



Barclays PLC

Morgan Stanley European Financials Conference

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Diversified Transatlantic Consumer and Wholesale Bank

Restructuring completed in 2017

Focus on improved shareholder returns

Africa sell down completed



Non-Core closed



Group ServCo launched



Structural reform on track



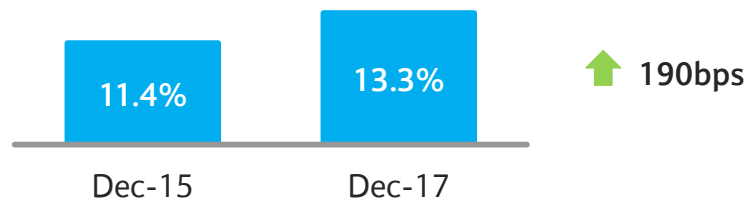
Return of capital

- ❖ 2017: 3.0p dividend
- ❖ 2018: 6.5p dividend¹

RoTE targets²

- ❖ >9% in 2019
- ❖ >10% in 2020

CET1 ratio



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

FY17 Group highlights

RoTE¹
5.6%

Income ↓2%
£21.1bn

Costs² ↓5%
£14.2bn

PBT ↑10%
£3.5bn

CET1 ratio ↑90bps
13.3%



RoTE improvement opportunities from cost reduction and balance sheet efficiency

- ❖ Cost reduction
- ❖ Non recurrence of 2017 Non-Core losses
- ❖ Improved balance sheet efficiency



RoTE improvement opportunities from top line growth across Consumer and Wholesale

- ❖ Consumer US cards, UK deposits and mortgages
- ❖ Reallocating 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

RoTE¹

>9% in 2019
>10% in 2020

CET1 ratio

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

Costs

£13.6-13.9bn in 2019²
Cost: income ratio <60%

¹ Excluding litigation and conduct and based on a CET1 ratio of c.13% | ² Excluding litigation and conduct |



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