



NatWest
Group

Q1 2026 Results

1 May 2026



NatWest
Group

Paul Thwaite Chief Executive Officer

Strong start to the year with 18.2% ROTE in Q1'26

Growing all three businesses
CAL¹ +5.2%

+6.6%
Customer Loans²
£400bn

+2.6%
Customer Deposits³
£445bn

+16.9%
AUMA
£57bn

Driving operational leverage

+6.9%
Income⁴
£4.2bn

+4.8%
Costs⁵
£2.0bn

46.5%
Cost Income ratio
-2.1ppt

Strong capital position
CET1 ratio 14.3%

+15.5%
Earnings per share
17.9p

+15.1%
TNAV per share
400p

65bps
Capital generation
pre-distribution in Q1

Confident in the operating outlook

2026

- **Income guidance strengthened** – we now expect income, excluding notable items, to be at the top end of our previously guided range of £17.2-17.6bn
- **ECL provision top-up of £140m** driven by new economic scenario
- **Increasingly confident** in >17% RoTE and ~200bps capital generation

2028

- Business positioned to be **resilient in a range of macro environments**
- **Action taken** to support medium term income growth and balance sheet strength
- **Remain confident** in >18% RoTE and >200bps capital generation

7-year track record of >4% CAL growth¹

**Most efficient large UK bank
C:I ratio 48.6% FY'25**

**Low cost of risk
20-30bps through-the-cycle**

**Highest returning large UK bank
3-year >17% ROTe²**

**Diverse prime loan book
Lowest CET1 drawdown of UK Banks in Bank of England stress test**



NatWest
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Katie Murray Chief Financial Officer

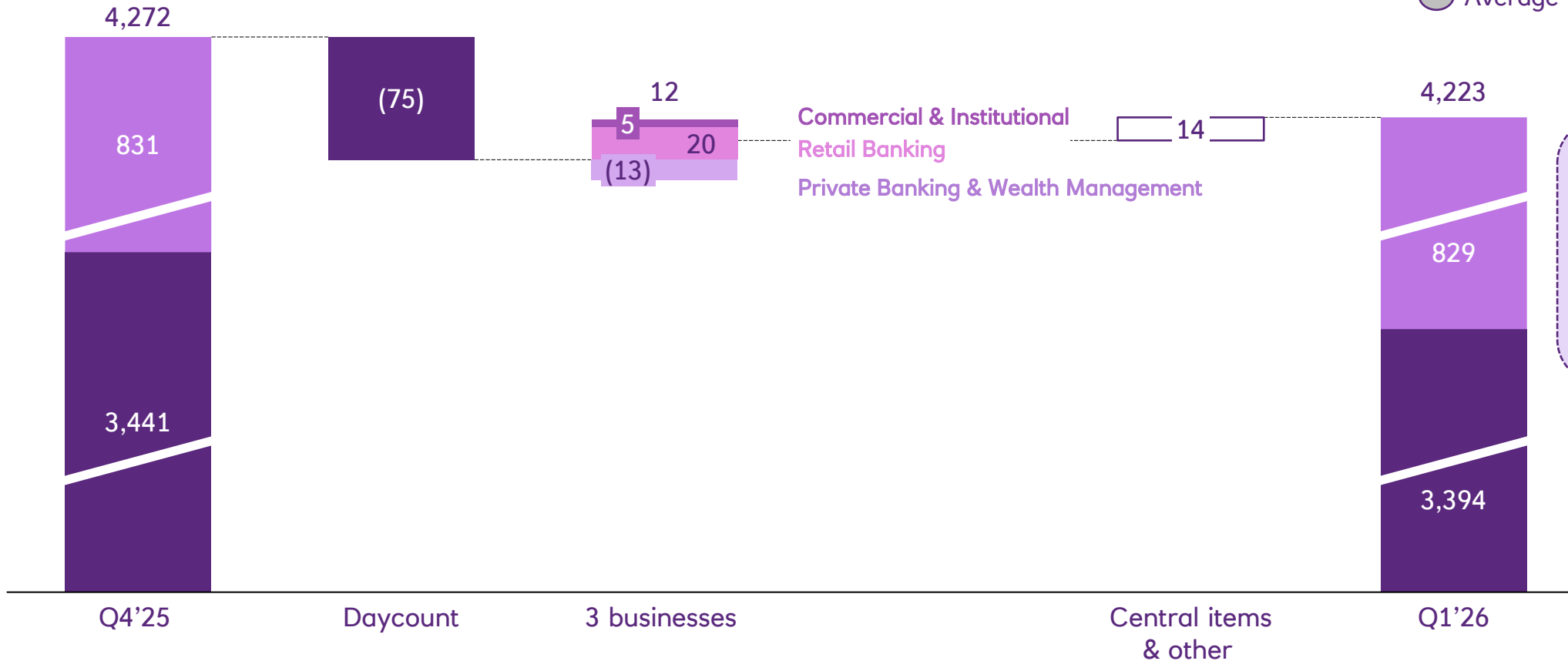
Strong financial performance

Group, £m	Q1'26	Q4'25	Q1'25	Q1'26 vs Q4'25	Q1'26 vs Q1'25
Net interest income, ex notable items ¹	3,394	3,441	3,026	(1.4%)	12.2%
Non-interest income, ex notable items ¹	829	831	926	(0.2%)	(10.5%)
Total income, ex notable items¹	4,223	4,272	3,952	(1.1%)	6.9%
Total income	4,358	4,324	3,980	0.8%	9.5%
Other operating expenses	(2,027)	(2,211)	(1,935)	(8.3%)	4.8%
Litigation and conduct costs	(15)	(37)	(44)	(59.5%)	(65.9%)
Operating expenses	(2,042)	(2,248)	(1,979)	(9.2%)	3.2%
Operating profit before impairments	2,316	2,076	2,001	11.6%	15.7%
Impairment (losses)	(283)	(136)	(189)	108.1%	49.7%
<i>Loan impairment rate</i>	<i>26bps</i>	<i>13bps</i>	<i>19bps</i>	<i>13bps</i>	<i>7bps</i>
Operating profit	2,033	1,940	1,812	4.8%	12.2%
Attributable profit	1,432	1,393	1,252	2.8%	14.4%
Cost:income ratio	46.5%	51.1%	48.6%	(4.6)ppts	(2.1)ppts
Return on Tangible Equity	18.2%	18.3%	18.5%	(0.1)ppts	(0.3)ppts

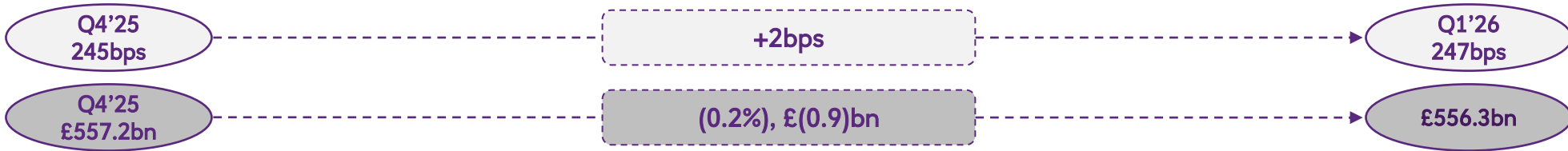
Continued income momentum across 3 businesses

Income excl. notable items¹, £m

- Net interest income
- Non interest income
- Net interest margin²
- Average Interest Earning Assets

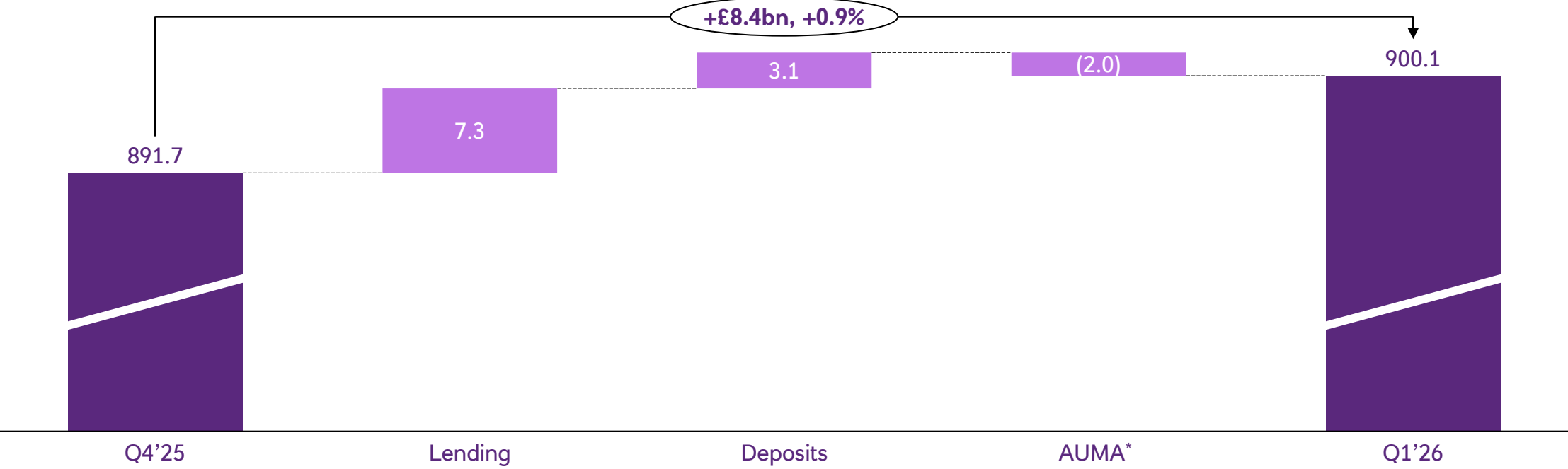


FY'26 income excl. notable items to be at the top end of £17.2bn - £17.6bn
Assumes UK base rate of 3.75% at end 2026 vs 3.25% previously



CAL growth of £8.4bn supported by strong lending and deposit growth

Customer Assets and Liabilities across our 3 businesses (CAL)¹, £bn

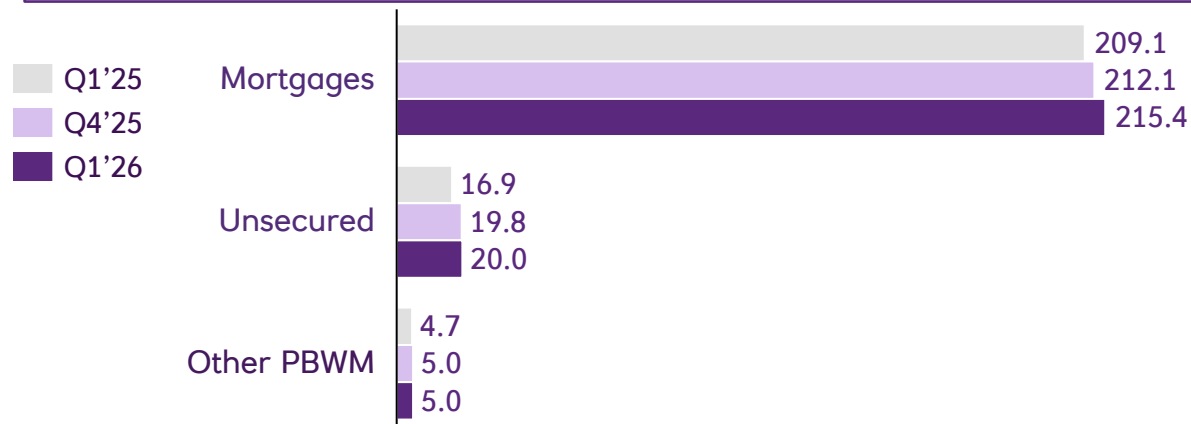


*Includes movement in Investment cash balances of -£0.2bn

Broad based lending growth of £7.3bn, or 1.9% in Q1'26

Gross loans to customers (amortised cost) at Q1'26, £bn

Retail Banking and PBWM: £240.4bn, +£3.5bn, or +1.5% vs Q4'25, +£9.7bn, or +4.2% vs Q1'25



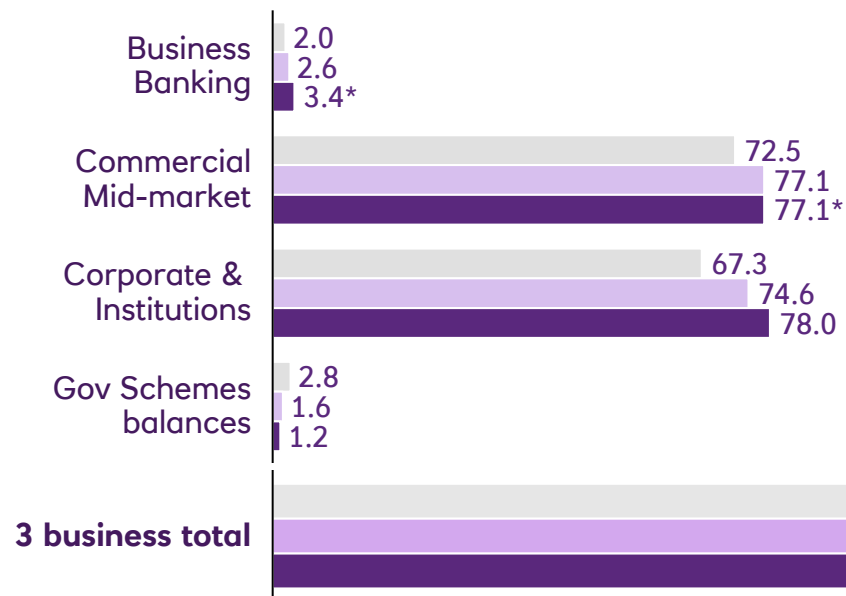
Mortgages

- Stock share up marginally at 12.6%¹ as at Feb'26

Credit Cards

- Credit card share of 10.6%² as at Feb'26

Commercial and Institutional: £159.6bn, +£3.8bn, or +2.4% vs Q4'25, +£15.0bn, or +10.4% vs Q1'25



Drivers of C&I growth in Q1'26

Growth across a broad range of sectors including project finance, renewables & utilities, commercial real estate, housing and funds lending

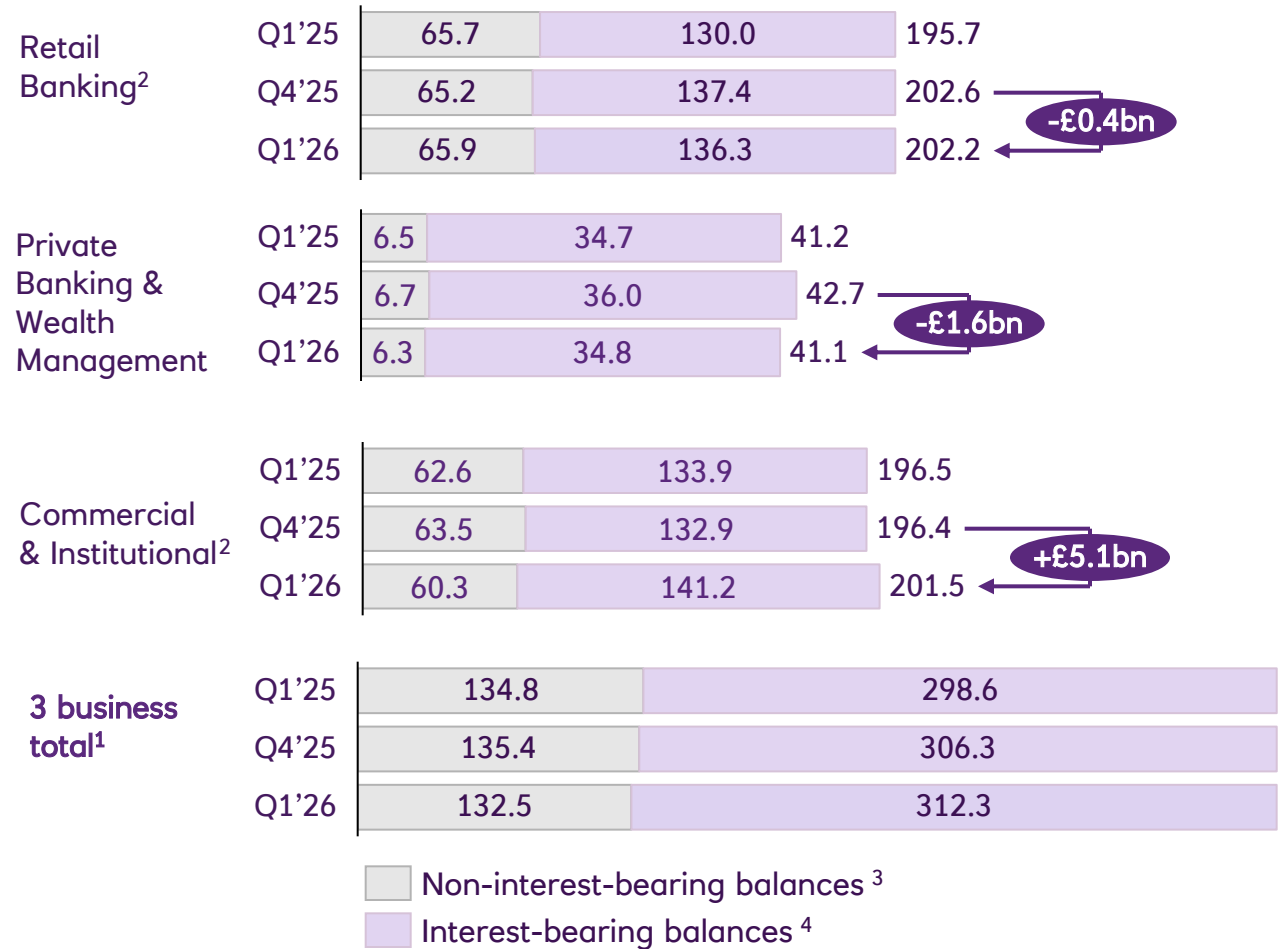
+£7.3bn, +1.9%

+£24.7bn, +6.6%

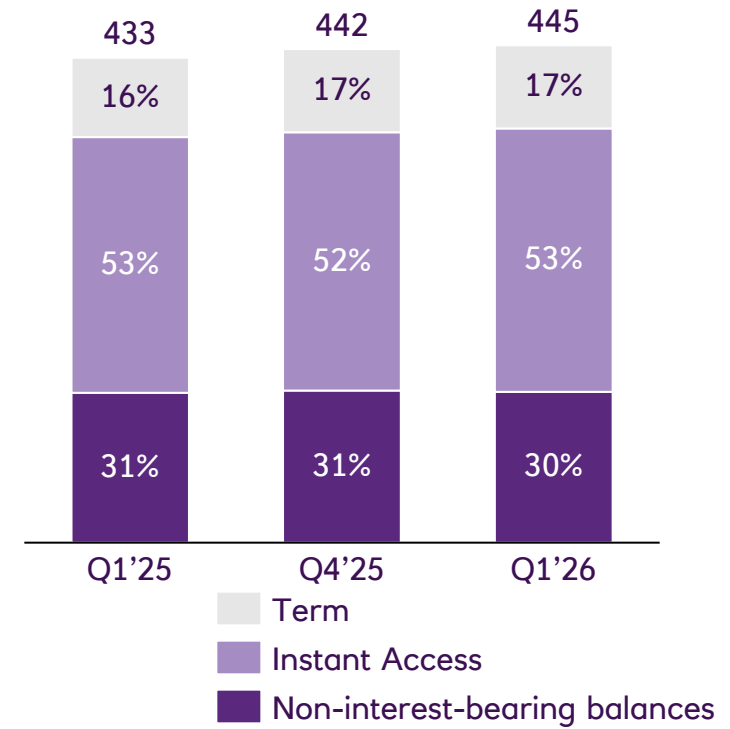
*Client transfers from Commercial Mid-market to Business Banking in Q1'26 of £0.8 bn, these balances are unchanged since 31 December 2025.

Deposit growth of £3.1bn, or 0.7% in Q1'26, despite higher tax outflows

Customer deposits across the 3 customer businesses, £bn

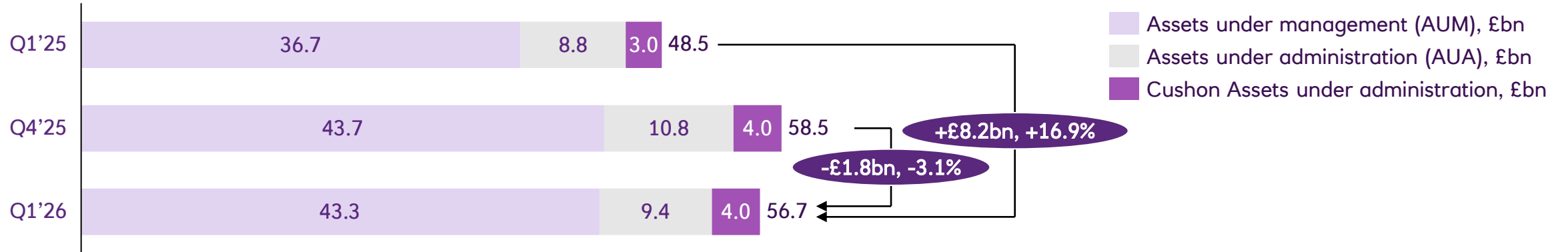


Deposit mix by interest type across the 3 customer businesses¹ %, £bn

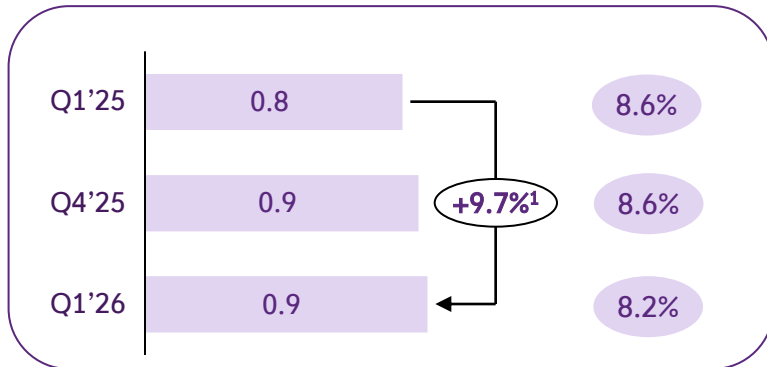


£56.7bn AUMA, AUM inflows +9.7% to £0.9bn in Q1'26

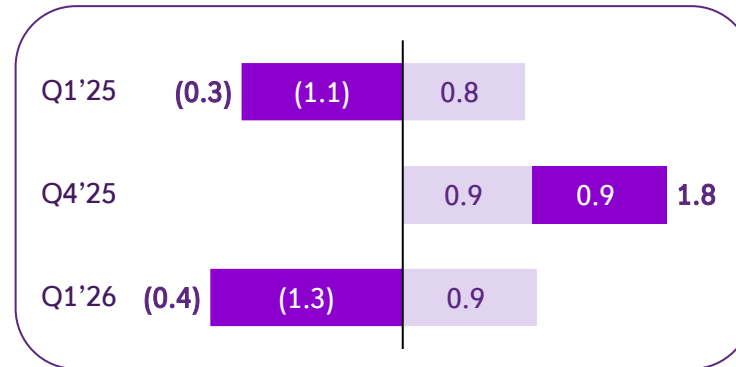
Assets under management and administration, £bn



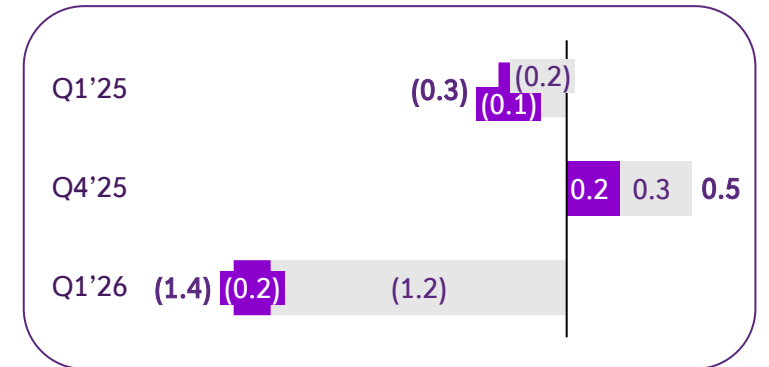
AUM net flows, £bn, % of opening AUM



AUM balance movement, £bn



AUA balance movement, £bn



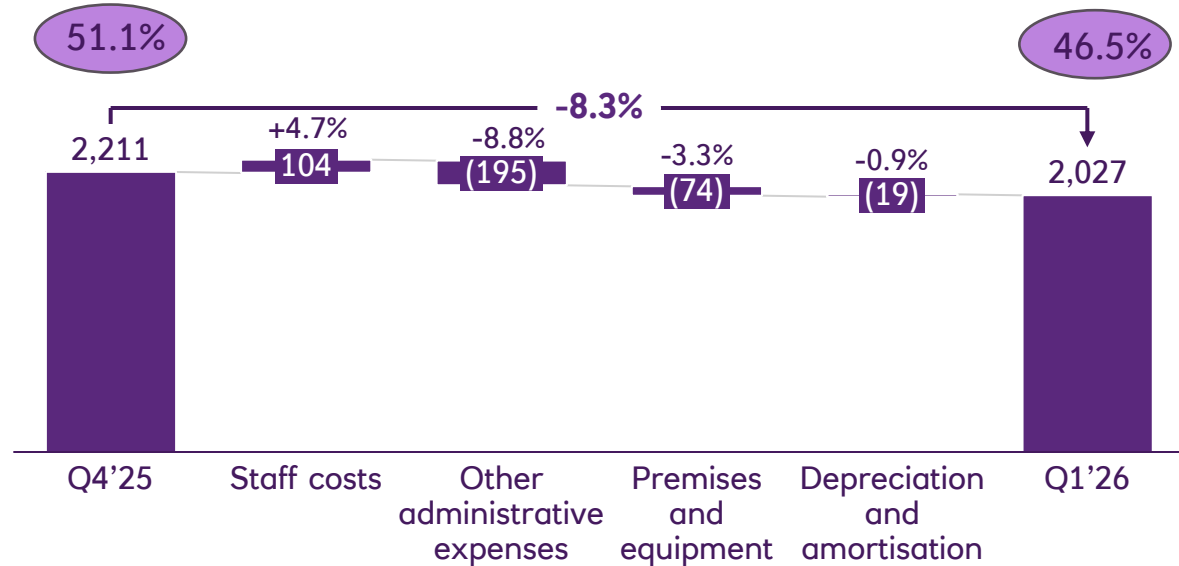
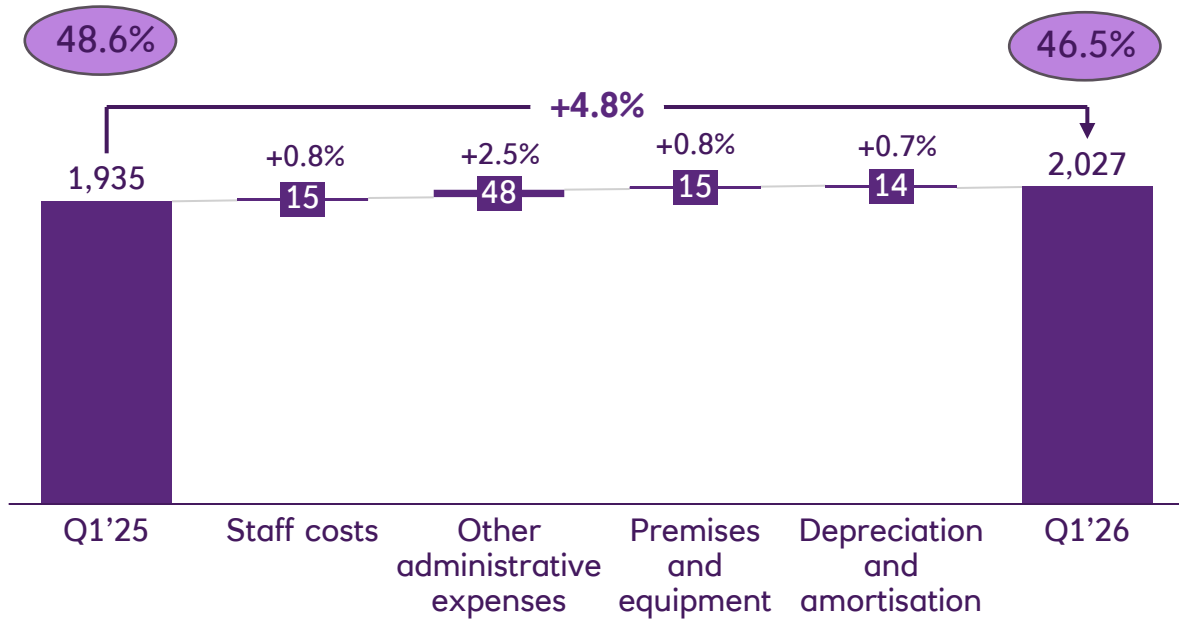
■ Market movements
■ AUM net flows

■ Market movements*
■ AUA net flows*

* Excludes Cushion

Driving operational leverage

Other operating expenses, £m



- Cost income ratio, %
- Other operating expenses

Q1'26 cost drivers and FY'26 outlook

- Higher investment and restructuring spend: accelerated in Q1'26
- Further significant gross cost savings: over £100m delivered in Q1'26
- Steady pay and contract inflation

In 2026 we expect Group operating costs, excluding litigation and conduct costs, to be around £8.2 billion

Updated macro assumptions drive £140m MES update

Updated macroeconomic assumptions

Q1 '26	Base Case		Moderate		Weighted average	
Scenario weighting	45%		18%			
	2026	2027	2026	2027	2026	2027
UK Consumer price index ¹	3.5	2.1	1.3	1.4	3.7	2.4
UK House Price Index ¹	0.7	(1.8)	(4.3)	(6.6)	0.1	(1.8)
UK base rate - annual average	3.8	3.8	2.8	1.5	3.8	3.8
UK GDP - annual growth	0.4	1.0	(0.4)	(1.6)	0.3	0.4
UK Unemployment - annual average	5.5	5.7	5.5	6.2	5.4	5.6

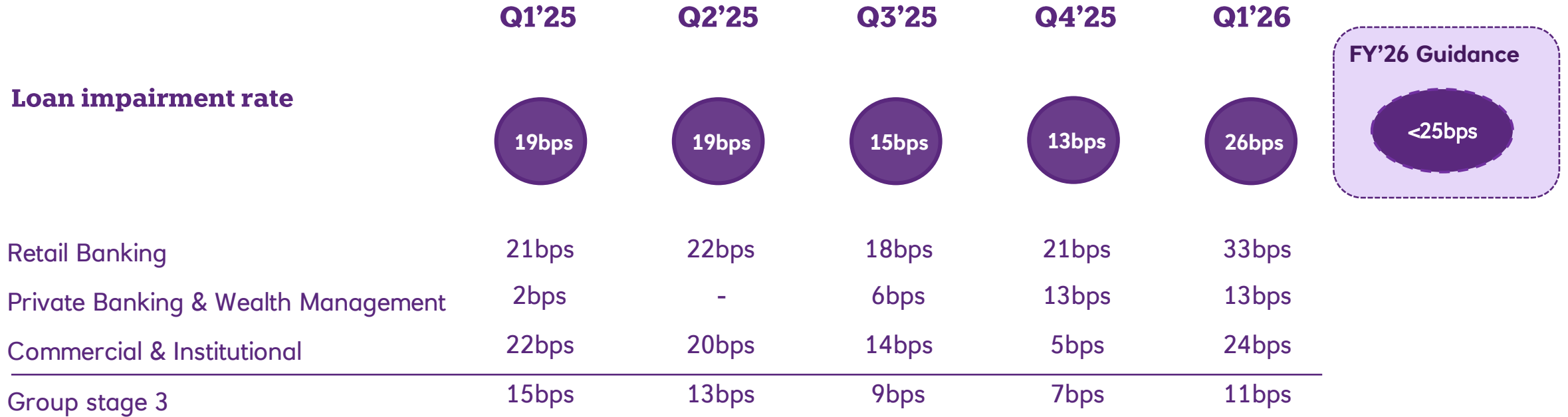
Selected credit metrics

	Q1'26	FY'25
ECL ² Provision	£3.7bn	£3.6bn
ECL ² Coverage	0.84%	0.83%
PMA ³ for economic uncertainty	£220m	£246m
Stage 3 as % of loans	1.1%	1.1%

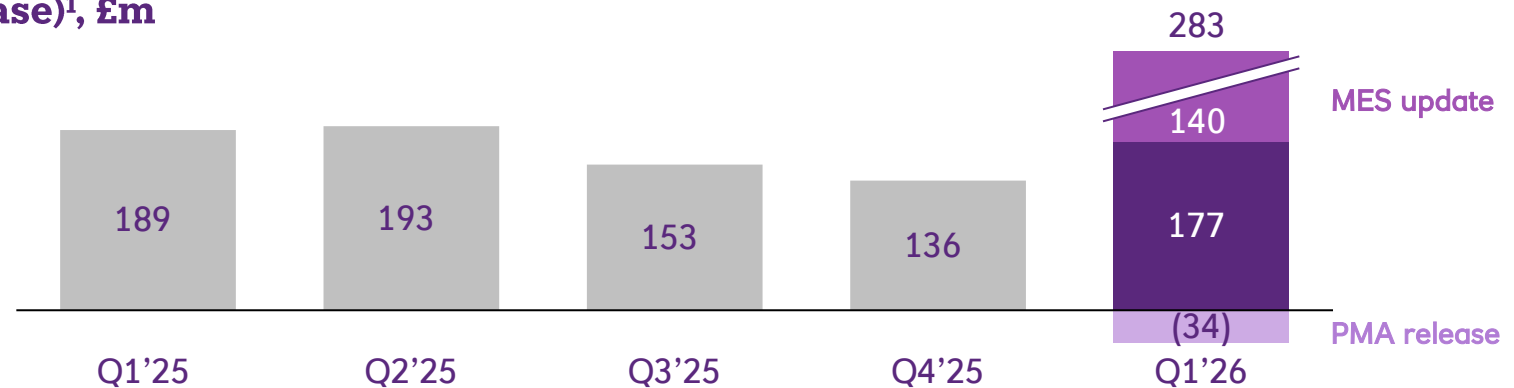
Change in Stage 1 & 2 ECL at 100% weighting⁴

Balance sheet as at	31 March 2026		31 December 2025	
Base Case	£(99m)	(2bps)	£(109m)	(3bps)
Moderate Downside	£99m	2bps	£54m	1bps
Extreme Downside	£1,678m	38bps	£1,250m	29bps

Robust asset quality, 16bps underlying impairment rate in Q1'26



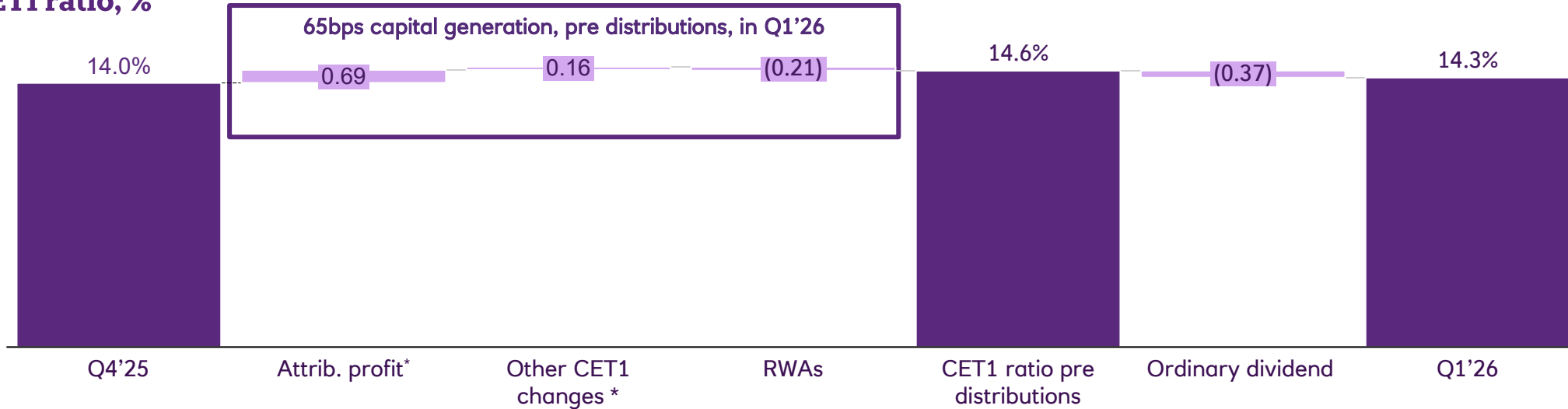
Loan impairment charge / (release)¹, £m



Q1'26 underlying impairment rate excludes the impact of £140m Multiple Economic Scenario (MES) update and £34m PMA release

Strong capital generation of 65 basis points

CET1 ratio, %

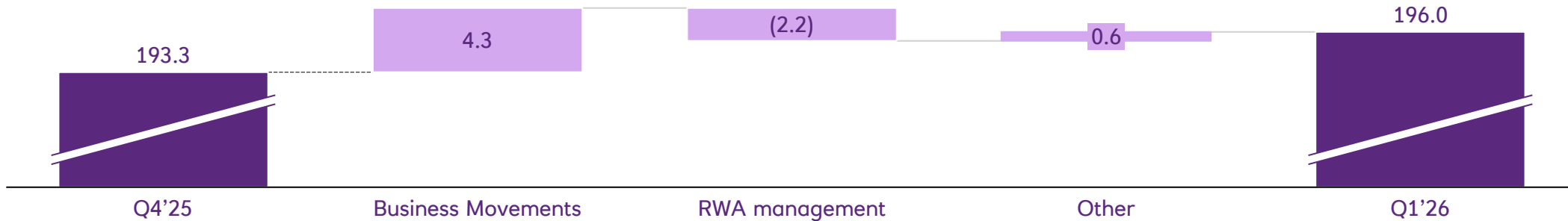


Capital generation ~200bps in 2026¹

CET1 capital £bn



Risk-weighted assets (RWAs), £bn



Basel 3.1 impact on 1 Jan 2027 ~£10bn

*Attributable profit and other CET1 changes have been adjusted for £95m of net neutral FX recycling

Targeting attractive growth and returns for shareholders

2026 Guidance¹

Income excluding notable items	Other operating expenses	Loan impairment rate	Return on Tangible Equity	Capital Generation
Top end of £17.2bn - £17.6bn	~£8.2bn	<25bps	>17.0%	~200 bps ³

2028 Targets¹

Customer assets & liabilities ² >4% CAGR	Cost:Income Ratio <45%	Capital Generation ³ >200bps
CET1 Ratio ~13%		
Return on Tangible Equity >18%		
Ordinary dividend payout ratio ~50%	Surplus capital returned via buybacks	



Q&A



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Appendix

Outlook statements¹

Based on our latest expectations for interest rates and economic conditions, we now expect income excluding notable items to be at the top end of our previously guided range of £17.2 - 17.6 billion. Except for this strengthened guidance, we reaffirm the outlook provided in our full year 2025 results.

We are confident we will achieve our guidance however we recognise that market conditions are uncertain and we will refine our internal forecasts as the economic position evolves.

In 2026² we expect:

- Total income excluding notable items at the top end 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 liabilities³ 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 of 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

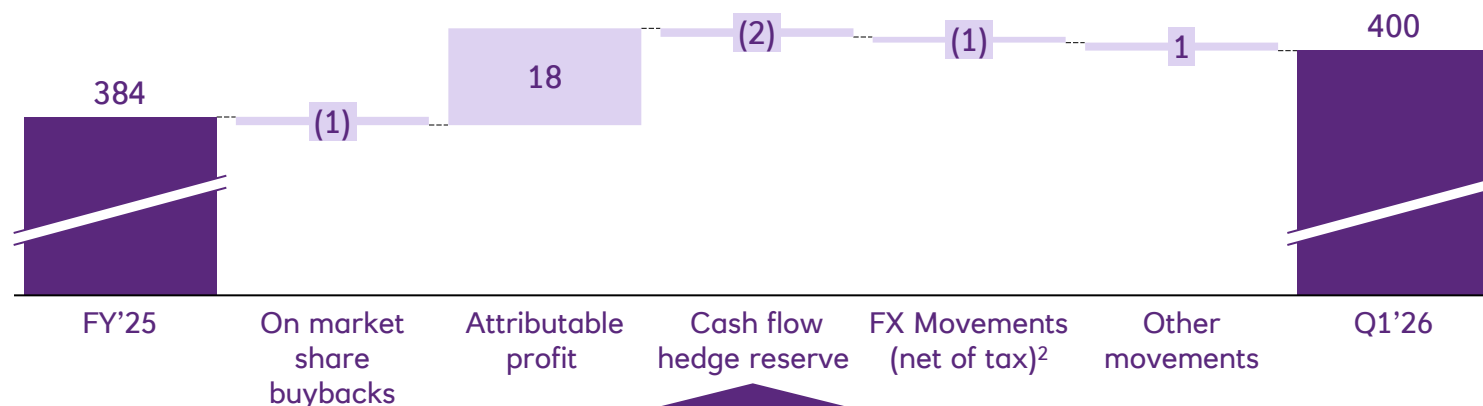
1. The guidance, targets, expectations, and trends discussed in this section represent NatWest Group plc management's current expectations and are subject to change, including as a result of the factors described in the NatWest Group plc Risk Factors section in the 2025 Annual Report and Accounts on Form 20-F. These statements constitute forward-looking statements. Refer to Forward-looking statements in this announcement. 2. All 2026 guidance excludes the expected impact of the forthcoming 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.

Notable items

	Q1'25	Q2'25	Q3'25	Q4'25	FY'25	Q1'26
Group income	3,980	4,005	4,332	4,324	16,641	4,358
Notable items in Income, £m						
Commercial and Institutional						
Own credit adjustments (OCA)	6	(3)	--	(2)	1	3
Dividend received on restructuring of a strategic investment	--	--	--	51	51	--
Central items & other						
Interest and FX risk management derivatives not in accounting hedge relationships	7	(1)	162	17	185	38
Share of gains/(losses) of associate - Business Growth Fund	15	(1)	41	15	70	(1)
FX recycling gains / (losses)	--	--	(37)	10	(27)	95
Loss on reclassification to disposal groups under IFRS 5	--	--	--	(39)	(39)	--
Total notable items in Group income	28	(5)	166	52	241	135
Group income excluding notable items	3,952	4,010	4,166	4,272	16,400	4,223

Tangible net asset value¹

	GBP, m	Share count, m	Pence
As at 31 December 2025	30,736	7,995	384
On-market share buyback	(311)	(50)	(1)
Attributable profit	1,432		18
<i>Of which: FX recycling gains</i>	95		1
Cash flow hedge reserve (net of tax)	(126)		(2)
Fair value movements	28		0
FX Movements (net of tax)	(87)		(1)
<i>Of which: FX recycling gains</i>	(95)		(1)
Other movements	188	26	1
Net change	1,124	(24)	15
As at 31 March 2026	31,860	7,971	400



- -£0.9bn balance as at end of Q1'26, equivalent to -11p³
- -2p movement in the quarter, of which:
 - -£260m (-£195m net of tax) or -2.4p from movements in rates
 - £92m (£69m net of tax) or +0.9p benefit from decay in Q1'26

1. May not cast due to rounding. 2. FX, FVOCI and other movements. 3. Based on 7,971m shares as at end of Q1'26.

Segmental summary¹

Group Q1'26, £bn	Retail Banking	Private Banking & Wealth Management	Commercial & Institutional	Central items & other ²	Group
Net interest income	1.6	0.2	1.6	(0.0)	3.4
Non-interest income	0.1	0.1	0.6	0.2	1.0
Total income	1.7	0.3	2.2	0.1	4.4
<i>Income ex-notable items</i>	<i>1.7</i>	<i>0.3</i>	<i>2.2</i>	<i>0.0</i>	<i>4.2</i>
Other operating expenses	(0.7)	(0.2)	(1.1)	(0.0)	(2.0)
Litigation and conduct	(0.0)	--	(0.0)	(0.0)	(0.0)
Operating expenses	(0.7)	(0.2)	(1.1)	(0.0)	(2.0)
Operating profit/(loss) before impairment (losses)	1.0	0.1	1.1	0.1	2.3
Impairment (losses)	(0.2)	(0.0)	(0.1)	0.0	(0.3)
Operating profit/(loss)	0.8	0.1	1.0	0.1	2.0
£bn					
Net loans to customers - amortised cost	219.4	19.0	158.0	35.2	431.6
Customer Deposits	202.2	41.1	201.5	0.7	445.5
Loan: deposit ratio ³	109%	46%	78%	nm	89%
RWAs	70.2	11.4	113.0	1.4	196.0
Return on equity / tangible equity	24.6%	21.1%	18.3%	nm	18.2%
Cost:income ratio (excl. litigation and conduct)	42.5%	65.6%	49.3%	nm	46.5%

1. May not cast due to rounding. 2. Centre Net loans primarily comprises reverse repos. 3. Net customer loans held at amortised cost, excluding reverse repos, divided by total customer deposits, excluding repos.

UK Economic Assumptions^{1,2}

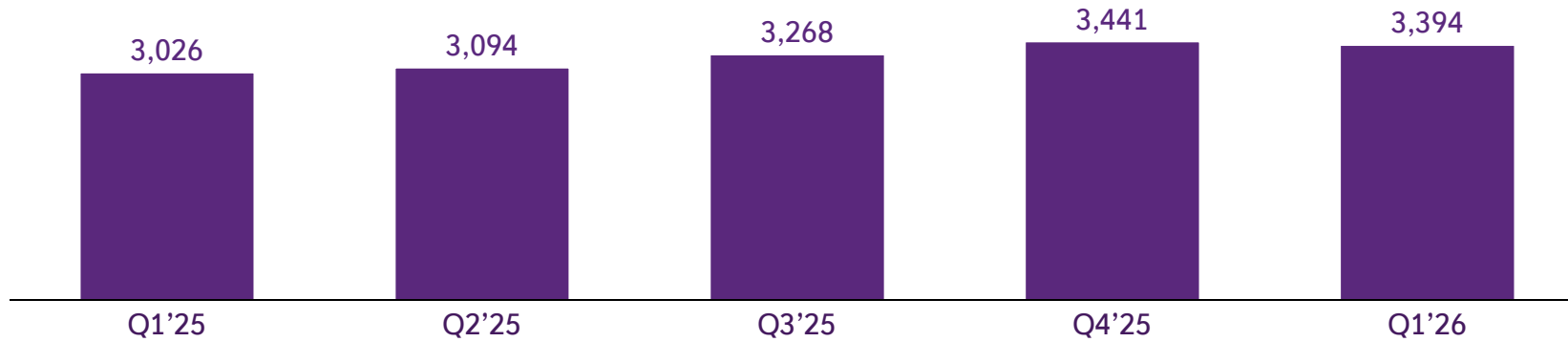
Our economic assumptions and weightings updated in Q1'26

Scenario	Q1'26					FY'25					H1'25				
	Upside	Base Case	Downside	Extreme downside	Weighted average	Upside	Base Case	Downside	Extreme downside	Weighted average	Upside	Base Case	Downside	Extreme downside	Weighted average
Weighting	22.5%	45.0%	18.3%	14.2%	Weighted average	22.4%	45.0%	19.5%	13.1%	Weighted average	21.7%	45.0%	20.7%	12.6%	Weighted average
UK GDP – Annual Growth (%)															
2026	1.2	0.4	(0.4)	(1.0)	0.3	1.9	1.0	0.3	(3.7)	0.5	2.9	1.1	(0.2)	(3.6)	0.6
2027	3.2	1.0	(1.6)	(3.5)	0.4	3.2	1.5	(0.6)	(0.2)	1.3	2.9	1.5	(0.4)	1.3	1.4
5 year - CAGR ²	2.1	1.1	0.3	(0.4)	1.0	2.1	1.4	0.5	0.1	1.2	2.1	1.3	0.6	(0.1)	1.2
UK Unemployment rate – annual average (%)															
2026	5.1	5.5	5.5	5.7	5.4	4.7	5.4	5.5	6.1	5.3	3.7	4.7	5.4	7.0	4.9
2027	4.2	5.7	6.2	7.2	5.6	4.1	5.2	6.1	8.1	5.5	3.5	4.6	5.8	8.4	5.1
5 year average ²	4.3	5.4	6.0	7.3	5.5	4.3	5.1	5.6	7.0	5.3	3.8	4.6	5.4	7.1	4.9
UK House Price Index – four quarter growth (%)															
2026	6.4	0.7	(4.3)	(5.9)	0.1	7.8	3.4	(1.2)	(13.1)	1.3	7.9	3.4	(2.2)	(11.9)	1.4
2027	7.6	(1.8)	(6.6)	(12.4)	(1.8)	7.2	3.4	(2.8)	(14.1)	1.2	5.8	3.4	(2.7)	(15.9)	0.8
5 year - CAGR ²	6.0	1.2	(0.4)	(4.2)	1.4	5.7	3.3	0.6	(3.8)	2.6	5.7	3.4	0.5	(4.3)	2.5
UK Commercial Real Estate Price – four quarter growth (%)															
2026	11.9	(2.6)	(9.4)	(15.0)	(2.3)	14.1	2.9	(6.8)	(24.1)	-	6.3	2.3	(6.5)	(24.8)	(1.5)
2027	4.9	(2.1)	(9.5)	(22.4)	(4.1)	4.4	2.6	(2.5)	(13.0)	0.6	5.7	2.6	2.2	4.1	3.4
5 year - CAGR ²	6.0	0.4	(1.6)	(5.3)	0.7	6.1	2.2	(0.3)	(5.0)	1.9	6.1	2.0	(0.3)	(4.8)	1.8
Consumer price index - four quarter growth (%)															
2026	2.6	3.5	1.3	9.0	3.7	2.7	2.3	2.7	0.6	2.3	2.7	2.2	5.8	0.7	2.9
2027	2.4	2.1	1.4	4.7	2.4	2.4	2.0	1.8	1.1	1.9	2.3	2.0	3.0	1.6	2.2
5 year - CAGR ²	2.2	2.3	1.7	4.3	2.5	2.6	2.4	2.4	1.8	2.3	2.4	2.2	3.7	1.7	2.5

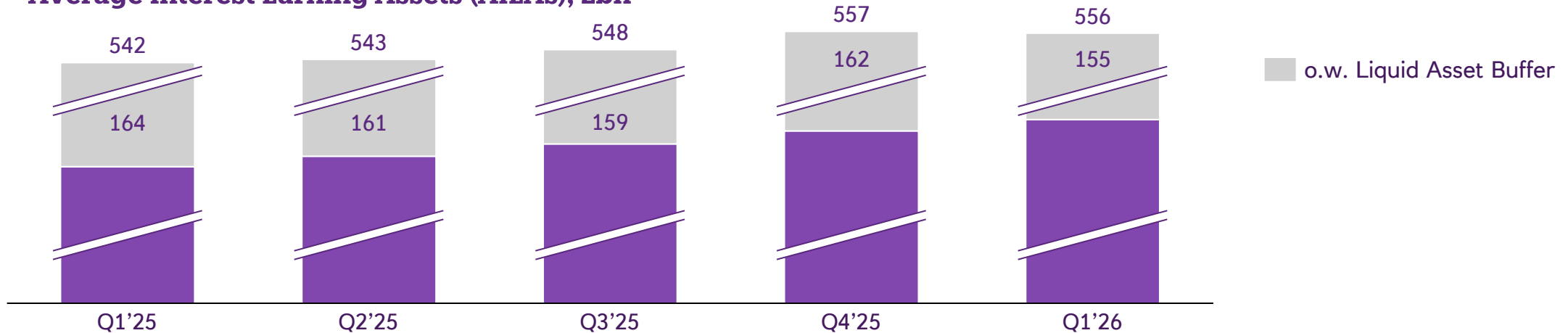
1. Full details of the economic assumptions can be found on pages, 20-22 of Q1'26 IMS, pages 190-195 of the FY'25 ARA and pages 17-20 of H1'25 IMS. 2. The average for the parameters are based on: Five calendar year CAGR for GDP; Five calendar year average for Unemployment rate; Q4 to Q4 five-year CAGR for other parameters.

Net interest income, margin and average interest earning assets

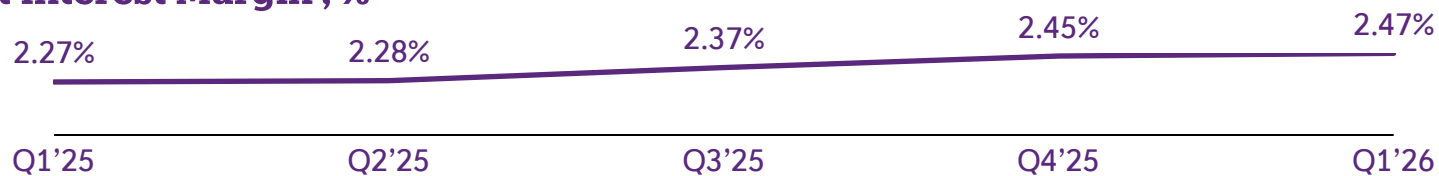
Net Interest Income, £m



Average Interest Earning Assets (AIEAs), £bn



Net Interest Margin¹, %

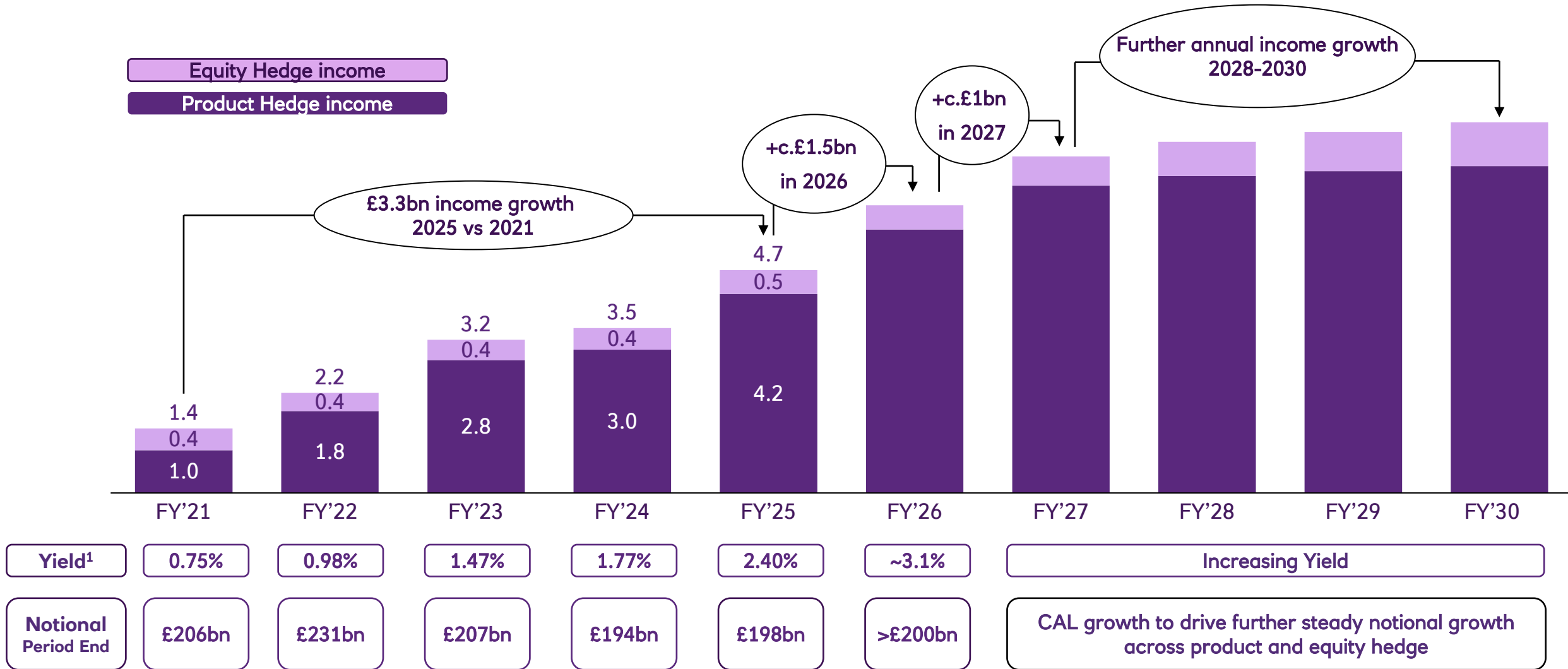


NIM: +2bps in Q1'26

- Lending margins -2bps
- Deposit margins +2bps
- Funding & other +2bps

1. Net Interest Margin (NIM) = Reported Group Net Interest Income / Group Average Interest Earning Assets.

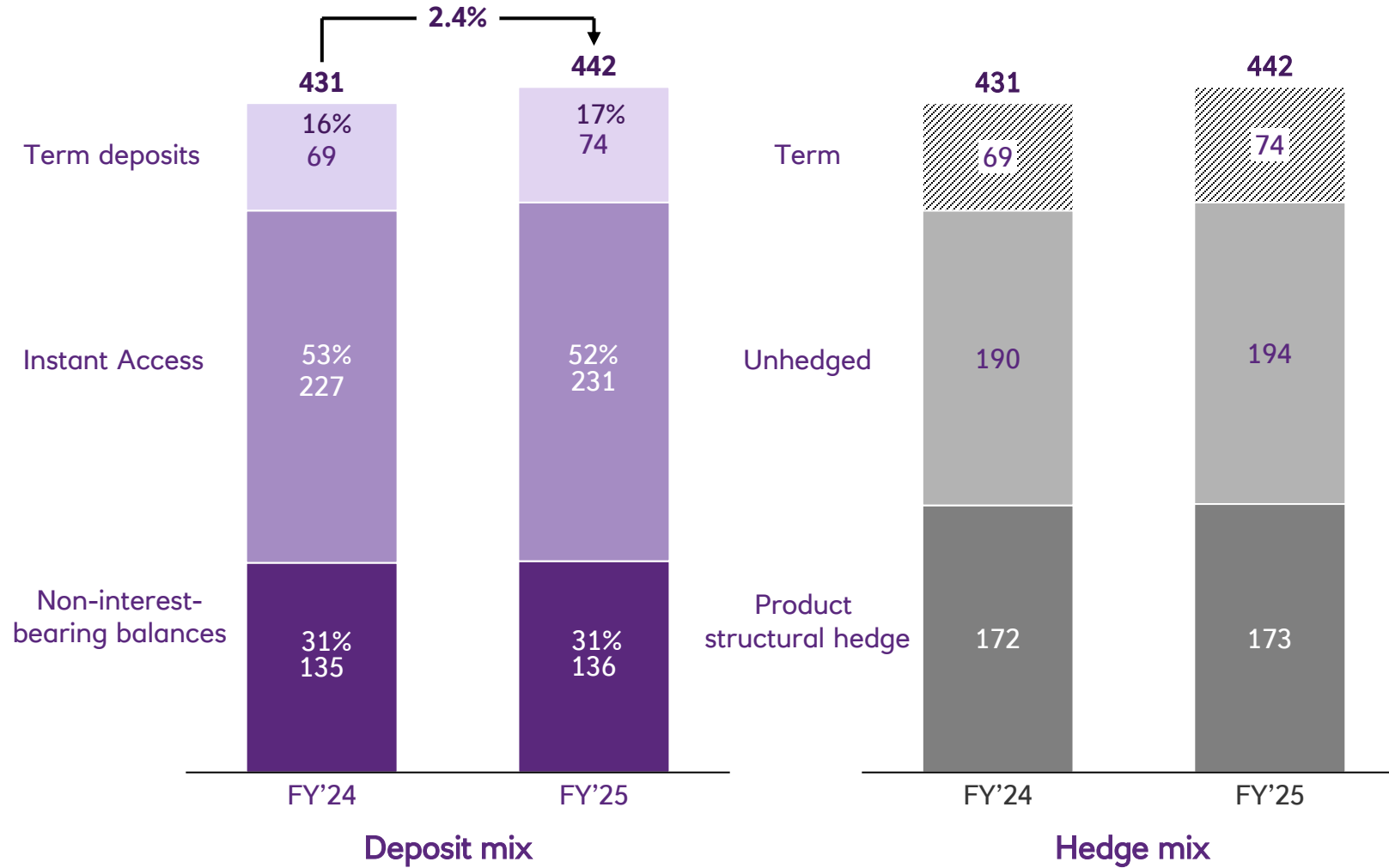
Structural hedge is annual income tailwind through to 2030



1. Annual Yield: 2021- 2025 Actual, 2026-30 Expected based on current NatWest Group base case macroeconomic assumptions.

Deposit income drivers

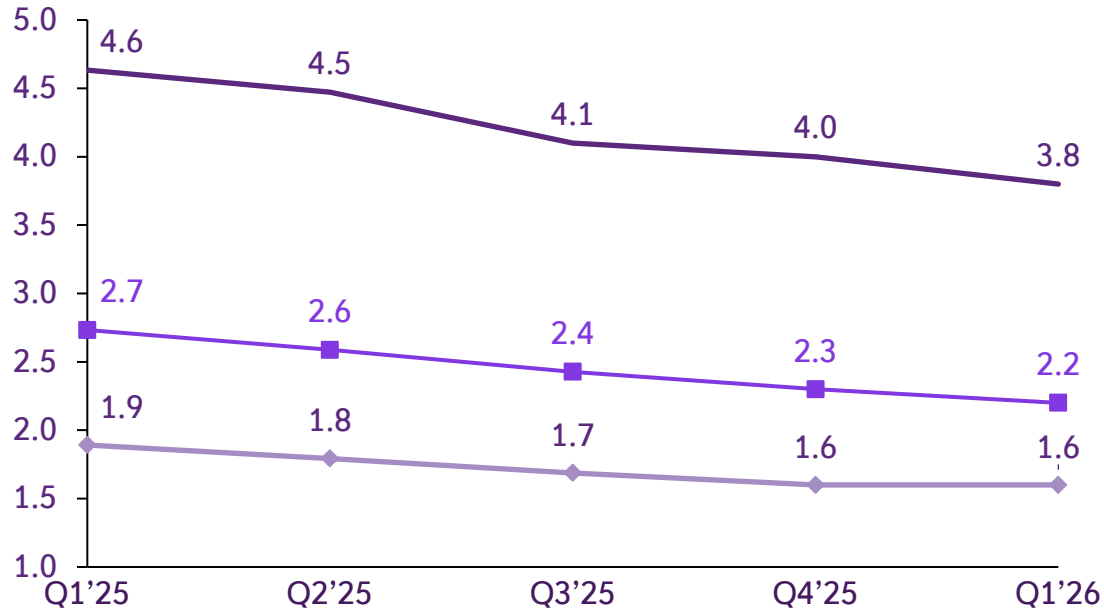
Deposit mix by interest and hedge type¹, £bn



1. May not cast due to rounding.

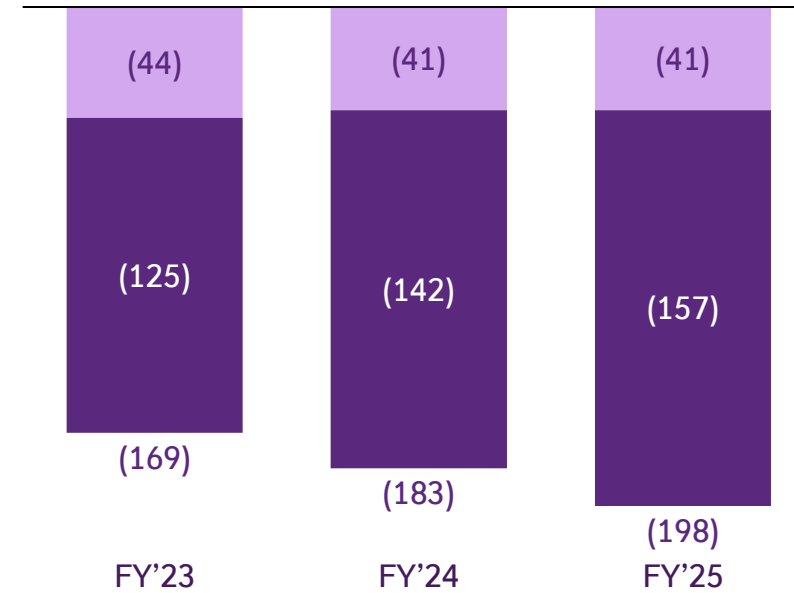
Our sensitivity to interest rates

Third party customer deposit rate and UK Base Rate, %¹



- Average base rate
- Average cost of interest bearing customer deposits across 3 businesses²
- ◆ Average cost of total deposits across 3 businesses

Illustrative Year 1 Income impact of 25bps downward shift in yield curve, (£m)



- Structural Hedge
- Managed Margin

Sensitivity considerations

- **Static balance sheet** – sensitivity illustration is based on period end balance sheet.
- **Passthrough** – illustration assumes ~60% passthrough but the actual passthrough will depend on market dynamics

1. Refer to page 45 of NWG Q1'26 IMS for the definition of third-party rates. 2. Interest-bearing balances Retail Banking and Private Banking & Wealth Management are savings.

Interest rate sensitivity¹

Assumes constant balance sheet as at period end

FY 2025	-25 basis points parallel downward shift			+25 basis points parallel upward shift		
	Year 1 (£m)	Year 2 (£m)	Year 3 (£m)	Year 1 (£m)	Year 2 (£m)	Year 3 (£m)
Structural Hedge	(41)	(130)	(220)	41	130	220
Managed Margin	(157)	(127)	(140)	153	139	125
Total	(198)	(257)	(360)	194	269	345

H1 2025	-25 basis points parallel downward shift			+25 basis points parallel upward shift		
	Year 1 (£m)	Year 2 (£m)	Year 3 (£m)	Year 1 (£m)	Year 2 (£m)	Year 3 (£m)
Structural Hedge	(40)	(125)	(213)	40	125	213
Managed Margin	(136)	(97)	(98)	118	101	116
Total	(176)	(222)	(311)	158	226	329

FY 2024	-25 basis points parallel downward shift			+25 basis points parallel upward shift		
	Year 1 (£m)	Year 2 (£m)	Year 3 (£m)	Year 1 (£m)	Year 2 (£m)	Year 3 (£m)
Structural Hedge	(41)	(125)	(212)	41	125	212
Managed Margin	(142)	(120)	(125)	121	116	124
Total	(183)	(245)	(337)	162	241	336

Structural Hedge

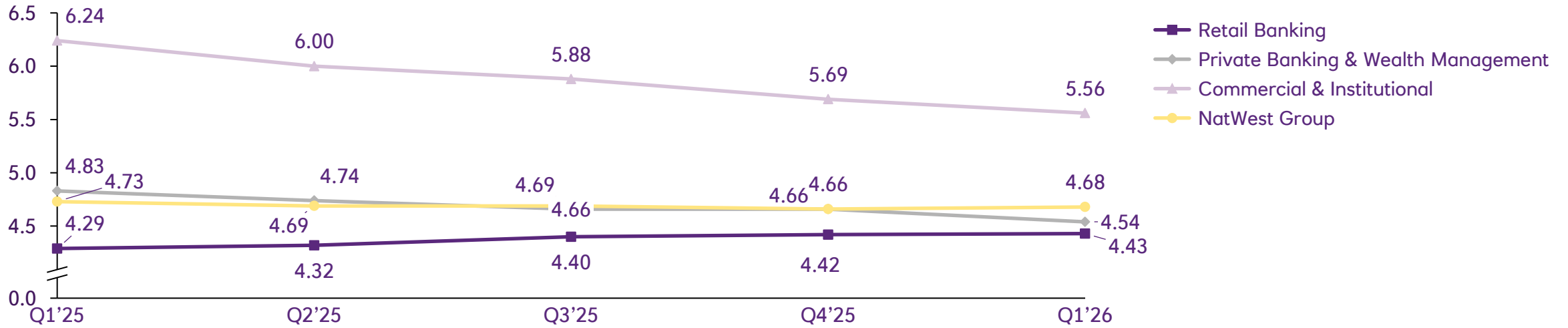
	FY 2025			
	Total Income	Period end notional	Average Notional	Total Yield
	(£m)	(£bn)	(£bn)	%
Equity	487	25	22	2.18
Product	4,181	173	172	2.43
Total	4,668	198	194	2.40

	H1 2025			
	Total Income	Period end notional	Average Notional	Total Yield
	(£m)	(£bn)	(£bn)	%
Equity	216	22	22	2.01
Product	1,900	172	171	2.24
Total	2,116	194	193	2.21

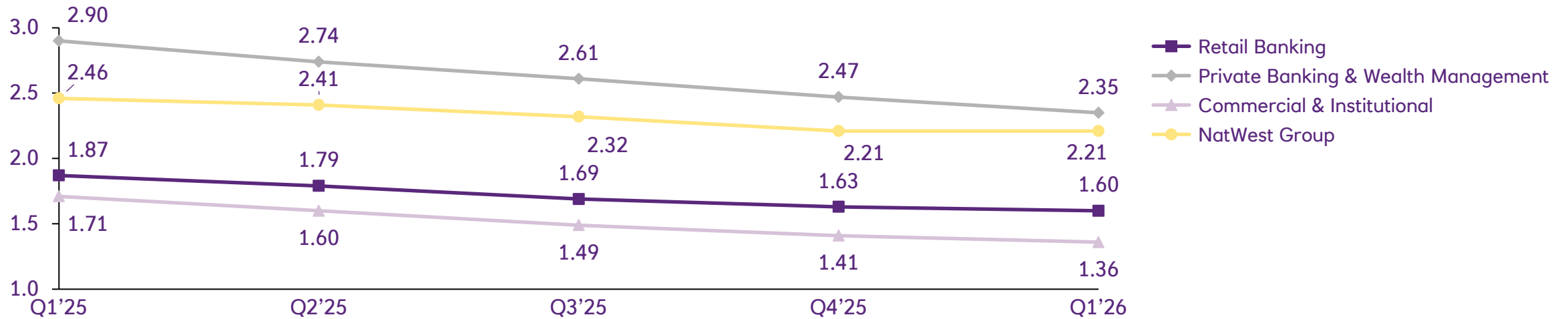
	FY 2024			
	Total Income	Period end notional	Average Notional	Total Yield
	(£m)	(£bn)	(£bn)	%
Equity	440	22	22	1.98
Product	3,039	172	174	1.75
Total	3,479	194	196	1.77

Customer lending and deposit rates

Gross yields of interest earning banking assets, %¹



Cost of interest-bearing and non-interest-bearing banking liabilities, %²



1. For NatWest Group plc this is the gross yield on the IEAs of the banking business; for Retail, Commercial & Institutional and PBWM it represents the third-party customer asset rate.

2. For NatWest Group plc this is the cost of interest-bearing liabilities of the banking business plus the benefit from free funds; for Retail, Commercial & Institutional, PBWM it represents the third-party customer funding rate which includes both interest-bearing and non-interest-bearing deposits

Well diversified, high-quality loan book

Arrears levels remain stable and low

Personal: £238.2bn, 54% of group

Group mortgages £218.5bn

49% of Group lending

Loan-to-value of 57%¹ stable year-on-year

61% 5Y, 31% 2Y, 1% 10Y, 4% Tracker², 3% SVR

£46bn or 23% of the fixed book expires in 2026³

Credit cards and other unsecured £19.7bn

4% of Group lending

Portfolio default rates remain low

New to book arrears remain stable and low

Non-personal: £206.1bn, 46% of group

Corporate and other ex CRE £100.7bn

23% of Group lending

Diverse corporate loan book, with exposure across a broad range of sectors

Credit quality remains stable

Includes:

- £16.2bn Consumer industries
- £17.7bn Mobility and logistics

Sovereign & Financial Institutions £85.4bn

19% of Group lending

Over 72% less than 12-month maturity

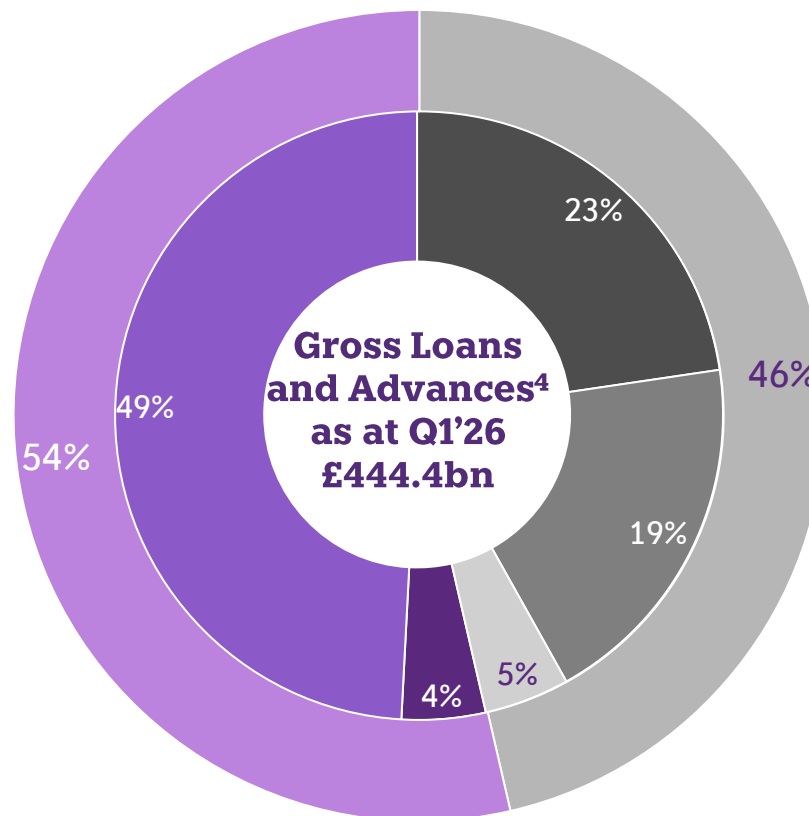
Includes £37.8bn Reverse repos

Commercial Real Estate (CRE) £20.0bn

5% of Group lending

Loan-to-value of 49%¹

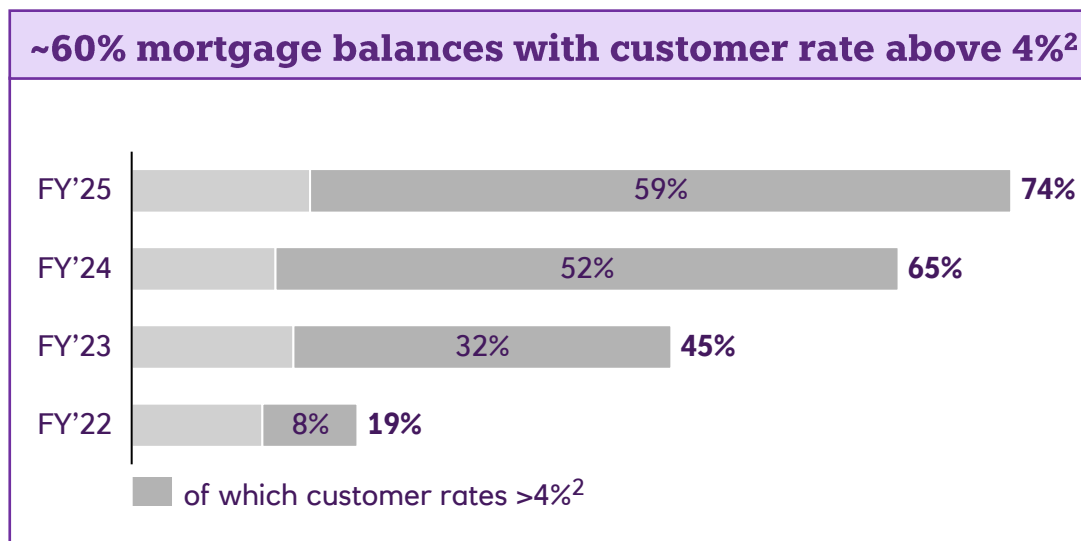
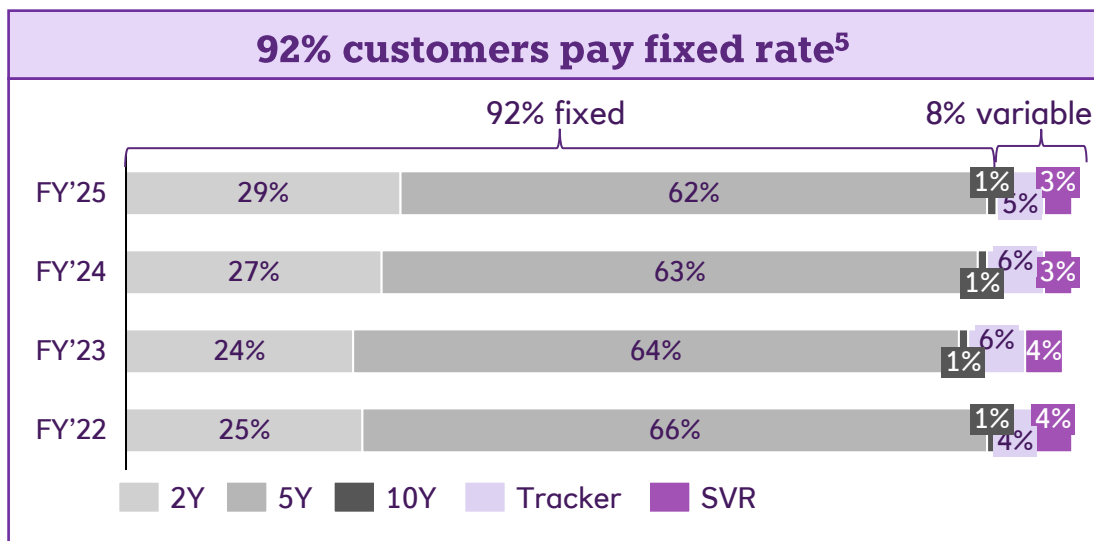
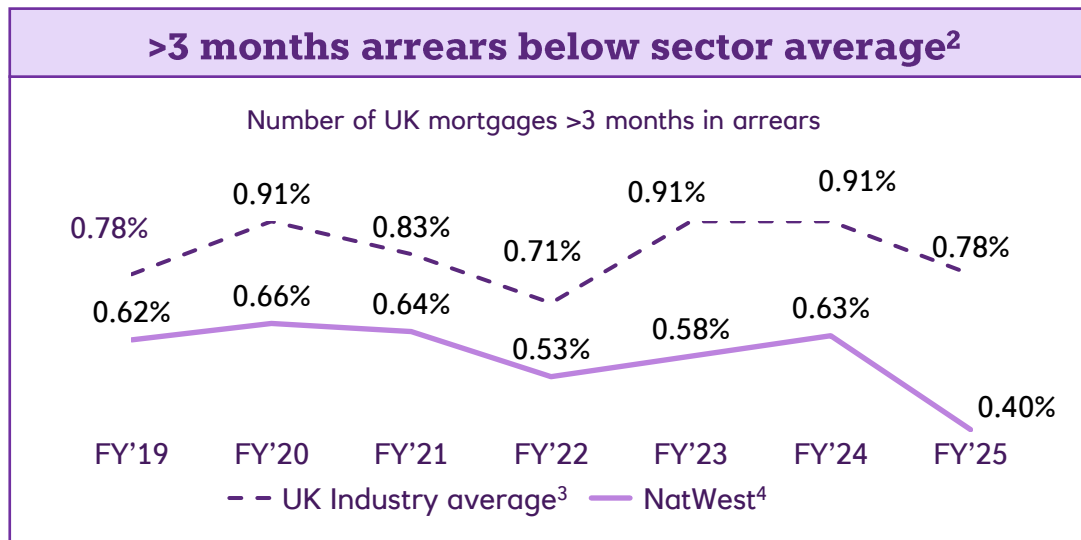
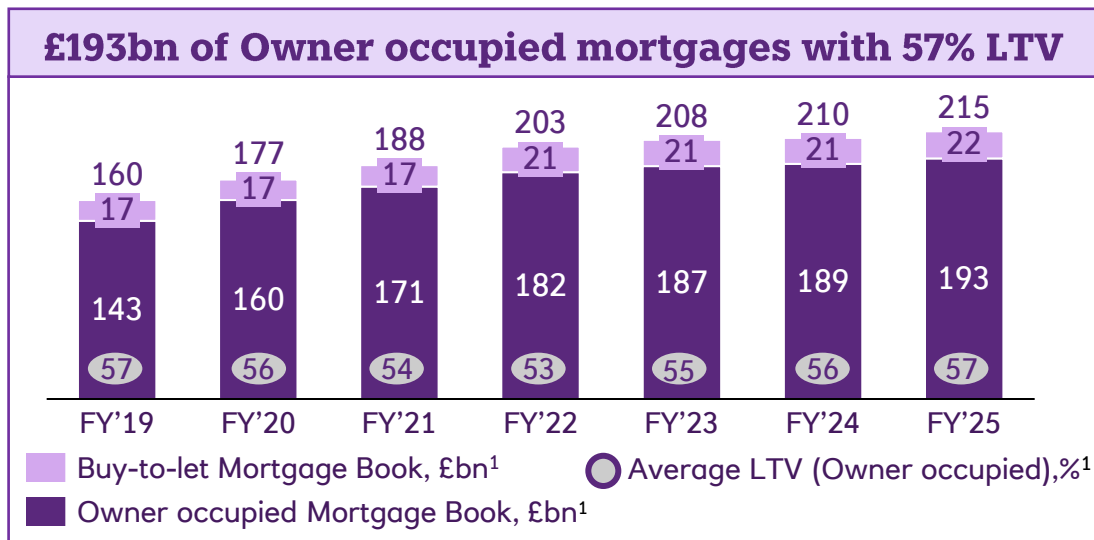
Credit quality remained stable with very limited instances of specific cases deteriorating



■ Credit Cards & Other ■ Mortgages ■ Corporate and other ex CRE ■ Sovereign & FI's ■ CRE

1. Total portfolio average LTV% as at FY'25. 2. This includes ~2% of other off-sale mortgage products. 3. Does not include any GNL assumption, but only based on contractual maturity. 4. Loans at amortised cost and FVOCI.

Prime mortgage book with low LTV

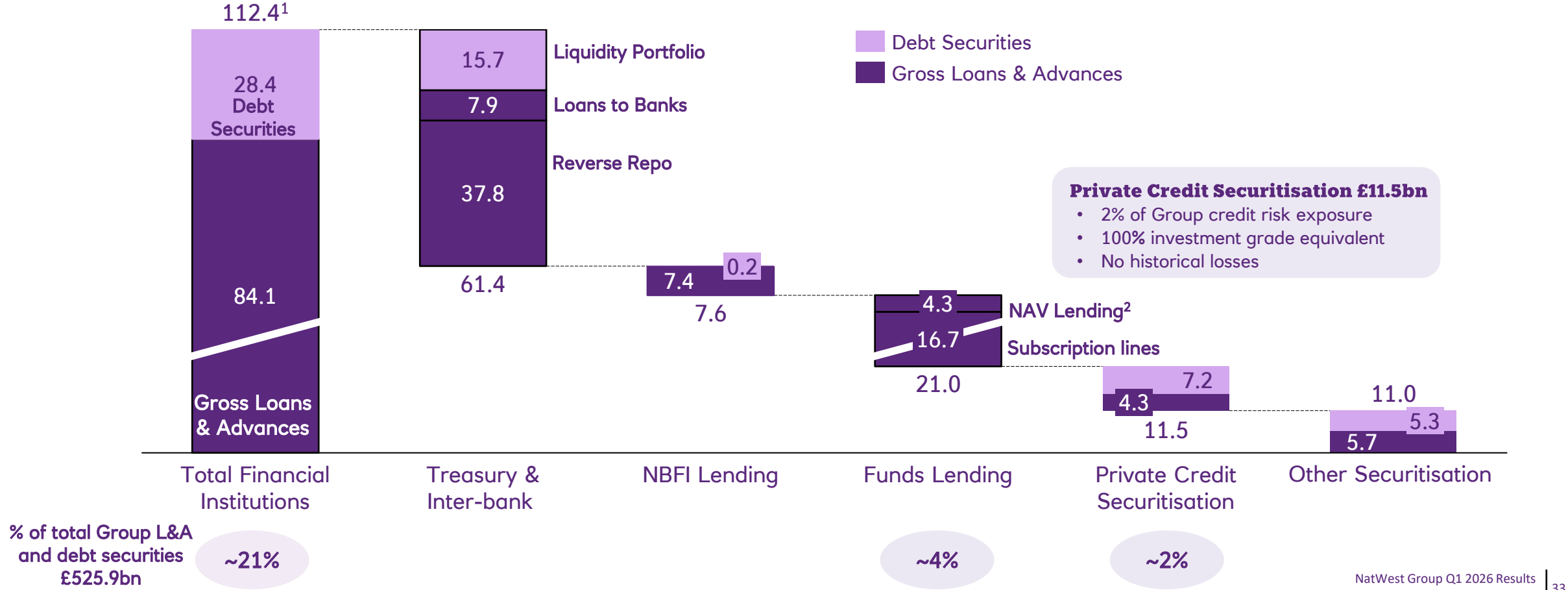


1. FY19-FY21 balances reflect 3 businesses, excluding Ulster. 2. Based on Retail Banking mortgages, which make up c.95% of the group mortgage balances. 3. UK industry average source is UK Finance, data latest available as at December'25. 4. Includes the impact of mortgage securitisation 5. Including Retail Banking and Private Banking & Wealth Management

Financial Institutions (FI) Exposure

- NatWest Group’s FI exposure across Loans and Debt Securities was £112.4bn at 31 March 2026, equivalent to ~21% of Group credit risk exposure.
- It is predominantly short-dated, 72% has less than 12-month maturity, and primarily supports Group Treasury and Inter-bank activity (~£61bn, 55% of total FI).
- Funds Lending** (£21bn, 19% of total FI, 4% Group exposure) is an established business, with the majority of lending (80%) via Subscription Lines. Net Asset Value (NAV) lending (20%) is against diversified pools of assets with low loan-to-values.
- Private Credit Securitisation** (~£12bn, 10% of total FI, 2% Group exposure) is financing via senior securitisation, secured against diversified portfolios of private loans to corporates.

Balances as at 31st March 2026, £bn

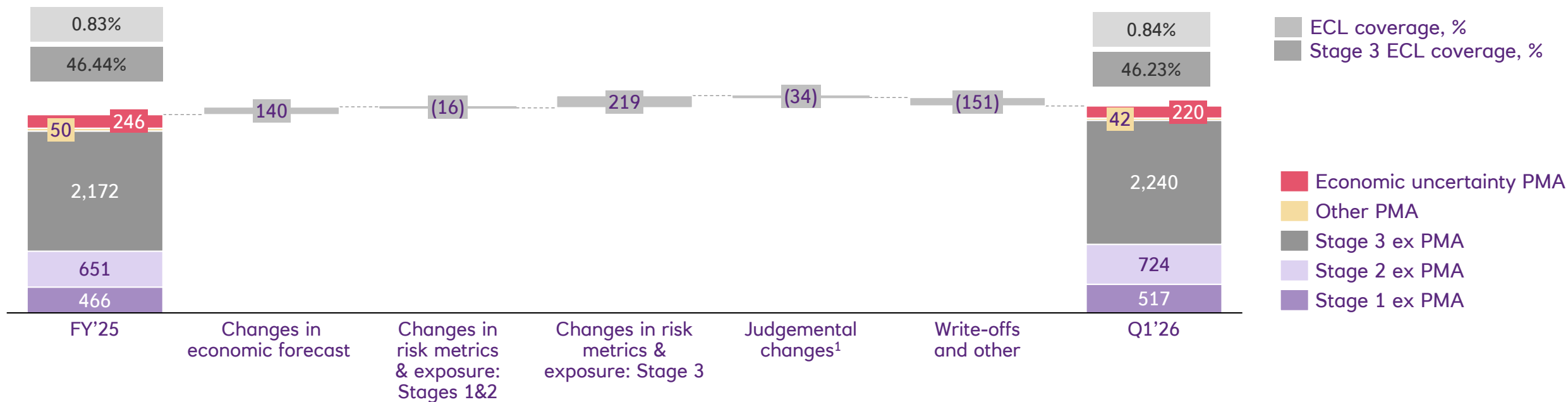


1. Drawn exposure may not cast due to rounding 2. £4.3bn NAV lending includes £0.3bn to Private Credit Funds. See slide 34 overleaf for definitions

Financial Institutions Exposure Definitions

- **Financial Institutions:** A company or organisation that provides financial services, such as deposits, loans, investments, and currency exchange.
- **Loans & Advances:** Assets representing a company's legal claim to receive future payments, including principal and interest.
- **Debt Securities:** Transferable instruments creating or acknowledging indebtedness. They include debentures, bonds, certificates of deposit, notes and commercial paper. The holder of a debt security is typically entitled to the payment of principal and interest, together with other contractual rights under the terms of the issue, such as the right to receive certain information. Debt securities are generally issued for a fixed term and redeemable by the issuer at the end of that term. Debt securities can be secured or unsecured.
- **Liquidity Portfolio:** A portfolio of highly-rated debt securities that form part of Treasury Liquidity management.
- **Reverse Repo:** A purchase of securities under an agreement to sell them in the near future at a higher price (a form of short-term lending).
- **Funds Lending:** Lending to funds against a portfolio of collateral. Provides funds with liquidity and yield enhancement through two forms:
 - **Subscription Lines:** Lending secured against equity commitments from investors in the fund. Investors are primarily large investment grade institutional investors. Shorter-term liquidity, typically 1-3 years.
 - **Net Asset Value (NAV) Lending:** Lending secured against the portfolio of investments owned by the fund. Low loan-to-value (LTV), typically 1-5 years.
- **Private Credit securitisation:** Senior securitisation financing secured on diversified portfolios of private loans to corporates.
- **Other Securitisation:** Senior securitisation financing against portfolios of lending including Commercial Real Estate, Residential mortgages and Consumer lending.
- **NBFI lending:** Includes direct financing to non-bank financial institutions (e.g. insurers and pension funds)

ECL walk and impairment details by sector



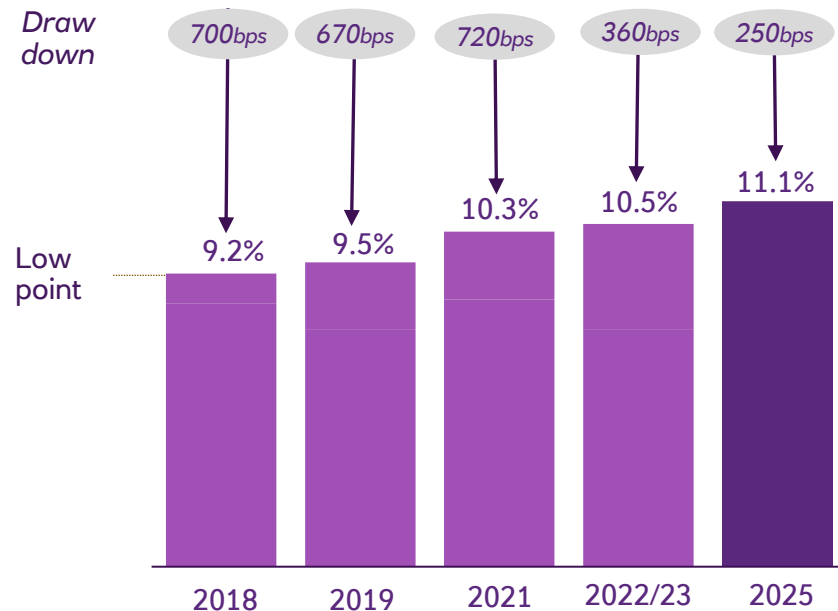
1. Judgemental changes: changes in post model adjustments for Stage 1, Stage 2 and Stage 3.

2025 Bank Capital Stress Test results reflect a robust balance sheet and a solid capital position

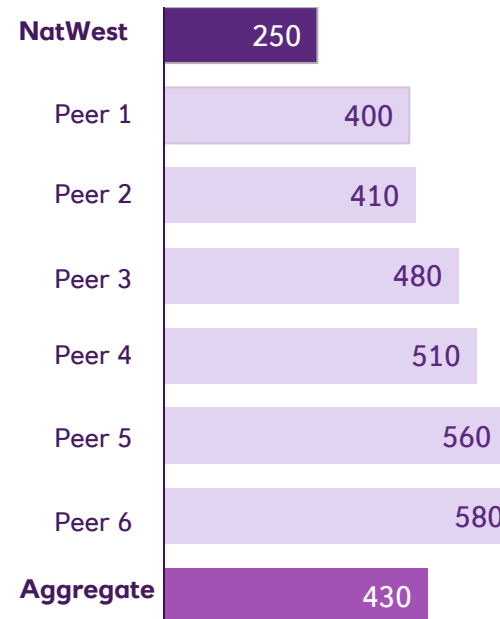
The continued strengthening of our balance sheet, demonstrated by the lowest CET1 drawdown compared to previous Stress Tests, underpins our ability to support our customers and the broader economy

NatWest has the lowest projected CET1 drawdown in the 2025 stress scenario and is the only UK bank with no strategic management actions required¹

Projected CET1 capital ratios in the stress scenarios¹
(Before strategic management actions)



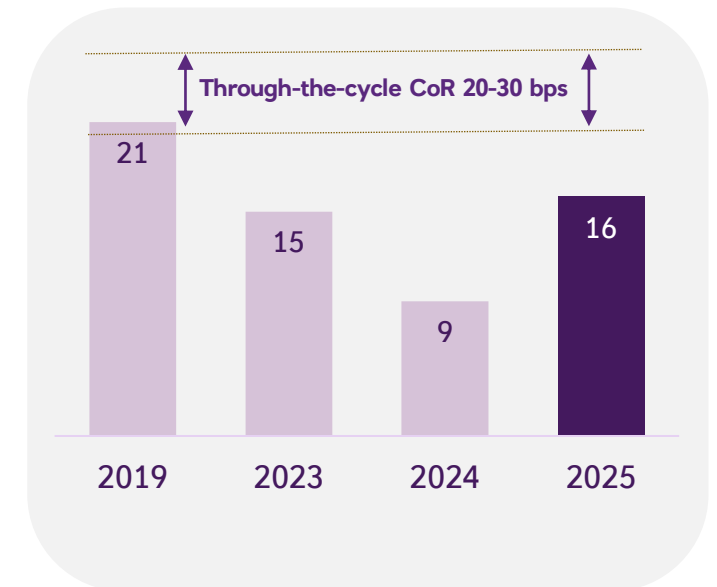
2025 Stress scenario projected CET1 drawdown¹
(before strategic management actions required)



Cost of risk

Loan losses as % of gross loan balance, bps

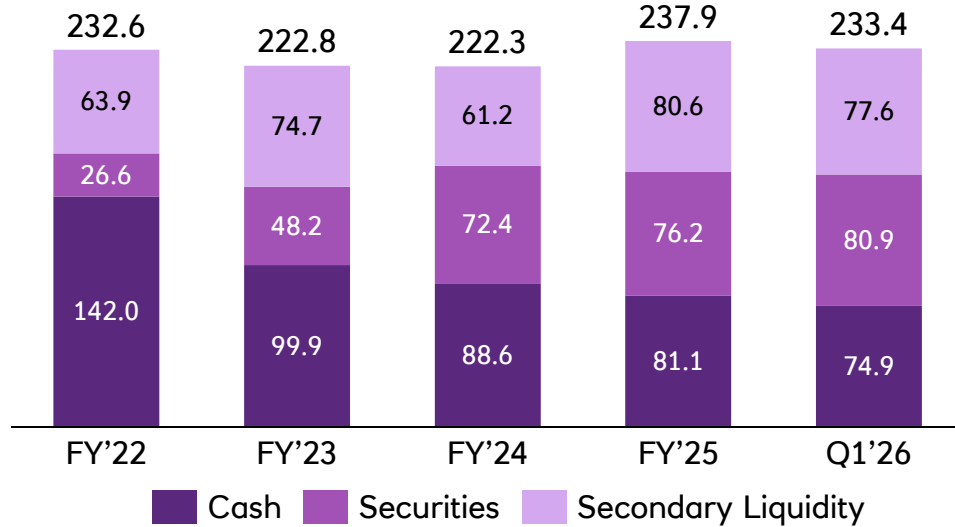
Although normalising toward pre-Covid levels, cost of risk remains below through-the-cycle levels



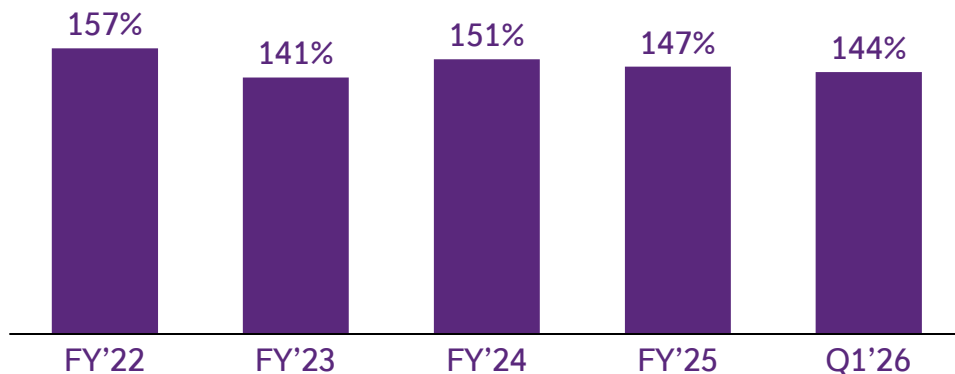
1. Source: [Financial Stability Report December 2025](#)

Strong liquidity metrics and a high-quality portfolio

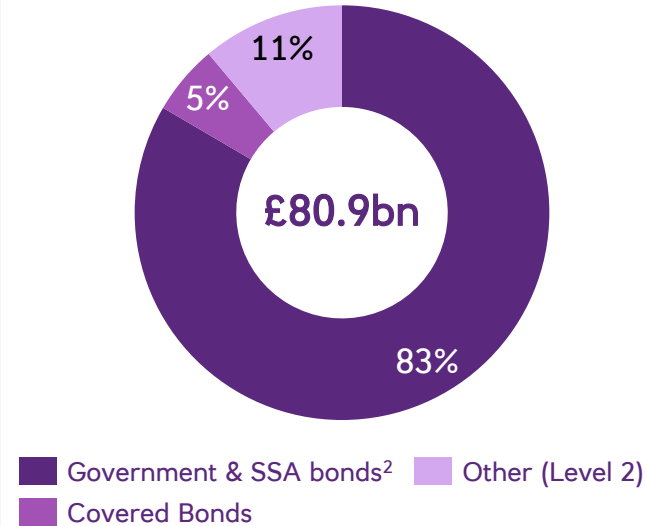
Liquidity portfolio composition, £bn¹



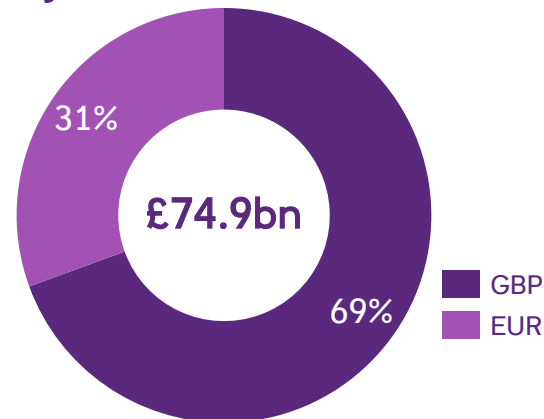
Average liquidity coverage ratio (LCR)
Headroom of £47.9bn at Q1 2026



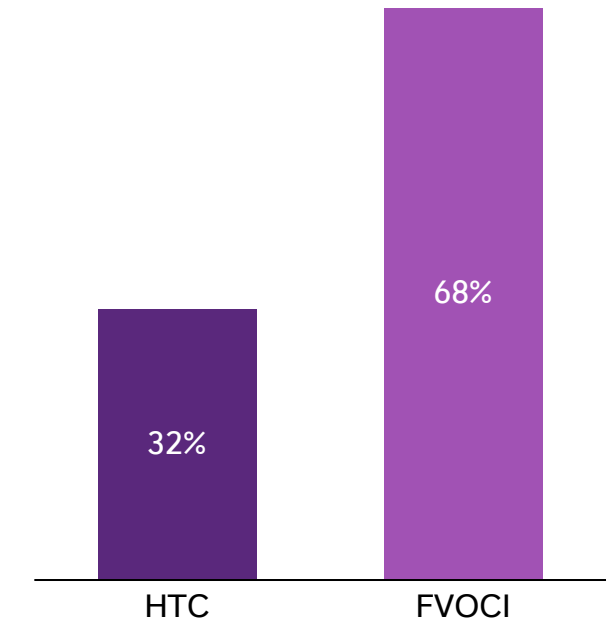
Primary liquidity securities balances by composition as at Q1 2026, £bn¹



Liquidity portfolio cash balances by currency as at Q1 2026







Primary liquidity securities valuation measurement as at Q1 2026, £bn



- Majority of liquidity portfolio hedged for interest rate risk
- Asset swap spread volatility is captured through Fair Value through Other Comprehensive Income (FVOCI)
- FVOCI movement (post-tax) £28m in Q1'26

1. May not cast due to rounding. 2. "SSA" = Sovereign, Supranational & Agency

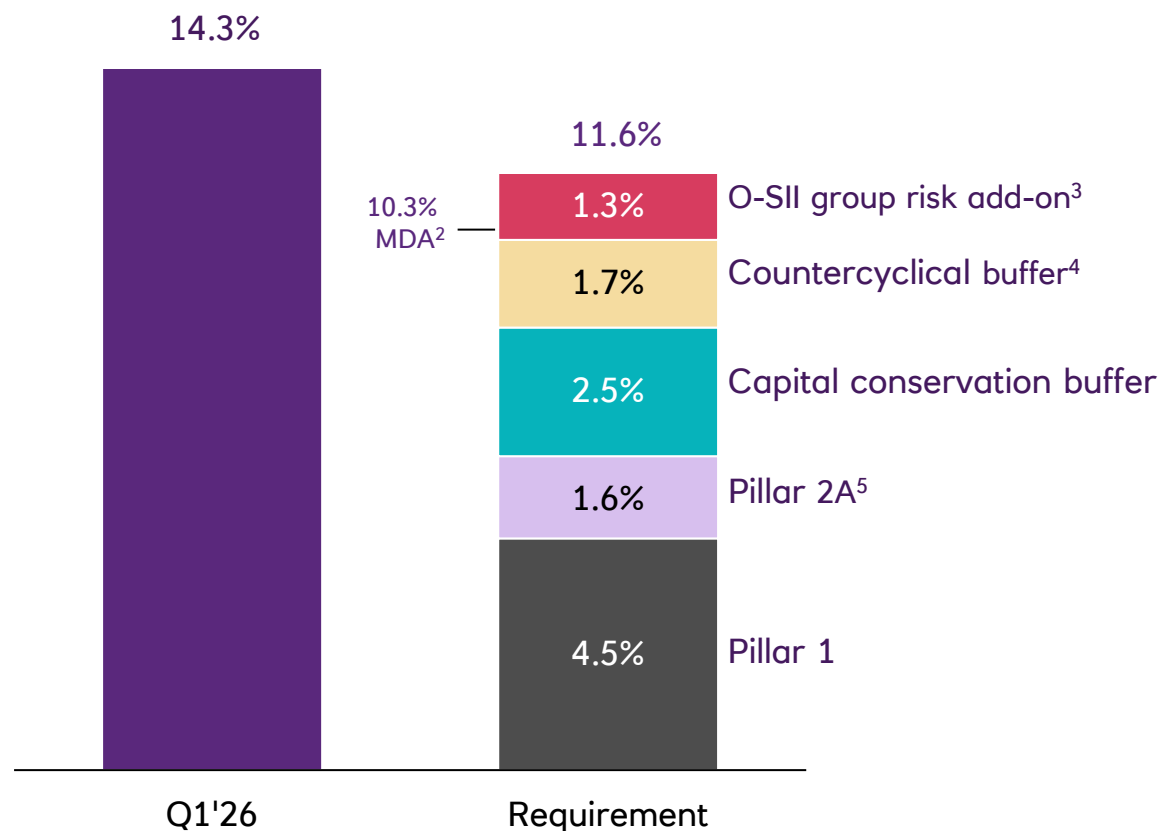
Good progress on HoldCo and OpCo issuance plans

Group holding company		2026 guidance	2026 YTD issuance ¹	
NatWest Group plc	Senior unsecured (MREL)	~£3bn	~£0.7bn	 • €750m 11NC10 Green
	Tier 2 capital	~£1bn	~£0.6bn	 • \$750m 21NC20
	Additional Tier 1	~£1bn	-	
Group Operating companies				
NatWest Markets Plc	Senior unsecured (non-MREL)	~£4bn ²	~£2.6bn	 • €1.0bn 5Yr FXD  • \$1.20bn 3Yr FXD • \$350m 3Yr FRN • \$750m 5Yr FXD
NatWest Bank Plc	Senior secured – Covered bond	~£1bn	-	

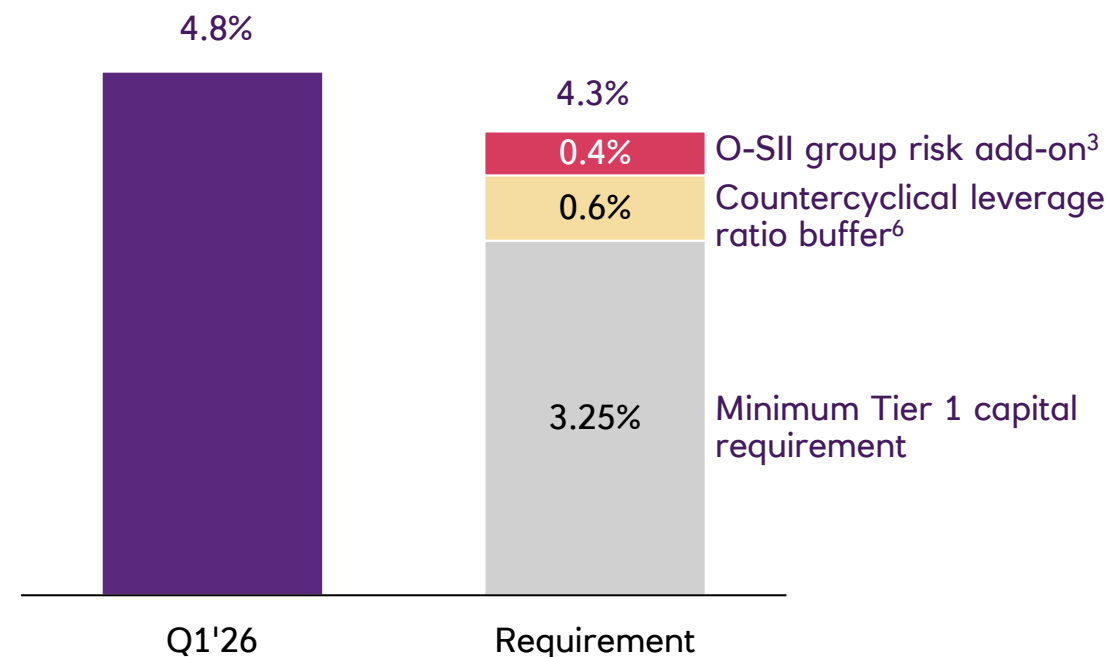
1. Includes primary/benchmark transactions only. Does not include private placements. 2. Incremental to the €1bn senior unsecured issuance from NatWest Markets Plc in January 2026.

Strong capital and leverage positions provide confidence and flexibility

**CET1 capital minimum requirements
(% RWA)¹**



**UK leverage ratio
(Tier 1 capital as % leverage exposure)**



1. Based on assumption of static regulatory capital requirement. 2. “MDA” = Maximum Distributable Amount. 3. O-SII buffer of 1.5% applies to the ring-fenced bank holding company. The equivalent O-SII Group Risk Add-on³ is ~1.3%. The O-SII Group Risk Add-on is included in the Group’s minimum supervisory minimum. 4. The CCyB requirement is based on the weighted average of the buffer rates in effect for the countries in which institutions have exposures. The UK CCyB buffer is currently being maintained at 2%. 5. Pillar 2A requirements are expected to vary over time and are subject to at least annual review. 56.25% of the total Pillar 2A requirement must be met from CET1 capital. 6. The countercyclical leverage ratio buffer is set at 35% of NatWest Group’s CCyB.

Footnotes

Slide 3: 1. 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 2. Gross loans across three businesses. 3. Customer deposits across 3 businesses 4. Income excluding notable items per slide 20. 5. Other operating expenses (Total operating expenses excluding litigation and conduct and one time integration costs).

Slide 4: 1. Compound annual growth rate FY'18 – FY'25 of 4.6%. 2. Based on Group Statutory ROTE

Slide 6: 1. Excluding notable income items per slide 20.

Slide 7: 1. Excluding notable income items per slide 20. 2. Group Net Interest Margin = Reported Group Net Interest Income / Group Average Interest Earning Asset.

Slide 8: 1. 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

Slide 9: 1. 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 Feb'26 BoE data. 2. Stock share of Retail Banking credit cards management estimate calculated as a percentage of total sterling net credit card lending to individuals not seasonally adjusted as per Feb'26 BoE data.

Slide 10: 1. May not cast due to rounding. 2. The Non-interest-bearing and Interest-bearing split for Commercial & Institutional is implied from the total for the three businesses and the disclosures for Retail Banking and Private Banking & Wealth Management. 3. Non-Interest-bearing balances for Retail Banking and Private Banking & Wealth Management are current accounts per Financial Supplement. 4. Interest-bearing balances for Retail Banking and Private Banking & Wealth Management are savings per Financial Supplement.

Slide 11: 1. Based on unrounded £m numbers.

Slide 13: 1. Four quarter growth. 2. Expected Credit Loss. 3. Post Model Adjustments. 4. Page 198 of FY'25 ARA for variance to actual total Stage 1 and Stage 2 ECL (£m)

Slide 14: 1. Loan impairment rate is the annualised loan impairment charge divided by gross customer loans

Slide 15: 1. Capital generation pre-distributions

Slide 16: 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 NatWest Group plc Risk Factors in the 2025 Annual Report and Accounts on Form 20-F. All 2026 guidance excludes the expected impact of the forthcoming Evelyn Partners acquisition. These statements constitute forward-looking statements. Refer to Forward-looking statements in this announcement. 2. 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. 3. Capital generation pre-distributions

Disclaimer

Forward-looking statements

The guidance, targets, expectations and trends discussed in this presentation represent NatWest Group management's current expectations and are subject to change, including as a result of the factors described in the "Risk Factors" in the NatWest Group plc 2025 Annual Report and Accounts on Form 20-F.

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This presentation may include forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995, such as statements with respect to NatWest Group's financial condition, results of operations and business, including its strategic priorities, financial, investment and capital targets, and climate and sustainability-related targets, commitments and ambitions described herein. Statements that are not historical facts, including statements about NatWest Group's beliefs and expectations, are forward-looking statements. Words, such as 'expect', 'estimate', 'project', 'anticipate', 'commit', 'believe', 'should', 'intend', 'will', 'plan', 'could', 'target', 'goal', 'objective', 'may', 'outlook', 'prospects' and similar expressions or variations on these expressions are intended to identify forward-looking statements. In particular, this presentation may include forward-looking statements relating, but not limited to: NatWest Group's outlook, guidance and targets (including in relation to RoTE, total income, other operating expenses, loan impairment rate, capital generation pre-distributions, customer assets and liabilities growth rate, cost-income ratio, CET1 ratio, RWA levels and payment of dividends), its financial position, profitability and financial performance, the implementation of its strategy, its access to adequate sources of liquidity and funding, its regulatory capital position and related requirements, its impairment losses and credit exposures under certain specified scenarios, substantial regulation and oversight, ongoing legal, regulatory and governmental actions and investigations. Forward-looking statements are subject to a number of risks and uncertainties that might cause actual results and performance to differ materially from any expected future results or performance expressed or implied by the forward-looking statements. Factors that could cause or contribute to differences in current expectations include, but are not limited to, future growth initiatives (including acquisitions, joint ventures and strategic partnerships), the outcome of legal, regulatory and governmental actions and investigations, the level and extent of future impairments and write-downs, legislative, political, fiscal and regulatory developments, accounting standards, competitive conditions, technological developments such as artificial intelligence, interest and exchange rate fluctuations, general economic and political conditions and uncertainties, exposure to third party risk, operational risk, conduct risk, cyber, data and IT risk, financial crime risk, key person risk and credit rating risk and the impact of climate and sustainability-related risks and the transitioning to a net zero economy. These and other factors, risks and uncertainties that may impact any forward-looking statement or NatWest Group plc's actual results are discussed in NatWest Group plc's 2025 Annual Report and Accounts on Form 20-F, NatWest Group's Interim Management Statement for Q1 2026, and its other public filings. The forward-looking statements contained in this presentation speak only as of the date of this presentation and NatWest Group plc does not assume or undertake any obligation or responsibility to update any of the forward-looking statements contained in this presentation, whether as a result of new information, future events or otherwise, except to the extent legally required.

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Climate and sustainability-related disclosures in this presentation are not measures within the scope of IFRS, use a greater number and level of judgments, assumptions and estimates, including with respect to the classification of climate and sustainable funding and financing activities, than our reporting of historical financial information in accordance with IFRS. These judgments, assumptions and estimates are highly likely to change materially over time, and, when coupled with the longer time frames used in these disclosures, make any assessment of materiality inherently uncertain. Refer to the cautionary statement in the section entitled 'Additional cautionary statement regarding climate and sustainability-related data, metrics and forward-looking statement' of the NatWest Group plc 2025 Annual Report and Accounts.

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