



**Financial Institutions, Inc. Board of Directors
Management Development & Compensation Committee
Committee Charter
Updated May 20, 2026**

1. AUTHORITY AND PURPOSE

The Board of Directors (“Board”) of Financial Institutions, Inc. (“FII”) has established the Management, Development & Compensation Committee (the “Committee”) to assist the Board in fulfilling its oversight and fiduciary responsibilities over FII and its subsidiaries (collectively, the “Company”) relative to the attraction and retention of the Company’s senior leadership and the Company’s management compensation policies and practices. The Committee’s primary roles are to:

- Oversee the development and implementation of the Company’s plans, policies and programs for the development of its senior leadership and the succession plan for its executive officers.
- Determine and approve the compensation of the Company’s Chief Executive Officer (“CEO”) and other executive officers and review and approve incentive compensation policies and programs.
- Review and approve the annual Compensation Discussion and Analysis (“CD&A”) for FII’s annual proxy statement.
- Oversee the development and implementation of the Company’s inclusivity, social responsibility, and human rights related initiatives, in furtherance of the Company’s three-year strategic plan.

2. COMPOSITION

2.1 Chair

At least on an annual basis, the Board will appoint a Chair of the Committee. The Board may also appoint a member as Committee Vice Chair to act when the Chair is unavailable. The Chair will preside over and conduct Committee meetings or designate another Committee member to do so in the absence of the Chair and Vice Chair.

2.2 Secretary

FII's Corporate Secretary or his/her designee will be responsible for recording and drafting meeting minutes for distribution to Committee members for review and approval.

2.3 Members

The Committee shall be comprised of three or more directors as determined by the Board. Each Committee member must be "independent," as defined by the Nasdaq listing standards and the Securities and Exchange Commission (the "SEC"), and shall be free from any relationship that, in the opinion of the Board, would interfere with the exercise of his or her independent judgment as a member of the Committee.

No Director may serve on the Committee unless he or she (i) is a "Non-employee Director" for purposes of Rule 16b-3 under the Securities Exchange Act of 1934, as amended, and (ii) satisfies the requirements of an "Outside Director" for purposes of Section 162(m) of the Internal Revenue Code. In appointing members of the Committee, the Board will consider feedback from the Nominating and Governance Committee. The Board may replace Committee members at any time.

3. OPERATIONS

3.1 Regularly Scheduled Committee Meetings

The Committee will meet at prudent intervals (at least four times per year) and at such times as the Chair deems necessary and appropriate. The Committee will report material matters to the Board on a regular basis.

Meetings may include any participants the Committee deems appropriate and will be of sufficient duration and scheduled at such times as the Committee deems appropriate to discharge its duties. The Committee will allow for independent and separate discussions with management and other resources as deemed necessary to ensure candid and open communication. However, the Committee should meet without management present as necessary, and the CEO must not be present during voting or deliberations on the CEO's compensation.

3.2 Transaction of Business

The transaction of business at Committee meetings requires a quorum of at least a majority of the members of the Committee. The vote of a majority of the Committee members present at a meeting where a quorum is present will be the act of the Committee. No Committee member may participate in any action in which that member has an interest.

Unless otherwise specified by a resolution approving a decision of the Committee, any Member may execute, on behalf of the Committee, all documents that are necessary or desirable to implement Committee decisions.

3.3 Agendas and Meeting Materials and Minutes

Members may suggest agenda topics to the Chair. The Chair will circulate an Agenda and meeting materials sufficiently in advance of Committee meetings to allow for appropriate preparation and review by Members.

Members are expected to attend all Committee meetings in person or by phone or videoconferencing.

The Chair may call a special Committee meeting with twenty-four (24) hour notice to Members.

FII's Corporate Secretary or his/her designee will record minutes for all Committee meetings. Minutes will identify all persons in attendance and reflect the disposition of all matters considered or acted upon by the Committee.

Meeting minutes should be prepared within a reasonable time after each meeting. Minutes may be approved through electronic voting. Committee records and minutes will be maintained by the Corporate Secretary through a reliable central depository system and retained in accordance with the Company's record retention requirements.

The Committee may establish such other rules as it determines necessary or proper to conduct Committee business which are not contrary to the Company's Bylaws, Corporate Governance Guidelines, or policies or legal requirements.

3.4 Assistance from Management and Third Parties

The Committee will have direct access to, and complete and open communication with the Company's management and access to Company records relevant to the Committee's duties.

The Committee may form and delegate to one or more subcommittees all or any portion of the Committee's authority, duties, and responsibilities.

In addressing Committee business, the Committee may seek advice and assistance from Company employees and third parties, including advisers and consultants. The Committee may seek, in its sole discretion and authority, appropriate third-party expert advice and approve the related fees and terms; including legal counsel opinions, as it determines necessary to carry out its duties.

The Committee may, in its sole discretion, retain or obtain the advice of a compensation consultant (“Compensation Adviser”). The Committee shall be directly responsible for the appointment, compensation and oversight of the work of such Compensation Adviser. The Company must provide for appropriate funding, as determined by the Committee, for payment of reasonable compensation to the Compensation Adviser.

Although the Committee is not prohibited from retaining a Compensation Adviser that is not independent, the Committee must consider the following factors prior to retaining a Compensation Adviser, other than in-house legal counsel:

- (i) the provision of other services to the Company by the person that employs the Compensation Adviser;
- (ii) the amount of fees received from the Company by the firm that employs the Compensation Adviser, as a percentage of that firm’s total revenue;
- (iii) the policies and procedures of the firm that employs the Compensation Adviser that are designed to prevent conflicts of interest;
- (iv) any business or personal relationship of the Compensation Adviser with a member of the Committee;
- (v) any stock of the Company owned by the Compensation Adviser; and
- (vi) any business or personal relationship of the Compensation Adviser or the firm employing the Compensation Adviser with an executive officer of the Company.

3.5 Committee Performance

The Chair will discuss Committee performance with the Chair of the Board annually. The Board’s Nominating and Governance Committee will assess Committee performance at least annually and report performance to the Board.

4. DUTIES AND RESPONSIBILITIES

The Committee has the authority and will address all matters consistent with this Charter, including but not limited to the following:

- Review and approve corporate goals and objectives relevant to the CEO and officers that directly report to the CEO and serve on Executive Management Committee (collectively “Executives”).
- Evaluate the CEO’s and Executive performance in light of those goals and objectives.

- Confer with the Board's Nominating and Governance Committee and ultimately the Board relative to CEO succession in the event of an emergency or unanticipated retirement.
- Oversee executive management's succession planning and development plans.
- Review and approve compensation levels of the CEO and Executives, including determining the compensation level, short and long-term incentive awards and other benefits for the CEO and Executives considering the Company's performance and relative shareholder return and their performance in light of the corporate goals and objectives, the nature and value of executive incentive awards at comparable companies, and such other circumstances as the Committee deems relevant.
- Oversight of incentive compensation plans to ensure that they are consistent with safety and soundness and do not encourage excessive risk taking.
- Except as expressly set forth herein, approve the adoption, amendment or termination of the Company's benefit plans if the approved action is expected to have an estimated annual impact on the Company's Statement of Operations that is greater than \$500,000. The Company's CEO (or the CEO's delegate) is authorized to approve the adoption, amendment or termination of the Company's benefit plans if the approved action is expected to have an estimated annual impact on the Company's Statement of Operations that is less than \$500,000.
- Evaluate the risks associated with the Company's compensation philosophy and all compensation programs.
- Approve the "peer group" to be used for competitive compensation analysis and then evaluate competitive compensation levels for Executives based on reliable industry analyses using the approved peer group.
- Approve all grants and awards under the Company's stock incentive plan or any successor benefit plan thereto (the "Plan") and administer the Plan in accordance with its terms.
- Retain and terminate any compensation consultant engaged to assist in the evaluation of Director and Executive compensation or benefit programs, including the approval of fees and other compensation paid for these services. Periodically review compensation consultant performance.
- Will review and approve contracts or other transactions with current or former Executives relative to the provision of employment or consultation services to the Company including consulting arrangements, employment contracts, change of control agreements, severance, or termination arrangements (together "Executive

agreements”) when a new agreement is used, or a renewal requires a performance evaluation. The Committee may review and approve other Executive agreements.

- Evaluate competitive compensation levels for Directors every 2 years unless the MD&C Committee’s executive compensation consultant advises that there haven’t been any material changes since the prior evaluation. This includes the Chair and Vice Chair of the Board and should be based on reliable industry analysis using the approved peer group and with recommendations for Director compensation sent to the Board for approval.
- Oversee the development and implementation of the Company’s plans, policies and programs for the development of its senior leadership and succession plan for its Executive officers.
- Oversee compliance with all compensation-related disclosure requirements in the annual proxy statement including (1) potential disclosures that may be required in connection with compensation-related actions, and (2) the nature of the information to be disclosed in the annual proxy statement, including information relating to the compensation committee members themselves.
- Prepare a report for inclusion in FII’s proxy statement that states the Committee has reviewed and discussed the Compensation Discussion and Analysis (“CD&A”) required by Item 402(b) of SEC Regulation S-K with management and based on such review and discussions, the Committee recommends to the Board that the CD&A be included in the Proxy Statement.
- Review and recommend to the Board for approval the frequency with which the Company will conduct Say-on-Pay votes, taking into account the results of the most recent stockholder advisory vote on the frequency of Say-on-Pay votes, and review and approve the proposals regarding Say- on-Pay and the frequency of the Say-on-Pay vote to be included in the Company’s proxy statement.
- Be available to review any significant matters pertaining to Executive staffing.
- Seek appropriate advice from legal counsel or other advisors and be directly responsible for the appointment, retention, compensation of any advisor to the Committee.
- Oversee the development and implementation of the Company’s inclusivity, social responsibility, human rights and other related environmental, social, and governance (“ESG”) strategies and initiatives.
- Report material Committee activities and actions to the Board.

- Perform any other activities consistent with this Charter, FII's By-laws and governing law, as the Committee or the Board deems necessary or appropriate.
- The Nominating and Governance Committee will lead an annual evaluation of this Committee's performance, which will be reported back to the Committee at a Board meeting.

5. CHARTER

5.1 Review

At least annually, the Committee shall review and assess the adequacy of this Charter and recommend changes to the Board for approval.

Revision Date	Comments
6/17/2020	Implementation of New Committee Charter Format, allow for Board appointment of Committee Vice Chair, set minimum meeting cadence.
3/24/2021	Updated to include oversight of Company diversity, social responsibility, and human rights strategy.
6/16/2021	No substantive changes, annual update.
3/23/2022	Revised language to be more explicit about the Committee's duties regarding the CEO; other revisions more closely align Charter and Bylaws language, and further memorialize ESG oversight.
6/14/2022	No changes; current version ratified.
3/23/2023	Revised section 3.2 to clarify that members may participate in an action in which the member has an interest if that action is with respect to discussions and decisions on generally applicable board fees and equity awards.
2/12/2024	Updated section 4.0 to clarify duties and responsibilities related to succession planning, incentive plan safety and soundness, review of agreements with former executives, Director compensation benchmarking, compliance for compensation-related disclosure requirements, support of the D&I Council, and an annual evaluation of Committee performance.
6/26/2024	No changes; current version ratified.
5/28/2025	Revised Section 1 to modify oversight relative to certain initiatives; revised Section 3.1 to remove requirement that the Committee meet without

	management present.
5/20/2026	Minor changes made to Sections 1 and 4.
