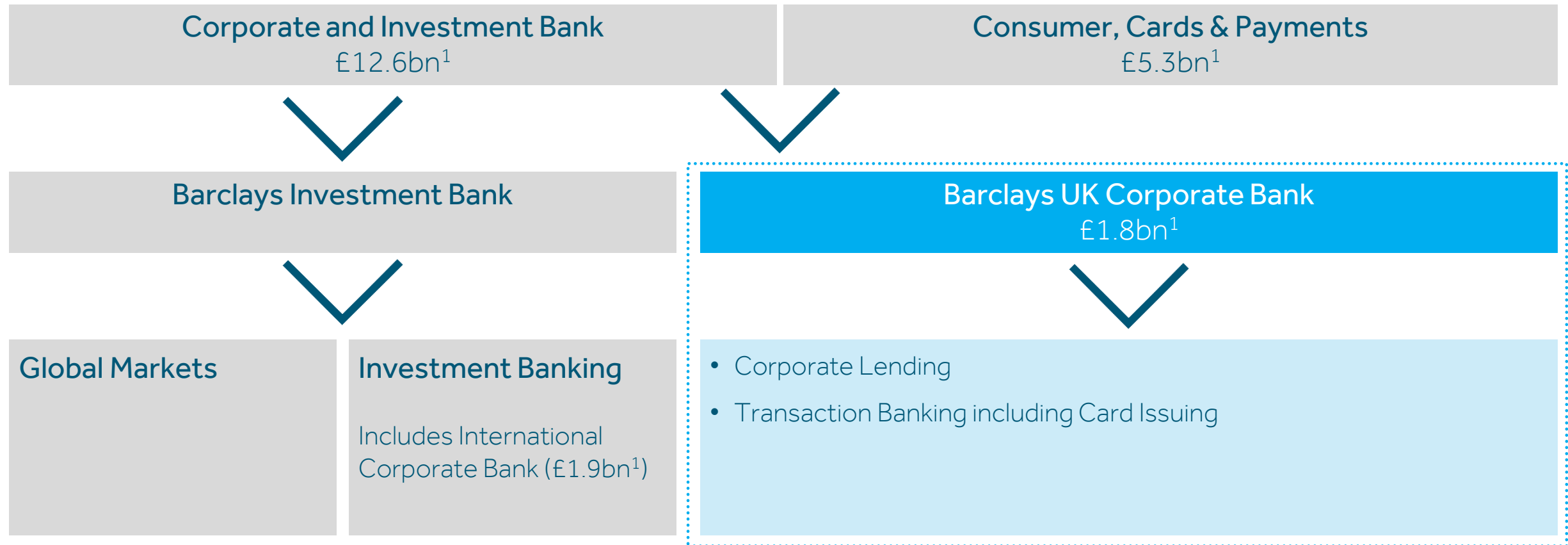




Barclays UK Corporate Bank

Business deep dive: 18th June 2024

Introduction to Barclays UK Corporate Bank



¹ All figures 2023 income | Note: £0.2bn of the £5.3bn income of Consumer, Cards & Payments sits within the UK Corporate Bank. The remainder of the Consumer, Cards & Payments business now sits in Private Bank and Wealth Management, US Consumer Bank and Head Office |

Long-established scale player
delivering high returns

18-year average client relationship

>50 offices across the UK

>10% growth in clients vs. 2021

Core strengths

1. Deep and enduring franchise delivered across the UK
2. Award winning expertise
3. Strong and resilient deposit base

Barclays UK
Business Banking

<£6.5m
annual turnover

Barclays
UK Corporate Bank
(c.13k clients)

£6.5m annual turnover-
FTSE350

Barclays Investment Bank
International Corporate
Bank

FTSE350, multinationals
and financial institutions

Barclays UK Corporate Bank: Card Issuing
(serves >250k clients across all businesses)

Strong deposit
foundations

c.22%

FY23 share¹

With room to
grow in lending

c.9%

FY23 share¹

¹ Source: Bank of England, BCG Banking Pools. Estimated that c.60% of the total corporate sterling deposit market and c.55% of the total corporate loan market fell into Barclays' definition of the market |

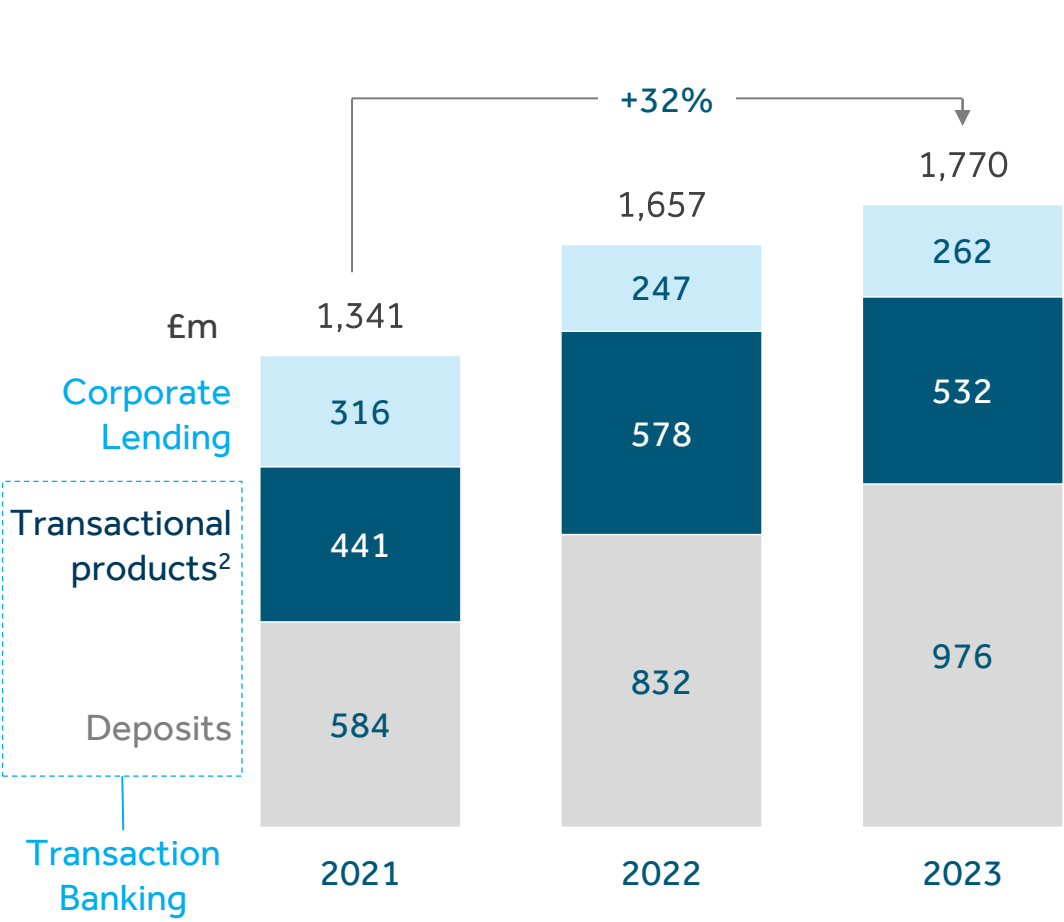
Today's financials

Financials	2021	2022	2023	Q124
RoTE	14%	19%	20%	15% ¹
Income (£bn)	1.3	1.7	1.8	0.4
Cost: income ratio	59%	49%	52%	58% ¹
Credit impairment (charges) / releases (£m)	137	0	27	23bps LLR (15)
Loans (£bn)	27	27	26	26
Deposits (£bn)	85	84	85	82

¹ Includes £30m Q124 BoE levy charge. RoTE and cost: income ratio excluding BoE levy were c.18% and c.51% respectively |

Comprehensive client proposition, which delivers diverse income

Diverse income streams across products

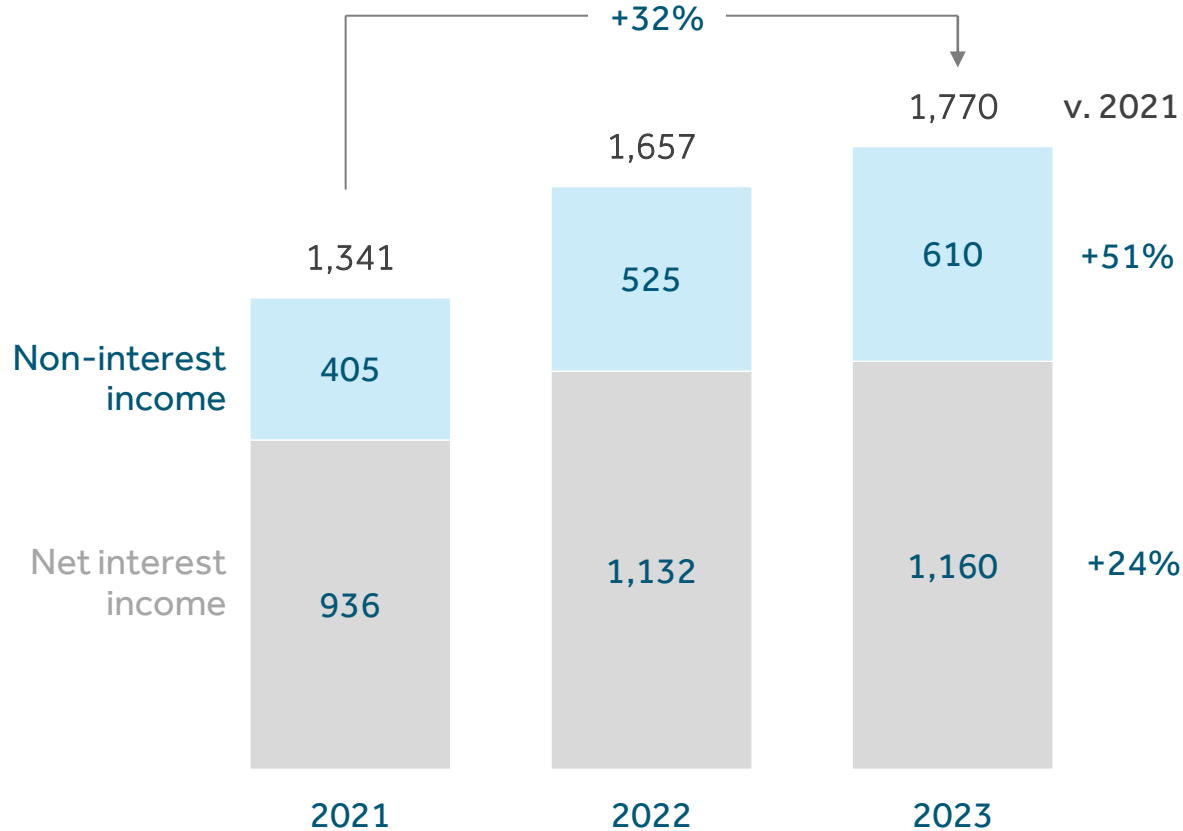


<p>Corporate lending (Predominantly NII)</p> <ul style="list-style-type: none"> • Term debt / RCFs¹ • Overdrafts • Risk protection
<p>Transactional products² (Predominantly Non-NII)</p> <ul style="list-style-type: none"> • Trade and Working Capital • Payments and receipts • Card Issuing • Foreign exchange
<p>Deposits (Predominantly NII)</p> <ul style="list-style-type: none"> • Interest bearing, non-interest bearing and foreign-currency accounts
<p>Group synergies</p> <ul style="list-style-type: none"> • Barclays UK: Business Banking • Payments ecosystem • Private Bank & Wealth Management • Investment Bank: ECM and DCM

¹ Revolving credit facilities | ² Treasury operations income which includes liquidity pool income is included within Transactional Products

High-quality income growth across broad sources

Income by type (£m)



Non-interest income

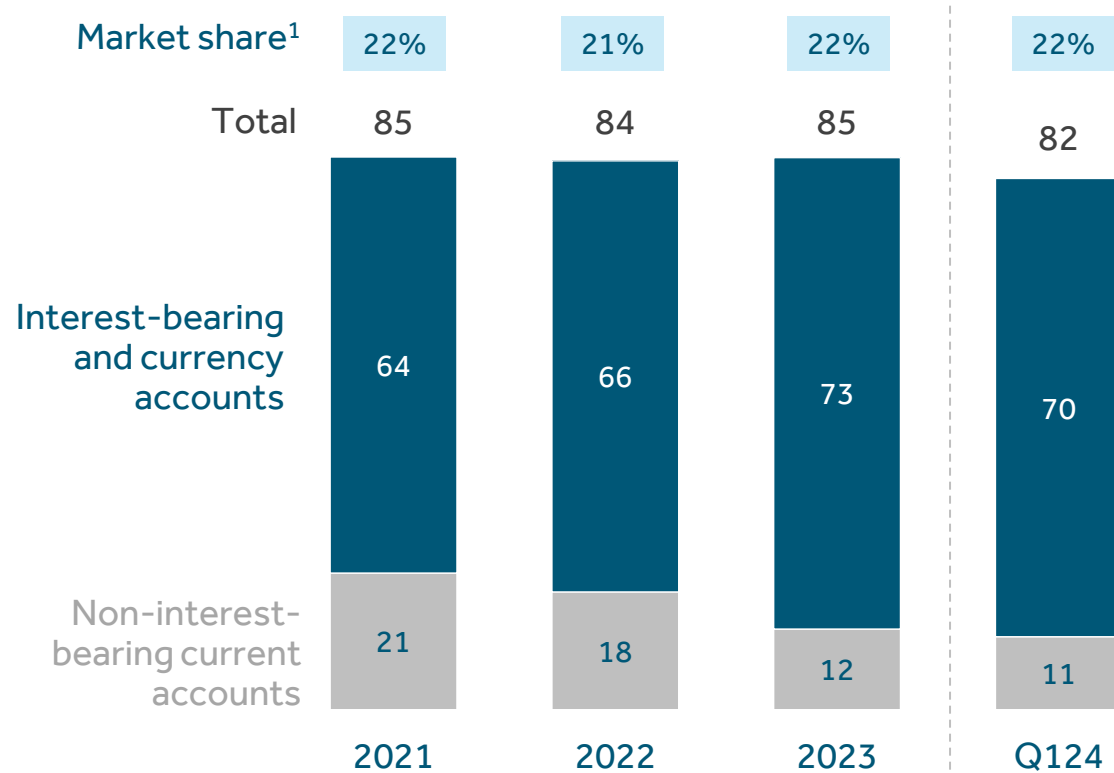
- Capital light and less rate dependent

Net interest income

- Strong deposit franchise
- Higher rate environment
- Structural hedge drives predictable tailwind to future NII
 - As at Q124, c.£20bn of the product structural hedge notional resided within the UK Corporate Bank

Strong deposit foundation underpinned by deep relationships

Franchise deposit base (£bn)



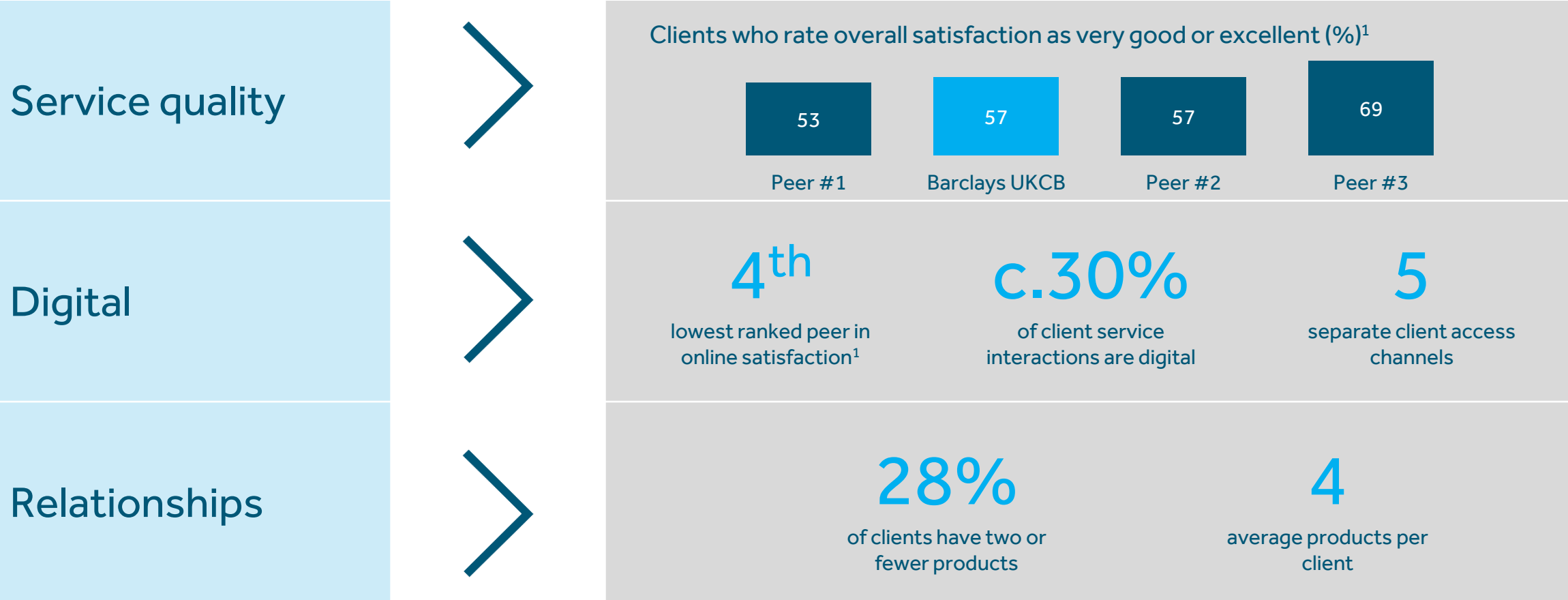
- Market position underpinned by strong client relationships
- Non-interest-bearing current accounts balances expected to be more stable in 2024
 - Expect migration to continue but at a slower pace than 2023

Aim to grow total deposits in-line with UK corporate deposit market² to 2026

¹ Source: Bank of England, BCG Banking Pools. Estimated that c.60% of the total corporate sterling deposit market and c.55% of the total corporate loan market fell into Barclays' definition of the market | ² Aim to grow deposits in line with the UK Corporate deposit market. Measured using Bank of England data: Money Supply data | Note: Charts may not sum due to rounding

Opportunity to deliver more to clients and shareholders

Deepen relationships by enhancing client experience

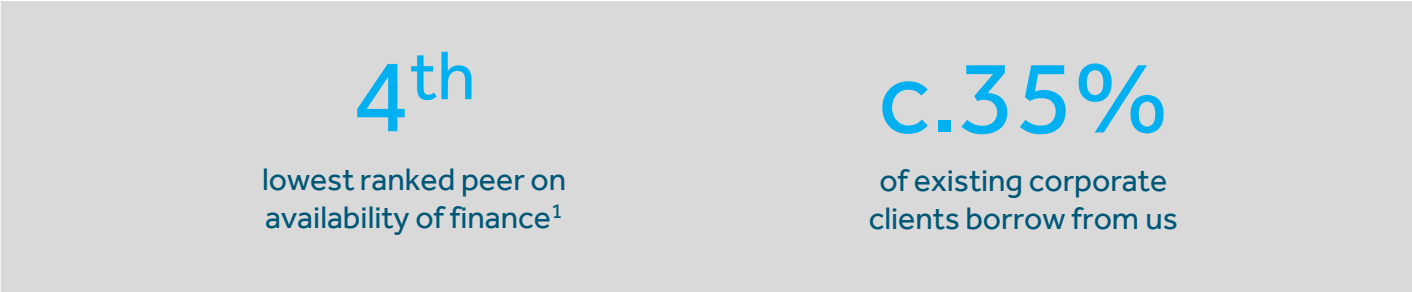


¹ Source: Savanta Market Vue Survey based on 1,139 interviews (247 Barclays £6.5m+) with companies turning over between £6.5m and £1bn carried out in YE Q1 2024. Survey data is weighted by turnover and region to be representative of the total market in Great Britain. % Top Two Box Responses – Excellent and Very Good | Note: all other stats as at FY23 |

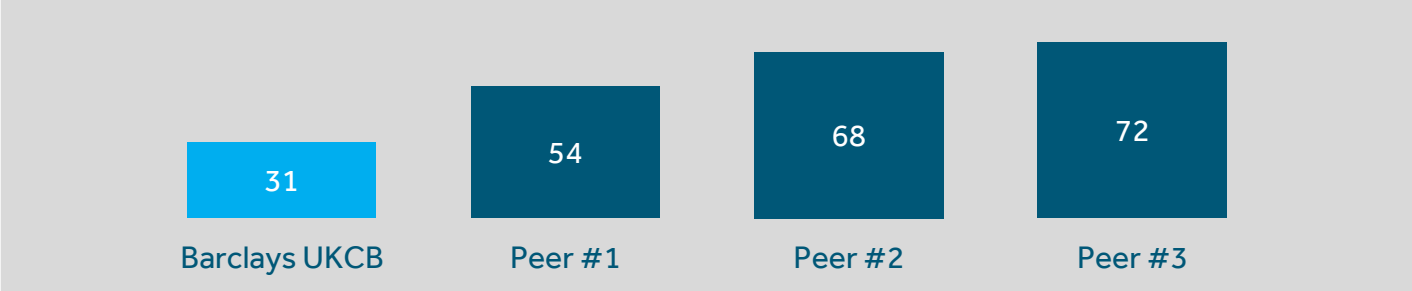
Opportunity to deliver more to clients and shareholders

Grow lending

Lending experience



Loan: deposit ratio at FY23 (%)

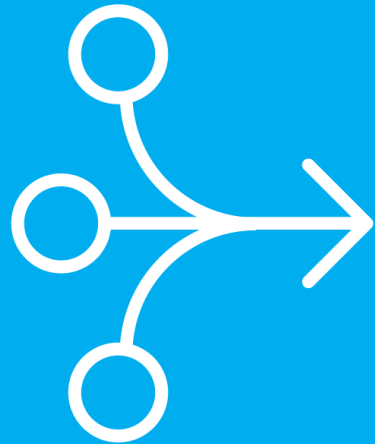


Prudent demand assumptions



¹ Source: Savanta Availability of Finance metric covers the application process, end-to-end journey times and flexibility on pricing | ² Based on Bank of England data total outstanding loans to UK Public Non-Financial Corporations non-seasonally adjusted | Note: Peers included are Lloyds Commercial, NatWest Commercial & Institutional and HSBC UK RFB Commercial | Note: all stats as at FY23

Simpler



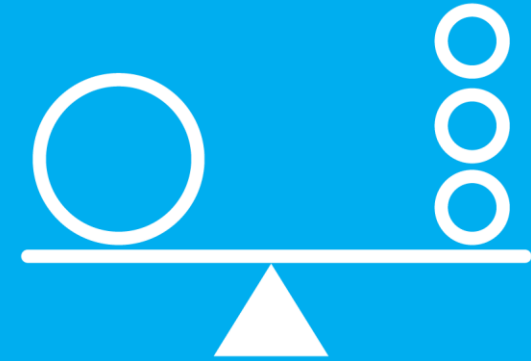
Drive productivity and seamless digital delivery

Better



Grow broad-based income through deeper client relationships

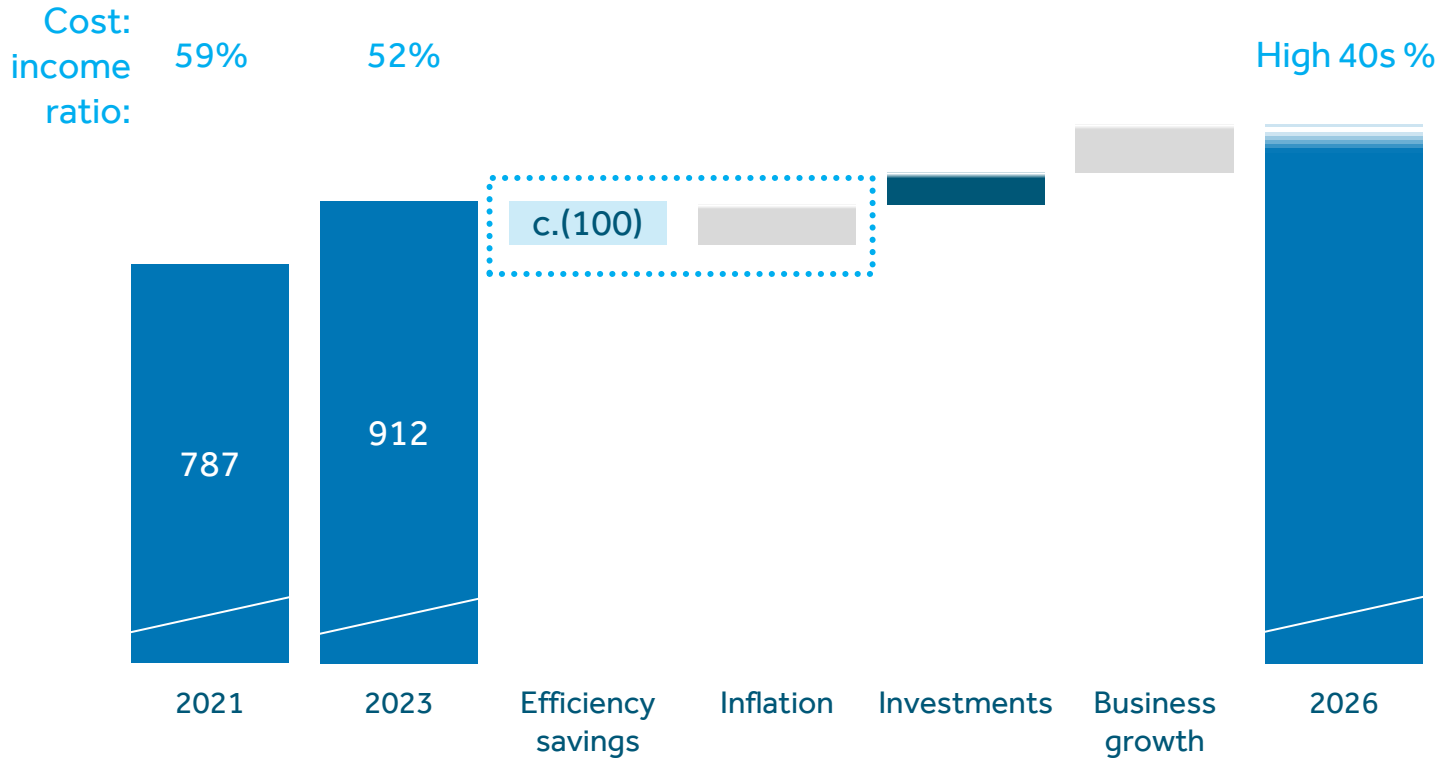
More balanced



Grow share of lending, and attract new clients

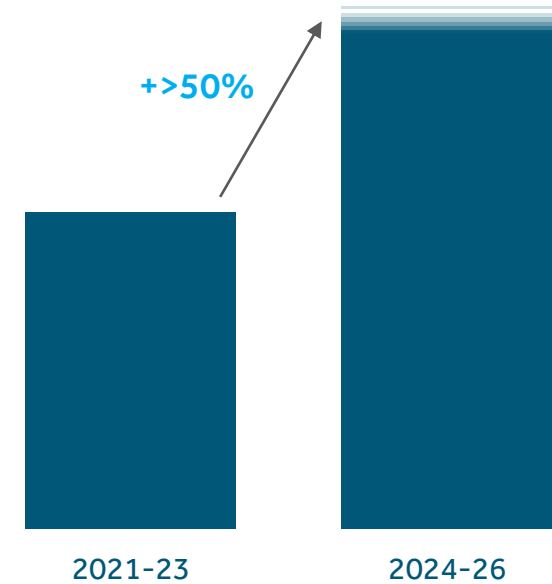
Simpler: investing to deliver more for clients and drive higher income

Costs (£m)



Efficiency savings more than offsetting inflation, providing the foundation for increased investment

Significant increase in investments 2024-26 P&L spend



Investments

- Digital client experience
- Enhanced capabilities
- Growth opportunities

Simpler: investing to deliver a simpler client experience

Today

2026 Target

Client online access channels

5

1

iPortal will be our online standardised channel

Self-servicing interactions

30%

>60%

More client interactions completed without direct support

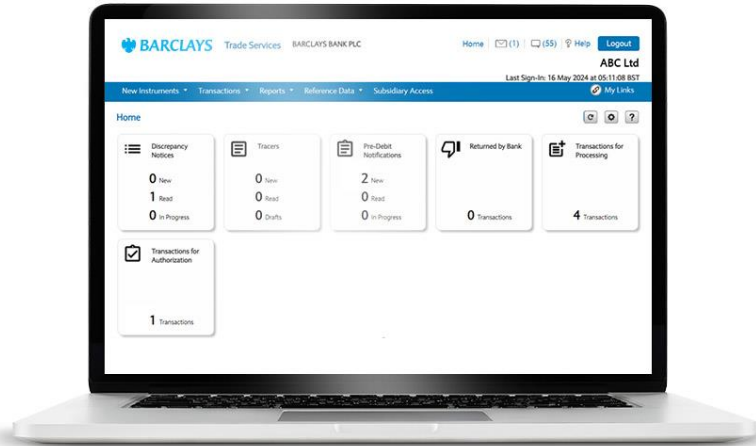


Multi-year under-investment has slowed digital progress vs. peers

Enhanced client experience and lower cost-to-serve

New propositions make it easier for our clients to do business

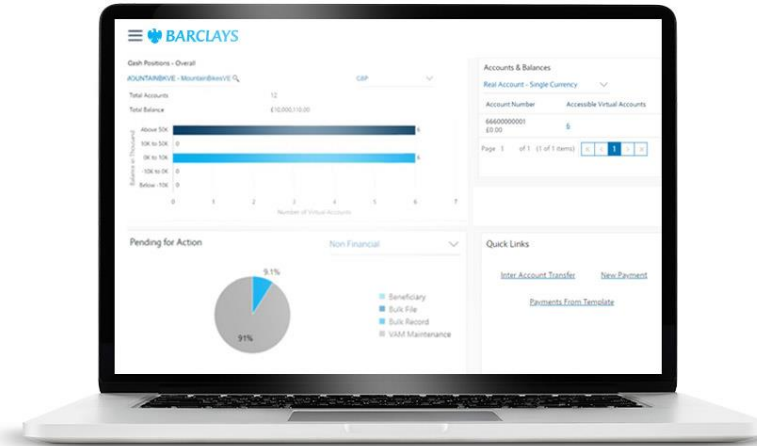
Trade360



- Full-visibility of trade transactions
- Extensive self-serve functionality
- Broad optionality and solutions

Deliver to more clients and drive higher income

Enhanced cash management

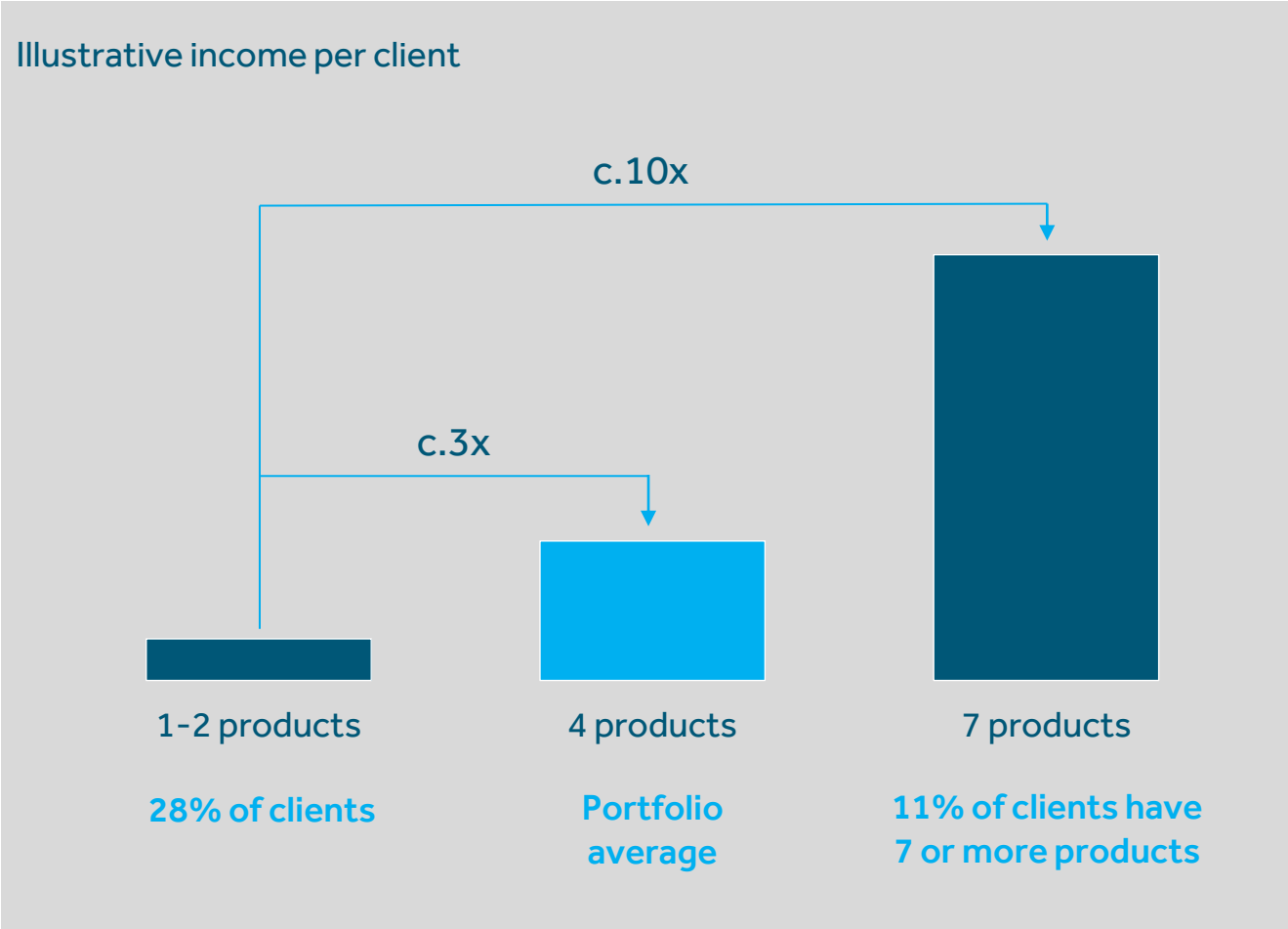


- Virtual Account Management offering
- Seamless access to broader services
- Digital self-serve functionality
- Enhanced visibility of cash

More efficient client offering

Better: grow broad-based income through deeper client relationships

Significant opportunity from deeper relationships



Track record of delivering for existing clients

+2%
(2021: 9%)

Increase in proportion of clients with 7 or more products vs. 2021

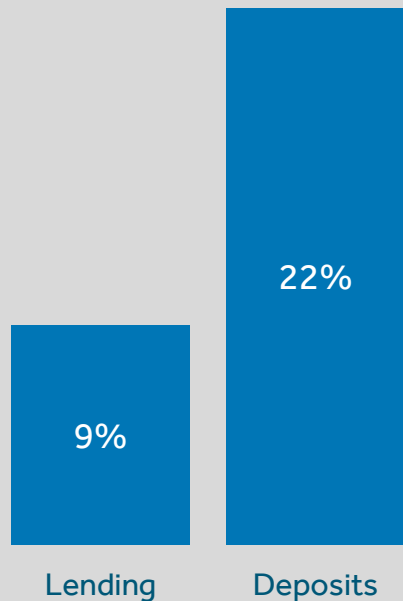
Investing to drive further deepening of client relationships

Note: Products per client data as at FY23 |

UK Corporate Bank today

Divergence in market share reflects:

Market share (2023)¹



1 Capital allocation

- RWA deployment prioritised elsewhere in the CIB

2 Under-investment

- Availability of finance ranked lowest vs. peers²
- Low level of self-serving interactions
- Underpenetrated regions and sectors



UK Corporate Bank tomorrow

Now allocating capital and investing in the business:

Pricing

- Disciplined competitive approach
- Offering increased optionality on terms

Client experience

- Reduce lending initiation to client offer time by 50%
- Client migration onto Trade360
- Digitisation of client experience

Expanding footprint

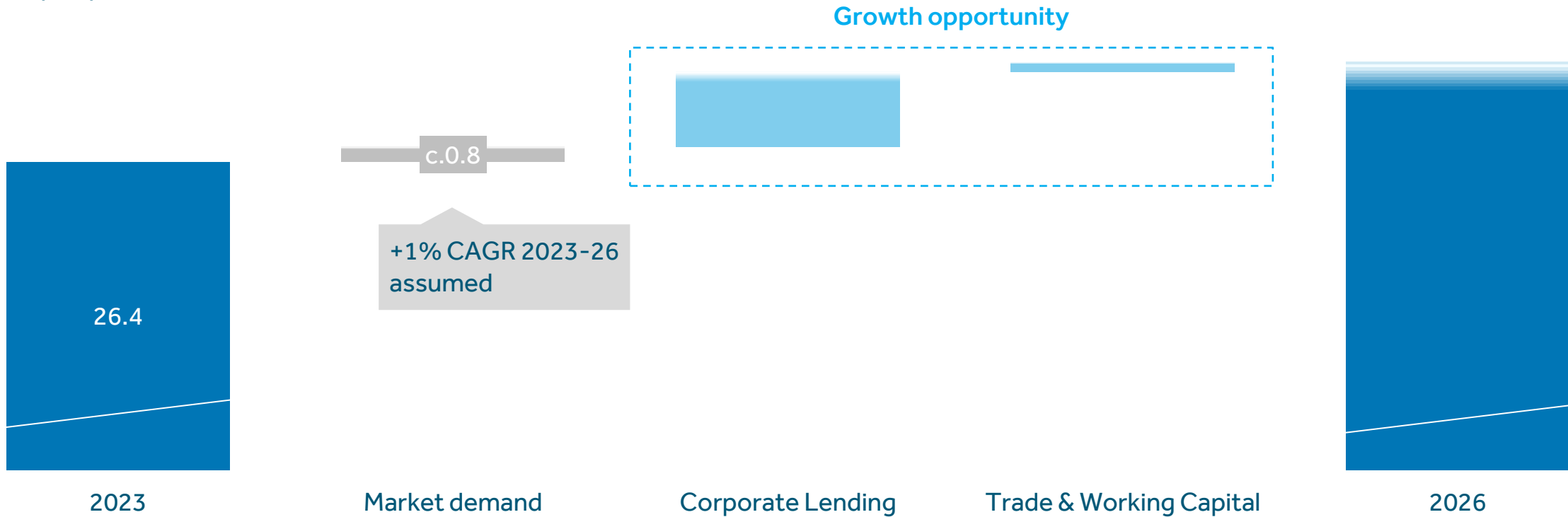
- Targeted hiring across regions and sectors

¹ Source: Bank of England, BCG Banking Pools. Estimated that c.60% of the total corporate sterling deposit market and c.55% of the total corporate loan market fell into Barclays' definition of the market | ² Source: Savanta Availability of Finance metric covers the application process, end-to-end journey times and flexibility on pricing |

More balanced: strategic pivot to grow share of lending

Market opportunity identified

Loans¹ (£bn)

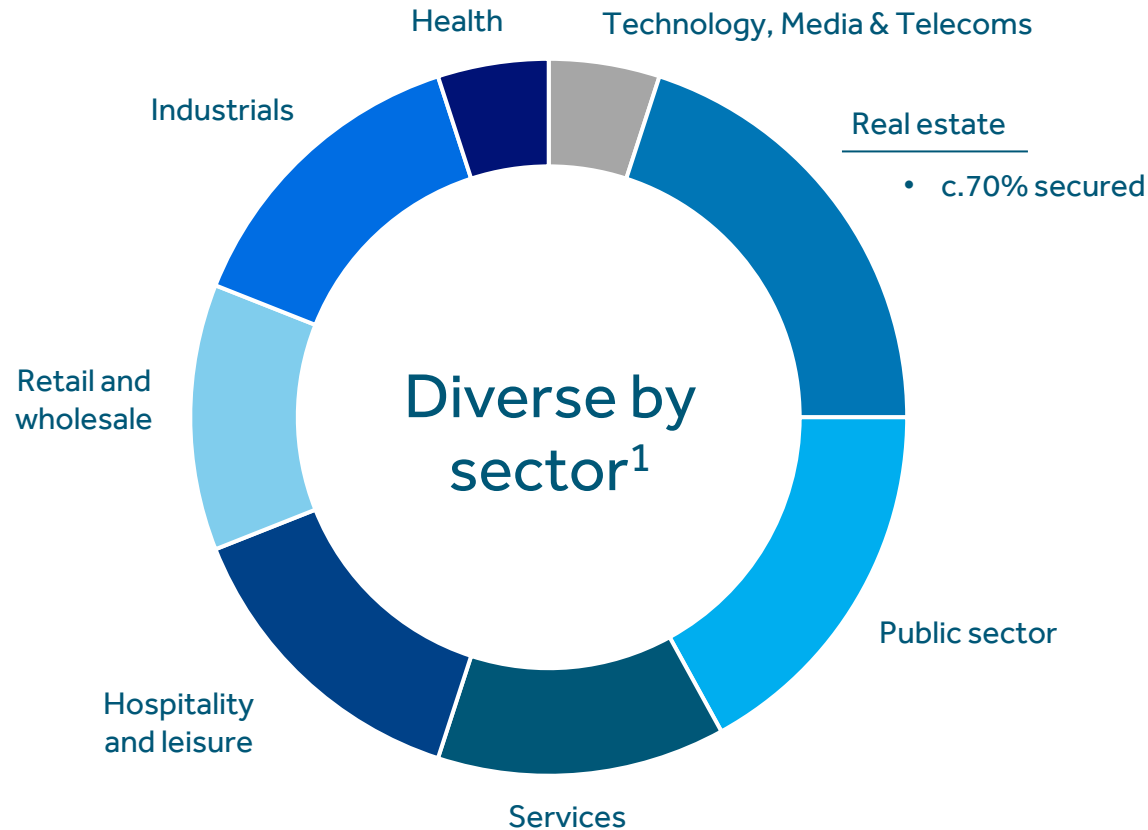


**£20.9bn
RWA (2023)**

Lending growth driving UKCB share of c.£30bn RWA deployment to our highest returning UK businesses

¹ Loans & advances at amortised cost |

Limited concentration to individual sectors



Significant risk transfers

c.40%
of UKCB book protected²

Impairment reduction
and capital relief
generated by Group-
wide programme

Moderate increase in impairment as we grow lending and drive income growth

27bps
Barclays UKCB 2022-23
underlying charge³

c.35bps
Forward-look LLR⁴
guidance

¹ Indicative loan book view based on limits | ² On an exposure at default basis for term loans and revolving credit facilities | ³ Excludes post model adjustment releases post Covid-19 | ⁴ Loan Loss Rate (LLR)



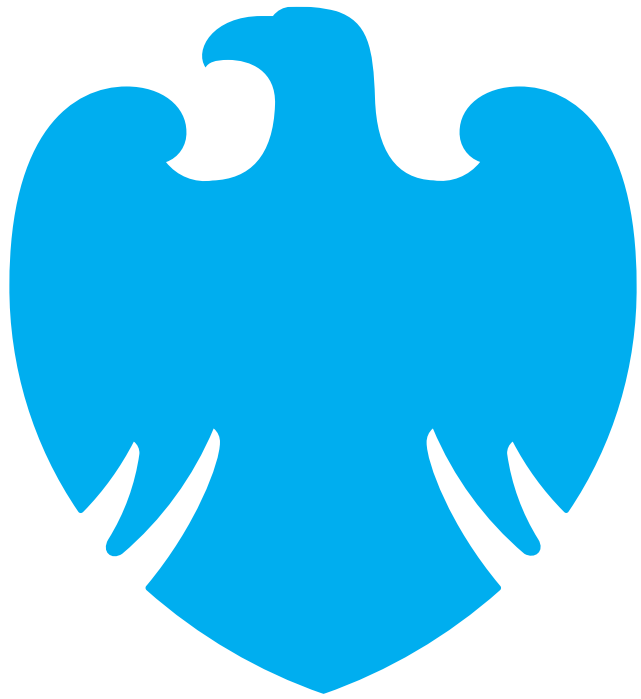
Bluestone National Park Resort



Today's financials and 2026 targets

Financials	2021	2022	2023	Q124	2026 Targets
RoTE	14%	19%	20%	15% ¹	High teens %
Income (£bn)	1.3	1.7	1.8	0.4	Deliver high-quality growth across broad sources
Cost: income ratio	59%	49%	52%	58% ¹	High 40s %
Credit impairment (charges) / releases (£m)	137	0	27	23bps LLR (15)	c.35bps loan loss rate
Loans (£bn)	27	27	26	26	Grow lending market share ²
Deposits (£bn)	85	84	85	82	Grow deposits in-line with UK corporate deposit market ³

¹ Includes £30m Q124 BoE levy charge. RoTE and cost: income ratio excluding BoE levy were c.18% and c.51% respectively | ² Aim to grow lending at a faster rate than the market. Measured using Bank of England data: amounts outstanding of monetary financial institutions' sterling and all foreign currency loans to all non-financial businesses (in sterling millions) not seasonally adjusted | ³ Aim to grow deposits in line with the UK Corporate deposit market. Measured using Bank of England data: Money Supply data |



Q&A

Plan macroeconomic assumptions

		Assumptions			
		2023	2024	2025	2026
Plan (unchanged from 20 th February)	UK GDP ¹	0.5%	0.2%	1.1%	1.6%
	UK unemployment ²	4.3%	4.8%	4.7%	4.8%
	UK bank rate ³	5.25%	4.00%	3.25%	3.25%
	Sterling 5-year swap rate ⁴	3.36%	3.58%	3.49%	3.49%
	UK inflation ⁵	7.4%	3.0%	1.9%	2.0%
Impairment Macro-Economic Variables (as at Q124)	UK GDP ¹		0.1%	1.2%	1.6%
	UK unemployment ⁶		4.6%	4.6%	4.6%
	UK bank rate ⁷		4.88%	3.94%	3.63%
	UK HPI ⁸		(1.4)%	0.8%	3.4%

¹ YoY percentage change in real annual GDP | ² Q423 unemployment rate, 16-year+ | ³ Year-end central bank policy rates | ⁴ GBP 5Y OIS Swap rates | ⁵ YoY percentage change in annual average CPI | ⁶ Average UK unemployment rate 16-year+ | ⁷ Average central bank policy rate | ⁸ Change in year-end UK HPI = Halifax All Houses, All Buyers index, relative to prior year end | Note: Group plan based on an average USD/GBP FX rate of 1.27 | Note: Markets 2023 wallet and forward-looking metrics based on internal Barclays estimates and are factored into the medium-term plan |

Important Notice

The terms Barclays or Group refer to Barclays PLC together with its subsidiaries. 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.

Information relating to:

- regulatory capital, leverage, liquidity and resolution is based on Barclays' interpretation of applicable rules and regulations as currently in force and implemented in the UK, including, but not limited to, CRD IV (as amended by CRD V applicable as at the reporting date) and CRR (as amended by CRR II applicable as at the reporting date) texts and any applicable delegated acts, implementing acts or technical standards and as such rules and regulations form part of domestic law by virtue of the European Union (Withdrawal) Act 2018, as amended. All such regulatory requirements are subject to change and disclosures made by the Group will be subject to any resulting changes as at the applicable reporting date;
- MREL is based on Barclays' understanding of the Bank of England's policy statement on "The Bank of England's approach to setting a minimum requirement for own funds and eligible liabilities (MREL)" published in December 2021, updating the Bank of England's June 2018 policy statement, and its MREL requirements communicated to Barclays by the Bank of England. Binding future MREL requirements remain subject to change including at the conclusion of the transitional period, as determined by the Bank of England, taking into flight path, end-state capital evolution and expectations and MREL build are based on certain assumptions applicable at the date of publication only which cannot be assured and are subject to change.

Non-IFRS performance measures

Barclays' management believes that the non-IFRS performance measures included in this presentation provide valuable information to the readers of the financial statements as they enable the reader to identify a more consistent basis for comparing the businesses' performance between financial periods and provide more detail concerning the elements of performance which the managers of these businesses are most directly able to influence or are relevant for an assessment of the Group. They also reflect an important aspect of the way in which operating targets are defined and performance is monitored by Barclays' management. However, any non-IFRS performance measures in this presentation are not a substitute for IFRS measures and readers should consider the IFRS measures as well. Refer to the appendix of the Barclays PLC Results Announcement for financial year ended 31 December 2023, which is available at [Barclays.com](https://www.barclays.com), for further information and calculations of non-IFRS performance measures included throughout this presentation, and the most directly comparable IFRS measures.

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This document contains certain forward-looking statements within the meaning of Section 21E of the US Securities Exchange Act of 1934, as amended, and Section 27A of the US Securities Act of 1933, as amended, with respect to the Group. Barclays cautions readers that no forward-looking statement is a guarantee of future performance and that actual results or other financial condition or performance measures could differ materially from those contained in the forward-looking statements. Forward-looking statements can be identified by the fact that they do not relate only to historical or current facts. Forward-looking statements sometimes use words such as 'may', 'will', 'seek', 'continue', 'aim', 'anticipate', 'target', 'projected', 'expect', 'estimate', 'intend', 'plan', 'goal', 'believe', 'achieve' or other words of similar meaning. Forward-looking statements can be made in writing but also may be made verbally by directors, officers and employees of the Group (including during management presentations) in connection with this document. Examples of forward-looking statements include, among others, statements or guidance regarding or relating to the Group's future financial position, business strategy, income levels, costs, assets and liabilities, impairment charges, provisions, capital, leverage and other regulatory ratios, capital distributions (including policy on dividends and share buybacks), return on tangible equity, projected levels of growth in banking and financial markets, industry trends, any commitments and targets (including environmental, social and governance (ESG) commitments and targets), plans and objectives for future operations and other statements that are not historical or current facts. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances. Forward-looking statements speak only as at the date on which they are made. Forward-looking statements may be affected by a number of factors, including, without limitation: changes in legislation, regulations, governmental and regulatory policies, expectations and actions, voluntary codes of practices and the interpretation thereof, changes in IFRS and other accounting standards, including practices with regard to the interpretation and application thereof and emerging and developing ESG reporting standards; the outcome of current and future legal proceedings and regulatory investigations; the Group's ability along with governments and other stakeholders to measure, manage and mitigate the impacts of climate change effectively; environmental, social and geopolitical risks and incidents, pandemics and similar events beyond the Group's control; the impact of competition in the banking and financial services industry; capital, liquidity, leverage and other regulatory rules and requirements applicable to past, current and future periods; UK, US, Eurozone and global macroeconomic and business conditions, including inflation; volatility in credit and capital markets; market related risks such as changes in interest rates and foreign exchange rates; reforms to benchmark interest rates and indices; higher or lower asset valuations; changes in credit ratings of any entity within the Group or any securities issued by it; changes in counterparty risk; changes in consumer behaviour; the direct and indirect consequences of the conflicts in Ukraine and the Middle East on European and global macroeconomic conditions, political stability and financial markets; political elections; developments in the UK's relationship with the European Union (EU); the risk of cyberattacks, information or security breaches or technology failures or other operational disruptions and any subsequent impacts on the Group's reputation, business or operations; the Group's ability to access funding; and the success of acquisitions, disposals and other strategic transactions. A number of these factors are beyond the Group's control. As a result, the Group's actual financial position, results, financial and non-financial metrics or performance measures or its ability to meet commitments and targets may differ materially from the statements or guidance set forth in the Group's forward-looking statements. In setting its targets and outlook for the period 2024-2026, Barclays has made certain assumptions about the macro-economic environment, including, without limitation, inflation, interest and unemployment rates, the different markets and competitive conditions in which Barclays operates, and its ability to grow certain businesses and achieve costs savings and other structural actions. Additional risks and factors which may impact Barclays Bank Group's future financial condition and performance are identified in Barclays PLC's filings with the US Securities and Exchange Commission ("SEC") (including, without limitation, Barclays PLC's Annual Report on Form 20-F for the financial year ended 31 December 2023), which are available on the SEC's website at www.sec.gov.

Subject to Barclays Bank PLC's obligations under the applicable laws and regulations of any relevant jurisdiction, (including, without limitation, the UK and the US), in relation to disclosure and ongoing information, we undertake no obligation to update publicly or revise any forward-looking statements, whether as a result of new information, future events or otherwise.