

Annual Meeting of Shareholders

May 3, 2016



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.



Michael J. Chewens

Senior Executive Vice President
and Chief Financial Officer



Timothy L. Brenner

Executive Vice President and
President of Wealth Management



Matthew K. Durkee
Executive Vice President



Jeffrey M. Levy

Executive Vice President and
President of Commercial Banking



F. Sheldon Prentice

Executive Vice President,
General Counsel and
Corporate Secretary



Catherine M. Scarlett

Executive Vice President and
Chief Human Resources Officer
and Chief Ethics Officer



Joseph R. Stagliano

Executive Vice President
and Chief Information Officer



John H. Watt Jr.
Executive Vice President



2015 Financial Highlights

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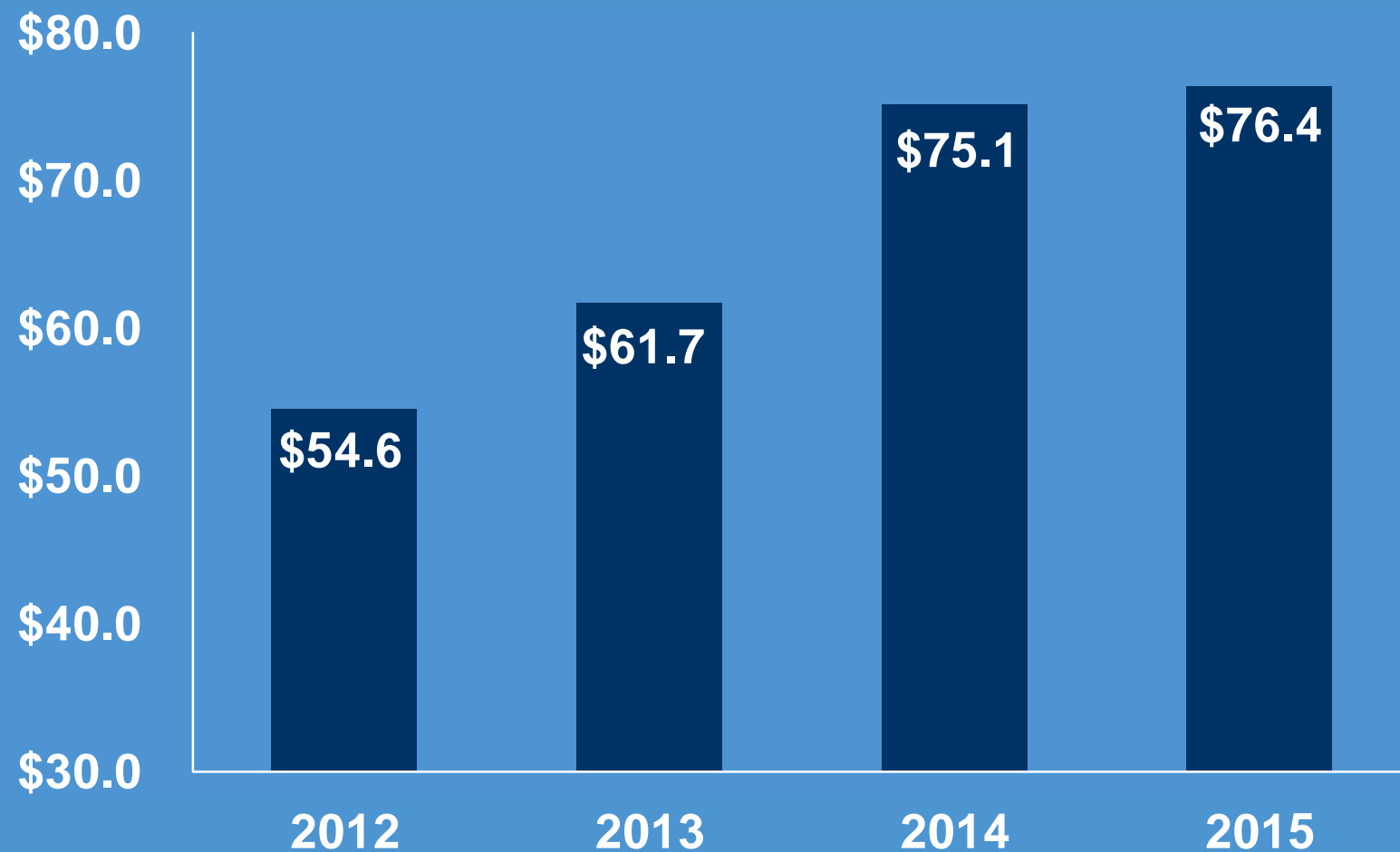


Record Performance in 2015

\$76.4 Million
Record Net Income

Net Income

In Millions



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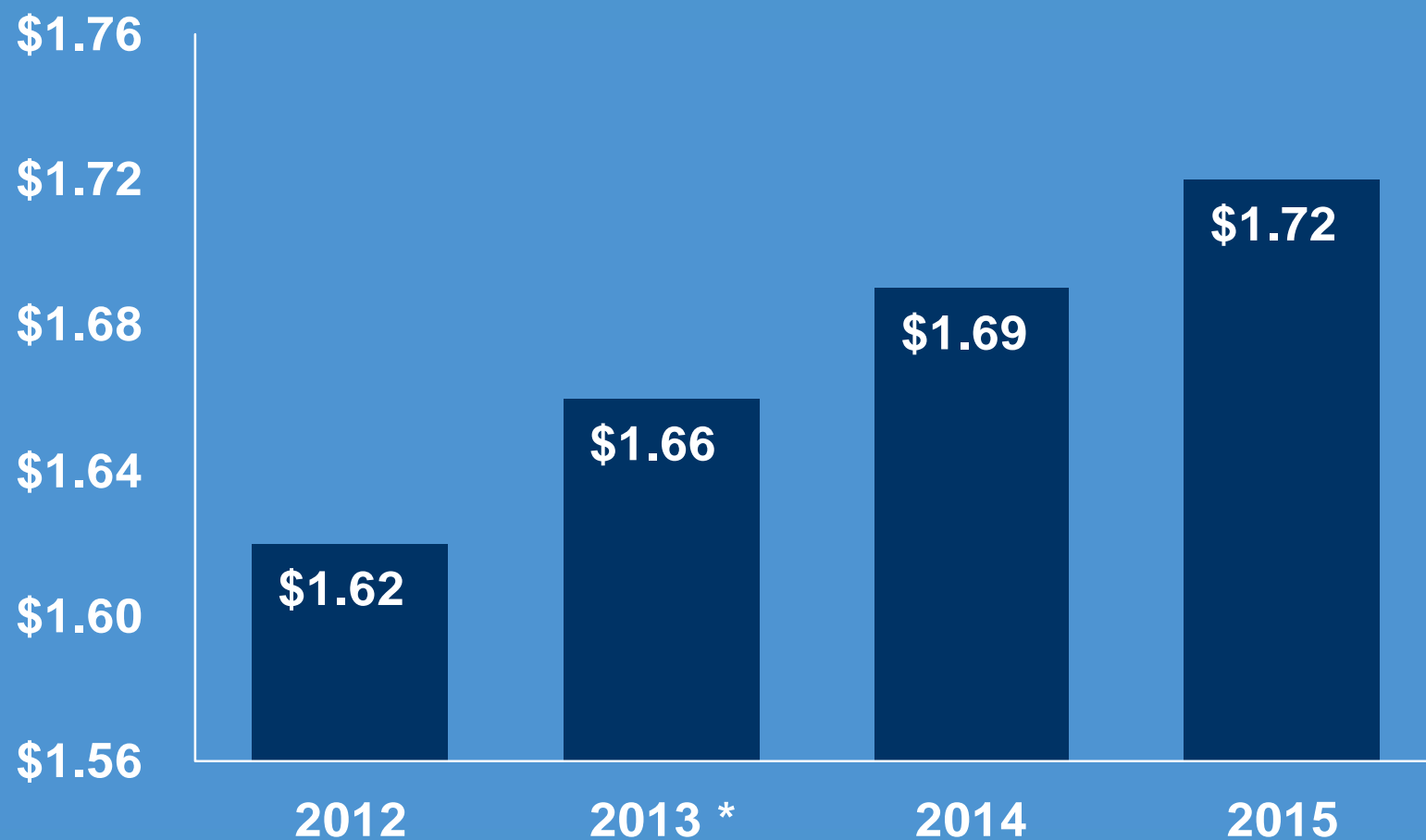
Record Performance in 2015

\$1.72

Earnings Per Share

Second Highest Ever

Earnings Per Share



* Excludes merger-related expenses from acquisition of Alliance

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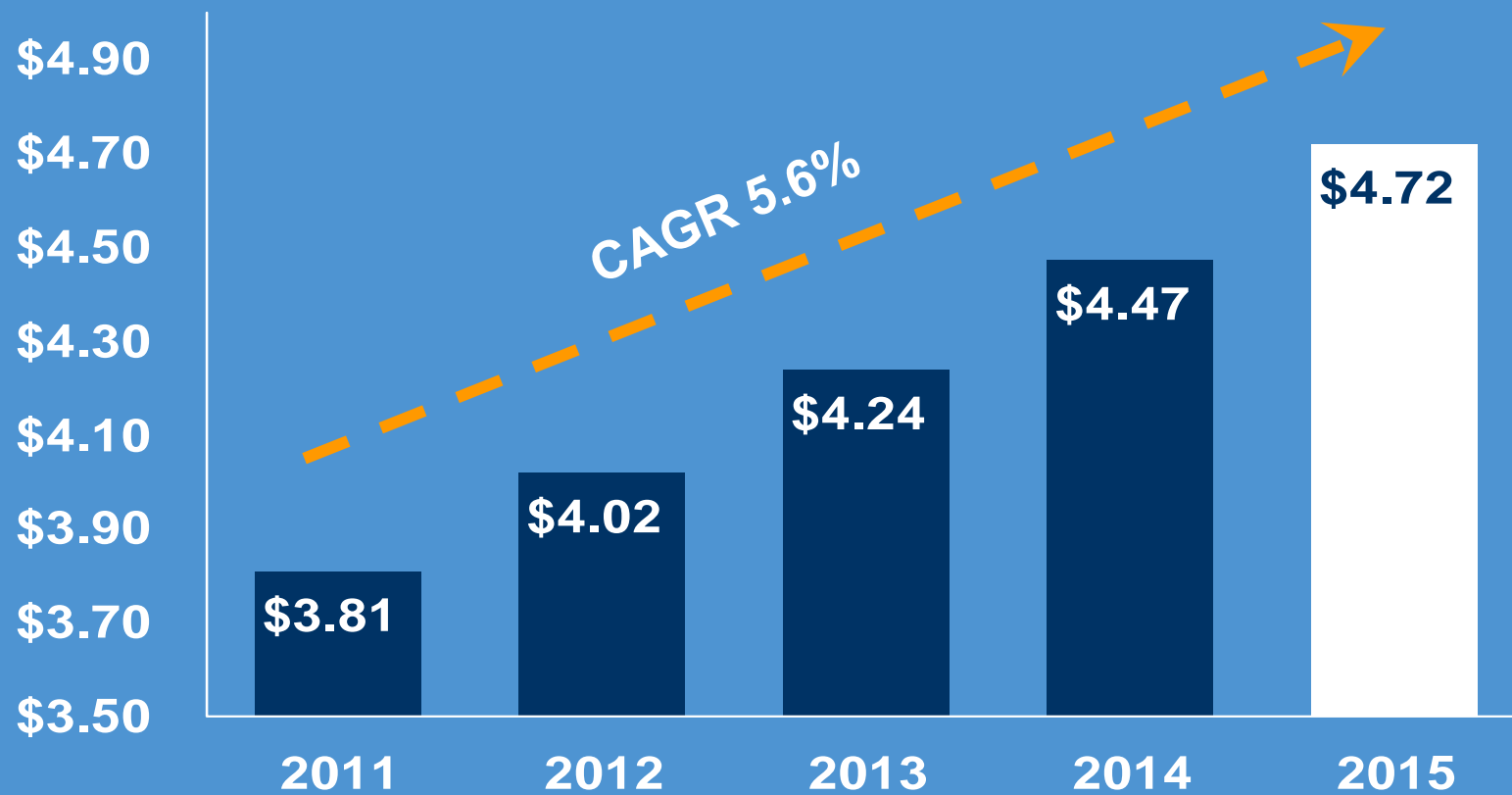


Record Performance in 2015

- Total Assets at \$8.3 Billion
- Loans at \$5.9 Billion
- Deposits at \$6.6 Billion

Performance Drivers: Organic Loan Growth

In Billions



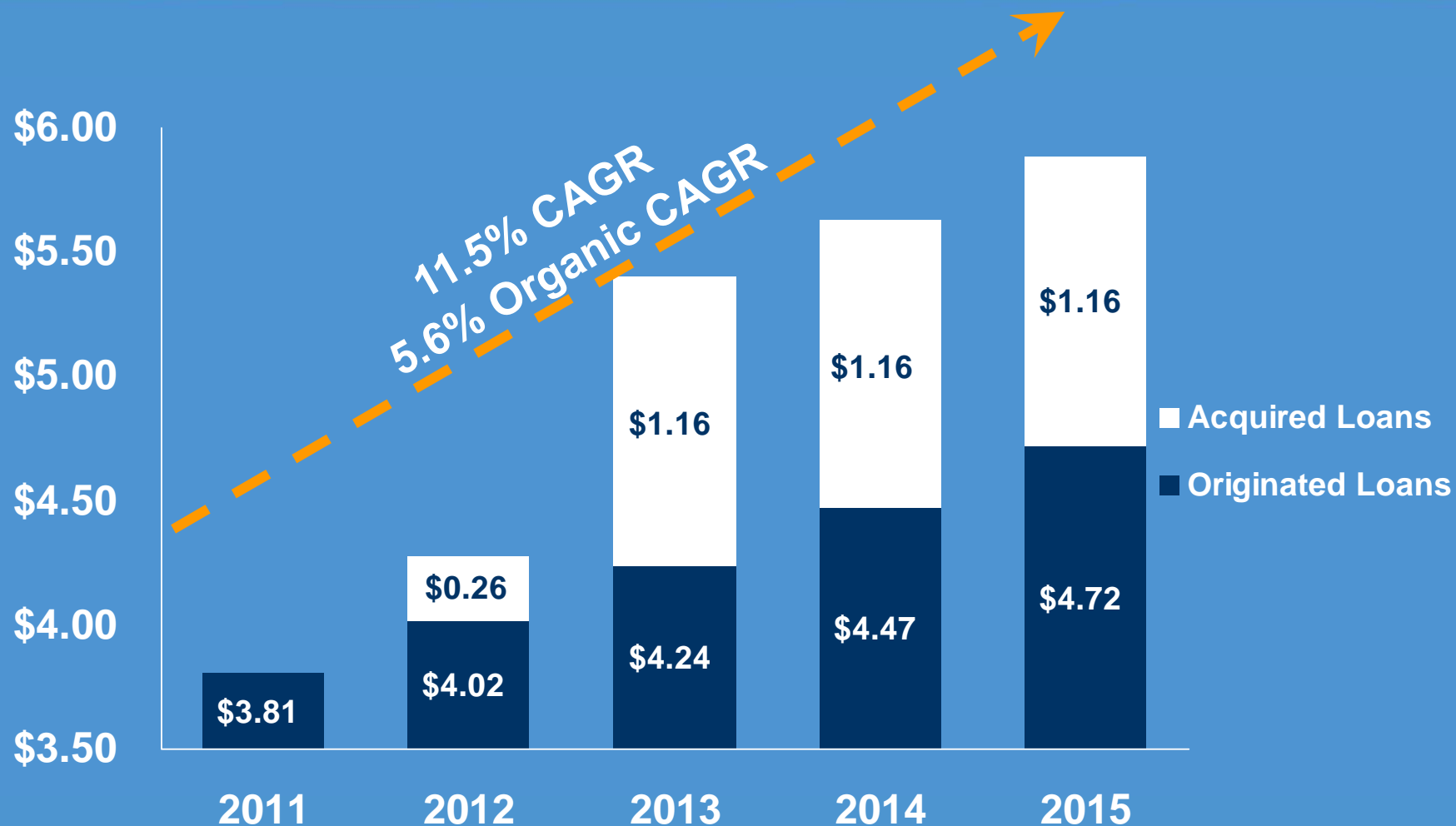
Loan balances shown without acquired portfolios

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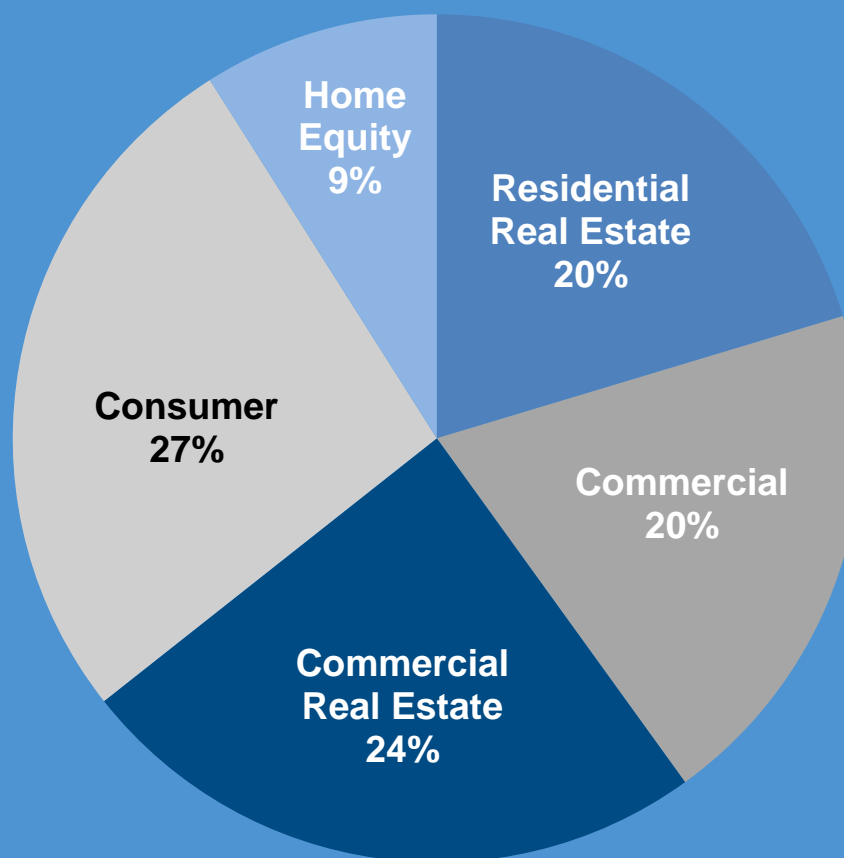
Performance Drivers: Loan Growth

In Billions

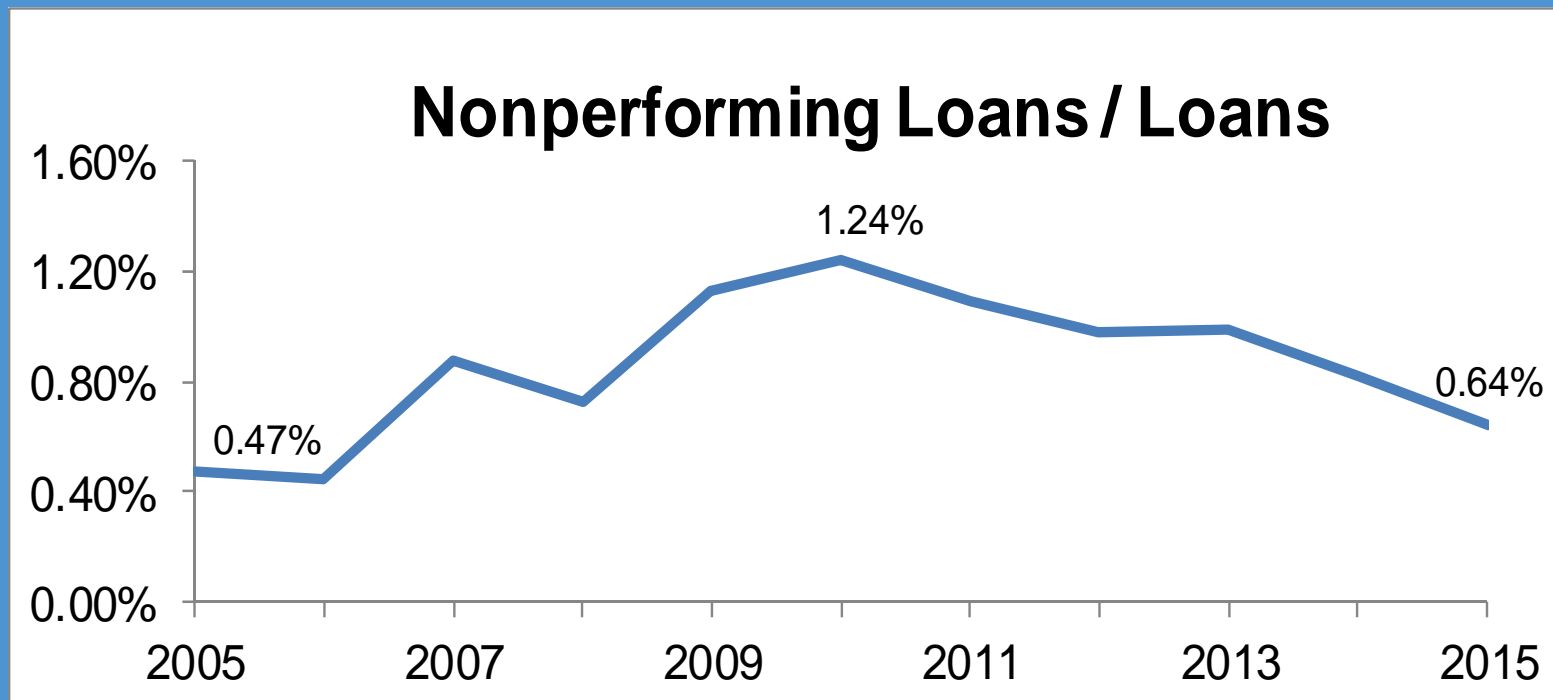


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2015 Diversified Loan Portfolio



Stable Asset Quality

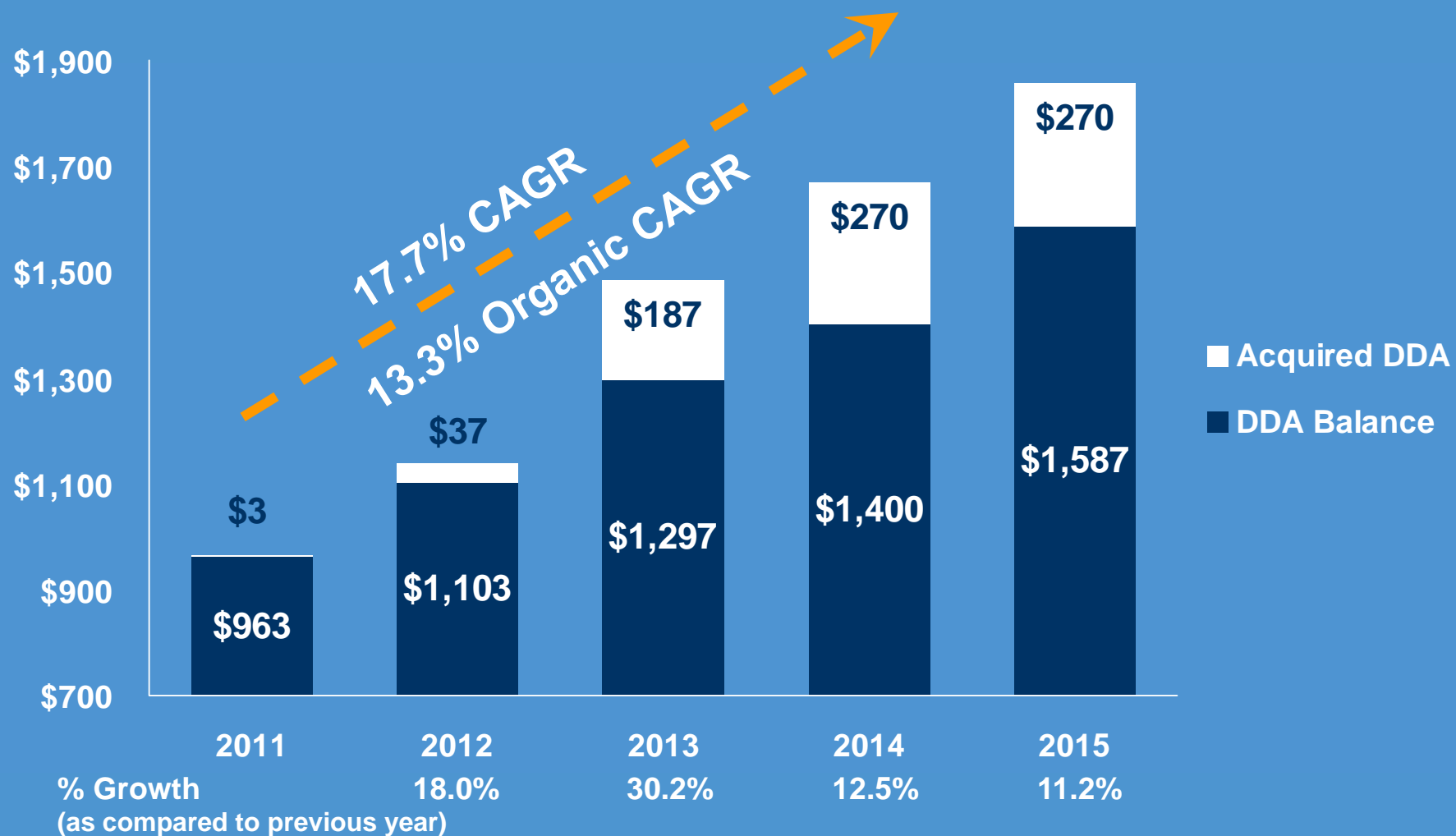


Stable asset quality trends continued in 2015

- 2015 net charge-offs to average loans at 0.38% compared to 0.41% for 2014
- Past due ratio of 0.62% as of 12/31/2015 is 7 basis points lower than 12/31/2014

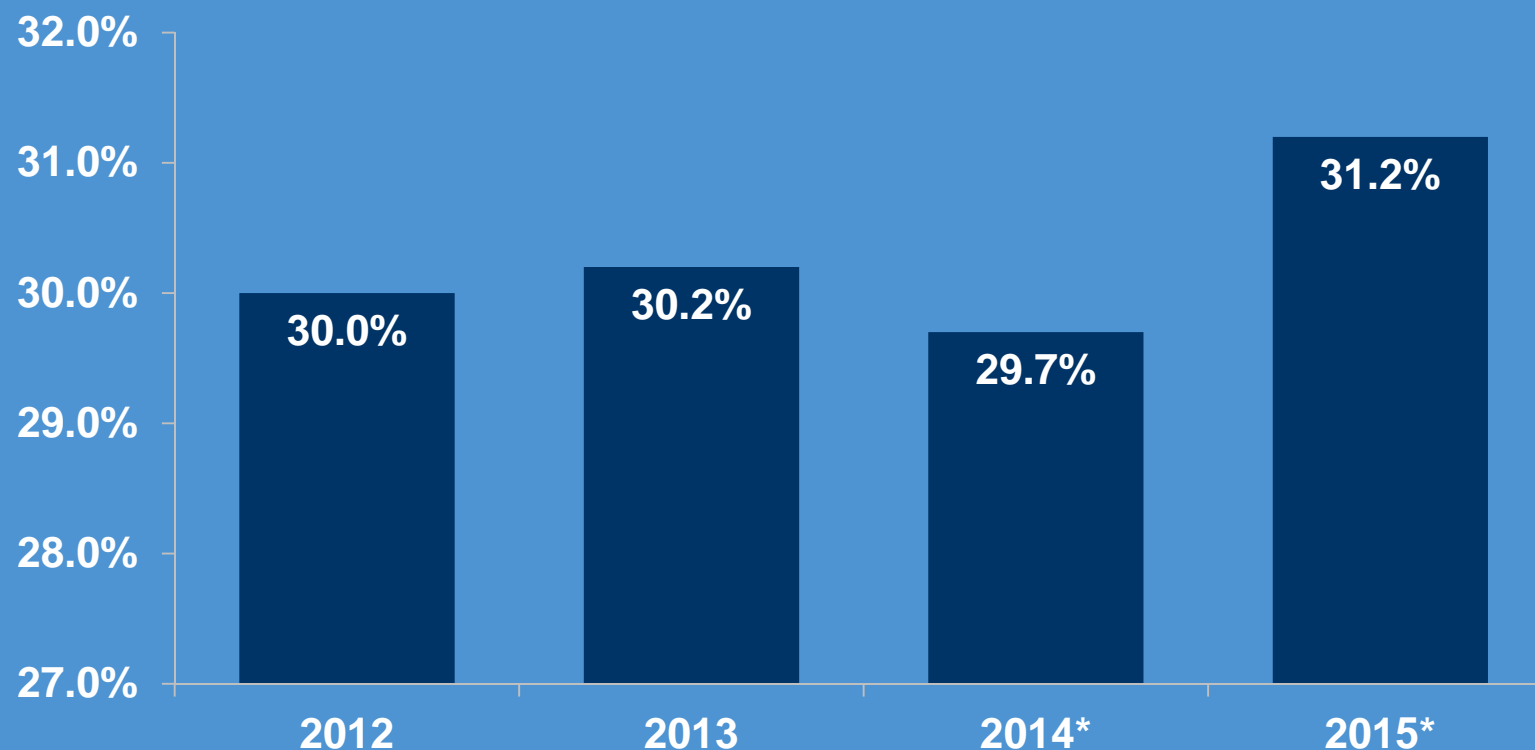
Performance Drivers: DDA Deposit Growth

Average Balances In Millions



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Noninterest Income as a Percent of Revenue



*Excludes gains from sale of Springstone LLC of \$19.4 million in 2014 and \$4.2 million in 2015

Strong, Sustained Financial Performance

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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
Independent Bank Corp.	INDB	Rockland, MA
MB Financial Inc.	MBFI	Chicago, IL

Company	Ticker	Location
NBT Bancorp Inc.	NBTB	Norwich, NY
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

Components of Profitability

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

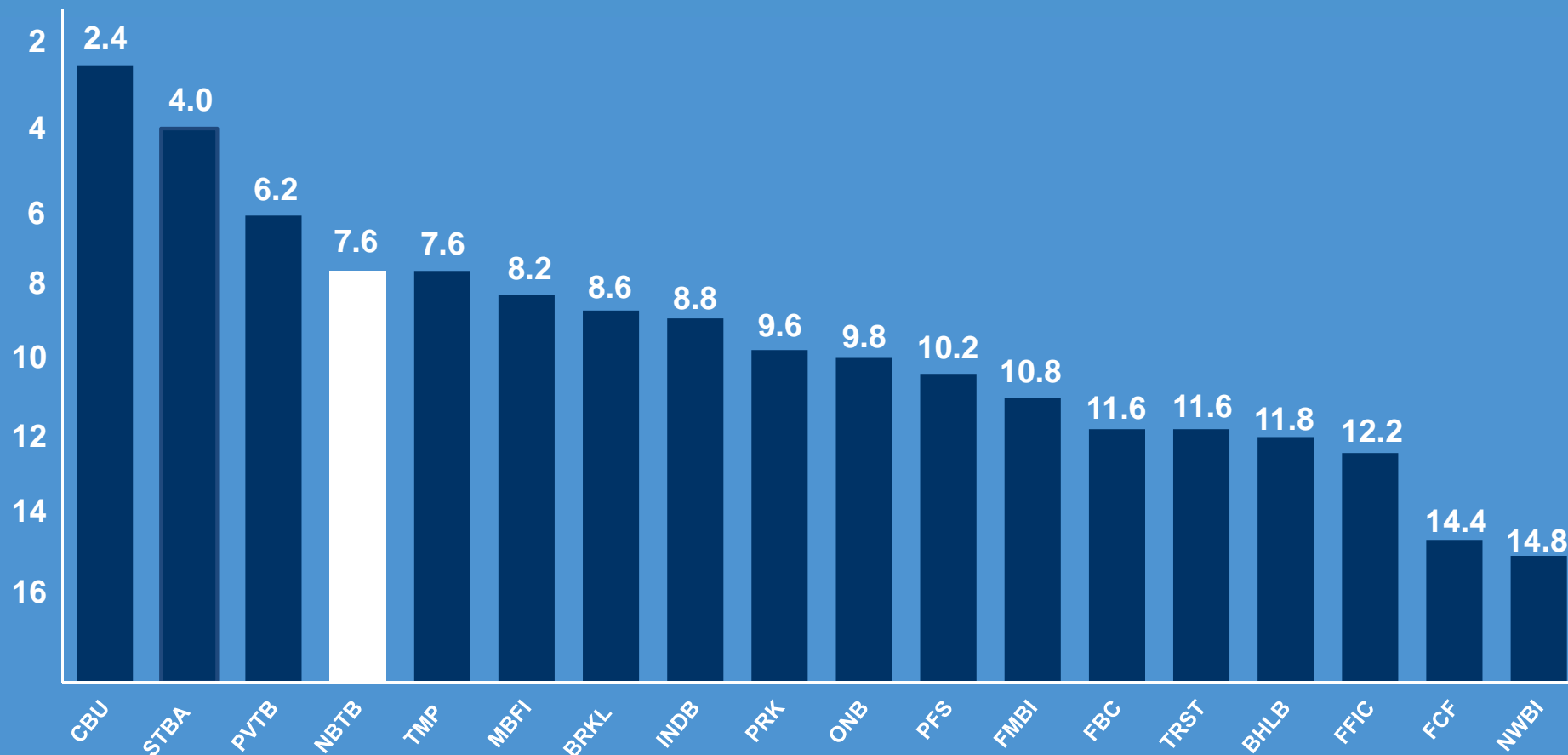
Relative Average Ranking

Year Ended December 31, 2015

Ratios	Relative Peer Ranking
Return on Average Tangible Equity	5
Return on Average Assets	9
Net Interest Margin	7
Efficiency Ratio	9
Nonperforming Assets to Total Assets	8
NBTB Average Ranking	7.6

Peer Group Relative Average Ranking

Year Ended December 31, 2015

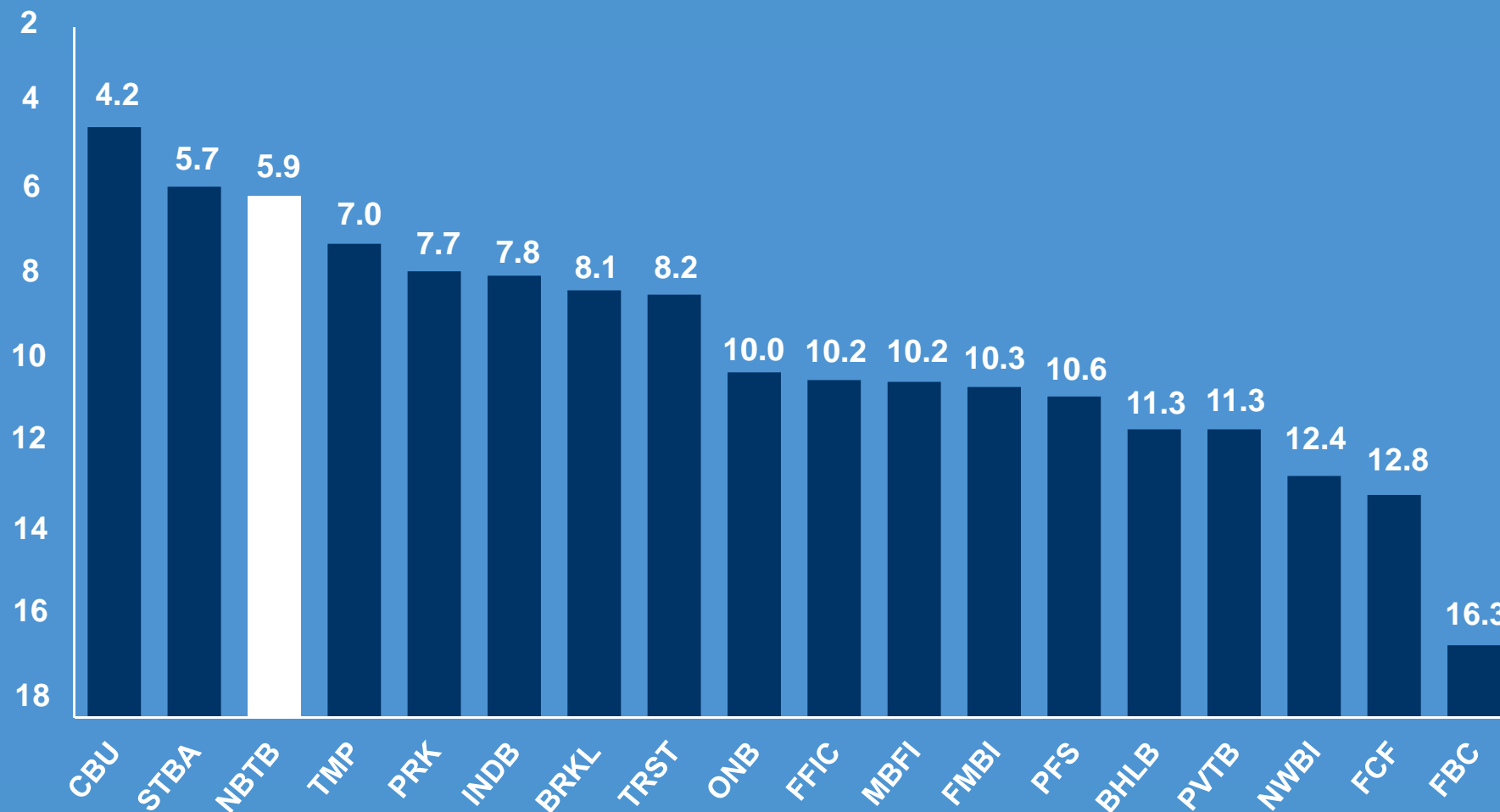


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Peer Group Relative Average Ranking

Ten-Year Average (2006 to 2015)



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NBT Bancorp Stock

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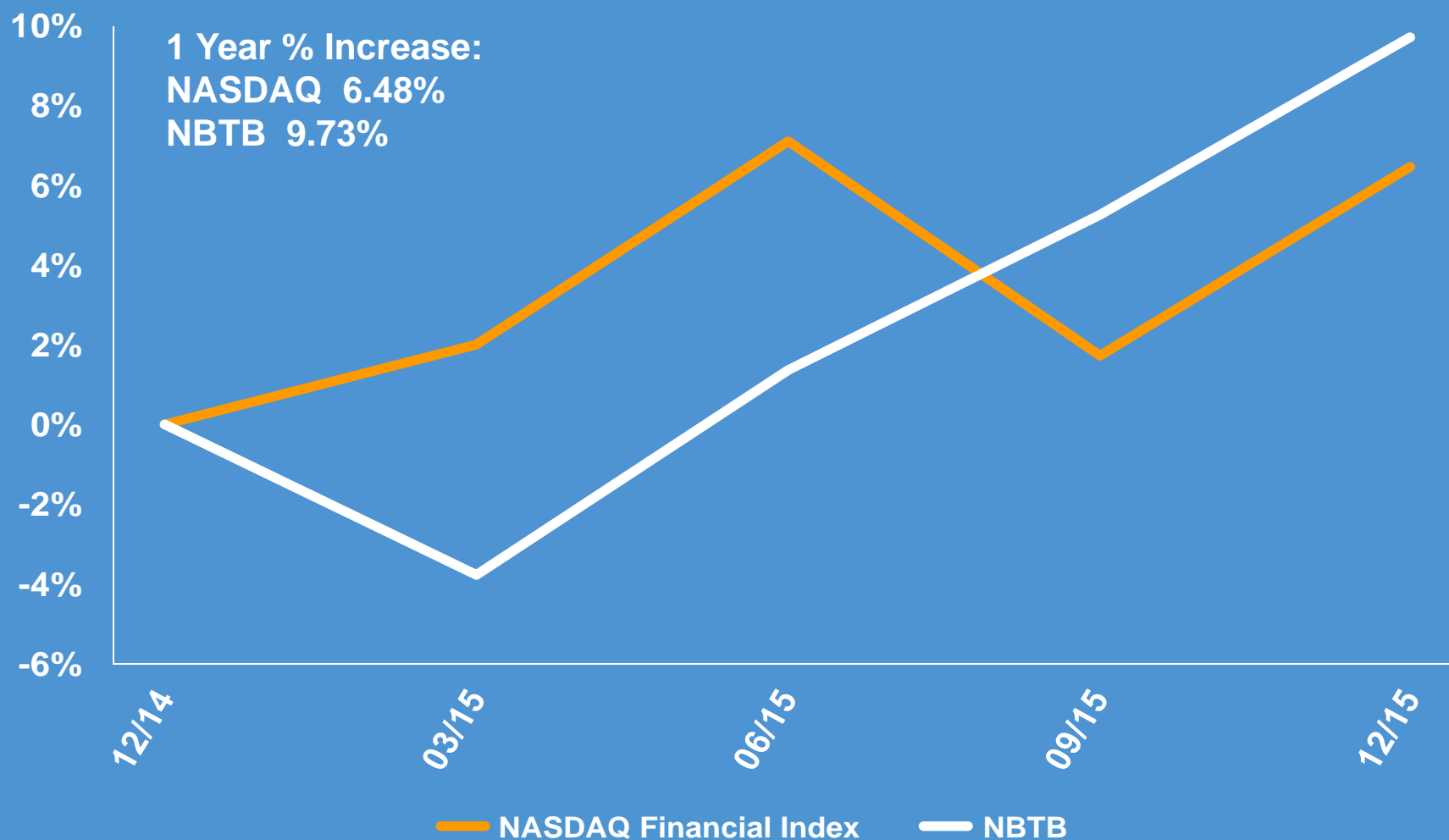
NBT Bancorp Stock

- Traded on NASDAQ Global Select Market
- Ticker Symbol: NBTB
- Institutional Ownership: 48%
- Average Daily Volume: 112,000



Relative Performance

One Year | For the Period from 12/31/2014 to 12/31/2015

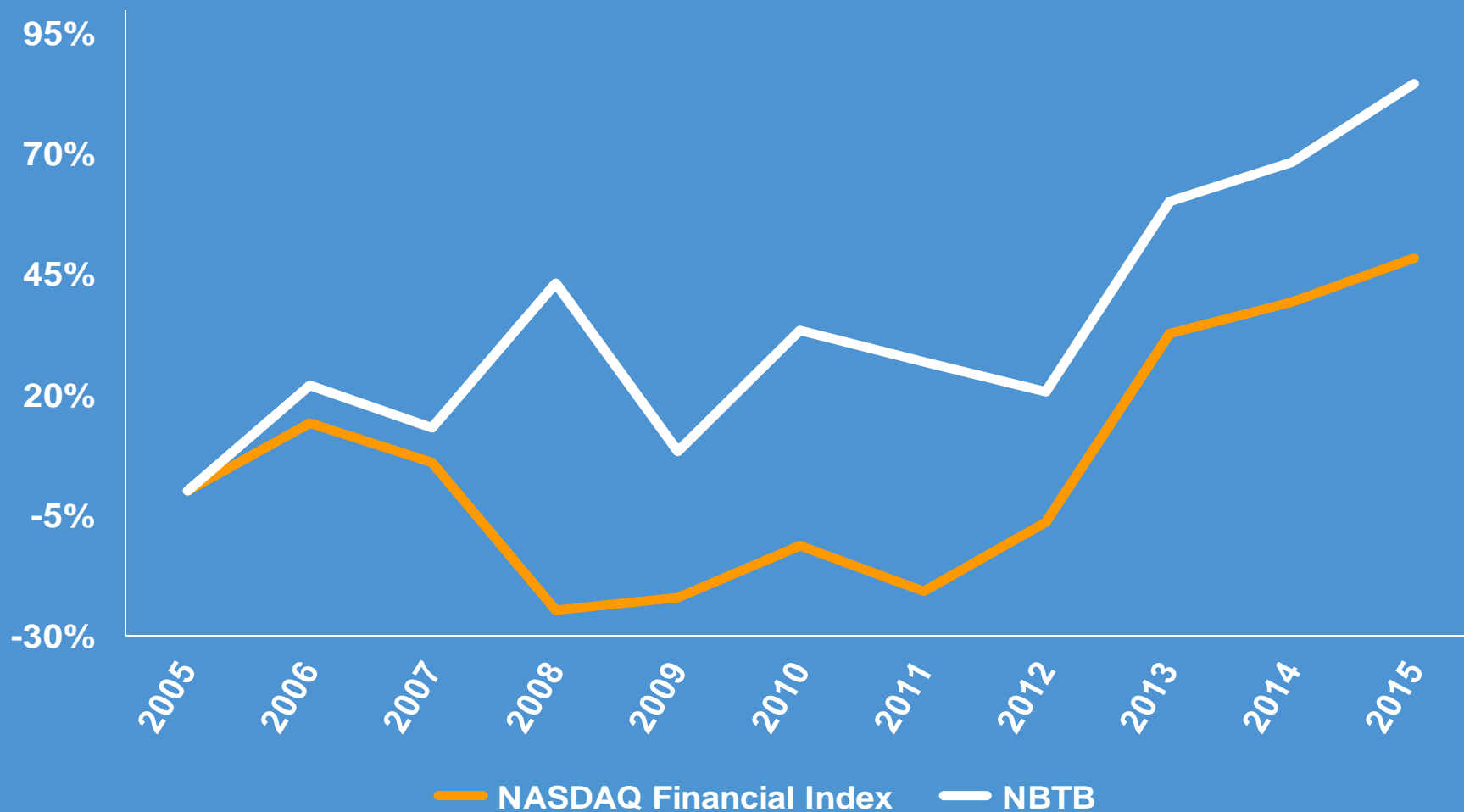


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Relative Performance

Ten Years | For the Period from 12/31/2005 to 12/31/2015

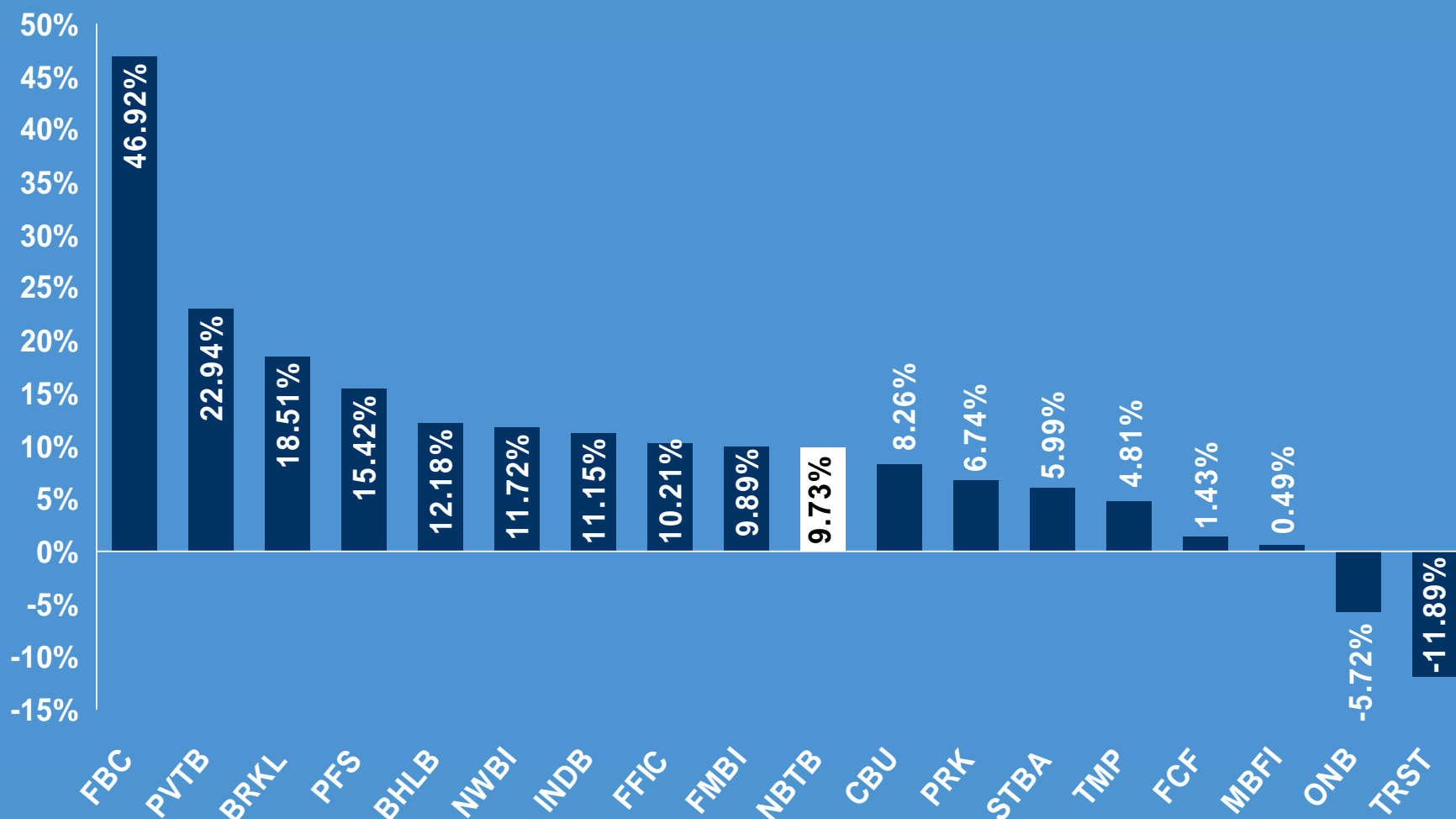


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Annualized Total Shareholder Return

One Year | For the Period From 12/31/2014 to 12/31/2015

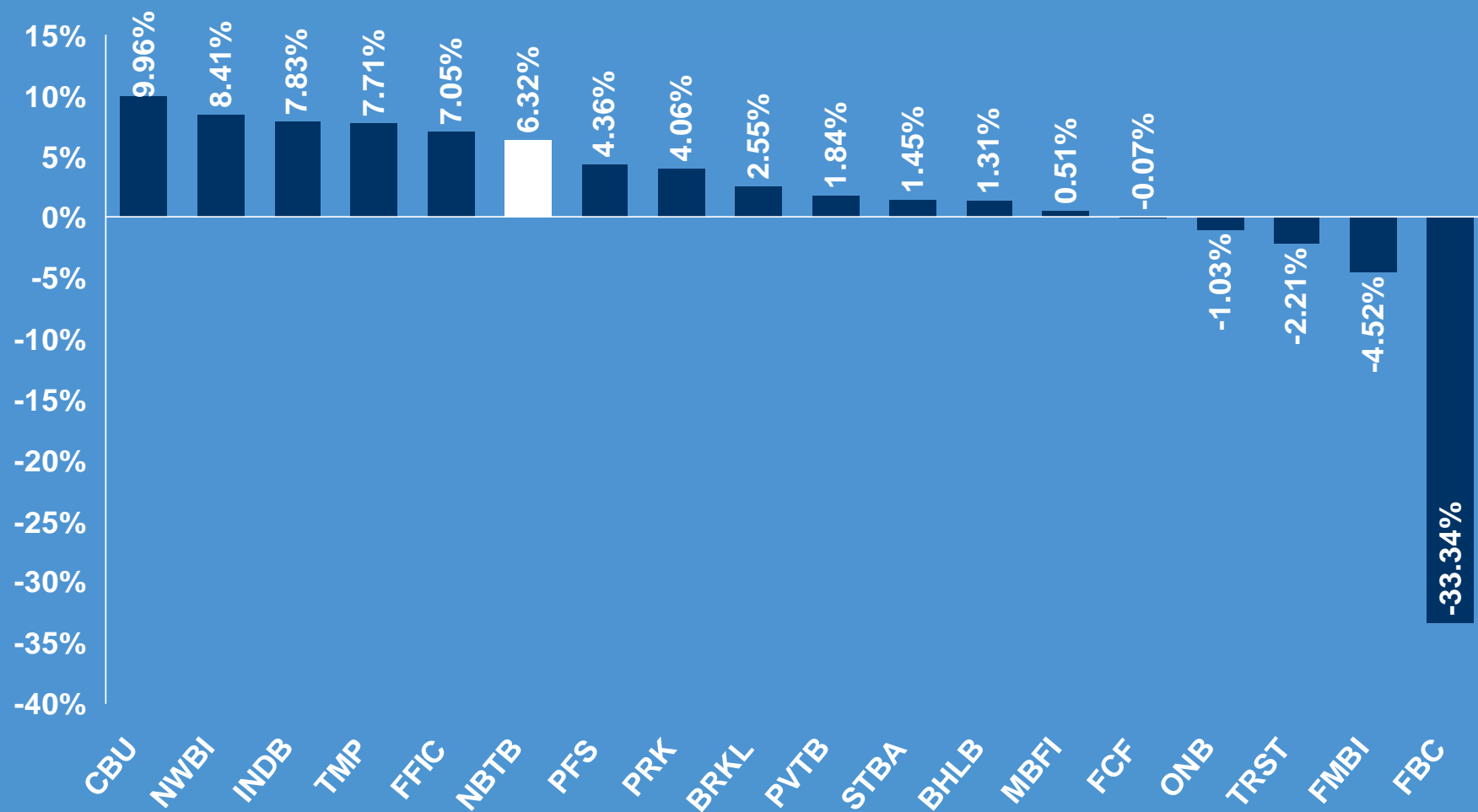


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Annualized Total Shareholder Return

Ten Years | For the Period From 12/31/2005 to 12/31/2015

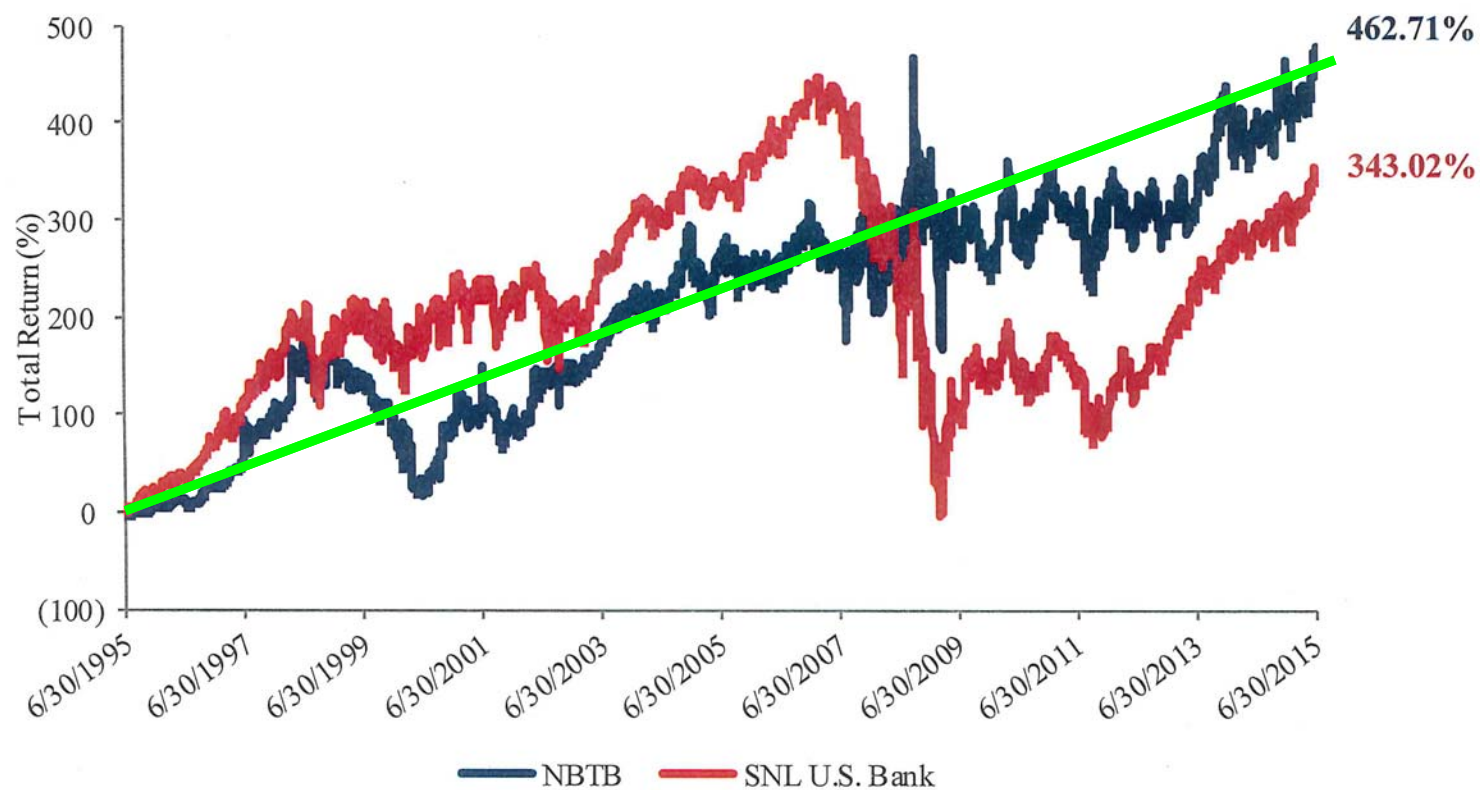


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Remarkable 20-Year Run of Consistency

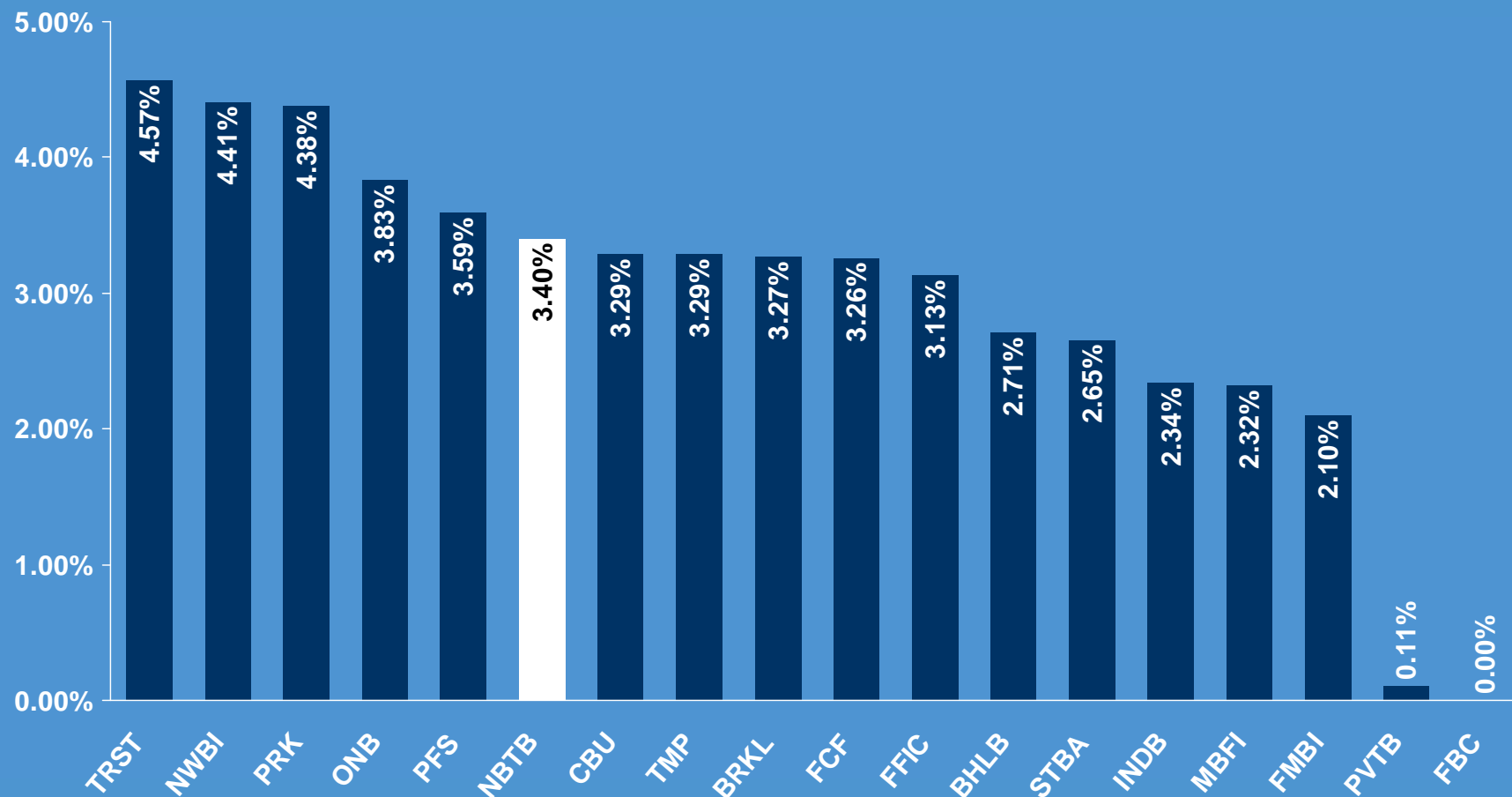
Total Return | Last 20 Years



Source: Griffin Financial Group LLC

Peer Group Dividend Yield

As of December 31, 2015



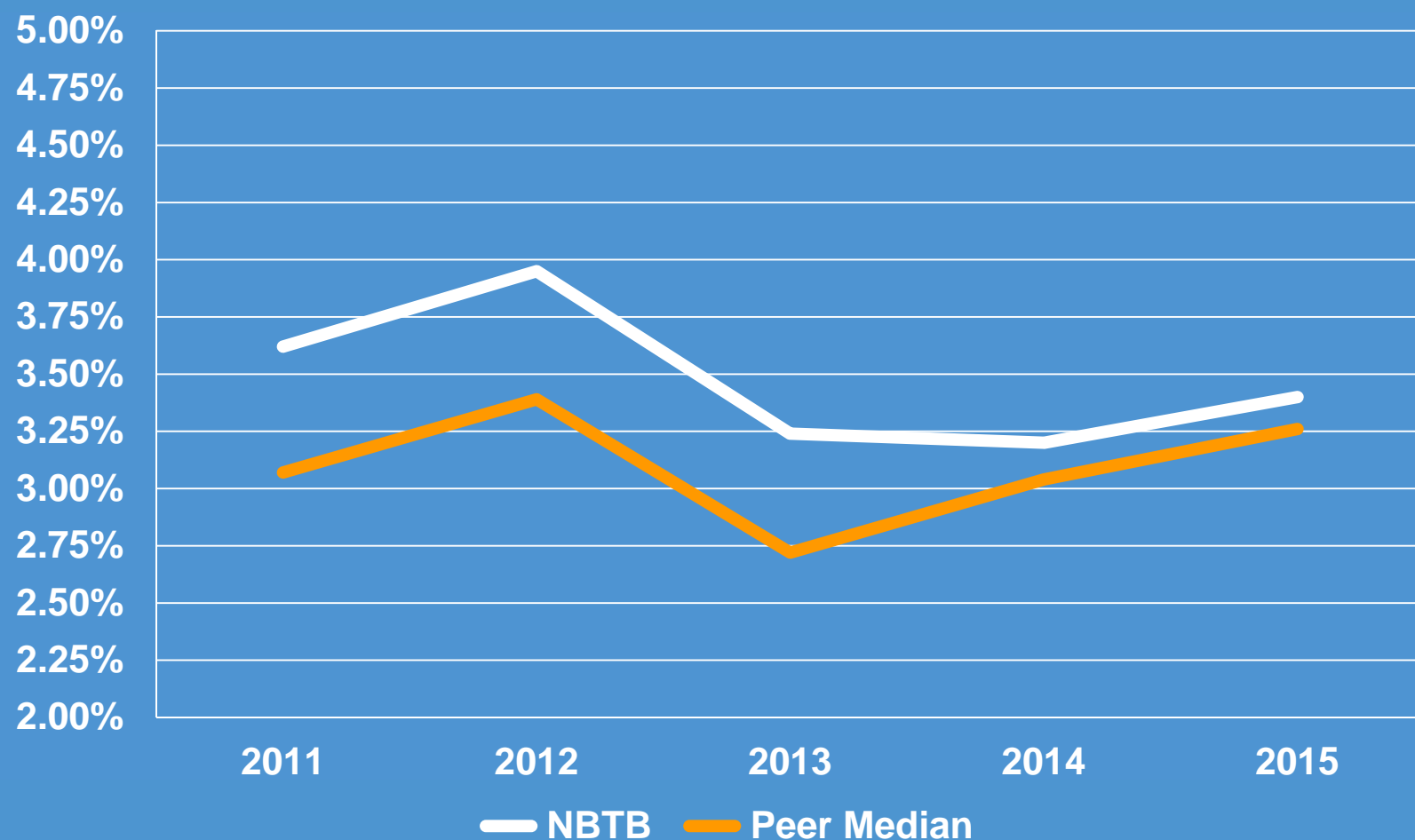
Source: SNL Financial

Median is 3.26%

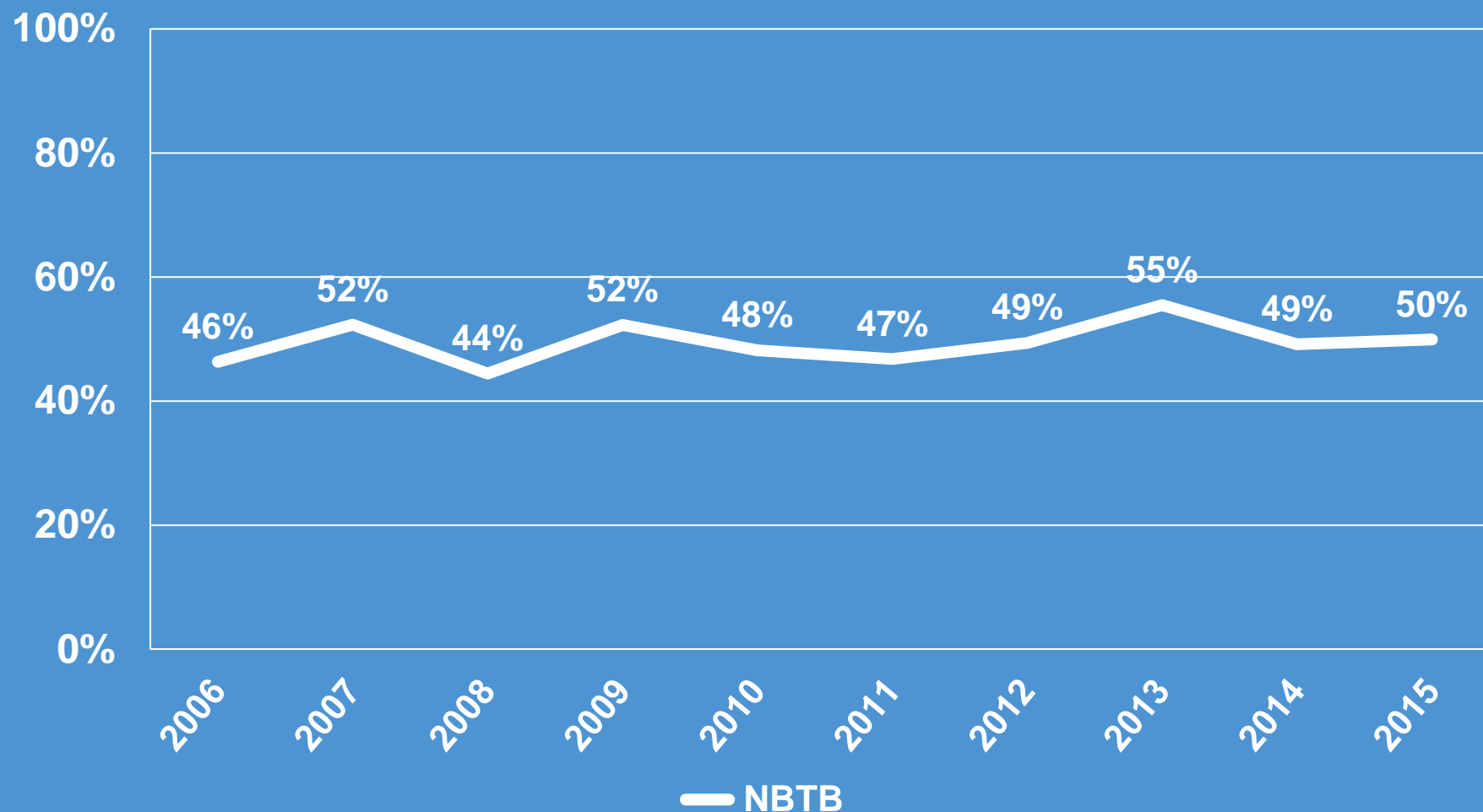
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Dividend Yield: NBT vs. Peer Median



Dividend Payout Ratio



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Business Updates

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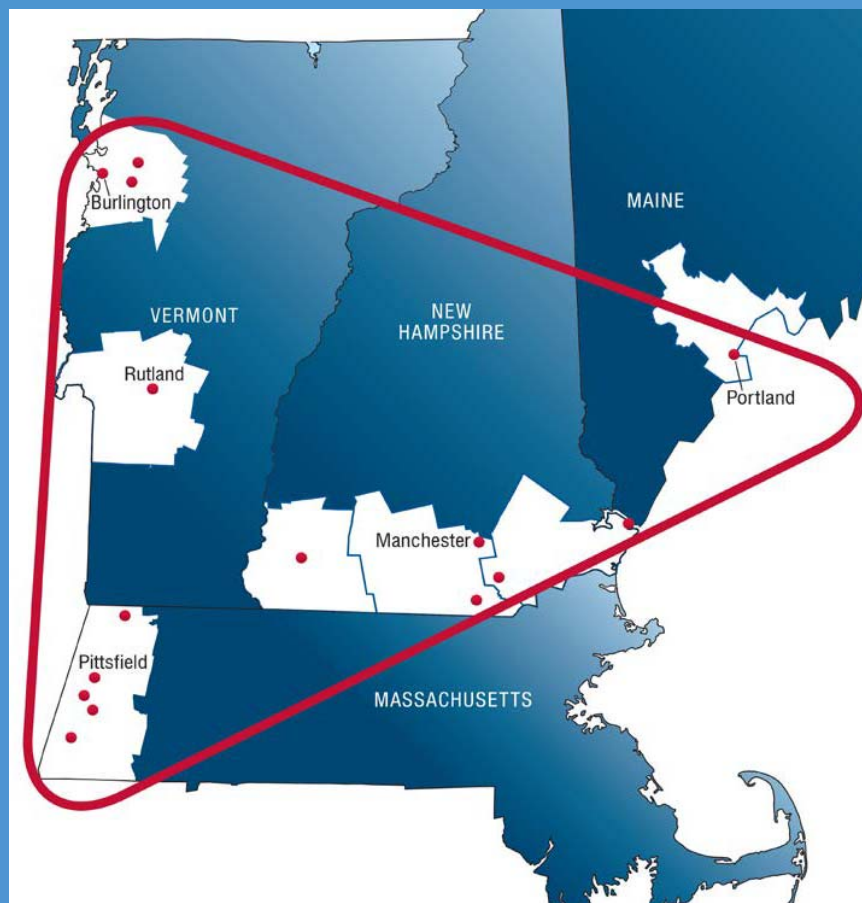


New England Strategy

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New England Strategy



State	Year Opened	Loans
VT	2009	\$412
MA	2011	\$90
NH	2012	\$310
ME	2015	\$43
As of December 31, 2015 Dollars in millions		\$855

- Almost \$1 Billion in Loans
- Wealth Assets Under Administration of \$217 Million
- Proven Growth Strategy
- Attractive Market Demographics

New England Strategy

“We view NBT’s successful New England efforts as a key differentiator of the franchise vs. other Upstate NY banks still struggling with the competitive slow growth environment of its marketplace.”

—
REALIZE THE POWER
OF PARTNERSHIP.

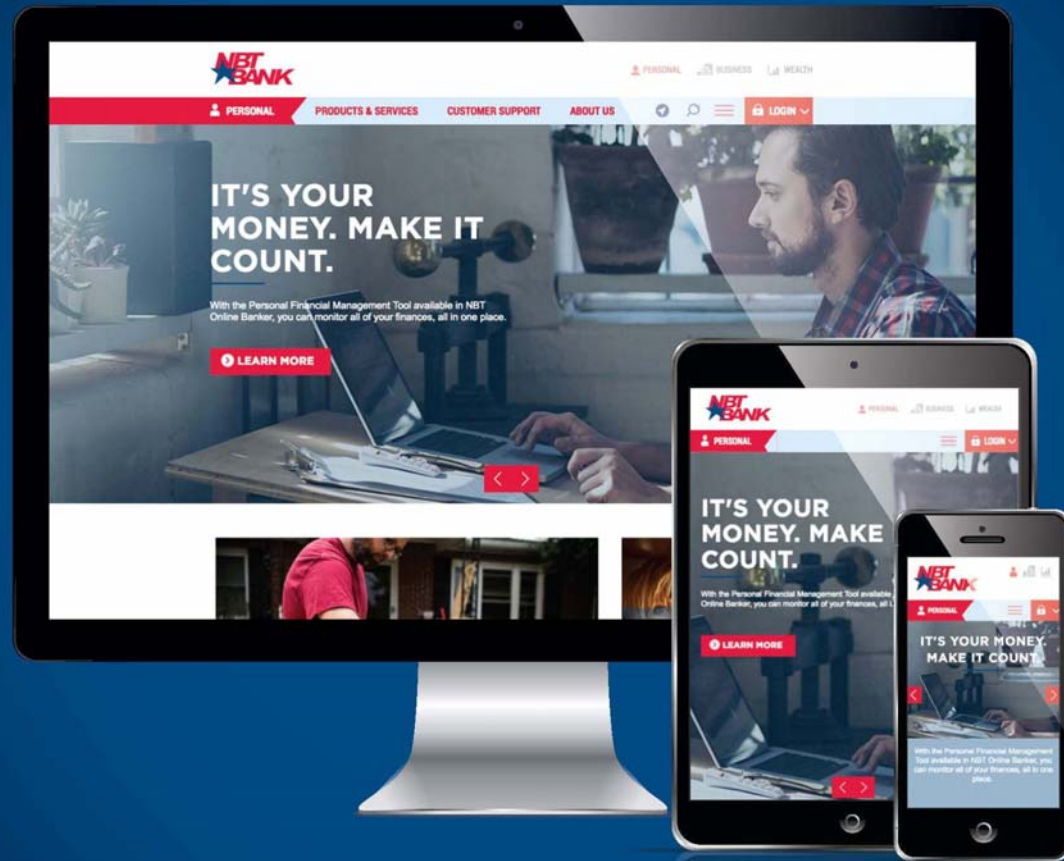
PiperJaffray

New Website Launch

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New NBT Bank Website



First Quarter 2016 Highlights

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First Quarter 2016 Highlights

- Earnings Per Share of \$0.43
- Net Income of \$18.9 Million
- Annualized Loan Growth of 5.8%
- Average Demand Deposits Up 11.3% from First Quarter 2015
- Positive Asset Quality Trends Continue

