



Barclays UK Corporate Bank

Investor Update: 20th February 2024

Barclays UK Corporate Bank today

Long-established scale player delivering high returns

18-year average client relationship

>50 offices across the UK

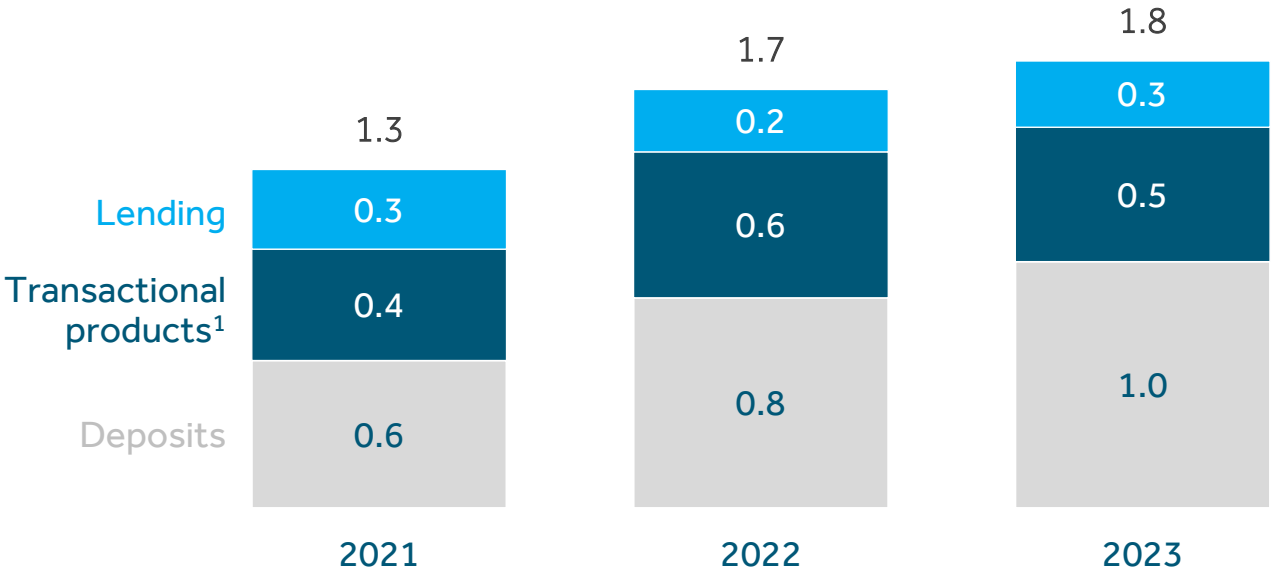
>10% growth in clients vs. 2021

Core strengths

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



Delivering broad based income (£bn)



¹ Includes Payments, Payments Issuing, FX and Other products | Note: Charts may not sum due to rounding |

Our proposition, and evolving client needs

Delivering a full-service proposition...



... and access to Group capabilities



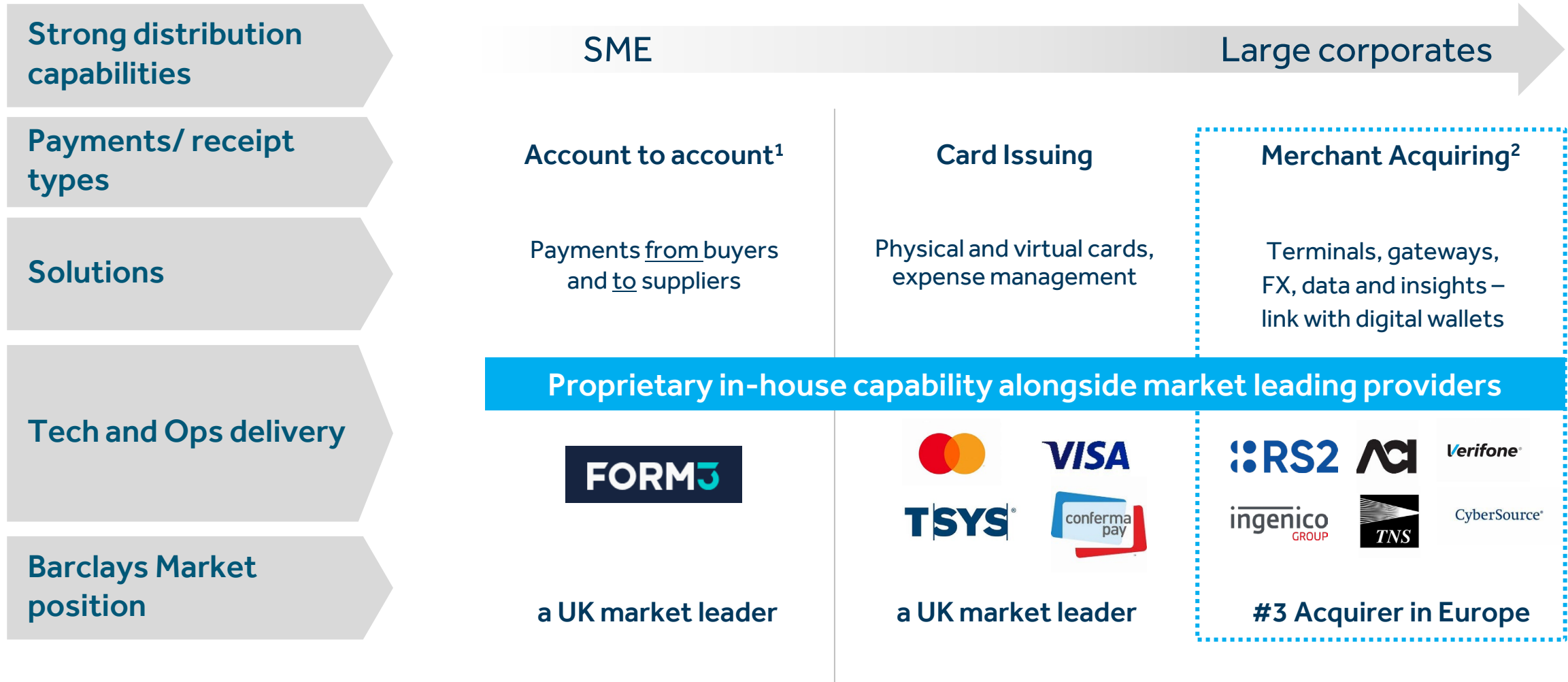
Client needs continue to evolve, and we innovate to meet them

We're focused on:

- Our leading payments ecosystem
- Seamless digital delivery
- Deeper client relationships
- Growing lending

Barclays provides a leading payments ecosystem

Powered in house and through partners



¹ Cash, cheques, CHAPS, BACS, FPS, international payments, Direct debits, SWIFT | ² Card, Alternative Payment Methods including digital wallets (ApplePay, GooglePay) |

Simpler: drive productivity and seamless digital delivery

Barclays UK Corporate Bank today

Significant progress made

- Launched iPortal client channel
- 30% of iPortal journeys have self-serve capabilities; 90% adoption rate
- Highly resilient payments platform with 99.98% straight through processing
- Client coverage simplified



Barclays UK Corporate Bank tomorrow

Focus areas

- Enhance iPortal to become a single point of access to all services
- Drive additional self-serve functionality
- Implement efficiency tools for front line bankers and operational teams
- Automate lending, pricing and billing platforms



Seamless service with digital capabilities

Enable investments in revenue growth opportunities

High 40s % Cost: income ratio in 2026

Better: grow broad-based income through deeper client relationships

Barclays UK Corporate Bank today

Significant progress made...

- Deep industry specialism, with banker portfolios smaller vs. peers
- Launched best-in-class Trade platform (Trade360)
- Well-positioned to deepen relationships with existing clients
- Average of 4 solutions per client out of a possible 11



Barclays UK Corporate Bank tomorrow

Focus areas...

- Hiring in underpenetrated regions and sectors for more coverage
- Expand offering further across Digital, Sustainability and Innovation
- Drive uptake on recent launches e.g. Virtual accounts
- Invest further in industry specific data capabilities



Strategic expertise and high-quality solutions

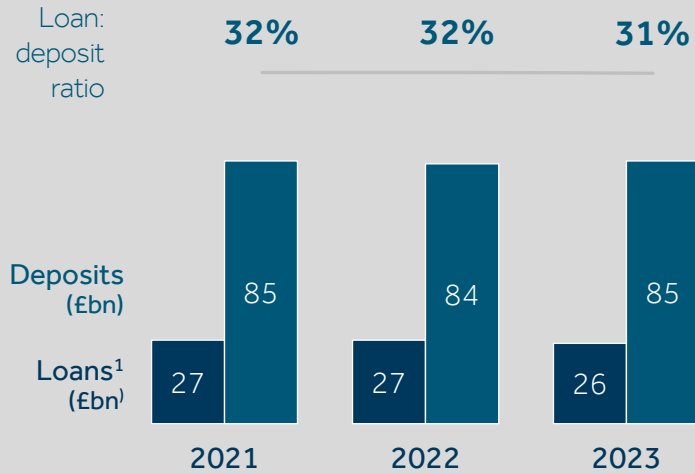
More solutions with existing clients

Deliver high-quality growth across broad sources

More Balanced: well-positioned to grow lending, and attract new clients

Barclays UK Corporate Bank today

Lending market share significantly below relationship share...



Barclays UK Corporate Bank tomorrow

- Increase allocation of Group RWA
- Increase lending to clients with strong credit profiles
- Competitive pricing approach to reflect expected future relationship value
- Automate processes for smaller businesses to access finance
- Drive sector specific solutions e.g. ESG to support Group's \$1trn sustainable finance target

Simpler access to finance

Attract new clients

Grow lending market share³

More balanced business

Broadly maintain risk appetite and continue to utilise SRT² where appropriate

¹ Loans & advances at amortised costs | ² Significant risk transfer | ³ 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 |

Today's financials and 2026 targets

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

¹ 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 | ² Aim to grow deposits in line with the market. Measured using Bank of England data: Money Supply data |

Disclaimer

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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, 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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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. 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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. 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