Barclays PLC

Becoming the ‘Go-To’ bank

12 February 2013
Our goal

To make Barclays the ‘Go-To’ bank for all of our stakeholders
Our strategic plan

To make Barclays the ‘Go-To’ bank for all of our stakeholders

Transform programme

- Turnaround
- Return Acceptable Numbers
- Sustain Forward Momentum
Transform overview

Stabilise the organisation, provide context for the change to come, maintain short-term momentum

Improve business returns define and execute plan to deliver RoE above CoE

Become the ‘Go-To’ bank for our stakeholders – customers and clients, colleagues, investors and wider society

<table>
<thead>
<tr>
<th>0-9 MONTHS</th>
<th>Turnaround</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-3 YEARS</td>
<td>Return Acceptable Numbers</td>
</tr>
<tr>
<td>0-5 YEARS</td>
<td>Sustain FORward Momentum</td>
</tr>
</tbody>
</table>
Turnaround - our purpose

To help people achieve their ambitions – in the right way
### Turnaround - our values

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respect</td>
<td>We respect and value those we work with, and the contribution that they make</td>
</tr>
<tr>
<td>Integrity</td>
<td>We act fairly, ethically and openly in all we do</td>
</tr>
<tr>
<td>Service</td>
<td>We put our clients and customers at the centre of what we do</td>
</tr>
<tr>
<td>Excellence</td>
<td>We use our energy, skills and resources to deliver the best, sustainable results</td>
</tr>
<tr>
<td>Stewardship</td>
<td>We are passionate about leaving things better than we found them</td>
</tr>
</tbody>
</table>
Turnaround

Delivering financial objectives for 2012

Demonstrating our resilience and strong franchise

Commitment of our staff
Return Acceptable Numbers

Return on Equity

...above...

Cost of Equity
Business Performance Review - assumptions

- Muted economic outlook
- Estimated costs for Basel 3 and other regulatory changes included
- Reputational risks assessed through purpose and values lens
- Head Office allocations considered, but not included in business metrics
The Business Performance Review (BPR) underpinned the decisions to determine the shape of the Group based on a rigorous bottom-up analysis of 75 business units.

- **Repatriation**
  - Investment Bank – 7
  - Wealth & Investment Management – 1
  - Corporate Banking – 2
  - Africa RBB – 3
  - Europe RBB – 2

- **Invest and grow**
  - Investment Bank – 13
  - UKRBB – 7
  - Wealth & Investment Management – 6
  - Barclaycard – 6
  - Corporate Banking – 3
  - Africa RBB – 3
  - Europe RBB – 1

- **Exit**
  - Investment Bank – 2
  - Corporate Banking – 1
  - Europe RBB – 1

- **Transition**
  - Investment Bank – 4
  - UKRBB – 1
  - Wealth & Investment Management – 1
  - Barclaycard – 1
  - Corporate Banking – 1
  - Africa RBB – 2
  - Europe RBB – 7

Business units:
- Repatriation: 15
- Invest and grow: 39
- Exit: 4
- Transition: 17
BPR – financial output

18% RoE

1

39 Business units

4.5
0.5
62

2.2
1.0
21

2

Key metrics
Income (£bn)
PBT (£bn)
B3 RWA (£bn)
2012
4.5
0.5
62

Key metrics
Income (£bn)
PBT (£bn)
B3 RWA (£bn)
2012
22.0
7.7
287

15 Business units

Invest and grow

Transition

Exit

4

Key metrics
Income (£bn)
PBT (£bn)
B3 RWA (£bn)
2012
0.4
(1.1)
92

Key metrics
Income (£bn)
PBT (£bn)
B3 RWA (£bn)
2012
2.2
1.0
21

17 Business units

Current ability to generate sustainable RoE above CoE

Market attractiveness

High
Low

Low
High

All footnotes are listed in the appendix
Investment Bank

Largest business in the Group and well positioned to be one of the few full-service global investment banks, leveraging on our strong UK and US positions to serve our clients

A leader in FICC
- Mature, at scale platforms
- Client-orientated flow business model

Large US and UK franchises, complemented by global reach
- Consistent growth in Equities and IBD in both US and UK

Focus on returns generation under Basel 3
- Proactive RWA management in FICC
- Right-sizing across all divisions to reflect market opportunities
- Profitable growth in the front-book
- Reduce legacy asset drag on returns
FICC

A leading scale player with top tier position across products

- Strong and diversified business, well positioned to benefit from retrenchment of competitors
  - Leader in client-driven flow businesses
- Scale player with operating efficiencies
  - State-of-the art trading platform e.g. BARX
  - Ongoing technology investment programme to maintain competitive advantage
  - Proactive RWA management – plans to reduce legacy book from £79bn to £36bn in 2015

Euromoney Awards 2012
Best Flow House

European FICC House of the Year

Best Multi-Asset Class Platform
Equities and Investment Banking Division

Monetise market share gains in key markets

- Good progress in build-outs in a tough market environment
  - Material market share gains in US and UK, which represent half the global revenue pool
  - Growth based on ability to provide global reach to clients
- Focus on generating sustainable returns
  - Though lower capital intensity, continue to scrutinise RWAs
  - Right-size our footprint in some markets to reflect current market opportunity
  - Reassess market conditions for improvement or worsening

2012 share of reported Equities revenues vs. competitors$^2$

- Best Debt House
- Moved from #5 to #1 of overall UK IBD fees 2008-2012
- Highest ever ranking demonstrating growth$^2$

Euromoney Awards 2012

#2 in US ECM
#1 in overall UK (ECM, M&A and DCM)

Progression since 2010
Structured Capital Markets

- Closing our Structured Capital Markets tax-related business unit
- We will not engage in complex structures where the primary objective is accessing tax benefits
- Incompatible with our purpose and the new tax principles we are publishing today
The Investment Bank will remain a large and very important part of the Group going forward.

**FY 12**
- £11.7bn Income
- £257bn³ Proforma B3 RWA
- 39% Comp:Income
- 13.7% RoE

**FY 15**
- Single digit growth
- £210-230bn
- Mid 30s
- 14-15%
Corporate Banking

In 2010 the business was repositioned and turnaround is progressing well

- Deal decisively with legacy issues
  - Exited Russia, Indonesia and India Retail
  - Reduce legacy portfolios in Europe
- Continue to strengthen our market leading UK franchise
- Leverage our home market in UK and increasingly in Africa
- Provide multinational clients with full suite of investment banking and corporate products
- Plan for modest income growth but significant RoE improvement to over 10% by 2015

Adjusted PBT

£m

- 2010: (314)
- 2011: 204
- 2012: 551
UK RBB

A leading franchise in our UK home market

- High performing despite macroeconomic environment
- Focus on deepening customer engagement and enhancing customer satisfaction, with innovation and technology
- Drive income growth in Business Banking and mortgages
- Sharpen focus on costs to drive reduction in Cost:Income ratio to mid-50s
- RoE target of high teens by 2015
Barclaycard

Business model set up to drive growth

- Eighth largest consumer payments company in the world processing >£240bn annually
- Top three in all markets and businesses except the US (top ten) and gained or maintained market share two years in a row
- Unique advantages of geographic diversification and scale on both the consumer issuing and merchant acquiring sides of payments
- Doubled PBT in the past three years and nearly 300% over the past six years
- Business model set up to drive growth through scale economics, diversification, world class analytics and innovation
- Plan for modest income growth while maintaining >20% RoE

Card

Mobile

Contactless
Wealth & Investment Management

Top ten wealth manager globally\(^7\)

- Business entering high return phase
- Fragmented global market represents significant opportunity
- Strategic investment plan over last three years is yielding results
  - PBT has more than doubled since 2009
- Further plans to improve high-return areas and reposition lower-return areas (HNW Asia)
- Gamma investment at an advanced stage and now have IT platforms and bankers on board to deliver significant growth
- Income growth to generate significant increase in RoE to high teens
One Africa

Area of higher economic growth

- One of the largest banks across Africa with a home market in South Africa and critical mass across most of our 12 African countries

- One Africa strategy is to build the ‘Go-To’ bank integrating our businesses across the continent

- Global, regional and local relationship banking model creating a compelling proposition for customers and clients

- Opportunities for growth by broadening our services in leading markets and investing in local geographies where local presence is essential

- Over £900m PBT generated across all African businesses in 2012
Africa RBB

Underlying fundamentals still strong

- RBB is complemented by other African businesses, notably IB, Corporate and Cards
- Some areas of variable performance but clear plans to improve returns in those units
- Focus on building the most innovative, digital banking solutions in Africa, leveraging our global technology capabilities
- Achieve RoE above CoE by 2015
Europe RBB

Restructure business, manage risks tightly and reduce costs

• Unsatisfactory returns, facing significant macro-economic challenges

• Businesses need to be repositioned
  • Infrastructure and cost base to be reduced by 30%, near halving of 2010 run-rate costs
  • Run-off of £23bn low-performing legacy assets, to be accelerated through dedicated asset optimisation team
  • Target profitable mass affluent segment

• Plans driven by right-sizing of cost base to appropriate level of income and risk tightly managed

• Deliver a low, but positive RoE in 2015
Costs – Strategic battleground

Cost target of £16.8bn in 2015 excluding £0.7bn cost to achieve

Adjusted Operating Expenses (£bn)

2010  19.7  
2011  19.2  
2012  18.5  
2015  16.8  

Distribution Points

Full Time Equivalents

Turnaround
Return Acceptable Numbers
Sustain FORward Momentum
Group RWA progression

Significant management actions to reduce low-returning RWAs, providing a buffer for further regulatory headwinds and investment in high return RWAs

<table>
<thead>
<tr>
<th>£bn</th>
<th>Dec 12</th>
<th>CRD IV and IFRS 10 impact (estimated)</th>
<th>Jan 13 CRD IV pro forma</th>
<th>Legacy Asset reductions</th>
<th>Other reductions /optimisations</th>
<th>Net organic growth/further regulatory change</th>
<th>Dec 15 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>387</td>
<td></td>
<td>468</td>
<td>(47)</td>
<td>(28)</td>
<td>47</td>
<td>440</td>
</tr>
<tr>
<td></td>
<td>81</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dec 12: £387bn
Jan 13: £468bn
Dec 15: £440bn

CRD IV and IFRS 10 impact (estimated)
Jan 13 CRD IV pro forma
Legacy Asset reductions
Other reductions /optimisations
Net organic growth/further regulatory change
Dec 15 Target
Our target capital structure is intended to support CRD IV and ICB regulations.

Barclays Q4 2012 Capital Structure (Basel 2.5)

- 17.1% Total Capital Ratio
  - 3.8% £14.4bn T2
  - 2.4% £9.5bn T1 (traditional)
  - 10.9% £42.1bn CT1

Barclays target CRD IV/ICB Capital Structure

- 17.0% Total Capital Ratio
  - 5.0% T2/Senior unsecured
    - 1.5% AT1
    - 1.5% Internal buffer
    - 2.0% G-SIFI
    - 2.5% Capital conservation buffer
    - 4.5% Equity
  - 4.5% Equity
  - 2% CCN
  - 10.5% Management Target
Transitional CET1 in 2015 is expected to be well above 10.5%
Superior funding and liquidity

Funding outlook to 2015

- Increased customer and client deposits
- Reduced reliance on wholesale unsecured funding
- Growing usage of secured funding, while maintaining reasonable encumbrance levels
- Dramatic improvement in wholesale funding costs since summer 2012, which has been sustained in 2013
- Overall funding costs expected to fall
- Liquidity buffer targeted to reduce to £125-150bn in 2015, with the projected annual cost expected to fall to £300m³

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group loan to deposit ratio</td>
<td>118%</td>
<td>110%</td>
<td>103-107%</td>
</tr>
<tr>
<td>Customer deposits/total funding (excl. Absa)</td>
<td>47%</td>
<td>53%</td>
<td>60-65%</td>
</tr>
<tr>
<td>WAM wholesale funding (excl. liquidity pool)</td>
<td>58 mths</td>
<td>61 mths</td>
<td>Mid-50s mths</td>
</tr>
</tbody>
</table>
Key actions

**Focus** on activities which support our customers and clients

**Grow** our UK, US and African franchises

**Restructure** the European retail and corporate businesses

**Reposition** the European and Asian equities and IBD businesses

**Close** Structured Capital Markets tax-related business unit

**Reduce** risk weighted assets by £75bn gross by 2015 and invest in higher return businesses

**Reduce** operating expenses by £1.7bn by 2015 through a new approach to strategically manage costs
Sustain Forward Momentum

0-5 YEARS

Turnaround
Return Acceptable Numbers
Sustain Forward Momentum

Controls
Culture
Cost
Rewards
Sustain Forward Momentum

0-5 YEARS

Culture
- Embed Goal, Purpose and Values
- Tone at the top
- Leadership framework
- Balanced scorecard

Rewards

Controls

Cost
Sustain Forward Momentum

0-5 YEARS

- Balanced scorecard
  - Maintain principles – pay for performance and for best talent
  - Continue to adjust income distribution
- Target Group compensation to net income ratio in mid 30s
Sustain Forward Momentum

**0-5 YEARS**

- **Culture**
  - Starts with individual responsibility – culture
  - Strong oversight from world-class compliance function
  - Have made a start – more to do

- **Rewards**

- **Controls**

- **Cost**
  - Getting balance right requires training, investment and integration
Sustain Forward Momentum

0-5 YEARS

- Strategic battleground for the next decade
- Requires fundamentally different approach
- Technology key
- Have already started the journey

Culture
Rewards
Controls
Cost
Risks

- Legacy issues
- Significant change in Regulation
- Major Economic Downturn
- Failure to Execute
Risks – UK regulation

- Ring-fence based on minimum liabilities with appropriate asset mix
- Will establish operating service company
- Some uncertainty remains
- Best current estimate is that ongoing cost lower than earlier estimates
- Confident could adapt Group structure if required
Risks – legacy issues

- Legacy issues
- Significant change in Regulation
- Major Economic Downturn
- Failure to Execute

Legacy issues

Turnaround
Return Acceptable Numbers
Sustain FORward Momentum
Risks – failure to execute

- Only risk under our control
- Rests squarely with me and my team
- Recognise you need to be able to monitor progress
Clear 2015 financial targets

<table>
<thead>
<tr>
<th></th>
<th>2012 Results</th>
<th>2015 Targets</th>
<th>Commentary</th>
</tr>
</thead>
</table>
| Return on Equity               | 7.8%         | > Group CoE  | • Target sustainable returns in excess of cost of equity  
|                                |              |              | • Improve quality of income and predictability of earnings  |
| Operating Expenses             | £18.5bn      | £16.8bn      | • Target operating expense base excluding £0.7bn cost to achieve (CTA) in 2015  |
| Cost:Income Ratio              | 64%          | mid-50s      | • Plan assumes low to mid-single digit income growth  
|                                |              |              | • Strategic cost management required to drive fundamental change  |
| Pro forma B3 RWAs              | £468bn³      | £440bn       | • Reduction of £75bn gross risk assets by 2015 including over £45bn legacy assets  
|                                |              |              | • Legacy asset disposal and run-off allows investment in higher return RWAs e.g. UK mortgages and Equities/IBD  |
| Core Capital Ratio             | 10.9%        | >10.5%       | • Management actions including run-down of legacy assets to counter effect Basel 3  
|                                |              |              | • Significant profit generation to support growth and offset regulatory headwinds  |
| Dividend Payout Ratio          | 19%          | 30%          | • Drive greater balance between staff and shareholder returns  
|                                |              |              | • Demonstration of solid capital base  |

3

£468bn³

3

£468bn

£440bn
Commitments – non-financial

Balanced scorecard
- Embed purpose and values
- Assessing performance against
  - Customers and clients, company, conduct, colleagues and citizenship

Financial reporting
- Provide greater disclosure and transparency
- Committed to industry-leading financial reporting
Our goal

To make Barclays the ‘Go-To’ bank for all of our stakeholders
Largest business cluster within Barclays, uniquely placed as global FICC player and a leader in the two largest investment banking markets

- Reposition
  - Equities – Europe excl. UK
  - Equities – Asia (2)
  - IBD – Europe excl. UK
  - IBD – Asia
  - FICC – Emerging Markets
  - FICC – Commodities

- Invest and grow
  - FICC (6)
  - Equities – North America, UK
  - Prime Services
  - IBD – North America, UK
  - IBD – Risk Solutions Group
  - IB – Treasury (2)
  - Absa Capital

- Exit
  - FICC – Portfolio Assets
  - FICC – Pre B3 rates

- Transition
  - Structured Capital Markets
  - Other non-client trading businesses (3)

Current ability to generate sustainable RoE above CoE
The Investment Bank

Go-To:
- One of a small group of global investment banks gaining share at low incremental cost
- Full service model deployed in the UK and US with appropriately sized models for the rest of the world to reflect market opportunities
- Further consolidate leading FICC franchise with top tier products
- Continue on upwards trajectory of share and profitability in US and UK, Equities and IBD franchises
- Robust and comprehensive control environment
- Business mix that minimizes earnings volatility and eliminates reputational risks

Already a top franchise
- Well positioned businesses
- Mature, at scale platforms
- Bottom line performance continues to be resilient
- Despite challenging backdrop, market share continues to grow (e.g. M&A volumes)

Actions we’re taking
- 1,600 FTE reductions
- 55% front-office, 45% back-office
- £300m p.a. savings by 2015
- Reduce legacy assets by £43bn with minimal lost income
- Exit businesses with significant reputational risks

Key metrics¹

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>2015 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income (£bn)</td>
<td>11.7</td>
<td>Single digit growth</td>
</tr>
<tr>
<td>B3 RWA (£bn)</td>
<td>257</td>
<td>210-230</td>
</tr>
<tr>
<td>Compensation:Income ratio (%)</td>
<td>39</td>
<td>Mid-30s</td>
</tr>
<tr>
<td>RoE (%)</td>
<td>13.7</td>
<td>14-15</td>
</tr>
</tbody>
</table>

PBT quarterly volatility (excl. own credit and bank levy), 2009-2012

<table>
<thead>
<tr>
<th></th>
<th>£bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barclays</td>
<td>1.3</td>
</tr>
<tr>
<td>Peer 1</td>
<td>1.3</td>
</tr>
<tr>
<td>Peer 2</td>
<td>1.8</td>
</tr>
<tr>
<td>Peer 3</td>
<td>1.9</td>
</tr>
<tr>
<td>Peer 4</td>
<td>2.4</td>
</tr>
<tr>
<td>Peer 5</td>
<td>2.4</td>
</tr>
<tr>
<td>Peer 6</td>
<td>2.6</td>
</tr>
<tr>
<td>Peer 7</td>
<td>2.9</td>
</tr>
<tr>
<td>Peer 8</td>
<td>3.7</td>
</tr>
<tr>
<td>Peer 9</td>
<td>3.9</td>
</tr>
<tr>
<td>Peer 10</td>
<td>4.6</td>
</tr>
</tbody>
</table>

Investment Bank 2012-2015 RWA³

<table>
<thead>
<tr>
<th></th>
<th>£bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 12</td>
<td>178</td>
</tr>
<tr>
<td>CRD IV impact¹⁰</td>
<td>79</td>
</tr>
<tr>
<td>Dec 12 Basel 3 pro forma</td>
<td>257</td>
</tr>
<tr>
<td>Legacy reduction</td>
<td>(23)</td>
</tr>
<tr>
<td>Derivative efficiencies</td>
<td>(20)</td>
</tr>
<tr>
<td>Other optimisation</td>
<td>(19)</td>
</tr>
<tr>
<td>Organic growth and further regulatory change</td>
<td>15-35</td>
</tr>
<tr>
<td>Dec 15</td>
<td>210-230</td>
</tr>
</tbody>
</table>

¹ Including results from legacy businesses.
² Including Barclays own credit and tax.
³ Excluding own credit and other regulatory adjustments.
**FICC**

**Go-To:**

- Strong client-based franchise, well diversified across asset classes and geographic regions, serving global client needs
- Scale player well positioned to deliver returns in the new regulatory environment, and benefit from retrenchment of competitors
- Competitive advantage maintained through state of the art technology platforms that deliver cost efficiency and tight controls
- Capital efficient business as a result of active management of RWAs and run-off of legacy assets

1. Majority of FICC businesses (e.g. Rates, FX, Credit) well positioned, scale businesses able to grow share
   - Maintain leading presence in flow markets continues to provide a sustainable advantage

2. Reposition commodities business to focus on core banking, financing and risk management activities, and ‘smart’ physical activity (restructuring largely completed)
   - Focus on delivering risk management and DCM solutions to target client base in emerging markets

3. For non-client and reputationally challenged businesses, move into appropriate structure, sell or wind-down

4. Broaden definition of legacy book to £79bn RWA and reduce to £36bn by 2015

**Key metrics¹**

<table>
<thead>
<tr>
<th>FY12</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Income (£bn)</td>
<td>7.4</td>
</tr>
<tr>
<td>B2.5 RWA (£bn)</td>
<td>137</td>
</tr>
</tbody>
</table>

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**Flow-based business model – IB revenue distribution**

- Advisory and underwriting: 18% (2010), 20% (2011), 19% (2012)
- Non-flow: 36% (2010), 30% (2011), 28% (2012)

**Legacy Assets RWA development a,11**

<table>
<thead>
<tr>
<th>£bn</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 10</td>
<td>24</td>
</tr>
<tr>
<td>Dec 12 B2.5</td>
<td>9.5</td>
</tr>
<tr>
<td>Jan 13 B3 pro forma</td>
<td>(23)</td>
</tr>
<tr>
<td>Jan 13 B3</td>
<td>44</td>
</tr>
<tr>
<td>Legacy asset reduction</td>
<td>9.5</td>
</tr>
<tr>
<td>Derivative efficiencies</td>
<td>(20)</td>
</tr>
<tr>
<td>Dec 15</td>
<td>36</td>
</tr>
</tbody>
</table>

- Credit Market Exposures
- Pre-B3 Rates
- CRD IV
- IB Legacy Assets
- Additional Legacy Assets
- Corporate and monoline derivatives
- Reductions

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¹ Barclays Strategic Review | 12 February 2013
Equities and IBD

Go-To:

- Larger market share and profitability trajectory in our US and UK franchises
- Adaptable target model over various geographies, depending on core market and penetration
- Footprint and cost base realigned in Asia and Europe to reflect market environment
- Low capital intensive business; well positioned for upturn in European market activity

1. Maintain positioning of US and UK Equities and IBD businesses, where half of wallet is concentrated
- Compete and win share (#2 in US ECM, #1 UK ECM/M&A/DCM) from competitors\(^2\)
- Maintain growth in UK IBD business as a leading corporate broker

2. Right-size footprint in Equities and Asia to reflect market opportunity
- FTE reduction of approx. 550 front-office in Equities and IBD as part of IB-wide reduction resulting in c.15% reduction of front-office MD/D FTE in the businesses being strategically realigned

Key metrics\(^1\) FY12

<table>
<thead>
<tr>
<th>Category</th>
<th>IBD</th>
<th>Equities and Prime Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income (£bn)</td>
<td>2.1</td>
<td>2.0</td>
</tr>
<tr>
<td>B2.5 RWA (£bn)</td>
<td>19</td>
<td>21</td>
</tr>
</tbody>
</table>

FTE reductions across Equities and IBD

- Front-office efficiency savings
- Strategic realignment

Barclays gained market share in ECM and M&A\(^12\)

<table>
<thead>
<tr>
<th>Year</th>
<th>ECM</th>
<th>M&amp;A</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>2.3%</td>
<td>3.4%</td>
</tr>
<tr>
<td>2011</td>
<td>3.3%</td>
<td>3.4%</td>
</tr>
<tr>
<td>2012</td>
<td>3.8%</td>
<td>4.4%</td>
</tr>
</tbody>
</table>

\(^1\) Barclays Strategic Review | 12 February 2013
BPR - Corporate Banking

Strong overall UK franchise with broad, loyal client base. Globally, Corporate has access to international trade corridors, as well as local presence on the African continent.

Market attractiveness

High

Low

Current ability to generate sustainable RoE above CoE

High

Low

Reposition

UK – Education, Social Housing and Local Authorities (ESHLA) loan portfolio
Absa Domestic Corporate

Invest and grow

Global Corporates
Global Financial Institutions
UK Domestic

Exit

Europe – Legacy portfolios

Transition

RoW Retail
Corporate Banking

Go-To:

- Core UK and Africa markets strengthened
- Synergies across the Group maximised for referral and cross-sell
- New cash management platform fully deployed
- Legacy assets wound down to improve returns

1

- Maintain a franchise leading position in the UK
- Focus on global corporates and financial institutions through:
  — Building on IB relationships to expand business
  — Accelerating investment plans for enhancing global product capabilities
- Continue to self-fund the balance sheet

2

- Strengthen cross-border offerings to support clients particularly in Africa
- Deepen relationships with Education, Social Housing and Local Authorities clients (ESHLA)

3

- Improve performance in ROW Retail

4

- Continue to run-off or restructure legacy assets
- Reduce client base in Iberia from 5,000 to <3,000

Key metrics¹

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>2015 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income (Ebn)</td>
<td>2.9</td>
<td>3.0-3.5</td>
</tr>
<tr>
<td>RoE (%)</td>
<td>5.5</td>
<td>&gt;10</td>
</tr>
<tr>
<td>B3 RWA (Ebn)</td>
<td>68</td>
<td>70-80</td>
</tr>
</tbody>
</table>

Global Customer Balances (£bn)

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loans Deposits</td>
<td>79</td>
<td>68</td>
<td>63</td>
</tr>
<tr>
<td>Deposits</td>
<td>85</td>
<td>67</td>
<td>97</td>
</tr>
</tbody>
</table>

UK Market Share¹³

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deposits</td>
<td>17.5%</td>
<td>18.3%</td>
<td>18.6%</td>
</tr>
<tr>
<td>Loans</td>
<td>16.8%</td>
<td>18.3%</td>
<td>19.0%</td>
</tr>
</tbody>
</table>

Remaining legacy RWAs⁵

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loans Deposits</td>
<td>10.3</td>
<td>8.6</td>
<td>(6)</td>
</tr>
</tbody>
</table>
UK RBB is a leading franchise in our UK home market where the majority of businesses are high performing despite challenging economic conditions.

**BPR – UK RBB**

1. **Invest and grow**
   - Mortgages
   - Retail Current Accounts
   - Savings
   - Insurance (2)
   - Barclays Business
   - Consumer Loans

2. **High**
3. **Transition**
   - Investment Products

4. **Low**

---

Current ability to generate sustainable RoE above CoE

---

Market attractiveness
UK RBB

Go-To:

- Unique and differentiated customer experience provided through seamless multichannel access, focused on digital channels (e.g. Barclays Mobile Banking, Pingit, Text alerts)
- Simple products that are easily understood, putting the customer in control and building trust through transparency (e.g. Features Store)
- Products and services provided instantly for our customers, enhancing processes and driving a reduction in costs and complaints
- Relationships consolidated in target segments - mass affluent and business

1

- Continue to develop products that utilise technology to meet customer needs
- Offer tailored pricing to grow lending through existing customers and provide right-sized lending mandates to accommodate current gaps in market
- Further integration of services with core banking offerings to provide bespoke solutions to the mass market through products like Features Store
- Grow mortgage share with niche products and attractive rates, as demonstrated by the new Family Springboard Mortgage product

3

- Develop an integrated investment and banking solution in conjunction with Wealth & Investment Management

Key metrics¹

<table>
<thead>
<tr>
<th>Key metrics¹</th>
<th>FY12</th>
<th>2015 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income (£bn)</td>
<td>4.4</td>
<td>Mid single digit growth</td>
</tr>
<tr>
<td>RoE (%)</td>
<td>16</td>
<td>High teens</td>
</tr>
<tr>
<td>B3 RWA (£bn)</td>
<td>39</td>
<td>43–45</td>
</tr>
</tbody>
</table>

The mortgage book is forecast to grow at a greater rate than the market¹²

Market share

<table>
<thead>
<tr>
<th>Year</th>
<th>Mortgage flow</th>
<th>Mortgage stock share</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>12.6%</td>
<td>8.4%</td>
</tr>
<tr>
<td>2011</td>
<td>12.5%</td>
<td>8.9%</td>
</tr>
<tr>
<td>2012</td>
<td>12.8%</td>
<td>9.4%</td>
</tr>
</tbody>
</table>

¹¹

Barclays Strategic Review | 12 February 2013
Barclaycard is a strong, diverse franchise with scale presence on both the consumer and merchant sides of payments with growth opportunities in multiple markets.
Barclaycard

Go-To:
- Continue to surpass existing and new customers needs by developing new and innovative products
- Attract over one million net new customers each year
- Market leading net promoter scores and most trusted bank credit card brand in the UK
- Largest provider of mobile payments in Europe both in store and online
- Over half of all customer and client interactions completed electronically
- Market leading products and value delivered to both customers and clients

1. Grow customer base in consumer credit cards in the US, Europe and Africa
- Expand payment acceptance and commercial payments in Europe
- Consolidate to a single card platform for Continental Europe
- Selectively acquire portfolios and leverage scale to deliver superior economics
- Continue to ensure products are simple, transparent and meet the highest standards of conduct
- Maintain world class risk management

3. Run-off UK Secured Lending portfolio

<table>
<thead>
<tr>
<th>Key metrics¹</th>
<th>FY12</th>
<th>2015 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income (£bn)</td>
<td>4.2</td>
<td>&gt;5</td>
</tr>
<tr>
<td>RoE (%)</td>
<td>22.1</td>
<td>&gt;20</td>
</tr>
<tr>
<td>B3 RWA (£bn)</td>
<td>36</td>
<td>Mid 40s</td>
</tr>
</tbody>
</table>

Performance Trajectory

<table>
<thead>
<tr>
<th>Year</th>
<th>Adjusted PBT (£bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>522</td>
</tr>
<tr>
<td>2009</td>
<td>730</td>
</tr>
<tr>
<td>2012</td>
<td>1,506</td>
</tr>
</tbody>
</table>

- International: 47, 107, 929
- UK: 475, 623, 929

Payments processed (£bn)
- 2006: 134
- 2009: 188
- 2012: 240

Loans and advances to customers (£bn)
- 2006: 18
- 2009: 26
- 2012: 33
International mix of different businesses brought together through the ‘Gamma’ strategic investment plan. Focus on growing High Net Worth businesses.
Wealth & Investment Management

Go-To:

1. Rapid franchise expansion driven by focused investments in HNW businesses globally
   - Growth supported by enhanced platforms and increased productive capacity
   - Significant focus on further enhancing the client experience in the pursuit of ‘Go-To’

2. Leverage Project Gamma investment to build critical scale and achieve profitable growth

3. Reposition brokerage business through development of the digital channel and providing access to execution-only investment services

Key metrics¹

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>2015 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income (£bn)</td>
<td>1.8</td>
<td>2.2-2.4</td>
</tr>
<tr>
<td>RoE (%)</td>
<td>13.9</td>
<td>High teens</td>
</tr>
<tr>
<td>B3 RWA (£bn)</td>
<td>16</td>
<td>18–20</td>
</tr>
</tbody>
</table>

Net funding and client asset growth

*Net Funding¹³

Total Client Assets

2011: 28
2012: 33
2015 Target: 37-40

Income (£bn)

2011: 164
2012: 186
2015 Target: 230-240

28
33
37-40

43%

¹¹

¹²

¹³
BPR – Africa RBB and One Africa

Africa is the primary emerging market opportunity over the medium to long term for Barclays with strong GDP growth and our One Africa strategy will align businesses.
Africa RBB and One Africa

Go-To:
- Global product knowledge combined with regional expertise and our extensive and well established local presence in 12 countries
- Through targeted innovation, improved customer and client service and experience

1. Expand in core markets and broaden footprint
   - Optimise our wealth, investment management and insurance value offerings across Africa
   - Service business customers with a pan-African business banking proposition

2. Build scale through growth in our Corporate and Investment Bank activity across Africa
   - Restore top-line growth through relentless customer focus and new product offerings
   - Complete roll-out of improved processes to enhance customer experience
   - Leverage Retail Banking capabilities across Africa
   - Step-change customer service through innovation and digital roll-out

3. Pursue an orderly reduction of the listed and unlisted Commercial Property Finance (CPF) equity portfolios
   - Reduce capital deployed in Private Equity with the focus on optimising return on equity

Africa is the next major growth frontier

Projected banking revenues (incl. retail and corporate)¹⁶

- Africa (excl. SA)
- South Africa

% of GDP

<table>
<thead>
<tr>
<th>$bn</th>
<th>Projected banking revenues (incl. retail and corporate)¹⁶</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>FY12</td>
</tr>
<tr>
<td>29</td>
<td>2015 Target</td>
</tr>
<tr>
<td>40</td>
<td>2015 estimate</td>
</tr>
</tbody>
</table>

Africa RBB key metrics¹

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>2015 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>RoE (%)</td>
<td>3.8</td>
<td>&gt;CoE</td>
</tr>
<tr>
<td>B3 RWA (£bn)</td>
<td>27</td>
<td>28-30</td>
</tr>
</tbody>
</table>
Low return, mass consumer businesses utilising limited amounts of Group capital but facing significant challenges in macro economic and sovereign environment

- Reposition
  - Mass Affluent – Spain
  - Mass Affluent – Portugal

- Invest and grow
  - Iberia Cards

- Exit
  - Legacy assets

- Transition
  - Mass Consumer – Spain
  - Mass Consumer – Portugal
  - Mass Consumer – France
  - Mass Consumer – Italy
  - Mass Affluent – France
  - Mass Affluent – Italy
  - Cards – Italy
Europe RBB

Go-To:

- Downsized presence and run-off of mass consumer business
- Legacy asset run-off through dedicated asset optimisation team
- Repositioned to focus on targeted growth in mass affluent segment
- Business excluding legacy portfolio is expected to breakeven in 2014, with the whole business breakeven in 2015

1. Continue with a leading card platform and proven open market capability driving a small but highly profitable operation

2. Grow higher value customer segments

3. Selectively target higher value customer segments and manage down mass consumer business

4. Significantly downsize network to reduce infrastructure by 30% and FTE by approximately 2,000 in 2013
   - Manage assets for accelerated run-off through creation of £23bn legacy book with a dedicated asset optimisation team

Near halving of costs vs. 2010 Q4 run rate

<table>
<thead>
<tr>
<th>£bn</th>
<th>Q4 2010 run-rate</th>
<th>2012</th>
<th>2015 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income (£bn)</td>
<td>1,128</td>
<td>839</td>
<td>650</td>
</tr>
</tbody>
</table>

Halving of distribution points vs. 2010

<table>
<thead>
<tr>
<th>Approx. 650</th>
<th>2010</th>
<th>2012</th>
<th>2015 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,363</td>
<td></td>
<td>1,142</td>
<td></td>
</tr>
</tbody>
</table>

Key metrics¹

<table>
<thead>
<tr>
<th>FY12</th>
<th>2015 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income (£bn)</td>
<td>0.9</td>
</tr>
<tr>
<td>RoE (%)</td>
<td>(8)</td>
</tr>
<tr>
<td>B3 RWA (£bn)</td>
<td>17</td>
</tr>
</tbody>
</table>

¹ Key metrics include Income (£bn), RoE (%), and B3 RWA (£bn)
Group RWA progression, 2012-2015

£bn

CRD IV and IFRS 10 impact £81bn

Management actions £75bn

Investment Bank (IB) £62bn

Dec 12 CVA Securitisation Other Jan 13 CRD IV pro forma Legacy asset reduction Derivative credit risk optimisation Other IB Optimisation Non-IB optimisation After optimisation Organic growth and further regulatory change Dec 15 Target

387

29 25 27 468

(23) (20) (19) (13) 393

47 440
Group RWA growth indications, 2012-2015

**Corporate**
- Growth in Global Corporates and Domestic Corporates in UK and Africa

**Africa**
- Broadening footprint across Africa

**Wealth**
- Focus on growing global HNW and Americas businesses

**Barclaycard**
- Further portfolio growth in US and customer growth in Europe and Africa

**Investment Bank**
- Growth in IBD and Equities in the US and UK
- Continued growth in FICC, particularly Credit
- Optimising Emerging Markets and Commodities

**UK RBB**
- Growth in UK mortgages and Business

**ERBB**
- Growth in mass affluent offset by attrition in mass consumer

RWA growth £47bn

Group RWA growth indications, 2012-2015
Group RWA\textsuperscript{a} – quadrant 4 legacy assets

- Pre B3 rates: £23bn
- CRD IV add-ons: £44bn
- IB CMEs: £7bn
- Additional IB legacy assets: £9.5bn
- Corporate and monoline derivatives: £5bn
- Corporate Europe and ERBB legacy portfolios: £13bn
- IB Credit Market Exposures: £9.5bn
- Additional IB legacy assets: £9.5bn
- Corporate and monoline derivatives: £7bn
- Pre B3 rates: £11bn
- Corporate Europe and ERBB legacy portfolios: £13bn

Total Legacy assets RWAs: £92bn\textsuperscript{a}
**Funding and Liquidity**

Robust funding and liquidity position supported by diversified, low cost funding base

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction in wholesale funding requirements</td>
<td>• Reduced wholesale funding requirement due to increase in customer deposits and further reduction of legacy assets</td>
</tr>
<tr>
<td>Reduction in term funding costs</td>
<td></td>
</tr>
<tr>
<td>Optimising funding costs and risk profile</td>
<td>• Optimising the cost of funding through greater emphasis on secured funding while maintaining encumbrance at reasonable levels</td>
</tr>
<tr>
<td>Short-term/long-term split to remain constant</td>
<td>• Increased proportion of customer deposits</td>
</tr>
<tr>
<td></td>
<td>• Continued decline in non-IB Loan:Deposit ratio to 102% in 2012, down from 111% in 2011</td>
</tr>
<tr>
<td></td>
<td>• Over the last few years, reduced reliance on short-term money market funding</td>
</tr>
<tr>
<td></td>
<td>• Alignment of assets/liabilities maturities and optimisation of the duration of the balance sheet</td>
</tr>
<tr>
<td>Minimal regulatory impact</td>
<td>• Impact of pending regulatory actions mitigated by pro-active approach and management actions</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Liquidity</td>
<td>• Impact of revised Liquidity Coverage Ratio (LCR) rules on Barclays estimated LCR as at 31 December 2012 was a 23 percentage points increase in overall LCR ratio (from 103% to 126%)</td>
</tr>
<tr>
<td></td>
<td>• Seek to optimise composition of pool, while maintaining very conservative approach</td>
</tr>
<tr>
<td></td>
<td>• Buffer only consists of very high quality assets that remain liquid in stress events</td>
</tr>
</tbody>
</table>

Barclays 5 year EUR cash spread tightening of 150-200bps

Jan 2012 ➔ Feb 2013
Costs – Strategic battleground

Over the next 3 years, results will be affected by ‘cost to achieve’ charges, delivering further strategic cost reduction beyond 2015.

<table>
<thead>
<tr>
<th>£bn</th>
<th>2012</th>
<th>2013 Estimate</th>
<th>2014 Estimate</th>
<th>2015 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost to achieve 18</td>
<td>18.5</td>
<td>19.5</td>
<td>18.5</td>
<td>17.5</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- 2012: £18.5bn
- 2013 Estimate: £19.5bn
- 2014 Estimate: £18.5bn
- 2015 Target: £17.5bn

5% reduction from 2012 to 2013
4% reduction from 2013 Estimate to 2014 Estimate
4% reduction from 2014 Estimate to 2015 Target
Cost to Achieve (P&L) breakdown 2013-2015

Executed and managed through active continuous feedback across the Balanced Scorecard

Select examples

Restructuring
- Europe Retail and Corporate restructuring (2013) – £0.4bn
- IB restructuring (incl. Front Office, 2013) – £0.1bn
- Africa – Transform the Branch
- Right-sizing while leveraging Group wide capabilities, primarily focusing on technology

21st Century Industrialisation
- Large scale focused automation of core processes
- Globalisation of processes – ‘active-active’ across the globe and reduced real-estate footprint
- Consolidation and rationalisation of operations and platforms
- Customer and client-centric self-service via best-in-class digital and mobile (opening window to all of Barclays capabilities)
- Hyper-scale secure internal cloud infrastructure

Cost to achieve

<table>
<thead>
<tr>
<th>Year</th>
<th>Restructuring</th>
<th>CTA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>0.3</td>
<td></td>
<td>0.7</td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td>1.0</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td>0.7</td>
<td>2.7</td>
</tr>
<tr>
<td>Total</td>
<td>0.7</td>
<td>1.0</td>
<td>2.7</td>
</tr>
</tbody>
</table>
# Examples of Strategic Cost Opportunities

<table>
<thead>
<tr>
<th>Efficiency aspirations</th>
<th>Programme</th>
<th>Select Initiatives</th>
<th>Customer Experience</th>
<th>Execution Momentum</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase self-serve from 10% to 50%+ through better customer experience</td>
<td>Africa customer on-boarding</td>
<td>• Deployed new customer on-boarding process in 800+ sites in Absa Retail and Business markets • Redesigned/automated manual processes e.g. identification and verification through biometrics, image and workflow, automated document validation</td>
<td>• Shortened home loan approval cycle from 13 to 4 days • General customer on-boarding reduced from 5 days to 12 minutes</td>
<td>92% reduction in back office document validation times</td>
<td></td>
</tr>
<tr>
<td>Increase low/no touch trading from 30% to 70%</td>
<td>Europe instant account opening</td>
<td>• In Portugal, deployed 200+ iPads with 200 additional expected in Q1 2013 • Spain and France – gradual roll out in Q1-Q2 2013 • UK – planned for 2013</td>
<td>• On-boarding cycle time reduced from 90 to 30 minutes • 20% account opened within 15 minutes and 95% in less than 30 minutes • More than 75% reduction in paper used in account opening</td>
<td>80% reduction in account opening FTEs • Potential savings across Europe would be up to c.£40m</td>
<td></td>
</tr>
<tr>
<td>Dramatically decrease manual handling and rework</td>
<td>BARX</td>
<td>• Automate institutional clients’ front and back-office flows across a wider range of asset classes • Award winning platform – industry leader for client performance, productivity and experience</td>
<td>• Service availability improvement – 35% reduction in IT incidents</td>
<td>Increase transaction automation rates from 30% low/no touch trading to 70% • Enable client self-service rates to increase from 10% to 50% through workflow automation and improved client experience</td>
<td></td>
</tr>
<tr>
<td>Context sensitive execution by joining multi-asset class capabilities around clients and customers</td>
<td>Cloud based infrastructure</td>
<td>• The move from federated proprietary infrastructure to open source cloud based infrastructure</td>
<td>• Direct integration into client workflows • Reduce manual trade flow and increase colleague productivity through straight through processing</td>
<td>3,500 servers decommissioned • 2 data centres closed • £155m savings realised • Reduced downtime risk</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identification and verification (enabled by TCV)</td>
<td>• Customer identification tools, e.g. allowing customers to reset their PIN via telephone or online</td>
<td>• Instant PIN reset (down from 5 days) • Enabled customers to use PIN Sentry functionality via Barclays Mobile Banking, eliminating the need for an additional device</td>
<td>c.£10m savings enabled through PinView and knowledge based authentication • Reduced fraud risk</td>
<td></td>
</tr>
<tr>
<td></td>
<td>True Customer View (TCV)</td>
<td>• Create, maintain and leverage a single, trusted, shareable version of customer data</td>
<td>• Real time alerts on lost an stolen, pay/no pay, and cheque bounces • Notifications via SMS and email • Seamless address changes between Retail and Barclaycard</td>
<td>Referential integrity of 82 million customer records, using 150 customer attributes • Reduced cheque bounce paper communications, replaced regular payment letters and a sizeable reduction in complaints</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pingit</td>
<td>• Smartphone application allowing mobile initiated person to person, person to business and bank account to bank account payments • 12 industry awards won, recognised by Apple as leading finance app</td>
<td>• 1.4 million downloads • Extending Groupwide to incorporate innovative payment solutions, such as paying bills via QR codes</td>
<td>14% non-Barclays users - biggest digital acquisition channel for new to bank customers • Extending the solution Groupwide, e.g. 20% Pingit corporate customers in the pipeline are new to Barclays</td>
<td></td>
</tr>
</tbody>
</table>
Barclays tax principles

We believe that tax planning, for clients and on our own account, must...

- Support genuine commercial activity
- Comply with generally accepted custom and practice, in addition to the law and the UK Code of Practice on Taxation of Banks
- Be of a type that the tax authorities would expect
- Only take place with customers and clients sophisticated enough to assess its risks
- Be consistent with, and be seen to be consistent with, our purpose and values

Should any of these principles be threatened, we will not proceed – regardless of the commercial implications

Our tax professionals will be subject to clear standards to ensure that they uphold these principles

- All tax planning must be subject to the robust review and approval process outlined in our Tax Risk Framework
- We will maintain transparent disclosure in our relationship with the tax authorities, recognising that early resolution of risks is in everyone’s best interest
- We will routinely seek feedback from the tax authorities on the quality of our relationship with them
- Any litigation necessary to resolve a difference of opinion will be handled professionally, efficiently and in a way that is consistent with our values
- We will reward employees based on a balanced scorecard approach to measuring performance, which includes an assessment of behaviour and appropriate consideration of tax risk over the long-term
Economic assumptions

Plan financials and RWAs based on the following assumptions and current market rates

- **Interest Rates**
- **Inflation**
- **GDP Growth**
- **FX Rates against GBP**
- **House Price Inflation**
- **Unemployment**

- **UK**
- **US**
- **EURO**
- **ZAR**
<table>
<thead>
<tr>
<th>Slide</th>
<th>#</th>
<th>Footnote</th>
</tr>
</thead>
<tbody>
<tr>
<td>25,44,45,59,60,61</td>
<td>a</td>
<td>RWA figures subject to FX, credit spreads and procyclicality</td>
</tr>
<tr>
<td>11,44,45.46,48,50,52,54,56,58</td>
<td>1</td>
<td>Head Office income expense of £(0.1)bn, PBT of £(1.1)bn and RWAs of £6bn are not reflected in these figures. RWAs are shown B3 pro forma to include estimated CRD IV add-ons totalling £81bn.</td>
</tr>
<tr>
<td>14</td>
<td>2</td>
<td>Source: Dealogic, 2012</td>
</tr>
<tr>
<td>16</td>
<td>3</td>
<td>Proforma B3 RWAs include the impact of changes to accounting standards which came into effect on 1 January 2013.</td>
</tr>
<tr>
<td>16</td>
<td>4</td>
<td>FY 2012 RoE on Basel 2.5 basis</td>
</tr>
<tr>
<td>17,48</td>
<td>5</td>
<td>Legacy businesses include Europe legacy run-off, Iveco, Russia, Indonesia, India and Pakistan Retail</td>
</tr>
<tr>
<td>19</td>
<td>5</td>
<td>Achieved strong external customer recognition: Moneyfacts: Best Card Provider 2012 – BT and standard rate; Forrester Voice of the Customer, US; JD Power, US up 19 points year-on-year and achieved highest ever cluster CSAT</td>
</tr>
<tr>
<td>24</td>
<td>8</td>
<td>Including UK bank levy; excluding PPI, goodwill and swaps redress</td>
</tr>
<tr>
<td>28</td>
<td>9</td>
<td>Excluding benefits from reduced funding costs</td>
</tr>
<tr>
<td>44</td>
<td>10</td>
<td>Includes £44bn relating to FICC legacy assets</td>
</tr>
<tr>
<td>45</td>
<td>11</td>
<td>CMEs generate £5.5bn of additional RWA equivalents under B2.5 at December 2012. Change in treatment under B3 is reflected in CRD IV add-on of £44bn</td>
</tr>
<tr>
<td>46</td>
<td>12</td>
<td>Source: Dealogic, 2010-2012</td>
</tr>
<tr>
<td>48</td>
<td>13</td>
<td>Analysis based on BoE/BBA Major British Bank returns. Barclays Group share of loans to industry and commerce, and Barclays Group share of deposits from non-financial corporations</td>
</tr>
<tr>
<td>50</td>
<td>14</td>
<td>Source: Bank of England</td>
</tr>
<tr>
<td>54</td>
<td>15</td>
<td>Net Funding defined as Customer Liabilities less Customer Assets</td>
</tr>
<tr>
<td>56</td>
<td>16</td>
<td>Source: Bankscope, Central Bank Data, IMP WEO April 2010/Oliver Wyman analysis, 2012</td>
</tr>
<tr>
<td>58</td>
<td>17</td>
<td>Distribution points defined as branches, sales centres, sales points and clubs</td>
</tr>
<tr>
<td>63</td>
<td>18</td>
<td>CTA refers to different one time costs such as restructuring and capital expenditure</td>
</tr>
</tbody>
</table>
Legal disclaimers

Important Notice

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