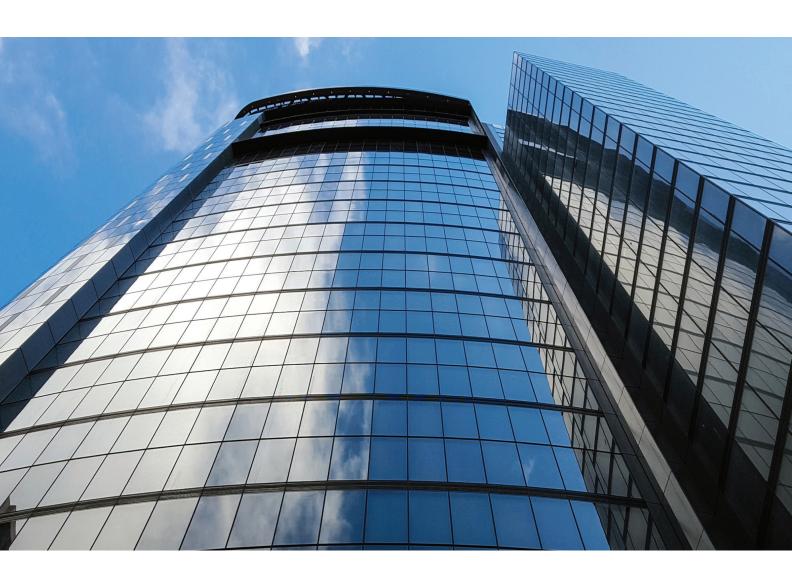
Integrity.

Innovation.

Insight.







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## I. A MESSAGE FROM OUR CEO



In recent years, I've talked and written about what sets PNC apart from its Wall Street competitors — about how organizing our business around the customers and communities that we serve is fundamental to our Main Street bank identity. As you'll discover in the pages that follow, this year's Corporate Social Responsibility report is the very embodiment of that philosophy.

In 2015, we worked with outside consultants to conduct an extensive materiality analysis, a first-of-its-kind effort for PNC. The materiality analysis is an important step toward meeting the Global Reporting Initiative's G4 standards for sustainability reporting and is an investment in our commitment to ensuring that this report clearly and accurately addresses the issues that are most important to the diverse stakeholders we serve. I welcome you to read about the methodology of the analysis on pages 6 and 7.

In some ways, the results of the analysis confirmed what we already knew to be true. Our stakeholders are obviously concerned about financial performance and ethical conduct, particularly in the years since the "Great Recession." In other ways, it was enlightening to discover the degree to which those surveyed ranked data privacy and protection, innovation, customer relations and talent management among their chief concerns. Not only did this understanding help us to determine what to include in this report, but it helps to validate many of the strategic decisions we've made in recent years about where to invest our time and resources in order to grow the business.

At PNC, we don't chase the next innovation for the sake of being innovative. Rather, we believe that constant innovation is critical to our ability to meet our customers' needs even as their behaviors and preferences for when, where and how they choose to bank evolve through time. In recent years, we've invested in new configurations of our Retail branches and introduced new technologies across all of our lines of business to automate services and maximize customer convenience. Today, more than half of our customers use non-branch channels for the majority of their transactions, and about one-third of all customer deposits are made at one of our deposit-ready ATMs or by a mobile device.

At the same time, as our business becomes more digital in nature, we are working day and night to safeguard our customers' personal information and assets. We have built out customer-facing security and privacy programs and added security chip technology to our credit and debit cards to help protect our customers from fraud and identity theft. Behind the scenes, we maintain robust systems and work with law enforcement to guard against cybercrime. In 2015, we also made significant investments to modernize and fortify our data centers. The efforts we've made further protect our customers' private information and are helping to secure a more stable and reliable network to minimize or eliminate downtime for our systems and the applications upon which our customers depend.

PNC ranks second in customer satisfaction among super regional banks according to the American Customer Satisfaction Index, and we are continuing to make strides in our effort to provide a superior banking experience for every customer. In 2015, the PNC Office of the Customer implemented a company-wide customer interaction model and introduced a new

method for measuring customer loyalty. Believing that every employee has a responsibility to own the customer experience, we gave every employee — from the front lines of our Retail branches and sales force to the back offices of Treasury Management and technology — a performance goal for the year dedicated to further strengthening customer focus. It is our firm belief that in a commodity business such as banking, PNC will differentiate itself by the experience we provide our customers.

Of course, the key to providing a superior customer experience is fielding a superior team of people across our organization — employees equipped and empowered to help our customers achieve their financial goals and committed to always doing what's right for the people that we serve. That fundamental commitment to doing business with integrity is one of the qualities of our culture that helped PNC to thrive and to grow over the last decade, even as many in our industry lost their way. And today, we're strengthening our company by creating better systems for talent development, holding managers accountable for assembling diverse teams and challenging our top talent to take on new responsibilities.

In 2015, we continued to deliver on the commitments we have made to the communities here we do business. As a company, PNC averages more than \$1 billion annually in community development investments, and in 2015, the PNC Foundation and PNC Bank provided \$72 million in charitable giving and sponsorships to help meet the needs of the communities that we serve. PNC's support of the United Way raised more than \$8.5 million last year. In cities throughout our footprint, PNC Arts Alive continues to support programs and organizations that enrich lives and build stronger, more vibrant communities. And our signature philanthropic program, Grow Up Great, has helped to broaden access to quality early childhood education programming for more than 2.6 million children in the 11 years since it was first launched.

Additionally, we made our strongest statement to date about our dedication to environmentally responsible practices with our new headquarters facility, The Tower at PNC Plaza, which achieved LEED® Platinum certification, the highest rating from the U.S. Green Building Council, when it opened in October. And, PNC was recognized in 2015 by the CDP as a U.S. leader for the quality of climate change-related information that it has disclosed to investors and the global marketplace

In 2015, PNC was again ranked among the most admired companies in America by *Fortune* magazine and earned a seventh consecutive Gallup Great Workplace Award for Employee Engagement. We are proud of these honors and the other recognition we have received for our efforts, but we aren't resting on our laurels. And as you'll read in this report, we're working hard to improve every day for the customers, shareholders, employees and communities that we serve.

Thank you for your interest in PNC.

Sincerely,

Chairman, President, and Chief Executive Officer

Bill Dem lo

## II. PRIORITY ISSUES AND REPORT SCOPE

In 2015, PNC conducted a comprehensive materiality analysis to identify its priority issues while taking into account the concerns and expectations of internal and external stakeholders. This materiality analysis is a requirement of the Global Reporting Initiative's (GRI) G4 framework and informed much of the content in this report.

As part of the materiality analysis, we worked with a sustainability consultant to conduct in-depth research, including surveying employees and conducting interviews with PNC executives, customers and suppliers, as well as public officials and community leaders. We selected each participant carefully, surveying employees whose roles are relevant to the company's environmental, social and governance issues, and interviewing external stakeholders who are familiar with PNC's strengths, opportunities and impacts.

#### **PRIORITY ISSUES**

Among other results, PNC's analysis confirmed that financial performance, customer relations, data privacy and protection, community engagement, and innovation are the issues of greatest importance and impact to PNC and its stakeholders. Below is a materiality matrix that highlights these five issues, among others of varying significance.



For more information about why these issues are important to PNC, please see the blue call-out boxes throughout our report.

In addition to identifying the company's priority issues, PNC's analysis confirmed the extent to which these issues impact various stakeholders. Below is a table that outlines the boundaries of these issues, all of which are mapped to GRI G4 aspects, or topics.

PRIORITY ISSUES	GRI G4 Material Aspects	Material within the organization or external?	Relevant external entities?
FINANCIAL PERFORMANCE	Economic performance	Both	Communities, competitors, customers, shareholders, NGOs, suppliers
CUSTOMER RELATIONS	Product and service labeling	Both	Customers, NGOs, regulators
	Marketing Communications	Both	Customers, shareholders, NGOs, regulators
DATA PRIVACY AND PROTECTION	Customer privacy	Both	Customers, shareholders
COMMUNITY ENGAGEMENT	Market presence	Both	Communities, competitors, customers, NGOs, suppliers
	Indirect economic impacts	External	Communities, customers, NGOs, suppliers
	Local communities	External	Communities, NGOs
ETHICAL CONDUCT	Anti-corruption	Both	Customers, shareholders, regulators, suppliers
	Anti-competitive behavior	Both	Competitors, customers, shareholders, regulators, suppliers
INNOVATION	N/A — GRI does not have relevant Aspects	Both	Competitors, customers, shareholders, regulators, suppliers

#### **REPORT SCOPE**

PNC publishes an annual Corporate Social Responsibility (CSR) report. This is our first GRI-based report and has been prepared in accordance with the Core GRI G4 Guidelines, including the Financial Services Sector Disclosure. PNC's 2015 CSR report covers the period of January 1, 2015 through December 31, 2015. Our most recent, prior CSR report was published in February 2015.

# III. PNC CORPORATE AND ECONOMIC PROFILE

The PNC Financial Services Group, Inc. is one of the leading financial services organizations in the United States, with \$358 billion in assets and \$249 billion in deposits as of Dec. 31, 2015. For 164 years, PNC has been a strong competitor, innovator and engaged corporate citizen.

Headquartered in Pittsburgh, Pa., we provide consumer and small business banking, primarily in 17 states and the District of Columbia, with asset management, residential mortgage banking, and corporate and institutional banking offices across the continental United States. PNC bankers and financial consultants bring savvy, local knowledge and truly personal service to all of their banking relationships. Whether serving an individual or institution, PNC can help clients bank intelligently and easily through our four primary lines of business:

#### Retail Banking

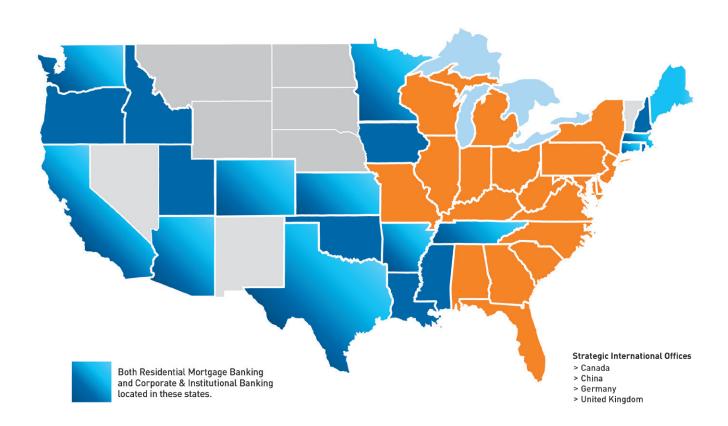
- > Consumer Banking
- > Business Banking
- > PNC Investments
- > Community Development Banking

Asset Management offices are located primarily in the retail footprint.

- >Wealth Management
- > Institutional Investments

Residential Mortgage Banking covers the retail banking footprint with additional offices across the United States. U.S. Corporate & Institutional Banking offices are located nationwide, specializing in:

- > Real Estate Finance
- > Asset-Based Lending
- > Treasury Management
- > Equipment Finance





#### **EMPLOYEES**



Approximately **52,000** 

#### **U.S. BRANCHES**



2,600

#### U.S. ATMs



**9,000** 

#### **COUNTRIES**



International Offices
United States, Canada,
Germany, China,
the United Kingdom,
and the Caribbean



#### **Awards**

#### **High-Performance Franchise**

- > Most Admired Companies (super-regional banks), Fortune magazine (2015)
- > Fortune 200 company (2015)

#### **Employer of Choice**

- > Best Place to Work for LGBTA Equality, Corporate Equality Index (2016)
- > Top 100 Military Friendly Employers, G.I. Jobs (2016)
- > Top Veteran-Friendly Companies, U.S. Veterans Magazine (2015)
- > 100 Best Companies for Working Mothers, Working Mother magazine (2015)
- > Top 50 Companies for Executive Women, National Association for Female Executives (2015)
- > Great Workplace Award for Employee Engagement, Gallup (2015)
- > Best Employers for Healthy Lifestyles®, National Business Group on Health® (2015)

#### Community

- > Community Reinvestment Award, Excellence in Cross-Sector
- > Community Development Collaboration for PNC's Grow Up Great® Early Education Initiative (2014)
- > U.S. Chamber of Commerce Foundation Corporate Citizenship Awards, Best Commitment to Education (2014)
- > Outstanding CRA Rating

#### **Environmental**

> Carbon Disclosure Leadership Index (2015)

#### **ECONOMIC PROFILE**

Economic Value Distributed	Amount (In millions)		
Revenues	\$ 15,225		
Operating Costs	3,943		
Employee Wages & Benefits	4,831		
Payments to Providers of Capital	1,899		
Government Payments	960		
Community Investments	23		

#### **FINANCIAL PERFORMANCE**

#### Why It's Important to PNC

Our success is defined by how we serve our customers, create value for our shareholders, strengthen our communities and empower our employees.

Maintaining a prosperous and sustainable business allows us to best serve all of our stakeholders.

#### **Management Approach**

PNC's business strategy to create long-term value is most effective when everything we do aligns with the company's strategic priorities. In 2015, these priorities were to drive growth in new and underpenetrated markets, to capture more investable assets, to redefine the retail banking experience, to build a stronger mortgage business, and to bolster critical infrastructure and streamline core processes.

Over the past year, we have made significant strides in Atlanta, Charlotte and Chicago, three of our largest underpenetrated markets. While we still have work to do, we have enhanced our brand awareness and are building relationships and winning business in increasingly competitive markets. Also in 2015, we continued to help our clients plan their financial future and had \$259 billion in client assets under administration by the end of the year. Also by the end of the year, we had 350 branches operating under our new, more efficient model that offers enhanced technology, among other tools that deliver greater convenience.

PNC tracks and measures its progress against these priorities to ensure that all employees, lines of business and staff functions are dedicated to executing on the corporate strategy. In PNC's quarterly earnings calls and at investor conferences and meetings, for example, the company communicates its progress on executing its strategic priorities and provides milestones to measure that progress.

\$259 billion
in client assets
by the end of 2015



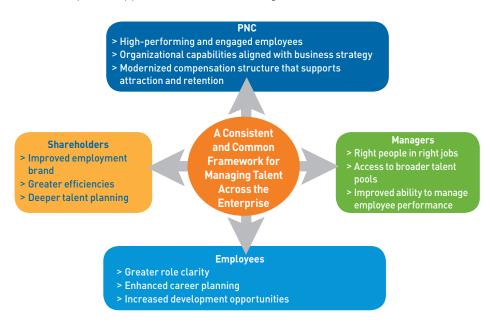
operate under our new, more efficient model

## IV. INVESTING IN TALENT PAYS DIVIDENDS

#### **TALENT**

PNC places great importance on having the right people, in the right roles, with the right skills, doing their best work. We recognize that employees are our greatest asset and will help us differentiate ourselves and better compete in the marketplace.

With this in mind, PNC implemented an enterprise-wide talent framework in 2015 that will help us create a more talent-focused culture. This talent framework offers greater consistency, structure and transparency around various positions and development opportunities within the organization.



#### **Talent-Focused Culture**

Now that our talent framework has been implemented, we are turning our attention to a longer-term strategy of creating a talent-focused culture where development is prioritized, leadership development is accelerated, career paths are clear, and diversity and inclusion are factored into all talent decisions.

Not only will a talent-focused culture advance our efforts to recruit, engage, develop, grow and reward our employees, but it also should allow PNC to achieve greater efficiency in process and expense.

PNC's focus on talent, including stronger career development, increased diversity and improved managerial effectiveness, should help drive and increase employee engagement. Research shows that the more engaged people are within an organization, the more profitable that organization is, which means greater value for shareholders and a stronger company for employees.

# Every employee position is in the framework, which consists of:

- > Job profiles that clearly define how to be successful in a job based on specific competencies and proficiency levels;
- > An updated **compensation structure** that allows more flexibility for lateral development, as well as career growth;
- > Career levels that define the required level of experience, education and decisionmaking for a job;
- > Career paths that show opportunities for progression through various career levels, both inside an employee's department and across PNC; and
- > **New technology** that provides career development tools and an enhanced experience for both managers and employees.

<b>₽NC</b>	TOTAL EMPLOYEES*	TOTAL FULL TIME*	TOTAL PART TIME*	TEMPORARY*
FEMALE	32,099	29,347	2,741	11
MALE	20,296	19,699	591	6

<sup>\*</sup>Employees who did not disclose their gender are not reflected in the numbers above.

#### **WORKFORCE**

#### **Employee Development**

PNC recognizes that our long-term success depends on a culture in which all employees have an opportunity to learn new skills and contribute to the best of their ability. Through a range of programs and resources, employees can take advantage of development opportunities, mentoring and self-directed or business-sponsored courses to help advance their careers.

#### **Training**

PNC University (PNCU) continued its commitment in 2015 to provide learning and development solutions to help employees and managers achieve exceptional results. With the goal of enhancing skills and increasing knowledge, PNCU focuses on several key areas:

- > Job Skill Training;
- > New Employee Orientation;
- > Sales and Product Training;
- > Ethics and Compliance;
- > Employee Development; and
- > Leadership Development.

PNCU offers training to all employees and independent contractors. MyLearning, its learning management system, deploys, manages and tracks approximately 3,300 courses, of which 500 are classroom-based, 200 are virtual and 2,600 provide online self-study.



Kelly Rudzik participated in PNC's 2015 Summer Internship Program and gained 10 weeks of real work experience in the company's Pittsburgh-based Customer Care Center.

#### **DIVERSITY AND INCLUSION**

By recruiting, developing and retaining top talent, we believe that we naturally create a diverse and inclusive workplace where all employees are respected and have an opportunity to contribute to the company's success. To further support this culture, we have several resources for specific audiences, each with different goals.

#### **Employee Business Resource Groups (EBRGs)**

EBRGs support employees with a shared heritage, gender, sexual orientation or background and provide a forum for discussion and professional development, as well as an opportunity for employees to contribute to PNC's success. PNC's 10 EBRGs have 16,000 members across 58 chapters and represent the following groups: African American; Asian American; Disability Awareness; Emerging Professionals; Intergenerational; Latino; Lesbian, Gay, Bisexual and Transgender and Allies (LGBTA); Multicultural; Veterans/Military; and Women.





















#### **Corporate Diversity Council**

Chaired by Bill Demchak, the Corporate Diversity Council (CDC) is responsible for integrating diversity into all business practices. Consisting of senior executives from across the organization, the CDC focuses on PNC's ability to win in the marketplace through the development of an inclusive and talent-focused culture.

#### Regional and Line of Business Diversity and Inclusion Councils

PNC's Regional Diversity & Inclusion (D&I) Councils identify and execute upon regional business opportunities that result from changing demographics. They work closely with employees, customers, diverse suppliers and the community to ensure that PNC is best serving its diverse constituents. Similarly, individual Line of Business D&I Councils identify opportunities to integrate PNC's D&I strategy into their respective businesses, aim to enhance employee recruitment, development and engagement, and enrich the customer experience.



Former U.S. Navy SEAL Jonathan Sanchez led elite groups of fighters on covert missions in different countries and now serves as a wealth director for PNC Wealth Management.

#### **Veterans**

As part of its efforts to create a diverse and inclusive workplace, PNC is committed to attracting and retaining active military, reservists and veterans. Recognizing the skills, values and experience these individuals bring to the workplace, PNC offers the following resources:

- > A Military Advisory Council consisting of executives across PNC and contributing to our recruiting strategies by raising awareness of the value of military talent.
- > A dedicated Talent Acquisition team providing guidance to veterans throughout the hiring process and their careers. This team actively engages with external partners and organizations to expand our diverse talent pool. Furthermore, new employees have access to our active support network to help them transition to the civilian workforce.
- > Under the Uniformed Services Employment and Reemployment Rights Act, job protection for eligible military leaves, the potential for continued pay and benefits for specific time periods during eligible leaves, and paid time off for training or active duty for reservists and members of the National Guard.

In 2015, PNC partnered with Military Warriors, a non-profit that supports former service members, to donate a home outside of Chicago to a veteran and his family. The home, which previously was owned by PNC Real Estate, was renovated by PNC volunteers.



Bill Demchak met with (from left) Jason Davis, Dr. Josie Badger and Katie Smith of United Way's #IWantToWork campaign, which advocates for young people with disabilities in Pennsylvania to have equal access to jobs that allow them to live independently.

#### People with Disabilities

Another highly valuable, but largely untapped, source of talent includes those with a disability. According to the U.S. Census Bureau, one in five Americans lives with a disability, fewer than 20 percent of whom participate in the labor force. Among those who do, the unemployment rate is more than double the rate for people without disabilities. For these reasons, among others, PNC is committed to better understanding the issue of disabled employment and to attracting and retaining employees who have a disability.

In addition to partnering with professional organizations that focus specifically on individuals with a disability, PNC offers resources, professional development, mentoring and networking opportunities to employees with a disability. Furthermore, under the Americans with Disabilities Act, PNC provides accommodations and enhanced accessibility for employees with a disability.

#### **EMPLOYEE ENGAGEMENT**

PNC is committed to creating a workplace where employees are engaged, respected, supported and recognized. We understand that acknowledging the contributions of our employees is critical to maintaining strong engagement and retaining talent.

#### PNC's 2015 employee engagement and recognition highlights include:

- > For the seventh consecutive year, PNC was named a "Gallup Great Workplace" award winner for excellence in employee engagement. This distinction recognizes companies across the globe that have demonstrated an extraordinary ability to create and sustain an engaged workforce;
- > PNC honored eight employees during its 23rd annual Performance Awards ceremony, which provides executive leadership with the opportunity to honor an elite class of employees during a ceremony that is live-streamed across the company;
- > Spotlight, our employee recognition program, continued to extend its reach as millions of recognition messages and award points were distributed to employees throughout all regions and businesses;
- > Annual Market All-Stars dinners and awards ceremonies, which occur in each of the regions where we operate, celebrated the accomplishments of high achievers across the company and facilitated networking opportunities; and
- > PNC made significant enhancements to its Service Anniversary program to ensure that employee tenure and retirement are better recognized and appreciated.



CEO Bill Demchak and the 2015
Performance Award Class pictured,
back from left, Kellie McClung,
David O'Connell, Ashley Brundage
and Benjamin Dilla; front from left,
Maria Morales, Mary Ann Rieland,
Patricia Ramirez and Vikram
Venkataraman.

#### **EMPLOYEE BENEFITS**

PNC's benefits program reflects employee priorities and our company's values. Our program is competitive with those of our peers and positions PNC for future growth. The following summarizes benefit offerings for full- and part-time employees once eligibility requirements are met.



#### **FULL-TIME EMPLOYEES**

- > Medical and prescription drug coverage
- > Dental and vision coverage
- > The option of contributing to a Health Savings Account (HSA) that includes company contributions and allows pre-tax savings to pay for current/future eligible health care expenses
- > PNC Living Well, a wellness program
- > Paid vacation and holidays
- > 401(k) plan with a 4 percent company match and a \$2,000 minimum match
- > Company-funded pension plan
- > Employee stock purchase plan
- > Educational assistance program, which reimburses up to \$5,250 annually
- > Company-provided basic life insurance and business travel insurance
- > Commuter benefits program
- > Optional life insurance, including for a spouse, domestic partner and family members
- > Personal accident insurance
- > Short-term disability coverage and long-term disability coverage
- > Dependent Care Reimbursement Account

#### **PART-TIME EMPLOYEES**

- > Medical and prescription drug coverage
- > Dental and vision coverage
- > The option of contributing to a Health Savings Account (HSA) that includes company contributions and allows pre-tax savings to pay for current/ future eligible health care expenses
- > PNC Living Well, a wellness program
- > Paid vacation and holidays
- > 401(k) plan with a 4 percent company match and a \$2,000 minimum match
- > Company-funded pension plan
- > Employee stock purchase plan
- > Educational assistance program, which reimburses up to \$5,250 annually
- > Company-provided basic life insurance and business travel insurance

PNC Pathfinder, our internal Human Resources portal, provides employees with convenient access—from work or home—to their personal compensation and benefits information. Pathfinder is a one-stop shop that enables employees to enter and track time and attendance, view their online pay, make benefit transactions, enroll in training, complete a talent profile and conduct performance management activities, including goal-setting.

#### Tools for Better Health, Finances and Work/Life

PNC takes a comprehensive approach to employee wellness through PNC Living Well, a program that supports employees in the areas of health, money and life. PNC offers tools and resources that allow employees to take ownership of all facets of their wellness, including health assessments; onsite biometric screenings; flu shots; tobacco cessation programs; telephonic, online and onsite health coaching; wellness challenges; financial and legal counseling; adoption assistance; back-up child/adult/elder care; and new mothers' rooms for nursing mothers.

This year, PNC opened onsite Well-being Centers in Pittsburgh, Pa. and Miamisburg, Ohio, providing convenient, affordable and quality care. Among other services, the centers offer primary, preventive and urgent care, as well as lab services, annual physicals, well-woman exams and physical therapy. The centers are open to employees enrolled in PNC medical benefits, their covered spouse/domestic partner and covered dependents over the age of 2.



In September 2015, PNC opened two Well-being Centers for employees and their covered spouses, partners and dependents.

## V. CUSTOMER FOCUS DEFINES OUR BUSINESS

### PNC provides a wide range of services to non-English speaking customers, including:

- > Customer service with interpretation services available in more than 170 languages and a dedicated Spanish language customer service team at 1-866-HOLA-PNC:
- Bilingual and multilingual branch personnel in key locations to assist customers with products and services;
- > ATMs featuring languages such as Chinese, French, German, Italian, Japanese, Korean, Polish, Portuguese, Spanish and Vietnamese; and
- Spanish-language financial education seminars on the foundations of money management, budgeting, borrowing and first-time home buying.

Now in its second year, the Office of the Customer is continuing to deliver on the company's customer-focused corporate value. PNC recognizes that delivering exceptional customer service can provide a competitive advantage and that all customers deserve a high quality of service. No matter the channel, it is the responsibility of every employee to own the customer experience and ensure that all customer issues are brought to resolution in a timely manner.

The Office of the Customer has launched several programs to help employees understand how their interactions affect individual customers. In addition to asking all employees to create and deliver on a customer-specific performance goal, PNC implemented a company-wide customer interaction model and introduced the Net Promoter Score, a new way to measure a customer's likelihood of recommending PNC to others.

In addition to the Net Promoter Score, PNC regularly surveys its customers across all lines of business to gauge their satisfaction and loyalty. We survey customers through several channels, including phone, online and in-person focus groups. In 2015, for example, we surveyed approximately 435,000 Retail Banking customers about their experiences with bank branches, ATMs, online and mobile banking and the customer care center. Results were shared with leaders to refine our approach and enhance the banking experience for all customers.

#### **DIVERSE CUSTOMERS**

PNC is committed to serving its increasingly diverse customer base, including those with physical disabilities and language barriers.

To enhance access to financial services by these customers, PNC designs and renovates its retail bank branches and ATMs to comply with Americans with Disabilities Act (ADA) requirements. As appropriate, PNC's branches feature handicapped parking, countertops of various heights, and sloped sidewalks and automatic doors for those with wheelchairs, mobility scooters or other equipment. PNC's ATMs also are designed to be accessible by customers of varying heights and physical capabilities.

PNC regularly monitors its branch locations across the country for ADA compliance, enhancing access where necessary to adhere to both the ADA and applicable local laws.

#### **WOMEN'S BUSINESS ADVOCATES**

PNC recognizes that the growth in women-owned businesses offers both opportunity and responsibility. While companies owned by women represent the fastest-growing business segment in the United States, their revenue and employee headcount still lag those of their male counterparts. Developing business relationships with women who own or run companies allows us to grow our customer base as we provide the insights, connections and financial products and services their companies need to thrive.

To better support the success of this influential segment, PNC offers bankers proprietary training so that they may better understand the opportunities and challenges facing female financial decision makers. Since this training's inception in 2010, more than 1,700 male and female bankers across the organization have become PNC-Certified Women's Business Advocates.

Other resources that PNC provides to inspire business development and personal achievement among women include:

- > Sponsorship of the Women Presidents' Organization and The Committee of 200, among other organizations that support women in business and provide mentoring and networking opportunities for customers;
- > Webinars, podcasts and videos at pnc.com/women to foster continued education and development;
- > "Women Who Achieve," an online series of articles that celebrate successful customers: and
- > Insights for Women in Business magazine and e-newsletter, which feature timely articles and executive profiles to help women generate new ideas, share experiences, grow companies and advance their careers.





PNC underwriting manager Allison Jewell and relationship manager Daniela Piemonte attended Mentoring Monday, a Business Journal's Bizwomen event sponsored by PNC.

# HONORING THE WOMEN OF LEGACY

In May, PNC inducted 13 female entrepreneurs, artists, athletes, educators and leaders in Pittsburgh into the PNC Legacy Project. These women have driven positive change throughout the community and were honored at the Pittsburgh Post-Gazette Town Hall Meeting, "Honoring the Women of Legacy." Inductees received awards and participated in a panel discussion about the positive impact of women's leadership in business, philanthropy and community development.

#### **CUSTOMER INFORMATION SECURITY AND FRAUD PROTECTION**

#### Why It's Important to PNC

Not only is protecting our customers' privacy our job, but it is a priority. Our ability to help customers achieve their financial goals is possible when we also can safeguard their personal and financial information. If we want to remain competitive and earn and retain the trust of an increasingly discerning customer base, we must continue to invest in our systems to detect, deter and prevent unauthorized access to customer information.

The security of our customers' personal and financial information is a priority at PNC. Our comprehensive security program provides customers with account features that help protect their accounts from fraud and identity theft. We also use layered technologies and other security controls to protect customer information.

Customers can elect to receive alerts about certain account activity and review recent account activity through online banking. In addition to these tools, which can assist with early fraud detection, PNC's security team constantly monitors card and account activity for potential fraudulent transactions and takes action, when needed, to mitigate financial loss and other harm to our customers.

Throughout 2015, PNC actively worked with customers potentially impacted by data breaches at other organizations. In addition to tightening fraud monitoring, PNC worked directly with customers to address their concerns and remind them that they are not responsible for unauthorized account activity that is promptly reported.

We also provide tips about PIN management and card protection and caution about email, mail and telephone fraud. PNC routinely provides these security tips through numerous channels so customers can take the necessary steps to protect themselves on an ongoing basis, and not just in the aftermath of a publicized security breach.



#### PROTECTING CUSTOMER PRIVACY

PNC takes steps to safeguard customer privacy, supporting customers' rights to limit the sharing of their personal information and notifying customers about how this information is collected, shared and protected.

All financial institutions need to share customer information to run their everyday businesses. For example, U.S. law allows the sharing of information that enables PNC to process transactions, maintain accounts, respond to court orders or legal investigations, report to credit bureaus, offer PNC products or services, and receive feedback about transactions and experiences. Information sharing for marketing purposes, however, is limited upon customer request.

All of this is communicated with customers through the PNC privacy notice provided at a new account opening and annually thereafter. The privacy notice also is provided with all loan closing documents and is available online.

To further protect the privacy of our customers, we maintain administrative, technical and physical controls designed to limit the access to and use of customer information. Additionally, we pursue continuous process improvement to enhance our employees' privacy awareness and training and to provide privacy and security updates and reminders to customers.

As required by law, PNC is registered with relevant local data protection authorities (e.g., United Kingdom and Germany) regarding the collection and processing of personal information and uses European Union (EU) model contract clauses and individual consent to transfer customers' personal information from EU countries to the United States.

## Q. What is creating the demand for convenient online and mobile channels?

A. Changing consumer behavior when conducting basic banking transactions.

#### **CONSIDER** THE FACTS:

**55%** 

of PNC customers use non-branch channels for the majority of their transactions

46% deposits are made through

of customer deposits are mobile device

#### TECHNOLOGY AND INNOVATION

#### Why It's Important to PNC

Rapid advances in technology and consumer preferences are changing the business of banking. To best respond to these changes and ensure that it can remain competitive, PNC is furthering its innovation across its businesses, in its customer interactions and in the communities where it operates.

The changes occurring within our retail banking business demonstrate the extent to which technology is changing consumer banking behavior. In 2015, PNC closed 108 branch locations within its U.S. retail footprint in direct response to customers' growing use of and demand for more convenient online and mobile channels to conduct basic banking transactions.

PNC expects this trend of using online and mobile channels to dramatically increase and is committed to staying ahead of customer demand. That is why we are investing in online tools that drive practical near- and long-term benefits for our customers and businesses.

For example, PNC recognizes that branches still play an important role for many customers, as many still want a face-to-face conversation when making major financial decisions, such as applying for a mortgage or other loans, planning for retirement and investing. In fact, PNC opened 15 branches in 2015 and maintains a total network of 2,616 branches in the United States. These branches are evolving to meet the full and changing needs of our customers. Our updated branch model features financial consultants who are trained to provide more specialized services; upgraded technology, including ATMs, tablets, Wi-Fi access, touchscreen displays for product demos and video conferencing in some locations; and smaller spaces with more efficient layouts and meeting rooms. In the next five years, we expect three of five PNC branches will reflect this updated branch model.

PNC is taking additional steps to further evolve our customer experience. In 2012, we established the PNC Center for Financial Services Innovation at worldrenowned Carnegie Mellon University (CMU). The PNC Center funds academic research with CMU faculty, whose research is advancing the field of financial services. The PNC Center currently has a portfolio of more than 30 funded projects in areas ranging from consumer financial education to mobile banking technologies and quantitative risk analysis models.

In 2015, PNC opened the iLab, a facility located in downtown Pittsburgh that enables us to bring customers and employees directly into the product development and launch process. The iLab tests early product concepts and evaluates technologies that help PNC create exceptional customer experiences. We also introduced a number of new technology-based customer services, including Android Pay, to ease customers' purchases at point of sale, and conducted the most thorough upgrade to date of the highly popular and industry-leading Virtual Wallet® online banking tool. Furthermore, PNC introduced Touch ID™ authentication for PINACLE® mobile banking and the Virtual Wallet iPhone® app.



PNC's iLab located in downtown Pittsburgh

Supporting these innovations is a significant investment to modernize PNC's technology infrastructure. This investment will lay the foundation for a computing system that is highly automated, more flexible, easier to maintain and grow, and less costly to run. Ultimately, this investment will improve every system in the bank.

PNC also established a Fusion Center, a state-of-the-art facility that will allow technology teams to recognize and respond to potential technology-related issues, ideally before they impact customers. The center is staffed 24x7 by employees who are equipped to monitor all customer activity at branches, as well as through online, mobile and ATM connection points, to strengthen and provide continuous improvement to PNC's customer experience.



Large monitors in Pittsburgh's Fusion Center provide real-time tracking of everything from weather events to cyber threat activity and system performance. The Fusion Center serves as PNC's eyes on the world and helps keep the bank and its customers secure from internal and external threats.



Set up PNC Alerts and receive email or text messages about your account, on the go. How do you maintain peace of mind when it comes to your money?



Couldn't ask for a better bank! Keep up the good work and awesome customer service PNC!

Unlike - Reply - Message - 4 - August 21, 2015 at 7:07am

PNC I know you are about to go on vacation in October, so if you haven't already you should set up PNC Alerts http://pnc.co // IPMwzdt. They can help you easily monitor your accounts via email and text message while you are away. I hope all of the travel plans are going well. @ ~Bill

#### PNC Bank - Alerts

DO NOT check this box if you are using a public computer. User IDs potentially containing sensitive information will not be saved.

PNC.COL

Like · Reply · Remove Preview · 

1 1 · Commented on by Spredfast

2 1 · August 24, 2015 at 9:45am

Yes I am! Just made the final payment last week! Looking forward to going away! Thanks for replying so kindly, again! 😜

Unlike - Reply - Message - no 1 - August 24, 2015 at 9:46am How do you set up for the text alerts?

Like - Reply - Message - August 20, 2015 at 6:18pm

PNC © Great question. To set up your text Alerts, log into your Online Banking on your computer and click the Alerts tab. Then, click the Delivery Options link and select the option to Enroll Your Mobile Device. Once your device is enrolled you can go into Add/Edit Alerts in order to set up the Alerts you'd like. - Anil

Like · Reply · Commented on by Spredfast [?] · August 20, 2015 at 6:46pm

Thanks will try to do this.

Thanks PNC for keeping it real.

Unlike - Reply - Message - 🖒 1 - August 21, 2015 at 1:01pm

Hove them.

Unlike - Reply - Message - 2 3 - August 20, 2015 at 7:37pm

PNC O Thanks, ~Bill

I Love Your Alerts

Unlike - Reply - Message - 10 1 - August 21, 2015 at 9:55am

# Harvard Business Review named PNC one of the "Top 50 Brands that Get Twitter"



#### **SOCIAL MEDIA**

The emergence of social media has changed how companies and current and prospective customers communicate with one another. Specifically, there has been a significant increase in customers who turn to social media to resolve service-related issues and they have high expectations for response through these channels.

To meet these expectations, PNC has a dedicated Social Media Customer Care team that monitors four corporate channels (one Facebook page and three Twitter handles) for customer service inquiries. Throughout 2015, the Customer Care team published 85,000 responses to customer questions, feedback and/or complaints. PNC remained diligent in meeting customer expectations by improving average response time throughout the year to 35 minutes, an approximate 20 percent improvement over 2014. In addition, PNC responded to an average of 69 percent of all incoming customer-related comments, questions or complaints. This accomplishment and others were recognized by several third parties, including *The Harvard Business Review*, which named PNC one of the "Top 50 Brands that Get Twitter." PNC ranked 26th out of 300 companies across all industries.

In addition to providing exceptional customer service, PNC uses social media to provide valuable and entertaining content for customers and to drive business results for the organization. During the year, PNC delivered content on three topics, including cyber security, financial well-being and customer advocacy. These messages were well received by PNC's social media communities and resulted in more than 120 million impressions, more than 7 million engagements and approximately 66,000 link clicks back to PNC.com.

In 2015, PNC began to more closely measure product conversion rates to better demonstrate the business benefits of engaging in social media. Continued improvement across all areas of the PNC social media content strategy and customer service deliverables are expected in 2016.



#### RESPONSIBLE LENDING AND MORTGAGE PRACTICES

In 2015, PNC originated \$10.5 billion in residential mortgage loans to those purchasing a new home or improving or refinancing a current home.

We are committed to supporting homeownership for low- and moderate- income borrowers and offering mortgage products that are affordable, flexible and sustainable. Among these products are those that adhere to Federal Housing Administration and Department of Veterans Affairs guidelines. Furthermore, our portfolio mortgage product, PNC Community Mortgage, offers flexible underwriting quidelines and a reduced cost structure for prospective borrowers.

As one of the nation's top retail lenders and servicers of residential mortgage loans, we are committed to understanding our customers and offering them a variety of products so they can choose an option that best meets their needs. We understand, however, that life changes and other unexpected hardships can come in many forms and may affect a borrower's ability to repay a mortgage loan. PNC participates in a variety of government- and investor-sponsored programs, including the Home Affordable Modification Program (HAMP), to assist homeowners who are having trouble meeting their obligations. The HAMP is part of the federal Making Home Affordable® (MHA) Program, which permanently changes the original terms of struggling homeowners' mortgages to make monthly payments more affordable. We also offer other MHA options for those who are unemployed or are considering refinancing or selling their home for less than they owe.

We also maintain a variety of loss-mitigation and payment modification options, including forbearance, repayment plans, modifications, partial claims, short sales, assumptions and deeds in lieu of payment. Distressed homeowners are encouraged to contact PNC directly to discuss the right option for their individual circumstances.

So that PNC can continue to put customers at the center of the decision-making process, we are committed to preparing our mortgage employees for changes in the marketplace and regulatory environment. This preparation ensures that we can help customers make educated decisions that allow them to buy and stay in their homes.



#### FAIR DESIGN AND SALES OF BANKING PRODUCTS AND SOLUTIONS

#### Why It's Important to PNC

For more than 160 years, PNC has demonstrated a commitment to performance, integrity, customer focus, respect, diversity, teamwork and quality of life. These core values have helped us become a leading financial services company and guide our everyday actions with customers. To assist our customers in making informed decisions about the products or services that may be right for them, we provide accurate, clear and meaningful marketing information. Also, as a national bank, we are subject to a number of regulations and laws that address our marketing practices and materials, as well as the products and services we offer. The sources of these laws and regulations include the federal and state governments, the Consumer Financial Protection Bureau, the Office of the Comptroller of the Currency, the Federal Deposit Insurance Corporation, the Federal Reserve Board, the Securities and Exchange Commission and the Financial Industry Regulatory Authority. International laws and regulations apply to certain PNC business units.

Recognizing the role we play in our customers' financial lives, we design products and services that help them manage their day-to-day finances and achieve their financial goals. We also provide options and information so that customers are informed and able to select the financial products and solutions that meet their needs. A prime example of this effort is PNC's Virtual Wallet and Cash Flow Insight products, which feature tools and calendars that allow customers to more easily monitor their balances, conveniently move funds and plan for future cash flow.

PNC also promotes convenience by allowing customers to bank how and when they like, whether it is in person, over the phone, online or with a mobile or tablet device. We regularly conduct research and solicit feedback in an attempt to learn more about our customers and review customer complaints to identify potential issues and determine whether we can enhance or improve our products and services

PNC's product and service designers share all significant new and enhanced products and services ideas with various business, risk, legal, technology and compliance personnel who review them for compliance with applicable laws and regulations, including fair lending and anti-discrimination laws. Another step in the product and services development process is the review of an initiative for credit, market, operational, legal and reputational risks.

Once a product or service is approved through the appropriate governance processes, the related marketing material is carefully reviewed and approved by one or more members of the legal, risk and compliance teams.

PNC is invested in our employees' delivery of products and services information, features and benefits. That is why we ensure that sales and other customer-facing employees receive the training needed to help customers identify the products or services that best meet their financial goals.

PNC's consumer educational resources and tools include articles, videos and social media posts and tweets. For example, PNC Achievement Sessions are videos, blog posts and other tools that offer tips and lessons about mortgages, debt and saving for retirement, among other topics.

Additionally, the PNC Student Center offers students information about deposit accounts, student loans, planning for college, military benefits and financial literacy, and PNC's Home HQ features tools to help prospective homebuyers weigh the costs and benefits of home ownership. Furthermore, the Security & Privacy page of PNC's online banking website provides information on how customers can protect their identity and accounts.

PNC's strategic and responsible approach to developing products and adhering to marketing laws resulted in no substantial incidents of non-compliance in 2015.



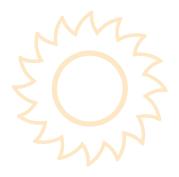
PNC recognizes the opportunities and complexities associated with energy financing and understands the value of innovative technology that leverages the wind and sun, which are sustainable from an environmental and financial perspective.

#### **ENERGY FINANCING**

According to the U.S. Energy Information Administration, global energy consumption is expected to rise 40 percent by 2040. The investment required to meet this increased demand across all energy sectors is estimated at \$48 trillion, nearly three times the United States' GDP.

PNC recognizes the opportunities and complexities associated with energy financing and understands the value of innovative technology that leverages the wind and sun, which are sustainable from an environmental and financial perspective. Solar and wind energy sources address concerns regarding the depletion of natural resources and reduce individuals' and corporations' environmental impact, including an estimated 120 million metric tons of carbon emissions annually in the United States. Also, according to Bloomberg New Energy Finance, wind power, including U.S. subsidies, became the cheapest form of electricity in the United States for the first time in 2014. Solar power costs also are dropping rapidly, especially those for new projects. For these reasons, among others, the U.S. solar industry has grown an average of 70 percent per year, and the United States has installed more than 22.7GW of solar, the same amount of energy needed to power approximately 4.7 million U.S. homes.

PNC supports the continued adoption of renewable energy and encourages innovation in the deployment of alternative energy sources by helping customers implement economically viable renewable energy solutions. In 2015, for example, PNC's Energy Capital business provided financing to Kona International Airport in Hawaii. This photovoltaic project is a 933.9kWdc carport located on the airport's employee parking lot.





Kona International Airport's carport in Hawaii



The Maywood Solar Farm located in Indianapolis received the 2015 Indiana "Governor's Award for Environmental Excellence."

Also in 2015, The Maywood Solar Farm, a 10.8MWdc project located in Indianapolis and financed by PNC Energy Capital, received the 2015 Indiana "Governor's Award for Environmental Excellence." This recognition largely is the result of PNC's collaboration with the Environmental Protection Agency and project developer to install solar panels on a Superfund site.

Equally significant to PNC are its investments in energy-efficient projects. Perhaps most notable of the company's 2015 energy efficient investments was PNC Capital Markets' underwriting of \$478 million in bonds, including green bonds, to Chicago Public Schools. The bonds, which covered energy efficient facility upgrades, marked the schools' third largest transaction in the last 10 years and PNC's initial entry into green bonds.

In addition to offering innovative products that meet the evolving needs of the solar industry, PNC supports the renewable energy industry through its green banking practices.

#### **GREEN BANKING PRACTICES**

#### PNC's green banking practices include:

- > Financing and supporting the implementation of solar and energy efficiency projects for universities, school districts and commercial and municipal organizations.
- > Reducing loan fees and interest rates to qualifying small businesses that make environmentally-friendly decisions, including:
  - > Purchasing low-emission fleet vehicles and energy-efficient appliances;
  - > Upgrading HVAC systems and lighting fixtures and controls;
  - > Planting native species that do not require irrigation; and
  - > Purchasing water-efficient fixtures, photovoltaic electric panels, solar hot water systems or energy-efficient roofs.
- > Advising and supporting businesses to help develop sites into commercially viable projects. These projects can help generate jobs, expand business districts, enhance the tax base and spur environmental land improvements.

## VI. CIVIC ENGAGEMENT DRIVES PROSPERITY



A PNC employee volunteer helps a local preschooler beautify Erie, Pa.'s main square.

#### Why It's Important to PNC

As a Main Street bank, we take pride in how we relate to and serve our customers and communities. Those relationships are at the heart of our business model. For this reason, among others, having a strong leadership presence in each of the communities we serve is vital. In addition to ensuring that PNC's brand and corporate priorities are consistent across the company's footprint, this leadership approach supports individual communities' culture, demographics and progress.

This support is critical, as we recognize that we only are as strong as our communities. When our communities prosper, so does PNC. The corollary also is true, as a strong regional bank, such as PNC, can support the communities where it conducts business through job creation, local infrastructure, small business loans, financial education and sponsorships, among other benefits. Understanding the importance of this connectivity, PNC is committed to making business decisions that positively impact its communities.

#### **Management Approach**

PNC's Regional Presidents organization defines PNC's community-based leadership approach. Regional Presidents help address communities' needs through PNC's products and services and through our philanthropic and community development initiatives. The success of this organization can be seen through PNC's brand awareness, business development, and business and community relationships across the country. Among other benefits, PNC's leadership approach offers the company a competitive advantage and the opportunity to better connect with its communities.

This connection allows PNC to engage with stakeholders and learn of opportunities to strengthen its communities. Before building The Tower at PNC Plaza in Pittsburgh, for example, PNC met with and sought feedback from local businesses. While some businesses were concerned about construction-related disruptions, others were hopeful that PNC's new headquarters would attract more foot traffic to the area. By accounting for this and other feedback in its planning, PNC was able to maximize the positive impacts and minimize the negative impacts of its project. In addition to leveraging stakeholder engagement, PNC regularly analyzes the potential direct and indirect economic impacts of all decisions, including those to finance low-income housing and transform PNC's retail bank branches.



PNC Arts Alive in St. Louis funded "Talkin' Trash," a theatrical production based on the true story of a young man who started a recycling business after developing a friendship with an elderly neighbor who was a hoarder.

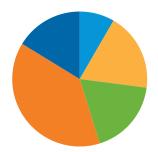
#### THE PNC FOUNDATION

At the heart of PNC's civic engagement is the PNC Foundation, which is committed to understanding and addressing the issues facing communities in which we operate. With this insight, PNC offers solutions that best align with the company's values and resources and its ability to form partnerships with successful, community-based nonprofit organizations. The PNC Foundation supports a number of cultural, educational, community development, and health and human services initiatives.

#### **PNC Arts Alive**

The PNC Foundation always has believed that engagement in the arts enriches lives and builds stronger, more vibrant communities. While government and corporate support for the arts has waned, the PNC Foundation launched PNC Arts Alive, a multiyear, multimillion dollar initiative to make the visual and performing arts more accessible in the Columbus, Ohio; St. Louis; Greater Philadelphia and southern New Jersey regions.

# PNC CHARITABLE GIVING TOTAL INVESTMENTS



**\$72,260,920**\*

- \$27,850,742 Education
- \$13,520,242 Community and Development
- \$13,101,102 Culture and Arts
- \$11,751,664 Health and Human Services
- \$6,037,170 Civic

<sup>\*</sup>This includes \$52 million in grants from the PNC Foundation and \$20 million in charitable sponsorships from PNC Bank, NA.



PNC Arts Alive helped fund the Columbus, Ohio ProMusica Concert Series, which hosts free, public outdoor concerts during the summer.

#### St. Louis

Recognizing that the arts contribute to economic development, PNC Arts Alive provided \$2 million to promote community engagement in the arts in St. Louis and southern Illinois. Since PNC made this investment in 2010, 30 arts organizations have received 65 grants for visual art, music, drama, dance and performance projects. These organizations have reported dramatic increases in revenue attributable to their PNC Arts Alive grants.

#### Columbus, Ohio

In central Ohio, PNC has awarded 64 Arts Alive grants totaling \$2.25 million to 27 local arts organizations to implement innovative programming and other initiatives that drive audience attendance and engagement. In 2015, funding included a grant to support the continuation of Free Sundays at the Columbus Museum of Art and the celebration of the museum's expansion.

#### Philadelphia and Southern New Jersey

To increase engagement in and access to the arts in the Philadelphia metropolitan area and southern New Jersey, PNC launched a five-year,

\$5 million Arts Alive program in 2009 that was expanded in 2015 to reflect a total commitment of \$7 million. To date, PNC Arts Alive has funded more than 140 arts programs across 60 organizations, representing a wide range of disciplines, audiences and participatory experiences. Of the funded groups, all reported greater participation in the arts among individuals with limited access.

#### **GROW UP GREAT**

When The PNC Financial Services Group established Grow Up Great as its signature cause, the company looked at the significant body of research over the past 50 years supporting the importance of high-quality early education in reducing dropout rates, poverty and crime, and in strengthening the U.S. workforce. This \$350 million, multi-year English/Spanish initiative that helps prepare children from birth to age 5 for success in school and life expands the opportunities for social and economic mobility among at-risk populations and has benefited more than 2.6 million children since its 2004 inception.



As part of a language development collaboration with five other organizations, Opera Theater of Pittsburgh teaches a vocabulary lesson to PNC Grow Up Great participants.

#### Philanthropic Impact

To create Grow Up Great, PNC partnered with some of the nation's most highly respected early childhood experts, who shared their perspectives on how PNC can maximize its community impact. These experts coordinated focus groups and advisories to support the research and development of educational materials, messages and strategies, and conducted independent evaluations of programs to identify successes and opportunities for improvement.

Through these evaluations, PNC found that its grant-funded preschool programs positively impacted children, teachers and families. For example, across all locations offering Grow Up Great arts and science programs, teachers expanded their lessons, and participating families were more engaged and increased their visits to the classroom.

More recently, the University of Chicago Medicine launched a study of families whose children's vocabulary is monitored from age 15-months to kindergarten. This PNC-funded study tracks the vocabulary improvement of children whose families receive instruction versus those whose families do not and was spurred by findings that an at-risk child hears 30 million fewer words by age four than a child from a higher-income family.



# SUPPORT OF THE UNITED WAY

The company's annual
United Way pledge campaign
reached new heights, achieving
26 percent participation among
employees and raising more than

\$8.5 million



#### **VOLUNTEERISM**

PNC encourages employee involvement in Grow Up Great through a progressive policy that offers employees 40 hours of paid time off per year for volunteerism. In addition, Grants for Great Hours allows a PNC employee who volunteers at least 40 hours over a 12-month period at a qualified, early education nonprofit to donate a \$1,000 grant to that nonprofit. Groups of employees may volunteer as a team and apply for a grant of up to \$3,000. From the program's inception, PNC and its employees have donated approximately \$4.7 million in grants.



PNC legal operations manager, Darnella Ganaway.

#### **PRO BONO WORK**

In June 2014, PNC's Legal Department initiated a pro bono program that offers PNC attorneys an opportunity to provide free legal services to individuals in their local communities who need, but cannot afford, legal assistance. The program enables PNC attorneys to develop new skills and fulfill practice requirements by working with local groups to do good for the community.

In 2015, PNC attorneys participated in 73 engagements, compared to 27 engagements in 2014. Last year, among other activities, PNC attorneys provided legal services to clients through many different organizations, including:

- > A clinic hosted by the Senior Law Center in Philadelphia to draft wills/ powers of attorney;
- > The Neighborhood Legal Services group in Pittsburgh to assist individuals seeking protection from abuse;
- > The Pennsylvania Innocence Project (for Philadelphia and Pittsburgh) and Midwest Innocence Project (for Cincinnati and Kansas City) to review intake cases for the organization; and
- > The Transgender Legal Defense & Education Fund in Pittsburgh to prepare name change petitions for its clients.

PNC's 2016 goals are to increase the participation rate among PNC attorneys to 50 percent and to expand the available opportunities so that the project can continue to grow.

#### FINANCIAL EDUCATION

Financial education is at the core of PNC's culture. From our bilingual "Financial Education for Young People" program, which is developed for children up to age 5 and their caregivers, to products such as Virtual Wallet Student, a checking/savings product built around a money management calendar, PNC is focused on the financial health and wellbeing of our customers and communities. In addition, PNC offers a wide range of timely, proprietary and Federal Deposit Insurance Corporation co-branded courses, including Protecting Yourself from Identity Theft, Foundations of Money Management and Raising Money Smart Kids. Community Development Banking employees train PNC colleagues to provide brief, interactive presentations for community organizations, and Workplace Bankers deliver programs as a courtesy to their clients' employees. More than 32 thousand people across the country participated in these programs in 2015.

#### **COMMUNITY DEVELOPMENT BANKING**

PNC helps to build strong communities and create financial opportunities for individuals, families and businesses through executive leadership, technical expertise, strategic investments, project financing and employee volunteerism. Specifically, PNC's Community Development Banking group boosts the quality of life in low-income neighborhoods through affordable housing, economic revitalization and customized financial solutions. The work of Community Development Banking is supplemented by PNC's Tax Credit Capital Group, which provides expertise and financing through federal tax credit program investments. Flexible loans, public-private partnerships and financial education classes help to revitalize communities in need.

#### **LOANS AND INVESTMENTS**

In 2015, PNC provided \$1.9 billion in financing that benefited low- and moderate-income populations and communities, including:



\$1,093 billion in community development loans



\$386 million in other investments to benefit underserved populations and communities where PNC conducts business



\$301 million in equity commitments to construct affordable housing through the Low-Income Housing Tax Credit (LIHTC) Program



\$117 million to help finance community-supported economic development projects through the New Markets Tax Credit (NMTC) Program



\$14 million to restore historic properties and return them to productive use through the Historic Tax Credit Program



Approximately \$870,000 in funding to help more than 100 Baltimore businesses





Pittsburgh program offers artists rent subsidies of 50% for two years



Project Home includes nearly \$1 million over the next six years to help prevent homelessness

# PNC's Community Development Banking loans and investments are reflected in these projects:

#### **Baltimore's Business Recovery Fund**

The morning after Baltimore City riots began in 2015, PNC's local leadership proposed the creation of a small business loan/grant recovery fund to the Baltimore Development Corporation (BDC), the city's non-profit economic development arm. The result was approximately \$870,000, seeded with a grant from the PNC Foundation, to help the more than 100 businesses affected by the riots and looting. Many impacted business owners had limited or no insurance coverage and their businesses represented their only source of income. The fund has issued storefront recovery grants totaling more than \$200,000 and 30 business recovery loans totaling \$660,000.

#### Pittsburgh's Eastside III Transit-Oriented Development

The Eastside III project is a transit-oriented development (TOD) that will feature 43,263 square feet of mixed commercial space, 357 units of market-rate housing, vehicle and bike parking and an upgraded Transit Station, among other amenities. PNC led the financing of this \$65 million project through PNC Commercial Real Estate loans, PNC New Markets Tax Credit investments and PNC Community Development Banking investments.

#### Pittsburgh's Hilltop Alliance

PNC assisted the community-based organization, Hilltop Alliance, to conduct a comprehensive data assessment of the Allentown neighborhood's Warrington Avenue business district. This assessment identified risks and opportunities for growth and initiated programming that has spurred new business, as well as additional PNC funding for economic development.

With PNC's support, the Hilltop Alliance plans to renovate a vacant warehouse into a living space for artists and pilot an innovative rent abatement program in Allentown's commercial district called Industry on Industry. The program will offer rent subsidies of 50 percent for up to two years in return for the artists' creation of public art projects. The artists' work will be displayed along the corridor to liven public and private spaces, rejuvenate structures and streetscapes, support local businesses, enhance public safety, and bring people of all ages, ethnicities and socioeconomic backgrounds together to build relationships and demonstrate their commitment to transforming space through collaboration.

#### Philadelphia's Project HOME

In 2005, PNC joined Project HOME as a corporate partner and committed more than \$2 million over the course of 10 years. That initial investment contributed to ongoing social services, as well as Project HOME's North Philadelphia St. Elizabeth's/ Diamond Street project, which features 22 permanent affordable units for homeless men and eight apartments for larger families. PNC's new agreement with Project HOME includes nearly \$1 million over the next six years to help provide healthcare, education and employment to prevent homelessness.

#### **Low-Income Housing Tax Credits**

Ensuring access to affordable rental housing for families and seniors throughout the United States is important to PNC. In 2015, PNC invested approximately \$285 million in equity investment in affordable properties. PNC's Tax Credit Capital Group originated and syndicated an additional \$279 million in equity in a series of funds, providing capital to more projects than PNC could invest in alone. Overall, PNC has nearly \$9 billion in affordable housing equity under management.

#### Preservation Fund

PNC actively invests in projects that aim to preserve affordable rental housing that is at risk of conversion to market-rate housing. In 2015, the company launched its Affordable Housing Preservation Fund to acquire these "at risk" affordable rental properties. This unique fund allows PNC to collaborate with other socially responsible investors so that the company may continue to help low- and moderate-income families and seniors stay in their rental homes for years to come.



Bolton North apartment building

#### **Baltimore's Bolton North Apartments**

Bolton North is a 209-unit apartment building in Baltimore dedicated to providing affordable housing to low-income seniors. As part of its preservation efforts, PNC acquired the property in 2013 in partnership with The National Housing Partnership Foundation. As expected, the property secured a new allocation of low-income housing tax credits in 2015 that will extend the period of affordability to 2045.

#### Family Scholar House

PNC Bank provided equity and debt financing for the construction of Lincoln Grant Scholar House, the Covington, Ky. affiliate campus for Family Scholar House, a nonprofit that provides housing and support services to low-income, single-parent college students and their children. The renovated building will feature 45 apartments and provide vital academic and family services for single-parent families. The Family Scholar House program boasts a winning track record, with 70 percent of the residents transitioning into full employment in the community within 90 days of graduation.

"Our graduates are proof that affordable housing can be a way out of poverty and not a way of life."

— Cathe Dykstra
Chief Possibility Officer Family
Scholar House



A RAND Corp. study found that opening a supermarket in a food desert, such as the Shop 'n Save in Pittsburgh's Hill District neighborhood, can lead to dietary improvements and better access to healthy foods. PNC provided significant funding for the construction of this Shop 'n Save, which marked the first grocery store in the Hill District in more than 30 years. This project received financing from the PNC Foundation and PNC Real Estate, among other outside sources, and demonstrates the positive impact of our community investments.

# Procurement & Supply Chain Operations

support PNC's purchasing process and ensures that the organization receives the goods and services it needs to operate.

#### **Corporate Records**

Management governs PNC records and information to reduce risk, ensures compliance, maintains information integrity, protects PNC's assets and reputation and enhances operational efficiency. Using PNC records storage metrics and leveraging our third party providers' expertise, the team determined that PNC's branches could reduce their paper records storage volume by 40 percent over 10 years. Policies and procedures were quickly implemented to support this opportunity.

#### **SUPPLY CHAIN**

PNC's Supply Chain organization consists of several disciplines, including Enterprise Third Party Management, Strategic Sourcing, Procurement, Supply Chain Operations, Corporate Records Management and Accounts Payable. These functions work together to deliver procurement services and cost savings to the organization while effectively identifying potential key risks and diligently managing those risks inherent in our third party relationships.

Our third party relationships further our commitment to strengthening the communities we serve. PNC's Supplier Diversity Program, for example, offers minority- and women-owned businesses the opportunity to provide products and services to PNC. The success of PNC's Supplier Diversity program is largely due to the collaboration between our Supplier Diversity team and the Strategic Sourcing team, which works with larger suppliers. Encouraging these prime suppliers to develop and implement their own supplier diversity programs drives the diversity of our supply chain and helps us indirectly support diverse businesses. To ensure that supplier diversity continues to play a significant role in our strategic sourcing decisions, PNC Supply Chain Management maintains a team of sourcing professionals who are dedicated to increasing organizational accountability and identifying additional opportunities for diverse supplier participation.



# V. STRONG GOVERNANCE SUPPORTS SUSTAINABLE BUSINESS

#### **CODE OF ETHICS**

PNC has long demonstrated a commitment to integrity and corporate responsibility, and its commitment has only deepened as it has grown into one of the leading financial services companies in the country. PNC employees are responsible for implementing the company's seven values, including Performance, Customer Focus, Respect, Integrity, Diversity, Teamwork and Quality of Life, which inform how we conduct business.

Similarly, PNC's Code of Business Conduct and Ethics and ethics-related policies provide important guidance for conducting daily business activities, including complying with laws, managing and reporting conflicts of interest, upholding fair dealing and protecting confidential information. The company does not tolerate unethical or inappropriate behavior and also incorporated a risk management section into its performance reviews to ensure that all employees remain focused on and accountable for the ethical and risk implications of their work. Detailed information about PNC's corporate governance policies and procedures and other documents, including the Code of Business Conduct and Ethics, can be found at www. pnc.com/corporategovernance.

#### **Anti-Corruption**

PNC has a strict Anti-Corruption Policy that prohibits its employees from engaging in or tolerating bribery or any other form of corruption. PNC's Anti-Corruption Policy states that all employees must comply with all applicable anti-bribery laws, including the Foreign Corrupt Practices Act, the Bank Bribery Act, the United Kingdom's Bribery Act and Canada's Corruption of Public Officials Act. It also states that violations of these laws can result in serious consequences, up to and including criminal and civil penalties, and specifically prohibits the following:

- > Bribing a government employee/government official;
- > Bribing a private party;
- > Accepting a bribe;
- > Failing to prevent a bribe; and
- > Failing to maintain accurate records of expenditures and proper expenditure authorization.

Upon commencement of employment, all employees are required to complete training on PNC's Anti-Corruption Policy and related ethics policies. They also are required to complete annual training, which is regularly updated to reflect changes in PNC's business and in state and federal laws and regulations. Furthermore, PNC's ethics policies always are available to employees through the

#### Why It's Important to PNC

*In today's competitive* environment, it is vital to have a clear vision and strong principles to guide our actions. Our Values convey our strengths and create a solid foundation for ethical business behavior, continued growth and a best-in-class work environment. Employees' avoidance of anti-competitive behavior and adherence to PNC's Anti-Corruption Policy, among other policies, allows PNC to conduct business with integrity and to comply with related international, federal and state laws.

company intranet. Finally, specific PNC employees and agents receive targeted anti-corruption training on an as-needed basis.

PNC has a defined set of procedures for employees to follow should they suspect that an employee or third party is violating the company's ethics policies. The Corporate Ethics Office serves as a valuable resource to employees for ensuring that these policies are enforced and for providing further guidance on ethical matters.

The Corporate Ethics Office and its partners in Legal, Compliance and lines of business also provide direction and support for PNC's anti-corruption framework. This framework includes risk-based controls that were designed to comply with company policy and applicable law. Such controls include risk-based customer, counter-party and vendor negative news screening, monitoring of employee activity and vendors, and party, transaction and deal due diligence. At least once per year, PNC Compliance performs an enterprise-wide assessment of corruption risk, measuring the company's inherent risk against the quality of the company's corruption risk management and controls.

#### Bank Secrecy Act (BSA), Anti-Money Laundering (AML) and Sanctions Program

PNC strictly complies with all applicable laws and regulations regarding sanctions, money laundering, terrorist financing and other financial crimes. Further, PNC has a written BSA/AML and Sanctions Compliance Program approved by its Board of Directors. This program includes a system of internal controls for reporting BSA-related information and for preventing, detecting and reporting sanctions violations, money laundering, terrorist financing, and other financial crimes and suspicious activity in a timely manner.

The Risk Committee of the Board of Directors has appointed an enterprise-wide BSA/AML Compliance Officer who serves as PNC's primary point of contact with PNC's regulatory authorities on AML and sanctions matters and oversees PNC's compliance with BSA/AML and sanctions requirements. All PNC employees are required to complete annual AML, BSA and sanctions compliance training, which also includes details on identifying and escalating unusual or suspicious activity. Finally, PNC's Internal Audit Department coordinates and conducts an independent review and validation of the BSA/AML and Sanctions Compliance Program.

#### POLITICAL CONTRIBUTIONS AND ENGAGEMENT

Like any chartered bank, PNC is prohibited by law from making contributions to candidates and political parties in all federal and many state elections. Even where permitted by law, PNC did not make any political contributions to candidates or political parties in 2015.

Consistent with campaign finance laws, PNC sponsors Political Action Committees (PACs), supported entirely by voluntary employee contributions, that contribute at the federal state and local levels. Bipartisan contributions support candidates, parties or committees whose views align with PNC's priorities. In 2015, federal candidate and federal PAC contributions through PNC's PACs totaled \$405,250. As required by law, contributions made by the PNC PACs are reported in filings with the Federal Election Commission, as well as the relevant state or local commissions, which are publicly available.

PNC belongs to national trade associations, state banking associations and local chambers of commerce that represent the interests of both the financial services industry and the broader business community. These organizations work to represent the industry and advocate on major public policy issues of importance to PNC and the communities we serve.

While PNC employees have the right to voluntarily participate in the political process, there are legal restrictions on personal political activities. These restrictions, which are the result of some of PNC's businesses, may limit or prohibit personal political contributions, solicitation of political contributions, or sponsorship of political events. To help comply with these legal restrictions, PNC provides all employees with information to determine whether they are required to pre-clear their personal or immediate family's political activities with the Corporate Ethics Office. PNC does not provide reimbursement or compensation to anyone for personal political contributions under any circumstances.

PNC publicly discloses all U.S. federal lobbying costs, including those paid directly and through trade associations, in its quarterly filings. While PNC has not adopted minimum qualifications for its directors, the following Board-approved criteria are considered in identifying individuals who are qualified to become Board members:

- A sustained record of high achievement in financial services, business, industry, government, academia, the professions, or civic, charitable or nonprofit organizations;
- > Competence and integrity;
- > A strong commitment to the ethical and diligent pursuit of shareholders' best interests;
- > The strength of character necessary to challenge management's recommendations and actions, when appropriate, and to confirm the adequacy and completeness of management's responses to such challenges;
- A strong desire to maintain the Board's diversity in terms of race and gender; and
- Personal qualities that contribute to an atmosphere of respect and collegiality among the members of the Board of Directors.

#### **CORPORATE GOVERNANCE**

PNC's corporate governance structure assists the Board of Directors in overseeing PNC's business and in fulfilling the Board's fiduciary duties. The Board supports a governance structure that is appropriate for PNC's business and strategic objectives, transparent to the public and PNC's stakeholders, and flexible enough to accommodate a dynamic environment. We regularly review and enhance our governance processes and policies. To help convey this philosophy, the Board has adopted and disclosed corporate governance guidelines, which can be found at www.pnc.com/corporategovernance, as well as policies on director and executive stock ownership, which include the following:

- > At least two-thirds of directors will meet NYSE criteria for independence;
- > Directors should meet regularly without management present;
- A director should submit a resignation if he or she does not receive a majority of the votes cast at a meeting for the uncontested election of directors:
- > Directors should have unrestricted access to PNC employees;
- > Stakeholders should understand how they can communicate with the Board;
- > Shareholders should understand how they can provide director candidates to the Nominating and Governance Committee for consideration;
- > Each Board committee should adopt a written charter of responsibilities;
- > The Board should evaluate its performance at least annually; and
- > Directors and senior executives are expected to retain certain amounts of PNC equity.

The corporate governance guidelines also outline the annual director assessment process, which includes an evaluation of independence, as well as a consideration of diversity, age, skills and experience in the context of the Board's current needs, meeting attendance and participation, and the value of a director's contributions to the Board and its committees. Under the above guidelines, the Board has appointed a lead independent director and determined that all of our directors are independent under applicable rules with the exception of our Chairman and Chief Executive Officer.

Through application of these criteria, the Board is composed of directors possessing a broad range of skills, experience and personal characteristics that result in a diverse Board of Directors.

Our Board has four standing committees that meet on a regular basis:

Audit, Nominating and Governance, Personnel and Compensation, and Risk.

The charters of these standing committees can be found at www.pnc.com/
corporategovernance. We have a standing Executive Committee that meets, if
needed, to act on behalf of our Board. We also have a Technology Subcommittee of
our Risk Committee to facilitate Board-level oversight responsibilities with respect
to technology risk, technology risk management, cybersecurity, information
security, business continuity and significant technology initiatives and programs.
Furthermore, we have created a Special Compliance Committee to assist the
Board in its oversight and reporting responsibilities under certain regulatory
consent orders.

In 2015, PNC held 10 Board meetings. PNC also held regular meetings for its Audit, Nominating and Governance, Personnel and Compensation, Risk, and Special Compliance Committees, as well as its Technology Subcommittee. The Executive Committee did not meet in 2015. Each director attended at least 75 percent of the total meetings held by the Board and the committees and subcommittees on which he or she served.

#### **Compensation Philosophy**

To succeed in a highly competitive environment, PNC must attract, motivate, retain and reward employees who are crucial to our business success. We believe that we have designed an effective and balanced compensation program that is aligned with our risk management standards.

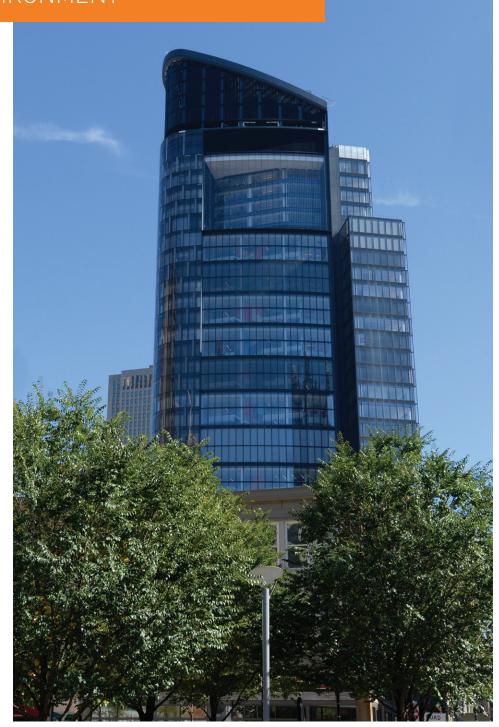
The Board's Personnel and Compensation Committee, composed entirely of independent directors, maintains clear independence from management when evaluating the executive compensation program and making compensation decisions. We strive to make public disclosure of our executive compensation program and decisions clear and understandable.

#### PNC's executive compensation philosophy is based on a few core principles:

- > Pay for performance;
- > Align executive compensation with long-term shareholder value creation;
- > Provide competitive compensation opportunities to attract, retain and motivate executives; and
- > Encourage PNC's long-term success and discourage excessive risk taking.

PNC's commitment to diversity extends to the company's Board of Directors, which consists of four female members. This commitment earned PNC the Women's Forum of New York's 2015 Corporate Champion recognition, which celebrates Fortune 1000 and S&P 500 companies with at least 20 percent of board seats held by women.

# VI. BUILDING GREEN BENEFITS BUSINESS AND THE ENVIRONMENT



PNC is committed to sustainable building practices and continues to seek new ways to minimize its impact on the environment. This commitment has enabled the company to lower costs, increase efficiency and productivity and strengthen the communities where we conduct business. Among other achievements in 2015, PNC opened The Tower at PNC Plaza, earned a position on the Carbon Disclosure Leadership Index and continued to optimize our energy performance.



The Tower grand opening in October 2015

#### THE TOWER AT PNC PLAZA

In October, local officials, labor dignitaries, PNC executives and project partners gathered to celebrate the opening of the company's 33-story, 800,000-square foot corporate headquarters. The Tower at PNC Plaza was constructed to accommodate PNC's recent growth and designed to exceed Leadership in Energy and Environmental Design (LEED®) Platinum certification, the highest rating from the U.S. Green Building Council.

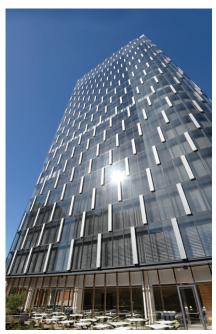
As a result of its state-of-the-art green technologies, The Tower is expected to consume up to 50 percent less energy and up to 77 percent less water than a typical office building. These technologies include:

- A double-skin façade: a window system in which two panes of glass are separated by a cavity that provides insulation and helps control the building's interior temperature. Fresh air enters the cavity through the exterior façade's windows, which automatically open and close depending on weather conditions, and passes through the interior façade's vents, which provide access to the building's floor plate.
- > A solar chimney: consisting of two vertical shafts located at the core of The Tower through which warm air rises. The solar chimney and double-skin façade create a cycle in which fresh air enters the building, naturally warms, rises through the shafts and exits at the roof. PNC anticipates that the building will naturally ventilate approximately 42 percent of the year.
- > Blinds with automated controls: located on the interior façade, which activate depending on the amount of light entering the building. They automatically close when there is glare or a significant amount of sunlight and open when lighting conditions are ideal.
- A water recycling and treatment system: the most advanced in the United States, which recycles and treats rain and waste water for flushing, cooling and irrigation.

"By reducing our operating costs, spurring development in downtown Pittsburgh and providing an environment in which employees are comfortable and productive, The Tower at PNC Plaza reflects PNC's ongoing commitment to serve all of our stakeholders. Furthermore, the tower, which has been designed to consume less water and energy, takes PNC's leadership in green building to a whole new level."

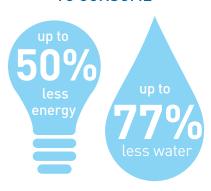
— Bill Demchak

— Bill Demchak Chairman, President and Chief Executive Officer



Rooftop terrace offers tables and seating where employees may enjoy the outdoors

## THE TOWER IS EXPECTED TO CONSUME



and should naturally ventilate approximately

42%

Equally important to The Tower's environmental and community impact is occupant satisfaction. The building was designed to optimize the employee experience by providing a comfortable environment that encourages collaboration. Ninety-two percent of The Tower's workspaces have access to direct sunlight, and all employees have access to fresh air through the double-skin façade. Furnished two-story neighborhoods connect employees on different floors and provide alternative work spaces. Other amenities include bike racks, locker rooms, a full-service cafeteria with indoor and outdoor seating, an auditorium that can be used for employee and client events and an indoor park that features plants, furniture, fresh air and views of the city.

Finally, to ensure optimal building performance, PNC has recruited and trained more than 100 Green Ambassadors to educate their colleagues about The Tower's net zero waste program, among other initiatives and green technology. These ambassadors are employees in The Tower who have volunteered their time to learn and inform others about the building's features and benefits.

#### Waste Management

Based on internal waste audits and reports from our document destruction vendor, we estimate that in 2015, PNC generated approximately 12,500 tons of waste, which equates to less than two pounds per employee per workday. By weight, more than 75 percent of this waste was recycled or composted. Office paper, which makes up the majority of our waste, is shredded and recycled in a secure manner. We also recycle plastic, glass, metal and cardboard packaging, as well as electronic equipment, toner cartridges, writing instruments, kitchen oil, light bulbs and construction waste. Furthermore, in two office buildings, including our new headquarters, we rolled out our Near Zero Waste program, which encourages employees to sort non-confidential waste into three streams: recycling, compost and landfill trash. Finally, we also compost paper towels from three other major buildings and kitchen food waste from most corporate dining locations.

"The extent of green technology used on The Tower to reduce energy and water consumption is pretty amazing. You don't see many structures with one of The Tower's features, let alone all of the ones incorporated in this design. Achieving LEED Platinum certification is a major accomplishment. The elements woven into the design—the windows, open spaces and workplace furnishings— highlight how PNC does business. LEED Platinum certification is the yardstick, and PNC has gone beyond that."

- Aurora Sharrard, PhD executive director Green Building Alliance in Pittsburgh

#### **CLIMATE DISCLOSURE LEADERSHIP INDEX**

PNC has been identified as a U.S. leader for the quality of climate change-related information that we disclose to investors and the global marketplace. In November, the CDP (formerly the "Carbon Disclosure Project") announced PNC's position on the S&P Climate Disclosure Leadership Index, which represents organizations ranked in the top 10 percent. PNC improved its disclosure score from an 86 last year to 99 (out of 100) in 2015. Our performance score remained a "B." In comparison, the financial sector's average score in 2015 was an 81-C.

In 2010, PNC set a target to reduce its energy consumption and carbon emissions (Scopes 1 and 2) by 30 percent by 2020, using 2009 as our baseline year. Thanks to its lighting retrofits in 22 offices and more than 1,000 branches, its development of nearly 5 million square-feet of LEED certified space and its renegotiation of utility rates to include the purchase of Renewable Energy Credits, PNC is on track to achieve these goals.

#### PNC participates in the following challenges and organizations:

#### **Industry Challenges**

- > The President's Better Buildings Challenge, which aims to make U.S. commercial office buildings 20 percent more efficient by 2020.
- > The Cleveland 2030 District and the Pittsburgh 2030 District, which aim to reduce energy and water usage and transportation emissions by 50 percent in both cities' downtown business districts by 2030.
- > The Green Workplace Challenge, which engages southwestern Pennsylvania's businesses to reduce resource use and greenhouse gas emissions and to promote sustainable business practices.

#### **Envision Downtown**

PNC chairs Envision Downtown, a Pittsburgh initiative that was launched in 2015 to strengthen and ensure a sustainable future for the city. Under PNC's leadership, the initiative will push for the adoption of enhanced technology, the construction of improved infrastructure, including mass transit, and the connection of residential areas to facilitate greater interaction.



#### **Industry Memberships**

- > Association of Energy Engineers
- > Environmental Bankers
  Association
- > Pittsburgh Green Building Alliance
- > Solar Energy Industry
  Association
- > Sustainable Pittsburgh
- > U.S. Green Building Council
- > Urban Land Institute



Bill Demchak speaking at the P4 (people, planet, place and performance) international conference in Pittsburgh in April 2015

Employees   55,820   53,587   52,512   Real Estate (square feet, thousands)   30,000   30,519   29,526   Annual Revenue (\$MM)   16,228   15,375   15,225   INTERNAL PAPER USE***   8.5x11 sheets (thousands)   680,000   409,996   368,399   Sheets per employee   12,182   7,651   7,015   Sheets per employee   1,016   4,063   7,104   Sheets per employee   1,016   4,063   7,104   Sheets per employee   1,016   4,063   7,104   Sheets per employee   1,016   1,016   1,016   Sheets per employee   1,016   1,016   1,016   Sheets per employee   1,016   1,016   1,016   Sheets per employee   1,016	ENVIRONMENTAL INDICATORS*	2009**	2014	2015
Real Estate (square feet, thousands) Annual Revenue (\$MM)  16,228 15,375 15,225  INTERNAL PAPER USE*** 8,5x11 sheets (thousands) Sheets per employee 12,182 7,651 7,015  FACILITIES  LEED-certified projects New Construction 66 157 Commercial Interiors 2 94 105 Space certified (square feet, thousands)**** 1,016 Space certified (square feet, thousands)**** 1,016 Portfolio certified**** 3,4% 13% 24%  EMISSIONS (Metric tons CO2e)  Direct emissions (Scope 1) Natural Gas Jet fuel 4,014 Jet fuel 4,014 Jet fuel 4,014 Jet fuel 4,014 Jet fuel 3,1,014 Jet fuel 4,014 Jet fuel 3,1,014 Jet fuel 3,014 Jet fuel 3,014 Jet fuel 3,015 Jet fuel 4,014 Jet	GENERAL INFORMATION			
Annual Revenue (\$MM)  16,228  15,375  15,225  INTERNAL PAPER USE***  8.5x11 sheets (thousands) Sheets per employee  12,182  7,651  7,015  FACILITIES  LEED-certified projects	Employees	55,820	53,587	52,513
Annual Revenue (\$MM)  16,228  15,375  15,225  INTERNAL PAPER USE***  8.5x11 sheets (thousands) Sheets per employee  12,182  7,651  7,015  FACILITIES  LEED-certified projects New Construction 66 157 157 Commercial Interiors 2 94 105 ENERGY STAR-certified buildings 0 72 104 Space certified (square feet, thousands)**** 1,016 4,063 7,104 Portfolio certified*** 3,4% 13% 24%  EMISSIONS (Metric tons CO2e)  Direct emissions (Scope 1) Astural Gas Jet fuel 4,014 4,215 3,938 Jet fuel 5,448 Jet fuel 4,014 4,215 3,938 Jet fuel 5,489 Jet fuel 4,014 4,215 3,938 Jet fuel 5,489 Jet fuel 4,014 4,215 3,938 Jet fuel 5,489 Jet fuel 5,489 Jet fuel 6,014 Jet rindirect sources 18,523 15,896 14,748 Jet rindirect emissions (Scope 2)  431,243 341,334 296,893 Electricity 428,061 337,153 293,173 Commuting 130,933 124,698 122,398 Business air travel 9,877 71,278 Rental cars 4,626 3,669 3,570 Commuting 130,933 124,698 122,398 Business air travel 9,877 71,278 Rental cars 4,626 3,669 3,570 Target emissions (Scopes 1-2) Target emissions (Scopes 1-2) Target emissions (metric tons CO2e) per 1,000 square feet 16,01 12,96 11,61 Target emissions (metric tons CO2e) per mellulon \$ revenue 29,59 25,72 22,52  BUILDING ENERGY CONSUMPTION (MWh) Total building energy consumption 888,353 758,811 695,858 Feergy use (kWh) per square foot 28,17 24,86 23,57 Energy use (kWh) per square foot 28,17 24,86 23,57 Energy use (kWh) per million \$ revenue 54,742 49,354 455,705  Green Power (MWh) Purchased Renewable Energy Credits (RECs) 0 12,419 17,883		30,000		29,526
8.5x11 sheets (thousands) 680,000 409,996 368,399 Sheets per employee 12,182 7,651 7,015 7,015				15,225
Sheets per employee	NTERNAL PAPER USE***			
Commuting	8.5x11 sheets (thousands)	680,000	409,996	368,399
LEED-certified projects	Sheets per employee	12,182	7,651	7,015
New Construction	FACILITIES			
New Construction	LEED-certified projects	68	251	262
ENERGY STAR-certified buildings   1,016   4,063   7,104   7,016   4,063   7,104   7,016   4,063   7,104   7,016   4,063   7,104   7,016   7,01		66	157	157
ENERGY STAR-certified buildings   0   72   104   Space certified (square feet, thousands)****   1,016   4,063   7,104   Portfolio certified****   3,4%   13%   24%   EMISSIONS (Metric tons CO2e)  Direct emissions (Scope 1)   48,962   54,149   45,970   Natural Gas   26,425   34,038   27,286   Jet fuel   4,014   4,215   3,936   Other direct sources   18,523   15,896   14,746   Indirect emissions (Scope 2)   431,243   341,334   296,893   Electricity   428,061   337,153   293,193   Other indirect sources   3,182   4,181   3,700   Other emissions (Scope 3)   172,533   165,379   159,803   Commuting   130,933   124,698   122,398   Business air travel   9,877   17,278   16,066   Rental cars   4,626   3,669   3,570   Other sources   27,097   19,734   17,767   Target emissions (Scopes 1-2)   480,205   395,483   342,863   Target emissions (metric tons CO2e) per 1,000 square feet   16.01   12.96   11.61   Target emissions (metric tons CO2e) per employee   8.60   7.38   6.53   Target emissions (metric tons CO2e) per employee   8.60   7.38   6.53   Target emissions (metric tons CO2e) per million \$ revenue   29.59   25.72   22.52    BUILDING ENERGY CONSUMPTION (MWh) Total building energy consumption   888,353   758,811   695,855   Electricity   730,054   552,598   529,863   Steam   10,498   13,798   12,218   Other   5,735   4,741   3,328   Energy use (kWh) per square foot   28,17   24,86   23,57   Energy use (kWh) per million \$ revenue   54,742   49,354   45,705    Green Power (MWh) Purchased Renewable Energy Credits (RECs)   0   12,419   17,883    Water Consumption	Commercial Interiors	2	94	105
Space certified (square feet, thousands)****	ENERGY STAR-certified buildings	0	72	104
## Portfolio certified*****  ## Signature		1.016	4.063	
Direct emissions (Scope 1)				24%
Natural Gas	EMISSIONS (Metric tons CO2e)			
Natural Gas	Direct emissions (Scope 1)	48.962	54.149	45.970
Jet fuel	· · · · · · · · · · · · · · · · · · ·		•	
Other direct sources       18,523       15,896       14,748         Indirect emissions (Scope 2)       431,243       341,334       296,893         Electricity       428,061       337,153       293,193         Other indirect sources       3,182       4,181       3,700         Other emissions (Scope 3)       172,533       165,379       159,803         Commuting       130,933       124,698       122,398         Business air travel       9,877       17,278       16,066         Rental cars       4,626       3,669       3,570         Other sources       27,097       19,734       17,769         Target emissions (Scopes 1-2)       480,205       395,483       342,863         Target emissions (metric tons CO2e) per 1,000 square feet       16.01       12.96       11.61         Target emissions (metric tons CO2e) per employee       8.60       7.38       6.53         Target emissions (metric tons CO2e) per million \$ revenue       29.59       25.72       22.52         BUILDING ENERGY CONSUMPTION (MWh)       888,353       758,811       695,855         Electricity       730,054       552,598       529,863         Natural gas       142,066       187,674       150,464				
Electricity				14,748
Electricity	Indirect emissions (Scope 2)	431,243	341,334	296,893
Other indirect sources       3,182       4,181       3,700         Other emissions (Scope 3)       172,533       165,379       159,803         Commuting       130,933       124,698       122,398         Business air travel       9,877       17,278       16,066         Rental cars       4,626       3,669       3,570         Other sources       27,097       19,734       17,769         Target emissions (Scopes 1-2)       480,205       395,483       342,863         Target emissions (metric tons CO2e) per 1,000 square feet       16.01       12.96       11.41         Target emissions (metric tons CO2e) per employee       8.60       7.38       6.53         Target emissions (metric tons CO2e) per million \$ revenue       29.59       25.72       22.52         BUILDING ENERGY CONSUMPTION (MWh)       30,054       552,598       529,863         Tatget emissions (metric tons CO2e) per million \$ revenue       29.59       25.72       22.52         BUILDING ENERGY CONSUMPTION (MWh)       30,054       552,598       529,863         Natural gas       142,066       187,674       150,446         Steam       10,498       13,798       12,218         Other       5,735       4,741       3,325				
Commuting			4,181	3,700
Commuting	Other emissions (Scope 3)	172,533	165,379	159,803
Business air travel Rental cars Other sources 27,097 19,734 17,769  Target emissions (Scopes 1-2) Target emissions (metric tons CO2e) per 1,000 square feet Target emissions (metric tons CO2e) per employee Target emissions (metric tons CO2e) per employee Rental cars Target emissions (metric tons CO2e) per employee Rental cars Target emissions (metric tons CO2e) per employee Rental cars Target emissions (metric tons CO2e) per employee Rental cars Target emissions (metric tons CO2e) per employee Rental cars Target emissions (metric tons CO2e) per employee Rental cars Target emissions (metric tons CO2e) per employee Rental cars Target emissions (metric tons CO2e) per employee Rental cars Rental ca				
Rental cars   4,626   3,669   3,570   Other sources   27,097   19,734   17,769   1	· · · · · · · · · · · · · · · · · · ·	9,877		
Other sources         27,097         19,734         17,769           Target emissions (Scopes 1-2)         480,205         395,483         342,863           Target emissions (metric tons CO2e) per 1,000 square feet         16.01         12.96         11.61           Target emissions (metric tons CO2e) per employee         8.60         7.38         6.53           Target emissions (metric tons CO2e) per million \$ revenue         29.59         25.72         22.52           BUILDING ENERGY CONSUMPTION (MWh)         388,353         758,811         695,855           Electricity         730,054         552,598         529,863           Natural gas         142,066         187,674         150,446           Steam         10,498         13,798         12,218           Other         5,735         4,741         3,328           Energy use (kWh) per square foot         28.17         24.86         23.57           Energy use (kWh) per employee         15,139         14,160         13,251           Energy use (kWh) per million \$ revenue         54,742         49,354         45,705           Green Power (MWh)         0         12,419         17,883           Water Consumption         17,883	Rental cars			
Target emissions (metric tons CO2e) per 1,000 square feet       16.01       12.96       11.61         Target emissions (metric tons CO2e) per employee       8.60       7.38       6.53         Target emissions (metric tons CO2e) per million \$ revenue       29.59       25.72       22.52         BUILDING ENERGY CONSUMPTION (MWh)       Total building energy consumption       888,353       758,811       695,855         Electricity       730,054       552,598       529,863         Natural gas       142,066       187,674       150,446         Steam       10,498       13,798       12,218         Other       5,735       4,741       3,328         Energy use (kWh) per square foot       28.17       24.86       23.57         Energy use (kWh) per employee       15,139       14,160       13,251         Energy use (kWh) per million \$ revenue       54,742       49,354       45,705         Green Power (MWh)       0       12,419       17,883         Water Consumption       17,883	Other sources			17,769
Target emissions (metric tons CO2e) per employee       8.60       7.38       6.53         Target emissions (metric tons CO2e) per million \$ revenue       29.59       25.72       22.52         BUILDING ENERGY CONSUMPTION (MWh)         Total building energy consumption       888,353       758,811       695,855         Electricity       730,054       552,598       529,863         Natural gas       142,066       187,674       150,446         Steam       10,498       13,798       12,218         Other       5,735       4,741       3,328         Energy use (kWh) per square foot       28.17       24.86       23.57         Energy use (kWh) per employee       15,139       14,160       13,251         Energy use (kWh) per million \$ revenue       54,742       49,354       45,705         Green Power (MWh)         Purchased Renewable Energy Credits (RECs)       0       12,419       17,883         Water Consumption		480,205	395,483	342,863
Target emissions (metric tons CO2e) per million \$ revenue       29.59       25.72       22.52         BUILDING ENERGY CONSUMPTION (MWh)         Total building energy consumption       888,353       758,811       695,855         Electricity       730,054       552,598       529,863         Natural gas       142,066       187,674       150,446         Steam       10,498       13,798       12,218         Other       5,735       4,741       3,328         Energy use (kWh) per square foot       28.17       24.86       23.57         Energy use (kWh) per employee       15,139       14,160       13,251         Energy use (kWh) per million \$ revenue       54,742       49,354       45,705         Green Power (MWh)         Purchased Renewable Energy Credits (RECs)       0       12,419       17,883         Water Consumption	Target emissions (metric tons CO2e) per 1,000 square feet	16.01	12.96	11.61
BUILDING ENERGY CONSUMPTION (MWh)  Total building energy consumption 888,353 758,811 695,855  Electricity 730,054 552,598 529,863  Natural gas 142,066 187,674 150,446  Steam 10,498 13,798 12,218  Other 5,735 4,741 3,328  Energy use (kWh) per square foot 28.17 24.86 23.57  Energy use (kWh) per employee 15,139 14,160 13,251  Energy use (kWh) per million \$ revenue 54,742 49,354 45,705  Green Power (MWh)  Purchased Renewable Energy Credits (RECs) 0 12,419 17,883	Target emissions (metric tons CO2e) per employee	8.60	7.38	6.53
Total building energy consumption         888,353         758,811         695,855           Electricity         730,054         552,598         529,863           Natural gas         142,066         187,674         150,446           Steam         10,498         13,798         12,218           Other         5,735         4,741         3,328           Energy use (kWh) per square foot         28.17         24.86         23.57           Energy use (kWh) per employee         15,139         14,160         13,251           Energy use (kWh) per million \$ revenue         54,742         49,354         45,705    Green Power (MWh)  Purchased Renewable Energy Credits (RECs)  0 12,419 17,883	Target emissions (metric tons CO2e) per million \$ revenue	29.59	25.72	22.52
Electricity       730,054       552,598       529,863         Natural gas       142,066       187,674       150,446         Steam       10,498       13,798       12,218         Other       5,735       4,741       3,328         Energy use (kWh) per square foot       28.17       24.86       23.57         Energy use (kWh) per employee       15,139       14,160       13,251         Energy use (kWh) per million \$ revenue       54,742       49,354       45,705     Green Power (MWh)  Purchased Renewable Energy Credits (RECs)           Water Consumption	BUILDING ENERGY CONSUMPTION (MWh)			
Electricity       730,054       552,598       529,863         Natural gas       142,066       187,674       150,446         Steam       10,498       13,798       12,218         Other       5,735       4,741       3,328         Energy use (kWh) per square foot       28.17       24.86       23.57         Energy use (kWh) per employee       15,139       14,160       13,251         Energy use (kWh) per million \$ revenue       54,742       49,354       45,705     Green Power (MWh)  Purchased Renewable Energy Credits (RECs)           Water Consumption       0       12,419       17,883	Total building energy consumption	888,353	758,811	695,855
Steam       10,498       13,798       12,218         Other       5,735       4,741       3,328         Energy use (kWh) per square foot       28.17       24.86       23.57         Energy use (kWh) per employee       15,139       14,160       13,251         Energy use (kWh) per million \$ revenue       54,742       49,354       45,705     Green Power (MWh)  Purchased Renewable Energy Credits (RECs)          Water Consumption		730,054	552,598	529,863
Other       5,735       4,741       3,328         Energy use (kWh) per square foot       28.17       24.86       23.57         Energy use (kWh) per employee       15,139       14,160       13,251         Energy use (kWh) per million \$ revenue       54,742       49,354       45,705         Green Power (MWh)         Purchased Renewable Energy Credits (RECs)       0       12,419       17,883         Water Consumption	Natural gas	142,066	187,674	150,446
Energy use (kWh) per square foot 28.17 24.86 23.57 Energy use (kWh) per employee 15,139 14,160 13,251 Energy use (kWh) per million \$ revenue 54,742 49,354 45,705  Green Power (MWh) Purchased Renewable Energy Credits (RECs) 0 12,419 17,883		10,498	13,798	12,218
Energy use (kWh) per employee 15,139 14,160 13,251 Energy use (kWh) per million \$ revenue 54,742 49,354 45,705  Green Power (MWh) Purchased Renewable Energy Credits (RECs) 0 12,419 17,883	Other	5,735	4,741	3,328
Energy use (kWh) per million \$ revenue 54,742 49,354 45,705  Green Power (MWh) Purchased Renewable Energy Credits (RECs) 0 12,419 17,883  Water Consumption	Energy use (kWh) per square foot	28.17	24.86	23.57
Energy use (kWh) per million \$ revenue 54,742 49,354 45,705  Green Power (MWh) Purchased Renewable Energy Credits (RECs) 0 12,419 17,883  Water Consumption				13,251
Purchased Renewable Energy Credits (RECs) 0 12,419 17,883  Water Consumption				45,705
Water Consumption	Green Power (MWh)			
	Purchased Renewable Energy Credits (RECs)	0	12,419	17,883
Purchased water (gallons, thousands) 416,068 370,391 365,036	Water Consumption			
		416,068	370,391	365,036

<sup>\*</sup> This data was verified by Bureau Veritas and updated in June 2016. Select data in PNC's Environmental Indicators table was revised in June 2016 to incorporate Bureau Veritas' feedback..

<sup>\*\*</sup> PNC measures its environmental performance against 2009 baseline metrics, when PNC acquired National City, which doubled the size of our company.

<sup>\*\*\*</sup> Paper data includes all internal white copy paper.

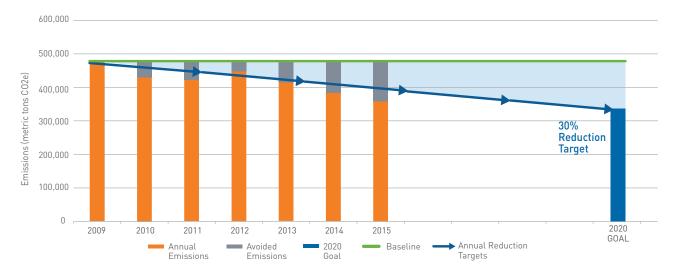
<sup>\*\*\*\*</sup> Includes both LEED- and ENERGY STAR-certified projects. PNC's 2015 certification data was updated to reflect active projects only.

#### PNC'S ENVIRONMENTAL PERFORMANCE

CTION .	CARBON EMISSIONS	ENERGY	WATER	PAPER
2020 REDUCTION GOAL	30%	30%	30%	10% Annual Reduction Goal
PROGRESS SINCE 2009	29%	22%	12%	46%
SAVINGS EQUIVALENT	Emissions from 29,011 vehicles driven for one year	Energy to power 14,285 U.S. homes for one year	Water usage of 350 U.S. homes for one year	The harvest of 37,392 trees

#### PNC CARBON MANAGEMENT

We are committed to reducing our greenhouse gas emissions\* by 30 percent by 2020 (using 2009 as our baseline year). Currently, we are on track to meet this reduction goal and have avoided 373,000 metric tons of  $\rm CO_2$  equivalent (mt $\rm CO_2$ e) over the past six years.



<sup>\*</sup> As PNC's reduction goals account for Scope 1 and 2 emissions, annual emissions reflect both scopes together.

# VII. MANAGING RISK PROTECTS OUR STAKEHOLDERS



PNC is focused on helping customers realize their financial goals while diligently managing our risks. We have the experience, expertise and innovative products to provide our customers with insight and we don't take unnecessary risks or trade long-term value for short-term opportunity. Outlined below are programs, policies and initiatives that demonstrate our approach to successfully managing risk.

#### **ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT**

PNC's environmental policies and procedures reflect our risk appetite, as well as our balanced approach to serving our customers, shareholders, employees and communities. In 2015, we continued to enhance these policies and procedures while remaining highly engaged with key stakeholders to ensure that our business practices align with our commitment to corporate sustainability.

#### **Pre-Screen Process**

Corporate Banking incorporates an early stage environmental risk assessment into the due diligence it conducts across all industries. This environmental prescreening process for prospective clients occurs prior to PNC's presentation of a term sheet

#### **Underwriting**

Corporate Banking continued its focus on environmental risk, enhancing its credit underwriting procedures to codify supplemental due diligence criteria requirements for companies in the following industries:

- > Coal Mining;
- > Electric Power Generation Utilities; and
- > Oil and Gas

This enhanced due diligence must be completed as part of the underwriting process, focuses on:

- > The borrower's past and present environmental compliance with laws and regulations;
- > The borrower's financial resources, including liquidity and access to public debt and equity markets, needed to adhere to environmental mandates:
- > The borrower's internal policies, procedures and resources related to environmental risk management; and
- > The transaction's compliance with PNC's credit and underwriting policies related to environmental risk

As part of our commitment to increasing transparency, we have begun to report on the frequency with which we conduct this later stage enhanced due diligence for potential new clients. From July 1 to December 31, 2015, PNC conducted enhanced due diligence on four new clients, who were subject to our supplemental due diligence criteria and ultimately approved for financing. The limited size of this population reflects our risk appetite across these industries, which has reduced the number of potential clients who we evaluate and ultimately underwrite. In addition to reviewing new clients, we conduct annual reviews that incorporate similar environmental assessments for existing clients in these industries. These reviews facilitate greater client engagement and allow us to identify potential concerns and help clients better mitigate risks.

#### Portfolio Reviews

In 2015, Corporate Banking incorporated an environmental assessment into its risk-based customer-level portfolio reviews. These quarterly reviews assess customer relationships across Corporate Banking and enhance our understanding of environmental risks across our existing portfolio.

#### **Environmental Stress Test**

In 2015, PNC completed its first analysis of how environmental issues could impact its wholesale credit portfolio. This environmental stress test focused on the U.S. EPA's Clean Power Plant rule, which outlines phased reductions in carbon emissions at existing coal-fired power plants. The analysis, which was conducted by a group of business and risk employees, followed PNC's regulatory stress testing framework and models to assess the impact of the regulation on PNC's utility, coal and coal supplier portfolios. The test's methodology and key findings were presented to PNC's Credit Portfolio Strategy Committee, which manages the risk-and-return balance of PNC's loan portfolio. We are committed to annually conducting environmental-related stress tests to help us better understand the impacts of environmental issues and events on our portfolio.

#### **Human Rights Due Diligence**

At PNC, we aim to do business with clients that respect human rights. In 2016, we plan to introduce a human rights due diligence process focused on select industries with operations that can significantly impact local communities and their residents. This new process, which will help us assess our clients' commitment and capability to support human rights, will further align PNC's lending practices with the company's commitment to corporate social responsibility.

#### **Coal-Fired Power Plants Policy**

In 2015, PNC adopted a formal policy that prohibits construction financing of single-site coal-fired power plants that lack the most advanced environmental control processes.

#### **CSR Working Group**

In 2015, PNC formed a CSR Working Group focused on coordinating the company's environmental, social and governance efforts. This group is comprised of employees across the organization and serves as an important forum for engaging and communicating with internal and external stakeholders regarding PNC's policies and initiatives.

#### Mountaintop Removal (MTR) Policy

In 2014, PNC enhanced its MTR financing policy to prohibit the extension of credit to individual MTR mining projects or coal producers with 25 percent or more of their production coming from MTR mining. As a result, PNC's MTR financing exposure has declined significantly and will continue to do so moving forward. Overall, PNC's exposure to firms participating in MTR fell 22 percent in 2015 and represents less than one-tenth of one percent of the company's total financing commitments. PNC extended no incremental financing to any MTR producer in 2015.

#### **Board of Directors Oversight**

Beginning in 2014, PNC's Board of Directors established an annual review of the firm's activities related to environmental and social risk management. In 2015, the Board reviewed a number of areas, including our updated MTR policy, the firm's 2015 Environmental Stress Test, and our broader coal-lending strategy. Going forward, the Board will continue to provide oversight through these annual reviews, as well as ad hoc discussion.

#### **Environmental and Social Risk Officer**

Corporate Banking hired an Environmental and Social Risk Officer in early 2015 to help coordinate and oversee the business' environmental and social risk management efforts. The addition of this role has resulted in greater communication between business partners as it pertains to materiality, renewable energy financing, environmental assessments, and socially responsible investing.

#### **BOARD OF DIRECTORS OVERSIGHT ENVIRONMENTAL AND SOCIAL ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT POLICIES RISK MANAGEMENT OFFICER AND PROCEDURES UNDERWRITING** AND **ENVIRONMENTAL** PRE-SCREEN LEVEL **ENHANCED** STRESS TEST **PROCESS** ENVIRONMENTAL **PORTFOLIO DUE DILIGENCE**

#### **ENTERPRISE THIRD-PARTY MANAGEMENT**

Supply Chain Management has become more complex as our business expands and the regulatory environment tightens. New risks are emerging within the financial services industry as they pertain to cyber security, corporate reputation and the protection of customer and employee data, all of which are connected to PNC's supply chain activities. Not only is improving transparency in our supply chain a critical first step in mitigating these risks, but it is something our stakeholders increasingly are demanding.

PNC's Enterprise Third Party Management (ETPM) program provides a framework for inclusive and disciplined end-to-end relationship management, from the selection and onboarding of product and service providers to the ongoing monitoring of performance and risk.

During 2015, the company significantly enhanced its Enterprise Third Party Management program to mitigate risks that PNC could encounter when working with a supplier. Enhancements were designed to account for all risks inherent in third-party relationships, including reputational, financial viability, business continuity and information security risks, among others. To further reduce potential risks, PNC executives meet regularly with critical suppliers to review and measure performance, address potential issues and identify new business opportunities. These meetings allow PNC to better manage risks across the enterprise and to ensure that our suppliers adhere to PNC's policies and procedures, such as those related to customer privacy, anti-money laundering and cyber security.

Our Strategic Sourcing team is committed to ensuring that we have a responsible and diverse network of suppliers delivering high-quality and business-appropriate goods and services. PNC strives to purchase products and services from suppliers who share our values and who demonstrate the company's risk averse and sustainable business practices. PNC's supplier contracts, for example, include provisions to ensure that those companies providing us goods and services follow specific human rights and labor practices, adhere to a code of conduct and anti-bribery/anti-corruption practices, support our environmental sustainability efforts, comply with our supplier diversity program requirements and meet minimum performance standards and obligations.

## Supplier Advisory & Review Committee (SARC)

In 2014, PNC established the SARC, a cross-functional team of executives who are responsible for reviewing the overall risk exposure for third party engagements. The committee also evaluates the quality of engagements while providing guidance to help streamline the purchasing process. The creation of this committee has resulted in increased transparency and a more consistent and disciplined approach in reviewing and awarding third

#### **BUSINESS CONTINUITY**

PNC is committed to protecting the health and safety of its employees, contractors, customers and third parties and to safeguarding the company's products and services through business continuity, disaster recovery and crisis management planning.

In support of this commitment, PNC's Business Continuity Management program is responsible for identifying potential threats to the company, as well as the impacts of those threats. It provides a framework for building organizational resiliency and recovery capabilities that enable PNC to safeguard the interests of key stakeholders, as well as the company's brand, reputation and business. In addition to identifying and mitigating internal and external business disruptions, this program was designed to facilitate an efficient recovery of PNC's facilities, employee work, suppliers and technology in the event of a disruption.

The governance structure of PNC's business continuity program integrates a top-down direction and governance model through established risk committees, executive management, and clearly defined accountabilities and succession planning across PNC's business units and staff functions. This includes direct engagement of the Board of Directors, Executive Management and PNC management and staff, as appropriate. Furthermore, a Business Continuity Steering Committee, comprised of functional leaders across the organization, facilitates the ongoing review, prioritization and execution of business continuity strategies and initiatives.

PNC's Business Continuity Program also has established a crisis management strategy that encompasses crisis teams, crisis plans and standardized processes. A key component of this strategy involves close coordination with various agencies, authorities and organizations that also have an important role in responding to natural disasters, political unrest, cyber attacks and other incidents that carry potential risks to the company.

To ensure the success of this strategy and our larger business continuity program, we regularly track our progress in minimizing the impact of internal and external crises. In addition to evaluating our threats, including those related to employee health, technical failures and natural disasters, we analyze historical impacts, including loss of technology, suppliers, facilities and human capital. Such tracking allows us to identify trends and create processes to address future threats more efficiently.

# VIII. ENGAGING STAKEHOLDERS BUILDS TRUST



PNC Chief Customer Officer Karen Larrimer, soon to be head of Retail Banking, speaks with employees at an Executive Town Hall meeting in Raleigh, N.C.

Our success largely depends on strong relationships with our stakeholders. To develop and maintain these relationships, we must build trust and engage in two-way communication with our various stakeholder groups. We must be transparent in our words and actions and actively listen and respond to their questions and concerns. The table on the next two pages provides a few examples of how PNC communicates with, receives feedback from, and responds to, stakeholders:

In addition to actively communicating with and listening and responding to our stakeholders, we regularly monitor PNC and financial industry media coverage and social media conversations, which allows us to better gauge PNC's reputation in all of the regions in which we operate. Furthermore, our 2015 materiality analysis helped us to confirm which issues are most important to PNC and our stakeholders, and subsequently, where we should better focus our resources and attention.

STAKEHOLDER ENGAGEMENT **EMPLOYEES CUSTOMERS** COMMUNITIES Office of the Customer Community Development Banking team 35 executive town halls per year Daily emails and phone calls Daily interactions on social media Pre- and post-executive town hall Dedicated websites for various (Facebook, Twitter, LinkedIn) surveys community programs (PNC Legacy **CHANNELS AND FREQUENCY** Daily interactions on PNC Live Chat Project, PNC Grow Up Great, etc.) Employee engagement surveys Interviews (through PNC's materiality Daily customer surveys Daily articles published on PNC News analysis, among other initiatives) Online (intranet) Quarterly qualitative research, including Regular evaluations to identify program focus groups, ideation sessions and PNC News Online feedback mailbox successes and areas for improvement one-on-one interviews Occasional focus groups to help Connections, PNC's internal social research and develop educational Daily phone calls facilitated by PNC's media channel, and Connections forums materials, messages and strategies **Customer Care Center** Annual surveys (through PNC's Occasional surveys to measure the Interviews (through PNC's materiality materiality analysis, among other effectiveness of educational materials analysis, among other initiatives) initiatives) that were created to benefit school readiness Benefits PNC regularly and rigorously monitors Revitalizing our urban cores, where key topics and concerns raised by our people increasingly want to live and Development opportunities customers. Such topics include but work, remains a topic of interest in are not limited to account servicing, the communities we serve. PNC is The company's leadership customer service, data privacy, and frequently approached to provide product and services features and financial and civic support for programs benefits. PNC highly values customers' that ensure equitable development feedback and measures and tracks all benefitting legacy lower-income insights daily, weekly, monthly, quarterly, residents and quality of life, including semi-annually and annually. the arts, culture, and economic and

PNC's benefits are competitive with those of our peers and position the company for future growth. We always are listening to our employees and work hard to recognize and reward their accomplishments. These rewards include benefits, as well as development opportunities, which are available to all employees and independent contractors through PNC University. PNC also is focused on developing managers so they have the necessary tools and resources to help their teams grow their careers.

Concerns raised through our customer interactions are monitored and tracked, and are appropriately managed by dedicated teams that follow specific processes and procedures to respond to and resolve issues. Concerns raised through our Office of the Customer are addressed and/or shared with the appropriate business leaders for final resolution.

Feedback received through PNC's evaluations and interviews, among other channels, impacts grant and programming decisions. PNC consults both its own and outside experts when solutions may involve financial services. For example, after Baltimore erupted in violence that resulted in damage to approximately 350 mostly small and uninsured businesses, PNC created a loan fund to help impacted residents. PNC Community Development Banking also convenes regional advisory councils comprised of local community and bank leaders to discuss the needs of low- and moderate-income households and communities. These discussions often drive PNC's support of community initiatives, project financing and product and services enhancement.

workforce development.

SHAREHOLDERS	GOVERNMENT	SUPPLIERS	NON-GOVERNMENTAL ORGANIZATIONS
Quarterly earnings conference calls Investor conferences and presentations Investor meetings Annual meeting of shareholders SEC filings Investor outreach	Ongoing dialogue by senior leaders with regulators and Federal, State and Local government officials  Regular interactions through Government Relations and Regulatory Affairs teams  Participation in government-sponsored events and initiatives  PNC's Executive Committee and Regional Presidents organization, which regularly communicate with government officials  Participation in government outreach activities arranged by industry groups, including the American Bankers Association	Daily emails and phone calls  Quarterly, annual and bi-annual meetings during which PNC business leaders and executives meet with suppliers.  PNC's Supplier Portal  Interviews (through PNC's materiality analysis, among other initiatives)	Regular interactions on social media (Facebook, Twitter, LinkedIn, YouTube)  Daily/weekly emails and phone calls  Regular meetings  PNC employees' service on community boards of directors
Execution of PNC's strategic priorities  Ongoing low interest rate environment  Expense management  Capital returns  Sector credit quality	Capital and financial strength  Availability of, and fair access to, credit and banking services  Community reinvestment  Compliance with laws and regulations, including the laws governing money laundering and terrorist financing	The key concerns raised by our suppliers relate to the legal terms and conditions contained in PNC Master Agreements.  Specifically, the insurance levels and indemnification language that PNC and other large companies typically require of their suppliers may be unnecessary, irrelevant or challenging for smaller suppliers and engagements. Suppliers also voice concerns regarding the due diligence activities they must complete prior to working with PNC.	NGOs are most concerned with raising capital and better serving their communities.
PNC regularly and proactively communicates and facilitates a clear understanding of the company's strategic direction and resulting financial performance. We aim to address our shareholders' interests and concerns in a timely manner through our public written and verbal shareholder communication channels.	PNC maintains strong capital and liquidity positions  PNC provides businesses and consumers across its geographies access to a wide array of competitively priced lending and deposit services  PNC maintains robust, enterprise-wide fair lending and compliance programs  PNC Bank received an "Outstanding" rating under the Community Reinvestment Act	In response to suppliers' concerns, PNC has created a short form agreement that addresses lower risk and lower spend engagements whereby PNC can satisfy its risk mitigation obligations with less onerous terms and conditions. This new agreement has made it easier for small businesses to contract with PNC. Furthermore, while our thirdparty due diligence activities are in large part dictated by federal regulation, we work closely with our suppliers to assist them through this process.	PNC often responds by providing time and financial resources.

### SECTION IX 2015 GRI G4 INDEX

GENERAL Standard Disclosure Aspects and Indicators	Response	Location
Strategy and	Analysis	
G4 - 1		A Message from Our CEO, page 4
Organizationa	al Profile	
G4 - 3		PNC Corporate and Economic Profile, page 8
G4 - 4		For PNC's primary brands, PNC Corporate and Economic Profile, page 8. For PNC's products and services, PNC's 2015 10-K, pages 1 and 2.
G4 - 5		PNC Corporate and Economic Profile, page 8
G4 - 6	The sustainability topics covered in PNC's 2015 CSR report are relevant to all of the countries where PNC operates.	PNC Corporate and Economic Profile, page 9
G4 - 7	The PNC Financial Services Group, Inc. is a publicly owned company incorporated in the Commonwealth of Pennsylvania and headquartered in Pittsburgh, Pennsylvania. PNC's common stock is listed on the New York Stock Exchange and is traded under the ticker symbol "PNC." The PNC Financial Services Group, Inc. is the ultimate parent company within PNC's organizational structure and indirectly owns 100 percent of the outstanding stock of its sole subsidiary, PNC Bank.	
G4 - 8		PNC Corporate and Economic Profile, pages 8 and 9. PNC's 2015 10-K, pages 1 and 2.
G4 - 9	The vast majority of PNC's operations and employees are located in the United States. PNC's limited foreign operations are conducted through two foreign branches as well as certain subsidiaries. PNC Bank's only two foreign branches are located in Toronto, Canada and Nassau, Bahamas. PNC's principal foreign subsidiaries, both of which are indirect subsidiaries of PNC Bank, are:  Harris Williams & Co. Ltd., which provides financial advisory services to companies in the European Union through offices located in London, United Kingdom and Frankfurt, Germany; and  PNC Financial Services UK Ltd., which provides asset-backed commercial loans in the United Kingdom through offices located in London and several other locations in the U.K.	For assets and employees, Corporate and Economic Profile, pages 8 and 9. For beneficial ownership, PNC's 2015 Proxy Statement, pages 77 and 78. For products and services, PNC's 2015 10-K, pages 1 and 2.
	Assets, revenue and earnings attributable to foreign activities were not material in the periods presented.	
G4 - 10	An insubstantial portion of PNC's work is performed by workers who are legally recognized as self-employed or by individuals other than employees or supervised workers. Also, PNC does not experience significant variations in employment numbers.	Investing in Talent Pays Dividends, pages 11 and 12. PNC's 2015 10-K, pages 1 and 2.
G4 - 11	None of PNC's employees are covered by collective bargaining agreements.	
G4 - 12		Civic Engagement Drives Prosperity, page 38. Managing Risk Protects Our Stakeholders, page 53.
G4 - 13	There were no significant changes to PNC's supply chain during the reporting period.	For changes regarding PNC's retail banking business, Customer Focus Defines Our Business, page 22. For more information about the state of PNC's business, PNC's 10-K, pages 1 and 2.

		OTO ONI O4 INDEX
GENERAL Standard Disclosure Aspects and Indicators	Response	Location
G4 - 14	PNC has applied the precautionary principle in its approach to environmental challenges dating back to the late 1990s, when it first adopted green building practices to decrease operating expenses, increase employee satisfaction and reduce its environmental impact. In 2002, PNC became the first major U.S. bank to apply green building standards to all newly constructed or renovated retail branches and office buildings and now has more than 250 LEED-certified projects in 19 states, as well as Washington, D.C. and London. PNC's green building and energy management programs have helped the company reduce energy usage by 15 percent over the past five years.	For more information regarding PNC's management approach as it relates to the company's lending portfolio, Managing Risk Protects Our Stakeholders, pages 50 to 52.
	In addition to its internal operations, PNC has used the precautionary principle in how it manages environmental risk related to its lending portfolio.	
G4 - 15	PNC does not endorse or subscribe to any externally developed economic, environmental or social charters, principles or initiatives.	
G4 - 16	PNC holds a governance position in, participates in committees or projects of and/or provides substantive funding to the following associations and advocacy organizations: The Financial Services Roundtable, The Clearing House Association, Consumer Bankers Association, U.S. Chamber of Commerce Center for Capital Markets Competitiveness, Global Business Coalition on Education, Bank Administration Institute, National Futures Association, Commercial Real Estate Council, Mortgage Bankers Association, United States Green Building Council, United States Hispanic Chamber of Commerce.	
Identified As	pects Related to PNC's Materiality Analysis and Their Boundaries	
G4 - 17	The entity included in PNC's consolidated financial statement is The PNC Financial Services Group, Inc., which is covered by PNC's 2015 CSR report.	Consolidated Income Statement in PNC's 2015 10-K, pages 103 to 108
G4 - 18	In the spring of 2015, PNC conducted its first materiality analysis. The results of the analysis informed PNC's 2015 CSR report.	Priority Issues and Report Scope, pages 6 and 7
G4 - 19	The Aspects related to PNC's materiality analysis that largely define PNC's 2015 CSR report content include: Economic Performance, Product and Service Labeling, Marketing Communications, Customer Privacy, Market Presence, Indirect Economic Impacts, Local Communities, Anti-Corruption and Anti-Competitive Behavior.	
G4 - 20	For each Aspect related to PNC's materiality analysis that has impacts inside the organization, impacts occur across all of PNC's operation.	Priority Issues and Report Scope, page 7
G4 - 21	For each Aspect related to PNC's materiality analysis that has impacts outside the organization, impacts occur across all geographies of PNC's operation.	Priority Issues and Report Scope, page 7
G4 - 22	In 2015, PNC's Energy Management and Sustainability Group revised its methodology to more accurately and efficiently capture the company's energy data.	This revision is reflected and noted in the electronic version of PNC's 2014 CSR report, page 36.
G4 - 23	As 2015 marks PNC's first CSR report to follow the GRI Framework, this disclosure does not apply.	
Stakeholder	Engagement	
G4 – 24		Engaging Stakeholders Builds Trust, pages 56 and 57
G4 - 25	PNC's stakeholders include those who impact or are impacted by PNC and its operations. These individuals and entities may be connected to and interested in the company from an employment, business, investment, regulatory, legal and/or reputational perspective. PNC engages with all stakeholders through different channels and with varying frequency.	Engaging Stakeholders Builds Trust, page 55
G4 – 26		Engaging Stakeholders Builds Trust, pages 56 and 57
G4 – 27		Engaging Stakeholders Builds Trust, pages 56 and 57

### **2015 GRI G4 INDEX**

2013 OKI 04 INDEX			
GENERAL Standard Disclosure Aspects and Indicators	Response	Location	
Report Profile			
G4 – 28		Priority Issues and Report Scope, page 7	
G4 - 29	February/March 2015	Priority Issues and Report Scope, page 7	
G4 - 30	Annual		
G4 - 31		Contact Us, page 63	
G4 - 32		Priority Issues and Report Scope, page 7	
G4 - 33	PNC's CSR report was not externally assured. All environmental data will be assured by Bureau Veritas.  Any changes to this environmental data as a result of verification will be reflected in the online version of PNC's report by June 2016.		
Governance			
G4 - 34		Strong Governance Supports Sustainable Business, pages 42 and 43	
Ethics and Int	egrity		
G4 - 56			

SPECIFIC Standard Disclosure Aspects and Indicators	Response	Location
Economic Pe	rformance	
DMA		For management approach, PNC Corporate and Economic Profile, page 10. For PNC's community investment strateg Civic Engagement Drives Prosperity, pages 30 to 32 and 34 to 35.
EC1		For direct economic value generated and distributed, PNC Corporate and Economic Profile, page 10 and PNC's 2015 10-K, pages 103 to 108. For breakdown of community investments by theme, Civic Engagement Drives Prosperity page 31.
EC2		PNC's 2015 CDP report, sections 5.1a to 6.1c
EC3		PNC's 2015 10-K, pages 170 to 180
DMA		Civic Engagement Drives Prosperity, page 30
EC6	In alignment with its commitment to the communities in which it conducts business, PNC makes a concerted effort to hire senior managers from these communities. In addition to seeking talent from our local communities, we frequently promote from within the organization, giving high-performing managers and employees an opportunity to advance their careers by taking on leadership roles.	
	Note: PNC does not track the number or percentage of senior managers hired from its communities.	
	Significant Locations of Operation: For the purposes of this report, PNC considers Pittsburgh, Pa., Cleveland, Ohio, Philadelphia, Pa. and Washington, D.C. to be its significant locations of operation. Pittsburgh is PNC's headquarters location; Cleveland was the headquarters location of National City, which PNC acquired in 2008; Philadelphia is PNC's largest retail presence; and Washington, D.C. is significant due to its PNC predecessor bank and regulator presence.	
	Senior Managers: For the purposes of this report, PNC defines a senior manager as someone who is responsible for the strategic management, leadership and direction of a business segment or staff function. Senior managers are seasoned leaders with extensive business experience and broad and deep functional expertise. They are significant members of the management team and often represent the organization in dealings with clients and external entities. A senior manager often reports to one of the company's 13 Executive Committee members, who report to PNC Chief Executive Officer Bill Demchak, or to one of the Executive Committee members' direct reports.	

### **2015 GRI G4 INDEX**

SPECIFIC Standard Disclosure Aspects and Indicators	Response	Location
Indirect Econ	omic Impacts	
DMA		Civic Engagement Drives Prosperity, page 30
EC7		Civic Engagement Drives Prosperity, pages 33, 35, 36, and 37
Local Comm	unities	
DMA		Civic Engagement Drives Prosperity, page 30
S01	Prior to purchasing an existing building or land for new construction, PNC conducts an environmental impact assessment to confirm a particular site's history and identify potential risks. Among other items, PNC evaluates the sites for potential risks, including soil and groundwater contamination and indoor air quality issues. PNC's assessments are designed to help ensure a healthy work environment for employees, to reduce PNC's operational and maintenance needs and costs, and to meet state and federal requirements.	Civic Engagement Drives Prosperity, pages 30 to 37
FS14		Customer Focus Defines Our Business, page 18
Anti-Corrupt	ion	
DMA		Strong Governance Supports Sustainable Business, page 39
S03	All of PNC's businesses are assessed for risks related to corruption.	Strong Governance Supports Sustainable Business, pages 39 and 40. For risk factors that impact PNC, PNC's 2015 10-K, pages 16 to 27.
Anti-Compet	itive Behavior	
DMA		Strong Governance Supports Sustainable Business, page 39
S07	In 2015, PNC faced no legal actions for anti-competitive behavior, anti-trust, and monopoly practices.	
Product and	Service Labeling	
DMA		Customer Focus Defines Our Business, pages 26 and 27
PR5		Customer Focus Defines Our Business, page 18
Marketing Co	ommunicaitons	
DMA		Customer Focus Defines Our Business, pages 26 and 27
PR7		Customer Focus Defines Our Business, page 27
Customer Pr	ivacy	
DMA		Customer Focus Defines Our Business, page 20
PR8	In 2015, PNC experienced no reports of malicious systems intrusions and hacking.	Customer Focus Defines Our Business, page 20

## X. CONTACT US

For questions about this report, please call 412-762-4550 or email corporate.communications@pnc.com.

For customer inquiries, please call 1-888-PNC-BANK.

For shareholder inquiries, please call 800-843-2206.

For investor inquiries, please email investor, relations@pnc.com.

For community inquiries, please email community.development@pnc.com.

For media inquiries, please call 412-762-4550 or email corporate.communications@pnc.com.

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The content in PNC's CSR report is accurate as of December 31, 2015. Any updates or changes to this report will be reflected in the online version of our CSR report, which can be found at www.pnc.com/csr.

This CSR report should be read in conjunction with PNC's 2015 Annual Report and Proxy Statement, both of which contain additional information about our company. This report uses certain terms, including those that the GRI sustainability reporting guidelines refer to as "Material Aspects," to reflect the issues of greatest importance to PNC and our stakeholders. Used in this context, these terms should not be confused with the terms, "material" or "materiality," as defined by or construed in accordance with securities law, or as used in the context of financial statements and financial reporting. Furthermore, any forward-looking statements contained in this report should not be unduly relied upon, as actual results could differ materially from expectations. For more information about such statements, please refer to the "Forward-Looking Statements" and "Risk Factors" sections of our Form 10-K in PNC's Annual Report for the year ended Dec. 31, 2015, which can be found at www.pnc.com/investorrelations.

This material does not constitute an offer or solicitation in any jurisdiction where or to whom it would be unauthorized or unlawful to do so.

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