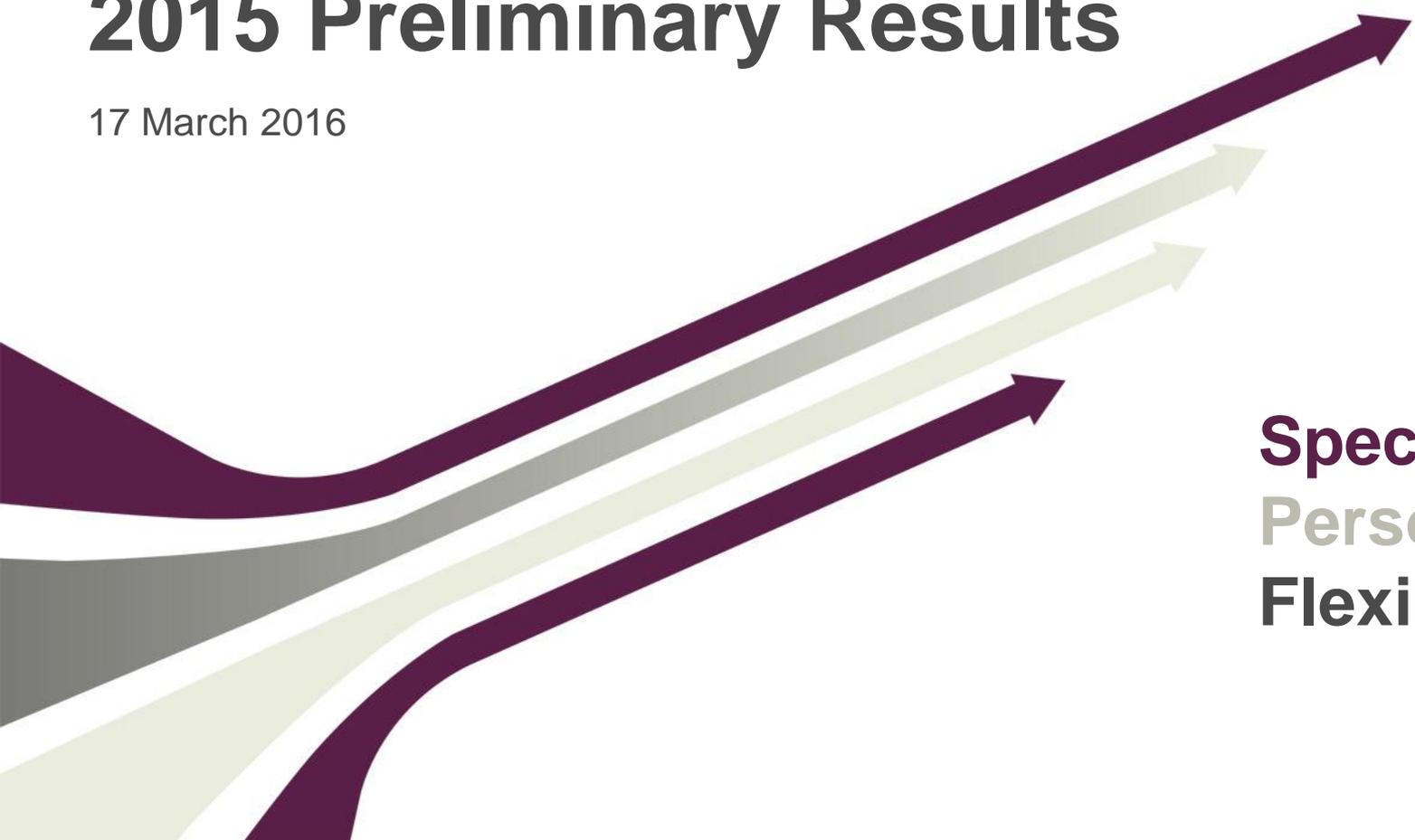


# 2015 Preliminary Results

17 March 2016

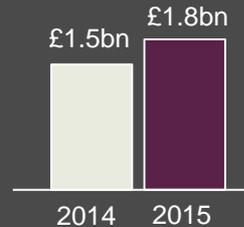


**Specialist**  
Personal  
**Flexible**

# Performance highlights

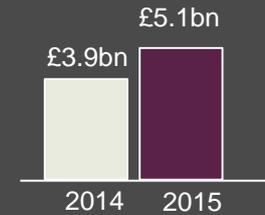
## Gross New Lending

**+ 20%**



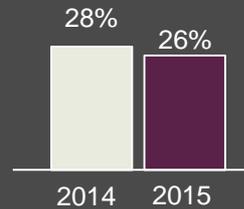
## Loans and Advances

**+ 31%**



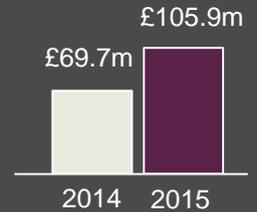
## Cost : Income ratio

**Improved by 2% points**



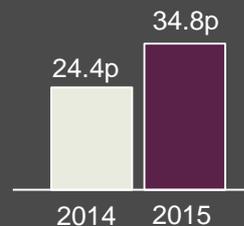
## Underlying PBT

**+52%**



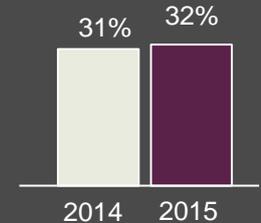
## Underlying Basic EPS

**+ 43%**



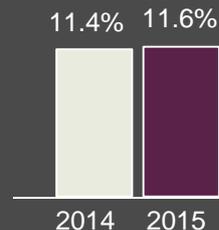
## Underlying RoE

**+ 1% point**



## Fully-loaded CET1 Ratio

**Strengthened**



## Full year dividend per share

**8.7 pence per share**

(2014: 3.9p two-thirds dividend)

# Delivering on our financial objectives 2014 - 2016<sup>1</sup>

		2015 result
<b>Funding / Liquidity strength</b>	Maintain loan to deposit ratio of <100% <sup>2</sup>	93%
<b>Cost discipline</b>	Cost:Income ratio of <35%	26%
<b>Capital strength</b>	CRD IV CET1 ratio >10%	11.6%
<b>Shareholder returns</b>	RoE of >25%	32% <sup>3</sup>
<b>Dividend policy</b>	Pay-out ratio of ≥25%	25%

<sup>1</sup> Objectives relate to the current financial planning cycle that lasts until the end of 2016. This does not represent any forecast, target or expectation as to future results or performance and there can be no assurance that the objective will be met.

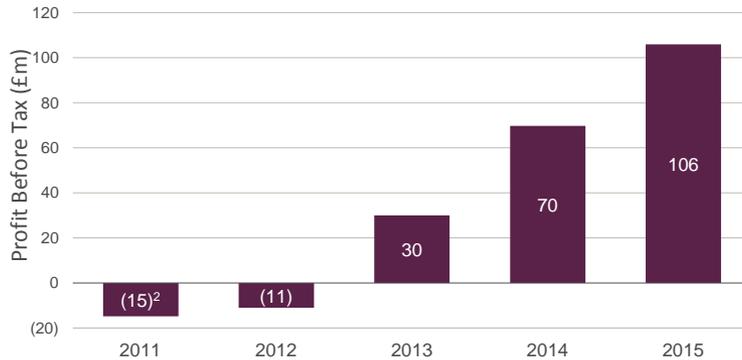
<sup>2</sup> Excluding the impact of any drawdown under the Funding for Lending Scheme (FLS).

<sup>3</sup> Underlying profit after taxation as a percentage of average shareholders' equity (excluding equity PSBs of £22m)

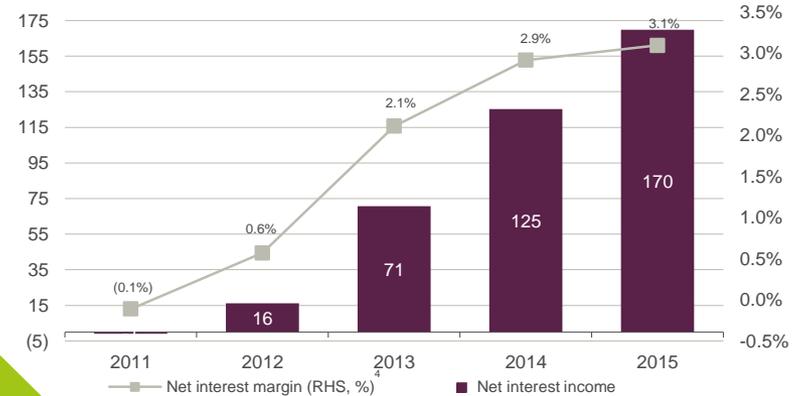


# Key Financial Indicators

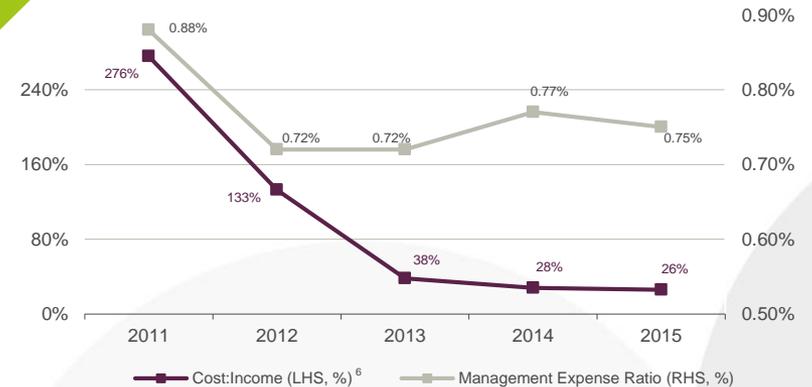
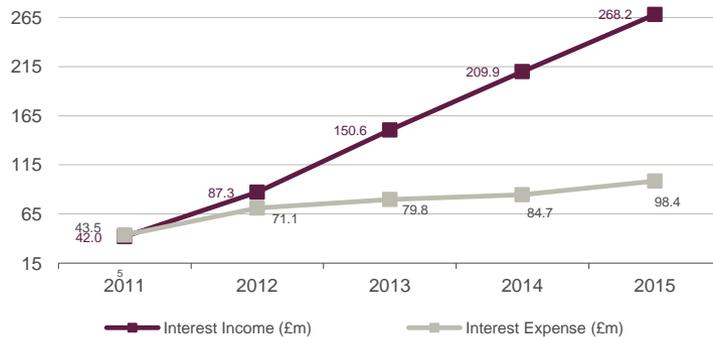
## 1 Improved underlying profitability<sup>1</sup>...



## 2 ...driven by high-margin new lending<sup>3</sup>...



**2015  
RoE<sup>7</sup> of 32%**



## 3 ...well managed cost of funds / liquidity...

## 4 ...and disciplined cost control

<sup>1</sup> Before exceptional IPO expenses of £2.1m in 2015 (2014: £7.4m) and after deduction of coupons on equity PSBs of £1.5m in each period. Excludes negative goodwill of 17.6m in 2012.

<sup>2</sup> 2011 financial information for the 11 month period ended 31 Dec-11.

<sup>3</sup> Adjusted for coupon payments on PSBs classified as equity.

<sup>4</sup> Net interest income, less coupons on equity PSBs classified as equity, as a percentage of average interest bearing assets, on a yearly basis., including off balance sheet Funding for Lending Scheme (FLS) drawings

<sup>5</sup> Five month period ended 30 June 2011.

<sup>6</sup> Administrative expenses including depreciation and amortisation as a percentage of total income after deducting coupons on equity PSBs.

<sup>7</sup> Underlying profit after taxation (profit after taxation excluding exceptional IPO expenses, including the tax effect, of £1.6m in 2015 (2014: £6.4m) and after deducting coupons on equity PSBs of £1.2m (after tax) in 2015 and £1.1m in 2014) as a percentage of average shareholders' equity (excluding equity PSBs of £22m).

# Income Statement

£m	2015	2014	2015 vs 2014	
			Variance	% change
Net interest income	169.8	125.2	44.6	36%
Other income / (expense)	(7.3)	(6.3)	(1.0)	16%
<b>Total income</b>	<b>162.5</b>	<b>118.9</b>	<b>43.6</b>	<b>37%</b>
Operating expenses	(41.2)	(33.3)	(7.9)	24%
<b>Operating profit</b>	<b>121.4</b>	<b>85.6</b>	<b>35.8</b>	<b>42%</b>
FSCS provisions	(3.4)	(2.8)	(0.6)	21%
Impairments	(10.6)	(11.7)	1.1	(9)%
<b>Profit before exceptional IPO expenses</b>	<b>107.3</b>	<b>71.2</b>	<b>36.1</b>	<b>51%</b>
Exceptional IPO expenses	(2.1)	(7.4)	5.3	(72)%
Tax	(21.2)	(12.2)	(9.0)	74%
<b>Profit for the period</b>	<b>84.1</b>	<b>51.5</b>	<b>32.6</b>	<b>63%</b>
<i>Underlying PBT<sup>1</sup></i>	105.9	69.7	36.2	52%
<i>Underlying profit for the period<sup>2</sup></i>	84.5	56.8	27.7	49%
<b>Net interest margin<sup>3</sup></b>	<b>3.09%</b>	<b>2.91%</b>	<b>18bps</b>	
<b>Cost / income ratio</b>	<b>26%</b>	<b>28%</b>	<b>(2)pps</b>	
<i>Management expense ratio</i>	0.75%	0.77%	(2)bps	
<i>Impairments / avg gross loans</i>	0.23%	0.33%	(10)bps	
<i>Underlying EPS<sup>4</sup></i>	34.8p	24.4p	10.4p	
<i>Underlying return on equity<sup>5</sup></i>	32%	31%	1pps	

## 2015 vs. 2014

- **Continued growth in net interest margin** reflecting the positive impact of high margin new lending, the lack of price pressure in core markets and continued reduction in funding costs
- **Cost:Income ratio further reduced**, driven by continued focus on cost control and efficiency, despite ongoing investments in premises and our technology infrastructure
- **Improved loan loss ratio** reflects continued strong performance of front book with negligible arrears and loan losses
- **Underlying PBT increased by 52%**

<sup>1</sup> Before exceptional IPO expenses of £2.1m in 2015 (2014: £7.4m) and after deduction of coupons on equity PSBs of £1.5m in each period.

<sup>2</sup> Profit after taxation excluding exceptional IPO expenses, including the tax effect, of £1.6m in 2015 (2014: £6.4m) and after deducting coupons on equity PSBs of £1.2m (after tax) in 2015 and £1.1m in 2014.

<sup>3</sup> Net interest income, less coupons on equity PSBs, as a percentage of average interest bearing assets, including off balance sheet Funding for Lending Scheme drawings.

<sup>4</sup> Underlying profit after taxation divided by the weighted average number of ordinary shares in issue.

<sup>5</sup> Underlying profit after taxation as a percentage of average shareholders' equity (excluding equity PSBs of £22m).

# Balance Sheet

£m	2015	2014
Liquid assets	748	926
Net customer loans	5,135	3,919
o/w gross customer loans	5,162	3,945
o/w provisions	(27)	(26)
Other assets	87	92
<b>Total assets</b>	<b>5,970</b>	<b>4,937</b>
Due to customers	5,364	4,332
Wholesale funding	196	266
Subordinated liabilities	25	28
PSBs (accounted as debt)	15	15
Other liabilities	51	46
<b>Total liabilities</b>	<b>5,651</b>	<b>4,687</b>
Shareholders' equity	297	228
PSBs (accounted as equity)	22	22
<b>Total liabilities and equity</b>	<b>5,970</b>	<b>4,937</b>
Risk-weighted assets	2,340	1,829
Risk-weighted assets % total assets	39%	37%
<b>Common Equity Tier 1 ratio</b>	<b>11.6%</b>	<b>11.4%</b>
<b>Total capital ratio</b>	<b>14.1%</b>	<b>14.8%</b>
Leverage Ratio	4.5%	4.2%

2015 vs 2014	
Variance	% change
(178)	(19)%
1,216	31%
1,217	31%
(1)	4%
(5)	(5)%
<b>1,033</b>	<b>21%</b>
1,032	24%
(70)	(26)%
(3)	(11)%
-	-
5	11%
<b>964</b>	<b>21%</b>
69	30%
-	-
<b>1,033</b>	<b>21%</b>
511	28%
2pps	
<b>20bps</b>	
<b>(70)bps</b>	
30bps	

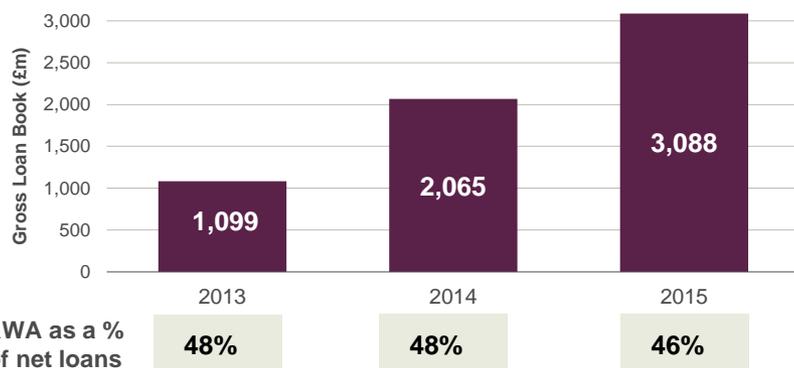
## 2015 vs. 2014

- **31% growth in loans & advances** through strong organic origination of £1.8bn and the purchase of a £260m second charge mortgage portfolio in 2015
- **Growth achieved whilst strengthening CET1 ratio to 11.6% (2014: 11.4%),** demonstrating strong organic capital generation capability through profitability
- **Efficient liquidity management** through adding FLS to continued growth in retail savings
- **Shareholders' equity strengthened** through profitability

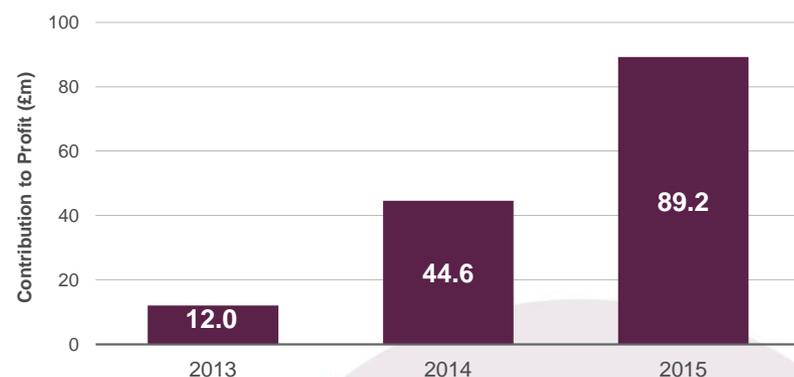
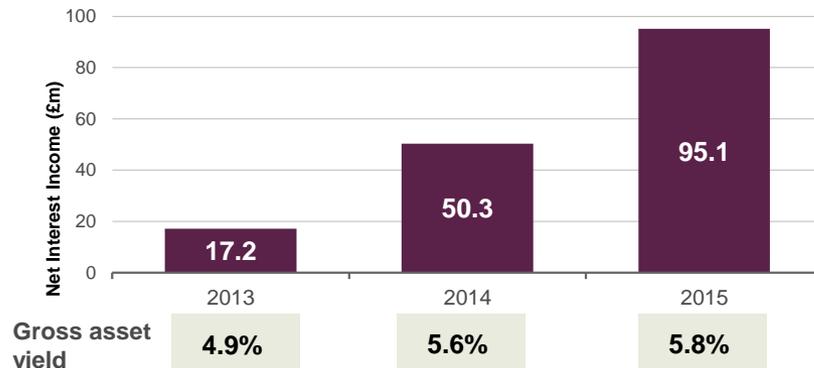
# Segmental Results – BTL / SME

- LTVs remain low at 66% (2014: 68%) with only 1% of loans by value with LTVs exceeding 90% (2014: 2%)
- Average Interest rate coverage (ICR) for the Group was 159% during 2015
- Limited company applications for the Group rose from 21% in January to 40% by end 2015

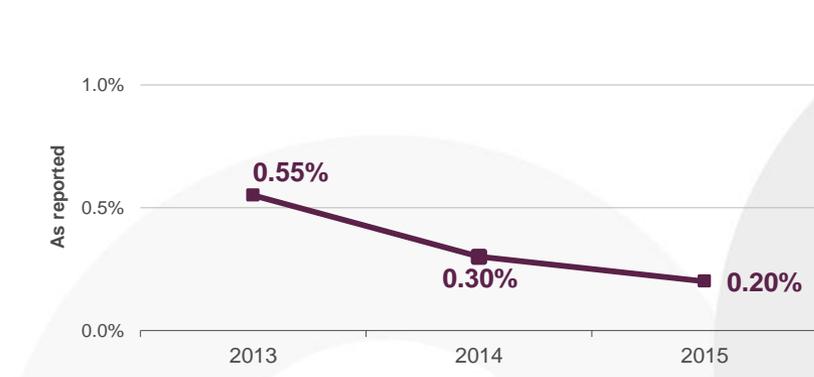
## 1 Gross loan book



## 2 Net interest income



## 3 Contribution to profit<sup>1</sup>



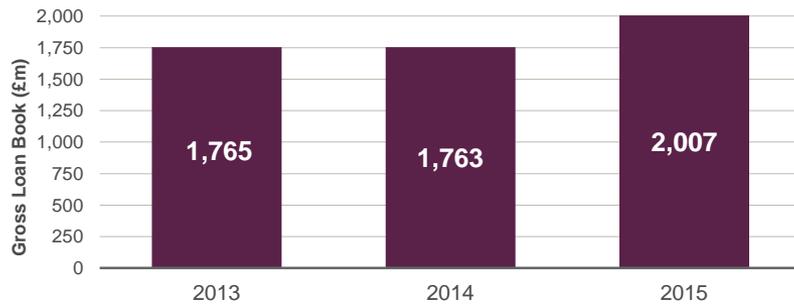
## 4 Loan loss charge as % of average gross loans

<sup>1</sup> Total income less impairment losses

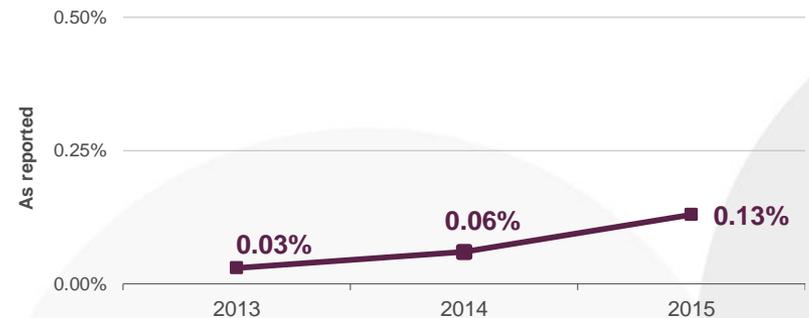
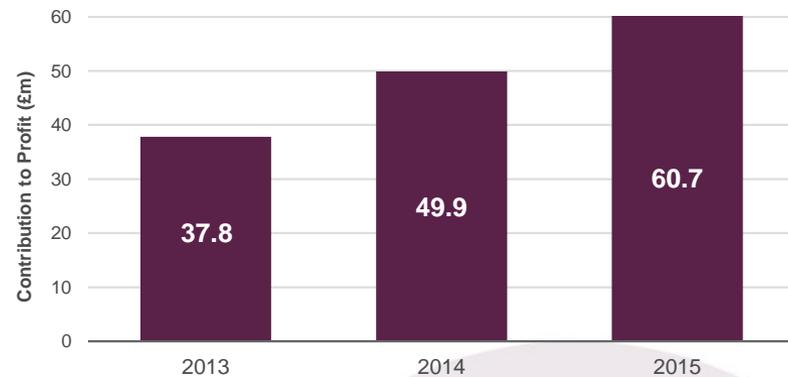
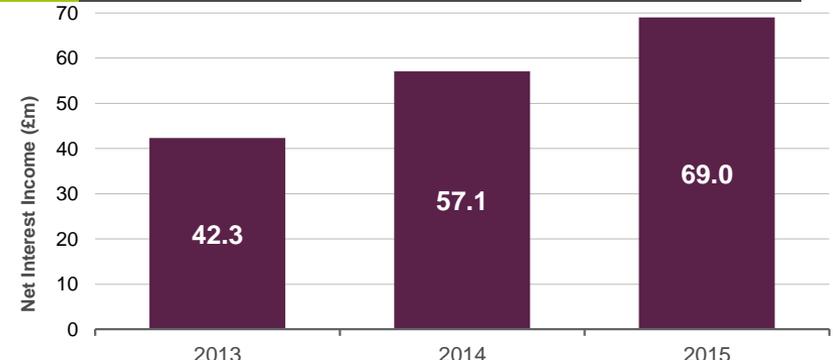
# Segmental Results – Residential

LTVs remain low at 56% (2014: 54%) with only 2% of loans by value with LTVs exceeding 90% (2014: 1%)

## 1 Gross loan book



## 2 Net interest income



## 3 Contribution to profit<sup>1</sup>

## 4 Loan loss charge as % of average gross loans

<sup>1</sup> Total income less impairment losses

# Segmental Results – Personal Loans

Run-off portfolio of performing unsecured consumer loans acquired July 2013

Gross loan book: £49m (Dec 2014: £117m)

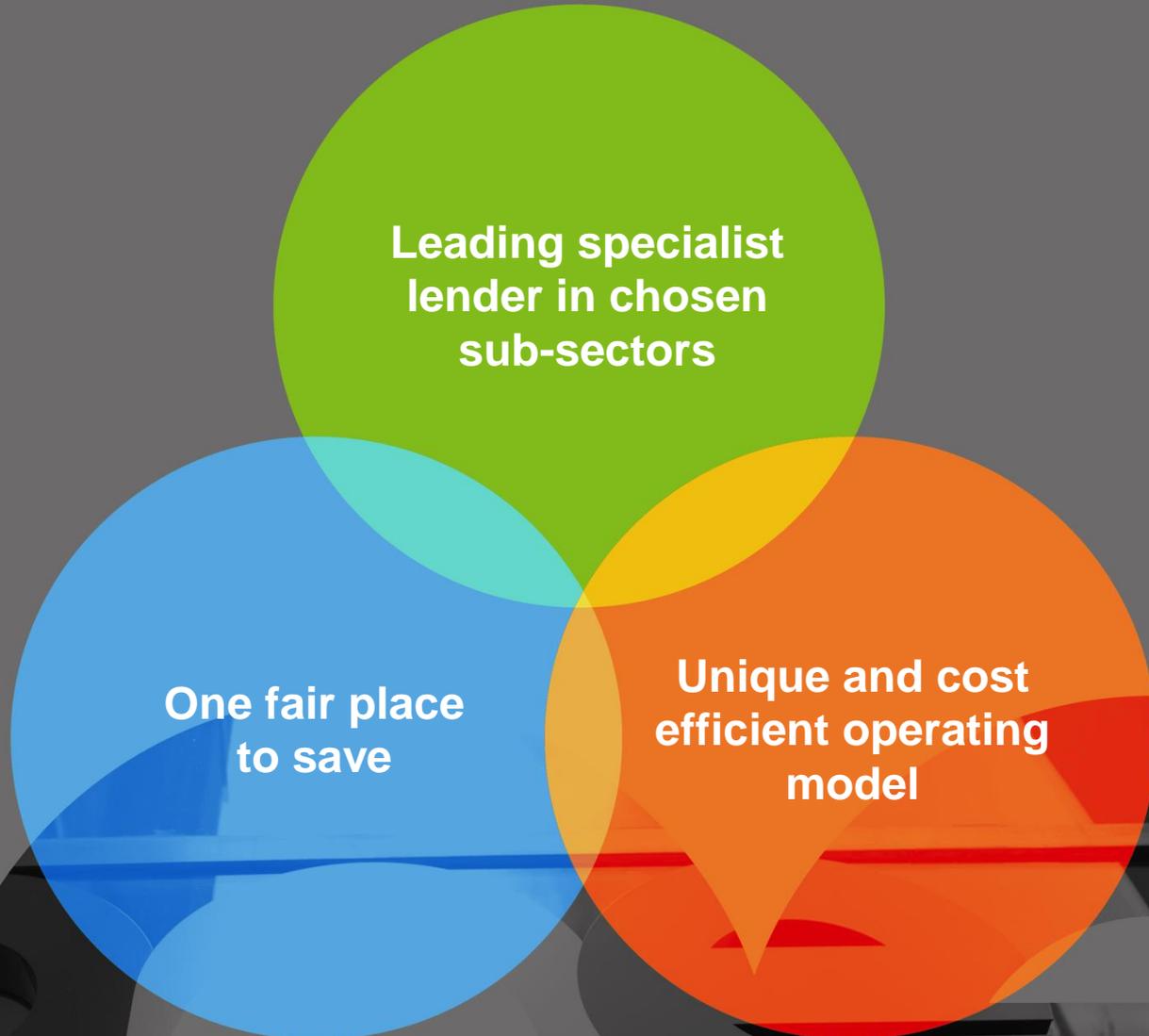
Net interest income: £5.6m (2014: £17.7m)

Contribution to profit: £1.3m (2014: £10.4m)

Loan loss charge as a % of average gross loans: 3.5% (2014: 3.6%)



# Our Business Model



# One specialist lender

## 1 Leading specialist lender in chosen sub-sectors with a focus on bespoke underwriting

- **Our existing core businesses are performing well**
  - Consistent loan book growth in Buy-to-Let/SME segment – organic new lending £1.5bn (2014: £1.2bn)
  - High quality residential mortgage segment continued to perform well – gross organic lending £334m (2014: £286m)
  - Average Interest rate coverage (ICR) for the Group was 159% during 2015
- **Growth underpinned by bespoke and responsive underwriting, and strong intermediary relationships**
  - Only 48 loans in 3m+ arrears (£5.1m), out of >21,500 loans (£4.2bn) originated since the Bank's creation in 2011 (2014: 24 loans, £4.5m)
  - Focus on intermediaries rewarded with broker Net Promoter Score of 59%
  - Significant headroom to grow market share



## 2 Growing our core and newer businesses

- **Continued opportunities in core markets**
  - Extended InterBay product range for professional investors
  - Targeted lending criteria to cement focus on long-term professional landlords – 69% of applications across the Group in H2 2015 were from professional landlords
  - Applications through limited companies across the Group increased from 21% in January 2015 to more than 40% in December 2015
  - Buy-to-Let Refinancing was 58% of completions in 2015
- **Extending our commercial offer and growing new business lines throughout 2015:**
  - Increased the range and volume of secured funding lines we provide to non-bank lenders, growing lending to £126m at December 2015, an increase of 80% from 2014 (£70m)
  - Grown Heritable Development Finance loan book – loan commitments stood at £168m at December 2015 an increase of £99m for the year

## 3 One fair place to save, maintaining sustainable funding platform to support long-term growth

- Stable retail funding franchise continues to grow, with retail deposits up by 24% to £5.4bn
  - 23,000 new savings customers
  - 32,500 new online service customers
- Continued to develop core savings product range, quality recognised through industry awards
- Diversified our funding using the FLS
- Actively managed liquidity using a mixture of retention and FLS, averaging 89% retention (2014: 92%)
- Primarily retail funded with loan to deposit ratio of 93%<sup>1</sup> (2014: 90%)



**Best Bank Savings Provider**



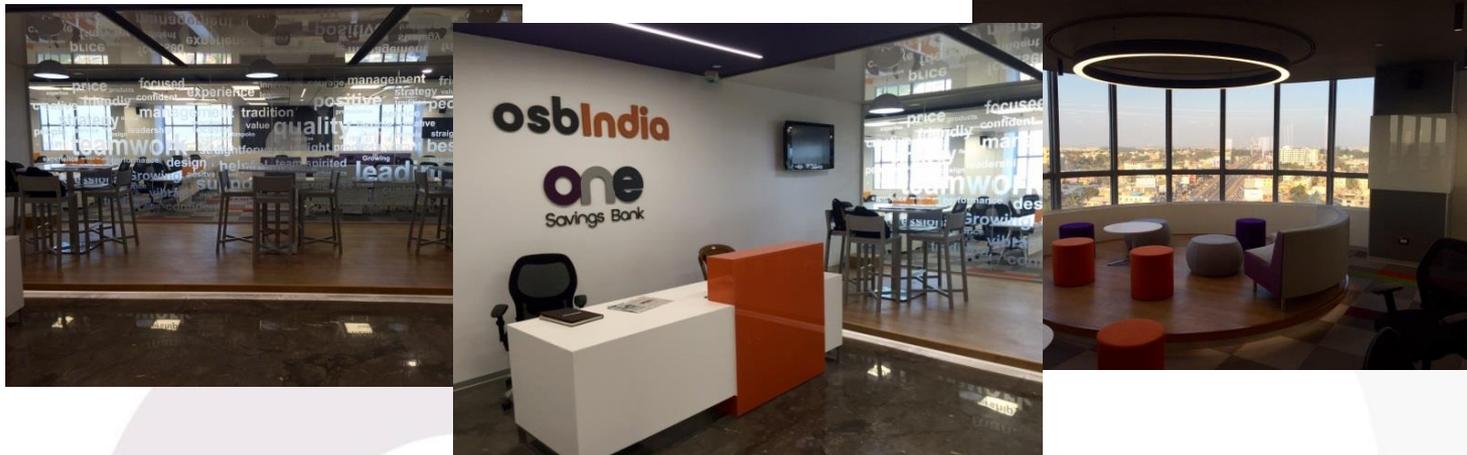
**Best Cash ISA Provider**

<sup>1</sup> Excluding the impact of drawdowns under the FLS

# Unique and cost-efficient operating model

## 4 Unique and cost efficient operating model with outstanding customer experience

- Our efficient operating platform is underpinned by continued investment in high quality, low cost, scalable Indian operations
  - Rebranded from EasiProcess to OSBIndia, reflecting its role as a core part of the Group
  - As at the end of 2015, we employed 210 people in India (UK 395)
  - We continue to take advantage of opportunities to further leverage our infrastructure in India, creating roles with average salary of £4,800 per head
- Cost:Income ratio further reduced to 26% (2014: 28%) including ongoing investments in premises and our technology infrastructure
- All while delivering an outstanding customer NPS of 55% in 2015 (2014: 39%)



# Current market trends

**Growth in Buy-to-Let lending continuing despite regulatory headwinds, private rented sector market remains vital to UK housing market**

**Significant opportunities in our commercial lines**

**Mortgage broker market share continues to increase**

**Wholesale markets open and FLS extended, however retail funding continues to provide long term stability**

# Summary and Outlook

**2015 was another year of strong performance: delivered on all financial objectives and produced an RoE of 32%**

**Confident we will continue to achieve objectives**

**We have successfully innovated in the commercial side of our Buy-to-Let/SME segment and will continue to do so**

**We have entered 2016 with our strongest ever pipeline and we are seeing record applications in 2016**

**Confident in the outlook for our business and anticipate demand will remain strong for our chosen niches**

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