

Barclays International

Bank of America Merrill Lynch Annual Financials CEO Conference

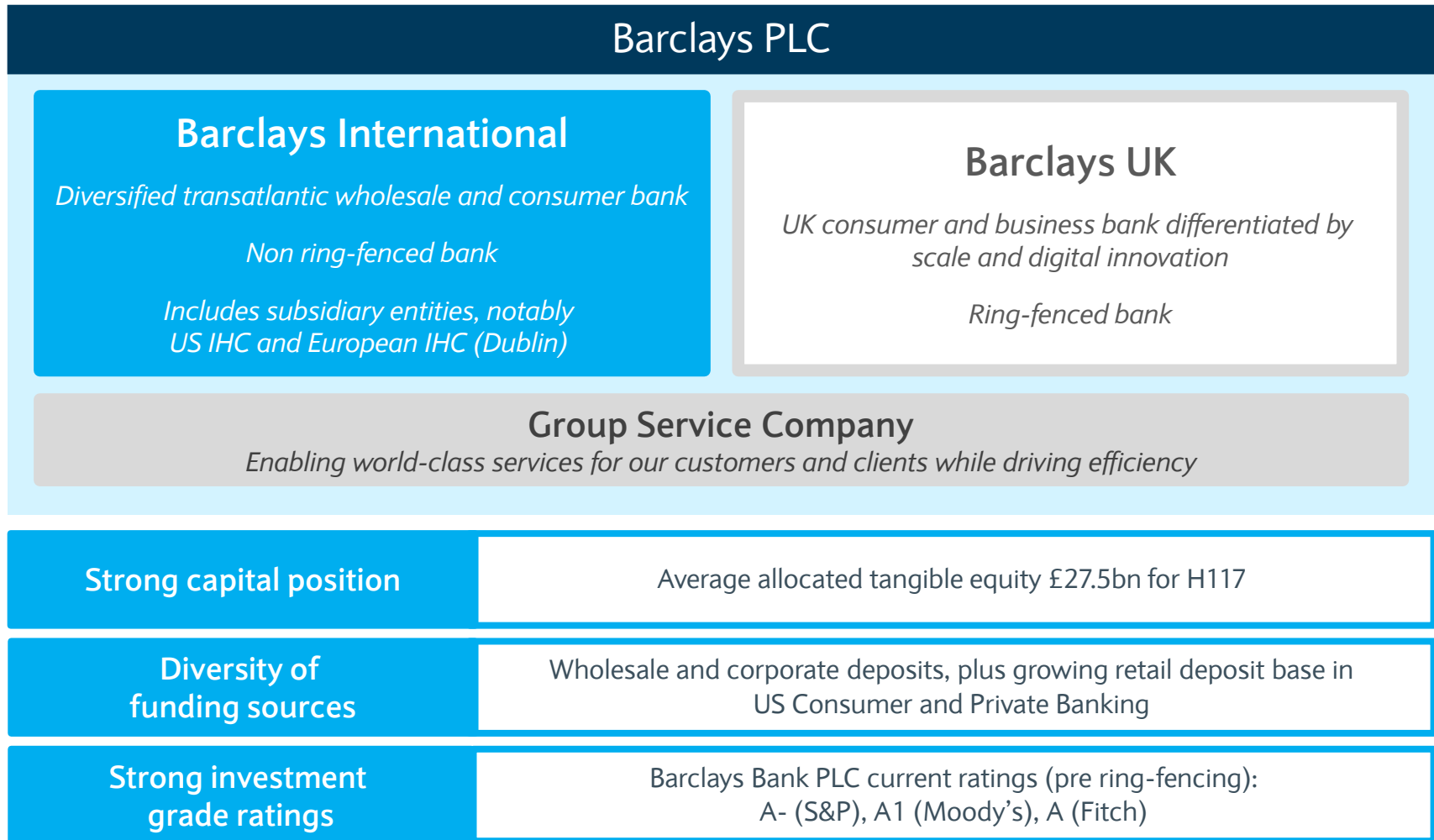
Tim Throsby

President, Barclays International and
CEO, Corporate and Investment Bank

26th September 2017



A transatlantic, wholesale and consumer bank

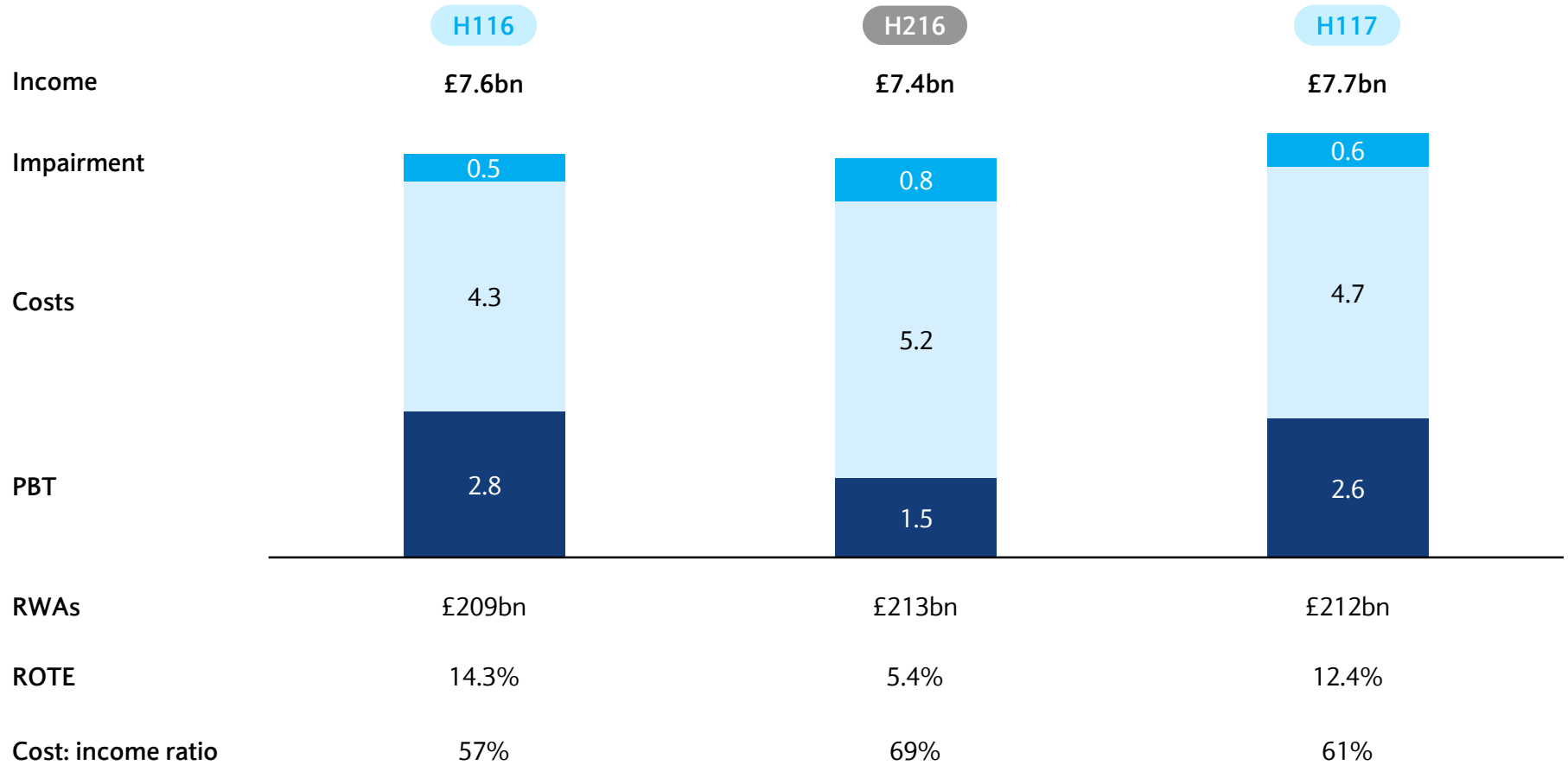


Servicing global corporate and institutional clients, governments and consumers

Barclays International	Corporate and Investment Bank	Banking	Banking fees
			Corporate lending
			Transactional banking
		Markets	Credit
			Equities
			Macro
	Consumer, Cards and Payments	Barclaycard International	Cards and consumer business in US and Germany
			Barclaycard business solutions
		Private Bank & Overseas Services	Banking and wealth management for high/ultra high net worth individuals

Barclays International: Financial performance

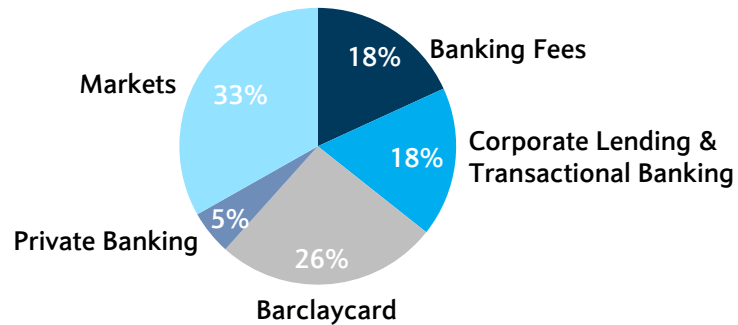
Financial Performance H116 – H117



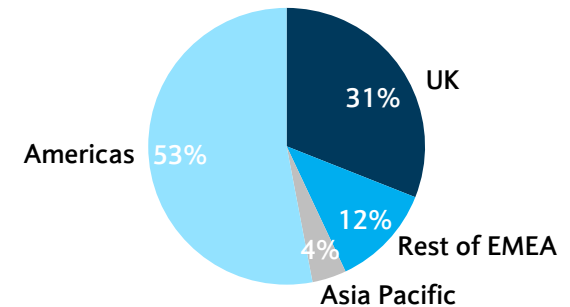
A well-diversified business mix

H117, in %

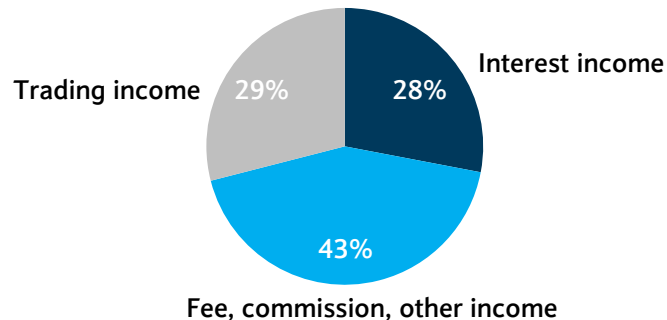
BI Income by Business¹



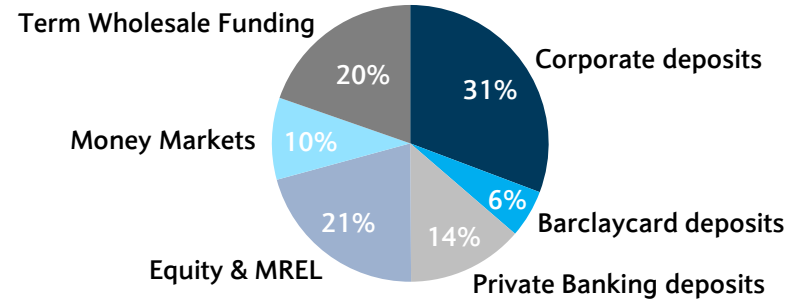
BI Income by Geography²



Sources of Income



Sources of Funding³



Highly diversified by income, currency, geography and sources of funding

¹ Excludes Other Income | ² Statutory income, based on counterparty location | ³ Reflects primarily sources of unsecured funding; Term Wholesale Funding includes some secured debt including ABS |

Corporate and Investment Bank: Focused strength

Investment Banking Highlights¹

#6	Highest ranked European bank in the US
#1	10.3% UK share across all products
#2	Leveraged Finance globally with 7.4% share
#4	Debt Underwriting globally with 5.9% share

Corporate Banking Highlights

#1	GBP Clearing
#2	Corporate Banking in the UK

Markets Highlights²

#2	Global High Yield Trading
#3	Global Fixed Income Financing
#4	Global Flow Credit

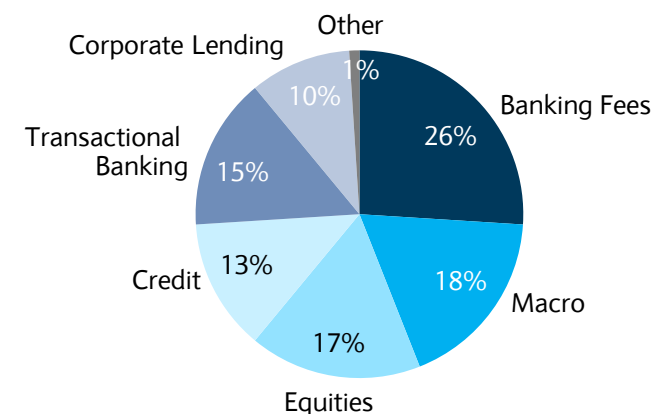
Business Performance

Income statement (£m)	H117
Income	5,346
Impairment	(50)
Operating expenses	(3,697)
Profit before tax ³	1,715

Performance measures

RoTE	9.7%
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H117 Income by Product



¹ Source: Dealogic, H117 ranking | ² Coalition, H117 ranking. Rankings based on Barclays' product offering amongst the following peer set: BAML, BARC, BNPP, CITI, CS, DB, GS, JPM, MS, and UBS | ³ Includes Other Net Income

Execution priorities for the CIB

- Solidify position as a leading player in Investment Banking in US and UK
- Re-allocate existing financial resources to higher returning activities and pursue targeted growth opportunities
- Rebuild our historically strong position in Markets to drive revenues and returns
- Increase Transactional Banking revenues on an absolute and relative basis within Corporate Banking

Talent

Attract, develop and retain talent to deliver best-in-class service for clients and required returns for shareholders

Technology

Reshape rate of investment in commercially-focused technology to drive competitiveness

Capital

Strategic deployment of capital to areas of opportunity to achieve appropriate scale and return

Strengthening the position of the CIB

Banking

- Solidifying our role as a leading player in UK and US home markets
- Improving global returns through building content driven products, especially M&A
- Enhancing returns through expansion of our presence in risk solutions for clients

Markets

- Restoring excellence in our electronic execution capabilities
- Regaining a leading position in Macro (FX and Rates)
- Pursuing targeted growth in specific opportunities related to Prime, Equities and Credit

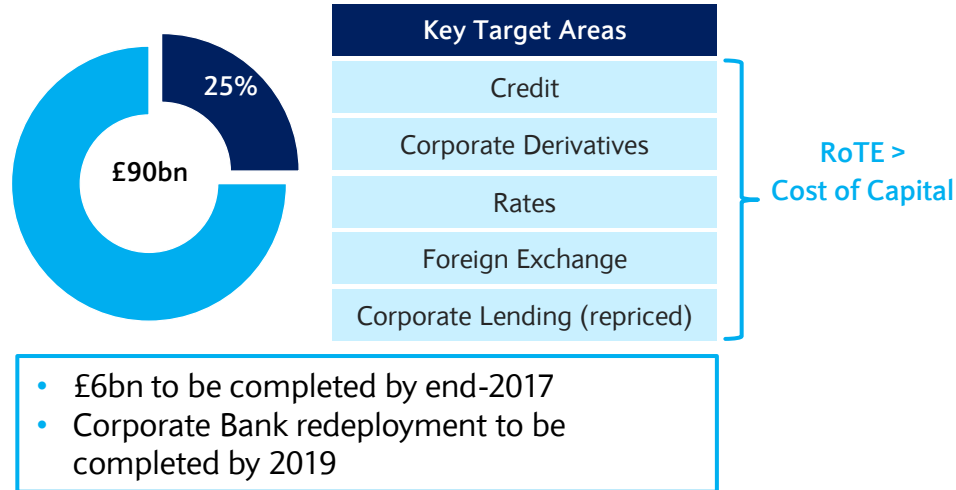
Corporate Banking

- Optimising returns on balance sheet lending
- Increasing Transactional Banking revenues by deepening customer relationships
- Enhancing technological capabilities
- Increasing co-ordination of client coverage across payments and the Corporate and Investment Bank

Compelling revenue opportunities to build market share and grow in strategic areas

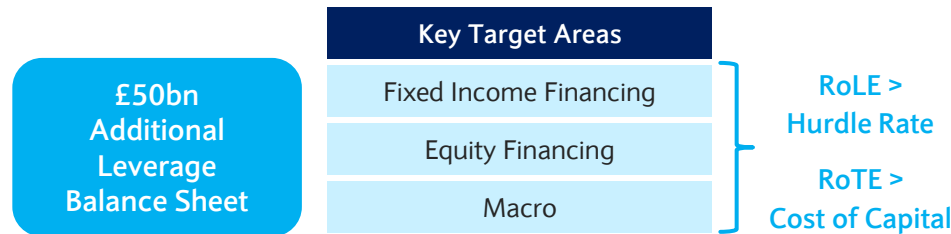
Redeploying capital within the CIB to increase returns

Corporate and Investment Bank loan book RWAs



- Agile redeployment of capital to increase its velocity within the Corporate and Investment Bank, while continuing to be responsive to client needs
- Multi-dimensional optimisation of financial resources
- Committed to offering balance sheet to corporate clients, whilst targeting higher hurdle rates

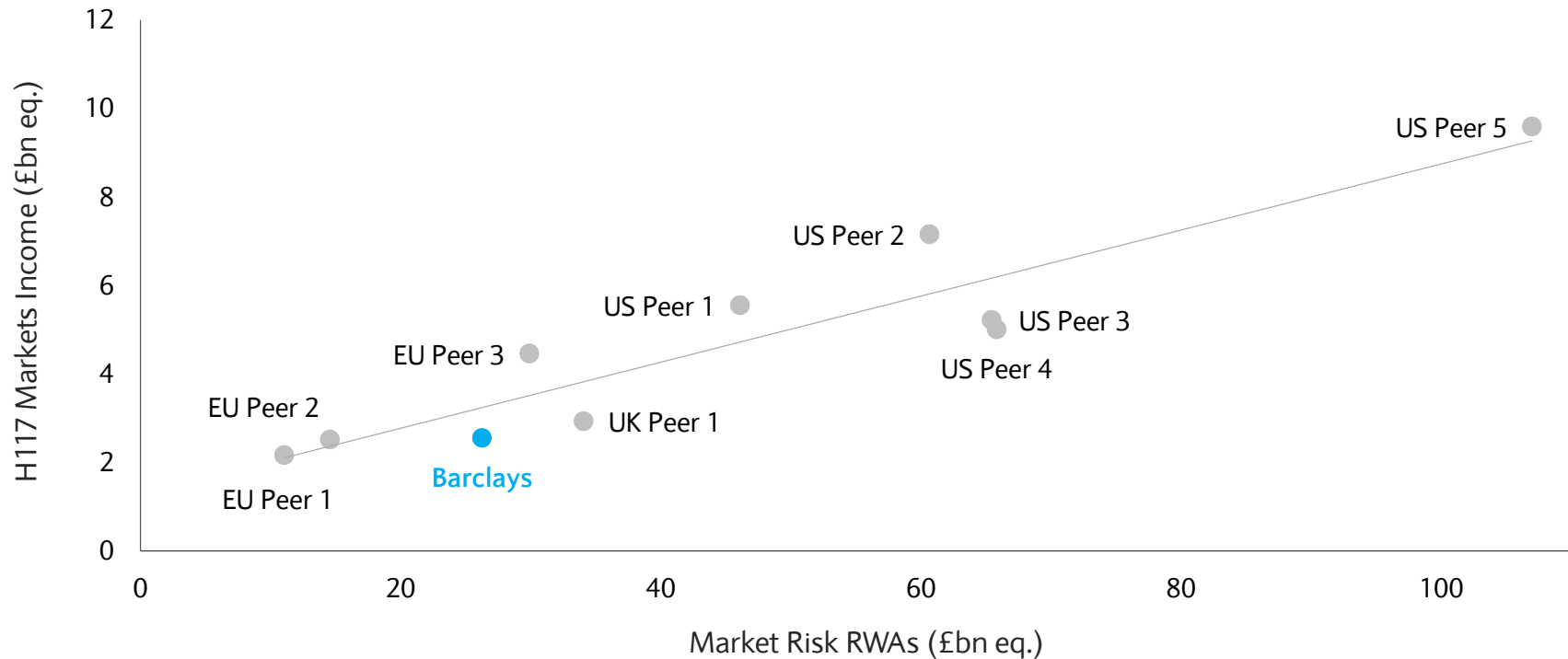
Additional leverage capacity



Opportunities from targeted normalisation of Market Risk RWAs

Barclays has a low amount of Market Risk RWAs relative to peers

Peer Markets Income vs. Market Risk RWAs as at H117¹

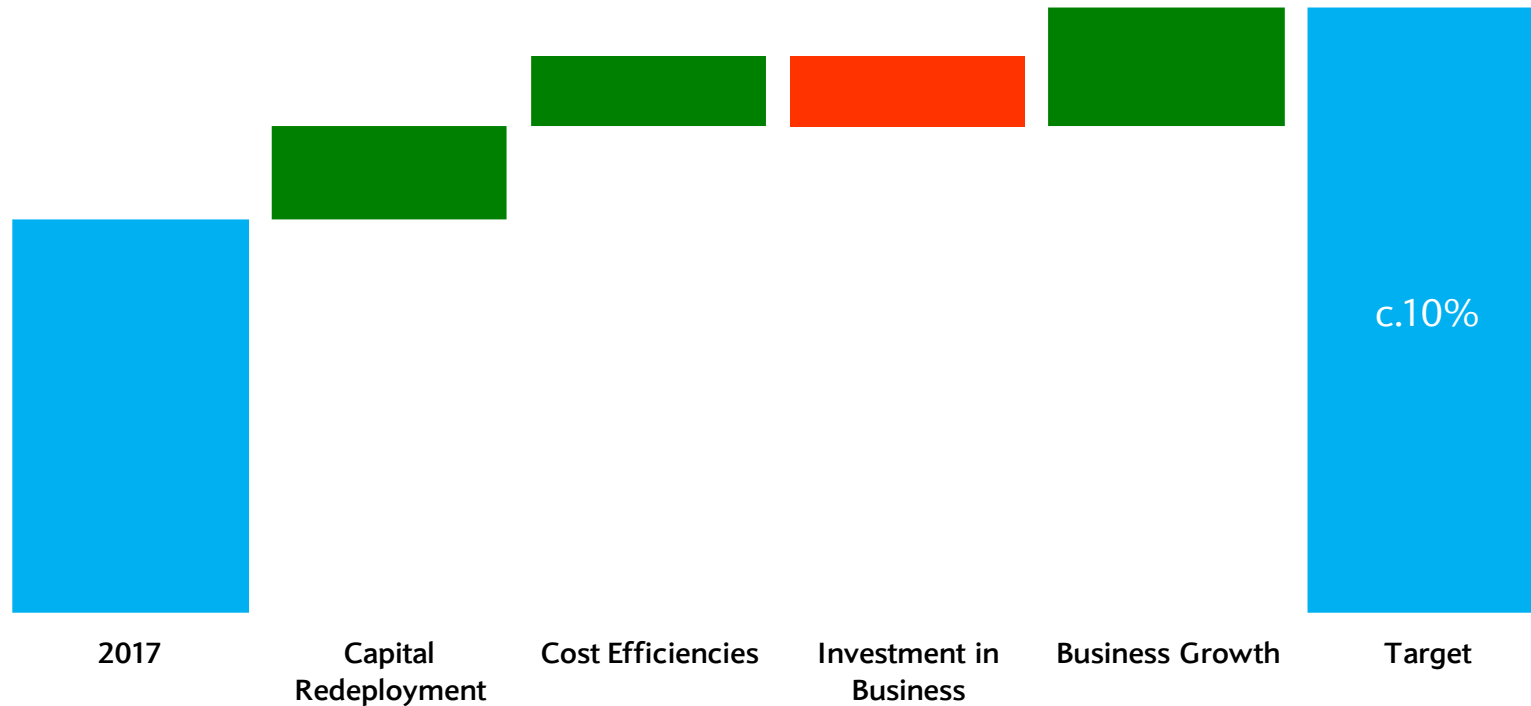


Clear opportunities for our franchise to drive growth particularly in Markets

¹ Source: Company reports as at H117 |

CIB to reach double digit RoTE through redeployment of financial resources and business growth

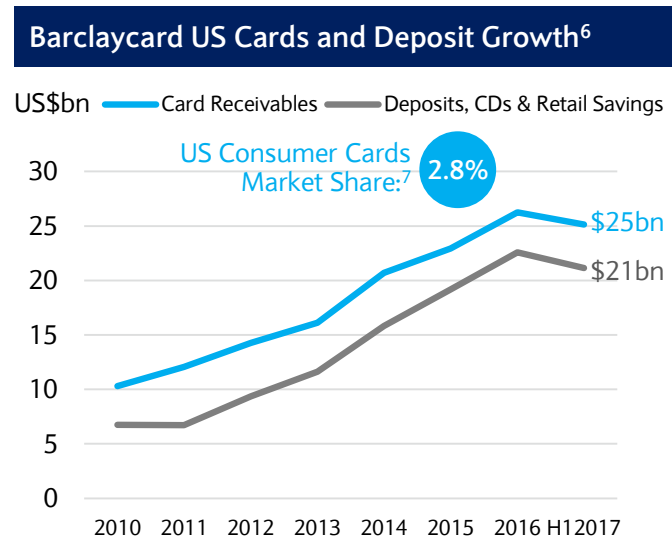
Targeted RoTE Walk



Consumer, Cards and Payments: Strong platform provides foundation for further growth

Consumer Cards	
Top 5	Co-brand US cards issuer
\$12bn	US consumer retail deposits raised ¹
#1	German credit cards ²
Barclaycard Business Solutions / Payments	
#1	Commercial cards in the UK
#1	Virtual cards in the UK
#2	Merchant acquiring in Europe ³
#3	Point-of-sale finance in the UK
Private Banking	
£43bn	Customer deposits H117

Business Performance	
Income statement (£m)	H117
Income	2,402
Impairment	(575)
Operating expenses	(1,023)
Profit before tax ⁴	902
Performance measures	
RoTE ⁵	28.0%



¹ Reflects only Barclays-gathered consumer deposits and does not include brokered deposits | ² Metric: Cards interest earning lending | ³ Metric: Purchase value. Source: Nilson | ⁴ Includes Other Net Income | ⁵ RoTE excluding the gains related to the asset sale in US cards £192m, the disposal of Barclays' share of Visa Europe Limited (including valuation gain on preference shares in Visa inc.) £74m, and the sale of a joint venture in Japan £78m would be 19.9% | ⁶ Decline in assets is result of recent portfolio sale. Deposits, CDs & Retail Savings includes brokered deposits. | ⁷ Represents US Consumer Credit Card and Unsecured Lending market share as at H117 |

Consumer, Cards and Payments: A leading US franchise

Top-5 co-branded card franchise



Barclays branded consumer banking



*Barclays Digital Banking:
Helping customers
thrive effortlessly*



Credit Cards



Savings



Personal Loans

- c.9m customers
- c.\$20bn cards and loans balances
- 24 co-branded partnerships

- c.2m customers
- c.\$5bn cards and loans balances
- c.\$12bn deposits

US Consumer franchise priorities and growth prospects

Continued growth in our top 5 co-branded card franchise

- Successful launch of Uber co-branded card
- Continue to offer industry leading results and award winning product delivery for our co-brand partners
- Pursue disciplined growth across US cards to ensure risk profile and resilience are carefully managed

Building effortless Barclays branded consumer banking

- Leveraging existing products (savings accounts, loans and cards) to establish a digital, challenger bank focusing on US prime affluent customers
- Creating a seamless digital offering
- Investing in greater multi-product relationship loyalty

Consumer, Cards and Payments: Opportunities across the integrated Corporate Payments franchise

Corporate Payments

Full suite of corporate treasury services products including payments and FX offered to our Corporate Bank customers (core UK capability including subsidiaries of Global MNCs)



Priorities:

- Increase transaction banking revenues across our Corporate Bank platform
- Invest in key FX products to enhance and expand our capability building on our strong FX franchise

Commercial Payments

Corporate cards and virtual payment procurement solutions to SMEs through to MNCs



Priorities:

- Scale corporate cards
- Build out volume of B2B virtual procurement related payment capabilities in the UK, then extend to other geographies

Payment Acceptance

Acquires, navigates and processes card transactions. Responsible for our payment acceptance network and relationships with merchant partners



Priorities:

- Complete strategic re-platforming and client migration
- Controlled geographic expansion into the US with target clients (initial focus omni-channel gateway)

Synergies across our strong relationships with Global MNCs and UK corporations

Executing on our plan

Strong diversified business

Delivering a well-capitalised, sustainably profitable, and diversified, transatlantic wholesale and consumer bank

Optimising resources to drive returns

Strategic deployment of financial resources to areas of opportunity to achieve appropriate scale and returns

Enhancing scale

Drive revenues and returns across all of businesses
Building on enhancements in technology and talent

Improving returns through income growth

Build on strengths in key businesses in our US Cards, Payments and Markets franchises

Disclaimer

Important Notice

The information, statements and opinions contained in this presentation do not constitute a public offer under any applicable legislation, an offer to sell or solicitation of any offer to buy any securities or financial instruments, or any advice or recommendation with respect to such securities or other financial instruments.

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