

Our Guiding Principles: *Commitment, Passion, Learning, Integrity, Respect, Balance, Family, Fun and Service Excellence About Us*

Customer Service and Support is an integral part of Bank of America, employing more than 9,500 highly skilled associates in contact centers located in twenty cities across the United States. These associates provide service and financial solutions to more than 130 million phone customers and 1.74 million e-mail customers each year, making our contact centers among the busiest in the country.

Customer Service and Support is working to build a world-class customer service organization. The nine guiding principles listed above and the Bank of America Spirit provide the foundation for our daily work routine. Our associates are brand ambassadors whose hard work and determination will be the driving force behind our goal to make Bank of America the most admired company in the world.

Customer Service and Support is focused on building better, stronger and deeper relationships with our customers. Our associates have a passion for reaching a Higher Standard, achieving results and winning for our customers. It is important to all of us that we strive to provide the highest level of service to ensure that all of our customers are "delighted" with their Bank of America experience.

Functional Scope Areas

Customer Service and Support

National Consumer Service Centers

- Consumer and Consumer Card
- Dealer Financial Services
- IBCC
- NDS
- Plus
- Prime

Associate Experience and Communications

Client Service and Support

- Associate Banking
- Commercial
- Merchant and Commercial Card Services
- Premier
- Small Business

Multicultural Services

Customer Service Process and Operations

- Resolution Services and Support

Risk Management

Customer Delight

Strategy and Marketing

Customer Contact Management

Factoids:

Annualized

Customer Calls Received by VRU in 2002
.....508,500,000

Customer Calls Handled by VRU in 2002
.....503,500,000

Customer Calls Offered to Associates in
2002147,000,000

Customer Calls Handled by Associates in
2002130,000,000

Avg. Speed to Answer.....96.54 secs

E-mails Received in 2002.....1,750,000

E-mails Processed in 2002.....1,740,000

2002 Customer Delight.....54.3%

Certified Green Belts through
3/03.....203

Certified Black Belts through
3/03.....2

Associate Satisfaction in 2002 72%

Associate Retention in 2002..... 78%

2003 Performance Plan

Bank of America Vision:

Be recognized as the world's most admired company

Customer Service and Support Vision:

A Passion to Delight

To reach our goal of being the world's most admired company, we must do the following:

- Execute on our Hoshin Plan
- Live the Bank of America Spirit
- Communicate accurately and consistently
- Execute reliable, repeatable, consistent processes
- Focus on delivering world-class service for our customers

The focus for 2003 is: 65 / 75 / 64

• **65%** Customer Delight

• **75%** Associate Delight

• **\$64** million in productivity benefits
(Shareholder Delight)