Investor Presentation

Nasdaq: FISI

Second Quarter 2026

July 23, 2026

Financial Institutions, Inc.®

Important Information

Safe Harbor Statement & Other Information

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Due to rounding, numbers presented throughout this and other documents may not add up precisely to the totals presented.

Please refer to the Appendix for a listing of acronyms and abbreviations used within this presentation.

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Overview of Financial Institutions, Inc.

$6.33B-asset financial holding company of Five Star Bank and Courier Capital

Headquartered in Western New York, serving 15 contiguous Upstate New York counties through nearly 50 locations[1]

- Commercial LPO serving Mid-Atlantic region provides valuable geographic and client type diversification

Experienced management team with extensive market knowledge and industry experience

History of generating consistent, high-quality operating results

Disciplined credit culture with long history of strong credit quality

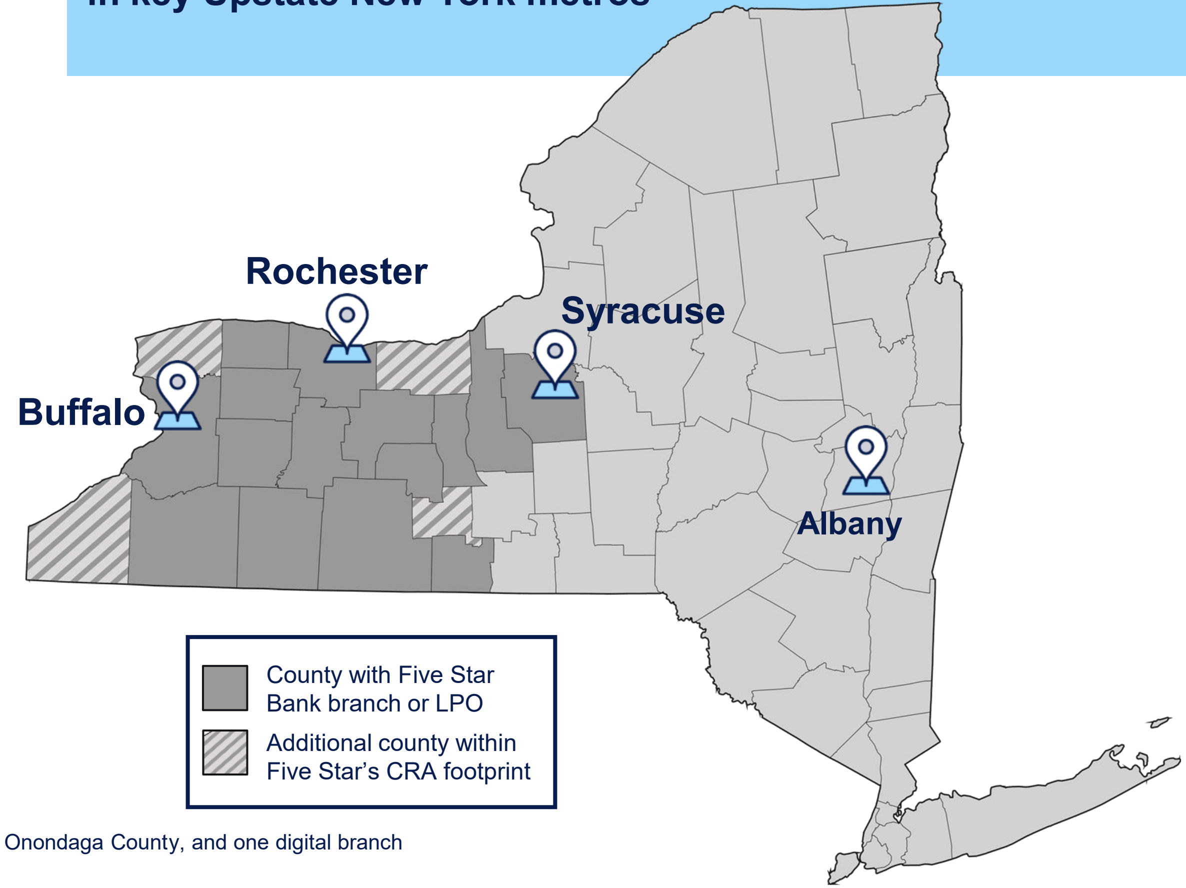
Diversified core business lines:

- Community banking services
- Commercial and SMB lending
- Wealth management

Complementary auto lending business line provides steady cash flow and solid margin contributions:

- Consumer Indirect auto lending offered through new auto dealer network in New York State, where public transportation is limited

Serving financially stable markets and well-positioned for growth in key Upstate New York metros



[1] 47 branches and one motor branch across 14 New York State counties, in addition to a commercial LPO located in Onondaga County, and one digital branch

Strong Execution and Momentum

Strategic actions in recent years have translated to a stronger balance sheet and performance

2025 Expanded Earnings

- Improved profitability evident in full year 2025 results
- New share repurchase plan approved in 4Q25, with active buybacks in 4Q25 and 1Q26
- Successful $80MM sub-debt offering in 4Q25 allowing for refinance of past issuances at favorable rate in 1Q26

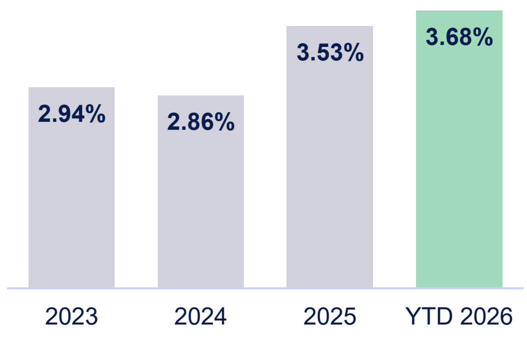
2024 Bolstered Capital

- Oversubscribed $108MM public equity offering and transformative investment securities restructuring in 4Q24 strengthened capital position and set stage for stronger earnings potential
- Began wind-down of BaaS in 3Q24; completed in 1Q26
- Sold insurance subsidiary in 2Q24

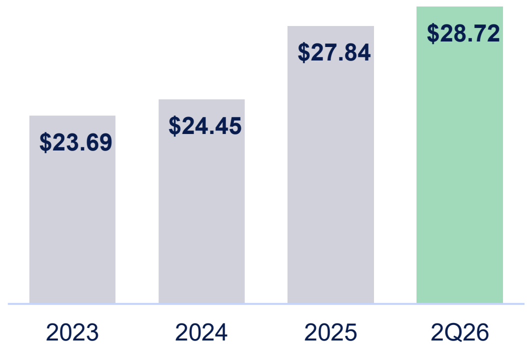
2023 Enhanced Liquidity

- Enhanced liquidity from $945MM at 12/31/22 to ~$1.3B by 12/31/23
- Strengthened executive leadership team throughout 2023
- Merged RIA subsidiaries and opened Syracuse commercial LPO

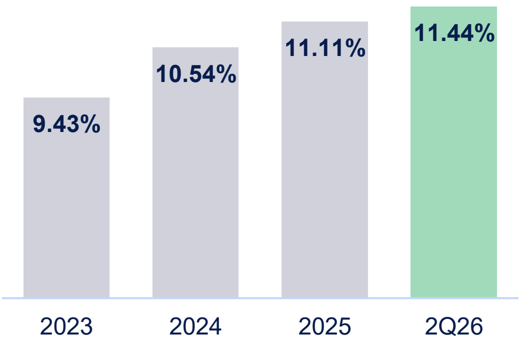
Net Interest Margin[1]



Tangible Common Book Value per Share[2]



Common Equity Tier 1 Ratio



[1] Fully Tax Equivalent
[2] Non-GAAP measure, please see reconciliation in Appendix

Full Year 2026 Guidance

NIM, Efficiency Ratio, ROAA, and ROAE guidance updated, reflecting strong YTD performance

Full year NIM now expected to be approximately 370 bps using a spot-rate forecast as of MRQ-end, increased from previous guidance of upper 360s

~5% annual loan growth, driven by commercial loans and inclusive of continued indirect run-off, which is expected to exceed production in 2026

Low single-digit deposit growth

Noninterest income expected to moderate from higher than typical 2025 results

- 2026 COLI income now expected to be at least $11MM on a full year basis, up from original guidance of $10.5MM
- Investment advisory income expected to increase at mid-single-digit rate versus 2025
- Swap fees expected to moderate to a range of $1MM to $2MM

Low single-digit noninterest expense growth

Efficiency ratio of below 57% for the year, updated from approaching 57%

Effective tax rate of 16.5% to 17.5% including the impact of the amortization of tax credit investments placed in service in recent years

Annual NCOs to full year avg. loans of 0.25% to 0.35% reflective of credit-disciplined lending and strong fundamental underwriting processes

≥1.30%

Return on average assets

guide raised from 1.22%

≥12.50%

Return on average equity

guide raised from 11.90%

Second Quarter 2026 Highlights & Key Results

As of or for the quarter ended 6/30/26

$20.8MM

Net income available to common shareholders

"We delivered another quarter of **strong and profitable results**, highlighted by annualized loan growth of more than 10%, healthy revenue generation and prudent expense management."

- Martin K. Birmingham, President & CEO

Diluted EPS[1]: $1.04, consistent with LQ

ROAA (annualized): 1.35%, compared to 1.37% in LQ

NIM: 3.70%, up 3 bps from LQ

NII: $53.4MM, up $1.4MM, or 2.6%, from 1Q26

Total loans: $4.75B, up $125.4MM, or 2.7%, during the quarter

Total deposits: $5.30B, down $38.4MM, or 0.7%, from LQ driven by seasonal public deposit outflows

Noninterest income: $11.0MM, up $0.3MM, or 2.6%, from 1Q26

Noninterest expense: $35.6MM, flat with LQ

Credit quality metrics: Included NPAs to total assets of 62 bps, stable with LQ, and NCOs to average loans of 11 bps, meaningfully improved from 44 bps in 1Q26

Provision for credit losses: $3.1MM, compared to $2.2MM in 1Q26

[1] Refers to earnings per common share

Recent Financial Results

Last five quarters earnings summary

Earnings Summary Amounts in millions, except percentages and per share amounts	2Q25	3Q25	4Q25	1Q26	2Q26
Average interest-earning assets	$5,651.4	$5,656.9	$5,745.9	$5,724.5	$5,785.9
Net interest margin (tax equivalent basis)	3.49%	3.65%	3.62%	3.67%	3.70%
Net interest income	$49.1	$51.8	$52.2	$52.0	$53.4
Noninterest income	$10.6	$12.1	$11.9	$10.7	$11.0
Total revenue	**$59.7**	**$63.8**	**$64.1**	**$62.7**	**$64.3**
Noninterest expense	($35.7)	($35.9)	($36.7)	($35.6)	($35.6)
Provision for credit losses	($2.6)	($2.7)	($3.4)	($2.2)	($3.1)
Income before income taxes	$21.5	$25.2	$24.0	$24.8	$25.6
Income tax expense	($4.0)	($4.8)	($4.0)	($3.8)	($4.4)
Net income	**$17.5**	**$20.5**	**$20.0**	**$21.0**	**$21.2**
Preferred stock dividends	($0.4)	($0.4)	($0.4)	($0.4)	($0.4)
Net income available to common shareholders	**$17.2**	**$20.1**	**$19.6**	**$20.6**	**$20.8**
Earnings per share – diluted	$0.85	$0.99	$0.96	$1.04	$1.04
Weighted average common shares outstanding – diluted	20.3	20.3	20.3	19.9	19.9

Strong Community Bank Deposit Base

Serving consumers, businesses, municipalities and non-profits in Upstate New York

Total deposits were $5.30B, down $38.4MM, or 0.7%, from linked quarter-end, and up $143.5MM, or 2.8%, from one year prior

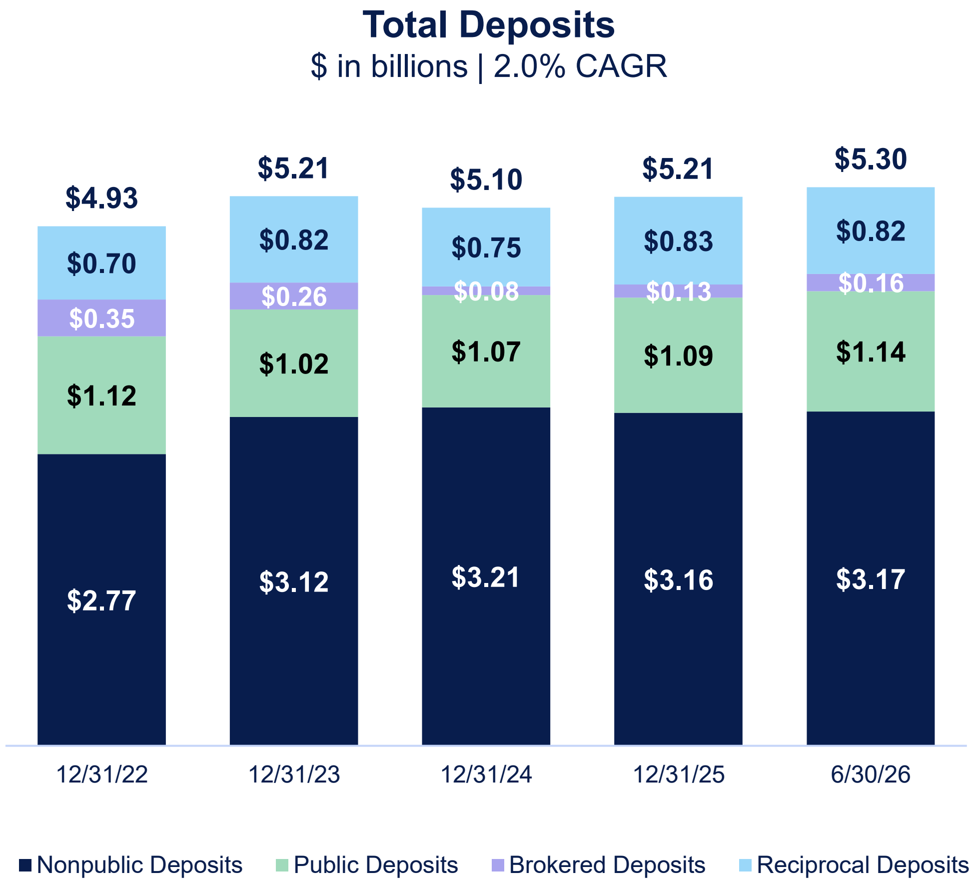
Granularity of community banking franchise benefits deposit portfolio

Lower-cost deposits from rural markets fund higher growth in metros markets

- Offering public deposit products to municipalities, including local governments and school districts, providing seasonal, lower-cost funding source, which made up 22% of total deposits at 6/30/26

Differentiated reciprocal deposit portfolio comprised of many long-tenured municipal and commercial customer relationships

- Through CDARS and ICS, we are able to meet the deposit needs of individual municipal and commercial customers requiring collateralization above the $250,000 FDIC insurance limit.
- These product offerings in turn provide rates favorable to brokered deposits and further pricing benefit in a falling rate scenario.

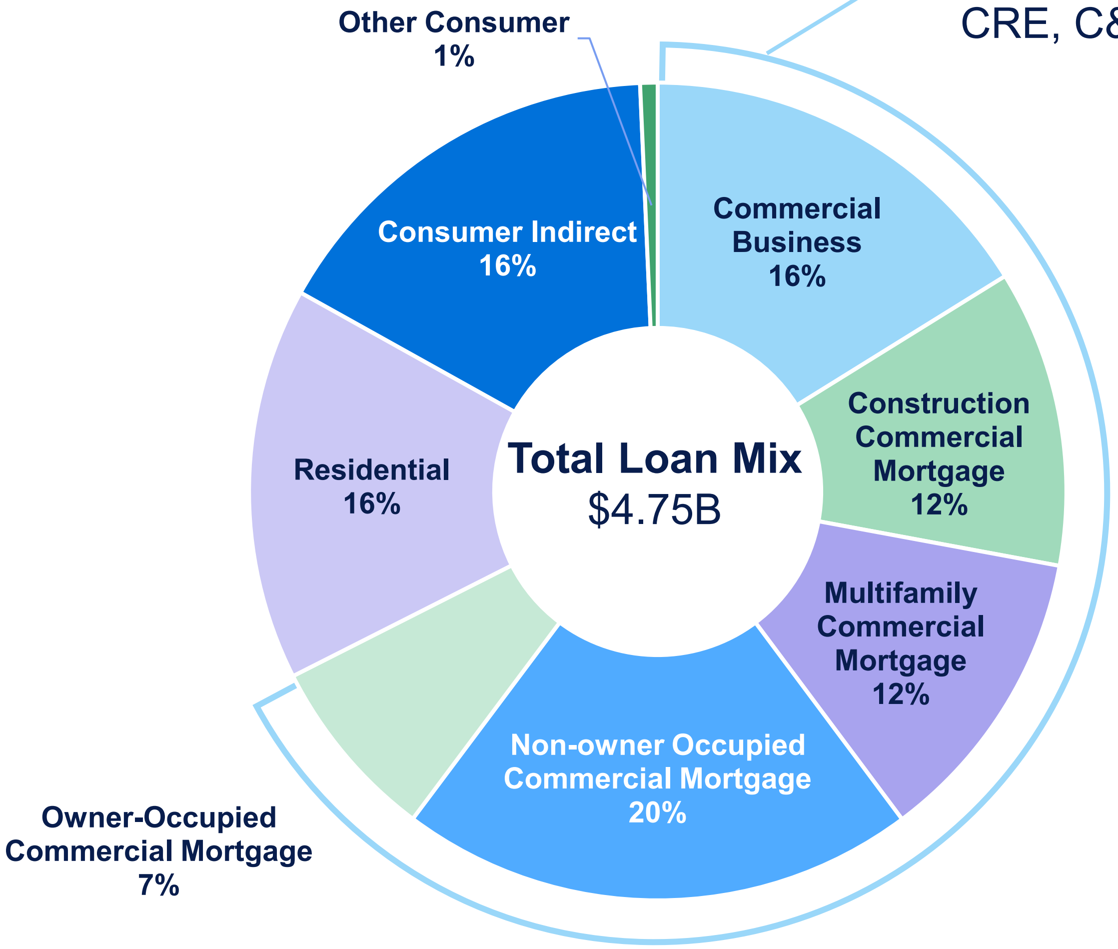


Diversified Loan Portfolio with Ample Cash Flow

Total loans have grown at a 4.5% CAGR since year-end 2022

$1.0B+ in anticipated NTM cash flow from loan portfolios

68% of total loans are commercial, comprised of CRE, C&I & BBU[1]



$500MM+

in cash flows from loans anticipated in remainder of ‘26 → higher-yielding loans

See Appendix slide 26 for more detail on roll-on/off activity

[1] BBU, or Business Banking Unit, refers to small business lending through commercial franchise

Commercial Lending

Total commercial loans of $3.21B and committed credit exposure of $4.16B at 6/30/26

Total commercial loans were up $132.2MM, or 4.3%, LQ and up $269.0MM, or 9.1%, YoY

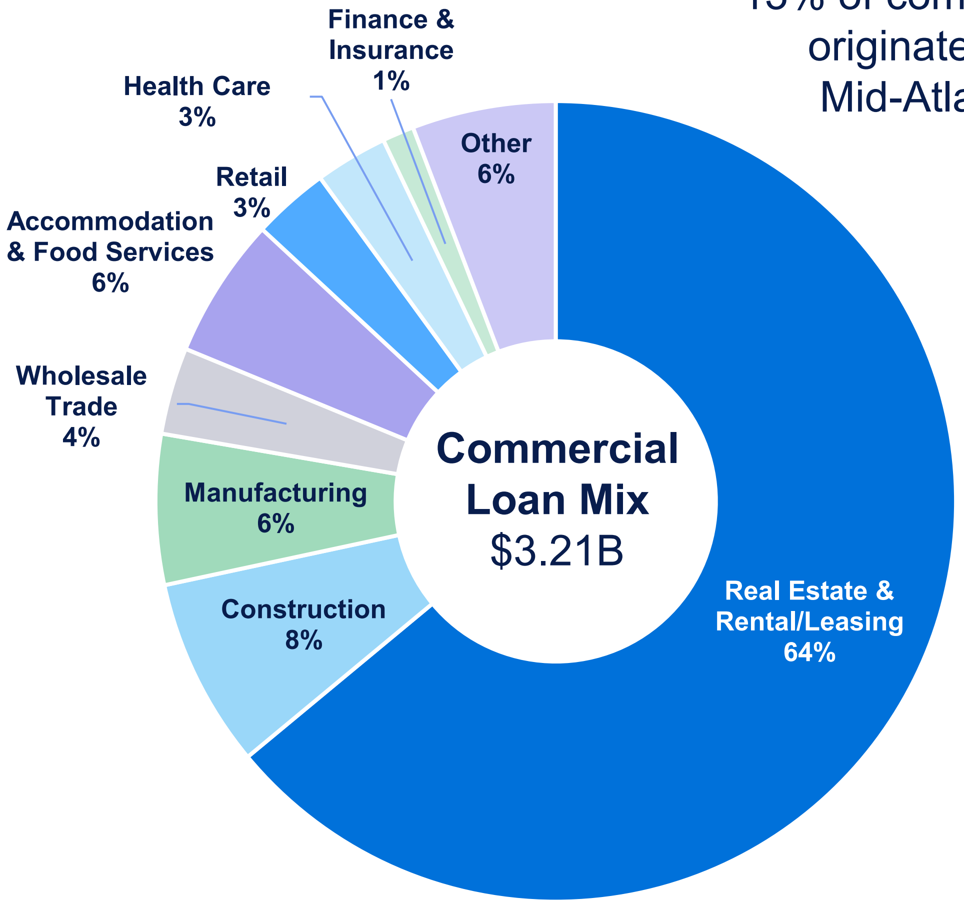
- Growth driven by core Western and Central New York markets
- 2Q26 growth led by C&I, but CRE and BBU also contributed

Operating in financial stable geographic markets, primarily in NYS

- Commercial teams situated in regional headquarters in Buffalo and Rochester, NY, supported by Upstate New York branch network and commercial LPOs in Central New York and the Mid-Atlantic
    - Syracuse, NY LPO well-positioned for anticipated growth from tech-fueled investments in Central New York under leadership of market president with 25+ years of local experience
    - LPO in suburban Baltimore, MD leverages decades of in-market and industry experience and deep relationships of the local CRE team to provide geographic and client diversification, including mix of stabilized projects, construction projects and residential AD&C projects (see Appendix for more detail on Mid-Atlantic)

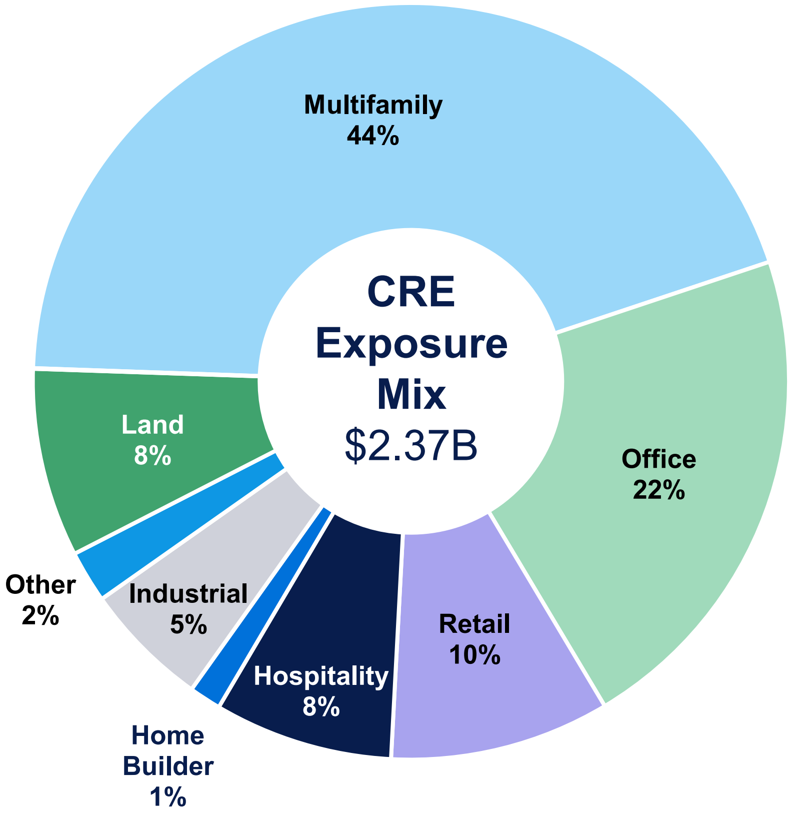
Disciplined approach to credit and risk management supports strong asset quality metrics

13% of commercial loans originated through Mid-Atlantic LPO



Commercial Real Estate

Total CRE outstandings of $2.01B and committed credit exposure of $2.37B at 6/30/26



~$4.0MM
average loan size

~70%
of clients have loan relationship <$10MM

- Growth achieved without compromising strong credit culture
- Portfolio factors in loan rollover risk, with ~22% of exposure scheduled to mature within next 12 mos. and another ~25% in 24 mos.
- Large majority have full or limited personal or corporate recourse, providing comfort with loan rollover risk[1]

See Appendix slides 27-28 for additional CRE detail, including on the Mid-Atlantic

[1] Recourse and loan-to-value ("LTV") ratio calculated as of 6/30/26; original appraised value used for LTV ratio

CRE: Office & Multifamily

Internal stress testing conducted on quarterly basis analyzing several largest CRE asset classes

Office CRE outstanding balances of $445MM and committed credit exposure of $511MM

- Weighted avg. loan commitment: $4.3MM
- Criticized/classified: ~$19MM, or <4% of asset class

Loans $1MM+

- Avg. LTV: 52%[1]
- Recourse: ~75% have full or limited personal or corporate recourse; those without have avg. LTV of ~56%[1] and DSCR of ~1.4X

Multifamily CRE outstanding balances of $848MM and committed credit exposure of $1.1B

- Weighted avg. loan commitment: $5.5MM
- Criticized/classified: ~$11MM, or ~1% of asset class

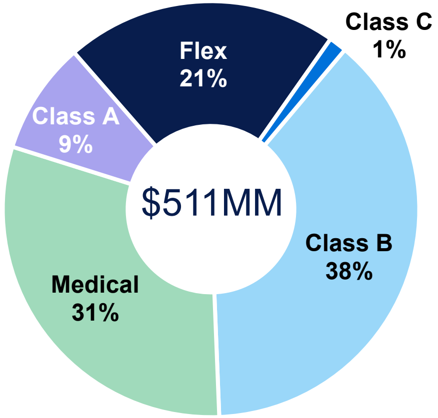
Loans $1MM+

- Avg. LTV: 52%[1]
- Recourse: >90% have full or limited personal or corporate recourse; those without have avg. LTV of ~53%[1] and DSCR of ~1.5X

Office Exposure Mix

69% is Class B or Medical office space

~61% of total office exposure is in Upstate New York, remainder in Mid-Atlantic



Multifamily Stats[3]

~88%
in Upstate New York

~49%
in construction phase

No multifamily lending in Downstate/NYC region or rent regulated real estate exposure

[1] Recourse and loan-to-value ("LTV") ratio calculated as of 6/30/26 on loans exceed $1MM; original appraised value used for LTV ratio
[2] Loans with overlaying interest rate swaps are considered variable
[3] Percentages based on committed credit exposure for this asset class

Residential held portfolio increased $11.0MM, or 1.5%, from 3/31/26 and $15.8MM, or 2.2%, from 6/30/25

High quality portfolio in stable Upstate New York market with in-market originations through mortgage loan originators, Five Star Bank branch network and digital point-of-sale technology

FICO: Weighted avg. credit score for residential loans of 742 at origination, and 764 for HELOCs

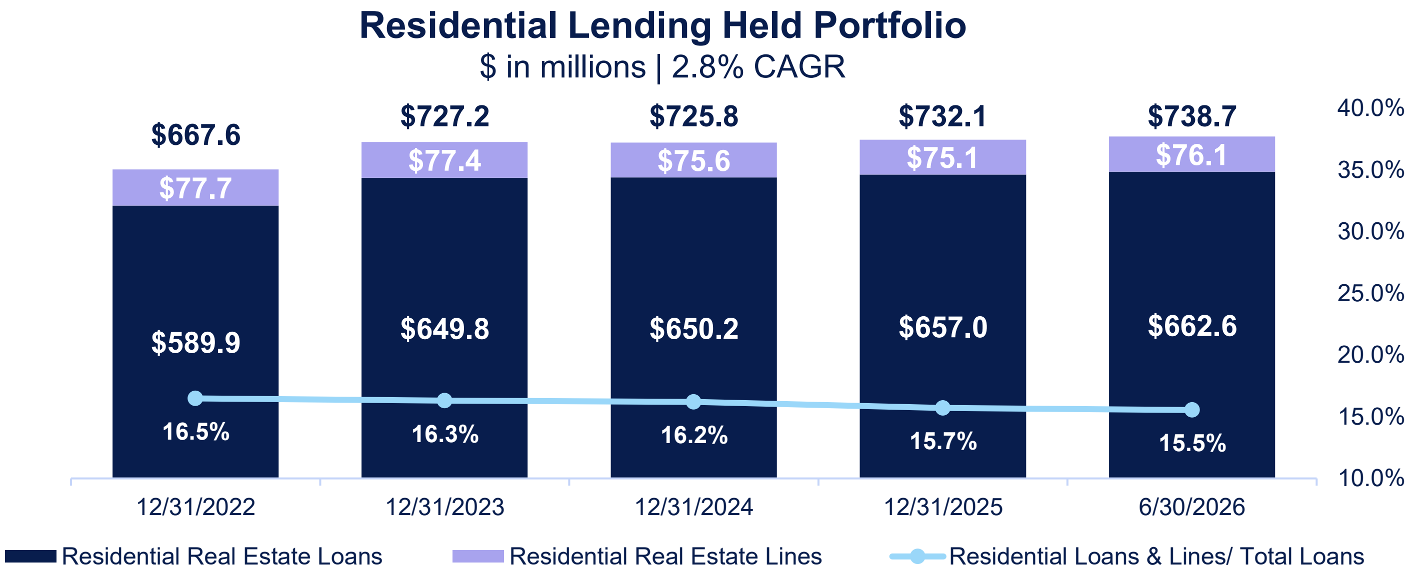
Avg. balance: ~$119,000 avg. residential loan size and ~$25,000 avg. HELOC balance

Approved seller-servicer for Freddie Mac and FHLBNY, supporting a residential sold and serviced for others portfolio of $302.1MM, with weighted avg. FICO score of 738 and avg. balance of $130,000

Full product menu featuring competitive construction offerings, as well as FHA, VA, USDA and SONYMA products

Residential Real Estate

$738.7MM held portfolio and $302.1MM serviced for others portfolio at 6/30/26



Consumer Indirect Auto

$771.1MM portfolio at 6/30/26

Consumer indirect portfolio decreased $16.8MM, or 2.1%, from 3/31/26 and $62.3MM, or 7.5%, YoY

Core competency with attractive risk-adjusted return profile

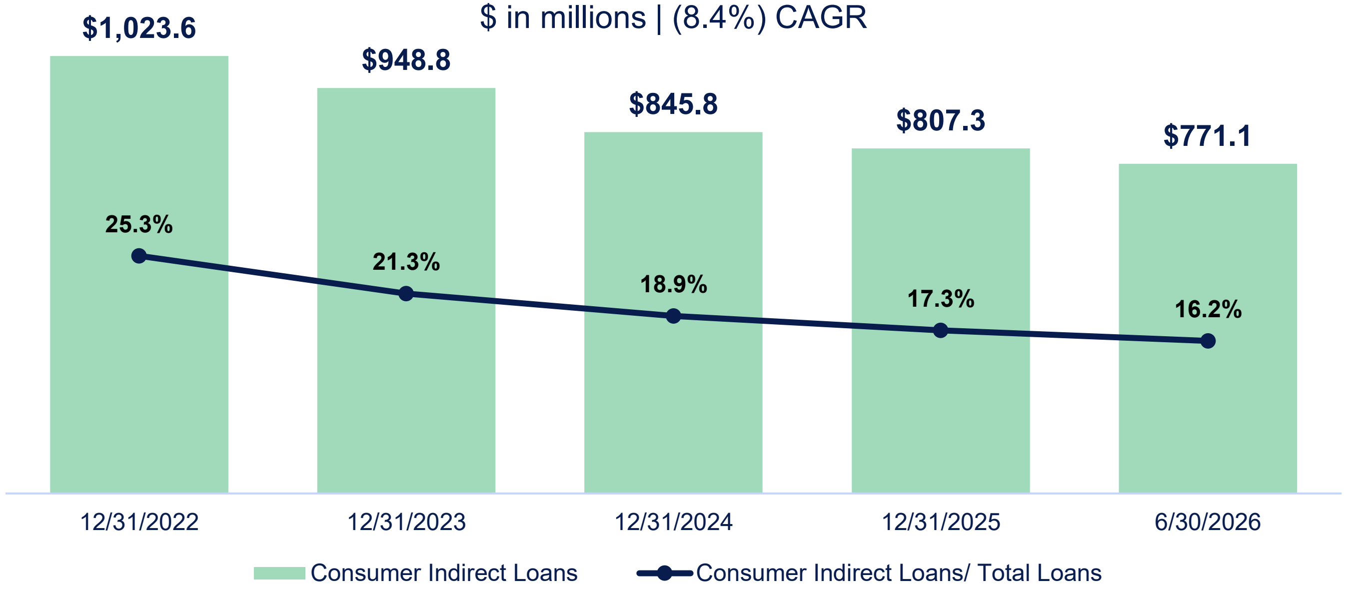
Prime lending operation with natural risk dispersion given small loan size averaging ~$20,000

Demonstrated record of consistent performance across economic expansions, recessions and stagnation

- Annual NCO ratio has ranged 0.45% to 0.89% for 2008 to 2025, excluding the exceptionally low 0.14% reported in 2021; NCO ratio was 0.59% in 2Q26, 0.94% in 1Q26, and 0.45% in 2Q25

Consumer Indirect Lending Portfolio

$ in millions | (8.4%) CAGR



~365

new auto dealer network in New York State

720

weighted avg. FICO score at origination → prime lending

~3.5 years

average duration

Securities Portfolio

$989.8MM at 6/30/26

Primarily comprised of agency wrapped MBS with intermediate durations, which provide ongoing cash flow, coupled with investment grade municipal bonds that are classified as HTM

- ~4.6 years avg. duration

Active approach to investment securities management to balance yield, duration and risk, led the Company to complete a minor restructuring of $80MM in mortgage-based securities in 1Q26

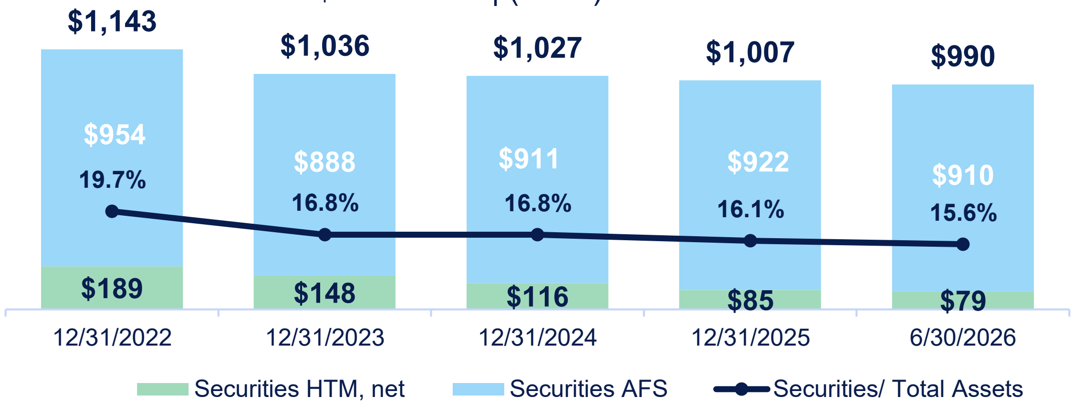
- 4.46% yield, down 2 bps from LQ and up 12 bps from 2Q25

Cash flows expected to be reinvested into the portfolio, as securities serve as collateral for Municipal deposit portfolio

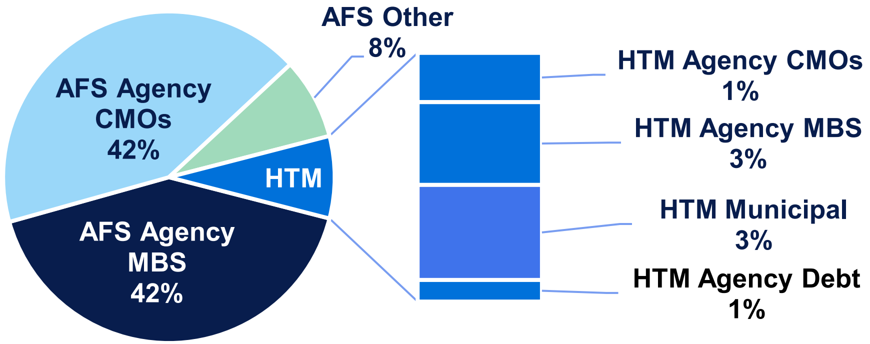
- ~$207MM principal cash flow NTM

Investment Securities Portfolio

$ in millions | (4.2%) CAGR



Securities Portfolio Mix[1]



[1] AFS securities shown at fair value and HTM securities shown at amortized cost as of 6/30/26

Net Interest Income & Margin

2Q26 NII of $53.4MM and NIM of 3.70%

NII of $53.4MM increased $1.4MM, or 2.6%, from the LQ and $4.2MM, or 8.6%, from the year-ago quarter

- LQ increase reflected impact of loan growth and additional day in MRQ
- YoY increase driven by a reduction in funding costs

NIM was 3.70% for the current quarter, up 3 bps from the LQ and up 21 bps from the year-ago quarter

- Both LQ and YoY expansion driven by lower interest-bearing liability costs, as interest earning asset yields were stable on LQ basis and down 12 bps QoQ

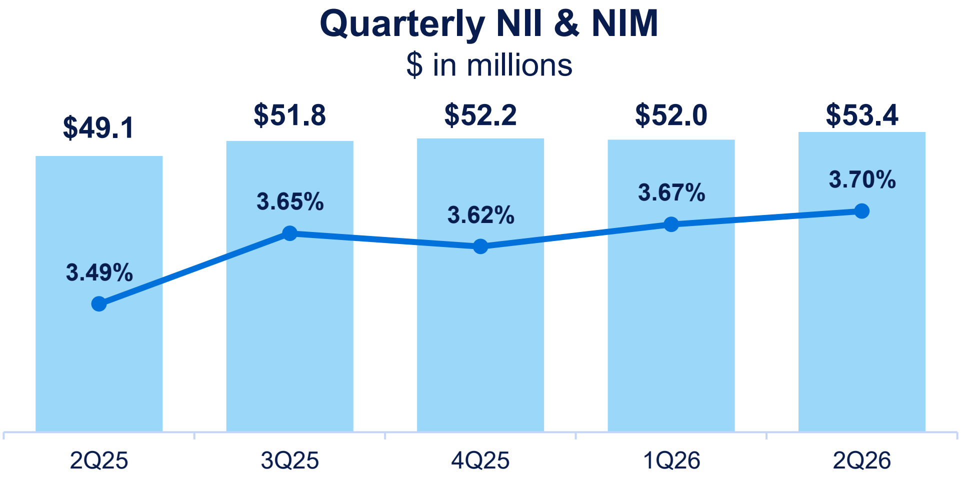
Effective repricing of deposits supported a 3 bps LQ decrease in cost of funds to 2.08% for 2Q26, while average loan yield was flat

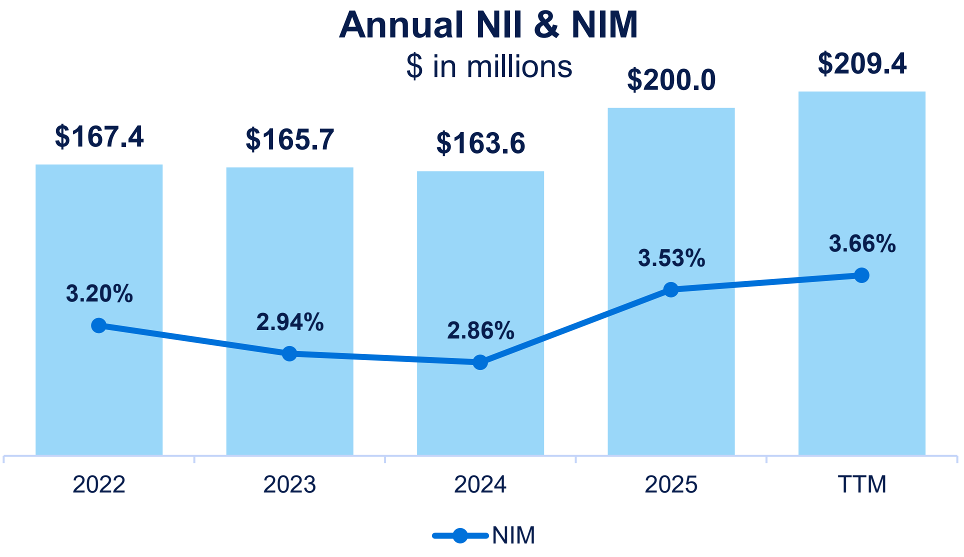
- ~42% of loan portfolio is floating, with the majority priced off Prime and SOFR indexes

3 bps

NIM LQ expansion

Note: The interest on tax-exempt securities is calculated on a tax-equivalent basis assuming a Federal income tax rate of 21%.





Diverse Noninterest Income

2Q26 noninterest income of $11.0MM made up 17% of quarterly revenue

Investment Advisory Income: $3.3MM

Up $0.2MM, or 7%, from LQ and $0.4MM, or 14%, YoY

Primarily derived from wholly-owned RIA subsidiary, Courier Capital, LLC, with $4.02B in AUM as of 6/30/26

Branch-delivered investment advisory products and services also offered in collaboration with Principal Financial Network of the Northeast®

Select Banking Services Fee Income: $4.0MM

Up $0.6MM, or 17%, from 1Q26, in part due to higher level of swap fees in the MRQ, and up $0.4MM, or 10%, YoY

Inclusive of card interchange income, service charges on deposits, loan servicing income, income from derivative instruments, net (swap fees), and gains on the sale of loans HFS

Company Owned Life Insurance: $2.9MM

Up $0.1MM, or 4%, from LQ and down $0.1MM, or 3%, from the year-ago quarter

COLI enhanced through surrender/redeploy strategies in recent years, including in 1Q25, when the Company restructured a portion of the portfolio into higher-yielding separate account policies

Other Noninterest Income Streams

Other Noninterest Income of $1.2MM was down $0.6MM, or 32%, and down $0.1MM, or 6%,from 1Q26 and 2Q25, respectively

The following categories are excluded from the Company's annual guidance: gains/losses on securities, impairment of investment tax credits, limited partnership income, insurance income, and gains/losses on assets, including the previously disclosed insurance sale gain. Together these categories total a loss of $0.5MM in the MRQ.

Courier Capital, LLC

FISI’s wholly-owned RIA subsidiary is one of the largest serving Western New York

Supporting revenue diversification as the primary driver of the Company’s investment advisory income, which totaled $3.3MM in 2Q26, an increase of $0.2MM, or 7%, from LQ and $0.4MM, or 14%, YoY

One of the largest RIAs serving Western New York by AUM and positioned for growth, having been enhanced through bolt-on acquisitions over the years and recent talent recruitment

Complementing Five Star Bank’s relationship-based financial services offerings in its Upstate New York markets

- Providing customized investment management, retirement planning, and consulting services
- Focused on mass affluent and high-net-worth individuals and families, businesses, institutions, and foundations
- Headquartered in Buffalo, NY with offices in Rochester and Jamestown, NY, Pittsburgh, PA and Sarasota, FL, opened in 3Q25, allowing the firm the better serve current and prospective clients in attractive market

$4.02B

in AUM at 6/30/26

3

RIA acquisitions since 2016

Noninterest Expense

2Q26 expense was $35.6MM

Noninterest expense was $35.6MM in MRQ, flat with the linked and year-ago quarters

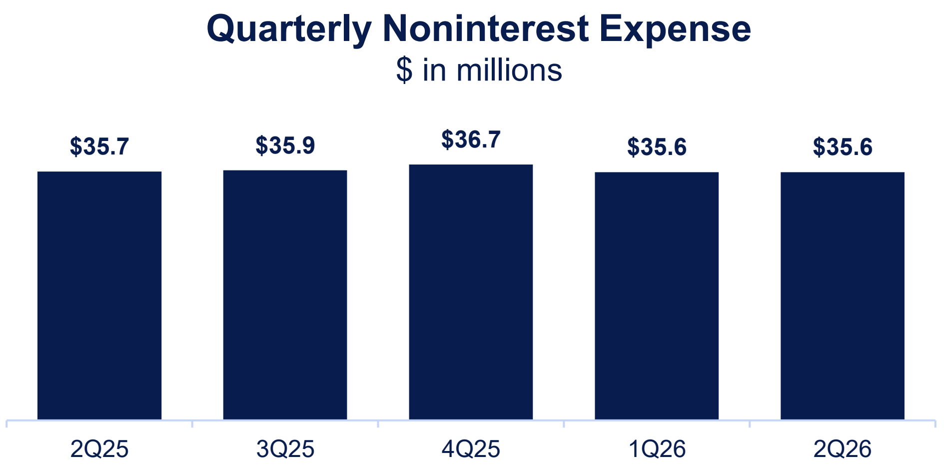
- On LQ basis, salaries and employee benefits expense increased $0.6MM, or 3.0%, while computer and data processing expenses were down $0.7MM, or 11.3%
- On a YoY basis, salaries and benefits expense increased $1.1MM, or 6.1%, offset by decreases in various categories

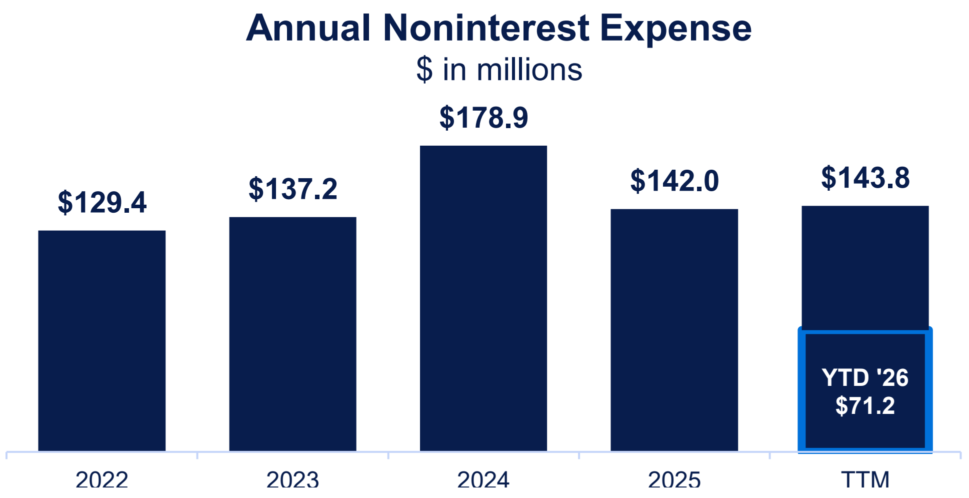
Efficiency ratio was 55% in 2Q26 and 57% in 1Q26

- Focused on effectively managing expenses as we invest in people, processes and technology to support future growth and performance

~55%

efficiency ratio, down from ~57% in 1Q26





Strong Asset Quality

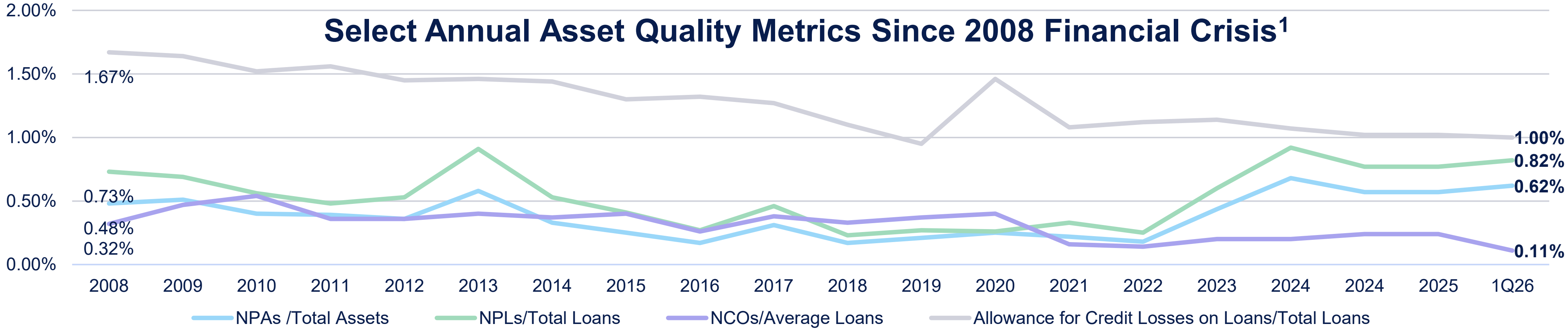
NCOs to average loans of 0.11% in 2Q26

Disciplined credit culture supports consistency of asset quality metrics

- Since ‘08, year-end NPAs have remained between 17 and 68 bps of total assets, while annual NCOs to avg. loans ranged from 14 to 54 bps
- Thorough credit review exercise undertaken in at onset of pandemic in 2020 reinforced confidence in health of loan portfolio
- Increase in NPLs and NPAs in ’23 was largely associated with two separate commercial loan relationships

NCOs/ loans of 11 bps for 2Q26, compared to 44 bps in 1Q26 and 36 bps in 2Q25

Allowance for credit losses on loans to total loans ratio increased to 1.00% at 6/30/26, up 3 bps from 3/31/26



[1] Non-performing assets, or NPAs, include nonaccrual loans, loans past due 90 days or more and still accruing, and foreclosed assets

Investment Thesis and Profile

Nasdaq: FISI

Results-driven community bank with strong retail and commercial franchises that's well positioned for profitable, organic growth

- Steady, upward performance over the long-term with steeper trajectory following recent actions to position us for stronger earnings potential
- Disciplined credit culture with strong credit quality

Wealth management business diversifies revenue and complements core banking franchise

- Leading contributor of noninterest income, which makes up ~17% of revenue

Experienced management team committed to rewarding shareholders, including through meaningful dividend yield and long-standing dividend history

Attractive valuation, given discount to peers relative to performance guidance

Investment Profile	As of 6/30/26
Closing Price	$38.97
52-week High	$39.27
52-week Low	$24.62
Common Shares Outstanding	19.7MM
Market Capitalization	$768MM
Price/LTM EPS	9.5x
Price/NTM Consensus EPS	9.8x
Price/Common Book Value Per Share	1.23
Float	88%
Average Daily Volume (MRQ)	~141,500
Dividend Per Share (annualized MRQ)	$1.28
Dividend Yield (annualized MRQ)	3.29%

Exceeding well-capitalized regulatory thresholds & positioned to support growth

Appendix

Acronyms & Abbreviations

Definitions of acronyms and abbreviations used within this presentation

- A&D: Acquisition and Development
- AD&C: Acquisition, Development and Construction
- AFS: Available for Sale
- AUM: Assets Under Management
- B: Billions
- BaaS: Banking-as-a-Service
- BPS: Basis Points
- BBU: Business Banking Unit
- CAGR: Compound Annual Growth Rate
- CBD: Central Business District
- CDARS: Certificate of Deposit Account Registry Service
- C&I: Commercial and Industrial
- CMO: Collateralized Mortgage Obligation
- COLI: Company Owned Life Insurance
- CRE: Commercial Real Estate
- DSCR: Debt Service Coverage Ratio
- EPS: Earnings Per Share
- FHA: Federal Housing Administration
- FHLBNY: Federal Home Loan Bank of New York
- GAAP: Generally Accepted Accounting Principles
- GSA: General Services Administration
- HELOC: Home Equity Line of Credit
- HFS: Held for Sale
- HTM: Held to Maturity
- ICS: Insured Cash Sweeps
- LPO: Loan Production Office
- LTM: Last Twelve Months
- LTV: Loan-to-Value Ratio
- LQ: Linked Quarter
- MBS: Mortgage-Backed Securities
- MM: Millions
- MRQ: Most Recent Quarter
- NCO: Net Charge-Off
- NII: Net Interest Income
- NIM: Net Interest Margin
- NOO: Non-Owner Occupied
- NTM: Next Twelve Months
- RBC: Risk-Based Capital
- RIA: Registered Investment Advisor
- RM: Relationship Manager
- SOFR: Secured Overnight Financing Rate
- SONYMA: State of New York Mortgage Agency
- SMB: Small and Midsize Businesses
- TTM: Trailing Twelve Months
- USDA: U.S. Department of Agriculture
- VA: U.S. Department of Veterans Affairs
- YoY: Year-over-Year

Strong Executive Leadership Team

Positioned to drive growth and operational excellence

Martin K. Birmingham
President & Chief Executive Officer

Samuel J. Burruano Jr.
EVP, Chief Legal Officer & Corporate Secretary overseeing legal, corporate governance, and internal audit

W. Jack Plants II
EVP, Chief Financial Officer & Treasurer overseeing financial planning and analysis, accounting, tax, investor relations, treasury, operations and technology

Laurie R. Collins
SVP, Chief Human Resources Officer overseeing talent recruitment and development, training and incentives

Blake G. Jones
SVP, Chief Marketing Officer overseeing marketing, corporate communications, brand strategy and enterprise sales

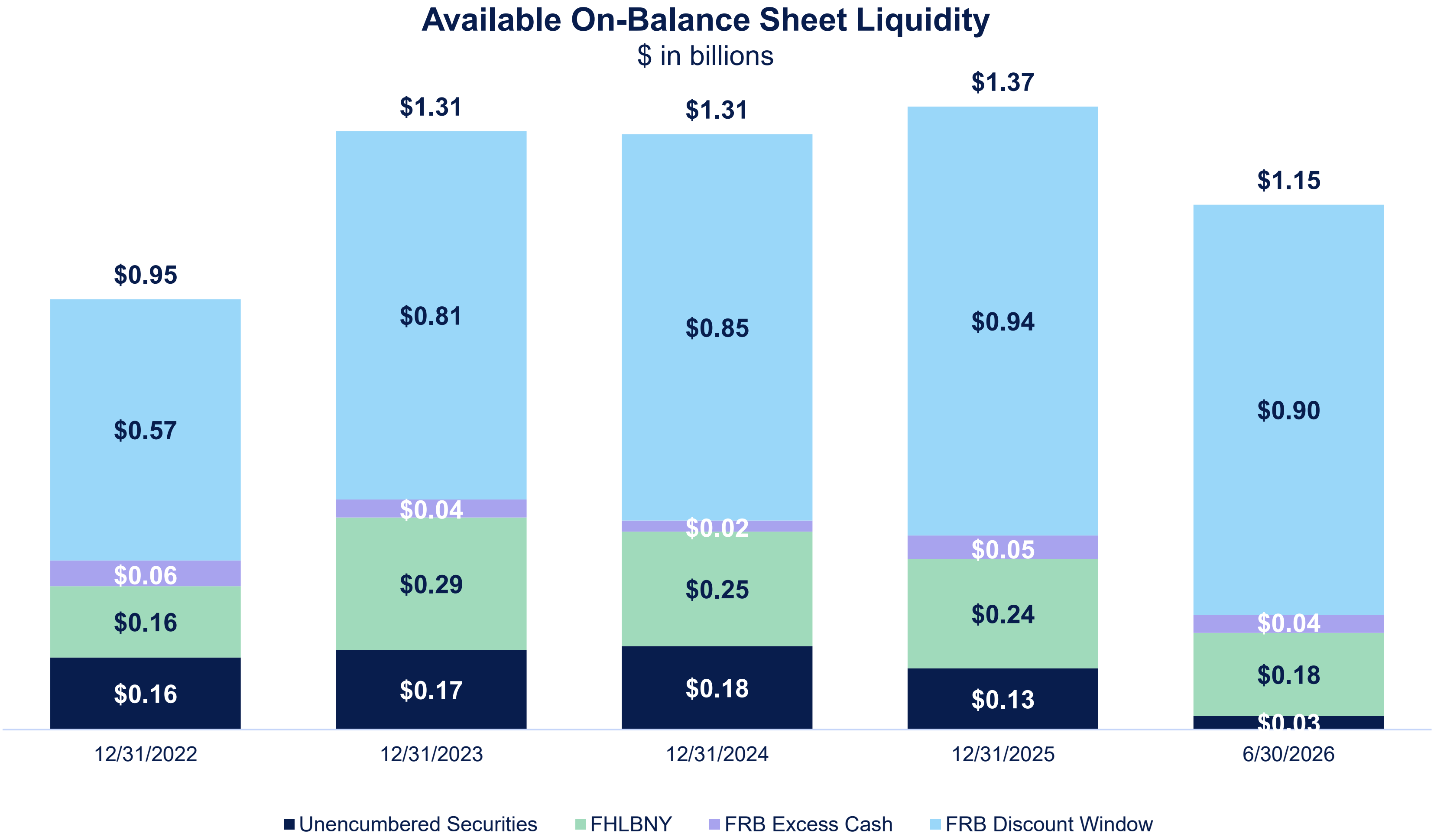
Eric W. Marks
SVP, Chief Consumer Banking Officer overseeing retail banking, residential mortgage, customer contact center and collections

Gary A. Pacos
SVP, Chief Risk Officer
overseeing enterprise risk, BSA/AML, fraud, compliance, information security and credit administration

Kevin B. Quinn
SVP, Chief Commercial Banking Officer overseeing CRE and C&I lending, treasury management, merchant services and community development

Robust Liquidity Position

Supported by diverse deposit gathering capabilities and eligible collateral



Balance Sheet Providing Ample Cash Flow

$1B+ in anticipated NTM cash flow from loan portfolio, with growth focused on commercial

Select Interest Earning Assets	2Q26 Yield	2Q26 Roll Off Loan Yield	2Q26 Roll On Loan Yield	Total Loans at 6/30/26 ($MMs)
Commercial Real Estate Loans	6.15%	5.52%	6.26%	$2,133
Commercial & Industrial Loans	6.14%	6.01%	5.67%	$915
Small Business Loans[2]	7.06%	7.32%	7.50%	$162
Residential Real Estate Loans	4.42%	4.57%	6.15%	$663
Consumer Indirect Loans	6.79%	7.05%	6.86%	$771
Consumer Direct Loans	9.07%	13.14%	13.04%	$32

$500MM+

loan cash flows anticipated in remainder of 2026 to be reinvested in higher-yielding loans

[1] Next 12-month average monthly loan cash flow projections based on contractual loan terms and historical prepayment assumptions that are based on a 12-month historical average

[2] Small business represents small business loans generated through retail network and commercial BBU

Mid-Atlantic CRE: Overview

Total loans of $406.1MM at 6/30/26

Mid-Atlantic market provides Five Star Bank with important geographic and client diversification, leveraging decades of in-market and industry experience and deep relationships of the local CRE team

- Sponsors have proven track records, access to capital and long-term relationships with our RMs
  - High quality sponsors, many with $1B+ net worth, that have weathered numerous real estate cycles
  - Focused on sponsors that build-to-hold for their own portfolio
- Consistent and conservative credit underwriting, with short tenor, reasonable leverage, no tenant concentration, consistent covenants, and diversified portfolios of sponsorship
  - All Mid-Atlantic loans originated post-COVID in higher-interest rate environment
  - Consistent with our approach across the Bank, senior management knows and regularly interacts with major CRE sponsors in this region

Pace of Mid-Atlantic growth has moderated since successful commercial LPO opening in 1Q22

- After launching in 1Q22, total loans associated with this office grew to $197MM by the end of 1Q23
- $406.1MM portfolio as of 6/30/26, reflecting an increase of ~$19.9MM, or 5%, YoY, with an average loan size of ~$4.6MM
- ~$40MM of Mid-Atlantic loans are in Office or Multifamily CRE in the Baltimore or Washington, DC CBDs, representing ~10% of total Mid-Atlantic loans and <2% of total CRE portfolio

Mid-Atlantic deposit base linked to lending relationships

- Modest deposit balances of $32MM as of 6/30/26

3-person team

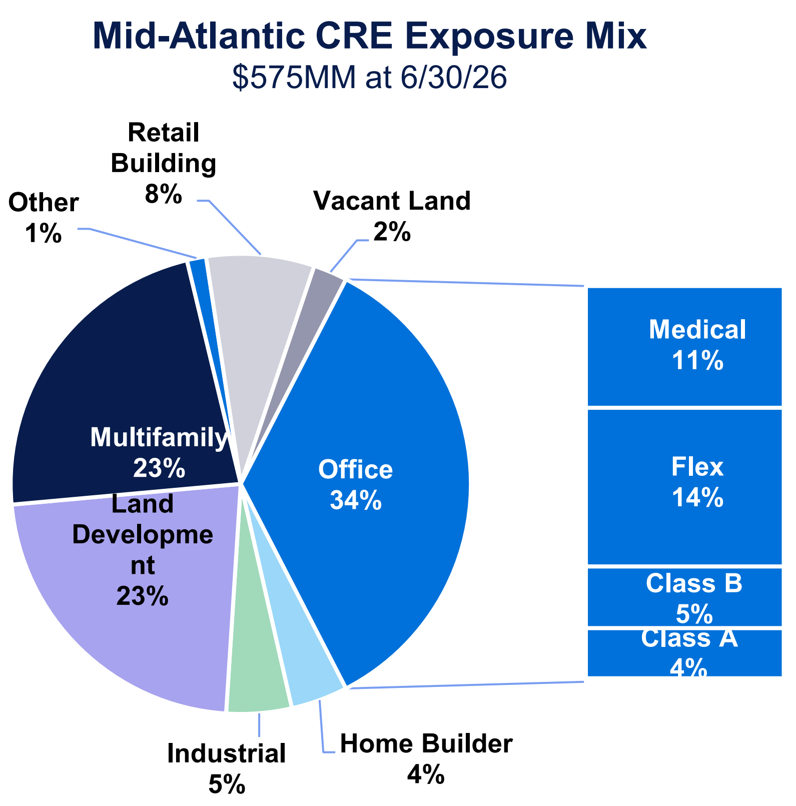
27 years on average of in-market lending experience

~$40MM

of Mid-Atlantic loans are Office or Multifamily loans in Baltimore or DC CBD

Mid-Atlantic CRE: Exposure Mix & Appetite

Total exposure of $575MM at 6/30/26



Growth Opportunities

- Flex/warehouse
- Residential A&D and/or ADC loans
- Retail strip plazas
- Medical office
- Multifamily construction

Limited Appetite

- Properties in Baltimore/ Washington, DC CBDs
- Large floor plate office[1]
- Big box retail
- Hotels
- Single tenant buildings
- Suburban multifamily

[1] Large floor plate office refers to more than 150Msf/floor

Non-GAAP Reconciliations

In addition to results presented in accordance with U.S. generally accepted accounting principles ("GAAP"), this presentation contains certain non-GAAP financial measures. The Company believes that providing certain non-GAAP financial measures provides investors with information useful in understanding our financial performance, performance trends and financial position. Our management uses these measures for internal planning and forecasting purposes and we believe that our presentation and discussion, together with the accompanying reconciliations, allows investors, security analysts and other interested parties to view our performance and the factors and trends affecting our business in a manner similar to management. These non-GAAP measures should not be considered a substitute for GAAP measures and we strongly encourage investors to review our consolidated financial statements in their entirety and not to rely on any single financial measure to evaluate the Company. Non-GAAP financial measures have inherent limitations, are not uniformly applied and are not audited. Because non-GAAP financial measures are not standardized, it may not be possible to compare these financial measures with other companies' non-GAAP financial measures having the same or similar names.

Tangible Common Book Value Per Share	2Q26	2025	2024	2023
Computation of ending tangible common equity:				
Common shareholders' equity	$626,156	$611,569	$551,699	$437,504
Less: Goodwill and other intangible assets, net	60,149	60,343	60,758	72,504
Tangible common equity	$566,007	$551,226	$490,941	$365,000
Common shares outstanding	19,706	19,797	20,077	15,407
Tangible common book value per share[1]	$28.72	$27.84	$24.45	$23.69

Source: Company filings

[1] Tangible common equity divided by common shares outstanding

Thank you for your interest in Financial Institutions, Inc.
Nasdaq: FISI

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Corporate Communications

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Chief Financial Officer &
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