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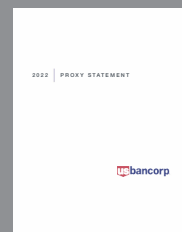
This publication is part of our reporting suite. For more information about U.S. Bancorp and our activities, please read our other reports:



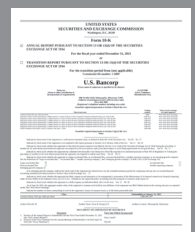
+ Annual Report



+ 2021 Community Impact Summary



+ 2022 U.S. Bancorp Proxy Statement



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**INCREASE
EQUITY, ACCESS, &
ECONOMIC EMPOWERMENT**

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This report covers calendar year 2021 and provides qualitative and quantitative information on our approach to managing our Environmental, Social and Governance (ESG) opportunities and risks. In some cases, we also share highlights from programs and initiatives that were launched in 2022 and updated information about our Board of Directors to provide more up-to-date information to our stakeholders. When we use the terms "U.S. Bancorp," "Company," "we," "us," or "our" in this report, we mean U.S. Bancorp and its subsidiaries, including U.S. Bank National Association, on a consolidated basis, unless we state, or the context implies, otherwise.



Letter from Andy Cecere

CHAIRMAN, PRESIDENT AND CHIEF EXECUTIVE OFFICER

As a financial services provider, we are committed to serving all of our key stakeholders including our customers, employees, shareholders and communities.

Our ESG efforts reflect our commitment to being a responsible corporate citizen including our work to meet our Community Reinvestment Act (CRA) goals, to support community development through the U.S. Bancorp Community Development Corporation (USBCDC), and to dedicate ourselves to creating an inclusive workplace.

We are doing more than ever in this space.

- We have elevated ESG to be more visible to the Company's management and the Board of Directors
- We have created a dedicated program office to integrate ESG strategies and activities into our daily work
- We are stepping up our environmental commitments, including through our goal to achieve Net Zero carbon emissions by 2050
- We are focusing on doing our part to help close the racial wealth gap via Access Commitment™ and a partnership with the Urban Institute
- We are innovating in ESG by offering ESG services to other organizations through our ESG Commercial Products business

We are focused on continually learning, setting ambitious targets, measuring our progress and sharing our results.

ANDY CECERE
CHAIRMAN, PRESIDENT AND CHIEF EXECUTIVE OFFICER

We intend to further our commitment through the pending acquisition of MUFG Union Bank, and our Community Benefits Plan.¹ Through a series of community conversations, we listened and learned what was important to MUFG Union Bank employees, customers and communities. We intend to continue serving each MUFG Union Bank market, help elevate low- and moderate-income communities where we do business and work to meet the environmental and social needs of our new customers and clients.

We are focused on continually learning, setting ambitious targets, measuring our progress and sharing our results. We appreciate your interest as you read this year's ESG report.

Sincerely,

Andy Cecere
Chairman, President and Chief Executive Officer

August 2022

¹ Pending regulatory approval and closing of U.S. Bancorp's proposed acquisition of MUFG Union Bank.

**U.S. BANCORP 2021
 AT A GLANCE**

PURPOSE STATEMENT

We invest our hearts and minds to power human potential.





About this Report

We are pleased to present our annual ESG Report, which discloses how we are addressing the business risks and opportunities presented by key environmental, social and governance issues. The report provides information on how we operate our business and builds upon our inaugural 2020 ESG report, including our increased focus on climate and our human capital strategies.

This report covers the period of January 1, 2021 through December 31, 2021 as well as certain updates from the first part of 2022. It addresses activities of U.S. Bancorp and its subsidiaries, including U.S. Bank National Association. This report supplements our other public disclosures, including U.S. Bancorp's 2021 Annual Report and 2022 Proxy Statement. We also intend to release a dedicated Task Force on Climate-Related Financial Disclosures (TCFD) report.

This ESG Report is intended to provide – in one place – information about ESG issues of interest to our stakeholders that isn't included in our other reports. While this report includes information about ESG topics that we believe are issues or priorities of our Company and our stakeholders, the information that is not disclosed in our other public disclosures filed with the Securities and Exchange Commission was not deemed to be material as defined by or construed in accordance with securities law or as used in the context of financial statements and reporting.

This report contains forward-looking statements, which may include our current expectations and assumptions regarding our future activities, plans, and objectives and other future conditions. Please see the "Forward-looking Statements & Additional Information" section for more information about factors that could cause our actual results to differ significantly from our forward-looking statements.

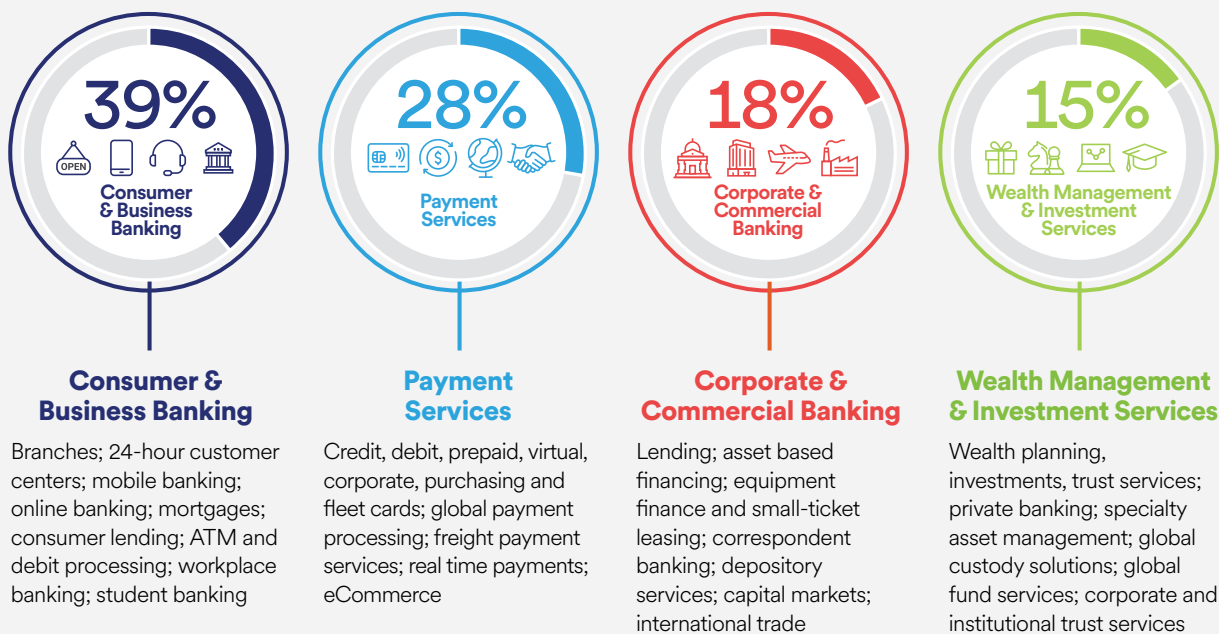
This report has been informed by external frameworks such as the Sustainability Accounting Standards Board Standards (SASB) and the Global Reporting Initiative (GRI) reporting standards. Both the SASB and the GRI index can be found in the appendix.

About U.S. Bancorp

U.S. Bancorp, with approximately 70,000 employees and \$573 billion in assets as of December 31, 2021, is the parent company of U.S. Bank National Association. The Minneapolis-based company serves millions of customers locally, nationally and globally through a diversified mix of businesses: Consumer and Business Banking; Payment Services; Corporate & Commercial Banking; and Wealth Management and Investment Services. U.S. Bank provides corporate trust and fund administration services in Europe. Elavon, a wholly owned subsidiary of U.S. Bank, has been a global leader in payment processing for more than 30 years. U.S. Bancorp has been recognized for its approach to digital innovation, social responsibility and customer service, including being named one of the 2022 World’s Most Ethical Companies by Ethisphere Institute and Fortune’s most admired superregional bank.

REVENUE MIX BY BUSINESS LINE

2021 taxable-equivalent basis. Business line revenue percentages exclude Treasury and Corporate Support



OUR STRATEGIC PILLARS

Our strategy is how we will grow; it comes to life by activating our pillars



Being the Most Trusted Choice



Driving One U.S. Bank



Striving for Simplicity



Creating the Future Now

MUFG UNION BANK ACQUISITION

On September 21, 2021, U.S. Bancorp entered into a definitive agreement to acquire MUFG Union Bank’s core regional banking franchise, pending regulatory approval. The acquisition of MUFG Union Bank underscores our strategy to strengthen and grow our business on the West Coast, make investments to serve customers and local communities and enhance competition in the financial services industry.

With the acquisition of MUFG Union Bank, we expect to increase access to state-of-the-art financial products while maintaining both organizations’ excellent records of serving low- and moderate-income (LMI) communities and supporting minority-led institutions. We’re excited about the support, investment and opportunity this acquisition will bring to the people and communities in the western United States.

As part of the planned acquisition, U.S. Bancorp has developed a five-year community benefits plan (CBP) that was informed by multiple listening sessions with more than 200 community groups participating as well as a public hearing organized by regulators. Listening sessions were organized with the support of the National Community Reinvestment Coalition, the California Reinvestment Coalition and the Alliance to End the Racial Wealth Gap. The plan focuses on foundational components of community and economic development where we believe the Company can have the most impact.

\$100 billion

national community benefits plan²



- ▶ 60% of five-year plan supports California communities
- ▶ Expands equitable access to capital for LMI communities and communities of color

OUR CBP’S TEN ELEMENTS

- Access to Homeownership
- Small Business Access to Capital & Technical Assistance
- Community Development Lending & Investment
- Environmental Stewardship & Commitment
- Branch Services in California
- Advancing a Diverse & Equitable Workforce
- Philanthropy & Community Service
- Diverse Segment Outreach
- Supplier Diversity
- Plan Implementation & Accountability

² Pending regulatory approval and closing of U.S. Bancorp’s proposed acquisition of MUFG Union Bank.



Increased Lending and Investment³

- We plan to provide at least a 20% increase in mortgage lending units nationally and a 30% increase in California to LMI borrowers, LMI communities and communities of color
- We plan to increase lending to small businesses and small farms by 15% nationally and 25% in California
- We've committed to increase lending and investing by over 40% nationally and over 50% in California in community and economic development, affordable housing, environmental and social impact lending and investments, with a focus on racial equity and access to credit for organizations and developers of color



New Special Purpose Credit Programs with a California Focus

- **Small business:** We plan to work with regulators to enhance and expand MUFG Union Bank's Business Diversity Lending Program
- **Mortgage:** We plan to work with regulators to develop a mortgage Special Purpose Credit Program (SPCP) that will include down-payment assistance
- **Affordable housing:** We are committed to working with regulators to provide access to lending capital for minority-led and -owned developers to support affordable housing projects



Commitment to Branch Banking

- We plan to retain all MUFG Union Bank and U.S. Bank front-line branch employees in California, Washington and Oregon
- We plan to open five new branches in LMI or middle-income majority minority communities in California
- We plan to open or preserve five additional branches in LMI or middle-income majority minority communities in California, decided with input from the California Reinvestment Coalition
- We plan to create five residencies in local nonprofits where bankers will help with small business lending and financial literacy
- We plan to adopt MUFG Union Bank's high school and community college branch program and support additional financial education outreach

³ Lending and investment goals were established assuming market and competitive dynamics remain consistent and positive trends in loan demand is consistent with recent demand. Macroeconomic factors such as higher interest rates, unemployment and/or inflation may inhibit future demand.



Our Approach to ESG

At U.S. Bancorp, our focus on ESG is not new. We have long believed in leveraging our unique capabilities as a superregional bank to empower our employees, families, businesses, customers and communities. We want all people everywhere to thrive.

Our world continued to face the impacts of a global pandemic, changing the way we work and how we live our daily lives. While the last two years have been hard, they have also pushed us to think deeply about the values we hold true and the impact we want to make in the world.



REBA DOMINSKI
CHIEF SOCIAL RESPONSIBILITY OFFICER

At U.S. Bancorp, our ESG initiatives run in parallel to our business lines and we work to integrate ESG into our business. We want ESG to be fully integrated into every conversation, at every level. We see doing business in an environmentally sustainable and socially responsible manner as a driver of innovation, productivity and the creation of both short- and long-term value.

Our approach to ESG features four areas of emphasis. Think of them as touchpoints that reflect our core values, while also addressing complex ESG issues from multiple angles. While each stands on its own, they are also interconnected and mutually reinforcing.

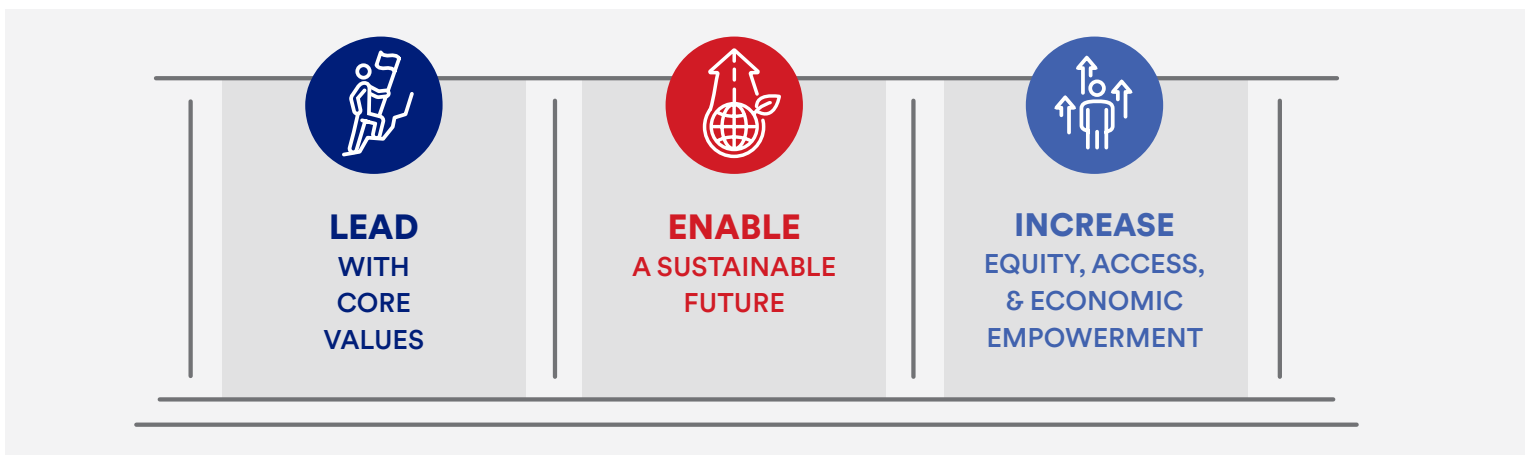
Our commitment to **Diversity, Equity and Inclusion (DEI)** shows up in everything we do, and finds its focus in Access Commitment™, our multi-year, multi-dimensional initiative to help close the racial wealth gap. We have also greatly increased the visibility of DEI issues by having our Chief Diversity Officer report directly to the Chief Executive Officer.

The **Community Reinvestment Act (CRA)** is more than a regulation that requires our compliance. We do everything we can to live up to the spirit of the CRA, which is designed to promote banks working to meet the credit needs of all. Our support of low- and moderate-income communities reflects our commitment to community reinvestment.

Working primarily through tax credit investing and community lending, the **U.S. Bancorp Community Development Corporation (USBCDC)** is a national leader in affordable housing, economic development, historic renovations and renewable energy. The USBCDC provides innovative financing solutions for community development projects nationwide including solar financing.

The **U.S. Bank Foundation** leverages traditional philanthropy, employee matching gifts and volunteerism to make an impact on the communities we serve. Their unified giving and engagement strategy, Community Possible, focuses on closing the gaps between people and possibility in the areas of work, home and play. In 2021, the U.S. Bank Foundation provided \$31 million in grant funding, matching gifts and Dollars for Doing contributions. The Dollars for Doing program matches employee volunteer time at \$5 per hour up to 40 hours per year.

While we are not new to ESG, we also recognize that ESG is changing. Our employees, customers, shareholders and stakeholders not only want us to make more of an impact, but they also want us to be more intentional and more transparent about our methods. We are committed to making a difference around three ESG pillars, which are represented by the three sections of this report:

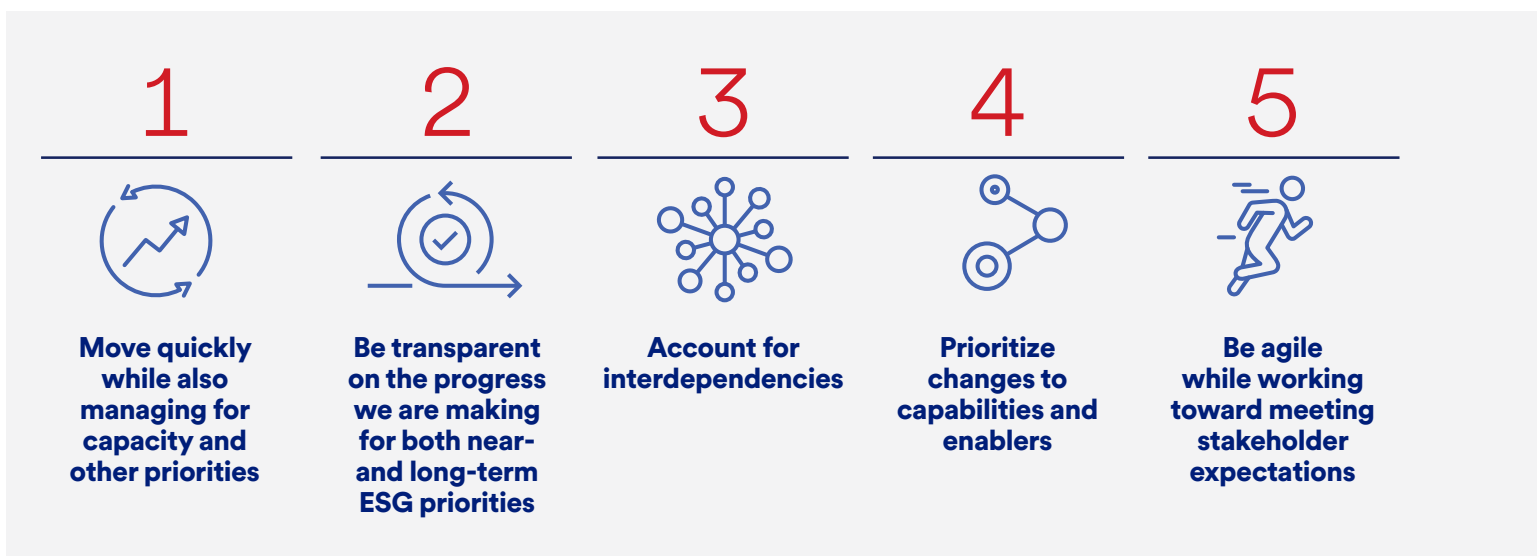


ENHANCED ESG CAPACITY

We understand that ESG is critical to our strength, resiliency and ability to deliver long-term value to our stakeholders. While ESG has always been implicit in everything we do, in 2021 we made the strategic decision to build out an explicit and comprehensive structure, governance and operating model around ESG.

We created a formal ESG program office, and recruited a seasoned sustainability leader from outside the Company to lead this group. This centralized office is built on a hub-and-spoke model. The ESG program office (the hub) sets a One U.S. Bank strategy around ESG strategies, goals, disclosures and communications. The business lines (the spokes) partner with the ESG Program Office to set the strategy and execute individual ESG programs and initiatives.

We use the following ESG principles to guide our efforts:



Through the ESG program office we are equipping ourselves to meet the stakeholder demands today and into the future. We are driving short- and long-term value by integrating ESG into our existing leadership and management framework, while simultaneously empowering internal stakeholders both to do what's right and to maximize emerging ESG opportunities.

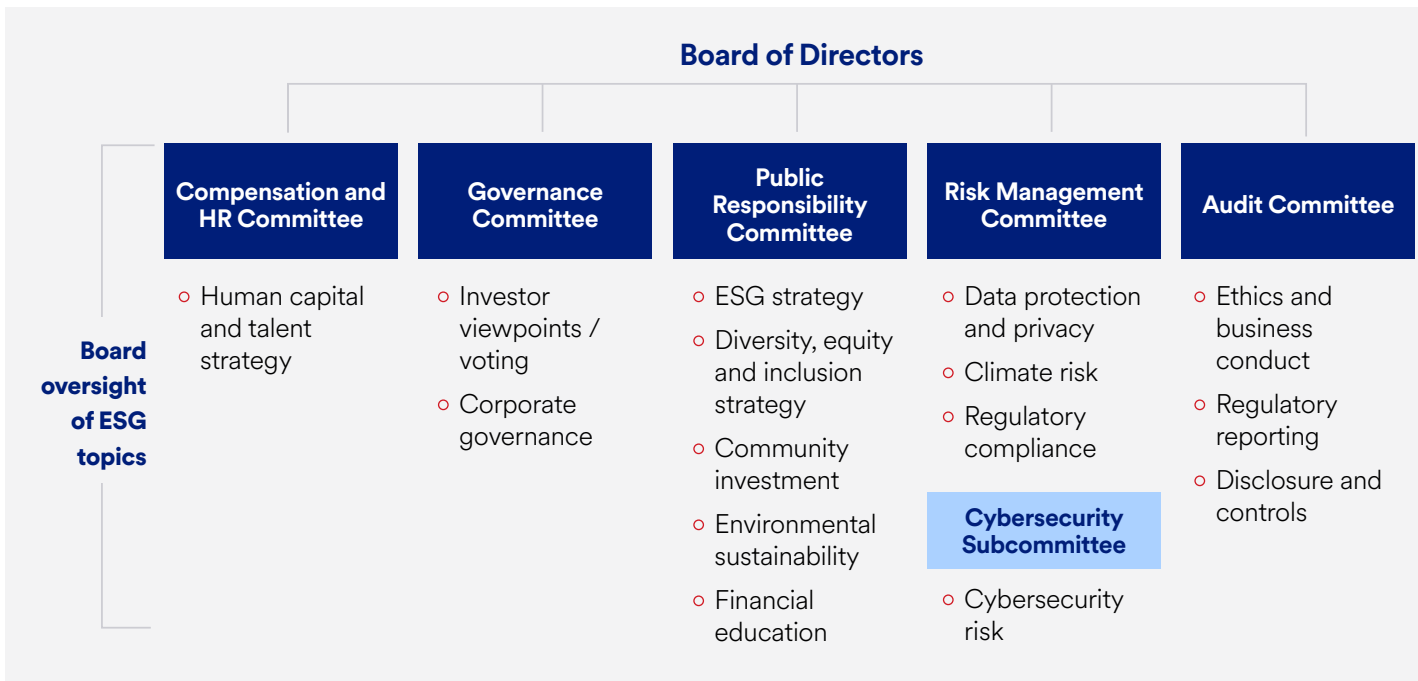
We also appointed a new climate risk executive. Working in partnership with the ESG program office, the climate risk executive and climate team focus on identifying, measuring, monitoring and mitigating risks associated with climate change. Enhancing our climate team supports business strategy and activities while enabling us to prudently manage our risks over both the short- and long-term.

ESG OVERSIGHT

ESG matters are an important focus for our Board and Company. Our decision-making processes and risk management framework reflect this view, aligning specific and focused oversight of certain types of ESG risks and opportunities to various board committees. The Public Responsibility Committee, a committee of the Board of Directors, has oversight of ESG strategy with relevant ESG topics overseen by responsible committees.

Board of Directors

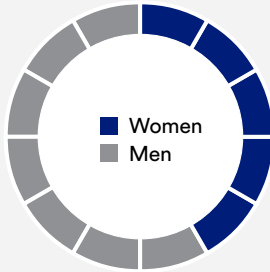
We believe in having a strong, independent Board of Directors. We rely on our Board to ask difficult questions. They challenge our assumptions and push us to live out our core values. They are essential to creating long-term value for all stakeholders, including serving the needs of our customers, clients and communities. In 2021, ESG matters were a focus for our Board and its committees as part of its oversight responsibilities.



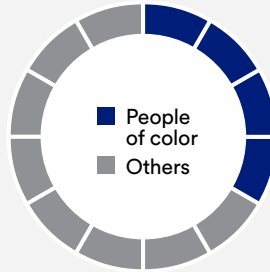
Our Board, through its Governance Committee, regularly reviews its structure and composition. The Board strives to represent a diversity of backgrounds, industries, skills, professional experiences, geographic communities, genders, races, ethnicities and other personal qualities and attributes. The Board's Governance Committee incorporates this broad view of diversity into its director nomination process and is committed to making sure that the Board's composition as a whole appropriately reflects the current and anticipated needs of the Board and our Company. The Board's commitment to diversity is reflected in its Corporate Governance Guidelines, which reflect that any director search firm used to identify external candidates for a Board vacancy will be requested to present a diverse slate of candidates. The Governance Committee considers diversity in every search effort.

BOARD COMPOSITION

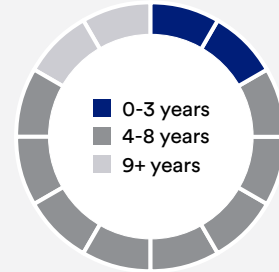
Gender of Directors



Ethnicity of Directors



Tenure of Directors



Skills and qualifications collectively represented by the directors⁴



▶ **Chief executive experience** – Directors who are current or former CEOs of publicly held or large private corporations



▶ **Financial reporting and accounting** – Directors who have specialized financial reporting qualifications, such as experience as a CPA or as the CFO of a large corporation



▶ **Corporate governance** – Directors who have significant experience serving on and leading the boards of other large corporations and/or professional experience in the corporate governance field



▶ **Financial services industry experience** – Directors who have executive-level experience in the financial services industry



▶ **Risk management** – Directors who have specific risk-management expertise, gained through leadership at either a critical infrastructure company or a financial services institution



▶ **Customer experience** – Directors who have executive-level experience in a consumer-focused industry other than financial services



▶ **Technological transformation** – Directors who have executive-level experience in an industry driving technological change



▶ **Other regulated industry experience** – Directors who have executive-level experience in a regulated industry other than financial service



▶ **Community leadership** – Director who has significant professional leadership experience in community services organizations and/or in public policy roles

⁴ As of July 31, 2022

Senior Management

In June 2021 we established an ESG Committee made up of senior leaders across the organization including our Chief Administrative Officer, Chief Human Resources Officer, Chief Risk Officer and Chief Diversity Officer, and chaired by our Chief Social Responsibility Officer.

This ESG Committee provides continuous updates to the Chief Executive Officer and Managing Committee as well as quarterly updates to Public Responsibility Committee of the Board of Directors. The ESG Committee is dedicated to integrating ESG activities into our overall business strategy. The ESG Committee provides clarity, direction, accountability and oversight of ESG topics so that they are managed as part of existing operations, programs and processes.

ESG and Executive Compensation

When structuring our executive compensation program, our Board's Compensation and Human Resources Committee considers multiple factors, including the views of our shareholders, industry trends and the specific strategic needs of our Company. We also recognize the increased importance of ESG in measuring executive performance. Beginning in 2021, our Compensation and Human Resources Committee implemented a qualitative review process for bonus funding determination for our executives. This determination is based on the Committee's assessment of factors that include considerations related to ESG matters and human capital management.

STAKEHOLDER ENGAGEMENT

We know we don't have all the answers which is why we must seek to learn from those with knowledge, skills and, most importantly, lived experiences. Active and transparent engagement with our key internal and external stakeholders is a priority of our ESG strategy. From year-round employee feedback surveys and shareholder conversations to regular touchpoints with community advocates and regulators, open two-way dialogue with these important groups continues to push us to do better.

STAKEHOLDER	ENGAGEMENT NEEDS AND TOPICS	CURRENT ENGAGEMENT METHODS
Clients / Customers	<ul style="list-style-type: none"> ○ Avenues to provide feedback and raise concerns about products and services ○ ESG priorities and progress ○ Support in clients' carbon transition ○ Avenues to share clients' own ESG approaches ○ Providing customers financial coaching through bank branches ○ Customer service disruption ○ Negative transactional experience 	<ul style="list-style-type: none"> ○ Social media ○ U.S. Bancorp blog ○ Financial IQ platform and stories for good articles on usbank.com ○ Financial health assessments/ financial wellness programming ○ U.S. Bank mobile app ○ Follow-up email or phone calls for low satisfaction, complaints, or unresolved issues (we speak via phone with ~3,000 customers per month) ○ Live chat link and always available link for feedback in digital channels ○ Customer Care Unit follow-up calls or support (~3,000 per month) ○ Social Care Team online engagement for social media posts (~1,500 interactions per month)
Communities/ Non Governmental Organizations (NGOs)	<ul style="list-style-type: none"> ○ ESG priorities and progress ○ Financial and civic support for community development programs ○ Financial literacy education ○ Organizational support for various public policy topics ○ Support for topic-specific causes, including for local communities ○ Sustainable finance and investment towards various causes 	<ul style="list-style-type: none"> ○ U.S. Bank's Community Advisory Committee ○ Community-wide Listening Sessions ○ Ongoing communication through phone calls and emails ○ Employee board service and volunteer programs ○ U.S. Bank Foundation Community Possible grants program

STAKEHOLDER	ENGAGEMENT NEEDS AND TOPICS	CURRENT ENGAGEMENT METHODS
Employees	<ul style="list-style-type: none"> ○ Training and career development ○ Workplace health and safety assurance ○ Diversity, equity and inclusion progress ○ Company strategy and performance ○ Avenues to share feedback and report conduct concerns ○ Response to COVID practices ○ Ethics and compliance 	<ul style="list-style-type: none"> ○ Inside USB articles and videos ○ Daily news updates & Leading US Weekly newsletter for managers with opportunity for Q/A ○ Senior leader presentations ○ Leadership call updates ○ Business line presentations and discussion forums ○ Ethics Ambassador Program ○ Online training program ○ Leadership development programs ○ Courageous Conversations training programs ○ Employee performance reviews ○ Quarterly Talk to Us surveys ○ Employee sentiment surveys, including in response to COVID ○ Business Resource Groups ○ Onboarding and exit surveys
Government & Regulators	<ul style="list-style-type: none"> ○ Compliance with laws and regulations, including capital planning and disclosures ○ ESG priorities and performance ○ Avenues to share regulatory priorities and engage in public policy dialogue 	<ul style="list-style-type: none"> ○ Ongoing dialogue between senior leaders, regulators, and local, state and federal government officials ○ Participant of Office of the Comptroller of the Currency's (OCC) Project REACH (Roundtable for Economic Access and Change) ○ Engagement through trade associations, industry groups and events ○ Ongoing supervisory conversations
Shareholders	<ul style="list-style-type: none"> ○ Financial performance and strategy ○ Corporate governance, shareholder rights and executive compensation ○ Culture, including human capital management and diversity and inclusion ○ ESG performance and strategy, including net zero commitment, climate risk and disclosures 	<ul style="list-style-type: none"> ○ Quarterly earnings calls and investor conferences ○ Investor engagement ○ Calls with large investors during fall governance engagement ○ Engagement as necessary throughout the year
Suppliers	<ul style="list-style-type: none"> ○ ESG priorities and progress, including supplier diversity ○ Partnership on and avenues to share suppliers' approach to managing ESG issues (e.g., climate risk, human rights) 	<ul style="list-style-type: none"> ○ Daily emails and phone calls ○ Supplier diversity program ○ Tradeshow and conference attendance

COMMUNITY ADVISORY COMMITTEE

Our Community Advisory Committee (CAC) is made up of diverse nonprofit leaders from across the Company's footprint. The CAC represents a wide range of voices and perspectives. They guide as we work to have the greatest positive impact on the communities we serve.

FRANK ALTMAN
PRESIDENT AND CEO
COMMUNITY
REINVESTMENT FUND
MINNEAPOLIS, MN

DAVE GLASER
PRESIDENT
MOFI
MISSOULA, MT

JOE NERI
PRESIDENT AND CEO
IFF
CHICAGO, IL

KEVIN WILSON
EXECUTIVE DIRECTOR
ST. LOUIS SMALL BUSINESS
EMPOWERMENT CENTER
ST. LOUIS, MO

SUZANNE ANARDE
CEO
RURAL COMMUNITY
ASSISTANCE CORPORATION
FOWLER, CO

ANNE HAINES
PRESIDENT AND CEO
DREAMSPRING
ALBUQUERQUE, NM

JOSÉ QUIÑONEZ
CEO
MISSION ASSET FUND (CA)
SAN FRANCISCO, CA

PAUL WOODRUFF
VICE PRESIDENT
COMMUNITY DEVELOPMENT
SAINT LOUIS COMMUNITY
CREDIT UNION
SAINT LOUIS, MO

RALPHINE CALDWELL
EXECUTIVE DIRECTOR
LISC CHARLOTTE
CHARLOTTE, NC

DR. EVE HALL
EXECUTIVE DIRECTOR
MILWAUKEE URBAN LEAGUE
MILWAUKEE, WI

JENNIFER TESCHER
FOUNDER, PRESIDENT AND CEO
FINANCIAL HEALTH NETWORK
CHICAGO, IL

ALLEN WOODS
FOUNDING DIRECTOR
MORTAR
CINCINNATI, OH

KERRY DOI
EXECUTIVE DIRECTOR
PACIFIC ASIAN CONSORTIUM
IN EMPLOYMENT (PACE)
LOS ANGELES, CA

CALVIN HOLMES
PRESIDENT AND CEO
CHICAGO COMMUNITY
LOAN FUND
CHICAGO, IL

VA-MEGN THOJ
EXECUTIVE DIRECTOR
ASIAN ECONOMIC
DEVELOPMENT ASSOCIATION
SAINT PAUL, MN

Political Engagement and Public Policy

We believe that participation in the political and public policy process is an important part of responsible corporate citizenship. We focus on issues that affect the Company, our operations and our stakeholders, including our employees, customers, shareholders and communities. As a large financial institution, our business is subject to extensive laws and regulations at the federal, state and local levels. Therefore, it is important we engage in the political process to advance our long-term interests.

Our political engagement and public policy activities are managed by our Government Relations team. This team works closely with our business lines to manage all our legislative and political activities using good corporate governance practices and in compliance with all legal requirements. Our Political and Legislative Activities Policy defines the framework for the Company's political contributions and expenditures, its political action committee (PAC) program and its industry initiatives and advocacy, including key roles and responsibilities, oversight and governance.

Additional information, including the full policy and the U.S. Bancorp Political Activities Report, can be found on the Investor Relations page of our [website](#).



ONE OF THE 2022
WORLD'S MOST
ETHICAL COMPANIES®

ETHISPHERE INSTITUTE

8th

CONSECUTIVE YEAR U.S. BANK
HAS BEEN RECOGNIZED



TOP WORKPLACE
FOR LGBTQ
EQUALITY

HUMAN RIGHTS CAMPAIGN

16th

CONSECUTIVE YEAR OF
RECOGNITION IN THIS AREA



TOP 50 COMPANIES
FOR DIVERSITY

DIVERSITYINC.

17th

RANKING 4TH YEAR IN A ROW



ONE OF THE 2021
BEST COMPANIES FOR
MULTICULTURAL WOMEN

SERAMOUNT
(FORMERLY WORKING
MOTHER MEDIA)



UK'S BEST
WORKPLACES
2021 - ELAVON

GREAT PLACE TO WORK
(A GLOBAL ORGANIZATION
THAT BENCHMARKS
WORKPLACE CULTURE)



Lead with Core Values



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Governance, Risk Discipline & Information Security

RISK DISCIPLINE

Managing risk is an essential part of successfully operating a financial services company. U.S. Bancorp’s Board of Directors has approved a risk management framework which establishes governance and risk management requirements for all risk-taking activities. This framework includes Company and business line risk appetite statements which set boundaries for the types and amount of risk that may be undertaken in pursuing business objectives and initiatives.

The Board of Directors, primarily through its Risk Management Committee, oversees performance relative to the risk management framework, risk appetite statements and other policy requirements. The Executive Risk Committee (ERC), which is chaired by the Chief Risk Officer and includes the Chief Executive Officer and other members of the executive management team, oversees execution against the risk management framework and risk appetite statements. The ERC focuses on current and emerging risks, including strategic and reputation risks, by directing timely and comprehensive actions. Senior operating committees have also been established, each responsible for overseeing a specified category of risk.

Our culture is built on understanding and managing risk, with every employee taking responsibility appropriate to their level. The following foundational principles guide our people in their decision-making:

We undertake risks prudently with an eye to being adequately compensated for all risks

We avoid undue concentrations of risk

We avoid activities that may damage our reputation with customers, shareholders, employees and communities we serve

We maintain sufficient capital and liquidity to weather stressful times

We avoid unnecessary complexity

Cybersecurity Risk

The Board is focused on risks that cybersecurity threats pose to our Company. In January 2019, our Board established a Cybersecurity Oversight Subcommittee of its Risk Management Committee to provide dedicated oversight of cybersecurity risk management at U.S. Bancorp.

This subcommittee reviews and discusses ongoing management reporting on cybersecurity threats, defenses and resiliency of our systems, including the following:

- Regular reporting on cybersecurity issues
- Reporting on risks arising from the related areas of data privacy and information security
- An annual report from our Chief Information Security Officer on current cybersecurity threats facing our Company and a preparedness plan for responding to present and future threats

The full Board also participates in cybersecurity educational sessions to provide all members of the Board information and updates on the state of cybersecurity risk both at U.S. Bancorp and generally.

Climate Risk

In 2021, the Company's Risk Appetite Statement was enhanced to include climate-risk specific risk statements and related metrics. The Board's Risk Management Committee regularly discusses and evaluates climate risk. To enhance our climate risk management function and related reporting to our Board, a climate risk executive position was created to lead our work focused on identification, measurement, monitoring and mitigation of risks associated with climate change.

Third-party Risk

U.S. Bancorp is increasingly reliant on external partners to support its operations and delivery of products and services to customers as part of regular and evolving business activities. We take an enterprise-wide, comprehensive approach to third-party risk. Our goal is to evaluate the risk profile of our third-party engagements and provide appropriate controls, monitoring and oversight. Third-party risk activities are summarized and reported to senior management and the Board of Directors on a regular cadence.

U.S. Bancorp Third Party Risk Management (TPRM) Program

The TPRM Program conducts deep-dive controls reviews for third parties accessing or processing information, tailored to address unique risks arising from increasingly digital, technology-dependent and geographic disparity. In addition, the TPRM Program participates with key security and other stakeholders to prepare for, test and monitor for potential adverse events and incidents as part of broader resiliency, incident management and crisis management protocols. This program continues to enhance and evolve its oversight activities so that appropriate physical, technological and privacy controls are maintained internally as well as through third parties.

INFORMATION SECURITY

Our customers and clients trust us with their data. We strive to earn that trust through protecting the confidentiality, integrity, availability and privacy of customer data. Transparency is essential, which is why it is important for us to have clear and accessible policies around how information is collected and how we use it. Internally, we promote privacy awareness and prioritize educating our employees and partners on their responsibilities to customer data. Finally, we have robust cybersecurity systems and protocols that are designed to safeguard our customers, clients and partners.

Regulatory Landscape

In addition to federal initiatives currently under consideration, states continue to introduce legislation to further expand privacy rights and protections to state residents. For instance, the California Privacy Rights Act (CPRA) expands upon the California Consumer Privacy Act of 2018 (CCPA) and will be effective in 2023.

The Law Division actively monitors for changes to laws and regulations impacting the organization. The Enterprise Data Protection and Privacy team is engaged in this monitoring process, and actively tracks privacy developments to identify and implement enhancements to the privacy program.

Ethical Use of Artificial Intelligence

As Artificial Intelligence (AI) continues to grow and evolve, we are anticipating increased regulatory and stakeholder interest. We have developed a policy so that we are positioned both to manage AI-related risks responsibly and to comply with future rules and regulations. Our head of Artificial Intelligence and Machine Learning (AI/ML) leads a team that focuses on several critical aspects of AI innovation in the context of financial services that are aimed at creating a safe and frictionless customer experience.

As AI and machine learning technology continues to evolve, we're exploring the art of the possible. I'm excited about this technology, but we must never lose sight of the end goal, which is making life better for people. I enjoy what we do because we can bring the human element to AI.



SAMMY ASSEFA
HEAD OF ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING INNOVATION

Organizational Approach to Information Security

Our Enterprise Data Protection and Privacy team includes the Chief Operational Risk Officer, Chief Compliance Officer, Chief Data Officer, Chief Privacy Officer and Chief Information Security Officer. The Chief Information Security Officer has overall management authority and operational responsibility for the Information Security Program. The Chief Privacy Officer partners with the Chief Operational Risk Officer to formulate and implement the Company's data privacy strategy.

Our business line Chief Risk Officers (CROs) regularly report to members of the Executive Risk Committee, one of our internal operating committees that oversees specific areas of policy and risk management. Topics covered include information technology, information security/cybersecurity risks and privacy risks. The Board's Risk Management Committee also receives status reports from the CRO and other executives regarding emerging risks and privacy program developments. This provides our Board relevant information to foresee changes to the regulatory landscape, emerging risks and management's decisions around data and privacy.

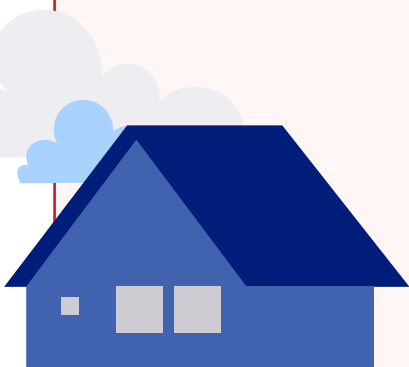
Enterprise Data Protection and Privacy Program

This program is maintained by the Enterprise Data Protection and Privacy team. The program is designed to:

- Provide for the security and confidentiality of personal information
- Protect against any anticipated threats or hazards to the security of such information
- Protect against unauthorized access to or use of such information that could result in harm to individuals
- Manage the proper disposal of personal information

Safeguarding Data While Working from Home

During 2020, the majority of U.S. Bancorp employees shifted to working fully remote. In 2022, a large employee population continues to operate in a hybrid (home and office) work model. Our Information Security Services team partnered with technology teams and business lines to safely provide for business continuity while also protecting employee and customer data.



Information Security Program

This program is designed to identify, prioritize, report and mitigate risks to acceptable levels across our distributed network environment. Our technical and operational controls are layered at all levels of the technology and business ecosystem. This “defense-in-depth” approach is intended to reduce the likelihood a weakness in one area will lead to compromise of information assets or intellectual property in other areas.

As new threats emerge and as technology and business practices change, the Information Security Program adapts accordingly. Tools, technologies and processes are enhanced, implemented or removed based on the results of our ongoing reviews and this risk management methodology.

Information Security Governance Program

This program establishes and maintains organization-wide information security policies, standards and procedures. The program covers corporate information created or accessed by the Company’s employees in order to protect it as appropriate to the level of its sensitivity, value and criticality.

Not all controls are applicable for all situations. Therefore, the Information Security Governance Program addresses risks through a formal risk-assessment process. These risk assessments enable us to take a balanced approach to managing information security across distributed environments.

We are involved in the following industry organizations devoted to information security, privacy, cyber intelligence, financial market stability, resiliency, data aggregation and cyber investigations:

- **The American Bankers Association**
- **Bank Policy Institute**
- **Financial Services – Information Sharing & Analysis Center**
- **Financial Services Sector Coordinating Council**
- **Cybersecurity Risk Institute**
- **The National Defense Information Sharing and Analysis Center**
- **The National Cyber Forensics and Training Alliance**



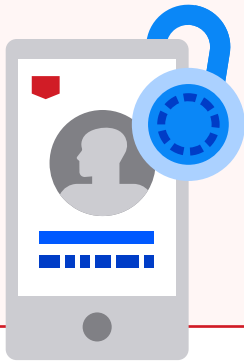
Security Awareness for Everyone (SAFE) Training

Managing privacy risk is the responsibility of every employee. We mandate companywide privacy training in addition to requiring business line procedures to minimize data privacy risk.

The Information Security Services (ISS) SAFE Program is one of the primary ways we prepare our employees to do their part to safeguard information. This required training program promotes education and awareness for employees and contractors to:

- Clearly understand their information security responsibilities
- Effectively identify risks to information in various working environments
- Carry out appropriate safeguarding practices to minimize the threats of unauthorized disclosure, alteration, or destruction of sensitive information

In 2021, over 99% of employees completed SAFE training.



Customer Awareness and Education (CAE)

We maintain a Customer Awareness and Education (CAE) team supporting the Compliance Risk Material Review and Approval (CMRA) program in providing customer-facing information security materials for customers. The Enterprise Fraud Risk Management (EFRM) provides education and promotes awareness of the types of fraud affecting both employees and our customers.

Enterprise Data Protection and Privacy Program

We believe that personal information must be obtained and processed only for specified and legitimate purposes. Our commitment to privacy also means that data is anonymized where appropriate and should not be collected or retained unless necessary for a specific business purpose.

We are committed to providing clear and easily accessible statements about its privacy and information security practices and policies.

- Our [customer privacy notice](#) describes the information we collect from our customers and applicants, how we use and share the information and their rights to limit our sharing of the information internally or externally
- The [privacy notice for online visitors](#) describes the treatment of information that visitors to our websites and mobile applications provide to us or information that we collect about their devices
- The U.S. Bancorp [privacy page](#) includes copies of these notices and related policies

Cybersecurity

In today's world, protecting information from cyberattacks is a top priority for any organization, but especially for a financial institution like ours. The best way to respond to a cyberattack is to make sure it never happens, which is why our cybersecurity team focuses on prevention. Outside the organization we focus on thought leadership and collaboration to help strengthen the larger cybersecurity infrastructure.

We anticipate and respond to emerging threats through risk-based, intelligence-driven and predictive strategies. At our cybersecurity center, our team monitors activity all day, every day, throughout the year.

Because of our robust participation in the larger cybersecurity community we benefit from access to timely, decision-useful information from organizations such as the Cybersecurity and Infrastructure Security Agency (CISA) and Certified Commercial Cybersecurity Advisors.

- **Cybersecurity and Infrastructure Security Agency (CISA)**
- **Certified Commercial Cybersecurity Advisors**

We also believe that cybersecurity regulations are an opportunity to improve critical data protections that benefit us all. We provide testimony, feedback and commentary on proposed rules and regulations, and contemplated legislation. We welcome partnering with regulators to create a cybersecurity infrastructure that is both actionable and effective.



Talent, Diversity & Culture

ENTERPRISE TALENT STRATEGY

At U.S. Bancorp, we are embracing the future of work.

- We are **committed to creating an inclusive culture** where all employees are valued
 - Where they are **empowered and enabled to work** in ways that are most effective for them
 - Where they are given **equitable access to opportunities** to build and advance their careers
- Our talent strategy strives to **strengthen and diversify our talent pipeline** through continuous learning and development in a digital-first environment
- Our talent ecosystem includes **robust performance, talent reviews and succession planning** processes
- We are promoting a **high-performance culture** and growing a deep and diverse leadership pipeline
- Our intention is to **develop emerging talent** in a way that reflects the future workforce, with a specific focus on women and people of color

Leadership

Support from leaders enables us to make equitable talent development part of the day-to-day business of running the organization. We have a Board of Directors that brings a diversity of perspectives, a Chief Diversity Officer who reports directly to the CEO and managing committee-level support for all Diversity, Equity, Inclusion (DEI) initiatives.

Career Development

We leverage our culture and our leadership support by giving employees regular access to immersive and inclusive development programs and career experiences. Here are some of the programming highlights from 2021:

People Leader Goal

To help us set clear expectations and support consistent leadership standards as One U.S. Bank, this goal is assigned to all people managers. Performance towards meeting this goal is assessed in the same way as other annual performance goals. This goal requires the following of all leaders:

- Be an inspiring leader and effective coach who attracts, builds and develops diverse and high-performing teams
- Proactively role-model selfless leadership that drives One U.S. Bank. Make employees feel empowered and valued for their unique strengths and perspectives
- Continuously engage with your employees to give and receive feedback, develop skills and capabilities for their current role and enable their continued professional development

One U.S. Bank Leadership Profile

This year we introduced the One U.S. Bank leadership profile, a common framework to grow talent for the future. We will use the defined attributes and core behaviors identified in the framework to consistently hire, coach and develop talent, evaluate performance, assess and plan succession and make people and organizational decisions.

Learning and Development Ecosystem

A skills-based organization is critical to our comprehensive talent strategy. We are building an enterprise skills framework to enable us to rapidly define, assess and deploy skills, make data-driven workforce decisions, empower employees to own their development and improve their visibility into career mobility opportunities.

Within our learning ecosystem, we offer development resources and programs for all employees in a variety of modalities that support various learning styles. Employees can access on-demand and facilitated courses on a wide range of technical and professional topics that aim to build critical skills and help achieve career aspirations.

In the 3rd Quarter of 2021, we launched the People Leader Center, a digital platform focused on the development and support of our people managers. The top two courses touch on leadership in managing through unconscious bias, building on our Diversity, Equity and Inclusion efforts. The People Leader Center has quickly become one of the main ways we deploy content for managers.

Leadership development and career advancement conversations are a part of all ongoing performance reviews and we continually seek opportunities to develop and create opportunities for ALL of our employees.

High Impact Development Program

In 2021, we launched our High Impact Development Program, which focuses on growing our leadership pipeline of women and professionals of color. The program creates increased visibility and connections with executive leadership, meaningful learning and development opportunities, robust action plans and cohort networking/peer support.

Affinity-based Development Programs

To provide equitable access to development opportunities, we offer employees affinity-based development programs, including:

McKinsey Black, Hispanic and Asian Leadership Academies

Includes a management accelerator program that builds core leadership and management capabilities and an executive leadership program designed for senior executives looking to ascend to C-suite roles.

Menttium

Year-long mentorships with external executive leaders designed for women leaders and professionals of color with potential to take on roles of increasing complexity and higher levels of leadership responsibility.

Linkage

A four-day learning experience to equip women leaders with actionable strategies to overcome the hurdles women often face in the workplace.

Hispanic Leader Enrichment and Advancement Development Program (L.E.A.D.)

A personalized seven-month program designed to accelerate career advancement by teaching critical leadership skills, providing opportunities to expand experiences and demonstrate capabilities and deepening support from key stakeholders across the Company.

Asian Leadership Development Program

Participants develop their signature voice, hone leadership skills and drive transformative personal and professional growth.

Business Resource Groups

We draw strength from diversity. We live out this value in everything we do, but we pay special attention to how we show up within our own organization. It starts with our Business Resource Groups (BRGs). Our BRGs enable employees from a wide variety of backgrounds, identities and perspectives to feel both included and supported, which in turn empowers them to contribute, innovate and grow.

Through our 10 BRGs, employees can come together to discuss topics of interest, develop professional skills and build overall employee engagement. With chapters across our footprint, including Europe, BRGs help create and sustain an inclusive workforce that drives business growth and propels accountability for diversity and inclusion at all levels within our organization.

We have several affinity groups (see sidebar) to join, but every employee is automatically included in our Development Network. This means that from day one every employee is actively engaged in both giving and receiving support from other people across the organization. The Development Network gives everyone opportunities to network, learn, develop leadership skills and contribute to the Company and our communities.



OUR BUSINESS RESOURCE GROUPS

Asian Heritage



Black Heritage



Development Network



Disability



European Inclusion



Indigenous Peoples



Nosotros Latinos



Proud to Serve



Spectrum LGBTQ+



U.S. Bank Women



Women of Europe

In 2021, we transitioned to a Global BRG strategy. We organized 110 individual chapters into Global BRG boards. Each Global Group has a chair, a co-chair, an executive-level advisor and a managing committee-level sponsor. This more robust structure creates a dynamic, supportive ecosystem for launching new chapters, surfacing concerns, testing news ideas and enhancing employee engagement.

More than 1,400 employees serve on BRG boards, leading hundreds of events and activities each year for fellow employees. In these leadership roles, board members also gain skills such as people and project management and increase their visibility among local leaders and corporate partners across the Company. BRG board members had an 11% higher promotion rate and 5% higher retention rate than the overall employee population in 2021.

BRG 2021 HIGHLIGHTS



1,300

EVENTS HOSTED
IN 2021

MANY OF WHICH
HAD A DEI FOCUS



\$500K

PLEGDED TO
ASCEND

AN ASIAN-FOCUSED
NON-PROFIT RESPONDING TO THE
#STOPASIANHATE CAMPAIGN

RECRUITING

We believe diverse and inclusive recruiting practices are a business imperative and drive growth for both the Company and our people. We are reimagining the candidate experience at every level of the organization, with a special focus on diversity, equity and inclusion. In 2021, U.S. Bancorp expanded its hiring practices to include at least one woman or person of color on interview slates for all roles. Our job descriptions engage a diverse talent pool while also leveraging branding and marketing efforts that reflect the diversity of our Company. This is how we power potential.

Global Enterprise Recruiting

Increasing education and awareness to support inclusive hiring practices is a top priority for the Global Enterprise Recruiting team. We start by understanding our current workforce demographics, and based on those findings, we set inclusive hiring goals for all recruiters. Certification in our *Journey to Inclusion* program is part of training and

development provided to every recruiter as part of their overall annual training plan. In 2021, our recruiters attended a two-part inclusive hiring training. The training focused on the importance of DEI, sourcing best practices to attract diverse talent and expectations around presenting a diverse slate of qualified candidates.

Leadership plays a vital role in advocating for and supporting diverse, equitable and inclusive hiring. We expect our leaders to publicly advocate for diverse teams, in every business line across the entire Company. This includes:

- Following our Job Posting Policy that requires all jobs be posted for a minimum of five days
- Leveraging behavioral resources and tools, including a behavioral interview training course and structured interview guide
- Including diverse interview panels and post-interview debriefs for more senior positions

Diversity, equity and inclusion are at the core of our culture. From how our recruiting team searches for and engages with talent, to our broader set of HR programs, we empower all of our employees to develop and grow in their careers through development programs and internal mobility.



ELCIO BARCELOS
SENIOR EXECUTIVE VICE PRESIDENT
AND CHIEF HUMAN RESOURCES OFFICER

Outreach

One of our core values is to put people first. When it comes to recruiting this means being highly intentional about how we reach out to potential employees. In 2021 we grew and evolved our sourcing capabilities. We also expanded relationships with diverse partnerships including diverse student campus organizations and identified Historically Black Colleges/Universities (HBCUs) and Hispanic-Serving Institutions.

Social Media

We tell real stories about real people. These stories show our culture in action. We also leverage our Business Resource Groups to share content. Finally, we partner closely with marketing and communications to build a robust content strategy that reaches diverse audiences across all relevant social media platforms. The result is an outreach approach that is both more lively and truer to who we are.

Career Fairs, Workshops and Conferences

Despite the pandemic we are still finding value in both in-person and virtual career fairs, workshops and conferences. In partnership with our business lines, we attend local and national career fairs, workshops and conferences that reach multicultural audiences and qualified talent at all levels. Our recruiters build targeted, meaningful relationships with these and other organizations that expand outreach activity and demonstrate our commitment to equal opportunity, affirmative action, nondiscrimination and excellence through diversity.

Early Talent

Campus recruiting teams engage and sponsor national diverse strategic partner organizations to create a pipeline of diverse entry-level talent. We also have a robust internship program. Every summer we welcome over 400 undergraduate- and Masters-level interns who participate in all business lines across our entire footprint. This diverse cohort of interns gets ten weeks of leadership exposure, professional development and meaningful experiences through on-the-job work, socializing with colleagues and volunteerism.

DEI Recruiting Programs



Carolina Fintech Hub

Founded in 2017, Carolina Fintech Hub works with corporations, start-ups, universities and the public sector to promote emerging financial technologies. In 2019, it launched the Workforce Investment Network (WIN) program to offer paid training to people from underrepresented communities and diverse backgrounds in the Carolinas region. We have been a Carolina Fintech Hub partner for two years.



Discover Us

Discover Us is a uniquely designed five-day experience created to attract top diverse campus talent to broaden our talent pool. The inaugural program included 34 total participants from across 17 states representing 24 universities. Participants explored four functional cohorts: Money Management, Digital Banking Technology, People Experience and Customer Relationship Management. They also received personal career coaching and participated in an innovation challenge.



Wall Street Bound

Wall Street Bound is a nonprofit whose goal is to recruit and train 10,000 underrepresented youth for careers in finance by 2030. Their mission is to provide young adults with the skills, experience and social capital that empower them to reach their full potential through “front office” financial service careers. In 2021, we partnered with Wall Street Bound to offer a Wall Street Boot Camp to students at Johnson C. Smith University.

An Inclusive Candidate Experience

Career Site

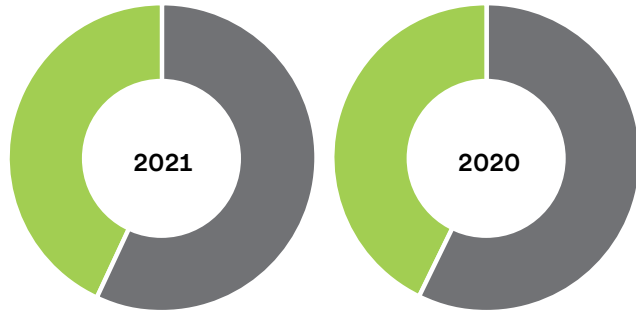
Our career site delivers a personalized experience. Candidates can search and be matched to open jobs based on their interests, skills and experience. We continue to enrich our candidate experience by providing information about BRGs, our culture and our core values. For our military and veteran candidates, our career site includes search capabilities to be matched to jobs by using their Military Occupational Specialty. We are also committed to ensuring accessibility for job candidates who have those needs.

Inclusive Job Postings

Many candidates find our job postings through the career site and other job posting sites. Therefore, it is critical that our job posting descriptions are inclusive and comprehensive to deliver a meaningful and relevant job overview. We also strive for consistency across all platforms to clearly articulate our company culture and core values no matter where a candidate finds us.

EMPLOYEE DATA

All Employees by Gender – US

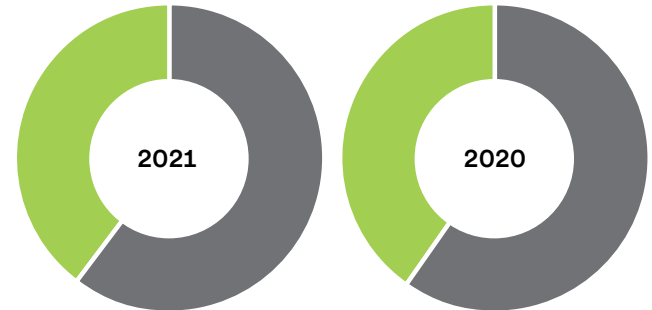


2021
67,600
Total employees

2020
66,141
Total employees

Gender by EEO Job Class – US		2021		2020	
All Employees (Workforce Total) – US		67,600	100.00%	66,141	100.00%
● Male		28,974	42.86%	28,266	42.74%
● Female		38,626	57.14%	37,875	57.26%

New Employee Hirings by Gender – US

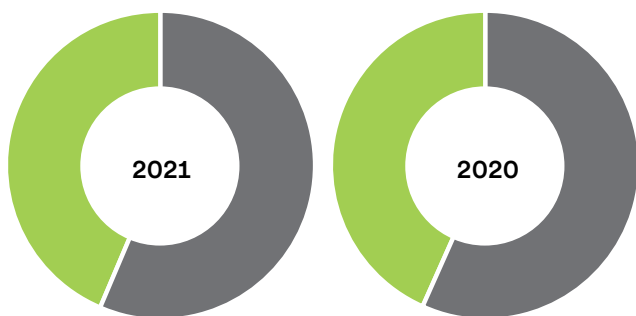


2021
14,948
Total new hires

2020
8,903
Total new hires

New Employee Hirings by Gender		2021		2020	
Total New Hires		14,948	100.00%	8,903	100.00%
● Male		5,908	39.52%	3,578	40.19%
● Female		9,040	60.48%	5,325	59.81%

Employees by Gender – Global

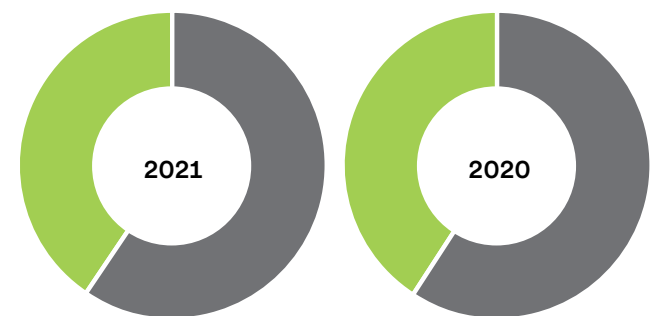


2021
70,363
Total employees

2020
68,833
Total employees

Gender by EEO Job Class – Global		2021		2020	
All Employees (Workforce Total) – Global		70,363	100.00%	68,833	100.00%
● Male		30,524	43.38%	29,759	43.23%
● Female		39,839	56.62%	39,074	56.77%

New Employee Hirings by Gender – Global



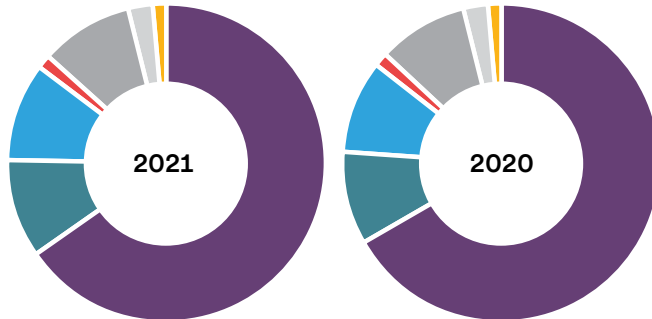
2021
15,514
New hirings - global

2020
9,179
New hirings - global

New Employee Hirings by Gender – Global		2021		2020	
Total New Hires – Global		15,514	100.00%	9,179	100.00%
● Male		6,267	40.40%	3,737	40.71%
● Female		9,247	59.60%	5,442	59.29%

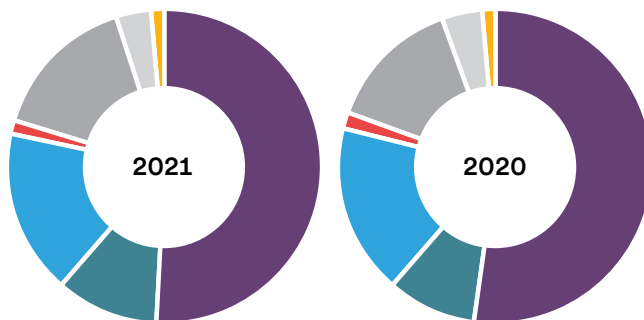
EMPLOYEE DATA

All Employees by Race – US



Race / Ethnicity	2021		2020	
	Count	Percentage	Count	Percentage
All Employees (Workforce Total)	67,600	100.00%	66,141	100.00%
White	45,559	67.39%	45,446	68.71%
Asian	6,846	10.13%	6,290	9.51%
Black or African American	6,660	9.85%	6,284	9.50%
Native American	244	0.36%	236	0.36%
Hispanic/Latino	6,392	9.46%	5,985	9.05%
Two or More Races	1,672	2.47%	1,654	2.50%
Pacific Islander	227	0.34%	246	0.37%

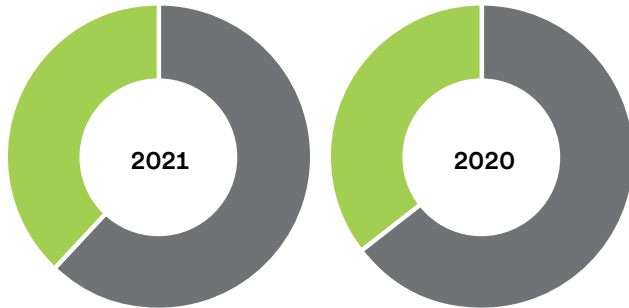
New Employees Hirings by Race – US



New Employee Hirings by Race	2021		2020	
	Count	Percentage	Count	Percentage
Total New Hires	14,948	100.00%	8,903	100.00%
White	7,931	53.06%	4,831	54.26%
Asian	1,583	10.59%	831	9.33%
Black or African American	2,509	16.78%	1,562	17.54%
Native American	59	0.39%	38	0.43%
Hispanic/Latino	2,288	15.31%	1,240	13.93%
Two or More Races	535	3.58%	377	4.23%
Pacific Islander	43	0.29%	24	0.27%

EMPLOYEE DATA

Historic Number and Rate of Employee Voluntary Attrition by Gender – US

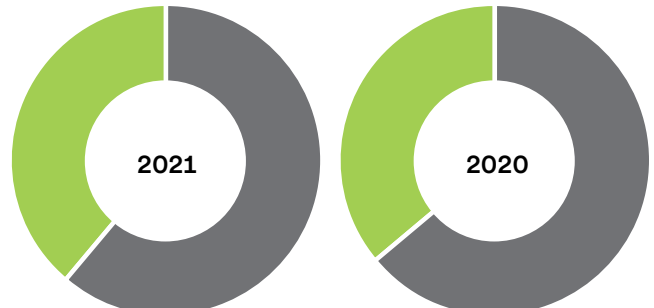


2021
11,010
Employee voluntary attrition by gender

2020
8,153
Employee voluntary attrition by gender

Historic Number and Rate of Employee Attrition	2021		2020	
Total Voluntary Employee Attrition	11,010	100.00%	8,153	100.00%
Male	4,181	37.97%	2,881	35.34%
Female	6,829	62.03%	5,272	64.66%

Historic Voluntary Attrition by Gender – Global

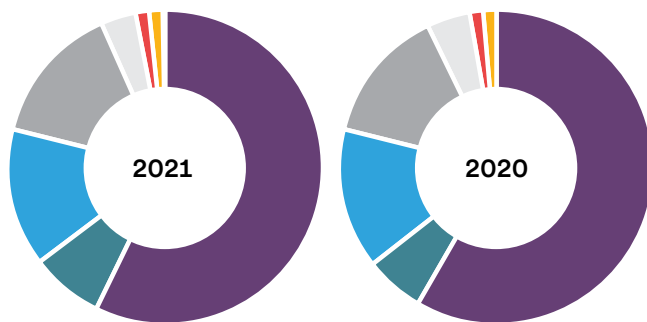


2021
11,405
Employee voluntary attrition by gender – global

2020
8,402
Employee voluntary attrition by gender – global

Voluntary Attrition by Gender	2021		2020	
Total Voluntary Employee Attrition – Global	11,405	100.00%	8,402	100.00%
Male	4,416	38.72%	3,028	36.04%
Female	6,989	61.28%	5,374	63.96%

Historic Number and Rate of Employee Voluntary Attrition by Race – US



Historic Number and Rate of Employee Attrition By Race	2021		2020	
Total Voluntary Employee Attrition	11,010	100.00%	8,153	100.00%
White	6,511	59.14%	4,919	60.33%
Asian	834	7.57%	496	6.08%
Black or African American	1,595	14.49%	1,179	14.46%
Native American	39	0.35%	40	0.49%
Hispanic/Latino	1,570	14.26%	1,151	14.12%
Two or More Races	412	3.74%	346	4.24%
Pacific Islander	49	0.45%	22	0.27%

Attrition

We closely monitor hiring and attrition trends. While our attrition is elevated year over year it represents a return to pre-pandemic levels and current labor market pressures. The competitive market for hourly and front line workers continues to increase and we have implemented a number of actions to support recruitment and retention. Additionally, we remain highly focused on retention of female and diverse talent pipelines where competitive pressures continue to escalate across all industries.

Measurement

We are not only committed to DEI recruiting, but also to its measurement. We have developed a robust feedback system to enable us to meet our recruiting goals and execute our larger DEI vision. These efforts include:

- Measuring the progress of diverse recruiting efforts and outcomes
- Benchmarking across the Company to share best practices for attracting diverse talent to the organization, ensuring an inclusive experience throughout the hiring process
- Collaborating with BRGs to align recruiting with Company aspirations to attract, engage and hire a diverse workforce for the future, leveraging their networks to raise awareness and broaden our reach



BENEFITS

We recognize that comprehensive health and wellness benefits, competitive retirement, leave, recognition, flexible work programs and education assistance are important in the current talent market. Maintaining competitive compensation and benefits practices aligns with our core values of putting people first, powering potential and staying a step ahead. In addition to our own innovations, we also leverage periodic peer and benchmarking reviews to retain employees and help them thrive.

Employee Health and Well-Being

The well-being of our employees and their families matter. Each year, we explore ways to improve benefits and resources – so whether an employee has been with the Company for a while, or just joined as a new employee, they have options to choose what is best for them now and in the future. We continue to make significant investments in benefit plans, features and offerings to support all aspects of our employees' wellness including physical, mental, social and financial well-being including

- We lowered the minimum requirement of hours worked to qualify for benefits to support flexible work and our evolving workforce needs
- We launched a new Employee Assistance Program (EAP) that is more integrated with our health & wellness program for increased ease of use and linkage with our full array of healthcare services

Employees have access to a variety of resources to maintain their health and safety, including an employee site offering articles, news and safety standards all in one place, making it easy to seek information and assistance. U.S. Bancorp also offers a team of specialty trained employees focused on employee safety and available to assist employees as needed.

Compensation

We are committed to fair pay and continue to prioritize pay equity efforts. To help make sure employees are compensated fairly, we have processes in place to address any gender and racial pay inequities. We also conduct periodic reviews of employee pay levels across gender and racial categories with the assistance of an independent third-party consultant. In our 2021 review, on average, employees of the Company in the U.S. who are women were paid greater than 99% of what their male counterparts were paid, and employees of the Company in the U.S. who are people of color were paid greater than 99% of what their white counterparts were paid, taking into account several factors including comparable jobs and experience. Other compensation highlights include:

- We increased our minimum base hourly wage during 2022 from \$15 to \$18/hour for all U.S. employees, improving the hourly rate for approximately 10% of our employee population
- To further support income stability, we moved 28,000 employees on base pay and bonus opportunity to a base pay only structure by rolling their bonus opportunity into base pay. This approach kept all affected employees whole on a total compensation basis and created a more simple and consistent pay program
- We maintain an active cash balance pension program for which newly hired employees are eligible along with a 401(k) matching program

Leave

At the beginning of 2022, we increased our parental leave program to 10 weeks for both birth and non-birth parents, as well as adoption or surrogacy. We will continue to find ways to support employees and their families during these important times in their lives.

We also added two new Company holidays: Juneteenth and My Holiday. Our recognition of Juneteenth as a holiday reflects the historical importance of Juneteenth and alignment with a diverse and inclusive culture.

My Holiday is a personal day that every employee can take during the year to celebrate an individual day of significance, such as a religious holiday, day of cultural significance or other personally significant day.

Supporting Employees

At U.S. Bancorp, we put people first. That means recognizing employees as unique individuals. It means listening to human needs, and not just what people need to do their jobs. Our approach to the employee experience is grounded in this whole-person approach. The core promise we make to every employee at U.S. Bancorp is that we want to discover how they thrive.

In 2021, we continued our support of our employees through the COVID-19 pandemic. A top priority was keeping employees, who had been working in the office throughout the pandemic, safe. We also knew that keeping our team up-to-date about our safety protocols and plans to return to the office were paramount to ensuring exceptional employee engagement.

We created an internal information hub – our Working Through It Together site – where employees could find all the details they needed about:

- Available benefits specific to the pandemic, like paid time off for dealing with a COVID-19 infection and other health and financial benefits
- Returning to the office for the moments that matter for employees, people leaders and the business
- Training specific to safety and resources for preparing to return to the office
- Resources available to our front line employees who have worked tirelessly throughout the pandemic to provide support and services to our valued customers



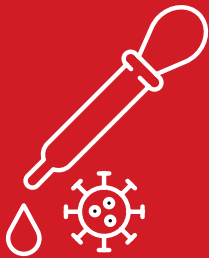
Your Voice Matters

Employees are key to our success. We respect our employees' opinions and use their feedback in a variety of ways at all levels of the organization to improve our Company and employee experience, such as identifying gaps, shaping new policies and processes and establishing priorities.

We have designed a suite of listening tools to capture employee feedback, while protecting the confidentiality of employee responses, and enabling research activities to be consistent, meaningful, action-oriented and align to risk and compliance guidelines.

One of our cornerstone programs is Your Voice Matters: Talk to Us. In 2021, this program transitioned from an annual survey to a more frequent format with quarterly reporting. All employees are now given an opportunity to provide feedback four times each year versus one time on a variety of topics.

Not only do employees have more frequent opportunities to share their thoughts and ideas, it allows us to be more responsive to feedback. Our key metric is employee engagement which measures advocacy, pride, retention and satisfaction. In 2021, our employee engagement was relatively stable and aligned with pre-pandemic levels.



COVID-19 and Your Voice Matters

Your Voice Matters played an essential role in our ongoing pandemic response. We increased communications with our people and listened to their needs as they grew and evolved. Our goal was to support the whole person. We added additional paid time off for COVID-related issues, additional childcare and back-to-school resources. Your Voice Matters was also essential in shaping our return-to-office approach and making sure our hybrid work model was flexible and supportive. Going forward we will continue to implement the lessons learned from the pandemic and leverage Your Voice Matters to be a more responsive organization around work, health and well-being.

ENGAGEMENT INDEX

(Percent employees that with positive responses to questions illustrating advocacy, pride, retention and satisfaction with the Company)



Employee Assistance Fund

In 2008, we established our Employee Assistance Fund (EAF). This fund helps employees with financial emergencies, such as unexpected medical expenses, natural disasters and more. The program is funded by both corporate contributions and individual contributions from fellow employees. Since its inception, the EAF has provided nearly \$14 million in assistance to thousands of employees.

In response to the ongoing challenges of the COVID-19 pandemic, we expanded our EAF program in 2021. Employees facing financial hardship because of a partner or spouse losing their job became eligible to apply for a grant up to \$5,000 for essential living expenses. The goal was to get funds to financially distressed employees quickly as their partners or spouses waited to begin receiving unemployment benefits.

In 2021, we transformed our annual EAF campaign to be more inclusive. We created a one-stop pledging site for employees, offered multiple options for employees to participate and engaged with leaders, who became advocates for the program. In addition, leaders of the Employee Assistance Fund partnered with the Employee Experience team to conduct a series of focus groups ahead of the 2022 EAF campaign. Through this research we learned employees want more transparency about the money raised through the program, more details on how relief is distributed and more employee stories about the fund's impact on real people.

Employee Giving Campaign

We encourage employees to engage with community organizations and causes that align with their passions. To support their efforts, we host our annual Employee Giving Campaign, which provides employees the opportunity to give back to nonprofits in their communities through financial contributions and volunteer services. The Company also offers matching gifts of those financial contributions to the same employee designated organizations on a 2:1 basis. In 2021, employees raised \$13 million for over 14,000 nonprofits, as well as contributed 31,000 volunteer hours through the campaign.

Two of the most important things we do as an organization each year are our annual giving and employee assistance fund campaigns. I am amazed at how our employees step up to support nonprofits in their local communities with their time and dollars and to support each other in times of great need. It is truly a unique and special part of our culture.



KATE QUINN
VICE CHAIR AND CHIEF ADMINISTRATIVE OFFICER

Volunteering at U.S. Bancorp

In 2021, as part of U.S. Bank Access Commitment (see side bar), we helped employees align with our mission to advance economic mobility for low-income, minority or women small business owners. Employees were encouraged to:

- Sign up on our skills-based volunteer list, which matches employee expertise with individual and community needs
- Volunteer with SCORE, the nation's largest small business volunteer network dedicated to helping small businesses launch, grow and achieve their goals
- Explore the Community Possible employee center, the Company's enterprise-wide giving and engagement platform, to find opportunities with nonprofits that support small businesses



2021 – THE YEAR IN VOLUNTEERING



267K

VOLUNTEER HOURS REPORTED

A \$7.6M INVESTMENT INTO OUR COMMUNITIES
(INDEPENDENT SECTOR VALUED ONE
VOLUNTEER HOUR AT \$28.54 FOR 2021)



16,000

EMPLOYEES REPORTING
VOLUNTEER TIME



21,000

ACTS OF COMMUNITY GOOD HOURS

THE COMPANY'S PROGRAM FOR ACTS OF KINDNESS WHERE A NONPROFIT, SCHOOL OR OTHER COMMUNITY ORGANIZATION IS NOT INVOLVED IN THE SERVICE, BUT RATHER EMPLOYEES ARE DOING ACTS OF GOOD TO BENEFIT THEIR NEIGHBORS AND COMMUNITY



INCREASED TIME OFF

FOR VOLUNTEERS RESPONDING
TO THE HUMANITARIAN
CRISIS IN THE UKRAINE



Ethical & Responsible Banking

OUR COMMITMENT TO ETHICS

We are committed to doing the right thing for our employees, customers, shareholders and communities. Our commitment to ethics shows in the decisions our employees make every day and in every interaction with our stakeholders. The mission of our Global Ethics Office, led by the Global Chief Ethics Officer, is to create an environment that supports and empowers employees to make sound, ethical decisions, to speak up if they have a concern and to do the right thing, do it the right way and do it for the right reason.

Ethics in Times of Change

The things we say and do define who we are. Whether we are keeping our commitments, taking the high road, or looking for the right solution – not just the easy one, we are showing the world that we can be counted on for our ethics and integrity. The past two years taught us all that we need to be flexible, responsive and accountable for our actions. We need to commit to the greater good and work together to do what is right. That is part of the reason our Code of Ethics and Business Conduct (Code) is so important.

OUR ETHICAL CULTURE

Our Code of Ethics and Business Conduct

Our ethics program starts with our Code. Our Code is our shared guide to operating with integrity. It provides a consistent roadmap to follow even in uncertain times. It is rooted in our core values, and it is an embodiment of our purpose and our culture. Those remain constant despite the environment or circumstance.

Demonstrating our core values every day through our words and actions is how we strengthen our ethical culture, deliver a superior customer experience and elevate our brand. The Code is designed to help employees understand that the “how” is just as important as the “what” in every interaction we have and in every decision we make. No matter how much the world around us changes, our commitment to ethics will always be our strength.

OUR ETHICAL CULTURE

We work to instill and maintain an intentional focus on acting with integrity that permeates all levels of the organization. Tone from the top aligns with the mood in the middle and the echo from the bottom. We must encourage employees to speak up and reward them for doing so. Fear of failure or a reluctance to share information cannot be an obstacle. This goes beyond discussing or reporting ethics concerns; it gets to the heart of our ability to innovate and adapt to the rapidly-changing world in which we operate.

Psychological Safety

Our approach to ethics is evidence-based. We place behavioral science at the heart of our ethics program. Research, benchmarking, collecting data and piloting initiatives help shape solutions to the challenges facing our employees.

We have worked to advance our ethical culture by focusing on psychological safety. Research shows that psychological safety is the crucial ingredient that supports learning and innovation and helps companies foster a “speak-up” culture. In a psychologically safe environment, individuals feel empowered to share concerns, ask questions, admit mistakes and offer ideas without fear of retaliation, ridicule or embarrassment. Psychological safety is driven largely by the behavior of those in positions of power, but all employees play a role. Therefore, we focus on developing leadership skills in managers while recognizing that there also are steps individual contributors can take toward building psychological safety.



SPEAK UP

EMPLOYEES FEEL EMPOWERED TO RAISE CONCERNS WITHOUT FEAR OF RETALIATION



LISTEN UP

LEADERS ENCOURAGE SPEAKING UP, CREATE A SAFE ENVIRONMENT FOR DOING SO, LISTEN RESPECTFULLY AND ALWAYS EXTEND THE BENEFIT OF THE DOUBT



FOLLOW UP

LEADERS RECOGNIZE AND REWARD ETHICAL BEHAVIOR, ESCALATE CONCERNS APPROPRIATELY AND MONITOR FOR RETALIATION

Behavior-based Training

We've created training programs that educate employees about the science of decision making, as well as methods to counter cognitive biases that might impair decision making. We also have training sessions targeted to leaders at all levels of the Company to develop skills and techniques to demonstrate active listening, solicit diverse perspectives and respond productively to concerns.

In 2021 there was a strong focus on the challenges of leading in a remote-work environment. Other training topics and events include:

- Ethics training for new hires
- Anti-bribery and anti-corruption
- Gifts and entertainment
- Self-directed learning modules
- Web-based ethics resources and toolkit
- Ethics videos
- Ethics "roadshow" presentations on psychological safety
- Courageous conversations and ethical decision making

We do the right thing. Our core values reflect our commitment to the highest ethical standards. No matter where on the globe you work, always doing what's right for our customers, coworkers and the communities we serve is how we drive a strong ethical culture.



KATIE LAWLER
SENIOR VICE PRESIDENT, GLOBAL CHIEF ETHICS OFFICER

Ethics Ambassador Program

Our Ethics Ambassador Program provides an opportunity to connect our program directly to our business activities. Ethics Ambassadors are business leaders nominated by each member of the Company's Managing Committee and support our focus on psychological safety. An Ethics Ambassador supports senior leaders and the Global Ethics Office in monitoring and enhancing the organization's ethical culture. Here's how our Ethics Ambassadors promote psychological safety:

- Encourage teams to use the ethics tools and resources that are available
- Reinforce company-wide ethics communications and employee responsibility to speak up when they have concerns
- Help leaders recognize ethical behavior and support efforts to change behavior
- Help leaders create an environment where employees feel safe raising concerns or delivering bad news
- Share perceptions and emerging concerns from their business line with the Global Ethics Office to better inform outreach and help identify needs

Our Commitment to Human Rights

We believe it's essential to create an environment where our employees, customers and communities are safe and that we uphold all state, federal and local laws as they relate to serving our customers. We respect international human rights standards, including the Universal Declaration of Human Rights and all local legislative requirements where we do business. In addition, our policies, procedures and practices align with the United Nations Global Compact principles. This includes prohibitions against employing underage children, forced labor and any form of physical punishment or abuse.

For more information, please read our [Human Rights Statement](#).

CONSISTENTLY ONE OF THE WORLD'S MOST ETHICAL COMPANIES

In the first half of 2022, U.S. Bank was named one of the World's Most Ethical Companies® by the Ethisphere Institute, a global leader in defining and advancing the standards of ethical business practices for the eighth consecutive year.

Ethisphere recognized 136 honorees that span 22 countries and 45 industries. U.S. Bank is one of five honorees in the banking category.

The World's Most Ethical Companies® assessment is based on Ethisphere's Ethics Quotient® framework. It includes more than 200 questions on culture, environmental and social practices, ethics and compliance activities, governance, diversity and initiatives to support a strong value chain.

The process captures and codifies the leading practices of organizations across industries and around the globe.



"World's Most Ethical Companies" and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC.



Enable a Sustainable Future



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Our Commitment to a Sustainable Future

BUSINESS OPERATIONS & NET ZERO

Goal to Achieve Net Zero Greenhouse Gas (GHG) Emissions by 2050

In November 2021 we set a goal to achieve net-zero GHG emissions by 2050. As part of our net-zero strategy we are working on 2030 interim targets for high emissions sectors, as well as our roadmap to get to 2050.

Establish an Environmental Finance Goal of \$50 Billion by 2030

In 2021, we set a goal to invest \$50 billion in environmentally beneficial business opportunities by 2030, using a 2020 baseline, to accelerate and advance the transition to a low-carbon economy. We also formalized an environmental finance team to develop an enterprise-wide strategy and build upon current expertise and expand offerings in this space. An example of this work is how our U.S. Bancorp Community Development Corporation (USBCDC) leveraged its expertise in the renewable energy tax credit space to create a renewable energy debt product we can now offer our clients in addition to the sustainable capital markets and lending products we currently offer.

ENVIRONMENTAL ASSOCIATIONS

We participate in various environmental trade and industry associations to better understand policy and industry risks along with opportunities in the various markets we serve:

Solar Energy Industry Association
– Board of Directors and Chair of Federal Policy Committee

American Council on Renewable Energy – Member, Partnership for Renewable Energy Finance

North Carolina Sustainable Energy Association – Corporate Member

Missouri Energy Initiative – Board of Directors

Solar Foundation – Member

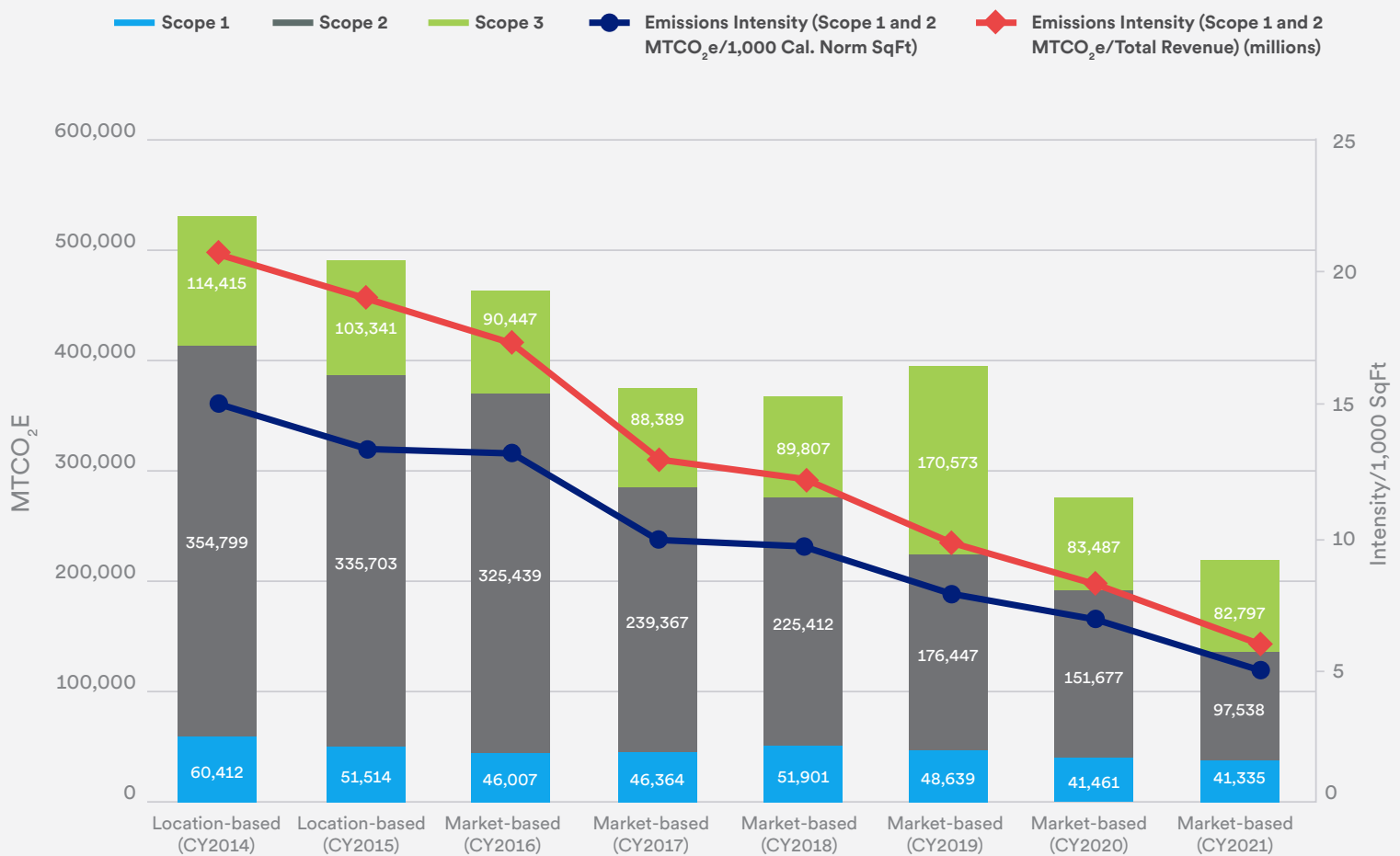
Goal to Source 100% Renewable Electricity in our Operations by 2025

Within our own operations, we have achieved significant reductions in Scope 1 and 2 emissions as defined by the GHG Protocol.

In 2016, under a 2014 baseline, we set a goal to reduce our operational greenhouse gas emissions by 40% by 2029 and 60% by 2044. We met our 40% goal in 2019, ten years ahead of our target date. We met our 60% goal in 2021, over twenty years ahead of schedule.

In 2021 we added an additional goal – by 2025 our goal is to source 100% renewable electricity within our operations.

ENTERPRISE MARKET-BASED EMISSIONS TREND SUMMARY⁵



⁵ Scope 3 emissions fall within 15 categories. U.S. Bancorp currently reports against four of these categories: business travel, waste generated in operations, employee commuting and downstream leased assets

Joined the Partnership for Carbon Accounting Financials (PCAF) and Committed to Measuring and Disclosing Financed Emissions using PCAF Standards

PCAF is a global partnership of financial institutions that work together to develop and implement a standardized approach to assess and disclose the GHG emissions associated with their loans and investments.

By joining PCAF, we have committed to measure and disclose financed emissions using widely recognized standards, which is an important component for tracking progress toward our net-zero emissions goal.

Aligning Disclosures with the Taskforce for Climate-Related Financial Disclosures (TCFD) Recommendations

The Financial Stability Board created the TCFD to improve and increase reporting of climate-related financial information in response to a need for clear, comprehensive, high-quality information on the impacts of climate change for financial markets. This includes the risks and opportunities presented by rising temperatures, climate-related policy and emerging technologies in our changing world.

Since 2008 we have disclosed our environmental impact through the publication of our CDP report.

TCFD Report

In November 2021, when we announced our new environmental goals and targets, we also committed to aligning our reporting with the TCFD. We recognize that the TCFD standard requires us to be more thorough and more transparent in how we measure our environmental impact. We will be releasing our first TCFD report for 2021. In that report we'll provide updates on our climate scenarios analysis activities, GHG emissions and our net-zero commitments.

CLIMATE RISK

Climate change is a phenomenon caused by the increase in temperature due to greenhouse gas emissions. Climate risk is the potential for adverse effects due to climate change. We view climate risk as a horizontal risk that impacts each established risk category. Therefore, climate risk considerations are integrated and managed within the existing risk management framework.

In addition to our internal conversations about climate risk, we are also participating in larger global conversations about the potential effects of climate change. For example, U.S. Bank was one of the leading banks that recently formed the Risk Management Association (RMA) Climate Risk Consortium. The RMA develops best practices for banks to integrate climate risk management throughout their operations and prepares the industry to help clients transition to a low-carbon future.

Sustainability and Climate Risk Certification

Our employees are seeking the Sustainability and Climate Risk (SCR) certification, the global climate risk management standard established in 2020 by the Global Association of Risk Professionals. As of April 2022, 75% of the Climate Risk team have obtained the SCR certification.

Climate Risk Working Group

Our Climate Risk Working Group is a centralized forum for strategy development, risk analysis and reporting, information sharing and discussion on topics related to climate risk, both reputational and financial in nature. Its cross-functional membership is comprised of individuals from Risk Management & Compliance, Strategy, Transformation & Corporate Affairs, Finance, the Company's business lines, Investor Relations and the Law Division.

Climate Scenario Working Group

In 2021, we created a climate scenario working group to facilitate cross-functional engagement in climate scenario analysis activities. The team is currently exploring multiple modeling projects and tools including the Paris Agreement Capital Transition Assessment (PACTA) tool for transition risk scenario analysis and leveraging external natural disasters data from the Federal Emergency Management Agency (FEMA) and CoreLogic, Inc. to supplement internal data for physical risk scenario analysis.

Going Forward

In 2022, we are working to make progress on building out our climate risk program and continuing to expand our capabilities by:

- Monitoring the changing landscape including new regulations and disclosure guidelines and requirements
- Building data requirements and architecture to execute on reporting and disclosure
- Providing training on climate risk and integrating climate risk into business strategy
- Collaborating with industry peers

Climate risk is a relatively new risk area, and it's critical for all stakeholders to be able to have a shared understanding of the challenges we're facing, speak the same language and collaborate toward common outcomes.



JODI RICHARD
VICE CHAIR AND CHIEF RISK OFFICER

ENVIRONMENT & SOCIAL RISK POLICY

At U.S. Bancorp, we serve a broad spectrum of enterprises across a diverse array of industries. As we do so, we embrace a balanced approach to addressing any potential ESG impact on our communities, customers, employees and shareholders. Our risk management process is designed to help us appropriately manage the risk associated with serving our customers, including those in higher-risk industries.

Our approach begins with providing access to financial services in a way that upholds all state, federal and local laws and regulations. We continuously review our policies to make sure they align with changes in legislation and regulation.

Our policy is designed to create an enterprise approach to managing and overseeing the risks associated with the Company's relationships, including, but not limited to, legal, reputational, regulatory and financial risks. The policy defines the roles and responsibilities, including of our business lines, to identify, assess, monitor and mitigate these risks in adherence with our policy requirements.

Due Diligence

We have a robust mechanism for due diligence. For relationships in a heightened risk industry or engaged in heightened risk activity, additional due diligence is performed to evaluate risks specific to that customer.

The additional due diligence includes:

- An assessment of past compliance with laws and regulations and programs
- An assessment of programs in place that mitigate the potential for negative outcomes, such as damage to the environment or impact to communities

The due diligence and review requirements are intended to confirm that a prospective or existing customer's policies and processes are sound and effective as they relate to the environment and the community in which it operates.

For customers in certain environmental industries or sectors, we require them to comply with all state, local, national and international environmental laws and verify adherence through certification or due diligence, as appropriate.

This additional environmental due diligence focuses, in part, on:

- Past and present environmental compliance with laws and regulations
- Internal framework related to environmental risk management
- Potential impact on dependent communities and indigenous people

Escalation and Monitoring Protocols

Our approach to risk is founded in collaboration. Our risk managers and business lines work together to monitor, assess and act on risks associated with the Company's relationships, including reputation risk. Impacts are assessed to determine appropriate risk mitigation actions.

We also understand that our external relationships reflect on us. Before entering a new relationship – or expanding an existing one – business lines may be required to document and mitigate potential risks. Only then will they receive approval, and only if the risk mitigation activities specifically address the risk associated with the relationship. Mitigation can include activities such as enhanced monitoring and periodic reviews. Once due diligence is complete, relationships with heightened risk are escalated through a formal approval process that may require review by business line and risk executives, including the Chief Risk Officer and other Managing Committee members, as appropriate.

Instances of non-adherence or violations to the policy are monitored and may be factored into incentive compensation decisions.

REPUTATION RISK

When evaluating relationships requiring additional due diligence, our Reputation Risk Management team partners with specialists across the Company so that all pertinent risks are considered and evaluated. Reputation Risk Management may consult with the following risk compliance partners, in addition to business lines, to consider all relevant aspects of a relationship when engaging or determining to maintain a relationship:

ESG Program Office



**Enterprise Financial Crimes
Compliance (EFCC)**



Credit Risk Management



The Law Division



Global Ethics Office

Client Engagement & Support

Commercial Products ESG Advisory Practice

In December 2020, we established a full-service ESG practice within Fixed Income and Capital Markets (FICM). This new vertical is the natural evolution of our ESG financing efforts, which started with our first green bond underwriting in 2014, and has since grown to cover all Commercial Products, such as FICM activities, Supply Chain, Equipment Finance & Asset-Backed Finance.

As businesses increasingly focus on ESG criteria, many companies are looking to address these themes through financing activities. Investors are also seeking products with ESG provisions. By offering custom solutions, our advisory practice structures products that create the most significant impact on issues central to a company's ESG vision.

The Commercial Products ESG team guides clients through ESG financing options from ideation to execution. After deal completion, the ESG Advisory team then works with clients to implement the ESG performance reporting.

We want to make sure a client's ESG financing has a measurable impact. Transparency is key, which is why we work so hard on the reporting mechanisms. Borrowers want progress to be real, and lenders want to see their money used as intended.



MARCUS MARTIN
MANAGING DIRECTOR,
HEAD OF ESG
COMMERCIAL PRODUCTS

Peer Adjusted Framework Robustness Score (PAFRS)

The Peer Adjusted Framework Robustness Score (PAFRS) is a proprietary tool used by our ESG Advisory Practice. The tool is built on a product from TruValue Labs, which has created an Application Programming Interface (API) dashboard that provides AI-generated corporate ESG scores. These scores use public ESG news and reporting to compare a company's pledges with what they are actually doing in the ESG space.

Building on this platform, our ESG Advisory Practice has created its own proprietary PAFRS score to measure the effectiveness of ESG financing products. PAFRS has an overall score, an environmental impact score and a social score. These scores are then adjusted based on benchmarking against the company's peers. PAFRS references International Capital Market Association (ICMA) categories to add an additional layer of transparency and accountability.

RENEWABLE ENERGY

Much of our environmental finance activity happens through U.S. Bancorp Community Development Corporation (USBCDC), our tax credit and community investment division detailed in the Community Engagement section of this report. The USBCDC environmental finance business invests Renewable Energy Tax Credit (RETC) equity in projects that help provide clean energy options to our nation's homes, towns and businesses through wind, solar and other renewable energy projects. Over the years, U.S. Bancorp has been a leading investor in solar financing. These projects are not only good for the environment, but they also create tens of thousands of jobs in local communities across the United States. In 2021 we invested \$830 million in RETC equity.



SYNDICATIONS

In addition to direct investing, the USBCDC syndications platform enables us to expand our impact by attracting more companies and more capital into socially responsible and environmentally sustainable business activities. In this way, our syndications business allows our customers to meet their financial goals while also contributing to the generation of positive social or environmental benefits.

We pair qualified investors seeking attractive after-tax returns with customized state and federal tax credit investment portfolios. These new and vital sources of capital stimulate environmental, community and economic development projects.

SUSTAINABLE SOLUTIONS

One of the cornerstones of transitioning to a low-carbon economy is giving consumers and businesses more sustainable choices in their daily lives. In 2021, we accelerated efforts to inject sustainability initiatives and solutions into our business lines.

Recovered Ocean-Bound Plastic Debit Card

Customers want products and services that don't make them choose between living sustainably and living their lives. In 2021 we started issuing a debit card made of reclaimed ocean-bound plastic. Every time one of our customers uses their Second Wave card, they're part the process of removing damaging plastics that would end up in our oceans and remain for hundreds of years.

We also recognize that environmental impact is a complicated issue with social and economic dimensions that often go unseen. To address these interdependencies, we partnered with First Mile, an organization that's working to create a responsible and sustainable supply chain in underdeveloped countries like Haiti.

Through First Mile, Haitians can find meaningful work, a living wage and take part in recycling plastic waste that would otherwise be bound for the Caribbean Sea. First Mile also reinvests in the economic success of these communities through WORK, its nonprofit organization that supports initiatives like youth education programs and micro loans for entrepreneurs.



Vendor & Community Partnerships

SUPPLIER DIVERSITY

We believe that having a diverse base of suppliers is essential to enabling a sustainable future. Despite logistical challenges created by the pandemic, in 2021 we continued to use a core corporate function – procurement – as a lever for helping businesses and communities thrive.

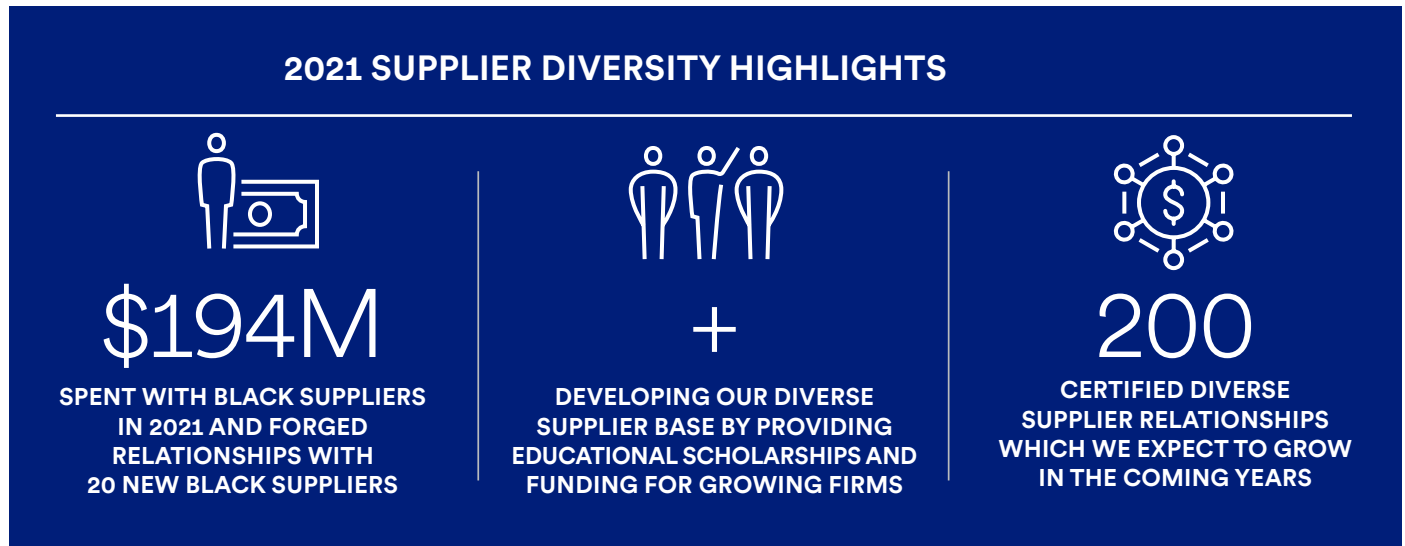
In 2021, we focused on increasing our spend with Black suppliers and increasing the number of Black suppliers with whom we work. We started hosting information sessions twice a month with our procurement teams. We highlighted Black entrepreneurs to provide increased visibility and opportunity. We also joined the United States Black Chamber of Commerce to grow our network.

For more than a decade I have been a passionate supporter of supplier diversity with a consistent track record of growing and developing strong and effective programs for large banks and global corporations. We strive to work with a diverse supplier base because it is the right thing to do. But it's also good for business. Working with diverse suppliers means increased innovation, new revenue opportunities, access to emerging markets, enhanced market share and brand loyalty. My genuine interest in developing strong supplier diversity programs is rooted in my belief that we need to build economic progress in underserved communities in America.



HECTOR MARTINEZ
VICE PRESIDENT OF SUPPLIER DIVERSITY,
SENIOR PROCUREMENT RELATIONSHIP MANAGER

We also continued our work with certified suppliers who are at least 51% owned by women, veterans, people with disabilities, members of the LGBTQ+ community and/or members of minority groups such as Black, Hispanic Americans, Asian Pacific Americans and Native Americans. To support the growth of diverse businesses we require our largest prime (Tier 1)⁶ suppliers to report subcontracting (Tier 2)⁷ use of diverse suppliers on our contracts.



Our business practice requires that all employees who purchase or influence purchasing decisions are responsible for identifying opportunities for diverse suppliers to participate in the competitive bid process on an equal basis with all other bidders. We are making identifying opportunities easier by working on adding ESG scores to our procurement process. ESG will be part of the Request for Proposal (RFP) software, which will increase visibility of the importance of ESG issues, create more supply chain transparency and make supporting diverse suppliers easier.

Our Supplier Diversity Program Objectives

- Continue to drive organizational awareness, education and training of the Company's supplier diversity program and initiatives
- Assist business lines in the development of supplier diversity strategies that are aligned with our strategic plans
- Find potential diverse suppliers, including identifying opportunities to expand existing diverse supplier relationships
- Provide resources, tools and mentorship to assist in the development and growth of small and diverse businesses
- Track and report our performance toward achieving supplier diversity goals and objectives with a strong emphasis on continuous improvement
- Attend and support outreach events on national and regional scales that promote diverse supplier utilization such as WBENC, NMSDC and NGLCC national trade shows and conferences

⁶ Tier 1: Certified diverse suppliers that provide products and services directly to U.S. Bank.

⁷ Tier 2: Certified diverse suppliers that provide products and services to a direct supplier of U.S. Bank on behalf of supporting the U.S. Bank account.

Community Partnerships

At U.S. Bancorp, we recognize that ESG issues don't always fit into neat categories. Research shows that the negative effects of climate change have an outsized impact on some of our most vulnerable populations. Every environmental concern is also a social concern. But the intersection of these issues also presents opportunities. Enabling a sustainable future means approaching ESG issues from multiple angles.



GRID Alternatives

Since 2010, we have been a partner of GRID Alternatives, a national leader in making renewable energy technology and job training accessible to economic and environmental justice communities. We support GRID's low-income solar and workforce development programs in California and Colorado. In 2018, we expanded our national partnership with GRID to support its National Tribal Program that implements solar installations and job training programs in tribal communities.

In 2021, we gave GRID a \$100,000 grant to support their plans to install up to one megawatt of solar power on over 120 low-income tribal homes and community buildings for tribal partners in Montana, California, Colorado, New Mexico, North Dakota, South Dakota and Washington in the coming year. GRID will also provide hands-on solar training for up to 80 tribal members while strengthening partnerships with tribal job training organizations and colleges.



Renewable Energy Partners

We are also supporting equity-based solar power development closer to home. In 2021, we partnered with Renewable Energy Partners in Minneapolis on a small, but intentional deal that is part of our commitment to expanding relationships with Black-owned developers. Renewable Energy Partners provides energy solutions while creating jobs and economic opportunities for underserved communities. The organization's training and degree programs take qualified candidates from entry-level jobs to higher-skill careers with energy utilities and energy-related businesses.

U.S. BANCORP CERTIFICATION ASSOCIATIONS

**United States Black Chamber
of Commerce (USBC)**

**National Minority Supplier
Development Council (NMSDC)**

**Women's Business Enterprise
National Council (WBENC)**

**National Women Business Owners
Corporation (NWBOC)**

**National Gay & Lesbian Chamber
of Commerce (NGLCC)**

**National Veteran Owned Business
Association (NaVOBA)**



Increase Equity, Access, & Economic Empowerment



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Financial Inclusion & Well-Being

FINANCIAL INCLUSION RESOURCES, TOOLS & PROGRAMS

We are committed to supporting our communities by empowering individuals and businesses with a holistic approach, including free financial education, our Financial IQ website and regular Financial Wellness Webinars and newsletters. Individuals learn tips for setting goals, building smart financial habits, savings vs investing, credit, debt, elder fraud, homeownership, college prep, job planning and more. In-language programming includes Spanish. 1.5 million individuals were served with financial education through philanthropy and our employee volunteerism, with a focus on diverse and underserved communities.⁸

Our SMART financial habits program aims to raise awareness, educate consumers on the importance of engaging with their financial health and well-being and supports healthy habit creation. SMART is an acronym with easy-to-remember steps to Save for a rainy day, Manage your budget, Access your credit score, Reduce your debt and Track your online security.

Financial Foundations seminars are offered in branches, local communities and schools, covering topics ranging from personal finance basics to mortgage lending while also serving small businesses. We know that many Americans live paycheck-to-paycheck and lack the savings to cover an unexpected household expense, which is why we offer an integrated approach to support customers in growing their savings.

The Rainy Day Savings Challenge is a six-week curriculum that makes saving for a rainy day accessible and even enjoyable. The program was tested with employees and has since been rolled out to the public. We also provided digital tools to enable savings creation. Each month \$4.3 million is being saved, on average, as a result of this program, thanks to our smart savings tools.

⁸ Impact data is compiled from philanthropy grantees reporting expected program participants.

Employee Financial Wellness

We believe it is important to support our employees in their financial health journeys too. In 2021, we continued to support and engage employees, encouraging over 10,000 actions towards improving their financial health, which includes conducting a financial self-health assessment, attending employee-specific seminars, establishing Rainy Day Savings funds and learning about how to understand and check their credit profile.

In 2021, we celebrated the 10th year of the Student Scholarship Program offering, which is accessible and available online, primarily serving students of color. It offers learning modules to students on topics ranging from credit scores to savings to financing higher education. We offered new educational approaches with in-depth, interactive online learning curriculum around emerging and complex financial education topics to enable financial well-being. In 2021, approximately 51,000 students completed 275,000 financial education modules. We also offered a virtual mentoring option to deepen student learning with our employee volunteers.

Financial Inclusion Highlights

Operation HOPE

We have been supporting Operation HOPE for over a decade. HOPE is the leading global provider of financial dignity education and economic empowerment programs for LMI youth, individuals and families in underserved communities. In 2021, we opened two HOPE Inside locations to provide safe, accessible, in-person financial education programs in neighborhoods hit especially hard by the economic fallout of COVID-19. Operation HOPE served 664 clients in the Aurora, Colorado and Chicago, Illinois locations, with individuals taking advantage of 2,841 Financial Empowerment Services. The average credit score of clients in the program improved by 16 points, and the average savings increase was \$2,335. Additionally, we partner with Operation HOPE as a member of Financial Literacy for All, a 10 year national initiative to reach millions of youth and working adults by making financial literacy fun, and engaging them where they live, work and celebrate.



Financial Education and Wellness Specialist

Chris Taylor, is working to deliver financial education to Columbus, Ohio residents who are least likely to receive it. In partnership with us, Taylor bridges community needs with our volunteer efforts that grew out of Access Commitment. In 2021 Taylor partnered with local schools and community organizations to reach 896 high school students in 68 workshops. Most of the attendees were students of color, and Taylor was able to educate them on topics such as the importance of having a savings goal.

Goalsetter

In 2021, we were one of the first corporations to provide investment in Goalsetter, a banking “super app” developed by Tanya Van Court, a former Nickelodeon and Discovery Education executive. The investment in Goalsetter provided an opportunity to provide the kind of innovative solutions essential to financial inclusion and well-being, while also making an investment in a Black female leader.

With Goalsetter, family members can save toward short- or long-term goals; parents give kids an allowance based on chores completed; tweens and teens receive a debit card managed by parental controls; and everyone can invest in whole or fractional shares of stocks and Exchange-Traded Funds (ETF).

In 2021, we conducted an eight-week pilot of Goalsetter with nearly 230 employees from the Company’s BRGs. Nearly 75% of participants said that they planned to continue using Goalsetter after the pilot ended, and more than 90% said that they preferred using the app over a classroom setting to learn money management. We’re planning more for Goalsetter in 2022 and beyond.

We view financial education as an investment for the future and are committed to supporting our employees, customers and communities with the financial knowledge, skills and behaviors they need to reach their ambitions.



KAORI YAMADA
SENIOR VICE PRESIDENT, FINANCIAL EDUCATION STRATEGY



Inclusive Banking

In addition to our financial education efforts, we promote financial inclusion and well-being through our financial products and services. We want these products and services to not only meet financial needs and deliver customer value, but also to be delivered in a responsible and sustainable way.

Transparent Installment Loans

In 2018, we launched U.S. Bank Simple Loan, a small-dollar loan product designed to help customers deal with unexpected or short-term cash needs. We worked closely with regulators to develop this product, the first of its kind to be launched by a national bank. U.S. Bank Simple Loan allows our customers to borrow up to \$1,000, and repay in three equal monthly payments, with no late fees or prepayment fees.

The product features an entirely digital experience from application to underwriting, with dollars being available to customers in their checking account within minutes. Customers receive alerts before and on payment due dates, as well as an alert if a payment is missed. There is also financial well-being support provided directly in the app. If a customer frequently re-applies for a Simple Loan, they are given the option of receiving coaching and planning support. We want people to better organize their finances to avoid becoming dependent on costlier interest forms of borrowing.

“Checkless” Checking Accounts

We are designing inclusive products that meet people where they are in their financial journey. The U.S. Bank Safe Debit account, which is certified under the “Bank On” program, provides customers with a U.S. Bank Debit account, a free TransUnion credit score, discounted money orders and other features with only \$25 for a minimum opening deposit and \$4.95 monthly minimum deposit going forward. The Bank On program was created by the Cities for Financial Empowerment Fund to support local coalition and financial institution efforts to connect consumers to safe, affordable bank accounts.

In 2021 our leadership in creating inclusive products was recognized by the Federal Deposit Insurance Corporation (FDIC). The FDIC periodically hosts webinars to encourage banks to start offering products similar to our Safe Debit card. Our consumer deposit product team presented on several of these webinars in multiple geographies throughout 2021 and continues to do so in 2022. We provide thought leadership and advocacy by discussing how the product was developed, how it works and the benefits to both the Company and the customers/communities we serve by offering this product.

Cards that Help Build Credit

Our U.S. Bank Secured Credit Cards are designed to help customers establish, expand, or rebuild their credit. A secured credit card can be used like any other credit card and is accepted worldwide. Cardmembers can choose their payment due date and access their credit card for free. Secured credit cards also offer zero fraud liability to protect the holder against unauthorized transactions if the card is reported lost or stolen.

We added two new Secured Cards to give customers a choice of cash back, unlimited points or a lower APR card, whichever best suits their financial needs. Additionally, when customers build their credit and are ready to transition to an unsecured card, they keep the same credit card plastic and number. This enables a seamless transition if they have set up automated bill pay or other card features.

We continue to look at automated graduation opportunities for Secured Card clients to seamlessly move into unsecured card products.

Changes to Overdraft Fees and Non-sufficient Funds

To help our customers better manage their cash flow, we made changes in 2021, and continue to make changes throughout 2022, to our policies around non-sufficient funds and overdraft situations. We started by eliminating certain fees for non-sufficient funds. We have also increased the amount an account can be overdrawn prior to fee assessment to \$50 from \$5. Our new U.S. Bank Overdraft Fee Forgiven program gives people more time to get their account in order. If their account has a negative balance of more than \$50, they now have a full day to deposit funds to avoid a fee. In the future, a new balance dashboard will alert customers of negative balances before they occur.

Community Engagement

Community Reinvestment Act

The work we do in connection with the Community Reinvestment Act (CRA) goes beyond regulatory compliance. We leverage our work under CRA to understand the needs of our communities and to deepen relationships in ways that move us all forward. As a result of our CRA strategy, we're helping to provide a social and economic foundation for achieving affordable housing, productive small businesses and access to financial services for underserved customers. We aim to serve the financial needs of our customers by blending our relationship teams, branches and ATM network with extensive digital tools that allow customers to bank how, when and where they prefer. We strive to provide these services in a fair and responsible manner as a trusted financial partner, which is reflected in our long history of outstanding performance under the CRA.

Supporting the Community Reinvestment Act

Our work under the CRA begins with a community needs assessment. Our goal is to understand the credit, finance and housing needs of low- and moderate-income (LMI) communities before we create an action plan to meet those needs. Because people, neighborhoods and economy are constantly changing and evolving, this is an ongoing effort.

We also believe relationships are essential. We build partnerships with nonprofit organizations that work in LMI communities and who have earned the trust of their members. Through these partnerships we can leverage our expertise to amplify their work in affordable housing, financial education and other areas that support community needs. Serving on nonprofit boards and committees to provide financial expertise and thoughtful leadership is yet another way we serve.

Finally, we offer products, investments and programming that are designed to maximize the spirit and scope of the CRA. Products such as the aforementioned U.S. Bank Simple Loan and the U.S. Bank Secured Credit Card. Investments such as Low Income Housing Tax Credits for projects such as Casa Arabella, an affordable 94-unit transit-oriented development adjacent to the Fruitvale BART Station in California. Programming such as the aforementioned Operation HOPE, which provides financial education for LMI youth, individuals and families.

In 2019, we received the highest overall rating, “Outstanding,” in our most recent Community Reinvestment Act (CRA) examination from the Office of the Comptroller of the Currency (OCC). The examination period was January 1, 2012 through December 31, 2015. We also received an “Outstanding” rating on each of the three individual CRA tests for Lending, Investment and Service.

Partnership with Trellis

Trellis is a Phoenix-based nonprofit that provides home ownership counseling, financial assistance and neighborhood development. As part of our long-standing partnership with Trellis, we have provided ongoing support in the form of "CRA qualified" community development grants, investments and board service. Through these activities we are responding to the identified needs of LMI neighborhoods that lack affordable housing. Our investment in Trellis is also part of the U.S. Bank Foundation's Rebuild and Transform Fund, which seeks to address systematic economic inequities and promote economic mobility.

U.S. Bancorp Community Development Corporation (USBCDC)

Our community development work focuses on equity. The USBCDC is a national leader in community development financing, delivering social and environmental impact, primarily through tax credit investing and community lending.

Underlying all our work is a commitment to racial equity. We invest, lend and influence capital in ways that advance economic opportunity for all with a goal to help close the racial wealth gap. We're intentional about this work, investing in projects and providing responsive capital to partners who share this commitment; helping build capacity in organizations that have historically been doing this work; and driving more conversation about racial equity within the community development industry. In 2021, we provided more than \$197 million in capital to Black-owned or -led businesses and organizations. And we're continually looking for new and innovative ways to make access to capital more equitable, including making our first private equity funds focused on racial equity.

Who We Are and What We Do

Our investments in affordable housing, economic development in LMI communities, historic renovations and renewable energy have a lasting social and environmental impact in communities. We provide innovative financing solutions for community development projects nationwide using state and federally sponsored tax credit programs, and we lend to affordable housing and solar projects to help bridge financial gaps.

Expanding Access to Affordable Housing

We know a safe and affordable place to live is essential to achieve financial stability. Investments in affordable housing are one way we're working to help bring economic opportunity to those who need it most. In 2021, USBCDC invested more than \$989 million in Low Income Housing Tax Credit (LIHTC) equity and provided more than \$951 million in affordable housing lending, helping create more than 28,486 affordable housing units across the nation, including projects supporting the largely Asian community in Oakland and East Bay, California and a St. Paul, Minnesota project by a first-time Black developer.

Driving Economic Development in LMI Communities

New Markets Tax Credits (NMTC) create opportunities for us to invest in economic development projects that can help build thriving communities. By driving capital to historically under-invested areas, these investments can help close gaps and drive much-needed business growth, job creation and economic development. Projects can include hospitals and health services, schools, business expansions and community centers. In 2021, USBCDC has invested more than \$333 million in tax credit equity in more than 130 projects across every state in the country – plus Puerto Rico and Guam.

Caring for Our Environment

USBCDC's Renewable Energy Tax Credit (RETC) investments are one of the ways we can be a responsible steward of the environment, address climate change and create jobs in the process. We invest in projects that help provide clean energy options to our nation's homes, towns and businesses, primarily through residential, utility and community solar projects. See the Enable a Sustainable Future section of this ESG Report for more information.

USBCDC 2021 HIGHLIGHTS



\$1.32B

IN LIHTC AND NMTC
EQUITY INVESTED



\$1.8B

IN COMMUNITY
LENDING



\$0.83B

IN RETC
EQUITY INVESTED

Supporting CDFIs

We recognize the critical role community development financial institutions (CDFIs) play in bringing investment to underserved communities and those who may not be eligible for traditional business financing, and we value their focus on women- and minority-owned businesses and LMI communities. We're focused on expanding CDFI relationships and exploring innovative ways to support them. Some recent examples include the first racial equity bond with a CDFI (see page 79) and grants to support Black- and person of color-led developers through our Access to Capital initiative (see page 80).

We're also intentional in our focus on Black-led CDFIs. We believe these organizations have a deeper understanding of where and why resource gaps exist within Black communities and how to close those gaps. Structural barriers have often limited access to capital for Black individuals and other people of color. Our support is intended to drive investments in communities that need it most and help close the racial wealth gap. For example, through U.S. Bank Access Fund, we're working through African American Alliance of CDFI CEO-member organizations to support women of color-owned microbusinesses (see page 85).

Leveraging Our CDE to Drive Equity and Help Close the Racial Wealth Gap

U.S. Bank's Community Development Entity (CDE) has made a strategic commitment to use its allocation on projects that support racial equity and accountability; this includes the \$65 million NMTC allocation it was awarded from the U.S. Department of the Treasury in 2021. Projects are evaluated based on a scorecard that considers key racial equity objectives, such as whether the project decreases segregation and inequality, increases quality schools and improves social capital. Our goal is for the benefits to flow from those projects directly to the communities that need them.



U.S. Bank Foundation & Community Affairs

Our U.S. Bank Foundation philanthropic and community investments are focused on breaking down systemic barriers to racial and economic equity for women, people of color and LMI communities. In 2021, \$62 million was committed in corporate contributions and U.S. Bank Foundation giving. Additionally, our employees volunteered 267,000 hours in service to 9,000 schools, nonprofits and community organizations, equating to a \$7.6 million investment back into our communities.⁹

The U.S. Bank Foundation recognizes that our philanthropy alone cannot change systems that drive inequity and lack of access to disadvantaged communities. To that end we focus on programs and strategies that combine philanthropy, employee engagement and other business lines to amplify impact.

One of the ways we show up for people and communities is through Community Possible, our enterprise-wide giving and engagement platform. Within this platform, we focus on certain communities and those members of communities facing the greatest systemic barriers to equity and access: women, communities of color and LMI communities. In our effort to create lasting change, Community Possible focuses on three dimensions of the human experience: Work, Home and Play.

The U.S. Bank Foundation is committed to listening and learning from the communities we serve, as well as the personal stories of those with the lived experience of the issues we're working to address. The Community Affairs and Engagement team provides us with grassroots engagement by pairing our people with our partners, opening the doors to two-way conversation about prevailing community needs. We anchor our efforts in feedback from our community leaders, and this approach challenges us to be nimble and creative in thinking about new ways to drive impact. The result of this approach has challenged us to look at how we operationalize our grant making in order to reduce barriers to access for new, innovative nonprofits, led by and serving communities of color.

U.S. Bank Foundation embraces trust-based philanthropy, changing the power dynamic between grantor and grantee. One immediate change from this evolving philosophy is to fund general operations whenever possible. This frees up our community partners to use grant funding in ways that make sense for their organization and for the communities they serve. Additionally, we are supporting more multi-year partnerships to reduce the burden of yearly applications, allowing our partners to focus on outcomes. Finally, we actively seek innovative solutions from our trusted partners, empowering them to rethink philanthropy from the ground up. The result is a more responsive, more culturally thoughtful approach that benefits both us and the communities we serve.



⁹ Based on a valuation of volunteer hours of \$28.54/hour in 2021 per the Independent Sector.

Market Impact Fund (MIF)

The U.S. Bank Foundation actively seeks innovative, community-led solutions through our Market Impact Fund. Established in 2019, this \$1 million annual fund provides one-time innovation grants to organizations with leaders who are driving change through creative and new solutions.

In 2021, the MIF focused on young leaders of color who are addressing systemic poverty and growing economic disparity. The impact of COVID-19 on LMI communities made what was already a crisis, worse.

Through the MIF we supported young community leaders to find creative solutions that support families in increasing their income and/or building wealth to end the cycle of poverty.



U.S. BANK – AT WORK, HOME, PLAY

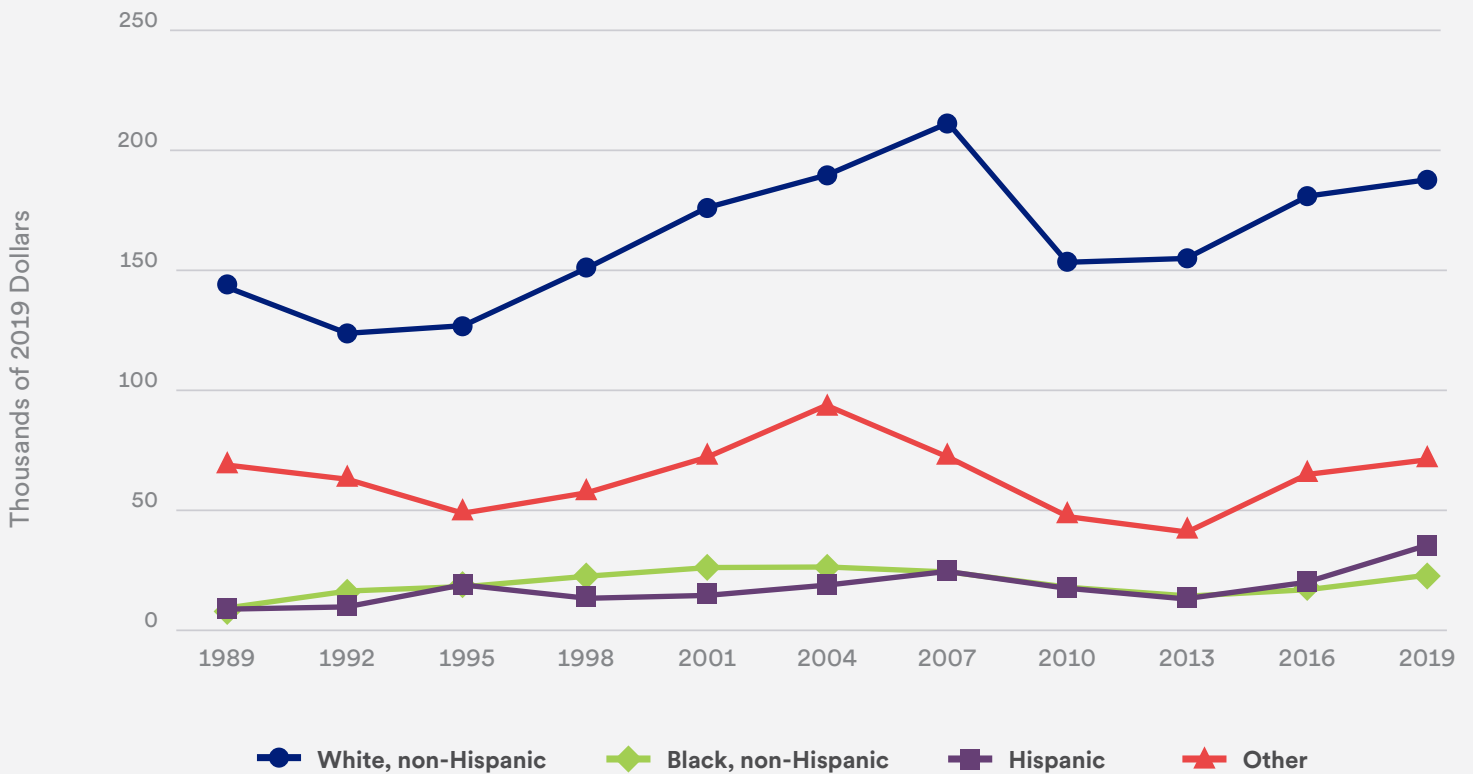
U.S. Bank makes “Work” possible by supporting community programs that help small businesses thrive, people succeed in the workforce, provide pathways to higher education and increase financial independence.

U.S. Bank makes “Home” possible by supporting efforts that connect individuals and families with sustainable housing opportunities.

U.S. Bank makes “Play” possible by investing in community programs that supports ways for children and adults to play and create.

Closing the Racial Wealth Gap

THE RACIAL WEALTH GAP – NET WORTH BY RACE OR ETHNICITY¹⁰



¹⁰ A graphic representation of the 8:1 wealth gap between white and Black families. Source: a 2019 report from the The Federal Reserve Survey of Consumer Finances.

U.S. Bank Access Commitment™

As a bank, we are using our core competencies, such as financial education, home lending, business and consumer banking products, services and experiences to make a difference in the lives of the communities we serve. In February 2021 we launched Access Commitment. It builds on initial commitments we made in June 2020 to have our workforce reflect the communities we serve, support Black-owned businesses through grants and supplier relationships and support nonprofits and community institutions working toward racial equity. The goal of Access Commitment is to contribute to closing the racial wealth gap by mobilizing our entire organization to help accelerate wealth building in communities most impacted in the United States.

ACCESS COMMITMENT IS ORGANIZED AROUND FOUR PILLARS



**ADVANCE
DIVERSE
LEADERS**



**INCREASE BUSINESS
WITH DIVERSE
SUPPLIERS**



**GROW OWNERSHIP
AND ASSETS FOR
PEOPLE AND SMALL
BUSINESSES**



**INVEST IN
BLACK
COMMUNITIES**

Since its launch, the impact of Access Commitment has reached every corner of the Company, from hiring, to payments, to supply chain, with the USBCDC and U.S. Bank Foundation leading the effort.

We started with the Black community because that is where the wealth disparity is greatest, but we'll expand Access Commitment to support other communities of color more broadly, applying what we've already learned yet also customizing our approach. Next, we plan to add the Hispanic community, and as Access Commitment grows, we'll continue to listen and learn, respect and serve.

U.S. BANK ACCESS COMMITMENT 2021 HIGHLIGHTS



\$197M

IN CAPITAL PROVIDED TO BLACK-OWNED OR -LED BUSINESSES AND ORGANIZATIONS

THROUGH U.S. BANCORP COMMUNITY DEVELOPMENT CORPORATION, THE COMMUNITY INVESTMENT AND TAX CREDIT DIVISION OF THE COMPANY



\$194M

SPENT WITH BLACK SUPPLIERS IN 2021

FORGING NEW RELATIONSHIPS WITH 20 BLACK SUPPLIERS



\$65M

RECEIVED IN NEW MARKETS TAX CREDIT

ALLOCATION THAT WILL HELP FINANCE COMMUNITY INVESTMENTS IN PROJECTS THAT SUPPORT RACIAL EQUITY



260

BLACK LEADERS COMPLETED DEVELOPMENT TRAINING

AT MCKINSEY BLACK LEADERSHIP ACADEMY



\$450K

INVESTMENT IN THE RUSSELL INNOVATION CENTER FOR ENTREPRENEURS (RICE)

AN ATLANTA-BASED ORGANIZATION DEDICATED TO EMPOWERING BLACK ENTREPRENEURS AND SMALL BUSINESS OWNERS



REOPENED WEST BROADWAY AND SOUTH MINNEAPOLIS BRANCHES

BOTH DAMAGED DURING THE CIVIL UNREST IN 2020



EXPANDED OUR INCLUSIVE HIRING EFFORTS

ENSURING WE HAVE AT LEAST ONE WOMAN OR PERSON OF COLOR CANDIDATE FOR OPEN ROLES AT ALL LEVELS AS WELL AS FOR INTERVIEW PANELS



OPENED A NEW EAST LAKE STREET BRANCH MINNEAPOLIS

DONATING THE PRIOR BRANCH LOCATION TO NONPROFIT SEWARD REDESIGN FOR FUTURE DEVELOPMENT BASED ON COMMUNITY NEEDS

Racial Equity Bond

We believe that closing the racial wealth gap requires innovation. As part of Access Commitment, we partnered with affordable housing nonprofit Enterprise Community Partners to create a \$30 million racial equity bond. Issued by Enterprise Community Loan Fund, Enterprise's CDFI, the bond will help provide loans to Black, Indigenous and other people of color housing developers under Enterprise's Equitable Path Forward initiative.

This is the first CDFI-issued racial equity bond. The bond leverages the rigorous standards of CDFIs, who hold high eligibility standards and require detailed and evidence-based reporting. We believe this instrument can demonstrate leadership in the field of equity-based investments. We purchased the initial \$10 million of this bond.

U.S. Bank Access Home

Homeownership is a cornerstone of wealth building. Black families disproportionately rent their homes. Black individuals are also underrepresented in the mortgage industry. These factors contribute to the comparatively low homeownership rate among Black families.

U.S. Bank Access Home seeks to leverage the significant talent pool within the Black community to increase representation in the mortgage industry. Our development program includes a full year of technical and community development in partnership with housing agencies, community leaders and minority realtor trade organizations. We're looking for people who have shown strong leadership skills and sales acumen but have not considered the mortgage business as a viable career opportunity due to limited outreach from the industry. In the future we intend to grow the program to include more diverse candidates and help our sales team and leadership pipeline reflect the communities we serve.

To help more Black families access homeownership, we're providing financial education in partnership with local and national organizations through at least 2024. We're making a \$1.6 million investment from the mortgage business across all of our U.S. markets over three years.

U.S. BANK – LOCAL PARTNERS

Las Vegas: Neighborhood Housing Services of Southern Nevada, Inc. and Make Home Possible



Little Rock: Martin Luther King Commission and P.A.R.K – Positive Atmosphere Reaches Kids



Milwaukee: Acts Housing and Safe & Sound and Housing Resources and Milwaukee Urban League



Minneapolis: Minnesota Homeownership Center and Project for Pride in Living



St. Louis: St. Louis Urban League and Justine Petersen

U.S. BANK – NATIONAL PARTNERS

Freddie Mac, Fannie Mae



National Association of Real Estate Brokers

U.S. Bank Access Fund

In May 2021 we announced the \$25 million U.S. Bank Access Fund, which includes both long-term capital through USBCDC and capacity building grants from the U.S. Bank Foundation. Over the next three years, the fund is expected to support more than 30,000 women of color-owned microbusiness owners, prioritizing Black and Hispanic women. Microbusinesses, defined as having 10 or fewer employees, led by women of color are some of the fastest growing in the country, yet face tremendous barriers such as lack of technical assistance, mentorship and networking opportunities.

U.S. Bank Access to Capital

Developers of color face significant barriers to entering the real estate industry perpetuated by generations of structural racism and resulting in lack of experience, equity and capital.

That means many communities aren't represented by the people who live in them as decisions are made about the future of their community.

USBCDC is partnering with CDFIs to support and grow the number of developers led by people of color and help increase locally-led solutions through its new U.S. Bank Access to Capital program: Collaborating to Invest in Developers of Color. In 2021, USBCDC awarded \$250,000 total in 2021 grants to three CDFIs as a pilot:

- Capital Impact Partners
- Chicago Community Loan Fund
- Enterprise Community Loan Fund

We opened applications for the next round of funding in July 2021 and announced those additional grant recipients in Q3 2022.

At U.S. Bank, we know it takes the entire bank to create lasting, systemic change. All business lines, all employees. This is how we have approached our Diversity, Equity and Inclusion work at the bank – taking our core competency as an organization and doing better helping to close the racial wealth gap.



GREG CUNNINGHAM
SENIOR EXECUTIVE VICE PRESIDENT
AND CHIEF DIVERSITY OFFICER

U.S. Bank Access Wealth

We recognize we need to do more to serve all members of the Black community, including affluent individuals who might benefit from our capacity as a financial services/wealth management institution. In 2021 we conducted the Building Black Wealth survey. Our goal was to listen, learn and inform our strategies to create tailored wealth-building plans for the affluent Black community.¹¹

The survey revealed important information that will help us in our work to close the racial wealth gap.

Key insights from the survey include:

- 79% of Black respondents feel there are still institutional roadblocks impeding their ability to accumulate wealth; this number was even higher for Black female single head of household respondents (85%)
- 69% of Black consumers, far more than other racial groups surveyed, feel a deep sense of responsibility to help their communities financially; they also are more committed to leaving a financial legacy for the next generation
- 61% of Black respondents feel better about their current financial situation than they did before the pandemic, compared to 49% for Hispanic, Asian and Caucasian respondents
- 77% of Black respondents think the racial wealth gap will either increase or remain the same by 2030

We also want our advisors to reflect the communities we serve. In October 2021, we launched a mentoring program for our wealth management advisors. This will help licensed bankers gain a better understanding of career opportunities in Wealth Management. We're also developing Wealth Management career paths for Black bankers as well as additional training.

¹¹ We define this audience as Black individuals and households that have a minimum of \$25,000 in investible assets.

U.S. Bank Access Business

U.S. Bank Access Business combines our expertise and that of our external partners to provide small business owners with information, networking opportunities and capital to position them for success.

Black business owners are often in need of culturally relevant banking information about debt, credit, scalability and other topics around risk, operations and growth. Access Business provides information, tools and resources that meet Black business owners where they are.

According to independent research commissioned by us, minority entrepreneurs often don't have a professional support network from which to draw information, support, references and referrals.

We have created a new role to fill this need, the Business Access Advisor. Hired in 2021 for nine pilot markets, the Business Access Advisor is a new kind of banker. In addition to financial education, product offerings and technical expertise, they also act as a liaison between the client and the entire small-business ecosystem in their market. The goal is to provide constant, consistent support to help Black entrepreneurs thrive.

Partnership with the Urban Institute

We believe in measuring what we do. We believe in applying the same standard to our social impact as we do to our work as a bank. Measurement enables us to monitor progress and adjust course for maximum impact. If we are not certain we are helping an entrepreneur scale her business, or a family achieve their savings goals, then we aren't successful. It's not enough to engage in closing the racial wealth gap. We want to make sure the outcomes are real.

We understand that, as advisors who work every day to help clients achieve better financial outcomes, our industry has an important role to play and much more work to do to reduce the racial wealth gap. This research highlights many steps we can take as an industry to better serve the Black community.



GUNJAN KEDIA
VICE CHAIR, WEALTH MANAGEMENT
AND INVESTMENT SERVICES

To help us measure social impact, we partnered with the Urban Institute, a nonprofit research organization that provides data and evidence to help advance upward mobility and equity. For more than 50 years, Urban Institute has delivered facts to inspire solutions for inclusive economic growth and improved wellbeing of families and communities. Its industry knowledge and subject matter expertise will help us most accurately understand our impact.

Through this work, we found three key mechanisms through which Access Commitment may help build wealth for employees, individuals, families and business owners:

- 1. Education and coaching.** U.S. Bancorp can provide education, coaching and training opportunities to employees and customers on a myriad of topics, which include financial education, wealth management, business development and professional development.
- 2. Products and services.** Access Commitment initiatives may offer affordable financial products and services that help people build wealth, such as affordable and accessible loans, technology solutions to assist in developing saving strategies and healthy financial behaviors, and grants and capital to develop the capacity of organizations led by people of color.
- 3. Networks.** U.S. Bancorp can level the playing field for people of color trying to integrate into existing networks of opportunity. These can be connections within U.S. Bancorp to unlock career advancement opportunities, customer-supplier relationships between large organizations and minority-owned enterprises, or advocacy groups for mission-aligned organizations.

We also identified how these mechanisms could advance racial equity in three key pathways for wealth building among U.S. Bancorp's clients and employees:

- 1. Career advancement for current and future employees.** Access Commitment initiatives include networking opportunities and professional development education and products for both employees and managers. These initiatives could enhance employees' professional capabilities and improve managers' mentorship abilities, and, as a result, lead to more career opportunities for current and prospective U.S. Bancorp employees of color.
- 2. Asset building for individuals and families.** Access Commitment combines financial education and coaching with supportive tech products to grow financial knowledge and strengthen savings, credit and investment practices. U.S. Bancorp can also increase clients' trust in financial services by building substantive relationships with members of historically dis- and under-invested communities. These initiatives could help individuals and families expand their capacity to manage their personal finances and increase their savings and assets.
- 3. Prosperous and vibrant businesses and communities.** Access Commitment initiatives seek to directly support businesses owned by people of color and to indirectly support organizations already working with these entrepreneurs. Access Commitment provides coaching and technical assistance to businesses, leverages U.S. Bancorp's network to connect businesses with procurement departments and offers affordable capital products and grant investments to organizations serving small businesses. These initiatives could help entrepreneurs increase their knowledge and confidence to grow their businesses, boost their profits and build savings and wealth.

PARTNERSHIP WITH THE URBAN INSTITUTE

PATHWAYS

Career advancement for current and future employees

Asset building for individuals and families

Prosperous and vibrant businesses and communities

Effective education and coaching

Enhanced employees' professional skills and managers' mentorship skills to create more advancement opportunities

Training to develop and support people's financial and equity-building behaviors

Knowledge of and confidence to engage in revenue building opportunities

Supportive products and services

Services available to all employees include financial coaching programs, training and networking opportunities

Products to empower individuals to manage and grow their finances

Capital and grants to strengthen balance sheets and open opportunities for new funding and revenue

Invested partnerships and networks

Connections for employees and managers to mentor, raise visibility and increase career opportunities

Awareness and trust around financial services to engage in wealth-building opportunities

Relationships between clients, vendors and support organizations to generate new business opportunities

MECHANISMS

Local Initiative Support Corporation (LISC)

We already had a long partnership with the Local Initiative Support Corporation (LISC) through our work supporting the CRA. Founded in 1979, LISC acts as a bridge between public and private capital and the organizations that best understand the needs of the communities in which they serve. Through our partnership with LISC, we can do more than invest capital in underserved communities. We're now also able to support the business ecosystems with technical advice and relationship building that amplify every dollar spent.

In August 2021, U.S. Bank and LISC spoke to over a dozen business development organizations (BDOs) that support Black-owned, Hispanic-owned and women-owned businesses. These BDOs have deep experience and direct working relationships with local businesses in their respective markets. In partnership with LISC, we helped BDOs better understand how to help their clients leverage storytelling to share how their businesses are building for the future.

We also identified financial education as an in-demand topic for small businesses owners in underserved communities. In 2021, U.S. Bank Community Engagement teamed up with our Los Nosotros Latinos BRG to create two pilot workshops for Hispanic microbusiness owners. The workshops focused on managing cashflow and was attended by approximately 30 business owners. Based on this pilot, we have begun building a financial curriculum with the Alliance of African-American CDFI CEOs to help them deepened the impact of the microbusinesses they serve.

Black business owners are eager to talk to entrepreneurs who have had similar life experiences, and to build their network to create greater access to business development opportunities. Our Business Access Advisors play an important role in helping to make these connections.



EVA BROWN
SEGMENT LEAD FOR MINORITY
AND WOMEN OWNED BUSINESSES

Minority Depository Institutions

Investing in Black-owned and Black-led financial institutions is essential to closing the racial wealth gap. Minority Depository Institutions (MDIs) and credit unions play an important role in deploying resources to address the unique needs of their customers, including homeowners, businesses and nonprofits. MDIs are vital in promoting economic viability of minority and traditionally underserved communities, assisting U.S. Bank in complying with the spirit of CRA and enabling us to meet the products and services needs for all our communities. However, only 17 MDIs remained by the end of 2021.

First Independence Bank

We are partnering with Detroit-based First Independence Bank through the U.S. Department of the Treasury Mentor Protégé program. This program is designed to increase both the capital and the capacity of smaller minority- and women-owned banks. Mentor Protege provides a platform for large commercial banks to partner with an MDI (protégé bank), providing guidance on becoming a provider of financial services to the Treasury Department while helping those banks to strengthen their balance sheets and better serve their customers. Here are some of the highlights of that partnership:



- To support growth and capital initiatives, in 2021 we made a \$2 million preferred stock equity investment to First Independence Bank's holding company
- We collaborated with First Independence Bank on an exclusive agreement that provides them with a robust suite of payment service solutions for their consumer and business customers, which allows them to meet their customers' needs while furthering their mission to deliver best in class financial services for underserved communities
- In collaboration with four other banks, we supported First Independence Bank in the opening of its first branch outside of Detroit into Minneapolis-St. Paul. These banks are providing research, capital, marketing and other resources toward the market expansion. In this endeavor, we have committed assets to First Independence Bank to help with long term growth and sustainability in the community. The grand opening of the new branch was held on April 26, 2022.

African-American Credit Union Coalition (AACUC)

Through the USB CDC, we supported the African-American Credit Union Coalition (AACUC) with a \$150,000 grant in 2021. The funding will help the AACUC realize its vision of a more diverse, equitable and inclusive credit union industry. Credit unions can be a powerful tool for meeting the needs of the unbanked and underbanked and help close the racial wealth gap. The AACUC’s approach will be a mixture of advocacy, professional development and collaboration with its members. The goal will be to provide more equitable access to capital for underestimated communities and businesses.

Project REACH

We are a member of Project REACH, Roundtable for Economic Access and Change. REACH is led out of the Office of the Comptroller of the Currency office. The project brings together leaders from banking, business, technology and national civil rights organizations to reduce specific barriers that prevent full, equal and fair participation in the nation’s economy. We actively engage in all four of the project’s workstreams – inclusion for credit invisibles, affordable housing, access to business capital and the revitalization of MDIs.

Minneapolis Access Commitment Advisory Group

We formed the Minneapolis Access Commitment Advisory group to help inform our implementation of U.S. Bank Access Commitment. The group consists of 11 trusted leaders and community advocates from the Minneapolis area and provides a forum for interactive dialogue and the exchange of ideas between community leaders and business leaders within our Company. The group will meet quarterly in 2022 to discuss Access Commitment updates and will help us identify opportunities to enhance the impact of Access Commitment in the Twin Cities area.





Appendix

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FORWARD-LOOKING STATEMENTS & ADDITIONAL INFORMATION

This report 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 and are based on the information available to, and assumptions and estimates made by, management as of the date hereof. Forward-looking statements often use words such as “anticipates,” “targets,” “expects,” “hopes,” “estimates,” “projects,” “forecasts,” “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 involve inherent risks and uncertainties, which could cause actual results to differ materially from those anticipated. For discussion of the risks that may cause actual results to differ from those described in forward-looking statements, refer to U.S. Bancorp’s Annual Report on Form 10-K for the year ended December 31, 2021, on file with the Securities and Exchange Commission, including the sections entitled “Corporate Risk Profile” and “Risk Factors” contained in Exhibit 13, and all subsequent filings with the Securities and Exchange Commission under Sections 13(a), 13(c), 14 or 15(d) of the Securities Exchange Act of 1934. In addition, factors other than these risks also could adversely affect U.S. Bancorp’s results, and the reader should not consider these risks to be a complete set of all potential risks or uncertainties. Readers are cautioned not to place undue reliance on any forward-looking statements. Forward-looking statements speak only as of the date hereof, and U.S. Bancorp undertakes no obligation to update them in light of new information or future events.

The information provided in this report reflects the Company’s approach to ESG as of the date(s) referenced in this report and is subject to change without notice. We do not undertake to update any of such information in this report. No reports, documents or websites that are cited or referred to in this document shall be deemed to form part of this report.

U.S. BANCORP WORKFORCE DEMOGRAPHICS (U.S.)¹²

Job Categories	Overall Totals	By Gender				By Race/Ethnicity													
		Male		Female		White		Asian		Black or African American		Native American		Hispanic / Latino		Two or More Races		Pacific Islander	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
All Employees	67,600	28,974	42.86%	38,626	57.14%	45,559	67.39%	6,846	10.13%	6,660	9.85%	244	0.36%	6,392	9.46%	1,672	2.47%	227	0.34%
Senior Managers	3,483	2,365	67.90%	1,118	32.10%	2,934	84.24%	310	8.90%	83	2.38%	7	0.20%	100	2.87%	43	1.23%	6	0.17%
Mid Managers	9,065	4,448	49.07%	4,617	50.93%	6,902	76.14%	715	7.89%	522	5.76%	31	0.34%	672	7.41%	185	2.04%	38	0.42%
Professionals	23,699	12,310	51.94%	11,389	48.06%	16,894	71.28%	3,453	14.57%	1,591	6.71%	71	0.30%	1,163	4.91%	480	2.03%	47	0.20%
Others	31,353	9,851	31.42%	21,502	68.58%	18,829	60.05%	2,368	7.55%	4,464	14.24%	135	0.43%	4,457	14.22%	964	3.07%	136	0.43%

¹² As of 12-31-21. "Others" is a combination of the sales and admin support EEO-1 job categories.

SUSTAINABLE DEVELOPMENT GOALS

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere. The 17 Goals were adopted by all UN Member States in 2015, as part of the 2030 Agenda for Sustainable Development which set out a 15-year plan to achieve the Goals.



U.S. Bancorp supports the United Nations in this effort, and we feel the work outlined in this report, as well as in our other disclosures, best aligns with the following SDGs:

- **Goal 3:**
Good Health and Well-Being
- **Goal 4:**
Quality Education
- **Goal 5:**
Gender Equality
- **Goal 7:**
Affordable and Clean Energy
- **Goal 8:**
Decent Work and Economic Growth
- **Goal 10:**
Reduced Inequalities
- **Goal 11:**
Sustainable Cities and Communities
- **Goal 13:**
Climate Action
- **Goal 17:**
Partnerships for the Goals

MAPPING TO SASB

Topic	Accounting Metric	Code	Location
Data Security	(1) Number of data breaches and (2) Percentage involving personally identifiable information (PII) (3) Number of account holders affected ²	FN-CB-230a.1	U.S. Bancorp did not experience any material data breaches in 2021
	Description of approach to identifying and addressing data security risks	FN-CB-230A.2	ESG Report 21-27
Financial Inclusion & Capacity Building	(1) Number and (2) Amount of loans outstanding qualified to programs designed to promote small business and community development	FN-CB-240A.1	2021 Annual Report page 17 (https://ir.usbank.com/static-files/effe82f7-ec42-4f18-84e1-43504b33d239)
	(1) Number and (2) Amount of past due and nonaccrual loans qualified to programs designed to promote small business and community development	FN-CB-240A.2	U.S. Bancorp does not report this information
	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	FN-CB-240A.3	U.S. Bancorp does not report this information
	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	FN-CB-240A.4	ESG Report pages 65-67
Incorporation of Environmental, Social, and Governance Factors in Credit Analysis	Commercial and industrial credit exposure, by industry	FN-CB-410A.1	Annual Report page 30 (table 8): (https://ir.usbank.com/static-files/effe82f7-ec42-4f18-84e1-43504b33d239)
	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	FN-CB-410A.2	ESG Report pages 56-58

MAPPING TO SASB

Topic	Accounting Metric	Code	Location
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	FN-CB-510a.1	Qualitative - Note 23 of the Notes to Consolidated Financial Statements included in the 2021 Annual Report page 129 (https://ir.usbank.com/static-files/effe82f7-ec42-4f18-84e1-43504b33d239)
	Description of whistleblower policies and procedures	FN-CB-510a.2	Employee Code of Ethics page 10 (https://www.usbank.com/dam/documents/pdf/coe/coeHandbook2021.pdf)
Systemic Risk Management	Global Systemically Important Bank (G-SIB) score, by category	FN-CB-550a.1	U.S. Bancorp does not report this information.
	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	FN-CB-550a.2	2021 10-K page 11 (https://ir.usbank.com/static-files/f4e59eb6-5588-4451-bd99-34a3bec67769)
Activity Metric	(1) Number and (2) Value of checking and savings accounts by segment: (a) personal and (b) small business	FN-CB-000.A	U.S. Bancorp discloses the value of checking and savings account deposits by defined business segment (2021 Annual Report pages 55-60 (https://ir.usbank.com/static-files/effe82f7-ec42-4f18-84e1-43504b33d239) predominately including personal and small business accounts in its Consumer and Business Banking business line, but does not discuss number of accounts and does not specifically disaggregate personal and small business deposits
	(1) Number and (2) Value of loans by segment: (a) personal, (b) small business, and (c) corporate	FN-CB-000.B	U.S. Bancorp discloses the value of loans by defined business segment (2021 Annual Report pages 56-60 (https://ir.usbank.com/static-files/effe82f7-ec42-4f18-84e1-43504b33d239), predominately including personal and small business accounts in its Consumer and Business Banking business line and corporate accounts in its Corporate and Commercial Banking business line, but does not discuss number of accounts and does not specifically disaggregate personal, small business and corporate loans.

MAPPING TO GRI

GRI Standard Number	Disclosure	Location
THE ORGANIZATION & ITS REPORTING PRACTICES 2021		
2-1	Organizational details	U.S. Bancorp (800 Nicollet Mall, Minneapolis, MN, 55402) / A list of countries where U.S. Bancorp operates can be found on page 1 of the 2021 CDP Report (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/sustainability/US-Bancorp-2021-CDP-Web.pdf)
2-2	Entities included in the organization's sustainability reporting	2021 10-K (exhibit 21)
2-3	Reporting period, frequency and contact point	January 1 - December 31, 2021 / David R. Palombi, Global Chief Communications Officer, david.palombi@usbank.com
2-4	Restatements of information	N/A
2-5	External assurance	U.S. Bancorp did obtain limited assurance of all emissions data and target progress contained within our CDP Report. A copy of the assurance letter is in the appendix section of the 2021 ESG Report.
ACTIVITIES & WORKERS 2021		
2-6	Activities, value chain and other business relationships	2021 Annual Report pages 1-17 (https://ir.usbank.com/static-files/effe82f7-ec42-4f18-84e1-43504b33d239); Supplier Diversity Program (www.usbank.com/supplierdiversity); Third Party Code of Conduct (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/Ethics/Third%20Party%20Code%20of%20Conduct.pdf)
2-7	Employees	ESG Report pages 36-38; 90

MAPPING TO GRI

GRI Standard Number	Disclosure	Location
GOVERNANCE 2021		
2-9	Governance structure and composition	2022 Proxy Statement (https://ir.usbank.com/static-files/fd1b541d-a50e-44b3-a4e0-2cf40931e255)
2-10	Nomination and selection of the highest governance body	2022 Proxy Statement pages 8-10 (https://ir.usbank.com/static-files/fd1b541d-a50e-44b3-a4e0-2cf40931e255)
2-11	Chair of the highest governance body	2022 Proxy Statement page 18 (https://ir.usbank.com/static-files/fd1b541d-a50e-44b3-a4e0-2cf40931e255)
2-12	Role of the highest governance body in overseeing the management of impacts	2022 Proxy Statement pages 25-28 (https://ir.usbank.com/static-files/fd1b541d-a50e-44b3-a4e0-2cf40931e255)
2-13	Delegation of responsibility for managing impacts	2022 Proxy Statement page 27-28 (https://ir.usbank.com/static-files/fd1b541d-a50e-44b3-a4e0-2cf40931e255)
2-14	Role of the highest governance body in sustainability reporting	ESG Report pages 12-15; 2021 CDP Report page 2-3 (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/sustainability/US-Bancorp-2021-CDP-Web.pdf)
2-15	Conflicts of interest	2022 Proxy Statement page 30 (https://ir.usbank.com/static-files/fd1b541d-a50e-44b3-a4e0-2cf40931e255); Third Party Code of Conduct page 11 (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/Ethics/Third%20Party%20Code%20of%20Conduct.pdf)
2-16	Communication of critical concerns	2022 Proxy Statement page 74 (https://ir.usbank.com/static-files/fd1b541d-a50e-44b3-a4e0-2cf40931e255) Audit Committee Charter (https://ir.usbank.com/static-files/f83aaa83-99ea-4574-a5bf-05695db51e47) Risk Management Committee Charter (https://ir.usbank.com/static-files/3add9d69-072e-4036-9f25-6f04679bf57c) Cybersecurity Oversight Subcommittee Charter (https://ir.usbank.com/static-files/ee03d931-b3cc-4222-998f-e7eec95fd58c)
2-17	Collective knowledge of the highest governance body	2022 Proxy Statement page 24 (https://ir.usbank.com/static-files/fd1b541d-a50e-44b3-a4e0-2cf40931e255)
2-18	Evaluation of the performance of the highest governance body	2022 Proxy Statement page 23 (https://ir.usbank.com/static-files/fd1b541d-a50e-44b3-a4e0-2cf40931e255)
2-19	Remuneration policies	2022 Proxy Statement pages 31-62 (https://ir.usbank.com/static-files/fd1b541d-a50e-44b3-a4e0-2cf40931e255)
2-20	Process to determine remuneration	2022 Proxy Statement pages 42-46 (https://ir.usbank.com/static-files/fd1b541d-a50e-44b3-a4e0-2cf40931e255)
2-21	Annual total compensation ratio	2022 Proxy Statement page 60 (https://ir.usbank.com/static-files/fd1b541d-a50e-44b3-a4e0-2cf40931e255)

MAPPING TO GRI

GRI Standard Number	Disclosure	Location
STRATEGY, POLICIES AND PRACTICES 2021		
2-22	Statement on sustainable development strategy	2021 Annual Report pages 1-3 (https://ir.usbank.com/static-files/effe82f7-ec42-4f18-84e1-43504b33d239)
2-23	Policy commitments	Employee Code of Conduct (https://www.usbank.com/dam/documents/pdf/coe/coeHandbook2021.pdf); Third Party Code of Conduct (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/Ethics/Third%20Party%20Code%20of%20Conduct.pdf); Human Rights Statement (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/Ethics/Human-Rights-12152021-v9.pdf)
2-24	Embedding policy commitments	Environmental and Social Risk Policy Statement (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/Ethics/12132021-External-ESRP.pdf)
2-25	Processes to remediate negative impacts	Employee Code of Conduct pages 20-21 (https://www.usbank.com/dam/documents/pdf/coe/coeHandbook2021.pdf); Third Party Code of Conduct page 5 (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/Ethics/Third%20Party%20Code%20of%20Conduct.pdf)
2-26	Mechanisms for seeking advice and raising concerns	Employee Code of Conduct pages 6-11 (https://www.usbank.com/dam/documents/pdf/coe/coeHandbook2021.pdf)
2-27	Compliance with laws and regulations	2021 Annual Report pages 129, 2021 10-K pages 6-17: Supervision and Regulation section (https://ir.usbank.com/static-files/f4e59eb6-5588-4451-bd99-34a3bec67769) (https://ir.usbank.com/static-files/effe82f7-ec42-4f18-84e1-43504b33d239)
STAKEHOLDER ENGAGEMENT 2021		
2-29	Approach to stakeholder engagement	ESG Report pages 16-18

MAPPING TO GRI

GRI Standard Number	Disclosure	Location
ECONOMIC PERFORMANCE 2016		
201-1	Direct economic value generated and distributed	2021 Annual Report pages 21-35 (https://ir.usbank.com/static-files/effe82f7-ec42-4f18-84e1-43504b33d239)
201-2	Financial implications and other risks and opportunities due to climate change	ESG Report Pages 51-60
201-3	Defined benefit plan obligations and other retirement plans	2021 Annual Report pages 28, 104-108 (https://ir.usbank.com/static-files/effe82f7-ec42-4f18-84e1-43504b33d239)
MARKET PRESENCE 2016		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	ESG Report page 40
202-2	Proportion of senior management hired from the local community	While U.S. Bancorp does not track this specifically, most employees are hired locally. For senior management we may consider qualified applicants from outside the local area.
INDIRECT ECONOMIC IMPACTS 2016		
203-1	Infrastructure investments and services supported	Community Lending and Tax Credit Investing (https://www.usbank.com/corporate-and-commercial-banking/solutions/credit-and-financing/community-development/tax-credit-financing.html); Community Benefits Plan (https://www.usbank.com/about-us-bank/company-blog/article-library/us-bancorp-announces-100-billion-community-benefits-plan.html); U.S. Bank Access Commitment Update (https://www.usbank.com/about-us-bank/company-blog/article-library/update-on-us-banks-efforts-to-help-people-build-wealth-close-persistent-racial-wealth-gap.html)
203-2	Significant indirect economic impacts	USBCDC Examples (https://www.usbank.com/corporate-and-commercial-banking/solutions/credit-and-financing/community-development.html); Charitable Giving (https://www.usbank.com/about-us-bank/community/charitable-giving-and-volunteerism.html); Environmental Initiatives (https://www.usbank.com/about-us-bank/community/sustainability/environment-initiatives.html)

MAPPING TO GRI

GRI Standard Number	Disclosure	Location
ANTI-CORRUPTION 2016		
205-1	Operations assessed for risks related to corruption	U.S. Bancorp conducts a separate risk assessment specific for corruption. We also have a sales practices oversight function within operational risk that evaluates and investigates the potential for undue sales pressure in front line roles as well as risk frameworks for conduct risk, ethics and the anti-bribery/ anti-corruption (ABAC) policy/ program managed by the Legal.
205-2	Communication and training about anti-corruption policies and procedures	Employee Code of Ethics page 21 (https://www.usbank.com/dam/documents/pdf/coe/coeHandbook2021.pdf); Vendor Code of Conduct page 8 (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/Ethics/Third%20Party%20Code%20of%20Conduct.pdf)
ANTI-COMPETITIVE BEHAVIOR 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	U.S. Bancorp was not subject to any legal actions regarding anti-competitive behavior and violations of anti-trust and monopoly legislation during this reporting period.
EMISSIONS 2016		
305-1	Direct (Scope 1) GHG emissions	2021 CDP Report page 23 (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/sustainability/US-Bancorp-2021-CDP-Web.pdf)
305-2	Energy indirect (Scope 2) GHG emissions	2021 CDP Report page 24 (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/sustainability/US-Bancorp-2021-CDP-Web.pdf)
305-3	Other indirect (Scope 3) GHG emissions	2021 CDP Report page 25-28 (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/sustainability/US-Bancorp-2021-CDP-Web.pdf)
305-4	GHG emissions intensity	2021 CDP Report page 29 (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/sustainability/US-Bancorp-2021-CDP-Web.pdf)
305-5	Reduction of GHG emissions	2021 CDP Report page 17-20 (https://www.usbank.com/dam/documents/pdf/about-us-bank/community/sustainability/US-Bancorp-2021-CDP-Web.pdf)
EMPLOYMENT 2016		
401-1	New employee hires and employee turnover	ESG Report pages 40-41 and 43-44 (Employee Assistance Fund)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2022 Benefits at a Glance (https://cdn.phenompeople.com/CareerConnectResources/UBNAGLOBAL/documents/2022BenefitsataGlance5-1-1650919482106.pdf); ESG Report pages 40-41

MAPPING TO GRI

GRI Standard Number	Disclosure	Location
OCCUPATIONAL HEALTH AND SAFETY 2018		
403-3	Occupational health services	ESG Report page 40; Employee Code of Ethics pages 13-15 (https://www.usbank.com/dam/documents/pdf/coe/coeHandbook2021.pdf)
403-4	Worker participation, consultation, and communication on occupational health and safety	ESG Report page 42
403-6	Promotion of worker health	2022 Benefits at a Glance (https://cdn.phenompeople.com/CareerConnectResources/UBNAGLOBAL/documents/2022BenefitsataGlance5-1-1650919482106.pdf)
TRAINING AND EDUCATION 2016		
404-2	Programs for upgrading employee skills and transition assistance programs	ESG Report pages 29-30
DIVERSITY AND EQUAL OPPORTUNITY 2016		
405-1	Diversity of governance bodies and employees	ESG Report page 14 and 36-38
405-2	Ratio of basic salary and remuneration of women to men	ESG Report page 40
LOCAL COMMUNITIES 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	2021 Annual Report pages 13-17 (https://ir.usbank.com/static-files/effe82f7-ec42-4f18-84e1-43504b33d239); Community Possible Grant Program (https://www.usbank.com/about-us-bank/community/community-possible-grant-program.html); Charitable Giving and Volunteerism (https://www.usbank.com/about-us-bank/community/charitable-giving-and-volunteerism.html); ESG Report pages 63-67 and 70-87
PUBLIC POLICY 2016		
415-1	Political contributions	U.S. Bancorp Political Activities Reports (https://ir.usbank.com/investor-relations/corporate-governance/political-and-legislative-activities)
CUSTOMER PRIVACY 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	U.S. Bancorp did not experience any material data breaches in 2021 and therefore has no substantiated complaints regarding the topic.

VERIFICATION DECLARATION



VERIFICATION OPINION DECLARATION GREENHOUSE GAS EMISSIONS

To: The Stakeholders of U.S. Bank

Apex Companies, LLC (Apex) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by U.S. Bank for the period stated below. This verification opinion declaration applies to the related information included within the scope of work described below.

The determination of the GHG emissions is the sole responsibility of U.S. Bank. U.S. Bank is responsible for the preparation and fair presentation of the GHG emissions statement in accordance with the criteria. Apex's sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported, and on the underlying systems and processes used to collect, analyze and review the information. Apex is responsible for expressing an opinion on the GHG emissions statement based on the verification. Verification activities applied in a limited level of verification are less extensive in nature, timing and extent than in a reasonable level of assurance verification.

Boundaries of the reporting company GHG emissions covered by the verification:

- Operational Control
- United States, Ireland, and Global Leased Spaces

Types of GHGs: CO₂, N₂O, CH₄, Refrigerants

GHG Emissions Statement:

- **Scope 1:** 41,335 metric tons of CO₂ equivalent
- **Scope 2 (Location-Based):** 191,919 metric tons of CO₂ equivalent
- **Scope 2 (Market-Based):** 97,538 metric tons of CO₂ equivalent
- **Scope 3:**
 - Waste Generated in Operations: 7,480 metric tons of CO₂ equivalent
 - Business Travel: 7,302 metric tons of CO₂ equivalent
 - Employee Commuting (USA employees): 29,239 metric tons of CO₂ equivalent
 - Downstream Leased Assets: 38,777 metric tons of CO₂ equivalent

Scope 1 – Change year over year: -0.3%

Scope 2 (market based) – Change year over year: -36%

Scope 1 – Change from baseline (baseline not verified): -32%

Scope 2 (market-based) – Change from baseline (baseline not verified): -73%

Data and information supporting the Scope 1 and Scope 2 GHG emissions statement were primarily historical in nature.

Data and information supporting the Scope 3 GHG emissions statement were in some cases estimated rather than historical in nature.

Period covered by GHG emissions verification:

- January 1, 2021 to December 31, 2021

VERIFICATION DECLARATION



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Criteria against which verification conducted:

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2)
- WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (Scope 3)

Reference Standard:

- ISO 14064-3 Second edition 2019-04: Greenhouse gases -- Part 3: Specification with guidance for the verification and validation of greenhouse gas statements

Level of Assurance and Qualifications:

- Limited
- This verification used a materiality threshold of $\pm 5\%$ for aggregate errors in sampled data for each of the above indicators

GHG Verification Methodology:

Evidence-gathering procedures included but were not limited to:

- Interviews with relevant personnel of U.S. Bank and their consultant;
- Review of documentary evidence produced by U.S. Bank and their consultant;
- Review of U.S. Bank data and information systems and methodology for collection, aggregation, analysis and review of information used to determine GHG emissions; and
- Audit of sample of data used by U.S. Bank to determine GHG emissions.

Verification Opinion:

Based on the process and procedures conducted, there is no evidence that the GHG emissions statement shown above:

- is not materially correct and is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2), and WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain Accounting and Reporting Standard (Scope 3).

It is our opinion that U.S. Bank has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.

Statement of independence, impartiality and competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

No member of the verification team has a business relationship with U.S. Bank, its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

VERIFICATION DECLARATION



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The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the verification of greenhouse gas emissions data.

Attestation:

Handwritten signature of John A. Rohde in blue ink.

John A. Rohde, Lead Verifier
Program Manager
Apex Companies, LLC
Lakewood, Colorado

Handwritten signature of David Reilly in blue ink.

David Reilly, Technical Reviewer
Principal Consultant
Apex Companies, LLC
Santa Ana, California

June 21, 2022

This verification opinion declaration, including the opinion expressed herein, is provided to U.S. Bank and is solely for the benefit of U.S. Bank in accordance with the terms of our agreement. We consent to the release of this statement by you to CDP in order to satisfy the terms of CDP disclosure requirements but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this statement.