



To strengthen our competitive position, and ensure that we remain a strong partner and trusted advisor to our customers, for the ultimate benefit of our shareholders, we are fundamentally changing the way we operate in many areas of our business. To date through the GEAR Up initiative, Comerica has already identified efficiency and revenue actions that are expected to drive at least \$230 million in additional pre-tax income. Moreover, we are pursuing additional opportunities that will further enhance our profitability.



GOAL

Further enhance revenue and reduce expenses by:

- **driving high-growth** opportunities; and
- **supporting speed, simplicity and agility** in decision-making and action.



PROCESS

Through our comprehensive review and analysis over the past several months, we have identified 20+ work streams focused on enhancing revenue and reducing expenses. We are moving expeditiously, and implementation has started. Our executive team, who owns this initiative, will provide quarterly updates on our progress towards our financial targets.

INITIAL FINANCIAL TARGETS



Through this initiative, our actions will take us a long way toward achieving a **double-digit Return on Equity**.

PRE-TAX BENEFITS

- ~\$140 million by year-end 2017
- ~\$230 million (annual run-rate) by year-end 2018

EFFICIENCY RATIO

- Low 60s% by year-end 2017
- ≤ 60% by mid-year 2018 (assumes no rate increases)

RESTRUCTURING CHARGES

- Total pre-tax restructuring charges of ~\$140 to \$160 million through 2018

REVENUE ENHANCEMENT OPPORTUNITIES TO DATE



Planned revenue enhancements of ~\$30 million are expected by year-end 2017, increasing to ~\$70 million by year-end 2018.

DEEPEN CUSTOMER RELATIONSHIPS

- Focus on new products with greater contribution margins
- Expand products, sales tools and training
- Improve customer analytics to identify opportunities
- Leverage technology to increase productivity and reduce time to close
- Ramp-up Merchant Services to significantly increase customer penetration
- Realign incentives

ACCELERATE GROWTH IN MIDDLE MARKET BANKING

- Standardize approach across all markets for sales, training and performance management

EXPENSE REDUCTION EXPECTATIONS TO DATE



A reduction in expenses of ~\$110 million is expected by year-end 2017, increasing to ~\$160 million by year-end 2018.

REDUCE WORKFORCE

- Eliminate ~9% of total workforce over the next year by consolidating functions and responsibilities
- Decrease management layers to move closer to the customers and accelerate decision making

ENHANCE INFORMATION TECHNOLOGY (IT) CAPABILITIES

- Significantly reduce the number of IT applications
- Optimize infrastructure
- Further automate operational processes

RATIONALIZE REAL ESTATE

- Consolidate office & operations space
- Consolidate ~40 banking centers (about 8% of total network)

STREAMLINE CREDIT PROCESS

- Increase speed to loan approval through further centralization and digitalization
- Eliminate redundancies and enhance data collection and analysis



Safe Harbor Statement

Any statements in this document 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,” “seeks,” “strives,” “plans,” “intends,” “outlook,” “forecast,” “position,” “target,” “mission,” “assume,” “achievable,” “potential,” “strategy,” “goal,” “aspiration,” “opportunity,” “initiative,” “outcome,” “continue,” “remain,” “maintain,” “on course,” “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. 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