



Robert E. Diamond Jr

President, Barclays Plc

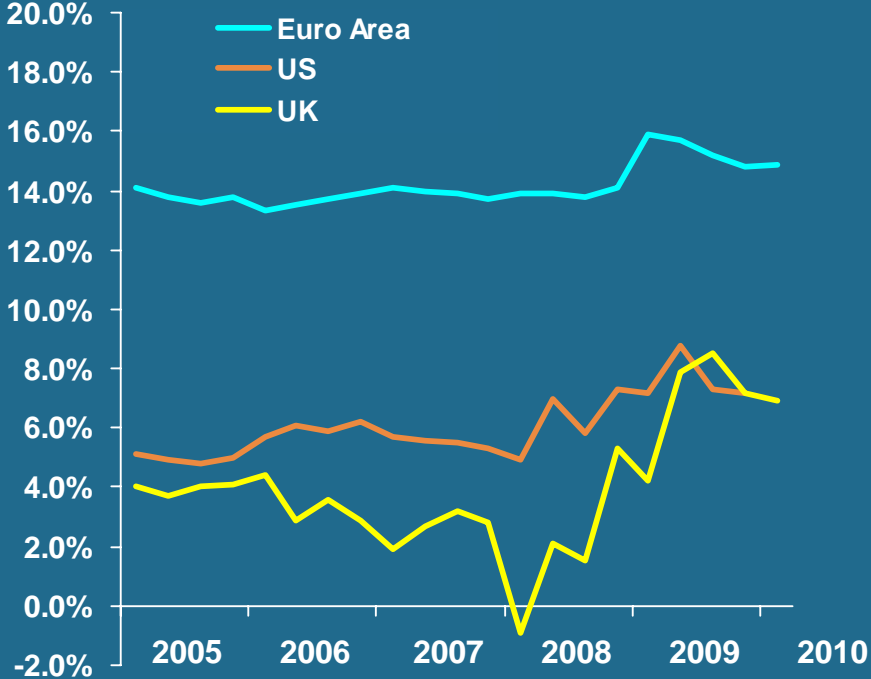
Financial Services Conference
New York, September 13th – 14th , 2010

Economic and market context

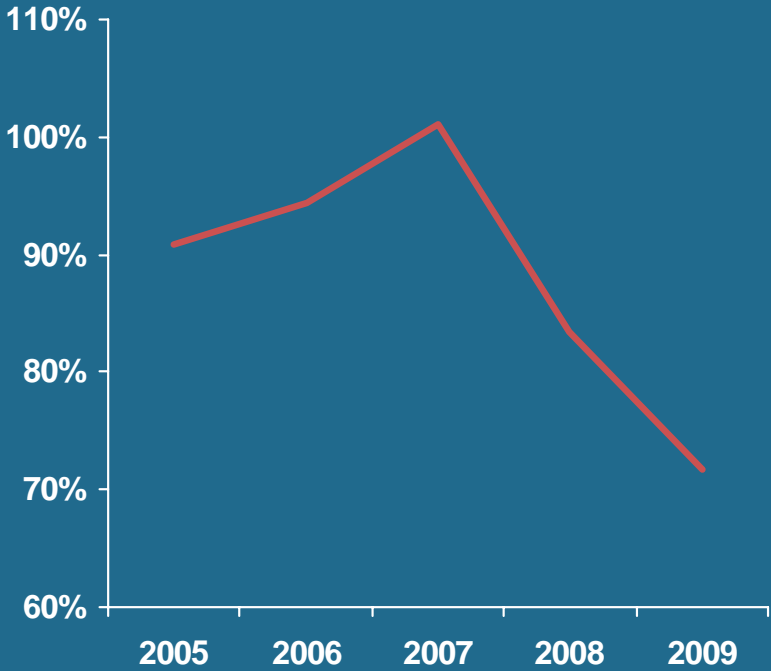
- Weathered short-term economic threats
- Momentum of recovery slowed, but still growing
- Focus on government deficits and long-term economic sustainability

Healthier position in the private sector

Household Saving Ratio (% gross disposable income)



S&P 500 Composite Total Debt / Total Capital



Regulatory reform

- Support regulatory reform – strong banks benefit from strong regulation
- Some areas of proposed reform need careful calibration
- Confident of workable outcome –Banks must be able to work with their clients to drive economic growth

Industry Trends

- Greater focus on returns and larger divergence between winners and losers
- US remains the dominant global profit pool but EM growing faster and achieving scale
- Increased focus on client business, with emphasis on delivering institutional client solutions

Group performance

Half year ended – June	2010 (£m)	2009 (£m)	Change %
Income	16,581	15,318	8
Impairment charges	(3,080)	(4,556)	(32)
Net income	13,501	10,762	25
Operating expenses	(9,720)	(8,051)	21
Profit before tax	3,947	2,745	44
Cost : income ratio	59%	53%	
Return on equity	9.8%	9.4%	
Return on tangible equity	12.0%	13.0%	
Return on risk weighted assets	1.5%	1.0%	

Barclays strategic objectives

- Staying close to customers and clients
- Managing our risks
- Maintaining strategic momentum

Staying close to customers and clients

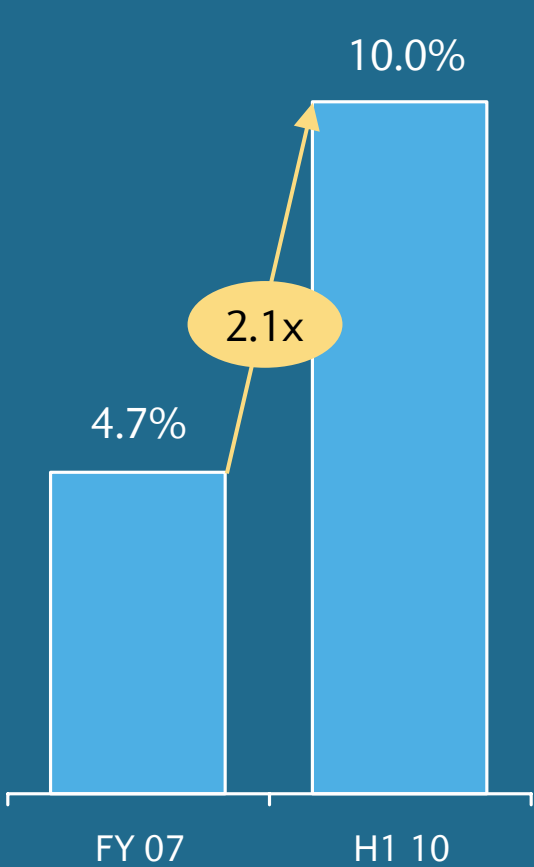
League tables*	H1 10		H1 09		Change
	Rank	Share	Rank	Share	Rank
Global Debt	1	8.2	2	8.6	↑
US Debt	2	12.1	4	11.9	↑
All International Bonds	1	8.7	1	9.4	↔
Global Foreign Exchange	3	11.1	3	10.5	↔
Americas M&A completed	2	21.7	9	10.6	↑
Global M&A completed	4	14.5	19	4.2	↑
US IPOs	5	8.7	6	7.1	↑

- Best Global Flow House – Euromoney, July 2010
- Risk Magazine Corporate Survey – #1 across all categories, April 2010
- Best Bank for Overall Credit – Credit Magazine Awards, July 2010

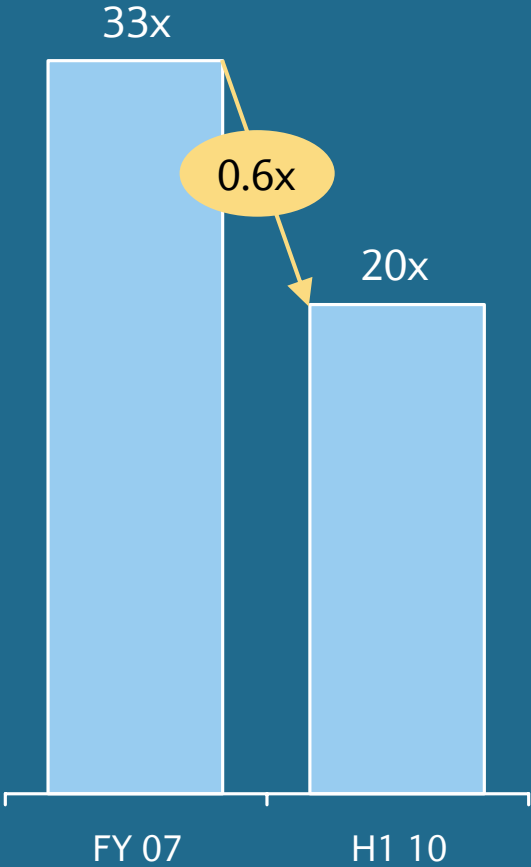
* Source: Thomson Reuters/Dealogic/Euromoney

Managing our risks

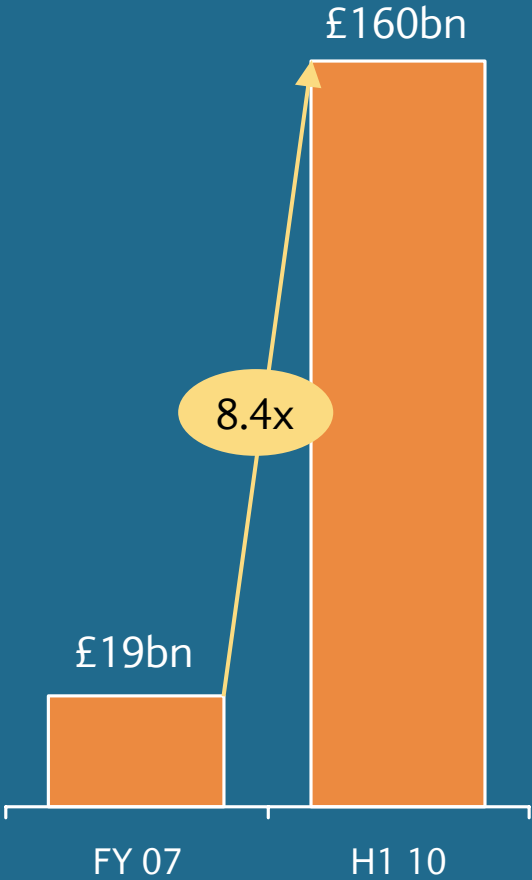
Core Tier One Capital Ratio



Adjusted Gross Leverage



Liquidity Buffer



Maintaining strategic momentum

Barclays Capital

- Building out Equities and M&A platforms
- Maintaining cost flexibility
- Capitalising on advantaged position

Barclays Wealth

- Executing the Gamma Plan with a view to transforming the scale of the business
- Investing on a pay-as-you-go basis

Barclays Corporate

- Developing the international arm
- Building stronger links with Barclays Capital to support international expansion

Global Retail Bank

- Strong profit growth
- An improved loan-to-deposit ratio
- Depth, not breadth by business line
- And the generation of net equity

Summary

- Integrated universal bank
- Strong H1'10 profit performance
- Enhanced capital positioning
- Well positioned for growth