





Huntington
Welcome.®

2023 Bank of America Financial Services Conference

February 15, 2023

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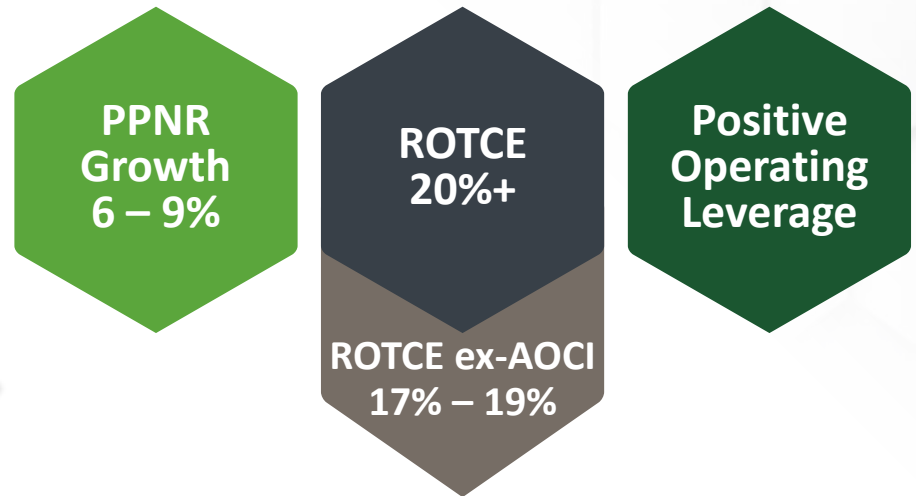
While there is no assurance that any list of risks and uncertainties or risk factors is complete, below are certain factors which could cause actual results to differ materially from those contained or implied in the forward-looking statements: changes in general economic, political, or industry conditions; the magnitude and duration of the COVID-19 pandemic and related variants and mutations and their impact on the global economy and financial market conditions and our business, results of operations, and financial condition; uncertainty in U.S. fiscal and monetary policy, including the interest rate policies of the Federal Reserve Board; volatility and disruptions in global capital and credit markets; movements in interest rates; reform of LIBOR; 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; 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; the possibility that the anticipated benefits of the transaction with TCF are not realized when expected or at all, including as a result of the impact of, or problems arising from, the integration of the two companies or as a result of the strength of the economy and competitive factors in the areas where Huntington does business; 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, 2021, and in its subsequent Quarterly Reports on Form 10-Q for the quarters ended March 31, 2022, June 30, 2022, and September 30, 2022, each of which is 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.

Key Messages

- 1 Our culture and purpose drive outperformance
- 2 Powerful franchise with distinguished brand and reputation
- 3 Broad-based organic growth opportunities
- 4 Focused and disciplined execution
- 5 Uniquely positioned to deliver substantial value creation

Medium-Term Financial Targets

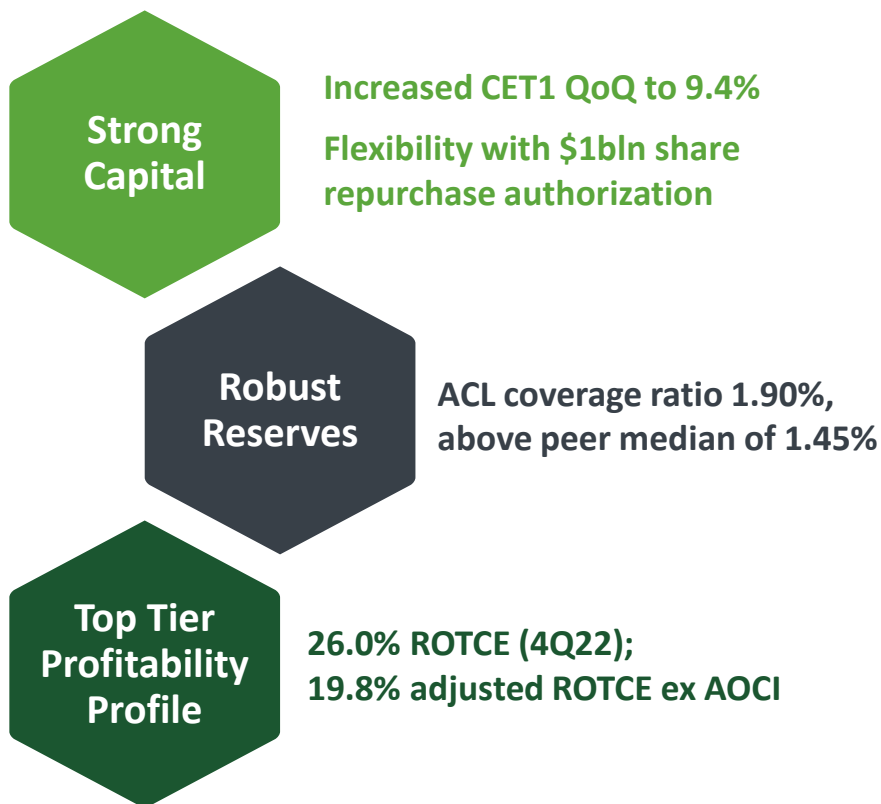


Operating Assumptions

- CET1 Ratio: 9 – 10%
- Net Charge-offs: 25 – 45 bps through the cycle
- Tax Rate: 19 – 21%

Positioned to Outperform

Operating from a Position of Strength



Proactively Executing Strategic Priorities

Investing In Sustainable Revenue Growth

- ◆ Incremental investments in technology development, marketing, revenue-linked key personnel additions
- ◆ Strategic investments share of total expenses continues to increase

Disciplined Expense Management

- ◆ Self-funding strategic, revenue-producing investments
- ◆ Well controlled underlying “run the bank” core expense growth

Disciplined Expense Management Driving Positive Operating Leverage

Efficiency Initiatives

Operation Accelerate

- ✓ Simplifying customer journeys
- ✓ Reduce inefficiencies and drive productivity

Branch Optimization

- ✓ Closed 30 locations (1Q23)
- ✓ Expanding in high opportunity markets

Voluntary Retirement Program

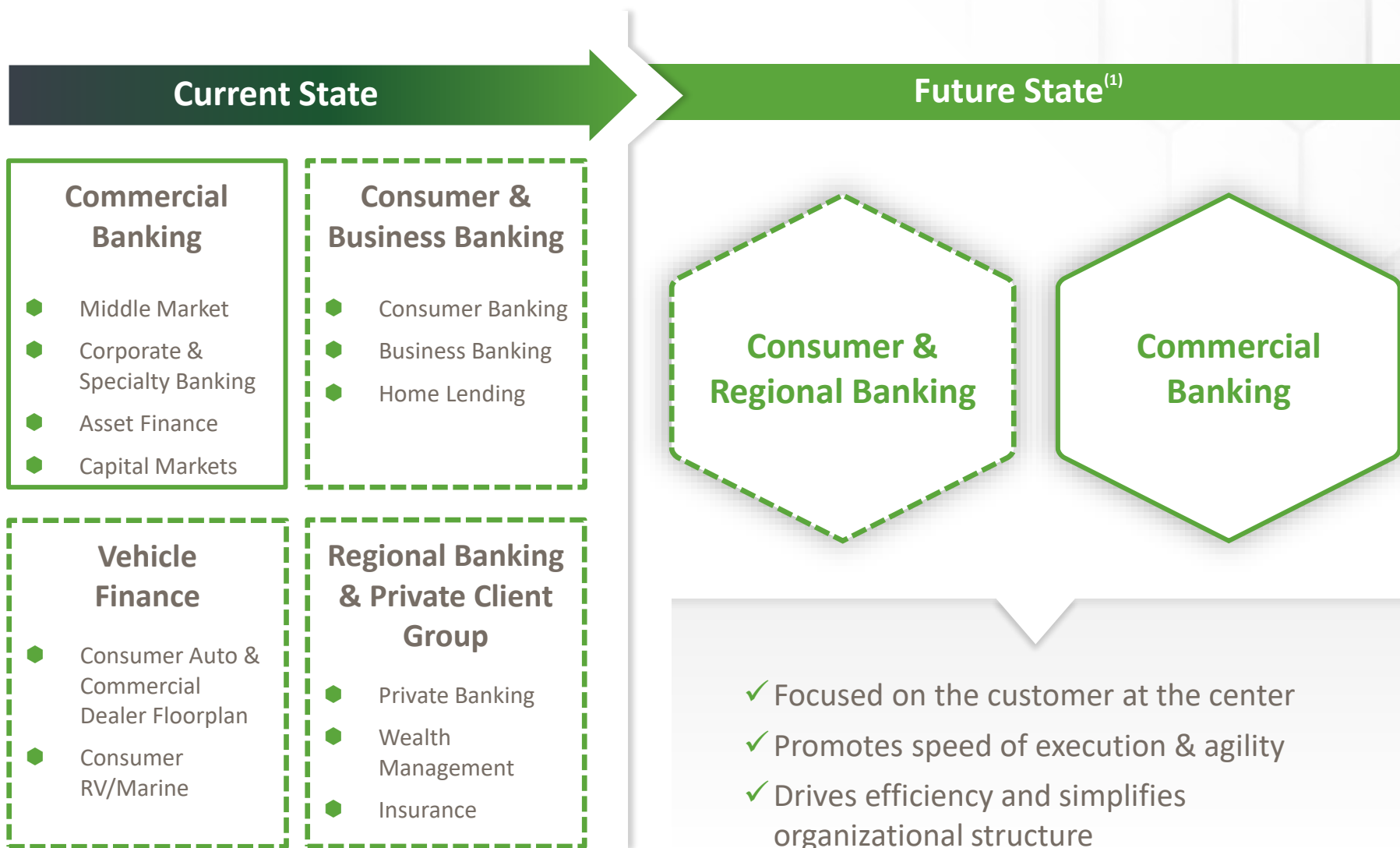
- ✓ Focused on middle & senior level roles
- ✓ Offering opened late January

Organizational Realignment

- ✓ Consolidation of operating segments
- ✓ Supports focus on the customer and drives efficiencies

Continuous Expense Improvement Supports Re-Investment into Key Revenue Producing Initiatives

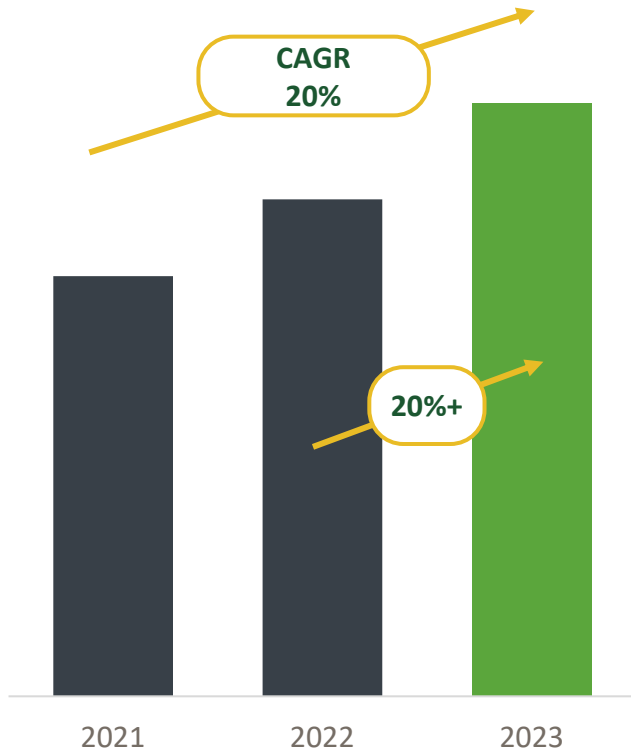
Organizational Realignment Aligned to Strategic Priorities



(1) Proforma structure consolidates Consumer & Business Banking, Vehicle Finance, and Private Bank Group into one new segment called Consumer & Regional Banking

Strategic Investments for Sustainable Growth

Operating Investments⁽¹⁾



Key Initiatives (2023)

1 Technology Development

- New consumer products (marketplace and deepening)
- Expanded capabilities in wealth and advisory
- Commercial origination and servicing
- Enhanced payment capabilities (card and TM)
- Operation Accelerate (use and access to data | ease of transacting | improved customer experience)
- Investment in Mobile and AI platform

2 Marketing

- Customer acquisition and brand awareness
- Marketing technology – personalized delivery and targeting

3 Personnel Additions

- Specialty banking verticals
- Climate finance

Increased Capacity Utilized to Self-fund Strategic Initiatives to Drive Sustainable Growth

(1) Defined as expenses related to funding of technology development, marketing, and select additions of new personnel that can drive those initiatives.

Purposeful Execution Towards Our Long-Term Strategy

Investing
for sustainable
profitable growth

Differentiating
our culture, brand, and
customer experience

Optimizing
for top quartile
performance
and value creation