



November 7, 2024

# BancAnalysts Association of Boston Conference 2024

## **John Stern**

Senior Executive Vice President and Chief Financial Officer

## **Stephen Philipson**

Senior Executive Vice President, Wealth, Corporate, Commercial, and Institutional Banking

# Forward-looking statements and additional information

The following information appears in accordance with the Private Securities Litigation Reform Act of 1995:

This presentation contains forward-looking statements about U.S. Bancorp. Statements that are not historical or current facts, including statements about beliefs and expectations, are forward-looking statements and are based on the information available to, and assumptions and estimates made by, management as of the date hereof. These forward-looking statements cover, among other things, future economic conditions and the anticipated future revenue, expenses, financial condition, asset quality, capital and liquidity levels, plans, prospects and operations of U.S. Bancorp. Forward-looking statements often use words such as “anticipates,” “targets,” “expects,” “hopes,” “estimates,” “projects,” “forecasts,” “intends,” “plans,” “goals,” “believes,” “continue” and other similar expressions or future or conditional verbs such as “will,” “may,” “might,” “should,” “would” and “could.”

Forward-looking statements involve inherent risks and uncertainties that could cause actual results to differ materially from those set forth in forward-looking statements, including the following risks and uncertainties: deterioration in general business and economic conditions or turbulence in domestic or global financial markets, which could adversely affect U.S. Bancorp’s revenues and the values of its assets and liabilities, reduce the availability of funding to certain financial institutions, lead to a tightening of credit, and increase stock price volatility; turmoil and volatility in the financial services industry, including failures or rumors of failures of other depository institutions, which could affect the ability of depository institutions, including U.S. Bank National Association, to attract and retain depositors, and could affect the ability of financial services providers, including U.S. Bancorp, to borrow or raise capital; increases in Federal Deposit Insurance Corporation (FDIC) assessments, including due to bank failures; actions taken by governmental agencies to stabilize the financial system and the effectiveness of such actions; uncertainty regarding the content, timing, and impact of changes to regulatory capital, liquidity and resolution-related requirements applicable to large banking organizations in response to adverse developments affecting the banking sector; changes to statutes, regulations, or regulatory policies or practices, including capital and liquidity requirements, and the enforcement and interpretation of such laws and regulations, and U.S. Bancorp’s ability to address or satisfy those requirements and other requirements or conditions imposed by regulatory entities; changes in interest rates; increases in unemployment rates; deterioration in the credit quality of U.S. Bancorp’s loan portfolios or in the value of the collateral securing those loans; changes in commercial real estate occupancy rates; risks related to originating and selling mortgages, including repurchase and indemnity demands, and related to U.S. Bancorp’s role as a loan servicer; impacts of current, pending or future litigation and governmental proceedings; increased competition from both banks and non-banks; effects of climate change and related physical and transition risks; changes in customer behavior and preferences and the ability to implement technological changes to respond to customer needs and meet competitive demands; breaches in data security; failures or disruptions in or breaches of U.S. Bancorp’s operational, technology or security systems or infrastructure, or those of third parties, including as a result of cybersecurity incidents; failures to safeguard personal information; impacts of pandemics, natural disasters, terrorist activities, civil unrest, international hostilities and geopolitical events; impacts of supply chain disruptions, rising inflation, slower growth or a recession; failure to execute on strategic or operational plans; effects of mergers and acquisitions and related integration; effects of critical accounting policies and judgments; effects of changes in or interpretations of tax laws and regulations; management’s ability to effectively manage credit risk, market risk, operational risk, compliance risk, strategic risk, interest rate risk, liquidity risk and reputation risk; and the risks and uncertainties more fully discussed in the section entitled “Risk Factors” of U.S. Bancorp’s Form 10-K for the year ended December 31, 2023, and subsequent filings with the Securities and Exchange Commission.

In addition, factors other than these risks also could adversely affect U.S. Bancorp’s results, and the reader should not consider these risks to be a complete set of all potential risks or uncertainties. Readers are cautioned not to place undue reliance on any forward-looking statements. Forward-looking statements speak only as of the date hereof, and U.S. Bancorp undertakes no obligation to update them in light of new information or future events.

This presentation includes non-GAAP financial measures to describe U.S. Bancorp’s performance. The calculations of these measures are provided in the Appendix. These disclosures should not be viewed as a substitute for operating results determined in accordance with GAAP, nor are they necessarily comparable to non-GAAP performance measures that may be presented by other companies.

# A trusted partner with a strong foundation

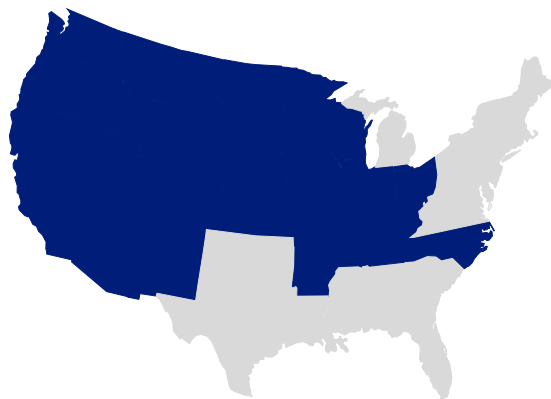
NYSE Traded      USB  
 Founded          1863  
 Market Cap        \$76B

Assets            \$665B  
 Deposits        \$509B  
 Loans            \$374B

Assets Under Management<sup>1</sup>      \$489B  
 Assets Under Custody & Administration<sup>1</sup>      \$11.2T

## Regional

Branch footprint



## National

Capital Markets, Wealth, Commercial Real Estate, Corporate Payment and Treasury Solutions, Retail Payment Solutions, Institutional Client Group, Consumer Credit



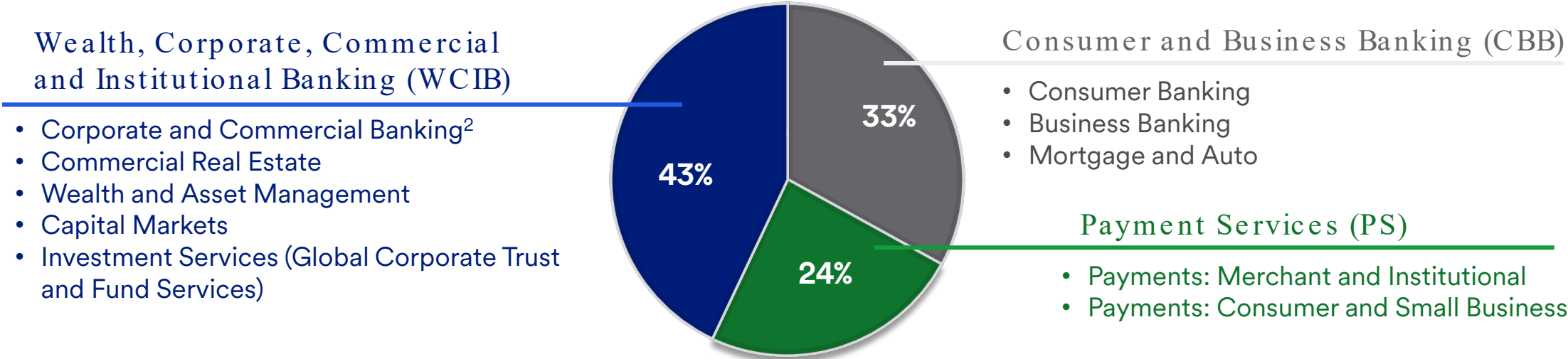
## International

Merchant Payment Services, Investment Services



# Our diversified business mix supports consistent growth

Percentage of total net revenue by business line<sup>1</sup>



## Our clients<sup>3</sup>

<b>~13M</b>	<b>~1.4M</b>	<b>~500K</b>	<b>~45K</b>
<i>Consumers</i>	<i>Businesses</i>	<i>Wealth clients</i>	<i>Corporate and institutional</i>

<sup>1</sup> For the nine months ended September 30, 2024 taxable-equivalent basis. Business line revenue percentages exclude Treasury and Corporate Support. Non-GAAP. See appendix for reconciliation

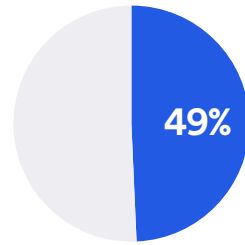
<sup>2</sup> Includes a portion of Treasury Management; <sup>3</sup> Client data as of June 30, 2024

# The strength of our resilient, diversified business mix

## Traditional Loans and Deposits

- Consumer Banking
- Business Banking
- Mortgage and Auto
- Corporate and Commercial Banking
- Commercial Real Estate

% of revenue<sup>1</sup>



Efficient, prudent balance sheet

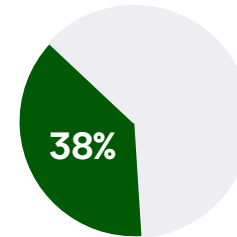
~11% fees

Focused on **capital-efficient growth** and deepening client relationships

## Transaction Services

- Retail Payment Solutions
- Global Merchant Acquiring
- Corporate Payment Systems and Treasury Solutions
- Investment Services

% of revenue<sup>1</sup>



Fee revenue acceleration

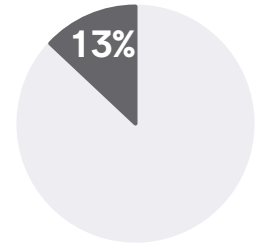
~61% fees

Focused on **money movement** with innovation, convenience, and global reach

## Wealth and Capital Markets

- Wealth and Asset Management
- Capital Markets

% of revenue<sup>1</sup>



Trusted advice

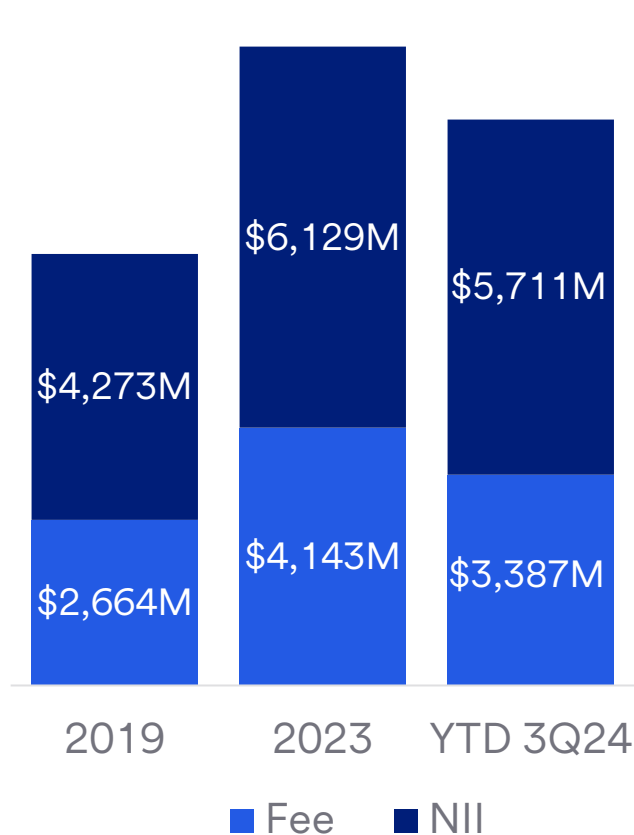
~63% fees

Focused on exceptional **advice**, high-touch service, and trusted relationships

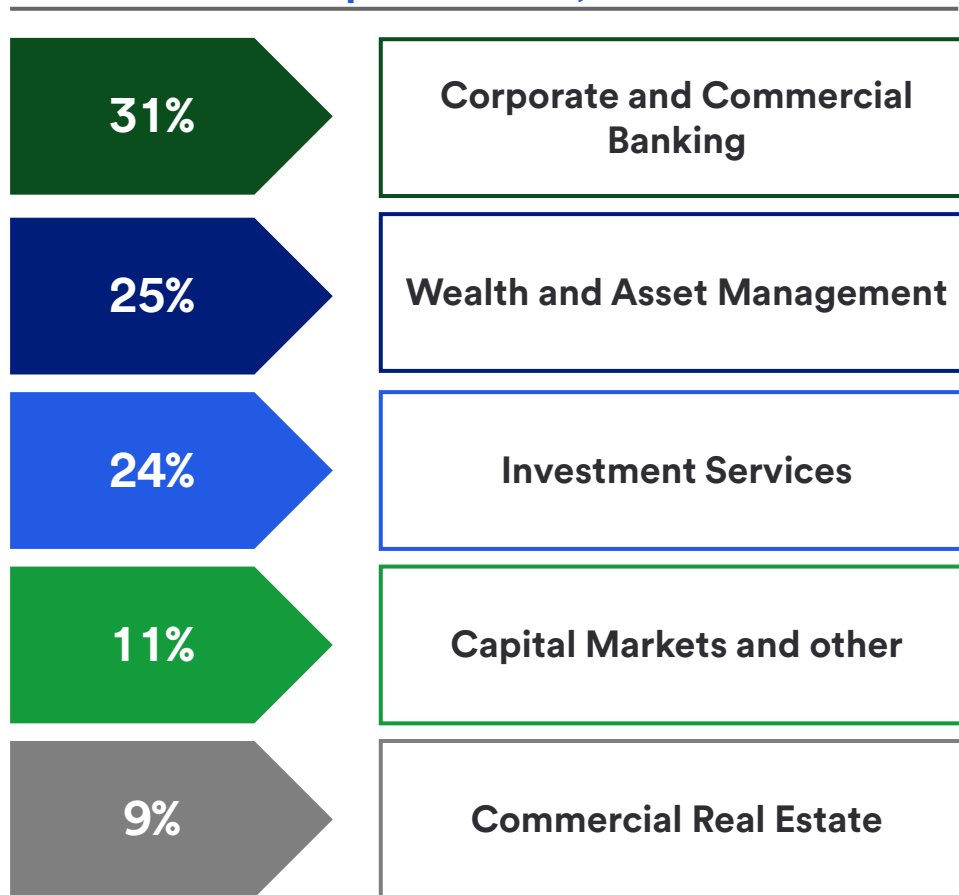


# WCIB has a track record of growth and market leading products

2019 – 2023  
Revenue CAGR: 10.3%



\$9.1B revenue for the nine months ended  
September 30, 2024



## Market leading products

~90%  
Of Fortune 1000 companies  
bank with us<sup>1</sup>

# 1  
J.D. Power ranked  
wealth advisor<sup>2</sup>

# 1  
In corporate trust  
markets we serve<sup>3</sup>




# 4  
Investment grade  
syndicated loans<sup>4</sup>

<sup>1</sup> Fortune and Fortune Media IP Limited are not affiliated with, and do not endorse products or services of, U.S. Bancorp; <sup>2</sup> J.D. Power 2024 U.S. full-service investor satisfaction study released on March 21, 2024 based on investors surveyed from January 2023 – January 2024, who may be working with a financial advisor from U.S. Bank or its affiliate, U.S. Bancorp Investments; <sup>3</sup> US market share data sourced from Greenstreet ABAlert for the ABS/MBS and CLO rankings and Refinitiv for the Corporate and Municipal rankings. Rankings based upon number of deals and volume in dollars. Data as of September 2024; <sup>4</sup> LSEG/LPC as of September 30, 2024, based on number of deals.

# Product depth and breadth for institutional and wealth clients

 *Differentiated products*

### Clients

-  Wealthy individuals  
~500K
-  Government and institutions  
~30K
-  Companies  
~15K

### Reach

-  ~3K wealth advisors and relationship managers
-  National footprint
-  International hubs in Dublin, London, and Luxembourg
-  50 client centers

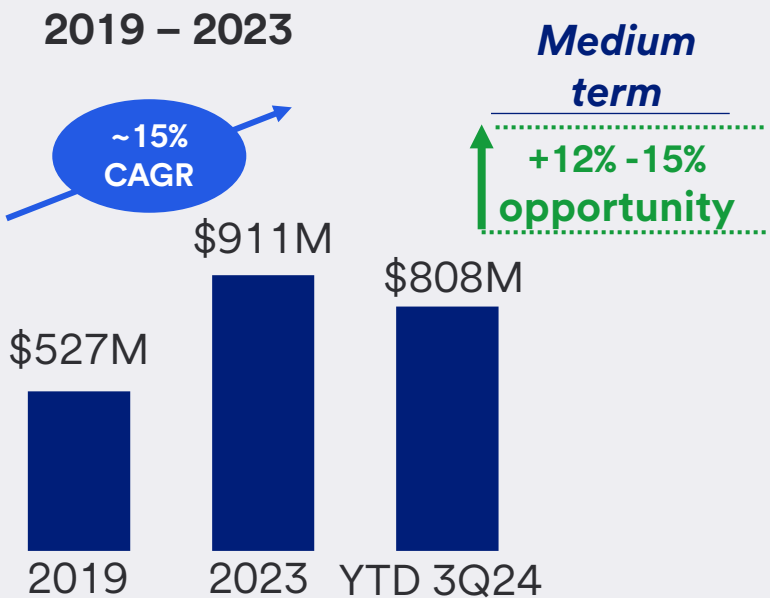
### Products

- Capital markets
- Institutional banking
- Wealth management
- Treasury management
- Asset management
-  **Fund servicing**
-  **Corporate trust**
-  **Custody**

# Unlocking Global Capital Markets opportunities

Driving growth by leveraging our interconnectivity and delivering our broad and expanding product set

## Capital Markets revenue



## Medium term revenue drivers

### Client depth

- Enhanced internal partnerships
- Comprehensive client solutions
- Up-tier strategy

### Product excellence

- Commodities
- ABS/structured credit

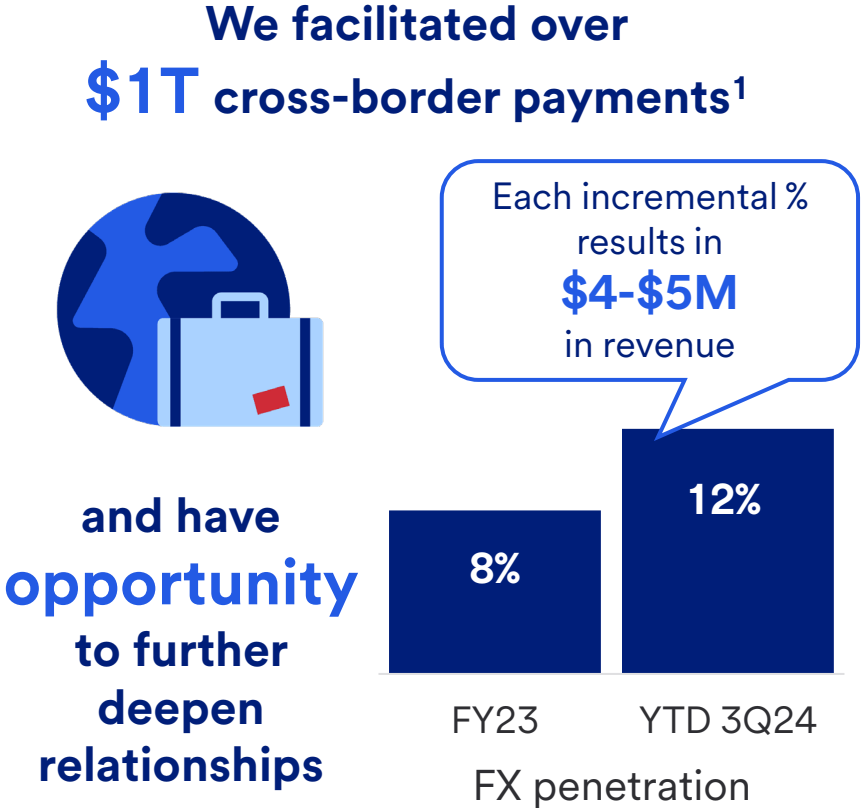
### Expanding reach

- Foreign exchange



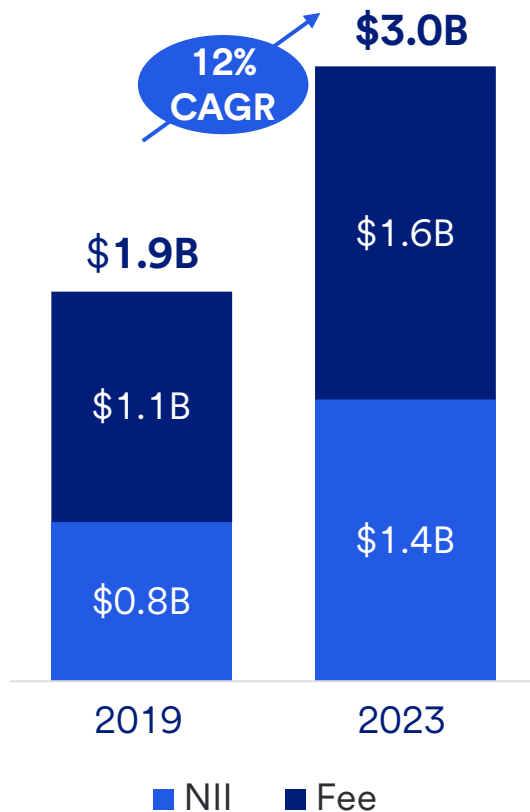
# Integrated solutions with Global Transaction Services (GTS)

Holistically serving clients by leveraging our Treasury Management platforms and Capital Markets capabilities



# Strong Investment Services franchise

## Investment Services revenue



### Franchise includes:

- Global Corporate Trust
- Global Fund Services
- Institutional Trust and Custody



Supporting our clients where they need us (U.S. and Europe)



Dominant position with growing market share



Investments are in steady state

# Our interconnected approach drives enhanced Private Capital opportunities: A client example

How it started<sup>1</sup>  
~\$1.5M annual  
revenue



How it's going<sup>1</sup>  
>\$20M revenue<sup>2</sup>

**Banking**

**Over \$1.5B<sup>2</sup>** committed credit

**Capital  
Markets**

Loan syndication, debt capital markets,  
and foreign exchange hedging fees

**Global  
Corporate  
Trust**

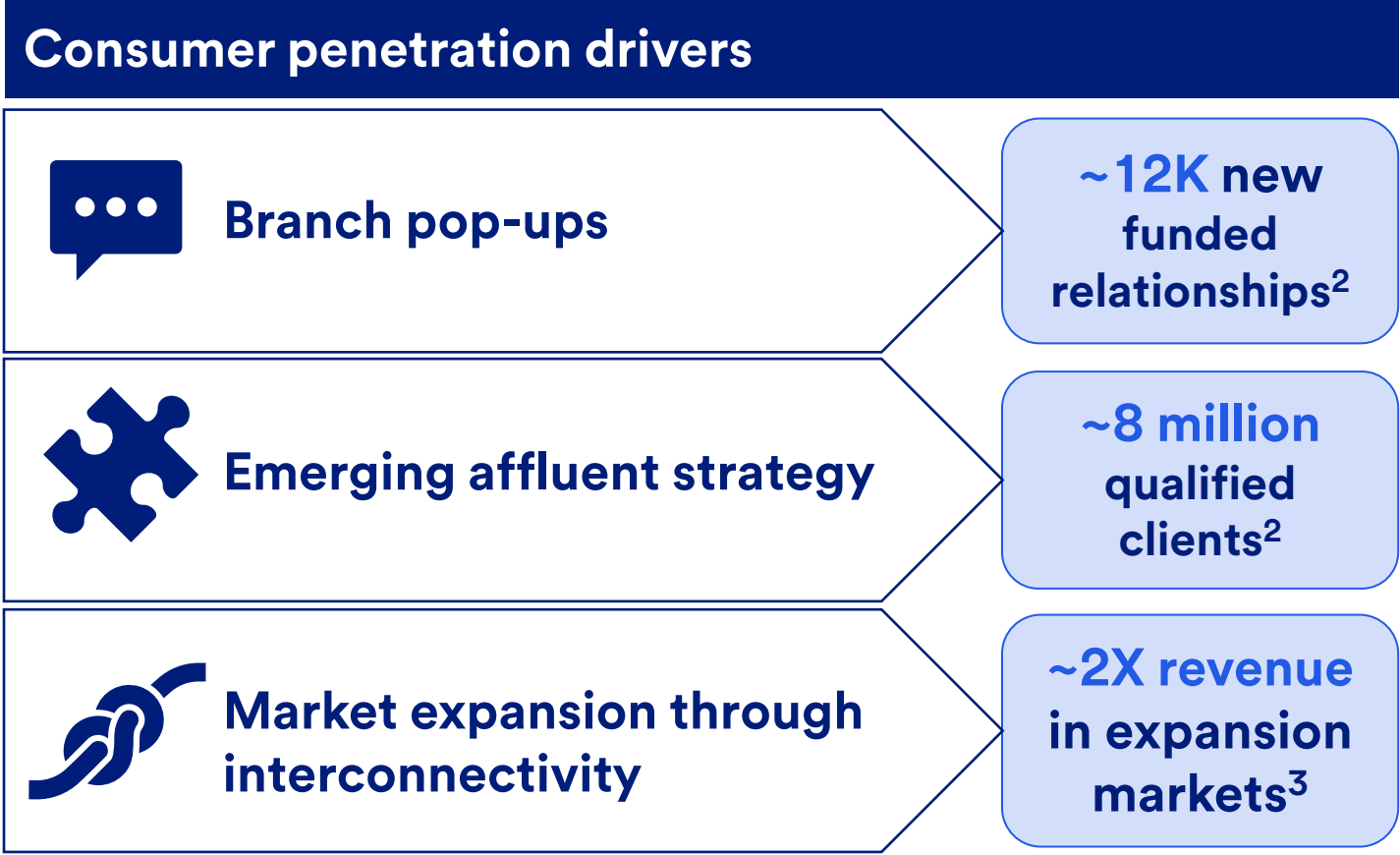
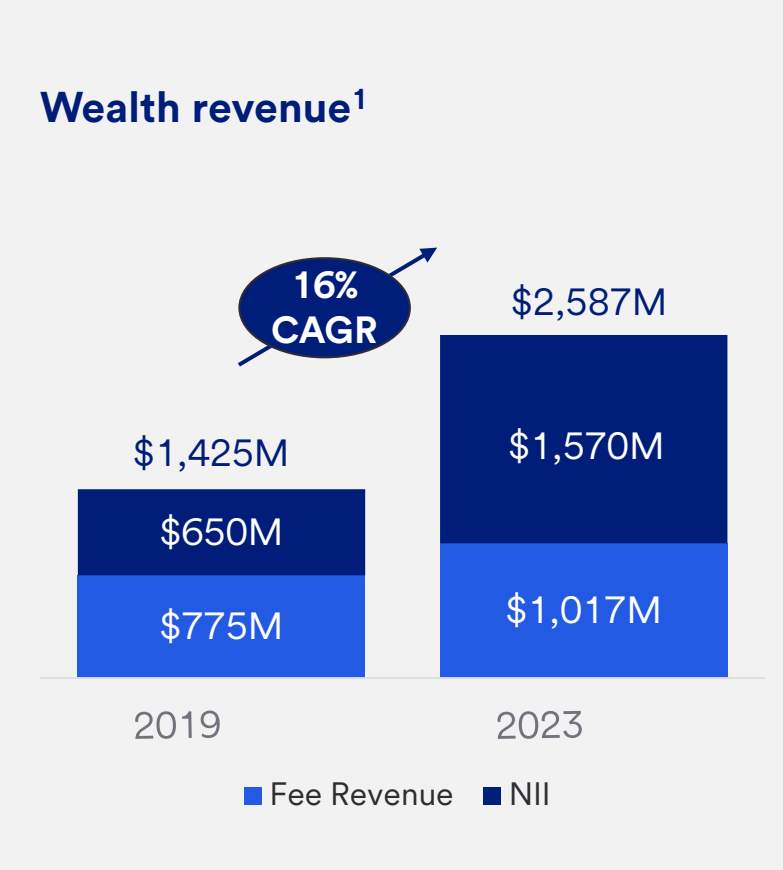
Escrow and trustee for securitization  
vehicles

**Payments**

Corporate Card partnership



# Increasing wealth penetration and connectivity across the company



# In closing

Our growing institutional and wealth franchise is executing at a high level, poised for continued performance

## Growth



*Unique product set and reach drives deeper relationships and growth*

## Interconnectivity



*Complementary businesses providing holistic solutions for our clients*

## Execution



*Focus and momentum on successful execution of our strategies*

# Appendix

# Non-GAAP Financial Measures

(\$ in millions)	Nine Months Ended September 30, 2024
<b>Line of Business Financial Performance</b>	
	Net Revenue
Wealth, Corporate, Commercial and Institutional Banking	\$ 9,098
Consumer and Business Banking	6,976
Payment Services	5,248
Treasury and Corporate Support	(876)
Total Company	20,446
Less Treasury and Corporate Support	(876)
Total Company excluding Treasury and Corporate Support	\$ 21,322

## Percent of Total Company

Wealth, Corporate, Commercial and Institutional Banking	44 %
Consumer and Business Banking	34 %
Payment Services	26 %
Treasury and Corporate Support	(4)%
Total Company	100 %

## Percent of Total Company excluding Treasury and Corporate Support

Wealth, Corporate, Commercial and Institutional Banking	43 %
Consumer and Business Banking	33 %
Payment Services	24 %
Total Company excluding Treasury and Corporate Support	100 %

# Non-GAAP Financial Measures

(\$ in millions)	<b>Nine Months Ended September 30, 2024</b>	
<b>Line of Business Mix Performance</b>	Net Revenue	
Traditional loans and deposits	\$	10,453
Transaction services		8,135
Wealth and capital markets		2,734
Treasury and Corporate Support		(876)
Total Company		20,446
Less Treasury and Corporate Support		(876)
Total Company excluding Treasury and Corporate Support	\$	21,322

## **Percent of Total Company**

Traditional loans and deposits	51 %
Transaction services	40 %
Wealth and capital markets	13 %
Treasury and Corporate Support	(4)%
Total Company	100 %

## **Percent of Total Company excluding Treasury and Corporate Support**

Traditional loans and deposits	49 %
Transaction services	38 %
Wealth and capital markets	13 %
Total Company excluding Treasury and Corporate Support	100 %