

# Annual Meeting of Shareholders

May 6, 2014



# 2013 Financial Highlights

2014 Annual Meeting

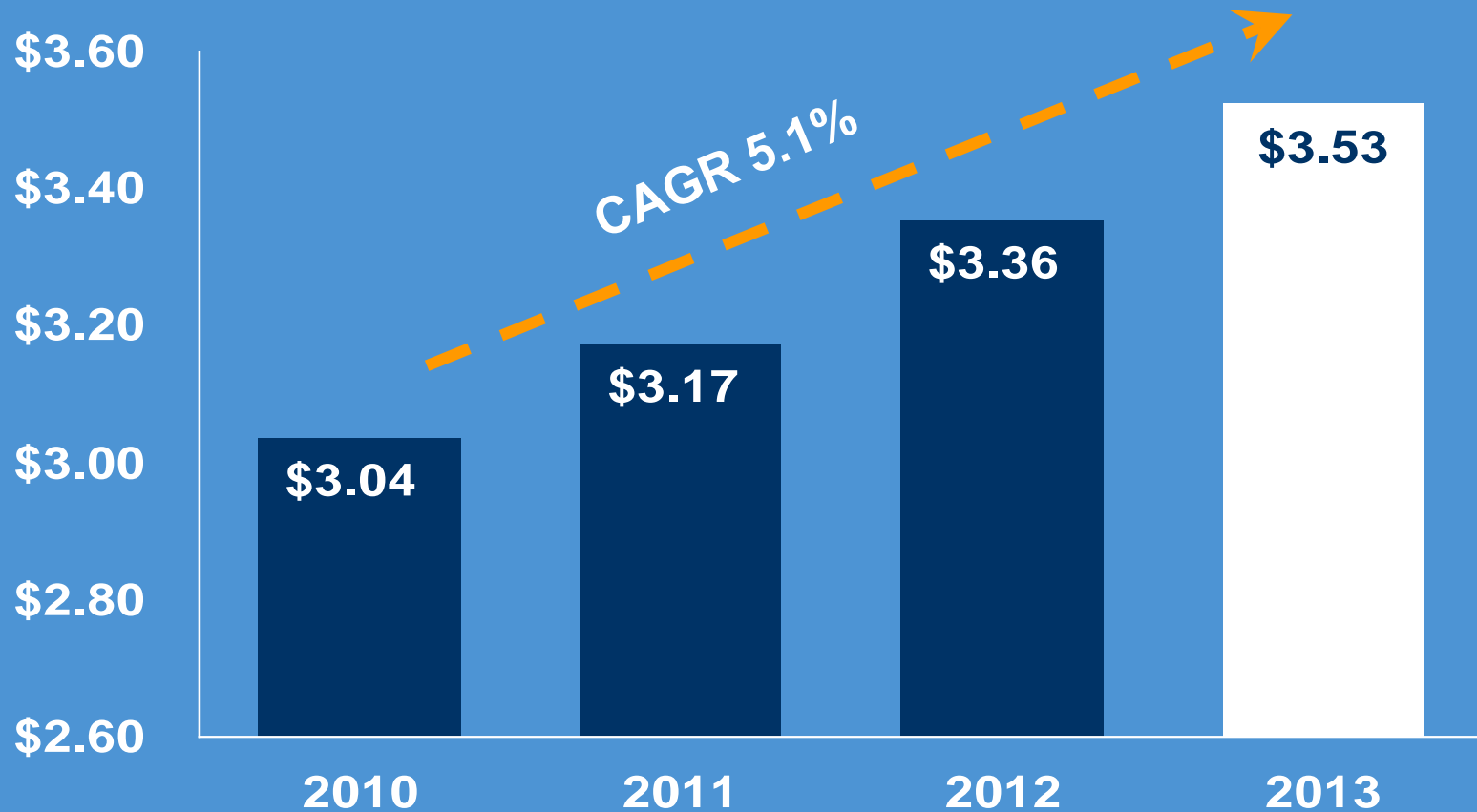


# Record Performance in 2013

- \$69.9 Million in Core Net Income
- Total Assets \$7.7 Billion
- Loans at \$5.4 Billion
- Net Interest Income \$238.1 Million
- Noninterest Income \$103.2 Million

# Performance Drivers: Organic Loan Growth

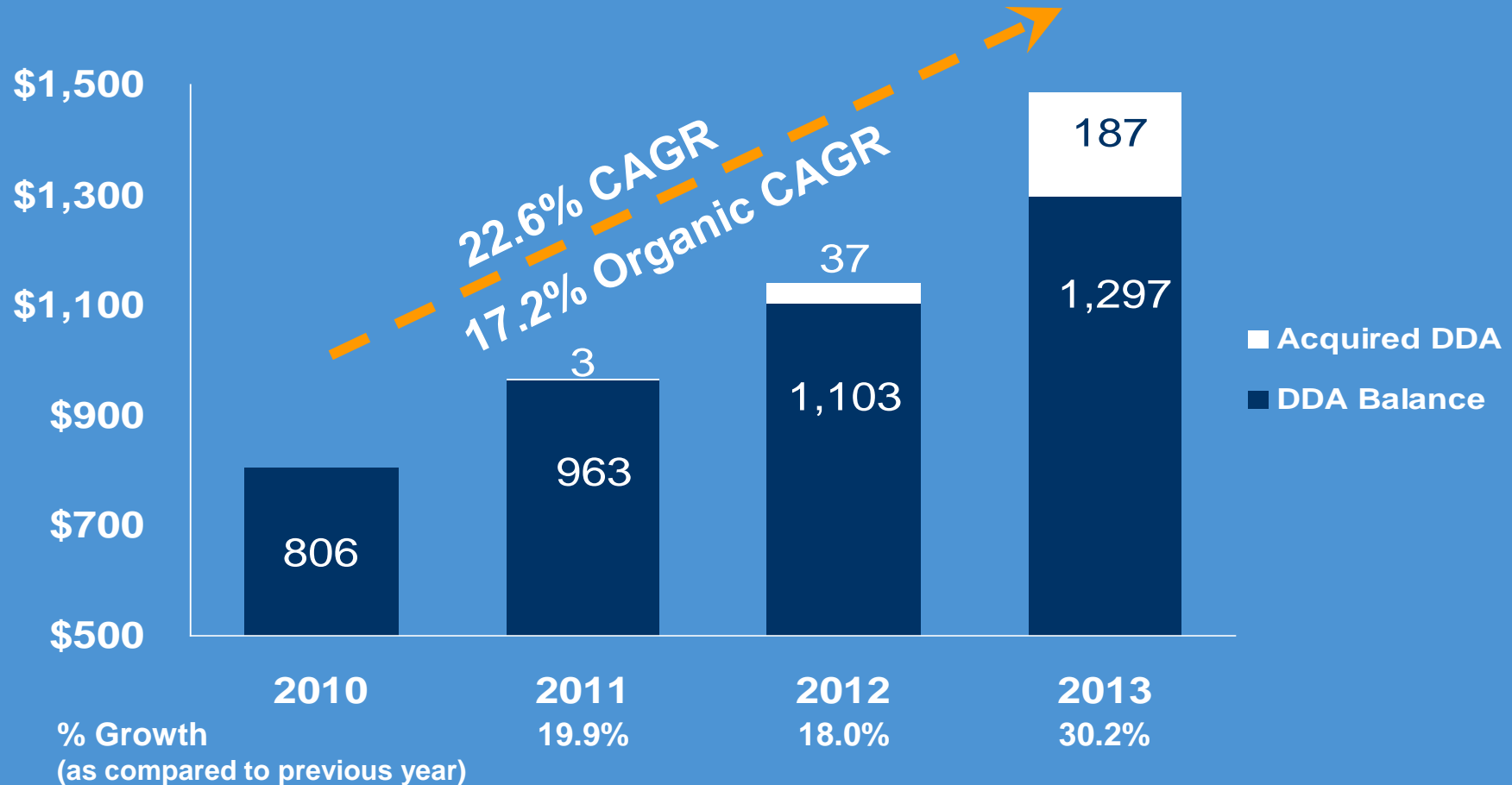
In Billions



*Loan balances shown without mortgages, leasing and acquired portfolios*

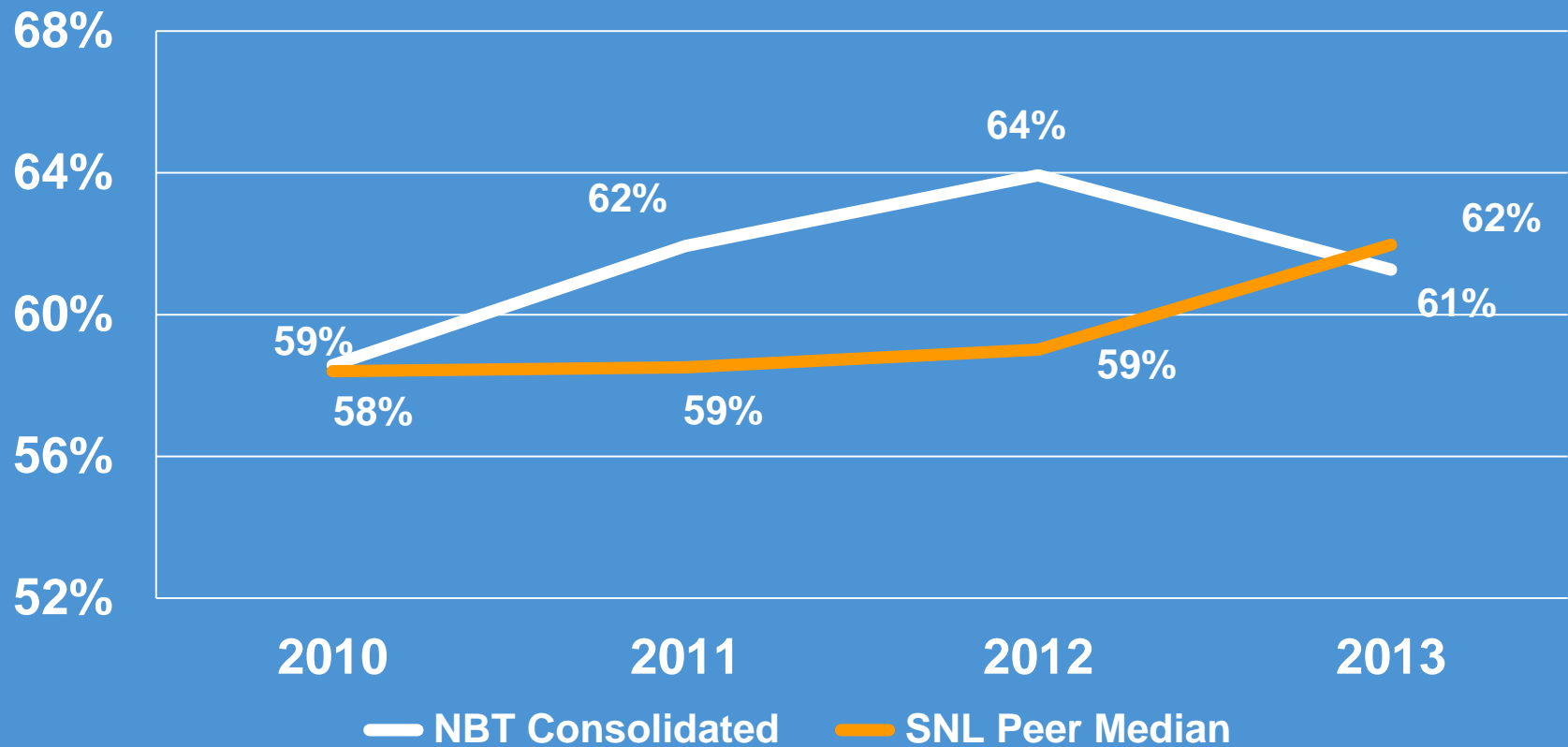
# Performance Drivers: DDA Deposit Growth

Average Balances In Millions



*Excluding acquisitions, growth in 2011, 2012 and 2013 was 19.5%, 14.6% and 17.6%, respectively.*

# Performance Drivers: Efficiency Ratio



Source: SNL Peer Analytics

# Strong, Sustained Financial Performance

2014 Annual Meeting



# Peer Group Listing

Company	Ticker	Location
Berkshire Hills Bancorp Inc.	BHLB	Pittsfield, MA
Brookline Bancorp Inc.	BRKL	Boston, MA
Community Bank System Inc.	CBU	De Witt, NY
Flagstar Bancorp Inc.	FBC	Troy, MI
First Commonwealth Financial	FCF	Indiana, PA
Flushing Financial Corp.	FFIC	Lake Success, NY
First Midwest Bancorp Inc.	FMBI	Itasca, IL
F.N.B. Corp.	FNB	Hermitage, PA
Independent Bank Corp.	INDB	Rockland, MA
MB Financial Inc.	MBFI	Chicago, IL
<b>NBT Bancorp Inc.</b>	<b>NBTB</b>	<b>Norwich, NY</b>

Company	Ticker	Location
National Penn Bancshares Inc.	NPBC	Boyertown, PA
Northwest Bancshares, Inc.	NWBI	Warren, PA
Old National Bancorp	ONB	Evansville, IN
Provident Financial Services	PFS	Jersey City, NJ
Park National Corp.	PRK	Newark, OH
PrivateBancorp Inc.	PVTB	Chicago, IL
S&T Bancorp Inc.	STBA	Indiana, PA
Tompkins Financial Corporation	TMP	Ithaca, NY
TrustCo Bank Corp NY	TRST	Glenville, NY
UMB Financial Corp.	UMBF	Kansas City, MO



# Components of Profitability

- Core Return on Average Assets
- Core Return on Average Tangible Equity
- Net Interest Margin
- Efficiency Ratio
- Nonperforming Assets to Total Assets

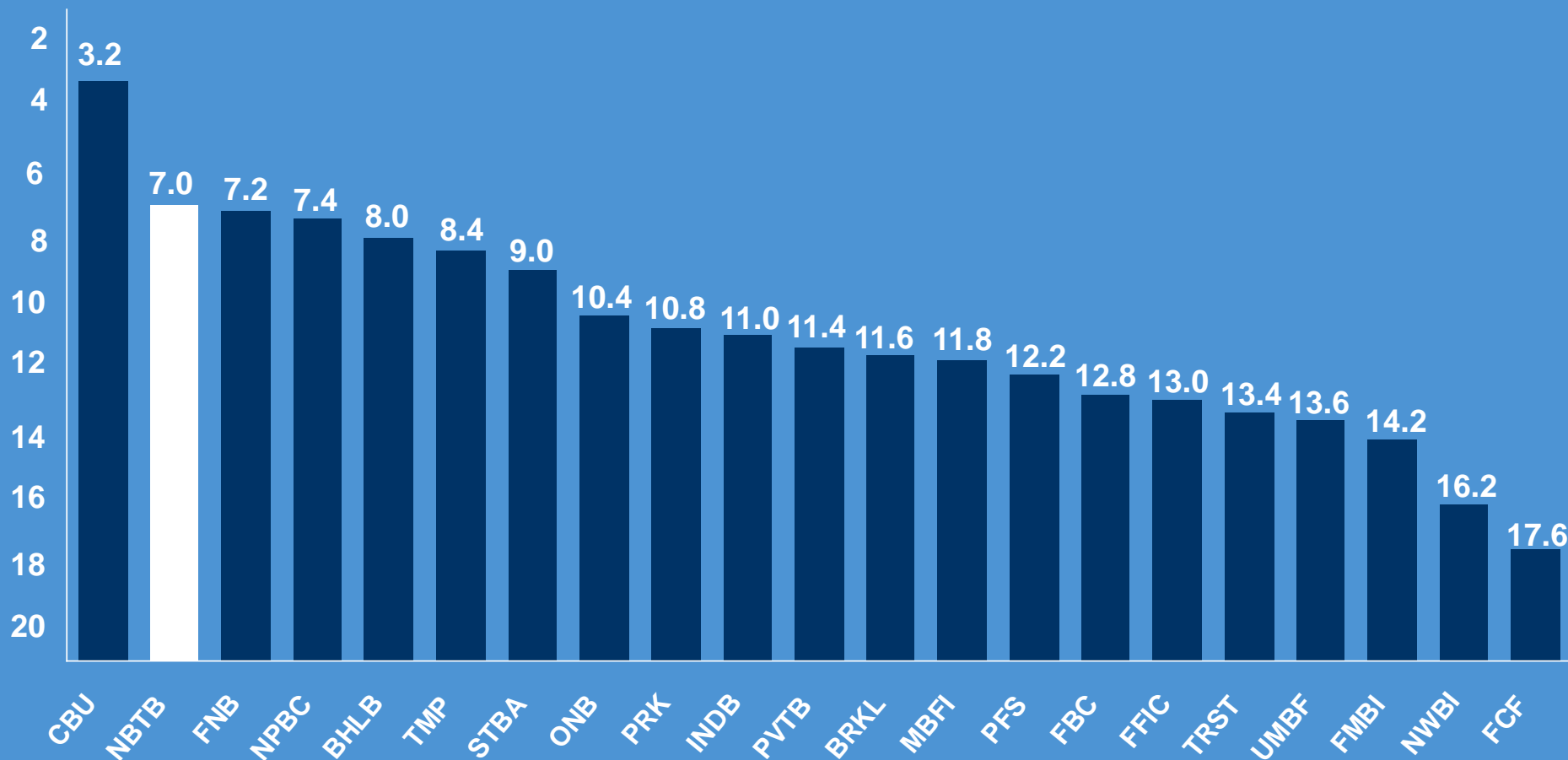
# Relative Average Ranking

Year Ended December 31, 2013

Ratios	Relative Peer Ranking
Core Return on Average Tangible Equity	5
Core Return on Average Assets	9
Net Interest Margin	4
Efficiency Ratio	9
Nonperforming Assets to Total Assets	8
<b>NBTB Average Ranking</b>	<b>7.0</b>

# Peer Group Relative Average Ranking

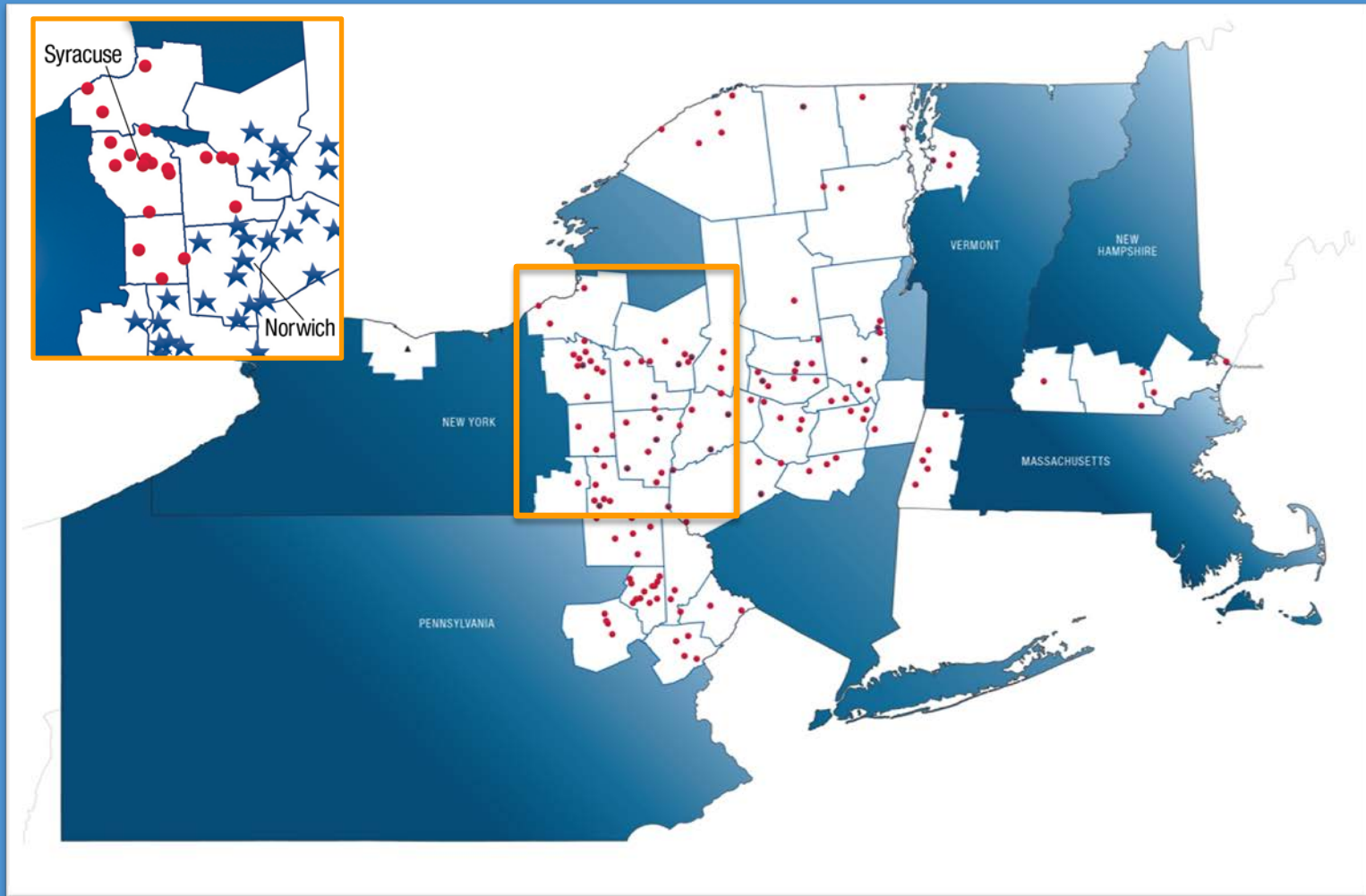
Year Ended December 31, 2013



# Successful Integration of Alliance

2014 Annual Meeting

# Successful Integration of Alliance



# Successful Integration of Alliance

- Achieved a 35% Cost Savings
- Resulted in No Material Runoff of Loans and Deposits
- Retained Key Personnel
- Created a Franchise that Began Growing Immediately

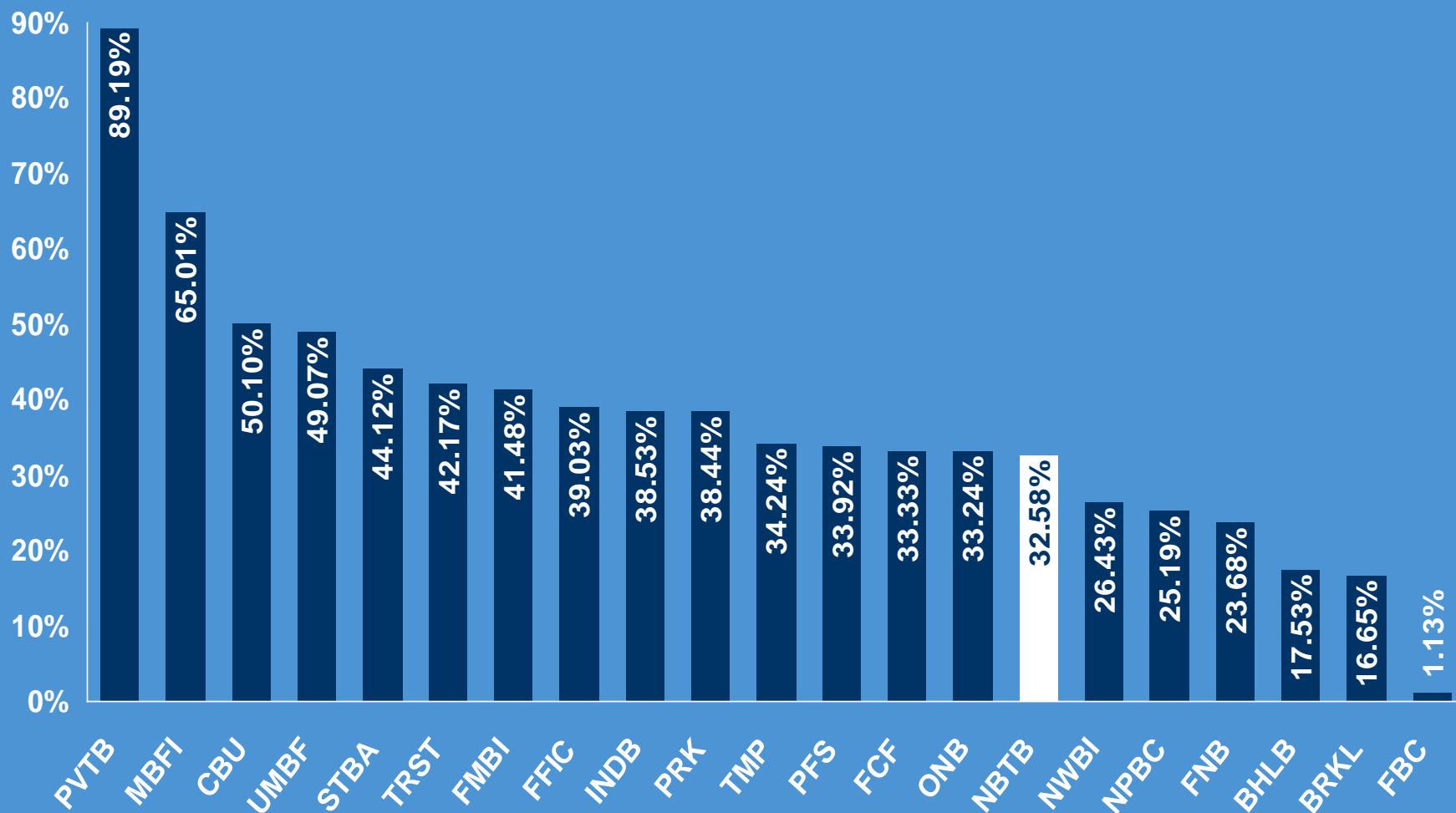
# Stock Performance

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# Annualized Total Shareholder Return

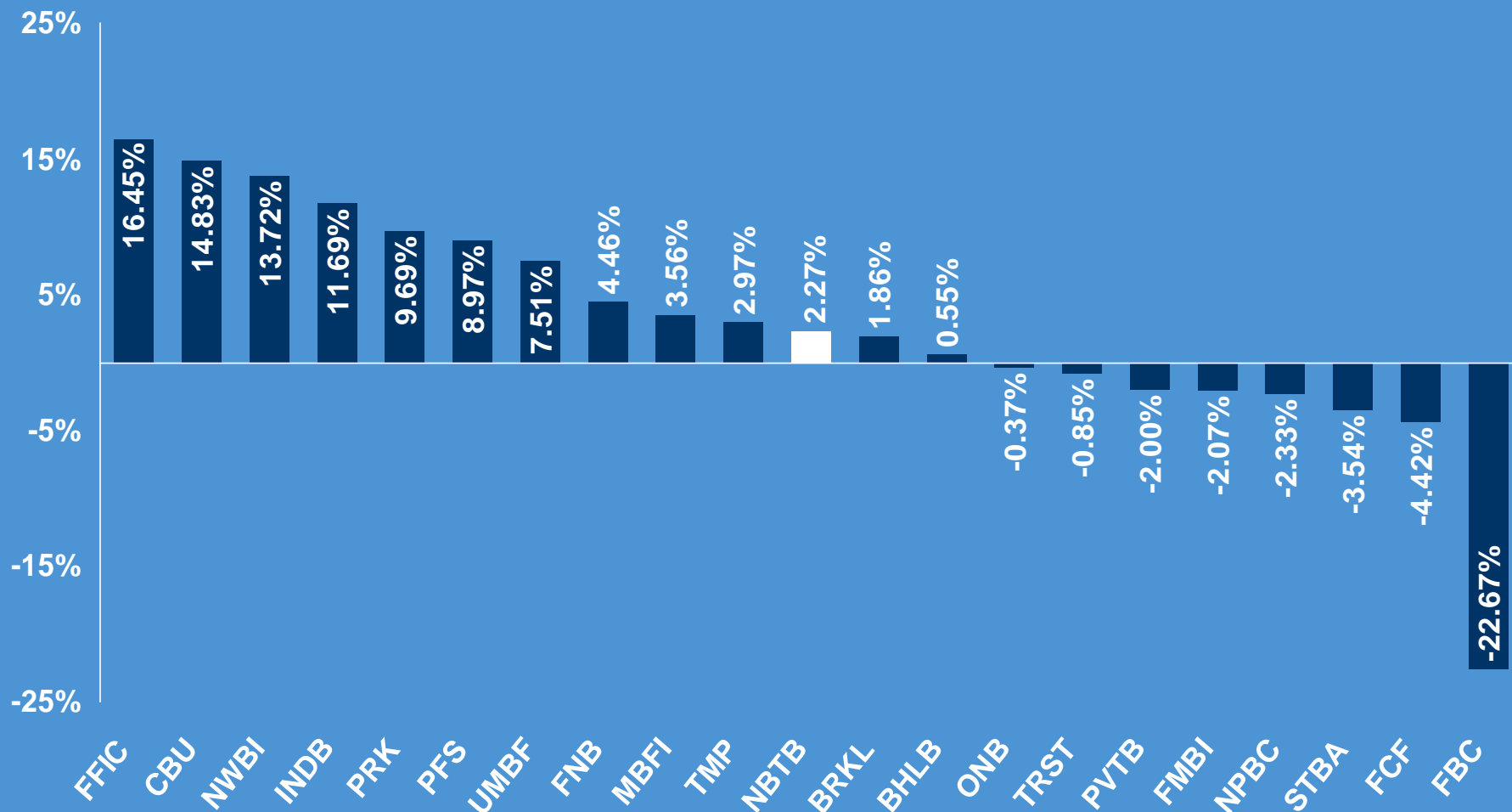
One Year | For the Period From 12/31/2012 to 12/31/2013





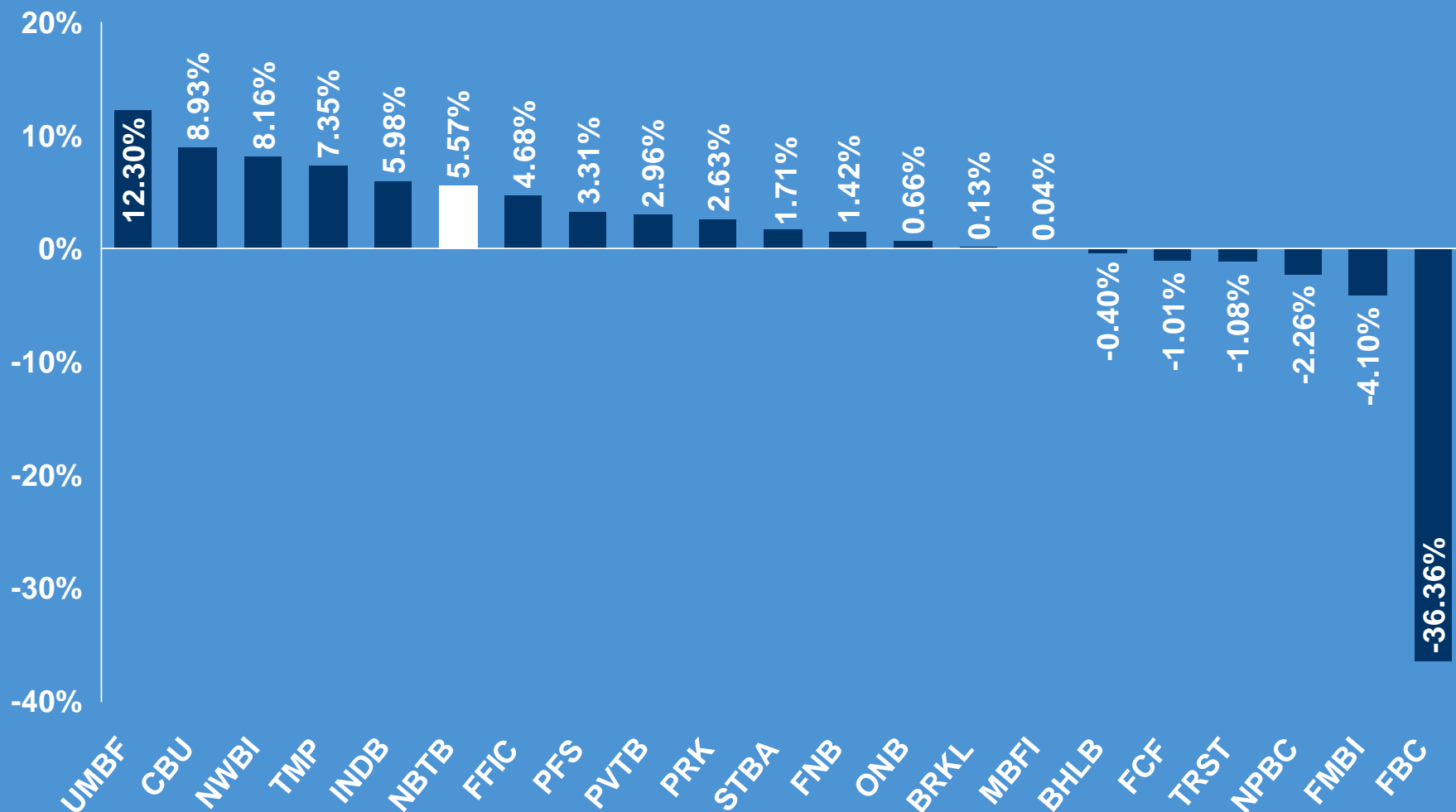
# Annualized Total Shareholder Return

Five Years | For the Period From 12/31/2008 to 12/31/2013



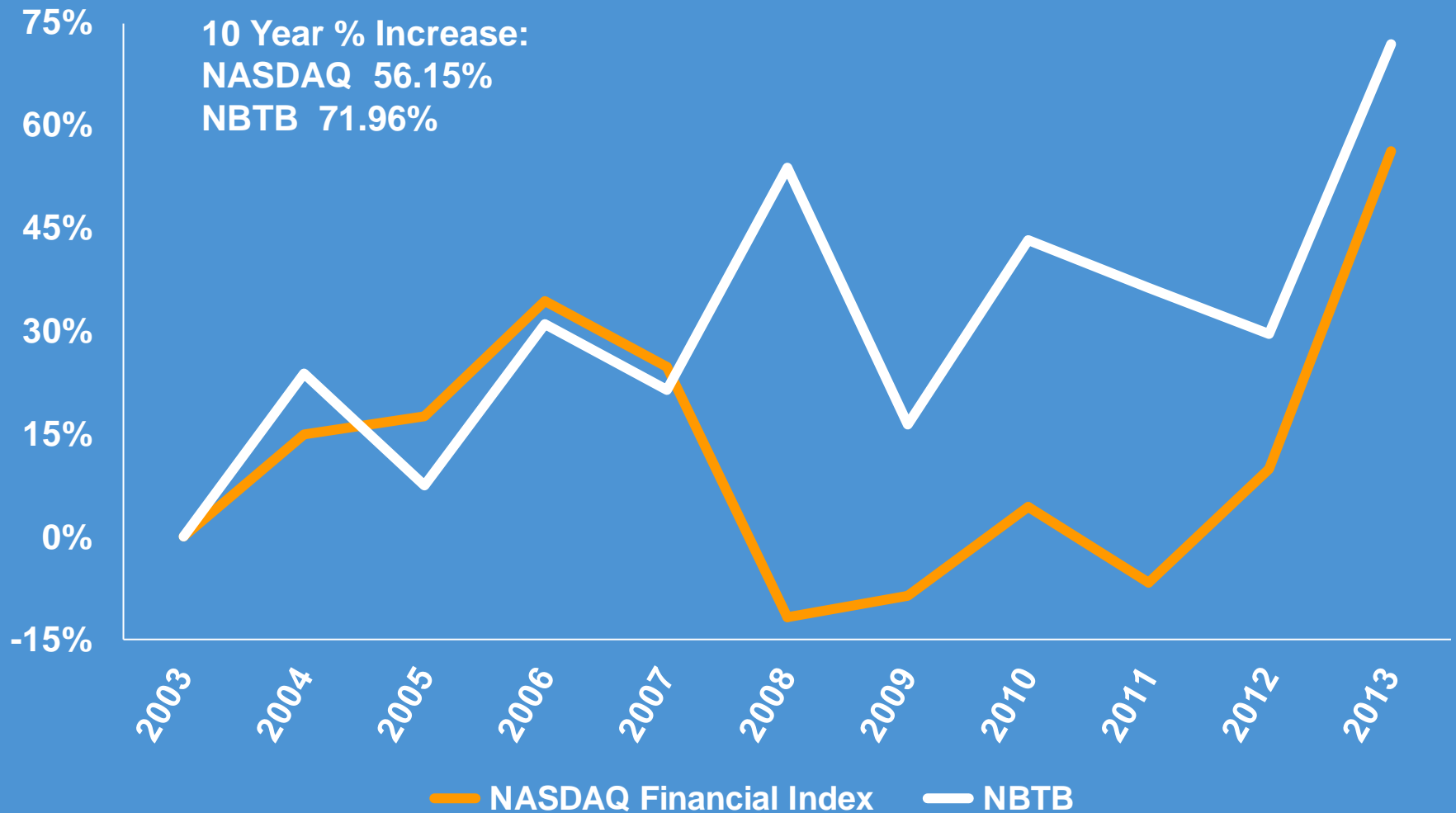
# Annualized Total Shareholder Return

Ten Years | For the Period From 12/31/2003 to 12/31/2013



# Relative Performance

Ten Years | For the Period from 12/31/2003 to 12/31/2013



# External Validation

# Industry Recognition

# Forbes

**America's Best And Worst Banks**

# #23

- Ranked 23 in December 2013
- Five Consecutive Years in Top 25

# Industry Recognition

Ranked  
**#25**

Best-Performing  
Regional Banks  
in 2013

Published April 22, 2014



**SNL Financial** ranked the best-performing regional banks using six core financial metrics that focus on profitability, asset quality and growth.

# Industry Recognition

Ranked  
#32

On Bank Performance  
Scorecard for Banks in  
the \$5 Billion to \$50 Billion  
Asset Category

Published Third Quarter 2013



# Market Initiatives



# Unified Branding



# New England Strategy



# New England Strategy

## Maine Expansion

- Portland Location
- Targeted Focus on Corporate Clients
  - Commercial Banking
  - Wealth Management
- Leadership
  - John H. Watt, Jr., President of Maine

# New England Strategy

## Rutland Office

- Establishes NBT Presence on Route 7 Corridor
- Focus on Commercial Banking
- Modest Investment

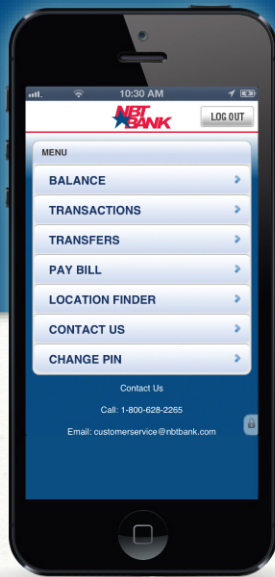
# Technology Initiatives

# ATM Deposit Automation





# Mobile Banking



# Mobile Banking

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(But you can download it.)

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Standard Data and Message Rates Apply.



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# New Branch Designs





# First Quarter 2014 Highlights

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# First Quarter 2014 Highlights

- Net Income of \$18.0 Million
- Strong Organic Loan Growth at 5.6%
- Net Interest Margin at 3.63%
- Net Charge-offs to Average Loans 0.27%

# First Quarter 2014 Highlights

SANDLER O'NEILL + PARTNERS

“one of the more  
profitable banks we follow”

“a very profitable and  
high performing company”

# First Quarter 2014 Highlights



KEEFE, BRUYETTE & WOODS  
*Specialists in Financial Services*

*A Stifel Company*

“NBT reported a  
high quality quarter”

“We expect NBT’s  
favorable earnings trends  
to continue”

# First Quarter 2014 Highlights

## Subsequent Event

### Springstone

- Formed in 2006
- Located in Boston
- Provides financing options for K–12 private education and elective medical procedures
- NBT sold 20% ownership interest on April 17, 2014

