Our strategy remains unchanged

• Integrated universal banking model

• Diversification by business, geography, client and funding

• Relentless customer and client focus
Barclays of today versus 2007

Core Tier 1 Capital Ratio
- FY 07: 4.7%
- Q1 11: 11.0%
- Increase: 2.3x

Adjusted Gross Leverage
- FY 07: 33x
- Q1 11: 20x
- Decrease: 0.6x

Group Liquidity Pool
- FY 07: £19bn
- Q1 11: £161bn
- Increase: 8.5x
Supporting regulation

1. Will it lead to a safe and sound financial system where the tax payer is protected?

2. Will it help foster economic growth and job creation?

3. Will it result in a consistent approach internationally?
Our focus is on execution

- Capital
- Returns
- Income growth
- Citizenship
Track record of capital generation

Core Tier 1 capital generation

- Issuance: 1.4%
- BGI transaction: 1.9%
- Dividend: (0.2%)
- Net generated equity: 2.1%
- £7.7bn

2008: 5.6%
2010: 10.8%
Returns: Internal focus on Return on Equity

Barclays businesses ranked by 2013f RoE

- Businesses with less than 11.5% RoE (CoE): 35% of Group Equity
- Businesses with greater than 11.5% RoE (CoE): 65% of Group Equity
Cost programme

• Plan to take at least £1bn off cost base by 2013

• £500m gross savings identified for 2011 - £250m net of restructuring charges

• Spread across all parts of the Group
Income growth: clients and customers

Examples:

• Equities and Advisory

• Barclaycard
  • Egg
  • MBNA UK business cards
  • Technology

• Growth markets e.g. Africa

• Wealth: Gamma
Returns: Target RoE 13%, RoTE 15%
Citizenship

- Customer service
- Jobs
- Supporting economic growth
- Investing in communities in which we work
Summary

• Focus on delivering for shareholders

• Appropriate balance between growth and risk to deliver return targets

• Executing on promises:
  • Capital
  • Returns
  • Income growth
  • Citizenship