Bank of America’s Consumer Banking Transformation
Brian Moynihan, Chairman and Chief Executive Officer
December 11, 2019
BAC has a Diversified Business Model with Scale in Every Business

- Connecting across business lines to deepen client relationships
- Delivering leading high-tech and high-touch capabilities
- Increasing relationship / sales coverage to better serve our clients’ goals and life priorities
- Investing in digital to improve efficiency and client experience; moving from paper to electronic
- Optimizing size (client/product) and footprint to adapt to changing environment and behaviors

### 3Q19 YTD Revenue by Business Segment ($B)

- Consumer Banking: $15.3B (22%)
- Global Wealth & Investment Management (GWIM): $29.1B (41%)
- Global Banking: $14.6B (21%)
- Global Markets: $12.2B (17%)

### 3Q19 YTD Pre-tax Earnings by Segment ($B)

- Consumer Banking: $13.1B
- Global Wealth & Investment Management: $4.3B
- Global Banking: $8.3B
- Global Markets: $4.1B

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¹Presented on a fully taxable-equivalent basis. 3Q19 YTD net revenue (FTE basis) and pre-tax earnings (loss) for All Other of ($1.98) and ($4.78), respectively, not shown. On a GAAP basis, the Corporation’s 3Q19 YTD net revenues and pre-tax earnings inclusive of All Other were $68.9B and $24.6B.
What it took to become the Industry leading consumer financial services firm

✓ Decade-long transformation
✓ Revenue hits and expense charges along the way
✓ Continuous investment in physical and digital capabilities
✓ Continuous investment in our people
✓ Rewarding clients for deepening relationships
✓ Focus on quality of relationships rather than quantity
✓ Continuous innovation
✓ Nice start... plenty of opportunity remains
Years of transformative change in Consumer Banking

<table>
<thead>
<tr>
<th>Category</th>
<th>~5 years ago</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>73K total with 17K Sales Reps (23% of total)</td>
<td>66K total (▼14%) with 25K Sales Reps (38% of total)</td>
</tr>
<tr>
<td>Efficiency Ratio</td>
<td>61% Efficiency Ratio</td>
<td>45% Efficiency Ratio (▼1,600bps)</td>
</tr>
<tr>
<td>Digital / Mobile</td>
<td>30MM digital users w/ 14% of Sales digitally</td>
<td>38MM digital users (▲26%) w/ 26% of Sales digitally (▲1,200bps)</td>
</tr>
<tr>
<td></td>
<td>16MM mobile users</td>
<td>29MM mobile users (▲78%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- 9MM Zelle Users in 3Q19; 9MM Erica Users since launch</td>
</tr>
<tr>
<td>Payments</td>
<td>$2.3T annual Consumer payments</td>
<td>&gt; $3.0T annual Consumer payments (▲32%)</td>
</tr>
<tr>
<td>Deposits</td>
<td>~40% in Financial Centers and ~60% Automated</td>
<td>~20% in Financial Centers and ~80% automated</td>
</tr>
<tr>
<td></td>
<td>- 51% at ATM</td>
<td>- 52% at ATM</td>
</tr>
<tr>
<td></td>
<td>- 10% via Mobile</td>
<td>- 27% via Mobile</td>
</tr>
<tr>
<td>Client Satisfaction</td>
<td>73% total Consumer</td>
<td>84% total Consumer (▲1,080bps)</td>
</tr>
<tr>
<td>Financial Centers</td>
<td>6,100 Peak</td>
<td>~5,000 5 Yrs Ago</td>
</tr>
</tbody>
</table>

Note: Facts and figures reflect 3Q'19 vs. 3Q'14 comparison unless noted.
Continuous investment in High-Tech and High-Touch platforms

1. **High-Tech**
   - Leverage technology to engage clients...
   - **Advise**
     - Open an account
     - Meet a client rep
     - Conduct business
   - **Transact**
     - Deposit
     - Withdrawal
     - Manage accounts
   - **Pay**
     - Zello
     - Samsung Pay
     - Apple Pay
   - **Borrow & invest**
     - Digital Auto
     - Digital Mortgage
     - Digital Investment

2. **High-Touch**
   - ...and create capacity to help clients' financial lives

3. **High-Priority**
   - Focus on drivers of satisfaction **UP**
   - Focus on drivers of dissatisfaction **DOWN**

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Erica

Good Afternoon, David

Schedule an appointment with a Small Business Specialist today!

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- **Last 3 years**
  - ~200 New Centers
  - 25K Client Professionals
  - +1,300 Renovations
- **Next 3 years**
  - ~400 New Centers
  - +400 Total
  - +1,500 Renovations
  - +2,800 Total

Life Plan

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**Client Destination**

**Professionalism**

**Configuration**

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~600 Total

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~200 New Centers

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~400 New Centers

---

~600 Total

---

~200 New Centers

---

~400 New Centers

---

~600 Total

---

~200 New Centers

---

~400 New Centers

---

~600 Total

---

+1,300 Renovations

---

+1,500 Renovations

---

+2,800 Total

---
We invested and retrained the employee base shifting the mix to primary sales professionals.
We developed an industry leading relationship rewards program

Available to a broad set of clients

With eligibility at $20k in qualifying combined deposit and investment assets, Bank of America Preferred Rewards is the broadest in the industry

Incredible value proposition

- Priority service
- Product discounts
- Reduced/ No fees
- Interest rate boosters
- Free trades
- Merchant discounts
- Increased card rewards

~6 million
Preferred Rewards clients

Incentivizes relationship deepening

As your qualifying balances grow, so do your benefits. Once enrolled, we’ll move you up automatically when your balances qualify for the next rewards tier

Enrolled Users (in millions)
We refocused all efforts on taking care of clients and reached new satisfaction highs.

Listening and responding to our clients drives:
Deeper Relationships | Higher Balances | Less Attrition
+400bps % primary accts. | +34% per HH | 50% lower

Goal 90%

Note: Client satisfaction defined as Top 2 Box for overall Consumer Banking (i.e., 9 or 10 out of 10)
Data prior to 4Q15 is limited due to survey methodology changes; 4Q14 represents FY2014 data
We became the primary bank for our customers and grew balances

% Primary of DDA accounts

<table>
<thead>
<tr>
<th>Year</th>
<th>% Primary</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>82%</td>
</tr>
<tr>
<td>2019</td>
<td>92%</td>
</tr>
</tbody>
</table>

Average Balance per Checking Account ($K)

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Balance ($K)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$3.7</td>
</tr>
<tr>
<td>2019</td>
<td>$7.6</td>
</tr>
</tbody>
</table>
Allowed us to grow quality deposits while reducing costs to service

### Consumer Banking Average Deposits ($B)

<table>
<thead>
<tr>
<th></th>
<th>3Q15</th>
<th>3Q16</th>
<th>3Q17</th>
<th>3Q18</th>
<th>3Q19</th>
</tr>
</thead>
<tbody>
<tr>
<td>$556</td>
<td>152</td>
<td>166</td>
<td>181</td>
<td>194</td>
<td>206</td>
</tr>
<tr>
<td>$606</td>
<td>119</td>
<td>136</td>
<td>151</td>
<td>163</td>
<td>174</td>
</tr>
<tr>
<td>$659</td>
<td>285</td>
<td>304</td>
<td>327</td>
<td>331</td>
<td>330</td>
</tr>
<tr>
<td>$688</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$709</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Money market, Savings, CD/IRA
Interest checking
Noninterest-bearing

### Cost of Deposits and Rate Paid on Deposits (%)

<table>
<thead>
<tr>
<th></th>
<th>3Q15</th>
<th>3Q16</th>
<th>3Q17</th>
<th>3Q18</th>
<th>3Q19</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.83%</td>
<td>0.04%</td>
<td>0.04%</td>
<td>0.04%</td>
<td>0.06%</td>
<td>0.11%</td>
</tr>
<tr>
<td>1.61%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.60%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.53%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.50%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 Cost of deposits calculated as annualized noninterest expense as a percentage of total average deposits within the Deposits subsegment.
And maintained great discipline on deposit pricing

*Deposit growth versus cost (1Q16-3Q19)*

Reflects total corporate rate paid.
We grew loans responsibly, while maintaining strong credit quality.

### Consumer Banking Average Loans and Leases ($B)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Residential mortgage</th>
<th>Consumer credit card</th>
<th>Vehicle lending</th>
<th>Home equity</th>
<th>Small business / other</th>
</tr>
</thead>
<tbody>
<tr>
<td>3Q15</td>
<td>$233</td>
<td>$249</td>
<td>$269</td>
<td>$285</td>
<td>$304</td>
</tr>
<tr>
<td>3Q16</td>
<td>$249</td>
<td>$269</td>
<td>$285</td>
<td>$304</td>
<td>$323</td>
</tr>
<tr>
<td>3Q17</td>
<td>$269</td>
<td>$285</td>
<td>$304</td>
<td>$323</td>
<td>$342</td>
</tr>
<tr>
<td>3Q18</td>
<td>$285</td>
<td>$304</td>
<td>$323</td>
<td>$342</td>
<td>$361</td>
</tr>
<tr>
<td>3Q19</td>
<td>$304</td>
<td>$323</td>
<td>$342</td>
<td>$361</td>
<td>$380</td>
</tr>
</tbody>
</table>

### Net Charge-Offs ($MM)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Residential mortgage</th>
<th>Consumer credit card</th>
<th>Vehicle lending</th>
<th>Home equity</th>
<th>Small business / other</th>
</tr>
</thead>
<tbody>
<tr>
<td>3Q15</td>
<td>$708</td>
<td>$710</td>
<td>$800</td>
<td>$853</td>
<td>$905</td>
</tr>
<tr>
<td>3Q16</td>
<td>$710</td>
<td>$800</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3Q17</td>
<td>$800</td>
<td>$853</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3Q18</td>
<td>$853</td>
<td>$905</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3Q19</td>
<td>$905</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Net Charge-offs**
- **NCO Ratio**

### Origination FICO

- 1st Mort.: 770
- Card: 774
- Auto: 794
- Home Eq.: 789
- Small biz: 779
And invested in a low-cost investment alternative for clients

2010 – 2016
- Merrill Edge Field FSA Launch
- Preferred Rewards $0 Equity Trades
- Merrill Edge Select Portfolios Launch
- Premium Elite Relationship model

2017 – 2018
- Merrill Guided Investing (MGI)
- Next Gen Financial Centers
- Impact Investing

2019 YTD
- MGI with Advisor
- Unlimited $0 Trades
- New “Merrill” Brand
- Fund Story & Portfolio Videos

Client Investment Assets

2010
- $64B

2019
- $223B

$223B
Sept ’19

3.5x

Client Satisfaction 1:
- 2010: 77%
- 2019: 89%

1 Clients rating their experience in surveys as top two highest scores on a 10-point scale.
Industry leading digital banking platform

### Consumer Banking Digital Usage Trends

#### Active Digital Banking Users (MM)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Total Users</th>
</tr>
</thead>
<tbody>
<tr>
<td>3Q16</td>
<td>32.8</td>
</tr>
<tr>
<td>3Q17</td>
<td>34.5</td>
</tr>
<tr>
<td>3Q18</td>
<td>36.2</td>
</tr>
<tr>
<td>3Q19</td>
<td>38.0</td>
</tr>
</tbody>
</table>

#### Mobile Channel Usage

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Digital Channel Usage (MM)</th>
<th>Mobile Appointments (000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3Q16</td>
<td>978</td>
<td>345</td>
</tr>
<tr>
<td>3Q17</td>
<td>1,166</td>
<td>414</td>
</tr>
<tr>
<td>3Q18</td>
<td>1,369</td>
<td>515</td>
</tr>
<tr>
<td>3Q19</td>
<td>1,551</td>
<td>613</td>
</tr>
</tbody>
</table>

#### Total Payments ($B)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Digital Payments</th>
<th>Non-Digital Payments</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>3Q16</td>
<td>612</td>
<td>313</td>
<td>+5%</td>
</tr>
<tr>
<td>3Q17</td>
<td>644</td>
<td>316</td>
<td></td>
</tr>
<tr>
<td>3Q18</td>
<td>702</td>
<td>324</td>
<td></td>
</tr>
<tr>
<td>3Q19</td>
<td>755</td>
<td>331</td>
<td>+2%</td>
</tr>
</tbody>
</table>

#### Deposit Transactions

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Mobile/ATM</th>
<th>Financial Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>3Q16</td>
<td>70%</td>
<td>30%</td>
</tr>
<tr>
<td>3Q17</td>
<td>73%</td>
<td>27%</td>
</tr>
<tr>
<td>3Q18</td>
<td>77%</td>
<td>23%</td>
</tr>
<tr>
<td>3Q19</td>
<td>78%</td>
<td>22%</td>
</tr>
</tbody>
</table>

#### Person-to-Person Payments (Zelle)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Zelle Payments</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>3Q16</td>
<td>8.9MM users</td>
<td></td>
</tr>
<tr>
<td>3Q17</td>
<td>17.8</td>
<td>+8%</td>
</tr>
<tr>
<td>3Q18</td>
<td>42.5</td>
<td>+12%</td>
</tr>
<tr>
<td>3Q19</td>
<td>80.8</td>
<td></td>
</tr>
</tbody>
</table>

#### Digital % of Total Sales

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Mobile</th>
<th>Desktop</th>
</tr>
</thead>
<tbody>
<tr>
<td>3Q16</td>
<td>65%</td>
<td>35%</td>
</tr>
<tr>
<td>3Q17</td>
<td>59%</td>
<td>41%</td>
</tr>
<tr>
<td>3Q18</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>3Q19</td>
<td>52%</td>
<td>48%</td>
</tr>
</tbody>
</table>
We have digitalized lending

Digital % of Mortgage Originations

- 3Q15: 13%
- 3Q16: 14%
- 3Q17: 16%
- 3Q18: 23%
- 3Q19: 38%

Launched Digital Mortgage Experience April 2018

Digital Auto Sales % of Client Originations

- 3Q15: 40%
- 3Q16: 44%
- 3Q17: 46%
- 3Q18: 52%
- 3Q19: 58%

Launched Digital Auto Buying Experience May 2017
Moving from digital enrollment to digital engagement

1. From: Enrollment  [→] To: Engagement

BANK OF AMERICA

33MM Checking Clients

<table>
<thead>
<tr>
<th>Digital Enrollment</th>
<th>Digital Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actively Using (MM)</td>
<td>Opportunity (MM)</td>
</tr>
</tbody>
</table>

2. Focus on Relationship Customers

3. Easy – Convenient - Safe

- Check & Cash Handling
- Phone calls
- Fraud
- Personnel
- Statements
- Capacity

16
Premier consumer financial services provider

- **66 million** Clients
- **16,500** ATMs
- **4,300** Financial Centers
- **25,000** Client Professionals
- **26 million** client interactions each day
- **#1 Digital Bank** nationwide
- **#1 Deposit Share** in the U.S.
- **#1 Small business lender**
- **2018 net income of $12.1B**
- **45% efficiency ratio**
- **55 Industry awards** in 2019
- **Record client satisfaction**

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1 Statistics for Consumer Banking segment as of 3Q19.
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- Decade-long transformation
- Revenue hits and expense charges along the way
- Continuous investment in physical and digital capabilities
- Continuous investment in our people
- Rewarding clients for deepening relationships
- Focus on quality of relationships rather than quantity
- Continuous innovation
- Nice start... plenty of opportunity remains
Forward-Looking Statements

Bank of America Corporation (the "Company") and its management may make certain statements that constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. These statements can be identified by the fact that they do not relate strictly to historical or current facts. Forward-looking statements often use words such as "anticipates," "targets," "expects," "hopes," "estimates," "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 represent the Company's current expectations, plans or forecasts of its future results, revenues, expenses, efficiency ratio, capital measures, strategy, and future business and economic conditions more generally, and other future matters. These statements are not guarantees of future results or performance and involve certain known and unknown risks, uncertainties and assumptions that are difficult to predict and are often beyond the Company's control. Actual outcomes and results may differ materially from those expressed in, or implied by, any of these forward-looking statements.

You should not place undue reliance on any forward-looking statement and should consider the following uncertainties and risks, as well as the risks and uncertainties more fully discussed under Item 1A. Risk Factors of the Company's 2018 Annual Report on Form 10-K and in any of the Company's subsequent Securities and Exchange Commission filings: the Company's potential claims, damages, penalties, fines and reputational damage resulting from pending or future litigation, regulatory proceedings and enforcement actions; the possibility that the Company's future liabilities may be in excess of its recorded liability and estimated range of possible loss for litigation, regulatory, and representations and warranties exposures; the possibility that the Company could face increased servicing, fraud, indemnity, contribution, or other claims from one or more counterparties, including trustees, purchasers of loans, underwriters, issuers, monolines, private-label and other investors, or other parties involved in securitizations; the Company's ability to resolve representations and warranties repurchase and related claims, including claims brought by investors or trustees seeking to avoid the statute of limitations for repurchase claims; the risks related to the discontinuation of the London InterBank Offered Rate and other reference rates, including increased expenses and litigation as the effectiveness of hedging strategies; uncertainties about the financial stability and growth rates of non-U.S. jurisdictions, the risk that those jurisdictions may face difficulties servicing their sovereign debt, and related stresses on financial markets, currencies and trade, and the Company's exposures to such risks, including direct, indirect and operational; the impact of U.S. and global interest rates, inflation, currency exchange rates, economic conditions, trade policies and tensions, including tariffs, and potential geopolitical instability; the impact of the interest rate environment on the Company's business, financial condition and results of operations; the possibility that future credit losses may be higher than currently expected due to changes in economic assumptions, customer behavior, adverse developments with respect to U.S. or global economic conditions and other uncertainties; the Company's ability to achieve its expense targets and expectations regarding net interest income, net charge-offs, effective tax rate, loan growth or other projections; adverse changes to the Company's credit ratings from the major credit rating agencies; an inability to access capital markets or maintain deposits or borrowing costs; estimates of the fair value and other accounting values, subject to impairment assessments, of certain of the Company's assets and liabilities; the estimated or actual impact of changes in accounting standards or assumptions in applying those standards, including the new credit loss accounting standard; uncertainty regarding the content, timing and impact of regulatory capital and liquidity requirements; the impact of adverse changes to total loss-absorbing capacity requirements and/or global systemically important bank surcharges; the potential impact of actions of the Board of Governors of the Federal Reserve System on the Company's capital plans; the effect of regulations, other guidance or additional information on the impact from the Tax Cuts and Jobs Act; the impact of implementation and compliance with U.S. and international laws, regulations and regulatory interpretations, including, but not limited to, recovery and resolution planning requirements, Federal Deposit Insurance Corporation assessments, the Volcker Rule, fiduciary standards and derivatives regulations; a failure or disruption in or breach of the Company's operational or security systems or infrastructure, or those of third parties, including as a result of cyber-attacks; the impact on the Company's business, financial condition and results of operations from the planned exit of the United Kingdom from the European Union; the impact of any future federal government shutdown and uncertainty regarding the federal government's debt limit; and other matters.

Forward-looking statements speak only as of the date they are made, and the Company undertakes no obligation to update any forward-looking statement to reflect the impact of circumstances or events that arise after the date the forward-looking statement was made.