



Investor Presentation

Second Quarter 2026



▶ **About NBT Bancorp**

Strategic Initiatives

Financial Performance

Appendix

Company Profile



81st Largest Bank Holding Co.

Headquarters	Norwich, NY
Founded	1856
Ticker	NASDAQ: NBTB
Market Cap ⁽¹⁾	\$2.27 Billion
Branches	176
Employees	2,385
Institutional Ownership	65%
3 Mo. ADTV	232,300
52 Week H/L ⁽¹⁾	\$46.92 / \$39.20

NBTB

Nasdaq Global Select Market

FINANCIAL HIGHLIGHTS

ASSETS
\$16.2 Billion

LOANS
\$11.55 Billion

DEPOSITS
\$13.74 Billion

**NONINTEREST
INCOME TO
REVENUE⁽²⁾**
27%

Wealth AUM/A⁽³⁾: \$6.38 Billion / \$12.34 Billion

EPIC RPS AUA⁽⁴⁾: \$39.93 Billion

Data as of 03/31/2026 unless noted. Bank holding company ranking source: S&P Global Market Intelligence.

1. As of 04/30/2026.

2. Excludes gains/losses on sale of securities.

3. Assets under management and assets under administration in wealth management; excludes EPIC Retirement Plan Services.

4. Assets under administration in EPIC Retirement Plan Services.

Business Overview

RETAIL BANKING

- 176 Branches Across 7 States; 228 ATMs ⁽¹⁾
- Digital Banking

CONSUMER LENDING

- Home Lending
- Personal Lending
- Indirect Auto Lending

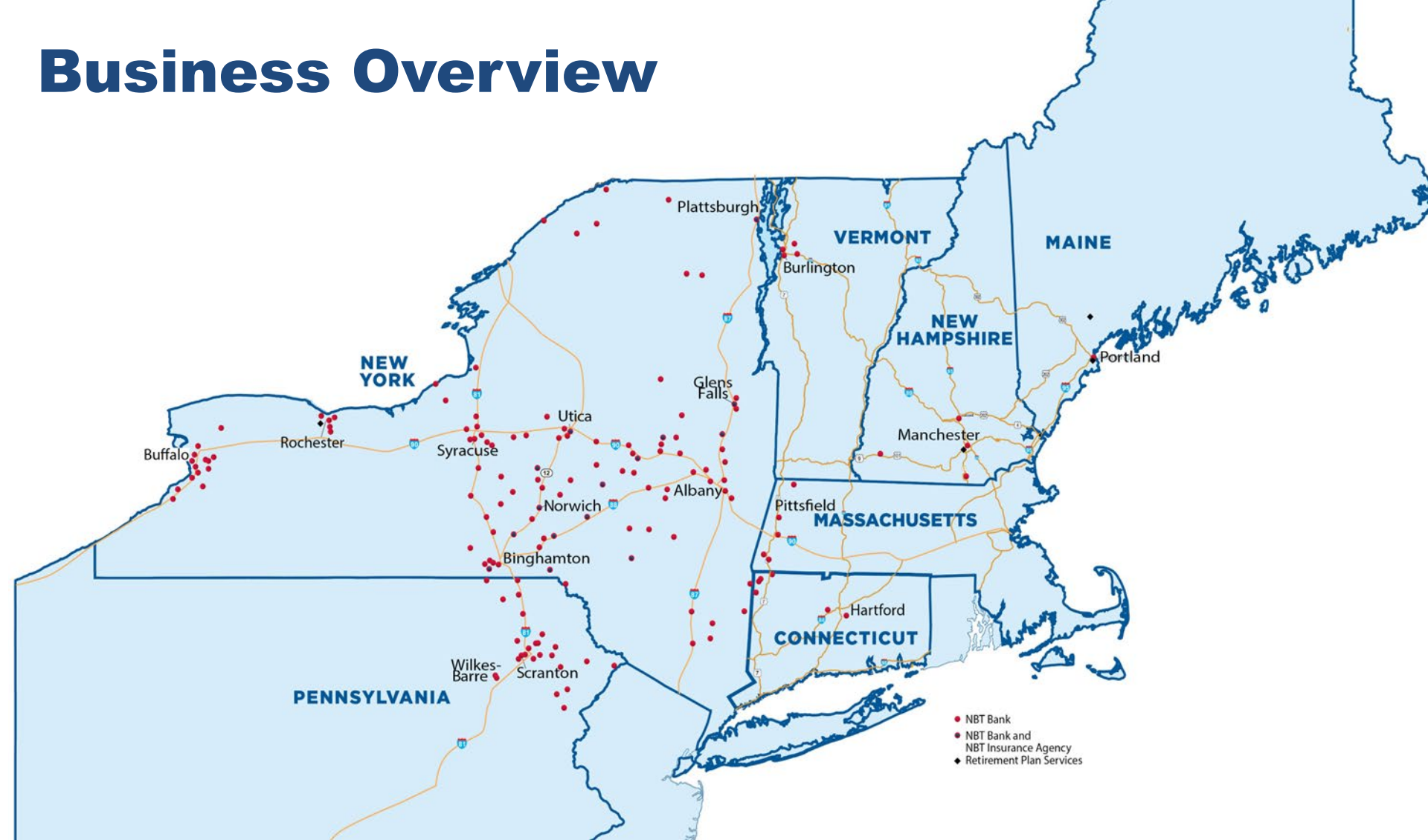
COMMERCIAL BANKING

- C&I and CRE Lending
- SBA Lending
- Business Banking
- Treasury Management
- Card and Payment Services

FEE BUSINESSES

- Retirement Plan Administration and Custody Services
- Business, Personal and Life Insurance
- Institutional Wealth Management
- Brokerage and Advisory Services
- Trust Services

1. As of 03/31/2026.




Key Highlights

- ▶ High-performing, community bank with **STRONG CAPITAL POSITION** and traditional bank business model
- ▶ Consistent track record of **ORGANIC GROWTH** selectively balanced with market and product expanding acquisitions
- ▶ **DIVERSE, GRANULAR DEPOSIT BASE** with dominant shares in “hometown” markets that support growth in more dynamic adjacent markets
- ▶ Conservative credit culture has produced **STRONG ASSET QUALITY** and minimized “through-the-cycle” losses
- ▶ **DIVERSIFIED FEE INCOME SOURCES**, including wealth management, retirement plan services and insurance
- ▶ **OPTIMIZING MARKET-LEADING TECHNOLOGY PLATFORMS** across business lines to continuously enhance and transform customer and employee experience and grow

Consistent Strength

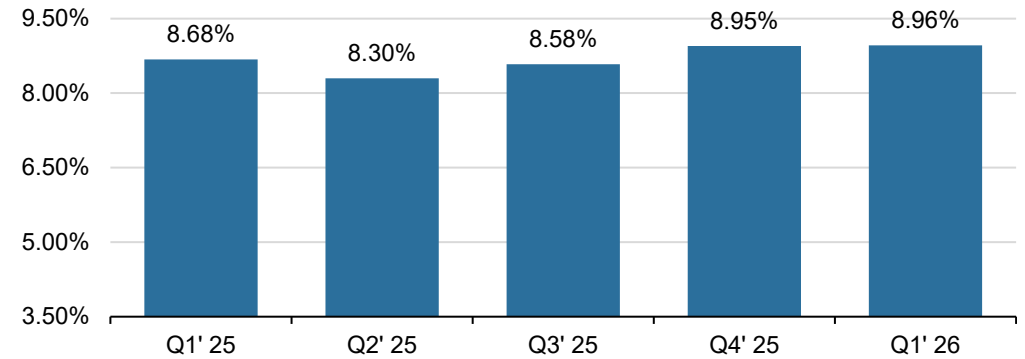
- Strong financial performance and capital position with \$1.78 billion in total capital
- Highly diversified loan and deposit portfolios, conducting business in 7 northeastern states
- Diverse and granular deposit mix – \$13.74 billion in deposits with average balance per account of \$22,467
- Total deposits increased \$243.8 million, or 1.8%, since December 31, 2025
- \$5.04 billion of available liquidity sources

Current Credit Ratings from Kroll Bond Rating Agency⁽¹⁾

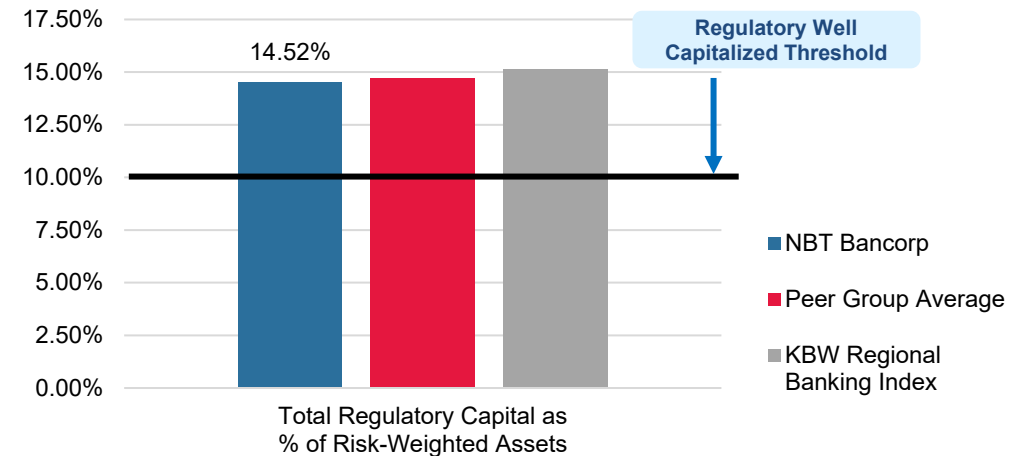
		
Senior Unsecured Debt	BBB+	A-
Subordinated Debt	BBB	BBB+

1. Kroll Bond Rating Agency (KBRA) credit ratings affirmed as of 6/6/2025. Market considers ratings BBB and above investment grade.

Tangible Equity Ratio



Total Risk-Based Capital Ratio



Data as of March 31, 2026, unless otherwise stated. Peer Data Source: S&P Global Market Intelligence; data as of the most recent available quarter. Refer to appendix for Peer Group and reconciliation of Non-GAAP measures.



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Appendix

Our Strategic Initiatives



Execute Long-Term Growth Strategy

- Organic growth across all markets, business lines
- Opportunities include transformational investments in Upstate New York and New England build out
- Leverage market disruption
- Disciplined acquisitions



Grow and Augment Fee Businesses

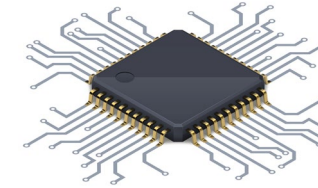
- Continue to grow Retirement Plan Administration, Wealth Management and Insurance businesses
- Engage in opportunistic acquisitions



Customer-First Digital Mindset

- Continuously enhance experience we deliver to customers and employees
- Optimize market-leading platforms and continue to execute technology roadmap

Transformational Investments Underway in Upstate New York



New York State has fostered the ideal semiconductor and advanced electronics manufacturing ecosystem¹ with:

- The most advanced, publicly owned semiconductor R&D facility in North America;
- The nation's largest public university system and a highly educated workforce;
- Stable and abundant energy and natural resources; and
- 3,000 acres of fully permitted, shovel-ready sites and ambitious incentives in the U.S. for semiconductor manufacturers.

Updates on leading manufacturers receiving funding through the CHIPS & Science Act of 2022:

- **Micron Technology Inc.** officially broke ground in January 2026 on its New York Megafab campus in Clay, NY — the largest private investment in state history. Backed by more than \$6 billion in federal CHIPS & Science Act funding and \$5.5 billion in state incentives, construction is now underway, with initial production targeted later this decade.
- **GlobalFoundries** is continuing to expand its Malta, NY semiconductor campus as part of a \$16 billion U.S. investment plan, supported by \$1.5 billion in CHIPS Act funding and New York State Green CHIPS incentives. The company is establishing a first-of-its-kind Advanced Packaging and Photonics Center, enabling fully on-shore manufacturing, packaging and testing of essential chips for AI, automotive, aerospace and defense applications — reinforcing New York's position as a national semiconductor hub.

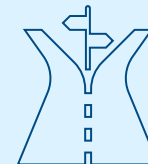
1. New York Empire State Development

NBT is well positioned to support regional growth

- Branch network is ideally situated
- NBT leaders are connected to key economic and workforce development initiatives
- Committed to helping customers and communities participate in historic growth opportunities
- Actively gathering intelligence and developing long-term strategies for all business lines



Chobani's planned \$1.2 billion, state-of-the-art dairy processing facility in Rome, NY advanced in early 2026 with final local approvals and supporting infrastructure work now underway. The 1+ million square foot facility is expected to create over 1,000 full-time jobs and significantly expand demand for New York dairy production.



New York State's \$2.25 billion I-81 Viaduct Project entered Phase Two in spring 2026, triggering the most significant construction activity to date. Full closure of the elevated viaduct is expected by year-end 2026, with large-scale demolition and downtown reconstruction driving sustained infrastructure investment through the decade.

Disciplined Acquirer & Proven Integrator

We employ a strategic and selective acquisition strategy that focuses high-value partners to enhance our existing franchise. NBTB has completed 14 acquisitions, including 3 banks and 12 fee-based businesses, since 2013.



- **Completed May 2025** – 8 months from announcement
- Added \$2.22 billion in assets and 18 branches
- Expanded presence into Upstate New York’s two largest markets by population: Buffalo and Rochester



Salisbury Bank

- **Completed August 2023** – 9 months from announcement
- Added \$1.6 billion in assets and 13 branches
- Added attractive, complementary markets in Northwest Connecticut, Western Massachusetts, and New York’s Hudson Valley
- Well-established wealth management



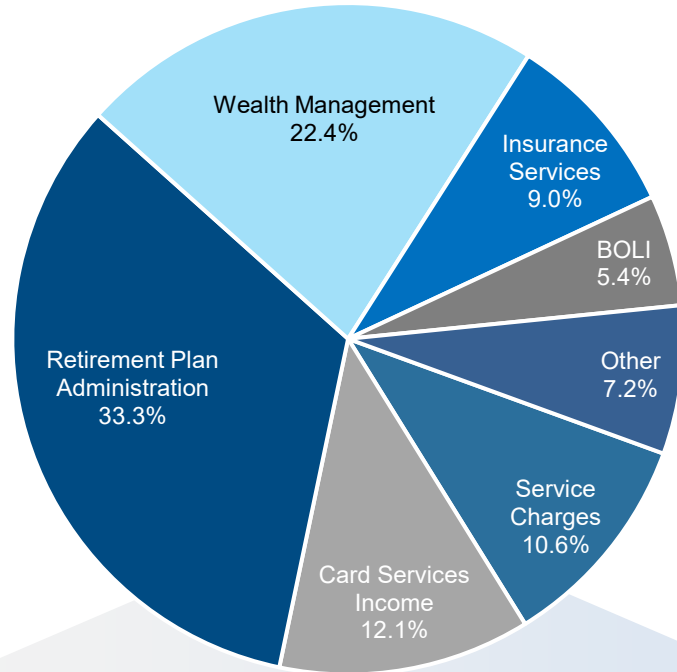
Retirement Plan Services Acquisition Highlights

*Diversify Revenue,
Expand Capabilities and Build Scale*

Year	Entity Acquired
2024	PACO, Inc. West Des Moines, IA
2023	Retirement Direct, LLC Cornelius, NC
2022	Cleveland Hauswirth Investment Management Milwaukee, WI
2020	Alliance Benefit Group of Illinois, Inc. Peoria, IL

Focus on Fee-Based Businesses

Q1 2026 Fee Income Composition⁽¹⁾ (%)

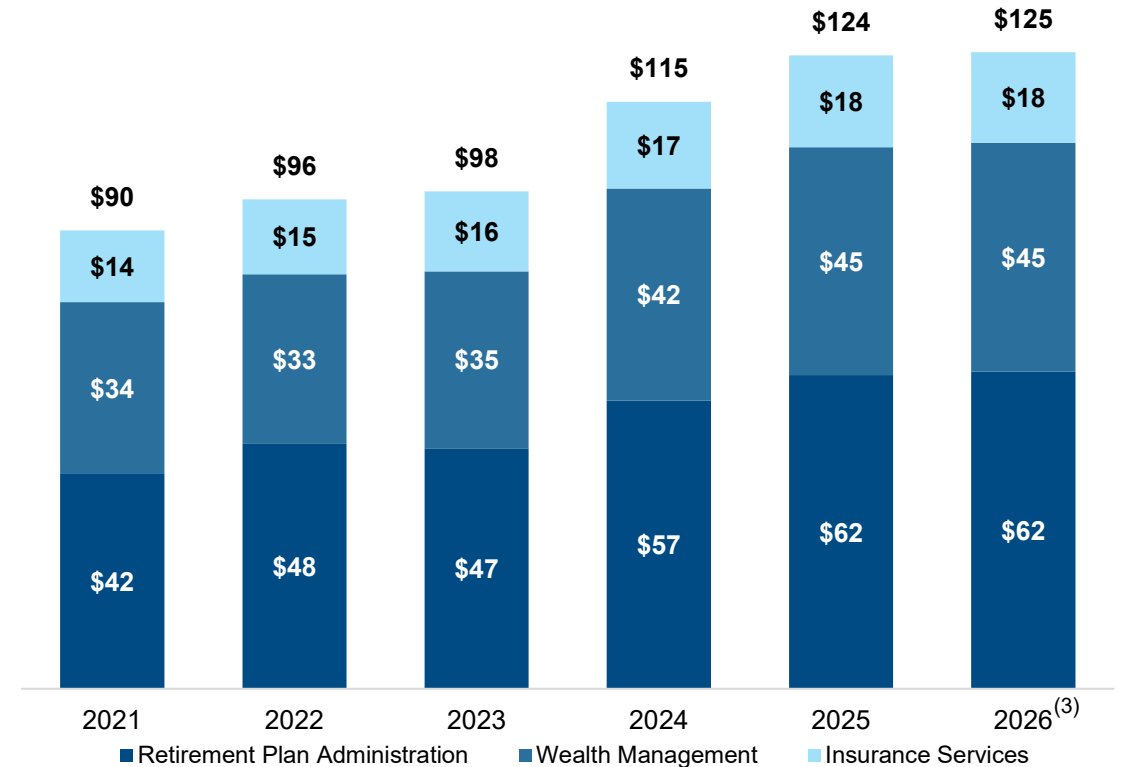


\$49.7 Million
Total Noninterest
Q1 Income⁽¹⁾

27%
YTD Noninterest Income
to Total Revenue⁽¹⁾
(compared to peer median at 17%)

Key Fee Revenue Verticals Over Time⁽²⁾

(\$ in million)



Source for Peer Data: S&P Global Market Intelligence; data as of the most recent available quarter; refer to appendix for Peer Group. | Note: Numbers may not foot due to rounding.

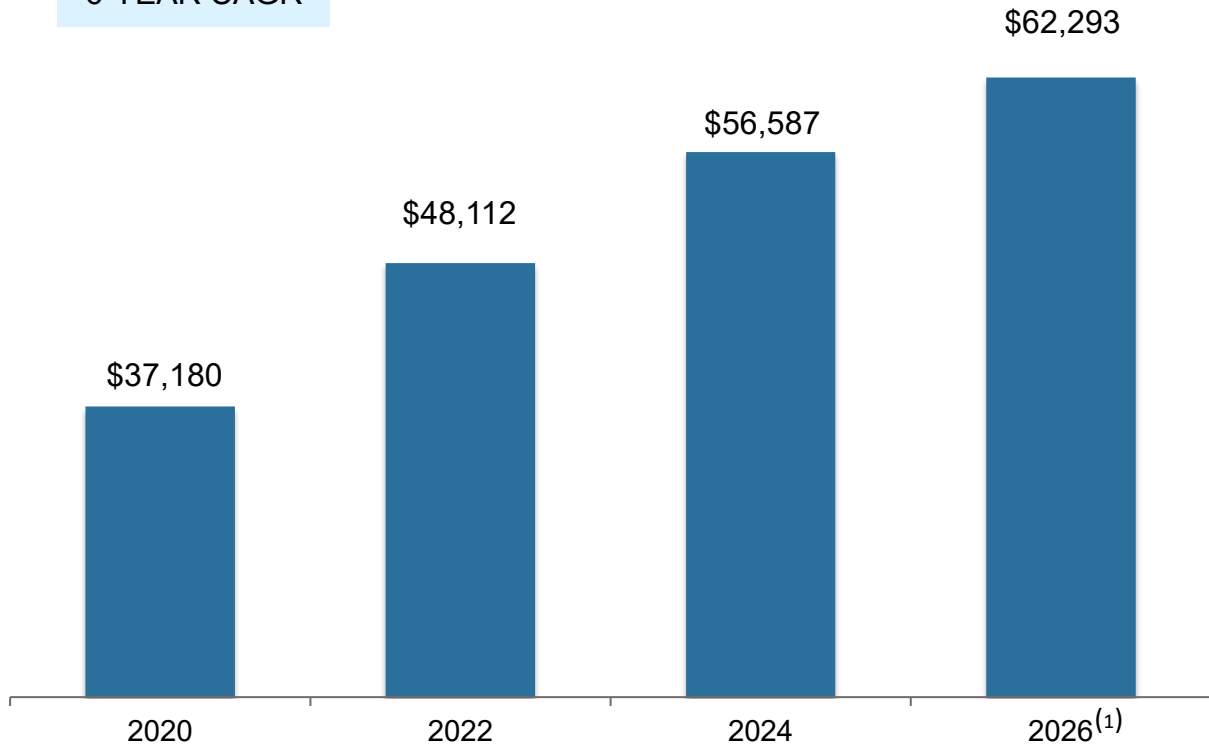
1. Excludes gains/losses on sale of securities. | 2. Does not represent all fee income. | 3. Trailing four quarters.

National Benefits Administration Firm



Revenues
(\$ in thousands)

9%
6-YEAR CAGR



1. Trailing four quarters

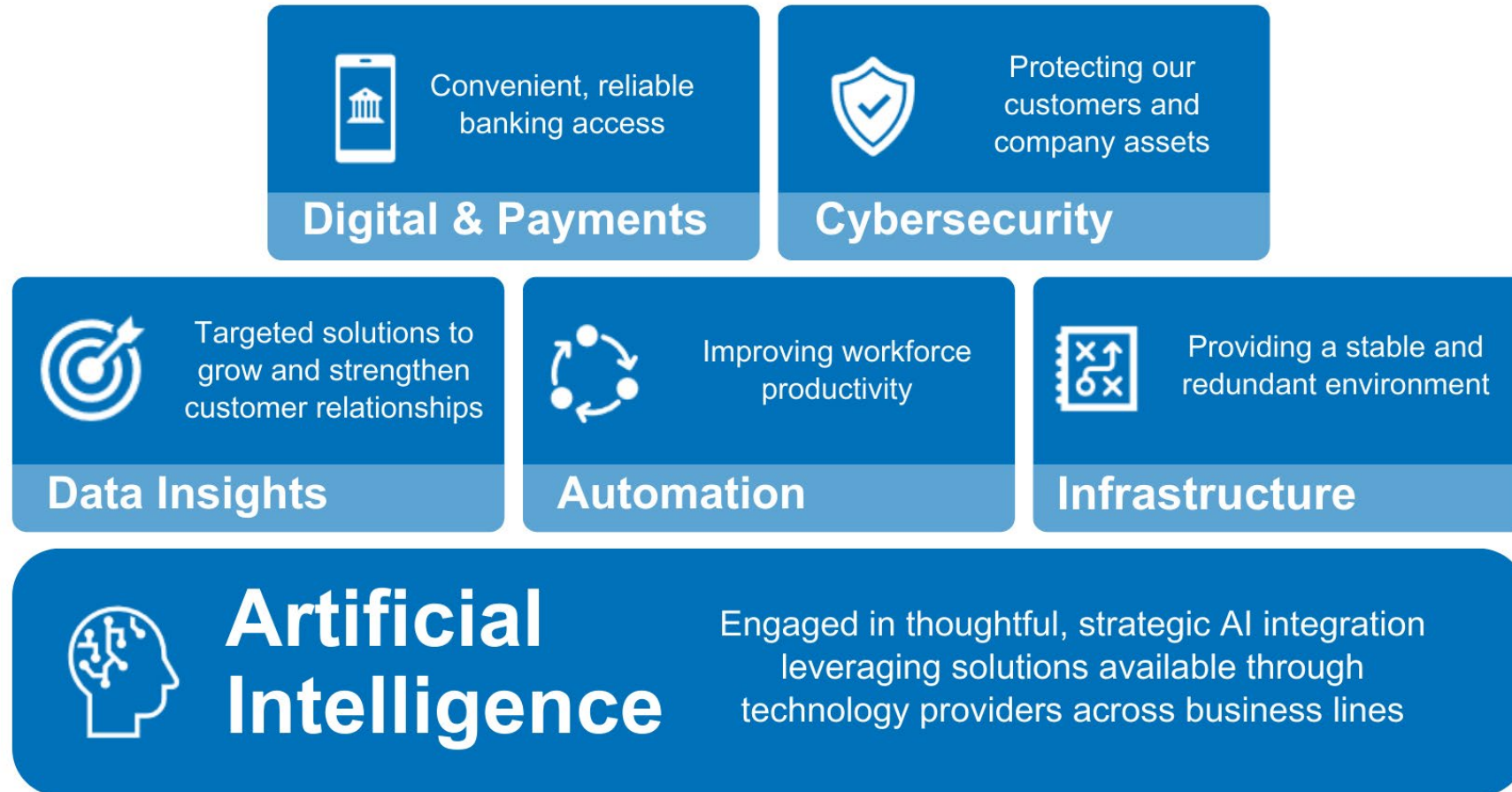
“Helping America Retire”

Over 375,000 Plan Participants Nationwide

- ▶ Customized Consulting, Recordkeeping, Actuarial and Administrative Services for All Types of Retirement Plans
- ▶ Deep Partnerships with Clients Across 50 States, Including Retirement Plan Advisors, Banks and TPAs
- ▶ Proprietary Customer Experience Delivery Platform Driving Adoption and Satisfaction
- ▶ Acquisition Activity Provides Revenue Growth, Client Diversification and Expands Capabilities and Geography

Enterprise Technology

NBT's comprehensive Technology Roadmap is a **customer and employee-focused** plan designed to deliver technology-enabled solutions that **enhance experience** while fostering **profitability** and **growth**.





About NBT Bancorp

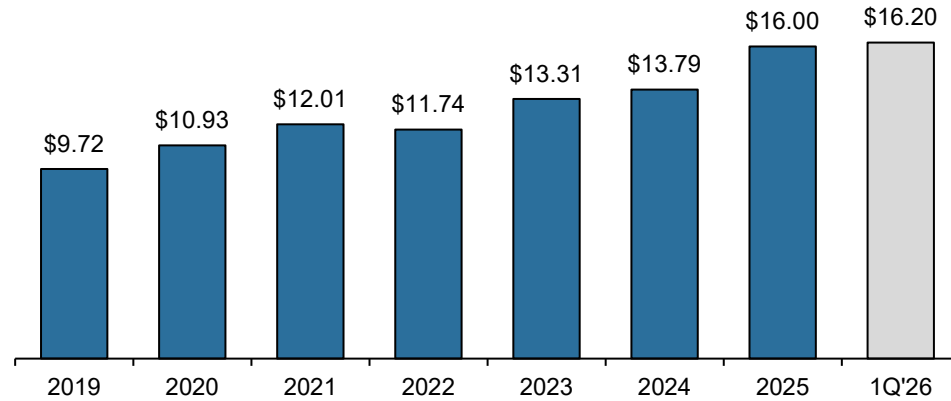
Strategic Initiatives

▶ **Financial Performance**

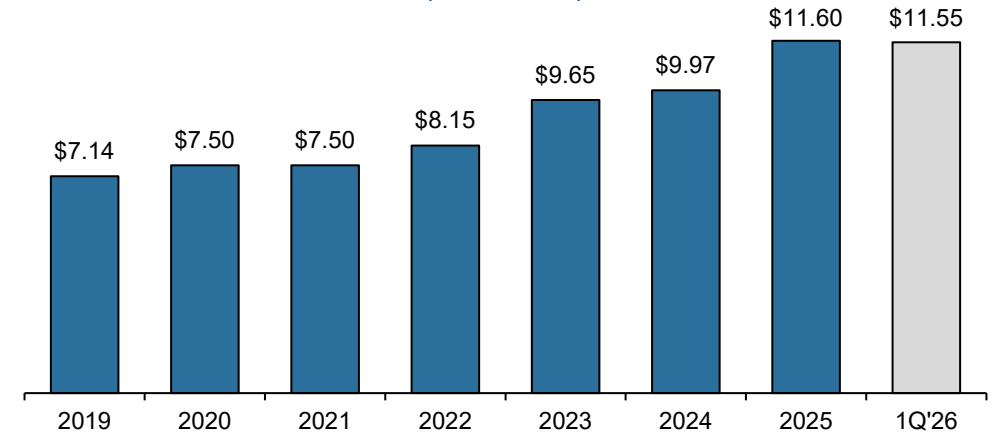
Appendix

Track Record of Consistent Growth

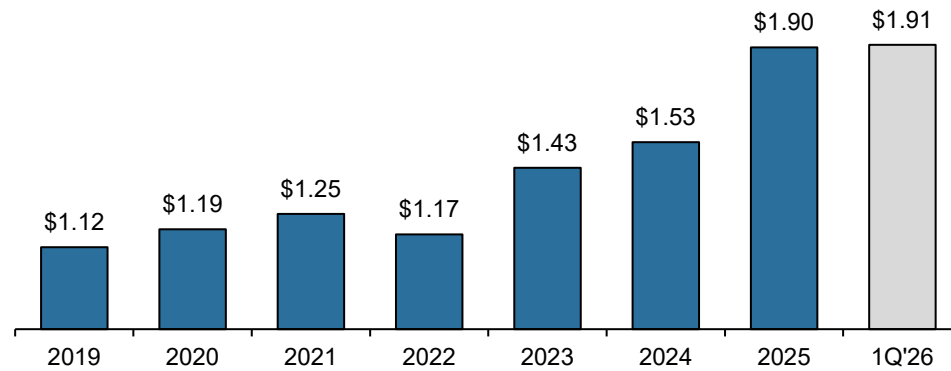
Total Assets
(\$ in billion)



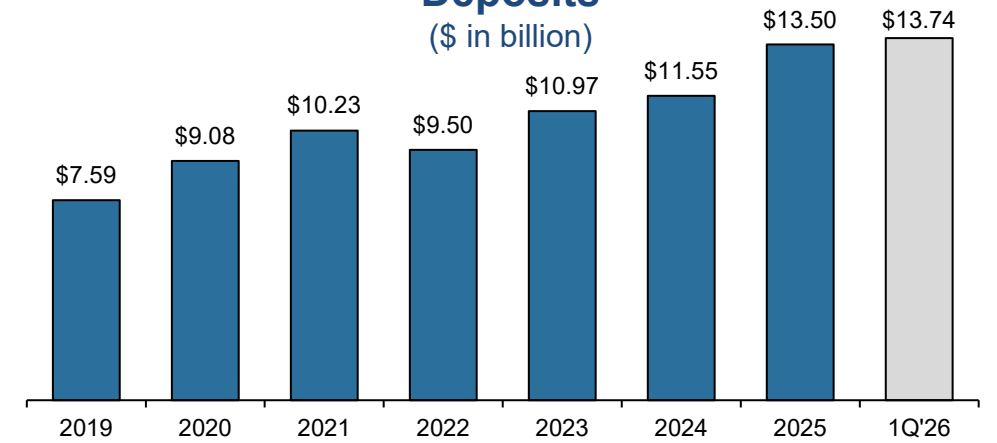
Gross Loans
(\$ in billion)



Shareholders Equity
(\$ in billion)

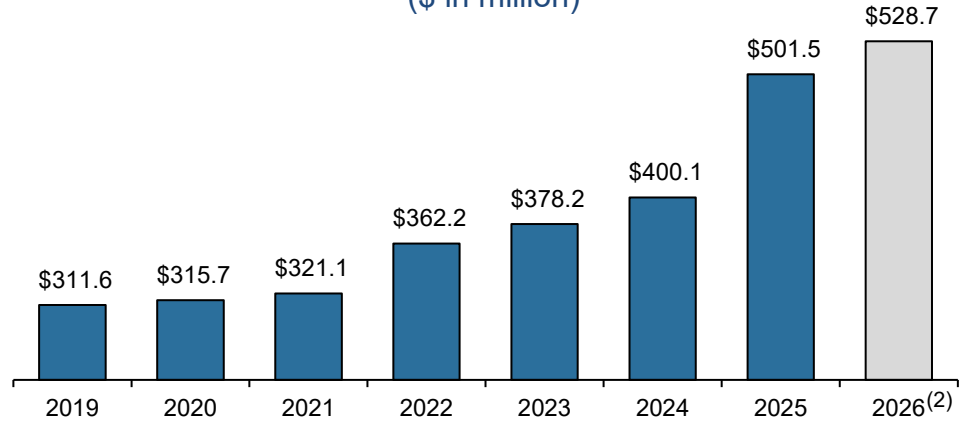


Deposits
(\$ in billion)

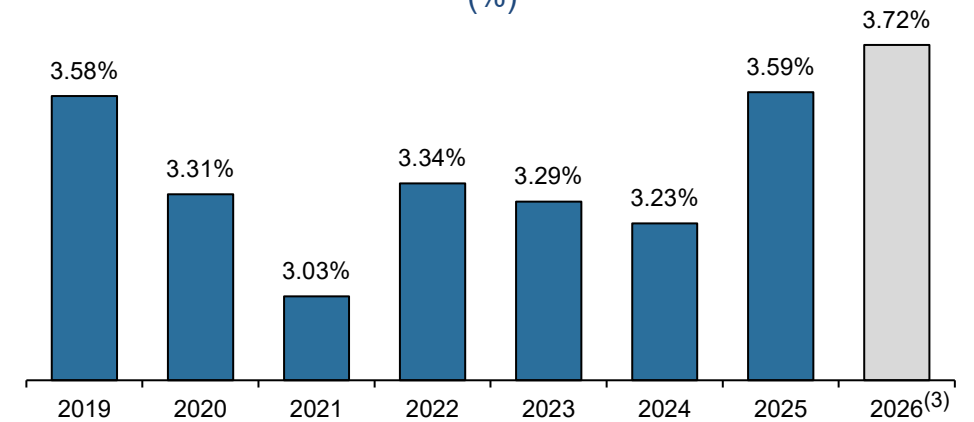


Strong & Stable Profitability

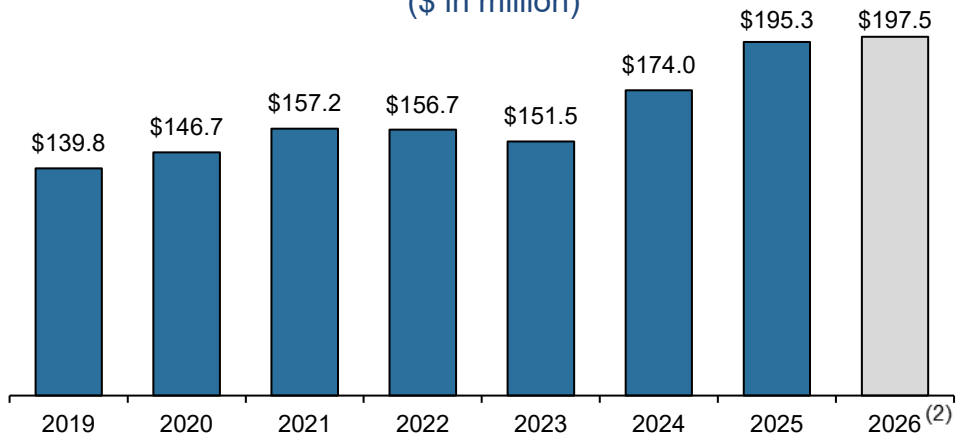
Net Interest Income
(\$ in million)



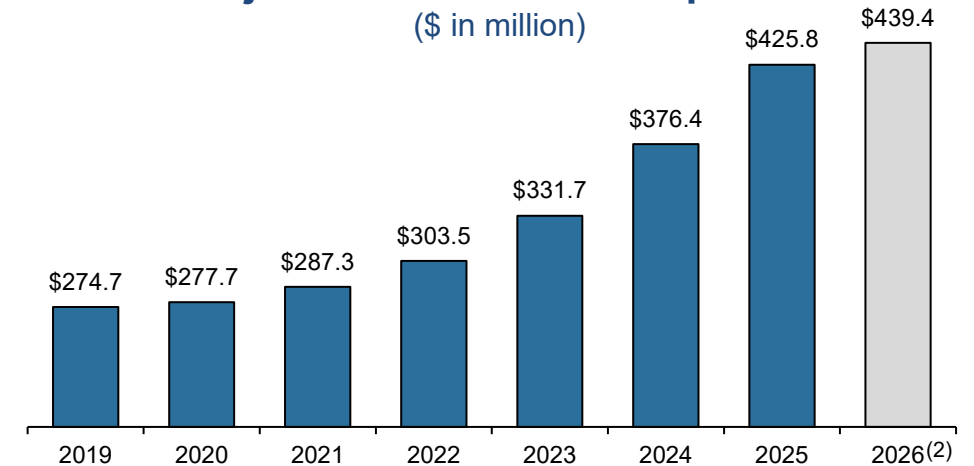
Net Interest Margin FTE
(%)



Fee Income⁽¹⁾
(\$ in million)



Adjusted Noninterest Expense
(\$ in million)



Note: Refer to appendix for reconciliation of Non-GAAP measures. | 1. Excludes gains/losses on sale of securities and equity investments. | 2. Trailing four quarters. | 3. Annualized.

Results Overview

Q1 2026

HIGHLIGHTS⁽¹⁾

Balance Sheet

- Average total interest-earning assets grew 15.7% from Q1 2025
- Loans grew 15.7% from Q1 2025
- Deposits grew 17.4% from Q1 2025
- Tangible equity ratio was 8.96%⁽²⁾

Earnings & Capital

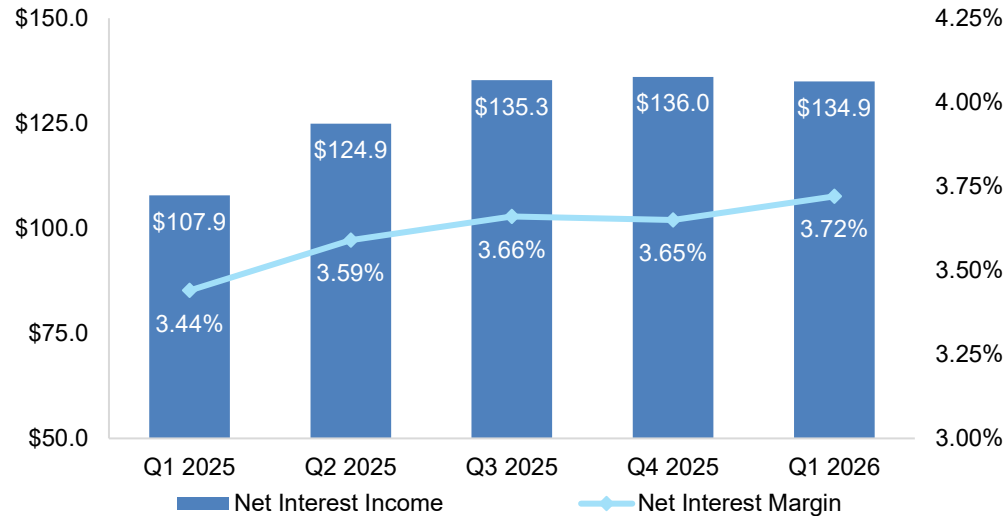
- Net income of \$51.1 million and diluted earnings per share of \$0.98
- Operating net income⁽²⁾ of \$50.8 million and operating diluted earnings per share⁽²⁾ of \$0.97
 - Operating ROAA⁽²⁾ of 1.29%
 - Operating ROTCE⁽²⁾ of 15.50%
- Net interest margin⁽²⁾⁽³⁾ up 7 bps to 3.72%
- Tangible book value per share⁽²⁾ at \$27.05, up 9.3% from first quarter 2025

(\$ in millions except per share data)	Q1 2026	Change Q4 2025	Q1 2025	% Change Q4 2025	% Change Q1 2025
Period End Balance Sheet					
Total loans	\$ 11,547.3	\$ (50.9)	\$ 1,567.0	(0.4%)	15.7%
Total deposits	13,743.0	243.8	2,034.5	1.8%	17.4%
Income Statement					
FTE net interest income ⁽²⁾	\$ 134.9	\$ (1.1)	\$ 27.1	(0.8%)	25.1%
Net income	51.1	(4.4)	14.4	(7.9%)	39.2%
Earnings per share, diluted	0.98	(0.08)	0.21	(7.5%)	27.3%
Performance Ratios					
Net interest margin ⁽²⁾⁽³⁾	3.72%	0.07%	0.28%	1.9%	8.1%
ROAA ⁽³⁾	1.30%	(0.07%)	0.22%	(5.1%)	20.4%
ROATCE ⁽²⁾⁽³⁾	15.59%	(1.46%)	1.96%	(8.6%)	14.4%
NCOs/ Avg loans (%) ⁽³⁾	0.17%	0.01%	(0.10%)	6.2%	(37.0%)
Operating Results					
Net income ⁽²⁾	\$ 50.8	\$ (4.6)	\$ 13.0	(8.3%)	34.5%
Earnings per share, diluted⁽²⁾	0.97	(0.08)	0.17	(7.6%)	21.3%
ROAA ⁽²⁾⁽³⁾	1.29%	(0.08%)	0.18%	(5.8%)	16.2%
ROATCE ⁽²⁾⁽³⁾	15.50%	(1.52%)	1.51%	(8.9%)	10.8%
Capital					
Tangible book value per share ⁽²⁾	\$ 27.05	\$ 0.51	\$ 2.31	1.9%	9.3%
Tangible equity ratio ⁽²⁾	8.96%	0.01%	0.28%	0.1%	3.2%
Leverage ratio	9.70%	0.22%	(0.69%)	2.3%	(6.6%)
Common equity tier 1 capital ratio	12.34%	0.27%	0.22%	2.2%	1.8%
Tier 1 capital ratio	12.34%	0.27%	(0.68%)	2.2%	(5.2%)
Total risk-based capital ratio	14.52%	0.28%	(0.72%)	2.0%	(4.7%)

1. Comparison to Q4 2025 unless otherwise stated. | 2. Non-GAAP measure; refer to appendix for reconciliation of Non-GAAP measures. | 3. Annualized.

Net Interest Income & Net Interest Margin

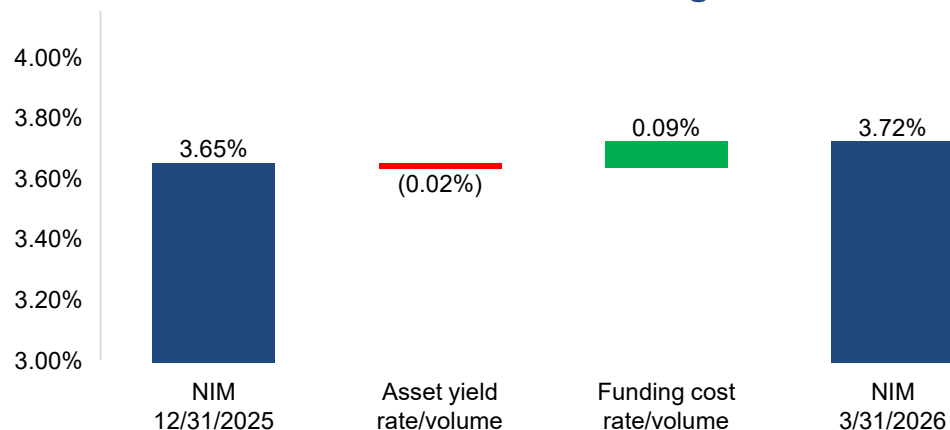
Net Interest Income (\$ in millions) & Net Interest Margin (%)



HIGHLIGHTS⁽¹⁾

- Net interest income decreased \$1.1 million to \$134.9 million
 - Driven by two fewer days in the first quarter of 2026
 - Lower earning asset yields partially offset by a decrease in funding costs
- Net interest margin increased 7 bps to 3.72%
 - Interest-earning asset yields decreased 2 bps with loan yields down 4 bps
 - Total cost of funds decreased 9 bps to 1.42%

Q1 2026 Net Interest Margin



Year 1 Interest Rate Sensitivity	
	Net Interest Income
Change in Interest Rates	% Change from Base
Up 200 bps	1.36%
Up 100 bps	0.96%
Down 100 bps	(0.91)%
Down 200 bps	(1.26)%

Net Interest Income and annualized Net Interest Margin are shown on a fully tax equivalent basis, which is a Non-GAAP measure; refer to appendix for reconciliation of Non-GAAP measures.

1. Comparison to Q4 2025 unless otherwise stated.

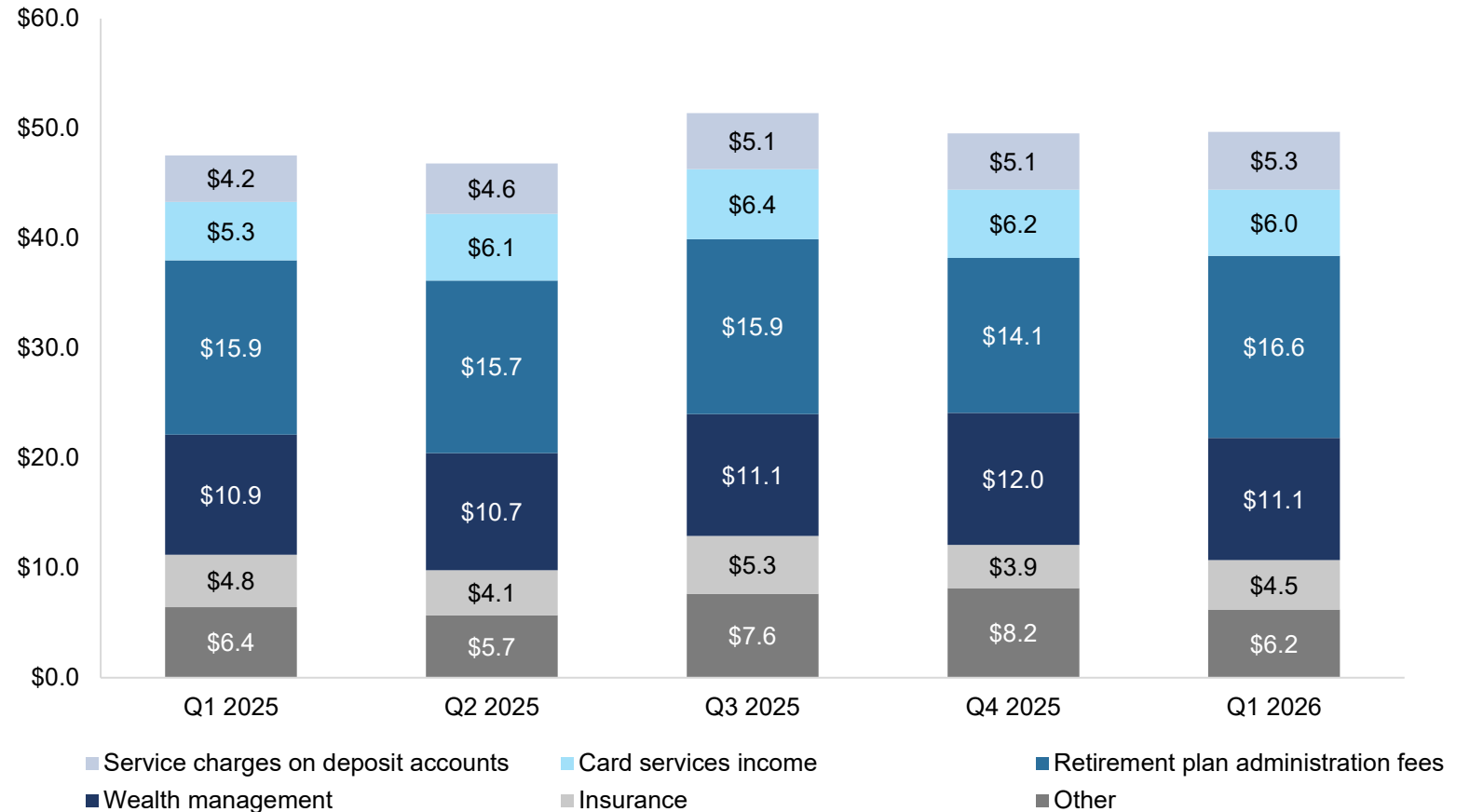
Noninterest Income

HIGHLIGHTS^{(1) (2)}

- \$49.7 million in noninterest income
- Noninterest income increased \$2.1 million or 4.5% from Q1 2025 with:
 - Retirement plan administration fees up 4.5%
 - Wealth management fees up 1.7%
 - Insurance revenues down 5.9%
- Noninterest income to total revenue was 27% (above peer levels)

Noninterest Income Trend⁽²⁾

(\$ in millions)



Peer Source Data: S&P Global Market Intelligence.

| Refer to appendix for Peer Group.

| 1. Comparison to Q4 2025 unless otherwise stated.

| 2. Excludes net securities gains (losses).

Noninterest Expense

HIGHLIGHTS⁽¹⁾

Salaries & Benefits

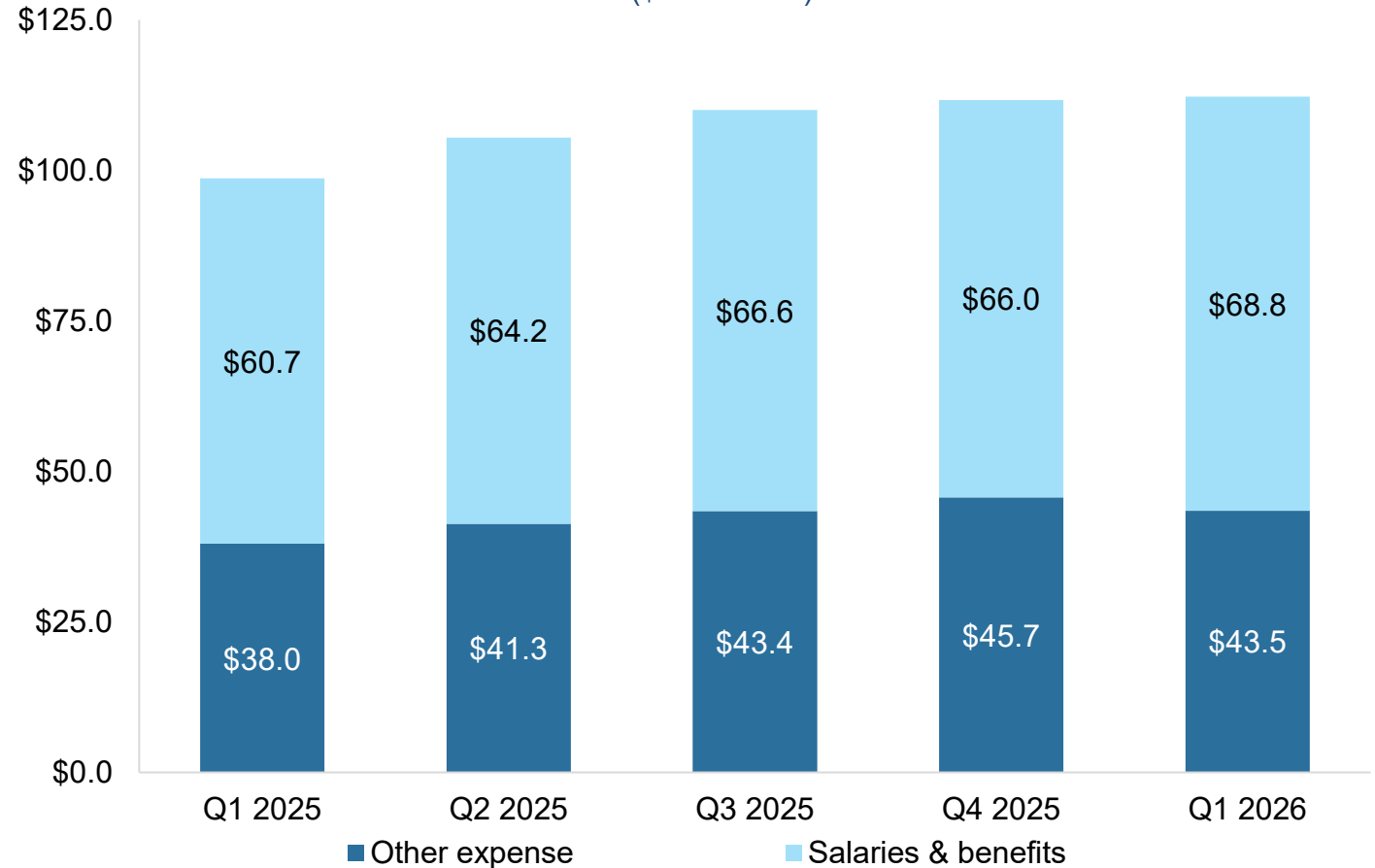
- Increased by 4.2% driven by seasonally higher payroll taxes and stock-based compensation expense partially offset by lower medical

Other Expenses

- Other expenses decreased due to seasonally lower levels of travel, training and charitable contributions and loan-servicing related expenses
- Occupancy costs increase driven by higher seasonal maintenance and utilities costs due to harsh winter conditions across the footprint

Noninterest Expense Trend⁽²⁾

(\$ in millions)



1. Comparisons to Q4 2025 unless otherwise stated. | 2. Other expense excludes acquisition expenses in all quarters: \$1.1 million for Q3 2025, \$17.2 million for Q2 2025 and \$1.2 million for Q1 2025.

Capital Strength

Regulatory Capital Ratios	NBT 03/31/2026	Regulatory Well Capitalized Level
Tier 1 Leverage	9.70%	5.00%
Total Risk-Based Capital	14.52%	10.00%



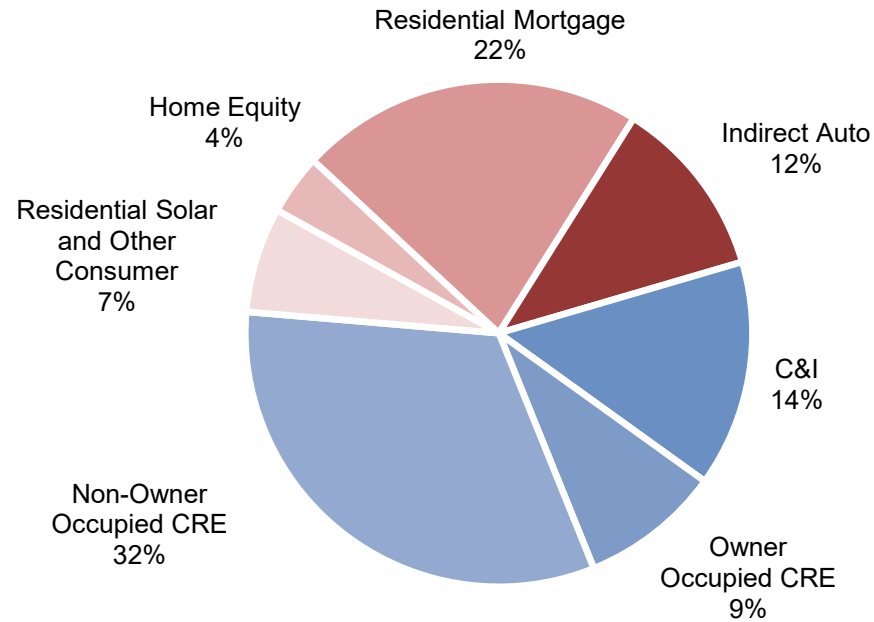
**Q1 2026 dividend of
\$0.37 per share –
8.8% increase**



**13th consecutive year
of annual dividend
increases in 2025**

Loans

Total Loans
\$11.55 billion

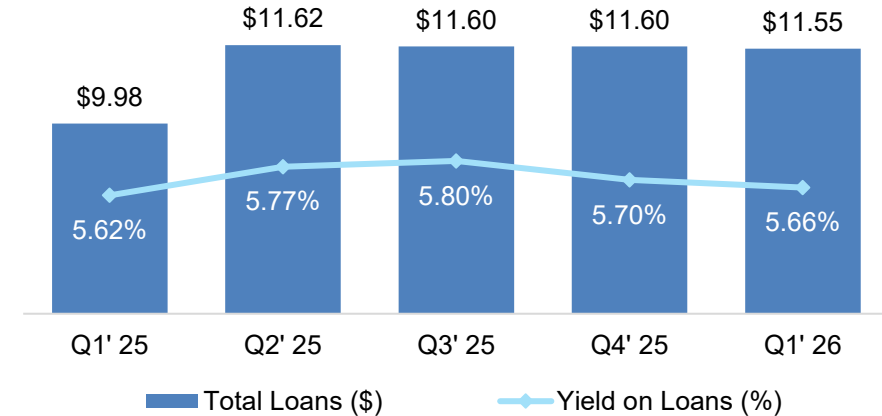


Quarterly Loan Yields		
Line of Business	Portfolio	New Origination ⁽²⁾
Commercial	6.08%	6.30%
Indirect Auto	5.94%	5.26%
Residential Mortgage	4.75%	5.71%

HIGHLIGHTS⁽¹⁾

- Loans increased \$1.57 billion, or 15.7% from March 31, 2025
 - Total commercial loans increased \$1.13 billion to \$6.45 billion
 - Total consumer loans increased \$0.44 billion to \$5.09 billion
- Loan Mix: Commercial 56% / Consumer 44%
- 58% Fixed and 42% Adjustable / Floating
 - \$2.4 billion in variable rate loans
- Quarterly yields on total loans decreased 4 bps

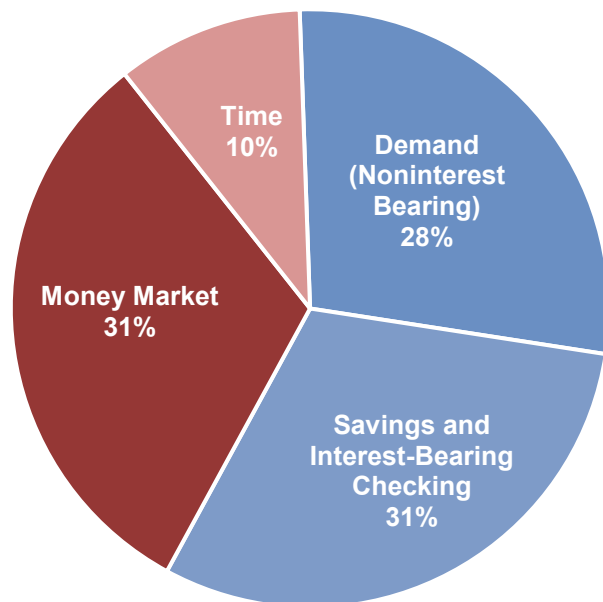
Yield on Loans (%) / Total Loans (\$ in billions)



1. Comparison to Q4 2025 unless otherwise stated. | 2. New origination yields for the first quarter of 2026.

Deposits

Total Deposits \$13.74 billion



Cost of Interest-Bearing Deposits	
Savings and Interest-Bearing Checking	0.74%
Money Market	2.64%
Time	2.83%
Total Interest-Bearing	1.87%

HIGHLIGHTS⁽¹⁾

- Cost of total deposits of 1.34%, down 10 bps
- Total cost of funds was 1.42%, down 9 bps
- Period end deposits increased \$2.03 billion, or 17.4%, from March 31, 2025
- No and low-cost deposits were 59% of total deposits with a cost of 38 bps
- Total deposits represented 98% of funding
- Loan to deposit ratio of 84.0%

Diverse & Granular Deposit Mix

Deposit Mix	Balance as of March 31, 2026	Number of Accounts	Average Balance per Account
Consumer	\$ 6.96 billion	522,038	\$ 13,326
Commercial ⁽²⁾	\$ 6.78 billion	89,662	\$ 75,685
Total	\$ 13.74 billion	611,700	\$ 22,467

1. Comparison to Q4 2025 unless otherwise stated. | 2. Includes commercial, business banking and municipal customers.

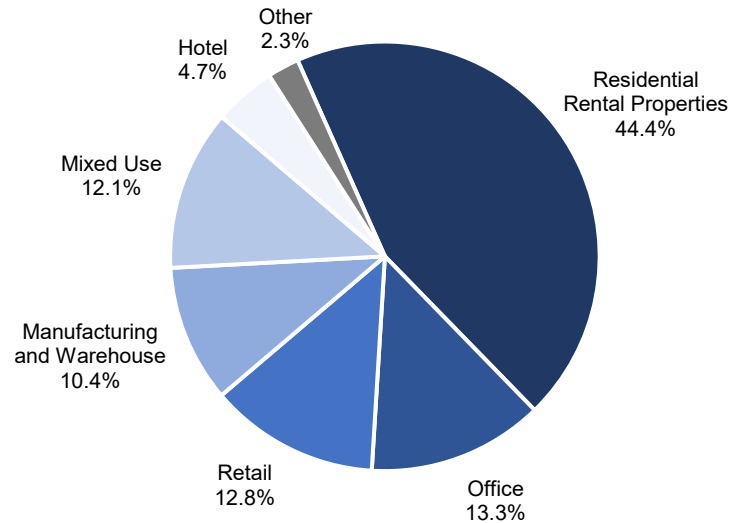
Commercial Portfolio Detail



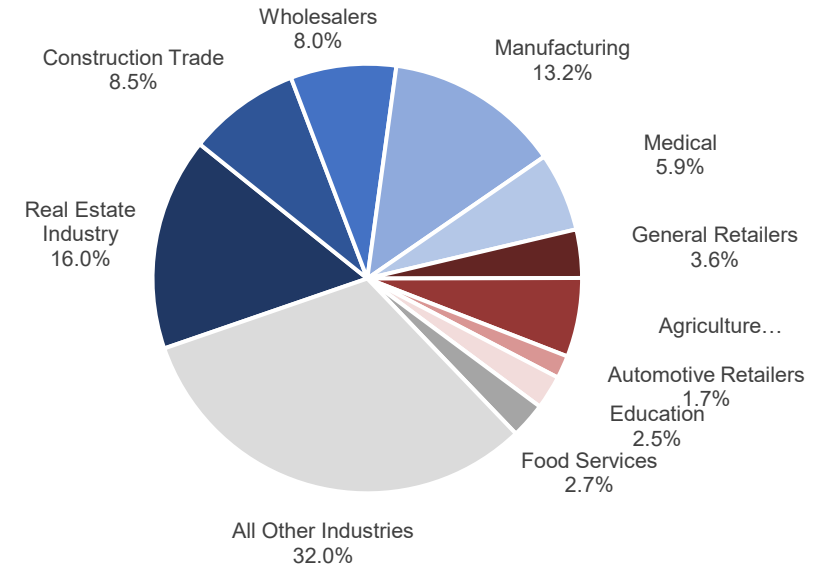
Commercial Loan Portfolio \$6.45 billion

Non-Owner Occupied CRE (\$3.75 billion)

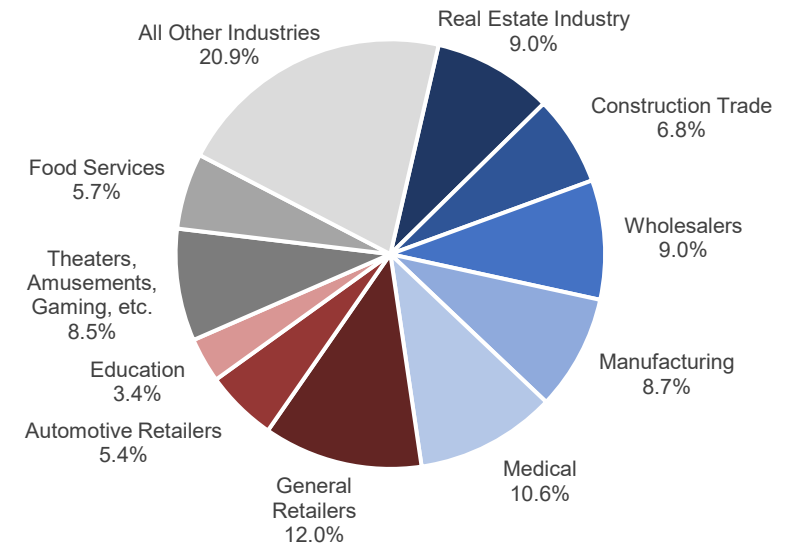
Non-Owner Occupied CRE to Capital was 210.6%



Commercial & Industrial (\$1.67 billion)



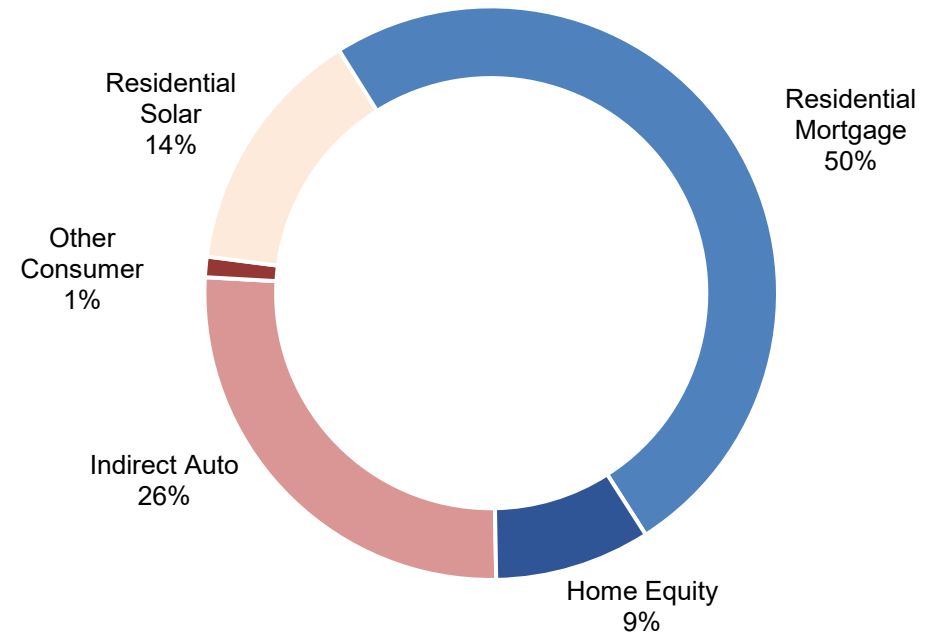
Owner Occupied CRE (\$1.03 billion)



Consumer & Residential Portfolio Detail



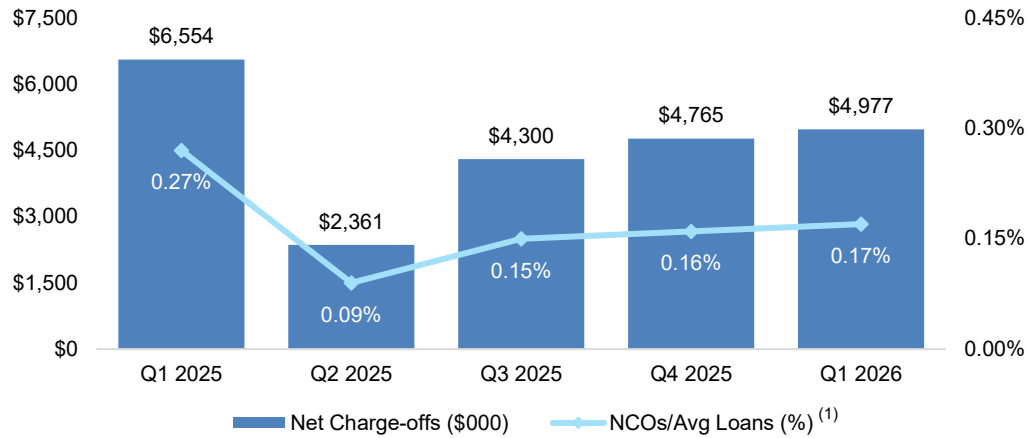
Consumer Lending Portfolio
\$5.09 billion



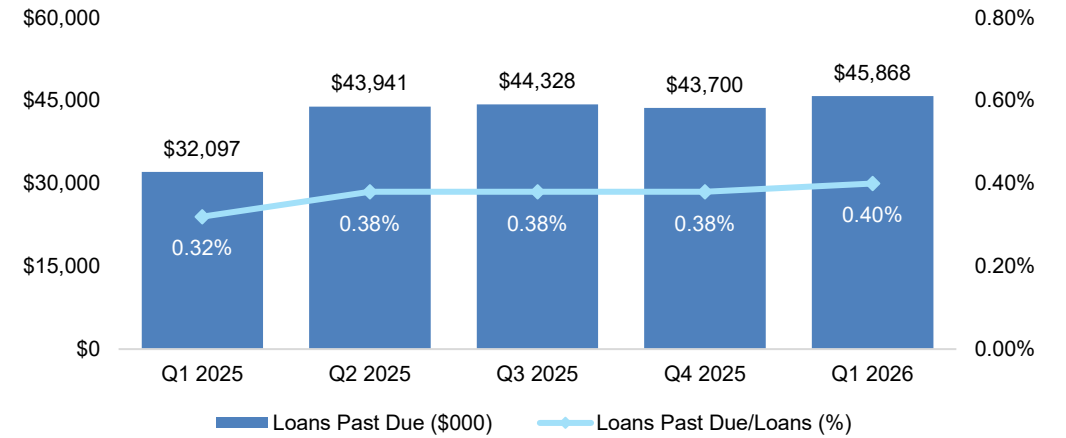
Consumer Lending Portfolio Metrics					
Category	Total Outstandings (\$000s)	# of Accounts	Average Balance	Weighted Average FICO	Average DTI
Residential Mortgage	\$ 2,539,249	16,046	\$ 162,472	764	35
Indirect Auto	\$ 1,333,017	61,907	\$ 21,090	764	32
Residential Solar	\$ 715,745	24,480	\$ 29,237	760	35
Home Equity	\$ 447,462	12,700	\$ 34,606	781	33
Other Consumer	\$ 58,774	33,322	\$ 1,787	754	28

Asset Quality

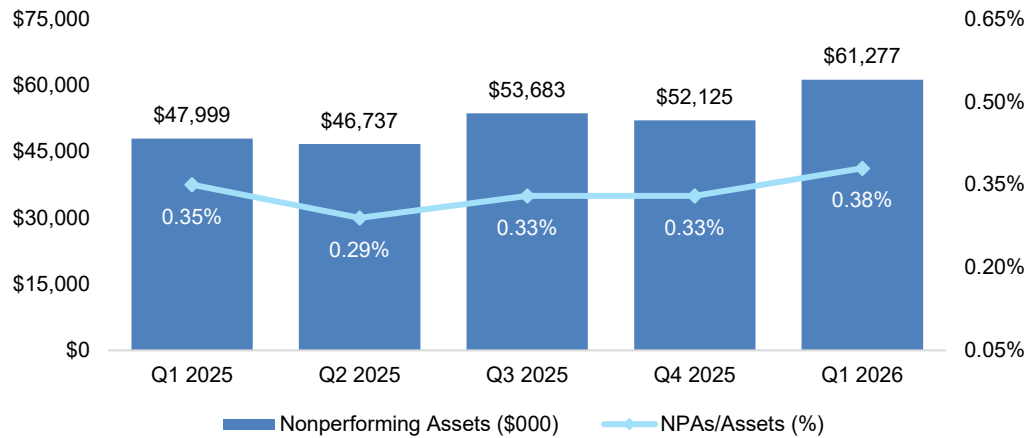
Net Charge-Offs



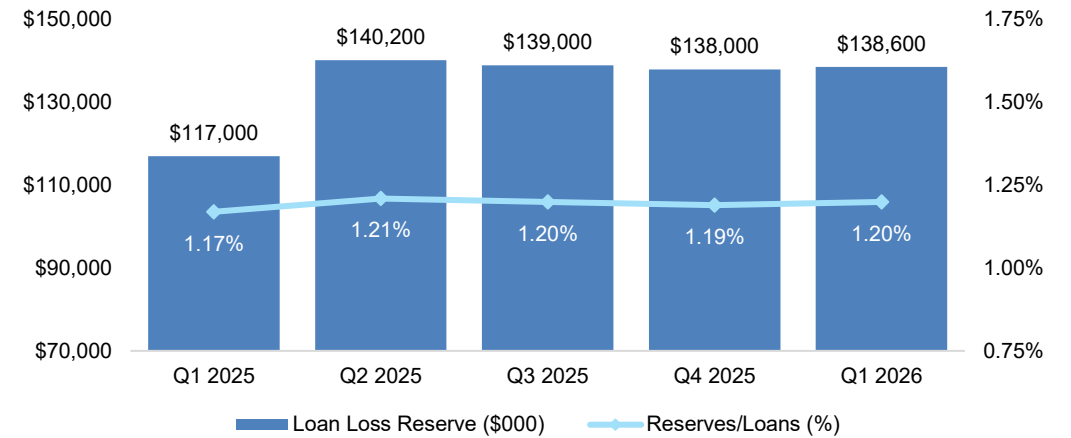
Loans Past Due⁽²⁾



Nonperforming Assets⁽³⁾



Loan Loss Reserves



1. Annualized. | 2. Loans past due and still accruing. | 3. Nonperforming assets include nonaccrual loans, loans ninety days past due and still accruing and other real estate owned.



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Financial Performance

▶ **Appendix**

Performance to Peer Group

Performance Ratios %	NBTB	March 31, 2026	
		Peer Median	Peer Average
Core ROAE ⁽¹⁾⁽²⁾	11.22%	10.67%	10.61%
Core ROATCE ⁽¹⁾⁽²⁾	15.31%	14.52%	14.85%
Net Interest Margin ⁽¹⁾	3.72%	3.61%	3.65%
Fee Income / Revenue ⁽³⁾	27.00%	17.27%	17.49%
Loans / Deposits	84.02%	90.98%	90.49%

Market Ratios	NBTB	March 31, 2026	
		Peer Median	Peer Average
Price / EPS (x)	10.86	10.98	11.71
Price / TBV (%) ⁽¹⁾	157.41%	138.78%	148.23%
Current Dividend Yield (%)	3.48%	3.56%	3.76%

Data Source: S&P Global Market Intelligence as of the most recent quarter. Refer to appendix for Peer Group.

Note: Peer data pro forma for recently announced acquisitions.

1. Refer to appendix for reconciliation of Non-GAAP measures.

2. Core Income excludes extraordinary items, non-recurring items, amortization of intangibles & goodwill impairment and gains/losses on sale of securities.

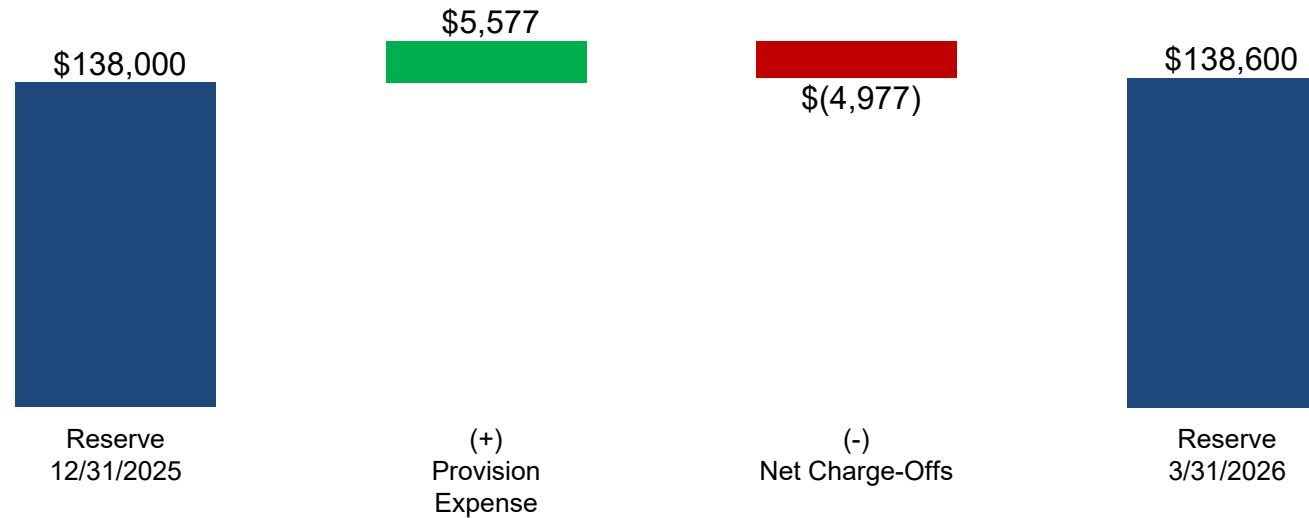
3. Excludes gains / losses on sale of securities.

Loan Loss Reserve (CECL)

Reserve / Loans by Segment

Loan Type	3/31/2025	6/30/2025	9/30/2025	12/31/2025	3/31/2026
Commercial & Industrial	0.76%	0.79%	0.81%	0.76%	0.89%
Commercial Real Estate	1.02%	1.14%	1.13%	1.06%	1.05%
Residential Mortgage and Home Equity	1.00%	1.05%	1.05%	1.06%	0.99%
Auto	0.72%	0.70%	0.70%	0.68%	0.70%
Residential Solar and Other Consumer	3.61%	3.64%	3.62%	4.09%	4.39%
Total	1.17%	1.21%	1.20%	1.19%	1.20%

Loan Loss Reserve Activity (\$ in thousands)

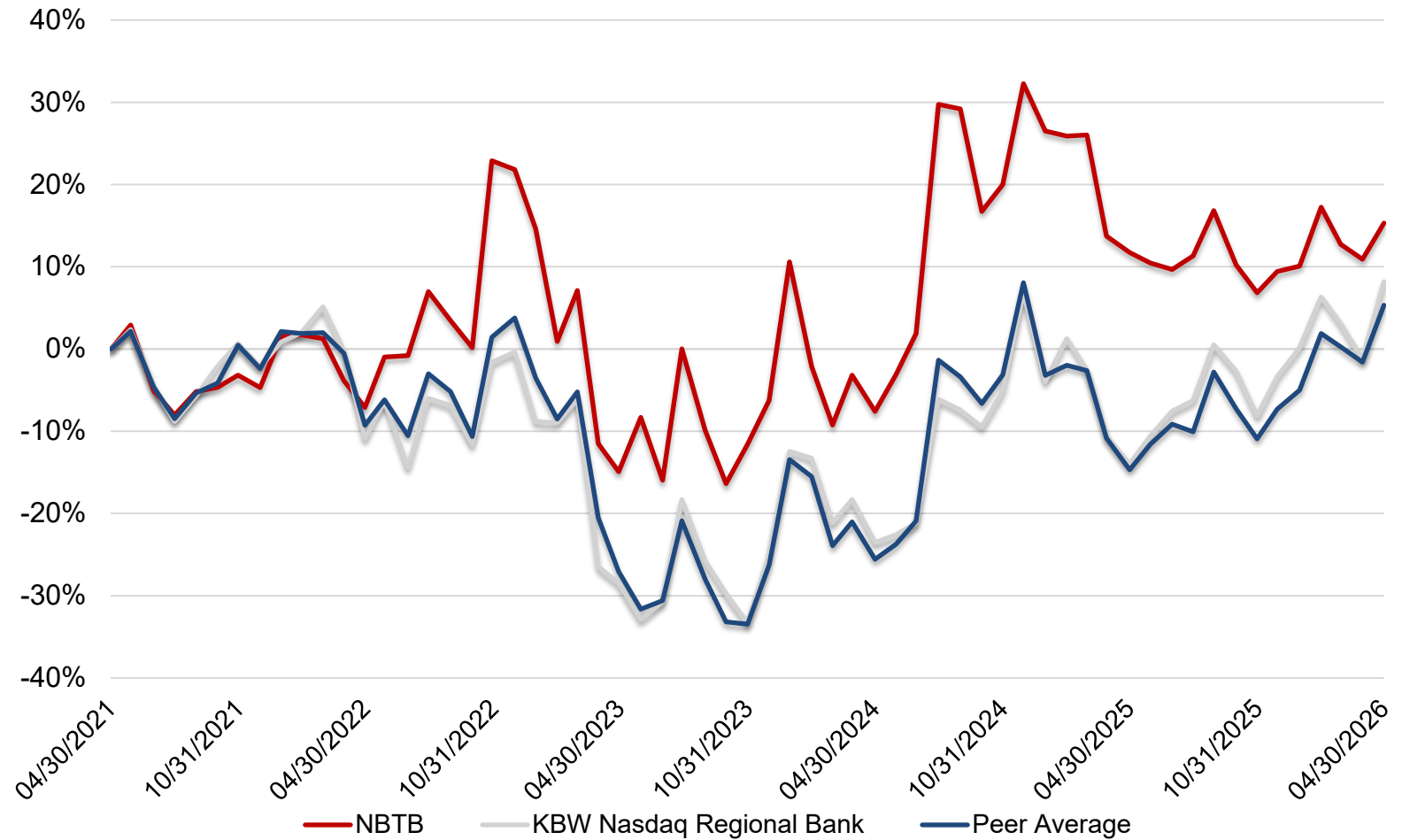


NBT Stock Performance

5 Year

April 30, 2026

- NBTB, 15%
- KBW Nasdaq Regional Bank, 8%
- Peer Average, 5%



NBT Stock Performance

April 30, 2026

- KBW Nasdaq Regional Bank, 23%
- Peer Average, 15%
- NBTB, -6%

NBTB's stock price has lagged peers since the acquisition announcement in September 2024.



Peer Group

Name	HQ City	State	Ticker
Beacon Financial Corporation	Boston	MA	BBT
Camden National Corporation	Camden	ME	CAC
CNB Financial Corporation	Clearfield	PA	CCNE
Community Financial System, Inc.	Syracuse	NY	CBU
ConnectOne Bancorp, Inc.	Englewood	NJ	CNOB
Dime Community Bancshares, Inc.	Hauppauge	NY	DCOM
Eastern Bankshares, Inc.	Boston	MA	EBC
Farmers National Banc Corp.	Canfield	OH	FMNB
First Busey Corporation	Leawood	KS	BUSE
First Commonwealth Financial Corporation	Indiana	PA	FCF
First Financial Bancorp.	Cincinnati	OH	FFBC
First Merchants Corporation	Muncie	IN	FRME
Fulton Financial Corporation	Lancaster	PA	FULT
Independent Bank Corp.	Rockland	MA	INDB
Northwest Bancshares, Inc.	Columbus	OH	NWBI
OceanFirst Financial Corp.	Red Bank	NJ	OCFC
Park National Corporation	Newark	OH	PRK
Peoples Bancorp Inc.	Marietta	OH	PEBO
Provident Financial Services, Inc.	Jersey City	NJ	PFS
S&T Bancorp, Inc.	Indiana	PA	STBA
Tompkins Financial Corporation	Ithaca	NY	TMP
WesBanco, Inc.	Wheeling	WV	WSBC

External Recognition



- Best Bank – Satisfaction with RM for Small Business Banking in the U.S. (Northeast)
- Best Bank – Satisfaction in Cash Management for Small Business Banking in the U.S. (Northeast)



Voted one of Forbes World's Best Banks

- Recognized as a Forbes World's Best Bank 5 times in 6 years (2019 to 2024)
- Named to Forbes America's Best Banks list for 2025



Reconciliation of Non-GAAP Measures

(Dollars in Thousands)	Q1 2026	Q4 2025	Q1 2025
Net Income	\$ 51,142	\$ 55,509	\$ 36,745
Amortization of Intangible Assets (Net of Tax)	2,511	2,522	1,583
Net Income, Excluding Intangibles Amortization	\$ 53,653	\$ 58,031	\$ 38,328

Average Tangible Common Equity	\$ 1,395,379	\$ 1,350,307	\$ 1,140,565
Return on Average Tangible Common Equity⁽¹⁾	15.59%	17.05%	13.63%

(Dollars in Thousands, Except Per Share Data)	Q1 2026	Q4 2025	Q1 2025
Net Income	\$ 51,142	\$ 55,509	\$ 36,745
Acquisition Expenses	-	-	1,221
Securities (Gains) Losses	(442)	(142)	104
Adjustments to Net Income	\$ (442)	\$ (142)	\$ 1,325
Adjustments to Net Income (Net of Tax)	\$ (338)	\$ (113)	\$ 1,020
Operating Net Income	\$ 50,804	\$ 55,396	\$ 37,765

Operating Diluted Earnings Per Share	\$ 0.97	\$ 1.05	\$ 0.80
Operating Return on Average Assets⁽¹⁾	1.29%	1.37%	1.11%
Operating Return on Average Tangible Common Equity⁽¹⁾	15.50%	17.02%	13.99%

1. Annualized.

Reconciliation of Non-GAAP Measures

(Dollars in Thousands)	Q1 2026	Q4 2025	Q3 2025	Q2 2025	Q1 2025
Net Interest Income	\$ 134,348	\$ 135,440	\$ 134,663	\$ 124,220	\$ 107,223
FTE Adjustment	578	581	594	655	636
Net Interest Income, Tax Equivalent	\$ 134,926	\$ 136,021	\$ 135,257	\$ 124,875	\$ 107,859
Average Total Interest Earning Assets	\$ 14,694,823	\$ 14,768,404	\$ 14,643,524	\$ 13,958,413	\$ 12,701,136
Net Interest Margin, Tax Equivalent⁽¹⁾	3.72%	3.65%	3.66%	3.59%	3.44%

(Dollars in Thousands, Except Per Share Data)	Q1 2026	Q4 2025	Q3 2025	Q2 2025	Q1 2025
Total Stockholder's Equity	\$ 1,914,397	\$ 1,896,216	\$ 1,853,146	\$ 1,805,166	\$ 1,565,775
Goodwill and Other Intangibles	(507,586)	(510,934)	(515,090)	(518,519)	(396,912)
Tangible Common Equity	\$ 1,406,811	\$ 1,385,282	\$ 1,338,056	\$ 1,286,647	\$ 1,168,863
Total Assets	\$ 16,204,406	\$ 15,995,121	\$ 16,112,584	\$ 16,014,781	\$ 13,864,251
Goodwill and Other Intangibles	(507,586)	(510,934)	(515,090)	(518,519)	(396,912)
Tangible Assets	\$ 15,696,820	\$ 15,484,187	\$ 15,597,494	\$ 15,496,262	\$ 13,467,339
Tangible Common Equity to Tangible Assets	8.96%	8.95%	8.58%	8.30%	8.68%
Common Shares Outstanding	52,009,646	52,202,955			47,255,406
Book Value Per Share	\$ 36.81	\$ 36.32			\$ 33.13
Tangible Book Value Per Share	\$ 27.05	\$ 26.54			\$ 24.74

1. Annualized.

Reconciliation of Non-GAAP Measures

(Dollars in Thousands)	2026 - YTD	2025	2024	2023	2022	2021	2020	2019
Net Interest Income	\$ 134,348	\$ 501,546	\$ 400,122	\$ 378,219	\$ 362,190	\$ 321,088	\$ 315,678	\$ 311,555
FTE Adjustment	578	2,466	2,574	2,034	1,304	1,191	1,301	1,667
Net Interest Income, Tax Equivalent	\$ 134,926	\$ 504,012	\$ 402,696	\$ 380,253	\$ 363,494	\$ 322,279	\$ 316,979	\$ 313,222
Average Total Interest Earning Assets	\$ 14,694,823	\$ 14,025,247	\$ 12,449,064	\$ 11,570,283	\$ 10,898,871	\$ 10,631,890	\$ 9,571,777	\$ 8,739,258
Net Interest Margin, Tax Equivalent ⁽¹⁾	3.72%	3.59%	3.23%	3.29%	3.34%	3.03%	3.31%	3.58%

(Dollars in Thousands)	2026 - LTM	2025	2024	2023	2022	2021	2020	2019
Noninterest Expense	\$ 457,673	\$ 445,341	\$ 377,881	\$ 341,664	\$ 304,465	\$ 287,281	\$ 277,733	\$ 274,734
Acquisition Expenses	(18,305)	(19,526)	(1,531)	(9,978)	(967)	-	-	-
Adjusted Noninterest Expense	\$ 439,368	\$ 425,815	\$ 376,350	\$ 331,686	\$ 303,498	\$ 287,281	\$ 277,733	\$ 274,734

1. Annualized.

Reconciliation of Non-GAAP Measures

(Dollars in Thousands)	2026 – YTD ⁽⁴⁾
Net Income	\$ 51,142
Securities (Gains) (Net of Tax) ⁽¹⁾	(349)
Amortization of Intangibles (Net of Tax) ⁽¹⁾	2,645
Acquisition Expenses (Net of Tax) ⁽¹⁾	-
Core Net Income⁽²⁾	\$ 53,438
Average Stockholders' Equity	\$ 1,905,022
Average Tangible Equity ⁽³⁾	\$ 1,395,762
Core Return on Average Equity⁽²⁾	11.22%
Core Return on Average Tangible Common Equity⁽²⁾	15.31%

1. Balance per S&P Global Market Intelligence, utilizes a 21% statutory tax rate.
2. Calculation per S&P Global Market Intelligence.
3. Balance per S&P Global Market Intelligence.
4. Data as of 03/31/2026

Forward-Looking Statements

This presentation contains forward-looking statements, as defined in the Private Securities Litigation Reform Act of 1995. These statements may be identified by the use of phrases such as “anticipate,” “believe,” “expect,” “forecasts,” “projects,” “will,” “can,” “would,” “should,” “could,” “may,” or other similar terms. There are a number of factors, many of which are beyond the Company’s control, that could cause actual results to differ materially from those contemplated by the forward-looking statements. Factors that may cause actual results to differ materially from those contemplated by such forward-looking statements include, among others, the following possibilities: (1) local, regional, national and international economic conditions, including actual or potential stress in the banking industry, and the impact they may have on the Company and its customers, and the Company’s assessment of that impact; (2) changes in the level of nonperforming assets and charge-offs; (3) changes in estimates of future reserve requirements based upon the periodic review thereof under relevant regulatory and accounting requirements; (4) the effects of and changes in trade and monetary and fiscal policies and laws, including the interest rate policies of the Federal Reserve Board (“FRB”) and international trade disputes (including threatened or implemented tariffs imposed by the U.S. and threatened or implemented tariffs imposed by foreign countries in retaliation); (5) inflation, interest rate, securities market and monetary fluctuations; (6) political instability; (7) acts of war, including international military conflicts, or terrorism; (8) the timely development and acceptance of new products and services and the perceived overall value of these products and services by users; (9) changes in consumer spending, borrowing and saving habits; (10) changes in the financial performance and/or condition of the Company’s borrowers; (11) technological changes; (12) acquisition and integration of acquired businesses; (13) the ability to increase market share and control expenses; (14) changes in the competitive environment among financial holding companies; (15) the effect of changes in laws and regulations (including laws and regulations concerning taxes, banking, securities and insurance) with which the Company and its subsidiaries must comply, including those under the Dodd-Frank Act, and the Economic Growth, Regulatory Relief, and Consumer Protection Act of 2018; (16) the effect of changes in accounting policies and practices, as may be adopted by the regulatory agencies, as well as the Public Company Accounting Oversight Board, the Financial Accounting Standards Board and other accounting standard setters; (17) changes in the Company’s organization, compensation and benefit plans; (18) the costs and effects of legal and regulatory developments, including the resolution of legal proceedings or regulatory or other governmental inquiries, and the results of regulatory examinations or reviews; (19) greater than expected costs or difficulties related to the integration of new products and lines of business; and (20) the Company’s success at managing the risks involved in the foregoing items.

The Company cautions readers not to place undue reliance on any forward-looking statements, which speak only as of the date on which they are made, and advises readers that various factors, including, but not limited to, those described above and other factors discussed in the Company’s annual and quarterly reports previously filed with the SEC, could affect the Company’s financial performance and could cause the Company’s actual results or circumstances for future periods to differ materially from those anticipated or projected.

Unless required by law, the Company does not undertake, and specifically disclaims any obligations to, publicly release any revisions that may be made to any forward-looking statements to reflect the occurrence of anticipated or unanticipated events or circumstances after the date of such statements.