



2007 Annual Report

# NBT BANCORP



*Glens Falls*

EPIC  
ADVISERS



*Bartonville*

In 2007, NBT Bank entered the Warren County market by opening a regional headquarters in Glens Falls and hiring key staff to cover all our lines of business. Last year, Pennstar opened two additional locations—in Bartonville and East Stroudsburg—in fast-growing Monroe County.



*East Stroudsburg*

**NBT BANK COUNTIES** ALBANY BROOME CHENANGO CLINTON DELAWARE ESSEX FRANKLIN FULTON HAMILTON HERKIMER MONTGOMERY ONEIDA OTSEGO RENSSELAER SARATOGA SCHENECTADY SCHOHARIE ST. LAWRENCE TIOGA WARREN

**PENNSTAR BANK COUNTIES** LACKAWANNA LUZERNE MONROE PIKE SUSQUEHANNA WAYNE



*NBT Bancorp's  
corporate  
headquarters  
in Norwich, N.Y.*

NBT Bancorp Inc. is a registered financial holding company incorporated in 1986 in the state of Delaware. The company is based in Norwich, N.Y., and has total assets of \$5.2 billion as of December 31, 2007. NBT Bancorp primarily operates through NBT Bank, N.A. (a full-service community bank with two divisions) and through two financial services companies.

As of March 2008, NBT Bank, N.A. has 122 locations. NBT Bank has 83 offices in 20 counties in upstate New York. Pennstar Bank has 39 offices in six northeastern Pennsylvania counties. EPIC Advisors, Inc., based in Rochester, N.Y., is a full-service 401(k) plan recordkeeping firm. Hathaway Insurance Agency, Inc., based in Gloversville, N.Y., is a full-service insurance agency.

More information about NBT Bancorp and its divisions can be found on the Internet at: [www.nbtbancorp.com](http://www.nbtbancorp.com), [www.nbtbank.com](http://www.nbtbank.com), [www.pennstarbank.com](http://www.pennstarbank.com), [www.epic1st.com](http://www.epic1st.com) and [www.hathawayagency.com](http://www.hathawayagency.com).

# Annual Report 2007

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## FINANCIAL HIGHLIGHTS

## FOR THE YEAR

	2007	2006
Net Income .....	\$ 50,328	\$ 55,947
Return on Average Assets .....	0.98%	1.14%
Return on Average Equity .....	12.60%	14.47%
Net Interest Margin <sup>1</sup> .....	3.61%	3.70%

*Dollars are  
in thousands,  
except  
per share data.*

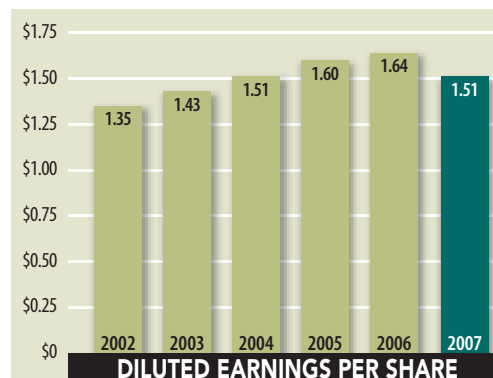
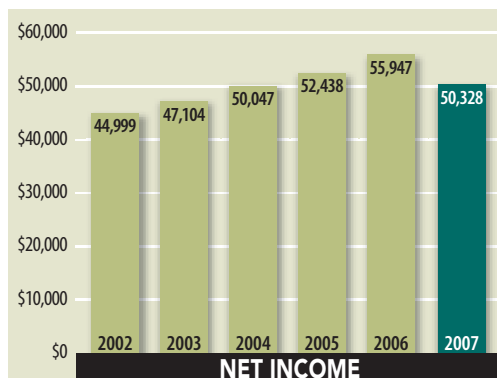
## PER COMMON SHARE

Earnings		
Basic .....	\$ 1.52	\$ 1.65
Diluted .....	\$ 1.51	\$ 1.64
Book Value .....	\$ 12.29	\$ 11.79
Tangible Book Value .....	\$ 8.78	\$ 8.42
Cash Dividend .....	\$ 0.79	\$ 0.76

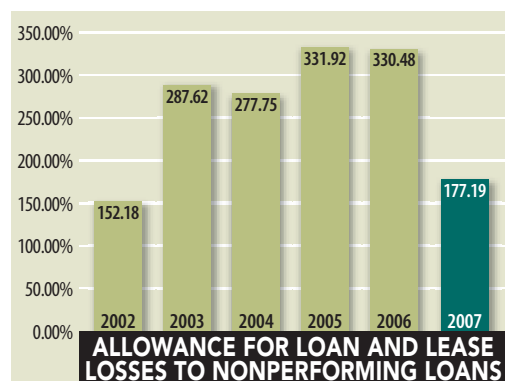
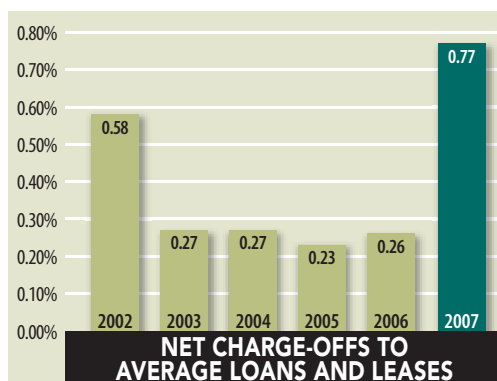
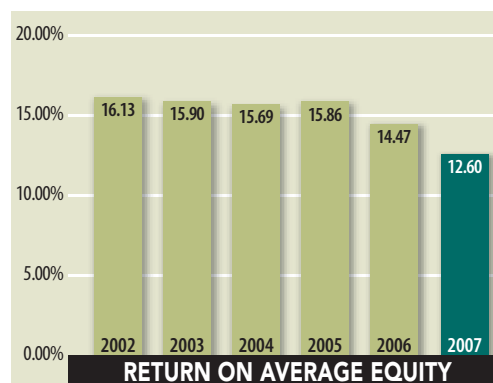
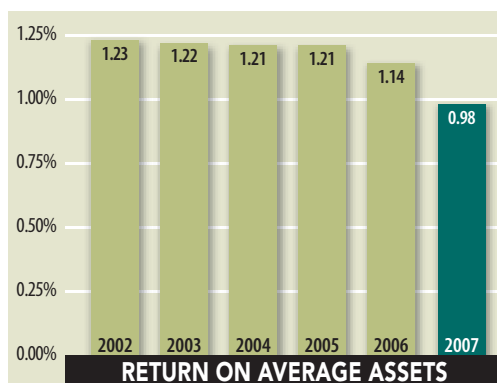
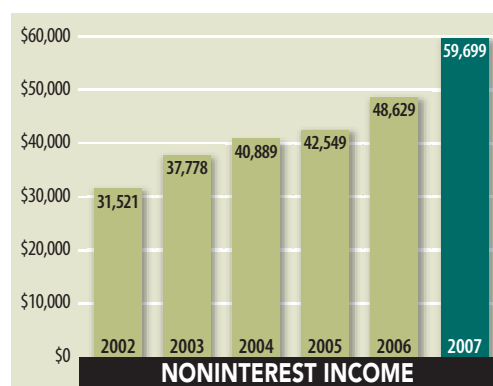
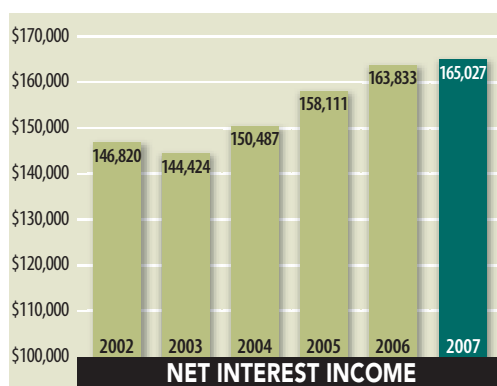
## DATA AT YEAR-END

Assets .....	\$ 5,201,776	\$ 5,087,572
Loans and Leases .....	\$ 3,455,851	\$ 3,412,654
Allowance for Loan and Lease Losses .....	\$ 54,183	\$ 50,587
Deposits .....	\$ 3,872,093	\$ 3,796,238
Stockholders' Equity .....	\$ 397,300	\$ 403,817
Nonperforming Loans .....	\$ 30,579	\$ 15,307
Nonperforming Assets .....	\$ 31,139	\$ 15,696
Nonperforming Loans to Loans and Leases ....	0.88%	0.45%
Shares Outstanding .....	32,326,093	34,255,942
Closing Stock Price .....	\$ 22.82	\$ 25.51
Market Capitalization .....	\$ 737,681	\$ 873,869
Tier 1 Capital Ratio .....	9.79%	10.42%
Total Risk-Based Capital Ratio .....	11.05%	11.67%
Assets Managed in a Fiduciary Capacity .....	\$ 2,811,428	\$ 2,489,955

<sup>1</sup>Calculated on a fully taxable-equivalent basis.



*Dollars are  
in thousands,  
except  
per share data.*





**Financial Results**

The year 2007 was a very challenging one for the banking industry. The Federal Deposit Insurance Corporation reported that 2007 marked the first year-over-year decline in banking industry profits in six years. The decline was due in part to an increase in nonperforming loans. At NBT Bancorp (NBT), our 2007 results were good but not as strong as we had hoped—interrupting five consecutive years of record performance. Still, we were able to accomplish much. We did the tough things we needed to do. But we also made significant investments in our people, branches and systems. These investments will better position our company for the future.



*NBT Bancorp  
Chairman  
Daryl Forsythe (left)  
and NBT Bancorp  
President  
and Chief  
Executive Officer  
Martin Dietrich.*

Our net income for 2007 was \$50.3 million, down \$5.6 million from 2006. On a diluted per share basis, earnings were \$1.51 per share, down from \$1.64 in 2006. The decrease in net income was primarily the result of a significant increase in our provision for loan and lease losses, due to increases in nonperforming loans and charge-offs. Most of our loan and lease losses were related to two large commercial loans.

As we discussed in our 2006 annual report, we anticipated that we would be faced with many difficult decisions in trying to offset the margin compression caused by the inverted yield curve between short- and long-term interest rates. Inverted yield curves not only negatively affect banking, but they have preceded most recessions. Every industry goes through periodic cycles where it faces unique circumstances, and we expected 2007 would be one of those cycles for banking.

During the first two quarters of 2007, the inverted yield curve continued to put pressure on net interest income for NBT and the banking industry as a whole. As a more traditional yield curve began to take shape during the second half of the year, we repositioned our balance sheet to take advantage of changes in the interest rate environment. On a fully taxable-equivalent basis, our net interest margin in 2007 was 3.61%, down from 3.70% for 2006. Despite this decline in the margin, net interest income did increase to \$165.0 million, up \$1.2 million from the previous year. This slight increase was attributable to 3.7% growth in average earning assets. As shown by our \$123.2 million increase in average loans from 2006 to 2007, our ability to continue growing our loan portfolio also offset the margin decrease.

Our noninterest income increased \$11.1 million (or 22.8%) in 2007. The increase in noninterest income was due primarily to an increase in fees from service charges on deposit accounts and ATM and debit cards. These fees collectively increased \$6.3 million, as we focused on enhancing fee

income through various initiatives. In addition, income from our trust services increased \$0.9 million for 2007. Retirement plan administration fees generated by EPIC Advisors—our 401(k) plan record-keeping subsidiary located in Rochester, N.Y.—increased \$0.8 million due to a growing client base.

Nonperforming loans at December 31, 2007, were \$30.6 million, up from \$15.3 million in 2006. As a percentage of total loans, nonperforming loans increased from 0.45% at December 31, 2006, to 0.88% at December 31, 2007. Our allowance for loan and lease losses was 1.57% of loans and leases at December 31, 2007, compared with 1.48% at December 31, 2006. We believe we recognized our loan issues in a timely and prudent manner. We remain confident that our conservative and disciplined lending approach is effective, particularly during periods of economic uncertainty. We have not been involved in the market associated with subprime residential mortgages. However, the subprime crisis that devastated the U.S. housing market last year significantly affected the banking industry and other industries. The impact of this crisis is still being felt into 2008.

At year-end 2007, our assets totaled \$5.2 billion, up \$114.2 million over year-end 2006. For 2007, our return on average assets was 0.98%, down from 1.14% in 2006. Our return on average equity was 12.60%, dropping from 14.47% in 2006.

**Progress on Strategic Initiatives** In our 2006 annual report, we introduced six strategic initiatives intended to position our company for long-term success. In 2007, we made progress on all of these initiatives, which are outlined in the accompanying sidebar. The following is an update on some of this progress.

**Our People** We believe that one of our key competitive advantages is the quality of our employees. Maintaining and developing this advantage is among our top strategic initiatives. In support of this initiative, we embarked in 2007 on the most comprehensive training program in our history—Star Leaders. Our goals for this program include building consistent and effective leadership across our company and developing managerial skills that better translate our business strategies into results. In the first phase of Star Leaders, we offered two intensive performance management classes to 150 executives, senior managers and managers for a total of more than 4,000 hours of training. In 2008, we are launching the second phase of Star Leaders, providing additional leadership training to managers and extending the program to supervisors.

## SIX STRATEGIC INITIATIVES

- 1 Deliver a consistently superior customer experience, our proven competitive advantage
- 2 Recruit, develop, motivate and retain leadership talent to achieve individual and company success
- 3 Sharpen our focus on organic growth, particularly in the area of core deposits
- 4 Develop and/or enhance strategically relevant lines of business to reduce dependency on interest income
- 5 Optimize our cost structure, placing special attention on better allocating our assets
- 6 Enhance capital utilization

In June, we conducted an extensive employee survey. The purpose of this confidential survey was to gather employee opinions about several key aspects of our company's work environment. By better understanding our employees' views on our company's strengths and challenges, our executive management team can help NBT become an even better place to work and keep us strong in the communities we serve. The overall results of the survey, which was administered by an outside firm, were very positive. Employees received detailed presentations on the survey results and have been involved in efforts to follow up on the findings.

In the wake of regional banking consolidations last year, we were able to tap into an available pool of talent to make key hires where we had vacancies or needs. We were fortunate to bring in a number of experienced professionals in such areas as commercial banking, credit administration, compliance and marketing. We also increased our efforts to develop our future generation of leaders through a number of programs designed to attract and retain graduating and current students.

#### Organic Growth

Recruiting local talent is critical to our organic growth strategy. In June, the opportunity to enter the Glens Falls market came together as a result of our ability to bring in Dan Burke as our regional president. Dan has more than 20 years of banking experience in this region. Before joining us, he was the longtime president and chief executive officer of another bank in Glens Falls. His knowledge of the market, community ties and efforts in assembling a solid team of banking professionals across all our lines of business have allowed us to ramp up quickly here.

We opened a regional office and branch in downtown Glens Falls and plan to open other branches in this area over the next year. The Glens Falls region has a lot of strengths that we find attractive for doing business. It is very similar to many of our existing markets. It is important within the broader Capital Region, where we have been successfully expanding over the last five years (including the opening of our Latham branch in November). Also, we have a strong foothold in the Plattsburgh area and we feel the Albany-to-Plattsburgh corridor offers promising growth in the years ahead.



Last year, Pennstar Bank opened branches in East Stroudsburg and Bartonsville in Monroe County, where we have achieved considerable success. This county, located in eastern Pennsylvania near New Jersey, is 75 miles west of New York City. It is among the fastest-growing counties in the state. In January, we opened the branch in East Stroudsburg. This branch is in the Lincoln Plaza, near a Wal-Mart.

*In Scranton, we moved our Pennstar Bank branch in The Mall at Steamtown to a new first-floor location last May. This branch, which is adjacent to a Starbucks, features such amenities as a spacious waiting area and large-screen television.*



In November, we opened the branch in Bartonsville. This branch joins several large retailers and restaurants in the new Crossroads Mall near Interstate 80. We look forward to continued growth in this county.

**Cost Structure** As referenced in our 2006 annual report, we expected the yield curve to remain flat or inverted well into 2007. Based on this outlook, we felt the need to be especially aggressive in improving our cost structure. As a result, we implemented a number of initiatives to trim our expenses and improve our processes. We reduced staff, as needed, mostly through attrition. We cut noninterest expenses by \$500,000. We improved our efficiency ratio—an indicator of how much it costs us to produce \$1 in revenue—from 56.34% in 2006 to 53.65% in 2007. Most important, our cost savings last year were realized even as we made significant investments in our future, such as providing leadership training, establishing a new region, opening new branches and implementing several major systems enhancements.

**Capital Utilization** We evaluated a number of opportunities to acquire other banks in 2007. Based on prevailing economic conditions and our analysis of these opportunities, we felt they were not in the best long-term interest of our stockholders. Instead, we believed that the more financially beneficial course was to buy back our common stock. Our stock price—which dropped along with the stock prices of many other financial companies—was at a level that we found attractive to its intrinsic value. As a result, we purchased nearly 2.3 million shares during 2007, investing \$49 million at an average price of \$21.65 per share.

**External Recognition** As we retain our focus on our strategic initiatives, our progress has been validated by the industry press. For the second year in a row, a national banking magazine ranked NBT among the Top 60 nationally in terms of financial performance. *Bank Director* is the premier magazine for directors of financial companies. In a cover story titled “America’s Best Banks” in its fourth quarter 2007 issue, the magazine ranked publicly owned banks and thrifts whose assets placed them among the 150 largest nationwide. According to the magazine’s 2007 Bank Performance Scorecard, NBT was 58th nationally. Using publicly available data, the annual scorecard measured performance across a range of metrics, such as profitability, capitalization and asset quality.



Another well-known banking magazine, *U.S. Banker*, also ranked NBT high for our recent performance. In the magazine’s annual ranking of the Top 100 financial institutions by three-year average return on equity (ROE), from its March 2008 issue, NBT was ranked 29th nationally. The magazine noted that the “banking-sector recession showed up clearly” in its rankings, with 83% of the Top 100 institutions showing a decline in ROE in 2007 compared with 2006.

**Looking Ahead** NBT's accomplishments in 2007 leave the company well positioned for 2008. Adhering to the fundamentals of our strategic initiatives served us well last year, and we will continue using these initiatives to guide our business. With the economy slowing down, however, loan growth may decline and asset quality is crucial. We have successfully worked through asset-quality issues during previous economic downturns, and we expect to do the same during this one. As banks in our peer group consolidate through acquisitions, the industry median for the remaining banks is pushed upward in terms of expected performance. We will work to meet these higher expectations and remain independent.

One of our major accomplishments in 2007 was the continued growth in our noninterest income. Building on this success will be key in 2008—and beyond. In 2008, we will also expand organically in our targeted growth markets in New York and Pennsylvania. These markets include the Capital Region, Glens Falls, Greater Binghamton and Monroe County. We have had significant success in these regions, and we plan to selectively open new branches to build on this success.

Although our financial performance remains good, our results in 2007 were below our expectations. We are encouraged, however, by the otherwise strong trends in the core fundamentals of our company. We are proud of our achievements in 2007, especially given the difficult conditions for the financial industry and the economy. We have our executive management team, board members and employees to thank for these achievements. We expect another challenging year in 2008, but we will continue to position ourselves for future success and strive to deliver value to our stockholders. Thank you for your support of our company.



Martin A. Dietrich  
President and Chief Executive Officer



Daryl R. Forsythe  
Chairman of the Board



*NBT Bancorp executive management team members (clockwise from top left): Jeffrey Levy, Martin Dietrich, Catherine Scarlett, Michael Chewens, Joseph Stagliano and David Raven.*

### **Executive Management Team**

**Martin A. Dietrich**

*President and Chief Executive Officer*

**Michael J. Chewens**

*Senior Executive Vice President,  
Chief Financial Officer and Corporate Secretary*

**David E. Raven**

*President of Retail Banking and  
Pennstar Bank President and  
Chief Executive Officer*

**Jeffrey M. Levy**

*Executive Vice President,  
President of Commercial Banking and  
NBT Bank Capital Region President*

**Catherine M. Scarlett**

*Executive Vice President and  
Director of Human Resources*

**Joseph A. Stagliano**

*Corporate Senior Vice President  
and Chief Information Officer*

**IN APPRECIATION** Two of our corporate and bank directors retired in 2007. **Van Ness D. Robinson** served on the NBT Bancorp and NBT Bank boards since our acquisition of Canajoharie, N.Y.-based Central National Bank in 2001. Van joined the board of Central National Bank's parent company in 1997 and completed ten years of service. **Donald "Sam" Chapman** began his service to our company in 1972 as a member of the Lake Ariel Bank board, and he continued as a director and advisory board member when we formed Pennstar Bank in 2000. We would like to take this opportunity to thank Van and Sam for the expertise and commitment they brought to our company. **Michael Hutcherson** also left the NBT Bancorp and NBT Bank boards in 2007 to pursue other opportunities in the financial services industry. We would like to extend our thanks to Mike for his contributions to our company.

#### **NBT Bancorp Inc.**

Daryl R. Forsythe,  
*Chairman*

Martin A. Dietrich,  
*President and CEO*

Richard Chojnowski  
Patricia T. Civil  
Peter B. Gregory, DDS  
William C. Gumble, Esq.  
Paul D. Horger, Esq.  
Janet H. Ingraham  
John C. Mitchell  
Michael M. Murphy  
Joseph G. Nasser  
William L. Owens, Esq.  
Joseph A. Santangelo  
Robert A. Wadsworth

#### **NBT Bank, N.A.**

Daryl R. Forsythe,  
*Chairman*  
Martin A. Dietrich,  
*President and CEO*

Patricia T. Civil  
Timothy Delaney  
Peter B. Gregory, DDS  
Brian Hanaburgh  
Janet H. Ingraham  
John C. Mitchell  
William L. Owens, Esq.  
Joseph A. Santangelo  
Robert A. Wadsworth

#### **Honorary Directors**

Kenneth M. Axtell Jr.  
J. Peter Chaplin  
Leah S. Drexler  
Andrew S. Kowalczyk Jr., Esq.  
Thomas J. Mirabito  
Richard F. Monroe  
Anthony M. Paino  
Van Ness D. Robinson  
William Sluiter  
Paul O. Stillman  
J.K. Weinman

#### **Pennstar Bank**

William C. Gumble, Esq.,  
*Chairman*  
David E. Raven,  
*President and CEO*

Richard Chojnowski  
Martin A. Dietrich  
Daryl R. Forsythe  
Paul D. Horger, Esq.  
Susan H. Kwiatek  
Michael M. Murphy  
Joseph G. Nasser

#### **NBT Financial Services, Inc.**

Daryl R. Forsythe,  
*Chairman*  
Martin A. Dietrich,  
*President and CEO*

Michael J. Chewens  
Patricia T. Civil  
John C. Mitchell  
Robert A. Wadsworth

*Executive management and board information is as of December 31, 2007. Additional information regarding our executive management team and board of directors can be found in our proxy statement for our 2008 Annual Meeting of Stockholders.*

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
WASHINGTON, DC 20549  
FORM 10-K**

**[X] ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(D) OF THE  
SECURITIES EXCHANGE ACT OF 1934  
FOR THE FISCAL YEAR ENDED DECEMBER 31, 2007**

**OR**

**[ ] TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(D) OF THE  
SECURITIES EXCHANGE ACT OF 1934  
FOR THE TRANSITION PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_  
COMMISSION FILE NUMBER: 0-14703**

**NBT BANCORP INC.**

(Exact name of registrant as specified in its charter)

**Delaware**

**16-1268674**

(State or other jurisdiction of incorporation or organization)

(IRS Employer Identification No.)

**52 SOUTH BROAD STREET  
NORWICH, NEW YORK 13815**

(Address of principal executive office) (Zip Code)

**(607) 337-2265**

(Registrant's telephone number, including area code)

Securities registered pursuant to section 12(b) of the Act: None

Securities registered pursuant to section 12(g) of the Act: Common Stock (\$0.01 par value per share)

Stock Purchase Rights Pursuant to Stockholders Rights Plan

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes [X] No [ ]

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes [ ] No [X]

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports) and (2) has been subject to such filing requirements for the past 90 days. Yes [X] No [ ]

Indicate by check mark if disclosure of delinquent filers pursuant to item 405 of Regulation S-K (Section 299.405 of this chapter) is not contained herein, and will not be contained, to the best of the registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K [ ].

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of "large accelerated filer," "accelerated filer," and "smaller reporting company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer [X] Accelerated filer [ ] Non-accelerated filer [ ] Smaller reporting company [ ]

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Act).

Yes [ ] No [X]

Based upon the closing price of the registrant's common stock as of June 30, 2007, the aggregate market value of the voting stock, common stock, par value, \$0.01 per share, held by non-affiliates of the registrant is \$732,905,150.

The number of shares of Common Stock outstanding as of February 15, 2008, was 32,140,042.

**Documents Incorporated by Reference**

Portions of the registrant's definitive Proxy Statement for its Annual Meeting of Stockholders to be held on May 6, 2008 are incorporated by reference into Part III, Items 10, 11, 12, 13 and 14 of this Form 10-K.



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*\*Information called for by Part III (Items 10 through 14) is incorporated by reference to the Registrant's Proxy Statement for the 2008 Annual Meeting of Stockholders.*

# PART I

## ITEM 1.

## Business

NBT Bancorp Inc. (the “Registrant” or the “Company”) is a registered financial holding company incorporated in the state of Delaware in 1986, with its principal headquarters located in Norwich, New York. The Company, on a consolidated basis, at December 31, 2007 had assets of \$5.2 billion and stockholders’ equity of \$397.3 million. The Registrant is the parent holding company of NBT Bank, N.A. (the Bank), NBT Financial Services, Inc. (NBT Financial), Hathaway Agency, Inc., CNBF Capital Trust I, NBT Statutory Trust I and NBT Statutory Trust II (the Trusts). Through the Bank and NBT Financial, the Company is focused on community banking operations. The Trusts were organized to raise additional regulatory capital and to provide funding for certain acquisitions. The Registrant’s primary business consists of providing commercial banking and financial services to its customers in its market area. The principal assets of the Registrant are all of the outstanding shares of common stock of its direct subsidiaries, and its principal sources of revenue are the management fees and dividends it receives from the Bank and NBT Financial.

The Bank is a full service commercial bank formed in 1856, which provides a broad range of financial products to individuals, corporations and municipalities throughout the central and upstate New York and northeastern Pennsylvania market area. The Bank conducts business through two geographic operating divisions, NBT Bank and Pennstar Bank.

At year end 2007, the NBT Bank division had 82 divisional offices and 110 automated teller machines (ATMs), located primarily in central and upstate New York. At December 31, 2007, the NBT Bank division had total loans and leases of \$2.7 billion and total deposits of \$3.0 billion.

At year end 2007, the Pennstar Bank division had 39 divisional offices and 56 ATMs, located primarily in northeastern Pennsylvania. At December 31, 2007, the Pennstar Bank division had total loans and leases of \$745.7 million and total deposits of \$845.4 million.

The Bank has six operating subsidiaries, NBT Capital Corp., Pennstar Bank Services Company, Broad Street Property Associates, Inc., NBT Services, Inc., Pennstar Realty Trust, and CNB Realty Trust. NBT Capital Corp., formed in 1998, is a venture capital corporation formed to assist young businesses to develop and grow primarily in the markets we serve. Broad Street Property Associates, Inc., formed in 2004, is a property management company. NBT Services,

Inc., formed in 2004, is the holding company of and has an 80% ownership interest in NBT Settlement Services, LLC. NBT Settlement Services, LLC, formed in 2004, provides title insurance products to individuals and corporations. Pennstar Realty Trust, formed in 2000, and CNB Realty Trust, formed in 1998, are real estate investment trusts. Pennstar Bank Services Company, formed in 2002, provides administrative and support services to the Pennstar Bank division of the Bank.

CNBF Capital Trust I (Trust I) and NBT Statutory Trust I are Delaware statutory business trusts formed in 1999 and 2005, respectively, for the purpose of issuing trust preferred securities and lending the proceeds to the Company. In connection with the acquisition of CNB Bancorp, Inc. mentioned below, the Company formed NBT Statutory Trust II (Trust II) in February 2006 to fund the cash portion of the acquisition as well as to provide regulatory capital. The Company raised \$51.5 million through Trust II in February 2006. The Company guarantees, on a limited basis, payments of distributions on the trust preferred securities and payments on redemption of the trust preferred securities. The Trusts are variable interest entities (VIEs) for which the Company is not the primary beneficiary, as defined in Financial Accounting Standards Board Interpretation (“FIN”) No. 46 “Consolidation of Variable Interest Entities, an Interpretation of Accounting Research Bulletin No. 51 (Revised December 2003) (FIN 46R).” In accordance with FIN 46R, the accounts of the Trusts are not included in the Company’s consolidated financial statements. See the Company’s accounting policy related to the consolidation in Note 1 — Summary of Significant Accounting Policies in the notes to consolidated financial statements included in Item 8 Financial Statements and Supplementary Data of this report. For more information relating to the Trusts, see Note 13 to the consolidated financial statements.

On February 10, 2006, the Company acquired CNB Bancorp, Inc. (“CNB”), a bank holding company headquartered in Gloversville, New York. The acquisition was accomplished by merging CNB with and into the Company. By virtue of this acquisition, CNB’s banking subsidiary, City National Bank and Trust Company, was merged with and into NBT Bank. City National Bank and Trust Company operated 9 full-service community banking offices — located in Fulton, Hamilton, Montgomery and Saratoga counties, with approximately \$400 million in assets.

In connection with the merger with CNB, the Company issued an aggregate of 2.1 million shares of Company common stock and \$39 million in cash to the former holders of CNB common stock.

CNB nonqualified stock options, entitling holders to purchase CNB common stock outstanding, were cancelled on the closing date and such option holders received an option payment subject to the terms of the merger agreement. The total number of CNB nonqualified stock options that were canceled was 103,545, which resulted in a cash payment to option holders before any applicable federal or state withholding tax, of approximately \$1.3 million. In accordance with the terms of the Merger Agreement, all outstanding CNB incentive stock options as of the effective date were assumed by the Company. At that time, there were 144,686 CNB incentive stock options that were exchanged for 237,278 replacement incentive stock options of the Company. All CNB incentive stock options were converted to nonqualified stock options.

Based on the \$22.42 per share closing price of the Company's common stock on February 10, 2006, the transaction was valued at approximately \$88 million.

## Competition

The banking and financial services industry in New York and Pennsylvania generally, and in the Company's market areas specifically, is highly competitive. The increasingly competitive environment is a result primarily of changes in regulation, changes in technology and product delivery systems, additional financial service providers, and the accelerating pace of consolidation among financial services providers. The Company competes for loans and leases, deposits, and customers with other commercial banks, savings and loan associations, securities and brokerage companies, mortgage companies, insurance companies, finance companies, money market funds, credit unions, and other nonbank financial service providers. Many of these competitors are much larger in total assets and capitalization, have greater access to capital markets and offer a broader range of financial services than the Company. In order to compete with other financial services providers, the Company stresses the community nature of its banking operations and principally relies upon local promotional activities, personal relationships established by officers, directors, and employees with their customers, and specialized services tailored to meet the needs of the communities served.

## Supervision and Regulation

As a bank holding company, the Company is subject to extensive regulation, supervision, and examination by the Board of Governors of the Federal Reserve

System ("FRS") as its primary federal regulator. The Company also has qualified for and elected to be registered with the FRS as a financial holding company. The Bank, as a nationally chartered bank, is subject to extensive regulation, supervision and examination by the Office of the Comptroller of the Currency ("OCC") as its primary federal regulator and, as to certain matters, by the FRS and the Federal Deposit Insurance Corporation ("FDIC").

The Company is subject to capital adequacy guidelines of the FRS. The guidelines apply on a consolidated basis and require bank holding companies to maintain a minimum ratio of Tier 1 capital to total average assets (or "leverage ratio") of 4%. For the most highly rated bank holding companies, the minimum ratio is 3%. The FRS capital adequacy guidelines also require bank holding companies to maintain a minimum ratio of Tier 1 capital to risk-weighted assets of 4% and a minimum ratio of qualifying total capital to risk-weighted assets of 8%. As of December 31, 2007, the Company's leverage ratio was 7.14%, its ratio of Tier 1 capital to risk-weighted assets was 9.79%, and its ratio of qualifying total capital to risk-weighted assets was 11.05%. The FRS may set higher minimum capital requirements for bank holding companies whose circumstances warrant it, such as companies anticipating significant growth or facing unusual risks. The FRS has not advised the Company of any special capital requirement applicable to it.

Any holding company whose capital does not meet the minimum capital adequacy guidelines is considered to be undercapitalized and is required to submit an acceptable plan to the FRS for achieving capital adequacy. Such a company's ability to pay dividends to its shareholders and expand its lines of business through the acquisition of new banking or nonbanking subsidiaries also could be restricted.

The Bank is subject to leverage and risk-based capital requirements and minimum capital guidelines of the OCC that are similar to those applicable to the Company. As of December 31, 2007, the Bank was in compliance with all minimum capital requirements. The Bank's leverage ratio was 6.82%, its ratio of Tier 1 capital to risk-weighted assets was 9.40%, and its ratio of qualifying total capital to risk-weighted assets was 10.66%.

Under FDIC regulations, no FDIC-insured bank can accept brokered deposits unless it is well capitalized, or is adequately capitalized and receives a waiver from the FDIC. In addition, these regulations prohibit any bank that is not well capitalized from paying an interest rate on brokered deposits in excess of three-quarters of one percentage point over certain prevailing market rates. As of December 31, 2007, the Bank's total brokered deposits were \$209.0 million.

The Bank also is subject to substantial regulatory restrictions on its ability to pay dividends to the Company. Under OCC regulations, the Bank may not pay a dividend, without prior OCC approval, if the total amount of all dividends declared during the calendar year, including the proposed dividend, exceed the sum of its retained net income to date during the calendar year and its retained net income over the preceding two years. As of December 31, 2007, approximately \$33.4 million was available for the payment of dividends without prior OCC approval. The Bank's ability to pay dividends also is subject to the Bank being in compliance with regulatory capital requirements. As indicated above, the Bank is currently in compliance with these requirements.

The OCC generally prohibits a depository institution from making any capital distributions (including payment of a dividend) or paying any management fee to its parent holding company if the depository institution would thereafter be undercapitalized. Undercapitalized institutions are subject to growth limitations and are required to submit a capital restoration plan. If a depository institution fails to submit an acceptable capital restoration plan, it is treated as if it is "significantly undercapitalized." Significantly undercapitalized depository institutions may be subject to a number of requirements and restrictions, including orders to sell sufficient voting stock to become "adequately capitalized," requirements to reduce total assets, and cessation of receipt of deposits from correspondent banks. "Critically undercapitalized" institutions are subject to the appointment of a receiver or conservator.

The deposits of the Bank are insured up to regulatory limits by the FDIC. The Federal Deposit Insurance Reform Act of 2005, which was signed into law on February 8, 2006, gave the FDIC increased flexibility in assessing premiums on banks and savings associations, including the Bank, to pay for deposit insurance and in managing its deposit insurance reserves. The FDIC has adopted regulations to implement its new authority. Under these regulations, all insured depository institutions are placed into one of four risk categories. According to FDIC estimates, approximately 95% of all insured institutions, including the Bank, are in Risk Category I, the most favorable category. Within this category, all insured institutions pay a base rate assessment of \$0.02 to \$0.04 per \$100 of assessable deposits (which rate may be adjusted annually by the FDIC by up to \$0.03 per \$100 of assessable deposits without public comment) based on the risk of loss to the Depository Insurance Fund ("DIF") posed by the particular institution. For institutions such as the Bank, which do not have a long-term public debt rating, the individual risk assessment is based on its supervisory ratings and certain financial ratios

and other measurements of its financial condition. For institutions that have a long-term public debt rating, the individual risk assessment is based on its supervisory ratings and its debt rating. The new law became effective on January 1, 2007. The reform legislation also provided a credit to all insured depository institutions, based on the amount of their insured deposits at year-end 1996, that may be used as an offset to the premiums that are assessed. The Bank estimates that its credit will fully offset its 2008 deposit insurance assessment.

The Federal Deposit Insurance Act provides for additional assessments to be imposed on insured depository institutions to pay for the cost of Financing Corporation ("FICO") funding. The FICO assessments are adjusted quarterly to reflect changes in the assessment base of the DIF and do not vary depending upon a depository institution's capitalization or supervisory evaluation. During 2007, FDIC assessments for purposes of funding FICO bond obligations ranged from an annualized \$0.0122 per \$100 of deposits for the first quarter of 2007 to \$0.0114 per \$100 of deposits for the fourth quarter of 2007. The Bank paid \$0.5 million of FICO assessments in 2007. For the first quarter of 2008, the FICO assessment rate is \$0.0114 per \$100 of deposits.

Transactions between the Bank and any of its affiliates, including the Company, are governed by sections 23A and 23B of the Federal Reserve Act and FRS regulations thereunder. An "affiliate" of a bank is any company or entity that controls, is controlled by, or is under common control with the bank. A subsidiary of a bank that is not also a depository institution is not treated as an affiliate of the bank for purposes of sections 23A and 23B, unless the subsidiary is also controlled through a non-bank chain of ownership by affiliates or controlling shareholders of the bank, the subsidiary is a financial subsidiary that operates under the expanded authority granted to national banks under the Gramm-Leach-Bliley Act ("GLB Act"), or the subsidiary engages in other activities that are not permissible for a bank to engage in directly (except insurance agency subsidiaries). Generally, sections 23A and 23B are intended to protect insured depository institutions from suffering losses arising from transactions with non-insured affiliates, by placing quantitative and qualitative limitations on covered transactions between a bank and with any one affiliate as well as all affiliates of the bank in the aggregate, and requiring that such transactions be on terms that are consistent with safe and sound banking practices.

In 2007, the Federal Reserve and SEC issued a final joint rulemaking to clarify that traditional banking activities involving some elements of securities brokerage activities, such as most trust and fiduciary activities, may continue to be performed by banks



rather than being “pushed-out” to affiliates supervised by the SEC.

Under the GLB Act, a financial holding company may engage in certain financial activities that a bank holding company may not otherwise engage in under the Bank Holding Company Act (“BHC Act”). In addition to engaging in banking and activities closely related to banking as determined by the FRS by regulation or order prior to November 11, 1999, a financial holding company may engage in activities that are financial in nature or incidental to financial activities, or activities that are complementary to a financial activity and do not pose a substantial risk to the safety and soundness of depository institutions or the financial system generally.

The GLB Act requires all financial institutions, including the Company and the Bank, to adopt privacy policies, restrict the sharing of nonpublic customer data with nonaffiliated parties at the customer’s request, and establish procedures and practices to protect customer data from unauthorized access. In addition, the Fair and Accurate Credit Transactions Act of 2003 (“FACT Act”) includes many provisions concerning national credit reporting standards, and permits consumers, including customers of the Company, to opt out of information sharing among affiliated companies for marketing purposes. The FACT Act also requires banks and other financial institutions to notify their customers if they report negative information about them to a credit bureau or if they are granted credit on terms less favorable than those generally available. The FRS and the Federal Trade Commission (“FTC”) have extensive rulemaking authority under the FACT Act, and the Company and the Bank are subject to the rules that have been promulgated by the FRS and FTC. The Company has developed policies and procedures for itself and its subsidiaries, including the Bank, and believes it is in compliance with all privacy, information sharing, and notification provisions of the GLB Act and the FACT Act.

Periodic disclosures by companies in various industries of the loss or theft of computer-based nonpublic customer information have led several members of Congress to call for the adoption of national standards for the safeguarding of such information and the disclosure of security breaches. Several committees of both houses of Congress have conducted and have proposed legislation regarding these issues, hearings on data security and related issues.

Under Title III of the USA PATRIOT Act, also known as the International Money Laundering Abatement and Anti-Terrorism Financing Act of 2001, all financial institutions, including the Company and the Bank, are required in general to identify their customers, adopt formal and comprehensive anti-money laundering programs, scrutinize or prohibit

altogether certain transactions of special concern, and be prepared to respond to inquiries from U.S. law enforcement agencies concerning their customers and their transactions. The USA PATRIOT Act also encourages information-sharing among financial institutions, regulators, and law enforcement authorities by providing an exemption from the privacy provisions of the GLB Act for financial institutions that comply with this provision. The effectiveness of a financial institution in combating money laundering activities is a factor to be considered in any application submitted by the financial institution under the Bank Merger Act, which applies to the Bank, or the BHC Act, which applies to the Company. Failure of a financial institution to maintain and implement adequate programs to combat money laundering and terrorist financing, or to comply with all of the relevant laws or regulations, could have serious legal, financial and reputational consequences for the institution. As of December 31, 2007, the Company and the Bank believe they are in compliance with the USA PATRIOT Act and regulations thereunder.

The Sarbanes-Oxley Act (“SOA”) implemented a broad range of measures to increase corporate responsibility, enhance penalties for accounting and auditing improprieties at publicly traded companies, and protect investors by improving the accuracy and reliability of corporate disclosures pursuant to federal securities laws. The SOA applies generally to companies that have securities registered under the Exchange Act, including publicly-held bank holding companies such as the Company. It includes very specific additional disclosure requirements and have adopted corporate governance rules, and the SEC and securities exchanges to adopt extensive additional disclosure, corporate governance and other related rules pursuant to its mandates. The SOA represents significant federal involvement in matters traditionally left to state regulatory systems, such as the regulation of the accounting profession, and to state corporate law, such as the relationship between a board of directors and management and between a board of directors and its committees. In addition, the federal banking regulators have adopted generally similar requirements concerning the certification of financial statements by bank officials.

Home mortgage lenders, including banks, are required under the Home Mortgage Disclosure Act (“HMDA”) to make available to the public expanded information regarding the pricing of home mortgage loans, including the “rate spread” between the interest rate on loans and certain Treasury securities and other benchmarks. The availability of this information has led to increased scrutiny of higher-priced loans at all financial institutions to detect illegal discriminatory practices and to the initiation of a limited number of

investigations by federal banking agencies and the U.S. Department of Justice. The Company has no information that it or its affiliates is the subject of any HMDA investigation.

During 2007, the Federal Reserve, OCC and other federal financial regulatory agencies issued final guidance on subprime mortgage lending to address issues relating to certain subprime mortgages, especially adjustable-rate mortgage (ARM) products that can cause payment shock. The subprime guidance described the prudent safety and soundness and consumer protection standards that the regulators expect banks and financial institutions, such as the Company and Bank, to follow to ensure borrowers obtain loans they can afford to repay.

In December 2006, the Federal Reserve, OCC and other federal financial regulatory agencies issued similar final guidance on sound risk management practices for concentrations in commercial real estate ("CRE") lending. The CRE guidance provided supervisory criteria, including numerical indicators to direct examiners in identifying institutions with potentially significant CRE loan concentrations that may warrant greater supervisory scrutiny. The CRE criteria do not constitute limits on CRE lending, but the CRE guidance does provide certain additional expectations, such as enhanced risk management practices and levels of capital, for banks with concentrations in CRE lending.

## Employees

At December 31, 2007, the Company had 1,253 full-time equivalent employees. The Company's

employees are not presently represented by any collective bargaining group. The Company considers its employee relations to be good.

## Available Information

The Company's website is <http://www.nbtbankcorp.com>. The Company makes available free of charge through its website, its annual reports on Form 10-K; quarterly reports on Form 10-Q; current reports on Form 8-K; and any amendments to those reports as soon as reasonably practicable after such material is electronically filed or furnished with the Securities and Exchange Commission (the "SEC") pursuant to Section 13(a) or 15(d) of the Exchange Act. We also make available through our website other reports filed with or furnished to the SEC under the Exchange Act, including our proxy statements and reports filed by officers and directors under Section 16(a) of that Act, as well as our Code of Business Ethics and other codes/committee charters. The references to our website do not constitute incorporation by reference of the information contained in the website and such information should not be considered part of this document.

Any materials we file with the SEC may be read and copied at the SEC's Public Reference Room at 100 F Street, N.E., Washington, DC, 20549. Information on the operation of the Public Reference Room may be obtained by calling the SEC at 1-800-SEC-0330. The SEC maintains an Internet site (<http://www.sec.gov>) that contains reports, proxy and information statements, and other information regarding issuers that file electronically with the SEC.

## ITEM 1A. Risk Factors

There are risks inherent to the Company's business. The material risks and uncertainties that management believes affect the Company are described below. The risks and uncertainties described below are not the only ones facing the Company. Additional risks and uncertainties that management is not aware of or focused on or that management currently deems immaterial may also impair the Company's business operations. This report is qualified in its entirety by these risk factors. If any of the following risks actually occur, the Company's financial condition and results of operations could be materially and adversely affected.

### The Company is Subject to Interest Rate Risk

The Company's earnings and cash flows are largely dependent upon its net interest income. Net interest income is the difference between interest income earned on interest-earning assets such as loans and

securities and interest expense paid on interest-bearing liabilities such as deposits and borrowed funds. Interest rates are highly sensitive to many factors that are beyond the Company's control, including general economic conditions and policies of various governmental and regulatory agencies and, in particular, the Board of Governors of the Federal Reserve System. Changes in monetary policy, including changes in interest rates, could influence not only the interest the Company receives on loans and securities and the amount of interest it pays on deposits and borrowings, but such changes could also affect (i) the Company's ability to originate loans and obtain deposits, (ii) the fair value of the Company's financial assets and liabilities, and (iii) the average duration of the Company's mortgage-backed securities portfolio. If the interest rates paid on deposits and other borrowings increase at a faster rate than the interest rates received on loans

and other investments, the Company's net interest income, and therefore earnings, could be adversely affected. Earnings could also be adversely affected if the interest rates received on loans and other investments fall more quickly than the interest rates paid on deposits and other borrowings.

Although management believes it has implemented effective asset and liability management strategies to reduce the potential effects of changes in interest rates on the Company's results of operations, any substantial, unexpected, prolonged change in market interest rates could have a material adverse effect on the Company's financial condition and results of operations. See the section captioned "Net Interest Income" in Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations and Item 7A. Quantitative and Qualitative Disclosure About Market Risk located elsewhere in this report for further discussion related to the Company's management of interest rate risk.

### **The Company is Subject to Lending Risk**

There are inherent risks associated with the Company's lending activities. These risks include, among other things, the impact of changes in interest rates and changes in the economic conditions in the markets where the Company operates as well as those across the States of New York and Pennsylvania, as well as the entire United States. Increases in interest rates and/or weakening economic conditions could adversely impact the ability of borrowers to repay outstanding loans or the value of the collateral securing these loans. The Company is also subject to various laws and regulations that affect its lending activities. Failure to comply with applicable laws and regulations could subject the Company to regulatory enforcement action that could result in the assessment of significant civil money penalties against the Company.

As of December 31, 2007, approximately 41% of the Company's loan and lease portfolio consisted of commercial, agricultural, construction and commercial real estate loans. These types of loans are generally viewed as having more risk of default than residential real estate loans or consumer loans. These types of loans are also typically larger than residential real estate loans and consumer loans. Because the Company's loan portfolio contains a significant number of commercial and industrial, construction and commercial real estate loans with relatively large balances, the deterioration of one or a few of these loans could cause a significant increase in nonperforming loans. An increase in nonperforming loans could result in a net loss of earnings from these loans, an increase in the provision for loan losses and an increase in loan charge-offs, all of which could have a material adverse

effect on the Company's financial condition and results of operations. See the section captioned "Loans and Leases and Corresponding Interest and Fees on Loans" in Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations located elsewhere in this report for further discussion related to commercial and industrial, construction and commercial real estate loans.

### **The Company's Allowance for Loan and Lease Losses May be Insufficient**

The Company maintains an allowance for loan and lease losses, which is an allowance established through a provision for loan and lease losses charged to expense, that represents management's best estimate of probable losses that have been incurred within the existing portfolio of loans and leases. The allowance, in the judgment of management, is necessary to reserve for estimated loan and lease losses and risks inherent in the loan and lease portfolio. The level of the allowance reflects management's continuing evaluation of industry concentrations; specific credit risks; loan loss experience; current loan and lease portfolio quality; present economic, political and regulatory conditions and unidentified losses inherent in the current loan portfolio. The determination of the appropriate level of the allowance for loan and lease losses inherently involves a high degree of subjectivity and requires the Company to make significant estimates of current credit risks and future trends, all of which may undergo material changes. Changes in economic conditions affecting borrowers, new information regarding existing loans, identification of additional problem loans and other factors, both within and outside of the Company's control, may require an increase in the allowance for loan losses. In addition, bank regulatory agencies periodically review the Company's allowance for loan losses and may require an increase in the provision for loan losses or the recognition of further loan charge-offs, based on judgments different than those of management. In addition, if charge-offs in future periods exceed the allowance for loan and lease losses, the Company will need additional provisions to increase the allowance for loan and lease losses. These increases in the allowance for loan and lease losses will result in a decrease in net income and, possibly, capital, and may have a material adverse effect on the Company's financial condition and results of operations. See the section captioned "Risk Management — Credit Risk" in Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations located elsewhere in this report for further discussion related to the Company's process for determining the appropriate level of the allowance for loan and lease losses.

### **The Company's Profitability Depends Significantly on Local and National Economic Conditions**

The Company's success depends primarily on the general economic conditions of upstate New York and northeastern Pennsylvania and the specific local markets in which the Company operates. Unlike larger national or other regional banks that are more geographically diversified, the Company provides banking and financial services to customers primarily in the upstate New York areas of Norwich, Oneonta, Amsterdam-Gloversville, Albany, Binghamton, Utica-Rome, Plattsburg, and Ogdensburg-Massena and northeastern Pennsylvania areas of Scranton, Wilkes-Barre and East Stroudsburg. The local economic conditions in these areas have a significant impact on the demand for the Company's products and services as well as the ability of the Company's customers to repay loans, the value of the collateral securing loans and the stability of the Company's deposit funding sources. A significant decline in general economic conditions, caused by inflation, recession, acts of terrorism, outbreak of hostilities or other international or domestic occurrences, unemployment, changes in securities markets or other factors could impact these local economic conditions and, in turn, have a material adverse effect on the Company's financial condition and results of operations.

The second half of 2007 was highlighted by significant disruption and volatility in the financial and capital marketplaces. This turbulence has been attributable to a variety of factors, including the fallout associated with the subprime mortgage market. One aspect of this fallout has been significant deterioration in the activity of the secondary market. The disruptions have been exacerbated by the continued decline of the real estate and housing market along with significant mortgage loan related losses incurred by many lending institutions. The turmoil in the mortgage market has impacted the global markets as well as the domestic markets and led to a significant credit and liquidity crisis in many domestic markets during the second half of 2007. As a lender, we may be adversely affected by general economic weaknesses, and, in particular, a sharp downturn in the housing industry in the states of New York and Pennsylvania. During the second half of 2007, we have experienced an increase in non-performing loans and net loan charge-offs. No assurance can be given that these conditions will improve or will not worsen or that such conditions will not result in a further increase in delinquencies, causing a decrease in our interest income, or continue to have an adverse impact on our loan loss experience, causing an increase in our allowance for loan losses.

### **The Company Operates in a Highly Competitive Industry and Market Area**

The Company faces substantial competition in all areas of its operations from a variety of different competitors, many of which are larger and may have more financial resources. Such competitors primarily include national, regional, and community banks within the various markets the Company operates. Additionally, various out-of-state banks continue to enter or have announced plans to enter the market areas in which the Company currently operates. The Company also faces competition from many other types of financial institutions, including, without limitation, savings and loans, credit unions, finance companies, brokerage firms, insurance companies, factoring companies and other financial intermediaries. The financial services industry could become even more competitive as a result of legislative, regulatory and technological changes and continued consolidation. Banks, securities firms and insurance companies can merge under the umbrella of a financial holding company, which can offer virtually any type of financial service, including banking, securities underwriting, insurance (both agency and underwriting) and merchant banking. Also, technology has lowered barriers to entry and made it possible for non-banks to offer products and services traditionally provided by banks, such as automatic transfer and automatic payment systems. Many of the Company's competitors have fewer regulatory constraints and may have lower cost structures. Additionally, due to their size, many competitors may be able to achieve economies of scale and, as a result, may offer a broader range of products and services as well as better pricing for those products and services than the Company can. The Company's ability to compete successfully depends on a number of factors, including, among other things:

- The ability to develop, maintain and build upon long-term customer relationships based on top quality service, high ethical standards and safe, sound assets.
- The ability to expand the Company's market position.
- The scope, relevance and pricing of products and services offered to meet customer needs and demands.
- The rate at which the Company introduces new products and services relative to its competitors.
- Customer satisfaction with the Company's level of service.
- Industry and general economic trends.



Failure to perform in any of these areas could significantly weaken the Company's competitive position, which could adversely affect the Company's growth and profitability, which, in turn, could have a material adverse effect on the Company's financial condition and results of operations.

### **The Company is Subject to Extensive Government Regulation and Supervision**

The Company, primarily through NBT Bank and certain non-bank subsidiaries, is subject to extensive federal regulation and supervision. Banking regulations are primarily intended to protect depositors' funds, federal deposit insurance funds and the banking system as a whole, not shareholders. These regulations affect the Company's lending practices, capital structure, investment practices, dividend policy and growth, among other things. Congress and federal regulatory agencies continually review banking laws, regulations and policies for possible changes. Changes to statutes, regulations or regulatory policies, including changes in interpretation or implementation of statutes, regulations or policies, could affect the Company in substantial and unpredictable ways. Such changes could subject the Company to additional costs, limit the types of financial services and products the Company may offer and/or increase the ability of non-banks to offer competing financial services and products, among other things. Failure to comply with laws, regulations or policies could result in sanctions by regulatory agencies, civil money penalties and/or reputation damage, which could have a material adverse effect on the Company's business, financial condition and results of operations. While the Company has policies and procedures designed to prevent any such violations, there can be no assurance that such violations will not occur. See the section captioned "Supervision and Regulation" in Item 1. Business, which is located elsewhere in this report.

### **The Company's Controls and Procedures May Fail or be Circumvented**

Management regularly reviews and updates the Company's internal controls, disclosure controls and procedures, and corporate governance policies and procedures. Any system of controls, however well designed and operated, is based in part on certain assumptions and can provide only reasonable, not absolute, assurances that the objectives of the system are met. Any failure or circumvention of the Company's controls and procedures or failure to comply with regulations related to controls and procedures could have a material adverse effect on the Company's business, results of operations and financial condition.

### **New Lines of Business or New Products and Services May Subject the Company to Additional Risks**

From time to time, the Company may implement new lines of business or offer new products and services within existing lines of business. There are substantial risks and uncertainties associated with these efforts, particularly in instances where the markets are not fully developed. In developing and marketing new lines of business and/or new products and services the Company may invest significant time and resources. Initial timetables for the introduction and development of new lines of business and/or new products or services may not be achieved and price and profitability targets may not prove feasible. External factors, such as compliance with regulations, competitive alternatives, and shifting market preferences, may also impact the successful implementation of a new line of business or a new product or service. Furthermore, any new line of business and/or new product or service could have a significant impact on the effectiveness of the Company's system of internal controls. Failure to successfully manage these risks in the development and implementation of new lines of business or new products or services could have a material adverse effect on the Company's business, results of operations and financial condition.

### **The Company Relies on Dividends From its Subsidiaries for Most of its Revenue**

The Company is a separate and distinct legal entity from its subsidiaries. It receives substantially all of its revenue from dividends from its subsidiaries. These dividends are the principal source of funds to pay dividends on the Company's common stock and interest and principal on the Company's debt. Various federal and/or state laws and regulations limit the amount of dividends that Bank may pay to the Company. Also, the Company's right to participate in a distribution of assets upon a subsidiary's liquidation or reorganization is subject to the prior claims of the subsidiary's creditors. In the event the Bank is unable to pay dividends to the Company, the Company may not be able to service debt, pay obligations or pay dividends on the Company's common stock.

The inability to receive dividends from NBT Bank could have a material adverse effect on the Company's business, financial condition and results of operations. See the section captioned "Supervision and Regulation" in Item 1. Business and Note 15 — Stockholders' Equity in the notes to consolidated financial statements included in Item 8. Financial Statements and Supplementary Data, which are located elsewhere in this report.



### **The Company May Not be Able to Attract and Retain Skilled People**

The Company's success depends, in large part, on its ability to attract and retain key people. Competition for the best people in most activities engaged in by the Company can be intense and the Company may not be able to hire people or to retain them. The unexpected loss of services of one or more of the Company's key personnel could have a material adverse impact on the Company's business because of their skills, knowledge of the Company's market, years of industry experience and the difficulty of promptly finding qualified replacement personnel.

### **The Company's Information Systems May Experience an Interruption or Breach in Security**

The Company relies heavily on communications and information systems to conduct its business. Any failure, interruption or breach in security of these systems could result in failures or disruptions in the Company's customer relationship management, general ledger, deposit, loan and other systems. While the Company has policies and procedures designed to prevent or limit the effect of the failure, interruption or security breach of its information systems, there can be no assurance that any such failures, interruptions or security breaches will not occur or, if they do occur, that they will be adequately addressed. The occurrence of any failures, interruptions or security breaches of the Company's information systems could damage the Company's reputation, result in a loss of customer business, subject the Company to additional regulatory scrutiny, or expose the Company to civil litigation and possible financial liability, any of which could have a material adverse effect on the Company's financial condition and results of operations.

### **The Company Continually Encounters Technological Change**

The financial services industry is continually undergoing rapid technological change with frequent introductions of new technology-driven products and services. The effective use of technology increases efficiency and enables financial institutions to better serve customers and to reduce costs. The Company's future success depends, in part, upon its ability to address the needs of its customers by using technology

to provide products and services that will satisfy customer demands, as well as to create additional efficiencies in the Company's operations. Many of the Company's competitors have substantially greater resources to invest in technological improvements. The Company may not be able to effectively implement new technology-driven products and services or be successful in marketing these products and services to its customers. Failure to successfully keep pace with technological change affecting the financial services industry could have a material adverse impact on the Company's business and, in turn, the Company's financial condition and results of operations.

### **Severe Weather, Natural Disasters, Acts of War or Terrorism and Other External Events Could Significantly Impact the Company's Business**

Severe weather, natural disasters, acts of war or terrorism and other adverse external events could have a significant impact on the Company's ability to conduct business. Such events could affect the stability of the Company's deposit base, impair the ability of borrowers to repay outstanding loans, impair the value of collateral securing loans, cause significant property damage, result in loss of revenue and/or cause the Company to incur additional expenses. Although management has established disaster recovery policies and procedures, the occurrence of any such event could have a material adverse effect on the Company's business, which, in turn, could have a material adverse effect on the Company's financial condition and results of operations.

### **The Company's Articles of Incorporation, By-Laws and Stockholder Rights Plan as Well as Certain Banking Laws May Have an Anti-Takeover Effect**

Provisions of the Company's articles of incorporation and by-laws, federal banking laws, including regulatory approval requirements, and the Company's stock purchase rights plan could make it more difficult for a third party to acquire the Company, even if doing so would be perceived to be beneficial to the Company's stockholders. The combination of these provisions effectively inhibits a non-negotiated merger or other business combination, which, in turn, could adversely affect the market price of the Company's common stock.

## **ITEM 1B.**

### **Unresolved Staff Comments**

None.

## ITEM 2. Properties

The Company's headquarters are located at 52 South Broad Street, Norwich, New York 13815. The Company operated the following number of community banking branches and automated teller machines (ATMs) as of December 31, 2007:

County	Branches	ATMs	County	Branches	ATMs
<b>NBT Bank Division</b>			<b>Pennstar Bank Division</b>		
<b>New York</b>			<b>Pennsylvania</b>		
Albany County	4	5	Lackawanna County	17	25
Broome County	7	12	Luzerne County	4	8
Chenango County	11	13	Monroe County	6	7
Clinton County	3	2	Pike County	3	4
Delaware County	5	6	Susquehanna County	6	8
Essex County	3	6	Wayne County	3	4
Franklin County	1	1			
Fulton County	7	12			
Greene County	—	1			
Hamilton County	1	1			
Herkimer County	2	1			
Montgomery County	7	6			
Oneida County	6	11			
Otsego County	9	16			
Saratoga County	4	6			
Schenectady County	1	1			
Schoharie County	4	3			
St. Lawrence County	5	6			
Tioga County	1	1			
Warren County	1	—			

The Company leases fifty of the above listed branches from third parties. The Company owns all other banking premises. The Company believes that its offices are sufficient for its present operations. All automated teller machines are owned.

## ITEM 3. Legal Proceedings

There are no material pending legal proceedings, other than ordinary routine litigation incidental to the business, to which the Company or any of its subsidiaries is a party or of which their property is the subject.

## ITEM 4. Submission of Matters to a Vote of Security Holders

None.

## PART II

### ITEM 5.

### Market for Registrant's Common Equity and Related Stockholder Matters, and Issuer Repurchases of Equity Securities

The common stock of NBT Bancorp Inc. ("Common Stock") is quoted on the Nasdaq Global Select Market under the symbol "NBTB." The following table sets forth the market prices and dividends declared for the Common Stock for the periods indicated:

	High	Low	Dividend
<b>2006</b>			
1st quarter	\$23.90	\$21.02	\$0.19
2nd quarter	23.24	21.03	0.19
3rd quarter	24.57	21.44	0.19
4th quarter	26.47	22.36	0.19
<b>2007</b>			
1st quarter	<b>\$25.81</b>	<b>\$21.73</b>	<b>\$0.20</b>
2nd quarter	<b>23.45</b>	<b>21.80</b>	<b>0.20</b>
3rd quarter	<b>23.80</b>	<b>17.10</b>	<b>0.20</b>
4th quarter	<b>25.00</b>	<b>20.58</b>	<b>0.20</b>

The closing price of the Common Stock on February 15, 2008 was \$21.00.

As of February 15, 2008, there were 7,050 shareholders of record of Company common stock.

### Equity Compensation Plan Information

As of December 31, 2007, the following table summarizes the Company's equity compensation plans:

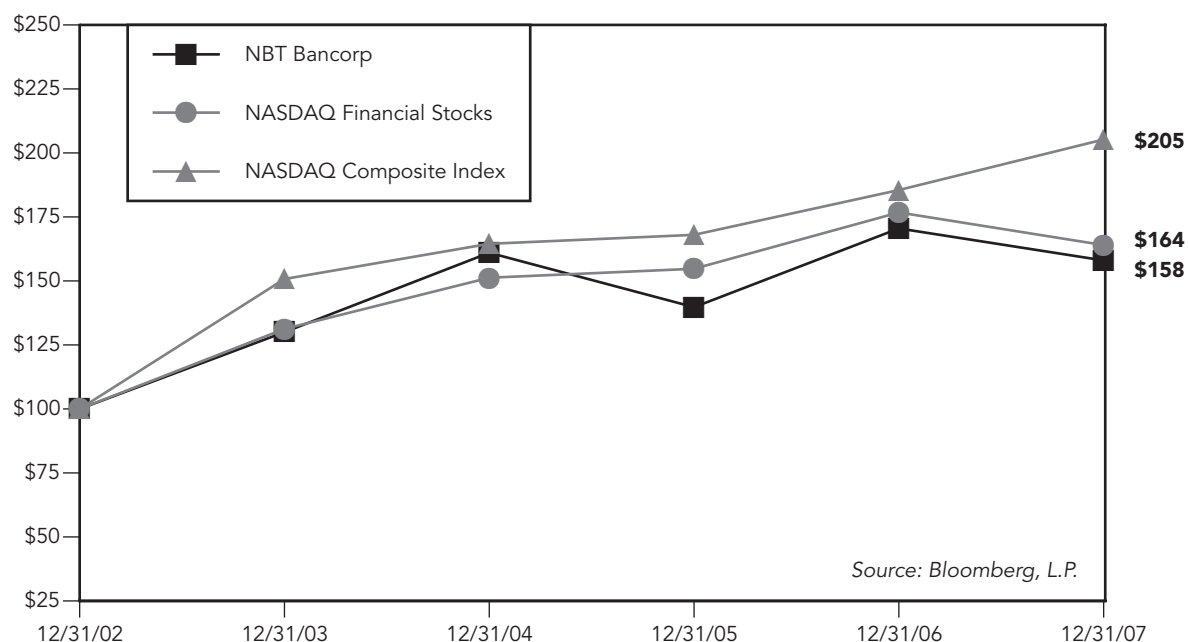
Plan Category	A. Number of Securities to be Issued Upon Exercise of Outstanding Options	B. Weighted-Average Exercise Price of Outstanding Options	Number of Securities Remaining Available for Future Issuance Under Equity Compensation Plans (Excluding Securities Reflected in Column A)
Equity compensation plans approved by stockholders	1,878,352	\$20.89	1,737,406
Equity compensation plans not approved by stockholders	None	None	None

### Performance Graph

The following graph compares the cumulative total stockholder return (i.e., price change, reinvestment of cash dividends and stock dividends received) on our common stock against the cumulative total return of the NASDAQ Stock Market (U.S. Companies) Index and the Index for NASDAQ Financial Stocks. The stock performance graph assumes that \$100 was invested on December 31, 2002. The graph further assumes the reinvestment of dividends into additional

shares of the same class of equity securities at the frequency with which dividends are paid on such securities during the relevant fiscal year. The yearly points marked on the horizontal axis correspond to December 31 of that year. We calculate each of the referenced indices in the same manner. All are market-capitalization-weighted indices, so companies judged by the market to be more important (i.e., more valuable) count for more in all indices.

### Five-Year Cumulative Total Return



Index	Period Ending					
	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07
NBT Bancorp	\$100.00	\$130.04	\$160.98	\$139.69	\$170.40	<b>\$157.82</b>
NASDAQ Financial Stocks	\$100.00	\$131.13	\$151.10	\$154.65	\$176.72	<b>\$163.96</b>
NASDAQ Composite Index	\$100.00	\$150.76	\$164.53	\$168.03	\$185.46	<b>\$205.21</b>

Source: Bloomberg, L.P.

### Dividends

We depend primarily upon dividends from our subsidiaries for a substantial part of our revenue. Accordingly, our ability to pay dividends depends primarily upon the receipt of dividends or other capital distributions from our subsidiaries. Payment of dividends to the Company from the Bank is subject to certain regulatory and other restrictions. Under OCC regulations, the Bank may pay dividends to the Company without prior regulatory approval so long as it meets its applicable regulatory capital requirements before and after payment of such dividends and its total dividends do not exceed its net income to date over the calendar year plus retained net income over the preceding two years. At December 31, 2007, the Bank was in compliance with all applicable minimum capital requirements and had the ability to pay dividends of \$33.4 million to the Company without the prior approval of the OCC.

If the capital of the Company is diminished by depreciation in the value of its property or by losses, or otherwise, to an amount less than the aggregate amount of the capital represented by the issued and outstanding stock of all classes having a preference upon the distribution of assets, no dividends may be paid out of net profits until the deficiency in the amount of capital represented by the issued and outstanding stock of all classes having a preference upon the distribution of assets has been repaired. See the section captioned "Supervision and Regulation" in Item 1. Business and Note 15 — Stockholders' Equity in the notes to consolidated financial statements included in Item 8. Financial Statements and Supplementary Data, which are located elsewhere in this report.

**ITEM 6.****Selected Financial Data**

The following summary of financial and other information about the Company is derived from the Company's audited consolidated financial statements for each of the five fiscal years ended December 31, 2007 and should be read in conjunction with "Management's Discussion and Analysis of Financial Condition and Results of Operations" and the Company's consolidated financial statements and accompanying notes, included elsewhere in this report:

	Year ended December 31,				
<i>(In thousands, except per share data)</i>	<b>2007</b>	2006	2005	2004	2003
Interest, fee and dividend income	<b>\$ 306,117</b>	\$ 288,842	\$ 236,367	\$ 210,179	\$ 207,298
Interest expense	<b>141,090</b>	125,009	78,256	59,692	62,874
Net interest income	<b>165,027</b>	163,833	158,111	150,487	144,424
Provision for loan and lease losses	<b>30,094</b>	9,395	9,464	9,615	9,111
Noninterest income excluding securities (losses) gains	<b>57,586</b>	49,504	43,785	40,673	37,603
Securities (losses) gains, net	<b>2,113</b>	(875)	(1,236)	216	175
Other noninterest expense	<b>122,517</b>	122,966	115,305	109,777	104,517
Income before income taxes	<b>72,115</b>	80,101	75,891	71,984	68,574
Net income	<b>50,328</b>	55,947	52,438	50,047	47,104
<b>Per common share</b>					
Basic earnings	<b>\$ 1.52</b>	\$ 1.65	\$ 1.62	\$ 1.53	\$ 1.45
Diluted earnings	<b>1.51</b>	1.64	1.60	1.51	1.43
Cash dividends paid	<b>0.79</b>	0.76	0.76	0.74	0.68
Book value at year-end	<b>12.29</b>	11.79	10.34	10.11	9.46
Tangible book value at year-end	<b>8.78</b>	8.42	8.75	8.66	7.94
Average diluted common shares outstanding	<b>33,421</b>	34,206	32,710	33,087	32,844
<b>At December 31,</b>					
Securities available for sale, at fair value	<b>\$1,140,114</b>	\$1,106,322	\$ 954,474	\$ 952,542	\$ 980,961
Securities held to maturity, at amortized cost	<b>149,111</b>	136,314	93,709	81,782	97,204
Loans and leases	<b>3,455,851</b>	3,412,654	3,022,657	2,869,921	2,639,976
Allowance for loan and lease losses	<b>54,183</b>	50,587	47,455	44,932	42,651
Assets	<b>5,201,776</b>	5,087,572	4,426,773	4,212,304	4,046,885
Deposits	<b>3,872,093</b>	3,796,238	3,160,196	3,073,838	3,001,351
Borrowings	<b>868,776</b>	838,558	883,182	752,066	672,631
Stockholders' equity	<b>397,300</b>	403,817	333,943	332,233	310,034
<b>Key ratios</b>					
Return on average assets	<b>0.98%</b>	1.14%	1.21%	1.21%	1.22%
Return on average equity	<b>12.60</b>	14.47	15.86	15.69	15.90
Average equity to average assets	<b>7.81</b>	7.85	7.64	7.74	7.69
Net interest margin	<b>3.61</b>	3.70	4.01	4.03	4.16
Dividend payout ratio	<b>52.32</b>	46.34	47.50	49.01	47.55
Tier 1 leverage	<b>7.14</b>	7.57	7.16	7.13	6.76
Tier 1 risk-based capital	<b>9.79</b>	10.42	9.80	9.78	9.96
Total risk-based capital	<b>11.05</b>	11.67	11.05	11.04	11.21



## Selected Quarterly Financial Data

	2007				2006			
(Dollars in thousands, except per share data)	First	Second	Third	Fourth	First	Second	Third	Fourth
Interest, fee and dividend income	\$75,459	\$76,495	\$77,181	\$76,982	\$66,306	\$71,831	\$74,688	\$76,017
Interest expense	34,830	35,137	35,994	35,129	26,187	30,462	33,768	34,592
Net interest income	40,629	41,358	41,187	41,853	40,119	41,369	40,920	41,425
Provision for loan and lease losses	2,096	9,770	4,788	13,440	1,728	1,703	2,480	3,484
Noninterest income excluding net securities (losses) gains	12,695	13,971	15,043	15,877	12,158	12,534	12,510	12,302
Net securities (losses) gains	(5)	21	1,484	613	(934)	22	7	30
Noninterest expense	30,872	28,014	31,227	32,404	30,472	31,694	29,918	30,882
Net income	\$14,132	\$12,064	\$15,147	\$ 8,985	\$13,588	\$14,169	\$14,542	\$13,648
Basic earnings per share	\$ 0.41	\$ 0.36	\$ 0.46	\$ 0.28	\$ 0.41	\$ 0.41	\$ 0.43	\$ 0.40
Diluted earnings per share	\$ 0.41	\$ 0.36	\$ 0.46	\$ 0.28	\$ 0.40	\$ 0.41	\$ 0.43	\$ 0.40
Net interest margin	3.63%	3.63%	3.56%	3.61%	3.86%	3.73%	3.60%	3.63%
Return on average assets	1.13%	0.95%	1.17%	0.69%	1.18%	1.15%	1.15%	1.07%
Return on average equity	14.06%	11.90%	15.41%	9.06%	15.11%	14.71%	14.89%	13.31%
Average diluted common shares outstanding	34,457	33,936	32,921	32,398	33,746	34,472	34,197	34,402

### ITEM 7.

## Management's Discussion and Analysis of Financial Condition and Results of Operations

### General

The financial review which follows focuses on the factors affecting the consolidated financial condition and results of operations of NBT Bancorp Inc. (the "Registrant") and its wholly owned subsidiaries, NBT Bank, N.A. (the Bank), NBT Financial Services, Inc. (NBT Financial), and Hathaway Agency, Inc. during 2007 and, in summary form, the preceding two years. Collectively, the Registrant and its subsidiaries are referred to herein as "the Company." Net interest margin is presented in this discussion on a fully taxable equivalent (FTE) basis. Average balances discussed are daily averages unless otherwise described. The audited consolidated financial statements and related notes as of December 31, 2007 and 2006 and for each of the years in the three-year period ended December 31, 2007 should be read in conjunction with this review. Amounts in prior period consolidated financial statements are reclassified whenever necessary to conform to the 2007 presentation.

The preparation of the consolidated financial statements requires management to make estimates and assumptions, in the application of certain accounting policies, about the effect of matters that are inherently uncertain. Those estimates and assumptions affect the reported amounts of certain assets, liabilities, revenues and expenses. Different amounts could be reported under different conditions, or if different assumptions were used in the application of these accounting policies.

The business of the Company is providing commercial banking and financial services through its subsidiaries. The Company's primary market area is central and upstate New York and northeastern Pennsylvania. The Company has been, and intends to continue to be, a community-oriented financial institution offering a variety of financial services. The Company's principal business is attracting deposits from customers within its market area and investing those funds primarily in loans and leases, and, to a lesser extent, in marketable securities. The financial condition and operating results of the Company are dependent on its net interest income which is the difference between the interest and dividend income earned on its earning assets and the interest expense paid on its interest bearing liabilities, primarily consisting of deposits and borrowings. Net income is also affected by provisions for loan and lease losses and noninterest income, such as service charges on deposit accounts, broker/dealer fees, trust fees, and gains/losses on securities sales; it is also impacted by noninterest expense, such as salaries and employee benefits, data processing, communications, occupancy, and equipment.

The Company's results of operations are significantly affected by general economic and competitive conditions (particularly changes in market interest rates), government policies, changes in accounting standards, and actions of regulatory agencies. Future changes in applicable laws, regulations, or government policies may have a material impact on the

Company. Lending activities are substantially influenced by the demand for and supply of housing, competition among lenders, the level of interest rates, the state of the local and regional economy, and the availability of funds. The ability to gather deposits and the cost of funds are influenced by prevailing market interest rates, fees and terms on deposit products, as well as the availability of alternative investments including mutual funds and stocks.

### **Critical Accounting Policies**

The Company has identified several policies as being critical because they require management to make particularly difficult, subjective and/or complex judgments about matters that are inherently uncertain and because of the likelihood that materially different amounts would be reported under different conditions or using different assumptions. These policies relate to the allowance for loan losses and pension accounting.

Management of the Company considers the accounting policy relating to the allowance for loan and lease losses to be a critical accounting policy given the uncertainty in evaluating the level of the allowance required to cover credit losses inherent in the loan and lease portfolio and the material effect that such judgments can have on the results of operations. While management's current evaluation of the allowance for loan and lease losses indicates that the allowance is adequate, under adversely different conditions or assumptions, the allowance would need to be increased. For example, if historical loan and lease loss experience significantly worsened or if current economic conditions significantly deteriorated, additional provisions for loan and lease losses would be required to increase the allowance. In addition, the assumptions and estimates used in the internal reviews of the Company's nonperforming loans and potential problem loans has a significant impact on the overall analysis of the adequacy of the allowance for loan and lease losses. While management has concluded that the current evaluation of collateral values is reasonable under the circumstances, if collateral values were significantly lowered, the Company's allowance for loan and lease policy would also require additional provisions for loan and lease losses.

Management is required to make various assumptions in valuing its pension assets and liabilities. These assumptions include the expected rate of return on plan assets, the discount rate, and the rate of increase in future compensation levels. Changes to these assumptions could impact earnings in future periods. The Company takes into account the plan asset mix, funding obligations, and expert opinions in determining the various rates used to estimate pension expense.

The Company also considers the Citigroup Liability Index and market interest rates in setting the appropriate discount rate. In addition, the Company reviews expected inflationary and merit increases to compensation in determining the rate of increase in future compensation levels.

The Company's policy on the allowance for loan and lease losses and pension accounting is disclosed in note 1 to the consolidated financial statements. A more detailed description of the allowance for loan and lease losses is included in the "Risk Management" section of this Form 10-K. All significant pension accounting assumptions and detail is disclosed in Note 17 to the consolidated financial statements. All accounting policies are important, and as such, the Company encourages the reader to review each of the policies included in Note 1 to obtain a better understanding on how the Company's financial performance is reported.

### **Forward Looking Statements**

Certain statements in this filing and future filings by the Company with the Securities and Exchange Commission, in the Company's press releases or other public or shareholder communications, or in oral statements made with the approval of an authorized executive officer, contain forward-looking statements, as defined in the Private Securities Litigation Reform Act. These statements may be identified by the use of phrases such as "anticipate," "believe," "expect," "forecasts," "projects," "will," "can," "would," "should," "could," "may," or other similar terms. There are a number of factors, many of which are beyond the Company's control that could cause actual results to differ materially from those contemplated by the forward looking statements. Factors that may cause actual results to differ materially from those contemplated by such forward-looking statements include, among others, the following possibilities:

- Local, regional, national and international economic conditions and the impact they may have on the Company and its customers and the Company's assessment of that impact.
- Changes in the level of non-performing assets and charge-offs.
- Changes in estimates of future reserve requirements based upon the periodic review thereof under relevant regulatory and accounting requirements.
- The effects of and changes in trade and monetary and fiscal policies and laws, including the interest rate policies of the Federal Reserve Board.

- Inflation, interest rate, securities market and monetary fluctuations.
- Political instability.
- Acts of war or terrorism.
- The timely development and acceptance of new products and services and perceived overall value of these products and services by users.
- Changes in consumer spending, borrowings and savings habits.
- Changes in the financial performance and/or condition of the Company's borrowers.
- Technological changes.
- Acquisitions and integration of acquired businesses.
- The ability to increase market share and control expenses.
- Changes in the competitive environment among financial holding companies.
- The effect of changes in laws and regulations (including laws and regulations concerning taxes, banking, securities and insurance) with which the Company and its subsidiaries must comply.
- The effect of changes in accounting policies and practices, as may be adopted by the regulatory agencies, as well as the Public Company Accounting Oversight Board, the Financial Accounting Standards Board and other accounting standard setters.
- Changes in the Company's organization, compensation and benefit plans.
- The costs and effects of legal and regulatory developments including the resolution of legal proceedings or regulatory or other governmental inquiries and the results of regulatory examinations or reviews.
- Greater than expected costs or difficulties related to the integration of new products and lines of business.
- The Company's success at managing the risks involved in the foregoing items.

The Company cautions readers not to place undue reliance on any forward-looking statements, which speak only as of the date made, and to advise readers that various factors, including but not limited to those described above, could affect the Company's financial performance and could cause the Company's actual results or circumstances for future periods to differ materially from those anticipated or projected.

Except as required by law, the Company does not undertake, and specifically disclaims any obligations to, publicly release any revisions that may be made to any forward-looking statements to reflect statements to the occurrence of anticipated or unanticipated events or circumstances after the date of such statements.

## Overview

The Company had net income of \$50.3 million or \$1.51 per diluted share for 2007, down 10.0% from net income of \$55.9 million or \$1.64 per diluted share for 2006. The provision for loan and lease losses totaled \$30.1 million for the year ended December 31, 2007, up \$20.7, or 220.3%, from \$9.4 million for the year ended December 31, 2006. This increase was due in large part to increases in nonperforming loans and charge-offs in 2007. The increase in the provision for loan and lease losses was offset by several factors. Net interest income increased \$1.2 million or 0.7% in 2007 compared to 2006. The increase in net interest income resulted mainly from an increase in average earning assets of \$171.4 million, or 3.7% to \$4.7 billion in 2007, driven by a 3.7% increase in average loans and leases for the period. Noninterest income increased \$11.1 million or 22.8% compared to 2006. The increase in noninterest income was driven primarily by an increase in service charges on deposit accounts from fee initiatives during the year. Also included in noninterest income for 2007 were net securities gains totaling \$2.1 million compared to net securities losses of \$0.9 million in 2006. Excluding net security gains and losses, total noninterest income increased 16.3% in 2007 compared with 2006. Noninterest expense remained relatively stable from \$123.0 million in 2006 to \$122.5 million in 2007.

The Company had net income of \$55.9 million or \$1.64 per diluted share for 2006, up 6.7% from net income of \$52.4 million or \$1.60 per diluted share for 2005. Results were driven by several factors. Net interest income increased \$5.7 million or 3.6% in 2006 compared to 2005. The increase in net interest income resulted mainly from an increase in average earning assets of \$528.8 million, or 13.1% to \$4.6 billion in 2006, driven by a 11.6% increase in average loans and leases for the period. Noninterest income increased \$6.1 million or 14.3% compared to 2005. Included in noninterest income for 2006 were net securities losses totaling \$0.9 million compared to net securities losses of \$1.2 million in 2005. Excluding net security gains and losses, total noninterest income increased 13.1% in 2006 compared with 2005. Offsetting the increases in net interest income and noninterest income was an increase in noninterest expense of \$7.7 million in 2006 compared to 2005. Noninterest income and expense increased in all line items in 2006 compared to 2005,

primarily as a result of the CNB merger in February of 2006 (see Item 1. Business for merger details). The provision for loan and lease losses decreased slightly in 2006 compared to 2005, as potential problem loans have decreased as a percentage of the loan portfolio, offset by an increase in net charge-offs.

## Asset/Liability Management

The Company attempts to maximize net interest income, and net income, while actively managing its liquidity and interest rate sensitivity through the mix of various core deposit products and other sources of

funds, which in turn fund an appropriate mix of earning assets. The changes in the Company's asset mix and sources of funds, and the resultant impact on net interest income, on a fully tax equivalent basis, are discussed below.

The following table includes the condensed consolidated average balance sheet, an analysis of interest income/expense and average yield/rate for each major category of earning assets and interest bearing liabilities on a taxable equivalent basis. Interest income for tax-exempt securities and loans and leases has been adjusted to a taxable-equivalent basis using the statutory Federal income tax rate of 35%.

**Table 1. Average Balances and Net Interest Income**

	2007			2006			2005		
(Dollars in thousands)	Average Balance	Interest	Yield/Rate	Average Balance	Interest	Yield/Rate	Average Balance	Interest	Yield/Rate
<b>Assets</b>									
Short-term interest bearing accounts	\$ 8,395	\$ 419	4.99%	\$ 8,116	\$ 395	4.87%	\$ 7,298	\$ 229	3.14%
Securities available for sale <sup>1</sup>	1,134,837	57,290	5.05	1,110,405	53,992	4.86	954,461	43,113	4.52
Securities held to maturity <sup>1</sup>	144,518	8,901	6.16	115,636	7,071	6.11	88,244	5,035	5.71
Investment in FRB and FHLB Banks	34,022	2,457	7.22	39,437	2,076	5.26	37,607	1,898	5.05
Loans and leases <sup>2</sup>	3,425,318	243,317	7.10	3,302,080	230,800	6.99	2,959,256	190,331	6.43
Total earning assets	4,747,090	312,384	6.58	4,575,674	294,334	6.43	4,046,866	240,606	5.95
Other non-interest earning assets	362,497			349,396			279,289		
Total assets	\$5,109,587			\$4,925,070			\$4,326,155		
<b>Liabilities and stockholders' equity</b>									
Money market deposit accounts	\$ 663,532	22,402	3.38%	\$ 543,323	18,050	3.32%	\$ 399,056	7,312	1.83%
NOW deposit accounts	449,122	3,785	0.84	443,339	3,297	0.74	439,751	2,305	0.52
Savings deposits	485,562	4,299	0.89	532,788	4,597	0.86	559,584	3,985	0.71
Time deposits	1,675,116	76,088	4.54	1,534,556	61,854	4.03	1,217,442	36,330	2.98
Total interest-bearing deposits	3,273,332	106,574	3.26	3,054,006	87,798	2.87	2,615,833	49,932	1.91
Short-term borrowings	280,162	12,943	4.62	331,255	15,448	4.66	353,644	10,983	3.11
Trust preferred debentures	75,422	5,087	6.74	70,055	4,700	6.71	19,596	1,227	6.26
Long-term debt	384,017	16,486	4.29	414,976	17,063	4.11	410,891	16,114	3.92
Total interest-bearing liabilities	4,012,933	141,090	3.52	3,870,292	125,009	3.23	3,399,964	78,256	2.30
Demand deposits	639,423			614,055			543,077		
Other non-interest-bearing liabilities	57,932			54,170			52,438		
Stockholders' equity	399,299			386,553			330,676		
Total liabilities and stockholders' equity	\$5,109,587			\$4,925,070			\$4,326,155		
Interest rate spread			3.06%			3.20%			3.64%
Net interest income-FTE		171,294			169,325			162,350	
Net interest margin			3.61%			3.70%			4.01%
Taxable equivalent adjustment		6,267			5,492			4,239	
Net interest income		\$165,027			\$163,833			\$158,111	

<sup>1</sup>Securities are shown at average amortized cost.

<sup>2</sup>For purposes of these computations, nonaccrual loans are included in the average loan balances outstanding. The interest collected thereon is included in interest income based upon the characteristics of the related loans.



## Net Interest Income

On a tax equivalent basis, the Company's net interest income for 2007 was \$171.3 million, up from \$169.3 million for 2006. The Company's net interest margin declined to 3.61% for 2007 from 3.70% for 2006. The decline in the net interest margin resulted primarily from interest-bearing liabilities repricing up faster than earning assets, offset somewhat by the increase in average demand deposits, which increased \$25.4 million or 4.1% during the period. Earning assets, particularly those tied to a fixed rate, have not fully realized the benefit of the higher interest rate environment, since rates for earning assets with terms three years or longer have remained relatively flat during this period due to the flat/inverted yield curve. The yield on earning assets increased 15 basis points (bp), from 6.43% for 2006 to 6.58% for 2007.

Meanwhile, the rate paid on interest bearing liabilities increased 29 bp, from 3.23% for 2006 to 3.52% for 2007. Additionally, offsetting the decline in net interest margin was an increase in average earning assets of \$171.4 million or 3.7%, driven primarily by a \$123.2 million increase in average loans and leases. The increase in average loans and leases was due to in large part to a 17.1% increase in consumer installment loans. The following table presents changes in interest income, on a FTE basis, and interest expense attributable to changes in volume (change in average balance multiplied by prior year rate), changes in rate (change in rate multiplied by prior year volume), and the net change in net interest income. The net change attributable to the combined impact of volume and rate has been allocated to each in proportion to the absolute dollar amounts of change.

**Table 2. Analysis of Changes in Taxable Equivalent Net Interest Income**

(In thousands)	Increase (Decrease) 2007 over 2006			Increase (Decrease) 2006 over 2005		
	Volume	Rate	Total	Volume	Rate	Total
Short-term interest-bearing accounts	\$ 14	\$ 10	\$ 24	\$ 28	\$ 138	\$ 166
Securities available for sale	1,205	2,093	3,298	7,411	3,468	10,879
Securities held to maturity	1,779	51	1,830	1,654	382	2,036
Investment in FRB and FHLB Banks	(314)	695	381	94	84	178
Loans and leases	8,711	3,806	12,517	23,143	17,326	40,469
Total interest income	11,184	6,866	18,050	33,023	20,705	53,728
Money market deposit accounts	4,054	298	4,352	3,305	7,433	10,738
NOW deposit accounts	44	444	488	19	973	992
Savings deposits	(416)	118	(298)	(198)	810	612
Time deposits	5,967	8,267	14,234	10,878	14,646	25,524
Short-term borrowings	(2,362)	(143)	(2,505)	(734)	5,198	4,464
Trust preferred debentures	362	25	387	3,379	95	3,474
Long-term debt	(1,308)	731	(577)	162	787	949
Total interest expense	4,727	11,354	16,081	11,940	34,813	46,753
Change in FTE net interest income	\$ 6,457	\$ (4,488)	\$ 1,969	\$21,083	\$ (14,108)	\$ 6,975

## Loans and Leases and Corresponding Interest and Fees on Loans

The average balance of loans and leases increased 3.7%, totaling \$3.4 billion in 2007 compared to \$3.3 billion in 2006. The yield on average loans and leases increased from 6.99% in 2006 to 7.10% in 2007, as loans, particularly loans indexed to the Prime Rate and other short-term variable rate indices, benefited from the rising rate environment in 2007. Interest income from loans and leases on a FTE basis increased 5.4%, from \$230.8 million in 2006 to \$243.3 million in 2007. The increase in interest income from loans and leases was due to the increase in the average balance of loans and leases as well as the increase in yield on loans and leases in 2007 compared to 2006 noted above.

Total loans and leases increased 1.3% at December 31, 2007, totaling \$3.5 billion from \$3.4 billion at December 31, 2006. The increase in loans and leases was driven by strong growth in consumer loans and home equity loans. Residential real estate mortgages decreased \$20.4 million or 2.8% at December 31, 2007 compared to December 31, 2006. Commercial and commercial real estate decreased \$25.5 million at December 31, 2007 when compared to December 31, 2006. Real estate construction and development loans decreased \$13.1 million, or 13.9%, from \$94.5 million at December 31, 2006 to \$81.4 million at December 31, 2007. Consumer loans increased \$68.5 million or 11.7%, from \$586.9 million at December 31, 2006 to \$655.4 million at December 31, 2007. The increase in



consumer loans was driven primarily by an increase in indirect loans of \$63.3 million, from \$457.4 million in 2006 to \$520.7 million in 2007. Home equity loans increased \$36.0 million or 6.6% from \$546.7 million at December 31, 2006 to \$582.7 million at December 31, 2007. The increase in home equity loans was due to

strong product demand and successful marketing of home equity products.

The following table reflects the loan and lease portfolio by major categories as of December 31 for the years indicated:

**Table 3. Composition of Loan and Lease Portfolio**

	December 31,				
(In thousands)	2007	2006	2005	2004	2003
Residential real estate mortgages	<b>\$ 719,182</b>	\$ 739,607	\$ 701,734	\$ 721,615	\$ 703,906
Commercial and commercial real estate	<b>1,214,897</b>	1,240,383	1,127,705	1,069,451	983,640
Real estate construction and development	<b>81,350</b>	94,494	69,135	86,031	56,430
Agricultural and agricultural real estate	<b>116,190</b>	118,278	114,043	108,181	106,310
Consumer	<b>655,375</b>	586,922	463,955	412,139	390,413
Home equity	<b>582,731</b>	546,719	463,848	391,807	336,547
Lease financing	<b>86,126</b>	86,251	82,237	80,697	62,730
Total loans and leases	<b>\$3,455,851</b>	\$3,412,654	\$3,022,657	\$2,869,921	\$2,639,976

Real estate mortgages consist primarily of loans secured by first or second deeds of trust on primary residences. Loans in the commercial and agricultural category, as well as commercial and agricultural real estate mortgages, consist primarily of short-term and/or floating rate loans made to small to medium-sized entities. Consumer loans consist primarily of installment credit to individuals secured by automobiles and other personal property including manufactured housing. Indirect installment loans represent \$520.7 million of total consumer loans. Real estate construction and development loans include commercial construction and development and residential construction loans. Commercial construction loans are for small and medium sized office buildings and other commercial properties and residential construction loans are primarily for projects located in upstate New York and northeastern Pennsylvania.

The Company's automobile lease financing portfolio totaled \$86.1 million at December 31, 2007 and \$86.3 million at December 31, 2006. Lease receivables primarily represent automobile financing to customers through direct financing leases and are carried at the aggregate of the lease payments receivable and the estimated residual values, net of unearned income and net deferred lease origination fees and costs. Net deferred lease origination fees and costs are amortized under the effective interest method over the

estimated lives of the leases. The estimated residual value related to the total lease portfolio is reviewed quarterly, and if there had been a decline in the estimated fair value of the residual that is judged by management to be other-than-temporary, including consideration of residual value insurance, a loss would be recognized.

Adjustments related to such other-than-temporary declines in estimated fair value are recorded with other noninterest expenses in the consolidated statements of income. One of the most significant risks associated with leasing operations is the recovery of the residual value of the leased vehicles at the termination of the lease. A lease receivable asset includes the estimated residual value of the leased vehicle at the termination of the lease. At termination, the lessor has the option to purchase the vehicle or may turn the vehicle over to the Company. The residual values included in lease financing receivables totaled \$58.4 million and \$59.2 million at December 31, 2007 and 2006, respectively.

The Company has acquired residual value insurance protection in order to reduce the risk related to residual values. Based on analysis performed by management, the Company has concluded that no other-than-temporary impairment exists which would warrant a charge to earnings during the years ended December 31, 2007 and 2006.

The following table, Maturities and Sensitivities of Certain Loans to Changes in Interest Rates, are the maturities of the commercial and agricultural and real estate and construction development loan portfolios

and the sensitivity of loans to interest rate fluctuations at December 31, 2007. Scheduled repayments are reported in the maturity category in which the contractual payment is due.

**Table 4. Maturities and Sensitivities of Certain Loans to Changes in Interest Rates**

Remaining Maturity at December 31, 2007				
(In thousands)	Within One Year	After One Year But Within Five Years	After Five Years	Total
<b>Floating/adjustable rate</b>				
Commercial, commercial real estate, agricultural, and agricultural real estate	\$325,768	\$ 86,918	\$ 5,681	\$ 418,367
Real estate construction and development	36,892	618	—	37,510
Total floating rate loans	362,660	87,536	5,681	455,877
<b>Fixed rate</b>				
Commercial, commercial real estate, agricultural, and agricultural real estate	402,678	369,104	140,938	912,720
Real estate construction and development	9,219	15,810	18,811	43,840
Total fixed rate loans	411,897	384,914	159,749	956,560
Total	\$774,557	\$472,450	\$165,430	\$1,412,437

#### Securities and Corresponding Interest and Dividend Income

The average balance of the amortized cost for securities available for sale increased \$24.4 million, or 2.2%, from \$1.1 billion in 2006. The yield on average securities available for sale was 5.05% for 2007 compared to 4.86% in 2006. The increase in yield on securities available for sale resulted from the increasing rate environment.

The average balance of securities held to maturity increased from \$115.6 million in 2006 to \$144.5 million in 2007. At December 31, 2007, securities held to maturity were comprised primarily of tax-exempt municipal securities. The yield on securities held to maturity increased from 6.11% in 2006 to 6.16% in 2007 from higher yields for tax-exempt securities purchased during 2007. Investments in FRB and Federal Home Loan Bank (FHLB) stock decreased to \$34.0 million in 2007 from \$39.4 million in 2006. This decrease was driven primarily by a decrease in the investment in FHLB resulting from a decrease the Company's borrowing capacity at FHLB. The yield from investments in FRB and FHLB Banks increased from 5.26% in 2006 to 7.22% in 2007.

The Company classifies its securities at date of purchase as either available for sale, held to maturity or trading. Held to maturity debt securities are those that the Company has the ability and intent to hold until maturity. Available for sale securities are recorded at fair value. Unrealized holding gains and losses, net of the related tax effect, on available for sale securities are excluded from earnings and are reported in stockholders' equity as a component of accumulated other comprehensive income or loss. Held to maturity securities are recorded at amortized cost. Trading securities are recorded at fair value, with net unrealized gains and losses recognized currently in income. Transfers of securities between categories are recorded at fair value at the date of transfer. A decline in the fair value of any available for sale or held to maturity security below cost that is deemed other-than-temporary is charged to earnings resulting in the establishment of a new cost basis for the security. Securities with an other than temporary impairment are generally placed on non-accrual status.

Non-marketable equity securities are carried at cost, with the exception of small business investment company (SBIC) investments, which are carried at fair value in accordance with SBIC rules.

Premiums and discounts are amortized or accreted over the life of the related security as an adjustment to yield using the interest method. Dividend and interest income are recognized when earned. Realized gains

and losses on securities sold are derived using the specific identification method for determining the cost of securities sold.

**Table 5. Securities Portfolio**

	As of December 31,					
	2007		2006		2005	
(In thousands)	Amortized Cost	Fair Value	Amortized Cost	Fair Value	Amortized Cost	Fair Value
<b>Securities available for sale</b>						
U.S. Treasury	\$ 10,042	\$ 10,077	\$ 10,516	\$ 10,487	\$ 10,005	\$ 10,005
Federal Agency and mortgage-backed	704,308	705,354	744,078	731,754	684,907	672,602
State & Municipal, collateralized mortgage obligations and other securities	418,654	424,683	361,854	364,081	269,826	271,867
Total securities available for sale	\$1,133,004	\$1,140,114	\$1,116,448	\$1,106,322	\$964,738	\$954,474
<b>Securities held to maturity</b>						
Federal Agency and mortgage-backed	\$ 2,810	\$ 2,909	\$ 3,434	\$ 3,497	\$ 4,354	\$ 4,482
State & Municipal	145,458	145,767	132,213	132,123	87,582	87,446
Other securities	843	843	667	667	1,773	1,773
Total securities held to maturity	\$ 149,111	\$ 149,519	\$ 136,314	\$ 136,287	\$ 93,709	\$ 93,701

In the available for sale category at December 31, 2007, federal agency securities were comprised of Government-Sponsored Enterprise ("GSE") securities; Mortgaged-backed securities were comprised of GSEs with an amortized cost of \$342.0 million and a fair value of \$338.5 million and U.S. Government Agency securities with an amortized cost of \$39.5 million and a fair value of \$39.8 million; Collateralized mortgage obligations were comprised of GSEs with an

amortized cost of \$179.1 million and a fair value of \$180.1 million and U.S. Government Agency securities with an amortized cost of \$109.1 million and a fair value of \$109.5 million. At December 31, 2007, all of the mortgaged-backed securities held to maturity were comprised of U.S. Government Agency securities.

The following tables set forth information with regard to contractual maturities of debt securities at December 31, 2007:

(In thousands)	Amortized Cost	Estimated Fair Value	Weighted Average Yield
<b>Debt securities classified as available for sale</b>			
Within one year	\$ 71,200	\$ 71,280	4.20%
From one to five years	216,581	218,344	4.93%
From five to ten years	222,645	226,489	5.17%
After ten years	605,979	604,807	5.01%
	\$1,116,405	\$1,120,920	
<b>Debt securities classified as held to maturity</b>			
Within one year	\$ 75,147	\$ 75,144	3.85%
From one to five years	35,558	35,583	4.05%
From five to ten years	26,400	26,571	3.98%
After ten years	12,006	12,221	5.03%
	\$ 149,111	\$ 149,519	

## Funding Sources and Corresponding Interest Expense

The Company utilizes traditional deposit products such as time, savings, NOW, money market, and demand deposits as its primary source for funding. Other sources, such as short-term FHLB advances, federal funds purchased, securities sold under agreements to repurchase, brokered time deposits, and long-term FHLB borrowings are utilized as necessary to support the Company's growth in assets and to achieve interest rate sensitivity objectives. The average balance of interest-bearing liabilities increased \$142.6 million, totaling \$4.0 billion in 2007 from \$3.9 billion in 2006. The rate paid on interest-bearing liabilities increased from 3.23% in 2006 to 3.52% in 2007. Increases in the rate paid and the average balance of interest bearing liabilities caused an increase in interest expense of \$16.1 million, or 12.9%, from \$125.0 million in 2006 to \$141.1 million in 2007.

## Deposits

Average interest bearing deposits increased \$219.3 million during 2007 compared to 2006. The increase resulted primarily from increases in time deposits and money market deposits, partially offset by a decrease in savings deposits. Average time deposits increased \$140.6 million or 9.2% during 2007 when compared to 2006. The increase in average time deposits resulted primarily from increases in municipal and negotiated rate time deposits. Average money market deposits increased \$120.2 million or 22.1% during 2007 when compared to 2006. The increase in average money market deposits resulted primarily from an increase in personal money market deposits. While the average balance of NOW accounts remained relatively stable, the average balance of savings accounts decreased \$47.2 million or 8.9% during 2007 when compared to 2006. The decrease in savings accounts was driven primarily from municipal customers shifting their funds into higher paying money market and time deposits in 2007. The average balance of demand deposits increased \$25.4 million, or 4.1%, from \$614.1 million in 2006 to \$639.4 million in 2007. Solid growth in demand deposits was driven principally by increases in accounts from retail customers.

The rate paid on average interest-bearing deposits increased from 2.87% during 2006 to 3.26% in 2007. The increase in rate on interest-bearing deposits was driven primarily by pricing increases from money market accounts and time deposits. These deposit products are more sensitive to interest rate changes. The pricing increases for these products resulted from increases in short-term rates by the FRB during 2006 combined with competitive pricing from market competitors. The increases by the FRB in 2006 were

partially offset by several rate decreases toward the end of 2007. The rates paid for NOW accounts increased from 0.74% in 2006 to 0.84% in 2007, while rates paid for savings deposits increased from 0.86% in 2006 to 0.89% in 2007.

The following table presents the maturity distribution of time deposits of \$100,000 or more at December 31, 2007:

**Table 6. Maturity Distribution of Time Deposits of \$100,000 or More**

<i>(In thousands)</i>	<b>December 31, 2007</b>
Within three months	<b>\$446,347</b>
After three but within twelve months	<b>214,368</b>
After one but within three years	<b>28,468</b>
Over three years	<b>5,082</b>
Total	<b>\$694,265</b>

## Borrowings

Average short-term borrowings decreased \$51.1 million to \$280.2 million in 2007. The average rate paid on short-term borrowings decreased from 4.66% in 2006 to 4.62% in 2007, which was primarily driven by the Federal Reserve Bank decreasing the Fed Funds target rate (which directly impacts short-term borrowing rates) 100 bp in 2007. Average long-term debt decreased from \$415.0 million in 2006 to \$384.0 million in 2007.

The average balance of trust preferred debentures increased \$5.4 million in 2007 compared to 2006. The average rate paid for trust preferred debentures in 2007 was 6.74%, up 3bp from 6.71% in 2006. The increase in rate on the trust preferred debentures is due primarily to the previously mentioned increase in short-term rates during 2007. The increase in the average balance of trust preferred debentures is due primarily to the issuance of \$51.5 million of trust preferred debentures in February 2006 that were on the balance sheet for a full year in 2007.

Short-term borrowings consist of Federal funds purchased and securities sold under repurchase agreements, which generally represent overnight borrowing transactions, and other short-term borrowings, primarily FHLB advances, with original maturities of one year or less. The Company has unused lines of credit and access to brokered deposits available for short-term financing of approximately \$804 million and \$849 million at December 31, 2007 and 2006, respectively. Securities collateralizing repurchase agreements are held in safekeeping by non-affiliated financial institutions and are under the Company's control. Long-term debt, which is comprised primarily of FHLB advances, are collateralized by the FHLB stock owned

by the Company, certain of its mortgage-backed securities and a blanket lien on its residential real estate mortgage loans.

### Risk Management — Credit Risk

Credit risk is managed through a network of loan officers, credit committees, loan policies, and oversight from the senior credit officers and Board of Directors.

Management follows a policy of continually identifying, analyzing, and grading credit risk inherent in each loan portfolio. An ongoing independent review, subsequent to management's review, of individual credits in the commercial loan portfolio is performed by the independent loan review function. These components of the Company's underwriting and monitoring functions are critical to the timely identification, classification, and resolution of problem credits.

## Nonperforming Assets

**Table 7. Nonperforming Assets**

	As of December 31,				
(Dollars in thousands)	2007	2006	2005	2004	2003
<b>Nonaccrual loans</b>					
Commercial and agricultural loans and real estate	<b>\$20,491</b>	\$ 9,346	\$ 9,373	\$10,550	\$ 8,693
Real estate mortgages	<b>1,372</b>	2,338	2,009	2,553	2,483
Consumer	<b>2,934</b>	1,981	2,037	1,888	2,685
Troubled debt restructured loans	<b>4,900</b>	—	—	—	—
Total nonaccrual loans	<b>29,697</b>	13,665	13,419	14,991	13,861
<b>Loans 90 days or more past due and still accruing</b>					
Commercial and agricultural loans and real estate	<b>51</b>	138	—	—	242
Real estate mortgages	<b>295</b>	682	465	737	244
Consumer	<b>536</b>	822	413	449	482
Total loans 90 days or more past due and still accruing	<b>882</b>	1,642	878	1,186	968
Total nonperforming loans	<b>30,579</b>	15,307	14,297	16,177	14,829
Other real estate owned	<b>560</b>	389	265	428	1,157
Total nonperforming loans and other real estate owned	<b>31,139</b>	15,696	14,562	16,605	15,986
Nonperforming securities	<b>—</b>	—	—	—	395
Total nonperforming loans, securities, and other real estate owned	<b>\$31,139</b>	\$15,696	\$14,562	\$16,605	\$16,381
Total nonperforming loans to loans and leases	<b>0.88%</b>	0.45%	0.47%	0.56%	0.56%
Total nonperforming loans and other real estate owned to total assets	<b>0.60%</b>	0.31%	0.33%	0.39%	0.40%
Total nonperforming loans, securities, and other real estate owned to total assets	<b>0.60%</b>	0.31%	0.33%	0.39%	0.40%
Total allowance for loan and lease losses to nonperforming loans	<b>177.19%</b>	330.48%	331.92%	277.75%	287.62%



The allowance for loan and lease losses is maintained at a level estimated by management to provide adequately for risk of probable losses inherent in the current loan and lease portfolio. The adequacy of the allowance for loan and lease losses is continuously monitored. It is assessed for adequacy using a methodology designed to ensure the level of the allowance reasonably reflects the loan and lease portfolio's risk profile. It is evaluated to ensure that it is sufficient to absorb all reasonably estimable credit losses inherent in the current loan and lease portfolio.

Management considers the accounting policy relating to the allowance for loan and lease losses to be a critical accounting policy given the inherent uncertainty in evaluating the levels of the allowance required to cover credit losses in the portfolio and the material effect that such judgments can have on the consolidated results of operations.

For purposes of evaluating the adequacy of the allowance, the Company considers a number of significant factors that affect the collectibility of the portfolio. For individually analyzed loans, these include estimates of loss exposure, which reflect the facts and circumstances that affect the likelihood of repayment of such loans as of the evaluation date. For homogeneous pools of loans and leases, estimates of the Company's exposure to credit loss reflect a current assessment of a number of factors, which could affect collectibility. These factors include: past loss experience; size, trend, composition, and nature of loans; changes in lending policies and procedures, including underwriting standards and collection, charge-offs and recoveries; trends experienced in nonperforming and delinquent loans; current economic conditions in the Company's market; portfolio concentrations that may affect loss experienced across one or more components of the portfolio; the effect of external factors such as competition, legal and regulatory requirements; and the experience, ability, and depth of lending management and staff. In addition, various regulatory agencies as an integral component of their examination process periodically review the Company's allowance for loan and lease losses. Such agencies may require the Company to recognize additions to the allowance based on their examination.

After a thorough consideration of the factors discussed above, any required additions to the allowance for loan and lease losses are made periodically by charges to the provision for loan and lease losses.

These charges are necessary to maintain the allowance at a level which management believes is reasonably reflective of overall inherent risk of probable loss in the portfolio. While management uses available information to recognize losses on loans and leases, additions to the allowance may fluctuate from one reporting period to another. These fluctuations are reflective of changes in risk associated with portfolio content and/or changes in management's assessment of any or all of the determining factors discussed above.

Total nonperforming assets were \$31.1 million at December 31, 2007, compared to \$15.7 million at December 31, 2006. Nonperforming loans totaled \$30.6 million at December 31, 2007, up from the \$15.3 million outstanding at December 31, 2006. The increase in 2007 was primarily due to one owner-occupied commercial real estate relationship and several dairy credits becoming nonperforming during the second quarter, as well as one large commercial loan becoming nonperforming during the fourth quarter. The Company recorded a provision for loan and lease losses of \$30.1 million during 2007 compared with \$9.4 million for 2006. This increase was due to an increase in nonperforming loans and charge-offs during the period. Nonperforming loans as a percentage of total loans and leases increased to 0.88% for December 31, 2007 from 0.45% at December 31, 2006. The total allowance for loan and lease losses was 177.19% of non-performing loans at December 31, 2007 as compared to 330.48% at December 31, 2006.

Impaired loans, which primarily consist of nonaccruing commercial type loans increased to \$25.4 million at December 31, 2007 as compared to \$9.3 million at December 31, 2006. At December 31, 2007, \$12.7 million of the total impaired loans had a specific reserve allocation of \$5.1 million compared to \$2.2 million of impaired loans at December 31, 2006 which had a specific reserve allocation of \$0.2 million.

Total net charge-offs for 2007 totaled \$26.5 million as compared to \$8.7 million for 2006. The ratio of net charge-offs to average loans and leases was 0.77% for 2007 compared to 0.26% for 2006. Gross charge-offs increased \$17.8 million, totaling \$31.2 million for 2007 compared to \$13.4 million for 2006. Recoveries remained consistent at \$4.7 million for 2006 and 2007. The provision for loan and lease losses increased to \$30.1 million in 2007 from \$9.4 million in 2006. The allowance for loan and lease losses as a percentage of total loans and leases was 1.57% at December 31, 2007 and 1.48% at December 31, 2006.

**Table 8. Allowance for Loan and Lease Losses**

<i>(Dollars in thousands)</i>	<b>2007</b>	2006	2005	2004	2003
Balance at January 1	<b>\$50,587</b>	\$47,455	\$44,932	\$42,651	\$40,167
<b>Loans and leases charged-off</b>					
Commercial and agricultural	<b>20,349</b>	6,132	3,403	4,595	5,619
Real estate mortgages	<b>1,032</b>	542	741	772	362
Consumer*	<b>9,862</b>	6,698	6,875	6,239	5,862
Total loans and leases charged-off	<b>31,243</b>	13,372	11,019	11,606	11,843
<b>Recoveries</b>					
Commercial and agricultural	<b>1,816</b>	1,939	1,695	2,547	3,185
Real estate mortgages	<b>125</b>	239	438	215	430
Consumer*	<b>2,804</b>	2,521	1,945	1,510	1,601
Total recoveries	<b>4,745</b>	4,699	4,078	4,272	5,216
Net loans and leases charged-off	<b>26,498</b>	8,673	6,941	7,334	6,627
Allowance related to purchase acquisitions	<b>—</b>	2,410	—	—	—
Provision for loan and lease losses	<b>30,094</b>	9,395	9,464	9,615	9,111
Balance at December 31	<b>\$54,183</b>	\$50,587	\$47,455	\$44,932	\$42,651
Allowance for loan and lease losses to loans and leases outstanding at end of year	<b>1.57%</b>	1.48%	1.57%	1.57%	1.62%
Net charge-offs to average loans and leases outstanding	<b>0.77%</b>	0.26%	0.23%	0.27%	0.27%

\*Consumer charge-offs and recoveries include consumer, home equity, and lease financing.

Total nonperforming assets were \$15.7 million at December 31, 2006, compared to \$14.6 million at December 31, 2005. Credit quality remained stable in 2006, as nonperforming loans totaled \$15.3 million at December 31, 2006, up from the \$14.3 million outstanding at December 31, 2005. Nonperforming loans as a percentage of total loans and leases decreased to 0.45% for December 31, 2006 from 0.47% at December 31, 2005. The total allowance for loan and lease losses was 330.48% of nonperforming loans at December 31, 2006 as compared to 331.92% at December 31, 2005.

Total net charge-offs for 2006 totaled \$8.7 million as compared to \$6.9 million for 2005. The ratio of net charge-offs to average loans and leases was 0.26% for 2006 compared with 0.23% for 2005. Gross charge-offs increased \$2.4 million, totaling \$13.4 million for 2006 compared to \$11.0 million for 2005. Recoveries increased from \$4.1 million in 2005 to \$4.7 million in 2006. The provision for loan and lease losses decreased slightly to \$9.4 million in 2006 from \$9.5 million in 2005. The allowance for loan and lease losses as a percentage of total loans and leases was 1.48% at December 31, 2006 and 1.57% at December 31, 2005. While potential problem loans increased slightly in 2006 compared to 2005, potential problem loans have decreased as a percentage of the loan portfolio, offset by an increase in net charge-offs.

In addition to the nonperforming loans discussed above, the Company has also identified approximately \$73.3 million in potential problem loans at December 31, 2007 as compared to \$69.8 million at December 31, 2006. Potential problem loans are loans that are currently performing, but where known information about possible credit problems of the related borrowers causes management to have doubts as to the ability of such borrowers to comply with the present loan repayment terms and which may result in disclosure of such loans as nonperforming at some time in the future. At the Company, potential problem loans are typically loans that are performing but are classified by the Company's loan rating system as "substandard." At December 31, 2007 and 2006, potential problem loans primarily consisted of commercial and agricultural loans. At December 31, 2007, there were thirteen potential problem loans that exceeded \$1.0 million, totaling \$28.5 million in aggregate compared to nineteen potential problem loans exceeding \$1.0 million, totaling \$31.1 million at December 31, 2006. Management cannot predict the extent to which economic conditions may worsen or other factors which may impact borrowers and the potential problem loans. Accordingly, there can be no assurance that other loans will not become 90 days or more past due, be placed on nonaccrual, become restructured, or require increased allowance coverage and provision for loan losses.

The following table sets forth the allocation of the allowance for loan losses by category, as well as the percentage of loans and leases in each category to total loans and leases, as prepared by the Company. This allocation is based on management's assessment of the risk characteristics of each of the component parts of the total loan portfolio as of a given point in time and is subject to changes as and when the risk factors of

each such component part change. The allocation is not indicative of either the specific amounts of the loan categories in which future charge-offs may be taken, nor should it be taken as an indicator of future loss trends. The allocation of the allowance to each category does not restrict the use of the allowance to absorb losses in any category. The following table sets forth the allocation of the allowance for loan losses by loan category:

**Table 9. Allocation of the Allowance for Loan and Lease Losses**

December 31,										
(Dollars in thousands)	2007		2006		2005		2004		2003	
	Allowance	Category Percent of Loans	Allowance	Category Percent of Loans	Allowance	Category Percent of Loans	Allowance	Category Percent of Loans	Allowance	Category Percent of Loans
Commercial and agricultural	<b>\$32,811</b>	<b>41%</b>	\$28,149	43%	\$30,257	43%	\$28,158	44%	\$25,502	43%
Real estate mortgages	<b>3,277</b>	<b>21%</b>	3,377	22%	3,148	23%	4,029	25%	4,699	27%
Consumer	<b>17,362</b>	<b>38%</b>	17,327	35%	12,402	34%	10,887	31%	9,357	30%
Unallocated	<b>733</b>	<b>0%</b>	1,734	0%	1,648	0%	1,858	0%	3,093	0%
Total	<b>\$54,183</b>	<b>100%</b>	\$50,587	100%	\$47,455	100%	\$44,932	100%	\$42,651	100%

For 2007, the reserve allocation for commercial and agricultural loans increased to \$32.8 million from \$28.1 million in 2006. This increase was primarily due to an increase in specific allocations on large commercial loans from \$0.2 million in 2006 to \$5.1 million in 2007, due to the large commercial loans mentioned above. The reserve allocation for real estate mortgages and consumer loans remained relatively flat.

At December 31, 2007, approximately 60.7% of the Company's loans are secured by real estate located in central and northern New York and northeastern Pennsylvania. Accordingly, the ultimate collectibility of a substantial portion of the Company's portfolio is susceptible to changes in market conditions of those areas. Management is not aware of any material concentrations of credit to any industry or individual borrowers.

Subprime mortgage lending, which has been the riskiest sector of the residential housing market, is not a market that we have ever actively pursued. The market does not apply a uniform definition of what constitutes "subprime" lending. Our reference to subprime lending relies upon the "Statement on Subprime Mortgage Lending" issued by the OTS and the other federal bank regulatory agencies, or the Agencies, on June 29, 2007, which further referenced the "Expanded Guidance for Subprime Lending Programs," or the Expanded Guidance, issued by the Agencies by press

release dated January 31, 2001. In the Expanded Guidance, the Agencies indicated that subprime lending does not refer to individual subprime loans originated and managed, in the ordinary course of business, as exceptions to prime risk selection standards. The Agencies recognize that many prime loan portfolios will contain such accounts. The Agencies also excluded prime loans that develop credit problems after acquisition and community development loans from the subprime arena. According to the Expanded Guidance, subprime loans are other loans to borrowers which display one or more characteristics of reduced payment capacity. Five specific criteria, which are not intended to be exhaustive and are not meant to define specific parameters for all subprime borrowers and may not match all markets or institutions' specific subprime definitions, are set forth, including having a FICO core of 660 or below. Based upon the definition and exclusions described above, we are a prime lender. Within our loan portfolio, we have loans that, at the time of origination, had FICO scores of 660 or below. However, as we are a portfolio lender we review all data contained in borrower credit reports and do not base our underwriting decisions solely on FICO scores. We believe the aforementioned loans, when made, were amply collateralized and otherwise conformed to our prime lending standards.

## Liquidity

Liquidity involves the ability to meet the cash flow requirements of customers who may be depositors wanting to withdraw funds or borrowers needing assurance that sufficient funds will be available to meet their credit needs. The Asset Liability Committee (ALCO) is responsible for liquidity management and has developed guidelines which cover all assets and liabilities, as well as off balance sheet items that are potential sources or uses of liquidity. Liquidity policies must also provide the flexibility to implement appropriate strategies and tactical actions. Requirements change as loans and leases grow, deposits and securities mature, and payments on borrowings are made. Liquidity management includes a focus on interest rate sensitivity management with a goal of avoiding widely fluctuating net interest margins through periods of changing economic conditions.

The primary liquidity measurement the Company utilizes is called Basic Surplus which captures the adequacy of its access to reliable sources of cash relative to the stability of its funding mix of average liabilities. This approach recognizes the importance of balancing levels of cash flow liquidity from short and long-term securities with the availability of dependable borrowing sources which can be accessed when necessary. At December 31, 2007, the Company's Basic Surplus measurement was 7.3% of total assets or \$375 million, which was above the Company's minimum of 5% (calculated at \$260 million of period end total assets at December 31, 2007) set forth in its liquidity policies.

This Basic Surplus approach enables the Company to adequately manage liquidity from both operational and contingency perspectives. By tempering the need for cash flow liquidity with reliable borrowing facilities, the Company is able to operate with a more fully invested and, therefore, higher interest income generating, securities portfolio. The makeup and term structure of the securities portfolio is, in part, impacted by the overall interest rate sensitivity of the balance sheet. Investment decisions and deposit pricing strategies are impacted by the liquidity position. At December 31, 2007, the Company considered its Basic Surplus position to be adequate. However, certain events may adversely impact the Company's liquidity position in 2008. Continued improvement in the economy may increase demand for equity related products or increase competitive pressure on deposit pricing, which in turn, could result in a decrease in the Company's deposit base or increase funding costs. Additionally, liquidity will come under additional pressure if loan

growth exceeds deposit growth in 2008. These scenarios could lead to a decrease in the Company's basic surplus measure below the minimum policy level of 5%. To manage this risk, the Company has the ability to purchase brokered time deposits, established borrowing facilities with other banks (Federal funds), and has the ability to enter into repurchase agreements with investment companies. The additional liquidity that could be provided by these measures amounted to \$804 million at December 31, 2007.

At December 31, 2007, a portion of the Company's loans and securities were pledged as collateral on borrowings. Therefore, future growth of earning assets will depend upon the Company's ability to obtain additional funding, through growth of core deposits and collateral management, and may require further use of brokered time deposits, or other higher cost borrowing arrangements.

Net cash flows provided by operating activities totaled \$85.8 million in 2007 and \$65.5 million in 2006. The critical elements of net operating cash flows include net income, after adding back provision for loan and lease losses, and depreciation and amortization.

Net cash used in investing activities totaled \$97.6 million in 2007 and \$276.5 million in 2006. Critical elements of investing activities are loan and investment securities transactions. The decrease in cash used in investing activities in 2007 was primarily due to a decline in loan growth in 2007 as compared to 2006. The net increase in loans was \$70.1 million in 2007 as compared to \$211.3 million in 2006.

Net cash flows provided by financing activities totaled \$36.0 million in 2007 and \$207.3 million in 2006. The critical elements of financing activities are proceeds from deposits, borrowings, and stock issuances. In addition, financing activities are impacted by dividends and treasury stock transactions. The net increase in deposits was \$75.9 million in 2007 as compared with \$307.0 million in 2006. In 2007, the Company had a net increase in short term borrowings of approximately \$23.1 million as compared with a net decrease in borrowings of \$99.6 million in 2006. Proceeds from the issuance of long term debt totaled \$150.0 million in 2007 and \$95.0 million in 2006. In 2007, repayments of long term debt totaled \$142.8 million as compared with \$114.2 million in 2006. In addition, the Company purchased 2,261,267 shares of its common stock for approximately \$49.0 million during 2007. In 2006, the company purchased 766,004 shares of its common stock for approximately \$17.1 million.



In connection with its financing and operating activities, the Company has entered into certain contractual obligations. The Company's future minimum cash payments, excluding interest, associated with

its contractual obligations pursuant to its borrowing agreements and operating leases at December 31, 2007 are as follows:

## Contractual Obligations

(In thousands)	Payments Due by Period						Total
	2008	2009	2010	2011	2012	Thereafter	
Long-term debt obligations	\$130,079	\$40,000	\$54,000	\$1,921	\$ 32	\$198,855	<b>\$424,887</b>
Trust preferred debentures	—	—	—	—	—	75,422	<b>75,422</b>
Operating lease obligations	3,606	2,897	2,544	2,455	2,054	18,369	<b>31,925</b>
Retirement plan obligations	4,259	4,416	4,537	4,447	4,526	35,118	<b>57,303</b>
Data processing commitments	7,221	6,611	6,611	719	180	—	<b>21,342</b>
Total contractual obligations	<b>\$145,165</b>	<b>\$53,924</b>	<b>\$67,692</b>	<b>\$9,542</b>	<b>\$6,792</b>	<b>\$327,764</b>	<b>\$610,879</b>

## Off-Balance Sheet Risk Commitments to Extend Credit

The Company makes contractual commitments to extend credit, which include unused lines of credit, which are subject to the Company's credit approval and monitoring procedures. At December 31, 2007 and 2006, commitments to extend credit in the form of loans, including unused lines of credit, amounted to \$654.0 million and \$536.3 million, respectively. In the opinion of management, there are no material commitments to extend credit, including unused lines of credit, that represent unusual risks. All commitments to extend credit in the form of loans, including unused lines of credit, expire within one year.

## Standby Letters of Credit

The Company does not issue any guarantees that would require liability-recognition or disclosure, other than its standby letters of credit. The Company guarantees the obligations or performance of customers by issuing standby letters of credit to third parties. These standby letters of credit are frequently issued in support of third party debt, such as corporate debt issuances, industrial revenue bonds, and municipal securities. The risk involved in issuing standby letters of credit is essentially the same as the credit risk involved in extending loan facilities to customers, and they are subject to the same credit origination, portfolio maintenance and management procedures in effect to monitor other credit and off-balance sheet products. Typically, these instruments have terms of five years or less and expire unused; therefore, the total amounts do not necessarily represent future cash requirements. At December 31, 2007 and 2006, outstanding standby letters of credit were approximately \$27.5 million and \$30.8 million, respectively.

The fair value of the Company's standby letters of credit at December 31, 2007 and 2006 was not significant. The following table sets forth the commitment expiration period for standby letters of credit at December 31, 2007:

## Commitment Expiration of Standby Letters of Credit

Within one year	\$11,831
After one but within three years	15,714
After three but within five years	—
After five years	—
Total	\$27,545

## Loans Serviced for Others and Loans Sold With Recourse

The total amount of loans serviced by the Company for unrelated third parties was approximately \$125.5 million and \$105.0 million at December 31, 2007 and 2006, respectively. At December 31, 2007 and 2006, the Company serviced \$8.9 million and \$5.7 million, respectively, of loans sold with recourse. Due to collateral on these loans, no reserve is considered necessary at December 31, 2007 and 2006.

## Capital Resources

Consistent with its goal to operate a sound and profitable financial institution, the Company actively seeks to maintain a "well-capitalized" institution in accordance with regulatory standards. The principal source of capital to the Company is earnings retention. The Company's capital measurements are in excess of both regulatory minimum guidelines and meet the requirements to be considered well capitalized.



The Company's principal source of funds to pay interest on trust preferred debentures and pay cash dividends to its shareholders is dividends from its subsidiaries. Various laws and regulations restrict the ability of banks to pay dividends to their shareholders. Generally, the payment of dividends by the Company in the future as well as the payment of interest on the capital securities will require the generation of sufficient future earnings by its subsidiaries.

The Bank also is subject to substantial regulatory restrictions on its ability to pay dividends to the Company. Under OCC regulations, the Bank may not pay a dividend, without prior OCC approval, if the total amount of all dividends declared during the calendar year, including the proposed dividend, exceed the sum of its retained net income to date during the calendar year and its retained net income over the preceding two years. At December 31, 2007, approximately \$33.4 million of the total stockholders' equity of the Bank was available for payment of dividends to the Company without approval by the OCC. The Bank's ability to pay dividends also is subject to the Bank being in compliance with regulatory capital requirements. The Bank is currently in compliance with these requirements.

## Stock Repurchase Plan

On January 28, 2008, the NBT Board of directors authorized a new repurchase program for NBT to repurchase up to an additional 1,000,000 shares (approximately 3%) of its outstanding common stock, as market conditions warrant in open market and privately negotiated transactions. There are 475,880 shares remaining under previous authorizations, so combined with this new authorization, the total shares available for repurchase is now 1,475,880. Under previously disclosed stock repurchase plans, the Company purchased 2,261,267 shares of its common stock during the twelve-month period ended December 31, 2007, for a total of \$49.0 million at an average price of \$21.65 per share. There were no stock repurchases during the three months ended December 31, 2007.

## Noninterest Income

Noninterest income is a significant source of revenue for the Company and an important factor in the Company's results of operations. The following table sets forth information by category of noninterest income for the years indicated:

	Years ended December 31,		
(In thousands)	2007	2006	2005
Service charges on deposit accounts	<b>\$22,742</b>	\$17,590	\$16,894
Broker/dealer and insurance revenue	<b>4,255</b>	3,936	3,186
Trust	<b>6,514</b>	5,629	5,029
Bank owned life insurance income	<b>1,831</b>	1,629	1,347
ATM fees	<b>8,185</b>	7,086	6,162
Retirement plan administration fees	<b>6,336</b>	5,536	4,426
Other	<b>7,723</b>	8,098	6,741
Total before net securities (losses) gains	<b>57,586</b>	49,504	43,785
Net securities (losses) gains	<b>2,113</b>	(875)	(1,236)
Total	<b>\$59,699</b>	\$48,629	\$42,549

Noninterest income for the year ended December 31, 2007 was \$59.7 million, up \$11.1 million or 22.8% from \$48.6 million for the same period in 2006. Fees from service charges on deposit accounts and ATM and debit cards collectively increased \$6.3 million as the Company focused on enhancing fee income through various initiatives. Retirement plan administration fees for the year ended December 31, 2007 increased \$0.8 million, compared with the same period in 2006, as a result of our growing client base. Trust administration income increased \$0.9 million for the

year ended December 31, 2007, compared with the same period in 2006. This increase stems from market appreciation of existing accounts and an increase in customer accounts resulting from successful business. Net securities gains for the year ended December 31, 2007 were \$2.1 million, compared with net securities losses of \$0.9 million for the year ended December 31, 2006. Excluding the effect of these securities transactions, noninterest income increased \$8.1 million, or 16.3%, for the year ended December 31, 2007, compared with the same period in 2006.

## Noninterest Expense

Noninterest expenses are also an important factor in the Company's results of operations. The following table sets forth the major components of noninterest expense for the years indicated:

	Years ended December 31,		
(In thousands)	2007	2006	2005
Salaries and employee benefits	\$ 59,516	\$ 62,877	\$ 60,005
Occupancy	11,630	11,518	10,452
Equipment	7,422	8,332	8,118
Data processing and communications	11,400	10,454	10,349
Professional fees and outside services	9,135	7,761	6,087
Office supplies and postage	5,120	5,330	4,628
Amortization of intangible assets	1,645	1,649	544
Loan collection and other real estate owned	1,633	1,351	1,002
Other	15,016	13,694	14,120
Total noninterest expense	\$122,517	\$122,966	\$115,305

Noninterest expense for the year ended December 31, 2007 was \$122.5 million, down slightly from \$123.0 million for the same period in 2006. Office expenses, such as supplies and postage, occupancy, equipment and data processing and communications charges remained consistent at approximately \$35.6 million for the years ended December 31, 2007 and December 31, 2006. Salaries and employee benefits decreased \$3.4 million, or 5.3%, for the year ended December 31, 2007 compared with the same period in 2006. This decrease was due primarily to a reduction in the amount of incentive compensation paid, number of employees, and pension expenses incurred in 2007. Professional fees and outside services increased \$1.4 million for the year ended December 31, 2007, compared with the same period in 2006, due primarily to fees and costs related to the aforementioned noninterest income initiatives. Other operating expense for the year ended December 31, 2007 increased \$1.3 million compared with the same period in 2006, primarily due to flood-related insurance recoveries in 2006.

## Income Taxes

Income tax expense for the year ended December 31, 2007 was \$21.8 million, down from \$24.2 million for the same period in 2006. The effective rate both years ended December 31, 2007 and December 31, 2006 was 30.2%.

We calculate our current and deferred tax provision based on estimates and assumptions that could differ from the actual results reflected in income tax returns filed during the subsequent year. Adjustments based on filed returns are recorded when identified, which is generally in the third quarter of the subsequent year for U.S. federal and state provisions.

The amount of income taxes we pay is subject at times to ongoing audits by federal and state tax authorities, which often result in proposed assessments. Our estimate for the potential outcome for any uncertain tax issue is highly judgmental. We believe we have adequately provided for any reasonably foreseeable outcome related to these matters. However, our future results may include favorable or unfavorable adjustments to our estimated tax liabilities in the period the assessments are proposed or resolved or when statutes of limitation on potential assessments expire. As a result, our effective tax rate may fluctuate significantly on a quarterly or annual basis.

## 2006 OPERATING RESULTS AS COMPARED TO 2005 OPERATING RESULTS

### Net Interest Income

On a tax equivalent basis, the Company's net interest income for 2006 was \$169.3 million, up from \$162.4 million for 2005. The Company's net interest margin declined to 3.70% for 2006 from 4.01% for 2005. The decline in the net interest margin resulted primarily from interest-bearing liabilities repricing up faster than earning assets, offset somewhat by the increase in average demand deposits, which increased \$71.0 million or 13% during the period. Earning assets, particularly those tied to a fixed rate, have not realized the benefit of the higher interest rate environment, since rates for earning assets with terms three years or longer have remained relatively flat during this period due to the flat/inverted yield curve. The yield on earning assets increased 48 basis points (bp), from 5.95% for 2005 to 6.43% for 2006. Meanwhile, the rate paid on interest bearing liabilities increased 93 bp, from 2.30%

for 2005 to 3.23% for 2006. Additionally, offsetting the decline in net interest margin was an increase in average earning assets of \$528.8 million or 13.1%, driven primarily by a \$342.8 million increase in average loans and leases. The increase in average loans and leases was due to organic loan growth as well as the merger with CNB.

### **Loans and Leases and Corresponding Interest and Fees on Loans**

The average balance of loans and leases increased 11.6%, totaling \$3.3 billion in 2006 compared to \$3.0 billion in 2005. The yield on average loans and leases increased from 6.43% in 2005 to 6.99% in 2006, as loans, particularly loans indexed to Prime and other short-term variable rate indices, benefited from the rising rate environment in 2006. Interest income from loans and leases on a FTE basis increased 21.3%, from \$190.3 million in 2005 to \$230.8 million in 2006. The increase in interest income from loans and leases was due primarily to the increase in the average balance of loans and leases from organic loan growth and the merger with CNB, as well as the increase in yield on loans and leases in 2006 compared to 2005 noted above.

Total loans and leases increased 12.9% at December 31, 2006, totaling \$3.4 billion from \$3.0 billion at December 31, 2005. The increase in loans and leases was driven by strong growth in commercial and commercial real estate loans, consumer loans, and home equity loans. Residential real estate mortgages increased \$37.9 million or 5.4% at December 31, 2006 compared to December 31, 2005, primarily due to the acquisition of CNB in February 2006, which contributed approximately \$69.8 million. Commercial and commercial real estate increased \$112.7 million at December 31, 2006 when compared to December 31, 2005, due in large part to an increase in organic loan originations, as well as the acquisition of CNB which contributed approximately \$61.9 million. Real estate construction and development loans increased \$25.4 million, or 36.7%, from \$69.1 million at December 31, 2005 to \$94.5 million at December 31, 2006. Consumer loans increased \$123.0 million or 26.5%, from \$464.0 million at December 31, 2005 to \$586.9 million at December 31, 2006. The increase in consumer loans was driven primarily by an increase in indirect loans of \$91.9 million, from \$365.5 million in 2005 to \$457.4 million in 2006. Home equity loans increased \$82.9 million or 17.9% from \$463.8 million at December 31, 2005 to \$546.7 million at December 31, 2006. The increase in home equity loans was due to strong product demand and successful marketing of home equity products.

### **Securities and Corresponding Interest and Dividend Income**

The average balance of the amortized cost for securities available for sale in 2006 was \$1.1 billion, an increase of \$155.9 million, or 16.3%, from \$954.5 million in 2005. The yield on average securities available for sale was 4.86% for 2006 compared to 4.52% in 2005. The increase in yield on securities available for sale resulted from the increasing rate environment.

The average balance of securities held to maturity increased from \$88.2 million in 2005 to \$115.6 million in 2006. At December 31, 2006, securities held to maturity were comprised primarily of tax-exempt municipal securities. The yield on securities held to maturity increased from 5.71% in 2005 to 6.11% in 2006 from higher yields for tax-exempt securities purchased during 2006. Investments in FRB and FHLB stock increased to \$39.4 million in 2006 from \$37.7 million in 2005. This increase was driven primarily by an increase in the investment in FHLB resulting from an increase in the Company's borrowing capacity at FHLB. The yield from investments in FRB and FHLB Banks increased from 5.05% in 2005 to 5.26% in 2006. In 2003, the FHLB disclosed it had capital concerns and credit issues in their investment security portfolio. As a result of these issues, the FHLB reduced their dividend rate in 2005 and increased the rate back to normal in 2006.

### **Deposits**

Average interest bearing deposits increased \$438.2 million during 2006 compared to 2005. The increase resulted primarily from increases in time deposits and money market deposits, partially offset by a decrease in savings deposits. Average time deposits increased \$317.1 million or 26.0% during 2006 when compared to 2005. The increase in average time deposits resulted primarily from increases in retail and municipal and negotiated rate time deposits. In addition, the acquisition of CNB contributed approximately \$129.3 million in time deposits. Average money market deposits increased \$144.3 million or 36.2% during 2006 when compared to 2005. The increase in average money market deposits resulted primarily from an increase in personal money market deposits, as well as the acquisition of CNB which contributed approximately \$52.3 million to money market deposits. The average balance of savings and NOW accounts decreased collectively \$23.2 million or 2.3% during 2006 when compared to 2005. The decrease in savings and NOW accounts was driven primarily from municipal customers shifting their funds into higher paying money market and time deposits in 2006. As a result of the flat/inverted yield curve, money market accounts and time deposits repriced in a higher interest rate environment.

The average balance of demand deposits increased \$71.0 million, or 13.1%, from \$543.1 million in 2005 to \$614.1 million in 2006. Solid growth in demand deposits was driven principally by increases in accounts from retail and business customers, in large part due to the acquisition of CNB which contributed approximately \$48.0 million to demand deposits.

The rate paid on average interest-bearing deposits increased 96 bp from 1.91% during 2005 to 2.87% in 2006. The increase in rate on interest-bearing deposits was driven primarily by pricing increases from money market accounts and time deposits. These deposit products are more sensitive to interest rate changes. The pricing increases for these products resulted from several increases in short-term rates by the FRB during 2006 combined with competitive pricing for market competitors. The rates paid for NOW accounts increased from 0.52% in 2005 to 0.74% in 2006, while rates paid for savings deposits increased from 0.71% in 2005 to 0.86% in 2006.

### **Borrowings**

Average short-term borrowings decreased \$22.4 million to \$331.3 million in 2006 as a result of the balance sheet changes due to the acquisition of CNB. The average rate paid on short-term borrowings increased from 3.11% in 2005 to 4.66% in 2006, which was primarily driven by the Federal Reserve Bank increasing the Fed Funds target rate (which directly impacts short-term borrowing rates) 100 bp in 2006 and 200 bp in 2005. The increases in the average rate paid caused interest expense on short-term borrowings to increase \$4.5 million from \$11.0 million in 2005 to \$15.4 million in 2006. Average long-term debt increased slightly from \$410.9 million in 2005 to \$415.0 million in 2006.

### **Noninterest Income**

Noninterest income for the year ended December 31, 2006 was \$48.6 million, up \$6.1 million or 14.3% from \$42.5 million for the same period in 2005. Fees from service charges on deposit accounts and ATM and debit cards collectively increased \$1.6 million from solid growth in demand deposit accounts and debit card base. Retirement plan administration fees for the year ended December 31, 2006 increased \$1.1 million, compared with the same period in 2005, as a result of our growing client base. Trust administration income increased \$0.6 million for the year ended December 31, 2006, compared with the same period in 2005. This increase stems from the increased market value of accounts, an increase in customer accounts as a result of the acquisition of CNB and successful business development. Broker/dealer and insurance revenue for the year ended December 31, 2006 increased

\$0.8 million in large part due to the growth in brokerage income from retail financial services as well as the addition of Hathaway Agency as part of the acquisition of CNB. Other noninterest income for the year ended December 31, 2006 increased \$1.4 million, compared with the same period in 2005, as a result of a gain on the sale of a branch, an increase in title insurance revenue, and an increase in interest income earned from our payment services vendor. Net securities losses for the year ended December 31, 2006 were \$0.9 million, compared with net securities losses of \$1.2 million for the year ended December 31, 2005. Excluding the effect of these securities transactions, noninterest income increased \$5.7 million, or 13.1%, for the year ended December 31, 2006, compared with the same period in 2005.

### **Noninterest Expense**

Noninterest expense for the year ended December 31, 2006 was \$123.0 million, up from \$115.3 million for the same period in 2005. Office expenses, such as supplies and postage, occupancy, equipment and data processing and communications charges, increased by \$2.1 million for the year ended December 31, 2006, compared with the same period in 2005. This 6.2% increase resulted primarily from the acquisition of CNB. Salaries and employee benefits increased \$2.9 million for the year ended December 31, 2006 over the same period in 2005. This increase was due primarily to the adoption of FAS 123R in 2006, which contributed \$1.8 million to the increase in salaries and employee benefits, as well as higher salaries from merit increases and the acquisition of CNB. Professional fees and services increased \$1.7 million for the year ended December 31, 2006, compared with the same period in 2005. Legal fees incurred in 2006 increased over 2005 because the Company was reimbursed during the second quarter of 2005 for legal fees associated with a prior litigation. Item processing fees during the year ended December 31, 2006 increased over the same period in 2005 because the Company outsourced a portion of its item processing work as a result of flood-related damage to one of its processing centers. Amortization expense increased \$1.1 million for the year ended December 31, 2006 over the same period in 2005. This increase was due primarily to the acquisition of CNB. Loan collection and other real estate owned expenses increased \$0.3 million for the year ended December 31, 2006 over the same period in 2005. This increase was due primarily to an increase in the number of foreclosures in 2006 as compared to 2005. Other operating expense for the year ended December 31, 2006 decreased \$0.4 million compared with the same period in 2005, primarily due to flood-related insurance recoveries.



Interest rate risk is the most significant market risk affecting the Company. Other types of market risk, such as foreign currency exchange rate risk and commodity price risk, do not arise in the normal course of the Company's business activities or are immaterial to the results of operations.

Interest rate risk is defined as an exposure to a movement in interest rates that could have an adverse effect on the Company's net interest income. Net interest income is susceptible to interest rate risk to the degree that interest-bearing liabilities mature or reprice on a different basis than earning assets. When interest-bearing liabilities mature or reprice more quickly than earning assets in a given period, a significant increase in market rates of interest could adversely affect net interest income. Similarly, when earning assets mature or reprice more quickly than interest-bearing liabilities, falling interest rates could result in a decrease in net interest income.

In an attempt to manage the Company's exposure to changes in interest rates, management monitors the Company's interest rate risk. Management's asset/liability committee (ALCO) meets monthly to review the Company's interest rate risk position and profitability, and to recommend strategies for consideration by the Board of Directors. Management also reviews loan and deposit pricing, and the Company's securities portfolio, formulates investment and funding strategies, and oversees the timing and implementation of transactions to assure attainment of the Board's objectives in the most effective manner. Notwithstanding the Company's interest rate risk management activities, the potential for changing interest rates is an uncertainty that can have an adverse effect on net income.

In adjusting the Company's asset/liability position, the Board and management attempt to manage the Company's interest rate risk while minimizing the net interest margin compression. At times, depending on the level of general interest rates, the relationship between long and short-term interest rates, market conditions and competitive factors, the Board and management may determine to increase the Company's interest rate risk position somewhat in order to increase its net interest margin. The Company's results of operations and net portfolio values remain vulnerable to changes in interest rates and fluctuations in the difference between long and short-term interest rates.

The primary tool utilized by ALCO to manage interest rate risk is a balance sheet/income statement simulation model (interest rate sensitivity analysis).

Information such as principal balance, interest rate, maturity date, cash flows, next repricing date (if needed), and current rates is uploaded into the model to create an ending balance sheet. In addition, ALCO makes certain assumptions regarding prepayment speeds for loans and leases and mortgage related investment securities along with any optionality within the deposits and borrowings. The model is first run under an assumption of a flat rate scenario (i.e. no change in current interest rates) with a static balance sheet over a 12-month period. Two additional models are run in which a gradual increase of 200 bp and a gradual decrease of 200 bp takes place over a 12 month period with a static balance sheet. Under these scenarios, assets subject to prepayments are adjusted to account for faster or slower prepayment assumptions. Any investment securities or borrowings that have callable options embedded into them are handled accordingly based on the interest rate scenario. The resultant changes in net interest income are then measured against the flat rate scenario.

In the declining rate scenario, net interest income is projected to increase slightly when compared to the forecasted net interest income in the flat rate scenario through the simulation period. The increase in net interest income is a result of interest-bearing liabilities repricing downward slightly faster than earning assets. However, the inability to effectively lower deposit rates will likely reduce or eliminate the otherwise normal expected benefit of lower interest rates. In the rising rate scenarios, net interest income is projected to experience a decline from the flat rate scenario. The potential impact on earnings is dependent on the ability to lag deposit repricing. Net interest income for the next twelve months in the +200/-200 bp scenarios, as described above, is within the internal policy risk limits of not more than a 7.5% change in net interest income. The following table summarizes the percentage change in net interest income in the rising and declining rate scenarios over a 12-month period from the forecasted net interest income in the flat rate scenario using the December 31, 2007 balance sheet position:

**Table 10. Interest Rate Sensitivity Analysis**

Change in interest rates (In basis points)	Percent change in net interest income
+200	(3.97)%
-200	0.30%



Under the flat rate scenario with a static balance sheet, net interest income is anticipated to decrease approximately 1.7% from total net interest income for 2007. The Company anticipates under current conditions, interest expense is expected to increase at a faster rate than interest income as the Company is somewhat liability sensitive. In order to protect net

interest income from anticipated net interest margin compression, the Company will continue to focus on increasing earning assets through loan growth and leverage opportunities. However, if the Company cannot maintain the level of earning assets at December 31, 2007, the Company expects net interest income to decline in 2008.

**Report of Independent Registered Public Accounting Firm**

The Board of Directors and Stockholders  
NBT Bancorp Inc.:

We have audited the accompanying consolidated balance sheets of NBT Bancorp Inc. and subsidiaries (the Company) as of December 31, 2007 and 2006, and the related consolidated statements of income, changes in stockholders' equity, cash flows and comprehensive income for each of the years in the three-year period ended December 31, 2007. These consolidated financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of NBT Bancorp Inc. and subsidiaries as of December 31, 2007 and 2006, and the results of their operations and their cash flows for each of the years in the three-year period ended December 31, 2007, in conformity with U.S. generally accepted accounting principles.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the Company's internal control over financial reporting as of December 31, 2007, based on criteria established in Internal Control — Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission, and our report dated February 28, 2008 expressed an unqualified opinion on the effectiveness of the Company's internal control over financial reporting.

/s/ KPMG LLP

Albany, New York  
February 28, 2008

## Consolidated Balance Sheets

	As of December 31,	
(In thousands, except share and per share data)	2007	2006
<b>Assets</b>		
Cash and due from banks	\$ 155,495	\$ 130,936
Short-term interest bearing accounts	7,451	7,857
Securities available for sale, at fair value	1,140,114	1,106,322
Securities held to maturity (fair value \$149,519 and \$136,287)	149,111	136,314
Federal Reserve and Federal Home Loan Bank stock	38,102	38,812
Loans and leases	3,455,851	3,412,654
Less allowance for loan and lease losses	54,183	50,587
Net loans and leases	3,401,668	3,362,067
Premises and equipment, net	64,042	66,982
Goodwill	103,398	103,356
Intangible assets, net	10,173	11,984
Bank owned life insurance	43,614	41,783
Other assets	88,608	81,159
Total assets	\$5,201,776	\$5,087,572
<b>Liabilities</b>		
Demand (noninterest bearing)	\$ 666,698	\$ 646,377
Savings, NOW, and money market	1,614,289	1,566,557
Time	1,591,106	1,583,304
Total deposits	3,872,093	3,796,238
Short-term borrowings	368,467	345,408
Long-term debt	424,887	417,728
Trust preferred debentures	75,422	75,422
Other liabilities	63,607	48,959
Total liabilities	4,804,476	4,683,755
<b>Stockholders' equity</b>		
Preferred stock, \$0.01 par value; authorized 2,500,000 shares at December 31, 2007 and 2006.	—	—
Common stock, \$0.01 par value. Authorized 50,000,000 shares at December 31, 2007 and 2006; issued 36,459,421 and 36,459,491 at December 31, 2007 and 2006, respectively	365	365
Additional paid-in-capital	273,275	271,528
Retained earnings	215,031	191,770
Accumulated other comprehensive loss	(3,575)	(14,014)
Common stock in treasury, at cost, 4,133,328 and 2,203,549 shares	(87,796)	(45,832)
Total stockholders' equity	397,300	403,817
Total liabilities and stockholders' equity	\$5,201,776	\$5,087,572

See accompanying notes to consolidated financial statements.

## Consolidated Statements of Income

	Years ended December 31,		
(In thousands, except per share data)	2007	2006	2005
<b>Interest, fee, and dividend income</b>			
Interest and fees on loans and leases	\$242,497	\$230,042	\$189,714
Securities available for sale	54,847	51,599	41,120
Securities held to maturity	5,898	4,730	3,407
Other	2,875	2,471	2,126
Total interest, fee, and dividend income	306,117	288,842	236,367
<b>Interest expense</b>			
Deposits	106,574	87,798	49,932
Short-term borrowings	12,943	15,448	10,984
Long-term debt	16,486	17,063	16,114
Trust preferred debentures	5,087	4,700	1,226
Total interest expense	141,090	125,009	78,256
Net interest income	165,027	163,833	158,111
Provision for loan and lease losses	30,094	9,395	9,464
Net interest income after provision for loan and lease losses	134,933	154,438	148,647
<b>Noninterest income</b>			
Service charges on deposit accounts	22,742	17,590	16,894
Broker/ dealer and insurance revenue	4,255	3,936	3,186
Trust	6,514	5,629	5,029
Net securities gains (losses)	2,113	(875)	(1,236)
Bank owned life insurance	1,831	1,629	1,347
ATM Fees	8,185	7,086	6,162
Retirement plan administration fees	6,336	5,536	4,426
Other	7,723	8,098	6,741
Total noninterest income	59,699	48,629	42,549
<b>Noninterest expense</b>			
Salaries and employee benefits	59,516	62,877	60,005
Occupancy	11,630	11,518	10,452
Equipment	7,422	8,332	8,118
Data processing and communications	11,400	10,454	10,349
Professional fees and outside services	9,135	7,761	6,087
Office supplies and postage	5,120	5,330	4,628
Amortization of intangible assets	1,645	1,649	544
Loan collection and other real estate owned	1,633	1,351	1,002
Other	15,016	13,694	14,120
Total noninterest expense	122,517	122,966	115,305
Income before income tax expense	72,115	80,101	75,891
Income tax expense	21,787	24,154	23,453
Net income	\$ 50,328	\$ 55,947	\$ 52,438
<b>Earnings per share</b>			
Basic	\$ 1.52	\$ 1.65	\$ 1.62
Diluted	1.51	1.64	1.60

See accompanying notes to consolidated financial statements.

## Consolidated Statements of Changes in Stockholders' Equity

Years ended December 31, 2007, 2006, and 2005 (In thousands, except share and per share data)	Common Stock	Additional Paid-in Capital	Retained Earnings	Unvested Restricted Stock	Accumulated Other Comprehensive (Loss)/Income	Common Stock in Treasury	Total
<b>Balance at December 31, 2004</b>	\$344	\$218,012	\$137,323	\$(296)	\$ 4,989	\$(28,139)	\$332,233
Net income	—	—	52,438	—	—	—	52,438
Cash dividends — \$0.76 per share	—	—	(24,673)	—	—	—	(24,673)
Purchase of 1,008,114 treasury shares	—	—	—	—	—	(23,165)	(23,165)
Net issuance of 415,976 shares to employee benefit plans and other stock plans, including tax benefit	—	1,292	(1,099)	—	—	8,025	8,218
Grant of 35,003 shares of restricted stock awards	—	(147)	—	(519)	—	666	—
Amortization of restricted stock awards	—	—	—	358	—	—	358
Other comprehensive loss	—	—	—	—	(11,466)	—	(11,466)
<b>Balance at December 31, 2005</b>	\$344	\$219,157	\$163,989	\$(457)	\$ (6,477)	\$(42,613)	\$333,943
Net income	—	—	55,947	—	—	—	55,947
Cash dividends — \$0.76 per share	—	—	(26,018)	—	—	—	(26,018)
Purchase of 766,004 treasury shares	—	—	—	—	—	(17,111)	(17,111)
Issuance of 2,058,661 shares of common stock in connection with purchase business combination	21	48,604	—	—	—	—	48,625
Issuance of 237,278 incentive stock options in purchase transaction	—	1,955	—	—	—	—	1,955
Acquisition of 2,500 shares of company stock in purchase transaction	—	—	—	—	—	(55)	(55)
Net issuance of 595,447 shares to employee benefit plans and other stock plans, including tax benefit	—	1,244	(2,148)	—	—	12,508	11,604
Reclassification adjustment from the adoption of FAS123R	—	(457)	—	457	—	—	—
Stock-based compensation expense	—	2,509	—	—	—	—	2,509
Grant of 73,515 shares of restricted stock awards	—	(1,499)	—	—	—	1,499	—
Forfeit 2,625 shares of restricted stock	—	15	—	—	—	(60)	(45)
Other comprehensive loss	—	—	—	—	84	—	84
Adjustment to initially apply SFAS No. 158, net of tax	—	—	—	—	(7,621)	—	(7,621)
<b>Balance at December 31, 2006</b>	\$365	\$271,528	\$191,770	\$ —	\$(14,014)	\$(45,832)	\$403,817
Net income	—	—	50,328	—	—	—	50,328
Cash dividends — \$0.79 per share	—	—	(26,226)	—	—	—	(26,226)
Purchase of 2,261,267 treasury shares	—	—	—	—	—	(48,957)	(48,957)
Net issuance of 254,929 shares to employee benefit plans and other stock plans, including tax benefit	—	383	(841)	—	—	5,526	5,068
Stock-based compensation	—	2,831	—	—	—	—	2,831
Grant of 76,559 shares of restricted stock awards	—	(1,467)	—	—	—	1,467	—
Other comprehensive income	—	—	—	—	10,439	—	10,439
<b>Balance at December 31, 2007</b>	<b>\$365</b>	<b>\$273,275</b>	<b>\$215,031</b>	<b>\$ —</b>	<b>\$ (3,575)</b>	<b>\$(87,796)</b>	<b>\$397,300</b>

See accompanying notes to consolidated financial statements.



## Consolidated Statements of Cash Flows

Years ended December 31,

(In thousands)	2007	2006	2005
<b>Operating activities</b>			
Net income	\$ 50,328	\$ 55,947	\$ 52,438
<b>Adjustments to reconcile net income to net cash provided by operating activities</b>			
Provision for loan and lease losses	30,094	9,395	9,464
Depreciation and amortization of premises and equipment	5,295	6,074	6,296
Net accretion on securities	105	178	1,362
Amortization of intangible assets	1,645	1,649	544
Stock based compensation	2,831	2,509	358
Bank owned life insurance income	(1,831)	(1,629)	(1,347)
Deferred income tax expense	2,244	9,767	743
Proceeds from sale of loans held for sale	30,427	36,407	24,690
Originations and purchases of loans held for sale	(31,086)	(33,601)	(27,674)
Net gains on sales of loans held for sale	(112)	(85)	(55)
Net security losses (gains)	(2,113)	875	1,236
Net gain on sales of other real estate owned	(442)	(374)	(351)
Net gain on sale of branch	—	(470)	—
Tax benefit from exercise of stock options	—	—	1,057
Net (increase) decrease in other assets	(8,393)	(18,800)	1,803
Net (decrease) increase in other liabilities	6,848	(2,325)	(5,506)
Net cash provided by operating activities	85,840	65,517	65,058
<b>Investing activities</b>			
Cash paid for the acquisition of EPIC Advisors, Inc.	—	—	(6,129)
Net cash paid for sale of branch	—	(2,307)	—
Cash received for the sale of M. Griffith Inc.	—	—	1,016
Net cash used in CNB Bancorp, Inc. merger	—	(21,223)	—
<i>Securities available for sale:</i>			
Proceeds from maturities, calls, and principal paydowns	233,312	217,232	173,460
Proceeds from sales	55,758	42,292	53,044
Purchases	(303,465)	(265,052)	(250,003)
<i>Securities held to maturity:</i>			
Proceeds from maturities, calls, and principal paydowns	70,234	45,990	44,624
Purchases	(83,186)	(80,485)	(56,654)
Net increase in loans	(70,061)	(211,280)	(156,998)
Net decrease (increase) in Federal Reserve and FHLB stock	710	1,447	(3,417)
Purchases of premises and equipment, net	(2,355)	(4,176)	(6,055)
Proceeds from sales of other real estate owned	1,408	1,028	1,022
Net cash used in investing activities	(97,645)	(276,534)	(206,090)
<b>Financing activities</b>			
Net increase in deposits	75,855	307,033	86,358
Net increase (decrease) in short-term borrowings	23,059	(99,569)	106,154
Proceeds from issuance of long-term debt	150,000	95,000	60,000
Repayments of long-term debt	(142,841)	(114,157)	(40,193)
Proceeds from the issuance of trust preferred debentures	—	51,547	5,155
Excess tax benefit from exercise of stock options	715	466	—
Proceeds from the issuance of shares to employee benefit plans and other stock plans	4,353	10,131	7,161
Purchase of treasury stock	(48,957)	(17,111)	(23,165)
Cash dividends and payment for fractional shares	(26,226)	(26,018)	(24,673)
Net cash provided by financing activities	35,958	207,322	176,797
Net increase (decrease) in cash and cash equivalents	24,153	(3,695)	35,765
Cash and cash equivalents at beginning of year	138,793	142,488	106,723
Cash and cash equivalents at end of year	\$ 162,946	\$ 138,793	\$ 142,488
<b>Supplemental disclosure of cash flow information</b>			
<i>Cash paid during the year for:</i>			
Interest	\$ 138,791	\$ 121,447	\$ 76,563
Income taxes	18,007	19,914	23,582
<i>Noncash investing activities:</i>			
Loans transferred to other real estate owned	\$ 1,137	\$ 778	\$ 360
Adjustment to initially apply SFAS No. 158, net of tax	—	(7,621)	—
<i>Dispositions:</i>			
Fair value of assets sold	\$ —	\$ 3,453	\$ 1,405
Fair value of liabilities transferred	—	5,760	389
<i>Acquisitions:</i>			
Fair value of assets acquired	\$ —	\$ 422,097	\$ 6,565
Goodwill and identifiable intangible assets recognized in purchase combination	—	65,637	—
Fair value of liabilities assumed	—	360,648	435
Fair value of equity issued in purchase combination	—	50,525	—

See accompanying notes to consolidated financial statements.

## Consolidated Statements of Comprehensive Income

	Years ended December 31,		
(In thousands)	2007	2006	2005
Net income	<b>\$50,328</b>	\$55,947	\$ 52,438
<b>Other comprehensive income (loss), net of tax</b>			
Unrealized net holding gains (losses) arising during the year (pre-tax amounts of \$19,347, \$(737), and \$(20,308))	<b>11,618</b>	(442)	(12,209)
Less reclassification adjustment for net (gains) losses related to securities available for sale included in net income (pre-tax amounts of \$(2,113), \$875, and \$1,236)	<b>(1,270)</b>	526	743
Amortization of unrecognized actuarial amounts (pre-tax amounts of \$481, \$0 and \$0)	<b>288</b>	—	—
Increase in unrecognized actuarial amounts (pre-tax amounts of \$(326), \$0 and \$0)	<b>(197)</b>	—	—
Total other comprehensive income (loss)	<b>10,439</b>	84	(11,466)
Comprehensive income	<b>\$60,767</b>	\$56,031	\$ 40,972

See accompanying notes to consolidated financial statements.

## **NBT Bancorp Inc. and Subsidiaries:**

### **Notes to Consolidated Financial Statements December 31, 2007 and 2006**

#### **(1) Summary of Significant Accounting Policies**

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The accounting and reporting policies of NBT Bancorp Inc. (Bancorp) and its subsidiaries, NBT Bank, N.A. (NBT Bank) and NBT Financial Services, Inc., conform, in all material respects, to accounting principles generally accepted in the United States of America (GAAP) and to general practices within the banking industry. Collectively, Bancorp and its subsidiaries are referred to herein as “the Company.”

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates.

Material estimates that are particularly susceptible to significant change in the near term relate to the determination of the allowance for loan and lease losses and the valuation of other real estate owned acquired in connection with foreclosures. In connection with the determination of the allowance for loan and lease losses and the valuation of other real estate owned, management obtains appraisals for properties.

The following is a description of significant policies and practices:

#### **Consolidation**

The accompanying consolidated financial statements include the accounts of Bancorp and its wholly owned subsidiaries mentioned above. All material intercompany transactions have been eliminated in consolidation. Amounts previously reported in the consolidated financial statements are reclassified whenever necessary to conform to the current year's presentation. In the “Parent Company Financial Information,” the investment in subsidiaries is carried under the equity method of accounting.

The Company determines whether it has a controlling financial interest in an entity by first evaluating whether the entity is a voting interest entity or a variable interest entity under accounting principles generally accepted in the United States. Voting interest entities are entities in which the total equity investment at risk is sufficient to enable the entity to finance itself independently and provides the equity holders with the obligation to absorb losses, the right to receive residual returns and the right to make decisions about the entity's activities.

The Company consolidates voting interest entities in which it has all, or at least a majority of, the voting interest. As defined in applicable accounting standards, variable interest entities (VIEs) are entities that lack one or more of the characteristics of a voting interest entity. A controlling financial interest in an entity is present when an enterprise has a variable interest, or a combination of variable interests, that will absorb a majority of the entity's expected losses, receive a majority of the entity's expected residual returns, or both. The enterprise with a controlling financial interest, known as the primary beneficiary, consolidates the VIE. The Company's wholly owned subsidiaries CNBF Capital Trust I, NBT Statutory Trust I and NBT Statutory Trust II are VIEs for which the Company is not the primary beneficiary. Accordingly, the accounts of these entities are not included in the Company's consolidated financial statements.

#### **Segment Reporting**

The Company's operations are primarily in the community banking industry and include the provision of traditional banking services. The Company operates solely in the geographical regions of central and northern New York and northeastern Pennsylvania. The Company has identified separate operating segments; however, these segments did not meet the quantitative thresholds for separate disclosure.

#### **Cash Equivalents**

The Company considers amounts due from correspondent banks, cash items in process of collection, and institutional money market mutual funds to be cash equivalents for purposes of the consolidated statements of cash flows.

#### **Securities**

The Company classifies its securities at date of purchase as either available for sale, held to maturity, or trading. Held to maturity debt securities are those that the Company has the ability and intent to hold until maturity. Held to maturity securities are stated at amortized cost. Securities bought and held for the purpose of selling in the near term are classified as trading. Trading securities are recorded at fair value, with net unrealized gains and losses recognized currently in income.

Securities not classified as held to maturity or trading are classified as available for sale. Available for sale securities are recorded at fair value. Unrealized holding gains and losses, net of the related tax effect, on available for sale securities are excluded from earnings and are reported in stockholders' equity as a component of accumulated other comprehensive income or loss. Transfers of securities between categories are recorded at fair value at the date of transfer. A decline in the fair value of any available for sale or held to maturity security below cost that is deemed other-than-temporary is charged to earnings resulting in the establishment of a new cost basis for the security. Securities with other-than-temporary impairment are generally placed on non-accrual status.

Nonmarketable equity securities are carried at cost, with the exception of investments owned by NBT Bank's small business investment company (SBIC) subsidiary, which are carried at fair value in accordance with SBIC rules.

Premiums and discounts are amortized or accreted over the life of the related security as an adjustment to yield using the interest method. Dividend and interest income are recognized when earned. Realized gains and losses on securities sold are derived using the specific identification method for determining the cost of securities sold.

Investments in Federal Reserve and Federal Home Loan Bank stock are required for membership in those organizations and are carried at cost since there is no market value available.

## **Loans and Leases**

Loans are recorded at their current unpaid principal balance, net of unearned income and unamortized loan fees and expenses, which are amortized under the effective interest method over the estimated lives of the loans. Interest income on loans is accrued based on the principal amount outstanding.

Lease receivables primarily represent automobile financing to customers through direct financing leases and are carried at the aggregate of the lease payments receivable and the estimated residual values, net of unearned income and net deferred lease origination fees and costs. Net deferred lease origination fees and costs are amortized under the effective interest method over the estimated lives of the leases. The estimated residual value related to the total lease portfolio is reviewed quarterly, and if there has been a decline in the estimated fair value of the total residual value that is judged by management to be other-than-temporary, a loss is recognized. Adjustments related to such other-than-temporary declines in estimated fair value are recorded in noninterest expense in the consolidated statements of income.

Loans and leases are placed on nonaccrual status when timely collection of principal and interest in accordance with contractual terms is doubtful. Loans and leases are transferred to a nonaccrual basis generally when principal or interest payments become ninety days delinquent, unless the loan is well secured and in the process of collection, or sooner when management concludes circumstances indicate that borrowers may be unable to meet contractual principal or interest payments. When a loan or lease is transferred to a nonaccrual status, all interest previously accrued in the current period but not collected is reversed against interest income in that period. Interest accrued in a prior period and not collected is charged-off against the allowance for loan and lease losses.

If ultimate repayment of a nonaccrual loan is expected, any payments received are applied in accordance with contractual terms. If ultimate repayment of principal is not expected, any payment received on a nonaccrual loan is applied to principal until ultimate repayment becomes expected. Nonaccrual loans are returned to accrual status when they become current as to principal and interest or demonstrate a period of performance under the contractual terms and, in the opinion of management, are fully collectible as to principal and interest. When in the opinion of management the collection of principal appears unlikely, the loan balance is charged-off in total or in part.

Commercial type loans are considered impaired when it is probable that the borrower will not repay the loan according to the original contractual terms of the loan agreement, and all loan types are considered impaired if the loan is restructured in a troubled debt restructuring.

A loan is considered to be a trouble debt restructured loan (TDR) when the Company grants a concession to the borrower because of the borrower's financial condition that it would not otherwise consider. Such concessions include the reduction of interest rates, forgiveness of principal or interest, or other modifications at interest rates that are less than the current market rate for new obligations with similar risk. TDR loans that are in compliance with their modified terms and that yield a market rate may be removed from the TDR status after a period of performance.

## **Allowance for Loan and Lease Losses**

The allowance for loan and lease losses is the amount which, in the opinion of management, is necessary to absorb probable losses inherent in the loan and lease portfolio. The allowance is determined based upon numerous considerations, including local economic conditions, the growth and composition of the loan portfolio with respect to the mix between the

various types of loans and their related risk characteristics, a review of the value of collateral supporting the loans, comprehensive reviews of the loan portfolio by the independent loan review staff and management, as well as consideration of volume and trends of delinquencies, nonperforming loans, and loan charge-offs. As a result of the test of adequacy, required additions to the allowance for loan and lease losses are made periodically by charges to the provision for loan and lease losses.

The allowance for loan and lease losses related to impaired loans is based on discounted cash flows using the loan's initial effective interest rate or the fair value of the collateral for certain loans where repayment of the loan is expected to be provided solely by the underlying collateral (collateral dependent loans). The Company's impaired loans are generally collateral dependent. The Company considers the estimated cost to sell, on a discounted basis, when determining the fair value of collateral in the measurement of impairment if those costs are expected to reduce the cash flows available to repay or otherwise satisfy the loans.

Management believes that the allowance for loan and lease losses is adequate. While management uses available information to recognize loan and lease losses, future additions to the allowance for loan and lease losses may be necessary based on changes in economic conditions or changes in the values of properties securing loans in the process of foreclosure. In addition, various regulatory agencies, as an integral part of their examination process, periodically review the Company's allowance for loan and lease losses. Such agencies may require the Company to recognize additions to the allowance for loan and lease losses based on their judgments about information available to them at the time of their examination which may not be currently available to management.

### **Premises and Equipment**

Premises and equipment are stated at cost, less accumulated depreciation. Depreciation of premises and equipment is determined using the straight-line method over the estimated useful lives of the respective assets. Expenditures for maintenance, repairs, and minor replacements are charged to expense as incurred.

### **Other Real Estate Owned**

Other real estate owned (OREO) consists of properties acquired through foreclosure or by acceptance of a deed in lieu of foreclosure. These assets are recorded at the lower of fair value of the asset acquired less estimated costs to sell or "cost" (defined as the fair value at initial foreclosure). At the time of foreclosure, or when foreclosure occurs in-substance, the

excess, if any, of the loan over the fair market value of the assets received, less estimated selling costs, is charged to the allowance for loan and lease losses and any subsequent valuation write-downs are charged to other expense. Operating costs associated with the properties are charged to expense as incurred. Gains on the sale of OREO are included in income when title has passed and the sale has met the minimum down payment requirements prescribed by GAAP.

### **Goodwill and Other Intangible Assets**

Goodwill and intangible assets that have indefinite useful lives are not amortized, but are tested at least annually for impairment. Intangible assets that have finite useful lives, such as core deposit intangibles, continue to be amortized over their useful lives. Core deposit intangibles at the Company are generally amortized over 7 to 25 years using the straight-line methods for all periods presented.

When facts and circumstances indicate potential impairment of amortizable intangible assets, the Company evaluates the recoverability of the asset carrying value, using estimates of undiscounted future cash flows over the remaining asset life. Any impairment loss is measured by the excess of carrying value over fair value. Goodwill impairment tests are performed on an annual basis or when events or circumstances dictate. In these tests, the fair values of each reporting unit, or segment, is compared to the carrying amount of that reporting unit in order to determine if impairment is indicated. If so, the implied fair value of the reporting unit's goodwill is compared to its carrying amount and the impairment loss is measured by the excess of the carrying value over fair value.

### **Treasury Stock**

Treasury stock acquisitions are recorded at cost. Subsequent sales of treasury stock are recorded on an average cost basis. Gains on the sale of treasury stock are credited to additional paid-in-capital. Losses on the sale of treasury stock are charged to additional paid-in-capital to the extent of previous gains, otherwise charged to retained earnings.

### **Income Taxes**

Income taxes are accounted for under the asset and liability method. The Company files a consolidated tax return on the accrual basis. Deferred income taxes are recognized for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases. Deferred tax assets and liabilities are measured using enacted



tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on deferred taxes of a change in tax rates is recognized in income in the period that includes the enactment date. The Company recognizes interest accrued and penalties related to unrecognized tax benefits in income tax expense.

### **Stock-Based Compensation**

Effective January 1, 2006, the Company adopted Statement of Financial Accounting Standards ("SFAS") No. 123 (revised 2004), "Share-Based Payment," ("SFAS No. 123R") using the modified-prospective transition method. Under this transition method, compensation cost in 2006 and 2007 includes costs for stock options granted prior to but not vested as of December 31, 2005, and options vested in 2006 and 2007. Therefore, results for prior periods have not been restated.

Previous to the adoption of SFAS No. 123R, the Company accounted for its stock-based compensation plans in accordance with the provisions of Accounting Principles board (APB) Opinion No. 25, "Accounting for Stock Issued to Employees," and related interpretations. On January 1, 1996, the Company adopted SFAS No. 123, "Accounting for Stock-Based Compensation" which permits entities to recognize as expense over the vesting period the estimated fair value of all stock based awards measured on the date of grant. Alternatively, SFAS No. 123 allowed entities to continue to apply the provisions of APB Opinion No. 25 and provide pro forma net income and pro forma net income per share disclosures for employee stock-based grants made in 1995 and thereafter as if the fair value based method defined in SFAS No. 123 had been applied. The Company elected to continue to apply the provisions of APB Opinion No. 25 and provide the pro forma disclosures of SFAS No. 123.

### **Standby Letters of Credit**

Standby letters of credit are conditional commitments issued to guarantee the performance of a customer to a third party. The credit risk involved in issuing letters of credit is essentially the same as that involved in extending loan facilities to customers. Under the standby letters of credit, the Company is required to make payments to the beneficiary of the letters of credit upon request by the beneficiary contingent upon the customer's failure to perform under the terms of the underlying contract with the beneficiary. Standby letters of credit typically have one year expirations with an option to renew upon annual review. The Company typically receives a fee for these transactions. The fair value of standby letters of credit is recorded upon inception.

### **Loan Sales and Loan Servicing**

The Company originates and services residential mortgage loans for consumers and sells 20-year and 30-year residential real estate mortgages in the secondary market, while retaining servicing rights on the sold loans. Loan sales are recorded when the sales are funded. Mortgage servicing rights are recorded at fair value upon sale of the loan.

### **Repurchase Agreements**

Repurchase agreements are accounted for as secured financing transactions since the Company maintains effective control over the transferred securities and the transfer meets the other criteria for such accounting. Obligations to repurchase securities sold are reflected as a liability in the Consolidated Balance Sheets. The securities underlying the agreements are delivered to a custodial account for the benefit of the dealer or bank with whom each transaction is executed. The dealers or banks, who may sell, loan or otherwise dispose of such securities to other parties in the normal course of their operations, agree to resell to the Company the same securities at the maturities of the agreements.

### **Earnings Per Share**

Basic earnings per share (EPS) excludes dilution and is computed by dividing income available to common stockholders by the weighted average number of common shares outstanding for the period. Diluted EPS reflects the potential dilution that could occur if securities or other contracts to issue common stock were exercised or converted into common stock or resulted in the issuance of common stock that then shared in the earnings of the entity (such as the Company's dilutive stock options and restricted stock).

### **Other Financial Instruments**

The Company is a party to certain other financial instruments with off-balance-sheet risk such as commitments to extend credit, unused lines of credit, as well as certain mortgage loans sold to investors with recourse. The Company's policy is to record such instruments when funded.

### **Comprehensive Income**

At the Company, comprehensive income represents net income plus other comprehensive income, which consists primarily of the net change in unrealized gains or losses on securities available for sale for the period and changes in the funded status of employee benefit plans. Accumulated other comprehensive (loss) income represents the net unrealized

gains or losses on securities available for sale and the previously unrecognized portion of the funded status of employee benefit plans, net of income taxes, as of the consolidated balance sheet dates.

## Pension Costs

The Company maintains a noncontributory, defined benefit pension plan covering substantially all employees, as well as supplemental employee retirement plans covering certain executives and a defined benefit postretirement healthcare plan that covers certain employees. Costs associated with these plans, based on actuarial computations of current and future benefits for employees, are charged to current operating expenses.

Effective December 31, 2006, the Company adopted SFAS No. 158, *Employers' Accounting For Defined Benefit Pension and Other Postretirement Plans — An Amendment of FASB Statements No. 87, 88, 106, and 132(R)*, which requires the Company to recognize the overfunded or underfunded status of a single employer defined benefit postretirement plan as an asset or liability on its balance sheet and to recognize changes in the funded status in comprehensive income in the year in which the change occurred. However, gains or losses, prior service costs or credits, and transition assets or obligations that have not been included in net periodic benefit cost as of the end of 2006, the fiscal year in which SFAS No. 158 is initially applied, are to be recognized as components of the ending balance of accumulated other comprehensive income, net of tax. The adjustment to accumulated other comprehensive loss for the adoption of SFAS No. 158 was \$7.6 million at December 31, 2006.

## Trust

Assets held by the Company in a fiduciary or agency capacity for its customers are not included in the accompanying consolidated balance sheets, since such assets are not assets of the Company. Trust income is recognized on the accrual method based on contractual rates applied to the balances of trust accounts.

## Recent Accounting Pronouncements

In December 2007, the FASB issued revised SFAS No. 141, "Business Combinations," or SFAS No. 141(R). SFAS No. 141(R) retains the fundamental requirements of SFAS No. 141 that the acquisition method of accounting (formerly the purchase method) be used for all business combinations; that an acquirer be identified for each business combination; and that intangible assets be identified and recognized separately from goodwill. SFAS No. 141(R) requires the acquiring entity in a business combination to recognize the

assets acquired, the liabilities assumed and any noncontrolling interest in the acquiree at the acquisition date, measured at their fair values as of that date, with limited exceptions. Additionally, SFAS No. 141(R) changes the requirements for recognizing assets acquired and liabilities assumed arising from contingencies and recognizing and measuring contingent consideration. SFAS No. 141(R) also enhances the disclosure requirements for business combinations. SFAS No. 141(R) applies prospectively to business combinations for which the acquisition date is on or after the beginning of the first annual reporting period beginning on or after December 15, 2008 and may not be applied before that date.

In December 2007, the FASB issued SFAS No. 160, "Noncontrolling Interests in Consolidated Financial Statements, an amendment of ARB No. 51," or SFAS No. 160. SFAS No. 160 amends Accounting Research Bulletin No. 51, "Consolidated Financial Statements" to establish accounting and reporting standards for the noncontrolling interest in a subsidiary and for the deconsolidation of a subsidiary. Among other things, SFAS No. 160 clarifies that a noncontrolling interest in a subsidiary is an ownership interest in the consolidated entity that should be reported as equity in the consolidated financial statements and requires consolidated net income to be reported at amounts that include the amounts attributable to both the parent and the noncontrolling interest. SFAS No. 160 also amends SFAS No. 128, "Earnings per Share," so that earnings per share calculations in consolidated financial statements will continue to be based on amounts attributable to the parent. SFAS No. 160 is effective for fiscal years, and interim periods within those fiscal years, beginning on or after December 15, 2008 and is applied prospectively as of the beginning of the fiscal year in which it is initially applied, except for the presentation and disclosure requirements which are to be applied retrospectively for all periods presented. SFAS No. 160 is not expected to have a material impact on our financial condition or results of operations.

In November 2007, the Securities and Exchange Commission, or SEC, issued Staff Accounting Bulletin, or SAB No. 109, "Written Loan Commitments Recorded at Fair Value Through Earnings." SAB No. 109 provides views on the accounting for written loan commitments recorded at fair value under GAAP. SAB No. 109 supersedes SAB No. 105, "Application of Accounting Principles to Loan Commitments." Specifically, SAB No. 109 states that the expected net future cash flows related to the associated servicing of a loan should be included in the measurement of all written loan commitments that are accounted for at fair value through earnings. The provisions of SAB No. 109 are applicable on a prospective basis to written loan

commitments recorded at fair value under GAAP that are issued or modified in fiscal quarters beginning after December 15, 2007. SAB No. 109 is not expected to have a material impact on our financial condition or results of operations.

In June 2007, the FASB ratified a consensus reached by the EITF on Issue No. 06-11, "Accounting for Income Tax Benefits of Dividends on Share-Based Payment Awards," which clarifies the accounting for income tax benefits related to the payment of dividends on equity-classified employee share-based payment awards that are charged to retained earnings under SFAS No. 123(R). The EITF concluded that a realized income tax benefit from dividends or dividend equivalents that are charged to retained earnings and are paid to employees for equity classified non-vested equity shares, nonvested equity share units and outstanding equity share options should be recognized as an increase to additional paid-in capital. EITF Issue No. 06-11 should be applied prospectively to the income tax benefits that result from dividends on equity-classified employee share-based payment awards that are declared in fiscal years beginning after December 15, 2007, and interim periods within those fiscal years. Retrospective application to previously issued financial statements is prohibited. EITF Issue No. 06-11 is not expected to have a material impact on our financial condition or results of operations.

In February 2007, the FASB issued SFAS No. 159, "The Fair Value Option for Financial Assets and Financial Liabilities, Including an amendment of FASB Statement No. 115," which permits entities to choose to measure many financial instruments and certain other items at fair value that are not currently required to be measured at fair value. At the effective date, an entity may elect the fair value option for eligible items that exist at that date and report the effect of the first remeasurement to fair value as a cumulative-effect adjustment to the opening balance of retained earnings. Subsequent to the effective date, unrealized gains and losses on items for which the fair value option has been elected are to be reported in earnings. If the fair value option is elected for any available-for-sale or held-to-maturity securities at the effective date, cumulative unrealized gains and losses at that date are included in the cumulative-effect adjustment and those securities are to be reported as trading securities under SFAS No. 115, "Accounting for Certain Investments in Debt and Equity Securities," but the accounting for a transfer to the trading category under SFAS No. 115 does not

apply. Electing the fair value option for an existing held-to-maturity security will not call into question the intent of an entity to hold other debt securities to maturity in the future. SFAS No. 159 also establishes presentation and disclosure requirements designed to facilitate comparisons between entities that choose different measurement attributes for similar types of assets and liabilities. SFAS No. 159 does not affect any existing accounting literature that requires certain assets and liabilities to be carried at fair value and does not eliminate disclosure requirements included in other accounting standards. SFAS No. 159 is effective as of the beginning of an entity's first fiscal year that begins after November 15, 2007. Early adoption was permitted; however, we did not elect early adoption and therefore adopted the standard as of January 1, 2008. Upon adoption, we did not elect the fair value option for eligible items that existed at January 1, 2008.

In September 2006, the FASB issued SFAS No. 157, "Fair Value Measurements," which defines fair value, establishes a framework for measuring fair value and expands disclosures about fair value measurements. The expanded disclosures include a requirement to disclose fair value measurements according to a hierarchy, segregating measurements using (1) quoted prices in active markets for identical assets and liabilities, (2) significant other observable inputs and (3) significant unobservable inputs. SFAS No. 157 applies only to fair value measurements already required or permitted by other accounting standards and does not impose requirements for additional fair value measures. SFAS No. 157 was issued to increase consistency and comparability in reporting fair values. SFAS No. 157 is effective for financial statements issued for fiscal years beginning after November 15, 2007, and interim periods within those fiscal years. The provisions are to be applied prospectively as of the beginning of the fiscal year in which the statement is initially applied, with certain exceptions. A transition adjustment, measured as the difference between the carrying amounts and the fair values of certain specific financial instruments at the date SFAS No. 157 is initially applied, is to be recognized as a cumulative-effect adjustment to the opening balance of retained earnings for the fiscal year in which SFAS No. 157 is initially applied. SFAS No. 157 will affect certain of our fair value disclosures, but is not expected to have a material impact on our financial condition or results of operations. The portion of our assets and liabilities with fair values based on unobservable inputs is not significant.

## (2) Merger and Acquisition Activity

On February 10, 2006, the Company acquired CNB Bancorp, Inc. ("CNB"), a bank holding company headquartered in Gloversville, New York. The acquisition was accomplished by merging CNB with and into the Company (the "Merger"). By virtue of this acquisition, CNB's banking subsidiary, City National Bank and Trust Company was merged with and into NBT Bank, N.A. City National Bank and Trust Company operated 9 full-service community banking offices — located in Fulton, Hamilton, Montgomery and Saratoga counties, with approximately \$400 million in assets. The Merger increased the Company's assets to approximately \$4.9 billion.

In connection with the Merger, the Company issued an aggregate of 2.1 million shares of Company common stock and \$39 million in cash to the former holders of CNB common stock. In connection with acquisition of CNB, the Company formed NBT Statutory Trust II in February 2006 to fund the cash portion of the acquisition as well as to provide regulatory capital.

The Company raised \$51.5 million through NBT Statutory Trust II in February 2006.

CNB nonqualified stock options, entitling holders to purchase CNB common stock outstanding, were cancelled on the closing date and such option holders received an option payment subject to the terms of the merger agreement. The total number of CNB non-qualified stock options that were canceled was 103,545, which resulted in a cash payment to option holders before any applicable federal or state withholding tax, of approximately \$1.3 million. In accordance with the terms of the merger agreement, all outstanding CNB incentive stock options as of the effective date were assumed by the Company. At that time, there were 144,686 CNB incentive stock options that were exchanged for 237,278 replacement incentive stock options of the Company.

Based on the \$22.42 per share closing price of the Company's common stock on February 10, 2006, the transaction is valued at approximately \$88 million.

## (3) Earnings Per Share

The following is a reconciliation of basic and diluted earnings per share for the years presented in the consolidated statements of income:

Years ended December 31,									
(In thousands, except per share data)	2007			2006			2005		
	Net Income	Weighted Average Shares	Per Share Amount	Net Income	Weighted Average Shares	Per Share Amount	Net Income	Weighted Average Shares	Per Share Amount
Basic earnings per share	\$50,328	33,165	\$1.52	\$55,947	33,886	\$1.65	\$52,438	32,437	\$1.62
<b>Effect of dilutive securities</b>									
Stock based compensation		256			320			273	
Diluted earnings per share	\$50,328	33,421	\$1.51	\$55,947	34,206	\$1.64	\$52,438	32,710	\$1.60

There were approximately 628,000, 356,000, and 386,000 weighted average stock options for the years ended December 31, 2007, 2006, and 2005, respectively, that were not considered in the calculation of diluted earnings per share since the stock options' exercise prices were greater than the average market price during these periods.

## (4) Federal Reserve Bank Requirement

The Company is required to maintain reserve balances with the Federal Reserve Bank. The required average total reserve for NBT Bank for the 14-day maintenance period ending December 19, 2007 was \$22.0 million.



## (5) Securities

The amortized cost, estimated fair value, and unrealized gains and losses of securities available for sale are as follows:

<i>(In thousands)</i>	Amortized Cost	Unrealized Gains	Unrealized Losses	Estimated Fair Value
<b>December 31, 2007</b>				
U.S. Treasury	\$ 10,042	\$ 35	\$ —	\$ 10,077
Federal Agency	322,723	4,352	28	327,047
State & municipal	112,647	2,122	108	114,661
Mortgage-backed	381,585	1,195	4,473	378,307
Collateralized mortgage obligations	288,222	2,496	1,103	289,615
Corporate	1,186	27	—	1,213
Other securities	16,601	2,744	151	19,194
Total securities available for sale	\$1,133,006	\$12,971	\$5,863	\$1,140,114
<b>December 31, 2006</b>				
U.S. Treasury	\$ 10,516	\$ —	\$ 29	\$ 10,487
Federal Agency	343,529	550	2,366	341,713
State & municipal	99,724	2,099	122	101,701
Mortgage-backed	400,549	628	11,136	390,041
Collateralized mortgage obligations	241,984	198	3,412	238,770
Corporate	1,285	106	—	1,391
Other securities	18,861	3,428	70	22,219
Total securities available for sale	\$1,116,448	\$7,009	\$17,135	\$1,106,322

In the available for sale category at December 31, 2007, federal agency securities were comprised of Government-Sponsored Enterprise (“GSE”) securities; Mortgage-backed securities were comprised of GSEs with an amortized cost of \$342.0 million and a fair value of \$338.5 million and U.S. Government Agency securities with an amortized cost of \$39.5 million and a fair value of \$39.8 million; Collateralized mortgage obligations were comprised of GSEs with an amortized cost of \$179.1 million and a fair value of \$180.1 million and U.S. Government Agency securities with an amortized cost of \$109.1 million and a fair value of \$109.5 million.

In the available for sale category at December 31, 2006, federal agency securities were comprised of Government-Sponsored Enterprise (“GSE”) securities;

Mortgage-backed securities were comprised of GSEs with an amortized cost of \$352.0 million and a fair value of \$341.8 million and U.S. Government Agency securities with an amortized cost of \$48.5 million and a fair value of \$48.2 million; Collateralized mortgage obligations were comprised of GSEs with an amortized cost of \$164.8 million and a fair value of \$163.0 million and U.S. Government Agency securities with an amortized cost of \$77.1 million and a fair value of \$75.8 million.

Other securities include nonmarketable equity securities, including certain securities acquired by NBT Bank’s small business investment company (SBIC) subsidiary, and trust preferred securities.

The following table sets forth information with regard to sales transactions of securities available for sale:

	Years ended December 31,		
<i>(In thousands)</i>	2007	2006	2005
Proceeds from sales	\$55,758	\$42,292	\$53,044
Gross realized gains	\$ 2,248	\$ 618	\$ 816
Gross realized losses	(135)	(1,493)	(2,052)
Net securities gains (losses)	\$ 2,113	\$ (875)	\$ (1,236)



At December 31, 2007 and 2006, securities available for sale with amortized costs totaling \$962.9 million and \$951.4 million, respectively, were pledged to secure public deposits and for other purposes required or permitted by law. Additionally, at December 31, 2007, securities available for sale with an amortized

cost of \$160.3 million were pledged as collateral for securities sold under the repurchase agreements.

The amortized cost, estimated fair value, and unrealized gains and losses of securities held to maturity are as follows:

(In thousands)	Amortized Cost	Unrealized Gains	Unrealized Losses	Estimated Fair Value
<b>December 31, 2007</b>				
Mortgage-backed	\$ 2,810	\$ 99	\$ —	\$ 2,909
State & municipal	145,458	439	130	145,767
Other securities	843	—	—	843
Total securities held to maturity	\$149,111	\$538	\$130	\$149,519
<b>December 31, 2006</b>				
Mortgage-backed	\$ 3,434	\$ 63	\$ —	\$ 3,497
State & municipal	132,213	345	435	132,123
Other securities	667	—	—	667
Total securities held to maturity	\$136,314	\$408	\$435	\$136,287

At December 31, 2007, all of the mortgaged-backed securities held to maturity were comprised of U.S. Government Agency securities.

The following table sets forth information with regard to investment securities with unrealized losses at December 31, 2007 and 2006, segregated according to the length of time the securities had been in a continuous unrealized loss position:

Security Type	Less Than 12 Months		12 Months or Longer		Total	
	Fair Value	Unrealized Losses	Fair Value	Unrealized Losses	Fair Value	Unrealized Losses
<b>December 31, 2007</b>						
U.S. Treasury	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Federal agency	24,972	(28)	4,999	—	29,971	(28)
State & municipal	3,410	(5)	30,016	(233)	33,426	(238)
Mortgage-backed	1,547	(4)	267,871	(4,469)	269,418	(4,473)
Collateralized mortgage obligations	—	—	65,737	(1,103)	65,737	(1,103)
Other securities	—	—	1,036	(151)	1,036	(151)
Total securities with unrealized losses	\$29,929	\$(37)	\$369,659	\$(5,956)	\$399,588	\$(5,993)
<b>December 31, 2006</b>						
U.S. Treasury	\$ 5,464	\$ (28)	\$ 57	\$ (1)	\$ 5,521	\$ (29)
Federal agency	49,149	(183)	239,979	(2,182)	289,128	(2,365)
State & municipal	2,870	(8)	47,853	(549)	50,723	(557)
Mortgage-backed	81	—	338,008	(11,136)	338,089	(11,136)
Collateralized mortgage obligations	32	—	189,318	(3,413)	189,350	(3,413)
Other securities	—	—	484	(70)	484	(70)
Total securities with unrealized losses	\$57,596	\$(219)	\$815,699	\$(17,351)	\$873,295	\$(17,570)

Declines in the fair value of held-to-maturity and available-for-sale securities below their cost that are deemed to be other than temporary are reflected in earnings as realized losses. In estimating other-than-temporary impairment losses, management considers, among other things, (i) the length of time and the extent to which the fair value has been less than cost, (ii) the financial condition and near-term prospects of the issuer, and (iii) the intent and ability of the Company to retain its investment in the issuer for a period of time sufficient to allow for any anticipated recovery in fair value.

Management has the ability and intent to hold the securities classified as held to maturity until they mature, at which time it is believed the Company will receive full value for the securities. Furthermore, as of December 31, 2007, management also had the ability and intent to hold the securities classified as available

for sale for a period of time sufficient for a recovery of cost, which may be until maturity. The unrealized losses are due to increases in market interest rates over the yields available at the time the underlying securities were purchased. The fair value is expected to recover as the bonds approach their maturity date or repricing date or if market yields for such investments decline. Management does not believe any of the securities are impaired due to reasons of credit quality. Accordingly, as of December 31, 2007, management believes the impairments detailed in the table above are temporary and no impairment loss has been realized in the Company's consolidated statements of income.

The following tables set forth information with regard to contractual maturities of debt securities at December 31, 2007:

<i>(In thousands)</i>	Amortized Cost	Estimated Fair Value
<b>Debt securities classified as available for sale</b>		
Within one year	\$ 71,200	\$ 71,280
From one to five years	216,581	218,344
From five to ten years	222,645	226,489
After ten years	605,979	604,807
	<b>\$1,116,405</b>	<b>\$1,120,920</b>
<b>Debt securities classified as held to maturity</b>		
Within one year	\$ 75,147	\$ 75,144
From one to five years	35,558	35,583
From five to ten years	26,400	26,571
After ten years	12,006	12,221
	<b>\$ 149,111</b>	<b>\$ 149,519</b>

Maturities of mortgage-backed, collateralized mortgage obligations and asset-backed securities are stated based on their estimated average lives. Actual maturities may differ from estimated average lives or contractual maturities because, in certain cases, borrowers have the right to call or prepay obligations with or without call or prepayment penalties.

Except for U.S. Government securities, there were no holdings, when taken in the aggregate, of any single issues that exceeded 10% of consolidated stockholders' equity at December 31, 2007 and 2006.

## (6) Loans and Leases and Allowance for Loan and Lease Losses

A summary of loans and leases, net of deferred fees and origination costs, by category is as follows:

	At December 31,	
(In thousands)	2007	2006
Residential real estate mortgages	\$ 719,182	\$ 739,607
Commercial	621,820	658,647
Commercial real estate mortgages	593,077	581,736
Real estate construction and development	81,350	94,494
Agricultural and agricultural real estate mortgages	116,190	118,278
Consumer	655,375	586,922
Home equity	582,731	546,719
Lease financing	86,126	86,251
Total loans and leases	\$3,455,851	\$3,412,654

Included in the above loans and leases are net deferred loan origination costs totaling \$3.3 million and \$2.3 million at December 31, 2007 and December 31, 2006, respectively. Also included is unearned income of \$7.4 million and \$7.5 million at December 31, 2007 and 2006, respectively. Loans held for sale were \$1.2 million and \$1.8 million at December 31, 2007 and

2006, respectively and are included in residential real estate mortgages.

FHLB advances are collateralized by a blanket lien on the Company's residential real estate mortgages.

Changes in the allowance for loan and lease losses for the three years ended December 31, 2007, are summarized as follows:

	Years ended December 31,		
(In thousands)	2007	2006	2005
Balance at January 1	\$ 50,587	\$ 47,455	\$ 44,932
Allowance from purchase transaction	—	2,410	—
Provision	30,094	9,395	9,464
Recoveries	4,745	4,699	4,078
Charge-offs	(31,243)	(13,372)	(11,019)
Balance at December 31	\$ 54,183	\$ 50,587	\$ 47,455

The following table sets forth information with regard to nonperforming loans:

	At December 31,		
(In thousands)	2007	2006	2005
Loans in nonaccrual status	\$29,697	\$13,665	\$13,419
Loans contractually past due 90 days or more and still accruing interest	882	1,642	878
Total nonperforming loans	\$30,579	\$15,307	\$14,297

There were no material commitments to extend further credit to borrowers with nonperforming loans. Within nonaccrual loans, there are approximately \$4.9 million of troubled debt restructured loans at December 31, 2007.

Accumulated interest on the above nonaccrual loans of approximately \$0.8 million, \$0.7 million, and \$0.7 million would have been recognized as income in 2007, 2006, and 2005, respectively, had these loans been in accrual status. Approximately \$1.0 million, \$0.8 million, and \$0.7 million of interest on the above nonaccrual loans was collected in 2007, 2006, and 2005, respectively.

Impaired loans consist primarily of large, nonaccrual commercial, commercial real estate, agricultural, and agricultural real estate loans. Impaired loans totaled \$25.4 million at December 31, 2007 and \$9.3 million at December 31, 2006. At December 31, 2007, \$12.7 million of the impaired loans had a specific reserve allocation of \$5.1 million and \$12.7 million of the impaired loans had no specific reserve allocation. At December 31, 2006, \$1.0 million of the impaired loans had a specific reserve allocation of \$0.2 million and \$8.3 million of the impaired loans reviewed had no specific reserve allocation.

The following provides additional information on impaired loans for the periods presented:

	Years ended December 31,		
(In thousands)	2007	2006	2005
Average recorded investment on impaired loans	<b>\$20,984</b>	\$9,644	\$9,908
Interest income recognized on impaired loans	<b>559</b>	384	207
Cash basis interest income recognized on impaired loans	<b>559</b>	384	207

There was significant disruption and volatility in the financial and capital markets during the second half of 2007. Turmoil in the mortgage market adversely impacted both domestic and global markets, and led to a significant credit and liquidity crisis in many domestic markets. These market conditions were attributable to a variety of factors, in particular the fall-out associated with subprime mortgage loans (a type of lending we have never actively pursued). The disruption has been exacerbated by the continued decline of the real estate and housing market. While we continue to adhere to prudent underwriting standards, as

a lender we may be adversely impacted by general economic weaknesses and, in particular, a sharp downturn in the housing market nationally. Decreases in real estate values could adversely affect the value of property used as collateral for our loans. Adverse changes in the economy may have a negative effect on the ability of our borrowers to make timely loan payments, which would have an adverse impact on our earnings. A further increase in loan delinquencies would decrease our net interest income and adversely impact our loan loss experience, causing increases in our provision and allowance for loan and lease losses.

## (7) Related Party Transactions

In the ordinary course of business, the Company has made loans at prevailing rates and terms to directors, officers, and other related parties. Such loans, in management's opinion, do not present more than the

normal risk of collectibility or incorporate other unfavorable features. The aggregate amount of loans outstanding to qualifying related parties and changes during the years are summarized as follows:

(In thousands)	2007	2006
Balance at January 1	<b>\$15,905</b>	\$15,906
New loans	<b>2,686</b>	11,274
Adjustment due to change in composition of related parties	<b>130</b>	(6,233)
Repayments	<b>(2,315)</b>	(5,042)
Balance at December 31	<b>\$16,406</b>	\$15,905

## (8) Premises and Equipment, Net

A summary of premises and equipment follows:

	December 31,	
(In thousands)	2007	2006
Land, buildings, and improvements	\$ 85,363	\$ 84,146
Equipment	65,925	64,465
Construction in progress	115	1,307
	<b>151,403</b>	149,918
Accumulated depreciation	<b>87,361</b>	82,936
Total premises and equipment	<b>\$ 64,042</b>	\$ 66,982

Land, buildings, and improvements with a carrying value of approximately \$3.3 million and \$3.5 million at December 31, 2007 and 2006, respectively, are pledged to secure long-term borrowings. Buildings and improvements are depreciated based on useful lives of 15 to 40 years. Equipment is depreciated based on useful lives of 3 to 10 years.

Rental expense included in occupancy expense amounted to \$3.5 million in 2007, \$3.2 million in 2006, and \$3.0 million in 2005. The future minimum rental

payments related to noncancelable operating leases with original terms of one year or more are as follows at December 31, 2007 (in thousands):

### Future Minimum Rental Payments

2008	\$ 3,606
2009	2,897
2010	2,544
2011	2,455
2012	2,054
Thereafter	18,369
<b>Total</b>	<b>\$31,925</b>

## (9) Goodwill and Other Intangible Assets

A summary of goodwill is as follows:

(In thousands)	
January 1, 2006	\$ 47,544
Goodwill Acquired	55,812
December 31, 2006	103,356
<b>January 1, 2007</b>	<b>103,356</b>
<b>Goodwill Adjustments</b>	<b>42</b>
<b>December 31, 2007</b>	<b>\$103,398</b>

In February 2006, the Company acquired CNB. The acquisition resulted in increases to goodwill of \$55.8 million, core deposit intangibles of \$9.6 million and other intangibles of \$0.3 million. The core deposit intangibles will be amortized over ten years on an accelerated basis.

The Company has intangible assets with definite useful lives capitalized on its consolidated balance sheet in the form of core deposit and other identified intangible assets. These intangible assets are amortized over their estimated useful lives, which range primarily from one to twelve years.



A summary of core deposit and other intangible assets follows:

	December 31,	
(In thousands)	2007	2006
<b>Core deposit intangibles</b>		
Gross carrying amount	<b>\$11,806</b>	\$11,826
Less: accumulated amortization	<b>4,013</b>	2,804
Net carrying amount	<b>7,793</b>	9,022
<b>Identified intangible assets</b>		
Gross carrying amount	<b>3,752</b>	3,533
Less: accumulated amortization	<b>1,372</b>	936
Net carrying amount	<b>2,380</b>	2,597
Intangibles that will not amortize	<b>—</b>	365
<b>Total intangibles with definite useful lives</b>		
Gross carrying amount	<b>15,558</b>	15,724
Less: accumulated amortization	<b>5,385</b>	3,740
Net carrying amount	<b>\$10,173</b>	\$11,984

Amortization expense on intangible assets with definite useful lives totaled \$1.6 million for 2007, \$1.6 million for 2006 and \$0.5 million for 2005. Amortization expense on intangible assets with

definite useful lives is expected to total \$1.5 million for 2008, \$1.3 million for 2009, \$1.2 million for 2010, \$1.2 million for 2011, \$1.2 million for 2012 and \$3.8 million thereafter.

## (10) Deposits

The following table sets forth the maturity distribution of time deposits at December 31, 2007 (in thousands):

### Time Deposits

Within one year	<b>\$1,291,719</b>
After one but within two years	<b>242,807</b>
After two but within three years	<b>34,372</b>
After three but within four years	<b>9,181</b>
After four but within five years	<b>8,397</b>
After five years	<b>4,630</b>
Total	<b>\$1,591,106</b>

Time deposits of \$100,000 or more aggregated \$694.3 million and \$824.3 million at year end 2007 and 2006, respectively.

## (11) Short-Term Borrowings

Short-term borrowings total \$368.5 million and \$345.4 million at December 31, 2007 and 2006, respectively, and consist of Federal funds purchased and securities sold under repurchase agreements, which generally represent overnight borrowing transactions, and other short-term borrowings, primarily Federal Home Loan Bank (FHLB) advances, with original maturities of one year or less. The Company has unused lines of credit with the FHLB available for short-term financing of approximately \$238 million and \$297 million at December 31, 2007 and 2006, respectively.

Included in the information provided above, the Company has two lines of credit available with the FHLB, which are automatically renewed on July 30th

of each year. The first is an overnight line of credit for approximately \$100.0 million with interest based on existing market conditions. The second is a one-month overnight repricing line of credit for approximately \$100.0 million with interest based on existing market conditions. As of December 31, 2007, there was \$59.3 million (included in federal funds purchased) outstanding on these lines of credit. Borrowings on these lines are secured by FHLB stock, certain securities and one-to-four family first lien mortgage loans. Securities collateralizing repurchase agreements are held in safekeeping by nonaffiliated financial institutions and are under the Company's control.

Information related to short-term borrowings is summarized as follows:

<i>(In thousands)</i>	<b>2007</b>	2006	2005
<b>Federal funds purchased</b>			
Balance at year-end	<b>\$149,250</b>	\$100,000	\$145,000
Average during the year	<b>98,872</b>	76,550	84,845
Maximum month end balance	<b>149,250</b>	122,000	145,000
Weighted average rate during the year	<b>5.14%</b>	5.10%	3.55%
Weighted average rate at December 31	<b>4.38%</b>	5.36%	4.30%
<b>Securities sold under repurchase agreements</b>			
Balance at year-end	<b>\$ 93,967</b>	\$ 95,158	\$ 74,727
Average during the year	<b>104,876</b>	89,934	82,658
Maximum month end balance	<b>117,337</b>	103,921	91,409
Weighted average rate during the year	<b>3.62%</b>	3.32%	1.86%
Weighted average rate at December 31	<b>3.56%</b>	3.53%	2.82%
<b>Other short-term borrowings</b>			
Balance at year-end	<b>\$125,250</b>	\$150,250	\$225,250
Average during the year	<b>76,414</b>	164,771	186,141
Maximum month end balance	<b>125,250</b>	225,250	225,250
Weighted average rate during the year	<b>5.32%</b>	5.19%	3.46%
Weighted average rate at December 31	<b>4.54%</b>	5.44%	4.41%

See Note 5 for additional information regarding securities pledged as collateral for securities sold under the repurchase agreements.

## (12) Long-Term Debt

Long-term debt consists of obligations having an original maturity at issuance of more than one year. A majority of the Company's long-term debt is comprised of FHLB advances collateralized by the FHLB

stock owned by the Company, certain of its mortgage-backed securities and a blanket lien on its residential real estate mortgage loans. A summary as of December 31, 2007 and 2006 is as follows:

Maturity	As of December 31, 2007				As of December 31, 2006			
	Amount	Weighted Average Rate	Callable Amount	Weighted Average Rate	Amount	Weighted Average Rate	Callable Amount	Weighted Average Rate
2007	\$ —	0.00%	\$ —		\$ 93,700	4.35%	\$ 2,200	5.62%
2008	130,079	4.05%	25,000	5.38%	115,209	3.83%	35,000	5.29%
2009	40,000	5.47%	40,000	5.47%	75,000	5.25%	75,000	5.25%
2010	54,000	4.20%	29,000	3.35%	31,000	3.45%	31,000	3.45%
2011	1,921	4.92%	1,921	4.72%	3,815	5.00%	3,815	5.00%
2012	32	0.00%	—		39	0.00%	—	
2013	25,000	3.21%	25,000	3.21%	25,000	3.21%	25,000	3.21%
2016	70,000	4.17%	70,000	4.17%	70,000	3.82%	70,000	3.82%
2017	100,000	3.89%	100,000	3.89%	—	0.00%	—	
2025	3,855	2.75%	—		3,965	2.75%	—	
	<b>\$424,887</b>		<b>\$290,921</b>		<b>\$417,728</b>		<b>\$242,015</b>	

## (13) Trust Preferred Debentures

The Company has issued a total of \$75.4 million of junior subordinated deferrable interest debentures to three wholly owned Delaware statutory business trusts, CNBF Capital Trust I ("CNBF Trust I"), NBT Statutory Trust I ("NBT Trust I") and NBT Statutory Trust II ("NBT Trust II") collectively referred to as the ("Trusts"). The Trusts are considered variable interest entities for which the Company is not the primary beneficiary. Accordingly, the accounts of the trusts are not included in the Company's consolidated financial statements. See Note 1 — Summary of Significant Accounting Policies for additional information about the Company's consolidation policy. Details of the Company's transactions with these trusts are presented below.

### CNBF Trust I

In June 1999, CNBF Trust I issued \$18.0 million of floating rate (three-month LIBOR plus 275 basis points) trust preferred securities, which represent beneficial interests in the assets of the trust. The trust preferred securities will mature on August 31, 2029 and are redeemable with the approval of the Federal Reserve Board in whole or in part at the option of the Company at any time after September 1, 2009 and in whole at any time upon the occurrence of certain events affecting their tax or regulatory capital treatment. Distributions on the trust preferred securities are payable quarterly in arrears on March 31, June 30, September 30 and December 31 of each year. CNBF Trust I also issued \$0.7 million of common equity securities to the

Company. The proceeds of the offering of the trust preferred securities and common equity securities were used to purchase \$18.7 million of floating rate (three-month LIBOR plus 275 basis points) junior subordinated deferrable interest debentures issued by the Company, which have terms substantially similar to the trust preferred securities.

### NBT Trust I

In November 2005, NBT Trust I issued \$5.0 million of fixed rate (at 6.30%) trust preferred securities, which represent beneficial interests in the assets of the trust. After 5 years, the rate converts to a floating rate (three-month LIBOR plus 140 basis points). The trust preferred securities will mature on December 1, 2035 and are redeemable with the approval of the Federal Reserve Board in whole or in part at the option of the Corporation at any time after December 1, 2010 and in whole at any time upon the occurrence of certain events affecting their tax or regulatory capital treatment. Distributions on the trust preferred securities are payable quarterly in arrears on March 15, June 15, September 15 and December 15 of each year. NBT Trust I also issued \$0.2 million of common equity securities to the Company. The proceeds of the offering of the trust preferred securities and common equity securities were used to purchase \$5.2 million of fixed rate (at 6.30%) junior subordinated deferrable interest debentures issued by the Corporation, which have terms substantially similar to the trust preferred securities.

## NBT Trust II

In connection with acquisition of CNB, the Company formed NBT Trust II in February 2006 to fund the cash portion of the acquisition as well as to provide regulatory capital. NBT Trust II issued \$50.0 million of fixed rate (at 6.195%) trust preferred securities, which represent beneficial interests in the assets of the trust. After 5 years, the rate converts to a floating rate (three-month LIBOR plus 140 basis points). The trust preferred securities will mature on March 15, 2036 and are redeemable with the approval of the Federal Reserve Board in whole or in part at the option of the Corporation at any time after March 15, 2011 and in whole at any time upon the occurrence of certain events affecting their tax or regulatory capital treatment. Distributions on the trust preferred securities are payable quarterly in arrears on March 15, June 15, September 15 and December 15 of each year. NBT Trust II also issued \$1.5 million of common equity securities to the Company. The proceeds of the offering of the trust preferred securities and common equity securities were used to purchase \$51.5 million of fixed rate (at 6.195%) junior subordinated deferrable interest debentures issued by the Corporation, which have terms substantially similar to the trust preferred securities.

With respect to the Trusts, the Company has the right to defer payments of interest on the debentures at any time or from time to time for a period of up to ten consecutive semi-annual periods with respect to each deferral period in the case of the debentures issued to

the Trusts. Under the terms of the debentures, in the event that under certain circumstances there is an event of default under the debentures or the Company has elected to defer interest on the debentures, the Company may not, with certain exceptions, declare or pay any dividends or distributions on its capital stock or purchase or acquire any of its capital stock.

Payments of distributions on the trust preferred securities and payments on redemption of the trust preferred securities are guaranteed by the Company on a limited basis. The Company also entered into an agreement as to expenses and liabilities with the Trusts pursuant to which it agreed, on a subordinated basis, to pay any costs, expenses or liabilities of each trust other than those arising under the trust preferred securities. The obligations of the Company under the junior subordinated debentures, the related indentures, the trust agreements establishing the trusts, the guarantees and the agreements as to expenses and liabilities, in the aggregate, constitute a full and unconditional guarantee by the Company of each trust's obligations under the trust preferred securities.

Despite the fact that the accounts of CNBF Trust I, NBT Trust I, and NBT Trust II are not included in the Company's consolidated financial statements, the \$74 million of the \$75 million in trust preferred securities issued by these subsidiary trusts are included in the Tier 1 capital of the Company for regulatory capital purposes as allowed by the Federal Reserve Board (NBT Bank, NA owns \$1.0 million of CNBF Trust I securities).

## (14) Income Taxes

The significant components of income tax expense attributable to operations are:

	Years ended December 31,		
(In thousands)	2007	2006	2005
<b>Current</b>			
Federal	\$19,020	\$13,655	\$22,125
State	523	732	585
	<b>19,543</b>	14,387	22,710
<b>Deferred</b>			
Federal	1,530	7,754	(177)
State	714	2,013	920
	<b>2,244</b>	9,767	743
Total income tax expense	<b>\$21,787</b>	\$24,154	\$23,453

Not included in the above table are changes in deferred tax assets and liabilities that were recorded to stockholders' equity of approximately (\$6.9 million), (\$6.5 million), and (\$8.8 million) for 2007, 2006, and

2005, respectively, relating to unrealized gain (loss) on available for sale securities, tax benefits recognized with respect to stock options exercised, and tax benefit related to pension funding.

The tax effects of temporary differences that give rise to significant portions of the deferred tax assets and deferred tax liabilities are as follows:

	December 31,	
(In thousands)	2007	2006
<b>Deferred tax assets</b>		
Allowance for loan and lease losses	\$ 20,372	\$ 19,202
Deferred compensation	4,606	4,756
Postretirement benefit obligation	1,187	1,247
Writedowns on corporate debt securities	465	445
Accrued liabilities	1,534	2,258
New York State tax credit and net operating loss carryforward	196	527
Other	2,270	1,694
Total deferred tax assets	30,630	30,129
<b>Deferred tax liabilities</b>		
Pension and executive retirement	14,454	12,008
Premises and equipment, primarily due to accelerated depreciation	1,817	2,772
Equipment leasing	23,483	23,051
Deferred loan costs	1,315	1,033
Intangible amortization	7,997	7,381
Other	848	924
Total deferred tax liabilities	49,914	47,169
Net deferred tax liability at year-end	(19,284)	(17,040)
Net deferred tax liability at beginning of year	(17,040)	(7,457)
(Decrease) Increase in net deferred tax liability	2,244	9,583
Purchase accounting adjustment	—	184
Deferred tax expense	\$ 2,244	\$ 9,767

The above table does not include the recorded deferred tax liability of \$2.8 million as of December 31, 2007 and the deferred tax asset of \$4.0 million as of December 31, 2006 related to the net unrealized holding gain/loss in the available-for-sale securities portfolio. The table also excludes deferred tax assets of \$5.7 million and \$5.8 million related to pension and postretirement benefit funding as of December 31, 2007 and December 31, 2006, respectively. The changes in these deferred assets are recorded directly in stockholders equity.

The Company has a New York State mortgage recording tax credit carryforward of approximately \$0.3 million, which may be carried forward indefinitely.

Realization of deferred tax assets is dependent upon the generation of future taxable income or the existence of sufficient taxable income within the available carryback period. A valuation allowance is provided when it is more likely than not that some portion of the deferred tax asset will not be realized. Based on available evidence, gross deferred tax assets will ultimately be realized and a valuation allowance was not deemed necessary at December 31, 2007 and 2006.

The Company adopted the provisions of FIN 48, "Accounting for Uncertainty in Income Taxes —

an Interpretation of FASB Statement No. 109" on January 1, 2007 with no material impact to the financial statements.

A reconciliation of the beginning and ending balance of gross unrecognized tax benefits is as follows:

(In thousands)	
Balance at January 1	\$2,563
Additions based on tax positions related to the current year	86
Additions for tax positions of prior years	258
Reduction for tax positions of prior years	(392)
Settlements	—
Balance at December 31	\$2,515

Approximately \$1.8 million of the total amount of unrecognized tax benefits at December 31, 2007 would impact the annual effective tax rate, if recognized. The Company is currently under examination by New York State for tax years 2000 through 2004. It is likely that the examination phase of some of these audits will conclude in 2008, and it is reasonably possible a reduction in the unrecognized tax benefits may occur;



however, quantification of an estimated range cannot be made at this time. The Company is no longer subject to U.S. Federal examination by tax authorities for years prior to 2006.

The Company recognizes interest accrued and penalties related to unrecognized tax benefits in income tax expense. The total amount of accrued interest at January 1, 2007 and December 31, 2007

was approximately \$0.5 million and \$0.7 million (less the associated tax benefit), respectively. Net interest impacting the Company's 2007 tax expense is \$0.1 million.

The following is a reconciliation of the provision for income taxes to the amount computed by applying the applicable Federal statutory rate of 35% to income before taxes:

	Years ended December 31,		
(In thousands)	2007	2006	2005
Federal income tax at statutory rate	<b>\$25,229</b>	\$28,035	\$26,562
Tax exempt income	<b>(3,596)</b>	(3,164)	(2,577)
Net increase in CSV of life insurance	<b>(915)</b>	(869)	(808)
State taxes, net of federal tax benefit	<b>804</b>	1,785	978
Other, net	<b>265</b>	(1,633)	(702)
Income tax expense	<b>\$21,787</b>	\$24,154	\$23,453

## (15) Stockholders' Equity

Certain restrictions exist regarding the ability of the subsidiary bank to transfer funds to the Company in the form of cash dividends. The approval of the Office of Comptroller of the Currency (OCC) is required to pay dividends when a bank fails to meet certain minimum regulatory capital standards or when such dividends are in excess of a subsidiary bank's earnings retained in the current year plus retained net profits for the preceding two years (as defined in the regulations). At December 31, 2007, approximately \$33.4 million of the total stockholders' equity of the Bank was available for payment of dividends to the Company without approval by the OCC. The Bank's ability to pay dividends also is subject to the Bank being in compliance with regulatory capital requirements. The Bank is currently in compliance with these requirements. Under the State of Delaware Business Corporation Law, the Company may declare and pay dividends either out of accumulated net retained earnings or capital surplus.

In October 2004, the Company adopted a Stockholder Rights Plan (Plan) designed to ensure that any potential acquirer of the Company negotiate with the board of directors and that all Company stockholders are treated equitably in the event of a takeover attempt. At that time, the Company paid a dividend of one Preferred Share Purchase Right (Right) for each outstanding share of common stock of the

Company. Similar rights are attached to each share of the Company's common stock issued after November 16, 2004. Under the Plan, the Rights will not be exercisable until a person or group acquires beneficial ownership of 15% or more of the Company's outstanding common stock or begins a tender or exchange offer for 15% or more of the Company's outstanding common stock. Additionally, until the occurrence of such an event, the Rights are not severable from the Company's common stock and, therefore, the Rights will be transferred upon the transfer of shares of the Company's common stock. Upon the occurrence of such events, each Right entitles the holder to purchase one one-hundredth of a share of Series A Junior Participating Preferred Stock, no par value, and \$0.01 stated value per share of the Company at a price of \$70.

The Plan also provides that upon the occurrence of certain specified events, the holders of Rights will be entitled to acquire additional equity interests, in the Company or in the acquiring entity, such interests having a market value of two times the Right's exercise price of \$70. The Rights, which expire October 24, 2014, are redeemable in whole, but not in part, at the Company's option prior to the time they are exercisable, for a price of \$0.001 per Right.

Components of accumulated other comprehensive loss are:

	As of December 31,	
(In thousands)	2007	2006
Unrecognized prior service cost and net actuarial loss on pension plans	<b>\$(7,846)</b>	\$ (7,937)
Unrealized net holding gains on available for sale securities	<b>4,271</b>	(6,077)
Accumulated other comprehensive loss	<b>\$(3,575)</b>	\$(14,014)

## (16) Regulatory Capital Requirements

Bancorp and NBT Bank are subject to various regulatory capital requirements administered by the federal banking agencies. Failure to meet minimum capital requirements can initiate certain mandatory and possibly additional discretionary actions by regulators that, if undertaken, could have a direct material effect on the consolidated financial statements. Under capital adequacy guidelines and the regulatory framework for prompt corrective action, NBT Bank must meet specific capital guidelines that involve quantitative measures of NBT Bank's assets, liabilities, and certain off-balance sheet items as calculated under regulatory accounting practices. The capital amounts and classifications are also subject to qualitative judgments by the regulators about components, risk weightings, and other factors.

Quantitative measures established by regulation to ensure capital adequacy require the Company and NBT Bank to maintain minimum amounts and ratios (set forth in the table below) of total and Tier 1 Capital to risk-weighted assets, and of Tier 1 capital to average assets. As of December 31, 2007 and 2006, the Company and NBT Bank meet all capital adequacy requirements to which they were subject.

Under their prompt corrective action regulations, regulatory authorities are required to take certain supervisory actions (and may take additional discretionary actions) with respect to an undercapitalized institution. Such actions could have a direct material effect on an institution's financial statements. The regulations establish a framework for the classification of banks into five categories: well capitalized, adequately capitalized, under capitalized, significantly under capitalized, and critically under capitalized. As of December 31, 2007, the most recent notification from NBT Bank's regulators categorized NBT Bank as well capitalized under the regulatory framework for prompt corrective action. To be categorized as well capitalized NBT Bank must maintain minimum total risk-based, Tier 1 risk-based, and Tier 1 capital to average asset ratios as set forth in the table. There are no conditions or events since that notification that management believes have changed NBT Bank's category.

The Company and NBT Bank's actual capital amounts and ratios are presented as follows:

	Actual		Regulatory Ratio Requirements	
	Amount	Ratio	Minimum Capital Adequacy	For Classification as Well Capitalized
<i>(Dollars in thousands)</i>				
<b>AS OF DECEMBER 31, 2007</b>				
<b>Total Capital (to risk weighted assets)</b>				
Company combined	<b>\$405,194</b>	<b>11.05%</b>	<b>8.00%</b>	<b>10.00%</b>
NBT Bank	<b>387,690</b>	<b>10.66%</b>	<b>8.00%</b>	<b>10.00%</b>
<b>Tier I Capital (to risk weighted assets)</b>				
Company combined	<b>359,241</b>	<b>9.79%</b>	<b>4.00%</b>	<b>6.00%</b>
NBT Bank	<b>342,102</b>	<b>9.40%</b>	<b>4.00%</b>	<b>6.00%</b>
<b>Tier I Capital (to average assets)</b>				
Company combined	<b>359,241</b>	<b>7.14%</b>	<b>4.00%</b>	<b>5.00%</b>
NBT Bank	<b>342,102</b>	<b>6.82%</b>	<b>4.00%</b>	<b>5.00%</b>
<b>AS OF DECEMBER 31, 2006</b>				
<b>Total Capital (to risk weighted assets)</b>				
Company combined	\$419,433	11.67%	8.00%	10.00%
NBT Bank	397,252	11.09%	8.00%	10.00%
<b>Tier I Capital (to risk weighted assets)</b>				
Company combined	374,436	10.42%	4.00%	6.00%
NBT Bank	352,391	9.83%	4.00%	6.00%
<b>Tier I Capital (to average assets)</b>				
Company combined	374,436	7.57%	4.00%	5.00%
NBT Bank	352,391	7.16%	4.00%	5.00%

## (17) Employee Benefit Plans

### Defined Benefit Postretirement Plans

The Company has a qualified, noncontributory, defined benefit pension plan covering substantially all of its employees at December 31, 2007. Benefits paid from the plan are based on age, years of service, compensation, social security benefits, and are determined in accordance with defined formulas. The Company's policy is to fund the pension plan in accordance with ERISA standards. Assets of the plan are invested in publicly traded stocks and bonds. Prior to January 1, 2000, the Company's plan was a traditional defined benefit plan based on final average compensation. On January 1, 2000, the plan was converted to a cash balance plan with grandfathering provisions for existing participants.

In addition to the pension plan, the Company also provides supplemental employee retirement plans to certain current and former executives. These supplemental employee retirement plans and the defined benefit pension plan are collectively referred to herein as "Pension Benefits."

Also, the Company provides certain health care benefits for retired employees. Benefits are accrued over the employees' active service period. Only employees that were employed by NBT Bank on or before January 1, 2000 are eligible to receive postretirement health care benefits. The plan is contributory for participating retirees, requiring participants to absorb certain deductibles and coinsurance amounts with contributions adjusted annually to reflect cost sharing provisions and benefit limitations called for in the plan. Employees become eligible for these benefits if

they reach normal retirement age while working for the Company. The Company funds the cost of postretirement health care as benefits are paid. The Company elected to recognize the transition obligation on a delayed basis over twenty years. These postretirement benefits are referred to herein as "Other Benefits."

As discussed in Note 1, the Company adopted SFAS No. 158 effective December 31, 2006. SFAS No. 158 requires an employer to: (1) recognize the overfunded or underfunded status of defined benefit postretirement plans, which is measured as the difference between plan assets at fair value and the benefit obligation, as an asset or liability in its balance sheet; (2) recognize changes in that funded status in the year in which the changes occur through comprehensive income, except in year of adoption; and (3) measure the defined benefit plan assets and obligations as of the date of its year-end balance sheet. SFAS No. 158 does not change how an employer measures plan assets and benefit obligations as of the date of its balance sheet or how it determines the amount of net periodic benefit cost. The adjustment to accumulated other comprehensive loss for the adoption of SFAS No. 158 was \$7.6 million at December 31, 2006.

The components of accumulated other comprehensive loss, which have not yet been recognized as components of net periodic benefit cost, related to pensions and other postretirement benefits, net of tax, at December 31, 2007 are summarized below. The Company expects that \$0.5 million in net actuarial loss and nominal prior service cost will be recognized as components of net periodic benefit cost in 2008.

	Pension Benefits		Other Benefits	
(In thousands)	2007	2006	2007	2006
Transition asset	\$ (215)	\$ (406)	\$ —	\$ —
Net actuarial loss	11,585	11,891	2,578	2,447
Prior service cost	1,329	1,702	(1,683)	(1,885)
Total amounts recognized in accumulated other comprehensive loss (pre-tax)	\$12,699	\$13,187	\$ 895	\$ 562

A December 31 measurement date is used for the pension, supplemental pension and postretirement benefit plans. The following table sets forth changes in benefit obligation, changes in plan assets, and the funded status of the pension plans and other postretirement benefits:

	Pension Benefits		Other Benefits	
(In thousands)	2007	2006	2007	2006
<b>Change in benefit obligation</b>				
Benefit obligation at beginning of year	<b>\$52,903</b>	\$45,987	<b>\$ 3,839</b>	\$ 3,852
Merger with CNBI Plan	—	7,704	—	—
Service cost	<b>2,100</b>	2,019	<b>19</b>	3
Interest cost	<b>2,979</b>	2,776	<b>233</b>	185
Plan participants' contributions	—	—	<b>303</b>	304
Actuarial loss (gain)	<b>49</b>	(21)	<b>301</b>	(347)
Amendments	—	—	—	537
Benefits paid	<b>(4,617)</b>	(5,609)	<b>(717)</b>	(695)
Prior service cost	<b>(89)</b>	47	—	—
Projected benefit obligation at end of year	<b>53,325</b>	52,903	<b>3,978</b>	3,839
<b>Change in plan assets</b>				
Fair value of plan assets at beginning of year	<b>65,544</b>	44,656	—	—
Merger with CNBI Plan	—	5,415	—	—
Actual return on plan assets	<b>5,365</b>	5,514	—	—
Employer contributions	<b>6,422</b>	15,568	<b>414</b>	391
Plan participants' contributions	—	—	<b>303</b>	304
Benefits paid	<b>(4,617)</b>	(5,609)	<b>(717)</b>	(695)
Fair value of plan assets at end of year	<b>72,714</b>	65,544	—	—
Funded status at year end	<b>\$19,389</b>	\$12,641	<b>\$(3,978)</b>	\$(3,839)

The funded status of the pension and other postretirement benefit plans has been recognized as follows in the consolidated balance sheets at December 31, 2007 and December 31, 2006. An asset is recognized for an overfunded plan and a liability is recognized for an underfunded plan. The accumulated

benefit obligation for pension benefits was \$52.7 million and \$52.1 million for the years ended 2007 and 2006, respectively. The accumulated benefit obligation for other postretirement benefits was \$4.0 million and \$3.8 million for the years ended 2007 and 2006, respectively.

	Pension Benefits		Other Benefits	
(In thousands)	2007	2006	2007	2006
Other assets	<b>\$24,872</b>	\$18,912	<b>\$ —</b>	\$ —
Other liabilities	<b>(5,483)</b>	(6,271)	<b>(3,978)</b>	(3,839)
Funded status	<b>\$19,389</b>	\$12,641	<b>\$(3,978)</b>	\$(3,839)

	Years ended December 31,		
(In thousands)	2007	2006	2005
<b>Weighted average assumptions</b>			
Discount rate	<b>6.30%</b>	5.80%	5.50%
Expected long-term return on plan assets	<b>8.50%</b>	8.50%	8.50%
Rate of compensation increase	<b>3.08%</b>	3.09%	3.75%
<b>The following assumptions were used to determine net periodic pension cost</b>			
Discount rate	<b>5.80%</b>	5.50%	5.75%
Expected long-term return on plan assets	<b>8.50%</b>	8.50%	8.75%
Rate of compensation increase	<b>3.09%</b>	3.75%	3.75%

Net periodic benefit cost and other amounts recognized in other comprehensive income for the years ended December 31 included the following components:

	Pension Benefits			Other Benefits		
(In thousands)	2007	2006	2005	2007	2006	2005
<b>Components of net periodic benefit cost</b>						
Service cost	\$ 2,100	\$ 2,019	\$ 2,226	\$ 19	\$ 3	\$ 3
Interest cost	2,979	2,776	2,455	233	185	212
Expected return on plan assets	(5,430)	(3,952)	(3,828)	—	—	—
Amortization of transition obligation	—	—	—	—	—	23
Amortization of initial unrecognized asset	(192)	(192)	(192)	—	—	—
Amortization of prior service cost	283	236	572	(202)	(266)	(265)
Amortization of unrecognized net gain	422	838	1,265	170	160	167
Net periodic pension cost	\$ 162	\$ 1,725	\$ 2,498	\$ 220	\$ 82	\$ 140
<b>Other changes in plan assets and benefit obligations recognized in other comprehensive income (pre-tax)</b>						
Net loss	\$ 114	\$ —	\$ —	\$ 302	\$ —	\$ —
Prior service cost	(90)	—	—	—	—	—
Amortization of initial unrecognized asset	192	—	—	—	—	—
Amortization of prior service cost	(283)	—	—	202	—	—
Amortization of unrecognized net gain	(422)	—	—	(170)	—	—
Total recognized in other comprehensive income	(489)	—	—	334	—	—
Total recognized in net periodic benefit cost and other comprehensive income (pre-tax)	\$ (327)	\$ 1,725	\$ 2,498	\$ 554	\$ 82	\$ 140

The following table sets forth estimated future benefit payments for the pension plans and other postretirement benefit plans:

(In thousands)	Pension Benefits	Other Benefits
2008	\$ 3,936	\$ 323
2009	4,141	275
2010	4,263	274
2011	4,185	262
2012	4,253	273
2013–2017	24,178	1,504

The Company is not required to make contributions to the plan in 2008.

### Plan Investment Policy as of December 31, 2007:

The Company's key investment objectives in managing its defined benefit plan assets are to ensure that present and future benefit obligations to all participants and beneficiaries are met as they become due; to provide a total return that, over the long-term, maximizes the ratio of the plan assets to liabilities, while minimizing the present value of required Company contributions, at the appropriate levels of risk; to meet statutory requirements and regulatory agencies' requirements; and to satisfy applicable accounting standards. The Company periodically evaluates the asset allocations, funded status, rate of return assumption and contribution strategy for satisfaction of our investment objectives. Generally, the investment manager allocates investments as follows: of 20-40% of the total portfolio in fixed income, 40-80% in equities, and 0-20% in cash. Only high-quality bonds should be included in the portfolio. All issues that are rated lower than A by Standard and Poor's should be excluded. Equity securities at December 31, 2007 and 2006 do not include any NBT Bancorp Inc. common stock.



The following is a summary of the plan's weighted average asset allocation at December 31, 2007:

(In thousands)	Actual Allocation	Percentage Allocation
Cash and Cash Equivalents	\$ 6,006	8.3%
Equity Mutual Funds	17,003	23.4%
U.S. Government Bonds	20,434	28.1%
Corporate Bonds	2,622	3.6%
Common Stock	22,546	31.0%
Preferred Stock	384	0.5%
Partnerships	733	1.0%
Foreign Equity	2,986	4.1%
Total	\$72,714	100.0%

### Determination of Assumed Rate of Return

The expected long-term rate-of-return on plan assets reflects long-term earnings expectations on existing plan assets. In estimating that rate, appropriate consideration is given to historical returns earned

by plan assets as well as historical returns of comparable market indexes aligned with the Company's plan assets. Average rates of return over the past 10 and 15 year periods were considered and the results are summarized as follows:

	Percentage Allocation	Comparable Market Index	Expected Return Average
Money Market & Equivalents	8.30%	Lipper Money Market Index	3.17%
Taxable Bonds	31.70%	Lehman Bros. Interm. Govt. Index	5.76%
International Equities	4.10%	MSCI EAFE Gross Index	8.66%
U.S. Equities	55.90%	S&P 500 Stock Index	5.91%
Total	100.00%	Expected Average Return:	8.50%

For measurement purposes, the annual rates of increase in the per capita cost of covered medical and prescription drug benefits for fiscal year 2007 were assumed to be 9.0 and 12.0 percent, respectively. The rates were assumed to decrease gradually to 5.0 percent for fiscal year 2014 and remain at that level thereafter.

Assumed health care cost trend rates have a significant effect on amounts reported for health care plans. A one-percentage point change in the health care trend rates would have the following effects as of and for the year ended December 31, 2007:

(In thousands)	1-Percentage Point Increase	1-Percentage Point Decrease
Increase (decrease) on total service and interest cost components	\$ 28	\$ (25)
Increase (decrease) on postretirement accumulated benefit obligation	433	(397)

### Employee 401(k) and Employee Stock Ownership Plans

At December 31, 2007, the Company maintains a 401(k) and employee stock ownership plan (the Plan). The Company contributes to the Plan based on employees' contributions out of their annual salary. In addition, the Company may also make discretionary contributions to the Plan based on profitability. Participation in the plan is contingent upon certain age and service requirements. The recorded expenses associated with this plan were \$1.4 million in 2007, \$1.4 million in 2006, and \$1.6 million in 2005.

### Stock Option Plans

At December 31, 2007, the Company had two stock option plans (Plans). Under the terms of the Plans, options are granted to directors and key employees to purchase shares of the Company's common stock at a price equal to the fair market value of the common stock on the date of the grant. Options granted have a vesting period of four years and terminate eight or ten years from the date of the grant. Shares issued as a result of stock option exercises are funded from the Company's treasury stock.

The per share weighted average fair value of stock options granted during 2007, 2006, and 2005 was \$6.37, \$5.26, and \$5.88, respectively. The fair value of each award is estimated on the grant date using the Black-Scholes option pricing model with the following weighted average assumptions used for grants in the years ended December 31. Historical information was

the primary basis for the selection of the expected volatility, expected dividend yield and the expected lives of the options. The risk-free interest rate was selected based upon yields of the U.S. treasury issues with a term equal to the expected life of the option being valued:

	Years ended December 31,		
	2007	2006	2005
Dividend yield	2.98%–4.35%	3.08%–3.52%	3.05%–3.70%
Expected volatility	25.08%–28.01%	28.26%–28.62%	28.67%–30.00%
Risk-free interest rates	3.64%–4.96%	4.36%–5.04%	3.85%–4.36%
Expected life	7 years	7 years	7 years

Had the Company determined compensation cost based on the estimated fair value at the grant date for its stock options under SFAS No. 123, the Company's net income and earnings per share for the year ended December 31, 2005 would have been reduced to the pro forma amounts indicated below:

<b>Net income</b>	
As reported	\$52,438
Add: Stock-based compensation expense included in reported net income, net of related tax effects	370
Deduct: Total stock-based compensation expense determined under fair value based methods for all awards, net of related tax effects	(1,571)
Pro forma net income	\$51,237
<b>Basic earnings per share</b>	
As reported	\$ 1.62
Pro forma	1.58
<b>Diluted earnings per share</b>	
As reported	1.60
Pro forma	1.56

The following table summarizes information concerning stock options outstanding at December 31, 2007:

	Number of Shares	Weighted Average Exercise Price	Weighted Average Remaining Contractual Term (in yrs)	Aggregate Intrinsic Value
Outstanding at December 31, 2006	1,811,020	\$19.73		
Granted	343,429	24.39		
Exercised	(256,054)	17.21		
Forfeited	(20,043)	22.80		
<b>Outstanding at December 31, 2007</b>	<b>1,878,352</b>	<b>\$20.89</b>	<b>6.28</b>	<b>\$4,365,508</b>
<b>Exercisable at December 31, 2007</b>	<b>1,221,526</b>	<b>\$19.48</b>	<b>5.19</b>	<b>\$4,208,911</b>
<b>Expected to Vest</b>	<b>620,106</b>	<b>\$23.52</b>	<b>8.33</b>	<b>\$ 147,843</b>

The weighted-average fair market value of stock options granted for the twelve months ended December 31, 2007, was \$6.37 per share. Total stock-based compensation expense for stock option awards totaled \$1.8 million for the year ended December 31,

2007. The tax benefit recognized on stock-based compensation expense for stock option awards during 2007 totaled \$0.7 million. Cash proceeds, tax benefits and intrinsic value related to total stock options exercised is as follows:

	Years ended December 31,	
(Dollars in thousands)	2007	2006
Proceeds from stock options exercised	<b>\$4,353</b>	\$10,131
Tax benefits related to stock options exercised	<b>715</b>	1,428
Intrinsic value of stock options exercised	<b>1,800</b>	4,010

The Company has outstanding restricted and deferred stock awards granted from various plans at December 31, 2007. The Company recognized \$0.9 million in stock-based compensation expense related to these stock awards for the year ended December 31, 2007 and \$0.8 million for the year ended December 31, 2006. The tax benefit recognized on restricted and deferred stock-based compensation expense during

2007 totaled \$1.0 million and \$0.3 million during 2006. Unrecognized compensation cost related to restricted stock awards totaled \$2.0 million at December 31, 2007 and will be recognized over 3.4 years on a weighted average basis. Shares issued are funded from the Company's treasury stock. The following table summarizes information for unvested restricted stock awards outstanding as of December 31, 2007:

	Number of Shares	Weighted-Average Grant Date Fair Value
<b>Unvested Restricted Stock Awards</b>		
Unvested at January 1, 2007	90,847	\$22.45
Forfeited	(1,284)	\$21.85
Vested	(21,322)	\$21.91
Granted	76,559	\$22.11
Unvested at December 31, 2007	144,800	\$22.35

The Company has 1.7 million securities remaining available to be granted as part of the stock option, restricted and all other equity compensation plans at December 31, 2007.

## (18) Commitments and Contingent Liabilities

The Company's concentrations of credit risk are reflected in the consolidated balance sheets. The concentrations of credit risk with standby letters of credit, unused lines of credit, commitments to originate new loans and loans sold with recourse generally follow the loan classifications.

At December 31, 2007, approximately 61% of the Company's loans are secured by real estate located in central and northern New York and northeastern Pennsylvania. Accordingly, the ultimate collectibility of a substantial portion of the Company's portfolio is susceptible to changes in market conditions of those areas. Management is not aware of any material concentrations of credit to any industry or individual borrowers.

The Company is a party to certain financial instruments with off balance sheet risk in the normal course of business to meet the financing needs of its customers. These financial instruments include commitments to extend credit, unused lines of credit, standby letters of credit, and as certain mortgage loans sold to investors with recourse. The Company's exposure to credit loss in the event of nonperformance by the other party to the commitments to extend credit, unused lines of credit, standby letters of credit, and loans sold with recourse is represented by the contractual amount of those instruments. The Company uses the same credit standards in making commitments and conditional obligations as it does for on balance sheet instruments.

The total amount of loans serviced by the Company for unrelated third parties was approximately \$125.5 million and \$105.0 million at December 31, 2007 and 2006, respectively.

In the normal course of business there are various outstanding legal proceedings. In the opinion of management, the aggregate amount involved in such proceedings is not material to the consolidated balance sheets or results of operations of the Company.

	At December 31,	
(In thousands)	2007	2006
Unused lines of credit	<b>\$224,559</b>	\$249,194
Commitments to extend credits, primarily variable rate	<b>322,228</b>	287,104
Standby letters of credit	<b>27,545</b>	30,752
Loans sold with recourse	<b>8,876</b>	5,741

The Company does not issue any guarantees that would require liability-recognition or disclosure, other than its standby letters of credit.

The Company guarantees the obligations or performance of customers by issuing standby letters of credit to third parties. These standby letters of credit are frequently issued in support of third party debt, such as corporate debt issuances, industrial revenue bonds, and municipal securities. The risk involved in issuing standby letters of credit is essentially the same

as the credit risk involved in extending loan facilities to customers, and they are subject to the same credit origination, portfolio maintenance and management procedures in effect to monitor other credit and off-balance sheet products. Typically, these instruments have terms of five years or less and expire unused; therefore, the total amounts do not necessarily represent future cash requirements. The fair value of the Company's standby letters of credit at December 31, 2007 and 2006 was not significant.

## (19) Parent Company Financial Information

### Condensed Balance Sheets

	December 31,	
(In thousands)	2007	2006
<b>Assets</b>		
Cash and cash equivalents	<b>\$ 4,004</b>	\$ 15,054
Securities available for sale, at estimated fair value	<b>10,737</b>	11,071
Investment in subsidiaries, on equity basis	<b>463,470</b>	463,633
Other assets	<b>27,545</b>	26,182
Total assets	<b>\$505,756</b>	\$515,940
<b>Liabilities and Stockholders' Equity</b>		
Total liabilities	<b>\$108,456</b>	\$112,123
Stockholders' equity	<b>397,300</b>	403,817
Total liabilities and stockholders' equity	<b>\$505,756</b>	\$515,940

## Condensed Income Statements

	Years ended December 31,		
(In thousands)	2007	2006	2005
Dividends from subsidiaries	\$ 61,500	\$26,000	\$35,400
Management fee from subsidiaries	57,202	59,933	54,373
Interest and other dividend income	917	951	839
Total revenue	119,619	86,884	90,612
Operating expense	57,846	60,180	55,201
Income before income tax (benefit) expense and (excess distributions by subsidiaries over income) equity in undistributed income of subsidiaries	61,773	26,704	35,411
Income tax expense (benefit)	392	(301)	(728)
(Excess distributions by subsidiaries over income) equity in undistributed income of subsidiaries	(11,053)	28,942	16,299
Net income	\$ 50,328	\$55,947	\$52,438

## Condensed Statements of Cash Flows

	Years ended December 31,		
(In thousands)	2007	2006	2005
<b>Operating activities</b>			
Net income	\$ 50,328	\$ 55,947	\$ 52,438
<b>Adjustments to reconcile net income to net cash provided by operating activities</b>			
Tax benefit from exercise of stock options	—	—	1,057
Distributions in excess of equity in undistributed income of subsidiaries	11,053	(28,942)	(16,299)
Other, net	(2,641)	838	5,540
Net cash provided by operating activities	58,740	27,843	42,736
<b>Investing activities</b>			
Cash used in CNB Bancorp, Inc. merger	—	(39,037)	—
Purchases of premises and equipment, net	436	(2,892)	(2,834)
Net cash used in investing activities	436	(41,929)	(2,834)
<b>Financing activities</b>			
Proceeds from the issuance of shares to employee benefit plans and other stock plans	4,353	10,131	7,161
Payment on long-term debt	(111)	(104)	(100)
Proceeds from the issuance of trust preferred debentures	—	51,547	5,155
Purchase of treasury shares	(48,957)	(17,111)	(23,165)
Cash dividends and payment for fractional shares	(26,226)	(26,018)	(24,673)
Tax benefit from exercise of stock options	715	466	—
Net cash provided by (used) in financing activities	(70,226)	18,911	(35,622)
Net increase (decrease) in cash and cash equivalents	(11,050)	4,825	4,280
Cash and cash equivalents at beginning of year	15,054	10,229	5,949
Cash and cash equivalents at end of year	\$ 4,004	\$ 15,054	\$ 10,229

A statement of changes in stockholders' equity has not been presented since it is the same as the consolidated statement of changes in stockholders' equity previously presented.



## **(20) Fair Values of Financial Instruments**

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The following methods and assumptions were used to estimate the fair value of each class of financial instruments.

### **Short-Term Instruments**

For short-term instruments, such as cash and cash equivalents, accrued interest receivable, accrued interest payable, and short term borrowings, carrying value approximates fair value.

### **Securities**

Fair values for securities are based on quoted market prices or dealer quotes, where available. Where quoted market prices are not available, fair values are based on quoted market prices of comparable instruments. When necessary, the Company utilizes matrix pricing from third party pricing vendor to determine fair value pricing. Matrix prices are based on quoted prices for securities with similar coupons, ratings, and maturities, rather than on specific bids and offers for the designated security.

### **Loans**

For variable rate loans that reprice frequently and have no significant credit risk, fair values are based on carrying values. The fair values for fixed rate loans are estimated through discounted cash flow analysis using interest rates currently being offered for loans with similar terms and credit quality. Nonperforming loans are valued based upon recent loss history for similar loans.

### **Deposits**

The fair values disclosed for savings, money market, and noninterest bearing accounts are, by definition, equal to their carrying values at the reporting date. The fair value of fixed maturity time deposits is estimated using a discounted cash flow analysis that applies interest rates currently offered to a schedule of aggregated expected monthly maturities on time deposits.

### **Long-Term Debt**

The fair value of long-term debt has been estimated using discounted cash flow analysis that applies interest rates currently offered for notes with similar terms.

### **Commitments to Extend Credit and Standby Letters of Credit**

The fair value of commitments to extend credit and standby letters of credit are estimated using fees currently charged to enter into similar agreements, taking into account the remaining terms of the agreements and the present credit worthiness of the counterparties. Carrying amounts, which are comprised of the unamortized fee income, are not significant.

### **Trust Preferred Debentures**

A significant portion of the outstanding balance at December 31, 2007 is variable rate in nature, as such the carrying value approximates fair value.

Estimated fair values of financial instruments at December 31 are as follows:

	2007		2006	
(In thousands)	Carrying Amount	Estimated Fair Value	Carrying Amount	Estimated Fair Value
<b>Financial assets</b>				
Cash and cash equivalents	\$ 162,946	\$ 162,946	\$ 138,793	\$ 138,793
Securities available for sale	1,140,114	1,140,114	1,106,322	1,106,322
Securities held to maturity	149,111	149,519	136,314	136,287
Loans <sup>1</sup>	3,455,851	3,376,001	3,412,654	3,320,727
Less allowance for loan losses	54,183	—	50,587	—
Net loans	3,401,668	3,376,001	3,362,067	3,320,727
Accrued interest receivable	24,672	24,672	24,765	24,765
<b>Financial liabilities</b>				
Savings, NOW, and money market	\$1,614,289	\$1,614,289	\$1,566,557	\$1,566,557
Time deposits	1,591,106	1,590,158	1,583,304	1,575,494
Noninterest bearing	666,698	666,698	646,377	646,377
Short-term borrowings	368,467	368,467	345,408	345,408
Long-term debt	424,887	427,847	417,728	411,161
Accrued interest payable	13,938	13,938	11,639	11,639
Trust preferred debentures	75,422	75,422	75,422	75,422

<sup>1</sup>Lease receivables, although excluded from the scope of SFAS No. 107, are included in the estimated fair value amounts at their carrying amounts.

Fair value estimates are made at a specific point in time, based on relevant market information and information about the financial instrument. These estimates do not reflect any premium or discount that could result from offering for sale at one time the Company's entire holdings of a particular financial instrument. Because no market exists for a significant portion of the Company's financial instruments, fair value estimates are based on judgments regarding future expected loss experience, current economic conditions, risk characteristics of various financial instruments, and other factors. These estimates are subjective in nature and involve uncertainties and matters of significant judgment and therefore cannot be determined with precision. Changes in assumptions could significantly affect the estimates.

Fair value estimates are based on existing on and off balance sheet financial instruments without attempting to estimate the value of anticipated future business and the value of assets and liabilities that are not considered financial instruments. For example, the Company has a substantial trust and investment management operation that contributes net fee income annually. The trust and investment management operation is not considered a financial instrument, and its value has not been incorporated into the fair value estimates. Other significant assets and liabilities include the benefits resulting from the low-cost funding of deposit liabilities as compared to the cost of borrowing funds in the market, and premises and equipment. In addition, the tax ramifications related to the realization of the unrealized gains and losses can have a significant effect on fair value estimates and have not been considered in the estimate of fair value.

## ITEM 9.

### Changes in and Disagreements With Accountants on Accounting and Financial Disclosure

None.

**ITEM 9A.****Controls and Procedures**

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As of the end of the period covered by this Annual Report on Form 10-K, an evaluation was carried out by the Company's management, with the participation of its Chief Executive Officer and Chief Financial Officer, of the effectiveness of the Company's disclosure controls and procedures (as defined in Rule 13a-15(e) under the Securities Exchange Act of 1934). Based upon that evaluation, the Chief Executive Officer and Chief Financial Officer concluded that the disclosure controls and procedures were effective as of the end of the period covered by this report. No changes were made to the Company's internal control over financial reporting (as defined in Rule 13a-15(f) under the Securities Exchange Act of 1934) during the last fiscal quarter that materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting.

**Management Report on Internal Controls Over Financial Reporting**

The management of NBT Bancorp, Inc. (the "Company") is responsible for establishing and maintaining adequate internal control over financial reporting. The Company's internal control over financial reporting is a process designed under the supervision of the Company's Chief Executive Officer and Chief

Financial Officer to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the Company's consolidated financial statements for external purposes in accordance with generally accepted accounting principles.

As of December 31, 2007, management assessed the effectiveness of the Company's internal control over financial reporting based on the criteria for effective internal control over financial reporting established in "Internal Control — Integrated Framework," issued by the Committee of Sponsoring Organizations (COSO) of the Treadway Commission. Based on the assessment, management determined that the Company maintained effective internal control over financial reporting as of December 31, 2007, based on those criteria.

KPMG LLP, the independent registered public accounting firm that audited the consolidated financial statements of the Company included in this Annual Report on Form 10-K, has issued a report on the effectiveness of the Company's internal control over financial reporting as of December 31, 2007. The report, which expresses an unqualified opinion on the effectiveness of the Company's internal control over financial reporting as of December 31, 2007, is included under the heading "Report of Independent Registered Public Accounting Firm."

**ITEM 9B.****Other Information**

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None.

## Report of Independent Registered Public Accounting Firm

To the Board of Directors and Stockholders of NBT Bancorp Inc.:

We have audited NBT Bancorp, Inc. and subsidiaries' (the Company) internal control over financial reporting as of December 31, 2007, based on criteria established in *Internal Control — Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Company's management is responsible for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying *Management's Report on Internal Control Over Financial Reporting*. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit.

We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our audit also included performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

In our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of December 31, 2007, based on the criteria established in *Internal Control — Integrated Framework* issued by COSO.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated balance sheets of NBT Bancorp Inc. and subsidiaries as of December 31, 2007 and 2006 and the related consolidated statements of income, changes in stockholders' equity, cash flows, and comprehensive income for each of the years in the three-year period ended December 31, 2007, and our report dated February 28, 2008 expressed an unqualified opinion on those financial statements.

/s/ KPMG LLP

Albany, New York  
February 28, 2008

## PART III

### **ITEM 10. Directors, Executive Officers and Corporate Governance**

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The information required by this item is incorporated herein by reference to the Company's definitive Proxy Statement for its annual meeting of shareholders to be held on May 6, 2008 (the "Proxy Statement"), which will be filed with the Securities and Exchange Commission within 120 days of the Company's 2007 fiscal year end.

### **ITEM 11. Executive Compensation**

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The information required by this item is incorporated herein by reference to the Proxy Statement which will be filed with the Securities and Exchange Commission within 120 days of the Company's 2007 fiscal year end.

### **ITEM 12. Security Ownership of Certain Beneficial Owners and Management and Related Matters**

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The information required by this item is incorporated herein by reference to the Proxy Statement which will be filed with the Securities and Exchange Commission within 120 days of the Company's 2007 fiscal year end.

### **ITEM 13. Certain Relationships, Related Transactions and Director Independence**

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The information required by this item is incorporated herein by reference to the Proxy Statement which will be filed with the Securities and Exchange Commission within 120 days of the Company's 2007 fiscal year end.

### **ITEM 14. Principal Accounting Fees and Services**

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The information required by this item is incorporated herein by reference to the Proxy Statement which will be filed with the Securities and Exchange Commission within 120 days of the Company's 2007 fiscal year end.



## PART IV

### ITEM 15.

### Exhibits and Financial Statement Schedules

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- (a)(1) The following Consolidated Financial Statements are included in Part II, Item 8 hereof:
- Report of Independent Registered Public Accounting Firm.
  - Consolidated Balance Sheets as of December 31, 2007 and 2006.
  - Consolidated Statements of Income for each of the three years ended December 31, 2007, 2006 and 2005.
  - Consolidated Statements of Changes in Stockholders' Equity for each of the three years ended December 31, 2007, 2006 and 2005.
  - Consolidated Statements of Cash Flows for each of the three years ended December 31, 2007, 2006 and 2005.
  - Consolidated Statements of Comprehensive Income for each of the three years ended December 31, 2007, 2006 and 2005.
  - Notes to the Consolidated Financial Statements.
- (a)(2) There are no financial statement schedules that are required to be filed as part of this form since they are not applicable or the information is included in the consolidated financial statements.
- (a)(3) See below for all exhibits filed herewith and the Exhibit Index.
- 3.1 Certificate of Incorporation of NBT Bancorp Inc. as amended through July 23, 2001 (filed as Exhibit 3.1 to Registrant's Form 10-K for the year ended December 31, 2001, filed on March 29, 2002 and incorporated herein by reference).
  - 3.2 Bylaws of NBT Bancorp Inc. as amended and restated through July 23, 2001 (filed as Exhibit 3.2 to Registrant's Form 10-K for the year ended December 31, 2001, filed on March 29, 2002 and incorporated herein by reference).
  - 3.3 Rights Agreement, dated as of November 15, 2004, between NBT Bancorp Inc. and Registrar and Transfer Company, as Rights Agent (filed as Exhibit 4.1 to Registrant's Form 8-K, file number 0-14703, filed on November 18, 2004, and incorporated by reference herein).
  - 3.4 Certificate of Designation of the Series A Junior Participating Preferred Stock (filed as Exhibit A to Exhibit 4.1 of the Registration's Form 8-K, file Number 0-14703, filed on November 18, 2004, and incorporated herein by reference).
  - 4.1 Specimen common stock certificate for NBT's common stock (filed as exhibit 4.1 to the Registrant's Amendment No. 1 to Registration Statement on Form S-4 filed on December 27, 2005 and incorporated herein by reference).
  - 10.1 NBT Bancorp Inc. 1993 Stock Option Plan (filed as Exhibit 99.1 to Registrant's Form S-8 Registration Statement, file number 333-71830 filed on October 18, 2001 and incorporated by reference herein).
  - 10.2 NBT Bancorp Inc. Non-Employee Director, Divisional Director and Subsidiary Director Stock Option Plan (filed as Exhibit 99.1 to Registrant's Form S-8 Registration Statement, file number 333-73038 filed on November 9, 2001 and incorporated by reference herein).

- 10.3 CNB Bancorp, Inc. Stock Option Plan (incorporated by reference to Exhibit A of CNB Bancorp, Inc.'s definitive proxy statement filed with the SEC on September 4, 1998 and incorporated by reference herein).
- 10.4 NBT Bancorp Inc. Employee Stock Purchase Plan (filed as Exhibit 10.11 to Registrant's Form 10-K for the year ended December 31, 2001, filed on March 29, 2002 and incorporated herein by reference).
- 10.5 NBT Bancorp Inc. Non-employee Directors Restricted and Deferred Stock Plan (filed as Appendix A of Registrant's Definitive Proxy Statement on Form 14A filed on April 4, 2003, and incorporated herein by reference).
- 10.6 NBT Bancorp Inc. Performance Share Plan (filed as Appendix B of Registrant's Definitive Proxy Statement on Form 14A filed on April 4, 2003, and incorporated herein by reference).
- 10.7 NBT Bancorp Inc. 2008 Executive Incentive Compensation Plan.
- 10.8 CNB Bancorp, Inc. Long-Term Incentive Compensation Plan (incorporated by reference to Appendix B of CNB Bancorp, Inc.'s definitive proxy statement filed with the SEC on March 14, 2002 and incorporated herein by reference).
- 10.9 2006 Non-Executive Restricted Stock Plan (filed as Exhibit 99.1 to Registrant's Form S-8 Registration Statement, file number 333-139956, filed on January 12, 2007, and incorporated herein by reference).
- 10.10 Form of Employment Agreement between NBT Bancorp Inc. and Daryl R. Forsythe made as of August 2, 2003 (filed as Exhibit 10.1 to Registrant's Form 10-Q for the quarterly period ended September 30, 2003, filed on November 13, 2003 and incorporated herein by reference).
- 10.11 Amendment dated December 19, 2005 to Form of Employment Agreement between NBT Bancorp Inc. and Daryl R. Forsythe made as of August 2, 2003 (filed as Exhibit 10.10 to Registrant's Form 10-K for the year ended December 31, 2005, filed on March 15, 2006 and incorporated herein by reference).
- 10.12 Supplemental Retirement Agreement between NBT Bancorp Inc., NBT Bank, National Association and Daryl R. Forsythe as amended and restated Effective January 1, 2005 (filed as Exhibit 10.11 to Registrant's Form 10-K for the year ended December 31, 2005, filed on March 15, 2006 and incorporated herein by reference).
- 10.13 Death Benefits Agreement between NBT Bancorp Inc., NBT Bank, National Association and Daryl R. Forsythe made August 22, 1995 (filed as Exhibit 10.12 to Registrant's Form 10-K for the year ended December 31, 2005, filed on March 15, 2006 and incorporated herein by reference).
- 10.14 Amendment dated January 28, 2002 to Death Benefits Agreement between NBT Bancorp Inc., NBT Bank, National Association and Daryl R. Forsythe made August 22, 1995 (filed as Exhibit 10.18 to Registrant's Form 10-K for the year ended December 31, 2001, filed on March 29, 2002 and incorporated herein by reference).
- 10.15 Form of Employment Agreement between NBT Bancorp Inc. and Martin A. Dietrich as amended and restated January 1, 2006 (filed as Exhibit 10.1 to Registrant's Form 10-Q for the quarterly period ended March 31, 2006, filed on May 9, 2006 and incorporated herein by reference).
- 10.16 Supplemental Executive Retirement Agreement between NBT Bancorp Inc. and Martin A. Dietrich as amended and restated January 20, 2006 (filed as Exhibit 10.16 to Registrant's Form 10-K for the year ended December 31, 2005, filed on March 15, 2006 and incorporated herein by reference).
- 10.17 First Amendment to Supplemental Executive Retirement Agreement between NBT Bancorp Inc. and Martin A. Dietrich effective January 1, 2006 (filed as Exhibit 10.2 to Registrant's Form 10-Q for the quarterly period ended March 31, 2006, filed on May 9, 2006 and incorporated herein by reference).

- 10.18 Change in control agreement with Martin A. Dietrich as amended and restated July 23, 2001 (filed as Exhibit 10.3 to Registrant's Form 10-Q for the quarterly period ended September 30, 2001, filed on November 14, 2001 and incorporated herein by reference).
- 10.19 Form of Employment Agreement between NBT Bancorp Inc. and Michael J. Chewens as amended and restated January 1, 2005 (filed as Exhibit 10.18 to Registrant's Form 10-K for the year ended December 31, 2005, filed on March 15, 2006 and incorporated herein by reference).
- 10.20 Supplemental Executive Retirement Agreement between NBT Bancorp Inc. and Michael J. Chewens made as of July 23, 2001 (filed as Exhibit 10.12 to Registrant's Form 10-Q for the quarterly period ended September 30, 2001, filed on November 14, 2001 and incorporated by reference herein).
- 10.21 Change in control agreement with Michael J. Chewens as amended and restated July 23, 2001 (filed as Exhibit 10.1 to Registrant's Form 10-Q for the quarterly period ended September 30, 2001, filed on November 14, 2001 and incorporated herein by reference).
- 10.22 Form of Employment Agreement between NBT Bancorp Inc. and David E. Raven as amended and restated January 1, 2005 (filed as Exhibit 10.21 to Registrant's Form 10-K for the year ended December 31, 2005, filed on March 15, 2006 and incorporated herein by reference).
- 10.23 Change in control agreement with David E. Raven as amended and restated July 23, 2001 (filed as Exhibit 10.7 to Registrant's Form 10-Q for the quarterly period ended September 30, 2001, filed on November 14, 2001 and incorporated by reference herein).
- 10.24 Supplemental Executive Retirement Agreement between NBT Bancorp Inc. and David E. Raven made as of January 1, 2004 (filed as Exhibit 10.35 to Registrant's Form 10-K for the year ended December 31, 2003, filed on March 15, 2004 and incorporated herein by reference).
- 10.25 Form of Employment Agreement between NBT Bancorp Inc. and Ronald M. Bentley made as of August 16, 2005 (filed as Exhibit 10.24 to Registrant's Form 10-K for the year ended December 31, 2005, filed on March 15, 2006 and incorporated herein by reference).
- 10.26 Change in control agreement with Ronald M. Bentley dated August 22, 2005 (filed as Exhibit 10.25 to Registrant's Form 10-K for the year ended December 31, 2005, filed on March 15, 2006 and incorporated herein by reference).
- 10.27 Form of Employment Agreement between NBT Bancorp Inc. and Jeff Levy made as of April 23, 2007.
- 10.28 Change in control agreement with Jeff Levy dated April 23, 2007.
- 10.29 Description for Arrangement for Directors Fees.
- 21 A list of the subsidiaries of the Registrant.
- 23 Consent of KPMG LLP.
- 31.1 Certification by the Chief Executive Officer pursuant to Rules 13(a)-14(a)/15(d)-14(e) of the Securities and Exchange Act of 1934.
- 31.2 Certification by the Chief Financial Officer pursuant to Rules 13(a)-14(a)/15(d)-14(e) of the Securities and Exchange Act of 1934.
- 32.1 Certification by the Chief Executive Officer pursuant to 18 U.S.C. 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.
- 32.2 Certification of the Chief Financial Officer pursuant to 18 U.S.C. 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.
- (b) Exhibits to this Form 10-K are attached or incorporated herein by reference as noted above.
- (c) Not applicable.

# SIGNATURES

Pursuant to the requirements of Section 13 or 15 (d) of the Securities Exchange Act of 1934, NBT Bancorp Inc. has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

NBT BANCORP INC. (Registrant)

February 29, 2008

/s/ Martin A. Dietrich

Martin A. Dietrich

*Chief Executive Officer*

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the Registrant and in the capacities and on the dates indicated.

/s/ Daryl R. Forsythe

Daryl R. Forsythe

*Chairman and Director*

Date: February 29, 2008

/s/ Martin A. Dietrich

Martin A. Dietrich

*NBT Bancorp Inc. President, CEO, and Director  
(Principal Executive Officer)*

Date: February 29, 2008

/s/ Michael J. Chewens

Michael J. Chewens

*Chief Financial Officer*

*(Principal Financial Officer  
and Principal Accounting Officer)*

Date: February 29, 2008

/s/ William L. Owens

William L. Owens, *Director*

Date: February 29, 2008

/s/ John C. Mitchell

John C. Mitchell, *Director*

Date: February 29, 2008

/s/ Joseph A. Santangelo

Joseph A. Santangelo, *Director*

Date: February 29, 2008

/s/ Joseph G. Nasser

Joseph G. Nasser, *Director*

Date: February 29, 2008

/s/ Janet H. Ingraham

Janet H. Ingraham, *Director*

Date: February 29, 2008

/s/ Peter B. Gregory

Peter B. Gregory, *Director*

Date: February 29, 2008

/s/ Paul D. Horger

Paul D. Horger, *Director*

Date: February 29, 2008

/s/ William C. Gumble

William C. Gumble, *Director*

Date: February 29, 2008

/s/ Robert A. Wadsworth

Robert A. Wadsworth, *Director*

Date: February 29, 2008

/s/ Richard Chojnowski

Richard Chojnowski, *Director*

Date: February 29, 2008

/s/ Patricia T. Civil

Patricia T. Civil, *Director*

Date: February 29, 2008

/s/ Michael M. Murphy

Michael M. Murphy, *Director*

Date: February 29, 2008

## CORPORATE INFORMATION

### Corporate Headquarters

NBT Bancorp Inc.  
52 South Broad Street  
Norwich, New York 13815  
607-337-6416

### Annual Meeting

Tuesday, May 6, 2008, 10:00 a.m.  
Holiday Inn Arena  
2-8 Hawley Street  
Binghamton, New York 13901  
607-722-1212

### Stock Information

The common stock of NBT Bancorp Inc. is traded on the NASDAQ National Market under the symbol NBTB.

### Investor/Shareholder Inquiries

Requests for information or assistance regarding NBT Bancorp Inc. should be directed to the Shareholder Relations Department in writing in the care of NBT Bank, 20 Mohawk Street, Canajoharie, New York 13317. To make contact by phone, please call 1-800-NBT-BANK and select Option 7. Information is also available on our website at [www.nbtbankcorp.com](http://www.nbtbankcorp.com).

### Form 10-K Annual Report

Copies of the company's annual report to the Securities and Exchange Commission on Form 10-K, quarterly reports on Form 10-Q and news releases may be obtained without charge by writing to Michael J. Chewens, chief financial officer, at the corporate headquarters address. Select information is also available on the Internet at [www.nbtbankcorp.com](http://www.nbtbankcorp.com).

### Stock Transfer and Registrar Agent

NBT Bank  
20 Mohawk Street  
Canajoharie, New York 13317  
1-800-NBT-BANK, Option 7

### Market Makers

Keefe, Bruyette & Woods, Inc.  
Goldman, Sachs & Co.  
Lehman Brothers Inc.  
UBS Securities, LLC  
Knight Equity Markets, L.P.  
Morgan Stanley & Co., Inc.  
Timber Hill Inc.  
Banc of America Securities  
Automated Trading Desk  
Merrill Lynch, Pierce, Fenner  
Citadel Derivatives Group LLC  
Citigroup Global Markets Inc.  
E\*Trade Capital Markets LLC  
Susquehanna Capital Group  
Friedman Billings Ramsey & Co.  
Stanford Group Company  
Boenning & Scattergood Inc.  
Fox-Pitt, Kelton, Inc.  
Jeffries & Company, Inc.  
Maxim Group LLC  
FTN Midwest Securities Corp.  
Sandler O'Neill & Partners  
Susquehanna Financial Group  
Sterne, Agee & Leach, Inc.

### Automatic Dividend Reinvestment and Stock Purchase Plan

Shareholders may participate in the Automatic Dividend Reinvestment and Stock Purchase Plan. The plan provides that additional shares of common stock may be purchased with reinvested dividends and by voluntary cash payments. A plan description and an enrollment card may be obtained upon request to the Shareholder Relations Department.

### Direct Deposit of Dividends

Direct deposit is a safe, convenient method for the receipt of dividend payments. Direct deposit of dividends to a personal checking, savings or other account can be arranged by contacting the Shareholder Relations Department in writing in the care of NBT Bank, 20 Mohawk Street, Canajoharie, New York 13317. To make contact by phone, please call 1-800-NBT-BANK and select Option 7. Electing direct deposit will not affect the mailing of annual and quarterly reports and proxy materials.

### Dividend Calendar

Dividends on NBT Bancorp Inc. common stock are customarily payable on or about the 15th of March, June, September and December.

### Duplicate Mailing Notification

Shareholders of record who are currently receiving multiple copies of the annual report are encouraged to contact the Shareholder Relations Department in writing in the care of NBT Bank, 20 Mohawk Street, Canajoharie, New York 13317. To make contact by phone, please call 1-800-NBT-BANK and select Option 7.

### Product Information

To find out about the wide range of products and services offered by:

- **NBT Bank**, visit [www.nbtbank.com](http://www.nbtbank.com) or call 1-800-NBT-BANK  
*For Trust and Investments*, select Option 4  
*For NBT Financial Services*, dial ext. 6005  
*For NBT Capital Corp.*, dial ext. 6141
- **Pennstar Bank**, visit [www.pennstarbank.com](http://www.pennstarbank.com) or call 1-800-4STAR-PA  
*For Trust and Investments*, call 570-341-8468  
*For Pennstar Financial Services*, call 570-341-8416
- **NBT Settlement Services**, call 1-866-763-8573
- **EPIC Advisors, Inc.**, visit [www.epiclst.com](http://www.epiclst.com) or call 585-232-9060, ext. 158
- **Hathaway Insurance Agency**, visit [www.hathawayagency.com](http://www.hathawayagency.com) or call 518-773-7981

### Equal Opportunity at NBT Bancorp Inc.

NBT Bancorp Inc. and its subsidiaries are Equal Opportunity Employers. M/F/V/D





[www.nbtbancorp.com](http://www.nbtbancorp.com)