Community Banking

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May 20, 2014
Business Overview
America’s Community Bank
Community Banking business overview

As America’s Community Bank, we serve 1 in 5 consumer households and 1 in 10 small businesses in the U.S. (1)

(All measures below are 2011 compared to 2013 unless noted otherwise)

<table>
<thead>
<tr>
<th>Mass Market / Affluent</th>
<th>Small Business / Business Banking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over 22 million Retail Bank households</td>
<td>Over 2.5 million relationships</td>
</tr>
<tr>
<td>Primary consumer checking customers up 5% YOY (2)</td>
<td>Primary business checking customers up 5% YOY (2)</td>
</tr>
<tr>
<td>Credit card penetration of Retail Bank households up ~30% (3)</td>
<td>#1 small business lender in dollars for last 11 consecutive years (5)</td>
</tr>
<tr>
<td>Total store-referred investment balances to Wealth, Brokerage &amp; Retirement: 31% CAGR</td>
<td>Fifth consecutive year as nation’s #1 SBA 7(a) small business lender (6)</td>
</tr>
<tr>
<td>Store private banker deposits and loan originations: 19% and 49% CAGR, respectively (4)</td>
<td>New loan commitments up 56% (7)</td>
</tr>
<tr>
<td>Business Direct solutions more than doubled (8)</td>
<td></td>
</tr>
</tbody>
</table>

(1) Derived from U.S. Census consumer and small business estimates. (2) Reported on one-month lag; as of Feb 2014. Growth is reported on a net basis. Customers who actively use their checking account with transactions such as debit card purchases, online bill payments, and direct deposit. (3) 4Q11 compared to 1Q14. (4) Store private banker loan originations based on dollars; excludes mortgage. (5) Source: U.S. in dollars, per 2002-2012 Community Reinvestment Act government data. (6) Small Business Administration, in dollar volume (2013 federal fiscal year-end data). (7) New loan commitments to small business customers (primarily with annual revenues less than $20 million). (8) Business Direct credit card, lines of credit and loan product solutions (primarily under $100,000 sold through our retail banking stores).
Community Banking business overview

Located in more communities than any other bank and an industry leader in both physical and digital channels; supported ~5.8 billion customer interactions in 2013

<table>
<thead>
<tr>
<th>Store</th>
<th>ATM</th>
<th>Digital</th>
<th>Contact Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1 U.S. retail bank branch network; ~6,200 in 39 states and D.C.</td>
<td>12,500+ ATMs running our exclusive software; personalized experience for what customers do most</td>
<td>23.8MM and 12.5MM active online and mobile customers, respectively</td>
<td>23 contact centers as primary telephone service and sales channel, 24/7</td>
</tr>
<tr>
<td>#1 retail deposit share nationally; #1 or #2 in 25 of our 39 states (1)</td>
<td>3rd largest U.S. bank-branded ATM network; 90% with Envelope-Free℠ deposits</td>
<td>#1 consumer internet bank in the U.S., fourth year in a row (3)</td>
<td>Advanced contact center technology and telephony infrastructure</td>
</tr>
<tr>
<td>Located within two miles of half the U.S. census households and small businesses in our footprint (2)</td>
<td>Offsite ATMs add almost 30% more distribution points</td>
<td>#1 in overall mobile performance (4)</td>
<td>Supports multiple lines of business and serves all Retail Bank customers</td>
</tr>
</tbody>
</table>

## Community Banking business overview

Competitive advantages, refined over decades and not easily replicated, aligned with our *Vision and Values*

<table>
<thead>
<tr>
<th>Unparalleled multi-channel distribution</th>
<th>We serve our customers when, where and how they want.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>▪ Growing primary checking customers; growing deposits</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Proven expertise in cross-sell</th>
<th>Our strategy is customer-centric. We want to be the first provider our customers think of when they need their next financial product.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>▪ Meeting all our customers’ financial needs and building lifelong relationships</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service excellence &amp; customer experience</th>
<th>Every Wells Fargo team member has one thing in common. We all work for the customer.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>▪ Improving customer experience key driver and loyalty metrics</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>People as a competitive advantage</th>
<th>Our team members are our most important constituents because they’re the single most important influence on our customers.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>▪ Maintaining strong team engagement; tenured and experienced leadership</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Risk Management</th>
<th>For more than 160 years, Wells Fargo has been in the risk management business.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>▪ Continuing to strengthen our culture of risk management</td>
</tr>
</tbody>
</table>

For more than 160 years, Wells Fargo has been in the risk management business.

### Risk Management

- Continuing to strengthen our culture of risk management
Community Banking business overview

Community Banking senior leaders (1) average ~23 years with Wells Fargo; our team member engagement ratio is six times the U.S. working population.

Higher team member engagement – we want to be an employer of choice

Total Community Banking “Engaged to Actively Disengaged Ratio” (2)

<table>
<thead>
<tr>
<th>Year</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>4.9:1</td>
</tr>
<tr>
<td>2012</td>
<td>6.2:1</td>
</tr>
<tr>
<td>2013</td>
<td>9.7:1</td>
</tr>
</tbody>
</table>

U.S. Working Population 2013: 1.6:1

(1) Senior leader average tenure includes Tolstedt directs, “2-down” leaders, and Regional Presidents; data as of March 2014.
Driving the economics of retail distribution
An update on our business since the last Investor Day
Driving the economics of retail distribution

Grow revenue through more households and more products per household by delivering great experiences and satisfying customers’ financial needs.

- Number of households \( \times \) Revenue per household = Revenue
- Operating Profit
  - Transaction costs
  - Cost of sales and service
  - Investments = Expense

Density and Cross-sell models
Efficiency and Investment models
Supporting company’s ROA and efficiency ratio targets
Driving the economics of retail distribution

**Store density:** Drives household and deposit growth per store

### Household share is strong (S-curve)
Most major markets within the “sweet spot” where optimal household and deposit lift occurs

![Graph showing retail household share](image)

### Our stores generate more deposits than competitors (2)

<table>
<thead>
<tr>
<th>Impact Ratio</th>
<th>WFC</th>
<th>Peer Banks</th>
<th>All Other Banks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.5</td>
<td>1.2</td>
<td>0.9</td>
</tr>
</tbody>
</table>

Higher Impact Ratio means more deposits per store leveraging fixed store costs

### Number of major metro markets with retail household share: (1)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Above 30 percent</td>
<td>10 of 21</td>
</tr>
<tr>
<td>Above 20 percent</td>
<td>16 of 21</td>
</tr>
<tr>
<td>Above 10 percent</td>
<td>20 of 21</td>
</tr>
</tbody>
</table>

(1) Major metro markets defined as largest 25 Core Based Statistical Areas (CBSAs) by population; note that in top 25 CBSAs, Wells Fargo has presence in 21 of the top 25 CBSAs (4 out of footprint metro markets = Boston, Detroit, St. Louis, Pittsburgh). (2) Peer Banks includes BAC, C, JPM, PNC, USB; All Other Banks excludes WFC and five Peer Banks. (3) Source: SNL Financial. Deposit and branch data as of 6/30/13. Pro forma for acquisitions. Caps deposits at $500 million in a single banking store and excludes credit union deposits. Continental U.S. Non-retail deposits excluded. Store share is percent of U.S. total branches.
Driving the economics of retail distribution

**Store density – Strategy:** Managing physical distribution network requires ongoing discipline to ensure efficiency and effectiveness

## Retail Store Distribution Strategy

<table>
<thead>
<tr>
<th>Features</th>
<th>Improving S-Curve &amp; Comparative Position</th>
<th>Optimizing Locations</th>
<th>Updating Existing Sites</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actions</strong> →</td>
<td><strong>Open Stores</strong></td>
<td><strong>Relocate &amp; Reposition</strong></td>
<td><strong>Rebrand &amp; Refresh</strong></td>
</tr>
<tr>
<td>▪ Mainly in-fill</td>
<td>▪ Move to better quality location (e.g., C to B; B to A)</td>
<td>▪ Replace/Increase signage</td>
<td></td>
</tr>
<tr>
<td>▪ “A” locations</td>
<td>▪ Frequently to a smaller size store</td>
<td>▪ Add desks</td>
<td></td>
</tr>
<tr>
<td>▪ Diverse format mix, with stores 1,000-3,500 sq. ft.</td>
<td>▪ Run-rate of consolidated store to help fund new location</td>
<td>▪ Retrofit with new technology</td>
<td></td>
</tr>
<tr>
<td>▪ Manage build costs</td>
<td>▪ Continue expansion of offsite ATMs to complement network</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Introduce new technology</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Target 3-4 year cumulative breakeven</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Driving the economics of retail distribution

**Store density – Execution:** Tailor investments to unique conditions of each community, maximizing the return of our physical distribution

<table>
<thead>
<tr>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rigorous site selection provides convenient choices and “higher impact”</td>
</tr>
<tr>
<td>▪ Improved through de novos, consolidations and relocations – 20% more “A” sites; 25% fewer “C” sites since 2008</td>
</tr>
<tr>
<td>▪ “A” sites have 1.5+ times higher deposits, higher deposit growth and more households than “C” sites</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rebranding / Refreshing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refreshing stores and improving signage increases sales and service capacity and enhances the brand</td>
</tr>
<tr>
<td>▪ Added 1,000+ more desks on store platforms to increase sales and service capacity (1)</td>
</tr>
<tr>
<td>▪ 22% of stores refreshed/new signage last two years; ~500 stores’ signage updated per year</td>
</tr>
<tr>
<td>▪ Signage investment increases customer loyalty scores</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Formats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Markets with a mix of traditional, in-store and offsite ATMs have higher household share at lower cost</td>
</tr>
<tr>
<td>▪ Recent de novos under 3,500-sq. ft.; relocation average half size of previous store</td>
</tr>
<tr>
<td>▪ Introduced new formats; added ~300 offsite ATMs since 2012</td>
</tr>
<tr>
<td>▪ Higher format mix provides as much as 2-ppts. lift to household share</td>
</tr>
</tbody>
</table>

(1) Desks added in 2012-2013.

Wells Fargo 2014 Investor Day
Driving the economics of retail distribution

Cross-sell model: Meeting more of our customers’ financial needs and building lifelong relationships

RBHH cross-sell has grown the last two years

<table>
<thead>
<tr>
<th>Feb12</th>
<th>Feb14</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.98</td>
<td>6.17</td>
</tr>
</tbody>
</table>

- Eastern region cross-sell grew to 5.71 in February 2014, up from 5.49 in February 2012

Annual purchase rates higher as cross-sell increases (1)

<table>
<thead>
<tr>
<th>RBHH Cross-sell Prior to Purchase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
<tr>
<td>12%</td>
</tr>
</tbody>
</table>

- RBHHs with 8+ cross-sell have been over four times as likely to purchase over the next 12 months than those with only 1 product

Retail profit per RBHH increases with cross-sell

<table>
<thead>
<tr>
<th>RBHH Cross-sell (Feb14)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
</tr>
<tr>
<td>1x</td>
</tr>
</tbody>
</table>

- RBHHs with higher cross-sell are also more profitable

(1) Based on Retail Bank Household (RBHH) cross-sell as of Dec 2012 and purchases during 2013.
Driving the economics of retail distribution

**Efficiency and Investment Models:** Improving the customer experience, reducing costs and continuing to invest in future growth

**Progress from 2011 to 2013**

- **Channel Interactions**: Up 11%
- **Customer Experience**\(^{(1)}\): All time highs
- **Annual Expenses**\(^{(2)}\): Down ~$0.9B
- **Cost Per Transaction**\(^{(2)}\): Improved 14%
- **Efficiency Ratio**\(^{(2)}\): Improved 1.6 ppts.

Supporting the company’s ROA and efficiency ratio targets

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**Note:** All metrics are 2013 compared with 2011 unless noted otherwise.

- **(1)** Derived from data collected with internal store experience tracking surveys.
- **(2)** Financial data shown is "Community Banking" as defined internally; "Community Banking" operating segment data used for external reporting includes additional lines of business.
Introducing a new lever for growth: Customer intensity

In our experience, the more intensively customers use our channels and transact with us, the better our density, cross-sell, and efficiency models perform.
Customer intensity – as a lever for growth

Customer intensity is a measure that combines channel and transaction usage.

Channels used & Transaction types = Customer Intensity

“Breadth” & “Depth”
Customer intensity – breadth and depth

Most households use multiple channels and transaction types; the more they use both, the higher the customer intensity.

Most households use multiple channels to do their banking

Households use 6.5 transaction types on average

High customer intensity currently defined – 3+ channels and 9+ transaction types

~2/3 use 2 or more channels

Household Channel Usage (1)

Household Transaction Type Usage (2)

<table>
<thead>
<tr>
<th>Number of transaction types used</th>
<th>Number of channels used</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2</td>
<td>0-2</td>
</tr>
<tr>
<td>3-4</td>
<td>3-4</td>
</tr>
<tr>
<td>9+</td>
<td>9+</td>
</tr>
</tbody>
</table>

Dec12 6.3  Feb14 6.5

(1) Data based on Retail Bank Household channel activity for the three months ending Feb 2014; Channel Groups = Store, ATM, Online & Mobile, Phone.

(2) Initial analysis, definition will change as transaction types are added; separate from Retail Bank Household cross-sell, which is a measure of accounts held.
Customer intensity – business impacts

We believe customers with higher intensity derive more value and generate better business outcomes

Customers using 9+ transaction types and 3-4 channels compared to those using 0-3 transaction types and 0-2 channels \(^{(1)}\)

<table>
<thead>
<tr>
<th>Metric</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase Rate (^{(2)})</td>
<td>1.9x</td>
</tr>
<tr>
<td>Customer Retention (^{(2)})</td>
<td>+20 ppts.</td>
</tr>
<tr>
<td>Top Box 5 – Refer a Friend or Associate (^{(3)})</td>
<td>+4.5 ppts.</td>
</tr>
<tr>
<td>Retail Bank Household Cross-sell</td>
<td>+6 products</td>
</tr>
<tr>
<td>Retail Bank Household Profit</td>
<td>1.7x</td>
</tr>
</tbody>
</table>

\(^{(1)}\) Initial analysis, definition will change transaction types are added; separate from Retail Bank Household cross-sell, which is a measure of accounts held.

\(^{(2)}\) Purchase Rate and Retention both span one-year time periods (Retention – Dec 2012-Dec 2013; Purchase Rate – Mar 2013-Feb 2014).

\(^{(3)}\) “Refer a Friend or Associate” derived from data collected with internal store experience tracking surveys.
Customer intensity – customer-centered approach

Helps us to grow primary customers, develop lifelong relationships, and earn advocacy from our customers
How we translate the economics of retail distribution to drive customer value

Customers expect convenient full- and self-service options, when, where, and how they choose. Doing this well creates value for the customer and Wells Fargo.
Our economics are aligned with our customers

<table>
<thead>
<tr>
<th>Economic View</th>
<th>Customer View</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Density</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- You have locations where I live, shop and work</td>
</tr>
<tr>
<td></td>
<td>- You give me a range of options from self-service to full-service</td>
</tr>
<tr>
<td><strong>Cross-Sell</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- You know me and take into account the full picture of where I am in my life</td>
</tr>
<tr>
<td></td>
<td>- You provide solutions that are valuable to me</td>
</tr>
<tr>
<td></td>
<td>- You make it easy for me to understand my choices</td>
</tr>
<tr>
<td><strong>Customer Intensity</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- My experience is intuitive across all channels</td>
</tr>
<tr>
<td></td>
<td>- You provide me a simple way of doing things</td>
</tr>
<tr>
<td><strong>Efficiency &amp; Investment</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- I can do more in the channels I choose</td>
</tr>
<tr>
<td></td>
<td>- You save me time</td>
</tr>
</tbody>
</table>

**Convenience**

**Meet financial priorities and needs**

**Ease of use**

**Innovation**
When, where and how

Channel strategy supports our customers as they move between self-service and full-service, virtual and physical experiences.

~85% of interactions are self-service (1)

Virtual

Digital and VRU

Social

Phone Banker, Email and Mail

Self-Service

ATM (Store and Offsite)

Full-Service

Store Teller and Banker

~85% of consumer sales and referrals originate from the stores

Physical

(1) Data as of year-end 2013; includes online, ATM, mobile, and Voice Response Unit.
Convenience – self-, full- and assisted-service

Physical distribution example: “Building blocks” allow us to flexibly configure stores, adapt to available space, provide more convenience and optimize costs

- **Self-Service**
  - Customer initiates and completes transaction via touchscreen interface
  - ATMs and new store transaction machines (STMs) integrate with different store formats

- **Full-Service**
  - Customer initiates teller transaction on touchscreen interface, similar to ATM interaction
  - Teller provides assistance and approvals to complete the transaction

- **Assisted-Service**
  - Combines elements of self- and full-service
  - Any ATM or STM will be able to operate in assisted-service mode, when paired with team member tablet
  - Connects Teller and ATM systems, providing same level of team member assistance available at a traditional teller line
Neighborhood Bank format leverages connected Teller and ATM technology, providing a full-service location in one-third the space.
Convenience – Washington, D.C. example

Illustrates the flexibility of our service building blocks, and how they complement our distribution density model

**Neighborhood Banks**
1. NoMa
2. U Street
3. Mt. Vernon In-Store

**Store Retrofits**
4. Desoto Traditional
5. Ft. Lincoln Traditional

- Stores
- *De novo (coming in 2014)*
- Offsite ATMs added to enhance distribution
- *New Offsite ATM (coming in 2014)*

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Convenience – mobile banking

Mobile sits at the nexus of the physical, virtual, self- and full-service channels

Active mobile customers growing faster than any other channel

#1 Mobile Banking offering for ease-of-use, functionality, and performance (1)

- **Fully integrated view** of entire customer relationship across all products
- Enabling **access through all major mobile devices** across iOS, Android, Windows and Blackberry and modes such as app, web, and text
- Mobile customers access their accounts **over 15 times a month** on average in addition to their online usage
- **Surging demand for mobile deposits and payments**, with over 163% growth in mobile transactions dollar volume over the last two years

(1) Source: 2014 Q1 Keynote scorecard for 14 largest banks and USAA.

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Meet financial priorities and needs

Digital provides a unique opportunity to bring channel experiences together to deepen relationships

Customers who combine digital (online/mobile) with other channel interactions have greater purchase rates (1)

<table>
<thead>
<tr>
<th>Combination</th>
<th>Purchase Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Only</td>
<td>1x</td>
</tr>
<tr>
<td>Store Only</td>
<td>1.5x</td>
</tr>
<tr>
<td>Store plus Digital</td>
<td>1.7x</td>
</tr>
<tr>
<td>Store plus Phone</td>
<td>1.9x</td>
</tr>
</tbody>
</table>

As the average user accesses their accounts frequently, mobile-enabled experiences promote customer intensity

- Developing new capabilities to **connect self-service customers to bankers and advisors** such as video and chat
- Integrating **mobile into new customer onboarding**, building primary relationships and reducing cost to serve
- Exploring **mobile and other alternative authentication tools** for stores, phones and ATMs to promote You Know Me experience

(1) Retail Bank Household data as of Feb 2014; purchases from March 2013 to Feb 2014.
Meet financial priorities and needs

An integrated approach to meeting customer needs with their channel of choice

Customer

Cindy needs financing for a new roof, and she looks at options online.

Wells Fargo

- Customer-centric digital content and tools
- Options include customized offers
- Integrated appointment system with online and mobile
- Prefilled applications for existing customers
- Customer Needs Assessment process
- Banker reviews features and terms with customer
- Mobile alerts to keep the customer informed
- Access funds many ways including online and mobile

She wants in-person help so makes an appointment online.

Cindy meets with a banker who helps her find the best solution and explains next steps.

Cindy receives an alert on her mobile phone to go online and review her loan disclosures.
Ease of use – for customers

Becoming our customers’ everyday bank – making it easy to access Wells Fargo anywhere

Raj needs some cash for his trip, texts his receipt.

At the airport, Raj gets a reminder to pay his card, so he makes a payment.

Paying his card reminds Raj to set up a travel notice.

Raj pays Maria his share of the cab fare using Wells Fargo SurePay℠.

- Personalizes the entire experience based on what customers do most
- Balances on main menu reduces separate inquiries
- Award winning cash tracker helps customers manage spending
- Alerts how you want them (SMS, email, and push)
- Save user name to log on faster
- Pay many ways including future dated transfers
- Simple online and mobile interface (1)
- Easy to pay by uploading your contact list (1) and pay anyone with a U.S. bank account using their mobile number or email address

(1) Expected to be introduced in 3Q 2014.
Ease of use – for team members

Improving team member engagement through better tools, allowing for better, faster customer service

- Maria connects directly to a banker from secure mobile session with no need for further authentication or navigation
- Phone Banker reviews Customer Event History to quickly understand Maria’s situation.
- Store Banker uses Customer Needs Assessment to guide conversation with Maria.
- Teller uses new Full Image Capture interface to quickly scan Maria’s deposit.
- Maria doesn’t have to repeat her story since banker sees history of key interactions
- Maria is offered relevant solutions that meet her needs
- Maria’s wait is shorter, and she appreciates the environmental impact of using less paper

(1) Expected to be introduced in second half of 2014.
Innovation

Generating value to the customer and Wells Fargo

**Cast a wide net**
- Consider lots of new technologies and trends to determine value
- Hard to predict the winners so we have to consider lots of possibilities

**Test concepts and pilot**
- Customer-focused, design-driven
- Creating integrated experiences across our channels
- Dedicated technical environments and physical spaces
- Clear goals, with test and control, ensure pilots drive value

**Thoughtfully deploy**
- Disciplined journey from plan to prototype to pilot to production
- Infrastructure and technology sharing that create multi-channel connections
- Leverage experience and collaboration across organizational teams

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**Video banking**

**Digital lab**

**Integrated infrastructure**

- Email
- Web
- Mobile
- Phone
- ATM
- Store

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**Biometric authentication**

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Community Banking 29
Our deposit business demonstrates how our density model, our cross-sell model, and our efficiency and investment models work together to satisfy customers’ financial needs, build customer relationships, and ensure a mutual value exchange between us and our customers.
Why deposits matter

Acquire and retain primary customers

Best in class products, excellent customer experience and customer intensity drive primary customer relationships

Ensure a mutual value exchange with our customers

Provide value-added products and services while helping customers make well-informed choices

Provide a source of stable, low-cost funding

Deposit products are a growth engine for the bank, while also providing a stable source of funds throughout economic cycles

Deposit products are the leading consumer household acquisition vehicle, generating 66% of new consumer households in 2013 (1)

(1) Consumer households formed in 2013 by first product relationship, including Deposit Products, Mortgage and Home Equity Loans & Lines, direct Personal Credit Card, Lines and Loans, Wealth, Brokerage and Retirement, Safebox and Insurance; excludes single-service indirect Auto Loan, Personal Loan, Credit Card, and Student Loan households.
Primary customers receive and create greater value

Focus on primary checking customers (1) supports our vision to build lifelong customer relationships

Primary customers have higher cross-sell, (2)

...customer intensity through higher transaction type usage, (3)

...and are over twice as profitable (4)

(1) Primary customer defined as checking customers who actively use their checking account with transactions such as debit card purchases, online bill payments, and direct deposit. Non-primary customers are checking customers with lower transaction levels and less than $10,000 average checking balance. Data for Consumer only.

(2) Data as of March 2014.

(3) Customer-level transaction type usage data for the three months ending March 2014.

(4) Profitability is estimated for all products and services owned/used by the customer, and includes variable costs only; trailing 12-month profit as of March 2014.
Primary customer focus is succeeding

We are growing primary customers, improving our portfolio mix and retention

Achieving significant primary customer growth

Over three-fourths of our portfolio is primary

Primary customer attrition is decreasing

(1) Data as of March 2014.
(2) Annualized quarterly primary checking customer attrition.

Wells Fargo 2014 Investor Day

Community Banking 33
Debit Card exhibits solid growth and value

We are gaining Debit Card market share, reinforced by our primary customer focus

- 8% CAGR POS $ volume growth (2)
- #2 debit card issuer at $244B and 19.5% market share (1)
  - Gap to #1 issuer narrowed by $29B
  - Gap from #3 issuer widened by $39B

Debit Card Volume Share Change, 2008-2013 (1)

<table>
<thead>
<tr>
<th>Issuer</th>
<th>2008-2013 Share Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1 BAC</td>
<td>(3.1ppt)</td>
</tr>
<tr>
<td>#2 WFC</td>
<td>0.9ppt</td>
</tr>
<tr>
<td>#3 JPM</td>
<td>(1.1ppt)</td>
</tr>
</tbody>
</table>

Higher POS Active Rate (3)

- Non-Primary: 3x
- Primary: 8x

Higher Per Account Usage (3)

- Non-Primary: 8x
- Primary: 25x

Higher Debit Card POS Revenue (3)

- Non-Primary: 3x
- Primary: 8x

---

(1) Source: Nilson 2008-2013, Debit Card market share is as % of top 50 issuers.
(2) From 2008-2013.
(3) Customer metrics are 2013 full-year average for customers whose checking accounts have debit cards.
Variable contribution improving

Our checking customers’ variable contribution, which helps cover fixed costs, remains positive and has improved since 2012.

**Average Checking Customers’ variable contribution** (1) up 20% driven by higher revenue and lower variable cost

<table>
<thead>
<tr>
<th></th>
<th>1Q12</th>
<th>1Q14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variable Contribution</td>
<td></td>
<td>+20%</td>
</tr>
<tr>
<td>Balance Revenue Increase</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fee Revenue Increase</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Variable Cost Reduction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Variable Contribution Increase</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(1) All Consumer checking customers. Checking and Savings revenue and variable cost. Fee revenue includes Debit Card Interchange.
Advantage throughout economic cycles

By providing value, convenience, and a breadth of services, we grow primary relationships and meet our customers’ financial needs while maintaining a sustainable competitive advantage over peers.

<table>
<thead>
<tr>
<th>Deposit CAGR per Store, Wells Fargo vs Peers (^{(1)(2)})</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.15 ppts. higher</td>
</tr>
</tbody>
</table>

Our deposit growth is higher than our peers in different rate environments.

<table>
<thead>
<tr>
<th>Average Cost of Deposits, Wells Fargo vs Peers (^{(1)(3)})</th>
</tr>
</thead>
<tbody>
<tr>
<td>43bps lower</td>
</tr>
</tbody>
</table>

We’ve also achieved a consistently lower cost of deposits.

\(^{(1)}\) Peer group includes: BAC, C, JPM, PNC, USB, and WB (prior to 2009); peers include major acquisitions between 2004-2013. (2) Source: SNL Financial. Retail deposit data 2003-2013. Peer data is pro forma for acquisitions. Wells Fargo data includes Legacy Wells Fargo for 2003-2008; combined entity Wells Fargo + Wachovia from 2009-2013. Deposits capped at $500MM in a single banking store and excludes credit union deposits. Non-retail deposits excluded. 2013 peer deposits adjusted for several large branch closures whose deposits were reallocated across retail branches. Stores defined as Traditional Store Equivalent (TSE). (3) Cost of deposits based on deposit yields. Source: Form 10-K's.
Summary
Capitalizing on our strengths
Helping our customers succeed financially

We estimate achieving long-term goal of an average of eight products per household will mean ~100 million additional products to meet our new and existing customers’ financial needs.

Opportunity to earn more of our existing households’ business across segments

<table>
<thead>
<tr>
<th>Products per Household by Segment (1)</th>
<th>Mass Market</th>
<th>Mass Affluent</th>
<th>Affluent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>~11</td>
<td>~17</td>
<td>~21</td>
</tr>
</tbody>
</table>

With Wells Fargo | Opportunity with products held at other providers

Satisfying more of our customers’ financial needs

Long-term Goal Drivers

- Household Acquisition & Retention
- Deepening Customer Relationships
- New Products & Services

Mutual Value Exchange

Through the following:
- Great team and customer engagement
- Multi-channel distribution
- Executional excellence
- Segment strategies

(1) Source: ITP: Javelin Strategy & Research; Bill Pay and Insurance from Strategic Business Insights (2012-2013 MacroMonitor); all other products from Nielsen Financial Track, 2013, national footprint, household level data only; asset tiers determined by investable assets excluding 401(k) – definitions and sample sizes per year: total WF customers: households with at least one WF account:~8.2K; Mass: Investable assets < $100K; ~6.1K; Mass Affluent: $100-250K; ~900; Affluent: $250K-1MM; ~800.
Efficiency and investments

Optimizing variable cost of service, variable cost of sales, and fixed cost infrastructure while investing for growth

Delivering revenue and great experiences at the lowest possible cost

- Reduce variable cost of transactions without reducing quality of service
- Reduce variable costs of sales without reducing sales volume
- Reduce the expense of fixed cost infrastructure without reducing scalability

Investing to generate customer and shareholder value

- Support “going where the customers go” philosophy
- Meet expectations for break-evens and economic returns
- Reduce risk through data, models, and a test and learn approach

Examples of ongoing efforts:

- Digitization
- Occupancy square footage and operating costs
- Transactional excellence
- Sales and service capacity planning

- Digital channels
- Physical distribution
- Banker adds, including those serving Affluent and Small Business
- Virtual sales capabilities
Capitalizing on our strengths for growth

- Growing primary customer relationships and deposits faster than the market over time
- Deepening customer relationships with consumers and small businesses
- Increasing customer intensity: more multi-channel capability supporting “when, where and how” strategy
- Disciplined risk management, continuously improving
- Engaged and experienced leaders who know how to adapt to changing circumstances
- Supporting the company’s ROA and efficiency ratio targets while investing for growth
Biographies
Carrie Tolstedt
Senior Executive Vice President, Community Banking

- Carrie Tolstedt is responsible for retail, small business and business banking at Wells Fargo. She leads approximately 105,000 team members who serve more than 22 million retail banking households and over 2.5 million small business and business banking households through nearly 6,200 retail banking stores and over 12,500 ATMs in 39 states and the District of Columbia, Wells Fargo Customer Connection℠, and wells Fargo.com. Community Banking serves mass market, affluent, small business and business banking customers. She also leads the Distribution Strategies and Services Group; Deposit Products Group, which includes Debit and Prepaid Products and Global Remittance Services; the Digital Channels Group, including online, mobile and other emerging technologies; Wells Fargo Customer Connection℠ (contact centers); Customer Experience and Strategy; and the Business Direct and Business Banking Groups, which includes Business Payroll Services, Merchant Payment Services, and SBA Lending.

- With over 25 years of financial services experience, she began her career with Wells Fargo in 1986 with Norwest Bank in Nebraska. After a brief period with FirstMerit Corporation, she returned to Norwest, ultimately becoming the Central California regional president of Wells Fargo after the 1998 merger with Norwest. In 2001, she was named a Group EVP in the company’s California Community & Border Banking Group and became head of Regional Banking in 2002. In June 2007, she was appointed to her current role as Senior EVP Community Banking.

- Carrie was named by Fortune magazine as one of the “50 Most Powerful Women in Business” for 2013. She was also selected as one of American Banker Magazine’s “25 Most Powerful Women in Banking” (11th Annual, October 2013).

- She graduated from the University of Nebraska with a B.S. degree in business administration and completed the Pacific Coast Banking School, University of Washington. She serves on the Board of Directors of Junior Achievement of Northern California.
Jim Smith
Executive Vice President, Digital Channels Group

- Jim Smith is head of the Digital Channels Group with responsibility for Wells Fargo’s digital strategy and capabilities, and has led the group since 2007.
- A 20-year veteran with Wells Fargo, Jim has helped bring internet banking and financial services to customers ever since Wells Fargo became the first bank online. He began his career at Wells Fargo in 1994 as part of the Consumer Services Management Training program and has held numerous executive positions, including a variety of roles in digital, technology, data & analytics, and intellectual property. Jim formed the Enterprise Data & Analytics team, served as Chief Data Officer and created Wells Fargo’s Enterprise Patent Office.
- During his tenure, Jim has developed many industry-leading products, including Wells Fargo MobileSM, many personal financial management tools, bill pay and many payment products. Jim has also helped Wells Fargo businesses transform their models to leverage e-commerce and digital technology.
- Under Jim’s leadership, Wells Fargo has won multiple awards from Keynote, Global Finance, CompuServe and others for digital products and experience and Wells Fargo has consistently earned top industry and consumer rankings in a wide variety of categories. These awards highlight Wells Fargo’s leading role in offering an excellent multi-product, multi-platform experience to all of its customers.
- Jim is a current member of the Board of Directors for ClearXchange, a payments company. He was also a former member of the Board of Directors for the Financial Services Technology Consortium (FSTC) and the Enterprise Data Management Council (EDM).
- He holds an MBA in Strategy & Marketing from the University of Texas at Austin and a bachelor degree in history from the College of William & Mary.
Jonathan Velline
Executive Vice President, ATM Banking & Store Strategy

- Jonathan Velline manages the Wells Fargo ATM business of more than 12,500 ATMs – the third largest bank ATM network in the United States. In addition, Velline is responsible for developing and implementing store technology, process, staffing, and risk management strategies for the Wells Fargo network of approximately 6,200 banking stores. Velline recently led the regional markets conversions of Wachovia banking stores, in the largest merger in U.S. banking history.

- Wells Fargo has long been an industry leader in finding new ways for ATMs to better serve its customers. Under Velline’s leadership, the company was the first to deploy a modern, web-based ATM technology platform; introduced Envelope Free, bulk-check deposit technology to the U.S.; developed ATM e-receipts; and, created ATM cash-tracker, an innovative budgeting tool. He is also modernizing the Wells Fargo team member experience with new technologies for image processing and cash handling.

- Velline began his career with Wells Fargo in 1991 as a financial analyst and has held a variety of positions responsible for charting Wells Fargo's retail banking, technology, and distribution strategy.

- He holds a bachelor’s degree in economics from the University of California, Berkeley.
Ken Zimmerman
Executive Vice President, Deposit Products Group

- Ken Zimmerman is head of the Deposit Products Group at Wells Fargo. He is responsible for Wells Fargo’s Consumer and Business Deposits, Debit and Prepaid Products, and Global Remittance Services. The Deposit Products Group’s responsibilities include strategy, customer experience, product development, pricing, and profitability. The Deposit Products Group manages over $400 billion in customer balances, representing over 30 million customers and over $200 billion in annual debit card purchases.

- A 17-year veteran of Wells Fargo, Ken joined the company in 1997 in the Business Banking Group in new product development and online channel management. He moved to the Consumer Checking Group in 1999 as retention marketing manager and later broadened his role to include strategy and product development. He assumed management of the Consumer Deposits Group in 2006 and added Business Deposits in 2008. In 2011, he added responsibility for Debit and Prepaid Products as well as Global Remittance Services.

- Before joining Wells Fargo, he held positions in consulting and corporate finance at Bankers Trust and in investment research at Sanford C. Bernstein and Co. in New York City. He also served four years as an officer in the U.S. Navy.

- Zimmerman holds a B.S. in Civil Engineering from Rice University and an M.B.A. from Duke University’s Fuqua School of Business. He is a member of the Management Committee of Early Warning Services, LLC.