



**2019 Annual Meeting of Shareholders  
June 4, 2019**



# Cautionary Statements

## **Forward-Looking Information**

This presentation may include forward-looking statements by the Company and our authorized officers pertaining to such matters as our goals, intentions, and expectations regarding revenues, earnings, loan production, asset quality, capital levels, and acquisitions, among other matters; our estimates of future costs and benefits of the actions we may take; our assessments of probable losses on loans; our assessments of interest rate and other market risks; and our ability to achieve our financial and other strategic goals.

Forward-looking statements are typically identified by such words as “believe,” “expect,” “anticipate,” “intend,” “outlook,” “estimate,” “forecast,” “project,” and other similar words and expressions, and are subject to numerous assumptions, risks, and uncertainties, which change over time. Additionally, forward-looking statements speak only as of the date they are made; the Company does not assume any duty, and does not undertake, to update our forward-looking statements. Furthermore, because forward-looking statements are subject to assumptions and uncertainties, actual results or future events could differ, possibly materially, from those anticipated in our statements, and our future performance could differ materially from our historical results.

Our forward-looking statements are subject to the following principal risks and uncertainties: general economic conditions and trends, either nationally or locally; conditions in the securities markets; changes in interest rates; changes in deposit flows, and in the demand for deposit, loan, and investment products and other financial services; changes in real estate values; changes in the quality or composition of our loan or investment portfolios; changes in competitive pressures among financial institutions or from non-financial institutions; our ability to obtain the necessary shareholder and regulatory approvals of any acquisitions we may propose, our ability to successfully integrate any assets, liabilities, customers, systems, and management personnel we may acquire into our operations, and our ability to realize related revenue synergies and cost savings within expected time frames; changes in legislation, regulations, and policies; and a variety of other matters which, by their nature, are subject to significant uncertainties and/or are beyond our control.

More information regarding some of these factors is provided in the Risk Factors section of our Form 10-K for the year ended December 31, 2018 and in other SEC reports we file. Our forward-looking statements may also be subject to other risks and uncertainties, including those we may discuss in this presentation, or in our SEC filings, which are accessible on our website and at the SEC’s website, [www.sec.gov](http://www.sec.gov).

## **Our Supplemental Use of Non-GAAP Financial Measures**

This presentation may contain certain non-GAAP financial measures which management believes to be useful to investors in understanding the Company’s performance and financial condition, and in comparing our performance and financial condition with those of other banks. Such non-GAAP financial measures are supplemental to, and are not to be considered in isolation or as a substitute for, measures calculated in accordance with GAAP.



## Overview: Who we are



We are a leading producer of multi-family loans in New York City. Our niche focuses on non-luxury apartment buildings that are rent-regulated featuring below-market rents.



Our expertise in this particular lending niche arises from:

- A consistent presence in this market for 50 years
- Long standing relationships with our borrowers, who come to us for our service and execution capabilities
- Decades long relationships with the top commercial mortgage brokers in the NYC market



In addition, we originate commercial real estate loans, and to a much lesser extent, acquisition, development, and construction loans. We also originate commercial and industrial loans, including specialty finance loans.



We operate over 250 branches in five states with leading market share in many of the markets we operate in.



We are a conservative lender across all of our loan portfolios.



We maintain an efficient operation.



We complement our organic growth with accretive acquisitions.



# We rank among the largest U.S. bank holding companies...

<b>TOTAL ASSETS:</b>	<b>\$52.1 billion</b> , 77% of which are loans.
<b>TOTAL LOANS:</b>	<b>\$40.4 billion</b> including <b>\$30.0 billion</b> of multi-family loans.
<b>TOTAL DEPOSITS:</b>	<b>\$31.6 billion</b> , up 11% annualized
<b>TOTAL MARKET CAPITALIZATION:</b>	<b>\$5.4 billion</b> at 3/31/2019
<b>TOTAL RETURN AND DIVIDEND YIELD:</b>	From IPO to date, our total ROI is <b>3,934%</b> . <sup>(a)</sup> Our current dividend yield is 6.0%.

(a) Bloomberg

Note: All data as of March 31, 2019 unless otherwise noted.

Note: Except as otherwise indicated, all industry data was provided by S&P Global Market Intelligence as of 5/16/19.



... but without the risk other large banks have.

RATIO	NYCB <i>At 3/31/19</i>	SNL BANK & THRIFT INDEX <i>At 3/31/19</i>	PEERS <i>At 3/31/19</i>
NPLs/Total Loans	0.14%	0.89%	0.75%
NCOs/Average Loans	0.00	0.35	0.13
Cumulative losses <sup>(a)</sup>	99 bp	2,340 bp	1,185 bp
NPAs/Total Assets	0.14%	0.61%	0.62%
ALLL/NPLs	267.42	99.56	130.52



Our asset quality metrics compare very favorably to both the SNL Bank & Thrift Index and our regional bank peers.

*(a) Since our IPO in 1993.*



# Our Franchise: Over 250 Branches Across Five States...



## Metro New York

141 branches  
Total Deposits: **\$18.9 bn**

## New Jersey

42 branches  
Total deposits: **\$4.4 bn**

## Ohio

28 branches  
Total Deposits: **\$2.2 bn**

## Florida

27 branches  
Total Deposits: **\$2.9 bn**

## Arizona

14 branches  
Total Deposits: **\$1.3 bn**



The combined GDP of the five states we operate in is equal to the fourth largest GDP in the world.

*Note: Data as of 6/30/18 from S&P Global Market Intelligence*



# ...With Leading Deposit Market Share in the Attractive New York Metro Market.

***In the greater New York Metro market<sup>(a)</sup>, we rank #2 by deposit market share among U.S. regional banks<sup>(b)</sup> and #10 overall among all banks and thrifts.***

Our franchise focuses on serving the outer boroughs of New York and we have top market share among U.S. regional banks<sup>(b)</sup> in these counties.

- #1 in Queens, Nassau, and Richmond counties among U.S. regional banks<sup>(b)</sup> and #3 overall
- Top 5 in Suffolk, Kings and Bronx among U.S. regional banks<sup>(b)</sup>

## Queens Market Share

Company	2018 Deposits	Market Share
1. JP Morgan	\$ 16,130,779	24.5 %
2. Citigroup Inc.	\$ 8,527,000	13.0 %
<b>3. NYCB</b>	<b>\$ 7,573,190</b>	<b>11.5 %</b>
4. Capital One	\$ 5,236,003	8.0 %
5. TD Bank	\$ 4,391,414	6.7 %

## Nassau County Market Share

Company	2018 Deposits	Market Share
1. JP Morgan Chase	\$ 16,266,792	22.4 %
2. Citigroup Inc.	\$ 9,286,000	12.8 %
<b>3. NYCB</b>	<b>\$ 6,655,423</b>	<b>9.1 %</b>
4. Bank of America	\$ 6,331,527	8.7 %
5. Capital One	\$ 6,231,464	8.6 %

## Richmond County Market Share

Company	2018 Deposits	Market Share
1. JP Morgan Chase	\$ 2,570,669	19.3 %
2. Banco Santander	\$ 2,167,555	16.3 %
<b>3. NYCB</b>	<b>\$ 1,928,851</b>	<b>14.5 %</b>
4. Northfield Bancorp	\$ 1,456,403	10.9 %
5. Citigroup Inc.	\$ 1,397,000	10.5 %

Source: S&P Global Market Intelligence

Note: Market share defined as NYCB's deposits across its markets divided by total deposits in those markets held by U.S. regional banks. Deposit market share data as of 6/30/2018.

(a) New York metro market is the New York-Newark-Jersey City MSA.

(b) Ranking shown based on deposit market share. U.S. regional banks excludes foreign banks and U.S. banks with assets over \$250 billion.



# Income Statement Highlights

(dollars in thousands, except per share data)

**1Q 2019**

## **Strong Profitability Measures:**

Net Income	\$97,577
Net income available to common shareholders	89,370
Diluted earnings per common share	\$0.19
Return on average assets	0.76%
Return on average common stockholders' equity	5.86
Return on average tangible assets <sup>(a)</sup>	0.80
Return on average tangible common stockholders' equity <sup>(a)</sup>	9.74
Net interest margin	2.03
Efficiency ratio <sup>(b)</sup>	52.15

(a) ROTA and ROTCE are non-GAAP financial measures. Please see page 28 for a discussion and reconciliation of these measures to our ROA and ROCE.

(b) Excluding certain items, the first quarter efficiency ratio would have been 48.75%





# A Strong Capital Position

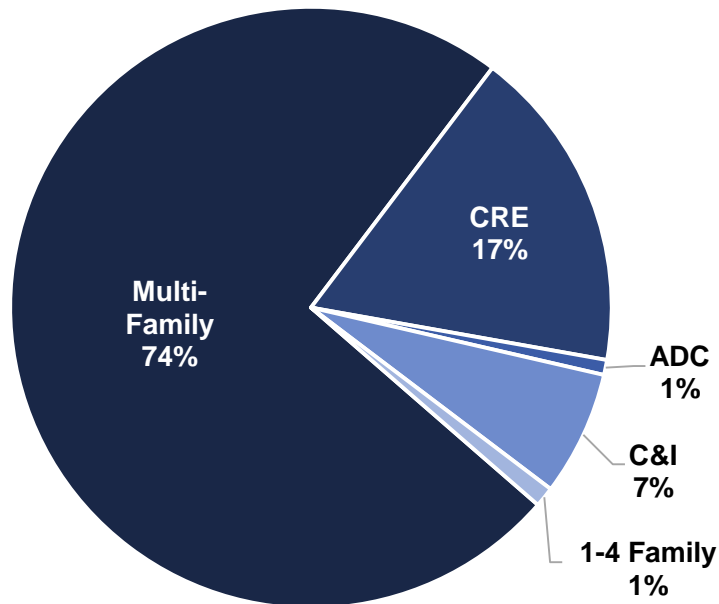
RATIO	NYCB	SNL BANK & THRIFT INDEX	PEERS
Tier 1 Risk-Based Capital	11.64%	12.52%	11.03%
Total Risk-Based Capital	13.83	13.95	13.11
Tier 1 Leverage	8.68	9.92	9.16
Common Equity Tier 1	10.27	11.96	10.49



## Loans – Our mix has not changed significantly since our IPO

### LOANS

AT 3/31/19



TOTAL HFI LOANS: \$40.5 BN

### Highlights:

- Majority of portfolio focused on low-risk multi-family loans on non-luxury, rent-controlled buildings
  - Market leader in this asset class having developed strong expertise and industry relationships over the last five decades
- Consistent lending strategy that has not changed significantly since our IPO
- Average yield on all loans: 3.81%
- Low risk credit culture and business strategy has resulted in superior asset quality through past cycles
- Since 1993 losses have aggregated 17 bp on MF and 11 bp on CRE \*
- Primarily a fixed rate portfolio but weighted average life of less than 3 years

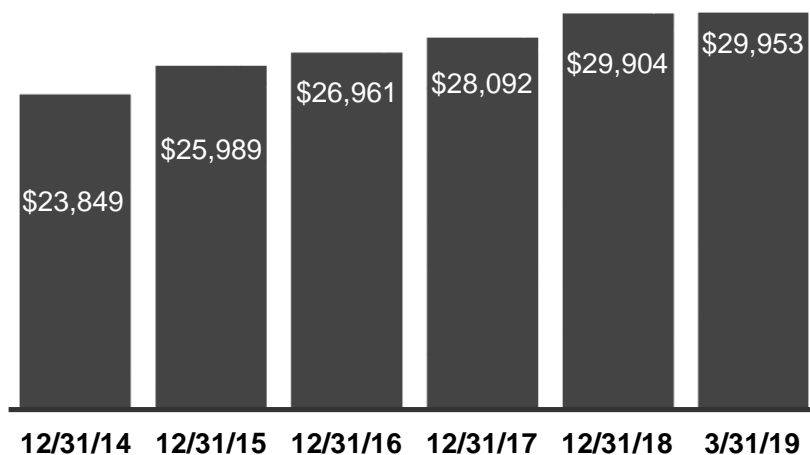
\* Of aggregate originations



# Leading Multi-Family, Rent-Regulated Lender in New York Metro Region.

## MULTI-FAMILY LOAN PORTFOLIO

(in millions)



Originations:	\$7,584	\$9,214	\$5,685	\$5,378	\$6,622	\$1,009
Net Charge-Offs (Recoveries):	\$0	\$(4)	\$0	\$0	\$0	\$0

*Multi-family loans have been our primary lending focus for the past five decades*

### MULTI-FAMILY PORTFOLIO STATISTICS AT OR FOR THE 3 MONTHS ENDED 3/31/19

- 73.9% of total loans (49.9% of originations)
- 77.7% of loans are in Metro New York
- Average principal balance = \$6.1 million
- Weighted average life = 2.4 years



## Expertise in the Rent-Regulated Niche Has Distinguished Our Credit Performance from Others



Of the loans in our portfolio that are collateralized by multi-family buildings in the five boroughs of New York City, most are collateralized by buildings with rent-regulated units featuring below-market rents



Rent-regulated buildings are more likely to retain their tenants – and, therefore, their revenue stream – in downward credit cycles



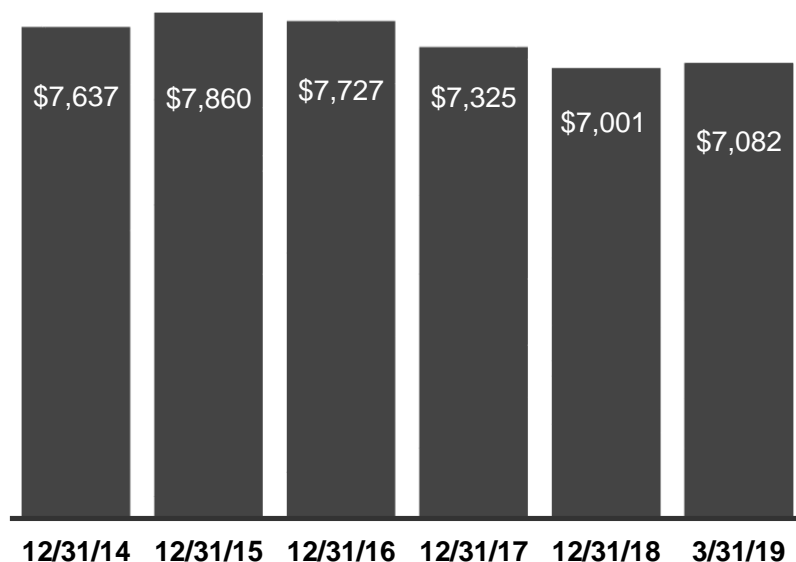
Average rent growth and net operating income (“NOI”) growth have been positive since 1990, regardless of the interest rate and economic environment



# Commercial real estate is a logical extension of our multi-family niche.

## COMMERCIAL REAL ESTATE LOAN PORTFOLIO

(in millions)



Originations:	\$1,661	\$1,842	\$1,180	\$1,039	\$967	\$207
Net Charge-Offs (Recoveries):	\$1	\$(1)	\$(1)	\$0	\$3	\$0

### CRE PORTFOLIO STATISTICS AT OR FOR THE 3 MONTHS ENDED 3/31/19

- 17.5% of total loans (10.2% of originations)
- 86.2% of loans in Metro New York
- Average principal balance = \$6.3 million
- Weighted average life = 2.6 years

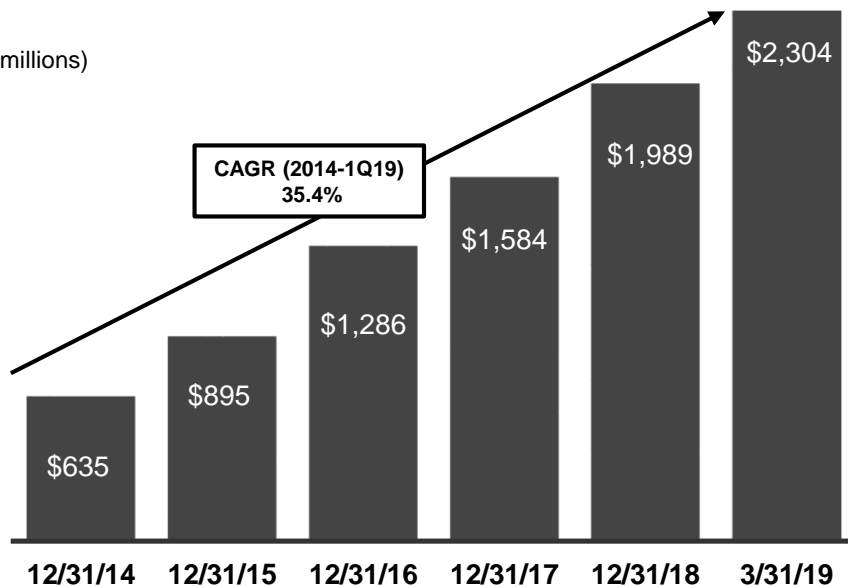


# Our specialty finance business is another high-quality lending niche.

- Six industry veterans with nearly 150 years of combined experience
- The team has been working together for over 25 years, mostly at larger regional banks in the northeast
- Extensive experience in senior secured lending, transaction structuring, credit, capital markets, and risk mgmt.
- Excellent track record on credit losses over the past 25 years of originations

## SPECIALTY FINANCE LOAN AND LEASE PORTFOLIO

(in millions)



Originations:	\$848	\$1,068	\$1,266	\$1,784	\$1,917	\$686
Net charge-Offs:	\$0	\$0	\$0	\$0	\$0	\$0

### LOAN TYPES

- Syndicated asset-based (ABLS) and dealer floor-plan (DFPLs) loans
- Equipment loan and lease financing (EF)

### CLIENT CHARACTERISTICS

- Large corporate obligors; mostly publicly traded
- Investment grade or near-investment grade ratings
- Participants in stable, nationwide industries

### PRICING

- Floating rates tied to LIBOR (ABLS and DFPLs)
- Fixed rates at a spread over treasuries (EF)

### RISK-AVERSE CREDIT & UNDERWRITING STANDARDS

- We require a perfected first-security interest in or outright ownership of the underlying collateral
- Loans are structured as senior debt or as non-cancellable leases
- Transactions are re-underwritten in-house
- Underlying documentation reviewed by counsel



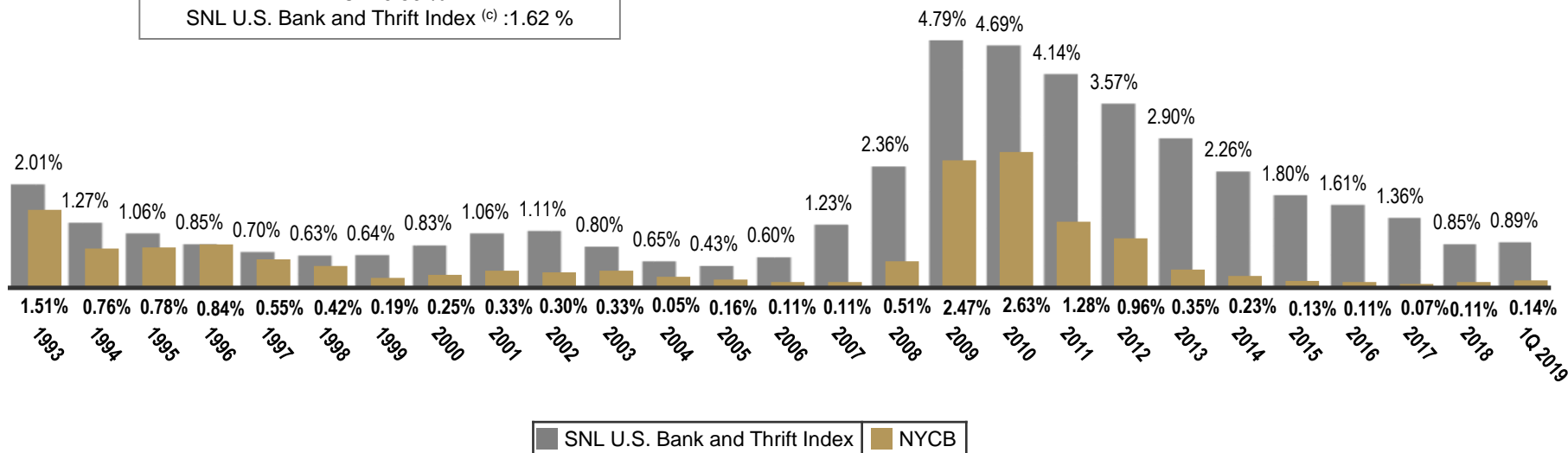
# Our asset quality in *any* credit cycle has consistently been better than our industry peers...

## NON-PERFORMING LOANS<sup>(a)(b)</sup> / TOTAL LOANS<sup>(a)</sup>

### Average NPLs/Total Loans

NYCB: 0.59 %

SNL U.S. Bank and Thrift Index <sup>(c)</sup> :1.62 %



(a) Non-performing loans and total loans exclude covered loans and non-covered purchased credit-impaired ("PCI") loans.

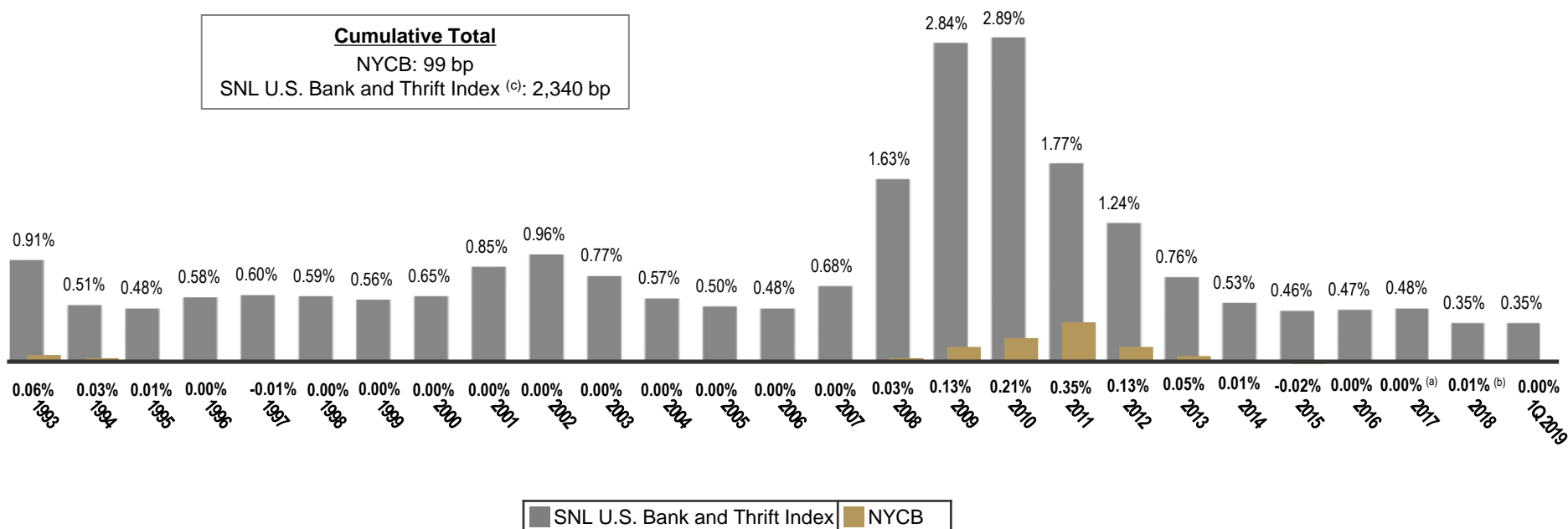
(b) Non-performing loans are defined as non-accrual loans and loans 90 days or more past due but still accruing interest. Our non-performing loans at 12/31/16, 12/31/17, and 12/31/18 exclude taxi medallion-related loans.



... and very few of our non-performing loans have resulted in actual losses.

## NET CHARGE-OFFS / AVERAGE LOANS

**Cumulative Total**  
 NYCB: 99 bp  
 SNL U.S. Bank and Thrift Index <sup>(c)</sup>: 2,340 bp



(a) The calculation of our net charge-offs to average loans for 2017 excludes charge-offs of \$59.6 million on taxi medallion-related loans.

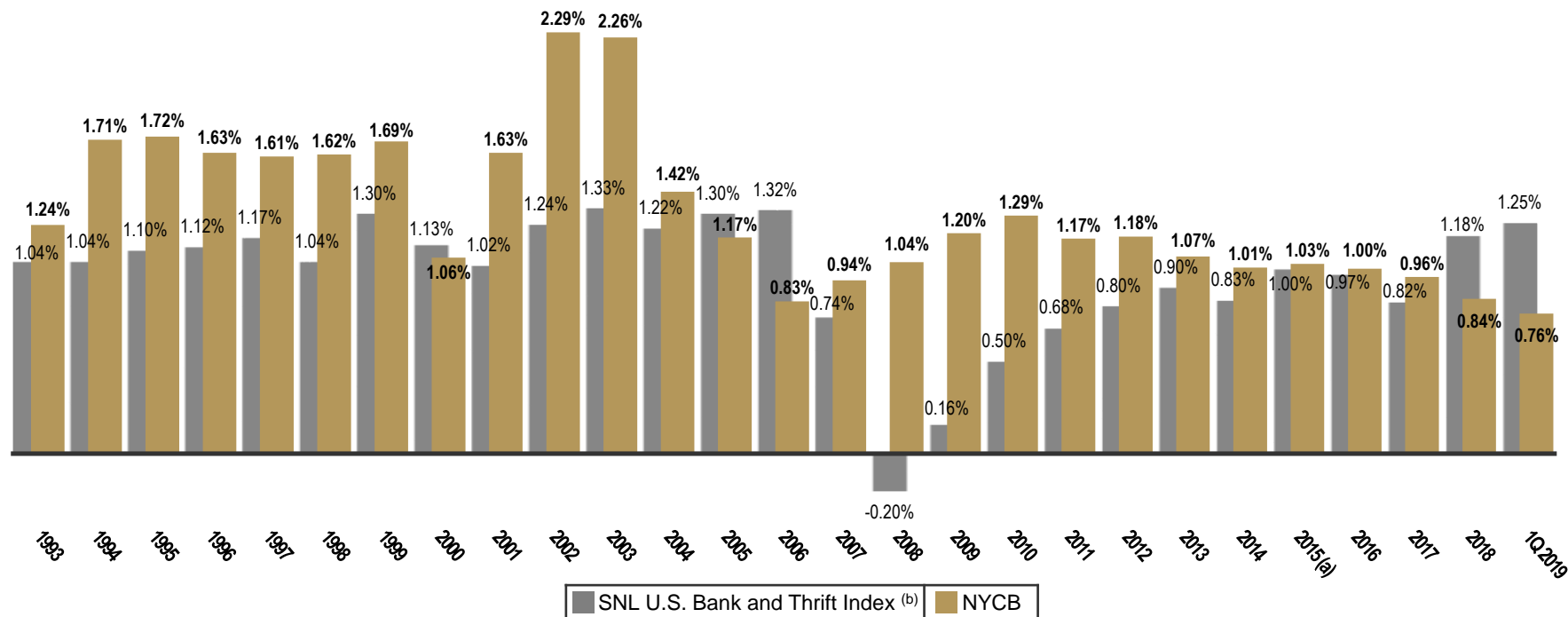
(b) The calculation of our net charge-offs to average loans for 2018 excluded charge-offs of \$12.8 million on taxi medallion-related loans.





# Consistent Profitability over Various Business Cycles due to Low Credit Cost and Highly Efficient Business Model.

RETURN ON AVERAGE ASSETS SINCE IPO



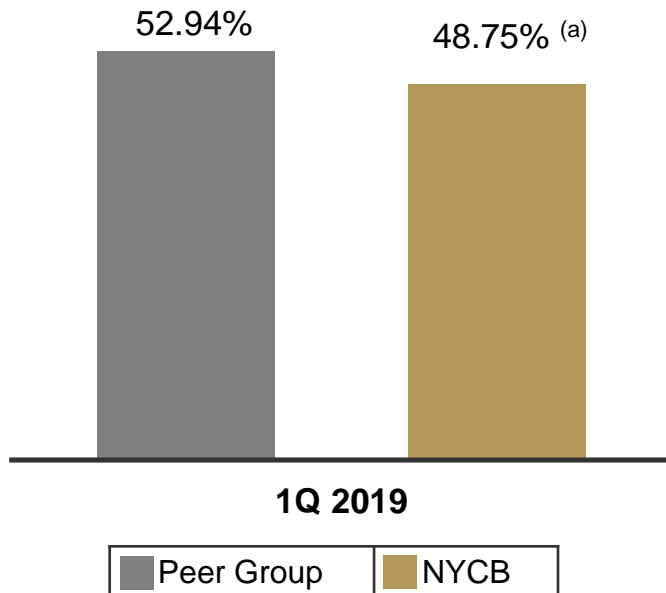
Source: S&P Global Market Intelligence.

(a) The 2015 amount reflects the \$546.8 million after-tax impact of the debt repositioning charge recorded as interest expense and non-interest expense, combined.



# Highly Efficient Operator with Effective Business Model.

## EFFICIENCY RATIO



(a) Excluding certain items, the first quarter efficiency ratio was 48.75%

## LOW COST, EFFICIENT BUSINESS MODEL

- Multi-family and CRE lending are both broker-driven, with the borrower paying fees to the mortgage brokerage firm
- Products and services are typically developed by third-party providers; their sales are a complementary source of revenues

## FUTURE COST REDUCTION OPPORTUNITIES

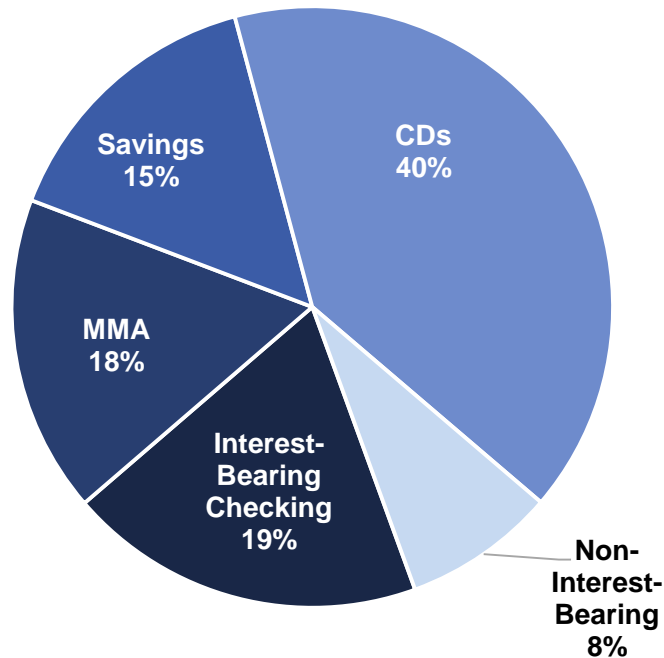
- Going forward, our cost structure should continue to benefit from additional cost reduction opportunities in 2019
  - Includes compliance cost savings due to regulatory reform and the SIFI threshold being raised to \$250 billion
  - Branch rationalization
  - New third-party vendor relationships



# Deposit Composition

## DEPOSITS

AT 3/31/19



TOTAL DEPOSITS: \$31.6 BN

## Highlights:

- Deposits generated through retail and commercial channels
- Presence in several large markets – Metro New York, New Jersey, Ohio, Florida, and Arizona
- Steadily growing the deposit base
  - \$837 million of deposit growth during the first quarter, up 11% annualized
- Average cost of interest-bearing deposits is 1.80%
- Average deposits per branch of \$137 million\*

\* Does not include 21 In-Store Branches.

# Focusing on what we can control – Three levers for future earnings growth

## LEVER # 1 - LOAN GROWTH

- Total YTD loans grew \$361 million or 4%. We expect this to continue in 2019.

## LEVER # 2 - SIGNIFICANT REINVESTMENT OPPORTUNITIES

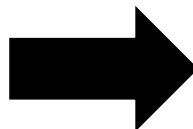
- We have \$1.0 billion of cash earning 2.43%.
- \$14.6 billion of loans with average coupon of 3.39% contractually maturing or reaching their option re-pricing date over the next 3 years.
- Over the next 18 months we could potentially see \$10.8-\$14.5 billion of loans refinancing before their contractual maturity dates, depending on CPR speeds.
- Current interest rates on our traditional 5 year multi-family product are about 3.875%, compared to an existing coupon of 3.55%

## LEVER # 3 - FURTHER IMPROVEMENTS IN OPERATING EXPENSES

- We exceeded our annual cost savings of \$100 million.
- In 2019 we anticipate additional cost save opportunities bringing our overall operating expense base to the low \$500 million level.

### GROWTH LEVERS

- Continued strong originations
- Reinvestment of cash
- Lower operating expenses



### RESULTS

- Mid-single digit loan growth
- Higher loan yields
- Lower efficiency ratio
- Higher operating leverage



# We are a main beneficiary of regulatory relief



The Economic Growth Regulatory Relief, and Consumer Protection Act (S.2155) was signed into law in late May. A key element of the new law is increasing the asset threshold to be considered a SIFI to \$250 billion from \$50 billion.



What regulatory relief means for us:

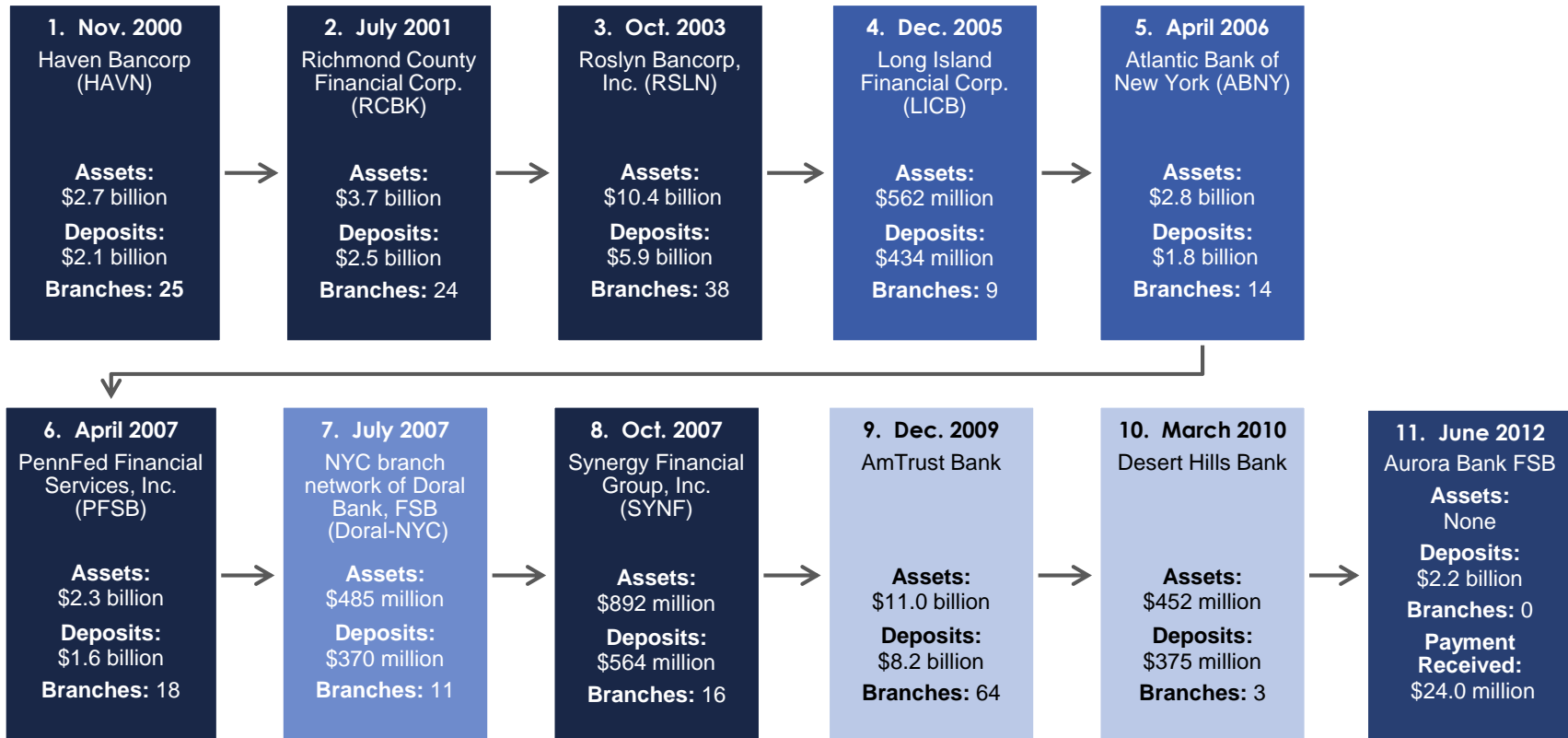
- DFAST no longer required
- Immediate exemption from LCR requirements
- Not subject to resolution planning (“living wills”)
- Exempt from CCAR requirements

Results:

- Greater flexibility with our corporate structure;
- Further reduces our operating expenses due to lower regulatory compliance costs.



# A history of accretive transactions which have added to our franchise value.



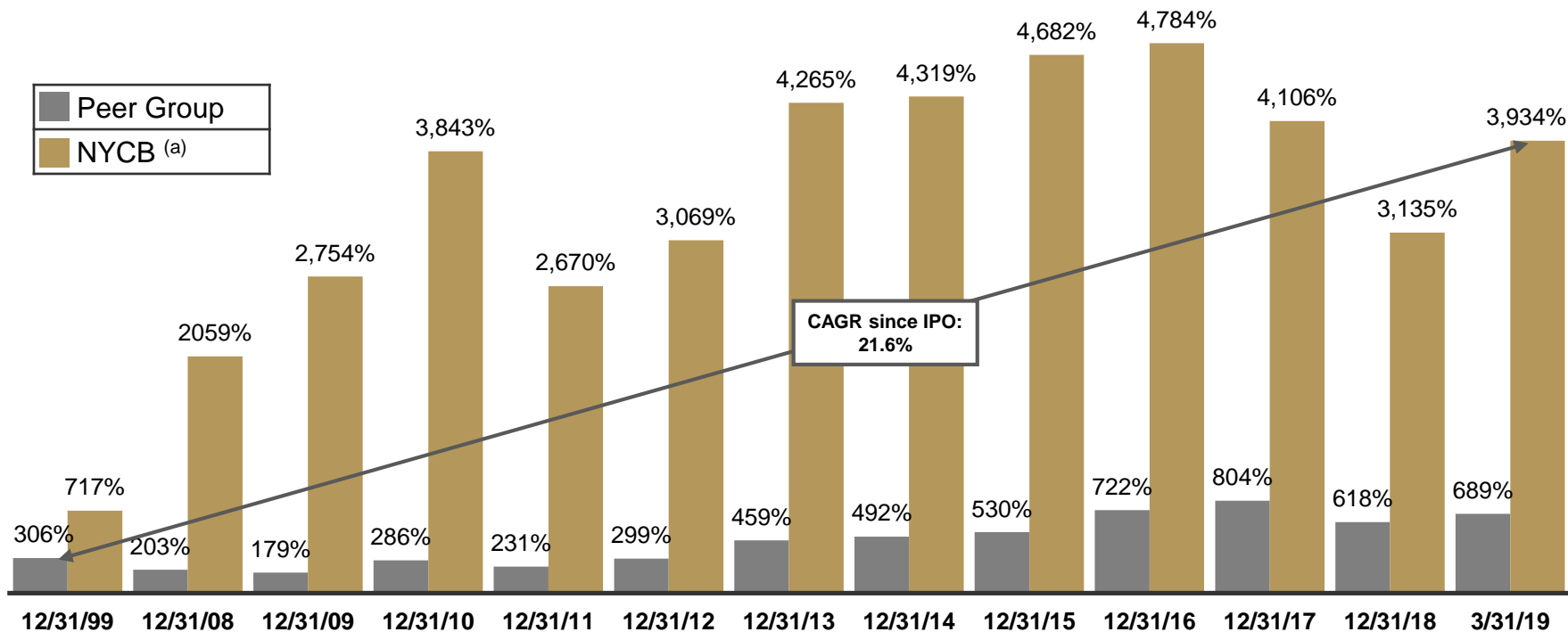
Transaction Type: Savings Bank Commercial Bank Branch FDIC Deposit

The number of branches indicated for our transactions is the number of branches in our current franchise that stemmed from each.



Our business model is designed to deliver long-term shareholder value.

## TOTAL RETURN ON INVESTMENT



As a result of nine stock splits between 1994 and 2004, our charter shareholders have 2,700 shares of NYCB stock for each 100 shares originally purchased.

(a) Bloomberg



## For More Information

### VISIT OUR WEBSITE:

[ir.myNYCB.com](http://ir.myNYCB.com)

### E-MAIL REQUESTS TO:

[ir@myNYCB.com](mailto:ir@myNYCB.com)

### CALL INVESTOR RELATIONS AT:

(516) 683-4420

### WRITE TO:

Investor Relations  
New York Community Bancorp, Inc.  
615 Merrick Avenue  
Westbury, NY 11590



# APPENDIX



# Reconciliations of GAAP and Non-GAAP Measures

While average stockholders' equity, average assets, return on average assets, and return on average stockholders' equity are financial measures that are recorded in accordance with U.S. generally accepted accounting principles ("GAAP"), average tangible stockholders' equity, average tangible assets, return on average tangible assets, and return on average tangible stockholders' equity are not. Nevertheless, it is management's belief that these non-GAAP measures should be disclosed in our SEC filings, earnings releases, and other investor communications, for the following reasons:

1. Average tangible stockholders' equity is an important indication of the Company's ability to grow organically and through business combinations, as well as our ability to pay dividends and to engage in various capital management strategies.
2. Returns on average tangible assets and average tangible stockholders' equity are among the profitability measures considered by current and prospective investors, both independent of, and in comparison with, our peers.

We calculate average tangible stockholders' equity by subtracting from average stockholders' equity the sum of our average goodwill and calculate average tangible assets by subtracting the same sum from our average assets.

Average tangible stockholders' equity, average tangible assets, and the related non-GAAP profitability measures should not be considered in isolation or as a substitute for average stockholders' equity, average assets, or any other profitability or capital measure calculated in accordance with GAAP. Moreover, the manner in which we calculate these non-GAAP measures may differ from that of other companies reporting non-GAAP measures with similar names.

The following table presents reconciliations of our average common stockholders' equity and average tangible common stockholders' equity, our average assets and average tangible assets, and the related GAAP and non-GAAP profitability measures at or for the three months ended March 31, 2019:

	<b>For the Three Months Ended March 31, 2019</b>
(dollars in thousands)	
Average common stockholders' equity	\$ 6,104,442
Less: Average goodwill and core deposit intangibles	(2,435,806)
Average tangible common stockholders' equity	<u>\$ 3,668,636</u>
 Average assets	 \$51,617,763
Less: Average goodwill	(2,435,806)
Average tangible assets	<u>\$49,181,957</u>
 Net income available to common shareholders <sup>(1)</sup>	 \$89,370
<b>GAAP:</b>	
Return on average assets	0.76%
Return on average common stockholders' equity	5.86
<b>Non-GAAP:</b>	
Return on average tangible assets <sup>(2)</sup>	0.79
Return on average tangible common stockholders' equity <sup>(2)</sup>	9.74

(1) To calculate our returns on average assets and average common stockholders' equity for a period, we divide the net income available to common shareholders generated during that period by the average assets and the average common stockholders' equity recorded during that time.

(2) To calculate our returns on average tangible assets and average tangible common stockholders' equity for a period, we divide net income by the average tangible assets and the average tangible common stockholders' equity recorded during that time.



## Peer Group

PEER	TICKER
Bank OZK	OZK
BankUnited, Inc.	BKU
Comerica Incorporated	CMA
F.N.B. Corporation	FNB
Fifth Third Bancorp	FITB
Huntington Bancshares Incorporated	HBAN
Investors Bancorp, Inc.	ISBC
M&T Bank Corporation	MTB
People's United Financial, Inc.	PBCT
Signature Bank	SBNY
Sterling Bancorp	STL
Synovus Financial Corp.	SNV
Valley National Bancorp	VLY
Webster Financial Corporation	WBS
Zions Bancorporation	ZION