



NBT
BANCORP

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Forward-Looking Statements

This presentation may contain forward-looking statements regarding NBT Bancorp Inc. These statements constitute forward-looking information within the definition of the Private Securities Litigation Reform Act of 1995.

Actual results may differ materially from any forward-looking statements expressed in this presentation, since forward-looking information involves significant known and unknown risks, uncertainties and other factors.

For a discussion of the factors that might cause such differences, please refer to NBT Bancorp's public filings with the Securities and Exchange Commission. These are available online at <http://www.sec.gov>. NBT Bancorp does not undertake to update any forward-looking statements made in this presentation to reflect new information, future events or otherwise.



Company Overview

Corporate Structure and Operations

- NBT Bancorp Inc. (NBTB) is a financial holding company
 - Headquartered in Norwich, NY
 - Approximately 1,650 employees
 - Established in 1986 in the state of Delaware
- Primarily operates through one bank subsidiary and two financial services subsidiaries
 - NBT Bank, N.A.
 - NBT Financial Services, Inc.
- Provides community banking services, as well as retirement plan administration services, trust and wealth management services and insurance services

Corporate Structure and Operations

- NBT Bank, N.A. (NBT) was established in 1856
 - Second largest community bank headquartered in upstate New York
 - Two operating divisions
 - NBT Bank
 - 85 branches in 20 Upstate New York counties
 - 2 branches in Vermont
 - Pennstar Bank
 - 37 branches in 6 northeastern Pennsylvania counties
- NBT Financial Services, Inc.
 - Provides retirement plan administration services through EPIC Advisors, Inc.
 - Provides insurance services through Mang Insurance Agency, LLC

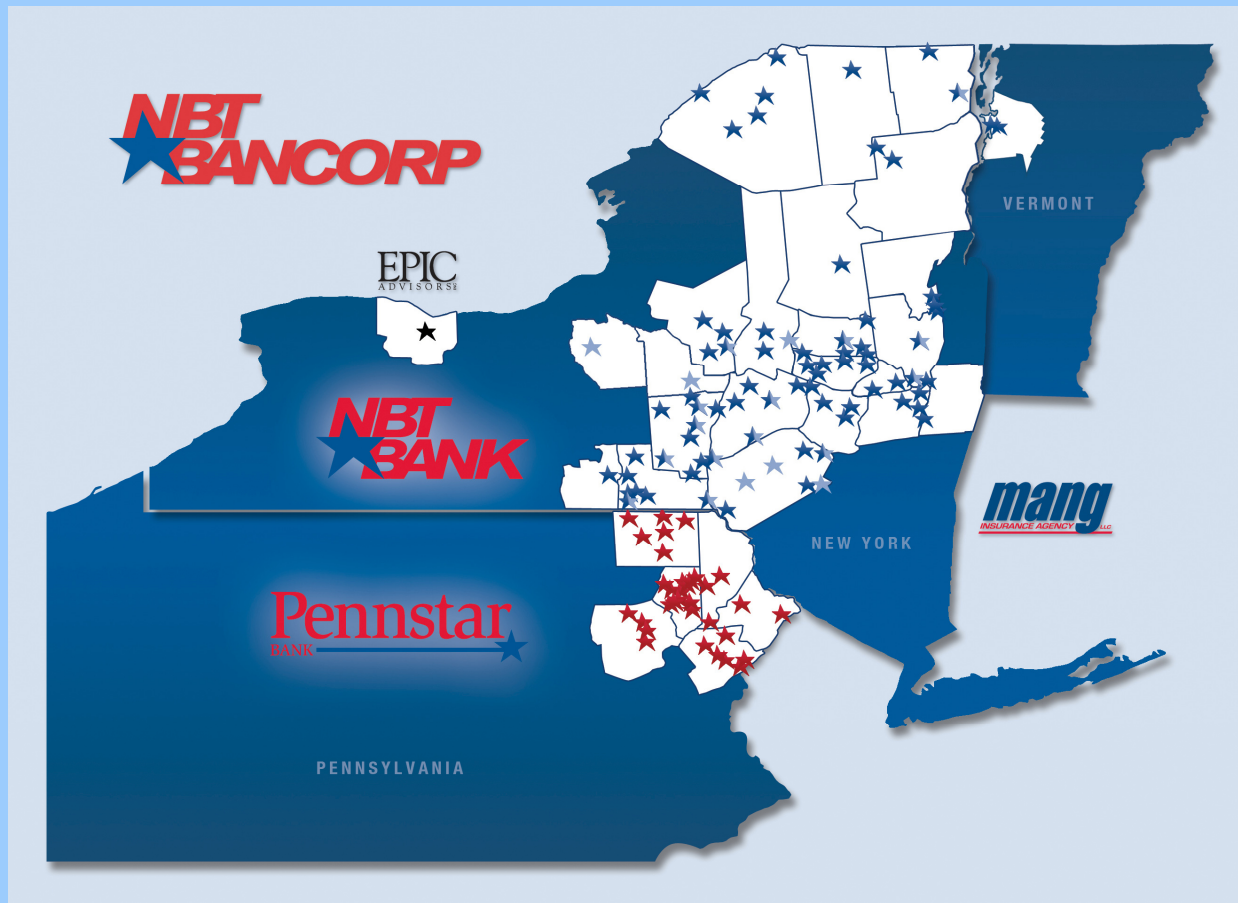
Company Websites

- www.nbtbancorp.com
- www.nbtbank.com
- www.pennstarbank.com
- www.epic1st.com
- www.manginsurance.com

Acquisition History (2000 - Present)

- 1 Wayne Bank Branch – Deposits Only (4/1/09)
- Purchase of Mang Insurance Agency, LLC (9/1/08)
- Purchase CNB Bancorp Inc. (2/10/06)
- Purchase EPIC Advisors, Inc. (1/21/05)
- 1 Alliance Bank Branch (6/20/03)
- CNB Financial Corp. (11/8/01)
- Mohawk Community Bank Branch - Deposits Only (9/14/01)
- First National Bancorp (6/1/01)
- 6 Sovereign Bank Branches (11/10/00)
- Pioneer American Holding Co. (7/1/00)
- 2 Mellon Bank Branches (6/2/00)
- M. Griffith, Inc. (5/5/00, divested 3/15/05)
- Lake Ariel Bancorp, Inc. (2/17/00)

Our Footprint



Strategic Market Initiatives

Continued Growth in Vermont



Williston Branch Office
Opened January 2011



Market Growth

Branches opened January 1, 2007 - Present

Branch Location	Year	Region
Williston	2011	Vermont
Schenectady	2010	Capital
Queensbury	2010	Glens Falls
Burlington	2009	Vermont
Glens Falls	2008	Glens Falls
Johnson City	2008	Greater Binghamton
South Glens Falls	2008	Glens Falls
East Greenbush	2008	Capital
Latham	2007	Capital
Bartonsville	2007	Pike/Monroe/Luzerne
East Stroudsburg	2007	Pike/Monroe/Luzerne



Market Rank in Upstate New York Counties

As of June 30, 2010

COUNTY	MARKET RANK	NUMBER OF BRANCHES	COMPANY DEPOSITS IN MARKET (\$000)	DEPOSIT MARKET SHARE (%)
Chenango	1	11	485,746	80.94
Fulton	1	7	367,069	51.15
Delaware	1	5	317,547	27.41
Otsego	2	9	290,326	27.13
Oneida	6	6	268,270	5.86
Broome	4	8	250,190	5.29
Montgomery	2	6	197,161	27.11
Schoharie	1	4	168,977	43.76
Saratoga	13	5	131,530	3.68
Albany	12	4	137,862	1.18
Saint Lawrence	5	5	128,694	8.15
Essex	2	3	120,384	20.93
Clinton	6	3	90,284	6.10
Schenectady	8	1	62,797	2.63
Warren	7	2	45,730	3.31
Herkimer	5	2	39,375	6.49
Tioga	4	1	32,440	7.93
Hamilton	2	1	32,337	47.07
Rensselaer	14	1	23,524	1.25
Franklin	7	1	21,817	4.06

Market Rank in Pennsylvania Counties

As of June 30, 2010

COUNTY	MARKET RANK	NUMBER OF BRANCHES	COMPANY DEPOSITS IN MARKET (\$000)	DEPOSIT MARKET SHARE (%)
Lackawanna	7	14	357,955	6.77
Wayne	4	5	146,154	11.65
Susquehanna	3	6	146,120	21.51
Monroe	7	6	88,990	3.94
Luzerne	16	4	88,827	1.35
Pike	5	2	62,534	11.06

Market Rank in Vermont Counties

As of June 30, 2010

COUNTY	MARKET RANK	NUMBER OF BRANCHES	COMPANY DEPOSITS IN MARKET (\$000)	DEPOSIT MARKET SHARE (%)
Chittenden	13	1	11,097	0.25

Williston branch opened in January 2011 not included in information shown above.

Market Rank by Community

As of June 30, 2010

BANK	NUMBER OF OFFICES	NUMBER OF COMMUNITIES	# OF COMMUNITIES WHERE RANK IS 1 OR 2	% OF COMMUNITIES WHERE RANK IS 1 OR 2	# OF COMMUNITIES WHERE NBT IS ONLY BANK IN TOWN	% OF COMMUNITIES WHERE NBT BANK IS ONLY BANK IN TOWN
NBT Bank	86	69	25	36%	23	33%
Pennstar Bank	37	32	15	47%	7	22%
Totals	123	101	40	39%	30	30%

Our Peer Group

NAME	HQ CITY	STATE	TICKER
Berkshire Hills Bancorp, Inc.	Pittsfield	MA	BHLB
Community Bank System, Inc.	Dewitt	NY	CBU
First Commonwealth Financial Corporation	Indiana	PA	FCF
F.N.B. Corporation	Heritage	PA	FNB
National Penn Bancshares, Inc.	Boyertown	PA	NPBC
Northwest Bancorp, Inc.	Warren	PA	NWBI
Provident New York Bancorp	Montebello	NY	PBNY
S&T Bancorp, Inc.	Indiana	PA	STBA
Susquehanna Bancshares	Lititz	PA	SUSQ
Tompkins Financial Corporation	Ithaca	NY	TMP
TrustCo Bank Corp NY	Glenville	NY	TRST



Our Vision and Leadership

Strategic Vision

NBT Bancorp Inc. will strive to remain an independent **community-oriented** financial service provider positioned to take advantage of **strategic growth** opportunities. **Stockholder value will be enhanced** by profitably serving our markets and by offering our customers products and services that satisfy their changing needs while building customer loyalty through **responsive and superior customer service.**

We will cultivate a **positive working environment** that promotes pride and teamwork while recognizing achievement. The company will reward employees who think like owners and exhibit the initiative necessary to ensure our growth and continued success.



Strategic Initiatives

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

Corporate Values

- Customer Service
- Empowerment
- Continuous Improvement
- Integrity
- Mutual Respect
- Open Communication
- Community Involvement
- Teamwork
- Accountability
- Positive Attitude
- Profitability

Our Executive Management Team

Martin A. Dietrich*

President and Chief Executive Officer

Michael J. Chewens*

Senior Executive Vice President
Chief Financial Officer

David E. Raven*

President of Retail Banking
Pennstar Bank President
and Chief Executive Officer

Jeffrey M. Levy

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

Catherine M. Scarlett

Executive Vice President
and Director of Human Resource

Joseph A. Stagliano

Executive Vice President
and Chief Information Officer

Howard L. Atkinson

Executive Vice President
of Risk Management

F. Sheldon Prentice

Corporate Senior Vice President
Corporate Counsel and Corporate
Secretary

**Mr. Dietrich and Mr. Chewens have worked together on the Executive Management Team since 1995. Mr. Raven has been on the Executive Management Team since 2000.*

Martin Dietrich

President and Chief Executive Officer
NBT Bancorp



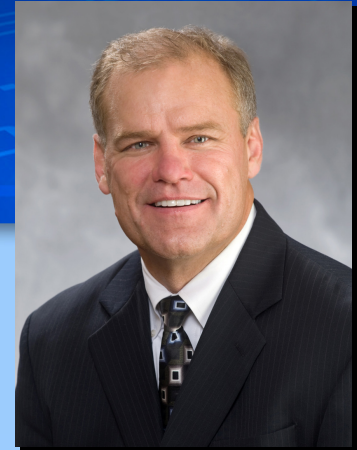
Martin Dietrich is president and chief executive officer of NBT Bancorp. He is also a member of the company's board of directors.

Dietrich is a graduate of Colgate University in Hamilton, N.Y., where he earned a bachelor of arts degree in economics. He began his career at NBT Bank in 1981, when he entered the bank's management training program. Over the years, he held positions of increasing responsibility in accounting, marketing, commercial banking and retail banking. He became president and chief operating officer of NBT Bank in 2000 and advanced to the position of chief executive officer in 2004. His current duties as NBT Bancorp president and chief executive officer were added in 2006.

Dietrich is involved in a number of professional and community organizations. He currently serves on the following boards: New York Bankers Association, Independent Bankers Association of New York State, Preferred Mutual Insurance Company, Chenango Memorial Hospital and United Health Services.

Michael Chewens

Senior Executive Vice President and Chief Financial Officer
NBT Bancorp



Michael Chewens is senior executive vice president and chief financial officer for NBT Bancorp.

Chewens graduated from the State University of New York at Oswego with a bachelor's degree in accounting. He earned an MBA from Syracuse University. He began his banking career at NBT Bank in 1994, after gaining ten years of experience in accounting and auditing with KPMG. He joined NBT Bancorp's Executive Management Team in 1995 as senior vice president and head of the Risk Management Division. In 1999, he assumed responsibility for the Finance Division as chief financial officer. He served as the company's corporate secretary from 2001 until 2010.

Chewens is a certified public accountant. He is a member of the American Institute of Certified Public Accountants and the New York State Society of Certified Public Accountants.

David Raven

President of Retail Banking
Pennstar Bank President and Chief Executive Officer



David Raven is president of retail banking. He is also president and chief executive officer and member of the board of directors of Pennstar Bank.

Raven joined NBT Bank in 1996 as vice president of sales and administration. In 2000, he was promoted to president and chief operating officer of Pennstar Bank, which was formed that year as the result of an acquisition of two Pennsylvania banks. In 2005, he was appointed chief executive officer of Pennstar Bank. In 2006, he was named president of retail banking for NBT Bank and Pennstar Bank.

Raven began his career at the Merrill Trust Company in Maine. This company was later acquired by the Fleet Financial Group. While at Fleet, he worked in commercial banking and retail banking, advancing to the position of vice president and district manager for the group's Capital Region in New York.

Raven has a bachelor's degree in business administration from the University of Maine and an MBA from New Hampshire College. His business and community activities have included the Greater Scranton Chamber of Commerce, United Way of Lackawanna County, Great Valley Technology Alliance, Lackawanna Industrial Fund Enterprises, the Pennsylvania Bankers Association and the New York Bankers Association.



Jeff Levy

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



Jeff Levy is executive vice president and president of commercial banking. He is also president of NBT Bank's operations in the Capital Region.

Levy joined NBT Bank in 2005 as president of the Capital Region. He has worked in banking in the Capital Region since 1998. Before joining NBT Bank, he was senior vice president and manager of M&T Bank's New York State Government Banking line of business. Prior to this, he was president of M&T Bank's Capital District Division and had direct responsibility for commercial banking.

In 2007, Levy was named executive vice president and promoted to the newly created position of president of commercial banking. He oversees commercial banking and related functions, including cash management services and government banking.

Levy has a bachelor's degree in business economics from the State University of New York at Oneonta and an MBA from Fairleigh Dickinson University. His business and community activities have included the Albany-Colonie Chamber of Commerce, the Capital District YMCA, the Empire State Certified Development Corporation (an affiliate of the New York Business Development Corporation) and the Saint Peter's Hospital Foundation board.



Catherine Scarlett

Executive Vice President and Director of Human Resources
NBT Bancorp



Catherine Scarlett is executive vice president and director of human resources for NBT Bancorp.

Scarlett joined NBT Bancorp in 2006. Before coming to NBT Bancorp, she was central New York regional director of human resources for the Gannett Company in Vestal, N.Y. Prior to this, she was employed by MeadWestvaco's AT-A-GLANCE division in Sidney, N.Y., where she advanced to the position of human resources director.

Scarlett has a bachelor's degree in human resources administration from Cornell University's School of Industrial and Labor Relations. Her community activities have included the Tri-Town Healthcare Foundation, the Cullman Child Care Center, the Community Foundation of South Central New York and Hospice & Palliative Care of Chenango County. From 1996 to 2002, she served as supervisory committee chair of the Sidney Federal Credit Union board; she was a member of the board from 2002 to 2006.

Joseph Stagliano

Executive Vice President and Chief Information Officer
NBT Bancorp



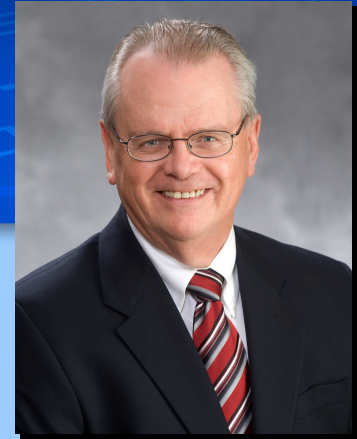
Joseph Stagliano is executive vice president and chief information officer for NBT Bancorp. He oversees the company's Information Processing Division. This division includes functions related to information technology, systems development, operations and facilities.

Stagliano joined NBT Bancorp in 1999. Over the years, he has held a number of executive positions in the Information Processing Division. He was promoted from corporate senior vice president to executive vice president in 2008.

Stagliano has a bachelor's degree in business from the State University of New York Institute of Technology in Utica. His community activities include serving as a member of the board of education for the Norwich City School District.

Howard Atkinson

Executive Vice President, Risk Management
NBT Bancorp



Howard Atkinson is executive vice president of risk management for NBT Bancorp. He oversees the company's audit, loan review, security and compliance areas, whose functions include identifying, assessing and monitoring risks to the company's various lines of business.

Atkinson joined NBT Bancorp in 2008. Before coming to NBT Bancorp, he was chief auditor at the Chittenden Corporation, a bank holding company based in Burlington, Vt. In this position, he led the corporation's audit, compliance, insurance and regulatory functions.

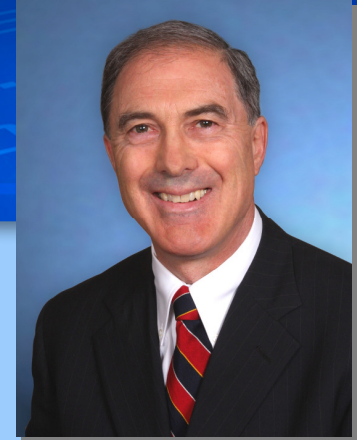
Prior to this, Atkinson was director of internal control at Manchester, N.H.-based Bank of Ireland First Holdings, a U.S. subsidiary of the Bank of Ireland. His duties involved managing the audit, loan review, compliance, physical security and insurance departments. His experience also includes working at Ernst & Young, where he advanced to the position of audit partner.

Atkinson has a bachelor's degree in accounting from the University of Massachusetts. He is a Certified Public Accountant and Certified Internal Auditor.



Sheldon Prentice

Corporate Senior Vice President, General Counsel
and Corporate Secretary, NBT Bancorp



Sheldon Prentice is corporate senior vice president, general counsel and corporate secretary for NBT Bancorp. Prentice coordinates the company's legal activities, manages external legal counsel, oversees relations with regulatory agencies and serves as corporate secretary. He is based at the company's headquarters in Norwich.

Prentice has 33 years of corporate law experience. Before joining NBT Bancorp, he was senior vice president and general counsel for two years at Merchants Bancshares in South Burlington, Vt. Prior to this, he was senior vice president, general counsel and corporate secretary for Burlington, Vt.-based Chittenden Corporation, where he worked for 23 years.

Prentice has a bachelor's degree in government from Dartmouth College and a law degree from Fordham University School of Law. He is licensed to practice law in Vermont and New York. He has been involved in numerous professional and community organizations over the years, including the Vermont Bar Association, the NASD Board of Arbitrators and the American Bankers Association Government Relations Council.

Our Recent Key Director Additions

- New NBT Bancorp Inc. Directors
 - Former Vermont Governor James Douglas
 - Albany-area businessman Timothy Delaney
- New NBT Bank, NA Directors
 - United Health Services CEO Matthew Salanger
 - Utica attorney Andrew Kowalczyk

Ability to Attract Talent

Key Management Hires

Name of Hire	Position	Experience
F. Sheldon Prentice	General Counsel & Corporate Secretary	Merchants and Chittenden Bank
Howard Atkinson	Executive VP of Risk Management	Chittenden Bank, Ernst & Young
Matt Durkee	Regional President of Vermont Operations	Chittenden Bank
C. Steven Brennaman	Chief Investment Officer	American Express Asset Mgmt
Dan Burke	Glens Falls Regional President	TD Banknorth
Richard Callahan	Regional Manager Mohawk Valley	Partners' Trust
Dan Johnson	Regional Manager for Vermont	KeyBank, Chittenden Bank
Amy Hurta	Small Business Manager	Commerce Bank
James Mahan	Dealer Finance Manager	Ally Financial (GMAC)
Paul Schmidt	Indirect Lending Manager	Wells Fargo
Joseph Skundrich	Springstone Portfolio Manager	Charter One, M&T Bank
Robert Bay	Director of Corporate Security	American Home Bank & Mortgage
Leo Hurst	Credit Administration Manager	Huntington Bank
Donna Dolansky	Corporate Controller	Ernst & Young
Shauna Hyle	Corporate Controller	PricewaterhouseCoopers LLP



Why is NBTB a Good Investment?

Why is NBTB a good investment?



Why is NBTB a Good Investment?

- Community banking philosophy
- Good credit quality
- Focused strategic vision
- Superior customer service
- Long-term growth focus
- Strong corporate values
- No direct subprime or Alt A exposure
- Consistent profitability ratios inline or better than peers
- Well-diversified and balanced loan portfolio
- Longevity/chemistry of Executive Management Team
- Sustainable dividend payout ratio
- Continued diversification of revenue sources
- Conservative investment strategy
- Strong net interest margin
- Well capitalized
- No participation in CPP/TARP

Forbes

DECEMBER 20, 2010 | WWW.FORBES.COM

America's Best And Worst Banks

Overall the sector is healthier, but many small banks are struggling. Forbes crunches the numbers to find the strongest and those on shaky ground. By Kurt Badenhausen

America's Best Banks*

Overall Rank	Company	Total Assets(\$bil)	NPLs/Loans %	Reserves/NPLs	Tier 1 Ratio %
1	Bank of Hawaii	13	0.9	296	17.7
2	East West Bancorp	20	1.3	136	17.9
3	Prosperity Bancshares	9	0.3	552	13.2
4	First Citizens BancShares	21	1.6	97	14.5
5	SVB Financial	16	0.9	165	15.0
6	IBERIABANK	11	0.8	277	18.6
7	Community Bank System	5	0.6	220	12.9
8	Commerce Bancshares	19	1.3	155	14.3
9	Signature Bank	11	0.9	144	13.5
10	UMB Financial	11	0.6	244	12.6
11	NBT Bancorp	5	1.1	176	12.2
12	Westamerica Bancorp	5	1.9	68	13.6

* This is only a portion of the full list of America's Best and Worst Banks.
NPLs: Nonperforming loans include loans 90+ days past due and nonaccrual loans.
Source: SNL Financial

Bank Director Magazine



In its first quarter 2010 issue, *Bank Director* magazine ranked NBT Bancorp 13th overall on measures of profitability, capital adequacy and asset quality.



First in Customer Satisfaction

Our rating in customer satisfaction

versus the largest U.S. retail banks based on third quarter 2010 customer research by the American Customer Satisfaction Index™.

Looking for a bank that puts you first?

[Find an NBT Bank Near You ▶](#)



According to research conducted by the American Customer Satisfaction Index™ (ACSI) during the third quarter of 2010, we scored the highest rating in customer satisfaction versus the largest U.S. retail banks.

Addition to the S&P SmallCap 600

STANDARD
&POOR'S

S&P SmallCap 600

In March 2009, NBTB was added to the S&P SmallCap 600 index. According to S&P, the S&P SmallCap 600, introduced in 1994, is “fast becoming the preferred small-cap index in the U.S.” The index covers about 3% of the domestic equity market.

2009 Capital Raise



On March 26, 2009 a public offering was priced at \$22.00/share and 1,576,230 shares were issued of NBTB stock.

NEW YORK

TOKYO



www.nbtbancorp.com