



**John Varley**  
Group Chief Executive

**Managing the downturn and maintaining  
momentum**

**UBS Global Financial Services**  
New York, 12th May 2009

## Group performance

	2007 £m	2008 £m	% change
Income	23,000	23,115	1
Operating expenses	(13,199)	(14,366)	9
Impairment charges	(2,795)	(5,419)	94
Gains on acquisitions	-	2,406	-
Profit before tax	7,076	6,077	(14)
Earnings per share	68.9p	59.3p	
Return on equity	20.3%	16.5%	



## 2008 financial performance

### Barclays vs. peer group

		Rank <sup>1</sup>
Profit before tax	£6.1bn	2nd
Income growth 08 vs.07	1%	3rd
Cost: income ratio	62%	3rd
Return on equity	17%	2nd

<sup>1</sup> Peer Group :Santander, BBVA, HSBC, BNP, JPM, Lloyds, DB, HBOS, UBS, RBS, Citi

#### Note:

Adjustments have been made to the peer numbers to bring them into line with how Barclays reports externally.

PBT numbers include all items classified as extraordinary or exceptional; this affects BBVA and Santander in particular.

ROE numbers are from continuing operations only.

All percentage growth amounts are in local currency.

Lloyds numbers are as reported for Lloyds TSB excluding HBOS.

RBS numbers are on a pro forma basis. Pro forma includes the results of ABN AMRO to be retained by RBS, assuming the acquisition occurred on 1 January 2007.

## Q1 2009: Barclays performance highlights

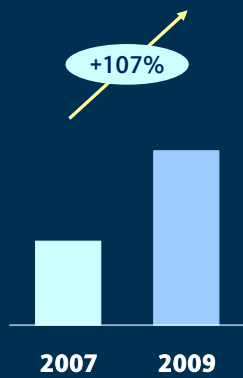
	3 months ended 31.03.09	3 months ended 31.03.08	% change
	£m	£m	
Income	8,150	<b>5,723</b>	42
Operating expenses	(4,461)	<b>(3,247)</b>	37
Impairment charges	(2,309)	<b>(1,290)</b>	79
Profit before tax	1,372	<b>1,194</b>	15
Cost: income ratio	55%	<b>57%</b>	

## Strong early support from clients

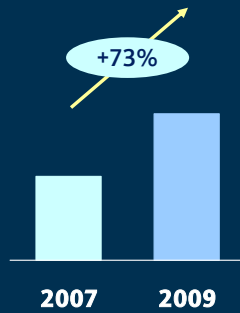
Q1 YTD 2009 vs Q1 YTD 2007 (Growth)

Client trading volumes

Currencies



Fixed Income



Regional client sales

US market





## Strategic Priorities

- Becoming the best bank in the UK
- Growing our global businesses
- Developing retail and commercial banking businesses in selected markets outside the UK
- Operational excellence



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 certain of the Group's plans and its current goals and expectations relating to its future financial condition and performance. Barclays cautions readers that no forward-looking statement is a guarantee of future performance and that actual results could differ materially from those contained in the forward-looking statements. These 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", "expect", "estimate", "intend", "plan", "goal", "believe" or other words of similar meaning. Examples of forward-looking statements include, among others, statements regarding the Group's future financial position, income growth, impairment charges, business strategy, projected levels of growth in the banking and financial markets, projected costs, estimates of capital expenditures, and plans and objectives for future operations and other statements that are not historical fact.

By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances, including, but not limited to, UK domestic and global economic and business conditions, the effects of continued volatility in credit markets, market related risks such as changes in interest rates and exchange rates, effects of changes in valuation of credit market exposures, changes in valuation of issued notes, the policies and actions of governmental and regulatory authorities, changes in legislation, the further development of standards and interpretations under International Financial Reporting Standards (IFRS) applicable to past, current and future periods, evolving practices with regard to the interpretation and application of standards under IFRS, progress in the integration of the North American investment banking and capital markets operations of Lehman Brothers into the Group's business and the quantification of the benefits resulting from such acquisition, the outcome of pending and future litigation, the success of future acquisitions and other strategic transactions and the impact of competition – a number of which factors are beyond the Group's control. As a result, the Group's actual future results may differ materially from the plans, goals, and expectations set forth in the Group's forward-looking statements. Any forward-looking statements made herein speak only as of the date they are made. Except as required by the FSA, the London Stock Exchange or applicable law, Barclays expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained in this announcement to reflect any change in Barclays expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. The reader should, however, consult any additional disclosures that Barclays has made or may make in documents it has filed or may file with the SEC.