



**FARMERS &
MERCHANTS**
BANCORP, INC.

2025 Third Quarter Investor Presentation

NASDAQ: FMAO



Forward Looking Statement

Statements contained in any portion of the Company's annual meeting may be forward-looking statements, as that term is defined in the private securities litigation reform act of 1995. Forward-looking statements may be identified by the use of such words as "intend," "believe," "expect," "anticipate," "should," "planned," "estimated," and "potential." Such forward-looking statements are based on current expectations but may differ materially from those currently anticipated due to a number of factors, which include, but are not limited to, factors discussed in documents filed by the Company with the Securities and Exchange Commission from time to time. Other factors which could have a material adverse effect on the operations of the Company and its subsidiaries which include, but are not limited to, changes in interest rates, general economic conditions, legislative and regulator changes, monetary and fiscal policies of the U.S. Government, including policies of the U.S. Treasury and the Federal Reserve Board, the quality and composition of the loan or investment portfolios, demand for loan products, deposit flows, competition, demand for financial services in the bank's market area, changes in relevant accounting principles and guidelines and other factors over which management has no control. The forward-looking statements are made as of the date of this meeting, and the Company assumes no obligation to update the forward-looking statements or to update the reasons why actual results could differ from those projected in the forward-looking statements.





F&M BANK

VISION

Community vested to help people realize their best lives.

MISSION

We nurture lasting relationships.



About F&M

- Farmers & Merchants Bancorp, Inc. is the holding company of F&M Bank, a local independent community bank that has been serving its communities since 1897
- Top 100 Farm Lending Bank and Top 200 Publicly Traded Community Bank, according to American Banker
- Twice named Top 50 Social Media Banks by ICBA
- Longstanding history of strong asset quality, robust net income growth, and 30 consecutive years of higher annual dividends
- 2019 – 2024 Highlights
 - Total assets grew at a 15.9% CAGR
 - Net income grew at an 7.1% CAGR
 - Four successful acquisitions



★ F&M is headquartered in Archbold, Ohio

Full service independent community bank, with offices serving customers in Northwest Ohio, Northeast Indiana, and Southern Michigan, along the corridors of Interstates 69, 80/90 and 75

In 2023, F&M opened a total of four new bank offices in new markets including Oxford, OH and Birmingham MI, as well as expanding their presence by adding a new regional office in downtown Fort Wayne.

Compelling Opportunities Across Strong Markets



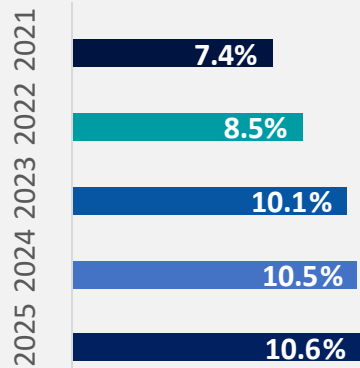
F&M Market Highlights	Ohio	Indiana
Offices	25	13
Population ⁽¹⁾	778,859	541,877
Total Businesses ⁽²⁾	56,045	41,494
Agricultural Land ⁽²⁾	1.5 mil. acres	1.2 mil. Acres
Farms ⁽²⁾	5,756	5,939
Avg. Median Household Income ⁽¹⁾	\$57,925	\$54,826

⁽¹⁾ According to U.S. Census Bureau
⁽²⁾ According to USDA

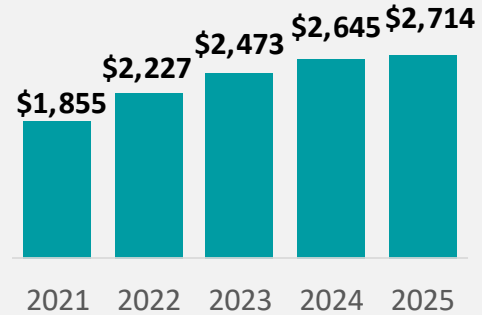


Leading Market Share (data from FDIC June 2025 Market Share Report)

F&M Total Market Share ⁽¹⁾



Total Deposit Growth



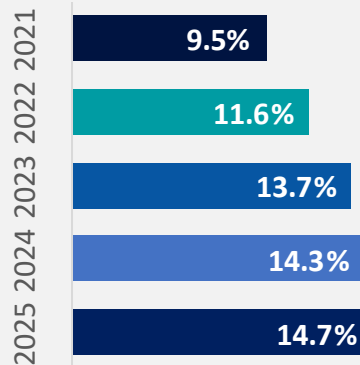
#1

Market share in 13 communities of our 38 retail locations⁽²⁾

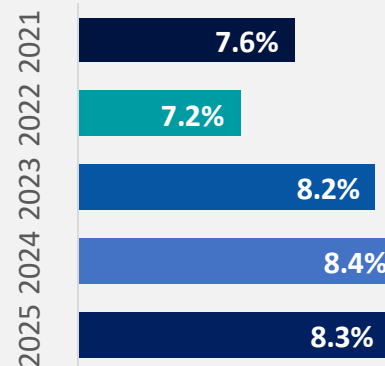
46%

F&M's total deposits have increased 46.3%, or by \$859 million from 2021 to 2025

Ohio Market Share ⁽¹⁾



Indiana Market Share ⁽¹⁾



48%

Deposits within F&M's Ohio markets have increased 48.1%, or by \$638 million from 2021 to 2025

31%

Deposits within F&M's Indiana markets have increased 31.3%, or by \$165 million from 2021 to 2025

⁽¹⁾ Market share data based on zip codes of all F&M offices

⁽²⁾ Retail location count includes the Troy office opened August 2025

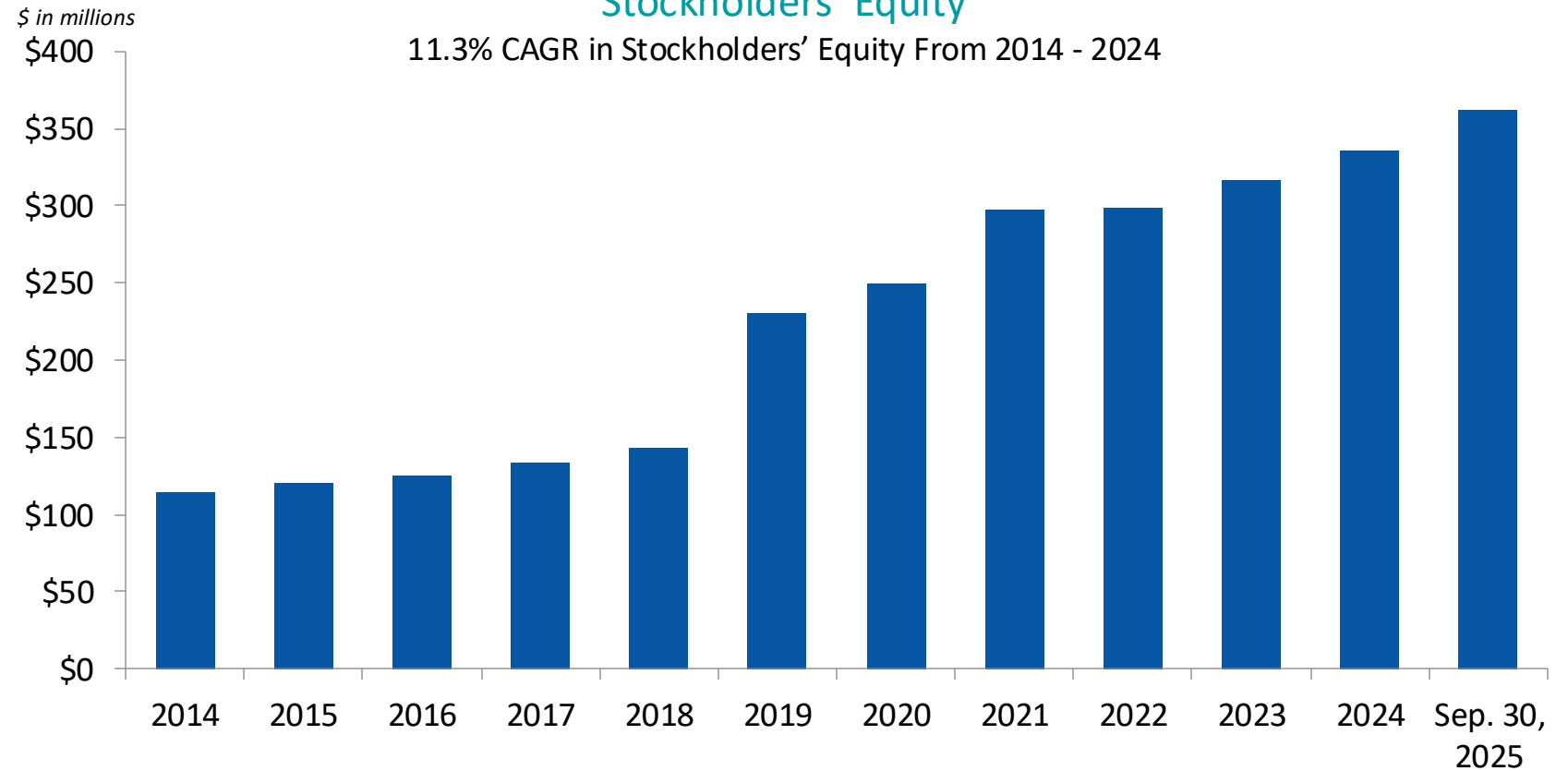


Proven earnings model supported by geographic expansion, strong loan growth and pricing, controlled operating expenses, accretive acquisitions, and the contribution of noninterest income.

Profitable Financial Model

Stockholders' Equity

11.3% CAGR in Stockholders' Equity From 2014 - 2024



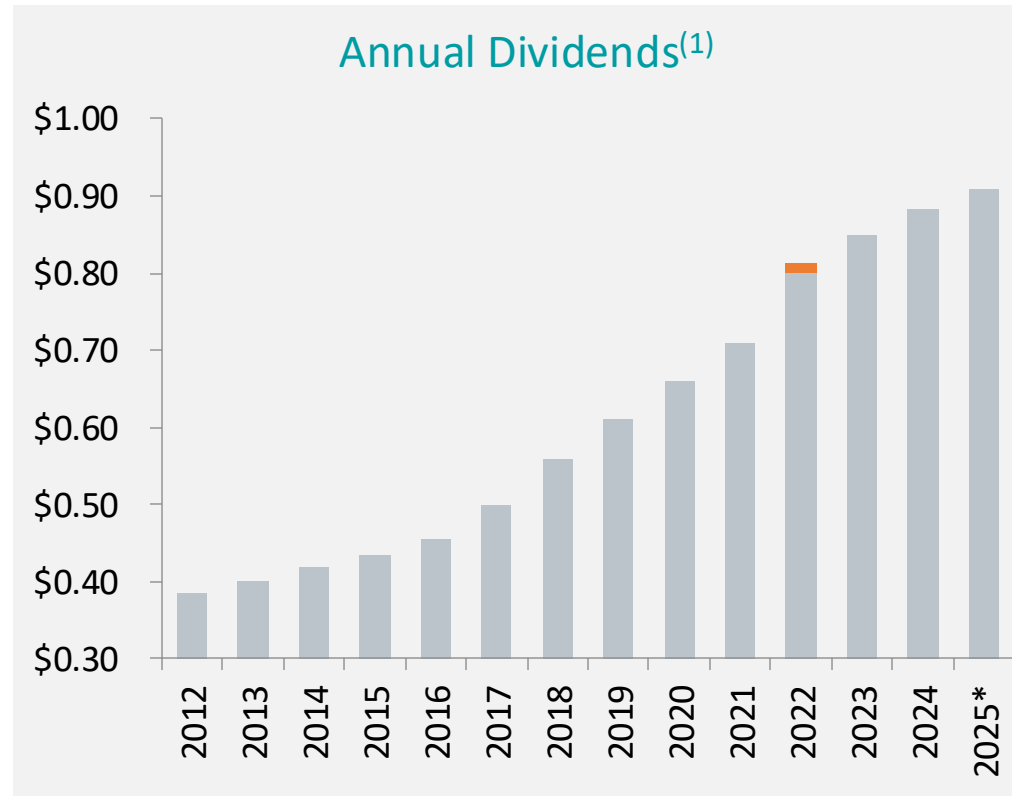
On September 30, 2025, F&M's Board of Directors declared a cash dividend of \$0.2275 per share.

On an annualized basis, F&M's dividend per share has increased from \$0.89 in 2024 to \$0.91 in 2025.

F&M is committed to returning capital to shareholders and has increased the annual cash dividend for 31 consecutive years.

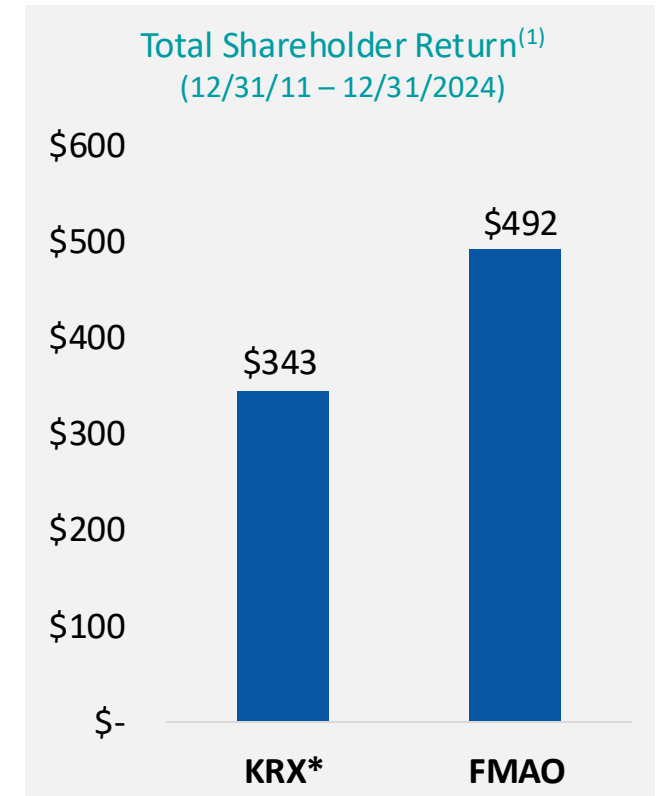
F&M has one of the longest track records of consecutive dividend increases out of all bank stocks.

Legacy of Value Creation



⁽¹⁾ 2022 Included a \$0.0125 special cash dividend

^(*) Annualized



⁽¹⁾ According to Bloomberg and based on \$100 initial investment

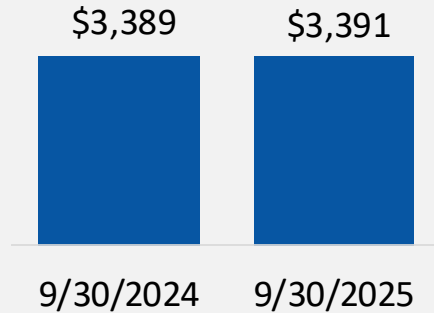
^(*) KBW Regional Banking Index



Financial Highlights

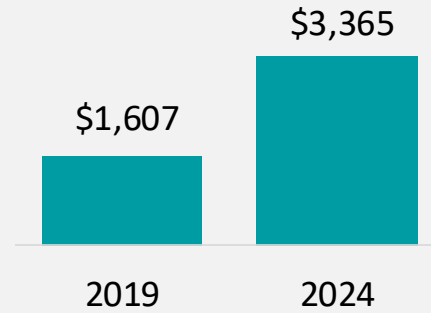
Total Assets (\$ in millions)

YoY Growth: 0.0%



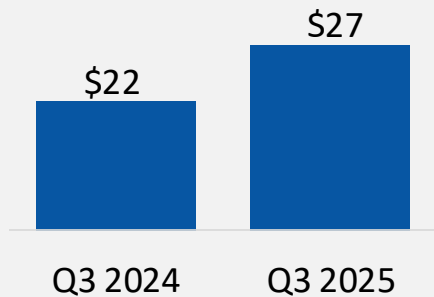
5-Year Growth

CAGR: 15.9%



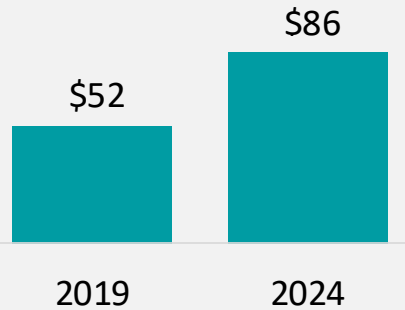
Net Interest Income –

After Provision for Credit Losses
(\$ in millions)



5-Year Growth

CAGR: 10.3%



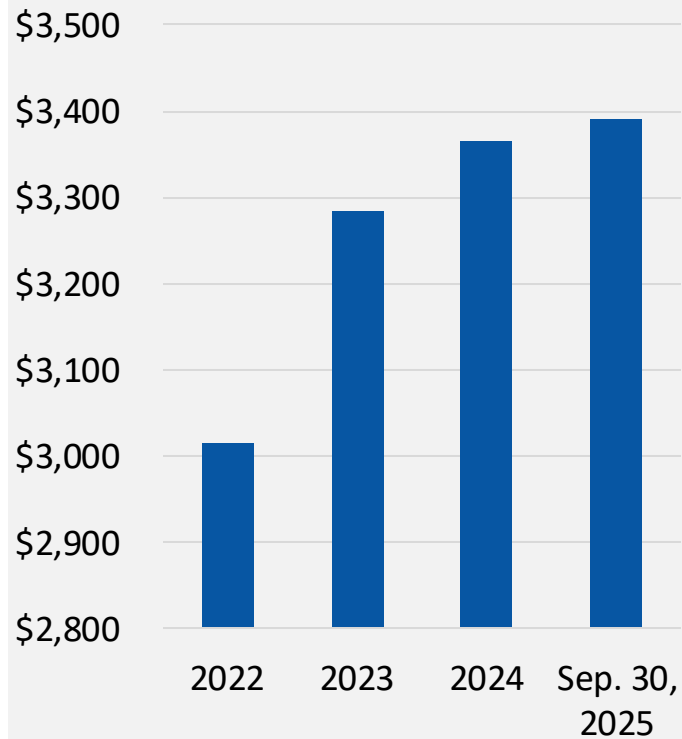
- Total loans, net at September 30, 2025, increased 4.9%, or by \$123.0 million to \$2.66 billion year-over-year, driven primarily by higher commercial real estate, commercial and industrial, agricultural real estate and agricultural loans, partially offset primarily by lower consumer real estate, and consumer loans
- Compared to the quarter ended December 31, 2024, total loans, net at September 30, 2025, increased by 3.8% or \$97.5 million

- Throughout the first nine months of 2025 F&M made progress enhancing profitability, controlling growth, driving innovation, and achieving greater operational efficiency.
- For the 2025 third quarter, net interest income after provision for credit losses increased 23.4% year-over-year to \$26.6 million.



Executing our Strategic Plan

Total Assets
(\$ in millions)



Leveraging Investments and Optimizing Platform

- New offices opened in 2023 in Fort Wayne, IN, Birmingham, MI, Toledo, OH and Oxford, OH added \$53.9 million of new deposits and \$80.5 million in new loans during 2024
- Optimizing key vendor agreements during 2024
- Continue to make strategic investments to expand operations, capabilities, and team

Continual Talent Development

- Adding proven bankers from outside of the organization
- Investing in training
- Structured leadership development programs

Actively Pursue Accretive Acquisitions

- Four successful bank acquisitions closed since 2019
- Completed an asset purchase of investment advisor in 2020

Improve Market Share, Customer Acquisition and Retention

- At September 30, 2025, deposits increased 2.5% YoY to \$2.75 billion
- One of the largest banks based on deposits in F&M's Ohio and Indiana markets combined

Accelerate Digital Transformation and Growth

- 2024 growth across multiple KPIs including: a 27.26% increase in mobile customers, a 13.92% increase in ACH originators, and an 8.39% increase in RDC customers

Diversify Revenue by Increasing Noninterest Income Streams

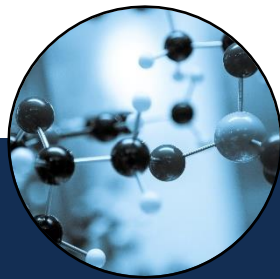
- Added Treasury Management products
- Renegotiated card rails fee contract
- More emphasis and use of SWAPs



After successfully completing its prior strategic plan and growing assets to over \$3 billion, in 2022 F&M developed a new three-year plan to guide the next phase of F&M's evolution.

Growth Oriented Strategy

F&M is following a new 3-year strategic plan focused on growing earnings and creating value for its shareholders



**Invest in
Infrastructure
and Capabilities
to Support
Expansion**



**Pursue
Purposeful M&A
Strategy**



**Increase Market
Share and
Improve Core
Funding Strategy**



**Accelerate Digital
Transformation
and Growth**



**Diversify Revenue
by Increasing
Noninterest
Income Streams**



Deploying Digital Strategies for Future Growth



Improve the
Customer
Experience



Leverage
Modern
Technologies



Upgrade
Systems and
Processes

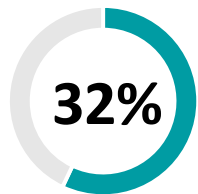


Reskill
Workforce

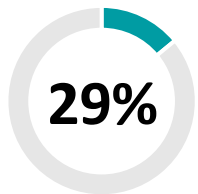


Align
Leadership and
Culture

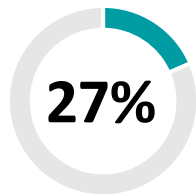
2024 Digital Engagement Growth



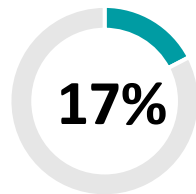
Increase in
Positive Pay
Customers



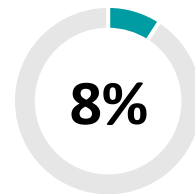
Increase in
Digital Wallet
Cards Enrolled



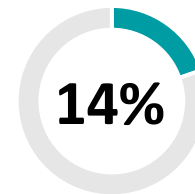
Increase in
Mobile App
Customers



Increase in
Treasury
Customers



Increase in
RDC Customers



Increase in
ACH Originators



Committed and Highly Experienced Leadership Team

Lars B. Eller

President, Chief Executive Officer & Director



Eller joined F&M in September 2018. He has more than 30 years of banking experience, which includes positions at PNC Bank, Royal Bank of America, and TD Bank.

Barbara J. Britenriker
EVP & Chief Financial Officer



Britenriker has been with F&M for 40 years, beginning in the new accounts department and progressing through operations to become the Comptroller and then the CFO.

Timothy Carsey

SVP & Chief Administrative Officer



Mr. Carsey joined F&M in 2022 as VP Senior Operations Manager and has over 31 years of banking experience.

Kevin Becker

SVP & Chief Credit Officer



Becker joined F&M in 2015 and was promoted to SVP & Chief Credit Officer in 2024.

Shalini Singhal

SVP & Chief Information Officer



Singhal joined the Bank in 2020 and has over 20 years of information technology and banking experience. Ms. Singhal is also responsible for F&M's M&A integrations.

Katrina DeGross

SVP & Chief Accounting Officer



DeGross joined F&M in 2016 as Comptroller. In 2019, she was promoted to SVP/Chief Financial Officer for the Bank. Katrina has almost 30 years of finance experience.

Amy L. Cover

SVP & Chief Marketing Officer



Cover joined the Bank in 2009 as the Marketing Assistant and was promoted to Vice President/Marketing Manager and joined the executive team in 2019. Amy was promoted to the bank's CMO in 2022.

David Gerken

EVP & Chief Lending Officer



Gerken joined the Bank in 2016 and was promoted in 2020 to his current position. Mr. Gerken has over 27 years of commercial banking experience.

Andy Baker

SVP, Chief Strategy Officer & Regional President for Indiana



Baker joined F&M in 2022 and was promoted to CSO in 2025. He has over 27 years of banking experience and manages F&M's northern Indiana market, as well as chairing the Strategic Governance Committee.

Eric Faust

EVP & Chief Risk Officer



Faust joined F&M in 2022 and has held multiple roles within the banking, compliance, and regulatory industries. Mr. Faust was also a former regulatory examiner.

Taryn Marino

SVP & Chief Retail Banking Officer



Marino joined F&M in 2014, has held multiple roles, and was most recently promoted to CRBO in 2025. She has over 19 years of banking experience.

Carly Buchanan

SVP & Chief People Officer



Buchanan joined F&M in 2025 and brings over a decade of retail banking and operational efficiency experience. She leads and manages F&M's HR Department.

Peter Schork

SVP & Regional President



Schork joined F&M in 2025 and brings over 25 years of banking and financial experience. He is responsible for overseeing F&M's presence in the Toledo, OH and MI markets

Doug Shaw

SVP & Regional President



Shaw joined F&M in 2013 and is responsible for F&M's Southern Ohio region. Prior to his current role, Shaw has held various commercial banking positions during his tenure at F&M.



F&M Bank Leadership Development Approach



Structured Resources



Proven Board of Directors

Kevin J. Sauder
Chairman



Chairman of the Board as of July 18, 2025. Previously served as Chief Executive Officer and President of Sauder Woodworking Company

Andrew J. Briggs
Director



Previously served as Chairman of the board until July 18, 2025. Former Chairman of Limberlost Bancshares, Inc and President of its wholly-owned subsidiary Bank of Geneva.

Dr. Marcia S. Latta
Director



Previously served as Vice President for Advancement at The University of Findlay

Frank R. Simon
Director



Founding and Managing Member of Simon PLC Attorneys & Counselors

David P. Vernon
Director



Owner, Licensed Funeral Director & Embalmer Vernon Family Funeral Homes

Ahmed Alomari
Director



Executive Vice President for Buchanan Technologies

Lars B. Eller
Director



President and CEO of the Company and The Farmers & Merchants State Bank

Lori A. Johnston
Director



Executive Vice President at Medical Mutual

Steven J. Planson
Director



President at Planson Farms, Inc.

Kevin Frey
Director



Vice President of Frey & Sons, Inc.

Ian D. Boyce
Director



Founding member and managing partner of Dickmeyer Boyce Financial Management, a financial planning and wealth management firm based in Fort Wayne.

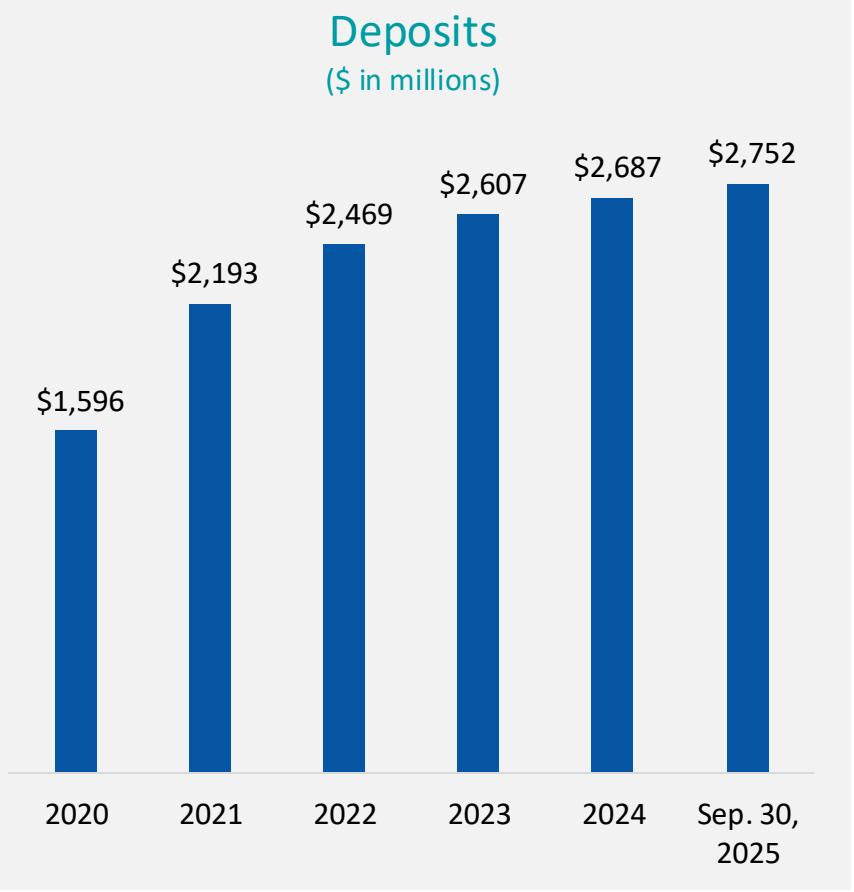
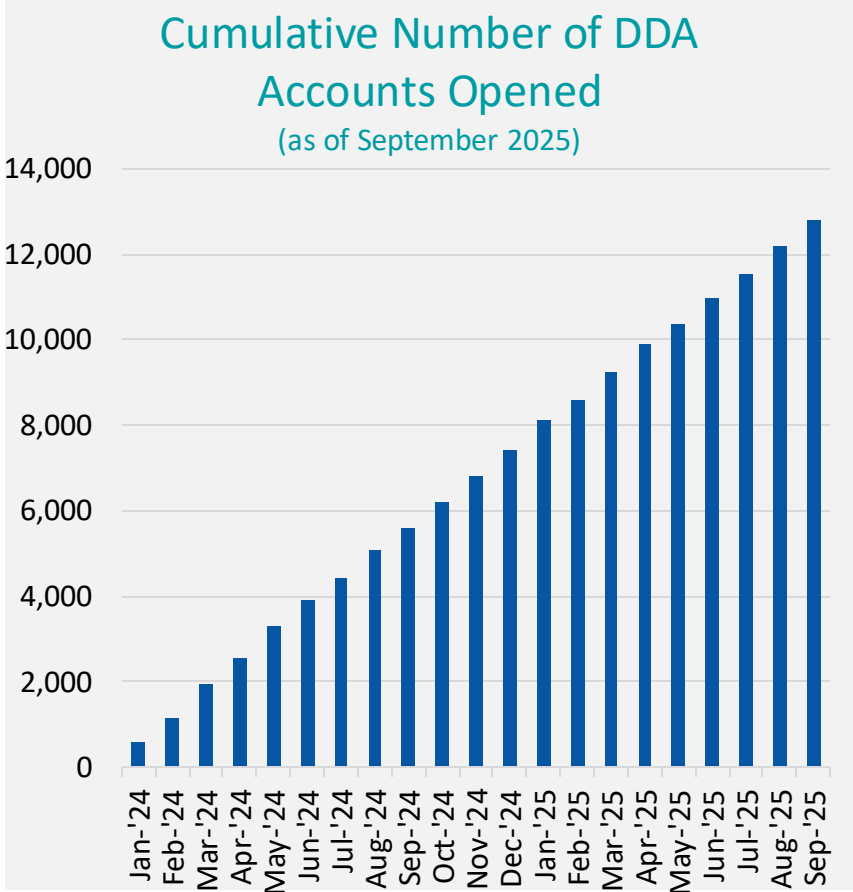


Track Record of Deposit Growth

From 2019 – 2024, total deposits increased at a 15.8% CAGR

Growing new demand deposit accounts (“DDA”) is an important near-term initiative

Since the beginning of 2024, we added over 12,700 new checking accounts, and benefited from new and expanded relationships at offices that were opened in 2023



Liquidity and Capital Position at September 30, 2025

\$713 million

Contingent Liability
Availability

\$539.8 million

Total Cash, Cash
Equivalents and
Securities Available
for Sale

12.99%

Total Risk-Based
Capital

3.5%

Cash-to-Assets
Ratio

12.7%

Uninsured Deposits /
Total Deposits

8.74%

Tier 1 leverage
Ratio

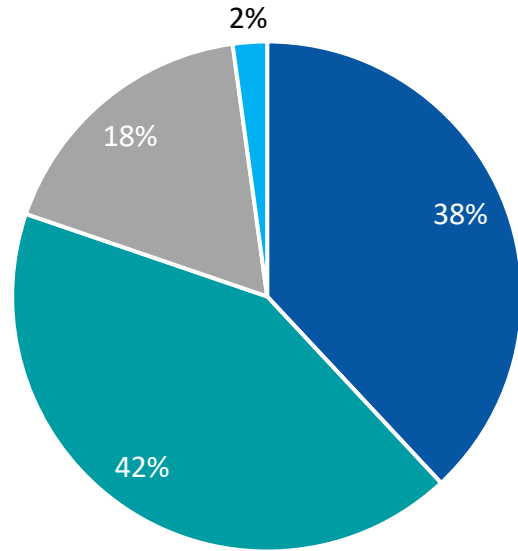


CRE Overview at September 30, 2025

- CRE was 51.0% of total loan portfolio
- Zero non-recourse office CRE
- 89% of office CRE is in suburbs
- 59% average hotel LTV
- 100% of hotel loans have full recourse guarantees
- 1.25% allowance for credit losses (ACL) on CRE alone

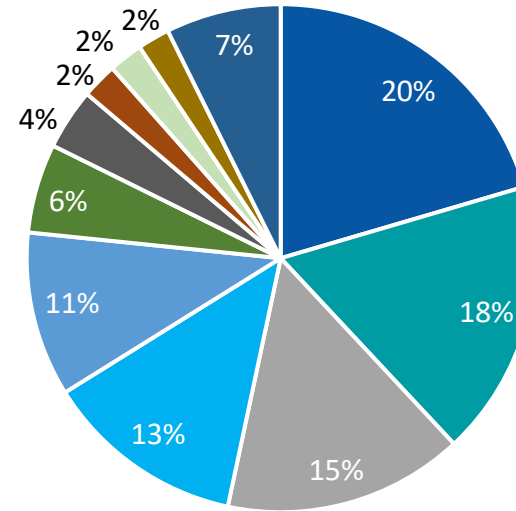
CRE Dashboard at September 30, 2025

CRE Breakdown



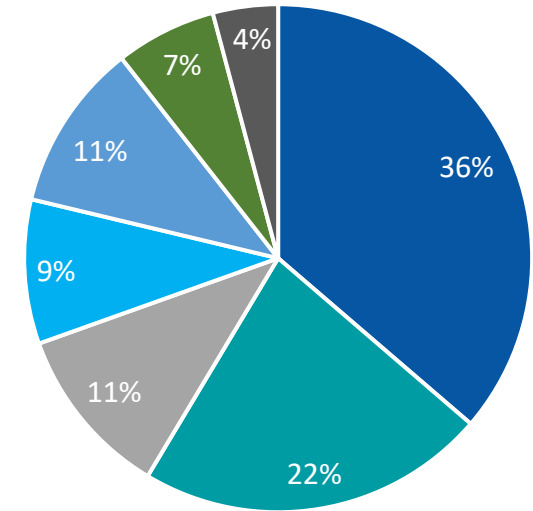
- Non-owner
- Multi-family
- Owner
- Land & Development

CRE Categories



- Industrial
- Retail
- Office
- Food Service
- Development
- Other
- Multi-family
- Hotels
- Gas Stations
- Senior Living
- Auto Dealers

CRE Locations



- Southeast Michigan
- Fort Wayne, IN
- Other
- Dayton/Cincinnati, OH
- Northwest Ohio
- Columbus, OH
- Greater Indianapolis, IN

* Numbers have been rounded



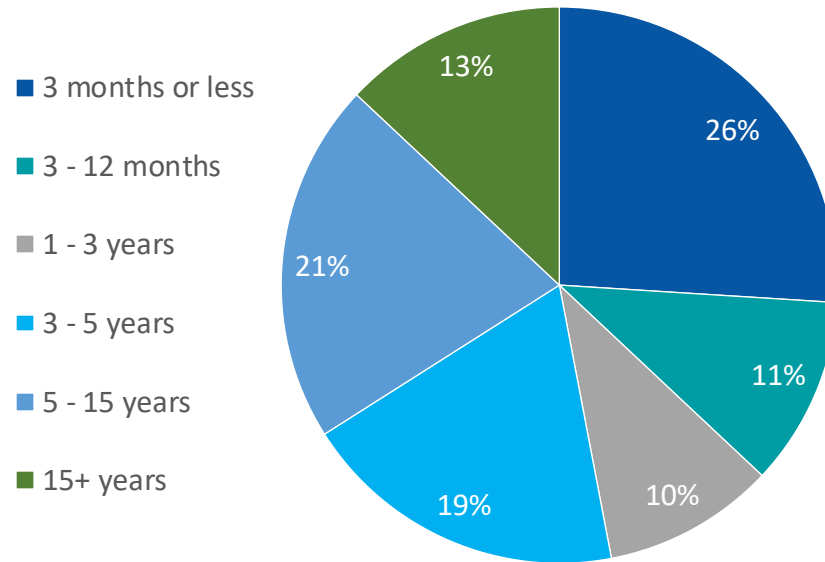
Compelling Variable Loan Mix

F&M has proactively balanced the amount of fixed vs. variable loans on its balance sheet.

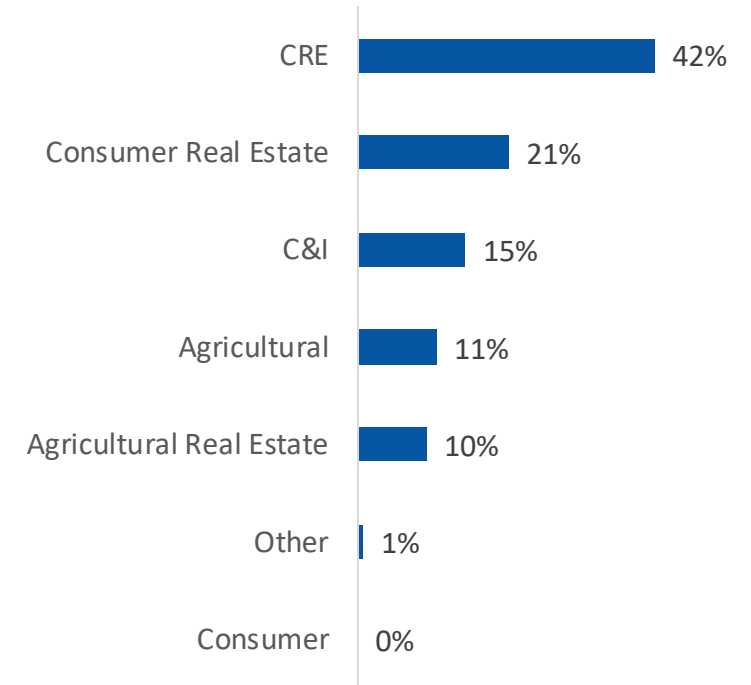
At September 30, 2025, approximately 37% of F&M's loan portfolio is subject to reprice in the next 12 months, which is expected to benefit the yield on earnings assets, profitability, and liquidity in the coming quarters.

Fixed vs. Variable Loan Mix at September 30, 2025

Loan Maturity and Repricing as a % of Total Loan Portfolio



Variable Loans by Product Category



Strong Allowance Combined with Robust Asset Quality

Credit Quality Highlights

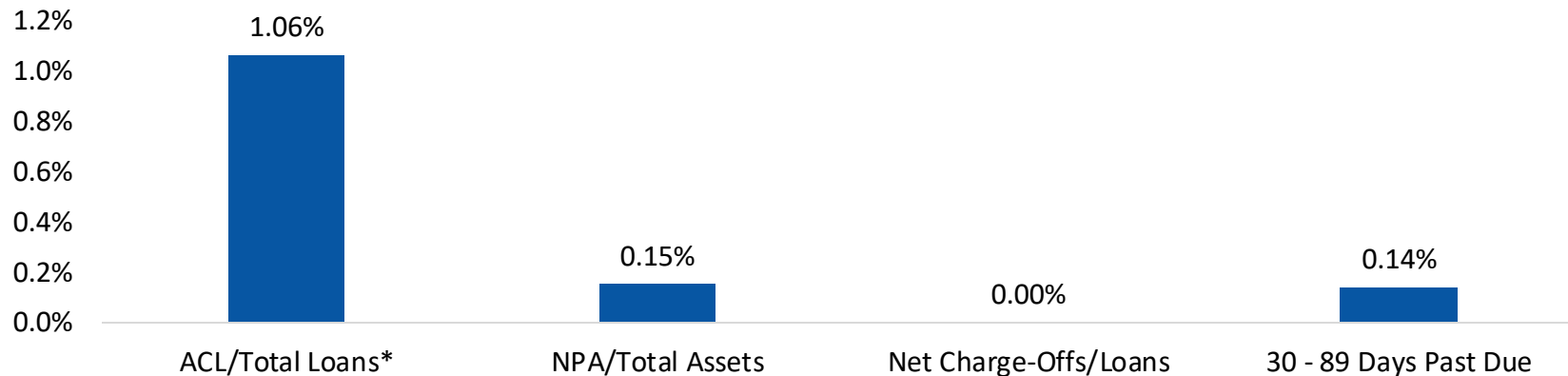
- Portfolio risk mitigated through diversification and standardization of lending policies and procedures
- The Bank does not have a program to fund sub-prime loans
- F&M's practice has been to avoid unproven credit products
- Secured loans are subject to loan-to-value requirements based on collateral types

Great Financial Crisis and Pandemic

- During the pandemic, F&M did not grant any full payment deferrals, and only granted interest deferrals within its hotel portfolio
- During the Great Financial Crisis, F&M did not accept TARP despite multiple offers
- After the Great Financial Crisis, annual net charge-offs peaked at 1.02% in 2010

F&M has Excellent Credit Quality

(at September 30, 2025)



* Allowance for credit losses includes accretible yield adjustment



Supporting Our Communities

PPP Lending

- F&M funded in a two-year period \$142.3 million in PPP loans, including \$53.8 million in 2021
- PPP Lending by F&M is estimated to have impacted more than 18,000 jobs in our communities

Community Involvement

- Provided \$511,525 of charitable donations to support organizations throughout Ohio, Indiana and Michigan in 2024.
- F&M's annual Wauseon and Fort Wayne golf outings raised record amounts in 2024
- F&M team members are encouraged to volunteer at organizations across F&M's markets

Supporting Agricultural Customers

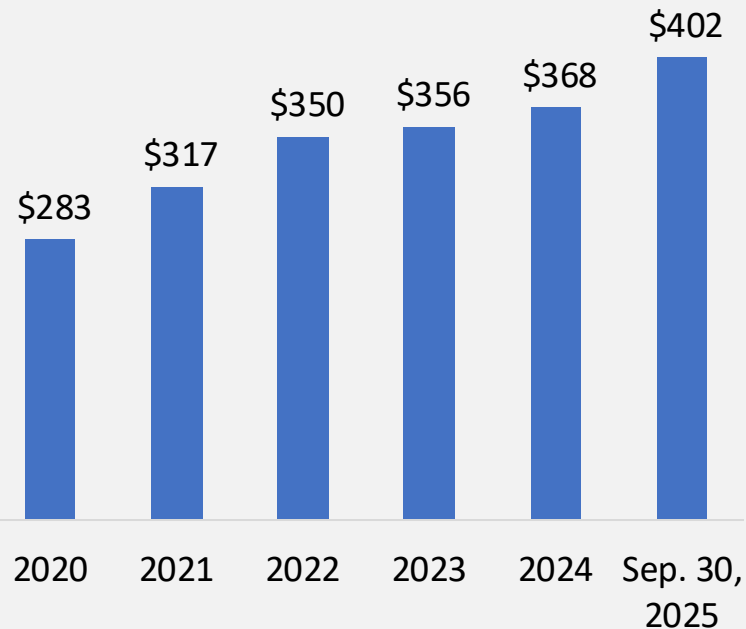
- Each year, F&M provides lunches to more than 50 grain elevators in our communities during Fall Harvest season



Agriculture Supports Business and Market Diversity

Total Agriculture Loans

Includes both agricultural and agricultural real estate loans
(\$ in millions)



Diversifies portfolio and historically inverse cycle with commercial loan performance

- Concentrated in three Midwest states to leverage soil quality

~40% of all F&M Ag real estate lending is sold on the secondary market

- Significant fee income driver
- Provides long term fixed interest rate options for Ag customer with minimal interest rate risk to F&M

F&M's Ag lenders average ~20 years in business

- F&M has focused on Ag lending since 1897
- Every lender has Ag background or operates their own farm

Farmers perform well with low delinquencies

- Minimal historical net charge offs
- Q3 2025 average Ag delinquency = 0.28%

Crop insurance reduces risk

- +95% of crop production portfolio has insurance

Majority of Ag portfolio secured by real estate

- ~50% average LTV on real estate loans to cash grain / row crop borrowers
- ~60% average LTV of support activities for animal production

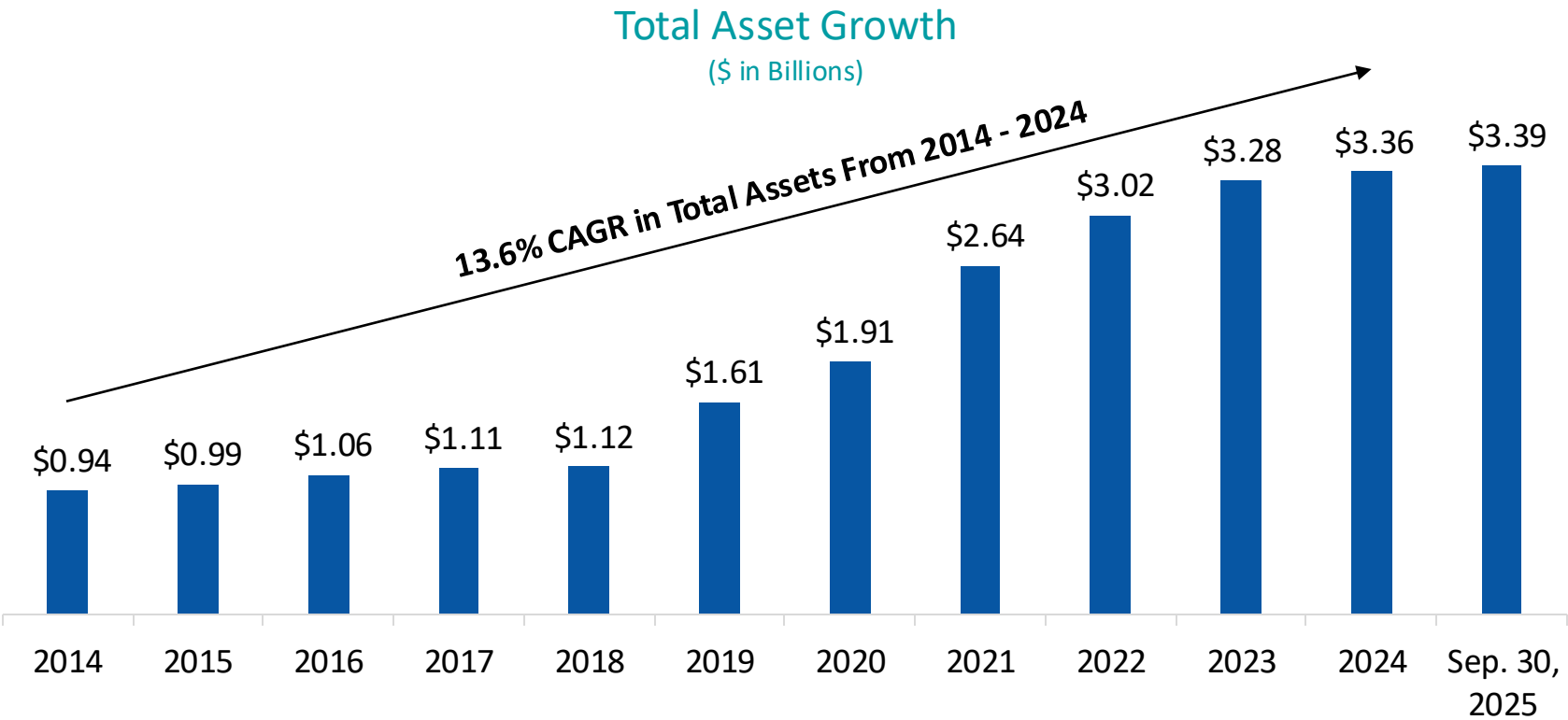
General Ag diversity

- Ag portfolio diversified between producers and Agri businesses
- Typical Ag customer has diversified business model



Consistent M&A Strategy Paired with Organic Growth

<p><u>Acquisition</u></p>  <p>June 2022 \$133 Million in Assets</p>	<p><u>Acquisition</u></p>  <p>October 2021 \$395 Million in Assets</p>
<p><u>Acquisition</u></p>  <p>April 2021 \$130 Million in Assets</p>	<p><u>Asset Purchase</u></p>  <p>December 2020 \$83 Million in Assets</p>
<p><u>Acquisition</u></p>  <p>January 2019 \$290 Million in Assets</p>	



2025 Priorities



Enhance Profitability

- Leverage prior year investments
- Accelerate new office productivity
- Benefits of loan repricing

Control Growth

- Focus on growing low-cost deposits
- Prudent underwriting and risk management to drive controlled loan growth

Continually Innovate

- Enhance customer experience with new account opening software
- Utilize new automated and digital solutions
- Pursue new products
- Optimize checking lineup

Operational Efficiency

- Optimize loan processes
- Upgrade online account opening experience
- Execute shared services model
- Create data governance function

