



Barclays PLC

Corporate Banking Investor Presentation

1 May 2013

What is Corporate Banking at Barclays?

- 40,000 clients globally, >£5m turnover
- 13,000 staff in 27 countries
- £3,046m income, 10% of the Group (2012)
- £460m adjusted PBT (2012)



Our business in 2010 faced numerous challenges

Geographies

UK

- Strong franchise but underinvested

Non-UK

- Sub-scale in all geographies
- Loss-making

Product capabilities

- Under-developed, particularly outside UK
- Debt driven

Clients

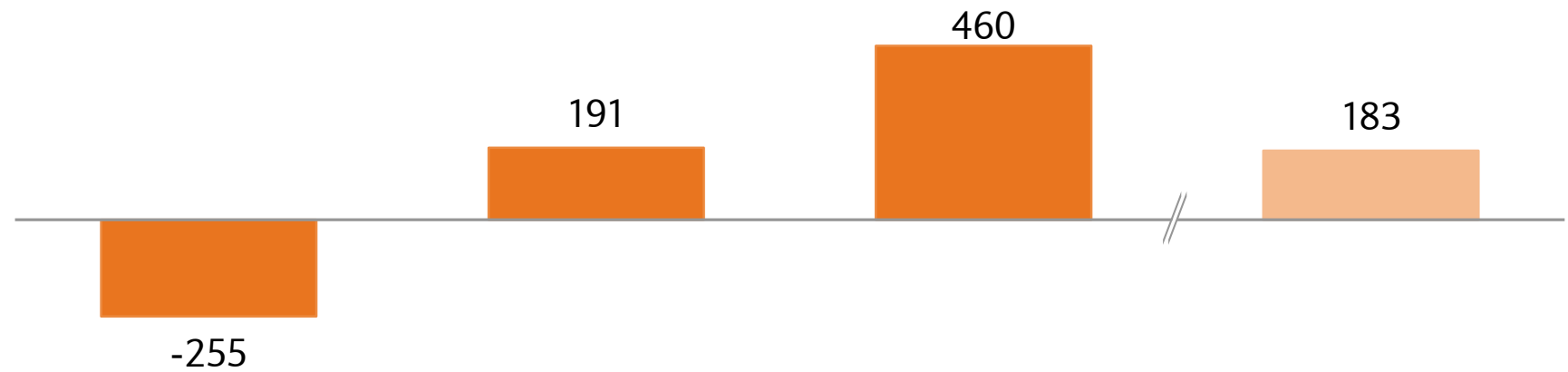
- SME focused in non-UK markets
- Concentrated in high risk sectors (e.g. property and construction in Spain)
- Low client satisfaction

Infrastructure

- Outdated technology
- Inconsistent servicing capabilities
- Fragmented control environment

The strategy implemented in 2010 is working

Adjusted PBT (£m)¹



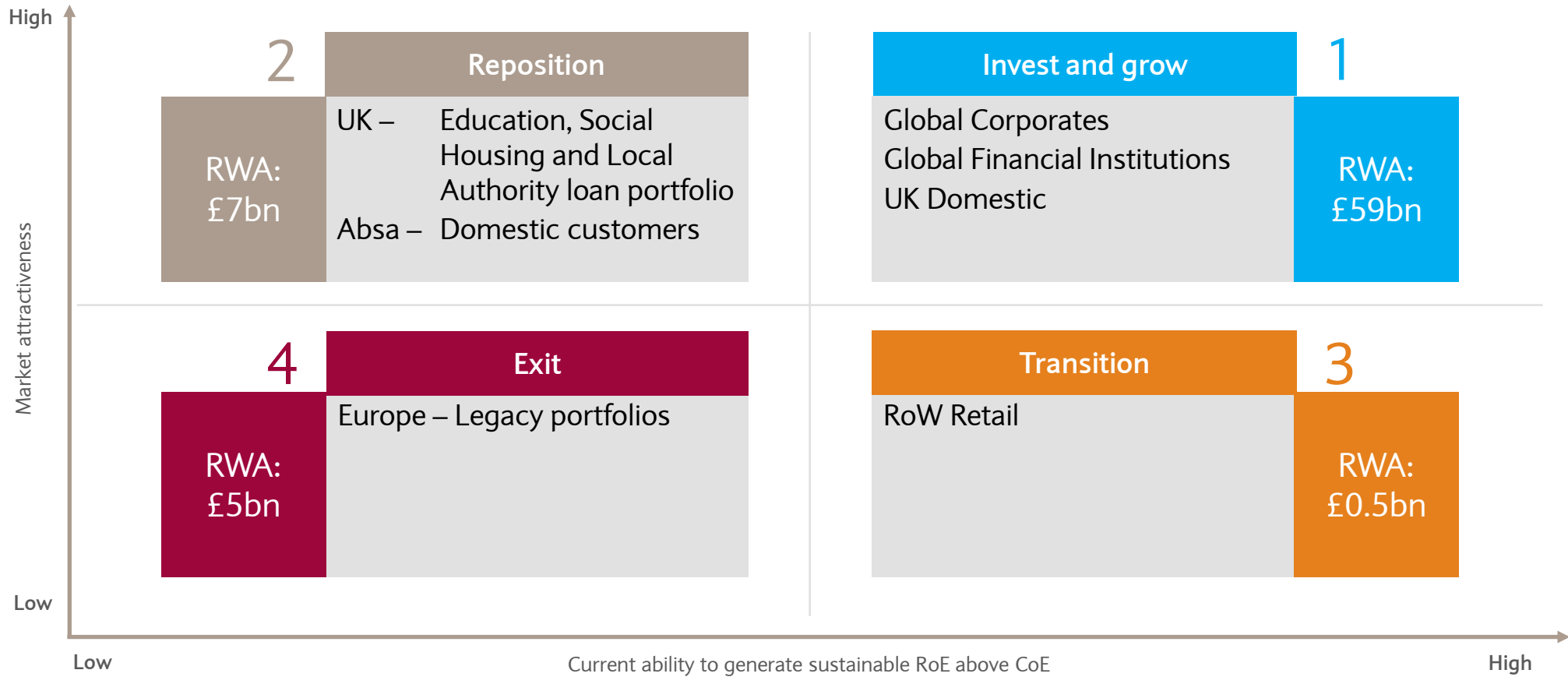
	2010	2011	2012	Q1 2013
RWAs (£bn)	77	75	71	73
Adj. RoE ¹	(4.6%)	0.4%	2.9%	6.1%

1. FY 2012 adjusted to exclude (£850m) provision for hedging product redress. FY 2011 adjusted to exclude loss (£73m) on disposal of Barclays Bank Russia and goodwill impairment of (£123m) in Spain. FY 2010 excludes (£243m) goodwill impairment on Barclays Bank Russia. For purposes of comparability 2010 adjustments include head office allocations and Africa re-segmentation

Business is being driven by six strategic principles...

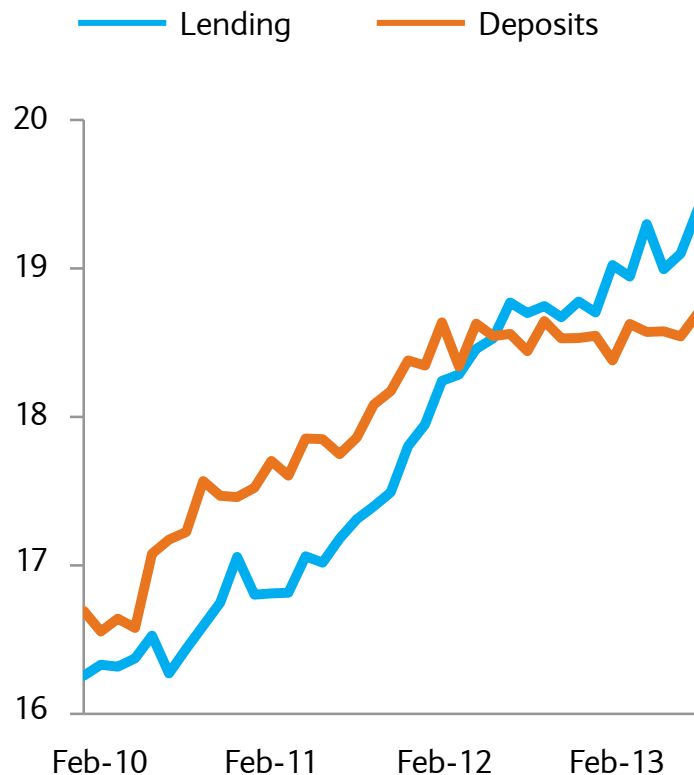
- 1 Strengthen our core UK franchise
- 2 Rationalise our geographic footprint
- 3 Develop leading product and service capabilities
- 4 Exploit synergies across the Barclays Group
- 5 Actively manage our balance sheet
- 6 Establish a strong culture

...and validated by Transform

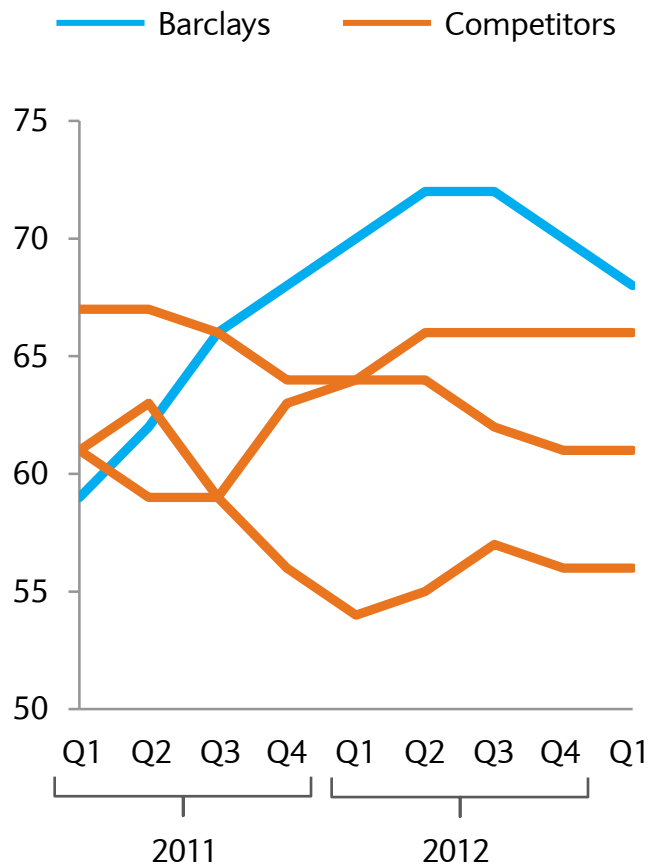


Strengthening our UK Business...

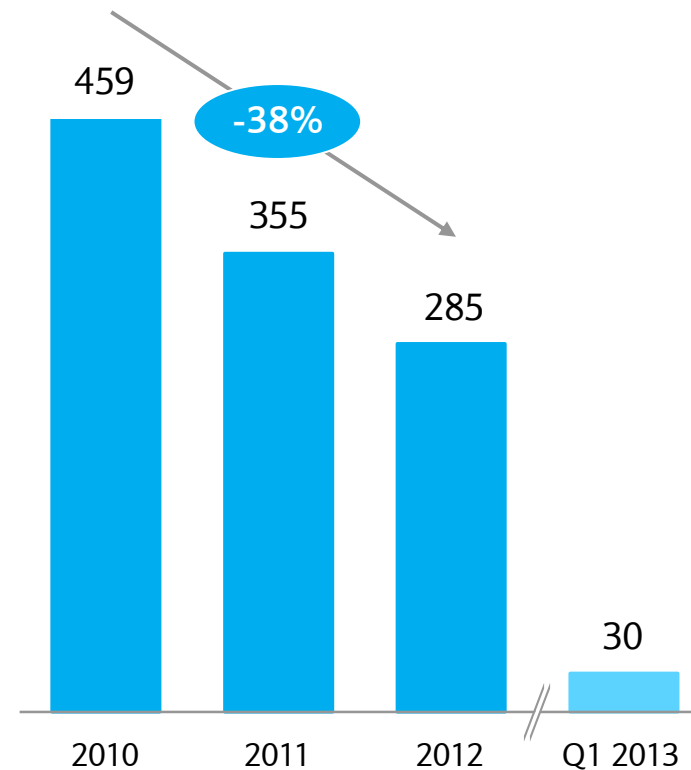
Barclays' UK share of lending and deposit markets (%)¹



Overall UK client satisfaction (%)²



UK impairment (£m)



1. Barclays Group lending and share of major banks' lending to industry and commerce, excluding public administration and defence. Barclays Group deposits from non-financial corporations. Source: BoE and British Bankers Association
 2. Source: Charterhouse Research based on 2,069 interviews with companies turning over between £5m and £1bn carried out in YE Q1 2013. Survey data is weighted by turnover and region to be representative of the total market in Great Britain. % respondents rating "Excellent" and "Very good"

...based on a platform that delivers sustainable growth

Leading UK player

- **24%** of UK corporates rank Barclays as their main bank¹

Broad client base

- **25,000 clients** including 1,300 clients won in 2012
- Transacting with **86% of FTSE 100**

Deep client relationships

- **10+ years relationships** with >55% of UK clients
- No other bank achieved a higher rating for client satisfaction²



Effective platforms

- **8 million** sterling transactions processed every day
- **£300bn** of sterling payments processed daily

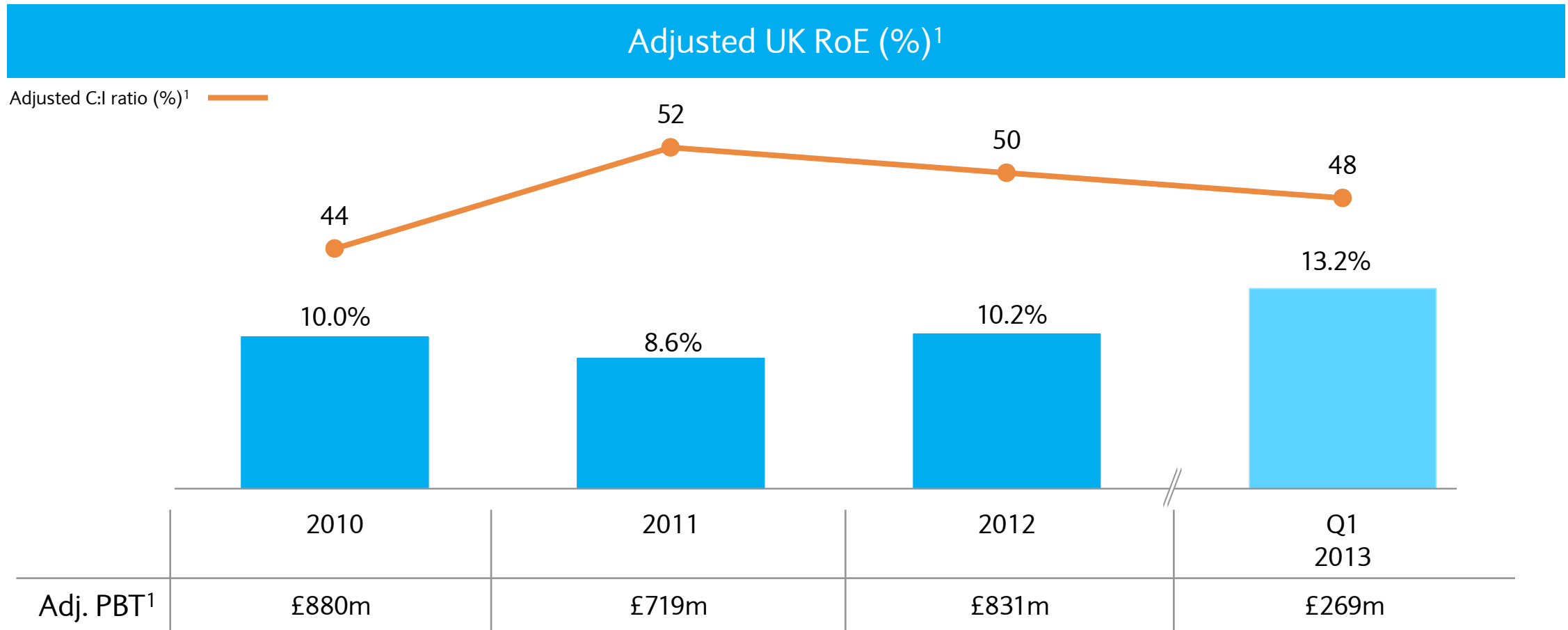
Well placed network

- **66 offices**
- 550 Relationship Directors

Award winning capabilities

- Pingit for Corporates – **Best Use of Mobile Technology**³
- UK Asset Based Lender of the Year⁴

...and further improved profitability



1. FY 2012 adjusted to exclude (£850m) provision for hedging product redress

Improving returns by exiting unprofitable businesses

Business actions

- 
Indonesia
CLOSED
Mar 2010
- 
Legacy Europe
RUN-DOWN INITIATED
Jan 2011
- 
Russia
SOLD
Feb 2011
- 
Iveco JV¹
EXITED
May 2012
- 
India Retail
SOLD
Oct 2012



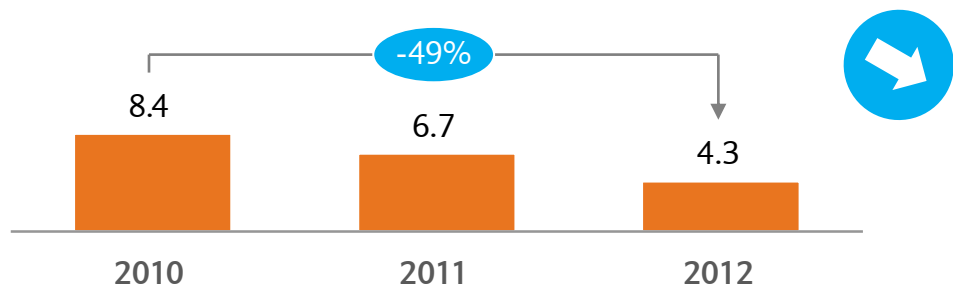
Exits impact

2010-2012

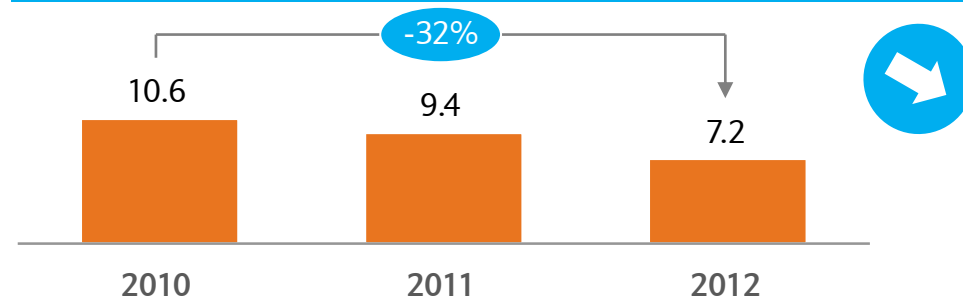
Income removed	(£240m)
Impairment reduced	£670m
Cost base decreased	£350m
Headcount reduced	3,300
RWAs released	£7bn

Shaping a leaner, less risky Iberian business going forward

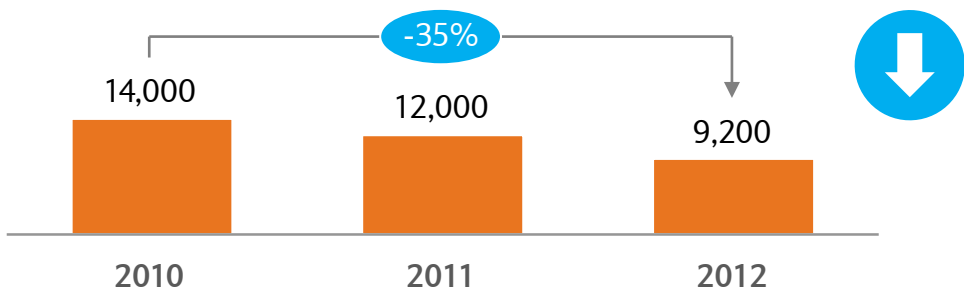
Iberia loans and advances (£bn) Trend 2013-2015



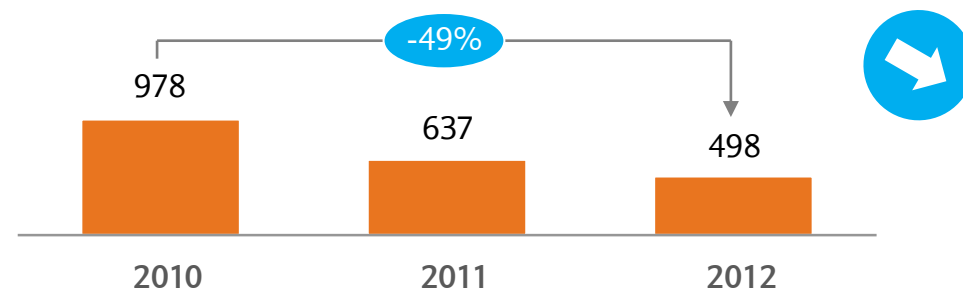
Iberia RWAs (£bn) Trend 2013-2015



Iberia clients Trend 2013-2015



Iberia impairments (£m) Trend 2013-2015



Iberia remains an important market, increasingly focused on clients with cross-border banking needs

Servicing cross-border needs of CIB clients

International client base

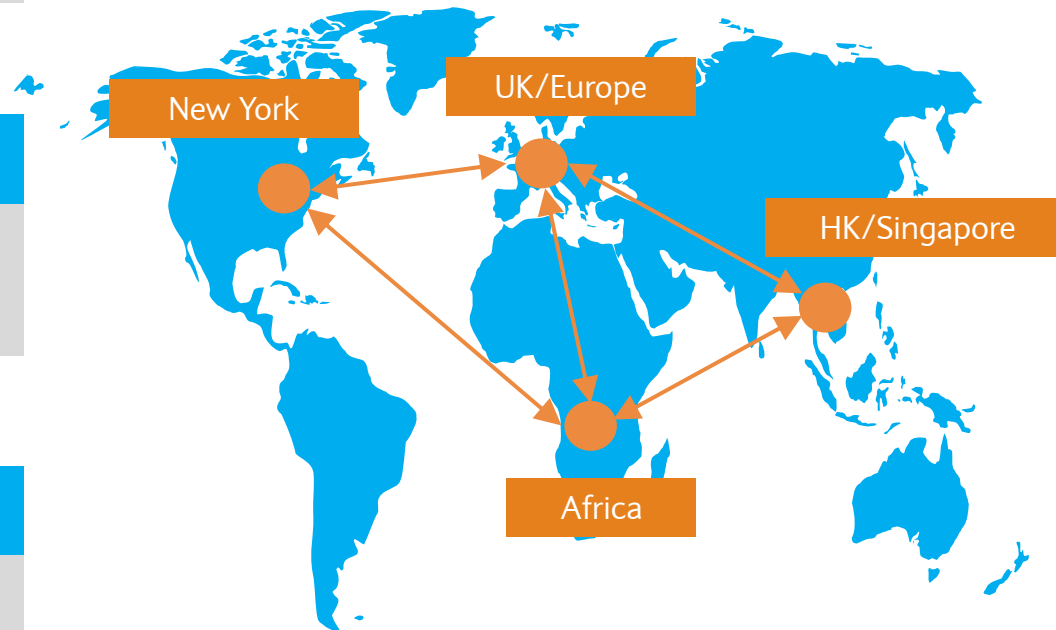
Relationships with 58% of Fortune Global 500 companies

Broad international network~

Presence in 27 countries – more than 50% of international trade flows

Strong African franchise

A leading player in 12 African countries



Major clearing bank

A leading GBP clearing bank and strong EUR capabilities

Cross-border capabilities

“Best Cash Management Services in Europe”
(EMEA Finance Magazine 2011)

Growing synergies with IB

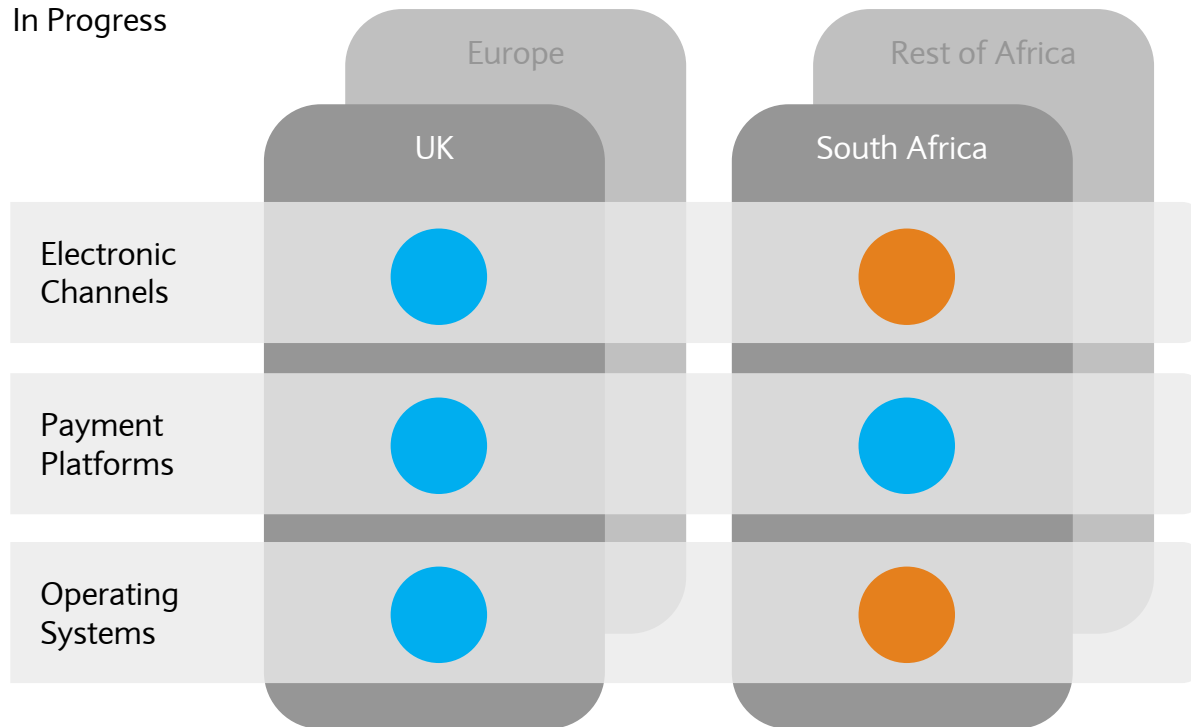
Relationships with 33% of targeted Investment Banking clients

Servicing our UK, Africa and IB cross-border clients

Roll-out of capabilities globally

● Launched

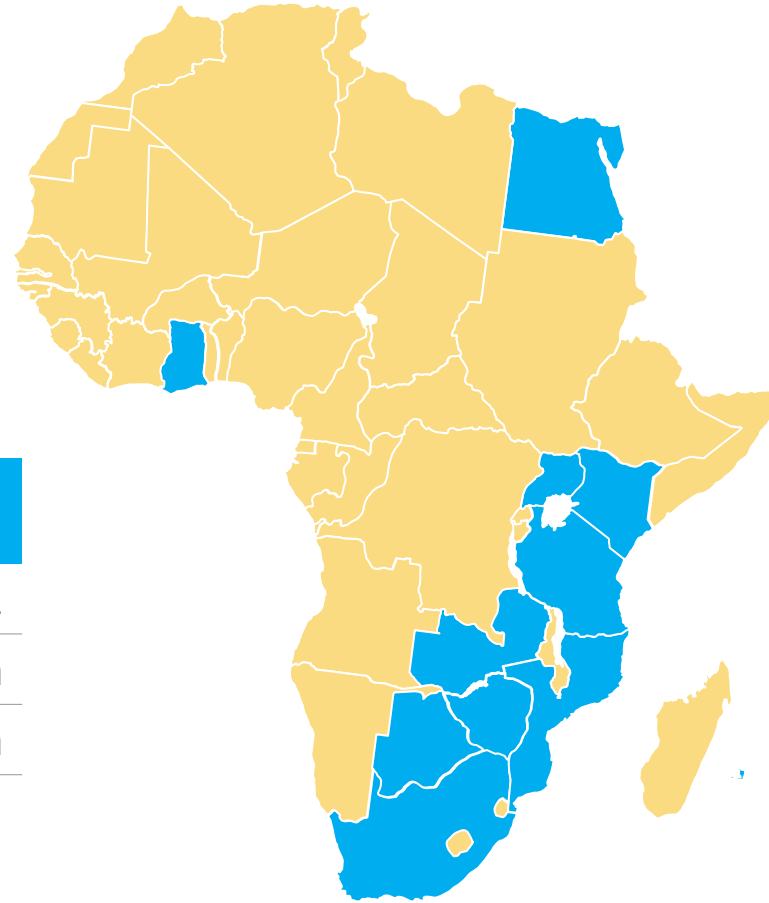
● In Progress



- A consistent approach globally makes product roll-out faster and enhances platform efficiency
- Invested in building Product (e.g. Barclays.Net) in the UK, and more recently in South Africa
- Focused on rolling these capabilities out to Europe and Africa

Helping clients succeed in Africa

Barclays presence ■



- Capitalising on a leading presence in twelve African countries, collectively representing nearly half of African GDP
- Strengthening top 3 domestic position in South Africa
- Building pan-African capabilities

Africa Corporate (FY 2012)

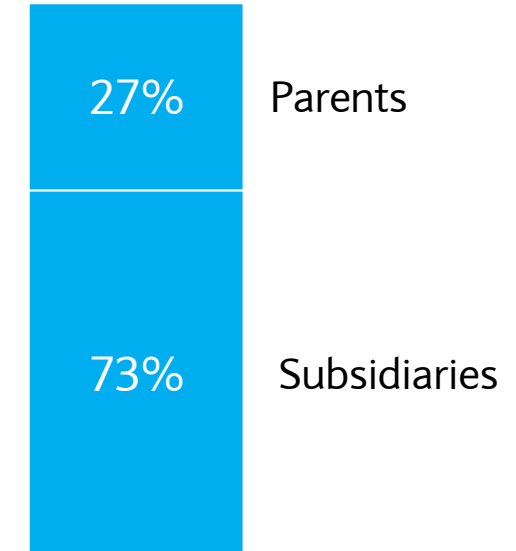
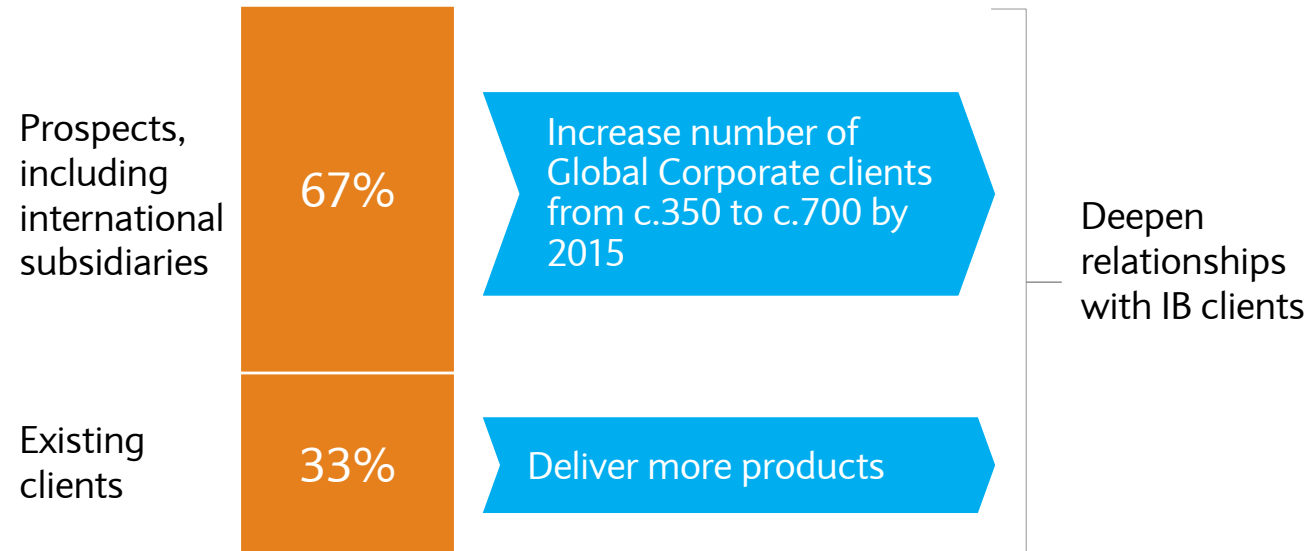
Countries present	12
Income	£346m
PBT	£95m
RWAs	£7bn

Delivering Barclays to Investment Bank clients

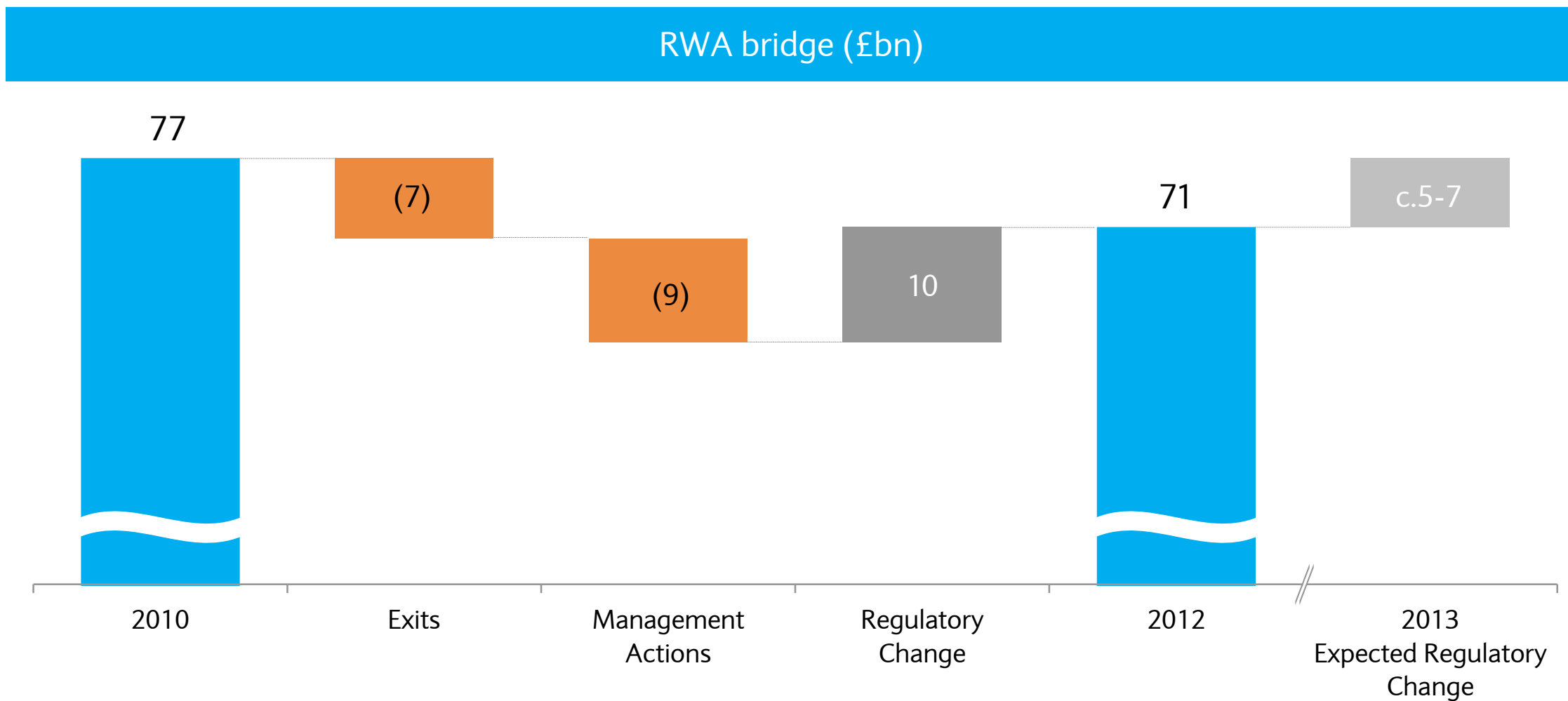
- Providing Treasury solutions to our largest Investment Banking clients and their subsidiaries
- Helping clients access Barclaycard, Investment Bank and Wealth product and expertise

Target 1,000 Investment Banking clients

Global corporates revenue split



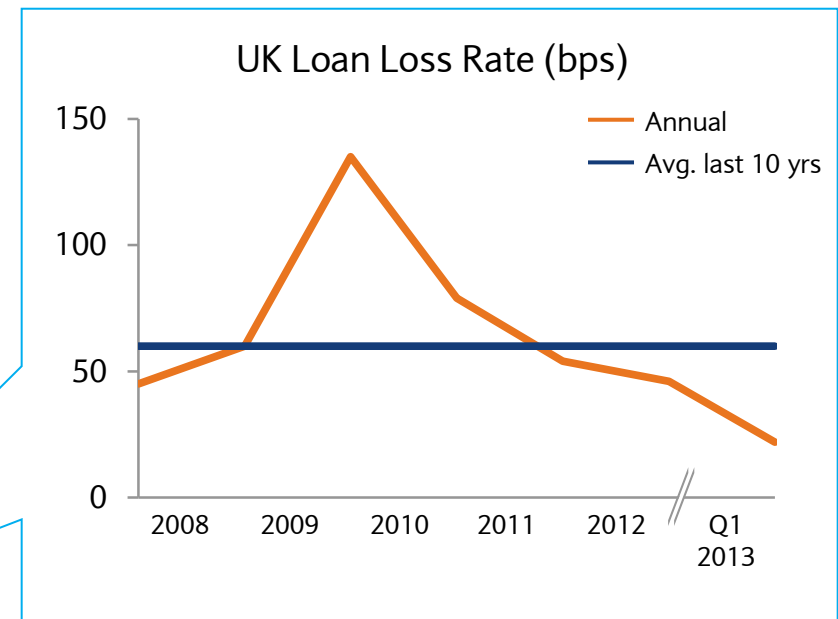
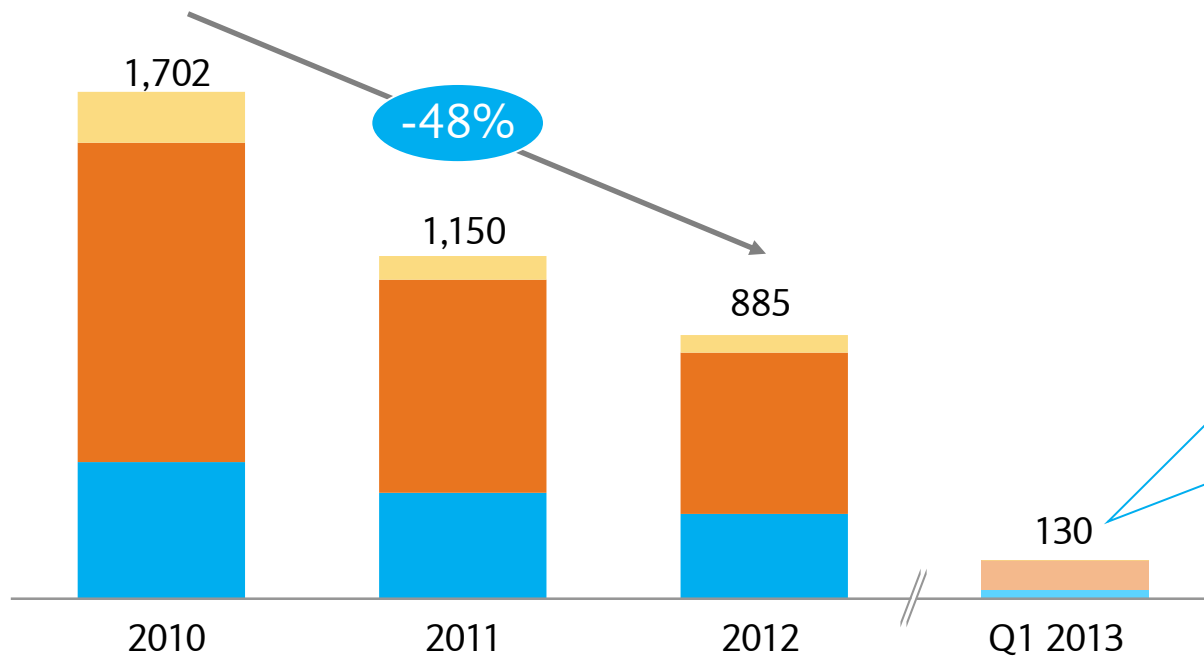
Reducing RWAs through exits and management actions



Proactively managing risk to reduce impairment

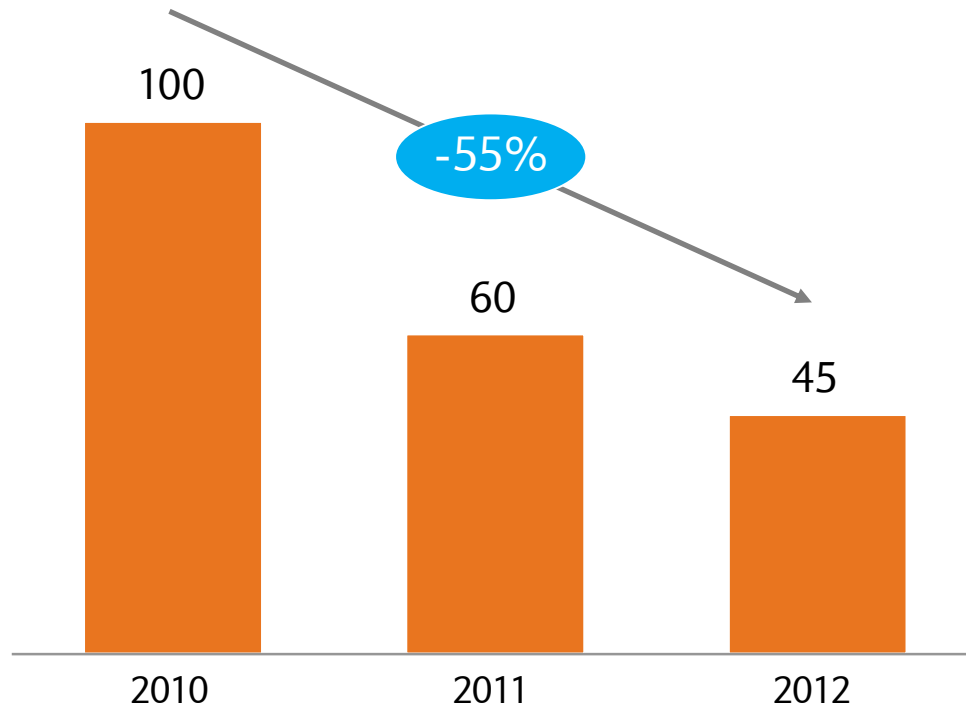
Impairment (£m)

Rest of World Europe UK



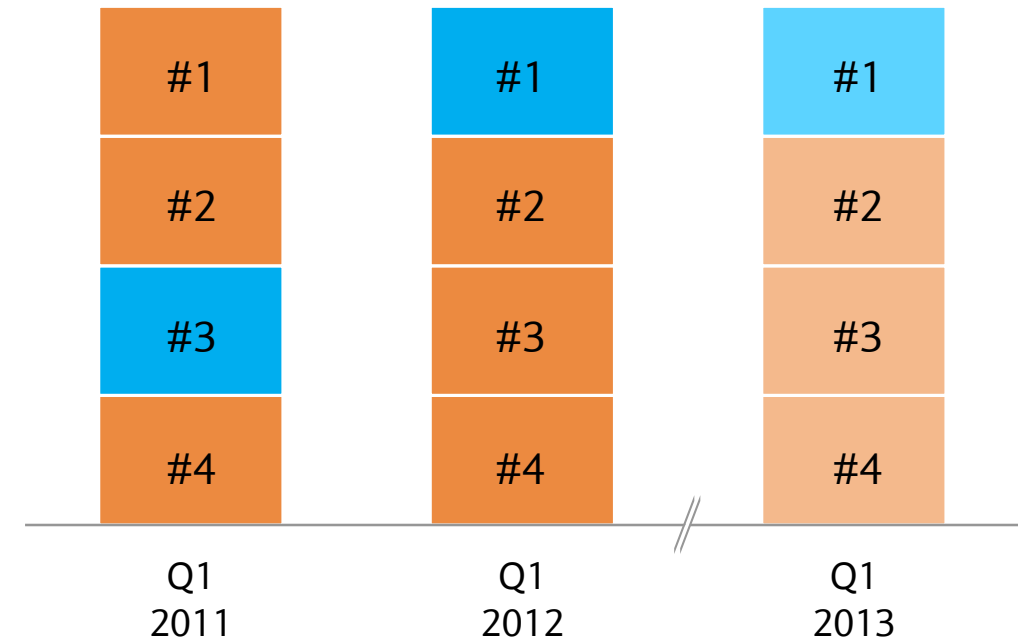
Improving client satisfaction

Client complaints (rebased to 2010)



Relationship Director client satisfaction (ranking)¹

Barclays Competitors



Dealing effectively with hedging products redress

- We have a dedicated program reviewing Interest Rate Hedging Products sold to clients
- Process is complex:
 - 600+ FTEs mobilised to date (excl. Skilled Persons)
 - 3,000 (avg.) pages of documentation per client
 - Weekly meetings with the FCA and regular interactions with other stakeholders

Our rigorous approach is being noticed:

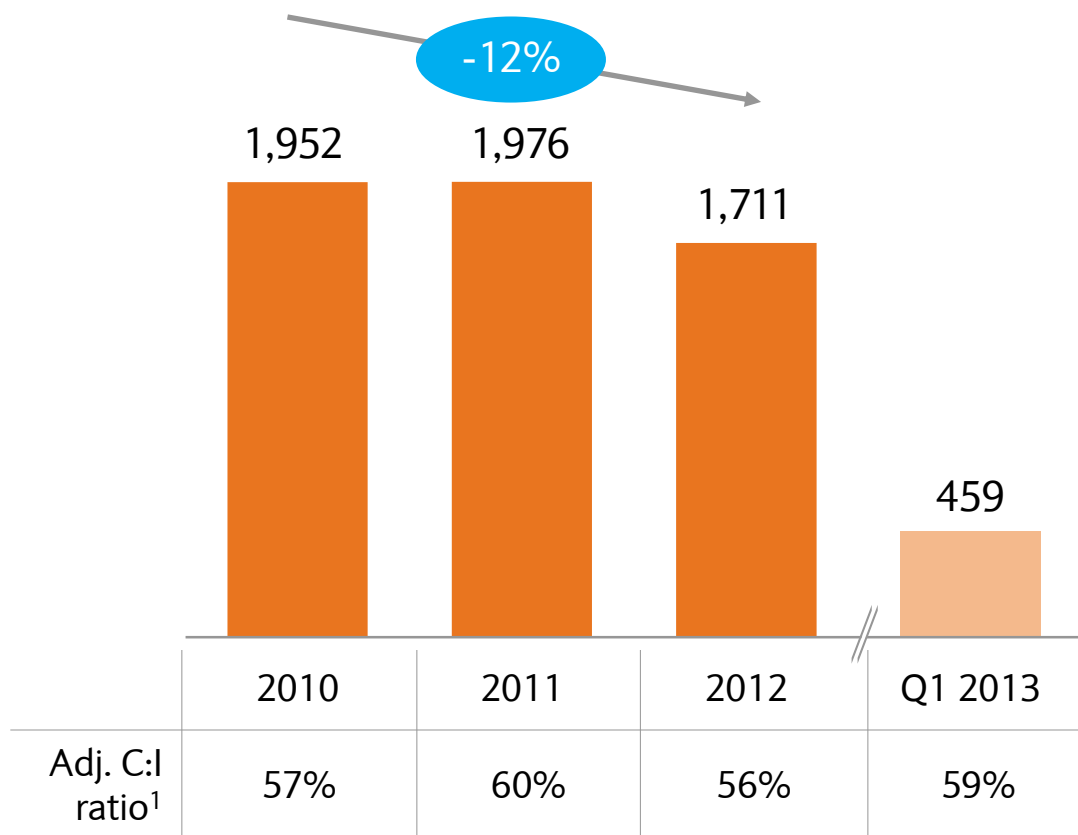
Barclays is the only bank to have produced a guide to the review and a comprehensive website, the best approach towards suspension of payments, and the most helpful and the most customer-centric bank

Bully-Banks
Customer Campaign Group
February 2013



Transform initiatives will contribute to future cost savings

Adjusted operating expenses (£m)¹



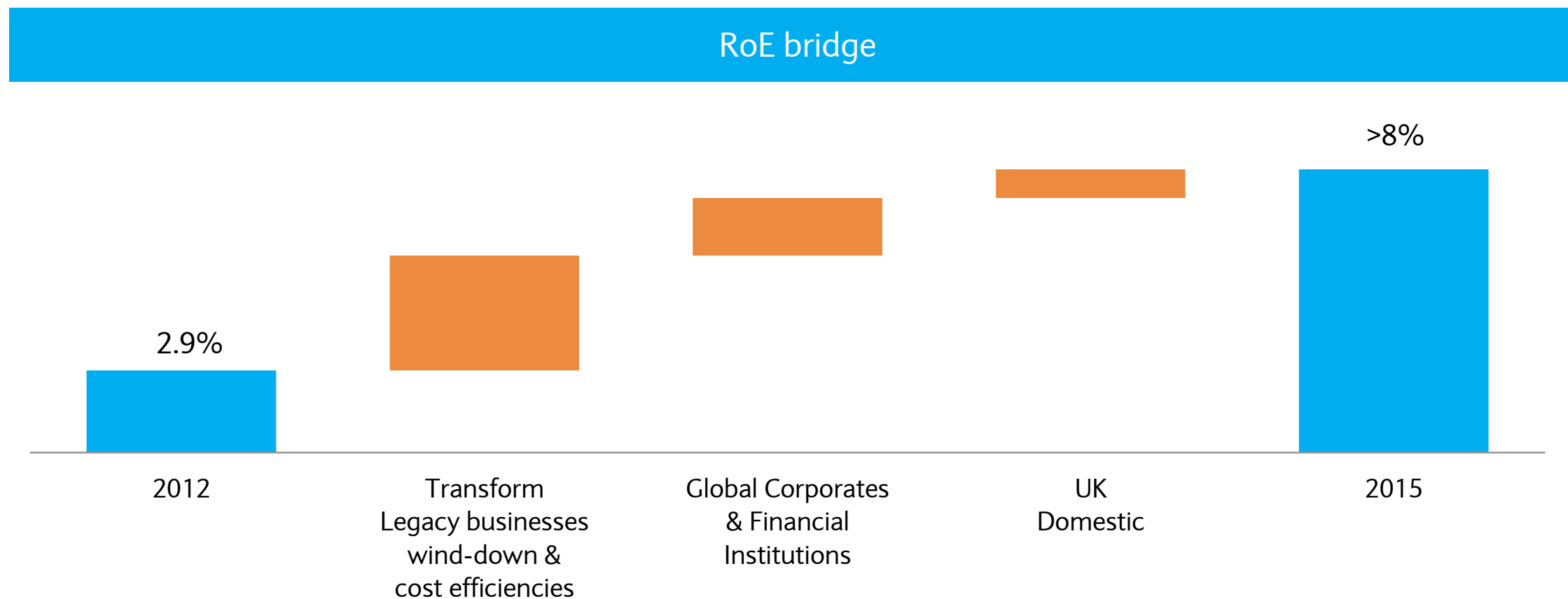
- Decrease in costs (2010-2012) mainly driven by:
 - Exiting legacy businesses
 - Focusing on cost efficiency in UK through reducing operational headcount and efficient location strategies
 - Improving CIB integration
- Realising synergies through Transform wide initiatives:
 - Investing in operations and IT to drive automation and efficiency across all areas of the organisation
 - Rolling out global cash and trade platforms enabling client self service
 - Functional integration reducing duplication of processes
 - Streamlining coverage model
 - Right sizing cost base in Europe and Rest of World
- Driving efficiency - reinvesting cost savings to further grow the business

1. FY 2012 adjusted to exclude (£850m) provision for hedging product redress. FY 2011 adjusted to exclude loss (£73m) on disposal of Barclays Bank Russia and goodwill impairment of (£123m) in Spain. FY 2010 excludes (£243m) goodwill impairment on Barclays Bank Russia. For purposes of comparability 2010 adjustments include head office allocations and Africa re-segmentation

Corporate Banking restated financial targets



Reaching >8% RoE by 2015



Performance underpinned by strong UK Corporate franchise already delivering 10.2% RoE (2012)

Q&A

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