

## This is about real change...

Over the past two years we have undertaken a massive effort to transform Wells Fargo and that includes keeping our customers and stakeholders informed about our ongoing progress.

A central part of our transformation was a deep examination of our entire business, which uncovered additional areas where we had fallen down. While headlines about these issues are recent, the issues in question occurred in the past. They don't reflect the bank we are striving to become.

### This is about where our leadership is taking us

Across our organization, our leadership is focused on and committed to creating a better bank. New leaders are bringing outside perspectives to how we operate. This starts with our Board of Directors. Our new Board Chair, Betsy Duke, is a former Federal Reserve Governor. She joins seven independent directors named in just the past two years. We have filled key senior leadership roles with external talent, including our Chief Risk Officer, General Counsel and Head of Human Resources. And we have centralized key functions to improve our controls and increase visibility. We also launched a Stakeholder Advisory Council with seven external members to advise management on consumer perspectives, fair lending, environmental impact, and governance.

### This is about focusing on our customers

Our first priority is our customers and making sure we serve them to the very best of our abilities. We have implemented new efforts to make sure customers are 100% satisfied with all we do for them and created stronger mechanisms to resolve issues. All of this while we continue to help customers manage their finances in many ways including the ability to receive alerts that tell you when your balance is low. And to help the many customers impacted by natural disasters and the government shutdown, we are also waiving or reversing various fees.

### This is about our dedicated Team Members

We know our customers' experience is only as good as the dedicated Team Members serving them in our branches, on the phone and online. And while we've always had the best, we are doing more to support them and align their compensation with their personal goals of serving customers. This includes raising our minimum wage to \$15 per hour, aligning banker compensation with customer satisfaction and extending stock awards to 250,000 Team Members.

### This is about our ongoing pledge

While we have accomplished a lot, we are by no means done. Our pledge to you is to continue to focus on being the bank you expect and want to serve you. To learn more about how we've been improving, please visit [wellsfargo.com/progress](https://wellsfargo.com/progress)

## ...and this is our ongoing commitment to our customers

So that's what we're doing. And this is where we're going as we continue to build a better bank for all.

### This is innovation that puts customers in control

With offerings like *Control Tower*,<sup>SM</sup> *Overdraft Rewind*,<sup>®</sup> Low Balance Alerts and Financial Health Conversations, we're working to empower customers with the information and confidence they need to succeed financially. For example, with *Overdraft Rewind* we have proactively reversed millions of dollars of fees for our customers. And with a wide range of email and text alerts available to our customers, we've helped people identify potential fraud, avoid potential fees and manage their accounts with greater assurance and control.

### This is building sustainable futures for our communities

We're committing \$200 billion in financing to sustainable businesses and projects by 2030, with more than 50% focused on clean and renewable energy.

### This is empowering homeownership for Americans

On average, Wells Fargo helped more than 1,000 families a day realize the dream of homeownership in 2018.

### This is our commitment to helping others every day

In 2018, Wells Fargo donated more than \$1 million a day to help over 10,000 non-profits keep reaching for a greater good. We also donated nearly \$10 million in support of disaster relief and waived more than \$33 million in fees for impacted customers. And we're helping government workers affected by the recent shutdown, proactively reversing various fees and extending deadlines for certain payments.

### This is our people making a difference

In late 2018, through our *Holiday Food Bank* campaign, we collected and donated more than 55 million meals to local food banks across the country and our Team Members volunteered over 9,000 hours. And on nearly every day for the past two decades, Wells Fargo volunteers have rolled up their sleeves to help build and improve more than one home per day through the *Wells Fargo Builds*<sup>SM</sup> program.

Best of all,  
This is just the beginning.

This is 

