



**Barclays PLC**  
**John Varley**

Group Chief Executive

**Barclays Capital Financial Services Conference,**  
**18 May 2010**



# 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

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

\* Figures include BGI results to date of sale

## Q1 2010 Group performance

Three months ended	31.03.10 £m	31.03.09 £m	% change
Income	8,065	7,719	4
Operating expenses	(4,852)	(4,163)	17
Impairment charges	(1,508)	(2,309)	(35)
Profit before tax	1,820	1,239	47
Underlying profit before tax	1,822	957	90

## Q1 2010 Segment profit before tax

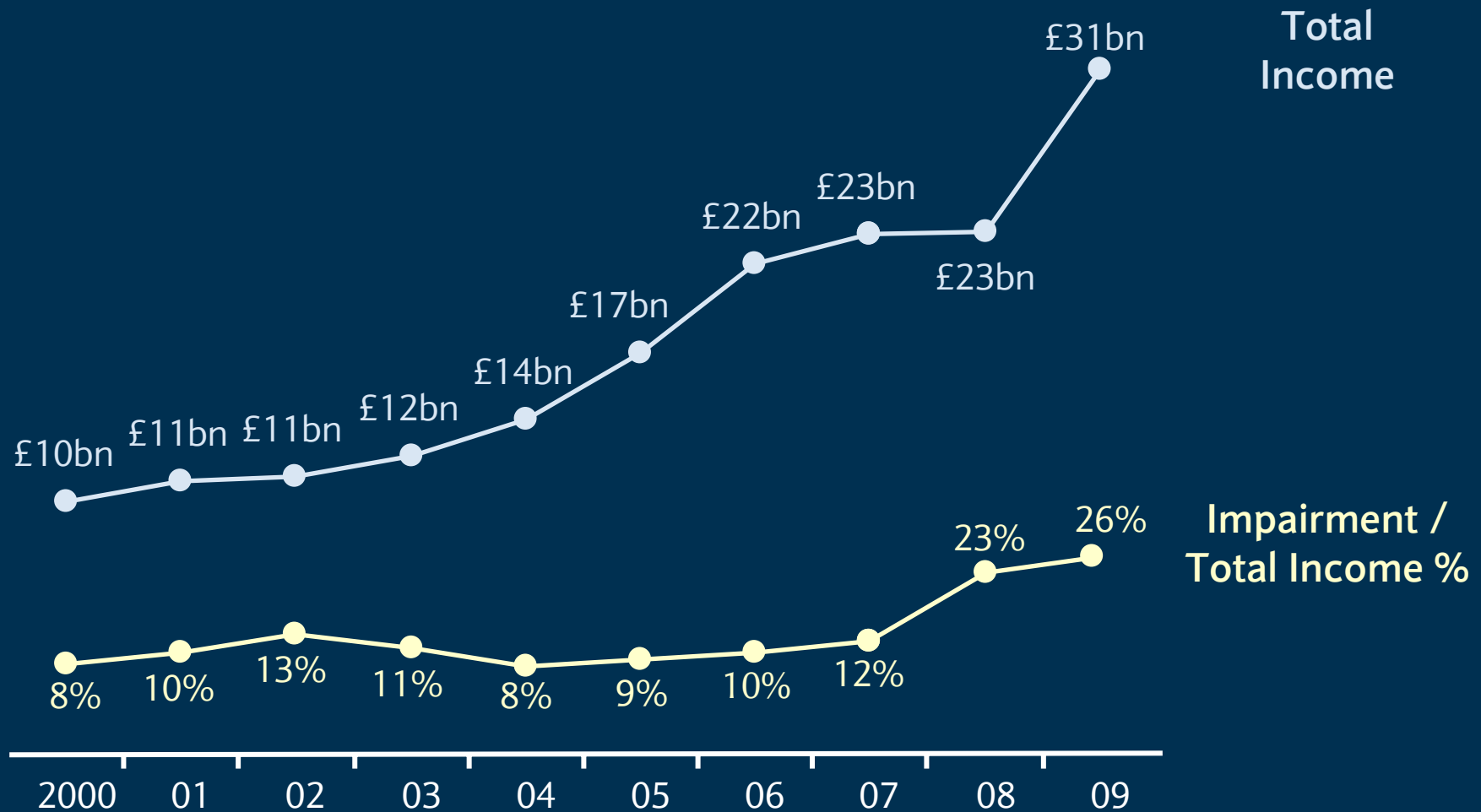
Three months ended	31.03.10 £m	31.03.09 £m	% change
Global Retail Banking	403	429	(6)
Corporate and Investment Banking and Wealth Management	1,468	1,000	47
Absa	167	78	114



## Key objectives

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

# Income and impairment trends







## 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



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