

# 2026 Bernstein Strategic Decisions Conference

# Disclaimer

## 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, estimates, and uncertainties that are beyond the control of Huntington. 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, continue, believe, intend, estimate, plan, trend, objective, 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.

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## 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, the financial supplement, 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>.

# Proud 160 year history. Accelerating into the future.

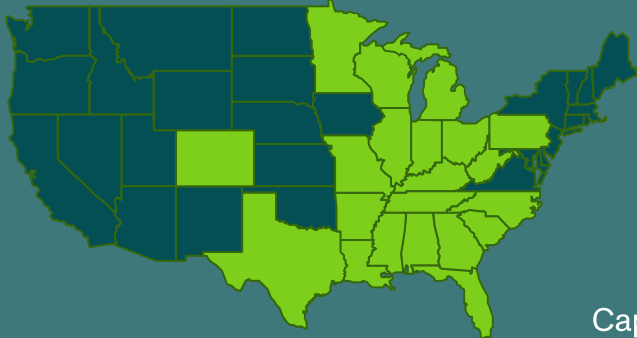
## Vision

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

## Super Regional Bank Positioned for Strong Secular Growth

Powerhouse  
**Consumer and  
Regional Banking**  
Franchise in 21 States

Leading **National  
Commercial  
Businesses**



Comprehensive Set of  
Payments Solutions

Full Spectrum Wealth  
Management Platform

Capital Markets Business  
with Broad Capabilities

**\$285B Assets**

**\$189B Loans**

**\$223B Deposits**

## Proactive and Robust Risk Management



# A Differentiated Model That Wins Across Customers, Colleagues, and Markets

## How We Win

- We build longstanding, deep and multi-dimensional customer relationships
- We integrate expertise and innovative capabilities to make everyday banking simple
- We deliver leading bank capabilities through local, empowered, and nationally integrated teams
- We earn trust by being consistent and dependable through economic cycles
- We compound value by reinvesting in what matters most to our customers

## Recognitions

### Consumer & Digital



2 years in a row<sup>1</sup>



### Business Banking



**Best Bank Award<sup>3</sup> Winner:**  
**15 Categories including:**

- Best Bank for Trust for 3yrs in a row
- Best Bank for Overall Satisfaction
- Best Bank for Customer Service

**Top SBA lender 8 of past 9 years**

### Capital Markets



2025 STRATEGIC M&A  
DEAL OF THE YEAR  
&  
2025 USA M&A  
DEAL OF THE YEAR



2025 PROFESSIONAL  
SERVICES DEAL OF  
THE YEAR

### Colleagues & Culture

- Great Place To Work<sup>®</sup>  
8 years in a row<sup>4</sup>
- 4<sup>th</sup> in Forbes Best Employers  
for New Grads 2026

**A proven model recognized for top-tier culture, customer experience, and operational excellence**

# Key Messages

**1** Differentiated super regional bank model with multiple growth engines

**2** Focused execution generating robust organic growth

**3** Disciplined integrator driving cost and revenue synergies

**4** Managing aggregate moderate-to-low risk appetite

**5** Powering robust earnings, ROTCE, and TBV growth

# Built Leading Super-Regional Franchise

## Diversification and Scale

2021 - 2022

- Added scale across legacy footprint
- Effectively integrated TCF and Capstone
- Achieved TCF cost synergies by 2Q22

## Position of Strength

2023 - 2024

- Added key talent and new specialty verticals
- De Novo expansion into NC and SC
- Achieved significant revenue synergies across former TCF footprint

## Industry Leading Growth

2025

- Delivered continued strong organic loan, deposit and revenue growth
- Closed partnership with Veritex
- Announced expanded Capital Market capabilities through TM Capital and Janney
- Rigorous adherence to aggregate moderate-to-low risk appetite

## Top 10 Bank

2026 and Beyond

- \$189B loan portfolio supported by \$223B deposit base<sup>1</sup>
- Expanded geographic core with Cadence partnership, gaining stronger density in attractive high growth MSAs
- Bringing full Huntington franchise to broader set of markets and customers
- Creating peer leading revenue growth bank
- Driving top tier ROTCE

# Commercial Bank | National Scope and Capabilities

Leading Scale<sup>1</sup>

Loans  
\$84B



45% of total

Deposits  
\$61B



27% of total

## FY25 Organic Growth

### ADB Loans<sup>2</sup>: +10%

- Commercial & Industrial
- Corporate, Specialty Banking
- Organic expansion in Texas, North and South Carolina

### ADB Deposits<sup>2</sup>: +18%

- Mortgage Servicing Deposits
- HOA, Title & Escrow Deposits

### Commercial Fees: +6%

- Commercial Payments: +15%
- Capital Markets: +6%

## Client Relationships Served Nationally



## Expertise

### 17 Specialty Verticals

- FIG & Fund Finance
- Healthcare Banking
- Mortgage Ecosystem
- Tech & Telecom
- Asset Finance

### Payments

- Embedded TM capabilities
- Relationship-led deepening
- Scalable fee generation

### Capital Markets

- Scaled syndication capabilities
- Full-suite advisory & risk management solutions

Full scope commercial bank with substantial growth momentum

# Consumer & Regional Bank | Differentiated Local Delivery Model

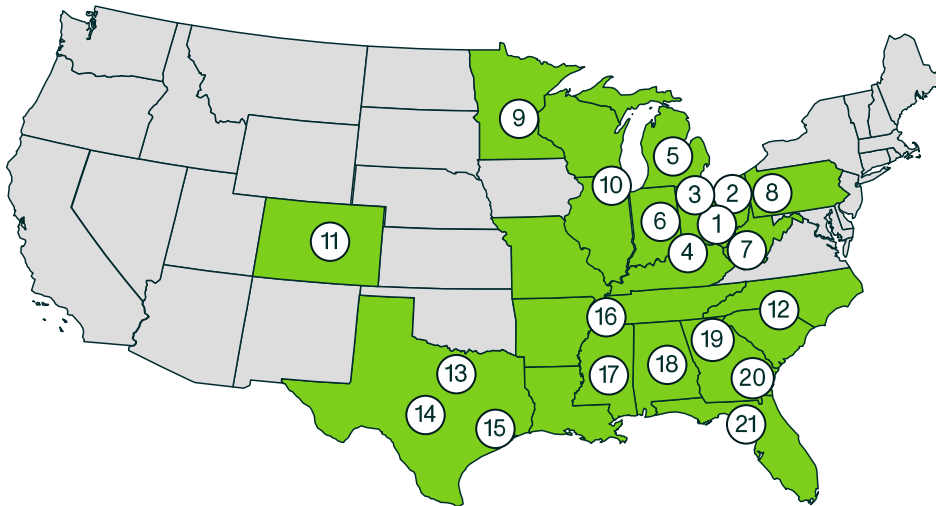
## National Commercial Capabilities



## Consumer & SMB Banking Capabilities

Digital	Branch/ATM	Wealth
Card/Payments	Auto & RV/Marine	Mortgage
Treasury/Merchant	Insurance	SBA

## Full Scope of Capabilities Delivered Locally in 21 Regions

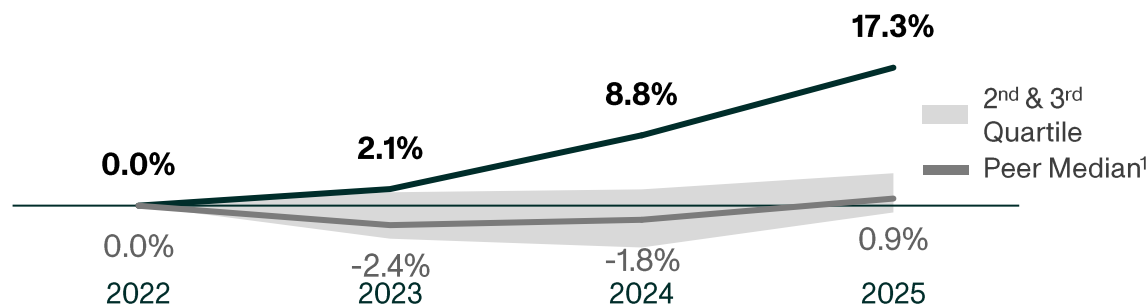


- ✓ Full scope of capabilities customized for local market
- ✓ Regional President and in-market leadership team with shared P&L accountability
- ✓ Aligned incentives drive coordination between national commercial and local bankers
- ✓ Embedded in local communities with national scale and local decision-making

**Aligning the whole bank to support customer goals in our local markets**

# Delivering Robust Loan and Deposit Growth

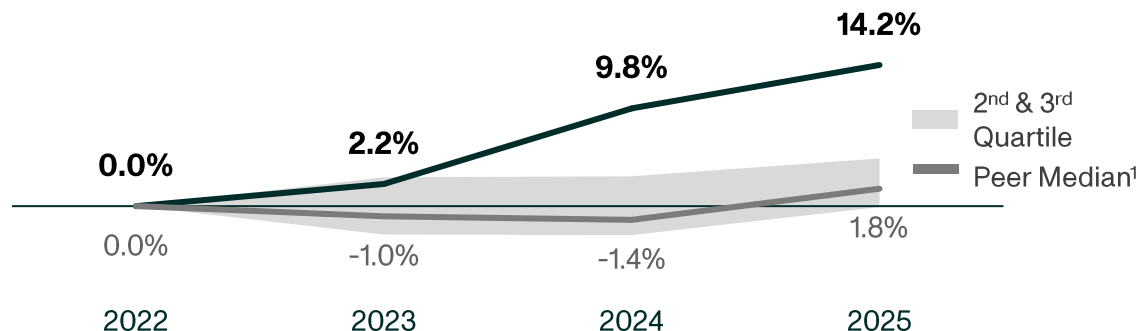
## Cumulative Organic Growth Rate of Loans (EOP excluding Veritex)



### Key Growth Drivers

- C&I-led, driven by Corporate & Specialty Verticals and Middle Market
- Deepening relationships and expanding wallet share
- Significant growth in Distribution and Equipment Finance businesses
- Strong contributions from Regional Banking and Indirect Auto
- Continued momentum with 1Q26 loan growth of 1.5% (EOP basis, ex CADE)

## Cumulative Organic Growth Rate of Deposits (EOP excluding Veritex)

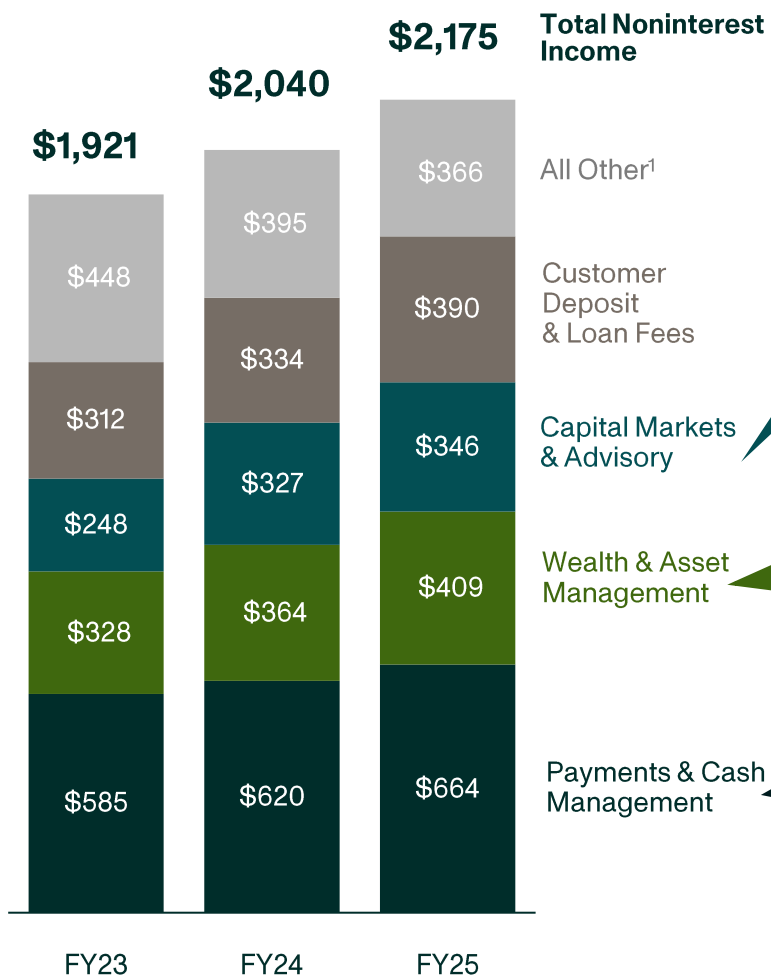


### Key Growth Drivers

- Diversified growth across consumer and commercial customers
- Data driven, targeted customer segmentation powers granular deposit base
- Sustaining FY25 Primary Bank Relationship growth in Consumer (+4%), Business (+7%), and Commercial (+3%) accounts
- Launched two deposit-focused verticals
- Continued momentum with 1Q26 deposit growth of 2.3% (EOP basis, ex CADE)

# Driving Increasing Fee Income

## Noninterest Income By Category



## +11% CAGR Across 3 Strategic Segments

### Capital Markets: 18% CAGR

- Supporting commercial banking activities
- Deepening Capstone capabilities & expertise
- Leveraging platform to grow new businesses

### Wealth: 12% CAGR

- Leading with advice and guidance
- Expanding advisory relationships with focus on planning
- +14% AUM and +9% Household CAGR

### Payments: 7% CAGR

- Adding new capabilities / revenue levers
- Benefiting from increased client activity and deeper engagement
- Led by Commercial Payments (13% CAGR)

# Recent Partner Integrations: Veritex Completed, Cadence On-Track



## Talent Retention and Colleague Decisions



Completed 3Q25



Completed 4Q25

## Legal Day 1



Closed Oct. 2025



Closed Feb. 2026

## Systems Conversions



Converted Jan. 2026



Expected mid-June 2026

## Cost Synergies

*Expect \$435M run-rate by 2027*



\$70M by 2Q26



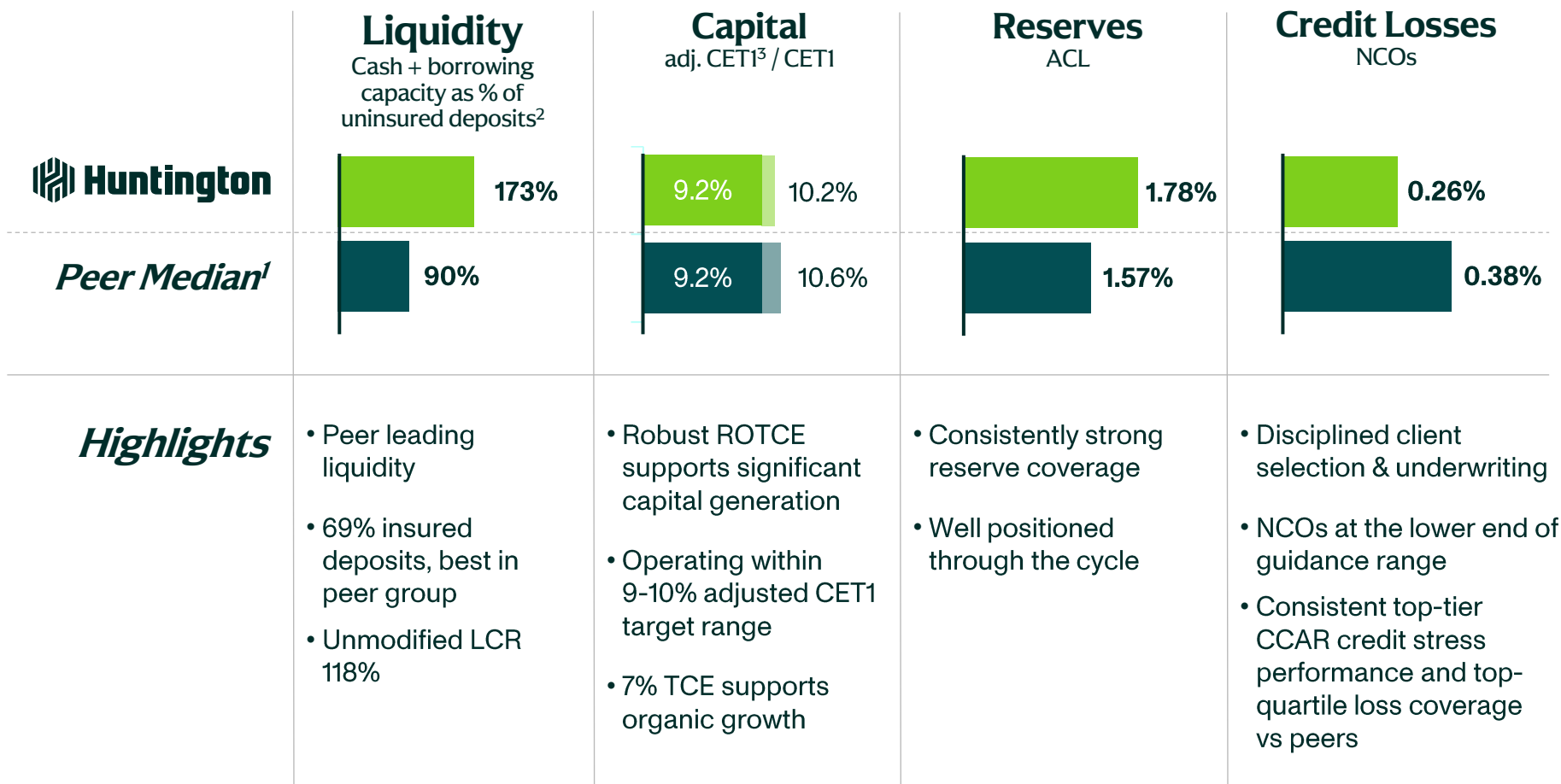
\$365M by 4Q26

## Ongoing Revenue Synergies

*Expect \$500M cumulative by 2028*



# Maintain Aggregate Moderate-to-Low Risk Appetite



**Operating from a position of strength for growth through the cycle**

# Disciplined Capital Allocation Framework to Compound Shareholder Value

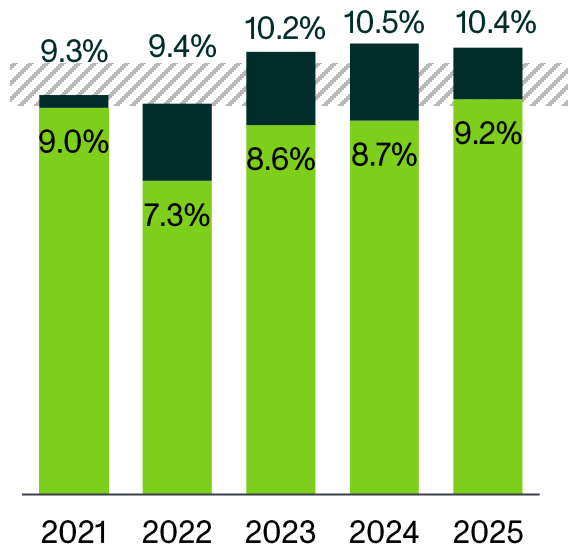
## Capital Priorities

### 1 Fund Organic Growth

### 2 Support the Dividend

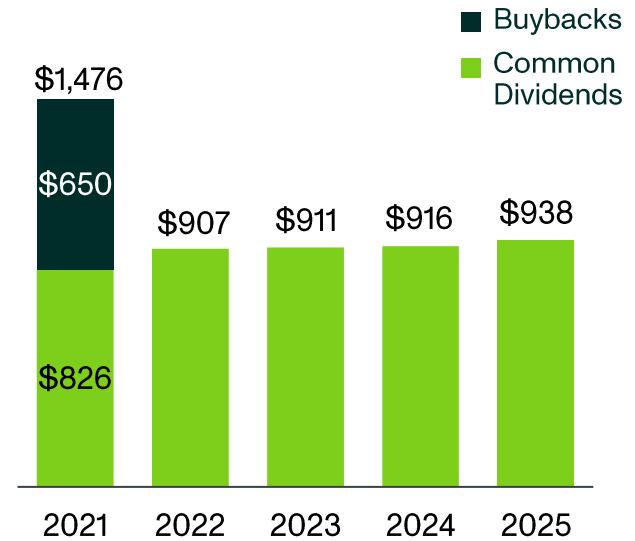
### 3 Buybacks / Other

CET1 Ratio



■ CET1 Adj.<sup>2</sup>
■ AOCI Adj. for Cash Flow Hedges
  Adj. Target Operating Range 9-10%

Dividend Yield<sup>1</sup>

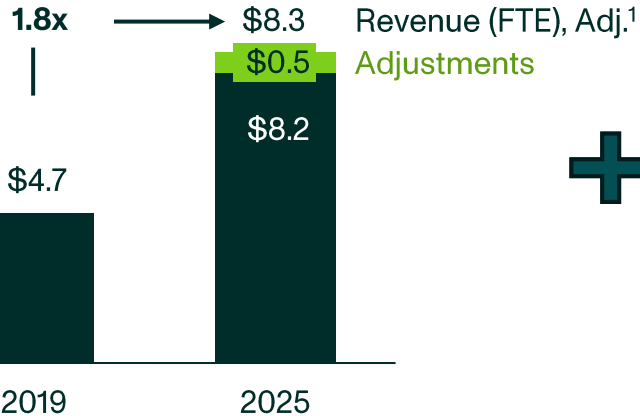


**Programmatic Repurchase Plan**

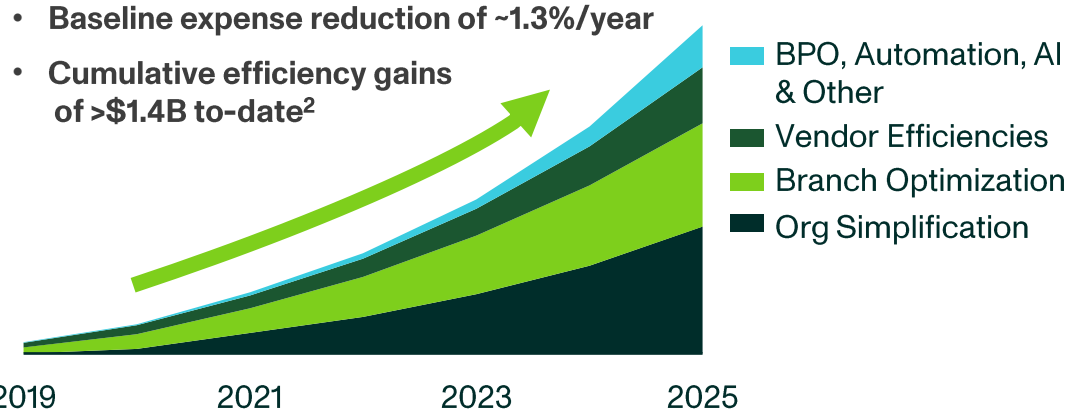
- 2026: \$550M expected
- 2027: \$1.1B - \$1.2B expected

# Revenue Growth and Cost Reengineering Powers Elevated Reinvestment

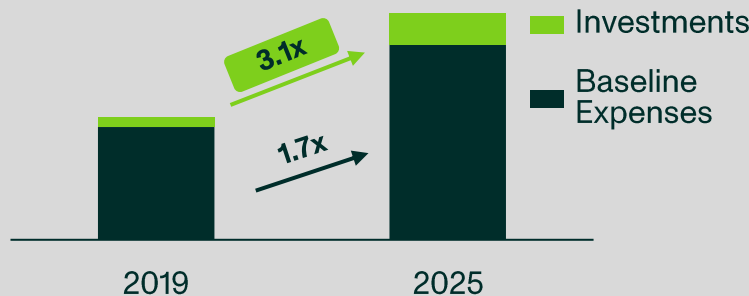
## Strong Revenue Growth...



## ... And Systematic Re-Engineering of Baseline Expenses...



...Create Investment Capacity that Drive Sustainable Competitive Advantage

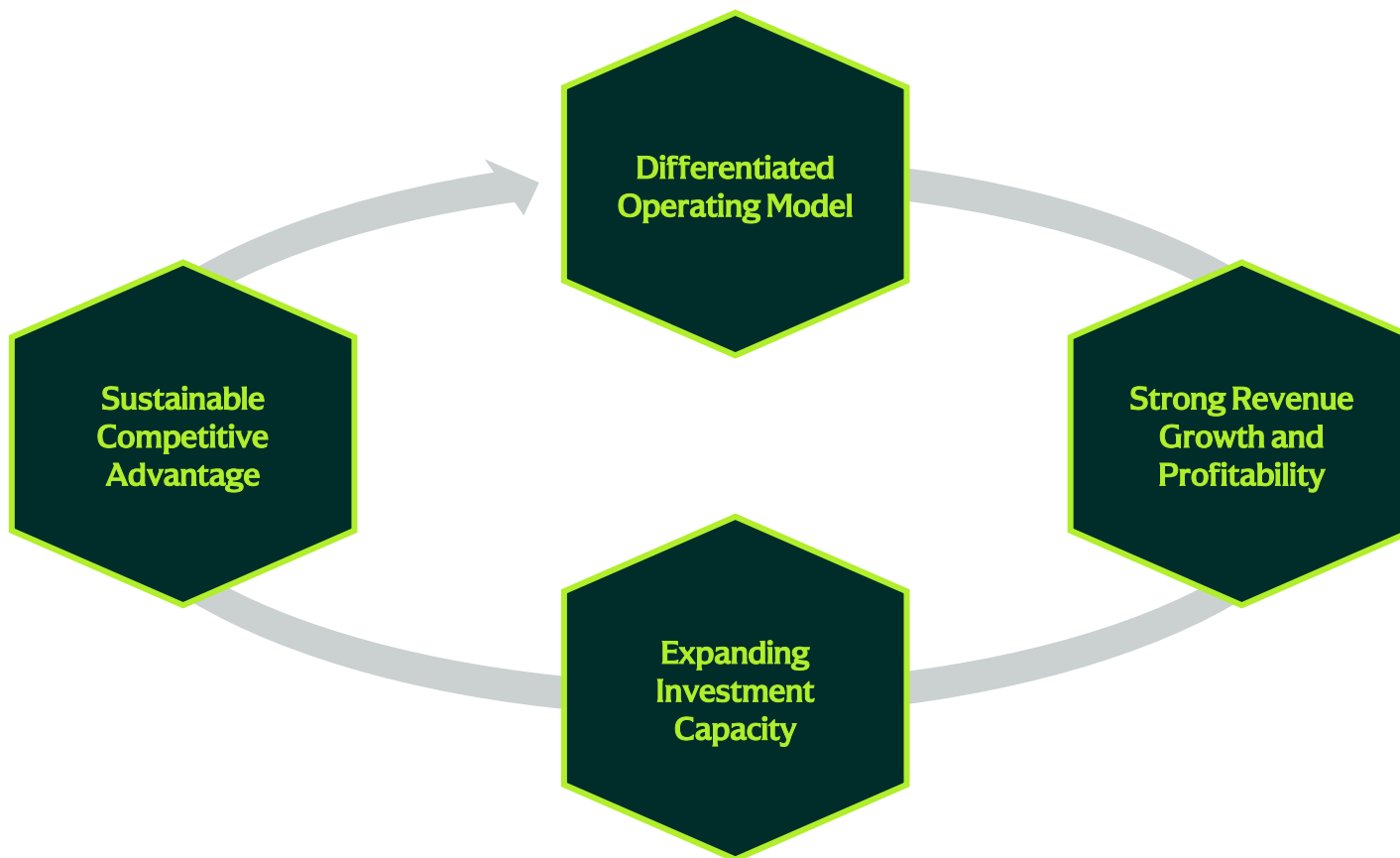


Re-engineering of baseline expense has created over 500bps of efficiency

- ~350bps to incremental investments
- ~150bps to EPS

Investment / Revenue Ratio 4.7% 8.2% Incremental Investment Rate: ~350bps

# Flywheel for Value Creation



## Top Tier 2025 Performance

**Revenue**  
+11%

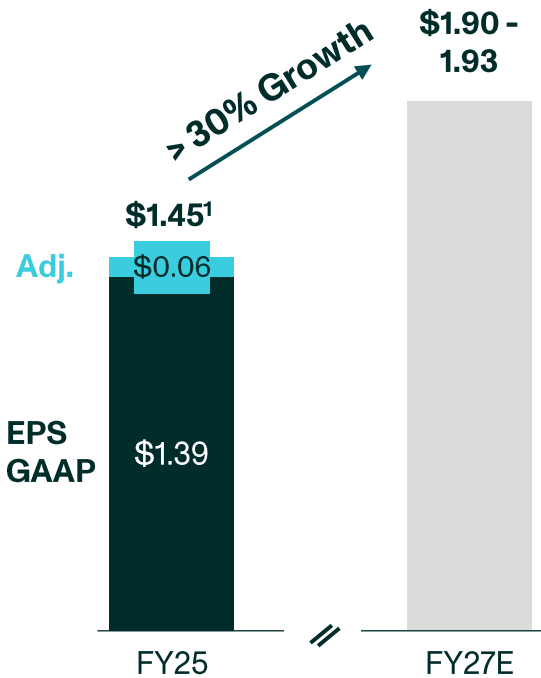
**EPS / adj.**  
+14% / 16%<sup>1</sup>

**ROTCE / adj.**  
15.7% / 16.4%<sup>1</sup>

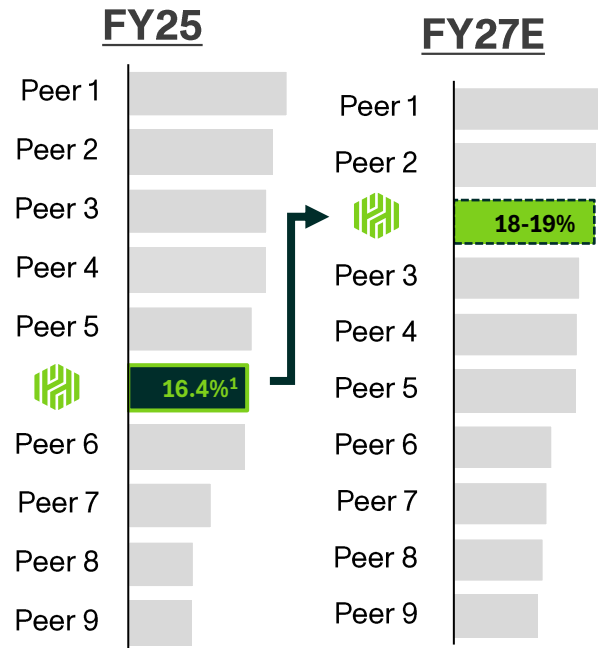
**TBV Growth**  
+19%<sup>1</sup> 4Q25 YoY

# Model Drives Meaningful Shareholder Value Creation

## Robust Earnings Growth



## Top Quartile ROTCE



## Building Tangible Book Value



**Robust earnings growth drives top tier returns and increases TBV per share**

# Non-GAAP Reconciliation

## Common Equity Tier 1 (CET1)

<b>CET1 – AOCI Impact (\$ in millions)</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>1Q26</b>
Common Equity Tier 1	A	12,249	\$13,290	\$14,212	\$15,127	\$17,286	\$21,160
Add: accumulated other Comprehensive income (loss) (AOCI)		(229)	(3,096)	(2,676)	(2,866)	(1,904)	(2,055)
Less: cash flow hedge		152	(113)	(363)	(267)	27	49
Adjusted Common Equity Tier 1	B	11,868	10,307	11,899	12,528	\$15,355	\$19,154
Risk Weighted Assets	C	131,226	\$141,940	138,706	143,664	\$166,684	\$208,126
Common Equity Tier 1 ratio	A/C	9.3%	9.4%	10.2%	10.5%	10.4%	10.2%
Adjusted CET1 Ratio	B/C	9.0%	7.3%	8.6%	8.7%	9.2%	9.2%
AOCI impact adjusted for cash flow hedges on loan portfolio		0.3%	2.1%	1.6%	1.8%	1.2%	1.0%

# Non-GAAP Reconciliation

## Revenue, Earnings Per Share (EPS)

<i>(\$ in millions)</i>	FY25
Total revenue (GAAP)	\$8,166
FTE adjustment	65
Total revenue (FTE)	8,231
Less: Gain on sale of a portion of corporate trust and custody business	24
Less: Net gain / (loss) on securities	(58)
Less: Impact of CRTs	(13)
Total Revenue (FTE), excluding net gain/(loss) on securities, CRTs, and notable items	8,278

<i>EPS (\$ in millions, except per share amounts)</i>	FY25	
Earnings Per Share (GAAP), diluted		\$1.39
Add: Notable Items, after-tax	\$91	0.06
Adjusted Earnings Per Share (Non-GAAP)		\$1.45

# Non-GAAP Reconciliation

## Average Tangible Common Equity, ROTCE

<i>(\$ in millions)</i>		<b>FY25</b>
Average common shareholders' equity		\$19,241
Less: intangible assets and goodwill		5,740
Add: net tax effect of intangible assets		19
Average tangible common shareholders' equity	A	\$13,520
Net income available to common		\$2,087
Add: amortization of intangibles		46
Add: deferred tax		(10)
Adjusted net income available to common	B	\$2,123
Return on average tangible common shareholders' equity	B/A	15.7%
<i>(\$ in millions)</i>		<b>FY25</b>
Adjusted net income available to common (annualized)	B	\$2,123
Return on average tangible shareholders' equity		15.7%
Add: Notable Items, after tax	C	91
Adjusted net income available to common	D	\$2,214
Adjusted return on average tangible common shareholders' equity	D/A	16.4%

# Non-GAAP Reconciliation

## Operating Leverage

(\$ in millions)		FY25
Total revenue (FTE)		\$8,231
YoY Growth Rate	A	10.7%
Less: Net gain / (loss) on securities and gain on sale of a portion of our corporate trust and custody business		(34)
Total Revenue (FTE), excluding net gain / (loss) on securities and gain on sale of a portion of our corporate trust and custody business		8,265
YoY Growth Rate (Adjusted)	B	10.8%
Noninterest expense		5,015
YoY Growth Rate	C	9.9%
Less: Notable Items		144
Noninterest expense, excluding Notable Items		4,871
YoY Growth Rate (Adjusted)	D	7.9%
Operating Leverage	A-C	0.7%
Operating Leverage (Adjusted)	B-D	2.9%

# Non-GAAP Reconciliation

## Tangible common equity ratio, Tangible book value per share

<b>Tangible Common Equity Ratio (\$ in millions)</b>		<b>4Q24</b>	<b>1Q25</b>	<b>2Q25</b>	<b>3Q25</b>	<b>4Q25</b>
Huntington shareholders' equity		\$19,740	\$20,434	\$20,928	\$22,248	\$24,342
Less: preferred stock		1,989	1,989	1,989	2,731	2,731
Common shareholders' equity		\$17,751	\$18,445	\$18,939	\$19,517	\$21,611
Less: goodwill		5,561	5,561	5,561	5,547	5,997
Less: other intangible assets, net of tax		76	67	58	51	115
Tangible common equity (A)	A	\$12,114	\$12,817	\$13,320	\$13,919	\$15,499

<b>TBV per Share (in millions, except per share amounts)</b>		<b>4Q24</b>	<b>4Q25</b>	<b>YoY Growth</b>
Number of common shares outstanding (C)	C	1,454	1,568	
Tangible book value per share (A/C)	A/C	\$8.33	\$9.89	19%