Company Registered No: 00337004

LOMBARD NORTH CENTRAL PLC

ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended 31 December 2025

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OFFICERS AND PROFESSIONAL ADVISERS

DIRECTORS:	A S Gray C Romero Ramirez P A Edwards
COMPANY SECRETARY:	NatWest Group Secretarial Services Limited
REGISTERED OFFICE:	250 Bishopsgate London EC2M 4AA
INDEPENDENT AUDITOR:	Ernst & Young LLP 25 Churchill Place London E14 5EY

Registered in England and Wales

ACTIVITIES AND BUSINESS REVIEW

Activity

The principal activity of Lombard North Central PLC ("the Company") continues to be the provision of credit finance by way of instalment credit, loans and leasing.

The Company is a subsidiary of NatWest Group plc which provides the Company with direction and access to all central resources it needs and determines policies in all key areas such as finance, risk, human resources and control environment. For this reason, the directors believe that performance indicators specific to the Company are not necessary or appropriate for an understanding of the development, performance or position of the business. The annual reports of NatWest Group plc review these matters on a group basis. A copy of the NatWest Group annual report is available at www.natwestgroup.com and on the Companies House website. A copy can also be requested from Legal, Governance and Regulatory Affairs, NatWest Group, Gogarburn, Edinburgh, PO Box 1000, EH12 1HQ.

The Company is regulated by Financial Conduct Authority.

"NatWest Group" comprises NatWest Group plc, its subsidiaries and associated undertakings.

Review of the year

Business review

The directors are satisfied with the Company's performance in the year. The Company will be guided by its shareholders for future development.

Financial performance

The Company prepares its financial statements in the functional currency, pounds sterling ('£' or 'sterling') and all values are rounded to the nearest million pounds, except when otherwise indicated. The abbreviation 'm' represents millions of pounds sterling.

The Company's financial performance is presented on pages 10 to 12.

Turnover decreased by £19 million (2024: increase of £67 million) due mainly to reduction in prevailing interest rates. Finance costs also decreased by £26 million (2024: increase of £106 million) due primarily to decreases in funding rates. For both turnover and finance costs, the impact of reduced rates have greatly exceeded the increases in both due to increases in customer balances and the increase in associated funding required. Operating expenses increased by £11 million (2024: decreased by £1 million) due primarily to a £23m charge for provisions (see note 19). After finance income of £68 million (2024: £70 million), other income of £21 million (2024: £105 million) and impairment losses of £12 million (2024: £77 million) the profit before tax for the year was £105 million (2024: £130 million), a decrease of 19% over 2024. The profit for the year was £75 million (2024: £100 million).

A dividend of £100 million was paid on 24 December 2025 (2024: £177 million).

At the end of the year, the balance sheet showed total assets of £11,753 million (2024: £11,273 million), including income-generating assets comprising finance lease receivables of £5,692 million (2024: £5,757 million) and loans receivables of £5,859 million (2024: £5,302 million) together representing an increase of 4.4%. Total equity was £80 million (2024: £105 million).

Principal risks and uncertainties

The Company seeks to manage its credit risk and minimise its exposure to other financial risks.

Management focuses on both the overall balance sheet structure and the control, within prudent limits, of risk arising from mismatches, including currency, maturity, interest rate and liquidity. It is undertaken within limits and other policy parameters set by the NatWest Group Asset and Liability Management Committee.

The Company is funded by facilities from National Westminster Bank Plc and other group companies. The majority of these are denominated in sterling which is the functional currency and carry no significant financial risk.

The Company's assets mainly comprise finance lease receivables and loan receivables which would expose it to interest, currency, credit, liquidity and market risk.

The principal risks associated with the Company are as follows:

Market risk

Market risk is the potential for loss as a result of adverse changes in risk factors including interest rates, foreign currency and equity prices together with related parameters such as market volatilities.

The principal market risk to which the Company is exposed to is interest rate risk.

Interest rate risk

Structural interest rate risk arises where assets and liabilities have different repricing maturities.

Finance lease and loan receivables are based on fixed and floating rates. These are funded primarily through balances owed to group undertakings, which are also a mix of fixed and floating rates. The repricing maturity profile of the financial assets of the Company may be different to that of the associated borrowings and hence give potential exposure to interest rate risk.

The Company manages interest rate risk by monitoring the consistency in the interest rate profile of its assets and liabilities and limiting any repricing mismatches.

Currency risk

The Company undertakes certain transactions denominated in foreign currencies; hence exchange rate fluctuations arise. The Company's policy is normally to match foreign currency receivables with borrowings in the same currency.

Credit risk

Credit risk management seeks to match the risk of credit failure to the price of credit on granting a facility whilst maintaining credit risk exposure in line with approved appetite for the risk that customers will be unable to meet their obligations to the Company.

Liquidity risk

Liquidity risk arises where assets and liabilities have different contractual maturities. Management focuses on risk arising from the mismatch of maturities across the balance sheet and from undrawn commitments and other contingent obligations.

The Company manages its liquidity risk by having access to Group funding.

Stakeholder engagement and s.172(1) statement

This statement describes how the directors have had regard to the matters set out in section 172(1) (a) to (f) of the Companies Act 2006 (section 172) when performing their duty to promote the success of the company.

The Company is a wholly owned subsidiary of NatWest Group plc. As such, its operations are aligned to NatWest Group plc strategy and it follows the policies and procedures of NatWest Group plc, as applicable. This is reflected, as appropriate, in the disclosures below.

The Board reviews and confirms its key stakeholder groups for the purposes of section 172 annually. For 2025, these remained customers, colleagues, regulators, suppliers and communities.

Examples of how the Board has engaged with stakeholders can be found in this statement. Our Board terms of reference reinforce the importance of considering the matters set out in section 172. Our template for all board papers also supports consideration of stakeholders and enables good decision-making.

Our Stakeholders

The Company's key stakeholders and the engagement methods used by directors to understand their views and interests are set out below.

Customers
At NatWest Group, we're working to meet our customers' needs and provide better, more personalised products and services.

During the year, the Board received regular updates on customer issues through Lombard customer satisfaction surveys, customer feedback and complaint volumes.

Further information on customers can be found in the NatWest Group plc 2025 Annual Report and Accounts.

Colleagues
Colleagues are the heart of NatWest Group's business. By supporting them in what they do and by ensuring that NatWest Group is a great place to work with a healthy culture, we can champion their potential and collectively deliver our strategy and purpose.

Information on how NatWest Group engages with colleagues, including details of the colleague listening strategy, performance and reward and diversity, equity and inclusion, can be found in the NatWest Group plc 2025 Annual Report and Accounts.

Regulators
NatWest Group operates in a highly regulated market which continues to evolve. As such, we understand the need to have an ongoing, constructive and open dialogue with all relevant regulatory bodies.

Further information on how NatWest Group engages with regulators can be found in the NatWest Group plc 2025 Annual Report and Accounts.

Suppliers
We foster strong relationships with all our key stakeholders, including our suppliers.

Further information on suppliers, including NatWest Group's Supplier Charter, can be found in the NatWest Group plc 2025 Annual Report and Accounts.

Communities
As a leading financial firm in the UK, NatWest Group believes we can make a real and positive difference to people's lives.

Further information on communities and environment can be found in the NatWest Group plc 2025 Annual Report and Accounts, and the NatWest Group 2025 sustainability Report.

Supporting effective Board discussions and decision-making

Relevant stakeholder interests, including those of colleagues, customers, suppliers and others are considered by the Board during its discussions and when it takes decisions. The Board is mindful it is not always possible to achieve an outcome which meets the expectations of all our stakeholders outside the key groups the Board has identified.

Principal decisions are those decisions taken by the Board that are material or of strategic importance to the company or are significant to any of the company's key stakeholders.

On 19 December 2025 a decision was made to pay an interim dividend to the Company's sole shareholder. That decision was made after careful consideration of the distributable reserves available to the Company and the effect of the distribution on the Company's long-term success.

All other decisions taken by the Board during the financial year were routine in nature but considered relevant stakeholder interests, as appropriate.

Further details on how NatWest Group plc engages with its stakeholders can be found in the NatWest Group plc 2025 Annual Report and Accounts.

Going concern
These financial statements are prepared on a going concern basis, see note 1(a) on page 13.

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the annual report and financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare a Strategic report, Directors' report and financial statements for each financial year. Under that law, the directors have elected to prepare the financial statements in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework (“FRS 101”) and must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs at the end of the year and the profit or loss of the Company for that year. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether FRS 101 has been followed; and
- make an assessment of the Company’s ability to continue as a going concern.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company’s transactions and disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the Strategic report, Directors' report and financial statements comply with the requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DISCLOSURE OF INFORMATION TO AUDITOR

Each of the directors at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the Company’s auditor is unaware; and
- directors have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information, and to establish that the Company’s auditor is aware of that information.

This confirmation is given and shall be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

DIRECTORS’ INDEMNITIES

NatWest Group plc has indemnified all of the directors under qualifying third-party terms.

EMPLOYEE POLICIES

Details of the number of employees and related costs can be found in note 5.

Additional information in relation to employees can be found in the Annual Report and Accounts of NatWest Group plc 2025.

Approved by the Board of Directors and signed on its behalf:

Carolina Romero Ramirez (Jun 29, 2026 13:35:06 GMT+1)

C Romero Ramirez
Director
Date: 29 June 2026

DIRECTORS' REPORT

The Strategic report includes the review of the year, risks, disclosure of information to auditors and directors' indemnities. Details of the board's engagement with employees, customers, suppliers and others, and how these stakeholders' interests have influenced board decision making are set out on page 3 of the Strategic report which includes a section 172(1) statement.

DIRECTORS AND COMPANY SECRETARY

The present directors and company secretary, who have served throughout the year except where noted below, are listed on page 1.

From 1 January 2025 to date the following changes have taken place:

Directors	Appointed	Resigned
C Romero Ramirez	3 February 2025	-

GOVERNANCE

For the financial year ended 31 December 2025 the Company has chosen to report against the Wates Principles. The disclosures below explain how the Company applied the Wates Principles in the context of its corporate governance arrangements.

1. Purpose and Leadership

The purpose and strategy for the NatWest Group is approved by the NatWest Group Board and cascaded to subsidiaries. The Board of the Company approves and monitors the purpose and strategic direction of the Company within the parameters set by the NatWest Group.

The Board oversees the execution of strategy and holds management to account for its delivery. This was done through regular reporting to the Board on performance, strategy and transformation plans.

The Board also receives regular updates on people and culture including the results of colleague engagement surveys and priorities for the people plan. In 2025 the Board received updates on key priorities to promote engagement, capability and inclusion. The Board also considers the overall alignment of purpose and strategy with culture and values.

2. Board Composition

During the year the Board undertook a review of its existing corporate governance arrangements having regard to the Wates Principles. Following this review, the Board initiated a search to recruit an additional board member to enhance the existing balance of skills, backgrounds, experience and knowledge on the Board.

During the year the Board appointed Carolina Romero Ramirez as a member of the Board on 3 February 2025.

The size of the Board is considered appropriate, taking into account the size, scale and complexity of the Lombard business.

3. Director Responsibilities

Directors receive guidance on their statutory duties under the Companies Act 2006 and are supported in the discharge of their duties by the Company Secretary.

NatWest Group has a Corporate Governance Framework, including a Corporate Governance Policy, which sets out the key aspects of the governance framework as they relate to its subsidiaries. The Corporate Governance Policy provides high-level guidance to the Board on how the Company should be managed in line with NatWest Group policy and best practice.

The Board has terms of reference which clearly map out its authority, responsibilities and accountabilities and delegates authority to the managing director to manage the day-to-day operations of the Lombard business.

Directors' conflicts are managed in accordance with statutory requirements and internal conflict of interest guidance. The Company maintains a register of directors' interests and appointments which is presented to the Board for review at each scheduled board meeting.

The Company Secretary is responsible for the quality and integrity of information provided to directors. The Board receives regular information on key aspects of the business at its scheduled board meetings.

4. Opportunity and Risk

The role of the Board is to promote the long-term sustainable success of the Company.

The Board reviews business performance at each scheduled Board meeting and monitors performance against agreed strategy.

The Board reviews the Company's risk profile on an annual basis in accordance with the NatWest Group risk appetite framework and receives regular reports on risk and compliance matters relevant to the Company.

The Company operates within NatWest Group's integrated enterprise-wide risk management framework. This is centred around the embedding of a strong risk culture and is designed to ensure the tools and capability are in place to facilitate sound risk management and decision-making. As part of the enterprise-wide framework, the Company complies with NatWest Group's risk appetite framework, which is approved annually by NatWest Group plc Board. NatWest Group's risk appetite is set in line with overall strategy. The Company also complies with NatWest Group policy framework. The purpose of the policy framework is to ensure that NatWest Group establishes and maintains policies that adequately address the risks inherent in its business activities.

5 Remuneration

The NatWest Group Remuneration Policy provides a consistent policy across all companies in NatWest Group and ensures compliance with regulatory requirements. The NatWest Group Remuneration Policy is determined by the NatWest Group plc Board with the support of its Remuneration Committee.

Further Information on the remuneration policy can be found In the Directors' remuneration report of the NatWest Group plc 2025 Annual Report and Accounts.

6 Stakeholder Relationships and Engagement

The Board recognises the importance of engaging with stakeholders and discussions at Board meetings are focused around the impact that the Company's activities may have on key stakeholder groups.

For further details on the Board's engagement with colleagues, customers, suppliers and others, and how these stakeholders' interests have been taken into account, see page 3 of the Strategic report which includes a section 172(1) statement.

DIRECTORS' REPORT

AUDITOR

PricewaterhouseCoopers LLP ("PwC") was appointed as auditor at the NatWest Group plc Annual General Meeting in April 2026 and is appointed as NatWest Group's auditor for the financial period ending 31 December 2026. This follows the completion of a competitive tender process, overseen by the Group Audit Committee. Ernst & Young LLP ("EY"), has been the Group's auditor since 2016 and is currently undertaking the audit of the Company for the financial year ended 31 December 2025. This will be EY's last period of audit as they have not been reappointed as auditors. NatWest Group's management will work with EY & PwC to enable a smooth transition

Approved by the Board of Directors and signed on its behalf:

Carolina Romero Ramirez (Jun 29, 2026 13:35:06 GMT+1)

C Romero Ramirez
Director
Date: 29 June 2026

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LOMBARD NORTH CENTRAL PLC

Opinion

We have audited the financial statements of Lombard North Central PLC ("the Company") for the year ended 31 December 2025 which comprise of the Statement of Comprehensive Income, the Balance Sheet, the Statement of Changes in Equity and the related notes 1 to 23, including material accounting policy information. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the Company's affairs as at 31 December 2025 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to other entities of public interest, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the directors' assessment of the Company's ability to continue to adopt the going concern basis of accounting included:

- Evaluating the directors' going concern assessment in relation to the nature of the Company and its operations, its financial performance and position;
- Evaluating the reasonableness of factors considered in the directors' going concern assessment, including the consideration of whether the Company has sufficient liquidity to meet its obligations as they fall due for twelve months from when the financial statements are authorised for issue. This involved assessing the period covered by the letter of support provided to the Company by its parent, National Westminster Bank Plc to ensure it covered twelve months from when the financial statements are authorised for issue;
- Evaluating the ability of National Westminster Bank Plc to honour that letter of support should it be required during the going concern period through obtaining confirmation from the auditors of National Westminster Bank plc that they were not aware of any going concern issues;
- Performing procedures to identify whether there were any risks, events or other matters that may have an impact on the Company's ability to continue as a going concern, including making inquiries of senior management and reading minutes of meetings of the Board and the Risk Forum; and
- Evaluating the adequacy of the directors' disclosure in relation to going concern in the strategic report and notes to the financial statements and ensuring they are appropriate and in conformity with the reporting standards.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Company's ability to continue as a going concern.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

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Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 4, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Company and determined that the most significant are those that relate to the reporting framework (FRS 101 and the Companies Act 2006), the relevant direct and indirect tax compliance regulations in the United Kingdom, the Consumer Credit Act 1974 (as amended by the Consumer Credit Act 2006) and the licence conditions and supervisory requirements of the Financial Conduct Authority (FCA). In addition, the Company is required to comply with laws and regulations relating to its operations, including health and safety, employees, anti-bribery and corruption and General Data Protection Regulation ('GDPR').

- We understood how the Company is complying with those frameworks by making enquiries of senior management and those responsible for legal and compliance matters for their awareness of any non-compliance with laws and regulations and to understand how the Company maintains and communicates its policies as well as through the evaluation of corroborating documentation. We also reviewed correspondence between the Company and regulatory bodies, reviewed minutes of the Board and the Risk Forum, and gained an understanding of the Company's governance framework.

- Based on this understanding we designed our audit procedures to identify noncompliance with such laws and regulations. Our procedures involved making inquiries of those charged with governance and senior management as to their awareness of any non-compliance of laws or regulations, inquiring about the policies that have been established to prevent non-compliance with laws and regulations, inquiring about the Company's methods of enforcing and monitoring compliance with such policies, reviewing the complaints logs and inspecting significant correspondence with FCA and the tax authorities.

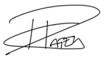
- We assessed the susceptibility of the Company’s financial statements to material misstatement, including how fraud might occur by considering the risk of management override and by assuming topside adjustments to revenue, to be subject to fraud risk. We considered the controls the Company has established to address the risks identified by the directors or that otherwise seek to prevent, deter, or detect fraud, including in a remote-working environment, and how management monitors these controls. Where this risk was considered to be higher, we performed audit procedures to address each identified fraud risk. Our audit procedures also included testing a sample of manual journals to verify the transactions were appropriate and supported by relevant source documentation. These procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council’s website at https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor’s report.

Use of our report

This report is made solely to the Company’s members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company’s members those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company’s members as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:



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Hitesh Patel (Senior statutory auditor)
for and on behalf of Ernst & Young LLP, Statutory Auditor
London
Date: 29 June 2026

STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2025

Income from continuing operations	Notes	2025 £m	2024 £m
Turnover	3	605	624
Depreciation on tangible fixed assets	11	(1)	-
Operating income	4	18	17
Operating expenses	5	(149)	(138)
Operating profit before impairment losses		473	503
Impairment losses	6	(12)	(77)
Operating profit		461	426
Finance income	7	68	70
Other income	8	21	105
Finance costs	9	(445)	(471)
Profit before tax		105	130
Tax charge	10	(30)	(30)
Profit and total comprehensive income for the year		75	100

The accompanying notes form an integral part of these financial statements.

BALANCE SHEET
as at 31 December 2025

	Notes	2025 £m	2024 £m
Non-current assets			
Property, plant, and equipment	11	1	-
Investment in group companies	12	128	121
Finance lease receivables	13	3,273	3,464
Loans receivable	14	765	710
		4,167	4,295
Current assets			
Finance lease receivables	13	2,419	2,293
Loans receivable	14	5,094	4,592
Trade and other receivables	15	10	7
Current tax asset		1	-
Other assets	16	9	15
Cash at bank		53	71
		7,586	6,978
Total assets		11,753	11,273
Current liabilities			
Overdrafts		3	-
Trade and other payables	17	15	5
Amounts due to group companies	18	8,342	7,973
Current tax liabilities		-	6
Provision for liabilities	19	23	-
Other liabilities	20	9	11
		8,392	7,995
Non-current liabilities			
Amounts due to group companies	18	3,281	3,173
Total liabilities		11,673	11,168
Equity			
Share capital	21	1	1
Special reserve		3	3
Retained earnings		76	101
Total equity		80	105
Total liabilities and equity		11,753	11,273

The accompanying notes form an integral part of these financial statements.

The financial statements were approved by the Board of Directors on 29 June 2026 and signed on its behalf by:

Carolina Romero Ramirez (Jun 29, 2026 13:35:06 GMT+1)

C Romero Ramirez
Director

STATEMENT OF CHANGES IN EQUITY
for the year ended 31 December 2025

	Share capital £m	Special reserve £m	Retained earnings £m	Total £m
At 1 January 2024	1	3	178	182
Profit for the year	-	-	100	100
Dividends paid	-	-	(177)	(177)
At 31 December 2024	1	3	101	105
Profit for the year	-	-	75	75
Dividends paid	-	-	(100)	(100)
At 31 December 2025	1	3	76	80

Total comprehensive income for the year of £75 million (2024: £100 million) was wholly attributable to the owners of the Company.

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1. Material accounting policies

a) Presentation of financial statements
The financial statements contain information about the Company as an individual company and do not contain consolidated financial information as the parent of a group. The Company is exempt under IFRS 10 Consolidated Financial Statements and section 400 of the Companies Act 2006 from the requirement to prepare consolidated financial statements as in accordance with IFRS 10.

The directors have prepared the financial statements:

- on a going concern basis after assessing the principal risks and other relevant evidence over a period of at least twelve months from the date the financial statements are approved and under FRS 101 *Reduced Disclosure Framework*; and
- on the historical cost basis.

The directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for twelve months from the date the financial statements are approved and therefore have prepared the financial statements on a going concern basis. This conclusion is based on the director's assessment of the Company's financial position, including the expectation of financial and operational support provided by the immediate parent company. The directors, in relying on this support, have considered the immediate parent company's ability to provide this support.

The Company meets the definition of a qualifying entity under FRS 100 Application of Financial Reporting Requirements issued by the Financial Reporting Council.

The Company is incorporated in the UK and registered in England and Wales and the financial statements are presented:

- in accordance with the Companies Act 2006;
- with the benefit of the disclosure exemptions permitted by FRS 101 with regard to:
  - comparative information in respect of certain assets;
  - cash-flow statement;
  - standards not yet effective;
  - related party transactions;
  - certain disclosures from IFRS 15 "Revenue from Contracts with Customers" and IFRS 16 "Leases";
  - disclosure requirements of IFRS 7 "Financial Instruments: Disclosure" and IFRS 13 "Fair Value Measurement".

Where required, equivalent disclosures are given in the group accounts of NatWest Group plc, these accounts are available to the public and can be obtained as set out in note 23.

Changes to IFRS that were effective from 1 January 2025 have had no material effect on the Company's financial statements for the year ended 31 December 2025.

The Company has applied the temporary exception issued by the IASB in May 2023 from the accounting requirements for deferred taxes in IAS 12 Income taxes in respect of Pillar Two income taxes. Accordingly, the Company has not recognised or disclosed information about deferred tax assets and liabilities related to Pillar Two income taxes.

b) Foreign currencies
Transactions in foreign currencies are translated into sterling at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Foreign exchange differences arising on translation are reported in the statement of comprehensive income.

c) Revenue recognition
Turnover comprises income from finance lease receivables and loans receivable and arises in the United Kingdom from continuing activities.

Finance lease income is allocated to accounting periods so as to give a constant periodic rate of return before tax on the net investment.

Interest income and expense are recognised in the income statement using the effective interest rate method for all financial instruments measured at amortised cost.

Dividend income is recognised when the paying company is obliged to make the payment.

Fee income in respect of lending arrangements is considered integral to the yield and is included in the effective interest rate on these arrangements.

Fees in respect of services are recognised as the right to consideration accrues through the performance of each distinct service obligation to the customer. The arrangements are generally contractual and the cost of providing the service is incurred as the service is rendered. The price is usually fixed and always determinable.

d) Staff costs
Staff costs, such as salaries, paid absences, and other benefits are recognised over the period in which the employees provide the related services to the Company. Employees may receive variable compensation in cash, in deferred cash or debt instruments of NatWest Group or in ordinary shares of NatWest Group plc. NatWest Group operates a number of share-based compensation schemes under which it grants awards of NatWest Group plc shares and share options to its employees. Such awards are subject to vesting conditions. The treatment of share-based compensation is set out in accounting policies of NatWest Group plc accounts.

There is no contractual agreement or policy on the way that the cost of NatWest Group defined benefit pension schemes and healthcare plans are allocated to the Company. It therefore accounts for the charges it incurs as payments to a defined contribution scheme.

Contributions to a defined contribution pension scheme are recognised in the income statement as employee service costs accrue.

1. Material accounting policies (continued)

e) Taxation

Tax encompassing current tax and deferred tax is recorded in the income statement except when taxable items are recognised in other comprehensive income or equity.

Current tax is income tax payable or recoverable in respect of the taxable profit or loss for the year arising in the income statement, other comprehensive income or in equity. Provision is made for current tax at rates enacted or substantively enacted at the balance sheet date.

Deferred tax is the tax expected to be payable or recoverable in respect of temporary differences between the carrying amount of an asset or liability for accounting purposes and the carrying amount for tax purposes. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent their recovery is probable. Deferred tax is not recognised on temporary differences that arise from initial recognition of an asset or a liability in a transaction (other than a business combination) that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred tax is calculated using tax rates expected to apply in the periods when the assets will be realised or the liabilities settled, based on tax rates and laws enacted, or substantively enacted, at the balance sheet date.

f) Property, plant and equipment

Items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Where an item of property, plant and equipment comprises major components having different useful lives, they are accounted for separately.

Depreciation is charged to the income statement on a straight-line basis so as to write-off the depreciable amount of property, plant and equipment (including assets owned and let on operating leases) over their estimated useful lives. The depreciable amount is the cost of an asset less its residual value.

The estimated useful lives of the Company's property, plant and equipment are:
Right of use assets - the shorter of the term of the lease and the economic useful life.

The residual value and useful life of property plant and equipment are reviewed at each balance sheet date and updated for any changes to previous estimates.

g) Impairment of property, plant and equipment

At each balance sheet date, the Company assesses whether there is any indication that its property, plant and equipment are impaired. If any such indication exists, the Company estimates the recoverable amount of the asset and compares it to its balance sheet value to calculate if an impairment loss should be charged to the income statement. The balance sheet value of the asset is reduced by the amount of the impairment loss.

The recoverable amount of an asset is the higher of its fair value less cost to sell and its value in use. Value in use is the present value of future cash flows from the asset or cash-generating unit discounted at a rate that reflects market interest rates adjusted for risks specific to the asset or cash-generating unit that have not been taken into account in estimating future cash flows.

h) Investments in group companies

Investments in group subsidiaries are stated at cost less any impairment.

Impairment is recorded when the carrying value exceeds the recoverable amount of such investments. The recoverable amount of an investment is the higher of its fair value less cost to sell and its value in use. Value in use is the present value of future cash flows from that investment or cash-generating unit discounted at a rate that reflects market interest rates adjusted for risks specific to the investment or cash-generating unit that have not been taken into account in estimating future cash flows. The Company does not consider fair value of such investments to be materially different from their net asset value.

i) Leases

As lessor

Finance lease contracts are those which transfer substantially all the risks and rewards of ownership of an asset to a customer. All other contracts with customers to lease assets are classified as operating leases.

Finance lease receivables are measured at the net investment in the lease, comprising the minimum lease payments and any unguaranteed residual value discounted at the interest rate implicit in the lease.

As lessee

On entering a new lease contract, the Company recognises a right of use asset and a lease liability to pay future rentals. The liability is measured at the present value of future lease payments discounted at the applicable incremental borrowing rate. The right of use asset is depreciated over the shorter of the term of the lease and the useful economic life, subject to review for impairment.

j) Provisions

Provision is recognised for a present obligation resulting from a past event when it is more likely than not that it will be required to pay to settle the obligation and the amount of the obligation can be estimated reliably.

k) Financial instruments

Financial instruments are measured at fair value on initial recognition on the balance sheet.

Monetary financial assets are classified as amortised cost measured at cost using the effective interest rate method, less any impairment allowance.

Classification by business model reflects how we manage our financial assets to generate cash flows. A business model assessment helps to ascertain the measurement approach depending on whether cash flows result from holding financial assets to collect the contractual cash flows, from selling those financial assets, or both.

1. Material accounting policies (continued)

k) Financial instruments (continued)

Business model assessment of assets is made at portfolio level, being the level at which they are managed to achieve a predefined business objective. This is expected to result in the most consistent classification of assets because it aligns with the stated objectives for the portfolio, its risk management, manager's remuneration and the ability to monitor sales of assets from a portfolio. When a significant change to our business is communicated to external parties, we reassess our business model for managing those financial assets.

We reclassify financial assets if we have a significant change to the business model. A reclassification is applied prospectively from the reclassification date. The contractual terms of a financial asset; any leverage features; prepayment and extension terms; and discounts or penalties to interest rates that are part of meeting environmental, social and governance targets as well as other contingent and leverage features, non-recourse arrangements and features that could modify the timing and/or amount of the contractual cash flows that might reset the effective rate of interest; are considered in determining whether cash flows are solely payments of principal and interest.

Regular way purchases and sales of financial assets classified as amortised cost, are recognised on the settlement date; all other regular way transactions in financial assets are recognised on the trade date.

Financial liabilities are classified as amortised cost measured at cost using the effective interest rate method.

l) Impairment of financial assets: Expected credit losses (ECL)

At each balance sheet date each financial asset or portfolio of loans measured at amortised cost is assessed for impairment. Any change in impairment is reported in the statement of comprehensive income.

Loss allowances are forward-looking, based on 12-month expected credit losses where there has not been a significant increase in credit risk rating, otherwise allowances are based on lifetime expected losses.

Expected Credit Losses ("ECL") are a probability-weighted estimate of credit losses. The probability is determined by the risk of default which is applied to the cash flow estimates. In the absence of a change in credit rating, allowances are recognised when there is reduction in the net present value of expected cash flows. Following a significant increase in credit risk, ECL are adjusted from 12 months to lifetime. This will lead to a higher impairment charge.

On restructuring where a financial asset is not derecognised the revised cash flows are used in re-estimating the credit loss. Where restructuring causes derecognition of the original financial asset, the fair value of the replacement asset is used as the closing cash flow of the original asset.

Where, in the course of the orderly realisation of a loan, it is exchanged for equity shares or property, the exchange is accounted for as the sale of the loan and the acquisition of equity securities or investment property. Where the Company's acquired interest is in equity shares, relevant policies for control, associates and joint ventures apply.

m) Derecognition

A financial asset is derecognised (removed from the balance sheet) when the contractual right to receive cash flows from the asset has expired or when it has been transferred and the transfer qualifies for derecognition.

A financial liability is removed from the balance sheet when the obligation is paid, or is cancelled, or expires.

2. Critical accounting policies and key sources of estimation uncertainty

The reported results of the Company are sensitive to the accounting policies, assumptions and estimates that underlie the preparation of its financial statements. In accordance with their responsibilities for these financial statements, the estimates the directors consider most important to the portrayal of the Company's performance and financial condition are discussed below.

Loan impairment provisions

Accounting policy 1(l) sets out how the expected loss approach is applied. At 31 December 2025, gross customer receivables totalled £11,646 million (2024: £11,150 million) and customer loan impairment provisions amounted to £95 million (2024: £91 million).

A loan is impaired when there is objective evidence that the cash flows will not occur in the manner expected when the loan is advance. Such evidence includes changes in the credit rating of the borrower, the failure to make payments in accordance with the loan agreement; significant reductions in the value of any security, breach of limits or covenants; and observable data about relevant macroeconomic measures.

Investments in group companies

The recoverable amount of an investment in a group company is the higher of its fair value and value in use. Reviews of recoverable amounts have been performed and reversal of impairments of £7 million were recognised in the year.

Cumulative impairments at 31 December 2025 were £467 million (2024: £474 million).

Leased assets

Judgement is required in the classification of a lease at inception and after any material amendment to assess whether substantially all the significant risks and rewards of ownership accrue to the lessor or the lessee.

3. Turnover

	2025 £m	2024 £m
Finance lease income	376	371
Instalment credit income	74	77
Other loans and advances	155	176
	605	624

4. Operating income

	2025 £m	2024 £m
Management fees	18	17

Management fees
Management fees relate to the Company's subsidiaries' share of the Company's resources, including the costs of staff and directors.

5. Operating expenses

	2025 £m	2024 £m
Staff costs:		
Wages and salaries	26	29
Social security costs	3	3
Pension costs	2	5
	31	37
Commission payable	5	3
Management fees	91	85
Other charges	22	13
	149	138

Pension costs
Many employees are members of an externally funded, defined benefit pension scheme operated by NatWest Group. Full details of the actuarial report and of the scheme are given in the accounts of NatWest Group plc.

Management fees
Management fees relate to the Company's share of group resources such as the use of IT platforms and a share of central resources. They also include the costs of staff and directors borne by other members of the group, none of which can be apportioned meaningfully in respect of services to the Company.

Employee numbers
The average number of persons engaged by the Company during the year, analysed by category, was as follows:

	2025	2024
Sales and marketing	356	373

Operating expenses include:

	2025 £	2024 £
Auditor's remuneration – audit services	245,671	224,651

6. Impairment losses/(reversals)

	2025 £m	2024 £m
Impairment losses on finance leases	19	10
Impairment reversals on investments in group companies (Note 12)	(7)	67
	12	77

7. Finance income

	2025 £m	2024 £m
On loans receivable:		
From group companies	68	70

NOTES TO THE FINANCIAL STATEMENTS

8. Other income

	2025 £m	2024 £m
Dividend income from subsidiaries	21	104
Other dividend income	-	1
	21	105

9. Finance costs

	2025 £m	2024 £m
Interest payable to group companies	445	471

10. Tax

	2025 £m	2024 £m
Current taxation:		
UK corporation tax charge for the year	27	30
Under/(over) provision in respect of prior periods	3	(1)
	30	29
Deferred taxation		
Under provision in respect of prior periods	-	1
Tax charge for the year	30	30

The actual tax charge differs from the expected tax charge computed by applying the rate of UK corporation tax of 25% (2024: 25%) as follows:

	2025 £m	2024 £m
Expected tax charge	26	31
Non-deductible items	1	17
Non-taxable items	(9)	(27)
Transfer pricing adjustment	9	9
Adjustment in respect of prior period	3	-
Actual tax charge for the year	30	30

The closing deferred tax assets and liabilities have been calculated at 25% (2024: 25%) in accordance with the rates enacted at the balance sheet date.

Deferred tax

Net deferred tax asset comprised:

	IFRS 9 transition £m
At 1 January 2024	1
Charge to income statement	(1)
At 31 December 2024	-
Charge to income statement	-
At 31 December 2025	-

On 11 July 2023, the UK government, where the ultimate parent company is incorporated, enacted the Pillar Two income taxes legislation effective for the Company's financial year beginning 1 January 2024. This legislation does not have a material impact on the Company.

NOTES TO THE FINANCIAL STATEMENTS

11. Property, plant, and equipment

2025	ROU
Cost	£m
At 1 January 2025	-
Additions	2
At 31 December 2025	2

Depreciation	£m
1 January 2025	-
Depreciation charge for the year	1
At 31 December 2025	1

Net Book Value	£m
At 31 December 2025	1
At 31 December 2024	-

Security
No property, plant and equipment has been pledged as security for liabilities of the Company (2024: none).

12. Investment in group companies

Investments in group companies are carried at cost less impairment. Movements during the year were as follows:

	2025	2024
	£m	£m
At 1 January	121	188
Impairment reversal/(losses)	7	(67)
	128	121

Cumulative impairments at 31 December 2025 were £467 million (2024: £474 million)

Subsidiary undertakings of the Company which have an accounting reference date of 31 December unless otherwise indicated, are:

Name of subsidiary	Note	Proportion of ownership interest and voting power held (%)	Country of incorporation	Principal activity
Caledonian Sleepers Rail Leasing Limited (***)	(1)	100	Great Britain	Lease finance
Jaguar Cars Finance Limited	(1)	50.1	Great Britain	Non-Trading
JCB Finance Limited	(5)	75	Great Britain	Lease finance
JCB Finance Pension Limited	(3)	50	Northern Ireland	Dormant
Lombard Business Leasing Limited	(1)	100	Great Britain	Lease finance
Lombard Discount Limited	(1)	100	Great Britain	Lease finance
Lombard Finance Limited	(1)	100	Great Britain	Non-trading
Lombard Ireland Group Holdings Unlimited Company (**)	(2)	100	Ireland	In liquidation
Lombard Leasing Contracts Limited	(1)	100	Great Britain	Dormant
Lombard Lessors Limited	(1)	100	Great Britain	Non-trading
Lombard Maritime Limited	(1)	100	Great Britain	Non-trading
Lombard North Central Leasing Limited	(1)	100	Great Britain	Lease finance
Lombard Property Facilities Limited (*)	(1)	100	Great Britain	Property finance
Lombard & Ulster Limited	(3)	100	Northern Ireland	Non-trading
Lombard Technology Services Limited	(1)	100	Great Britain	Lease finance
Royal Bank Leasing Limited (***)	(4)	100	Great Britain	Lease finance
Royscot Trust plc	(1)	100	Great Britain	Lease finance

Accounting reference date: (*) 31 March (**) 30 June (***) 30 September

(1) The registered office is 250 Bishopsgate, London, EC2M 4AA.

(2) The registered office is 13-18 City Quay, Dublin 2, Dublin, DO2 ED70, Ireland
(3) The registered office is 11-16 Donegall Square East, Belfast, BT1 5UB.

12. Investment in group companies (continued)

(4) The registered office is RBS Gogarburn, 175 Glasgow Road, Edinburgh, EH12 1HQ.
(5) The registered office is The Mill, High Street, Rocester, England, ST14 5JW.

One of the Company's subsidiary undertakings, Jaguar Cars Finance Limited was dissolved on 24th Feb 2026 with no profit or loss arising upon dissolution.

13. Finance lease receivables

	2025 £m	2024 £m
Amount receivable under finance leases		
Within 1 year	2,713	2,588
1 to 2 years	1,704	1,778
2 to 3 years	988	1,085
3 to 4 years	496	520
4 to 5 years	204	195
After 5 years	125	126
Lease payments total	6,230	6,292
Unearned income	(469)	(462)
Present value of lease payments	5,761	5,830
Impairments	(69)	(73)
Net investment in finance lease receivable	5,692	5,757

	2025 £m	2024 £m
Due within one year	2,419	2,293
Due after one year	3,273	3,464
	5,692	5,757

The Company entered into new finance lease agreements totalling £3,258 million (2024: £3,283 million). There were no other significant movements or changes to the carrying value balance other than collection of rentals and movements in impairments.

The average effective interest rate in relation to finance lease agreements approximates 6.49% (2024: 6.97%).

14. Loans receivable

	2025 £m	2024 £m
Due within one year		
Net investment in instalment credit	534	450
Amounts owed by group companies	1,771	1,647
Other loans and advances	2,789	2,495
	5,094	4,592
Due after one year		
Net investment in instalment credit	765	710
	5,859	5,302

15. Trade and other receivables

	Due within one year 2025 £m	2024 £m
Trade receivables	1	1
Other receivables	9	6
	10	7

16. Other assets

	2025 £m	2024 £m
Prepayments	2	7
Value added tax recoverable	7	8
	9	15

17. Trade and other payables

	Due within one year 2025 £m	2024 £m
Trade payables	2	3
Other payables	13	2
	15	5

18. Amounts due to group companies

	2025 £m	2024 £m
Overdraft from group banks	83	73
Parent - National Westminster Bank Plc	6,864	6,566
Fellow subsidiaries	2	15
Other group companies	4,674	4,492
	11,623	11,146
Amounts falling due within one year	8,342	7,973
Amounts falling due		
- between one and two years	2,396	2,447
- between two and five years	600	465
- after five years	285	261
	3,281	3,173
	11,623	11,146

19. Provisions

2025	Motor finance commission £m	Restructuring £m	Total £m
At 1 January 2025	-	-	-
Charge to income statement	22	1	23
At 31 December 2025	22	1	23

Lombard North Central plc recognised a provision of £22 million (2024: £nil) in relation to the potential impact of motor finance commission arrangements, following the Financial Conduct Authority's (FCA) announcement in October 2025 of its intention to implement a redress scheme. While Lombard was not in scope of the FCA's section 166 review, it identified a two-year period of historic agreements entered into between 2007 and 2009 and has engaged with the FCA in relation to this matter.

On the 8th May 2026, the FCA announced the proposed scheme is on hold pending a number of legal challenges, given the uncertainty, the £22m total provision remains Lombard's best estimate of potential loss, the ultimate outcome may differ from the amount provided based on the appeal decision.

20. Other liabilities

	2025 £m	2024 £m
Accruals	7	9
Deferred income	2	2
	9	11

21. Share capital

	2025 £m	2024 £m
Allotted, called up and fully paid:		
4,000,000 ordinary shares of 25p each	1	1

22. Commitments and contingent liabilities

At the balance sheet date, the Company has commitments to provide financial support to a number of its subsidiaries (see note 12) and other companies in National Westminster Bank Plc. This support enables them to meet their liabilities to third parties as and when they fall due if they were unable to themselves. Such commitments have been made at various times through the year and provide a period of support for 12 months from origination. The Company has continued to make commitments on a similar basis subsequent to the balance sheet date.

Contingent liabilities arise in the normal course of business, associated with ongoing legal, regulatory and tax situations. These situations are monitored by management and where it is possible to quantify reliably, provisions are booked. However, given uncertainties such as establishing detailed fact patterns, legal and regulatory status, in certain cases this is not feasible until further investigation has been conducted.

The Company, together with certain other subsidiaries of NatWest Holdings Limited, is party to a capital support deed (CSD) relevant to NatWest Holdings Limited and its subsidiaries ("NatWest Holdings Group"). Under the terms of the CSD, the Company may be required, if the conditions set forth in the CSD are met, to declare and make a distribution of cash to its members, repurchase or redeem its members' shares for cash, and/or undertake a reduction or other reorganisation of its capital -in order to maximise its distributable profits available for undertaking such distribution or repurchase or redemption of shares. The amount of this obligation is limited to the Company's resources that comprise cleared, immediately accessible funds or assets, rights, facilities or other resources that, using best efforts, are reasonably capable of being converted to cleared, immediately available funds (the Company's available resources). The CSD also provides that, in certain circumstances, funding received by the Company from other parties to the CSD becomes immediately due and repayable, such repayment being limited to the Company's available resources.

23. Related parties

Balances with group companies are shown in balance sheet and notes 14 and 18. Of total cash at bank, £13m is with group companies (2024: £46m).

Group companies

The Company's immediate parent was:	National Westminster Bank Plc
The ultimate parent company was:	NatWest Group plc

As at 31 December 2025, NatWest Group plc heads the largest group in which the Company is consolidated. All parent companies are incorporated in the UK. Copies of their financial statements can be downloaded free of charge from the Companies House website and may also be requested from Legal, Governance and Regulatory Affairs, NatWest Group plc, Gogarburn, PO Box 1000, Edinburgh EH12 1HQ.