

# INVESTOR DAY 2025

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February 6, 2025

# Safe Harbor and Forward-Looking Statements

## CAUTION REGARDING FORWARD LOOKING STATEMENTS

The information contained or incorporated by reference in this presentation contains certain forward-looking statements, including, but not limited to, certain plans, expectations, goals, projections, and statements, which are not historical facts and are subject to numerous assumptions, risks, and uncertainties. Statements that do not describe historical or current facts, including statements about beliefs and expectations, are forward-looking statements. Forward-looking statements may be identified by words such as expect, anticipate, believe, intend, estimate, plan, target, goal, or similar expressions, or future or conditional verbs such as will, may, might, should, would, could, or similar variations. The forward-looking statements are intended to be subject to the safe harbor provided by Section 27A of the Securities Act of 1933, Section 21E of the Securities Exchange Act of 1934, and the Private Securities Litigation Reform Act of 1995. While there is no assurance that any list of risks and uncertainties or risk factors is complete, below are certain factors which could cause actual results to differ materially from those contained or implied in the forward-looking statements: changes in general economic, political, or industry conditions; deterioration in business and economic conditions, including persistent inflation, supply chain issues or labor shortages, instability in global economic conditions and geopolitical matters, as well as volatility in financial markets; the impact of pandemics and other catastrophic events or disasters on the global economy and financial market conditions and our business, results of operations, and financial condition; the impacts related to or resulting from bank failures and other volatility, including potential increased regulatory requirements and costs, such as FDIC special assessments, long-term debt requirements and heightened capital requirements, and potential impacts to macroeconomic conditions, which could affect the ability of depository institutions, including us, to attract and retain depositors and to borrow or raise capital; unexpected outflows of uninsured deposits which may require us to sell investment securities at a loss; changing interest rates which could negatively impact the value of our portfolio of investment securities; the loss of value of our investment portfolio which could negatively impact market perceptions of us and could lead to deposit withdrawals; the effects of social media on market perceptions of us and banks generally; cybersecurity risks; uncertainty in U.S. fiscal and monetary policy, including the interest rate policies of the Federal Reserve; volatility and disruptions in global capital and credit markets; movements in interest rates; competitive pressures on product pricing and services; success, impact, and timing of our business strategies, including market acceptance of any new products or services including those implementing our “Fair Play” banking philosophy; changes in policies and standards for regulatory review of bank mergers; the nature, extent, timing, and results of governmental actions, examinations, reviews, reforms, regulations, and interpretations, including those related to the Dodd-Frank Wall Street Reform and Consumer Protection Act and the Basel III regulatory capital reforms, as well as those involving the OCC, Federal Reserve, FDIC, and CFPB; and other factors that may affect the future results of Huntington. Additional factors that could cause results to differ materially from those described above can be found in Huntington’s Annual Report on Form 10-K for the year ended December 31, 2023 and Quarterly Reports on Form 10-Q for the quarters ended March 31, 2024, June 30, 2024 and September 30, 2024, which are on file with the Securities and Exchange Commission (the “SEC”) and available in the “Investor Relations” section of Huntington’s website <http://www.huntington.com>, under the heading “Publications and Filings” and in other documents Huntington files with the SEC.

All forward-looking statements speak only as of the date they are made and are based on information available at that time. Huntington does not assume any obligation to update forward-looking statements to reflect circumstances or events that occur after the date the forward-looking statements were made or to reflect the occurrence of unanticipated events except as required by federal securities laws. As forward-looking statements involve significant risks and uncertainties, caution should be exercised against placing undue reliance on such statements.

# Welcome and Opening Remarks



Tim  
Sedabres  
Head of  
Investor Relations

# Presentation Agenda

8:30 am	<b>WELCOME AND OPENING REMARKS</b> Tim Sedabres   Head of Investor Relations	10:30 am	<b>COMMERCIAL BANKING / CORPORATE, SPECIALTY, AND GOVERNMENT BANKING</b> <i>Expanding Capabilities to Provide Complete Customer Solutions</i> Scott Kleinman   President, Commercial Bank Zewditu (Tizu) Menelik   EMD, Corporate, Specialty, and Government Banking
	<b>COMPANY AND STRATEGY OVERVIEW</b> <i>Sustained Growth Culture</i> Steve Steinour   Chairman, President, and CEO		<b>PAYMENTS</b> <i>Accelerating Growth and Scale</i> Amit Dhingra   Chief Enterprise Payments Officer
	<b>CONSUMER AND REGIONAL BANKING</b> <i>Customer Focus Drives Differentiated Growth and Further Scale</i> Brant Standridge   President, Consumer and Regional Banking	11:15 am	<b>Q&amp;A</b>
	<b>REGIONAL BANKING</b> <i>Aligned and Integrated Team Positioned Close to Our Customers Leads to Differentiated Performance</i> Christian Corts   Regional Banking Director		<b>RISK / CREDIT</b> <i>Disciplined Approach Leads to Outperformance</i> Helga Houston   Chief Risk Officer Brendan Lawlor   Chief Credit Officer
	<b>WEALTH MANAGEMENT</b> <i>Leveraging the Huntington Franchise to Drive Sustainable Growth</i> Melissa Holding   Director of Wealth Management		<b>FINANCIAL OUTLOOK</b> <i>Positioned for Accelerating Value Creation</i> Zach Wasserman   Chief Financial Officer
9:55 am	<b>Q&amp;A</b>		<b>CLOSING REMARKS</b> Steve Steinour   Chairman, President, and CEO
10:15 am	<b>BREAK</b>	12:30 pm	<b>Q&amp;A</b>
		12:50 pm	<b>LUNCHEON WITH EXECUTIVE TEAM</b>

# Leadership Team

## Today's Presenters



**Steve Steinour**  
Chairman, President,  
and CEO  
Joined: 2009



**Brant Standridge**  
President, Consumer  
and Regional Banking  
2022



**Christian Corts**  
Regional  
Banking Director  
2023



**Melissa Holding**  
Director of  
Wealth Management  
2024



**Scott Kleinman**  
President,  
Commercial Bank  
1991



**Zewditu (Tizu) Menelik**  
EMD, Corporate, Specialty,  
and Government Banking  
2022



**Amit Dhingra**  
Chief Enterprise  
Payments Officer  
2015



**Helga Houston**  
Chief  
Risk Officer  
2011



**Brendan Lawlor**  
Chief  
Credit Officer  
2019



**Zach Wasserman**  
Chief  
Financial Officer  
2019

## Senior Executives in Attendance



**Marcy Hingst**  
General  
Counsel  
2023



**Kendall Kowalski**  
Chief  
Information Officer  
2014



**Tim Miller**  
Chief  
Communications  
Officer  
2024



**Michael Van Treese**  
Chief  
Auditor  
2013



**Prashant Nateri**  
Chief Corporate  
Operations Officer  
2012



**Sarah Pohmer**  
Chief Human  
Resources Officer  
2024



**Donnell White**  
Chief Diversity,  
Equity, and Inclusion  
Officer  
2021

# Company and Strategy Overview

*Sustained Growth Culture*



Steve  
Steinour  
Chairman,  
President,  
and CEO

# Positioned for Powerful Value Creation

**1**

**Culture, Purpose,**  
and **Vision** Delivered  
with a Differentiated  
Operating Model

**2**

**Scaled and**  
**Diversified**  
Franchise

**3**

**Multiple Revenue**  
**Growth Levers**  
in Regional and  
National Businesses

**4**

**Position of Strength**  
with Rigorous  
Risk Management

**5**

Disciplined  
Execution Driving  
**Top Quartile**  
**Performance**

# Super Regional Bank with Scaled National Businesses

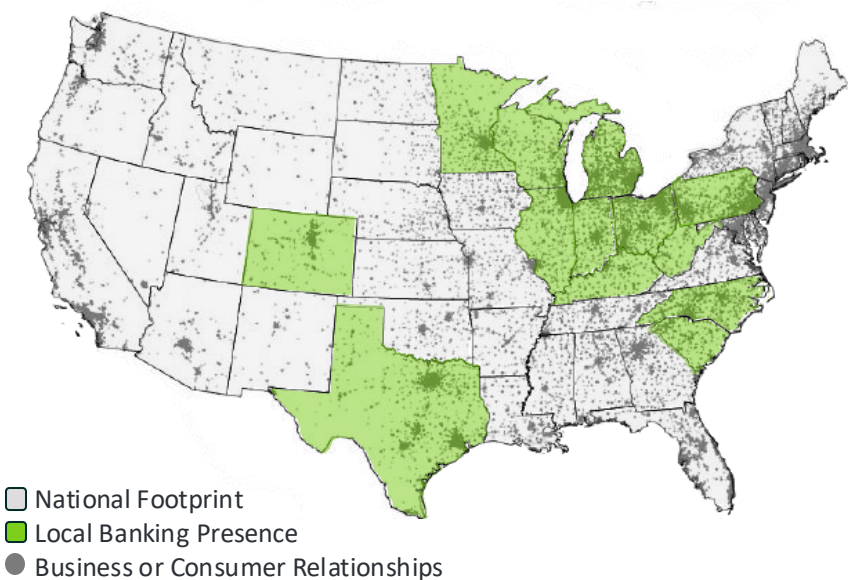
## 2024 Year-End Key Stats

**\$204B**  
Assets

**\$162B**  
Deposits

**\$130B**  
Loans & Leases

### National Expertise with Local Delivery



## Powerhouse Consumer and Regional Banking Franchise

**4.4+ Million**  
Households

**#1**  
SBA Lender<sup>1</sup>

## Growing National Commercial Businesses

**2x Increase**  
to Commercial Bank Size<sup>3</sup>

**16**  
Industry Verticals

## Expanding Payments

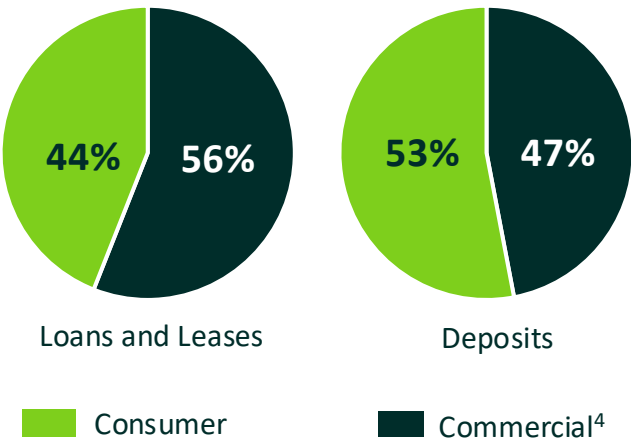
**#3** Debit Mastercard<sup>®</sup>  
in US

**\$2.6T**  
Payments Processed Annually

## 2024 Compelling Results

- **#1** Loan Growth<sup>2</sup>
- **#1** Deposit Growth<sup>2</sup>
- **Top Quartile** Net Charge-Offs
- **Top Quartile** ACL of 1.88%

## Diversified Business



## Demonstrated Strong Risk Management Through The Cycle

Note: Mastercard and the circles design are registered trademarks of Mastercard International Incorporated; (1) SBA 7(a) volume 2024; (2) YE24 vs YE23 loan and deposit growth; HBAN vs 10 bank peer group; (3) Since YE2020; (4) includes treasury funding deposits



# Built Leading Franchise Over The Past Decade



**Maintaining Aggregate Moderate-to-Low Risk Appetite**

# Exceptional Organic Growth and Successful Acquisitions

## Diversification, Integration, and Scale

2021 - 2022

### Strong Execution and Delivery of Commitments<sup>1</sup>

**+51%**

Revenue (FTE)

**+56%**

Non-GAAP  
Adj. PPNR

**+25%**

Fee Income

### Organic Growth

- Grew Consumer & Commercial Customers
- Improved Local Model in Regional Banking
- Expanded Commercial Banking Capabilities
- Increased Fee Revenues

### Integrations & Acquisitions

Successful  
Integration

**\$490MM**

TCF Cost  
Synergies  
+  
Revenue  
Synergies

High Return  
Acquisition



Customer  
Referral  
Synergy

## Building on Position of Strength

2023 - 2024

### Expanding Capabilities and Expertise

#### New Commercial Verticals

- Fund Finance
- Healthcare ABL
- National Deposits
- Mortgage Servicing
  - Deposits
  - Lending
- Aerospace & Defense
- FIG
- Native American Financial Services

#### New Geographies


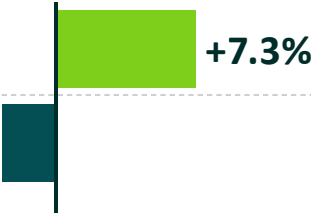
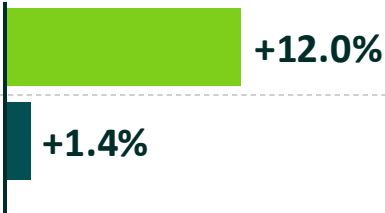
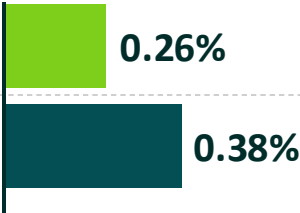
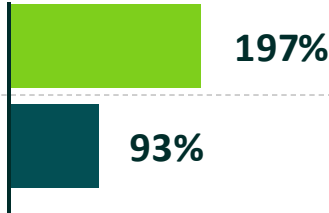


#### Payments

- New Merchant Acquiring
- Expanded Treasury Management (TM) Solutions
- New Card Products
- Created New Partnerships

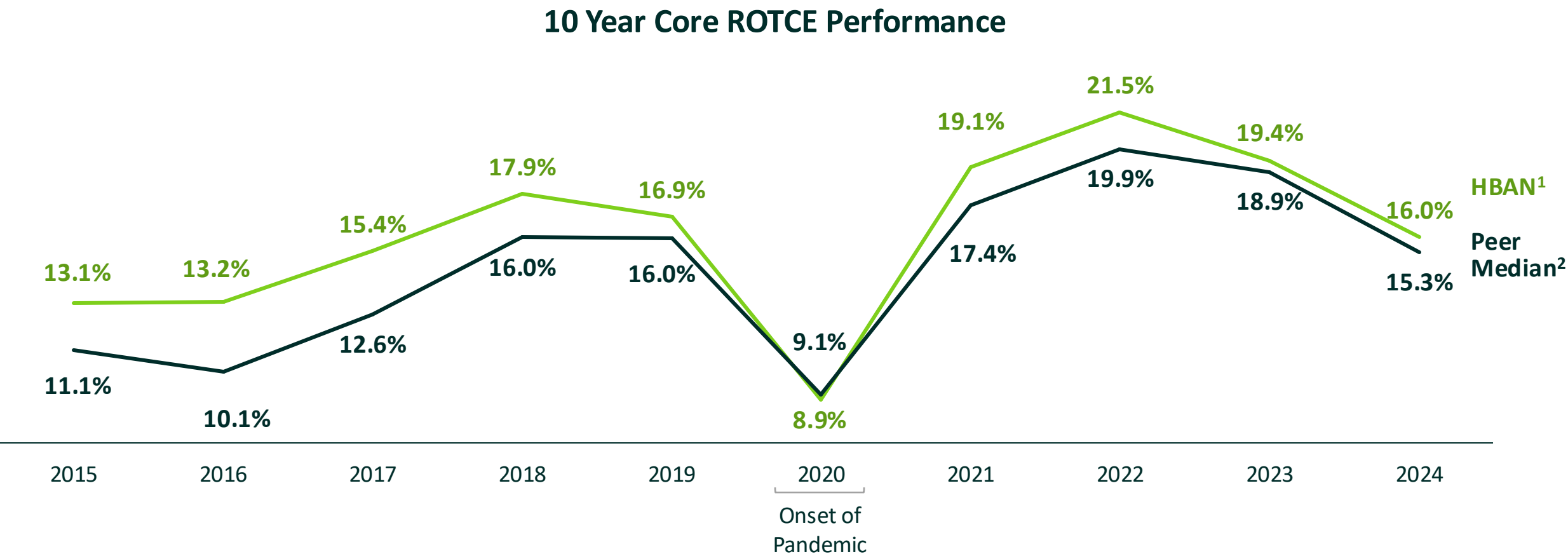
(1) FY2020-FY2022 growth; includes integration of TCF business in June 2021; see reconciliation (PPNR) on slide 148

# Top Tier Performance Across Key Metrics Since 1Q23

	Loans	Deposits	Credit Losses (Avg. Net Charge Offs)	Liquidity (as % of uninsured deposits) <sup>2</sup>
 <b>Huntington</b>	 +7.3%	 +12.0%	 0.26%	 197%
<i>Peer Median<sup>1</sup></i>	-2.8%	+1.4%	0.38%	93%
<b>Highlights</b>	<ul style="list-style-type: none"> <li>Delivered peer leading organic growth</li> <li>Robust production from both core and new initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Drove peer leading deposit growth</li> <li>Supported well-managed beta</li> </ul>	<ul style="list-style-type: none"> <li>Rigorously managed credit quality</li> <li>Outperformed as expected</li> </ul>	<ul style="list-style-type: none"> <li>Peer leading available liquidity</li> <li>Highlights granular deposit base strength</li> </ul>

(1) Source: S&P Global Market Intelligence and SEC filings - Peers include CFG, CMA, FITB, KEY, MTB, PNC, RF, TFC, USB, ZION; (2) Defined as cash and cash equivalents divided by [Contingent Capacity at Federal Reserve & FHLB + Cash & Equivalents.] HBAN based on estimated 12/31/2024 uninsured deposits; peers based on estimated 9/30/24 uninsured deposits

# History of Financial Outperformance



**Consistent Return on Equity Outperformance**

(1) Non-GAAP; See Reconciliation (ROTCE) on page 149; (2) Source: S&P Global Market Intelligence for Peers. Peers include CFG, CMA, FITB, KEY, MTB, PNC, RF, TFC, USB, ZION

# Proactively Addressing Evolving Market

## Industry Trends

### Customer

- Increasing expectations
- Industry & segment specialization
- Need for expertise & holistic service offerings

### Technology

- Digital acceleration
- Real time agility
- Data and AI opportunities

## Our Approach

### Advice & Guidance

- Targeted expertise with local delivery & personalized solutions
- Expanded capabilities to support customers and drive growth

### Breadth of Solutions

- New industry verticals & geographies; expanded value proposition
- Integrated solutions to earn client trust

### Digital Capabilities

- Exceptional experience with cohesive digital & human service
- Maximize engagement & satisfaction with increased connectivity

**Anticipating Evolving Customer Needs to Drive Profitable Growth**

# Embarking on the Next Era of Growth

## Our Vision:

To Be the Leading  
**People-First,  
Customer-Centered**  
Bank in the  
Country

## Key Guiding Attributes

- ✓ Be the most **Trusted** financial institution
- ✓ Enhance most **Caring** and **Inclusive Culture**
- ✓ Be an **Indispensable Partner** for customers
- ✓ Deliver **Value** through commitment to top-quartile core performance

# People-First: The Huntington Culture is a Competitive Advantage

## Committed to

- Caring and inclusivity
- Customers and communities
- Performance and execution
- Everyone owning risk

## Colleagues first

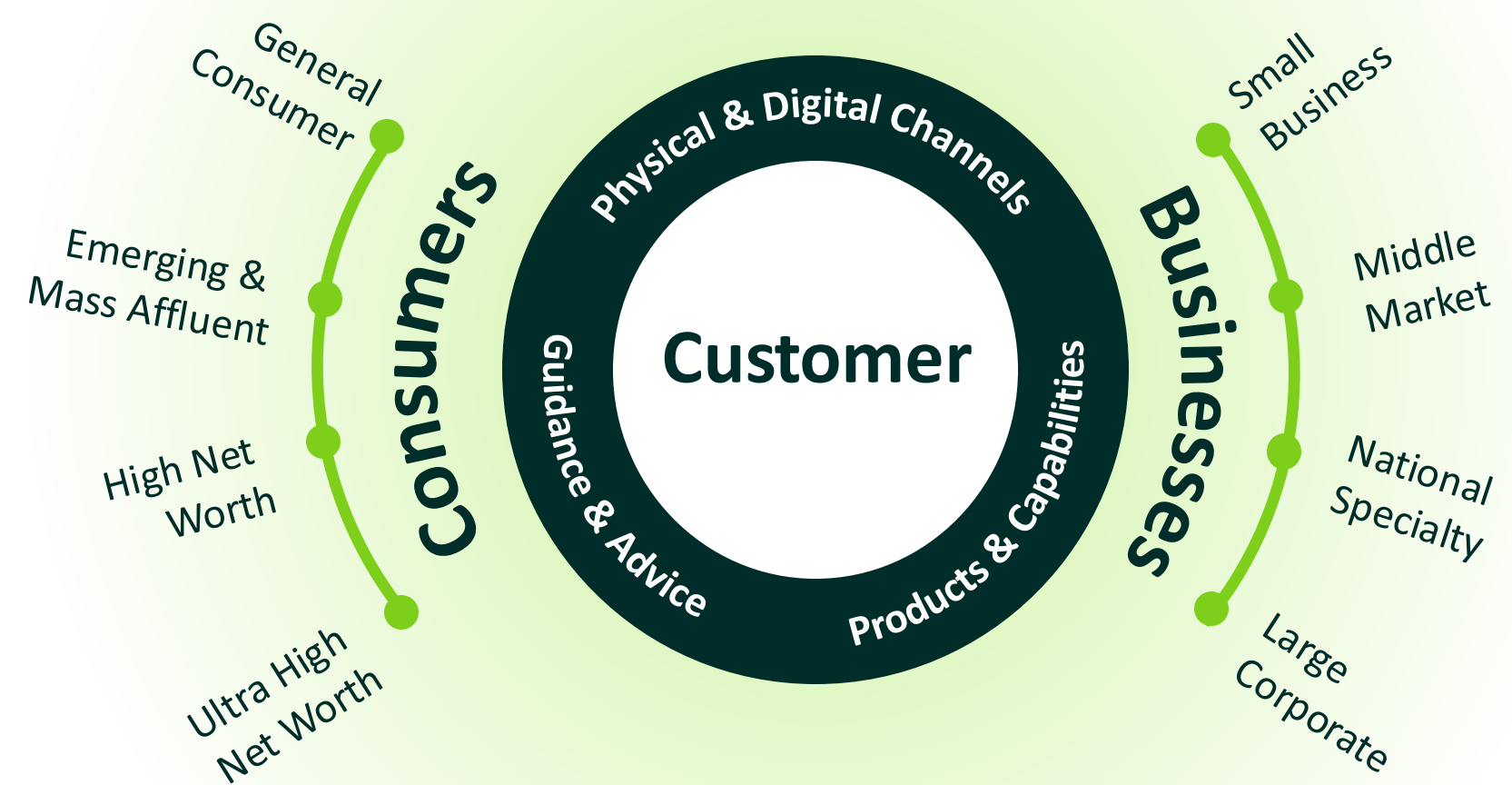
- Engage colleagues
- Align compensation with OCR<sup>1</sup>
- Develop depth of leadership

## Our Culture Leads to:

- ✓ Top Quartile **Culture**<sup>2</sup>
- ✓ **Great Place To Work**<sup>®</sup> 6 years in a row<sup>3</sup>
- ✓ Greenwich<sup>4</sup> **“Best Brand for Trust”**
- ✓ An industry leader in **Customer Satisfaction**<sup>5</sup>
- ✓ Retention of Senior Leadership<sup>6</sup> **94%**

(1) OCR: optimal customer relationship; (2) 2023 Colleague Engagement Survey; (3) To view Great Place to Work Certified Companies, visit <https://www.greatplacetowork.com/certified-companies>; (4) 2023 Greenwich Awards, including for U.S. Small Business and Middle Market Banking. For Greenwich Awards, visit [greenwich.com](https://greenwich.com); (5) Source: 2024 Brand Health Study, among customers who consider the bank their primary bank; (6) Internally defined Senior Leadership Retention

# Customer-Centered: The Customer is Central to Everything We Do



**Focused on Being an Indispensable Partner for All Customers and Clients**



# Focusing on Experiences and Relationships to Drive Differentiation and Expand Customer Base

## **Relationships**

Partnering with customers with consistent approach to build long-term relationships

## **Solutions**

Deliver differentiated customer-centric products

## **Experiences**

Expert advice, integrated platforms, and frictionless human / digital experiences

## **Customer Trust**

Built on a  
Foundation of  
Dependability  
and Financial Stability

# Well-Positioned to Achieve Medium-Term Targets

PPNR  
Growth  
**6 - 9%**  
CAGR

ROTCE  
**16 - 17%**  
2027 Goal

**Positive**  
Operating  
Leverage

# Growth Outlook Supported by Robust Risk Management

Aggregate Moderate-to-Low Risk Appetite Creates a Strategic Advantage

Focus on Key Risks...



... Enabling a Position of Strength

## Outcomes

- Well-positioned to navigate macro environment
- Dependability / consistency builds customer trust
- Industry leader in liquidity and insured deposits
- Top quartile performance for net charge-offs

**Maintaining Aggregate Moderate-to-Low Risk Appetite through Expansion and Growth**

# To be the Leading People-First, Customer-Centered Bank in the Country

## Investing

for sustainable  
profitable growth

## Differentiating

our culture, brand,  
and customer experience

## Executing

for top quartile performance  
and value creation

# Brand Essence Video



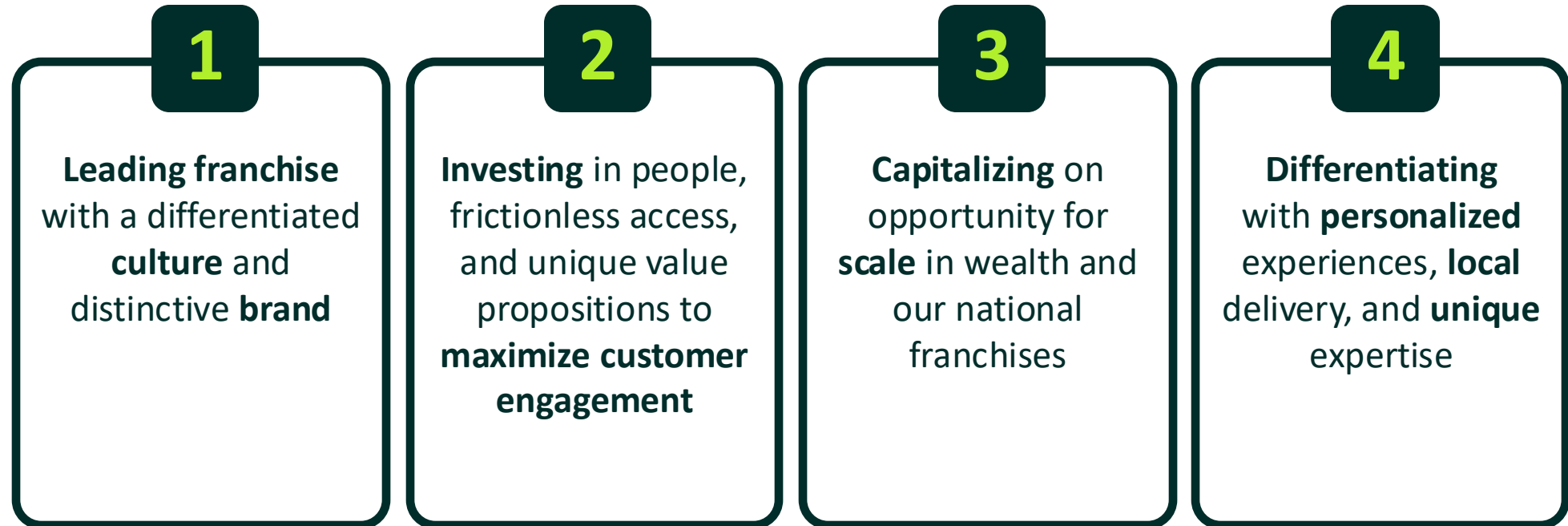
# Consumer and Regional Banking

Unwavering Focus on the Customer Drives  
Differentiated Growth and Further Scale



Brant  
Standridge  
President,  
Consumer &  
Regional Banking

# Consumer and Regional Banking Key Messages



# Leading Mid-West Consumer and Business Bank with a National Specialty Finance Franchise

## Key Stats<sup>1</sup>

**\$111B**

Total Deposits  
69% of Huntington's Total



**\$72B**

Total Loans  
56% of Huntington's Total



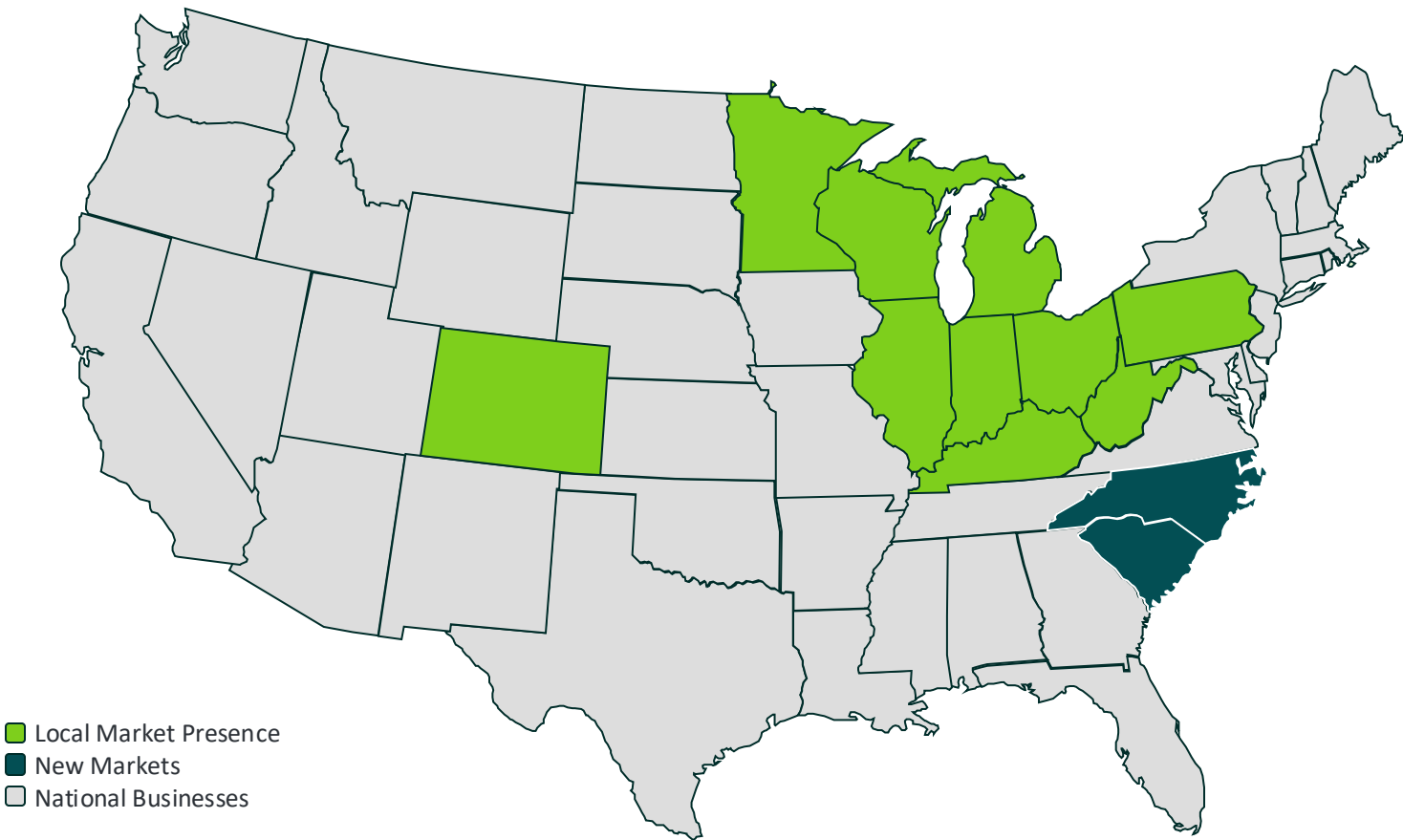
**\$1.3B**

Fee Revenue  
64% of Huntington's Total



(1) FY24 Financials. Loans and Deposits based on End of Period balance.

## Expanding in Targeted Geographies





# Building on Long History of Strength in Customer Acquisition Fueled by Brand Distinction and Disruptive Innovation

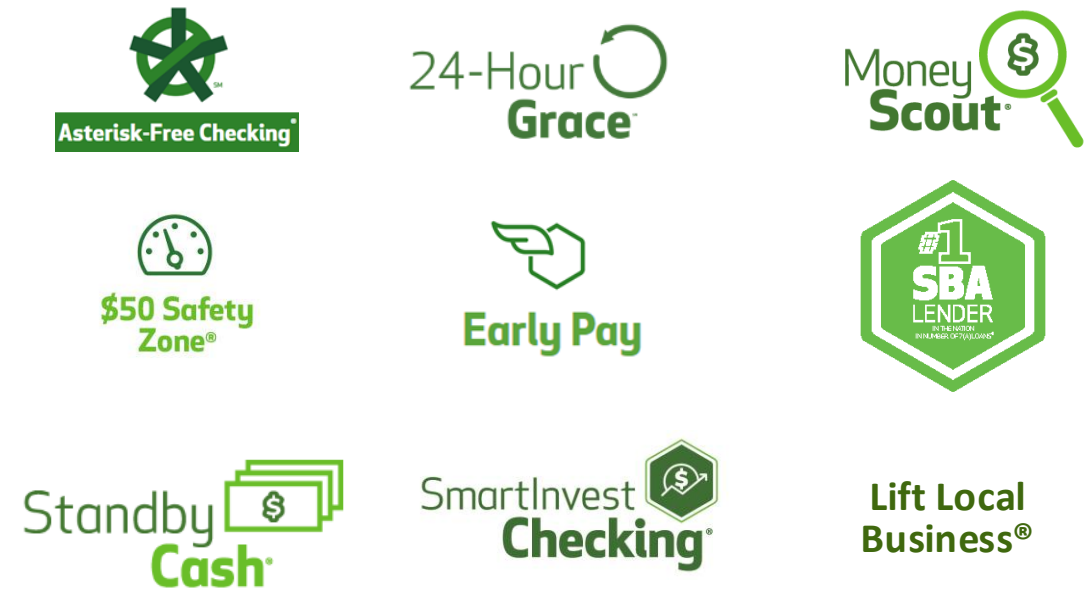
## Trusted Brand

- ✓ Leader in Customer Satisfaction<sup>1</sup>
- ✓ Best Brand – Trust<sup>2</sup>
- ✓ Award Winning Mobile App
- ✓ Multi-category Greenwich Awards<sup>2</sup>  
in U.S. Small Business and Middle Market Banking



## Leader in Innovation

Strong History of Disruptive Products  
Building on a foundation of Fair Play banking...



Consumer Checking Households Growth of 3x since 2010

(1) Source: Internal 2024 Brand Health study; (2) 2023 Greenwich Awards, including for U.S. Small Business and Middle Market Banking. For Greenwich Awards, visit [greenwich.com/document-type/greenwich-awards](https://greenwich.com/document-type/greenwich-awards)

# Culture is at the Heart of Huntington's Competitive Advantage

## OUR CULTURE

is at the center of what drives Huntington's long history of differentiation and growth



### How does our Culture Manifest in Our Colleagues Actions?

- ✓ **Welcome**
- ✓ **Fairness** and doing the right thing
- ✓ Deep sense of **care** for customers
- ✓ Commitment to **community**
- ✓ Focus on **relationships**
- ✓ Strong sense of **ownership**
- ✓ **Rigorous execution**



**Our Colleagues** share a relentless passion for **customers**, **collaborative attitude**... that fuels **innovation**, **customer satisfaction**, and **industry leading growth**

**OUR VALUES: Can-Do Attitude | Service Heart | Forward-Thinking**

# Growth Since 2022 Driven by All Key Customer Segments

## Consumer Banking

**+2.9%**  
CAGR Primary Bank Relationships

**+4%** Expanded Digital Adoption<sup>1</sup>  
(79% vs 75% in 2022)

**16** Launched De Novo Branches

## Regional Banking & National Businesses

**+4.2%**  
CAGR Primary Bank Relationships<sup>2</sup>

**+30%**  
CAGR National Practice Finance Loan Growth  
(+\$1B since 2022)

**#1** National SBA Lender<sup>3</sup>

## Wealth Management

**+10%**  
CAGR Advisory Households

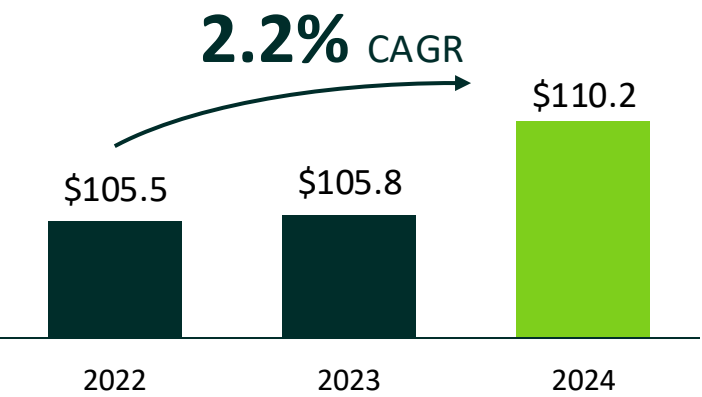
**+14%** Total AUM  
(\$34B Total)

**+\$2.3B** New AUM from SmartInvest<sup>®</sup>

Since YE 2022, unless otherwise noted; (1) Among deposit customers; (2) Includes Small Business (\$0-\$2M revenue) and Regional Banking (\$2MM-\$50M revenue); (3) SBA 7(a) volume 2024

# Strong Execution and Financial Results Since 2022 Investor Day

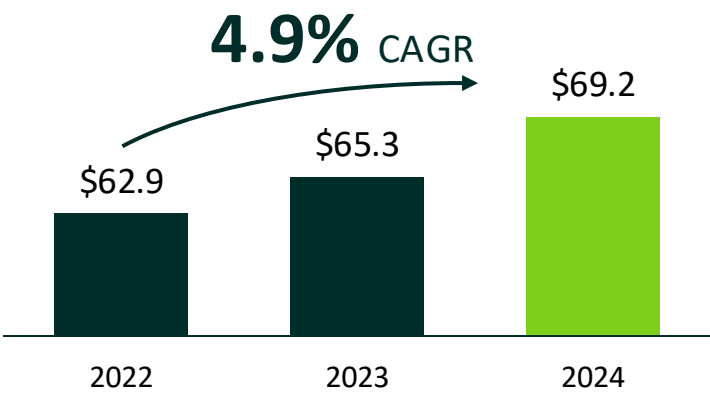
## Total Deposits<sup>1</sup> \$B



Deposit Growth

**+\$4.7B**  
result since '22

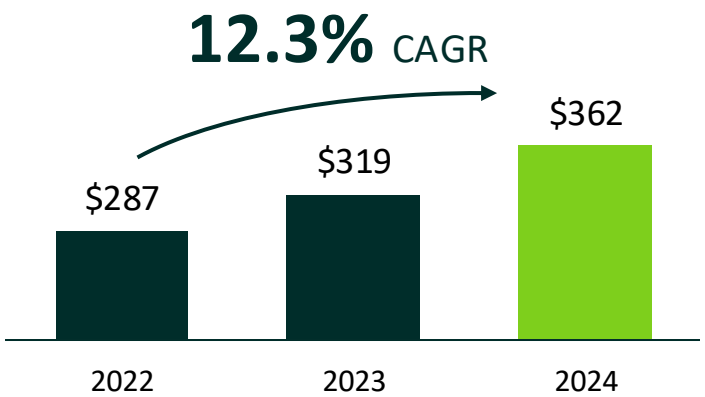
## Total Loans<sup>1</sup> \$B



Loan Growth

**+\$6.3B**  
result since '22

## Wealth Management Fee Revenue \$M



Wealth Fee Revenue

**+\$75M**  
result since '22

(1) Period Average

# Our Vision Guides Consumer & Regional Banking's Strategic Ambition

## Our Vision:

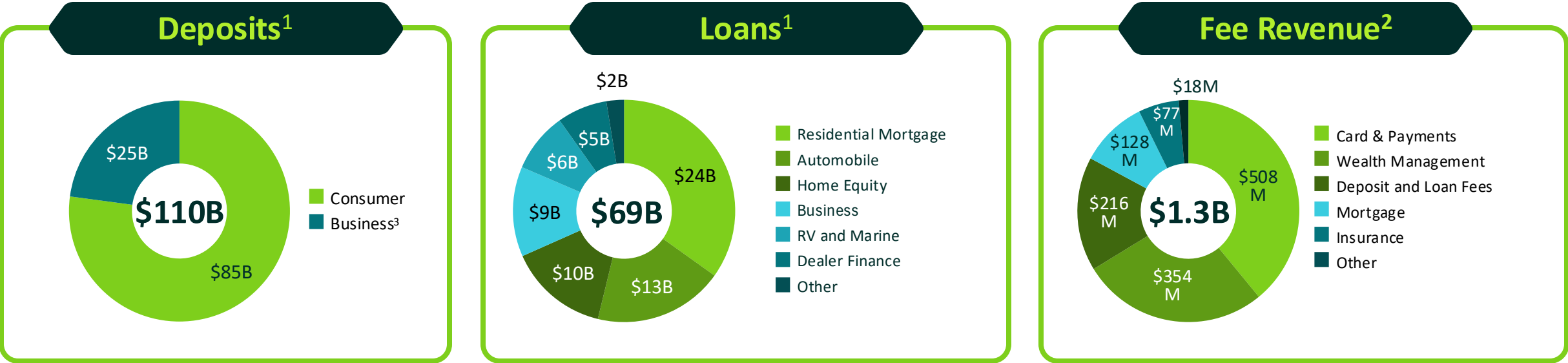
To Be the Leading  
**People-First,  
Customer-Centered**  
Bank in the  
Country

## Our Strategic Ambition:

- ✓ Create **Innovative** and Distinctive **Products** for all People
- ✓ Maximize **Customer Engagement** and **Satisfaction**
- ✓ Provide **Insights, Guidance** and **Advice**
- ✓ The **Business Bank of Choice**
- ✓ **Local Model**, Scalable to New Markets and Verticals, and Unique Expertise in **Select National Businesses**

# Organized around Five Business Lines Serving Consumers & Businesses

<b>Branch Banking</b>  <b>3.4M</b> Consumer Deposit Households  <b>350k</b> Small Business Customers (<\$2M revenue)  <b>6,046</b> Colleagues	<b>Consumer Finance</b>  <b>1.3M</b> Consumer Lending Households  <b>8k</b> Auto & Recreational Finance Dealers  <b>1,203</b> Colleagues	<b>Regional Banking</b>  <b>20k</b> Business Customers (\$2M - \$50M revenue)  <b>12</b> Regional Market Presidents  <b>583</b> Regional Banking and <b>253</b> SBA & Practice Finance Colleagues	<b>Wealth Management</b>  <b>34k</b> Fee-Based Advisory Relationships  <b>150k</b> Brokerage Households  <b>1,133</b> Colleagues	<b>Insurance</b>  <b>150+</b> Insurance Carriers across Diversified Lines  <b>76</b> Licensed Advisors  <b>343</b> Colleagues
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(1) FY24 Period Average; (2) FY2024; (3) Includes deposits classified as corporate and other

# Investing in Key Areas to Drive Profitable Growth

Building on our leading digital experience with targeted investment in digital storefront



Building on our history of disruptive innovation with investment in customer value proposition for select customer segments

Strong momentum from prior investments in people and digital presents opportunity to scale fee income growth

Scaling our national businesses through new partnerships and geographic expansion

Strategically aligned and integrated teams positioned close to our customer leads to differentiated performance

Leveraging our regional banking model to drive scale, growth, and expansion in existing and new markets

# Building on Huntington's Leading Digital Position to Deliver a Winning Ecommerce Experience

## Investments to Accelerate Acquisition and Deepening


**Digital Marketing & Offers**  
Personalized offers supported by prioritized responses

**Channel Insights & Management**  
Real-time data informing our investments

**Channel Technology Investments**  
Enable frictionless originations and access to colleagues

## The Opportunity

**Incremental Consumer Household Acquisition**  
100K+ by 2030

**Improvement in Digital Household Quality**  
Triple average deposits from new digital households by 2030

- **50%** of new consumer checking households originate digitally<sup>1</sup>
- **8%** increase in digitally active customers since 2022
- **1B+** digital interactions with customers per year

(1) Consumer Checking Households in 2024



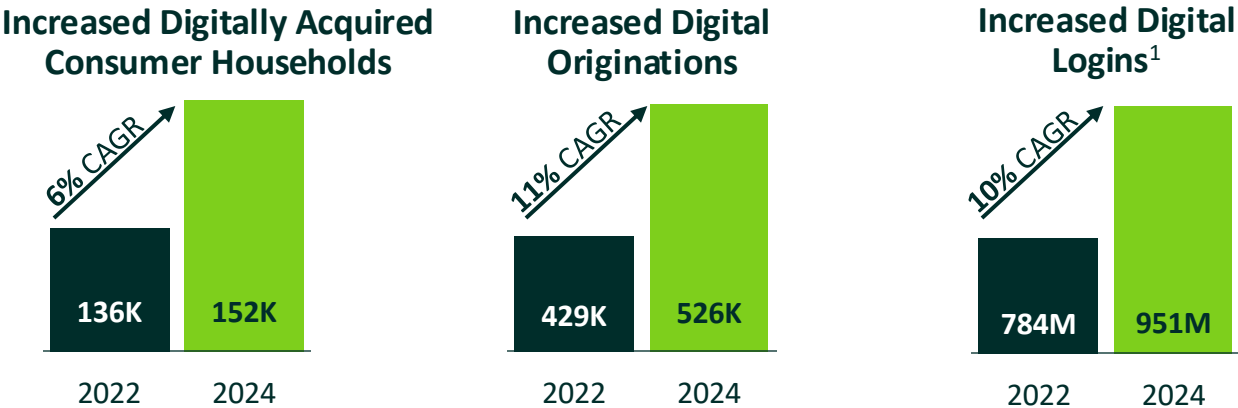
# Delivering on Customer Expectations and Expanding Frictionless Access to Products and Colleagues

## Execution Highlights Since 2022

### Delivered...

- 1 Streamlined**  
Originations Journeys  
for Savings & MMA
- 2 Expanded**  
Product Offerings  
in Digital Marketplace
- 3 Personalized**  
MyOffers and  
Huntington.com

### Resulting in...



(1) Digital logins includes both mobile and web for full year period; Originations is inclusive of consumer product lines in checking, savings, card, mortgage, and lending.

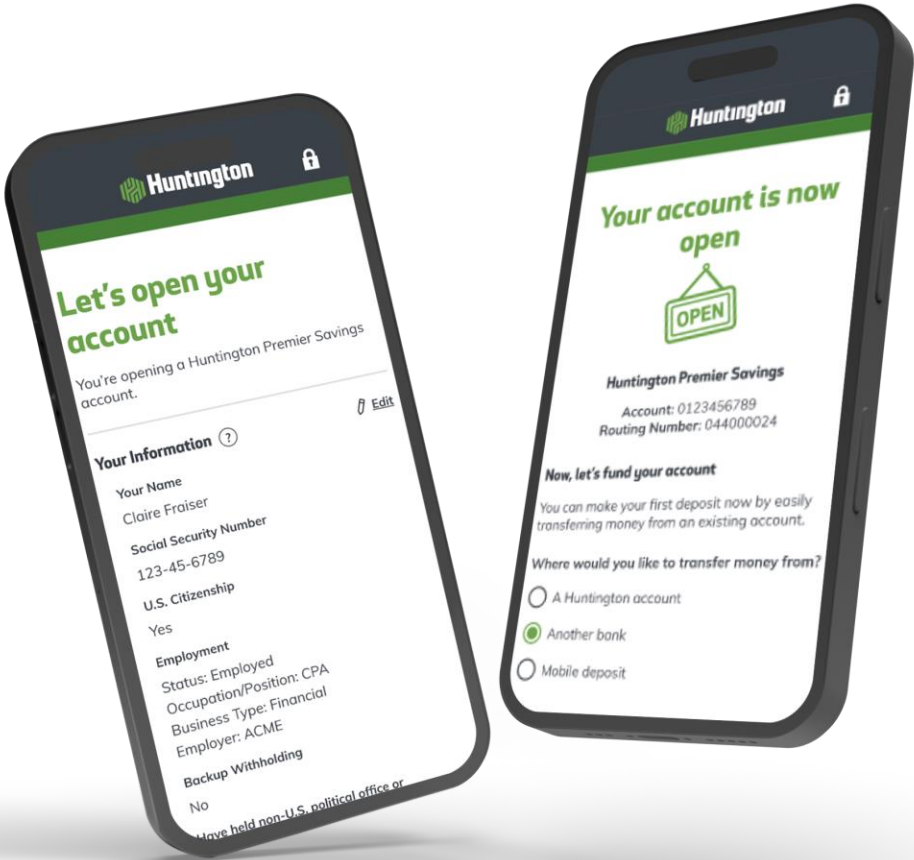
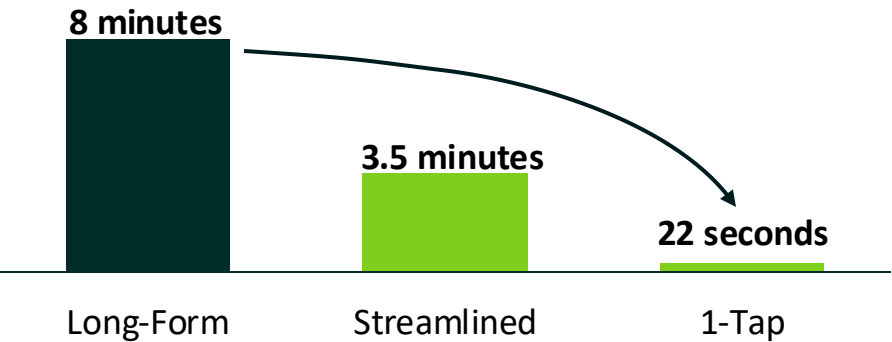
## Innovation Roadmap

- ☒ **Mobile First Customer Acquisition**  
“Download the app”... migrating customer acquisition from huntington.com to an app lead call to action
- ☒ **Expanding One-Tap Originations**  
Simple and easy product originations across more product categories
- ☒ **Real-Time Trigger-Based Offers**  
Customer signal driven marketing and personalized offers delivered in real-time
- ☒ **Enhanced Authentication**  
Widening digital acquisition funnel by eliminating friction points and decreasing false positive fraud detection outcomes

# Launched One-Tap Account Opening for Savings & MMA Eliminating Friction for Our Customers

## One-Tap Originations

- ✓ Streamlined origination journey from **40-taps to 1-tap**
- ✓ **+48%** increase in Savings & MMA digital originations<sup>1</sup>
- ✓ Increased conversion rate from **44% to 64%**<sup>2</sup>
- ✓ **+17%** increase in funded accounts<sup>2</sup>



## An Intuitive and Streamlined E-Commerce Experience Deepens Customer Relationships

Note: Chart Represents Huntington median time to originate Savings & MMA; (1) Average monthly originations pre- vs. post- launch; (2) Since Aug'24 inception, compares 6-month period prior to launch

# Building on Our History of Disruptive Innovation with Investment in Customer Value Proposition for Select Customer Segments

## Customer Centric Innovation Enables Continued Acquisition

### Unique Customer Jobs

- ✓ to unlock their **full potential**
- ✓ to be **prepared for the future**
- ✓ to **support their family & network**
- ✓ to live **fulfilled lives today**
- ✓ to be **financially resilient**

### Comprehensive Delivery Ecosystem

- ✓ New Products and Features
- ✓ Digital Innovation
- ✓ Personalized Advice
- ✓ Best in Category Service
- ✓ Omni Channel Delivery
- ✓ Brand Evolution

## The Opportunity

 **100K+**  
Incremental Consumer  
Household Acquisition

 **\$7B+**  
Deposit Growth from  
Acquisition & Deepening

# Delivering an Ecosystem of New Products and Digital Experiences Supported by Our Brand Evolution and Performance Marketing

## Execution Highlights Since 2022

### Delivered a New High Yield Savings Product in 2024...

- ✓ ~\$1B Annualized deposit production since launch<sup>1</sup>
- ✓ Strong appeal with younger affluent customers

### New Products Recently Launched

- 1 Caregiver Banking**  
...helping customers look out for a dependent adult or child in their care
- 2 Personalized Emergency Fund**  
...helping customers be more financially resilient
- 3 Comfort Zone**  
...helping customers manage cash flow to live more fulfilled lives today

## Innovation Roadmap

- ✓ **Premier Line of Credit**  
Streamlined originations and enhanced lines for Prime and Super Prime borrowers
- ✓ **Pathways**  
Guidance for short- and long-term planning
- ✓ **Membership Networks**  
Expands customer network of resources and benefits
- ✓ **Saving With A Purpose**  
Organize money according to its purpose in a way that makes sense to the customer

<sup>1</sup> Annualized deposit production based on partial year results in 2024

# Launched New Caregiver Digital Experience Addressing Key Need Across 22% of the US Population

## My Circle Banking

**First mover** among banks

Allows dependent adults and vulnerable populations to **maintain independence**

Debit card with spend controls for the **protection** of a dependent

Sets-up **wealth transfer** opportunity

### My Circle Tab<sup>(SM)</sup>

A single access point elevates awareness to key relationships

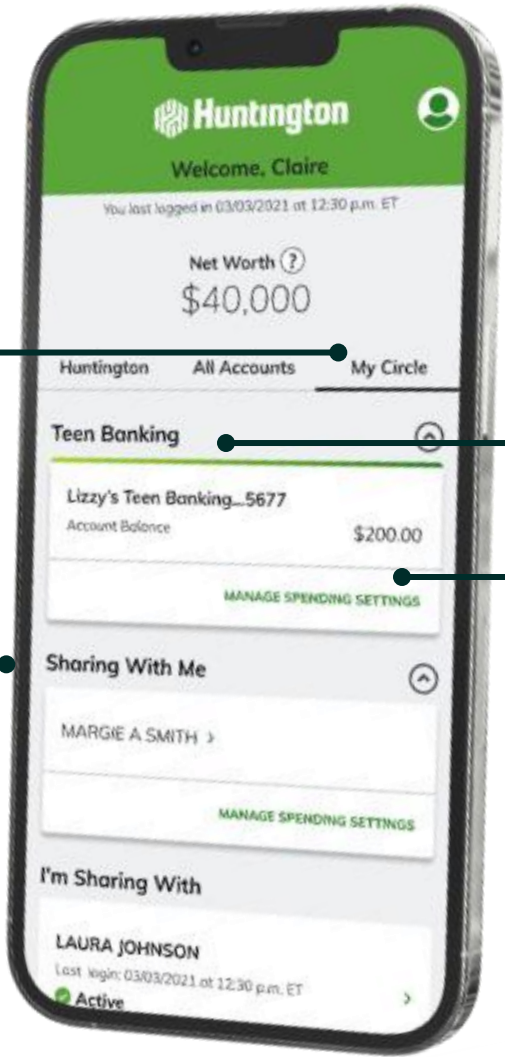
### Shared account access

#### Shared With Me

Parents or dependent family members who have requested assistance with account management

#### People I'm Sharing With

Individuals, such as a business partner, you trust with access to your finances



**Look after the people closest to you**



### Teen Banking

Visibility and controls for parents

### Quick Links

Frequent activities, such as Send Money, are elevated for quick access from The Hub

# Scaling Our National Businesses to Bring Huntington to More People in New and Existing Markets

## Practice Finance



Scaling **Practice Finance** with investments in talent, new verticals and specialties

Loans **15%+** CAGR<sup>1</sup>

## SBA Lending



Leading with **SBA** in **expansion markets** already **#1** in **Texas and Colorado**

Loans **15%+** CAGR<sup>1</sup>

## Auto, RV, Marine, Power Sports



Originating **Auto Loans** in **33 states** with recent expansions to new markets

Loans **7%+** CAGR<sup>1</sup>

(1) Represents target loan balance growth thru 2030



# Industry Leading Specialties in Practice Finance and SBA Present Continued Opportunity for Multi-Billion-Dollar Sources of Loan Growth

## Practice Finance

### Position of Strength

- **\$1B** Loan Growth Since 2022
- **4.5K** Customers
- **\$2.3B** Outstandings
- **\$2.8B** Loan Commitments

### Growth Drivers

- **Geographic Expansion**
- **New Verticals**  
Accounting, Law Practices, Funeral Homes
- **Leverage Partnerships**  
Henry Schein, Aprio, and DDSMatch

### The Opportunity

**\$4B+**

Loan Production  
through 2030

## SBA Lending

### Position of Strength

- **#1** SBA Lender<sup>1</sup> 7 Years in a Row
- **32,000** Customers
- Lift Local Business<sup>®</sup>
- **\$3.9B** Loan Commitments

### Growth Drivers

- **Geographic Expansion**
- **SBA Technology Investment**  
Frictionless SBA application-to-fund customer and colleague experience
- **Business Owner Transitions**  
New strategy to support generational transfer of ownership driving fees and strong returns



### The Opportunity

**\$8B+**

Loan Production  
through 2030

(1) SBA 7(a) volume 2024

# Well-Positioned to Scale Our Vehicle Finance Business Model Nationally

1

**Strong Dealer Relationships**

- Local go-to-market strategy delivering outstanding customer service for over 75+ years
- Comprehensive Commercial Relationship offering

2

**Leveraging Dealer Relationships to Drive Indirect Auto Lending**

- Highly efficient, digitized underwriting process
- Targeting Prime and Super Prime Customers

3

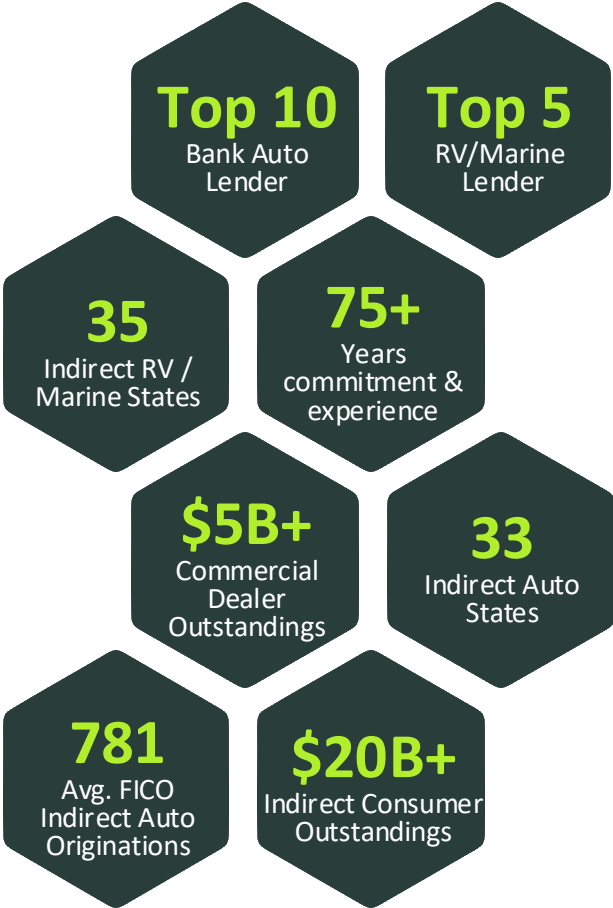
**Bringing the Entire Bank to Deepen Relationships**

- **Dealers:** Treasury Management, Capital Markets, Insurance, Private Banking
- **Consumers:** Deposits, Mortgage, Credit Card, Private Banking, Insurance, Investments

4

**Capitalizing on Geographic Expansion**

- Targeting new dealer relationships in the Carolinas and Texas to increase commercial and indirect Lending growth
- Further expansion into high opportunity markets



National Provider with Unique Integrated Business Model and Localized Go-to-Market Strategy at Scale

Note: data as of 4Q24

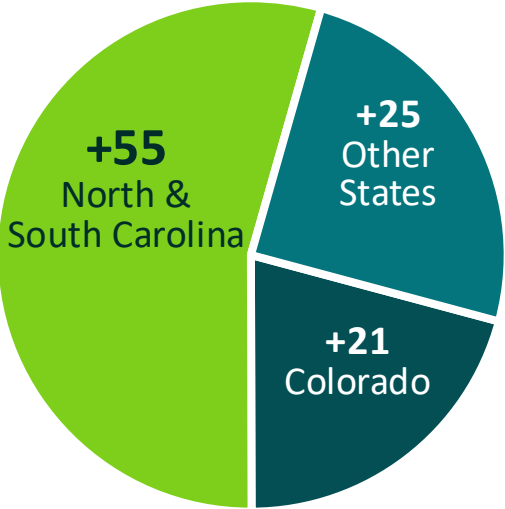


# Leveraging Our Regional Banking Model to Drive Scale, Growth, and Expansion in Existing and New Markets

## De Novo Branch Expansion

>100 De Novo Branches by 2030

**100+** De Novo Branch Expansions



## Increasing Presence in Chicago

Regional Banking & Wealth Management

- ✓ **Built 4 Regional Banking Hubs**  
Collectively going to market with the entire franchise capabilities to serve customers locally
- ✓ **Regional Banking talent acquisition**  
Added 14 new relationship managers with established in-market networks expected to produce \$1.7B in loan production over five years
- ✓ **Wealth Management talent acquisition**  
Added a team of Private Bank wealth advisors and branch financial advisors to deliver our collaborative local go-to-market approach

## Carolinas Buildout

Bringing the full Huntington Franchise to North Carolina and South Carolina

### Growth Contribution Over 10 Years

- Branch Expansion
- Mortgage
- Regional Banking
- Small Business
- Wealth Management
- Huntington Financial Advisors
- Consumer Finance
- Payments

**\$10B+**  
Deposits

**\$5B+**  
Loans

**\$5B+**  
AUM

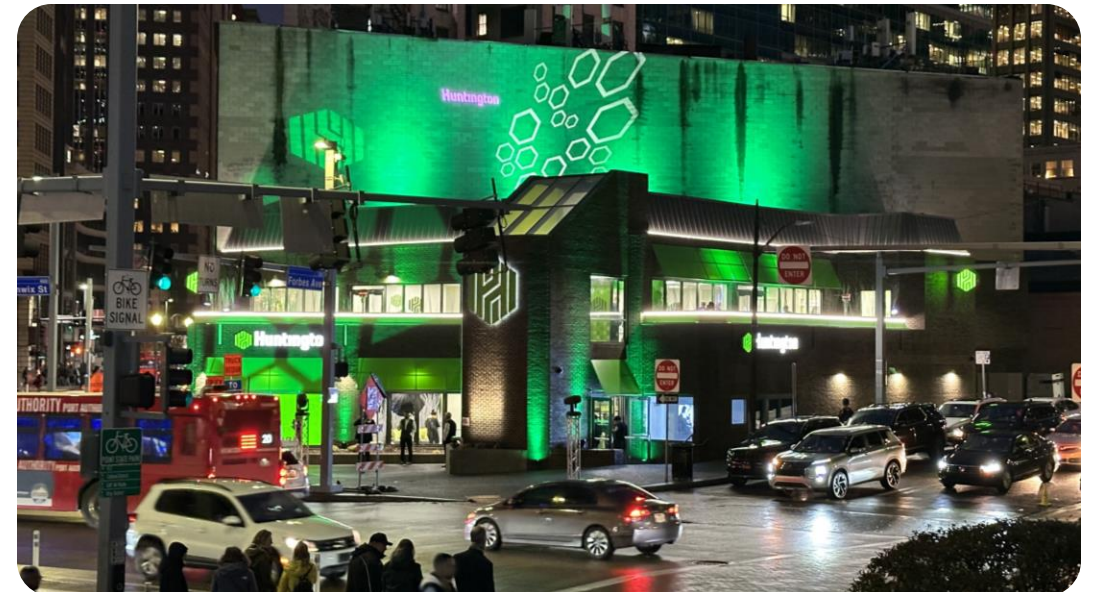
# Investing in Branches Fueled by Continuous Optimization of Our Network for Performance

## Proven & Repeatable De Novo Branch Playbook

- **Proprietary models identify A+ locations**  
with high traffic, visibility, convenience & growth potential; reinvesting in 1 relocation for every 2-3 closed branches
- **Shared accountability among regional leadership**  
for new branch success
- **Localized marketing strategy**  
targeting customers within 10-mile radius
- **Unique business plans for each branch**  
business development starting 90-days prior to opening

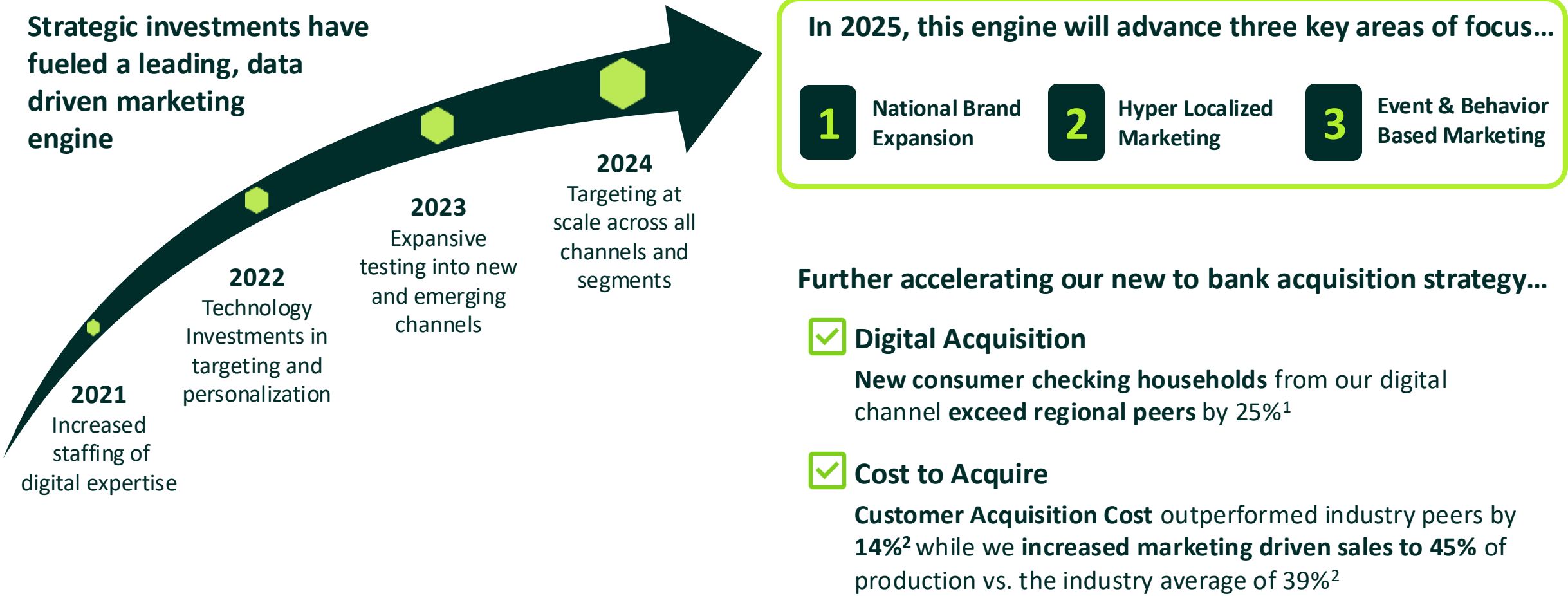
## Results in Accelerated Branch Profitability

- ✓ **2024 Launched De Novo Branch's**  
Loan growth is 3x prior new build expectations
- ✓ **Deposit gathering 135% ahead** after 6 months<sup>1</sup>
- ✓ **Reduction in time to payback** by 9-18 months



Note: photograph from downtown Pittsburgh, PA branch; (1) Avg. of Peters Twp, Cherry Creek North and Boulder Pearl Street

# History of Strength in Performance Marketing Continues to Fuel Growth



(1) Finalta by McKinsey; (2) Curinos Marketing Analyzer & Curinos Analysis for 2024

# Expanding Our Brand Nationally while Growing Local Relevance

## Building National Brand Awareness



Aligning with national franchises like the **Cleveland Browns** increases **national recognition**, credibility, and customer loyalty.

**Accelerates growth for national businesses and new market expansion.**



## Growing Local Relevance



Local investments to **drive awareness** and **consideration** will lead to an increase in long-term production.

**Localized playbooks** will customize media spend, channels, activations, and experiences based on the market's unique situation.





# Regional Banking

Aligned and Integrated Team Positioned Close to  
Our Customers Leads to Differentiated  
Performance



Christian Corts  
Regional Banking  
Director

# Growing Our Local Advantage through an Enhanced Regional Banking Model

## Key Stats<sup>1</sup>

**370K** Customers

**\$8.8B** Loans

**\$20.5B** Deposits

**\$142M** Fee Income

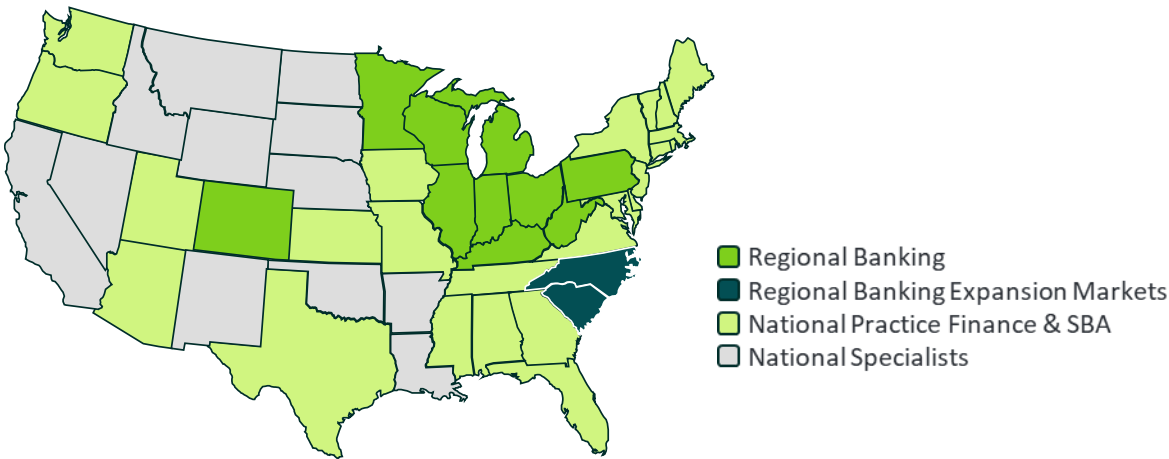
**\$1.0B** Total Revenue

## Contrarian Approach Brings the Full Huntington Franchise to Customers through Local Delivery

12 Regions  
**led locally** by  
Regional President

**Regional Leadership Team**  
with representation from all  
lines of business and  
responsibility for  
performance

Differentiated local  
delivery model that is  
**repeatable and  
scalable** to growth  
markets



## Since 2022

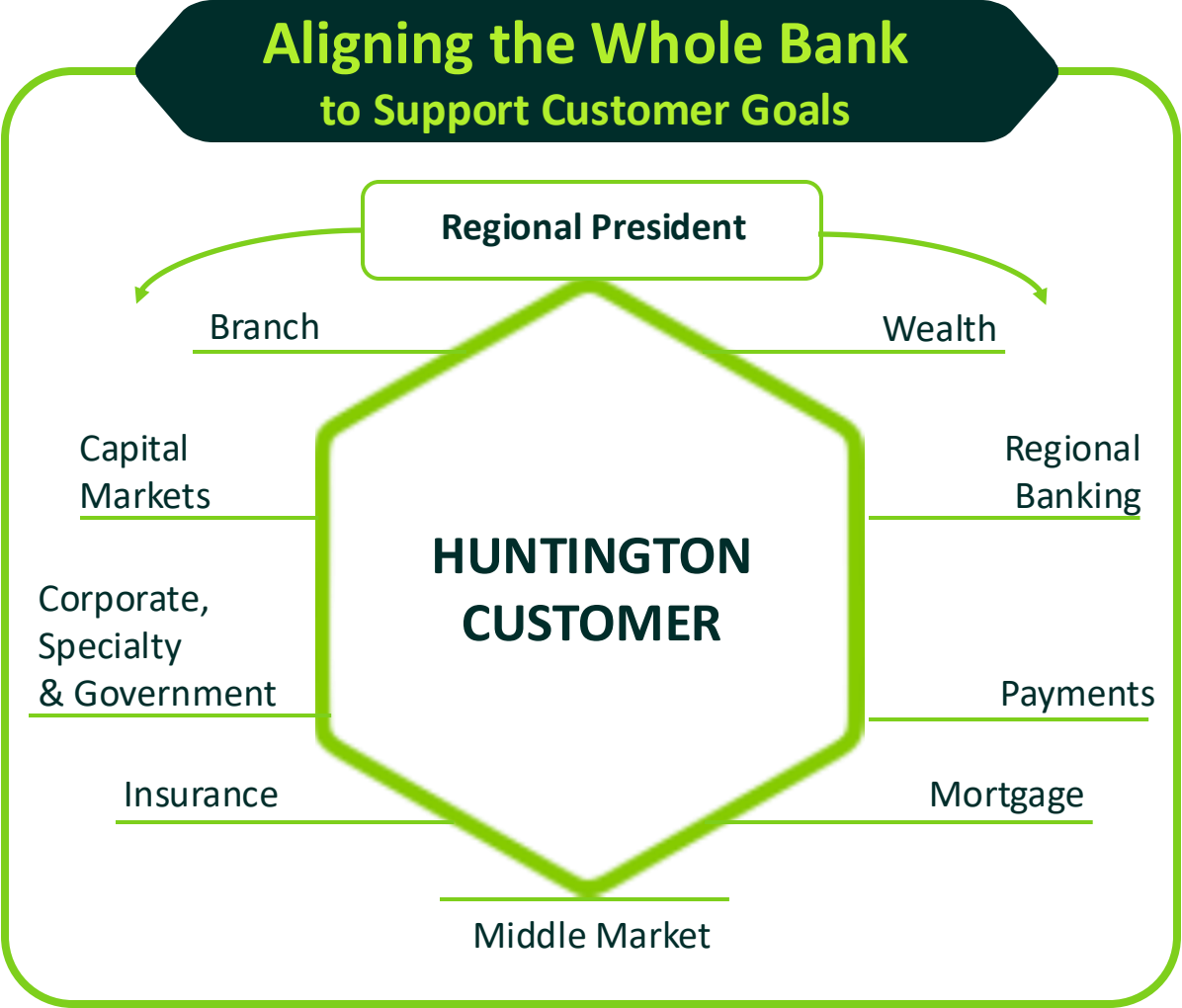
- ✓ Primary Bank Relationships  
**4.2% CAGR**
- ✓ Fee Income  
**5% CAGR**
- ✓ Loan Production  
**6% CAGR**

# Regional Banking: Efficient & Repeatable Local Advantage

The purpose of the Regional Bank is to bring us into **closer alignment with the customer**, provide a greater focus on local, and create partnerships that allow us to go to market as **one Huntington team**

## Regional Bank Highlights

- ✓ Strategically aligned across organization
- ✓ Empowered through local decision-making
- ✓ Increased efficiency and productivity
- ✓ Enables expansion of Middle Market

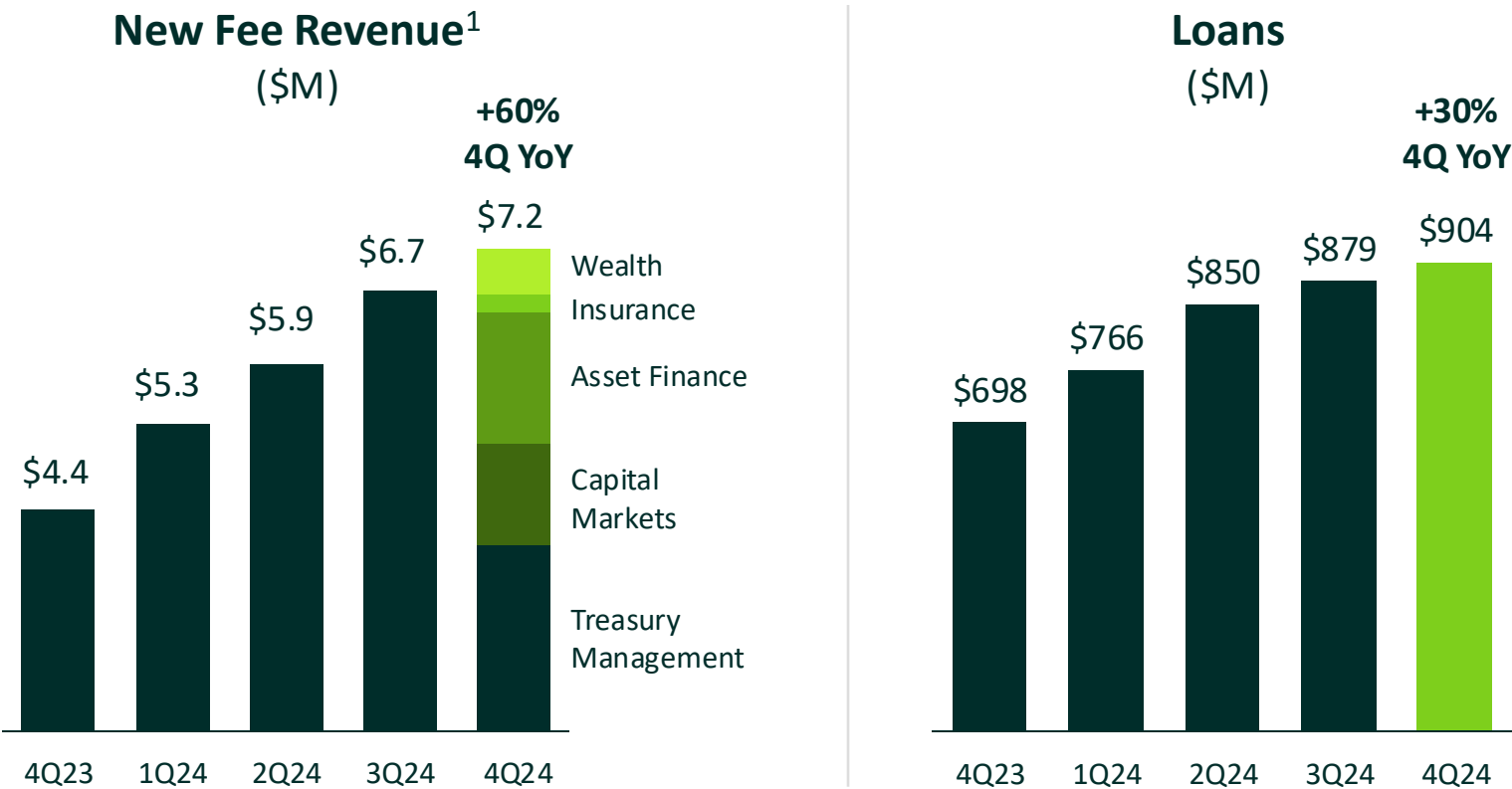


# Aligned and Integrated Team Positioned Close to Our Customers Leads to Differentiated Performance

## Approach

- Regional President integrates all businesses within a region
- Performance aligned through shared financials and goals
- Added \$20M-\$50M customer segment
- Improved customer speed of response
- Deployed Regional Advisory Playbook

## Regional Banking Quarterly Production



(1) Represents expected 12-month fee revenue from sales production



# Extending Our Regional Banking Model through Expanded Geographies

## Expanding

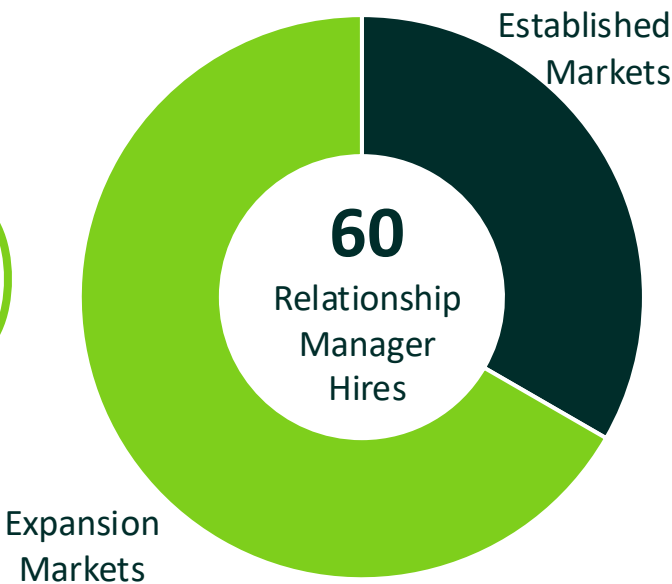
### In North Carolina, South Carolina, and Texas

Invested in Colleagues

- 25 Regional Bankers
- 3 SBA and Practice Finance Bankers in NC and SC to leverage local expertise
- 6 SBA and Practice Finance Bankers in Texas
- #1 SBA Lender in Texas in 2024<sup>1</sup>

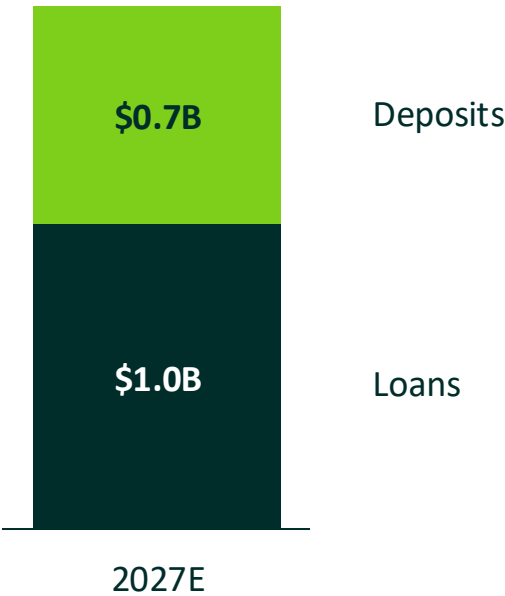
## Key Investments in Talent Across All Markets

Growth Capacity as New Relationship Managers Ramp Customer Acquisition



## Growth Capacity

(Balances)



(1) SBA 7(a) volume 2024

# Case Study | Executing Enhanced Regional Banking Model

## Opportunity

- 180-year-old Detroit based service company
- Interest in creating a Trust and a \$60M building expansion
- Approached local team due to dissatisfaction with other banks who could not create a holistic solution for their unique situation

## Differentiated Solution

Local colleagues enlisted national expertise for unique solution

- Institutional Specialty Trust
- Non-profit Banking
- TM and Merchant Services
- Capital Markets
- Credit

Client selected Huntington due to ability to service their entire financial needs

## Mutual Winning Results

- ✓ **\$40M** revolving Line of Credit
- ✓ **\$9M** Deposits

## Annual Recurring Fees

- ✓ **\$300k** Trust
- ✓ **\$300k** Merchant Services
- ✓ **\$60k** Commercial Card
- ✓ **\$9k** Treasury Management

# Differentiated Approach to Small Business

## Regional Banking

- **Customer Size:** \$2M - \$50M in annual revenue
- **Key Benefit:** Driving full banking relationships with 67% of Regional Bank business households have deposit plus at least one other revenue generating product
- **How We Win:** Leading customer service, delivered locally with personalized advice and guidance

## Small Business

- **Customer Size:** \$0 - \$2M in annual revenue serviced through branch, digital and central channels
- **Key Benefit:** 4x Deposit to Loan Balances
- **How We Win:** Provide a business banking experience that mirrors the simplicity and personalization of consumer banking

### Our Customer Centric Model Supports

**~20K+** Relationship Managed Banking Customers

**~350K+** Small business customers supported by branch network present growth opportunity

### Significant Fee Income and Deposit Opportunity

**~1.3M+** Small Businesses located within five miles of a branch

**Positioned to Capitalize on Significant Fee Revenue and Deposit Opportunity**

# Uniquely Positioned to Succeed in Small Business

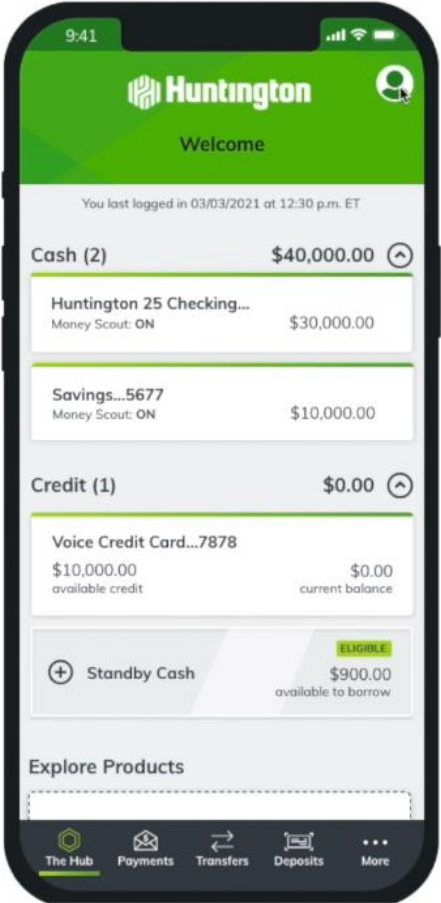
## Executing from Position of Strength in Small Business

**Access to Capital**  
Established leader in Small Business

**Lift Local Business<sup>®</sup>**  
Award-winning lending supporting minority-, women-, and veteran-owned small businesses

**Client Loyalty**  
Outperform peers in new-to-bank business acquisition and overall customer retention

**Branch Footprint**  
Expansive branch footprint with ~1,000 physical locations



### Business Owner Perks

- ✓ Toggle between consumer and business with a single digital credential

### Outcome

- ✓ Increased dual consumer and business customers 9% since launch in 2024

# Differentiated Small Business Value Proposition

Enable small businesses to confidently navigate starting, running & growing

## Colleague & Channel Transformation

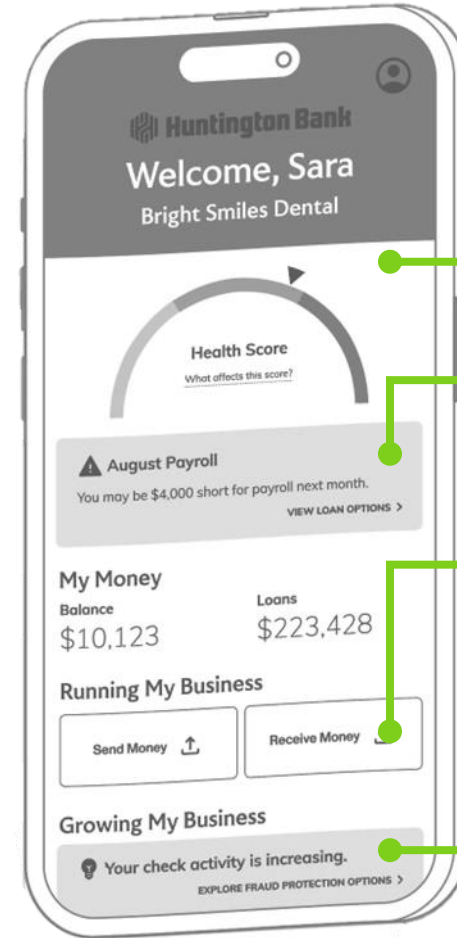
Structural improvements to differentiate in expertise and seamless delivery

## Embedded Solutions & Streamlined Originations

Elevating experiences, simplifying processes and unlocking solutions

## Intuitive Digital Experience

Enable easy originations and access to colleagues



## Health of my Business

Real-time scoring in a simple framework

## Real-time advice

Provide insights, proactive advice and contextual moments for deepening

## Running my business

Access to key money movement tasks and payee/invoice management

## Options to grow

Offer broad product suite to help businesses thrive

# Strategic Roadmap Positions Huntington to Drive Further Scale and Differentiated Growth

## Regional Banking

scaling our highly differentiated local delivery model

- ✓ Expansion to new markets
- ✓ Going upmarket to scale in our core markets
- ✓ Creating growth capacity with new relationship managers added

## Small Business

addressing the unique needs of small business owners

- ✓ Advice and guidance led experience
- ✓ Intuitive digital experience for payments
- ✓ Embedded Solutions & Streamlined Originations

## Our Aspiration

to be the Business Bank of Choice

- ✓ Improved customer satisfaction
- ✓ Accelerate customer acquisition and deepening

### Regional Banking 2030 Targets

**4%+ CAGR**

Primary Relationship Growth

**7%+ CAGR**

Loan Production

**10%+ CAGR**

Fee Growth

# Wealth Management

Leveraging the Huntington Franchise to Drive Sustainable Growth



Melissa Holding  
Director of Wealth  
Management

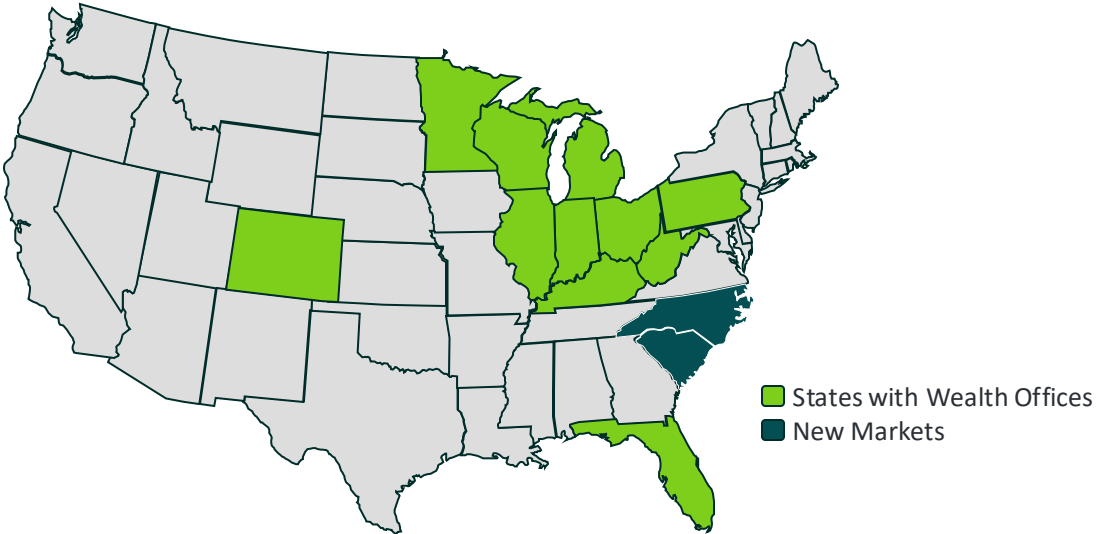
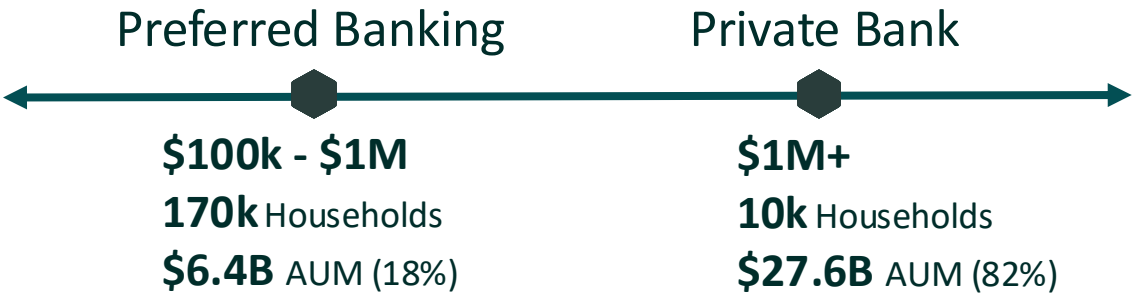
# Wealth Management Organization

## Key Stats<sup>1</sup>



■ Preferred Banking  
■ Private Bank

## Serving Entire Wealth Continuum



## Local Delivery

- ✓ **125** Preferred Bankers
- ✓ **415** Financial & Wealth Advisors
- ✓ **90** Portfolio Managers & Financial Planners

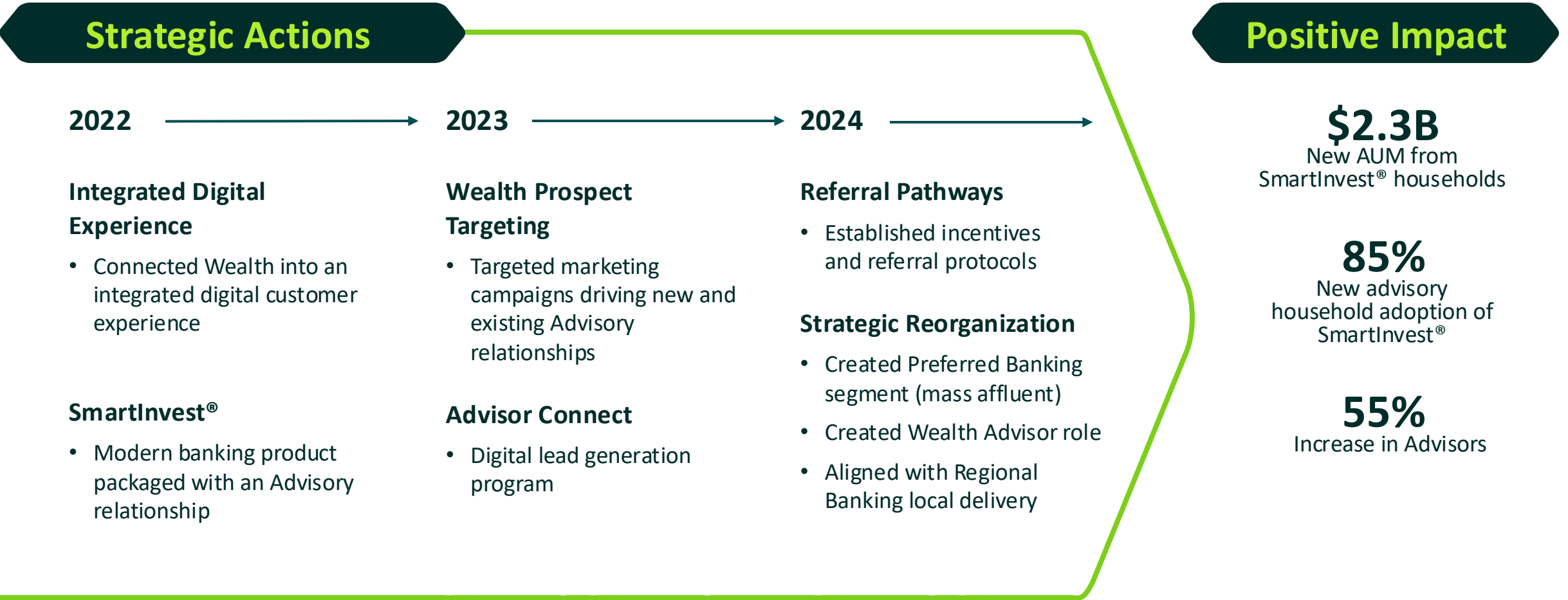
## National Expertise

- ✓ **65** specialists in trust, investments, and advanced planning
- ✓ **40% of AUM** from customers with **\$10M+** at Huntington

(1) Includes Preferred Banking relationships with deposits and loans reported through Branch Banking

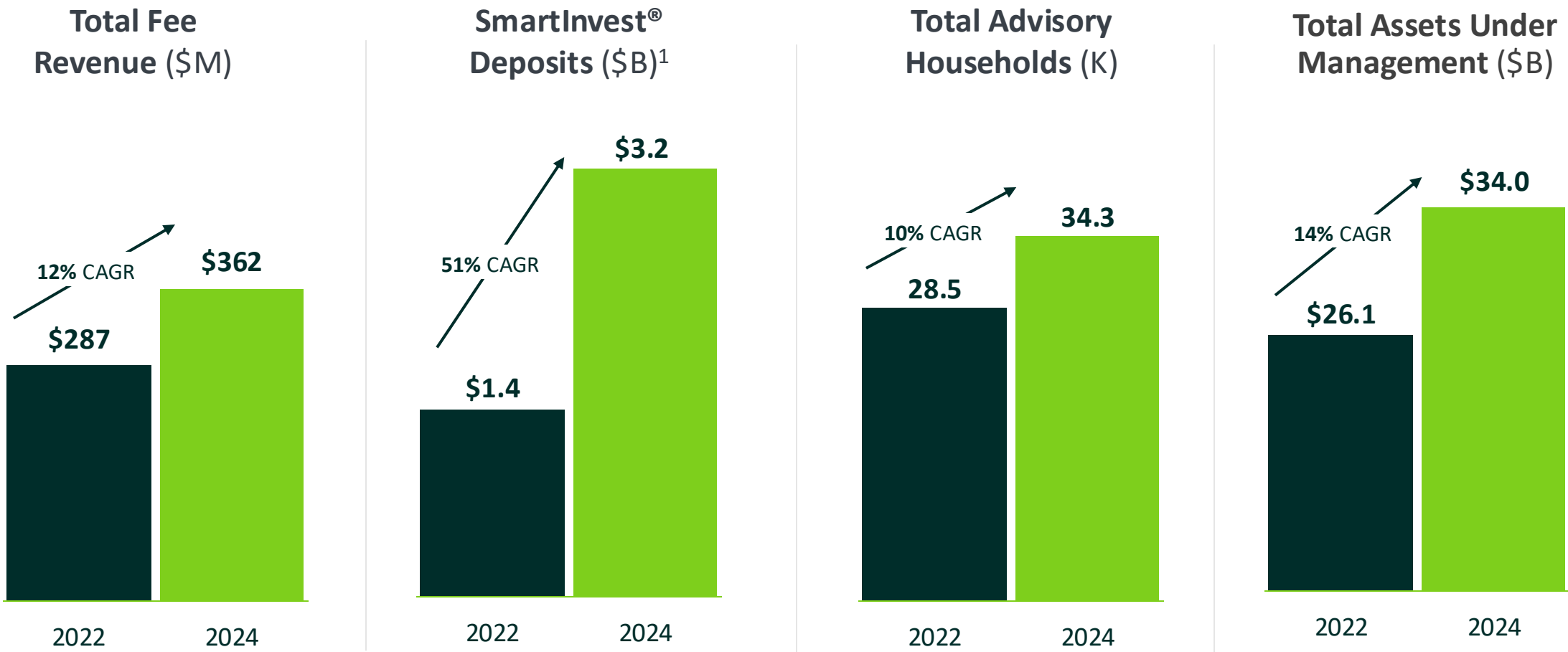


# Building on Foundational Investments



**Prior Investments Delivered Core Value Proposition Enhancement and Organizational Synergies**

# Strong Execution and Financial Results since 2022 Investor Day



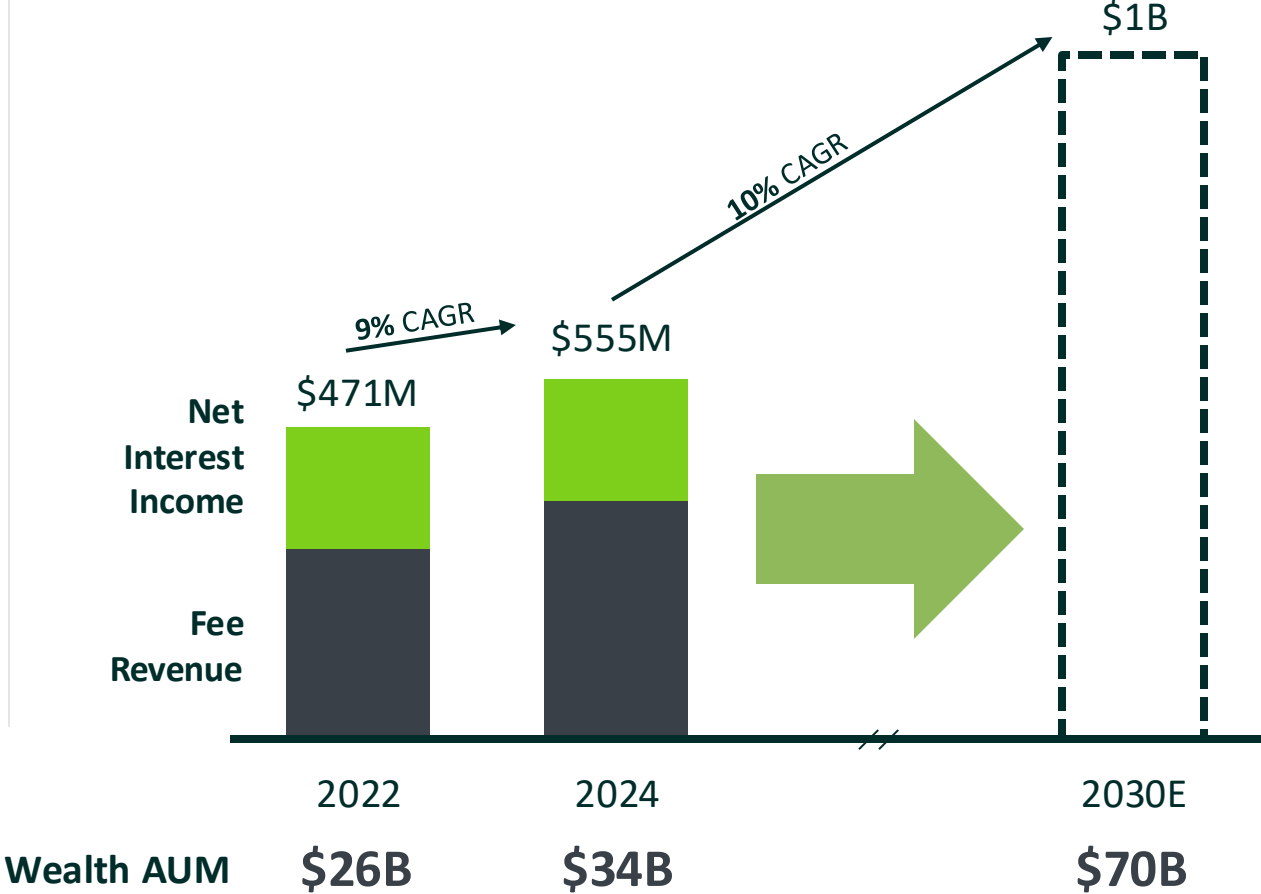
(1) Existing customer deposits pre-launch (2022); deposit growth from existing and new customers

# Doubling the Wealth Business in the Next Five Years

## Strategic Priorities




- 1 Deepening Customer Relationships & Expanding in New Markets
- 2 Differentiating in Key Customer Segments
- 3 Leading with Advice
- 4 Modernizing Wealth Products, Capabilities & Platforms

## Wealth Management Acceleration



# Deepening Customer Relationships & Expanding in New Markets

Deepening Relationships		
Consumer Banking	1.4M Households with >\$100K wealth	34K <sup>1</sup> Grew Advisory Households by 20% since 2022
Regional Banking	380K Households with >\$100K wealth	15K <sup>2</sup> 4% penetration
Commercial Banking	16K Households with >\$100K wealth	2K <sup>2</sup> 13% penetration
Average Annual Revenue Per Relationship		
\$800 Consumer	\$4,000 Preferred Banking	\$25,000 Private Bank

Geographic Expansion	
	<b>North Carolina &amp; South Carolina</b> 40+ colleagues covering 5 strategic Wealth Hubs and 55 branches
	<b>Colorado</b> New Consumer / Wealth co-location setting the future branch standard
	<b>Illinois</b> Expanding from 1 to 4 Wealth Hubs in affluent Chicago locations
Opportunity By 2030	
\$7B+ AUM	\$1B+ Loans
	\$2B+ Deposits

(1) Includes fee-based advisory relationships; (2) Includes fee-based advisory and other investment relationships

# Differentiating in Key Customer Segments



# Leading with Advice – Our Customer Commitment

## **Our Vision:**

To Be the Leading  
**People-First,  
Customer-Centered**  
Bank in the  
Country



### **We Know You and Understand Your Goals**

Local relationships built on advice and trust



### **We have the Expertise to Serve You**

Experienced advisors that translate goals into actionable solutions



### **We Bring the Breadth of the Bank to You**

Integrating personal and business needs



### **We Walk on Your Financial Journey Together**

Partnering with individuals and families



### **We Tailor Our Services to You**

White-glove service with bespoke solutions

# Further Modernizing Wealth Products, Capabilities & Platforms

Enabling Advice Led Experiences to Drive Customer Satisfaction and Advisor Productivity



## Integrated Workflows

Enhancing integration of customer and colleague systems to improve experiences and deepen relationships



## Investment Product Offering

Expanding offering of sophisticated investment solutions for high and ultra high net worth customers



## Next Best Action

Driving increased frequency of consistent, relevant, and timely interactions between customers and Advisors

### Results in:

- ✓ Enhanced customer experience
  - ✓ Increased advisor productivity
- 
- ✓ Tax optimization for customers
  - ✓ Going up market
- 
- ✓ Increased customer satisfaction
  - ✓ Delivering high-quality advice at scale

# Case Study – Bringing the Breadth of the Bank To Our Customers





# Strategic Roadmap Positions Huntington to Drive Further Scale and Differentiated Growth

## Private Bank

leading with advice through local delivery

- ✓ Advice-led value proposition
- ✓ Local delivery & national expertise
- ✓ Solutions for generational family wealth and business owners
- ✓ Modernize products & platforms

## Preferred Banking

enhanced value proposition for mass affluent customers

- ✓ Advice-led value proposition
- ✓ Aligned mass affluent Bankers and Financial Advisors
- ✓ Modernize products & platforms

## Our Aspiration

to be the leading Regional Bank wealth manager

- ✓ Drive customer acquisition and deepening
- ✓ Exceptional customer experience
- ✓ Fully leverage key bank partnerships

### Wealth Management 2030 Targets

**12%+ CAGR**

Assets Under Management

**10%+ CAGR**

Fee Revenue

**9%+ CAGR**

Total Revenue

# Consumer & Regional Banking

Closing Remarks & Medium-Term Targets



Brant  
Standridge  
President,  
Consumer &  
Regional Banking

# Consumer and Regional Banking - Targeted Strategic Outcomes



# Q&A

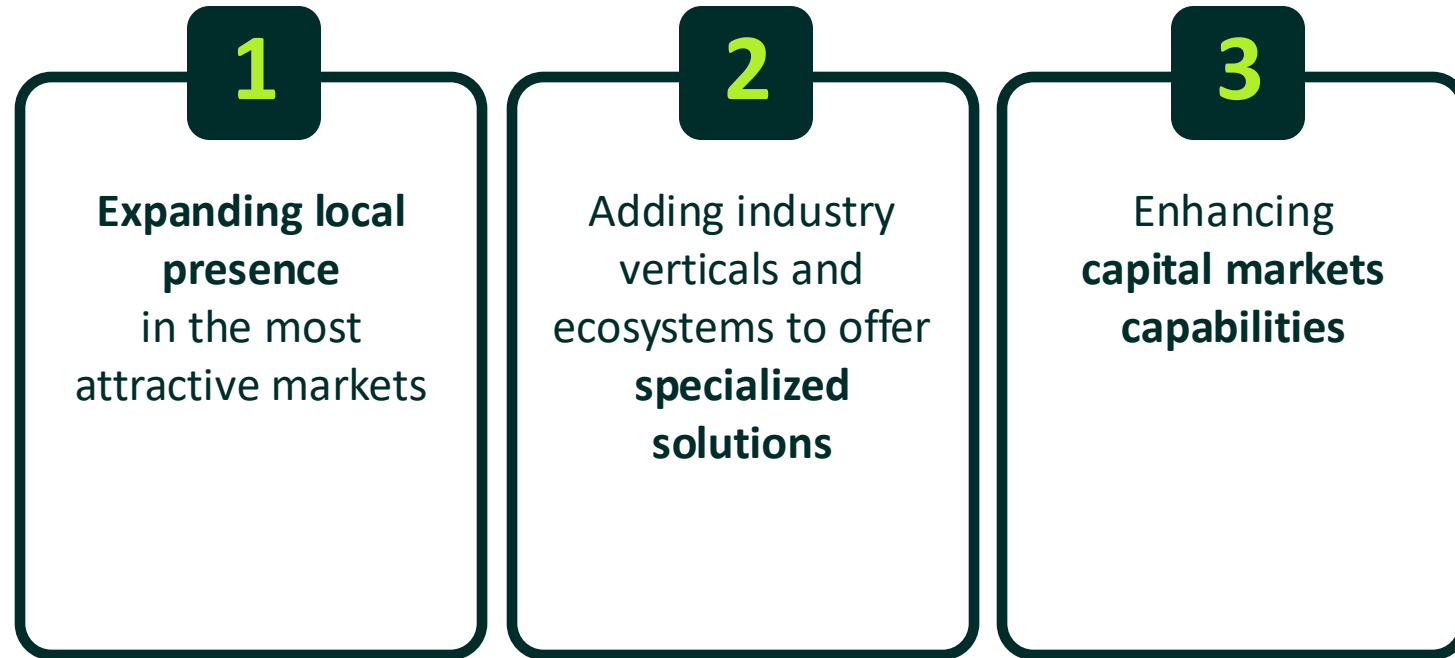
# Commercial Banking

Focus on the Customer  
to Drive Growth and Scale



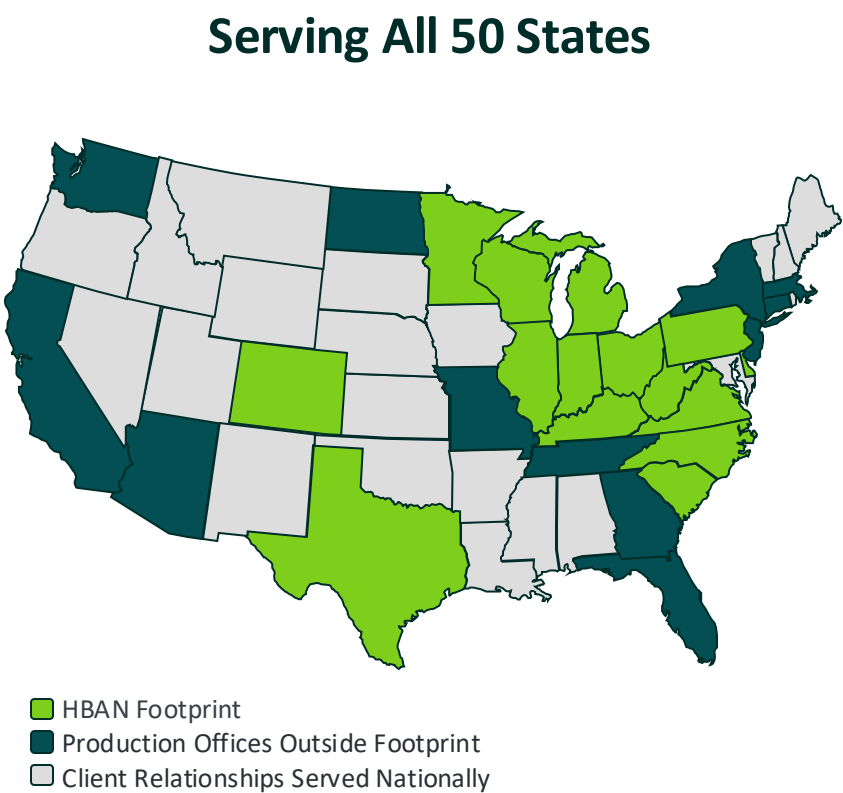
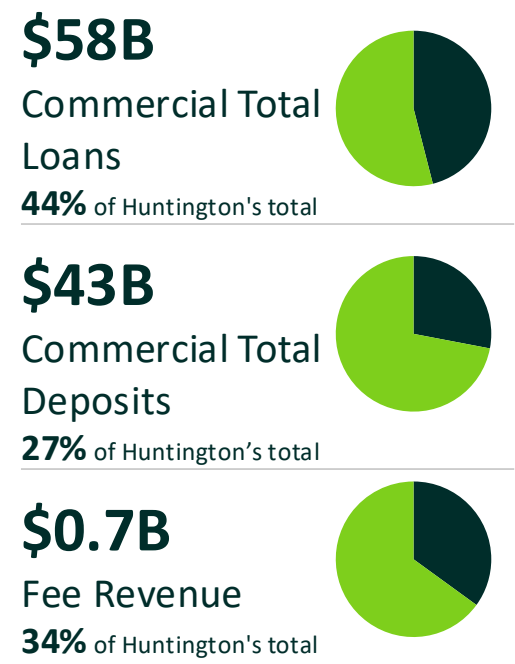
Scott Kleinman  
President,  
Commercial Bank

# Commercial Banking Key Messages



# Continuing to Add National Capabilities and Differentiating through Local Delivery

## Key Stats<sup>1</sup>



## Representative National Expertise

- Specialty Banking

  - Top 6 Franchise Lender<sup>2</sup>
  - Top 10 Healthcare<sup>2</sup>
- Asset Finance

  - #6 Equipment Finance<sup>3</sup>
  - Top Tier Distribution Finance<sup>2</sup>
  - #1 Technology Finance<sup>2</sup>
  - Top 10 Asset Based Lending<sup>2</sup>
- Capital Markets

  - #12 Middle Market Loan Syndicator (non-sponsored)<sup>4</sup>
  - Top 15 Middle Market M&A Advisor<sup>4</sup>
- Treasury Management

  - #11 Real Time Payments<sup>5</sup>
  - #11 ACH Receiver<sup>7</sup>

(1) FY24 period end; (2) Based on publicly available peer data and internal estimates; (3) Equipment Leasing & Financing Association, 2024, rank amongst bank-owned firms, includes HTF portfolio; (4) Refinitiv, 2024; (5) TCH Payments Authority, 2024; (6) NACHA rankings 2023

# Recent Awards and Recognition

## Greenwich Awards 2023



**Best Brand:**

- Trust
- Ease of Doing Business
- Value
- Long-Term Relationships



**Customer Service, Relationship:**

- Manager Proactively Provides Advice
- Overall Satisfaction (Cash Management Specialist)

## Capstone Awards 2024



**Consumer Deal of the Year**



**Aerospace & Defense Deal of the Year**



**Middle Market M&A Advisor of the Year**



# Culture is at the Center of Commercial's Competitive Advantage

## OUR CULTURE

is at the center of what drives Commercial's ability to scale national capabilities and deliver them successfully, both nationally and locally



### Attracting and Retaining Colleagues

- ✓ Putting **commitment to client** as priority
- ✓ Focusing on **quality customer service**
- ✓ Requiring high level of **collaboration**
- ✓ Differentiating **product expertise and advise**
- ✓ Promoting **growth mindset**



### Our Colleagues

- Share relentless commitment to **client service**
- **Local market expertise** with strong ties to and investments in communities
- Knowledgeable **industry and product bankers** delivering specialized capabilities

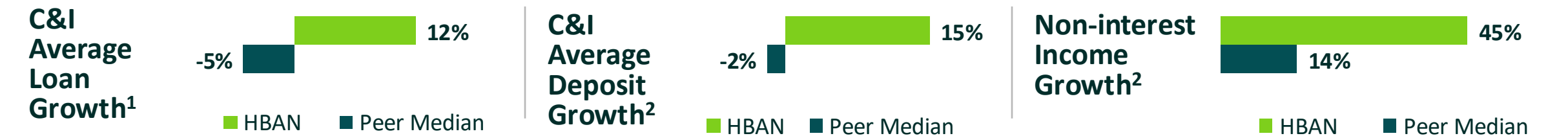
OUR VALUES: Can-Do Attitude | Forward-Thinking | Service Heart

# Strong Execution and Significant Progress Since 2022 Investor Day

Targets	2x Growth Specialty Banking Loans & Deposits (5-year goal)	Double Revenue in Capital Markets by 2027	Expand Regional Presence
On Track to Achieve Targets <i>As of 2024</i>	<div> <div>✓</div> <div>8 Verticals</div> <div>Added since 2022</div> </div>	<div> <div>✓</div> <div>+\$270M in fees</div> <div>since Capstone acquisition</div> </div>	<div> <div>✓</div> <div>2 Regions</div> <div>Added North Carolina, South Carolina and Texas</div> </div>
	<div> <div>✓</div> <div>+\$3B loans</div> </div> <div> <div>✓</div> <div>+\$3B deposits</div> </div>	<div> <div>✓</div> <div>4X typical conversion rate on joint engagement with RMs</div> </div>	<div> <div>✓</div> <div>+\$0.5B loans</div> </div> <div> <div>✓</div> <div>+\$0.1B deposits</div> </div>

Top Quartile Performance<sup>1</sup>

(1Q23 – 4Q24)



# Building on Consistent Growth

## Commercial Specialty Verticals

### Existing Verticals

- Healthcare
- Consumer & Financial
- Sponsor
- Franchise
- Government
- Industrials
- Tech & Telecom
- Diversified

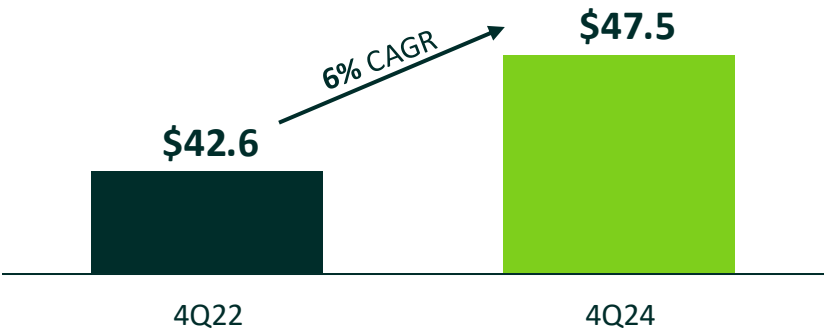
### New Verticals

- + Fund Finance
- + Healthcare ABL
- + Mortgage Servicing Lending
- + Mortgage Servicing Deposits
- + Native American Financial Services
- + Financial Institutions Group
- + Aerospace & Defense
- + HOA, Title & Escrow Deposits

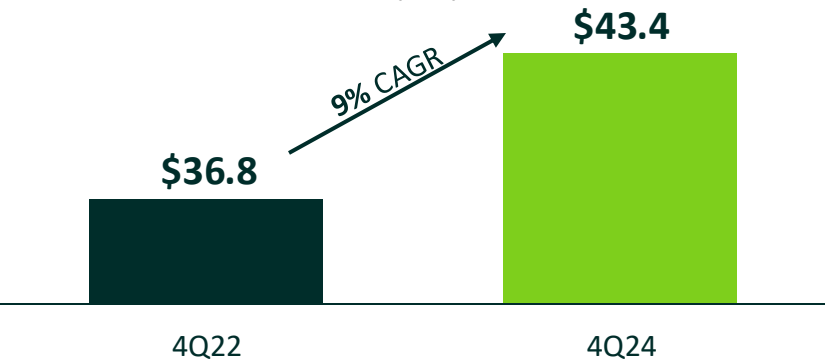
## Regional Mid-Market Expansions



## Commercial Segment Loans ex CRE (EOP) (\$B)



## Commercial Segment Deposits (EOP) (\$B)



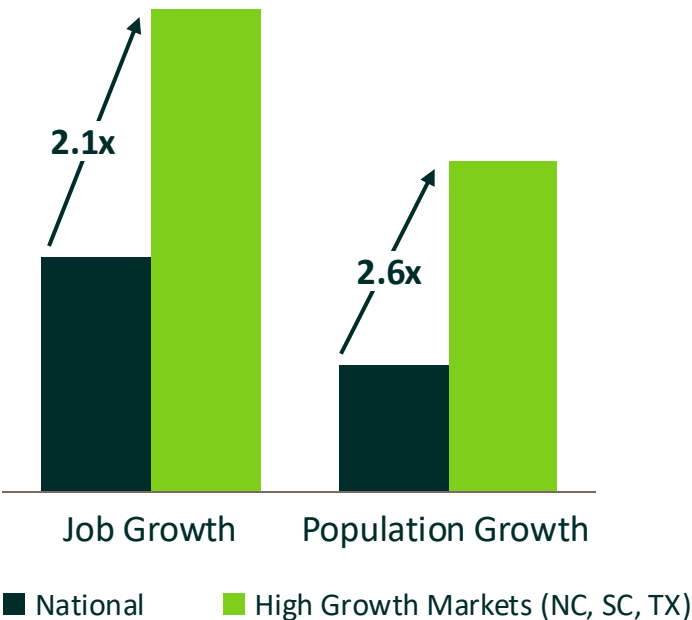
# North & South Carolina Expansion



# Regional Expansion to Further Scale and Capture Profitable Growth

## Building scale in high growth regions ...

Job & Population Growth (2020-2024)<sup>1</sup>



## ... and leveraging unique differentiators ...

- 1 Capstone:**  
Developing trusted relationships by delivering specialized advisory and acquisition capabilities locally
- 2 Proven Platform:**  
Enabling local bankers to leverage national capabilities including industry verticals, ABL, and Franchise Finance
- 3 Culture:**  
National brand alignment around customer driven locally

## ... has resulted in significant success

### N. Carolina & S. Carolina



- 49 Commercial relationships added
- 6 Offices added across NC and SC
- **Achieved profitability in first year**

### Texas



- 18 Commercial relationships added
- 2 Offices added in Dallas and Houston
- **Will achieve profitability within 12 months**

**Growth of Commercial and Regional Banking Enables Larger and More Scalable US Footprint**

(1) Payroll: Nonfarm payroll from BLS via FRED (1/2020 to 11/2024). Population from US Census Bureau (7/2020 to 7/2024)

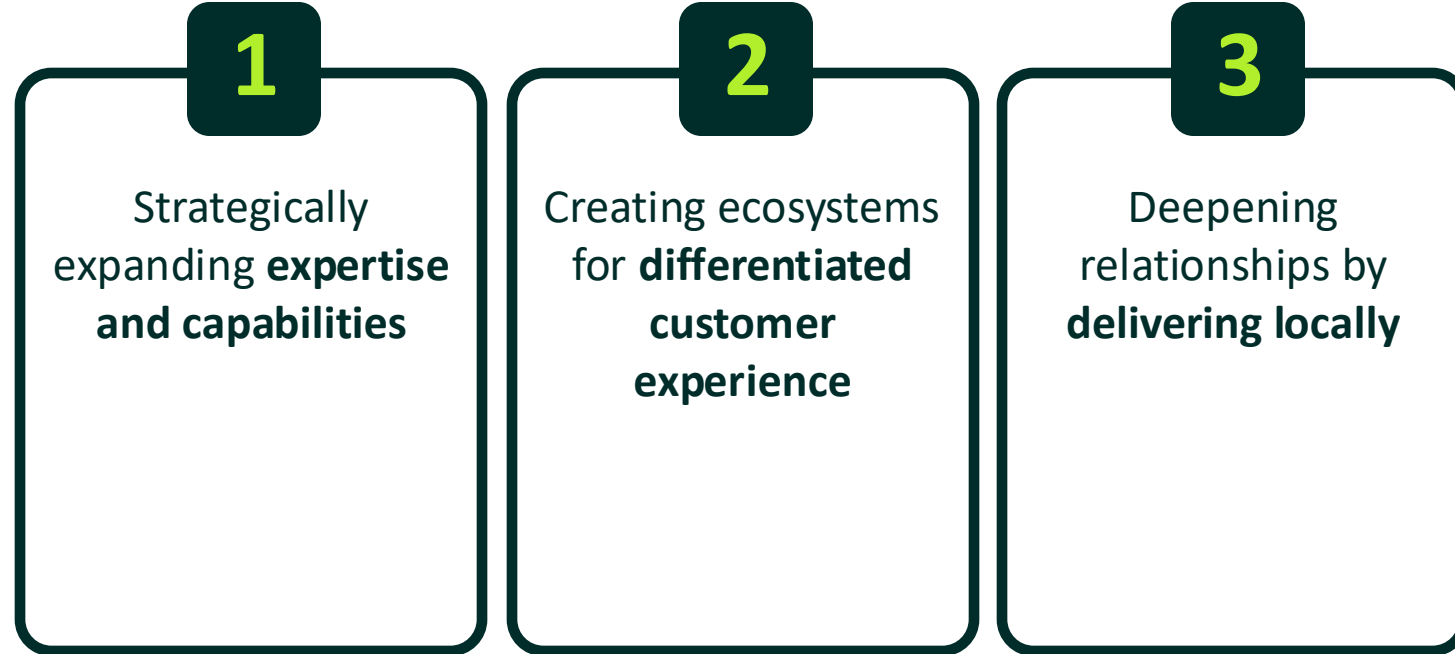
# Corporate, Specialty, and Government Banking

Enhancing and Expanding Capabilities to Provide  
Complete Customer Solutions

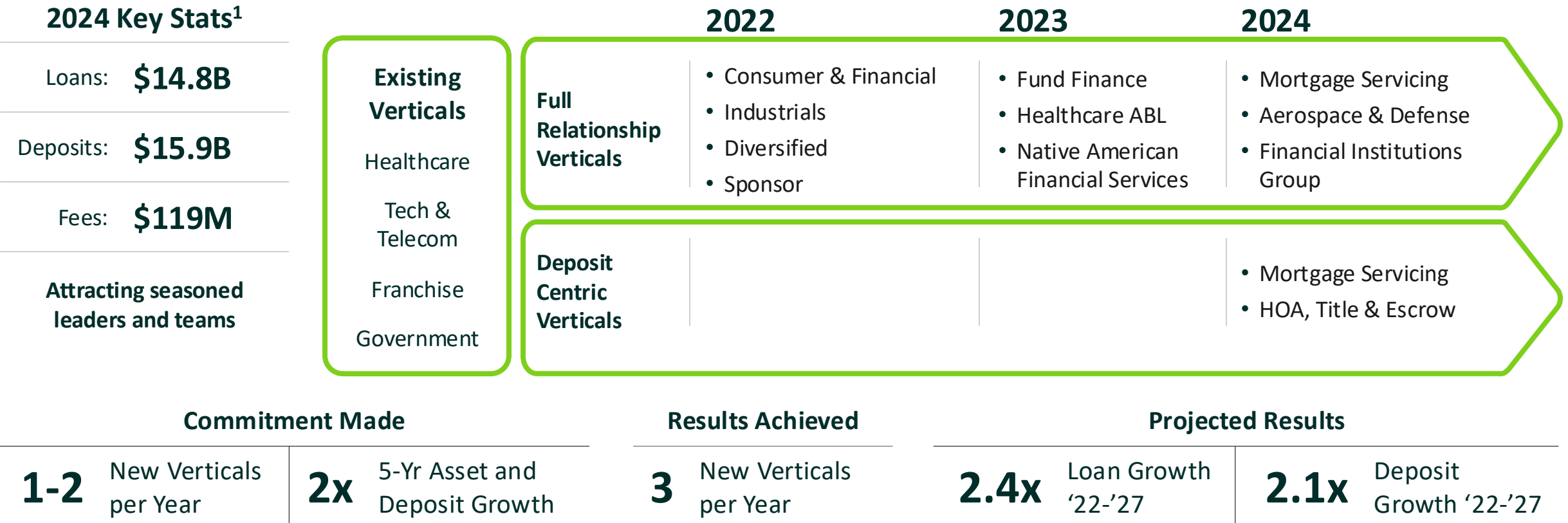


Zewditu (Tizu)  
Menelik  
EMD Corporate,  
Specialty, and  
Government  
Banking

# Corporate, Specialty, and Government Banking Key Messages



# Expanding Our Corporate, Specialty, and Government Banking Capabilities to Drive Growth



Developed Diversified Set of Verticals that Enable Significant Opportunity to Drive Growth

(1) FY24 period average



# Our Vertical Strategy Established through Systematic Evaluation of Opportunities

**Compelling** (~\$5B+ Loans / Deposits opportunity)

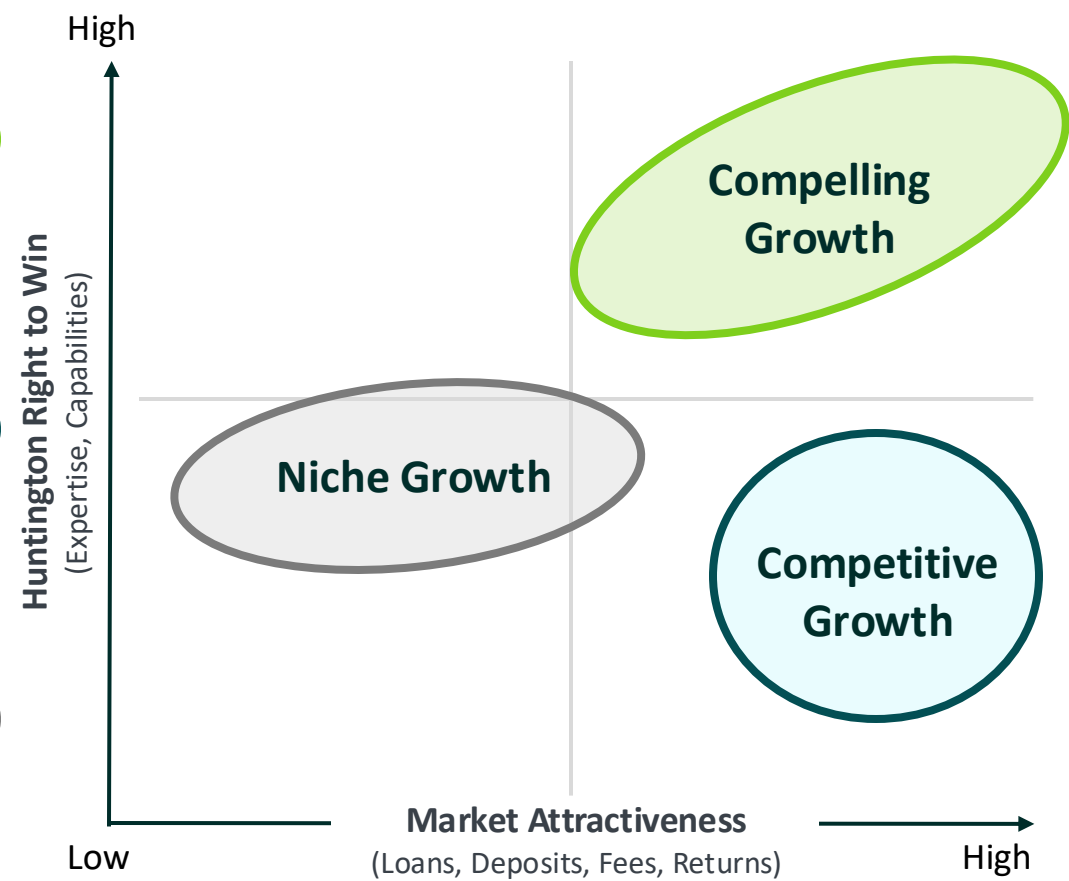
- **Highest growth segments** with greatest capability alignment for quick scalability
- Currently active and growing ‘resume’ across these verticals

**Competitive** (~\$3B+ Loans / Deposits opportunity)

- Market/competitor disruptions/opportunities enable **opportunistic entry** into new, attractive verticals
- High deposit levels make select segments attractive

**Niche** (~\$1B+ Loans / Deposits opportunity)

- **Specialized market** for those with unique, tailored capabilities
- Opportunity to leverage asset finance teams and Capstone acquisition for cash management capabilities



Multiple Layers of Growth with Logical Extensions of Capabilities

# Adding Industry Verticals and Ecosystems to Deliver Value For Customers

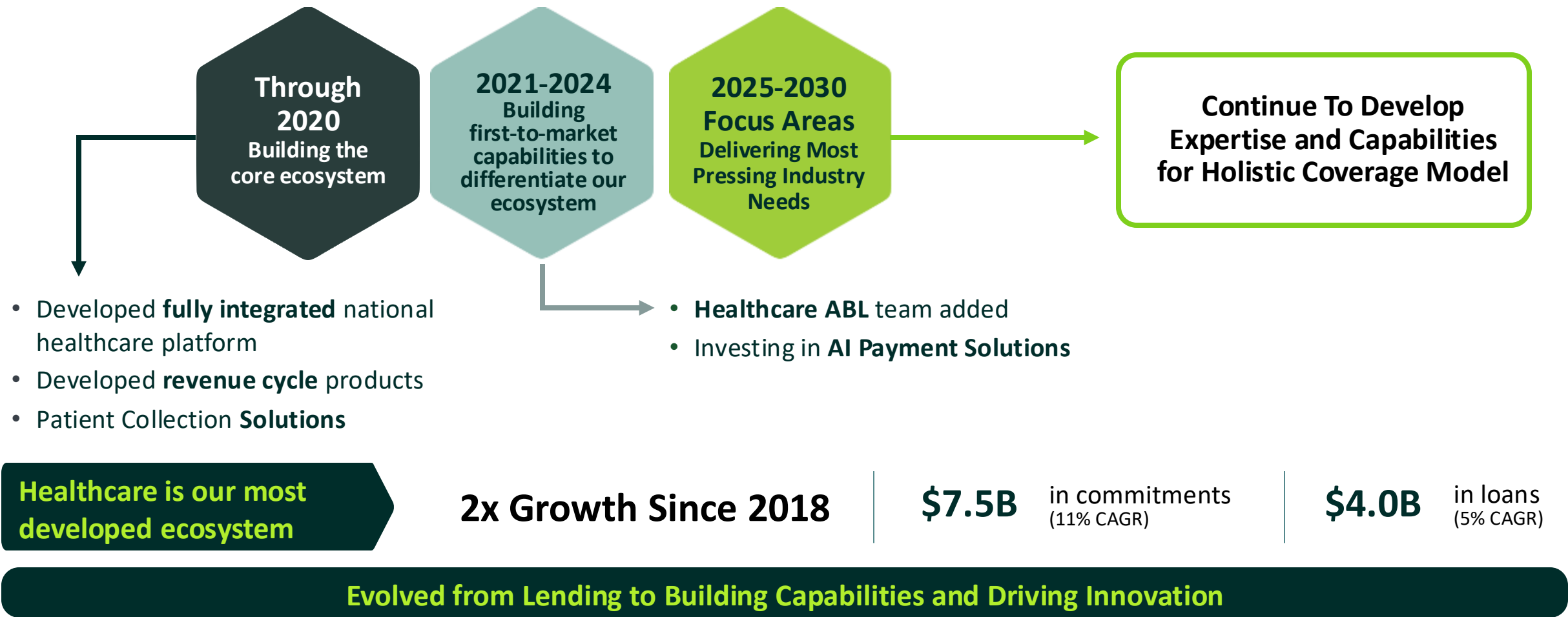


**Providing Industry Specific Solutions Allows Us to Fully Meet Our Customers Needs**

(1) Forward settling of Mortgage-Backed Securities trades

# Case Study | Healthcare – Differentiated Ecosystem

Continued investment in bolt-on capabilities has delivered a Category-of-One ecosystem



# Case Study | Delivering National Expertise Locally to Drive Differentiation and Results

## Opportunity

- Private equity-owned entity approached local team
- Time sensitive need to buyout an existing equity investor



## Differentiated Solution

- Local colleagues enlisted national expertise early to craft solution
  - Leverage Finance
  - Capital Markets
  - Credit
- Client selected Huntington due to expertise and confidence in execution
- Early alignment enabled transaction closing and funding 1 week ahead of deadline

## Mutual Winning Results

- ✓ Transaction included capex carve-out that accommodated a revenue driving strategy
- ✓ Brought full banking relationship with deposits, Treasury Management, and capital markets

*"Thank you so much for your professionalism, speed, agility, and precision in delivery – the team has just been great to work with" – Client Testimonial*

**Leveraging Regional Growth to Provide More Clients Holistic Advice**

# Expanding Capital Markets Expertise

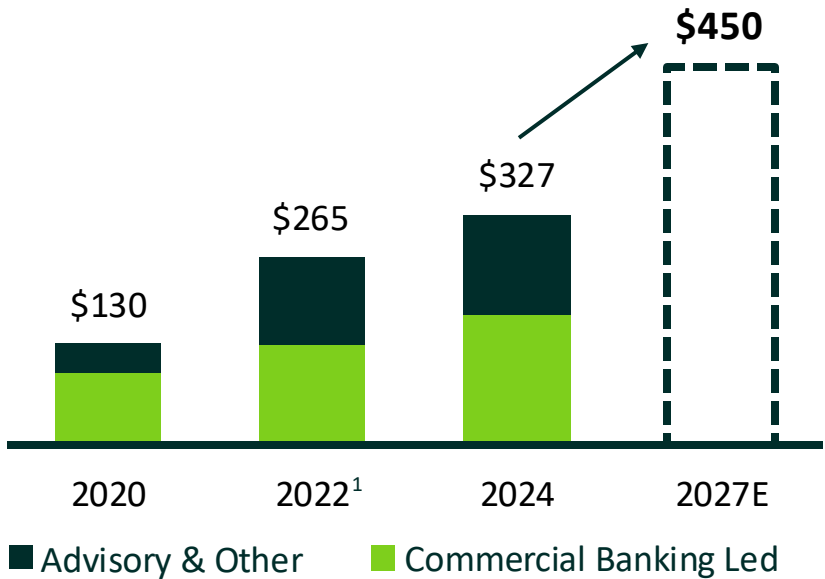
**Delivering** at Scale within  
Commercial Bank

## Capabilities



Strategically **Positioning** to  
Increase Overall Fee Revenue

## Capital Markets Fee Revenue (\$M)



**Targeting** Scalable National  
Fee Growth

## 2027 Objectives

- ✓ On track to exceed 2022 commitment of **\$450M** in fee revenue
- ✓ Buildout corporate finance platform
- ✓ Further scale Capstone

**Positioned for Significant Growth as Developed Capabilities Benefit from Scale**

(1) Acquired Capstone in mid 2022

# Accelerating Growth in Corporate Finance Fees

## Expanding Corporate Finance<sup>1</sup> Capabilities

### Strategic Rationale

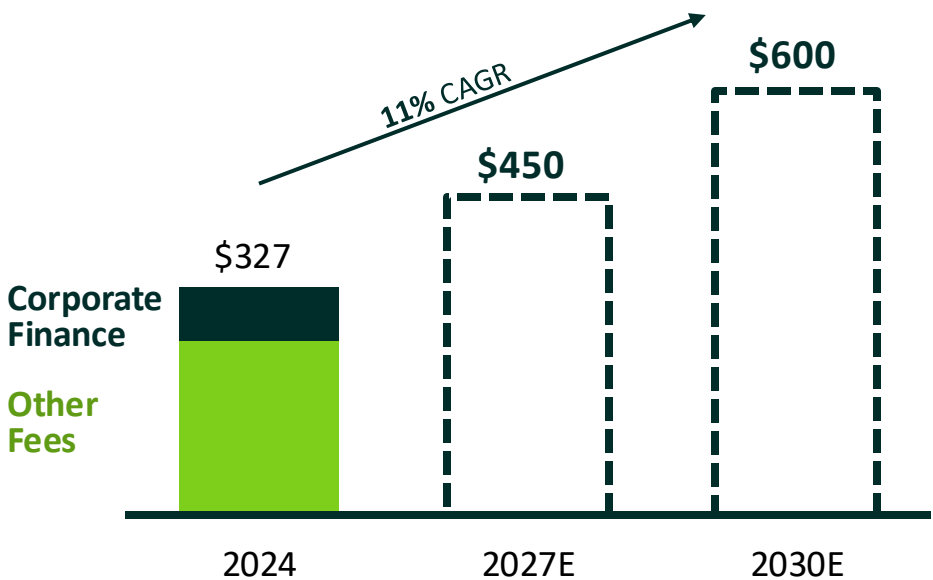
- ✓ Strategic fit with corporate and private equity clients across Commercial's coverage teams
- ✓ Ability to attract top tier talent
- ✓ Diversify fee revenue and capture meaningful addressable market

Syndicated  
& Leveraged  
Finance

Debt &  
Equity  
Capital  
Markets

## Diversify Revenue Streams and Capture Addressable Market

### Capital Markets Growth / Momentum



Capturing  
Corporate Finance  
addressable market<sup>2</sup>  
provides  
**\$100 - \$150M**  
fee opportunity  
by 2030

## Positioned for Significant Growth as Developing Capabilities Benefit from Scale

\$ in Millions unless otherwise stated; (1) Corporate Finance defined as Syndicated and Leveraged Finance and Debt and Equity Capital Markets businesses; (2) Total Addressable Market estimated based on peer capital market income. Data sourced from Refinitiv and Deal Logic; 5-year average from 2020-2024

# Capstone Integration Enhances Our Right to Win & Customer Experience



- High customer trust & satisfaction
- Deep relationships across footprint
- Experienced bankers in middle market

## 2023 Greenwich<sup>1</sup> Research & Awards

Best Brand Amongst Peers for

- Value long-term relationships
- Ease of doing business
- Bank you can trust

1st in the peer group for Net Promoter Score



- Domain expertise across 12 dedicated industry groups
- M&A expertise focusing on privately held businesses
- Content and insights engine

Awards & Metrics	2021	2024
Middle Market M&A Advisor of the Year	#1	#1
# of Deal & Industry Awards	7	10
# of Thought Leadership Reports	100+	~220

## Results

- ✓ Delivered **+\$270M** of fee revenue since closing, consistent with expectations
- ✓ As of year-end 2024, **~25%** of near-term closing backlog are Huntington clients
- ✓ **7** referred engagements closed in 2024
- ✓ **4x** conversion rate when collaborating with RMs

Deepening Go to Market Capabilities and Customer Engagement while Delivering National At-Scale Advisory Locally

(1) 2023 Greenwich Awards, including for U.S. Small Business and Middle Market Banking. For Greenwich Awards, visit [greenwich.com/document-type/greenwich-awards](https://greenwich.com/document-type/greenwich-awards);

# Commercial Banking - Targeted Strategic Outcomes

**Investing**

for sustainable profitable growth

- ✓ Regional expansion
- ✓ Verticalization and ecosystems
- ✓ Capital markets buildout
- ✓ Payments

**Differentiating**

our culture, brand, and customer experience

- ✓ Most trusted brand
- ✓ National scale, local delivery
- ✓ Specialized solutions

**Executing**

for top quartile performance and value creation

- ✓ Optimize sales and service model
- ✓ Continue to expand capabilities
- ✓ Deliver on targets

**Commercial Banking 2030 Targets**

**7%+ CAGR**

Loan Growth

**7%+ CAGR**

Deposit Growth

**10%+ CAGR**

Fee Growth



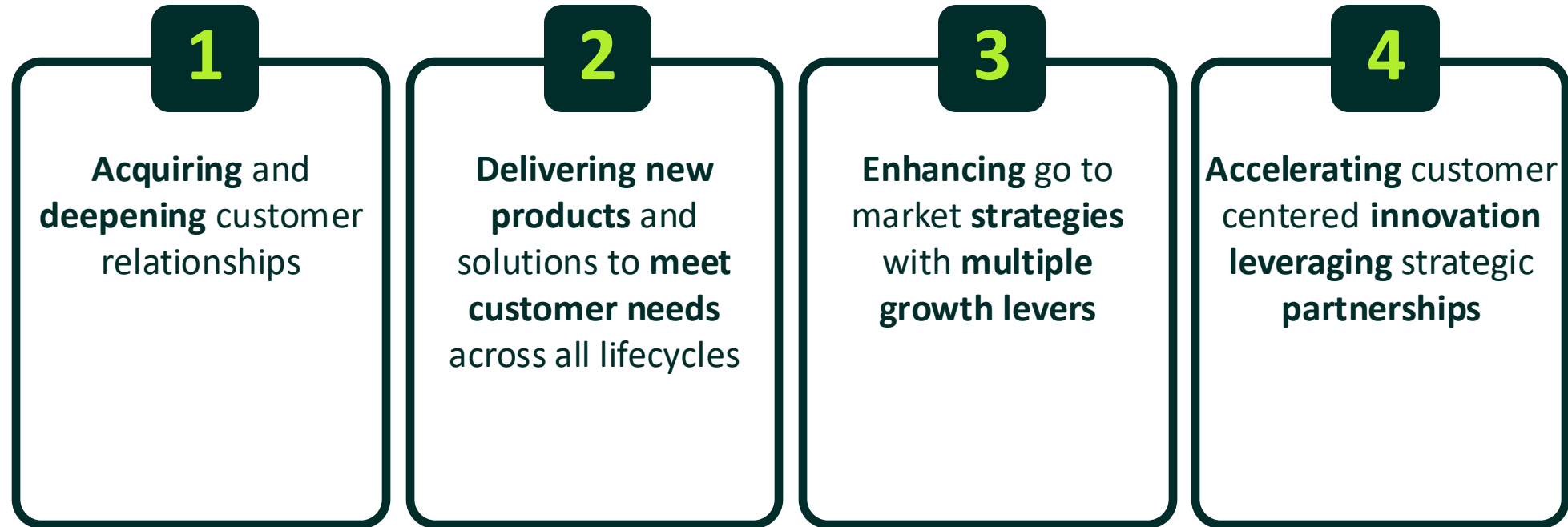
# Payments

Accelerating Growth and Scale



Amit Dhingra  
Chief Enterprise  
Payments Officer

# Accelerating Growth and Scale in Payments by



# Enterprise Payments Comprehensive Set of Solutions for All Customers

	Consumer	Business	Commercial	Highlights
<div><b>Card</b><ul style="list-style-type: none"><li>• Credit</li><li>• Debit</li><li>• Commercial Cards</li></ul></div>				<ul style="list-style-type: none"><li>• ~60% of total Payments fee income</li></ul>
<div><b>Treasury Management</b><ul style="list-style-type: none"><li>• Payables</li><li>• Receivables</li><li>• Merchant Acquiring</li></ul></div>				<ul style="list-style-type: none"><li>• Sent volume up &gt; 21%<sup>1</sup></li><li>• Received volume up &gt; 15%<sup>1</sup></li></ul>
<div><b>Payment Platforms</b><ul style="list-style-type: none"><li>• Zelle®</li><li>• Real Time Payments</li><li>• B2C disbursements platform</li></ul></div>				<ul style="list-style-type: none"><li>• 112% Zelle® Growth<sup>1</sup></li><li>• 104% RTP Growth<sup>1</sup></li></ul>

Enhancing Value Across the Entire Bank

Note: Zelle and the Zelle related marks are wholly owned by Early Warning Services, LLC and are used herein under license; (1) FY2024 compared to FY2022

# Scaling Payments Business with Significant Momentum

## Key Stats

**\$620** 30%  
Fee Revenue (\$M) of Total Fee Revenue

**~\$2.6T** Payments Processed Annually

### Selective Scale and Growth

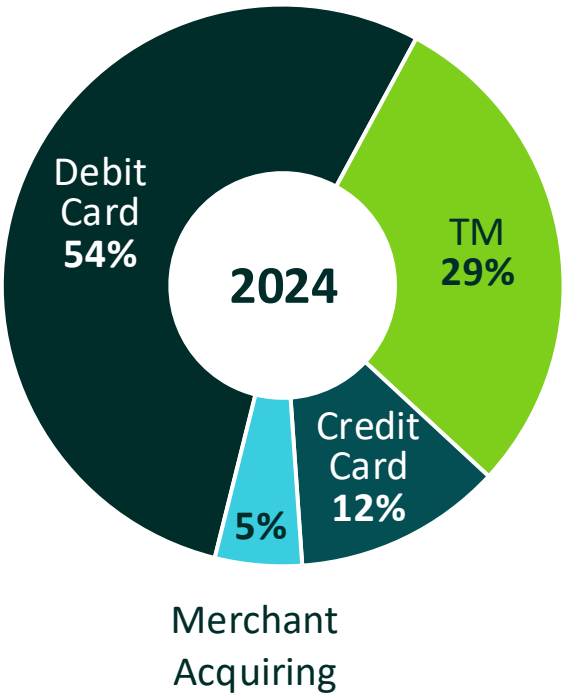
**#3**  
MasterCard Debit Issuer

**#11**  
ACH Receipts<sup>1</sup>

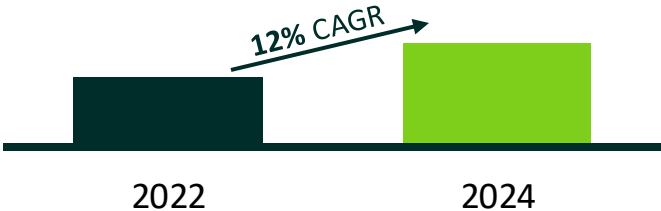
(1) FY2023 by volume

## Proven Payments Optimization and Growth

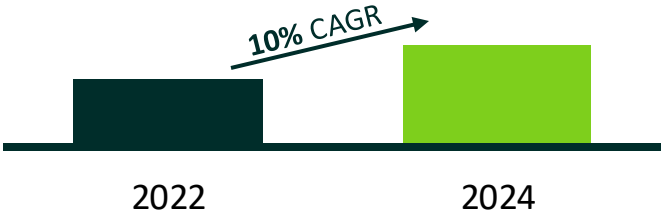
Product Fee Mix



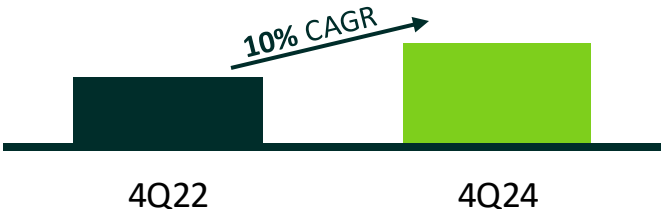
Card Balances



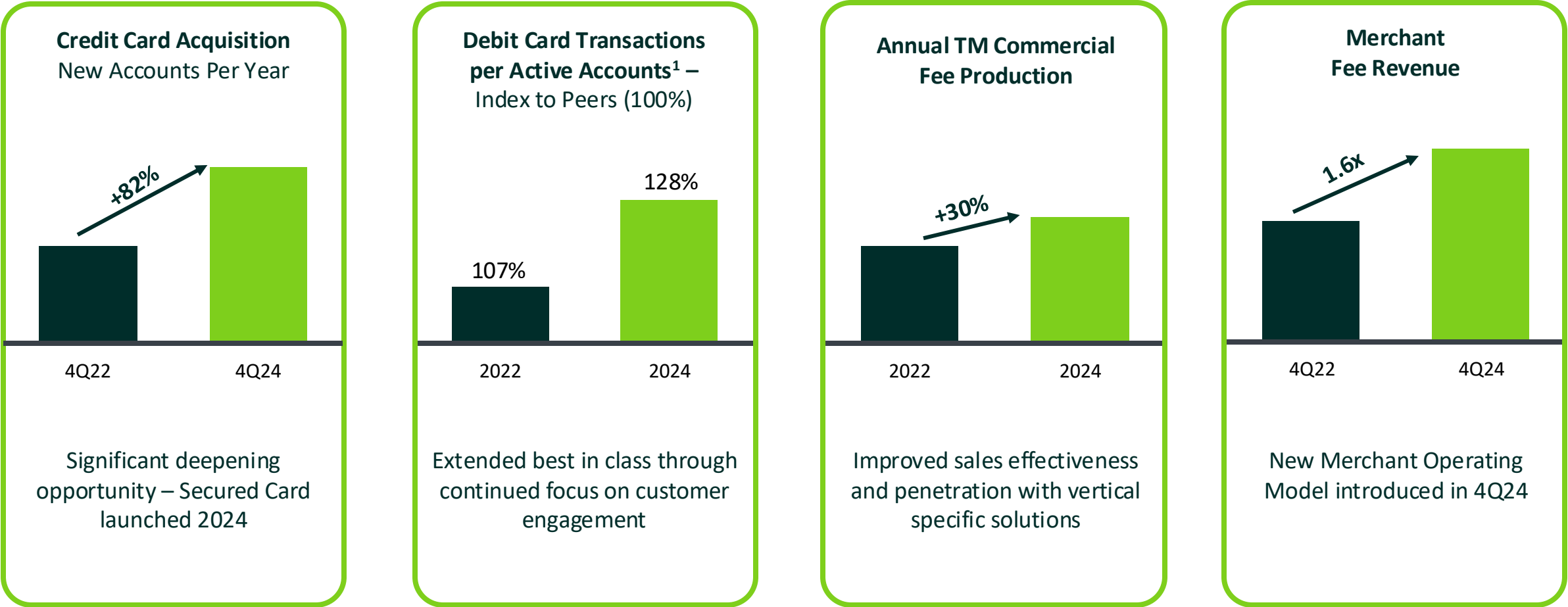
Purchase Volume



Commercial Payments Revenues (Inc. TM)



# Strong Execution and Significant Progress Since 2022 Investor Day



(1) Index to Peers; Source Mastercard; 3Q24 vs 3Q22

# Strategic Initiatives to Capture Significant Growth Potential

## Segment Specific Solutions

- Launching new payment products
- Customized solutions for consumer / business segments
- Increasing vertical specialization for our customers

## Enhanced Go to Market Strategies

- Tapping into new revenue pools
- Changing operating models
- Embedding payments in customer workflows

## Partnerships & Innovation

- Accelerating product development to meet specialized customer needs
- Connecting with payment ecosystems
- Improving customer experience and scale

## 2030 Goals

### Improved Acquisition Deepening & Retention

**~30%**

of incremental fee income will be from new value propositions

**9%+ CAGR**  
**Payments Revenue**

# How We Will Win | Card

## Segment Specific Solutions

- Secured Card to grow among new to credit and credit building segments, deepen lifelong relationships
- Enhance small business value propositions

## Enhanced Go to Market Strategies

- Prospecting with card
- Top 3 in unaided brand awareness in core markets<sup>1</sup>
- 10M+ prospects within 5 miles of branches
- Competitive cash-back value proposition combined with #1 customer trust ranking<sup>2</sup>

## Partnerships & Innovation

- Continue to drive growth through partnerships
  - Existing – The Ohio State University® and University of Minnesota
  - New - Cleveland Browns
- Innovating with Caregiver Card Solutions

## 2030 Goals

Expect card portfolio to be **double**

**Double** credit card spend

**25%+** of incremental card balances from prospects

**Strong credit quality** of card portfolio **within peer benchmarks**

**12%+ CAGR**  
**Credit Card Revenue**

(1) Peers include: FITB, PNC, USB, KEY; (2) 2023 Greenwich Awards, including for U.S. Small Business and Middle Market Banking. For Greenwich Awards, visit [greenwich.com](https://greenwich.com)

# How We Will Win | Treasury Management

## Segment Specific Solutions

- Tailored payments experience for 350,000+ Small-to-Medium Sized Business (SMB) customers
- Vertical strategies
  - Commercial Deposits, sub escrow
  - Consumer & Regional Banking Practice Finance, bundled solutions

## Enhanced Go to Market Strategies

- New Merchant Operating Model
- Expanding B2C capabilities beyond National Settlements vertical
- Industry specific expertise
- Embedding into client workflows

## Partnerships & Innovation

- Gateway partnerships
- SMB Payments partnerships
- Partnerships to deliver vertical specific solutions

## 2030 Goals

**Doubling** payment product penetration in our SMB customer base

**Double velocity of product development**

**Further improve onboarding time by 50%**

**10%+ CAGR  
TM Fee Growth**



# Case Study | New Merchant Operating Model

## From

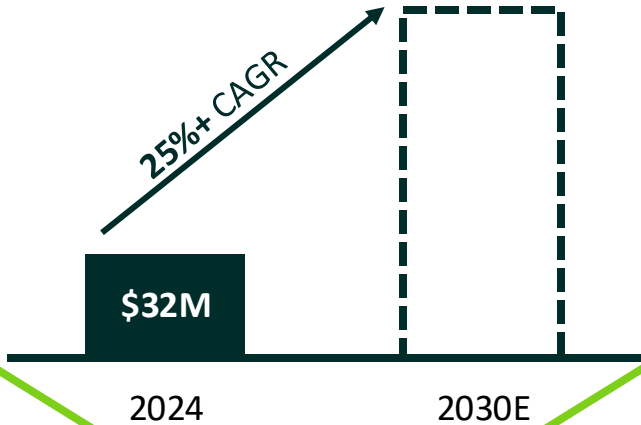
- Outsourced sales, marketing, onboarding, risk and servicing
- Single product partner and limited customization for vertical needs
- Standalone merchant experience

## To

- ✓ Huntington led multi-channel experience across most of the value chain
- ✓ Ecosystem of partnerships and vertical specific product solutions
- ✓ Relationship based approach integrated with other banking product workflows

## 2030 Goals

Merchant Acquiring Revenue



**>4X**  
Revenue

# Our Unique Culture Shapes Everything We Do

## OUR CULTURE

extends Beyond Our Four Walls and  
Drives Our Innovation and Value  
Proposition



## Our Go-To-Market Strategy Embodies Our Culture

New merchant operating  
model set up quickly

### Culture is about:

- ✓ Pace of change
- ✓ New product development
- ✓ Strong execution



**Innovating** for tomorrow

Care for **Unique Customer Needs**

Built on **Relationships**

**Empowering** our Customer

**OUR VALUES | Can-Do Attitude | Forward-Thinking | Service Heart**

# Merchant Acquiring



# Creating an Ecosystem of Payments Partnerships

## Right to Win Value Proposition

- Serving 350,000+ Small Business customers including large number of <\$5M micro-businesses
  - Providing an embedded digital experience for Receivables and Payables
  - Integration with payroll providers and accounting software providers
- 
- Priority verticals for Commercial Bank – Title Companies, HOAs, Mortgage services with sub-ledgering and enhanced payment processing
  - Send / receive payments directly to sub-accounts and UI / API interactions enables ecosystem / ERP connectivity
  - Integration with Homeowner Association Independent Software Vendors
  - Opportunity for additional card issuance and sponsorship

## 2030 Goals

**9%+ increase**  
SMB DDA acquisition

**4x increase**  
in revenue per relationship

**10%+ CAGR**  
in CSG deposits

**Leveraging Partnerships to Continue to Innovate and Provide Distinctive Solutions**

**SMB  
Payments  
Opportunity**

**Deposit  
Centric  
Verticals  
Opportunity**

# Payments - Targeted Strategic Outcomes

## Investing

for sustainable  
profitable growth

- ✓ Expansion and deepening with customer base
- ✓ Payments technology
- ✓ Talent and expertise

## Differentiating

our value proposition  
and customer experience

- ✓ New products and capabilities
- ✓ New operating models
- ✓ Innovation and partnerships

## Executing

for top quartile performance  
and value creation

- ✓ Continuously deepening with existing customer base
- ✓ New products / models as a source of customer acquisition
- ✓ Fee income growth exceeding industry / peer benchmarks

### Payments 2030 Targets

**9%+ CAGR**

Revenue Growth

**12%+ CAGR**

Credit Card Revenue Growth

**10%+ CAGR**

Treasury Management Fee Revenues

# Q&A

# Risk & Credit

Aggregate Moderate-to-Low Risk  
Appetite Embedded in the Franchise



Helga Houston  
Chief Risk Officer

# Risk Management Key Messages





# Strong Foundation with an Established Risk Framework

## Risk Governance Framework

Clear Lines of Defense

**1** Business Segments

**2** Corporate Risk

**3** Internal Audit & Credit Review

### Colleagues & Processes

- ✓ Deep risk discipline is a competitive advantage
- ✓ Proactively building capabilities
- ✓ Process & automation driven

### Risk Partnership

- ✓ Active engagement from genesis to implementation of new strategies, products or services
- ✓ Risk team partners with business to elevate risk awareness while ensuring aggregate risk remains moderate-to-low

## Risk Appetite:

Aggregate Moderate-to-Low Through Cycles

# Holistic Risk Management and Enhanced Processes

## Results in Strong Credit Performance

CCAR Cumulative Loan Losses as a % of Average Total Loans<sup>1</sup>

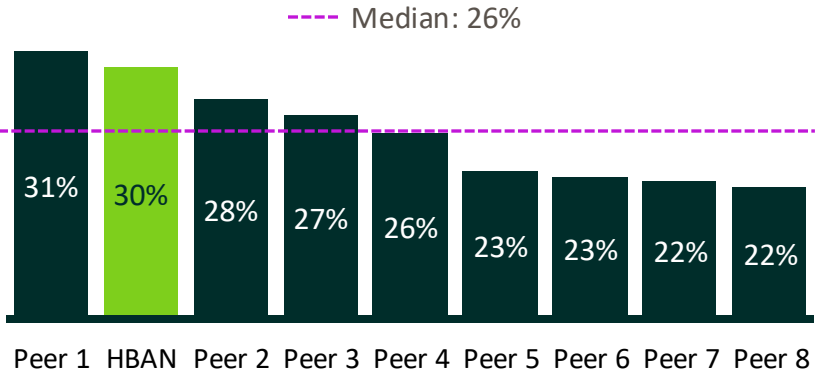
2016		2017		2018		2020		2020 Resubmission <sup>2</sup>		2022		2024	
Peer 1	4.4%	Peer 1	4.2%	Peer 1	5.2%	HBAN	5.1%	Peer 1	5.9%	Peer 1	5.7%	Peer 1	5.8%
Peer 2	4.8%	Peer 2	4.3%	HBAN	5.3%	Peer 1	5.1%	Peer 2	6.3%	Peer 2	5.9%	HBAN	6.1%
HBAN	4.8%	HBAN	4.6%	Peer 2	5.8%	Peer 2	5.1%	Peer 3	6.5%	HBAN	6.3%	Peer 2	6.4%
Peer 3	5.1%	Peer 3	4.7%	Peer 3	6.1%	Peer 3	5.3%	HBAN	6.8%	Peer 3	6.3%	Peer 3	6.8%
Peer 4	5.3%	Peer 4	4.8%	Peer 4	6.1%	Peer 4	5.5%	Peer 4	6.9%	Peer 4	6.4%	Peer 4	6.8%
Peer 5	5.3%	Peer 5	5.4%	Peer 5	6.1%	Peer 5	5.6%	Peer 5	7.0%	Peer 5	6.9%	Peer 5	6.8%
Peer 6	5.8%	Peer 6	5.6%	Peer 6	6.5%	Peer 6	6.3%	Peer 6	8.4%	Peer 6	6.9%	Peer 6	7.0%
Peer 7	5.8%	Peer 7	5.9%	Peer 7	6.7%	Peer 7	6.8%	Peer 7	10.1%	Peer 7	7.2%	Peer 7	7.8%
Peer 8	6.1%	Peer 8	6.1%							Peer 8	8.3%	Peer 8	7.9%
Peer 9	6.3%	Peer 9	6.4%										

CET1 Post-stress Minimum<sup>2</sup>

Starting CET1 Ratio		Stressed Minimum CET1 Ratio	
Peer 1	11.0%	Peer 1	8.5%
Peer 2	10.6%	HBAN	8.4%
Peer 3	10.3%	Peer 2	8.3%
Peer 4	10.3%	Peer 3	7.9%
HBAN	10.2%	Peer 4	7.7%
Peer 5	10.1%	Peer 5	7.7%
Peer 6	10.0%	Peer 6	7.5%
Peer 7	9.9%	Peer 7	7.4%
Peer 8	9.9%	Peer 8	6.5%

2.5% SCB<sup>3</sup>  
in 2024

ACL as % of 2024 CCAR Modeled Losses<sup>2</sup>



### Highlights

- ✓ Consistent top-tier CCAR credit stress performance versus peers
- ✓ Loss coverage Top-Quartile in the peer group

1) Peers include CMA, CFG, FITB, KEY, MTB, PNC, RF, USB, ZION, BBT & TFC; BBT merged into TFC in December 2019; 2) peers include CFG, FITB, KEY, MTB, PNC, RF, TFC, USB; 3) Stress Capital Buffer (SCB), an institution-specific capital add-on that incorporates Fed-modeled stress test results into ongoing capital requirements; Resubmission after TCF acquisition

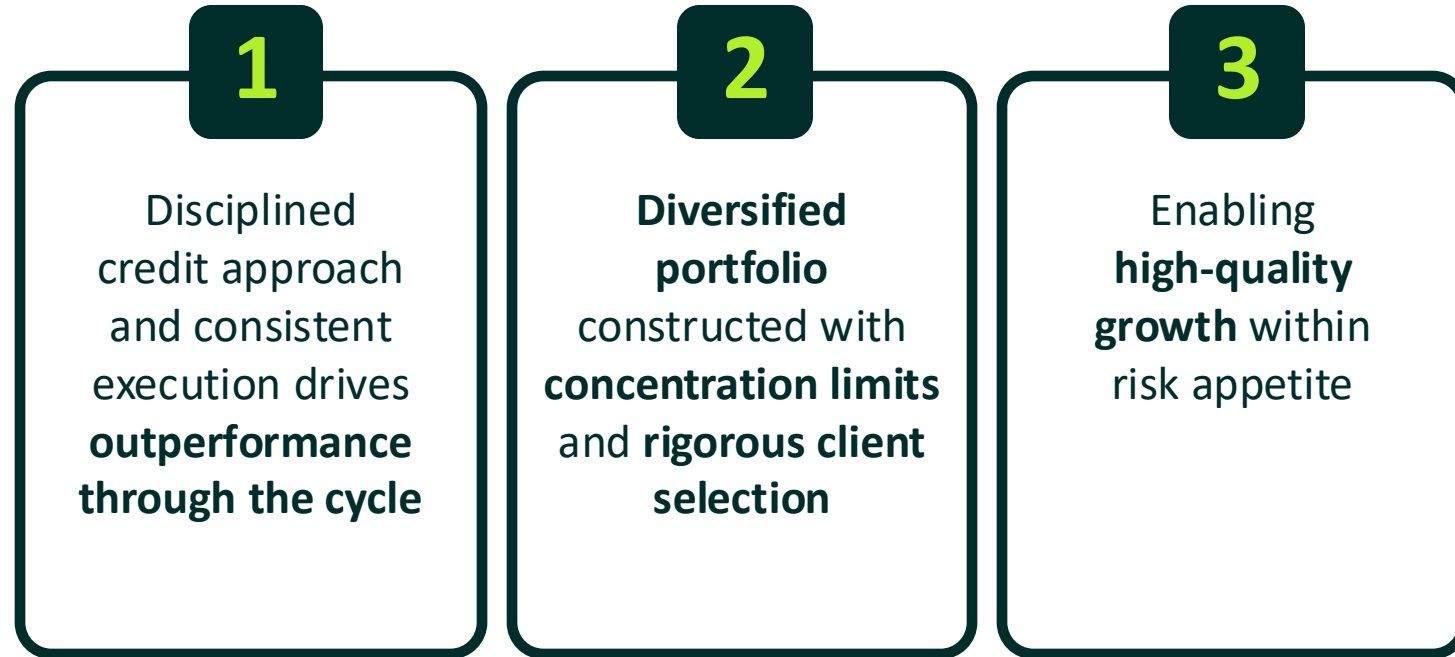
# Credit Risk Management

Disciplined Approach Leads to Outperformance  
Through the Cycle

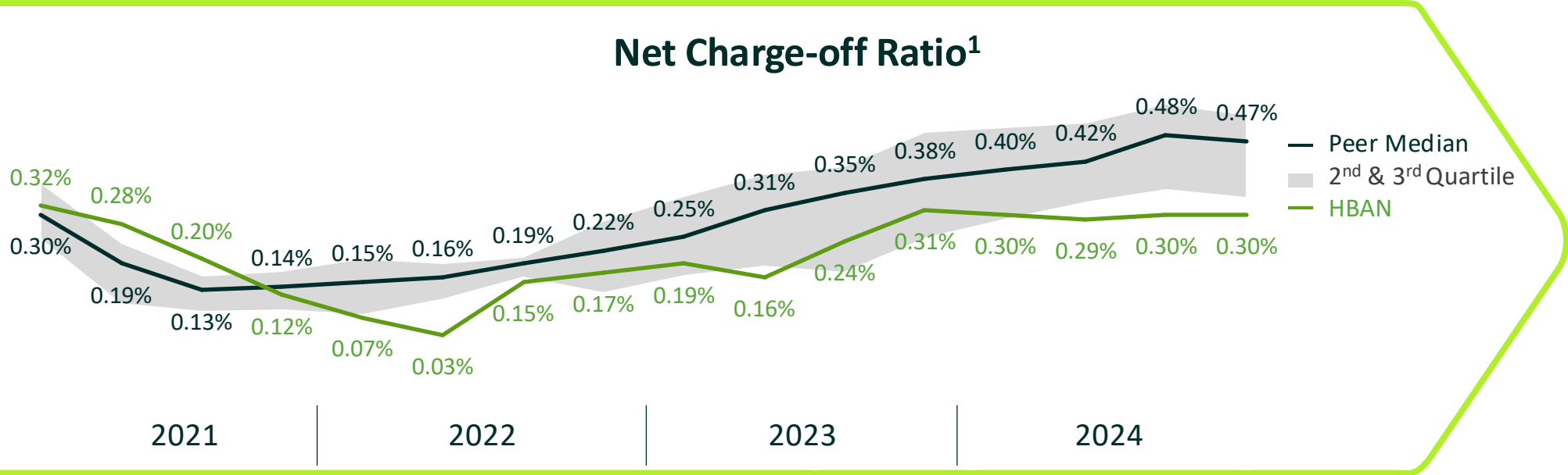


Brendan Lawlor  
Chief Credit Officer

# Credit Risk Key Messages



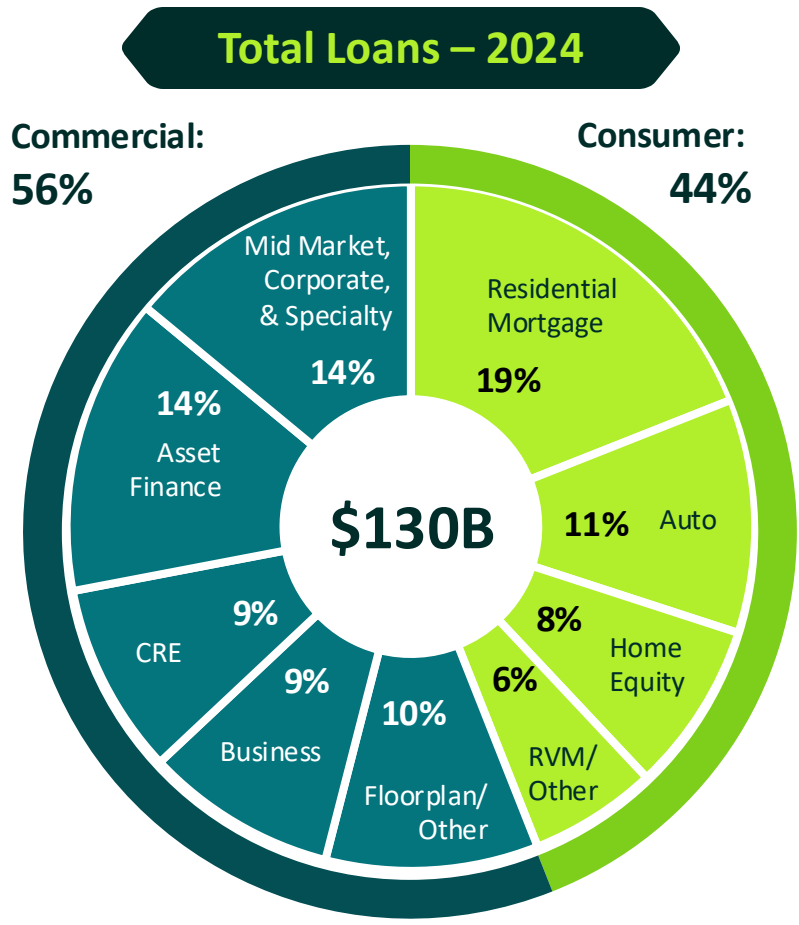
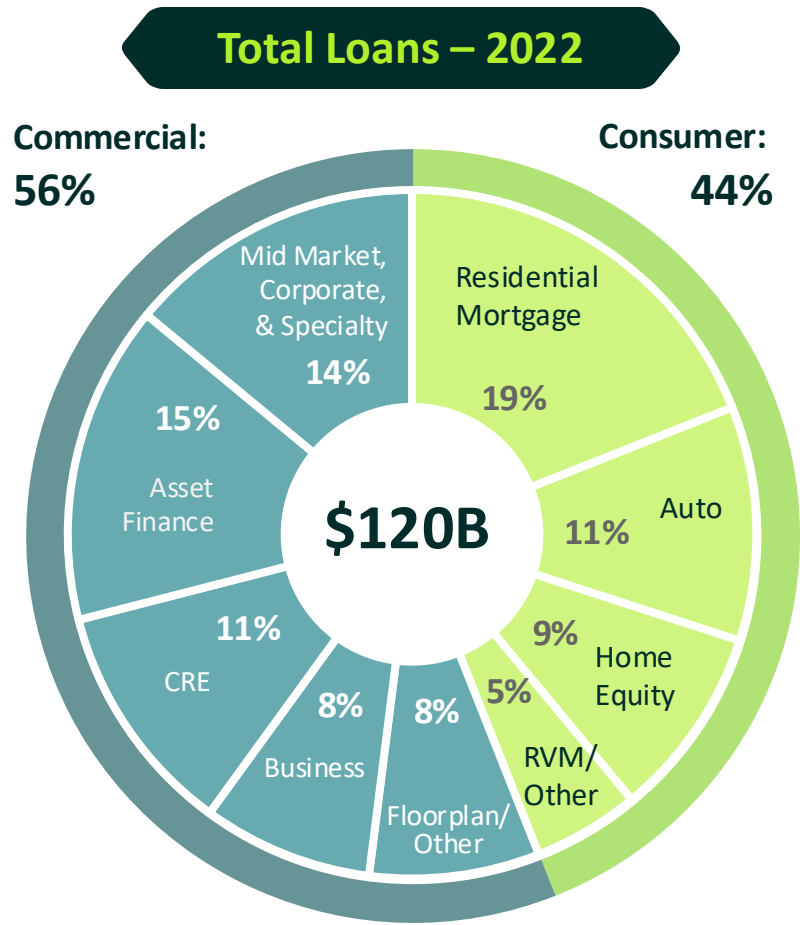
# Balanced Credit Approach Drives Consistent Performance



**Top Quartile NCO Performance over Last 4 Quarters**

(1) Source: S&P Global and Company Financials. Includes all peers: CMA, FITB, ZION, KEY, MTB, PNC, RF, TFC, CFG, and USB

# Continued Prioritization of Credit Quality through Diversified and Balanced Portfolio



- Consumer**
- ✓ **High credit quality** ~770 average origination FICOs
  - ✓ Auto, Residential, HELOC, and RV/Marine makeup 95% of book and are **all secured**
- Commercial**
- ✓ Differentiated due to **scale and breadth** of portfolio
  - ✓ **Diverse** geographic footprint
  - ✓ Diversification by property type within CRE

**Stable Portfolio Mix Provides High Visibility to Credit Performance**

Note: Loan balances on an end of period basis

# Expertise and Execution Drives Positive Outcomes

## Industry & Product Expertise, and Rigorous Client Selection

- Align portfolio, credit, and relationship management teams to drive early risk identification and enable better outcomes
- Leverage product expertise, data and analytics to drive client selection

## Disciplined Execution Managing Exposures

- Control exposures through enhanced procedures and concentration limits
- Actively manage client level exposures through both sponsor and borrower level hold limits to drive portfolio diversity
- Client selection positions portfolio for good outcomes

**Low Credit Losses**  
(2024 Avg. Net Charge Offs)

Consumer:  
**28bps**

Commercial:  
**31bps**

**Applied Across Existing Portfolio and New Initiatives**

# Case Study | Proactive Portfolio Management

## Commercial Real Estate Market Dynamics

- High sensitivity to market cycles
- Higher interest rates impact market valuations and performance

## Disciplined Approach

- **Rigorous Client Selection:** Decreased number of approved clients from more than 5,000 in 2010 to 500 core sponsors
- **Well-Positioned:** Peer-leading reserve coverage<sup>1</sup>
- **Proactive Management:** Identify potential risks 12 months in advance of loan or swap maturity

## Winning Results

Since 2022

- ✓ ~\$1B capital injected from sponsors (~8% of CRE portfolio)
- ✓ 100% sponsor retention rate

**Top Quartile Net Charge-off Performance**

(1) Source: Company Third Quarter 2024 Form 10Q's. CRE Concentration and CRE Reserves based on SEC financials where available.



# Key Takeaways

1

Disciplined  
credit approach  
and consistent  
execution drives  
**outperformance**  
through the cycle

2

**Diversified**  
**portfolio**  
constructed with  
**concentration limits**  
and **rigorous client**  
**selection**

3

Enabling  
**high-quality**  
**growth** within  
risk appetite

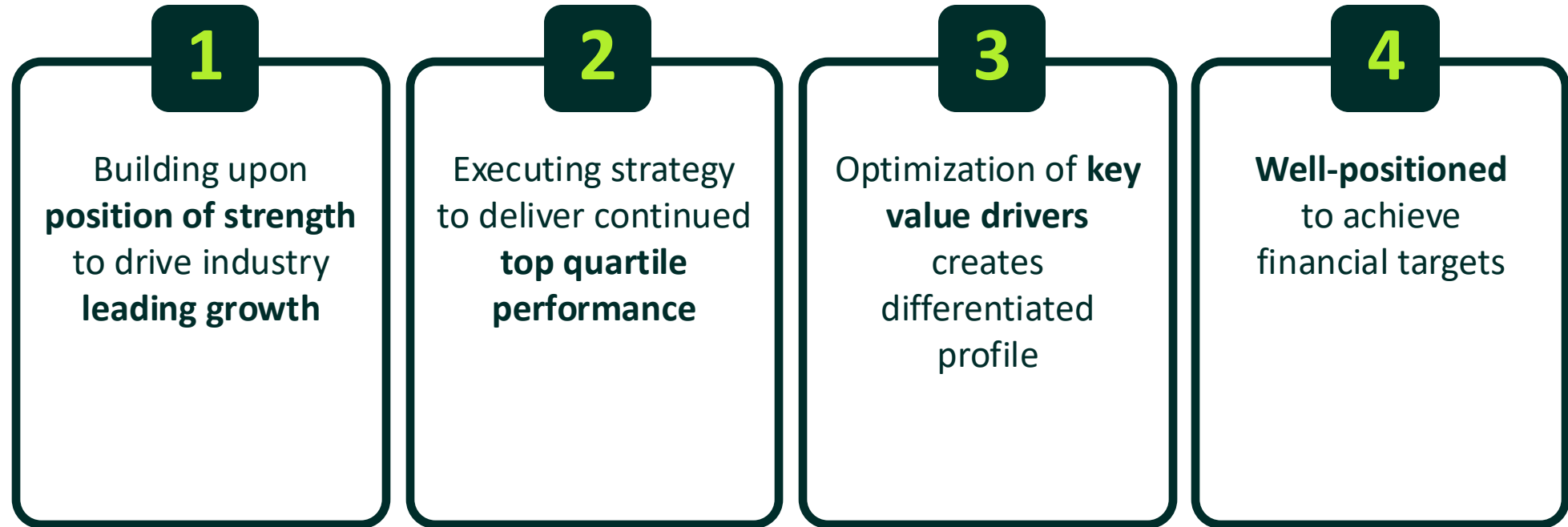
# Financial Outlook

Positioned for Accelerating Value Creation

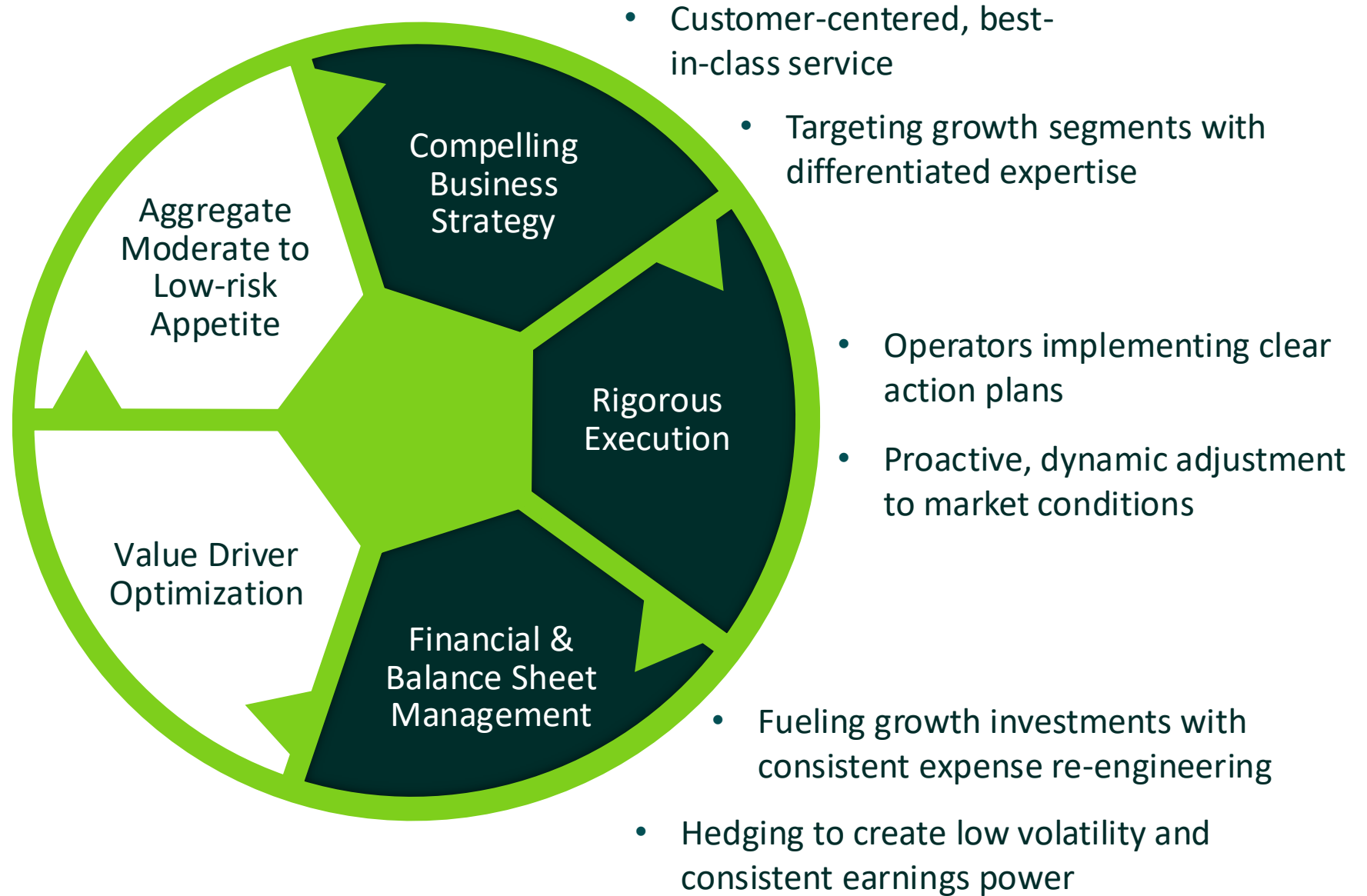


Zach  
Wasserman  
Chief  
Financial Officer

# Financial Outlook Key Messages

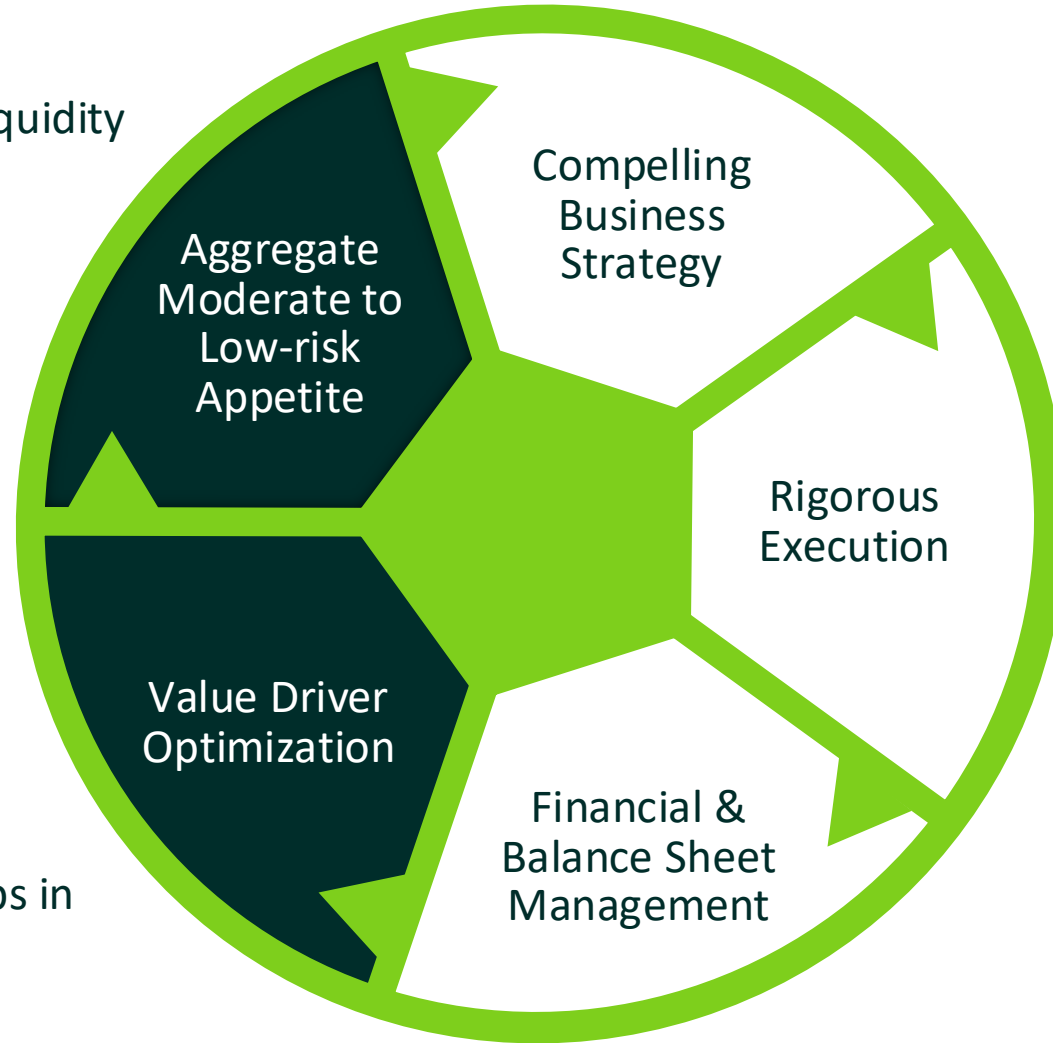


# Our Growth Model Drives Outperformance



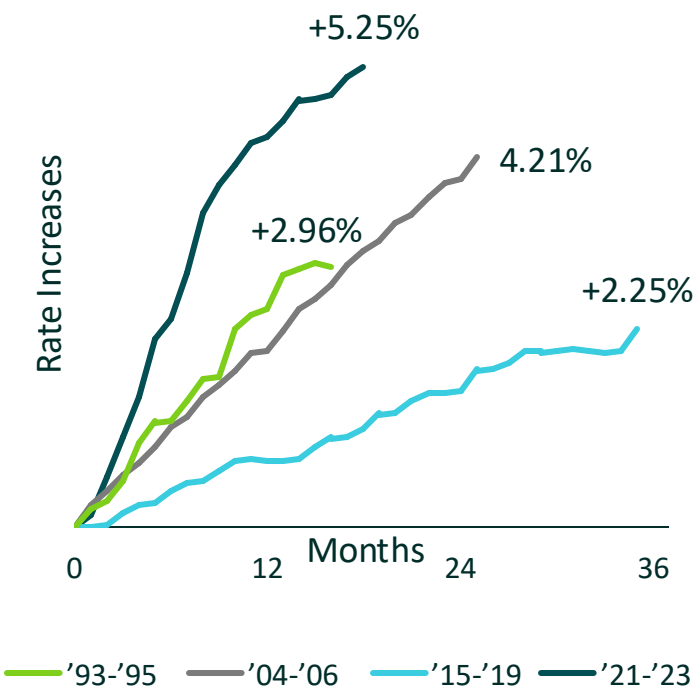
# Our Growth Model Drives Outperformance

- Strong Credit, Capital, and Liquidity
- Support customers through the cycle and build lifelong trust
- Disciplined capital allocation to highest value businesses
- Full primary bank relationships in attractive segments

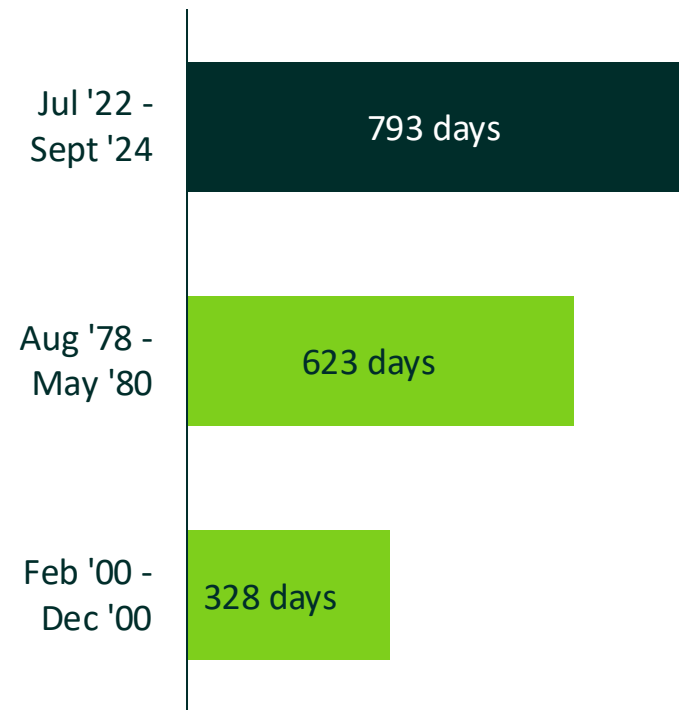


# Market Environment Over Last 2 Years

## Fastest Federal Funds Rate Increase in Over 30 Years



## Longest Inverted Yield Curve<sup>1</sup> In U.S. on Record



## Bank Industry Dynamics

- Attrition of uninsured deposits
- Rapid rise in funding costs
- Capital levels reduced
- Shrinking loans & teams
- Focus on CRE and subprime

## Huntington Outperformed

- Robust capital and liquidity ☒
- Strong credit ☒
- Diversified, high-quality loans ☒

Based on publicly available market data for the 10-Year Treasury Constant Maturity Minus 2yr Treasury Constant Maturity [T10YT2Y]

# Huntington Thrived During This Time

## Operated from a Position of Strength

Capital

✓ Hedge program

✓ Top-tier ROTCE

✓ Managing on adj. CET1

✓ Strong capital levels

✓ Robust capital generation

Liquidity

✓ Leading Deposit Growth

✓ Robust cash and contingent liquidity

✓ #1 Insured Deposits of Banks above \$100B

✓ #1 Coverage Ratio of 197%<sup>1</sup>

Credit

✓ High-quality diversified loan portfolio

✓ Top-quartile ACL Coverage

✓ Top-quartile Net Charge-offs

Invested in Growth

as Industry Pulled Back

• Compounded growth in primary banking relationships

• Launched into North & South Carolina and Texas

• Established 8 new commercial verticals

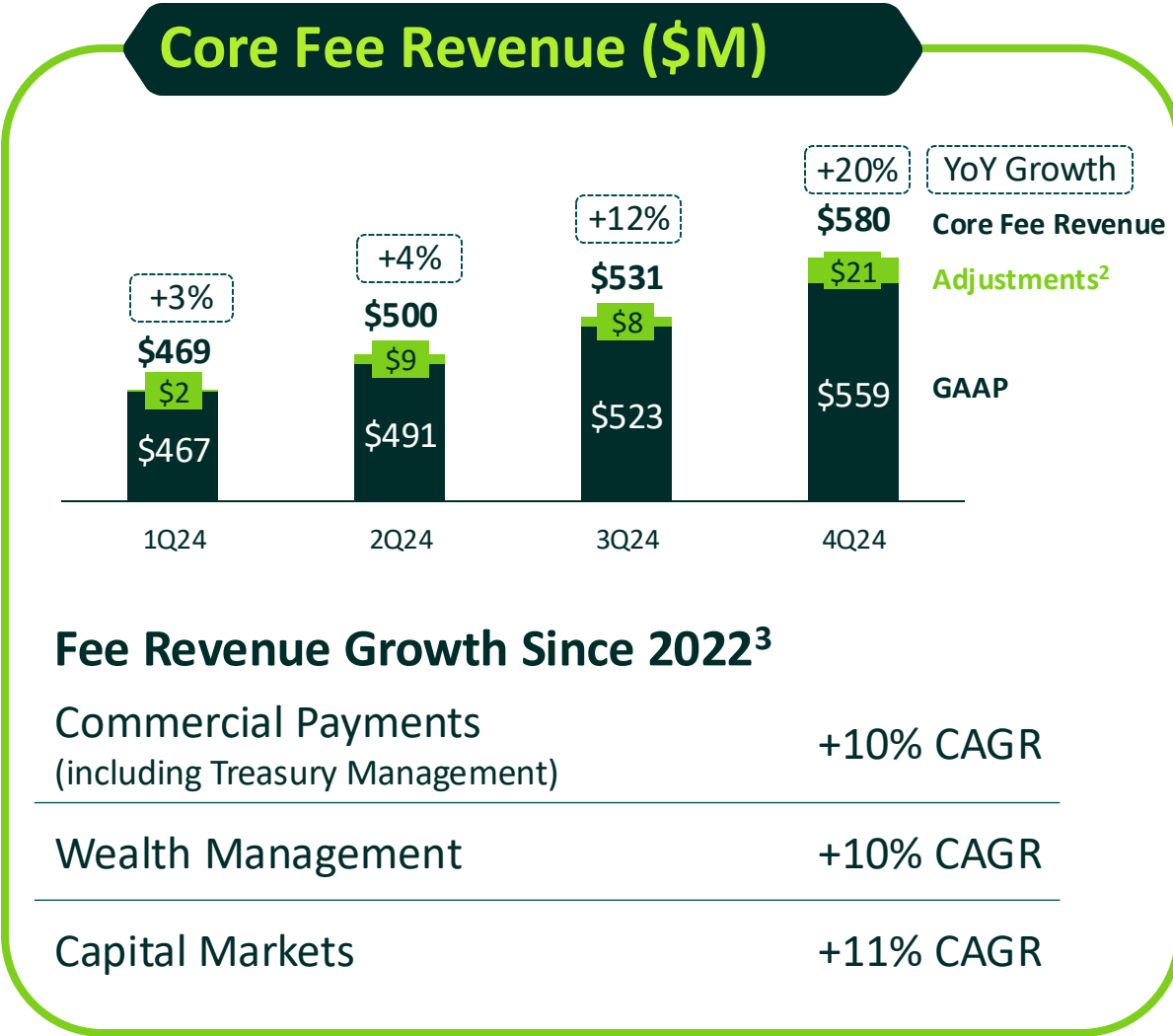
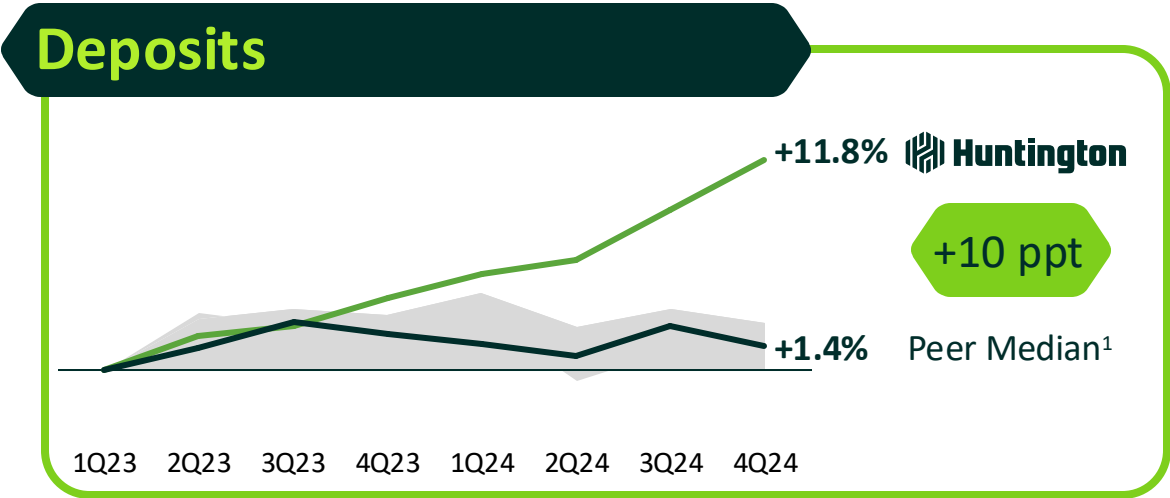
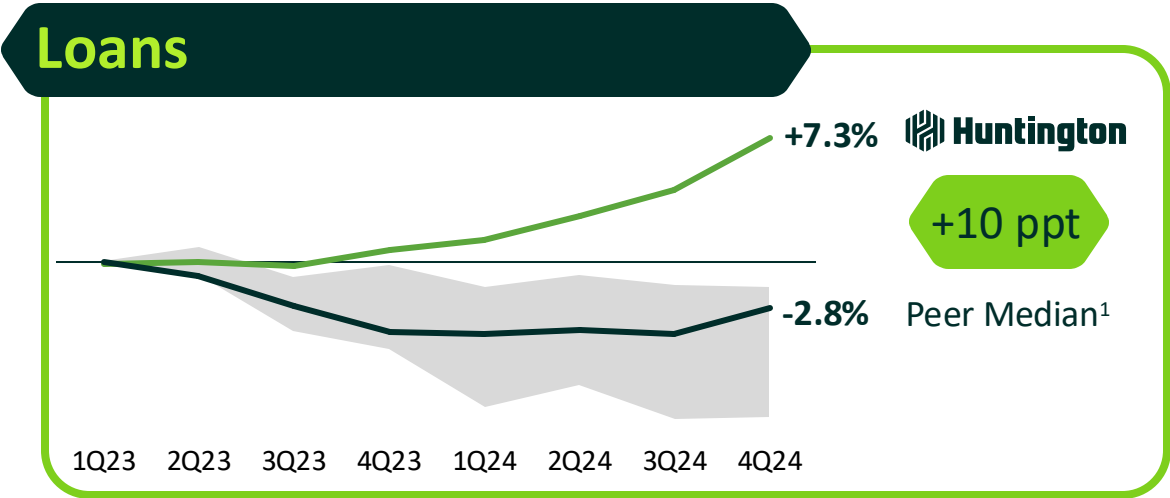
• Expanded payments, wealth management and capital markets

Investments Contributing to Increased Profitability

## Accelerated Strategic Growth Initiatives and PPNR Outlook

(1) Bank data as of 3Q24. Source: Company's 2024 Form 10-Q or Bank Call Report depending on data availability | Publicly traded US-based banks with >\$100 billion in deposits and all peers (excludes banks primarily classified as card banks); (2) Cash equals cash and cash equivalents. Coverage includes Contingent Capacity at Federal Reserve & FHLB + Cash & Equivalents. Based on estimated 12/31/24 uninsured deposits; Source: S&P Global – Includes all peers: CMA, FITB, ZION, KEY, MTB, PNC, RF, TFC, CFG, and USB

# Drove Leading Growth

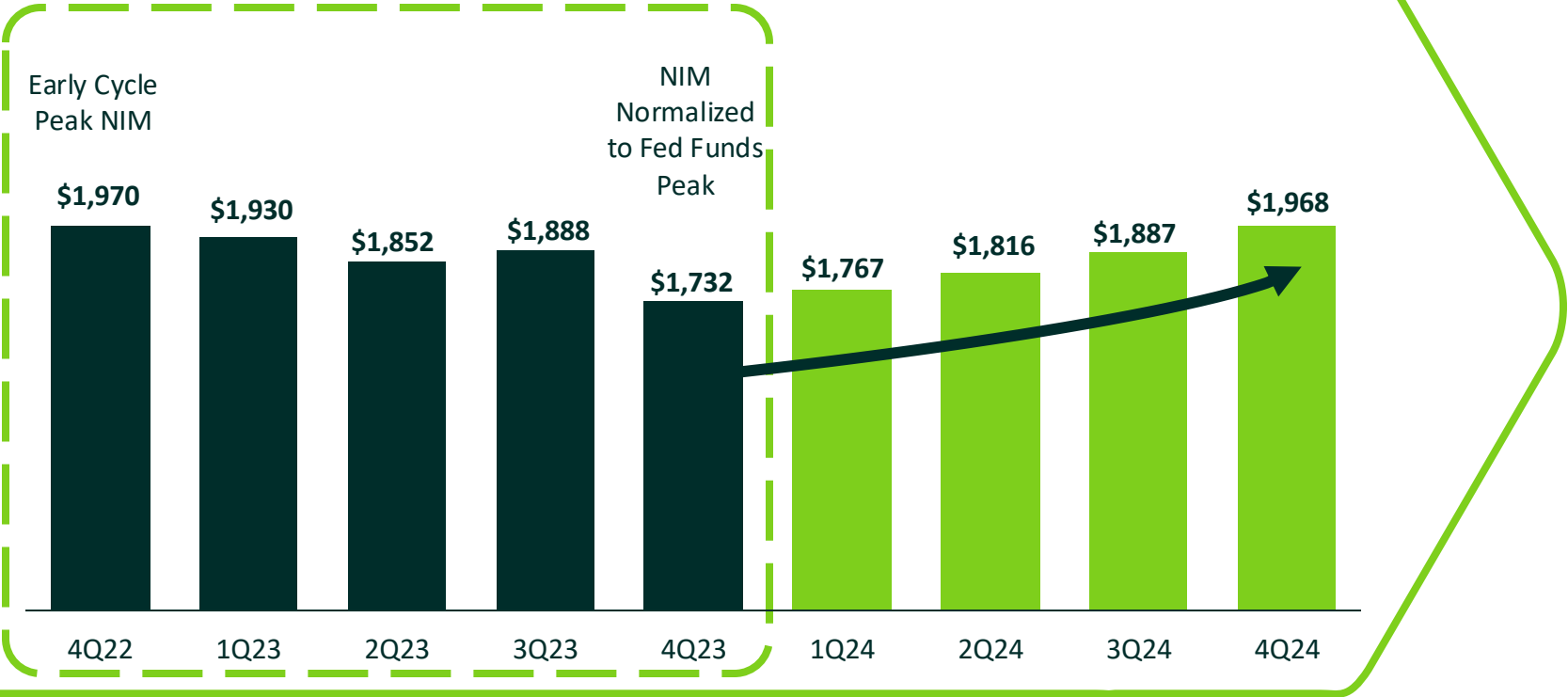


Note: All balances EOP as of 12/31/24, unless otherwise noted; (1) Source: S&P Global Market Intelligence and filings - Peers include CFG, CMA, FITB, KEY, MTB, PNC, RF, TFC, USB, ZION; (2) adjustments to core fees ("adjusted noninterest income") include loss on sale of securities and credit risk transfers - see reconciliation (non-interest income) on slide 147; (3) 4Q24 vs 4Q22



# Poised for Continued PPNR Expansion

## Revenue Accelerating



## PPNR Growth Momentum

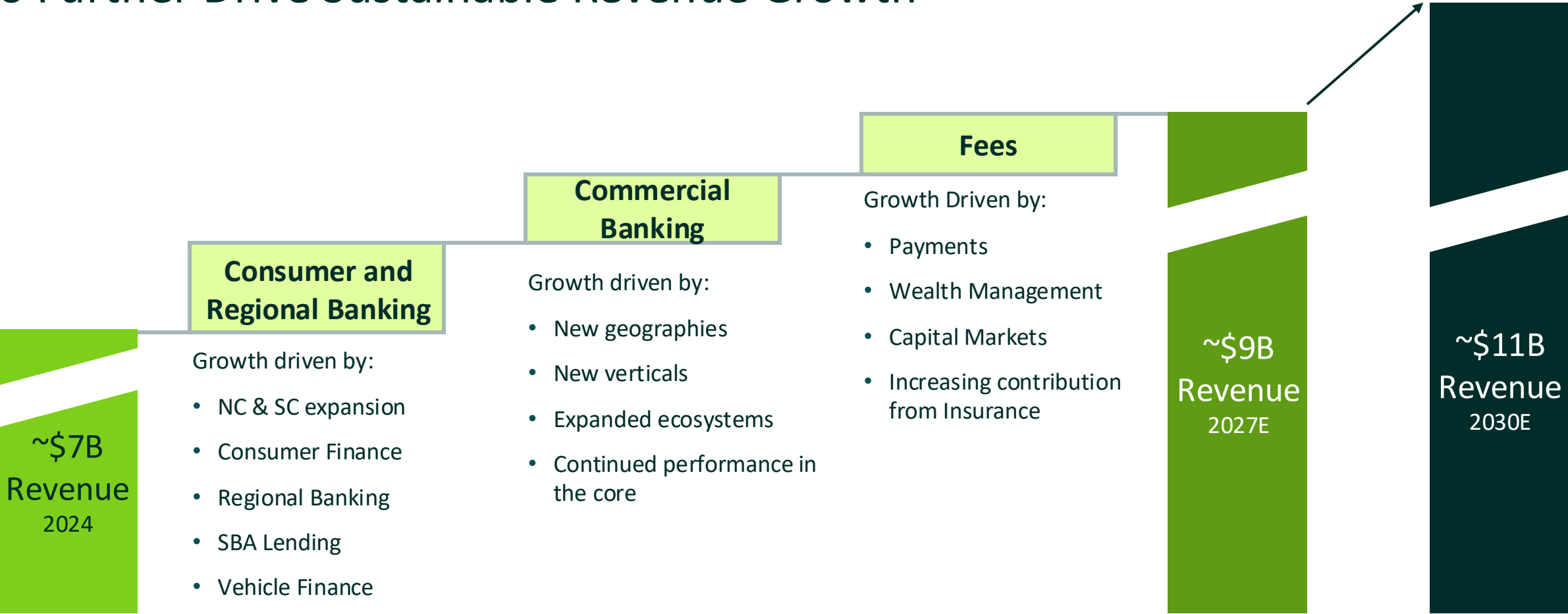
Revenue Growth

Positive Operating Leverage

## Building on Positive Momentum

Note: \$ in millions; Chart represents Total Revenue on an FTE basis, a non-GAAP measure. See reconciliation on pg 147

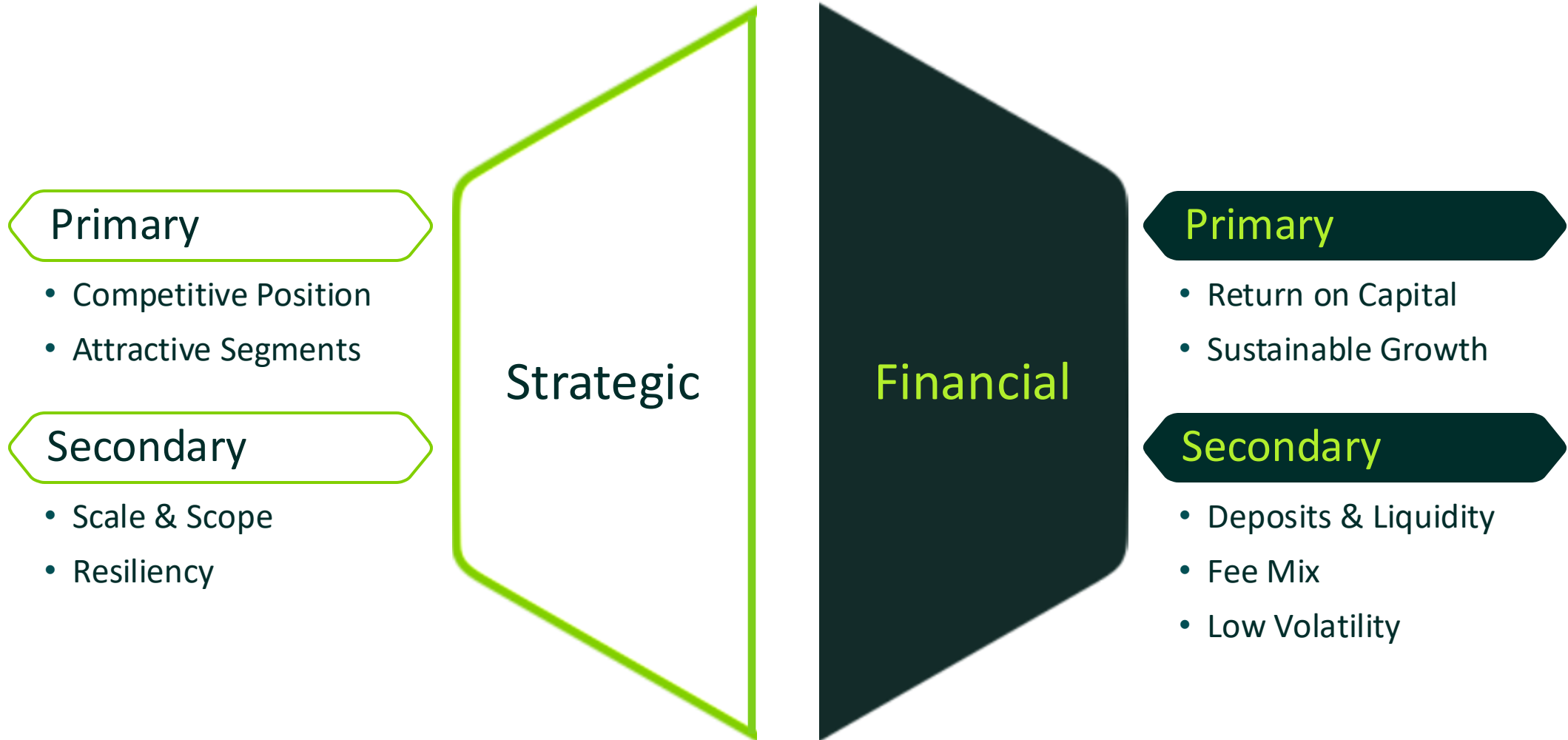
# Building on Strong Foundation to Further Drive Sustainable Revenue Growth



**Customer-Centered Initiatives to Deepen Relationships and Increase Value for All Stakeholders**

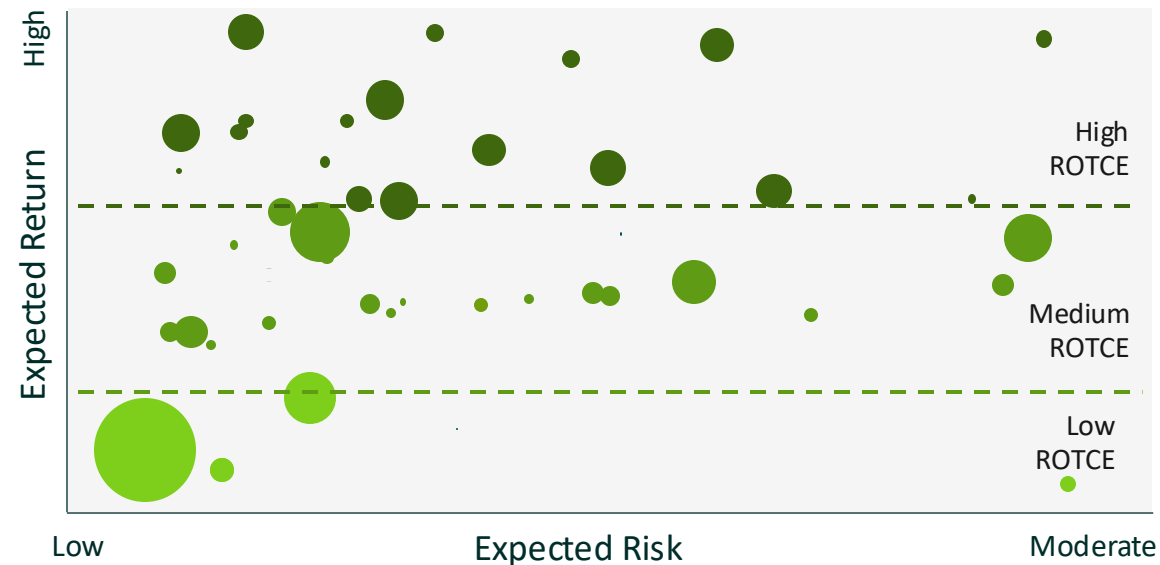
Illustrative Contribution of Revenue Growth

# Clear Framework to Drive Strategic and Financial Value



# Portfolio Optimization

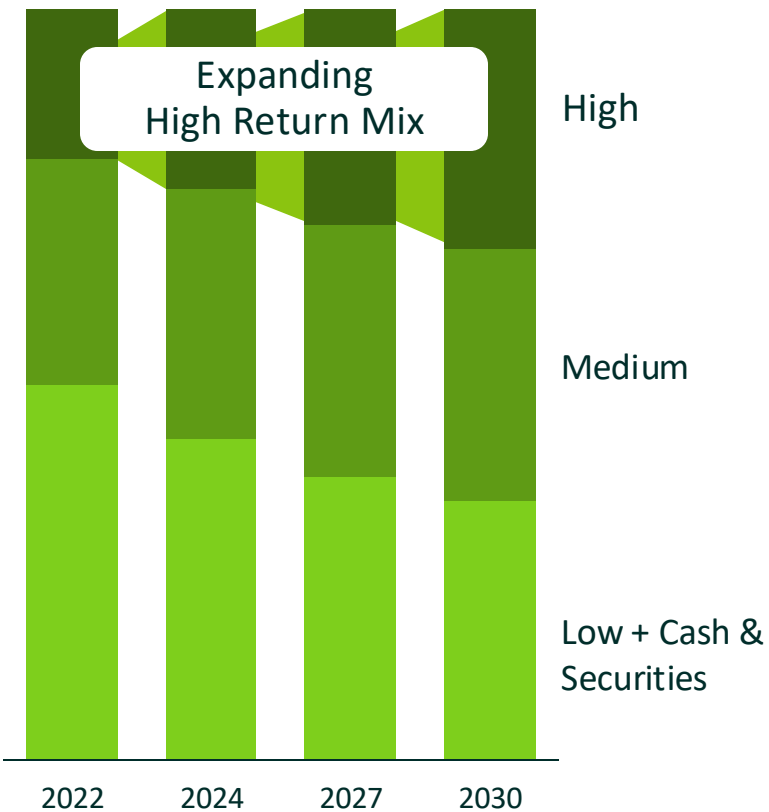
## Aggregate Earning Asset Portfolio



## Our Strategy

- Increasing allocations to drive highest return within risk appetite
- Rigorous portfolio assessment for return and risk
- Active rebalancing of investment and capital

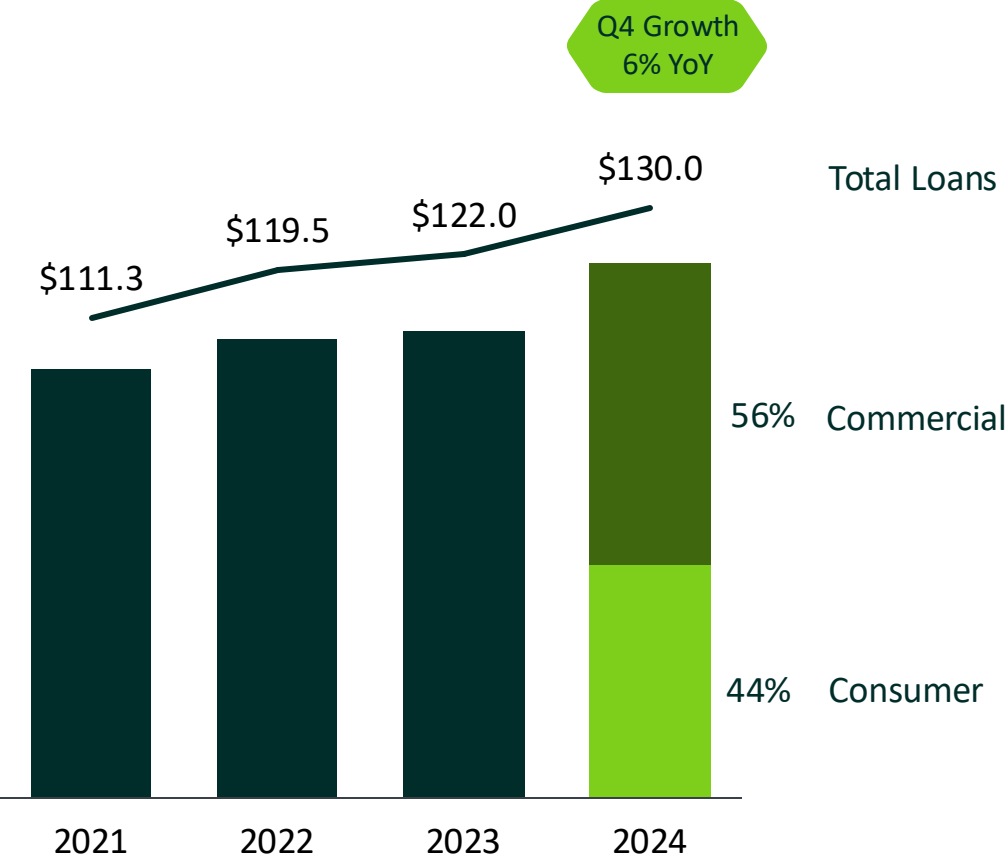
## Earning Assets & ROTCE Mix



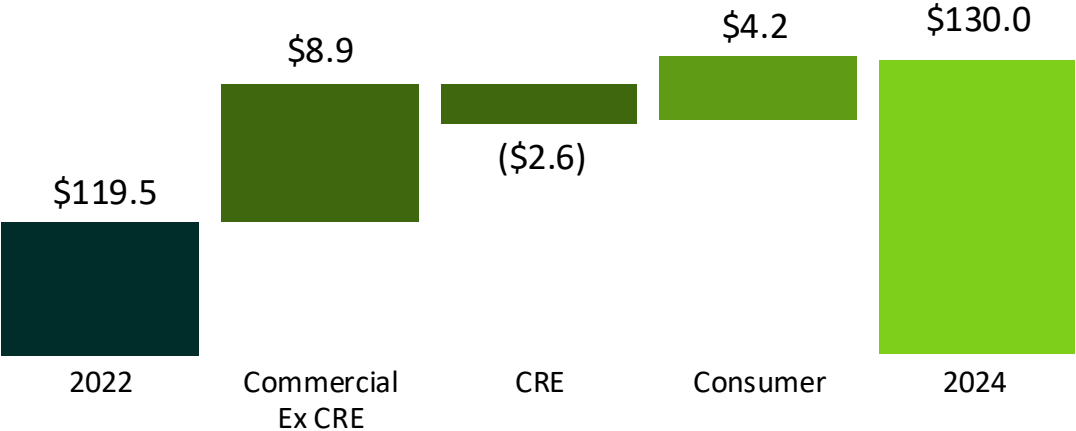
Illustrative Aggregate Earning Asset Portfolio and ROTCE mix

# Delivering Robust and Diversified Loan Growth

## Loans - \$B



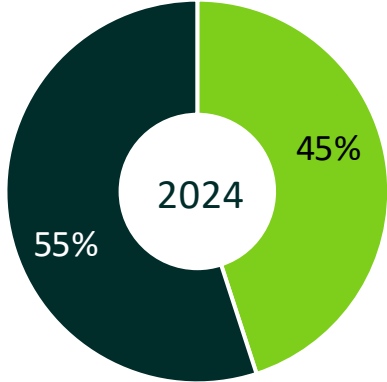
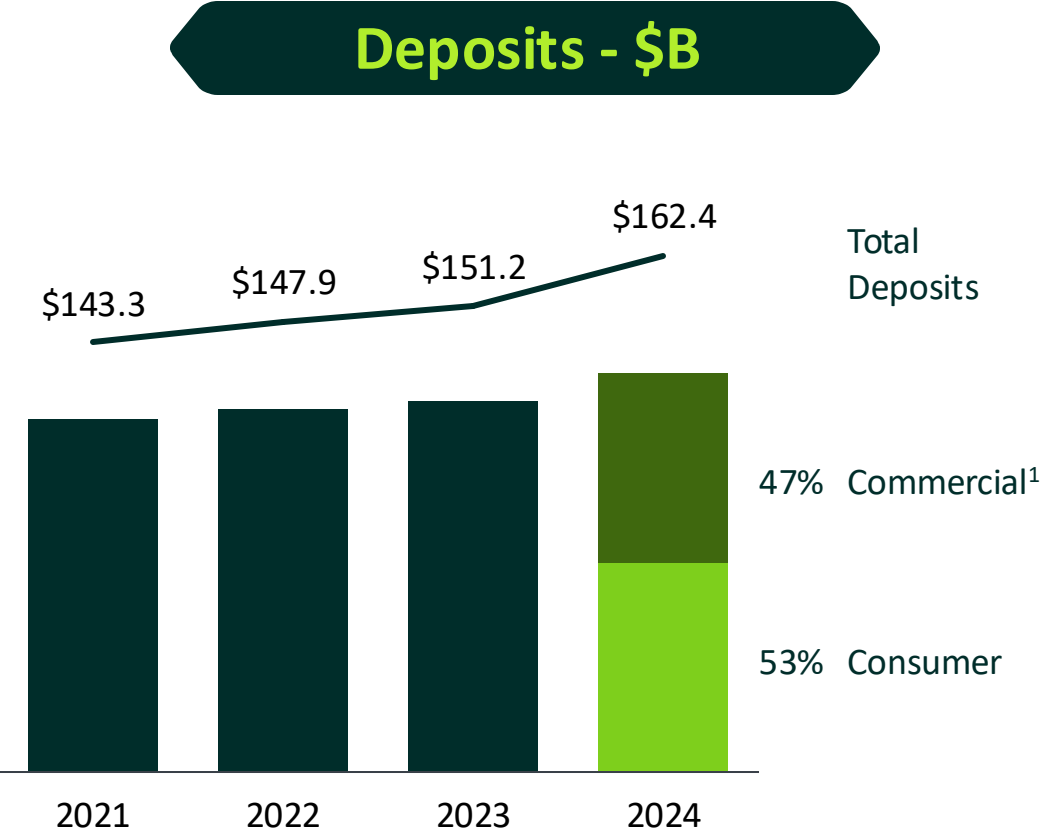
## Loan Growth Drivers Since 2022



- ✓ Balanced portfolio with attractive diversification
- ✓ Consistent growth over time
- ✓ Disciplined client selection
- ✓ Strong underwriting methodology
- ✓ Proactive portfolio management

Note: End of Period 12/31/24 unless otherwise noted

# Growing Stable, High Quality Deposit Base



**80%** Loan to Deposit Ratio

**69%** Insured Deposits

■ All Other   ■ DDA + Checking

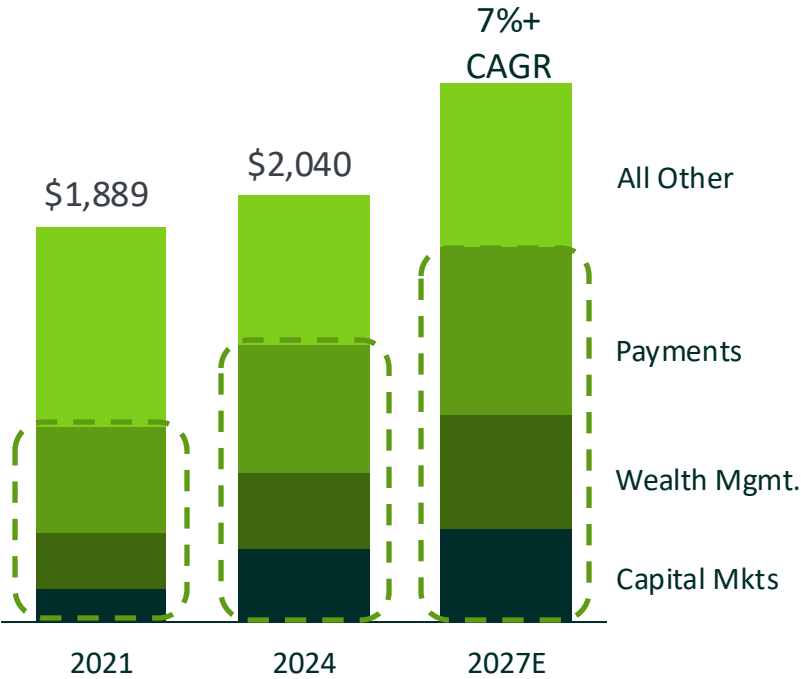
- Driving organic growth through primary bank relationships across consumer and commercial
- Disciplined deposit pricing and controlled beta
- Strong analytical and segmented management

## Industry-leading Percentage of Insured Deposits

Note: End of Period 12/31/24 unless otherwise noted; (1) Includes deposits classified as treasury/other

# Driving Increasing Fee Income and Profitability

## Noninterest Income (\$M)



### Strategic Value

- Deepen customer relationships
- Differentiated advice and expertise

### Financial Value

- High ROE
- Recurring revenues

### Payments

- Adding new capabilities / revenue levers
- Deepening customer penetration
- Continually offering new services

### Wealth Management

- Leading with advice and guidance
- Expanding advisory relationships
- Gathering AUM with a focus on planning

### Capital Markets

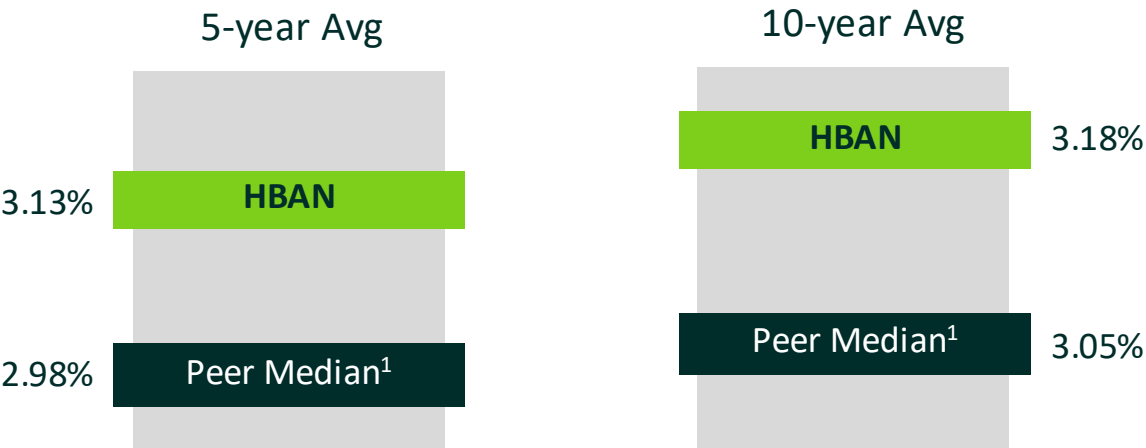
- Supporting commercial banking activities
- Deepening Capstone advisory
- Leveraging platform to grow new businesses

**Targeted Outcome:** Growing fees as % of total revenue

Strategically Enables Customer Deepening and Strong ROTCE

# Proactively Managing NIM to Outperform Peers

Through the Cycle Peer Leading Net Interest Margin %



Long-term NIM is benefitting from:

- Strong deposit base and funding profile drives beta management
- Fixed asset repricing and an upward sloping yield curve to optimize returns
- Dynamic hedging actions to manage various interest rate environments

## Future Assumptions

- ✓ NIM Driving Higher
- ✓ Yield Curve Normalization
- ✓ Continued Optimization to Higher Return Loans
- ✓ Growing Checking and Operating Deposit Mix

(1) Source: S&P Global Market Intelligence and filings - Peers include CFG, CMA, FITB, KEY, MTB, PNC, RF, TFC, USB, ZION



# Leveraging Active Balance Sheet Management Strategy to Hedge Interest Rate Risk



Designed to protect capital against higher rate scenarios

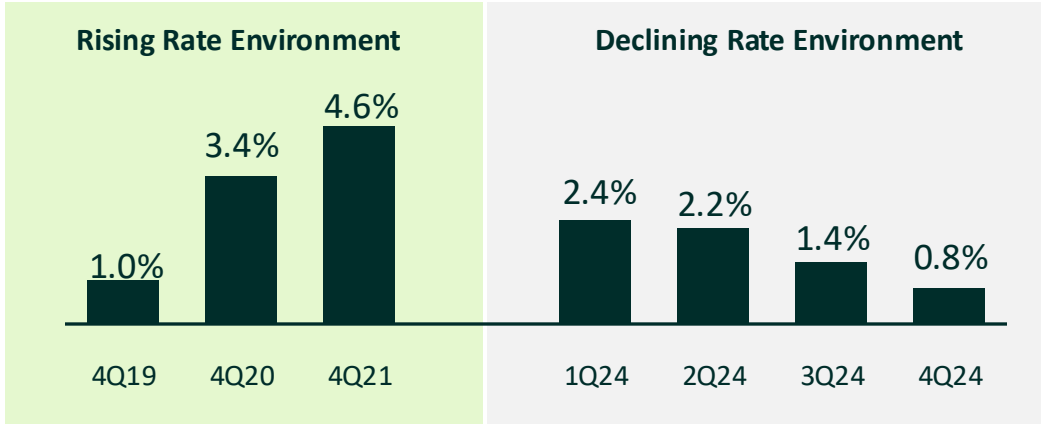


Reduces volatility & supports NIM in lower rate scenarios

## Management Approach

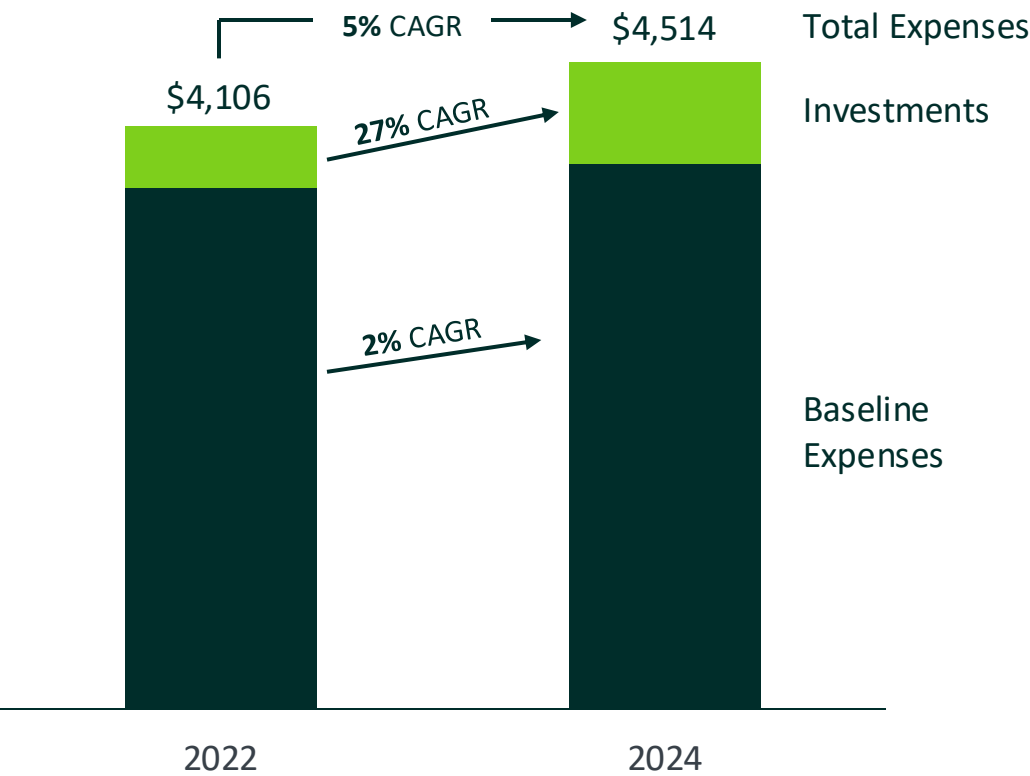
- ✓ Dynamic scenario planning
- ✓ Evaluating probable outcomes
- ✓ Calibrating to most likely range
- ✓ Protecting against tail-risk

% Change in NII Due to +100bp Ramp Change In Rates



# Maintaining Disciplined Expense Management while Investing for Profitable Growth

## Expense Growth CAGR (2022-2024)<sup>1</sup>



Note: \$ in millions; (1) Noninterest expense, excluding notable items – see reconciliation (noninterest expense) on slide 147

## Expense Management Model

### Grow Expenses Less than Revenue Growth

- ✓ Deliver positive operating leverage

### Investments Increasing ≥ 2x Rate vs. Total Expenses

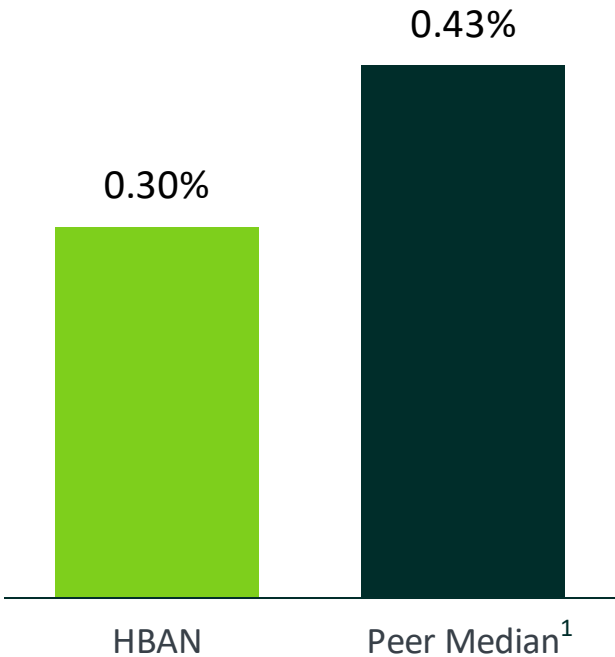
- ✓ Increasing as a % of total expense
- ✓ Growing faster than overall market
- ✓ Investing in technology, marketing, personnel and other strategic initiatives

### Continuous Improvement in Baseline Expenses

- ✓ Disciplined expense control
- ✓ Systematic re-engineering of expenses (e.g., Operation Accelerate / Business Process Offshoring / AI)

# Strong Credit Quality Matters in All Economic Scenarios

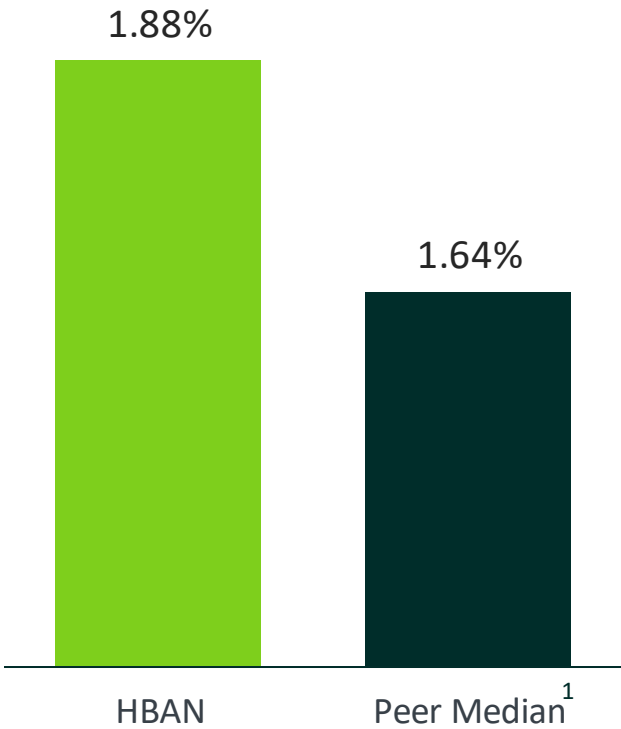
## Net Charge-off Ratio FY24



## Well-Positioned for Economic Scenarios

- ✓ Disciplined client selection and underwriting
- ✓ Rigorous portfolio management
- ✓ Diversified loan mix
- ✓ Consistent top-tier CCAR performance
- ✓ Loss coverage stronger than peers

## ACL Reserve Ratio 4Q24

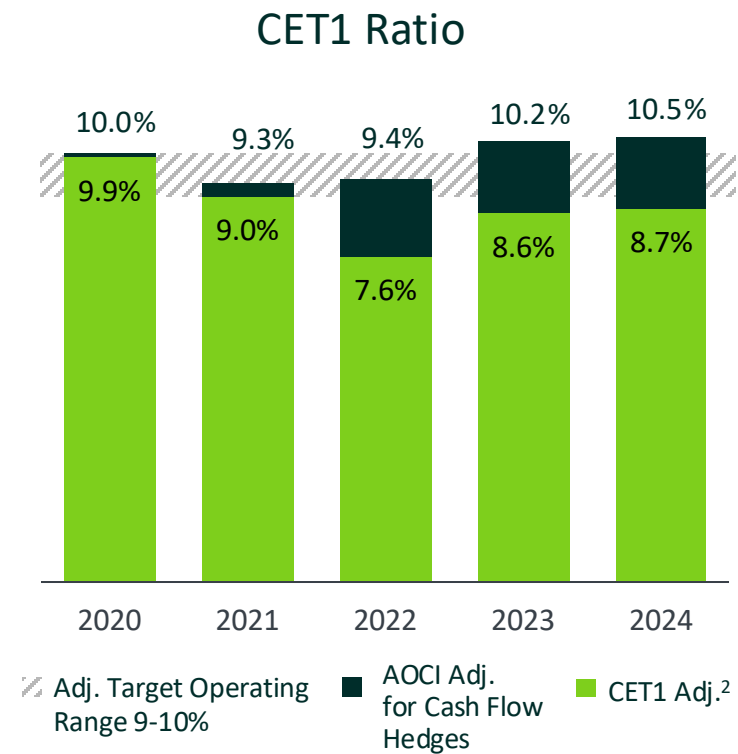


(1) Source: S&P Global Market Intelligence and filings - Peers include CFG, CMA, FITB, KEY, MTB, PNC, RF, TFC, USB, ZION

# Disciplined Capital Allocation Framework

## Priorities

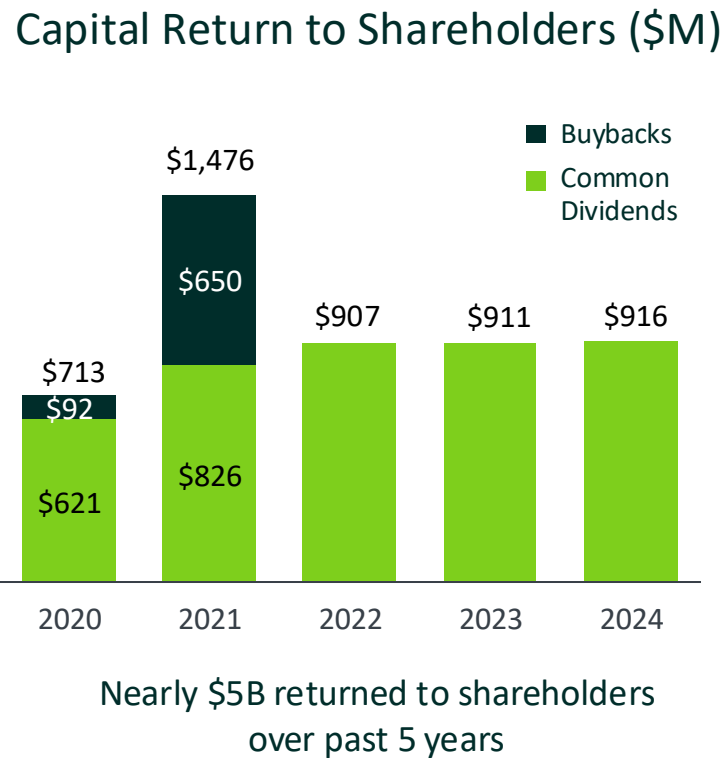
### 1 Fund Organic Growth



### 2 Support the Dividend



### 3 Buybacks / Other



See reconciliation (Adjusted CET1) on slide 150; (1) As of 1/31/25; (2) AOCI adjustment aligned to the GSIB reporting requirement - inclusion of AOCI adjusted for cash flow hedges on loan portfolio

# Growth Objectives to Drive Core and Expansion

## Grow the Core

- ✓ ~2x GDP loan growth
- ✓ Core deposit funding
- ✓ Full PBRs including value-added fees

## Capture Expansionary Opportunities

Organic  
Expansion

Large,  
Growing  
Markets

Experienced  
Colleagues

Full  
Banking  
Relationships

Right  
To Win

Partnerships

Accelerates  
Innovation

Additive  
Capabilities

Drives  
Execution

Acquisitions

Strategic  
Alignment

Financial  
Return

Cultural  
Fit

# Growth Objectives to Drive Core and Expansion

## Capture Expansionary Opportunities

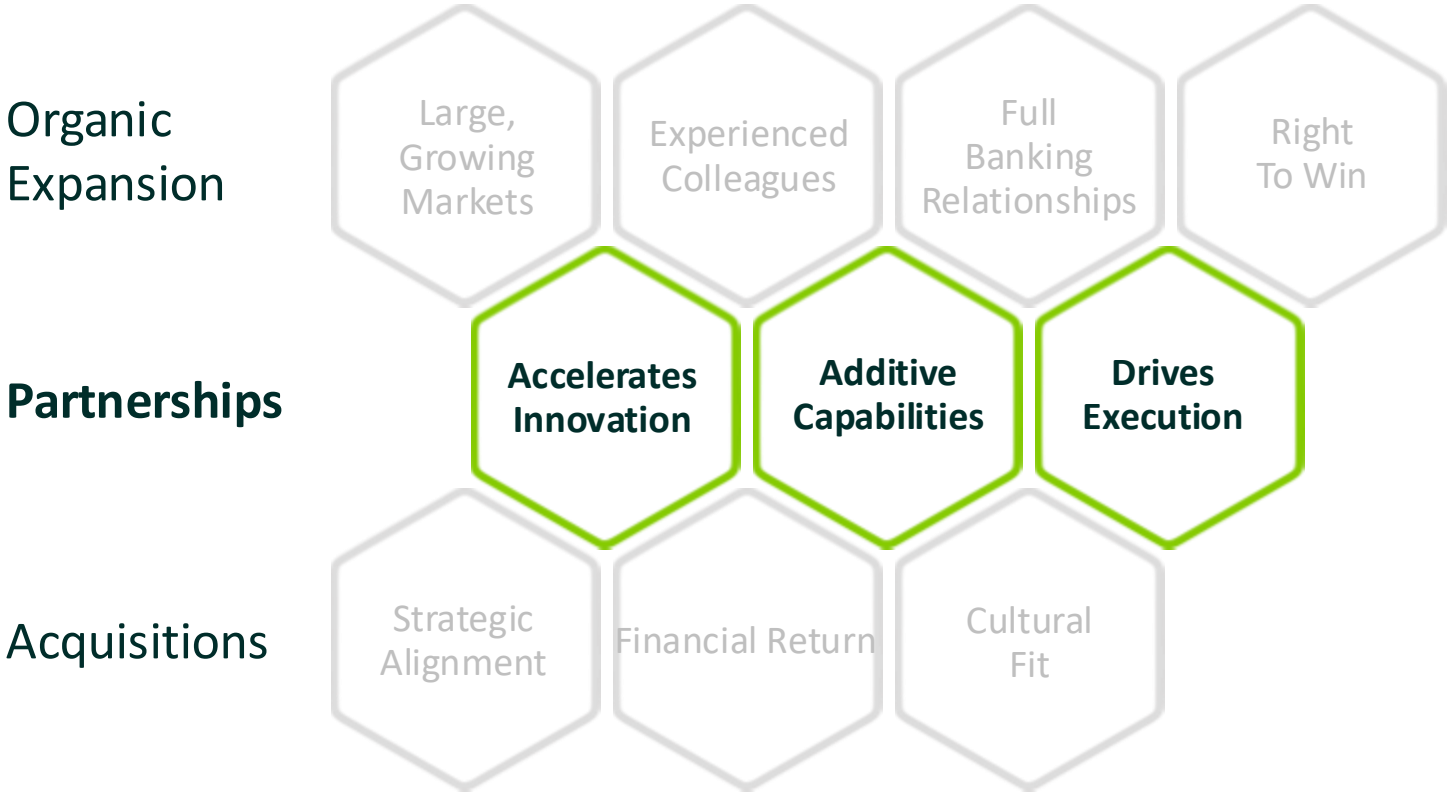


## Significant Examples

- Practice Finance
- Auto Dealer Floorplan to 35 states
- 12 Commercial Verticals
- North & South Carolina Local Commercial
- Texas Local Commercial
- Announced full franchise expansion to Carolinas

# Growth Objectives to Drive Core and Expansion

## Capture Expansionary Opportunities



## Significant Examples



# Growth Objectives to Drive Core and Expansion

## Capture Expansionary Opportunities



## Significant Examples





# Well-Positioned to Achieve Medium-Term Targets

PPNR  
Growth  
**6 - 9%**  
CAGR

ROTCE  
**16 - 17%**  
2027 Goal

**Positive**  
Operating  
Leverage

# Managing through Economic Uncertainty

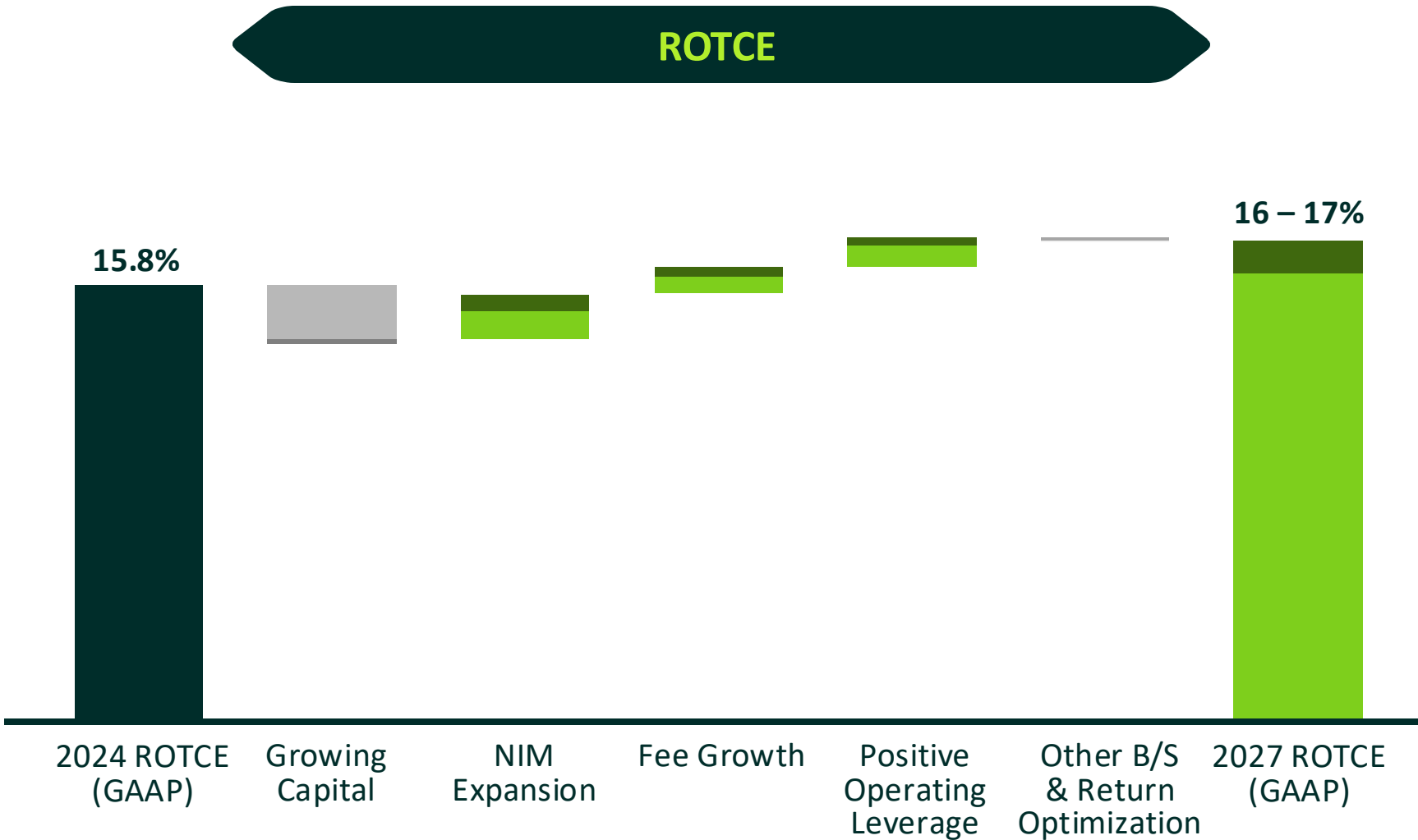
## Economic Scenarios

## Operating Approach

		Growth Outlook	Capital Priorities	Expense Management
<b>Baseline</b>	<p>1 – 2 Fed Fund reductions by YE25 with an upward sloping yield curve</p> <p>GDP expansion and resilient labor market</p>	<ul style="list-style-type: none"> <li>• Driving top quartile organic growth</li> <li>• Expanding fee revenue contribution</li> </ul>	<ul style="list-style-type: none"> <li>• Driving adj. CET1 into operating range</li> <li>• Funding high return loan growth</li> <li>• Modest share repurchases over time</li> </ul>	<ul style="list-style-type: none"> <li>• Driving positive operating leverage</li> <li>• Re-engineer baseline</li> <li>• Invest in revenue initiatives</li> </ul>
<b>Inflation Returns</b>	<p>Re-emergence of inflation with fed funds rising to 5.5%</p> <p>GDP flat in 2025 with slow improvement by 2H26</p>	<ul style="list-style-type: none"> <li>• Leverage position of strength</li> <li>• Selective asset growth</li> </ul>	<ul style="list-style-type: none"> <li>• Balance asset growth and capital levels</li> <li>• Orient hedging for capital protection</li> <li>• Limited to no share repurchases</li> </ul>	<ul style="list-style-type: none"> <li>• Optimize expense program</li> <li>• Rationalize investments aligned to revenue outlook</li> </ul>
<b>Mild Recession</b>	<p>Hard landing creates higher unemployment and GDP contraction in 2025</p> <p>Fed funds declines to 2% by mid '26</p>	<ul style="list-style-type: none"> <li>• Calibrate loan growth to resilient sectors</li> <li>• Position to grow into recovery</li> </ul>	<ul style="list-style-type: none"> <li>• Capture capital accretion from lower rates</li> <li>• Orient hedging for NIM protection</li> <li>• Potential opportunistic share repurchases</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate more significant expense actions</li> <li>• Protect critical long-term investments</li> </ul>

**Flexible Strategic Playbook to Navigate through Economic Uncertainty**

# Clear Path to Consistent Top Quartile Financial Performance



## Major Drivers

### Growing Capital

- ✓ TCE in 6.5% to 7.5% range
- ✓ Growing TBV per share

### NIM Expansion

- ✓ Yield curve normalization
- ✓ Continual enhancement of risk adjusted returns
- ✓ Growing checking and operating deposit mix

### Fee Growth

- ✓ Growing Fees % of total Revenue

### Positive Operating Leverage

- ✓ Driving efficiency in expenses, while funding revenue investments

# To be the Leading People-First, Customer-Centered Bank

## Investing

**for sustainable  
profitable growth**

- ✓ Revenue Producing Initiatives
- ✓ Allocate resources to highest value creation businesses
- ✓ Generate returns through diversified portfolio and competitive scaled businesses

## Differentiating

**our culture, brand,  
and customer experience**

- ✓ Financial Rigor
- ✓ Drive customer acquisition, deepening, and retention
- ✓ Leverage partnerships and technology to expand capabilities and service offerings

## Executing

**for top quartile performance  
and value creation**

- ✓ Operational Excellence
- ✓ Maintain disciplined expense management
- ✓ Operate with dynamic balance sheet management and aggregate moderate-to low-risk appetite
- ✓ Achieve sustainable top quartile performance

# Closing Remarks



Steve  
Steinour  
Chairman,  
President,  
and CEO

# Investor Day Key Takeaways

**1**

**Culture, Purpose,**  
and **Vision** delivered  
with a Differentiated  
Operating Model

**2**

**Scaled** and  
**Diversified**  
Franchise

**3**

**Multiple Revenue**  
**Growth Levers**  
in Regional and  
National Businesses

**4**

**Position of Strength**  
with Rigorous  
Risk Management

**5**

Disciplined  
Execution Driving  
**Top Quartile**  
**Performance**

# Q&A

# Appendix



# Basis of Presentation

## **Use of Non-GAAP Financial Measures**

*This document contains GAAP financial measures and non-GAAP financial measures where management believes it to be helpful in understanding Huntington's results of operations or financial position. Where non-GAAP financial measures are used, the comparable GAAP financial measure, as well as the reconciliation to the comparable GAAP financial measure, can be found in this document, conference call slides, or the Form 8-K related to this document, all of which can be found in the Investor Relations section of Huntington's website, <http://www.huntington.com>. The reconciliation with respect to forward-looking non-GAAP measures is expected to be consistent with actual non-GAAP reconciliations included in this appendix.*

## **Annualized Data**

*Certain returns, yields, performance ratios, or quarterly growth rates are presented on an "annualized" basis. This is done for analytical and decision-making purposes to better discern underlying performance trends when compared to full-year or year-over-year amounts. For example, loan and deposit growth rates, as well as net charge-off percentages, are most often expressed in terms of an annual rate like 8%. As such, a 2% growth rate for a quarter would represent an annualized 8% growth rate.*

## **Fully-Taxable Equivalent Interest Income and Net Interest Margin**

*Income from tax-exempt earning assets is increased by an amount equivalent to the taxes that would have been paid if this income had been taxable at statutory rates. This adjustment puts all earning assets, most notably tax-exempt municipal securities and certain lease assets, on a common basis that facilitates comparison of results to results of competitors.*

## **Earnings per Share Equivalent Data**

*Notable income or expense items may be expressed on a per common share basis. This is done for analytical and decision-making purposes to better discern underlying trends in total corporate earnings per share performance excluding the impact of such items. Investors may also find this information helpful in their evaluation of our financial performance against published earnings per share mean estimate amounts, which typically exclude the impact of Notable Items. Earnings per share equivalents are usually calculated by applying an effective tax rate to a pre-tax amount to derive an after-tax amount, which is divided by the average shares outstanding during the respective reporting period. Occasionally, when the item involves special tax treatment, the after-tax amount is disclosed separately, with this then being the amount used to calculate the earnings per share equivalent.*

# Basis of Presentation

## **Rounding**

*Please note that columns of data in this document may not add due to rounding.*

## **Notable Items**

*From time to time, revenue, expenses, or taxes are impacted by items judged by management to be outside of ordinary banking activities and/or by items that, while they may be associated with ordinary banking activities, are so unusually large that their outsized impact is believed by management at that time to be infrequent or short term in nature. We refer to such items as “Notable Items.” Management believes it is useful to consider certain financial metrics with and without Notable Items, in order to enable a better understanding of company results, increase comparability of period-to-period results, and to evaluate and forecast those results.*

# Non-GAAP Reconciliation

Revenue (FTE), Adjusted Noninterest Expense, Adjusted Noninterest Income

Revenue (\$ in millions)	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
Total revenue (GAAP)	\$1,961	\$1,921	\$1,841	1,877	\$1,721	\$1,754	\$1,803	\$1,874	\$1,954
FTE adjustment	9	9	11	11	11	13	13	13	14
<b>Total revenue (FTE)</b>	<b>1,970</b>	<b>1,930</b>	<b>1,852</b>	<b>1,888</b>	<b>1,732</b>	<b>1,767</b>	<b>1,816</b>	<b>1,887</b>	<b>1,968</b>

Adjusted Noninterest Expense (\$ in millions)	FY2022	FY2024	CAGR FY24 vs. FY22
Noninterest expense	\$4,201	\$4,562	
Notable Items:			
Less: FDIC Deposit Insurance Fund (DIF) special assessment		28	
Less: Other notable items	95	20	
<b>Noninterest expense, excluding Notable Items</b>	<b>4,106</b>	<b>4,514</b>	<b>5%</b>

Adjusted Noninterest Income (\$ in millions)	1Q24	2Q24	3Q24	4Q24
<b>Total Noninterest Income (GAAP)</b>	<b>\$467</b>	<b>\$467</b>	<b>\$491</b>	<b>\$559</b>
Net Gain / (Loss) on sale of securities		-	-	(21)
Credit Risk Transfers	(2)	(9)	(8)	-
<b>Adjusted Noninterest Income (Non-GAAP)</b>	<b>469</b>	<b>500</b>	<b>531</b>	<b>580</b>

# Non-GAAP Reconciliation

## Pre-Provision Net Revenue (PPNR)

Pre-Provision Net Revenue (\$ in millions)		FY2020	FY2022	Percent Change FY22 vs. FY20
Total revenue (GAAP)		\$4,815	\$7,254	
FTE adjustment		21	31	
Total revenue (FTE)	A	4,836	7,285	
Less: Net gain / (loss) on securities		(1)	--	
Total Revenue (FTE), excluding net gain / (loss) on securities and notable items	B	4,837	7,285	51%
Noninterest expense	C	2,795	4,201	
Less: Notable items		--	95	
Noninterest expense, excluding Notable Items	D	2,795	4,106	
<b>Pre-provision net revenue (PPNR)</b>	<b>(A-C)</b>	<b>\$2,041</b>	<b>\$3,084</b>	<b>51%</b>
<b>PPNR, adjusted</b>	<b>(B-D)</b>	<b>\$2,042</b>	<b>\$3,179</b>	<b>56%</b>

# Non-GAAP Reconciliation

## Adjusted ROTCE

Revenue (\$ in millions)		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Average Tangible Common Shareholder's equity	A	\$5,469	\$6,242	\$7,304	\$7,647	\$8,164	\$8,462	\$10,509	\$10,454	\$10,521	\$11,693
Net income adjusted for intangibles	B	679	666	1,147	1,365	1,376	749	1,190	2,168	1,857	1,838
Notable Items <sup>(1)</sup>	C	36	160	(24)				813	76	181	38
Adj. Net Income	(B-C)	715	826	1,123	1,365	1,376	749	2,003	2,244	2,038	1,876
Adjusted ROTCE	(B-C) / A	13.1%	13.2%	15.4%	17.9%	16.9%	8.9%	19.1%	21.5%	19.4%	16.0%

Notable Items include acquisition related expenses, federal tax reform-related estimated tax benefit, CECL double count, FDIC DIF, Staffing efficiencies and corporate real estate consolidation expense, and other items.

# Non-GAAP Reconciliation

CET1 - AOCI Impact (\$ in millions)

<b>CET1 – AOCI Impact (\$ in millions)</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Common Equity Tier 1	A	8,887	12,249	\$13,290	\$14,212	\$15,127
Add: accumulated other Comprehensive Income (loss) (AOCI)		192	(229)	(3,096)	(2,676)	(2,866)
Less: cash flow hedge		257	152	(113)	(363)	(267)
Adj. Common Equity Tier 1	B	8,822	11,868	10,307	11,899	12,528
Risk Weighted Assets	C	88,878	131,226	\$141,940	138,706	143,664
Common Equity Tier 1 ratio	A/C	10.0%	9.3%	9.4%	10.2%	10.5%
Adjusted CET1 Ratio	B/C	9.9%	9.0%	7.3%	8.6%	8.7%
AOCI impact adjusted for cash flow hedges on loan portfolio		0.1%	0.3%	2.1%	1.6%	1.8%