

U.S. Bancorp Investor Conference

Richard K. Davis

President and CEO

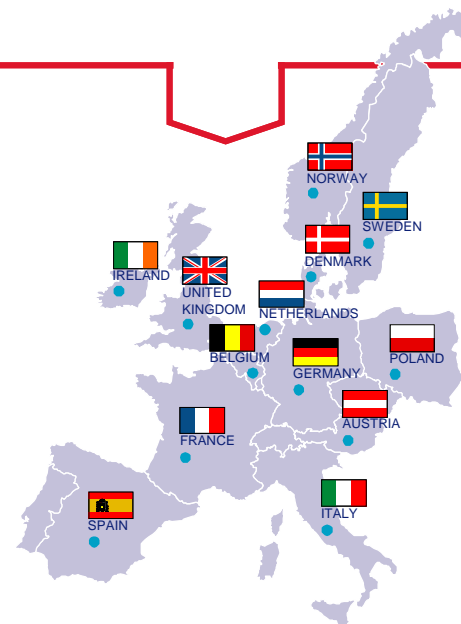
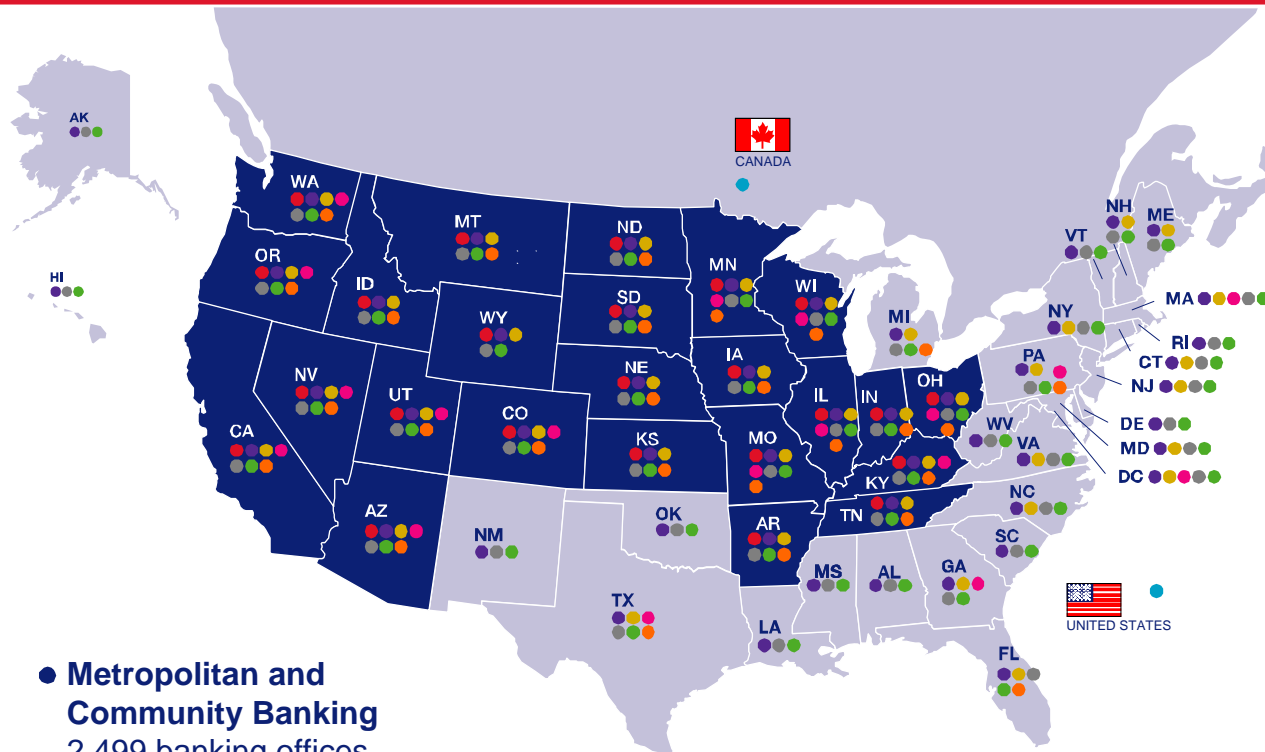
September 4, 2007



Forward-looking Statements

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. 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 plans and 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 changes in general business and economic conditions, changes in interest rates, legal and regulatory developments, increased competition from both banks and non-banks, changes in customer behavior and preferences, effects of mergers and acquisitions and related integration, effects of critical accounting policies and judgments, and management’s ability to effectively manage credit risk, market risk, operational risk, legal risk, and regulatory and compliance risk. For discussion of these and other risks that may cause actual results to differ from expectations, refer to our Annual Report on Form 10-K for the year ended December 31, 2006, on file with the Securities and Exchange Commission, including the sections entitled “Risk Factors” and “Corporate Risk Profile.” 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.

U.S. Bancorp Overview



- **Metropolitan and Community Banking**
2,499 banking offices in 24 states

Specialized Services/Offices

- Commercial Banking
- Consumer Banking
- Commercial Real Estate
- Corporate Banking
- Payments
- Wealth Management
- Technology and Operations Services
- Payment Processing Nationally and in Europe

Dimensions	Q2 2007
Asset Size	\$223 billion
Deposits	\$120 billion
Loans	\$146 billion
Customers	14.2 million
NYSE Traded	USB
Market Value	\$57 billion
Founded	1863

Total Assets and Market Value

Assets

U.S. Rank	Company	\$Billions
1	Citigroup	\$2,221
2	Bank of America	1,534
3	J.P. Morgan	1,458
4	Wachovia	720
5	Wells Fargo	540
6	Washington Mutual	312
7	U.S. Bancorp	223
8	SunTrust	180
9	National City	141
10	Regions	138

Market Value

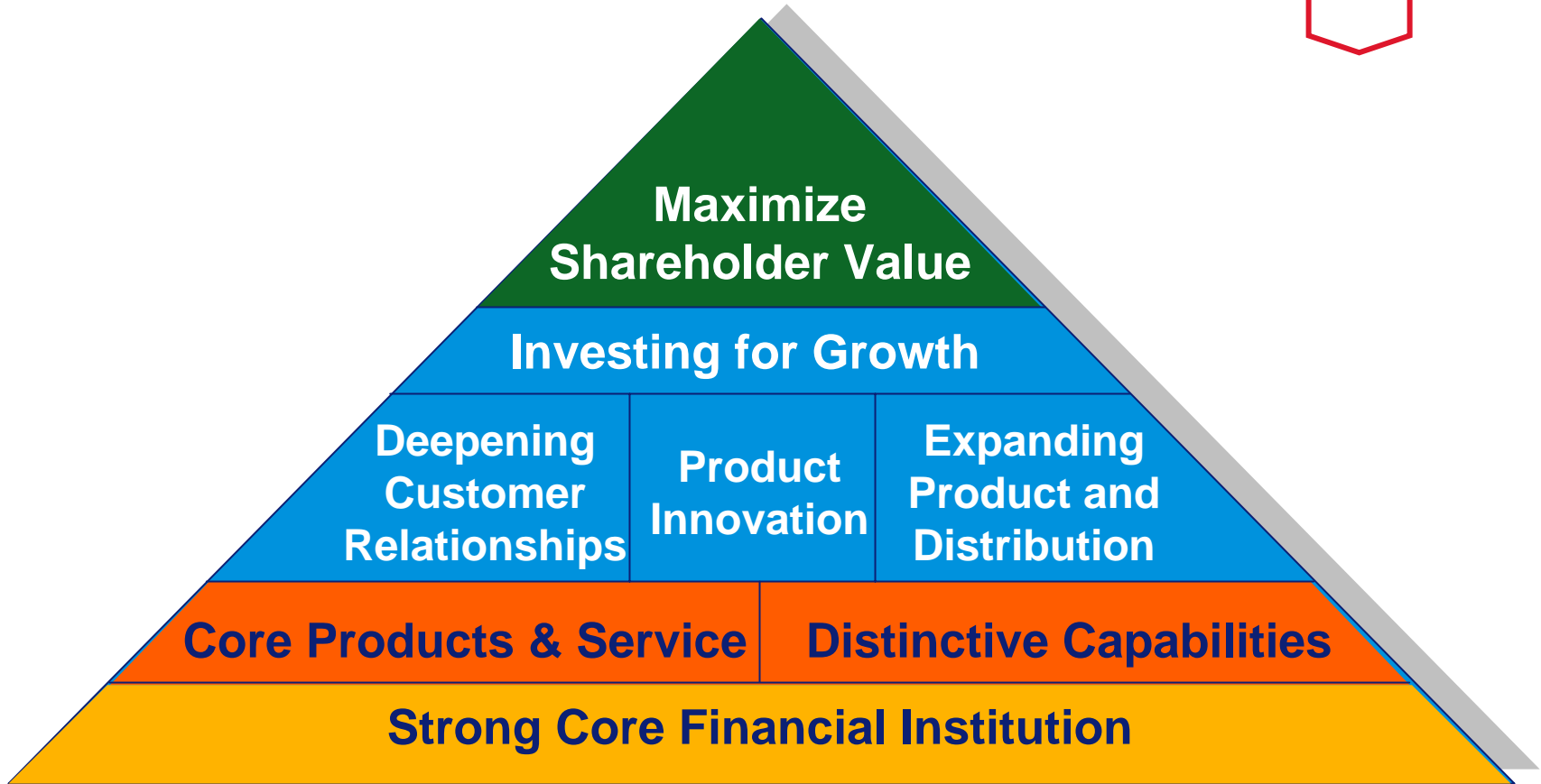
U.S. Rank	Company	\$Billions
1	Citigroup	\$255.1
2	Bank of America	216.9
3	J.P. Morgan	164.7
4	Wells Fargo	118.2
5	Wachovia	97.5
6	U.S. Bancorp	56.9
7	Washington Mutual	37.3
8	SunTrust	29.9
9	PNC	24.5
10	Regions	23.3

Source: company reports & FactSet
As of June 30, 2007

Goals

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

U.S. Bancorp – Positioned for Growth



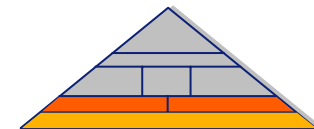
Core Mix of Businesses

Four Primary Business Lines

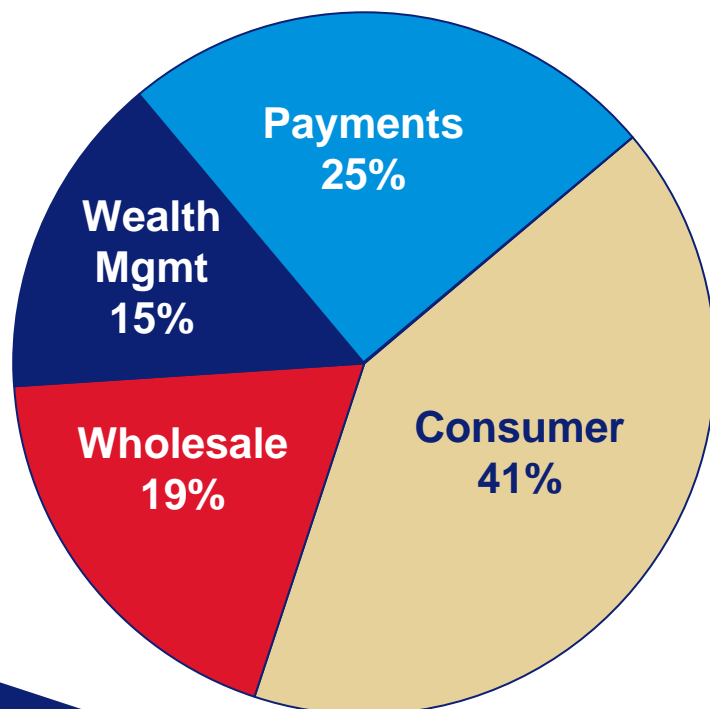
- ✓ Consumer Banking
- ✓ Wholesale Banking
- ✓ Wealth Management
- ✓ Payment Services



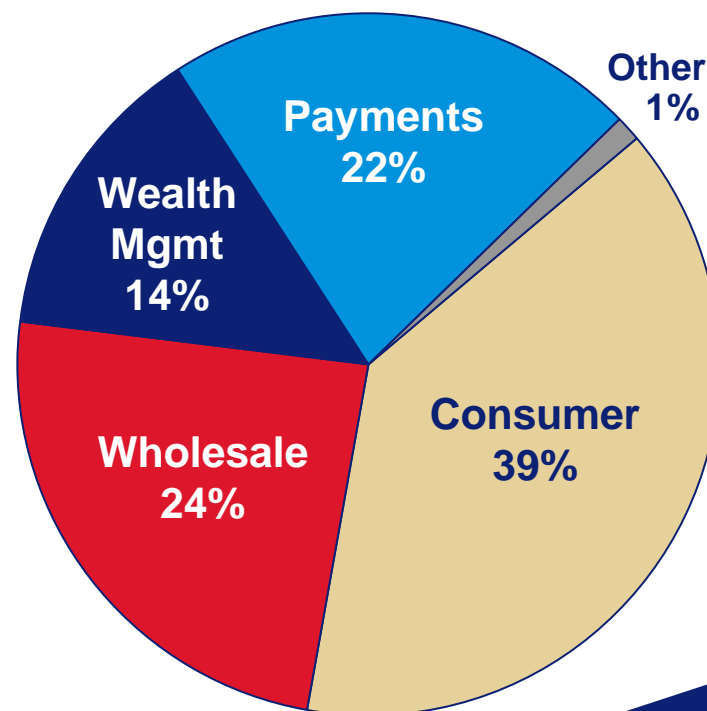
Business Lines



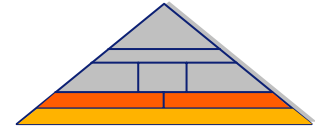
Revenue Mix By Business Line



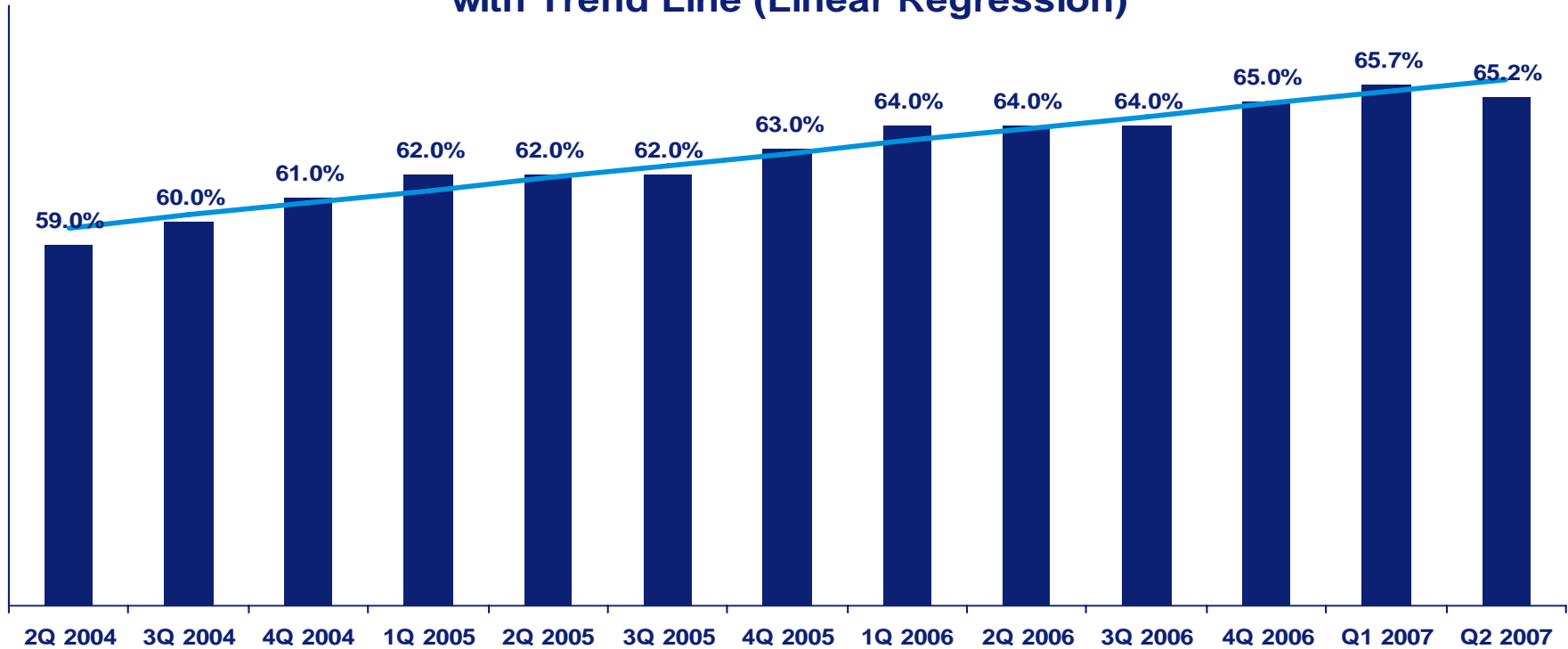
Net Income Mix By Business Line



Customer Service

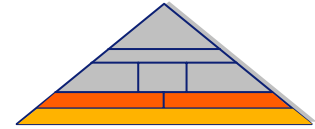


Retail Branch Customer Loyalty Scores By Quarter
with Trend Line (Linear Regression)



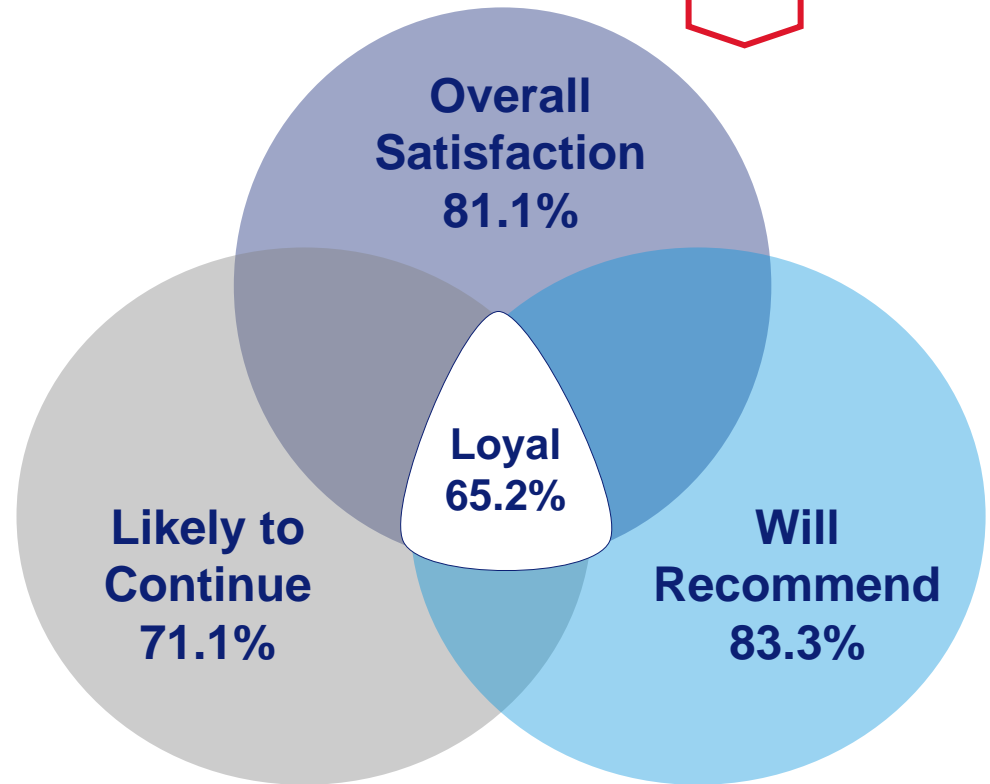
**Loyal customers are those who give the bank a 9 or 10 score on all three questions:
overall satisfaction, willingness to recommend and likely to continue
doing business with U.S. Bank**

Customer Service



Consumer Loyalty - Branch

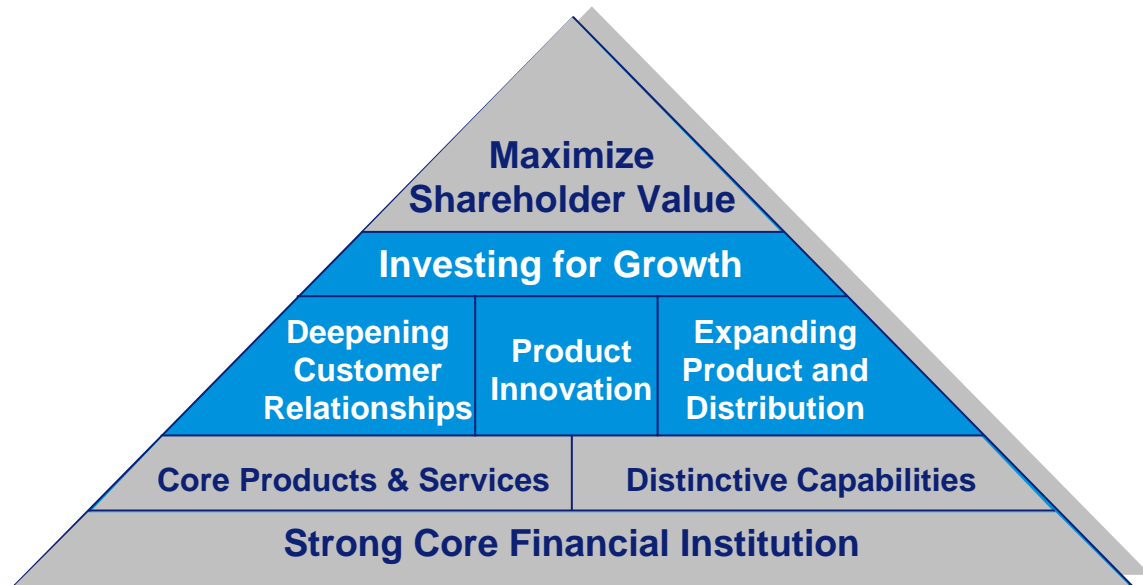
- ✓ 60,000 monthly customer surveys, measuring since 2Q 2004
- ✓ 65.2% loyalty in Q2 2007 – 9 or 10 rating
- ✓ Measurement is statistically valid at the individual branch.
- ✓ Critical tool in individual employee coaching
- ✓ Current focus on below benchmark performers



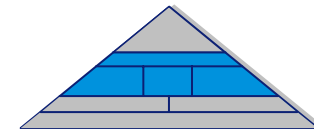
Scores of 9 and 10 on a 10 point scale

U.S. Bancorp Investing for Growth

- ✓ Enterprise Revenue Office
- ✓ Building Deeper Relationships
- ✓ New Ventures
- ✓ Employee Engagement



Investing for Growth



Richard Davis
President & CEO

Jennie Carlson
Executive Vice President
Human Resources

Andy Cecere
Vice Chairman
Chief Financial Officer

Bill Chenevich
Vice Chairman
Technology & Operations

Rick Hartnack
Vice Chairman
Consumer Banking

Rich Hidy
Executive Vice President
Chief Risk Officer

Joe Hoesley
Vice Chairman
Commercial Real Estate

Pam Joseph
Vice Chairman
Payment Services

Lee Mitau
Executive Vice President
General Counsel

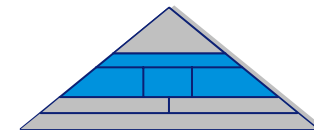
Joseph Otting
Vice Chairman
Commercial Banking

Dick Payne
Vice Chairman
Corporate Banking

Diane Thormodsgard
Vice Chairman
Wealth Management

S. Hickey / P.W. Parker
Executive Vice President
Co-Chief Credit Officer

Investing for Growth



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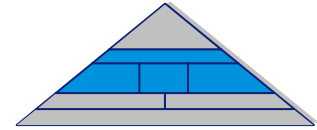
Dick Payne
Vice Chairman
Corporate Banking

Diane Thormodsgard
Vice Chairman
Wealth Management

S. Hickey / P.W. Parker
Executive Vice President
Co-Chief Credit Officer

Mac McCullough
Executive Vice President
Enterprise Revenue Office

Investing for Growth



Enterprise Revenue Office

Mac McCullough
Executive Vice President
Enterprise Revenue Office

**Building
Deeper
Relationships**

**New Venture
Unit**

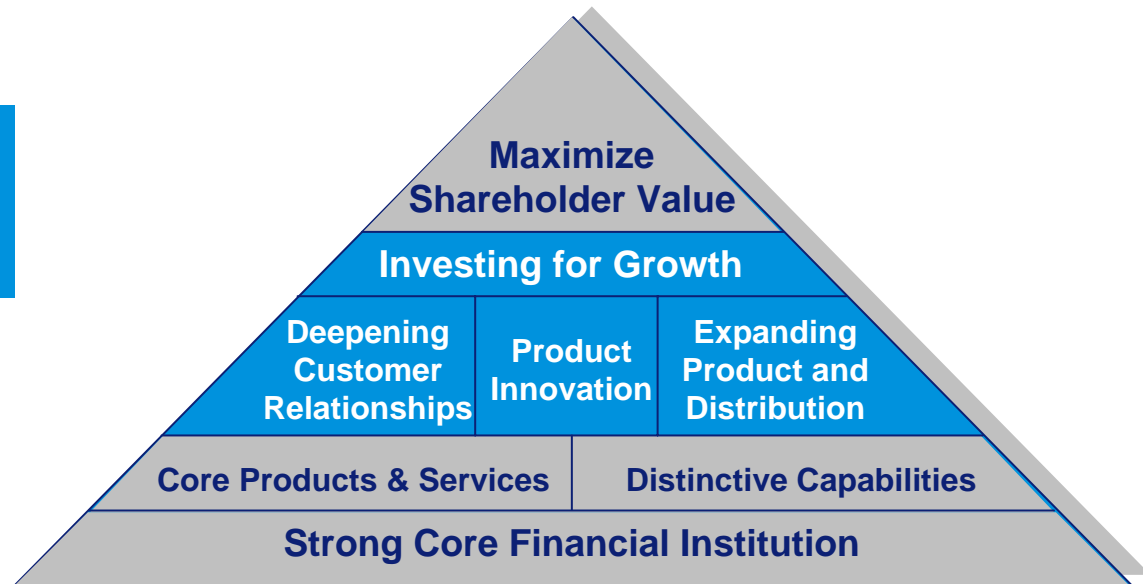
U.S. Bancorp Investing for Growth

✓ Enterprise Revenue Office

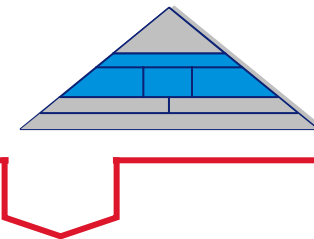
✓ Building Deeper Relationships

✓ New Ventures

✓ Employee Engagement



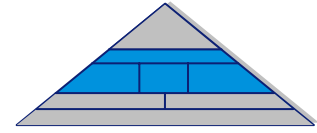
Building Deeper Relationships



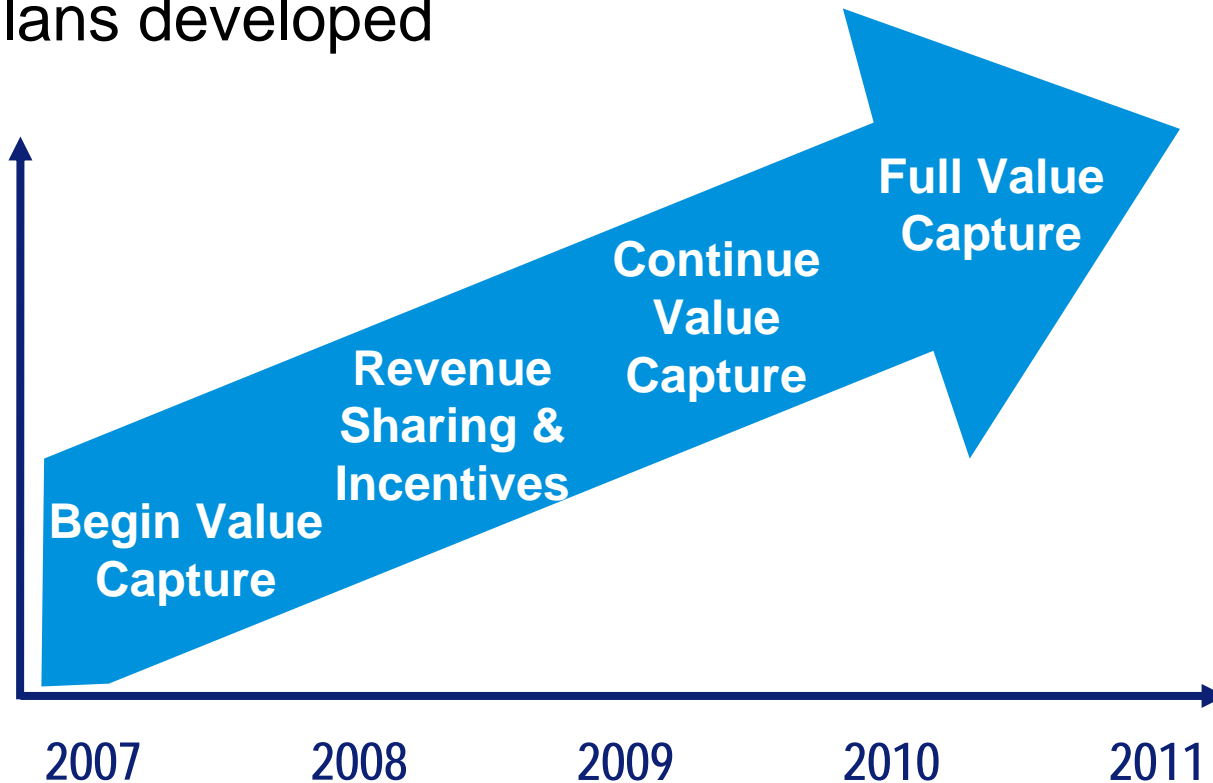
Overview

- ✓ Bank-wide initiative
- ✓ Dedicated team first-half of 2007
- ✓ Team's goal was to identify and size opportunities that provide value to customers while creating value for USB
- ✓ Key focus on revenue sharing and incentive plans

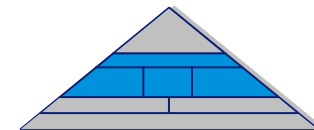
Building Deeper Relationships



15 high-impact initiatives identified and detailed project plans developed



Building Deeper Relationships



Key Levers

Offer Design

Proactive Selling

Reactive Selling

Disciplined Execution

Consumer Initiatives

- 1 Product Bundles
- 2 Home Mortgage
- 3 Referrals to Wealth Management
- 4 Extend Benefits of Banker Leads, Alerts & Sales Tools (BLAST)
- 5 Immediate Fulfillment in all Channels

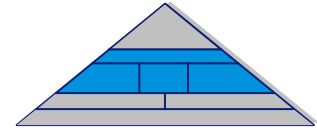
Small Business Initiatives

- 6 Product Bundles
- 7 Simplified Merchant Product in Branches
- 8 Segmented Delivery Model
- 9 Integrated Underwriting
- 10 Fulfillment in all Channels

Wholesale Initiatives

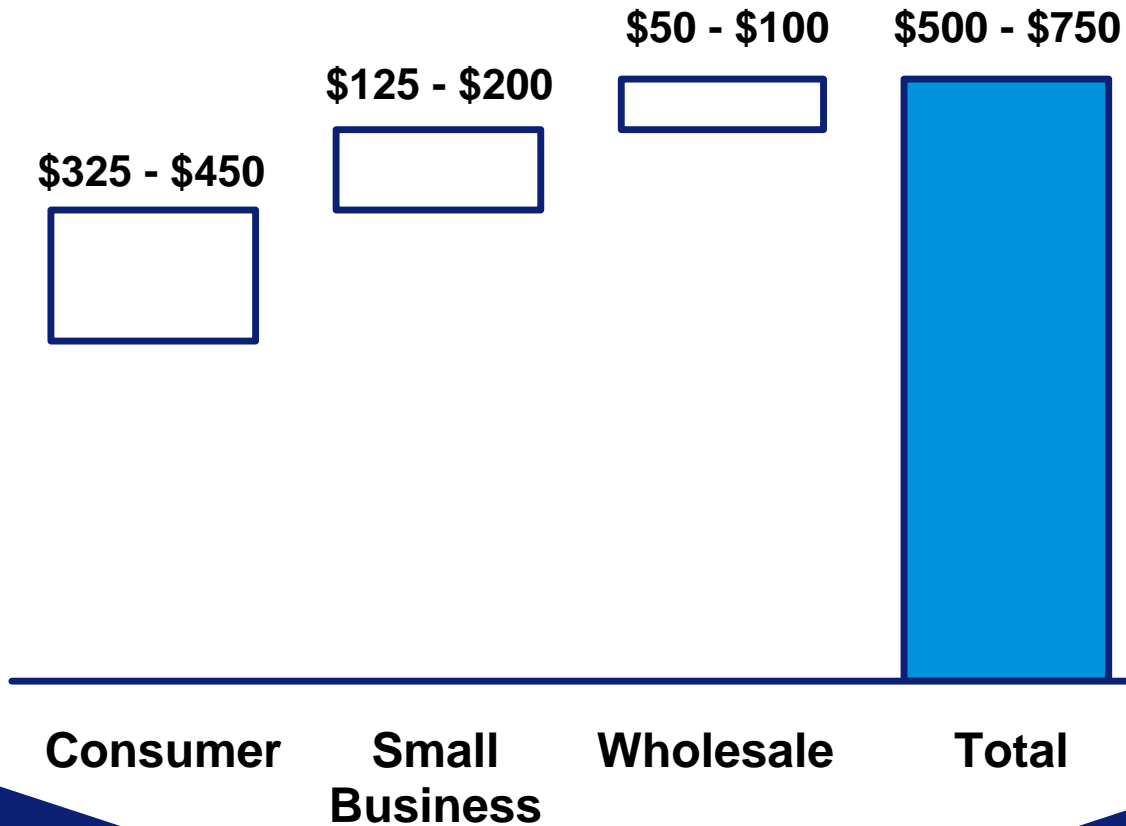
- 11 Industry Specific Product Solutions
- 12 Relationship Review
- 13 Integrated Payments Product Delivery
- 14 Referrals to Wealth Management
- 15 One-stop Corporate Liquidity Services

Building Deeper Relationships



Annual Revenue at Full Run-rate

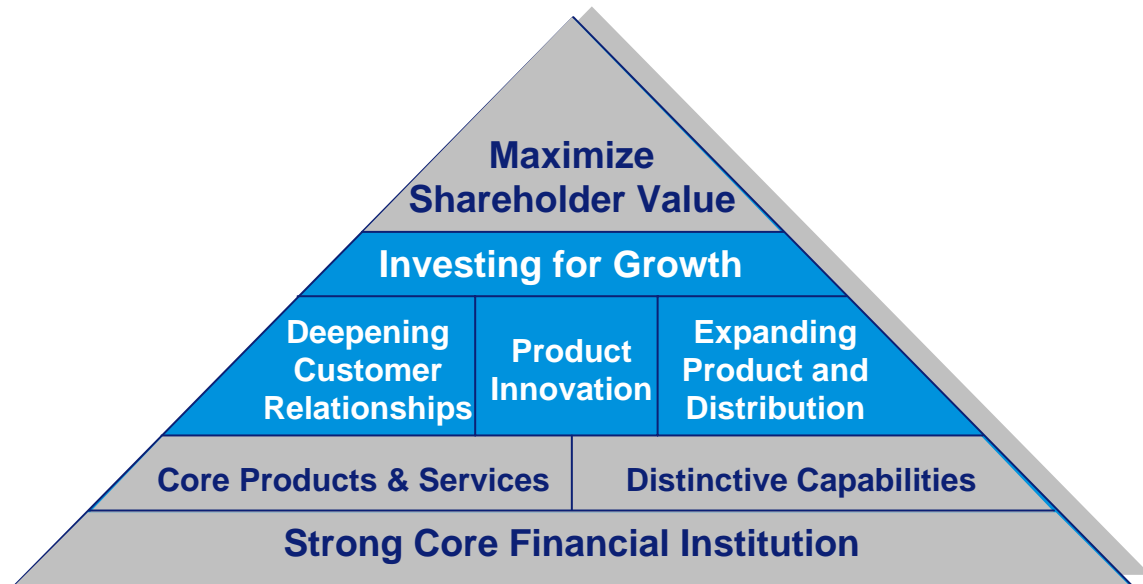
MM\$



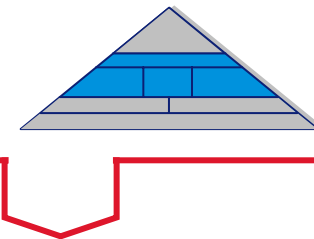
2009
to
2011

U.S. Bancorp Investing for Growth

- ✓ Enterprise Revenue Office
- ✓ Building Deeper Relationships
- ✓ **New Ventures**
- ✓ Employee Engagement



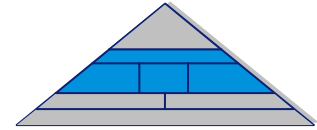
New Venture Process



USB Innovation History

- ✓ Numerous successful innovations in products, services and technology
- ✓ Intellectual property and patent success
- ✓ Innovations focused around existing products and services
- ✓ Primarily driven by near-term needs, with limited cross channel or product integration

New Venture Process



USB Historical Innovation Success

✓ PowerTrack



usbank.

✓ Access Online

✓ SinglePoint



✓ Viewpointe

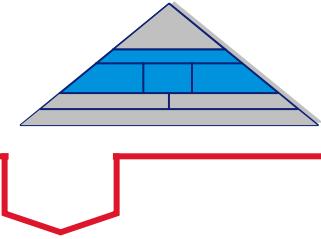


✓ BLAST

✓ Electronic Check Service



New Venture Process



Customers Identifying Customer Needs

Consumer

**Small
Business**

Wholesale

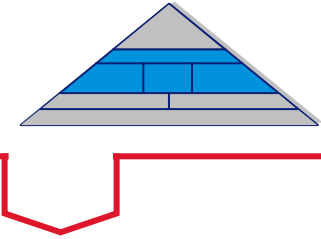
Internal

- ✓ **Business Unit Managers**
- ✓ **Relationship Managers**
- ✓ **Product Development**

External

- ✓ **Entrepreneurs**
- ✓ **Alliances**
- ✓ **Vendors**

New Venture Process



Customers

Identifying Customer Needs

Research and Development

Consumer

Small Business

Wholesale

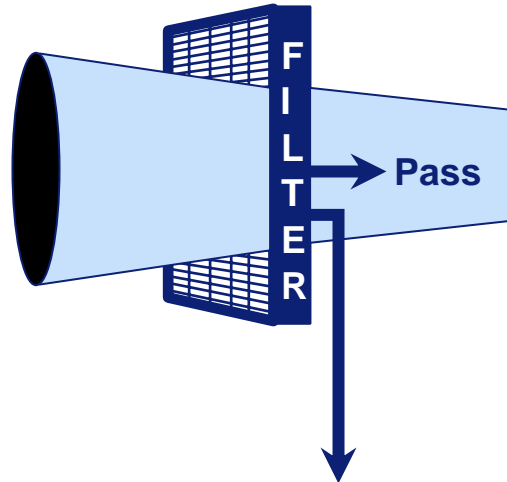
Internal

- ✓ Business Unit Managers
- ✓ Relationship Managers
- ✓ Product Development

External

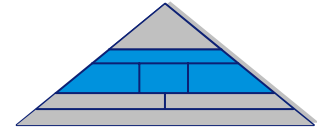
- ✓ Entrepreneurs
- ✓ Alliances
- ✓ Vendors

Market Research



Discontinue

New Venture Process



Customers Identifying Customer Needs

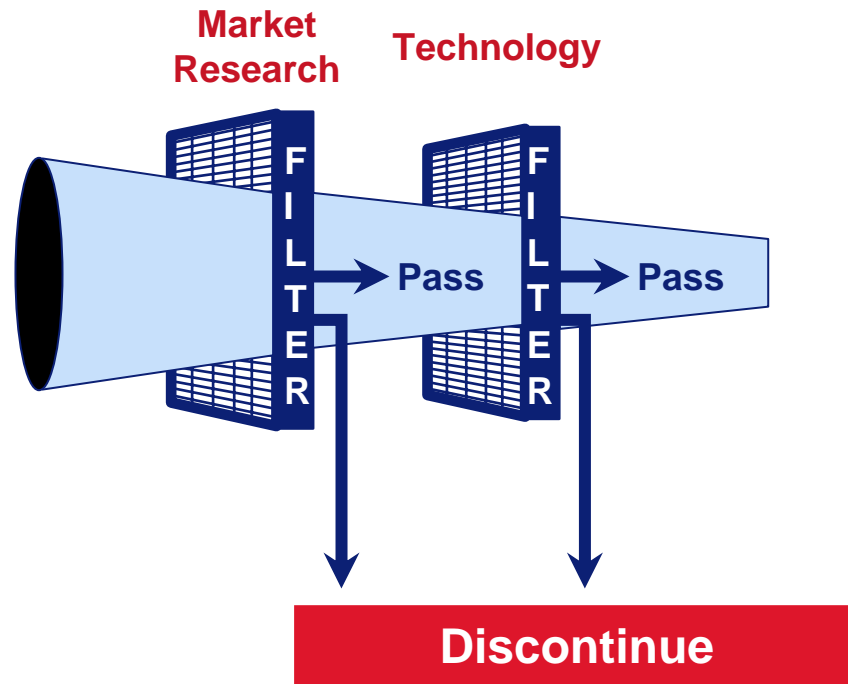
Consumer

Small Business

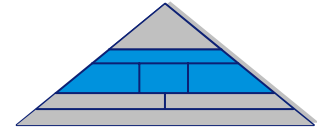
Wholesale

Internal
✓ Business Unit Managers
✓ Relationship Managers
✓ Product Development
External
✓ Entrepreneurs
✓ Alliances
✓ Vendors

Research and Development



New Venture Process



Customers Identifying Customer Needs

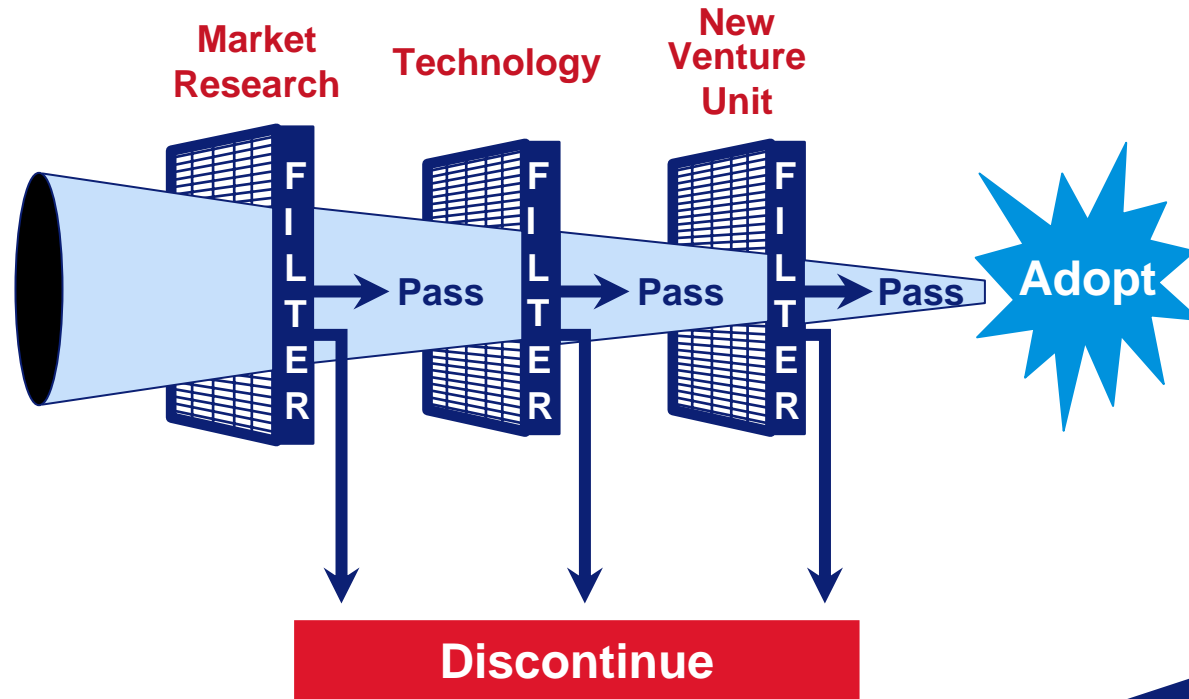
Consumer

Small Business

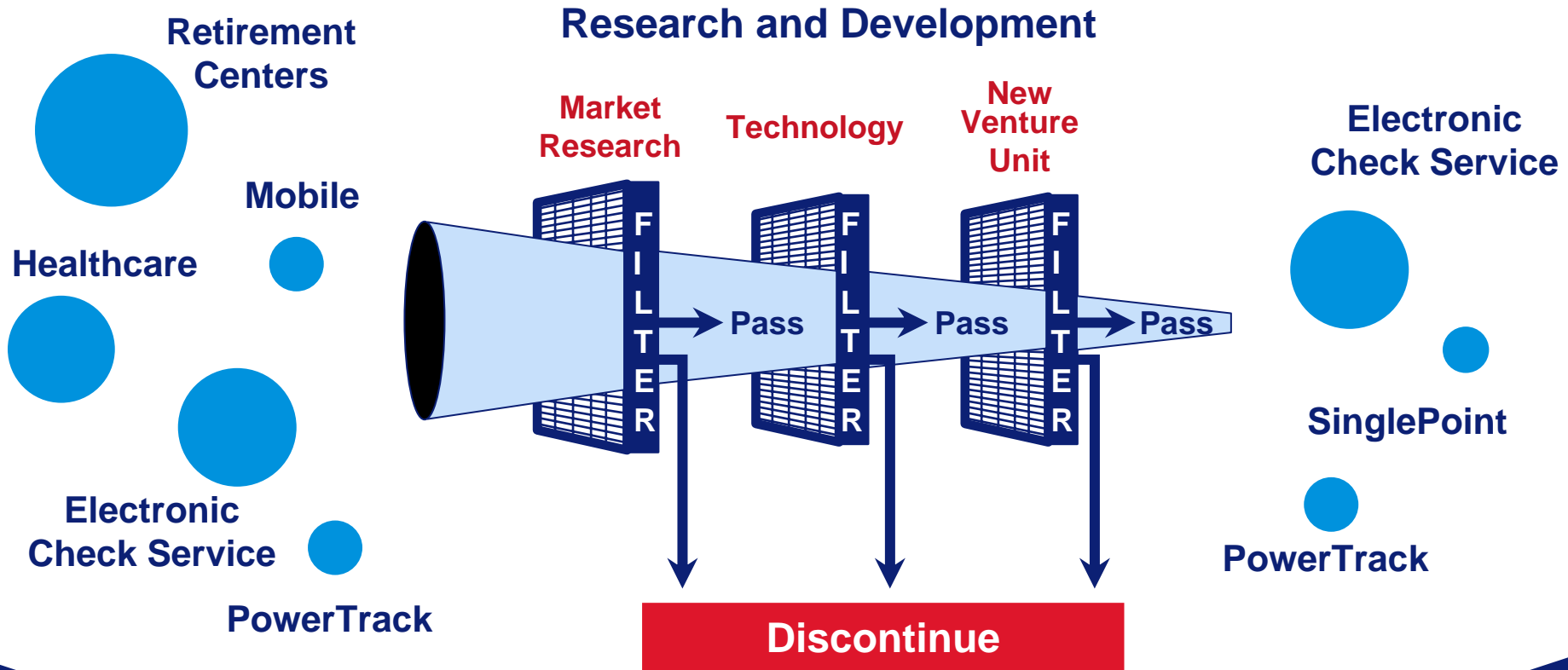
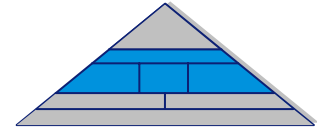
Wholesale

Internal	
✓	Business Unit Managers
✓	Relationship Managers
✓	Product Development
External	
✓	Entrepreneurs
✓	Alliances
✓	Vendors

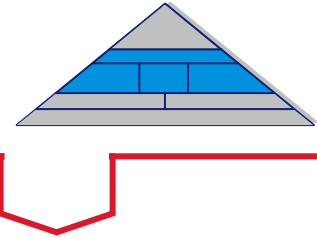
Research and Development



New Venture Process



New Venture Process

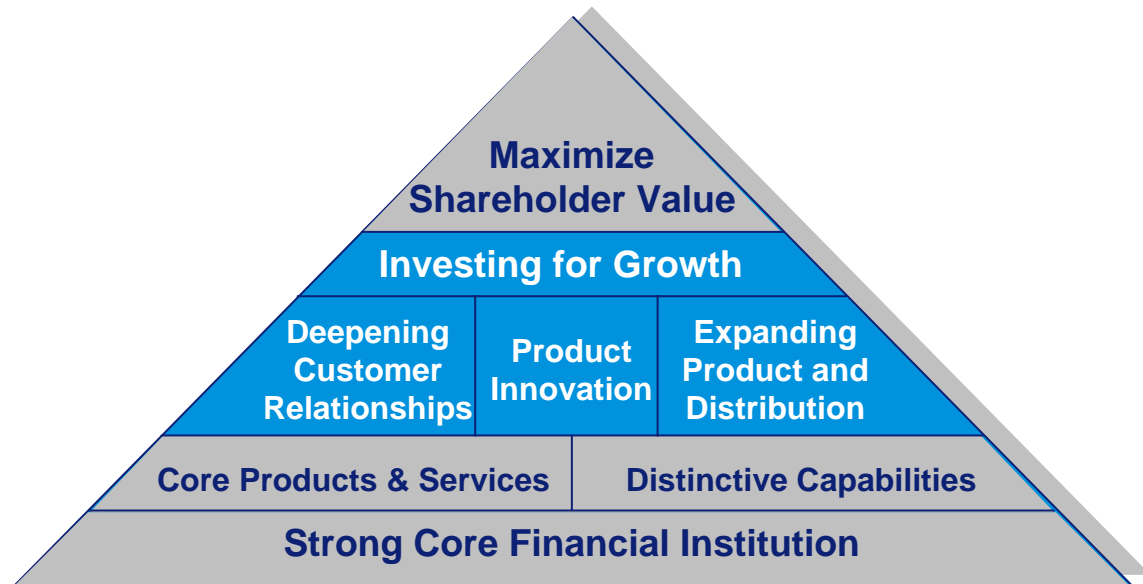


Summary

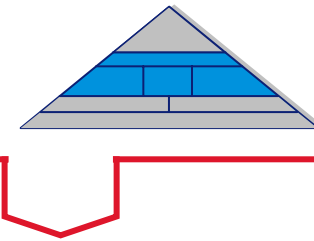
- ✓ Successful track record
- ✓ New process will broaden efforts at the enterprise level and ensure resource availability
- ✓ Heavy focus on leveraging strengths in payments (relationships, payment information, payment transaction processing)
- ✓ Objectives are to create value for customers and develop new sources of revenue for USB that meet materiality and return requirements

U.S. Bancorp Investing for Growth

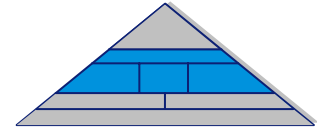
- ✓ Enterprise Revenue Office
- ✓ Building Deeper Relationships
- ✓ New Ventures
- ✓ Employee Engagement



Employees, Customers and Shareholders Benefit



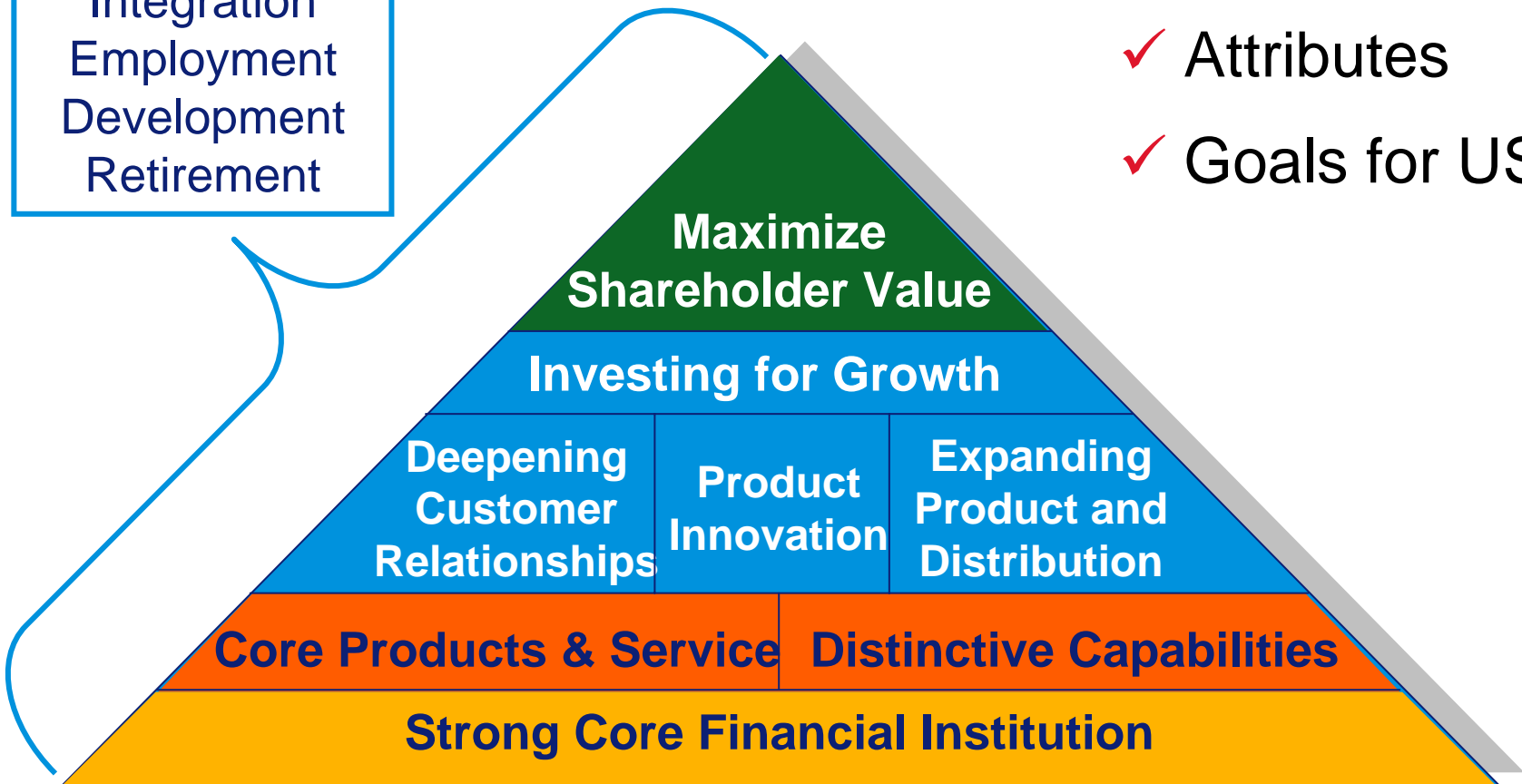
Employee Engagement



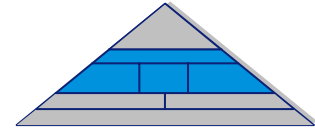
People

Selection
Integration
Employment
Development
Retirement

- ✓ Importance
- ✓ Attributes
- ✓ Goals for USB



U.S. Bancorp



Increase transparency
and results measurement
in incentive plans

Employee Compensation

Maximize
Shareholder Value

Investing for Growth

Deepening
Customer
Relationships

Product
Innovation

Expanding
Product and
Distribution

Core Products & Service

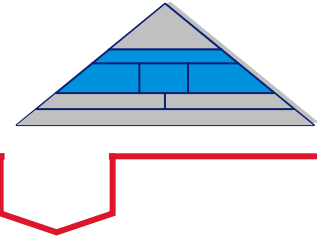
Distinctive Capabilities

Strong Core Financial Institution

Employee Development



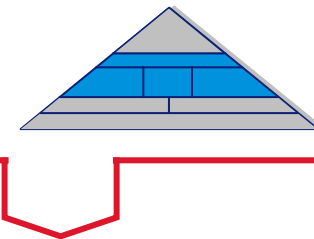
Long-term Goals - PEOPLE



- ✓ Connect employees to a shared purpose, vision and values
- ✓ Create a more loyal, committed, productive and engaged workforce
- ✓ Identify, reward and retain talented employees
- ✓ Provide opportunities for growth and development to all employees
- ✓ Develop strong leaders with the skills to identify and build talent



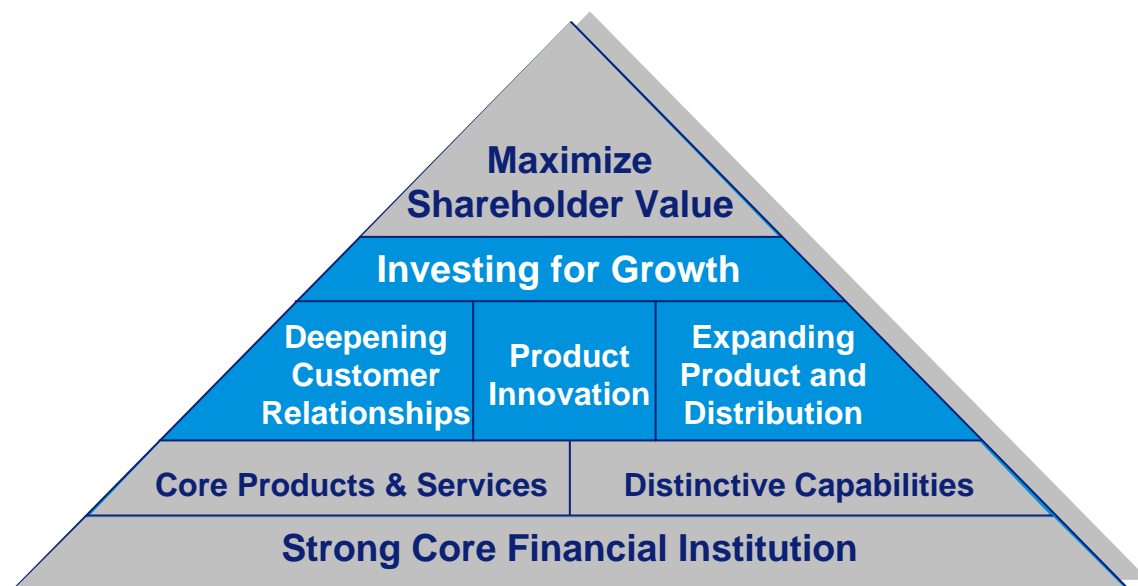
Measures of Success



- ✓ Customer loyalty scores will continue to increase
- ✓ Unwanted turnover will decrease and wanted turnover will increase
- ✓ Revenue production and corresponding incentive payments will increase
- ✓ Shareholder total return will increase

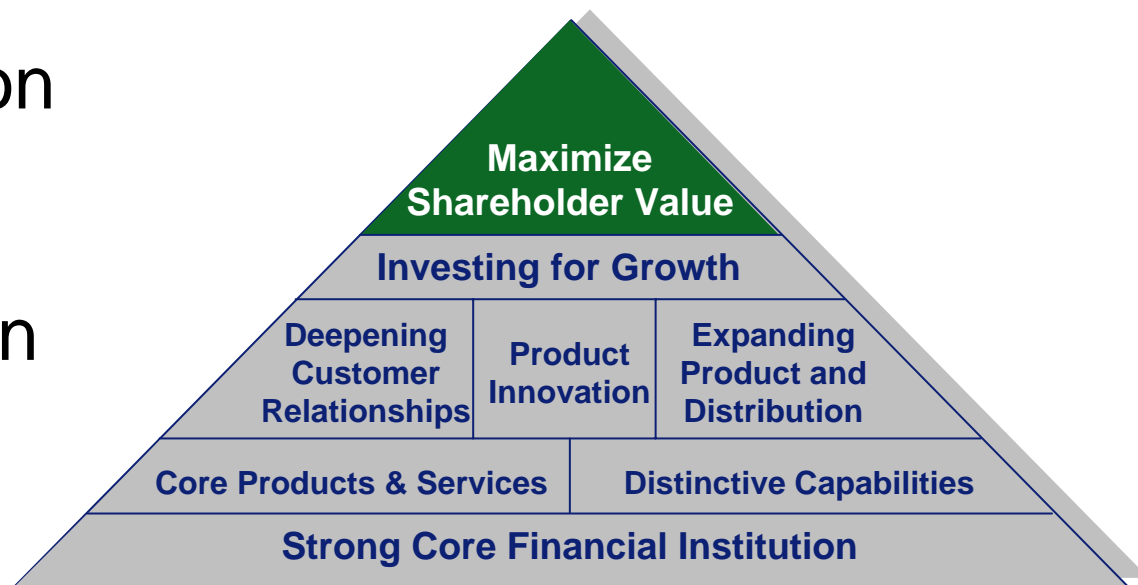
U.S. Bancorp Investing for Growth

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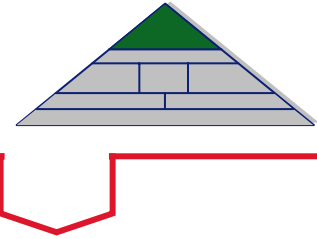


Maximize Shareholder Value

- ✓ Profitability
- ✓ Capital Generation
- ✓ Dividends
- ✓ Price Appreciation
- ✓ Total Return



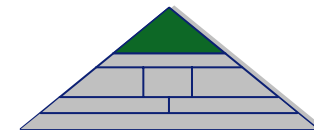
“Dividend Aristocrat”



STANDARD
& POOR'S DIVIDEND ARISTOCRATS

35 Years of Increased Dividends

Total Shareholder Return

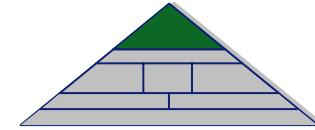


As of 8/31/07

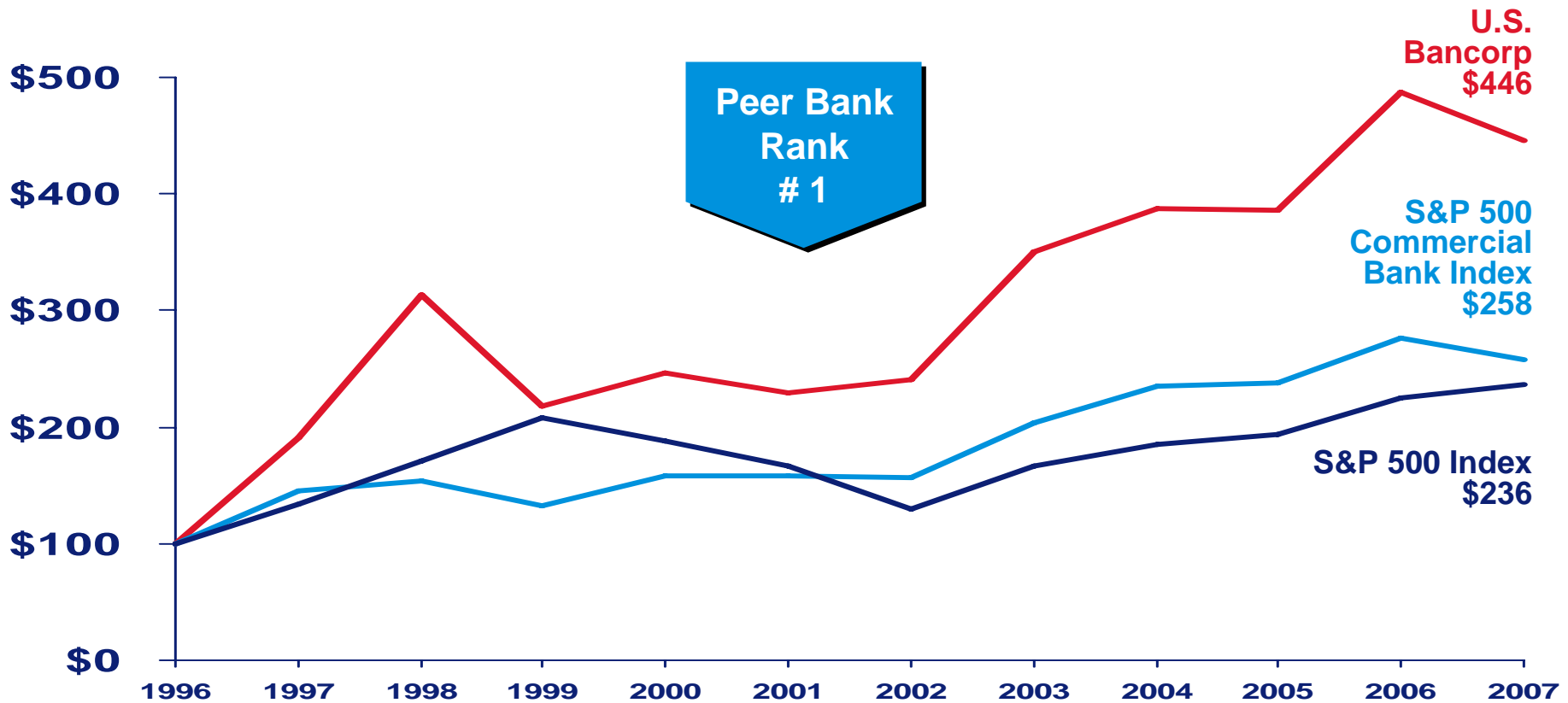
	<u>1 Year</u>	<u>3 Year</u>	<u>5 Year</u>
U.S. Bank	5.4%	7.5%	13.2%
S&P 500 Commercial Bank Index	-0.6%	5.6%	8.9%
S&P 500 Index	15.1%	12.2%	12.0%

Source: FactSet
3 & 5 year TSR annualized

Total Shareholder Return



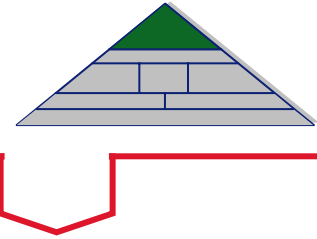
A \$100 investment in U.S. Bancorp in 1996 was worth \$446 in 2007!



Source: Bloomberg as of 8/31/07 12/31/96 = 100

Peer banks: BAC, BBT, CMA, FITB, KEY, NCC, PNC, RF, STI, USB, WB, WFC and WM

U.S. Bancorp



Consistent

Predictable

Repeatable

U.S. Bancorp Investor Conference

Richard K. Davis

President and CEO

September 4, 2007

