



NatWest
Group

Succeeding with customers

NatWest Group plc
2025 Annual Report
and Accounts

Succeeding with customers across the UK

At the heart of NatWest Group is a clear ambition – succeeding with customers. It's what drives us to build enduring relationships with the businesses and communities we serve across every region of the UK, helping them to grow, adapt and succeed in a changing world.

Our strategy helps turn possibilities into progress. From supporting customers in managing their money and planning for the future, to starting and building their businesses, we're focused on growing as they grow – succeeding by meeting more of their needs and helping to deliver growth across the wider UK economy.

Hear from our customers about how NatWest Group has enabled them to succeed.

Turning our customers' possibilities into **progress**

Supporting start-ups to scale

London

"Being a NatWest customer, I feel supported because I know that I'm working with a bank that genuinely cares about entrepreneurs and people wanting to start businesses. If I have questions about new opportunities that I want to explore, I know that the Accelerator team can help me. And that's meant that I feel really reassured"

Hesha Tarkush, founder of Instam

Powering growth in the UK's EV infrastructure

Building trusted customer relationships

Connecting island communities through flying banking

[investors.natwestgroup.com/
annual-report](https://investors.natwestgroup.com/annual-report)





2025 financial highlights

2025: another year of strong financial performance

Highlights against our strategic priorities

Disciplined growth

Income

£16,641m

2024: £14,703m

Profit before tax

£7,708m

2024: £6,195m

Loans and advances to customers

£418.9bn

2024: £400.3bn

Customer deposits

£443.0bn

2024: £433.5bn

Bank-wide simplification

Operating expenses

£8,262m

2024: £8,149m

Operating expenses (excl. litigation and conduct)⁽¹⁾

£8,095m

2024: £7,854m

Retail Banking customers banking entirely digital⁽²⁾

81.8%^(LA)

2024: 78.7%

Commercial & Institutional customers banking digital first⁽³⁾

84.5%^(LA)

2024: 82.9%

Active balance sheet and risk management

Capital generation pre-distributions

252bps

2024: 243bps

Common Equity Tier 1 (CET1) ratio

14.0%

2024: 13.6%

Risk-weighted assets (RWA) management actions⁽⁴⁾

£10.9bn

2024: £6.8bn

Average Liquidity Coverage Ratio (LCR)

147%

2024: 151%

Delivering attractive returns

Return on Tangible Equity

19.2%

2024: 17.5%

Dividend per ordinary share

32.5p

2024: 21.5p

Buybacks

£1.5bn

2024: £2.2bn

Total capital returned to shareholders⁽⁵⁾

£4.1bn

2024: £4.0bn

Link to remuneration

Key performance indicators

(1) Litigation and conduct costs of £167 million (2024 – £295 million).

(2) Retail Banking customers with active current accounts that have accessed a digital platform (online or mobile) and not used the branch or telephony in a rolling 90 days in the reporting period. Inactive customers and customers with no channel usage, mortgages and savings accounts, and interactions via the Post Office are excluded from the scope of measurement. Read more on the scope of measurement in 2025 Sustainability Basis of Reporting.

(3) Commercial & Institutional (ring-fenced bank) customers with active non-personal account/s that access their account 95% or higher through digital channels for three rolling months in the reporting period ending 31 December 2025. Read more on the scope of measurement in our 2025 Sustainability Basis of Reporting.

(4) RWA management savings are achieved through multiple levers including significant risk transfers, credit risk insurance, asset sales and balance sheet optimisation.

(5) Distributions paid and proposed. For full details of our distributions over the last three years refer to page 17.

(LA) Metric subject to independent Limited Assurance by EY. Refer to page 71.

→ [Read more in our Financial review on pages 83 to 94.](#)

Succeeding with customers



Case study – supporting balanced UK growth

Financing infrastructure that drives regional growth

Backing critical infrastructure projects is a key way in which NatWest Group is driving economic growth across the UK. During 2025, we advised Leeds Bradford Airport (LBA) on procuring a £160 million debt package to advance the airport's ambitious terminal expansion, while also supporting it with a significant balance sheet commitment.

LBA connects over four million passengers annually to more than 80 destinations. By understanding the airport's needs and ambitions, we are leveraging the bank's full capabilities – including debt advisory, financing, ESG and ratings advisory, hedging derivatives, and operational banking – to help the airport achieve its goals.



Leeds

Our impact

Advice on procuring a £160 million debt package.

Providing bespoke financial solutions and expertise.

Supporting critical UK infrastructure projects.

'It really feels as though NatWest is an extension of our team. The support that NatWest has provided to the airport will help expand the terminal, create new jobs, drive regional growth, and enhance the passenger experience.'

Alex Tong, Chief Financial Officer,
Leeds Bradford Airport

Alex Tong (left) and David Basra, NatWest Group Head of Structured Financing (right)

Group Chair's statement



Building the conditions for growth

Dear shareholders,

2025 was a year of strong performance and progress for our bank. Indeed, profits and returns were both up from 2024, so too our lending, deposits and the number of customers we serve.

We consistently outperformed expectations – delivering for our customers, shareholders, and the wider UK.

These achievements reflect the dedication of our colleagues and the trust placed in us by those who choose to bank with us, as well as by the communities we serve.

Invest, innovate and succeed

Fundamentally, I'm optimistic about the future for our bank and for the UK. In the short term, our economy continues to demonstrate considerable resilience, with lower inflation and modest growth on the horizon for 2026. Yet the economic landscape remains complex: uncertainty in global markets continues to affect sentiment; energy prices remain volatile; and some sectors are still adjusting to increases in the cost of doing business.

Looking further ahead, the UK's inherent advantages – talent, infrastructure, and a spirit of enterprise – are sources of enduring strength.

And banks are the connective tissue of the UK economy. Our sector's performance over the past 12 months underscored the vital role we play as strategic assets, driving economic growth in every country and region.

Of course, a predictable, proportionate approach to regulation and policy making is essential; this is the underlying drumbeat that gives businesses and consumers the confidence to invest, innovate and succeed.

The UK Government's growth agenda has made important early progress, most notably through the Leeds Reforms and a shift towards a more proportionate, pro-growth regulatory approach. But delivery at pace now matters, and collaboration between the private sector and government remains crucial.

Together, we can build a stable, supportive environment that fosters innovation and secures the UK's position as a global financial leader.

Succeeding with customers and the UK

My domestic and international engagements with regulators, business leaders and investors throughout the course of 2025 only served to reinforce for me the scale of opportunity in the UK.

From Singapore to Washington and from Edinburgh to Romford, Birmingham and Liverpool, it's clear that there is a genuine appetite to understand how banks in the UK can drive growth and have a positive social impact.

Our unique regional infrastructure means we have a particular role in facilitating balanced UK growth. That role is rooted in our purpose, as the bank that turns possibilities into progress. By focusing on our core activity, we help businesses start, scale and adapt, and we support individuals to manage their money and plan for the future.

I've seen the impact of this first-hand. At our Accelerator anniversary pitch event in Manchester in July, entrepreneurs shared how our hubs helped them secure funding and expand their businesses. I've also seen our Financial Foundations workshops in action, giving people the confidence to build financial resilience and plan ahead. And, in November,

Group Chair's statement continued

at the University of Oxford Equinox Partnership dinner, I had the opportunity to connect with academic and business leaders – bringing together diverse perspectives and expertise to unlock new opportunities for our customers and communities.

By investing in local communities and supporting the transition to a net-zero economy we are helping to deliver sustainable growth. For example, when I visited Tysley Energy Park in Birmingham, I saw how our support is helping to deliver practical low-carbon initiatives, like renewable energy and cleaner transport options, that aim to make a real difference for local businesses and the community.

In 2025, NatWest Group stepped up and stepped forward, and there is much more we can do in 2026 and beyond. Because this is what our growth plan really stands for: supporting our customers to succeed in a changing world.

Competing and winning in a changing market

As a Board, our role is to work with the executive team to ensure we have a strategy that delivers value today and positions NatWest Group for sustainable success in the years ahead. Transformations at scale are never easy but they are necessary. Our financial performance demonstrates that the strategy set by NatWest Group's CEO Paul Thwaite and his team is delivering.

In a rapidly changing environment, its strength rests on two fundamentals: being close to customers, while ensuring the bank remains agile and adaptable. The depth of our relationships in the communities that we serve, combined with the scale of our data, is a source of competitive advantage. It helps us to understand, anticipate and respond to our customers' changing needs – from the demand for seamless, personalised experiences to the opportunities created by emerging technologies. These insights allow us to innovate with purpose and deliver solutions that make banking simpler, safer and more accessible.

One of the clearly emerging customer needs is the growing requirement for financial planning, savings and investment advice. As a Board, we fully supported the £2.7 billion acquisition of Evelyn Partners – creating the UK's leading private bank and wealth management business. We are confident it meets the high bars Paul has set for acquisitions; it is strategically and financially compelling, operationally deliverable and Evelyn Partners is a strong cultural fit, with a shared customer-first focus.

The companies that will win in today's landscape are those that start with the customer in everything they do. This means more than using data and insight effectively. It's about empowering the front line, trusting those closest to our customers to make the decisions on how best to serve them and ensuring our central teams and functions work seamlessly in service of them.

Because one thing is certain – customer expectations and how they choose to bank will look very different in the years ahead. In an environment where competition is coming from every corner, we need a bank that is agile, adaptable and able to innovate at pace – while shaping the future responsibly. That means setting the benchmark for trust and innovation in financial services, ensuring progress is sustainable, and leading the industry in a way that benefits customers, communities and the wider economy.

A strengthened and engaged Board

Since taking up the role of Chair, my priority has been to build a Board that is highly engaged and constructively challenging – a group of trusted colleagues to complement our executive team.

Through our 'Board on the Road' programme, directors have spent more time with customers and colleagues across the UK, gaining first-hand insight into the challenges and opportunities they face. These experiences inform our thinking and ensure that strategy is grounded in reality.

In November 2025, we welcomed Josh Critchley as an independent non-executive director and on 23 February 2026, Albert Hitchcock will join the Board. With decades of experience across banking and other sectors, their deep expertise will be an asset to the Board, particularly as we continue to pursue our growth ambitions and navigate an evolving market landscape.

We also announced that Yasmin Jetha will retire from the Board on 31 March 2026. I'd like to thank Yasmin for her outstanding contribution to the Board and its committees since her appointment in 2017. She has been a highly valued director and colleague, and she leaves with our very best wishes for the future.

I would like to thank all of the Board, and all of our colleagues, for their hard work and the support they have given to our customers throughout 2025. Having a team that is committed to steering NatWest Group through a period of rapid change with clarity and confidence ensures we remain focused on delivering growth and securing NatWest Group's long-term success.

I must also recognise the great sadness all of us felt at the passing of Frank Dangeard, Chair of NatWest Markets, in August 2025. Frank's wisdom, integrity, and commitment left an indelible mark on all who had the privilege to work alongside him, both at NatWest Group and across the course of his career. On behalf of the Board, I extend our deepest condolences to Frank's family and all who knew him.

Return to private ownership – a forward-looking chapter

Of course, 2025 also marked a key milestone for NatWest Group – our return to full private ownership. In May 2025, the UK Government sold its very last shares in the bank – a testament to our consistently strong performance, the considerable progress that has been made under successive management teams and a marker of the long-term transformation that has made NatWest Group simpler, stronger, and more customer-focused.

We saw a continued strong share price performance throughout 2025 – up 62% – reflecting greater certainty at a macro level, heightened positivity around UK banks, and, above all, the consistency of our delivery, as well as the confidence investors have in our future ambitions.

We have also delivered for shareholders. Having increased our ordinary dividend payout ratio to around 50% of attributable profit, we have declared total dividends of 32.5p per share for 2025 (up 51.2% year on year), and announced £750 million of on-market buybacks for the year – all underpinned by strong capital generation and a CET1 ratio of 14.0%.

We are deeply grateful to the UK public and Government for their support over the years. As we move forward, we do so as a partner in growth, committed to building value for our shareholders and the UK. This milestone marks the beginning of a new chapter. We begin 2026 with confidence, conviction and positive momentum on which we can build.

I am proud of what NatWest Group accomplished in 2025. Our progress is the result of collective effort, disciplined execution, and a steadfast commitment to our purpose. As we look ahead, I firmly believe that NatWest Group is well positioned to lead, to innovate, and to deliver for all of our stakeholders.

Rick Haythornthwaite
Chair

Group Chief Executive's review



Accelerating from a position of strength

NatWest Group delivered another strong year in 2025, rooted in our support for people, families and businesses in every nation and region of the UK.

We increased our customer base by around a million customers, grew our profit before tax to £7.7 billion, and delivered a Return on Tangible Equity (RoTE) of 19.2%, while strong capital generation and distributions came from increased profitability and disciplined balance sheet and risk management. What matters most, however, is what sits behind these results: the trust our customers place in us every day; the commitment of our colleagues; and our responsibility to create sustainable value for our shareholders.

2025 also marked a symbolic milestone as we returned to full private ownership, offering an opportunity to reflect on how far the bank has come. Looking ahead, we have renewed confidence in what we can achieve for NatWest Group, our shareholders, and as a trusted partner to our customers and the wider UK economy.

I'm proud to have led this bank over the past two years. In this time, we've moved decisively: we've sharpened our customer focus; simplified the organisation; accelerated our technology strategy; and invested with intent in our future. These choices are now translating into robust performance and clear momentum across NatWest Group.

We start 2026 from a position of strength. That strength gives us the confidence to raise our ambition and accelerate our progress – so we can go further to win together with our customers, colleagues, shareholders and the communities we are proud to serve across the UK.

Succeeding with customers

Disciplined growth

All three of our customer businesses – Retail Banking, Private Banking & Wealth Management, and Commercial & Institutional – delivered broad-based growth in 2025, with more customers choosing to bank with us. We now serve over 20 million people, families and businesses across the UK – acting as a trusted partner to help meet their ambitions.

We supported more customers to manage their money with confidence, with deposit growth in all three business segments totalling £10.4 billion across NatWest Group in 2025. And, with saving and investing increasingly part of the national conversation, more than 50,000 customers invested with us for the first time, benefiting from the expert advice of our wealth management teams and ease of our digital offer. This helped us to grow assets under management and administration by 20%.

We also supported customers through key life events, such as helping more than 200,000 new customers to buy or remortgage a home in 2025 – up 18% on 2024 – and empowered more families to build healthy financial habits through our youth proposition, Rooster Money, which now serves 15 times more customers than when we acquired it in 2021.

Our success reflects our ability to anticipate and respond to changing customer needs, with the right services and innovative propositions. For personal customers, our Family-Backed Mortgage addresses the real challenge of affordability for many people and allows family members to help first-time buyers while preserving independent ownership. This contributed to our increased support for first-time buyers, helping over 50,000 customers get onto the housing ladder in 2025.

Group Chief Executive's review continued

Strong organic growth was complemented by the successful integration of around one million Sainsbury's Bank customers and the £2.3 billion Metro Bank mortgage portfolio – demonstrating our integration capability and, most importantly, creating the opportunity to deepen relationships with new customers.

As the UK's biggest bank for business, we support 1.5 million companies, from sole-traders to multinational corporates. With a leading share of UK start-ups, and the largest presence in the mid-market sector, we're uniquely positioned to partner businesses at every stage of their growth.

We helped more of our business customers to scale and grow, with lending across Commercial & Institutional up around 10% in 2025, compared with 2024. By supporting UK businesses, we're also helping to deliver key economic priorities for the UK. In 2025, we were the leading lender to UK infrastructure, and we expanded our support to social housing and sustainable finance – helping to strengthen communities and underpin long-term growth.

In an increasingly volatile market, we've helped more businesses manage their risk effectively by making it easier to access our foreign exchange (FX) and international payment services through faster onboarding and a simpler digital experience, with over 130 currencies now supported. Improvements in our offer meant around 700 mid-market businesses used the service for the first time in 2025.

We also helped more high-potential firms to grow with access to our innovative intellectual property-backed lending. Around 50% of the completed IP-backed loans were with customers new to NatWest Group, demonstrating the opportunity open to us when we pair our expertise with a distinctive customer proposition.

A simpler bank

Today, NatWest Group is a simpler bank. It is less complex, with transformed capabilities and the right building blocks to scale and adapt efficiently as customer expectations evolve.

The technology foundations across our estate have effectively been rebuilt and this investment has increased our agility and strengthened resilience. We have decommissioned legacy platforms and advanced our data transformation at pace. In Private Banking & Wealth Management, we have migrated our engineering operations from Switzerland to the UK and India, creating the capacity to scale. For our Commercial & Institutional customers, the re-platforming of Bankline (our digital channel for mid-market and corporate customers) has created a more connected experience and allows us to provide more services digitally in one place. Building a single trusted view of our customers is enabling us to offer a more personalised service, faster decision-making and more intelligent risk management across the bank.

To drive delivery across the bank, we have rapidly scaled our in-house engineering team and opened a new hub in Bengaluru, India. We are now innovating faster and have almost halved the time it takes to deploy new features, compared with 2024 – making banking quicker, easier and safer for customers.

Strategic partnerships with global technology leaders, including AWS, OpenAI and Google, have helped us to accelerate and scale our technology strategy, and in turn, increase productivity. In addition, our newly established AI Research Office is at the forefront of cutting-edge research, leading responsible innovation and building further AI capabilities for the bank. Our investment in our FinTech Growth Programme has also significantly strengthened our innovation pipeline. These initiatives give us early access to new and emerging technologies.

By providing all colleagues with AI tools to support their daily work, we have freed up capacity to better meet customers' immediate needs and understand their future requirements.

A trusted partner for UK growth

2025 was a year of macroeconomic uncertainty, with international and domestic events affecting customers in different ways. Despite the volatility, we remained cautiously optimistic about the outlook with several factors reinforcing this measured optimism: the UK economy has continued to grow; unemployment remains low by historical standards; inflation is moving in broadly the right direction; and, on aggregate, households and businesses continue to hold relatively robust savings buffers.

This economic resilience was reflected in the healthy levels of customer activity during 2025. Housing market activity remained robust, with mortgage volume growth across the sector supported by temporary changes to stamp duty thresholds in the first half of the year. Retail sales volumes returned to positive year-over-year growth after a challenging few years and discretionary spending picked up in areas such as travel and hospitality. Businesses continued to invest for the future, and UK exports increased despite headwinds. Taken together, these are encouraging signals that the underlying conditions for growth remain in place.

We strongly believe in the UK's long-term potential. The UK Government has positioned the financial services sector as central to its growth strategy and to the UK's strength on the global stage. The UK has world-class universities and innovation clusters, leading scientific research, deep capital markets and highly skilled people – the potential of which can be unlocked through an internationally competitive banking sector.

Strong economies need strong banks. But our role goes well beyond lending: it demands our deep expertise; our convening power across sectors and regions; and our ability to connect capital with opportunity. I have seen the impact we can deliver for our customers and communities across the UK. For example, start-ups participating in our free Accelerator community grow their turnover 35% more on

average than peers; and the expertise of our colleagues is building financial confidence at scale – our NatWest Thrive and Financial Foundations programmes reached more than one million people in 2025, providing financial education in the places where people live, learn and work.

In March 2025, we brought together our first Mid-Market Growth Council to provide a unified voice and to advocate for the often-overlooked mid-sized business sector, helping to unlock their significant growth potential. Our research found that just 1% growth in this segment could add £35 billion to the UK economy, with £24 billion of that outside the south-east of England.

Our commitment to sustainable growth is rooted in our purpose, with the aim of delivering positive impact through our core activity as a bank. By turning our customers' possibilities into progress we can help build better, more resilient businesses, and support people and families to manage their money, save and invest for the future.

The conditions for growth will be built further by a stable and proportionate regulatory and policy environment. The UK Government's focus on balanced regulation which promotes competition and growth, as well as managing risk and consumer protection, is a welcome step forward. We have already seen tangible change in targeted areas. For example, the adjustment to mortgage rules enabled us to lend more to first-time buyers, and we have committed to grow our support in 2026, with a further £10 billion of lending.

As we look ahead to 2026, further regulatory review could unlock additional customer benefits and UK growth opportunities; for example, the ongoing Advice Guidance Boundary Review should help to make financial advice more accessible, and the Prudential Regulation Authority's review of its rules on ring-fencing has the potential to create greater capital capacity for the banking sector to support growth.

Group Chief Executive's review continued

Raising our ambition

Our progress has been significant, and it is clear our strategy is working for both our customers and our shareholders. But success today does not guarantee success tomorrow.

Our sector is evolving at pace, with customer expectations increasing, technology redefining what 'best in class' looks like, and competition more intense than ever. Against this backdrop, we are sharpening our strategic focus around disciplined growth, leveraging simplification, and active balance sheet and risk management to drive sustainable value creation.

It is our consistent delivery and the inherent strengths of this bank that give us confidence we can go further and faster in this next phase. Our conviction stems from the enduring strength of our customer relationships and is built on our key differentiators. Deep community roots, expert colleagues, and a UK-wide relationship manager network mean we are connected to our customers in their communities. These strengths, underpinned by technology and the scale of our customer insight, give us real competitive advantage.

Customer growth comes from being first choice in the moments that matter: helping families with everyday banking and home ownership; supporting affluent and high-net worth customers to manage and grow their wealth; and backing high-growth businesses, whether they are start-ups or those with global ambitions.

Our recently announced acquisition of Evelyn Partners will create the UK's leading private bank and wealth management business. Not only does this build scale and strength in our Private Banking & Wealth Management business, but it will transform the services our customers across NatWest Group can expect from us. Evelyn Partners brings leading investment capabilities, a quality direct-to-customer investment platform in Bestinvest – and the biggest in-house team of financial planners in the UK, as well as a strong regional footprint – helping us to better support and serve customers through each stage of their financial lives.

We're also building and deepening our customer relationships with more personalised, relevant experiences, propositions and partnerships. For example, our specialist Venture Banking support has been carefully designed to help boost the UK's innovation economy and our newly announced strategic partnership with Rightmove will help ensure we're there at the right time, as a trusted partner when customers are making key financial decisions.

Leveraging simplification

The next phase of our simplification sees us move from 'build' to 'benefits', leveraging the investment we've made in our infrastructure and capabilities to deliver customer growth and even greater productivity.

In a highly competitive environment, future strength will be decided by how seamlessly a bank operates in service of its customers. Harnessed correctly, technological advancement and AI can be a game-changing accelerant, reducing complexity and removing bureaucracy to help make decisions faster, deepen relationships and deliver transformed customer experiences.

Trust, however, remains the keystone of banking. As technology accelerates, we are focused on keeping customers safe, protecting them from new and emerging risks, and leading in the responsible and ethical use of data and AI.

To realise our ambition, it's essential we drive active balance sheet and risk management. We are bringing more dynamism to how we manage pricing, capital and risk, ensuring we remain resilient through cycles – a safe, secure and dependable partner for customers, while sustaining attractive returns.

Customer success

We want to be known not only for the quality of our service and the strength of our technology platforms, but also for the depth of our relationships and expertise of our people. As trusted partners, we are empowering our front-line colleagues to use their insights to

make the right decisions for customers and orientating the whole organisation around our customers' needs: measuring all colleagues' success by the quality of our customers' experiences.

The stretching targets we have set for growth, productivity and returns reflect our belief that in pursuing these priorities we will create sustainable shareholder value. For customers, the prize is a bank that feels effortless, with connected, intelligent and personalised services available whenever and however they choose.

→ [Read more on our Strategy on pages 15 to 20.](#)

→ [Read more on our approach to sustainability on pages 39 to 72.](#)

Looking ahead

Our progress and strengthened position are thanks to the hard work and dedication of our colleagues across the UK and internationally.

While we have momentum across NatWest Group, there is no room for complacency. Banking moves quickly, and customer expectations move faster still.

We've built the foundations and capabilities to both anticipate change and respond at pace. All this is done in service of our customers, deepening trust and relationships. We can further accelerate our growth potential using the full strength of NatWest Group – using the expertise and connections across our three businesses to build even stronger customer relationships, deliver sustainable returns and make a meaningful contribution to the UK economy.

Paul Thwaite

Group Chief Executive Officer

Outlook⁽¹⁾

Based on our current macroeconomic assumptions,

In 2026⁽²⁾ we expect:

- Total income excluding notable items in the range of £17.2-17.6 billion.
- Operating expenses, excluding litigation and conduct costs, around £8.2 billion.
- Loan impairment rate below 25 basis points.
- Return on Tangible Equity greater than 17%.
- Capital generation pre-distributions around 200 basis points.

In 2028 we expect:

- Customer assets and liabilities⁽³⁾ to grow at a compound annual rate of greater than 4% from the end 2025 to end 2028.
- Cost:income ratio, excluding litigation and conduct costs, below 45%.
- Return on Tangible Equity greater than 18%.
- Capital generation pre-distributions greater than 200 basis points.

Capital

- We now target a CET1 ratio of around 13.0%.
- We continue to expect to pay ordinary dividends of around 50% of attributable profit and will consider buybacks as appropriate.
- We expect Basel 3.1 to increase RWAs by around £10 billion on 1 January 2027.

(1) The guidance, targets, expectations, and trends discussed in this section represent NatWest Group plc management's current expectations and are subject to change, including as a result of the factors described in the Risk Factors section. These statements constitute forward-looking statements. Refer to Forward-looking statements in this report.

(2) Excludes the impact of the Evelyn Partners acquisition.

(3) Customer assets and liabilities (CAL) includes customer deposits, gross loans to customers and AUMA across three businesses Retail Banking, Private Banking & Wealth Management, and Commercial & Institutional. Investment cash is deducted as it is reported within customer deposits and AUMA.

Succeeding with customers



'Ulster Bank has been instrumental in supporting our growth and gives us the confidence to go forward and make big investment decisions. They understand our business and how it works, and without those facilities in place we simply wouldn't be able to grow at the rate that we are.'

Ryan Wylie, Managing Director,
Maxflow Power Products

Case study – helping build better businesses

Championing manufacturing growth

A management buyout was the catalyst for industrial manufacturer Maxflow Power Products to expand its operations. Based in Cookstown, County Tyrone, the company set out to invest in new manufacturing capability, grow its workforce and reach new markets. Building on a 20-year relationship, Ulster Bank, part of NatWest Group, supported the buyout with a multi-million-pound package and continued to provide working capital, invoice discounting and trade finance.

Now, with phase one of a three-phase manufacturing facility in place, Maxflow Power Products is progressing with confidence. Since the buyout, staff numbers have increased and the company continues to strengthen its presence across the UK, the Republic of Ireland and in international markets.



Cookstown

Our impact

Multi-million-pound support package to back a management buyout.

Trade finance support to help open new international markets.

Funding through working capital facilities and invoice discounting.

Our business model

Our key relationships and resources

Through these we aim to achieve the following:

Relationships

Deep, long-standing customer and community relationships.
Extensive, UK-wide business and retail regional infrastructure.
A highly skilled, engaged and inclusive workforce.
Strategic partnerships with global technology leaders.

Resources

Agile operating model, able to respond at pace.
Three distinctive and complementary banking businesses with established multi-channel brands.
Strong market positions in a growing UK market.
Large scale of quality data.
A dynamic and well-resourced innovation pipeline.

How we create value for our network of stakeholders



Customers

We aim to understand our customers' needs and provide the right services and expertise to help them achieve their goals, now and in the future.



Investors

We actively engage with investors and support efforts to strengthen NatWest Group's position and sustainable long-term value.



Colleagues

By supporting our colleagues and striving to make NatWest Group a great place to work, we will provide them with the capabilities they need to succeed with customers.



Communities

As a leading bank in the UK, we believe we can make a real and positive difference in the communities we live and do business in.



Regulators

We understand the need to have an ongoing, constructive and open dialogue with all relevant regulatory bodies and embed this approach across our business.



Suppliers

We collaborate with stakeholders to integrate sustainable practices into procurement processes, prioritising engagement with suppliers that align to our climate and sustainability-related ambitions.

Every day, customers trust us to support the moments that matter in their lives and businesses. We generate income by providing the services they need to manage their money, plan for the future and grow with confidence. Serving over 20 million customers, we aim to build long-term value, trust and sustainable growth.

Retail Banking

Private Banking & Wealth Management

Commercial & Institutional

What sets us apart, locally and nationally:

Trusted relationships at scale

Reach across the UK, rooted locally

Leading retail bank for everyday banking needs

A distinctive Private Banking & Wealth Management business

Biggest business bank in the UK

Our business model continued

Retail Banking

Youth to affluent

We serve customers across the UK with a comprehensive range of banking products and services – including current accounts, savings, mortgages, and personal unsecured lending – supporting them in key financial moments throughout their lives.

Private Banking & Wealth Management

High-net-worth

We serve the banking, lending and wealth management needs of UK-connected high and ultra-high-net-worth individuals and their interests. Our Investment Products & Solutions team delivers investment solutions to customers and clients across NatWest Group.

Commercial & Institutional

Start-ups, SMEs, large corporates and financial institutions

Through specialist sector knowledge and capabilities, we deliver extensive product propositions across banking, payments, fixed income and FX. UK-based with international hubs.

→ [Read more about our business performance on pages 25 to 32.](#)

→ [Read more in our Financial review on pages 83 to 94.](#)

Multi-channel brands serving over 20 million customers



NatWest



Royal Bank of Scotland



Ulster Bank



NatWest



Royal Bank of Scotland



RBS International

Strong market positions with extensive product and service offering

16.5%share of current accounts⁽¹⁾**12.5%**share of UK mortgages⁽²⁾**7.2%**share of unsecured lending⁽³⁾**Award-winning**

UK private bank and wealth manager

£58.5bn

AUMA

£4.6bn

AUMA net flows

~25%share of deposits⁽⁴⁾**~20%**share of lending⁽⁵⁾**Best bank**corporate banking in the UK⁽⁶⁾**£4.1bn**total capital returned to shareholders⁽⁷⁾**97%**

of all customer needs met through digital channels in 2025.

£19.0bn^(LA)climate and transition finance provided 1 July 2025 to 31 December 2025.⁽⁸⁾**89%**

Our View colleague survey inclusion score.

£11.0m

direct community investment.

£4.4m

raised for many causes and 142,775 hours volunteered.

12,000members joined our Accelerator app since its launch in March 2025.⁽⁹⁾**1,500**Financial Foundations workshops were delivered to over 31,000 participants in 2025.⁽¹⁰⁾

(1) Current account balances outstanding, based on November 2025 CACI data.

(2) Stock share of Retail Banking and Private Banking & Wealth Management mortgages, calculated as a percentage of balances outstanding of total sterling net secured lending to individuals not seasonally adjusted as per December 2025 BoE data.

(3) Based on unsecured lending, including cards, loans, overdrafts and central items, calculated as a percentage of balances outstanding of total (excluding the Student Loans Company) sterling net unsecured lending to individuals not seasonally adjusted based on December 2025 BoE data.

(4) Based on customer deposits (£bn) for Commercial & Institutional excluding NatWest Markets (NWM) and RBS International, calculated as a percentage of M4 liabilities for Private Non-Financial Corporates (PNFC's) as per December 2025 BoE data.

(5) Based on gross loans and advances to customers at amortised cost for Commercial & Institutional excluding NatWest Markets and RBS International, calculated as a percentage of monthly amounts outstanding of sterling and all foreign currency loans to SMEs and large businesses as per December 2025 BoE data.

(6) NatWest was named as "Best Bank – Corporate Banking in the UK" as part of Coalition Greenwich 2026 Awards.

(7) Distributions paid and proposed. For full details of our distributions over the last three years refer to page 17.

(8) Target to provide £200 billion climate and transition finance (as defined in our climate and transition finance framework available at [natwestgroup.com](#)) between 1 July 2025 and the end of 2030. Climate and transition finance represents only a relatively small proportion of our overall financing and facilitation activities. Refer to pages 48 to 56 for further details.

(9) For more information on NatWest Accelerator, refer to page 43.

(10) For more information on our Financial Foundations workshops, refer to page 42.

(LA) Metric subject to independent Limited Assurance by EY. Refer to page 71.

Creating value for our stakeholders

Succeeding with customers



John Jamieson (left) and Samantha Swift, NatWest Group Climate Lead (right)

Case study – helping build better businesses

Enabling the growth of a sustainable farming business

Dumfriesshire-based business, Firth Farming has been supported by NatWest Group to grow and innovate its farming practices. Named Sustainable Farm of the Year at the 2025 Scottish Agriculture Awards, the Jamieson family who run Firth Farming has been farming 270 hectares since the early 1950s and considers sustainability essential to future-proofing its business.

A long-standing NatWest Group customer, Firth Farming has modernised its dairy unit with support from Lombard Asset Finance – enabling it to adopt three-times-a-day milking. As the farm looks to improve productivity and sustainable practices further, the deep understanding the bank has of the business means we're well placed to help it achieve its future goals.



Dumfriesshire

Our impact

Modernisation of a dairy unit enabled by Lombard Asset Finance.

Investment to help boost production.

Long-term relationship management to help the business grow.

Delivering our strategy

Our strategy

Building enduring, trusted relationships with our customers is the cornerstone of our strategy. It connects our purpose with our ambition, and is structured around three strategic priorities.

Our performance makes clear our strategy is working. However, in an ever-competitive and fast-moving landscape, we have sharpened the focus of our priorities going forward around:

- **Disciplined growth** – sustainably growing by building stronger and deeper relationships, whilst attracting new customers.
- **Leveraging simplification** – moving forward from bank-wide simplification, maximising our technology and capability to deliver customer growth more efficiently and effectively.
- **Active balance sheet and risk management** – actively managing our balance sheet and risk as a trusted partner to customers, delivering growth and sustainable returns.

Through a clear focus on our strategic priorities we are building a more agile, integrated and technology-driven bank, powered by future-fit capabilities and guided by three core behaviours:

- We start with customers.
- We raise the bar.
- We own our impact.

We aim to drive positive impact through the core of our business. Whether we're supporting customers in managing their money, planning for the future, or building better, more resilient businesses, our long-term growth is built on understanding and responding to their priorities, ambitions and the challenges they face.

We know the success of customers and the UK economy is reciprocal with our bank's success. By actively managing economic, social, and environmental impacts, we can support sustainable customer growth and create long-term shareholder value.

We're the bank that turns possibilities into progress, and we succeed when we succeed with customers.

→ For more details on how we support our customers and communities through our approach to sustainability, refer to the [Sustainability review section](#) on pages 39 to 72.



Investment case

Purpose: The bank that turns possibilities into progress

Ambition: Succeeding with customers

Leading positions in a growing UK market

A vital and trusted partner to over 20 million customers across our Retail Banking, Private Banking & Wealth Management, and Commercial & Institutional businesses with a strong track record of disciplined growth.

- Extensive footprint in the UK serving 19 million Retail Banking customers 16.5% share of current accounts.
- Leading private bank and wealth manager; Coutts, which has been a trusted brand for over 330 years.
- The biggest bank for business in the UK, and one of the leading banks for UK start-ups.

7-year
track record of CAL growth of above 4.6%
~1 million
customers added in 2025

Our strategic priorities drive sustainable shareholder value creation

Disciplined growth

Sustainably growing by building stronger and deeper relationships, whilst attracting new customers.

2025–2028 target:
Customer assets and liabilities (CAL)

At least 4% CAGR



Active balance sheet and risk management

Actively managing our balance sheet and risk as a trusted partner to customers, delivering growth and sustainable returns.

2028 target:
Capital generation pre-distributions
>200bps



Leveraging simplification

Maximising our technology and capability to deliver customer growth more efficiently and effectively.

2028 target:
Cost:income ratio (exc. litigation and conduct)
below 45%

2028 Return on Tangible Equity >18%

Targeting attractive, sustainable growth and returns for shareholders

Solid capital and liquidity position supporting a target CET1 ratio of ~13%

Ordinary dividend payout ratio target: ~50%

Surplus capital deployed in pursuit of organic or inorganic growth with residual returned to shareholders via buybacks

Investment case continued

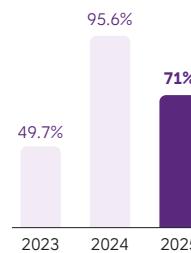
Delivering shareholder value

2025 was another strong year of delivery, as reflected by an increase in share price of 62.1% and a total shareholder return (TSR) of 71.0%.

This was underpinned by high returns (RoTE 19.2%) and growth in CAL (+4.8%), leading to growth in EPS (+27.1%), DPS (+51.2%) and TNAV per share (+16.7%).

2025 total shareholder returns⁽¹⁾

71%



(1) Total shareholder return includes the share price change between 31 December 2023 and 31 December 2025 plus dividends paid during the year, the 2023 and 2024 final dividend and the 2025 interim dividend, assuming reinvestment at the prevailing share price

(2) Paid and proposed.

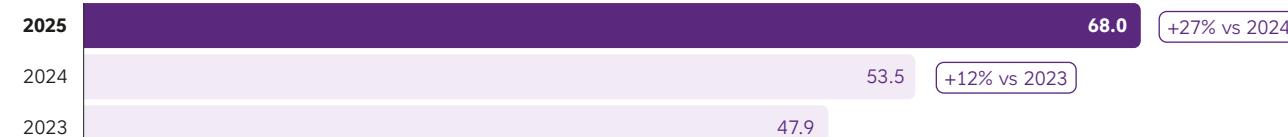
(3) As at 31 December.

(4) The number of ordinary shares in issue excludes own shares held.

Earnings per share (EPS) (pence)

19%

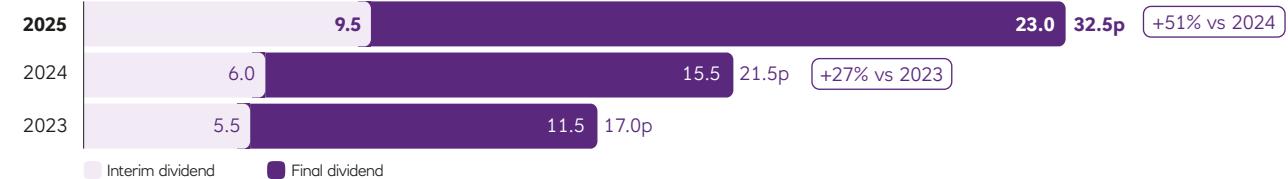
2 year CAGR



Ordinary dividend per share (DPS) (pence)⁽²⁾

38%

2 year CAGR

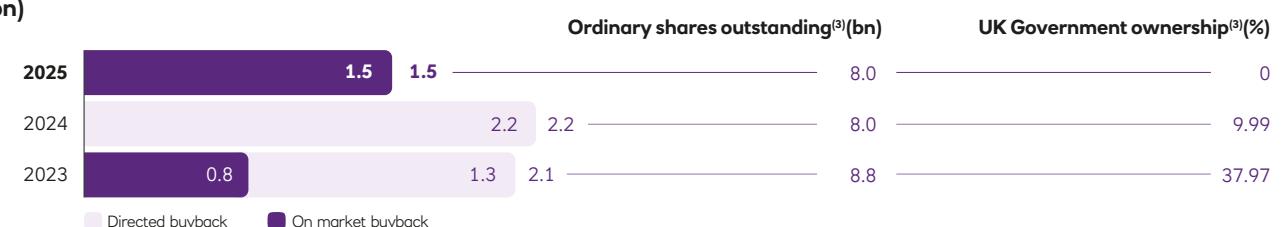


■ Interim dividend ■ Final dividend

Total buybacks (£bn)

£5.8bn

3 year cumulative
2023-2025



■ Directed buyback ■ On market buyback

Ordinary shares outstanding⁽³⁾(bn)

8.0

0

UK Government ownership⁽³⁾(%)

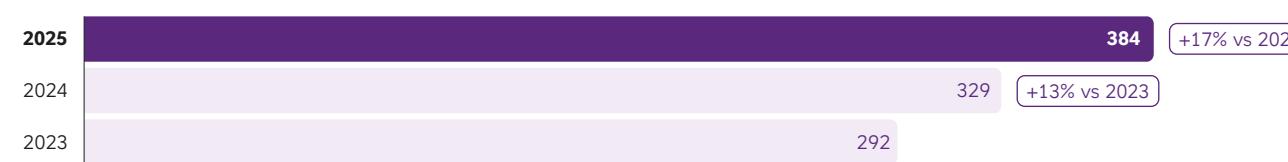
9.99

37.97

Tangible net asset value (TNAV) per share (pence)⁽⁴⁾

15%

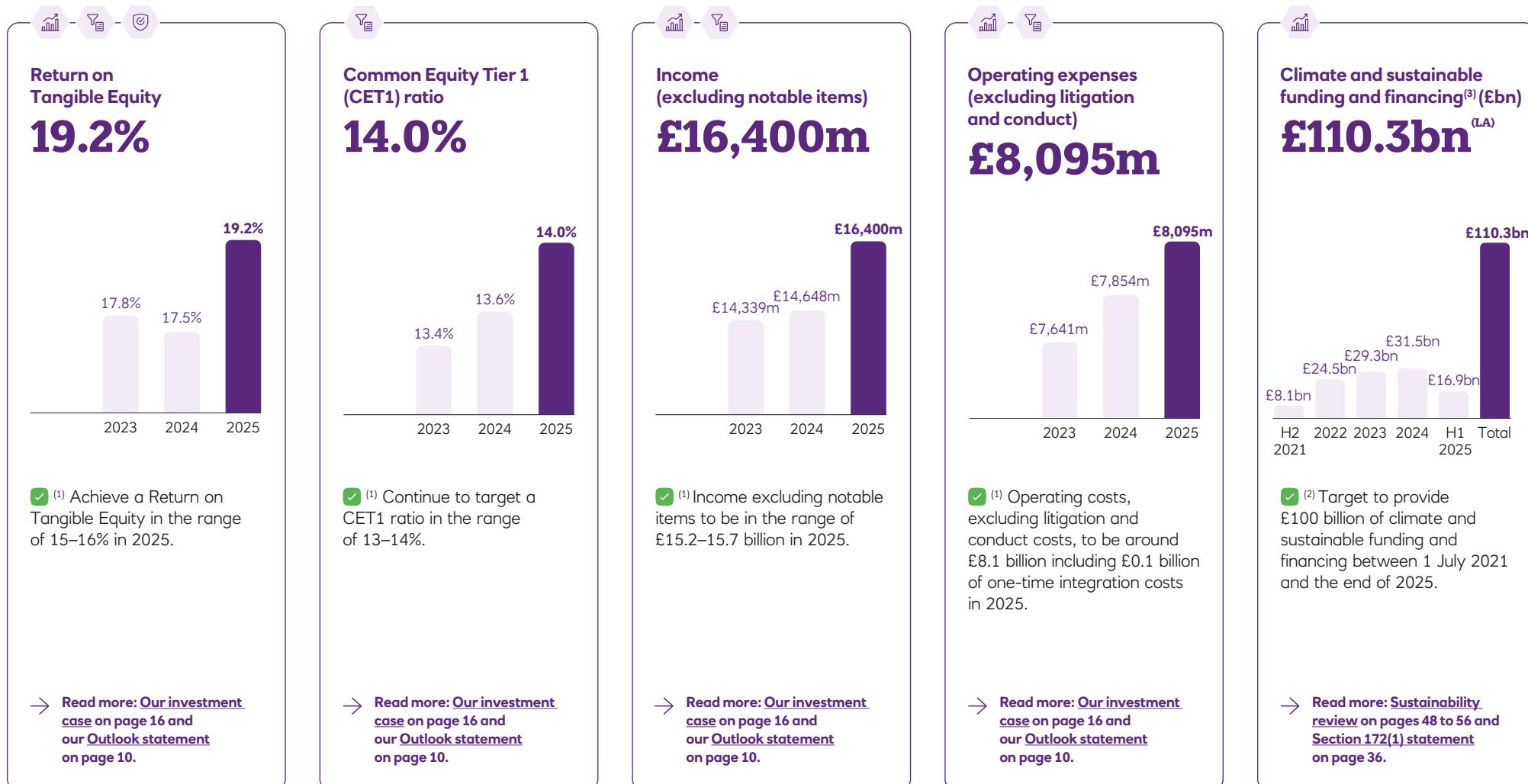
2 year CAGR



Key performance indicators

Measuring our 2025 performance

Financial



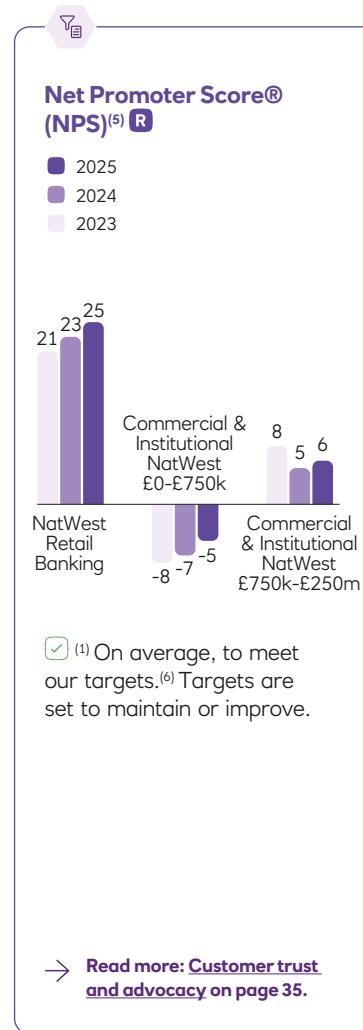
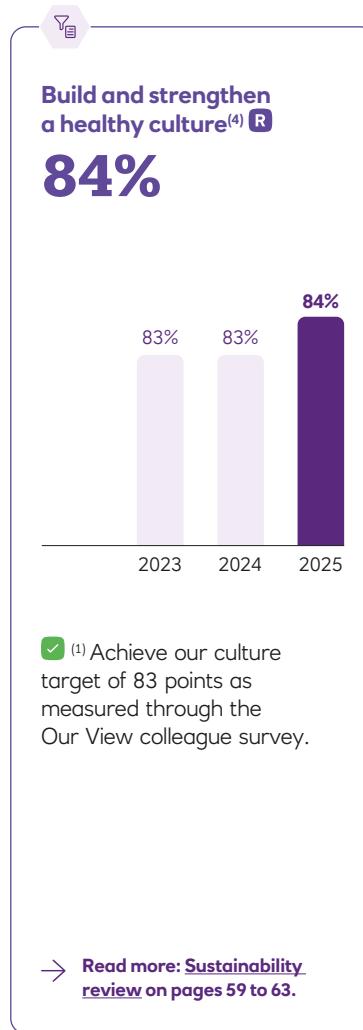
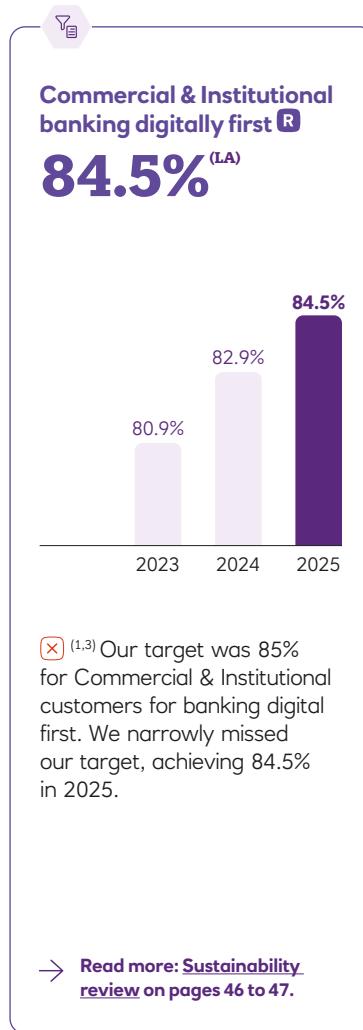
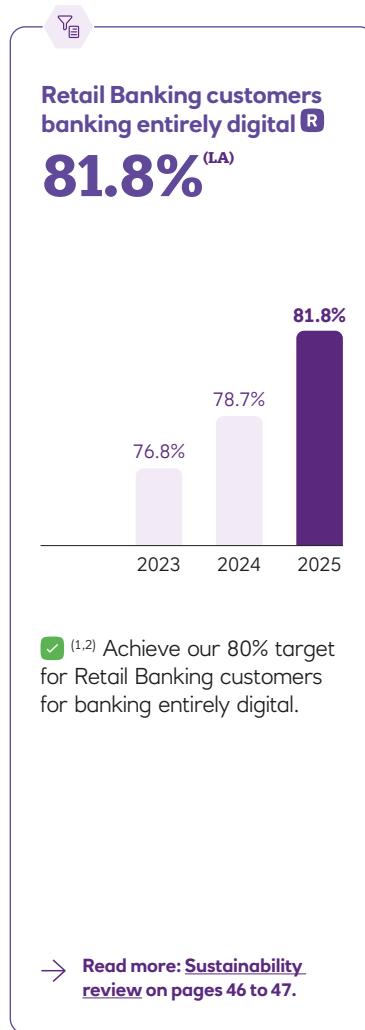
(1) Performance against 2025 guidance given in our 2024 Annual Report and Accounts.

(2) Performance against 2025 targets given in our 2024 Annual Report and Accounts.

(3) For the reporting periods ended 31 December 2024 and 30 June 2025, the NatWest Group climate and sustainable funding and financing inclusion (CSFFI) criteria (available at [natwestgroup.com](#)) published in March 2024 were used to determine eligible assets, activities, targets and companies for inclusion. For the year ended 31 December 2023, the CSFFI criteria published in December 2022 were applied. For the year ended 31 December 2022, the CSFFI criteria published in October 2021 were applied. Climate and sustainable funding and financing represents only a relatively small proportion of our overall funding and financing activities. The climate and sustainable funding and financing criteria which underpinned our £100 billion target has been retired and replaced with our climate and transition finance framework (available at [natwestgroup.com](#)), which underpins our target to provide £200 billion climate and transition finance (as defined in the framework) between 1 July 2025 and the end of 2030.

Key performance indicators continued

Non-financial



Key

-  Disciplined growth
-  Bank-wide simplification
-  Active balance sheet and risk management
-  Link to remuneration. Read more: Annual remuneration report on pages 151 to 168.
-  2025 target achieved
-  Target on track
-  Target not met

(1) Performance against 2025 targets given in our 2024 Annual Report and Accounts.

(2) Retail Banking customers with active current accounts that have accessed a digital platform (online or mobile) and not used the branch or telephony in a rolling 90 days in the reporting period. Inactive customers and customers with no channel usage, mortgages and savings accounts, and interactions via the Post Office are excluded from the scope of measurement. Read more on the scope of measurement in 2025 Sustainability Basis of Reporting.

(3) Commercial & Institutional (ring-fenced bank) customers with active non-personal account/s that access their account 95% or higher through digital channels for three rolling months in the reporting period ending 31 December 2025. Read more on the scope of measurement in our 2025 Sustainability Basis of Reporting.

(4) The culture index used to measure culture consists of 10 questions as defined and measured in Our View, our colleague survey. NatWest Group Our View results exclude our colleagues in Ulster Bank ROI, Poland and FreeAgent. To enable like-for-like year-on-year comparisons, all scores are based on the Willis Tower Watson (WTW) calculation methodology.

(5) NPS® and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.

(6) NatWest Group uses Net Promoter Score (NPS) methodology across the customer business segments, reflecting the contribution of each segment to NatWest Group income. Where NPS is not applicable, an internal Customer Touchpoint Rating (CTR) and independent Deal League tables is applied to assess NatWest Markets' customer performance. We met or exceeded 11 out of the 12 customer goals set for 2025.

(LA) Metric subject to independent Limited Assurance by EY. Refer to page 71.

Delivering our strategy continued

Progress against our 2025 strategic priorities



Disciplined growth

We've continued to grow our customer base to over 20 million customers. During 2025, we successfully integrated around one million Sainsbury's Bank customer accounts and launched new NatWest Boxed strategic partnerships with The AA and Saga. In Private Banking & Wealth Management we grew customer assets and liabilities (CAL) by 10% to £119 billion. In 2025, Commercial & Institutional grew lending by £12.3 billion, and committed £4.6 billion to UK social housing.

#1

Leading lender in the UK infrastructure sector and leading flow in digital self-serve mortgages

around 1 million

Sainsbury's Bank customer accounts successfully integrated

49%

Share of AUMA in total Private Banking & Wealth Management CAL



Bank-wide simplification

Our focus on bank-wide simplification enabled us to reduce complexity in our operating model, drive long-term customer growth and achieve greater productivity. To accelerate our progress, we are developing in-house capabilities to deliver efficiency and innovation. We have advanced our transition to cloud infrastructure and established partnerships with global technology leaders, becoming the first UK bank to sign a strategic collaboration with OpenAI.

5.6 days

average deployment frequency of code to business applications in 2025, down from 10.0 days in 2024

51%

of internal and external business service applications on the cloud in 2025 (2024 – 44%)

>12,000

coders have access to AI coding assistants



Active balance sheet and risk management

In 2025, we strengthened our balance sheet, reduced risk-weighted assets (RWAs) by £10.9 billion, kept cost of risk low, and returned £4.1 billion to shareholders. Across the business, we improved data quality, executed mortgage securitisation, enhanced risk analytics, and delivered stable funding – reflecting disciplined management and resilience.

252bps

of capital generation delivered pre-distributions in 2025

£10.9 billion

benefit from RWA management actions as we continued to actively manage our balance sheet and create capacity for lending growth

16bps

Loan impairment rate – below the 2025 guidance of 20 basis points

Succeeding with customers

Case study – helping build better businesses

Backing local businesses to grow and thrive

As a teenager, Dave Keeler worked at the Strands Hotel and Screes Inn in Nether Wasdale, Cumbria, launching his career in hospitality there. After working all over the world in the sector, Dave returned to the Lake District with the ambition of running the hotel and restaurant where it all began for him.

NatWest Group helped Dave and his business partners to purchase the business, and with the support of his relationship manager, he's upgrading the hotel's operations and forging links in the local community, which allow him to support other local businesses and create local jobs.



The Lake District

Our impact

Support for a local enterprise, creating local jobs.

Enabling business investment.

Providing long-term business support.



'Being a NatWest customer – it's feeling like you're dealing with a local business, but one that has the strength of a big corporation. Without the support of NatWest, I wouldn't be standing here. We wouldn't have the ability to do this.'

Dave Keeler, owner of the Strands Hotel and Screes Inn, Nether Wasdale, The Lake District

Dave Keeler (left) and NatWest Group Senior Relationship Manager, Mark Ward (right)

Market environment

Adapting to evolving market trends

The environment we operate in is constantly evolving. Understanding the influences on our business and our customers enables us to prepare for change, respond quickly and create value for the long term.



Meeting customer needs through changing macroeconomic conditions

UK inflation rose to 3.8% in 2025, before falling towards the end of the year. Unemployment increased steadily, reaching 5.1% in November 2025. Wage growth slowed, but at 4.7% in November 2025, remained higher than inflation. The Bank of England cut the base rate four times from 4.75% at the start of 2025, to close the year at 3.75%.

House prices rose modestly in most regions of the UK, but fell in London. GDP growth looked set to beat modest forecasts, with the Office for Budget Responsibility predicting 1.5% growth for 2025. In markets, sterling strengthened against the US dollar, but weakened against the euro. The FTSE All Share Index rose strongly in 2025, along with most major indices.

Our response

In 2025, we continued to adapt our services to meet the evolving needs of our customers. As well as maintaining competitive interest rates on our savings and lending products, we adjusted our lending criteria to allow increased borrowing, responding to the need for greater flexibility highlighted by the Financial Conduct Authority.

In April 2025, we introduced Family-Backed Mortgages – allowing eligible customers to apply for a joint mortgage with a family member or friend – to help more first-time buyers own their own home. In November 2025, we launched Shared Ownership Mortgages, which allow customers to buy a percentage of their home.

In March 2025, we announced our ambition to significantly expand support to UK businesses to start up and scale by offering 10,000 entrepreneurs the chance to join the Accelerator community. And to enable more high-growth companies to access funding against the value of their intellectual property, we announced plans in October 2025 to expand the availability of IP-backed loans to businesses in Scotland. We also continued to be a vital voice for business in 2025, convening our inaugural Mid-Market Growth Council meeting to support mid-market companies.

Over
12,000
small businesses supported
through our Accelerator
app at the end of 2025.



Investing in digital security to keep customers safe

Protecting our customers remains a top priority against the backdrop of a threat landscape which is being shaped by geopolitical tensions, ransomware attacks, and increasingly sophisticated adversaries. Regulatory expectations are also rising, with key frameworks setting new standards, and firms expected to demonstrate robust cyber defences and operational resilience.

Our response

NatWest Group continued to invest in security and resilience measures to protect its customers and operations in 2025:

- The Security Operations Centre expanded its team of analysts in 2025, increasing coverage of real-time monitoring, backed by investment in automation. This enabled an increasingly rapid response to threats.
- Assurance processes continued to be enhanced to ensure new products and services have the required security controls in place.

Over
57,000
colleagues completed
cybersecurity learning in
2025, reinforcing a culture
of security awareness.



Disciplined growth



Bank-wide simplification



Active balance sheet and risk management

Market environment continued



Focusing on a rapidly evolving regulatory landscape

We operate in a highly-regulated market that continues to evolve. Regulatory focus is currently centred on changes needed to deliver the UK Government's plans for economic growth. We remain involved in work to shape and implement post-financial crisis prudential measures, through the Basel 3.1 Framework, and helping to drive reforms to deliver a more robust regulatory landscape.

Our response

We constantly monitor regulatory change and work with regulators to help shape developments that materially impact the bank, responding either bilaterally or in partnership with one of our industry bodies. We implement new regulatory requirements where applicable and engage frequently with regulators to discuss their priorities. Focus areas in 2025 included:

- Capital and liquidity management, including the UK's approach to the implementation of Basel 3.1.
- Working with the FCA to define a new targeted support model to narrow the gap between generic guidance and affordable financial advice.
- Supporting the regulator's plans to modernise the UK redress system and the role of the Financial Ombudsman Service in customer disputes.
- Influencing the strategic direction of the UK payments network.

Engagement with
37
regulatory
consultations.



Responding to climate-related risks and opportunities

We have an ambition to be net zero across our financed emissions, assets under management and operational value chain by 2050. This is aligned with the UK's legal obligation to be net zero by 2050. We continue to focus on supporting our customers' transition and our own ambitions to be net zero. Achieving our climate-related ambitions and targets is dependent on a range of factors, including timely and appropriate government policy, technology developments, and on suppliers, customers and society supporting the transition.

Our response

We're focused on supporting customers' climate transitions by providing products, tools and insights that help them reduce emissions, build resilience and access sustainable finance opportunities. Our ambition is to be net zero across our financed emissions, assets under management and operational value chain by 2050. This is aligned with the UK's legal obligation to be net zero by 2050.

Our climate transition plan is embedded within our financial planning process, ensuring climate-related risks and opportunities inform strategic decisions.

In July 2025, we set a new target to provide £200 billion in climate and transition finance between 1 July 2025 and the end of 2030. Our climate and transition finance framework has replaced the climate and sustainable funding and financing framework which underpinned our previous £100 billion target, which was exceeded in Q1 2025.

Climate and sustainable
funding and financing provided
between 1 July 2021 and
30 June 2025.

£110.3 bn^{(1) (LA)}



Scaling our capabilities in technology

The financial services industry is undergoing rapid transformation, driven by accelerated advancements in generative AI, digital technology and data capabilities. These changes are reshaping business models, customer expectations, and risk landscapes.

Our response

NatWest Group is aiming to be a trusted leader in AI-enabled financial services, investing in AI at scale and modernising our digital services:

- We're transforming our data estate to provide a single view of each customer and better anticipate customers' needs. We have formed strategic partnerships to help us build a centralised, AI-powered data platform, empowering colleagues, and enabling real-time customer engagement.
- We've embedded AI in our customer journeys to improve the customer experience. AI tools, such as Cora, our virtual assistant, are improving timeliness and quality of responses to customers, and AI has reduced complaints handling time by c.19 minutes per case, saving the equivalent of over 22,000 hours in 2025.
- We use AI to aid in the detection and prevention of fraud and financial crime, with innovations like Tunic Pay enhancing risk assessment and customer protection.
- We've set ourselves standards for responsible AI with our AI and Data Ethics Code of Conduct. In 2025, we rolled out AI tools including GitLab Duo and Microsoft Copilot to colleagues to help meet customer needs safely and responsibly.

**Strategic
partnerships**
with global technology
leaders, including AWS,
OpenAI and Google.

(1) Climate and sustainable funding and financing and climate and transition finance represent only a relatively small proportion of our overall funding, financing and facilitation activities.
(LA) Metric subject to independent Limited Assurance by EY. Refer to page 71 for details.

Succeeding with customers

Case study – helping people manage their money

Building financial confidence

With 46% of UK adults lacking financial confidence (according to the MoneyView 2025 report), NatWest Group recognises the need for simple, practical support to improve financial wellbeing across the country. Financial Foundations is NatWest Group's free financial wellbeing programme, delivered largely by Retail Banking colleagues trained to provide impartial guidance and encourage open conversations about money management.

Built around interactive workshops, the programme offers practical help to businesses, charities and community groups, whether they bank with NatWest or not. In 2025, more than 1,500 workshops reached almost 31,000 people, helping attendees build budgeting skills, understand fraud risks and improve their financial resilience.



Birmingham

Our impact

Participants leave with tools to take action and 92% would recommend the workshops.

90% feel more confident about managing/protecting their finances since the workshop.

93% feel they learnt things about better managing money.



'The workshop made a real difference. Hearing others share their experiences and receive practical guidance helped me understand where I could make small changes, and I left feeling much more confident and in control.'

Atli Coakley, Regional Account Manager, Portico

Gurpreet Kaur Sohal, Manager, Walsall Branch (left) and Atli Coakley (right)

Business performance review



Retail Banking

'We combine the best of our technology with the magic of our people to deepen connection and engagement with our customers. We continue to attract customers by being there in the moments that matter, with the experience and expertise they need.'

Solange Chamberlain, CEO, Retail Banking

In Retail Banking, our aim is to be our customers' trusted partner as we make banking simpler and more personal. We are here to succeed with our 19 million customers in the moments that matter – from helping with first savings goals and buying a home, to building financial confidence and helping people and families with planning for their future. We are combining national reach with the local expertise of our colleagues to help people across the UK make real progress with their financial ambitions.

Our focus in 2025

We continued to grow our customer base and deepen our engagement with a focus on youth, families and affluent. Our Youth proposition enjoyed another year of strong performance, achieving 5% growth; Rooster Money, which empowers young people and families to build healthy financial habits, is now serving 15 times more customers than when we first acquired the company. Retention of our younger customers, as they move into adulthood, remained strong at 97%, reflecting the trust built through early engagement. And among families, we supported one in three UK households with their financial needs – both for the everyday and the bigger life moments. In 2025, we also welcomed around one million

customer accounts from Sainsbury's Bank into NatWest Group, who accessed over 27,000 additional products in the first two months post integration.

Making it easier to manage money

Our customers continued to embrace digital banking as their preferred way to manage their everyday finances, with 81.8%^{(1)(LA)} of our customers banking entirely digitally in 2025. Across our customer base, digital engagement continued to grow with 325 million interactions per month and customers logging into the app more than 30 times on average monthly. As a result, 97% of all our customers' needs were met through digital channels. Our mobile app is designed to make money management clear and intuitive. Our Spending and Budget Tracker, Savings Pot feature, Virtual Cards and Subscription Tools were used millions of times each month in 2025. Alongside our digital banking tools, colleagues supported customers through more than 1,100 points of physical presence, providing personal guidance and support. We served around 1.2 million affluent customers, of which almost half were served via our Premier proposition, broadening our reach and engagement with these customers.

Helping customers achieve their goals

Supporting customers' long-term financial wellbeing remained a priority. We delivered more than 307,000 Financial Health Checks with tailored guidance on budgeting and planning ahead. NatWest colleagues also ran over 1,500 Financial Foundations workshops, supporting 31,000 people to help strengthen their financial resilience. And through NatWest Thrive, our youth education programme, we reached over one million young people across the UK in 2025.

Financial highlights

Net loans to customers
£216.1bn
2024: £208.4bn

Return on equity
24.7%
2024: 19.9%

Total income
£6,495m
2024: £5,650m

Operating profit
£3,121m
2024: £2,431m

Customer deposits
£202.6bn
2024: £194.8bn

Risk-weighted assets
£68.5bn
2024: £65.5bn

(1) Retail Banking customers with active current accounts that have accessed a digital platform (online or mobile) and not used the branch or telephony in a rolling 90 days in the reporting period. Inactive customers and customers with no channel usage, mortgages and savings accounts, and interactions via the Post Office are excluded from the scope of measurement. Read more on the scope of measurement in 2025 Sustainability Basis of Reporting.

(LA) Metric subject to independent Limited Assurance by EY. Refer to page 71 for details.

Business performance review continued

We also worked to simplify borrowing so customers can access credit confidently. Around 99% of loan applications are now completed digitally. Credit card market share has increased by one percentage point to 11%, supported by the balances acquired from Sainsbury's Bank. Expanding our offering to whole of market and strengthening our presence across aggregator sites, attracted over 700,000 new customers since launch. More than 60% of customers accessed Know Your Credit Score to help them take control of their credit health, and over 3.5 million spending insights were delivered to our customers.

Helping customers to save, invest and manage their money remained central to us being their trusted partner. Competitive savings products and simple in-app journeys led to 1.3 million new savings accounts being opened in 2025. Our investment proposition also expanded, with more than 170,000 Retail Banking customers investing through NatWest Invest.

We supported more people on their journey to owning a new home in 2025. We helped 50,000 first-time buyers onto the property ladder, with our new Family-Backed Mortgage and Shared Ownership options opening the door for many who would have otherwise struggled to buy alone. And we made the home-buying journey faster, with average application times reduced by 30%. We also expanded access to buy-to-let mortgages through a new strategic partnership with Landbay delivering solutions for landlords and investors operating through limited companies.

Simplifying processes to provide better customer experiences

We simplified our technology estate, and improved our ability to scale, by moving to a single online banking platform. Our mortgage platform improvements reduced the time required to change the rate we offer customers to two days at the end of 2025. In addition, new deployment capabilities allowed us to release banking app changes as soon as they are ready, rather than monthly. We have also reduced legacy telephony systems so that customers experience a more reliable, consistent service every time they bank with us.

In 2025, we launched our real-time fraud self-service, allowing customers to take immediate, informed action to protect themselves, giving them greater peace of mind and reducing call volumes. This helped lift our fraud Net Promoter Score® (NPS) to +60 and reduced fraud-related call volumes by around half. Our overall fraud-prevention performance remained sector-leading, and we continued to rank first among UK banks in the Payment Systems Regulator league tables.

Customers' expectations continue to evolve at pace and we are using AI to create a more connected, agile, and personalised experience for our customers. Cora, our virtual assistant, handled millions of conversations each month, giving customers quick, easy access to help whenever they needed it. We are also leveraging AI to remove complexity for colleagues, saving over 70,000 hours through automated call and chat summaries and another 17,500 hours through faster, high-quality complaint responses. Colleagues completed over 20,000 hours of AI learning in 2025 and more than 12,000 engineers bankwide now have access to AI coding assistants, supporting efficiency and faster feature deployment.

Our priorities for 2026

Our ambition is to help customers build financial confidence and achieve their goals with greater certainty. We aim to grow by deepening relationships across youth, families and affluent segments. As part of this, we have made a £10 billion commitment to support first-time buyers in 2026. We plan to grow Premier Banking customers to one million and treble the number of Retail Banking customers investing with us from 170,000 to over 500,000. We plan to invest in modern, intuitive digital experiences alongside our national and local presence to deliver a simpler, smarter, and more personalised banking experience, reducing our cost:income ratio below 40% by 2028.

Spotlight

Helping families open doors: NatWest Group's innovative mortgage solution

NatWest Group remains committed to responsible lending, aiming to help more people achieve home ownership with confidence and security. To support first-time buyers in entering the property market sooner, NatWest Group launched the Family-Backed Mortgage in April 2025, with over £300 million of lending delivered by December 2025.

This product allows eligible customers to apply for a joint mortgage with a family member or friend while retaining sole ownership of the home. Known as a Joint Borrower Sole Proprietor (JBSP) mortgage, it combines the incomes of both parties, increasing the borrower's capacity to secure a larger mortgage. Notably, the Family-Backed Mortgage doesn't require the non-owner to contribute a deposit or hold any ownership rights.

We believe this is another innovative way in which we have responded to the needs of our customers, creating new pathways to home ownership and supporting a 1.9 percentage-point year-on-year increase in our share of the first-time buyer new business market.



Succeeding with customers



'I've never felt in a better place with my banking. The support from NatWest feels too good to be true. They really understand me, my career, and the financial challenges that come with my profession'.

Lewis Richardson,
Olympic medallist and professional boxer

Tara Cusack, NatWest Group Premier Banking Manager (left) and Lewis Richardson (right)

Case study – helping people manage their money

Building trusted customer relationships

When Olympic boxing medallist Lewis Richardson reached out to NatWest Group at the start of his professional career, colleagues from the Business Banking and Premier Banking team worked with him to understand his unique requirements.

From assisting Lewis to swiftly open a Business Banking account before his first professional fight, to explaining the full range of benefits of Premier Banking, NatWest Group is helping this professional athlete to turn his possibilities into progress.

Now, with a dedicated team behind him and tailored financial planning support, Lewis confidently focuses on his boxing career, knowing NatWest Group is a trusted partner in his financial journey.



Colchester

Our impact

Dedicated business relationship manager support.

Rapid Business Banking account opening.

Access to the full range of Premier Banking products and investment advice.

Business performance review continued



Private Banking & Wealth Management

'In 2025, we built on our foundations for sustainable growth and set clear strategic priorities. Our clients remain at the heart of everything we do, and we aim to deepen our relationships with them every day across banking, lending, financial planning and investment management.'

Emma Crystal, CEO, Private Banking & Wealth Management

In 2025, we announced our ambition to be the UK's number one chosen partner for Private Banking & Wealth Management. We developed and implemented a more personalised and structured engagement model, ensuring each client has an experience which best meets their needs. We also announced our refreshed fee structure and enhanced our technical infrastructure to support this. Our strong relationships with the Retail Banking and Commercial & Institutional business segments continue to deepen, allowing us to offer the best of NatWest Group to eligible clients.

Throughout 2025, we deepened relationships with clients through proactive engagement, including support around market uncertainty. Our investment offering delivered strong growth in 2025 as assets under management and administration (AUMA) increased by £9.6 billion, including £4.6 billion AUMA net inflows, to £58.5 billion, which forms 49% of our customer assets and liabilities. Our clients' digital experience also continues to improve – for example, through enhanced investment reporting in our mobile app which allows clients to more easily view their accounts and returns over time – and is evidenced by our mobile NPS, which rose to +54 at the end of 2025.

Financial highlights

Total income**£1,131m**

2024: £969m

Return on equity**21.7%**

2024: 14.2%

Customer deposits**£42.7bn**

2024: £42.4bn

Operating profit**£394m**

2024: £264m

Net loans to customers**£18.9bn**

2024: £18.2bn

AUMA**£58.5bn**

2024: £48.9bn

With over 330 years of experience in Private Banking & Wealth Management, Coutts serves UK-connected high and ultra-high-net-worth individuals and their business interests. Our comprehensive suite of services and products – including banking, lending and wealth management – are tailored to meet the diverse needs of our clients. In addition, through our investment products and services we meet the needs of customers across NatWest Group.

Our focus and highlights in 2025

In 2025, we continued to be a trusted partner for our clients. We managed £119.0 billion in customer assets and liabilities (CAL), growing balances by £10.5 billion during 2025. At the end of 2025, we delivered a return on equity of 21.7% and registered a two-point increase in our Net Promoter Score® (NPS) which rose to +50, underscoring the strength of our client relationships and the value we create.

Putting technology to work for clients

Simplifying our business to deliver efficiencies and promote sustainable growth remains a priority. We have commenced the transfer of our technology operations and digital engineering to alternative locations to optimise costs whilst retaining our operating system expertise where we find the highest level of specialist knowledge. Our newly launched client engagement workflow tool will significantly reduce the time taken to provide clients with straightforward advice.

Business performance review continued

Additionally, the implementation of AI tools has delivered notable efficiencies. For example, by reducing call summarisation time by more than 70% we have been able to increase the amount of time spent speaking to our clients. Enhancements to our client journeys in 2025 have created a smoother experience, including streamlining our digital mortgage switch journey, which has supported a nine percentage-point increase in mortgage retention since 2024.

Investing for the future

Our ambition for our financed emissions and assets under management to be net zero by 2050 is dependent on external factors. We have continued to support our clients with £196 million of climate and sustainable funding and financing⁽¹⁾ during the first half of 2025 and £199 million climate and transition finance⁽¹⁾ in the second half of 2025. For investments, 50% of our managed assets were considered portfolio aligned as at 31 December 2025. In 2025, we reviewed our responsible investing approach, including our climate ambitions, to ensure alignment with customer needs and market standards. Following the review, we have withdrawn portfolio alignment from our entity level 2030 ambitions, recognising a lack of market consensus on how to define portfolio alignment within a wealth management context. We have retained our 2030 Weighted Average Carbon Intensity (WACI) ambition, which reflects market best practice and continues to provide a standardised measure through which we can monitor progress towards our net zero by 2050 ambition. Detailed climate-related disclosures are published in the NatWest Group plc 2025 Climate Transition Plan Report.

Simplifying our business

In December 2025, we announced an agreement for the sale of our majority stake in Cushon, a workplace savings and pensions FinTech. This transaction is consistent with our

strategic priorities, as we focus on delivering disciplined growth across NatWest Group, while simplifying our bank and actively managing our balance sheet to deliver attractive returns. The sale is expected to complete in the first half of 2026, subject to regulatory approval. Cushon represents £4.0 billion of assets under administration (AUA) as at the end of 2025.

Our priorities for 2026

In 2026, we aim to deepen relationships with clients by further enhancing our proposition, with an emphasis on transforming how we meet our clients' investment needs, including developing our digital propositions for customers across NatWest Group. We plan to continue to simplify our operational foundations for scalable growth, investing in technology which further improves our capabilities to enhance the client experience and support our colleagues.

We'll look to expand our business development pipeline, using the existing network of prospective clients across NatWest Group. This includes supporting Retail Banking to achieve its goal of trebling the number of customers investing with us, and offering a personalised experience to help customers achieve their financial goals. This will continue to be enabled through responsible and sustainable balance sheet and risk management, alongside diversification of income.

We remain committed to achieving the 2027 targets shared at our 2025 investor spotlight event. These include intensifying our focus on UK-connected high and ultra-high-net-worth clients, both new and existing, and to increase the number of clients with £3 million+ CAL by around 20%⁽²⁾. In addition, we'll aim to treble the number of Commercial & Institutional customer referrals, and broaden and enhance our investment management proposition for our clients, as well as further extending it to customers across NatWest Group.

(1) Climate and sustainable funding and financing and climate and transition finance represent only a relatively small proportion of our overall funding, financing and facilitation activities.

(2) Excluding impact of Evelyn Partners acquisition.

Spotlight

Coutts website relaunch: improving the customer experience

Coutts relaunched its website, Coutts.com in November 2025. This incorporated its refreshed brand and visual identity as well as enhanced functionality to improve user experience, resulting in a 128% increase in overall site accessibility and usability.

Site security and usability were prioritised, with a new client log-in process and a redesigned insights section – the latter providing access to much richer content, including our new programme of investment and wealth planning insights, and thought leadership.

The new site has resonated well with clients, evidenced by the average browsing time for content more than doubling. In the first four weeks after launch, monthly visits were up 41%, and 79% of clients that we surveyed responded that they love the new look and feel, layout and navigation of the website.



Succeeding with customers



Madeleine Mullane, Vice President, NatWest Group Structured Finance team (left) and Asif Ghafoor (right)

Case study – supporting balanced UK growth

Powering growth in the UK's EV infrastructure

NatWest Group supported Be.EV – a fast-growing, mid-market electric vehicle (EV) charging network – by using our extensive infrastructure roll out experience to tailor a flexible financing solution. Acting as one of two lenders and the sole UK bank, NatWest Group financed Be.EV's capital expenditure to deploy around 600 new charge points across the country.

With teams in London and Manchester, we provided comprehensive services including interest rate hedging, agency and security trustee roles, and transactional banking. Beyond funding, NatWest Group offered guidance on business planning, operational controls, and future refinancing, establishing ourselves as a trusted partner supporting Be.EV's growth and long-term success.



Manchester

Our impact

Financing the roll out of around 600 new EV charge points.

Guidance in establishing a bankable business plan.

Funding for critical sectors within the UK economy.

Business performance review continued



Financial highlights

Total income
£8,809m
2024: £7,957m

Return on equity
19.1%
2024: 17.2%

Customer deposits
£196.4bn
2024: £194.1bn

Operating profit
£4,064m
2024: £3,585m

Net loans to customers
£154.2bn
2024: £141.9bn

Risk-weighted assets
£111.9bn
2024: £104.7bn

Commercial & Institutional

'We will support UK-wide growth by backing regions, championing mid-sized businesses, investing in future infrastructure, and supporting entrepreneurs and innovators to thrive across dynamic businesses and sectors.'

Robert Begbie, CEO, Commercial & Institutional

As the biggest bank for businesses in the UK, Commercial & Institutional serves over 1.5 million customers with an extensive presence across all regions and nations of the UK. From start-ups to global institutions, we connect our customers with expertise, industry insights and the solutions they need.

Our focus in 2025

We are a leading UK bank for mid-market businesses and small and medium-sized enterprises (SMEs), serving one in every five small and mid-market businesses across the UK. Our unparalleled network of relationship managers, local insight, and commitment to simplifying and enhancing value, from banking technology to digital interactions, sets us apart as we deepen existing customer connections and build new ones across all our segments.

Supporting innovation

Innovation is a fundamental driver of sustainable growth for the UK, and we provide the services, expertise, and networks that help businesses to turn their ideas from possibilities into progress. Doing so allows us to directly contribute to a stronger, more dynamic UK economy.

2025 marked the tenth anniversary of our NatWest Accelerator network for entrepreneurs.

Since 2015, this programme has helped create over 12,000 jobs and facilitate £684 million in investment for businesses. In 2025, we significantly expanded our Accelerator community to more than 12,000 members. Extending beyond financial support, our Accelerator Hubs offer full wraparound support to help businesses take the next step in their journey.

Universities also play an important role as innovation incubators and powerful engines of growth for the UK, as reflected in the Industrial Strategy. In November 2025, we agreed to open new Accelerators with four leading universities, and plan to expand to ten by 2027.

In parallel, we are strengthening our Venture Banking team to support the country's most innovative, venture-backed scale-ups with customised financial solutions and strategic expertise.

Removing barriers to investment

Our ability to remove barriers for our mid-market customers remains a core part of the value we deliver. In 2025, our CEO convened the first four meetings of the Mid-Market Growth Council, underlining our commitment to increasing connectivity and advocacy in this vital sector.

We continued to work with our customers to unlock growth aligned to key structural and policy priorities in the UK, particularly social housing and infrastructure investment. In 2025, we committed £4.6 billion of lending to the UK social housing sector, taking total commitments to £8.7 billion – surpassing our upgraded ambition of £7.5 billion by the end of 2026. We're going further; our new ambition is £10 billion between 1 January 2026 and the end of 2028. At the same time, we retained our position as the number one lender to the UK infrastructure sector, completing more deals in 2025 than any other UK bank.

Business performance review continued

Making banking simpler

We continued to leverage technology to make banking simpler and more rewarding for our customers. 84.5%^{(1)(LA)} of our customers primarily use digital channels to interact with us, enabling our front-line teams to focus their support where customers most value it. We also deployed new generative AI technology, for the benefit of our customers and colleagues. For example, all complaint calls are now summarised and transcribed by AI, this means we have a clearer and accurate record of the conversation enabling us to answer complaints faster and improve services. In Business Banking, AI summarisation is helping more than 200 colleagues save time and increase capacity for more impactful customer interactions.

We improved flexibility and convenience for our small business customers by increasing domestic payment limits from £100,000 to £250,000 on our mobile app, online banking and Open Banking. We also expanded credit card functionality, empowering businesses to optimise cash flow. Our digital-only proposition for the self-employed, Mettle, debuted strongly in the Competition and Markets Authority satisfaction survey, ranking second overall and scoring highly across all categories.

For our mid-market and corporate customers, we have made significant progress in updating our main digital channel, Bankline. We have now integrated our asset finance, trade finance, invoice finance, BACS, commercial cards and Agile Markets platforms into Bankline via single sign-on, making it easier for customers to access these products. We modernised critical features our clients need for complex payments and account management, which have been used more than one million times in 2025.

For our corporate clients, we were recognised as the 'UK's Best FX Bank for Corporates' and 'UK's Best FX Prime Brokerage' in the 2025 Euromoney Foreign Exchange Awards. As well as integration of Agile Markets into Bankline, we enhanced digital products for automated settlement, and expanded our markets foreign exchange offering to over 130 currencies.

Working towards a more sustainable future

Supporting the shift to a more sustainable future remains a core priority for our business. In Q1 2025, NatWest Group exceeded its target to provide £100 billion of climate and sustainable funding and financing between 1 July 2021 and the end of 2025. Commercial & Institutional delivered £95 billion against this target. Looking ahead, Commercial & Institutional will continue to play a critical role for NatWest Group to achieve its new target to provide £200 billion in climate and transition finance between 1 July 2025 and the end of 2030.

Our efforts supporting customers earned two awards at the Environmental Finance Bond Awards 2025 – 'Lead manager of the year, green bonds – sovereigns' and 'Lead manager of the year, social bonds – financial institutions'. We supported Électricité de France (EDF) update its green finance framework to include UK nuclear power activities and subsequently acted as a bookrunner for EDF's €1.25 billion green hybrid bond issued to support European nuclear power generation.

Our priorities for 2026

In 2026, we plan to accelerate our strategy. Our objective is to be the bank of choice in our priority segments: the leading bank for Startups; a leading hub for the UK Innovation Economy; and the top bank for UK mid-market corporates. We aim to create integrated propositions with other NatWest Group businesses and support entrepreneurs from start-up to scale-up, while meeting their personal financial needs.

We plan to continue to invest in technology to make banking simpler and strengthen customer relationships. This includes equipping relationship managers with AI-enabled tools, enhancing Bankline as a leading digital platform, and expanding more digital journeys with increased product and self-service capabilities.

We aim to strengthen our balance sheet and risk management with flexible capital allocation, dynamic pricing capabilities, disciplined resource management and expanded distribution capabilities to increase capital velocity.

Spotlight

Simplifying payments for enterprises: NatWest Group partners with Prommt

Many businesses still depend on manual bank transfers or card payments that can come with high fees, fraud risks, and slow processing times. We partnered with Prommt in August 2025, to give customers greater control, efficiency, and simplicity in managing payments.

Prommt is a leading pay-by-link platform that combines our business payment solutions Payit and Tyl into a single seamless solution for enterprise clients. By merging the speed and security of open banking with the flexibility of card payments, we're giving businesses a smarter, faster, and safer way to collect payments.

Our customers now benefit from a smarter selection of the best payment methods based on transaction value, and enterprise-ready features such as branded payment requests and recurring payments. We have also strengthened security through bank-authenticated payments.



(1) Commercial & Institutional (ring-fenced bank) customers with active non-personal account/s that access their account 95% or higher through digital channels for three rolling months in the reporting period ending 31 December 2025. Read more on the scope of measurement in our 2025 Sustainability Basis of Reporting. Read more on the scope of measurement in 2025 Sustainability Basis of Reporting.

(LA) Metric subject to independent Limited Assurance by EY. Refer to page 71 for details.

Our stakeholders

Understanding and supporting our stakeholders is vital to the success of our business. Detailed below are our key stakeholder engagements and how they help us improve outcomes for our customers, communities, and the environment. For further information on how stakeholder considerations influenced the Board's discussions and decision-making, refer to our section 172(1) statement on pages 36 and 37, and our Corporate governance report on pages 117 to 118.

Investors

We have a global engagement programme servicing our institutional equity and fixed-income investors, and private shareholders. We actively engaged with prospective investors during 2025, particularly as the UK Government exited its position in NatWest Group.

How we engaged

- In 2025, we delivered a total shareholder return of 71.0%.**
- We held 370 meetings with equity investors and 270 meetings with fixed-income investors in 2025,** attracting further investment by global equity funds, while maintaining strong relationships with our existing shareholders.
- In addition to our quarterly results updates, we hosted three investor spotlights, offering a deep dive into NatWest Group's core businesses:** Retail Banking, Private Banking & Wealth Management, and Commercial & Institutional. Investors and analysts were given an opportunity to engage with senior management and discuss their priorities and ambitions for the businesses.
- We continued to adapt to the challenge of how investors access shareholder information** in different ways. This included ongoing consideration of investors' increasing use of AI search.

→ Refer to Our investment case on pages 16-17.

Customers

We know that our success depends on the success of our customers. We want to understand their challenges, ambitions, financial objectives and concerns, and help them progress towards their goals by providing the right services at the right time.

How we engaged

- Following the 2024 transaction to acquire the retail banking assets and liabilities of Sainsbury's Bank,** NatWest Group successfully completed the migration of around one million accounts in November 2025. To help ensure the transitioning customers were kept informed throughout the process, NatWest Group worked with the FCA and Sainsbury's Bank on engagement plans and established a dedicated phone number to support new customers.
- We responded to requests from Coutts clients in 2025** by enhancing key features in the Coutts app and Coutts online banking – introducing valuation, performance charts and the latest investment insight articles.
- In April 2025, we extended the Business Banking Lending Journey** to customers supported by our regional relationship manager (RRM) teams. RRM customers can now self-serve 24/7, receive personalised quotes in under three minutes, and complete applications in as little as 10 minutes.

→ For our Net Promoter Scores, refer to page 35.

Colleagues

By supporting our colleagues in what they do and by striving to make NatWest Group a great place to work, we provide them with the capabilities they need to succeed with customers.

How we engaged

- Our colleague listening strategy in 2025 included:** regular colleague opinion surveys; a Colleague Advisory Panel, connected directly with our Board; the Colleague Experience Squad, which provided feedback on colleague products and services; and Engage, our internal social media platform.
- The Our View colleague survey, enables us to track metrics and key performance indicators,** which we can benchmark with sector and high-performing comparisons. Over 50,000 colleagues (an 83% participant rate) participated in our September 2025 survey.⁽¹⁾
- We have continued to make progress in some key areas,** with our overall scores up by an average of one point year on year. Our lead strategic measures – Strategy, vision and behaviours (+2), Purposeful leadership (+1), Performance culture (+1), and Becoming a Simpler Bank (+2) – have all improved. However, we acknowledge we still have work to do to generate greater efficiency in our processes to best support our customers.

→ Refer to Skilled, engaged and inclusive workforce on pages 59 to 63.

Our stakeholders continued



Communities

As a leading bank in the UK, we believe we can make a real and positive difference to the communities we live and do business in.

How we engaged

- We established and built relationships**, with direct community investment of £11.0 million in 2025. Across our fundraising and volunteering programmes, colleagues raised £4.4 million and gave 142,775 volunteering hours. As well as our network of regional managers, our seven Regional Boards are also deeply connected into cities, towns and communities across all nations and regions of the UK.
- We supported enterprise and engaged young people**: our Accelerator app supported over 12,000 small business at the end of 2025. Through our youth educational programme, NatWest Thrive, we reached over one million young people across the UK in 2025, with 80% reporting a positive change in behaviour towards their financial wellbeing after participation.
- Empowering financial confidence**: our free Financial Foundations workshops are designed to help participants take control of their money and future. In 2025, our trained bank facilitators delivered 1,500 workshops to 31,000 participants.

→ Refer to [Supporting customers and communities through our banking products and services on pages 41 to 44](#).



Regulators

We operate in a highly regulated market which continues to evolve. We understand the need to have an ongoing, constructive and open dialogue with all relevant regulatory bodies and embed this in our business as a priority.

How we engaged

- We worked closely with policymakers to support the UK Government's drive for economic growth**, which included FCA proposals for a targeted support model that aims to narrow the 'advice gap' between generic guidance and affordable financial advice, and deliver improved retail investment opportunities.
- During 2025 we responded to material consultations**, including FCA proposals on reforming the Financial Ombudsman Service, Senior Managers & Certification Regime, and Consumer Credit Act, as well as proposals on the regulatory treatment of UK stablecoins and new, more customer-focused, mortgage rules.
- With regard to developing the UK's capital framework**, we continued to engage with the authorities to promote an approach that shifts the balance towards supporting economic growth, while maintaining proportionate risk management.

→ Refer to [the Risk overview on pages 74 to 79](#).



Suppliers

We are committed to creating a diverse and responsible supply chain, being fair and transparent with our suppliers and to reach net zero by 2050 across our operational value chain.

How we engaged

- We introduced a new AI-powered sustainability risk tool** that enables NatWest Group to proactively assess and manage supplier risks. It integrates multi-source data and risk modelling to heatmap suppliers, identify emerging risks, and enhance transparency supporting regulatory compliance.
- NatWest Group received the Gold Award from the Office of the Small Business Commissioner** under the Fair Payment Code, recognising our commitment to ethical business and SME support. The award is given to organisations that pay over 95% of invoices within 30 days.
- A challenge for our supply chain in 2025 was to strengthen sourcing and contracting controls**, improving consistency in supplier due diligence and contract adequacy checks. Enhancements to toolkits, guidance and data validation helped reduce risk and improve governance for the supply chain.

→ Refer to [Driving a culture of integrity and responsible risk management on pages 64 to 66](#).

Our stakeholders continued

Spotlight

Building customer trust and advocacy

Listening to our customers

To ensure we understand our customers and can continue to meet their evolving needs, we measure customer satisfaction, advocacy and trust in our key brands and services via independent surveys. These insights are reported at the most senior levels of the bank and play a crucial role in informing our strategic priorities.

Consumer trust in Q4 2025

NatWest consumer trust improved in 2025 (49% vs 47% in 2024), as did Royal Bank of Scotland (34% vs 32% in 2024).

NatWest

49%

Q4 2024: 47%

Source: Kantar/NatWest Brand Guidance Programme, GB, Trust among consumers, 12-month rolling.

Royal Bank of Scotland

34%

Q4 2024: 32%

Source: Kantar/NatWest Brand Guidance Programme, GB, Trust among consumers, 12-month rolling.

Measuring customer advocacy through our Net Promoter Score

We track customer advocacy for our key brands using the Net Promoter Score® (NPS), a commonly used metric in the banking industry globally.⁽¹⁾ The improvements we have made saw NatWest Retail's NPS increase; we've also remained in 4th place in a competitive market. In Commercial & Institutional, NatWest £0–£750k NPS improved, with ranking increasing from 4th to 3rd place; NatWest £750k–£250m NPS remains the market leader in this segment with a small improvement in NPS. Royal Bank's NPS increased for Retail and £750k–£250m, and dropped in £0–£750k although improved rank position.

NatWest

Q4 2025

Retail Banking⁽²⁾

25

Q4 2024: 23

Commercial & Institutional £0–£750k^{(3),(8)}

-5

Q4 2024: -7

Commercial & Institutional £750k –£250m^{(4),(8)}

6

Q4 2024: 5

Royal Bank of Scotland

Q4 2025

Retail Banking⁽⁵⁾

28

Q4 2024: 21

Commercial & Institutional £0–£750k^{(6),(8)}

-4

Q4 2024: 5

Commercial & Institutional £750k –£250m^{(7),(8)}

15

Q4 2024: 7

Retail Banking – key measures

Q4 2025

Account opening⁽²⁾

29

Q4 2024: 28

Mortgages⁽²⁾

27

Q4 2024: 25

Mobile banking⁽²⁾

51

Q4 2024: 49

Online banking⁽²⁾

35

Q4 2024: 32

Coutts

Q4 2025

Coutts⁽⁹⁾

50

Q4 2024: 48

(1) NPS® and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.

(2) Source: Strategic NPS benchmarking study run through InMoment, England & Wales, 12-month rolling.

(3) Source: MarketVue Business Banking from Savanta, England & Wales, Businesses with a turnover up to £750k, 12-month rolling.

(4) Source: MarketVue Business Banking from Savanta, England & Wales, Businesses with a turnover between £750k–£250m, 12-month rolling.

(5) Source: Strategic NPS benchmarking study run through InMoment, Scotland, 12-month rolling.

(6) Source: MarketVue Business Banking from Savanta, Scotland, Businesses with a turnover up to £750k, 12-month rolling.

(7) Source: MarketVue Business Banking from Savanta, Scotland, Businesses with a turnover between £750k–£250m, 12-month rolling.

(8) The measure's name has been updated for clarity, with no change to its underlying definition or calculation.

(9) Coutts Voice of the Client survey run through Ipsos, 12-month rolling.

Section 172(1) statement

In this statement, we describe how our directors have had regard to the matters set out in section 172(1) (a) to (f) of the Companies Act 2006 (section 172) when performing their duty to promote the success of the company.

The Board reviews and confirms its key stakeholder groups for the purposes of section 172 annually. For 2025, these remained investors, customers, colleagues, communities, regulators and suppliers. Our directors are mindful that it is not always possible to achieve an outcome which meets the expectations of all our stakeholders, and that there may be impacted stakeholders outside the six key groups the Board has identified.

Examples of how the Board has engaged with stakeholders can be found in this statement and in the Corporate governance report on pages 117 to 118.

Our Board and committee terms of reference (available at natwestgroup.com) reinforce the importance of considering the matters set out in section 172 (the s172 factors, as set out opposite). Our Board and committee paper template also supports consideration of stakeholders and enables good decision-making.

The following illustrative examples provide insights into how principal decisions in two areas were made by the Board during 2025. Principal decisions are those decisions taken by the Board that are material, or of strategic importance to the company, or are significant to NatWest Group's key stakeholders.

The s172 factors

- (a) likely long-term consequences,
- (b) employee interests,
- (c) relationships with customers, suppliers and others,
- (d) the impact on community and environment,
- (e) maintaining a reputation for high standards of business conduct,
- (f) acting fairly between members of the company.

Climate and sustainability

s172 factors considered: a, b, c, d, e

What was the decision-making process?

In March 2025, the Board reviewed the evolving ESG landscape and reflected on the bank's broader strategic direction, including how sustainability considerations could support long-term value and good customer outcomes. These early discussions helped frame subsequent conversations and decision-making on climate and sustainability matters during 2025, and ensured directors remained alert to external developments.

At a dedicated climate spotlight session in October 2025, directors considered the UK's progress towards clean power and the infrastructure and investment that would be needed to accelerate the transition. They discussed the significance of the financial sector's role in supporting customers and the real economy through this period of change. In addition, directors reviewed proposals from management to define sustainability at NatWest Group, to review the bank's ambition to at least halve the climate impact of our financing activity by 2030, against a 2019 baseline, and to review the bank's baseline target-setting framework, to ensure the framework remained focused, credible and aligned with the bank's strategic priorities. In December 2025, the Board received an update on the energy system review carried out during 2025. This review had been conducted to ensure NatWest Group's strategy reflects the interconnected risks and opportunities across the energy value chain as the economy transitions toward net zero. It considered the systemic nature of the energy transition, which anticipates further growth in renewables, the

important yet declining role of oil and gas, significant infrastructure investment and demand-side electrification. The Board supported management proposals for NatWest Group's new Environmental & Social (E&S) Energy Supply Sectors Risk Acceptance Criteria which reflect the outcome of this review, as described in more detail in the NatWest Group plc 2025 Climate Transition Plan Report.

How did the directors fulfil their duties under section 172?

How were stakeholders considered?

Directors considered the interests of investors, customers, colleagues, regulators and wider society in their discussions on these matters. The Board recognised that customers expected the bank to help them transition while continuing to support their day-to-day financing needs. The October 2025 climate spotlight reinforced that customer needs would evolve quickly as the UK invests in clean power and modernises its energy system. Directors considered how financing, advisory support and sector expertise could be aligned to help customers adapt. Regulator and investor expectations were also important considerations.

Directors noted that legal and compliance assessments of NatWest Group's climate and sustainability disclosures had been conducted to support compliance with regulatory reporting requirements. Investor feedback highlighted the importance of clear progress against climate and sustainability-related ambitions, targets and commitments and the need for a coherent narrative linking sustainability to the bank's long-term growth and risk management. Directors took all of this into account when considering NatWest Group's definition of sustainability, and our climate and sustainability-related ambitions, targets and commitments.

Section 172(1) statement continued

The Board considered colleagues and internal capabilities when reviewing the E&S Risk Acceptance Criteria, including the support required for colleagues working with customers in sectors undergoing transition.

Actions and outcomes

In July 2025, the Board approved a new target to provide £200 billion of climate and transition finance between 1 July 2025 and the end of 2030. Our climate and transition finance framework has replaced the climate and sustainable funding and financing inclusion criteria that underpinned our previous £100 billion target, which was exceeded in Q1 2025.

In October 2025, the Board approved:

- retaining NatWest Group's climate ambition to at least halve the climate impact of our financing activity by 2030, against a 2019 baseline.
- proposals to withdraw our previously disclosed 16 portfolio-level sector targets (validated by the Science Based Targets Initiative) and replace them with nine new portfolio-level activity-based targets.

Directors also supported management's proposed definition of sustainability at NatWest Group, stemming from purpose, starting with customers and focusing on the impact that comes from the core business of the bank.

→ [Further information on our climate governance framework can be found on page 106.](#)

Capital

s172 factors considered: a, e, f

What was the decision-making process?

During 2025, the Board approved a range of capital distributions, including the final dividend in April 2025 and the interim dividend and an on-market buyback of ordinary shares of up to £750 million, both in July 2025.

As part of our annual results announcement in February 2025, the Board also confirmed its intention to increase our ordinary dividend payout ratio from c.40% to c.50% from 2025 onwards.

In October 2025, the Board undertook a focused review of NatWest Group's capital framework and considered recommendations to revise our Common Equity Tier 1 target ratio. This review was conducted within the context of evolving regulatory capital requirements, peer benchmarks and feedback from shareholders and other stakeholders. In line with standard practice, the Group Board Risk Committee reviewed all capital distribution proposals and our capital framework prior to submission to the Board, taking into account views from the second and third lines of defence.

How did the directors fulfil their duties under section 172?

How were stakeholders considered?

When evaluating proposed capital distributions and revisions to the capital framework, the Board was focused on promoting the long-term success and financial resilience of NatWest Group for the benefit of all stakeholders. Directors considered the likely long-term consequences of each decision, NatWest Group's ongoing capacity to invest in the business, and our ability to continue serving customers sustainably.

The Board considered external expectations of capital distributions, noting differing preferences between equity investors and bondholders, as well as the importance of delivering consistent and predictable shareholder returns. The Board also considered regulatory changes to our capital requirements, peer benchmarks and the need to maintain robust capital buffers to enable NatWest Group to continue to deliver shareholder value and to support customers and the wider economy throughout the economic cycle.

The Board also ensured its decisions in relation to capital distributions were aligned with the commitment to a c.50% payout ratio, as noted in the NatWest Group plc 2024 Annual Report and Accounts, and external guidance provided in February 2025 and then updated in July 2025. Directors additionally considered societal expectations regarding responsible capital management, the importance of maintaining a resilient balance sheet, and the need to continue investing in NatWest Group's strategic priorities and technology transformation.

Actions and outcomes

The final dividend on 15.5 pence per ordinary share was approved by shareholders at the Annual General Meeting in April 2025 and an interim dividend on 9.5 pence per ordinary share was approved by the Board in July 2025.

An on-market buyback was approved by the Board in July 2025 up to a value of £750 million.

Succeeding with customers

Case study – helping build better businesses

Supporting start-ups to scale

Through the NatWest Accelerator, we're supporting small businesses – like Hanan Tantush's adaptive clothing company, Intotum – by providing tailored workshops, one-to-one coaching, and networking opportunities.

After Hanan won our first Accelerator pitch competition in July 2025, we helped her develop growth strategies, connect with retail experts, and launch her new collection. By offering this kind of practical support, funding guidance, space for collaboration, and (from 2025) access to our Accelerator app, our Accelerator community is empowering entrepreneurs to scale their businesses successfully.



London

Our impact

Over 12,000 small businesses supported through the Accelerator app at the end of 2025.

12 Accelerator Hubs across the UK.

New partnerships with four leading UK universities to strengthen the UK's innovation and start-up ecosystem.



'Being a NatWest customer, I feel supported because I know that I'm working with a bank that genuinely cares about entrepreneurs and people wanting to start businesses. If I have questions about new opportunities that I don't have experience in, I know the Accelerator team can help me or connect me with someone with relevant experience. And that's meant that I feel really reassured.'

Hanan Tantush, Founder of Intotum

Elizabeth Parker, NatWest Group Acceleration Journey Manager (left) and Hanan Tantush (right)

Sustainability review

Our approach to sustainability

We believe that as a bank we can make a positive difference for our customers, communities, and the UK economy. Our success is rooted in the success of our customers, so we focus on the impact that comes from the core of our business, what we do as a bank, building a strategy that is sustainable.

→ [Read more: Our business model on page 12 to 13 and Our strategy on page 15.](#)

→ [Read more on our Sustainability Disclosures at \[natwestgroup.com\]\(#\).](#)

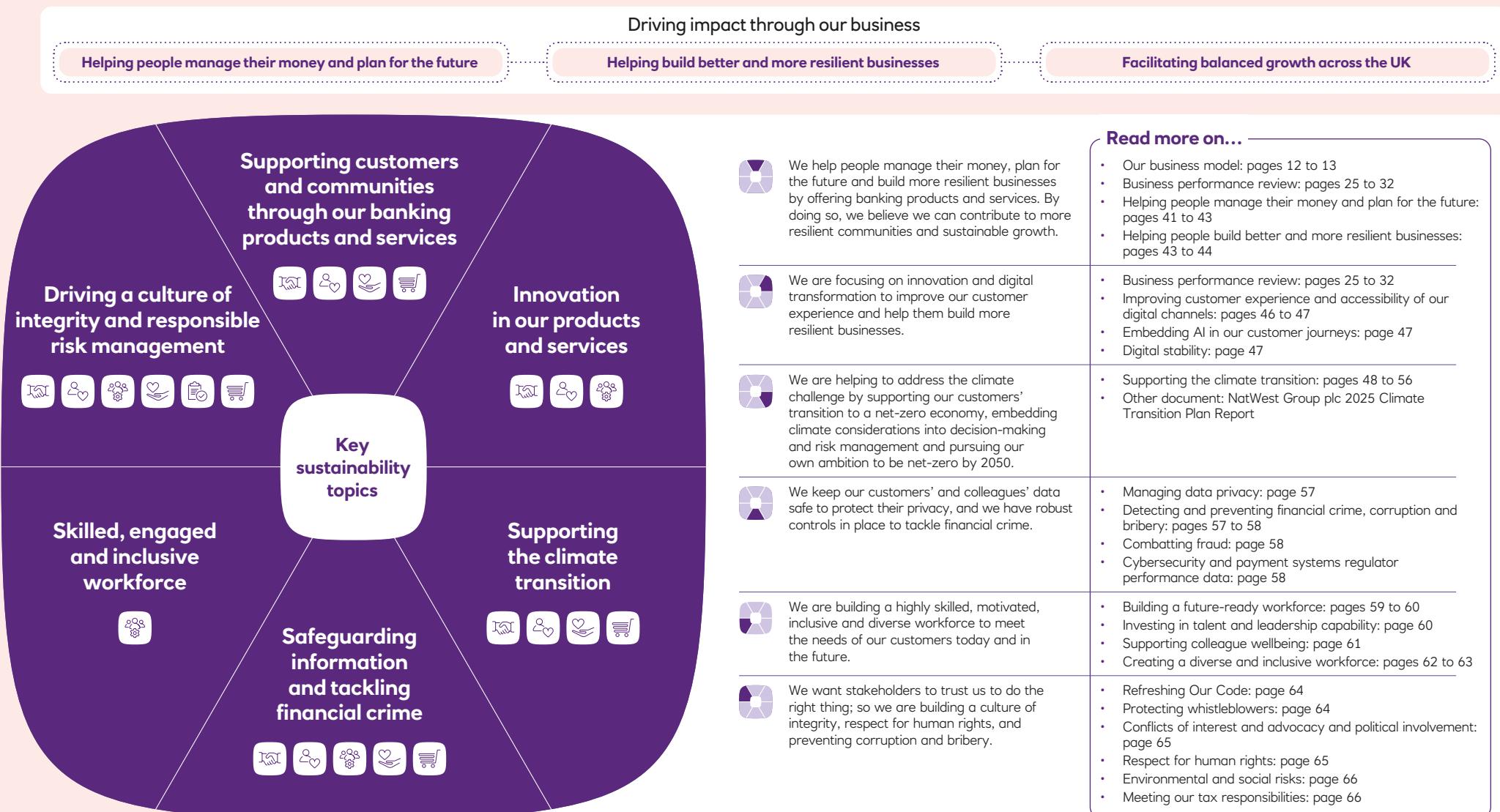


We manage our impact by actively considering economic, social, and environmental factors in our decisions.

Sustainability review continued

Key sustainability topics for our stakeholders and our business

To build enduring, trusted relationships with our customers and other stakeholders, we regularly engage with them to understand their needs and priorities. The themes that emerge help us identify where we can drive meaningful value through our activities, both for our business and society. We have defined the following topics as priorities in our efforts to address key sustainability challenges.



→ [Read more on how we performed our assessment of sustainability topics in Our approach to assessment of key sustainability topics on page 67.](#)

Sustainability review continued

Supporting customers and communities through our banking products and services

We help people manage their money, plan for the future and build better, more resilient businesses. By doing this well, we believe we can make a positive difference for communities and support sustainable growth.

We focus on driving impact through the core of what we do, as a bank, for our customers. That involves improving financial wellbeing, helping our customers overcome barriers to starting up and growing their businesses, and making banking more accessible.

In 2025

Our Digital Regular Saver Account helped over **1.8 million** customers build savings habits

Rooster Money helped build confidence of **600,000** young people with money

Our Accelerator app grew with **12,000** members

More than **50,000** first time buyers took their first step on the housing ladder with us

Through Banking My Way **640,000** customers told us about the support they need to bank with us

Know My Credit Score was used over **32 million** times by customers

Helping people manage their money and plan for the future

Helping people manage their financial wellbeing is integrated into the design of our products. People across the UK, regardless of their income, continue to seek to feel more confident in managing their finances. According to the MoneyView 2025 survey, 46% of UK adults didn't feel confident managing their money and 52% were struggling to keep up or have fallen behind with their commitments.⁽¹⁾ Building financial understanding is an important step, and we're aiming to help this through our products and services.

We offer a range of products, digital tools and features that support customers to improve their financial knowledge and wellbeing. These include personalised coaching plans based on their unique financial situation, and in-app tools such as Savings Goals, Round Ups and Know Your Credit Score. We also offer NatWest Rooster Money which is a children's prepaid debit card and pocket money app designed to help young people, up to the age of 17, gain confidence with money and build responsible spending habits. It reached 600,000 subscribers in 2025, compared with 474,000 in 2024, driven largely by new features and marketing partnerships.

Supporting customers with suitable products and services

The challenges that people experience when banking, with us or any other bank, informs the way we create products that make banking possible for more people. Our approach to supporting our customers through our products, services and tools is set out in Our Code.

As part of our product governance, we assess how customers with characteristics of vulnerability may be impacted by product design or changes through our Customer Vulnerability Impact Assessment. Before implementing any changes we make sure we have the right mitigants in place.

Through our marketing and communications, we focus on giving customers clear, fair and accurate information about our products so that they can make decisions about their finances. We explain the risks, costs and conditions of our products in plain language and make key details easy to find, not hidden in lengthy terms and conditions.

We offer financial products to support a wide range of customers and communities. In 2025, we looked to continue strengthening our accessible banking proposition, launching a new product to improve access to credit – the Credit Builder Credit Card. It is designed to help people boost their credit score and to start borrowing in a responsible, supportive way, with low credit limits and rewards to establish healthy repayment behaviour. We also offer affordable credit options like overdrafts and credit card instalment plans, supported with tools that help customers borrow responsibly. In 2025, 420,000 instalment plans were set up compared with 372,000 in 2024. We continued offering our Foundation account which provides basic banking with no fees or credit access for those with poor or no credit history, serving 860,000 customers in 2025, compared with 883,000 in 2024.

Getting onto the property ladder continues to be a financial challenge for people in the UK, especially first-time buyers facing rising house

(1) Survey by Money & Pensions Service can be found at maps.org.uk/en/publications/.

Sustainability review continued | Supporting customers and communities through our banking products and services continued

prices, high deposit requirements, and affordability pressures. First-time buyers make up over 30% of our new mortgage lending which is around £10 billion and we provided mortgages to more than 50,000 customers to take their first step onto the property ladder in 2025. We aim to continue our lending support by providing £10 billion in mortgage applications in 2026. Read more on our Family-Backed Mortgage on page 26.

Our senior personal bankers provide free reviews of finances for personal and business customers, supporting them to understand which products or services could help them progress towards their financial goals. We provided Financial Health Checks to 307,000 Retail Banking customers in 2025, compared with 321,000 in 2024.

We communicate with customers who may be struggling financially and provide them with access to a dedicated Financial Health and Support Team who offer specialist support and bespoke assistance. In 2025, we answered over 600,000 calls, sent over five million communications, and had over 500,000 digital engagements with our most financially vulnerable customers. Our communications signpost customers to tools and support to help improve their financial position. If a customer contacts us, we have a wide range of tailored solutions available to support them. We suppress interest on overdrafts at 32 days in excess and where customers miss payments on secured or unsecured debt, we give customers the flexibility to spread the repayment of missed payments over up to two years. Also, in May 2025, we removed unpaid direct debit fees for mortgage customers to align with loans and credit cards.

We took an active role in shaping the recommendations of the UK Government's Financial Inclusion Strategy. In 2025, it was announced we are one of the five banks to commit to piloting a refreshed approach to identity and verification for people experiencing housing insecurity and homelessness.

Through our Banking Facilities For All (BFFA) initiative, we support UK residents who face difficulties in providing traditional identification documents. These customers are typically refugees, individuals experiencing homelessness, those fleeing abuse and prison leavers. Through BFFA, we are working to end barriers to opening an account by accepting alternative forms of identification.

We actively support the UK Says No More campaign by offering Safe Spaces in 268 of our branches. These locations provide a private room for individuals experiencing domestic abuse to access a phone and contact support discreetly. Our colleagues have received specialist training on Safe Spaces and domestic abuse awareness.

Providing banking channels for customers

It is important to us that all our customers find banking with us simple and through a channel of their choice. Banking My Way helps us tailor our service to each customer. It allows customers to tell us the support they need to make banking easier, with a range of adjustments including a sign language interpreter, braille statements or simply speaking more slowly. It is available through the mobile app, online banking, in our branches and with our telephone teams. As at 31 December 2025, 640,000 customers had registered for additional support through Banking My Way compared with 397,000 in 2024.

We continued to offer mobile branches throughout 2025 with 613 unique stops as at 31 December 2025, compared with 600 in 2024. These branches allow customers to carry out their everyday banking, such as making deposits, withdrawing cash and paying bills.

We also continued to operate our network of 1,954 ATMs as at 31 December 2025, compared to 2,150 in 2024. This reduction in ATMs is due to a combination of branch closures and removal of remote ATMs.

Throughout 2025, we have installed a new generation of ATMs that provide access to enhanced features aimed at improving accessibility, multi-language support and security.

In 2025, we closed 100 branches, bringing our total number of branches as at 31 December 2025 to 384. In January 2026, we announced the closure of 32 branches. We closed mobile branches in locations with a Cash Access UK (CAUK) Banking Hub, as this offers customers a more permanent and comprehensive banking service. We are committed to providing customers with 12 weeks notice of a branch closure announcement. There are lots of other ways customers can bank with us, including mobile and online banking, video banking, our telephony teams, and the Post Office. We continue to work with CAUK and other banks to bring shared cash and banking services to communities. As at 31 December 2025, there were approximately 200 Banking Hubs and 150 shared cash deposit and withdrawal services across the UK. In most locations, a member of our team will be on hand once a week to help customers with their banking. In 2025, we renewed our commitment to delivering access to everyday banking services through over 11,500 Post Office locations.

Reviewing our products policies, and processes

As part of our ongoing review of our products, policies and processes, we made further enhancements to our 'Good Customer Outcomes Monitoring'. This involved surfacing an additional 200 data points to help identify and manage scenarios of potential harm, where customers may not be experiencing their products or services as intended by design. We have also continued to improve the precision of our Price and Value Documentation, required under the FCA Consumer Duty Regulation, so they cover different customer segments, notably those customers whose characteristics indicate they may be more susceptible to a poorer outcome.

Spotlight

Financial Foundations workshops

Following a successful pilot last year, Financial Foundations was expanded in 2025 to reach communities across the UK. This programme aims to help people make the most of their money and take control of their financial future through free, in-person, impartial money guidance workshops and a range of digital tools and resources. We expanded the programme through our Commercial & Institutional customers, helping to support employee financial wellbeing and, in turn, enhance engagement, productivity and retention.

Financial Foundations supports adults at all life stages, equipping them to develop financial resilience, plan for their future and protect against fraud and scams. Delivering workshops in person allows us to reach individuals within their local communities and workplaces, where it is accessible and convenient. Evaluation of the pilot improved and refined content and delivery and helped us understand the need for money guidance. Ongoing monitoring of post-survey data demonstrates participants feel more confident managing their money. During 2025, 1,500 workshops were delivered to over 31,000 participants.

We are now aiming to support 50,000 people with free financial education in 2026, in their workplaces and communities.

Sustainability review continued | Supporting customers and communities through our banking products and services continued

Dealing with customer complaints effectively builds customer trust and complies with FCA standards. We focus on identifying and addressing the root causes of complaints to reduce them and, in turn, make banking easier for our customers. In 2025, we received 255,000 reportable complaints, compared with 239,000 in 2024. In 2025, we received 255,000 reportable complaints, up from 239,000, driven partly by the onboarding of Sainsbury's Bank customers, increased customer awareness, and rising levels of fraud and scams.

Approach to financial wellbeing

We set an ambition in 2023 to help 10 million people per year manage their financial wellbeing by 2027. In 2024, we exceeded our annual ambition to help 7 million people manage their financial wellbeing by supporting 7.8 million people. After reaching this milestone, we reviewed our ambition in the context of our strategy and decided to no longer separately measure, track, and report on this target.

Financial wellbeing is now sufficiently embedded in our strategy, and we continue to support customers through both broad and tailored products and services such as our Digital Regular Saver, Round Ups, NatWest Thrive programme, and Financial Foundations workshops, which will continue to be offered unless otherwise specified.

Two key programmes, NatWest Thrive and Financial Foundations, remain central to our work to improve financial wellbeing among our customers and communities.

NatWest Thrive: building confidence with money and future skills for the next generation

For over 30 years, we have run programmes to help young people grow their financial confidence. In 2025, we brought together several of these long-standing programmes – MoneySense, Dream Bigger and CareerSense – into a single free educational programme called NatWest Thrive.

NatWest Thrive provides bite-sized learning content for teachers, parents and youth workers. To connect with young people, we use relatable role models and real-life scenarios that help money matters and careers feel relevant. For example, we have drawn on our partnerships with Team GB and ParalympicsGB to bring in athlete ambassadors to inspire young people to take steps to shape the future they want.

In 2025, NatWest Thrive reached over 1 million young people across the UK, with 80% of young people across schools and youth clubs reporting a positive change in behaviour towards their financial wellbeing after participating in NatWest Thrive.

Expanding the impact of NatWest Thrive with the National Youth Agency

Youth clubs can be an important hub for young people to access information they trust, in a setting they feel comfortable in.

Our partnership with the National Youth Agency enables us to connect with young people through youth clubs in underserved communities. Our £5 million levy fund pledge, which was increased from £3 million in 2025, continues to bring more qualified youth workers into the sector. Of those beginning a youth work degree apprenticeship qualification in the UK in 2025, NatWest Group supported a third through our apprenticeship levy funding.

Helping people build better and more resilient businesses

Homegrown businesses are the cornerstone of the UK economy. We believe we can contribute to more disciplined growth by supporting businesses of all sizes to start up, scale and adapt. Through core products and additional programmes, we are making

it easier for businesses to manage their finances and overcome hurdles while focusing on building their business.

NatWest Accelerator: evolving to empower more entrepreneurs and businesses

The NatWest Accelerator community offers coaching, networking and resources to start-ups and small businesses, helping them grow and build vital foundations for long-term resilience. To extend the community's reach and impact, we switched to a hybrid model, launching the NatWest Accelerator app in March 2025. The app provides UK-wide access to learning, collaboration spaces, mentors and events, and as 31 December 2025 we had approximately 12,000 members registered on the app.

In 2025, we forged partnerships to drive inclusive growth and innovation. Our collaboration with Google supports responsible AI adoption, boosting digital capability for entrepreneurs. With JCDecaux UK, they empower early-stage businesses to scale through Out-of-Home advertising, increasing visibility and creating opportunities for sustainable business growth.

We also launched NatWest Accelerator Pitch, showcasing UK entrepreneurial talent and innovation to help increase their visibility and growth opportunities. Pitch provides a national platform for founders to present to expert judges and industry leaders. Since launching in March 2025, NatWest Pitch has attracted around 1,000 applications from founders nationwide. Its first two live finals, hosted in Manchester in July 2025 and London in November 2025, awarded £200,000 to six innovative businesses.

To contribute to inclusive entrepreneurship, approximately half of our support through the NatWest Accelerator community is directed to women in business, and a significant proportion to individuals from ethnic minority backgrounds. We continue to work with partners including Digital Boost, Buy Women Built and Hatch to create an equitable, empowering ecosystem for diverse founders.

Spotlight

Expanding NatWest Accelerator Hubs

Our 12 Hubs are central to the Accelerator community, delivering local tailored interventions designed to meet local needs. We have partnered with the Universities of Manchester, Oxford, York and Brighton to establish local Accelerator Hubs in their campuses to continue expanding the community. We plan to set up hubs in up to 10 universities over the next two years. This initiative is part of our wider strategy launched in spring 2025, to harness academic expertise and regional strengths as we grow the reach of the community.

We are now aiming to grow our Accelerator community to 50,000 members in 2026.

Supporting women in business

We continue to support female entrepreneurs through access to finance, mentorship and tailored networks. Between 2020 and June 2025, we approved more than 55,900 loans for women-led businesses, totalling £2.8 billion. Partnerships with platforms such as MP HEROes have provided female entrepreneurs with practical support, networking opportunities, mentoring and events, alongside the Begin programme for aspiring entrepreneurs.

Sustainability review continued | Supporting customers and communities through our banking products and services continued

Banking support for small businesses

We support small businesses through a suite of digital products designed to simplify financial management and accelerate growth. An example is Mettle, our digital business bank account for sole traders, small businesses and limited companies, that makes it easy for customers to raise and send invoices, upload receipts and integrate with FreeAgent. In 2025, we expanded Mettle+, making it more widely available to customers. The service enables businesses to create and send bespoke quotes and convert them to invoices on the go. Mettle was voted 'Best Business Banking Provider' at the British Bank Awards and 'Best Customer Service' at Engage Awards 2025. As at 31 December 2025, Mettle reached approximately 150,000 open accounts, up from approximately 132,000 at the end of 2024.

FreeAgent continues to bring accounting software to small businesses, supporting approximately 225,000 customers in 2025, compared with 200,000 in 2024. It simplifies bookkeeping, tax, and financial planning, so that small businesses can better understand and manage their finances.

Tyl by NatWest, our payments solution, supported approximately 40,000 merchants during 2025, compared with approximately 38,000 in 2024. It offers flexible, easy-to-use payment options that help businesses get paid faster and manage transactions more efficiently. In 2025, we launched a new suite of terminals and a merchant portal to further improve the experience for small businesses, micro-businesses and seasonal traders.

Building for the future by partnering with our corporate clients to support social and sustainability goals

Social housing and sustainable infrastructure are fundamental to building resilient communities. We believe that as a bank

focused on turning possibilities into progress, we can use our financial products to support investment and delivery of schemes that lay the foundations for more balanced growth and look to support environmental and social outcomes for our customers.

We set an ambition to provide £7.5 billion of targeted lending to the social housing sector between 1 January 2024 and 31 December 2026. Having delivered £8.7 billion⁽¹⁾ in lending across 2024 and 2025, and achieving our ambition early, we are now aiming to deliver

£10 billion

in new lending between 1 January 2026 and 31 December 2028.

This funding supports our customers with the delivery of new homes, improved living conditions and the UK's progress towards net zero.

Strategic partnerships supporting the housing sector

NatWest Group collaborated through strategic partnerships to support efforts towards driving inclusive and sustainable housing solutions across the UK.

In April 2025, the National Wealth Fund announced a financial guarantee of up to £400 million to cover a series of new loans provided by NatWest Group to registered providers for the retrofit of social housing stock in the UK. This lending aims to accelerate the decarbonisation of social housing by funding measures such as lighting, insulation and renewable energy generation like solar panels.

We contributed to the Cambridge Institute for Sustainability Leadership's report, advocating for retrofit as a national priority. The report highlights the economic, social and health benefits of energy efficiency, framing retrofit as essential to climate action, public wellbeing and long-term productivity.

Supporting customers' social financing

NatWest Markets, acting as arranger and dealer, continued to support corporate and institutional customers with their social and sustainability bond issuances through private placements, public bonds, and tap transactions, to facilitate projects that improve access to essential services, like affordable housing, healthcare, and other socially beneficial activities.

In 2025, we lead managed 22 sustainability and 12 social bonds, acting as arranger and dealer, facilitating a total notional of £18.8 billion⁽¹⁾ of which £5 billion was attributable to NatWest Group as at 31 December 2025 (2024: total notional £24 billion, £5.4 billion attributable).

Use of proceeds from our green and social bonds

Our Green, Social and Sustainability (GSS) Financing Framework is designed with the aim of attracting dedicated and diversified funding that supports lending and investment activities with the potential to deliver positive environmental and social outcomes. Since 2019 this has included the issuance of⁽²⁾:

- Five social bonds, with a total nominal value at issuance of £3.9 billion, across three asset classes.
- Four green bonds, with a total nominal value at issuance of £2.6 billion, also across three asset classes.

→ **Read more on our 2024 Green, Social and Sustainability Bonds Allocation and Impact Report and GSS Framework at natwestgroup.com.**

Spotlight

Supporting the building of social rented homes

In July 2025, NatWest Group launched a first-to-market £500 million loan product to be used for the building of social rented homes. This loan product aims to help address the housing crisis, offering discounted rates and no arrangement fees⁽³⁾ to housing associations. Following strong demand, we increased the level of lending to £1 billion in December 2025, potentially saving the sector in finance costs. This lending is expected to be delivered throughout 2026, subject to market conditions.

In 2025, we completed £168.5 million of lending to support the building of social rented homes.⁽⁴⁾

(1) Social finance and facilitation represent only a relatively small proportion of our overall financing and facilitation activities.

(2) Of the nine green and social bonds issued by NatWest Group, as at 31 December 2025 seven remain outstanding, two issuances having been redeemed at their first call date.

(3) Discounted rates and no arrangement fees based on internal margins.

Case study – helping people manage their money

Connecting island communities through flying banking

Across the wide spread of communities we serve in the UK, connections are sometimes required beyond our branches. This is especially true for areas of the country where customers can find it difficult to access our physical locations.

NatWest Group has a pioneering history in mobile branch banking and continues to reach communities that are distanced from our main branch buildings. In the Orkney Islands, for instance, the Royal Bank of Scotland is the only bank in the UK to operate a ‘flying banking’ service.

From the Royal Bank of Scotland branch in Kirkwall, it’s the role of Personal Banker, Lois Canning, to fly to three islands – Westray, once a week; and Stronsay and Sanday, every fortnight – to provide essential in-person banking services.



Orkney Islands

Our impact

Supporting local businesses and their communities.

Providing vital access to cash.

Promoting online and telephone banking for 24-hour access.



‘There are lots of people in smaller communities that really do need our support, so it’s important we can find a way to reach them. Succeeding with customers means understanding their lives and being there for them, wherever they are.’

Lois Canning, Royal Bank of Scotland, Personal Banker, Kirkwall, Orkney Islands.

Lois Canning (left) and Stuart Groat, Royal Bank of Scotland customer (right)

Sustainability review continued

Innovation in our products and services

We want to strengthen our relationships with our customers by connecting them with the best technology available to us to help them manage their money for day-to-day banking, plan for the future, achieve their long-term financial goals, and build better, more resilient businesses. Emerging technologies and shifting customer preferences are transforming how people bank. That's why we are aiming to build a bank that develops and adopts tools that improve customer experience and access to our services.

Retail customers banking entirely digital
R K

81.8%^{(1,3) (LA)}
Target: 80% (2024: 78.7%)

Commercial & Institutional customers banking digital first
R K

84.5%^{(2,3) (LA)}
Target: 85% (2024: 82.9%)

Link to remuneration

Key performance indicators

(1) Retail Banking customers with active current accounts that have accessed a digital platform (online or mobile) and not used the branch or telephony for 90 days in the reporting period ended on 31 December 2025. Inactive customers and customers with no channel use excluded. Mortgages and savings accounts, and interactions via the Post Office are excluded from the scope of measurement.

(2) Commercial & Institutional (ring-fenced bank) customers with active non-personal account/s that access their account 95% or higher through digital channels for three rolling months in the reporting period ended on 31 December 2025. Access to account through a digital channel may not result in a transaction.

(3) For more information on these targets, refer to the NatWest Group 2025 Basis of Reporting.
(LA) Metric subject to independent Limited Assurance by EY. Refer to page 71.

Improving the customer experience and accessibility of our digital channels

We focus on exploring and embracing innovation and technology that helps customers access financial services that they need and bank in a way that works for them.

Banking apps and online platforms are an essential tool for making it more convenient for our customers to manage money. We continue to explore ways to further personalise our online services to customer preferences and make essential banking easier. We continue to operate in a rapidly changing landscape, and as we evolve our digital services and adopt emerging technologies that support our customers, maintaining accessibility, stability, and responsible use of data and AI, is essential.

Enhancements to mobile apps and online platforms

We recognise there is always room to strengthen the services we provide and our development focus for the retail app in 2025 has been to make it easier and more supportive for our customers. The following changes reflect that focus for 2025:

- Subscription management helps customers see their subscriptions in one convenient place within the app. Where possible, we have included direct links to company websites for simple management – helping customers manage their payments.
- Offering virtual debit cards making online purchases easier.
- Introducing Budget Pots for Ulster Bank customers, enabling them to set aside money.
- Providing real-time credit limit management.

We also invested in our award-winning Coutts app to enhance the client experience and deepen engagement. We introduced a set of enhancements in addition to refreshing our website to improve accessibility. Some key achievements include:

- All non-bespoke savings products available as digital journeys, resulting in an 11.3% uplift in digital balances year-on-year.
- Offering further insights for clients on their investments with the introduction of Valuation and Performance charts.
- Sharing expert market commentary to better showcase our expertise and meet client needs.

Following the 2025 enhancements, our Coutts digital experience is now attracting a Net Promoter Score® of +54.

We also upgraded Bankline, the digital channel for Commercial & Institutional customers, in 2025. This was done to make it simpler to use, and to enable our customers to access other products and services more efficiently, through a single sign-on. Customers can now access a wide range of NatWest Group products through Bankline, including:

- FacFlow, our invoice finance service.
- Lombard, our asset finance platform.
- ClearSpend, our corporate card platform.
- Agile Markets, our foreign exchange (FX) application.
- Trade360, our trade finance platform.

Sustainability review continued | Innovation in our products and services continued

Improving digital accessibility

Our aim is to provide a consistent and accessible experience for all our customers, which includes engaging disabled and neurodivergent people in the design of our digital platforms. We recognise there is still scope to develop this further, and it continues to guide our work.

We aim to conform to the World Wide Web Consortium's (W3C) Web Content Accessibility (WCAG) v2.2 at Level AA, which is reflected in our NatWest Digital Accessibility Standards. These standards also reference the British Standards Institution (BSI) Vocal Accessibility PAS 901 and act as a guide for our approach.

In 2025, we commissioned research on font scaling and target touch size and will use the findings to inform our design system. We also updated guidance within our supplier code of best practice with an expectation that suppliers conform to the most recent version of the international accessibility standards, WCAG v2.2 AA.

21,500

colleagues completed the digital accessibility learning module in 2025.

We continue to strengthen our role-based training pathways to increase understanding of the importance of accessibility. Our Digital Accessibility learning module was completed by approximately 21,500 colleagues in 2025. Colleagues in many different areas of the bank completed the module including Retail Banking, Private Banking & Wealth Management, Commercial & Institutional, and Digital X. Beyond our own business, in 2025 we worked with external partners supporting the Business Disability Forum Technology Task Force to advance industry-wide digital accessibility maturity. In addition, we facilitated the livestream of Europe's largest accessibility conference, TechShare Pro, and delivered content to its online audience.

(1) This includes Model Risk requirements regarding use of modelled outputs, Conduct Risk and customer outcomes, and information integrity with regard to Operational Risk. Recognising the increasing complexity and volume of AI deployment, work is underway to identify and drive forward enhancements as required across the EWRMF to ensure the continued safe deployment of AI use cases.

(2) Availability of our key systems is currently calculated against our Important Business Services – those defined as the most critical. By way of illustration, a Criticality 1 incident could be a loss of key IT systems resulting in an impact to more than 15% of the bank's customers or an incident that leads to a financial loss of over £10 million.

Embedding AI in our customer journeys

We want our customers to find banking with us easier, and AI is a capability that we believe can help us become a simpler organisation for our customers to engage with. As we develop our AI capability across our operations, products, and services, we are starting to see the value it can add.

Cora, our digital assistant, deals with over 100 topics across mobile, online, and telephony banking. In 2025, Cora handled 12.9 million conversations, with 50% of these interactions requiring no human intervention from our teams, so we can serve the customers who do need personal support more quickly. Through 2025, we've made significant investment in bringing Generative AI (GenAI) into the customer experience. This enabled us to introduce GenAI to 17 additional Cora customer journeys (now 21, as at 31 December 2025). As a result, we have seen around a 20-percentage-point increase in queries resolved without any human intervention, compared to the equivalent non-Gen AI supported Cora journey.

We also introduced a new AI-based identification process for approximately one million Commercial & Institutional customers. It offers a secure way to provide identity documents to NatWest digitally, reducing completion time from days to minutes. This removes the need for document certification, which often incurs a cost for customers. For security, AI-based analytics detect potential alterations or manipulation, and biometric facial comparison algorithms confirm the customer identity.

To better support our colleagues, we use AI summaries to help triage customer needs. In 2025, the technology benefitted approximately 9,000 customer support agents, freeing up their time to focus on speaking with customers and dealing with more complex queries.

→ For further information on our AI approach refer to page 78 in [Risk overview](#).

Spotlight

Using AI responsibly

In 2025, we focused on strengthening our internal capabilities to safely embed AI and data ethics across our organisation and customer journeys. We continued to embed AI and data ethics into our AI development, procurement, deployment and use across the bank, and we also grew our Responsible AI Team to support with this.

Through a partnership with the University of Edinburgh, we are upskilling team members in responsible AI. A second cohort of 32 colleagues completed a bespoke practitioners' course based on the University's Data and AI Ethics masters course, with more cohorts planned for 2026.

We published our AI and Data Ethics (AIDE) Code of Conduct to be transparent about our approach to the development, procurement, deployment and use of AI.

In addition, the Responsible AI Team refined the AIDE process to include a triage for all AI use cases. This system

allows us to assess ethical risks proportionately across use cases and recommend actions to help ensure compliance with our AIDE Code of Conduct. It also streamlines our governance processes by removing unnecessary steps.

More broadly, we are enhancing our risk framework and controls with the aim to ensure our AI systems are robust, secure and properly governed. NatWest Group's Enterprise-Wide Risk Management Framework (EWRMF) provides the appropriate guardrails to ensure the safe and secure deployment of AI.⁽¹⁾

In 2025, approximately

58,000

colleagues completed internally developed AI and data ethics training.

Leveraging innovation to enhance customer experience

By investing in innovation to improve our technology and refine our processes, we are working to improve our digital stability for our customers and tackle fraud.

Digital stability

Problems with our digital environment can have a detrimental impact on our customers' ability to access and manage their money.

In 2025, we had consistently high performance and stability of our most critical systems, which have been available 99.99% of the time.

There was one Criticality 1 incident⁽²⁾ compared with zero for 2024. These numbers include all events that had an impact on our operations, not just system issues.

Through strong control frameworks, we remain focused on our operational resilience with customer service a priority.

We have policies, standards and mature processes in place to minimise the potential for any technology or IT system disruptions. These include recovery procedures and incident response plans, all of which are tested on a regular basis to reduce risk.

Sustainability review continued

Supporting the climate transition

At NatWest Group, we aim to help our customers on their journey toward net zero, including engaging on how we could support their transition ambitions. We continue to integrate our own climate ambitions into our core business practices as part of our commitment to delivering long-term value and managing risk.

While the path to net zero by 2050 is far from clear at this stage, we continue to focus on supporting our customers' transition and our own ambitions to be net zero. Achievement of our climate ambitions and targets is dependent on a range of factors, including timely and appropriate government policy, technology developments, and on suppliers, customers and society supporting the transition.



→ Find out more in the
[NatWest Group plc
2025 Climate Transition
Plan Report](#).

Our climate ambitions, targets and our climate transition plan enable us to focus on the actions we can take to succeed with our customers and deliver sustainable shareholder value over time, including:

- Helping customers manage their money and plan for the future by, for example, providing retrofit and home energy support through NatWest Group's Home Energy Hub.
- Helping customers build better and more resilient businesses by financing sustainable solutions that may lower running costs, improve efficiency and strengthen long-term viability.
- Facilitating balanced economic growth by financing large-scale renewable projects, energy networks and demand-side electrification, driving progress across the UK economy.

As well as being a key sustainability topic for NatWest Group, climate-related information required under sections 414CA and 414CB of the Companies Act 2006 is integrated throughout this report. Refer to the table below and the Task Force on Climate-related Financial Disclosures (TCFD) index on page 70 and non-financial and sustainability information statement on pages 71 and 72.

Governance

Our governance framework provides clear oversight of climate ambitions and targets, with Board-level accountability for progress and risk.

- Refer to page 106 for more information on climate governance and pages 103 and 113 for Board skills, experience and knowledge.

Risk management

We continue to integrate climate, and increasingly nature considerations into how we assess and manage risk.

- Refer to pages 254 to 256 for our approach to climate and nature risk.
- Refer to pages 213 and 214 for information on climate considerations in credit risk.

Climate-related opportunities

We continue to support customers in accessing sustainable solutions and financing the transition to net zero.

- Refer to pages 49 to 52 for summary information.

Emissions and emissions estimates

We track and monitor various sources of emissions to monitor progress and inform our climate transition plan.

- Refer to pages 54 to 56 and 68 for summary information.

Sustainability review continued | Supporting the climate transition continued

Refreshing our climate ambitions

We have an ambition to be net zero across our financed emissions, assets under management and operational value chain by 2050. This is aligned with the UK's legal obligation to be net zero by 2050. Achievement of our climate ambitions and targets is dependent on a range of factors, including timely and appropriate government policy, technology developments, and on suppliers, customers and society supporting the transition.

→ Refer to the [NatWest Group plc 2025 Climate Transition Plan Report](#) for details on external dependencies and our approach to policy engagement and advocacy.

We have retained our ambition to at least halve the climate impact of our financing activity by 2030, against a 2019 baseline

In February 2025, we disclosed that we continued to consider the achievement of our ambition to at least halve the climate impact of our financing activity by 2030, against a 2019 baseline, to be increasingly challenging. We also disclosed our intention to review our climate ambitions and targets during 2025 in light of the advice issued by the UK Climate Change Committee (UK CCC) to the UK Government on setting the [Seventh Carbon Budget](#). Following this review, we have retained our ambition to at least halve the climate impact of our financing activity by 2030, against a 2019 baseline, having achieved a 39% reduction between 2019 and 2024, primarily through strategic decisions, methodology and data enhancements. We acknowledge that emission reductions are unlikely to be linear and that the UK Parliament will legislate a new legal limit on greenhouse gas emissions as part of the Seventh Carbon Budget by June 2026.

We made a number of changes to our climate ambitions, targets and Environmental and Social (E&S) Risk Acceptance Criteria:

Operational emissions

We continue to aim for a 70% reduction in Scope 1 and location-based Scope 2 emissions and a 50% reduction in Scope 3 operational emissions from applicable categories 1–14 by 2030, against a 2019 baseline. We also continue to consume 100% renewable electricity across our global operations in line with our RE100 commitment. While we will maintain a science-based pathway to 2030, we have withdrawn our three science-based targets which were validated by the Science Based Targets initiative (SBTi).

Financing the transition

In July 2025, we set a new target to provide £200 billion in climate and transition finance between 1 July 2025 and the end of 2030. Our climate and transition finance framework has replaced the climate and sustainable funding and financing inclusion criteria that underpinned our previous £100 billion target, which was exceeded in Q1 2025. This evolution recognises that supporting the alignment and transition of the real economy towards net zero needs significant investment across a broader spectrum of industries, including hard-to-abate and emission intensive sectors, alongside those delivering climate solutions.

A simplified and focused approach

In 2022, we set 16 science-based portfolio-level sector targets for 2030. These targets were validated by the Science Based Targets initiative (SBTi) and covered 79% of our lending book and 57% of debt securities and equity shares, excluding sovereign debt securities as at 31 December 2019. They had a 2019 baseline and underpinned the development of our initial climate transition plan and the opportunities we identified to help our customers transition to a more sustainable economy.

We have continued to refine our climate transition plan to focus on the most material activities across a range of sectors, including the metrics and methodologies used to track progress against our plan. As a result we have withdrawn our 16 portfolio-level sector targets and replaced these targets with nine portfolio-level activity-based targets for 2030. Our new targets are science-based, have a 2023 baseline and have been developed using the [UN Environment Programme Finance Initiative \(UNEP FI\) Guidance for Climate Target Setting for Banks](#), ensuring coverage of carbon-intensive sectors, material sources of emissions and adequate coverage of our balance sheet. They cover 61% of our lending book and 0.02% of debt securities and equity shares, excluding sovereign debt as at 31 December 2023. We have not sought SBTi validation of our new portfolio-level activity-based targets.

The scope of our new targets reflect our role as a provider of finance to a range of industries and the activities recognised by the UK CCC as playing a critical role in enabling the UK's transition to net zero by 2050. This helps us to better understand the transition risks and opportunities that may impact our customers and to better support the UK's transition to net zero.

Energy system review

We also stated that we would review our Environmental, Social and Ethical (ESE) Risk Acceptance Criteria for major oil and gas customers. The scope of the energy system review was broader than the ESE Risk Acceptance Criteria for major oil and gas customers. From 1 January 2026, we updated the name of our ESE Risk Framework to the [Environmental and Social \(E&S\) Risk Framework](#). Recognising the complexity of the energy transition, we conducted an energy system review during 2025 to ensure our strategy reflects the interconnected risks and opportunities across the energy value chain as the economy transitions toward net zero. The energy system review considered the systemic nature of the energy transition which anticipates further growth in renewables, the important yet declining role of oil and gas, significant infrastructure investment and demand-side electrification. Reflecting the outcome of our energy system review, we have published a new [E&S Energy Supply Sectors Risk Acceptance Criteria](#).

Responsible investment

In 2025, we reviewed our responsible investing approach, including our climate ambitions, to ensure alignment with customer needs and market standards. Following the review, we have withdrawn portfolio alignment from our entity level 2030 ambitions, recognising a lack of market consensus on how to define portfolio alignment within a wealth management context. We have retained our 2030 Weighted Average Carbon Intensity (WACI) ambition, which reflects market best practice and continues to provide a standardised measure through which we can monitor progress towards our net zero by 2050 ambition.

Progress against our climate ambitions and targets

We have an ambition to be net zero by 2050 across our financed emissions, assets under management (AUM) and operational value chain. Our climate ambitions and targets⁽¹⁾ enable us to focus on actions we can take to succeed with our customers and deliver sustainable shareholder value.

Climate and sustainable funding and financing⁽²⁾

£110.3bn^(LA)

provided between 1 July 2021 and 30 June 2025

In 2025, we exceeded our target to provide £100 billion in climate and sustainable funding and financing between 1 July 2021 and the end of 2025

Climate and transition finance⁽²⁾

£19.0bn^(LA)

provided 1 July to 31 December 2025

We have a target to provide £200 billion in climate and transition finance between 1 July 2025 and the end of 2030

Operational emissions⁽³⁾

Scope 1 and Scope 2

66% reduction

against a 2019 baseline
(2024: 60%)

We have an ambition to reduce emissions for our operational value chain, against a 2019 baseline by: reducing Scope 1 and Scope 2 emissions by 70% by 2030, while continuing to consume 100% renewable electricity in our direct own global operations

Operational emissions⁽³⁾

Scope 3

47% reduction

against a 2019 baseline
(2024: 44%)

We have an ambition to reduce emissions for our operational value chain, against a 2019 baseline by: reducing Scope 3 emissions by 50% by 2030

Weighted Average Carbon Intensity (WACI)⁽⁴⁾

43% reduction

(2024: 34%)

Climate impact of our financing activity against a 2019 baseline⁽⁵⁾:

39% reduction

(2024: 33%)

Portfolios aligned to decarbonisation convergence pathways⁽⁶⁾:

6 out of 9

UK residential mortgage portfolio rated at EPC C or better, where EPCs are available, as at 31 December 2025

48.8%^(RA)

(2024: 46.3%)

Exposure to coal customers remained in line with the prior year

£0.6bn^(LA)

We aim to reduce the WACI of our Managed Assets by 50% by 2030 against a 2019 baseline

We have an ambition to at least halve the climate impact of our financing activity by 2030, against a 2019 baseline, supported by portfolio-level, activity-based targets

We have an ambition for 50% of our UK residential mortgage portfolio to have an EPC rating of C or better by 2030, where EPCs are available

We have an ambition to phase-out of coal⁽⁷⁾ for customers who have coal production, coal-fired generation and coal-related infrastructure globally by 1 January 2030

(1) For details on dependencies applicable to and reliance on our climate and sustainability-related ambitions, targets and commitments, refer to 'Climate and sustainability-related risks', 'Additional cautionary statement regarding climate and sustainability-related data, metrics and forward looking statements', and 'Cautionary statements in relation to the climate and sustainability related disclosures in this report' on pages 420 to 422, 429 and 430 of this report.

(2) Climate and sustainable funding and financing (as defined in our climate and sustainable funding and financing inclusion criteria) and climate and transition finance, (as defined in our climate and transition finance framework) represent only a relatively small proportion of our overall funding, financing and facilitation activities.

(3) Our operational emissions comprise greenhouse gas emissions Scopes 1, 2 and 3 (categories 1–14, excluding categories 8, 10 and 14) and does not include Scope 3 category 15 financed emissions. The reporting year runs from 1 October to 30 September.

(4) Our WACI ambition includes listed equity and corporate fixed income asset classes. We consider Managed Assets (those assets we invest on our customers' behalf, which represented 81% of AUM as at 31 December 2025) to be in-scope for our WACI ambition. Due to improved data sourcing, current WACI measurement includes additional data for government bond asset classes and Bespoke portfolios. Our WACI ambition applies to equity and corporate fixed income assets only.

(5) Scope 3 category 15 financed emissions (customer Scope 1 and 2) from lending and investments, refer to page 54. Estimated financed emissions are reported as at 31 December 2024. Our financing activity may result in a non-linear emissions profile, both within and across sectors.

(6) Based on 2024 emissions, reflecting the nine portfolio-level activity-based targets for which convergence pathways have been developed with reference to external scenarios. A 2023 comparative is not provided as these are new targets. In general, year-on-year fluctuations in convergence status are expected as the availability of customer emissions data improves and methodologies are refined.

(7) The phase-out of coal refers to the exit of the customer relationship by NatWest Group. This relates to all grades of thermal coal (e.g. bituminous, sub-bituminous, and lignite) typically used as a fuel for coal-fired generation. Data challenges, particularly the lack of granular customer information, create challenges in identifying customers with 'coal-related infrastructure' and other customers with coal-related operations within NatWest Group's large and diversified customer portfolios. As such, the scope excludes (i) companies who generate less than 5% of their revenues via coal related activity (in line with the [UN Environment Programme Finance Initiative \(UNEP FI\) Guidance for Climate Target Setting for Banks](#)) (ii) companies with a turnover of <£50 million, and (iii) commodity traders. Metallurgical coal is excluded from scope.

(LA) Metric subject to independent Limited Assurance by EY.

(RA) Metric subject to independent Reasonable Assurance by EY. Refer to page 71.

Sustainability review continued | Supporting the climate transition continued

Climate-related risks and opportunities

Climate change, nature loss and the responses to these challenges have implications for the economy, society, and the financial system. As well as managing the risks they pose, we pursue the opportunities arising from the transition to a net-zero economy. This approach aims to help protect the bank's financial resilience and support its strategy, with an aim of generating sustainable returns for our shareholders.

The transition to a net-zero economy requires significant investment in climate change mitigation and adaptation, including nature-based solutions. This creates opportunities for capital providers and for collaboration between the public and private sectors to drive the technological advancements society needs. We assess climate-related opportunities across the organisation and within each business segment through our integrated governance model. We review opportunities and their potential financial impacts annually as part of the ongoing integration of our climate transition plan into our financial planning and related processes.

While climate change, nature loss and the associated political, societal and environmental responses to it present opportunities, they also present risks. We continue to work to integrate management of these climate and nature-related risks into strategic planning, transactions and decision-making. However, we recognise that our approach to nature-related risk is not as mature as our approach to climate-related risk.

We identify three key sources of climate-related risk – physical, transition, and liability – and assess them at strategic, portfolio, and transaction levels. Our approach is designed to identify where these risks exist across the organisation and implement measures to manage them proactively. We define short-term climate-related risks and opportunities as those within our five-year planning horizon, medium term as five to 15 years, and long term as beyond 15 years.

Oversight and decision-making on climate-related matters

We have embedded climate governance and decision-making across NatWest Group and we monitor the effectiveness of these arrangements to ensure climate-related risks and opportunities are considered appropriately for the bank and our stakeholders.

The NatWest Group plc Board, subsidiaries, Board Committees, executive fora and cross-bank working groups all have a role to play in the governance of climate-related matters.

At management level, consideration of climate-related risks and opportunities is integrated within day-to-day decision-making. In addition to formal governance fora,

management also consider climate matters frequently and, where required, on an ad hoc basis through, for example, cross bank working groups and programme meetings. This approach ensures climate considerations are embedded across business activities.

The chart below provides an overview of the NatWest Group-level integrated approach to climate governance. Refer to page 106 for more information on the roles played by each.

For Executive Director remuneration, climate-related measures account for 15% of the Performance Share Plan (PSP) scorecard for awards proposed to be granted in March 2026 in respect of performance year 2025.

→ [Refer to page 160 for details of how remuneration is linked to strategy and sustainability priorities.](#)

NatWest Group Board

Board level (collective accountability)



Executive team

Management delivery (individual accountability)



Business and functional governance

Business/functional delivery



Core cross-bank working groups

(1) Sustainable Banking Committee (SBC) transitioned into the Group Technology, Innovation and Simplification Committee (TISC), with a number of SBC focus areas, including ESG (including climate) elevated to become Board-level matters. As such, TISC has no specific responsibilities in relation to climate-related risks and opportunities. Refer to page 101 and 106.

Spotlight

Building climate capability across NatWest Group

Following the conclusion of our three-year partnership with the University of Edinburgh Centre for Business, Climate Change and Sustainability, we continued to embed sustainability knowledge across the organisation. In 2025, colleagues demonstrated strong commitment to learning, with around 12,700 completions of our climate and nature education resources.

Our targeted approach aims to ensure insights are available at the point of need, helping colleagues make informed decisions and support customers and suppliers. We advanced Future Fit training, sector-specific tools, and short instructional videos to navigate sustainability risks and opportunities. By equipping teams with practical knowledge, we aim to enhance our colleagues' capability, while supporting customers in the transition to a low-carbon economy.

c.12,700

colleague completions of our climate and nature education resources in 2025.
(2024: c.30,000).

Sustainability review continued | Supporting the climate transition continued

Implementing our climate transition plan supports progress against our bank-wide strategic priorities

As a predominantly UK-focused bank, our climate transition plan is designed through a UK lens, while also incorporating global considerations for our Investment Products and Solutions and our focused international footprint in Corporate and Institutional Banking.

We identify and assess climate-related risks and opportunities at NatWest Group level and within our business segments, Retail Banking; Private Banking & Wealth Management; and Commercial & Institutional, through an integrated governance model, prioritising those most significant to our strategy and financial planning.

Opportunities include aligning our balance sheet, assets under management and operational value chain with our 2030 and 2050 climate ambitions. Our climate transition plan also sets out how we aim to help customers invest in growth, efficiency and resilience, for example through access to financing, tools and guidance. These activities form part of how we seek to make progress against our climate ambitions and targets.

NatWest Group's approach reflects our aim of driving impact through our business; helping customers manage their money and build more resilient businesses, as well as facilitating balanced economic growth across the UK. These principles align with the three strategic priorities shown in the diagram on the right, which illustrates how our climate transition plan supports progress against our bank-wide strategic objectives.



Disciplined growth



Leveraging simplification



Active balance sheet and risk management

Climate-related opportunities and risks

Supporting customers' climate transitions by providing products, tools and insights that help them reduce emissions, build resilience and access sustainable finance opportunities.

Ongoing integration of climate into customer journeys, decision-making and financial planning, as well as supplier engagements. We are also reducing complexity around our transition plan to enable clear, transparent progress.

Evolving our policies and procedures to identify, assess, and manage climate and nature-related risks⁽¹⁾. Providing finance to support the UK's transition strengthens resilience and reduces exposure to higher-risk sectors.

Potential financial impacts

- Increased volume of climate and transition finance.
- Increased balance sheet volumes through demand for new products and services that support transition.
- Additional expenditure to develop new products and services to support the transition.
- Additional fee income through advisory and underwriting activities.

- Increased investment to support reduction in carbon footprint and nature-related effects in our own operations.
- Continue to invest in the Climate Decisioning Framework (CDF) and Environmental Decisioning Framework (EDF). These tools deepen customer engagement on transition progress and environmental and climate-related risks.

- Reduced exposure and geographical footprint related to prohibited and restricted activities as identified in our E&S Risk Acceptance Criteria.
- Changes in expected credit losses (ECL).

(1) While our approach to nature-related risk is less mature than our approach to climate-related risk, we continued to make progress during 2025.

Sustainability review continued | Supporting the climate transition continued

The impact of climate-related risks and opportunities on our businesses, strategy and financial planning

Our climate transition plan is embedded within our financial planning process, ensuring climate-related risks and opportunities inform strategic decisions. We continue to enhance this integration so colleagues across segments and sectors can make choices aligned with our climate ambitions, targets and business objectives. In 2025, our financial planning tools were used to forecast climate-related initiatives across customer segments and sectors, enabling senior stakeholders to review and challenge both financial plans and associated emissions profiles.

Through this approach, we identify financial opportunities and actions that support our customers transition plans, where relevant, and contribute towards our climate ambitions and targets. To strengthen integration further, we are incorporating climate considerations into the assessment of financial and non-financial factors, including cost and risk, within our planning processes. This provides a mechanism to monitor progress against climate targets and ambitions, and evaluate trade-offs transparently in strategic decision-making.

Resilience of our strategy and business model

We monitor the resilience of our strategy and business model by assessing our exposure to climate-related risks at portfolio level, and by analysing climate-related risks in certain scenarios.

As at 31 December 2025, total heightened climate-related risk exposure was £333.9 billion^[LA], representing 57.9%^[LA] of NatWest Group's total sector exposure. This compares with heightened exposure of £333.0 billion representing 60.5% of total sector exposure as at 31 December 2024.

£215.2 billion of heightened exposure relates to our residential mortgage portfolio, while the most material sector exposures in our Commercial & Institutional wholesale lending

portfolio are commercial real estate, power utilities and housing associations. There is alignment between portfolios and sectors identified as being exposed to heightened climate-related risk and those included in our climate transition plan. Refer to pages 21 and 22 of the NatWest Group plc 2025 Climate Transition Plan Report.

Scenario analysis helps us to understand climate-related risks and to assess the resilience of our strategy and business model. The purpose of scenario analysis is not to forecast the future but to understand and prepare to manage risks that could arise. It also helps us to understand potential climate change impacts on capital adequacy and expected credit losses. While we recognise that climate and nature-related risks may amplify other risk drivers, potentially leading to impacts such as reduced competitiveness, diminished profitability, or reputational harm, NatWest Group remains resilient overall to these risks within the scope of the scenarios assessed.

Residential mortgage portfolio

Climate-related transition risks to our mortgage portfolio include impacts on property values and customer affordability from increasing energy costs and changes in regulatory expectations, particularly in the buy-to-let market.

In 2025, through scenario analysis we modelled the potential effects of transition policies on our mortgage portfolio, considering rising energy prices and regulatory measures such as mandatory heat pump installation and EPC upgrades to band C by 2032. In the scenario findings, EPC was confirmed to be a key determinant of transition risk through its impact on property value, affordability and therefore credit risk.

To help mitigate transition risk, we continue to support residential mortgage customers through our green mortgage products and other initiatives, such as our Home Energy Hub. We also have an ambition for 50% of our residential mortgage portfolio to have an EPC rating of C or better by 2030, where EPC data is available. Refer to page 50.

As well as risks from the transition, we monitor physical risks. In 2025, we ran an event-based scenario, which modelled the impact on our residential mortgage portfolio of flood and windstorm events across the UK over a three-year period. This enabled better understanding of credit risk drivers, including location, property type, and insurance coverage. A key conclusion of the analysis was the importance of Flood Re protection in mitigating increases in impairment rates, pointing to the importance of monitoring insurance availability for customers.

We continue to monitor present day flood risk across our UK residential mortgage portfolio. On a total volume basis, currently, 3.4%^[LA] of assessed UK mortgages are at high flood risk and 1.3%^[LA] at very high risk, compared to UK-wide averages of 3.1% and 1.6%.

Commercial & Institutional wholesale lending

In 2025, we used scenarios to assess the climate-related transition and physical risks in our Commercial & Institutional wholesale lending portfolio.

To assess transition risk, we used the Network for Greening the Financial System's Net Zero 2050 transition scenario, and assumed rapid decarbonisation over a 10-year period. Consistent with the outcomes seen in our 2024 scenario analysis, impacts across sectors were primarily driven by higher carbon costs and shifting demand for products linked to the energy transition, such as electric vehicles. Company level analysis enhanced our understanding of how the effects of transition risk depends on company strategy, asset mix, emissions profile, and financial strength. This reinforces the importance of engaging with customers through our CDF tools to assess how they manage these risks.

Following completion of the analysis, sector teams focused on energy-, mobility- and manufacturing-related sectors within our Commercial & Institutional business segment were invited to deep-dive sessions on the scenario analysis findings, with the aim of enhancing their understanding of transition risks to inform sector-level strategy and transition plans.

We also considered the impacts of physical risks on our corporate lending book by modelling severe weather events over a five-year period, including UK floods and windstorms, European wildfires, and a US hurricane. While analysis covered the full portfolio, data limitations, particularly outside the UK, constrained insights on asset location and hazard exposure. To help address this, we have invested in third party data, which we plan to integrate into future scenario analysis.

Capital adequacy and expected credit losses

We test the resilience of our balance sheet through our Internal Capital Adequacy Assessment Process (ICAAP), and climate-driven macroeconomic stress is considered as part of this. One conclusion from the ICAAP finalised in March 2025 was NatWest Group's resilience to the climate risks explored in the ICAAP stress scenarios. Refer to page 55 of NatWest Group plc 2024 Sustainability Report for more details on the scenarios used.

In the ICAAP exercise due to conclude in Q1 2026, one of the stress scenarios tested incorporates assumptions about physical risks and accelerated transition policy weighing on the economy. The outcome of the current exercise on capital resilience to climate risks modelled through the scenario will be reported in the 2026 ICAAP.

For expected credit losses, NatWest Group estimates an aggregate macroeconomic impact of climate transition policies and their contribution to ECL. Climate transition policy contribution to the total ECL was immaterial at the end of 2025. Refer to page 192 for more information.

Other principal risks

Alongside credit risk, we have used scenario analysis to test the resilience of other principal risks to climate-related risk drivers. Exercises considering market, liquidity, pension, conduct and operational risk allowed us to consider the resilience of our strategy and business model.

→ Refer to pages 55 to 58 of the NatWest Group plc 2025 Climate Transition Plan Report for more details on our 2025 scenario analysis.

Sustainability review continued | Supporting the climate transition continued

Total emissions and emissions estimates for NatWest Group

During 2025, we continued to progress actions aligned with our ambition to be net zero across our financed emissions, assets under management and operational value chain. Our climate transition plan mainly focuses on Scope 3 category 15 (customer Scope 1 and Scope 2) estimated financed emissions as these represent 88% of our total emissions and emissions estimates. The operational emissions and estimates of financed emissions in the table below are based on methodologies outlined in the NatWest Group plc [2025 Sustainability Basis of Reporting](#).

Data availability and emissions estimation methodologies continue to evolve, and variations in estimated emissions may not always reflect changes in customer activity. Our work has been guided by the available methodologies for estimating financed emissions, most notably from the [Partnership for Carbon Accounting Financials \(PCAF\)](#).

Scope 1 and Scope 2 operational emissions

Scope 1 emissions are direct emissions from sources owned and controlled by NatWest Group, for example, natural gas and fuel consumption. Scope 2 emissions are indirect emissions from energy which NatWest Group purchases, for example, electricity used for lighting, heating and cooling.

We have an ambition to reduce our Scope 1 and location-based Scope 2 emissions by 70% by 2030, against a 2019 baseline, while continuing to consume 100% renewable electricity in our direct own global operations in line with our RE100 commitment.

Refer to pages 12 to 16 of the [NatWest Group plc 2025 Climate Transition Plan Report](#).

Scope 3 operational emissions categories relevant to NatWest Group

Scope 3 category 1-14 emissions include both upstream and downstream emissions. We only disclose the categories that are relevant to NatWest Group⁽¹⁾.

We have an ambition to reduce our Scope 3 operational emissions by 50%, against a 2019 baseline, by 2030.

Refer to pages 12 to 16 of the [NatWest Group plc 2025 Climate Transition Plan Report](#).

Scope 3 category 15: Estimated financed emissions

Scope 3 category 15 emissions are those associated with NatWest Group's lending and investment activities. Our estimation work is guided by the PCAF standard. Refer to page 68 for details.

We have an ambition to at least halve the climate impact of our financing activity by 2030, against a 2019 baseline, supported by portfolio-level activity-based targets.

Refer to pages 39 to 42 of the [NatWest Group plc 2025 Climate Transition Plan Report](#).

| | 2025 MtCO ₂ e | 2024 MtCO ₂ e | 2023 MtCO ₂ e | 2019 MtCO ₂ e | Primary source of NatWest Group emissions |
|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---|
| Scope 1 and location-based Scope 2 operational emissions^{(1)(RA)} | | | | | |
| ■ Scope 1 | 0.01 | 0.01 | 0.01 | 0.02 | Natural gas and fuel |
| ■ Scope 2 (location-based) | 0.04 | 0.05 | 0.05 | 0.12 | Purchased electricity |
| Total Scope 1 and location-based Scope 2 | 0.05 | 0.06 | 0.06 | 0.14 | |
| Scope 3 operational emissions categories relevant to NatWest Group^{(1)(LA)} | | | | | |
| ■ 1. Purchased goods and services | 0.28 | 0.29 | 0.32 | 0.51 | Supply chain |
| ■ 2. Capital goods | 0.04 | 0.03 | 0.05 | 0.04 | |
| ■ 3. Fuel and energy-related activities | 0.01 | 0.02 | 0.02 | 0.03 | Employee activities |
| ■ 4. Upstream transportation and distribution | — | — | 0.01 | 0.02 | Supply chain |
| ■ 5. Waste | — | — | — | — | |
| ■ 6. Business travel | 0.03 | 0.03 | 0.03 | 0.05 | Employee activities |
| ■ 7. Commuting and working from home | 0.06 | 0.06 | 0.04 | 0.07 | |
| ■ 9. Downstream transportation and distribution | 0.05 | 0.04 | 0.03 | 0.16 | |
| ■ 11. Use of sold products | — | — | 0.01 | — | Customer activities |
| ■ 12. End-of-life treatment for sold products | — | — | — | — | |
| ■ 13. Leased assets | 0.02 | 0.02 | 0.01 | 0.03 | Tenant activities |
| Total applicable Scope 3 operational emissions categories | 0.49 | 0.49 | 0.52 | 0.91 | |
| Scope 3 category 15: Estimated financed emissions⁽²⁾ | | | | | |
| ■ 15. Estimated financed emissions: Lending and investments | NF | 13.4 | 14.9 | 22.1 | Financing activities |
| ■ 15. Estimated financed emissions: AUM ⁽³⁾ | 1.3 | 1.1 | 1.2 | NF | |
| Total Scope 3 category 15: Estimated financed emissions | | 14.5 | 16.1 | | |
| Estimated facilitated emissions from bond underwriting and syndicated lending | | | | | |
| ■ Estimated facilitated emissions ⁽⁴⁾ | 0.5 | 1.1 | 1.5 | NF | Financing activities |

■ Easier to directly influence ■ Partially influenceable ■ Harder to directly influence

NF (no figures): where no data is calculated, refer to footnotes. A dash (—) indicates where data is calculated but rounds to 0.00 MtCO₂e.

(1) Our operational emissions comprise greenhouse gas emissions Scopes 1, 2 and 3 (categories 1-14, excluding categories 8, 10 and 14) and do not include Scope 3 category 15 financed emissions. The reporting year runs from 1 October to 30 September. We have re-baselined or restated several applicable Scope 3 categories for our 2019 and 2024 operational emissions, to reflect improved data quality and methodology used for our 2025 estimates and aligned with our approach to re-baselining and restatement, outlined on page 45 of the NatWest Group plc 2025 Climate Transition Plan Report. Previously reported totals were: 2024: 0.48 MtCO₂e and 2019: 0.86 MtCO₂e. Revised totals are: 2024: 0.49 MtCO₂e and 2019: 0.91 MtCO₂e. MtCO₂e refers to million tonnes of CO₂ equivalent.

(2) Scope 3 category 15 estimated emissions are calculated based on exposure and emissions as at 31 December 2024. 2025 is therefore marked NF, reflecting the time it takes to prepare and review estimated emissions. In line with our approach to emissions re-baselining and restatements, refer to page 45 of the NatWest Group plc 2025 Climate Transition Plan Report, 2023 estimated financed emissions for lending and investments has been re-baselined. The previously disclosed 2023 customer Scope 1 and Scope 2 financed emissions estimate of 15.1 MtCO₂e has been updated to 14.9 MtCO₂e, reflecting improved data quality and alignment with our updated methodologies. We are also now including total 2019 estimated financed emissions for lending and investments, whereas previously 2019 was marked as NF, as estimates were limited to specific sectors. The financed emissions estimates included in this table should be read in conjunction with the risk factors on pages 420 to 422, as well as the data limitations noted on page 42 and the cautionary statements on pages 70 to 73 of the NatWest Group plc 2025 Climate Transition Plan Report.

(3) Scope 3 category 15 estimated financed emissions for AUM are calculated based on equity, corporate fixed income and government bond values as at 31 July 2025 and estimated emissions as at 31 December 2024. These figures were first disclosed in 2023, 2019 is therefore marked as NF. Comparatives have been represented in this report to ensure the latest available data is included in the current reporting period.

(4) Estimated facilitated emissions relate to emissions from off balance sheet activities such as the facilitation of bond issuance and syndicated lending. Since 2024, we applied a 33% weighting factor to emissions, aligned with the December 2023 PCAF Standard. In 2023, we applied a 100% weighting factor. Due to a change in reporting scope, the 2024 estimated facilitated emissions comparative has been updated from 1.28 MtCO₂e to 1.07 MtCO₂e. Estimated facilitated emissions were calculated for the first time in 2023, therefore 2022 and 2019 are marked NF. Refer to pages 43 to 45 of the NatWest Group plc 2025 Climate Transition Plan Report for further details.

Sustainability review continued | Supporting the climate transition continued

Operational emissions

Our Scope 1 and location-based Scope 2 emissions have decreased by 66% compared with our 2019 baseline, and applicable operational Scope 3 categories⁽¹⁾ have reduced by 47%. This reflects tangible actions across our properties and supply chain, underpinned by improvements in data quality and methodology. We continue to work towards the ambitions outlined on page 54, supported by ongoing improvements in data quality, methodology and transparency.

Energy reduction initiatives relating to Scope 1 and location-based Scope 2 emissions

A multi-year programme of energy efficiency and decarbonisation drove our Scope 1 and location-based Scope 2 operational emissions reductions in 2025.

We upgraded LED lighting across our properties and advanced our Building Management Systems (BMS) programme, which uses AI-driven analytics to optimise energy performance. Since its launch in November 2021, the programme has delivered cumulative savings of around 23,650 Megawatt-hours (MWh), including 12,230 MWh in 2025 alone. At two of our UK data centres, improvements such as advanced air-cooling systems, LED upgrades and optimised temperature set-points saved over 425 MWh in 2025.

We are also transitioning away from fossil fuels in our backup power systems. At our Gogarburn campus in Edinburgh, we installed standby generators configured for hydrotreated vegetable oil (HVO), a lower-emission alternative to diesel, following a successful move by our Bristol office from diesel to HVO for its existing standby generators. This is the first step in replacing diesel and kerosene with HVO across selected locations requiring standby power.

We aim to source 100% renewable electricity across our direct own global operations. We maintained our RE100 (Renewable Energy 100%) commitment through Corporate Power Purchase Agreements (CPPA), green tariffs⁽²⁾ and on-site solar generation. We also purchased Renewable Energy Certificates (RECs) for landlord-supplied properties where renewable sources cannot be specified.

Scope 3 operational emissions

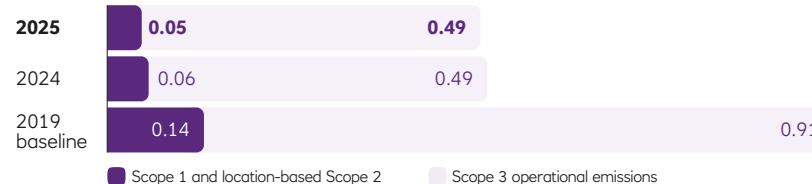
Our Scope 3 operational emissions have decreased by 47% since 2019. Supply chain emissions, which make up around 65% of our Scope 3 operational emissions, have fallen by 44% since 2019, driven by lower UK service industry emissions and changes in influenced spend⁽³⁾, as we predominantly use spend-based methods.

To sustain our momentum, we closely monitor year-on-year trends. We intend to continue driving supplier engagement by encouraging suppliers to make disclosures to CDP, to set science-based targets⁽⁴⁾ and to adopt transparent transition plans up to 2030 and beyond.

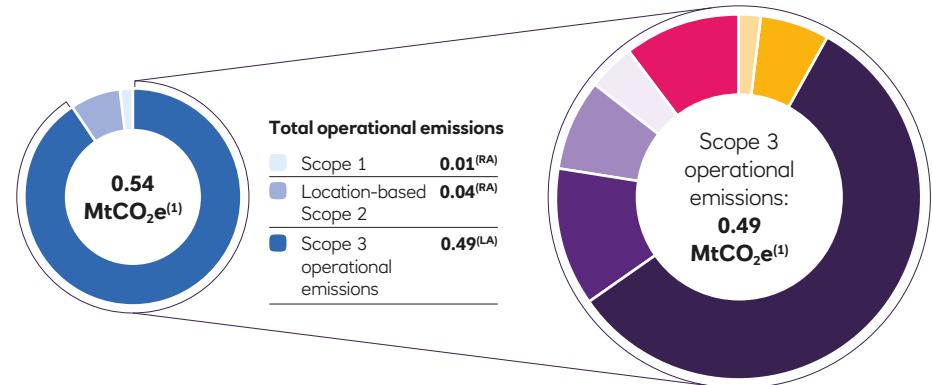
Risks and dependencies

Achieving our climate ambitions depends on several factors. Rising energy demand from AI workloads, both in-house and through third-party cloud services, may increase our operational emissions. We are currently closely assessing the impacts on our footprint. Progress also relies on voluntary supplier emissions reductions and the continued resilience of our supply chain, with risk if performance falls short of stated targets. National and regional decarbonisation policies, infrastructure changes and government priorities could also influence our trajectory. We believe that both the availability and affordability of renewable certificates, high-integrity carbon credits, and low-carbon technologies remain critical. We continue to closely monitor these risks and dependencies to ensure timely action and maintain progress.

Operational emissions progress (MtCO₂e)



2025 breakdown of operational emissions⁽¹⁾ (MtCO₂e)



Easier to influence

| | |
|------------------------------------|------|
| Business travel | 0.03 |
| Fuel and energy-related activities | 0.01 |

Partially influenceable

| | |
|---------------------------------|------|
| Purchased goods and services | 0.28 |
| Commuting and working from home | 0.06 |
| Capital goods | 0.04 |
| Leased assets | 0.02 |

Harder to influence

| | |
|--|------|
| Downstream transportation and distribution | 0.05 |
|--|------|

The following categories are excluded from the pie as individually they each round to 0.00 and in aggregate to 0.005: 4. upstream transportation, 5. waste, 11. use of sold products, 12. end of life treatment of sold products.

(1) Our operational emissions comprise greenhouse gas emissions Scopes 1, 2 and 3 (Categories 1–14, excluding Categories 8, 10 and 14) and do not include Scope 3 Category 15 financed emissions. For details of the Greenhouse Gas Protocol, including upstream and downstream activities, refer to the [diagram of scopes and emissions across the value chain](#). Our operational emissions in 2025 of 533,604 tCO₂e represent a 49% reduction from our 2019 baseline of 1,048,017 tCO₂e. As part of this Scope 1 and location-based Scope 2 emissions of 47,540 tCO₂e collectively reduced by 66% (2019: 139,050 tCO₂e) and Scope 3 operational emissions of 486,064 tCO₂e reduced by 47% (2019: 908,967 tCO₂e).

(2) Tariffs are labelled as green if electricity use is matched by units generated from a verified renewable energy source.

(3) Influenced spend refers to spend for purchased goods and services over which NatWest Group has direct control.

(4) Science-based targets are emissions-reduction goals based on the latest climate science, ensuring the pace and scale of decarbonisation needed to keep global warming within internationally agreed temperature limits. They are self-reported by suppliers, and NatWest Group attributes a net-zero-aligned status to a supplier if they have a Scope 1, 2 and 3 science-based target.



Sustainability review continued | Supporting the climate transition continued

Streamlined Energy and Carbon Reporting (SECR)

Our Streamlined Energy and Carbon Reporting disclosure has been prepared in line with the framework for sustainability reporting that covers greenhouse gas emissions and energy usage to encourage improved energy efficiency. It covers our performance for 2024 and 2025.

In 2025, we enhanced our approach to align with best practice and improve transparency. Following the retirement of our 'direct own operations' ambitions⁽¹⁾, we removed the associated boundary from the SECR disclosure and prioritised reporting against Scope 1, Scope 2 and all relevant Scope 3 operational

emissions categories (1–14)⁽⁶⁾. This creates consistency across the annual reporting suite, while simplifying future reporting. It also strengthens comparability across years and provides stakeholders with a clearer view of our full operational emissions. We restated previously disclosed Scope 3 figures for 2024 to reflect this updated boundary.

Emissions methodology and basis of preparation

Boundary: This statement has been prepared in accordance with our regulatory obligation to report greenhouse gas (GHG) emissions pursuant to the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 which

implement the UK Government's policy on SECR. Our reporting year runs from 1 October 2024 to 30 September 2025. The emissions reporting boundary is defined as all entities and facilities either owned or under our operational control.

Reporting^(7,8): Emissions have been reported using the Greenhouse Gas Protocol Corporate Standard and associated guidance and include all greenhouse gases, reported in tonnes of carbon dioxide equivalent (CO₂e) and global warming potential values. When converting data to carbon emissions, we use Emission Factors from UK Government Emissions Conversion Factors for Company Reporting (Department for Energy, Security and Net Zero, 2025), CO₂ emissions from fuel

combustion (International Energy Agency, 2024⁽⁹⁾) or relevant local authorities as required. NatWest Group uses a third-party software system, to capture and record our environmental impact and ensure that control framework and assurance requirements are met. All data is aggregated at a regional level to reflect the total regional consumption. The regional consumption results are then collated to reflect the total NatWest Group footprint. CO₂e values are attributed to these sources via an automatic conversion module in the third-party system.

→ For more information, refer to the operational emissions page at www.natwestgroup.com.

| | 1 Oct 2024 – 30 Sep 2025 | | | 1 Oct 2023 – 30 Sep 2024 | | |
|---|-------------------------------------|---|--------------------|-------------------------------------|---|-------------|
| | UK and offshore area ⁽²⁾ | Global total (excluding UK and offshore) ⁽²⁾ | Total | UK and offshore area ⁽²⁾ | Global total (excluding UK and offshore) ⁽²⁾ | Total |
| Greenhouse gas (GHG) emissions | | | | | | |
| Emissions from the combustion of fuel and operation of any facility (Scope 1 direct ⁽³⁾) (tonnes of CO ₂ e) ^(RA) | 8,666 | 560 | 9,226 | 8,716 | 686 | 9,402 |
| Emissions from the purchase of electricity, heat, steam and cooling by the company for its own use (Scope 2 ⁽⁴⁾ indirect) (location-based) (tonnes of CO ₂ e) ^(RA) | 28,002 | 10,312 | 38,314 | 35,219 | 11,665 | 46,884 |
| Total gross Scope 1 and Scope 2 (location-based) (tonnes of CO ₂ e) ^(RA) | 36,668 | 10,872 | 47,540 | 43,935 | 12,351 | 56,286 |
| Intensity ratio: Location-based CO ₂ e emissions per FTE (Scopes 1 and 2) (tonnes/FTE) | 1.0 | 0.5 | 0.8 | 1.1 | 0.6 | 1.0 |
| Scope 2 ⁽⁵⁾ (market-based) (tonnes of CO ₂ e) ^(RA) | 12 | 110 | 122 | 14 | 112 | 126 |
| Energy consumption used to calculate above emissions (kWh) | 203,089,756 | 20,169,002 | 223,258,758 | 214,360,749 | 23,512,232 | 237,872,981 |
| Scope 3 ⁽⁶⁾ CO ₂ e emissions ^(LA) | 373,131 | 112,933 | 486,064 | 389,637 | 98,904 | 488,541 |
| Total gross CO ₂ e emissions (Scope 1 ^(RA) , location-based Scope 2 ^(RA) and Scope 3 ^(LA)) (tonnes) | 409,799 | 123,805 | 533,604 | 433,572 | 111,255 | 544,827 |
| Intensity ratio: Location-based CO ₂ e emissions per FTE (Scopes 1, 2 and 3) (tonnes/FTE) | 10.8 | 6.2 | 9.2 | 11.0 | 5.6 | 9.2 |

(1) For details of the achievement and retirement of our direct own operations ambitions, refer to page 49 of the NatWest Group plc 2024 Sustainability Report.

(2) Offshore area as defined in The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon) Regulations 2018. This includes Isle of Man, Jersey, Guernsey and Gibraltar but not our overseas sites in America, EMEA and Asia-Pacific. These are included in the global total (excluding UK and offshore).

(3) Scope 1 emissions from natural gas, liquid fossil fuels, fluorinated gas losses and owned/leased vehicles.

(4) Scope 2 emissions from electricity, district heating and cooling used in NatWest Group premises. Our ambition is location-based to drive absolute reductions in consumption. Location-based GHG emissions method reflects the grid-average emissions. Market-based emissions reflect purchased electricity sources (e.g. renewables), which have near-zero emissions.

(5) We have procured 100% electricity from renewable sources globally using green tariffs and renewable electricity certificates. The remaining Scope 2 market-based emissions arise from district cooling, district heating and the residual amount of non-renewable electricity.

(6) Scope 3 operational emissions sources cover applicable categories 1–14, (excluding categories 8, 10 and 14) and do not include Scope 3 category 15 financed emissions.

(7) Low data accuracy is a key risk of our reporting, as this could lead to misreporting of operational emissions. To mitigate this, we maintain robust internal controls processes, and our data and associated claims are subject to independent assurance.

(8) The historic values reported in the table above are updated from values we reported in 2024. Scope 3 operational emissions for reporting year 2024 have been restated in line with NatWest Group's re-baselining policy. In addition to this we have retired the direct own operations terminology, and are now reporting against relevant Scope 3 categories 1–14. Further, future data is subject to change following any significant change to our business size and scope, as baseline recalculations may result in differing emissions reductions.

(9) Based on IEA data from the IEA (2024) Emissions factors. All rights reserved; as modified by NatWest Group.

(LA) Metric subject to independent Limited Assurance by EY.

(RA) Metric subject to independent Reasonable Assurance by EY. Refer to page 71.

Sustainability review continued

Safeguarding information and tackling financial crime

Protecting our customers, colleagues and communities is central to how we operate. We recognise that strong data protection, cybersecurity and financial crime controls are essential to maintaining trust in our organisation and in the wider financial system.

Our approach is built on robust policies, clear governance and consistently applied standards that look to ensure customers feel secure and confident when they bank with us. This helps us as we strive to deliver safe and responsible banking that helps customers manage their money, plan for the future, and build better, more resilient businesses.

Approximately
57,000
colleagues completed
cybersecurity learning in 2025,
reinforcing a culture of
security awareness.

Managing data privacy

Protecting privacy is vital to retaining trust and growing customer engagement. We aim to address privacy requirements through the application of privacy by design and by default principles within our systems and processes. Everyone in NatWest Group must follow our Privacy and Client Confidentiality (P&CC) policy that sets out how we safeguard the personal data of our customers, colleagues and third parties, including our communities, suppliers and investors. Our policies and procedures also demonstrate our aim to comply with legal and regulatory requirements, including the UK GDPR, the Data Protection Act 2018 and the Data (Use and Access) Act 2025.

All colleagues and contractors undertake mandatory P&CC training annually. This training is reviewed and updated every year to cover new topics and technologies, emerging risks and any lessons learned from the previous year. Job-specific training is also provided as necessary for colleagues, for example, privacy training to our data and artificial intelligence colleagues.

During 2025, there were a small number of breaches of GDPR and confidentiality (impacting a very small percentage of customers and employees) that we remediated, but there were no material reportable 'personal data breaches' under GDPR and no enforcement action by data protection authorities. We endeavour to respond to and remediate privacy complaints as quickly as we can.

→ [Read more on our approach to privacy and customer confidentiality at natwestgroup.com.](#)

Detecting and preventing financial crime, corruption and bribery

Financial crime has a significant impact on our society. NatWest Group seeks to detect and prevent financial crime and fraud. We have measures in place to protect our customers and to support compliance with relevant financial crime and fraud legislation. Our Financial Crime Statement sets out our Financial Crime Programme, covering anti-bribery and corruption, anti-tax evasion, anti-money laundering, counter terrorist financing and proliferation financing, sanctions and fraud. The programme is built around the following pillars.

Customers: we seek to know our customers by conducting risk-based due diligence and monitoring.

Policies and procedures: we have policies and procedures in place to help us prevent, detect and tackle financial crime that may arise in relation to our operations, products, services, customers and suppliers.

Regular risk assessments: Risk assessments are conducted on a regular basis to strengthen procedures if required.

Independent audit: we continuously assess the effectiveness of our controls.

Process and technology: we aim to have high-quality detection and prevention systems and controls across the bank to manage risk.

Culture and colleagues: we promote a culture of financial crime awareness among all our colleagues, supported by deep expertise in specialist roles. All colleagues undertake annual training and awareness activity to understand their role in tackling financial crime. We also conduct awareness activities to help customers protect themselves from financial crime.

Sustainability review continued | Safeguarding information and tackling financial crime continued

Partnership working: we strive with a range of partners, including industry bodies, law enforcement, regulators and government, to tackle financial crime.

Governance: we have financial crime governance in place to oversee our financial crime programme and monitor its effectiveness.

→ [For more information, refer to our Financial Crime statement. Read more on Financial crime risk on page 273.](#)

Cybersecurity

Throughout 2025, NatWest Group was certified by the IASME Consortium Ltd (IASME) in Cyber Essentials Plus, a recognised government-owned scheme operated by the National Cyber Security Centre (NCSC). We have a set of layered security defences against new and emerging cybersecurity threats. These are regularly tested by both our in-house security testing team and leading independent experts in the cybersecurity industry. All colleagues must complete annual cybersecurity training. There were no instances of security breach caused by a cybersecurity threat in the last three years.

→ [More information on our cybersecurity risk management can be found on pages 268 to 271.](#)

Combatting fraud

We are committed to combatting fraud and supporting our customers when they fall victim to scams.

We continue to operate in a market facing a persistent and evolving threat of fraud. UK Finance reported a 3% increase in fraud losses across the UK industry in the first half of 2025 compared with the same period in 2024, with total losses reaching £629 million.⁽¹⁾ While losses from unauthorised fraud fell by 3%, losses linked to Authorised Push Payment (APP) fraud rose by 12%, highlighting the growing and increasingly sophisticated threat of scams in the UK.

To respond to the growing threat, we continue to improve and build new tooling to support our customers should they be impacted by fraud. This includes new functionality in our mobile applications that allows customers to respond in real time to fraud alerts directly from their phones, improving fraud prevention and enabling them to transact more efficiently. Our efforts to provide the best experience for customers when dealing with fraud claims resulted in an NPS® score from surveyed customers of +60 for Q4 2025.

In March 2025, NatWest Group announced its collaboration with OpenAI to deliver a streamlined customer experience when identifying, reporting and resolving fraud and scam cases. This new partnership reflects our ambitions to adopt new technologies that will aid us in creating a safer customer ecosystem.

Payment Systems Regulator (PSR) performance data

In July 2024, the PSR updated its Authorised Push Payment (APP) fraud performance data for 23 banks, including 14 major UK banking groups and nine smaller firms. The performance data relates to 2023.⁽²⁾ Key achievements for NatWest Group included:

- Ranking fourth for reimbursing customers who fell victim to APP scams.
- Having the third lowest value of APP scams sent per £ million of transactions. For every £1 million of transactions sent in 2023, £92 was APP fraud; down from £134 in 2022.

→ [Read more on the PSR website.](#)

Spotlight

Partnering with Meta to disrupt online scams

NatWest Group is a founding partner in Meta's Fraud Intelligence Reciprocal Exchange (FIRE) – a collaborative initiative designed to disrupt online scams. FIRE is a cross-industry threat intelligence sharing programme, allowing banks and other companies to share intelligence directly with each other to stop scammers and protect users. NatWest was the first bank in the UK to participate in the programme.

As part of the pilot, we shared vital information based on reports from scam victims, helping Meta to identify and remove fraudulent accounts and content more quickly and effectively.

This partnership is just one example of our commitment to working across sectors to improve protections for customers and reduce the impact of online fraud.

From 1 January to 30 November 2025, in line with PSR regulations, we reimbursed

76%

of APP scam victims which covered 80% of all money lost to fraudsters.

(1) UK Finance Half Year Fraud Report 2025 can be found at www.ukfinance.org.uk.

(2) As per the latest performance data available on the PSR website. The above information is disclosed in line with page 84 of our [NatWest Group plc 2024 Sustainability Report](#).

Sustainability review continued

Skilled, engaged and inclusive workforce

Our people are the foundation of our ambition to succeed with customers. We are investing in the capabilities that matter most for the future, including data, AI and deep technical expertise, to support progression and enable high performance. By equipping colleagues to make better decisions in service of customers and operate at pace, we are building a culture that delivers stronger customer outcomes and drives sustainable, customer-led growth.

Since the launch of Beyond in January 2024, approximately

165,000

learning hours have been completed.

c.11,000

colleagues enrolled in AI Power Sprints.

Strong Our View Inclusion score of

89%

and Wellbeing score of 82%, sitting at +8 and +7 vs the Global Financial Services Norm.

Building a future-ready workforce

Workforce planning

To build a more connected and future-focused workforce, we take a strategic approach to workforce planning to ensure we have the skills and capabilities we need to deliver on our strategy and meet evolving customer needs.

Through the implementation of Workday Adaptive Planning in 2025, our bank-wide employee data forecasting tool, we transformed our workforce planning, with improved visibility, tighter controls, and a materially more stable workforce outlook.

To enable effective usage of this tool we ran over 100 training sessions in 2025, upskilling almost 400 colleagues. We also introduced automation of future dated worker transactions, specifically all movements of joiners, movers, leavers and worker changes. As a result, around 3,500 FTE movements have been automated via Workday Adaptive Planning, saving workforce planners approximately 350 hours per month.

Enabling skills and career development

To adapt and meet customers' changing needs, we foster continuous learning, offering all colleagues two dedicated learning days annually. They can also access a comprehensive suite of learning opportunities to enable skills and professional development at every stage of their career.

Our learning programme to support our performance philosophy, Beyond, has supported almost 62,000 colleagues in building skills for performance and culture change, with around 165,000 learning hours completed since launch in January 2024.

Colleagues consistently reported increased understanding, confidence and capability post completion of Beyond learning modules, with positive scoring ranging from 83% to 96%.

In March 2025, we launched the Power Up Your Career pilot to empower colleagues to take an active role in steering their career development. Pre and post pilot session questionnaires demonstrated increased colleague confidence in career progression, rising from 11% to 71%.

In Commercial & Institutional, we launched Precision Growth, a sales and business development programme, in September 2025. This enabled 460 colleagues to build the knowledge, skills and practical application needed to support meaningful, trusted relationships with customers. The programme aims to systemise sales excellence practices, improve consistency and reinforce leadership oversight through performance coaching. 90% of colleagues from the programme reported increased confidence in their abilities to ask powerful questions.

Expanding future skills and AI capability

We are investing in AI skills development for every colleague to support the bank-wide roll out of AI tools (Co-Pilot and Aiden, our internally developed generative AI tool). In 2025, almost 63,000 colleagues completed foundational AI learning, while around 11,000 colleagues enrolled in AI Power Sprints, guided, practical, social learning experiences designed to boost knowledge and confidence. AI skills dominate elective learning, with 15 of the top 20 courses completed being AI-related. We have established strategic partnerships with Microsoft and the University of Edinburgh to accelerate our AI capabilities and adoption.

Sustainability review continued | Skilled, engaged and inclusive workforce continued

To further help build capability in critical skills for a future-ready workforce, we support and encourage colleagues to complete future skills learning. In 2025, 77% of colleagues completed future skills elective learning, with around 307,000 learning hours completed.

In the spirit of simplification, in 2025 we reduced mandatory learning time by 29%, compared with 2024, while maintaining strong colleague feedback on our learning and development programmes. According to our colleague survey, Our View, 88% of colleagues agreed that our learning and development programmes had prepared them for the work they do.

During UK National Learning at Work Week in May 2025, our Get Connected campaign inspired colleagues to learn and grow, attracting 6,248 live attendees. Feedback was overwhelmingly positive, with 97% of attendees feeling inspired to develop their skills further.

Enabling internal mobility

To boost internal mobility across NatWest Group, 818 colleagues completed a gig – a small, discrete piece of work that colleagues can perform alongside their day job across various areas in the bank – in 2025, which supported skills development and mobility.

In addition, the UK Mobility Hub offers support to colleagues at risk of redundancy and helps them find new roles. In 2025, the hub provided one or more services to 1,969 colleagues. Of 679 colleagues who registered for redeployment support, 73% were successfully redeployed into new roles. The hub received a Net Promoter Score⁽²⁾ of +89.

Investing in talent and leadership capability

Attracting, identifying and developing talent

Building a strong pipeline of talent for our workforce relies on attracting talented individuals to start their careers with us, identifying those with the potential to excel in their fields and then providing the support they need throughout their career to thrive.

Through our Early Talent Programmes in 2025, we hired 868 graduates, interns and apprentices across the UK and India. This included 96 apprentices through our Elevate programme that partners with the charity, Leadership Through Sport and Business, to support individuals from lower-income socio-economic backgrounds.⁽³⁾

868

graduates, interns and apprentices hired across the UK and India in 2025.

To nurture our talent we have a talent identification process to help leaders identify colleagues with the potential to progress further and faster. In 2025, we identified 1,635 colleagues across the bank who will be placed on a talent development pathway to help them shape career growth aligned to their goals and ambitions.



Leadership development

To strengthen our leadership capability, leaders at every stage of development can access support, training and resources from our Leadership Academy. This investment in our leaders is paying off, demonstrated by an uplift in scores from 2024 on purposeful leadership, performance culture and line manager capability in our colleague survey, Our View.

During 2025, 1,678 of our senior leaders participated in executive coaching with a specific focus on development aligned with NatWest Group behaviours. We also partnered with global leadership consultancy, Spencer Stuart, to better understand the cultural and leadership style profiles of our executive leaders.

Succession planning

To continue building a leadership pipeline that proactively supports leaders' development, we enhanced our succession planning approach for CEO-1 and CEO-2 positions and critical roles in 2025 by revising the timescales for target role readiness, increasing our focus on internal mobility and introducing feeder roles to support tailored career planning. A number of successors have advanced into Executive and Group Executive Committee (ExCo) roles in the last 12 months.

→ [Read more about our Early Talent Programme at natwestgroup.com, and for a full breakdown of our Early Talent Programme profiles, refer to our NatWest Group plc 2025 Sustainability Datasheet.](https://natwestgroup.com)

(1) Colleagues means all permanent employees and, in some instances, members of the wider workforce e.g. temporary employees and agency workers.

(2) Net Promoter®, NPS®, NPS Prism®, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.

(3) Through working with third-party organisations, eligibility is based on qualification for Free School Meals (FSM) in secondary education; residence in bottom 30% areas of the Index of Multiple Deprivation (IMD); and other personal disadvantage.

Sustainability review continued | Skilled, engaged and inclusive workforce continued

Supporting colleague wellbeing

We are committed to supporting our colleagues' wellbeing throughout their career, and this commitment is reflected in our Live Well Being You strategy. Colleagues globally can access wellbeing resources across mind, body, life and money, with a proactive focus on prevention. These efforts are supported by our Executive Wellbeing Sponsor and Wellbeing Implementation Committee, and c.2,000 Wellbeing Champions embedded across NatWest Group. Our wellbeing initiatives are informed by colleague feedback, engagement data and absence trends, enabling targeted communications and timely interventions.

c.2,000

Wellbeing Champions throughout our business.

Enabling financial wellbeing

Our virtual Financial Wellbeing Zone offers tailored guides and support for colleagues and their families, covering budgeting, planning, and expert advice. Themed education programmes are planned to coincide with national events, and thousands joined live webinars during Financial Wellbeing Month. In 2025, free personal financial health checks and Financial Foundations workshops were available, and participation rates in the flagship Retirement Savings Plan (RSP) were high, supported by initiatives like Save More Tomorrow.

All our employees have access to benefits through the NatWest Group Benefits Hub that provides a wide range of pension, protection, healthcare, lifestyle and discount benefits.

Mental health support and engagement

During 2025, we embedded menopause, menstrual and reproductive wellbeing into our core wellbeing strategy, partnering with our Gender Network, unions and external experts to steer our approach. As part of this effort, we hosted monthly support cafés, refreshed our online resources and ran expert-led events to normalise conversations and encourage accessing confidential advice.

Our award-winning cancer line manager training, developed with Macmillan Cancer Support, continued to enhance manager confidence and enable psychological safety for colleagues. We also saw almost 16,000 questions on mental health answered on our Just Ask A Question (JAAQ) platform in 2025, with a mental health campaign extending this service to customers via our branch network.

In 2025, we continued our practice of engaging colleagues, customers and communities through our UK-wide baton relay and virtual activity challenge, promoting mental and physical wellbeing behaviours. Through our partnership with Team GB and Paralympics GB, we welcomed leading experts in sleep, stress and menopause, who shared insights from their work with elite athletes and translated these lessons into the workplace, reaching around 2,500 colleagues who attended their sessions.

NatWest Group achieved top tier accreditation in the MindForward Alliance's Thriving at Work Assessment and maintained Tier 2 in the CCLA⁽¹⁾ Corporate Mental Health Benchmark. These help us benchmark our wellbeing offering externally and, alongside our colleague survey, Our View, inform our wellbeing strategy.

→ [Read more about how we support colleagues with their wellbeing at natwestgroup.com and in our NatWest Group plc 2025 Sustainability Datasheet.](#)

Spotlight

Winning Together: aligning purpose, culture and performance to deliver for customers

In February 2025, we launched Winning Together, our bank-wide framework that brings together our purpose, strategy, ambition and cultural aspirations. It underpins our approach to building a high-performing, customer-focused organisation. It explains clearly what we're aiming to achieve, and has strengthened our performance culture by setting clear expectations of leadership, accountability and impact.

These expectations were embedded through Beyond, our performance management philosophy. A greater emphasis has been placed on clarity of objectives, quality of delivery and continuous development. This has supported a shift towards earlier, more constructive performance conversations, with the aim of enabling colleagues to perform at their best while maintaining results-focused discipline across the organisation.

Our new behaviours

In March 2025, we introduced the new NatWest Group behaviours – a pivotal step in cultural transformation.

Through extensive engagement with the Group Executive Committee, senior leaders and focus groups across the bank, we explored what truly matters in how we deliver for customers and work together effectively. This insight informed the design of three clear behaviours that reflect our shared priorities and now guide how we drive performance across the organisation.

Our new behaviours provide a consistent benchmark for how colleagues work together, make decisions and deliver on our purpose and ambitions. They aim to

reinforce a strong connection between individual contribution, team performance and enterprise priorities.

Our new behaviours:

We start with customers

We raise the bar

We own our impact

The three behaviours replaced multiple colleague frameworks, including our values and critical people capabilities, creating a single, consistent and practical way of describing how we work. Our research showed that behaviours, expressed through clear and active language, are more actionable for colleagues and easier to apply in day-to-day decision-making.

We have embedded these behaviours into how we operate, from recruitment and onboarding through to performance, development and reward. As part of this simplification, we reduced the number of behavioural indicators from over 180 to 15, making expectations clearer, more memorable and easier for colleagues to understand and put into practice.

We complemented these changes with the introduction of Recognise, our bank-wide approach to acknowledging and celebrating contribution and behaviours-led impact, celebrating success as it happens.

→ [For further information on how we are strengthening performance and recognition, see our Directors' remuneration report, page 148.](#)

(1) Churches, Charities and Local Authorities (CCLA) is a UK charity fund manager, working with charities, religious organisations and the public sector.

Sustainability review continued | Skilled, engaged and inclusive workforce continued

Creating an inclusive workforce

Understanding the diverse perspectives and needs of our communities helps us support our customers to the best of our ability. That's why we strive to be an inclusive business that gives all our colleagues and customers the opportunity to turn possibilities into progress.

Driving inclusion across the bank

Our efforts to drive inclusion are steered by our Enterprise Inclusion committee, jointly led by our Chief People Officer and Chief Marketing Officer. The Committee takes a focused and impactful approach to embedding inclusion across the bank, bringing together leaders, networks and working groups to align priorities, share insights, and ensure meaningful progress. It unifies all our inclusion activity, focusing on key levers such as attraction, development, retention, and workplace culture, taking a holistic organisation wide approach with sustainable, long-term impact.

NatWest Group's commitment to inclusivity has been recognised by winning the 'Social Mobility Network of the Year Award' at the UK Social Mobility Awards, in October 2025.

→ [For full details of our 2025 awards, refer to natwestgroup.com.](#)

Supporting our employee-led networks

Our eight employee-led networks (ELNs), with approximately 15,000 unique members, help to foster an inclusive environment at NatWest Group. In June 2025, we held a pan-ELN summit to develop closer relations across our ELNs, increase collaboration, focus on intersectionality and work with our networks to effectively support the business strategy.

In October 2025, we introduced a two-stage ELN co-chair learning programme, to equip co-chairs with an industry-recognised qualification.

→ [For more details on our ELNs, refer to natwestgroup.com.](#)

Promoting inclusive recruitment and retention

To ensure our hiring processes are inclusive, we use our Recruitment Yes Check, a comprehensive checklist that emphasises inclusion and candidate experience throughout the hiring process. All hiring managers must complete inclusion focused recruitment training.

We encourage the use of Inclusive Interview Ambassadors to bring diversity of thought to interviews, and it is mandatory for all senior level interviews to include Inclusive Interview Ambassadors. Around 900 colleagues in the UK participated in this programme in 2025, and the initiative was also launched in India in October 2025.

We continued to embed sponsorship across the bank, through business-led programmes to support career development and to accelerate the entry of underrepresented groups into senior roles.

Disability and neurodiversity

We achieved silver in the Business Disability Forum (BDF) Disability Smart Audit and renewed our status as a Disability Confident Leader.

In May 2025, we established a disability inclusion action group to work on the outputs of the audit and support our progress towards achieving a gold standard in the next audit. We also marked Global Accessibility Awareness Day and International Day of Persons with Disabilities with a series of colleague events.

In 2025, 758 colleagues accessed the neurodevelopmental pathway through our private medical cover, which provides assessment, diagnosis and short-term support for attention deficit hyperactivity disorder (ADHD), autism spectrum disorder (ASD) and Tourette's Syndrome.

Socio-economic diversity

We strengthened our commitment to socio-economic inclusion by contributing to Progress Together's Shaping the Growth: Socio-economic Diversity in Financial Services Report – the largest study of its kind exploring the link between career progression and socio-economic background.

Five colleagues participated in the KPMG Thrive Together Programme, a six-month pilot to enhance socio-economic inclusion through cross-organisational mentorship. We also hosted a social mobility day event in June 2025 focused on 'shifting mindsets', recognising the distinct strengths of colleagues from lower socio-economic backgrounds and discussing organisational mindset on opportunity.

Additionally, the Legal, Governance and Regulatory Affairs function continued to run the week-long First Step programme that enables students and apprentices from underrepresented communities to gain an insight into the legal profession.

LGBTQ+

Our LGBTQ+ Rainbow Network, in collaboration with the Wellbeing team, launched Bi+ the Way in October 2025 – a dedicated virtual support space for Bi colleagues.

To further support inclusion and learning, the Network also ran online allyship at work sessions in collaboration with the Gender network, designed to help deepen self awareness, understand personal influence, and take practical action to support colleagues.

In 2025, we also launched Grow with Pride, a developmental learning pathway co-created with LGBTQ+ colleagues, focusing on the soft skills they most want to develop.

Furthermore, NatWest Group India ranked as one of the top 10 employers for LGBT+ Inclusion in the India Workplace Equality Index 2025.

Gender

The FTSE Women Leaders Review ranked NatWest Group 9th in the FTSE 100 Rankings 2024 for Women on Boards and in Leadership. We were also once again named in The Times Top 50 employer for Gender Equality. As a Women in Finance Charter signatory, we joined an industry-wide hackathon in July 2025, to accelerate progress for women in leadership.

Our Gender Network's development programme supported 152 colleagues in 2025, enabled by 85 coaches.

We enhanced wellbeing support by including free period products in UK offices and introducing colleague support circles for menstrual health, men's mental health and women's safety.

Ethnicity

In 2025, we were recognised as an 'Advanced Employer' by Investing in Ethnicity's maturity matrix. As part of Race Equality Week in February 2025, we organised several events around the theme 'Every Action Counts' to highlight our efforts to meet our Banking on Racial Equality commitments, which moving forward will be managed through the Enterprise Inclusion Committee.

In Black History Month in October 2025, we continued our internal focus on action with the theme 'Committed to Action, Moving Forward Together'. We held an event about the future of Black enterprise with The Financial Times, and a panel discussion exploring how leaders can foster inclusive environments.

The Black Talent Awards recognised our Multicultural Network as a finalist in the Employee Resource Group (ERG) of the Year category.

Sustainability review continued | Skilled, engaged and inclusive workforce continued

Our progress and targets

In 2025, through our colleague survey, Our View, 95% of colleagues reported that they believe NatWest Group provides a working environment free of discrimination and harassment +8 vs the Global Financial Services Norm and +4 vs the High Performing Norm.

Our Board composition exceeded the FTSE Women Leaders Review target of a minimum of 40% women's representation by the end of 2025, with a figure of 55%, as at 31 December 2025. Our executive management team was made up of 43% women as at 31 December 2025, with the Group Chief Financial Officer, CEO, Private Banking & Wealth Management, CEO, Retail, Group Chief Marketing Officer, Group Chief People Officer and Group Chief Corporate Affairs Officer roles held by women.

In 2025, we introduced new diversity targets to be achieved by 2030. Our targets are aimed at increasing diversity in our senior roles. We monitor, review progress and report against our diversity targets through monthly data dashboards, bi-annual diversity reviews with Group Executive Committee members and senior leaders and via our quarterly Enterprise Inclusion Committee. Our targets are informed by census data and bench-marked externally.

We have a target to achieve 50% female representation globally⁽¹⁾ in our senior leadership population⁽²⁾ and 45% female representation globally⁽¹⁾ in our management population⁽²⁾ by 2030. As at 31 December 2025,⁽⁴⁾ we had 46.7%^(RA) female representation globally⁽¹⁾ in our senior leadership population⁽²⁾ and 34.4%^(RA) female representation globally⁽¹⁾ in our management population.⁽²⁾

We are committed to pay equality. The mean gender pay gap for NatWest Bank, our largest reporting entity, is 23.5% closing the gap by 1.9 percentage points since 2024.

The mean gender bonus gap is 41.2% closing the gap by 1.8 percentage points from 2024.

We have a target to achieve 19% of UK colleagues from ethnic minority groups in our senior leadership population⁽²⁾ and our management population⁽²⁾ by 2030. As at 31 December 2025,⁽⁴⁾ of 79% of our senior leadership colleagues who disclosed their ethnicity, we had 10.8%^(RA) of UK colleagues from ethnic minority groups in our senior leadership population.⁽²⁾ As at 31 December 2025⁽⁴⁾, of 85% of our management colleagues who disclosed their ethnicity, we had 14.5%^(RA) of UK colleagues from ethnic minority groups in our management population.⁽²⁾ Overall, of those who disclose their ethnicity, 23% of all colleagues in the UK identify as being from an ethnic minority group, a two percentage point increase since 2024.

In line with our commitment to transparency under the UK Government's Race at Work Charter, we have voluntarily disclosed our aggregated ethnicity pay gap for NatWest Group UK. The mean ethnicity pay gap is 5.4%, this gap increased by 0.47 percentage points since 2024. The mean ethnicity bonus gap is 31.0%, this gap increased by 5.2 percentage points since 2024.

We have broken down our ethnicity pay gaps to compare the average hourly pay of Asian, Black, mixed/multiple, and other ethnic minority colleagues with that of White colleagues at NatWest Group in Great Britain. This highlighted a wider pay gap between Black and White colleagues than the average ethnicity pay gap. The targets, alongside other initiatives, aim to increase the number of Black colleagues in UK roles, to address under-representation in this area.



We have a target to achieve 5% of UK Black⁽³⁾ colleagues in our senior leadership population⁽²⁾ and our management population⁽²⁾ by 2030.

We continue to work towards having Black colleague representation at senior leadership level and recognise we have more work to do. As at 31 December 2025,⁽⁴⁾ we have 1.5%^(RA) of UK Black⁽³⁾ colleagues in our management population.⁽²⁾ Overall, of those who disclose their ethnicity, 4% of all colleagues in the UK identify as being Black.⁽³⁾

→ **For a full breakdown of our colleague data refer to our [NatWest Group plc 2025 Sustainability Datasheet](#) and our [Pay Gap Report](#) available on [natwestgroup.com](#).**

→ **For details on the calculation of our inclusion metrics, refer to our [Basis of Reporting](#) available on [natwestgroup.com](#).**

(1) Global targets remain subject to local laws and regulations.

(2) The senior leadership population is CEO-2+ and our management population is grades C11+.

(3) Black mixed ethnicity categories are included in our Black diversity target calculations.

(4) NatWest Group's management structures were revised during 2025. For the purpose of remuneration reporting, the representation targets were set based on the management structures in place at the start of 2025.

(RA) Metric subject to independent Reasonable Assurance by EY. Refer to page 71.

Companies Act 2006, section 414C (8)(c) disclosure

| | Male # | Female # |
|---|--------|----------|
| Directors of the company | 5 | 6 |
| Executive employees | 63 | 46 |
| Directors of subsidiaries | 154 | 69 |
| Permanent employees (active and inactive) | 32,100 | 28,100 |

There were 332 senior managers (in accordance with the definition contained within the relevant Companies Act legislation), which comprises our executive population and individuals who are directors of our subsidiaries.

UK Corporate Governance Code (the Code) Provision 23:

As at 31 December 2025, the gender balance of those in the senior management and their direct reports was 42% female and 58% male. For the purposes of this note, 'the senior management' means our executive management team and the company secretary (as required by the Code).

→ **For Board and executive management diversity disclosures (UK Listing Rule 6.6.6R (10)), refer to page 103.**

Sustainability review continued

Driving a culture of integrity and responsible risk management

Managing risks and behaviours driven by ethics and integrity are vital to protecting the trust and confidence of our customers, colleagues and wider stakeholders. These responsibilities are shared by everyone at NatWest Group. Our policies underpin our decisions and set expectations for acting with integrity, sound judgement and accountability.

We are proactive in monitoring our risks, reviewing our policies and educating our employees to maintain a strong approach to managing risk.

97%

of those who completed the Our View engagement survey in 2025 agreed that they know how to raise concerns about wrongdoing in their business units.

Refreshing our Code

Our Code guides how we act ethically, responsibly and with integrity to deliver positive outcomes for our customers, communities and shareholders. In 2025, we refreshed Our Code to better reflect our evolved ambitions, our customers' challenges and the macroeconomic trends that are shaping how we work.

We used this opportunity to bring a number of policies under Our Code, giving colleagues a clear standard to maintain as we work together towards the same goals. It is hosted online, giving our colleagues one convenient place to find the information they need. We also publish Our Code externally to be transparent and open with all our stakeholders about the approach at NatWest Group.

→ [Details of our approach to preventing and managing conflicts of interest and our obligations to competing fairly can be found in Our Code at natwestgroup.com.](#)

Monitoring compliance with Our Code

We have several systems in place to monitor compliance with Our Code and other policies. Employee performance and remuneration are linked to conduct, behaviour and risk management, with these included in the accountability review process and reflected in pay outcomes where required. Each year, all colleagues undertake mandatory training on Our Code and conduct policies. Breaches can lead to disciplinary actions, including dismissal and notification to authorities in some instances.

→ [Read more on how the key tools guide the way we work together in Our Code disclosure.](#)

Protecting whistleblowers

Everyone at NatWest Group plays a role in reinforcing Our Code. We want our colleagues and any individuals we interact with to feel confident to raise concerns about wrongdoing or misconduct without fear of retaliation.

Speak Up is our formal whistleblowing framework, which gives individuals a secure reporting system to share concerns in confidence, and anonymously if preferred. It is operated by an independent third party and available to all employees and those acting on behalf of or representing NatWest Group such as contractors, subcontractors, suppliers, temporary staff, secondees, consultants, interns and volunteers. This also includes anyone formerly in these roles.

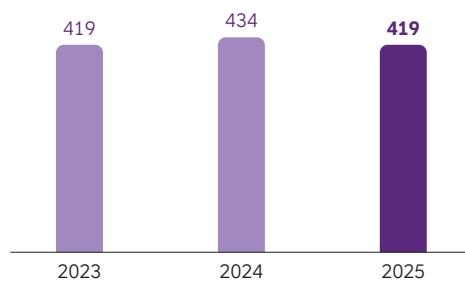
In 2025, 419 reports were made through Speak Up compared with 434 in 2024. Of 504 reports closed/investigated in 2025, 39% of all allegations related to behaviour not consistent with Our Code, including discrimination and harassment. We do not tolerate any form of harassment or discrimination and where reports were substantiated, appropriate action was taken to rectify the situation, following a discussion with the People function and the respective business unit.

In 2025, 97% of those completing our colleague engagement survey, Our View, agreed that they know how to raise concerns about wrongdoing in their business. 88% of colleagues also agreed it was safe to speak up in their business area, and believe that concerns will be handled appropriately.

→ [Read more on our Whistleblowing pages at natwestgroup.com.](#)

Sustainability review continued | Driving a culture of integrity and responsible risk management continued

Reports via Speak Up⁽¹⁾



Managing conflicts effectively requires a range of measures tailored to the nature of the conflict, where it arises and the parties involved. These measures include:

- establishing information barriers,
- separate supervision of employees involved in potentially conflicting business activities,
- a remuneration policy designed to avoid conflicts, and
- maintaining a conflicts register.

In some cases, it may involve maintaining a register of activities with regular review and reporting, declining personal dealing requests or outside business interests where an actual or perceived conflict exists. Internal guidance and training underpin these practices.

Advocacy and political involvement

NatWest Group does not make political donations or have affiliation to any political party. As a result, we made no political donations in 2025. However, we do engage with political parties and participate in government consultations and discussions to share our industry perspective. Our relationship with governments (UK and devolved) is focused on protecting the operation of our business and the interests of our customers and shareholders. Our employee conduct policy ensures that any colleague involvement in politics is kept entirely separate from their bank role.

Respect for human rights

In June 2025, we published our first standalone Human Rights Report, which brought together our Human Rights Position Statement and Salient Human Rights Issues disclosure. It explained both our approach to upholding and respecting human rights, and our management of our identified salient human rights issues. We used the UN Guiding Principles Reporting Framework to assess our current approach and identify areas where we have more to do.

Our internal Human Rights Action Group met bi-monthly to drive progress on our bank-wide approach and we further embedded our human rights risk acceptance criteria across our commercial banking relationships. We continue to monitor legislative changes, and in 2025, we mapped our risk standards to the updated UK Home Office Transparency in Supply Chain statutory guidance.

There were also notable trends and patterns in customer and stakeholder concerns relating to the salient issue of conflict and security. In response, our Human Rights Action Group coordinated risk-based due diligence, including additional monitoring and engagement with our commercial customers, suppliers and investment portfolios, drawing on our human rights risk acceptance criteria.

Our ninth Modern Slavery and Human Trafficking Statement was published in June 2025 and retained Tier 2 status in the CCLA⁽²⁾ 2025 Modern Slavery Benchmark. In September, we won gold for Business Impact at the 2025 Unseen Business Awards for our approach to tackling modern slavery.

→ [Read our Human Rights Report at *natwestgroup.com*.](#)

Spotlight

Raising awareness of human rights and modern slavery

Recognising the heightened risks of human rights and modern slavery in our own supply chain and in some parts of our commercial banking business, we ran a series of training programmes and discussions to explore important topics among our colleagues and clients, including:

- A webinar on modern slavery concerns in the UK care sector for healthcare Relationship Managers, followed by a joint session with colleagues and healthcare clients to discuss these risks together.⁽³⁾
- Modern slavery training for our Supply Chain and Third-Party Risk Management colleagues from Action Sustainability, through the Supply Chain Sustainability School, to understand and address the risks and challenges in their roles.⁽⁴⁾
- A week-long campaign of live webinars in recognition of Anti-Slavery Day. Key topics included modern slavery risks in the agricultural sector and detection of financial crime associated with child sexual abuse.

Almost

2,000

colleagues took part in our Anti-Slavery Day Awareness Week.

(1) Numbers represent the number of reports to Speak Up which qualified as whistleblowing concerns in line with the NatWest Group Speak Up policy.

(2) Read more on the CCLA Modern Slavery Benchmark and its outcomes at ccla.co.uk.

(3) The two webinars on modern slavery concerns in the UK care sector were attended by 55 colleagues and 48 colleagues and healthcare clients respectively.

(4) 96 colleagues attended our training from the Supply Chain Sustainability School.

Sustainability review continued | Driving a culture of integrity and responsible risk management continued

Environmental and social risks

The activities of our customers often have environmental and social impacts, including polluting activities and the potential for human rights violations. From 1 January 2026, we updated the name of our Environmental, Social and Ethical (ESE) Risk Framework to the Environmental and Social (E&S) Risk Framework.⁽¹⁾

The E&S Risk Framework applies to all legal entities in NatWest Group for the onboarding of non-personal customers for the purpose of providing financing and applies to the management of E&S risk throughout these customers' life-cycles. It is comprised of E&S Risk Acceptance Criteria (RAC) for seven sectors which present heightened E&S risk and a RAC for human rights.⁽²⁾ Customers whose activities fall within a sector RAC, or any other customer where associated E&S risk concerns have been identified, are subject to enhanced due diligence. Customers whose activities fall within a sector RAC, or any other customer where associated E&S risk concerns have been identified, are subject to enhanced due diligence.

From 13 February 2026 the scope of the E&S Risk Framework was expanded from lending and loan underwriting to cover a broader definition of financing by including bond underwriting.

In 2025, we carried out enhanced due diligence in relation to

292

customers compared to 330 in 2024.

We performed enhanced due diligence in relation to 67 trade-related transactions involving defence equipment, compared to 71 in 2024.

→ Refer to page 275 for more information on our approach to reputational risk. Read more about our E&S RAC at natwestgroup.com.

→ Refer to page 28 of the [NatWest Group plc 2025 Climate Transition Plan Report](#) for further information on our E&S Risk Acceptance Criteria.

Meeting our tax responsibilities

At NatWest Group, we aim to pay the right amount of tax, both in the UK and other jurisdictions where we operate, following the spirit as well as the letter of the law.

During 2025, we paid a total of £2.63 billion of tax in the UK, compared to £2.46 billion in 2024. We were ranked as one of the highest taxpayers in terms of UK taxes paid in the PwC 2025 Total Tax Contribution survey of The 100 Group, which referenced our tax payments in 2024. The 100 Group represents members of the FTSE 100 along with several large private companies in the UK.

In addition to the taxes we pay, we also collect and administer taxes and social security contributions on behalf of governments. During 2025 we collected a total of £0.97 billion, compared to £0.89 billion in 2024, of tax on behalf of the UK Government, primarily in relation to employee income tax and National Insurance contributions (NIC).

The charts opposite show the different taxes we paid globally and in the UK, as well as the taxes we collected in the UK in 2025.

→ Read more about our approach to tax and management of tax risk in [Our Tax Strategy](#) and [2024 Tax Transparency Report](#).

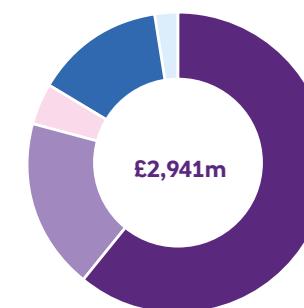
→ Read more about the taxes we paid in the UK and globally during 2025 on our tax webpage at natwestgroup.com.



£2,630 million

of tax was paid by
NatWest Group in the UK during 2025

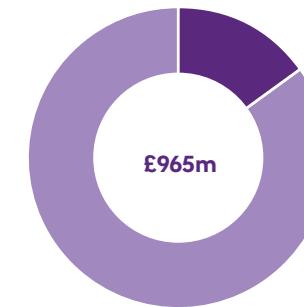
| | |
|-----------------------------|-------|
| Corporate income tax | 1,567 |
| Irrecoverable VAT/sales tax | 516 |
| Bank Levy | 125 |
| Employer payroll taxes | 362 |
| Business rates/other taxes | 60 |



£2,941 million

of tax was paid by
NatWest Group globally during 2025

| | |
|-----------------------------|-------|
| Corporate income tax | 1,792 |
| Irrecoverable VAT/sales tax | 544 |
| Bank levy | 127 |
| Employer payroll taxes | 412 |
| Business rates/other taxes | 66 |



£965 million

of tax was collected by
NatWest Group in the UK during 2025

| | |
|-----------------------------------|-----|
| Net VAT and other taxes collected | 147 |
| Employee income tax and NIC | 818 |

(1) This change better reflects the framework's underlying methodology which focuses on a risk-based approach aligned to our organisational risk appetite, rather than values-based judgements.

(2) As at the date of this publication, there are Risk Acceptance Criteria in place for the following sectors – Adult Entertainment, Animal Welfare, Defence & Private Security, Forestry, Fisheries & Agribusiness, Gambling, Mining & Metals, Energy Supply Sector, and Human Rights, which continue to be subject to change.

Sustainability review continued

Additional sustainability information

Our approach to assessment of key sustainability topics

To ensure our sustainability efforts deliver meaningful value to our stakeholders, we use a methodical assessment process to identify and assess themes of importance to our business and interests of our stakeholders. This disciplined approach enables us to focus on the topics that are important to our shared success and on creating sustainable value.

Our assessment approach

In determining the sustainability information to be included in this report, NatWest Group has complied with the mandatory requirements of sections 414CA and 414CB of the Companies Act 2006.

In addition, we identified and prioritised the key sustainability topics included in this report through stakeholder engagement and considerations relating to our own strategy and core business activities. We engaged with stakeholders through interviews, consultation workshops, meetings and surveys, along with drawing on insights from peer reviews, trends and industry practice.

These perspectives were considered as part of an internal review of the identified topics from a business and strategic lens, including consideration of their relevance to NatWest Group's activities and strategic direction, and the potential interactions between NatWest Group's activities and its stakeholders, including investors, customers, colleagues, communities and suppliers.

NatWest Group has also monitored developments in relation to the UN Principles of Responsible Banking, the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) standards. We used these frameworks for reference purposes only in identifying key sustainability topics. We have

not yet sought to fully align with these frameworks and they should not be interpreted as fully applied or adopted by NatWest Group.

By identifying the key sustainability topics, NatWest Group seeks to better prioritise matters most relevant to its stakeholders, embed sustainability considerations into decision making, manage emerging risks and capture opportunities. Applied across NatWest Group's value chain, this understanding is intended to help manage potential negative sustainability-related impacts, enhance potential contributions and align NatWest Group's actions with stakeholder expectations.

The assessment processes described above have not been conducted in accordance with the financial reporting requirements of the International Financial Reporting Standards, nor are they aligned with the sustainability-related disclosure standards expected to be introduced in the future. As such, the assessment process and any topics identified through them should be interpreted with appropriate caution.

Scope, challenges and limitations

The topics presented on page 40 represent key sustainability topics for NatWest Group and may differ across our legal entities and geographical footprint. Progress against individual topics can be varied. The topics are not necessarily indicative of, and may be different to, the topics we may disclose in future. Our list of key sustainability topics and stakeholders engaged may continue to evolve as subsequent key topics assessments are completed and as our, and the industry's understanding of the sustainability-related impacts, risks and opportunities (IROs) continues to develop.

Like many of our peer companies we continue to face challenges on data availability, comparability, and uncertainty on the extent of

sustainability-related impacts, as well as associated financial risks and opportunities. We also continue to actively consider new insights and data which may influence or enhance our view on key sustainability topics. We will continue to review industry developments and evolve our approach to the assessment of key sustainability topics with regards to new insights, data and developing regulatory requirements and frameworks. As a result, we expect that certain disclosures made in this report may be amended, updated, recalculated and/or restated in the future as the quality and completeness of our data and methodologies continue to improve.

Readers of the sustainability content of this report should take into consideration this section together with the Climate and sustainability-related risks on pages 420 to 422, alongside with Additional cautionary statement regarding climate and sustainability-related data, metrics and forward-looking statements on pages 429 to 430 and Cautionary statements in relation to the climate and sustainability-related disclosures on pages 431 of this report.

Preparing for incoming sustainability reporting standards

NatWest Group continues to monitor legal and regulatory reporting and disclosure requirements (such as the recent Financial Conduct Authority consultation on Aligning listed issuers' sustainability disclosures with international standards and the EU Corporate Sustainability Reporting Directive) with the aim to ensure that its disclosures are transparent, robust, and aligned with applicable legal and regulatory requirements and market expectations. In addition, we continue to monitor reporting standards, such as the UK Sustainability Reporting Standards and European Sustainability Reporting Standards,

other industry standards and evolving market practice to inform the ongoing development of our approach.

We continue to evolve our approach to assessing key sustainability topics, building on existing processes to develop a structured and consistent approach that informs our thinking and supports readiness for legal and regulatory requirements. In 2024, we piloted an initial approach with the objective of refining our understanding of sustainability topics and developing an assessment framework and underlying criteria, alongside an initial list of key topics. As part of this pilot, we mapped our stakeholders across our current view of our value chain to identify potential sustainability-related IROs which might arise, engaged internal teams to assess them, and validated findings through additional stakeholder input. The outcomes of this pilot provided a foundation for the further development of our approach and support future reporting and disclosure requirements as expectations continue to evolve.

In 2025, we continued to build on the pilot by further developing the assessment framework for key sustainability topics, and identifying potential data sources to support future analysis, our thinking and topic assessment.

These activities remain in exploration and in the development phase. They provide early insight into potential sustainability-related IROs and inform our longer term thinking. However, they did not determine the key sustainability topics for our 2025 reporting suite (as defined in this report) and previous reports which have not reflected the outcomes of this work.

As our understanding of sustainability-related IROs continues to mature, across both NatWest Group and the wider industry, our approach to the assessment of key sustainability topics may evolve accordingly.

Sustainability review | Additional sustainability information continued

Emissions and emissions estimates, methodologies and limitations⁽¹⁾

Operational emissions

NatWest Group's operational emissions methodology accounts for greenhouse gas emissions across Scopes 1, 2 and 3. The reporting boundary includes all entities and facilities under our operational control. Emissions reporting adheres to the Greenhouse Gas Protocol Corporate Standard, utilising both actual and estimated data to fill gaps.

As shown on page 55, Scope 1 includes direct emissions from fossil fuels and vehicles, while Scope 2 includes emissions from electricity. Scope 3 includes indirect emissions such as supply chain, business travel, commuting, omitting leased assets, processing of sold goods, franchises and investments from its operational value chain as these are reported elsewhere in the Group's carbon footprint or they are not considered relevant. For indirect emissions, we use a combination of supplier-specific, product and service-specific, and industry average data to estimate supply chain emissions.

Our emissions estimation methodology is regularly updated to enhance accuracy and reporting integrity, with a recalculation policy in place to adjust figures exceeding a 5% change threshold.

→ Refer to pages 13 to 16 of the [NatWest Group plc 2025 Climate Transition Plan Report](#) and pages 3 to 5 of the [NatWest Group 2025 Sustainability Basis of Reporting](#) for further details of our own operational emissions.

Financed emissions

Financed emissions: lending and investments

Financed emissions and emissions intensities are currently estimated on an annual basis for the total in-scope balance sheet. We publish our absolute emissions and emissions intensities one year in arrears of our financial reporting date to allow time for appropriate data sourcing, measurement and review. A common theme for emissions estimation across all sectors is data limitations, including lack of published emissions data and granularity of customer information. As a result, our estimates on page 54 are premised on use of the assumptions, extrapolations or aggregation at subsector levels. We expect our estimates of emissions to change as we improve the granularity and coverage of customer and asset climate data and develop our methodologies further.

→ Refer to page 41 of the [NatWest Group plc 2025 Climate Transition Plan Report](#) for a summary of our PCAF data quality scores by sector.

Specific limitations include:

- availability, accuracy and comparability of customer data and other public data sources
- susceptibility to variation year on year
- lack of industry comparability
- complex corporate structures
- double counting of Scope 3
- Scope 3 definition differences.

→ Refer to pages 39 to 42 of the [NatWest Group plc 2025 Climate Transition Plan Report](#) and pages 16 to 32 of the [NatWest Group 2025 Sustainability Basis of Reporting](#) for further details of our estimates of financed emissions.

Financed emissions: assets under management

Scope 1 and 2 estimated emissions from underlying investments and WACI covered 84% of Managed Assets and Bespoke AUM as at 31 July 2025. This included listed equity, corporate fixed income and government bond asset classes, equating to £30.2 billion.

Coverage increased from £17.1 billion in 2024 (55% of Managed and Bespoke AUM), driven by the availability of data for funds launched in 2024. Advisory assets continue to be excluded as investment decisions sit with our customers. Cash is also out of scope due to the lack of a defined methodology for this asset class.

Scope 3 emissions from underlying funds are excluded owing to uncertainty in the accuracy of available data. We continue to review our approach and anticipate changes in data coverage as our business operations change and new regulatory requirements take effect in our investment jurisdictions.

→ Refer to page 67 and pages 70 to 72 of the [NatWest Group plc 2025 Climate Transition Plan Report](#) for further details.

Facilitated emissions from bond underwriting and syndicated lending

NatWest Group estimates its facilitated emissions based on annual transaction volume. This reflects the transactional nature of capital markets activities and the period in which banks generate revenue from them.

We followed the PCAF Part B Global Greenhouse Gas Accounting and Reporting Standard for Facilitated Emissions to define an issuer as an organisation that issues debt or equity capital markets instruments.⁽²⁾ We also included green bond, green loan syndication^(3,4) and the role of co-manager⁽⁵⁾ in the estimation of facilitated emissions.

In line with the Standard, we allocated transactions based on actual volume facilitated where available. For remaining positions volume was apportioned equally among bookrunners/arrangers.

Where available, we use customer-level emissions data to estimate greenhouse gas emissions. If customer-level data was unavailable, emissions estimates (PCAF 4) or emission sector averages (PCAF 5) were used for emission intensities from 2024 and applied against 2025 volumes.

→ Refer to pages 43 to 44 [NatWest Group plc 2025 Climate Transition Plan Report](#) and pages 53 to 55 of the [2025 NatWest Markets Annual Report and Accounts](#) for further details of estimated facilitated emissions.

(1) Refer to page 45 of the [NatWest Group plc 2025 Climate Transition Plan Report](#) for our approach to restatements and re-baselining for our emissions and emissions estimates.

(2) NatWest Group's own bond issuances are not included within estimates of facilitated emissions.

(3) Green bonds and loans are excluded from PCAF's facilitated emissions standard. While these instruments are expected to have lower emissions intensity, there is currently no agreed method to quantify their emissions and NatWest Group does not distinguish these from conventional transactions or apply lower emissions. NatWest Group treats sustainability-linked and sustainable bond and loan activities as conventional for the purpose of estimating and reporting on facilitated emissions.

(4) NatWest Group 2024 climate and sustainable funding and financing inclusion criteria was used to determine the assets, activities and companies eligible for inclusion up to 30 June 2025. From 1 July 2025, the NatWest Group climate and transition finance framework was used.

(5) Co-managers are not captured by the PCAF Standard. We include transactions where we act as a co-manager in alignment with the GHG accounting 'follow the money approach' and with NatWest Group's climate and sustainable funding and financing inclusion criteria and the NatWest Group climate and transition finance framework.

Sustainability review | Additional sustainability information continued

Task Force on Climate-related Financial Disclosures (TCFD) overview



In 2025, climate-related disclosures have been made within the NatWest Group plc 2025 Annual Report and Accounts, the NatWest Group plc 2025 Climate Transition Plan Report, the NatWest Group plc 2025 Sustainability Basis of Reporting, and the NatWest Group plc 2025 Sustainability Datasheet (the '2025 Climate-related Disclosures Reporting Suite').

NatWest Group confirms that it has:

- made climate-related financial disclosures for the year ended 31 December 2025 that it believes are consistent with the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations and Recommended Disclosures (as defined in the FCA's Listing Rules, as amended by the Disclosure of Climate-Related Financial Information (No 2) Instrument 2021) which include (i) Final Report – Recommendations of TCFD (June 2017) (focusing in particular on the four recommendations and the eleven recommended disclosures set out in Figure 4 of Section C of the TCFD Final Report); (ii) Implementing the Recommendations of TCFD (October 2021 version); (iii) Technical Supplement – the Use of Scenario Analysis in Disclosure of Climate-related Risks and Opportunities (June 2017); (iv) Guidance on Risk Management Integration and Disclosure (October 2020); and (v) TCFD Guidance on Metrics, Targets and Transition Plans (October 2021 version) and summarised in the tables in the NatWest Group plc 2025 Sustainability Datasheet; and

- set out its climate-related financial disclosures in part in this report, in part in the NatWest Group plc 2025 Climate Transition Plan Report, in part in the NatWest Group plc 2025 Sustainability Basis of Reporting and in part in the NatWest Group plc 2025 Sustainability Datasheet (all published on 13 February 2026 and available at natwestgroup.com) to ensure that the disclosures are included in the most relevant sections in each report, as appropriate.

We have adopted this approach to seek to ensure that we have presented the detailed and technical content in the clearest position for users of these reports.

The climate-related disclosures in the 2025 Climate-related Disclosures Reporting Suite do not cover NatWest Group's Pension Fund (including both Defined Benefit Scheme and Retirement Savings Plan), which are reported on in separate climate-related disclosures published by the trustee of that Fund and regulated by The Pensions Regulator.

→ [Refer to the NatWest Group plc 2025 Sustainability Datasheet for progress against select industry-wide standards, including TCFD.](#)

→ [Refer to the Non-financial and sustainability information statement on pages 71 to 72 for cross-referencing against the Climate-related financial disclosures required by sections 414CA and 414CB of the Companies Act 2006.](#)

Disclosures addressing our regulatory obligation to report greenhouse gas (GHG) emissions pursuant to the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 which implement the government's policy on [Streamlined Energy and Carbon Reporting \(SECR\)](#) have been included on page 56.

Sustainability review | Additional sustainability information continued

This table outlines how we address the TCFD recommendations across our 2025 climate-related disclosures by mapping each TCFD pillar to the relevant disclosures and indicating where supporting information can be found within the suite. Full detailed cross-referencing is provided in the [NatWest Group plc 2025 Sustainability Datasheet](#).

| TCFD Pillars and recommendations | TCFD Recommended Disclosures | Section of the Annual report where disclosures are included in relation to the Companies Act | Section of the wider 2025 Climate-related disclosures with further details, in alignment with the Listing Rules |
|---|---|---|---|
| Governance Disclose the organisation's governance around climate-related issues and opportunities | a. Describe the Board's oversight of climate-related risks and opportunities. b. Describe management's role in assessing and managing climate-related risks and opportunities. | • Sustainability review, refer to page 51 • Governance and remuneration, refer to page 106 • Risk and capital management, refer to pages 254 to 256 | NatWest Group plc 2025 Climate Transition Plan Report, refer to pages 11, 18, and 66 |
| Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's business, strategy and financial planning where such information is material. | a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term. b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning. c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. | • Sustainability Review, refer to pages 48 to 53 • Risk and capital management, refer to pages 192, 213, 214 and 254 to 256 | NatWest Group plc 2025 Climate Transition Plan Report, refer to pages 11 to 16, 18 to 38, 53 to 58, 61, 64 |
| Risk management Disclose how the organisation identifies, assesses and manages climate-related risks. | a. Describe the organisation's processes for identifying and assessing climate-related risks. b. Describe the organisation's processes for managing climate-related risks. c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management. | • Sustainability Review, refer to pages 51 to 53 • Risk and capital management, refer to pages 254 to 256 | NatWest Group plc 2025 Climate Transition Plan Report, refer to pages 21, 22, 27, 28, 30, 31, 34, 37, 53 to 58 and 64 to 65 |
| Metrics and targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material. | a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process. b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions (GHG), and the related risks. c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets. | • Sustainability Review, refer to pages 48 to 56 • Risk and capital management, refer to pages 213 and 214 | NatWest Group plc 2025 Climate Transition Plan Report, refer to pages 12 to 16, 19 to 25, 26, 29 to 32, 35, 39 to 45 |
| | | | NatWest Group plc 2025 Sustainability Datasheet |

Sustainability review | Additional sustainability information continued

Non-financial and sustainability information statement

This non-financial and sustainability information statement provides an overview of topics and related reporting references in our external reporting as required by sections 414CA and 414CB of the Companies Act 2006.

We integrate non-financial and sustainability information across the NatWest Group 2025 Annual Report and Accounts, thereby promoting cohesive reporting of non-financial and sustainability matters.⁽¹⁾

Sustainability reporting frameworks and guidance

We monitor developments for reporting including metrics and targets. In 2025, our focus included the UN Principles of Responsible Banking, Global Reporting Initiative (GRI) standards, Sustainability Accounting Standards Board (SASB) standards, and the Task Force on Climate-related Financial Disclosures (TCFD).

Further information on non-financial and sustainability matters can be found within our reporting suite and additional reports/links as noted below.

- [2025 Climate Transition Plan Report](#)
- [2025 Sustainability Datasheet](#)
- [2025 Sustainability Basis of Reporting](#)
- [natwestgroup.com](#)

Assurance Approach

NatWest Group plc appointed Ernst & Young LLP (EY) to provide independent assurance⁽²⁾ over certain sustainability metrics. These sustainability metrics are marked as limited assurance (LA) and reasonable assurance (RA) within this report and presented in the Sustainability Basis of Reporting and Datasheet. The assurance engagement was planned and performed in accordance with the International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information as promulgated by the International Auditing and Assurance Standards Board (IAASB).

→ [An assurance report was issued and is available at natwestgroup.com. This report includes further details on the scope, respective responsibilities, work performed, limitations and conclusion.](#)

Where noted across this report, these indicate that the metric and underlying data were subject to external independent limited or reasonable assurance by EY.

(LA) Metric subject to independent Reasonable Assurance by EY

(RA) Metric subject to independent Limited Assurance by EY

Reporting requirement

| | | Page references in this report | Relevant policy or document available at natwestgroup.com |
|-------------------------|--|--|---|
| Business model | <ul style="list-style-type: none"> • Our business model • Our strategy • Our investment case • Measuring our 2025 performance • Progress against our 2025 strategic priorities • Business performance review • Our stakeholders | <ul style="list-style-type: none"> • 12 and 13 • 15 • 16 to 17 • 18 to 19 • 20 • 25 to 26, 28 to 29, 31 to 32 • 33 and 34 | |
| Our stakeholders | <ul style="list-style-type: none"> • Our stakeholders • Section 172(1) statement | <ul style="list-style-type: none"> • 33 to 34 • 36 to 37 | |
| Environment | <ul style="list-style-type: none"> • Adapting to evolving market trends • Risk overview • Risk factors | <ul style="list-style-type: none"> • 22 to 23 • 74 to 79 • 403 to 422 | Environmental and Social Risk Acceptance Criteria |
| Our colleagues | <ul style="list-style-type: none"> • Skilled, engaged and inclusive workforce • Supporting colleague wellbeing • Creating an inclusive workforce | <ul style="list-style-type: none"> • 59 to 63 • 61 • 62 to 63 | Our Code of conduct |

(1) For details on dependencies applicable to and reliance on our climate and sustainability-related ambitions, targets and commitments, refer to Risk factors, including Climate and sustainability-related risks on pages 420 to 422, Additional cautionary statement regarding climate and sustainability-related data, metrics and forward looking statements, and Cautionary statements in relation to the climate and sustainability-related disclosures on pages 429 to 431 of this report.

(2) For limitations on external assurance of sustainability-related metrics, refer to Additional cautionary statements on pages 429 to 430 of this report.

Sustainability review | Additional sustainability information continued

| Reporting requirement | Page references in this report | Relevant policy or document available at natwestgroup.com | |
|--|--|---|---|
| Governance | <ul style="list-style-type: none">Section 172(1) statementGovernance and remunerationGovernance at a glanceDiversity in the boardroomUK Corporate Governance Code 2024Our governance frameworkDirectors' remuneration reportAnnual remuneration reportReport of the directorsStatement of directors' responsibilities | <ul style="list-style-type: none">36 to 3795 to 176102103104105140 to 150151 to 168172 to 175176 | Boardroom Inclusion Policy |
| Social matters | <ul style="list-style-type: none">Our business modelOur strategyMeasuring our 2025 performanceProgress against our 2025 strategic prioritiesBusiness performanceOur stakeholdersSupporting customers and communities through our banking products and servicesSkilled, engaged and inclusive workforceCreating an inclusive workforceConflicts of interest, Advocacy and political involvement | <ul style="list-style-type: none">12 to 131518 to 192025 to 26, 28 to 29, 31 to 3233 to 3441 to 4459 to 6362 to 6365 | Supplier Code of Best Practice |
| Respect for human rights | <ul style="list-style-type: none">Respect for human rights | <ul style="list-style-type: none">65 | Human Rights Report |
| Anti-bribery and corruption (ABC) | <ul style="list-style-type: none">Detecting and preventing financial crime, corruption and briberyProtecting whistleblowersRisk overviewRisk management frameworkCompliance and conduct riskFinancial crime risk | <ul style="list-style-type: none">57 to 5864 to 6574 to 79177 to 186272273 | Financial crime statement |
| Risk management | <ul style="list-style-type: none">Risk overviewRisk and capital managementRisk factors | <ul style="list-style-type: none">74 to 79177 to 275403 to 422 | Environmental and Social Risk Acceptance Criteria |
| Climate-related financial disclosures as required by sections 414CA and 414CB of the Companies Act 2006 | <ul style="list-style-type: none">A description of the company's governance arrangements in relation to assessing and managing climate-related risks and opportunities.A description of how the company identifies, assesses, and manages climate-related risks and opportunities.A description of how processes for identifying, assessing, and managing climate-related risks are integrated into the company's overall risk management process.A description of (i) the principal climate-related risks and opportunities arising in connection with the company's operations, and (ii) the time periods by reference to which those risks and opportunities are assessed.A description of the actual and potential impacts of the principal climate-related risks and opportunities on the company's business model and strategy.An analysis of the resilience of the company's business model and strategy, taking into account consideration of different climate-related scenarios.A description of the targets used by the company to manage climate-related risks and to realise climate-related opportunities and of performance against those targets.The key performance indicators used to assess progress against targets used to manage climate-related risks and realise climate-related opportunities and a description of the calculations on which those key performance indicators are based. | <ul style="list-style-type: none">5151 to 5351 to 5351 to 5351 to 5351 to 535349 to 5649 to 55, 68 | NatWest Group plc 2025 Climate Transition Plan Report |

Succeeding with customers

Case study – helping build better businesses

Opening up new export markets

When Wall Colmonoy Ltd, a global materials engineering group, began investing in new technologies to grow its manufacturing capabilities, the management team knew they were entering an important phase for the Swansea Valley business. They wanted to move into new markets, manage the currency risks of international trading, and protect around 200 jobs at the company.

As the plans took shape, the company worked closely with NatWest Group, who supported day-to-day banking and foreign exchange (FX) hedging, while also helping the business navigate major investment stages. Regular, open communication meant the bank could tailor financial guidance and products to meet the pace and structure of each upgrade.

Now, with new processes in place and a clearer route into additional international markets, Wall Colmonoy Ltd is progressing with confidence.



Pontardawe

Our impact

Investment support to strengthen growth strategy.

FX hedging and guidance to help manage international currency exposure.

Backing to protect around 200 jobs and create new training pathways in the Swansea Valley.



‘Working with NatWest gives us confidence to strive forward in the way that we are. We’ve been offered great customer support and products. In turn, that has allowed us to deliver on strategic objectives to grow our business’

Rob Davies, Managing Director,
Wall Colmonoy Ltd.

Rob Davies (left) and Paul Dunne – NatWest Group Relationship Manager (right)

Risk overview

Effective risk management helps to ensure that NatWest Group delivers its long-term strategy.

Approach to risk management

The enterprise-wide risk management framework (EWRMF) sets out the approach to managing risk across NatWest Group and provides a common risk language to facilitate effective risk management. The framework applies to all subsidiary legal entities, business segments and functions to help deliver NatWest Group's strategy in a safe and sustainable way.

Risk culture

Our approach to risk culture, under the banner of intelligent risk-taking, ensures a focus on robust risk management behaviours and practices. This approach, in line with our strategy across all three lines of defence, enables us to support better customer outcomes, develop a stronger and more sustainable business. During 2025, we reviewed and evolved the key outcomes to deliver on the intelligent risk-taking approach. The new outcomes focus on effective decision-making, empowered outcomes and embedded risk practices.

Risk governance

The Board is collectively responsible for promoting the long-term sustainable success of NatWest Group, driving shareholder value and NatWest Group's contribution to wider society by providing direction and leadership within a framework of prudent and effective controls which enables risks to be assessed and managed.

It reviews and approves the EWRMF (including NatWest Group's risk appetite framework) and approves the risk appetite in accordance with the risk appetite framework. It monitors performance against risk appetite, considers material risks and reviews the effectiveness of risk management and internal control systems.

The Group Board Risk Committee (BRC) provides oversight and advice to the Board on current and potential future risk exposures, future risk profile including risk appetite and the approval and effectiveness of the EWRMF. It reviews performance relative to risk appetite, the effectiveness of internal controls required to manage risk and all material risk exposures and management's recommendations to monitor, control and mitigate such exposures, including for all principal and emerging risks. The BRC also approves the key risk policies in accordance with the EWRMF, approves the enterprise-wide risk management strategy (EWRMS)⁽¹⁾, and oversees its effective delivery. It reviews and as required approves (subject to the escalation of any material concerns to the Board as appropriate) the results of material internal and regulatory NatWest Group-wide stress tests and the ICAAP and ILAAP submissions.

The Executive Risk Committee (ERC) supports the Chief Risk Officer (CRO) and other accountable executives in discharging their risk management accountabilities. It reviews, challenges and debates all material risk exposures including all principal risks, and management's recommendations to monitor and control such exposures.

It reviews the performance of NatWest Group relative to risk appetite and oversees management's implementation of the risk appetite framework and the embedding of risk appetite within NatWest Group. The ERC receives and reviews reports on emerging risks, reviews the EWRMF, key risk policies⁽¹⁾ and the EWRMS and supports their recommendation to the BRC. It drives the implementation and embedding of the EWRMF.

Three lines of defence

In line with industry best practice and sound risk governance principles, NatWest Group adopts a three lines of defence model of risk governance. Everyone has a responsibility for the intelligent management of risk in day-to-day activities. This includes actively demonstrating risk practices and behaviours that are consistent with NatWest Group's desired risk culture.

As the second line of defence, the Risk function has a mandate to undertake proactive risk oversight and monitoring of all risk management activities including maintaining a robust control environment. The Risk function designs and maintains the EWRMF. The CRO leads the Risk function and plays an integral role in advising the Board on NatWest Group's risk profile. This includes continuous monitoring to confirm that NatWest Group engages in sustainable risk-taking activities in pursuit of strategic objectives.

Risk appetite

The risk appetite framework is a component of the EWRMF and establishes the extent of permissible risk-taking to support business outcomes and delivery of the strategy. The EWRMF sets out the requirements regarding how risk appetite is implemented through risk policies and standards and translated into operational procedures. This consistent approach is followed for all principal risks, frameworks, tools and techniques. Risk appetite is approved at least annually by the Board on the BRC's recommendation to ensure it remains appropriate and aligned to strategy.

Risk profile

NatWest Group maintained a stable risk profile in 2025 despite geopolitical tensions creating an uncertain risk environment. The overall financial risk profile remained within risk appetite supported by stable economic conditions. Key developments included:

- A strong capital position was maintained in 2025, with a CET1 ratio of 14.0%.
- A robust liquidity and funding risk profile was maintained throughout 2025, with an average liquidity coverage ratio of 147% and an average net stable funding ratio of 135%.

(1) Risk policies are in place for each principal risk and define, at a high level, the cascade of qualitative expectation, guidance and standards that stipulate the nature and extent of permissible risk-taking. They are consistently applied across NatWest Group and subsidiary legal entities and form part of the qualitative expression of risk appetite for each principal risk.

Risk overview continued

Enterprise-wide risk management framework

The enterprise-wide risk management framework (EWRMF) sets out our approach to managing risk across NatWest Group and provides a common risk language and framework to facilitate effective risk management. The building blocks of the EWRMF are:

The EWRMF sets out a common risk language and standard definitions to ensure consistency in the application of risk management terminology.

The risk toolkit cycle outlines the NatWest Group-wide approach to identify, assess, mitigate, monitor and report risks.

Principal risks are used as the basis for setting risk appetite and risk identification.

Financial risks

- Credit risk
- Capital risk
- Liquidity and funding risk
- Climate and nature risk
- Non-traded market risk
- Traded market risk
- Pension risk

Non-financial risks

- Operational risk
- Compliance risk
- Conduct risk
- Financial crime risk
- Model risk
- Reputational risk

Enterprise-wide risk management framework

Risk appetite

Risk appetite is defined as the type and aggregate level of risk NatWest Group is willing to accept in pursuit of its strategic objectives and business plans.

Risk governance

NatWest Group's governance structure facilitates sound risk management decision-making, in line with standards of good corporate governance.

Three lines of defence

NatWest Group adopts a three lines of defence model of risk governance. Everyone has a responsibility for intelligent risk-taking.

Risk culture

The EWRMF is centred on the embedding of a strong risk culture that encompasses both prudential and conduct risk outcomes and prescribed behaviours.

Common risk language, architecture and approach

Risk directory and principal risks

The risk directory provides a common language to ensure that consistent terminology is used across NatWest Group to describe the principal risks.

Principal risk policies

Risk policies are in place for each principal risk and define, at a high level, the cascade of qualitative expectations, guidance and standards that stipulate the nature and extent of permissible risk-taking.

Risk standards

Risk standards provide a more granular expression of the risk policies and provide the detail for the first line of defence to develop operational policies/procedures.

Risk toolkits

Risk toolkits define the approaches, tools and techniques for managing risk (split by all principal risks, financial and non-financial risks).

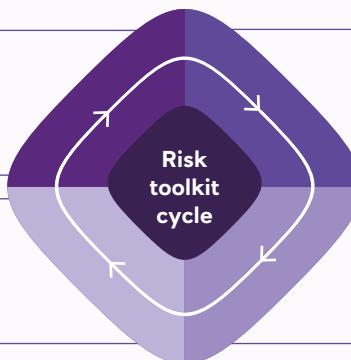
The risk toolkit cycle

Report

Reporting of the risk profile, emerging themes, current issues and other key information.

Monitor

Monitoring of the risk profile through principal risk indicators or other key metrics.



Identify and assess

Effective risk identification and assessment to understand the risk profile.

Mitigate

Determination of the appropriate action for how risks are managed or mitigated.

Risk overview continued

Risk directory and principal risks

| Principal risks – financial | Key developments in 2025 | Risk management actions |
|---|---|---|
| Credit risk – the risk that customers, counterparties or issuers fail to meet a contractual obligation to settle outstanding amounts. | <ul style="list-style-type: none">Personal portfolio growth in 2025 was a result of continuing organic demand as well as the Sainsbury's acquisition.Non-Personal portfolio growth was mainly across strategic areas including funds financing and corporates. | <ul style="list-style-type: none">Extensive and thorough credit processes, strategies and controls are in place to ensure effective risk identification, management and oversight.Personal credit risk – adjustments are made to affordability assumptions and stress rates to ensure that lending continues to be assessed appropriately.Non-Personal credit risk – sector appetite continues to be reviewed regularly, with particular focus on sector clusters and sub-sectors that are deemed to represent a heightened risk. |
| Capital risk – the risk that there is the inability to conduct business in base or stress conditions on a risk or leverage basis due to insufficient qualifying capital as well as the failure to assess, monitor, plan and manage capital adequacy requirements. | <ul style="list-style-type: none">A strong capital position was maintained in 2025, with a CET1 ratio of 14.0%, which was within NatWest Group's target of 13-14%. | <ul style="list-style-type: none">Capital planning is integrated into NatWest Group's wider annual budgeting process with capital plans produced over a five-year planning horizon under expected and stress conditions.Stress testing is a principal risk management tool and is used to quantify and evaluate the potential impact of risks on the financial strength and capital position. |
| Liquidity risk – the risk of being unable to meet actual or potential financial obligations in a timely manner when they fall due in the short term. Funding risk – the risk that current or prospective financial obligations cannot be met as they fall due in the medium to long term, either at all or without increasing funding costs unacceptably. | <ul style="list-style-type: none">A robust liquidity and funding risk profile was maintained throughout 2025, with an average liquidity coverage ratio of 147% and an average net stable funding ratio of 135%. | <ul style="list-style-type: none">A suite of tools is used to monitor, limit and stress test the liquidity and funding risks on the balance sheet. Limit frameworks are in place to control the level of liquidity risk, asset and liability mismatches and funding concentrations. Liquidity condition indicators are monitored daily.Performance is reported to the Asset & Liability Management Committee on a regular basis. |
| Climate and nature risk – the threat of financial loss or adverse non-financial impacts associated with climate change and nature loss respectively and the political, economic and environmental responses to it. | <ul style="list-style-type: none">Climate risk modelling capabilities, including internal physical risk modelling, continued to be enhanced.The coverage of the climate decisioning framework and its associated use also broadened during the year. | <ul style="list-style-type: none">Climate risk analytics are increasingly integrated within risk management processes such as capital adequacy, impairments, and transition plan processes.Consideration of climate risk within credit risk decisioning at a customer level is maturing. Initial use cases have been introduced: higher-risk transactions are identified for enhanced oversight or escalated approval. |
| Non-traded market risk – the risk to the value of assets or liabilities outside the trading book, or the risk to income, that arises from changes in market prices such as interest rates, foreign exchange rates and equity prices, or from changes in managed rates. | <ul style="list-style-type: none">Overall, total value-at-risk (VaR) decreased. The largest component, credit spread VaR, remained relatively stable as bond holdings in the liquidity portfolio remained generally consistent.The notional of the structural hedge rose slightly, reflecting increased equity structural hedging and deposit stability. | <ul style="list-style-type: none">Non-traded market risk appetite is measured via VaR, SVaR, sensitivity and stress limits, and earnings-at-risk limits.Limits are reviewed to reflect changes in risk appetite, business plans, portfolio composition and the market and economic environments.Non-traded market risk stress results are combined with those for other risks into capital planning. |
| Traded market risk – the risk of losses in trading book positions from fluctuations in market variables, such as interest rates, credit spreads, foreign exchange rates, equity prices, implied volatilities and asset correlations. | <ul style="list-style-type: none">Drivers of market volatility during the year included global inflationary concerns, US tariffs, the ongoing Russia-Ukraine conflict and geopolitical tensions in the Middle East.Traded VaR and SVaR remained within appetite, aided by NatWest Group's continued disciplined approach to risk-taking. | <ul style="list-style-type: none">VaR, SVaR and the incremental risk charge are used to measure traded market risk.Traded market risk exposures are monitored against limits and analysed daily.Limit reporting is supplemented with regulatory capital and stress testing. |
| Pension risk – The inability to meet contractual obligations and other liabilities to the established employee or related company pension scheme. | <ul style="list-style-type: none">During the year, the Trustee of the Main section of the NatWest Group Pension Fund completed partial buy-in transactions, in addition to those completed during 2024, passing demographic and market risk to third-party insurers. Over 40% of the scheme's liabilities are now covered by buy-in policies, which is an increase from one-third at the end of 2024. | <ul style="list-style-type: none">Pension risk is monitored by the Executive Risk Committee and the Board Risk Committee. Relevant pension risk matters are escalated to the Board as applicable.NatWest Group also undertakes stress tests on its material defined benefit pension schemes each year. These tests are also used to satisfy the requests of regulatory bodies such as the Bank of England. |

Risk overview continued

| Principal risks – non-financial | Key developments in 2025 | Risk management actions |
|---|--|--|
| Operational risk – the risk of loss resulting from inadequate or failed internal processes, people and systems, or external events. It arises from day-to-day operations and is relevant to every aspect of the business. | <ul style="list-style-type: none">The enhanced risk and control self-assessment approach was refined further with a focus on material operational risks and controls across the key end-to-end processes.Operational resilience continued to evolve, UK/EU Digital Operational Resilience Act compliance was achieved along with the assessment of plausible, increasingly severe, complex, and prolonged scenario tests for cyber, third-party, and major IT failure risks.Threat horizon scanning and vulnerability management processes were enhanced to support risk identification, scenario testing and the prioritisation of risk mitigation activities. | <ul style="list-style-type: none">The operational risk frameworks outline the principles and approaches used across NatWest Group, which are aligned to regulatory requirements and risk appetite. These frameworks outline controls, management information and standards used to identify, manage, and reduce operational risks and support continued operational resilience.A robust approach to operational resilience is maintained through comprehensive NatWest Group-wide processes. These include regular scenario tests that simulate increasingly severe and sophisticated disruption events. |
| Compliance risk – the risk that NatWest Group fails to observe the letter and spirit of all relevant laws, codes, rules, regulations and standards of good market practice. | <ul style="list-style-type: none">On 4 September 2025, the US Court of Appeal approved an amendment of the plea agreement and formally terminated the Monitorship (extended oversight) of NatWest Markets Plc (NWM) obligations under the plea agreement and probation has been extended until December 2026. Going forward, NWM will report progress on the compliance programme directly to the US Department of Justice.The Judicial Review challenging the Financial Ombudsman Service's interpretation of 'unfair relationships' under Section 140 of the Consumer Credit Act remains ongoing. NatWest Group and peer banks have raised concerns over the reopening of closed complaints, with the FCA intervening in support of NatWest Group's position. | <ul style="list-style-type: none">Regulatory horizon scanning is conducted to identify and address changes in regulatory requirements. Rules mapping exists to ensure the key products and supporting services that NatWest Group provides are compliant with all applicable regulatory requirements, including structured breach identification, remediation. Reporting processes are in place that include mandatory reporting timelines.Policies and procedures set out the principles that apply across NatWest Group, aligned to its risk appetite, with appropriate control frameworks, management information, standards and training implemented to identify and manage regulatory compliance risk. |
| Conduct risk – the risk of inappropriate behaviour towards customers, or in the markets in which NatWest Group operates, which leads to poor or inappropriate customer outcomes and/or undermines market integrity. | <ul style="list-style-type: none">The compliance and conduct risk framework was reviewed against the Operational Riskdata eXchange Association regulatory compliance and conduct risk taxonomy leading to proposals for new level 2 risks and a potential merger of conduct and regulatory compliance into a single risk from 2026. These changes aim to improve risk coverage, align with the EWRMF, and reflect industry best practice. | <ul style="list-style-type: none">Risk standards are in place to ensure appropriate controls and processes that deliver good customer outcomes and support market integrity.Ongoing monitoring and testing of good customer outcome measures to ensure good outcomes are delivered for customers, and to ensure products continue to offer customers fair value, throughout the product and service lifecycle, driving continuous improvement. |
| Financial crime risk – the risk that NatWest Group's products, services, employees and/or third parties are intentionally or unintentionally used to facilitate financial crime in the form of money laundering, terrorist financing, bribery and corruption, sanctions and tax evasion, as well as external or internal fraud. | <ul style="list-style-type: none">Significant investment continued to be made to support the delivery of the multi-year transformation plan across financial crime risk management.Enhancements were made to technology, data quality and data analytics to improve the effectiveness of systems used to monitor customers and transactions. | <ul style="list-style-type: none">The financial crime framework, relevant policies, systems, processes and controls are used to mitigate and manage financial crime risk. This includes the use of dedicated screening and monitoring systems and controls to identify people, organisations, transactions and behaviours that may require further investigation or other actions. |
| Model risk – the potential for adverse consequences from model errors or the inappropriate use of modelled outputs to inform business decisions. | <ul style="list-style-type: none">The model risk management framework was updated in line with SS1/23, including bringing material and complex deterministic quantitative methods into scope.Model inventory system design and model risk data accuracy were improved to strengthen overall model risk management and oversight. | <ul style="list-style-type: none">Model risk appetite is set to limit the level of model risk that NatWest Group is willing to accept in the course of its business activities. Policies, toolkits and model standards related to the development, validation, approval, implementation, use and ongoing monitoring of models are in place to ensure adequate control across the lifecycle of an individual model. This includes refining, redeveloping or restricting use of models where appropriate. |
| Reputational risk – the risk of damage to stakeholder trust due to negative consequences arising from internal actions or external events. | <ul style="list-style-type: none">Enhancements were made to expand the requirements of the reputational risk policy to suppliers and third parties.The environmental, social and ethical (ESE) animal welfare, mining and metals and forestry, fisheries and agribusiness risk acceptance criteria were reviewed and updated in line with strategic objectives.From 1 January 2026, the name of the ESE risk framework was updated to the Environmental and Social Risk Framework. This change better reflects the framework's underlying methodology which focuses on a risk-based approach aligned to organisational risk appetite, rather than values-based judgements. | <ul style="list-style-type: none">Relevant internal and external factors are monitored through regular reporting via reputational risk registers at business or legal entity level. They are escalated, where appropriate, to the relevant business risk committee and, where material, to the Group Reputational Risk Committee.Standards of conduct are in place across NatWest Group requiring strict adherence to policies, procedures and ways of working to ensure business is transacted in a way that meets – or exceeds – stakeholder expectations. |

Risk overview continued

Top and emerging risks

Top and emerging risks are future scenarios that could have a significantly negative impact on our ability to operate or deliver our strategy and are managed through the EWRMF toolkit. They usually combine elements of several principal risks and require a coordinated management response. Top risks could occur or require management action within two years, while emerging risks are evolving and/or could occur over a longer time horizon but have the potential to become a top risk. In 2025, the ERC, the BRC and the Board received regular reporting on top and emerging risks. The BRC also engaged in a focused horizon scanning session in 2025 and discussed top and emerging risks regularly during 2025 to enable their early identification and mitigation. The top and emerging risks scenarios that follow are shown in alphabetical order.

| Top risk scenarios in focus in 2025 | Description | Risk management actions |
|-------------------------------------|--|--|
| Artificial intelligence | Innovations in artificial intelligence (AI), including generative AI, may rapidly transform and disrupt customer interactions, the industry and the economy. NatWest Group's ability to continue to deploy AI solutions and integrate AI in systems and controls will become increasingly important to retaining and growing business. There can be no certainty that NatWest Group's innovation strategy will be successful, and competitors may be more successful in implementing AI technologies, in turn, affecting industry competitive dynamics. Developments in AI may also result in increased model risk and rising levels of fraud. | <ul style="list-style-type: none">NatWest Group closely monitors developments in disruptive technologies, including AI. Strategy is developed as appropriate to leverage AI across NatWest Group with a focus on helping improve customer journeys, personalisation, colleague effectiveness and improved risk and capital management. Using AI safely and ethically is a key area of focus, alongside compliance with evolving AI regulation. This includes developing a robust set of controls for the use of AI models and tools across NatWest Group. AI risk management is being developed proactively to reflect technological and systems advances. |
| Climate ambitions | NatWest Group's climate strategy – including ambitions, targets, and transition planning – carries significant financial and non-financial risks. Achieving these goals depends on timely and appropriate government policy, technology developments, and on suppliers, customers and society supporting the transition. | <ul style="list-style-type: none">Following the review of our climate ambitions and targets in 2025 in the context of the UK Committee on Climate Change's (UK CCC) issued advice and our progress to date, we have retained our ambition to at least halve the climate impact of our financing activity by 2030, against a 2019 baseline, having achieved a 39% reduction between 2019 and 2024, primarily through strategic decisions and methodology and data enhancements. |
| Cyberattack | There is a constantly evolving threat from cyberattacks which are increasing in terms of frequency, sophistication, impact and severity. This includes hostile attempts to gain access to and exploit potential vulnerabilities of IT systems including via malware. Any failure in NatWest Group's cybersecurity policies, procedures or controls, may result in significant financial losses, major business disruption, inability to deliver customer services, loss of data and associated reputational damage. | <ul style="list-style-type: none">NatWest Group continues to invest in additional capability to defend against threats including developing and evolving cybersecurity policies, procedures and controls that are designed to minimise the possibility of, and the potential effect of such attacks. The focus is to manage the impact of the attacks and maintain services for NatWest Group's customers. This includes proving cyber resilience capabilities via stress testing of NatWest Group's important business services. In addition, NatWest Group utilises threat intelligence to inform its approach to identifying and responding to potential cyber risks. |
| Digital currency | NatWest Group operates in markets which would be exposed to any developments in digital currency and/or assets, including tokenised deposits, stablecoins and a UK central bank digital currency (CBDC). The introduction of new digital currencies could result in deposit outflows, higher funding costs, and/or other implications for UK banks including NatWest Group. | <ul style="list-style-type: none">NatWest Group is focused on delivery of its digital asset strategy which includes participation in tokenised deposit pilots, and close engagement with regulators on future regulatory regimes for digital assets and monitoring of industry developments. This approach ensures alignment with emerging market practices and regulatory expectations.NatWest Group maintains an Executive Steering Group on digital assets which oversees developments and engagement on digital currencies. It also coordinates engagement with the UK Government and regulators on digital currency developments and financial market infrastructures such as proposals on regulatory treatment of UK stablecoins. |

Risk overview continued

| Top risk scenarios in focus in 2025 | Description | Risk management actions |
|--|--|---|
| Economic and interest rate volatility | Economic conditions could deteriorate, depending on factors including weak economic activity, fiscal policies, volatility in interest rates, liquidity pressures, sharp falls in asset prices, escalating geopolitical tensions and concerns regarding sovereign debt or sovereign credit ratings. Any of these may have a materially adverse effect on NatWest Group's future financial prospects. | <ul style="list-style-type: none">A range of complementary approaches is used to mitigate the risks, such as targeted scenario analysis, stress tests, targeted customer reviews and reviews of risk appetite. Stress tests in 2025 included completion of regulatory stress tests as well as a range of internal scenarios. |
| Evolving regulation | NatWest Group's businesses are subject to substantial regulation and oversight, both of which are constantly evolving and may have an adverse impact on NatWest Group. Areas of ongoing regulatory focus include Basel 3.1 standards implementation, including the resulting effect on RWAs and models, as well as the effective management of financial crime. | <ul style="list-style-type: none">NatWest Group constantly monitors regulatory change. It engages closely with regulators in the shaping of regulation that materially impacts NatWest Group, responding when necessary, either bilaterally or in partnership with one of the affiliated industry bodies. NatWest Group implements new responses to regulatory requirements where applicable and uses frequent engagement meetings with regulators to discuss key priorities. |
| Increased competition | Competitive pressures could intensify, impeding NatWest Group's ability to grow or retain market share, impacting revenues and profitability, particularly in the UK Retail Banking and Commercial & Institutional segments. Drivers of competition mainly relate to developments in technology, evolving incumbents, challengers, new entrants to the market, shifts in customer behaviour and changes in regulation. For example, increased competition from technology conglomerates, who may have competitive advantages in scale, technology and customer engagement (including brand recognition). | <ul style="list-style-type: none">NatWest Group closely monitors the competitive environment and adapts its strategy as appropriate. This includes using scenario analysis and assessing how mega-trends will impact industry competitive dynamics. Strategic responses are focused on the delivery of innovative and compelling propositions for customers and effectively leveraging acquisitions and partnerships. |
| Operational risk scenarios | Operational risks are inherent in NatWest Group's businesses and a broad range of scenarios are considered. NatWest Group could be adversely impacted by scenarios including a failure to access current, complete, and accurate data, or disruption to services if a third-party service provider experienced any interruptions. These scenarios could result in business and customer interruption and related reputational damage, significant compensation costs, regulatory sanctions and/or a breach of applicable regulations. | <ul style="list-style-type: none">NatWest Group maintains a robust approach to operational resilience through comprehensive, Group-wide processes and regular scenario tests to ensure effective management of interconnected operational risks.NatWest Group devotes significant resources to third-party risk management. Focus areas include identifying critical-service suppliers, developing robust exit and contingency plans in the event of supply chain disruption, and ensuring appropriate monitoring and oversight of third-party performance.Effective and ethical use of data is critical to NatWest Group's goals, with continued focus on delivering our long-term data strategy alongside enhancing control and policy frameworks governing data usage. |
| Emerging risk scenarios in focus in 2025 | Description | Risk management actions |
| Geopolitical risk | NatWest Group is exposed to risks arising from geopolitical events or political developments. Geopolitical tensions remain elevated and a range of potential scenarios and impacts are considered. This includes the potential impact of armed conflict, global trade and supply chain disruption, volatility in commodity prices, protectionist policies or trade barriers and state-sponsored cyberattacks. | <ul style="list-style-type: none">NatWest Group closely monitors the geopolitical risk outlook and undertakes regular scenario analysis to understand the potential impacts and takes mitigating actions as required. This includes second and third-order analysis of impacts, for example, through customers' supply chain disruption or disruption to third-party providers. |
| Market-based finance (MBF) | NatWest Group is exposed to vulnerabilities within shadow banking or MBF, given the interlinkages between UK banks and MBF. This includes the potential for stress events or shocks to financial markets. | <ul style="list-style-type: none">NatWest Group closely monitors exposure to MBF. An internal framework for the identification, management, control and mitigation of the risks associated with exposure to MBF is maintained. This includes effective reporting and governance in respect of such exposure. |
| Physical climate risk | Intensifying physical climate-related risks, including climate events, materially increasing in frequency and/or severity, results in direct impacts on property, infrastructure, supply chains, geopolitics and economic activity. This could lead to significant credit, operational (for example, business continuity), market, liquidity, pension risks and/or non-financial risks and, if those risks are not mitigated, losses. | <ul style="list-style-type: none">NatWest Group leverages scenario analysis to explore the potential impact of physical climate risks and ensure appropriate mitigation. NatWest Group includes a scenario exploring quantifiable impacts of chronic physical climate effects, such as a drag on labour and land productivity, and acute physical shocks such as droughts, heatwaves, wildfires and floods within its suite of stress-testing scenarios. In addition, a qualitative scenario is used to explore cascading and complex risks, including potential earth system tipping points, that are currently challenging for quantitative scenarios and models to capture. |

Viability statement

In accordance with Provision 31 of the UK Corporate Governance Code, the Board is required to make a statement in the Annual Report and Accounts regarding NatWest Group's viability over a specified time horizon.

Considerations

In assessing NatWest Group's future viability, the Board considers a period of three years to be appropriate. The budget and business planning processes are based on a five-year horizon. However, a three-year period is considered more suitable given levels of uncertainty increase as the time horizon extends.

In assessing NatWest Group's viability over this time frame, the Board has considered a wide range of information including:

Strategic and financial outlook

- NatWest Group's business and strategic plans.
- Profitability outlook, including 2028 Return on Tangible Equity (ROTE) guidance.
- Current capital position and projections over the relevant period.
- Liquidity and funding profile and projections over the relevant period.
- Internal scenarios and stress tests, which consider the material risks and uncertainties facing NatWest Group.
- The strategic, risk and financial outlook for the financial services sector.

Risk management and risk profile

- NatWest Group's enterprise-wide risk management framework (EWRMF) including the processes by which risks are identified and mitigated.
- NatWest Group's risk profile including any breaches of risk appetite and top and emerging risks that could have a significant negative impact on NatWest Group's ability to operate.

Regulatory

- Mandatory regulatory processes including the Bank of England 2025 Bank Capital Stress Test (BCST), together with the outcomes of the Internal Capital Adequacy Assessment Process (ICAAP) and Internal Liquidity Adequacy Assessment Process (ILAAP).
- Regulatory requirements, including in relation to the implementation of the Basel 3.1 standards (covering credit risk, market risk, operational risk), implications of CRD VI on the EU operating model, and CRD IV – IRB models programme; alongside other mandatory obligations such as stress testing, operational resilience and climate risk.

Operating environment

- Consideration of the operating environment for NatWest Group including shifts in customer behaviour, developments in technology, economic trends and competitive factors.

Assessment

NatWest Group's business and strategic plans, which are reviewed and evaluated at least annually, provide long-term direction and assess resilience to a range of risks across the planning horizon. These plans include multi-year forecasts assessing NatWest Group's expected financial position throughout the planning period.

The 2025 financial performance of NatWest Group was also considered as part of the assessment. As at the 31 December 2025 this included:

- NatWest Group's robust capital position; CET1 ratio of 14.0% provides significant headroom above both NatWest Group's minimum requirements and its maximum distributable amount threshold requirements.
- NatWest Group's strong liquidity and funding position; the liquidity portfolio of £238 billion, a robust liquidity coverage ratio of 147% and a net stable funding ratio of 135%.
- NatWest Group's tangible net asset value per share increased 21% to 381p as at 31 December 2025.
- NatWest Group's return to private ownership following the UK Government's exit from its shareholding, reinforcing strategic flexibility and market confidence.

A suite of economic scenarios supports NatWest Group's financial planning processes. Stress testing is a key risk and financial management tool and is integrated with financial planning processes. It is used to quantify and evaluate the potential impact of material risks on the financial strength of NatWest Group, including its liquidity and capital position.

In 2025, a broad range of economic scenarios were designed to capture uncertainties and

risks faced by NatWest Group. The scenarios were continuously refined and reviewed. This included benchmarking against external forecasts and regulatory guidance. These scenarios explored a range of risks and uncertainties including:

- Severe UK recession with a sharp rise in unemployment and large falls in asset prices including house prices.
- Lower than anticipated UK interest rates with severely stressed deposit and lending conditions.
- Consideration of a concurrent weakening of the NatWest Group's liquidity and funding position.
- Geopolitical risks including a sharp rise in energy prices, higher inflation and interest rates.
- Climate-related risks including elevated physical risks that force a speedy climate transition.

A range of internal scenarios was used to assess going concern capital requirements on a forward-looking basis, focusing on the resilience of capital adequacy and leverage ratios. The analysis incorporated regulatory and accounting factors (such as IFRS 9), alongside balance sheet and profit and loss drivers such as deposits and RWAs. These scenarios demonstrated that NatWest Group would maintain sufficient capital, liquidity and funding throughout the assessment period, with no breaches of regulatory thresholds.

Viability statement continued

Consideration was given to the operational resilience of NatWest Group across a range of operational risk scenarios including IT infrastructure disruption, cyber, data integrity, third-party, people and premises. While NatWest Group operates a multi-layered system of defences, there is a possibility that a cyberattack could have a severe effect on operations. The evolving threat is continually monitored with a focus on managing the impact of any attack and sustaining availability of services for NatWest Group's customers. As cyberattacks evolve and become more sophisticated, NatWest Group continues to invest in additional capability designed to defend against emerging risks.

Risks facing NatWest Group are identified and assessed according to the EWRMF which is outlined in the Risk overview section. The Board reviews and approves the EWRMF (including NatWest Group's risk appetite framework as a component thereof) and risk appetite for key risks, in accordance with the risk appetite framework.

Despite elevated economic and geopolitical uncertainty, NatWest Group's risk profile remained stable in 2025. Risk appetite is a key consideration in assessing the risk profile and the Board monitors the performance of NatWest Group against risk appetite for all principal risks outlined on pages 76 and 77. In 2025, there were no material breaches in risk appetite that were viewed as a threat to the viability of NatWest Group.

NatWest Group's top and emerging risks process also highlights risk scenarios that could have a significant negative impact on NatWest Group's ability to operate or deliver its strategy. In 2025, the Executive Risk Committee, the Board Risk Committee and the Board received regular reporting on top and emerging risks. The Board Risk Committee also engaged in a focused horizon scanning session in 2025 and discussed top and emerging risks regularly during 2025 to support their early identification and mitigation. Top and emerging risks are also a significant consideration in internal scenario planning as well as the ICAAP and ILAAP.

The Bank of England published the bank capital stress test (BCST) scenario in March, exploring geopolitical risks, sharp increases in commodity and energy prices and global trade fragmentation. The prescribed scenario explored a sharp fall in UK GDP, a high unemployment rate, and a rise in inflation, necessitating higher interest rates. The BCST results were published by the Bank of England in December 2025. NatWest Group participated in the 2025 BCST and results indicated that its capital ratio would remain above the minima at the low point of the stress test scenario without the need for any strategic management actions. Reverse stress testing is also carried out to identify potential vulnerabilities in the business model. During 2025, reverse stress testing considered the impact of sustained income challenges and increased impairments in a severe recession scenario.

The NatWest Group recovery plan explains how NatWest Group would identify and respond to a financial stress event and restore its financial position so that it remains viable on an ongoing basis. The plan is intended to enable NatWest Group to maintain critical services and products it provides to its customers, maintain its core business lines and operate within risk appetite while restoring NatWest Group's financial condition. It is assessed for appropriateness on an ongoing basis and reviewed and approved by the Board prior to submission to the PRA. Fire drill simulations allow senior management to rehearse the responses and decisions that may be required in an actual stress event. During 2025, the Board took part in a fire drill exercise in relation to operational resilience, recovery and resolution. Further information can be found in the Board report on page 110.

NatWest Group is impacted by a wide range of macroeconomic, political, regulatory, technological, social and environmental developments. The evolving operating environment presents opportunities and risks which NatWest Group continues to evaluate and adapt to.

Based on the factors outlined above, the current financial forecasts, including the strength of its capital and liquidity positions, and the management of NatWest Group's principal risks, including mitigating actions, the Board has a reasonable expectation that NatWest Group will be able to continue in operation and meet its liabilities over the three-year period of the assessment.