Société Générale conference
Barclaycard

David Chan, CEO, Barclaycard Consumer Europe
29th November
Barclaycard makes a material contribution to Barclays in Q3 ’12 (YTD)

Barclays PBT (£m)

- RBB 2,475 (42%)
- UKRBB
- Africa
- ERBB

RBB PBT by business (£m)

- Barclaycard 1,150 (46%)
- 1,146 46%
- 330 13%
- (151) -6%

All PBT figures quoted throughout this presentation are on an adjusted basis.
Barclaycard is a broad international payments business . . .

Barclaycard YTD Q3 2012 Income
£3,072m

Business Payment Products
- Payment Acceptance
- Commercial Payments
- Partner Sales Finance

International Consumer Credit Cards
- United States
- Germany
- South Africa (Absa Card)
- Scandinavia (Entercard JV)

UK Consumer Credit Cards
with diversified sources of income

Income - by source (2011)

- Bank Channel: 14%
- Open Market: 49%
- Business Partnerships: 36%
A Payments Market Leader…

vs. UK Bank Peers

- Barclaycard
- UK peer A
- UK peer B
- UK peer C
- UK peer D

vs. Global Peers

- #1 Global peers
- #8 Barclaycard
- #10 Global peers

Based on payment volume, excluding debit issuing. Barclaycard estimates
YTD Q3 ‘12 Key Facts*

£176bn
PAYMENTS
9% YoY

£31bn
LOANS & ADVANCES
8% YoY

>250k
BUSINESS PARTNERSHIPS
1% YoY

£1.2bn
PBT
21% YoY

22.7%
ROE
+430bps YoY

2.7m
NEW ORGANIC ACCOUNTS
25% YoY

• All metrics are YTD Q3 2012 v YTD Q3 2011
Business growth is offsetting margin pressure

**Income**

<table>
<thead>
<tr>
<th>Period</th>
<th>YTD Q3 '10</th>
<th>YTD Q3 '11</th>
<th>YTD Q3 '12</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>£2,987m</td>
<td>£3,113m</td>
<td>£3,072m</td>
</tr>
</tbody>
</table>

**Margin (NIM)**

<table>
<thead>
<tr>
<th>Period</th>
<th>YTD Q3 '10</th>
<th>YTD Q3 '11</th>
<th>YTD Q3 '12</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>9.7%</td>
<td>9.7%</td>
<td>8.7%</td>
</tr>
</tbody>
</table>

**Period End Loans & Advances**

<table>
<thead>
<tr>
<th>Period</th>
<th>YTD Q3 '10</th>
<th>YTD Q3 '11</th>
<th>YTD Q3 '12</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>£27.0bn</td>
<td>£28.6bn</td>
<td>£30.9bn</td>
</tr>
</tbody>
</table>

**Payments Processed**

<table>
<thead>
<tr>
<th>Period</th>
<th>YTD Q3 '10</th>
<th>YTD Q3 '11</th>
<th>YTD Q3 '12</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>£144bn</td>
<td>£162bn</td>
<td>£176bn</td>
</tr>
</tbody>
</table>
Continued cost discipline is funding growth

**Cost Base (£m)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Organic</th>
<th>Inorganic</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>YTD Q3 '10</td>
<td>1,150</td>
<td>60</td>
<td>1,150</td>
</tr>
<tr>
<td>YTD Q3 '11</td>
<td>1,141</td>
<td>60</td>
<td>1,201</td>
</tr>
<tr>
<td>YTD Q3 '12</td>
<td>1,184</td>
<td>48</td>
<td>1,232</td>
</tr>
</tbody>
</table>

**Investment / Non Investment Costs**

<table>
<thead>
<tr>
<th>Year</th>
<th>Investment Costs</th>
<th>Non Investment Costs</th>
<th>Cost (exc Investment) / per account</th>
</tr>
</thead>
<tbody>
<tr>
<td>YTD Q3 '10</td>
<td>48</td>
<td>60</td>
<td>1,184</td>
</tr>
<tr>
<td>YTD Q3 '11</td>
<td>48</td>
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<td>48</td>
<td>60</td>
<td>1,184</td>
</tr>
</tbody>
</table>

CAGR:
- Investment Costs: 15%
- Non Investment Costs: 1%

(indexed to 2010)
Our growth is underpinned by very strong risk management

Delinquency rates exclude Egg Acquisition
We continue to deliver steady growth and high returns through the cycle.
Pillars for Continued Growth

LIVES MADE MUCH EASIER

BECOME THE “GO-TO” BRAND FOR PAYMENTS

1. Outpace market growth in consumer cards in UK, Germany, Scandinavia & SA
2. Deliver step change growth in US
3. Accelerate growth in Business-related Payments
4. Lead in payments innovation
Pillars for Continued Growth

1. Outpace market growth in consumer cards in UK, Germany, Scandinavia & SA

• Cost management
• Analytics
• Great products, offers, service
Pillars for Continued Growth

1. Outpace market growth in consumer cards in UK, Germany, Scandinavia & SA

2. Deliver step change growth in US

• Deepen with existing partners, bring in new ones
• Cost management
• Open market & mobile commerce niches
Pillars for Continued Growth

1. Outpace market growth in consumer cards in UK, Germany, Scandinavia & SA
2. Deliver step change growth in US
3. Accelerate growth in Business-related Payments

- Grow product footprint
- Expand distribution
- Leverage the franchise - One Barclays
- Sustain c.30% RoE
Pillars for Continued Growth

1. Outpace market growth in consumer cards in UK, Germany, Scandinavia & SA
2. Deliver step change growth in US
3. Accelerate growth in Business-related Payments
4. Lead in payments innovation

- Continue to lead in contactless
- Lead in mobile
- Connect buyers and sellers
Deliver step change growth in US

Outpace market growth in consumer cards in UK, Germany, Scandinavia & SA

Accelerate growth in Business-related Payments

Lead in payments innovation

Pillars for Continued Growth

1. Outpace market growth in consumer cards in UK, Germany, Scandinavia & SA
2. Deliver step change growth in US
3. Accelerate growth in Business-related Payments
4. Lead in payments innovation

1966 Zip Zap
1984 Magstripe
Late 1990s Chip & Pin
2007 Contactless
Mobile
Summary

• We are a high return, diversified business
• Consistent growth in volumes and profitability
• We will continue to lead in payments innovation
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