

Updated May 23, 2022

Second Quarter Investor Presentation

Associated Banc-Corp





Forward-Looking Statements



Important note regarding forward-looking statements:

Statements made in this presentation which are not purely historical are forward-looking statements, as defined in the Private Securities Litigation Reform Act of 1995. This includes any statements regarding management's plans, objectives, or goals for future operations, products or services, and forecasts of its revenues, earnings, or other measures of performance. Such forward-looking statements may be identified by the use of words such as "believe," "expect," "anticipate," "plan," "estimate," "should," "will," "intend," "target," "outlook," "project," "guidance," or similar expressions. Forward-looking statements are based on current management expectations and, by their nature, are subject to risks and uncertainties. Actual results may differ materially from those contained in the forward-looking statements. Factors which may cause actual results to differ materially from those contained in such forward-looking statements include those identified in the Company's most recent Form 10-K and subsequent Form 10-Qs and other SEC filings, and such factors are incorporated herein by reference.

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Presentation:

Within the charts and tables presented, certain segments, columns and rows may not sum to totals shown due to rounding.

ASB Investment Thesis



Deep-rooted franchise built on a strong foundation with emerging momentum

Drivers of Emerging Momentum

> Investing in our Digital Transformation

Expanding our Lending Capabilities Growing our Core Businesses



Strong Foundation

Deep Roots in Strong Communities

 WI and MN unemployment below 3%¹ Low-Cost
Deposit
Franchise²

 215 branches in over 100 communities Disciplined Expense Management

 2.00% expenses to assets³ in 1Q 2022 Effective Risk Management

 Net recoveries and a 1.30%
 ACLL in 1Q 2022

¹ U.S. Bureau of Labor Statistics, State Employment and Unemployment, seasonally adjusted, March 2022.

² Average cost of interest-bearing deposits of 0.07% in 1Q 2022.

³ Reflects noninterest expense / average assets.

A Transformative Year for Associated Banc-Corp



President & CEO Andy Harmening joined ASB on April 28, 2021



"As a bank, we're in a far different place than we were a year ago. We're well-positioned to deliver expanding margins, positive operating leverage and enhanced value to all of our stakeholders as we move through 2022."



-Andy Harmening, April 2022

May-July 2021 Met with hundreds of stakeholders during a 100 Days of Listening Tour September 2021 Announced new Digital Forward, Growth Focused strategic direction for ASB 1Q 2022
Surpassed \$600 million in new initiative balances, hired more relationship managers, and grew the core bank

Summer 2021 Refocused Digital Delivery and Wealth strategies under new leadership 3Q-4Q 2021 Launched new auto finance, asset-based lending and equipment finance verticals April 2022
Appointed new Head of
Community Markets to
emphasize growth in midsized markets

Driving Higher Returns





- Expanding our Lending Capabilities: New auto finance, equipment finance & asset-based lending verticals
- Growing our Core
 Businesses: Adding new
 relationship managers and
 deepening client penetration
- Investing in our Digital Transformation: Planned \$50 million investment over the next five years
- New digital platform expected to be launched in Summer 2022

- Growing net interest margin
- Improving efficiency ratio
- Expanding operating leverage



Target Mid-Teens ROATCE

Emerging Commercial Growth Dynamics



Key indicators of commercial activity point to additional growth later in 2022



² Includes legacy asset-based lending and equipment finance balances.

³ Outstanding balances / total exposure of regional Commercial Banking revolving credit lines in Milwaukee, Chicago and Twin Cities markets. Monthly historical average reflects 2017, 2018 and 2019 data.

Our Strategic Initiatives Remain on Track



EoP Balance Trends (\$ in millions)



¹ Includes \$111 million of legacy baseline asset-based lending + equipment finance balances and excludes the balances captured in footnote 2.

² Reflected as balance growth above the 3Q 2021 legacy baseline of \$111 million; the baseline balances are reflected in Core Commercial above.

Credit Foundation



Our initiatives build on a strong foundation; targeting high-quality customers, markets and risk metrics

Strong Markets¹

March Unemployment Rates

Wisconsin

2.8%

Minnesota

2.5%

Diversified Portfolios²

Core Credit Discipline⁴



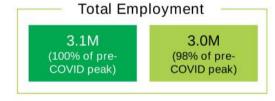






Loan Portfolio FICOs5

Segment	WAvg. FICO
Residential Mortgage	779
Home Equity	787
Auto Finance	763





Loan Portfolio Granularity

Category Description	% of Total Loans
Largest Single Borrower	< 1%
Top 10 Largest Borrowers	< 5%
Largest C&BL NAICS Category (Manufacturing & Wholesale Trade)	8%
Largest CRE Property Category (Multi-Family)	8%

Manufacturing Trade Em	
33% of total	28% of total
(1.0M)	(0.8M)

¹U.S. Bureau of Labor Statistics, State Employment and Unemployment, seasonally adjusted, March 2022.

² Based on outstanding loan balances as of March 31, 2022. Loans by geography excludes Other Consumer portfolio.

³ Other Midwest includes Missouri, Indiana, Ohio, Michigan and Iowa.

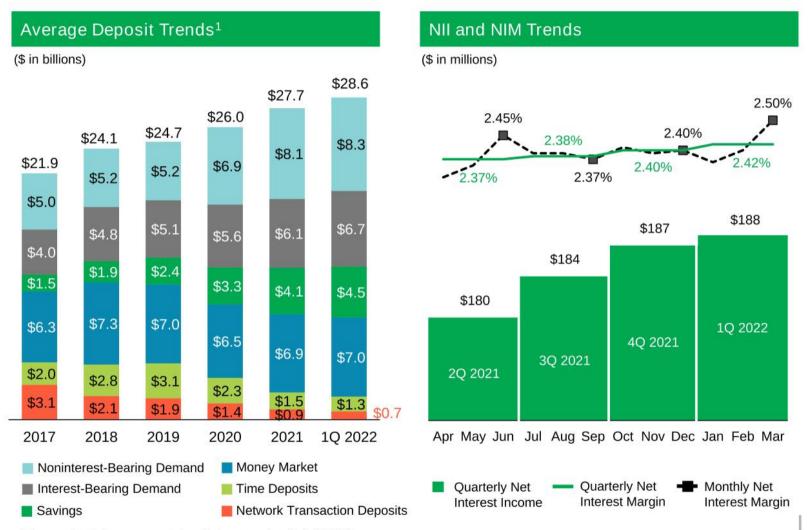
⁴ All updates as of or for the period ended March 31, 2022 unless otherwise noted.

⁵ Residential Mortgage and Home Equity FICOs reflect weighted average portfolio scores. Auto Finance FICOs reflect weighted average origination scores.

Funding and Margin Trends



ASB has remixed its deposit base over the last several years and is better positioned for rising rates today

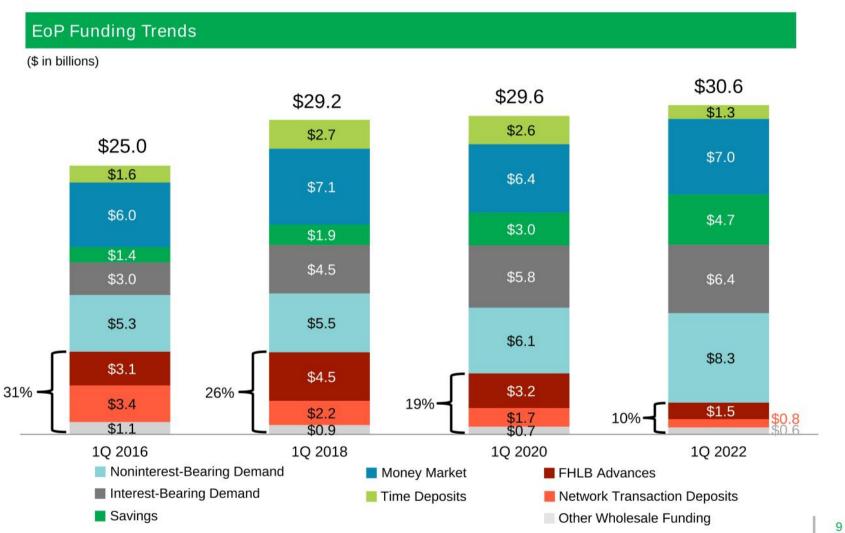


¹ Five-year trend of average annual deposits + average deposits in 1Q 2022.

Core Funding Evolution



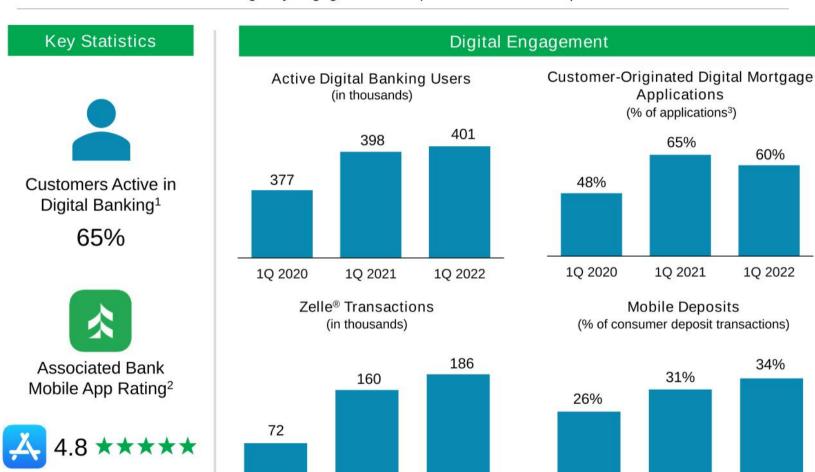
Since 2016, ASB has structurally reduced wholesale funding sources and grown core customer deposits



A Solid Digital Foundation



Associated's customer base is digitally engaged and receptive to self-service options



1Q 2021

1Q 2022

1Q 2020

1Q 2021

1Q 2020

1Q 2022

¹ Based on the percentage of primary checking customers that have used either online or mobile banking within the past 90 days.

² Apple App Store rating as of 5/19/2022.

³ As a percentage of the approximately 94% of total mortgage applications that are executed through our digital front end.

Our 2022 Digital Forward Roadmap



Digital Banking **Transformation**

Digital Sales **Transformation**



- Complete transformation of our mobile and web experience for 400K+ retail customers
- Launched pilot in 1Q 2022; on track for expected Summer 2022 rollout
- Fully integrated customer insights and personalization

Bank-driven digital experience; taking ownership of our digital destiny







- Streamline and connect new consumer and small business sales and account opening solutions
- Integrate onboarding, analytics and digital deepening tools into customer experience
- Rolling out on the heels of NCR platform launch

Customer-focused journey maps to improve application, onboarding and funding experiences

April Initiative Updates¹



Initiative Highlights

Growing our Core Businesses

- 14% increase in commercial and small business RMs since 6/30/2021
- Commercial lending pipelines² up over 40% since year-end

4/30/2022 Update

- On pace to grow total RM team by an additional 15%+ by year-end 2022
- April total commercial³ loan balances up strongly vs. 3/31/2022

Expanding our Lending Capabilities

- Auto finance active in 13 states with over 1,100 active dealers; over 20,500 loans in portfolio
- Asset-based lending & equipment finance teams nearly 85% staffed; both teams actively sourcing deals and building pipelines
- April auto finance balances up strongly vs. 3/31/2022
- ABL & equipment finance loan balances up nicely vs. 3/31/2022 and on pace for year-end targets

Investing in our Digital Transformation

- Launched internal pilot of new NCR D3 digital platform in 1Q 2022
- Modernization efforts focusing on "hollowing out" our core
- Moving toward "built for purpose" systems with robust data integration
- Rolled out expanded NCR D3 pilot to include additional users and more enabled functionality
- On track for full rollout of digital platform expected in Summer 2022

¹ All updates as of or for the period ended April 30, 2022 unless otherwise noted.

² Reflects core commercial and small business loan commitments (excluding ABL & equipment finance).

³ Reflects total commercial & business lending and commercial real estate loans.

2022 Full-Year Outlook



Dravious Cuidence (4/21/2022)

and other indications of credit quality

	Previous Guidance (4/21/2022)	Updated Guidance
Balance Sheet Management ¹	 Auto finance loan growth of \$1.2B+ Total commercial² loan growth of \$750M to \$1B Target investments/total assets ratio of 20% to 22% 	 Auto finance loan growth of ~\$1.3B Total commercial² loan growth of \$850M to \$1.1B Target investments/total assets ratio of ~20% We expect to maintain wholesale funding in the range of 10% to 15% of total funding
Net Interest Income & Noninterest Income	 Net interest income of \$840M+ Assumes a 25bp increase at each FOMC meeting this year Noninterest income of \$290M to \$300M Total net interest income & noninterest income of \$1.135B+ 	 Net interest income of \$855M+ Assumes a 25bp increase at each remaining FOMC meeting this year and interest-bearing deposit betas of 30% to 40% for this rate cycle No change to \$290M to \$300M noninterest income range Total net interest income & noninterest income of \$1.150B+
Expense Management	 Approximately \$725M to \$740M of noninterest expense Effective tax rate of 19% to 21% 	 No change to range No change to range
Capital & Credit Management	 Target TCE at or above 7.5% Target CET1 at or above 9.5% We expect to adjust provision to reflect changes to risk grades, economic conditions, loan volumes, 	Target TCE at 7.25% to 7.50%No changeNo change

¹ Growth to end of period as compared to 12/31/2021.

² Includes asset-based lending & equipment finance.

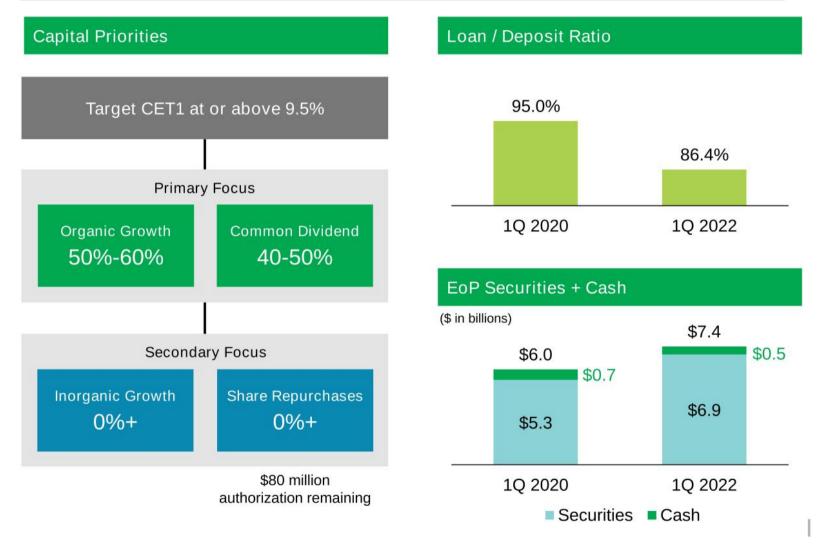


Appendix

Strong Capital and Liquidity Profile



Associated is well-positioned to support our growth focused outlook



Total Loans Outstanding Balances as of March 31, 2022



Well-diversified \$25 billion loan portfolio

(\$ in millions)

			% of Total
	3/3	1/2022 ¹	Loans
C&BL (by NAICS ²)			
Manufacturing & Wholesale Trade	\$	1,882	7.7%
Utilities		1,827	7.4%
Real Estate (includes REITs)		1,536	6.3%
Mortgage Warehouse		995	4.1%
Finance & Insurance		419	1.7%
Retail Trade		389	1.6%
Construction		357	1.5%
Health Care and Social Assistance		337	1.4%
Rental and Leasing Services		267	1.1%
Professional, Scientific, and Tech. Serv.		224	0.9%
Transportation and Warehousing		178	0.7%
Waste Management		146	0.6%
Accommodation and Food Services		134	0.5%
Information		81	0.3%
Financial Investments & Related Activities		77	0.3%
Arts, Entertainment, and Recreation		76	0.3%
Management of Companies & Enterprises		61	0.2%
Mining		46	0.2%
Public Administration		30	0.1%
Educational Services		30	0.1%
Agriculture, Forestry, Fishing and Hunting		6	0.0%
Other		227	0.9%
Total C&BL	\$	9,325	38.0%

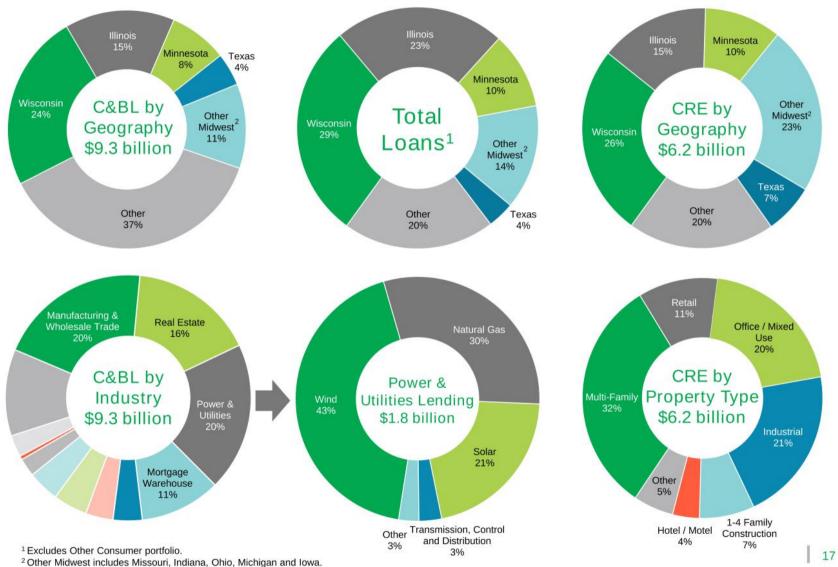
			% of Total
	3/3	31/2022 ¹	Loans
CRE (by property type)			
Multi-Family	\$	1,988	8.1%
Industrial		1,300	5.3%
Office/Mixed		1,259	5.1%
Retail		670	2.7%
Single Family Construction		464	1.9%
Hotel/Motel		225	0.9%
Land		84	0.3%
Mobile Home Parks		49	0.2%
Parking Lots and Garages		37	0.2%
Other		153	0.6%
Total	\$	6,229	25.4%
Consumer			
Residential Mortgage	\$	7,609	31.0%
Home Equity		581	2.4%
Auto Finance		498	2.0%
Credit Cards		111	0.5%
Student Loans		96	0.4%
Other Consumer		82	0.3%
Total Consumer	\$	8,978	36.6%
Total Loans	\$	24,532	100.0%

¹ All values as of period end.

² North American Industry Classification System.

Loan Stratification Outstanding Balances as of March 31, 2022





2021-2023 Community Commitment Plan



Associated is working to address economic development and equity issues in each of our markets

\$3.37 billion

Three-year commitment

To support minority communities, low-to-moderate income (LMI) communities and small businesses in our three-state branch footprint of Wisconsin, Illinois and Minnesota.





\$2.4 billion in residential mortgages and \$15 million in down payment assistance.



\$8 million in Community Reinvestment Act-qualified grants and/or in-kind donations.



14,000 hours of Community Reinvestment Act-qualified volunteer time.



\$350 million in loans to support small businesses.



\$600 million in community development loans and investments to support affordable housing development and small business growth.



Continued collaboration with community advisors to address the needs of underserved markets.

Environmental, Social and Governance Highlights



Associated's Environmental, Social and Governance Report was released in March 2022



Nearly \$2.2 billion in credit commitments to support wind, solar, battery and hydroelectric projects since 2011



\$3.1 million¹ in grants to support CRA programming at various nonprofit organizations



Over 36% of our Board¹ is diverse in terms of ethnicity or gender



42,000 volunteer hours logged, with a value of \$1.2 million¹



17% reduction in energy consumption² and approximately 6.0M kwh² of annual electricity savings through our LED retrofit program



85% of employees¹ participated in our annual colleague engagement survey and 43% of employees¹ participated in one or more of our seven Colleague Resource Groups



\$1.2 billion¹ in loans to support lowto moderate-income (LMI) and minority homeownership



Best Place to Work for LGBTQ+ Equality³

2022 | Corporate Equality Index



Over 75% of customers¹ elect to receive statement information electronically



Secretary of Defense Employer Support Freedom Award⁴

2021 | Employer Support of the Guard & Reserve

¹ As of or for the year ended December 31, 2021.

² Over the last six years with 2021 being annualized.

³ The Human Rights Campaign Foundation is the educational arm of the Human Rights Campaign (HRC), America's largest civil rights organization working to achieve equality for lesbian, gay, bisexual, transgender and gueer (LGBTO+) people.

⁴ The highest recognition given by the U.S. Government to employers for their outstanding support of employees serving in the Guard and Reserve.

Colleague Experience and Engagement¹



"Inclusive," Flexible" and "Diverse" are the top three words colleagues use to describe ASB's culture

Inclusive

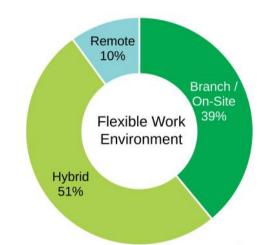
- 85% of colleagues participated in our annual workplace survey, providing 8,000+ comments
- 175+ executive-led listening sessions held involving hundreds of colleagues in 2021

Flexible

- 61% of colleagues work in hybrid or fully remote arrangements
- 62% of colleagues use our well-being platform, offering a range of benefits that contribute to health, well-being and work/life balance

Diverse

- Women or people of color represent 63% of all Assistant Vice President roles, and women represent 32% of all Senior Vice President Roles
- Women or people of color represent over 36% of Board of Director seats











¹ All updates as of or for the period ended December 31, 2021.