



Community
FINANCIAL SYSTEM, INC.

Investor Presentation

COMMUNITY FINANCIAL SYSTEM, INC. | NYSE: CBU

NOVEMBER 2025

Disclaimers

Forward-Looking Statements

This presentation contains comments or information that constitute forward-looking statements (within the meaning of the Private Securities Litigation Reform Act of 1995), which involve significant risks and uncertainties. Forward-looking statements often use words such as “anticipate,” “could,” “target,” “expect,” “estimate,” “intend,” “plan,” “goal,” “forecast,” “believe,” or other words of similar meaning. These statements are based on the current beliefs and expectations of the Company’s management and are subject to significant risks and uncertainties. Actual results may differ materially from the results discussed in the forward-looking statements. Moreover, the Company’s plans, objectives and intentions are subject to change based on various factors (some of which are beyond the Company’s control). Factors that could cause actual results to differ from those discussed in the forward-looking statements include: (1) adverse developments in the banking industry related to bank failures and the potential impact of such developments on customer confidence and regulatory responses to these developments; (2) current and future economic and market conditions, including the effects of changes in housing or vehicle prices, higher unemployment rates, disruptions in the commercial real estate market, labor shortages, supply chain disruption, inability to obtain raw materials and supplies, U.S. fiscal debt, budget and tax matters, geopolitical matters and conflicts, the effects of announced or future tariff increases, changes in global trade policies, and any changes in global economic growth; (3) the effect of, and changes in, monetary and fiscal policies and laws, including future changes in Federal and state statutory income tax rates and interest rate and other policy actions of the Board of Governors of the Federal Reserve System; (4) the effect of changes in the level of checking or savings account deposits on the Company’s funding costs and net interest margin including the possibility of a sudden withdrawal of the Company’s deposits due to rapid spread of information or disinformation regarding the Company’s well-being; (5) future provisions for credit losses on loans and debt securities; (6) changes in nonperforming assets; (7) the effect of a fall in stock market or bond prices on the Company’s fee income businesses, including its employee benefit services, wealth management, and insurance businesses; (8) risks related to credit quality; (9) inflation, interest rate, liquidity, market and monetary fluctuations; (10) the strength of the U.S. economy in general and the strength of the local economies where the Company conducts its business; (11) the timely development of new products and services and customer perception of the overall value thereof (including features, pricing and quality) compared to competing products and services; (12) changes in consumer spending, borrowing and savings habits; (13) technological changes and implementation and financial risks associated with transitioning to new technology-based systems involving large multi-year contracts; (14) the ability of the Company to maintain the security, including cybersecurity, of its financial, accounting, technology, data processing and other operating systems, facilities and data, including customer data; (15) effectiveness of the Company’s risk management processes and procedures, reliance on models which may be inaccurate or misinterpreted, the Company’s ability to manage its credit or interest rate risk, the sufficiency of its allowance for credit losses and the accuracy of the assumptions or estimates used in preparing the Company’s financial statements and disclosures; (16) failure of third parties to provide various services that are important to the Company’s operations; (17) any acquisitions or mergers that might be considered or consummated by the Company and the costs and factors associated therewith, including differences in the actual financial results of the acquisition or merger compared to expectations and the realization of anticipated cost savings and revenue enhancements; (18) the ability to maintain and increase market share and control expenses; (19) the nature, timing and effect of changes in banking regulations or other regulatory or legislative requirements affecting the respective businesses of the Company and its subsidiaries, including changes in laws and regulations concerning taxes, accounting, banking, service fees, risk management, securities, capital requirements and other aspects of the financial services industry; (20) changes in the Company’s organization, compensation and benefit plans and in the availability of, and compensation levels for, employees in its geographic markets; (21) the outcome of pending or future litigation and government proceedings; (22) the effect of opening new branches to expand the Company’s geographic footprint, including the cost associated with opening and operating the branches and the uncertainty surrounding their success including the ability to meet expectations for future deposit and loan levels and commensurate revenues; (23) the effects of natural disasters could create economic and financial disruption; (24) the effects from changes in governmental leadership which expose the Company and its customers to a variety of political, economic, and regulatory risks, including the risk of changes in laws (including labor, trade, tax and other laws) and the potential for disruption in governmental agencies, services provided by the government, and funding of government sponsored projects; (25) the effect of total or partial governmental shutdowns; (26) material differences in the actual financial results of investment activities compared with the Company’s initial expectations, including the growth of the Insurtech market; (27) other risk factors outlined in the Company’s filings with the SEC from time to time; and (28) the success of the Company at managing the risks of the foregoing.

The foregoing list of important factors is not all-inclusive. For more information about factors that could cause actual results to differ materially from the Company’s expectations, refer to the discussion under the heading “Item 1A. Risk Factors” in the Company’s Annual Report on Form 10-K for the fiscal year ended December 31, 2024 as filed with the SEC on February 28, 2025. Any forward-looking statements speak only as of the date on which they are made and the Company does not undertake any obligation to update any forward-looking statement, whether written or oral, to reflect events or circumstances after the date on which such statement is made. If the Company does update or correct one or more forward-looking statements, investors and others should not conclude that the Company will make additional updates or corrections with respect thereto or with respect to other forward-looking statements.

Note Regarding Non-GAAP Financial Measures

The Company also provides supplemental reporting of its results on an “operating” or “tangible” basis. Results on an “operating” basis exclude the after-tax effects of acquisition expenses, litigation accrual, restructuring expenses, loss on sales of investment securities, unrealized gain on equity securities and amortization of intangible assets. Results on a “tangible” basis exclude goodwill and intangible asset balances, net of accumulated amortization and applicable deferred tax amounts. Although these items are non-GAAP measures, the Company’s management believes this information helps investors and analysts measure underlying core performance and improves comparability to other organizations that have not engaged in acquisition activity. In addition, the Company provides supplemental reporting for “operating pre-tax, pre-provision net revenues,” which excludes the provision for credit losses, acquisition expenses, litigation accrual, restructuring expenses, loss on sales of investment securities, unrealized gain on equity securities and amortization of intangible assets from income before income taxes. Although operating pre-tax, pre-provision net revenue is a non-GAAP measure, the Company’s management believes this information helps investors and analysts measure and compare the Company’s performance through a credit cycle by excluding the volatility in the provision for credit losses associated with Current Expected Credit Loss (“CECL”) allowance methods, helps investors and analysts measure underlying core performance and improves comparability to other organizations that have not engaged in acquisitions. The Company also provides supplemental reporting of its interest income, net interest income and net interest margin on a fully tax-equivalent (“FTE”) basis, which includes an adjustment to interest income and net interest income that represents taxes that would have been paid had nontaxable investment securities and loans been taxable. Although fully tax-equivalent interest income, net interest income and net interest margin are non-GAAP measures, the Company’s management believes this information helps enhance comparability of the performance of assets that have different tax profiles. The Company also provides supplemental ratio reporting at the segment level, which includes adjusted return on tangible equity. Adjusted return on tangible equity represents annualized adjusted income before income taxes applicable to each segment as a percentage of average tangible equity for each respective segment. This presentation includes a reconciliation of each non-GAAP financial measure to the most comparable GAAP equivalent within the Appendix.

Unaudited

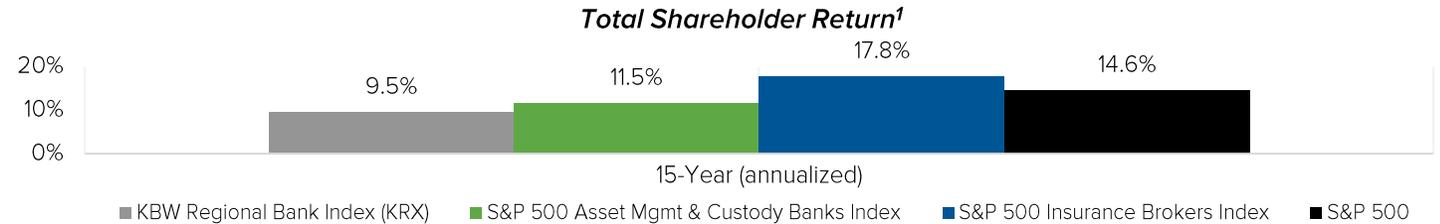
The disclosures within this presentation are unaudited.



Our Investment Thesis:

Above Average Returns with Below Average Risk

Sustainable returns in Financial Services accrue to diversified, lower capital-intensity companies



Diversification provides both revenue durability and high returns on capital

#1
in nonbanking fees/ revenue amongst KRX^{2,3}



Quality of balance sheet provides foundational strength

#2
in cost of funds amongst KRX²

76.5%
Loan/deposit ratio

0.13%
NCO % vs. 0.22% for KRX median²

Our business model leads to above-average returns

23.8%
Core ROATCE % vs. 14.0% for KRX median^{2,4,5}

1.32%
Core ROAA % vs. 1.20% for KRX median^{2,4}

¹ Total returns for periods noted ending 9/30/2025; include reinvestment of dividends

² TTM basis

³ Regulatory income statement basis. Non-bank revenue includes fiduciary, investment banking, insurance and other noninterest income to capture employee benefit services revenue

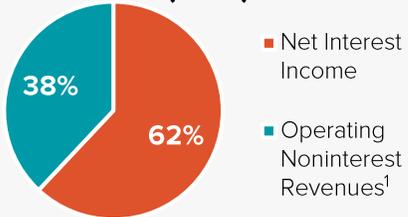
⁴ Core income, a non-GAAP measure, is net income after taxes and before extraordinary items, less net income attributable to noncontrolling interest, gain or loss on the sale of securities, amortization of intangibles, goodwill and nonrecurring items.

⁵ Adjusted ROATCE is a non-GAAP measure defined as annualized segment adjusted pre-tax income / Total average segment tangible equity. Segment average tangible equity is defined as average total assets minus average total liabilities, excluding average intangible assets such as goodwill and other intangibles. Please see Appendix for details.



About CBU

SUCCESSFUL AND GROWING FINANCIAL SERVICES COMPANY operating four scaled, complementary business lines

		Banking Services	Employee Benefit Services	Insurance Services	Wealth Management Services
					
<p>Operating Revenue Mix (TTM)</p>  <ul style="list-style-type: none"> Net Interest Income Operating Noninterest Revenues¹ 		<ul style="list-style-type: none"> \$16.7 billion in total assets Large bank capabilities with local service Strong market share 	<ul style="list-style-type: none"> Retirement Plan & Benefits Administration <ul style="list-style-type: none"> – \$16.8 billion in AUA Actuarial & Pension Services Health & Welfare Plans Collective Investment Trusts <ul style="list-style-type: none"> – \$107 billion in AUA 	<ul style="list-style-type: none"> Top 68 Insurance Broker in the U.S. P&C Insurance, Risk Management & Consulting, Employee Benefits and HR Consulting Offices in NY, PA, MA, FL, SC and KY 	<ul style="list-style-type: none"> \$13.9 billion in AUMA Full-Service Financial Solutions: Investment Management, Trust & Estate Services, Asset Management, Retirement Plan Consulting, and Personalized Financial Planning Outsourced Partner Solutions
TTM Operating Revenue¹ 3-Yr Operating Revenue^{1,2} CAGR (TTM basis)	<p>\$798.1M total operating revenues</p>	<p>\$570.0M operating revenues²</p>	<p>\$139.6M operating revenues²</p>	<p>\$54.2M operating revenues²</p>	<p>\$39.6M operating revenues²</p>
	<p>6.4%</p>	<p>6.3%</p>	<p>5.4%</p>	<p>10.5%</p>	<p>5.1%</p>

¹ Operating revenue is a non-GAAP measure. Please see Appendix for details.

² Segment-level operating revenue results. Segment results include certain intercompany transactions that are eliminated in consolidation to Community Financial System, Inc. Segment-level operating results are presented utilizing methodology consistent with the Company's Segment Information disclosure in its Quarterly Report on Form 10-K for the periods ended December 31, 2024, in accordance with Accounting Standards Codification 280: Segment Reporting.

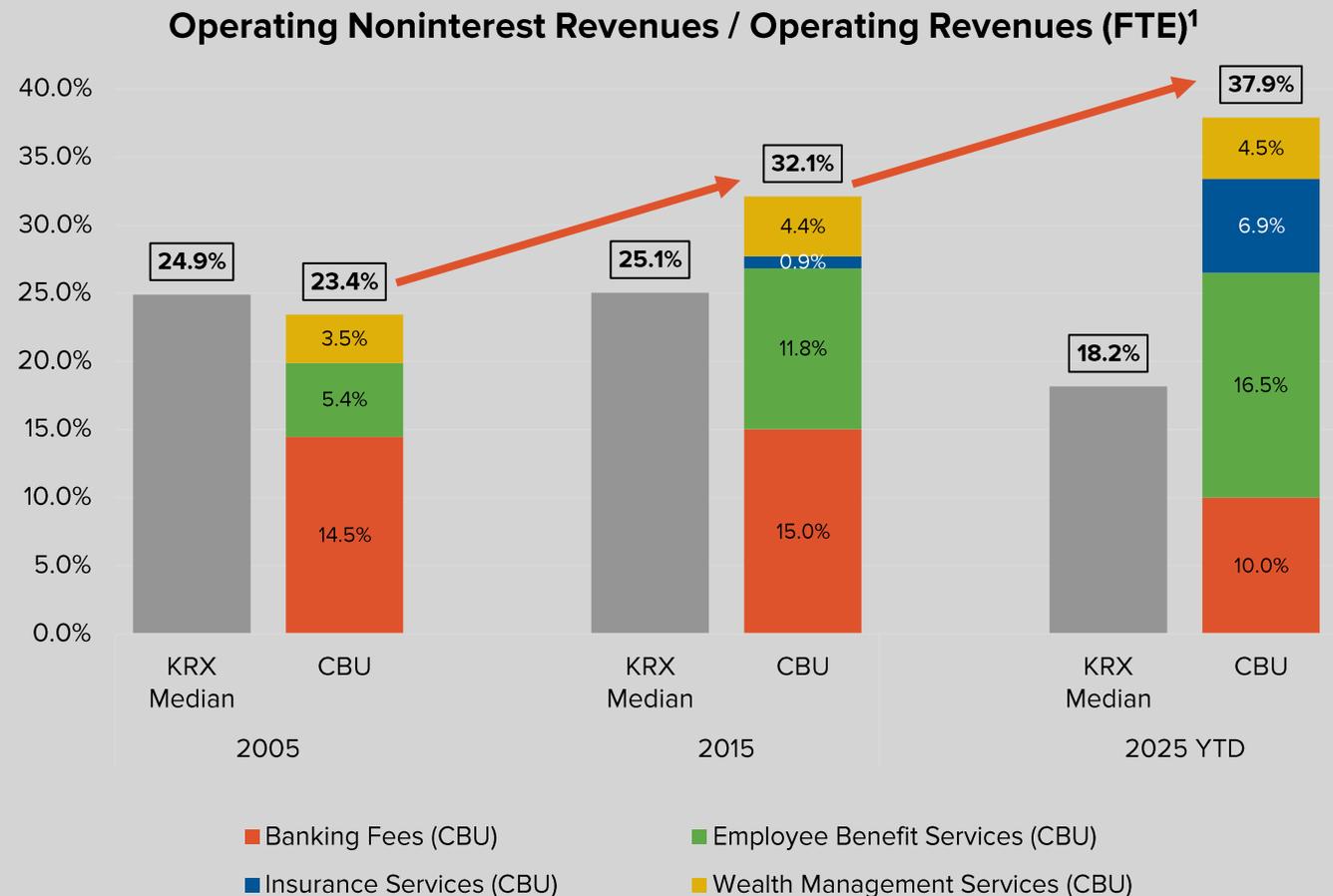
Trailing twelve months ("TTM") and year to date ("YTD") figures used throughout this presentation refer to the period ending 9/30/2025 unless otherwise noted.



Our Evolution Into a Diversified Financial Company

YTD 2025 operating noninterest revenues were 38% of total operating revenues¹

- Top decile fee income performer²
- Longstanding focus on growing high quality, recurring noninterest revenues reduces revenue volatility
- 74% of CBU's Q3 2025 operating noninterest revenues¹ derived from its non-bank financial services businesses
 - Providing important revenue diversification with lower capital intensity and higher ROA
 - Higher multiple businesses that support overall CBU return and valuation advantage

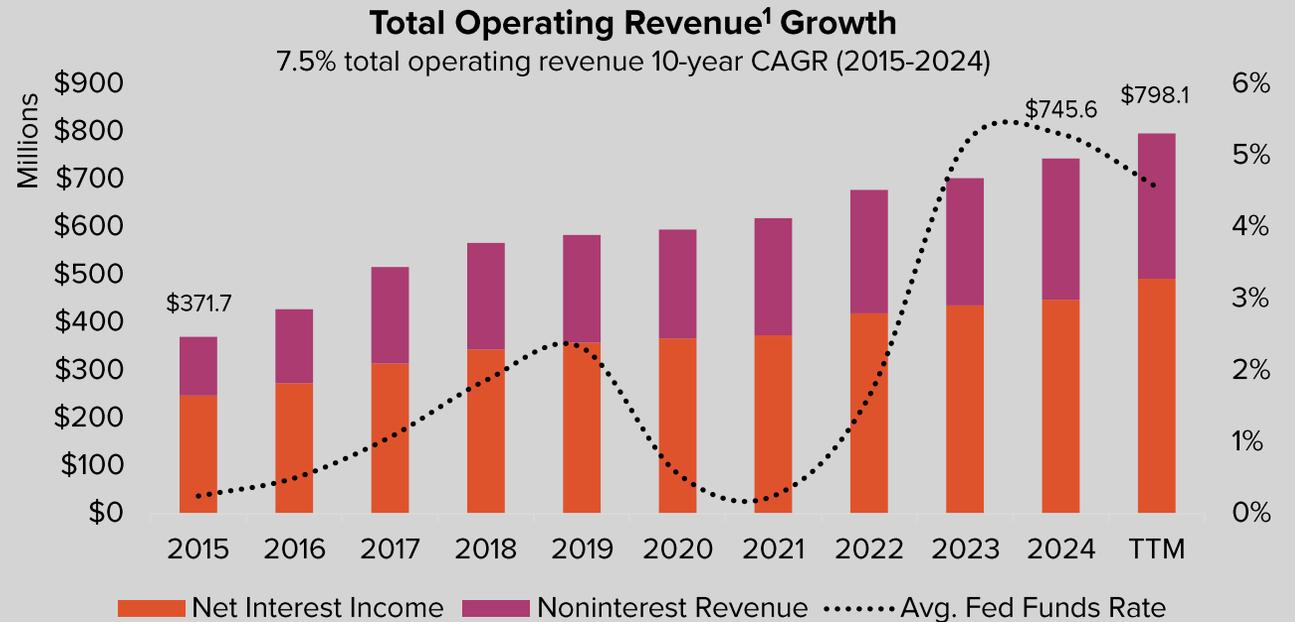


¹ Operating noninterest revenues and operating revenues (FTE) are non-GAAP measures. Please see Appendix for details. KRX peer group used throughout this presentation can be found in the Appendix.



Focus on Revenue Quality, Diversification and Sustainable Results

- Our businesses each have positive expected returns over the long term while helping balance each other at any point in the economic cycle
- Diversification allows us to produce consistent, lower volatility results



Diversified and Complementary Operating Revenue ¹ : Growth Rate						
Revenue Source (TTM % of Total)	2020	2021	2022	2023	2024	TTM
Net Interest Income (62%)	2.6%	1.6%	12.3%	4.0%	2.7%	12.5%
Banking Fees (10%)	(5.8%)	(2.7%)	11.2%	(2.7%)	12.3%	4.8%
Employee Benefit Services (16%)	4.3%	12.8%	0.9%	2.2%	11.0%	5.0%
Wealth Management Services (5%)	7.8%	19.2%	(4.7%)	0.9%	14.8%	7.8%
Insurance Services (7%)	0.5%	5.0%	17.1%	18.3%	6.7%	8.5%
Total CBU Operating Revenue¹	2.0%	4.1%	9.5%	3.7%	5.9%	9.9%
Banking Industry²	(0.6%)	2.1%	12.2%	8.6%	0.7%	5.6%

Sources: S&P Global, Internal filings

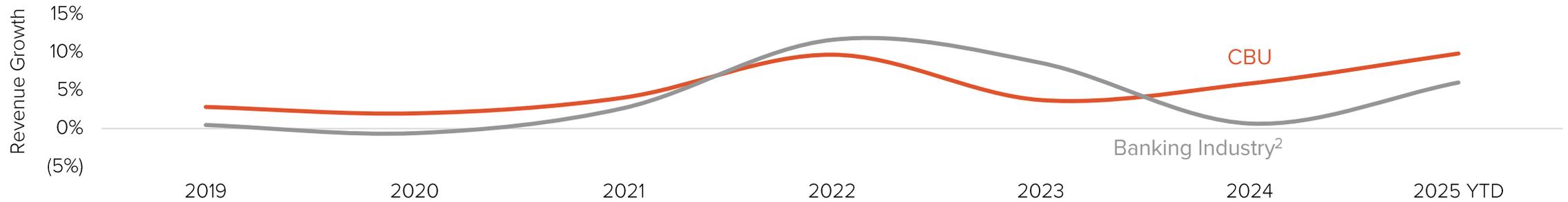
¹ Non-GAAP measure. Please see Appendix for details.

² Industry group is defined as all U.S. Banks. Results are regulatory based and include net interest income and noninterest revenue as reported.

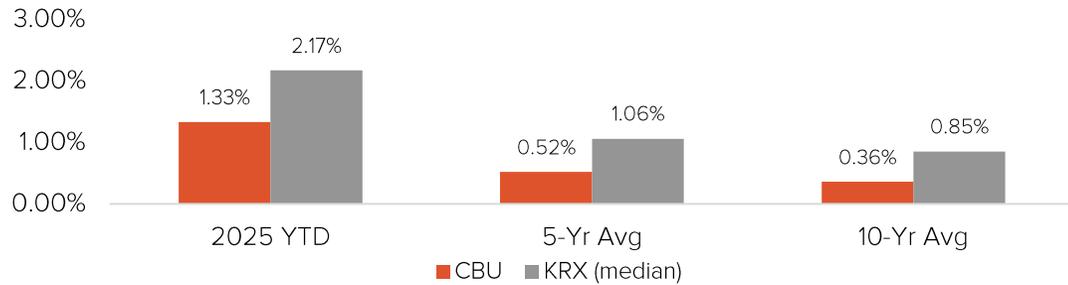


Below Average Risk

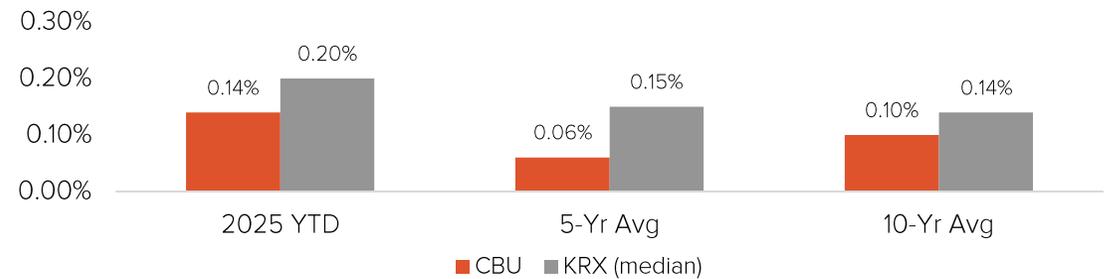
Revenue¹ Growth Stability



Cost of Funds



Net Charge-off Ratio



Sources: S&P Global, Internal filings

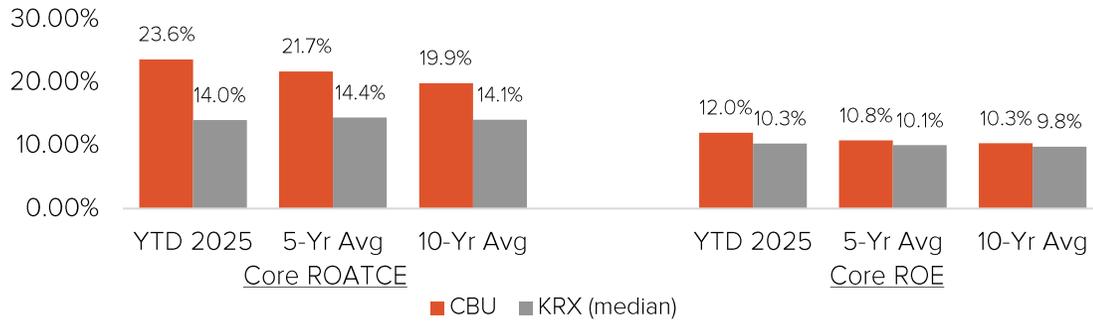
¹ Operating revenue is a non-GAAP measure. Please see Appendix for details.

² Industry group is defined as all U.S. Banks. Results are regulatory based and include net interest income and noninterest revenue as reported.

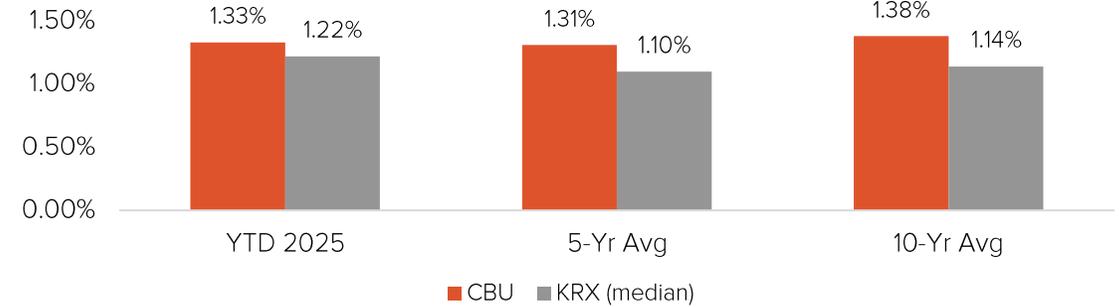


Above Average Returns

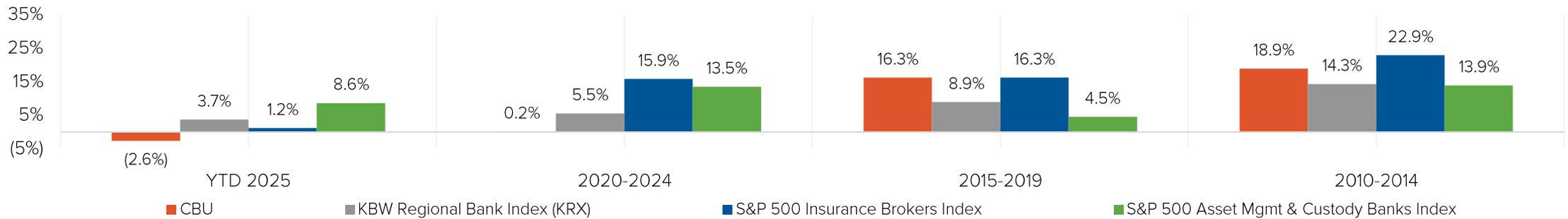
Core Return on Equity¹



Core Return on Assets¹



Total Shareholder Return²



Sources: S&P Global, Internal filings

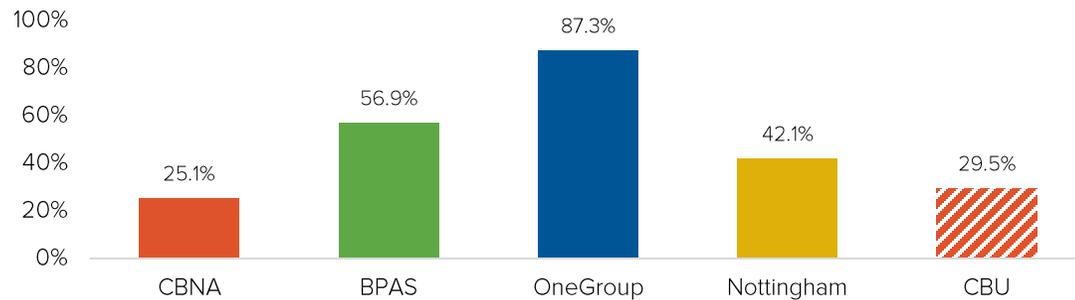
¹ Core income, a non-GAAP measure, is net income after taxes and before extraordinary items, less net income attributable to noncontrolling interest, gain or loss on the sale of securities, amortization of intangibles, goodwill and nonrecurring items. Core ROA is defined as core income divided by average period assets; annualized. Core ROE is defined as core income divided by average period equity; annualized. Core ROATCE is defined as core income excluding preferred dividend as a percent of average tangible common equity; annualized

² Total returns for periods noted; include reinvestment of dividends

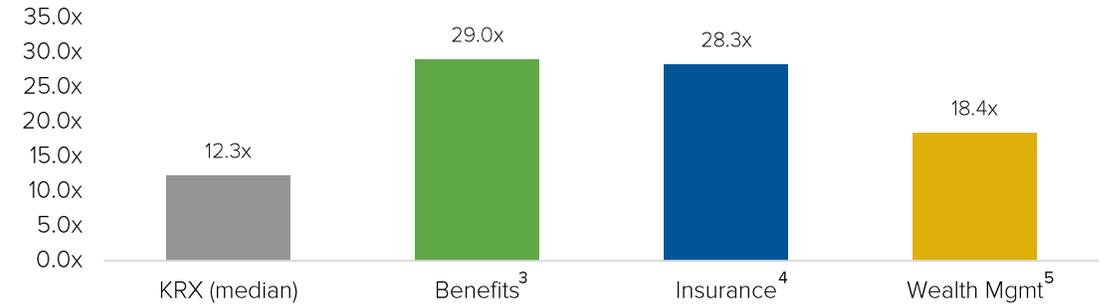


Our System Produces Premium Results

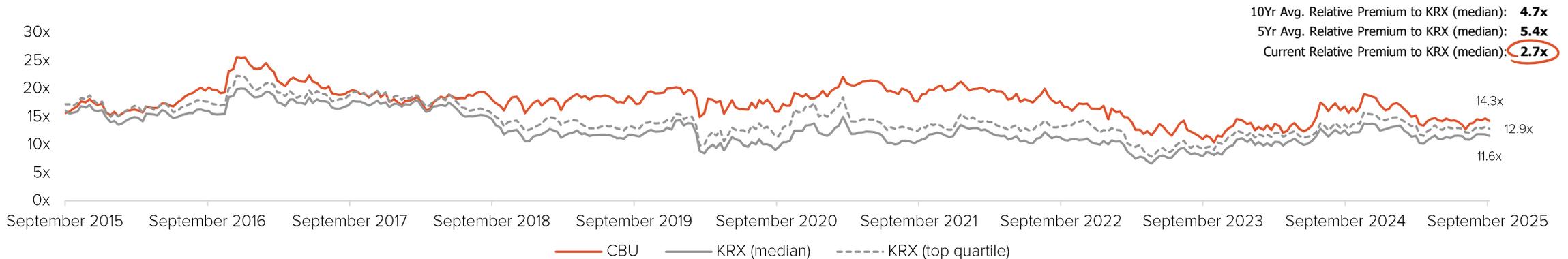
Adjusted Return on Tangible Equity (“ROATCE”)¹



Peer Valuation (Price/ TTM EPS)¹



CBU Valuation (Price/ TTM Core² EPS)



CBU valuation analysis current as of 9/30/2025

Sources: S&P Global, Internal filings

¹ TTM results. Adjusted ROATCE is a non-GAAP measure defined as annualized segment adjusted pre-tax income / Total average segment tangible equity. Segment average tangible equity is defined as average total assets minus average total liabilities, excluding average intangible assets such as goodwill and other intangibles. Please see Appendix for details.

² Core income, a non-GAAP measure, is net income after taxes and before extraordinary items, less net income attributable to noncontrolling interest, gain or loss on the sale of securities, amortization of intangibles, goodwill and nonrecurring items.

³ Median multiple among the following publicly traded firms: ADP, BR, HQY, PAYX, SEIC, SSNC

⁴ Median multiple among the following publicly traded insurance brokers: AJG, AON, BRO, MMC

⁵ Median multiple among the following publicly traded firms: AMG, LPLA, RJF, SF



Company Performance

- Third quarter 2025 fully-diluted GAAP EPS of \$1.04 increased \$0.21, or 25.3%, from the third quarter of 2024
- Third quarter 2025 operating pre-tax, pre-provision net revenue per share (non-GAAP)² of \$1.56 per share, up \$0.27, or 20.9%, from the third quarter of 2024
- Quarterly cash dividend of \$0.47 per share declared in the third quarter of 2025, an increase of 2.2% from the prior year's third quarter
 - Announced a \$0.01 per share, or 2.2%, increase to the quarterly cash dividend in July 2025
 - CBU's 33 years of consecutive annual dividend increases has empowered it to retain its status as a S&P Dividend Aristocrat
- Asset quality remains resilient, with an annualized YTD net charge-off ratio of 0.14%

Long Term Earnings and Dividend Growth



Third Quarter 2025



¹ Operating earnings are a non-GAAP measure. Please see Appendix for details.

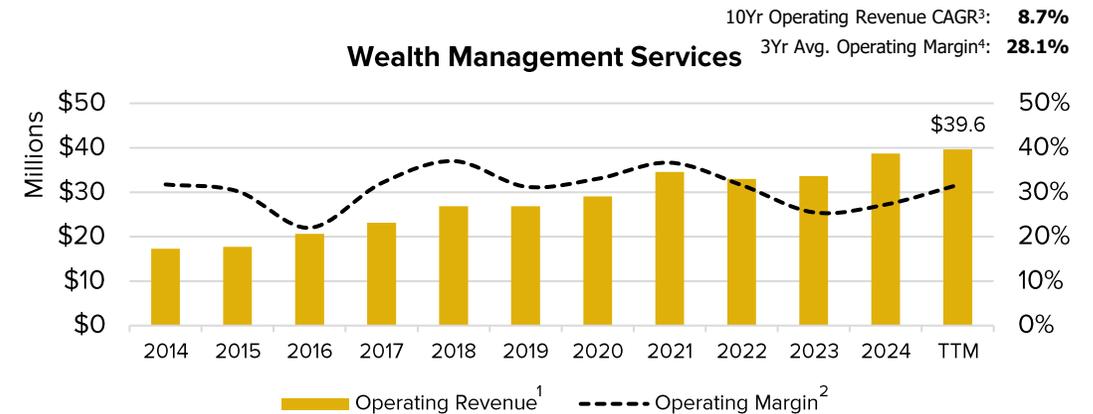
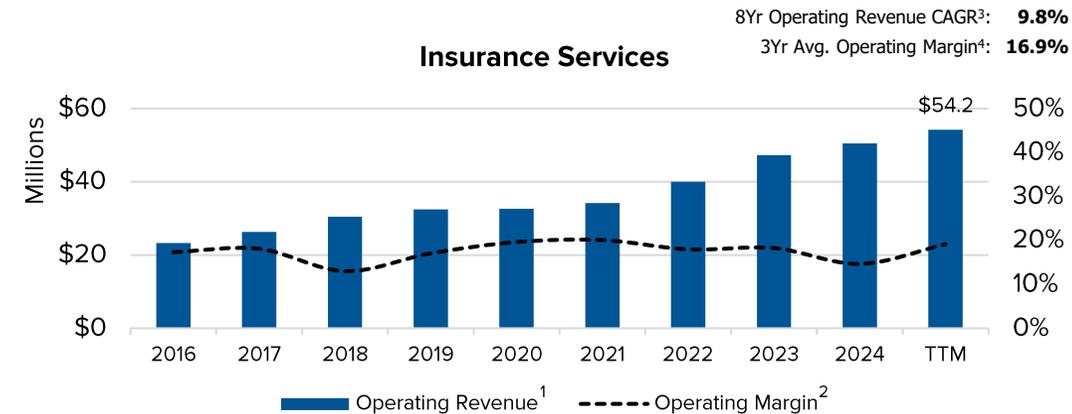
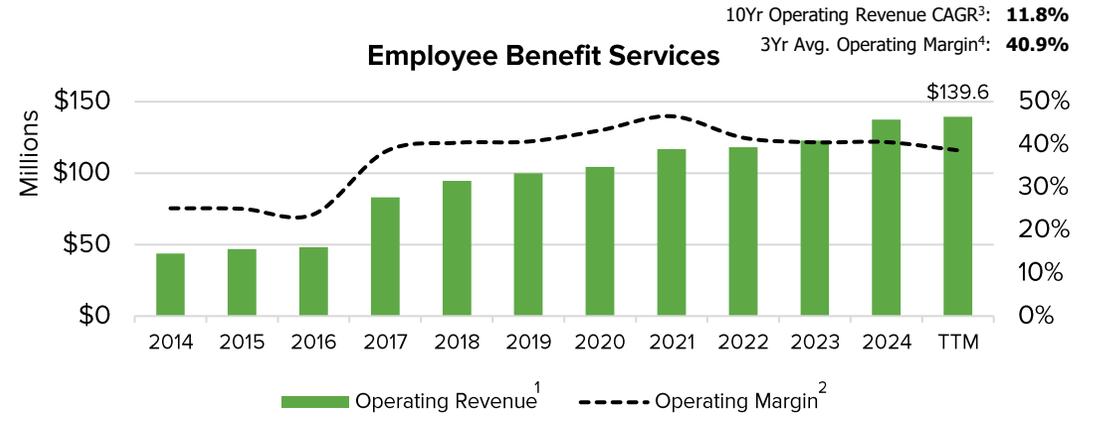
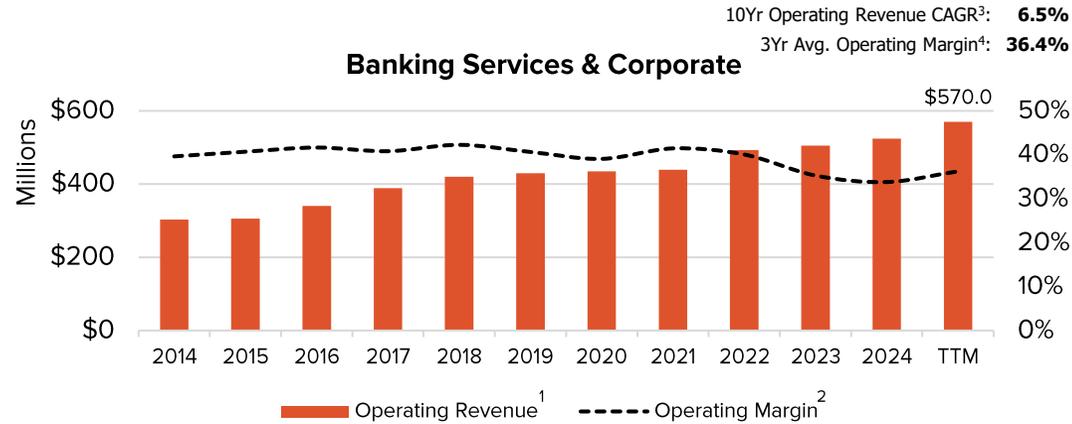
² Operating pre-tax, pre-provision net revenue per share is a non-GAAP measure. Please see Appendix for details.

³ Operating revenues is a non-GAAP measure. Please see Appendix for details.

⁴ Operating noninterest revenues and operating revenues (FTE) are non-GAAP measures. Please see Appendix for details.



Segment Operating Performance



¹ Total Operating Revenues includes segment net interest income plus operating noninterest revenues (total noninterest revenues less securities and debt gains/losses). Includes certain intersegment revenues that eliminate upon consolidation.

² Operating Margin is calculated by total segment adjusted pre-tax income divided by total segment operating revenues. Total adjusted pre-tax income is calculated by segment net interest income plus operating noninterest revenues less provision for credit losses less operating noninterest expenses (total noninterest expenses less acquisition expenses, amortization of intangible assets and other special charges). Includes certain intersegment revenues and expenses that eliminate upon consolidation.

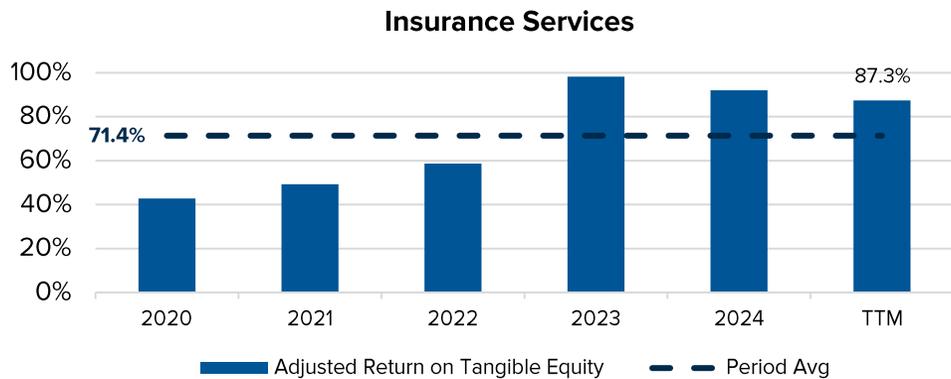
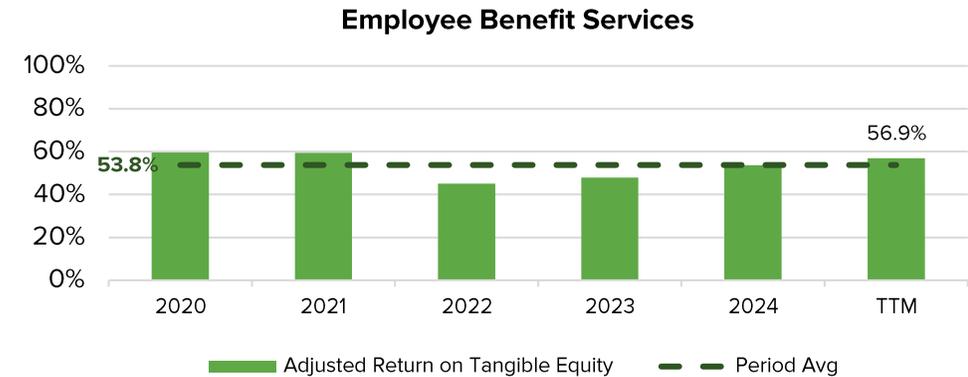
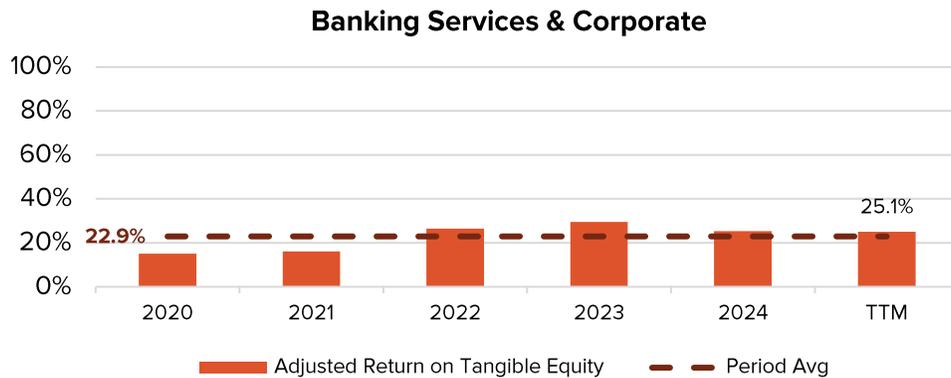
³ TTM calculation basis

⁴ Calculation period ending full year 2024



Segment Pre-Tax ROATCE

Adjusted Return on Tangible Equity¹



¹ Adjusted ROATCE is a non-GAAP measure defined as annualized segment adjusted pre-tax income / Total average segment tangible equity. Segment average tangible equity is defined as average total assets minus average total liabilities, excluding average intangible assets such as goodwill and other intangibles. Please see Appendix for details.



How Our System Works

Our Community

Banking

- #1 or #2 market share in over 60% of towns we operate in
- 90% of commercial customers are SMBs¹

Insurance

- Leading market share in CNY
- Deep specialties
- 90% of clients are SMBs¹

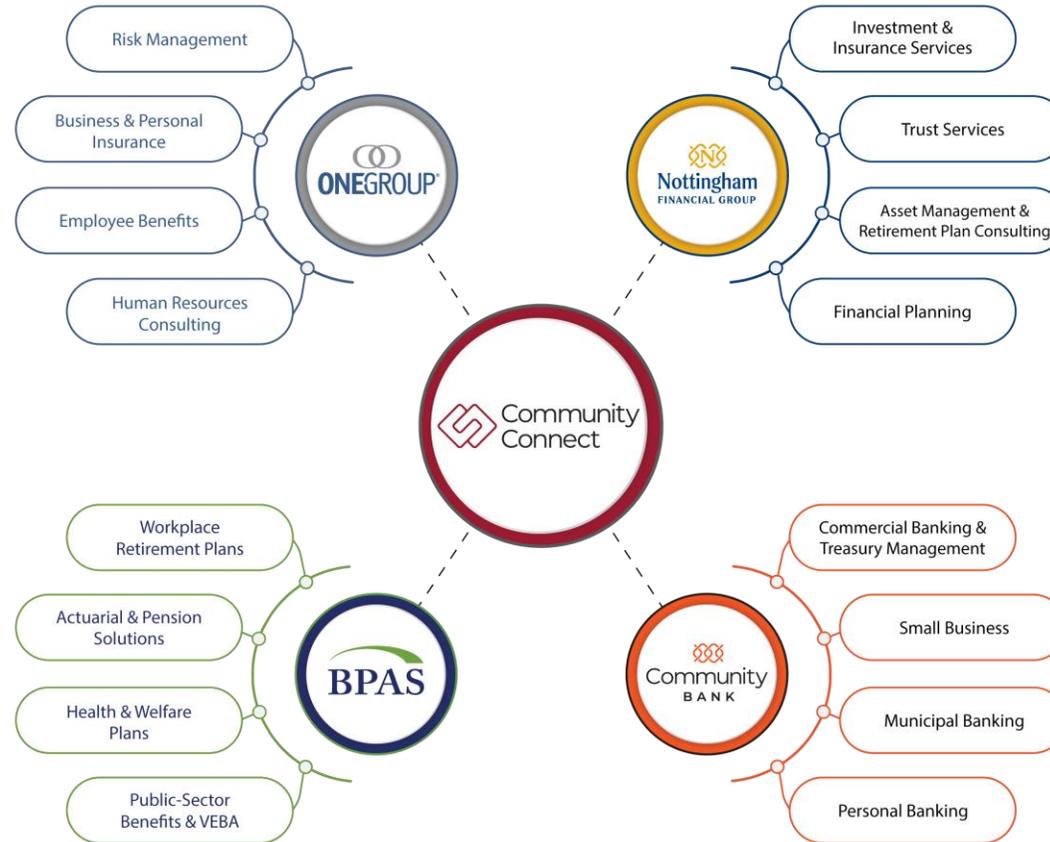
Wealth

- Local presence in each region
- Affluent/mass-affluent focus

Benefits

- 90% of clients are SMBs¹
- National reach

Our Financial Solutions



Our System

- 759 insurance referrals, 32% QoQ growth

Insurance

- 415 wealth referrals, 54% QoQ growth

Wealth

- 76 benefits referrals, 50% QoQ growth

Benefits

- Marquee client wins from insurance referrals

Banking

¹SMBs defined as businesses with less than 500 employees ²Referrals based on last 36 months of activity





Community
FINANCIAL SYSTEM, INC.

Banking Services

COMMUNITY FINANCIAL SYSTEM, INC. | NYSE: CBU



Community
BANK

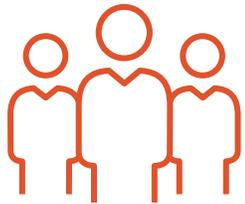
NOVEMBER 2025

CBNA at a Glance



Deeply Penetrated Footprint

- First or second deposit market share in over 60% of towns we operate in
- Large bank capabilities with local service



Relationship Focused

- In-footprint lender with a focus on credit quality
- Regularly named a “best bank” in our communities
- Locations in NY, PA, VT, MA & NH



Disciplined Proven Acquirer

- Successful in-market strategy focused on high quality banking partners through low-risk, accretive acquisitions
- 5 whole bank acquisitions in the last 10 years
- Recently completed branch deal with Santander Bank, N.A.

188
branches



230
ATMs



1,737
FTEs¹



50
mortgage
bankers



~568,000
customers



76.5%
loans/deposits



44
middle market
bankers



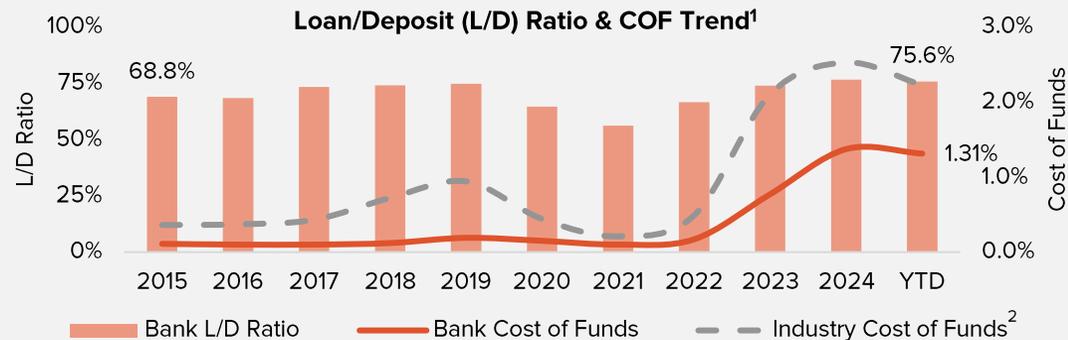
28
business
bankers

¹Excludes corporate units

Figures as of September 30, 2025

Liquidity & Credit Are Our Foundational Strengths

Liquidity



Average Consumer Deposit Balance:

\$12,000

Average Business Deposit Relationship:

\$82,000

Average Non-maturity Deposit Age:

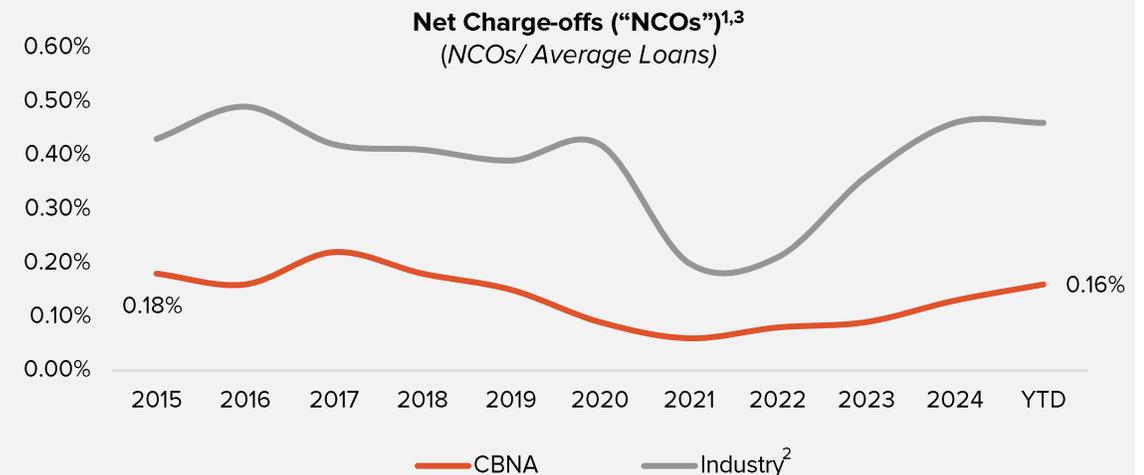
15 years

Deposits by Customer Type

- Personal: 56%
- Business: 28%
- Municipal: 14%
- Reciprocal: 2%

Over **80%** of deposit balances are either insured by the FDIC or secured through municipal pledging.

Credit



¹ Bank-level regulatory reporting results. YTD data as of 9/30/2025

² Industry group is defined as U.S. Commercial Banks with assets between \$10 billion and \$50 billion

³ NCOs include checking/overdraft charge-offs



Liquidity Position & Sources

Conservative approach

- Loan to deposit ratio of 76.5% as of September 30, 2025
- Investment portfolio consists of lower risk investments
 - 76% US Treasury Securities & Cash Equivalents at 9/30/2025
- Core deposit focused
- The Company's immediately available liquidity sources represent **240%** of the Company's estimated uninsured deposits, net of collateralized and intercompany deposits, of \$2.58 billion as of September 30, 2025

Dollars in thousands	September 30, 2025
Unrestricted cash and cash equivalents	\$230,487
FHLB borrowing availability	1,456,787
FRB borrowing capacity	2,757,511
Investments ¹	
US government and agency	3,255,255
MBS and CMO	574,629
Municipals	369,344
Corporates & equity securities	7,815
Less: Pledged securities	(2,452,890)
Net unpledged securities	1,754,153
Total liquidity sources	\$6,198,938

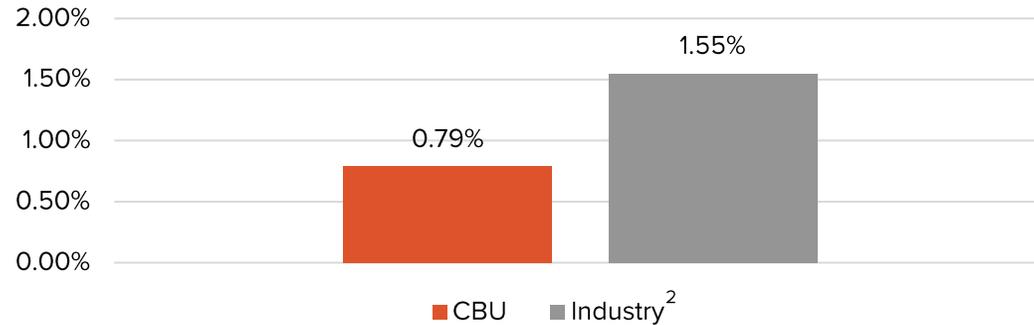
¹ Includes \$296.3 million in net unrealized losses on AFS securities and \$83.9 million in net unrealized losses on HTM securities; excludes municipal qualified school construction bonds, equity securities without readily determinable fair values and other investments



Allowance Industry Comparison

Ample loss coverage compared to industry

Allowance for Credit Losses (“ACL”) Ratio¹

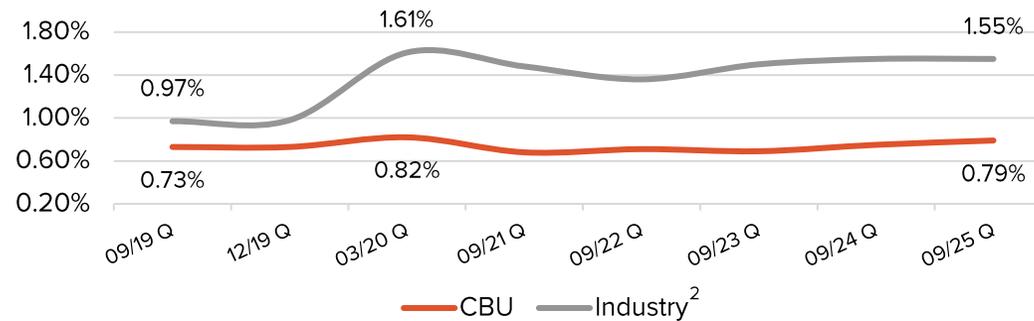


Allowance Loss Coverage

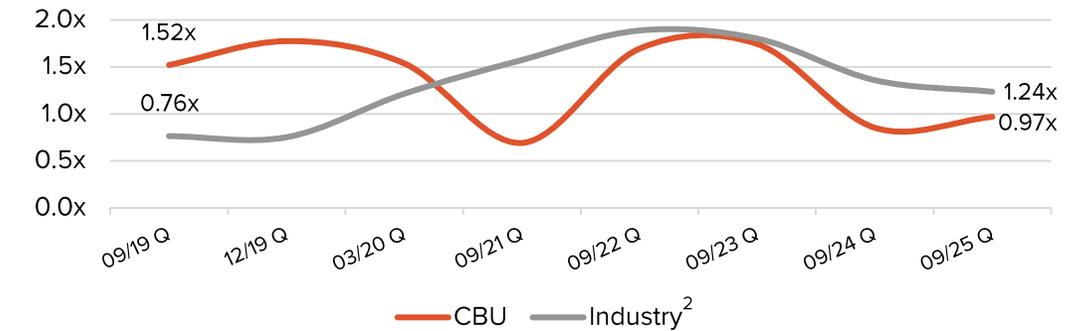
(ACL Ratio¹ / Average Period Net Charge-Off Ratio)



ACL Ratio Trend¹



ACL¹ / NPLs⁴



¹ Q3 2025 ACL regulatory reporting results.

² Industry group is defined as U.S. Commercial Banks with assets between \$10 billion and \$50 billion.

³ Average net charge-off ratio is a 10-year average from 2015 – 2024

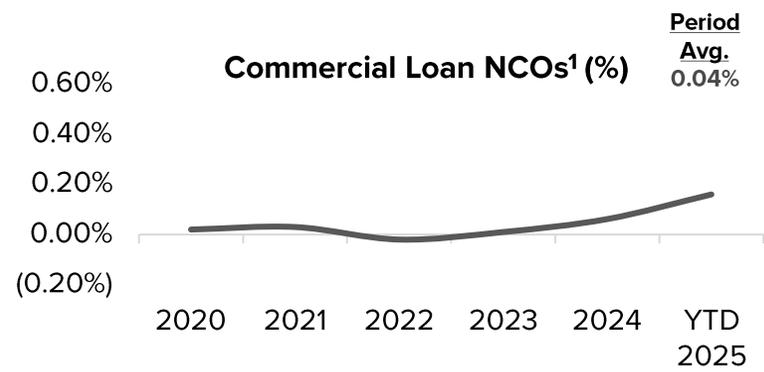
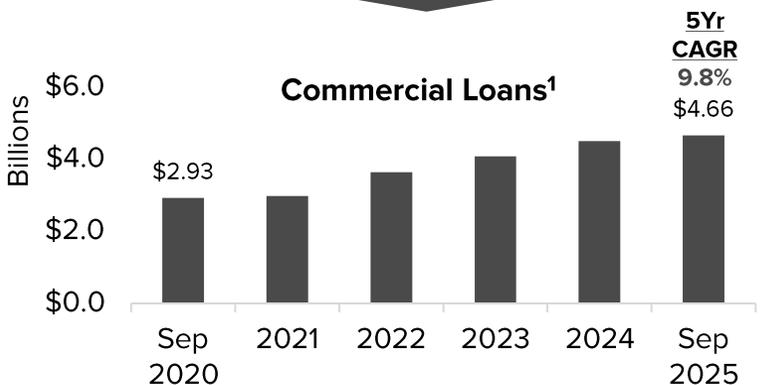
⁴ Loan loss reserves as a percent of nonperforming assets plus loans 90 days or more past due and still accruing.



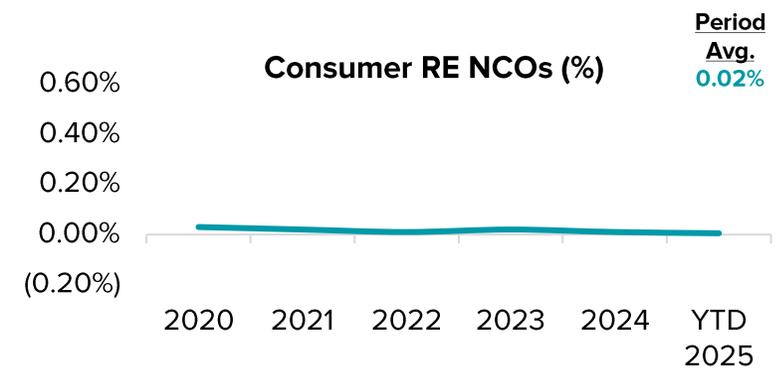
Loan Portfolios & Asset Quality

Successful track record of organic growth and acquisition integration combined with consistently strong credit results

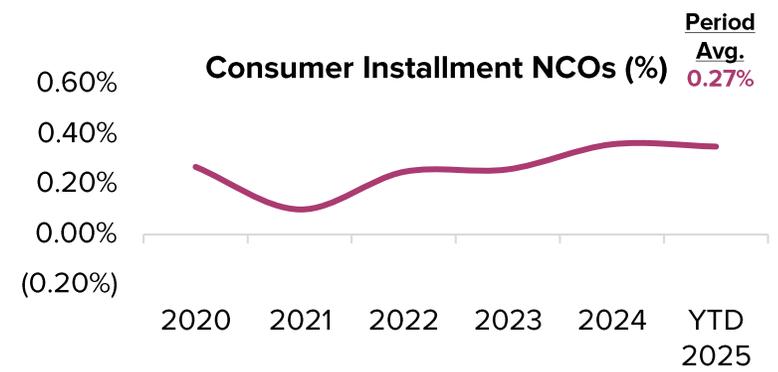
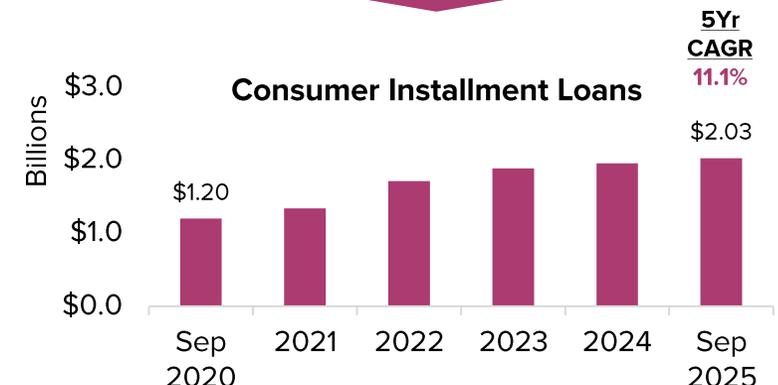
Commercial Loans



Consumer Real Estate



Consumer Installment

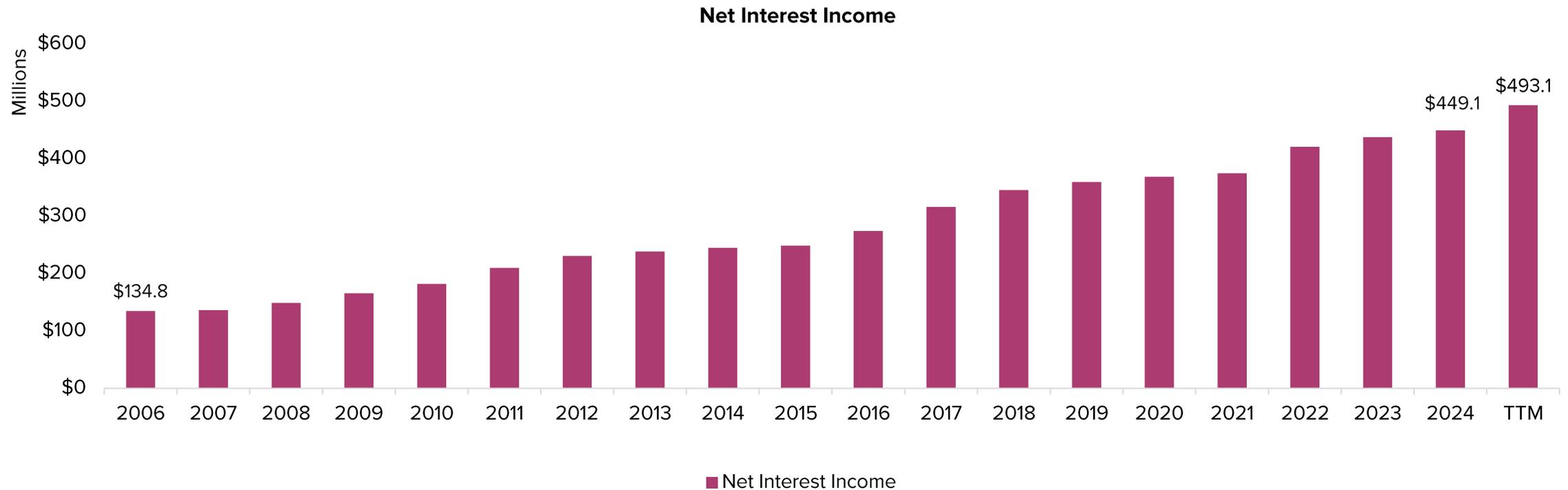


¹Excludes PPP loans



We Have Grown Net Interest Income Every Year Since 2006

1 of only 3 KRX peers to achieve that consistent growth



Our Banking Evolution

Investments

Talent Investments

- Experienced leadership into all functional areas
- Built out expansion market teams in New Hampshire and Lehigh Valley, PA
- Process improvement and data analytics teams
- CRE, middle market and business banking development
- Invested in mortgage sales

Technology Investments

- Fraud prevention technology
- Treasury management solution
- Digital escrow platform
- AI / generative chat solutions
- Robotic process automation (RPA) technologies

Performance Results

	Pre-COVID ¹	2022 – 2025 YTD
Commercial Loans	7.0% CAGR	9.4% CAGR
Consumer Real Estate	3.3% CAGR	6.1% CAGR
Consumer Installment	4.3% CAGR	6.3% CAGR
Total Loans	4.9% CAGR	7.5% CAGR
Total Deposits	3.2% CAGR	2.8% CAGR
Loans/Deposits	77% in 2019	76% MRQ
NCO %	0.12% in 2019	0.14% TTM
# of Branches	231 in 2019	188 MRQ
# of Banking Employees ²	1,946 in 2019	1,737 MRQ

Below all policy concentration limits

¹Pre-COVID period defined as 2017 – 2019

² Excludes corporate units

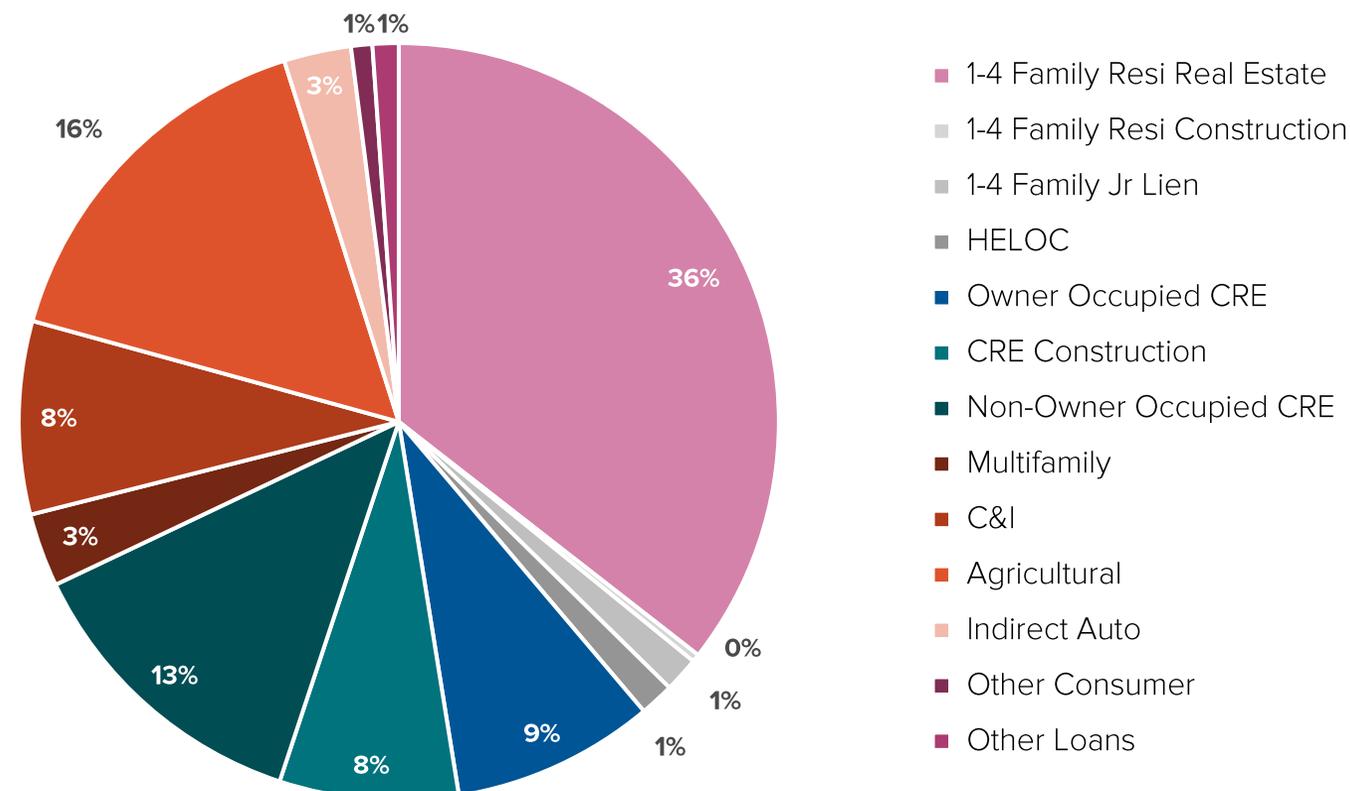


Diversified In-footprint Lender

\$907K average commercial loan relationship

- \$10.75 billion in total loans as of September 30, 2025
- Average consumer loan originations are uniquely granular for an institution of our size
 - Average Residential Mortgage – \$194,000
 - Average Home Equity Loan – \$77,000
 - Average Indirect Loan – \$26,000

Diversified Loan Portfolio¹



¹Loan customer balances as of September 30, 2025, call report code-based customer loan data

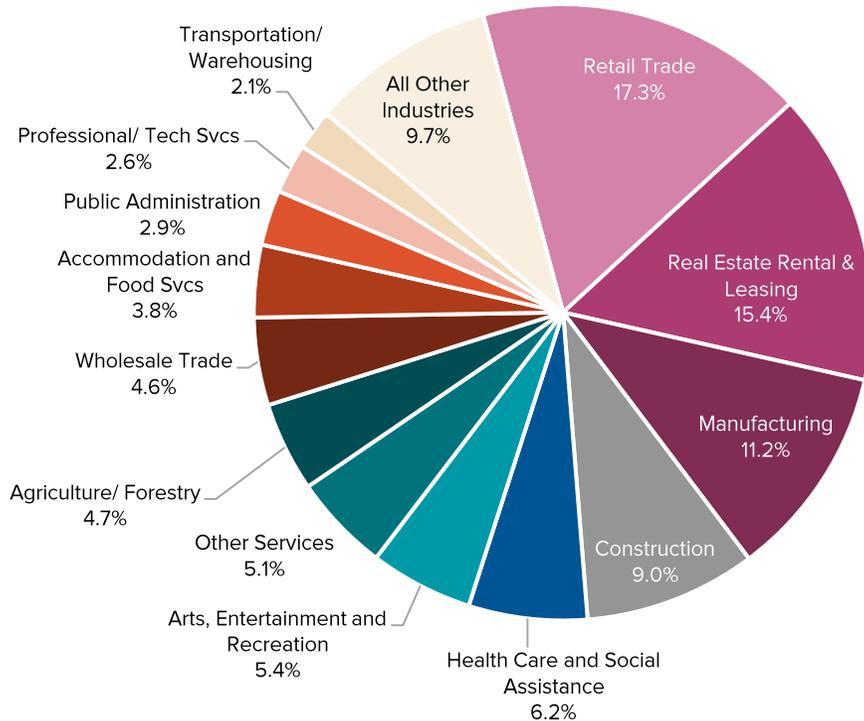


Commercial Lending

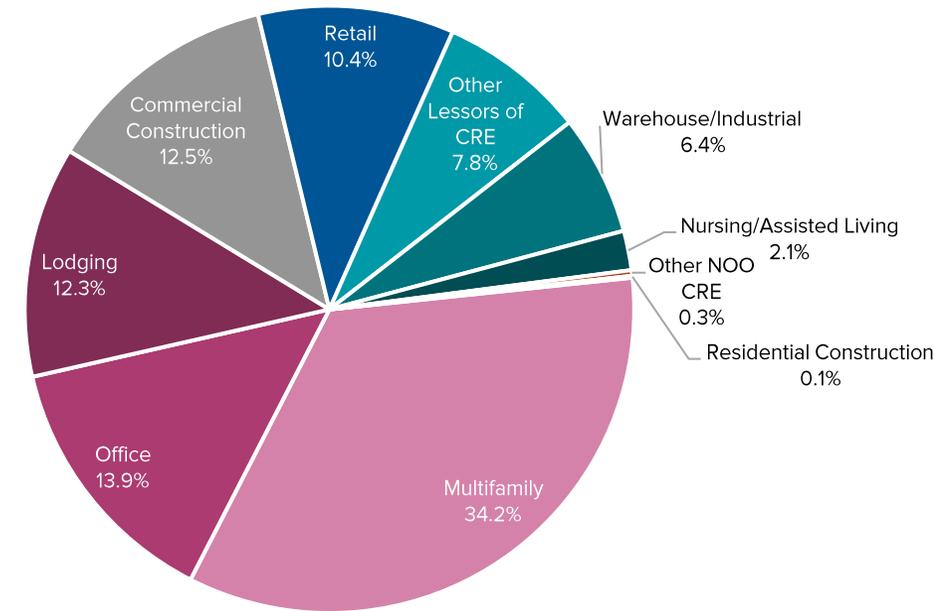
Well diversified lending portfolio

0.07% 10-year average net-charge off ratio (2015-2024)

C&I, Owner Occupied CRE & All Other Business¹
(\$2.10 billion; 20% of total loans)



Multifamily & Non-Owner Occupied CRE ("NOO CRE")²
(\$2.56 billion; 23% of total loans)



Total Commercial Lending
\$4.66 Billion
43% of total loans

NOO CRE represents 188% of total bank-level capital compared to the KRX bank-held median of 205%

¹ Loan balances as of September 30, 2025, call report code-based customer loan data

² Commercial & Industrial ("C&I"), owner occupied commercial real estate ("CRE") & all other portfolio includes all business loans not coded with "NOO CRE" call report codes (below)

³ Non-owner occupied CRE portfolio includes all business loans coded with 1A1, 1A2, 1D and 1E2 call report codes



Consumer Lending

Durable loss history versus industry¹

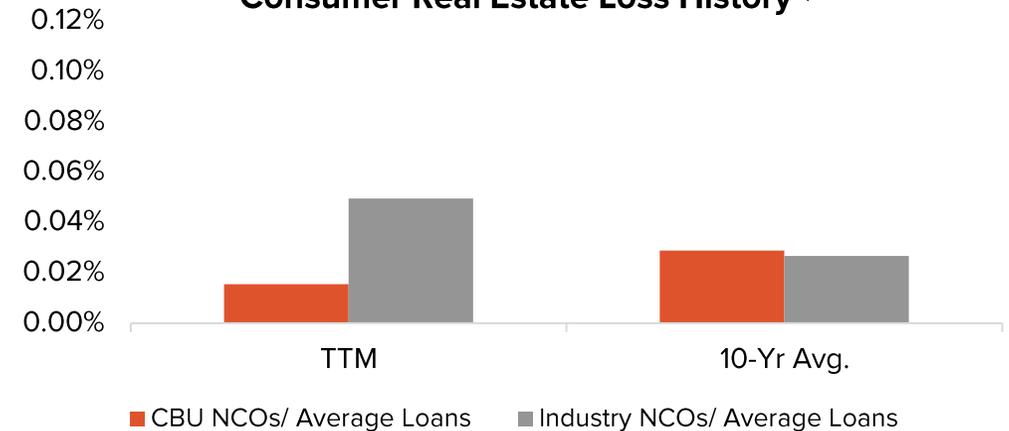
Consumer Real Estate (\$4.06 billion)

- Broad product set including non-conforming, FHA, VA and 1st time homebuyers' program
- 87% consumer mortgage / 13% home equity
- 751 average origination FICO score

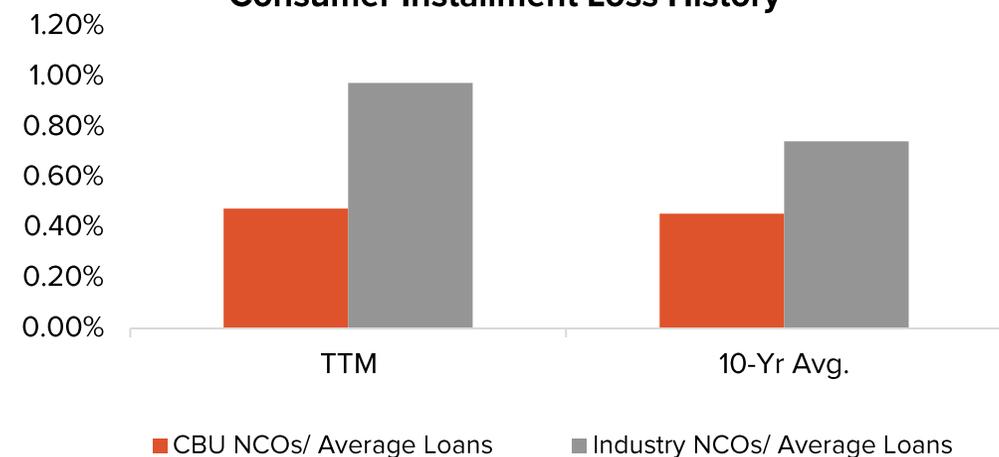
Consumer Installment (\$2.03 billion)

- 30+ years in the business
- 90% indirect (through 1,100+ dealer network) / 10% direct (branch/online)
- 754 average origination FICO score

Consumer Real Estate Loss History^{2,3}



Consumer Installment Loss History^{2,3}



Sources: S&P Global, Internal filings

¹Industry group is defined as U.S. Commercial Banks with assets between \$10 billion and \$50 billion

²Regulatory reporting results. Consumer installment results include checking/overdraft charge-offs and exclude credit cards.

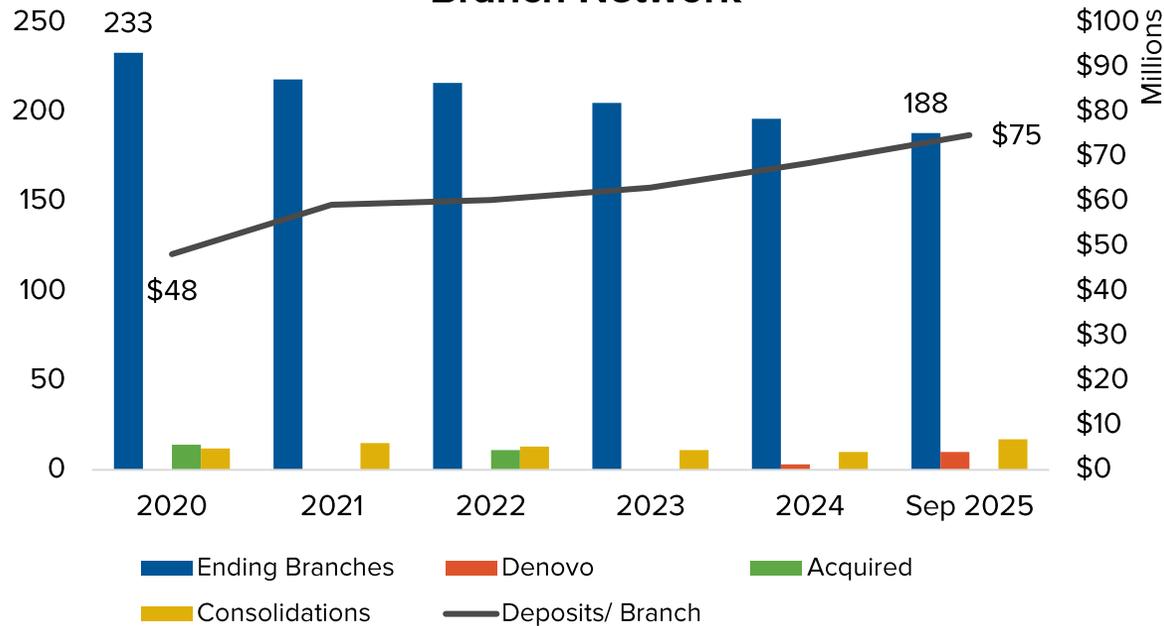
³Net charge-offs ("NCOs")



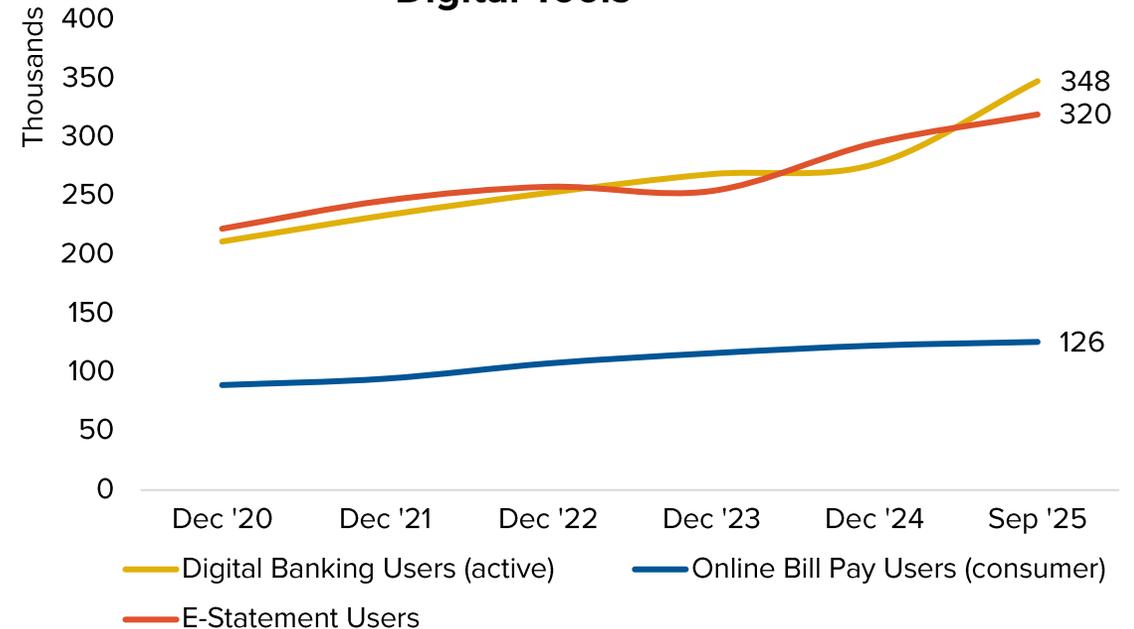
Optimizing Delivery Channels for Growth

- Addressing redundancies through consolidations and expanding digital banking services
- 78 branches consolidated since 2020
- The Company is currently investing in the retail network through de novo branch expansion in new, more densely populated markets throughout the current geographic footprint
- As of September 2025, 87% of total customers were digital banking users, while 72% and 32% of core deposit customers were e-statement users and online bill pay users, respectively

Maintaining Appropriate Branch Network



Customers Steadily Adopting Digital Tools



Expansion Markets

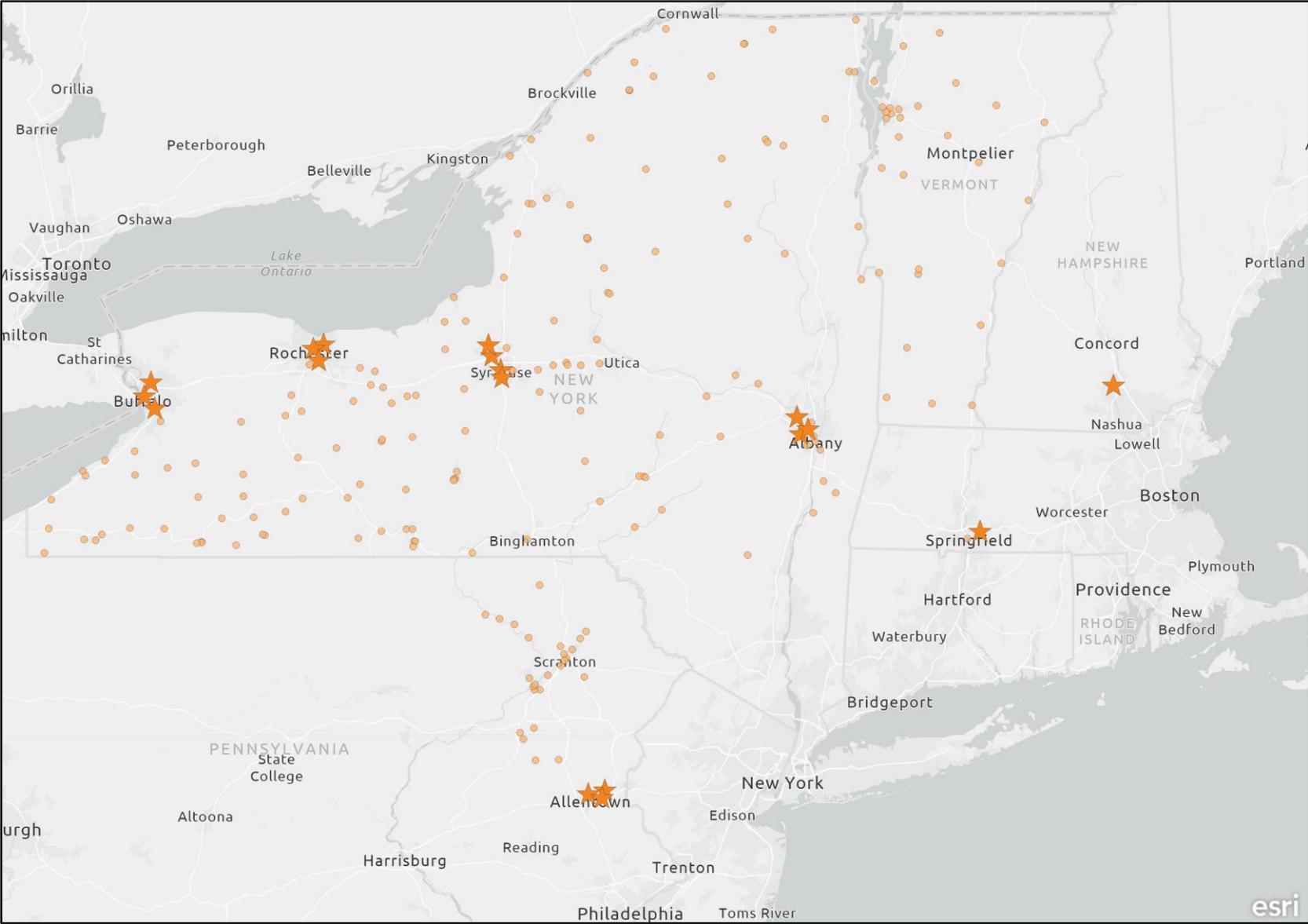
The Company is investing in the retail network through de novo branch expansion in new, more densely populated markets throughout the current geographic footprint

Job Growth

- Employment growth in our expansion markets exceeds statewide and nationwide averages

In-market economic development

- Upstate NY semiconductor/chip manufacturer investment¹
 - ~\$7.6 billion via CHIPS Act
 - Up to \$125 billion in potential Micron investment over the next 20+ years
 - GlobalFoundries Inc. recently announced plans to increase their US investment to \$16 billion from \$13 billion, focusing on expanding semiconductor manufacturing in New York and Vermont.



● Existing Branch ★ De-Novo Branch

¹ Source: Micron & GlobalFoundries press releases



De Novo Openings

Our de novo expansion markets are mid-sized, economically diverse regions characterized by stable employment in healthcare, education, and government sectors. While overall population trends are modest, several markets offer long-term growth potential driven by industrial investment and infrastructure expansion. Collectively, these areas support strategic opportunities across all our segments.

<i>2025 Summary of Deposits¹</i> <i>\$ in Millions</i>	<i>Buffalo, NY</i> <i>MSA</i>	<i>Rochester, NY</i> <i>MSA</i>	<i>Syracuse, NY</i> <i>MSA</i>	<i>Albany, NY</i> <i>MSA</i>	<i>Allentown, PA</i> <i>MSA</i>	<i>Springfield, MA</i> <i>MSA</i>	<i>Manchester, NH</i> <i>MSA</i>	<i>CBNA</i> <i>Total</i>
Deposit Market Size	\$64,610	\$34,626	\$20,136	\$40,802	\$25,786	\$16,656	\$18,843	\$221,459
Market Share	0.4%	2.5%	6.7%	0.6%	0.3%	0.4%	0.0%	1.3%
<u>CBNA De Novos</u>								
Opened through Q3 2025	3	2	3	1	2	-	-	11
<u>Coming Soon</u>								
Q4 2025	-	1	-	1	1	1	1	5
Q1 2026	-	1	-	1	-	-	-	2
TBA	-	-	1	-	-	-	-	1
Total De Novo	3	4	4	3	3	1	1	19

Over \$10 Billion in Market Share Opportunity

¹FDIC Summary of Deposits data as of June 30, 2025





Community
FINANCIAL SYSTEM, INC.

Employee Benefit Services

COMMUNITY FINANCIAL SYSTEM, INC. | NYSE: CBU



NOVEMBER 2025

Employee Benefit Services

BPAS is an emerging player in the national retirement landscape



Growth Strategy

- Organic and acquired
- Strategically filling gaps & expanding footprint
- Maintaining culture and operating philosophy



Breadth of Services

- “Swiss Army Knife”
- Broad range of engagements serviced
- State of the art technology



Speed to Market

- Numerous customer success stories
- Nimble maneuverability

\$139.6M

TTM revenue¹



4.7%

TTM revenue growth



11.8%

10-year revenue CAGR



473

employees



910,000+

plan participants



7,000+

retirement plans



2,500+

financial intermediaries



7

acquisitions since 2017

¹Segment-level operating revenue results. Includes \$2.7 million of intercompany transactions that are eliminated in consolidation to Community Financial System, Inc.

Figures as of September 30, 2025

BPAS Business Line Summary

Recordkeeping & TPA

One of the nation's 25 largest DC recordkeepers¹. Vertical integration offers unique expertise

- \$16.8B+ AUA
- 392K participants

Health, Welfare & RHS

Offer Health Savings Accounts (HSA) and Retiree Health Savings Accounts (RHS). National solution in VEBA HRA space

- 165K participants

Actuarial & DBO

One of the 13 largest pension actuaries suited to handle full range of actuarial engagements

- 354K participants

CIT Fund Administration

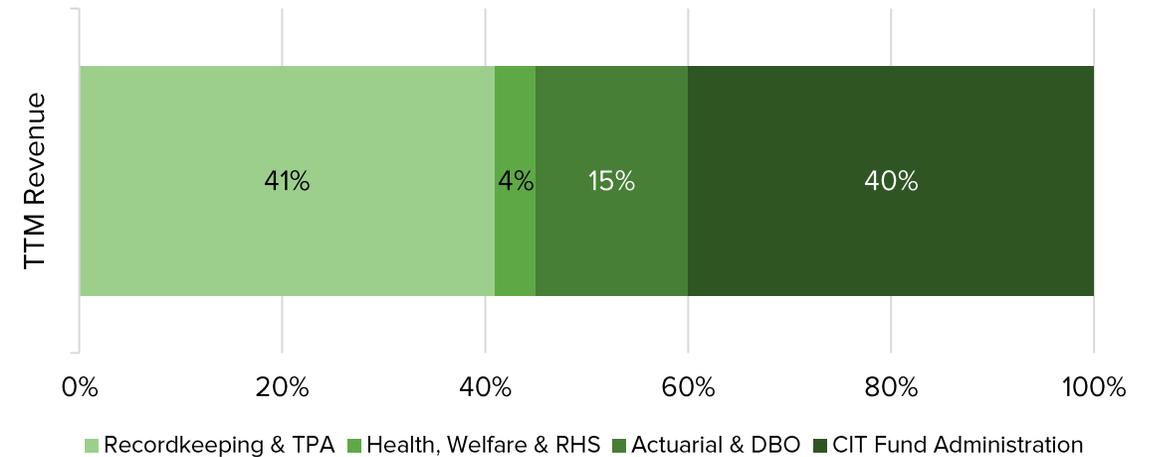
One of the three largest special purpose trust companies focused on collective funds²

- \$107B in AUA

News & Notes

In September 2025, **BPAS earned top recognition** in the *National Association of Plan Advisors (NAPA) Advisors' Choice Awards* for the fourth consecutive year. The awards honor leading recordkeepers based on advisor evaluations across service categories.

BPAS ranked among the **Top 5 Recordkeepers** in six areas: *Advisor Support, Participant Statements, Education Materials, Regulatory Support, Staff Credentials, and Retirement Income.*



¹ Per NAPA Black Book, 2023 results

² Based on publicly available data and firm asset data published on firm websites



Revenue Model & Performance

TTM Revenue by Source

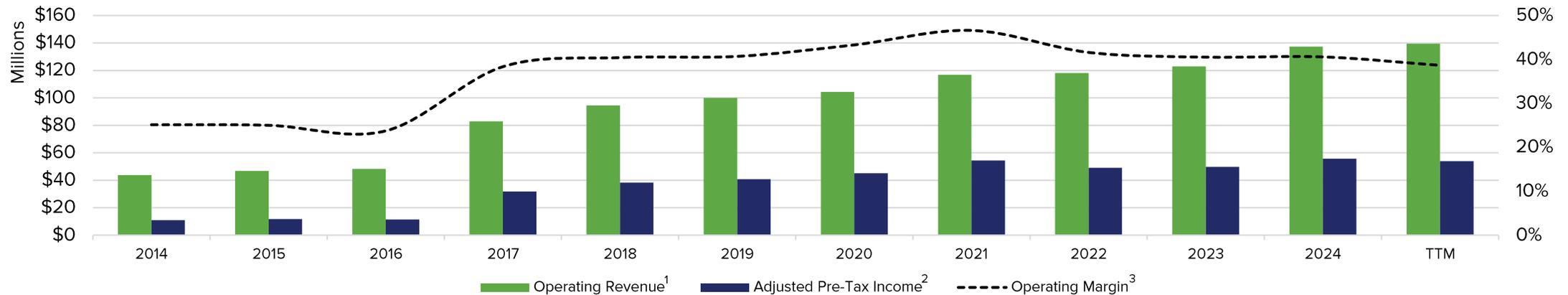
49% asset-based
49% fee-based
2% other

We have grown revenue every year for the past 20+ years

10Yr Operating Revenue CAGR^{1,4}: **11.8%**

3Yr Avg. Operating Margin^{3,5}: **40.9%**

Employee Benefit Services



Recordkeeping & TPA

Fixed fee per participant
&
asset-based fee

Health, Welfare & RHS

Fixed fee per participant
&
asset-based fee

Actuarial & DBO

Annual plan fee
&
consulting fees

CIT Fund Administration

Asset-based fees
&
fixed fees for transfer agency

¹ Total Operating Revenues includes segment net interest income plus operating noninterest revenues (total noninterest revenues less securities and debt gains/losses). Includes certain intersegment revenues that eliminate upon consolidation.

² Total Adjusted Pre-Tax Income is calculated by segment net interest income plus operating noninterest revenues less provision for credit losses less operating noninterest expenses (total noninterest expenses less acquisition expenses, amortization of intangible assets and other special charges). Includes certain intersegment revenues and expenses that eliminate upon consolidation.

³ Operating Margin is calculated by total segment adjusted pre-tax income divided by total segment operating revenues

⁴ TTM calculation basis

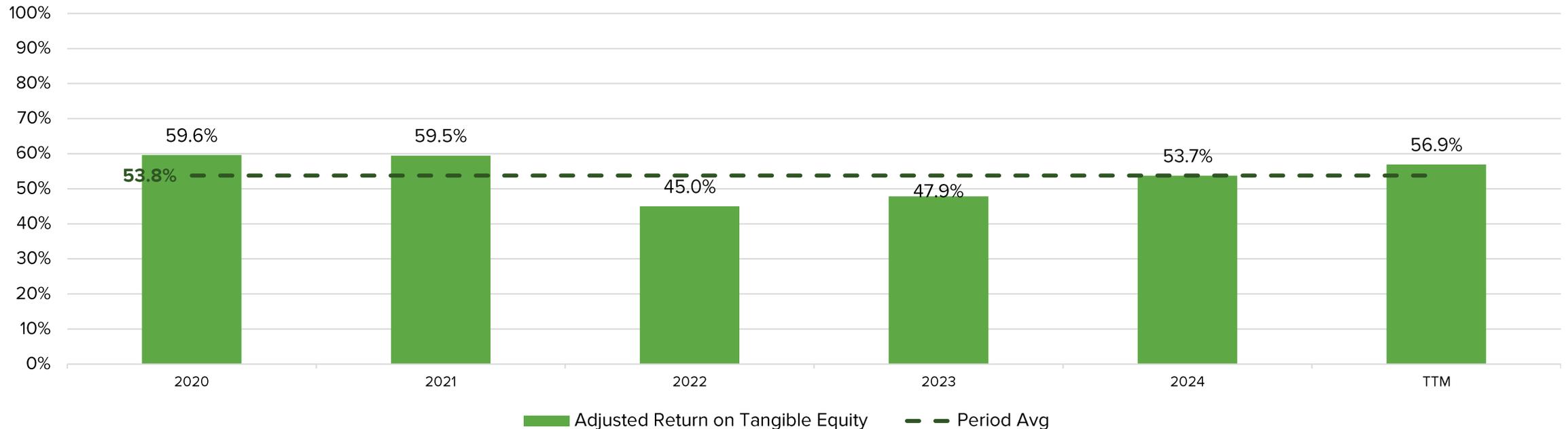
⁵ Calculation period ending full year 2024



Segment Pre-Tax ROATCE

Adjusted Return on Tangible Equity¹

Employee Benefit Services



¹ Adjusted ROATCE is a non-GAAP measure defined as annualized segment adjusted pre-tax income / Total average segment tangible equity. Segment average tangible equity is defined as average total assets minus average total liabilities, excluding average intangible assets such as goodwill and other intangibles. Please see Appendix for details.





Community
FINANCIAL SYSTEM, INC.

Insurance Services

COMMUNITY FINANCIAL SYSTEM, INC. | NYSE: CBU



Insurance Services

OneGroup is a leading risk management and insurance broker providing holistic solutions



Experienced Team

• Serving much of the East Coast with offices in:

- NY
- PA
- MA
- SC
- FL
- KY



Services Offered

- Business Insurance
- Personal Insurance
- Risk Management and Consulting
- Claims Management
- Employee Benefits
- Human Resources Services & Consulting

\$54.2M

TTM
revenue¹



8.7%

TTM revenue
growth



9.8%

8-year revenue
CAGR



233

FTEs



\$425M+

annual premiums



68th

ranked U.S.
insurance agency²



23

offices



18

acquisitions since
2021

¹ Segment-level operating revenue results. Includes \$0.1 million of intercompany transactions that are eliminated in consolidation to Community Financial System, Inc.

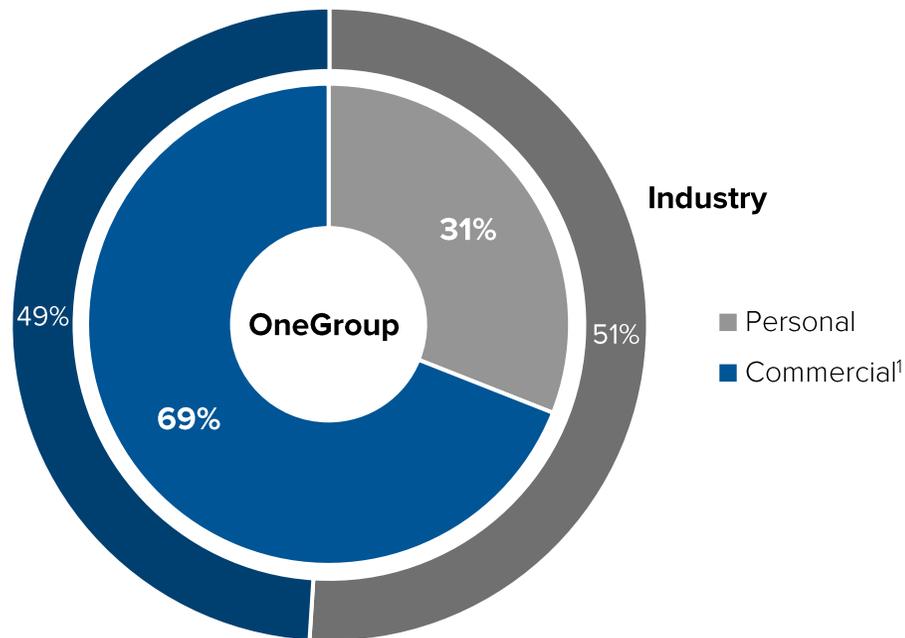
² Based on a 2025 *Insurance Journal* ranking of total property & casualty agency revenue

Figures as of September 30, 2025



Favorable Business Mix With Deep Specialties

TTM Revenue Mix



Specialties

 Manufacturing	 Food & Agricultural	 Life Sciences
 Public Entities	 Education	 Healthcare
 Construction	 Real Estate	 Non-Profits / Social Service

Sources: S&P Global, Internal filings

¹ Commercial revenue includes employee benefit revenue (OneGroup) and accident & health revenue (Industry)



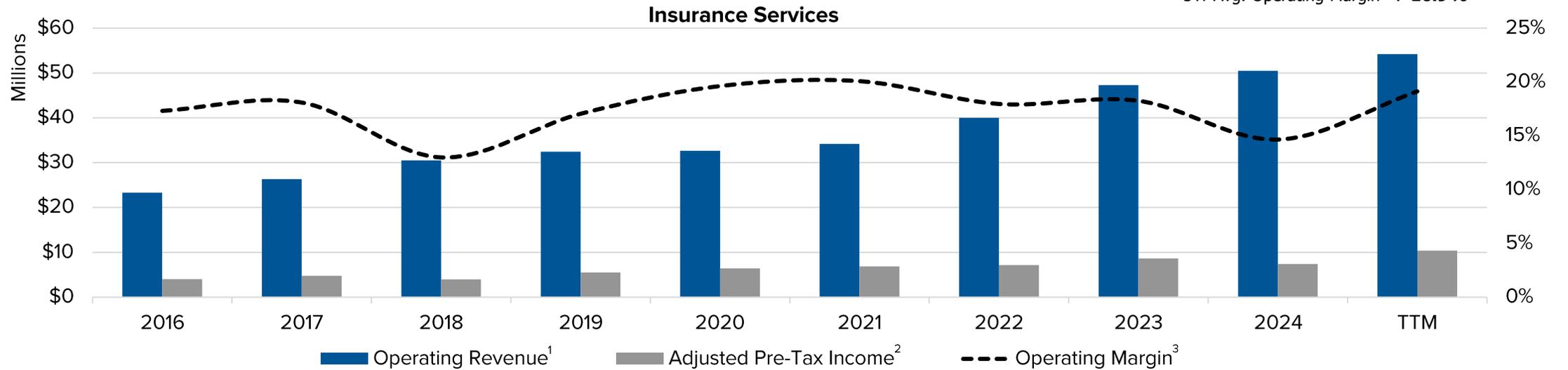
Revenue Performance



In Q3 2025, the Company invested in Leap Holdings, Inc., a tech-driven insurance provider for the rental housing sector, strengthening its insurance services business and diversification strategy

We have grown revenue every year since acquiring OneGroup in 2015

8Yr Operating Revenue CAGR^{1,4}: **9.8%**
3Yr Avg. Operating Margin^{3,5}: **16.9%**



Acquisitions	1	3	1	0	0	2	4	5	5
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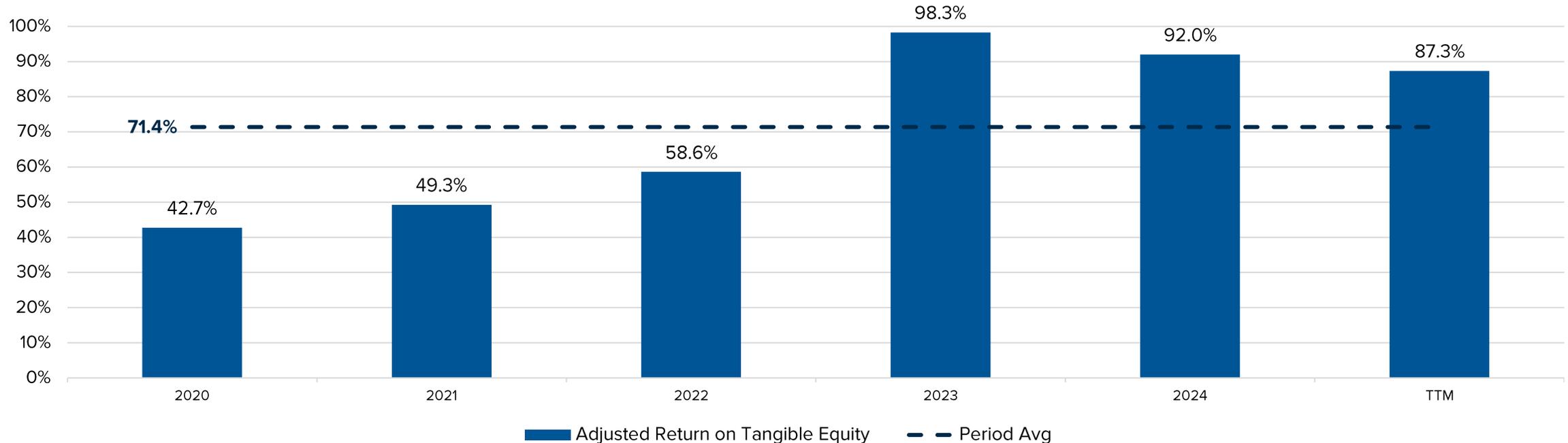
¹ Total Operating Revenues includes segment net interest income plus operating noninterest revenues (total noninterest revenues less securities and debt gains/losses). Includes certain intersegment revenues that eliminate upon consolidation.
² Total Adjusted Pre-Tax Income is calculated by segment net interest income plus operating noninterest revenues less provision for credit losses less operating noninterest expenses (total noninterest expenses less acquisition expenses, amortization of intangible assets and other special charges). Includes certain intersegment revenues and expenses that eliminate upon consolidation.
³ Operating Margin is calculated by total segment adjusted pre-tax income divided by total segment operating revenues
⁴ TTM calculation basis
⁵ Calculation period ending full year 2024



Segment Pre-Tax ROATCE

Adjusted Return on Tangible Equity¹

Insurance Services



¹ Adjusted ROATCE is a non-GAAP measure defined as annualized segment adjusted pre-tax income / Total average segment tangible equity. Segment average tangible equity is defined as average total assets minus average total liabilities, excluding average intangible assets such as goodwill and other intangibles. Please see Appendix for details.





Community
FINANCIAL SYSTEM, INC.

Wealth Management Services

COMMUNITY FINANCIAL SYSTEM, INC. | NYSE: CBU



Nottingham
FINANCIAL GROUP

NOVEMBER 2025

Wealth Management Services

Nottingham Financial Group provides comprehensive asset management, strategic wealth planning and management, and trust administration



Nottingham Financial Group

- Recently rebranded from *Community Bank Wealth Management* to a more recognizable and uniform name
- Leveraged the Nottingham brand name previously used by our trust and asset management teams

\$39.6M

TTM revenue¹



31

financial professionals

8.1%

TTM revenue growth



16

trust officers

8.7%

10-year revenue CAGR



\$13.9B

AUMA²

105

FTEs



4.6%

AUMA growth from 9/30/2024



Our Brands*

- Nottingham Investment Services, Inc. ("NISI")
- Nottingham Trust
- Nottingham Advisors
- Nottingham Wealth Partners

*Financial Planning & Outsourced Partner Solutions provided across all businesses



Experienced Team

- Serving much of the East Coast with offices in:
 - NY
 - PA
 - VT
 - MA
 - FL
 - NH
- Clients in all 50 states and the US Virgin Islands and Puerto Rico

¹ Segment-level operating revenue results. Includes \$1.6 million of intercompany transactions that are eliminated in consolidation to Community Financial System, Inc.

² Includes \$3.3 billion of intercompany AUMA

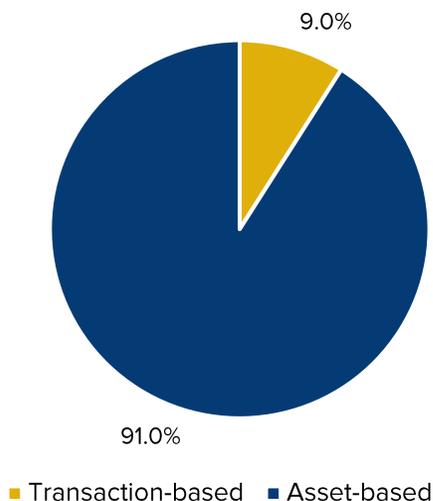
Figures as of September 30, 2025



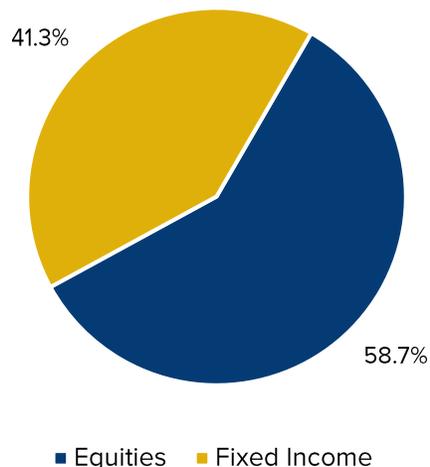
Trended Results

Nottingham Financial Group has experienced a consistent level of both revenue and asset growth through market appreciation and organic efforts.

TTM Revenue by Source

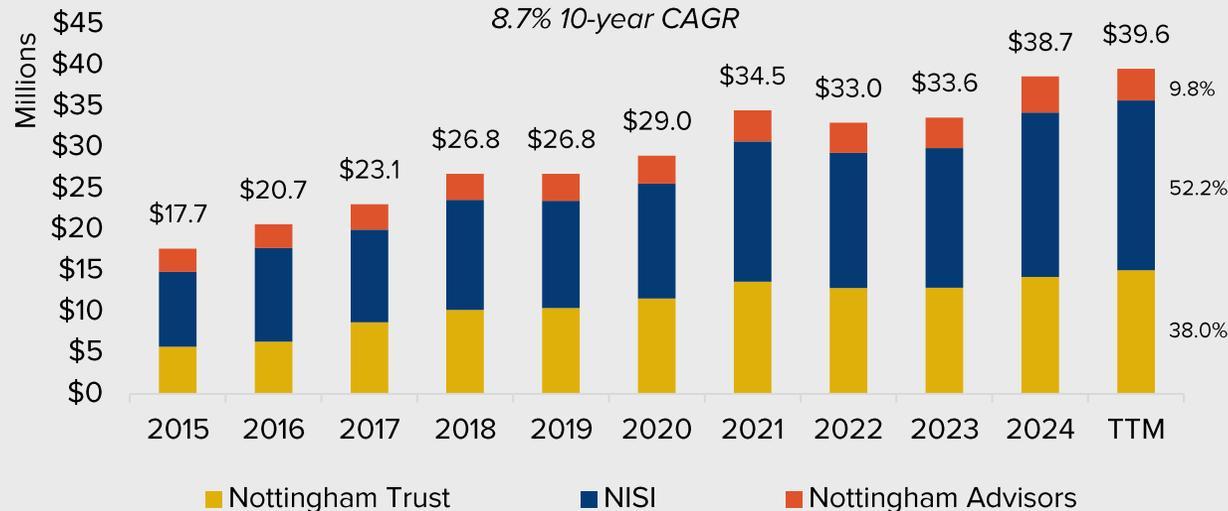


AUMA Mix (9/30/25)



Revenue by Category

8.7% 10-year CAGR



Assets Under Management & Administration by Category

10.9% 10-year CAGR²



¹ Nottingham Advisors began management of BPAS Fiduciary Assets (401k) in 2023

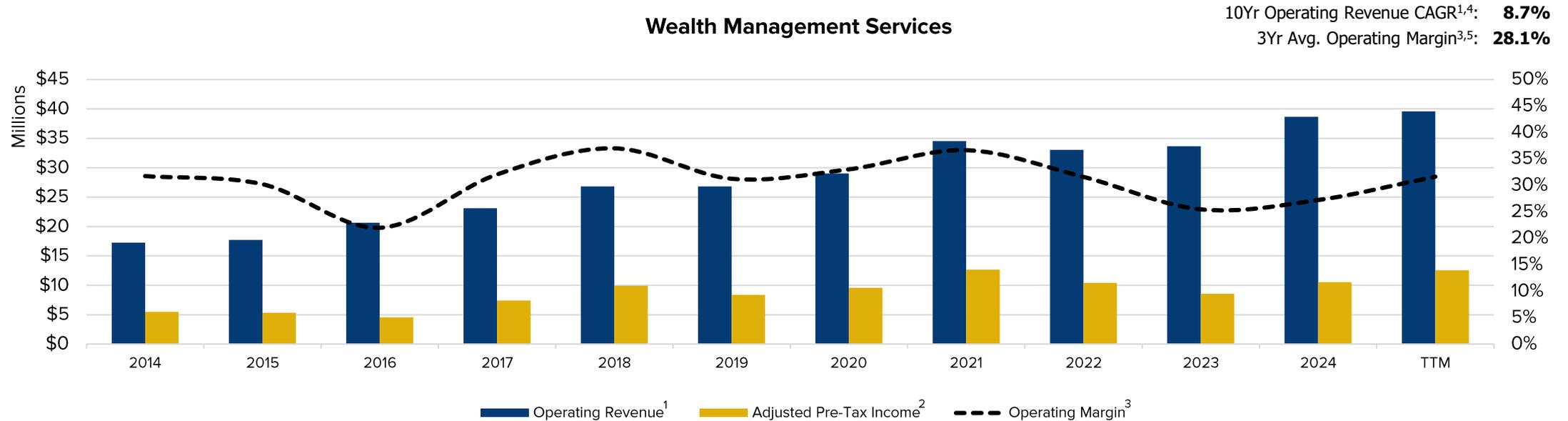
² CAGR excludes intercompany AUMA



Revenue Performance



Nottingham Advisors was recently recognized as 5-Star Wealth Management Team by InvestmentNews recognizing firms that excel in client growth, retention, and service.



¹ Total Operating Revenues includes segment net interest income plus operating noninterest revenues (total noninterest revenues less securities and debt gains/losses). Includes certain intersegment revenues that eliminate upon consolidation.

² Total Adjusted Pre-Tax Income is calculated by segment net interest income plus operating noninterest revenues less provision for credit losses less operating noninterest expenses (total noninterest expenses less acquisition expenses, amortization of intangible assets and other special charges). Includes certain intersegment revenues and expenses that eliminate upon consolidation.

³ Operating Margin is calculated by total segment adjusted pre-tax income divided by total segment operating revenues

⁴ TTM calculation basis

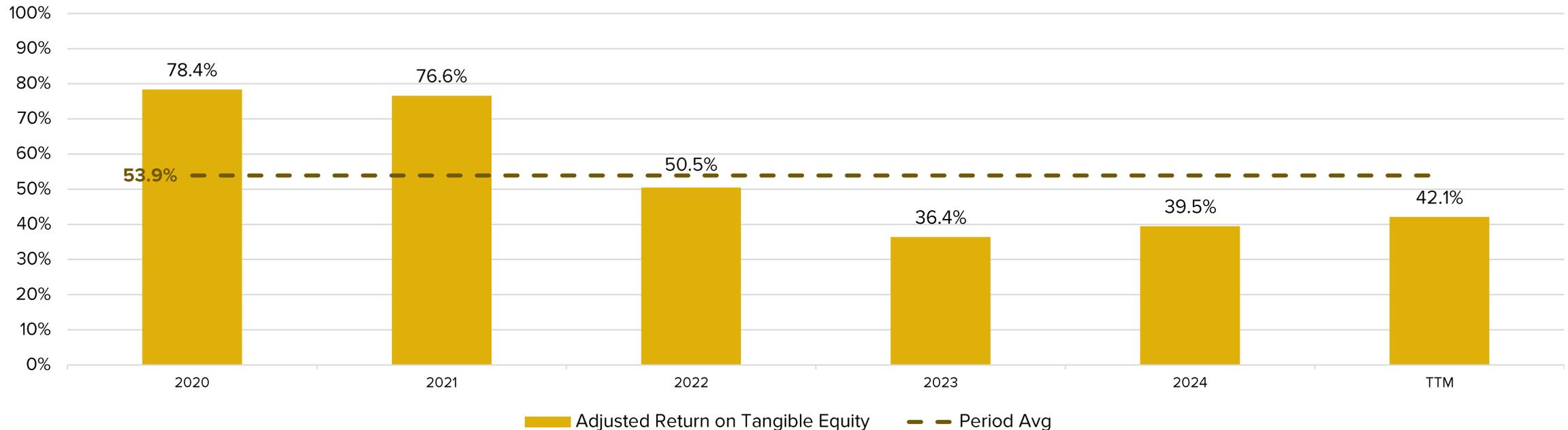
⁵ Calculation period ending full year 2024



Segment Pre-Tax ROATCE

Adjusted Return on Tangible Equity¹

Wealth Management Services



¹ Adjusted ROATCE is a non-GAAP measure defined as annualized segment adjusted pre-tax income / Total average segment tangible equity. Segment average tangible equity is defined as average total assets minus average total liabilities, excluding average intangible assets such as goodwill and other intangibles. Please see Appendix for details.





Community
FINANCIAL SYSTEM, INC.

Financial Performance

COMMUNITY FINANCIAL SYSTEM, INC. | NYSE: CBU

NOVEMBER 2025

Operating Performance Summary

As of September 30, 2025

Financial Highlights	Q3 2025 in millions, except per share metrics	% Change from Q3 2024	YTD 2025 in millions, except per share metrics	% Change from YTD 2024
Net interest income	\$128.2	13.7%	\$373.1	13.4%
Operating noninterest revenues ¹	78.6	3.0%	229.0	3.9%
Total operating revenues ¹	206.8	9.4%	602.1	9.6%
Operating noninterest expenses ¹	124.3	2.9%	370.3	5.7%
Operating pre-tax, pre-provision net revenue ("PPNR") ¹	82.5	20.8%	231.8	16.3%
Provision for credit losses	5.6	(27.8%)	16.4	(1.2%)
Net income, GAAP	55.1	25.5%	156.0	17.6%
Net income, operating ¹	58.1	24.5%	165.5	17.4%
Fully diluted weighted average common shares outstanding	53.0	0.2%	53.1	(0.1%)
GAAP earnings per share (diluted)	\$1.04	25.3%	\$2.94	17.6%
Operating PPNR per share (diluted) ¹	\$1.56	20.9%	\$4.37	16.5%

9.4% growth
in total operating
revenues¹ between Q3
2024 and Q3 2025

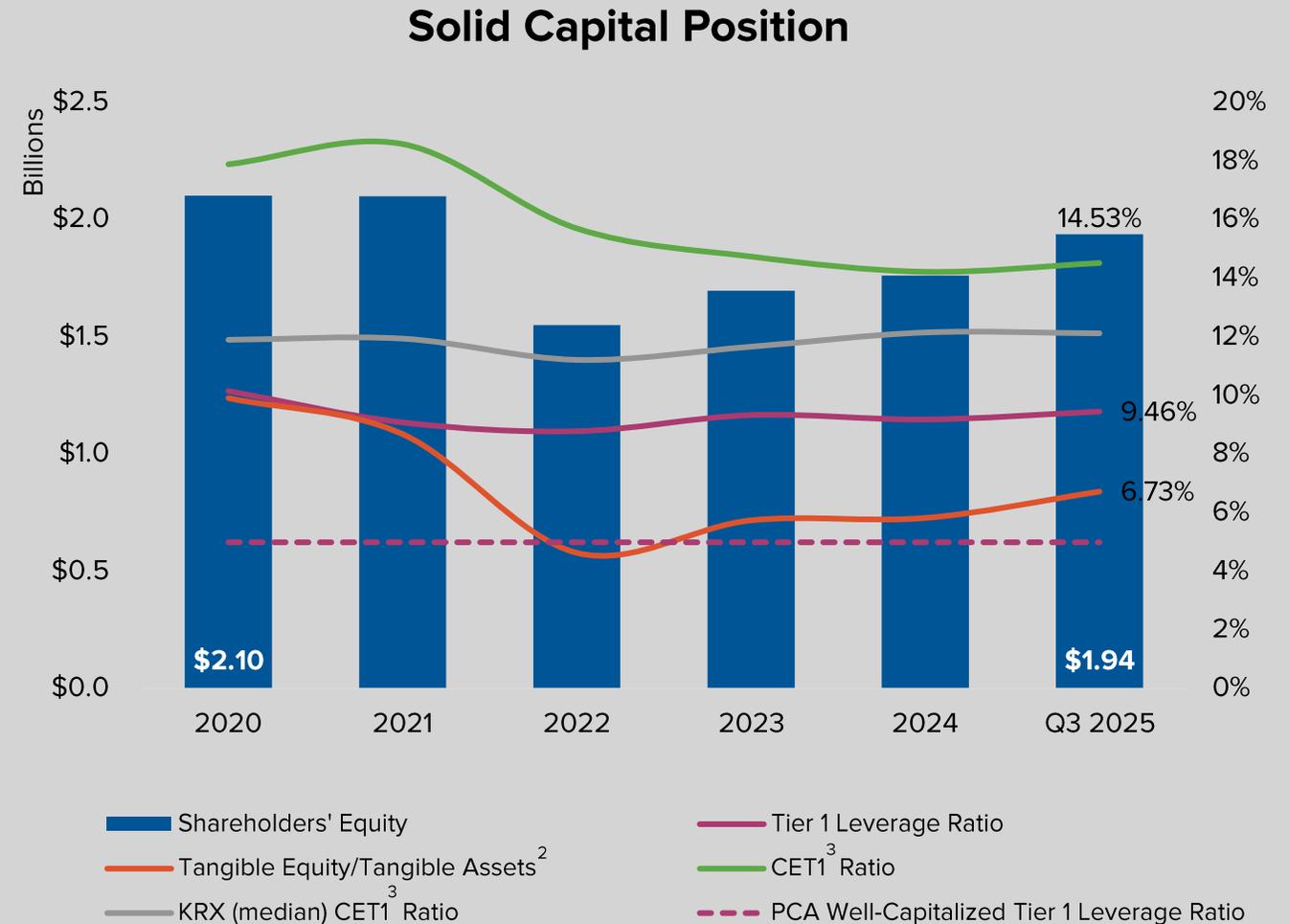
¹Non-GAAP measure. Please see Appendix for details.



Solid Capital Position

Ready to support growth

- Tier 1 leverage ratio maintained well above PCA¹ well-capitalized standards to support future organic growth and strategic M&A
- Risk-based capital ratios maintained above KRX peer levels reflective of solid capital position and a lower-risk balance sheet
- Future capital deployment options are evaluated through the lens of long-term shareholder value



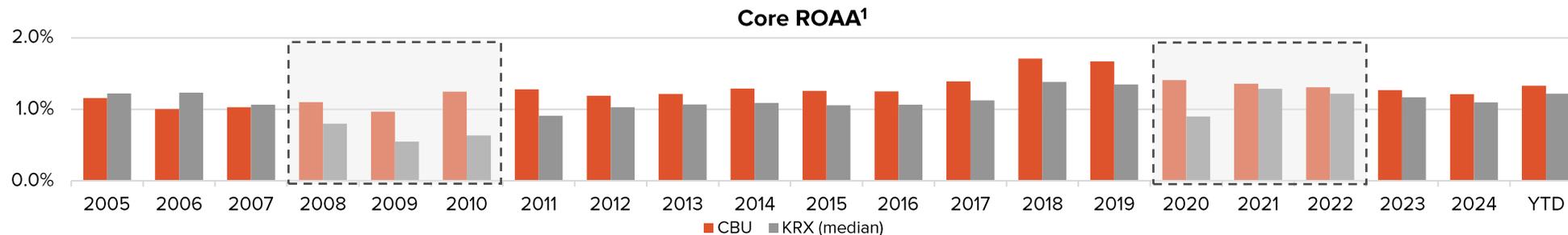
¹ Prompt Corrective Action

² Tangible equity and tangible assets are non-GAAP measures. Please see Appendix for details.

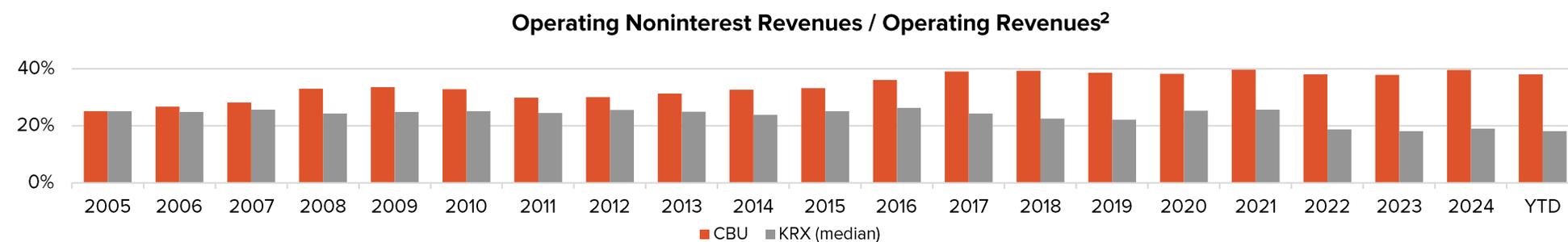
³ Tier 1 Common Capital (CET1) Ratio



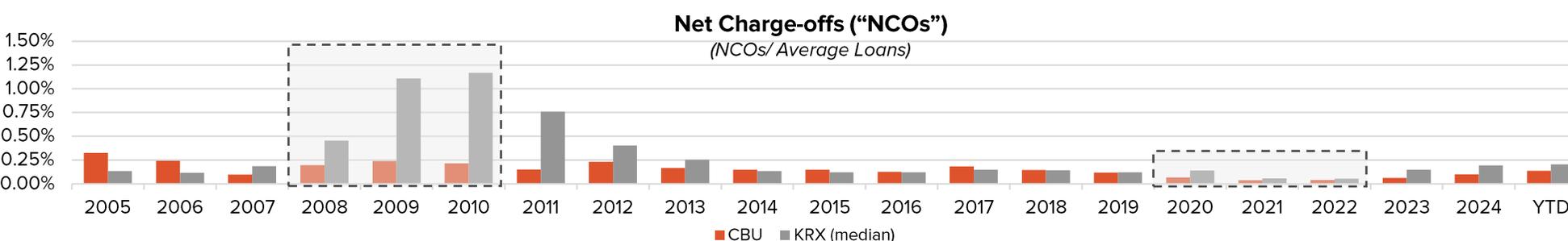
Outperformance During Turbulence



Period Average³
CBU: 1.27%
KRX: 1.07%



Period Average³
CBU: 34.3%
KRX: 23.6%



Period Average³
CBU: 0.15%
KRX: 0.29%

¹ Core income, a non-GAAP measure, is net income after taxes and before extraordinary items, less net income attributable to noncontrolling interest, gain or loss on the sale of securities, amortization of intangibles, goodwill and nonrecurring items.
² Operating noninterest income / operating revenues is defined as total noninterest revenues, excluding only gains from securities transactions (if reported) and nonrecurring items divided by recurring operating revenue, net of interest expense and excluding securities transactions.
³ Simple average of all periods presented



Loan Repricing Opportunity

- **\$3.50 billion** of estimated loan repricing, maturities and prepayments over the next 12 months at a blended rate of **5.97%**
- Q3 loan portfolio yield of **5.68%** and new origination blended yields of approximately **6.40%**, roughly 250 basis points over the 3 to 5-year curve

33% of outstanding loan balances are expected to reprice or be repaid in the next 12 months¹

Loan Repricing Opportunities			
Loans repricing or cash-flowing over the next 12 months (NTM) <i>\$ in millions</i>	Repricing Loans ¹ (NTM)	% of Total Loans	Wtd Avg Rate
Floating & Adjustable Rate Loans			
Floating Rate Loans	\$1,450.0	13.7%	6.81%
Adjustable Rate Loans	\$188.3	1.8%	4.59%
Total Floating & Adjustable Rate Loans:	\$1,638.3	15.5%	6.55%
Fixed Rate Loans			
Scheduled Maturities & Amortizing Cashflows	\$1,104.1	10.5%	5.13%
Prepayment Cashflows	\$752.5	7.1%	5.91%
Total Fixed Rate Loans:	\$1,856.6	17.6%	5.45%
Total Repricing Loans	\$3,494.9	33.1%	5.97%

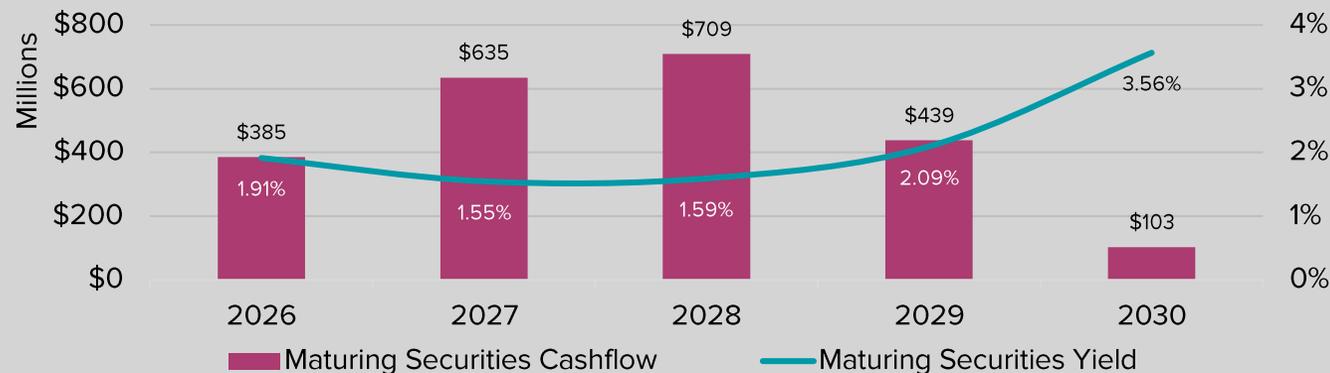
¹ The estimated figures are based on current base modeling assumptions.



Securities Redeployment Opportunity

- Cashflows from maturing investment securities is expected to be **\$2.3 billion** over the next 5 calendar years at a blended rate of **1.82%**
- These maturing cashflows create a redeployment opportunity that can be redeployed to repay higher cost borrowings or reinvested into new loans or investment securities at higher yields

Maturing Securities Cashflow & Yield



Hypothetical Redeployment of Securities Cash Flows and Associated Impact

Hypothetical Impact to Return on Assets (ROA)^{1,2,4}

Reinvestment Rate Above Runoff Rate	2026	2027	2028	2029	2030
+100 bps	0.01%	0.03%	0.06%	0.09%	0.09%
+200 bps	0.01%	0.06%	0.12%	0.17%	0.19%
+300 bps	0.02%	0.09%	0.17%	0.26%	0.28%
+400 bps	0.02%	0.13%	0.23%	0.34%	0.38%

Hypothetical Impact to Annual Earnings Per Share (EPS)^{2,3,4}

Reinvestment Rate Above Runoff Rate	2026	2027	2028	2029	2030
+100 bps	\$0.02	\$0.10	\$0.19	\$0.29	\$0.32
+200 bps	\$0.04	\$0.21	\$0.39	\$0.58	\$0.65
+300 bps	\$0.06	\$0.31	\$0.58	\$0.87	\$0.97
+400 bps	\$0.08	\$0.41	\$0.78	\$1.16	\$1.29

¹ Assumes average assets increase 2% per year

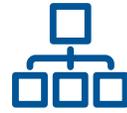
² Cumulative impact reflects the aggregate effect of all prior period cash flows beginning October 1, 2025

³ Assumes shares outstanding increases 0.5% per year

⁴ Assumes a 23% effective tax rate



Shareholder Returns & Key Investment Merits



Committed to successful operating strategy focused on intelligent low-risk acquisitions, organic growth, and prudent capital management



Superior long-term return to shareholders and long-standing dividend growth

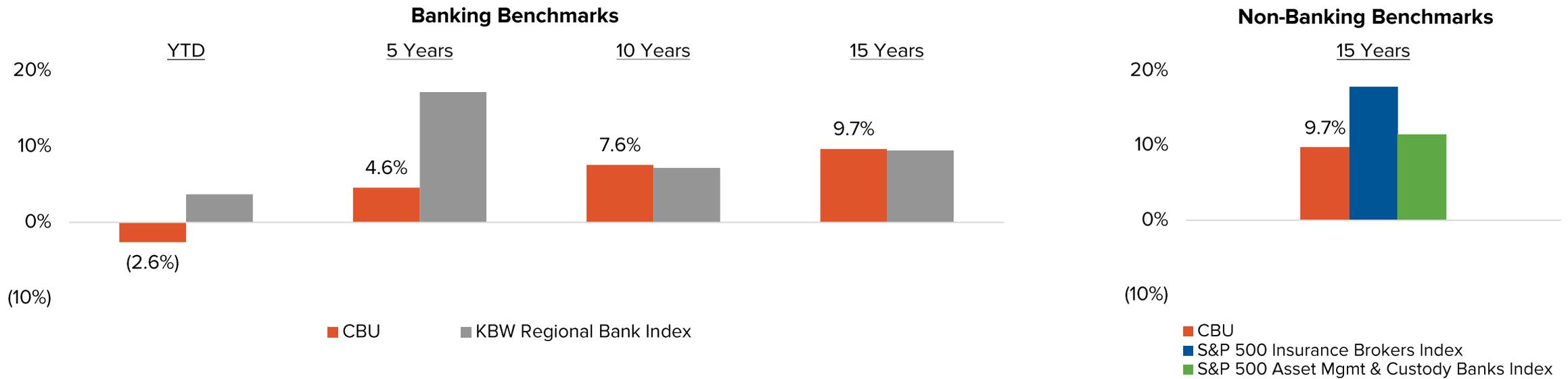


Strong fundamentals with consistent and strong asset quality and high quality, diversified revenues



Long-term responsible growth focus

Annualized Total Shareholder Returns¹



¹ Through September 30, 2025, including reinvestment of dividends.





Community
FINANCIAL SYSTEM, INC.

Valuation Considerations

COMMUNITY FINANCIAL SYSTEM, INC. | NYSE: CBU

NOVEMBER 2025

Valuation Considerations



CBU Valuation (Price/ TTM Core³ EPS)



¹ TTM basis

² Regulatory income statement basis. Non-bank revenue includes fiduciary, investment banking, insurance and other noninterest income to capture employee benefit services revenue

³ Core income, a non-GAAP measure, is net income after taxes and before extraordinary items, less net income attributable to noncontrolling interest, gain or loss on the sale of securities, amortization of intangibles, goodwill and nonrecurring items.

Sources: S&P Global
 Analysis current as of 9/30/2025



P/E Reference Framework



¹ Estimates based on the following publicly traded consumer finance firms: ALLY, AXP, BFN, COF, SLM, SYF

² Estimates based on the following publicly traded firms: AMG, LPLA, RJF, SF

³ Estimates based on the following publicly traded insurance brokers: AJG, AON, BRO, MMC

⁴ Estimates based on the following publicly traded firms: ADP, BR, HQY, PAYX, SEIC, SSNC

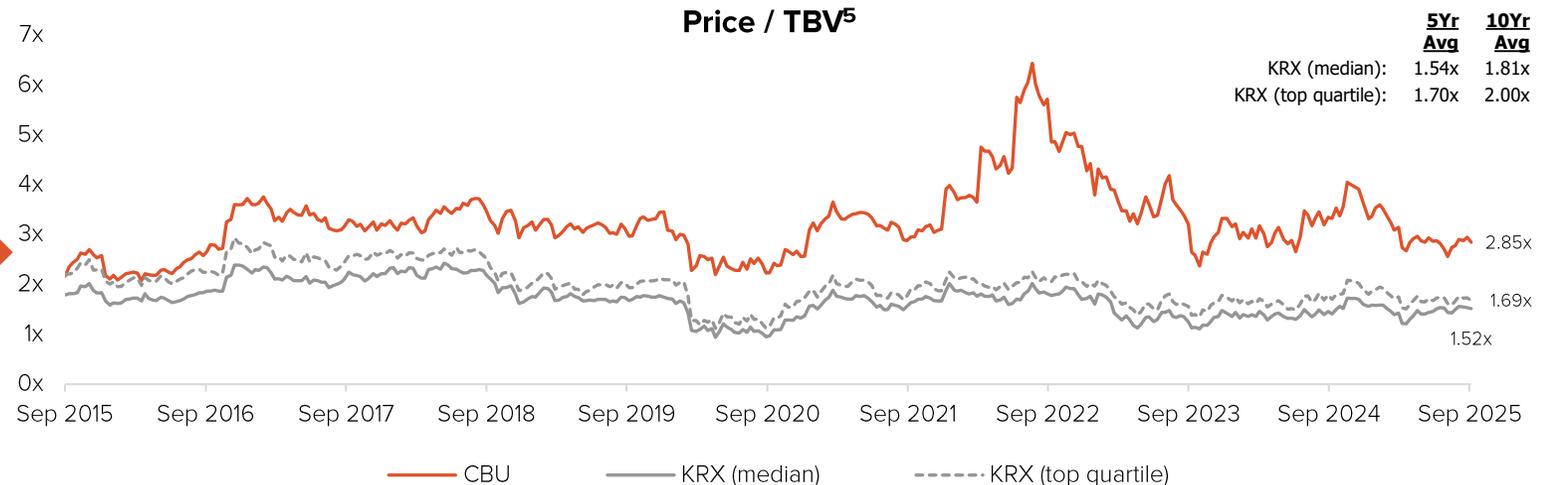
P/E ranges based on top and bottom quartiles based on 2026 estimates
P/E analysis current as of 11/3/2025



Illustrative P/TBV Context

Nonbanking Business Proxies	ROE	2026 Estimates				Illustrative Segment Valuation				
		Price/ Revenue		Price/ EBITDA		Price/ Earnings	Valuation	Per Share	Price / TBV	
<i>\$ in Millions, except per share figures</i>	<i>TTM Median</i>	<i>Bottom Quartile</i>		<i>Top Quartile</i>		<i>Median of 2026 Estimates</i>				
Employee Benefit Services ¹	33.3%	4.0x	6.4x	12.1x	16.0x	14.9x	23.4x	\$824.1	\$15.52	N/A
Insurance Services ²	20.3%	4.3x	4.7x	13.0x	13.7x	17.2x	17.9x	\$176.5	\$3.32	N/A
Wealth Management Services ³	17.8%	1.8x	2.7x	9.4x	10.7x	11.0x	14.3x	\$122.1	\$2.30	N/A
Nonbanking Businesses⁵						\$1,122.7	\$21.14	N/A		

	Q3 2025
CBU Share Price (9/30/2025)	\$58.64
CBU TBV (A) ⁴	\$20.57
Nonbanking Businesses Implied Value (B) ⁵	\$21.14
CBU Intrinsic TBV (A + B) ⁵	\$41.71
CBU Intrinsic TBV (excl. AOCI) ⁵	\$49.98
Price / Intrinsic TBV ⁵	1.41x
Price / Intrinsic TBV (excl. AOCI) ⁵	1.17x



¹ Estimates based on the following publicly traded firms: ADP, BR, HQY, PAYX, SEIC, SSNC
² Estimates based on the following publicly traded insurance brokers: AJG, AON, BRO, MMC
³ Estimates based on the following publicly traded firms: AMG, LPLA, RJF, SF
⁴ Tangible book value (TBV) is a non-GAAP measure. Please see Appendix for details
⁵ Based on internal Company data for illustrative purposes

Valuation analysis current as of 11/3/2025





Community
FINANCIAL SYSTEM, INC.

Appendix

COMMUNITY FINANCIAL SYSTEM, INC. | NYSE: CBU

NOVEMBER 2025

Glossary of Terms

Term / Acronym	Defined as
ACL	Allowance for credit losses
AFS	Available for sale
AOCI	Accumulated other comprehensive income
AUA	Assets under administration
AUM	Assets under management
AUMA	Assets under management & administration
CAGR	Compounded annual growth rate
CET1	Common equity tier 1
CIT	Collective investment trust
CNY	Central New York
CRE	Commercial real estate
EBITDA	Earnings before interest, taxes, depreciation, and amortization
EPS	Earnings per share
FTE	Fully taxable equivalent
FTEs	Full-time equivalent staff
FY	Full-year
HRA	Health reimbursement arrangement
HSA	Health savings account
HTM	Held to maturity
KRX	Ticker for the KBW Regional Banking Index peer group used

Term / Acronym	Defined as
MRQ	Most recent quarter
MSA	Metropolitan Statistical Area
NCO	Net charge-offs
NOO CRE	Non-owner occupied commercial real estate
NPA	Non-performing assets
NTM	Next twelve months
P&C	Property & casualty
PCA	Prompt corrective action
PPNR	Pre-provision net revenue
RHS	Retirement health savings
ROA	Return on assets
ROE	Return on equity
SMB	Small-medium businesses with less than 500 employees
TBV	Tangible book value
TPA	Third party administrator
TTM	Trailing twelve months as of 9/30/2025
VEBA	Voluntary employees' beneficiary association
Y/E	Year ending
YOY	Year-over-year
YTD	Year to date as of 9/30/2025, unless otherwise noted



Primary Subsidiaries

Banking Services	Wealth Management Services	Insurance Services	Employee Benefit Services
Community Bank, N.A.	Nottingham Investment Services, Inc.	OneGroup NY, Inc.	Benefit Plans Administrative Services, Inc.
	Nottingham Advisors, Inc.		Benefit Plans Administrative Services, LLC
	Nottingham Trust (Division of Community Bank, N.A.)		BPAS Actuarial & Pension Services, LLC
	Nottingham Wealth Partners, Inc.		Hand Benefits & Trust Company
			Hand Securities, Inc.
			Northeast Retirement Services, LLC
			Global Trust Company, Inc.
			BPAS Trust Company of Puerto Rico



How We Operate: Our Core Values

Our Mission: “Contribute to the prosperity of our Community, including our clients, colleagues and shareholders.”

INTEGRITY
WE DO THE RIGHT THING



EXCELLENCE
WE ALWAYS BRING OUR BEST



TEAMWORK
WE WORK TOGETHER



HUMILITY
WE RESPECT EVERYONE



KRX Peer Group

Peer Company Name	Ticker	Location	Total Assets ¹
Flagstar Bank, National Association	FLG	Hicksville, NY	\$91,668
Webster Financial Corporation	WBS	Stamford, CT	\$83,193
Popular, Inc.	BPOP	Hato Rey, PR	\$75,066
UMB Financial Corporation	UMBF	Kansas City, MO	\$71,881
Old National Bancorp	ONB	Evansville, IN	\$71,210
Wintrust Financial Corporation	WTFC	Rosemont, IL	\$69,630
Columbia Banking System, Inc.	COLB	Tacoma, WA	\$67,496
SouthState Bank Corporation	SSB	Winter Haven, FL	\$66,048
Valley National Bancorp	VLY	Morristown, NJ	\$63,019
Synovus Financial Corp.	SNV	Columbus, GA	\$60,485
Pinnacle Financial Partners, Inc.	PNFP	Nashville, TN	\$55,964
Cadence Bank	CADE	Tupelo, MS	\$53,282
Cullen/Frost Bankers, Inc.	CFR	San Antonio, TX	\$52,533
BOK Financial Corporation	BOKF	Tulsa, OK	\$50,193
F.N.B. Corporation	FNB	Pittsburgh, PA	\$49,889
Associated Banc-Corp	ASB	Green Bay, WI	\$44,456
Bank OZK	OZK	Little Rock, AR	\$41,607
Prosperity Bancshares, Inc.	PB	Houston, TX	\$38,330
Atlantic Union Bankshares Corporation	AUB	Glen Allen, VA	\$37,073
Hancock Whitney Corporation	HWC	Gulfport, MS	\$35,766
BankUnited, Inc.	BKU	Miami Lakes, FL	\$35,076
Banc of California, Inc.	BANC	Los Angeles, CA	\$34,013
United Bankshares, Inc.	UBSI	Charleston, WV	\$33,407
Texas Capital Bancshares, Inc.	TCBI	Dallas, TX	\$32,537
Commerce Bancshares, Inc.	CBSH	Kansas City, MO	\$32,289

Peer Company Name	Ticker	Location	Total Assets ¹
Fulton Financial Corporation	FULT	Lancaster, PA	\$31,995
Glacier Bancorp, Inc.	GBCI	Kalispell, MT	\$29,016
United Community Banks, Inc.	UCB	Greenville, SC	\$28,143
WesBanco, Inc.	WSBC	Wheeling, WV	\$27,518
First Interstate BancSystem, Inc.	FIBK	Billings, MT	\$27,333
Ameris Bancorp	ABCB	Atlanta, GA	\$27,100
Renasant Corporation	RNST	Tupelo, MS	\$26,726
WaFd, Inc.	WAFD	Seattle, WA	\$26,700
Eastern Bankshares, Inc.	EBC	Boston, MA	\$25,458
Independent Bank Corp.	INDB	Rockland, MA	\$24,993
Provident Financial Services, Inc.	PFS	Jersey City, NJ	\$24,833
Simmons First National Corporation	SFNC	Pine Bluff, AR	\$24,208
First Hawaiian, Inc.	FHB	Honolulu, HI	\$24,099
Cathay General Bancorp	CATY	Los Angeles, CA	\$24,076
Bank of Hawaii Corporation	BOH	Honolulu, HI	\$24,015
Home Bancshares, Inc. (Conway, AR)	HOMB	Conway, AR	\$22,708
WSFS Financial Corporation	WSFS	Wilmington, DE	\$20,840
First BanCorp.	FBP	San Juan, PR	\$19,321
Trustmark Corporation	TRMK	Jackson, MS	\$18,802
First Financial Bancorp.	FFBC	Cincinnati, OH	\$18,555
Hope Bancorp, Inc.	HOPE	Los Angeles, CA	\$18,508
Community Financial System, Inc.	CBU	Dewitt, NY	\$16,958
CVB Financial Corp.	CVBF	Ontario, CA	\$15,666
First Financial Bankshares, Inc.	FFIN	Abilene, TX	\$14,842
First Commonwealth Financial Corporation	FCF	Indiana, PA	\$12,310

¹\$ in millions, as of September 30, 2025



Reconciliation of GAAP and Non-GAAP

Community Financial System, Inc.'s (the "Company") management uses the term "non-GAAP" financial measures in their analysis of the Company's performance and operations. Management believes that these non-GAAP financial measures help investors and analysts measure underlying core performance and improves comparability to other organizations that have not engaged in acquisitions or restructuring activities. These disclosures should not be viewed as a substitute for financial measures determined in accordance with GAAP, nor are they necessarily comparable to non-GAAP financial measures that may be presented by other companies. The types of non-GAAP financial measures used in this presentation include:

- Tangible equity, tangible common equity, tangible assets and tangible book value and tangible book value per share are non-GAAP financial measures which the Company's management uses to assess the quality of capital and believes that investors may find useful in their analysis, although these metrics are not necessarily comparable to similar non-GAAP financial measures used by other companies. Tangible equity is calculated by excluding the balance of goodwill and other intangible assets from the calculation of total equity and adding back the amount of the deferred tax liability related to tax deductible goodwill and other intangible assets. Tangible common equity is calculated by excluding the balance of goodwill and other intangible assets from the calculation of stockholders' equity and adding back the amount of the deferred tax liability related to tax deductible goodwill and other intangible assets. Tangible assets is calculated by excluding the balance of goodwill and other intangible assets from the calculation of total assets and adding back the amount of the deferred tax liability related to tax deductible goodwill and other intangible assets. Tangible book value per share is calculated by dividing tangible common equity by the number of shares outstanding at a point in time.
- Net interest margin on a fully tax-equivalent ("FTE") basis, includes an adjustment to net interest income that represents taxes that would have been paid had nontaxable investment securities and loans been taxable. The adjustment attempts to enhance the comparability of the performance of assets that have different tax liabilities.
- Operating earnings, operating revenues, operating revenues (FTE), operating noninterest revenues and operating noninterest expenses are non-GAAP financial measures which the Company believes investors may find useful in their analysis to better reflect core performance and enhance comparability to both banking and non-banking organizations. Operating earnings is calculated by excluding the net of tax effect of acquisition expenses, acquisition-related contingent consideration adjustment, net gain (loss) on sale of investments, unrealized gain (loss) on equity securities, amortization of intangible assets, gain (loss) on debt extinguishment, acquisition-related provision for credit losses, restructuring expenses and litigation accrual expenses from net income. Operating revenues is calculated by excluding unrealized gain (loss) on equity securities, gain (loss) on sales of investment securities and the gain (loss) on debt extinguishment from total revenues. Operating revenues (FTE) is calculated by adding the fully tax-equivalent (FTE) adjustment that is applied to net interest income to operating revenues. Operating noninterest revenues is calculated by excluding unrealized gain (loss) on equity securities, gain (loss) on sales of investment securities and the gain (loss) on debt extinguishment from total noninterest revenues. Operating noninterest expenses is calculated by excluding acquisition expenses, acquisition-related contingent consideration adjustment, amortization of intangible assets, restructuring expenses and litigation accrual expenses from noninterest expenses.
- Operating pre-tax, pre-provision net revenue, a non-GAAP financial measure, subtracts the provision for credit losses, acquisition-related expenses, unrealized gain (loss) on equity securities, loss on sales of investment securities, gain on debt extinguishment, amortization of intangible assets, restructuring expenses, and litigation accrual from income before income taxes. The Company's management believes this information helps investors and analysts measure and compare the Company's performance through a credit cycle by excluding the volatility in the provision for credit losses associated with the impact of CECL, helps investors and analysts measure underlying core performance and improves comparability to other organizations that have not engaged in acquisitions or restructuring activities.

The Company also provides supplemental ratio reporting at the segment level, which includes adjusted return on tangible equity. Adjusted return on tangible equity represents annualized adjusted income before income taxes applicable to each segment as a percentage of average tangible equity for each respective segment.



Pre-tax, Pre-provision Components

Dollars in thousands, except per share data

	YTD 2025	YTD 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025
Operating pre-tax, pre-provision net revenue ("PPNR") (non-GAAP)							
Net income (GAAP)	\$156,033	\$132,688	\$43,901	\$49,793	\$49,614	\$51,331	\$55,088
Income taxes	47,441	39,477	13,129	14,747	14,654	14,706	18,081
Income before income taxes	203,474	172,165	57,030	64,540	64,268	66,037	73,169
Provision for credit losses	16,371	16,565	7,709	6,208	6,690	4,117	5,564
Pre-tax, pre-provision net revenue (non-GAAP)	219,845	188,730	64,739	70,748	70,958	70,154	78,733
Acquisition expenses	815	205	66	8	1	67	747
Acquisition-related contingent consideration adjustments	-	(156)	(156)	400	-	-	-
Restructuring expenses	1,525	-	-	-	-	1,525	-
Litigation accrual	(50)	221	102	(83)	(50)	-	-
Loss on sales of investment securities	-	487	255	-	-	-	-
Unrealized gain (loss) on equity securities	(480)	(984)	(101)	(247)	(245)	1	(236)
Amortization of intangible assets	10,109	10,822	3,369	3,437	3,482	3,369	3,258
Operating pre-tax, pre-provision net revenue ("PPNR") (non-GAAP)	\$231,764	\$199,325	\$68,274	\$74,263	\$74,146	\$75,116	\$82,502
Operating pre-tax, pre-provision net revenue ("PPNR") per share (non-GAAP)							
Diluted earnings per share (GAAP)	\$2.94	\$2.50	\$0.83	\$0.94	\$0.93	\$0.97	\$1.04
Income taxes	0.89	0.74	0.25	0.28	0.28	0.27	0.34
Income before income taxes	3.83	3.24	1.08	1.22	1.21	1.24	1.38
Provision for credit losses	0.31	0.32	0.15	0.11	0.12	0.08	0.11
Pre-tax, pre-provision net revenue per share (non-GAAP)	4.14	3.56	1.23	1.33	1.33	1.32	1.49
Acquisition expenses	0.02	-	-	-	-	-	0.01
Acquisition-related contingent consideration adjustments	-	-	-	-	-	-	-
Restructuring expenses	0.03	-	-	-	-	0.03	-
Litigation accrual	-	-	-	-	-	-	-
Loss on sales of investment securities	-	0.01	-	-	-	-	-
Unrealized gain (loss) on equity securities	(0.01)	(0.02)	-	-	-	-	-
Amortization of intangible assets	0.19	0.20	0.06	0.07	0.07	0.06	0.06
Operating pre-tax, pre-provision net revenue ("PPNR") per share (non-GAAP)	\$4.37	\$3.75	\$1.29	\$1.40	\$1.40	\$1.41	\$1.56



Operating Net Income

Dollars in thousands, except per share data

	2020	2021	2022	2023	2024	YTD 2025	Q3 2025
Net income (GAAP)	\$164,676	\$189,694	\$188,081	\$131,924	\$182,481	\$156,033	\$55,088
Acquisition expenses, net of tax effect	3,942	551	3,930	50	173	647	592
Acquisition-related contingent consideration adjustments, net of tax effect	-	157	(235)	2,591	198	-	-
Loss on sales of investments, net of tax effect	-	-	-	41,340	394	-	-
Unrealized (gain) loss on equity securities, net of tax effect	5	(13)	34	37	(997)	(381)	(187)
Gain on debt extinguishment, net of tax effect	(336)	-	-	(191)	-	-	-
Acquisition-related provision for credit losses, net of tax effect	2,446	-	3,074	-	-	-	-
Restructuring expenses, net of tax effect	-	-	-	919	-	1,211	-
Litigation accrual, net of tax effect	2,357	(79)	-	4,582	112	(40)	-
Amortization of intangible assets, net of tax effect	11,425	11,044	11,907	11,464	11,550	8,027	2,581
Operating net income (non-GAAP)	\$184,515	\$201,354	\$206,791	\$192,716	\$193,911	\$165,497	\$58,074

	2020	2021	2022	2023	2024	YTD 2025	Q3 2025
Diluted earnings per share (GAAP)	\$3.08	\$3.48	\$3.46	\$2.45	\$3.44	\$2.94	\$1.04
Acquisition expenses, net of tax effect	0.07	0.01	0.07	-	-	0.02	0.01
Acquisition-related contingent consideration adjustments, net of tax effect	-	-	-	0.05	-	-	-
Loss on sales of investments, net of tax effect	-	-	-	0.76	0.01	-	-
Unrealized (gain) loss on equity securities, net of tax effect	-	-	-	-	(0.02)	(0.01)	-
Gain on debt extinguishment, net of tax effect	(0.01)	-	-	-	-	-	-
Acquisition-related provision for credit losses, net of tax effect	0.05	-	0.05	-	-	-	-
Restructuring expenses, net of tax effect	-	-	-	0.02	-	0.02	-
Litigation accrual, net of tax effect	0.05	-	-	0.08	-	-	-
Amortization of intangible assets, net of tax effect	0.21	0.20	0.22	0.21	0.22	0.15	0.04
Operating diluted earnings per share (non-GAAP)	\$3.45	\$3.69	\$3.80	\$3.57	\$3.65	\$3.12	\$1.09



Net Interest Margin

Dollars in thousands

	2020	2021	2022	2023	2024	YTD 2025	Q3 2025
Net interest margin							
Net interest income	\$368,403	\$374,412	\$420,630	\$437,285	\$449,117	\$373,125	\$128,165
Total average interest-earning assets	11,358,162	13,393,383	14,548,665	14,078,061	14,754,880	15,283,503	15,393,114
Net interest margin (GAAP)	3.24%	2.80%	2.89%	3.11%	3.04%	3.26%	3.30%
Net interest margin (FTE) (non-GAAP)							
Net interest income	\$368,403	\$374,412	\$420,630	\$437,285	\$449,117	\$373,125	\$128,165
Fully tax-equivalent adjustment	3,939	3,393	4,074	4,242	3,721	2,658	880
Fully tax-equivalent net interest income (non-GAAP)	372,342	377,805	424,704	441,527	452,838	375,783	129,045
Total average interest-earning assets	11,358,162	13,393,383	14,548,665	14,078,061	14,754,880	15,283,503	15,393,114
Net interest margin (FTE) (non-GAAP)	3.28%	2.82%	2.92%	3.14%	3.07%	3.29%	3.33%



Operating Revenues

Dollars in thousands

	2005	2015	2020	2021	2022	2023	2024	YTD 2025	Q3 2025
Operating noninterest revenues (non-GAAP)									
Noninterest revenues (GAAP)	\$60,596	\$123,299	\$228,419	\$246,235	\$258,725	\$214,834	\$297,186	\$229,431	\$78,887
Unrealized loss (gain) on equity securities	-	-	6	(17)	44	47	(1,231)	(480)	(236)
(Gain) loss on sales of investment securities	(12,195)	4	-	-	-	52,329	487	-	-
Gain on debt extinguishment	-	-	(421)	-	-	(242)	-	-	-
Operating noninterest revenues (non-GAAP)	\$48,401	\$123,303	\$228,004	\$246,218	\$258,769	\$266,968	\$296,442	\$228,951	\$78,651
Operating revenues (FTE) (non-GAAP)									
Net interest income (GAAP)	143,872	248,420	368,403	374,412	420,630	437,285	449,117	373,125	128,165
Noninterest revenues (GAAP)	60,596	123,299	228,419	246,235	258,725	214,834	297,186	229,431	78,887
Total revenues (GAAP)	204,468	371,719	596,822	620,647	679,355	652,119	746,303	602,556	207,052
Unrealized loss (gain) on equity securities	-	-	6	(17)	44	47	(1,231)	(480)	(236)
(Gain) loss on sales of investment securities	(12,195)	4	-	-	-	52,329	487	-	-
Gain on debt extinguishment	-	-	(421)	-	-	(242)	-	-	-
Operating revenues (non-GAAP)	192,273	371,723	596,407	620,630	679,399	704,253	745,559	602,076	206,816
Fully tax-equivalent adjustment (non-GAAP)	14,355	12,404	3,939	3,393	4,074	4,242	3,721	2,658	880
Operating revenues (FTE) (non-GAAP)	\$206,628	\$384,127	\$600,346	\$624,023	\$683,473	\$708,495	\$749,280	\$604,734	\$207,696
Noninterest revenues/ total revenues (GAAP)									
Noninterest revenues (GAAP)	\$60,596	\$123,299	\$228,419	\$246,235	\$258,725	\$214,834	\$297,186	\$229,431	\$78,887
Total revenues (GAAP)	204,468	371,719	596,822	620,647	679,355	652,119	746,303	602,556	207,052
Noninterest revenues/ total revenues (GAAP)	29.6%	33.2%	38.3%	39.7%	38.1%	32.9%	39.8%	38.1%	38.1%
Operating noninterest revenues/ operating revenues (FTE) (non-GAAP)									
Operating noninterest revenues (non-GAAP)	\$48,401	\$123,303	\$228,004	\$246,218	\$258,769	\$266,968	\$296,442	\$228,951	\$78,651
Operating revenues (FTE) (non-GAAP)	206,628	384,127	600,346	624,023	683,473	708,495	749,280	\$604,734	207,696
Operating noninterest revenues/ operating revenues (FTE) (non-GAAP)	23.4%	32.1%	38.0%	39.5%	37.9%	37.7%	39.6%	37.9%	37.9%



Equity-to-Assets

Dollars in thousands

	2020	2021	2022	2023	2024	Q3 2025
Total tangible assets (non-GAAP)						
Total assets (GAAP)	\$13,931,094	\$15,552,657	\$15,835,651	\$15,555,753	\$16,386,044	\$16,957,804
Goodwill and other intangible assets, net	(846,648)	(864,335)	(902,837)	(897,987)	(901,471)	(899,967)
Deferred taxes on goodwill and other intangible assets, net	44,370	44,160	46,130	45,198	44,618	44,130
Total tangible assets (non-GAAP)	\$13,128,816	\$14,732,482	\$14,978,944	\$14,702,964	\$15,529,191	\$16,101,967
Total tangible common equity (non-GAAP)						
Shareholders' equity (GAAP)	\$2,104,107	\$2,100,807	\$1,551,705	\$1,697,937	\$1,762,835	\$1,938,950
Goodwill and other intangible assets, net	(846,648)	(864,335)	(902,837)	(897,987)	(901,471)	(899,967)
Deferred taxes on goodwill and other intangible assets, net	44,370	44,160	46,130	45,198	44,618	44,130
Total tangible common equity (non-GAAP)	\$1,301,829	\$1,280,632	\$694,998	\$845,148	\$905,982	\$1,083,113
Shareholders' equity-to-assets ratio (GAAP)						
Total shareholders' equity (GAAP) – numerator	\$2,104,107	\$2,100,807	\$1,551,705	\$1,697,937	\$1,762,835	\$1,938,950
Total assets (GAAP) – denominator	13,931,094	15,552,657	15,835,651	15,555,753	16,386,044	16,957,804
Shareholders' equity-to-assets ratio (GAAP)	15.10%	13.51%	9.80%	10.92%	10.76%	11.43%
Tangible equity-to-assets ratio (non-GAAP)						
Total tangible common equity (non-GAAP) – numerator	\$1,301,829	\$1,280,632	\$694,998	\$845,148	\$905,982	\$1,083,113
Total tangible assets (non-GAAP) – denominator	13,128,816	14,732,482	14,978,944	14,702,964	15,529,191	16,101,967
Tangible equity-to-assets ratio (non-GAAP)	9.92%	8.69%	4.64%	5.75%	5.83%	6.73%



Operating ROA & ROATCE

Dollars in thousands

	2020	2021	2022	2023	2024	YTD 2025	Q3 2025
Average total assets	\$12,896,499	\$14,835,025	\$15,567,139	\$15,242,884	\$15,990,697	\$16,596,221	\$16,755,095
Net income (GAAP)	\$164,676	\$189,694	\$188,081	\$131,924	\$182,481	\$156,033	\$55,088
Return on assets (GAAP)	1.28%	1.28%	1.21%	0.87%	1.14%	1.26%	1.30%
Operating net income (non-GAAP)	\$184,515	\$201,354	\$206,791	\$192,716	\$193,911	\$165,497	\$58,074
Operating return on assets (non-GAAP)	1.43%	1.36%	1.33%	1.26%	1.21%	1.33%	1.38%

	2020	2021	2022	2023	2024	YTD 2025	Q3 2025
Net income (GAAP) – numerator	\$164,676	\$189,694	\$188,081	\$131,924	\$182,481	\$156,033	\$55,088
Average shareholders' equity (GAAP) – denominator	2,026,669	2,064,105	1,733,521	1,595,724	1,695,794	1,834,266	1,881,116
Return on equity (GAAP)	8.13%	9.19%	10.85%	8.27%	10.76%	12.06%	12.25%
Operating net income (non-GAAP) – numerator	\$184,515	\$201,354	\$206,791	\$192,716	\$193,911	\$165,497	\$58,074
Average tangible common equity (non-GAAP) – denominator	1,229,342	1,254,328	887,019	741,330	838,021	979,353	1,027,406
Operating return on tangible equity (non-GAAP)	15.01%	16.05%	23.31%	26.00%	23.14%	21.30%	21.27%
Adjusted income before taxes (non-GAAP) – numerator	\$230,901	\$256,182	\$264,220	\$245,183	\$250,815	\$215,393	\$73,169
Average tangible common equity (non-GAAP) – denominator	1,229,342	1,254,328	887,019	741,330	838,021	979,353	1,027,406
Adjusted return on tangible equity (non-GAAP)	18.78%	20.42%	29.79%	33.07%	29.93%	29.41%	28.25%



Adjusted Pre-Tax ROATCE

Dollars in thousands

	2020	2021	2022	2023	2024	YTD 2025	Q3 2025
Banking & Corporate							
Adjusted income before taxes	\$169,748	\$182,233	\$197,468	\$178,171	\$177,152	\$157,068	\$56,303
Average shareholders' equity	1,786,816	1,797,538	1,436,280	1,308,491	1,399,849	1,536,586	1,579,534
Average goodwill and intangible assets, net	(695,122)	(701,110)	(729,167)	(743,192)	(739,851)	(737,431)	(736,894)
Average deferred taxes on goodwill and intangible assets, net	34,886	35,730	38,357	39,222	39,481	40,282	40,434
Average tangible common equity (non-GAAP)	1,126,580	1,132,158	745,470	604,521	699,479	839,437	883,074
Adjusted return on tangible equity (non-GAAP)	15.07%	16.10%	26.49%	29.47%	25.33%	25.02%	25.29%
Employee Benefit Services							
Adjusted income before taxes	\$45,166	\$54,432	\$49,143	\$49,813	\$55,744	\$39,852	\$14,501
Average shareholders' equity	184,660	203,936	223,871	213,329	215,133	205,288	200,739
Average goodwill and intangible assets, net	(118,308)	(120,325)	(121,978)	(115,197)	(116,808)	(112,690)	(111,860)
Average deferred taxes on goodwill and intangible assets, net	9,375	7,926	7,248	5,959	5,444	4,238	3,912
Average tangible common equity (non-GAAP)	75,727	91,537	109,141	104,091	103,769	96,836	92,791
Adjusted return on tangible equity (non-GAAP)	59.64%	59.46%	45.03%	47.86%	53.72%	55.02%	62.00%
Insurance Services							
Adjusted income before taxes	\$6,401	\$6,855	\$7,176	\$8,632	\$7,392	\$9,597	\$3,242
Average shareholders' equity	36,532	40,361	48,102	45,881	49,206	58,012	65,615
Average goodwill and intangible assets, net	(22,023)	(26,875)	(35,830)	(37,147)	(40,922)	(44,771)	(44,915)
Average deferred taxes on goodwill and intangible assets, net	474	429	(32)	48	(252)	(293)	(311)
Average tangible common equity (non-GAAP)	14,983	13,915	12,240	8,782	8,032	12,948	20,389
Adjusted return on tangible equity (non-GAAP)	42.72%	49.26%	58.63%	98.29%	92.03%	99.10%	63.08%
Wealth Management Services							
Adjusted income before taxes	\$9,587	\$12,662	\$10,433	\$8,567	\$10,527	\$8,876	\$2,892
Average shareholders' equity	18,661	22,270	25,267	28,023	31,605	34,379	35,228
Average goodwill and intangible assets, net	(6,430)	(5,732)	(4,671)	(4,522)	(5,101)	(4,394)	(4,273)
Average deferred taxes on goodwill and intangible assets, net	-	-	60	39	156	265	199
Average tangible common equity (non-GAAP)	12,231	16,538	20,656	23,540	26,660	30,250	31,154
Adjusted return on tangible equity (non-GAAP)	78.38%	76.56%	50.51%	36.39%	39.49%	39.23%	36.84%



Book Value

Dollars and shares in thousands

	2020	2021	2022	2023	2024	Q3 2025
Book value (GAAP)						
Total shareholders' equity (GAAP)	\$2,104,107	\$2,100,807	\$1,551,705	\$1,697,937	\$1,762,834	\$1,938,950
Period end common shares outstanding	53,593	53,878	53,737	53,327	52,668	52,662
Book value per share (GAAP)	\$39.26	\$38.99	\$28.88	\$31.84	\$33.47	\$36.82
Tangible book value (non-GAAP)						
Total tangible common equity (non-GAAP)	\$1,301,829	\$1,280,632	\$694,998	\$845,148	\$905,982	\$1,083,113
Period end common shares outstanding	53,593	53,878	53,737	53,327	52,668	52,662
Tangible book value per share (non-GAAP)	\$24.29	\$23.77	\$12.93	\$15.85	\$17.20	\$20.57



Operating Noninterest Expenses

Dollars in thousands

	2020	2021	2022	2023	2024	YTD 2025	Q3 2025
Operating noninterest expenses (non-GAAP)							
Noninterest expenses (GAAP)	\$376,534	\$388,138	\$424,268	\$472,685	\$486,825	\$382,711	\$128,319
Acquisition expenses	(4,933)	(701)	(5,021)	(63)	(213)	(815)	(747)
Acquisition-related contingent consideration adjustments	-	(200)	300	(3,280)	(244)	-	-
Restructuring expenses	-	-	-	(1,163)	-	(1,525)	-
Litigation accrual	(2,950)	100	-	(5,800)	(138)	50	-
Amortization of intangible assets	(14,297)	(14,051)	(15,214)	(14,511)	(14,259)	(10,109)	(3,258)
Total operating noninterest expenses (non-GAAP)	\$354,354	\$373,286	\$404,333	\$447,868	\$471,971	\$370,312	\$124,314



Core Results

Dollars in thousands, except per share data

	2020	2021	2022	2023	2024	YTD 2025	Q3 2025
Net income (GAAP)	\$164,676	\$189,694	\$188,081	\$131,924	\$182,481	\$156,033	\$55,088
Acquisition expenses, net of statutory tax effect ¹	3,897	554	3,966	50	168	644	590
Acquisition-related contingent consideration adjustments, net of statutory tax effect ¹	-	158	(237)	2,591	193	-	-
Loss on sales of investments, net of statutory tax effect ¹	-	-	-	41,340	385	-	-
Unrealized loss (gain) on equity securities, net of statutory tax effect ¹	5	(13)	35	37	(972)	(379)	(186)
Restructuring expenses, net of statutory tax effect ¹	-	-	-	919	-	1,205	-
Litigation accrual, net of statutory tax effect ¹	2,330	(79)	-	4,582	109	(40)	-
Amortization of intangible assets, net of statutory tax effect ¹	11,295	11,100	12,019	11,464	11,264	7,986	2,574
FDIC special assessment, net of statutory tax effect ¹	-	-	-	1,184	237	-	-
Core income (non-GAAP)	\$182,203	\$201,414	\$203,864	\$194,091	\$193,865	\$165,449	\$58,066
	2020	2021	2022	2023	2024	YTD 2025	Q3 2025
Core income (non-GAAP)	\$182,203	\$201,414	\$203,864	\$194,091	\$193,865	\$165,449	\$58,066
Average total assets (GAAP)	12,896,499	14,835,025	15,567,139	15,242,884	15,990,697	16,596,211	16,755,095
Core ROAA (non-GAAP)	1.41%	1.36%	1.31%	1.27%	1.21%	1.33%	1.39%
Core income (non-GAAP)	\$182,203	\$201,414	\$203,864	\$194,091	\$193,865	\$165,449	\$58,066
Average shareholders' equity (GAAP)	2,026,669	2,064,105	1,733,521	1,595,724	1,695,794	1,834,266	1,881,116
Core ROAE (non-GAAP)	9.0%	9.8%	11.8%	12.2%	11.4%	12.0%	12.4%
Core income (non-GAAP)	\$182,203	\$201,414	\$203,864	\$194,091	\$193,865	\$165,449	\$58,066
Average shareholders' equity	2,026,669	2,064,105	1,733,521	1,595,724	1,695,794	1,834,266	1,881,116
Average goodwill and intangible assets, net	(841,883)	(854,042)	(891,647)	(900,058)	(902,681)	(897,943)	(899,287)
Average tangible common equity excluding deferred taxes on intangibles (non-GAAP)	1,184,786	1,210,063	841,874	695,666	793,113	936,323	981,829
Core ROATCE (non-GAAP)	15.4%	16.6%	24.2%	27.9%	24.4%	23.6%	23.5%

¹ 21% statutory tax rate used



Thank you!

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