Barclaycard makes a material contribution to Barclays

Barclays 2011 PBT (£m)
£5,590

RBB 2011 PBT by business (£m)
£3,302

- UKRBB: £1,420 (43%)
- Barclaycard: £1,208 (37%)
- Africa: £908 (27%)
- ERBB: (£234) (-7%)

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

Barclaycard 2011 Income
£4,095m

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

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

15%
36%
49%
. . . with diversified sources of income

Income - by source

- 14% Bank Channel
- 36% Business Partnerships
- 49% Open Market
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
... and we continue to grow

Gained Share in All Markets

- £219bn payments, 10% YoY
- £1.2bn PBT, 53% YoY
- £30bn loans & advances, 13% YoY
- 17% ROE, +490bps YoY
- >200k business partnerships, 28% YoY
- 5m new accounts, +54% YoY

All PBT figures quoted throughout this presentation are on an adjusted basis
Business growth is offsetting margin pressure

**Income**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY '09</th>
<th>FY '10</th>
<th>FY '11</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£4,041m</td>
<td>£4,024m</td>
<td>£4,095m</td>
</tr>
</tbody>
</table>

**Margin (NIM)**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY '09</th>
<th>FY '10</th>
<th>FY '11</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9.7%</td>
<td>9.8%</td>
<td>9.4%</td>
</tr>
</tbody>
</table>

**Period End Loans & Advances**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY '09</th>
<th>FY '10</th>
<th>FY '11</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£26.5bn</td>
<td>£26.6bn</td>
<td>£30.1bn</td>
</tr>
</tbody>
</table>

**Payments Processed**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY '09</th>
<th>FY '10</th>
<th>FY '11</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£188bn</td>
<td>£200bn</td>
<td>£219bn</td>
</tr>
</tbody>
</table>
Continued cost discipline is funding growth

**Cost Base (£m)**

- **Organic**
  - 2009: 1,524
  - 2010: 1,570
  - 2011: 1,659

- **Inorganic**

**Investment / Non Investment Costs**

- **Investment Costs**
  - 2009: 1,570
  - 2010: 1,570
  - 2011: 1,570

- **Non Investment Costs**
  - 2009: (indexed to 2009)
  - 2010:
  - 2011:

- **CAGR**
  - Investment Costs: 15%
  - Non Investment Costs: 2%
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.

All PBT figures quoted throughout this presentation are on an adjusted basis.
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
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
- Open market & mobile commerce niches
- Cost management
Pillars for Continued Growth

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

- Continue to lead in contactless
- Lead in mobile
- Connect buyers and sellers
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
Important Notice

The information, statements and opinions contained in this document do not constitute a public offer under any applicable legislation or an offer to sell or solicitation of any offer to buy any securities or financial instruments or any advice or recommendation with respect to such securities or other financial instruments.

Forward-looking Statements

This document contains certain forward-looking statements within the meaning of Section 21E of the US Securities Exchange Act of 1934, as amended, and Section 27A of the US Securities Act of 1933, as amended, with respect to certain of the Group’s plans and its current goals and expectations relating to its future financial condition and performance. Barclays cautions readers that no forward-looking statement is a guarantee of future performance and that actual results could differ materially from those contained in the forward-looking statements. These forward-looking statements can be identified by the fact that they do not relate only to historical or current facts. Forward-looking statements sometimes use words such as “may”, “will”, “seek”, “continue”, “aim”, “anticipate”, “target”, “expect”, “estimate”, “intend”, “plan”, “goal”, “believe” or other words of similar meaning. Examples of forward-looking statements include, among others, statements regarding the Group’s future financial position, income growth, assets, impairment charges, business strategy, capital ratios, leverage, payment of dividends, projected levels of growth in the banking and financial markets, projected costs, estimates of capital expenditures and plans and objectives for future operations and other statements that are not historical fact. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances, including, but not limited to, UK domestic, Eurozone and global economic and business conditions, the effects of continued volatility in credit markets, market related risks such as changes in interest rates and exchange rates, effects of changes in valuation of credit market exposures, changes in valuation of issued notes, the policies and actions of governmental and regulatory authorities (including requirements regarding capital and Group structures and the potential for one or more countries exiting the Euro), changes in legislation, the further development of standards and interpretations under IFRS applicable to past, current and future periods, evolving practices with regard to the interpretation and application of standards under IFRS, the outcome of current and future litigation, the success of future acquisitions and other strategic transactions and the impact of competition – a number of such factors being beyond the Group’s control. As a result, the Group’s actual future results may differ materially from the plans, goals, and expectations set forth in the Group’s forward-looking statements.