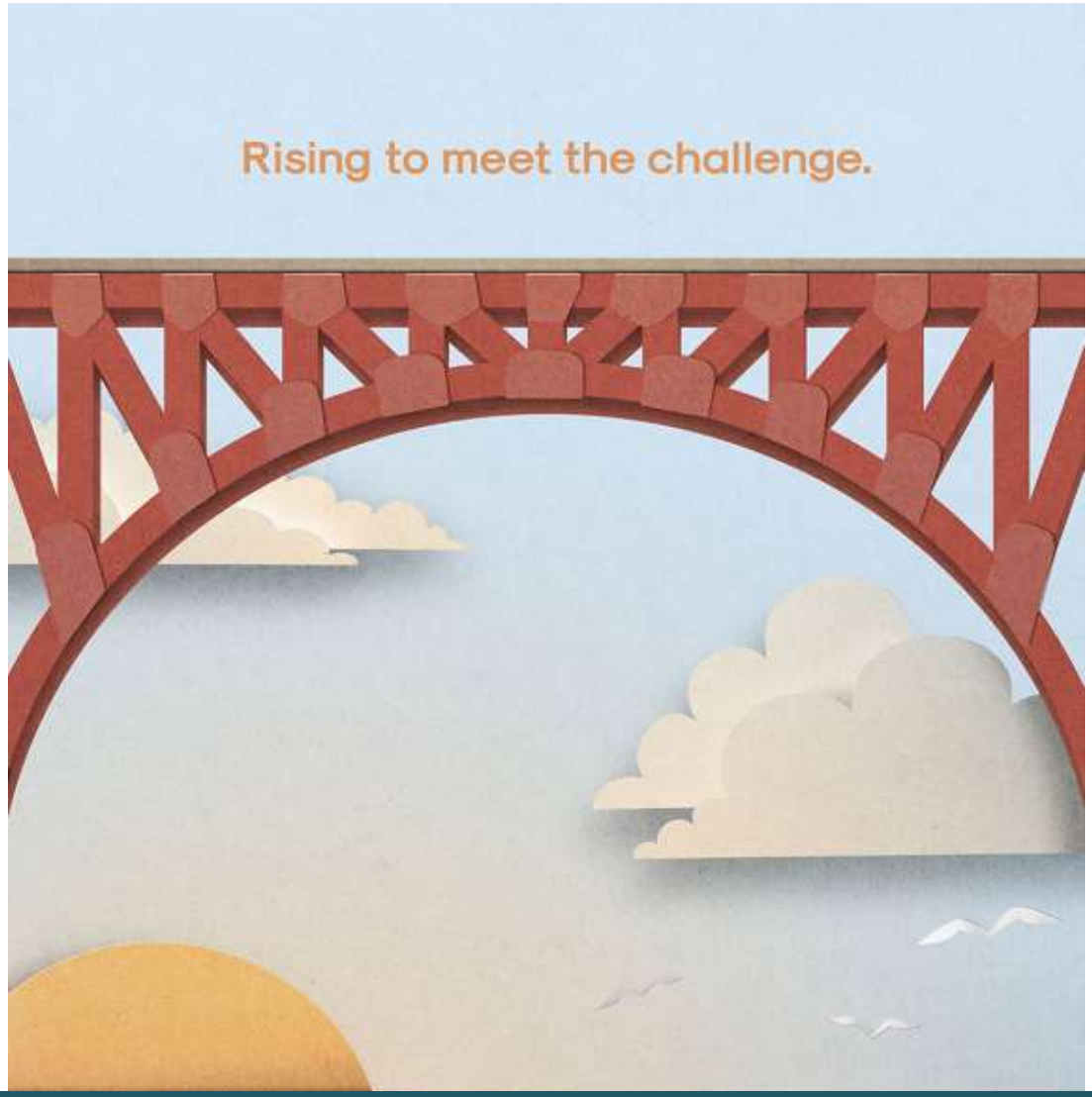


FINANCIAL INSTITUTIONS, INC. (Nasdaq: FISI)

Investor Presentation

May 2021

Safe Harbor Statement

Statements contained in this presentation which are not historical facts and which pertain to future operating results of Financial Institutions, Inc. (the "Company") and its subsidiaries constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Similarly, statements that describe the objectives, plans or goals of the Company are forward-looking. These forward-looking statements can generally be identified as such by the context of the statements, including words such as "believe," "expect," "anticipate," "plan," "may," "would," "intend," "estimate," "guidance" and other similar expressions, whether in the negative or affirmative. These forward-looking statements involve significant risks and uncertainties. All forward-looking statements made herein are qualified by the cautionary language in the Company's Annual Report on Form 10-K, its Quarterly Reports on Form 10-Q and other documents filed with the Securities and Exchange Commission. These documents contain and identify important factors that could cause actual results to differ materially from those contained in our projections or forward-looking statements. Certain of the information contained herein may be derived from information provided by industry sources. The Company believes that such information is accurate and that the sources from which it has been obtained are reliable. FISI cannot guarantee the accuracy of such information, however, and has not independently verified such information. Except as required by law, the Company assumes no obligation to update any information presented herein. This presentation includes certain non-GAAP financial measures intended to supplement, not substitute for, comparable GAAP measures. Reconciliations of those non-GAAP financial measures to GAAP financial measures are provided in the Appendix to this presentation.

Overview of Financial Institutions, Inc.

Corporate Overview

- Diversified financial services holding company headquartered in Western New York
- Subsidiaries include:
  - Five Star Bank (regional community bank)
  - SDN Insurance Agency, LLC (full-service insurance agency)
  - Courier Capital, LLC (investment advisory firm)
  - HNP Capital, LLC (investment advisory firm)
- 47 banking locations in 14 contiguous counties in Western and Central New York
- Experienced management team with extensive market knowledge and industry experience
- Franchise offers products and services to a diversified mix of consumer, business, municipal, healthcare and non-profit customers
- Generating consistent, strong operating results
- Positioned for growth through key initiatives

Key Statistics as of March 31, 2021

Assets:	$5.3 billion
Loans:	$3.7 billion
Deposits:	$4.7 billion
Shareholders' Equity:	$466.3 million
NPAs(1)/Total Assets:	0.24%
Employees:	~ 600
ROACE (TTM):	12.81%
ROATCE(2) (TTM):	15.40%
ROAA (TTM):	1.19%
Market and Valuation Data as of May 5, 2021	
Closing Price Per Share:	$31.94
Market Capitalization:	$505.6 million
Annualized Dividend Per Share:	$1.08
Dividend Yield:	3.38%
Price/Tangible Common Book Value(3):	135%
Price/NTM Consensus EPS(3):	10.0x

(1) NPAs include nonaccrual loans, loans past due 90 days or more and still accruing, and foreclosed assets
(2) Refer to "Non-GAAP Reconciliation" in Appendix
(3) Per S&P Global Market Intelligence; NTM = next twelve months

Two Distinct Opportunities → Urban MSAs and Core Legacy Markets

Market Footprint



- 47 branches and approximately 600 employees[2]
- High growth potential in Buffalo and Rochester urban markets
- Market share leader in core legacy markets – valuable core deposits
- 4th largest bank in operating footprint[1]
  - 1st or 2nd largest bank in 10 counties[1]

Growth Opportunities

Buffalo and Rochester Urban MSAs

- Five Star Bank market share in attractive $84B combined deposit markets[1] is less than 2%
  - Presence and brand awareness is growing
  - Insurance and wealth management businesses diversify revenue and expand offerings to support customers
  - Market disruption has created opportunity for our style of community banking
    - Personal service with local-leadership and decision-making power
    - Agile in responding to customer needs
  - Capacity and capability to meet credit needs of the community banking marketplace

Core Rural Markets

- Stable/reliable core deposits
- Role as trusted banker creates opportunity for fee-based services

(1) 6/30/20 data
(2) As of 3/16/21 – reflects closure of 6 branches in October 2020 and one in January 2021; Includes all FISI subsidiaries

Buffalo and Rochester Economic Environment



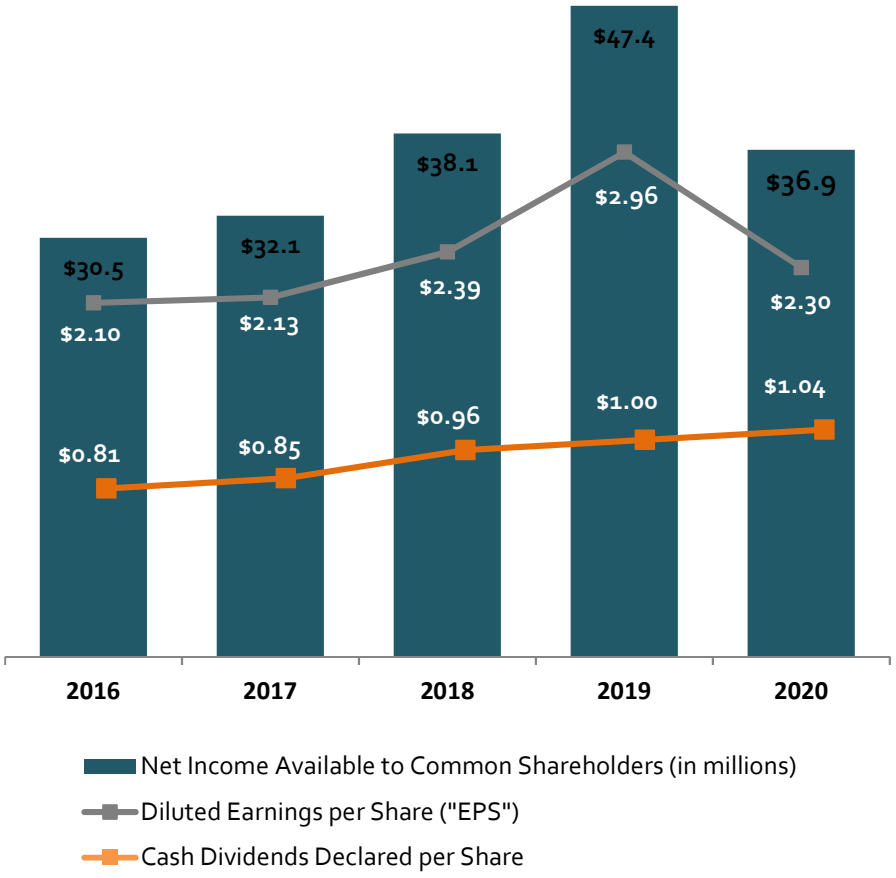
Buffalo, New York
NY State's 2nd Largest City
Population: 255,000
MSA Population: 1.13 million



Rochester, New York
NY State's 3rd Largest City
Population: 206,000
MSA Population: 1.08 million

- Financially stable market – less bust / less boom
- Demonstrated resilience through economic downturns
- Economy continues to evolve from manufacturing to a more diversified economy including healthcare, higher education, financial services, small business, technology and professional services
  - Significant college and university presence, including academic medical centers with robust research and development activities
- Strong collaboration between public and private sectors
  - New York Regional Economic Development Council (REDC) Awards
- Buffalo and Rochester downtown redevelopments underway

Net Income, Earnings and Dividends

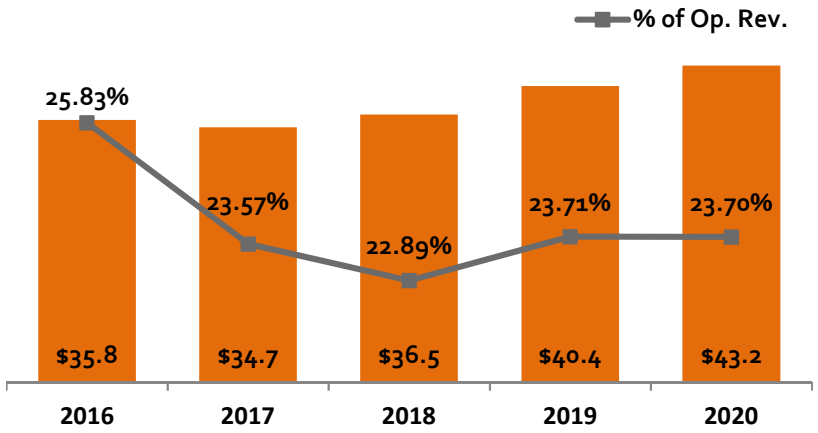


- 2020 results were negatively impacted by a significantly higher provision for credit losses in the first quarter of $13.9 million as compared to $1.2 million in the first quarter of 2019. The after-tax impact of the higher provision as compared to first quarter of 2019 was $0.59 per diluted share. Higher provision was driven by the adoption of the current expected credit loss ("CECL") standard and the impact of COVID-19 on the economic environment.
- Results for 2020 and 2019 were positively impacted by a reduction in income tax expense for federal and state tax benefits related to tax credit investments placed in service, partially offset by related net losses recorded in noninterest income. The net positive impact of tax credit investments was $1.2 million in 2020 and $2.2 million in 2019.

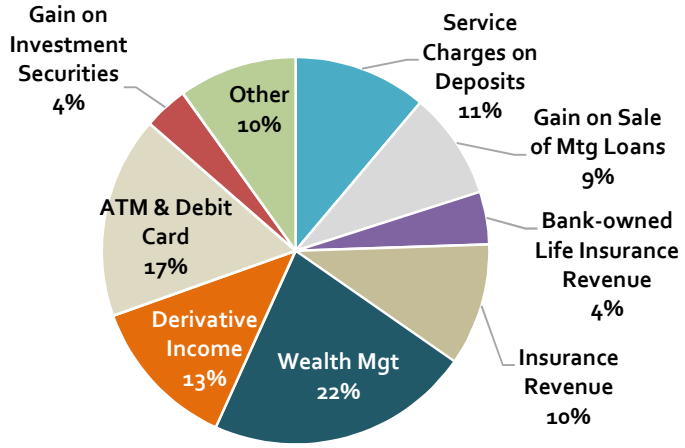
Revenue Diversification → Growing Noninterest Income

Noninterest Income

($ in millions)



2020 Noninterest Income Breakdown



Commentary

- Significant sources of noninterest income:
  - Investment advisory revenue
  - ATM and debit card fees
  - Insurance income
  - Income from derivative instruments
- Bolstered insurance and investment advisory businesses through successful acquisitions:
  - Acquired Buffalo-based insurance broker Scott Danahy Naylon in August 2014 (subsequently renamed SDN Insurance Agency, LLC)
    - In February 2021, SDN acquired Rochester-based Landmark Group, an independent insurance brokerage firm delivering insurance, surety and risk management solutions
  - Acquired Buffalo-based asset management firm Courier Capital in January 2016
    - Courier acquired registered investment advisor Robshaw & Julian Associates, Inc. in August 2017
  - Acquired Rochester-based registered investment advisor HNP Capital, LLC, in June 2018

2020 Key Initiatives

Enterprise Standardization Program

- Focused on improving operational efficiency and profitability while enhancing customer and associate experiences
- Worked with leading process improvement organization to assess all lines of business and functional areas
  - Data-driven analysis identified overlapping service areas, automation opportunities and opportunities to streamline processes and operations to enhance customer experiences
  - Opportunities identified by the program resulted in implementation of robotic automation and process and operational efficiencies
- In July 2020, Five Star Bank announced changes in its retail branch network to better align with shifting customer needs and preferences
  - Transformation resulted in six branch closures in October 2020 and one in January 2021; approximately six percent of workforce was separated in July
  - Actions resulted in $1.7 million non-recurring charges in 2020 with expected expense savings of $2.7 million on an annual basis, facilitating long-term sustainability of current and future branches
- Program has not concluded and we continue to anticipate annualized expense savings within a range of $5 to $7 million, as disclosed on January 30, 2020

2020 Key Initiatives

Five Star Bank Digital Banking

- During the second quarter of 2020, Five Star Bank completed the multi-phase launch of a new online and mobile platform — Five Star Bank Digital Banking
- New platform enhances the user experience across all devices
- Provides a single dashboard to make payments and deposits, transfer and send money, create budgets, set financial goals and easily integrate external investment, loan and other transactional accounts
- Consumers can access a comprehensive financial tool to do all their banking from home
- Business owners and their employees can also access powerful financial tools to assist with daily finances from anywhere
  - Enhanced cash management services for businesses of all sizes
- Customer response has been very favorable and enhancements will continue to be rolled-out over time

Enterprise Standardization and Five Star Digital Banking represent critical transformational and technology investments, improving relationships with our customers and enhancing future profitability

First Quarter 2021 Highlights[1]

- Net income, earnings per share and pre-tax pre-provision income were the highest in Company history
  - Provision for credit losses significantly impacted net income and earnings per share; Q1 2020 provision of $13.9 million was driven by adoption of CECL and impact of COVID-19 pandemic compared to provision benefit of $2.0 million in Q1 2021 due to improvement in unemployment forecast (designated loss driver for CECL model) and positive trends in qualitative factors, resulting in release of credit loss reserves
    - Net income of $20.7 million was $19.6 million higher than 2020
    - Diluted earnings per share of $1.27 was $1.22 higher than 2020
  - Pre-tax pre-provision income[2] of $24.1 million was $8.7 million higher than 2020
- Net interest income of $37.9 million was $4.7 million, or 14.3%, higher than 2020
- Net interest margin ("NIM") of 3.29% was two basis points lower as a result of the interest rate environment (reflecting a flatter yield curve and lower rates), lower-yielding PPP loans and excess liquidity, partially offset by the impact of PPP loan origination fees
- Total loans at year-end were $3.65 billion, an increase of $417.2 million, or 12.9%, from 3/31/2020
  - As compared to the year earlier period, Commercial Business Loans were up 38.7%, Commercial Mortgage Loans were up 15.3%, Residential Real Estate Loans were up 3.8% and Consumer Indirect Loans were up 1.7%
  - Payroll Protection Program ("PPP") Loans are included in Commercial Business Loans; PPP balance at 3/31/2021, net of deferred fees was $255.6 million
- Common book value per share increased 7.6% from 3/31/2020
  - Tangible common book value per share[2] increased 9.1% from 3/31/2020

(1) As compared to first quarter 2020
(2) Refer to "Non-GAAP Reconciliation" in Appendix

First Quarter 2021 Results

Results Summary

($ in millions, except per share amounts)	1Q'20	4Q'20	**1Q'21**
Net interest income	$33.1	$36.2	**$37.9**
Noninterest income	9.9	11.3	12.9
Noninterest expense	(27.6)	(26.5)	(26.7)
Income tax expense	(0.4)	(1.7)	(5.4)
Preferred stock dividend	(0.3)	(0.4)	(0.4)
Net income available to common shareholders	$0.8	$13.4	$20.3
EPS diluted	$0.05	$0.84	$1.27
Return on average assets	0.10%	1.10%	1.66%
Return on average common equity	0.72%	12.00%	**18.28%**
Return on average tangible common equity[1]	0.88%	14.38%	**21.88%**
Net interest margin	3.31%	3.13%	**3.29%**
Efficiency ratio[2]	64.26%	55.79%	**52.51%**
Dividends per share	$0.26	$0.26	$0.27
Dividend yield (annualized)	5.76%	4.60%	**3.62%**

Commentary

- Net interest income increased $4.7MM from 1Q'20 and $1.7MM from 4Q'20 as a result of the positive impact of PPP loan forgiveness and increases in loans and investment securities.
- Noninterest income increased $3.0MM from 1Q'20 primarily due to higher income from derivative instruments ($1.1MM), net gain on sale of loans ($826K), income from investments in limited partnerships ($642K) and investment advisory fees ($526K); and increased $1.6MM from 4Q'20 primarily due to higher income from derivative instruments ($971K) and income from investments in limited partnerships ($615K).
- Noninterest expense decreased $930K from 1Q'20 primarily due to lower salaries and employee benefits reflecting streamlining of retail branches ($549K) and lower professional services expense ($257K); and was relatively flat as compared to 4Q'20.
- Effective tax rate was 20.5% compared to 22.2% for 1Q'20 and 10.9% for 4Q'20. Rates vary primarily as a result of tax credit investments placed in service.

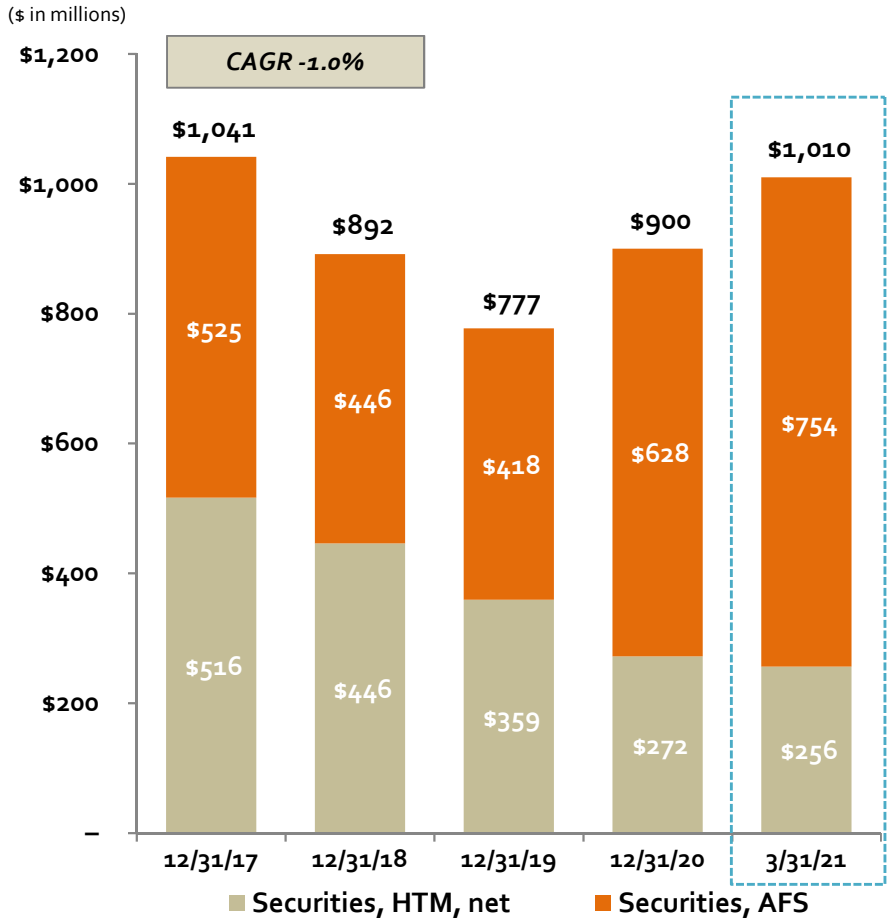
[1] Refer to "Non-GAAP Reconciliation" in Appendix.
[2] Efficiency ratio is calculated by dividing noninterest expense by net revenue, i.e., the sum of net interest income (fully taxable equivalent) and noninterest income before net gains on investment securities. This is a banking industry measure not required by GAAP.

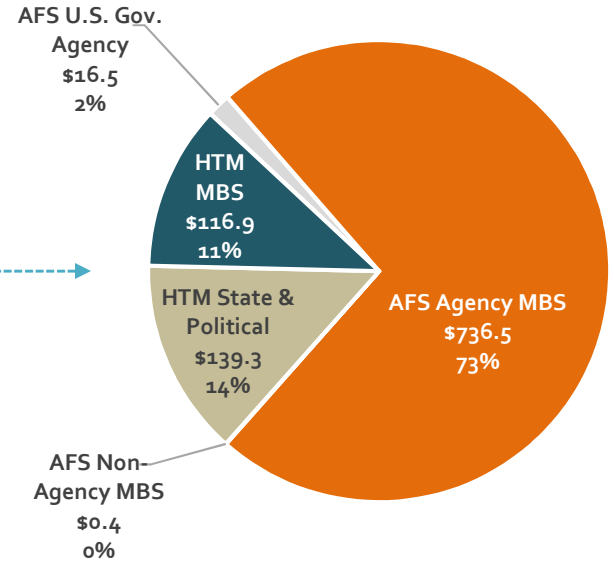
First Quarter 2021 Transaction

- On February 1, 2021, the Company's insurance subsidiary SDN Insurance Agency, LLC ("SDN") completed the acquisition of the assets of Landmark Group ("Landmark"). A staple of the Rochester community since 1984, Landmark is an independent insurance brokerage firm delivering insurance, surety and risk management solutions across many business sectors including construction, manufacturing, real estate and technology, as well as individual personal insurance. Landmark Founder and Chairman Kelly M. Shea and President Christopher K. Shea will remain with SDN to lead Rochester operations and continue their long-term relationship with current clients.

Securities Portfolio

- The Company launched an initiative in 2018 to convert a portion of low-yield, low-risk weighted investment securities into higher-yielding loans. This initiative was completed in the third quarter of 2019



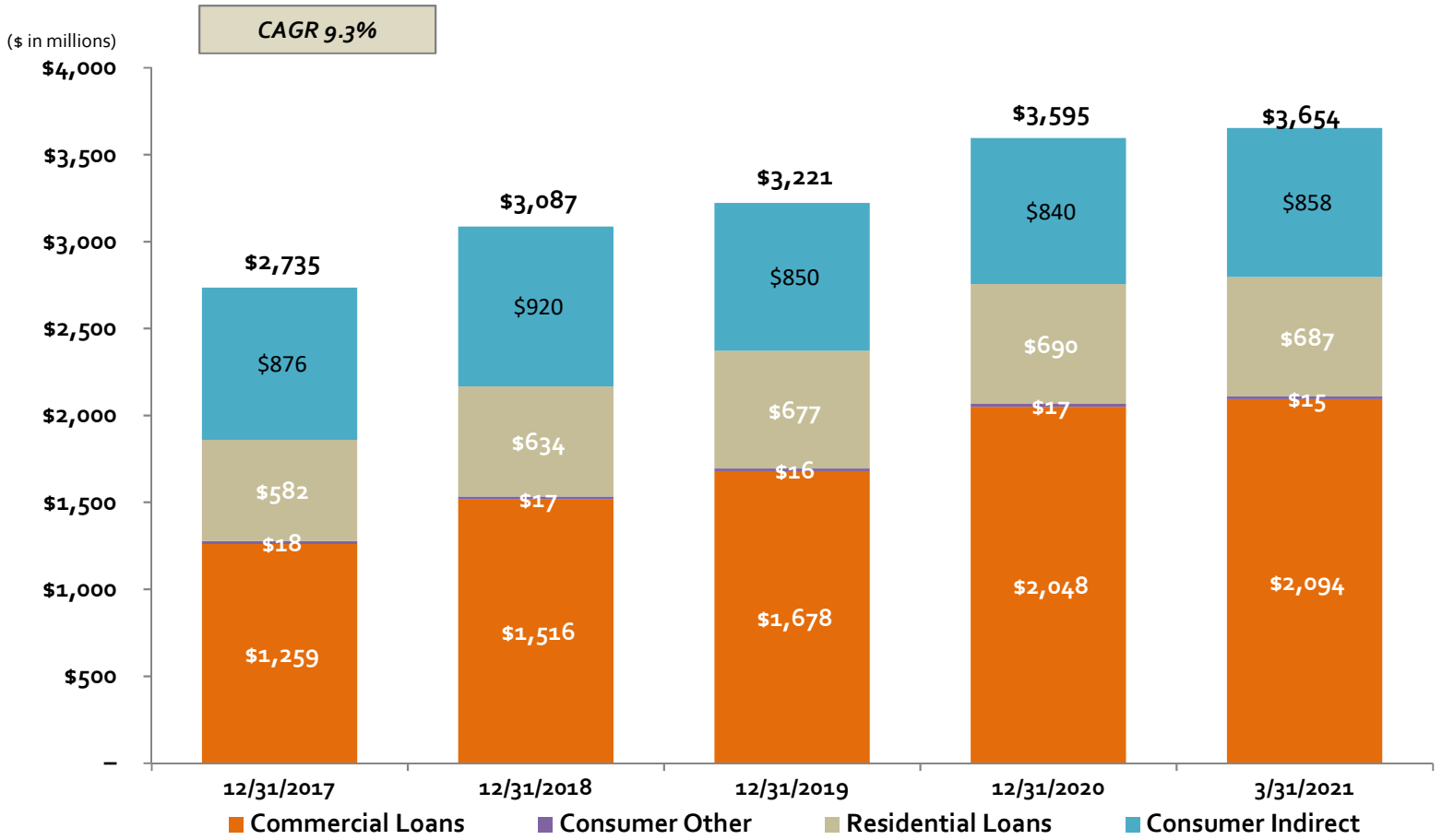


	2017	2018	2019	2020	2021 (YTD)
Security Yield[1]	2.48%	2.33%[2]	2.39%[2]	2.31%[2]	1.91%[2]

(1) Average yield (tax equivalent basis) for the period
(2) Decrease due to lower federal tax rate beginning in 2018

Total Loans

- 2020 Commercial Loan growth includes $248.0 million of PPP loans net of deferred fees; March 31, 2021 balance of PPP loans net of deferred fees was $255.6 million



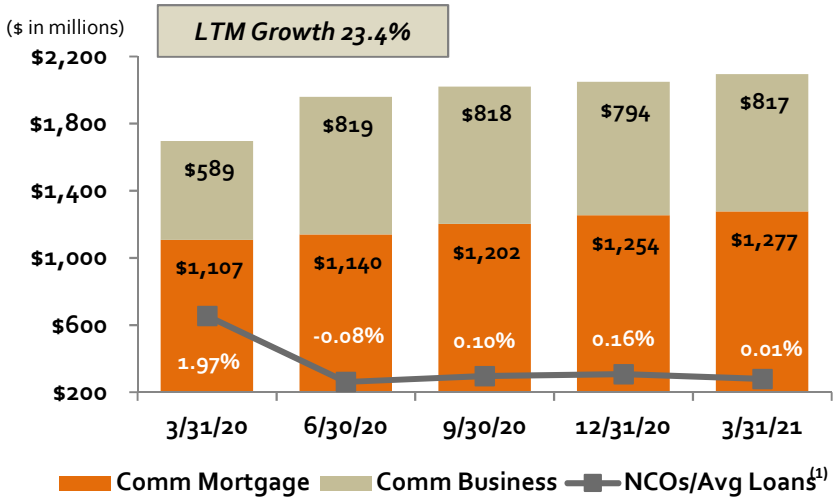
	2017	2018	2019	2020	2021 (YTD)
Loan Yield[1]	4.22%	4.51%	4.77%	4.18%	4.13%

(1) Average yield for the period

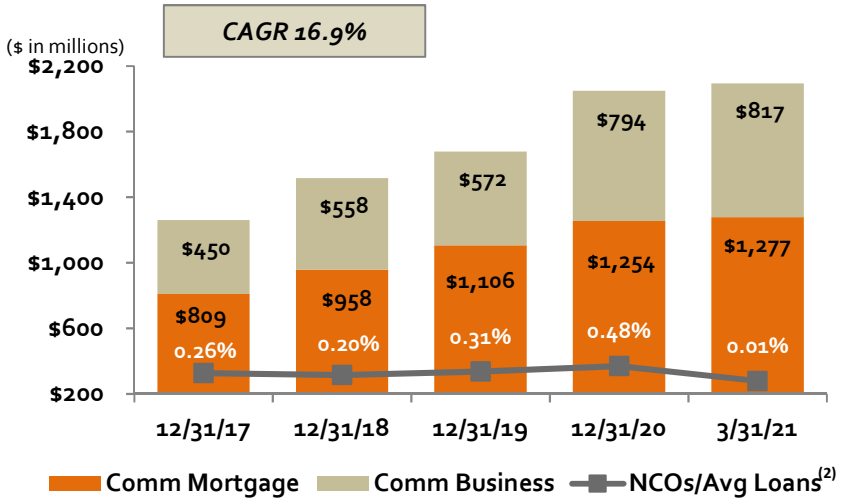
Commercial Banking

- Growth in 2Q'20 commercial business reflects origination of $268.5 million of PPP loans
  - Commercial lines of credit increased from late March into April and paid down in May and June, resulting in $27 million decrease in 2Q'20
- Excluding PPP loans, loan growth subsequent to 1Q'20 (especially commercial business) reflects soft loan origination environment
- Growth from 2017 forward has been driven by strategic hires, adding lenders in nearly all categories
  - Hiring experienced professionals from competing institutions
  - They bring market experience, knowledge and relationships
  - Attracting new customers and generating new loan business as well as noninterest income

Commercial Banking – Quarterly



Commercial Banking – Annual

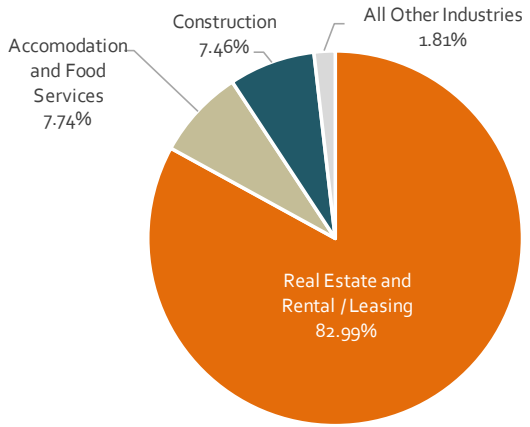


(1) For the quarter (annualized)
(2) For the year/year-to-date (annualized)

Commercial Loan Portfolio Detail

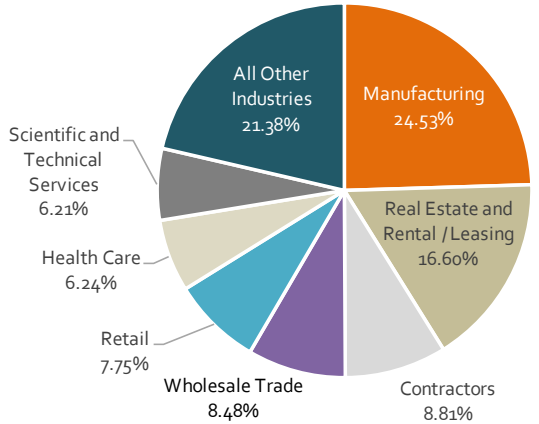
Commercial Real Estate Ttl Exposure(1) ($1.3Bn(2))

As of March 31, 2021



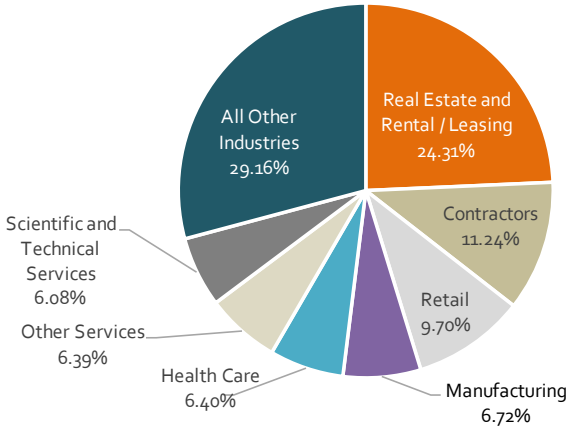
Commercial & Industrial Ttl Exposure(1) ($1.1Bn(2))

As of March 31, 2021



Business Banking Ttl Exposure(1) ($198MM(2))

As of March 31, 2021



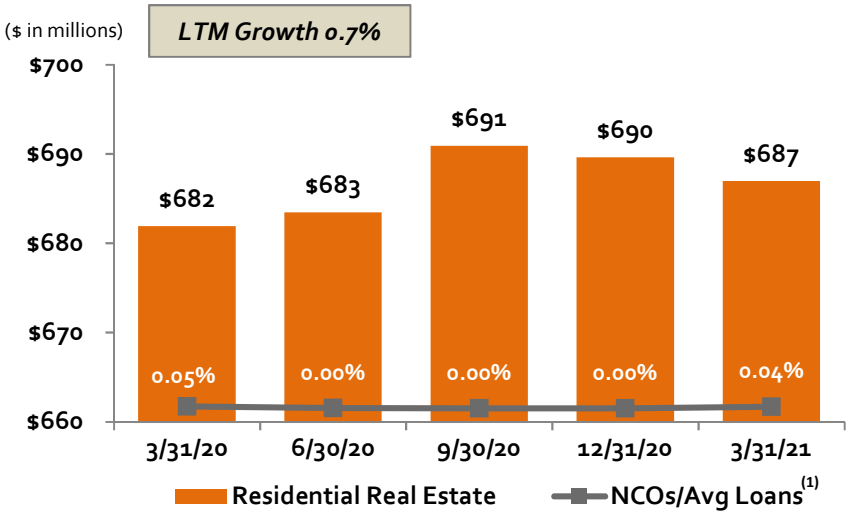
- **The vast majority of the commercial loan portfolio is within the Bank's footprint**

(1) Exposures are outstanding loan balances plus all undrawn access to credit (e.g., lines/letter of credit)
(2) All balances exclude PPP loans

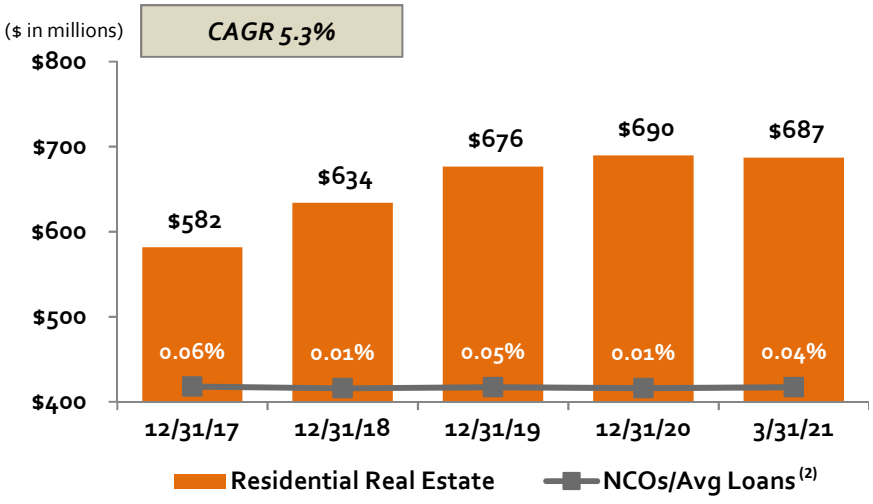
Residential Real Estate Loans and Lines

- In-market originations through mortgage loan originators and Five Star Bank branch network
- Full product menu featuring competitive portfolio and saleable products including government loan programs
- Continuing the build-out of residential mortgage production capabilities
- Line of business provides opportunity to establish relationships with new customers: loan and deposit relationships as well as opportunity to provide wealth management and insurance services

Residential Real Estate – Quarterly



Residential Real Estate – Annual

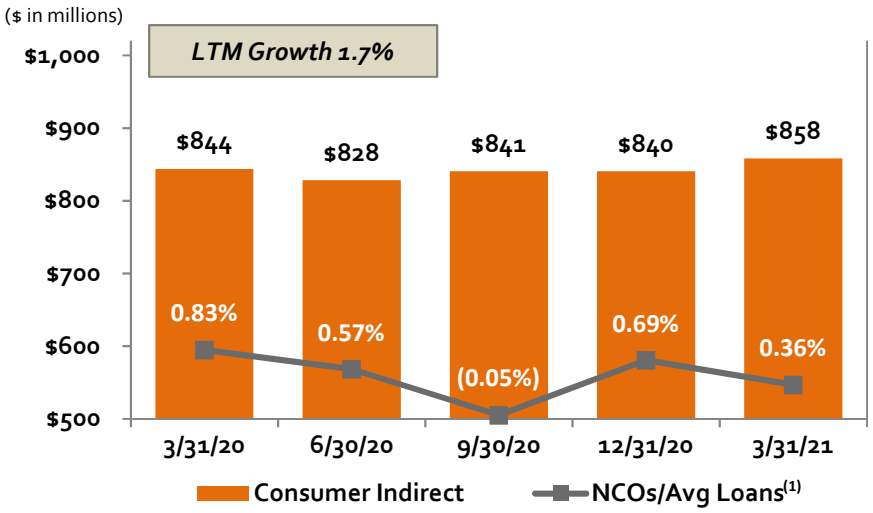


(1) For the quarter (annualized)
(2) For the year/year-to-date (annualized)

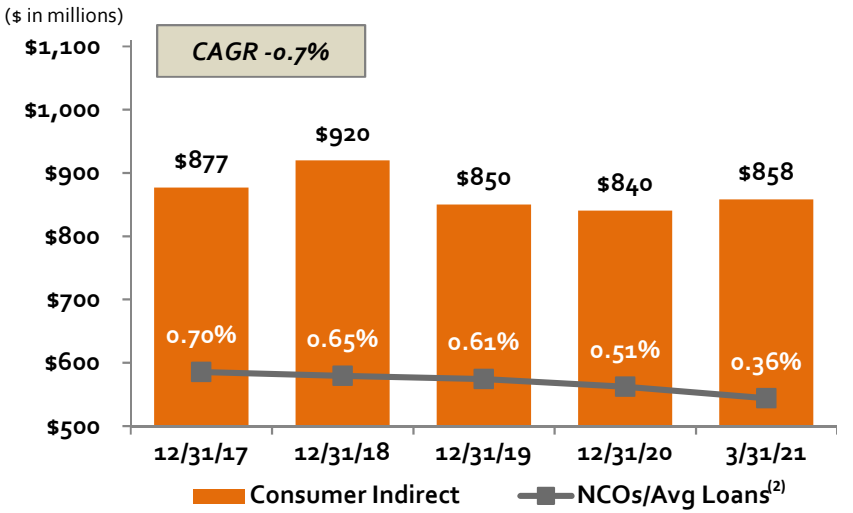
Consumer Indirect Lending

- $857.8 million portfolio at March 31, 2021
  - Portfolio represents 23.5% of total loans, down from 29.8% at 12/31/18 and peak of 35% at 12/31/13
  - Growth subsequent to 2018 reflects lower consumer indirect production as we maintain focus on growing relationship-based categories (commercial and residential) and scaling back indirect lending, especially outside footprint
- Prime lending operation with average portfolio FICO score of approximately 720 with approximately 5% under 630
- Dealer network of nearly 500 franchised new automobile dealerships
- Relatively short duration – Approximately 3 years
- Natural risk dispersion – Small Loan Size
- Demonstrated track record of consistent performance through economic expansions, recessions and stagnation

Consumer Indirect – Quarterly



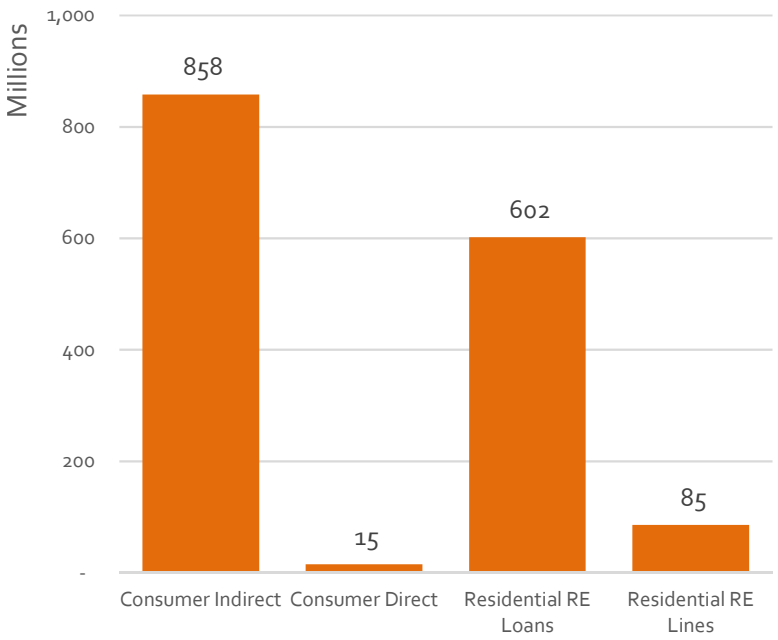
Consumer Indirect – Annual



(1) For the quarter (annualized)
(2) For the year/year-to-date (annualized)

Consumer & Residential Loan Portfolio Detail

Consumer Lending Portfolio
As of March 31, 2021



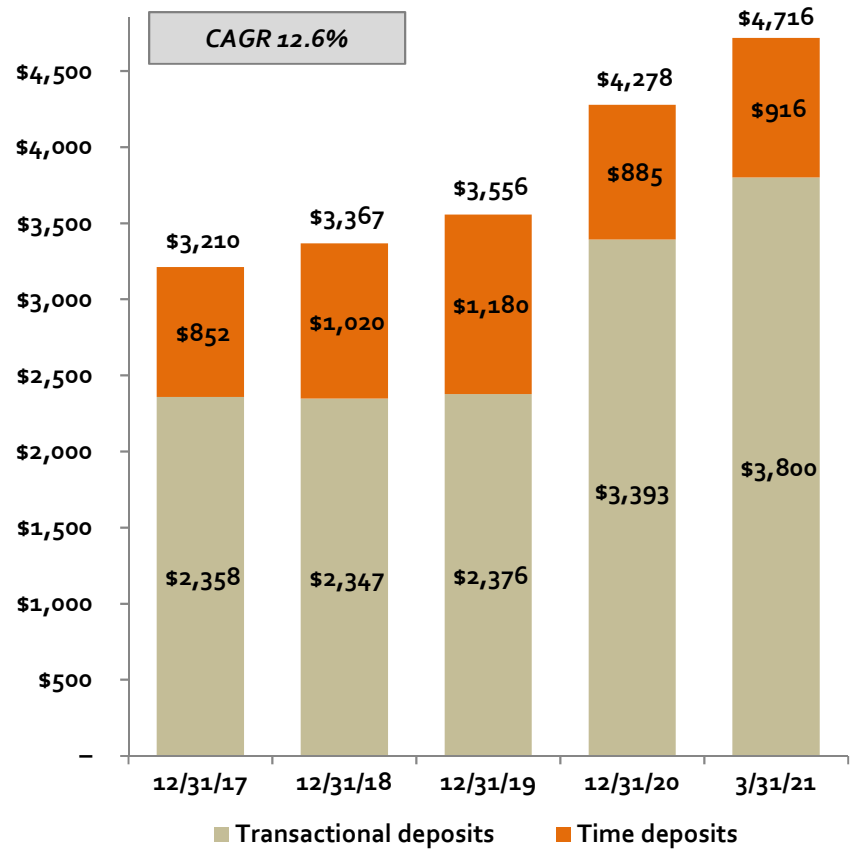
Consumer Lending Portfolio Metrics
As of March 31, 2021

	% of Ttl. Loan Portfolio ($3.7Bn)	# of Loans	Wt. Avg FICO Score (at origination)	Avg. Loan Balance
Consumer Indirect	23.5%	46,260	720	$17,620
Consumer Direct	0.4%	12,607	728	$1,172
Residential Real Estate Loans	16.5%	6,999	737	$83,906
Residential Home Equity Lines of Credit (HELOCs)	2.3%	3,879	768	$22,521

Deposit Growth

Deposits (by account type)

($ in millions)



	2017	2018	2019	2020	2021
Cost of Deposits(1)	0.35%	0.57%	0.82%	0.44%	0.20%

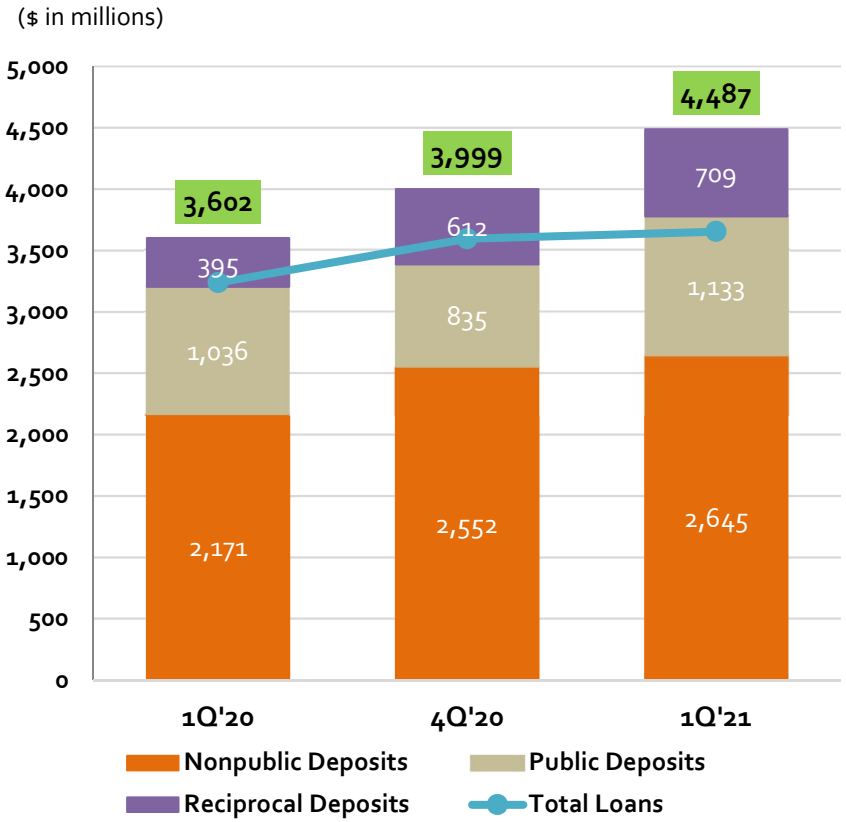
Commentary

- 1Q'21 increase due to seasonal increase in public deposits combined with growth in the non-public and reciprocal deposit portfolios
- 2020 increase driven by growth in non-public demand and reciprocal deposit portfolios
- Opportunities for growth
  - Combined Rochester and Buffalo markets represent attractive deposit market of $84 billion
  - Current FSB market share is less than 2%
- We offer a variety of public (municipal) deposit products to the towns, villages, counties and school districts within our market
  - Deposits are seasonal /low cost funding source
  - Comprised 24% of deposits at 3/31/21 compared to 20% of deposits at 12/31/20
  - FSB currently has 320 municipal customers

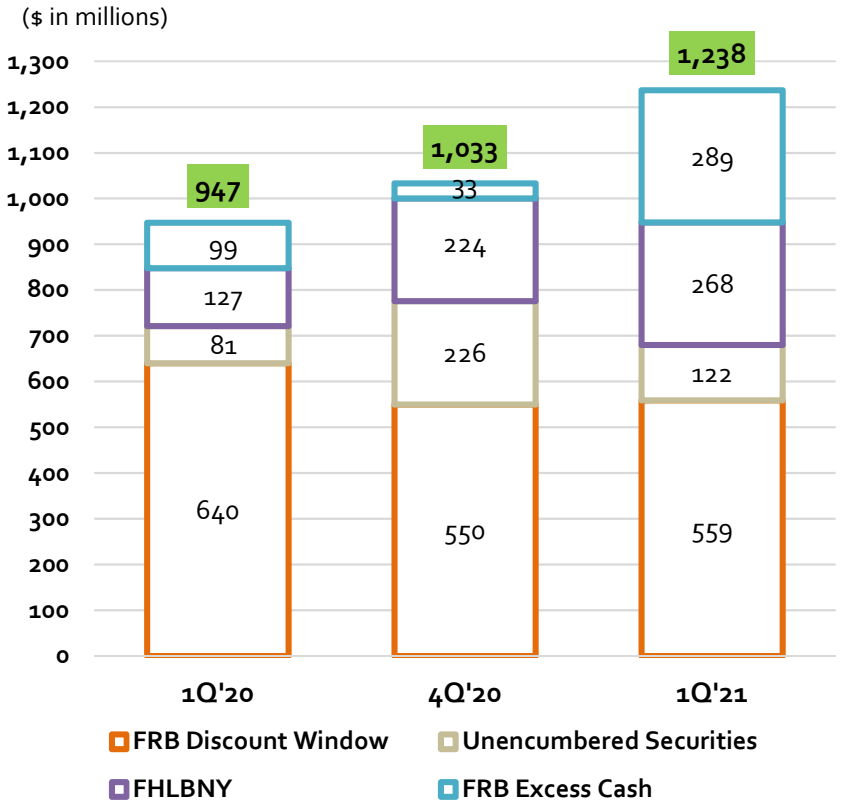
(1) For the year/year-to-date (annualized)

Key Liquidity Metrics

Deposit Mix (1)



Available Committed Liquidity

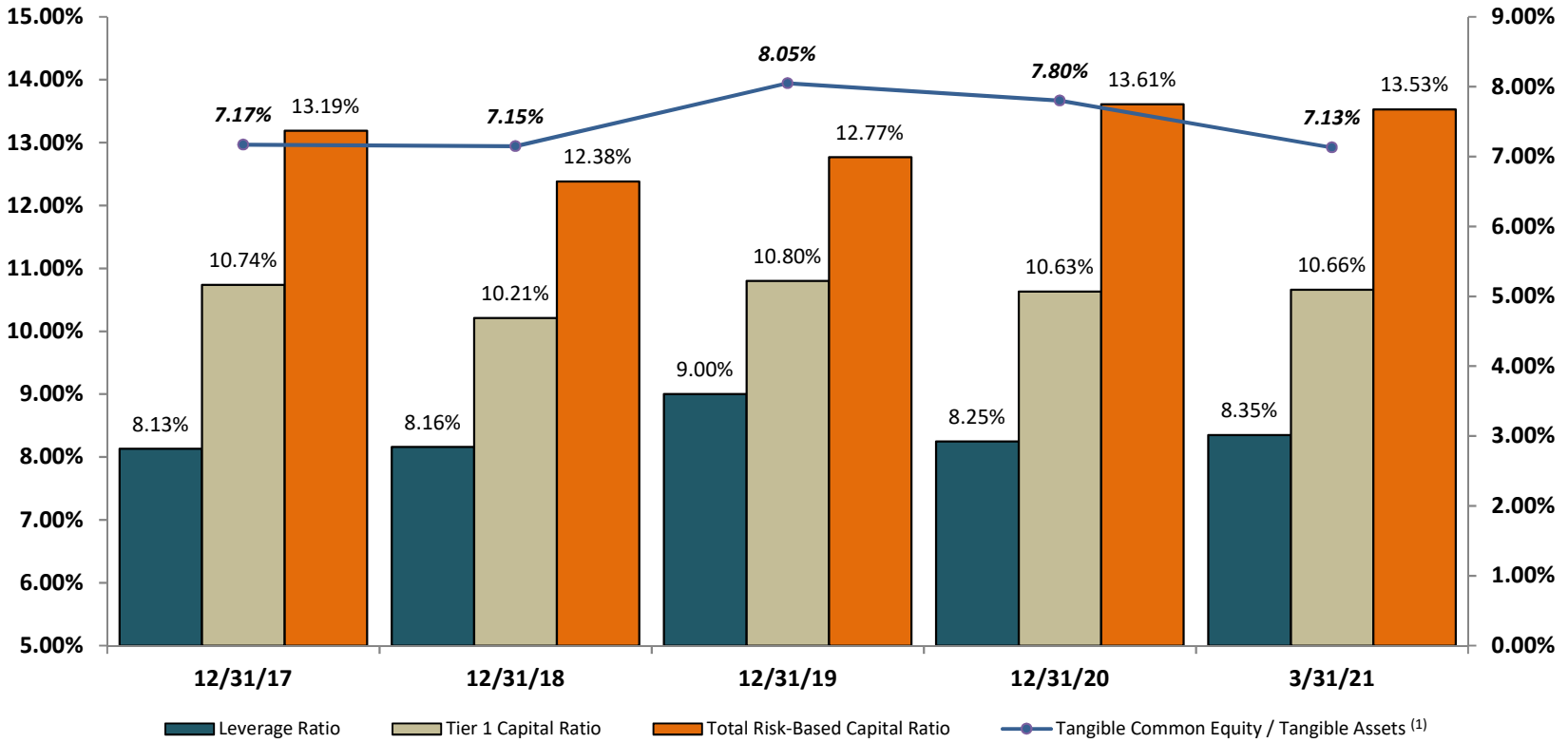


- Diverse deposit gathering capabilities
  - Core nonpublic deposits anchor our deposit base; loan to deposit ratio of 77.5% at 1Q'21
  - 1Q'21 available committed liquidity remains strong and stable, representing reduced reliance on FHLB advances and increased FRB Excess Cash
  - The increase in FRB Excess Cash is reflective of seasonal public deposit inflows at quarter-end

(1) Excluding Brokered Deposits

Historical Capital Position

Consolidated Capital Ratios



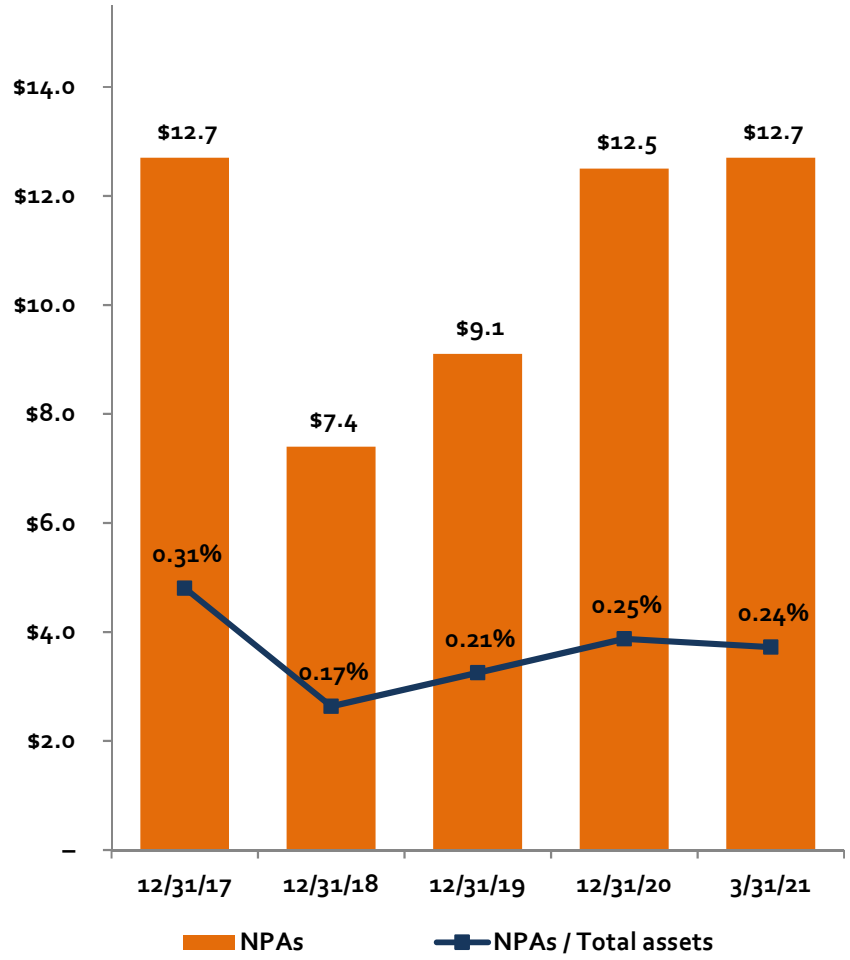
	March 31, 2021
Tangible Common Equity / Tangible Assets (1)	7.13%
Leverage Ratio	8.35%
Tier 1 Capital Ratio	10.66%
Total Risk-Based Capital Ratio	13.53%

(1) Refer to "Non-GAAP Reconciliation" in Appendix

Asset Quality

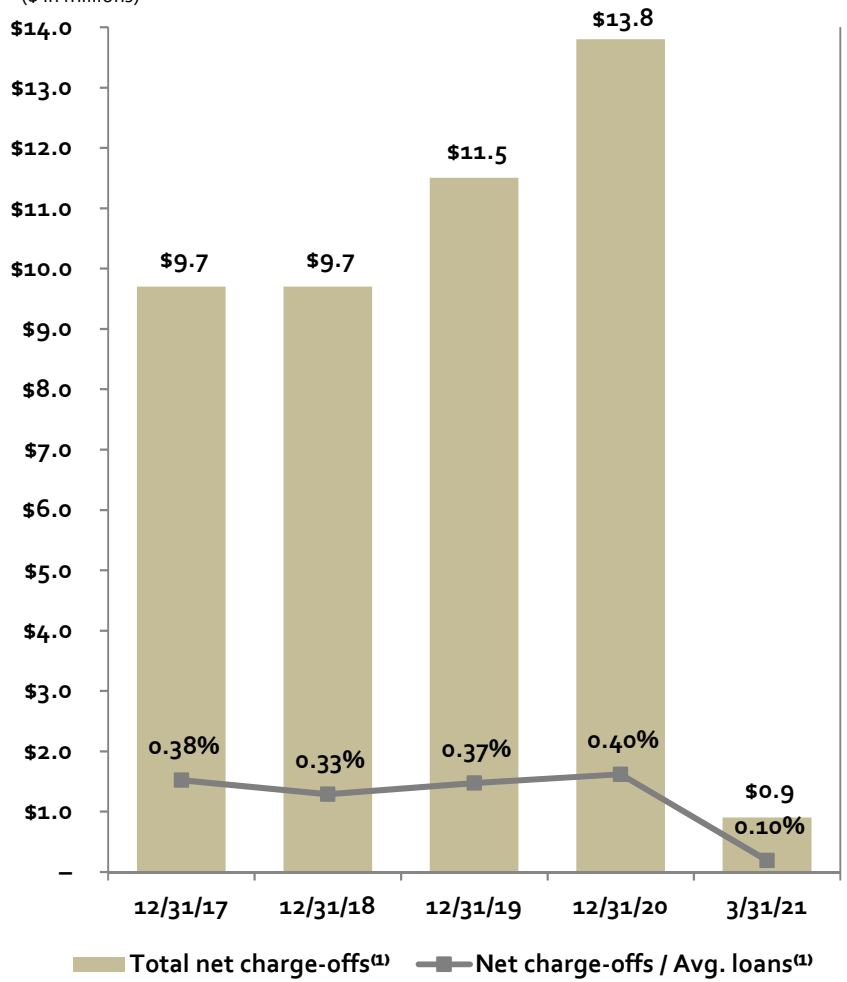
Non-Performing Assets

($ in millions)



Net Charge-Offs

($ in millions)

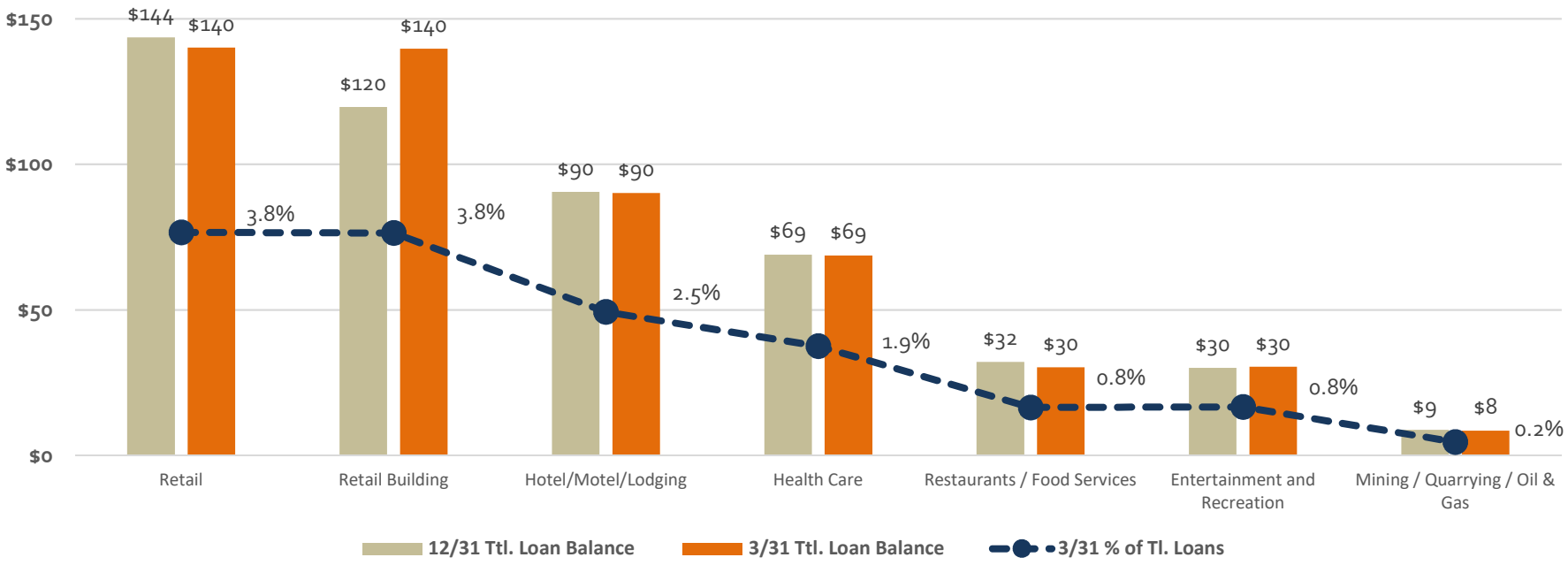


(1) For the year/year-to-date

Exposure to Industries Most Impacted by COVID-19

- Portfolio segment limits are maintained for C&I and CRE which encompasses the industries described
- To date, C&I and CRE exposures remain within policy limits
- Tier I represents most impacted industries (retail, hotels/lodging, restaurants, etc.)
- Exposure to industries most impacted remains relatively stable; new loans in these industries are subject to tightened lending standards and limited to strong credits

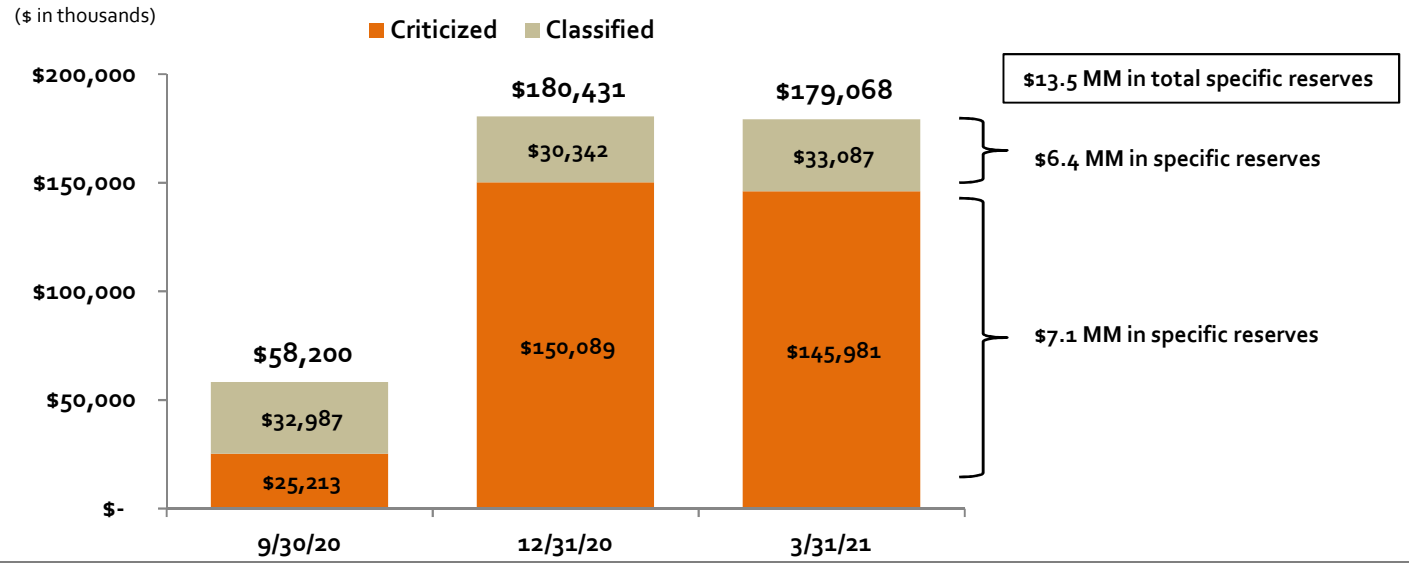
Tier I Commercial Loan Portfolio – Outstanding Loan Balances (4Q'20 vs. 1Q'21) and % Ttl. Loan Portfolio ($MMs)[1]



(1) All balances exclude PPP loans

Criticized and Classified Assets

- In an effort to address the impact of COVID-19 on our most at-risk exposures, ~$127 million of commercial loans were downgraded to criticized status in 4Q'20 : ~$82 million of the downgrades were loans on extended deferral and ~$45 million of the downgrades were loans not on deferral, but with modification attributes
- The specific reserve established in 4Q'20 for these criticized loans totaled $4.7 million
  - In 1Q'21, additional specific reserves of $2.4 million were placed on this pool, increasing the specific reserve to $7.1 million; $1.9 million related to one credit relationship with a payment delinquency that was subsequently rectified
  - We remain cautiously optimistic that the loans on extended deferral and those with modification attributes will stabilize; however, we do not plan to release specific reserves until the credits return to normal paying status
- Specific reserves for classified loans was increased by $1.5 million to $6.4 million at 1Q'21, as a result of one downgrade due to deterioration of credit quality; this loan was not subject to COVID deferral in 4Q'20
- As illustrated in the graph below, criticized and classified levels remain stable in comparison to year-end



Perceived Challenges vs. Reality – to be updated

FISI Presents a Compelling Investment Opportunity When Perceived Franchise Challenges are Put in Context

Perceived Challenge	In Reality	Bottom Line
Indirect Auto Loans are a Risky Asset Class/FISI Portfolio is Oversized	• FISI's indirect business is a **Prime Lending Operation** with **avg. portfolio FICO score of 720** (5% below 630) • Strong network of **500 franchised new** auto dealers • **Natural risk dispersion** – many units and small loan size • **Consistent results** through several economic cycles – '08 to '20: annual charge-offs ranged from 0.51% to 0.87%; 0.51% in 2020	• While current management team inherited asset class concentration, indirect remains a **core competency**, with **attractive risk-adjusted return profile** • Indirect portfolio **concentration has declined with** focus on growing relationship-based loan categories – 23.5% of total loans at 3/31/21 compared to 29.8% at 12/31/18 and peak of 34.7% at 12/31/13
Large Municipal Deposits Portfolio Limits Yield on Interest-Earnings Assets	• **Diversified** among **300+ municipalities** – No single relationship greater than $46.5 million(1) • NY **MULOC** program allows for collateralization of deposits with LOCs backed by loans, rather than lower-yielding securities – Allows for reduction of investment securities portfolio – **Funding higher-yielding loan growth** with proceeds	• Five Star Bank is a market share leader in core legacy counties, providing a unique competitive edge in servicing municipal entities that super regionals and smaller competitors do not/cannot • Capitalizing on a **valuable deposit base** that spans our 14-county footprint, limiting individual concentrations • MULOC program helps reconstitute earnings asset mix while managing liquidity
Sleepy Upstate NY Focus Results in Low Growth and Minimal Value Creation	• HQ'd in Warsaw with regional offices and **leadership** in **Rochester** (ROC) and **Buffalo** (BUF) • With less than 2% market share in ROC and BUF, focused on **expanding** in these markets; opened 4 **innovative financial solution centers** since 2015 with two new branches planned for BUF in 2021 • **#8 SBA lender** in Upstate New York(2)	• Ability to utilize **low cost deposits** from rural franchise to **fund higher growth metro franchise** • Company has been focused on making **strategic talent hires since 2016**, many from key competitors, leveraging market disruption • Impressive loan growth since Q3'16 ***–Comm Bus: +60%(3) –Comm Mtg: +101% –Residential: +41%*** ***–CBVPS: +33% –TCBVPS(4) : +48%***
Low TCE Ratio	• FISI historically manages to total, overall capital • Expect continued improvement in ratios as capital is generated through retention of earnings • **Well capitalized** across all regulatory capital metrics	• Strong asset quality metrics with **0.24% NPAs/Assets, 1.36% ALL/Loans and 514% ALL/NPL** • TCE(4) at 3/31/21 was 7.13%, up 68 bps from Q3'16; TCE(4) decline of 67 bps in Q1'21 driven by excess liquidity

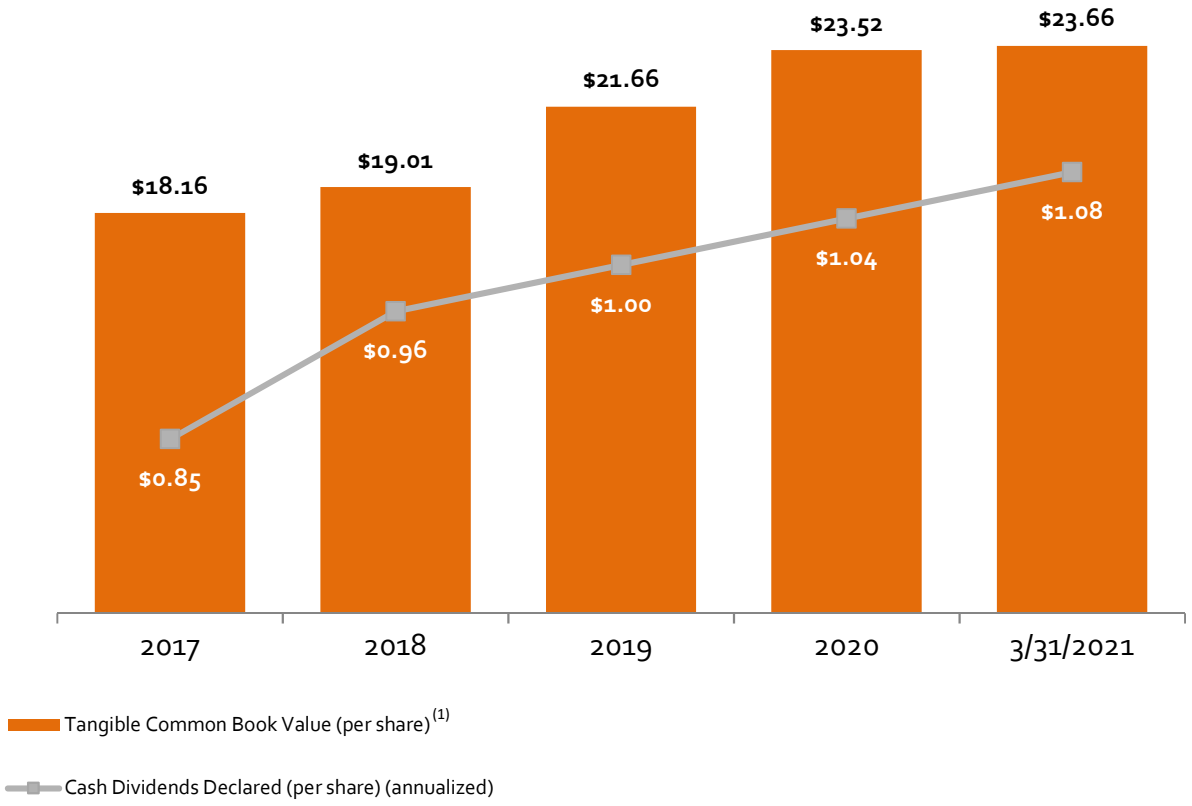
(1) Excludes reciprocal balances
(2) Based upon number of SBA loans for the 2020 SBA year
(3) Excluding Paycheck Protection Program Loans
(4) Refer to "Non-GAAP Reconciliation" in Appendix

Compelling Valuation[1]

	Price/Tangible Common Book Value[2]	*Price/NTM Consensus EPS[2]*
FISI	**135%**	**10.0x**
AROW	175%	11.8x
CHMG	116%	9.3x
CBU	384%	25.3x
EVBN	126%	9.6x
NBTB	187%	13.6x
TMP	195%	14.0x
TRST	126%	13.3x

(1) Peer group defined as Upstate NY banks with total assets between $2 and $15 Billion and sell-side analyst coverage
(2) As of May 5, 2021; per S&P Global Market Intelligence; NTM = next twelve months

Dividend & Tangible Common Book Value Growth



(1) Refer to "Non-GAAP Reconciliation" in Appendix

Investment Highlights



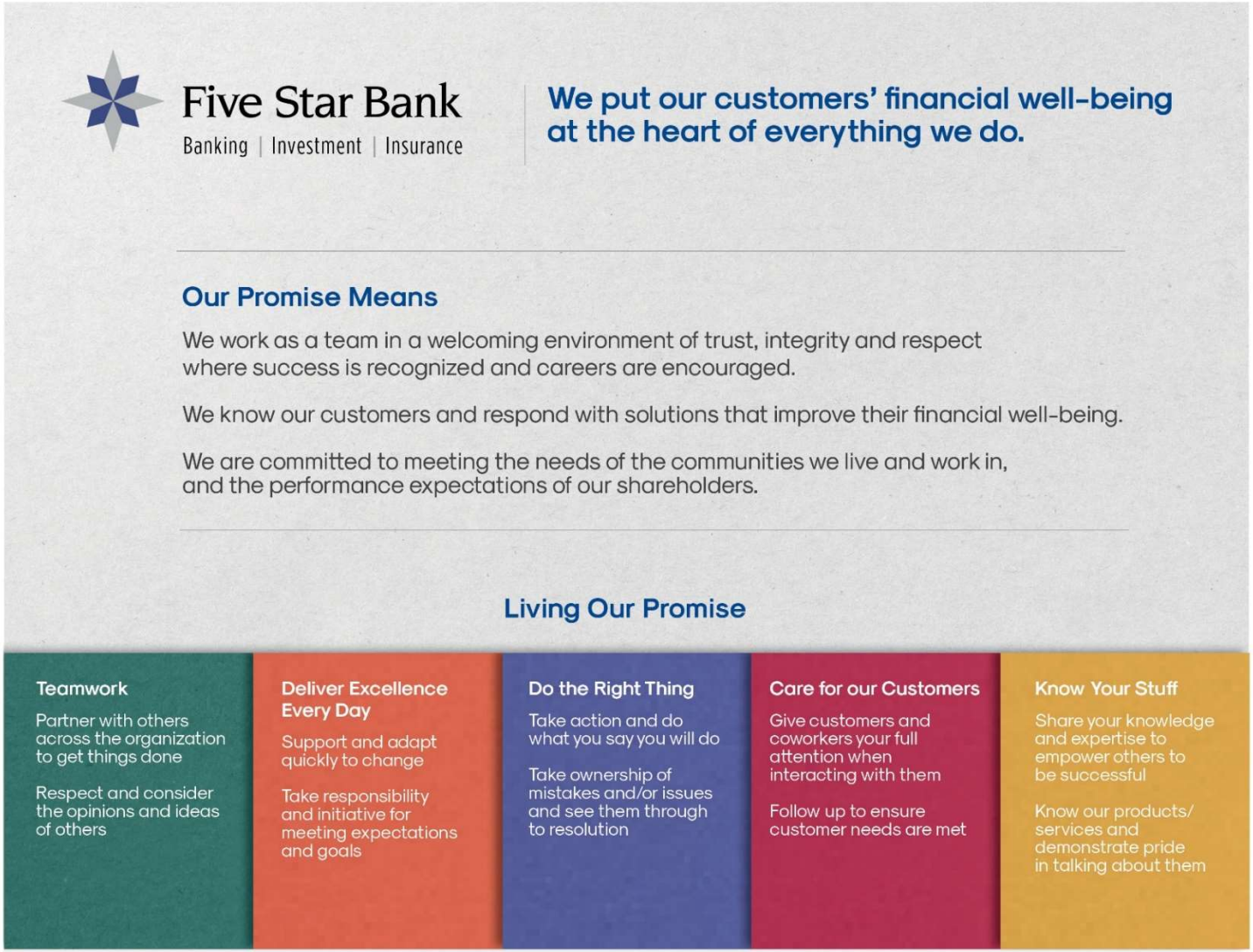
(1) For the quarter ended March 31, 2021 (annualized)
(2) For the year ended December 31, 2020

Appendix

Experienced Leadership Team & Addition of Talent

- Martin K. Birmingham was named CEO in March of 2013
  - Birmingham has more than 30 years of Western New York banking experience
- Leadership teams of all subsidiaries have significant experience in Western New York
  - Five Star Bank / SDN Insurance Agency / Courier Capital / HNP Capital
- Taking advantage of market disruption to add talent across all segments of our banking business
  - Hiring experienced professionals from competing institutions
  - Talent recognizing opportunities in the community banking environment vs. big bank experience
  - Bringing market experience, knowledge and relationships
- Added lenders in all categories including experienced leaders of C&I, CRE and residential lending
- Added credit and risk management professionals to support loan growth

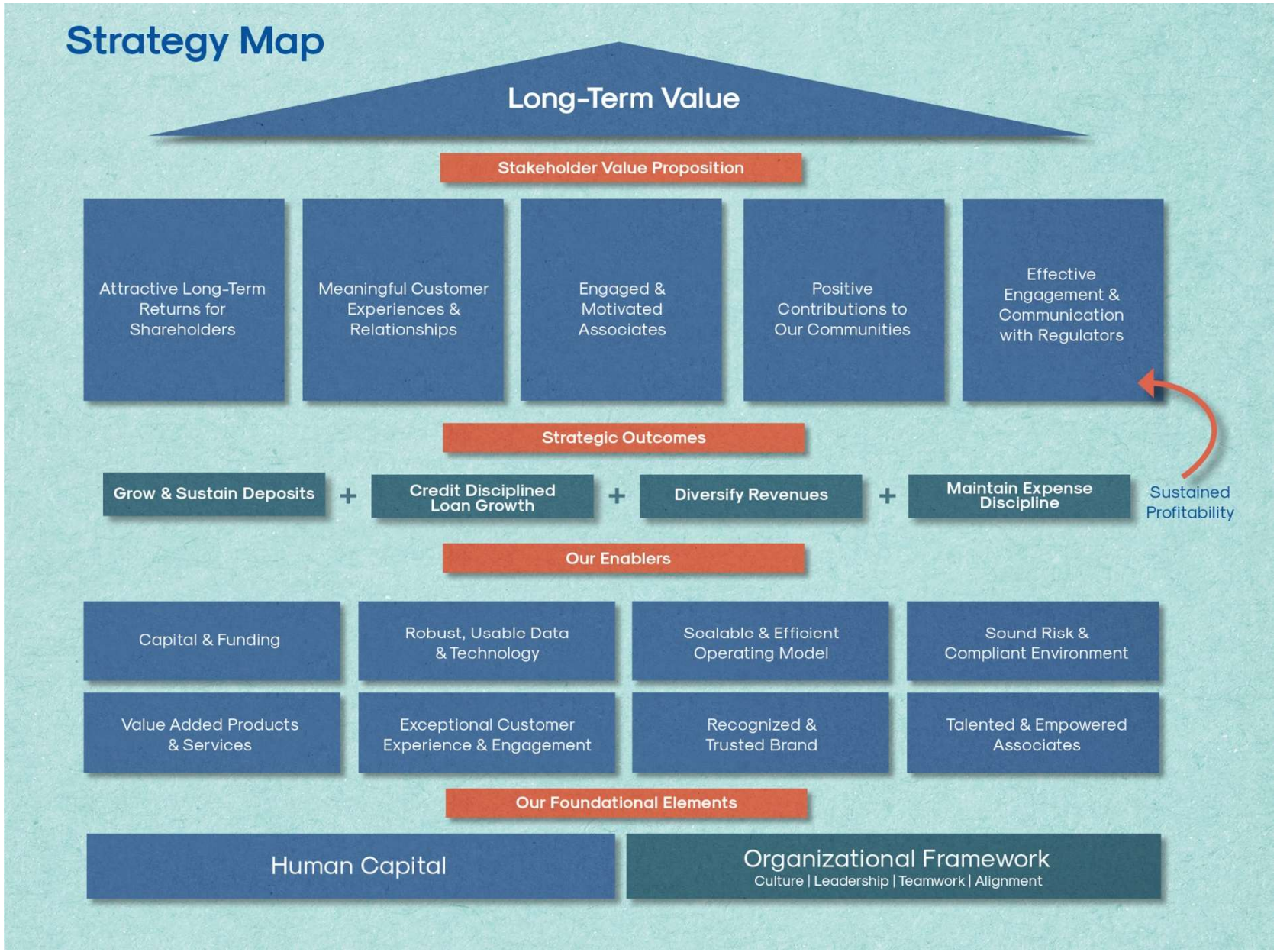
Five Star Experience: Defining a Strong Culture to Power Employee and Customer Engagement



Successfully Executing Our Strategy

Our Promise: We Put Our Customers' Financial Well-Being at the Heart of Everything We Do

- **Maximize Community Bank Model Opportunities**
  - Offering responsive personal service, local leadership and local decision-making
  - Leverage Five Star Bank brand to expand in the larger markets of Buffalo and Rochester
  - Opportunistically acquire strategic talent throughout the organization to support growth
- **Generate Above-Peer-Average Growth / Results**
  - Targeting mid-single digit loan growth
  - Sustain disciplined credit culture
  - Continue to manage both sides of the balance sheet to fund loan growth
  - Drive continued improvement in ROAA and ROAE
  - Targeting efficiency ratio in the top one-third of peers
  - Provide dividend growth
- **Increase Fee-Based Revenue to Diversify Our Revenue Streams**
  - Enhance fee revenue from subsidiaries
  - Maximize synergies between bank, insurance and wealth management platforms


Strategy Map
Long-Term Value
Stakeholder Value Proposition
Attractive Long-Term Returns for Shareholders
Meaningful Customer Experiences & Relationships
Engaged & Motivated Associates
Positive Contributions to Our Communities
Effective Engagement & Communication with Regulators
Strategic Outcomes
Grow & Sustain Deposits
+
Credit Disciplined Loan Growth
+
Diversify Revenues
+
Maintain Expense Discipline
Sustained Profitability
Our Enablers
Capital & Funding
Robust, Usable Data & Technology
Scalable & Efficient Operating Model
Sound Risk & Compliant Environment
Value Added Products & Services
Exceptional Customer Experience & Engagement
Recognized & Trusted Brand
Talented & Empowered Associates
Our Foundational Elements
Human Capital
Organizational Framework
Culture | Leadership | Teamwork | Alignment

Non-GAAP Reconciliation

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.

	Year ended			
($ in thousands, except per share data)	2017	2018	2019	2020
Computation of ending tangible common equity:				
Common shareholders' equity	$ 363,848	$ 378,965	$ 421,619	$ 451,035
Less: Goodwill and other intangible assets, net	74,703	76,173	74,923	73,789
Tangible common equity	289,145	302,792	346,696	377,246
Computation of ending tangible assets:				
Total assets	$ 4,105,210	$ 4,311,698	$ 4,384,178	$ 4,912,306
Less: Goodwill and other intangible assets, net	74,703	76,173	74,923	73,789
Tangible assets	4,030,507	4,235,525	4,309,255	4,838,517
Tangible common equity to tangible assets[1]	7.17%	7.15%	8.05%	7.80%
Common shares outstanding	15,925	15,929	16,003	16,042
Tangible common book value per share[2]	$ 18.16	$ 19.01	$ 21.66	$ 23.52
Computation of average tangible common equity:				
Average common equity	$ 331,184	$ 371,023	$ 403,689	$ 433,908
Less: Average goodwill and other intangible assets, net	74,818	76,990	75,557	74,364
Average tangible common equity	256,366	294,033	328,132	359,544
Computation of average tangible assets:				
Average assets	$ 3,896,071	$ 4,171,972	$ 4,285,825	$ 4,693,225
Less: Average goodwill and other intangible assets, net	74,818	76,990	75,557	74,364
Average tangible assets	3,821,253	4,094,982	4,210,268	4,618,861
Net income available to common shareholders	32,064	38,065	47,401	36,871
Return on average tangible common equity[3]	12.51%	12.95%	14.45%	10.25%
Pre-tax pre-provision income:				
Net income	$ 33,526	$ 39,526	$ 48,862	$ 38,332
Add: Income tax expense	9,945	10,006	10,559	7,391
Add: Provision for loan losses	13,361	8,934	8,044	27,184
Pre-tax pre-provision income	56,832	58,466	67,465	72,907

Source: Company filings.
(1) Tangible common equity divided by tangible assets.
(2) Tangible common equity divided by common shares outstanding.
(3) Net income available to common shareholders (annualized) divided by average tangible common equity.

Non-GAAP Reconciliation

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.

	Quarter ended				TTM ended
($ in thousands, except per share data)	9/30/2016	3/31/2020	12/31/2020	3/31/2021	3/31/2021
Computation of ending tangible common equity:					
Common shareholders' equity	$308,931	$ 422,065	$ 451,035	$ 448,962	$ 448,962
Less: Goodwill and other intangible assets, net	75,943	74,629	73,789	74,528	74,528
Tangible common equity	232,988	347,436	377,246	374,434	374,434
Computation of ending tangible assets:					
Total assets	$3,687,365	$ 4,471,768	$ 4,912,306	$ 5,329,056	$ 5,329,056
Less: Goodwill and other intangible assets, net	75,943	74,629	73,789	74,528	74,528
Tangible assets	3,611,422	4,397,139	4,838,517	5,254,528	5,254,528
Tangible common equity to tangible assets[1]	6.45%	7.90%	7.80%	7.13%	7.13%
Common shares outstanding	14,528	16,020	16,042	15,829	15,829
Tangible common book value per share[2]	$16.04	$ 21.69	$ 23.52	$ 23.66	$ 23.66
Computation of average tangible common equity:					
Average common equity	$308,524	$ 423,888	$ 445,515	$ 451,311	$ 440,698
Less: Average goodwill and other intangible assets, net	76,116	74,797	73,942	74,214	74,219
Average tangible common equity	232,408	349,091	371,573	377,097	366,479
Computation of average tangible assets:					
Average assets	$3,593,672	$ 4,376,125	$ 4,992,886	$ 5,045,180	$ 4,859,066
Less: Average goodwill and other intangible assets, net	76,116	74,797	73,942	74,214	74,219
Average tangible assets	3,517,556	4,301,328	4,918,944	4,970,966	4,784,847
Net income available to common shareholders	8,103	762	13,435	20,345	56,454
Return on average tangible common equity[3]	13.87%	0.88%	14.38%	21.88%	15.40%
Pre-tax pre-provision income:					
Net income		$ 1,127	$ 13,800	$ 20,710	
Add: Income tax expense		322	1,688	5,347	
Add: Provision (benefit) for credit losses		13,915	5,495	(1,981)	
Pre-tax pre-provision income		$ 15,364	$ 20,983	$ 24,076	

Source: Company filings.

(1) Tangible common equity divided by tangible assets.

(2) Tangible common equity divided by common shares outstanding.

(3) Net income available to common shareholders (annualized) divided by average tangible common equity.