

Barclays PLC

Chris Lucas

Group Finance Director

07 April 2011

# Our strategy remains unchanged

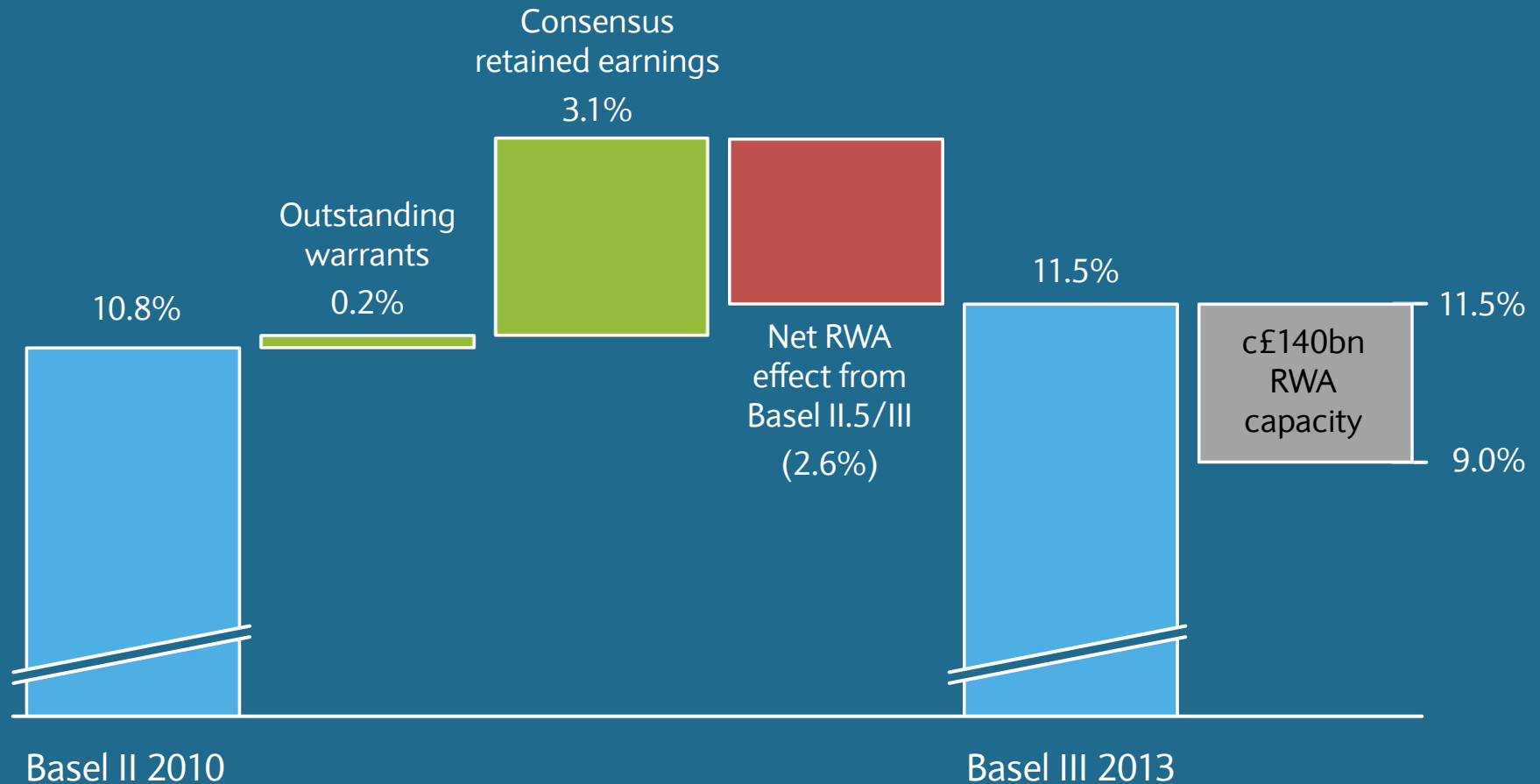
- Integrated universal banking model
- Diversification by business, geography, client and funding
- Relentless customer and client focus

# Our focus is on execution

- Capital
- Returns
- Income growth
- Citizenship

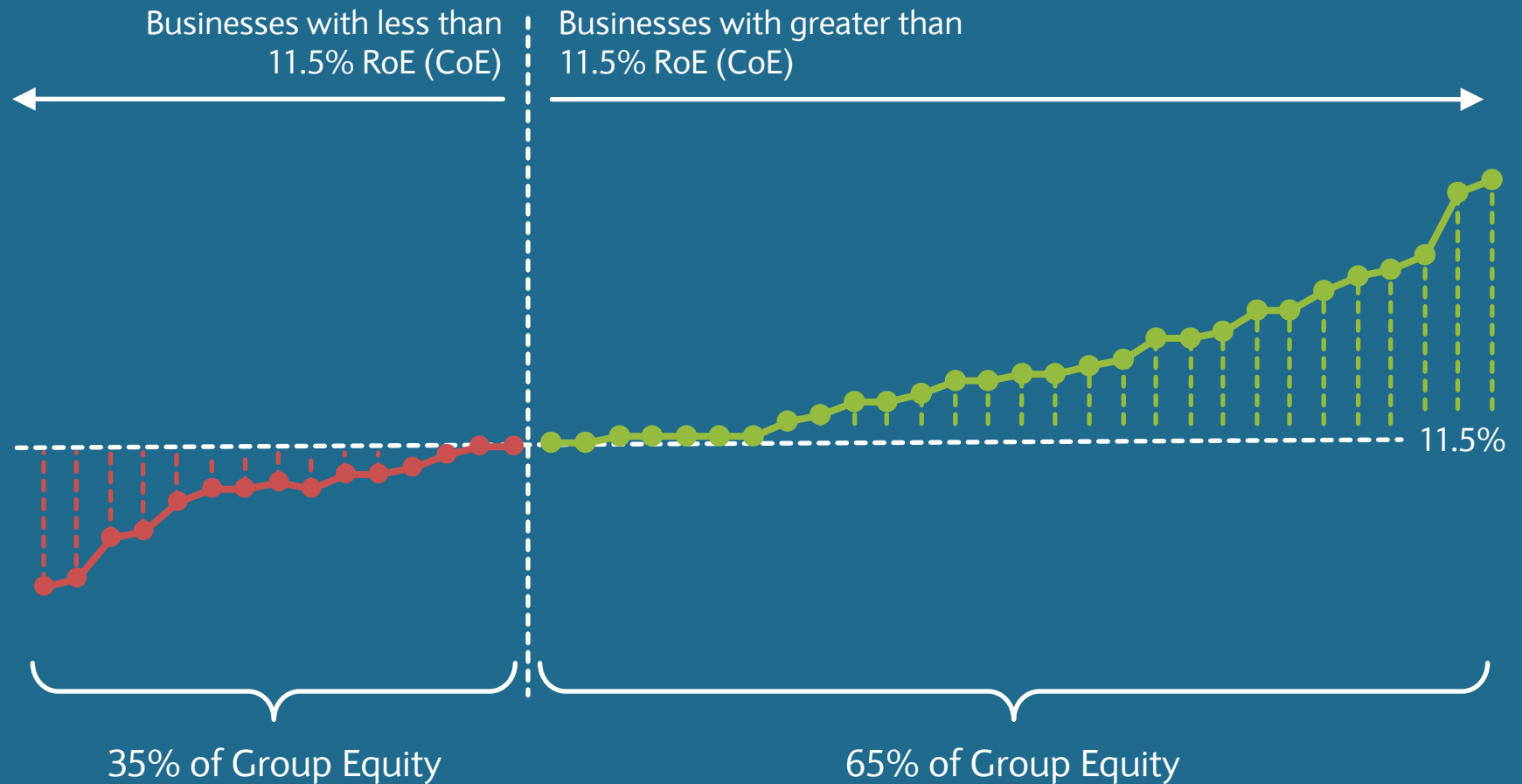
# Solid capital base from which to move forward

Pro forma Core Tier 1 ratios under Basel III at 31 December 2013

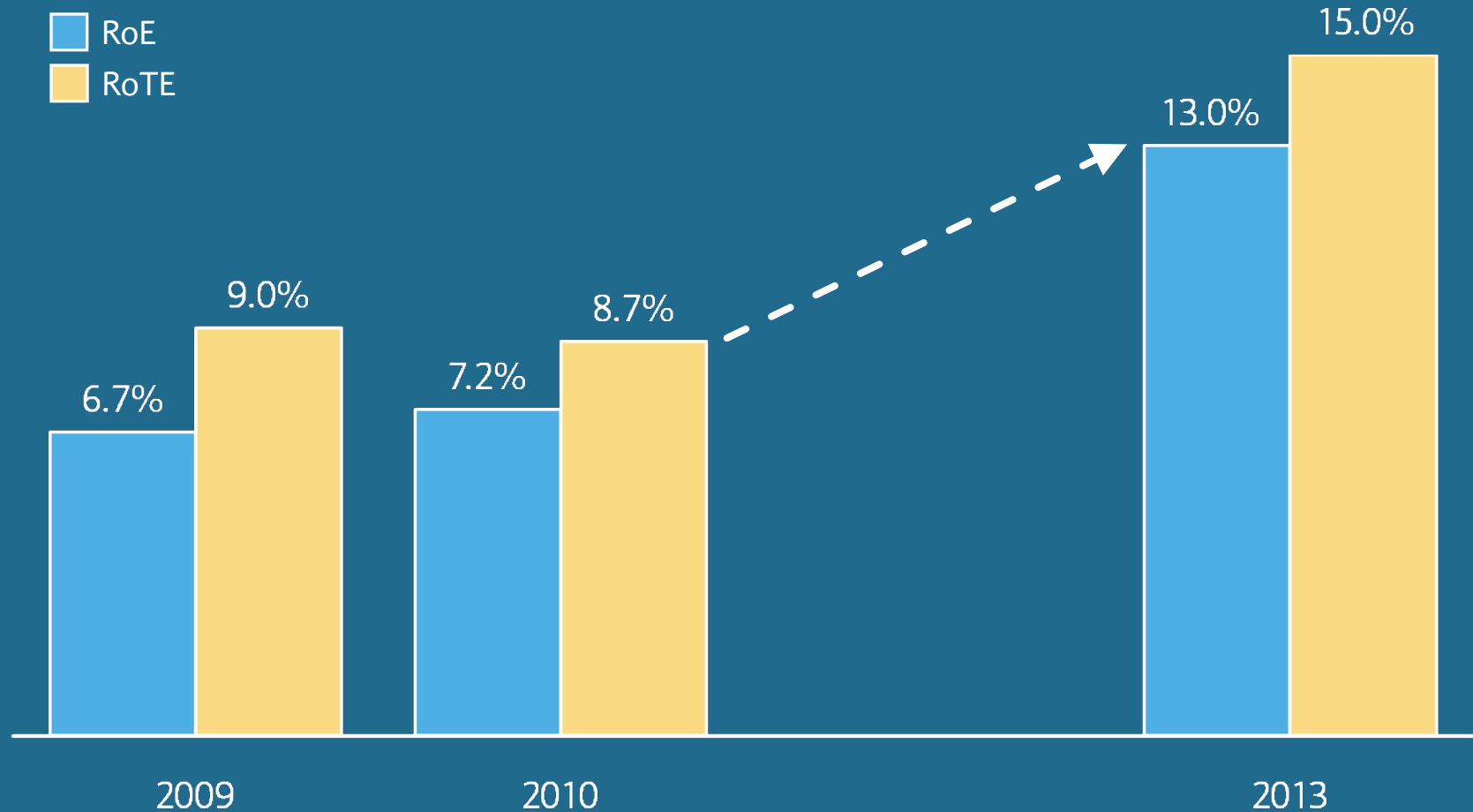


# Returns: Internal focus on Return on Equity

Barclays businesses ranked by 2013f RoE



# Returns: Target RoE 13%, RoTE 15%



# Income growth: clients and customers

## *Examples:*

- Corporate cards and solutions
- Wealth: Gamma
- Equities and Advisory
- Growth markets
  - Africa
  - Asia

# Citizenship

- Jobs
- Supporting economic growth
- Investing in communities in which we work



# 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?

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