



# 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

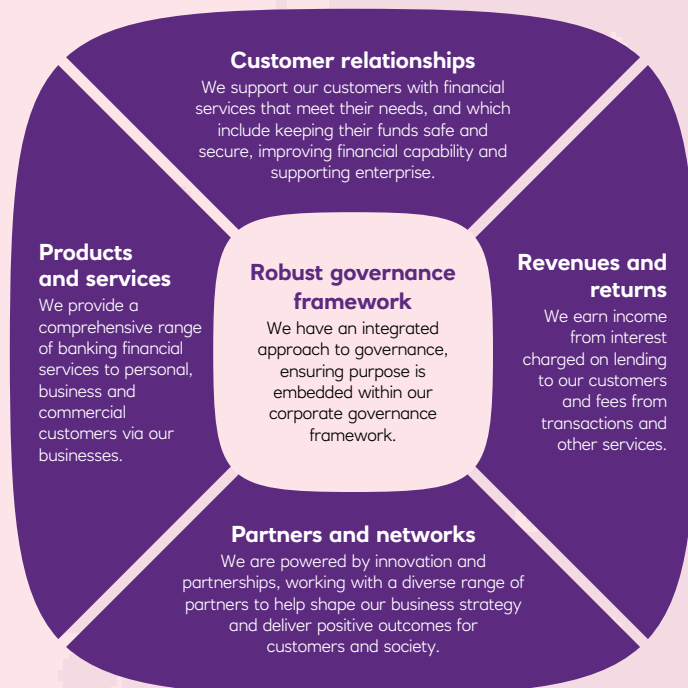
### Financial

- 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



## 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 £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



**Over £80 million**

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



**167**

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



MoneySense has helped  
**11.5 million**

young people learn about money since it launched in 1994



**46%**

reduction in emissions in our direct own operations<sup>(1)</sup> (2021: 44%)<sup>(5)</sup>



**0.5 million<sup>(\*)</sup>**

additional customers helped to start saving during FY 2022 against the 2023 target of 1.7m<sup>(3)</sup>



**£2.9 billion<sup>(\*)</sup>**

Retail Banking Green Mortgage completions since launch<sup>(4)</sup> (2021: £0.7 billion)



### Strategic priorities



Supporting customers at every stage of their lives



Simple to deal with



Powered by innovation and partnerships



Sharpened capital allocation

(\*) Within the scope of EY assurance. Refer to page 70.

(1) Against a 2019 baseline. Direct own operations is defined as Scope 1, Scope 2 and Scope 3 (paper, water, waste, business travel, 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.

(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.

(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.