

NatWest Group plc (NWG)  
Nominations & Governance Committee (Group N&G)

# Terms of Reference

<b>Chair</b>	<p>Chair of the Board of NatWest Group plc (“NWG Board”) or, in the Chair’s absence, the Senior Independent Director.</p> <p>The Senior Independent Director will chair the Committee when it is dealing with the appointment of a successor to the Chair of the NWG Board.</p>
<b>Members</b>	<ul style="list-style-type: none"> <li>• Chair of the NWG Board;</li> <li>• Senior Independent Director of the NWG Board; and</li> <li>• At least two further independent non-executive directors of NWG,</li> </ul> <p>provided always that the Committee will include the chairs of at least two other Board Committees. Committee chair positions held by the Senior Independent Director will be deemed to count towards the calculation of this requirement.</p>
<b>Attendees</b>	Chief Governance Officer & Company Secretary
<b>Additional Invitees</b>	Other individuals may attend at the request of the Chair.
<b>Quorum</b>	Three members, one of whom must be the Chair of the NWG Board or the Senior Independent Director.
<b>Meeting Frequency</b>	As required, but not less than four times per year.
<b>Secretary</b>	Corporate Governance
<b>This Committee receives its authority from</b>	Group N&G operates under delegated authority from the NWG Board.
<b>Purpose of this Committee</b>	<p>Group N&amp;G will be responsible for:</p> <ol style="list-style-type: none"> <li>1. Considering and making recommendations to the NWG Board in respect of appointments to that Board. In addition, the Committee will make recommendations in respect of membership and chairing of NWG Board Committees.</li> <li>2. Monitoring the governance arrangements of NatWest Group plc and its subsidiaries (“NatWest Group”) and making recommendations to the NWG Board to ensure that such arrangements are consistent with best corporate governance standards and practices to allow NatWest Group to operate effectively and efficiently.</li> <li>3. Considering and approving appointments to the boards of directors of NatWest Group’s Principal Subsidiaries <sup>1</sup> and, for non-executive appointments, fees related thereto. In addition, the Committee will review membership and chairing of the board committees of the Principal Subsidiaries periodically.</li> <li>4. Considering and making recommendations to the NWG Board in respect of regulatory and strategic developments relevant to NatWest Group in the markets in which it operates.</li> </ol> <p>Committee members will also ensure that due consideration is given to the Group’s</p>

<sup>1</sup> Coutts & Company; NatWest Markets Plc; RBS Holdings N.V.; NatWest Markets N.V.; The Royal Bank of Scotland International (Holdings) Limited; and The Royal Bank of Scotland International Limited.

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purpose, ambition, strategy and culture in Committee discussions and decisions.

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**Scope of this Committee's oversight and responsibility**

**NWG Board Composition and Succession**

1. To review regularly and keep the structure, size and composition of the NWG Board under review, and make recommendations to the NWG Board in relation to any necessary changes, having regard to the overall balance of skills, knowledge, experience and diversity on the NWG Board; the length of service of the NWG Board as a whole; and the requirement to keep membership regularly refreshed.
2. To consider succession planning for the NWG Board and senior management so as to maintain an appropriate balance of skills, knowledge, experience and diversity within the Group and on the NWG Board.
3. To prepare a description of the role and capabilities required for each particular Board appointment, following an evaluation of the balance of skills, knowledge and experience and diversity on the NWG Board.
4. To lead the selection process for new directors, establishing appropriate criteria and recommending suitable candidates to the NWG Board. Prior to making such recommendation, the chair of any Board Committee(s) that it is proposed for the candidate to join shall be invited to meet the candidate.
5. To review periodically the structure, membership and chairing of NWG Board Committees. When considering succession in relation to NWG Board Committee chairs, the incumbent chair of the relevant Committee shall be consulted.
6. To make recommendations to the NWG Board concerning re-election of directors under the UK Corporate Governance Code, having due regard to (i) their performance and ability to continue to contribute to the NWG Board in light of the knowledge, skills and experience required; (ii) their ability to continue to make a contribution to the NWG Board which is important to the long-term success of the company; and (iii) the requirement to regularly refresh the membership of the Board.

**Principal Subsidiary Boards Composition and Succession**

7. To review and approve appointments to the boards of directors of Principal Subsidiaries, having regard to the overall balance of skills, knowledge, experience and diversity on the relevant board.
8. To review periodically the structure, membership and chairing of the board committees of the Principal Subsidiaries and to make any such recommendations as the Committee deems appropriate, having regard to the overall balance of skills, knowledge, experience and diversity on the relevant board.

**Board Effectiveness**

9. To oversee the annual evaluation of the performance of the NWG Board and the implementation of any resulting action plan.
  10. To oversee the outputs of the annual evaluation of the performance of the Principal Subsidiary boards and the resulting action plans.
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### Corporate Governance Oversight

11. To monitor NatWest Group's governance arrangements to ensure that they remain appropriate by reference to best practices in corporate governance (having regard to relevant legislation, guidelines, industry practice and developments affecting NatWest Group in the markets where it operates) and make recommendations to the NWG Board, as appropriate.
12. To oversee the induction, training and continuous professional development of Directors.
13. To develop, review and monitor the implementation of the NWG Board's inclusion policy.
14. To review and approve policies and guidelines relating to Directors' expenses, travel and gifts & hospitality.
15. To review and recommend to the NWG Board for approval any corporate governance materials (related to the work of the Committee) for inclusion in public disclosures or regulatory responses.

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<b>Escalation</b>	Any matter can, at the discretion of the Chair, be referred by the Committee to the NWG Board.
<b>ToR last approved on</b>	By the Group Nominations and Governance Committee on 9 June 2025 By the NWG Board on 10 June 2025

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