



**FARMERS &  
MERCHANTS**  
BANCORP, INC.

## 2025 Fourth 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 31 consecutive years of higher annual dividends
- 2020 – 2025 Highlights
  - Total assets grew at a 12.5% CAGR
  - Net income grew at an 10.6% 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



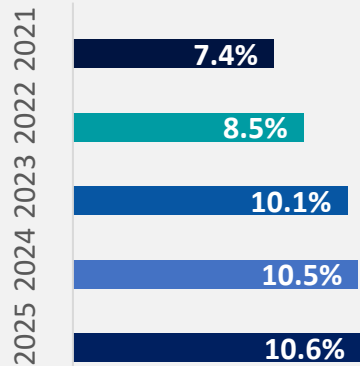
F&M Market Highlights	Ohio	Indiana
Offices	25	13
Population <sup>(1)</sup>	778,859	541,877
Total Businesses <sup>(2)</sup>	56,045	41,494
Agricultural Land <sup>(2)</sup>	1.5 mil. acres	1.2 mil. Acres
Farms <sup>(2)</sup>	5,756	5,939
Avg. Median Household Income <sup>(1)</sup>	\$57,925	\$54,826

<sup>(1)</sup> According to U.S. Census Bureau  
<sup>(2)</sup> According to USDA

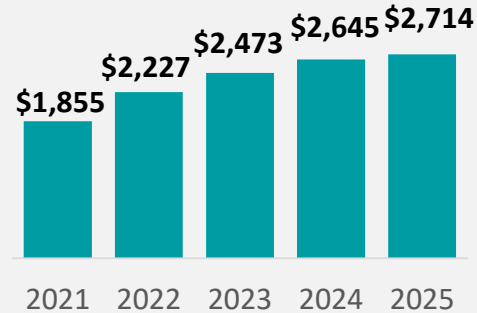


# Leading Market Share (data from FDIC June 2025 Market Share Report)

**F&M Total Market Share <sup>(1)</sup>**



**Total Deposit Growth**



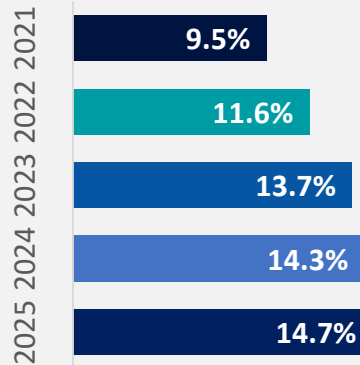
**#1**

Market share in 13 communities of our 38 retail locations<sup>(2)</sup>

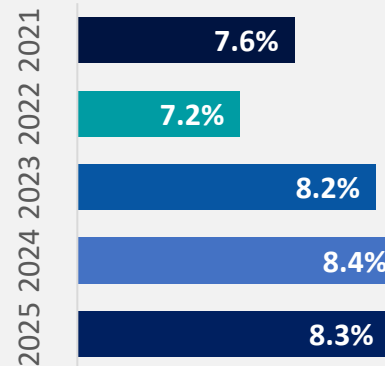
**46%**

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

**Ohio Market Share <sup>(1)</sup>**



**Indiana Market Share <sup>(1)</sup>**



**48%**

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

**31%**

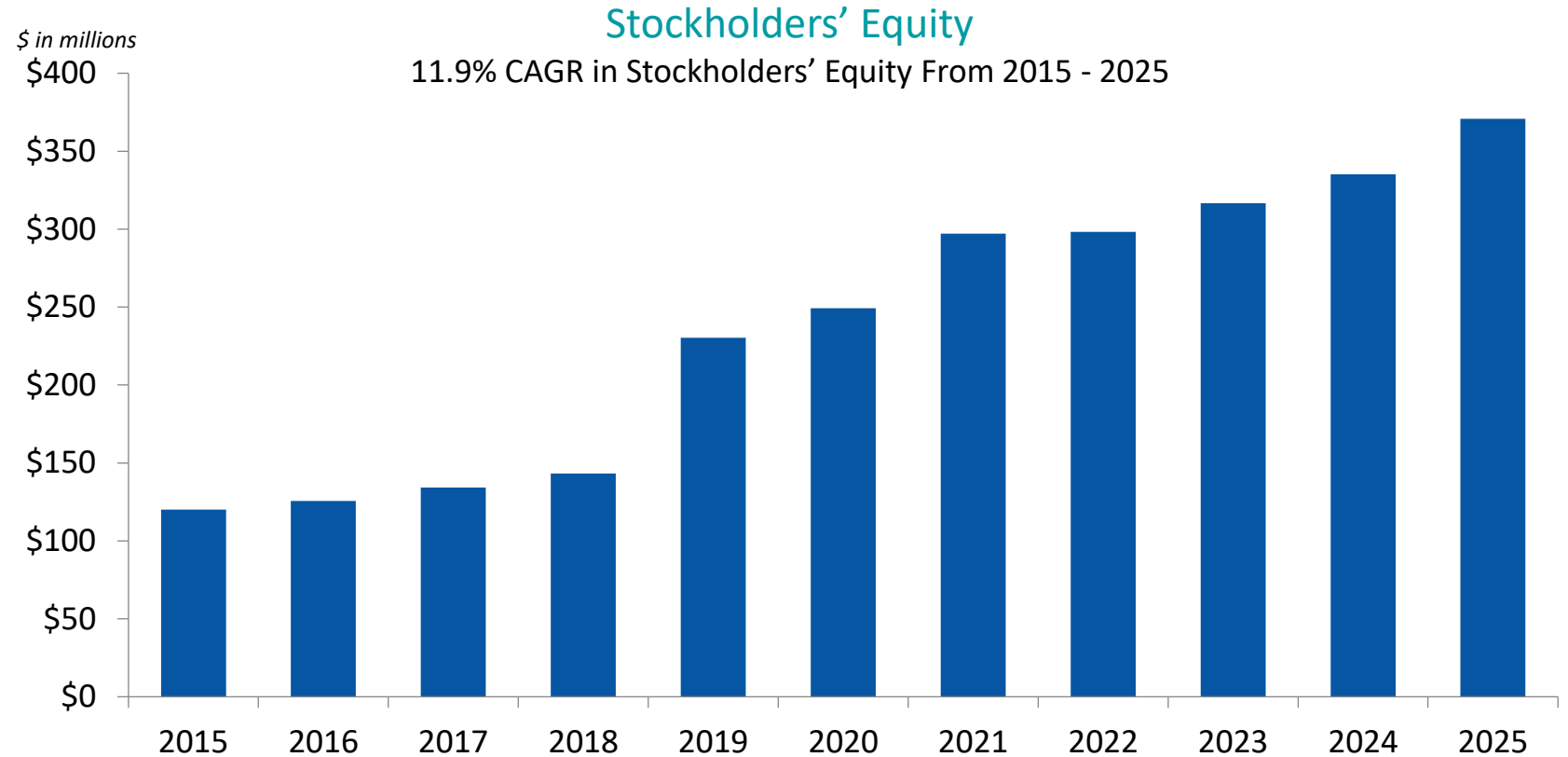
Deposits within F&M's Indiana markets have increased 31.3%, or by \$165 million from 2021 to 2025

<sup>(1)</sup> Market share data based on zip codes of all F&M offices  
<sup>(2)</sup> 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



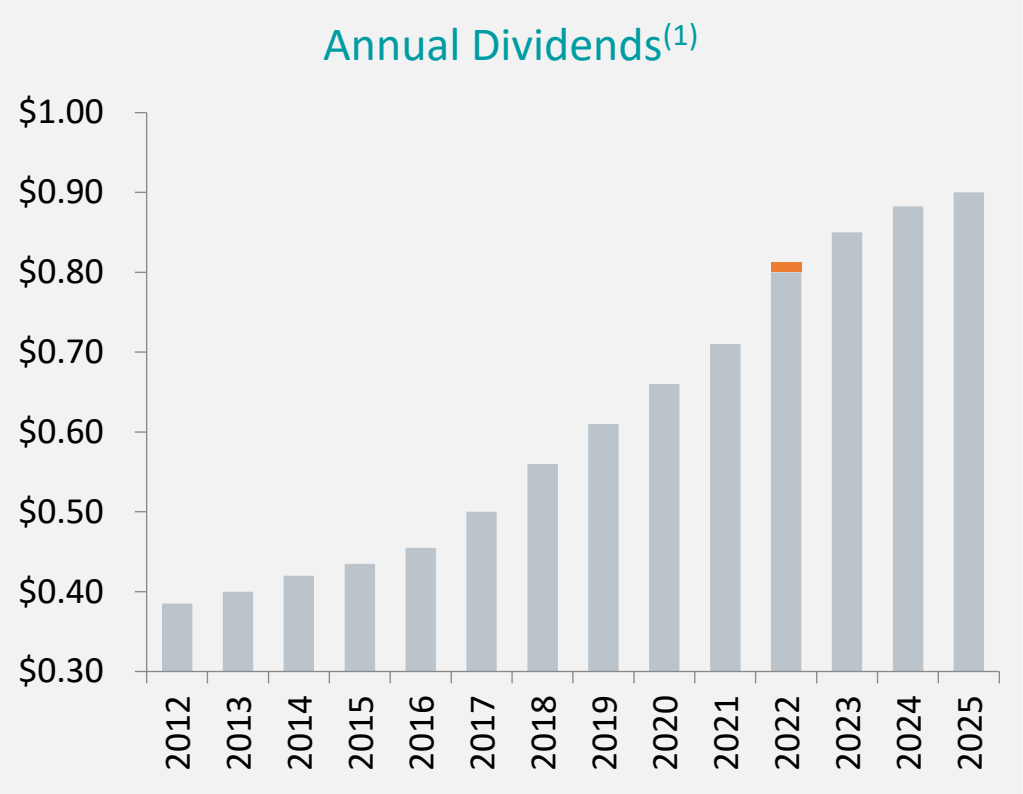
On December 16, 2025, F&M's board declared a quarterly cash dividend of \$0.23 per share, up 4.0% year-over-year, and 1.1% sequentially from the third quarter.

F&M's annual dividend per share increased from \$0.88 in 2024 to \$0.90 in 2025.

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

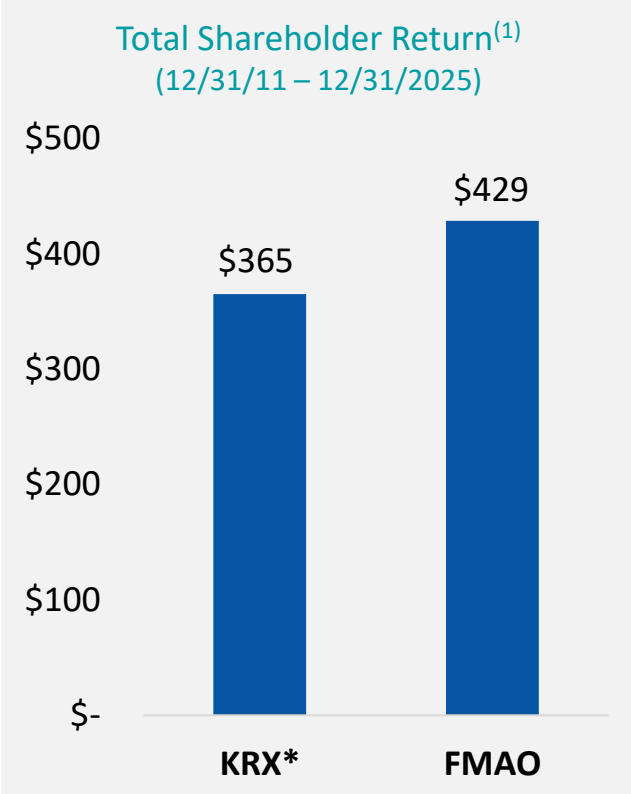
F&M has one of the longest track records of consecutive dividend increases out of all bank stocks.

# Legacy of Value Creation



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

(\*) Annualized



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

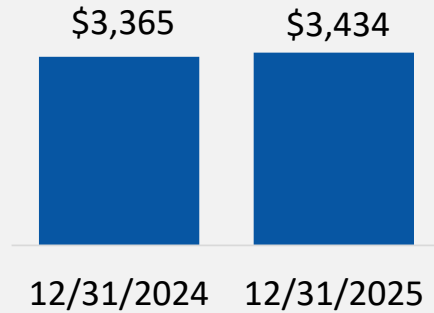
(\*) KBW Regional Banking Index



# Financial Highlights

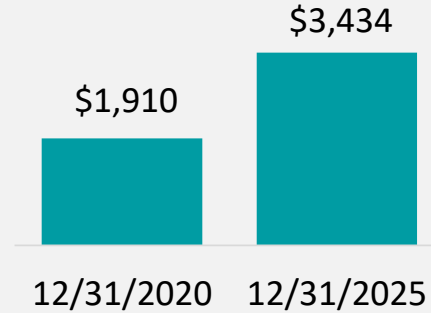
## Total Assets (\$ in millions)

YoY Growth: 2.1%



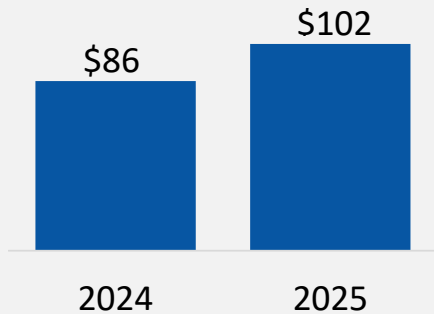
## 5-Year Growth

CAGR: 12.5%



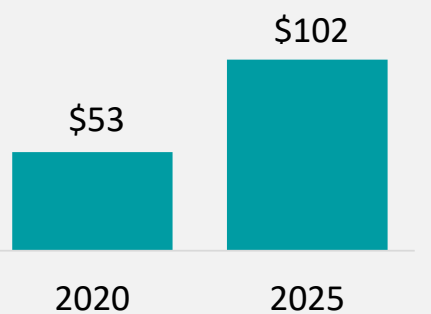
## Net Interest Income –

After Provision for Credit Losses  
(\$ in millions)



## 5-Year Growth

CAGR: 14.1%



- Total loans, net at December 31, 2025, increased 6.0%, or by \$152.9 million to \$2.71 billion, compared to \$2.56 billion at December 31, 2024. The year-over-year increase was driven primarily by higher commercial real estate, agricultural real estate, consumer real estate, commercial and industrial, and agricultural loans, partially offset by lower consumer loans.
- Compared to the quarter ended September 30, 2025, total loans, net at December 31, 2025, increased by 2.1% or \$55.4 million.
- Throughout 2025 F&M made progress enhancing profitability, controlling growth, driving innovation, and achieving greater operational efficiency.
- For the 2025 full year ended December 31, 2025, net interest income after provision for credit losses increased 19.3% year-over-year to \$102.2 million.



After successfully completing its prior strategic plan and growing assets to over \$3 billion, in 2025 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

### **Grow Deposits & Fund Loan Growth**

- Strengthen core deposit generation, expanding treasury management and retail offerings
- Reduce reliance on wholesale funding

### **Achieve Sustainable & Profitable Growth with Market Expansion**

- Through disciplined organic growth, selective mergers and acquisitions, and revenue diversification

### **Improve Operational Efficiency & Effectiveness**

- Streamline processes, advance digital capabilities, and leverage automation, AI, and cybersecurity investments

### **Foster Workplace Excellence**

- Invest in leadership development, succession planning, employee engagement, and cultural alignment



# Deploying Digital Strategies for Future Growth



**Improve the  
Customer  
Experience**



**Leverage  
Modern  
Technologies**



**Enhance  
Systems and  
Processes**



**Reskill  
Workforce**



**Align  
Leadership  
and Culture**



# 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.

**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.

**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.

**Amy L. Cover**  
SVP, Chief Marketing  
& Experience 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.

**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.

**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.

**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

**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.

**Kevin Becker**  
SVP & Chief  
Credit Officer



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

**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.

**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.

**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.

**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.

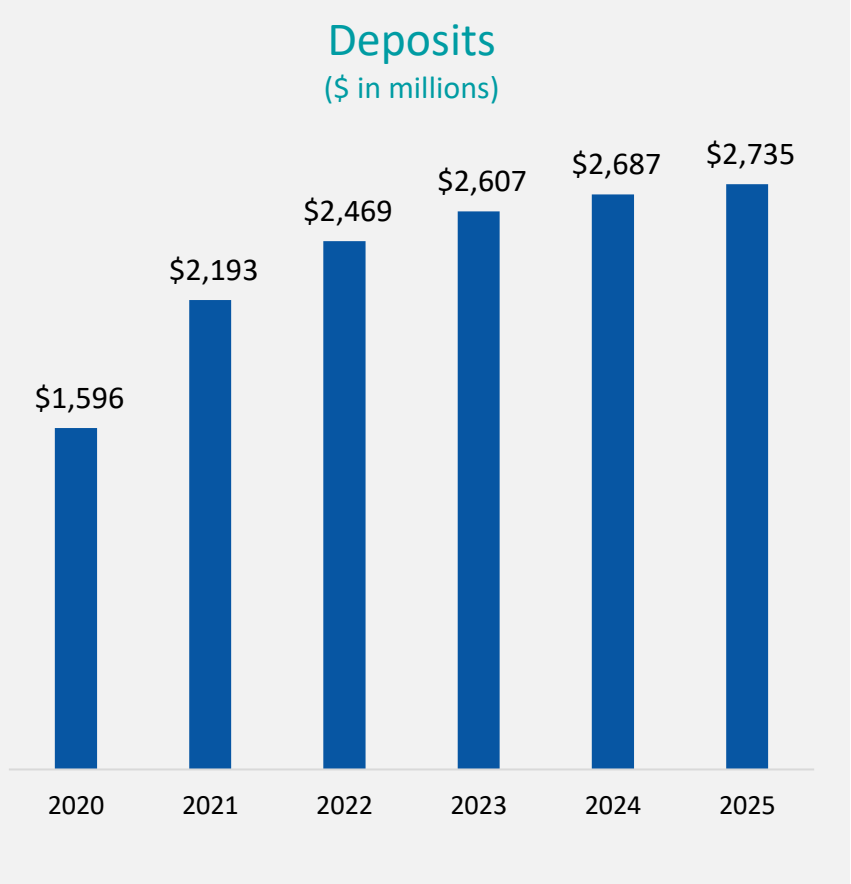
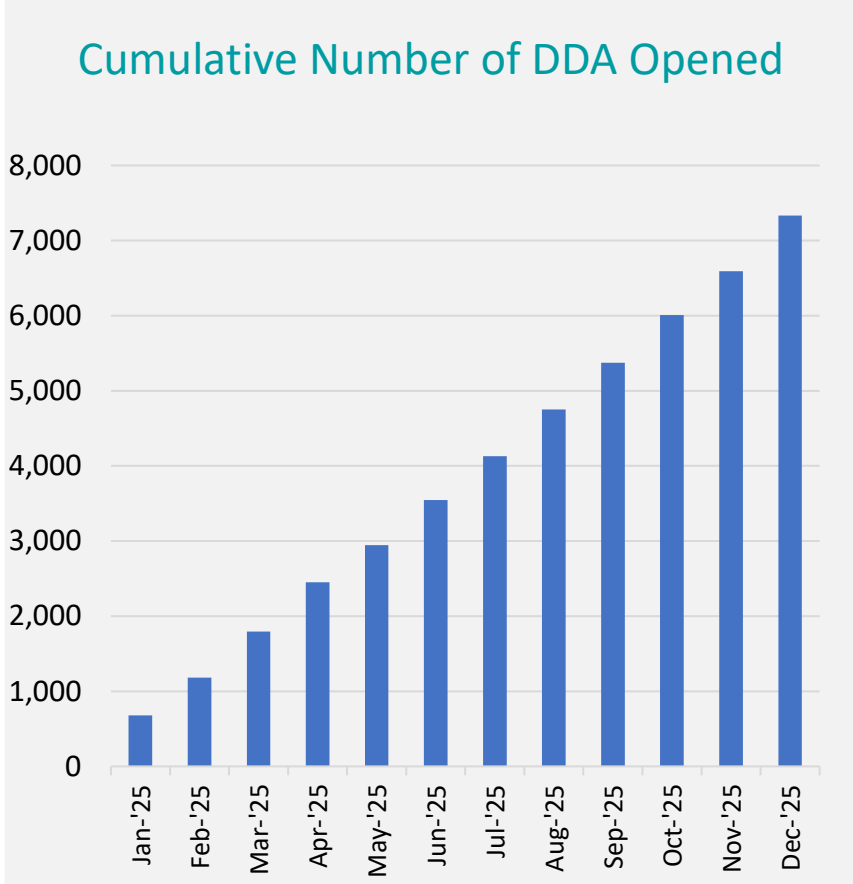


# Track Record of Deposit Growth

From 2020– 2025, total deposits increased at a 11.3% CAGR

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

Since the beginning of 2025, we added over 7,300 new checking accounts, and benefited from new and expanded relationships at offices that were opened in 2023



## Liquidity and Capital Position at December 31, 2025

**\$725 million**

Contingent Liability  
Availability

**\$519.8 million**

Total Cash, Cash  
Equivalents and  
Securities Available  
for Sale

**12.97%**

Total Risk-Based  
Capital

**2.8%**

Cash-to-Assets  
Ratio

**12.8%**

Uninsured Deposits /  
Total Deposits

**8.81%**

Tier 1 leverage  
Ratio

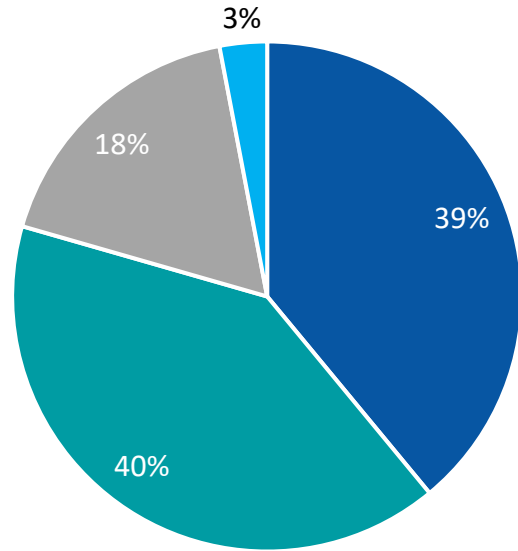


## CRE Overview at December 31, 2025

- CRE was 50.0% of total loan portfolio
- Zero non-recourse office CRE
- 87% of office CRE is in suburbs
- 61% average hotel LTV
- 100% of hotel loans have full recourse guarantees
- 1.29% allowance for credit losses (ACL) on CRE

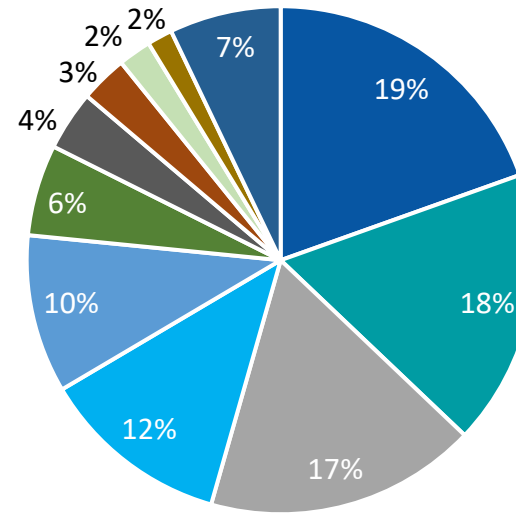
## CRE Dashboard at December 31, 2025

### CRE Breakdown



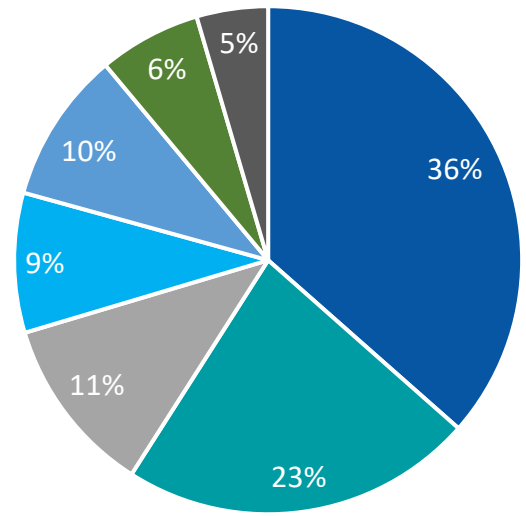
- Non-owner
- Owner
- Multi-family
- Land & Development

### CRE Categories



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

### CRE Locations



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

\* Numbers have been rounded



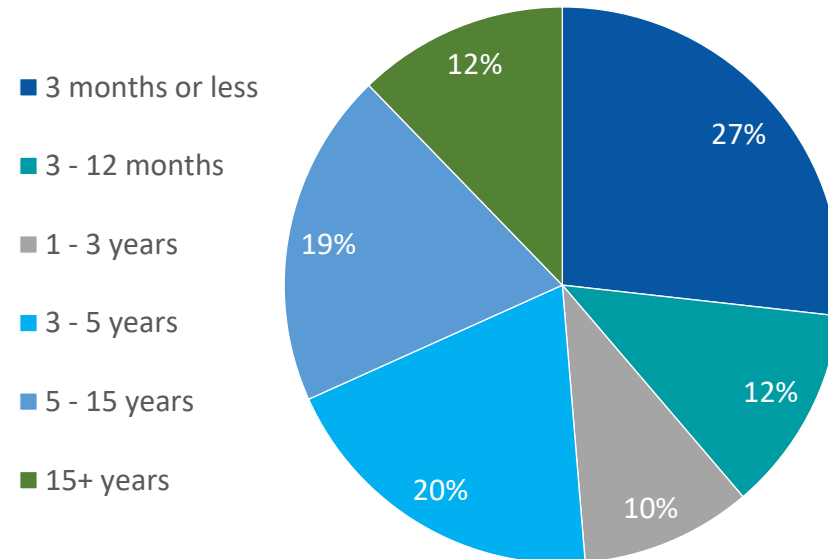
## Compelling Variable Loan Mix

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

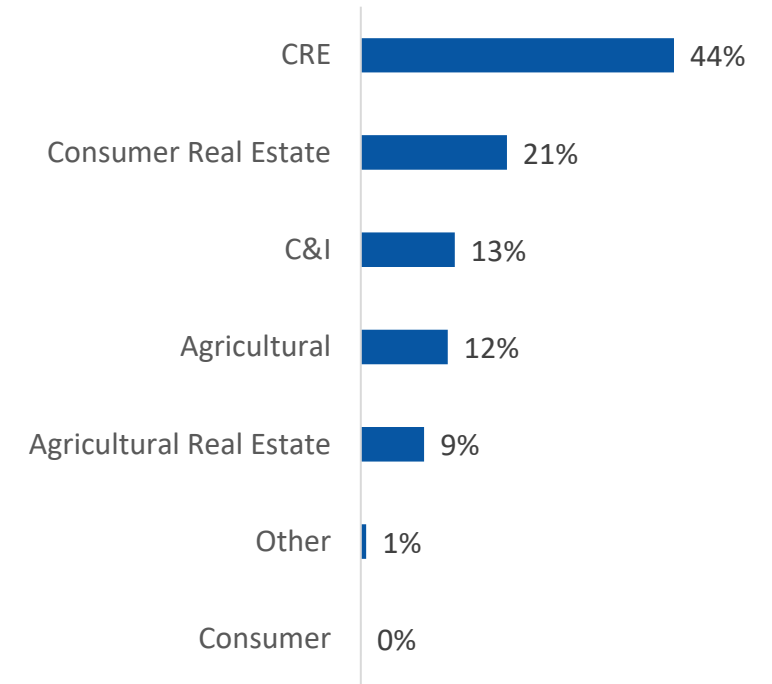
At December 31, 2025, approximately 39% of F&M's loan portfolio is subject to reprice in the next 12 months, which is expected to benefit the yield on earnings assets, profitability, and liquidity in the coming quarters.

## Fixed vs. Variable Loan Mix at December 31, 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

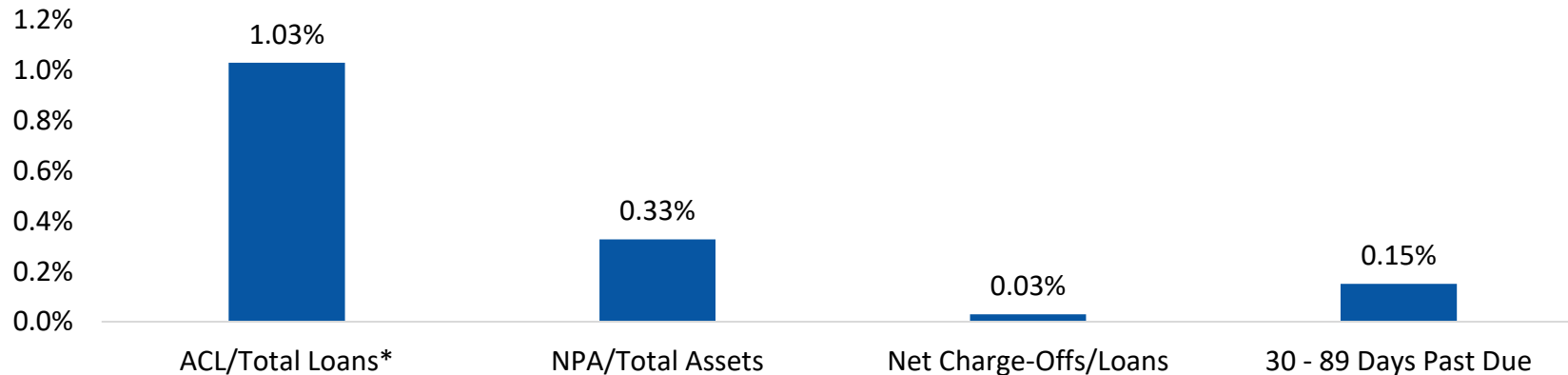
- Portfolio risk mitigated through diversification and standardization of lending policies and procedures
- The Bank does not have a program to fund sub-prime loans
- F&M's practice has been to avoid unproven credit products
- Secured loans are subject to loan-to-value requirements based on collateral 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 December 31, 2025)



\* Allowance for credit losses includes accretable 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 \$530,000 of charitable donations to support organizations throughout Ohio, Indiana, and Michigan in 2025
- F&M's annual Wauseon and Fort Wayne golf outings raised \$48,000 in 2025
- F&M team members are encouraged to volunteer at organizations across F&M's markets

## Supporting Agricultural Customers

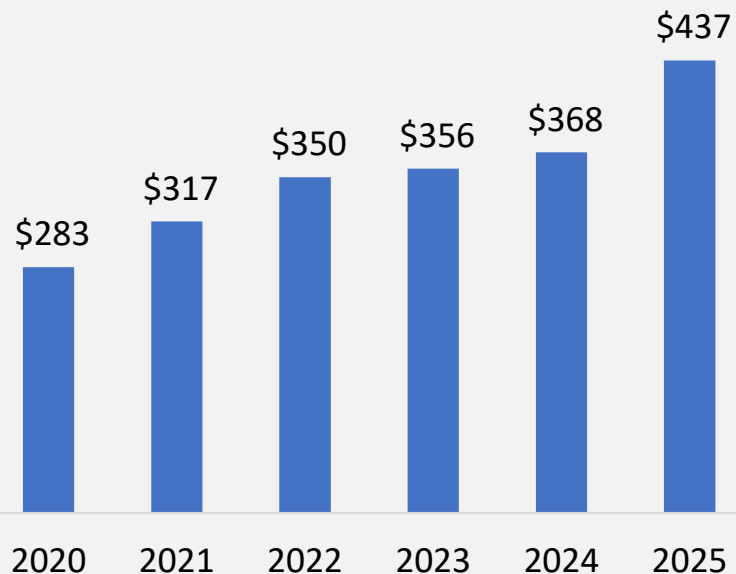
- Each year, F&M provides lunches to more than 50 grain elevators in our communities during Fall Harvest season



# 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
- 2025 average Ag delinquency = 0.37%

### 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

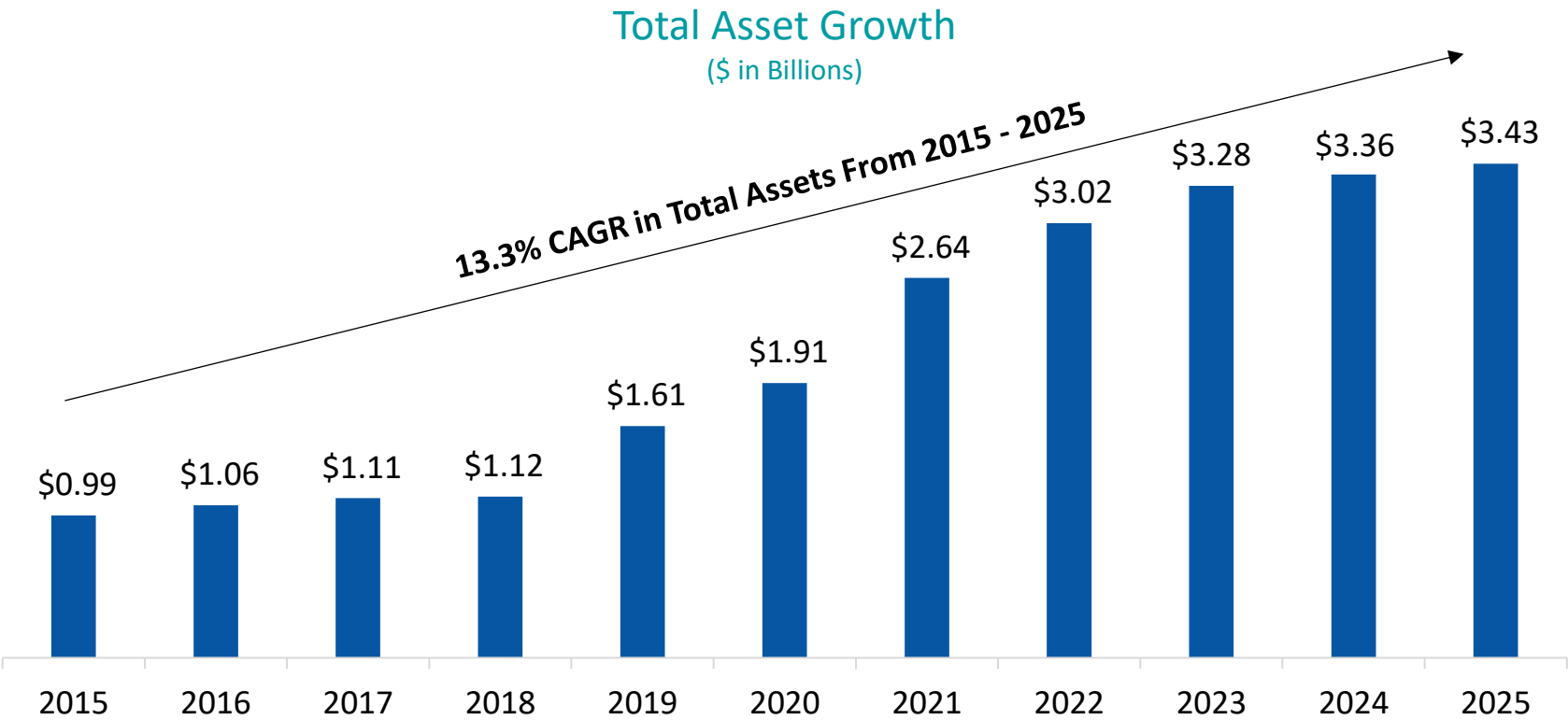
### General Ag diversity

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



# 2026 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

