

Becoming Africa's Go-To Bank

Retail and Business Banking



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Where we have come from – a frank reflection

- South African Retail Banking
 - Substantial leadership change
 - Branch network shape and location
 - Technology and operations investment and alignment
 - Losing social grants tender had an adverse impact
 - Advertising and brand
- South African Business Banking
 - Substantial leadership churn
 - Credit-led business
 - Cost cutting impacted
- Barclays Africa Retail and Business Banking

How we start winning again in tough times

2012 - 2013	2014 - 2015	2016 →
<ol style="list-style-type: none"> 1. Stabilise the organisation and introduce 4 year growth strategy 2. Muscle build leadership teams in BB, distribution channels, credit and risk 3. Fix lending businesses and collection processes 4. Invest in radical digitisation and fix core customer processes 5. Reduce sponsorship spend and re-launch Absa / helping you, your family and business to Prosper 6. Stem transactional customer losses and begin turning the tide 7. Start executing Power of 12 plan 	<ol style="list-style-type: none"> 1. Significant investment in customer channels and infrastructure for growth 2. Invest heavily in digitisation and process improvement and introduce Barclays.net 3. Aggressively re-engage the market and restart our sales engines 4. Take out bad costs in middle, back office and distribution 5. Begin growing market share and revenue 	<ol style="list-style-type: none"> 1. Regain customer and client dominance in key markets 2. Complete paperless branch rollout (Cape to Cairo) 3. Continue to invest in digital channels

The Power of 12

A 12 point plan to transform RBB in 12 Barclays Africa countries:

1. Put the customer at the heart of everything we do and every investment decision we make – get service right, no matter what
2. Promote and hire the right leaders, simplify operating models and management structures, introduce staff disciplines, empowerment and accountability measures
3. Reshape and reinvigorate our branch network and customer channels, fire up the troops and restart our customer engagement and sales engines
4. Fast track process improvements, digitise customer channels/ products (internet and mobile banking, payments, apps and ATM innovations) and consolidate African middle and back offices into hubs - STAIRS framework (Speed, Transparency, Access, Information, Results)
5. Rebalance and reduce cost base while improving customer experience
6. De-risk RBB by creating a pervasive control culture through removing bureaucracy, instilling upfront controls and remediating legacy issues

The Power of 12

7. Secure and strengthen leading Card and Payments position through our strong merchant acquiring, card issuing, card joint ventures, digital capabilities and Barclaycard analytical skills
8. Develop industry leading African credit granting and market risk skills to meet customer needs across all segments and markets within acceptable risk parameters
9. Launch new Absa and Barclays aligned Prosper campaign. Trim down and maximise sponsorship properties and align with business outcomes
10. Implement one Africa strategic alignment of RBB businesses, while retaining distinct SA and rest of Africa leadership and resource allocation short term. Where appropriate align with Barclays business direction, best practices and functional structures
11. Ensure strong RBB / CIB / WIMI alignment and cooperation across all markets and customer segments to become Africa's Go-To universal bank
12. Introduce and drive strong staff development, retention, mobility and recruitment programs, with core focus on diversity and transformational initiatives

What does success look like?

- Reduce bad costs and focus on core investment
 - Continue to invest in Pan-African ATM infrastructure
- Consistently bring customer and product innovations to market
- Industry best marketing and advertising campaigns
- Improved net promoter scores (customer service and perceptions)
- Gain share in chosen retail and business segments (primary customers)