



Members' Review

2025



Celebrating 162 years of Leek Building Society

Under the motto of 'firm and lasting',
Standing proud in 1863,
Leek's own building society,
Finally came to be

See the pyramid in our logo,
Still standing proud today,
Helping borrowers and savers more so,
By doing things the right way

With more than 80,000 members,
And a billion pounds of loans,
We're a safe place for savers,
And helping people buying their homes

Twelve branches where you can meet,
Still firmly at our heart,
While banks desert the high street,
We're still playing our part

Old-fashioned values you may see,
But increasingly modern we've now grown,
Our investment in digital technology,
So you can access 24/7 from home

A commitment to customer service,
Always going the extra mile,
Even at a moment's notice,
Old fashioned values but with a modern style

Helping to positively impact our members,
Offering the best rates we can afford,
A culture of doing the right thing as a lender,
At all levels through to the Board

Our colleagues offer a friendly face,
Thanks to a safe place in which to work and thrive,
An inspiring and supportive workplace,
Making customer experiences come alive

Our commitment to the community,
Goes way beyond our four walls,
By taking the opportunity,
To support charities, partners and schools

160 years - and still growing strong,
Helping our communities grow and belong
When we stand together, just as we should
We become a force for good.



Scan to watch
our story

Contents

2025 Business Review & Summary Financial Statement

Strategic Report

Our Performance Highlights	04
Chair's Welcome	07
Chief Executive's Report	08
Our Purpose, Our Communities and our Values	08
Our Strategy	11
Our Business Model	12
Chief Financial Officer's Report	13
Environmental, Social & Governance (ESG) Report	18

Governance

Directors' Remuneration Report	20
Independent Auditor's Statement	24

Financial Statements

Summary Financial Statement	25
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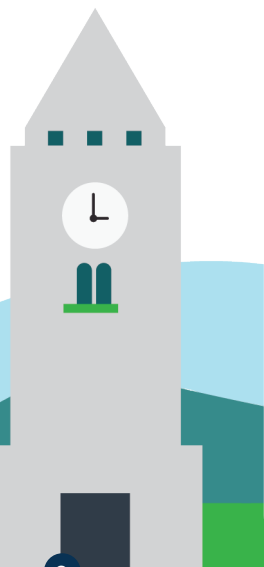
Other Information

Information Relating to Directors	27
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2026 Notice of Annual General Meeting and Voting Details

Message from the Chair	30
Notice of Annual General Meeting 2026	31
Directors standing for re-election	32
Glossary	37

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Our Performance Highlights

Capital Generation

Underlying Profit Before Tax

£4.1m
(2024: £4.2m)

Profit Before Tax

£1.9m
(2024: £3.8m)



Borrowers

Mortgage Growth

£108m
(+10%)
(2024: £108m, +11%)

Borrowers Net Promoter Score

90.7¹
(2024: 86.6)



Member Value

£3.54m²

Savers

Savings Growth

£148m
(+12%)
(2024: £103m, +9%)

Savers Net Promoter Score

94.5¹
(2024: 92.3)



People and Organisations in Leek and our Surrounding Areas



Community Value

£177,501³
(2024: £150,000)

Great Place to Work
77%
of colleagues say this is a Great Place to Work

Colleagues

Explanations for the above terms can be found in the glossary on pages 37 and 38

¹Rating from 1 January 2025 – 31 December 2025 Smart Money People

²CACI January 2025 to December 2025. CACI is an independent company that provides financial benchmarking data of the retail cash savings market. This is the first time CACI data has been used by the Society. 3.32% compared to the rest of the market average of 3.04%.

³Includes donations to local charities and community groups, and funding through affinity accounts

Strategic Report

Chair's Welcome

Chief Executive's Report

Our Purpose, Our Communities and Our Values

Our Strategy

Our Business Model

Chief Financial Officer's Report

Environmental, Social & Governance (ESG) Report



Chair's Welcome John Gibson



Welcome from the Chair

It is my pleasure to present this year's Business Review and Summary Financial Statement, and my first as Chair of the Board. I am also pleased to report that 2025 was another successful year and one in which we have delivered strong performance while staying true to our commitment of supporting and providing value for our members, investing in our colleagues, and having meaningful impact in Leek and our surrounding areas.

The Board met regularly with the Executive team throughout the year and in November 2025, we agreed our strategy for the next five years. This sets out our ambition to grow our balance sheet size significantly in order to help more people into homes, increase our membership and continue to grow the positive impact we make on our communities.

Our Key Performance Indicators (KPIs)

Our Strategic Plan sets clear KPIs focused on financial strength, member value, colleague engagement, and community impact—measuring success through profit, growth in savings and mortgages, member satisfaction, and community value to Leek and our surrounding areas. Our Chief Executive's Report and Chief Financial Officer's Report covers these in more detail. These reports are included in the Strategic Report which was approved by the Board on 26th February 2026.

Our Key Risk Indicators (KRIs)

Our risk management framework sets KRIs which are measurable metrics used to signal increasing risk exposure in key areas of the

Society allowing it to respond in a timely manner, if considered appropriate. The detail of the Society's principal risks can be found in the Risk Management Report on page 28 in the Annual Report and Accounts.

Board Changes

In March 2025, I was delighted to welcome Pak Chan to the Board as a Non-Executive Director. Pak is a highly experienced financial services professional with over 30 years in the industry. My predecessor, Rachel Court, retired from the Board in April 2025 after reaching the end of a ten year term as a Non-Executive Director, the last nine of them as Chair of the Board.

Future Outlook

I am pleased to say that the Society is in great shape, performing well, financially strong and committed to delivering our ambitious, but achievable, strategic plan. We are committed to the mutual building society model, and committed to being a force for good in the communities in which we operate.

Thank you for your trust and support as we continue to build a Society that helps our communities grow, so that they can do great things today – and even better things tomorrow.

John Gibson
Chair
26 February 2026





Chief Executive's Report

Andrew Deeks



Leading a purpose-led organisation

Mutual building societies play a hugely important role for their members in the UK and, as Chief Executive of Leek Building Society, I'm proud to report on a strong year delivering an ambitious purpose to our clearly-defined communities, delivered in line with our values.

Performance in 2025

In 2025, we launched our new purpose:

'We're a force for good. We exist to help our communities grow, so they can do great things today - and even better things tomorrow.'

For over 160 years, we've been helping savers, borrowers, colleagues and our local communities grow. I'm both proud of what we delivered for these communities in 2025 and excited about the next chapter.

Our Purpose, our Communities, and our Values

Savers

A compelling proposition for savers, keeping their money safe, giving fantastic customer service and making their money work harder for them.

Borrowers

A compelling proposition for borrowers, whether they use us directly or through a broker, helping people buy homes supported by great service and rates.



Colleagues

An inclusive, engaging hybrid workplace with room for colleagues to be themselves and grow.

People and Organisations in Leek and our Surrounding Areas

A champion for the people and organisations in Leek and our surrounding areas.

Members First

We continually innovate to raise the bar on member experience, proposition and value.

Responsibility

We initiate and own opportunities and challenges.

Collaboration

We're one team, working together to realise opportunities and solve challenges through the eyes of our communities.

Integrity

We're ethical and we're objective in how we measure performance and risk.



Savers

Savers are at the heart of our organisation, where we help them make their money work harder, backed by excellent customer service and, of course, a commitment to keeping their money safe.

Our growth in savings balances of £148m (2024: £103m) - or 12% - to £1.34bn (2024: £1.20bn) is testament to our offer to both new customers and existing members.

I'm really proud to report that we delivered a benefit of £3.54m to our savings members through rates above the savings market average².

Our savings customer Net Promoter Score, as measured by independent organisation Smart Money People, was 94.5, demonstrating our commitment to offering the best possible service, whether face-to-face, by telephone or online.



Borrowers

Borrowers are the original reason why the first building society was formed over 250 years ago. Whether borrowers choose us through a broker or directly, we want to help more onto the housing ladder through great rates and service, backed by a robust lending policy. Our mortgage customer Net Promoter Score was 90.7, demonstrating our commitment to offering borrowers the best possible service.

Our growth in mortgage balances of £108m (2024: £108m) - or 10% - to £1.20bn (2024: £1.09bn) demonstrates the quality of our offer to borrowers and brokers alike.

Arrears were very low - and significantly below the market overall - demonstrating that we're growing our mortgage balances in a way that is sustainable for all our members and, of course, our borrowers themselves.

Colleagues

We can only deliver for savers, borrowers and the people and organisations in Leek and surrounding areas through the talent and dedication of our colleagues.



I was extremely proud that the Society was certified as a 'Great Place to Work' in 2025, achieving a Trust Index score of 77%, well above the 65% benchmark needed for certification.

As a major employer with over 200 Full Time Equivalent colleagues, we're determined to keep working hard to improve our Colleague Value Proposition and both retain and attract the talent we need to deliver our purpose.

People and Organisations in Leek and our Surrounding Areas

Our Society is not just an employer and a provider of competitive savings accounts and mortgages: it is a force for good for the people and organisations in Leek and our surrounding areas.

In 2025, we continued our longstanding work to support local community groups, charities and other organisations. In the Great Place to Work survey, we scored especially strongly with scores of over 90% in terms of how we support our colleagues to give back to our local communities.

I'm proud to report that we donated £177,501 (2024: £150,000) to local charities and community groups, including funds generated through affinity savings accounts. Our Charitable Foundation has continued to provide funding to local charities and community groups and donated £52,439 during 2025 (2024: £36,715).



Our focus on our local community is not just about money. Our colleagues provided 216 days of local community volunteering across a range of good causes and we have now installed 61 life-saving defibrillators of our target of 100 through our partnership with AEDdonate.

Our partnership with Staffordshire Football Association has continued to support their mission of growth in women and girls' football which has continued to go from strength to strength. Female participation has increased to over 5,000 female players, 347 teams and 268 female coaches.

This support is in addition to our headline sponsorship of the Port Vale Foundation in 2022, which continues to have a hugely positive impact in Stoke-on-Trent and North Staffordshire.

Our collaboration with Young Enterprise has also supported 720 students through financial education workshops in local secondary schools during 2025, taking the total to over 1,000 children supported since we started our partnership in 2024.

Investing in the Society

My job as Chief Executive of this organisation is to ensure that we thrive long into the future, building upon the fantastic foundations of the last 162 years.

We continue to invest in improving our proposition for savers and borrowers, whether they choose to interact with us face-to-face or digitally, and are proud that our twelve branches continue to play such an important role in their communities.

Delivering our purpose is only possible through a really strong risk philosophy and framework, another area where we continue to invest.

Finally, we will continue to raise the bar even higher on what is already a Great Place to Work for our colleagues, who our members rely on to help them save for the future and get on the housing ladder.

Strength of the Society

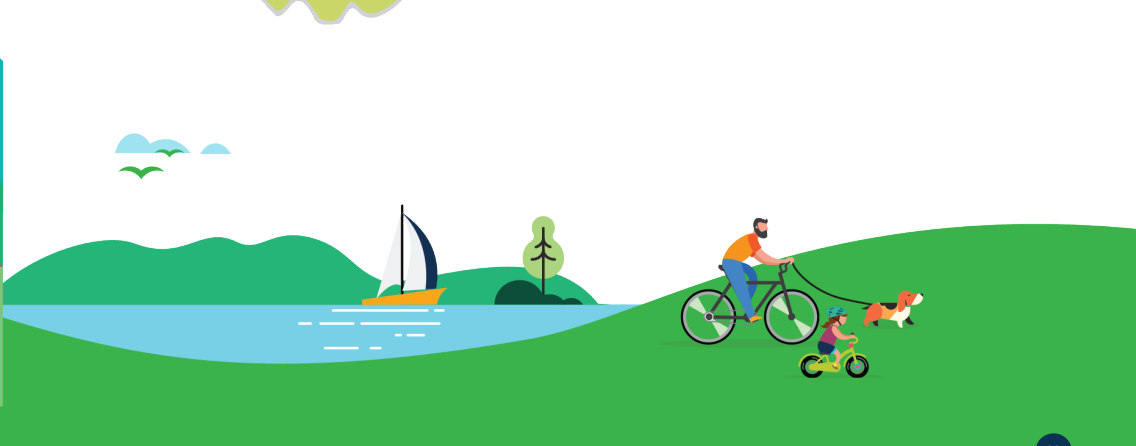
I reflect proudly upon the strength of our building society in 2025:

- Significant growth in both mortgage and savings balances, demonstrating the strength of our offer to both borrowers and savers
- We delivered a benefit of £3.54m to our savings members through rates above the savings market average²
- Extremely high levels of member satisfaction, as measured by Smart Money People for savings and Net Promoter Score for mortgages
- Officially a 'Great Place to Work' for our fantastic colleagues
- A culture of 'giving back' to the people and organisations in Leek and surrounding areas with £177,501 donated to local charities and community groups in addition to the £52,439 by the Charitable Foundation
- Strong Underlying Profit before Tax of £4.1m (2024: £4.2m) demonstrating the ability of our organisation to generate enough capital to both stay safe and invest for now – and the future.

Our Strategy

Our purpose – 'Force for Good' – drives everything in our strategy to serve our communities.

In November 2025, the Board approved our new strategy which sets the direction for the future of the Society, 2026 - 2030. We have established ten strategic objectives for 2026 - 2030:



Our Business Model

Our model is simple: generating capital from mortgages/savings to help our communities grow.

We attract and retain...

Savers

and

Borrowers

...by offering attractive...

Savings Accounts

and

Mortgages

...designed, delivered and enabled through...

Resilient Financials,
Technology and
Infrastructure

Compelling
Customer Propositions

Talented and Engaged
Colleagues

Excellent
Face-to-Face and
Digital Customer
Service

Strong Risk
Management across All
Lines

...to generate capital to help our communities...

Savers

Borrowers

Colleagues

People and Organisations in Leek
and our Surrounding Areas

...grow, so they can do **great things today** -
and **even better things tomorrow**

Future of the Society

I firmly believe that we have the right purpose and strategy for now and the future.

I would like to thank all my colleagues for their contribution to everything we have achieved in 2025, consistently living our values, delivering great service, retaining and attracting large numbers of members and for holding high standards of risk management.

I would also like to thank all members for their continued support. We will never take it for granted.

I am excited about 2026 and beyond with last year starting to demonstrate what can be achieved. Society needs organisations that are prepared to step up and we are determined to be amongst the forerunners in being a force for good for our communities, helping them grow, so that they can do great things today - and even better things tomorrow.



Andrew Deeks
Chief Executive
26 February 2026



Chief Financial Officer's Report Steven Clarke

Key Performance Indicators

The Society delivered robust financial performance in 2025 despite challenging economic and market conditions. The Board uses Key Performance Indicators (KPIs) to monitor the performance and development of the Society, which are outlined below:

		2025	2024
Balance Sheet	Total Assets	£1.45bn	£1.37bn
	Mortgage Balances	£1.20bn	£1.09bn
	Shares and Deposits	£1.34bn	£1.20bn
Operating Performance	Underlying Profit before Tax*	£4.1m	£4.2m
	Profit before Tax	£1.9m	£3.8m
	Net Interest Margin	1.59%	1.52%
	Management Expenses Ratio	1.27%	1.19%
	Mortgage Arrears	0.21%	0.20%
Financial Strength	Regulatory Capital	£82.2m	£80.5m
	Total Capital Ratio	16.5%	17.4%
	Liquid Assets	£240m	£249m

* Underlying Profit before Tax is defined as the surplus profit before tax achieved from trading activity during the financial year excluding fair value movements resulting from hedging risk management activity. Please see the glossary on pages 37 and 38 for a full explanation of the KPIs.

The Society prepares its results under Financial Reporting Standard (FRS) 102, "The Financial Reporting Standard applicable in the UK and Ireland" and elects to apply the measurement and recognition provisions of IAS39, "Financial Instruments: Recognition and Measurement".

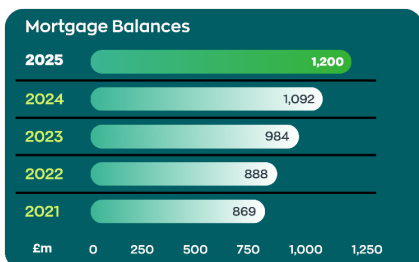
During the year, the Society completed the orderly wind-up of its remaining subsidiary Leek United Home Loans Limited, simplifying the Group structure. The Society now operates solely as a standalone mutual organisation.

Business Review

Mortgage Balances

We continued to expand our support to the Borrower community through growing our mortgage book, which increased by £108m in 2025 (2024: £108m) net of provisions, interest rate and fair value adjustments. This growth was fuelled by higher levels of new business, as we leveraged our investment in mortgage platform technology to deliver a stronger mortgage proposition for customers and intermediaries.

Mortgage redemptions were £122m in 2025, significantly higher than the previous year (£83m). Our retention performance remained relatively consistent year on year, and so the increase was more a function of mortgage maturity timing, which fluctuates depending on a number of factors.



Total Assets

Total Assets increased from £1.37bn at the end of 2024 to £1.45bn at the end of 2025, driven by growth in the mortgage book as outlined above, with liquidity levels remaining relatively static across the year.

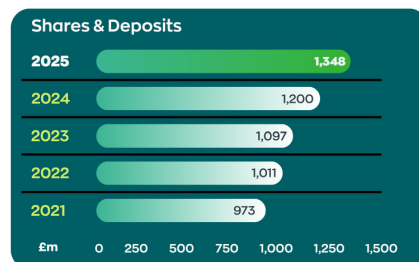


Shares and Deposits

We also continued to expand our support to the Saver community through growing our retail savings balances, which increased by £148m in 2025 (2024: £103m).

We saw strong performance across the range, but particularly in ISAs, where we were able to generate strong growth in and out of the traditional ISA season in spring. The growth was through new balances and also a higher retention of maturing fixed rate products, achieved through preferential member pricing. Our branch network played a critical role in this growth, and we have seen our Leek Online proposition continue to grow, complementing our branch network by providing online access both in and out of the geographic areas we operate.

Total balances at the end of 2025 were £1.34bn (2024: £1.20bn), a growth of 12%. We are, and will continue to be, primarily funded by individual retail savings (shares) via a range of competitive savings and ISA products.

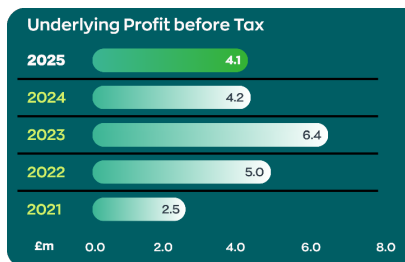


Underlying Profit before Tax

Our Underlying Profit before Tax was £4.1m, broadly in line with the prior year performance (£4.2m). Net Interest Margin increased on 2024, with income from the balance sheet growth offsetting the adverse impacts of the base rate falling from 4.75% to 3.75% in the year.

We continued to invest in the Society, building capability across the operating model to modernise and support our growth ambitions, whilst continuing to leverage our prior investment in online savings and our new mortgage platform.

The Society uses derivative instruments that are designed to hedge the financial risk associated with fixed rate mortgage and savings products. Gains and losses arising from fair value movements reflect changes in market rates of interest which, in the view of the Society's directors, are unrelated to the underlying performance of the Society and are therefore excluded from Underlying Profit before Tax.

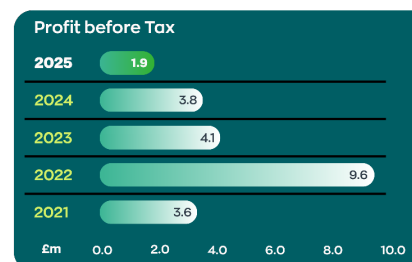


Profit before Tax

Profit before Tax was £1.9m (2024: £3.8m) after accounting for fair value movements (2025 charge of £2.1m; 2024 charge of £0.4m) on derivatives that are designed to hedge the financial risk associated with fixed rate mortgage lending and fixed rate deposits, and which could be a gain or loss in any given accounting period.

The loss from fair value movements arises from how we reflect in any given year's financial accounts the approach to hedging risk management that we adopt relating to interest rate derivatives that have not been matched against mortgages due to timing differences between the interest rate derivatives being transacted and the associated mortgages completing.

This is an industry practice which we have historically used and will continue to use. The charge in both 2025 and 2024 will reverse over the next few years as the relevant mortgages mature.



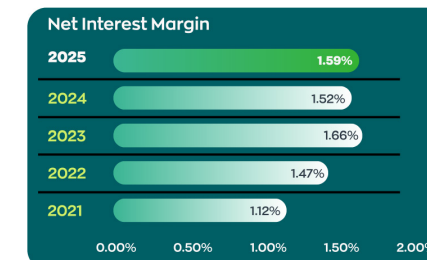
Net Interest Margin

The Society's Net Interest Margin increased during the year to 1.59% (2024: 1.52%).

The Bank of England Base rate fell from 4.75% to 3.75% in the year, which reduced the yield generated on our liquid asset and derivative portfolios and also impacted margin due to the timing requirements when variable savings rates were reduced, in line with market pricing.

Offsetting the adverse impacts of base rate, we increased our investment in Covered Bonds (which are secured on residential loans) as part of the liquid asset investment strategy. In 2025 we wrote higher levels of BTL mortgages, which return a higher yield than owner occupied residential loans, whilst we also launched notice account variable savings, to widen the savings proposition available to both new and existing members.

Our ability to generate sufficient Net Interest Margin is our only way of generating capital, and we are continually balancing the need to generate sufficient returns, whilst also ensuring our products are competitively positioned to benefit our members.

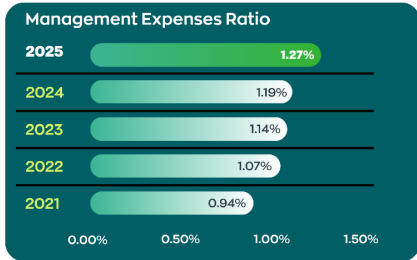


Management Expenses Ratio (%)

The Management Expenses Ratio increased in 2025 to 1.27% (2024: 1.19%), with total costs increasing by £1.9m (12%) reflecting our continued investment in technology systems, infrastructure and people capability.

We continue to invest in digital capability across the operating model, cyber security, product development and people capability to ensure the Society remains able to adapt to the fast changing markets it operates in.

Our investment programme is balanced with the need to ensure efficiency of the use of resources and maintaining sufficient capital generation to ensure the long term viability of the Society.



Mortgage Arrears

Our mortgage book demonstrated strong credit quality, as evidenced by the low level of arrears despite the ongoing challenging economic conditions. The number of mortgages in arrears by the equivalent of three or more monthly repayments totalled 17 accounts at 31 December 2025, representing 0.21% of mortgage accounts (2024: 15 accounts, 0.20%). There was 1 case in arrears of 12 months or more at 31 December 2025 (2024: 3 cases).

In certain circumstances, we offer forbearance measures to support customers who are experiencing financial difficulty to help them to get back on their feet. On the Society's website, there are a range of helpful resources including who to speak to if they are struggling with their mortgage repayments, tips on ways to reduce bills and details of external agencies which offer free help and support.

Capital Strength

The Society continually focuses on ensuring its balance sheet is strong, secure and sustainable for the long term. The level of profit generated in 2025 has ensured that our capital position remains robust, with regulatory capital at 31 December 2025 of £82.2m (2024: £80.5m).

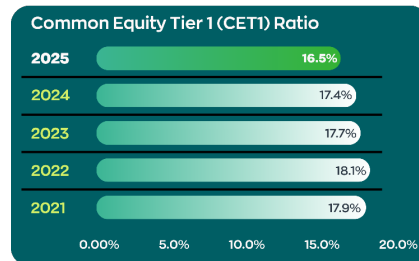
This outturn predominantly reflects the impact of our profit for the year. Risk weighted assets increased to £495m from £461m, driven by increased mortgage growth in the year. The Common Equity Tier 1 ratio at year end stood at 16.5% (2024: 17.4%) and the leverage ratio stood at 6.0% (2024: 6.3%). Our strong capital position

provides confidence that the Society can continue to grow and invest in the manner projected within our strategic plan.

The Society's policy is to maintain a strong capital base to sustain member, creditor and market confidence and to support the future development of the business. The Board manages the capital and risk exposure to ensure capital is maintained in line with regulatory requirements. Capital levels are subject to regular stress tests to ensure sufficient levels are held to protect against possible future events.

The Society complied with its Total Capital Requirement (TCR) plus capital buffers, as notified by the Prudential Regulation Authority, throughout the financial year and remained significantly above this required level at all times.

In 2026 the final rules for Small Domestic Deposit Taker firms (SDDT) were published, which is based on Basel 3.1 with some amendments for simpler firms. Due to the Society's size, complexity and product strategy, the Society qualifies as a SDDT firm under the PRA's definition, and work is currently ongoing to ensure adherence to the new regulatory framework when it goes live in January 2027.

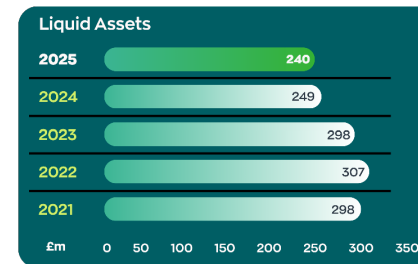


Liquid Assets

The Society continues to maintain strong and readily available levels of liquidity and such levels were well in excess of regulatory requirements throughout 2025. The final repayments of TFSME were made in October 2025, and whilst the Society continues to access Bank of England liquidity schemes as part of normal business practice, the levels are significantly lower than previous TFSME drawdowns, increasing the Society's proportion of funding by retail savers.

As at the year end, total liquid assets stood at £240m (2024: £249m). A key regulatory measure of liquidity is the Liquidity Coverage Ratio (LCR). At 31 December 2025, the Society reported an LCR of 241% (2024: 257%), significantly in excess of minimum regulatory requirements.

Through both 2025 and the prior year, there has been a conscious effort to manage down the high levels of liquidity, through repaying TFSME and supporting mortgage growth. The Society anticipate running at these lower levels of liquidity as part of the transition to a market where lower levels of central bank funding are available, which still remains well above regulatory minimums.




Steven Clarke
 Chief Financial Officer
 26 February 2026



Environmental, Social & Governance (ESG) Report



As a mutual building society, it's important for us to have a positive impact on the people and organisations in Leek and our surrounding areas. Our strategy reflects our commitment to sustainable growth, responsible governance, and positive social impact.

It is embedded in our purpose: We're a force for good. We exist to help our communities grow, so they can do great things today - and even better things tomorrow.

Good Business Charter

For the fourth consecutive year, the Society has been awarded the Good Business Charter Accreditation which recognises us as a responsible business. The Good Business Charter sets a clear benchmark for responsible businesses in the UK to raise the standards of business behaviour in ten components: Real Living Wage, Employee Well-being, Equality, Diversity and Inclusion, Pay Fair Tax, Ethical Sourcing, Fairer Hours and Contracts, Employee Representation, Environmental Responsibility, Commitment to Customers and Prompt Payment to Suppliers.



Environmental

We are committed to achieving net zero emissions by 2050. We continue to work towards our net zero ambition, focusing on operational emissions. All our branches have modern, efficient LED lighting and the energy required to light these buildings reduced by approximately 90%. We encourage more sustainable methods to commute to our head office, including offering shower facilities, bicycle racks, electric vehicle charging points at our head office and a salary sacrifice scheme to purchase an electric vehicle. We continue to use a specialist waste management company to recycle waste from our head office and branch network as well as an electricity supplier which provides 100% renewable energy.

Works to improve the energy efficiency of our buildings during 2025 include an upgrade to the flat roof of our Macclesfield branch and part of the roof of our Leek Derby Street branch was upgraded with solid insulation to achieve a better U-Value, which measures how effectively the building is insulated. A further part of the Leek Derby Street branch roof will be upgraded during 2026 in addition to the installation of solar panels at this branch. Part of our head office roof will also be upgraded during 2026 in addition to the installation of solar panels.

We have worked with a third party specialist to look at how we measure our emissions going forward. We will also be completing a thorough review of our approach to managing climate-related risks during 2026.

Social

In line with our purpose, we are passionate about making a positive impact on Leek and our surrounding areas.

Our Community Strategy has two pillars, Wellbeing and Community Engagement, with six impact areas to create lasting, positive impact.

During 2025, the Society donated £177,501 (2024: £150,000) to local charities and community groups. This included funds donated by members through our affinity savings account range. In addition, our colleagues provided 216 days (2024: 200 days) of local community volunteering. As noted in the Chief Executive's Report, we are over two years into our partnership with AEDdonate and at the end of 2025, 61 defibrillators have been installed, including one in each of our branches to support local communities. We continued our partnerships with Staffordshire Football Association and Port Vale Foundation, in addition to a number of local sports clubs in Leek and our surrounding areas. Our continued collaboration with Young Enterprise has supported 720 students through workshops in local secondary schools during 2025 (2024: 432). To date 1,152 students have benefitted from financial education.

Our Inclusion Strategy is focused on areas we believe are important. During 2025, we were certified as a 'Great Place to Work' by our colleagues, achieving a score of 77%. We're also incredibly proud to have achieved Disability Confident Leader (Level 3) status - the highest level of accreditation in the UK Government's Disability Confident Scheme.



We also remain a signatory of HM Treasury's Women in Finance Charter.

We are delighted that the Society achieved Silver accredited membership as part of the 5% Club's highly respected 2025-2026 Employer Audit Scheme. This prestigious recognition celebrates our ongoing dedication to nurturing talent through 'earn and learn' opportunities - including apprenticeships, graduate programmes, and sponsored student placements.



Our Charitable Foundation has also continued to provide funding to local charities and community groups and donated £52,439 during 2025 (2024: £36,715).

Governance

Environmental, Social and Governance is part of strategic risk and is overseen by the Executive Risk Committee. Further details on the Society's governance is set out within the Corporate Governance report on page 19 on the Annual Report and Accounts.

Steven Clarke
Chief Financial Officer
26 February 2026





Directors' Remuneration Report

Jane Kimberlin



The purpose of the Directors' Remuneration Report is to provide details of the basic salary, variable pay and benefits earned by Directors. It includes the key disclosure requirements of the UK Corporate Governance Code and complies with the regulation. The Board is committed to best practice in its Remuneration Policy for Directors and in the interests of transparency, this report will be the subject of an advisory vote at this year's Annual General Meeting.

Executive Directors' Remuneration

Remuneration to the executives included in the 'Benefits/Other' column above relates to the provision of a car allowance, partner health screening and private medical insurance.

2025

All figures are in £000's

		Salary/ Fee	Benefits/ Other	Sub Total	Pensions	Total
Executive Directors	Andrew Deeks	323	16	339	19	358
	Steven Clarke	200	10	210	15	225

2024

All figures are in £000's

		Salary/ Fee	Benefits/ Other	Sub Total	Pensions	Total
Executive Directors	Andrew Deeks (from 26/09/2024)	83	4	87	6	93
	Steven Clarke	190	12	202	14	216
	Andrew Davies (to 31/12/2024)	163	12	175	24	199
	Darren Ditchburn (to 06/12/2024)	179	10	189	13	202
	Andrew Healy (to 31/07/2024)	173	11	184	26	210

Non-Executive Directors' Remuneration

The remuneration for the Non-Executive Directors included in the 'Benefits/Other' column above relates to travelling expenses.

2025

All figures are in £000's

		Salary/ Fee	Benefits/ Other	Sub Total	Pensions	Total
Non-Executive Directors	John Gibson (Chair from 26/04/2025)	51	2	53	-	53
	Felicity Bambery	41	2	43	-	43
	Pak Chan (from 27/03/2025)	25	2	27	-	27
	David Cheeseman	41	2	43	-	43
	Rachel Court (to 25/04/2025)	19	-	19	-	19
	Jane Kimberlin	43	1	44	-	44

2024

All figures are in £000's

		Salary/ Fee	Benefits/ Other	Sub Total	Pensions	Total
Non-Executive Directors	John Gibson (from 25/01/2024)	31	1	32	-	32
	Felicity Bambery	40	2	42	-	42
	David Cheeseman	40	2	42	-	42
	Rachel Court	57	1	58	-	58
	Jane Kimberlin (Chair of Board Remuneration Committee from 01/04/2024)	41	1	42	-	42
	John Leveson (to 24/04/2024)	12	1	13	-	13

Loans to Directors

A register containing details of loans and transactions between the Society and its Directors, or persons connected with Directors, is available for inspection by members at the Society's principal office in the period of fifteen days prior to the Society's Annual General Meeting on 22 April 2026. There were no loans outstanding on 31 December 2025 (2024: nil).

Chair and Non-Executive Fees

Non-Executive Directors receive fees for the provision of their services, including additional fees for chairing the Board and committees. They do not receive any other benefits, bonus or pension entitlement. Relevant expenses are reimbursed and are included within the 'Benefits/Other' column shown above.

Fees are set to reflect the time commitment and responsibilities of the roles. The fees payable to the Chair of the Board are determined by the Board Remuneration Committee. The Chair does not take part in discussions about their own fees and is not present when this is decided.

The fees and expenses payable to all other Non-Executive Directors, including additional fees for chairing committees and acting as Senior Independent Director, are recommended by the Board Remuneration Committee for approval by the Chair of the Board and Executive Directors.

Fees are reviewed annually and if any recommended increase is more than the annual percentage increase payable to all colleagues, a clear rationale for the additional increase together with supporting market data must be provided. This review also considers the principles of the all-colleague salary review.

As reported in the Board Remuneration Committee Report, the fees of the Society's Non-Executive Directors were increased by 2.5% during the year.

Executive Directors' Remuneration

a) Strategic Rationale for Executive Remuneration Policy and Structure

The Society operates a fixed-pay remuneration model for Executive Directors and does not use variable remuneration, bonuses or long-term incentive arrangements. This approach reflects the Society's mutual status, purpose-led strategy, and risk profile.

Executive remuneration comprises base salary and pension, together with standard benefits. Performance objectives are managed through appraisal, accountability, and governance mechanisms rather than financial incentives.

b) Appropriateness of Remuneration

The Board Remuneration Committee considers executive remuneration to be appropriate and proportionate, taking into account: and proportionate, taking into account:

- The Society's size, complexity, and mutual ownership structure;
- The absence of external shareholders and the focus on member value;
- Internal relativities across the workforce; and
- External benchmarking against comparable building societies and regulated financial services organisations.

The Committee reviews pay and workforce pay trends annually to ensure executive remuneration remains aligned with pay and conditions across the Society.

The policy for Executive Director remuneration is included in the overarching Remuneration Policy. Executive remuneration is aligned to the Society's purpose and values and is clearly linked to the successful delivery of the Society's long-term strategy. The main elements of each Executive Director's remuneration package are basic salary, pension benefits, private medical insurance, and car allowance. No executive bonus scheme operated in 2025.

With effect from January 2025, as part of the annual salary review, the salary for the Chief Executive Officer increased by 2.5% in line with pay increases given to all colleagues. The salary of the Chief Financial

Officer did not increase in 2025 as he had commenced in role in December 2024, and was not eligible for an increase due to the time in role.

Of the Executive Directors' remuneration packages, only basic salary is pensionable. As at 31 December 2025, the Chief Executive and Chief Financial Officer are members of the Society's defined contribution pension scheme which is offered to all colleagues. They also receive the same percentage pension contribution as all other colleagues.

The Corporate Governance Code recommends that an Executive Director's notice period should be one year or less. All Executive Directors have a service contract with the Society which is terminable by either party giving six months' notice.

Reward and Incentives

The Society's remuneration schemes and policies enable the Board Remuneration Committee to override formulaic outcomes to any element of performance-related pay. However, as was the case in 2024, no formulaic schemes were in place during 2025.

Given the relative simplicity of the Society's Remuneration Structures, the Board Remuneration Committee did not appoint any external consultants during 2025.



Jane Kimberlin
Chair of Board Remuneration Committee
26 February 2026



Independent Auditor's Statement

Independent auditors' statement on the Summary Financial Statement to the members of Leek United Building Society

We have examined the Summary Financial Statement of Leek United Building Society (the 'Society') set out on pages 25 to 26, which comprises the results for the year, the financial position as at 31 December 2025 and 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 Members' 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's Welcome, Chief Executive's Report, Chief Financial Officer's Report, Environmental, Social and Governance (ESG) Report, Directors' Remuneration Report and the other items listed on the contents page. 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 Leek United 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
Manchester
26 February 2026

Summary Financial Statement

For the year ended 31 December 2025

The Summary Financial Statement is a summary of information in the audited Annual Accounts, Directors' Report and Annual Business Statement, all of which will be available to members and depositors free of charge on demand at every office of Leek Building Society from 20 March 2026 or can be downloaded from www.leekbs.co.uk.

Summary Statement

Society results for the Year	2025 £000s	2024 £000s
Interest receivable	66,079	68,860
Interest payable	(43,690)	(48,488)
Net interest receivable	22,389	20,372
Other income and charges	(245)	(26)
Net gain/(loss) from derivative financial instruments	(2,130)	(404)
Administrative expenses and depreciation	(17,916)	(15,876)
Net finance credit/(debit) on pension scheme	(114)	(114)
Impairment credit/(charge) on loans and advances to customers	(164)	(67)
Profit on sale of Fixed Asset	119	-
Profit for the year before taxation	1,939	3,886
Taxation	(504)	(909)
Profit for the year	1,435	2,977
Financial position at the end of the year		
Assets	2025 £000s	2024 £000s
Liquid assets	239,509	249,487
Loans and advances to customers	1,200,130	1,092,308
Fixed and other assets	12,163	22,883
Total assets	1,451,802	1,364,678
Liabilities and members reserves		
Shares	1,332,284	1,183,502
Amounts owed to credit institutions	10,700	76,280
Amounts owed to other customers	15,465	16,494
Other liabilities	7,310	3,605
Net pension liabilities	1,994	2,364
General Reserve	82,879	81,456
Available for Sale Reserve	176	(20)
Revaluation Reserve	994	997
Total liabilities	1,451,802	1,364,678

Summary of key financial ratios

	2025 %	2024 %
1. Gross capital as a percentage of shares and borrowings	6.19	6.48
2. Liquid assets as a percentage of shares and borrowings	17.63	19.63
3. Profit on ordinary activities after taxation as a percentage of year-end total assets	0.10	0.22
4. Management expenses as a percentage of mean total assets	1.27	1.19

Gross capital as a percentage of shares and borrowings measures the proportion which the Society's capital bears to the Society's liabilities to holders of shares, depositors and other providers of funds (investors).

The Society's capital consists of profits accumulated over many years in the form of reserves together with the revaluation reserve. Capital provides a financial cushion against any losses which might arise from the Society's activities and therefore protects investors.

The **liquid assets** ratio measures the proportion that the Society's assets, which are held in the form of cash, short-term deposits and securities readily convertible into cash, bears to the Society's liabilities to investors.

Most of the Society's assets are long-term mortgages, while many of its liabilities to investors are repayable on demand. Liquid assets are generally readily realisable, enabling the Society to meet requests by investors for withdrawals from their accounts, to make new mortgage loans to borrowers and to fund its general business activities.

The **profit / assets ratio** measures the proportion that the Society's profit after taxation for the year bears to the Society's total assets at the year end.

The Society needs to make a reasonable level of profit each year in order to maintain its capital ratio at a suitable level to protect investors. However, a building society does not have to pay dividends to equity shareholders as a company does. The Society is therefore able to operate safely with lower margins than a bank.

The **management expenses ratio** measures the proportion that the Society's administrative expenses bear to the average of the Society's total assets during the year. Management expenses consist mainly of the costs of employing staff and of running the Society's branches. Expenses need to be controlled so that the Society operates as efficiently as possible while providing the service that members require.

Approved by the Board of Directors on 26 February 2026.



John Gibson
Chair




Andrew Deeks
Chief Executive



Steven Clarke
Chief Financial Officer

Information Relating to Directors

As at 31 December 2025

Name/Date of Birth	Occupation	Date of Appointment	Other Directorships
 Felicity Bambery BA 08/07/1976	Non-Executive Director	27/07/2022	TPT Retirement Solutions Limited (non-statutory) Verity Trustees Limited (non-statutory) Border to Coast Pensions Partnership
 Pak Chan BSc 01/05/1971	Non-Executive Director	27/03/2025	None
 David Cheeseman BSc 01/10/1968	Non-Executive Director	29/04/2021	Holloway Friendly Society Limited Amber River Group
 Steven Clarke BA, ACMA 27/11/1976	Building Society Chief Financial Officer	30/11/2022	None
 Andrew Deeks BA, MBA 18/03/1981	Building Society Chief Executive	26/09/2024	None
 John Gibson BSc 23/02/1961	Non-Executive Director	25/01/2024	None
 Jane Kimberlin BA 25/09/1959	Non-Executive Director	23/11/2016	Creaton Community Benefit Society

Documents may be served on the above named Directors c/o Bowcock and Pursall, P.O. Box No.1, 54 St Edward Street, Leek, Staffordshire, ST13 5DJ.

Registered Principal Office

50 St. Edward Street,
Leek,
Staffordshire,
ST13 5DL

Registered No.

323B

Directors

Felicity Bambery, BA
Pak Chan, BSc
David Cheeseman, BSc
Steven Clarke, BA, ACMA
Andrew Deeks, BA, MBA
John Gibson, BSc
Jane Kimberlin, BA

Chair

John Gibson, BSc

Chief Executive

Andrew Deeks, BA, MBA

Internal Auditor

Deloitte LLP
Four Brindley Place
Birmingham
B1 2HZ

Independent Auditor

PricewaterhouseCoopers LLP
Chartered Accountants and Statutory
Auditors
No 1 Spinningfields
1 Hardman Square
Manchester
M3 3EB

Member of the Building Societies Association

*Authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority
and Prudential Regulation Authority*

Established 1863

Registered Principal Office:

50 St. Edward Street, Leek, Staffordshire ST13 5DL

Telephone: 01538 384151

E-mail: finance@leekbs.co.uk

Website: www.leekbs.co.uk

2026

Notice of 163rd Annual General Meeting & Voting Details





Message from the Chair John Gibson



Dear Member,

Our Annual General Meeting (AGM) is your opportunity to influence how your Society is run. You can hear about the Society's performance, ask questions and exercise your voting rights in person.

At the front of this booklet, you will find our 2025 Business Review and Summary Financial Statement.

This year's meeting will be held at Westwood Golf Club in Leek at 11:00am on Wednesday, 22 April 2026.

You will also be able to hear from the Port Vale Foundation, one of the many community organisations with whom we work, which operates across Stoke-on-Trent and North Staffordshire. **Full details regarding the AGM, including how to get there, can be found on our website at leekbs.co.uk/agm.**

All the details of how you can vote are below.

Ways to vote

It is important to say that you do not need to attend the AGM in person to vote. In fact, most members tend to vote online or by post before the AGM.

01 ONLINE:
Go to leekbs.co.uk/agm. Online voting is available until 12 noon on 18 April 2026. You will need your user ID and password which you can find at the top of your proxy voting form.

02 BY POST:
You can fill in the proxy voting form and return it to us in the prepaid envelope provided. The closing date for receipt of votes is 12 noon on 18 April 2026.

03 IN PERSON AT THE AGM:
Information about how you can vote at the meeting can be found in the voting conditions and notes on voting on your proxy voting form.

Whether you vote online or by post, it only takes a minute. If you intend to vote via proxy, you can speed up the process even further by using the 'quick vote' option on the form. It is the recommendation of the Board that you vote in favour of all resolutions.

You can help local charities and community organisations.

For every online vote received, we will donate 50 pence and for every vote received by post, we will donate 25 pence to this year's nominated charity, Your Emotional Support Service, which supports adults and children with their mental health and wellbeing.

On behalf of everyone in Leek Building Society, I would like to thank you for your continued support in 2025.

Yours sincerely,

John Gibson
Chair

Notice of Annual General Meeting 2026

163rd Annual General Meeting of the Members of Leek Building Society.

Notice is hereby given that the 163rd Annual General Meeting of Leek Building Society will be held at 11:00am on Wednesday, 22 April 2026 at Westwood Golf Club, Newcastle Road, Leek, Staffordshire, ST13 7AA for the following purposes:

Ordinary Resolutions

To consider and, if thought fit, pass the following resolutions as Ordinary Resolutions:

1. To receive the 2025 Annual Report and Accounts for the financial year ended 31 December 2025
2. To re-appoint PricewaterhouseCoopers L.L.P as External Auditor until the conclusion of the next AGM
3. To approve the Directors' Remuneration Report for the financial year ended 31 December 2025

Election/Re-election of Directors

4. To consider and, if thought fit, to elect/re-elect the following Directors:
 - a) To re-elect Felicity Bambery
 - b) To re-elect Pak Chan
 - c) To re-elect David Cheeseman
 - d) To re-elect Steven Clarke
 - e) To re-elect Andrew Deeks
 - f) To re-elect John Gibson
 - g) To re-elect Jane Kimberlin

The following notes form part of the Notice of Annual General Meeting.

You may vote in person at the Society's Annual General Meeting. Alternatively, you may use the proxy voting form or go online to appoint a proxy to attend and vote at the meeting on your behalf. You may appoint the Chair of the meeting or anyone else as your proxy, and your proxy does not have to be a member of the Society. Your proxy may vote for you at the meeting, but only on a poll. You may direct your proxy how to vote at the meeting. Your proxy may not speak at the meeting except to demand or join in demanding a poll.

By order of the Board of Directors.

Claire McCarthy
Company Secretary
20 March 2026

Directors standing for re-election



Felicity Bambery BA
Non-Executive Director
Joined the Board in July 2022

Skills and Experience

Felicity is an audit and assurance professional who has specialised in financial services for over 25 years. She is a chartered accountant and accredited controls assurance provider who during her executive career has worked with building societies, banks, investment managers, custodians, administrators and pension schemes.

Immediately prior to taking up her role with the Society, Felicity was a partner in a global professional services firm and led numerous external and internal audit and controls assurance engagements, governance and regulatory reviews. Felicity led a national team and her responsibilities included business and people development, risk and quality and relationship management. She has also acted as the Head of Internal Audit for various organisations and held a number of roles on committees for industry bodies.

Felicity is Chair of the Board Audit Committee and is a member of the Board Risk Committee and Board Remuneration Committee.

Current External Positions

Felicity currently holds the following external appointments:

- Co-opted Committee Member of the Audit, Risk and Compliance Committee for TPT Retirement Solutions Limited
- Co-opted Committee Member of the Audit, Risk and Compliance Committee for Verity Trustees Limited
- Non-Executive Director and Chair of Audit Committee at Border to Coast Pensions Partnership



Pak Chan BSc
Non-Executive Director
Joined the Board in March 2025

Skills and Experience

Pak is a highly experienced financial services professional with over 30 years in the industry. During his executive career, he has worked in Retail and SME banking, Wealth and Asset Management and FinTech. He has extensive experience in board-level leadership, having served on regulated boards for seven years as a CEO and as a board attendee. He also has considerable experience in managing Regulator engagement and in digital technology.

Most recently and immediately prior to taking up his role with the Society, Pak was the CEO of Santander Asset Management UK. As the CEO he was accountable for all aspects of the firm from customer, commercial and asset management to finance, operations, risk management, regulatory, audit and people. He was a member of the Board and Board Risk Committee and Chair of the Board Authorised Corporate Director Committee and the Executive Committee. Pak is a firm believer in fostering a strong culture of integrity, values, and customer-centric decision-making.

Pak was co-opted to the Board in March 2025 and is a member of the Board Audit Committee and Board Remuneration Committee.

Current external positions

None



David Cheeseman BSc
Non-Executive Director
Joined the Board in April 2021

Skills and Experience

David is an actuary with over 30 years' experience in financial services within the UK and overseas including life insurance, pensions and investment platforms. He has served as a Director of various regulated companies in the sector over the last 14 years, including Phoenix Life, Abbey Life, SunLife, AXA Isle Of Man and AXA Wealth.

During his executive career, David held a wide range of roles including Finance Director, Strategy Director and Chief Operations Officer. He was responsible for running large finance and operational teams and for driving commercial growth and strategic change across organisations.

David chairs the Board Risk Committee and is a member of the Board Audit Committee and the Board Nominations Committee.

Current external positions

David currently holds the following external appointments:

- Independent Non-Executive Director at Holloway Friendly Society Limited since 2020 where he chairs the Audit and Risk Committee
- Independent Non-Executive Director at Amber River Group since September 2021, where he chairs the Audit and Risk Committee



Steven Clarke BA, ACMA
Chief Financial Officer
Joined the Board in November 2022

Skills and Experience

A Chartered Accountant for almost 20 years, Steven has more than 14 years of experience in the Building Society sector as well as significant experience in broader financial services. He joined the Society in November 2022 as Finance Director and moved to the role of Chief Financial Officer in December 2024.

Steven's current responsibilities include IT, Change, Mortgage Operations and managing the Society's capital, funding and liquidity positions through leading the Finance & Treasury functions.

His mandate extends to ensuring the integrity of financial and regulatory reporting whilst ensuring the Society operates an effective stress testing framework. He is also responsible for formulating IT & Operations strategies that align and support the Society's strategic plan, as well as executive responsibility for managing the Society's exposure to the financial risks associated with climate change and for championing the overall ESG agenda.

Steven attends the Board Risk Committee and Board Audit Committee. In terms of management committees, Steven chairs the Asset and Liability Committee and Operational Risk Committee. He is also a member of the Strategy and Performance Committee, Executive Risk Committee and Change Committee.

Current External Positions

None

Directors standing for re-election



Andrew Deeks
BA, MBA
Chief Executive
Joined the Board in August 2024

Skills and Experience

Andrew has twenty years' experience in financial services across mutual, small plc and consultancy organisations. Prior to joining Leek Building Society as Chief Executive Officer, he was Chief Strategy Officer at LSL Property Services plc and spent a significant part of his career at Coventry Building Society, where he served on the main Board as Product, Marketing and Strategy Director for several years.

As Chief Executive Officer, Andrew sets the Society's purpose and strategy and leads the organisation to deliver these, including setting the right culture, and ensuring the needs of members are considered at all times.

Andrew attends the Board Risk Committee, Board Audit Committee, Board Nominations Committee and Board Remuneration Committee. In terms of management committees, Andrew chairs the Strategy and Performance Committee and Change Committee. He also attends Asset Liability Committee, Executive Risk Committee and Retail Credit Risk Committee.

Current external positions

Andrew currently holds the following external appointments:

- Council Member at Staffordshire Chambers of Commerce



John Gibson
BSc
Chair
Joined the Board in January 2024, Chair from April 2025

Skills and Experience

John has spent over 35 years in the building society sector with most of that time with the Skipton Building Society Group. He finished his executive career there in 2023 as Chief Conduct Risk Officer and Secretary where he was responsible for regulatory matters, a range of risk areas and Board governance. During his time at Skipton he held a range of other roles including Director of Group Risk, Group Commercial Director and General Manager Customer Services.

He served as an independent director on the boards of a range of Skipton subsidiaries including its IFA businesses, its international bank on the Channel Islands and chaired the boards of its Mortgage Packaging firms and Internal Audit and IT outsourcing businesses.

John is Chair of the Board Nominations Committee and is a member of the Board Remuneration Committee.

Current External Positions

None



Jane Kimberlin
BA
Non-Executive Director
Joined the Board in November 2016 and Senior Independent Director since March 2022

Skills and Experience

Jane is an internationally experienced Board Chief Information Officer/Information Technology Director with over 30 years of delivering significant transformation across a wide range of companies including financial services, retail and utilities. She led the successful merger of IT for several major companies following acquisitions.

With her experience in retail, Jane is a strong advocate of the customer at the heart of the business. Having managed large teams who were responsible for the development and performance of various major digital platforms, Jane is able to leverage her change and technical skills. Jane is passionate about the appropriate use and development of technology and works voluntarily encouraging children and adults to have a successful career in IT.

Jane is a former IT Director of BNP Paribas, a former IT Director of Domino's Pizza, a former IT Director of Scottish and Newcastle/Spirit Group and a former IT Director of PowerGen (now E.ON). Jane is a former Fellow of the Institute of Directors.

Jane is Chair of the Board Remuneration Committee and is a member of the Board Risk Committee and Board Nominations Committee.

Current External Positions

Jane currently holds the following external appointments:

- Director and Society Secretary, Creaton Community Benefit Society
- Court Assistant, Worshipful Company of Information Technologists

Other Information

Glossary



Glossary

Measure	Explanation
Mortgage Balances	The total amount owed to the Society for mortgages by customers
Total Assets	The value of all assets in the Group balance sheet
Shares and Deposits	The total amount owed by the Society to shareholding members and depositors in respect of their account balances
Underlying Profit before Tax	The surplus before tax achieved from trading activity during the financial year excluding fair value movements resulting from hedging risk management activity
Profit before Tax	The surplus before tax achieved from trading activity during the financial year. This includes fair value movements in derivatives that are designed to hedge the financial risk associated with fixed rate mortgage lending and fixed rate savings deposits
Management Expenses Ratio	The aggregate of administrative expenses and depreciation as a percentage of the average total assets in the year
Net Interest Margin	The net interest receivable by the Society as a percentage of the average total assets in the year
Mortgage Arrears	The number of mortgage accounts which are in arrears by the equivalent of three or more monthly repayments

Glossary (continued)

Measure	Explanation
Regulatory Capital	The Society's reserves and collective provisions net of any required deductions for regulatory purposes, e.g. intangible assets. Retained profits are the highest quality of capital
Total Capital Ratio	Regulatory capital expressed as a percentage of the Society's risk weighted assets (RWAs)
Liquid Assets	The total cash in hand, loans and advances to credit institutions and debt securities
Mortgage Growth	The growth in mortgage balances from one year to another
Savings Growth	The growth in savings balances from one year to another
Net Promoter Score	An independent measure of customer advocacy that ranges between -100 and +100, which represents how likely a customer is to recommend our products and services
Common Equity Ratio (CET1)	CET1 capital is the internally generated capital from retained profits, other reserves excluding intangible assets and other regulator defined deductions





Registered Principal Office:

Leek Building Society
Head Office, 50 St. Edward Street, Leek,
Staffordshire, ST13 5DL.

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The pulp used in the manufacture of this paper is from renewable timber produced from sustainable forests and is elemental chlorine free.

Leek Building Society is a trading name of Leek United Building Society, which is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority with firm reference number 100014. Our details can be found on the Financial Services Register at <https://register.fca.org.uk/s/>.
Leek United Building Society's address for service is 50 St. Edward Street, Leek, Staffordshire ST13 5DL.