ANNUAL REPORT 2025

CREATING VALUE.

Delivered by Exceptional People.

OXFORD BANK

Delivering value. For life.

DEAR SHAREHOLDER:

The past year was an outstanding one in terms of performance, despite navigating a big client transition just after year end. As I emphasize every year – but it always bears repeating – our strong results and our ability to manage these changes are directly attributable to our team's unwavering care for both our customers and each other. I am especially proud that so many of our team members truly live out our mission of Delivering Value, For Life – a rarity in my experience. This dedication stems from our leaders, both formal and informal, who embody our culture of performance, engagement, transparency, accountability and candor. While culture is never static, the rapid pace of change in our industry compels us to continually elevate our efforts, a pursuit passionately championed by your leadership team and your Board of Directors.

Our big client transition was a successful collaboration, even though the outcome was not what we wanted. The successful part was the early and frequent communication and collaboration between our Business Relationship team, led by Mark Morrison, EVP and Chief Relationship Officer, and our Finance team, led by Nate Reason, EVP-CFO, managing the transition of a significant deposit client. This client, a long-standing commercial and industrial client, has achieved unprecedented success, which required us to reduce a very large deposit-based relationship. This change was necessitated by their appropriate desire to implement an Employees Stock Ownership Plan at a debt level beyond where we are the best partner. We will continue to have a good relationship with them, but their operating company's banking relationship has to go with the loan. Obviously, I don't celebrate losing material deposits, but the team acting as one unit to manage a big change is worthy of praise. This is not the first time, nor will it be the last, that we facilitate a client's transition due to their growth outpacing our size. Our brand is quite strong, and missing opportunities like this one underscores our ongoing desire to increase the Company's size.

Our journey to "up our game" in 2025 actually began a decade ago with a renewed focus on relationships – which, at the time, was synonymous with enhancing the client experience. We believe this focus is the primary strategic driver of our success. For many years, Nancy Rosentrater, our former Chief Experience Officer and now Chief Operating Officer, played a pivotal role in leading our experience initiatives in collaboration with her executive peers. Recognizing the fast-evolving expectations of our clients and the number of teams that impact experience, we appointed a dedicated leader to oversee client experience across the entire Bank in 2025. We promoted one of our standout experience champions from Business Banking to Director of Experience and are very pleased with the progress made in enhancing the experience companywide.

I would also like to highlight our increased engagement with artificial intelligence (AI) in 2025. We began by using pre-packaged tools to build internal familiarity and ensure alignment with both our own standards and regulatory requirements. Our most recent step this year is that we empowered many team members to utilize our enterprise version of a large language model, and the initial results show promising improvements in productivity and client experience. While I won't exaggerate outcomes or estimate further value, I am highly confident that AI will have a far-reaching impact on our business.

As an owner or stakeholder, you are likely to follow our quarterly earnings press releases, so I won't repeat the year's financial results here. We achieved strong growth in both earnings and our balance sheet; however, as noted with the client transition, the Bank will start from a lower base, which you will see reflected in our Q1 results.

We continue to believe that size is an important driver of performance, with mergers and acquisitions being the best path to achieve this. Our goal is much better liquidity in our stock that recognizes our value and a base to drive performance. Your Board of Directors and many team members are deeply committed to increasing value, as evidenced by the significant ownership stakes held by the Board, Bank team and our communities.

You may have noticed on the front cover the picture of Board members recognizing Dr. Michael Kubinski on his retirement. He provided exceptional service to our shareholders in good and bad times, as a Board Member and as an advocate for us in the community.

Thank you for your continued commitment as an owner – and, hopefully, as a customer – of Oxford Bank, our Bank subsidiary. Please follow us on social media for the latest news about your Company.

Sincerely,
David P. Lamb
Chairman, President and CEO

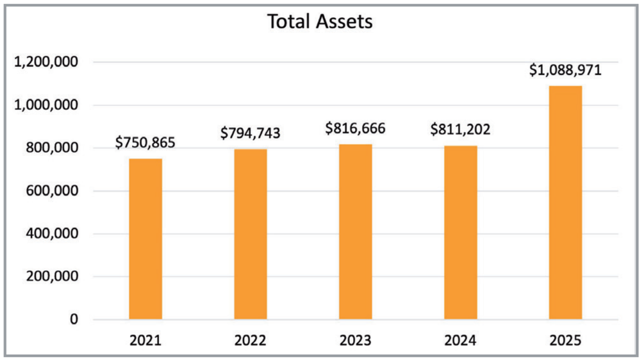
COMMUNITY INVOLVEMENT AND SUPPORT

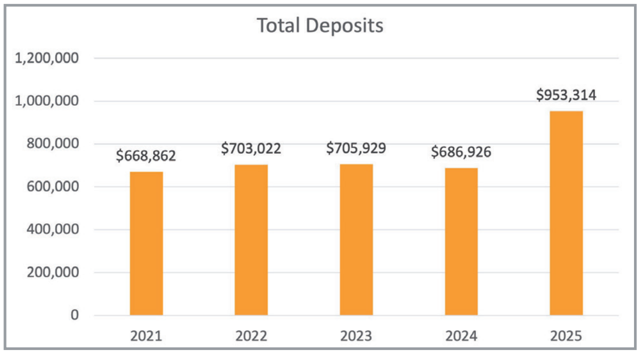
A Mother's Wish
Academy of the Sacred Heart
Camp Māk-A-Dream
Chaldean Community Foundation
Choral Artists of Michigan
Clarkston Area Youth Assistance
Community Bankers of Michigan
Community Chambers
Community Safety Net
Concerts in the Park (Oxford)
Covenant House
Davison Schools
Dragon on the Lake (Lake Orion)
Dryden Historical Society
EO Detroit
Face Addiction Now
Food Bank of Eastern Michigan
Food Gatherers
Forgotten Harvest
GreenPath Financial Wellness
Growing Hope
Habitat for Humanity
HUGs
Lake Orion Flower and Arts Festival
Lake Orion Schools
Leonard Summer Festival
Macomb County Treasurers Association
Matador Farm
MED13L
MENA American Chamber
Metro Community Development REVIVE Grant
Municipal Treasurers Association
Neighborhood House
Oakland Thrive
Orion Art Center
Orion Youth Assistance
Oxford Public Library
Oxford Schools
Paint a Miracle
Rochester Rotary Charities
Student Advocacy Center of Michigan
The Community Impact Team
YPO Central One US Chapter

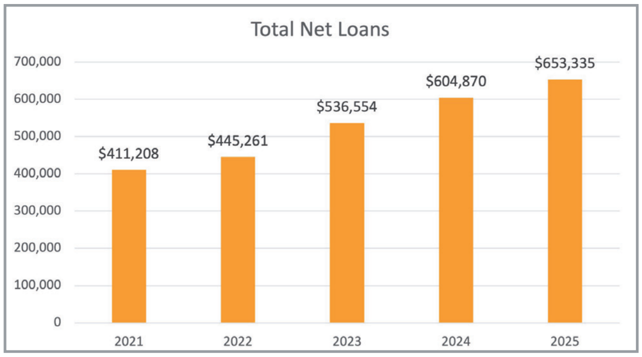
Consolidated Balance Sheet

DECEMBER 31, 2025 AND 2024 (DOLLAR AMOUNTS IN THOUSANDS)

Assets	2025	2024
Cash and cash equivalents	$264,251	$45,275
Interest-bearing time deposits at other financial institutions, at cost	496	999
Investment securities – available for sale, at fair value	115,769	111,410
Investment securities held to maturity (fair value of $569 and $1,110 as of December 31, 2025 and 2024, respectively)	585	1,160
Restricted stock at cost – FRB and FHLB	3,445	2,507
Loans – net of allowance for credit losses of $8,037 and $8,614 as of December 31, 2025 and 2024, respectively	653,335	604,870
Premises and equipment, net	8,964	9,236
Other real estate owned, net of valuation reserve	5,451	-
Bank-owned life insurance	11,592	11,212
Goodwill	7,000	7,000
Right-of-use asset	2,498	3,002
Equipment on operating leases, net	4,305	3,436
Accrued interest receivable and other assets	11,280	11,095
Total assets	$1,088,971	$811,202
Liabilities		
Deposits:		
Non-interest bearing	$281,063	$273,919
Interest bearing	672,251	413,007
Total deposits	953,314	686,926
Subordinated debt – net	13,835	15,779
Lease liability	2,498	3,002
Accrued interest payable and other liabilities	7,891	7,526
Total liabilities	$977,538	$713,233
Stockholders' Equity		
Common stock – No par value; 10,000,000 shares authorized; 2,476,160 and 2,465,056 shares issued and outstanding at December 31, 2025 and 2024, respectively	27,833	27,945
Additional paid-in capital	3,008	2,501
Retained earnings	80,181	69,204
Accumulated other comprehensive loss	(1,311)	(3,569)
Total stockholders' equity attributable to parent	109,711	96,081
Noncontrolling interest	1,722	1,888
Total stockholders' equity	111,433	97,969
Total liabilities and stockholders' equity	$1,088,971	$811,202





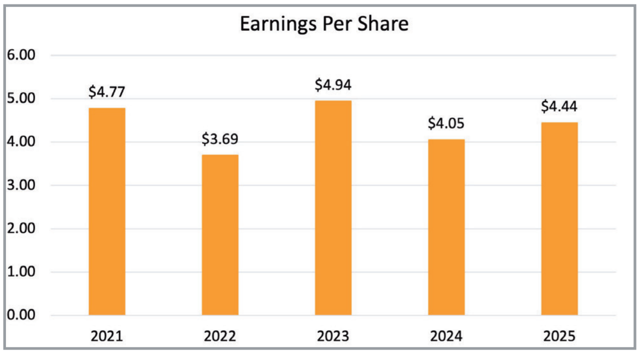


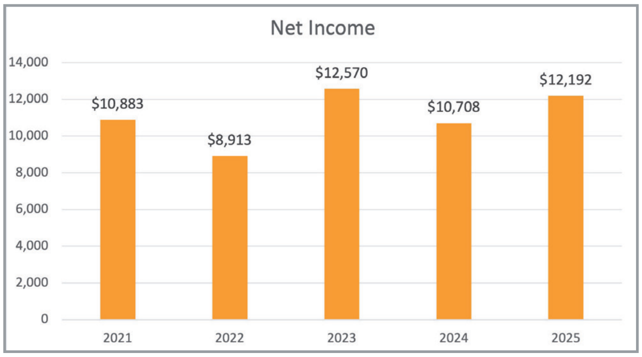
DELIVERING VALUE. FOR LIFE.

Consolidated Statement of Operations

YEARS ENDED DECEMBER 31, 2025 AND 2024 (000'S OMITTED, EXCEPT PER SHARE DATA)

Interest Income	2025	2024
Loans	$48,044	$44,880
Investment securities:		
Taxable	3,269	2,523
Tax-exempt	47	56
Other	2,938	3,857
Total interest income	54,298	51,316
Interest Expense		
Deposits	10,027	9,070
Other borrowings	58	219
Subordinated debt	552	553
Total interest expense	10,637	9,842
Net Interest Income	43,661	41,474
Credit Loss Expense		
Provision for credit losses – loans	2,178	3,326
Provision (recovery) for credit losses – off balance sheet exposure	196	(52)
Total credit loss expense	2,374	3,274
Net Interest Income After Credit Loss Expense	41,287	38,200
Noninterest Income		
Service charges – deposits	631	645
ATM fee income	677	691
Gain on sale of loans	502	248
Business banking income	1,569	1,695
Loan servicing income, net	99	206
Commercial finance fee income	1,316	1,793
Operating lease income	759	655
Income on bank-owned life insurance	380	362
Gain on disposal of premises and equipment	255	-
Gain on extinguishment of subordinated debt	223	-
Other	1,472	485
Total noninterest income	7,883	6,574
Noninterest Expense		
Salaries and employee benefits	18,941	18,614
Occupancy and equipment	2,892	2,321
Data processing	4,244	4,517
Write-downs on other real estate owned	1,859	-
Loss on sale of other real estate owned	56	-
Other	6,448	5,845
Total noninterest expense	34,440	31,297
Income – before income taxes	14,730	13,477
Income Tax Expense	2,538	2,769
Net Income	12,192	10,718
Net income attributable to noncontrolling interest	1,215	750
Net Income Attributable to Parent	10,977	9,958
Other Comprehensive Income – Net of Tax		
Unrealized gain on investment securities – available for sale:		
Unrealized gains arising during the period	2,859	2,483
Tax effect	(601)	(521)
Total other comprehensive income	2,258	1,962
Comprehensive Income	14,450	12,670
Comprehensive income after noncontrolling interests	1,215	750
Comprehensive income attributable to parent	13,235	$11,920





Consolidated Statement of Changes in Stockholders' Equity

YEARS ENDED DECEMBER 31, 2025 AND 2024

	Common Stock	Additional Paid-in Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Non-controlling Interest	Total Stock-holders' Equity
Balance – January 1, 2024	$28,054	$2,081	$59,246	$(5,531)	$738	$84,588
Comprehensive income:						
Net income	-	-	9,958	-	750	10,708
Other comprehensive income	-	-	-	1,962	-	1,962
Repurchase of 3,782 shares restricted stock to pay employee tax liability	(109)	-	-	-	-	(100)
Equity compensation expense	-	420	-	-	-	420
Contribution, net of distributions, from noncontrolling interest	-	-	-	-	400	400
Balance – December 31, 2024	$27,945	$2,501	$69,204	$(3,569)	$1,888	$97,969
Comprehensive income:						
Net income	-	-	10,977	-	1,215	12,192
Other comprehensive income	-	-	-	2,258	-	2,258
Repurchase of 3,311 shares restricted stock to pay employee tax liability	(112)	-	-	-	-	(112)
Equity compensation expense	-	507	-	-	-	507
Contribution, net of distributions, from noncontrolling interest	-	-	-	-	(1,381)	(1,381)
Balance – December 31, 2025	$27,833	$3,008	$80,181	$(1,311)	$1,722	$111,433

2025 BUSINESS WINS

$5M

Ledger Line of Credit for a wholesale seafood manufacturer in Arizona, designed to support seasonal demand and year-round customer fulfillment.

$6.5M

Ledger Line of Credit for a 50%+ Canadian-owned heavy truck manufacturer in Ohio with OCF executing a rapid paydown to release U.S. assets.

A customer required a roughly 30-day closing, and through a highly collaborative effort across the credit team, relationship coordinators and loan documentation led by Danielle Cheeney, the bank successfully met the deadline and established a strong new relationship. The result was **three loans totaling $17.3MM with $5.8MM participated to a local bank, a $4.4MM swap and approximately $4MM in non interest-bearing deposits** across seven accounts at year end.

$11.68M

Oxford Bank successfully closed an **$11.68 million CREM loan for an automotive media company** on May 8, 2025. Proceeds were used to refinance the client's existing mortgage and consolidate several smaller equipment loans, delivering a streamlined and more efficient capital solution.

Graduates from the Oxford Bank Emerging Leaders Program.

TESTIMONIALS

"Oxford's treasury management system is easier to use and just as effective as the very largest banks' offering with far better personal service."

"Oxford Bank has been my primary bank for a very long time. It's an independent bank and provides excellent personalized customer service. I use the Clarkston branch where the staff is exceptional. I highly recommend Oxford Bank."

"We grew quickly into a fairly large company and my Oxford Bank relationship manager's advice kept ahead of that growth."

"I've been going to Oxford bank ever since they opened here in Clarkston. All of the personnel have always been very nice and always very helpful."

Celebrating the 20-year anniversary of our team members (left).

Spending time at the Davison Trunk or Treat (middle)!

Our team at the Leonard Summer Festival (right).

LOCATIONS AND HOURS:

ADDISON – OAKS BRANCH
35 S. Rochester Road
Oakland, MI 48363
(586) 752-4555

CLARKSTON BRANCH
7199 N. Main Street
Clarkston, MI 48346
(248) 625-0011

DAVISON BRANCH
600 N. State Road
Davison, MI 48423
(810) 658-1500

DRYDEN BRANCH
5459 Main Street
Dryden, MI 48428
(810) 796-2651

LAKE ORION BRANCH
1115 S. Lapeer Road
Lake Orion, MI 48361
(248) 693-6261

ORTONVILLE BRANCH
345 S. Ortonville Road
Ortonville, MI 48462
(248) 627-2813

OXFORD BRANCH
60 S. Washington Street
Oxford, MI 48371
(248) 572-2030

CUSTOMER EXPERIENCE CENTER – NORTH
183 S. Livernois Road
Rochester Hills, MI 48307
(248) 429-3301

CUSTOMER EXPERIENCE CENTER – EAST
51020 Hayes Road
Macomb, MI 48044
(586) 868-8300

CUSTOMER EXPERIENCE CENTER – WEST
3645 Jackson Road
Ann Arbor, MI 48103
(586) 868-8300

LOBBY HOURS
Monday – Friday: 9 a.m. – 5 p.m.

ITM DRIVE-THRU HOURS
Monday – Friday: 7 a.m. – 8 p.m.
Saturday: 7 a.m. – 5 p.m.

24-HOUR TELEPHONE BANKING
(844) 258-8359

ADDITIONAL ITM LOCATION
28345 Beck Road
Wixom, MI 48393