



NatWest
Group

FY 2024 Results

14 February 2025



NatWest
Group

Paul Thwaite **Chief Executive Officer**

Our business has delivered FY'24 RoTE of 17.5%

Disciplined growth
across our businesses
with ~500k¹ new
customers

£372bn

Customer Loans²
+3.5% vs Dec'23

£431bn

Customer Deposits³
+2.9% vs Dec'23

£48.9bn

AUMA
+20% vs Dec'23

Strong returns with
attributable profit of
£4.5bn

£14.6bn

Income ex notable items⁴
vs £14.3bn in FY'23

£7.9bn

Costs⁵
vs £7.6bn in FY'23

17.5%

Return on Tangible Equity
vs 17.8% in FY'23

Delivering EPS, DPS
and TNAVps growth,
underpinned by strong
CET1 ratio 13.6%

54p

EPS
+12% vs Dec'23

21.5p

Dividend per share
+26% vs Dec'23

329p

TNAV per share
+13% vs Dec'23

Our strategy is delivering shareholder value

Progressing our strategic priorities



Delivered on improved 2024 Guidance¹



Creating shareholder value
£4.0bn total distributions to shareholders³

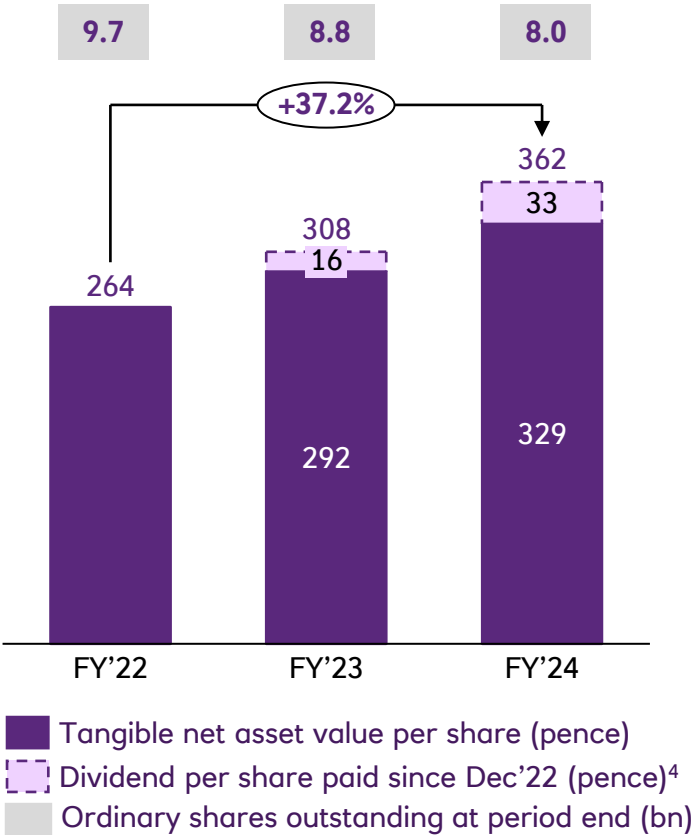
Disciplined growth

Bank-wide simplification

Active balance sheet and risk management

2024	Guidance	Result
Total income excluding notable items	~£14.4bn	£14.6bn
Other operating expenses	Broadly stable vs 2023 ²	+1.1%
Loan impairment rate	Below 15bps	9bps
Return on Tangible Equity	>15%	17.5%

	Target	Result
Ordinary dividend payout ratio	~40%	39%
Delivered directed buybacks		£2.2bn
CET1 ratio	13-14%	13.6%





We are growing in a disciplined way

- Growing our customer base: ~500k in 2024 to over 19 million
- 6th consecutive year of lending growth: 6 year CAGR ¹ 4.3% Loans, 4.1% Deposits, 10.8% AUMA

Retail Banking

Youth to mass affluent

- + ~500k new customers²
- Deeper customer engagement - 6.4m customers have accessed 'Insights' on mobile app to manage financial wellbeing
- Credit card stock share 9.7% vs 8.5% 2023³
- Mortgage stock share stable at 12.6%⁴
- Announced acquisition of portfolios from Metro Bank and Sainsbury's Bank

Private Banking

Affluent to high net-worth

- 26% increase in Group referrals
- Improving customer advocacy Coutts Brand NPS +48, up 11 vs 2023
- £2.2bn of AUM Net Inflows; contributing to 19.9% increase in total AUMA balances to £48.9bn
- 12.5% deposit growth vs 2023, now at £42.4bn

Commercial & Institutional

Start-ups to large corporates and financial institutions

- + ~10k new customers²
- 5.3% lending growth to Commercial Mid-market customers driven by Asset Finance and Social Housing⁵
- ~£28bn Climate and Sustainable Funding and Financing⁶ towards ~£32bn Group total
- 10% Non-interest income growth, strong performance in Payments, Foreign Exchange and Debt Capital Markets



We are simplifying our business

- **Delivered stable costs in 2024 mitigating inflation, with £76m property savings¹ and 3.3% FTE reduction²**
- **Investments in technology are improving the customer experience and colleague productivity**

Retail Banking

Youth to mass affluent

- **79% customers banking entirely digitally³**
- **49% Cora conversations entirely contained**
- **Mortgage offer available to eligible customers in 24 hrs** and average offer time improved by 20% in 2024
- **Operational improvements** including 17% reduction to property footprint and 10% in FTE; 20 telephony systems reduced to 4

Private Banking

Affluent to high net-worth

- **58% private clients digitally active⁴**
- **AI call summarisation tool rolled out to all advisors** enabling more time spent with clients
- Digitisation of key savings products, contributing to **tenfold increase in digital inflows to £3.5bn**
- **Streamlined technology estate** by migrating telephony to AWS Connect
- **Optimised investment operations** by re-locating from Switzerland to UK

Commercial & Institutional

Start-ups to large corporates and financial institutions

- **83% of customers banking digitally first⁵**
- **Improved payment tracking capabilities** saving >20,000 calls.
- **80% reduction** in time taken to operationalise deposit rate changes
- **Small Business Loans up to £100k** available digitally in 24hrs contributing to 50% increase in gross lending



We are actively managing our balance sheet, enabling strong capital generation in 2024

- Focused on capital allocation to drive optimal risk-adjusted returns: delivered 243bps of capital¹ generation pre-distributions in 2024

- £6.8bn RWA management savings through multiple levers

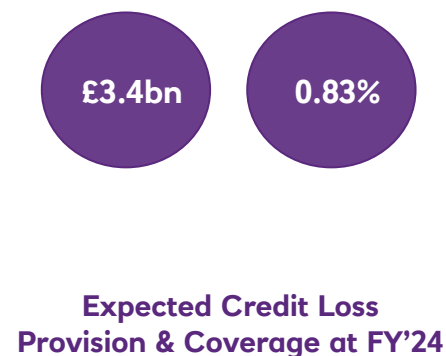
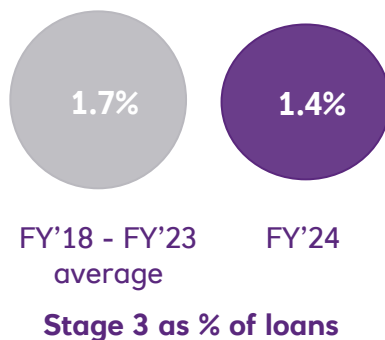
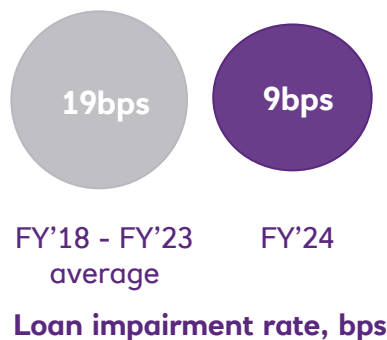
Significant Risk Transfers

Credit Risk Insurance

Asset sales

Balance Sheet optimisation

- Strong risk management evident in low impairment rate and low stage 3 loans





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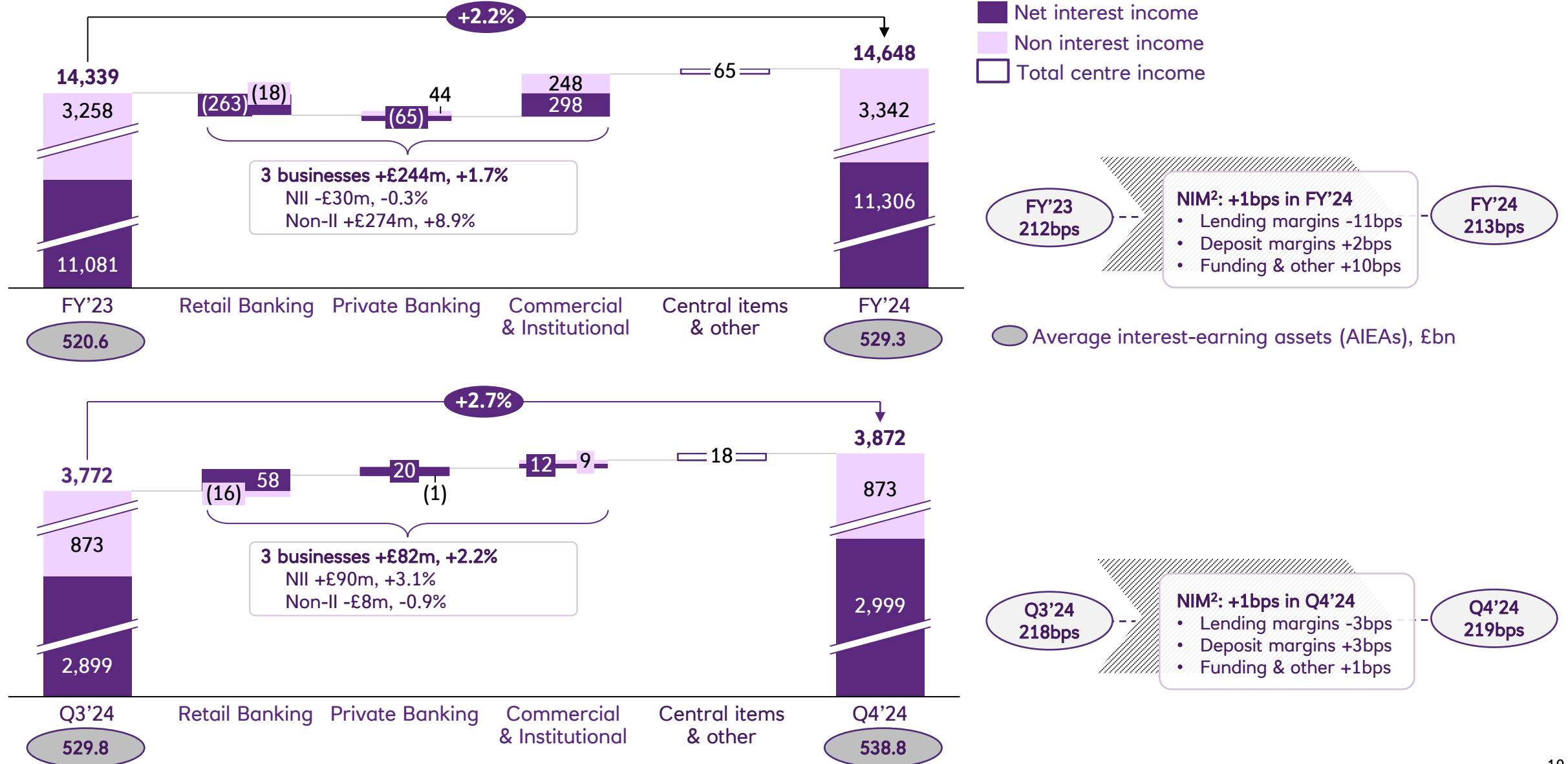
Katie Murray Chief Financial Officer

Strong financial performance

Group, £m	FY'24	FY'23	FY'24 vs FY'23	Q4'24	Q3'24	Q4'23	Q4'24 vs Q3'24	Q4'24 vs Q4'23
Net interest income, ex notable items ¹	11,306	11,081	2.0%	2,999	2,899	2,670	3.4%	12.3%
Non-interest income, ex notable items ¹	3,342	3,258	2.6%	873	873	772	0.0%	13.1%
Total income, ex notable items¹	14,648	14,339	2.2%	3,872	3,772	3,442	2.7%	12.5%
Total income	14,703	14,752	(0.3%)	3,825	3,744	3,537	2.2%	8.1%
Other operating expenses	(7,854)	(7,641)	2.8%	(2,114)	(1,784)	(2,041)	18.5%	3.6%
<i>Other operating expenses excl. increased bank levies² and Retail share offer costs</i>	<i>(7,728)</i>	<i>(7,641)</i>	<i>1.1%</i>	<i>(2,090)</i>	<i>(1,772)</i>	<i>(2,041)</i>	<i>17.9%</i>	<i>2.4%</i>
Litigation and conduct costs	(295)	(355)	(16.9%)	(153)	(41)	(113)	3.7x	35.4%
Operating expenses	(8,149)	(7,996)	1.9%	(2,267)	(1,825)	(2,154)	24.2%	5.2%
Operating profit before impairments	6,554	6,756	(3.0%)	1,558	1,919	1,383	(18.8%)	12.7%
Impairment (losses)	(359)	(578)	(37.9%)	(66)	(245)	(126)	n.m.	(47.6%)
<i>Loan impairment rate</i>	<i>9bps</i>	<i>15bps</i>	<i>(6bps)</i>	<i>7bps</i>	<i>25bps</i>	<i>13bps</i>	<i>(18bps)</i>	<i>(6bps)</i>
Operating profit	6,195	6,178	0.3%	1,492	1,674	1,257	(10.9%)	18.7%
<i>Operating profit ex notable items³</i>	<i>6,266</i>	<i>5,765</i>	<i>8.7%</i>	<i>1,563</i>	<i>1,714</i>	<i>1,162</i>	<i>(8.8%)</i>	<i>34.5%</i>
Attributable profit	4,519	4,394	2.8%	1,248	1,172	1,229	6.5%	1.5%
Return on Tangible Equity	17.5%	17.8%	(0.3)ppts	19.0%	18.3%	20.1%	0.7ppts	(1.1)ppts

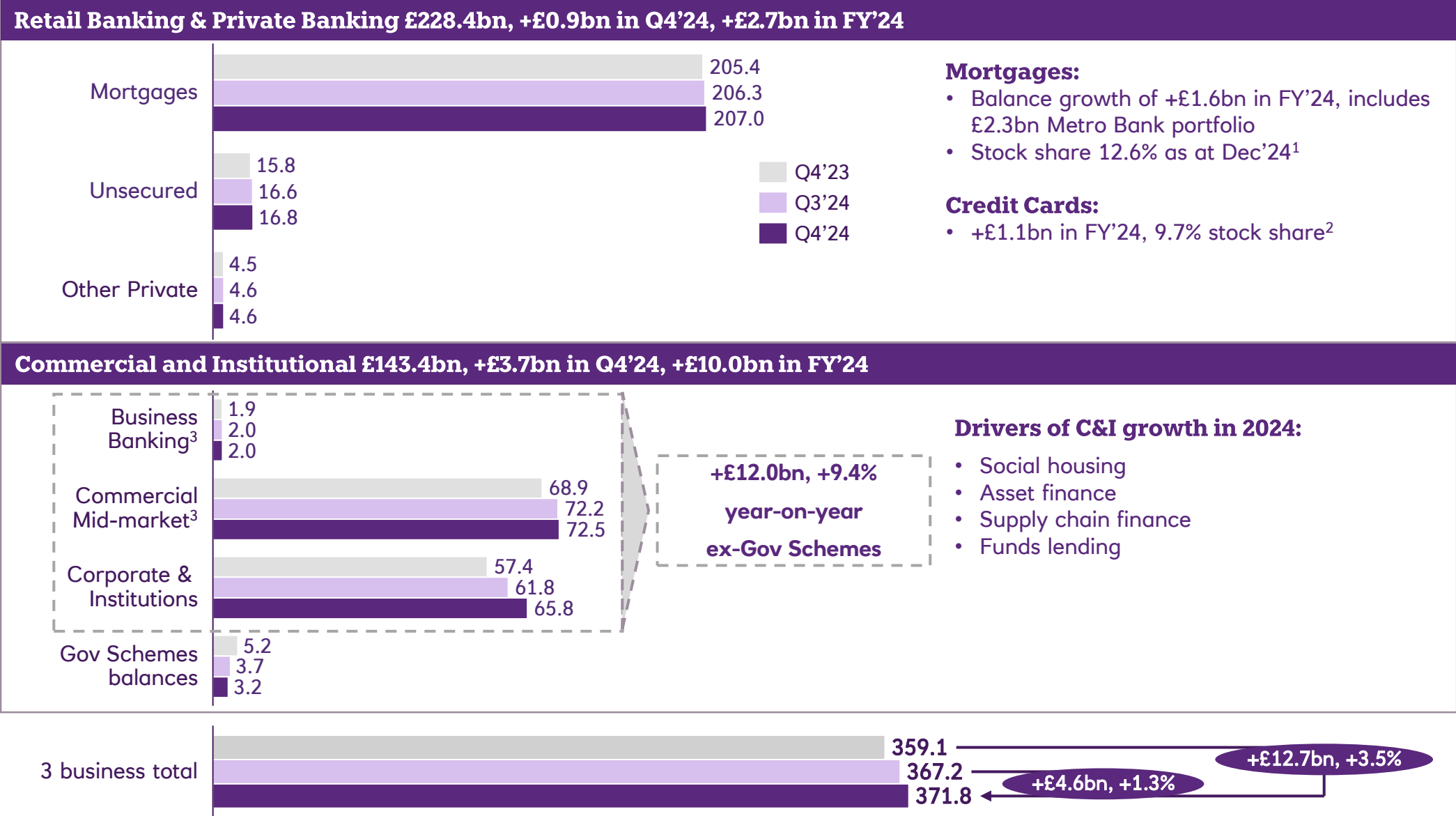
Strong income momentum through year, +2.2% in 2024

Income excl. notable items¹, £m



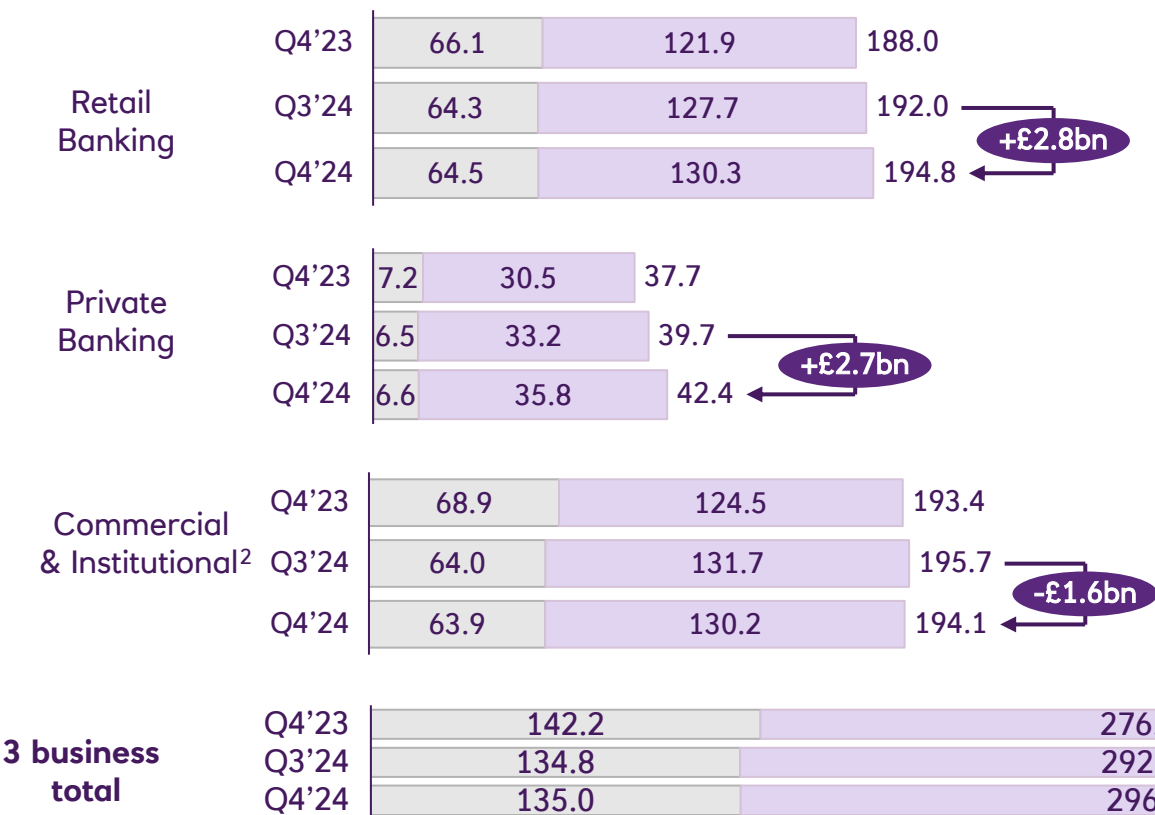
Disciplined approach to loan growth: +£13bn, +3.5% in 2024

Gross loans to customers (amortised cost) at Q4'24, £bn



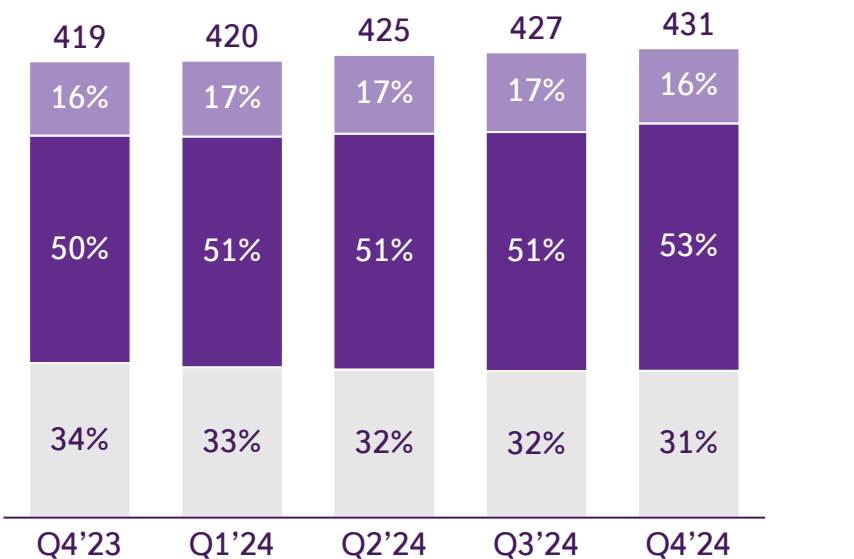
Strong deposit growth across all 3 businesses: +£12bn, +2.9% in 2024

Customer deposits across the 3 customer businesses, £bn



Non-interest-bearing balances ³
Interest-bearing balances ⁴

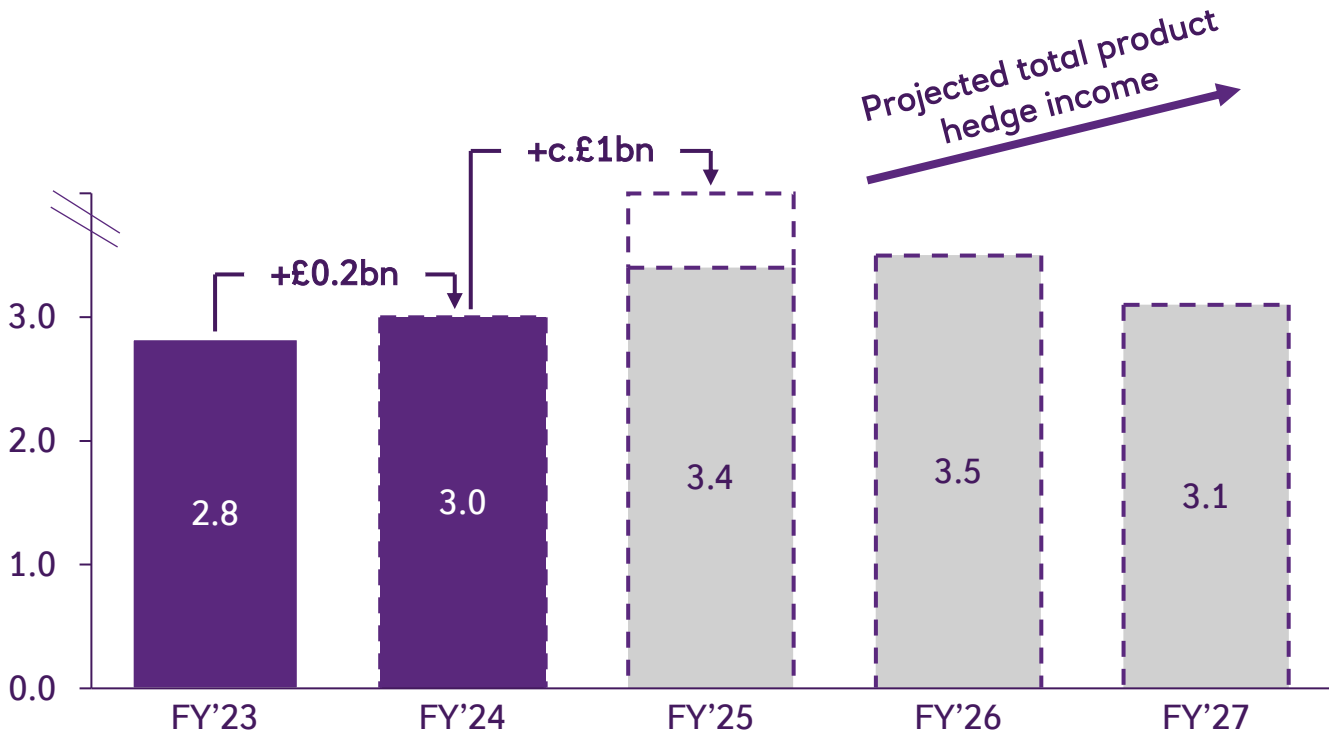
Deposit mix by interest type across the 3 customer businesses¹ %, £bn



Term
Instant Access
Non-interest-bearing balances

Structural hedging provides a multi-year income tailwind

Product structural hedge income outlook as at 31 December 2024, £bn



■ Product hedge gross income
■ Gross income already written as at Dec'24

- We now expect the **product structural hedge income in 2025 to be ~£1bn greater than 2024.**
- Beyond 2025, we expect annual growth in product structural hedge income each year through to 2027.
- We expect the product hedge **notional to be broadly stable in 2025.**
- **Annual maturities** are one fifth of the period end balance which is **equivalent to ~£35bn** in FY'25.

% of hedges already written*

~80%

~60%

~40%

Average redemption yield¹

~0.0%

~0.4%

~2.8%

Average reinvestment yield²

3.6%

3.5%

3.5%

Product structural hedge	FY'23	FY'24
Notional end of period	£185bn	£172bn
Notional average	£199bn	£174bn
Yield	1.42%	1.75%

*Average duration 2.5 years with mechanistic reinvestment

2025 income drivers and guidance

Growth across our customer businesses

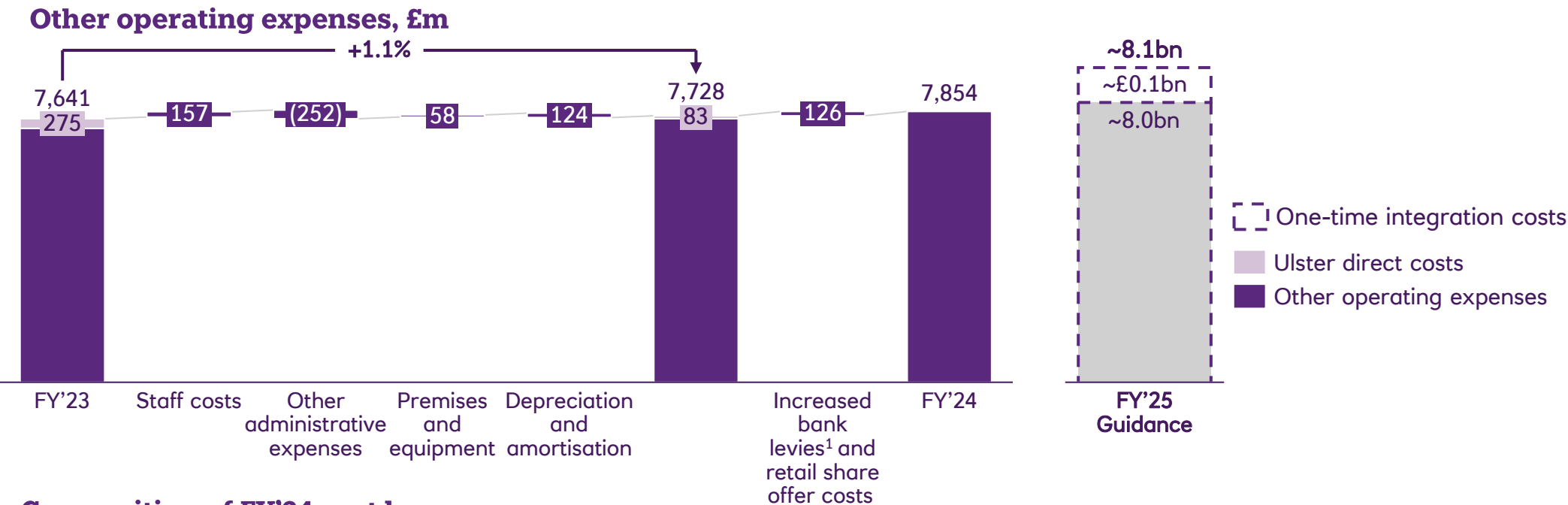
Active management of product pricing as interest rates fall

Strong product structural hedge tailwind of ~£1bn

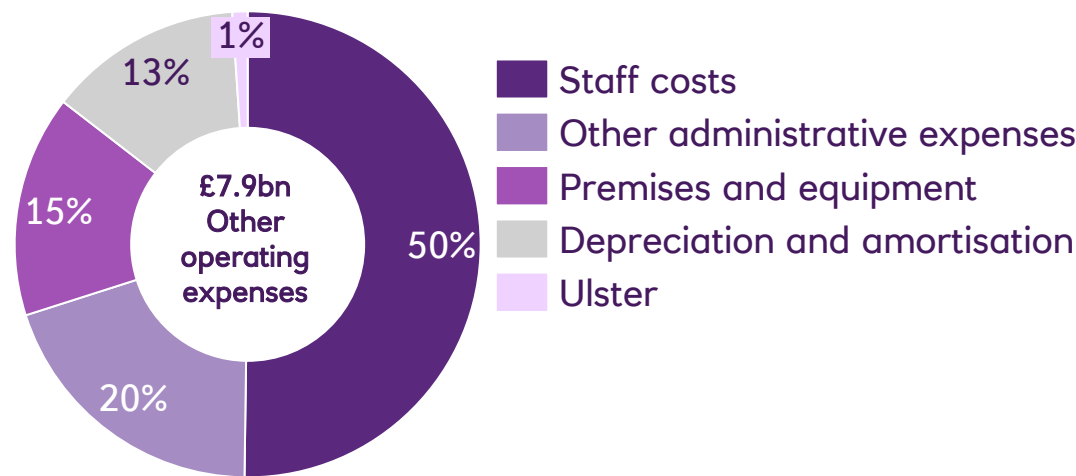
In 2025 we expect income excluding notable items to be £15.2bn–£15.7bn

Assumes UK Bank Rate of 3.75% at end 2025

Delivered broadly stable costs



Composition of FY'24 cost base

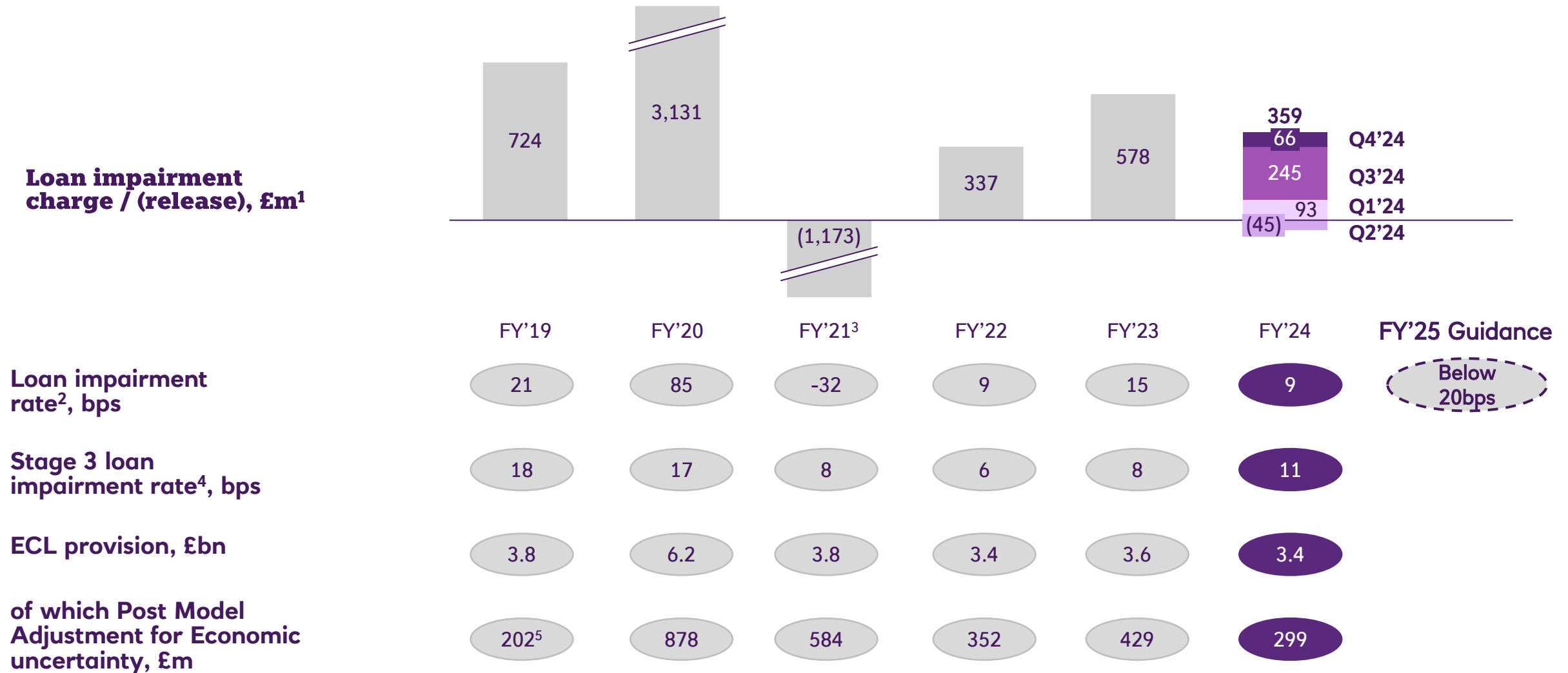


2025 cost drivers and guidance

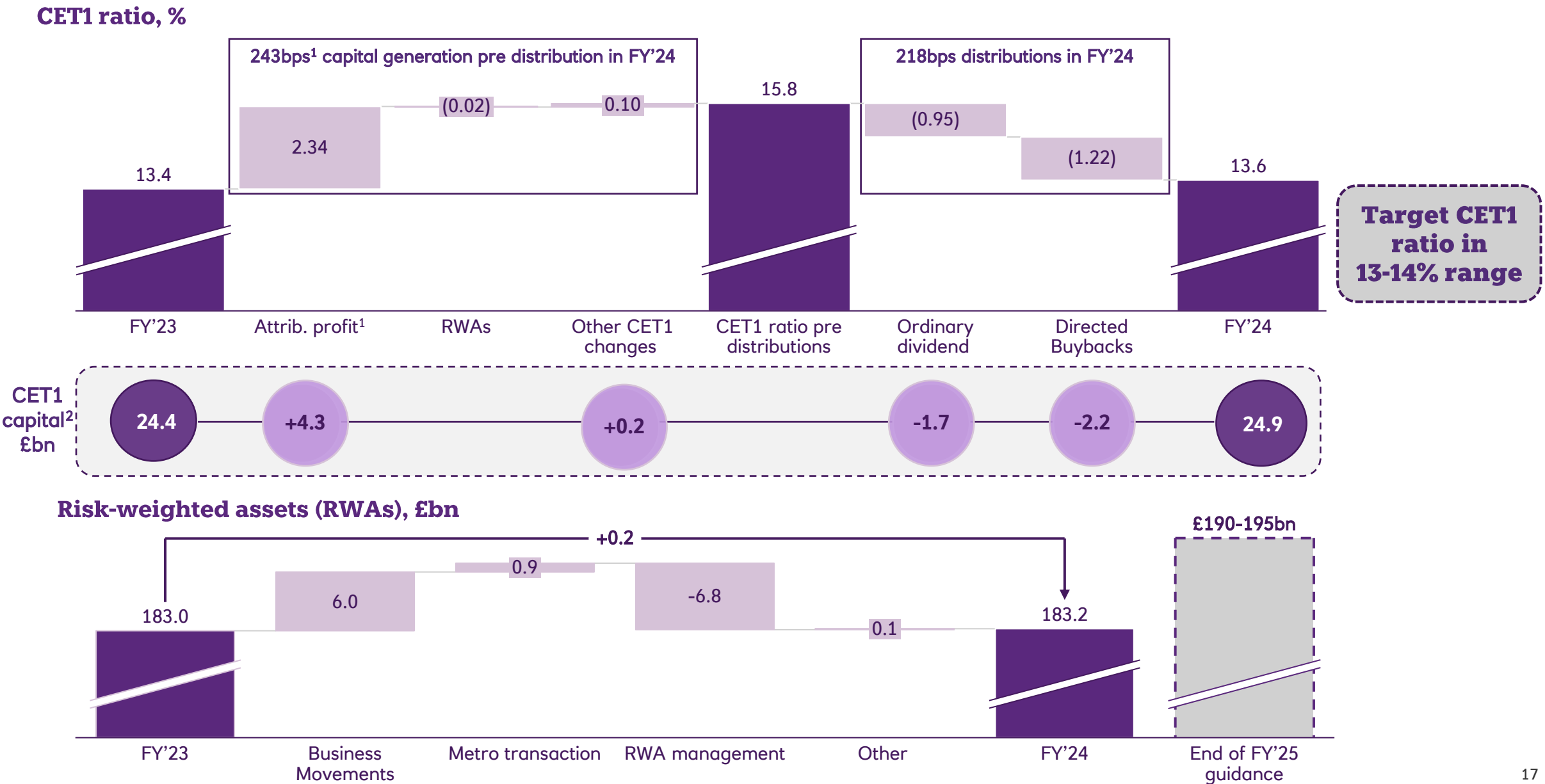
- Staff costs: 3.3% average annual wage increase plus £45m additional NIC
- Bank-wide simplification: ongoing investment to deliver savings
- One-time integration costs ~£0.1bn: Metro Bank & Sainsbury's Bank portfolios

In 2025 we expect Group operating costs, excluding litigation and conduct costs, to be around £8.1 billion including around £0.1 billion of one-time integration costs

9bps impairment charge in 2024

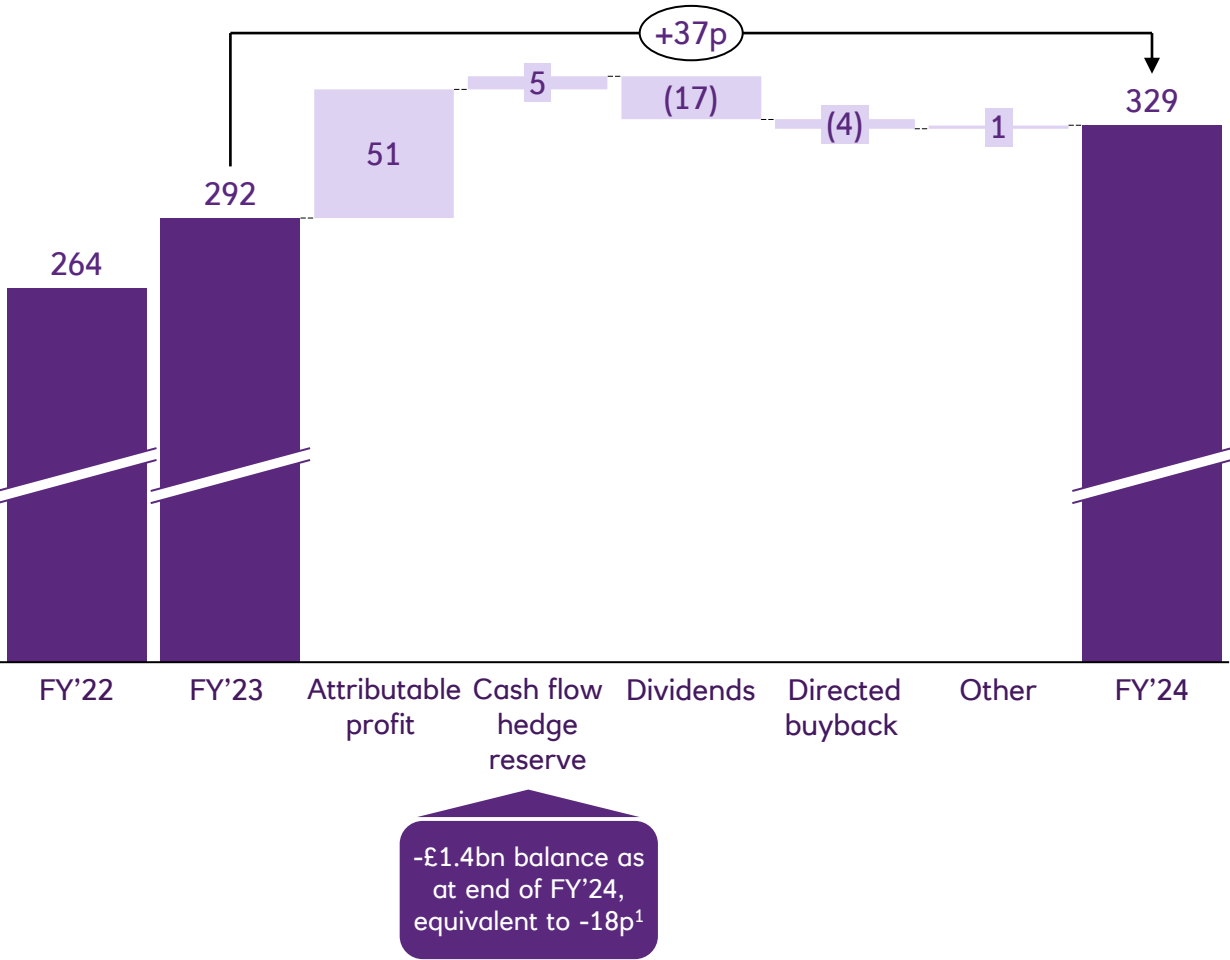


Strong capital generation supporting distributions

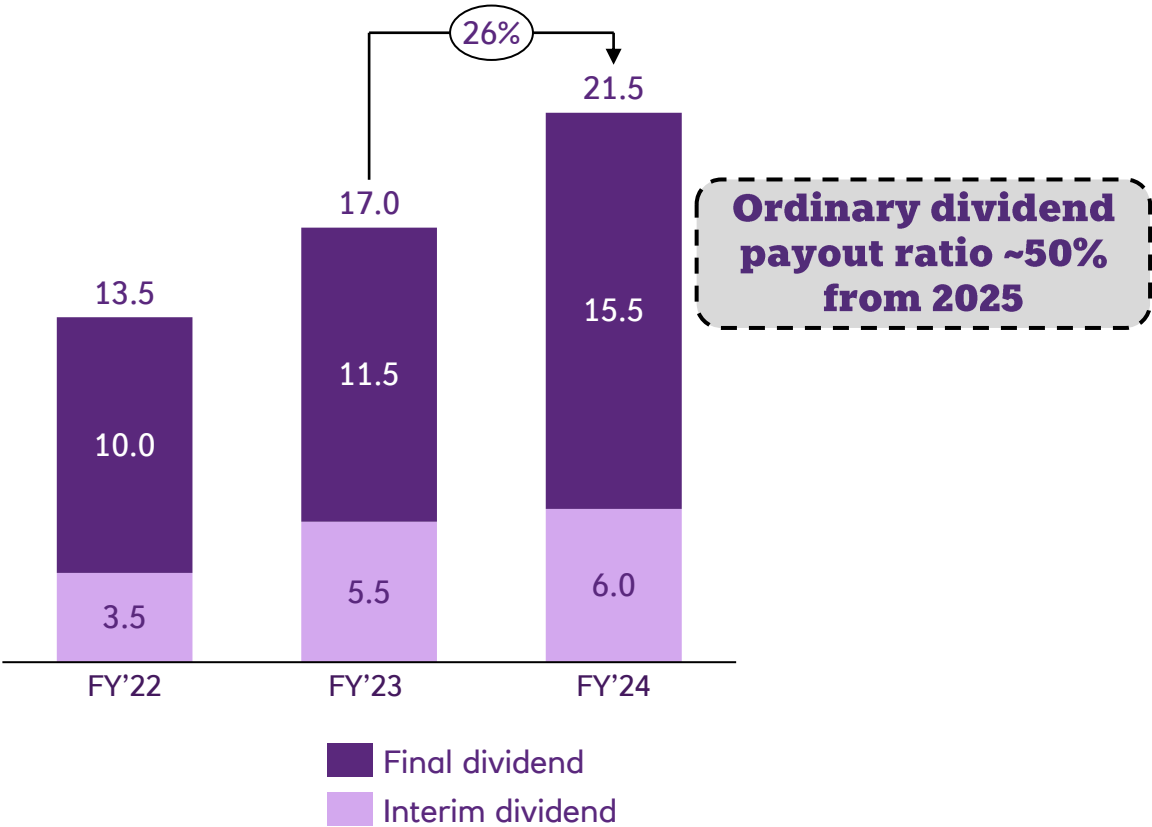


Creating shareholder value

Tangible Net Asset Value (TNAV) per share, pence



Ordinary dividend per share announced, pence



Summary of guidance¹

2025 Guidance

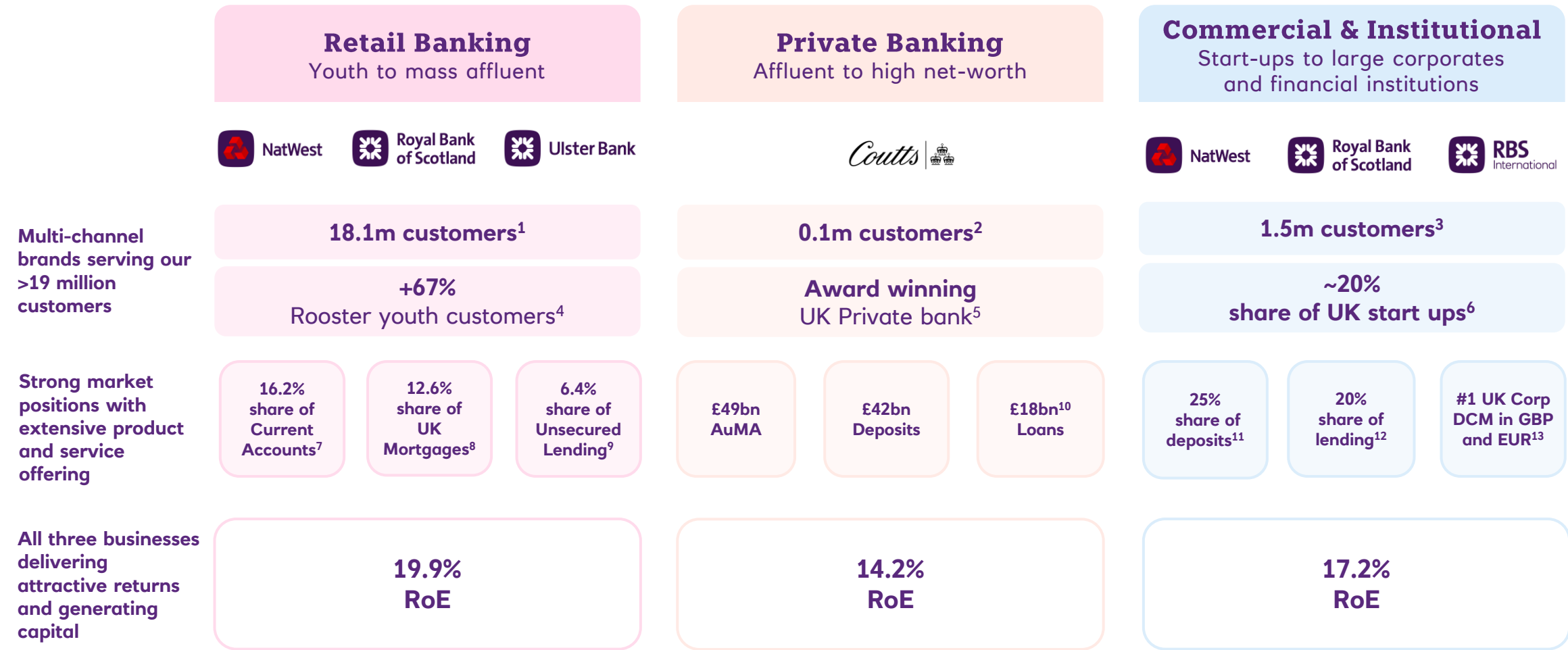
Total Income	Other operating expenses	Loan impairment rate	Risk Weighted Assets	Return on Tangible Equity
£15.2-15.7bn ²	~£8.1bn, incl. ~£0.1bn one-time integration costs	Below 20bps	£190-195bn	15-16%



NatWest
Group

Paul Thwaite **Chief Executive Officer**

Leading positions across our three businesses with capacity for growth



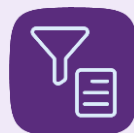
Our 2025-2027 strategic priorities to deliver returns

Our Ambition: Succeeding with customers



Disciplined growth

- **Grow our three customer businesses**, increasing total customer numbers, including proportion banking digitally
- **Improve share in target segments**, subject to returns
- **Deepen engagement** through personalisation to improve customer satisfaction including NPS
- **Continue to assess value accretive inorganic opportunities** and successfully integrate Metro Bank and Sainsbury's Bank customers



Bank-wide simplification

- **Accelerate digitisation of customer journeys** with a focus on reducing and automating end to end processes
- **Streamline and modernise our technology estate including use of cloud** to increase pace of delivery
- **Accelerate data simplification and AI deployment** to provide personalised customer propositions efficiently
- **Further simplify our operational model**, including property portfolio and legal entity structure



Active balance sheet and risk management

- **Leverage our strong capital, liquidity and funding positions** as a key source of competitive advantage
- **Drive dynamic and disciplined capital allocation** through enhanced pricing capabilities and returns management to optimise risk-reward
- **Drive strategic recycling of capital** through enhanced risk distribution capabilities to optimise returns

Delivering attractive returns to shareholders¹

Focused on returns

2027 Return on Tangible Equity Target of >15%

Attractive distributions
to shareholders

**Target an ordinary
dividend payout ratio
~50%**

**Surplus capital returned
via buybacks**

Underpinned by a
strong Balance Sheet

CET1 ratio in the range of 13-14%



Q&A



NatWest
Group

Upcoming investor spotlights on our 3 customer businesses

**Commercial &
Institutional**

26th March 2025

Private Banking

25th June 2025

Retail Banking

Q4 2025

Outlook statements¹

Outlook

The following statements are based on our current expectations for interest rates and economic activity. We will monitor and react to market conditions and refine our internal forecasts as the economic position evolves.

In 2025 we expect:

- to achieve a return on tangible equity in the range of 15-16%.
- income excluding notable items to be in the range of £15.2-15.7 billion.
- Group operating costs, excluding litigation and conduct costs, to be around £8.1 billion including around £0.1 billion of one-time integration costs.
- our loan impairment rate to be below 20 basis points.
- RWAs to be in the range of £190-195 billion at the end of 2025, dependent on final CRD IV model outcomes.

In 2027 we expect:

- to achieve a return on tangible equity for the Group of greater than 15%.

Capital

- we continue to target a CET1 ratio in the range of 13-14%.
- we expect to pay ordinary dividends of around 50% of attributable profit from 2025 and will consider buybacks as appropriate.

Notable items

	Q1'23	Q2'23	Q3'23	Q4'23	FY'23	Q1'24	Q2'24	Q3'24	Q4'24	FY'24
Group income	3,876	3,851	3,488	3,537	14,752	3,475	3,659	3,744	3,825	14,703
Notable items in Income, £m	Q1'23	Q2'23	Q3'23	Q4'23	FY'23	Q1'24	Q2'24	Q3'24	Q4'24	FY'24
Commercial and Institutional										
Own credit adjustments (OCA)	6	3	(6)	(5)	(2)	(5)	(2)	2	(4)	(9)
Tax interest on prior periods (Net Interest Income)	--	--	--	3	3	--	--	--	--	--
Central items & other										
Interest and FX risk management derivatives not in accounting hedge relationships	75	(23)	48	(21)	79	59	67	5	19	150
Loss on redemption of own debt	--	--	--		--		--	--	--	--
Liquidity Asset Bond sale losses	(13)	(11)	(9)	(10)	(43)	--	--	--	--	--
Share of associate profits/(losses) for Business Growth Fund	(12)	(3)	10	1	(4)	7	4	11	(1)	21
Property Restructuring	--	--	(69)	--	(69)	--	--	--	--	--
FX recycling gains / (losses)	--	322	--	162	484	--	--	(46)	(30)	(76)
Tax interest on prior periods (Net Interest Income)	--	--	--	(35)	(35)	--	--	--	(31)	(31)
Total notable items in Group income	56	288	(26)	95	413	61	69	(28)	(47)	55
Group income excluding notable items	3,820	3,563	3,514	3,442	14,339	3,414	3,590	3,772	3,872	14,648

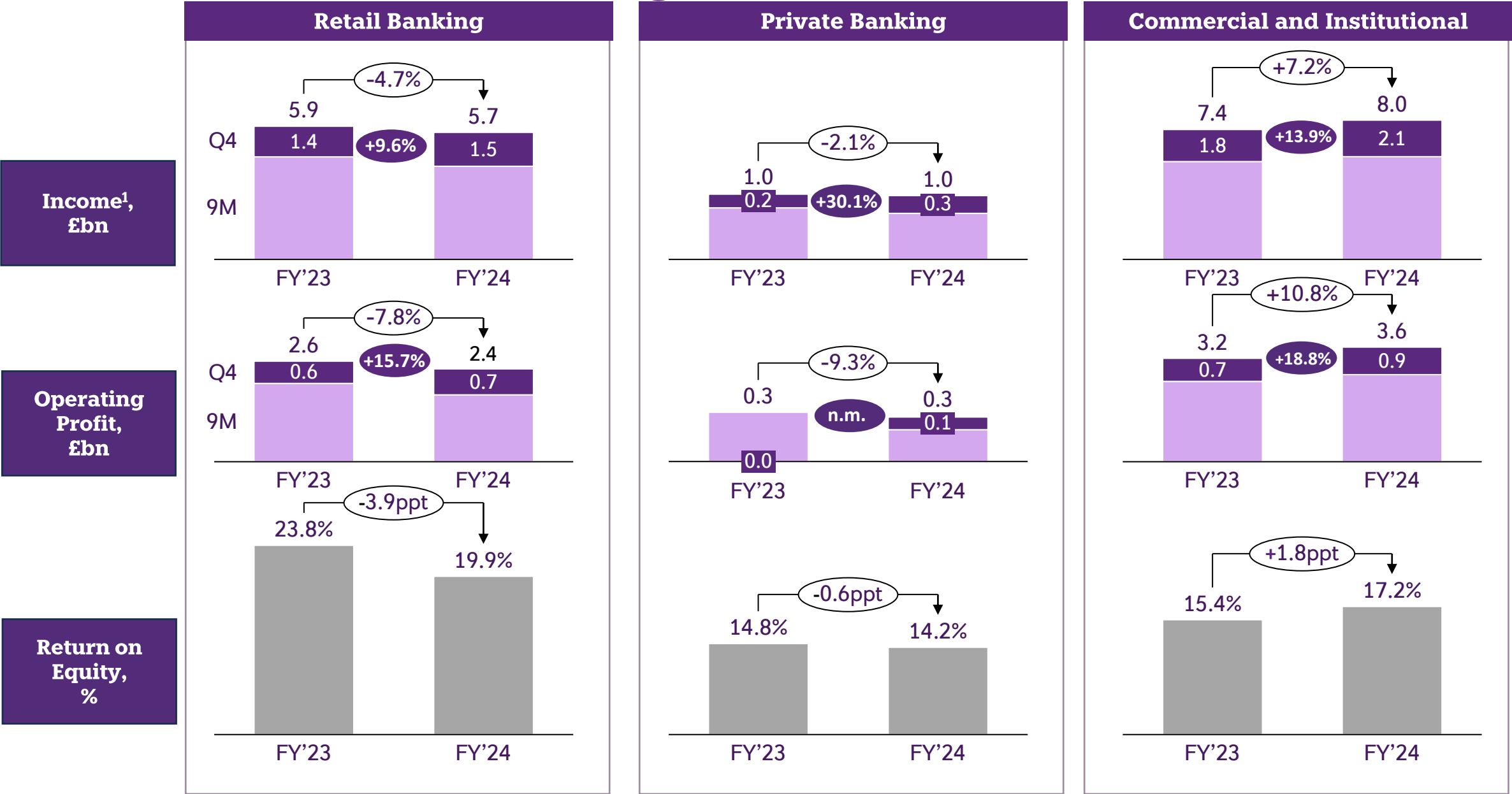
Segmental summary¹

Group FY24, £bn	Retail Banking	Private Banking	Commercial & Institutional	Central items & other	Group
Net interest income	5.2	0.6	5.3	0.1	11.3
Non-interest income	0.4	0.3	2.6	0.1	3.4
Total income	5.7	1.0	8.0	0.1	14.7
<i>Income ex-notable items</i>	<i>5.7</i>	<i>1.0</i>	<i>8.0</i>	<i>0.1</i>	<i>14.6</i>
Other operating expenses	(2.8)	(0.7)	(4.1)	(0.2)	(7.9)
Litigation and conduct	(0.1)	(0.0)	(0.2)	(0.0)	(0.3)
Operating expenses	(2.9)	(0.7)	(4.3)	(0.2)	(8.1)
Operating profit/(loss) before impairment (losses)/releases	2.7	0.3	3.7	(0.1)	6.6
Impairment (losses)/releases	(0.3)	0.0	(0.1)	0.0	(0.4)
Operating profit/(loss)	2.4	0.3	3.6	(0.1)	6.2

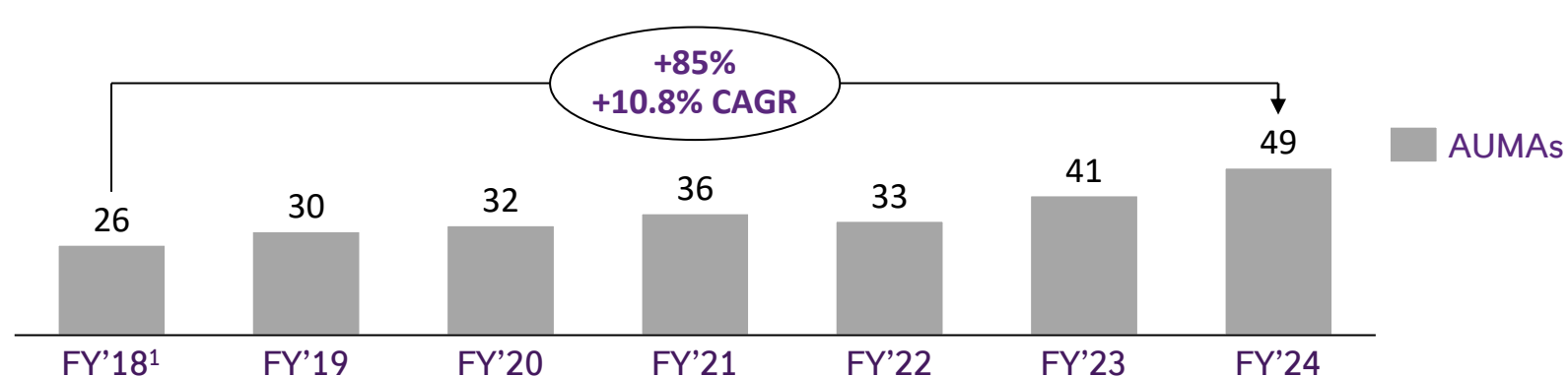
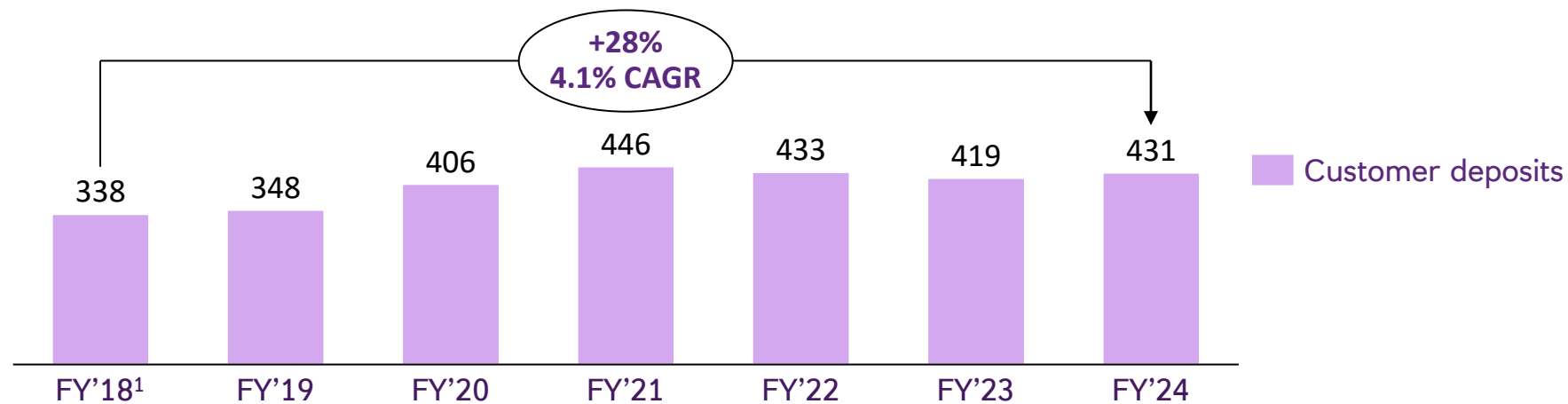
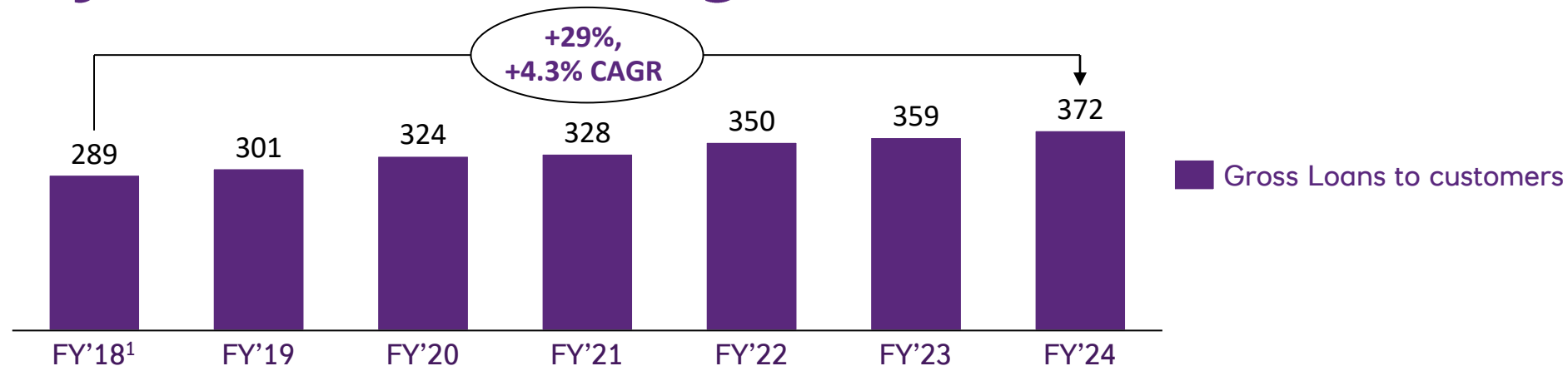
£bn					
Net loans to customers - amortised cost	208.4	18.2	141.9	31.8	400.3
Customer Deposits	194.8	42.4	194.1	2.2	433.5
RWAs	65.5	11.0	104.7	2.0	183.2

Return on equity / tangible equity	19.9%	14.2%	17.2%	nm	17.5%
Cost:income ratio (excl. litigation and conduct)	50.0%	73.6%	51.8%	nm	53.4%

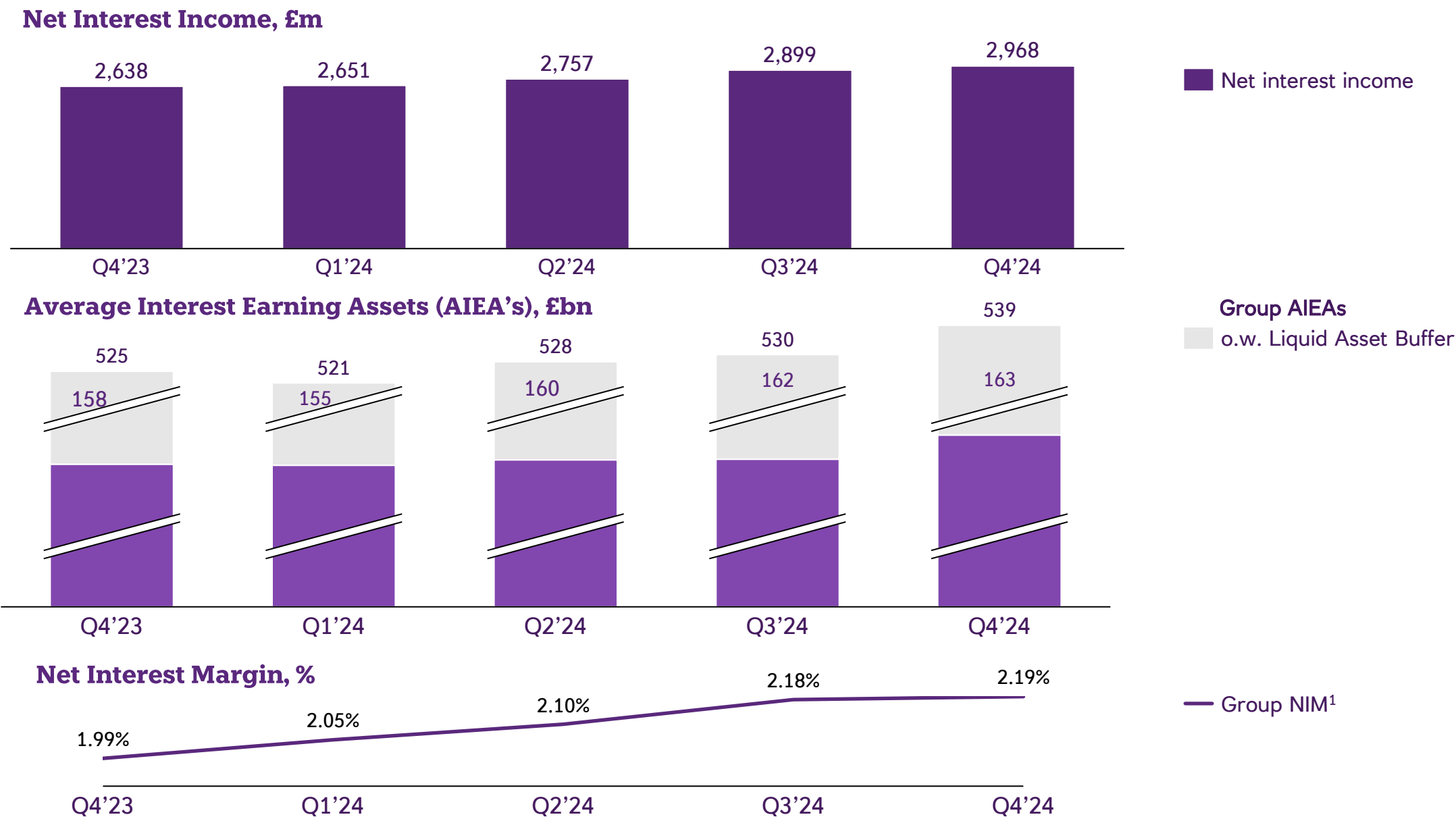
All 3 businesses delivering attractive absolute returns



6-year balance sheet growth across 3 businesses

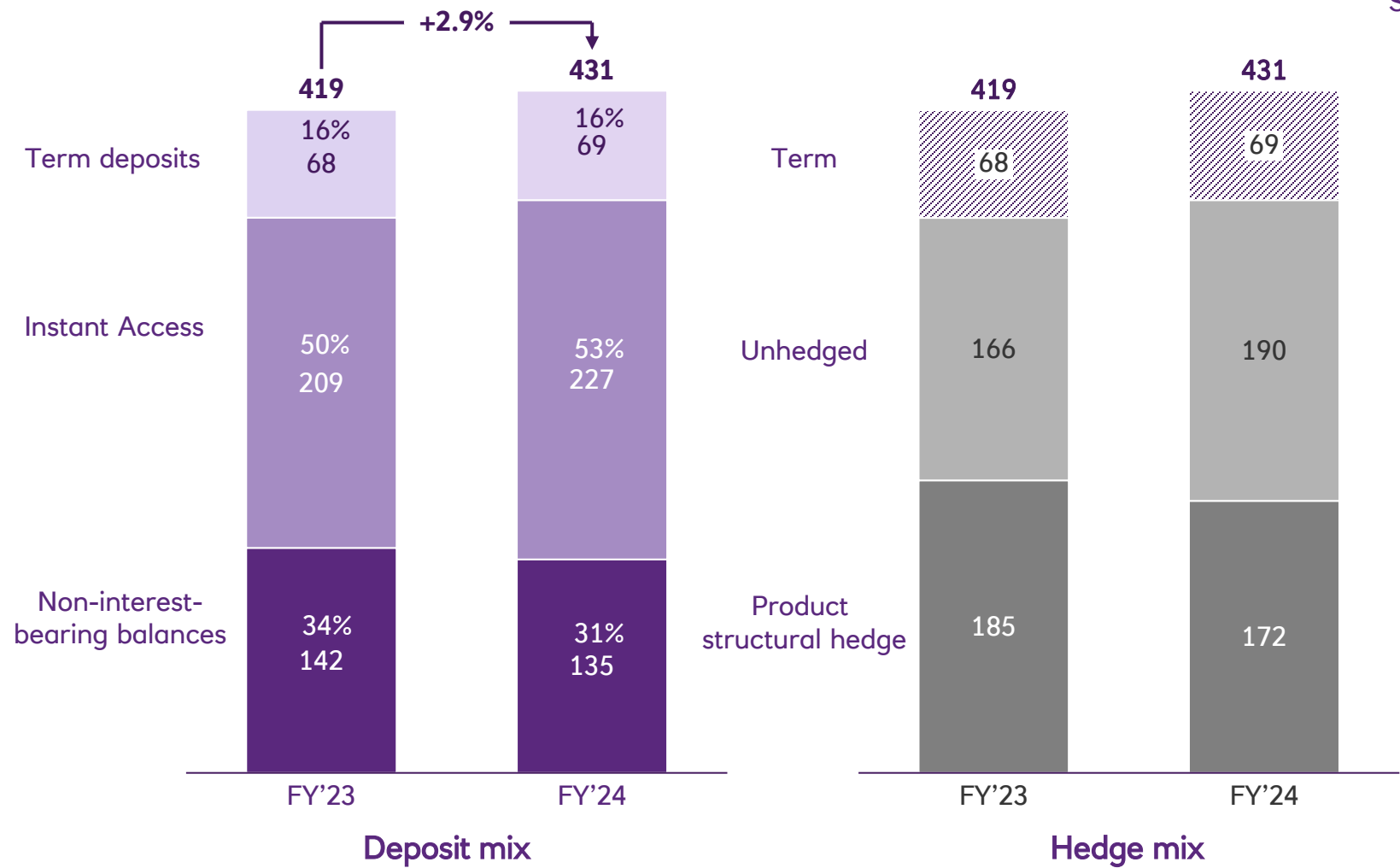


Net Interest Income, margin and AIEAs



Deposit income drivers

Deposit mix by interest and hedge type¹, £bn



2025 deposit income drivers year-on-year

Subject to customer and market dynamics

Term Deposit Income:

- **Volume:** subject to customer behaviour
- **Margin:** broadly stable

Unhedged Deposit Income:

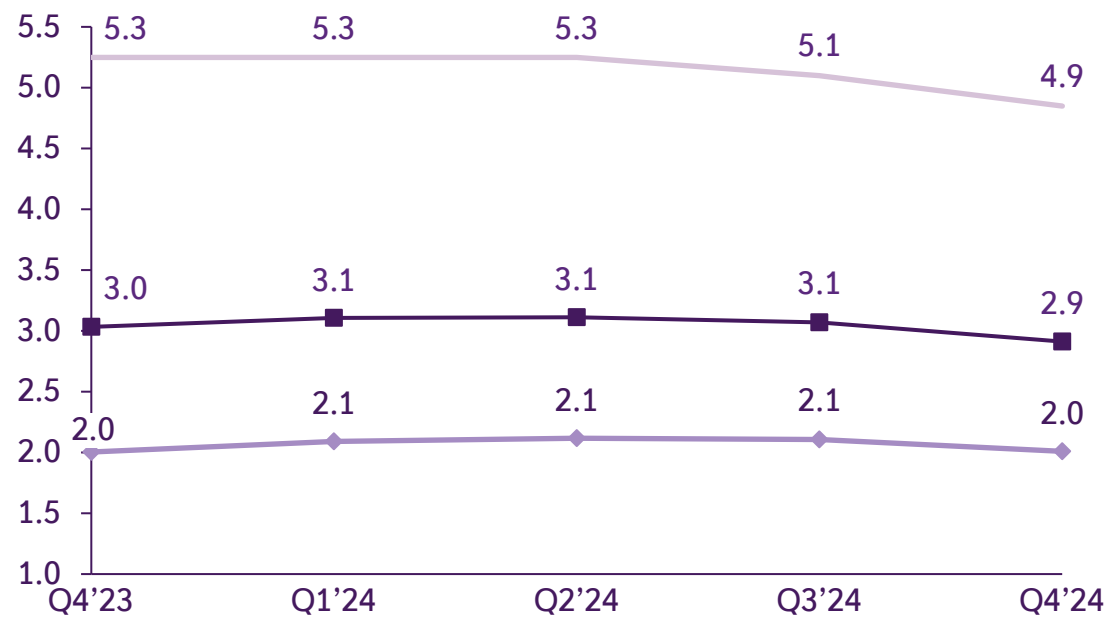
- **Volume:** subject to mix
- **Margin:** decreasing, subject to deposit passthrough

Product Hedge Income: +c.£1bn vs 2024

- **Volume:** broadly stable notional
- **Margin:** increasing due to higher reinvestment rate

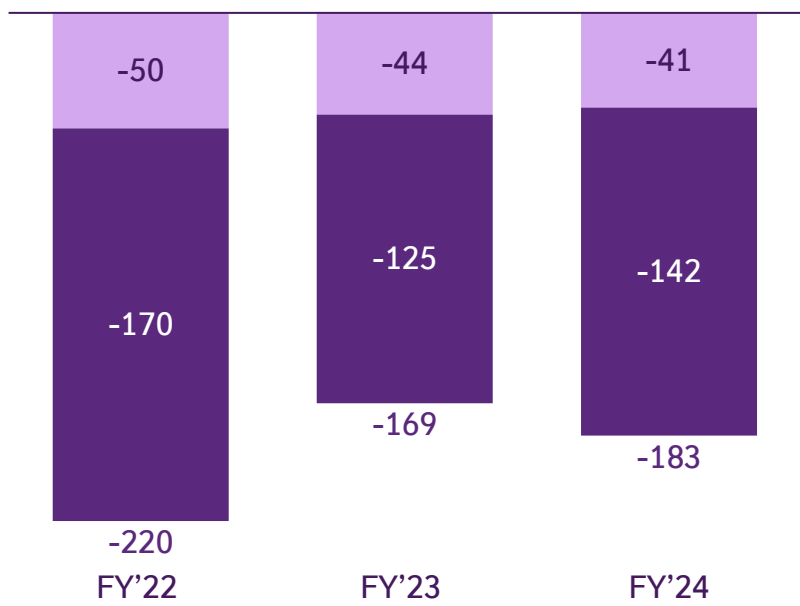
Our sensitivity to interest rates

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



- Average base rate
- Average cost of interest bearing customer deposits across 3 businesses^{2,3}
- ◆— 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 end 2024 balance sheet.
- **Passthrough** – illustration assumes ~60% passthrough but the actual passthrough will depend on market dynamics

Interest rate sensitivity¹

Assumes constant balance sheet as at 31 December 2024

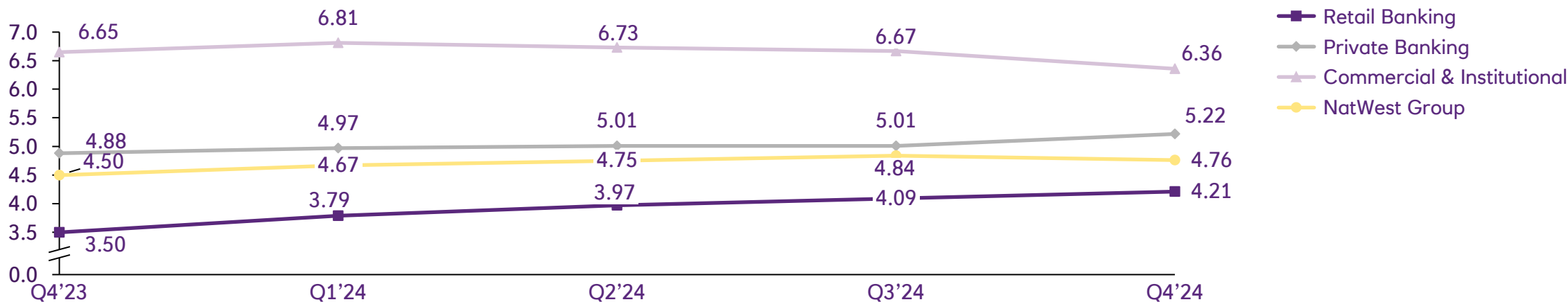
FY 2024	-25 basis points parallel downward shift			+25 basis points parallel upward shift		
	Year 1 (£m)	Year 2 (£m)	Year 3 (£m)	Year 1 (£m)	Year 2 (£m)	Year 3 (£m)
Structural Hedge	(41)	(125)	(212)	41	125	212
Managed Margin	(142)	(120)	(125)	121	116	124
Total	(183)	(245)	(337)	162	241	336

H1 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	(42)	(129)	(216)	42	129	216
Managed Margin	(125)	(107)	(110)	93	97	110
Total	(167)	(236)	(326)	135	226	326

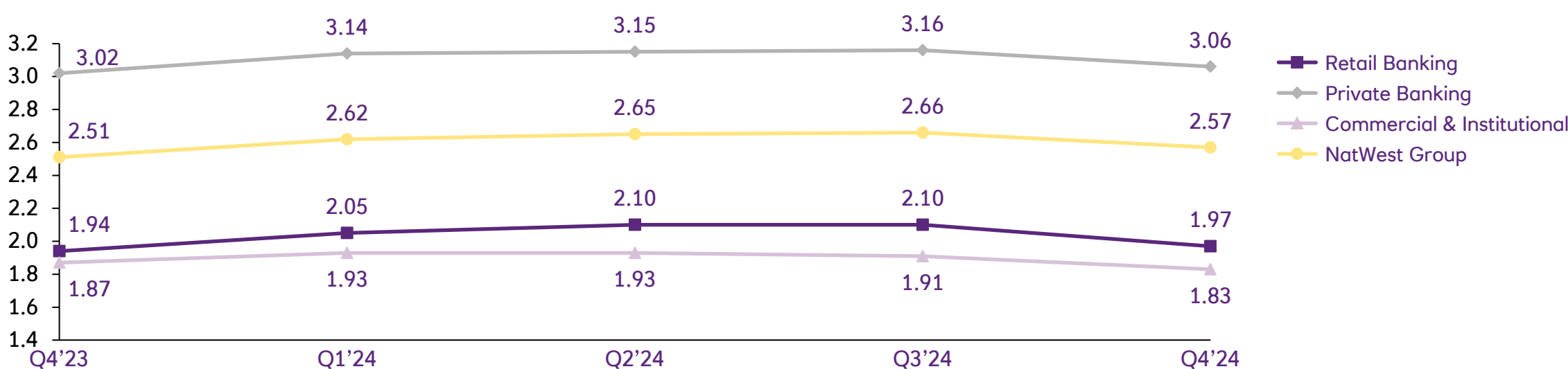
FY 2023	-25 basis points parallel downward shift			+25 basis points parallel upward shift		
	Year 1 (£m)	Year 2 (£m)	Year 3 (£m)	Year 1 (£m)	Year 2 (£m)	Year 3 (£m)
Structural Hedge	(44)	(138)	(227)	44	138	227
Managed Margin	(125)	(121)	(105)	120	117	114
Total	(169)	(259)	(332)	164	255	341

Customer lending and deposit rates

Gross yields of interest earning banking assets, %¹



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



Structural Hedge

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

	H1 2024			
	Total Income (£m)	Period end notional (£bn)	Average Notional (£bn)	Total Yield %
Equity	218	22	22	1.95
Product	1,392	175	176	1.58
Total	1,610	197	198	1.62

	FY 2023			
	Total Income (£m)	Period end notional (£bn)	Average Notional (£bn)	Total Yield %
Equity	418	22	22	1.87
Product	2,822	185	199	1.42
Total	3,240	207	221	1.47

Tangible net asset value¹

	GBP, m	Share count, m	Pence
As at 30 September 2024	26,220	8,293	316
Directed share buyback (executed on 11 November 2024)	(1,000)	(263)	(2)
Attributable profit	1,248		15
Cash flow hedge reserve (net of tax)	(78)		(1)
FX movements (net of tax)	122		1
Other movements	(30)	13	(1)
Net change	262	(250)	13
As at 31 December 2024	26,482	8,043	329

UK Economic Assumptions^{1,2}

Our economic assumptions and weightings updated in FY'24

	FY'24					H1'24					FY'23				
Scenario	Upside	Base Case	Downside	Extreme downside		Upside	Base Case	Downside	Extreme downside		Upside	Base Case	Downside	Extreme downside	
Weighting	23%	45%	19%	13%	Weighted average	22%	45%	19%	14%	Weighted average	21%	45%	20%	13%	Weighted average
UK GDP – Annual Growth (%)															
2025	2.0	1.4	0.4	(4.1)	0.6	3.9	1.2	(0.9)	(4.0)	0.7	2.3	1.3	0.4	(1.6)	1.0
2026	3.2	1.5	(0.5)	(0.3)	1.3	1.4	1.4	1.1	0.9	1.3	1.2	1.6	1.2	1.2	1.4
5 year - CAGR ²	2.0	1.3	0.5	(0.2)	1.1	1.9	1.2	0.6	(0.2)	1.1	1.8	1.0	0.5	(0.3)	0.9
UK Unemployment rate – annual average (%)															
2025	3.9	4.4	4.8	5.4	4.5	3.4	4.4	5.7	7.8	4.9	3.2	4.7	5.8	8.4	5.1
2026	3.3	4.4	5.5	8.0	4.8	3.2	4.3	5.7	8.3	4.9	3.2	4.6	5.6	8.0	5.0
5 year average ²	3.6	4.3	5.0	6.7	4.6	3.5	4.3	5.4	7.1	4.7	3.5	4.6	5.2	6.8	4.8
UK House Price Index – four quarter growth (%)															
2025	7.8	3.5	(1.2)	(7.6)	2.2	8.9	3.1	(6.0)	(13.2)	0.6	9.4	3.1	(3.1)	(14.2)	1.2
2026	7.2	3.4	(2.8)	(14.7)	1.1	4.5	3.4	1.0	(14.5)	1.3	2.8	3.4	5.5	(5.8)	2.7
5 year - CAGR ²	5.8	3.5	0.8	(4.3)	2.7	5.3	3.3	1.0	(4.2)	2.5	3.9	0.3	(0.4)	(5.7)	0.3
UK Commercial Real Estate Price – four quarter growth (%)															
2025	14.1	2.4	(6.8)	(23.7)	0.1	5.5	1.7	(8.0)	(30.8)	(3.4)	3.5	2.7	(2.0)	(20.0)	(0.5)
2026	4.4	1.5	(2.5)	(12.7)	0.2	4.6	2.0	3.1	3.3	3.0	4.6	2.0	3.8	6.7	3.4
5 year - CAGR ²	5.4	1.2	(1.0)	(5.7)	1.1	4.4	1.2	(0.7)	(5.1)	0.8	3.1	(0.2)	(2.0)	(6.8)	(0.6)
Consumer price index - four quarter growth (%)															
2025	2.9	2.3	5.8	0.6	2.9	0.5	2.1	6.7	0.5	2.5	0.7	2.0	5.3	1.7	2.4
2026	2.4	2.1	4.2	1.1	2.4	1.3	2.0	4.4	2.0	2.4	1.1	1.9	3.8	2.0	2.1
5 year - CAGR ²	2.4	2.2	3.5	1.6	2.4	1.1	2.1	4.8	1.3	2.3	1.7	2.6	5.2	1.8	2.8

Well diversified, high-quality loan book

Arrears levels remain stable and low

Personal: £226.5bn, 55% of group

Group mortgages £209.8bn

51% of the group lending

Loan-to-value of 56%¹ stable year-on-year

63% 5Y, 27% 2Y, 1% 10Y, 6% Tracker², 3% SVR

£39bn or 21% of fixed book expires in 2025³

Arrears levels remain low

Credit cards and other unsecured £16.7bn

4% of group lending

Portfolio default rates remain low

New to book arrears remain stable and low

Wholesale: £183.7bn, 45% of group

Corporate and other ex CRE £93.6bn

23% of the group lending

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

Default levels remain below historic trends

Includes:

- £16.8bn Consumer industries
- £15.9bn Mobility and logistics

Sovereign & FI £72.0bn

18% of the group lending

Includes £35bn of reverse repos

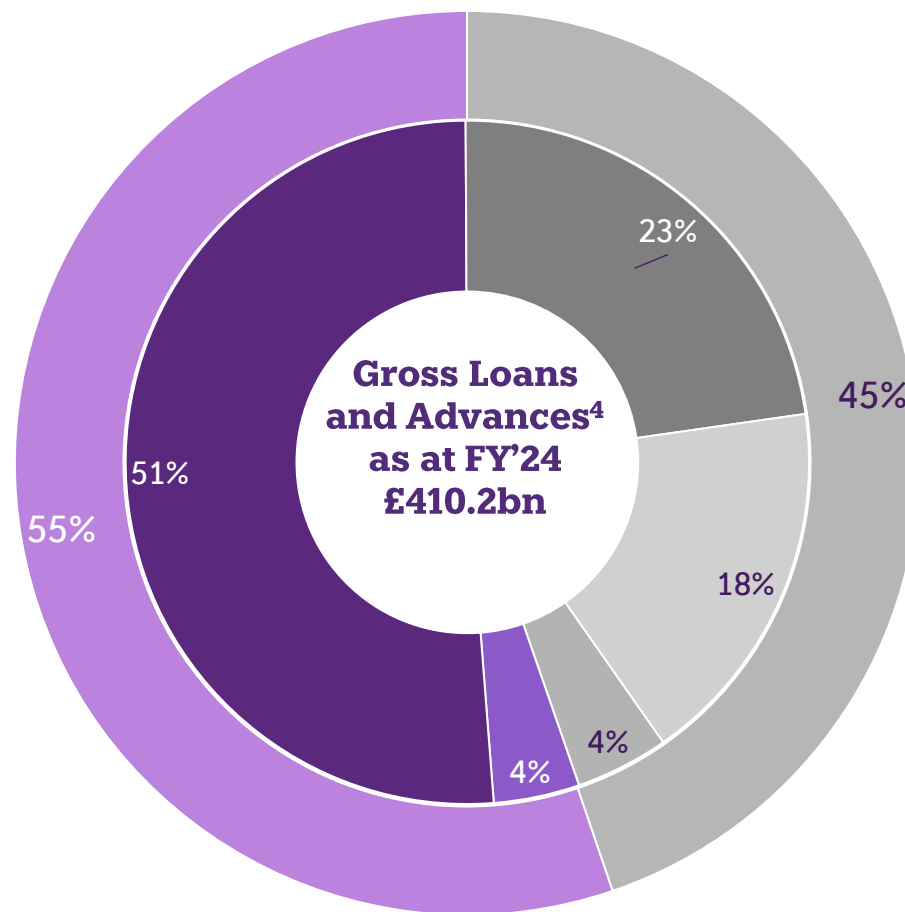
~80% with less than 12-month maturities

Commercial Real Estate (CRE) £18.1bn

4% of group lending

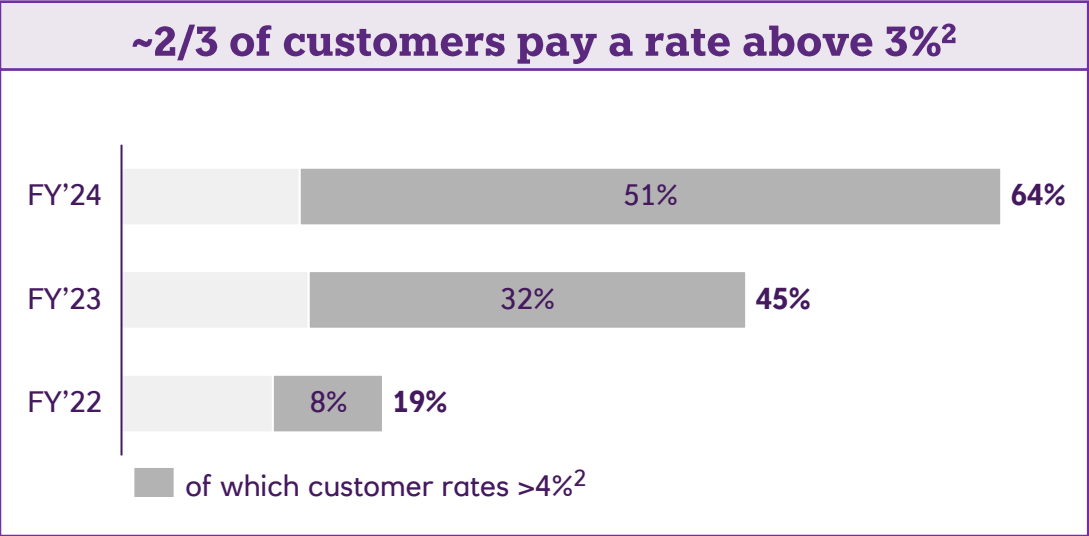
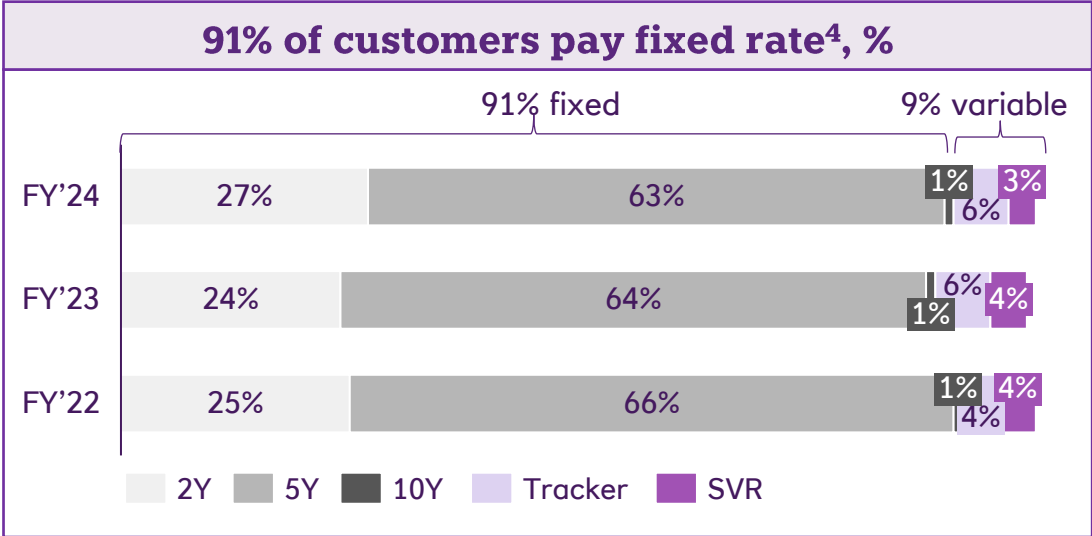
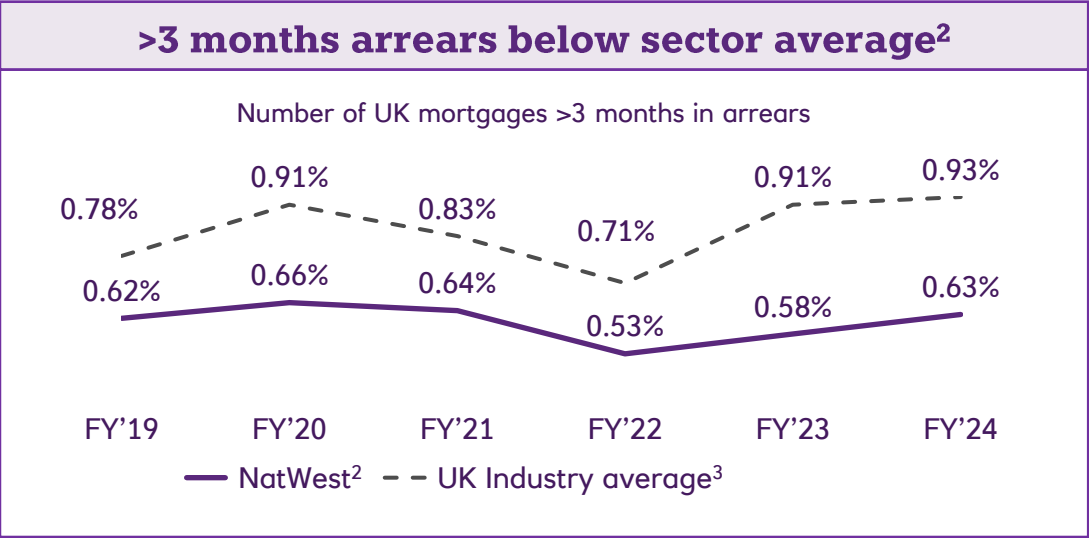
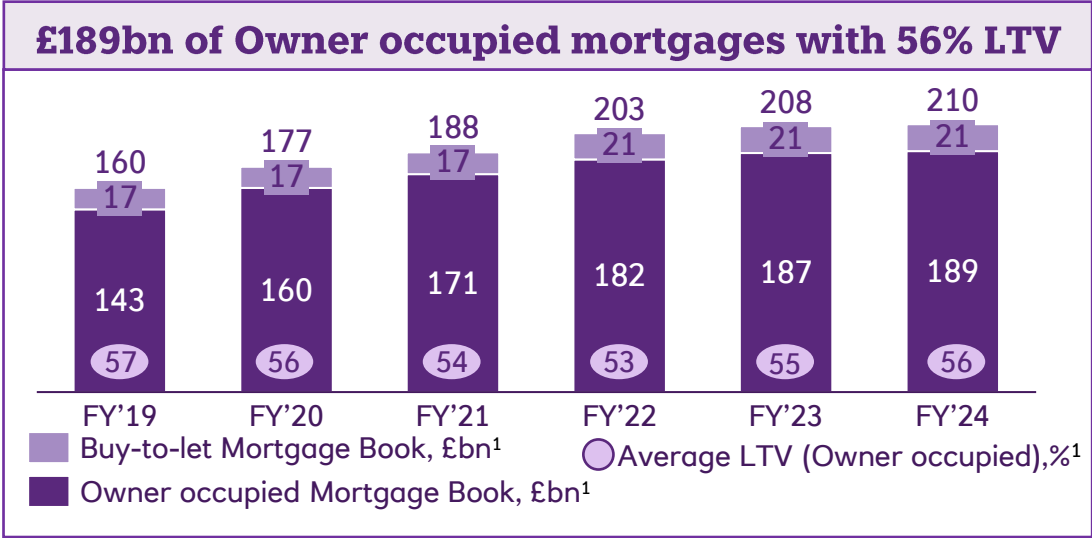
Loan-to-value of 48%¹

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



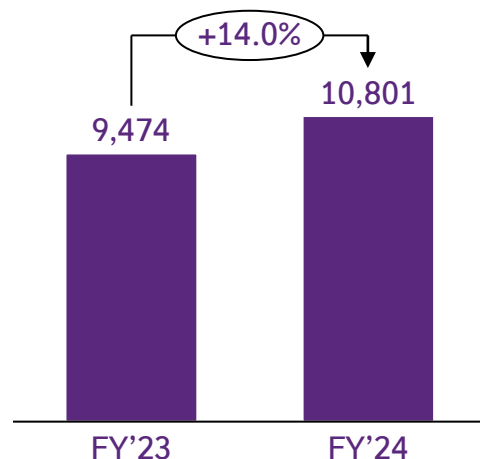
CRE Credit Cards & Other Mortgages Corporate and other ex CRE Sovereign & FI's

Prime mortgage book with low LTV

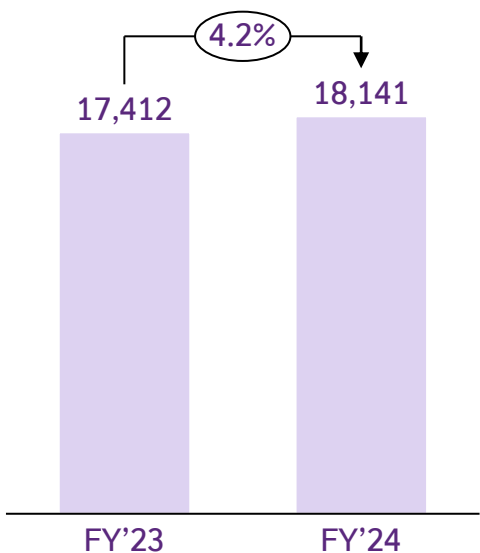


Other property lending

Social housing sector, £m



Commercial Real Estate, £m



Social Housing Sector

2024: £4.1bn

gross lending

Ambition:

£7.5bn gross lending to the UK social housing sector between 1 January 2024 and 31 December 2026¹

Commercial Real Estate

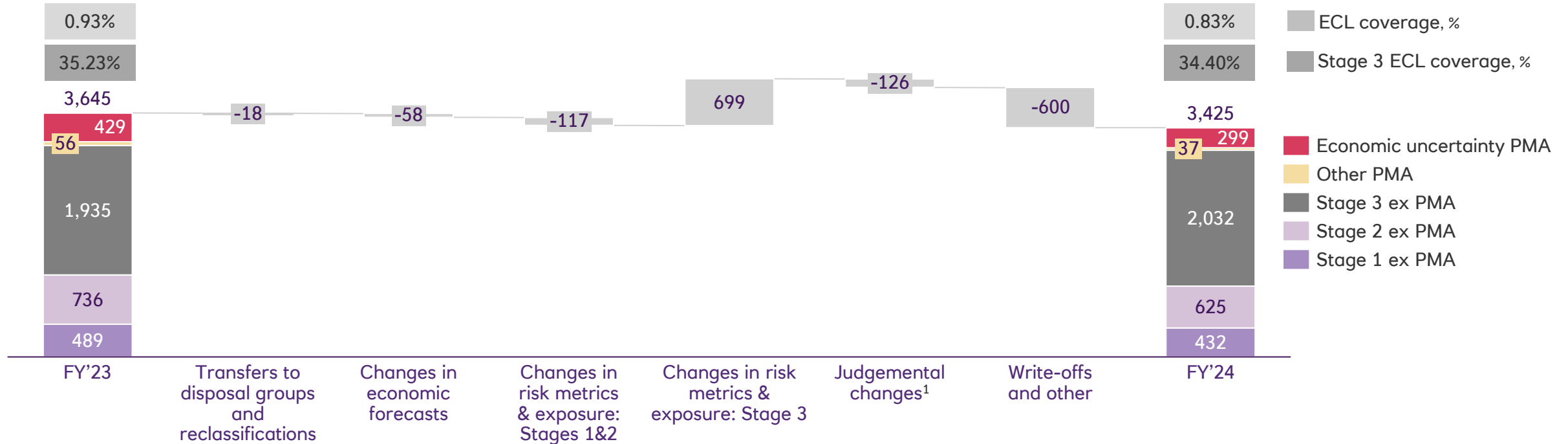
Average Loan-to-value: 48%

Stable credit quality, very limited instances of specific cases deteriorating

Exposure to the Retail and Office sector is geographically diversified across all regions of the UK and remains closely managed

Commercial Real Estate (CRE) LTV distribution by stage								
	Total		Stage 1		Stage 2		Stage 3	
	FY'23	FY'24	FY'23	FY'24	FY'23	FY'24	FY'23	FY'24
≤50%	7,898	7,762	7,173	7,334	664	380	61	48
>50% and ≤70%	3,878	4,867	3,165	4,413	619	367	94	87
>70% and ≤100%	515	474	319	312	112	83	84	79
>100%	273	266	241	139	6	8	26	119
Total with LTVs	12,564	13,369	10,898	12,198	1,401	838	265	41
% of Group L&As	3.2%	3.3%	2.8%	3.0%	0.4%	0.2%	0.1%	0.0%
Total portfolio average LTV%	48%	48%	47%	46%	51%	51%	72%	102%
Other	2,624	2,521	2,189	2,132	390	348	45	41
Development	2,224	2,251	1,911	1,861	249	331	64	59
Total	17,412	18,141	14,998	16,191	2,040	1,517	374	433

ECL walk and impairment details by sector



Group impairment details by lending sector

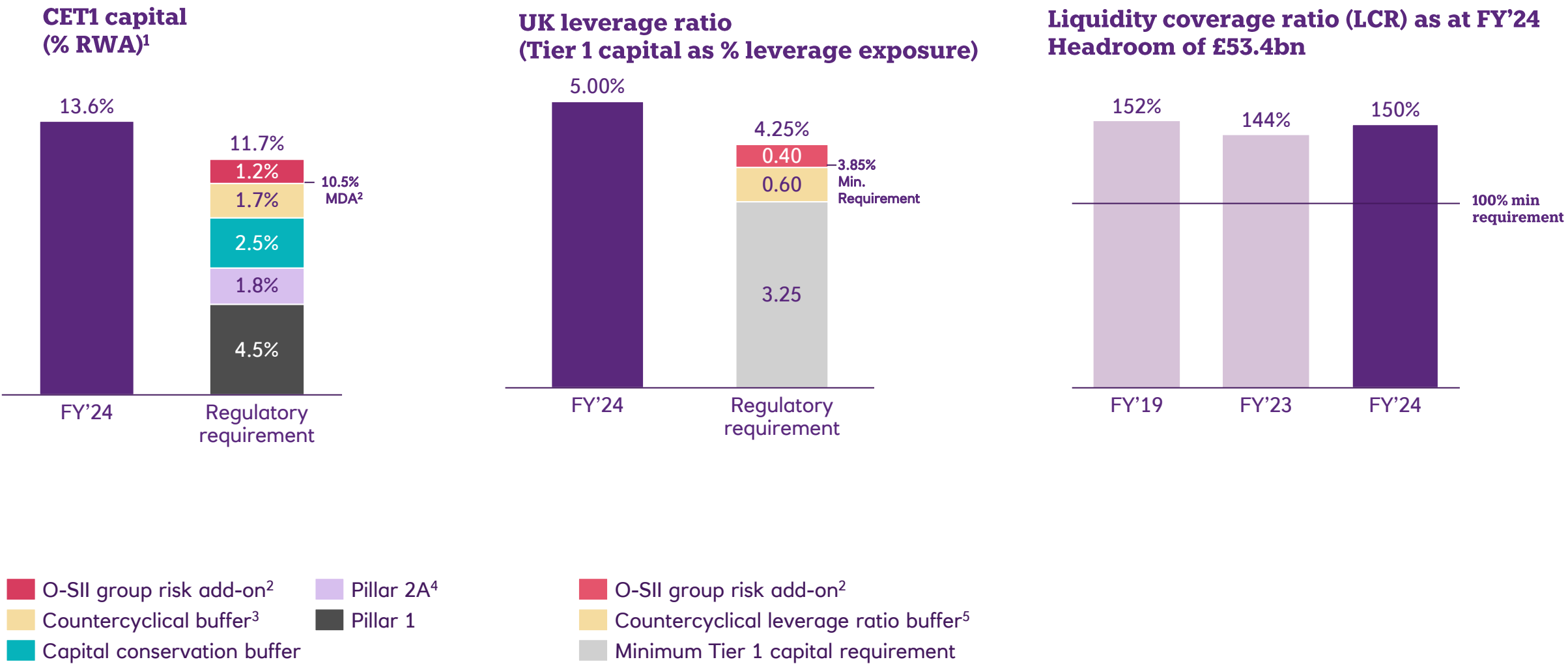
	Personal			Wholesale			Group
	Mortgage	Unsecured		Corporate and Other	FI	Sovereign	
		Credit cards	Other personal				
FY'24							
Impairment charge/(release), £m	8	115	161	55	19	1	359
Loan impairment rate, bps	0bps	166bps	165bps	5bps	3bps	6bps	9bps
Gross loans to customers, £bn	209.8	6.9	9.7	111.7	70.3	1.6	410.2
ECL coverage ratio, %	0.22%	5.50%	9.94%	1.35%	0.13%	0.16%	0.83%
FY'23							
Impairment charge/(release), £m	35	193	254	92	6	(2)	578
Loan impairment rate, bps	2bps	327bps	265bps	8bps	1bps	(8bps)	15bps
Gross loans to customers, £bn	208.3	5.9	9.6	108.5	57.1	2.6	392.0
ECL coverage ratio, %	0.20%	6.37%	12.17%	1.47%	0.12%	0.61%	0.93%

Impairment charge/(release) by customer businesses

	Retail Banking	Private Banking	Commercial & Institutional	Central items & other	Group
FY'24 (£m)	282	(11)	98	(10)	359
FY'24 (bps)	13bps	(6)bps	7bps	nm	9bps
FY'23 (£m)	465	14	94	5	578
FY'23 (bps)	22bps	8bps	7bps	nm	15bps

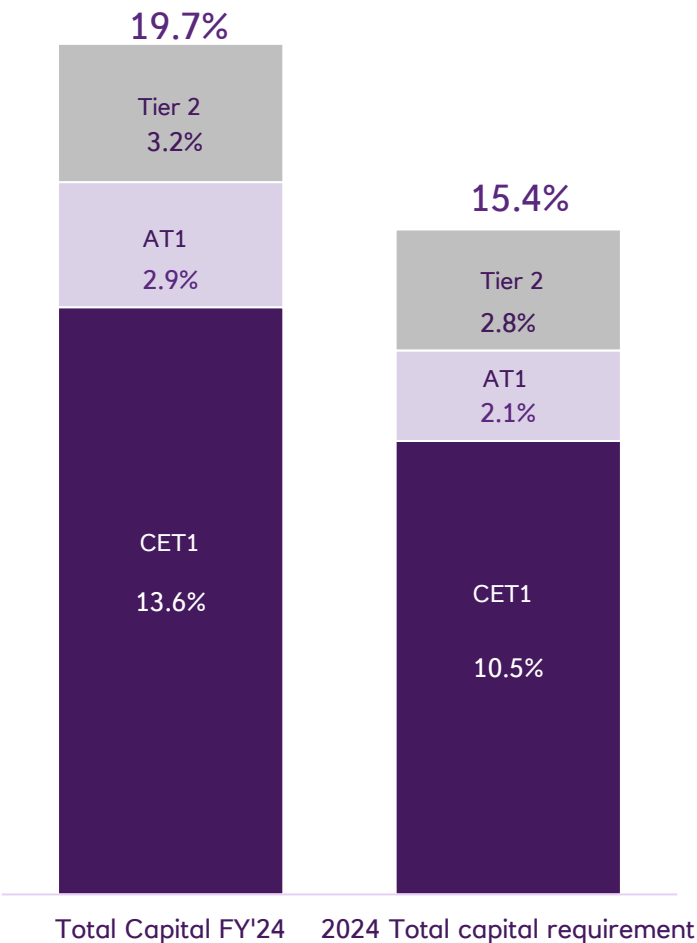
Q4'24 (£m)	16	3	46	1	66
Q4'24 (bps)	3bps	7bps	13bps	nm	7bps
Q3'24 (£m)	144	(3)	109	(5)	245
Q3'24 (bps)	28bps	(7)bps	31bps	nm	25bps
Q4'23 (£m)	103	5	15	3	126
Q4'23 (bps)	20bps	11bps	4bps	nm	13bps

Strong capital and liquidity positions provide confidence and flexibility



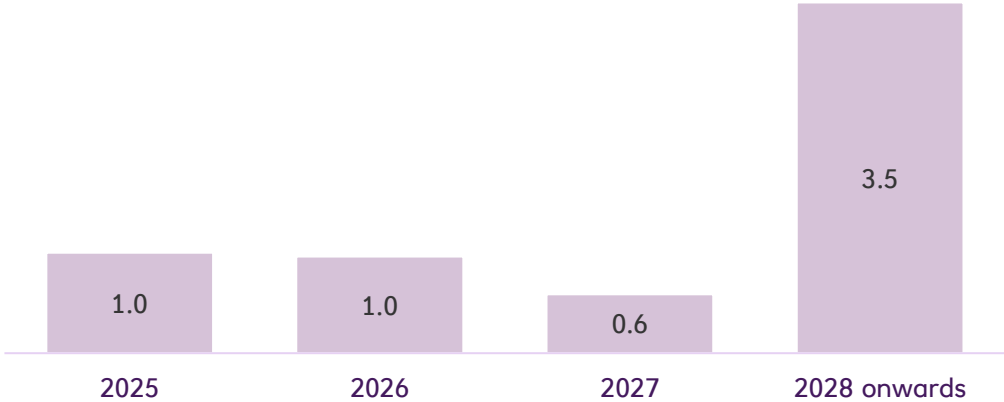
Total Capital above requirements

Total Capital (%RWA)
As at 31st December 2024, £bn

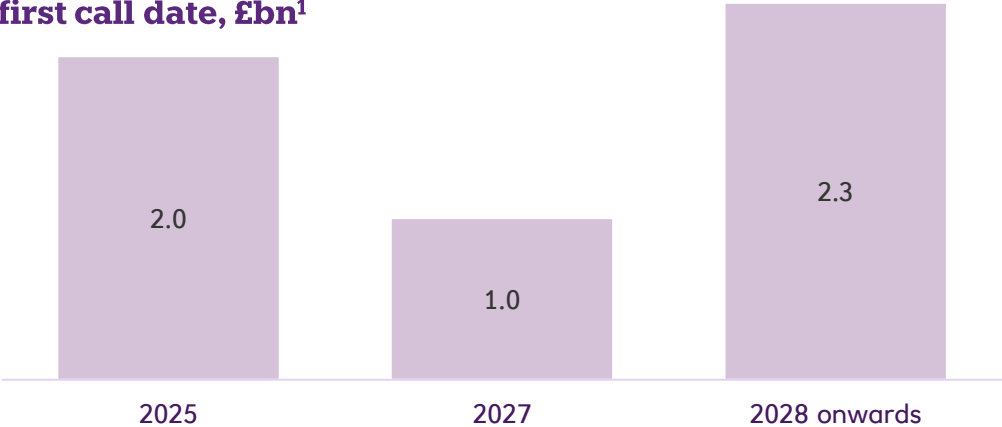


Call profile of Tier 2 and AT1 capital
Refinancing driven by funding requirements

Tier 2 first call date, £bn^{1,2}



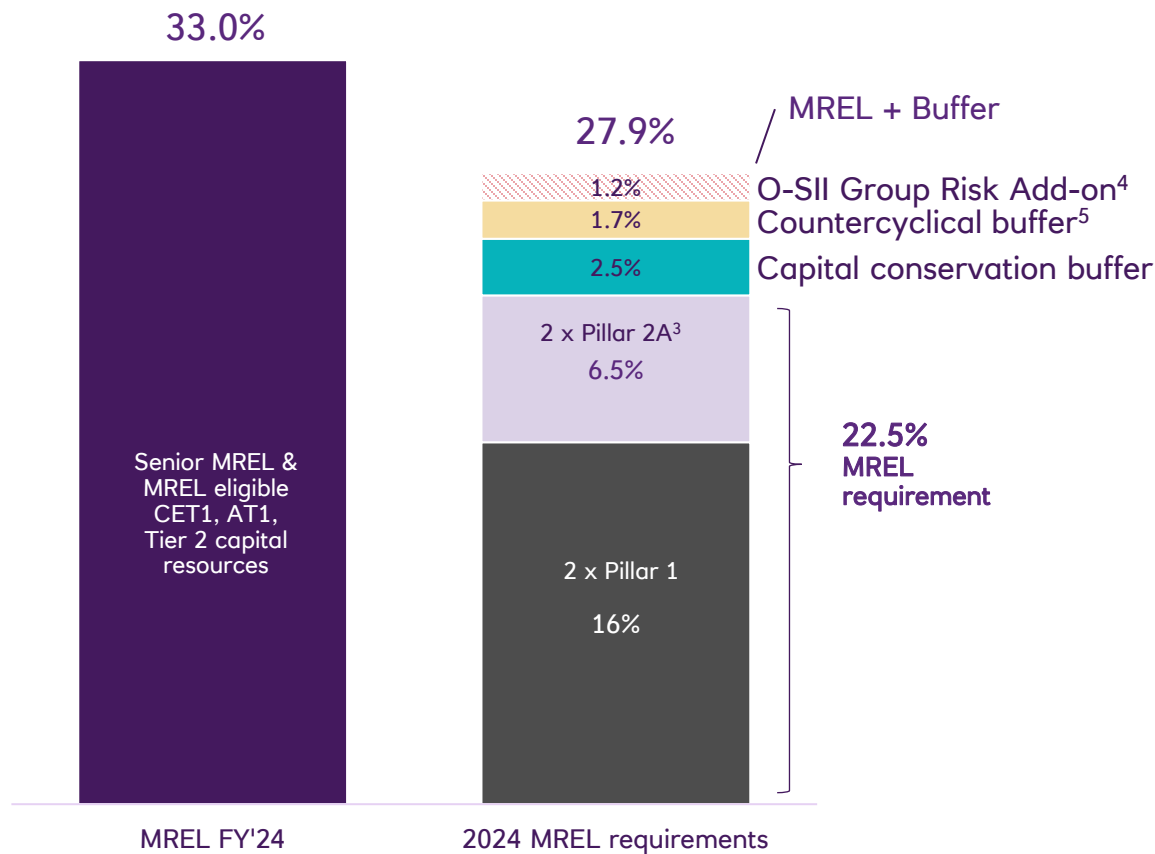
AT1 first call date, £bn¹



MREL position well established¹

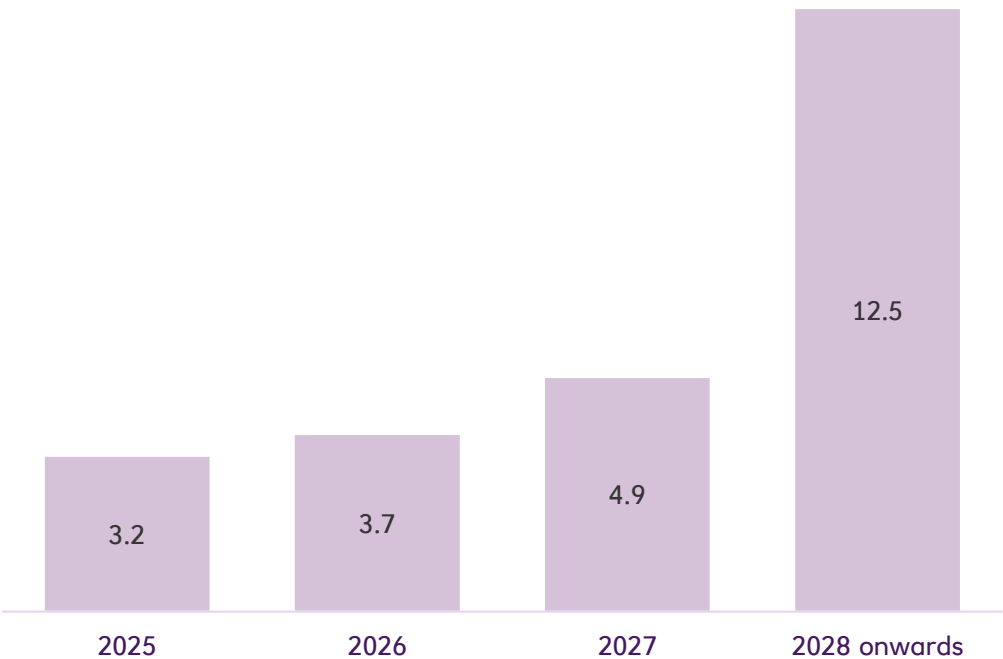
Minimum requirements of own funds and eligible liabilities (MREL)^{1,2}
(%RWA)

As at 31st December 2024, £bn



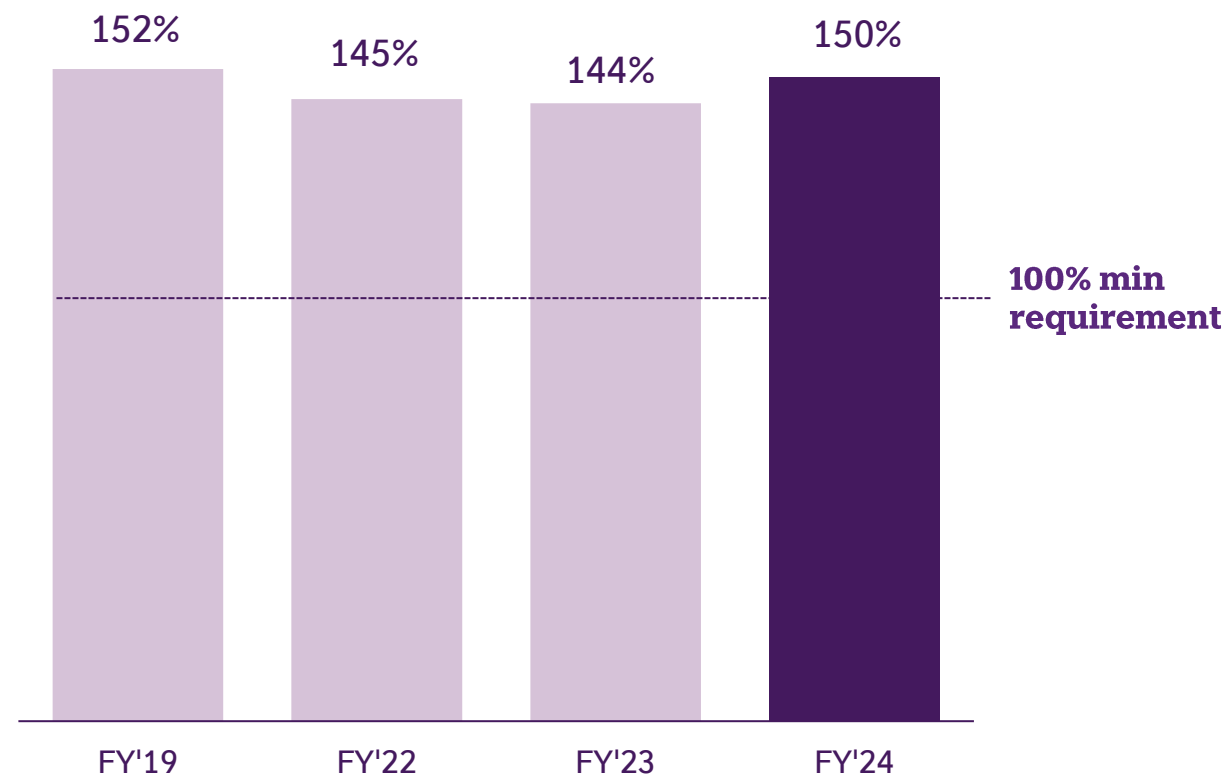
Call profile of senior MREL stock
Refinancing driven by funding requirements

Senior debt roll-off profile, first call date, £bn⁶

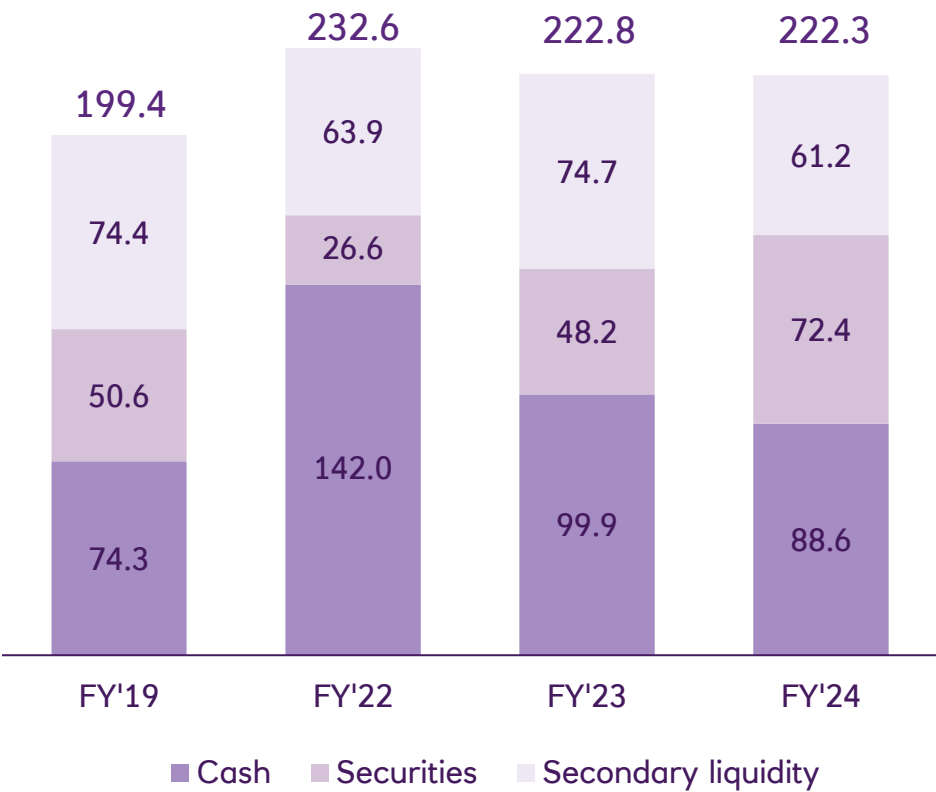


Strong liquidity metrics and a high-quality portfolio

Liquidity coverage ratio (LCR)
Headroom of £53.4bn at FY 2024

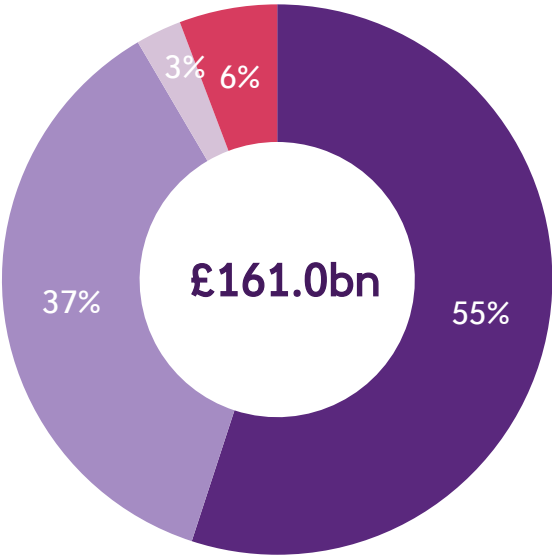


Liquidity portfolio composition, £bn¹



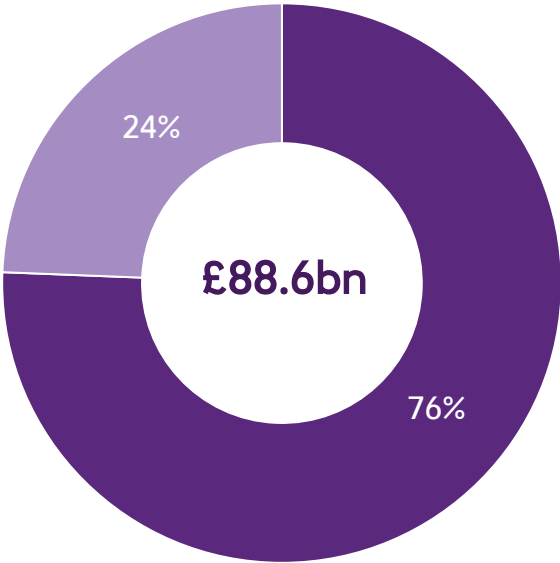
Primary liquidity comprises cash and highly rated securities

Primary liquidity portfolio composition
as at FY 2024, £bn¹



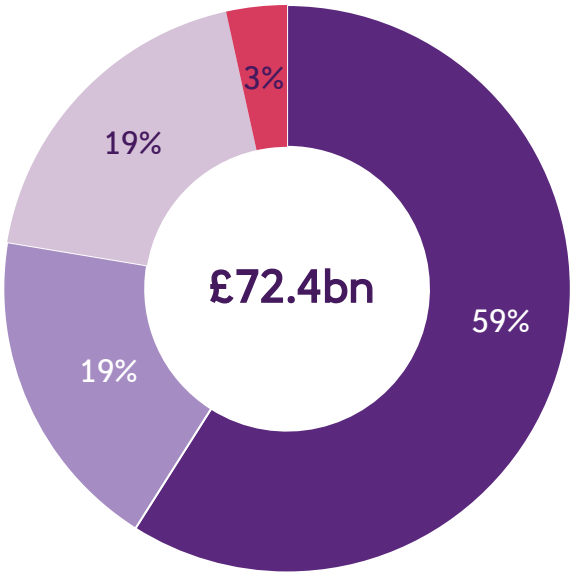
- Cash and balances at central banks
- Level 1 government & SSA bonds
- Level 1 covered bonds
- Level 2 eligible assets

Primary liquidity cash balances by currency
as at FY 2024, £bn



- GBP
- EUR

Primary liquidity securities balances by core currency
as at FY 2024, £bn








- GBP
- EUR
- USD
- Other

Strong support in 2024, with ~£14bn issued across 21 benchmark transactions¹






Group holding company

2024 guidance

2024 issuance

NatWest Group plc	Senior unsecured (MREL)	£4bn to £5bn	~£4.8bn	 <ul style="list-style-type: none"> • \$1.0bn 4NC3 FXD • \$0.3bn 4NC3 FRN • \$1.5bn 11NC10 FXD • \$0.5bn 4.25NC3.25 FRN • \$1.25bn 6NC5 FXD  <ul style="list-style-type: none"> • €0.75bn 7NC6 FXD • €1.0bn 8NC7 FXD
	Tier 2 capital	£1bn to £2bn	~£1.3bn	 <ul style="list-style-type: none"> • \$1.0bn 10.25NC5.25  <ul style="list-style-type: none"> • £0.6bn 10NC5 FXD
	Additional Tier 1	Up to £1bn	~1.4bn	 <ul style="list-style-type: none"> • \$1.0bn PerpNC10 • \$0.75bn PerpNC10

Group operating companies

NatWest Markets Plc	Senior unsecured (non-MREL)	£3bn to £5bn	~£5.8bn	 <ul style="list-style-type: none"> • \$0.85bn 3y FXD • \$0.5bn 3y FRN • \$1.0bn 5y FXD • \$0.4bn 5y FRN  <ul style="list-style-type: none"> • €1.75bn 2y FRN • €0.75bn 5y FXD • €1.25bn 3y FXD  <ul style="list-style-type: none"> • £0.5bn 5y FXD  <ul style="list-style-type: none"> • CHF0.18bn 5yr FX
NatWest Bank Plc	Senior secured (Covered bond)	Up to £1bn	£0.75bn	 <ul style="list-style-type: none"> • £0.75bn 5y FRN

2025 wholesale issuance guidance

Group holding company		2025 guidance
NatWest Group plc	Senior unsecured (MREL)	£4bn to £5bn
	Tier 2 capital	~£1bn
	Additional Tier 1	~£1bn
Group operating companies		
NatWest Markets Plc	Senior unsecured (non-MREL)	£4bn to £5bn

- Expect to be active across multiple currencies and tenors.
- Issuance across all asset classes driven by re-financing of maturing or callable securities and RWA growth.
- AT1 call options in 2025 with \$1.15bn 8%, callable Aug-25 and \$1.5bn 6%, callable from Dec-25 to Jun-26.
- NatWest Markets Plc was active in January, given favourable market conditions, issuing €1bn senior unsecured toward the 2025 funding plan.

Footnotes

Slide 3: 1. Net new customers excluding RBS Collective Investment Funds Limited (CIFL) solo customers. 2. Gross loans across 3 businesses. 3. Customer deposits across 3 businesses. 4. Excludes notable items per slide 27. 5. Costs excluding litigation and conduct.

Slide 4: 1. Guidance was updated at H1'24 and Q3'24. 2. Other operating expenses excludes increased bank levies (increase in HMRC bank levy and new Bank of England levy) and Retail share offer costs. 3. Paid and proposed. 4. This chart only captures dividend paid between Dec'22 & Dec'24.

Slide 5: 1. Compound annual growth rate across 3 businesses for gross loans, deposits and assets under management and administration. 2. Net new customers excluding RBS Collective Investment Funds Limited (CIFL) solo customers. 3. Stock share of Retail Banking and Private Banking credit cards management estimate calculated as a percentage of total sterling net credit card lending to individuals not seasonally adjusted as per Dec'23 and Dec'24 BoE data. 4. Stock share of Retail Banking and Private Banking mortgages, calculated as a percentage of balances outstanding of total sterling net secured lending to individuals not seasonally adjusted as per Dec'24 BoE data. 5. CMM gross lending growth excluding government schemes between FY'23 and FY'24. 6. £27.8bn Climate and Sustainable Funding and Financing (CSFF) within Commercial and Institutional during 2024; contributing to total FY'24 CSFF of £31.5bn. We provided £93.4bn cumulative against the £100bn CSFF target between 1 July 2021 and the end of 2025.

Slide 6: 1. Property savings exclude strategic property costs 2. Reduction in FTE between FY'23 and FY'24 (2023: 61.2k; 2024: 59.2k). 3. Retail customers banking entirely digitally: represents active current account customers that have accessed a digital platform (online or mobile) and not used the branch or telephony service for 90 days in the reporting period. Inactive and no channel use customers are excluded. 4. Defined as private clients who logged in within the last 90 days and made a payment or a card transaction during the same period. 5. C&I customers banking digitally first: represents customers with active non-personal accounts that have accessed digital channels (online, mobile, Bankline), for 95% or more of their interactions in a rolling 90 days in the reporting period.

Slide 7: 1. Includes £232m loss DTA credit.

Slide 9: 1. Excludes notable items per slide 27. 2. Increase in HMRC bank levy and new Bank of England levy. 3. Excludes notable items per slide 27 from income and increased bank levies and retail share offer costs from other operating expenses.

Slide 10: 1. Excluding relevant notable income items per slide 27. 2. Group Net Interest Margin = Reported Group Net Interest Income / Group Average Interest Earning Assets.

Slide 11: 1. Stock share of Retail Banking and Private Banking mortgages, calculated as a percentage of balances outstanding of total sterling net secured lending to individuals not seasonally adjusted as per December 2024 BoE data. 2. Stock share of Retail Banking and Private Banking credit cards management estimate calculated as a percentage of total sterling net credit card lending to individuals not seasonally adjusted as per Dec'24 BoE data. 3. C&I total figure for Q4'24 will not cast to Financial Supplement due to rounding.

Slide 12: 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. 3. Non-Interest-bearing balances for Retail Banking and Private Banking are current accounts per Financial Supplement. 4. Interest-bearing balances for Retail Banking and Private Banking are savings per Financial Supplement.

Slide 13: 1. Average redemption yield reflects the average yield on maturities in the year. These are dynamic given changes in notional. 2. Average 5-year swap rate forecasts across 2024-2027 per NatWest Group IFRS 9 base case.

Slide 15: 1. Increase in HMRC bank levy and new Bank of England levy.

Slide 16: 1. Numbers presented on this chart are based on Group including Ulster continuing operations. 2. Loan impairment rate is the annualised loan impairment charge divided by gross customer loans. 3. FY'21 numbers have been sourced from FY'22 Financial Supplement document. 4. Full year numbers based on the full year stage 3 charge. 5. 2019 Economic uncertainty PMA per pg 170 of FY'20 ARA, note that this was reported on the same basis as FY'20.

Slide 17: 1. Attributable profit adjusted for £232m loss DTA credit. 2. May not cast due to rounding.

Slide 18: 1. Based on 8,043m shares as at end of FY'24.

Slide 19: 1. This page contains forward-looking statements. See p. 53 of this presentation. 2. Total Income ex notable items.

Slide 21: 1. Retail and Premier customers. 2. Private customers excluding RBS Collective Investment Funds Limited (CIFL) solo customers. 3. Business Banking, SME & Mid Corporates, Large Corporates & Institutions customers including Western Europe, Specialised Businesses including Lombard, RBS International (RBSI), Tyl and Mettle. 4. Net growth in Rooster Money accounts between FY'23 and FY'24. 5. [Our Awards | Coutts Private Bank](#) 6. 19.4% of those operating for less than two years identified NatWest Group as their main bank. Source: MarketVue Business Banking from Savanta Q4 2024 based on 566 Start-Ups interviewed in the 12 months up to that date. The survey results have been weighted to reflect the regional distribution and turnover of businesses across Great Britain. 7. Current account balances outstanding, FY'24 share based on Nov'24 CACI data. 8. Stock share of Retail Banking and Private Banking mortgages, calculated as a percentage of balances outstanding of total sterling net secured lending to individuals not seasonally adjusted as per December 2024 BoE data. 9. 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 Dec'24 BoE data. 10. Based on Gross Loans and Advances to Customers at amortised cost. 11. Based on Customer deposits (£bn) for Commercial & Institutional excluding NatWest Markets (NWM) and RBSI, calculated as a percentage of M4 liabilities for Private Non-financial Businesses (PNFC's) as per December 2024 BoE data. 12. Based on Gross Loans and Advances to Customers at amortised cost for Commercial & Institutional excluding NWM and RBSI, calculated as a percentage of monthly amounts outstanding of sterling and all foreign currency loans to SMEs and large businesses as per December 2024 BoE data. 13. In 2024, NatWest ranked first among bookrunners for supporting UK corporates Sterling and Euro debt issuance. Source: Dealogic, 31 December 2024 – excludes money market and short-term debt

Slide 23: 1. This page contains forward-looking statements. See p. 53 of this presentation.

Slide 26: 1. 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 NWG 2024 Annual Report and Accounts. These statements constitute forward-looking statements.

Slide 28: 1. May not cast due to rounding.

Slide 29: 1. Excludes notable items per slide 27.

Slide 30: 1. 2018 loan and deposit balances reflect the sum of UK PBB, Commercial Banking, Private Banking, RBS International and NatWest Markets.

Slide 31: 1. Net Interest Margin (NIM) = Reported Group Net Interest Income / Group Average Interest Earning Assets.

Slide 33: 1. Refer to page 403 of NWG FY'24 ARA for the definition of third-party rates. 2. Interest-bearing balances Retail Banking and Private Banking are savings. 3. Q4'23 numbers were restated to reflect updated methodology.

Slide 34: 1. page 257 of FY'24 ARA, page 74 of NWG H1'24 IMS, Page 266 of NWG FY'23 ARA.

Slide 35: 1. For NatWest Group plc this is the gross yield on the IEAs of the banking business; for Retail, Commercial & Institutional and Private 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 Banking and Commercial & Institutional it represents the third-party customer funding rate which includes both interest-bearing and non-interest-bearing deposits.

Slide 37: 1. May not cast due to rounding.

Slide 38: 1. Full details of the economic assumptions can be found on pages 190-193 of NWG FY'24 ARA, pages 18 - 21 of H1'24 IMS, 191-196 of NWG FY'23 ARA. 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.

Slide 39: 1. Total portfolio average LTV% as at FY'24. 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.

Slide 40: 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 Sept'24. 4. Including Retail and Private.

Slide 41: 1. Updated ambition from £5bn, link to the announcement [here](#).

Slide 42: 1. Judgemental changes: changes in post model adjustments for Stage 1, Stage 2 and Stage 3.

Slide 44: 1. Based on assumption of static regulatory capital requirement. 2. O-SII buffer of 1.5% applies to the ring-fenced bank holding company. The equivalent O-SII Group Risk Add-on' is ~1.2%. The O-SII Group Risk Add-on is included in the Group's minimum supervisory minimum. 3. Countercyclical buffer -The UK CCyB rate increased from 0% to 1% effective from 13 December 2022. A further increase from 1% to 2% was announced on 5 July 2022, effective 5 July 2023. Foreign exposures may be subject to different CCyB rates depending on the rate set in those jurisdictions. 4. 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. 5. The countercyclical leverage ratio buffer is set at 35% of NatWest Group's CCyB.

Slide 45: 1. The roll-off profile is based on sterling-equivalent balance sheet value, and first call date of instrument, however this does not indicate NatWest Group's strategy on capital and funding management. 2. The graph does not include debt accounted Tier 1 instruments although those instruments form part of the total subordinated debt balance.

Slide 46: 1. "MREL" = Minimum requirement for own funds and eligible liabilities. MREL eligible liabilities excludes securities issued from operating subsidiaries. 2. Illustration, based on assumption of static regulatory capital requirements. MREL requirement is set at 2x (Pillar 1+ Pillar 2A) per Bank of England guidance. 3. Pillar 2A requirement held constant over the period for illustration purposes. Pillar 2A requirements are expected to vary over time and are subject to at least an annual review. 56.25% of the total Pillar 2A requirement must be met from CET1 capital. 4. O-SII buffer of 1.5% applies to the ring-fenced bank holding company. The equivalent O-SII Group Risk Add-on' is ~1.2%. The O-SII Group Risk Add-on is included in the Group's minimum supervisory minimum. 5. The UK CCyB rate increased from 1% to 2%, effective 5 July 2023. 6. The roll-off profile is based on sterling-equivalent balance sheet value, and first call date of instrument, however this does not indicate NatWest Group's strategy on capital and funding management.

Slide 47: 1. Numbers may not cast due to rounding.

Slide 48: 1. Numbers may not cast due to rounding.

Slide 49: 1. Includes primary/benchmark transactions only. Does not include private placements.

Disclaimer

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