Topics

• Our view of the environment

• Recent performance

• What to expect from us over coming months
Changing industry fundamentals

- Higher Core Tier 1 capital
- Higher risk weightings on certain activities
- Higher capital deductions
- Lower leverage
- Higher liquidity
- New remuneration architecture
## 2009 financial summary

<table>
<thead>
<tr>
<th>Year ended</th>
<th>2009 £m</th>
<th>2008 £m</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>30,986</td>
<td>23,115</td>
<td>34</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(17,852)</td>
<td>(14,366)</td>
<td>24</td>
</tr>
<tr>
<td>Profit before tax*</td>
<td>11,642</td>
<td>6,077</td>
<td>92</td>
</tr>
<tr>
<td>Risk weighted assets</td>
<td>383</td>
<td>433</td>
<td>(12)</td>
</tr>
<tr>
<td>Adjusted gross leverage</td>
<td>20x</td>
<td>28x</td>
<td></td>
</tr>
<tr>
<td>Core Tier 1 Ratio</td>
<td>10.0%</td>
<td>5.6%</td>
<td></td>
</tr>
</tbody>
</table>

* Figures include BGI results to date of sale
### Q1 2010 Group performance

<table>
<thead>
<tr>
<th>Three months ended</th>
<th>31.03.10 £m</th>
<th>31.03.09 £m</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>8,065</td>
<td>7,719</td>
<td>4</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(4,852)</td>
<td>(4,163)</td>
<td>17</td>
</tr>
<tr>
<td>Impairment charges</td>
<td>(1,508)</td>
<td>(2,309)</td>
<td>(35)</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>1,820</td>
<td>1,239</td>
<td>47</td>
</tr>
<tr>
<td>Underlying profit before tax</td>
<td>1,822</td>
<td>957</td>
<td>90</td>
</tr>
</tbody>
</table>
Q1 2010 Segment profit before tax

<table>
<thead>
<tr>
<th>Three months ended</th>
<th>31.03.10 £m</th>
<th>31.03.09 £m</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Retail Banking</td>
<td>403</td>
<td>429</td>
<td>(6)</td>
</tr>
<tr>
<td>Corporate and Investment Banking and Wealth Management</td>
<td>1,468</td>
<td>1,000</td>
<td>47</td>
</tr>
<tr>
<td>Absa</td>
<td>167</td>
<td>78</td>
<td>114</td>
</tr>
</tbody>
</table>
Key objectives

• Staying close to customers and clients
• Managing our risks
• Maintaining strategic momentum
Income and impairment trends

- Total Income:
  - £10bn (2000)
  - £11bn (2001)
  - £12bn (2002)
  - £14bn (2003)
  - £17bn (2004)
  - £22bn (2005)
  - £23bn (2006)
  - £23bn (2007)
  - £31bn (2008)
  - £31bn (2009)

- Impairment / Total Income %:
  - 8% (2000)
  - 10% (2001)
  - 13% (2002)
  - 11% (2003)
  - 8% (2004)
  - 9% (2005)
  - 10% (2006)
  - 12% (2007)
  - 23% (2008)
  - 26% (2009)
Key objectives

• Staying close to customers and clients
• Managing our risks
• Maintaining strategic momentum
Strategic flight path

- Consolidate position of Barclays Capital
- Convert international retail investment into sustained profit
- Continue to diversify Barclaycard
- Build out Barclays Corporate
- Implement growth plan in Barclays Wealth