

TO OUR STAKEHOLDERS:

To say that 2020 has been challenging would be an understatement. We are living in a truly extraordinary time and experiencing an unprecedented level of change — for our world, for our country and for our company. But as I have shared with our employees, it's in moments like this that we must move forward, focused on making the next right decision and fulfilling our obligations to each other, our customers, our communities and our shareholders.

Now more than ever, I'm grateful to lead a company that is built on a foundation of strong values and that is committed to looking out for the best interests of our key stakeholders. Because of these values and our focus on supporting the unique needs of each of our constituents, we're navigating this extraordinary time from a position of strength.

In this moment, as we find ourselves at the convergence of a global health crisis, economic decline and one of the most significant civil rights movements of our time, we have an opportunity. We have an opportunity to respond in a way that helps drive meaningful and sustainable change for those who need it the most. Not only will we weather this storm, but we will come out even stronger and more resilient.

This moment matters. Our response matters. And I am stubbornly committed to making sure PNC gets it right.

In light of the current environment, we made the difficult decision to forgo publishing our full 2019 CSR Report, choosing instead to focus on our evolving response to both the COVID-19 pandemic and its economic impacts, as well as efforts underway to end systemic racism and empower Black Americans and low- and moderate-income communities.

That's not to say we've lost sight of the many ongoing issues that we have monitored and reported on over time. Those issues remain a priority. Managing climate risk, enabling sustainable finance, lending responsibly and supporting quality early childhood education — among other matters — are critical pieces of our commitments to our employees, customers, shareholders and communities. But as we react in real time to further strengthen our business and our company in the face of these unprecedented challenges, it's important for me to use this opportunity to share with you some of the steps we are taking to become ever more responsive to our stakeholders' most pressing concerns.

Our Commitment to Racial Justice

It is abundantly clear that our country has been unable to effectively address racism in its various forms, including discrimination, bigotry, unconscious bias, economic and health disparities, and violence. For this reason, living our values — particularly diversity and inclusion but also equity and mutual respect — has never been more critical.

PNC is against discrimination in every form. Embracing and promoting diversity, equity and inclusion is not about being politically correct, or even about complying with the law. It's about being a better company, a better employer, a better neighbor and a better investment.

To that end, we have made considerable progress. Over the past few years, we have:

- Broadened our definition of diversity and inclusion to go beyond race, ethnicity and other factors to reflect the value of diverse perspectives and experiences
- Introduced and continued to refine a Diversity Trends Tool for managers that provides a view of talent trends and models how manager decisions influence diverse representation in hiring, promotions and terminations

- Incorporated “Includes Intentionally” as one of our Leadership Standards, which define the behaviors expected of all PNC leaders
- Trained 99% of people managers on unconscious bias and 97% of people managers on microbehaviors
- Achieved record high membership in our Employee Business Resource Groups (EBRGs) with 10,000 members, and more than 2,300 employees actively engaged in our EBRG mentoring programs
- Held our inaugural Black Leaders Forum in February 2020, with more than 130 leaders engaging in candid discussion on both our challenges and our opportunities in recruiting, advancing and retaining Black leaders and employees

Additionally, our commitment to diversity, equity and inclusion has helped to guide our efforts around economic empowerment:

- In 2019, PNC provided \$6.7 billion in small business loans, including nearly \$250 million in micro-lending to small businesses.
- Since 2016, we’ve provided financial education to more than 770,000 people.
- PNC has earned an “Outstanding” rating under the Office of the Comptroller of the Currency’s Community Reinvestment Act (CRA) since those exams began more than 40 years ago.
- PNC Grow Up Great®, our multi-year, bilingual early childhood education initiative, focuses on helping children, families and others in diverse and low- and moderate-income neighborhoods. Since its 2004 inception, the program has benefited more than 6.6 million children through grants and educational programming.

Notwithstanding this significant progress, we must do more to help end systemic racism and drive change in the areas where we can have the greatest impact. We must continue to actively and consciously work toward equity, with kindness, compassion and — most importantly — a clear sense of responsibility.

In June 2020, PNC committed more than \$1 billion to help end systemic racism and support the economic empowerment of Black Americans and low- to moderate-income communities. As outlined in our [announcement](#), the majority of this commitment will come to life through our work in community development banking. PNC’s community development banking team works to boost the quality of life in low- and moderate-income neighborhoods through financial education, consumer programs, and community development lending and investing. Although our commitment to low- and moderate-income communities is not new, we are now approaching this work with a more deliberate focus on the Black community.

This commitment also encompasses \$50 million in additional charitable support for national and local work that will help eliminate systemic racism, promote social justice, expand financial education and workforce development initiatives, and enhance low-income neighborhood revitalization and affordable housing.

While more than \$1 billion in financial commitments is important, its impact is dependent on solid organizational infrastructure and clear accountability. To that end, PNC appointed Richard Bynum as the company’s first Chief Corporate Responsibility Officer in July 2020. In this new role, Richard will serve as a member of PNC’s Executive Committee, reporting directly to me.

Under Richard’s leadership, our Diversity and Inclusion, Community Development Banking, and Community Affairs and Corporate Social Responsibility teams have been realigned to form a single organization. This will allow for a more efficient and seamless implementation of our \$1 billion commitment, among other benefits.

Given the critical role of this work — inclusive of our intensified focus on the recruitment, retention and advancement of Black talent and enhancement of our internal systems to improve racial equality — we have formed a special sub-committee of the PNC Board of Directors to focus on equity and inclusion and to help oversee our efforts.

We also recognize that meaningful change requires a commitment from each and every one of us, and PNC employees are rising to the challenge, voicing their desire to support our efforts. Among other steps we have taken and will continue to take to engage our employees is our enhancement of our existing matching gift program to include qualifying nonprofit organizations that support economic empowerment and social justice educational efforts. In addition, PNC employees have the opportunity through our internal employee recognition system to earn Spotlight Points, which, if employees choose, can be used to make donations to nonprofit organizations. We've added recipient organizations working for civil liberties, racial and social justice, and equal access to education. Finally, we are expanding our volunteer time-off policy — previously focused exclusively on PNC Grow Up Great — to encompass qualifying social justice and economic empowerment nonprofits, giving employees up to 40 hours of paid time off each year to volunteer in support of these causes.

Internally, we also are committing to an intensified focus on the recruitment, retention and advancement of diverse talent; a more comprehensive and sustained effort to create a more inclusive culture at PNC; and a focus on enhancing our internal systems to improve racial equity. As a first step, and building on our February 2020 Black Leaders Forum, thousands of employees participated in dialogue on diversity, equity and inclusion in sessions led by PNC leaders across the company. This included a series of virtual town halls led by members of PNC's Executive Committee. These sessions, open to all PNC employees, were designed to surface candid, transparent insights on the experiences of our colleagues, and what we as a company can do to drive meaningful change. Additionally, to further enhance transparency around our workforce demographic data, we will begin providing our EEO-1 data in calendar year 2021.

Our Effort to Address a Global Pandemic

As I mentioned earlier, our responsibility to support all of our stakeholders — from our employees and customers to our communities and investors — has never been more important. As a bank, we recognize our role as a pillar of the communities we serve, and we are actively working to meet the unique needs of those affected by the economic disruption caused by the COVID-19 pandemic. Equally important, we have taken a number of steps to help ensure the safety of our employees and customers.

First, we implemented a work-from-home strategy for employees whose jobs can be performed remotely, and these employees will continue to perform their jobs remotely until at least January 2021. For team members who must be on site, we instituted a variety of safeguards, including temporary adjustments to retail branch access, operating primarily in drive-up-only mode; social distancing policies; and two-week, split-team rotations for frontline and operations employees, who received paid time off for the two-week periods when they were not on site. In addition, employees are also eligible for up to two weeks of paid time off for child or elder care.

Second, PNC helped thousands of business customers apply for emergency relief loans through the Federal Government's Paycheck Protection Program (PPP). Our employees worked tirelessly and often through the night to process these loan requests in accordance with the Small Business Administration's requirements, ultimately funding \$13.7 billion of PPP loans during the second quarter of 2020.

I would be remiss if I did not acknowledge PNC's Technology & Innovation employees, who were critical in allowing us to register these loans. In what would normally have taken months to complete, they developed a digital online PPP loan application portal, creating a start-to-finish digital process for applying, registering, underwriting, electronically signing, and automatically funding and booking PPP loans — in just days.

As the PPP program prepared to launch in early April, it became clear that our Business Banking Lending Center team, which normally handles small business loans, would need additional support. My leadership team and I put out a companywide emergency call for help — and thousands of employees responded.

Approximately 10% of the PNC workforce either took on extra work and hours or pivoted completely from their day jobs to a variety of tasks associated with booking and processing PPP loans. These actions were enabled by the willingness of other PNC team members to provide coverage for their re-assigned teammates.

PNC's response to increased demand for these loans highlights our ability to support the small businesses in communities across our footprint. Of the more than 73,000 PNC PPP loans processed and registered with the Small Business Administration:

- 85% were from PNC's Business Banking segment, which serves businesses — including nonprofits, sole proprietors and independent contractors — with less than \$5 million in annual revenue.
- Approximately 80% of these registered loans were for amounts of \$150,000 or less, and the average loan size was less than \$185,000.
- More than 15,800 of the loans were for borrowers located in low- to moderate-income census tracts, and more than 4,500 of the registered loans were for nonprofit organizations.

To further support small businesses that may lack access to traditional financial institutions, PNC committed more than \$50 million to eight Community Development Financial Institutions (CDFIs) throughout the country to support CDFI origination of PPP loans in potentially underserved geographies and sectors.

The first PNC customers received PPP loan funding on April 12 — a Sunday — which was possible using PNC's 24-hours-a-day, 7-days-a-week, Real-Time Payments (RTP). More than 95% of PPP payments were made via RTP, providing immediate relief to small business customers in need.

The dedicated efforts of so many PNC employees, including thousands who volunteered to take on new assignments to review, document and close PPP loans, has allowed us to support small businesses across the communities we serve, as well as the broader U.S. economy. This collective effort was nothing short of inspiring, and I've never been more proud of our employees, who not only rose to the challenge but did so while managing the pandemic's impacts on their personal lives as well.

In April 2020, PNC announced a \$30 million philanthropic commitment to support communities in their efforts to respond to the economic and societal effects of the pandemic. Under the leadership of our Regional Presidents, each PNC market identified grant opportunities that provide the greatest local impact in the areas of food insecurity and shelter; early education; and online resources that enhance access to information, programs and tools for those in need. The \$30 million will be dispersed by the end of 2020.

Good Stewards of Capital

In May 2020, we announced that PNC would sell its nearly 22% stake in BlackRock. We sold all but 500,000 shares, which were donated to the PNC Foundation.

The \$14 billion realized in the sale further strengthens PNC's ability to support its customers, communities, employees and shareholders during the economic downturn caused by the COVID-19 pandemic. With the fairly substantial and sustained disruption across the financial landscape, the BlackRock sale also positions PNC to maneuver offensively, bolstering its already healthy position from a capital and liquidity perspective.

As good stewards of shareholder capital, we have consistently reviewed options to unlock the value of our investment in BlackRock. Doing so now allows us to realize a substantial return on our investment, leaving PNC very well-positioned to take advantage of potential investment opportunities that history has shown can arise in disrupted markets.

2019 Progress

In many ways, 2019 feels like a lifetime ago, but we recognize that providing our stakeholders with continuity of our progress is important, even in the face of shifting societal pressures. We're pleased to be including our 2019 scorecard in this document, which provides a road map of how PNC is progressing against several key environmental, social and governance (ESG) metrics over time.

In 2019, we again delivered excellent financial results, navigating the rapidly changing landscape across our industry while building on our legacy of creating positive impacts across our markets. We helped our clients achieve their financial goals in convenient, secure and rewarding ways. We invested substantially in the health,

wellness, long-term financial well-being and development of our employees. And we worked with our partners — employees, investors and community organizations across the country — to build vibrant, healthy, sustainable communities.

Our team's commitment to this work has not gone unnoticed. We were the highest-rated bank on *Barron's* 100 Most Sustainable Companies list in 2019 and included in *Newsweek's* 2019 list of America's Most Responsible Companies. We were ranked #1 by CreditSights in the inaugural launch of their ESG model for regional banks. And we score in the top 10% on State Street's R-Factor, a tool used to measure the performance of a company's business operations and governance as it relates to financially material ESG challenges.

Creating Impact for Customers

Our customers have very diverse needs, and we're proud to serve all of them. We design our services and facilities to be inclusive for customers at every level of income, physical ability and stage of life. As our customers' needs shift, we listen and evolve our offerings accordingly.

In 2019, we were named a leading bank for services ranging from credit cards to loans to accounts for students by various publications and research organizations. We saw our Net Promoter Score — a measure we use to track customer satisfaction — rise. And we continued the digital expansion of our national retail banking business launched in recent years to respond to changing consumer preferences and the opportunity to participate in new markets.

In our Corporate & Institutional Banking (C&IB) business, we strengthened our commitment to sustainable finance by enhancing our Responsible Investing strategy and establishing a Renewable Energy Financing Group, focused on financing solar and wind projects. In 2019, we were only the third U.S. bank to issue a green bond, raising \$650 million to support initiatives aligned with the transition to a low-carbon economy.

We've leveraged what we've learned to establish a Sustainable Finance practice within our Debt Capital Markets team, focused on advising our clients on issuing their own sustainability-focused debt.

Our customers also trust us to keep their financial transactions convenient and safe, a responsibility that we keep top of mind in every decision we make. We continue to invest in advanced data security and privacy tools, including an advanced platform that analyzes transactions for suspicious activity and systems that are designed to protect against identity theft and fraudulent account openings by improving our ability to validate customers' identities.

Creating Impact for Communities

We take pride in how we serve the communities where we do business, and treat each market we enter as a home town. That means listening carefully, making important decisions locally, and investing consistently in early childhood education, arts and culture, and economic development initiatives, among other priorities.

In 2019, we contributed more than \$80 million in philanthropic funds to many worthy community organizations, and facilitated community development through innovative programs like our Opportunity Zone Fund, which financed projects from business incubators to affordable housing in low- to moderate-income communities.

Also, PNC Grow Up Great, our signature philanthropic program in early childhood education, celebrated its 15th anniversary in 2019, which we commemorated with new educational resources and an additional \$150 million in funding to extend the program, now a \$500 million initiative. In 2019 alone, the PNC Foundation awarded more than \$18 million in grants, and our employees volunteered more than 123,000 hours to support Grow Up Great.

Creating Impact for Employees

We are committed to ensuring a diverse, inclusive and equitable workplace where employees at all stages in their careers have opportunities to grow. This commitment begins at the very top of our organization, with a

focus on building and maintaining a diverse Board of Directors — women comprise 33% of our independent Board Directors and people of color 25%. And I'm proud that PNC's executive leadership team continues to be increasingly diverse, with four of my 11 direct reports being women and two being people of color.

We're focused on developing stronger talent pipelines, mentorship programs, training and leadership development tools, and better feedback systems that help us listen carefully to employees' needs and monitor the quality of management they're receiving. In addition, we are fully committed to pay equity and regularly review our pay practices to ensure that employees are being compensated fairly and consistently across roles. Pay equity also plays a critical role in creating an inclusive culture and attracting and retaining diverse talent so that we can better compete in the marketplace, which are key elements of our Talent-Focused Culture. We are proud that, on average among our employees, women are paid 99% of what men are paid and minorities are paid 100% of what non-minorities are paid within like roles. Our pay analysis accounts for factors such as time in job, performance and geography.

In 2019, our efforts to create an inclusive culture, including our LGBTQ+ supportive policies and resources for employees with a disability, earned us numerous third-party accolades. And since 2015, the percentage of women represented at each level of seniority in our organization has risen between 2% and 6%, and the percentage of people of color at each level of seniority has risen between 2% and 4%. Nearly all of our people managers participated in unconscious bias and microbehaviors trainings during 2019, and we plan to extend this training to all employees in 2021.

We also saw increases in the number of employees participating in Employee Business Resource Groups, taking advantage of the 40 hours of paid time off offered for PNC Grow Up Great volunteering, and providing positive feedback through internal surveys, indicating our investment in creating an engaged workforce is yielding results.

Creating Impact for Investors

Our goal is to return value to our shareholders in ways that inspire confidence in our governance, business strategy and day-to-day operations. We actively manage ESG risk at both the transaction and the portfolio levels, demonstrate transparency around climate risk, and work to ensure that our Board of Directors has the diversity, knowledge and experience to provide effective guidance and oversight in rapidly changing times.

We're eager to engage directly with our stakeholders on ESG issues, and meet with a number of investors, community activists and others throughout the year. Our philosophy when it comes to stakeholder engagement — whether in conversation with investors, activists, community-based organizations or our own employees — is to be transparent about our processes and procedures; to listen, share and learn; and to use what we've learned to make the best possible decisions for PNC and all of our stakeholders.

When it comes to making lending decisions within our C&IB business, it's important to us that our business decisions are aligned with our public ESG commitments and with our corporate values. Our stakeholder engagement process allows us to collect feedback from concerned parties, and we pair this feedback with our Environmental & Social Risk Management framework, which is designed to help us manage and monitor the environmental, human rights and other social risks within our C&IB business.

In 2019, we developed employee training on our Environmental & Social Risk Management framework for C&IB employees. Designed to be modular, the framework can be enhanced as new issues arise that are material to our industry, and provides us with a quick way to inform employees about changes in our approach. For example, careful review of the industries in which we have exposure led us to a decision to not extend new credit to customers operating private prisons. Conversely, in consultation with a local community group, we reviewed our exposure to the nuclear weapons industry. PNC's exposure to this industry is extremely small and focused on large, diversified firms involved in many industries beyond nuclear defense, including things like commercial aircraft, manufacturing, infrastructure, healthcare, renewable energy and

watershed management. These are not industries that stand in opposition to our ESG commitments or corporate values, and no changes were proposed as a part of our review.

To help us stay on course in managing sustainability issues, in 2019 we joined the CERES Company Network — a respected cohort of responsible companies partnering to advance sustainability performance. And in keeping with our commitment to transparency and supporting the transition to a low-carbon economy, we formally endorsed the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and have begun assessing the work necessary to integrate the recommendations into our business operations. We also set a goal to purchase 100% of our electricity from renewable sources by 2025, which is in addition to our goals to reduce our greenhouse gas emissions, and our use of energy and water.

2020 and Beyond

As we move forward, we remain committed to constantly engaging all of our stakeholders, being as transparent as possible, and using what we learn to better look after our business, our employees, our clients, our communities and our environment.

Thank you for your continued partnership. Your engagement will be crucial to our progress moving forward. Complex problems require collaboration and conversation, and we'll continue to need your help in understanding and responding to the important ESG and business matters that lie ahead.

We don't have all the answers to the challenges facing our country today, or those we will face in the future. But we are committed to acting on and influencing what is within our control.

This moment matters. It matters that we commit to listening and learning. Most importantly, it matters that we commit to *doing*, based on what we learn from our employees, our clients, our investors and our communities.

As always, I welcome your feedback on our progress, challenges and opportunities to create new and greater impacts together.



BILL DEMCHAK

PNC Chairman, President and Chief Executive Officer