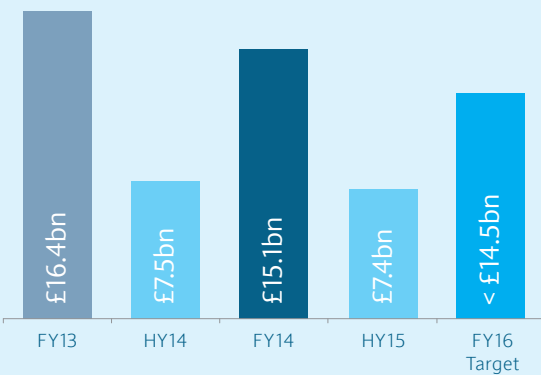
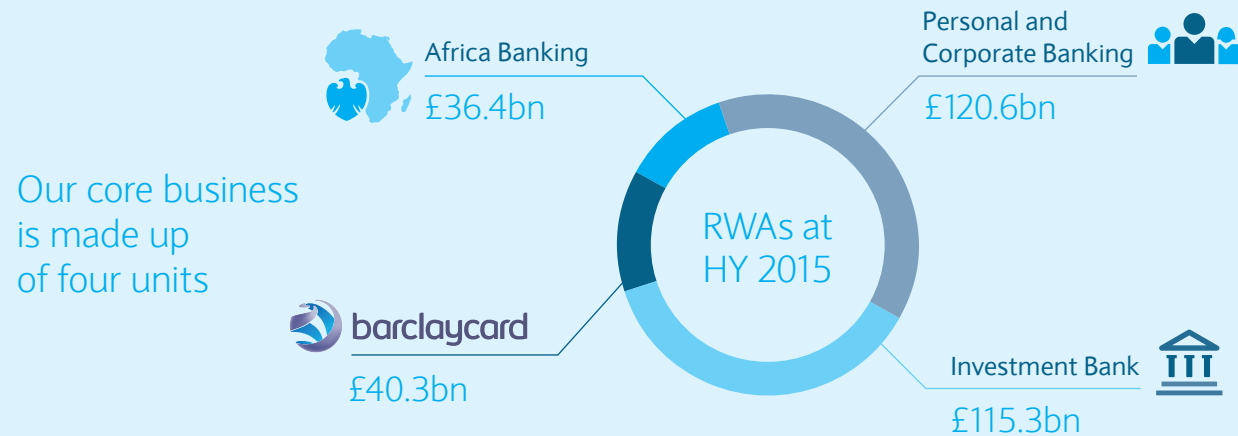
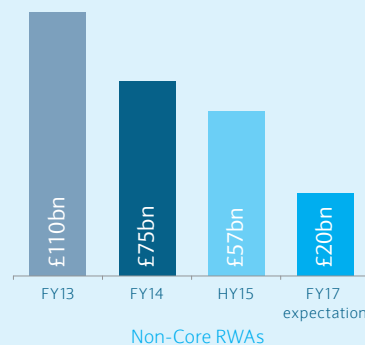


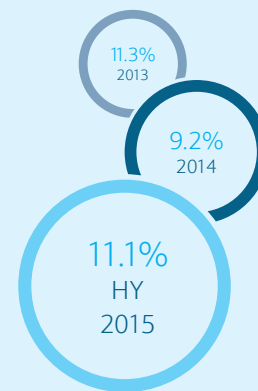
MAKING STEADY PROGRESS



Cost
Operating expenses, excluding costs to achieve, reduced to less than £14.5bn by 2016 in the core business



Returns
Committed to achieving adjusted RoE >12% by 2016*
*Core business

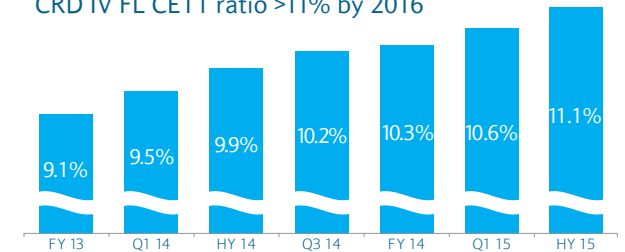


Non-Core
RWAs around £20bn by 2017

PROGRESSIVE STRENGTHENING OF KEY METRICS

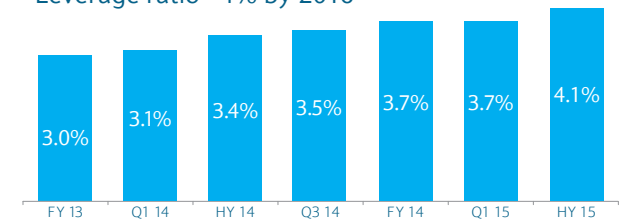
Capital

CRD IV FL CET1 ratio >11% by 2016



Leverage

Leverage ratio >4% by 2016



Embed our purpose and values across Barclays

All Barclays employees attend purpose and values training – so far over 138,000



Publish an annual scorecard assessing our performance

Balanced scorecard measuring performance against 5Cs – customer and client, colleague, citizenship, conduct, company