



Credit Suisse First Boston Financial Services Conference

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This presentation and corresponding material contain forward-looking statements. Statements that are not historical or current facts, including statements about beliefs and expectations, are forward-looking statements. These statements often include the words “may,” “could,” “would,” “should,” “believes,” “expects,” “anticipates,” “estimates,” “intends,” “plans,” “targets,” “potentially,” “probably,” “projects,” “outlook” or similar expressions. These forward-looking statements cover, among other things, anticipated future revenue and expenses, and the future prospects of the Company. Forward-looking statements involve inherent risks and uncertainties, and important factors could cause actual results to differ materially from those anticipated, including the following, in addition to those contained in the Company’s reports on file with the SEC: (i) general economic or industry conditions could be less favorable than expected, resulting in a deterioration in credit quality, a change in the allowance for credit losses, or a reduced demand for credit or fee-based products and services; (ii) changes in the domestic interest rate environment could reduce net interest income and could increase credit losses; (iii) the conditions of the securities markets could change, adversely affecting revenues from capital markets businesses, the value or credit quality of the Company’s assets, or the availability and terms of funding necessary to meet the Company’s liquidity needs; (iv) changes in the extensive laws, regulations and policies governing financial services companies could alter the Company’s business environment or affect operations; (v) the potential need to adapt to industry changes in information technology systems, on which the Company is highly dependent, could present operational issues or require significant capital spending; (vi) competitive pressures could intensify and affect the Company’s profitability, including as a result of continued industry consolidation, the increased availability of financial services from non-banks, technological developments, or bank regulatory reform; (vii) acquisitions may not produce revenue enhancements or cost savings at levels or within time frames originally anticipated, or may result in unforeseen integration difficulties; and (viii) capital investments in the Company’s businesses may not produce expected growth in earnings anticipated at the time of the expenditure. Forward-looking statements speak only as of the date they are made, and the Company undertakes no obligation to update them in light of new information or future events.

Financial Performance Summary ⁽¹⁾

(\$ in Millions)

	<u>Full Year 2004</u>	<u>Full Year 2003</u>	<u>Percent Change</u>
Net Income	\$4,166.8	\$3,710.1	12.3%
Diluted EPS	\$2.18	\$1.92	13.5%
Net Interest Margin	4.25%	4.49%	
Net Charge-off Ratio	0.63%	1.06%	
Return on Equity	21.4%	19.1%	
Return on Assets	2.17%	1.98%	

(1) Results from continuing operations

Industry Leading Performance Metrics

Full Year 2004

	<u>USB (1)</u>	<u>Peer Median (1)</u>	<u>USB Rank (1)</u>
Return on Assets	2.17%	1.49%	1
Return on Equity	21.4%	15.0%	1
Efficiency Ratio (2)	45.3%	55.9%	1
Net Interest Margin	4.25%	3.66%	2
Tangible Return on Equity (3)	38.3%	26.3%	1
Tangible Return on Assets (3)	2.43%	1.50%	1
Tangible Efficiency Ratio (2)(3)	41.0%	55.9%	1

(1) Results from continuing operations. Peer banks include BAC, BBT, CMA, FITB, KEY, NCC, RF, STI, WB and WFC.

(2) Computed as noninterest expense divided by the sum of net interest income on a taxable-equivalent basis and noninterest income excluding securities gains (losses), net.

(3) Tangible ratios exclude the impact of intangible amortization expense.

Revenue Growth Per Share

Versus The Same Period Of The Prior Year



Peer banks include: BAC, BBT, CMA, FITB, KEY, NCC, RF, STI, WB and WFC.

Source: SNL. Results from continuing operations. Revenue per share excluding securities gains / (losses).



2005 Growth Initiatives

Market Penetration

- ✓ **Consumer Banking:** Automated capability to identify sales and service opportunities at the customer level
- ✓ **Corporate Payment Systems:** Dedicating resources to middle-market relationships
- ✓ **NOVA:** Electronic check processing and gift cards
- ✓ **Private Client Group:** Leveraging the franchise to acquire new business
- ✓ **Retail Payment Solutions:** Increased penetration of checking account customers with U.S. Bank branded credit and debit cards

2005 Growth Initiatives

Product Development

- ✓ **Cash Management:** Unified customer workstation; image-enabled wholesale and retail lock box; suite of check conversion/check electronification products
- ✓ **Corporate Trust:** Master servicing for MBS market
- ✓ **Institutional Trust:** Health Savings Account
- ✓ **Private Client Group:** Enhanced open architecture
- ✓ **Retail Payment Solutions:** Affinity credit and debit card; expanded co-brand capabilities
- ✓ **Transaction Services:** ATM delivered prepaid cellular phone minutes; prepaid card processing

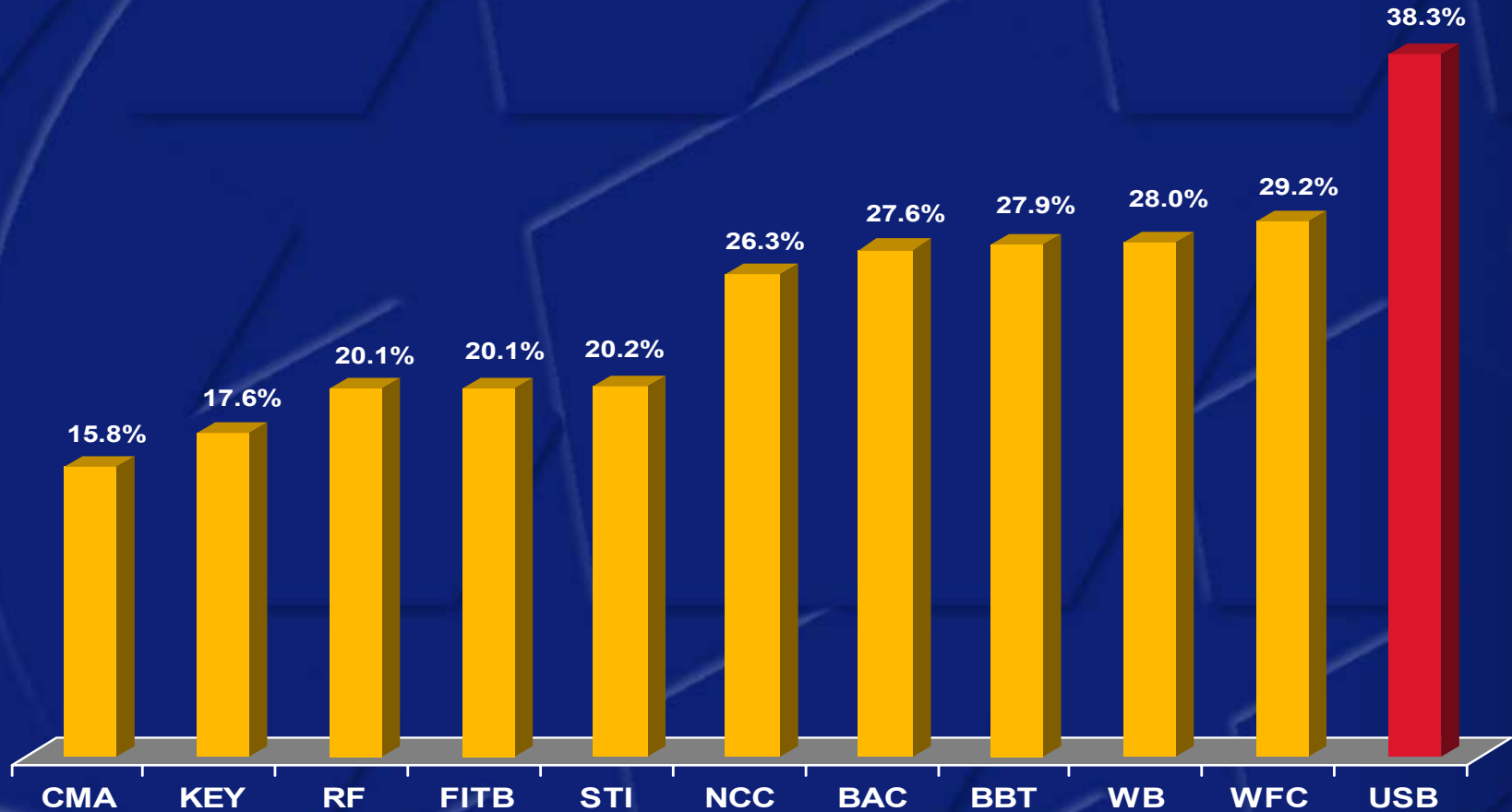
2005 Growth Initiatives

Market Development

- ✓ **Asset Management:** Expand and enhance third party retail and institutional distribution
- ✓ **Commercial Real Estate:** Adding commercial real estate offices in Washington D.C., Dallas and Phoenix
- ✓ **Consumer Banking:** In-store branch initiative
- ✓ **Fund Services:** Increasing penetration of alternative investment market segment
- ✓ **NOVA:** European expansion; Canadian market entry

Industry Leading Capital Generation

Tangible Common Equity Generation Rates



Source: Company Reports. Results from continuing operations, full year 2004.

Returning 80% Of Earnings To Shareholders

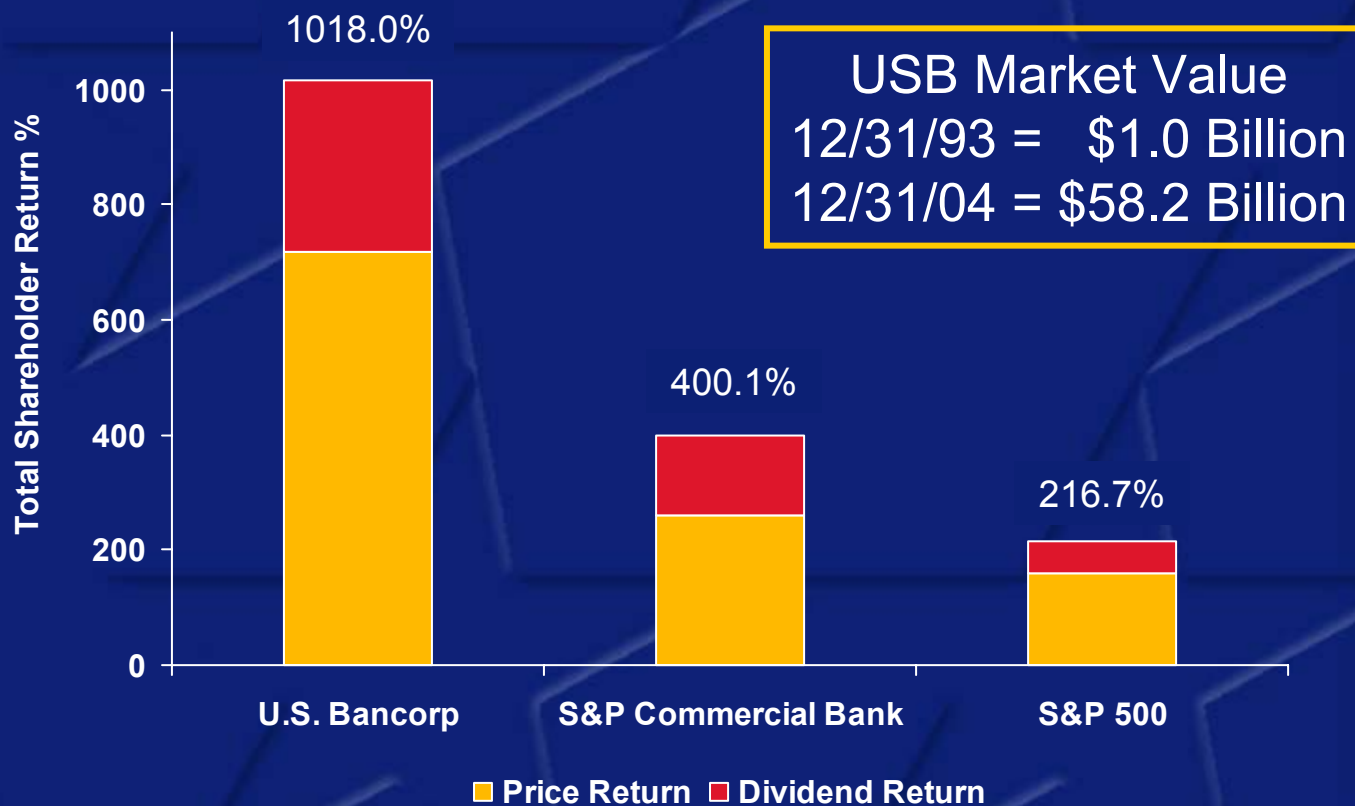


U.S. Bancorp Dividend Per Share 1994 to 2004



Total Shareholder Return (TSR) December 31, 1993 to December 31, 2004

Dividend Accounted for 30% Of U.S. Bancorp TSR



Business Unit Results 2004 Vs 2003

<u>Business Unit</u>	<u>% of Revenue</u>	<u>Earnings Growth</u>	<u>Operating Leverage</u>
Consumer Banking ⁽¹⁾	43%	15.4%	4.6%
Payment Services	19%	20.2%	-0.4%
Wholesale Banking	19%	27.0%	3.5%
Private Client, Trust & Asset Management	11%	13.1%	6.9%

(1) Excludes securities gains/losses and mortgage servicing rights impairment / repairment.

Consumer Banking Outlook

- Strong Business Momentum
- Increasing Customer Penetration Through Better Identification of Cross-Sell Opportunities
- Investing in High-Growth Markets With In-store Distribution
- Focusing on Customer Satisfaction

Consumer Banking Trends

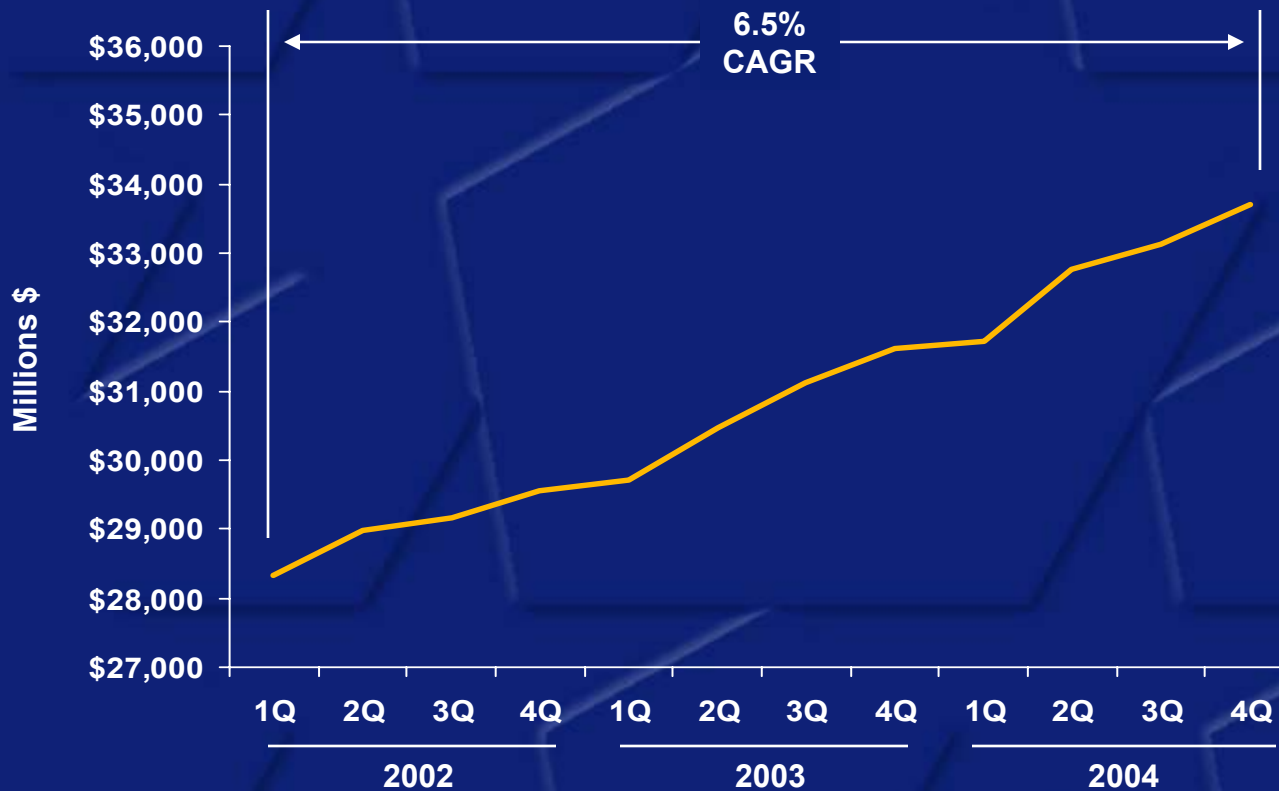
Growth in Net New Checking Continues To Accelerate

Percent Increase in Net Checking Accounts



Consumer Banking Trends

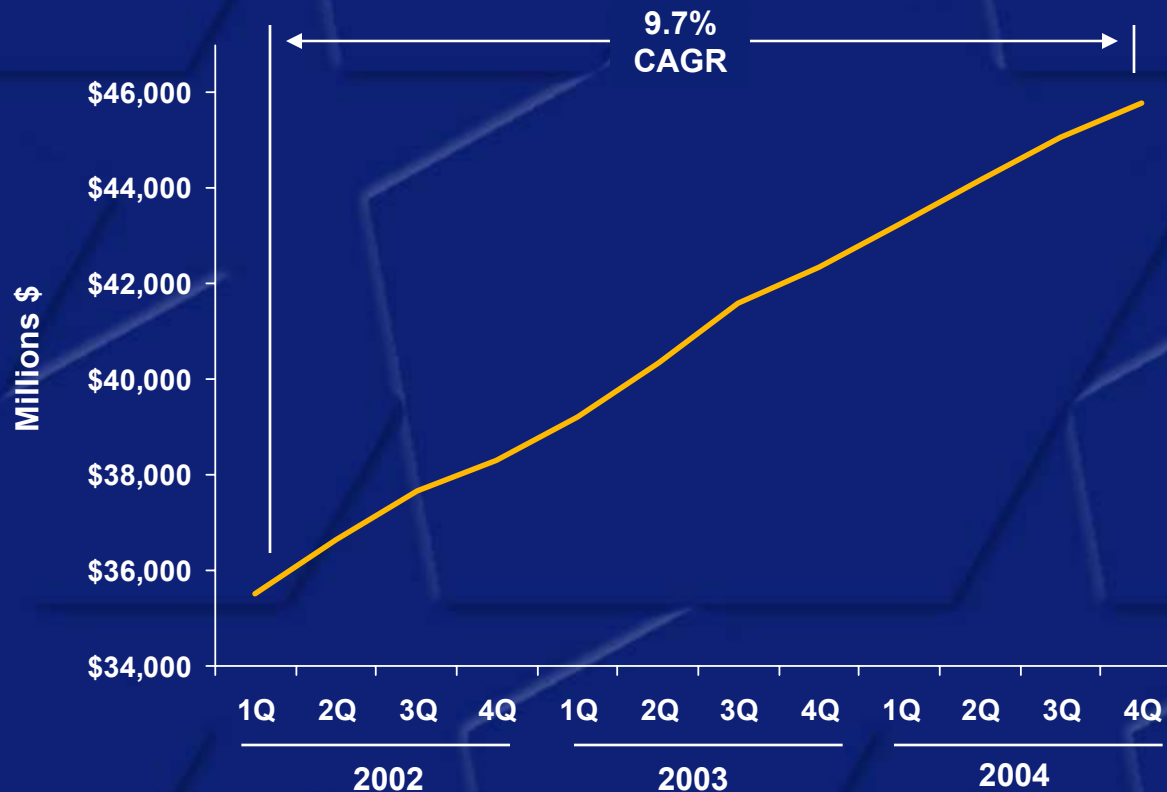
Checking and Savings Deposits Showing Consistent Growth



Branch-originated noninterest-bearing, NOW, and savings excluding the impact of acquisitions.

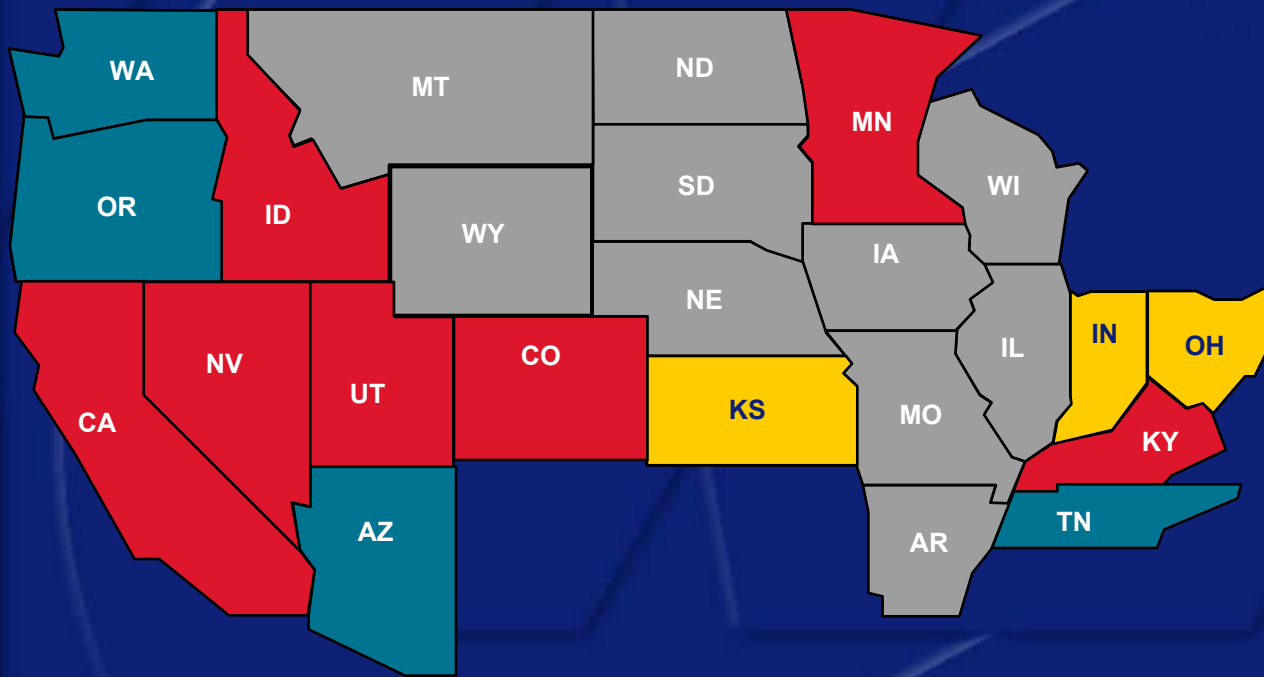
Consumer Banking Trends

Retail Loans Showing Consistent Growth



Includes home equity, home equity first lien, installment, credit card and retail leasing.

Investing in High Growth Markets With In-store Distribution



Red: Median or Better Household and Income Growth
Teal: Median or Better Household Growth

Grey: Median or Better Income Growth
Yellow: Below Median Household and Income Growth

In-Store Branches

	2003	2004	2005
Arizona	11	40	45
California	25	95	113
Colorado	25	28	30
Idaho	11	11	11
Illinois	9	10	11
Indiana	2	2	4
Iowa	3	3	2
Kansas	2	2	2
Kentucky	23	22	22
Minnesota	14	14	12
Missouri	1	1	1
Nebraska	15	15	16
Nevada	19	23	28
Ohio	94	93	94
Oregon	17	18	18
Tennessee	9	9	12
Utah	3	21	21
Washington	33	32	33
Wisconsin	3	3	3
Total	319	442	478

Focusing on Customer Service

Percent of Customers Responding 7 or Higher on a 10 Point Scale ⁽¹⁾

<i>Strong Overall Ratings</i>	12 Month Average	3 Month Average	Customer satisfaction levels are high and improving, with customer loyalty, as measured by 9 and 10s, very strong.
★ Likely to Continue	88.8%	90.3%	
★ Would Recommend	82.6%	84.6%	
★ Customer Satisfaction	89.2%	90.7%	

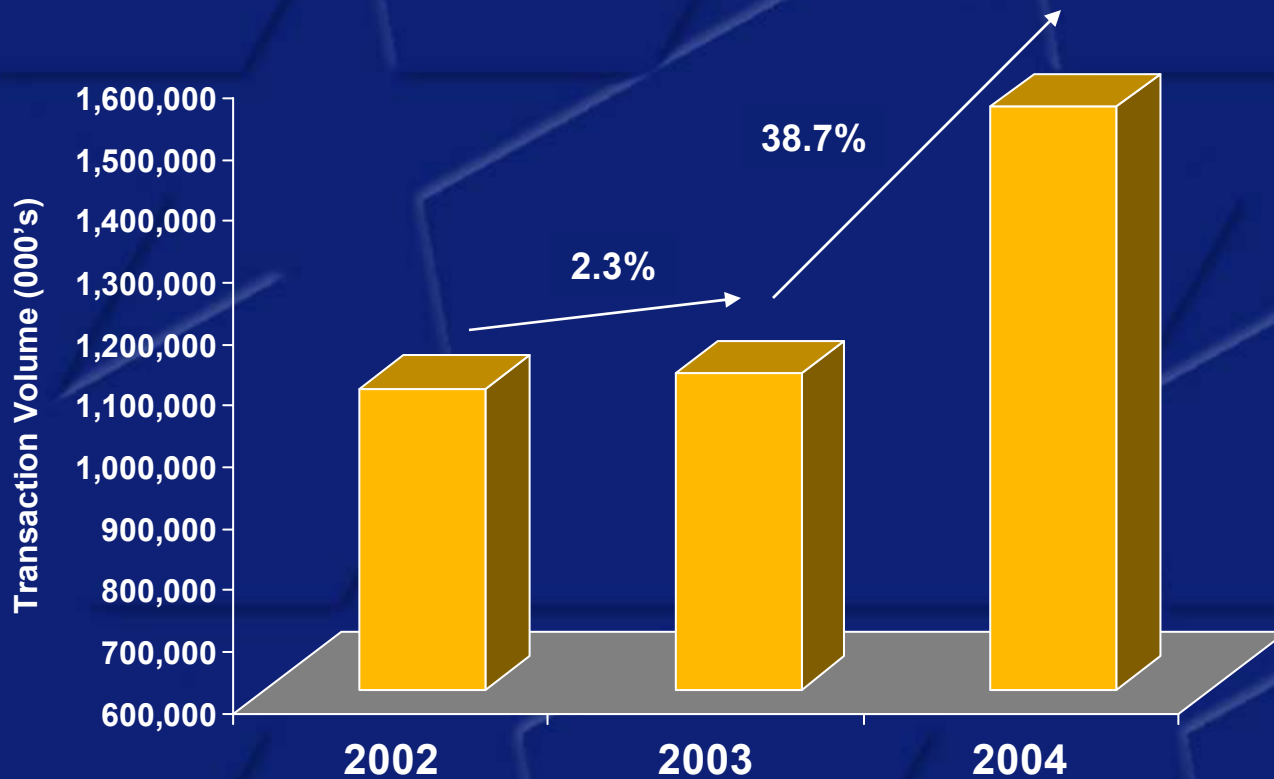
(1) U.S. Bank Satisfaction survey conducted by Market Probe. 10 = Superior.

Payment Services Outlook

- Strong Momentum in Merchant Processing, Retail Payments and Corporate Payments
- Investing in Retail Card Products to Penetrate Existing Customer Base, Expand Co-brand Capabilities and Develop Affinity Capabilities
- Increasing Penetration of Middle Market and Small Business with Corporate Payment Products and Merchant Processing
- Building Transaction Processing Capabilities in Europe

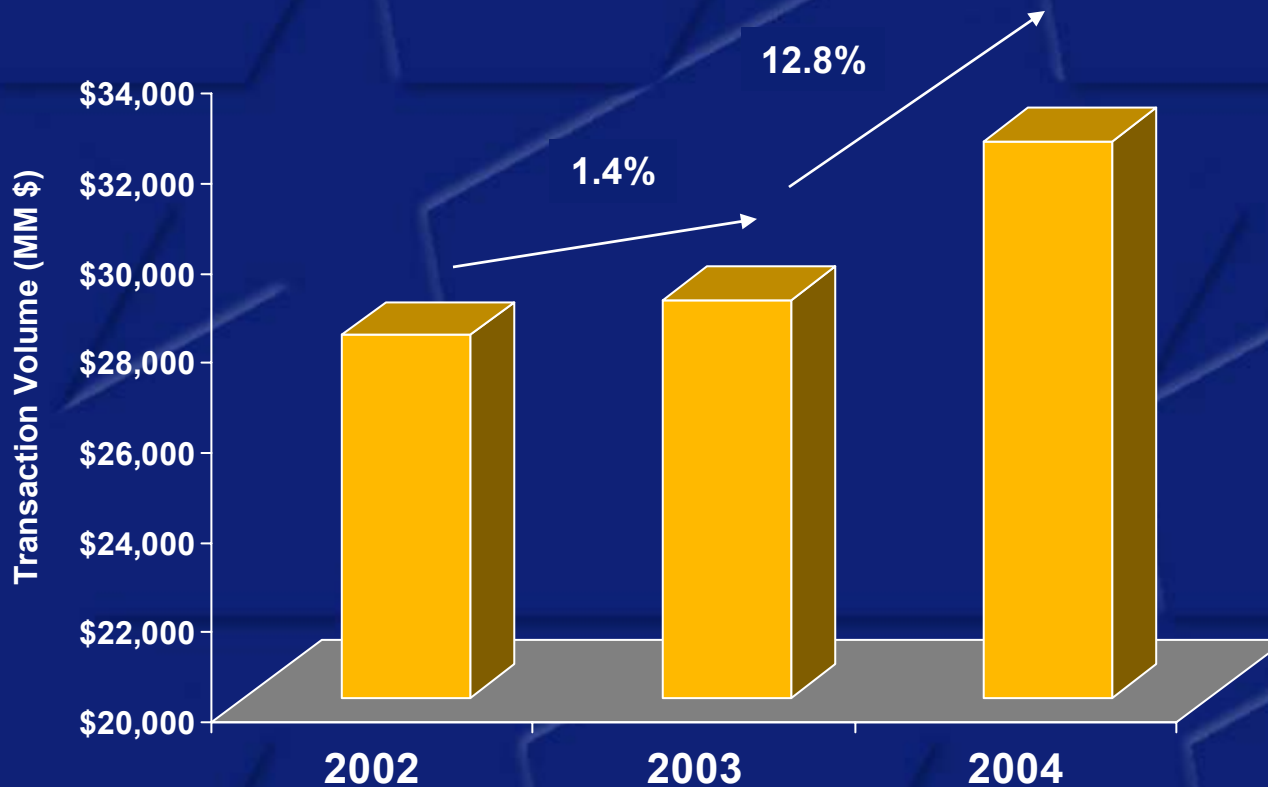
Payment Services Trends

Merchant Processing Transaction Growth Accelerating



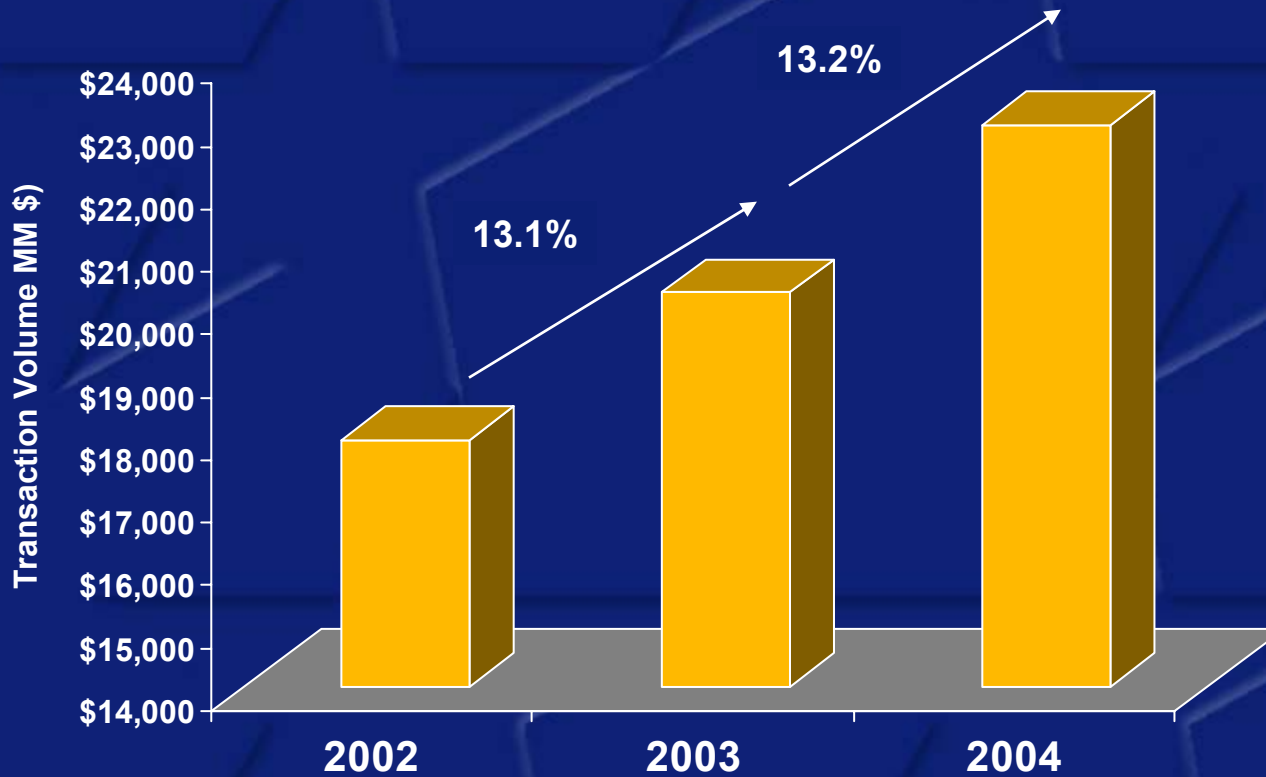
Payment Services Trends

Consumer Card Transaction Growth Accelerating



Payment Services Trends

Corporate Card Transactions Continue Solid Growth



Building Transaction Processing Capabilities in Europe

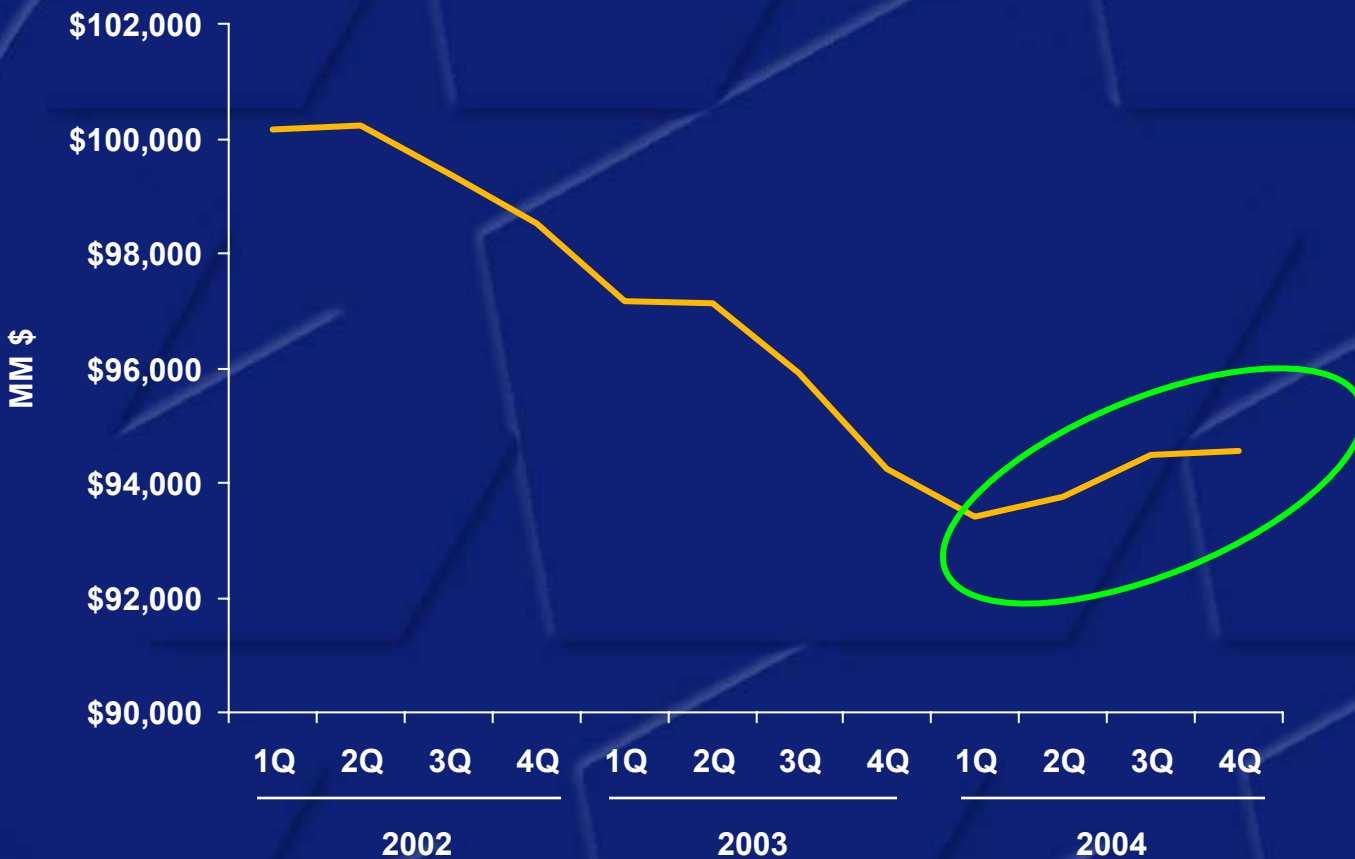
- Purchased Remaining 50% euroConex from Bank of Ireland
- Purchased CardPoint from Bank Zachodni of Poland
 - 15% Marketshare in Poland, the Fastest Growing Card Issuing Market in Europe
- Purchased the Merchant Acquiring Business from Alliance & Leicester Commercial Bank
 - 7% Marketshare in U.K., the Largest Merchant Acquiring Market in Europe
- Purchased the Merchant Acquiring Business from SEB Kort AB and Europay Norge AS
 - 50% Marketshare in Norway

Wholesale Banking Outlook

- Low Line Utilization Continues to Impact Balance Sheet Growth
- Credit Quality Has Fully Recovered
- Relationship Managers are Focusing on Fee and Deposit Penetration
- Expanding Presence in Commercial Real Estate
- Exercising Disciplined Use of Capital

Wholesale Banking Trends

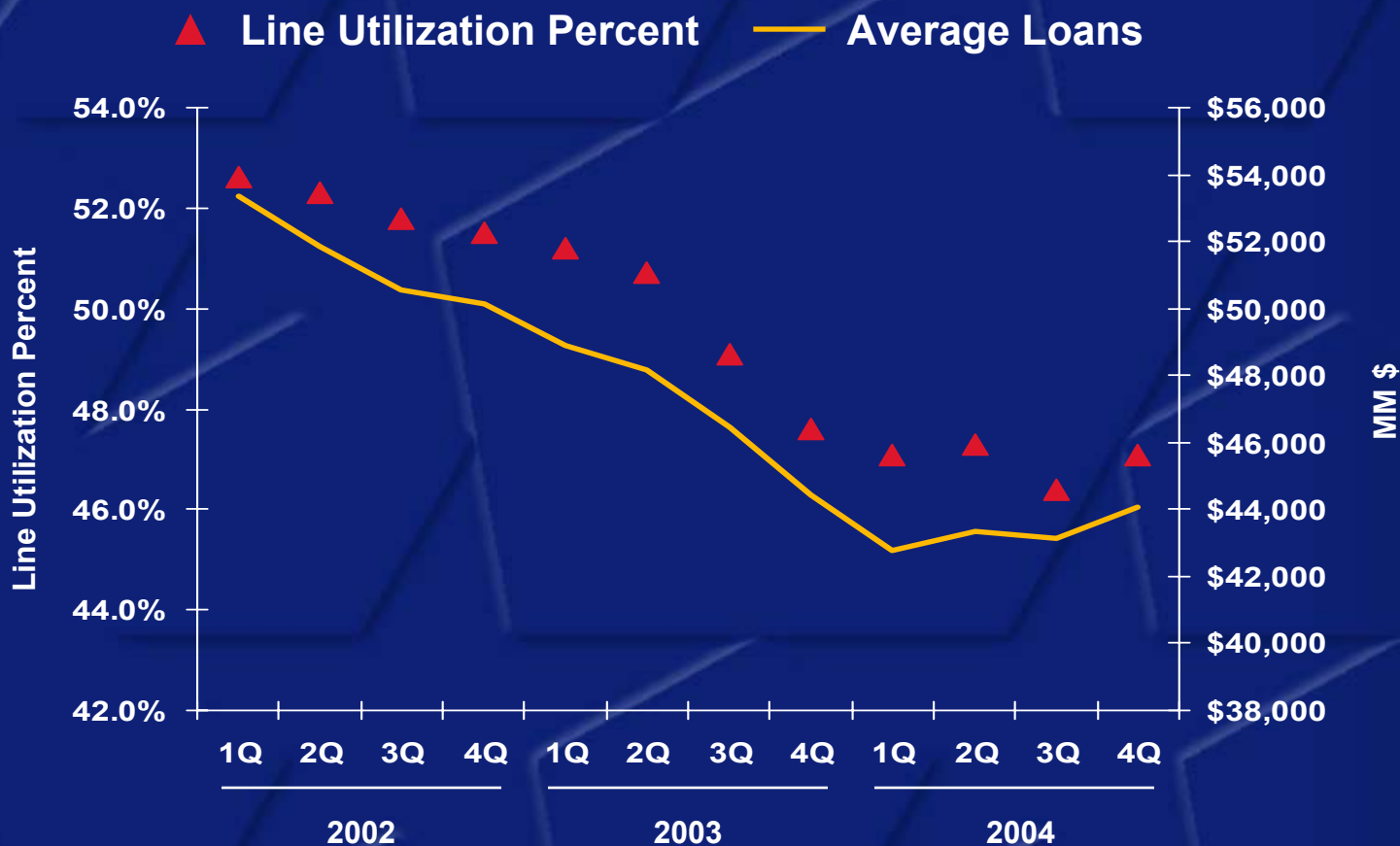
Loan Commitments Are Growing



Commercial, Commercial Leasing and Commercial Real Estate.

Wholesale Banking Trends

Line Utilization Continues To Impact Balance Sheet Growth

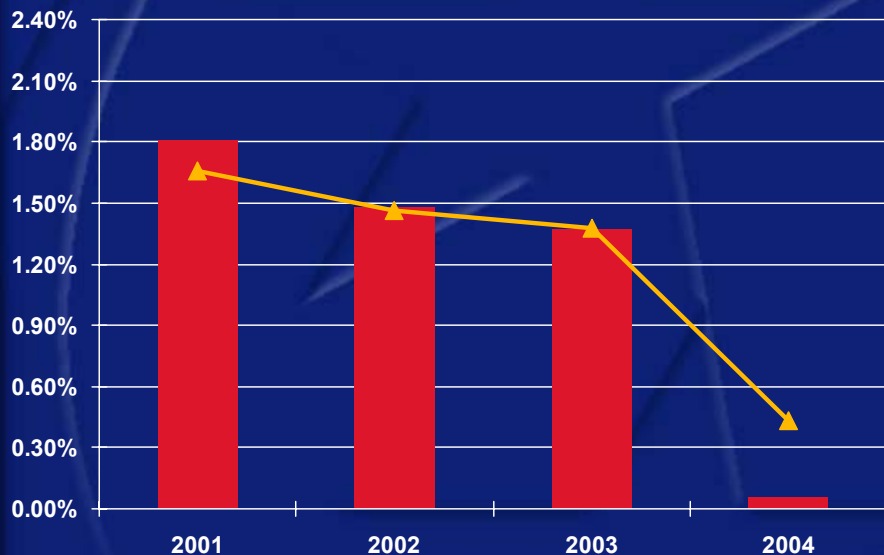


Commercial, Commercial Leasing and Commercial Real Estate.

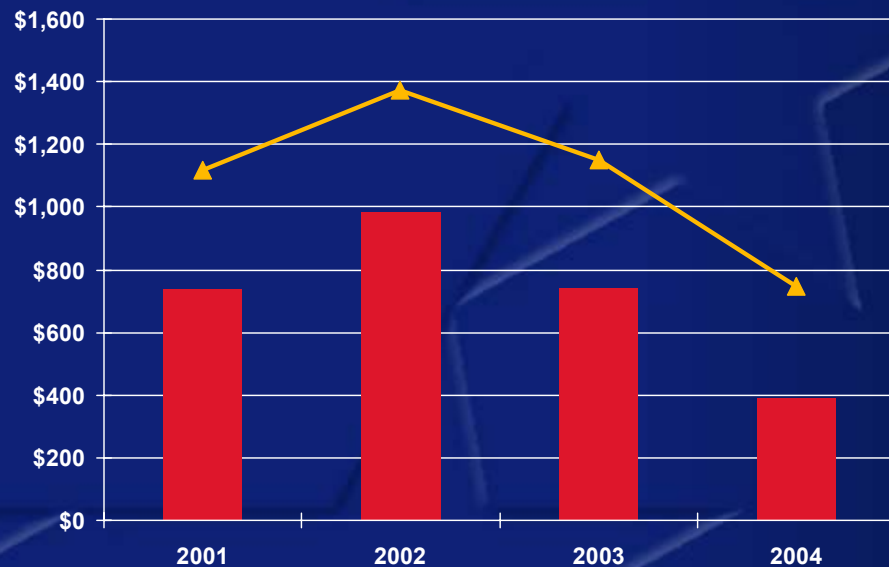
Wholesale Banking Trends

Credit Quality Has Fully Recovered

Commercial Loan Net Charge-Off Ratio (1)



Nonperforming Assets (\$ in Millions)



— Total USB

■ Wholesale Banking

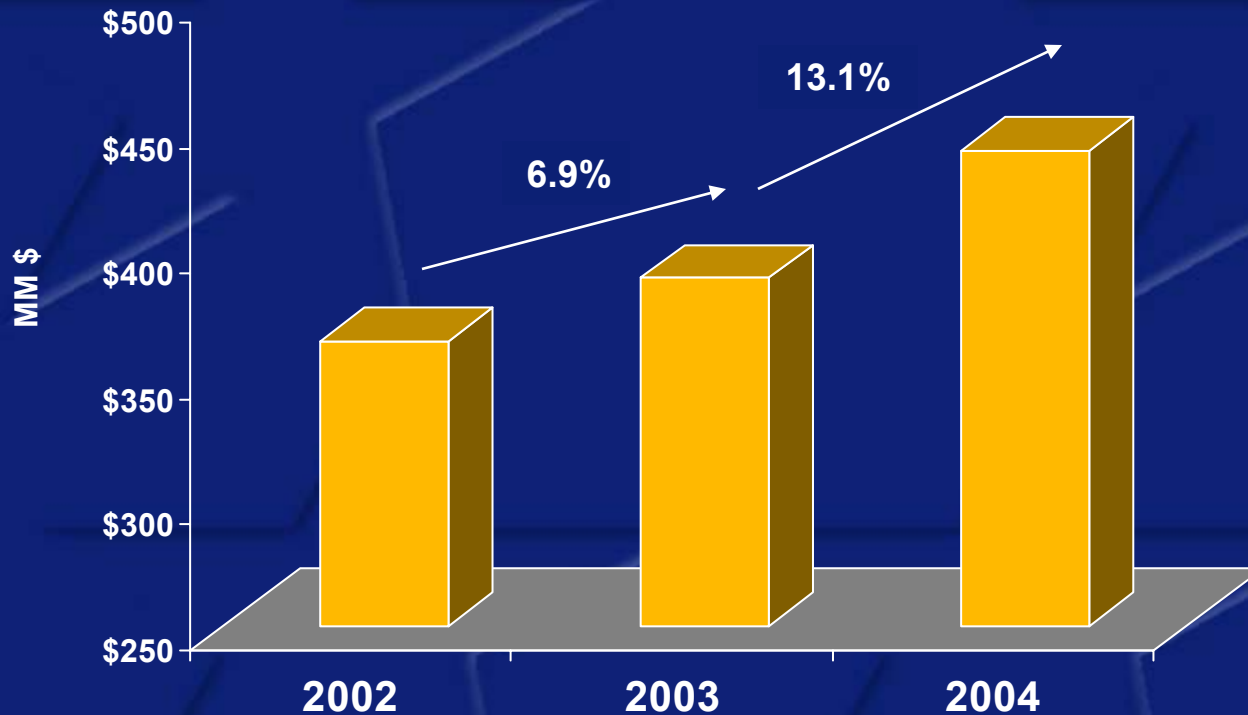
(1) Includes Commercial and Lease Financing.

Private Client, Trust And Asset Management Outlook

- Increasing Share of Wallet Within the Private Client Group with a Focus on Bank-Wide Partnerships
- Leveraging Distribution and Scale in Corporate Trust
- Expanding Asset Management Distribution through Increased Penetration of the Institutional Market and Third-Party Distribution
- Expanding Customer Focus in Fund Services to Include Partnerships and Alternative Investments
- Introducing Health Savings Account Capability

Private Client, Trust And Asset Management Trends

Net Income Growth Accelerating



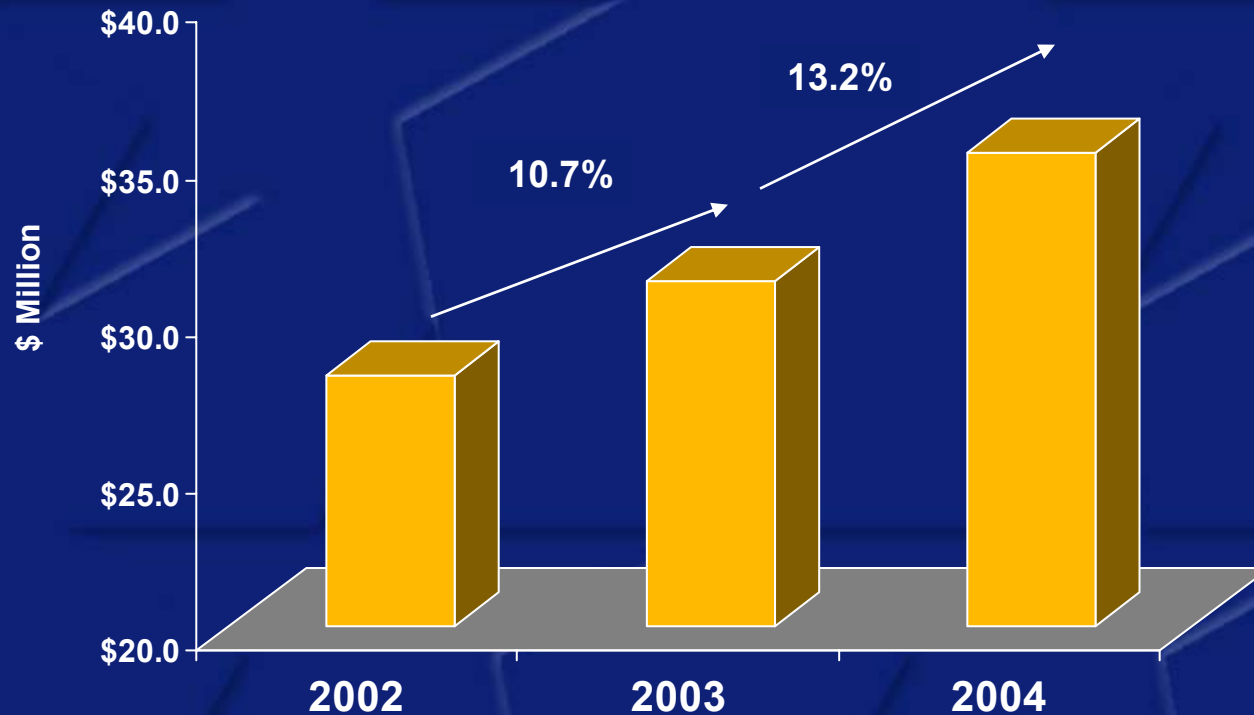
Private Client, Trust And Asset Management Trends

Strong Deposit Growth Driven By Corporate Trust



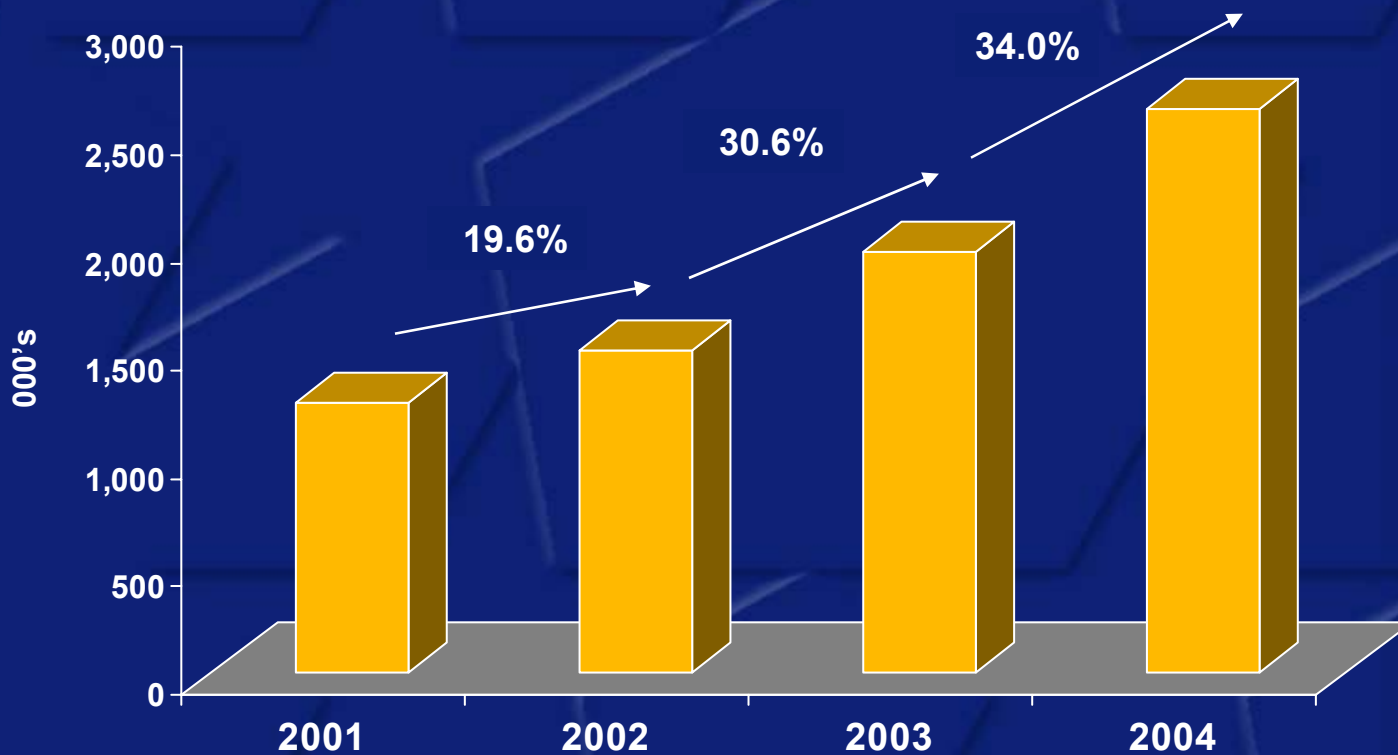
Private Client, Trust And Asset Management Trends

Private Client Group Sales Accelerating



Private Client, Trust And Asset Management Trends

Fund Services Shareholder Account Growth Accelerating



Excludes First American Fund shareholder accounts

Executing For Long-term Success

- 10% Plus EPS Growth
- 20% Plus ROE
- Reducing Credit and Earnings Volatility
- Providing High-Quality Customer Service
- Investing For Future Growth
- Targeting 80% Return of Earnings to Shareholders



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