



# HY 2019 INVESTOR PRESENTATION

24 July 2019

# 2019 is a year of transition, positioning for the future

## Challenging H1 for Metro Bank

### RWA adjustment

- Implementing detailed remediation plan

### Intense speculation impacted deposit flows

- Net outflows in February and May, returned to growth in June and July
- Managed lending volumes and deposit initiatives

### Profitability

- IFRS 16 and Tier 2 debt costs weighed on performance year-on-year

## Actions taken to strengthen balance sheet

### Robust capital position

- CET1 ratio up to 16.1% (FY18:13.1%) supported by £375m equity raise and sale of £521m non-strategic loan portfolio

### Highly liquid

- Liquidity Coverage Ratio up to 163% (FY18:139%)

### Strong asset quality

- Cost of risk improved to 6bps (H1 18: 8bps)

## Platform for long-term profitable growth

### Governance and leadership changes

- Search for an independent Chairman to commence; new NED appointed
- Strengthened management team with new CIO and CTO

### Momentum in core franchise

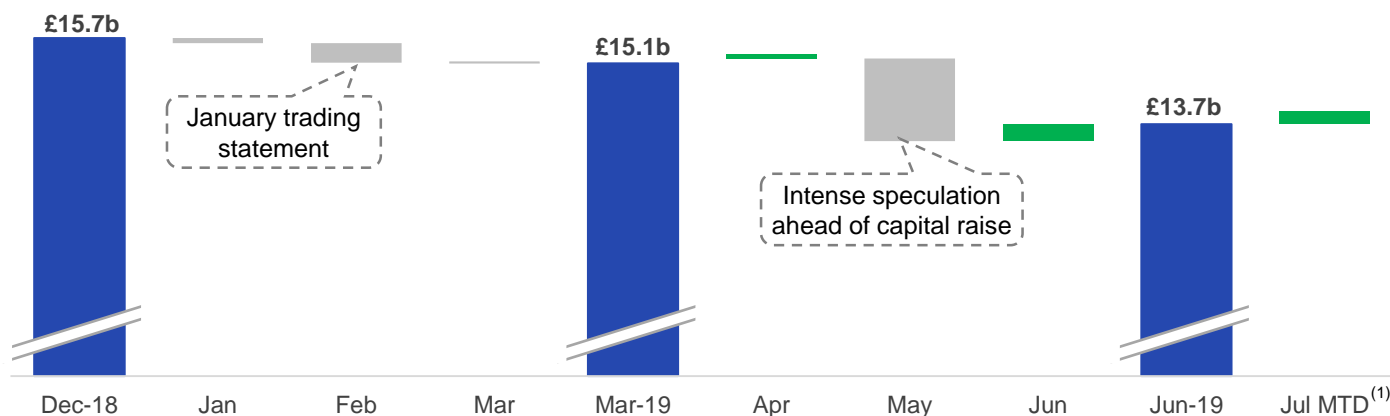
- Grown to over 1.8m accounts, with current accounts up 21% y-o-y
- Won 18% of business switchers in London and the South East<sup>(1)</sup>

### Focus on strategic initiatives

- 1 Increased cost savings identified at lower cost to achieve
- 2 Fees up 61% y-o-y and C&I will accelerate reach and offering to SMEs
- 3 Rebalanced lending underway

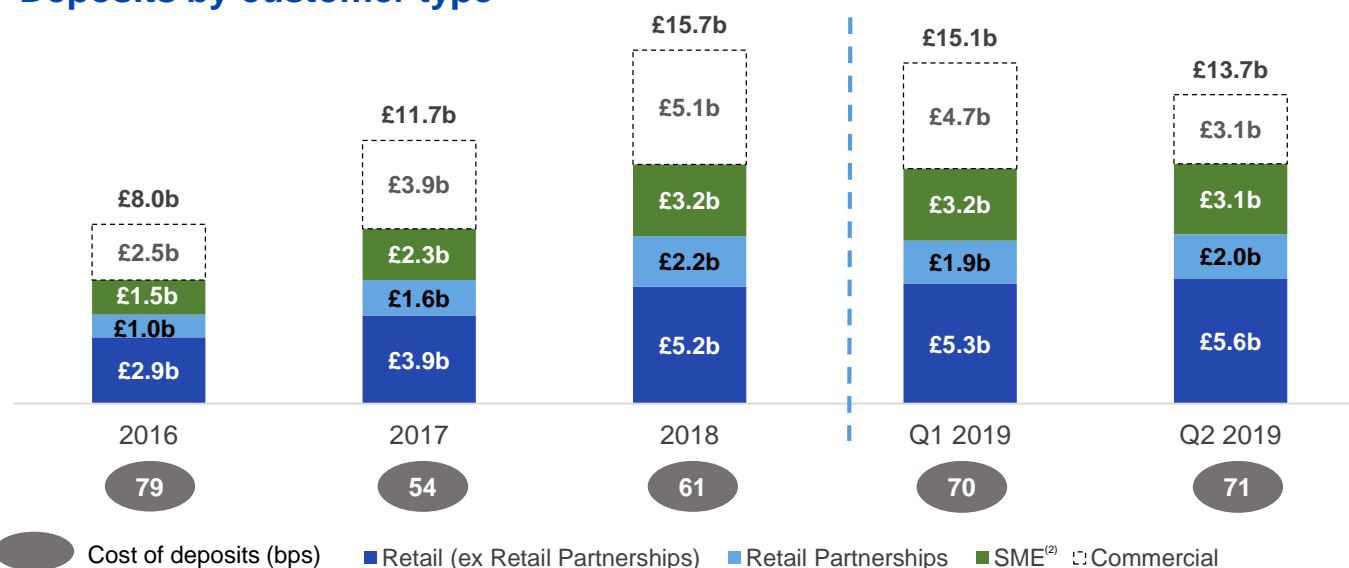
# Stable performance of retail and SME deposit base despite intense speculation

## Net deposit flows



- Deposits have returned to growth with net inflows of £700m across June and July following the successful completion of the capital raise

## Deposits by customer type

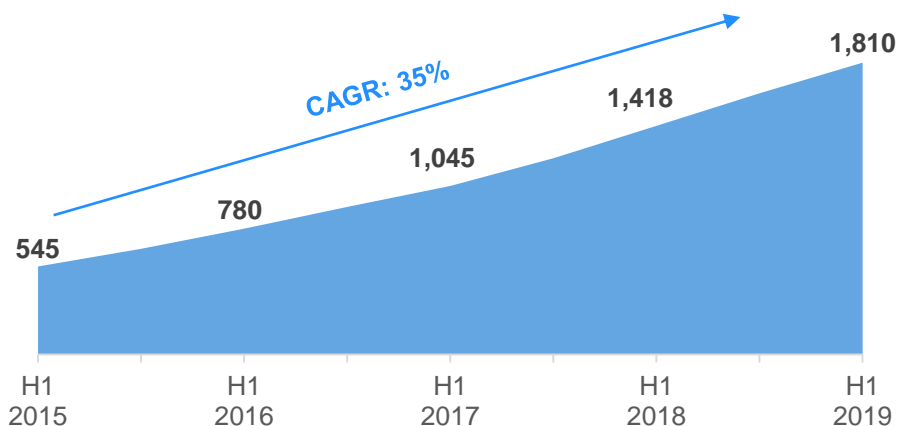


- Growth in retail deposits and stable SME<sup>(2)</sup> deposit performance, with headline numbers impacted by withdrawals primarily from a limited number of commercial customers
- Q2 current accounts 31% of total deposits (Q1: 30%), with demand savings 40% (Q1: 44%) and fixed term savings accounts 28% (Q1: 26%)

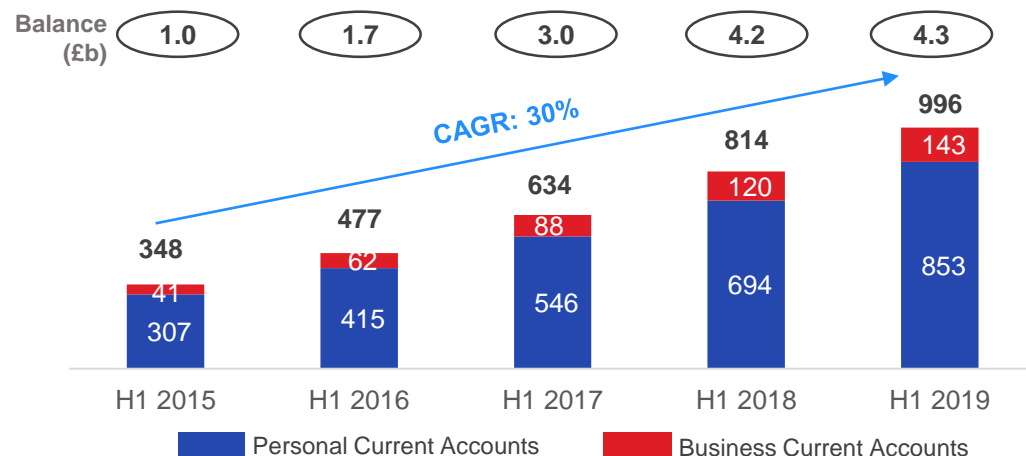
● Cost of deposits (bps) ■ Retail (ex Retail Partnerships) ■ Retail Partnerships ■ SME<sup>(2)</sup> □ Commercial

# With continued customer momentum underpinned by personal and business current account growth

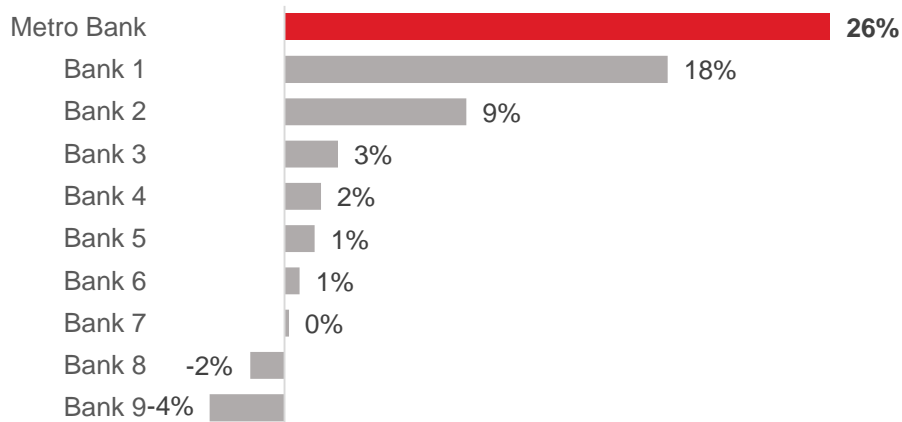
Total customer accounts ('000)



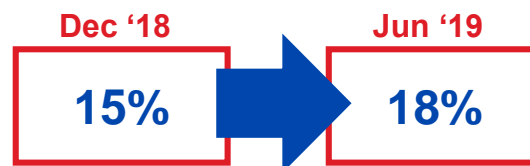
Current accounts ('000)



CAGR (2015 – 2018) in BCA market share <sup>(1)</sup>



Winning Business Current Account switchers in London and the South East <sup>(2)</sup>



(1) MarketVue Business Banking from Savanta (Survey Period: 2015-2018). The Compound Annual Growth Rate is the average annual increase in the Market Share percentage over time, calculated using the Metro bank market share for year end 2015 and 2018. (2) MarketVue Business Banking from Savanta (Survey Period: Q3 2018 - Q2 2019). Main bank for business banking - Switching Gains based upon 318 respondents of which 59 were in London/SE. Data is weighted by region and turnover to be representative of businesses in GB.

# Action taken to maintain a strong and resilient balance sheet



## Equity raise completed

- June 2019 issuance upsized from £350m to £375m to meet demand. Pro forma CET1 ratio of 16.1%<sup>(1)</sup> up from 13.1%



## Asset disposals

- LCR increased to 163% from 139% following £1.5bn sale of non-LCR eligible investment securities, primarily RMBS, corporate bonds, and covered bonds
- Executed £521m loan portfolio disposal, acquired 2017, delivering £181m RWA reduction and 30pbs uplift in CET1<sup>(1)</sup>



## Managing lending volumes

- Repriced residential mortgages and retail BTL products
- Fulfilled committed pipeline and continued to support existing and new relationship customers
- Scaled back high RWA commercial lending e.g. real estate



## Continued focus on low risk lending

- Reflected in cost of risk at 6bps reduced from 8bps



## Deposit gathering initiatives

- Launched savings campaigns in-store, on website and social media
- Competitively priced fixed term savings accounts



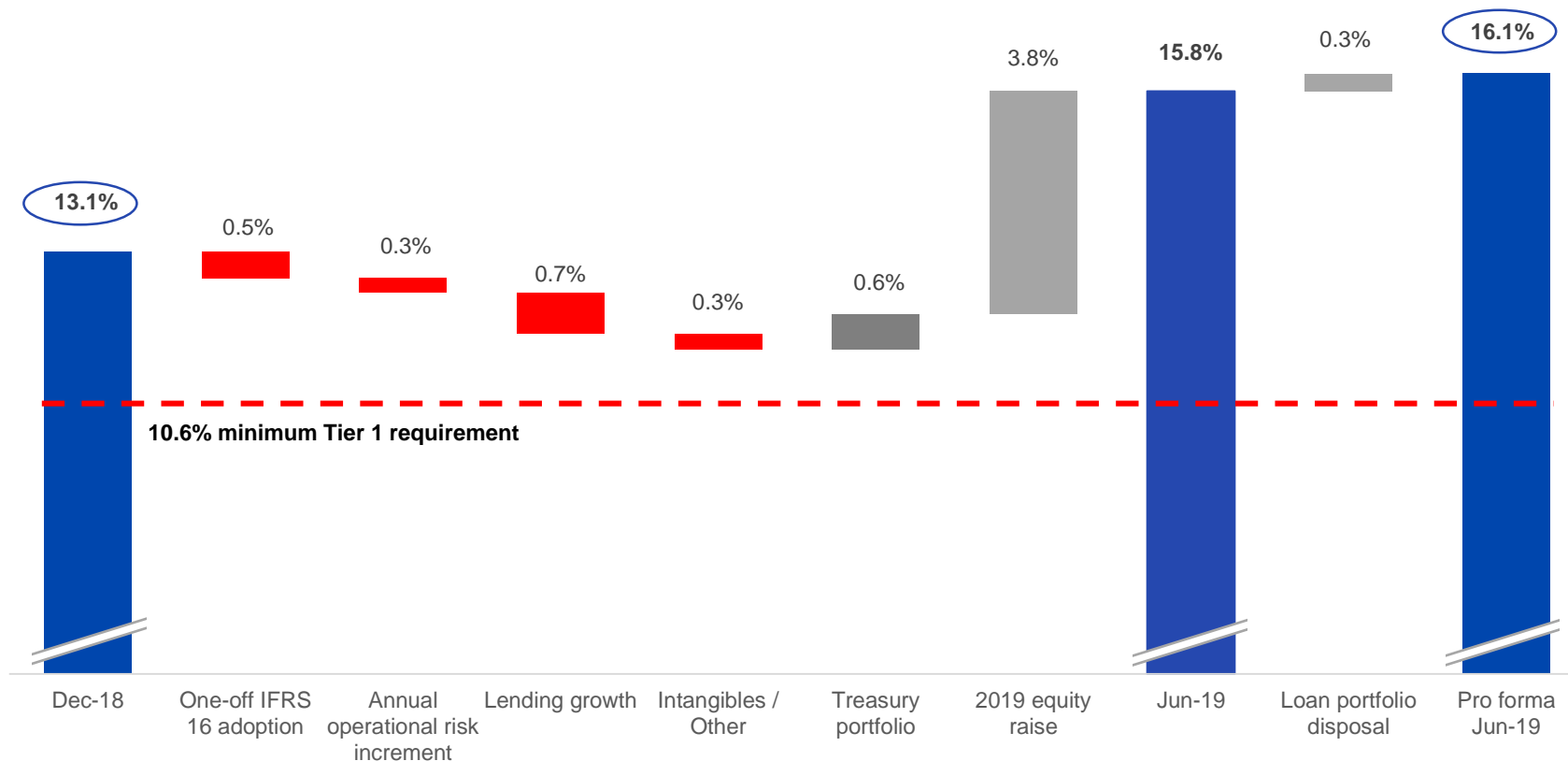
**Loan to deposit ratio elevated to 109% at H1**

**Managing towards targeted loan to deposit range 85-90% over medium term**

**Expecting c.100% by year-end**

# Successful equity raise provides CET1 headroom for controlled growth over the medium-term

Strong CET1 ratio supported by £375 million equity capital raise



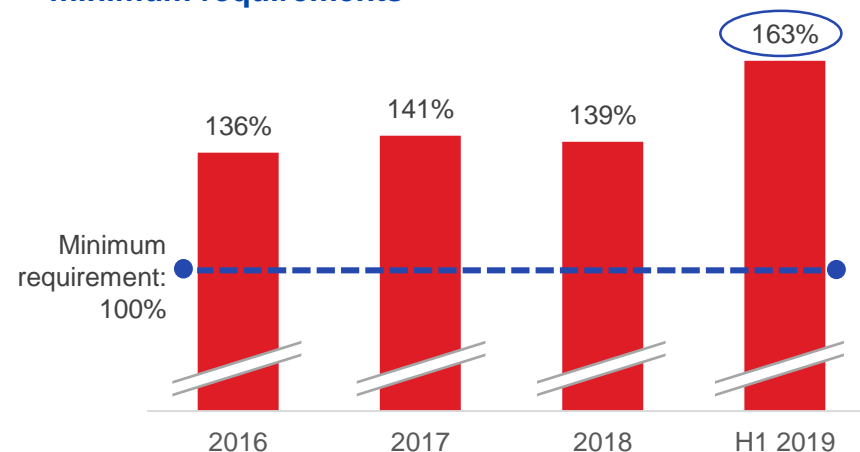
# Strong, liquid balance sheet

£'m	Unaudited H1 2019	Unaudited H1 2018	Growth
Loans and advances to customers <sup>(1)</sup>	14,989	12,013	25%
Treasury assets <sup>(2)</sup>	4,668	6,453	(28%)
Assets classified as held for sale	521	-	-
Other assets <sup>(3)</sup>	1,179	669	76%
<b>Total assets</b>	<b>21,357</b>	<b>19,135</b>	<b>12%</b>
Deposits from customers	13,703	13,736	-
Deposits from central banks	3,801	3,801	-
Debt securities	249	249	-
Other liabilities	1,837	252	626%
<b>Total liabilities</b>	<b>19,590</b>	<b>18,038</b>	<b>9%</b>
Shareholders' funds	1,767	1,097	61%
<b>Total equity and liabilities</b>	<b>21,357</b>	<b>19,135</b>	<b>12%</b>

## Capital adequacy & liquidity coverage ratios:

CET1 capital ratio <sup>(4)</sup>	16.1%	12.7%	340bps
Total capital ratio <sup>(4)</sup>	18.8%	16.2%	260bps
Regulatory leverage ratio <sup>(4)</sup>	7.2%	4.6%	260bps
Risk weighted assets <sup>(4)</sup>	9,372	6,944	35%
Loan to deposit ratio	109%	87%	22pp
Liquidity coverage ratio	163%	141%	22pp

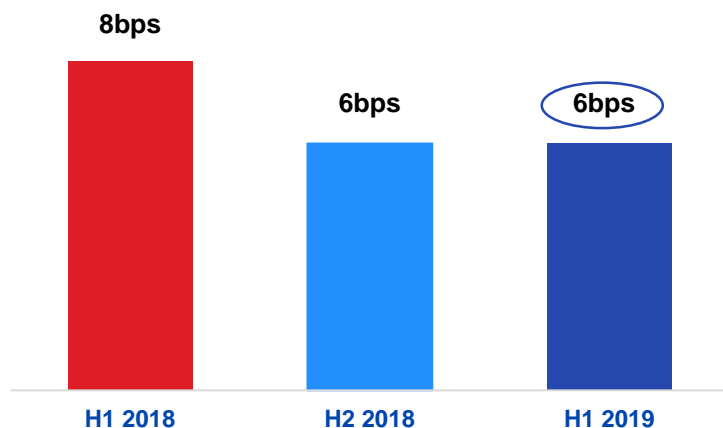
## Highly liquid, with Liquidity Coverage Ratio exceeding minimum requirements



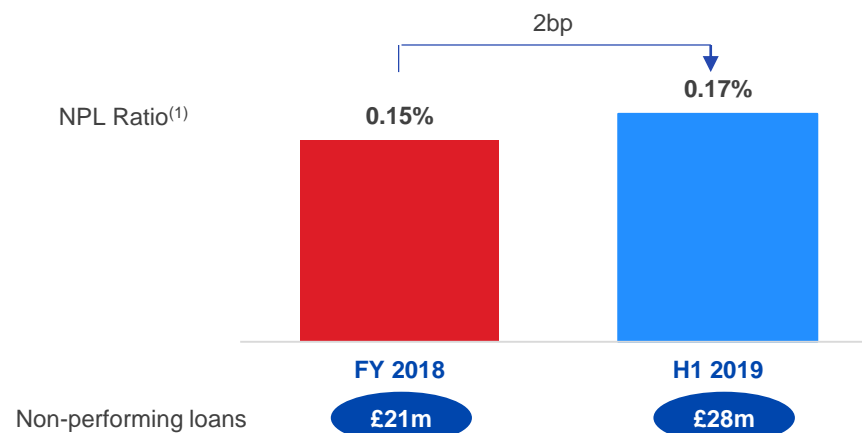
- Increase in other assets primarily reflects the recognition of the right of use asset under IFRS 16
- Increase in other liabilities reflects an increase in repo funding and the adoption of IFRS 16 as outlined at 1Q19
- Quality of liquidity resources high, with 99% held as cash, government bonds and AAA-rated instruments<sup>(5)</sup>
- We will issue MREL eligible debt in H2 to satisfy our interim MREL requirement by 1 January 2020
- Credit rating anticipated H2 2019

# Focus on low risk lending is unchanged, with continued strong asset quality and low cost of risk

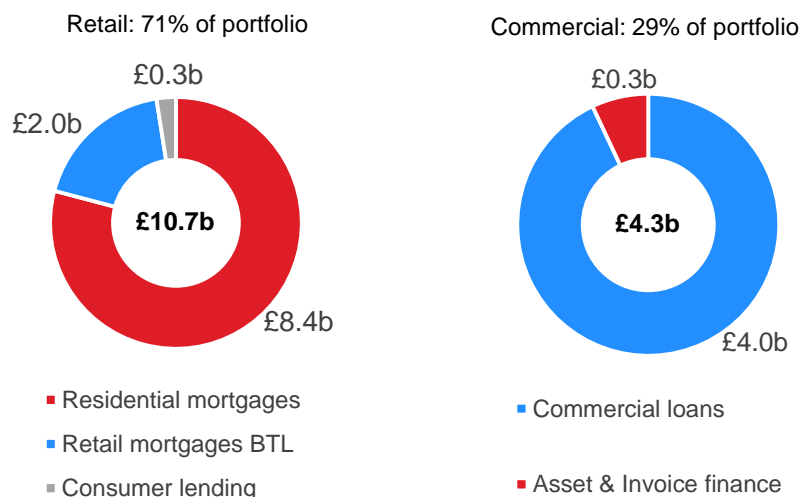
## Low cost of risk



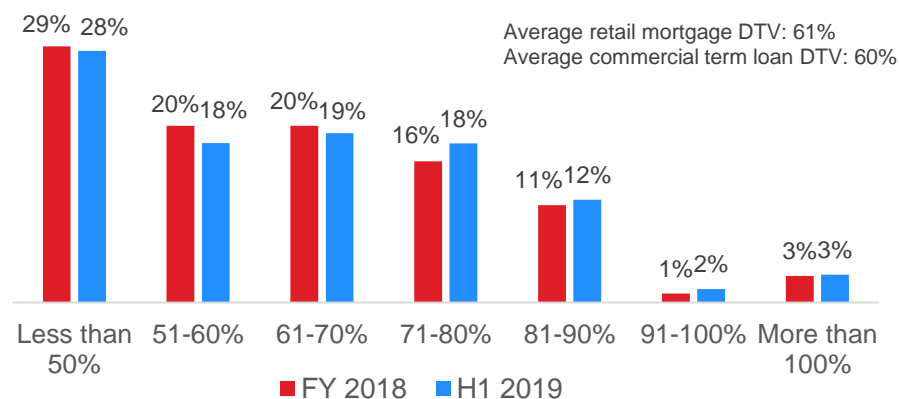
## Strong asset quality



## Low risk lending portfolio<sup>(2)</sup>



## Conservative debt to value profile





# Strong fee and revenue growth offset by lower NIM and continued investment

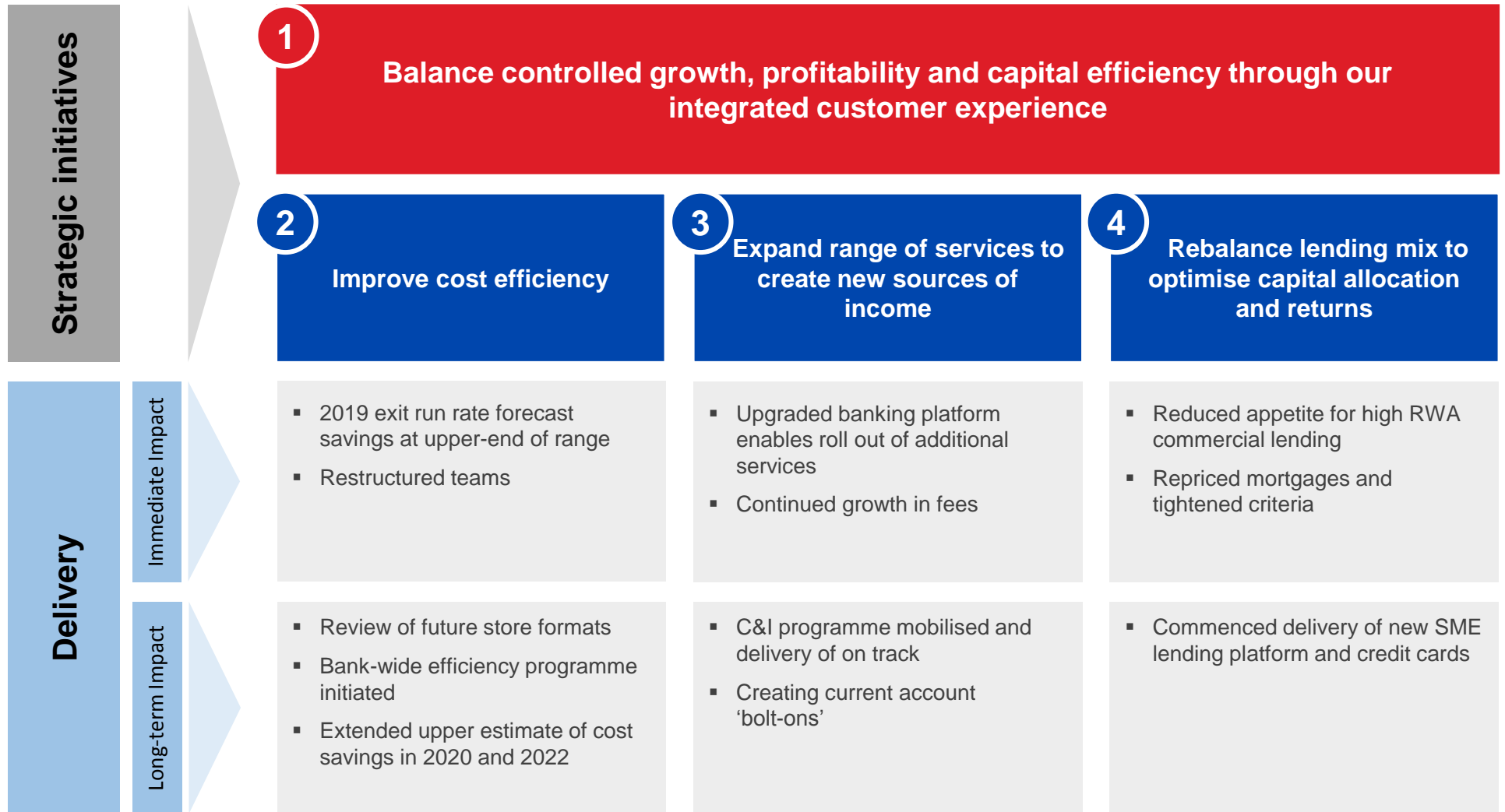
£'m	Unaudited H1 2019	Unaudited H1 2018	Growth
Net interest income	166.2	156.3	6%
Fees and other income	46.4	28.8	61%
Net gains on sale of assets	4.1	4.6	(11%)
<b>Total revenue</b>	<b>216.7</b>	<b>189.8</b>	<b>14%</b>
Operating expenses	(161.7)	(141.1)	15%
Depreciation and amortisation	(37.0)	(20.5)	80%
<b>Operating Cost</b>	<b>(198.7)</b>	<b>(161.6)</b>	<b>23%</b>
Expected credit loss expense	(4.4)	(4.1)	7%
<b>Underlying profit before tax</b>	<b>13.6</b>	<b>24.1</b>	<b>(44%)</b>
Underlying taxation	(3.7)	(5.9)	(37%)
<b>Underlying profit after tax</b>	<b>9.9</b>	<b>18.2</b>	<b>(46%)</b>
Adjustments	(8.6)	(3.0)	187%
<b>Statutory profit after tax</b>	<b>1.3</b>	<b>15.2</b>	<b>(91%)</b>
<b>Ratios</b>			
Net interest margin	1.62%	1.85%	(23bps)
Net interest margin + fees	2.07%	2.19%	(12bps)
Cost of Deposits	0.70%	0.57%	+13bps
Underlying cost to income ratio	92%	85%	+7pp
Cost of Risk	0.06%	0.08%	(2bps)

- **Solid revenue growth**, primarily driven by fees and other income up 61%
- Operating expenses increase reflects **continued growth in regulation, people and technology costs**
- Increase in depreciation driven by investment and IFRS 16 adoption
- Underlying PBT and NIM lower due to IFRS 16, Tier 2 debt costs, management action on balance sheet and mortgage margin compression
- Higher adjustments reflect restructuring and remediation costs
- **Balance sheet actions taken in H1 will impact H2 profitability**

# 2019 outlook in a year of transition

	H1 2019	FY 2019 Expectations
<b>Store growth</b>	2 Stores	Total of c.8 stores plus 2 C&I
<b>Deposit growth</b>	0% YoY	In keeping with deposit growth in June and July, expected to be broadly in line with 31 December 2018 at £15.7b
<b>Loan to Deposit ratio</b>	109%	c.100%, managing back in a measured way towards our medium term target of 85-90%
<b>NIM + fees</b>	2.07%	H2 expected to be below H1 reflecting higher deposit costs, loan portfolio disposal and treasury asset sales in H1, together with MREL-eligible debt issuance in H2. Partially offset by strong fee growth
<b>Operating costs<sup>(1)</sup></b>	£198.7m	Cost growth to moderate with low single digit growth in H2 compared to H1 2019
<b>Cost to income<sup>(1)</sup></b>	92%	>90%
<b>Cost of risk</b>	0.06%	Continued strong credit performance

# Continued progress on the strategic initiatives announced in February



# 1 Expansion North to SME hotspots combined with new products and digital services will power future growth

## Significant opportunity as we move North

- Midlands - 4 new stores in the Birmingham area
- North - Manchester 2019, Liverpool 2019 and Sheffield Q1 2020
- Expecting c.10 new store openings in 2019



## Increasing our geographical coverage<sup>(1)</sup>

SME footprint

Currently  
c.30%



Post-expansion  
c.66%

Expansion into  
new markets



New products and  
services



Customer account  
and deposit  
growth

- To support our expansion and brand recognition in new markets, we will:
  - Increase brand promotional activity
  - Price products competitively
- Flexible store format in line with strategic pivot:
  - Smaller format stores tailored to the demand from the local community
  - Review new store layouts

## 2 Exit run-rate savings expected at the top-end of range for 2019 and have already captured 60% of the benefits to date

### Targeted actions to maximise value in 2019

<b>Back office</b>	<ul style="list-style-type: none"><li>▪ Right-size <b>lending operations teams in line</b> with revised lending mix and volume forecasts</li><li>▪ <b>Lean workflow</b> improvements</li><li>▪ Enhanced <b>fraud detection and prevention</b> solutions</li><li>▪ Initiate <b>Robotic Process Automation</b> in select teams and products</li></ul>
<b>Front office</b>	<ul style="list-style-type: none"><li>▪ Right-size <b>Commercial team</b> to reflect new lending mix</li></ul>
<b>Stores</b>	<ul style="list-style-type: none"><li>▪ Rationalise <b>in-store roles</b> by piloting multi-skilled bankers performing cashier and CSR<sup>(2)</sup> activities</li><li>▪ Optimise <b>in store scheduling and rotas</b></li><li>▪ In addition, refine management responsibilities and spans of control</li></ul>
<b>Head Office</b>	<ul style="list-style-type: none"><li>▪ Centralise <b>procurement responsibilities</b> to drive greater control and scrutiny of third party spend</li><li>▪ Roll out <b>flexible working opportunity</b> for colleagues</li></ul>
<b>IT &amp; Change</b>	<ul style="list-style-type: none"><li>▪ Reduce unit salary costs by <b>shifting to greater share of in-house colleagues</b> in IT &amp; Change, given critical scale being reached</li><li>▪ Renegotiate <b>select contracts</b> for IT services</li></ul>

### Total 2019 exit run-rate benefit<sup>(1)</sup>

Opex, £m

15-19

Capex, £m

2-3

Captured to date

60-70%

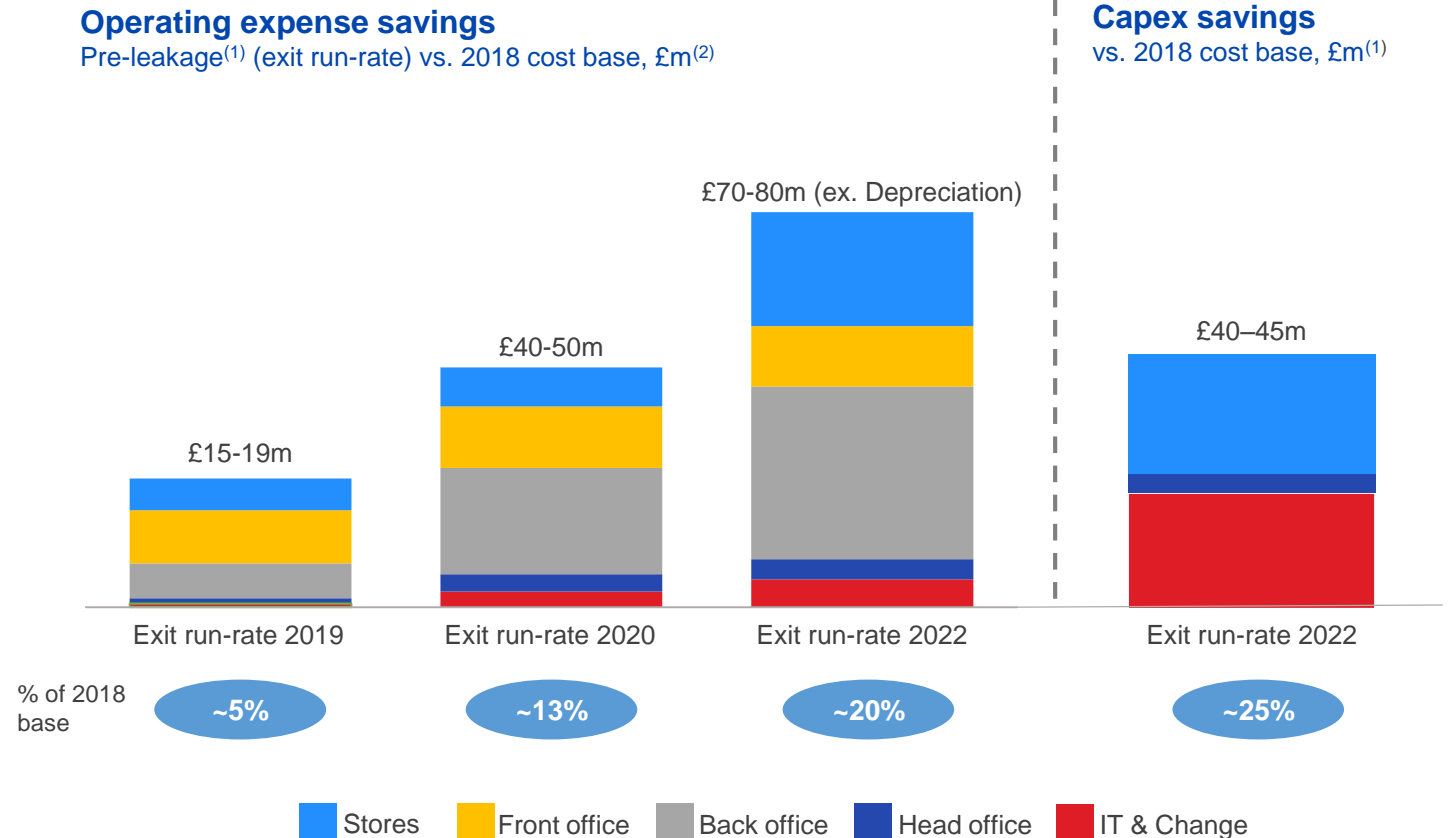
## 2 Significant operating cost and capex savings identified and a cost transformation program in place

### ✓ Upgraded savings targets

- Expected top-end of 2019 £15-19m range
- Extended 2022 target to £70-80m from £70-75m

### ✓ Reduced cost to achieve

- Lowered to £125m from £150m
- Cost to achieve mainly comprises capex investment over a 3 year period



### 3 Continued fee growth will be powered by a focus on our card proposition as well as new product pricing and features

**+61%**  
Other Income & Fees Growth YoY

#### Initiatives focused on driving fee growth

- Evolve our **card proposition** for business customers
- Embed and develop **FX capability**
- Develop **paid-for services for retail customers**, including tech-enabled smart insurance propositions, alongside new current account propositions
- **Smart pricing approach to residual Safe Deposit Box capacity** to drive utilisation; new geographies expected to bring strong demand



### 3 Capability & Innovation Fund investment in new digital innovations will make life easier for SMEs and generate new revenue streams

Supporting businesses as they grow with market-leading digital innovations...

Open an account at a time that's convenient to them. At home, at work, at our store  
**Business Current Account Online**



Receive alerts to manage cash flow  
**Business Insights**



Integrate bookkeeping and banking: simplifying invoicing/ receipt/ VAT  
**MFlow**



Reconcile receivables automatically  
**MPay**



Save time visiting the bank  
**Mobile cash collection/Drop off**

Full integration with accounting software, open banking  
**MFlow+**



...backed by the very best physical infrastructure and service model

Building on our existing SMEs service offering:

Open early 'til late

Dedicated local business manager

Card payment terminal collection in-store

Specialist sector teams

24 hr phone banking

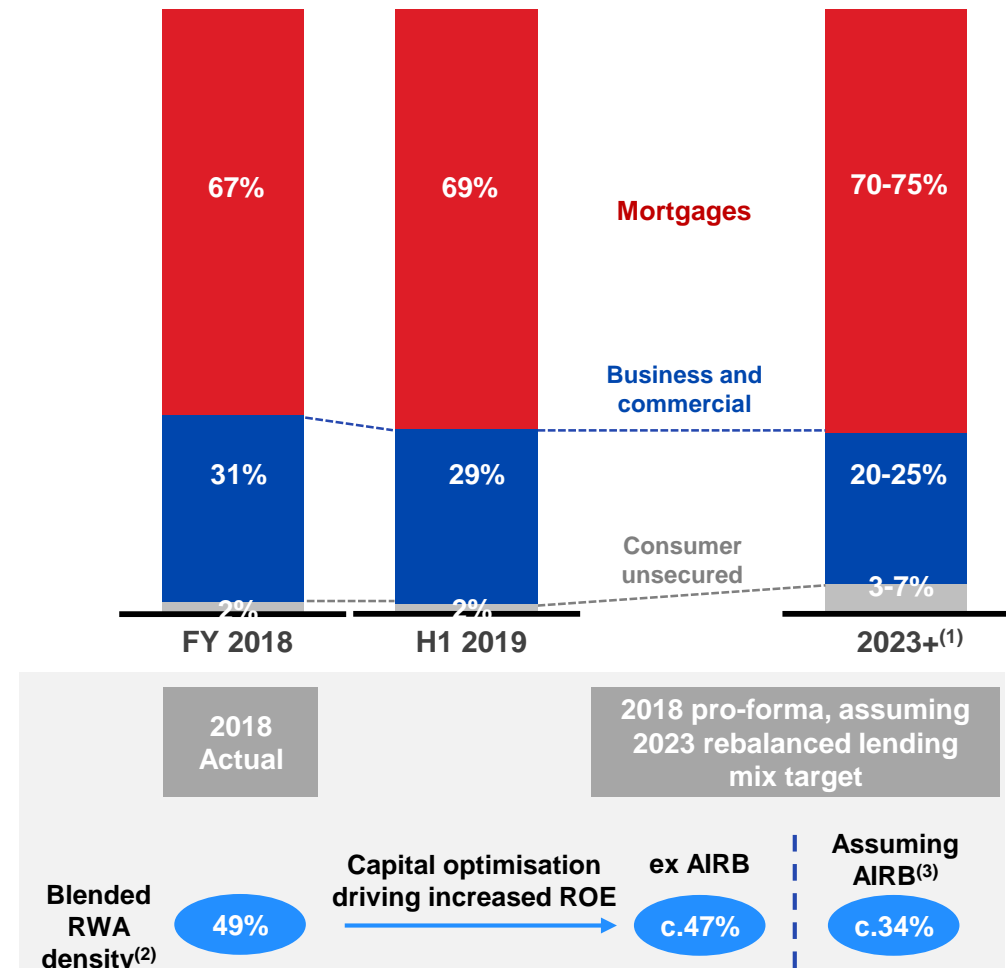


# 4 Rebalancing our lending mix and growth to optimise capital efficiency and ROE

## Implementation of initiatives on track

- Continue to **build lending** around low risk cost-efficient and higher ROE mortgages
- Scaled back high RWA lending** (incl. commercial real estate) and PBTL in line with our evolved strategy
- Committed to supporting SMEs**
  - Unsecured capability on track** for roll-out in 2020:
    - Small Business **Loan platform** giving loan finance through best in class fintech partnership
    - Enhanced** SME overdraft proposition with a straight forward preapproved limit
    - New **'MCard' credit card** allowing businesses to manage expenditure in a controlled and flexible way
    - Revolving Credit Facility with **flexible payment**
  - Developing digital end-to-end **secured lending** for 2021

## Target lending mix reaffirmed



# Model remains strong

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- ✓ Deposit flows returned to growth with over £700m of inflows June-July MTD
- ✓ Rebalancing of asset base on track with low cost of risk at 6bps from 8bps at H1 18
- ✓ Upgraded cost targets and reduced cost to achieve
- ✓ Continued fee income growth, up 61% y-o-y with more services in build
- ✓ Delivery of C&I capability on-track to deliver new digital services
- ✓ Northern expansion underway with Birmingham sites, Manchester and Liverpool opening in H2
- ✓ Continued strength in personal current accounts (up 23%) and business current accounts (up 19%) y-o-y

# Medium-term guidance reaffirmed

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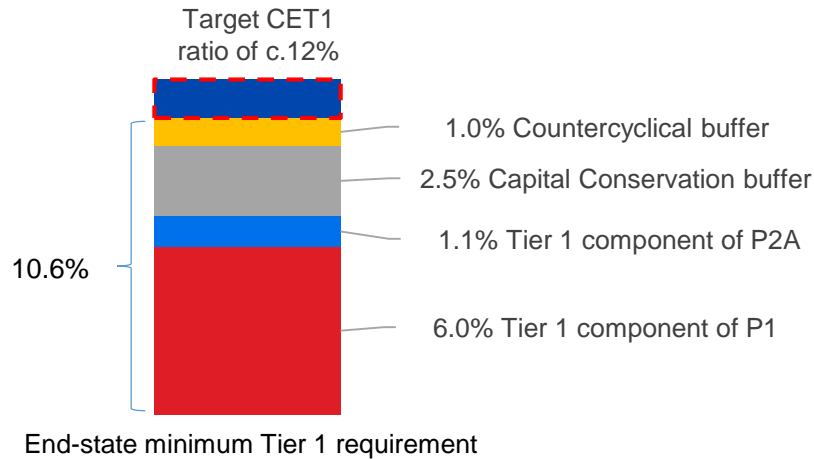
<b>Deposit growth</b>	c.20% per annum, c.2% share of the market by 2023
<b>Store growth</b>	c.8 new stores a year plus C&I funded store growth
<b>Average deposits per store per month</b>	>£4m
<b>Loan to deposit</b>	85% – 90%
<b>Cost of risk</b>	15bps – 30bps through the cycle
<b>Cost to income</b>	55% – 60% by 2023
<b>Capital</b>	12% minimum CET1 ratio and leverage ratio >4%
<b>RoE</b>	Low double digit RoE by 2023

QUESTIONS

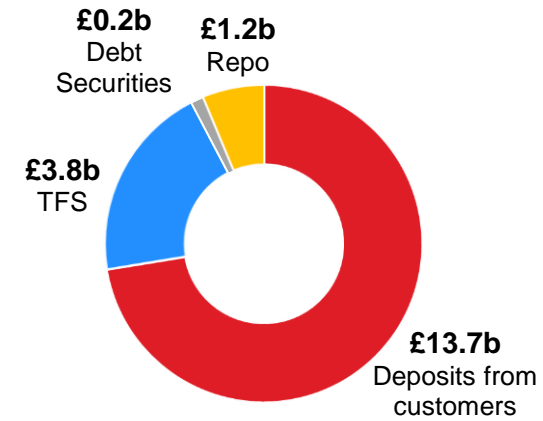
# APPENDIX

# Capital, funding and liquidity

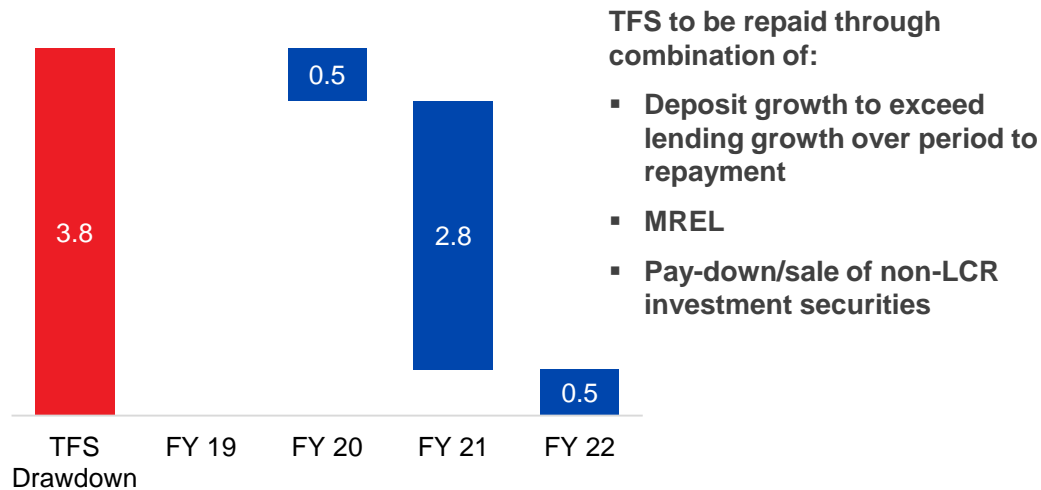
## CET1 target vs requirements as percentage of RWAs<sup>(1)</sup>



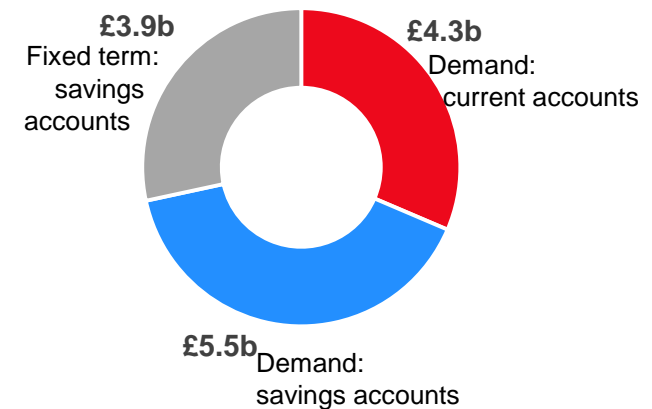
## Funding split as at H1 2019<sup>(2)</sup>



## TFS contractual repayment profile (£b)

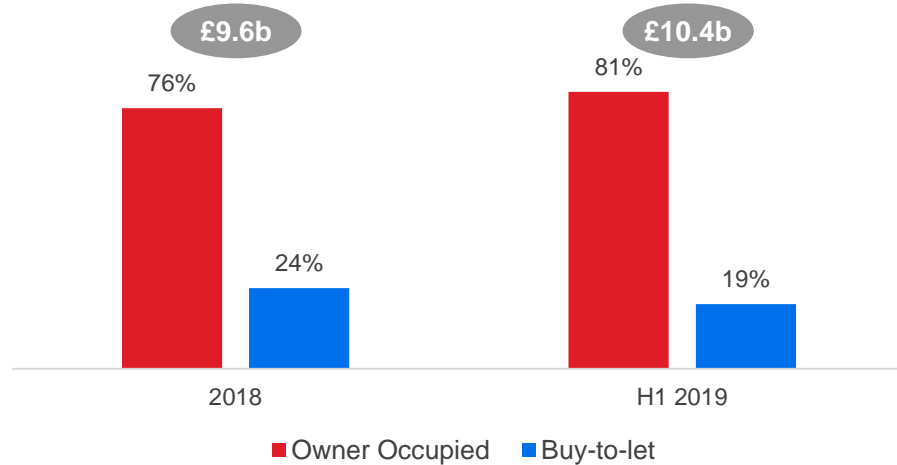


## Split of deposits as at H1 2019

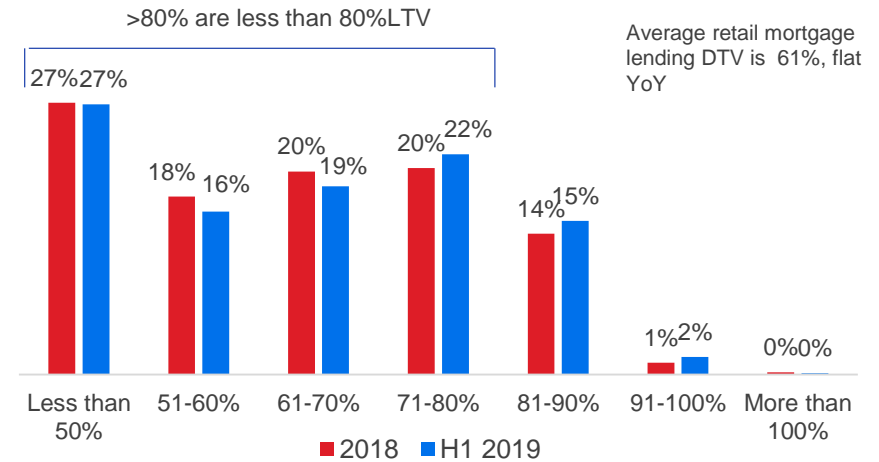


# Retail mortgage portfolio (1/2)

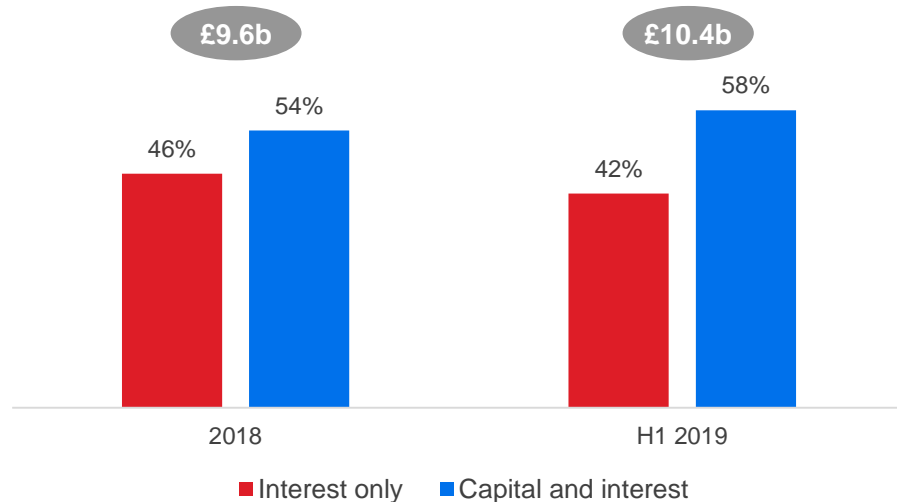
## Total retail mortgages – Owner occupied and BTL split



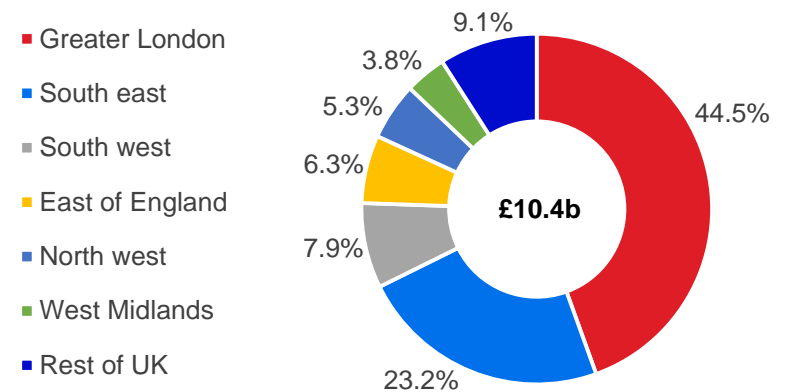
## Total retail mortgages debt-to-value profile



## Total retail mortgages repayment type



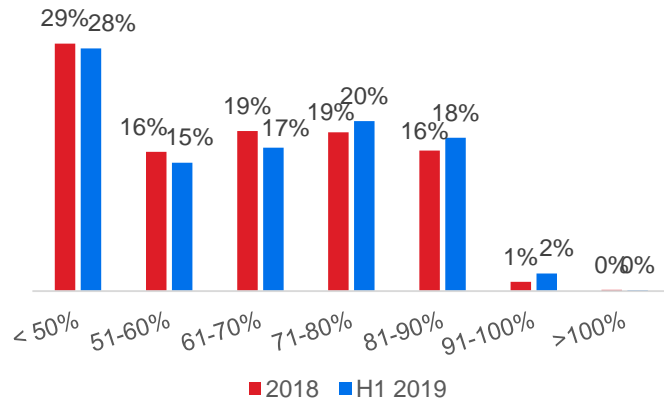
## Total retail mortgages geographical split<sup>(1)</sup>



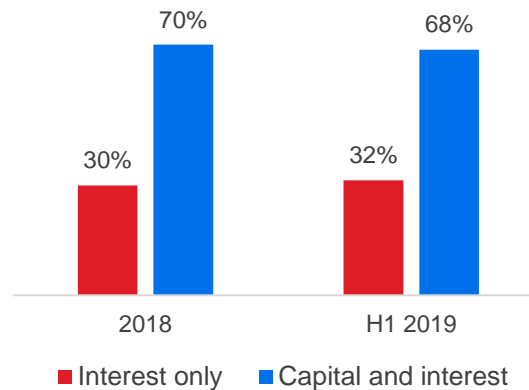
# Retail mortgage portfolio (2/2)

## Owner occupied retail mortgages

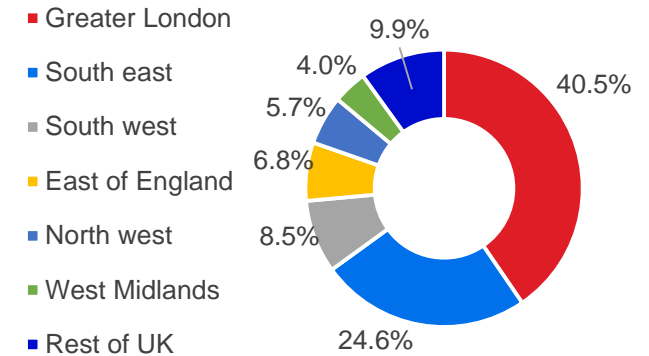
### Debt-to-value profile



### Repayment type

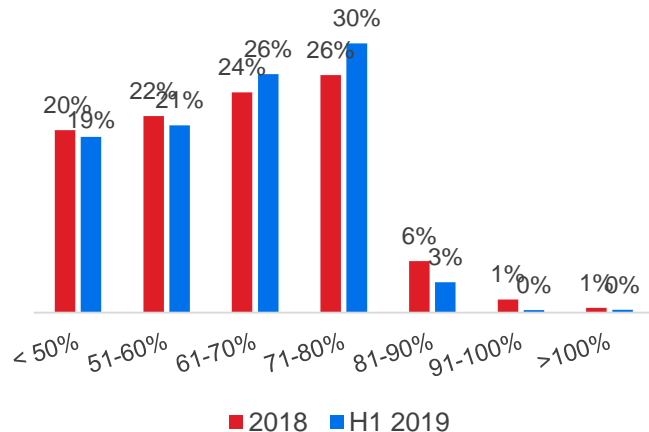


### Geography

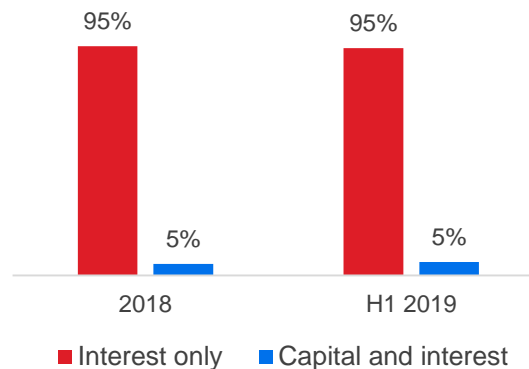


## Retail buy-to-let

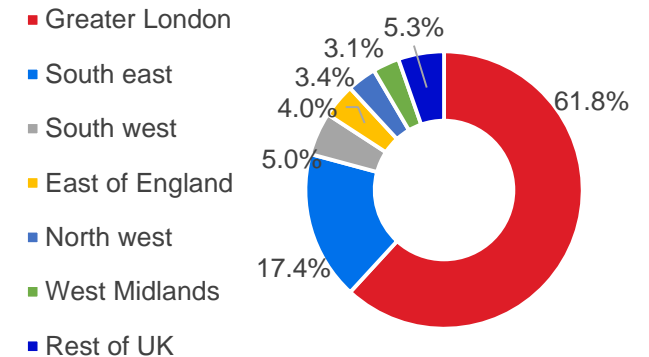
### Debt-to-value profile



### Repayment type



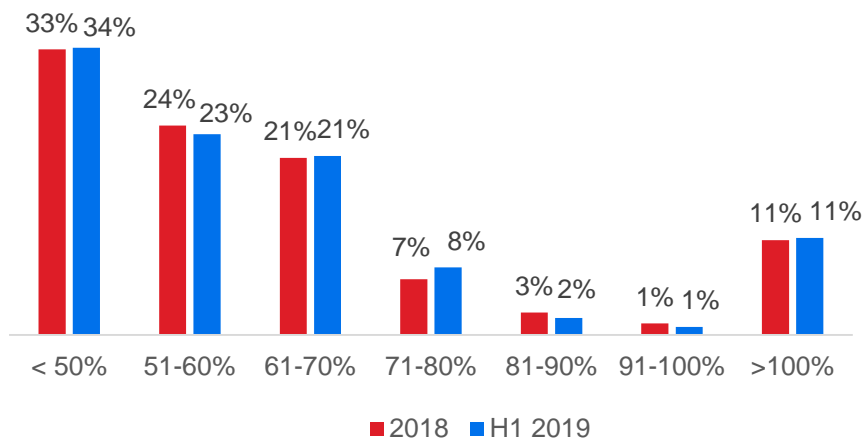
### Geography



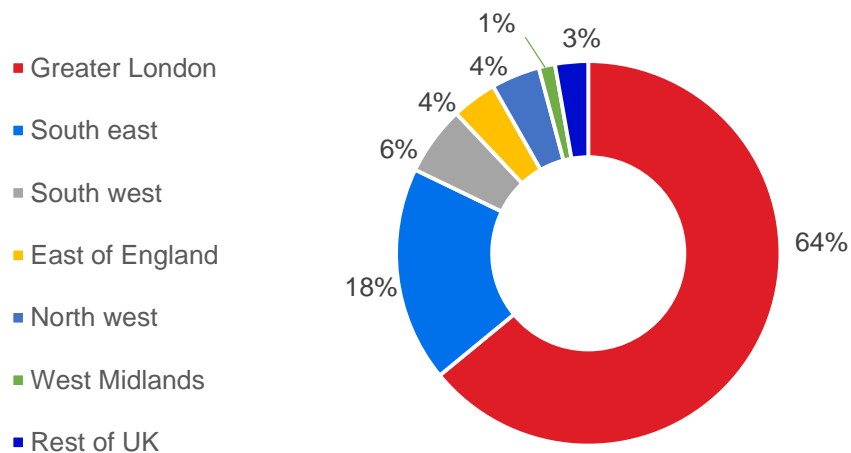


# Commercial lending

## Debt-to-value profile



## Geography



## Industry sector

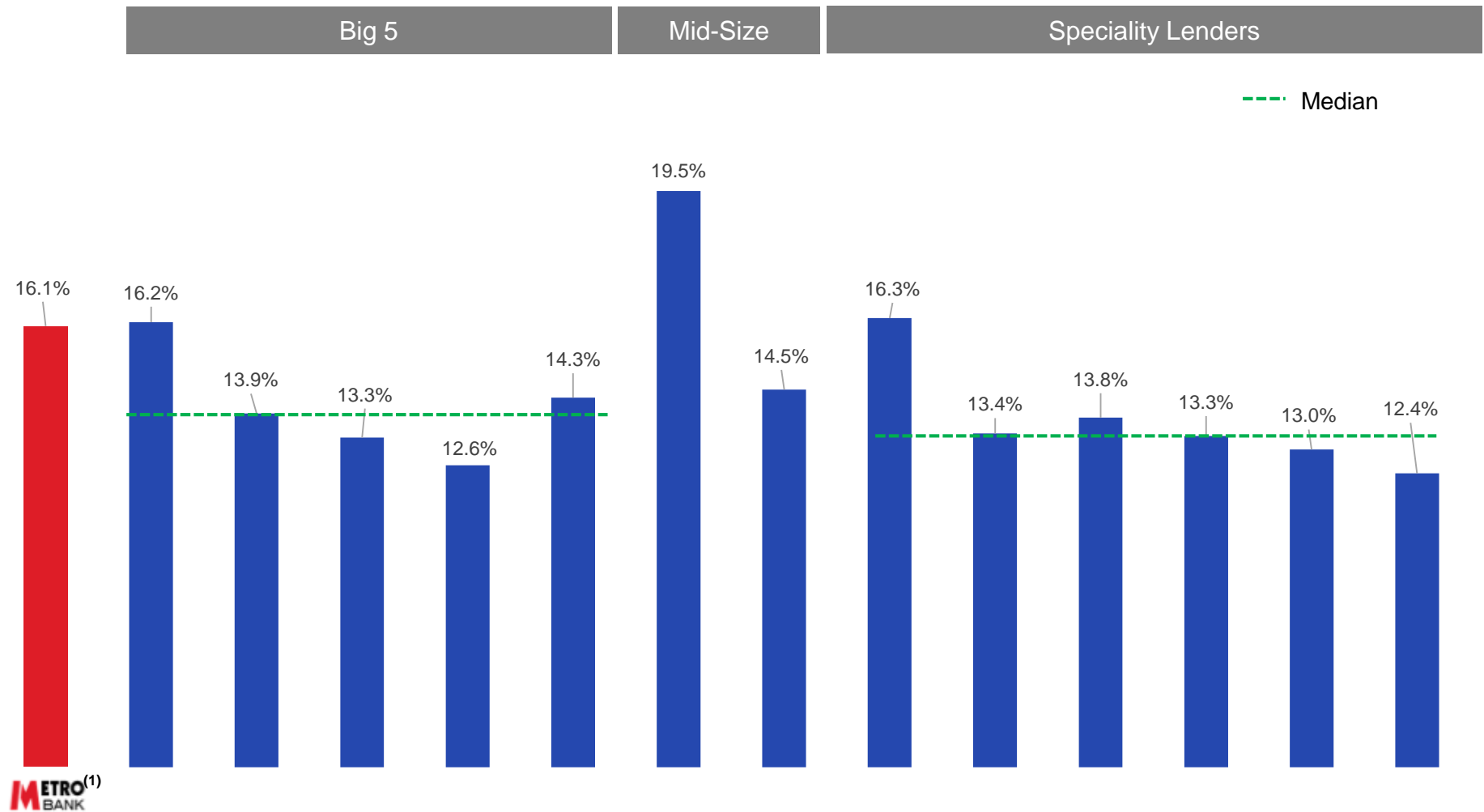
Industry Sector	30 Jun 2019 (£m)	31 Dec 2018 (£m)
Real estate (rent, buy and sell)	2,354	2,547
Legal, accountancy and consultancy	408	384
Health and social work	274	217
Hospitality	265	235
Retail	93	72
Real estate (management of)	123	99
Construction	75	60
Recreation, cultural and sport	45	1
Investment and unit trusts	3	19
Education	22	52
Real estate (development)	53	15
Other	96	127

# Quarter on quarter performance

£'m	Unaudited Q2 2019	Unaudited Q1 2019	Growth
Net interest income	82.4	83.8	-2%
Fees and other income	24.0	22.4	7%
Net gains on sale of assets	2.8	1.3	54%
<b>Total revenue</b>	<b>109.2</b>	<b>107.5</b>	<b>2%</b>
Operating expenses	(81.2)	(80.5)	
Depreciation and Amortisation	(19.1)	(17.9)	
<b>Operating Cost</b>	<b>(100.3)</b>	<b>(98.4)</b>	<b>2%</b>
Expected credit loss expense	(2.2)	(2.2)	-
<b>Underlying profit before tax</b>	<b>6.7</b>	<b>6.9</b>	<b>(3%)</b>
Underlying taxation	(1.8)	(1.9)	(5%)
<b>Underlying profit after tax</b>	<b>4.9</b>	<b>5.0</b>	<b>(2%)</b>
Adjustments	(6.1)	(2.5)	144%
<b>Statutory profit after tax</b>	<b>(1.2)</b>	<b>2.5</b>	<b>(148%)</b>
<b>Ratios</b>			
Net interest margin	1.61%	1.64%	(3bps)
Net interest margin + fees	2.07%	2.08%	(1bp)
Cost of Deposits	0.71%	0.70%	1bp
Underlying cost to income ratio	92%	92%	-
Cost of Risk	0.06%	0.06%	-

- Total revenue growth of 2% reflects **7% growth in fees and other income growth**, as well as the **gains on sale of treasury assets**
- Strong fee growth **offset by lower net lending growth** in the quarter and a **3bps reduction in NIM** reflecting continued mortgage market competition and a 1bp increase in cost of deposits
- Operating expenses increase reflects **continued growth in regulation, people and technology costs**
- Higher adjustments reflect restructuring and remediation costs in Q2

# CET1 ratio compares well against UK peer group



## Disclaimer

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