Robert E. Diamond Jr
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

2005 2006 2007 2008 2009
Healthier position in the consumer sector

Household Saving Ratio
(% gross disposable income)

- Euro Area
- US
- UK

2005 2006 2007 2008 2009 2010
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
- FY 07: 4.7%
- H1 10: 10.0%

Adjusted Gross Leverage
- FY 07: 33x
- H1 10: 0.6x

Liquidity
- FY 07: £19bn
- H1 10: £160bn
| 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 |

# Barclays
Global banking profit pools are evolving

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

<table>
<thead>
<tr>
<th>Region</th>
<th>2005</th>
<th>2009E</th>
<th>2012F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Europe</td>
<td>1,791</td>
<td>2,259</td>
<td>2,745</td>
</tr>
<tr>
<td>North America</td>
<td>28</td>
<td>25</td>
<td>31</td>
</tr>
<tr>
<td>Japan</td>
<td>23</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Emerging Markets</td>
<td>9</td>
<td>6</td>
<td>5</td>
</tr>
</tbody>
</table>

100% =

Source: McKinsey Global Banking Pools

CAGR (%)
2005 - 12

- North America: +3%
- Japan: -3%
- Western Europe: +5%
- Emerging Markets: +18%
Summary

• Right model

• Right strategy

• Execution, execution, execution