



2026 UBS US Financial Services Conference

Welcome.
February 10, 2026

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Key Messages

1

Differentiated super regional bank model

2

Focused execution generating powerful organic growth

3

Proven expertise in seamlessly integrating new partners

4

Compelling flywheel for value creation

**Powering robust revenue, earnings and tangible book value growth
and improving ROTCE**

Proud 160 year history. Accelerating into the future.

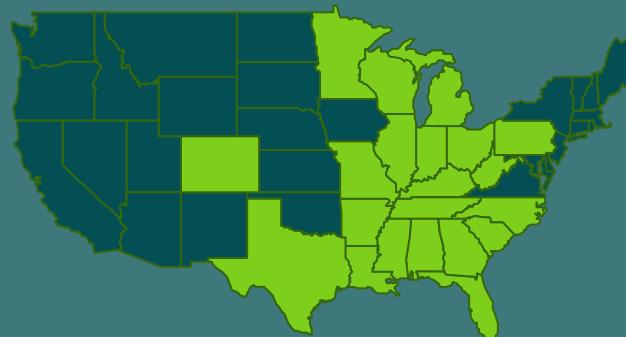
Vision

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

Growing National
Commercial
Businesses



Local Delivery of
National Capabilities
with Deep Customer
Relationships

Comprehensive suite of
value-added services

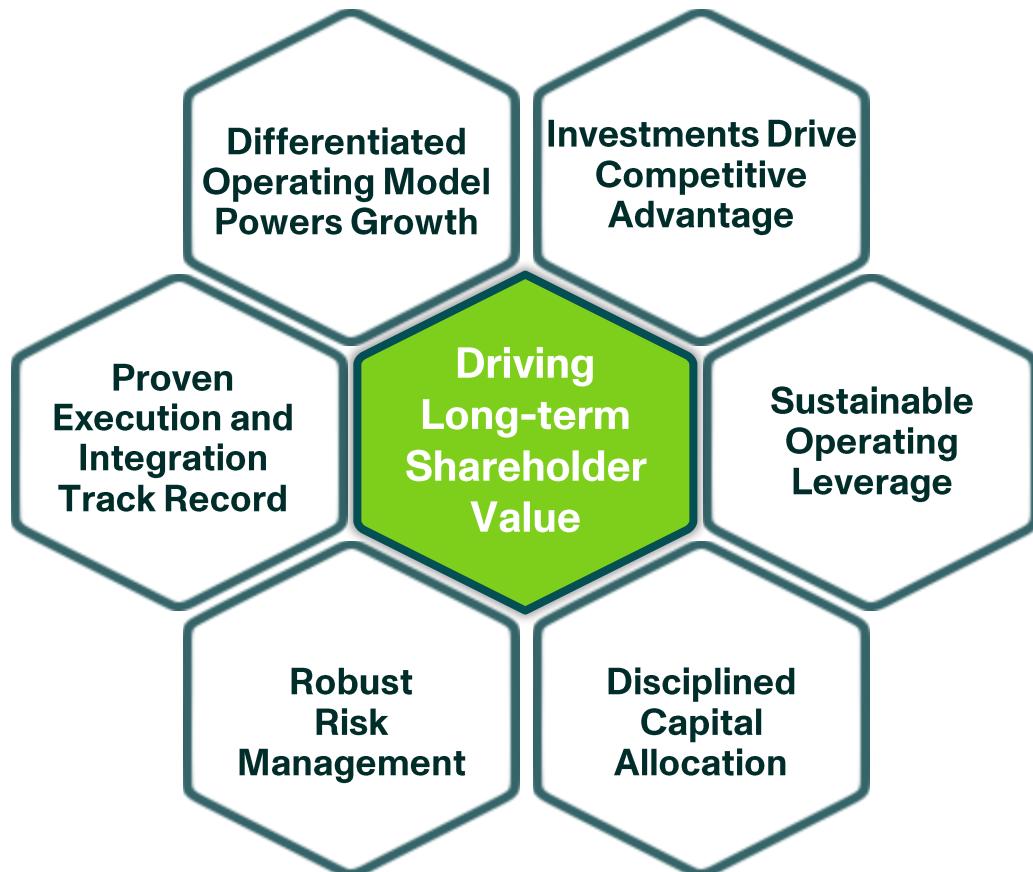
Leading with Advice &
Guidance

Delivering Award-winning
Customer Service

Supported by Top-Tier
Digital Capabilities

Demonstrated Robust Risk Management

Our Drivers of Value Creation



2025 Results

Revenue Growth	+11%
Operating Leverage	+70bps +290bps adj.
NCO Ratio	0.23%
EPS	\$1.39 (+14%) \$1.45 (+16%) adj.
ROTCE	15.7% 16.4% adj.
TBV/Share Growth	+19%

Proven Expertise in Integrating New Partners



Talent Retention and Colleague Decisions



Legal Day 1



Systems Conversions



Cost Synergies

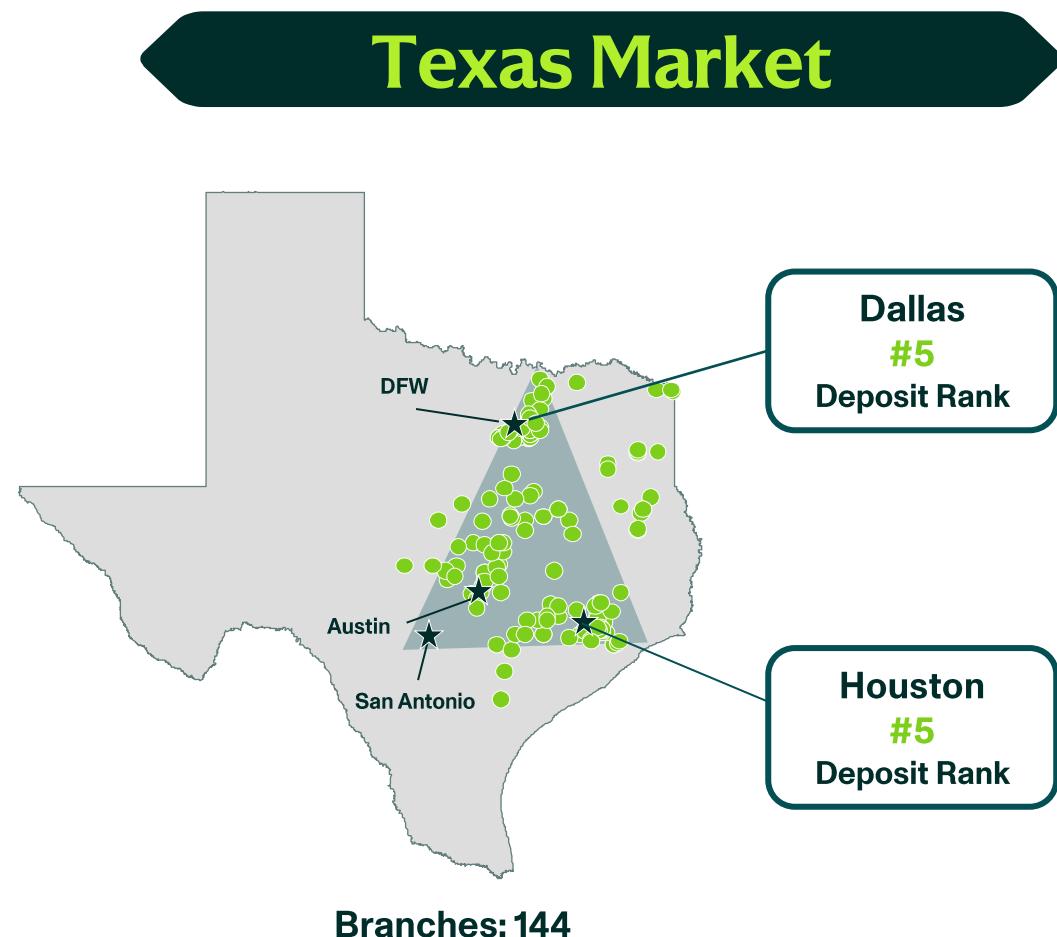


Ongoing Revenue Synergies



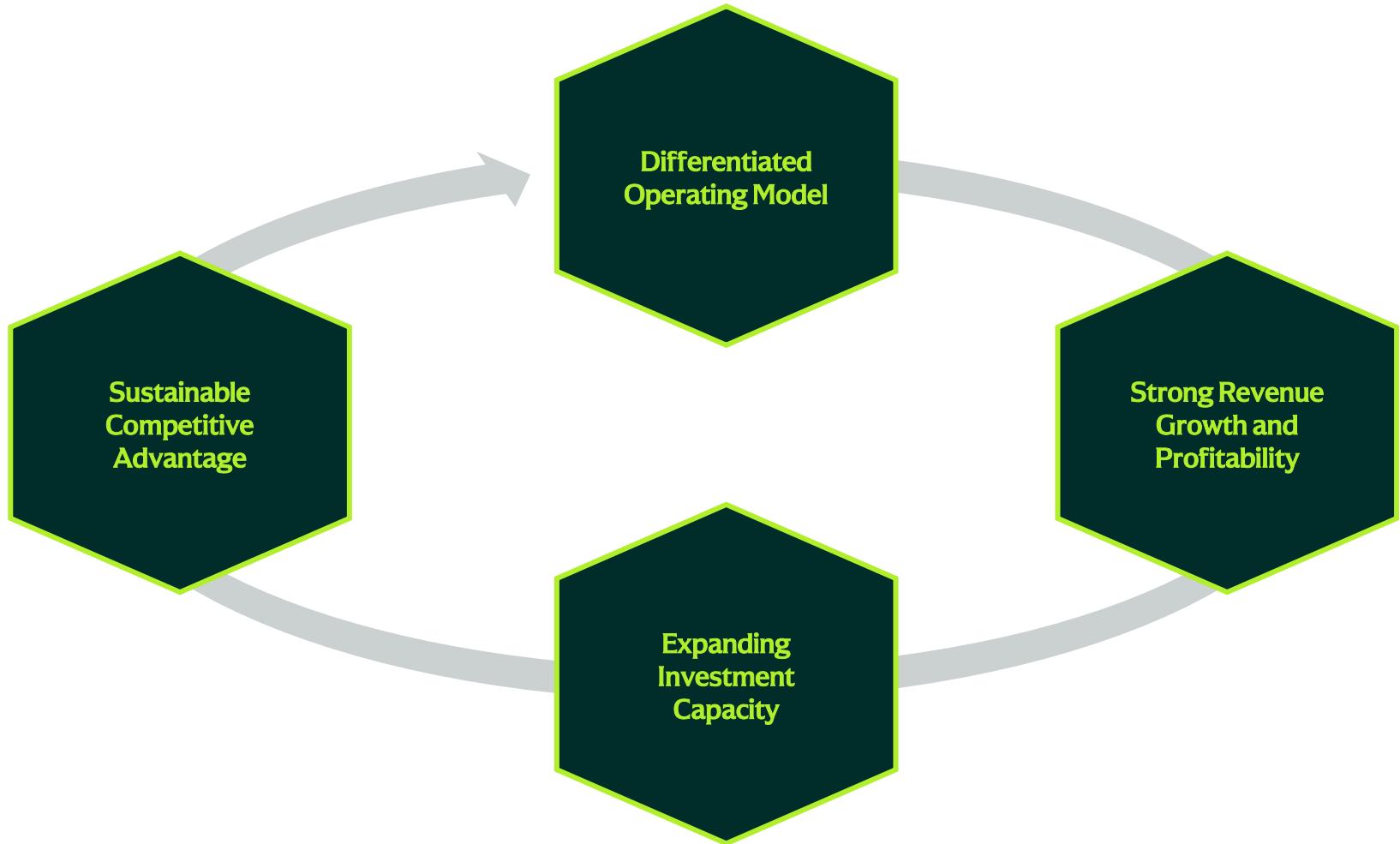
Leading Texas Presence is a Springboard for Acceleration

Rank	Bank	Deposits (\$B)
1	JPMorgan Chase	\$296
2	Bank of America	182
3	Wells Fargo	82
4	Cullen/Frost	42
5	Prosperity (pro forma)	39
6	PNC	29
7	Texas Capital	27
8	Huntington	26
9	Zions	14
10	First Financial	13
11	IBC	11
12	NexBank	11
13	Hilltop	10
14	Truist	10
15	Fifth Third (pro forma)	9

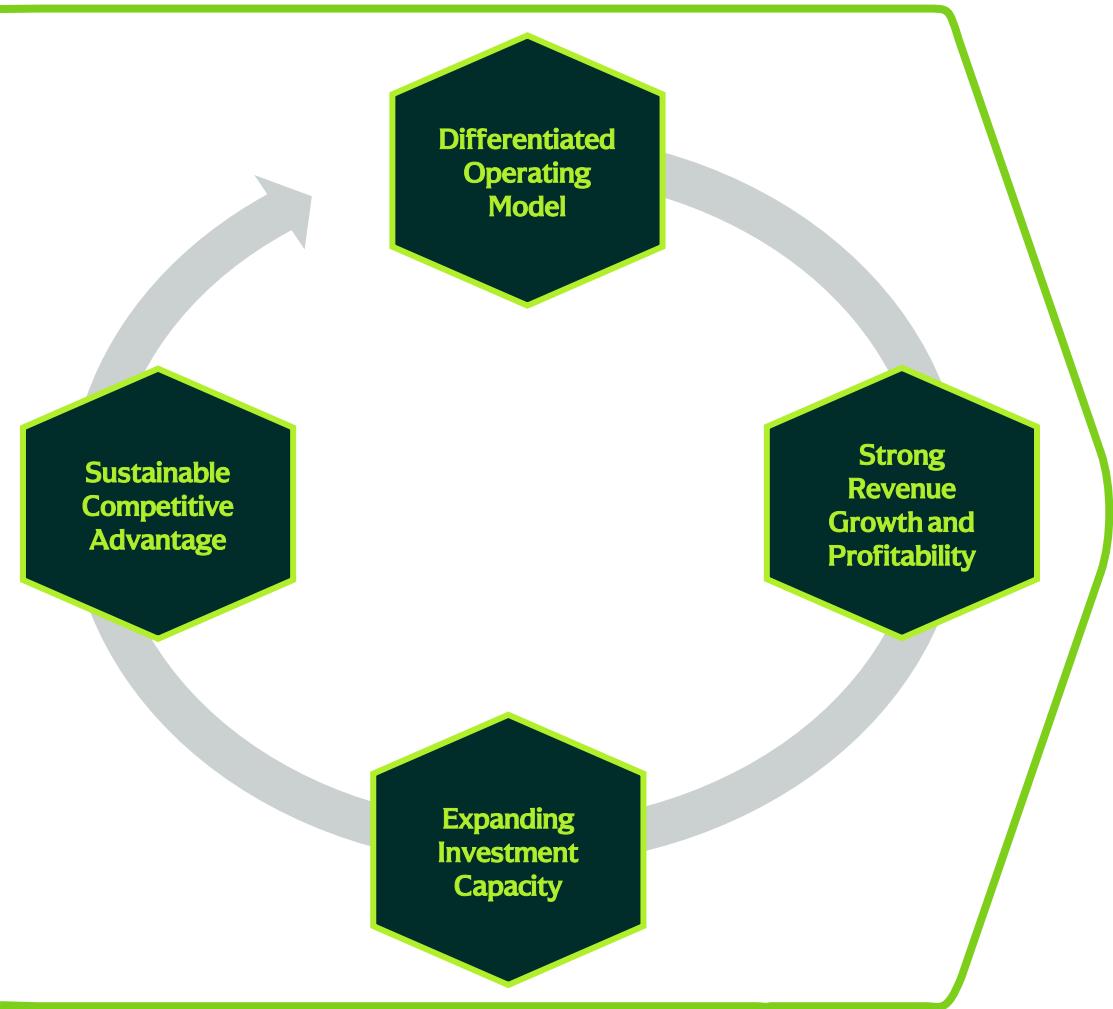


Scaled market player with enhanced capabilities and substantial growth opportunity

Flywheel for Value Creation



Financial Outlook



Key Outcomes

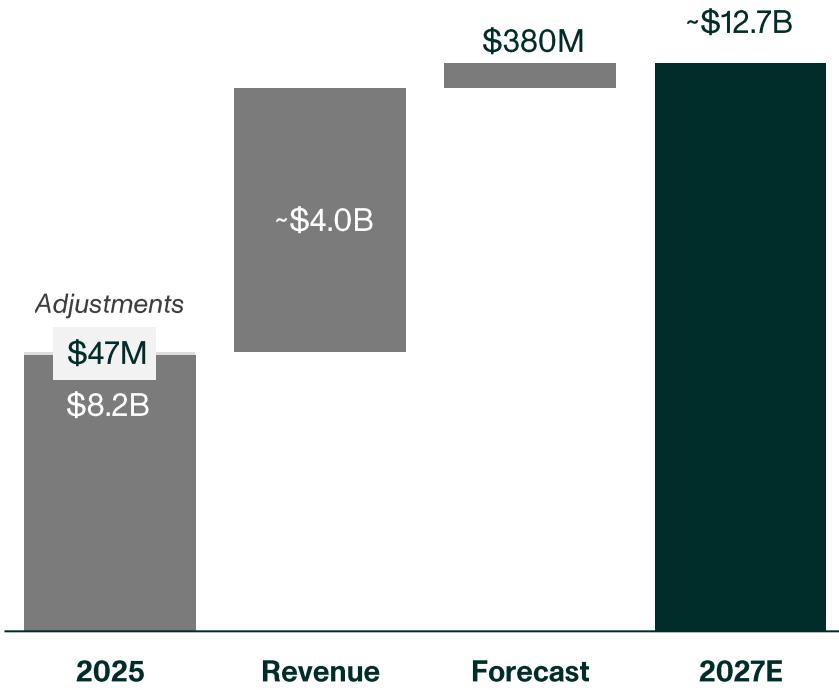
Revenue synergies, capital markets expansion and organic growth will partially offset lower expected PAA in 2026-27

Expect to reinvest an incremental portion of the Cadence revenue synergies in 2026–27 to drive stronger growth in 2028 and beyond

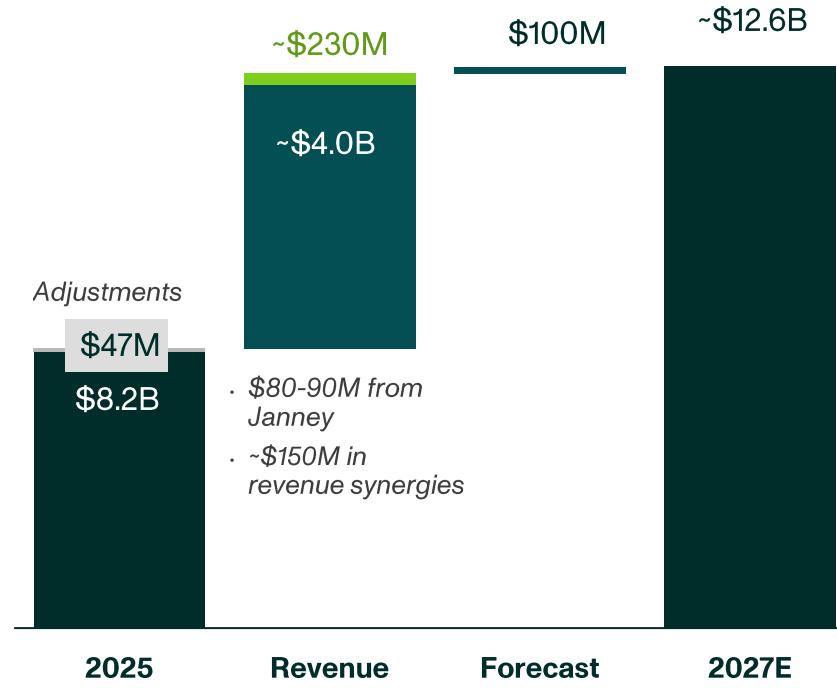
Expecting to deliver \$1.90 to \$1.93 EPS in 2027

Operating Model and Synergies Powers Accelerating Revenue Growth

At Oct. '25 Due Diligence



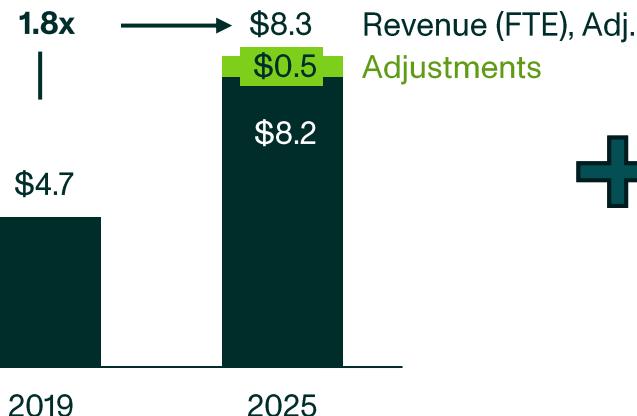
Latest Forecast



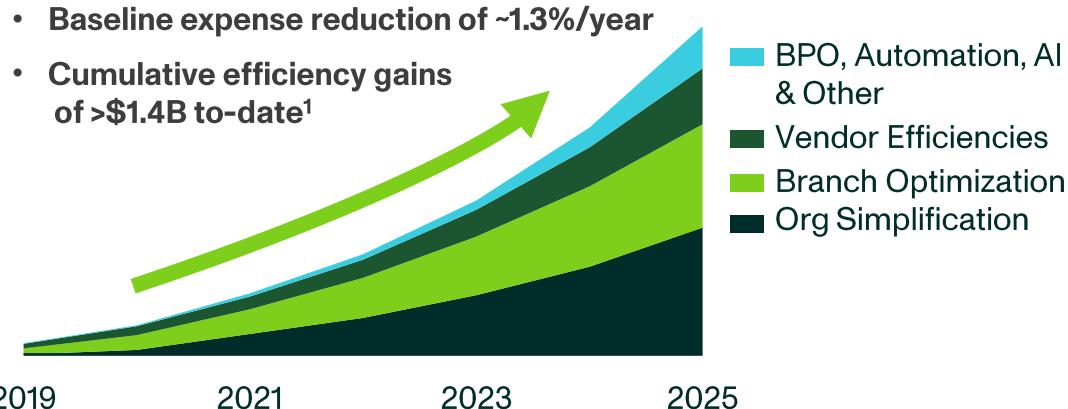
Core growth, capital markets expansion and revenue synergies offsetting less PAA in 2026-27

Expanding Revenues and Reengineering Costs

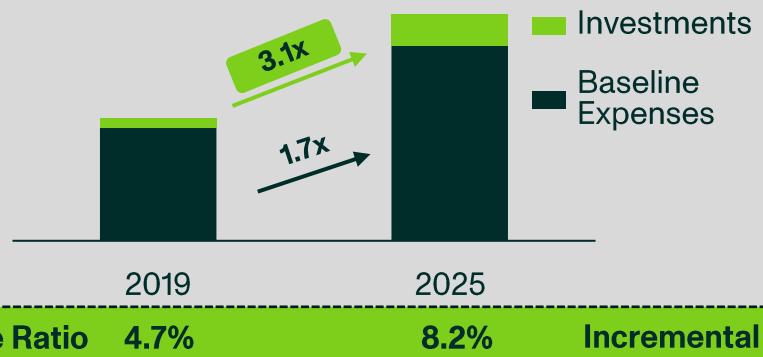
Strong Revenue Growth...



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



...Create Investment Capacity that Drive Sustainable Competitive Advantage

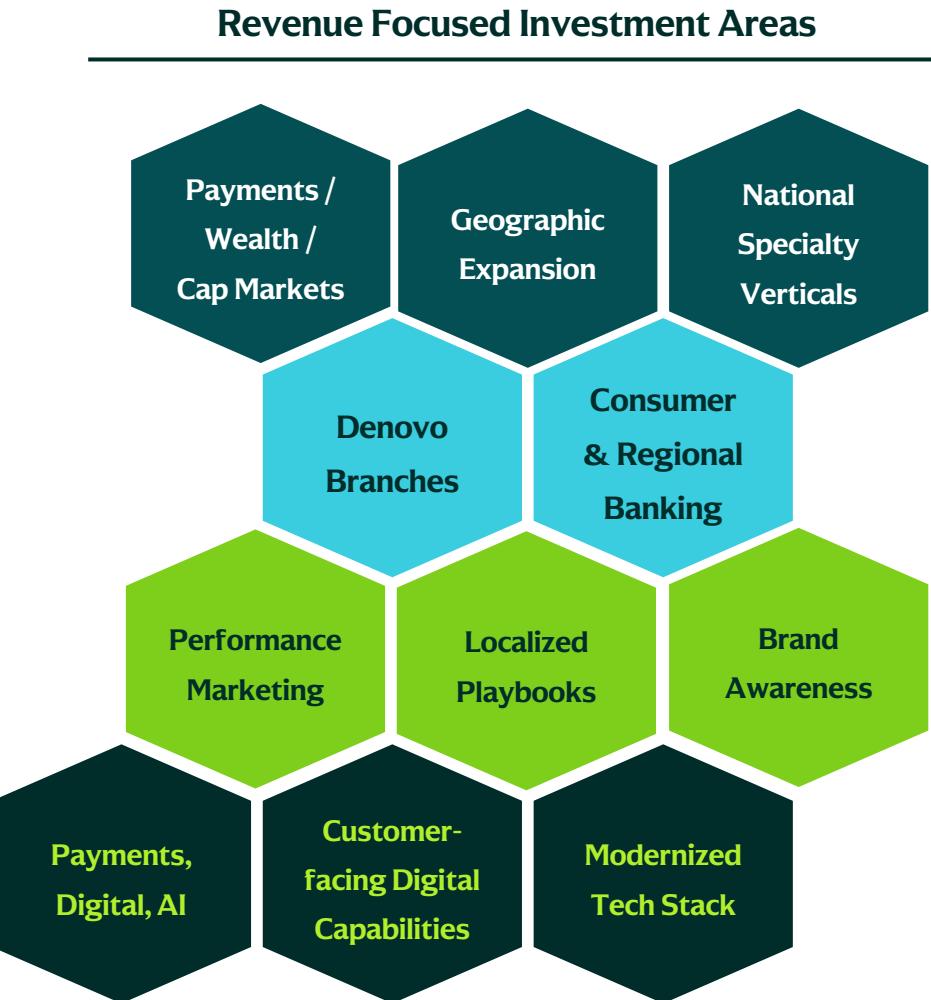
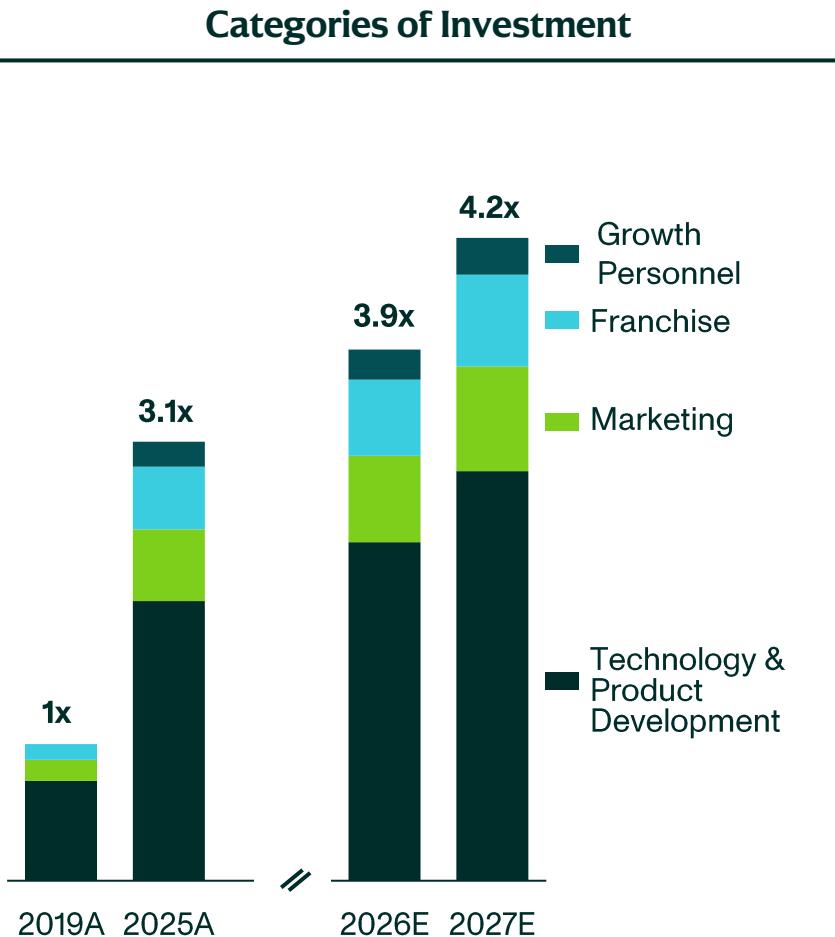


Re-engineering of baseline expense has created over 500bps of efficiency

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

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

Significant Growth in High-Return Investments



Powering sustainable long-term earnings growth

Partnerships Synergies Create Additional Investment Capacity

Expense Synergy Drivers

Colleague Decisioning

Single Technology Stack

Vendor Rationalization

Consolidated Operations

\$435M Run-rate by 2027

VBTX \$70M | Run-rate by 2Q26

CADE \$365M | Run-rate by 4Q26

Revenue Synergy Drivers

Full Franchise Capabilities & Scale

Deposit Deepening & Optimization

Digital Acquisition

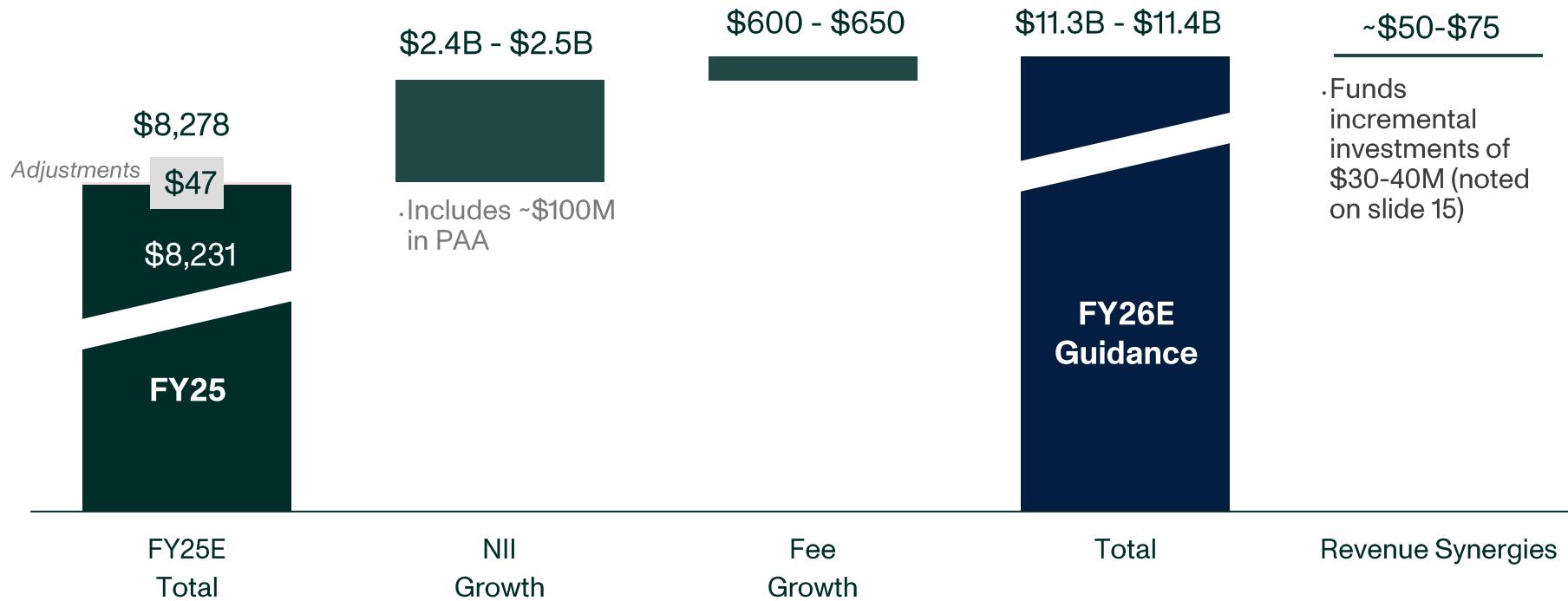
Enterprise Growth Investments

>\$500M cumulative over 3 years

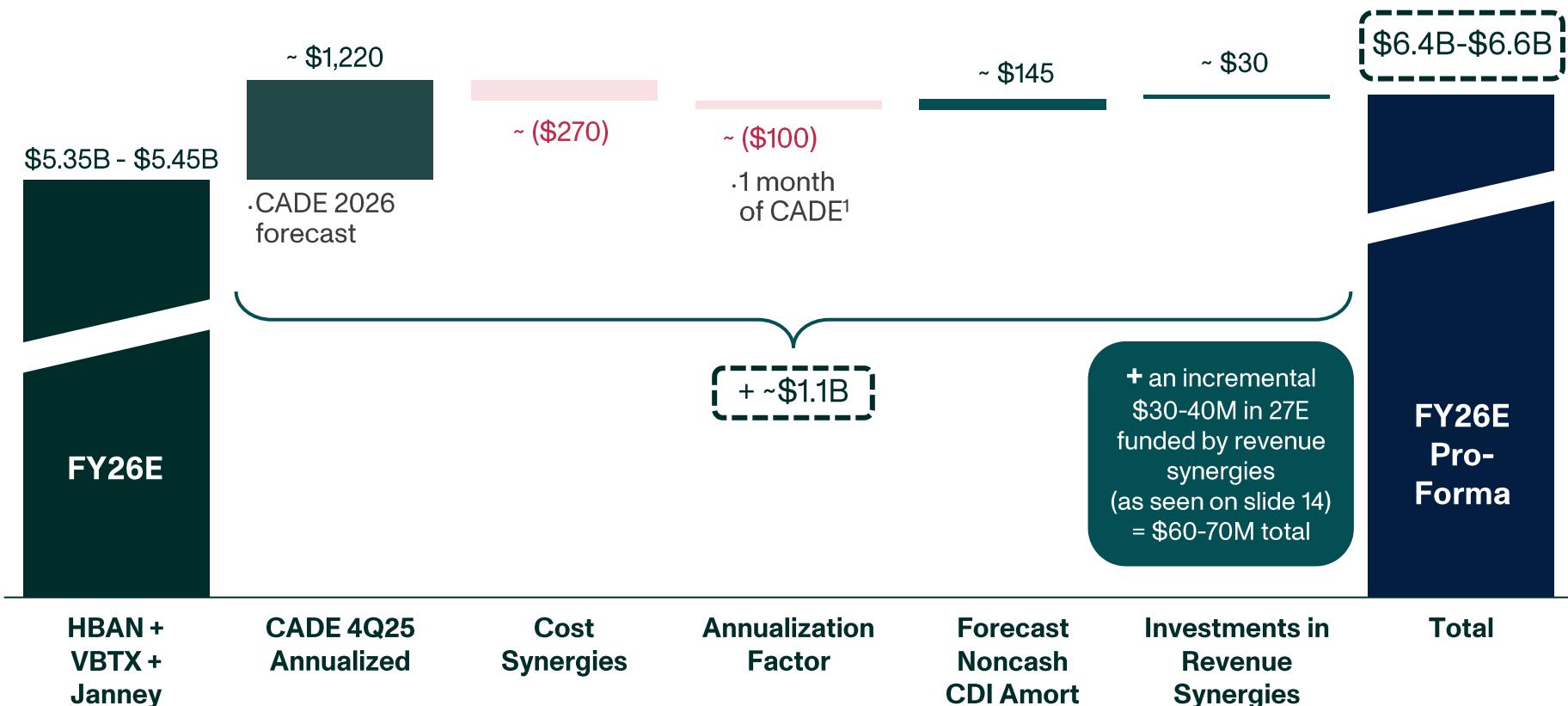
\$300M+ | Run-rate by 2028

Synergies drive long-term value creation

2026 Revenue Walk



2026 Expense Walk



HBAN +
VBTX +
Janney

10% - 11%
YoY growth
vs. 2025

CADE 4Q25
Annualized

Cost
Synergies

Annualization
Factor

Forecast
Noncash
CDI Amort

Investments in
Revenue
Synergies

Total

2026-2027 Earnings Per Share Expectations

Earnings Per Share Walk



2027 Key Metrics

Efficiency Ratio

~53%

Operating Leverage

500-600 bps

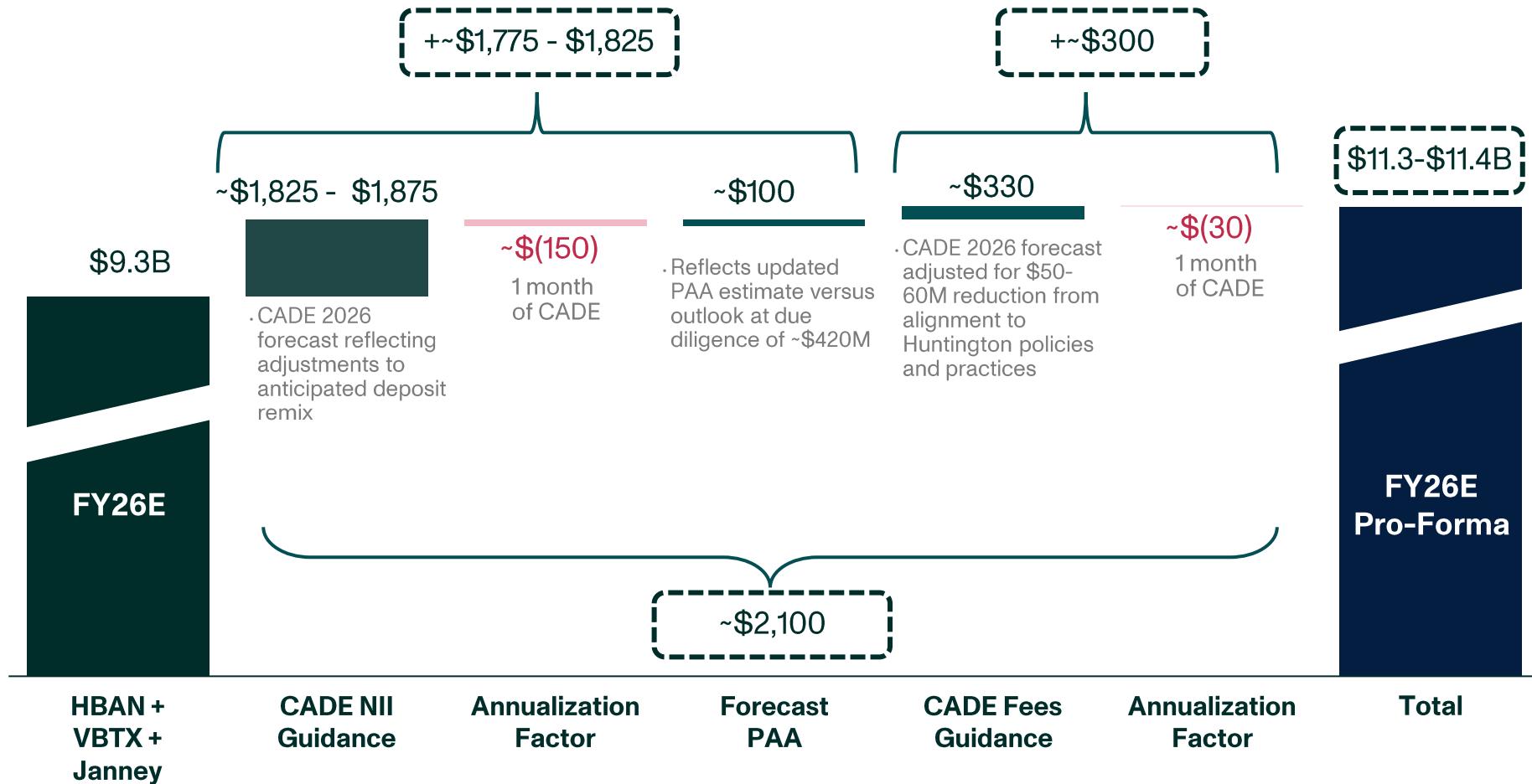
ROTCE

18 – 19%

Expecting to deliver \$1.90 to \$1.93 EPS in 2027

Appendix

2026 Cadence Revenue Decomposition



Updated PAA schedule

Purchase Accounting Accretion (PAA) Summary <i>(\$ in millions)</i>	Projected			
	FY26	FY27	FY28	After FY28
Loans and Leases	\$117	\$110	\$93	\$141
Deposits	(9)	--	--	--
Subtotal: Net Interest Income	108	110	93	141
Core Deposit Intangible (Noninterest Expense)	(167)	(162)	(142)	(213)
Purchase Accounting Pre-tax net impact	\$ (59)	\$ (52)	\$ (49)	\$ (72)

- Includes Cadence, Veritex, and TCF purchase accounting impact

Non-GAAP Reconciliation

Pre-Provision Net Revenue (PPNR)

<i>(\$ in millions)</i>		FY24	FY25	% Change FY25 vs. FY24
Total revenue (GAAP)		\$7,385	\$8,166	
FTE adjustment		53	65	
Total revenue (FTE)	A	7,438	8,231	
Less: Gain on sale of a portion of corporate trust and custody business		--	24	
Less: Net gain / (loss) on securities		(21)	(58)	
Less: Impact of CRTs		(19)	(13)	
Total Revenue (FTE), excluding net gain/(loss) on securities, CRTs, and notable items	B	7,478	8,278	
Noninterest expense	C	4,562	5,015	
Notable Items:				
Less: FDIC Deposit Insurance Fund (DIF) special assessment		28	(30)	
Less: Staffing efficiencies and corporate real estate consolidation expense		20	6	
Less: Acquisition-related expenses		--	168	
Noninterest expense, excluding Notable Items	D	4,514	4,871	
Pre-provision net revenue (PPNR)	(A-C)	\$2,876	\$3,216	12%
PPNR, adjusted	(B-D)	\$2,964	\$3,407	15%
<i>EPS (\$ in millions, except per share amounts)</i>		FY24	FY25	% Change FY25 vs FY24
Earnings Per Share (GAAP), diluted		\$1.22	\$1.39	14%
Add: Notable Items, after-tax	\$38	0.03	\$91	0.06
Adjusted Earnings Per Share (Non-GAAP)		\$1.25	\$1.45	16%

Non-GAAP Reconciliation

Operating Leverage

(\$ in millions)	Twelve Months Ended	
	Dec 31, 2024	Dec 31, 2025
Total revenue (FTE)	\$7,438	\$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	(21)	(34)
Total Revenue (FTE), excluding net gain / (loss) on securities and gain on sale of a portion of our corporate trust and custody business	7,459	8,265
YoY Growth Rate (Adjusted)	B	10.8%
Noninterest expense	4,562	5,015
YoY Growth Rate	C	9.9%
Less: Notable Items	48	144
Noninterest expense, excluding Notable Items	D	4,514
YoY Growth Rate (Adjusted)		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

Tangible Common Equity Ratio (\$ in millions)		4Q24	4Q25
Huntington shareholders' equity		\$19,740	\$24,342
Less: preferred stock		1,989	2,731
Common shareholders' equity		\$17,751	\$21,611
Less: goodwill		5,561	5,997
Less: other intangible assets, net of tax		76	115
Tangible common equity (A)	A	\$12,114	\$15,499
Total assets		\$204,230	\$225,106
Less: goodwill		5,561	5,997
Less: other intangible assets, net of tax		76	115
Tangible assets (B)	B	\$198,593	\$218,994
Tangible common equity / tangible asset ratio (A/C)	A/B	6.1%	7.1%
TBV per Share (in millions, except per share amounts)		4Q24	4Q25
Number of common shares outstanding (C)	C	1,454	1,568
Tangible book value per share (A/C)	A/C	\$8.33	\$9.89

Non-GAAP Reconciliation

Average Tangible Common Equity, ROTCE

<i>(\$ in millions)</i>		FY25
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>		FY25
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%