

2023

CORPORATE SOCIAL RESPONSIBILITY REPORT



PINNACLE'S COMMITMENT TO CORPORATE SOCIAL RESPONSIBILITY

Banking is a business of improvement. We work to help improve people's finances, businesses and homes. We seek to help improve their standing in the world and the legacies they leave to their families.

That daily work has a cumulative effect that reaches outside of the direct service we give to clients. It should help improve quality of life for an entire community and as many communities and people as we can.

We at Pinnacle make intentional and strategic efforts to meet that responsibility. It's baked into our reason for being, the "why" behind our firm and the vision that we drive toward:

- We strive to be the best financial services firm and the best place to work in the Southeast.
- We seek to make a significant positive impact on the communities we serve.
- Because we believe every single person deserves a great place to work and a great place to do business.
- Because we believe that people are important and that every individual makes a difference.

Our mission, vision and values are so much a part of our DNA that it can be challenging to quantify the impact we make. Volunteer projects, charitable donations, affordable housing investments and the like are easy to measure. It's much more difficult when you have a firm made up of 3,400 difference makers all giving discretionary effort to making someone's day brighter or helping a client or stranger in trouble.

Still, this report is our best effort at calculating the level of improvement we've brought to the lives of our stakeholders, our communities and the world at large and to more fully account for and contextualize the work that can't be measured in numbers.

This is how we worked to take everybody with us in 2023.



Improving quality of life for our associates.

Pinnacle has made huge strides in increasing the diversity of its associate base and leadership team since 2020. Important as that is, increasing demographic percentages is only one piece of work. Our dedicated DEI team, along with nearly 200 associates voluntarily serving on locally based DEI Councils, have also worked diligently to instill a sense of inclusion and belonging by engaging associates in events designed to inform, broaden perspectives and spur conversation. More than 300 such events took place firm-wide and at a local level in 2023, including a Pinnacle Forum for clients and associates and 180 "Connection Lunches" bringing together two or more associates from different backgrounds to share a meal and conversation.



Improving quality of life in our communities.

While it would be enough to tick the right regulatory boxes and meet the minimum requirements set forth for community lending, Pinnacle has developed a bold new vision for reaching historically underserved and underbanked communities. In redesigning our community lending program, we have increased the number of associates dedicated to this specialty while also pushing more responsibility, strategy and decisions to the local level. Now we move forward executing a new model for fighting for economic equity and shared prosperity with dedicated offices to serve as hubs for specialized expertise, products and partnerships. The financial professionals who feel called to serve this purpose are armed with customized financial products and an empathetic and trauma-informed approach to putting people on a path to financial success.



Improving quality of life for everyone.

Our responsibility to improve quality of life does not stop at the borders of our markets. Decisions and actions on our climate can have an impact on the world at large. As a major financial institution, we are committed to helping safeguard our environment and managing climate-related risks responsibly. Through the work of two separate Climate Sustainability Committees—one for the board of directors and another for management—Pinnacle is preparing to meet regulatory requirements and respond to the threats and opportunities related to climate change and the carbon transition. This includes potential financial risks to our own firm, Pinnacle's direct environmental impact and the needs of our clients to mitigate risk and improve their business outcomes on matters of climate change and carbon transition. We are preparing to serve as advisors for our clients and connectors to industry experts who can help them manage a changing economy and reduce their own impact.

THE BEST PLACE TO WORK IN THE SOUTHEAST

3,399
Associates

94%
Retention Rate

97.2% of associates say Pinnacle is a great firm where associates want to work

96.2% of associates say they are given the responsibility and freedom to do their jobs

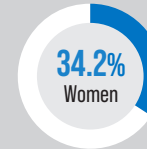
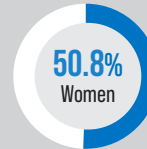
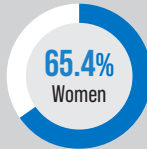
93.2% of associates say Pinnacle gives them the flexibility to maintain balance in their lives

10,000+

Pinnacle Cares packages sent to sick and grieving associates and clients since 2020



ASSOCIATE DIVERSITY



INCLUSION & BELONGING

ON A GREAT PLACE TO WORK® SURVEY, PINNACLE ASSOCIATES FEEL POSITIVELY ABOUT THE FIRM'S APPROACH TO:



99% believe people here are treated fairly regardless of their sexual orientation (benchmark: 96%)

98% believe people here are treated fairly regardless of their race (benchmark: 94%)

98% believe people here are treated fairly regardless of their gender (benchmark: 93%)

94% believe people here are paid fairly for the work they do (benchmark: 76%)

91% believe promotions go to those who best deserve them (benchmark: 78%)



198 associates serving on 14 locally based DEI councils



7 DEI firm-wide events



125 DEI local events



180 DEI Connection Lunches

FROM INTERNAL SURVEYS:



Our Firm's policies and practices ensure fair treatment for all associates.
91% OF MINORITIES | 91% OF WOMEN



Our Firm's culture is special - something you don't find just anywhere.
97% OF MINORITIES | 96% OF WOMEN



There are associates here who I consider my friend.
96% OF MINORITIES | 98% OF WOMEN



The Leadership Team shows a genuine interest in the well-being of associates.
96% OF MINORITIES | 95% OF WOMEN

COMMITMENT TO COMMUNITIES

\$1.74 BILLION

committed to investments and lending for low- to moderate-income housing, small business and minority-owned institutions, as well as grants to nonprofits, including:

\$902.6 MIL.

committed investment in community development to support affordable housing, small business and minority-owned institutions

33,643

associate volunteer service hours, including:

3,718 SERVICE OPPORTUNITIES

2,189 HOURS FOR HABITAT FOR HUMANITY

744 HOURS FOR JUNIOR ACHIEVEMENT

\$361 MIL.

in investment commitments

4,653 UNITS OF AFFORDABLE RENTAL HOUSING

707

Mastermind students taking a series of classes on growing their businesses and improving their personal finances

625 TOOK BUSINESS MASTERMIND ACROSS 78 COHORTS

82 TOOK CONSUMER MASTERMIND ACROSS 11 PILOT COHORTS

\$213 MIL.

in home loans for low- to moderate-income individuals and families

1,359 TOTAL HOME LOANS

2 PEER CENTERS* serving as hubs for financial services and improvement in historically underserved and underbanked communities



'24

3 PEER Centers opening in 2024

'25

3 PEER Centers in the pipeline for 2025 and beyond

**Pinnacle Economic Empowerment Resource Centers*

\$403 MIL.

in funding through the Community Investment Tax Credit program in Tennessee

COMMITMENT TO OUR CLIMATE

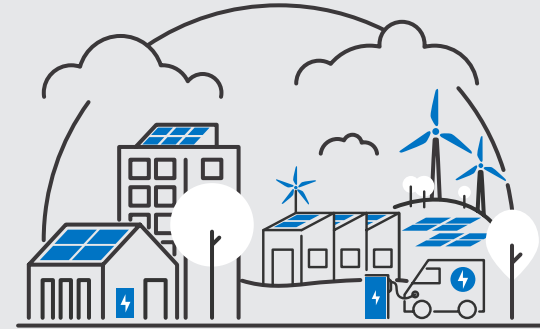
2 CLIMATE SUSTAINABILITY COMMITTEES (BOARD AND MANAGEMENT) FOCUSED ON:

PINNACLE'S DIRECT IMPACT

OPPORTUNITIES TO HELP CLIENTS MITIGATE RISK AND ADAPT TO THE CARBON TRANSITION

POTENTIAL FINANCIAL RISKS FROM CLIMATE CHANGE AND THE CARBON TRANSITION

REGULATORY REQUIREMENTS



SOLAR CAPITAL ADVISORY

\$128 MIL.

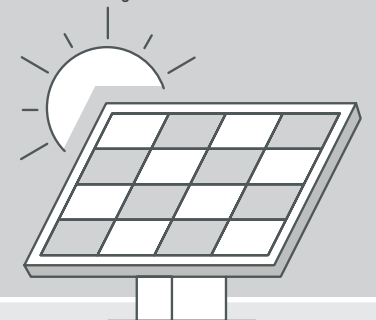
in construction loans for utility-scale projects in 2023

\$180 MIL.

in solar sale-leaseback agreements

\$17 MIL.

in solar partnership lending



TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EXCITED ASSOCIATES	Create the best place to work in the Southeast.		
	<p>Work environment survey Our annual survey asks 25 multiple-choice questions and three open-ended questions. We share the unedited feedback with all associates and establish firm-wide and team-based initiatives for improvement.</p>	<p>96% of associates agree or strongly agree Pinnacle’s culture is truly special.</p> <p>74.1% of associate responses to the 25 questions on our survey were “top box,” meaning associates strongly agree.</p> <p>See full survey results, including responses broken down by demographic.</p> <p>In a 2023 Great Place to Work™ survey of associates, 98% said they are proud to work at Pinnacle (benchmark is 92%).</p>	<p>75% “top box” rating is our overall goal. We will continue our current strategy.</p> <p>Based on survey feedback in 2023, we planned for the following initiatives in 2024:</p> <ul style="list-style-type: none"> • Increase bereavement leave for immediate family members from 3 to 5 days • A “Re-Orientation” initiative to give tenured associates the excitement and energy of the Day 3 Orientation experience • CEO-hosted Monday meetings for closer connections to associates • Other improvements related to technology and internal communications
<p>Listening to associates We listen to associates continuously so we know what’s going well, what needs improvement and how they’re feeling at any particular time. All leaders are encouraged to seek feedback regularly, and our CEO and senior leaders conduct formal listening sessions with associates.</p>	<p>89.8% of associates say they are comfortable expressing opinions on issues that are important to them.</p> <p>89.0% say they have opportunities to contribute to important decisions.</p> <p>Senior leaders and regional presidents held more than 50 listening sessions with a cross-section of associates on a range of topics, including 6 held by the CEO.</p> <p>Pinnacle’s 14 market-based Diversity, Equity and Inclusion Councils count 198 associates in their ranks providing continuous feedback and development opportunities for leaders and all associates across the firm.</p>	<p>Continue our current strategies.</p> <p>Our CEO plans for 4 listening sessions in 2024. Senior leaders and market leaders plan to host at least as many listening sessions as they did in 2023 for continuous feedback and improvement.</p>	

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EXCITED ASSOCIATES	<p>Associate orientation Our CEO hosts a 3-day orientation focused exclusively on our mission, vision and values.</p>	<p>Pinnacle hosted nearly 700 associates for eight in-person orientation sessions, each led by CEO Terry Turner and other leaders across three days. A cross-functional team of 50 associates helped support orientation with planning, logistics, associate support and more. Pinnacle’s orientation has a casual, conference-like feel with a pep rally atmosphere and includes multiple opportunities for social interaction between new associates, veterans, leaders and across geographies. One such opportunity is a songwriters night with a private concert from some of Nashville’s premier songwriters.</p>	<p>We have plans for four sessions in 2024 to include all new hires for the year. We continuously update orientation materials and presentations and continue emphasizing team building activities and going over the wall.</p> <p>We are also introducing a “re-orientation” option for veteran associates who want to relive the experience and re-energize their cultural adoption. We expect up to 300 associates to take part in this pilot in 2024, with potential for growth in 2025.</p>
	<p>Retention rate Ensuring our associates stay with us and with our clients creates a great client experience.</p>	<p>94% retention rate in 2023, including voluntary and involuntary separations and retirements.</p>	<p>Our goal is a 95% retention rate, including voluntary and involuntary separations and retirements.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EXCITED ASSOCIATES	<p>Balance and flexibility Balance has been a Pinnacle value since the very beginning. We apply it to everything, like balancing workload, learning and work and life. It’s carried out by giving associates the flexibility and autonomy they need to properly prioritize the demands of work, personal life and family.</p>	<p>Full-time associates receive 160 hours of paid time off annually for use as vacation, sick, personal, family, emergency or other time off. Every five years they earn 40 additional hours, up to a maximum of 240 hours.</p> <p>93.2% of associates say the firm’s practices give them the flexibility to maintain balance in their lives. See full survey results, including responses broken down by demographic.</p> <p>In response to 2022 internal work environment surveys, in 2023 we:</p> <ul style="list-style-type: none"> • established the minimum amount of PTO for every associate at 4 weeks, whereas many associates only had 3 weeks previously • doubled the amount of parental leave available to 4 weeks • added an emergency PTO option for associates who have urgent needs late in the year <p>All associates continue to enjoy room to balance personal and family needs whenever possible.</p> <p>Currently, all associates have returned to the office except for those working in a geography with no facility and/or those working for certain subsidiaries. Leaders continue to work with associates to address special work-related needs.</p>	<p>Continue current strategies.</p> <p>After adding multiple new balance and flexibility provisions last year, in 2024 we extended bereavement leave for immediate family members from 3 to 5 days.</p> <p>We continue to monitor legislation and associate feedback regarding PTO in order to best meet needs of our associate population.</p>
	<p>Culture of caring Pinnacle’s workplace culture is nurtured by the genuine care and affection associates show for each other.</p>	<p>95.0% of associates say the leadership team shows a genuine interest in their well-being.</p> <p>\$1.4 million spent in 2023 by associates to WOW each other and clients with small gifts or tokens of appreciation—a 56.7% increase over 2022. The WOW budget is a “no questions asked” line item everyone can access to show their fellow associates they care.</p> <p>3,491 Pinnacle Cares packages sent to associates and clients experiencing illness or grief. These include a plush blanket and note of kindness from the sender. More than 10,000 packages have been sent since the program began in 2020.</p>	<p>Continue our current strategies.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EXCITED ASSOCIATES	Create a diverse and inclusive team.		
	<p>Great place to work for all We believe that a strong and diverse team is critical to our success and performance. We are committed to being more vocal and focused in our efforts to ensure we are creating a great place to work for all guided by our Diversity and Inclusion Policy.</p>	<p>Percent of workforce, women: 65.44% - 3.92% growth over 2022 - Full-time: 96.7% - Part-time: 3.3%</p> <p>Percent of people managers, women: 50.79% - 8.94% growth over 2022</p> <p>Percent of leadership team, women: 34.16% - 23.21% growth over 2022</p> <p>Percent of workforce, minorities: 17.5% - 13.12% growth over 2022 - Full-time: 98.8% - Part-time: 1.2%</p> <p>Percent of people managers, minorities: 9.33% - 27% growth over 2022</p> <p>Percent of leadership team, minorities: 9.9% - 53.85% growth over 2022</p>	<p>In 2024, we will continue to focus our actions in 4 key strategic areas.</p> <ul style="list-style-type: none"> Recruitment: We will continue to offer periodic workshops on DEI recruiting related topics to continue our intentional focus on the recruitment of diverse associates and leaders to the firm. We will continue the expanded class size of our leadership learning communities so that we can continue to accelerate the pace at which new and current leaders of people complete these sessions to ensure our diverse recruiting approach is implemented throughout the organization. We will continue to assess all internal leadership focused programs and meetings to ensure every leader understands and is partnered with us to execute our diverse recruiting approach. Development: We will continue our 2023 strategy to develop more diversity in leadership through intentionally focused succession plan reviews and the identification of diverse high potential associates that we can begin developing for future leadership roles. We will continue the expanded class size of our leadership learning communities so that we can continue to accelerate the pace at which potential future leaders, inclusive of diverse associates, complete our leadership learning community process. We will continue to implement our goal of ensuring that 50% of the potential future leaders that participate in these sessions are diverse associates with respect to race/ethnicity and gender.

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">EXCITED ASSOCIATES</p>	<p>Foster inclusion and belonging through associate engagement Pinnacle believes in an all “hands on deck” approach to inclusion through our proven model of associate engagement. While overall strategies are managed by a team of three dedicated leaders, locally based, volunteer DEI Councils develop associate-driven practices, events and other opportunities for all associates to feel seen, heard and included while broadening horizons as a whole.</p>	<p>198 associates sit on 14 locally based Diversity, Equity and Inclusion Councils, discussing and giving feedback on firm policies and practices, developing learning opportunities, leading celebrations and serving as thought leaders for the firm.</p> <p>DEI Councils hosted 7 firm-wide streamed events, 125 local events and paid for 180 “Connection Lunches” to bring associates together for a better understanding of each other’s perspectives.</p> <p>A DEI-focused Pinnacle Forum featuring speaker Chris Singleton drew 180 associates and clients in Middle Tennessee.</p> <p>Read about the full details of Pinnacle’s 2023 DEI work.</p>	<p>In 2024, we will continue to focus our actions in 4 key strategic areas (contd.).</p> <ul style="list-style-type: none"> • Employee Resource Group: We will continue to provide dedicated financial resources to our DEI Councils to empower them to fully execute their local strategies that support our organization wide diversity, equity, and inclusion strategies. In 2024, we will continue to expand them for implementation in markets throughout our footprint, including our newer markets of Kentucky and Florida. • Continuing Education: We will continue the process of developing a suite of on-demand diversity, equity, and inclusion resources including articles, videos, book recommendations and team building engagement activities that will be available to leaders and associates via our internal intranet. We will continue to host our DEI related client and associate facing forum in early 2024 that is focused on creating care and connectedness within our firm because we believe that developing these meaning interpersonal connections is the best approach to mitigating bias, which allows us to work better together as a team while simultaneously helping us to create an inclusive work environment for every associate where they feel they belong and can grow and develop. Finally, in 2024 we will implement a 3-part suite of leadership courses focused on our inclusive leadership approach, having difficult conversations in a way that leads to productive outcomes and leveraging the power of storytelling to create connections and inspire elevated levels of engagement and execution.

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">EXCITED ASSOCIATES</p>	<p>Leadership accountability and recruiting Leaders are the principal recruiters at Pinnacle, and we work hard to ensure their networks include a diverse talent pool and their work environment sets up all associates for success.</p>	<p>100% of leaders and associates completed the equal employment opportunity and affirmative action training in 2023.</p> <p>Continued to offer our work environment inclusiveness assessment training to leaders as a part of our annual work environment review process. This session helps leaders intentionally focus their attention on high-impact areas of their work environment where they can simultaneously create highly engaged and high-performing teams while also promoting an inclusive work environment for all associates on their team.</p> <ul style="list-style-type: none"> • 101 of leaders of people attended this live virtual training session. <p>Continued the integration of our Intentional Inclusion bias training course into the new associate training process for new leaders joining the firm.</p> <p>Continued the expanded frequency of the sessions offered for our redesigned Leadership Learning Community process which includes our integrated DEI focus on the core elements of successful leadership at our firm.</p> <ul style="list-style-type: none"> • 55 leaders of people completed the Leadership Learning Community in 2023. 	<p>Continue current strategies and add our Florida market to our meeting schedule.</p> <p>Provide the opportunity for at least 100 leaders of people to participate in the Leadership Learning Community.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">EXCITED ASSOCIATES</p>	<p>Culture of equality We win and lose together. Every non-commissioned associate participates in the annual cash incentive plan with the same company-level performance metrics. Everyone is an owner because we all receive annually awarded equity grants. Everyone matters; titles don't.</p>	<p>A 2023 survey through Great Place to Work™ measured Pinnacle associates' positive responses on all questions related to these specific focus areas:</p> <ul style="list-style-type: none"> • Impartiality: 91% (benchmark: 80%) • Equity: 95% (benchmark: 80%) • Respect: 95% (benchmark: 86%) • Fairness: 95% (benchmark: 85%) • Caring: 96% (benchmark: 88%) • Integrity: 97% (benchmark: 87%) • Justice: 97% (benchmark: 92%) • Leadership Behavior: 97% (benchmark: 88%) <p>According to our internal surveys:</p> <ul style="list-style-type: none"> • 90.2% of associates agree or strongly agree that when they offer an idea, it will be fully considered. <ul style="list-style-type: none"> o 87% of minorities o 89% of women o 88% of Black associates o 91% of Hispanic/Latino associates o 82% of Asian associates • 89.1% of associates agree or strongly agree that they contribute to important decisions. <ul style="list-style-type: none"> o 86% of minorities o 89% of women o 87% of Black associates o 86% of Hispanic/Latino associates o 86% of Asian associates • See full survey results, including all responses broken down by demographic. 	<p>Continue our current strategies.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EXCITED ASSOCIATES	<p>Fairness as a value We treat our clients, shareholders, business partners and each other the way we want to be treated. In short, we do the right thing.</p>	<p>According to a 2023 survey through Great Place to Work™:</p> <ul style="list-style-type: none"> • 99% believe people here are treated fairly regardless of their sexual orientation (benchmark: 96%) • 98% believe people here are treated fairly regardless of their race (benchmark: 94%) • 98% believe people here are treated fairly regardless of their gender (benchmark: 93%) • 94% believe people here are paid fairly for the work they do (benchmark: 76%) • 91% believe promotions go to those who best deserve them (benchmark: 78%) <p>On our own internal surveys, 92.1% of associates overall agree or strongly agree that our firm’s policies and practices ensure fair treatment for all associates. See full survey results, including responses broken down by demographic.</p>	<p>Continue our current strategies.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EXCITED ASSOCIATES	Empower associates to learn and develop.		
	<p>Learning as a value Learning is one of our core values. As part of annual goal setting, associates work with their leader to create a professional development plan based on their personal goals. They have access to internal training programs, online learning and external opportunities.</p>	<p>75,057 hours in associate training, average of 22 hours per associate.</p> <p>667 associates participated in the Pinnacle book club</p> <p>90.0% of associates agree or strongly agree that they are given a real opportunity to develop skills. See full survey results, including responses broken down by demographic.</p>	<p>Continue current strategies with the addition of new, “bite-sized” opportunities for associate development that will include 60-90 minute webinars with subject matter experts to lead a discussion on growth in a particular area.</p>
	<p>Strategic Learning and Training Our Learning and Development team are constantly engaged and connected to teams across the firm to anticipate needs and identify potential issues before they arise. They then work to address them through training and development.</p>	<p>The Learning and Development team are embedded with multiple cross-functional teams to determine needs and mitigate potential issues before they arise. They include:</p> <ul style="list-style-type: none"> • Monthly “Let’s Meet” meetings to connect with operational support teams • Monthly Information Security Advisory Team meetings, which have helped improve and expand training on information security matters • Internal communication meetings to review new and changes to existing policies, procedures and processes and ensure associated trainings are updated • Membership on the Product, Service and Channel Committee that oversees new, modified or enhanced products and services • Participation in Operations and Automation meetings to review upcoming operational and technology projects to anticipate needs ahead of launch dates <p>182 associates took part in 15 Effective Advisor training sessions designed to strengthen the abilities of associates, particularly new associates, to recognize and meet all clients needs and build stronger relationships with an advice-forward approach rather than the sales culture they experienced with previous employers.</p>	<p>Continue our current strategies.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EXCITED ASSOCIATES	<p>Leadership development Our development program has learning paths for new, acquired and seasoned leaders. We identified 5 leadership attributes of successful leaders at Pinnacle. Our best leaders: recruit for values, inspire, develop others, create a great place to work and deliver results. We also seek to have a leader in every seat, meaning a less formal style of leadership where an associate does not have to manage people or a program to be a considered leader.</p>	<p>24,035 hours of leadership development training</p> <p>64 associates took part in a Leadership Learning Community called Influential Leaders that is aimed at associates who are not leaders yet but hold the potential for growing into a leadership role and/or are in roles that allow them to influence company culture and policy. Of these 64 participants, 74% were diverse associates with respect to race/ethnicity and gender compared to a goal of 50% diverse associate participation. Leadership Learning Communities continue to be a requirement for all members of our Leadership Team as we position DEI as a core element of successful leadership at the firm.</p> <p>We launched the Leaders Playbook, a knowledge base for leaders, particularly new ones, to better equip them for daily tasks and functions for their role.</p> <p>We piloted a new concept of virtual panel discussions on what it looks like to develop at Pinnacle and how it differs from development at other workplaces. Given our flat organizational structure, we want to be responsive to associates' desires to develop and grow at the company. These panels give them a path to bloom where they are planted, develop leadership skills and/or begin a path to future leadership.</p>	<p>Continue and expand on current strategies:</p> <ul style="list-style-type: none"> • Hold one virtual panel discussion on development each quarter. • Host 7 Leadership Learning Communities • Host 3 new virtual leadership training programs on inclusive leadership, connecting across differences and storytelling as a leadership tool • Develop a tenured leaders workshop modeled on the new leaders workshop to refresh more experienced leaders on how to be a successful leader at Pinnacle.
	<p>Succession planning Through intentional conversations with our leaders, we are able to develop pipelines and direct succession plans that will continue to increase diverse representation as our firm goes forward.</p>	<p>2023 Outcomes First-choice successors:</p> <ul style="list-style-type: none"> • 14% minority representation when an internal candidate identified • 32% improvement in minority representation over 2022 • 62% women representation when an internal candidate identified • 53% improvement in women representation over 2022 <p>Second-choice successors:</p> <ul style="list-style-type: none"> • 18% minority representation when an internal candidate identified • 44% improvement in minority representation over 2022 • 60% women representation when an internal candidate identified • 40% improvement in women representation over 2022 	<p>Continue our current strategies.</p>
	<p>Corporate policies and practices We maintain an associate guide that includes our code of conduct, diversity and inclusion policy, health and safety information, anti-harassment policy, and pay practices.</p>	<p>100% of associates completed annual training on our associate guide and code of conduct and attested to their compliance with the code of conduct.</p> <p>All corporate procedures catalogued and made available as appropriate via the company Intranet.</p> <p>There were no reports to our ethics hotline in 2023.</p>	<p>Continue our current strategies.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EXCITED ASSOCIATES	<p>Risk management and compliance We have a responsibility to protect our clients and shareholders from unreasonable levels of risk. Associates are required to complete a number of annual training courses. These include fraud and security, cybersecurity, bank secrecy act/anti-money laundering, fair and responsible lending and others.</p>	<p>100% of associates completed assigned training and passed proficiency exams within our online learning management system.</p>	<p>We are upgrading our systems, which should enhance our risk management controls tied to identifying money laundering and fraud.</p> <p>Full details available in Cybersecurity and Fraud sections later in the report.</p>
	Create a fair and inclusive workplace culture.		
	<p>Incentives for all All non-commissioned associates of Pinnacle Bank participate in annual cash incentives. Incentives are paid if the firm as a whole reaches its earnings, gross revenue and soundness targets. We win and lose as a team.</p>	<p>100% of non-commissioned associates of Pinnacle Bank participate in our annual cash incentive programs. This is virtually unheard of in the financial services industry.</p> <p>Pinnacle paid \$43.1 million in cash incentives to all non-commissioned associates in 2024 for goals met in 2023.</p> <p>94% of associates of Pinnacle Bank and 93% of associates firmwide are non-commissioned and receive bonuses under our plans based on company-wide goals.</p>	<p>Continue current strategies.</p>
	<p>Associate ownership Our associates have a vested interest in not just acting like owners, they are owners.</p>	<p>100% of associates receive stock awards. In Jan. 2023, they received \$19.5 million in annual recurring equity grants, based on stock price at the time of award.</p> <p>Total equity granted to associates over the firm’s history would equal approximately \$771.5 million at Dec. 31, 2023, based on our stock price on that date.</p>	<p>Continue our current strategies.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EXCITED ASSOCIATES	<p>Compensation practices Each year we review our internal equity and compensation practices to ensure alignment and fairness.</p>	<p>All associates make at least \$17 per hour.</p> <p>Annually, the Human Resources and Compensation Committee of the board of directors works with an independent advisor, McLagan, to participate in an industry salary survey. The results show our compensation in the top quartile of the industry standard and also show us areas where we can improve. We also perform risk assessments for all associate compensation plans for the Human Resources and Compensation Committee.</p> <p>In addition, we commission an independent analysis of our salaries as we seek to identify and address any disparities with regard to gender and racial diversity.</p>	<p>For 2024, associates received an average pay increase of 3%.</p> <p>We conduct a compensation study annually to ensure both competitive and fair pay. In 2024, we will continue our deep dive into equity, job descriptions, titles and more for fair compensation. We are also following proposed legislation in our markets on pay transparency.</p>
	<p>Full-time, part-time and non-regular employment Nearly all of our associates are employed full time by the firm, which we believe helps drive fairness and a better client experience. One of the keys to our distinctive client service is a consistent experience with the same associates, which we accomplish by driving turnover out of the system.</p>	<p>We rarely hire part-time associates, and most instances are formerly full-time associates who asked for a reduction of hours. As of Dec. 31, 2023, just 2.5% of associates were part time, or 84 associates of 3,399 total.</p> <p>Part-time associates who work at least 24 hours a week are eligible for full benefits.</p> <p>We do very little contract hiring and only in very limited roles. All contract hires are vetted and on-boarded as if they are full associates in accordance with requirements on confidentiality, information security and other regulations.</p>	<p>Continue our current strategies.</p>
	<p>Associate guide Our associate guide outlines what we do for associates and what we expect of them to comply with applicable laws, ethical conduct and regulatory requirements. It includes cultural considerations and policies from human resources and legal.</p>	<p>100% of associates attest to having read the associate guide and agree to the policies within. View the guide online.</p>	<p>Continue our current strategies.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EXCITED ASSOCIATES	Create a healthy and safe workplace.		
	<p>Benefits Our benefits are available to associates working 24+ hours per week, which is nearly 98% of associates. They are eligible for full benefits on the first day of employment or a qualifying event. Associates 21 and older are eligible to participate in our 401(k) plan with immediate vesting and company match. We also offer a wide variety of company paid benefits available to all associates regardless of benefit eligibility to promote physical, mental and financial health.</p>	<p>Pinnacle paid \$62.4 million in employee benefits, including:</p> <ul style="list-style-type: none"> • \$23.6 million for Pinnacle’s portion of insurance costs • \$29.5 million in payroll taxes • \$15.3 million for 401K match • \$1.8 million for life insurance • \$1.3 million in employer HSA contributions • \$651,240 for the corporate wellness program • \$1.6 million for other benefits expenses <p>New and enhanced benefits added in 2023 include:</p> <ul style="list-style-type: none"> • Pinnacle absorbed the 7.6% medical renewal increase leaving associate medical and prescription drug insurance premiums flat • Pinnacle subsidized the 5.2% dental claims increase leaving associate premiums flat <p>This gave Pinnacle a benefit-to-compensation percentage of 15.32%</p> <p>95.2% of associates participate in our 401(k) plan. In 2023, we matched \$15.3 million in associate contributions that were immediately vested.</p> <p>We contributed \$1.3 million to associate health savings accounts and provided overdraft protection to make 100% of each associate’s annual HSA contributions available for use on Jan. 1.</p> <p>In addition, Pinnacle paid \$106 million to associates in equity compensation, incentives and commissions for commissioned associates.</p>	<p>New and enhanced benefits added in 2024 include:</p> <ul style="list-style-type: none"> • Providing a HealthLock membership at no cost to all associates to help reduce large healthcare expenses • Enhanced Livongo Diabetes and Hypertension benefit program to include pre-diabetic management and weight management options • Increased Short-term Disability weekly benefit from \$2,000 to \$2,500 • Changing Life/AD&D and leave management carrier to provide enhanced service and additional benefit programs to support associates

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">EXCITED ASSOCIATES</p>	<p>Wellness program Our program is designed to create a culture of wellness and help associates balance their lives – one of our core values – by developing the physical, mental, social, financial and occupational well-being of associates.</p>	<p>81% of associates participated in our wellness program in 2023, 160 trained wellness champions help coordinate and lead activities across the firm, including:</p> <ul style="list-style-type: none"> • 6 firm-wide wellness challenges • 44 regional challenges • 17 workshops on managing stress, healthy relationships, mental health warning signs, eating healthy and physical fitness led by a licensed counselor and a certified personal trainer & nutritionist <p>561 associate earned CPR certification in classes offered by the Pinnacle wellness program</p> <p>Monthly webinars available from our wellness program provider include courses on stress, resiliency, emotional well-being, meal planning and coping during the holidays</p> <p>2,088 associates redeemed \$439,760 in company-paid wellness reward dollars to buy fitness equipment and gift cards. Another significant amount goes toward charitable donations from wellness reward dollars</p>	<p>Continue our current strategies.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EXCITED ASSOCIATES	<p>Workplace health and safety We are committed to maintaining a safe work environment free from recognized hazards in compliance with the Occupational Safety and Health Act.</p>	<p>We provide an approved workers' compensation program providing insurance coverage developed to protect workers who are injured during the course and in the scope of their employment. Associates receive needed benefits for medical treatments, lost work time, disability or death benefits, while the legal liability of employers is limited by workers' compensation.</p> <p>We partner with Aflac for Leave of Absence management which includes case management of short- and long-term disability. We also utilize the Aflac and HealthJoy Employee Assistance Programs as one part of our behavioral health resources. Those are available to all associates regardless of enrollment in medical coverage.</p>	Continue our current strategies.
	<p>Associate mental health We believe it is important to be mindful of and help care for all aspects of good health in our associates, including mental health.</p>	<p>Pinnacle provides resources like:</p> <ul style="list-style-type: none"> • HealthJoy and Aflac Employee Assistance Programs – A company paid program available to all associates and their households regardless of eligibility or enrollment in medical coverage <p>Both programs provide three in-person, phone or video counseling sessions with a licensed professional and also include 24/7/365 access to a licensed mental health provider. The services range from counseling to financial and legal assistance, as well as other resources.</p> <p>As part of Pinnacle's group medical plan, associates have benefits available to them for counseling and treatment for behavioral health needs.</p>	Continue our current strategies.

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
ENGAGED CLIENTS	Listen to the voice of the client.		
	<p>Client surveys We reach out to clients at key moments in their relationship: opening an account, closing a mortgage and annually for many clients on the anniversary of their first account. Questions cover overall quality of service and advice, as well as an open-ended comment. Results are shared with the involved associate and firm-wide.</p>	<p>92.4% of clients agree or strongly agree that we are recognizably better than the competition. See full results of our client surveys.</p> <p>We continued our work to address client feedback gathered through our relationship with J.D. Power.</p>	<p>Continue partnership with JD Power to conduct an in-depth survey of consumer banking clients, identifying strengths and opportunities to improve client service delivery across the Pinnacle footprint.</p>
<p>Complaints and feedback Our complaint policy is comprehensive and designed to capture and address complaints coming from a variety of sources. All associates are trained on the policy and procedures for handling complaints. Complaints are logged and routed to the appropriate associates for follow-up and resolution.</p>	<p>Our expanded and enhanced complaint management program continued, measuring performance against baselines so trends can be fully measured.</p> <p>388 complaints received.</p> <p>Just 9 complaints were filed against Pinnacle at the CFPB in 2023. All responses were timely.</p> <p>100% of associates completed training on complaint management policy and procedure.</p>	<p>We will continue to monitor the current system and work to promptly address complaints as they arise.</p>	

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
ENGAGED CLIENTS	Deliver an exceptional client experience.		
	<p>Distinctive service A live person answering the phone within three rings is our standard. But our associates go beyond what is expected to create a high-touch client experience. Our deeply engaged associates are empowered to make decisions that allow them to serve clients better and fairly.</p>	<p>According to research from Coalition Greenwich, a large majority of Pinnacle clients are considered “net promoters,” which means they are so satisfied with the service they receive that they actively promote our brand to their networks.</p> <p>Net promoter scores for 2023 (among markets where data was available):</p> <ul style="list-style-type: none"> • Nashville – 75% with no detractors • Chattanooga – 83% with no detractors • Knoxville – 83% with no detractors • Memphis – 84% with no detractors • Greensboro – 92% with no detractors • Charlotte – 92% with no detractors <p>739,467 client contacts received in our Client Service Center. That includes 640,341 calls and 99,126 emails and secure online messages.</p> <p>93.5% of those calls were answered within 3 rings.</p> <p>97.4% of clients who call our Client Service Center strongly agree that we met their needs or resolved their issue.</p> <p>We earned 30 Greenwich Excellence and Greenwich Best Brand Awards for service in 2023 Read more.</p>	<p>Continue our current strategies.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
ENGAGED CLIENTS	<p>Continuous Service Improvement We don't rest on our laurels. We always push to be the best place to do business in the Southeast, finding and shoring up any weaknesses before they get a foothold and finding new ways to WOW our clients.</p>	<p>Despite high levels of client satisfaction, in 2022 we established a Net Promoter Taskforce to deeply analyze research data from Coalition Greenwich and J.D. Power and develop new strategies for pushing service further and identifying and filling gaps. The taskforce continued its work in 2023, completing these objectives to further client satisfaction:</p> <ul style="list-style-type: none"> • Resource for client onboarding that gives new clients essential account details in one place, including contact information and how to get started with digital banking. • Created a Digital Advisors community so teams have a designated associate who is an expert in our technology solutions. • Relaunched The Pinnacle Way, a five-point approach to our work that ensures we all take responsibility for creating an exceptional associate and client experience: <ul style="list-style-type: none"> o Be there. o Follow through. o Make their day. o Laugh out loud. o Be an owner. • Created digital Banking videos to address several of the most common questions clients ask in online banking, including wire request verification, the My Spending tool and an interactive walk-through of our Online Banking system. • Set mobile deposit soft limits to prevent client deposits from being rejected. If deposit exceeds limits, it is decisioned on the back end instead of the front end. This was one of the highest volume call requests to our Client Service Center prior to implementing soft limits. 	<p>The taskforce continues work on several initiatives, including:</p> <ul style="list-style-type: none"> • Improvements to Online Banking onboarding • Interactive Online Banking demos • Improvements to card alerts, controls and fraud response <p>The taskforce will also use fresh research data from J.D. Power to determine other priorities</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
ENGAGED CLIENTS	<p>Effective advice Pinnacle positions itself as top of mind for financial information, ideas and insights. Through events, book clubs, articles, videos and other channels we reinforce our advisory capabilities.</p>	<p>More than 5,200 clients attended 300 in-person and virtual learning events designed to help with personal or business finances, as well as home ownership. These metrics include the Mastermind Program events held in 2023, which are discussed in further detail below.</p> <p>The Pinnacle Forums program continued across the footprint, with 45 events held in multiple markets and approximately 8,000 total in-person attendance. Pinnacle Forums are large and mid-size events that connect clients with high-profile newsmakers and experts. Speakers have included Jon Meacham speaking on politics and history, former Secretary of State Mike Pompeo, Tennessee Governor Bill Lee, General David Patraeus, several with Dr. Arthur Laffer on the economy and more.</p> <p>Workshops and “lunch and learn” events continued, as well, with a blend of virtual and in-person offerings.</p> <p>91.2% of clients agree or strongly agree that they receive insights they would not have gotten if they did not bank with Pinnacle.</p>	Continue current strategies.
	<p>Mastermind Program The Mastermind program was developed as a series of peer learning sessions for small business owners facilitated by a Pinnacle associate. It has since been expanded to include a personal finance version for those seeking greater financial wellness. With a strict rule against sales pitches, participants meet for 6 to 8 weeks to discuss their challenges in a loosely structured environment.</p>	<p>Pinnacle associates hosted 89 Mastermind cohorts with 707 participants:</p> <ul style="list-style-type: none"> • Business Mastermind – 78 cohorts of 625 participants • Consumer Mastermind – 11 pilot cohorts of 82 participants <p>See more on Consumer Mastermind in Empowered Communities.</p>	Continue current strategies while expanding availability of Consumer Mastermind through our growing PEER Center network

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
ENGAGED CLIENTS	Serve and advise conscientiously.		
	Needs-based selling Because our incentive plan does not reward specific product sales, our associates stay focused on what is best for the client. We rarely advertise products or rates.	100% of promotions and advertisements reviewed by compliance to help clients make informed decisions about the products and services that fit them best. 94.3% of clients agree or strongly agree that we make proposals that are responsive to needs. See full results of our client surveys.	Continue our current strategies.
	Associate training Our online learning management system ensures associates receive training and testing on a number of topics – fair client practices, fair lending, Bank Secrecy Act,	100% completion of all required annual training.	Continue our current strategies.
	Compliance monitoring Pinnacle, as part of its overall Compliance Management Program, works to foster and promote a culture of compliance with regulatory requirements, internal policies and industry guidance impacting consumer and business products and services.	We maintain an ongoing program of compliance reviews and an independent audit of the effectiveness of the overall compliance program. The Risk Committee of Pinnacle’s Board of Directors receives quarterly reports of the compliance monitoring and testing results and other key risks. Internal audit reports are reviewed and approved by the Audit Committee of the Board of Directors.	Continue our current strategies.
	Ethical practices In addition to the numerous legal and regulatory safeguards in place, Pinnacle’s common incentive structure, shared goals and culture that emphasizes service and advice over sales help create protection from ethical lapses and poor decisions that are often driven by high pressure sales goals.	100% of non-commissioned associates of the bank earn incentives for meeting firm-wide financial goals. Those goals include an asset quality metric that must be met before any amounts may be payable from the incentive plan. The shared nature of these goals being aligned with all stakeholders and the requirement for strong asset quality before paying incentives helps to control questionable decisions and further builds trust with our clients and the communities we serve.	Continue our current strategies.

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
ENGAGED CLIENTS	Protect clients from harm.		
	<p>Cybersecurity: Infrastructure Cybersecurity is at the heart of protecting our clients. We make significant investments in our information security, regularly assess threats and vulnerabilities and report monthly on trends.</p>	<p>Implemented new tools and technology to increase capacity, capability and maturity including:</p> <ul style="list-style-type: none"> • Enhanced ransomware protection and detection • New tools and enhancements to protect Confidentiality, Integrity and Availability (CIA) of Data • New Single Sign-on capabilities with enhanced user identification <p>Many other measures were also taken but cannot be discussed in detail to protect our security practices.</p>	<p>Continue current strategies and continuous improvements to our cybersecurity measures and enhance associate and client education</p>
	<p>Cybersecurity: Associate Preparedness A chain is only as strong as its weakest link, so we take associate education and awareness of cybersecurity threats very seriously.</p>	<p>100% of our associates completed information security training.</p> <p>140 associates chose to take part in proactive phishing training.</p> <p>Conducted quarterly phishing tests of our associates to ensure they are prepared for real-life phishing attempts.</p>	<p>Redesign and strengthen proactive cybersecurity training and required training after phishing test failures</p> <p>Move to a continual phishing test model to strengthen effectiveness by reducing predictability</p> <p>Engage in more cross-industry collaboration through conference learning</p>
<p>Cybersecurity: Client Education Individuals and businesses of all sizes are vulnerable to cyberattack, and when a client experiences a loss, we feel it at the bank, too. Our proactive approach to client education and consultation raises awareness and helps them establish their own processes and best practices as they seek to protect themselves from bad actors.</p>	<p>Learning and Development leaders conducted 25 client education sessions on cybersecurity, reaching nearly 250 people at 10 separate client companies averaging 10 people per session. The course covers overall awareness, best practices and how to develop a comprehensive cybersecurity plan.</p> <p>Pinnacle’s chief information security officer took part in 5 cybersecurity education events, webinars and panel discussions throughout the Southeast to connect directly with clients on issues of cybersecurity awareness, monitoring, preparedness, ransomware, fraud controls, insurance and more.</p> <p>More than a dozen articles and items were available on PNFP.com and other channels, promoted in various client-facing communications to advise and keep information security top of mind.</p> <p>Additional training on wire fraud is available to mitigate this risk and to remind associates to be aware of and heed red flags.</p>	<p>Communications, Learning and Development and Cybersecurity leaders will collaborate on a new comprehensive cybersecurity awareness and education strategy for associates and clients to increase the volume and effectiveness of current strategies</p>	

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
ENGAGED CLIENTS	<p>Protection from fraud We take proactive measures to inform and educate our clients about potential threats and common fraud scenarios and protect them from becoming victims. When fraud does occur, our teams investigate and work diligently with other banks to recover funds whenever possible.</p>	<p>More than 180,631 debit and credit card transactions were intercepted and stopped because of client intervention with card controls. As of Dec. 31, 2023, approximately 51% of clients are enrolled in card controls and notification alerts.</p> <p>Of \$15.71 million in wire and ACH fraud attempts on Pinnacle clients in 2023, our teams recovered more than \$12.01 million for clients that otherwise would have been lost to scammers.</p> <ul style="list-style-type: none"> • \$10.97 million recovered from wire fraud of \$13.74 million in attempts • \$1.04 million recovered from ACH fraud of \$1.97 million in attempts <p>Published advisory articles, conducted webinars and provided other materials throughout the year on common business frauds, protective measures, cybersecurity threats and more.</p>	<p>Early in 2024 we implemented a new debit card control system to give clients direct control over travel exemptions, greater transaction detail and history, plus more.</p> <p>Later in 2024 we plan to replace our current fraud monitoring system with a more robust and unified system. The new platform will use a risk-based analysis to analyze all types of fraud within our industry, including wire, ACH and check, as well as activity regulated by the Bank Secrecy Act and Anti-Money Laundering rules.</p> <p>Moving toward implementation of real-time payments, we will build out more comprehensive training and educational materials for clients and associates.</p> <p>We will also evaluate potential tools to enhance client verification of transactions to make it easier and more secure for clients.</p>
	<p>Privacy practices We maintain an enterprise privacy program that provides guidance on how we use and share client information.</p>	<p>100% of associates completed training on privacy practices.</p>	<p>Continue our current strategies.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
ENRICHED SHAREHOLDERS	Engage in two-way communication.		
	Timely regulatory filings Pinnacle is regulated by the SEC, FDIC, TDFI, Federal Reserve Bank of Atlanta and CFPB.	We are in continuous conversation with our regulators both through verbal and written communication. This communication is channeled through our regulatory filings including, but not limited to, the Quarterly Call Report and Y-9 filings, the Quarterly Reports on Form 10-Q and Annual Report on Form 10-K filed with the SEC.	Continue to timely file all regulatory reports with each of our regulating bodies.
	Earnings Calls/Announcements Pinnacle believes it is important to provide both timely and transparent financial data to our shareholders.	We held investor calls quarterly to review our financial performance. Shareholders are encouraged to participate. These calls include a question/answer session following the prepared remarks.	Continue our current strategies.
	Open lines of communication Pinnacle provides its shareholders with the ability to communicate with its leadership and Board through multiple channels including through its Annual Proxy Statement for its Annual Meeting of Shareholders, a whistle blower hotline and quarterly investor calls.	<p>In 2023, certain shareholders communicated with our leadership and board of directors using the communication lines described in our Proxy Statement for our Annual Meeting of Shareholders. Additionally, a whistle blower/ethics hotline was operated throughout the year. There were no reports to our ethics hotline in 2023.</p> <p>Our CEO and CFO met with 315 active investors in 2023 and attended (in-person or virtually) 18 unique events in 2023. In light of the votes cast on the “Say-on-Pay” proposal at our 2023 Annual Meeting of Shareholders, management engaged in a shareholder outreach campaign to discuss our compensation philosophy and programs with several of our shareholders.</p>	Continue our current strategies.
	Responsiveness to questions Pinnacle believes it is important to respond to the questions it receives from its shareholders.	As indicated above, there are multiple channels through which shareholders may communicate with our Board of Directors and leadership .	Continue our current strategies.

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
ENRICHED SHAREHOLDERS	Govern responsibly.		
	Corporate Governance Pinnacle believes Corporate Governance is essential to running the business effectively and maintaining the Company's integrity in the marketplace.	Pinnacle's Board of Directors has published its governance documents on the Company's website and abides by its Corporate Governance Guidelines. These guidelines are also described annually in our Proxy Statement.	Continue our current strategies.
	Board Composition and Director Qualifications Pinnacle places great importance on the structure of its Board.	Each of Pinnacle's directors is elected annually. The requirements for our Board composition and director qualifications have been laid out in our Corporate Governance Guidelines as described in the Proxy Statement for our Annual Meeting of Shareholders. These requirements include, but are not limited to, the desire to maintain a board that is composed of a majority of independent directors and that consists of directors offering a diversity of experience, skillsets and education, as well as ethnic and gender diversity.	The members of the Board will continue to monitor the Board structure and qualifications mix of its members.
	Executive Compensation Pinnacle believes that shareholder value is built by consistent and sound growth in operating results that exceed those of peer firms. As such, compensation for our executive officers is determined with that top of mind.	Annually, the Human Resources and Compensation Committee of the Board of Directors works with an independent advisor, McLagan, to provide compensation assessments for all associates, including executive officers, and to facilitate the executive officer compensation process. This includes the determination of an appropriate peer group for purposes of comparing compensation and any adjustments that should be made to the peer group to keep it aligned with Pinnacle's urban focus, size, corporate strategy and balance sheet composition. Additional details of the process for determining executive compensation and our relationship with McLagan are described in the Proxy Statement for our Annual Meeting of Shareholders , in the section titled "Compensation Discussion and Analysis."	Continue our current strategies.
	Board Structure Our Board is structured so that there are eight committees as of March 1, 2024. Other than our executive committee, these committees are led by independent directors who serve on an executive committee which is chaired by our CEO and meets monthly to monitor the current status of the firm.	Pinnacle's Board structure is outlined in its Corporate Governance Guidelines as well as in its Proxy Statement for its Annual Meeting of Shareholders.	Continue our current strategies Independent Director Ab Boxley became Lead Director as of March 1, 2024

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EMPOWERED COMMUNITIES	Commitment to shared prosperity.		
	<p>Community Support Our approach to community contributions (contributions, donations, sponsorships and support) is based on giving within five categories that improve quality of life:</p> <ul style="list-style-type: none"> • Education • Health & Human Services • Economic Development • The Arts • Diversity, Equity and Inclusion <p>Our annual community support budgets are given to each market, with decisions made locally based on associate recommendations and requests.</p>	<p>\$6.7 million in contributions to community causes and nonprofits.</p>	<p>Continue working with market leadership to direct contributions to best meet market-based goals and achieve our firm-wide target.</p>
	<p>Community Lending Infrastructure Growth Pinnacle has intentionally redesigned how it meets the needs of every community, moving from a centralized approach to one of local control while also greatly increasing the number of associates dedicated to offering these specialized products. With new teams, new promotional strategies and new products, we're able to serve more minority communities and low- to moderate-income people than ever.</p>	<p>Hired or named:</p> <ul style="list-style-type: none"> • Local Community Development Managers - Responsible for Community Reinvestment Act and other community-focused efforts in a given market, including supervision of financial advisors dedicated to community lending and other financial services • Local Community Development Coordinators - Responsible for forming consultative partnerships with market leaders and other internal stakeholders to help shape local CRA strategies. They also serve as key liaisons and relationship managers with community partners in community lending, like CDFIs, CDEs, CDCs and others. • Community Mortgage Advisors – Responsible for building and managing client relationships and producing loan mortgage volumes • Community Financial Advisors - Responsible for building and managing client relationships and producing small business and other loan volumes and deposit growth 	<p>Continue our current strategies and expand availability through our growing PEER Center network</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EMPOWERED COMMUNITIES	<p>Pinnacle Economic Empowerment Resource (PEER) Centers In 2022, Pinnacle designated its first PEER Center in the Whitehaven neighborhood of Memphis, TN. The PEER Center is designed to bring together a number of financial services and resources dedicated to underserved and disadvantaged areas. It also serves as a meeting place and office resource for nonprofit partners focused on meeting the financial and other needs of the community.</p>	<p>Second PEER Center opened in historically underserved North Nashville; staffed by 4 associates including 1 financial advisor, 1 client service advisor, 1 financial advisor assistant and 1 community development coordinator.</p> <p>A cross-functional team of associates planned throughout the year for four additional PEER Centers to open in more markets across our footprint:</p> <ul style="list-style-type: none"> • Atlanta • Charlotte • Raleigh-Durham-Chapel Hill • Southeast Nashville <p>At the two existing PEER Centers:</p> <ul style="list-style-type: none"> • 30 community partners affiliated with the PEER Center focused on workforce development, crime prevention, family services, youth services, social change, business training and more • 15 community partner meetings hosted at the PEER Centers with 119 attendees • 49 financial education classes at PEER Centers with approximately 480 total attendees • 1 pilot financial counseling partnership with RISE Memphis and the Shelby County Trustee’s Office <ul style="list-style-type: none"> o 37 client counseling hours o \$67,276 in client debt reduction in partnership o 3 credit scores increased by at least 35 points <p>Watch to learn more about the work done at our Memphis PEER Center.</p>	<p>Open PEER Centers in:</p> <ul style="list-style-type: none"> • Atlanta • Charlotte • Raleigh-Durham-Chapel Hill <p>Continue and expand on current strategies with greater outreach, more community partners and exploration of additional PEER Centers in more markets, including new construction of a large PEER Center in Southeast Nashville, targeted for 2025, as well as two more in other markets</p>
	<p>Community Development Investment Pinnacle leaders take very seriously our position as a deployer of capital, and we seek to do so in the most equitable ways possible. We use our resources to help improve the quality of life in the communities we serve, working with organizations like:</p> <ul style="list-style-type: none"> • Community Development Financial Institutions, including minority-owned financial institutions • Small Business Investment Companies • Community Development Entities • Community Development Corporations • LIHTC investments and others 	<p>Approx. \$902.6 million committed investment in community development for 2023, or 1.88% of assets as of Dec. 31, 2023.</p> <p>Learn more about our community work, including financial work, volunteer service and more.</p> <p>This total includes the Affordable Housing: Multifamily Investment item detailed later in the report.</p>	<p>Continue working with market leadership to increase community investment and meet market-based goals to achieve our firm-wide goals.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EMPOWERED COMMUNITIES	<p>Affordable Home Ownership: Lending Affordable housing is a top priority because it is a path to wealth creation and a break in the cycle of poverty. We invest heavily in programs that remove barriers to low- to moderate-income home ownership including direct lending, lending partnerships with community organizations, down payment assistance, construction financing, counseling services, loan servicing and volunteer efforts for Habitat for Humanity and many more.</p>	<p>1,359 home loans totaling \$213 million made to low- and moderate-income individuals; includes standard mortgages, as well as up to 100% financing, alternative sources of credit, no private mortgage insurance and fixed rate for 30 years.</p>	<p>Continue our current strategies.</p>
	<p>Affordable Home Ownership: Down Payment Assistance We want to help home buyers overcome one of the most common obstacles to purchasing a home. Through savings programs for our clients and through Habitat for Humanity, Pinnacle matches up to \$1,000 per borrower to use for a home down payment. We also offer an affordable down payment lending product.</p>	<p>43 Individual Development Accounts funded, totaling \$42,710 in funds to help low-income families with down payments for home purchases.</p> <p>120 down payment assistance loans closed in 2023 worth \$1.2 million. 457 down payment assistance loans purchased from community partners worth \$4.5 million</p>	<p>Continue our current strategies.</p>
	<p>Affordable Housing: Multifamily Lending We support the creation of affordable housing units through direct and indirect lending.</p>	<p>We are the largest provider of funding for the Community Investment Tax Credit program in the state of Tennessee with \$403.7 million in funding for low- and moderate-income housing on our books as of Dec. 31, 2023.</p> <p>\$75 million in lending through Freddie Mac Small Balance Loan program, with 84.9% (\$61 million) for affordable and underserved market segments. Pinnacle is one of only twelve lenders in the Freddie Mac Small Balance Loan program. We embrace their objective to provide liquidity, stability and affordability for the multifamily housing market. Freddie Mac's Multifamily division continues serve as a stable source of rental housing financing through all economic cycles, with an emphasis on creating opportunities for affordable and sustainable rental housing nationwide.</p>	<p>Continue our current strategies.</p>
	<p>Affordable Housing: Multifamily Investment We have a specialized group to support the creation of affordable multifamily and elderly rental housing through investment in projects that are awarded low-income housing tax credits.</p>	<p>\$361 million in investment commitments creating 4,653 units of affordable rental housing, a 5.6% increase over 2022. These investments are also reflected in the aggregate Community Development Investment total listed prior.</p>	<p>Continue our current strategies.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EMPOWERED COMMUNITIES	<p>Affordable Housing: Direct Service Direct service comes through contributions to and volunteer projects with Habitat for Humanity, as well as an affordable housing construction program in High Point, NC. Working with the city, Pinnacle purchases blighted homes and finances construction or renovation for a new affordable housing unit, which is then sold to a low- to moderate-income buyer.</p>	<p>In partnership with the city of High Point, Pinnacle has financed, built and sold 31 homes over the life of the program and has an additional 7 under construction.</p> <p>1,285 loans serviced through Habitat for Humanity at no cost to the homeowners or Habitat.</p> <p>Serviced 198 home loans from Affordable Housing Resources.</p> <p>2,189 associate volunteer hours at affordable housing organizations, including Habitat for Humanity, through board service, committee appointments and various other activities, an increase of 138% over 2022.</p>	<p>Continue our current strategies.</p>
	<p>Minority Home Equity Offering In our effort to take everybody with us, we introduced new home equity line of credit options for minority communities and low- to moderate-income households in minority communities. They were designed to help these homeowners increase the value of their homes and/or be able to afford to stay in their homes and neighborhoods as they change and property values increase.</p>	<p>253 specialized HELOCs worth \$19.2 million made in minority communities</p>	<p>Continue current strategies while increasing awareness and advisory capacity among our associates and community partners</p>
	<p>Small Business Support: Financial Services Pinnacle has always had a strong small business practice. The Small Business Community Lending Program is intentionally designed to ensure we are supporting small businesses more equitably, with a focus on lifting up businesses owned by minorities, women, veterans and other marginalized groups. The program launched in 2021 with products and services designed specifically for businesses and entrepreneurs in underserved and disadvantaged areas. The offerings include:</p> <ul style="list-style-type: none"> • Loans with extended terms • Adjusted down payment requirements for certain real estate transactions • Vehicle and equipment loans 	<p>149 Small Business Community Lending loans worth \$15 million in 2023; 178 loans worth \$21.7 million over the life of the program</p> <p>Added 3 line of credit options, including:</p> <ul style="list-style-type: none"> • Unsecured • Secured • Owner-occupied real estate <p>We continued increasing our partnerships, including introducing these products to nonprofits and business support organizations throughout the Southeast.</p>	<p>Continue current strategies and increase awareness and volumes through our growing PEER Center network.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EMPOWERED COMMUNITIES	<p>Small Business Support: Advice, Education and Partnerships Our brand promise of effective advice extends to everyone, and we've made intentional efforts to bring our associates' expertise to small business leaders who need it most.</p>	<p>We held a number of Business Mastermind sessions with clients of CDFIs, CDCs and other small business support organizations.</p> <p>We continued partnerships with organizations that offer one-on-one financial counseling for entrepreneurs and other individuals</p>	<p>Continue strengthening partnerships with direct service organizations</p> <p>Continue to improve collection and coordination of partnership information and associate time spent offering educational and advisory opportunities to their clients</p>
	<p>Adult Financial Education with Mastermind The increasing importance of financial education at banks has only strengthened our belief in offering advice and coaching to any client who needs it. Pinnacle associates teach and facilitate a variety of financial wellness classes and workshops. In 2023 we developed a new Consumer Mastermind program, which is an eight-week series targeted at individuals who want to strengthen their personal financial position.</p>	<p>Held 11 pilot Consumer Mastermind sessions reaching 82 participants</p>	<p>Expand our Consumer Mastermind program with greater awareness and opportunities through our PEER Center network</p>
	<p>Youth Financial Education Pinnacle is a major supporter of Junior Achievement and the education opportunities it brings to young people. Pinnacle associates regularly volunteer to teach and facilitate JA Programs. Pinnacle also partnered with JA of Middle Tennessee to increase availability of programming to underserved areas of Nashville.</p>	<p>744 associate volunteer hours at Junior Achievement chapters in the Southeast, including CEO Terry Turner</p> <p>\$25,000 given to JA of Middle Tennessee to cover fees and transportation for students of Metro Nashville Public Schools to receive JA programming and attend in-person experiences</p>	<p>Continue current strategies</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EMPOWERED COMMUNITIES	Serve broad community needs		
	<p>Associate Volunteer Service We empower our associates to serve the causes they are most passionate about by giving their time. We allow for time away from work for volunteer duties as needed and encourage them to organize group service projects. Each year, we set aside one day in April as “Make a Difference Day,” when associates organize volunteer projects for nonprofits or individuals in need.</p>	<p>33,643 associate volunteer service hours, an increase of 9% over 2022</p> <p>3,718 service opportunities, which represents individual volunteer events; that could include one associate attending a board meeting or a group of 10 associates on a team volunteer project</p>	<p>Continue current strategies</p>
	<p>Small Business Administration Lending Our support of small business extends through government-guaranteed lending for companies that might not otherwise have a traditional path to financing.</p>	<p>117 loans totaling \$114 million made through the SBA program.</p> <p>Pinnacle was the No. 2 SBA lender in South Carolina by dollar volume, No. 3 in North Carolina, No. 6 in Tennessee, and No. 63 nationwide.</p>	<p>Increase education and participation among financial advisors</p> <p>Hire new SBA financial advisors in the National Capital Region and North Florida</p>
	<p>Diverse and Local Suppliers We strive to support local economies with our purchasing power. We believe in using local business partners and working directly with our clients as much as possible to meet the firm’s needs.</p>	<p>\$7.7 million in spending with minority, women and veteran-owned businesses, an increase of 24.2% over 2022.</p> <p>A significant percentage of Pinnacle vendors are based within the states where we do business, and many of them are classified as minority-owned. Vendor selection is guided, in part, by local market leadership who are more closely connected to local business owners and can identify potential vendors.</p> <p>We continued to identify qualified diverse suppliers with the local market leaders for participation in upcoming contracts.</p>	<p>Pinnacle’s new headquarters building is under construction in Nashville, TN. The interior spaces on Pinnacle floors were designed by a woman-owned architecture firm. The building’s construction includes a number of subcontractors owned by women, veterans and/or members of minority groups. Art used inside the finished building will be curated by a woman-owned gallery, representing a significant spend.</p> <p>Continue tracking existing diverse vendors.</p> <p>Continue strengthening relationships and connections with minority business organizations to identify and engage with more minority-owned suppliers.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
EMPOWERED COMMUNITIES	Advocate responsibility.		
	<p>Community Advocacy We don't often get involved in advocacy action but do when we feel it is in the best interest of the community as a whole, including making our cities more equitable places to live and earn a living.</p>	<p>No direct giving to voter or legislature-related campaigns in 2023. Some Pinnacle-supported organizations, like chambers of commerce, education foundations, regional partnerships and others, are regularly involved in political advocacy.</p>	<p>Continue our current strategies.</p>
	<p>Political Advocacy While we have no policy against individual political contributions, we stay out of the fray and do not contribute to campaigns or activity around elections and legislation. We sometimes, however, facilitate associate contributions to political action committees that serve the banking and finance communities statewide within our footprint.</p>	<p>No organized associate and director contributions to PACs in 2023.</p>	<p>Continue our current strategies.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
CORPORATE RESPONSIBILITY	Track and report CSR issues.		
	<p>Corporate and Social Responsibility Committee This committee includes senior leaders and diverse associates. It promotes a culture that sets high standards for corporate and social responsibility and reports on our performance against those standards. It reports to the newly formed Climate Sustainability Committee of our Board of Directors. View the CSR Committee charter online.</p>	<p>Created and published this updated Corporate Social Responsibility Report. View the full report online.</p> <p>Our Corporate Social Responsibility Committee met or received updates throughout 2023 to research and discuss potential improvements to the issues covered in this report. These focus areas include:</p> <ul style="list-style-type: none"> • Credit policy • Investment policy • Reporting and disclosures • Policies • Environmental impact <p>Committee members were instrumental in helping drive the firm-wide commitment to DEI and racial justice issues and were key advisors in community lending and investment and preparations for climate-related disclosures.</p>	<p>The CSR Committee will revisit and potentially update its strategic plan in 2024.</p>
	Engage with stakeholders.		
<p>Reputation management plan We build an annual plan that outlines how we understand the needs and engage with a broad range of stakeholders. In addition to strategies to share our story and practices, we outline how we solicit feedback and maintain two-way communication.</p>	<p>Reputation management planning continued with market leadership. Each market’s plan outlines how we engage with key stakeholders including our associates, clients, Board of Directors, shareholders, business partners and the community at large. Meetings also include discussions of DEI and affirmative action planning.</p>	<p>In 2024 we will prioritize expansion markets and those that would benefit from the most direct engagement while using markets with strong reputation management plans as mentors and models for others.</p>	

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
CORPORATE RESPONSIBILITY	Operate sustainably.		
	<p>Climate and Sustainability Committees Pinnacle’s responsibility to improve quality of life does not stop at the borders of our markets. As a major financial institution, we are committed to helping safeguard our environment, managing risk responsibly and protecting and growing value to our shareholders.</p>	<p>Pinnacle’s Board of Directors formed a Climate Sustainability Committee, chaired by independent Director Joe Galante to oversee the firm’s strategy and collaborate with management’s Climate Sustainability Committee to meet regulatory requirements and prepare the firm to respond to threats and opportunities related to climate change and the carbon transition.</p>	<p>Early in 2024, the management committee engaged an expert in identification of business opportunities related to climate change and the carbon transition to brief the Board committee and several banking leaders on the opportunities presented by federal legislation, as well as how they can best advise clients on how to prepare for climate-related changes in their industries.</p>
<p>Climate Risk and Impact Measurement Pinnacle leaders recognize:</p> <ul style="list-style-type: none"> • the regulatory environment is changing to include climate-related matters • the potential financial risks presented by climate change and the carbon transition • the need to need to consider the firm’s direct impact • that our clients can mitigate risk and potentially improve their business outcomes with consideration of the impact of climate change and the carbon transition 	<p>Management’s Climate Sustainability Committee engaged a multinational consulting firm to partner on a full assessment of the firm’s climate position. This firm served as a consultant on industry trends and regulatory developments throughout 2023 while Pinnacle leaders provided the relevant data to measure and track climate impact and risk using their proprietary climate measurement utility designed by and for mid-cap banks.</p> <p>As part of this partnership, Pinnacle leaders meet with their counterparts at other banks using this utility, including some of Pinnacle’s peers, to discuss common needs and develop expectations for reporting. Through these discussions, the consultant has determined that Pinnacle should be prepared to respond to regulatory reporting requirements and meet changing client needs related to climate change and the carbon transition.</p>	<p>Continue with the measurement and analysis process in partnership with a consultant partner. With the SEC’s climate reporting rules approved in March 2024, Pinnacle is preparing to report on climate-related risk and other required areas according to the required timeline.</p> <p>Management’s Climate Sustainability Committee will plan for greater advisory capabilities for clients and expand the bank’s center of influence network to include legal and tax experts specializing in climate matters and the related potential federal benefits for participating in the carbon transition.</p>	

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
CORPORATE RESPONSIBILITY	<p>Solar Power Finance Formed in 2021, Pinnacle’s Solar Capital Advisory focuses exclusively on providing structured financing solutions to facilitate the build-out of significant solar capacity throughout the country. Our footprint enjoys a high level of demand for green power, large-scale solar development activity and homegrown companies pushing the solar transition forward.</p>	<p>Solar Capital Advisory arranged construction loans on 8 utility-scale projects under development and provided permanent financing in the form of lease agreements and partnership lending. These projects have a combined generating capacity of 122 megawatts.</p> <p>Volumes in 2023</p> <ul style="list-style-type: none"> • Construction Loans - \$128 million • Sale-Leaseback agreements - \$180 million • Solar Partnership Lending - \$17 million 	<p>Solar Capital Advisory continues to see robust demand for creative tax-advantaged funding solutions, and our 2024 pipeline of solar-related construction loans, leases, and partnerships exceeds \$350 million.</p>
	<p>Environmental Credit Positions Every bank must decide how they will approach credits that negatively contribute to the environment and/or climate change. Pinnacle leaders have carefully considered that position and reflected it in our credit policy many years ago.</p>	<p>Pinnacle views making loans to environmentally responsible clients as desirable and making loans to companies that reflect irresponsible behavior, like harmful carbon emissions, as higher risk. We may identify certain industries or specific credits that are at a higher risk for a negative environmental impact for which additional environmental due diligence is warranted prior to extending credit.</p>	<p>Continue current strategies</p>
	<p>Client practices The firm provides numerous options for clients to minimize the carbon impact of their operations – eStatements, online banking and remote deposit capture among them. This enables fewer trips to the bank, reducing the impact on the environment.</p>	<p>403,867 accounts receive eStatements instead of mailed paper statements.</p> <p>244,898 online banking users</p> <p>2,063,951 deposits made via mobile deposit (personal) and remote deposit capture (business) rather than driving to an office</p> <p>More than 1.3 million bill payments made via online and mobile banking rather than mailing a paper check.</p>	<p>Continue with the implementation of our digital banking roadmap for continuous improvement, greater ease of doing business and less reliance on paper and physical travel.</p>

TOPIC	METRIC	2023 OUTCOMES	OBJECTIVES FOR 2024
CORPORATE RESPONSIBILITY	<p>Our facilities We consider the environmental impact of our footprint in the construction and maintenance of facilities. Our projects focus on energy conservation including items such as recyclable materials, occupancy sensing LED lighting, programmed HVAC systems, water conservation and high performing insulation practices such as reflective roofing materials, continuous exterior insulation and energy efficient windows and structural design.</p>	<p>We operate our corporate headquarters from a leased facility that has been designated as a LEED gold certified building.</p> <p>We completed implementation of the Energy Star system to track the firm’s greenhouse gas emissions, wastewater and other metrics of our environmental footprint.</p>	<p>Energy Star data has been provided to our climate consultant for use in its climate utility, along with fuel consumption and other direct impact metrics to track performance over time and identify opportunities for reduction. We expect to receive data output from the utility in mid-to-late 2024 to help us better understand our company’s impact and will comply with regulatory guidance on disclosure of climate-related metrics.</p>
	<p>Our electronic waste While our first mission when retiring old electronic equipment is securing and destroying our clients’ private and sensitive data, our business partner is committed to protecting the environment and guarantees that none of the IT waste will ever wind up in general or global waste streams.</p>	<p>Materials are recycled following strict EPA, R2 and ISO practices and federal regulations.</p>	<p>Continue with current strategy.</p>