

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT
Pursuant to Section 13 OR 15(d)
of The Securities Exchange Act of 1934
Date of Report (Date of earliest event reported) November 10, 2022



Huntington Bancshares Incorporated

(Exact name of registrant as specified in its charter)

Maryland
(State or other jurisdiction of
incorporation or organization)

1-34073
(Commission
File Number)

31-0724920
(I.R.S. Employer
Identification No.)

Registrant's address: 41 South High Street, Columbus, Ohio 43287
Registrant's telephone number, including area code: (614) 480-2265
Not Applicable
(Former name or former address, if changed since last report.)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

- ☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- ☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- ☐
- ☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- ☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of class	Trading Symbol(s)	Name of exchange on which registered
Depository Shares (each representing a 1/40th interest in a share of 4.500% Series H Non-Cumulative, perpetual preferred stock)	HBANP	NASDAQ
Depository Shares (each representing a 1/1000th interest in a share of 5.70% Series I Non-Cumulative, perpetual preferred stock)	HBANM	NASDAQ
Common Stock—Par Value \$0.01 per Share	HBAN	NASDAQ

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Item 7.01 Regulation FD Disclosure.

As previously announced, Huntington Bancshares Incorporated ("Huntington") will host an Investor Day on Thursday, November 10, 2022, with presentations by Steve Steinour, Chairman, President, and Chief Executive Officer, along with other members of the executive management team. A copy of the presentation slides, which will be discussed during the presentations, is attached hereto as Exhibit 99.1 and is incorporated herein by reference. The presentation slides will also be available in the Investor Relations section of Huntington's web site at www.huntington.com.

The presentation slides are being furnished pursuant to Item 7.01, and the information contained therein shall not be deemed "filed" for purposes of Section 18 of the Securities and Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liabilities under that section. Furthermore, the information contained in Exhibit 99.1 shall not be deemed to be incorporated by reference in any filing under the Securities Act of 1933, or the Exchange Act, except as shall be expressly set forth by specific reference in such filing.

Item 9.01 Financial Statements and Exhibits.

The exhibits referenced below shall be treated as "furnished" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended.

(d) Exhibits.

Exhibit 99.1 – Investor Day Presentation Slides

EXHIBIT INDEX

Exhibit No.	Description
Exhibit 99.1	Investor Day Presentation Slides
Exhibit 104	Cover Page Interactive Data File - the cover page XBRL tags are embedded within the Inline XBRL document.

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

HUNTINGTON BANCSHARES INCORPORATED

Date: November 10, 2022

By: /s/ Zachary Wasserman

Zachary Wasserman

Chief Financial Officer



Huntington

2022 Investor Day

November 10, 2022

Safe Harbor and Forward-Looking Statements

CAUTION REGARDING FORWARD-LOOKING STATEMENTS

This communication 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; 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 (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
EVP, Head of Investor Relations

Today's Agenda

8:30 AM Welcome and Opening Remarks

Tim Sedabres | EVP, Head of Investor Relations

Company and Strategy Overview

To be the Leading People-First, Digitally Powered Bank

Steve Steinour | Chairman, President, and CEO

Consumer Banking

Making Banking Easier to Grow and Deepen Relationships

Brant Standridge | SEVP and President, Consumer and Business Banking

Wealth Management

Delivering Advisory Expertise and Enhancing Digital Capabilities to Capture

Significant Opportunity

Sandy Pierce | SEVP, Private Client Group and Regional Banking Director

Business Banking

Expanding and Accelerating Our Business Banking Franchise

Brant Standridge | SEVP and President, Consumer and Business Banking

Commercial Banking

Serving the Needs of Businesses and Institutions across the Nation through Our Commercial Bank

Scott Kleinman | SEVP and President, Commercial Bank

Enterprise Payments

Capturing Significant Growth Opportunities in Payments

Amit Dhingra | EVP, Head of Enterprise Payments

Vehicle Finance

Powerful Franchise Opportunity Delivering Sustainable Results Through the Cycle

Rich Porrello | EVP and President, Vehicle Finance and Dealer Services

10:15 AM Q&A

10:45 AM Break

10:55 AM Technology

Technology Strategy and Execution Fuels Scale and Product Distinctiveness

Paul Heller | SEVP, Chief Technology and Operations Officer

Prashant Nateri | EVP, Chief Transformation Officer

Risk and Credit

Aggregate Moderate-to-Low Risk Appetite Sets Foundation for Sustainable Profitable Growth

Helga Houston | SEVP, Chief Risk Officer

Rich Pohle | EVP, Chief Credit Officer

Culture and Colleagues

A Strong Culture Can Create Long-Term Value

Raj Syal | SEVP, CHRO

Financial Outlook

Consistent Top Quartile Financial Performance and Compounding Value Creation

Zach Wasserman | SEVP, CFO

Closing Remarks

Steve Steinour | Chairman, President, and CEO

12:05 PM Q&A

12:35 PM Luncheon

Energized Leadership Team with a Track Record of Strong Execution

Today's Presenters



Steve Steinour
Chairman, President,
and CEO
Joined: 2009



Brant Standridge
SEVP and President, Consumer
and Business Banking
2022



Sandy Pierce
SEVP, Private Client Group
and Regional Banking Director
2016



Scott Kleinman
SEVP and President,
Commercial Bank
1991



Amit Dhingra
EVP, Head of Enterprise
Payments
2015



Rich Porrello
EVP and President, Vehicle
Finance and Dealer Services
1987



Paul Heller
SEVP, Chief Technology
and Operations Officer
2012



Prasant Nateri
EVP, Chief
Transformation Officer
2012



Helga Houston
SEVP,
Chief Risk Officer
2011



Rich Pohle
EVP,
Chief Credit Officer
2011



Raj Syal
SEVP,
CHRO
2015



Zach Wasserman
SEVP,
CFO
2019

Executives in Attendance



Donald Dennis
EVP, Chief DE&I and
Culture Officer
2018



Mike Jones
SEVP, Huntington Ventures
and Chair, MN and CO
2021



Jana Litsey
SEVP,
General Counsel
2017



Julie Tutkovics
SEVP, Chief Marketing and
Communications Officer
2016



Michael Van Treese
EVP,
Chief Auditor
2013

Focused on Culture, Strategy, and Accountability to Drive Outperformance

Company and Strategy Overview

To be the Leading People-First,
Digitally Powered Bank



Steve Steinour
Chairman, President, and CEO



Compelling Investment Opportunity

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

To be the Leading People-First, Digitally Powered Bank

Leading Midwest Regional Bank with Scaled, National Businesses

\$180B
Assets

\$146B
Deposits

\$117B
Loans and Leases

Established Market Leadership

Industry Leading Consumer and Business Franchise

#1

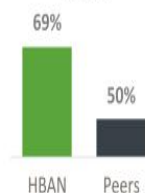
JD Power
Mobile App
4 Years
in a row¹

#1

SBA Lender
Nationally
(5 Years)²

- 3.6 million customers
- Stable, high quality deposit base
- Leading brand

MSA's Top 5 Deposit Rank⁵



Scaled National Commercial Franchise

4x

Increase to
Commercial
Bank Size³

Leading

Asset
Finance
Businesses

- Strong base of operating deposits
- #5 Equipment Finance⁴
- Top-tier distribution finance

Diversified Businesses Consumer / Commercial



Compelling Results

- ✓ **Top 20 U.S. Bank by Deposits**
- ✓ **\$8B Revenue** (run-rate)
- ✓ **Top-tier return profile with 19.9% ROTCE⁶** (Adjusted; YTD annualized)
- ✓ Distinguished brand, talent, and culture
- ✓ Strong risk and credit management through the cycle



Best Large Employers
Forbes⁷

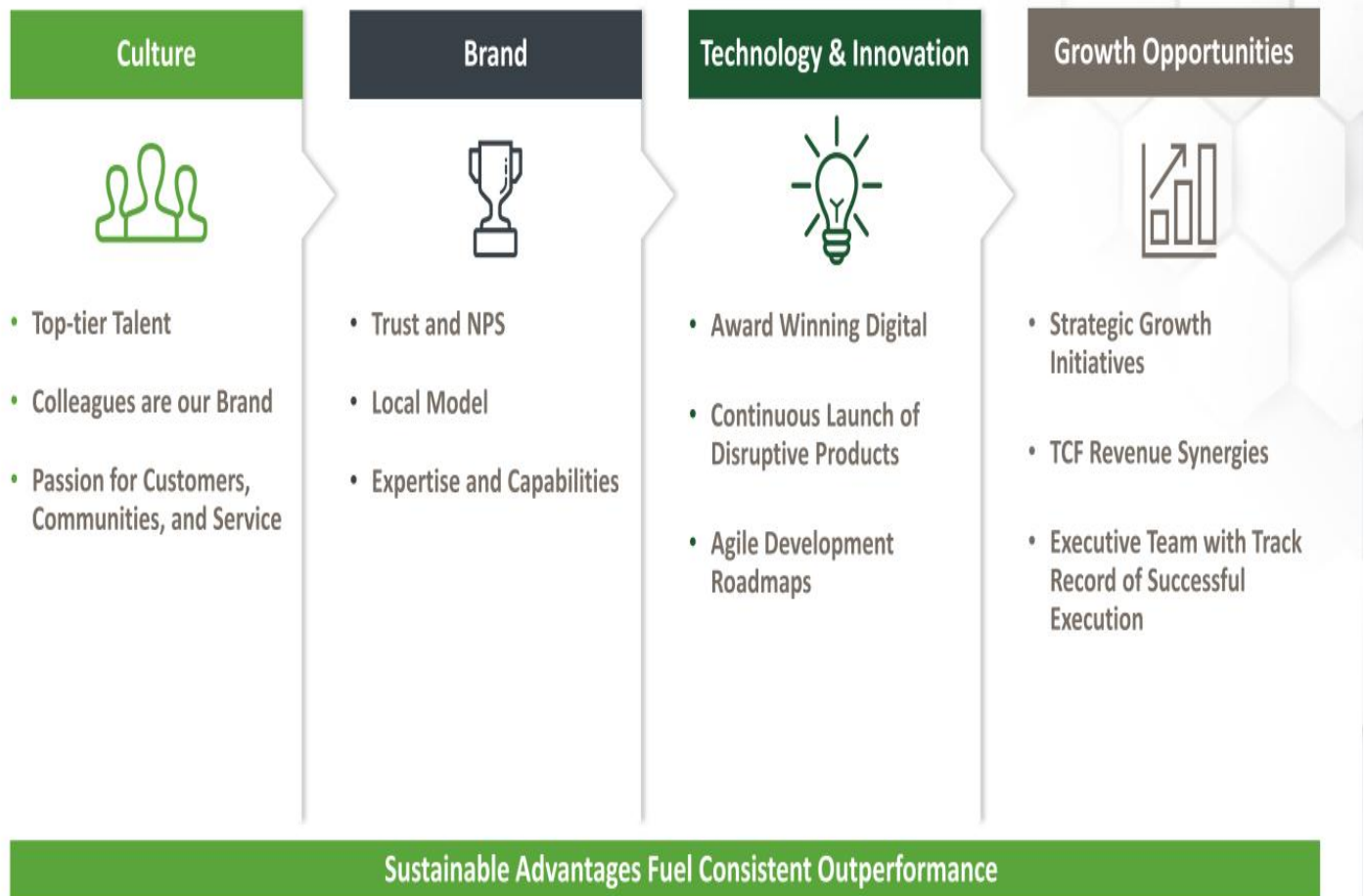
#1 NPS⁸
Net Promoter Score

Note: All stats as of 9/30/22 (ADB) unless otherwise noted; (1) For J.D. Power 2022 award information, visit [jdpower.com/awards](https://www.jdpower.com/awards); (2) By number (units) of 7(a) loans nationally; (3) Since 2010; (4) Bank-owned; (5) S&P Global market share data as of 6/30/22 – Peers include: CFG, CMA, FITB, KEY, MTB, PNC, RF, TFC, USB, ZION; (6) Represents a non-GAAP measure. Reconciliation of non-GAAP to GAAP financial metrics can be found in the appendix (7) Forbes 2022 America's Best Large Employers – Ranked #7 for Banking and Financial Services; (8) 2021 Brand Tracking Market Study

Building on a Strong Foundation to Drive Market-Leading Customer Engagement and Profitable Growth



Winning with Differentiation



Our Colleagues Drive Outperformance



PURPOSE

We make people's lives better, help businesses thrive, and strengthen the communities we serve



VISION

To be the Leading People-First,
Digitally Powered Bank



Purpose and Vision Linked to Business Strategies

Our Commitment to ESG in Transformational Times

Environment



- Appointed Climate Risk and Environmental Strategy and Sustainability **Directors**
- Joined PCAF in 2022 to **harmonize emissions data** and climate reporting
- As of 2021, reduced scope 1 and 2 operational emissions by **35%** since 2017
- As of 2021, reduced water consumption by **12%** and reduced office paper printing by **49%** since 2017
- Accelerating commitment to **Climate Finance** customer needs with dedicated team

Social



- **\$40B** Community Plan with **\$7.6B** in loans made to low-income and underserved borrowers in 2021
- **26%** of branches in low-to-moderate income neighborhoods
- **#1** originator of SBA loans in the nation¹
- **4,000** colleagues engaged with Business Resource Groups, Inclusion Councils, and Communities of Practice
- **68%** total workforce diversity

Governance



- **100%** committees chaired by independent Directors
- **47%** of Directors are diverse by gender and/or race
- **100%** of colleagues completed risk training
- Aligned incentives for **2,000+** leaders with company's Values and Purpose
- Established **AA rated** ESG program²
- Increasing senior management diversity to **50%+** from 47% for gender and ethnicity by YE 2023

Driven by Engagement with Key Stakeholders



ESG Principles are Foundational to Our Strategy and Purpose

(1) By number (units) of 7(a) loans nationally; (2) MSCI rating

Engaged and Diversified Board of Directors

Skills Matrix



Lizabeth Ardisana

Owner and CEO,
ASG Renaissance
Joined: 2016



Alanna Cotton

President and Chief Business Officer
Ferrero North America
2019



Ann "Tanny" Crane

President and CEO,
Crane Group Company
2010



Robert Cubbin

Retired President and CEO,
Meadowbrook Insurance Group
2016



Gina France

President and CEO,
France Strategic Partners LLC; Former
Managing Director at Ernst & Young
2016



J. Michael Hochschwender

President and CEO,
The Smithers Group
2016



Richard King

Former senior executive in operations
and technology at Thomson Reuters
2021



Katherine "Allie" Kline

Former Chief Marketing and
Communications Officer for Verizon
Media
2019



Richard Neu

Retired Chairman,
MCG Capital Corporation
2010



Kenneth Phelan

Former CRO for the
U.S. Department of Treasury
2019



David Porteous

More than 40 years of experience in
business, corporate, and municipal law
and government relations
2003 *Lead Independent Director



Roger Sit

CEO, Global CIO and Director,
Sit Investment Associates
2021



Steve Steinour

Chairman, President, and CEO,
Huntington Bancshares Incorporated
2009



Jeffrey Tate

CFO and EVP,
Leggett & Platt
2021

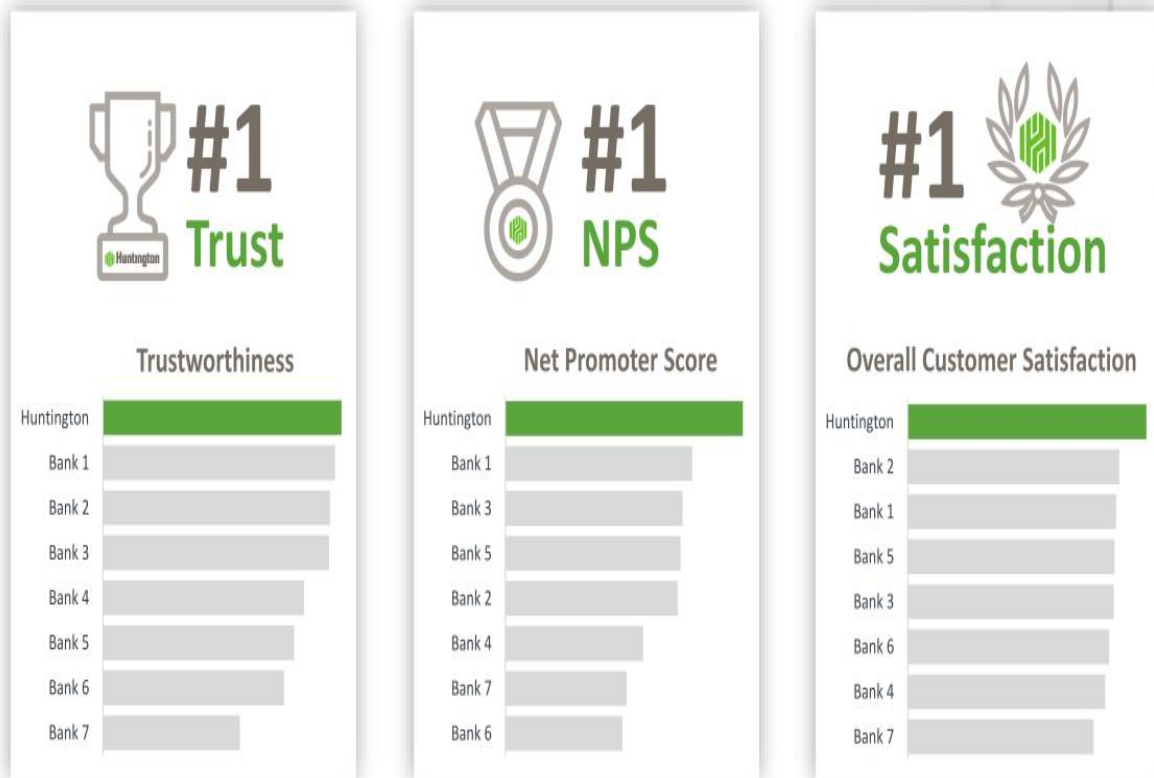


Gary Torgow

Chairman of the Board of Directors,
The Huntington National Bank
2021

47% Gender and Ethnic Diversity | 87% Independent

Leading Brand is a Key Source of Competitive Strength



Leveraging Industry Leading Trust and Deepening Relationships

2021 Brand Tracking Market Study. In market bank competitors: BAC, CFG, FITB, JPM, KEY, PNC, USB

Well-Positioned for Industry Trends

Industry Trends



Macro

Rising rates, economic uncertainty



People/Businesses

Evolving customer needs, talent, and expertise



Tech

Modernizing tech stack and digital capabilities

Strong Capabilities to Drive Consistent, Profitable Growth



Fueled by Rigorous Strategic Planning and Execution

To be the Leading People-First, Digitally Powered Bank

Investing

for sustainable
profitable growth

Differentiating

our culture, brand, and
customer experience

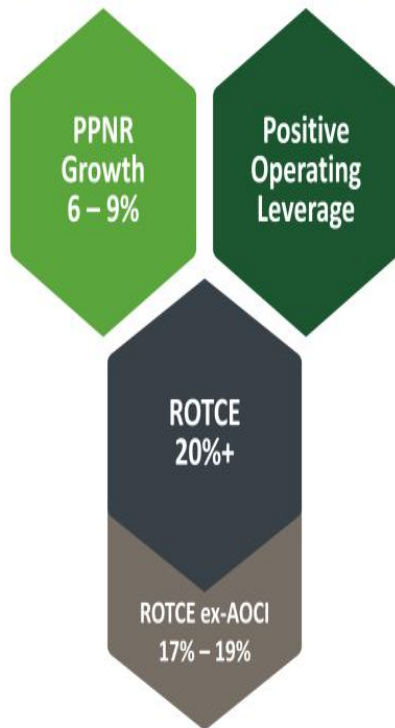
Optimizing

for top quartile
performance
and value creation

Foundational Strategic Pillars Supporting Execution and Value Creation Across the Franchise

Medium-Term Targets Driven by Strategic Initiatives Across the Bank

Updated Medium-Term Financial Targets



Consumer and Business	Commercial Banking
<ul style="list-style-type: none">• Consumer Bank with Scale and Density• Business Bank of Choice• Significant Wealth Opportunity• Consumer Payments• Super-Prime Vehicle Finance	<ul style="list-style-type: none">• Strength in Middle Market, Corporate, and Specialty Banking• Asset Finance Scale and Expertise• Capital Markets Capabilities• Commercial Payments Platform
Driving incremental revenue growth from TCF synergies	

Consistent Top Quartile Performance Through the Cycle

Note: PPNR growth represents a compound annual growth rate

Consumer Banking

Making Banking Easier
to Grow and Deepen Relationships



Brant Standridge

SEVP and President,
Consumer and Business Banking



Consumer Banking Key Messages

1

Continuing industry-leading customer checking acquisition

2

Extending our local model and brand presence by further investing in key enablers

3

Providing more comprehensive banking solutions to our customers

4

Investing in digital engagement and a more advice centered interaction model

To be the Leading People-First, Digitally Powered Bank

Consumer Banking Has Several Points of Differentiation



Developed a brand with a **top customer switching preference** and that our customers trust



Established position in customer acquisition and digital adoption



Earned **national recognition for customer experience** in service and mobile



Created a reputation for **leading and disruptive product innovation**

Foundation of Industry Leading Brand and Capabilities

\$72B
Deposits



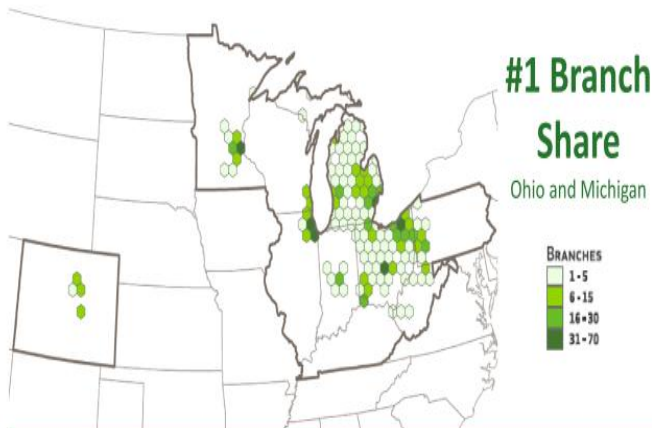
\$25B
Loans



\$827M
Fee Revenue (YTD annualized)



Midwest Leadership in Footprint...



...With Established Scale And Scope

3.6M

Footprint
Customers

3.1M

Consumer
Checking
Households

1,032

Branches in
11 States

66%

Digital
Adoption*



Recent Awards and Recognition

JD Power Multi-Year Winner¹:

- Mobile App Satisfaction
- Overall Customer Satisfaction



Recent Innovations



Early Pay



\$50 Safety Zone™



Standby
Cash

24-Hour
Grace

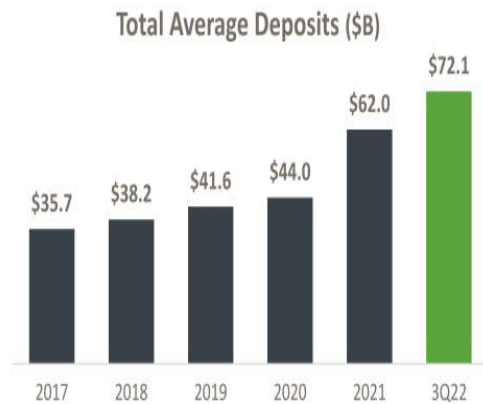


Asterisk-Free
Checking®

Note: All stats as of 9/30/22 (ADB) unless otherwise noted; 2022 YTD data is annualized based on 9/30/22 YTD results

(1) For J.D. Power 2022 award information, visit [jdpower.com/awards](https://www.jdpower.com/awards); *Logged into online or mobile application at least once over the last 90-days

Customer Acquisition Driving Continued Growth Across Footprint



Customer Acquisition Leadership

Checking Growth
past 5 Years: **+1.2M**
excluding TCF

Expanded Market Opportunities

Twin Cities **Denver** **Chicago**

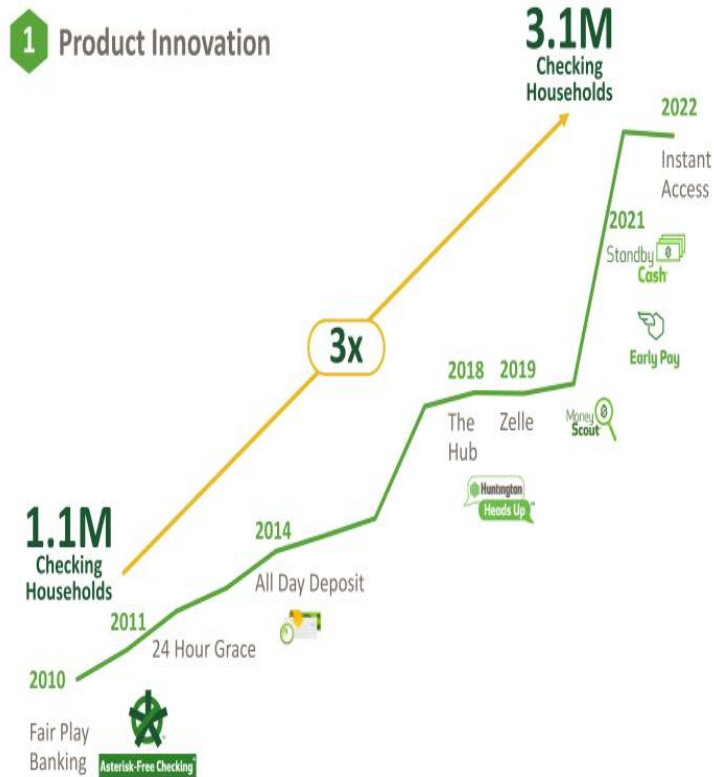
- ✓ Continued strong acquisition trends in legacy markets

- ✓ Deployed HBAN products and solutions to acquired TCF branches and increasing branch productivity

- Driving High Quality, Low-Cost Deposit Base
- Growing Primary Household Relationships
- Increasing Lifetime Value of Customers

Ongoing Targeted Investments in Key Enablers Drive Our Success

Investments in Fair Play Approach...



2 Brand Positioning and Marketing

#1 in the following areas among in market competitors¹:

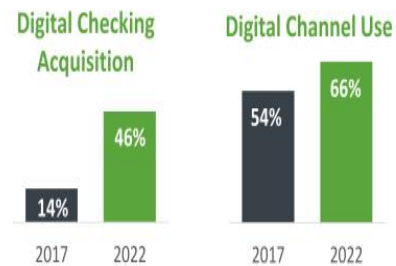
- Trust
- NPS
- Customer-Focused

3 Service and Customer Experience

#1 Overall Customer Satisfaction¹

Highest Customer Satisfaction with Mobile Banking Apps among Regional Banks 4 Years in a Row²

4 Digital Engagement and Acquisition Mix



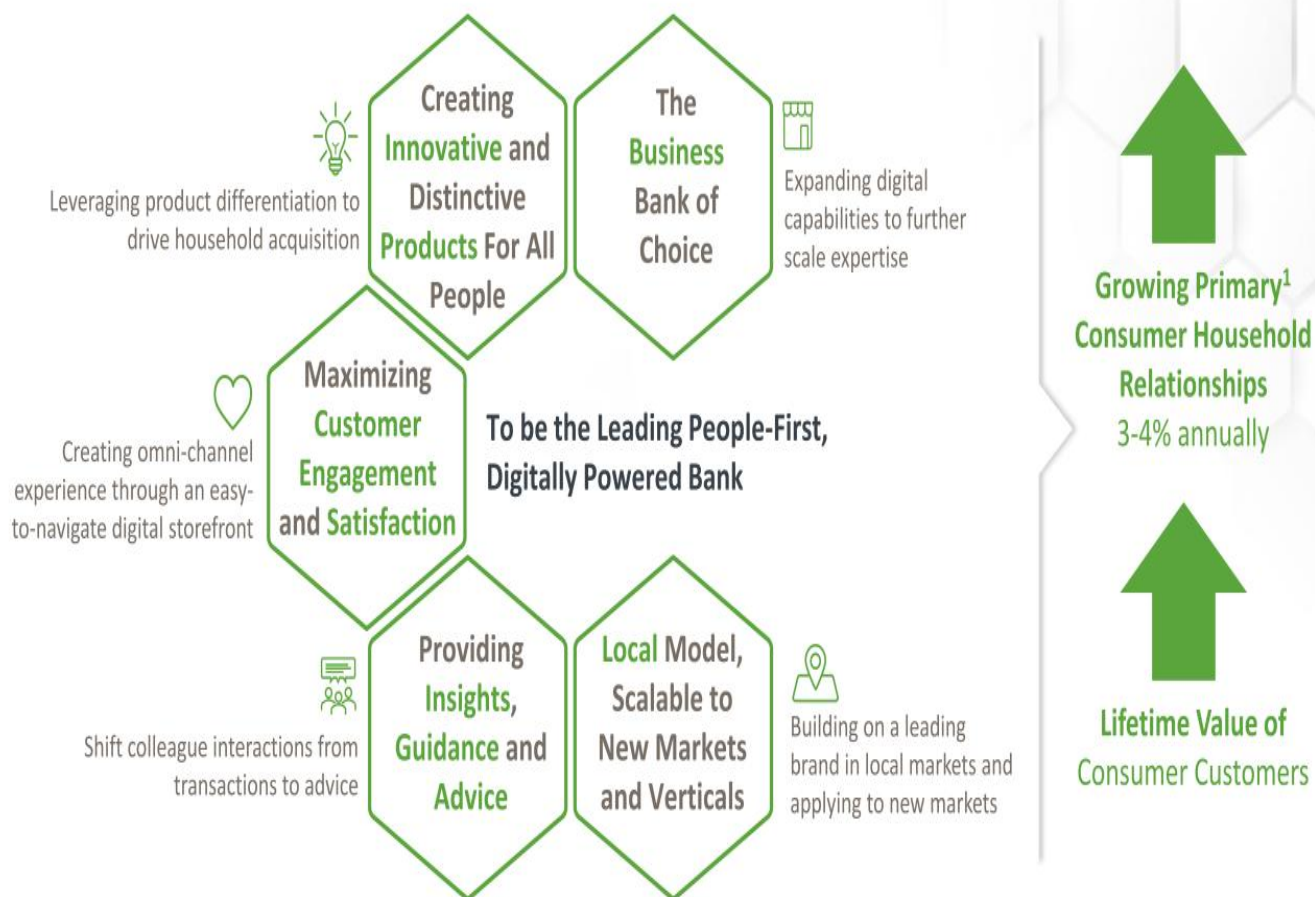
(1) 2021 Brand Tracking Market Study. In market bank competitors: BAC, CFG, FITB, JPM, KEY, PNC, USB
 (2) For J.D. Power 2022 award information, visit [jdpower.com/awards](https://www.jdpower.com/awards)

Trends Informing Our Strategy

 <p>Banks Reduce Convenience Reduced access to service and product elimination</p>	 <p>Digital Preference Customers self-directed to open relationships online</p>	 <p>Digital Acquisition Less quality than relationships originated in branches</p>	 <p>Demand for Human Advice Remains high for more complex financial topics</p>
Well-Positioned to Execute			
<p>Leveraging low friction checking entry point</p> <p>Preserving presence in local markets</p>	<p>Leadership position in digital acquisition</p> <p>Driving engagement and customer traffic</p>	<p>Building expertise</p> <p>Deepening digital relationships</p>	<p>Shifting interactions from transactional to advice</p> <p>Building bridge from banking to advisory</p>

Shifting Consumer Preferences and Sources of Competition Present an Opportunity to Redefine Where We Win

How We Will Win



(1) Considered a primary household relationship if they have an operating demand deposit account and an additional revenue generating product

Harnessing the Value of the Branch Network Meeting Our Customers Where They Are

Customer Interactions Increasingly Digital

- ✓ 765 million mobile and desktop interactions¹
- ✓ 3.7 million branch transactions¹
- ✓ 80% of new to bank online customers live within 5 miles of a branch

Transforming Branch Network

What We've Done

- ✓ 2021: Closed 188 branches; divested 14 associated with TCF
- ✓ 2022: Closed 63 branches or 5% of branch network
- ✓ 2023: 31 branch closures announced



Roadmap

- ✓ Closing 11% of branches over next 5 years²
- ✓ Expanding branches in high opportunity markets
 - ✓ 50+ across the network
 - ✓ 21 in Denver and Boulder, CO



Balance Engagement Between Digital and Branch Network

(1) Trailing 12-months; (2) Net branches

Customer Growth and Digital Traffic Create a Deepening Opportunity



Huntington has organically **acquired**
1.2M checking households
over the past five years



Tremendous deepening opportunity
exists among our **3.6M customers** via
digital and in-person interactions



Leverage reputation for service
excellence to **increase trust in**
advice and guidance

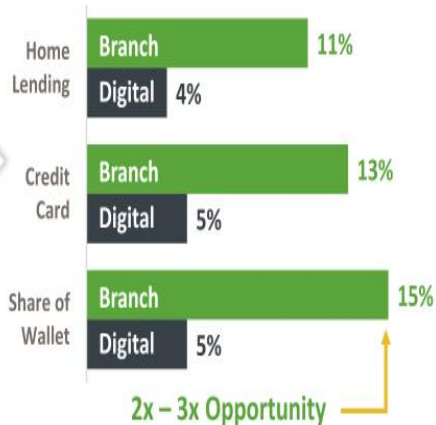
1 High Digital Engagement

46% Digitally
Acquired

66% Households
Digitally Enabled

64M Monthly
Digital Logins

2 Product Penetration by Originated Channel



Deepening Opportunity

~20% increase

in high quality deposits¹

~30% increase

in loan balances

Illustrative
Example

Focused Investments Set Up Near-Term Opportunities to Win

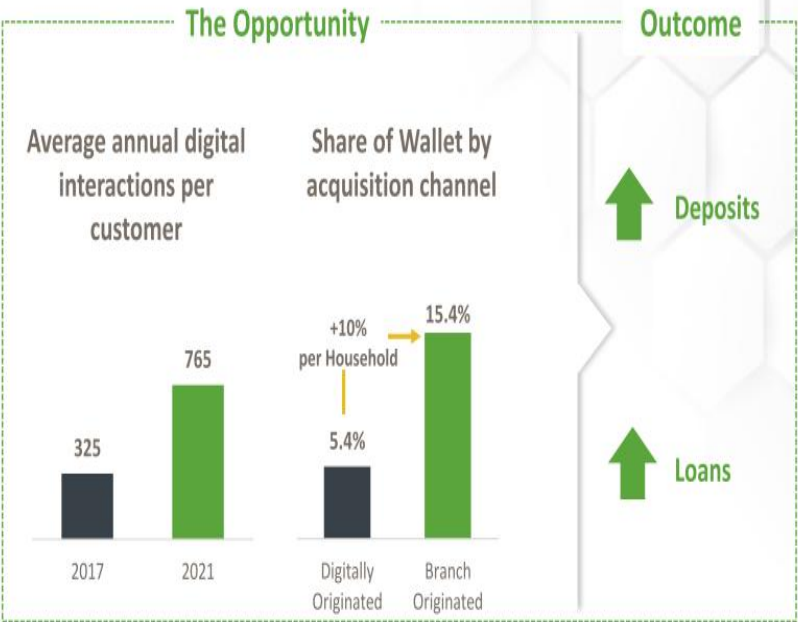
(1) Defined as primary bank relationship deposits or low-cost deposits

Strategic Initiative to Digitally Deepen and Engage

Goal

Create an engaging
e-commerce customer experience

4 Innovation Areas:



A Place to Easily Find and Buy Our Solutions

Focused Feature: Huntington Marketplace

Purpose

Create a compelling digital Shopping Experience

- Marketplace to shop for new products and solutions
- Streamlined account opening and loan origination flows

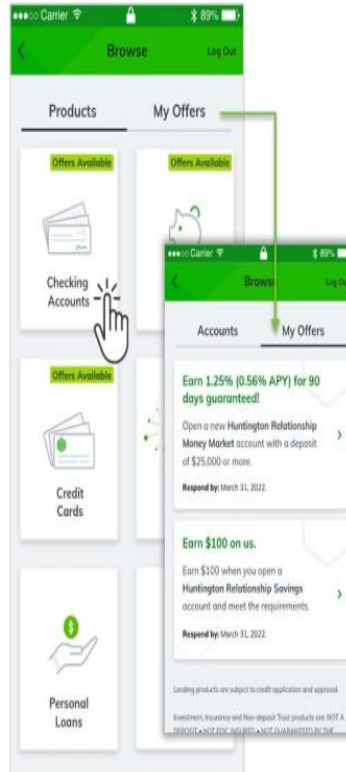
Improve profitability via Digital Deepening

- Easier to switch banks, activate accounts and cards
- More options and controls over products

Enhance customer experience with Digitally-Enabled Colleagues

- Make it easy to connect to a colleague digitally
- Consumers choose on their terms

Compelling HBAN Solution

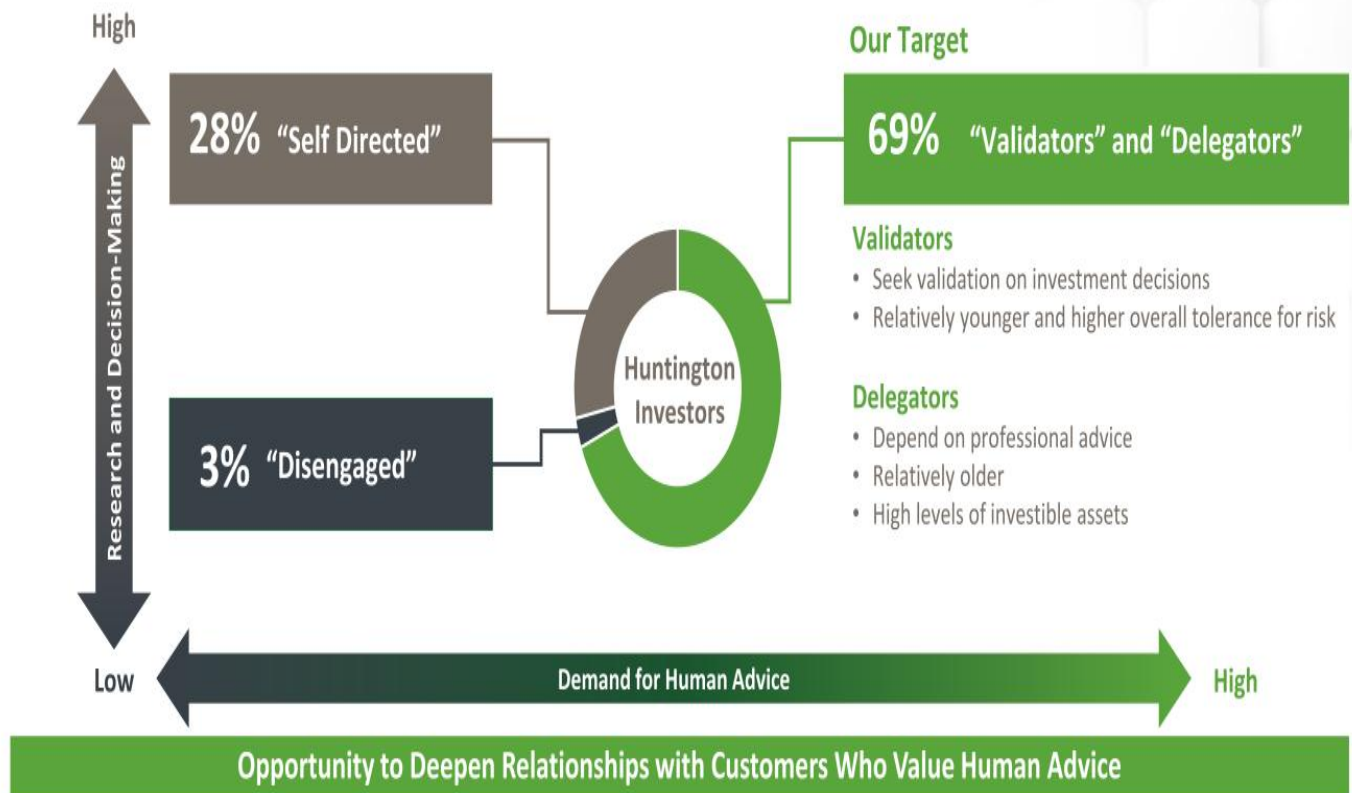


Outcomes

- ✓ Easy for customers to find and shop our products
- ✓ Colleagues and advice readily available for customers
- ✓ Easy to open and activate accounts

Human Advisor-Based Model Interactive and Accessible Through Our Digital Channel

Our Journey Began with Defining the Customer Persona We're Building for...



Providing Insights, Guidance, and Advice

Goals

Scaling our delivery of advice extends our position with customers for long-term relationship depth



Opportunity

700K

Huntington customers with **\$1M+** in outside assets want investment advice

Innovation Highlights



SmartInvest

Exclusively rewards wealth customers with best rates, no banking fees, and enhanced service



Total Wealth Dashboard

Unique and collaborative digital advisory integrated with everyday banking



Advisor Connect

Digitally enabled "shopping experience" to find an advisor

Consumer Banking Key Pillars

Investing

for sustainable
profitable growth

Customer Acquisition and Digital Deepening

- Leverage leadership position to acquire and deepen primary bank relationships
- Capitalize on high digital engagement for incremental awareness and delivery of products, solutions, and support

Differentiating

our culture, brand, and
customer experience

Focused Innovation Roadmap

- Leverage industry leading innovation position for continued competitive separation
- Build upon established brand in local and new markets, preserving local delivery model

Optimizing

for top quartile performance
and value creation

Execution

- Bring everyday banking solutions to more of our customers
- Drive efficiencies utilizing data, analytics and technology
- Scale delivery of investment advice and planning

To be the Leading People-First, Digitally Powered Bank

Wealth Management

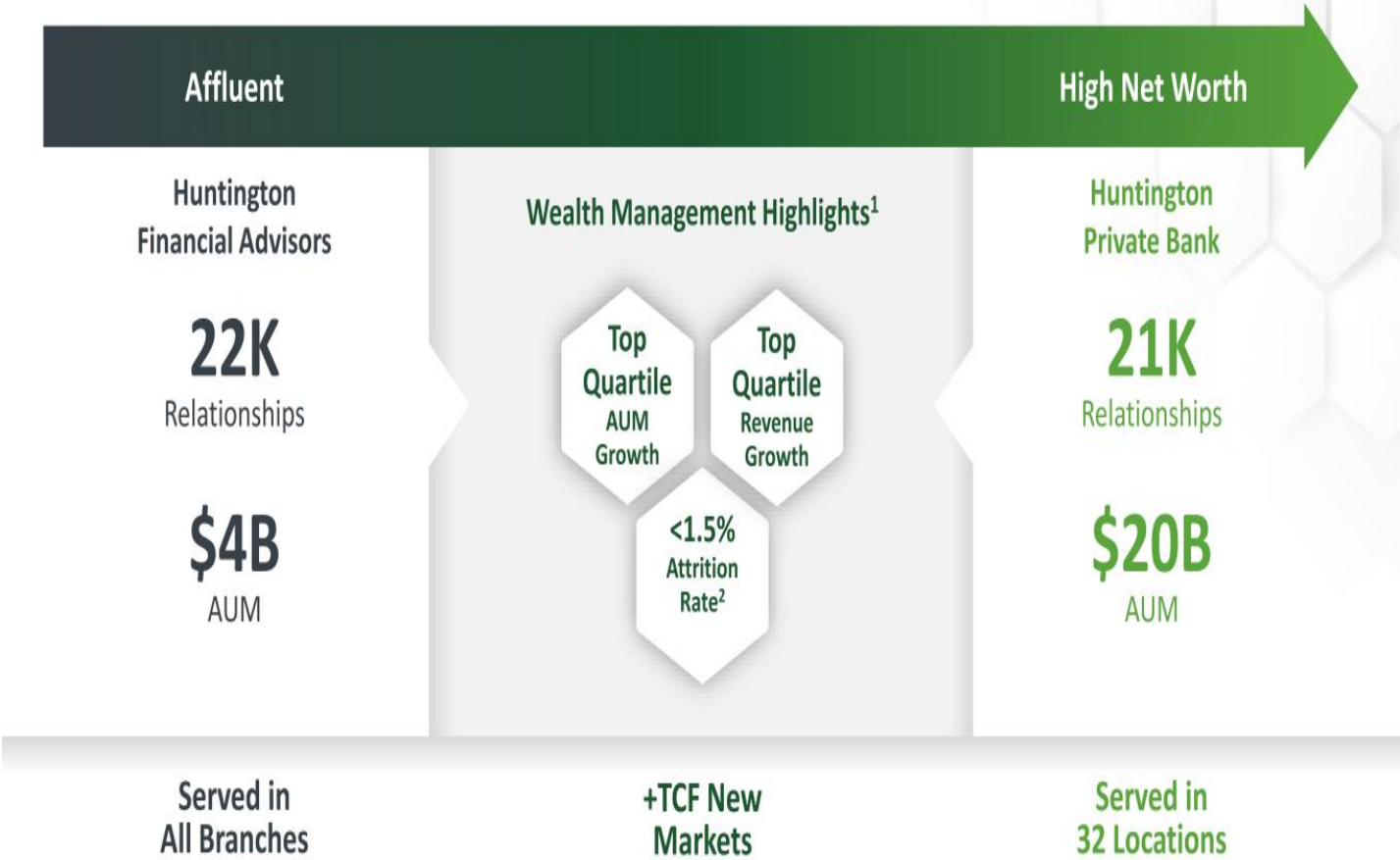
Delivering Advisory Expertise and Enhancing Digital Capabilities to Capture Significant Opportunity



Sandy Pierce

SEVP, Private Client Group
and Regional Banking Director

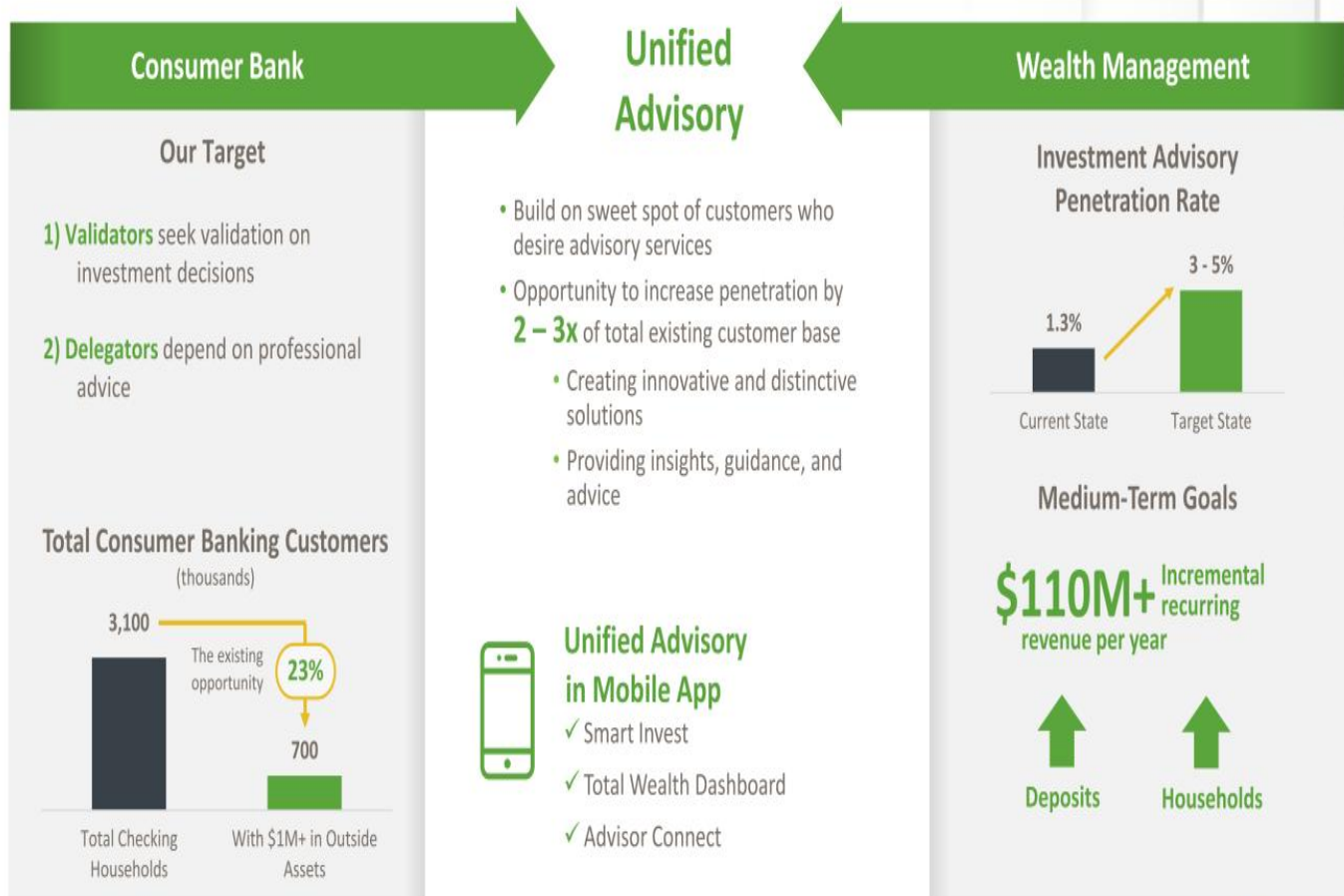
Wealth Management at Huntington



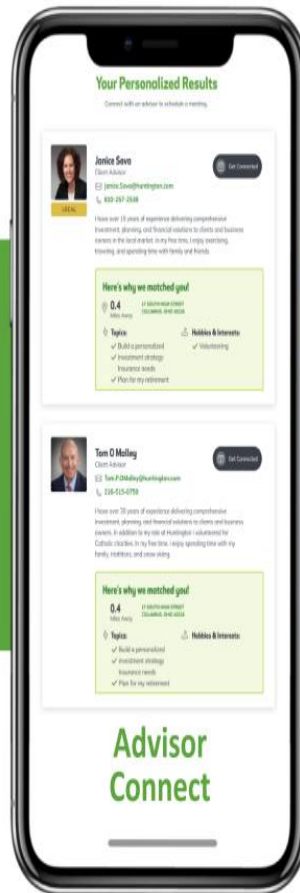
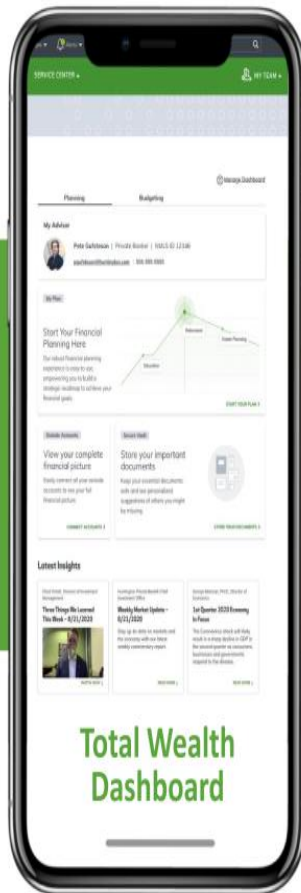
Note: All stats as of 9/30/22 unless otherwise noted; Affluent customers have investable assets of \$100K - \$1M; High net worth of \$1M+
(1) WISE Wealth Management 2022 Performance Assessment; (2) Represents regretted attrition rate which excludes trust-related attrition

Unified Advisory

Converging Consumer Bank and Wealth Management



Unified Advisory | Enabling Our Customers



Digital
and Product
Enablement

Track Record of Consistent Organic Growth Across Comprehensive Solutions



Growing Assets and Customer Households Through Focused and Disciplined Execution

Note: \$30B AUM YE2021

Wealth Management Key Pillars

Investing

for sustainable
profitable growth

Customer Acquisition and Deepening

- Innovate and accelerate digital enablement focused on customer experience
- Expand our reach through new markets including Colorado and Minnesota

Differentiating

our culture, brand, and
customer experience

Innovation with Local Model

- Deliver full-service model from mass affluent to high net worth
- Build upon established brand in local and new markets

Optimizing

for top quartile performance
and value creation

Execution

- Harness Unified Advisory approach to deepen wealth management penetration across customer base
- Capture the power of the Huntington franchise and brand

People-First, Digitally Powered, “Category of One” Wealth Management that is Customer-Centered and Advisor-Centric

Business Banking

Expanding and Accelerating
Our Business Banking Franchise



Brant Standridge

SEVP and President,
Consumer and Business Banking



Business Banking Key Messages

1

Starting from a position of strength with differentiators to capture sizeable opportunity

2

Investing in digital capabilities to enable customers

3

Harnessing efficiencies and streamlining access to capital through credit modernization

4

Growing by scaling in select areas of expertise

Opportunity to Increase Engagement and Deepen Relationships to Further Solidify Small Business Leadership

Starting from a Position of Strength



Developed a **distinctive brand**, earning national recognition for Ease of Doing Business, Trust and Value of Long-Term Relationship¹



Established reputation for **small business acquisition expertise** in providing access to Capital Markets, Treasury Management, Practice Finance, and SBA



Committed to local and extendable to new markets and verticals supported via dedicated banker alignment and a robust branch network



Built a **high-volume credit process** tailored to the small business

Sustainable Competitive Advantages to Capture Industry Growth

(1) 2021 Greenwich Excellence Awards

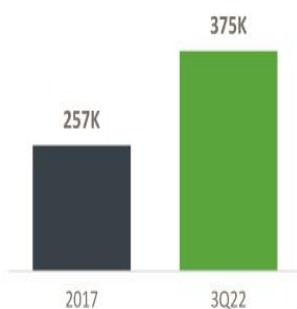
Established Reputation as the Business Bank of Choice

\$22B  15% of HBAN's total
Deposits

\$7B  6% of HBAN's total
Loans

\$192M  10% of HBAN's total
Fee Revenue (YTD annualized)

Business Checking Households



Established Scale and Scope¹



360K
Footprint Checking Customers

Customer Alignment
94% Branch Managed
87% Dedicated Banker

Our Customers

- Privately-held companies
- Wide variety of industries with specialties in SBA and Practice Finance
- Revenues up to ~\$20M
- Credit exposure up to ~\$10M



Recent Awards and Recognition

Greenwich Small Business Awards – 2022
Greenwich Awards – 2021



Leader & innovator

24-Hour **Grace** for Business



Dental & Vet Practice Loans

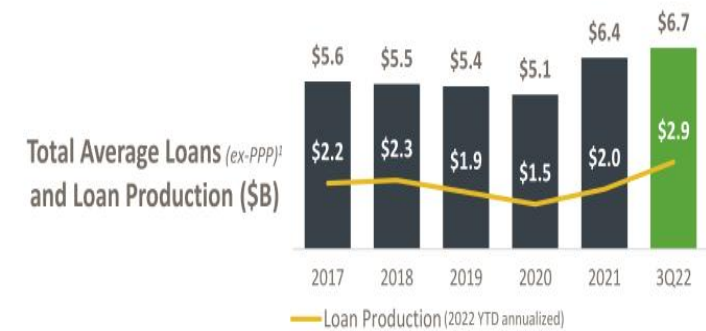
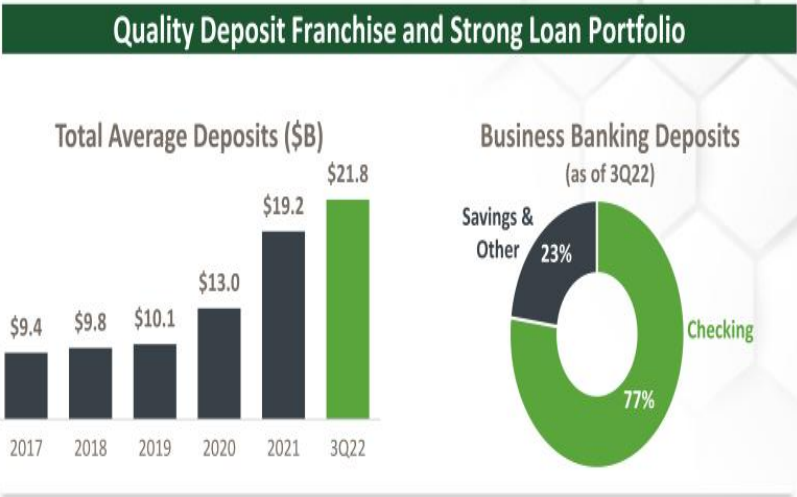
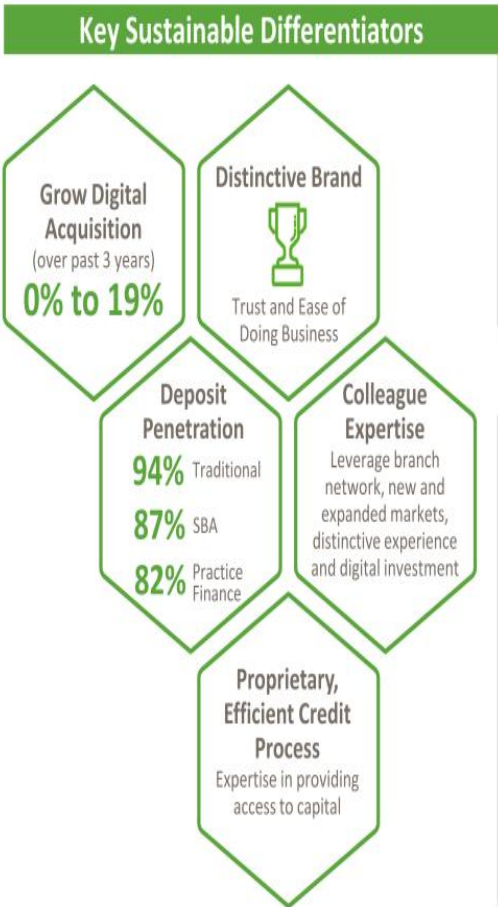
Lift Local 



Unlimited Business Checking

Note: All stats as of 9/30/22 (ADB) unless otherwise noted; 2022 YTD data is annualized based on 9/30/22 YTD results
(1) By number (units) of 7(a) loans nationally

Leading Position with Strong Deposit Quality



(1) Represents a non-GAAP measure. Reconciliation of non-GAAP to GAAP financial metrics can be found in the appendix

Investing to Unlock Significant Opportunity and Access the Untapped Market



Digitally Enable the Business Owner

Driving engagement from **61%** in 2022 to our target of **78%+**



Treasury Management

Supports customers and drives primacy



Accelerating Credit Process Modernization

Leverage technology to enable for scale



Scale in Select Areas of Expertise

Grow expertise through continued investment



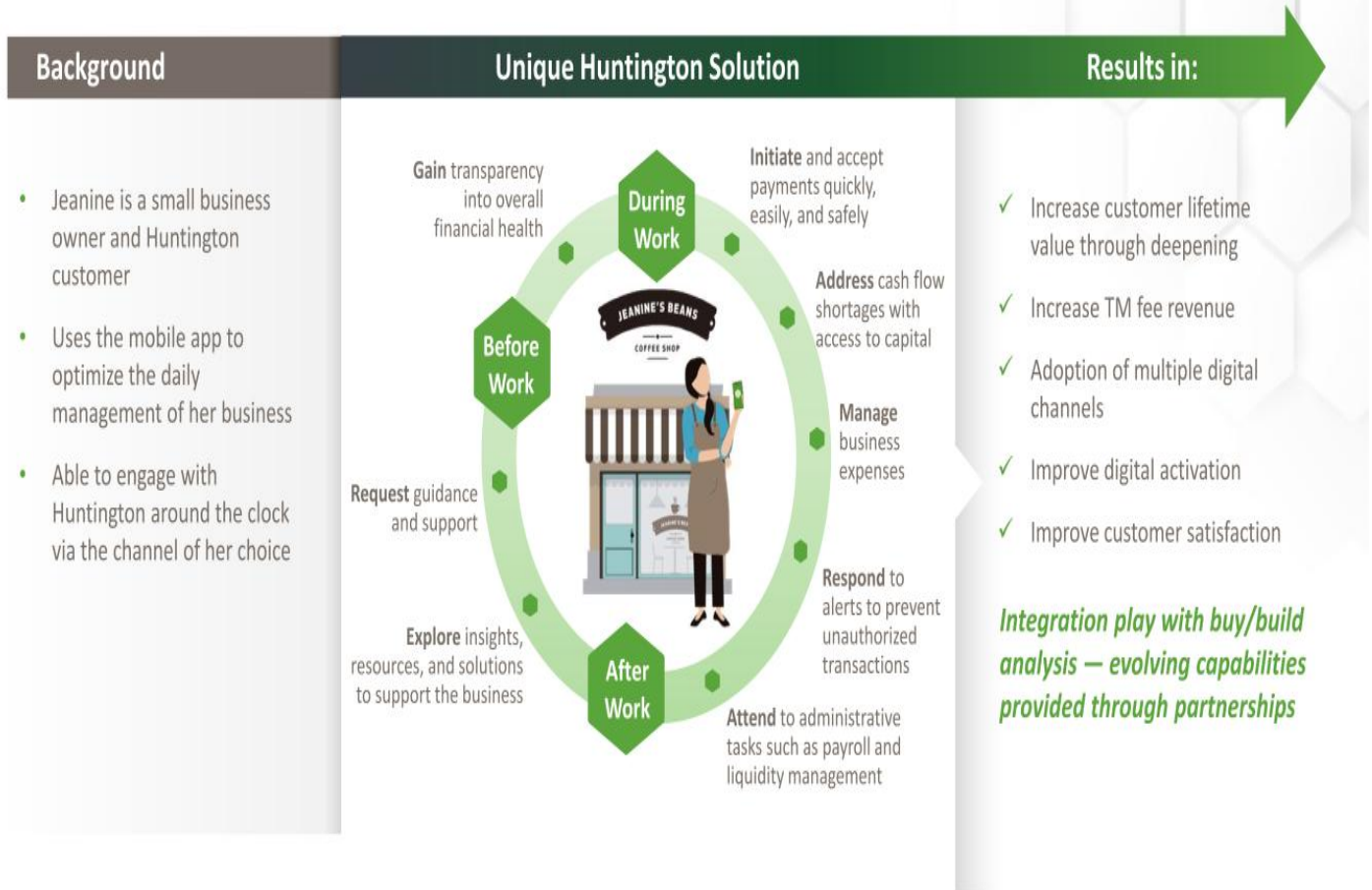
Growing Primary Business Households
2-3% annually



Lifetime Value of Business Customers

Positioned to Accelerate Investment and Unlock Growth with Differentiated Approach and Expertise

Digitally Enable the Business Owner To Maximize Engagement



Accelerate Credit Process Modernization



Scale in Select Areas of Expertise

Practice Finance

- Launched in 2018 focused on Dental and Veterinary Finance
- **82%** Deposit Penetration
- **61%** Primary Bank Relationships

Funded Loans (\$M)



SBA

- **#1** SBA Lender in the Nation¹
- **Nationwide Expansion** for SBA 7a completed 1Q22
- **Market Expansion Post-TCF**
#1 Rank in Colorado
#3 Rank in Minnesota

Reached in <2 Years
- **High Margin, High Fee Business** with significant customer deepening opportunity
- **62% / 87%** Primary Bank Relationship / Deposit Penetration
- **+49% YoY** SBA 7a Production²

Proven strength in acquisition and deepening

Aligned banker support model in-footprint and nationally

(1) By number (units) of 7(a) loans nationally; (2) As of 3Q22

Business Banking Key Pillars

Investing

for sustainable
profitable growth

Customer Acquisition and Deepening

- Scale in select areas of expertise in-footprint and nationally
- Integrate digital solutions into small business owners' daily management

Differentiating

our culture, brand, and
customer experience

Business Bank of Choice

- Harmonize customer relationship through digital and human expertise
- Offer differentiated products to solve customer needs

Optimizing

for top quartile performance
and value creation

Execution

- Accelerate credit process modernization to reduce time to money and improve colleague / customer experience
- Expand digital capabilities to empower our customers

Focus on Customer Experience, Expertise, and Technology to be The Business Bank of Choice

Commercial Banking

Serving the Needs of Businesses and Institutions
across the Nation through Our Commercial Bank



Scott Kleinman
SEVP and President,
Commercial Bank



Commercial Banking Key Messages

1

Competitive differentiators to drive sustained industry leadership

2

Well-positioned to address industry trends by delivering capabilities and advice

3

Clear strategy to capture significant regional and national growth opportunities

4

Digital and technology investments to acquire and deepen relationships

Solid Foundation Enables Scale of Expertise and Capabilities

Serving the Needs of Businesses and Institutions Across the Nation

\$37B
Deposits



\$53B
Loans



\$637M
Fee Revenue (YTD annualized)



Proven Commercial Optimization and Growth...

Where We Were (2010)

- Community bank, regionally focused on the Midwest
- Small, regional balance sheet
- Heavy real estate concentration
- Smaller end middle market

Where We Are (2022)

- Super regional bank with broad product set and capabilities
- Balance sheet 4x larger and more diversified
- Delivering expertise and advice
- Strength in capital markets and treasury management
- Specialty and asset finance scale
- Deep primary bank relationships

...With Significant Scale and Reach



Recent Awards and Recognition

Greenwich Awards:

Best Brand

Trust, Ease of Doing Business, Value Long-Term Relationships, Likelihood to Recommend

Treasury Management

Overall Satisfaction, Customer Service, Ease of Doing Business

• The M&A Atlas Awards¹:

IB Firm of the Year

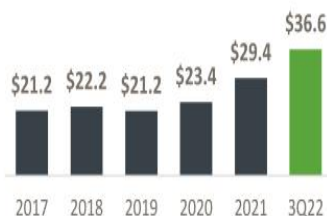
• M&A Today:

IB Firm of the Year

Note: All stats as of 9/30/22 (ADB) unless otherwise noted; 2022 YTD data is annualized based on 9/30/22 YTD results
(1) Attributed to Capstone

Consistent Growth and Strong Expertise Across Platform

Total Average Deposits (\$B)



Total Average Loans (\$B)



Quality Deposits



Total Fees (\$M)



Industry Leading Expertise

Specialty Banking

- **Top 6** Franchise Lender¹
- **Top 10** Healthcare¹

Asset Finance

- **#5** Equipment Finance²
- **Top Tier** Distribution Finance¹
- **#1** Technology Finance¹
- **Top 10** Asset Based Lending¹

Capital Markets

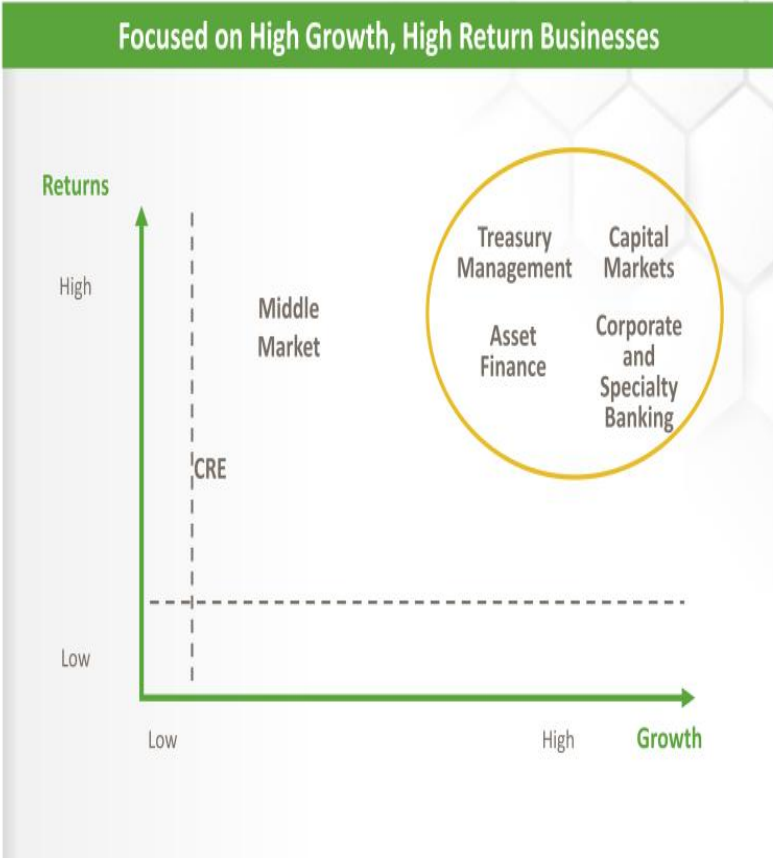
- **Top 15** Middle Market Loan Syndicator (non-sponsored)³
- **Top 10** Middle Market M&A Advisor³

Treasury Management

- **#9** Real Time Payments⁴
- **#16** Corporate Card⁵
- **#12** ACH Receiver / **#26** ACH Originator⁶

(1) Based on publicly available peer data and internal estimates; (2) Equipment Leasing & Financing Association, 2021, bank-owned firms, includes HTF portfolio; (3) Refinitiv, 2021; (4) TCH Payments Authority, 2021; (5) Nielson, 2021; (6) NACHA, 2021

Achieving Scale Across Diverse Set of Commercial Solutions



Delivering Expertise and Advice to Clients

Trends Informing Our Strategy









 Secular Trends Expertise, technology, and automation	 Ownership Transition Companies pursuing transition or M&A	 Sustainability And climate change driving demand	 Digital Transformation Foundational expectations
Well-Positioned to Execute			
Scale, penetration, and infrastructure	Strategic investments in advice insights, and financing capabilities	Climate finance leadership	Experiences and tools customers want
Specialty and industry expertise	M&A satisfaction ~90% versus ~75% for industry ¹	Holistic solutions for unique needs and goals	Digital capabilities to streamline and automate

Strategy Aligns to Changing Secular Trends and Client Expectations

(1) 2022 Coalition Greenwich Associates Market Tracking Program

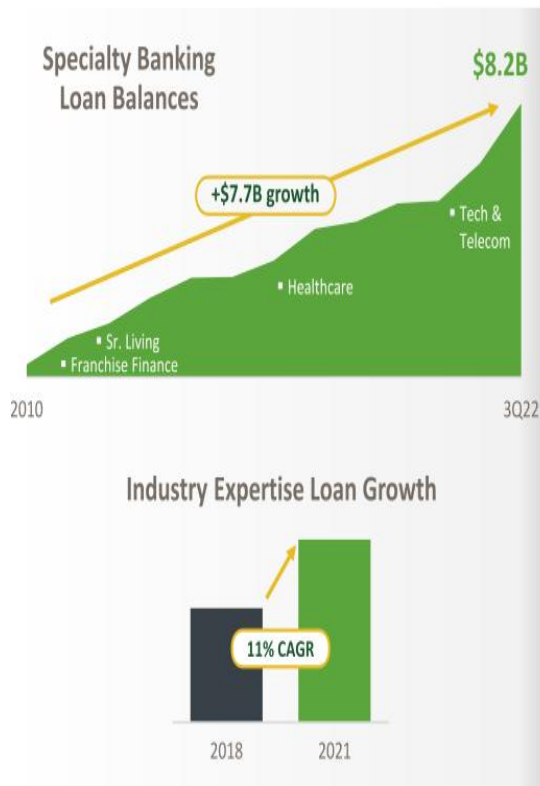
Building on Our Foundation

Key Results

 Relationships First	① Acquire	• Scale the existing markets, leverage new and expanded markets of MN, CO, Chicago, and Detroit		Primary bank relationships Operating deposits
	② Deepen	• Drive primary bank relationships through data and analytics		
 Delivering Expertise	③ Industry Focus	• Initiate additional industry focus areas		Deposits and loans Fee revenues
	④ Climate Finance	• Leverage existing equipment finance capabilities		
 Connect to Capabilities	⑤ Capital Markets	• Expand capital markets revenue streams • Leverage Capstone to expand coverage		Fee revenues TM penetration
	⑥ Treasury Management	• Create industry specific payment capabilities and reduce manual efforts		
 Digital Transformation	⑦ Customer Journeys	<div>• Sales and Onboarding</div> <div>• Lending</div> <div>• Transact</div> <div>• Service</div> <div>• Channels (Mobile, APIs, .com)</div>		Net promoter score (best-in-class) Customer satisfaction

Specialty Banking

Meeting the Rising Expectations of Our Customers



Strategic Focus Areas

- 1 National Addressable Market**
 - 3x faster C&I growth than industry C&I growth
 - 1-2 new verticals per year on average
- 2 Risk Optimized**
 - +15% lower expected loss rate compared to regional C&I business with similar yields
- 3 Deepening Opportunity**
 - Growing deposits and primary bank relationships
 - Capstone broadens our reach and expertise

Target Goals

2x Growth

Loans and Deposits
(5-year goal)

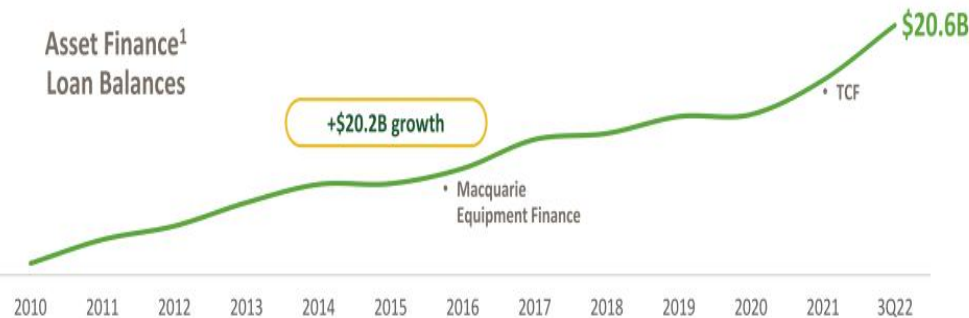
- ✓ Growth oriented to verticals with deep credit expertise
- ✓ Industry leading treasury management and capital markets capabilities
- ✓ Supported by larger balance sheet; accelerating growth

Continuing to Drive Specialty Growth through Industry-Aligned Teams

Leveraging Scale and Expertise in Asset Finance Businesses

Opportunity to Drive Continued Growth and Momentum

Asset Finance¹
Loan Balances



Target Goal

+10%

Loan Growth
(5-year CAGR)

1 Harness Scale

- Win more broad mandates and grow primacy further with holistic solutions
- Leverage complementary TCF platform

2 Expand Markets

- Provide credit solutions to new and high growth segments
- Deepen existing customers with Distribution Finance solutions

3 Grow Strategic Partnerships

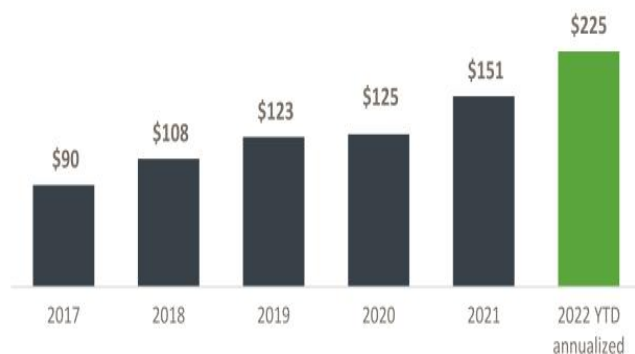
- Leverage brand, expertise, and capabilities to acquire and deepen
- Sustain momentum in Distribution Finance

Well-Positioned for Increasing U.S. CapEx and Technology Investments to Drive Double-Digit Growth

(1) Asset Finance includes Equipment Finance, Distribution Finance, and Asset Based Lending

Expanding Capital Markets

Capital Market Fees (\$M)



Capital Market Capabilities



Capital Markets Timeline

2016-2018	2019-2021	2022	2023+
<ul style="list-style-type: none"> Private Placement Jr. Capital Established Huntington Capital Markets (HCM) brand Equity Capital Markets / Corporate Services HSE acquisition 	<ul style="list-style-type: none"> RW Baird REIT Investment Banking Strategic Alliance Mortgage Trading (TBA) expansion JLL Real Estate Capital correspondent relationship Liquidity portal Corporate Finance / Capital Structure Advisory 	<ul style="list-style-type: none"> Capstone acquisition 	<ul style="list-style-type: none"> Lead with advice Cultivate relationships Deliver Capstone synergies Capture mid-market opportunity at scale Expand platform and capabilities

Target Goal

2x
revenue
by 2027

Leveraging Capabilities, Technology, and Expertise to Drive Fee Growth

Climate Finance

Partner with Clients as They Reduce Their Carbon Footprint

Background

- Large capital provider to renewable energy projects +\$500M in funded exposure
- #5 bank-owned equipment finance company uniquely positioned to pivot from carbon-powered technology to next-generation technologies
- Accelerating our commitment to the sector through dedicated banking team

Annual Green Capex Need
2020-2030¹



Solutions

Market Opportunity

Market Approach

Scale and Expand Renewable Energy Finance (REF)

- Energy Efficiency
- Wind & Solar

\$575B

Scale: Continue building on existing capabilities

Develop Distributed Energy Resources (DERs)

- Micro-grids
- EV Charging and Vehicles
- Battery Storage

\$109B

De novo / Extend: Leverage vendor finance platforms to finance next-gen technology

Future Roadmap

- Green Hydrogen
- Voluntary Carbon Market
- Carbon Capture

\$225B

Research: Research more esoteric asset classes for potential investment

\$3B+ of Financing over Next 5 Years

(1) Goldman Sachs Global Investment Research

Optimization and Value Creation from Digital Transformation

Sales and Onboarding

- Drive insights with **EDGE**
- Reduce onboarding **cycle times**
- Create ecosystem to connect journeys into **one experience**



Lending

- Accelerate credit decisioning
- Increase **efficiency** and improve processes
- Eliminate **redundant systems** and standardize operating procedures to focus on client need



Service

- Create a **consistent support model** across all customer interaction points
- **Streamline workflows** to improve colleague experience



Transact

- **Simplify** cross border payments and liquidity needs
- Help clients make **informed decisions**
- Improve **payments platform experience**



Channels

- Drive ease of use
- Meet and deliver **best-in-class functionality** across all digital channels



Simplify, Streamline, and Automate to Create Efficiencies and Transform the Customer Experience

Commercial Banking Key Pillars

Investing

for sustainable
profitable growth

Customer Acquisition and Digital Deepening

- Target markets / clients with disciplined approach to grow operating accounts
- Accelerate digital capabilities to drive efficiency and improved experience
- Generate fee growth, including capital markets

Differentiating

our culture, brand, and
customer experience

Expertise and Capabilities

- Execute on deepening opportunity to continue growth in primary bank relationships
- Leverage expertise and advice to scale middle market industry verticalizations and capital markets

Optimizing

for top quartile performance
and value creation

Execution

- Build more efficient processes, broader product menu, and deliver innovative solutions
- Improve through data-driven insights / predictive analytics (EDGE)

Thoughtful Execution of Investments and Strategic Priorities to Drive Outperformance

Enterprise Payments

Capturing Significant Growth
Opportunities in Payments



Amit Dhingra

EVP, Head of Enterprise Payments



Enterprise Payments Key Messages

1

Accelerating progress with further reach and selective scale

2

Achieving organic growth through greater share of customer wallet

3

Enhancing product offerings and user experience

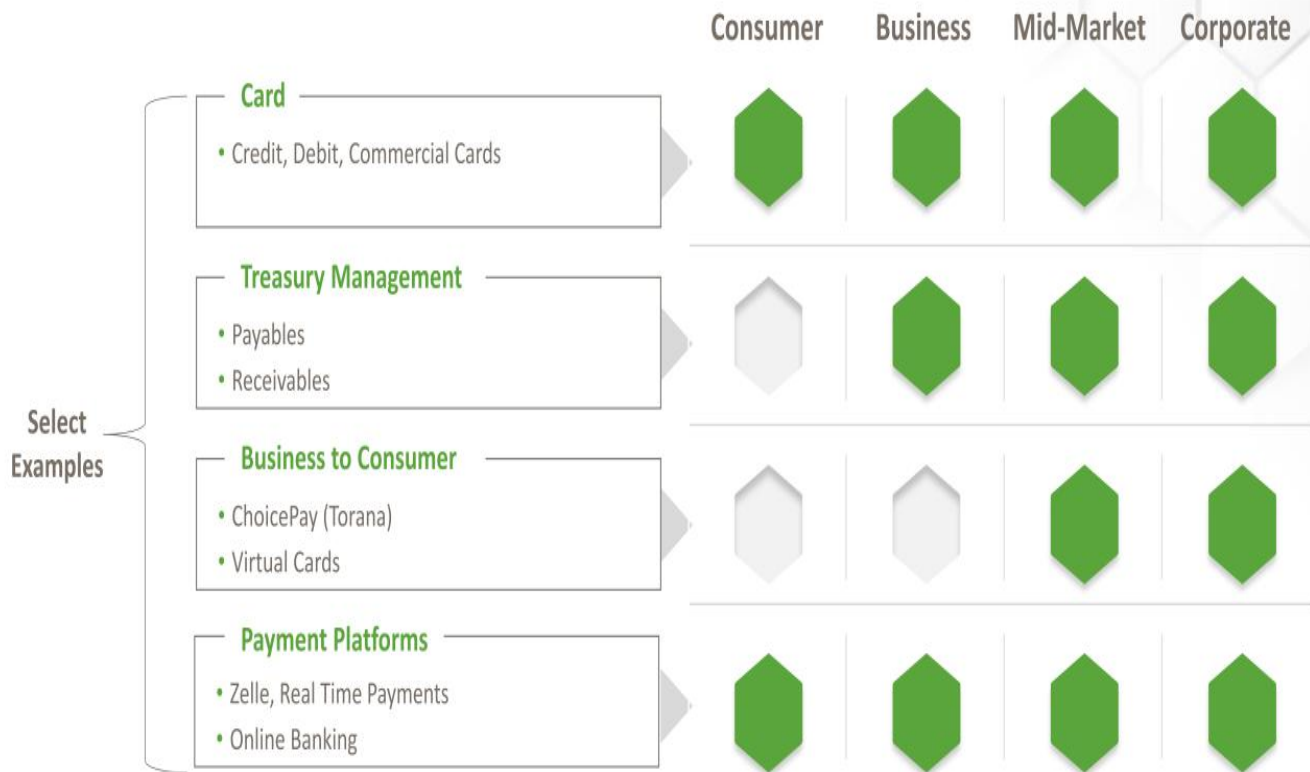
4

Heightening focus on innovation and strategic partnerships

Well-Positioned to Capture Significant Fee Income Opportunities

Enterprise Payments

A Comprehensive Set of Solutions for All Customers



Providing Customers With a Consistent and Seamless Experience Across Segments

Strong Payments Presence Supports Further Expansion

\$585M  30% of
HBAN's total
Fee Revenue (YTD annualized)

~\$2.3T Payments Processed
Annually

#2 MasterCard
Debit Issuer¹

Proven Payments Optimization and Growth



Selective Scale and Growth

94% Zelle
Growth²

#12 ACH
Receipts³

101% RTP
Growth⁴

Strategic Focus to Drive Revenue Growth Across all Customer Segments

Note: All stats as of 9/30/22 unless otherwise noted; 2022 YTD data is annualized based on 9/30/22 YTD results

(1) Nilson Report Top 50 Largest U.S. Debit Card Issuers; (2) 2021 over 2020; (3) NACHA Report 2021 Top ACH Originators by Volume; (4) TTM as of July

Trends Informing Our Strategy

 Digital Transformation Shaping customer expectations	 Evolving Space With increasing competition and modernization	 Increased Payment & Credit Options	 Scale Necessary To compete in certain value pools
Well-Positioned to Execute			
Digitally enabling colleagues and customers Differentiating through digitally focused value propositions	Strong brand and high customer trust Focus on total customer relationship	Expanding real time payment options and API library Utilizing relationship data to better serve customers	Investing to create distinctive solutions Leveraging partnerships and innovation to scale capabilities

Strategies Align Well to Changing Payments Landscape

How We Will Win | Card



Product Solutions

Address customer needs with relevant offerings



Enhanced Capabilities

Focus on total relationship



Digital First Experiences

Provide simple and seamless experiences



Innovation and Partnerships

Scale capabilities faster

Consumer



Commercial



Medium-Term Target Goals

Extend leadership position in debit usage

2x credit card portfolio by deepening relationships

Continue annual growth of **20%+**

Capitalizing on Strong Momentum, Deepen into Loyal Customer Base

How We Will Win | Treasury Management

Integrated Payables Total Spend (\$B)



Share of Wallet



Customer Connectivity

Interact in the way customers choose



Product Solutions

to meet customer needs



Sales Advice

to address customer pain points



Verticalization

Build specialized offerings for select industries



Scalability and Efficiency

Increase automation, improve satisfaction

Target Goal

Treasury Management Penetration



Solving for Customer Needs through Expert Advice, Digital Solutions, and Scale

How We Will Win | Business to Consumer

Delivering Innovative Business to Consumer Payments Solutions through fintech Torana Acquisition



Businesses

Want to pay customers in modern, efficient ways



Consumers

Want a simple easy way to receive payments

ChoicePaySM

- ✓ Seamless, efficient, digital disbursement
- ✓ Simple and easy for customers to choose payment type
- ✓ Increased speed of delivery
- ✓ Ability to reach a broader pool of customers and higher redemption rates

Outcomes

- ✓ Deepen relationships
- ✓ Deposit growth
- ✓ Fee growth

Enables significant operational efficiency in checks processed

Opportunity Areas:



Legal Settlements



Government



Health Care



Insurance



University



Gig Economy



Opportunity to expand to additional verticals

Delivering Innovative Payments Solutions and a Clear Playbook for Future Partnerships

Enterprise Payments Key Pillars

Investing

for sustainable
profitable growth

Customer Relationships and Digital Deepening

- Deepen relationships with large established base
- Streamline to create simple, frictionless digital customer experiences

Differentiating

our culture, brand, and
customer experience

Expertise and Capabilities

- Innovate solutions and advice based on customer needs to drive best-in-class user experience
- Expand B2C capabilities with ChoicePay

Optimizing

for top quartile performance
and value creation

Execution

- Leverage partnerships and innovation to scale capabilities
- Enable scale with self-service options and automation

Strong Opportunity to Support Customer Deepening and Drive Fee Income Growth

Vehicle Finance

Powerful Franchise Opportunity Delivering
Sustainable Results Through the Cycle



Rich Porrello

EVP and President,
Vehicle Finance and Dealer Services



Vehicle Finance Key Messages



Proven Ability to Deliver Growth and Returns Through the Cycle

Track Record of Vehicle Finance Leadership and Growth

\$22B

Loans

19% of HBAN's total

0.04%

Average NCOs (YTD)

780

Average FICO

Vehicle Finance Average Loans (\$B)
and % of Total Loans



Strong and Unique Business Model¹

Indirect Auto Portfolio	\$13B
Commercial (Loans / Commitments)	\$3B / \$6B
Indirect RV/Marine Portfolio	\$6B

Competitive advantages fuel ability to scale and create long-term shareholder value

Strong brand and 75+ years of commitment and experience

Unified business model with unique, localized go-to-market strategy and scale

Technology enables industry leading decision-making and payment capabilities

Strong credit quality and client selection – Proprietary custom scorecard

Note: All stats as of 9/30/22 (ADB) unless otherwise noted; 2022 YTD data is annualized based on 9/30/22 YTD results

Unified Business Model Delivers Full Product Suite Across Client Segments

Indirect Auto / RV/Marine

Auto: \$13B (11% of total loans)

RV/Marine: \$6B (5% of total loans)

- Top 10 bank auto loan lender
- Top 5 RV / Marine lender
- Highly efficient digital underwriting utilizing custom scorecard with predictive modeling
 - 70%+ of decisions made in 3 seconds or less



Commercial Relationships

\$6B Commitments

\$3B Outstanding

- A top ROTCE commercial business
- Innovative solutions with 74% commercial primary bank relationships
- Zero auto floorplan net charge-offs of originated loans in 10+ years

Full Commercial Product Suite

Floorplan
Loans

Operating
Loans

CRE Loans

Deposits

Capital
Markets

Treasury
Management

Private
Banking

Insurance

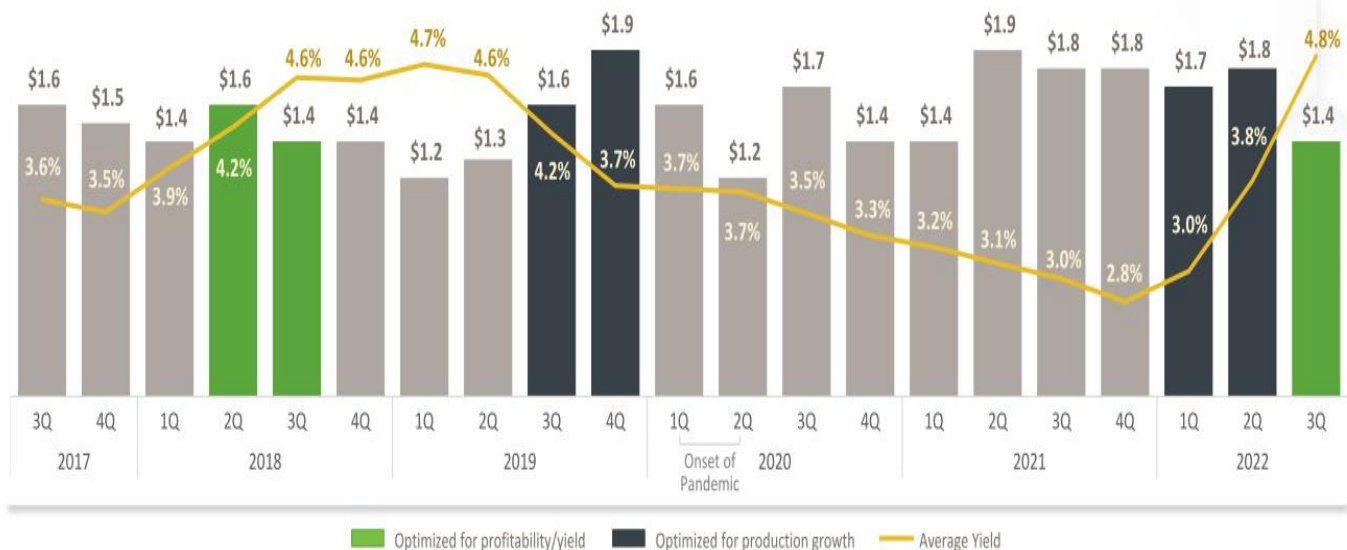
Employee
Banking

Complimentary Businesses Within One Infrastructure to Deepen and Monetize Dealer Relationships

Proven Track Record of Strategic Growth

Optimize Through the Cycle Know when to pull and press on production to maximize returns

Indirect Auto Production (\$B) and Average Yield

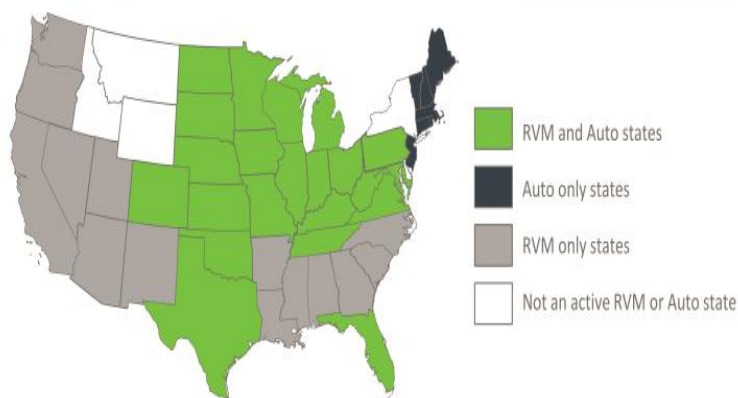


Scale and Expertise to Continuously Drive Shareholder Value

Disciplined Execution Through the Cycle Enables Strategic Geographic and Product Expansion

Successful Track Record of Measured Expansion

	2009	2016	2022
Auto	7 states	23 states	30 states
RV / Marine	--	26 states	35 states
PowerSports (New)	--	--	17 states launched



PowerSports Launch

~\$1.0B

Loan Balances
(5-Year Growth)

- Financing of ATVs, motorcycles, snowmobiles, and personal watercrafts
- Leverage existing personnel, expertise, processes, infrastructure, and technologies
- Multiple phases began in July 2022
- Strategic and opportunistic on further expansion

Managing for the Long-Term to Sustainably Expand Reach in Core and New Businesses

Auto - Strong Credit Performance Through the Cycle

Key Highlights of Credit Strength

Strong Credit Quality

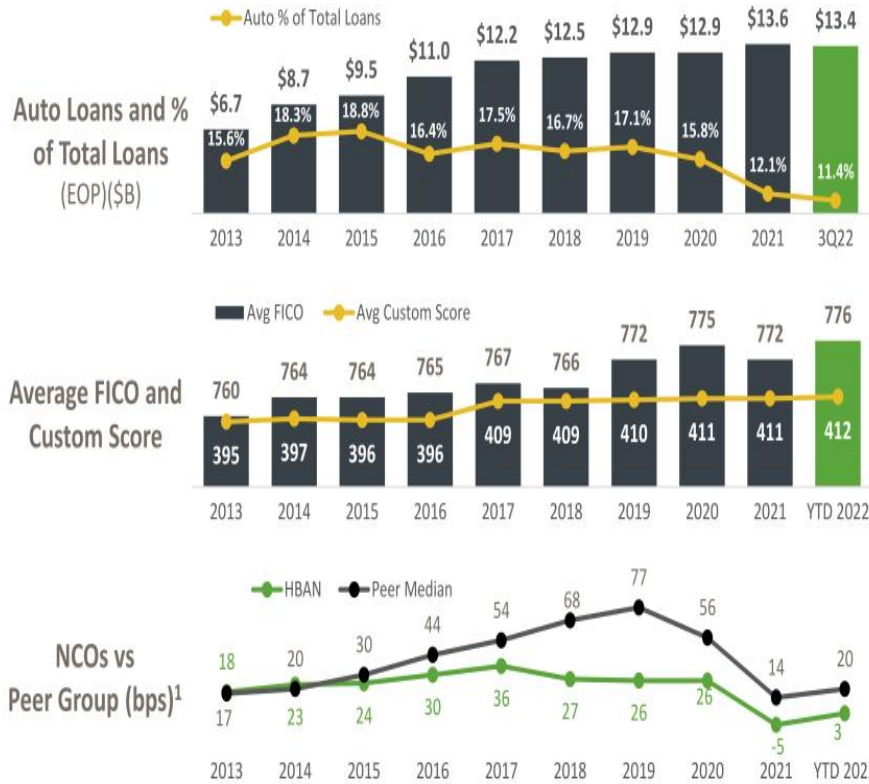
- Industry knowledge and focus on rigorous customer selection drives outperformance of NCOs
- Auto loans as a percent of total loans decreased to 11.4% as of 3Q22

Deep Industry Expertise

- 75+ years of experience; consistent underwriting strategy

Robust Customer Selection

- Super-prime with average FICO of 776
- Proprietary custom scorecard enhances predictive modeling



Extensive Industry Knowledge with Emphasis on Super-Prime Consumers

(1) Peers: CFG, FITB, PNC, TFC, USB (Proxy peers with > \$10 billion in auto loans)

Leveraging Industry Expertise and Unified Model to Grow and Deepen Dealer Relationships



Dealership Industry Background

- Consolidation
- Pressure from OEMs
- Need for infrastructure

Opportunity	Proven Success with Unique Solutions	Results In
Leverage expertise, model, and infrastructure to further penetrate and deepen with large dealer groups	<ul style="list-style-type: none">✓ Dealer relationship began in 2012 with a total of \$31M of initial financing✓ Expertise, solutions, and scale helped customer become a top 100 dealer group in the U.S.✓ Won primary relationship and now finance all 36 dealership campuses✓ Deep banking relationship<ul style="list-style-type: none">• \$250M+ credit facilities• 58 deposit accounts• Top 10 merchant card bank relationship• \$42M of indirect consumer loans	<p>Winning primary relationships</p> <p>Further deepening opportunities</p> <p>Sustainable, profitable growth</p>

Strategically Focused on Deepening Relationships

Vehicle Finance Key Pillars

Investing

for sustainable
profitable growth

Geographic / Product Expansion

- Expand opportunistically with auto and RV/Marine platform
- Grow PowerSports with scaled infrastructure and expertise

Differentiating

our culture, brand, and
customer experience

Expertise and Capabilities

- Leverage foundational 75-years of industry expertise and sector leading technology
- Ensure quality relationships through tenured colleagues with local knowledge

Optimizing

for top quartile performance
and value creation

Execution

- Deliver superior credit performance through the cycle, utilizing technology and consistent with low-risk track record
- Optimize production and yield to enhance returns
- Leverage infrastructure for strategic growth and deepening

Continuously Focused on Driving Outperformance Through the Cycle



Huntington

Q&A



Huntington

Break

Technology

Technology Strategy and Execution Fuels
Scale and Product Distinctiveness



Paul Heller

SEVP, Chief Technology and Operations Officer



Prashant Nateri

EVP, Chief Transformation Officer

Technology Key Messages

1

Investing in digital capabilities across the enterprise

2

Leveraging agile and flexible core infrastructure

3

Accelerating customer acquisition and deepening with data and analytics

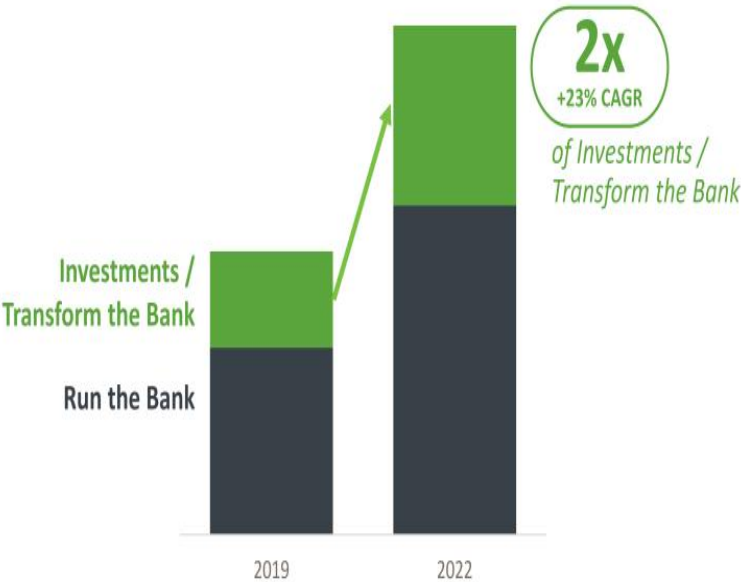
4

Simplifying customer journeys through Operation Accelerate

Enabling Best-in-Class Customer Experience and Consistent Top Quartile Financial Performance

Technology Strategy Supported by Accelerated Investments

Technology Investments: Then and Now



Investments

- Driving revenue growth
- Improved customer experience
- Business specific digital roadmaps
- Internal process efficiency improvements

Run the Bank

- Efficient and scalable Core
- Cloud enablement
- Predictive data analytics and AI
- Support bolt-ons and scalable growth

2x Growth in Investments to Support Sustainable Organic Revenue Growth

Investments Resulting in Broad Based Digital Innovation

Recent and *Planned* Digital Roadmap Launches Across the Enterprise

Consumer Banking

- 10 new major products launched
 - *Huntington Marketplace (4Q)*
 - *Checking Activation Zone ('23)*
 - *Personal Emergency Fund ('23)*
- **Wealth Management**
 - Advisory planning capabilities
 - *"Advisor Connect" (1Q)*
 - *SmartInvest (4Q)*

Business Banking

- New mobile app
- Fully modernized SBA loan process
- Fully streamlined PPP process
- Credit workflow enhancements
- Digitally-enabling business owners
- Simplified origination experience

Commercial Banking

- EDGE Digital tool
- Mobile app
- Digital Lobby
- Website/online
- Liquidity portal
- Streamline workflows
- Capstone Integration

Payments

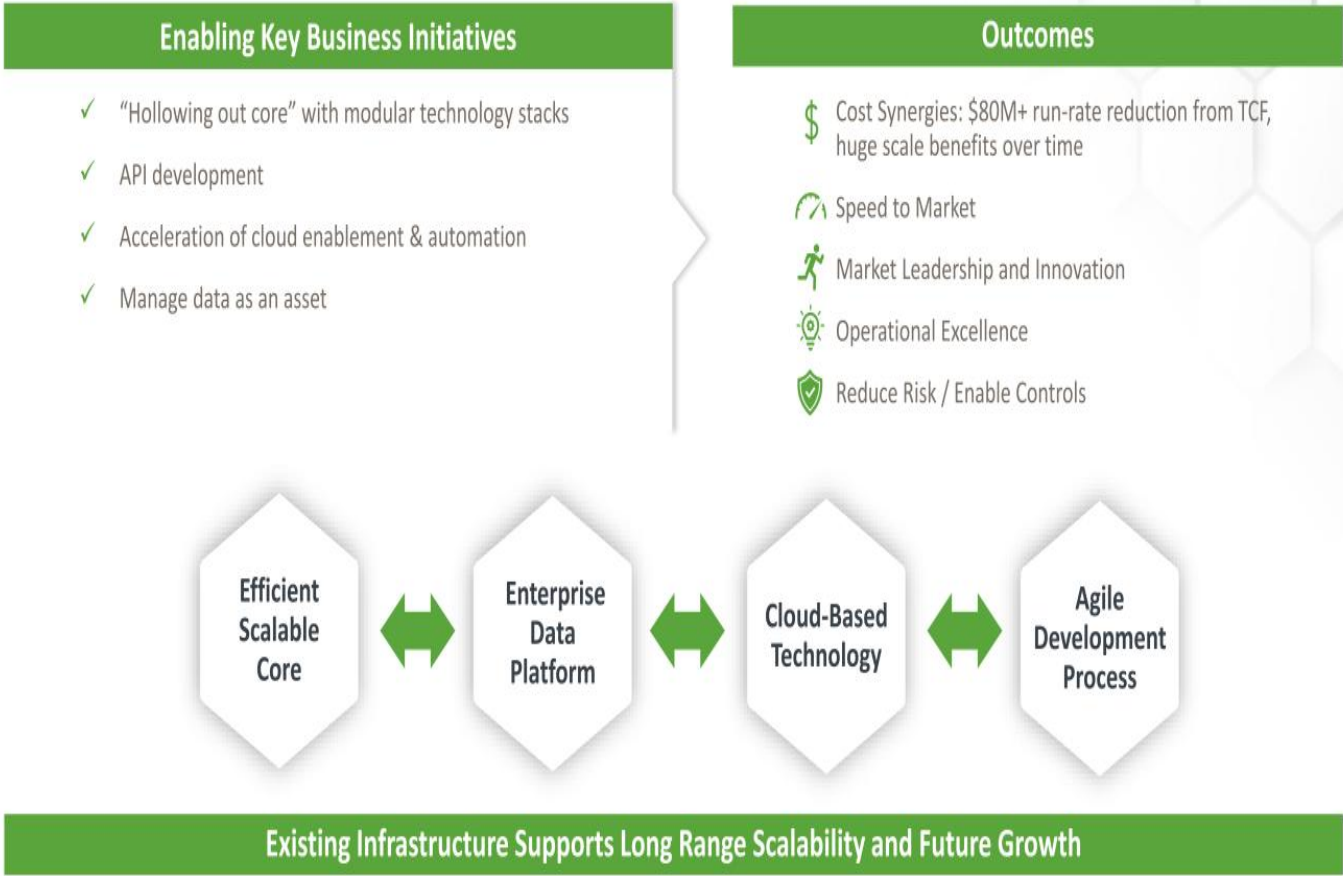
- B2C / ChoicePay
- Enhanced consumer card programs and capabilities
- 19 Treasury Management enhancements
 - API integration
 - Real time payments
 - Transmission options and integration
 - Remote Deposit Capture enhancements

Vehicle Finance

- Digital onboarding
- Scorecard/decision-making tools
- PowerSports launch

Expanded Capabilities to Establish Primacy and Deepen Relationships

Agile and Flexible Core Infrastructure Enabling Scale and Efficiency



Data and Analytics Accelerating Customer Acquisition and Deepening



Creating Opportunities Across Segments through Focus on Customers' Financial Journeys

Operation Accelerate

Transforming Customer
and Colleague Experience,
Driving Efficiency and Revenue



What is Operation Accelerate?

A **holistic approach** to enable the bank to **significantly scale** effectively and efficiently while transforming our **colleague and customer experience**



Clear Goals to Create Customer and Shareholder Value



Increasing Revenue



Lowering Cost



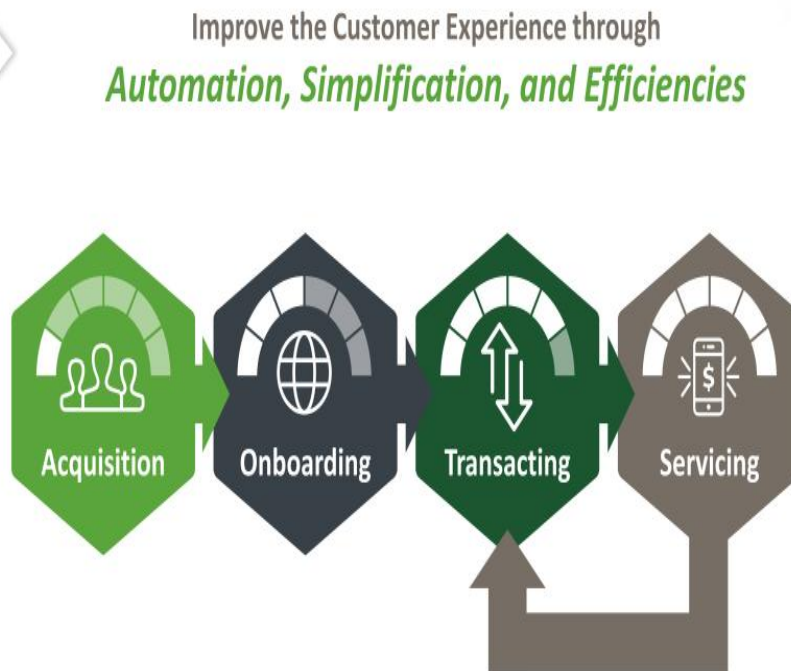
Increasing Satisfaction

Simplify | Reinvent | Transform

Operation Accelerate Strategic Framework

Guiding Principles:

- ✓ Simplification
- ✓ Speed and agility
- ✓ Digitization in everything we do
- ✓ Unlocking the highest value potential areas



Outcomes:

- ✓ Customer and colleague experience
- ✓ Scale and deepening
- ✓ Unlocked productivity
- ✓ Increased efficiency and throughput

21 Initial Journeys Identified

Business Bank Deposit Account Journey

Providing a simple, convenient **Account Opening Experience** that will scale

Simplify

- Optimize online application flow

Speed

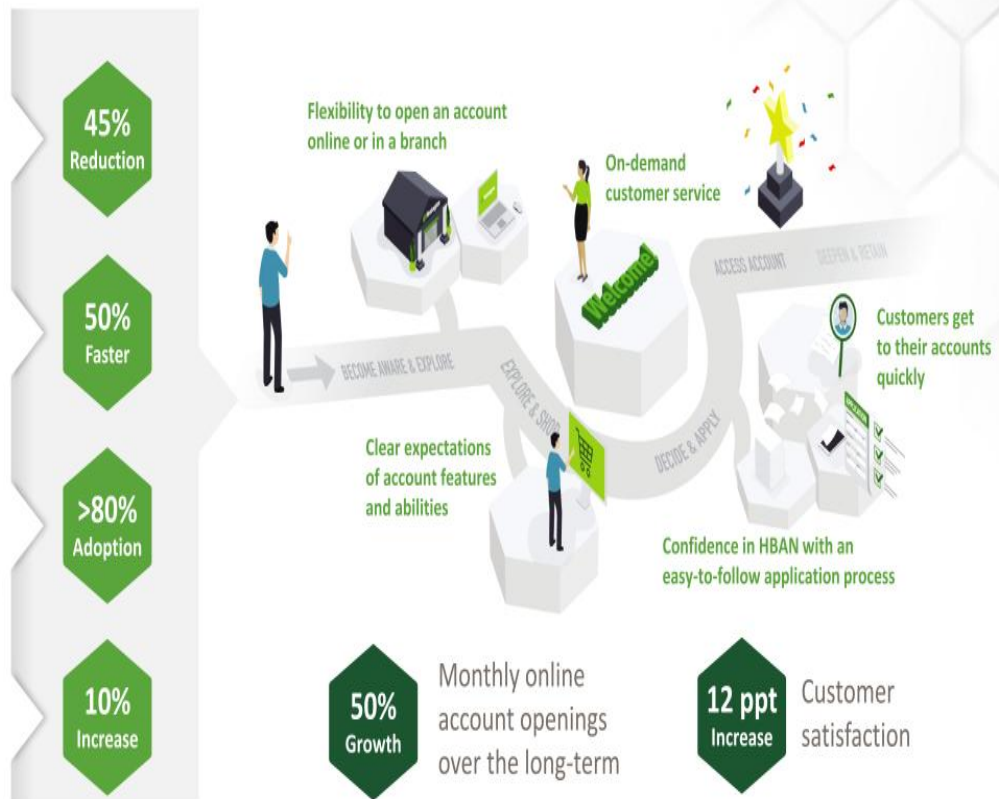
- Automate & enable paperless driving significant improvement in banker-assisted account opening

Digital

- Launch e-Signature
- Provide on-demand customer support for online account opening

Efficiency

- Support back-office efficiency & scalability



Opportunity to Drive Significant Revenue and Expense Benefits

Overview:

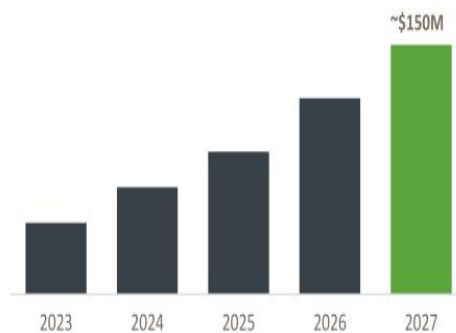
- Started in Nov 2021; Collection of 21 defined journeys
- Initial scope completed for 9 journeys; Execution on initiatives in progress
 - Business Banking Loan Origination
 - Business Banking Deposit Origination
 - Middle Market Loan Origination
 - Commercial Lending
 - Commercial Sales/Onboarding
 - Commercial Servicing
 - Commercial Transacting
 - Disputes Processing
 - Debit Card Servicing
- Next up
 - Statements and Letters
 - Private Bank Sales and Onboarding

Targeted Impacts

Net PPNR Run-Rate
~\$150M

(including revenue gains and cost efficiencies)

Anticipated PPNR Run-Rate at Maturity



Expected to Complete Initial Journeys by 2025 - Delivering Revenue Gains and Cost Efficiencies

Technology Key Pillars

Investing

for sustainable
profitable growth

Bedrock Technology Foundation

- Leverage scalable infrastructure with modernized core and API enablement
- Protect with clear information and cyber security roadmap

Differentiating

our culture, brand, and
customer experience

Talent and Emerging Technologies

- Focus on customers' financial journeys with insights and personalization, leveraging AI
- Invest proactively in talent development and training programs

Optimizing

for top quartile performance
and value creation

Speed, Quality, and Efficiency

- Execute on Operation Accelerate to transform customer and colleague experience and drive efficiency and revenue gains

Strategically Investing in Technology and People to Enable Overall Company Initiatives

Risk and Credit

Aggregate Moderate-to-Low Risk Appetite Sets
Foundation for Sustainable Profitable Growth



Helga Houston
SEVP, Chief Risk Officer



Rich Pohle
EVP, Chief Credit Officer

Risk Management Key Messages

1

Clearly established
aggregate
moderate-to-low
risk appetite

2

Strong risk
management
culture permeates
the company

3

Well-positioned
with scalable risk
processes and
controls

Disciplined and Consistent Risk Management Supports Strategy

Established Holistic Risk Governance Approach

Risk Appetite

Aggregate moderate-to-low through the cycle

- Set strategies to ensure we are operating within risk appetite
- Use metrics and tools to effectively measure risk
- Risk thresholds are reviewed quarterly at the enterprise and business levels

Risk Culture

Everyone owns risk

- All employees are encouraged and expected to identify risk
 - “Raise Your Hand”
- Independent third-party review to ensure risk management best practices
- Positions Huntington for long-term strategic growth and scale

Risk Framework

Clear lines of defense

First: Revenue generating business leaders are primary owners of risk

- Primary identifier of potential issues
- Segment Risk Officers for each business

Second: Corporate Risk

- Establishes and oversees risk governance framework
- Sets boundaries to achieve aggregate moderate-to-low risk appetite
- Independently oversees first line risk taking to monitor appetite adherence

Third: Internal Audit and Credit Review

Focus on Ensuring Accountability Across the Business with Comprehensive Risk Management Framework

Risk Management Focus is Forward-Looking

Disciplined Risk Management Ensuring Scalability for Growth

Credit	Market, Liquidity, Capital	Compliance	Operational	Technology and Cyber Security	Climate
<ul style="list-style-type: none">• Relationship Based• Consistent Underwriting• Disciplined Concentration Framework• Portfolio Diversification• Key Risk Indicators	<ul style="list-style-type: none">• Proactive Balance Sheet and Capital Management• Stable Core Deposit Base• Diversified Funding	<ul style="list-style-type: none">• Outstanding CRA Rating• \$40B Community Plan• Fair Play Philosophy	<ul style="list-style-type: none">• End to End Processes• Fraud Technology• Operational Resiliency• Third-Party Risk Management	<ul style="list-style-type: none">• Simplify and Scale• Layer Security• Risk Prioritized Investment Strategy• IT and Cyber Resiliency	<ul style="list-style-type: none">• Dedicated Resources• Quality Climate Analytics• Enterprise-wide Engagement• Industry Best Practice Involvement

Continuing to Focus and Invest in Critical Areas of Risk

Intentional Approach to Risk Management Results in Sound Credit Performance

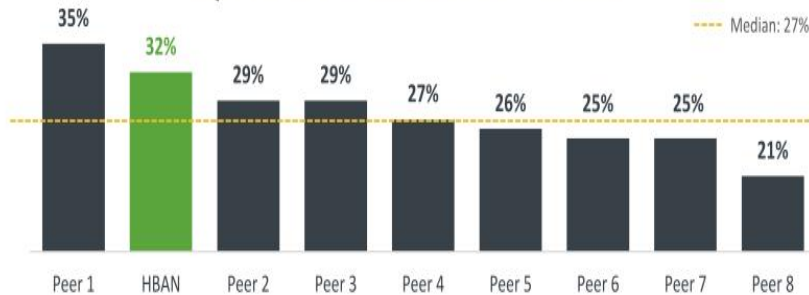
CCAR Cumulative Loan Losses as a % of Average Total Loans¹

2015	2016	2017	2018	2020	2020 Resubmission	2022
HBAN 4.2%	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 4.5%	Peer 2 4.8%	Peer 2 4.3%	HBAN 5.3%	Peer 1 5.1%	Peer 2 6.3%	Peer 2 5.9%
Peer 2 4.6%	HBAN 4.8%	HBAN 4.6%	Peer 2 5.8%	Peer 2 5.1%	Peer 3 6.5%	HBAN 6.3%
Peer 3 4.7%	Peer 3 5.1%	Peer 3 4.7%	Peer 3 6.1%	Peer 3 5.3%	HBAN 6.8%	Peer 3 6.3%
Peer 4 5.0%	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 5 5.1%	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 6 5.2%	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 7 5.6%	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 8 6.5%	Peer 8 6.1%	Peer 8 6.1%				Peer 8 8.3%
Peer 9 6.9%	Peer 9 6.3%	Peer 9 6.4%				

Highlights

- Consistent top-tier CCAR credit stress performance versus peers
- Loss coverage higher than peer median

3Q22 ACL as % of 2022 CCAR Modeled Losses²



Modeled Loss Rates Consistently Among the Lowest in Peer Rankings

(1) BBT, CIT, CMA, CFG, FITB, KEY, MTB, PNC, RF, TFC, USB, ZION; (2) CFG, FITB, KEY, MTB, PNC, RF, TFC, USB

Credit Risk Management

Credit Approach Supports
Prudent Portfolio Growth

Credit Risk Management Key Messages

1

Disciplined credit approach through the cycle

2

Robust credit alignment across business lines

3

Clearly defined company-wide credit risk management metrics

Credit Risk Processes Drive Adherence to Through the Cycle Aggregate Moderate-to-Low Risk Appetite

Disciplined Concentration Framework Results in Consistent Credit Performance



Industries

- Limits on industries and sub-industries based on inherent cyclicality, subject matter expertise, and other factors



Portfolios

- Portfolio limits and sub-limits based on cyclicality, historic loss rates, and other factors
- Higher-risk portfolios allocated limited capital



Relationships

- Overall exposure limits based on length and depth of relationship and financial wherewithal, including a demonstrated willingness to financially support



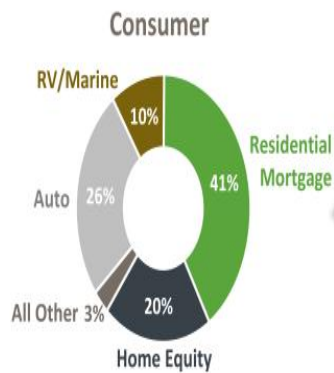
Individual Borrowers

- Risk-based limits define direct and total exposure
- Solid credit profile with a through the cycle view
- Limited hold limit exceptions
- Probability of default-based system¹

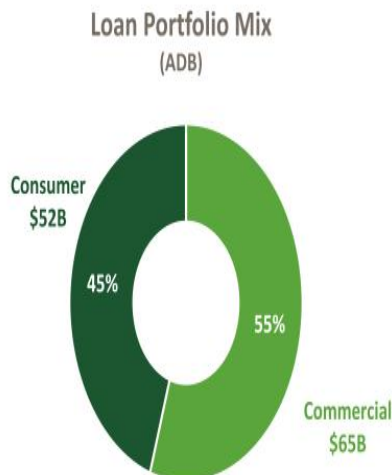
Leveraging Data and Insights to Effectively Manage Portfolio Exposures

(1) Except for collateral dependent verticals: asset-based lending, dealer floorplan, etc.

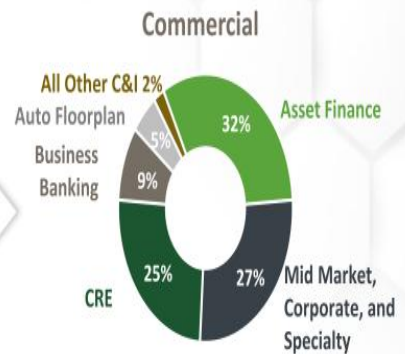
Diversified and Balanced Portfolio Prioritizes Credit Quality



- Auto, Residential, HELOC, and RV/Marine are 95% of book and all secured
- Prime, super-prime focus with ~770 average origination FICOs
- Proprietary custom scorecards in key businesses



- Balanced portfolio
- Attractive diversification
- Consumer book provides loss stability through the cycle








- Differentiated due to scale of portfolio
- Breadth of industry verticals
- Diversification by property type within CRE
- Diverse geographic footprint

Diversified Portfolio Provides Protection Through Economic Cycles

Note: All stats as of 9/30/22 (ADB)

Preparing for Economic Uncertainty

<p>Enter current environment from a position of strength</p> <ul style="list-style-type: none">• ACL Coverage of 1.89% at 9/30/22• Expected NCO of <0.15% for 2022	<p>Actively engaged with customers to navigate higher inflation and interest rates</p> <ul style="list-style-type: none">• Identify potential areas of concern before the numbers reflect them	<p>Implemented modest adjustments to our commercial front-end guidance</p> <ul style="list-style-type: none">• Leveraged lending• Construction• Commercial real estate• Long-Term care	<p>Consumer lending guidelines modified</p> <ul style="list-style-type: none">• Reduced some residential real estate LTVs	<p>Supporting customers through economic uncertainty</p> <ul style="list-style-type: none">• Reputation is enhanced through cooperation and solution-oriented mindset
				

Proactive Risk Management to Adjust to Changing Environments

Risk Management Key Takeaways

1

Clearly established
aggregate
moderate-to-low
risk appetite

2

Strong risk
management
culture permeates
the company

3

Well-positioned
with scalable risk
processes and
controls

Disciplined and Consistent Risk Management Supports Strategy

Culture and Colleagues

A Strong Culture Can Create Long-Term Value



Raj Syal
SEVP, CHRO

Culture and Colleagues Key Messages



Prioritizing Experience, Top Talent, DE&I, and Culture Initiatives

Huntington's Cultural Journey

Welcome All

- Growth for all colleagues
- Integration of acquired cultures
 - **TCF:** High quality and depth of new colleagues

One Huntington

- Highly engaged colleagues through vision, values, and purpose to be better as One Huntington

Community Connection

- Our colleagues are our brand and live our values
- Continued service and engagement with local non-profits

Employer of Choice

Striving to be the best in **Culture, Trust, and Engagement**

Culture Built on a Foundation of Trust and Engagement Drives Value Creation and Strategic Execution

Our Culture, Trust, and Engagement Are Differentiators

Colleague Experience 2022 Survey Results



- Segment and Regional Culture Champions
- New leader development program in 2022 focused on culture elements
- Week of cultural celebration
- DE&I and Culture Awards
- Corporate and Regional giving

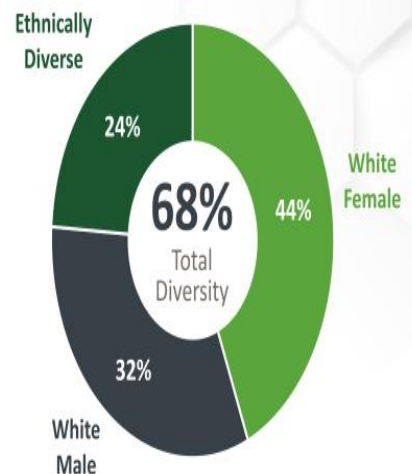


- Performance goals aligned to our values at all levels
- Colleague participation is 10% higher than industry
- Colleague listening strategy aligned to colleague lifecycle
- "Managers treat all colleagues with respect" is the highest favorable question in survey



- Community Plan / Commitment to Local
- Colleague Appreciation week
- Huntington Live series
- Enhancements to benefits

DE&I Leadership Engrained in Talent Strategy



Top Decile Survey Performance Relative to Top 30% of Fortune 100 Companies¹

(1) Perceptyx external benchmarks use data collected from over 500 organizations, and 17.4M survey responses. The benchmarks cover over 30% of Fortune 100 companies. Overall benchmark data is from 2019 through 2021

Purpose Drives Performance

Continually Investing in Colleagues

Incentives

- Tuition pre-imbursement / expanded scholarship program
- 100% of colleagues have incentive opportunities
- Enhanced military benefits

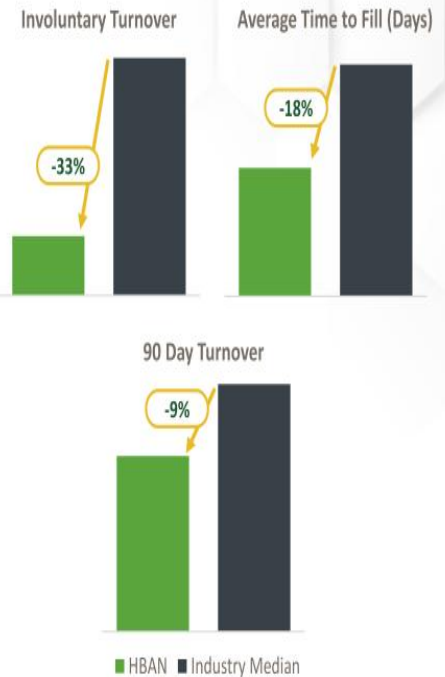
Equity Programs

- 10% most senior colleagues participate in equity programs
- Senior leadership collectively represents a top 10 shareholder of the bank
- Rewards tied to key financial performance metrics, DE&I, and community involvement

Well-Being and Mental Health

- Emotional well-being resources
- Market leading on time off and caregiver programs
- Financial wellness, minimum rate of \$20/hour¹ and flex money

Top Quartile in Key Retention and Attraction Metrics Two Years in a Row²



Clear Prioritization and Execution to Retain Top Performers and People Leaders

(1) Effective January 2023; (2) 2022 BAI data

Proactive Talent Investments

Exact Track - Business Program for Continued Education

"Game-changer."

"Valuable."

"Continued development."

"Apply it in
real time."

"Achieve a
lifelong goal."

"The courses, the people,
the process, all of it — **has
changed me** in many ways
— for the better.
I'm continually grateful for
the gift that Huntington has
entrusted to me."

"It's like a **real-life case
study** when I'm able to
**solve Huntington business
needs** with the Exact Track
coursework I'm taking."

"It was so
rewarding."

"Education
journey."

"Valuable
opportunity."

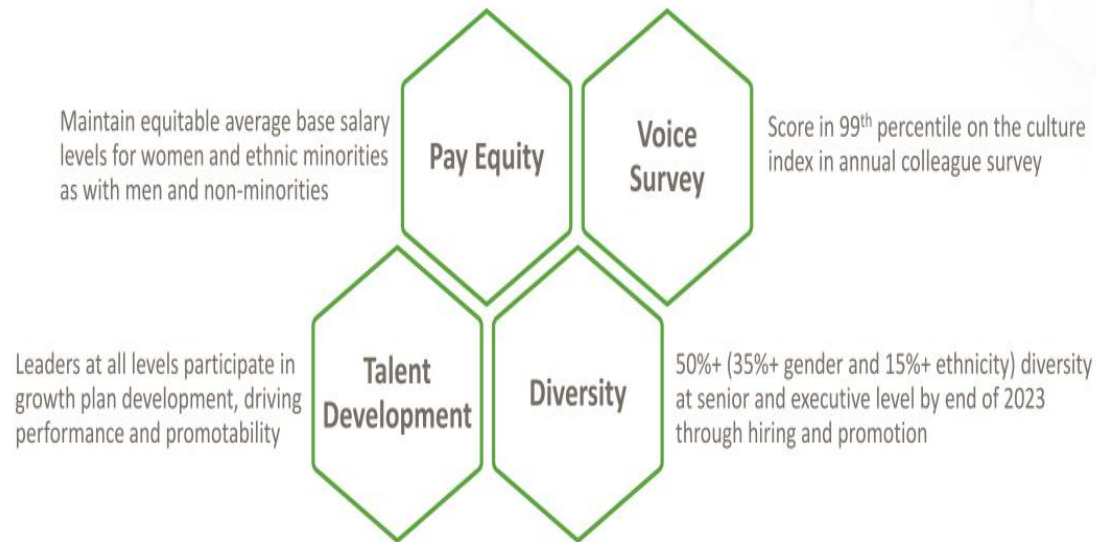
"There has been a good
mix of **interesting** and
challenging courses along
the way, and I've been
able to **apply** the skills
I've developed both
inside and outside
of work."



Creating a Positive Colleague Experience through Engagement and Skill Building

Ensuring Strategic Execution with Clear Success Criteria

Clear Milestones and Targets



Aligning Social Equity and Diversity Goals to Business Outcomes

Culture and Colleagues Key Pillars

Investing

for sustainable
profitable growth

Top-Tier Talent

- Engage, develop, retain, and attract
- Cultivate a DE&I Culture and empower colleagues with Future of Work leadership training

Differentiating

our culture, brand, and
customer experience

Colleagues are our Brand

- Elevate colleague experience to transform customer experience and remain an Employer of Choice
- Build internal succession candidates through focused development

Optimizing

for top quartile performance
and value creation

Pay for Performance

- Drive retention and attract talent with competitive compensation programs
- Incentivize through industry benchmarking and Pay Equity culture

Strong Culture Drives Execution and Sustainable Top Quartile Financial Performance

Financial Outlook

Consistent Top Quartile Financial Performance
and Compounding Value Creation



Zach Wasserman
SEVP, CFO



Financial Outlook Key Messages

1

Delivering results with proven track record to drive growth and capture synergies

2

Uniquely positioned to create value as top regional bank

3

Executing on highly prioritized growth investments with discipline

4

Optimizing capital allocation to achieve top quartile returns

5

Well-positioned to reach financial targets

Purpose and Execution Drives Through the Cycle Outperformance

Proven Track Record of Financial Performance and Execution



Key Drivers

- ✓ Consistent growth across segments
- ✓ Diversified revenue streams
- ✓ Efficiency and positive operating leverage
- ✓ Increasing scale and scope
- ✓ Synergies from strategic acquisitions

Adjusted Earnings Per Share¹

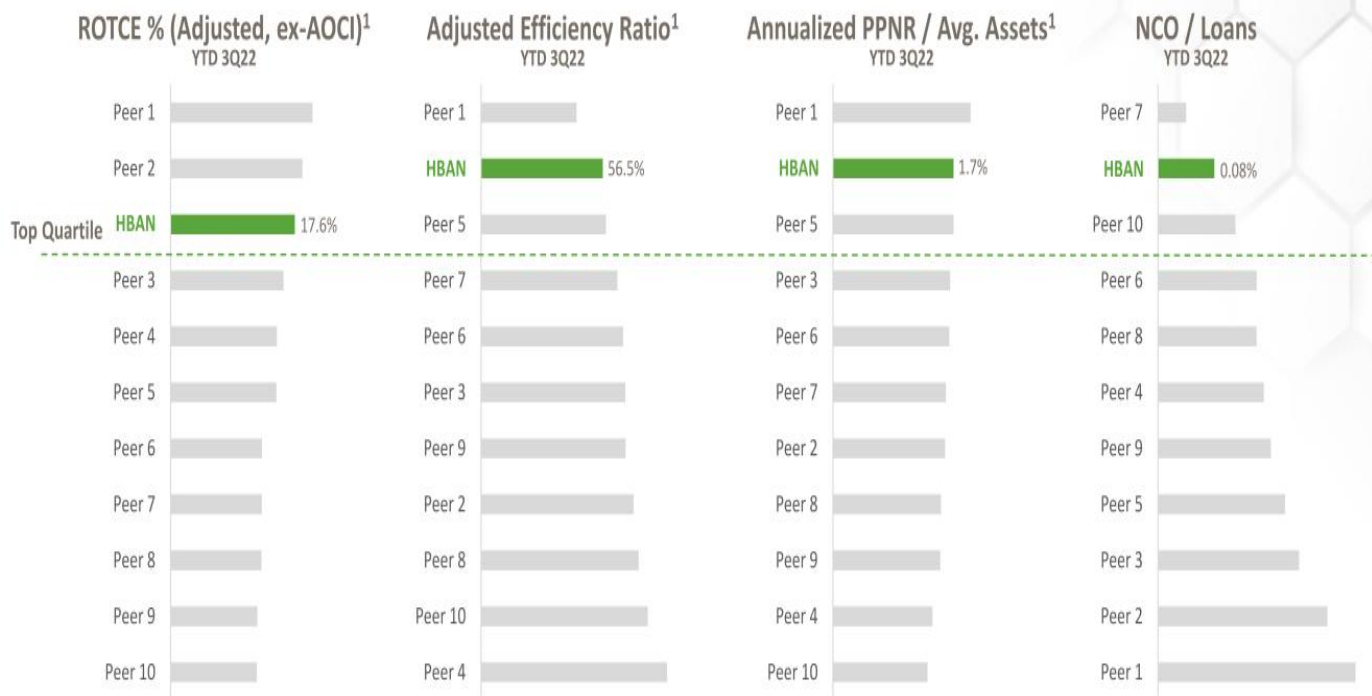


Driving Value from Our Core While Executing on Strategic Investments

Note: All 2022 YTD data is annualized based on 9/30/22 YTD results; (1) Adjusted for notable items. Represents a non-GAAP measure. Reconciliation of non-GAAP to GAAP financial metrics can be found in the appendix; 115 | Huntington

(2) Source: S&P Global Market Intelligence

Execution Resulting in Financial Outperformance Versus Peers

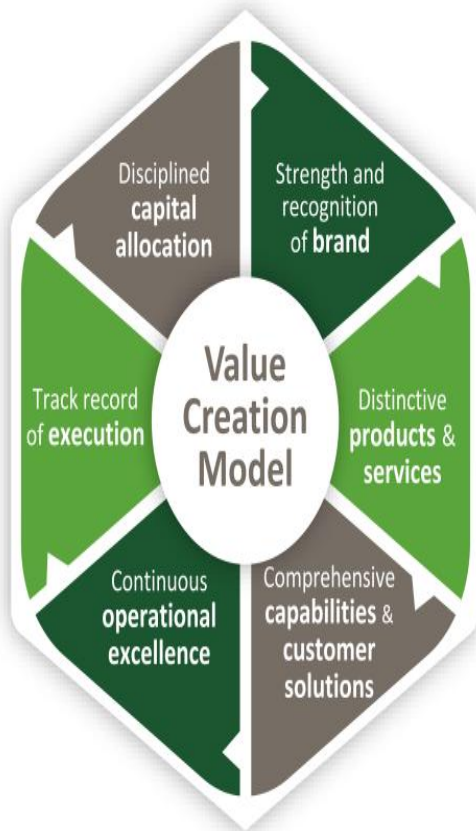


Well-Positioned to Drive Continued Outperformance Across Key Metrics

Note: S&P Global Market Intelligence and filings. Peer Group includes CFG, CMA, FITB, KEY, MTB, PNC, RF, TFC, USB, ZION

((1) Adjusted for notable items. Represents a non-GAAP measure. Reconciliation of non-GAAP to GAAP financial metrics can be found in the appendix

Competitive Enablers of Long-Term Value Creation



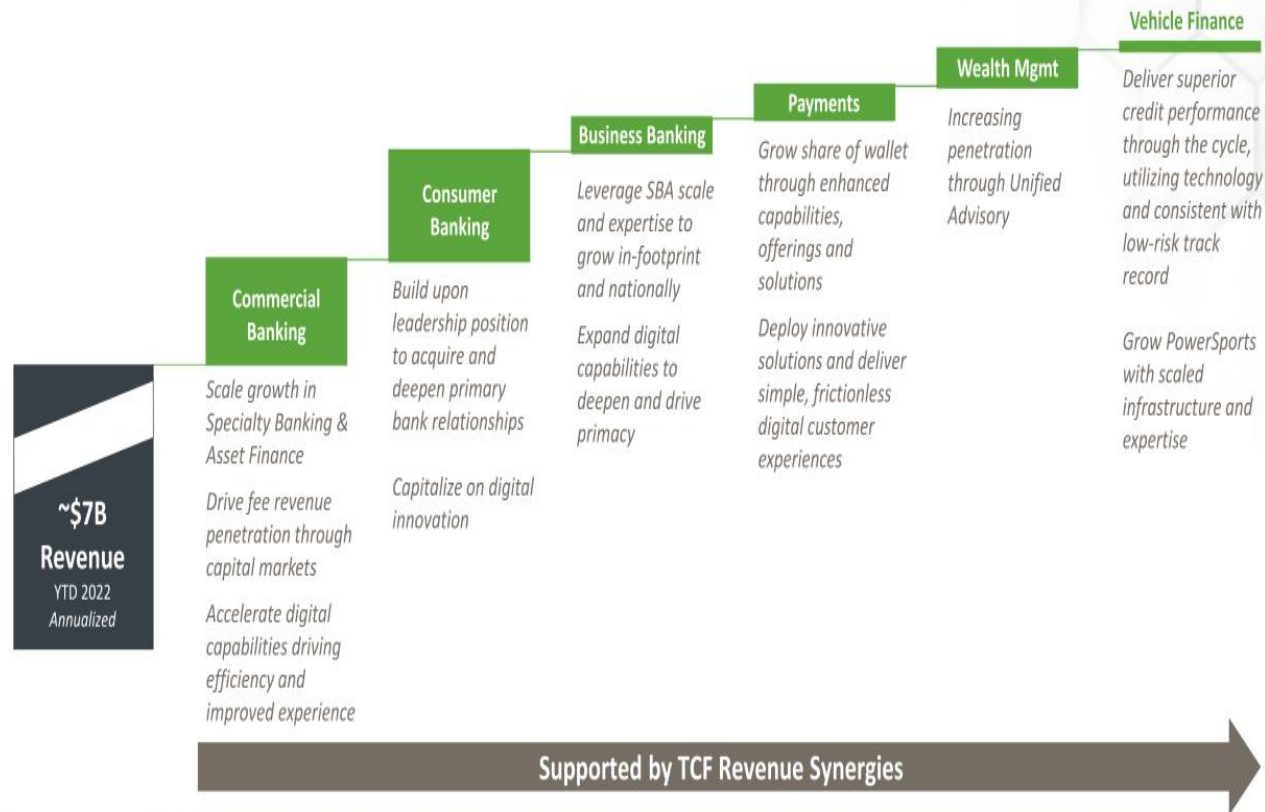
Accomplishments

- ✓ **Delivered top-tier return on capital**
 - Optimizing capital allocation
- ✓ **Sustainable revenue growth**
 - Self-funding revenue producing initiatives
- ✓ **Positive operating leverage**
 - Focused on expense management
- ✓ **Effectively managed risk and credit**
 - Foundational risk and credit management supports through the cycle performance
- ✓ **Clear incentives to drive execution**
 - Management incentives linked to driving performance and total shareholder returns

Generating Attractive and Sustainable Economic Returns Across Businesses

Clear Path to Deliver Sustainable Revenue Growth

Illustrative Contribution of Medium-Term Revenue Growth



Continuing to Drive Value from the Core while Accelerating Growth through Strategic Initiatives

Focused on Driving Value from TCF

Delivering on Commitments

- ✓ Executed close (< 6 months) and conversion (4 months post close) with pace and quality
- ✓ Delivered cost synergies by Q2 2022, earlier than expected
- ✓ 2x Tech Dev Investment from 2019 to 2022
- ✓ Generated top quartile returns and efficiency and achieved medium-term targets

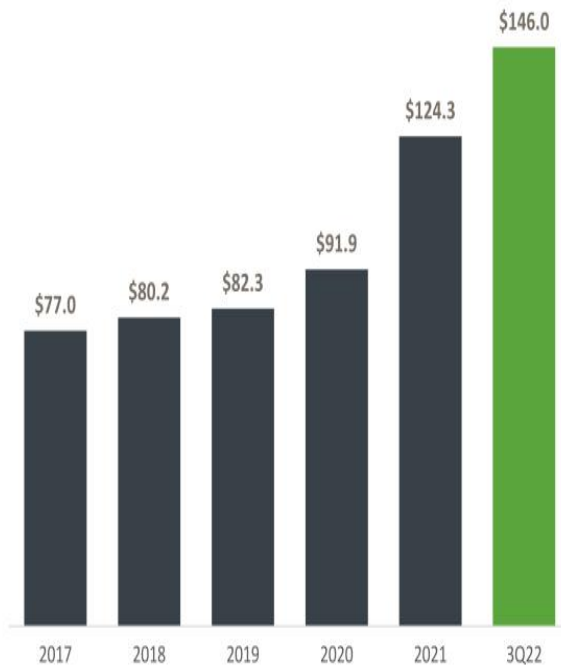
Revenue Synergies



Well-Positioned to Capture Acquisition-Related Revenue Growth Opportunities

Well-Positioned with Stable, High Quality Deposit Base

Average Deposits (\$B)



2017



DDA + Checking
All Other

3Q22



- ✓ Improved deposit mix from time deposits to relationship-based deposits
- ✓ Disciplined deposit pricing and controlled beta
- ✓ Focused on driving organic growth through primary bank relationships across consumer and commercial

YTD
Deposit
Growth¹

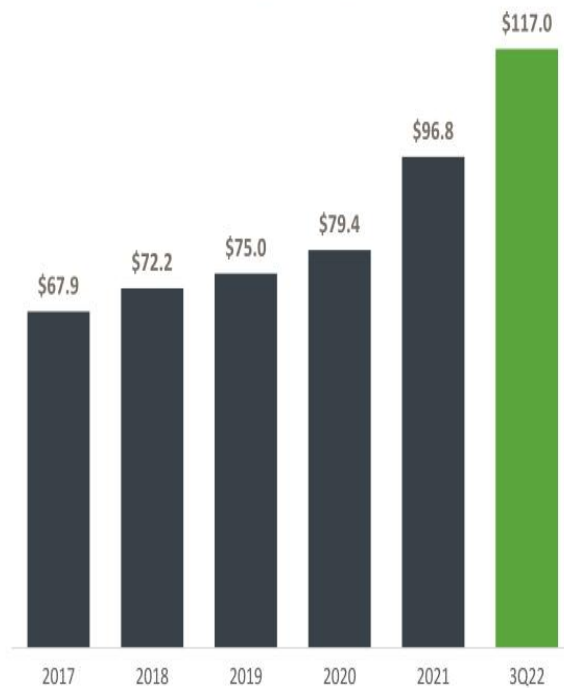


Focused on Primary Bank Relationships to Fuel the Company

(1) End of period deposit balances, 9/30/22 versus 12/31/21; (2) Peer Median; excludes peers impacted by acquisitions

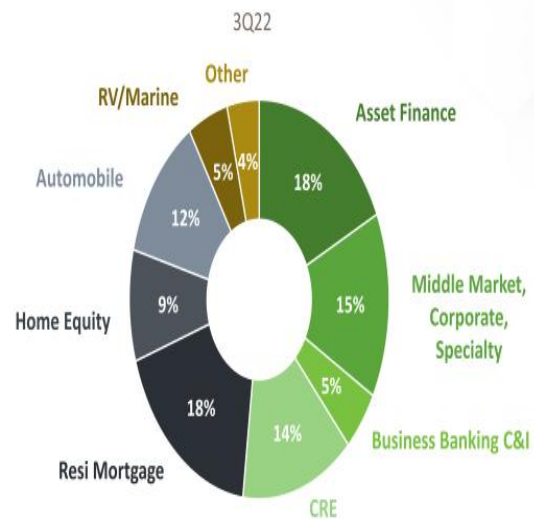
Diversified Loan Portfolio and Attractive Mix

Average Loans (\$B)



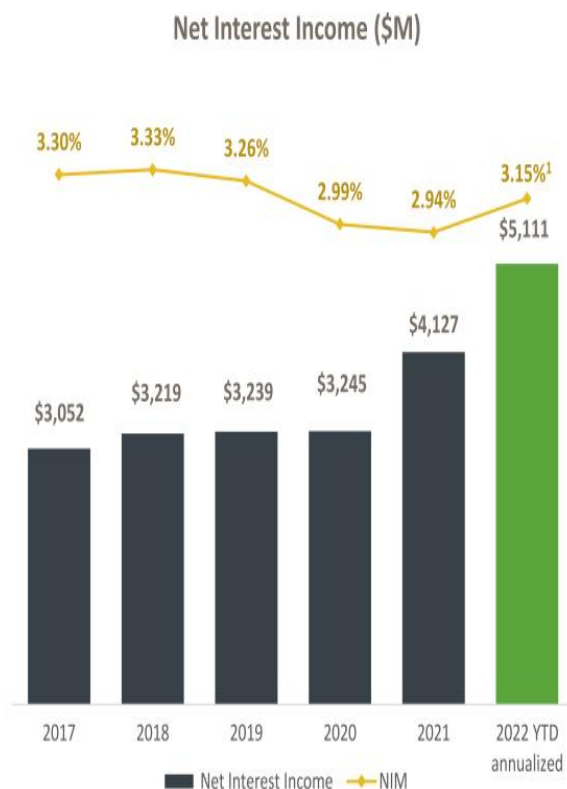
- ✓ Consistent growth over time
- ✓ Disciplined client selection
- ✓ Strong underwriting methodology
- ✓ Diversified loan book

Loan Portfolio Mix

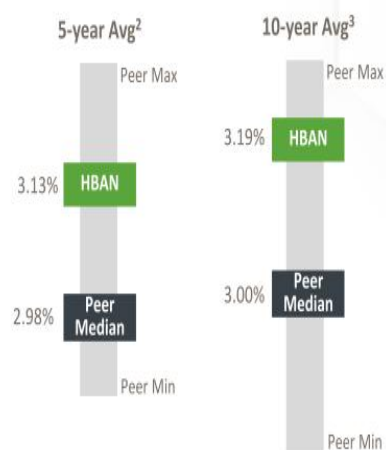


Driving Attractive Loan Growth that is Aligned with Our Capital Allocation Priorities

Net Interest Income



Through the Cycle Peer Leading Net Interest Margin %



- ✓ Benefitting from higher market interest rates and positioned to be asset sensitive
- ✓ Disciplined and dynamic balance sheet
- ✓ Optimal portfolio mix of fixed vs floating

Actively Managing Asset Sensitivity to Benefit Over Time

(1) 3Q22 YTD; (2) FY2018 to 2022 YTD; (3) FY2013 to 2022 YTD

Clear Focus on Growing Fee Income to Drive Profitability

Noninterest Income (\$M)



Key Strategic Areas Driving Fee Growth¹

Capital Markets

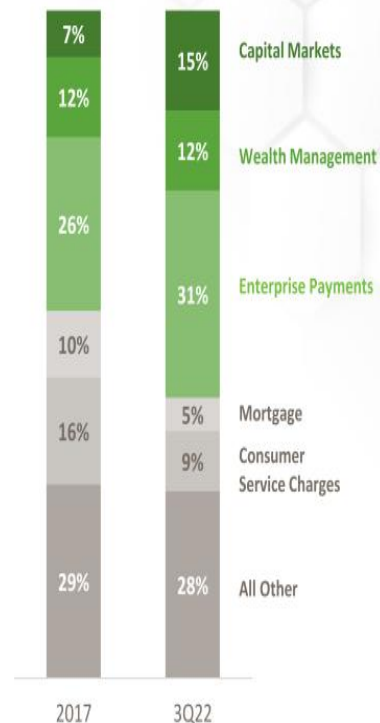
- Capturing the mid market opportunity and expanding platform capabilities
- Leveraging the expertise of Capstone

Wealth Management

- Differentiated Unified Advisory approach
- Increasing penetration with increased guidance and advice solutions

Payments

- Deepening relationships and increasing share of wallet
- Enhanced capabilities, product offerings, and digital solutions



Significant Opportunities to Deliver Fee Growth Across Businesses

(1) Strategic view; not intended to illustrate current SEC business segment reporting.

Pursuing Strategic Investments with Disciplined Expense Management

1 Grow Expenses Less than Revenue To Deliver Positive Operating Leverage

Total Expenses: ~\$4 Billion

(YTD 2022 annualized)

Investment
Capacity

2 Increasing
at a 2x rate
vs. the base

Continued Commitment to Growing Investment Capacity...

- ✓ Increasing as a % of total expense
- ✓ Self-funding revenue producing initiatives
- ✓ Investing in tech, marketing, personnel and other strategic initiatives

Baseline
Expense

3 Modest base
expense growth,
slower than
investment
capacity

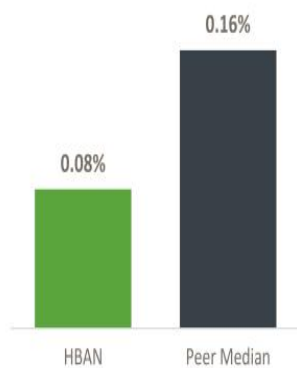
...Enabled By Continuous Improvement in Baseline Expenses

- ✓ Disciplined expense control
- ✓ Continued re-engineering of expenses
 - Journey optimization - Operation Accelerate
 - Channel and real estate footprint optimization
- ✓ Scale benefits in middle and back office

Increasing Efficiency by Capturing Significant Benefits from Change in Expense Mix

Diligent Through the Cycle Management Driven by Aggregate Moderate-to-Low Risk Appetite

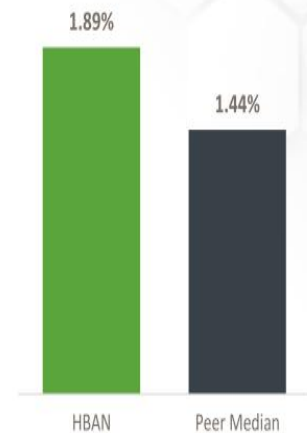
Net Charge-off Ratio
YTD Average



Well-Positioned for any Economic Scenario

- Operating within our target through the cycle NCO range
- Consistent top-tier CCAR credit stress performance, with loss coverage higher than peer median
- Disciplined and rigorous underwriting
- Diversified business mix and industry vertical exposure

ACL Reserve Ratio
3Q22



Strong Credit Quality Matters in All Economic Scenarios

Clear and Disciplined Capital Allocation Priorities

Priorities

1 Funding Organic Growth

2 Supporting the Dividend

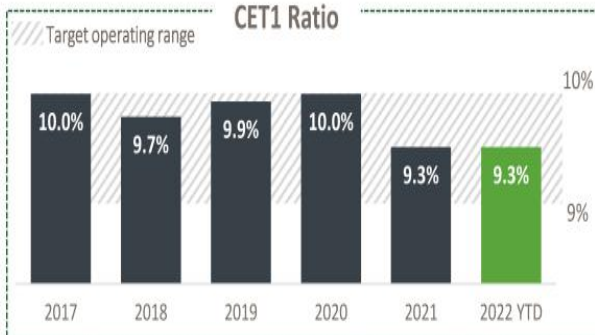
3 Buybacks / Other

Capital Return to Shareholders (\$M)



• Over \$6B returned to shareholders over past 6 years

CET1 Ratio



Dividend Yield²







• 4.0% dividend yield, higher than peer median

Funding Long-Term Profitable Growth while Demonstrating Disciplined Capital Return to Shareholders

(1) 3Q22 YTD plus an estimated final dividend payment amount for 4Q; (2) As of 11/4/22

M&A Execution Supports Long-Term Profitable Growth

Captured Strategic and Financial Benefits from Past M&A

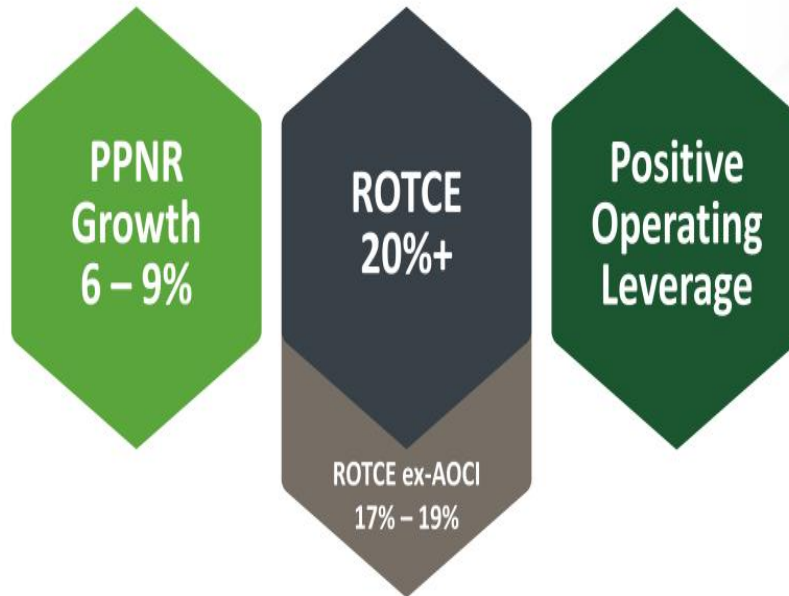
Acquisition Type	Bank M&A	Financial Services Bolt-ons	Emerging Fintech
	 	  	
Financial Criteria			
Attractive Economics and Earn Back Characteristics	✓	✓	✓
Clear Cost Synergies	✓		
Revenue Synergies	✓	✓	✓
Strategic Considerations			
Alignment to LT Strategy	✓	✓	✓
Cultural Fit	✓	✓	✓
Fits Risk Appetite	✓	✓	✓
Additional Product Capabilities	✓	✓	✓
Clear and Proven M&A Strategy Delivers Significant Synergies			

How We Manage Through Uncertain Outlook

Economic Scenarios		Operating Approach		
		Growth Outlook	Capital Priorities	Expense Management
Baseline <i>Aligned to general economic consensus</i>	<p>Short and shallow 2023 GDP contraction, followed by modest GDP expansion, inflation generally subsiding, interest rates informed by forward curve</p> <ul style="list-style-type: none"> FF peak in mid '23, falling thereafter Inflation decelerates during '23 Generally stable unemployment 	<p>Execution of growth priorities and revenue synergies</p>	<p>Dynamic capital allocation to support growth and top tier returns</p>	<p>Disciplined expense management to self fund revenue initiatives</p>
Stagflation <i>Directionally aligned with Moody's S6</i>	<p>More persistent inflation; higher and sustained Fed Funds; GDP contraction</p> <ul style="list-style-type: none"> FF peak in 2024 Inflation remains elevated thru '23-24 GDP contraction '24; recovering in '25 	<ul style="list-style-type: none"> Position for lower asset growth 	<ul style="list-style-type: none"> Capital conservation and optimization 	<ul style="list-style-type: none"> Optimize expense program Rationalize investments aligned to revenue outlook
Sharp Downturn <i>Directionally aligned with Moody's S3</i>	<p>Significant '23 GDP contraction; followed by recovery</p> <ul style="list-style-type: none"> FF peak early '23; followed by steep decline Unemployment rising and remaining elevated 	<ul style="list-style-type: none"> Position for downturn with well supported balance sheet 	<ul style="list-style-type: none"> Capital protection Support long-term corporate customers 	<ul style="list-style-type: none"> Evaluate more significant expense actions Protect critical long-term investments

Strategies in Place to Navigate Short-Term Uncertainty

Baseline Scenario | Medium-Term Financial Targets



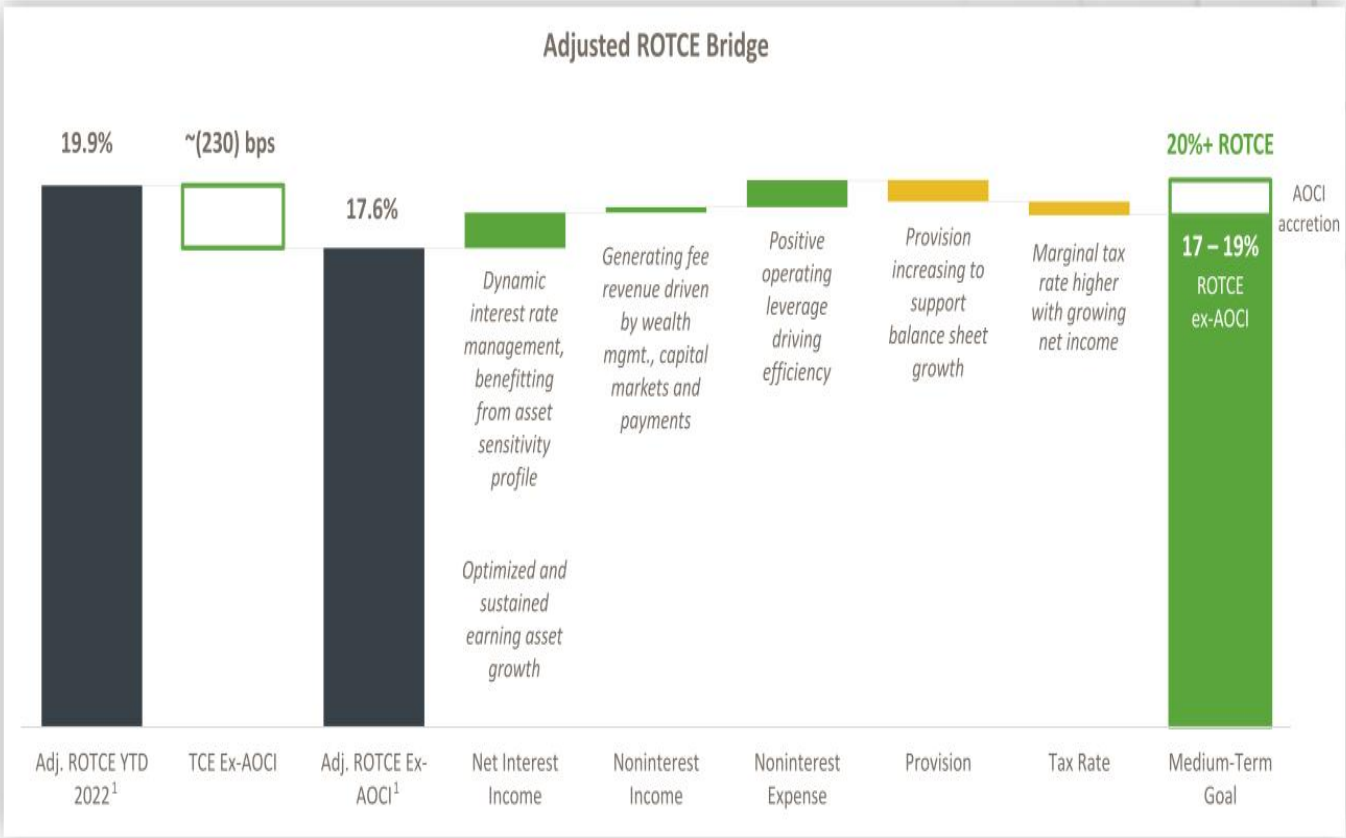
Operating Assumptions

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

Consistent Top Quartile Performance Through the Cycle

Note: PPNR growth represents a compound annual growth rate

Strategic Execution to Drive Outperformance in ROTCE



(1) Represents a non-GAAP measure. Reconciliation of non-GAAP to GAAP financial metrics can be found in the appendix.

Purposeful Execution Towards Our Long-Term Strategy

Investing

for sustainable
profitable growth

Revenue Producing Initiatives

- Prioritize highest revenue growth and return opportunities
- Generate returns through broad based portfolio and competitive scaled businesses

Differentiating

our culture, brand, and
customer experience

Financial Rigor

- Expand product offerings to drive digital acquisition, deepening, and retention
- Leverage partnerships and technology to grow customers and share of wallet

Optimizing

for top quartile performance
and value creation

Execution

- Drive operational excellence with disciplined expense management
- Operate with dynamic balance sheet management and aggregate moderate-to low-risk appetite
- Achieve sustainable top quartile performance through optimal business and expense mix

Clear Strategic Roadmap to Sustainable Profitable Growth

Closing Remarks



Steve Steinour
Chairman, President, and CEO



Investor Day Key Takeaways

1

Our culture and purpose drive outperformance

People-first
Local wins
Top quartile colleague engagement

2

Powerful franchise with distinguished brand and reputation

Market leading customer satisfaction
Distinguished brand
Deposits

3

Broad-based organic growth opportunities

New and expanded markets and businesses
Market density and scale
Digitally powered

4

Focused and disciplined execution

Deliver on commitments
Maintain aggregate moderate-to-low risk appetite
Capital and resource allocation

5

Uniquely positioned to deliver substantial value creation

Dynamic board and leadership
Consistent top quartile performance
Management ownership of stock

To be the Leading People-First, Digitally Powered Bank



Huntington

Q&A



Huntington

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>.

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

Pre-Provision Net Revenue (PPNR)

Pre-Provision Net Revenue (\$ in millions)		2017	2018	2019	2020	2021	YTD22 Annualized
Total revenue		\$4,309	\$4,510	\$4,667	\$4,815	\$5,991	\$7,057
FTE adjustment		50	30	26	21	25	29
Total revenue (FTE)	a	4,359	4,540	4,693	4,836	6,016	7,087
Less: net gain / (loss) on securities		(4)	(21)	(24)	(1)	9	--
Less: Notable Items		2	--	--	--	--	--
Total Revenue (FTE), excluding net gain / (loss) on securities and notable items	b	4,361	4,561	4,717	4,837	6,007	7,087
Noninterest expense	c	2,714	2,647	2,721	2,795	4,375	4,165
Less: Notable Items		154	--	--	--	711	107
Noninterest expense, excluding Notable Items	d	2,560	2,647	2,721	2,795	3,664	4,059
Pre-provision net revenue (PPNR)	(a-c)	\$1,645	\$1,893	\$1,972	\$2,041	\$1,641	\$2,921
PPNR, adjusted	(b-d)	\$1,801	\$1,914	\$1,996	\$2,042	\$2,343	\$3,028
(\$ in millions)							YTD22
Annualized PPNR, adjusted (e)							\$3,028
Average total assets – YTD 2022 (f)							\$177,917
Annualized PPNR, adjusted / Average Total Assets (e/f)							1.7%

Non-GAAP Reconciliation

ROTCE – 2017 - 2021

(\$ in millions)	2017	2018	2019	2020	2021
Average common shareholders' equity	\$9,539	\$9,887	\$10,357	\$10,618	\$14,569
Less: intangible assets and goodwill	2,366	2,311	2,246	2,201	4,108
Add: net tax effect of intangible assets	131	111	54	44	48
Average tangible common shareholders' equity (A)	\$7,304	\$7,687	\$8,164	\$8,462	\$10,509
Net income available to common	\$1,110	\$1,323	\$1,337	\$717	\$1,153
Add: amortization of intangibles	56	53	49	41	48
Add: deferred tax	(20)	(19)	(10)	(9)	(10)
Adjusted net income available to common (C)	\$1,146	\$1,358	\$1,376	\$749	\$1,191
Return on average tangible shareholders' equity (C/A)	15.7%	17.7%	16.9%	8.9%	11.3%

(\$ in millions)	2017	2018	2019	2020	2021
Adjusted net income available to common (C)	\$1,146	\$1,358	\$1,376	\$749	\$1,191
Return on average tangible shareholders' equity	15.7%	17.7%	16.9%	8.9%	11.3%
Add: Acquisition-related net expenses, after tax (D)	\$99	\$--	\$--	\$--	\$566
Add: Exit of strategic distribution relationship, after-tax (D)	\$--	\$--	\$--	\$--	\$8
Add: TCF acquisition CECL initial provision expense ("double count"), after-tax (D)	\$--	\$--	\$--	\$--	\$239
Less: Benefit of federal tax reform, after-tax (D)	\$123	\$--	\$--	\$--	\$--
Adjusted net income available to common (E)	\$1,122	\$1,358	\$1,376	\$749	\$2,004
Adjusted return on average tangible shareholders' equity (E/A)	15.4%	17.7%	16.9%	8.9%	19.1%

Non-GAAP Reconciliation

ROTCE – YTD 2022

(\$ in millions)	YTD22
Average common shareholders' equity	\$16,367
Less: intangible assets and goodwill	5,660
Add: net tax effect of intangible assets	47
Average tangible common shareholders' equity (A)	\$10,754
Less: average accumulated other comprehensive income (AOCI)	(1,409)
Average tangible common shareholders' equity (B)	\$12,163
Net income available to common	\$1,508
Add: amortization of intangibles	40
Add: deferred tax	(8)
Adjusted net income available to common	1,540
Adjusted net income available to common (annualized) (C)	\$2,059
Return on average tangible shareholders' equity (C/A)	19.1%

(\$ in millions)	YTD22
Adjusted net income available to common (annualized) (C)	\$2,059
Return on average tangible shareholders' equity	19.1%
Add: Acquisition-related net expenses, after tax (D)	\$64
Add: Exit of strategic distribution relationship, after-tax (D)	\$--
Add: TCF acquisition CECL initial provision expense ("double count"), after-tax (D)	\$--
Less: Benefit of federal tax reform, after-tax (D)	\$--
Adjusted net income available to common (annualized) (E)	\$2,145
Adjusted return on average tangible shareholders' equity (E/A)	19.9%
Adjusted return on average tangible shareholders' equity, ex AOCI (E/B)	17.6%

Non-GAAP Reconciliation

EPS, Efficiency Ratio

Efficiency Ratio (\$ in millions) – Pre-tax		YTD22
Noninterest expense (GAAP)		\$3,124
Less: intangible amortization		40
Noninterest expense less amortization of intangibles (A)		\$3,084
Less: Acquisition-related net expenses, pre-tax		\$80
Adjusted noninterest expense (Non-GAAP) (B)		\$3,004
Total Revenue (GAAP)		\$5,293
FTE adjustment		22
FTE revenue less gain/loss on securities (B)		\$5,315
Efficiency Ratio (A/B)		58.0%
Adjusted Efficiency Ratio ((A-C)/B)		56.5%

EPS (\$ in millions, except per share amounts)	2017		1Q22		2Q22		3Q22	
Earnings Per Share (GAAP), diluted		\$1.00		\$0.29		\$0.35		\$0.39
Add: Acquisition-related expenses, net of tax	\$99	\$0.09	\$37	\$0.03	\$19	\$0.01	\$8	\$—
Less: Benefit of federal tax reform, after-tax	\$123	\$0.11	\$--	\$--	\$--	\$--	\$--	\$—
Adjusted Earnings Per Share (Non-GAAP)		\$0.98		\$0.32		\$0.36		\$0.39

Non-GAAP Reconciliation

Average Loans – Business Banking

Average Loans – Business Banking, ex PPP (\$ in millions)	2017	2018	2019	2020	2021	Q3 2022
Total average loans – Business Banking	\$5,580	\$5,498	\$5,431	\$9,270	\$10,393	\$6,973
Less: total average loans – PPP	--	--	--	4,128	4,021	252
Total average loans – Business Banking, ex PPP	\$5,580	\$5,498	\$5,431	\$5,142	\$6,372	\$6,721

