

Consumer & Small Business Banking

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Retail Segment Executive



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Key Takeaways

Our Opportunity

Deepen and acquire relationships through customer segment strategies that meet their financial needs

How we will grow

- Leverage best consumer franchise
- Transform business model
- Acquire and deepen through customer segment strategies
 - Retail
 - Preferred
- Critical enablers:
 - Analytics that support segment-based strategies
 - Repositioning the card business to deepen relationships while effectively managing risk and volatility
 - Continued investment in infrastructure to support customer strategies



Unmatched Consumer Capabilities



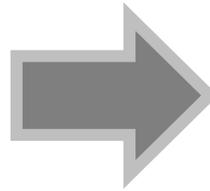


Transforming Our Business

We're changing the way we do business by responding to the changing financial needs & priorities of our customers

From:

- One size fits all service model
- Acquisition Oriented – Unit sales driven
- Fee-based revenue model – Back-end fees and Card re-pricing
- Product driven reporting & analytics



To:

- Differentiated service model
- Customer engagement approach to deepening
- Transparent & Fair Pricing – Value exchange
- Relationship-based reporting & analytics



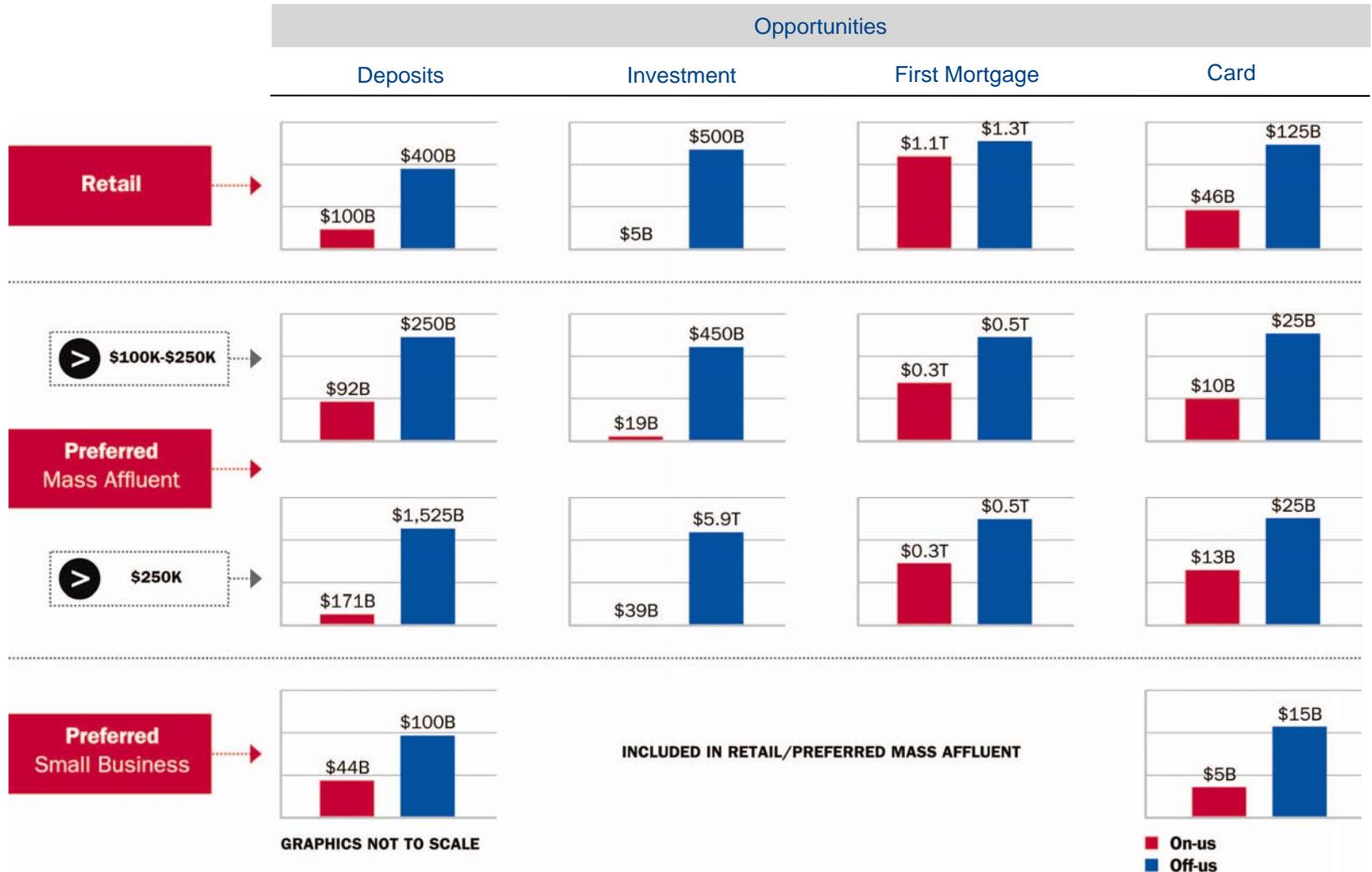
Our Customers

Retail	Preferred	
< \$100K investable assets	Mass Affluent > \$100K investable assets	Small Business \$0 – 3MM revenue
<ul style="list-style-type: none">• 32MM households, 60% of customers• 25% of deposit balances• 32% of consumer loans• 41% of revenue• 71% single product• 23% have a home loan• 1% have investments with BAC/ML	<ul style="list-style-type: none">• 12MM households, 22% of customers• 64% of deposit balances• 16% of consumer loans• 25% of revenue• 57% single product• 23% have a home loan• 4% have investments with BAC/ML	<ul style="list-style-type: none">• 3.6MM households, 7% of customers• 11% of deposit balances• 7% of consumer loans• 9% of revenue• 86% single product

Note: Totals will not equal 100% due to exclusion of Single-Service Affinity, International, etc.



Significant Market Opportunities With Our Customer Base





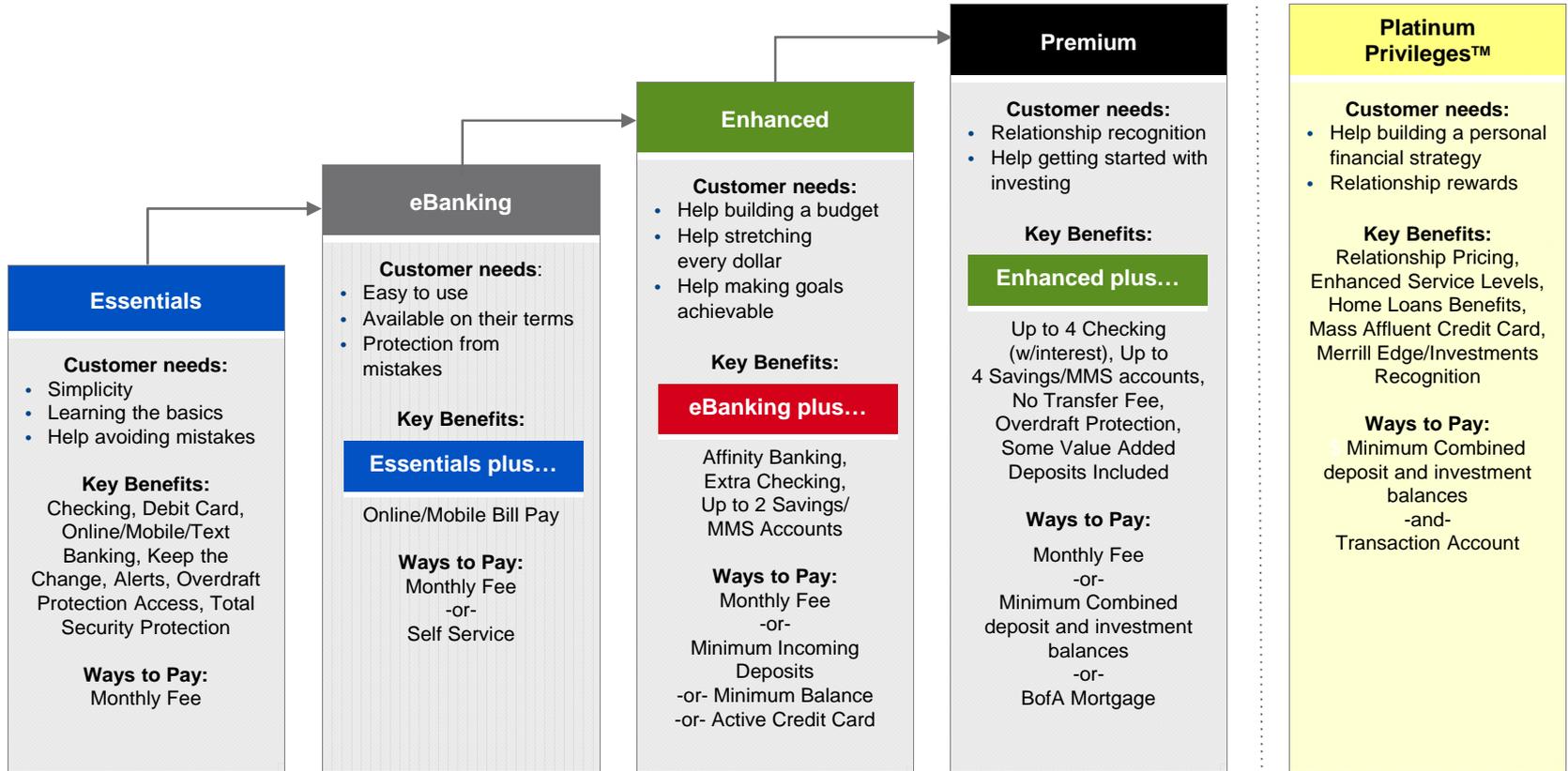
Retail Key Focus Areas

Deliver a foundational high-quality, consistent, “no surprises” customer experience:

- To deepen relationships with existing customers and acquire new quality relationships
- Through segment-based solutions that meet customer needs and provide transparent value exchange
- By building proficiency in needs-based customer engagement
- While right-sizing cost-to-serve with segment economics



Deepening Customer Relationships Through Customer Solutions



Every Bank of America relationship includes:

- 5,800+ Banking centers
- 18,000 ATMs
- Customer Service via phone or online
- \$0 Liability on credit or debit purchases
- Next-day credit in cases of fraud
- Photo Security® on credit and debit card

Transaction Focus

Wealth Focus



Preferred Key Focus Areas

Develop a scalable platform to provide advice and guidance across a full range of solutions to Mass Affluent clients.

- Platinum Privileges™, our relationship value bundle
- Merrill Edge® integrated investment platform
- Dedicated Financial Solutions Advisors and specialty stores

Deepen and grow Small Business relationships.

- Dedicated local small business experts and expanded phone-based outreach capabilities
- “Best in franchise” solutions delivered through Wealth Management and Commercial Bank

Consistently deliver a differentiated priority level of service to our valued clients.

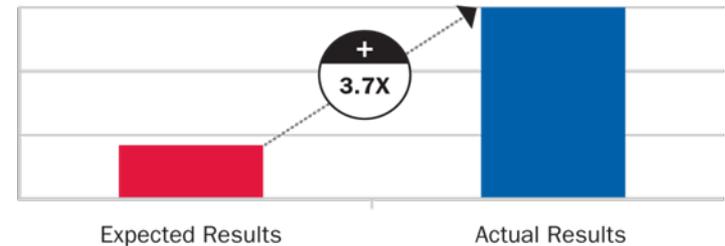


Grow, Deepen and Retain Clients Through Platinum Privileges

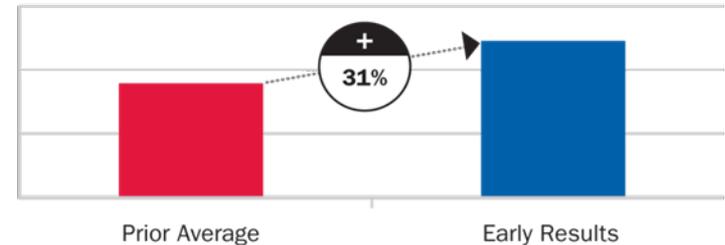


- Fully integrated banking, investments and service offerings
- Highly engaged and knowledgeable employees
- Provides customers a tangible reason to bring more of their relationship to us
- Dedicated Platinum Service Center provides enhanced service for qualifying Preferred customers

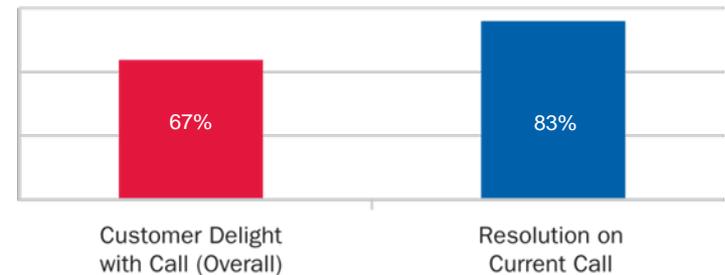
Privileges Card Sales



Investment Referrals

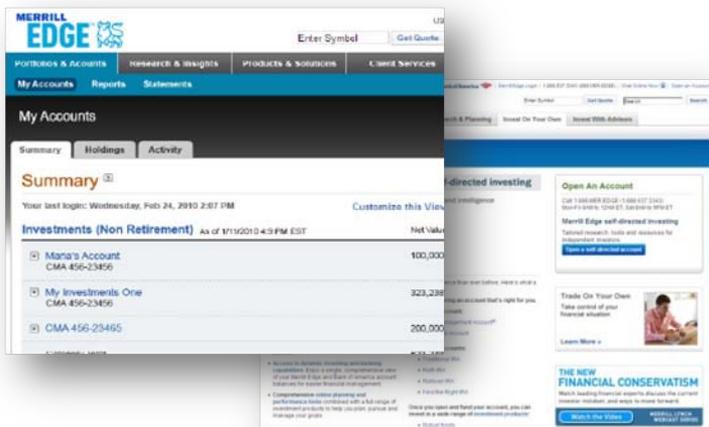


Strong Service Results





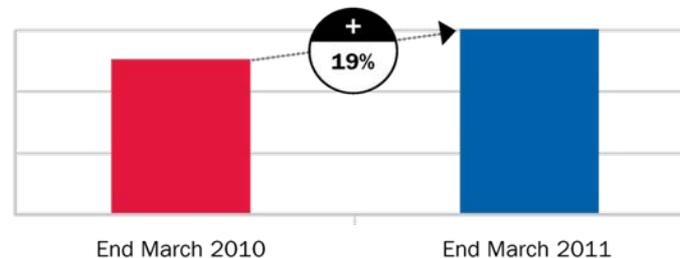
Integrated Banking and Investing Experience Through Merrill Edge



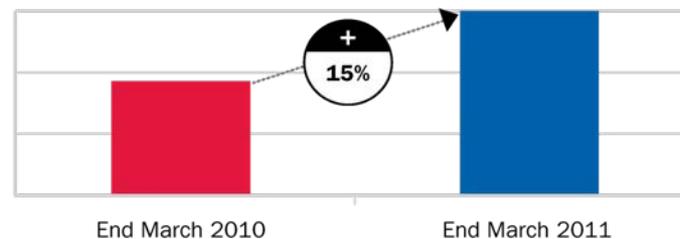
- #5 online brokerage with ~\$67B in brokerage assets and ~1.4MM accounts
- Unrivaled capabilities that set us apart in the industry:
 - Full range of financial solutions
 - Convenience and flexibility
 - Professional advice and guidance with self-directed online capabilities
 - Merrill Lynch intellectual capital and research
 - Relationship pricing via Platinum Privileges

Accelerating Growth of Edge Platform

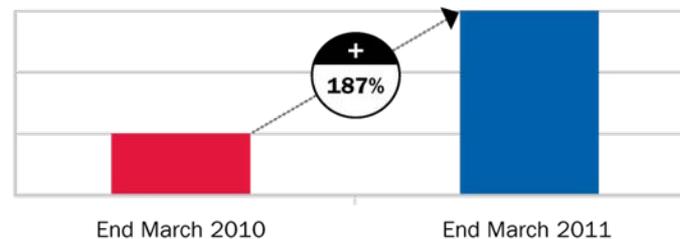
Total Brokerage Assets



Total Brokerage Accounts



Consumer Referral To Edge





Specialized Advice and Guidance to Preferred Customers

Financial Solutions Advisor

- 1,065 Registered Advisors provide personalized advice and guidance
- Available in stores, phones and online
- Referrals to GWIM for high-net-worth clients

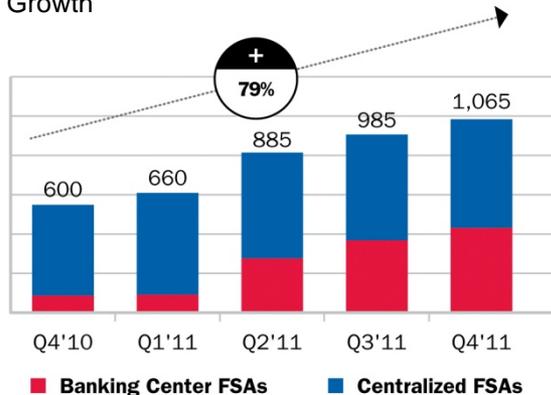
Small Business Banker

- 1,100 Small Business Bankers
- Bankers are external hires with 15-20+ years of industry experience
- Referrals to GWIM and to Commercial as customer needs dictate

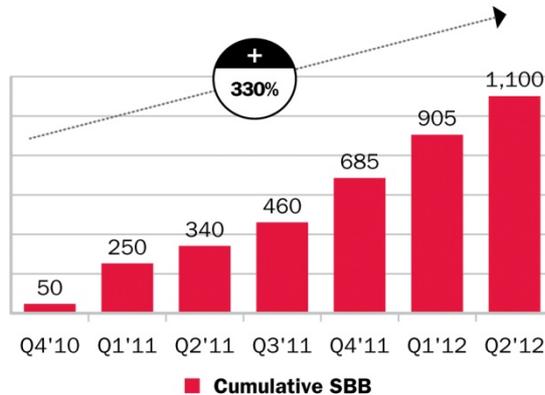
Mortgage Loan Specialist

- 1,740 Mortgage Loan Officers
- Available in stores, phones and online
- Referrals for banking and investments as customer needs dictates

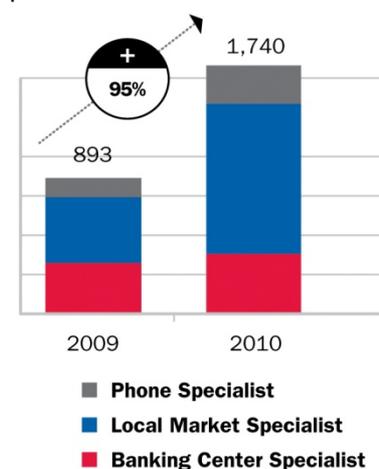
Financial Solutions Advisor Growth



Small Business Banker Growth



Branch-Aligned Mortgage Specialists Growth





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Bank of America

2011 RBC Investor Conference

