

PEOPLE, GROWTH & POSSIBILITIES

# COMMERCE BANCSHARES, INC.

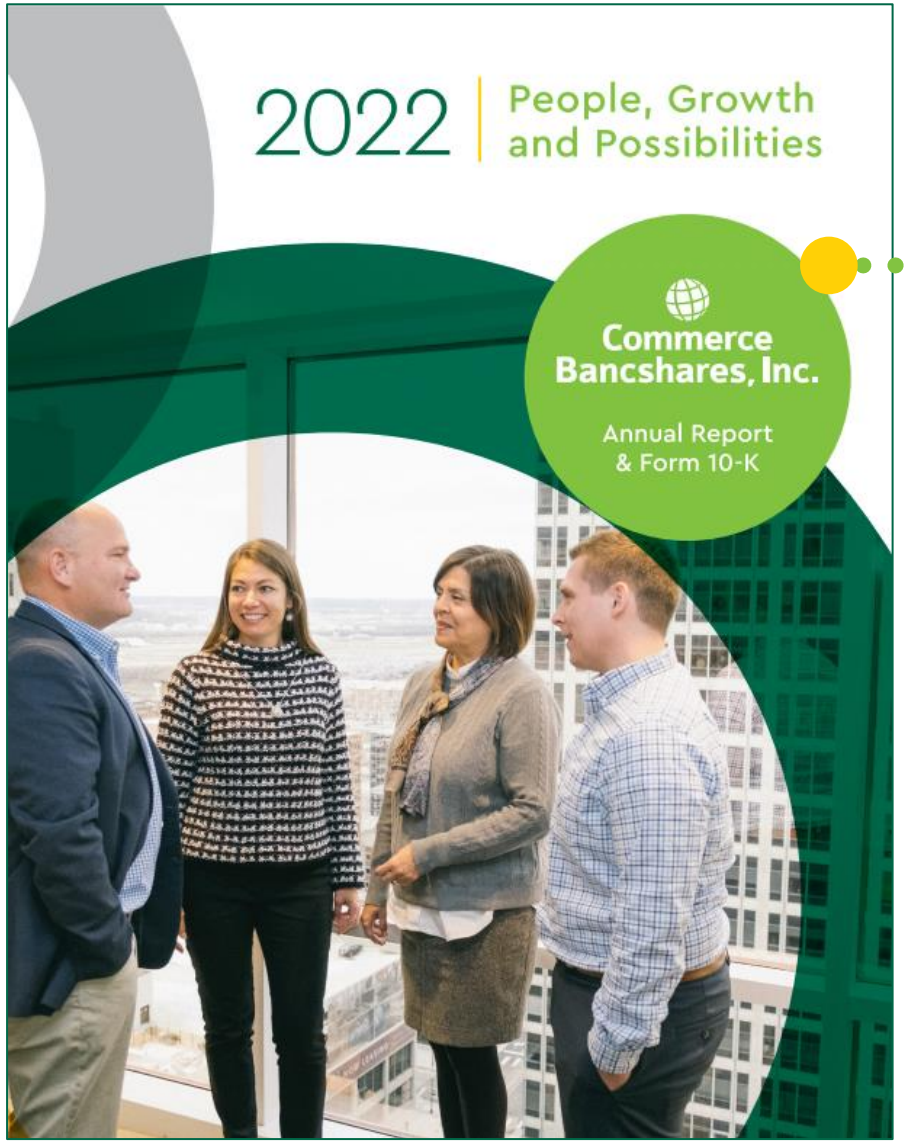
## ANNUAL SHAREHOLDERS' MEETING

John Kemper
President and Chief Executive Officer

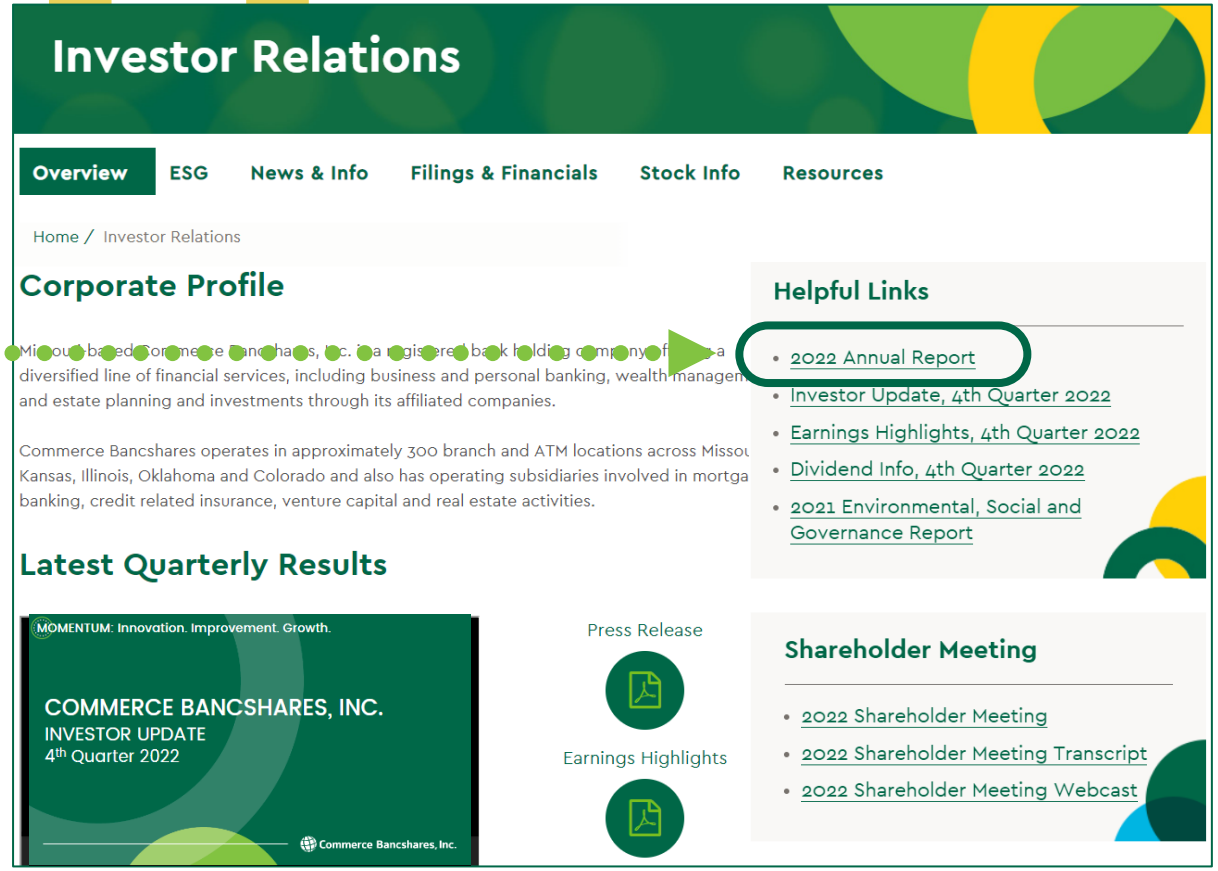
April 19, 2023

Commerce Bancshares, Inc.

# PEOPLE, GROWTH AND POSSIBILITIES




investor.commercebank.com



# CAUTIONARY STATEMENT

A number of statements we will be making in our presentation and in the accompanying slides are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, such as statements of the Corporation's plans, goals, objectives, expectations, projections, estimates and intentions. These forward-looking statements involve significant risks and uncertainties and are subject to change based on various factors (some of which are beyond the Corporation's control). Factors that could cause the Corporation's actual results to differ materially from such forward-looking statements made herein or by management of the Corporation are set forth in the Corporation's 2022 Report on Form 10-K and the Corporation's Current Reports on Form 8-K.

# TODAY'S DISCUSSION



**About Commerce Bancshares**

A Strong Foundation for Growth



**Economic and Industry Themes**

Operating Environment for Banks



**Our Strategic Position**

Continuous Improvement and Innovation



**People, Growth & Possibilities**

Our 2022 Performance Highlights

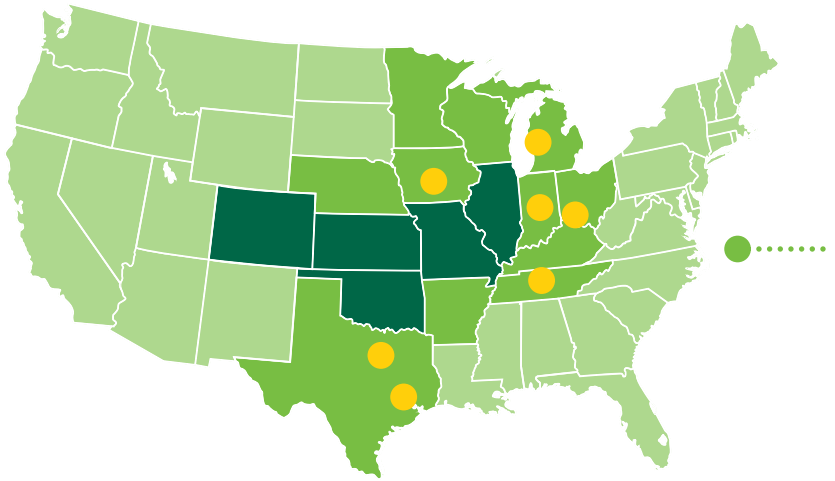
# 157 YEARS OF STRENGTH AND STABILITY

## Commerce Bank is **One of the Strongest Financial Institutions** in the U.S.

**1 of 5** Moody's assigned Commerce an **a1 baseline credit assessment. Commerce is 1 of only 5 U.S. banks** with a credit rating at this level[1]

**#2** With a **Tier 1 common risk-based capital ratio of 14.1%,** Commerce ranks **2nd highest among peer banks**[2]

**$26B** Commerce has a **large, stable, and diverse core deposit base** across Consumer, Commercial, and Wealth segments



**Full-Service Banking Footprint**
- Kansas City
- St. Louis
- Springfield
- Central Missouri
- Central Illinois
- Wichita
- Tulsa
- Oklahoma City
- Denver

**Extended Commercial Market & Commercial Offices**
- Nashville
- Dallas
- Houston
- Des Moines
- Cincinnati
- Indianapolis
- Grand Rapids

**Commercial Payments Services**
- Offered in 48 states across the U.S.

**$31.9** Billion Total Assets — **43rd** Largest U.S. Bank[3]

**$8.5** Billion Market Cap — **21st** Largest Among U.S. Banks[4]

**17.3%** Return on Average Equity YTD — **5th** YTD ROACE For Top 50 U.S. Banks based on asset size

**6th** Highest Tier 1 Common Risk-Based Capital Ratio among the Top 50 U.S. Banks based on asset size[3]

**$37.3** Billion in Total Trust Assets Under Mgmt — **20th** Largest Among Bank-Managed Trust Companies[5]

**14.2%** 10-Year Annualized Shareholder Return[6] — Consistent, positive returns to shareholders

*Source: S&P Global Market Intelligence and company reports and filings as of December 31, 2022, unless otherwise noted*
*[1] Source: Moody's U.S. Bank Ratings as of November 18, 2022*
*[2] Peer banks include: ABCB, ASB, BOKF, CFR, FNB, FULT, HWC, ONB, OZK, PB, PNFP, SFNC, SNV, SBB, UMBF, UMPQ, UBSI, VLY, WTFC*
*[3] Based on asset size*
*[4] Based on market cap*
*[5] Based on assets under management*
*[6] Source: Bloomberg*

Commerce Bancshares, Inc.

# SUPER-COMMUNITY BANK PLATFORM

## A **consistent** strategy with a **long-term view**

### Community Bank

- Award-winning customer service
- Focus on the full client relationship
- Core values embraced by team members
- Quickly adapt to customer needs and changing preferences

Customer relationship-based:
**Challenge Accepted.®**

High-performing teams and engaged workforce

Long history of top quartile credit quality metrics

Investment in distinctive, high-return businesses

Focus on operational efficiencies

Disciplined approach to acquisitions

### Super-Regional Bank

- Sophisticated payment system capabilities
- Broad consumer product offerings
- Private Banking; Trust; Capital Markets
- Shareholder driven and strong financial performance
- Competitive on unit costs

# TRACK RECORD OF LONG-TERM OUTPERFORMANCE

## Revenue Diversification

Balanced earnings profile, fee revenue at 37%[1] of total revenue, bolstered by growing wealth and national payments businesses

Commerce Trust Company™
Wealth | Investments | Planning®

CommercePayments®

## Deposit Franchise

$25.6 billion in low-cost, diverse deposits[2] with peer-leading historical deposit betas

## Credit Quality

Conservative risk profile drives outperformance across credit cycles

## Consistent Earnings & Shareholder Value

Over 10% total annualized return to shareholders over the last 15 years, outperforming the KBW Regional Bank Index annualized return of 5%[1]

## Capital Management

Strong capital ratios, 55th consecutive year of common dividend increases[3]

## Continued Long-Term Investments

Core banking system implementation, Enterprise Digital, Expansion Markets, Wealth Management, CommerceHealthcare®

*[1]As of 12/31/2022*
*[2]Excludes certificates of deposit greater than $100,000, period-end balance as of 12/31/2022*
*[3]Based on 1Q2023 declared dividend*

# A STRONG CULTURE IS THE FOUNDATION OF OUR SUCCESS

At Commerce, **our core values** shape the way we live and work:
















How we put our culture **into practice**:

EDGE AGILE innovation COMMERCE FOR U Your future. Our focus. [DIVERSITY+EQUITY+INCLUSION]

What defines us, ultimately, is our culture.
It's how we communicate and how we work together.

Culture is the foundation and the enabler for our strategies.

# COMMERCE'S FOCUS EXTENDS BEYOND BANKING

## Supporting our **communities**, our **customers** and our **team members**

MORE THAN **500**

**Nonprofit organizations supported by**

Commerce team members through leadership roles by serving on boards

**OUTSTANDING**

**Community Reinvestment Act**

rating for **25 years**[1]

"As a socially responsible corporate citizen, we continuously seek opportunities to make a difference."

**COMING SOON:**

**2022 Environmental, Social & Governance Report**

ESG Report is available on commercebank.com and investor.commercebank.com

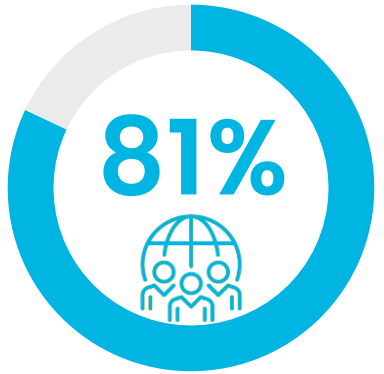
## 2022 Engagement and Enablement[2]

Consistently scoring above the U.S. High Performance and U.S. Financial Services norms for engagement, enablement and effectiveness




**ENABLEMENT**

vs. 70% U.S. High Performing Norm




**ENGAGEMENT**

vs. 71% U.S. High Performing Norm

[1] *Federal Reserve Bank and Office of the Comptroller of the Currency*
[2] *The Korn Ferry Hay Group – 2022 survey results*

Commerce Bancshares, Inc.

# RECENT RECOGNITION

**2022**

*Forbes* World's Best Banks[1]

4 consecutive years

**BEST**

Customer Service, *Newsweek's* Best Banks 2022 List[2]

2 consecutive years

**2022 CORE TRANSFORMATION AWARD FROM TEMENOS**

Modernized Core Banking Platform to Drive Efficiency[3]

**2022**

*Forbes* America's Best Banks[4]

13 consecutive years

**90**

Human Rights Campaign Corporate Equality Index Score[5]

**2022**

*Forbes* America's Best Midsize Employers[6]

5 consecutive years

[1] *Forbes, February 2022*
[2] *Newsweek, October 2021*
[3] *Temenos, May 2022*
[4] *Forbes, 2022*
[5] *Human Rights Campaign Foundation, 2022*
[6] *Forbes, February 2022*

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Continuous Improvement and Innovation



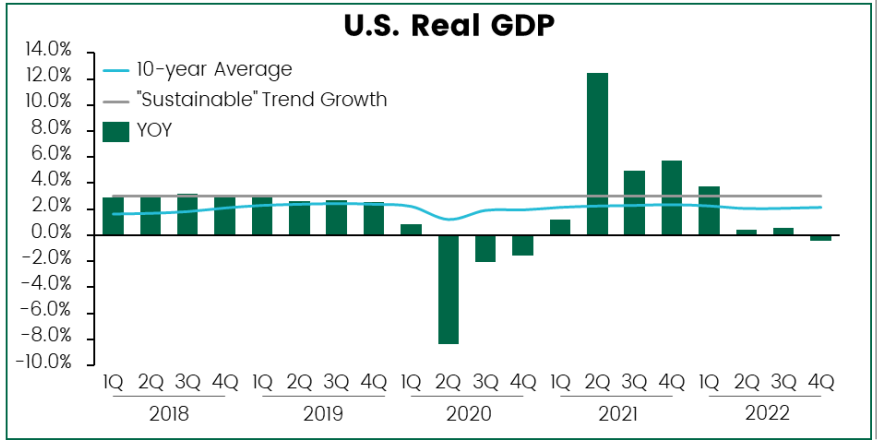
**People, Growth & Possibilities**

Our 2022 Performance Highlights

# MACROECONOMIC ENVIRONMENT: 2022 IN REVIEW

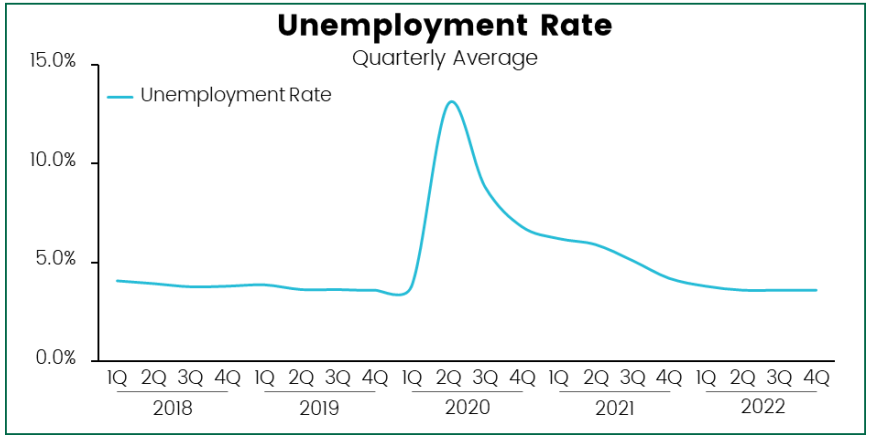
**A volatile year with stubborn inflation, rising interest rates and battered financial markets. Expanding job market. Stronger than expected economic growth in 4Q. Question of a recession still looms.**

## GDP



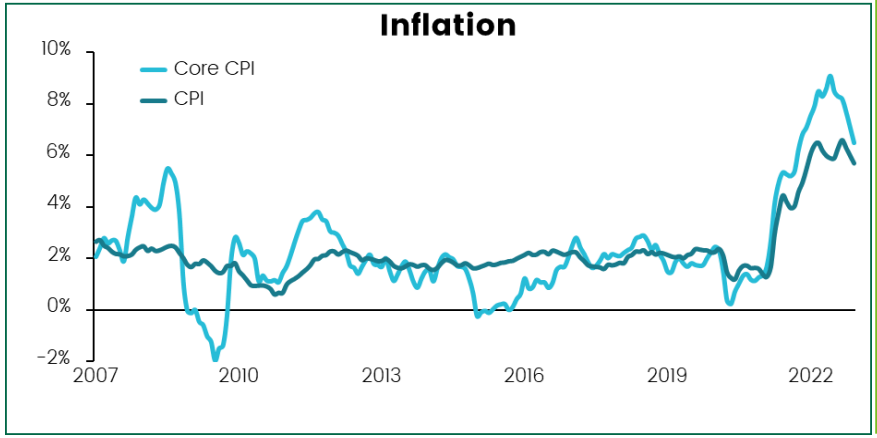

Following negative growth in 1H22, U.S. "real" GDP grew by 2.1% in 2022, including 2.9% expansion in 4Q22. Still, many economists predict a recession is likely.

## UNEMPLOYMENT




Unemployment rose slightly last fall, then dipped to 3.5% in Dec. (Last time it was <3.5% was in 1969.) Labor market has averted a hit from higher rates. Jobs remain plentiful.

## INFLATION




Inflation fell the last 6 months of 2022 after peaking at 9%, driven by fiscal / monetary stimulus & geopolitical turmoil. Fed responded with a series of interest rate hikes, expected to slow in 2023.

## WAGE GROWTH




Wage growth fell slightly to 6.1% after reaching a high of 6.7% in August. While slowing, rapid wage growth has partly contributed to the increase in inflation.

*Sources: Bloomberg, Commerce Trust, U.S. Bureau of Labor Statistics, Federal Reserve, Bureau of Economic Analysis*

# KEY THEMES DRIVING 2022 BANK PERFORMANCE

**Deposit / Funding Costs**

- **Increasing deposit betas** offsetting benefits from rates rising
- Banks choosing between alternative funding sources and paying up to **maintain deposit levels**

**Earlier Expected NIM Peaks**

- A focus on **future benefits from rising rates**
- Earlier impact from **rising deposit prices**
- **Protecting net interest margin** is an increased focus

**Credit Quality**

- **Credit remains benign** across the industry
- Focus on consumer, CRE, and high-growth non-core portfolios for **warning signs**
- Inverted yields underscore **recessionary sentiment**

**Capital**

- Significant **shrinkage in tangible common equity** from accumulated other comprehensive income (AOCI) marks
- **Largest banks disadvantaged** with AOCI impacting regulatory capital levels
- **Regulatory capital ratios** remain a focus

*Source: Citi Banking, December 2022*

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# STRATEGIC POSTURE: MAINTAINING THE BALANCE

**STRONG PERFORMANCE** with ongoing refinement of the "Core Bank"

- Super-Community Bank platform
- Relationship-based banking
- High-touch customer service
- Full suite of product and service offerings
- Disciplined attention to risk return
- Divest in businesses & activities that no longer provide acceptable returns
- A highly engaged team
- Focus on profitability and shareholder return




Challenge Accepted.®

Disciplined focus on **PRIORITY BLUE CHIP** investments

- Diversity, Equity and Inclusion
- Enhancing our People Leadership
- Workplace Optimization
- Enterprise Digital Strategy
- Maximize Value of Key Retail Clients
- Grow the Private Bank Through a New Transformative Model
- Further Accelerate Expansion Market Growth
- Accelerate Growth in Healthcare

Commerce EDGE

**…emphasis on culture, collaboration and core values**

# MEETING OUR CUSTOMERS WHERE THEY ARE: ENTERPRISE DIGITAL STRATEGY

- Creates a single Digital Strategy expanding across all segments of the bank
- Committed to delivering customer digital solutions rapidly
- Investing in systems and technology to drive efficiencies & provide an enhanced experience






anywhere, any time.

## Our Vision

**Transform the digital experience** by staying current on digital trends and creating seamless digital ecosystems that **place Commerce Bank at the nexus of meeting customers' financial needs.**

## Why it's Important

- Our current and potential customers' behaviors have changed, and **they expect more digital interactions**
- **Improved ability to leverage digital product development expertise** across the enterprise
- **Better positions us to remain competitive** with traditional and non-traditional competitors

# DIGITAL TECHNOLOGY: APPLICATION MODERNIZATION

## BUSINESS DRIVERS

- New Capabilities
- Improved User Experience
- Flexibility
- Reduced Operational Expense
- Risk Management

## TECHNICAL DRIVERS

- Scalability / Reuse
- Accelerated Delivery
- Talent Availability
- Sustainability

## Payments

- Instant Payments (RTP, FedNow)
- Wires System Refresh
- ACH System Refresh

## Lending

- Private Banking Loan Origination & Servicing
- Commercial Loan Origination & Servicing
- Consumer Loan Origination & Servicing

## Sales & Service

- Branch Platform Refresh
- Consumer CRM Refresh

## Corporate

- General Ledger Replacement

Application Modernization is the **focused effort** to re-platform, replace, or significantly improve application platforms for the express purpose of modernizing **features and capabilities**, improving **total cost of ownership**, and/or reducing **operating risk**.

# CONSUMER BANKING SNAPSHOT

**$13.0 BILLION** Consumer Deposits[1]

**$1.9 BILLION** Consumer Loans[2]

**812 THOUSAND** Consumer Households[1]

**148** Full-service branches | **293** ATMs



## Focus on Digital

4.7 ★★★★★ (App Store)
4.7 ★★★★★ (Google play)

Commerce Bank App Rating

**68.6%** Digital HH Penetration

**$73,345** Digital Loan Sales (000s)

**28.2%** Mobile Deposit Use

*Period end balances. All information as of December 31, 2022*
*[1]Only includes primary households, excludes Wealth segment*
*[2]Excludes loans from our Wealth segment and $1.9 billion of personal real estate loans*

# DISTINCTIVE DIGITAL OFFERINGS

Consumer Segment

## Commerce Bank CONNECT® Mobile App

Personalized experience allowing customers to engage with a banker they choose, right from their smartphone

- First in the region to introduce this innovation, enabling high-touch service through a digital channel
- Secure platform for customers to interact directly with a real person – a banker they've chosen – who can provide personalized guidance and advice
- Expanded the app experience to provide customers a way to make personal connections with our bankers anytime and anywhere

CONNECT™



98% customer satisfaction

Find a banker you'll click with®

## Real Estate Lending

An end-to-end, fully coordinated solution for mortgage and home equity financing that allows the consumer to transact via web, phone, face-to-face, virtually or any combination – throughout the loan lifecycle, including servicing.

- Continue to enhance the digital mortgage platform to optimize the consumer experience
- Expand product offerings, particularly in new construction, renovation and home equity
- Explore opportunities to broaden our geographic reach

Mortgage made simple.






Connect with a home of your own.

# WE'RE BUILT FOR YOU: COMMERCIAL BANKING



## Financing solutions and deposit capabilities customized for your business

- Working Capital Line of Credit
- Term Loans
- Equipment Financing
- Leasing Solutions
- Commercial Real Estate
- ESOP Loans
- Acquisition Financing
- Tax-Exempt Bonds
- Full suite of cash management solutions
- Robust Card and Merchant acceptance
- Consultative approach to payments cycle reviews
- Specialized vertical expertise

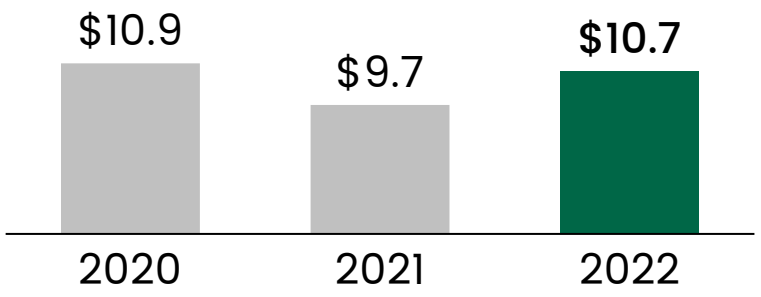
**$10.7 BILLION** Commercial Loans

**$10.6 BILLION** Commercial Deposits

**$678 MILLION** Commercial Revenue

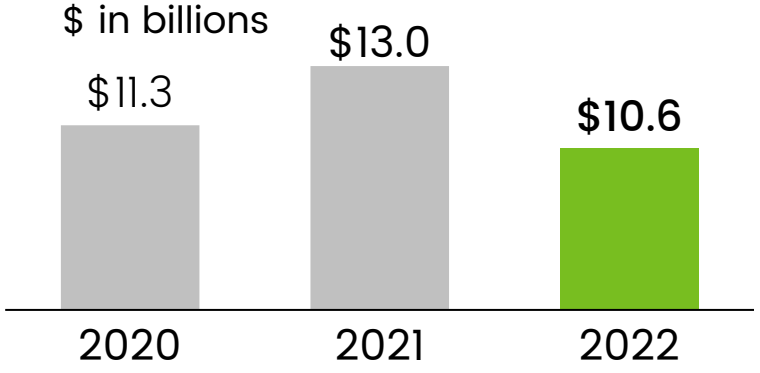
### Commercial Loans

$ in billions



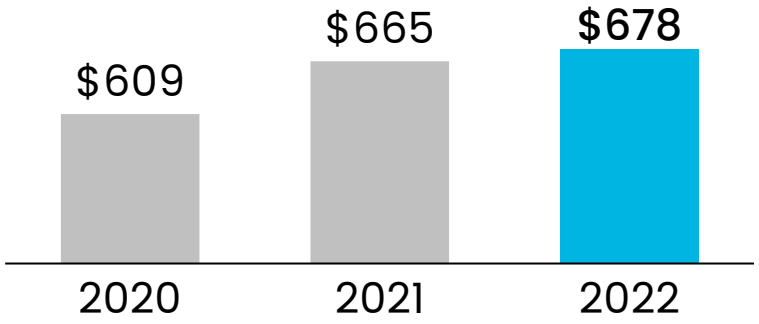

### Commercial Deposits

$ in billions




### Commercial Revenue

$ in millions

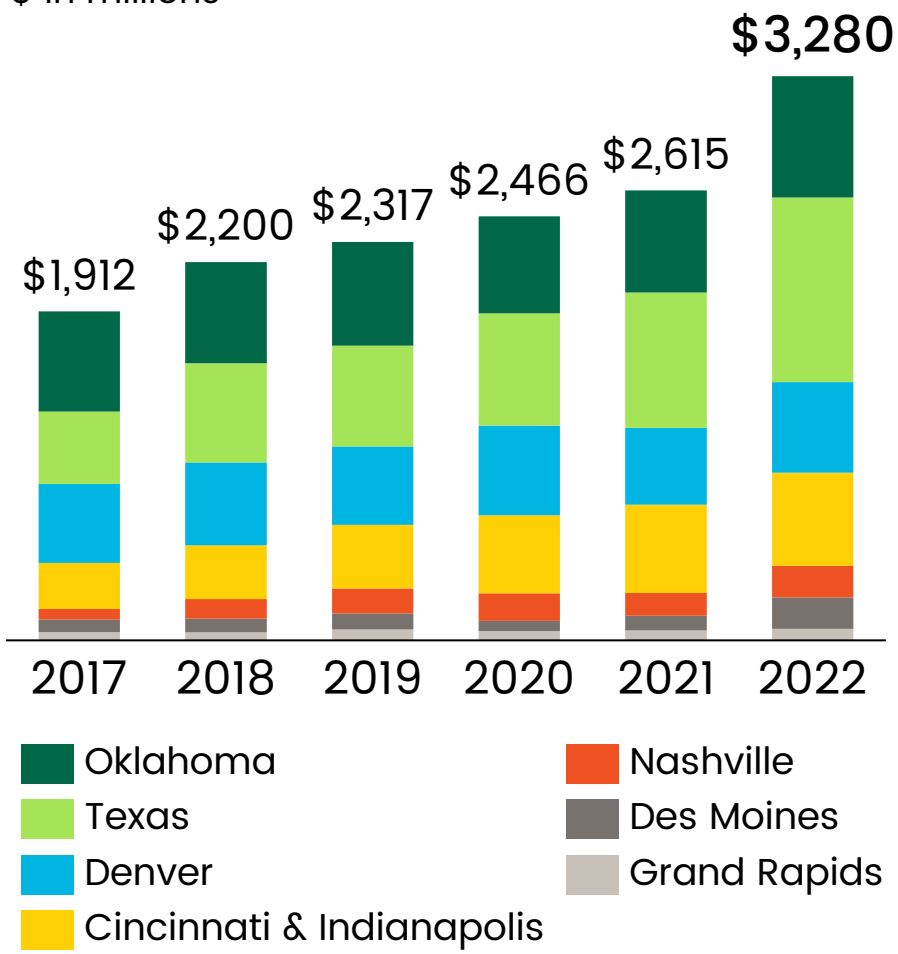



*Commercial segment as of December 31, 2022*

# EXPANSION MARKETS OFFER GROWTH OPPORTUNITIES

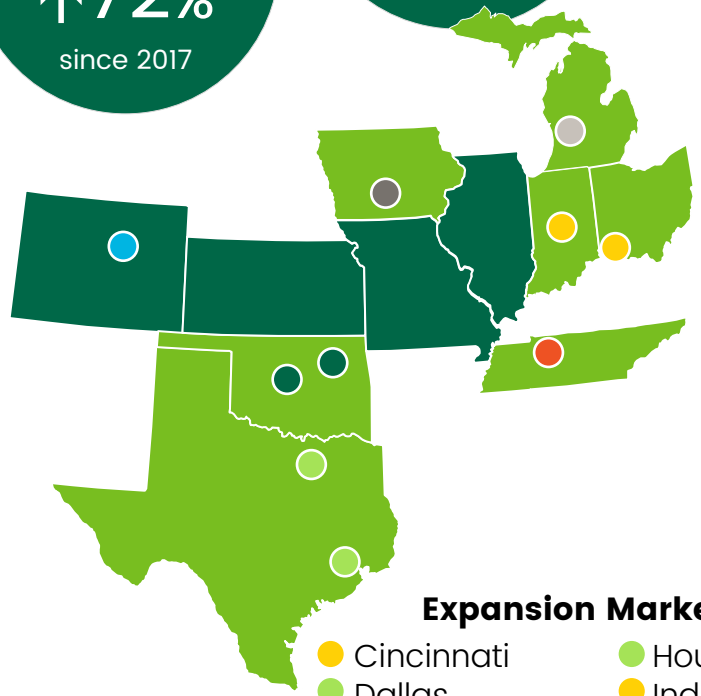
## Expansion Market Loan Growth

$ in millions




Expansion Market Loan Growth ↑72% since 2017

Fee Income Growth ↑102% since 2017



**Expansion Markets**

- Cincinnati
- Dallas
- Denver
- Des Moines
- Grand Rapids
- Houston
- Indianapolis
- Nashville
- Oklahoma City
- Tulsa

## Team Overview for Expansion Markets 2022

# of team members per market (includes open positions)

| | |
|---|---|
| 44 | Oklahoma |
| 47 | Texas |
| 49 | Denver |
| 12 | Cincinnati / Indianapolis |
| 6 | Nashville |
| 3 | Des Moines |
| 2 | Grand Rapids |

*Period end balances as of December 31, 2022*

# INDUSTRY-LEADING COMMERCIAL PAYMENTS CAPABILITIES

Innovative payments solutions to manage payables and receivables to streamline cash flow




**$200 MILLION**
Payments Revenue

**$63 MILLION**
Treasury Management Revenue

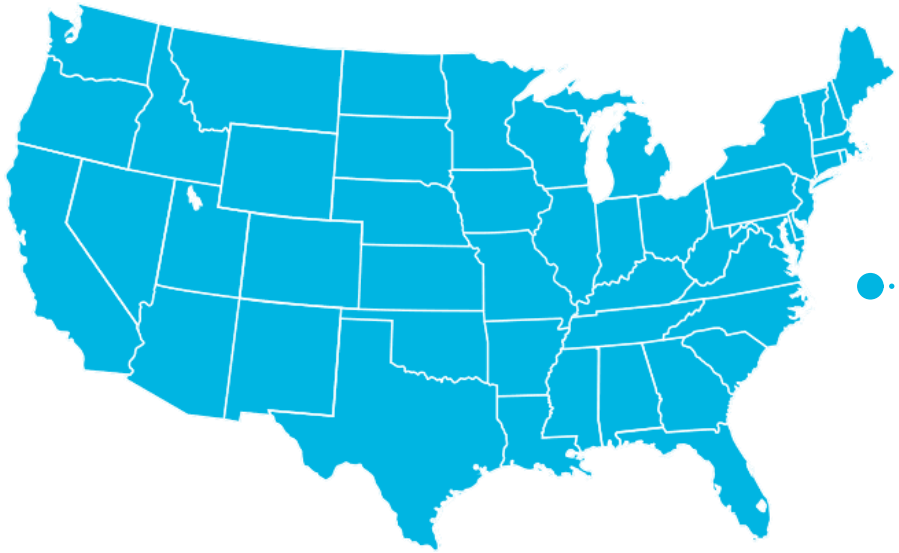
**$10.4 BILLION**
Commercial Card Volume

**$7.7 BILLION**
Merchant Volume

*Information as of December 31, 2022*

# CommerceHealthcare®

## We don't just serve the healthcare industry. It's our specialty.



Partner to **3,000+ healthcare providers** and **500+ hospitals** in all **48 contiguous states**

**100+ entities** and **over 42 million** patient transactions **annually**

### Patient Engagement Solutions

- Patient Financing
- Online Bill Pay
- Patient Refunds

### Receivables Management Solutions

- Receivables Optimization
- Reconciliation Automation
- Healthcare Lockbox

### Accounts Payable Solutions

- Virtual Card Revenue Share Program
- Supplemental Card Program

### Traditional Banking Services

- Treasury Services
- Credit
- Days Cash Investment
- Institutional Trust Services



# ADVICE YOU CAN TRUST

For high-net-worth individuals who are looking to simplify their complex financial life, Commerce Trust Banking | Investments | Planning™ provides a full-service approach to wealth management.

**18TH** Largest Among Bank-Managed Trust Companies[1]

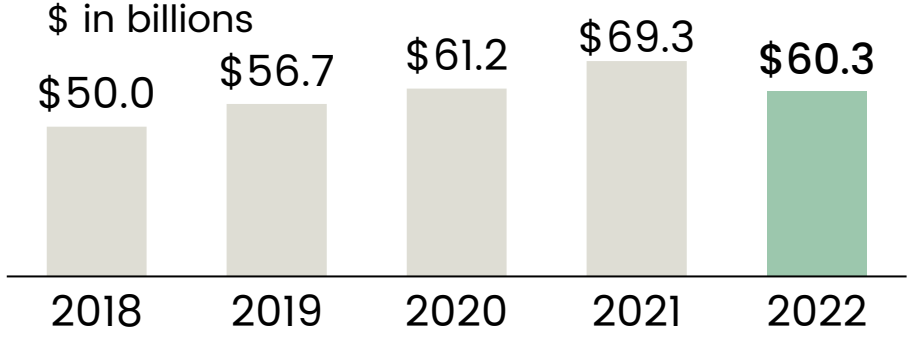
**$60 BILLION** Total Client Assets[2]

**$37 BILLION** Assets Under Management

**$618 MILLION** Managed Brokerage Assets

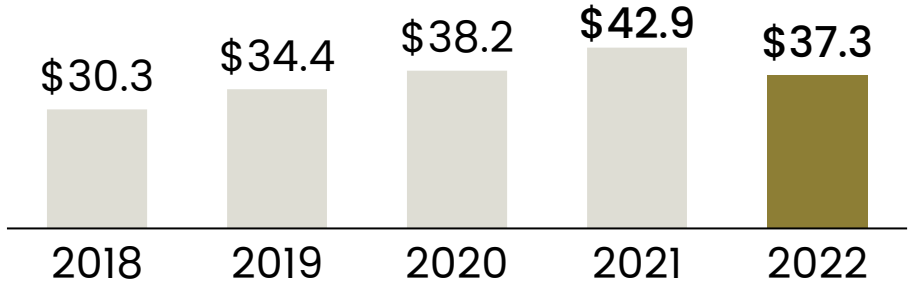
## Total Client Assets[2]

$ in billions




## Assets Under Management

$ in billions




*Period end balances. Information as of December 31, 2022*

*[1]S&P Global Market Intelligence ranking as of 9/30/2022, based on assets under management*

*[2]Assets under administration*

Commerce Trust
Banking | Investments | Planning™

## Wealth Key Growth Initiatives

- Utilize new private banking loan and deposit system to offer special products, services and automation
- Continued expansion into new concentrated wealth markets through de novo and acquisition efforts
- Expand our integrated referral strategy with affluent households
- Implement an enhanced sales and service process
- Invest in our team with additional development and targeted recruiting
- Invest in digital tools that support a seamless client experience

## Strengthening our Wealth Brands

Commerce Trust
Banking | Investments | Planning™

COMMERCE
FAMILY OFFICE

Commerce Financial Advisors
Investments • Retirement • Insurance
A Subsidiary of Commerce Bank

Commerce Funds

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# 2022 FINANCIAL PERFORMANCE VS. PRIOR YEAR

**Net income** attributable to CBI: $488 million

**ROAA**: 1.45%

**ROAE**: 17.3%

**Earnings per share**: $3.85

**Dividend growth**: ↑6%

**Net Interest Income**: ↑13%

**Deposits** period end: ↓12%

**Loans** period end: ↑7%

Long-term outperformance relative to the industry

**15-year TOTAL ANNUALIZED SHAREHOLDER RETURN @ 10.4%**

vs KBW Bank Index of 3.3%

# 2022 YEAR END EARNINGS

| $ in millions | 2021 | 2022 | % change |
|---|---|---|---|
| Net interest income | $ 835 | $ 942 | 13% |
| Non-interest income | 560 | 547 | -2% |
| **Total revenue** | **1,395** | **1,489** | **7%** |
| Securities gains | 30 | 21 | NM |
| Non-interest expense | (806) | (849) | 5% |
| Provision for loan losses | 66 | (28) | (142)% |
| **Pretax income** | **686** | **632** | **-8%** |
| Income taxes | (146) | (132) | -9% |
| **Net income** | **541** | **500** | **-8%** |
| Non-controlling interest expense | (10) | (12) | NM |
| **Net inc attrib. to Commerce** | **$ 531** | **$ 488** | **-8%** |
| **Diluted EPS** | **$ 4.11** | **$ 3.85** | **-6%** |

**RETURN ON AVERAGE ASSETS**

1.6% 2021 | 1.5% 2022

**RETURN ON AVERAGE EQUITY**

15.4% 2021 | 17.3% 2022

**EFFICIENCY RATIO**

57.6% 2021 | 56.9% 2022

**CASH DIVIDENDS**

$0.95 2021

$1.01 2022

**ENDING STOCK PRICE**

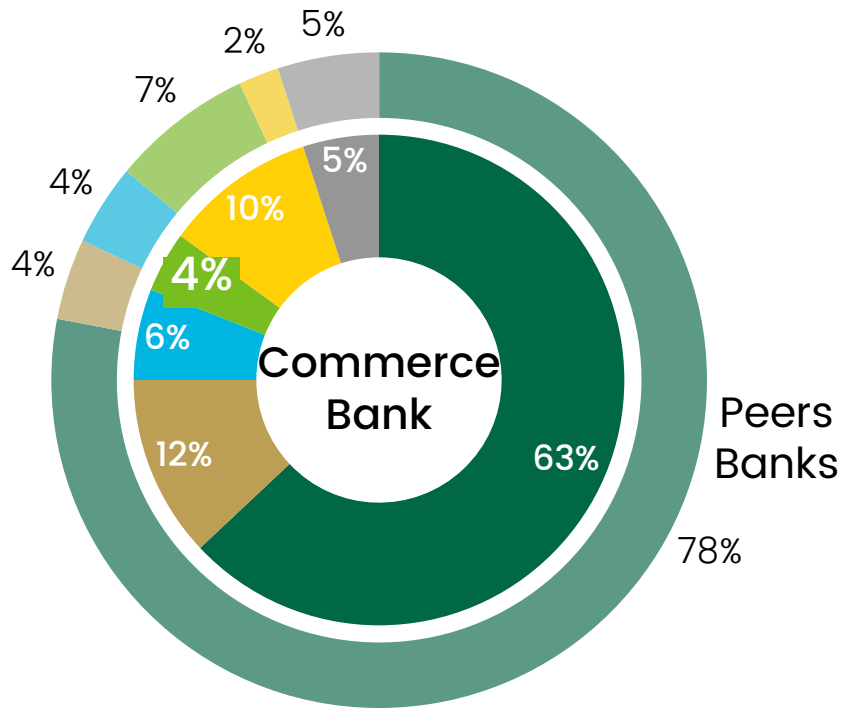
$65.47 2021

$68.07 2022

# A FULL-SERVICE, DIVERSIFIED OPERATING MODEL

## Card, Wealth & Deposit fees provide **stable, growing revenue source**

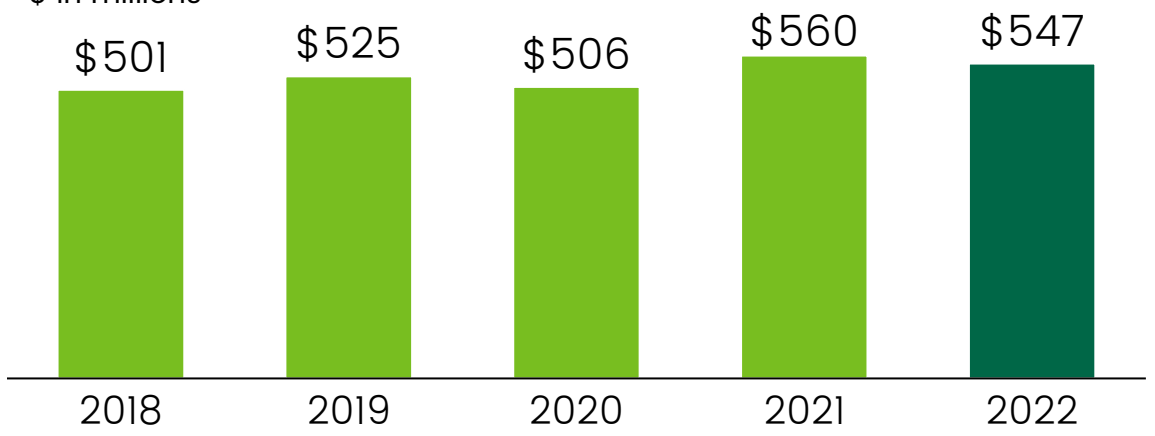
### Revenue Source Diversification Compared to Peers[1]




Net Interest Income
Fees and Commissions
Wealth Management
Card Income
Deposit Service Charges
Other

### Non-Interest Income

$ in millions

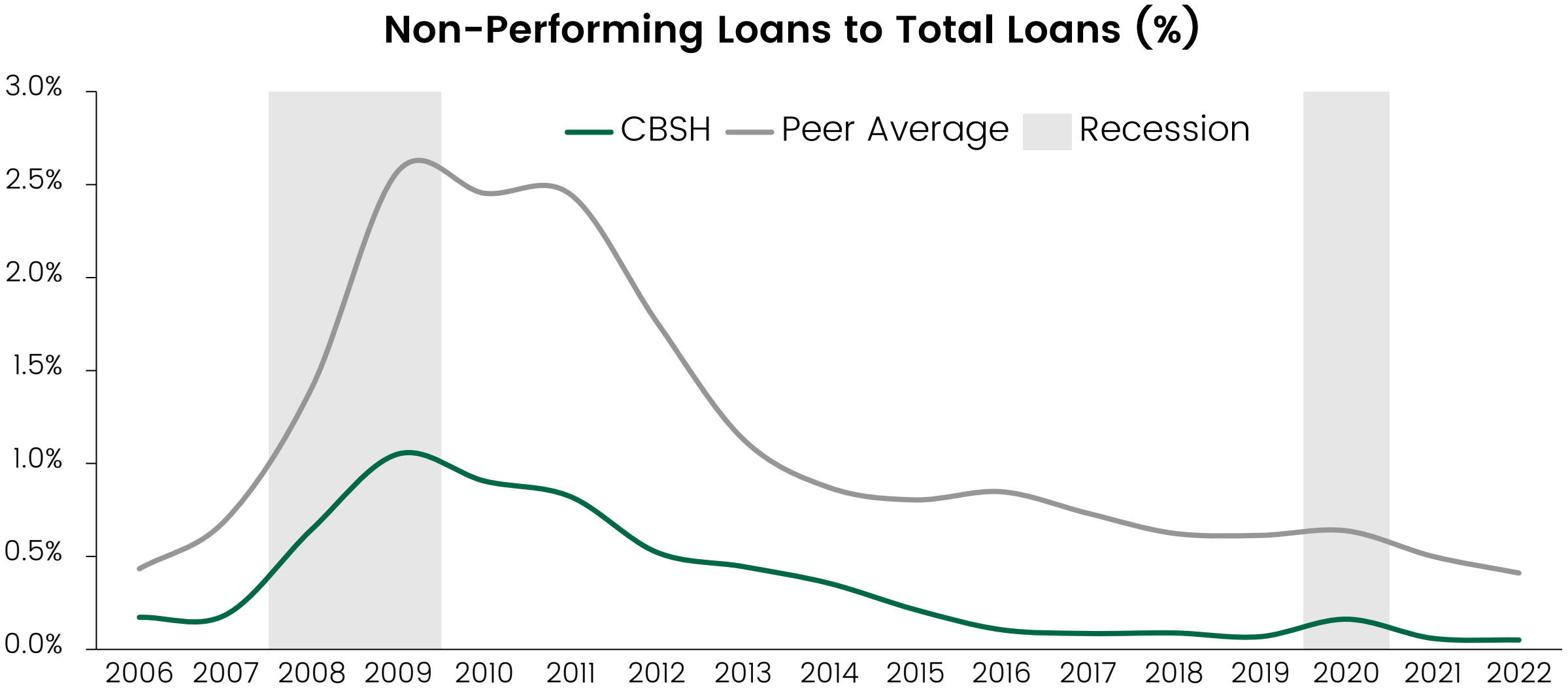



Continued focus on growing fee income through new and existing product and service offerings

- Prepaid Expense
- RemitConnect®
- PreferPay®
- Commerce Horizons®
- Accounts Payable Automation
- Interest Rate Swaps
- CommerceHealthcare®
- Asset Management

*Peer Banks include: ABCB, ASB, BOKF, CFR, FNB, FULT, HWC, ONB, OZK, PB, PNFP, SFNC, SNV, SBB, UMBF, UMPQ, UBSI, VLY, WTFC*
*[1]Source: S&P Global Market Intelligence as of December 31, 2022*

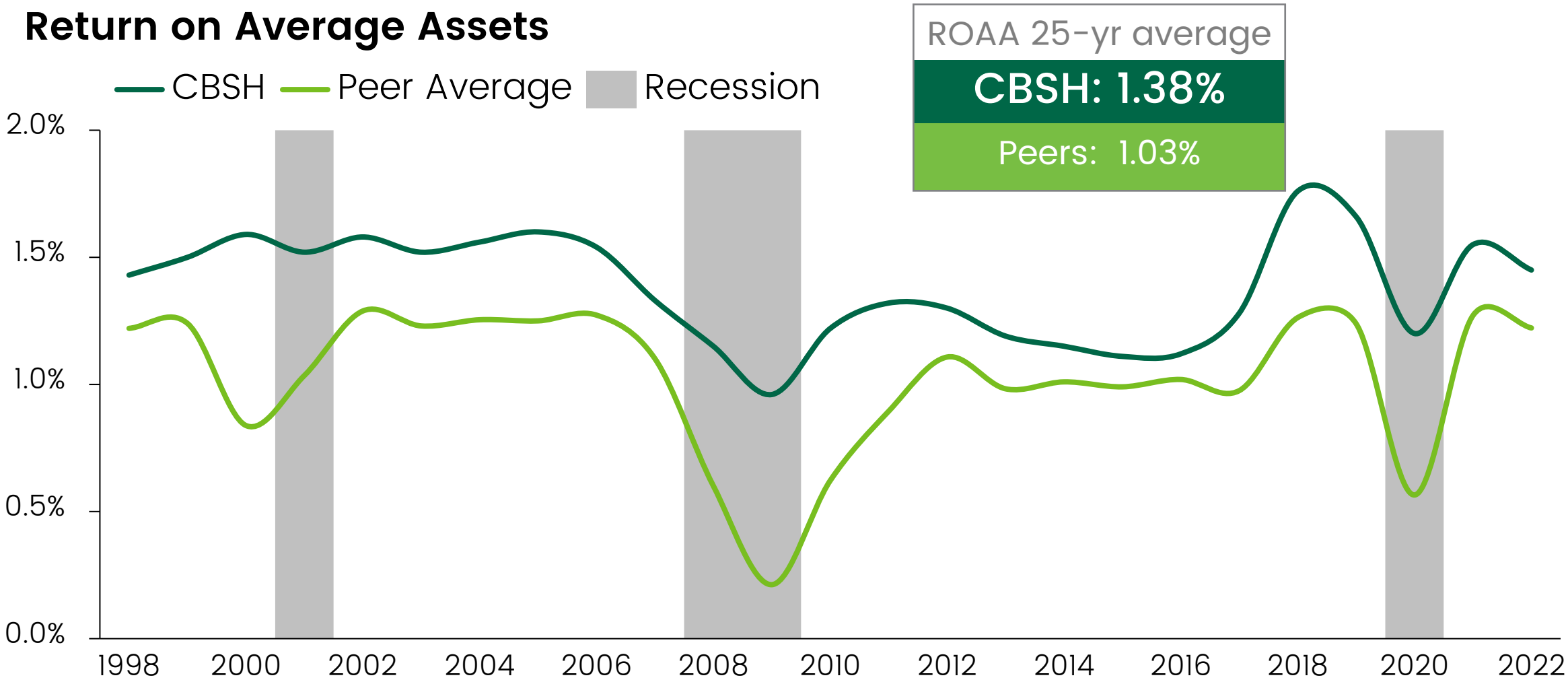
# CREDIT PERFORMANCE OVER TIME




*Peer Banks include: ABCB, ASB, BOKF, CFR, FNB, FULT, HWC, ONB, OZK, PB, PNFP, SFNC, SNV, SSB, UMBF, UMPQ, UBSI, VLY, WTFC*
*Source: S&P Global Market Intelligence, Information as of December 31, 2022*

# SUSTAINED OUTPERFORMANCE RELATIVE TO PEERS, THROUGH ECONOMIC CYCLES

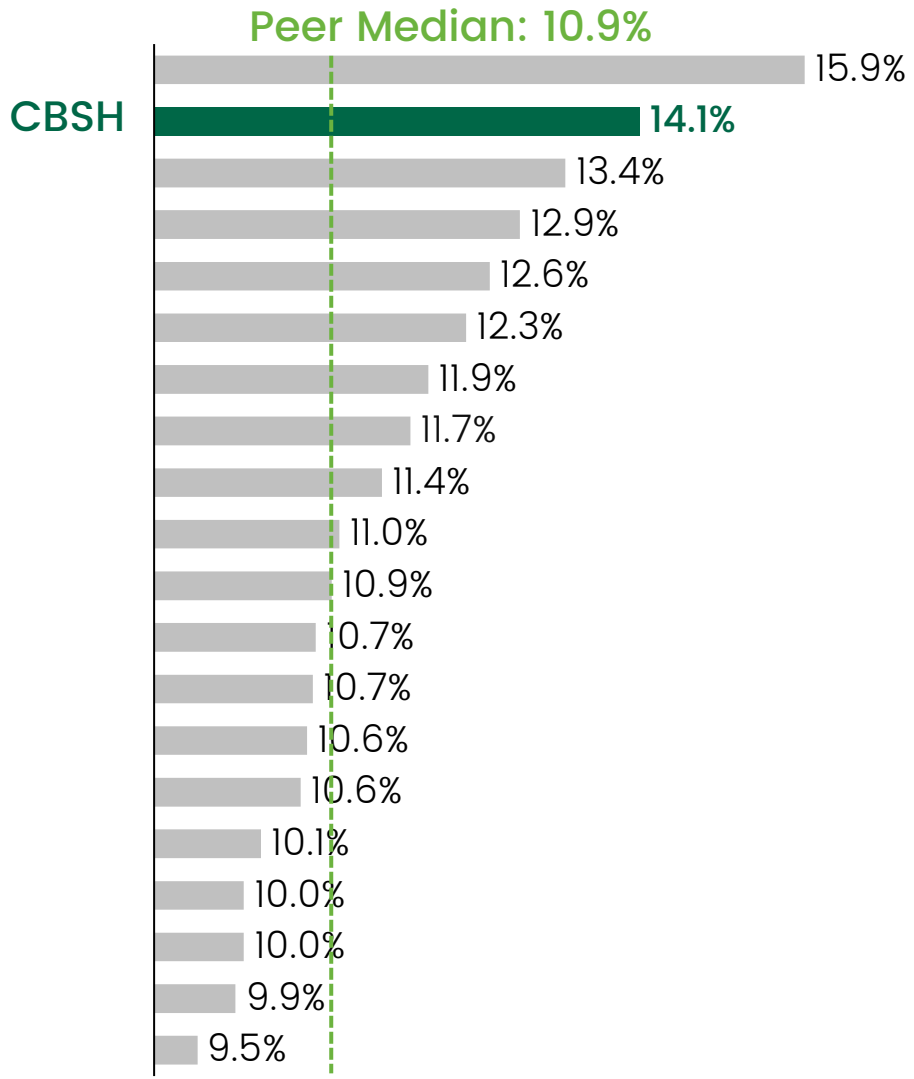
**Return on Average Assets**




*Source: S&P Global Market Intelligence, data as of 12/31/2022*
*Peer Banks include: ABCB, ASB, BOKF, CFR, FNB, FULT, HWC, ONB, OZK, PB, PNFP, SFNC, SNV, SSB, UMBF, UMPQ, UBSI, VLY, WTFC*

# SOUND CAPITAL AND LIQUIDITY POSITION

## Tier 1 Risk-Based Capital Ratio[1]




## Loan to Deposit Ratio

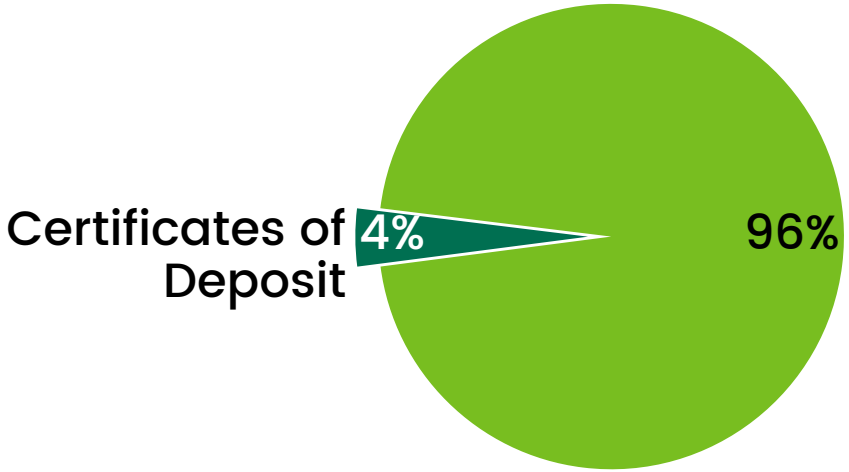
Large, stable deposit base

**Core Deposits**
**$25.2 Billion[2]**

**60%** Commerce — Average Loan to Deposit Ratio[3]

**83%** Peer Average — Average Loan to Deposit Ratio[1]

## Total Deposits



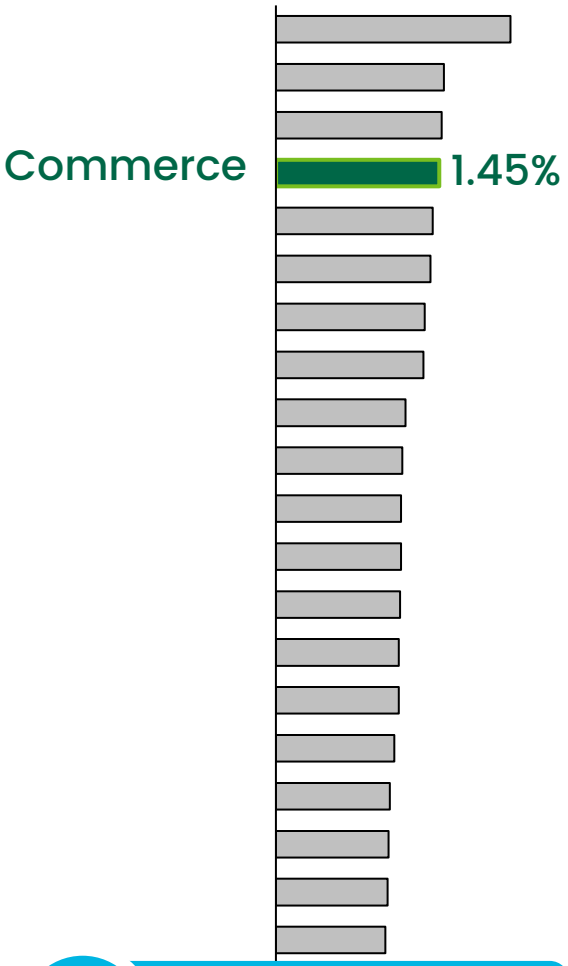

**Core Deposits**
- Non-Interest Bearing
- Interest Checking
- Savings and Money Market

*[1]S&P Global Market Intelligence, Information as of December 31, 2022*
*[2]Period-end balances, as of December 31, 2022*
*[3]Includes loans held for sale, for the quarter ended December 31, 2022*

# COMPARISONS VS. PEERS

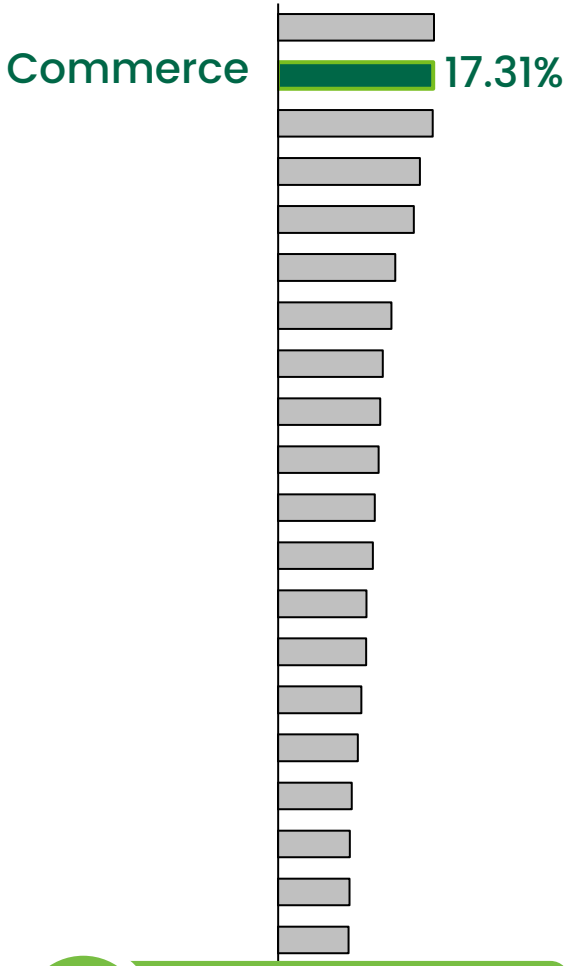
YTD Dec 2022

## Return on Average Assets



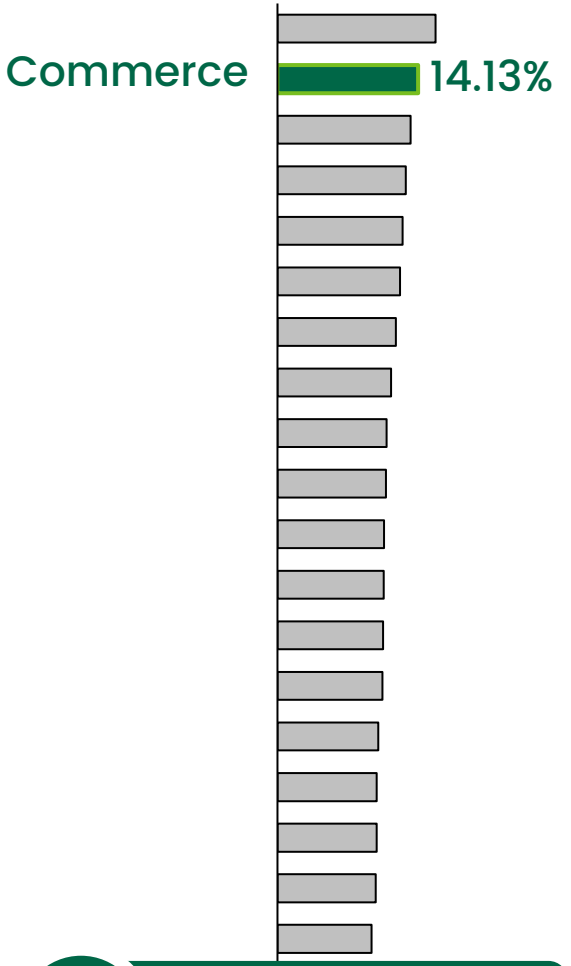

**4th highest** return on assets

## Return on Average Common Equity



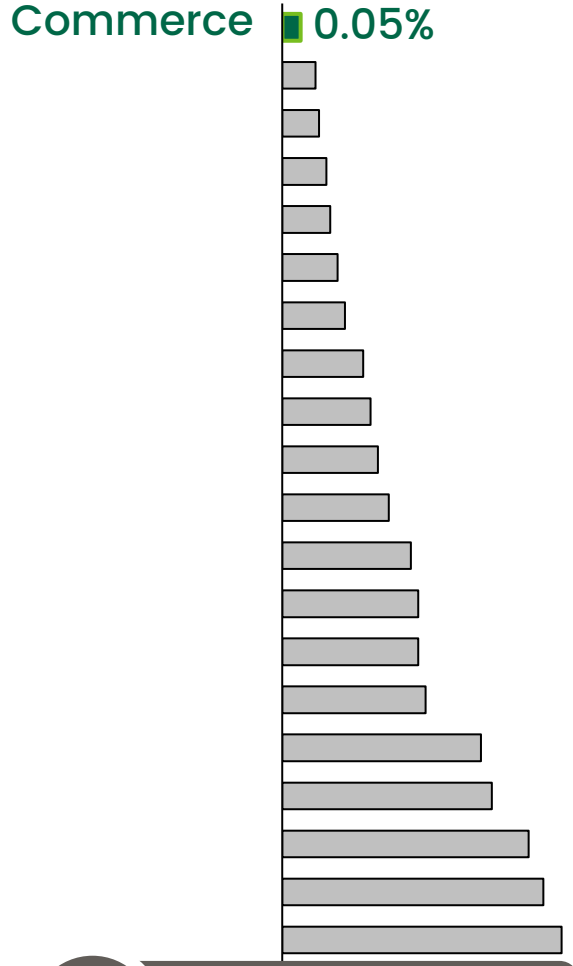

**2nd highest** return on equity

## Capital




**2nd highest** capital ratio

## Troubled Loans / Total Loans




**Lowest level** of troubled loans

*Metrics 3 and 4 include Tier 1 Capital and Non-Accrual Loans /Total Loans*
*Source: S&P Global Market Intelligence, peers YTD 12/31/2022*
*Peer Banks include: ABCB, ASB, BOKF, CFR, FNB, FULT, HWC, ONB, OZK, PB, PNFP, SFNC, SNV, SSB, UMBF, UMPQ, UBSI, VLY, WTFC*

# FINANCIAL HIGHLIGHTS QTD MARCH 31, 2023

| $ millions (except EPS) | 1Q2022 | 1Q2023 | % change |
|---|---|---|---|
| Net Income attributed to Commerce | $118 | $120 | 1% |
| Return on Average Assets | 1.33% | 1.54% | 16% |
| Return on Average Equity | 14.4% | 18.8% | 31% |
| Efficiency Ratio | 60.3% | 57.5% | 5% |
| Average Loans | $15,223 | $16,404 | 8% |
| Average Deposits | $29,350 | $25,249 | (14)% |
| Diluted EPS* | $0.92 | $0.95 | 3% |

1Q 2023 earnings release available at investor.commercebank.com

*Per shares figures have been restated for 5% stock dividend distributed in December 2022

# LIQUIDITY AND CAPITAL HIGHLIGHTS

## Liquidity / Borrowing

- $1.3B of cash at Federal Reserve Bank (FRB) at Q1.
- $1.5B in Federal Home Loan Bank (FHLB) advances at Q1.
- No borrowings from Federal Reserve lending facilities during Q1.
- Increased borrowing capacity in Q1 from $8.0B at Q4 to $9.2B.
- AFS debt securities portfolio duration of 3.9 years.
- Cash flows from maturities and paydowns of approximately $2.7B expected over the next twelve months.
  - AFS debt securities of $2 billion
  - Securities purchased under agreements to resell of $700 million

## Deposits

- Average loan to deposit ratio of 65%.
- Seasonal deposit runoff in January occurred in line with expectations.
- Uninsured deposits[2] of 32% of total deposits at Q1.
- Largest industry segment commercial deposit concentration was 5.1%[1] of total deposits.

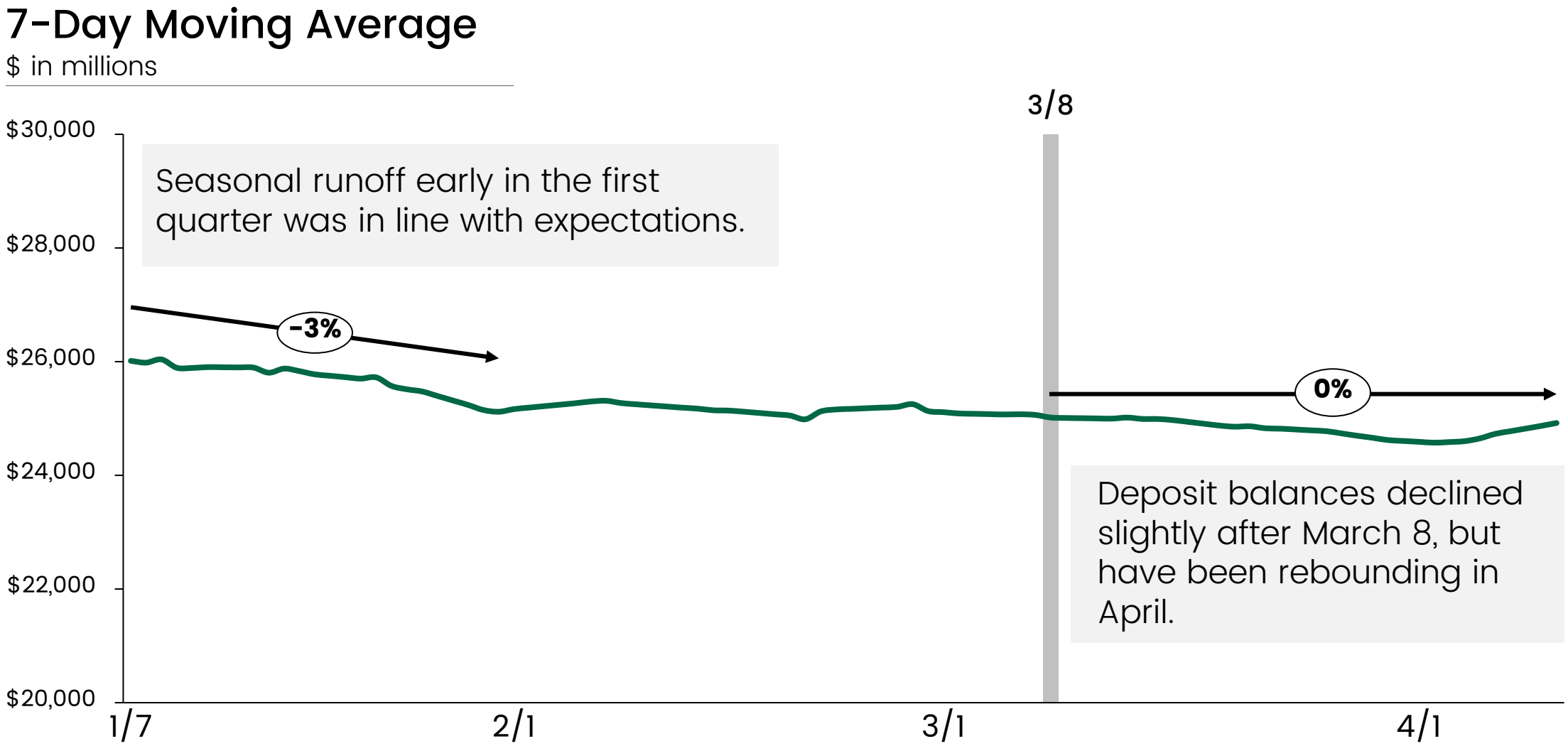
## Capital

- TCE/TA of 7.92%, an increase of .60% over Q4. Tier 1 leverage at 10.61%.
- AOCI declined 13% from $1.1B at Q4 to $940MM at Q1.
- No Held-To-Maturity securities.

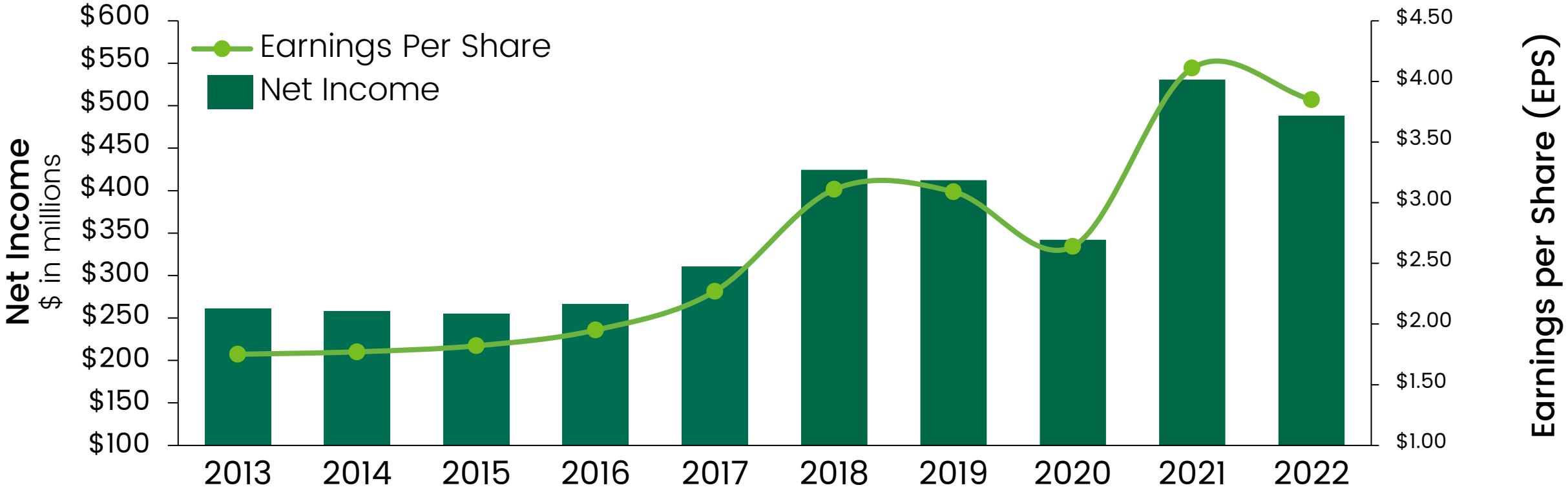
*[1]Largest commercial deposit sector (Finance and Insurance) includes affiliate deposits.*
*[2]Excludes affiliate and collateralized deposits*

# DEPOSIT TRENDS – YTD 2023

*January 1, 2023 – April 10, 2023*



# LONG-TERM VIEW: NET INCOME AND EARNINGS PER SHARE




| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|---|---|---|---|---|---|
| Dividends per share | $0.55 | $0.58 | $0.61 | $0.64 | $0.67 | $0.74 | $0.86 | $0.93 | $0.95 | $1.01 |

***EPS REMAINS STRONG***

***2023 MARKS THE 55TH CONSECUTIVE YEAR OF DIVIDEND GROWTH [1]***

*All data has been restated for 5% stock dividend distributed in December 2022*
*Net Income represents Net Income Available to Common Shareholders*
*[1] Based on 1Q2023 declared dividend*

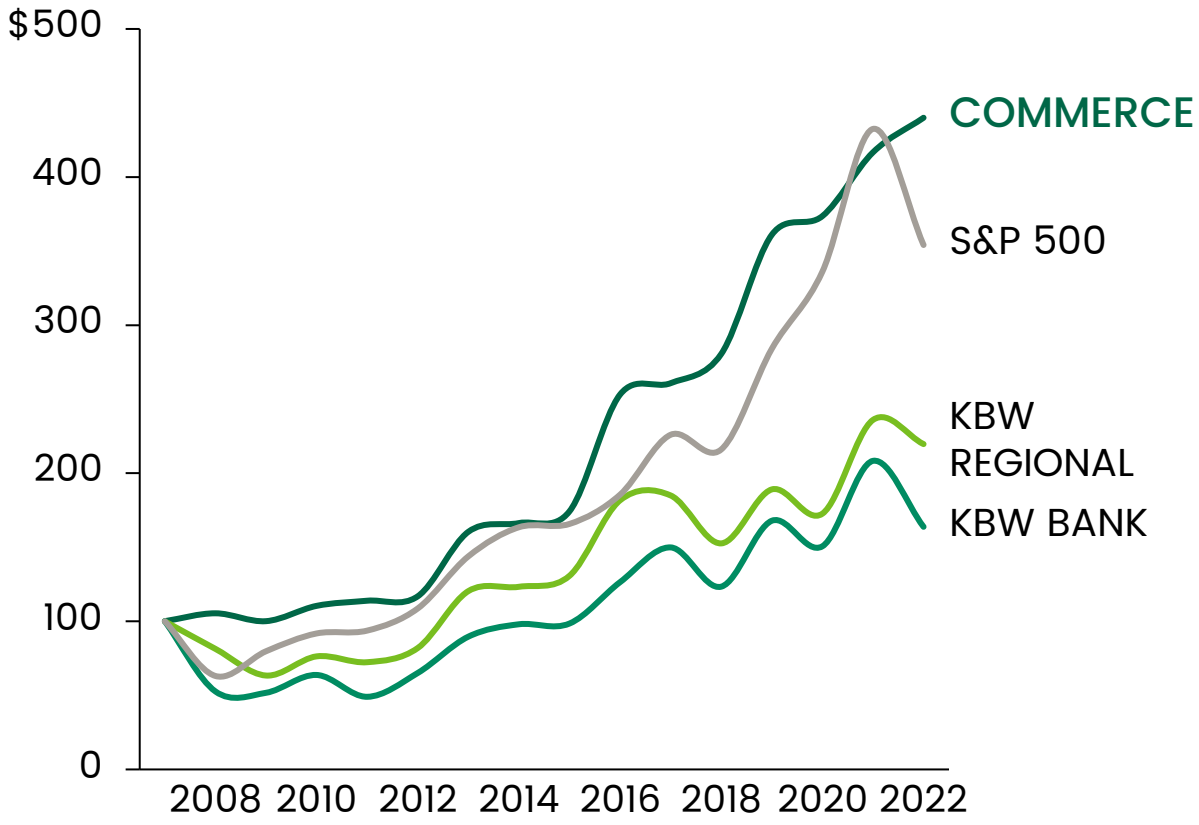
Commerce Bancshares, Inc.

# STEADY SHAREHOLDER RETURNS

as of December 31, 2022

## Total Shareholder Returns

Indexed, 12/31/2007 = $100




## Annualized Comparison Total Shareholder Returns




| | 1 Year | 3 Year | 5 Year | 10 Year | 15 Year |
|---|---|---|---|---|---|
| CBSH | 5.6% | 6.8% | 11.0% | 14.2% | 10.4% |
| KBW REGIONAL | -6.9% | 5.1% | 3.5% | 10.4% | 5.4% |
| KBW BANK | -21.4% | -.8% | 1.8% | 9.7% | 3.3% |
| S&P | -18.1% | 7.6% | 9.4% | 12.5% | 8.8% |

***Consistent, positive returns to shareholders***
***Significant outperformance relative to banks over long period***

*Source: Bloomberg; data as of 12/31/2022*

Commerce Bancshares, Inc.