

2021 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT

Activating our Purpose, Mission, and Values



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A Letter from Our CEO



At Cass Information Systems, our corporate purpose, mission, vision, and values comprise a framework that has always supported our efforts to be responsible to the environment, attentive to social issues, and committed to sound governance. I am excited to present our inaugural Environmental, Social, and Governance (ESG) report highlighting the various activities and initiatives that Cass has undertaken to make the Company a place where our employees are proud to work, as well as to provide long-term value to our shareholders, stakeholders, and the community at large.

This report is a way to celebrate our proud 115-year culture and the beliefs that support our ESG efforts. We also recognize that we can and must strive to continually improve these efforts. We remain focused on the long term when evaluating our success, and we always avoid shortcuts. This is true from both a financial perspective and ESG perspective.

We believe that ESG is a journey and, as such, are committed to updating this report annually. The data in this report reflects those areas that are most important to our business. When evaluated collectively, we believe this data provides a good basis for evaluating our success on ESG matters and highlighting ways to get better.

We are proud of our history and believe we have a strong foundation on ESG matters. Our goal is to grow further in these efforts as we continue to create greater value through our actions as a business. I hope that you find this report useful, and I thank you for your support and belief in the future success of Cass.

Sincerely,

ERIC H. BRUNNGRABER

Chairman, President and Chief Executive Officer

About this Report

Cass Information Systems, Inc. ("Cass" or the "Company") provides payment and information processing services to large manufacturing, distribution, and retail enterprises across the United States. The Company's services include freight invoice rating, payment processing, auditing, and the generation of accounting and transportation information. Cass also processes and pays facility-related invoices, which include electricity and gas as well as waste and telecommunications expenses, and provides telecom expense management solutions.

We operate facilities in Ohio, Kansas, South Carolina, Florida, Colorado, and Missouri in the United States. We also have office space in Breda, Netherlands; Basingstoke, United Kingdom, and Singapore.

Cass solutions include a B2B payment platform for clients that require an agile fin-tech partner. We also offer an online platform that provides generosity services for faith-based and non-profit organizations. The Company's bank subsidiary, Cass Commercial Bank (the "Bank"), supports the Company's payment operations. The Bank also provides banking services to its target markets, which include privately owned businesses and faith-based ministries in the St. Louis metropolitan area as well as other select cities in the United States.

This report is not comprehensive. It should be read in conjunction with the Company's 2021 Annual Report on Form 10-K — in particular, the Risk Factors section — and with other reports filed by Cass with the Securities and Exchange Commission.

Cass at a Glance

TOTAL ASSETS
\$2.5B

TOTAL REVENUE
\$154M

MARKET CAP
\$540M

GLOBAL SERVICE LOCATIONS
○ — ●

Bridgeton, Missouri, USA
HEADQUARTERS
St. Louis, Missouri, USA

Columbus, Ohio, USA

Greenville, South Carolina, USA

Jacksonville, Florida, USA

Basingstoke, Hampshire

Breda, Netherlands

Sao Paulo, Brazil

Singapore

How Cass Creates Value

At Cass, we provide the means to accept highly diverse inputs spanning paper, digitized documents, digital data, and data feeds in multiple formats.

We turn unstructured inputs into structured and actionable information, typically around financial transactions but also including supporting data elements for auditing purposes.

We support client/vendor relationships, inserting highly qualified business experts and industry specialists into the conversation.

We are the trusted third party, validating pricing and contractual agreements.

We are recognized by the high level of service we provide, while processing millions of these transactions and billions of dollars accurately, on time, and in a cost effective, safe, and secure manner.

We also provide payment and financing solutions in conjunction with these services and to customers of Cass Commercial Bank.

Business Unit	Services	Customers	Value Created
Freight Audit and Payment	Solutions that enable best practices in transportation spend management, including invoice processing and payment, complex accounting support, and delivering actionable business intelligence	Multinational corporations	Empowering customers to understand, control, and optimize transportation costs.
Facility Expense Management Services	Processing and payment of customers' invoices for electricity, gas, water, and waste, plus more than 50 other facility-related expenses	Fortune 1000 retail and commercial, large industrial entities, multi-family owners and REITs	Providing clients accurate utility usage and cost data to make informed risk management and expense management decisions in any economic situation.
Telecom, Mobility, and Cloud Expense Management	Outsourced, value-added solutions for telecom expense management (TEM), managed mobility services (MMS), and cloud expense management	Global 2000 Companies	Reducing and optimizing operating expenses; enabling clients to maintain purchasing controls and compliance with vendor contracts, regulations, and business policies.
Integrated Financial Solutions (IFS)	Financial solutions for Fintechs who initiate or receive high volumes of B2B, C2B, and B2C payments. IFS also evaluates new business opportunities to leverage Cass's competencies in payment management.	Fintechs	Improved transparency, ease in funding or receiving payments, and superior reconciliation reporting.
Cass Commercial Bank	Customized financial services	National-level customers include faith-based ministries and McDonald's restaurant franchises. Local-level customers include privately owned businesses in the greater St. Louis area. Additionally, Cass Bank provides operating and risk management services to the parent company.	Developing trusted advisor relationships with commercial and faith-based clients. Additionally, the bank supports the parent organization in achieving its goals by managing the corporate interest-earning assets, performing risk management, and providing sophisticated financial exchange and operating services.
Gyve Generosity Services	Resources, tools, vision, and coaching that enable faith-based organizations to increase membership generosity	Faith-based organizations	Empowering customers to generate the financial wherewithal to fulfill their missions and more meaningfully impact their communities.



FREIGHT AUDIT AND PAYMENT

Multinational corporations rely on Cass to provide increasingly sophisticated solutions that enable **best practices in transportation spend management**. Cass processes and pays invoices, supports complex accounting needs, and delivers actionable business intelligence. In addition, working capital programs designed for clients and their carrier partners help both parties improve working capital levels.

We empower our customers to understand, control, and optimize their transportation costs. Clients achieve value in four primary ways: **cost avoidance** achieved through invoice audits, **increased efficiency** through outsourced business processes, **working capital improvements** supported by customized payment solutions, and **better decision-making** enabled by actionable information.



FACILITY EXPENSE MANAGEMENT SERVICES

Cass processes and pays customers' invoices for electricity, gas, water, and waste, plus more than 50 other facility-related expenses. We excel at providing accurate data, lightning fast bill turnaround, flexible funding, and general ledger integrations.

On behalf of our clients, we process **more than \$1 billion** in monthly spend across one million active utility accounts.

Clients rely on accurate utility usage and cost data to make informed risk management and expense management decisions in any economic situation. Cass's value offering begins with the **bill payment process** itself, which strips costs from the accounts payable process. The rich data captured from invoices is presented in a business analytics portal, where energy and sustainability managers can pinpoint opportunities for procurement, demand management, sustainability initiatives, and more.

Cass is the bill processing and data management partner behind the solutions of many of the world's leading energy management firms.



TELECOM, MOBILITY, AND CLOUD EXPENSE MANAGEMENT

Cass delivers outsourced, value-added solutions for telecom expense management (TEM), managed mobility services (MMS), and cloud expense management to Global 2000 companies who wish to **gain effective cost controls and management** of their voice, data, mobile, and cloud infrastructure environments.

Clients choose Cass's telecom and cloud management solutions to achieve multiple cross-functional objectives. First and foremost is every client's desire to reduce and optimize operating expenses. Today's work-from-home reality has created a specific interest in gaining a clear view of the cost to support each employee, wherever their workplace. Operationally, clients **gain needed visibility to all aspects of their telecom, mobile and cloud environments** so they can manage them effectively. We also enable our clients to maintain purchasing controls and compliance with vendor contracts, regulations, and business policies. Often, the data we deliver helps them identify gaps in information security compliance related to employee mobility.



INTEGRATED FINANCIAL SOLUTIONS

The Cass Integrated Financial Solutions (IFS) group develops and markets solutions for Fintechs who initiate or receive high volumes of B2B, C2B, and B2C payments. IFS also **evaluates new business opportunities** to leverage Cass's competencies in payment management.

Our clients leverage the combination of our sophisticated platform and payment processing abilities to achieve **improved transparency, ease in funding or receiving payments, and superior reconciliation reporting** all at a lower cost per transaction—and lower total cost of ownership—than other options.



CASS COMMERCIAL BANK

Cass Commercial Bank provides customized financial services products, on a national level to faith-based ministries and McDonald's restaurant franchises, and on a local level to privately owned businesses in the greater St. Louis area. Additionally, **Cass Commercial Bank provides operating and risk management services** to the parent company.

Cass Commercial Bank clients **rely on our value-added approach** to banking partnerships that leads to trusted advisor relationships with commercial and faith-based clients. Additionally, the bank supports the parent organization in **achieving its goals by managing the corporate interest-earning assets**, performing risk management, and providing sophisticated financial exchange and operating services.



GYVE GENEROSITY SERVICES

Gyve Generosity Services provides the resources, tools, vision, and coaching that enable faith-based organizations to **increase membership generosity**, thus allowing them to generate the financial wherewithal to fulfill their God-given missions and more meaningfully impact their communities. By combining biblical principles, industry best practices, and the unique needs of faith-based organizations, **Gyve makes generosity simple.**

Using the Gyve platform, faith-based organizations can offer their members six new, modern methods for charitable giving. **Users of the downloadable app can donate by texting**, creating a recurring or one-time gift, and through a unique feature called Roundup. Lobby kiosks and payment for events are also features in the platform. Combine these features with **donor analytics and generosity coaching**, and the Gyve platform shines compared to its competitors.

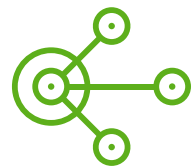
Corporate Purpose

Our corporate purpose is to create value for our stakeholders by providing best-in-class financial, payment, and information management services and by ensuring a strong foundation for future growth and service opportunities.



FOR OUR CLIENTS

...we will take a service-oriented approach that makes them a priority, is based upon understanding their needs, honors our commitments, and ultimately meets or exceeds clients' service expectations.



FOR OUR EMPLOYEES

...we will provide a harassment-free environment that prioritizes diversity, inclusion, and the respect and dignity of all. We will focus on teamwork, participation, and support to enhance opportunities for personal and career growth. We will provide appropriate balance between our employees' work and family demands, as well as compensation and benefits that attract, retain, and reward our employees for helping us to achieve our purpose.



FOR OUR SHAREHOLDERS

...we will maintain a strong financial condition to protect and enhance their investment. We will strive to produce earnings that are consistent with those earned by other well-managed companies with a strong emphasis on sound corporate governance.



FOR OUR COMMUNITY

...we will support local civic and charitable endeavors that align with our values, foster respect for the ethical and moral treatment of all people; and support the pursuit of personal and spiritual growth. We will provide programs that encourage our employees to participate in such endeavors.

In pursuing our purpose, we strive to act with the highest degree of honesty, integrity, and compassion for our stakeholders. Our purpose is rooted in the following principles:



We are proud of our history and believe we have a strong foundation on ESG matters. Our goal is to grow further in these efforts as we continue to create greater value through our actions as a business.”

ERIC H. BRUNGRABER
Chairman, President and Chief Executive Officer

We believe adhering to these principles will allow us to more effectively achieve our corporate purpose.

Values

To serve. We invest in our employees and technology while maintaining the financial strength to serve as a safe, reliable, and long-term business partner. We strive to conduct our business with honesty, integrity, and the highest degree of character.



To support our values, we:

FOCUS ON CLIENT SERVICE

- We build long-term, valuable relationships with our clients.
- We take initiative in creating solutions that deliver the best value.
- We make doing business easy, rewarding, and enjoyable.
- Our long-tenured employee base develops lasting personal connections with our clients.

CREATE LONGEVITY BY TAKING A LONG-TERM VIEW

- We invest in our people, products, and technology for the long term.
- We are shareholder-driven in our decisions and actions.
- We are committed to families, sustainability, and strong communities.
- We are committed to attracting, developing, and retaining top talent.

ACT WITH INTEGRITY AND COLLABORATE AS ONE TEAM

- We communicate openly, frequently, and candidly.
- We do what is right.
- We enjoy working together and celebrate our successes.
- We hold each other to high ethical standards.
- We encourage fair-minded debate and collectively own the decision once it is made.

CREATE STABILITY BY PRUDENTLY MANAGING RISK

- We maintain high credit standards that are applied consistently.
- We are selective in choosing our clients.
- We go well beyond what is required to be strongly capitalized.
- We are quick to deal with credit quality issues when they occur.

BUILD TRUSTED ADVISOR RELATIONSHIPS

- We listen to understand before we act.
- We offer advice and counsel even when contrary to our clients' goals.
- We deliver on our commitments.
- We trust each other and assume best intentions.
- We treat our clients and each other with respect.

USE EXPERIENCE TO ACHIEVE EXCELLENCE

- We continuously measure and improve.
- We are innovative and agile in response to a changing world.
- We go above and beyond what is expected.
- We use our knowledge and experience to take measured risks.
- We are personally accountable for achieving results.

Governance

Maintaining High Standards for Ethics and Compliance.

Cass is an organization with strong values of responsibility and integrity. Our Code of Conduct and Business Ethics contains general guidelines for conducting business with the highest ethical standards. These documents are available at [Highlights | Cass Information Systems, Inc.](#)

We have established procedures for employees and others to confidentially and anonymously report concerns related to instances of corporate fraud, unethical business or personal conduct, questionable accounting, internal accounting controls, financial reporting or auditing matters, violations of state or federal law, and violations of company policy. We believe our employees have a responsibility to evaluate allegations of suspected wrongdoing and report

such allegations to the appropriate parties. We encourage employees or any other concerned parties to make such reports in order to strengthen our efforts to eliminate wrongdoing and to encourage a positive work environment of honest and ethical behavior.

We provide an Ethics Hotline for anonymous reporting of suspected wrongdoing or unethical behavior. We ensure that any individual who files a report will not suffer retaliation. All reports to this hotline are directed to an independent firm, which then assigns the report to Internal Audit and/or Human Resources. The Chairman of the Audit Committee is also alerted of the report to ensure that it is investigated appropriately and expeditiously.

We did not incur any monetary losses in 2021 with respect to legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws and regulations.



[View our Governance Highlights documents](#)

BOARD OF DIRECTORS

The size of the Company's Board is currently set at 10 directors, each of whom is elected for a three-year term. All directors bring to the Board a wealth of executive leadership experience derived from their service as corporate executives. Each director also possesses individual qualifications and skills that contribute to the Board's effectiveness. We believe a three-year term supports our objectives of building and maintaining the cohesiveness of the Board, maintaining a high level of expertise and insight, and building organizational knowledge and memory.

Nine of the Company's ten directors are considered independent as defined in the Nasdaq listing standards. The committees of the Board consist solely of independent directors.

As of February 2022, the Board consists of eight men and two women. While there are currently no persons of color on our Board, we are committed to expanding Board diversity in the short term and are actively seeking diverse candidates.

BOARD OVERSIGHT

The Board oversees and guides the Company's management and business affairs, including ESG efforts. Committees support the role of the Board on issues that benefit from consideration by a smaller, more focused subset of directors. All committee members are elected by and serve at the pleasure of the Board. The Board sets the tone for the ethical standards and performance of management, employees, and the Company as a whole. The Board has adopted Corporate Governance Guidelines, [available here](#), that capture the long-standing practices of the Company as well as current corporate governance best practices.

The Company has adopted a Code of Conduct and Business Ethics policy that applies to all Company directors, executive officers, and employees. This policy can be [viewed here](#).



As of February 2022, the Board consists of eight men and two women.

Board Committee Responsibilities

COMPENSATION COMMITTEE

- Approves, evaluates, and administers the compensation plans, policies, and overall programs of the Company
- Recommends annual retainer fees, Board and committee meeting fees, and terms and awards of stock compensation for non-management directors
- Establishes and administers the Company's executive compensation program and related benefits
- Annually reviews corporate goals and objectives relative to the CEO's compensation as a basis for determining the CEO's compensation level
- Reviews and approves salary levels and incentive stock compensation for executive officers of the Company and approves incentive stock compensation for other members of management as recommended by the CEO
- Periodically engages compensation specialists to help design or modify components of the overall compensation program and to provide comparison data of compensation at other organizations with which the Company competes for executive management talent

AUDIT COMMITTEE

- Oversees the accounting and financial reporting processes of the Company and audits of its financial statements
- Appoints, determines funding for, and oversees the independent registered public accountants for the Company
- Meets with and coordinates communications between the independent registered public accountants and other corporate officers to review and participate in matters related to corporate financial reporting and accounting procedures and policies
- Reviews financial information provided to shareholders and others
- Assesses the adequacy of financial and accounting controls
- Oversees implementation of new accounting standards
- Evaluates the scope of audits of independent registered public accountants and reports the results of such reviews to the Board
- Assists the Board in its oversight of the performance of the Company's internal auditors and meets with the internal auditors on a quarterly basis to review the scope and results of their work
- Together with the full Board, oversees risks related to data protection and cybersecurity, including receiving reports from the Company's CIO on data protection and cybersecurity matters and strategies

NOMINATING AND CORPORATE GOVERNANCE COMMITTEE

- Identifies and recommends individuals qualified to become members of the Board
- Develops and addresses corporate governance principles and issues applicable to the Company
- Oversees efforts to expand diversity of the Board
- Evaluates overall Board performance
- Assesses the independence of Directors
- Evaluates the performance of the Company relative to corporate governance matters

APPROACH TO EXECUTIVE COMPENSATION

We believe that the skill and dedication of executive officers and other management personnel critically affect the Company's long-term success in meeting its objectives and fostering growth and profitability. We have designed our executive compensation programs to:

- Attract and retain highly talented leaders
- Reward performance in accordance with results
- Provide an incentive for future performance
- Align executives' long-term interests with those of our shareholders

For more information on executive compensation, please refer to our Proxy Statement at [Overview | Cass Information Systems, Inc.](#)



We have designed our executive compensation programs to attract and retain highly talented leaders.

OWNERSHIP OF CASS STOCK

Our CEO must receive approval from the Lead Director of the Board of Directors before selling shares of the Company's stock. Other named executive officers must consult with the CEO and CFO, who further consult with the General Counsel, before selling shares of the Company's common stock. Except under special circumstances, such as financial hardship, approval to sell is not given if such sale would result in holdings of less than five times base salary in the case of the CEO or less than three times base salary in the case of other named executive officers.

Directors of the Company are not allowed to sell Company stock until retirement.

RISK MANAGEMENT MEASURES

We take a very conservative and long-term stance on managing risk. We manage risk in a way that balances the interests of our customers, employees, and investors while also protecting our overall financial stability.

We manage many risks on a day-to-day basis, including market (interest rates), cyber/information security, liquidity, operational, compliance, credit, legal, strategic and reputational risks. To effectively manage these risk categories, we work to maintain a strong risk culture, which includes acting with integrity.

Our overall risk management structure is designed to help identify and monitor various risks. We have formed various committees to handle risk identification and monitoring and provide updates to the Risk Management Committee and Board of Directors. Our risk management committee structure is as follows:

- Board of Directors
- Audit Committee
- Enterprise Risk Management Committee
- Asset Liability Management Committee
- Portfolio Management (Credit) Committee
- Executive Information Technology Council



We take a very conservative and long-term stance on managing risk. We manage risk in a way that balances the interests of our customers, employees, and investors while also protecting our overall financial stability.

In addition, we believe in the three-lines-of-defense framework for risk management. Cass employees regularly undergo various training courses, including:

- Security Awareness Fundamentals
- External Phishing
- Fraud Awareness

Cass Commercial Bank employees are also required to complete the following training annually:

- Bank Secrecy Act and Anti-Money Laundering
- Information Security
- Customer Information Privacy

INFORMATION SECURITY AND DATA PRIVACY

We realize that the rapidly changing nature of technology demands a comprehensive security policy to address information systems, technology, and data, whether electronic or physical, that is owned or controlled within Cass. Our Information Security Policy addresses the following domains of security:

- Physical security, or the premises occupied by Cass employees
- Security and Risk Management, or the various frameworks, policies, principles, standards and training established for the protection of information and the assessment of that protection
- Asset security, or the concepts, principles and standards we use to monitor and secure our assets and the associated controls
- Security engineering, or the design, implementation, monitoring, and operating systems; equipment networks; applications; and associated controls
- Communications and network security, including network design and protection; the establishment of secure communication channels; and the prevention and mitigation of network attacks
- Identity and access management, including access control physical and logical assets and the identification and authentication of people and devices
- Security assessment and testing, including strategies to ensure the security state of the organization and its products
- Security operations, or the protection and control of information-processing assets and the activities required to keep security services operating reliably and efficiently
- Software development security, or the use of secure coding practices and the implementation of security controls throughout the software development cycle.

We take adherence to this policy seriously and require regular training on information security requirements. In addition, we conduct monthly phishing campaigns to test our teammates' overall attention to external threats and to educate them on the importance of always being aware.

We did not have any data breaches during 2021 and did not incur any monetary losses associated with user privacy. The Cass Privacy Statement, which addresses the privacy of our customers' information, is [available here](#).

We also ensure our data privacy policies adhere to the requirements of the General Data Protection Regulation (GDPR) and California Consumer Privacy Act (CCPA). We consistently monitor best practices and emerging legal and regulatory developments in data privacy and information security to ensure that Cass meets the highest standards of compliance in these areas.



We take adherence to this policy seriously and require regular training on information security requirements. In addition, we conduct monthly phishing campaigns to test our teammates' overall attention to external threats and to educate them on the importance of always being aware.

CAPITAL REQUIREMENTS

We are subject to various regulatory capital requirements administered by federal banking agencies. From a prudent risk management perspective, we manage our regulatory capital ratios at levels well above the requirements to be considered well-capitalized. This philosophy has allowed us to thrive for more than 115 years and withstand periods of economic distress, from the Great Depression to the Great Recession to impacts of the COVID-19 pandemic. In addition, our strong capital levels warrant the confidence of our customers, shareholders, and bank regulatory agencies.

To the right is an illustration of the Company's regulatory capital ratios as of December 31, 2021, compared with the requirements plus the capital conservation buffer in Basel III.

Ratio	CIS	Basel III
Common equity tier 1 capital to risk-weighted assets	14.11%	7.00%
Tier 1 capital to risk-weighted assets	14.11%	8.50%
Total capital to risk-weight assets	14.86%	10.50%
Tier 1 capital to adjusted average assets	9.21%	5.00%

CREDIT

We pride ourselves on maintaining a strong balance sheet with a low overall level of credit risk. Over the previous five years, we have not incurred a net loan charge-off nor realized any losses in our investment securities portfolio for credit-related reasons. Our strong balance sheet supports our payment processing business and provides confidence to our customers, shareholders, and bank regulatory agencies.

Of our total commercial and industrial loan portfolio of \$370.2 million at December 31, 2021, \$189.1 million, or 51.1%, are to franchise restaurants. Other industries comprising more than 5% of our commercial and industrial loan portfolio include professional, scientific, and technical services, 8.7%, construction, 7.9%, manufacturing, 7.5%, and trade, 5.1%.

A total of \$26.4 million are considered small business loans with a balance less than \$1 million. Because of the uniqueness of our Bank, specializing in commercial banking, we have less than \$1 million of personal loans.

LIQUIDITY

We seek to ensure that funds are available to fulfill all payment obligations related to invoices as they become due and to meet depositor withdrawal requests and borrower credit demands. Our Asset Liability Management (ALCO) Committee directly oversees our liquidity position and profile. As with our philosophy on capital, we maintain sufficient liquidity on our balance sheet, in the form of cash and investment securities, as well as off the balance sheet in the form of unsecured and secured lines of credit to meet our liquidity needs.

At December 31, 2021, our on-balance sheet liquidity consisting of cash and cash equivalents and investment securities totaled \$514.9 million and \$673.5 million, respectively, or 46.5% of our total assets collectively. In addition, we have various secured and unsecured lines of credit with third party-financial institutions, as disclosed in our Form 10-K.

BUSINESS CONTINUITY

We have a Business Continuity Plan (BCP) that allows for Cass to continue to operate in a business disruption event such as COVID-19. The BCP is a joint effort between our Information Technology Department and our various divisions and other corporate teams.

Our BCP coordinates recovery of critical business functions in the event of a facilities (office building) disruption or disaster. This can include short- or long-term disasters or other disruptions, such as pandemics, fires, floods, earthquakes, explosions, terrorism, tornadoes, extended power interruptions, and hazardous chemical spills.

Key components of the BCP include:

- Critical Incidents – Threats or potential disruptions which could trigger the implementation of some or all parts of the BCP. Critical incidents are broken into four categories: natural disaster, security failure, human failure, and critical infrastructure failure. Examples could include severe weather, cybersecurity-related disruptions, robberies, or utility failures.
- Plan Structure – A framework for addressing the Critical Incidents identified above. This structure is in place to assist the Company in managing the identified threats and responding to disruptions in an efficient and organized fashion. This component of the BCP contains sub-sections which highlight notification processes, roles and responsibilities of various teams, and processes and procedures for ensuring that the BCP is sound and current.
- Recovery Approach – Provides alternative sites where business processing can be resumed as well as the resumption plans and procedures to be followed by the various business continuity teams in the event of a disruption.
- Pandemics – This component addresses the unique business challenges created by a pandemic.
- Security – A framework for maintaining robust physical and information security protocols to help prevent a threat from occurring or safeguard associates and assets when a critical incident has occurred.
- Change Controls – The BCP is an evolving document reflecting the current organization structure inclusive of the Company's people, processes, and systems. For the BCP to remain current, controls must be in place to ensure that organizational changes are captured in the planning process and documentation.
- Remote Access – In the event of a disaster or other critical incident, associates with remote access may be able to work from somewhere other than their primarily assigned location. Because timing is so critical when a disruption occurs, remote access also allows associates to communicate with each other and with business systems from anywhere, at any time, and in a secure fashion.
- Financing Recovery Efforts – The Company maintains certain levels of insurance and cash reserves to finance the recovery of its business following a disruption or disaster. The Company also maintains a Contingency Funding Plan, updated annually, to address a variety of business continuity scenarios, including economic crises.



We update the BCP through a comprehensive process at least annually. We also conduct testing of the BCP at least annually. Individual business continuity resumption plans are tested through a company-wide disaster recovery exercise.



Social

Throughout our 115-year history, Cass has always sought to create a positive impact in society through the Company's internal practices and external outreach. Our efforts to conduct business in a socially responsible manner extend from how we support and empower our employees to the contributions we make in our local communities.

BENEFITS

We are committed to providing highly competitive benefits that help attract, motivate, and retain a high level of talent. These include:

- 401(k) retirement savings accounts with a company match ranging from 6%-9%
- Flexible spending and health savings accounts
- Employee, supplemental, and dependent life insurance
- Short and long-term disability
- Family and medical leave
- Tuition reimbursement programs
- Medical, dental, and vision plans
- Time off for COVID-19 shots
- Paid personal time off
- Paid holidays
- Flexible work schedules
- Employee assistance program, including counseling, coaching, and online programs
- Profit sharing

COMPANY 401(k) MATCH

401(k) retirement savings accounts with a company match ranging from 6%-9%

PROFIT SHARING PLAN

As a strong, successful company founded in 1906, Cass is deeply committed to providing exceptional service to its customers. This requires a strong personal commitment from each member of the Cass team. We nurture this commitment by enabling our team members to share in the Company's overall success through our Profit Sharing Plan.

Cass developed the plan more than 50 years ago as a motivator for each employee to produce superior results. Employees receive a cash incentive based on Cass's profits, providing a supplement on top of their base salary.

DIVERSITY, EQUITY, AND INCLUSION

In pursuing our corporate purpose, we adhere to principles to ensure we act with the highest degree of honesty, integrity, and compassion for our stakeholders. These principles include striving to prioritize diversity, equity, and inclusion (DEI) within a work environment that fosters creativity and respect for differences.

We recognize the benefits of building a corporate culture that promotes DEI to foster unique ideas and ways of thinking. In pursuit of our overall DEI vision, we focus on:

- Cultivating an environment that encourages collaboration, flexibility, and fairness to enable all employees to contribute to their full potential
- Promoting diversity in our talent management and succession planning processes and employee development programs
- Ensuring leadership commitment in facilitating the Company's DEI efforts.

During February 2022, we created a DEI Committee. The DEI committee was formed after a thorough process of determining a charter and will help us facilitate meeting and expanding our DEI vision. The committee members are passionate about DEI efforts and represent our various business divisions and corporate departments.

We are intently focused on increasing the diversity of our overall workforce, particularly in our Leadership Council and management-level positions. In support of these efforts, we are partnering with a

third party to source diverse candidates. These sourcing efforts include college outreach programs to diverse campuses, automatic scraping of all Cass job openings to hundreds of job diversity websites, and partnership with local agencies in our markets. At Dec. 31, 2021, the demographics of our workforce were as follows:

- Our Leadership Council, consisting of 15 of our highest management members, is composed of 4 women and no persons of color.
- Out of our total workforce of 1,108, 70% are women and 22% are persons of color.
- Our workforce consists of 876 full-time and 232 part-time employees. We also have 41 contract employees.

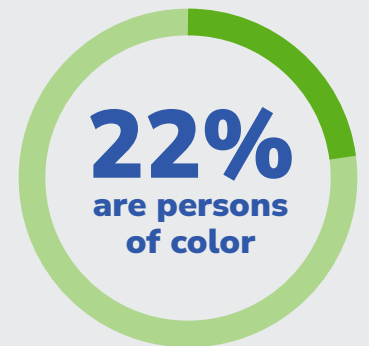
Cass adheres to an Affirmative Action Plan (AAP) in which we track progress on diversity for minorities, females, veterans, and individuals with disabilities.

All Company leaders have participated in formal diversity training, and broader employee training is scheduled for 2022.

OUR LEADERSHIP COUNCIL IS:



OUR WORKFORCE IS:



All Company leaders have participated in formal diversity training, and broader employee training is scheduled for 2022.

EMPLOYEE TURNOVER RATE

Our turnover rates increased in 2021 as compared to 2020. Our voluntary turnover rate was 21% in 2021 compared to 12% in 2020, and our involuntary turnover rate was 1.8% in 2021 as compared to 1.5% in 2020.

CHARITABLE GIVING

Cass has a strong history of giving back to our communities. For 2020, Cass Commercial Bank (Bank) ranked No. 4 among small firms in the St. Louis Business Journal's recognition of the area's largest corporate philanthropists. During 2021, we contributed more than \$500,000 to various charitable organizations in our community.

The Company also fosters employee involvement in charitable causes by supporting organizations with which our employees have a relationship. One such charity is the Foster & Adoptive Care Coalition, which strives to create permanency in children's lives by recruiting and supporting foster and adoptive families in the metropolitan St. Louis region. Mike Normile, our Chief Financial Officer, serves as Treasurer and an Executive Committee Member of this organization. As an adoptive parent, he understands the need for every child to have a place to call home.

Melanie Sheetz, Executive Director, said "We are grateful to Cass for their support during 2021. The support of local companies like Cass greatly enhances our ability to carry out our vision of For Every Child...A Place to Call Home."

Other organizations that Cass and our employees support include Missouri Botanical Garden, Haven of Grace, UCP Heartland, and Access Academies.

Cass is also a long-term supporter of the United Way. During 2021, our employees pledged more than \$56,000 and the Company pledged an additional \$38,000.

BANK OUTREACH / VOLUNTEERING

The Bank is a full-service financial institution offering commercial banking services. During 2021, Bank employees combined for 650 volunteer hours. Organizations supported through volunteer efforts include organizations where our employees serve as Treasurer and/or participate on the Board of Directors.

HUMAN RIGHTS

We support fundamental human rights and are committed to fair, ethical, and responsible business practices in our dealings with employees, customers, vendors, and other parties. Our approach to protecting and preserving human rights is guided by the United Nations Universal Declaration of Human Rights. This declaration can be found at: [Universal Declaration of Human Rights | United Nations](#).

We offer equal employment opportunities to all and seek to ensure a safe workplace for our employees.



We are grateful to Cass for their support during 2021. The support of local companies like Cass greatly enhances our ability to carry out our vision of For Every Child...A Place to Call Home."

MELANIE SHEETZ
Executive Director

4TH

among small firms in the St. Louis Business Journal's recognition of the area's largest corporate philanthropists for 2020

\$500K+

contributed in 2021

\$94K

pledged to United Way in 2021. \$56K was pledged by Cass employees while \$38K was pledged by the Company



COMMUNITY REINVESTMENT

As part of our corporate purpose, we believe strongly in community reinvestment. The Bank earned a Satisfactory rating on its most recent exam for Community Reinvestment Act compliance, which measures how well we provide banking services and access to credit to all communities in which we do business.

SUPPORTING OUR CUSTOMERS

Like most banks, when the Paycheck Protection Program (PPP) was announced, we didn't have much time to ensure our valued clients received the funds they needed to withstand the economic hardship of the COVID-19 pandemic. Our employees banded together to process 341 loans totaling \$172.9 million during the first round of PPP and 112 loans totaling \$39.7 million during the second round. Many of our customers are faith-based institutions, which badly needed this assistance to partially offset the impact of people not being able to attend church services and donate funds in person.

We also continued to build out our generosity platform, Gyve, in 2021. Gyve provides nonprofit institutions with a platform to solicit donations through rounding up credit and debit card purchases, facilitating recurring and one-time gifts, text-to-give, online campaigns, and kiosks. This functionality was especially important amid the COVID-19 pandemic as in-person donations declined dramatically. Nonprofits used Gyve to educate donors on alternative ways to support their organizations. During 2021, \$47 million was donated by users of the Gyve platform to various nonprofit institutions.

ANTI-HARASSMENT AND ANTI-DISCRIMINATION

We are committed to maintaining a positive, welcoming work environment for all Cass employees. We do not tolerate discrimination or harassment based on actual or perceived race, color, religion, sex (including pregnancy, sexual orientation, gender expression, or gender identify), national origin, age, disability, marital status, genetic information (including family medical history), medical condition, veteran status, or any other protected characteristic under applicable law. All employees receive training to support the Company's stance against harassment of any kind.



During 2021, \$47 million was donated by users of the Gyve platform to various nonprofit institutions.

HEALTH AND SAFETY OF OUR EMPLOYEES

To help ensure a safe workplace for all employees, we have implemented the following safety protocol:

- Reporting of all occupational injuries and illnesses, regardless of severity, to a supervisor within 24 hours and to Human Resources immediately thereafter
- Drug- and alcohol-free workplace policy
- Prohibition of violence in the workplace
- Emergency action plans to maintain employee safety at each location

We also established several policies to support the health and wellness of our employees during the COVID-19 pandemic, including:

- Limiting access to our facilities to minimize employees' exposure
- Completing daily health screenings for employees on-site
- Requiring face masks in public areas, or as local orders mandate
- Conducting enhanced cleaning and sanitation of our facilities

In addition, we encouraged employees to work remotely for their health and well-being. While we have recently allowed employees to safely come back to work, we continue to support remote work options on a full-time and part-time basis.

We are also committed to supporting employees' health and wellness. We offer webinars and resources at no cost as part of our Employee Assistance Program.

Environmental

We take numerous actions every day to promote environmental sustainability. Our efforts produce results that are good for our own business and employees as well as for our customers, shareholders, and communities.

DIGITAL TRANSFORMATION TO REDUCE PAPER USE

We believe in minimizing paper consumption and recycling the paper that we do use. All of our offices have recycling bins. In 2021, our Columbus office saved the equivalent of 689 trees by shredding and recycling paper.

CEO Eric Brunngraber sets the tone for our Company on reducing paper consumption and waste. An early adapter of an entirely electronic office, Eric also initiated company mandates to remove all paper from our invoice processing activities. Our employees follow Eric's example.

Also, the Bank recently implemented a paperless credit underwriting process. This new process eliminates the need for printed credit files and enhances employees' ability to work remotely.

OUR ENERGY AND EMISSIONS FOOTPRINT

We take strong actions to reduce the Company's overall energy consumption. While most of our employees worked from home in 2021, we remained vigilant about monitoring energy consumption in our office locations.

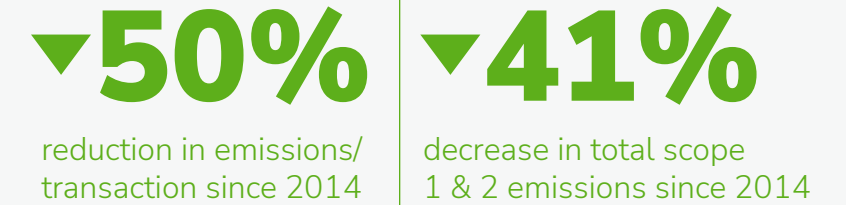
Throughout our history, we have kept our physical plant and equipment at minimal levels. With a higher percentage of our workforce being either fully remote or in a hybrid office/remote arrangement, we are shrinking our corporate square footage by transitioning to hoteling offices. We believe this will further reduce energy consumption.

REDUCING ELECTRONIC WASTE

Electronic waste has created a significant environmental problem in recent years due to the sheer volume of devices that get discarded. As technology improves and each device is upgraded with additional features, the older versions become obsolete. When these devices are tossed into a landfill, they can emit toxic chemicals which are then released into the air and the groundwater.

Recycling e-waste helps prevent environmental pollution, and goods made from recycled materials require less water and energy to produce. This process also recycles natural resources like copper, silver, and aluminum.

To minimize the amount of e-waste generated by Cass and our employees, we have partnered with local recycling companies at each of our locations to recycle as much of our decommissioned electronics as possible. We also conduct semi-annual recycling drives and encourage our employees to bring in electronic devices and cables to dispose of, at no charge to them.



2020 SCOPE 1& 2 EMISSIONS MT CO2e PER TRANSACTION

2014	2015	2016	2017	2018	2019	2020	2021
.000048	.000045	.000043	.000033	.000029	.000029	.000025	.000024

EMISSIONS

We calculate and track emissions for all of our owned facilities, which include our Bridgeton, MO and Columbus, OH locations where we process and pay our transportation and facility invoices. We track Scope 1, 2, and 3 emissions.

The Company's Scope 1 and Scope 2 greenhouse gas emissions come from the purchased electricity and natural gas used in our facilities. The majority of the emissions are from purchased electricity. Scope 1 emissions in 2021 totaled 183 metric tons CO2e, a decrease of 4% compared with 2020. Scope 2 emissions in 2021 totaled 1,368 metric tons CO2e, an increase of 1% from 2020.

Cass continues to benefit from an extensive 2017 retrofit of our Columbus office that significantly reduced electricity consumption. The retrofit included an upgrade to LED lighting throughout the facility.

Payment and billing processing form the core of our business operations. The ratio of our greenhouse gas emissions to our processing volume provides a relevant year-over-year intensity measurement of Cass' ability to grow our business without increasing our emissions. We continue to improve in this metric.



Cass provides solutions and resources which enable seamless, accurate management of our utility data to ENERGY STAR®. Their ongoing efforts have been a critical step in helping us achieve energy and water savings benchmarks toward collaborations such as Stewards of Affordable Housing for the Future (SAHF)'s Big Reach Initiative.”

STEVE EBRIGHT

Manager, Energy & Capital Planning at National Church Residences

SUPPORTING OUR CUSTOMERS

Cass assists with our customers' increasing need for energy and water utility data to meet their sustainability goals. We provide actionable data to support corporate energy and emission reduction targets, corporate sustainability reporting, state and local building benchmarking laws, global climate-change related expectations, and greenhouse gas emission quantification. We offer customers the detailed utility, freight, and waste data necessary for calculating their carbon footprints and for their energy, emissions, and waste management. This includes capturing and sharing multiple data points from each invoice we process.

Steve Ebright, Manager, Energy & Capital Planning at National Church Residences said “Cass provides solutions and resources which enable seamless, accurate management of our utility data to ENERGY STAR®. Their ongoing efforts have been a critical step in helping us achieve energy and water savings benchmarks toward collaborations such as Stewards of Affordable Housing for the Future (SAHF)'s Big Reach Initiative.”

Our partner network consists of the United States' foremost energy procurement and management companies. These companies combine the data we deliver with their expertise to perform successful analyses. One example is the benchmarking through ENERGY STAR®, which offers facility managers the opportunity to measure their building's energy use against that of peers. Buildings that earn a score of over 75 on a 1-100 scale may be eligible to become ENERGY STAR® certified.

The energy and water data that Cass provides to our customers and partners also facilitates the mandatory ENERGY STAR® benchmarking required by more than 30 state and local jurisdictions in the United States. The data also supports sustainability reporting to various organizations.

We offer customers instant access to their greenhouse gas emission data through our online portal, eCO2Trak. Customers can get immediate access to their CO₂, CH₄, N₂O, and CO₂e data for four major fuel types.

One national corporation utilizing Cass for consolidated utility bill payment, said “the flexibility of the Cass platform allows us to summarize energy consumption and directly calculate our Scope 1 & 2 carbon emissions.” According to this customer, “Cass's pre-built and custom reports also allows us to view the data in a variety of different formats, which streamlines external sustainability reporting initiatives.”

Our waste expense management business has also designed an environmental sustainability program for businesses who are looking to create one or to improve upon their current program.

Vendor service capabilities, geographic footprint, site-specific design limitations, education, and cost-of-service are just a few of the real-world business challenges that businesses must navigate as they seek to implement or improve upon a corporate recycling initiative. The Cass High Performing sustainability program helps our clients implement

best practices, create standardization processes to ensure compliance, and mitigate risks through education and data collection.

For example, we assisted a leading national telecommunications company that had set a recycling goal of 50% diversion. A portfolio-wide waste assessment revealed more than 200 sites that lacked recycling receptacles. Working directly with the client and multiple haulers, we were able to source and place the equipment needed to help achieve the client's diversion goal.

We were also able to help a leading national retailer address the challenge of recycling various store accessories by implementing a new diversion program that resulted in a more than 70% diversion rate from landfills.

In addition, the Bank helps customers convert what would otherwise be paper checks to electronic funds transfers and virtual card transactions. During 2021, the Bank processed 16.0 million ACH and 238,000 card transactions on behalf of customers, many of which would otherwise be paper checks.



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