



How we create value

Guided by our purpose and informed by the needs of our stakeholders, we aim to create value that has a positive impact on our environment and wider society.

Our key relationships and resources

Human

- · Strong and deep customer relationships
- · Capable and diverse talent pipeline
- · Healthy inclusive culture
- · Creative and innovative partnerships
- Positive contribution to communities

Financial

- · Strong balance sheet
- Focused capital allocation
- Sustainability as a driver for value creation
- Intelligent approach to risk

Infrastructure

- Property and technology infrastructure
- Partnerships and collaborations to enable a diverse and sustainable supply chain

Our approach to running a safe and secure bank

Customer relationships

We support our customers with financial services that meet their needs, and which include keeping their funds safe and secure, improving financial capability and supporting enterprise.

Products and services

We provide a comprehensive range of banking financial services to personal. business and commercial customers via our husinesses

Robust governance framework

We have an integrated approach to governance, ensuring purpose is embedded within our corporate aovernance framework.

Revenues and returns

We earn income from interest charged on lending to our customers and fees from transactions and other services.

Partners and networks

We are powered by innovation and partnerships, working with a diverse range of partners to help shape our business strategy and deliver positive outcomes for customers and society.

Value created for stakeholders and society during the year

79%

of our lending exposure, as at 31 December 2019, covered by 2030 sector targets validated as science-based by the Science Based Targets initiative (SBTi)



Over £80 million

of Coutts' clients' capital mobilised in equity growth funding for SMEs in the UK Enterprise Fund



MoneySense has helped

11.5 million

young people learn about money since it launched in 1994



Strategic priorities



Supporting customers at every stage of their lives

Over £10 million

raised to support relief efforts for the Disasters Emergency Committee (DEC) Ukraine Appeal by NatWest Group, and through customer and colleague donations



Over 72k

trees planted by our UK colleagues in partnership with The Conservation Volunteers



76k hours

volunteered by our colleagues to help local communities.

£3.8 million raised for good causes by colleague giving and fundraising





46%

colleagues re-skilled

as part of a formal programme





NatWest Group's systems enabled over 19.500

new customers to apply for a mortgage online, an increase of 47% from 2021



0.5 million^(*)

start saving during FY 2022

against the 2023 tar

FY20, FY21 & FY22:

additional customers helped to









£2.9 billion(*)

Retail Banking Green Mortgage completions since launch⁽⁴⁾ (2021: £0.7 billion)













Simple to deal with

reduction in emissions in our direct

own operations(1) (2021: 44%)(5)



1.7m⁽³⁾

Powered by innovation and partnerships



Sharpened capital allocation

- (*) Within the scope of EY assurance. Refer to page 70. (3) Includes additional 144k customers for 2021 and 2020. The customers helped start to save criteria was revised in April 2022 to reflect products aligned to the ambition. (1) Against a 2019 baseline. Direct own operations is defined as Scope 1, Scope 2 and Scope 3 (paper, water, waste, business travel,
 - (4) Since launch in Q4 2020. Retail Banking Green Mortgage products only. Green mortgages are available to all intermediaries for all residential and Buy to Let properties with an energy performance rating of A or B and specific new build developer properties. Available for purchase, porting and re-mortgage applications.
 - (5) Historic values are updated from values reported in 2021. This is due to updated bills, data provision and extrapolations.

commuting and work from home) emissions. It excludes upstream and downstream emissions from our value chain.

(2) Includes instances where customers had savings with other banks and transferred them to their NatWest Group account.