



**2019 ANNUAL
RESULTS
INVESTOR
PRESENTATION
MARCH 2020**

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Introduction

OUR PURPOSE AND STRATEGY

We've built our strategy around our purpose of providing **Real Help with Real Life**. For us, as a building society, it means delivering three central ambitions:

- Helping people to have a **place to call home**
- Helping them towards greater **financial wellbeing**
- Creating long-term **value for our members**.

To enable us to achieve our ambitions, we've identified five priority areas to focus on over the next few years:

- **Help** people with the real financial barriers they face, through our products, services and community programmes
- **Digitalise** our business to become more agile, efficient and effective
- **Unleash** every one of our colleagues to maximise their full potential
- **Expand** our reach, physically and digitally, so we can help more people.
- **Protect** our stakeholders by making sure our Society is financially and environmentally sustainable.



We made good progress delivering on our strategic priorities in 2019

PLACE TO CALL HOME

MEMBER VALUE

FINANCIAL WELLBEING



49,776
people into
a home
in 2019

2,005
People
in social
housing

3,271
Renters

206
Homeless
young people

44,294
Homeowners

£95m



84,008
people with
greater financial
wellbeing
in 2019

1,254
People
supported with
employability
skills

7,322
People
supported
with financial
literacy

75,432¹
New customers building
their savings pot

Our value creation model

INPUTS

Financial

- Interest received from customers on mortgages
- Fees and charges received from customers
- Members' savings deposits
- Funding from investors
- Financial capabilities (e.g. financial reserves and risk management)

Social

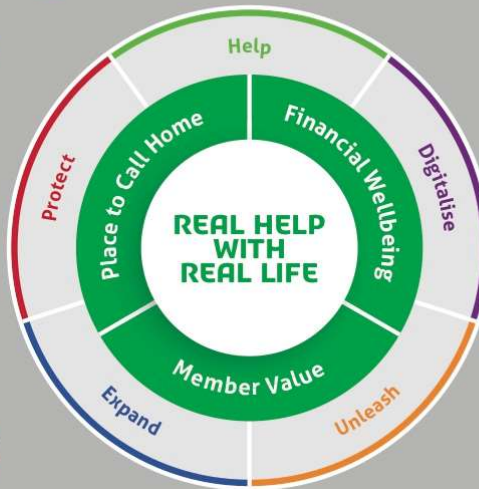
- Strong relations with stakeholders, including partners
- Thriving local communities
- Healthy housing market and employment rates

Human

- Colleagues' time, skills, knowledge and experience
- Internal systems, processes and technology

Environmental

- Energy, water and other natural resources consumed



OUTPUTS AND IMPACTS

Financial

1. Interest paid to our members and investors
2. Pay and benefits provided to our colleagues
3. Profits to ensure our long-term sustainability for all our stakeholders
4. Taxes paid to the Treasury

Social

5. Access to a place to call home through mortgages and End Youth Homelessness partnership
6. Greater financial wellbeing through savings accounts and financial education programmes
7. Great customer service in branches, agencies, by phone and online
8. Investment in our local communities

Human

9. Training and development for our colleagues
10. Engaging workplace culture

Environmental

11. Environmental footprint.

1.	Average rate paid	1.09%
2.	Colleague pay and benefits	£141M
3.	Core operating profit	£185M
4.	Tax paid	£62M
5.	People helped into a home	49,776
6.	People helped towards greater financial wellbeing	84,008
7.	Net Promoter Score (NPS™)	+51
8.	Community investment	£1.0M
9.	Colleague training investment	£1.5M
10.	Colleague engagement score	7.4/10
11.	Annual carbon footprint reduction	17%

Our business model gives us genuine advantage

Foundations

Assets that have high future value and are hard to replicate or maintain

- Strong capital (sufficient post 0% CCyB for end-state leverage MREL) and liquidity position
- In-built & authentic purpose
- Strong customer advocacy & trust platform
- Scaled F2F platform giving access to high quality liabilities

High degree of optionality & latent customer ‘permission’ – and expectations

Structural features

Positional advantages that can be exploited

- Highly focussed on ‘just’ two customer need sets...
- ...Correlated with perpetual & structural UK wide demand
- Mid tier, 3% player...
- ...substantial enough to generate significant surpluses; focus makes implementation easier than larger competitors

Large enough to keep investing in future development, small enough for that development to count

Cycle stage

An advantaged development trajectory

- Cost base on a strong downward trend (15% down from peak)
- Significant multi-year transformation programmes now at an end, including market-leading digital platform in the mortgage market
- Digital follower – fewer mistakes, cheaper solutions

Much of the ‘heavy lifting’ that other mid size peers are facing has now been done

Our business overview

- Yorkshire Building Society (YBS) is the 3rd largest UK Building Society with total assets of **£44bn⁽¹⁾**
- Mutual organisation owned by circa **3m⁽¹⁾** members
- Operating under a dual-brand strategy
 - Direct lending via YBS branches and the internet
 - Intermediary lending via Accord Mortgages
- Traditional building society model with a predominantly retail balance sheet. One of only three building societies operating under the highest regulatory status for both lending and treasury activities under SS20/15 (i.e. 'Mitigated' and 'Comprehensive')
 - Residential mortgage lending in UK - **£38bn⁽¹⁾**
 - Large retail deposit base - **£31bn⁽¹⁾**
- Strong capital position - CET1, **16.6%⁽¹⁾** (under a standardised approach for RWAs)
- UK Leverage ratio - **5.8%⁽¹⁾**
- Liquidity ratio - **13.8%⁽¹⁾⁽²⁾**

Agency	Short Term	Long Term	Outlook	Last change
Fitch	F1	A- (senior)	Stable	Upgrade September 2014
Moody's	P-2	A3 (senior)	Negative ¹	Upgrade September 2017



 YORKSHIRE BUILDING SOCIETY	ESTABLISHED 1864
 ACCORD MORTGAGES	ESTABLISHED 2003
 CHELSEA BUILDING SOCIETY	MERGED 2010
 NORWICH & PETERBOROUGH BUILDING SOCIETY	MERGED 2011

Source: (1) YBS 2019 Press Release

(2) Liquidity Ratio defined as - The total of cash and balances with the Bank of England, loans and advances to credit institutions, debt securities and other liquid assets as a percentage of shares and borrowings

Source: Fitch Ratings, Moody's Investors Service

¹On 12/11/2019 Moody's placed YBS (and 14 other UK banking groups) on Rating Watch Negative due to their view that the operating environment was likely to weaken



Financial performance

2019 Full Year Results Key Highlights

STRONG PERFORMANCE

▶ YBS is maintaining its position as a leading UK mortgages and savings provider

Statutory Profit before tax

€167m
€193m in 2018

Core Operating Profit

€185m
€181m in 2018

ASSET GROWTH AND MARKET SHARE

Increased total asset base

€44bn
€43bn in 2018

Gross mortgage lending

€7.9bn
€1.1bn net lending

performance in line with plans as YBS continues to take a measured approach to lending in a competitive market.

Savings balances

€31bn
balancing savings flow versus mortgage lending

CONSISTENT PERFORMANCE

▶ Asset quality remains strong.

3 months + Arrears (including Possessions)

0.56%
0.50% at YE 2018

Below the comparable UK Finance ratio of 0.76% (Q3 2019).

STRONG LIQUIDITY POSITION

Liquidity holdings stable

€5.6bn (13.8%)
€5.5bn (13.9%) in 2018

Liquidity coverage ratio

169%
159% at YE 2018

▶ Contingent liquidity available via Bank of England.
▶ Liquidity predominantly Bank of England Reserve Account, Gilt, SSA, Covered Bonds and T-Bills.

CAPITAL POSITION AND LEVERAGE

Strengthened CET1 Capital ratio

16.6%
16.3% at YE in 2018 (standardised basis)

Increased CRR leverage ratio

5.5%
5.8% UK leverage ratio

PUTTING THE CUSTOMER FIRST

Increased Net Promoter Score (NPS™)

+51
+41 at YE in 2018

Statutory and Core Operating Profit

£m	2017	2018	2019
Net interest income	502	472	465
Fair value volatility	13	20	(22)
Net realised gains	6	8	6
Other income	15	10	8
Total income	536	510	457
Management expenses	(340)	(311)	(290)
	196	199	167
Loan loss provisions	10	1	(0)
Other provisions	(40)	(7)	(0)
Statutory profit before tax	166	193	167

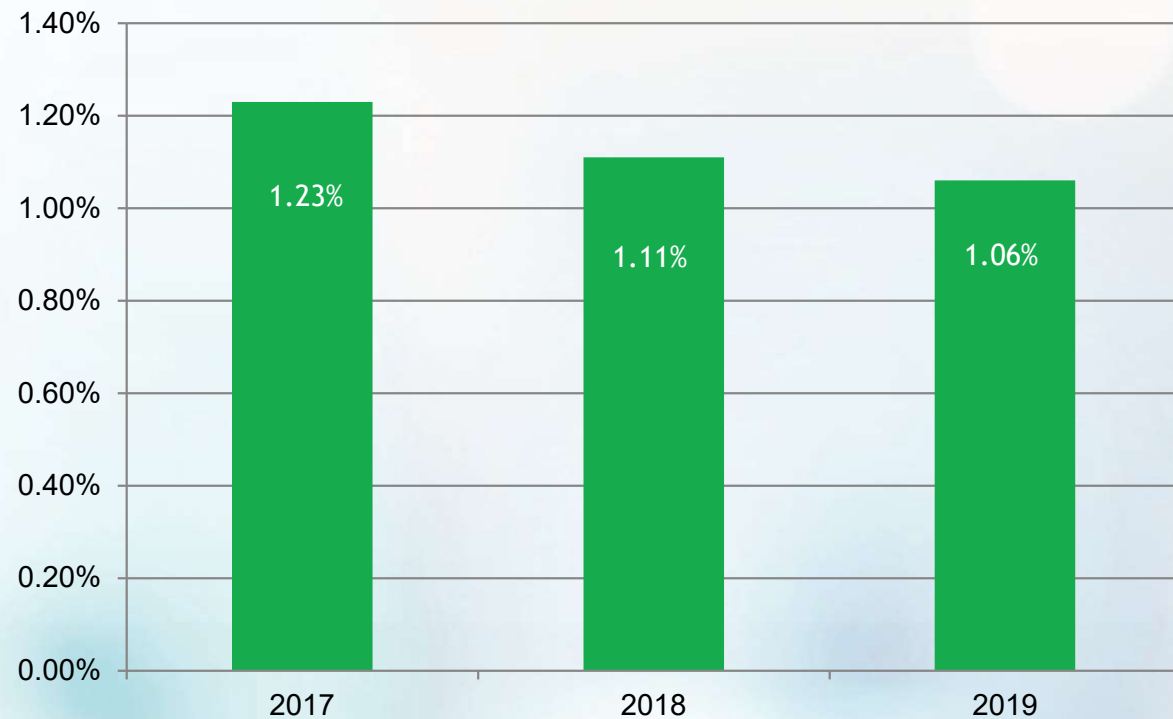
Statutory profit before tax	2017	2018	2019
Add back:			
FSCS levy ¹	2	(1)	0
Non-core investments ²	(6)	(7)	(2)
Timing differences - fair value volatility ³	(7)	(13)	29
Credit Day 1 fair value ⁴	(4)	(3)	(2)
Restructuring provision ⁵	14	10	1
GMP equalisation ⁶	-	2	0
Other non-core items	(5)	-	(3)
Core operating profit	160	181	185

- 1) UK Depositor Protection Scheme
- 2) Structured Credit
- 3) Accounting volatility on hedging

- 4) Release of merger Fair Value
- 5) Restructuring costs due to organisational changes
- 6) Costs of equalisation of pension scheme benefits

Income Statement - Net Interest Margin

- Net interest margin has decreased in line with Strategic Plan
- Reduction in mortgage margins (competitive low rate environment & increased re-mortgage activity)
- Provided higher savings rates at 0.34% above market average (2018: 0.37%), resulting in more than £95m of benefit to members.



Source - YBS 2017 & 2018 Annual Reports and Accounts and 2019 Press Release

Income Statement - Costs

- We believe Cost: Core Income is a better measure of performance because it does not include accounting volatility on hedges that don't qualify for hedge accounting
- Major cost initiatives continuing
- Medium term goal Cost: Income ratio below 55%



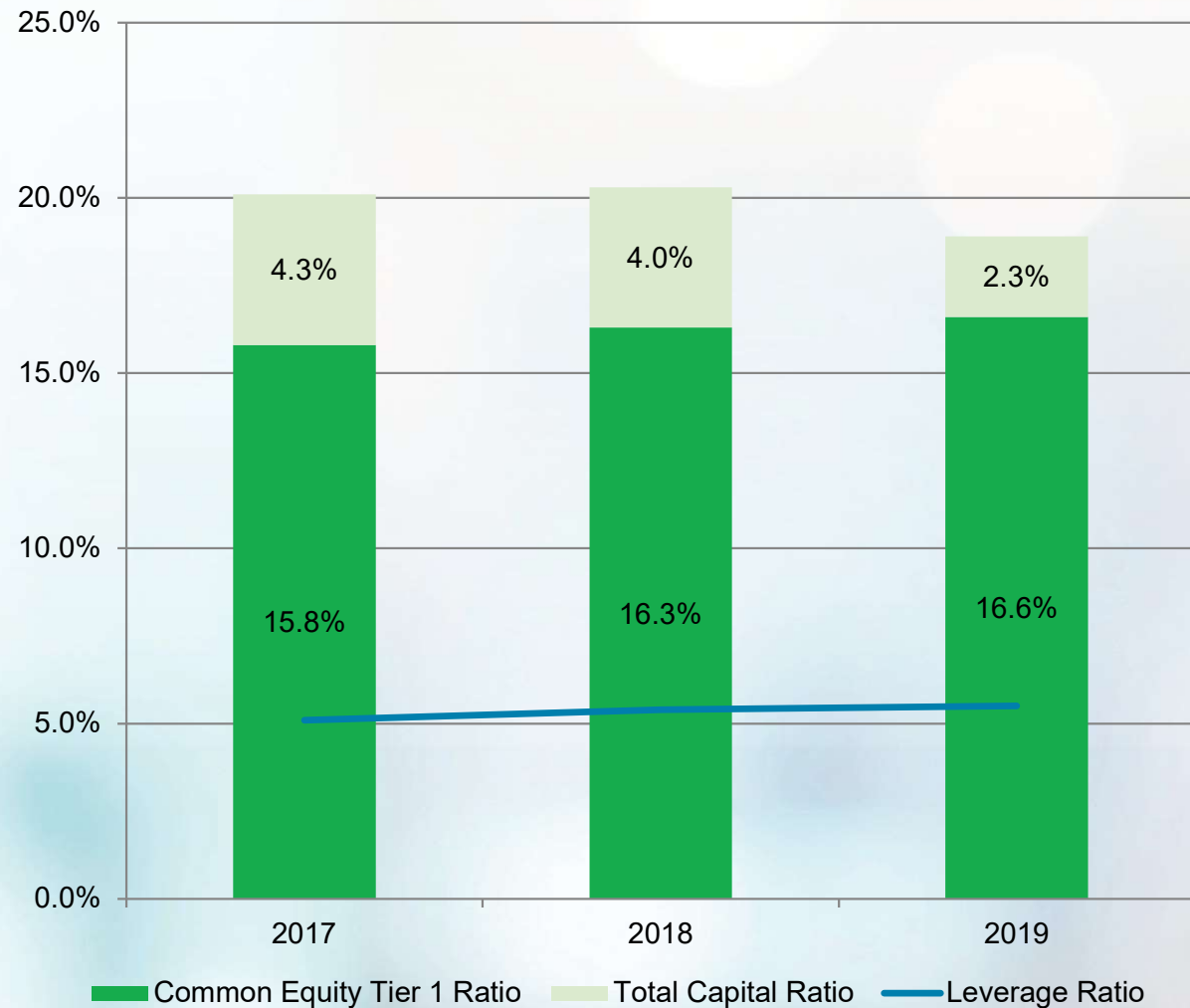
Balance Sheet

£bn	2017	2018	2019
Liquid Assets	6.1	5.5	5.6
Mortgage and Other Loans	35.1	36.7	38.0
Other Assets	0.8	0.9	0.7
Total Assets	42.0	43.1	44.3
Retail Savings	28.9	29.6	30.7
Wholesale Funding and Other Deposits	9.8	10.1	9.9
Other Liabilities	0.3	0.3	0.4
	39.0	40.0	41.0
Remunerated Capital	0.6	0.6	0.6
Reserves	2.4	2.5	2.7
Total Members' Interest, Equity and Liabilities	42.0	43.1	44.3

- Steady total asset growth of 2.8% (2018 - 2019)
- Growth of Mortgage and Other Loans of 3.5% (2018 - 2019)

Capital (Standardised RWA) Position and Leverage

- **2019 CET1 capital ratio - 16.6%**
- **2019 Total capital ratio - 18.9%**
(standardised RWA approach and fully loaded)
- **2019 CRR Leverage ratio - 5.5%**
(on end point Tier 1 and CRD IV leverage measure)
- **2019 UK leverage ratio - 5.8%**
(excludes central bank exposures)

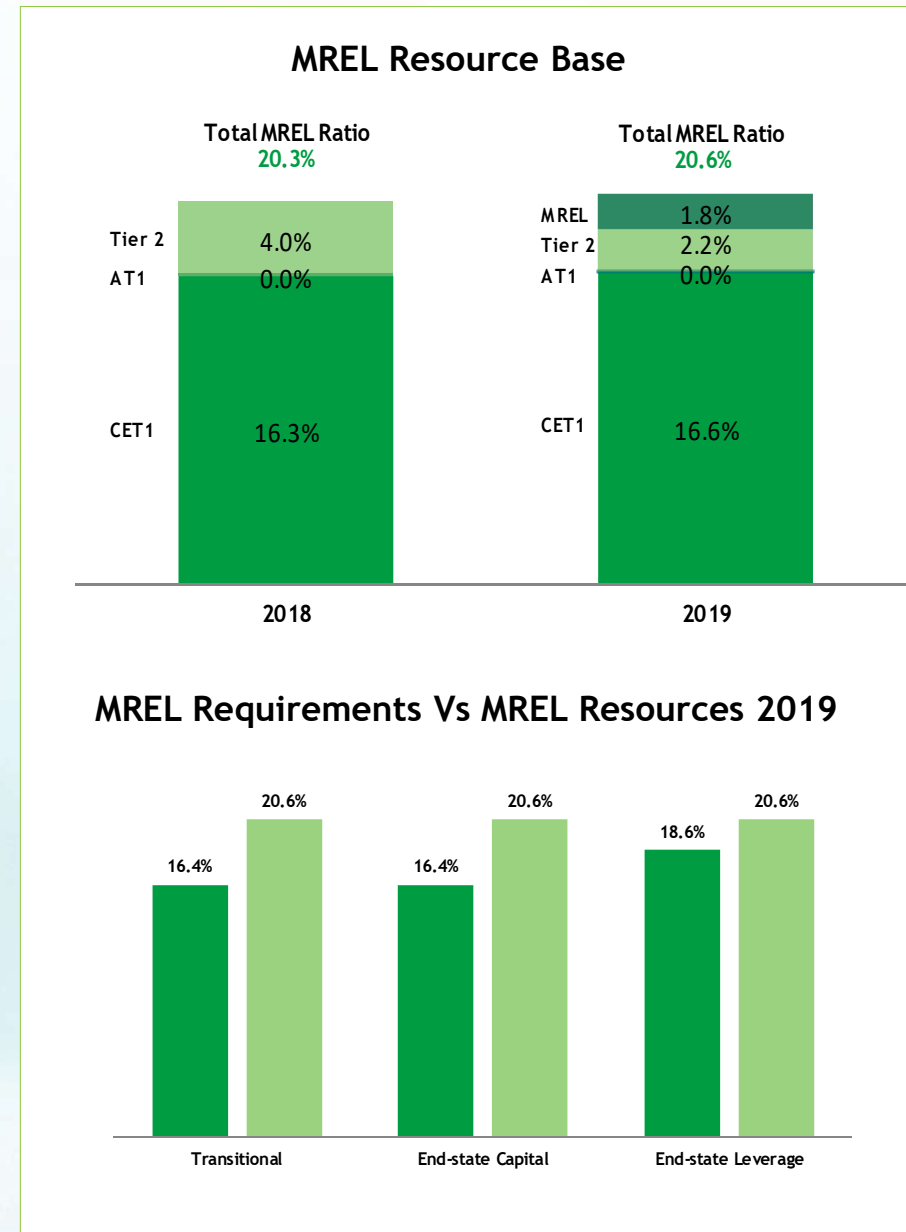


Source - YBS 2017 & 2018 Annual Reports and Accounts and 2019 Press Release

Minimum Requirement for Eligible Liabilities (MREL)

- YBS has regulatory approval to adopt end-state MREL in 2020 rather than interim 18% plus buffers (end-state lower for YBS)
- £275m Senior Non-Preferred issued in April 2019 to fully meet end-state requirements
- An application to use the Internal Ratings Based (IRB) approach to risk-weightings is in progress - YBS expects to be leveraged constrained post IRB and therefore has limited MREL issuance requirements going forward

Source - YBS



Key Financial Metrics

Metric	2017 (%)	2018 (%)	2019 (%)
Group net interest margin	1.23	1.11	1.06
Group loans and advances growth	2.8	4.7	3.5
Members savings balances growth	0.9	2.1	3.8
Liquidity ratio	15.7	13.9	13.8
CET1 capital ratio	15.8	16.3	16.6
Total capital ratio	20.1	20.3	18.9
CRR Leverage ratio	5.1	5.4	5.5
UK Leverage Ratio	5.7	5.8	5.8
Cost: Core income ratio	65.0	63.5	60.4
Management expenses ratio (costs to mean assets)	0.83	0.73	0.60

Treasury

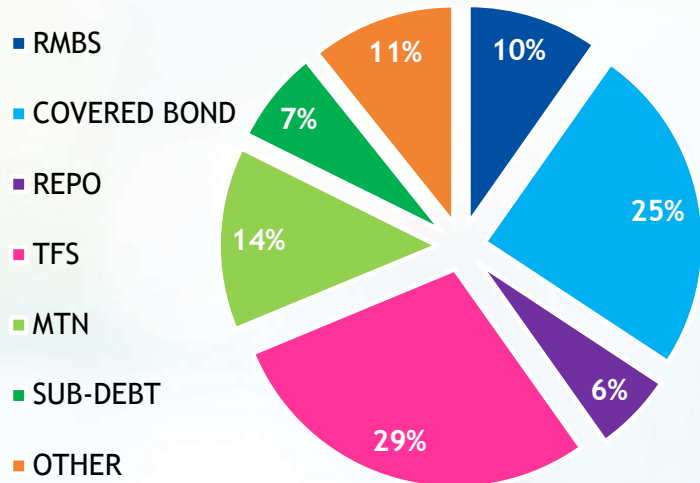
Liquidity

- High quality liquid assets (primarily BoE Reserves, Gilts, SSA, Covered Bonds, T-Bills)
- Stable and predictable retail deposit base (c.80% branch based), therefore liquidity minimums driven by external stakeholder expectations
- Contingent liquidity available via Bank of England

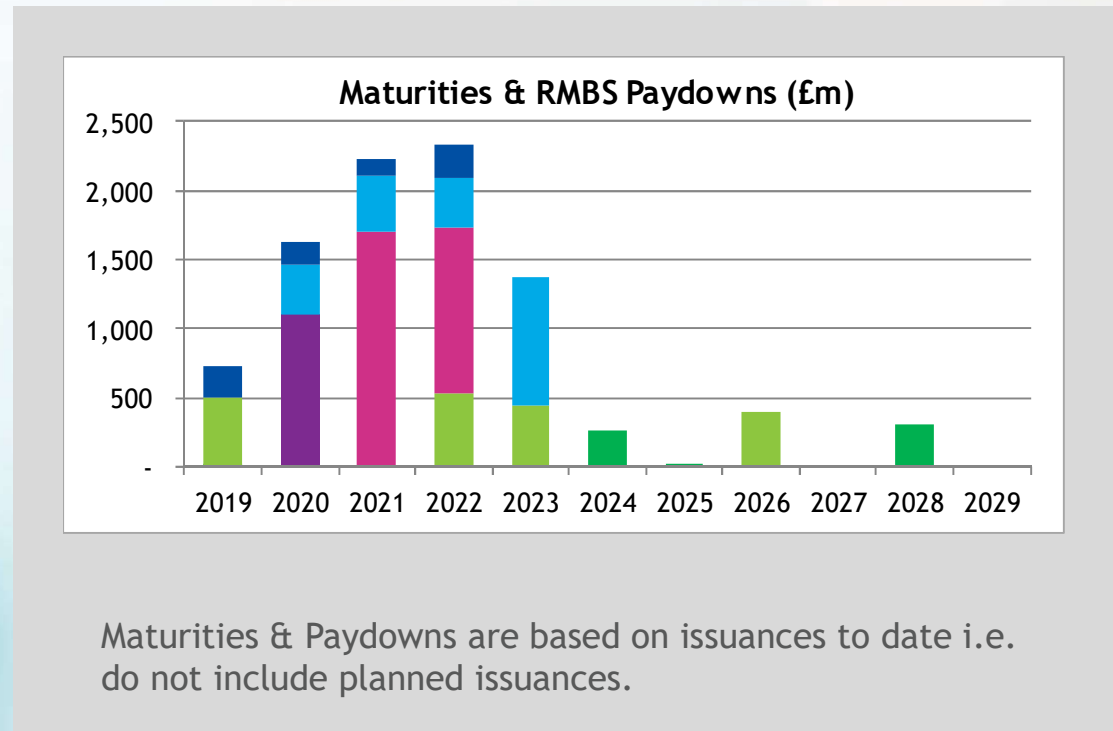
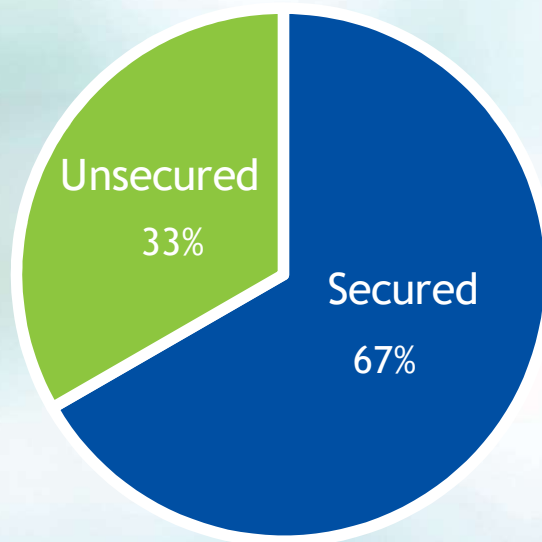


Wholesale Funding Profile

Dec-19



Targeted Mix



Maturities & Paydowns are based on issuances to date i.e. do not include planned issuances.

Source - YBS

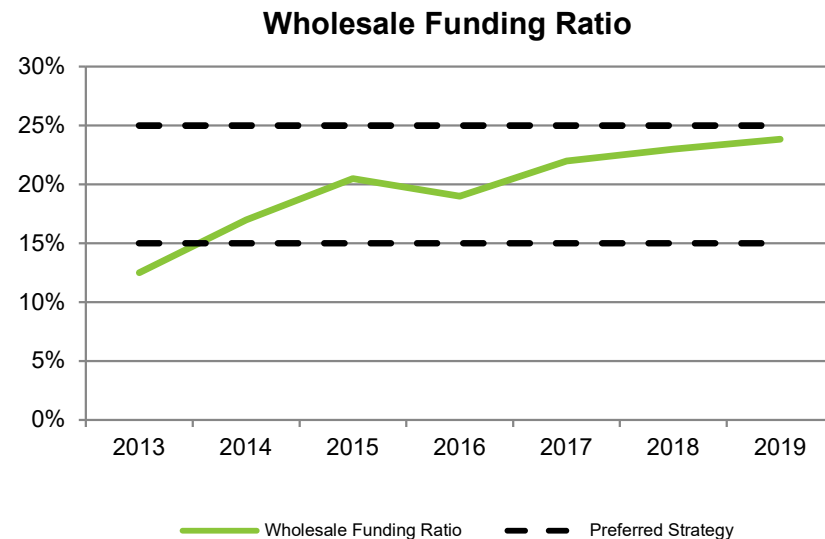
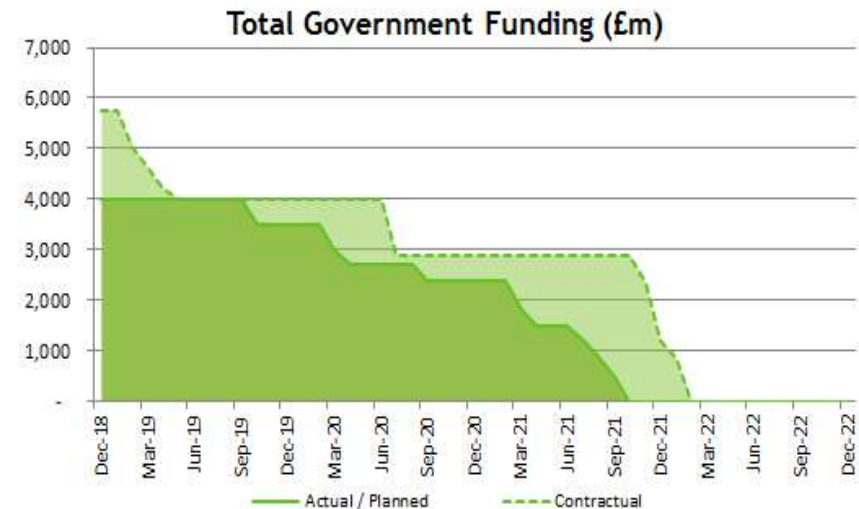
Wholesale Funding Profile cont.

Funding for Lending Scheme (FLS):

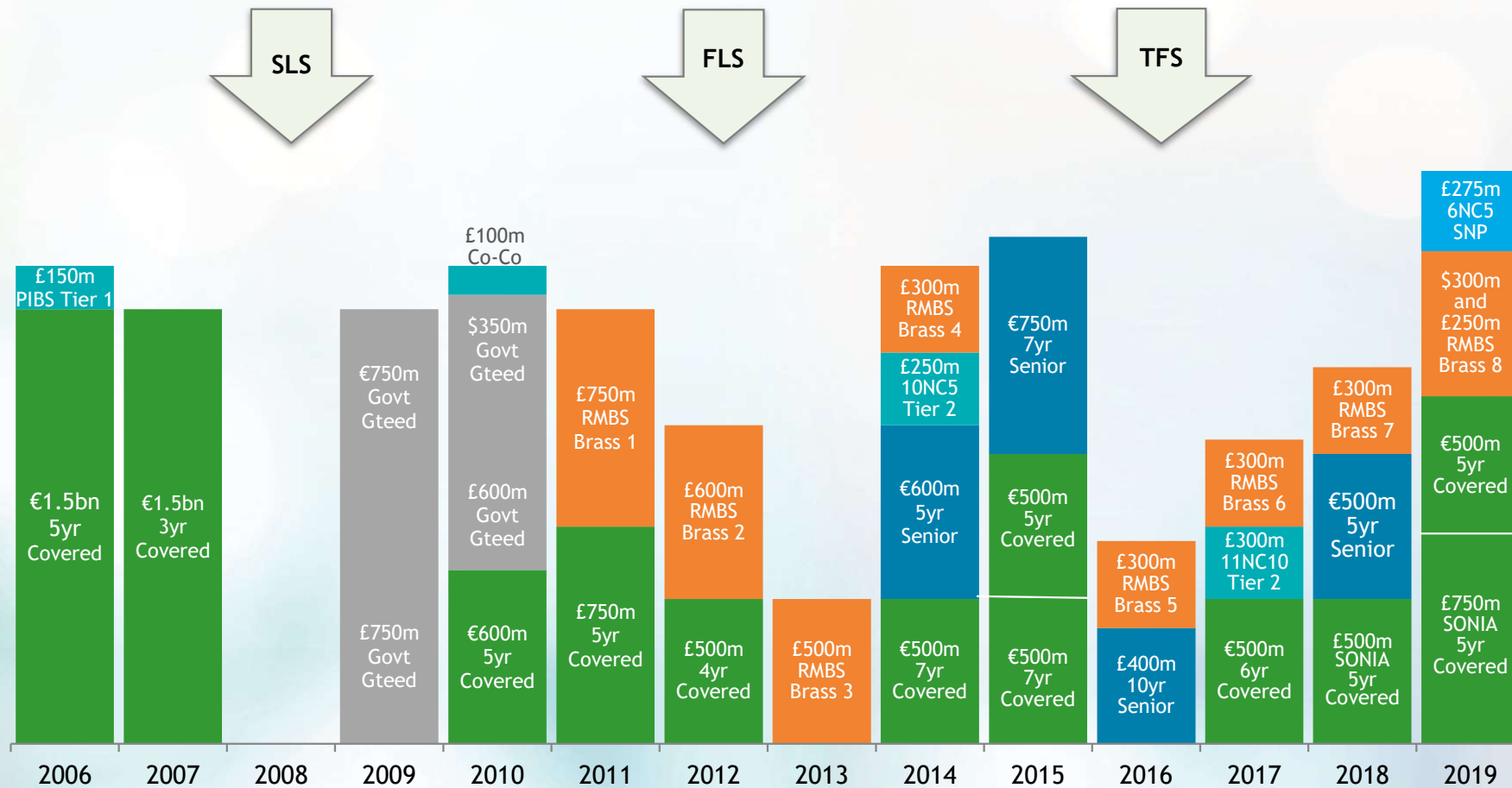
- £3.5bn drawn; last draw down Jul-16
- £3.5bn repaid as at Feb-20
- 4-year maturity
- Cost - Fee 25bp (for net lenders)
- No penalty for early redemption
- T-bills versus collateral (off balance sheet)

Term Funding Scheme (TFS):

- £2.9bn drawn; last draw down Feb-18
- 4-year maturity
- Cost - bank rate flat (for net lenders)
- No penalty for early redemption
- Cash reserve v. collateral (on balance sheet)



Wholesale Funding Market Issuance - History



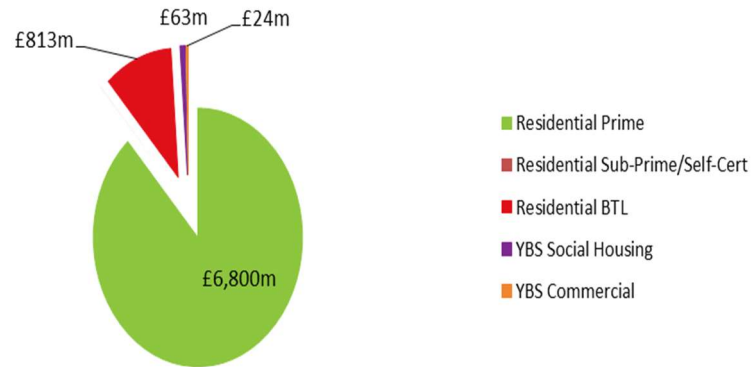
SLS: Special Liquidity Scheme, FLS: Funding for Lending Scheme, TFS: Term Funding Scheme

Source - YBS

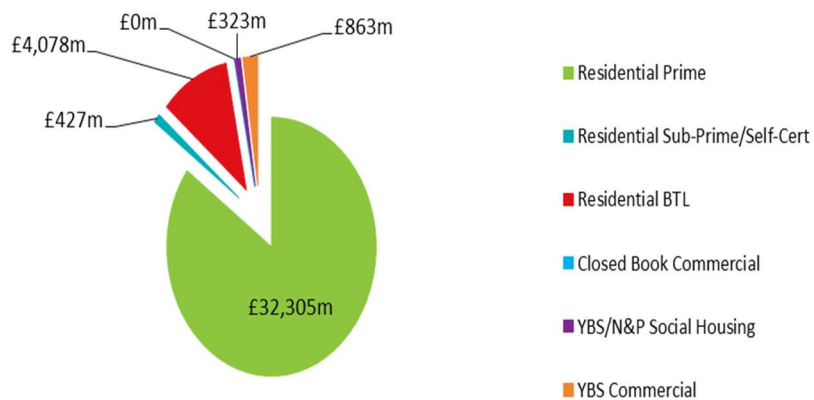
Asset quality

Mortgage Type Breakdown

Retail and Commercial Mortgage Completions in 2019 by Lending Type (% by £m)



Retail and Commercial Mortgage Book as at December 2019 by Lending Type (% by £m)

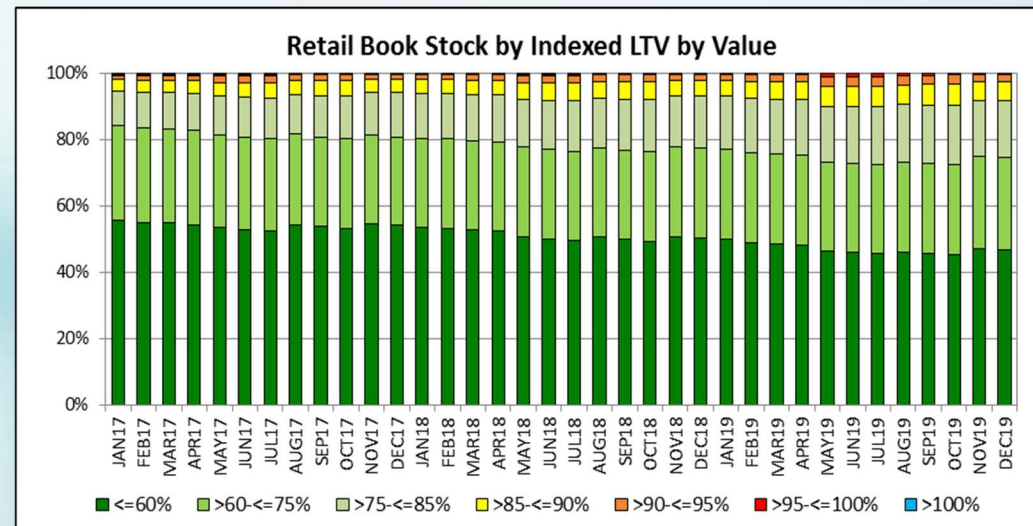
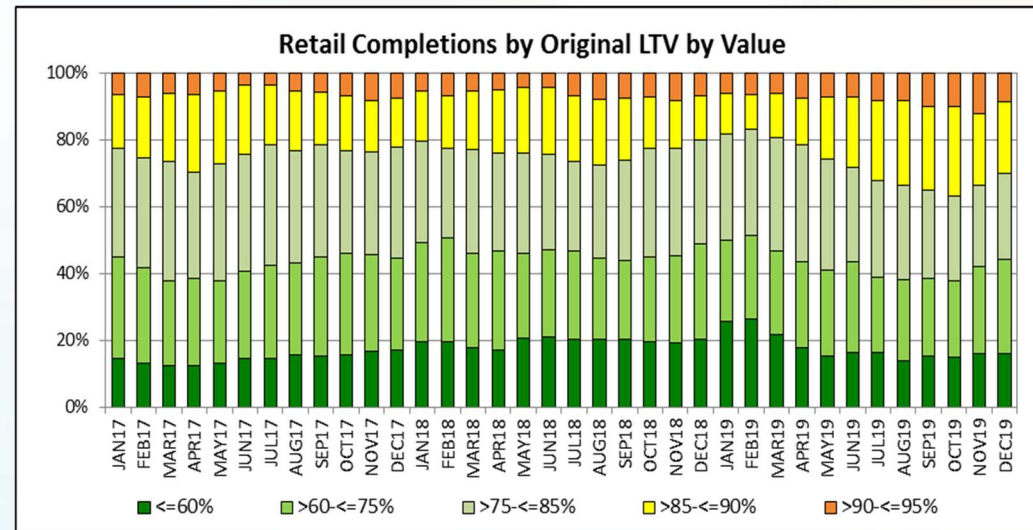


Lending Cohort	Average Loan Size	Largest Loan Size	Weighted Average Indexed LTV
Retail Residential Prime	£145,484	£5.0m	60%
Retail Residential Sub-Prime/Self-Cert	£100,230	£0.8m	58%
Retail BTL	£130,631	£1.4m	58%
Social Housing	£7,869,181	£50m	48%
YBS Commercial	£291,088	£6.0m	56%
Closed Book Commercial	£45,097	£0.1m	31%

- Predominantly prime residential mortgage lender
- Sub-prime book closed and in run-off, circa 1.2% of total balances
- BTL book currently below fair market share
- N&P Commercial loan book continues to grow within a risk appetite limit of 3%
- Limited involvement in Social Housing sector

LTV Breakdown

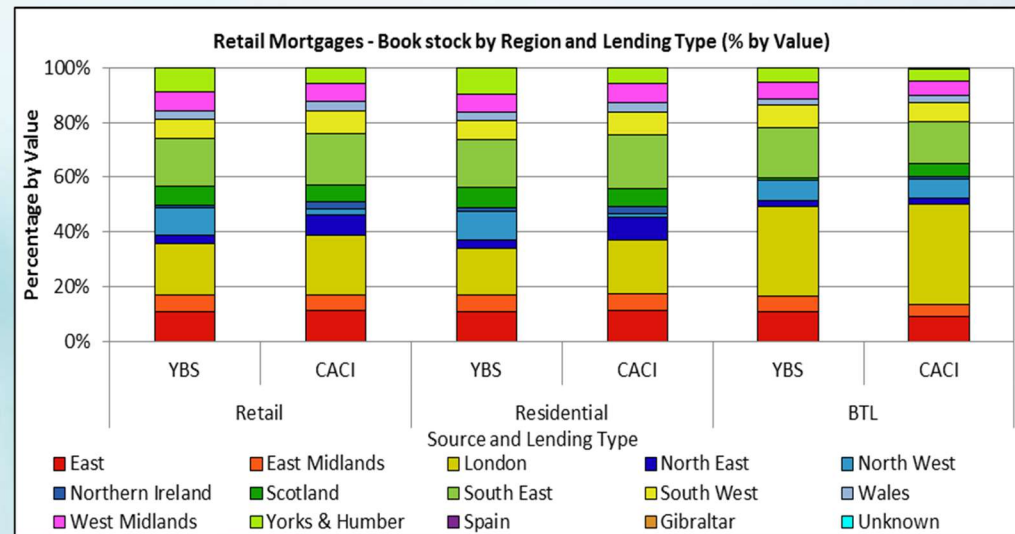
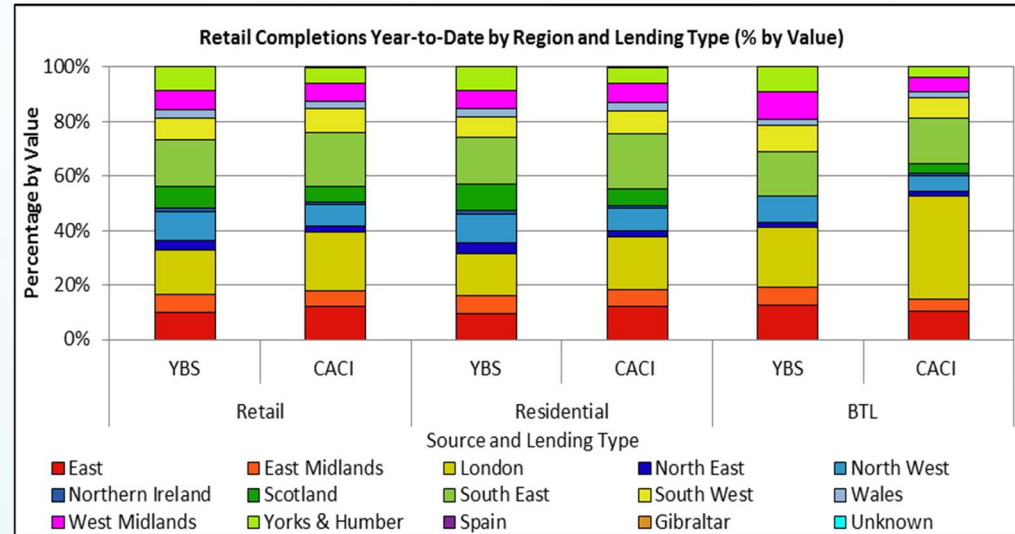
- New Business LTV is limited to a maximum of 95% for prime residential and 80% for prime BTL.
- Within risk appetite, >85% LTV and >95% LTV residential new lending is limited to 31% and 9% of annual completions, respectively. BTL lending >80% is limited to 12% of annual completions.
- Negative equity on the back book has reduced to 0.1%, driven by positive HPI movements.



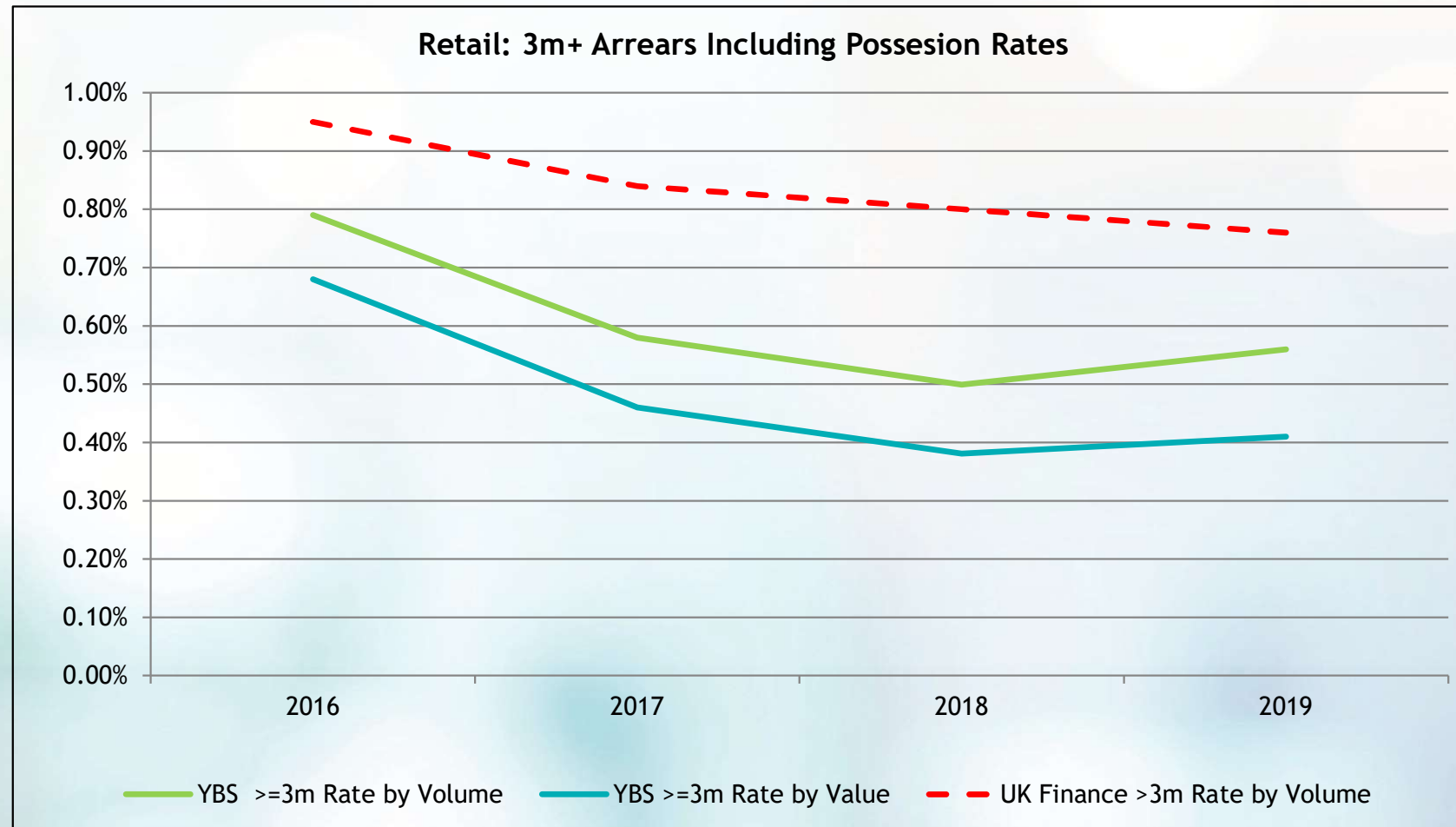
Source - YBS 2019

Regional Breakdown

- New residential mortgage lending is restricted to the UK, whilst BTL new mortgage lending is only offered in England and Wales.
- Annual residential new mortgage lending in Greater London is monitored within Risk Appetite, and is restricted to 120% of the CACI industry benchmarking average.
- Region mortgage stock concentrations are broadly in line with the industry; 19.06% of the Group's retail mortgage stock is in Greater London (CACI 21.95%) and 17.41% is in the South East (CACI 18.99%).
- The ≥ 3 months arrears rates (including possessions, by value) for Group mortgages in Greater London (0.21%) and the South East (0.3%) are some of the lowest of all regions and lower than the Group average (0.41%).



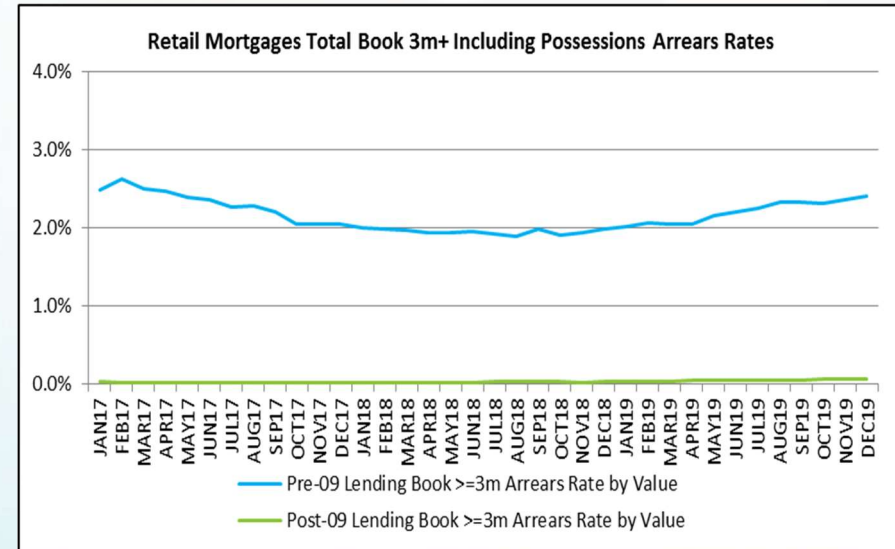
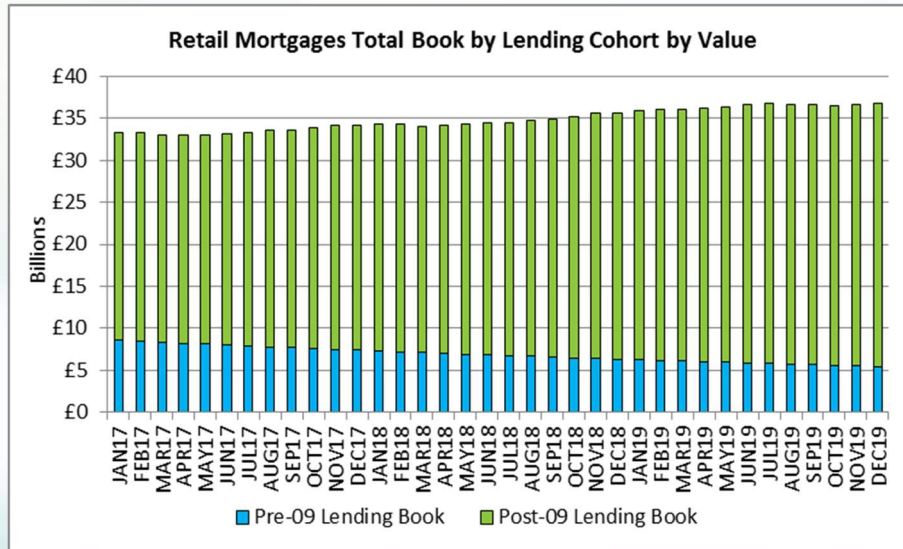
Arrears Analysis



- Arrears continue to outperform the industry average
- A significant step has been made towards integrated reporting in 2019's Annual Report and Accounts

Source - YBS
UK Finance (formerly CML) Data & Research - <https://www.ukfinance.org.uk/data-and-research>

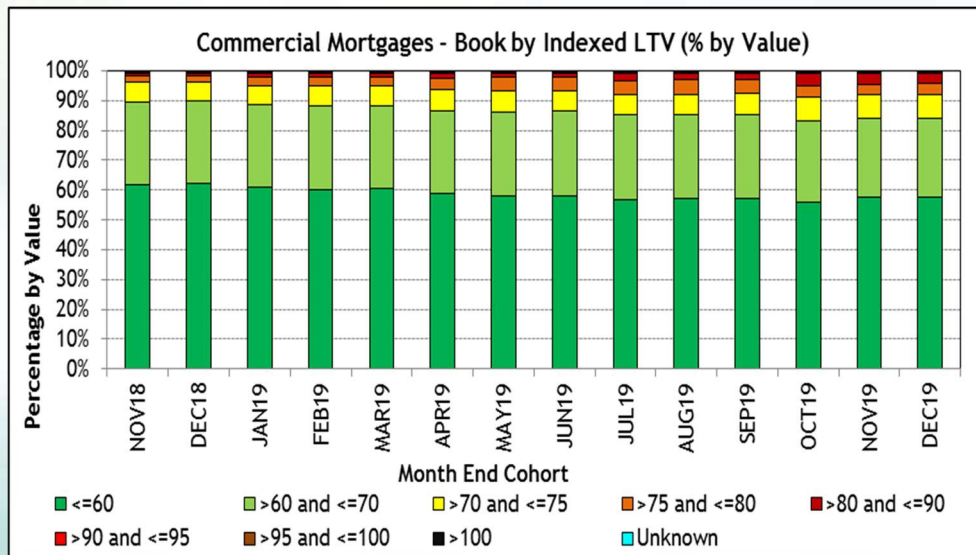
Retail Mortgages - Arrears by Cohort



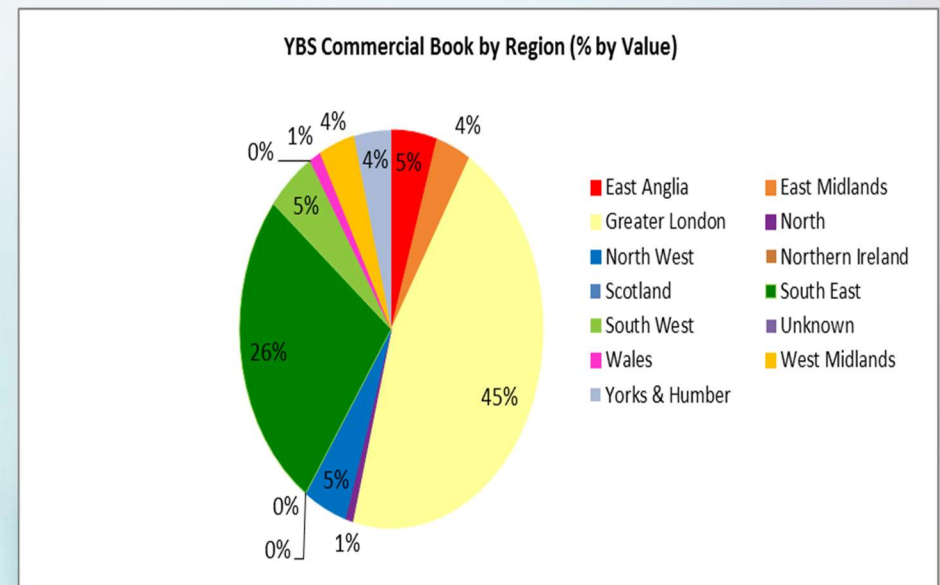
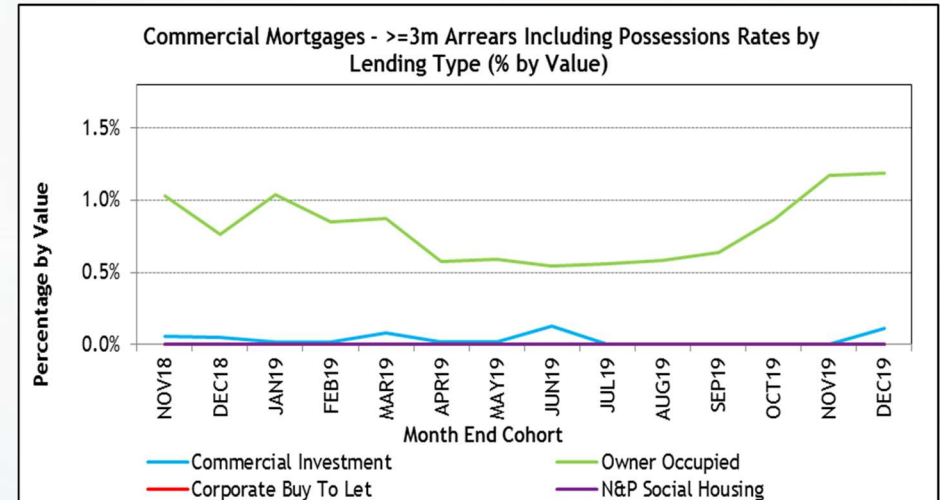
- The vast majority of arrears come from lending which originated pre 2009.
- Naturally, pre-2009 lending is decreasing as a proportion of total mortgage balances each year.

YBS Commercial Mortgages

Arrears on commercial lending fluctuate due to low volumes. The majority of the book is situated in London and South East.



- The YBS commercial loan portfolio is managed by a specialist team using a combination of lending policy rules, underwriting and close relationship management to assess new applicants and manage existing loans.
- The majority of loans advanced against commercial properties use a vacant possession valuation to mitigate against future losses.
- The YBS commercial $\geq 3m$ arrears rate fluctuates due to low volumes.
- Book exposure to lending in London is limited within risk appetite.



Stress Testing

- Although the Society is not currently part of the Bank of England’s Concurrent Stress Testing regime; as part of its annual Capital Planning Stress Test, the Society undertook the **Bank of England’s 2019 stress test scenario** based on results as at Dec 2018.
- This featured deep simultaneous recessions both globally and in the UK combined with falling house prices and escalating conduct costs. In the scenario, UK unemployment rises to 9.2% and residential property prices in the UK fall by 33%.
- At all times throughout the stress, the Society’s CET1 ratio (before management actions) remained above both stressed and normal risk appetite, as well as regulatory requirements, meaning the Society would be able to continue with its lending plans even in a severe stress scenario.
- It was deemed that no management actions would be necessary to mitigate the impact of the stress.

Projected ratios in the 2019 BoE stress scenario	2018	Minimum stressed ratio before ‘strategic’ management actions
IFRS 9 Transitional		
CET1 Ratio	16.3%	14.6%
Tier 1 Ratio	16.3%	14.6%
Total Capital Ratio	18.6%	16.6%
Leverage Ratio	5.8%	6.0%
IFRS 9 Non-Transitional		
CET1 Ratio	16.3%	14.4%
Leverage Ratio	5.8%	5.9%

Source - YBS

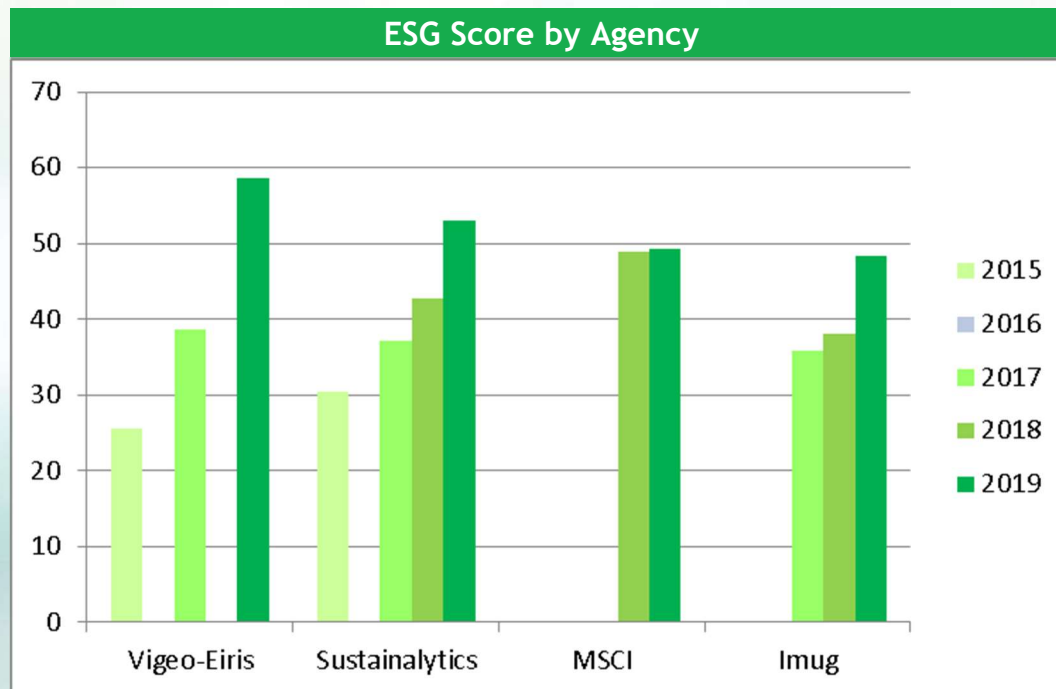


Environmental, Social and Governance Considerations

- The Society recognises the importance of continuing to mitigate our environmental impact through becoming more energy efficient and reducing our carbon emission
- Our carbon emissions fell by 17% in the year, driven by a combination of having fewer employees and branches, as well as improvements in the energy efficiency of our buildings
- The use of paper in an organisation can also have a detrimental impact on the environment. In 2019 we launched a new paperless initiative to replace paper-based processes with digital ones
- In 2019, the Society made a charitable donation of £1,050,413 (2018: £1,438,791), which included £244,707 raised for End Youth Homelessness enabling 206 young homeless people to have a safe place called home
- Since establishing ourselves as a social housing lender 10 years ago, we have built a portfolio through working with 35 Registered Providers with total facilities of over £950m (2018: £656m) and a current drawn balance of £315m (2018: £265m), with all lending secured on property
- The 2019 Annual Report & Accounts show a significant step towards integrated reporting



ESG Score Evolution



Source - YBS

- ESG scores are compiled by assessing a number of factors, including but not limited to; business conduct, societal, customer and environmental impacts
- The considerable improvements made by the Society over recent years have been recognised in the increased scores awarded by the respective agencies
- In 2019 YBS was named the most improved organisation by in terms of ESG within the Retail and Specialised Banks Sector¹

(1) Source: Vigeo-Eiris ESG Retail and Specialised Banks Report 2019

UK Economy

UK Mortgage Market Overview

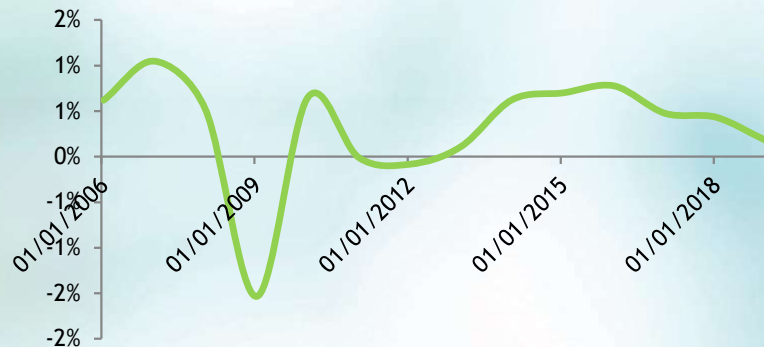
UK House Price Index¹



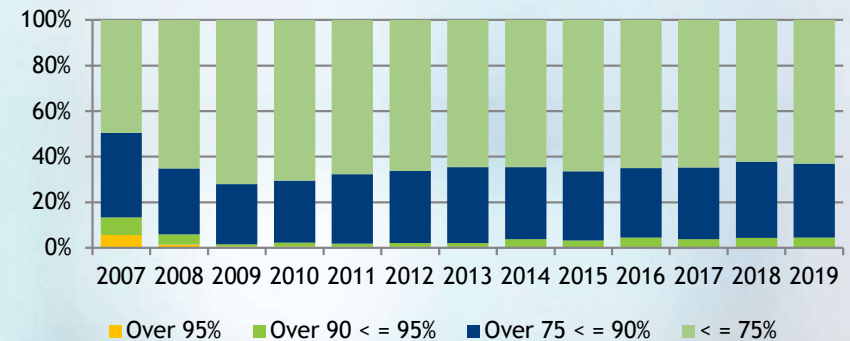
2019 Regional House Prices¹

Regions	Average price Nov 2019	MoM Price Change %	YoY Price Change %
North East	130,712	0.7	1.4
North West	169,362	1.1	3.8
Yorkshire and The Humber	165,642	(1.0)	2.6
East Midlands	197,792	1.1	2.5
West Midlands	204,238	1.7	4.0
East of England	291,280	(0.7)	(0.7)
London	475,458	(0.5)	0.2
South East	326,636	0.4	1.0
South West	259,758	(0.3)	1.1
Scotland	154,798	0.4	3.5
Wales	172,574	3.5	7.8

YoY House Price Change¹



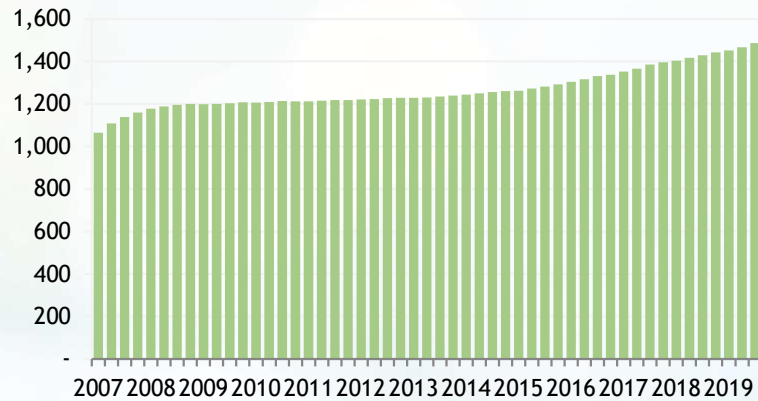
UK New Mortgage Lending LTVs (% total)²



(1) Source: HM Land Registry data © Crown copyright and database right 2019. This data is licensed under the Open Government Licence v3.0. Data as at Nov 2019
 (2) Source: Prudential Regulation Authority (PRA)/Financial Conduct Authority (FCA) - formerly FSA, via Haver Analytics

UK Mortgage Market Overview

UK Mortgage Balance Outstanding (£bn)¹



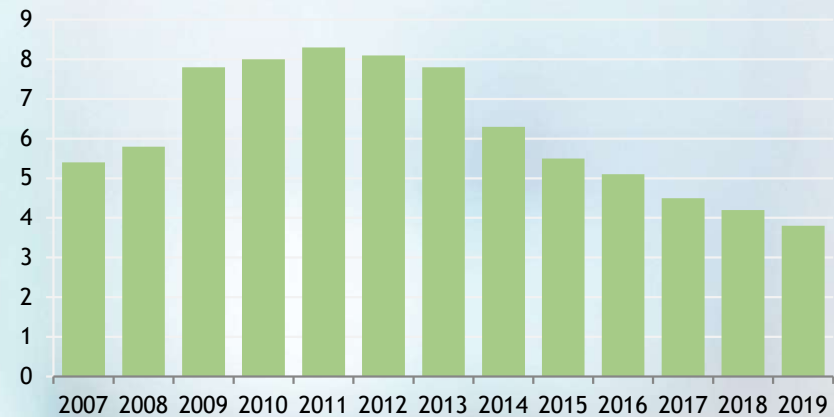
UK New Mortgage Approvals (£bn)²



Mortgage Interest Rates (outstanding loans)¹



Annual Unemployment Rate (LFS)²



(1) Source: Prudential Regulation Authority (PRA)/Financial Conduct Authority (FCA)

(2) Source: Bank of England

Contacts

Mike Regnier

Chief Executive Officer

Email: mregnier@ybs.co.uk

Tel: +44 (0)1274 472262

Alasdair Lenman

Chief Finance Officer

Email: alenman@ybs.co.uk

Tel: +44 (0)1274 472279

Chris Parrish

Director of Treasury

Email: clparrish@ybs.co.uk

Tel: +44 (0)1274 472662