

## Group Chief Executive's transcript



Paul Thwaite  
Group Chief Executive Officer

2024 was a very positive and productive year for NatWest Group.

We've generated a strong financial performance, grown our three customer businesses and seen an acceleration in our return to private ownership – while continuing to deliver for our customers and shareholders.

Our performance is grounded in the services and support we provide, across all nations and regions of the UK.

In 2024, around half a million new customers chose to bank with us - and we now serve over 19 million customers across NatWest.

We helped 351,000 mortgage customers to buy or refinance their homes, including support for over 35,000 first-time buyers.

Our lending to businesses grew by £10 billion and we welcomed over 91,000 new start-ups.

Alongside this, we've made excellent progress against the three strategic priorities I set out last year: disciplined growth, bank-wide simplification and active balance sheet and risk management.

We are ambitious for the bank and the opportunity we have to grow with our customers.

By understanding their ambitions, as well as the challenges they face, we can provide the services and expertise they need to turn their possibilities into progress.

To deliver this, we're becoming simpler, more agile, and more technology-driven – so we can better serve customers how, when and where they want.

While I'm proud of all we achieved in 2024, our focus is firmly on the future.

As we enter this new, forward-looking chapter for the bank, I am optimistic about the opportunities ahead to grow our business as a vital and trusted partner to our customers and to the UK, and, in doing so, create further value for our shareholders.

With this, I turn to my colleagues at NatWest Group.

Thank you all for your hard work, energy and dedication. Our performance is down to the support you provide for our customers every day.

Ultimately, if we succeed with our customers, we win together; for our colleagues, communities, shareholders and the UK economy.

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