Barclaycard

Amer Sajed, CEO Barclaycard US
September 14, 2010
Global Retail Banking (GRB) contribution to Barclays

Barclays 2009 PBT Composition

- £5.3bn (1)
  - GRB £1.8bn (34%) (1)

GRB 2009 PBT by business

- 39% UK Retail Banking
- 40% Barclaycard
- 15% Western Europe Retail Banking
- 6% Barclays Africa

(1) Excluding the gain from disposal of BGI
Barclaycard has strong track record of sustainable growth

Average customer receivables
(£bn, % CAGR)

2006: 17.5
2009: 28.1
+17%

PBT
(£m, % CAGR)

2006: 522
2009: 727
+12%

(1) Restated to reflect current Barclaycard business composition (excludes WE and Africa cards and Marine Finance; and includes Absa card)
Strength from a diversified business model

Income 2009

Additional Payment Products
- 22%

International Consumer Credit Cards
- 37%

UK Consumer Credit Cards
- 41%
Barclaycard growth strategy

GRB Vision = LIVES MADE MUCH EASIER

- Leading positions in existing markets
- Product diversification beyond consumer credit cards
- Leadership in payments innovation

Enabled by rigorous risk and cost management
Leading market positions

Income 2009

Additional Payment Products
- Payment Acceptance
- Commercial Payments
- Barclays Partner Finance
- Secured Lending

International Consumer Credit Cards
- United States: #9
- Germany: #1
- Absa Card: #2
- Entercard Joint Venture: #2

UK Consumer Credit Cards
- United Kingdom: #3

Sources: US - Nilson 02/09; Germany, EnterCard & UK - Datamonitor 06/09;
Absa - competitor annual reports 2009
US example: From #18 to #9 in 5 years

Top US Credit Card issuers by card receivables (2009, $bn)

#1 JPM  156
#2 BoA  135
#3 Citi  103
#4 CapOne  54
#5 Wells Fargo  32
#6 HSBC  23
#7 US Bank  21
#8 USAA  13
#9 Barclaycard  11
#10 Target  8

Source: Nilson report February 2010, Visa and Mastercard issuers, Datamonitor, annual reports
US example: select partners
Strong risk management…

Charge-off trends

Note: UK comparison is based on weighted average of securitisation portfolios (RBS, MBNA, CapOne, HSBC)
US is data from Visa benchmark study with 6 of the top 7 US issuers in the peer group
Strong risk management...

Barclaycard 30 and 90 day delinquency trends (%)

2010 Delinquency Trend

30-day

90-day
...cost control and investment for the future

Cost : Income Ratio (%)

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<th>Year</th>
<th>Ratio</th>
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<tr>
<td>2006</td>
<td>38.5</td>
</tr>
<tr>
<td>2009</td>
<td>37.8</td>
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Difference: -0.7%

Gross Investments(1) : Income Ratio (%)

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<td>2006</td>
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Difference: +1.2%
Barclaycard priorities

- Strong compound annual profit growth
- Continued growth in existing markets
- Continued product, customer and income diversification
- Payment innovation

Enabled by rigorous risk and cost management