Barclays PLC

Morgan Stanley European Financials Conference

20 March 2018
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Barclays Group Chief Executive Officer
Diversified Transatlantic Consumer and Wholesale Bank

Restructuring completed in 2017

- Africa sell down completed
- Non-Core closed
- Group ServCo launched
- Structural reform on track

Focus on improved shareholder returns

- Return of capital
  - 2017: 3.0p dividend
  - 2018: 6.5p dividend
- RoTE targets
  - >9% in 2019
  - >10% in 2020

CET1 ratio

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<th>Dec-15</th>
<th>Dec-17</th>
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<td>Africa</td>
<td>11.4%</td>
<td>13.3%</td>
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↑ 190bps

1 Barclays anticipates paying a total cash dividend of 6.5p per share for 2018, subject to regulatory approvals |
2 Excluding litigation and conduct and based on a CET1 ratio of c.13%
Improved profitability in 2017 demonstrating progress towards return targets

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<tr>
<th>FY17 Group highlights</th>
<th>RoTE improvement opportunities from cost reduction and balance sheet efficiency</th>
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<tr>
<td><strong>RoTE</strong>¹ 5.6%</td>
<td>◆ Cost reduction</td>
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<td>Income ↓2% £21.1bn</td>
<td>◆ Non recurrence of 2017 Non-Core losses</td>
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<td>Costs ↓5% £14.2bn</td>
<td>◆ Improved balance sheet efficiency</td>
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<td>PBT ↑10% £3.5bn</td>
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<td>CET1 ratio ↑90bps 13.3%</td>
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RoTE improvement opportunities from top line growth across Consumer and Wholesale

◆ Consumer US cards, UK deposits and mortgages
◆ Reallocationing risk weighted assets within the Corporate and Investment Bank
◆ Leveraging technology and people

Tailwinds from:
◆ Higher rates environment
◆ US corporate tax cuts benefit

¹ Excluding litigation and conduct, losses related to the sell down of BAGL and US deferred tax assets re-measurement
² Excluding litigation and conduct
Now focused on profitability and returning capital to shareholders

Group targets

- **RoTE**\(^1\)
  - >9% in 2019
  - >10% in 2020

- **CET1 ratio**
  - c.13%
  - 150-200 bps above regulatory minimum level

- **Costs**
  - £13.6-13.9bn in 2019\(^2\)
  - Cost: income ratio <60%

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\(^1\) Excluding litigation and conduct and based on a CET1 ratio of c.13%  
\(^2\) Excluding litigation and conduct
Jes Staley
Barclays Group Chief Executive Officer
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