

# SUMMARY FINANCIAL STATEMENT

## Details of our financial performance in 2025.

This financial statement is a summary of information in the audited 2025 Annual Report and Accounts, of Yorkshire Building Society and its controlled entities (the Group), a copy of which is available to members and depositors free of charge at every office of Yorkshire Building Society. The information is also available online at [ybs.co.uk/annualreport](https://ybs.co.uk/annualreport)

### Summary Directors' Report

The information contained in the Chair's welcome and Chief Executive's welcome on pages 4 to 11 addresses the requirements of the Summary Directors' Report.

The directors consider that the Group has adequate resources to continue in operational existence for at least 12 months from the date of approval of the Annual Report and Accounts.

Approved by the Board of Directors on 25 February 2026:

Annemarie Durbin - Chair of the Board

Tom Ranger - Chief Financial Officer

Susan Allen - Chief Executive

Group Income Statement	2025 £m	2024 £m
Net interest income	869.8	736.5
Fair value gains and losses	(50.3)	36.2
Net realised gains and losses	0.7	0.2
Other income <sup>1</sup>	(26.2)	(21.1)
<b>Total income</b>	<b>794.0</b>	751.8
Management expenses <sup>2</sup>	(407.6)	(366.6)
Impairment of loans and advances to customers <sup>3</sup>	(8.5)	(0.2)
Movement in provisions	0.0	(1.3)
<b>Profit before tax</b>	<b>377.9</b>	383.7
Tax expense	(102.4)	(102.0)
<b>Profit for the year</b>	<b>275.5</b>	281.7

<sup>1</sup> Includes net fee and commission income and other operating income.

<sup>2</sup> Includes administration expenses, depreciation and amortisation.

<sup>3</sup> Loans and advances to customers includes fair value adjustments for hedged risk on those loans.

Group Statement of Financial Position	2025 £m	2024 £m
<b>Assets</b>		
Loans and advances to customers	51,893.8	49,250.8
Liquid assets	13,566.3	14,621.0
Other assets	870.2	1,672.6
<b>Total assets</b>	<b>66,330.3</b>	65,544.4
<b>Liabilities</b>		
Shares	52,941.0	52,045.4
Wholesale funding and other deposits	7,270.8	7,385.0
Subordinated liabilities	1,472.4	1,453.3
Other liabilities	404.8	686.0
<b>Total liabilities</b>	<b>62,089.0</b>	61,569.7
Members' interest and equity	4,241.3	3,974.7
<b>Total members' interest, equity and liabilities</b>	<b>66,330.3</b>	65,544.4

Summary of key financial ratios	2025 %	2024 %
<b>Gross capital as a percentage of shares and borrowings</b>	<b>9.49</b>	9.13
The gross capital ratio is the relationship between the Group's capital and its liabilities to investors. Capital comprises general reserves (i.e. accumulated profits), hedging and revaluation reserves, subordinated liabilities and subscribed capital.		
<b>Liquid assets as a percentage of shares and borrowings (liquidity ratio)</b>	<b>22.49</b>	24.60
The liquid asset ratio measures those assets available to meet requests by savers to withdraw their money, to fund mortgage advances and to fund general business activities. It expresses cash and assets easily converted into cash as a percentage of the Group's liabilities to investors.		
<b>Profit for the year as a percentage of mean total assets</b>	<b>0.41</b>	0.45
<b>Management expenses as a percentage of mean total assets</b>	<b>0.62</b>	0.58
The management expense ratio measures how cost effective the Group is. It is calculated by comparing the management expenses (administrative expenses opposite) for the year with average total assets.		

#### Independent auditors' statement on the Summary Financial Statement to the members of Yorkshire Building Society

We have examined the Summary Financial Statement of Yorkshire Building Society (the 'Society') set out on pages 12 to 13, which comprises the Group Income Statement, Group Statement of Financial position as at 31 December 2025 and a summary of key financial ratios.

#### Respective responsibilities of directors and auditors

The directors are responsible for preparing the Summary Financial Statement, in accordance with the Building Societies Act 1986.

Our responsibility is to report to you our opinion on the consistency of the Summary Financial Statement with the full Annual Accounts, the Annual Business Statement and the Directors' Report and its compliance with the relevant requirements of Section 76 of the Building Societies Act 1986 and the regulations made under it.

We also read the other information contained in the Annual Review and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the Summary Financial Statement. The other information comprises only the Chair of the Board's welcome, the Chief Executive's welcome and the Summary Directors' Remuneration Report.

This statement, including the opinion, has been prepared for and only for the Society's members as a body in accordance with Section 76 of the Building Societies Act 1986 and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this statement is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

#### Basis of opinion

Our examination involved agreeing the balances in the Summary Financial Statement to the full Annual

Accounts. Our report on the Society's full Annual Accounts describes the basis of our audit opinion on those Annual Accounts, the Annual Business Statement and the Directors' Report.

#### Opinion

In our opinion the Summary Financial Statement is consistent with the full Annual Accounts, the Annual Business Statement and the Directors' Report of Yorkshire Building Society for the year ended 31 December 2025 and complies with the applicable requirements of Section 76 of the Building Societies Act 1986, and the regulations made under it.

PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory  
Auditors Leeds.  
25 February 2026.

Annemarie Durbin



# WELCOME

from the Chair of the Board

## 2025 was a strong year for the Society.

We delivered solid results and growth in our core markets, despite tough competition. That says a lot about our strategy and the incredible commitment of our colleagues.

However it was about more than just numbers. It was a reset moment for the Society, where we sharpened our Purpose.

## Defining our PURPOSE

### For over 160 years, our Purpose has been clear:

to deliver Real Help with Real Life. It's why we're here and the role we want to play for our members.

In 2025, we brought colleagues, members, customers and partners together to sharpen that Purpose and set a clear direction for the future.

“ At Yorkshire Building Society, Real Help with Real Life means members coming together to make good homes possible for more people. ”



That's what being a building society is all about. Helping people save and take steps towards secure, sustainable homes - whether owned or rented.

Good homes are more than bricks and mortar. They shape health, happiness and even a greener future. Owning a home can unlock financial confidence and security too. Our research shows renters could be £2.6m worse off than homeowners over a lifetime.

## DELIVERING SOLID RESULTS AND GROWTH



# OUR MEMBER-OWNED DIFFERENCE

**As a proud building society, we don't have shareholders. Everything we do is for our members – whether that's through the products and services we offer or the investment we make in the Society.**

In 2025, we invested more than ever in our change programme to make the Society stronger and improve member experience. That meant boosting resilience, tightening security controls and adding new features to our app. We also introduced real time processing for inbound faster payments. It's a clear example of how we're re-investing profit to better serve members.

**“ Ultimately, we want our members to feel valued, supported, heard and championed. ”**

We appreciate their thoughts and always look forward to speaking with them at our Annual General Meeting. Their regular feedback through our member panel, My Voice, shapes how we run the Society.

We provide excellent customer service, real support from real people and offer consistently great value, year after year.

In 2025, despite the reduction in the Bank of England Base Rate, we continued to reward our savers. Above market average rates meant our savers gained an extra £313m.



Members also value how we stand up for their interests – pushing for fairer housing and help with high living costs. Our zero-commission insurance offering has already saved customers more than £2m<sup>4</sup> - a decision made purely to give extra value to members.

As well as knowing their money is working hard for them, members want to know it's making a difference to others. This is the power of members coming together.

We play a key role in strengthening financial resilience in the wider community through programmes and partnerships that help people find work and improve financial education and wellbeing.

Our partnership with FareShare has raised £884,000 so far and has equipped 2,100 people with skills to find work, with 153 going on to employment.

Citizens Advice advisors are in 44 of our branches and have helped 5,600 people in 2025. And four Bradford charities that support skills and employment are sharing £1m from the Yorkshire Building Society Charitable Foundation - made possible thanks to investment from the Society.

We never take members' trust for granted. It's earned through the hard work and dedication of our teams and is reflected in our Net Promoter Score (NPS) which increased to +66 in 2025 (2024: +64).

<sup>4</sup> Customers saved £1.65m through zero commission on home insurance premiums, and £730,000 on life insurance, January – December 2025.

## Strengthening our governance

We made important changes to build a modern Board for a modern mutual – one with the skills, experience, talent and diversity of perspectives that are needed to guide the Society for our members, today and in the years ahead.

Sustainability matters to us. Decisions we make now shape the homes, communities and environment of tomorrow. That's why we've set up a new Board Environmental and Social Purpose Committee, chaired by Janet Pope. It gives focused oversight and helps us respond to social, economic and climate challenges.

We've strengthened the Board further with new appointments. Elaine Bucknor joined as Non-Executive Director, bringing three decades of experience in the technology sector. And we welcomed Sahem Gulati as Board Fellow through our work with Empowering People of Colour, a network driving change in the makeup of UK boards.

Dina Matta and Guy Bainbridge stepped down from the Board and we thank them for their valued contribution to our Society. Angela Darlington succeeded Guy as Vice Chair.

We also thank Debra Davies who will step down as the Society's Board Remuneration Committee Chair following the AGM, after three years of service. Janet Pope will succeed Debra as Board Remuneration Committee Chair.

Tom Ranger resigned as the Society's Chief Financial Officer in February 2026. He will continue to fulfil his role while we conclude the search for his successor. We thank Tom for his contribution to the Society and wish him well in his future career.

We remain committed to the highest standards of corporate governance. That means taking proactive steps to meet regulatory obligations and strengthen the systems and processes that protect our members, customers, colleagues and the Society.

## READY FOR THE FUTURE

**The Board is here to make sure our culture thrives. We've focused on building an agile, efficient way of working – one that supports our Purpose, gives colleagues the right skills for the future and keeps improving experiences for everyone.**

Our Board and governance keep evolving. Led by a clear Purpose and plans for ambitious, sustainable growth, I'm confident Yorkshire Building Society will keep thriving as a member-owned organisation - serving members for generations to come.

**Annemarie Durbin**  
Chair of the Board  
25 February 2026

# WELCOME

from your Chief Executive

## 2025 was a defining year for us.

We reaffirmed our Purpose. We made progress on our plans and we grew our mortgages and savings balances – even with increased competition and falling interest rates.

**Our members trust us to keep their money safe. Strong capital and liquidity mean we can keep investing in better products and services. That way, we meet members' needs today and stay fit for the future.**

## Our PURPOSE in action

We're here to make a real difference – for our members and customers, their families and their communities. That's why our Purpose matters.

“ *Real Help with Real Life means members coming together to make good homes possible for more people.* ”



**It all starts with our savers. We want to be their number one choice.** So, we reward loyalty, offer rates above the market average and speak up for members when it counts. In 2025 we celebrated returning almost £1.5bn in extra interest to savers in just five years.<sup>5</sup>

Research we supported shows that saving even a little can bring peace of mind and help people avoid financial difficulty.<sup>6</sup> That's why, for the second year running, we offered our £50 Regular Saver. In 2025, it helped nearly 11,000 customers start or keep saving.

Choice matters too. Many members want to save in a Cash ISA. So, when speculation grew about changes to the ISA allowance, we spoke out. Alongside other building societies, we urged the government to think carefully about the impact. While we're disappointed to see the allowance reduced, we welcome the fact the Chancellor listened to us and the wider mutual sector and decided not to cut it dramatically. And we're pleased the £20,000 allowance remains for those over 65, as flexibility for retirement planning is crucial.

Susan Allen, OBE



**WE REWARD LOYALTY AND OFFER RATES ABOVE THE MARKET AVERAGE**

<sup>5</sup> Due to above market average rates, Yorkshire Building Society savers gained £313.0m in 2025 (Dec 2024 - Nov 2025), £430.2m in 2024, £441.1m in 2023, £198.6m in 2022, £107.1m in 2021.

<sup>6</sup> <https://www.bsa.org.uk/media-centre/press-releases/%C2%A32,000-in-savings-reduces-the-odds-of-falling-behind-on-bills-by-60-%E2%80%93-but-even-small-amounts-can-ma>



# MAKING GOOD HOMES POSSIBLE FOR MORE PEOPLE



We're going further to make good homes possible for more people. Building on what we've started - and finding new ways to help:

- **We made home ownership more accessible.** Products like our £5k Deposit Mortgage and First Home Saver help tackle barriers like raising a deposit. In 2025 almost 30% of our mortgages went to first-time buyers.
- When stamp duty increased in April 2025, we launched a cashback mortgage – giving up to £6,250 to help cover the extra costs.
- **We called for change in the housing system,** taking forward recommendations in our Home Improvements policy paper and urging policymakers to fix challenges, like affordability and supply.
- **We helped people make the most of their homes.** Our partnership with Doshi, an online financial education tool, has helped 675 people better understand how to buy a home. We also helped 2,400 customers understand how to save on bills through our home energy efficiency partnership with Snugg.
- **We supported responsible landlords.** Renting is the right choice for some – and a stepping stone for others. As one of the UK's largest buy-to-let lenders, through our subsidiary Accord Mortgages Limited, we work with landlords and brokers to support good quality rental homes. This helps more people to have a safe place to call home.

## WE MADE HOME OWNERSHIP MORE ACCESSIBLE



## Delivering our strategy

Our Purpose drives everything we do. We have four strategic pillars to guide our activity and bring this to life. They help us remain successful and make a lasting difference for members.



### Double reach and deepen impact

We're investing significantly to provide new products and services to meet customer needs - our £50 Regular Saver and First Home Saver for example - and we're keeping more people with us when their mortgage reaches maturity.



### Create joyful experiences

However customers choose to manage their money, we want it to feel easy. We have one of the biggest building society branch and agency networks in the country. We're committed to keeping a presence on the high street, because we know many members value the personal touch found there when they need it. In 2025, we introduced inbound faster payments. We're working on outbound payments too - as we know it matters to members. We're also committed to making our app even better. Mortgage balances are now in the app, and you can open most of our savings accounts there too.



### Cultivate an ambitious culture

We're investing in future skills so colleagues can keep delivering the personal, friendly service our members and customers value.



### Build a future-ready Society

In 2025 we invested a record amount in technology and capability to make sure we're set up for generations to come.

## Looking ahead

I'm delighted to have strengthened my team in 2025, by welcoming Simon Watson as Chief Customer Officer and Fiona Cannon, OBE as Chief Strategy and Sustainability Officer. Their decades of relevant experience will make a difference as we set out to deliver our ambitious plans.

2026 will bring challenges - for the economy and for our members. The cost of living is likely to stay high. That's why our renewed Purpose matters more than ever. I'm committed to making sure it guides the decisions we make. With a solid financial position, a clear strategy, and a committed team, the Society is equipped to keep supporting our members and customers well for decades to come. We're confident about our future success, energised for what's ahead and united by putting our Purpose into action.

Thank you for your continued support.

**Susan Allen, OBE**  
Chief Executive  
25 February 2026

