
Commercial Mortgages	1,739	32%	1,897	34%
	\$4,627	85%	\$4,833	87%
Commercial & Other	788	15%	754	13%
Total	\$5,415	100%	\$5,587	100%
ns are consistent with regulatory defi	ned	Come	riça Bai	nk

6/30/19 • <sup>1</sup>Excludes CRE line of business loans not secured by real estate • <sup>2</sup>Criticized loans are consistent with regulatory defined Special Mention, Substandard & Doubtful categories

#### Mortgage Banker Finance 50+ years experience with reputation for consistent, reliable approach

- 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
- Underlying mortgages are typically related to home purchases as opposed to refinances

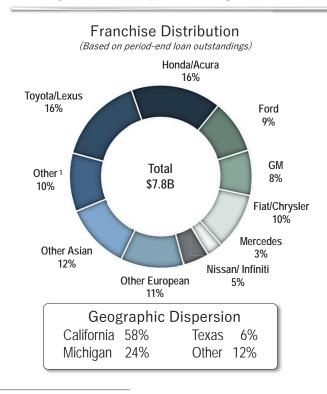
As of 2Q19:

- Comerica: 80% purchase
- Industry: 71% purchase<sup>1</sup>
- Strong credit quality
  - No charge-offs since 2010
- Period-end loans: \$2.8B

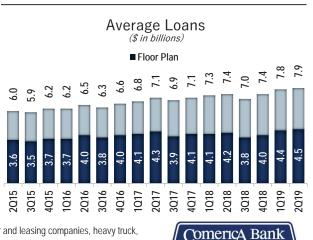


6/30/19 • <sup>1</sup>Source: Mortgage Bankers Association (MBA) Mortgage Finance Forecast as of 6/19/19; 2Q19 estimated • <sup>2</sup>\$ in billions

#### National Dealer Services 65+ years of floor plan lending

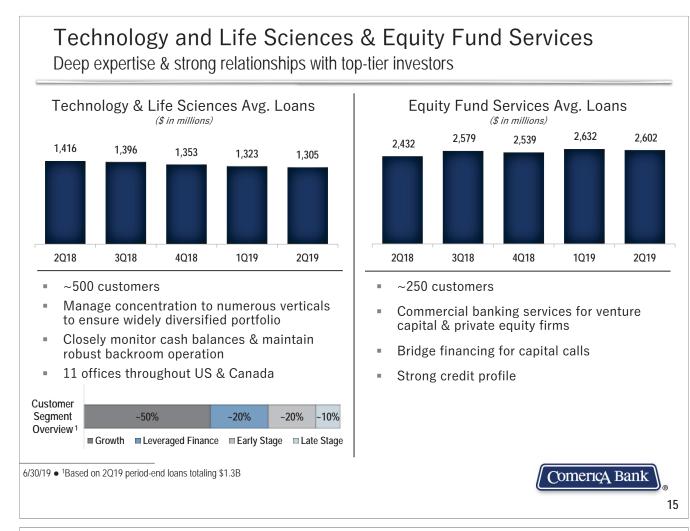


- Top tier strategy
- Focus on "Mega Dealer" (five or more dealerships in group)
- Strong credit quality
- Robust monitoring of company inventory and performance

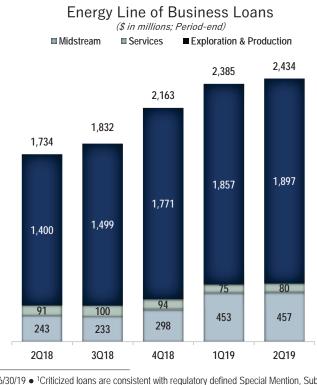


6/30/19 • <sup>1</sup>Other includes obligations where a primary franchise is indeterminable (rental car and leasing companies, heavy truck, recreational vehicles, and non-floor plan loans)

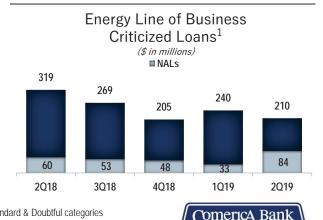
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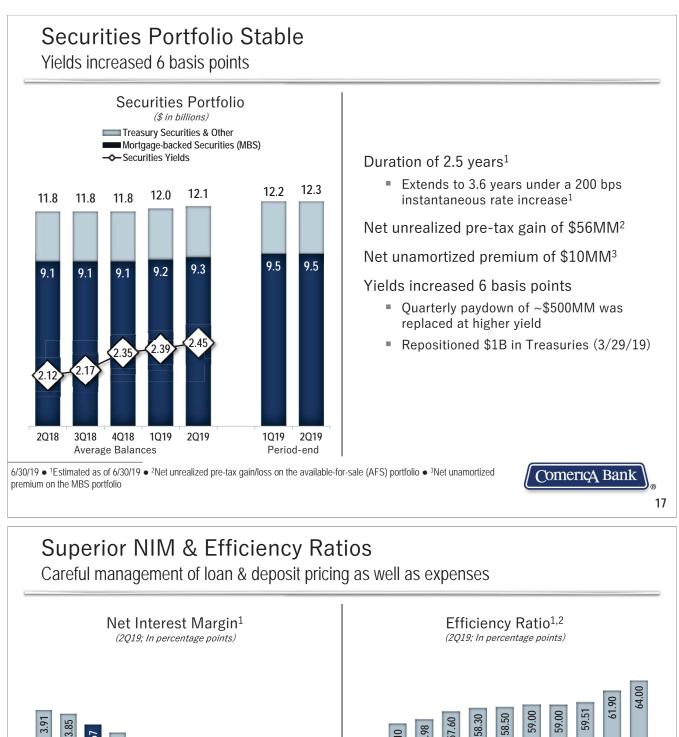


#### **Energy Line of Business** 30+ years industry experience



- Focus on full relationships with larger, sophisticated E&P companies (access to a variety of capital sources, hedging & diverse geographic footprint)
- Loan growth driven by reduced capital market activity as well as higher utilization
- Charge-offs & nonaccrual loans increased due to select liquidating energy assets impacted by rapid decline in valuations

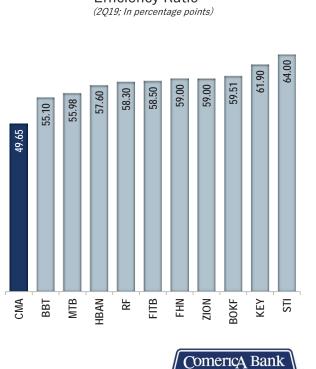




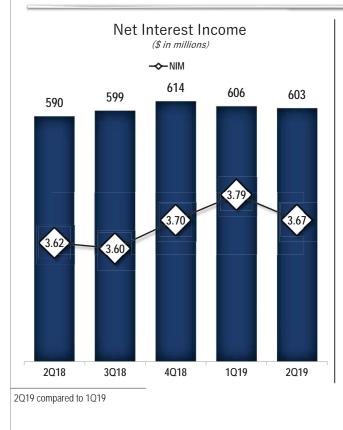


3.16 3.06

3.54 3.45 3.42 3.37 3.37 3.31



#### Net Interest Income Stable Loan growth more than offset by higher funding costs



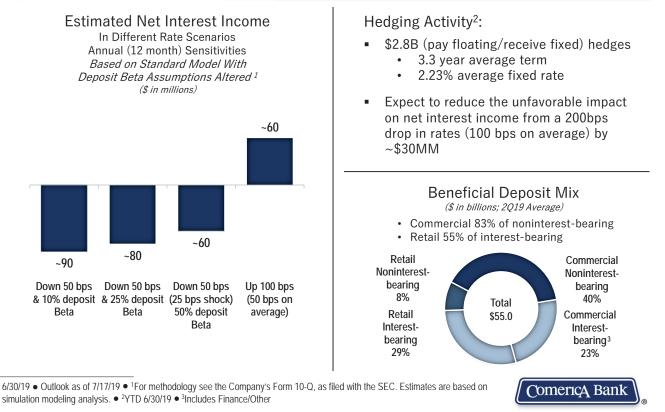
\$606MM		1019		3.79%
+ 14MM	Loans:			- 0.02
	+ 16MM	Higher balances	+0.02	
	+ 6MM	1 additional day		
	- 4MM	Lower LIBOR	- 0.02	
	- 2MM	Lease residual adj.	-0.01	
	- 1MM	5	-0.01	
	- 1MM	Portfolio mix shift		
+ 3MM	Securiti	+ 0.01		
		Higher yield		
- 15MM	Deposit	s:		- 0.09
	- 8MM	Higher balances	-0.05	
	- 7MM	Higher rates	-0.04	
- 5MM	Wholes	<b>ale funding:</b> Higher level		- 0.02
\$603MM		2Q19		3.67%

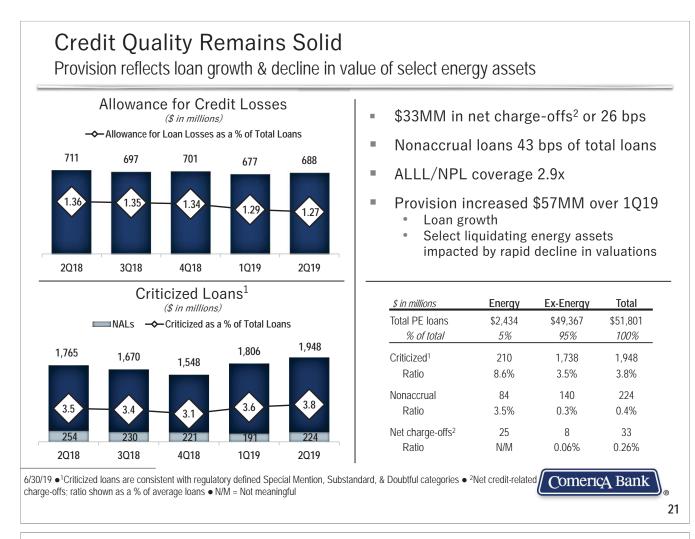
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Comerica Bank

### Interest Rate Environment

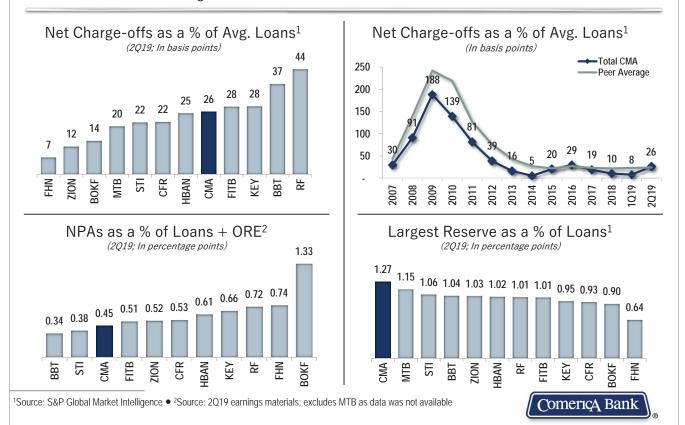
Focus on continued careful management of deposit costs





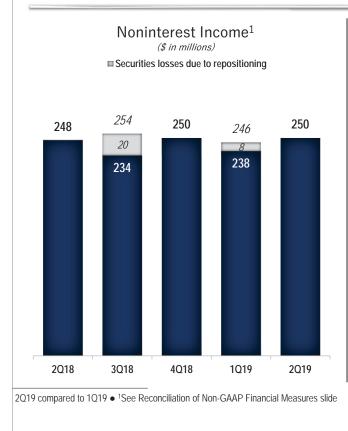
# Conservative Credit Culture

Reserve remains strong



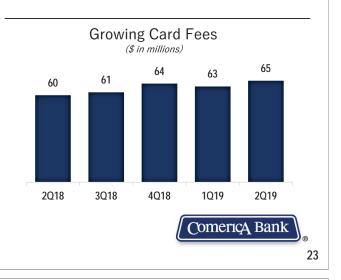
# Noninterest Income Increased

#### Card fees continue to grow



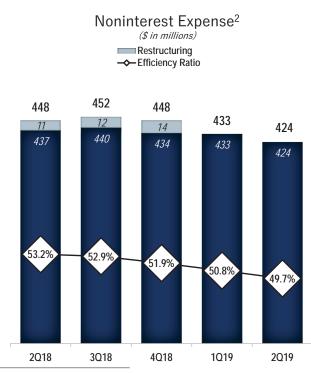
#### Noninterest income increased \$4MM (excluding \$8MM Securities losses in 1Q19)

- + \$3MM Fiduciary income
- + \$2MM Card
- + \$2MM Bank-owned life insurance
- \$3MM Deferred Comp (offset in noninterest expense)



## Noninterest Expense Declined

Disciplined cost management drives efficiency ratio<sup>1</sup> under 50%



#### Noninterest expense declined \$9MM

- \$20MM Salaries & benefits
  - 1Q19 annual stock comp & higher payroll taxes
  - + Merit increases
  - + One additional day
  - Deferred Comp (offset in noninterest income)
- + \$ 4MM Advertising
- + \$ 2MM Legal<sup>3</sup> (1Q19 recoveries)
- + \$ 2MM Outside processing

2Q19 compared to 1Q19 • 1Noninterest expenses as a percentage of net interest income & noninterest income excluding net gains (losses) from securities & a derivative contract tied to the conversion rate of Visa Class B shares • 2See Reconciliation of Non-GAAP Financial Measures slide • 3Included in other noninterest expenses



#### TechVision 2020 Preparing for a new age in banking Strengthening Our Core Platform & app modernization Cybersecurity, risk & compliance enhancement Talent & culture development talent for the future Transforming Our Future Embrace emerging technologies Continuous optimization demand APIs<sup>1</sup>, data & advanced analytics Agile & digital delivery evolving & emerging technologies Examples of Initiatives Focus shifted to increasing capacity, 160+ applications migrated to cloud 25+ Bots deployed for high volume tasks improving efficiency

Technology

Transformation

174

2Q18

- Digitalizing entire commercial lending process
- Customer Relationship Management platform LechVision 2020
- Data Lake platform
- AI/ML-Bot assisted human advice
- Blockchain-enabled computing
- Teller platform replacement
- Real-time commercial payments

<sup>1</sup>API: Application Program Interface

# GEAR Up helped position our systems &

- Technology savings are being reinvested which helps moderate rising investment
- Leveraging third parties to keep pace with
- driving revenue growth, reducing costs &

12% Reduction in Shares Y/Y

(In millions; average diluted shares)

164

4Q18

160

1Q19

0.34

2Q18

Dividends

Per Share

**Tomerica** Bank



170

3Q18

525 100

425

2019

Shareholder Payout

(\$ in millions)

Share Repurchases

Dividends

227

169

2Q18

25

153

2Q19

0.67

2Q19

Comerica Bank

# Active Capital Management

Returning excess capital at a fast pace

#### Returned \$525MM to shareholders

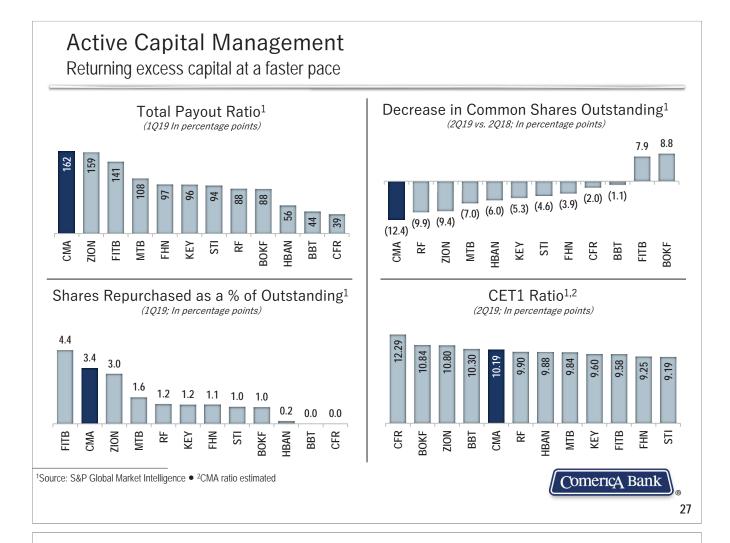
5.7MM shares repurchased (\$425MM)<sup>2</sup>

#### Continue to actively manage capital

- Target ~10.0% CET1 by FYE191
  - Careful consideration given to
    - Earnings generation
    - Capital needs, i.e. loan growth
    - Market conditions







## Commitment to Community, Diversity & Sustainability



\$772MM in green loans and commitments



Honored by more than 10 top organizations for sustainability, employer of choice for minorities and innovation



44% reduction in greenhouse gas emissions<sup>1</sup> and 28% reduction in water consumption<sup>1</sup>



19 Market Segmentation Initiative Teams focused on reaching diverse customers



 $10^{th}$  consecutive year of listing on FTSE4Good index series



\$7.8MM donated to charitable organizations via more than 1,500 grants/sponsorships



88% of employees are enrolled in the voluntary Masters of Diversity Awareness training



Over 50,000 hours of volunteer time donated to nonprofits by Comerica colleagues

12/31/18 • 12018 results versus 2012 baseline; additional details to be published in Comerica's 2018 Corporate Responsibility Report



	Senior Unsecured/Long-Term Issuer Rating	Moody's	<u>S&amp;P</u>	<u>Fitch</u>
	BB&T	A2	A-	A+
	Cullen Frost	A3	A-	
	M&T Bank	A3	A-	А
	Comerica	A3	BBB+	А
Banks	BOK Financial Corporation	A3	BBB+	А
Ва	Huntington	Baal	BBB+	A-
Peer	Fifth Third	Baa1	BBB+	A-
L L	KeyCorp	Baal	BBB+	A-
	SunTrust	Baal	BBB+	A-
	Regions Financial	Baa2	BBB+	BBB+
	Zions Bancorporation	Baa2	BBB+	BBB
	First Horizon National Corp	Baa3	BBB-	BBB
ŝ	U.S. Bancorp	A1	A+	AA-
Banks	JP Morgan	A2	A-	AA-
е Не	Bank of America	A2	A-	A+
Large	Wells Fargo & Company	A2	A-	A+
_ آ_	<ul> <li>PNC Financial Services Group</li> </ul>	A3	A-	A+

## Holding Company Debt Rating

Reconciliation of Non-GAAP Financial Measures

(dollar amounts in millions, except per share data)	2Q19	1Q19	2Q18	(dollar amounts in millions, except per share data)	2Q19	1Q19	2Q18
Noninterest Income:				Net Income:			
Noninterest income	\$250	\$238	\$248	Net income	\$298	\$339	\$326
Securities repositioning	_	8	_	Securities repositioning, net of tax	_	6	_
Adjusted noninterest income	\$250	\$246	\$248	Restructuring charges, net of tax	_	—	9
Noninterest Expenses:				Discrete tax items	_	(11)	(3)
Noninterest expenses	\$424	\$433	\$448	Adjusted net income	\$298	\$334	\$332
Restructuring charges	_	_	(11)	Diluted Earnings per Common Share:			
Adjusted noninterest expenses	\$424	\$433	\$437	Diluted earnings per common share	\$1.94	\$2.11	\$1.87
Pre-tax Income:				Securities repositioning, net of tax	_	0.04	_
Pre-tax income	\$385	\$424	\$419	Restructuring charges, net of tax	_	—	0.05
Securities repositioning	_	8	_	Discrete tax items	_	(0.07)	(0.02)
Restructuring charges	_	_	11	Adjusted diluted earnings per common share	\$1.94	\$2.08	\$1.90
Adjusted pre-tax income	\$385	\$432	\$430	Securities repositioning refers to 1Q19 losse	s incurred	I on the sa	le of
Provision for Income Taxes:				approximately \$1 billion of treasury securitie			
Provision for income taxes:	\$87	\$85	\$93	yielding treasuries with a similar duration of		oropidood	by nigh
Tax on securities repositioning	_	2	_	Johanny rousanos with a similar daration of	i jours.		
Tax on restructuring charges	_	_	2	Discrete tax items include the tax benefit fro	m employ	ee stock	
Discrete tax items		11	3	transactions.	spioy	00 00000	
Adjusted provision for income taxes	\$87	\$98	\$98				

Comerica believes non-GAAP measures are meaningful because they reflect adjustments commonly made by management, investors, regulators and analysts to evaluate our performance trends. Comerica believes the adjusted data shown above and in this presentation provides a greater understanding of ongoing operations and enhances the comparability of results with prior periods.