

Customers

“Our customers are at the heart of everything we do. We are dedicated to understanding their unique needs and providing tailored solutions to help them achieve their financial goals. Whether through digital banking tools or new financial products, we aim to provide the most convenient, efficient and secure services available. Building long-lasting relationships with our customers is a priority. We continue to focus on trust, transparency and personalized service to ensure our customers feel valued and supported every step of the way.”

Peter Sefzik
Senior Executive Vice President,
Chief Banking Officer

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Customers

The Customer Comes First — a Core Value that embodies our unwavering commitment to exceptional customer experience. By working to understand our customers and providing them with meaningful experiences, we are committed to delivering excellent service and tailored solutions, knowing that each decision made is guided by dedication to putting the customer first.

Our commitment to customers encompasses safeguarding their information and protecting them from fraud. It also includes providing secure, innovative technology to enable us to meet their financial needs. By understanding our customers, we are able to leverage our relationship-based approach to delivering the right products and services to meet their evolving needs. Financial education and inclusion also support our current and future Comerica customers.

As evidence of our customer commitment, Comerica was recognized by Crisil Coalition Greenwich in 2025 with six Best Bank for Business Awards, four of which went to Small Business Banking: Values Long-Term Relationships, Advisory Capabilities of Relationship Manager, Satisfaction with Relationship Manager and Trust for Small Business Banking. Two awards went to Middle Market Banking for Satisfaction with Relationship Manager in the U.S. and Satisfaction with Relationship Manager in the U.S. (West). These recognitions speak to our strong focus on creating deep, long-lasting relationships and our continued commitment to listening and understanding our customers.

Across our three strategically aligned business segments, the Commercial Bank, the Retail Bank and Wealth Management, we work to support the financial success of businesses and individuals. By unifying product management, operations, technology and sales, we strive to provide consistent “One Comerica” delivery across our organization. Initiatives to provide enhanced digital capabilities have improved our customer experience while helping to mitigate risks for both our customers and Comerica. Our digital capabilities help streamline our support for customers, speeding up their implementation of our solutions.

Comerica’s Promise

The Comerica Promise guides our interactions as we work to provide the knowledge and expertise to meet the needs of both current and potential customers. Our promise, quite simply, is “to raise the expectations of what a bank can be.” By raising expectations, we deliver a higher level of service, a higher level of knowledge and a higher level of experience that customers want and deserve.

Raising expectations also aligns with corporate responsibility. Protecting against fraud and providing responsible marketing, financial inclusion and products that support environmental and social needs all work to support our unwavering commitment to excellence defined by the Comerica Promise.

2024 Customer Initiative Highlights

Commercial Bank	Comerica Investment Banking Team We prioritized introduction of Comerica’s Investment Banking team to provide mergers and acquisitions advisory services to our customer base as we continued to build out the team. In addition, we enhanced payment product offerings, established a commercial deposit desk to better assist customers and expanded distribution capabilities to bank-brokered deposits, attracting more third-party payments providers.
Retail Bank	Retail Reimagined In December 2023, we completed the rollout of Retail Reimagined to banking centers across all our markets. Retail Reimagined positions us to compete, thrive and lead in a new era of hyper-competitive banking and elevated consumer and business expectations. We are laser-focused on creating a consistent, extraordinary experience for our customers. Throughout 2024, we continued to refine the operating model to drive greater effectiveness by adjusting the staffing model across our footprint to ensure we have the right people in the right banking centers to serve our customers. We also standardized banking center hours of operation so that our customers have a consistent experience regardless of the location they visit.
Wealth Management	Comerica Financial Advisors In 2024, Comerica focused on integrating our strategic partnership with Ameriprise Financial in order to continue driving success in new client acquisition and supporting existing relationships with best-of-class tools, technology and advice to our brokerage clients. As a result of this partnership, we continue to attract new clients and support the range of customer needs with class-leading solutions.

The Customer Comes First

Meaningful Interactions

A hallmark of our strong reputation is our ability to develop connections with our customers and potential customers. Providing a high level of respect and taking interest in everyone is ingrained in our culture and leads to loyal long-term relationships. Our bankers act with integrity, delivering on our core values, including The Customer Comes First. Colleagues also complete compliance training each year to ensure adherence with applicable regulations and laws. Our interactions lead to a deeper understanding of each customer's unique situation and goals, which allows us to best identify and deliver the right solutions and exceptional service.

Purposeful, Responsible Marketing

What we say and how we say it are foundational to successful outcomes for our customers. We are committed to presenting our products and services in a relatable, clear and honest way in our marketing materials and advertising, which brings value to our existing and potential customers. Our efforts include:

- Insights from our frontline colleagues, customer surveys and research to deliver relevant messaging in easy-to-understand terms.
- A review of marketing materials for compliance with applicable laws, rules and regulations, allowing for adherence to the Equal Credit Opportunity Act; the Truth in Lending Act; the Truth in Savings Act; Unfair, Deceptive and Abusive Acts and Practices; and the CAN-SPAM Act, among others. This includes identifying proper disclosures, terms and conditions for products and offers.
- Applicable legal and compliance reviews in accordance with the Financial Industry Regulatory Authority (FINRA) and the U.S. Securities and Exchange Commission (SEC) regulations for certain types of marketing materials.

Prioritizing Customer Satisfaction

Grounded in our proud heritage as a relationship bank, we strive to earn lifelong customers by making their satisfaction our highest priority. Gathering feedback in formal and informal ways supports our unwavering commitment to exceeding customer expectations for the value we deliver and the exceptional service we provide.

- As bankers and advisors, we lead conversations with customers that uncover their needs and establish emotional connections.
- Our Customer Experience Management (CXM) team regularly conducts focus groups and field research studies to ensure we bring customer-centric insights into our strategic decisions and initiatives as well as our continuous improvement efforts. We work to better serve our customers by deeply understanding their financial goals and banking attitudes to develop the product, technology and service experiences we offer.

- Consistently delivering exceptional experiences to our customers depends on the performance quality of every single colleague, every single day. Our VOICES program solicits our customers for feedback each week to help us monitor their satisfaction with Comerica interactions in nearly all of our delivery channels. Findings from the program help us surface actionable opportunities to continually improve experiences in our banking centers, Customer Contact Center and digital products as well as to coach our customer-facing bankers, advisors and associates. We prioritize resolution if customers tell us we fell short of meeting their expectations.

Managing Customer Complaints

Our Corporate Quality department within our Corporate Affairs Division reviews and tracks customer complaints using our complaint management system. Comerica analyzes data for key trends across business units and customers to identify challenges that might have broad impacts. This allows us to proactively address areas of concern and continually improve our services. Complaint data is regularly provided to Comerica's senior management and the Board's Enterprise Risk Committee.

Consumer and Fraud Protection

Our customer relationships are built on trust, including trust in us to safeguard privacy and financial information. While we work diligently to protect our customers' information and privacy, we also provide resources to assist our customers in better protecting themselves. [Comerica.com](https://www.comerica.com) includes a Fraud Center tab with links to summaries of common fraud scams, special alerts to advise customers of known fraud activity and methods for reporting suspected fraud.

Our engagements with external stakeholders reveal that customer privacy and protection — defined as securing customer data, confidentiality and physical safety — are among their most important priorities. Along with cybersecurity, these topics are recognized as critical to our business success. To learn more, see the [Privacy and Data Protection](#) portion of this report.

“The Core Value of Trust. Act. Own. creates a culture of respect, reliability and results. We take ownership by stepping up, solving problems and continuing to move forward.”

Kesi Bradley
Senior Nonfinancial Reporting Specialist

Small Business Support

At Comerica, we consistently leverage our expertise in banking business while living our Core Value of “The Customer Comes First.” In 2024, we continued our focus on enhancing solutions for small businesses. Specifically, we added more than 100 small business bankers across all markets, increasing our expertise in this space. We continued expanding our signature offerings for small businesses by doubling the number of members for Comerica BusinessHQ™ in Dallas, where small business owners receive a no-cost office, business counsel, access to capital providers and more. In addition, our deposit portfolio outperformed the industry in 2024, and we had the best net customer growth results since 2020. We attribute this growth to our consistent customer satisfaction; we were ranked #1 in “getting things right the first time” and #2 in “overall satisfaction, bank loyalty and likelihood to repurchase” in Barlow Research’s 2024 Small Business Satisfaction Report.

“We continue to invest in small business success through expanded access to expert bankers, innovative lending programs and award winning treasury tools — all while earning top marks in customer satisfaction, driving meaningful growth and deepening our commitment to the communities we serve.”

Omar Salah

Executive Vice President,
National Director of Small Business Banking

Loans

Comerica Bank is a National Small Business Administration (SBA) Preferred Lender. Our SBA lending, including government-guaranteed 7(a) and 504 loans, totaled \$186 million in 2024. The 7(a) Loan Program, SBA's most common loan program, includes lending that ranges from \$10,000 to \$5 million and is the SBA's primary program providing financial assistance to small businesses.

Digital Solutions

Throughout 2024, Comerica has debuted several digital solutions for entrepreneurs with a focus on payments and access to convenient capital, such as our investment in Zelle® with almost 1 million transactions and approximately \$500 million in payment volume with small business customers. Comerica has also delivered the following to small business customers:

Comerica Small Business Treasury Solutions

Small business and business banking customers continue to benefit from award-winning treasury products that drove almost a 130% increase in treasury sales from 2022 to 2024. We also streamlined the commercial loan closing process to enhance efficiency and deliver an improved customer experience, and our loan funding time is aligned with newly implemented industry standards.

Comerica Small Business Convenient Capital®

Comerica Bank's first fully digital, streamlined lending platform provides convenient access to capital, quick loan decisions and innovative value-added benefits for our small business customers. Since the launch of Convenient Capital, Comerica has doubled loan origination volume and experienced a 10% increase in loan balance growth year-over-year.

SizeUp by Comerica

During National Small Business Week, Comerica Bank introduced a new exclusive and complimentary online tool that allows small business customers to tap into industry-specific research, insights and analysis to help them make data-driven business decisions while providing a competitive advantage in a highly challenging business environment.

Innovative Small Business Resources

With a steadfast commitment to supporting small business customers and helping them grow and cultivate their businesses, Comerica provides unique offerings that innovate the delivery of critical resources to entrepreneurs and business owners. Utilized approximately 8,000 times in 2024, these resources, which include Comerica BusinessHQ, Comerica CoWorkSpaces®, Comerica SmallBizCo-op® and Comerica ShredSite® programs, all began in the Dallas-Fort Worth market in prior years. In 2024, we expanded Comerica SmallBizCo-op in Michigan and continue to look at expansion of these programs in other markets.

Comerica BusinessHQ™

Launched on May 9, 2023, Comerica BusinessHQ is a collaborative space that provides integral services and value to small businesses in the Southern sector of Dallas. Offerings focus on coworking spaces, incubation fellowships and technical assistance. These priority areas allow BusinessHQ to deliver the most impact as we continue to contribute to the Southern sector's economic revitalization efforts. Since its inception, Comerica BusinessHQ has expanded access to increase small business participants by 120%.



Comerica also continued to foster partnerships that provide effective and impactful small business incubation and technical assistance at BusinessHQ, including with the Veteran Women's Enterprise Center, a Community Incubation Partner, as well as Community Strategic Partners such as Business & Community Lenders of Texas, Dallas Black Chamber of Commerce, DreamSpring, Bootstrap Entrepreneurs Inc, DFW Minority Supplier Diversity Council, EMPOWER Series, LiftFund DFW Women's Business Center, Texas Black Expo, SCORE Dallas, National Youth Chamber of Commerce powered by Project Still I Rise, Philippine-American Chamber of Commerce of Texas DFW and the United Way of Metropolitan Dallas.

In recognition of BusinessHQ's impact on the community, in 2024, The American Bankers Association (ABA) Foundation awarded Comerica the ABA Foundation Community Commitment Award in the category of Community & Economic Development for our impact in supporting Southern Dallas small businesses and nonprofits through Comerica BusinessHQ.



Comerica SmallBizCo-op®

Comerica SmallBizCo-op, first launched in 2022 in the Dallas-Fort Worth market, provides a range of no-cost benefits available exclusively to Comerica small business customers. Designed to help small businesses grow and thrive with benefits that are often otherwise unattainable, some of the services offered include the opportunity to entertain a client or share a perk with their employees through free sports tickets, recording and airing of radio advertising and significant discounts on everyday business purchases. Sports tickets and radio advertising were available in Dallas-Fort Worth and throughout Michigan in 2024, and we plan to continue expanding the offerings to other markets.

Responding to Community Needs

Comerica partnered with NexTech High School of Grand Rapids, Michigan, to support and bridge the equity requirements of the school. NexTech High School is a tuition-free school offering enhanced learning opportunities to their students, giving them the ability to guide their own educational experience through a blended curriculum approach. NexTech High School's mission is to provide personalized and transformational high school experiences that prepare each student academically and emotionally for success in college, work and life.



Comerica CoWorkSpaces®

Comerica CoWorkSpaces provide free, reservable office space to our small business customers for presentations, brainstorming or just an escape from daily distractions, available at 13 locations in the Dallas market. They all are supplied with monitors, printers and high-speed Wi-Fi, plus complimentary coffee and water. A variety of space configurations are available, including private offices, conference rooms and more. Additionally, our popular Community Space location in Dallas is also available to 501(c)(3) nonprofits at no cost, regardless of whether they bank with us, with space to accommodate larger groups. We continue to plan for expansion of CoWorkSpaces into other markets.

“Since we launched CoWorkSpaces in 2023, we’ve seen customers reserve our space over 2,030 times, with utilization continuing to rise through Q1 2025, and an average satisfaction rating of 9.75. All of which tells us that this is a valuable resource for our small business clients in Dallas and we are so pleased to contribute to their continued success.”

Brent Harraman

Senior Vice President
Regional Director, Small Business Banking
Texas, Arizona and Florida





Comerica ShredSite®

Comerica provides a free shredding service, Comerica ShredSite, to small businesses and individuals in the community regardless of where they bank. This service offers a convenient way to safely and securely destroy confidential documents for free while also reducing paper in landfills. In 2024, we collected over 350,000 lbs of paper in the Dallas-Fort Worth area through the ShredSite program.

Education and Skills Training

Comerica Bank colleagues continued to invest their time and expertise in small businesses and entrepreneurs through partnerships with local community-based organizations and nonprofits, including offering Comerica's Business \$ense Bootcamp™. In 2024, Comerica colleagues dedicated nearly 2,000 hours of small business technical assistance to entrepreneurs and small business owners in multicultural, black, indigenous and people of color communities.

Our Comerica Financial Education Brigade (CFEB) is a collection of colleague volunteers dedicated to improving communities through financial education and empowerment. CFEB members are trained to facilitate financial education workshops and to provide technical assistance to small businesses.

Through innovative programs, such as Comerica Works, Money \$ense and the Comerica Small Business Resource Centers, we also provide financial and business skills training to enhance technical knowledge and resources to help advance the journey of entrepreneurship.



Innovation and Technology

Our use of innovation and technology is critical to delivering customer experiences and enhancing the productivity of our colleagues. Comerica's culture of innovation gives life to ideas so that we can meet our customers' evolving needs and desires, improve our colleagues' work experiences and strengthen our relationship-based approach to banking.

We listen to customer and colleague feedback to ensure we are meeting their needs. Our teams use a streamlined innovation process to ideate, test, pilot and roll out technology solutions for our colleagues and customers.

As a relationship bank, Comerica is committed to providing our customers with a personalized, seamless banking experience. In 2024, we continued to focus on our customer experience, providing faster services, with an increased visibility into the process and uplifted available self-service capabilities.

We simplified the process for customers to obtain small business loans by revising the information gathering portion of the underwriting process, allowing us to understand customer needs more efficiently. This resulted in a simplified user experience focused on asking targeted questions about a customer's loan needs and displaying options as information is entered. In addition to enhancing our customers' experience, we reduced underwriting turnaround time and improved overall quality.

Changes in Digital Technology (2024 vs. 2023)

24%

increase in average volume of real-time payments

10%

increase in Zelle transactions

3%

increase in monthly checking statements sent electronically

5%

increase in web bill payments sent electronically

10%

increase in retired legacy applications and underlying infrastructure

3%

increase in number of mobile banking users



Our Comerica CoWorkSpaces® offer complimentary collaboration spaces for all customers who need a place to cultivate new ideas. These spaces are equipped with technology to help them manage their business needs, such as high-speed guest Wi-Fi, printers and informational kiosks.



Innovation in Open Banking and AI

In 2024, we began expanding our open banking capabilities through the use of Application Programming Interfaces (APIs) for secure data sharing that further enhance our payment processing offerings. Furthermore, we established AI governance for safe use and introduced targeted AI solutions to improve our internal colleagues' efficiency. These AI solutions have enhanced operational efficiency by automating routine tasks and processes, which reduce costs and streamline operations.

In 2024, Comerica achieved significant milestones in technology innovation, particularly through the modernization of our cloud and technology infrastructure. We continued to embrace our cloud strategy with a focus on working toward the closure of our last remaining on-premises data center by migrating the majority of the workloads to our strategic cloud provider. This transition enabled us to build a next-generation cloud environment that significantly uplifts security, standardization, automation and resiliency through the use of cloud native services running multi-availability zones and regions for failover and disaster recovery. Additionally, we modernized a large number of our business applications to take advantage of these cloud-native capabilities, thereby reducing legacy technology and enhancing operational efficiency. These advancements have positioned us to better serve our customers with improved performance, scalability and security.

New Frisco Business & Innovation Hub

In 2024, Comerica held a ribbon-cutting ceremony for the opening of its newest and largest CoWorkSpaces location in Frisco, Texas. The 4,023-square-foot innovative hub, which features fresh and updated structural designs, provides free spaces for coworking, networking events and community engagement. It serves as a local business pillar for North Texas' small business customers, nonprofit organizations and entrepreneurs.



Financial Inclusion

At Comerica, we support financial inclusion through our commitment to providing access to capital to underserved communities, women, minorities and small businesses, as highlighted as an element of our Corporate Responsibility Program strategy. When our customers are successful and our communities prosper, Comerica thrives as well.

Our financial inclusion efforts include:

- Improving the accessibility of our banking centers
- Providing appropriate products to help meet the needs of the underbanked
- Providing remote banking channels, such as web and mobile banking
- Supporting relevant partners in low- and moderate-income (LMI) communities through funding and service

Living Our Financial Inclusion Commitment

To meet the needs of the underbanked, we have tailored products such as the Comerica Secured Credit Card, an entry-level, cash-secured credit card that helps those who do not qualify for a traditional card build a credit history. In addition to helping expand our customers' access to credit, we offer the Access Checking account with a flat monthly fee or no fee with \$250 direct deposit. We also offer a Statement Savings account, which has no monthly maintenance fee if the customer maintains any Comerica personal checking account and encourages good saving habits.

As part of our commitment to environmental responsibility and customer accessibility, we continuously assess our banking center network to ensure strategic, visible locations and modern, efficient buildings. We regularly upgrade aging infrastructure and equipment while expanding digital capabilities to enhance access and improve the customer experience.

gomerica™

Based at the Boys & Girls Club in East Naples, Florida, Comerica's mobile banking service bus (gomerica) serves as a community care vehicle that helps meet the needs of the community from within the community. In addition to the mobile outreach efforts in underserved communities or communities impacted by natural disasters, gomerica engages in special visits with community partners to engage young people in financial education, resources and literacy. In 2024, the bus made several stops at the Lorenzo Walker Technical College where we conducted a series of financial literacy classes for students in their Adult Education and GED programs. We distributed more than 200 backpacks and school supplies at the Boys & Girls Club of Collier County and also served as judges and sponsors for their Youth of the Year Program. The gomerica bus also made an appearance at the Guadalupe Center's Leadership Day where we taught classes to members of their Tutor Corp around budgeting and goal setting.



Impact Teams

Our Impact Teams operate across our primary markets to pursue strategies that meet the banking needs of our communities. Each team has a budget to support business development and community outreach with relevant associations and nonprofit partners serving underserved communities to increase financial inclusion. Comerica's teams contributed \$649 million in closed business in 2024. Our Impact teams are discussed in more detail in the [Impact Teams](#) portion of the Inclusion section.



Targeted Programs for Military and Veterans

Comerica's Military and Veterans Impact Team strives to build strong community and business relationships in support of current and former military service members in the communities we serve.

Our Michigan Military and Veterans Impact Team focuses on honoring those men and women who have made the ultimate sacrifice through various service activities, including Wreaths Across America, whose mission is to Remember, Honor and Teach by coordinating wreath-laying ceremonies at veterans' cemeteries. This team also supports veterans in need by organizing food and supply drives for local Veterans Affairs hospitals and providing avenues for military members, veterans and their families to thrive in their post-service lives by partnering with local nonprofit organizations with a military focus.



Financial Education Brigade

Comerica's Financial Education Brigade (CFEB) also helps promote financial inclusion through education. For example, the CFEB provides assistance to the next generation of entrepreneurs and small business owners through our partnership with Network for Teaching Entrepreneurship. CFEB members offer financial education to many individuals looking to own homes in LMI communities. For further information on how our financial education efforts support financial inclusion, see the [Financial Education](#) portion of the Community section.

ADA Accessibility and Spanish-Language Options

To best serve our Spanish-speaking customers, we offer Spanish-language options at our ATMs. In addition, both English- and Spanish-speaking agents are available in our Customer Contact Centers, and we offer translator services to assist customers in other languages as needed. Comerica also abides by the Americans with Disabilities Act (ADA) and provides services for visual- and/or hearing-impaired customers.

Key Metrics Tables

Our Company	2022	2023	2024
Gross revenue (millions \$) ¹¹	3,534	3,592	3,244
Market capitalization at year-end (millions \$) ¹²	8,755	7,361	8,128
Common and preferred stock dividends (millions \$)	379	398	399
Taxes (millions \$)	366	368	214
Employee compensation and benefits (millions \$)	1,208	1,306	1,352
Goods and services purchased (millions \$)	906	1,101	1,017
Total loans at year-end (millions \$)	53,402	52,113	50,539
Customers	2022	2023	2024
Small Business Support			
SBA lending, including 7(a) and 504 loans (millions \$) ¹³	186	151	186
Corresponding number of small businesses supported	3,798	5,994	5,902
Innovation and Technology			
Real-time payments average monthly volume (% change)	33	31	24
ACH average monthly volume (% change)	(7)	1	(3)
Wire transfers average monthly volume (% change)	(20)	(16)	(4)
Number of mobile banking Users (% change)	3	5	3
Click & capture mobile deposits (% change)	(1)	(2)	2
Zelle transactions (% change)	25	21	10
Web bill payment sent electronically (% change)	5	(17)	5
Checking statements sent electronically/month (% change)	4	3	3

¹¹ Gross revenues equal net interest income and noninterest income, which comes directly from the [2024 Comerica Annual Report \(F-41\)](#).

¹² Calculated using Issued Shares Less Treasury Shares per [Comerica's 2024 Annual Report](#), Consolidated Balances Sheets, multiplied by 12/31/24 closing stock price.

¹³ Includes 7(a), 504 and Express loans.

Customers

2022

2023

2024

ESG-Related Lending and Investment

See [Environmentally Beneficial Lending Metrics](#)See [Community Investment and Development Metrics](#)

Colleagues

2022

2023

2024

Talent Attraction - Colleague Demographics

Total colleagues	Full-time equivalents (FTEs) ¹⁴		7,488	7,701	7,766
	Total number of colleagues ¹⁵		7,649	7,863	7,928
Colleague breakdown by length of service	% 0-5 years		47	48	50
	% 6-15 years		22	22	23
	% 16-25 years		17	17	15
	% 26+ years		14	13	12
New hires by market	California	Number of new hires	259	224	175
		% of Total	16	16	14
	Florida	Number of new hires	30	14	27
		% of Total	2	1	2
	Michigan/Carolinas	Number of new hires	860	712	528
		% of Total	54	50	42
	Texas/Arizona/Colorado	Number of new hires	442	445	466
		% of Total	28	31	37
	Other	Number of new hires	—	40	69
		% of Total	—	3	5

¹⁴ As reported in [Comerica's 2024 Annual Report \(PDF Page 2\)](#). The FTE number reported here is used for the intensity-based metrics in the [Environment Key Metrics](#) table.¹⁵ As reported in [Comerica's 2024 Annual Report \(PDF Page 26\)](#) by combining full-time and part-time totals.