

Commercial Banking Development Program



Developing Future Leaders in Commercial Banking



NBT
BANK

Pennstar
BANK

Commercial Banking Development Program



Martin Dietrich
President and CEO
NBT Bancorp

About NBT Bank and Pennstar Bank

Welcome! NBT Bank and Pennstar Bank are community banking divisions of NBT Bancorp Inc., a financial holding company headquartered in Norwich, N.Y. Our company has been in business since 1856, and we are proud of our long heritage of helping meet the financial needs of our customers. NBT Bank is based in Norwich and serves upstate New York. Pennstar Bank is based in Scranton, Pa., and serves northeastern Pennsylvania. We have more than 115 offices in these two states.

Our banks offer a wide range of financial products and services to help meet a variety of needs. We strive to ensure that our customers receive the highest level of service. Our personalized approach distinguishes us from our larger regional and national competitors. Our focus on providing innovative products and services sets us apart from our community bank competitors.

We understand that local businesses are the lifeblood of their communities. That is why we work with small and large businesses to develop individualized plans that help foster their success. We offer commercial and small business banking, trust and investment services, financial consulting, retirement plan administration and cash management services. We can help businesses, municipalities and nonprofit organizations better manage their resources.

NBT Bancorp is listed on the NASDAQ as NBTB. Our employees, management and directors have significant ownership stakes in our company. This demonstrates our commitment to the long-term success of our company and to serving the mutual interests of our customers and stockholders.

I am glad that you are interested in joining our dynamic team of banking professionals by participating in the Commercial Banking Development Program.

A handwritten signature in black ink, appearing to read "Martin Dietrich".



*We are seeking highly motivated recent college graduates
to participate in our Commercial Banking Development Program*



The Commercial Banking Development Program offers participants the opportunity to acquire a solid business foundation on which to build a successful career in commercial banking.

Commercial Banking Development Program

NBT Bank and Pennstar Bank's Commercial Banking Development Program is an accelerated program aimed at preparing participants to become relationship managers in our Commercial Banking Division. This comprehensive three-year program offers a framework for making sound commercial loan decisions. In this program, participants will learn about:

- Basics of credit analysis
- Financial statements
- Analyzing business and personal tax returns
- Analyzing cash flow
- Structuring commercial loans
- Managing a commercial loan portfolio
- Risk assessment
- Loan management and monitoring
- Business development
- Relationship management

The program includes a variety of learning experiences—such as classroom instruction, online training, job rotations, mentoring and in-the-field practice. Participants will develop an understanding of basic banking operations and an in-depth knowledge of the job skills and competencies needed to become a commercial banking relationship manager.

YEAR ONE

Participants will work at NBT Bank headquarters in Norwich, N.Y., and have frequent interaction with the commercial banking staff. They will also learn firsthand—through job rotations—about various divisions of the bank, including commercial banking, retail banking and credit administration.

YEAR TWO

Participants will work in the field with commercial banking relationship managers. This will help participants to continue developing their credit analysis skills.

YEAR THREE

Participants will prepare to move into the position of commercial banking account representative.

Throughout the three-year program, participants will have opportunities to:

- Work and train with experienced credit analysts and commercial banking relationship managers
- Rotate through various bank departments to gain exposure to all aspects of the banking business
- Receive formal training on credit analysis
- Complete on-the-job assignments and special projects
- Receive guidance from a mentor
- Receive periodic evaluations
- Create a career development plan
- Receive incentives and/or bonuses



Qualifications

Candidates who meet the following qualifications will be considered for the program:

- Bachelor's degree in finance, accounting, economics or business (with a minimum of nine hours of accounting coursework)
- Proficiency in Microsoft Office (Word, Excel and PowerPoint)
- Proven analytical and problem-solving abilities and strong interpersonal skills
- Excellent written and oral communication skills
- Proven leadership skills and willingness to participate in community activities





Training

At NBT Bank and Pennstar Bank, we believe in investing in our employees. During this program, participants will receive formal internal and external training to develop the skills needed to become an effective commercial banking relationship manager.

Sessions include:

- American Institute of Banking (AIB) online courses
- Risk management assessment seminars
- New York State Banking Association (NYBA) courses
- NBT Bank or Pennstar Bank Star Camp (sales skills development)
- Negotiation skills
- Managed assets training
- Loan documentation training
- Loan review training

Specific sessions will be based on each participant's experience and previous college coursework. Most training will be local; however, some training may require travel.

Career Planning

During the second half of Year Two, program participants will create personalized career development plans. Each participant will work closely with the credit manager, field manager and his or her mentor to design a comprehensive plan to support continued professional development.

As participants progress through the program, their performance will be evaluated. The regional commercial banking manager will schedule regular meetings with each participant to review progress, provide coaching and determine additional development needs.

Community Involvement

With our focus on community banking, we believe in the importance of reinvesting in the places where we do business. During the program, participants will be expected to join and become active members of local business and community groups. Many NBT Bank and Pennstar Bank employees participate in local groups as members or board directors. This involvement is vital to our communities, and it creates valuable networking opportunities for the banks.

Special Projects

Program participants will be involved in community service projects, internal bank projects and a group project.

Exposure to community service projects will enhance participants' understanding of the Community Reinvestment Act (CRA), a federal law that encourages banks to help meet the credit needs of all segments of their communities, including low- and moderate-income neighborhoods. Community service projects also enable participants to build relationships and network with other employees and managers at NBT Bank and Pennstar Bank. Possibilities include:

- Organizing bank-sponsored events
- Becoming involved with local community events
- Playing a leadership role in a local United Way campaign

Participants will also be actively involved in commercial banking projects, such as:

- Planning a credit analyst conference
- Developing pricing models
- Participating in a database cleanup project

Contact Information

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*Thank you for your
interest in NBT Bank
and Pennstar Bank.*