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President, Barclays Plc

Bank of America Merrill Lynch Global Financials CEO Conference
29 September 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

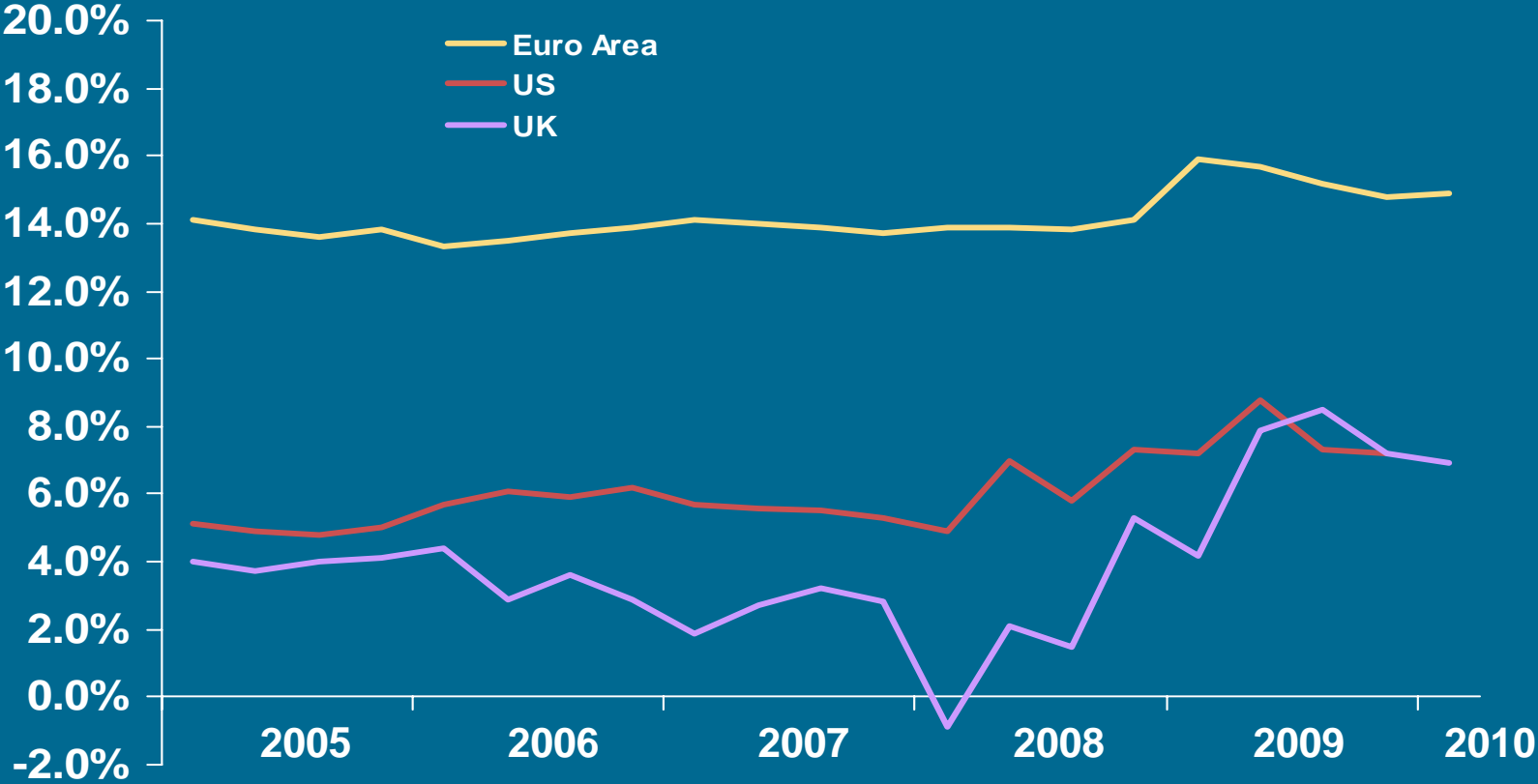
Healthier position in the business sector

S&P 500 Composite
Total Debt / Total Capital



Healthier position in the consumer sector

Household Saving Ratio (% gross disposable income)

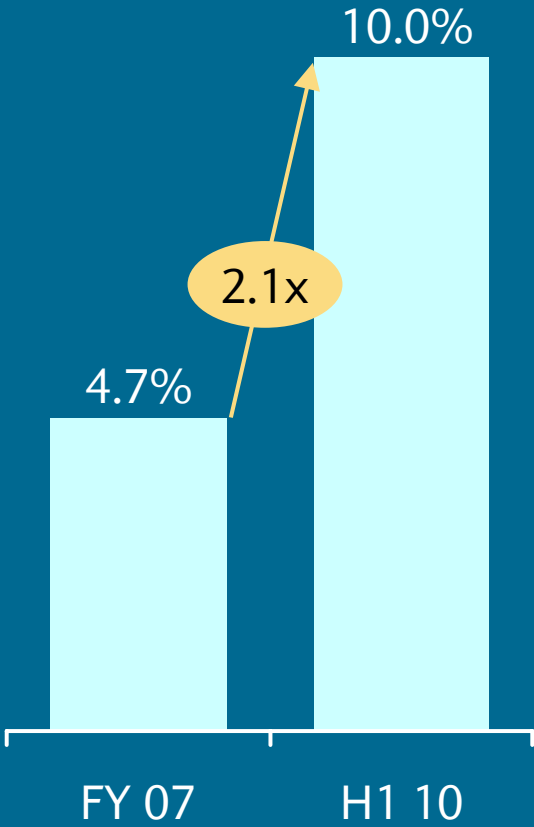


Industry Trends

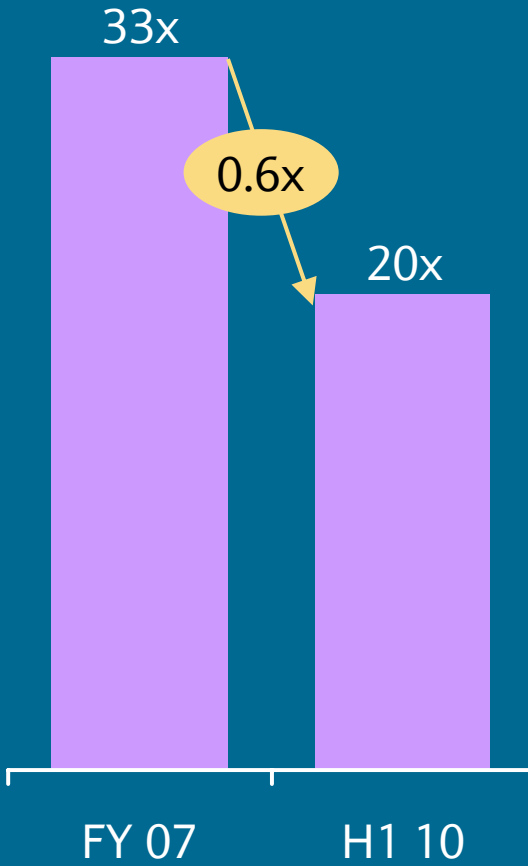
- Increased regulation and sceptical public
- Greater focus on returns - larger divergence between winners and losers
- Increased focus on client business
- US remains the dominant global profit pool but EM growing faster and achieving scale

Barclays is responding

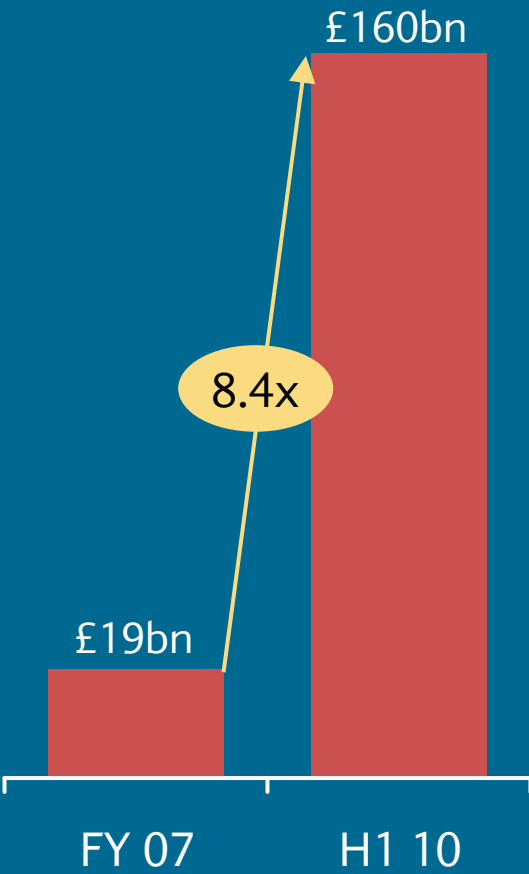
Core Tier One Capital Ratio



Adjusted Gross Leverage



Liquidity



Staying close to customers and clients

GRB

- Top of major banks group in UK National Satisfaction Index
- Continued innovation through technology to improve customer experience

Wealth

- Gamma Investing to transform customer experience

Barclays
Corporate

- Reduced customer complaints by 53% since July 2009

Barclays
Capital

#1 Global Debt and International Bonds, # 3 Global Foreign Exchange

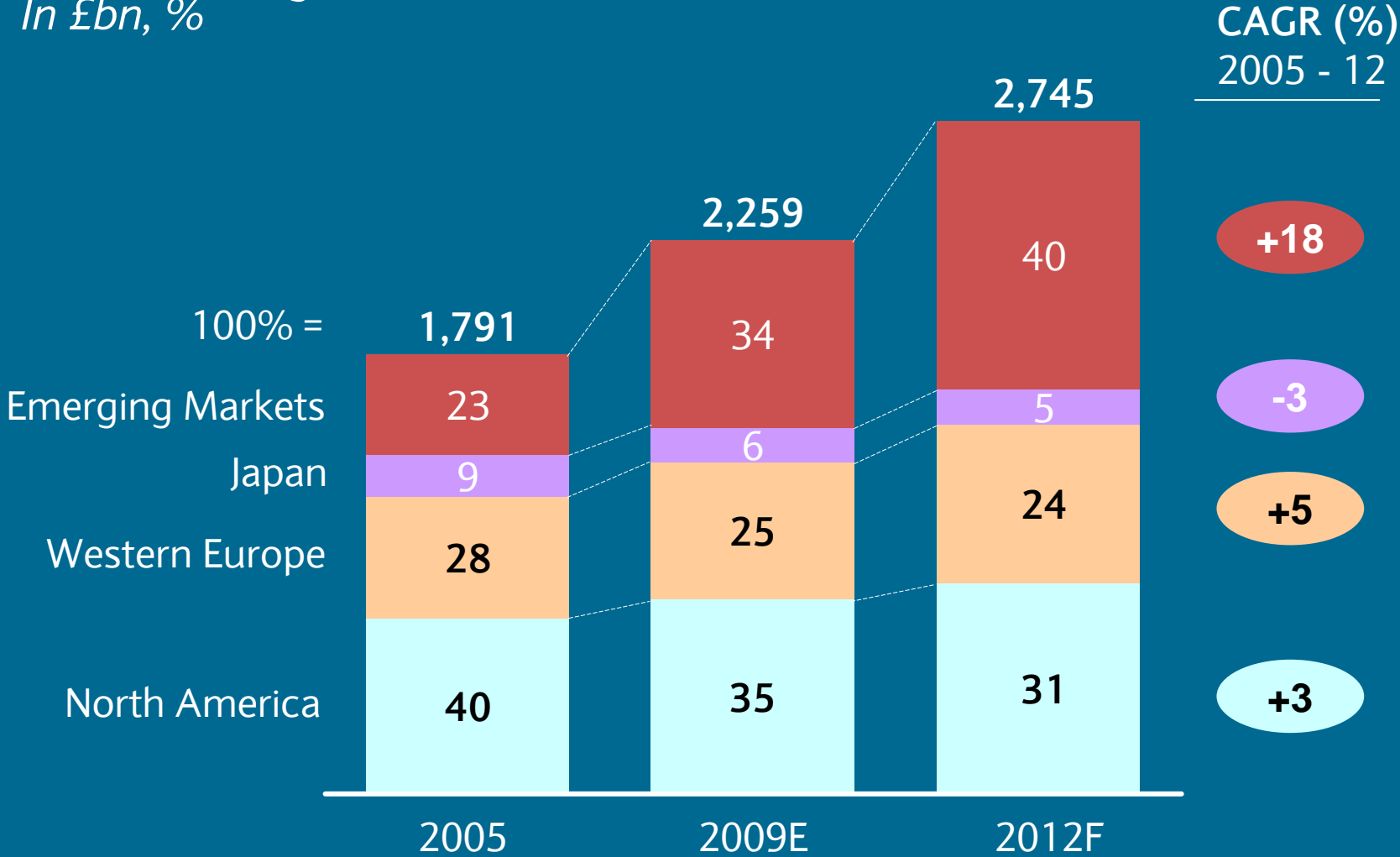
Best Global Flow House – Euromoney, July 2010

#2 in US M&A in H1'10

#5 in US IPO's

Global banking profit pools are evolving

Global banking revenues, before cost of risk
In £bn, %



Source: McKinsey Global Banking Pools

Summary

- Right model
- Right strategy
- Execution, execution, execution