

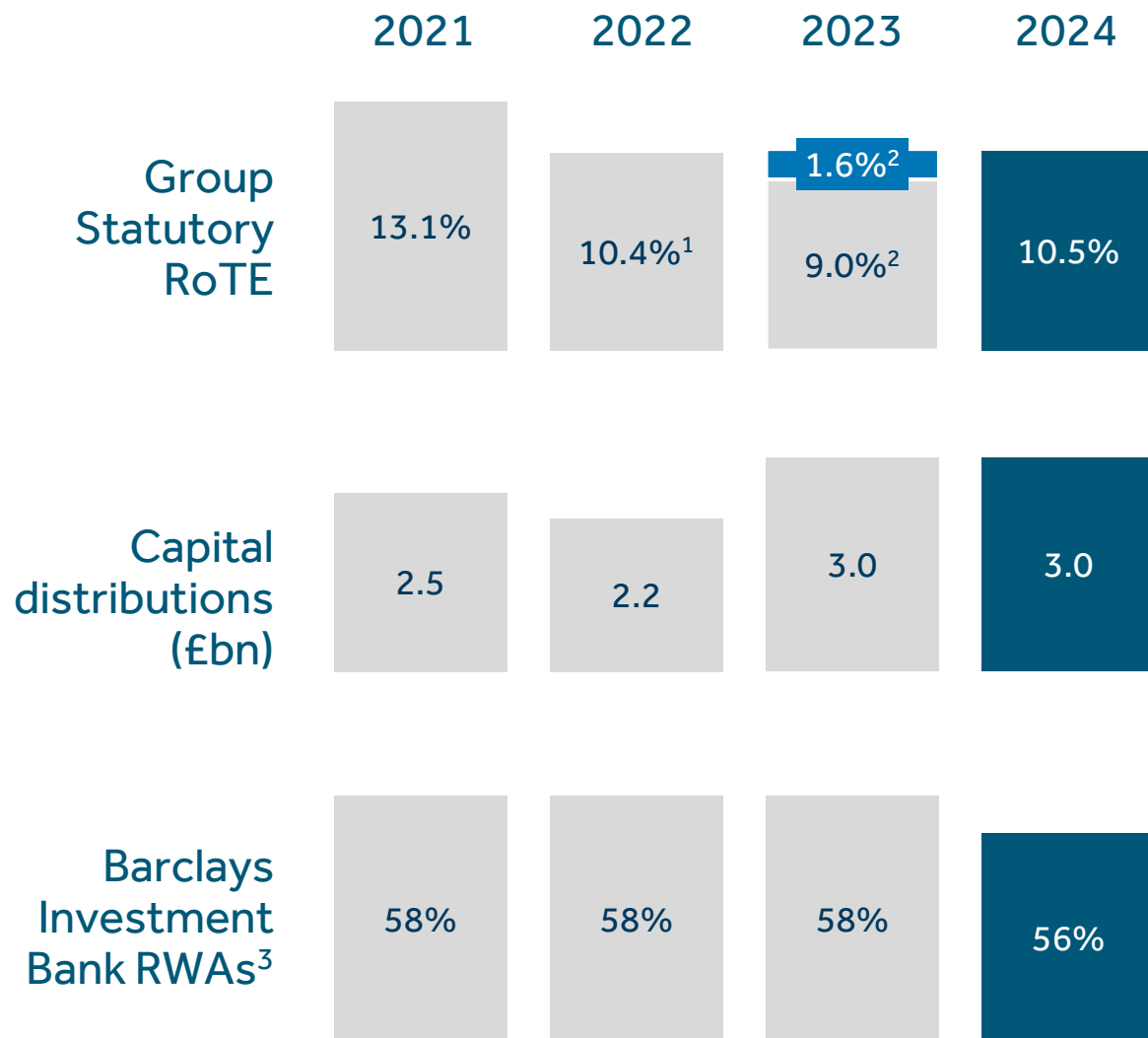


BARCLAYS

Progress Update

13th February 2025

Simpler, Better, More balanced: one year into our three-year plan



A different environment vs. Investor Update

Market

- Quicker UK deposit stabilisation
- Stronger than expected recovery in Equities
- Weaker environment for FICC
- Larger Investment Banking fee wallet – FY24 \$87bn vs \$70bn assumed

Macroeconomic⁴

- Higher interest rates for longer
- Lower UK & US unemployment and inflation rates

Regulatory

- Delay in timing of regulatory-driven RWA inflation
 - US Cards IRB migration delayed from H2 2024 to 2026/2027
 - Basel 3.1 delayed from July 2025 to 1 Jan 2027

¹ FY22 RoTE includes the impact of the over-issuance of securities. Excluding this, FY22 RoTE was 11.6% | ² FY23 RoTE includes Q423 structural cost actions of £927m. Excluding this, FY23 RoTE was 10.6% | ³ As a proportion of Group RWAs | ⁴ Actual FY24 macroeconomic variable vs February 20th 2024: UK Bank Rate: 4.50% vs. 4.0%. UK Inflation: 2.5% vs. 3.0%. US Unemployment Rate: 4.0% vs 4.8%

Per share metrics: growth of TNAV, earnings and distributions per share

TNAV per share (p)



vs. 2019

+36%

vs. 2023

+8%

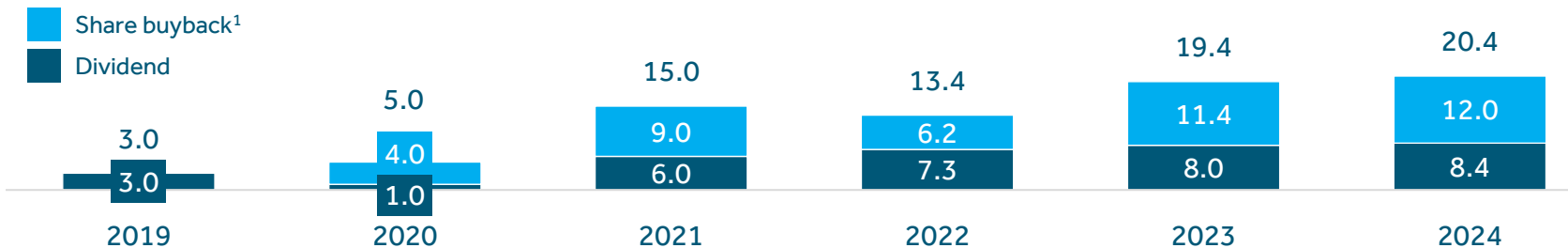
Earnings per share (p)



+152%

+30%

Shareholder distributions per share (p)



n.m.²

+5%

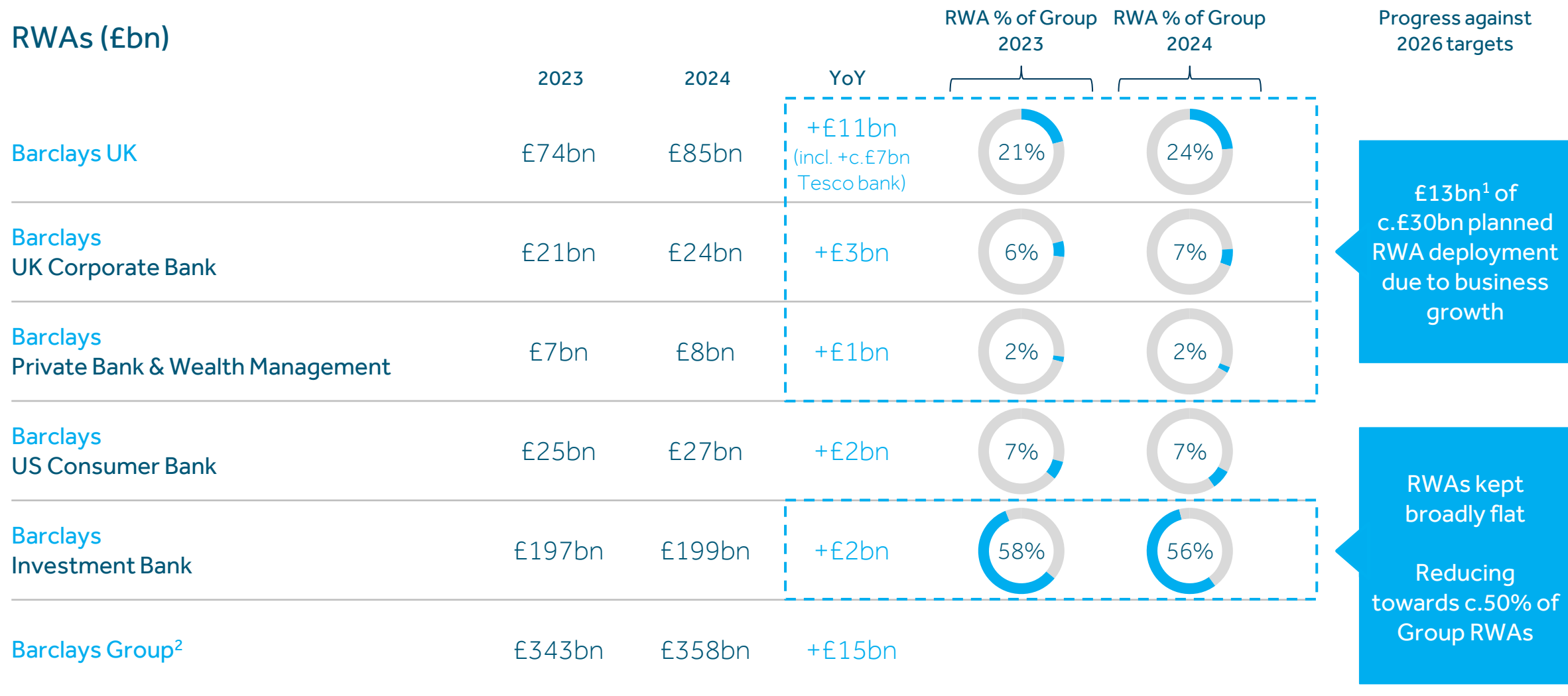
¹ Share buyback announced divided by the number of shares at the end of the quarter in which the buyback was announced | ² Comparison to 2019 not shown given the distorting effect of the cancelled 6.0p final dividend for FY19

Better returns: continuing our journey to 2026 targets

Statutory RoTE	2021	2022	2023	2024	2026
Barclays UK	18%	19%	19%	23.1% ¹	High teens %
Barclays UK Corporate Bank	14%	19%	21%	16.0%	High teens %
Barclays Private Bank & Wealth Management²	14%	29%	31%	28.1%	>25%
Barclays Investment Bank	14%	9% ³	7%	8.5%	In line with Group
Barclays US Consumer Bank	17%	13%	4%	9.1%	In line with Group
Barclays Group⁴	13%	10% ³	9% ⁵	10.5%	>12%

¹ Includes day one gain on acquisition of Tesco Bank of £0.6bn and day one impairment charge of £0.2bn. Excluding these day one impacts, Barclays UK RoTE would be 20.8% | ² Figures on a pro-forma basis to reflect the transfer of UK Wealth to the Private Bank as if it occurred on 1st Jan 2021 | ³ FY22 RoTE includes the impact of the over-issuance of securities. Excluding this, FY22 RoTE was 11.6% | ⁴ Includes Head Office | ⁵ FY23 RoTE of 9.0% includes Q423 structural cost actions of £927m. Excluding this, FY23 RoTE was 10.6% excluding these actions | Note: Our targets and guidance are based on management's current expectations as to the macroeconomic environment and the business and are subject to change |

Execution progress: on track to deploy £30bn RWAs in UK businesses



¹ £13bn represents RWAs from business growth but excludes the effects of securitisations, model updates and other methodological changes. Also excludes additional Operational Risk RWAs related to organic growth. Total RWA increase to the three UK businesses is £15bn | ² Includes Head Office. FY23 RWA £19bn. FY24 RWA £16bn | Note: Charts may not sum due to rounding | Note: Our targets and guidance are based on management's current expectations as to the macroeconomic environment and the business and are subject to change |

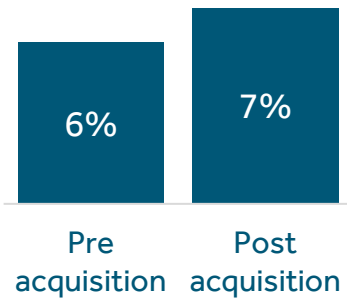
2024: Acquire

- Added £8.1bn¹ unsecured balances
- Initial 10-year partnership
- No initial change to customer platforms and servicing
- Welcomed 2,600 colleagues

Proportion of Barclays UK balance sheet

Cards²

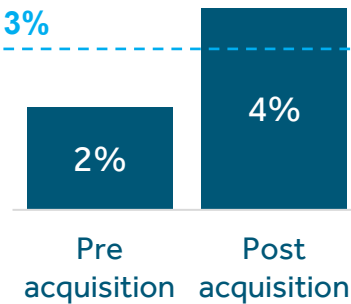
8%



Personal loans³

2019

3%



2025/2026: Integrate

Customer experience

- Onboard Tesco customers to Barclays platform
- Leverage Tesco strong tNPS⁴
- Tesco rewards capability complemented by Barclays scaled infrastructure

Funding and capital

- Improved access to capital and funding, enabling growth

Costs

- Invest to realise cost efficiency savings
- Expected increase in 2025 Barclays UK CIR due to dual running and integration costs before falling to c.50% FY26 target

2027+: Improve

Growth

- Build on strength of loyal Tesco Clubcard customer base
- New partnership opportunities

Execution opportunity: USCB sale of American Airlines cards receivables

2026 targets

RoTE	In line with Group
End Net Receivables ¹	c.\$40bn
Net interest margin	>12%
Cost: income ratio	Mid-40s
Loan loss rate	c.400bps
RWA	c.£45bn incl. c.£16bn regulatory impact ³

Overview of the American Airlines sale²

- Strategic decision to not bid for single-issuer airlines business
- Sale of receivables in 2026

Effect of American Airlines sale²

- Gain on sale in 2026
- Results in higher net interest margin and loan loss rate, driving higher risk-adjusted margin
- Rebalancing of FICO mix towards pre-2019 levels
- Renewed focus on efficiency to mitigate loss of scale

¹ On a managed basis which includes the \$1.1bn of card receivables sold to Blackstone in Q124 | ² Day 1 impact to be disclosed closer to the time of sale | ³ Estimate unchanged following announced sale of the American Airline portfolio in 2026. Subject to model build and portfolio changes, implementation could be beyond 2026 | Note: Our targets and guidance are based on management's current expectations as to the macroeconomic environment and the business and are subject to change |

Execution opportunity: USCB continues to grow and win partners

Track record of organic growth¹ and partner wins

c.85%

of End Net Receivables increase between 2011-2024 driven by organic growth

c.90%

historical renewal rate²

High volume of partnership opportunities

New partnership opportunities across the market between 2019-2024³

15

number of deals per year

\$40bn

total card receivables per year (\$bn)

Recent successes⁴

>80% total card receivables secured through 2029



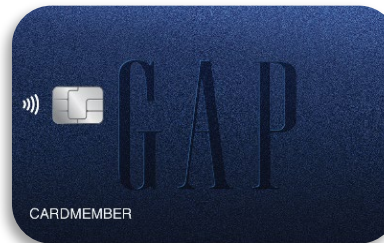
Renewed in 2024



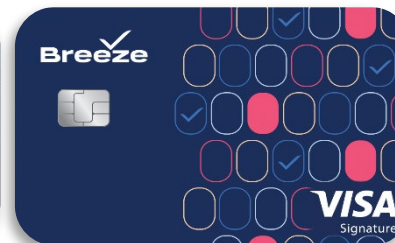
Renewed in 2024



Renewed in 2025



Won in 2021



Won in 2023



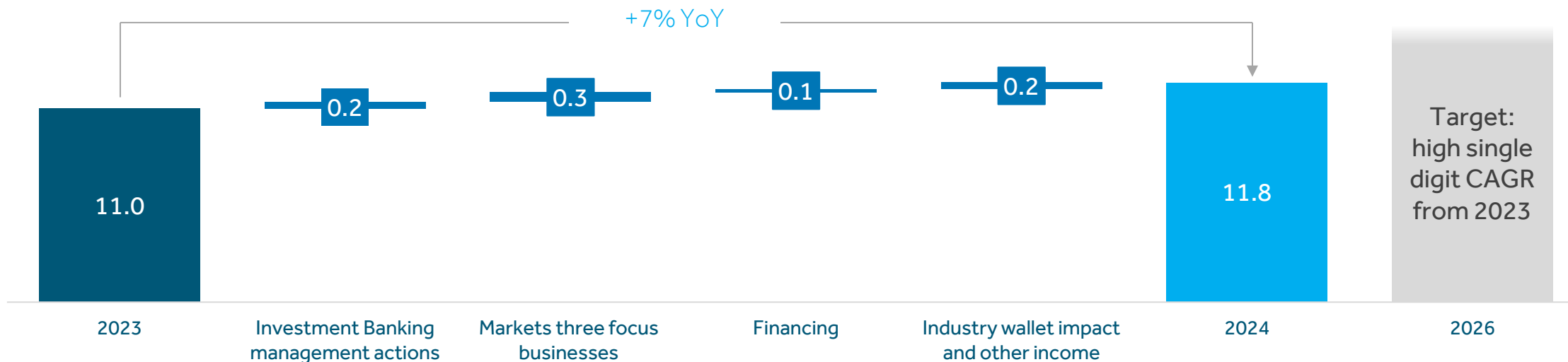
Won in 2024

Partner relationship with Investment Bank

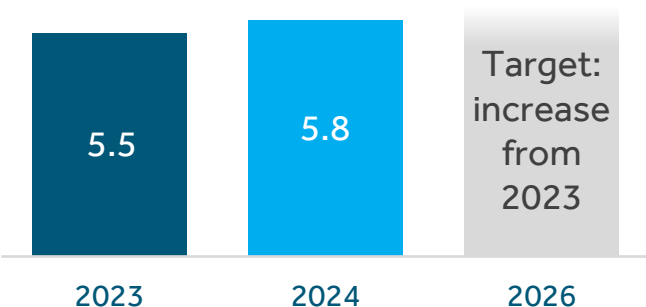
¹'Organic growth' represents increase in outstanding receivables, excluding receivables acquired at the start of a partnership contract. 'Inorganic' represents the total amount of outstanding card receivables acquired at the start of a partnership contract, or sold at the end of the contract | ² Since 2019 | ³ Reflects Travel and Airline, Retail, and Private Label Credit Cards segments | ⁴ Renewals also include contract extensions with partners |

Execution progress: growing IB revenues, improving efficiency

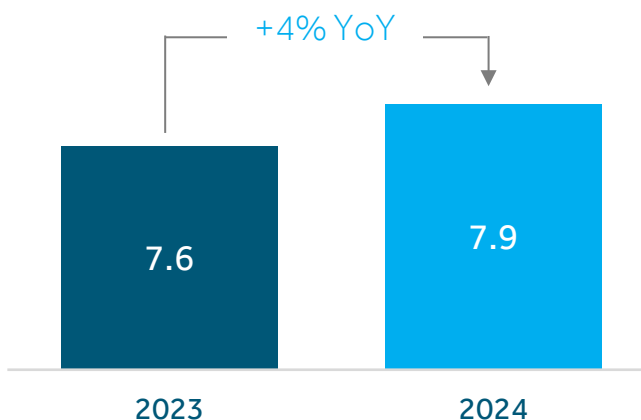
Income¹ (£bn)



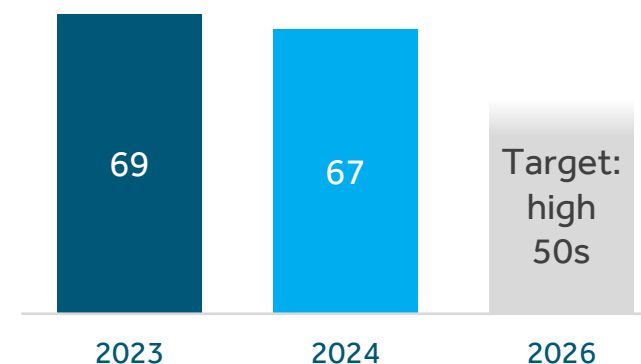
Income / average RWA (%)²



Costs^{1,3} (£bn)

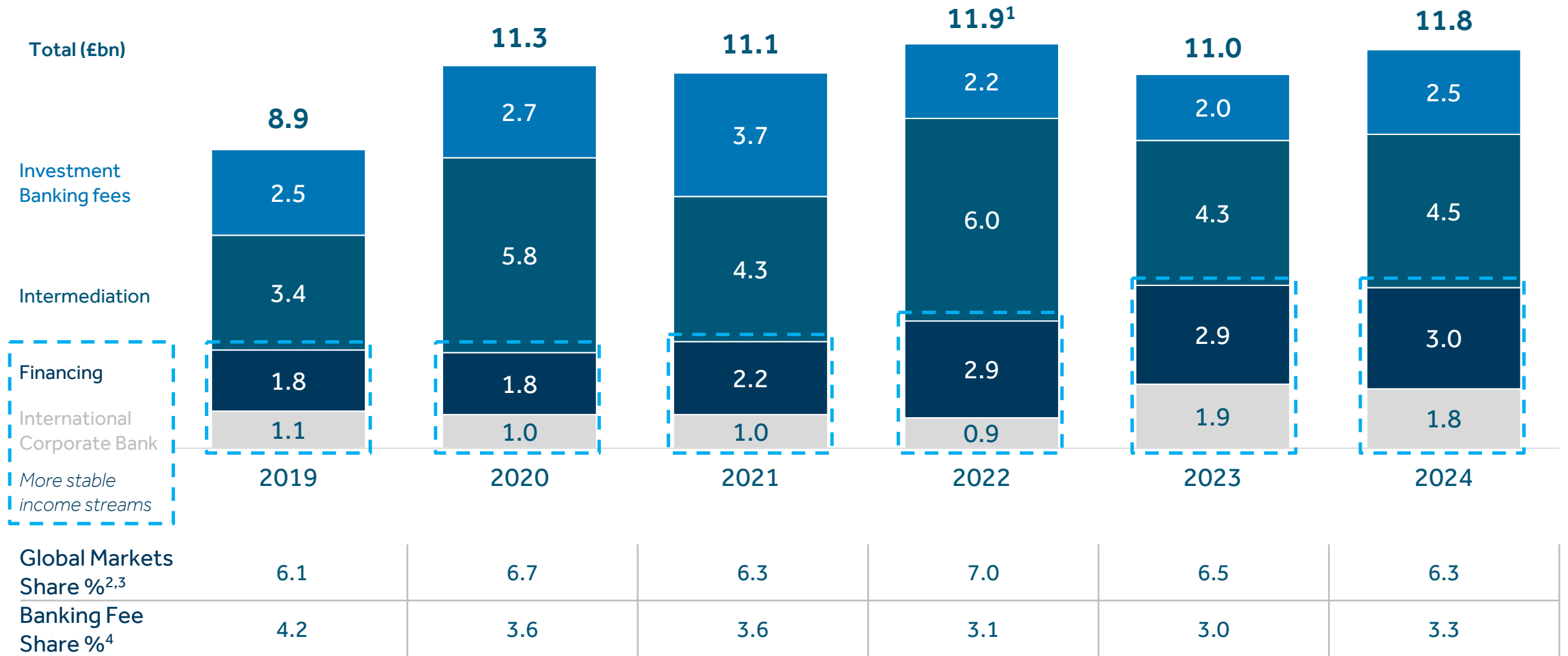


Cost: income ratio³ (%)



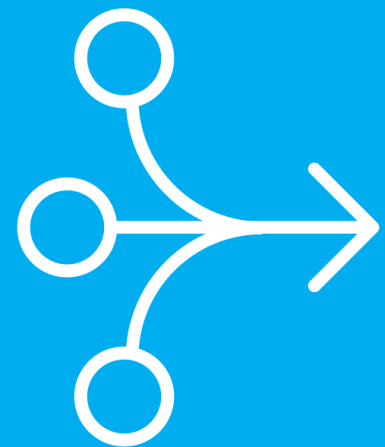
¹ 50-60% of income and c.40-45% of costs in USD. Based on an average of FY22, FY23 and H124 income and costs currency mix. Range may vary depending on business mix and macroeconomic environment and historical outcomes may not be indicative of future currency mix | ² Annualised quarterly income as a percentage of average RWAs during the quarter | ³ Excludes Q423 structural cost actions of £169m | Note: Our targets and guidance are based on management's current expectations as to the macroeconomic environment and the business and are subject to change |

Execution progress: growing stable revenues in the Investment Bank



¹ Includes the £292m impact of over-issuance of securities in 2022 | ² Excludes the impact of over-issuance of securities in 2022 | ³ Global Markets share based on Barclays' calculations using peers' reported financials, including restatements. Includes Barclays and top 9 peers: US peers: Bank of America, Citigroup, Goldman Sachs, JP Morgan, Morgan Stanley. European Peers: BNP Paribas, Credit Suisse (2019 to 2023), Deutsche Bank, UBS | ⁴ Dealogic Banking Fee share as at December 31st 2024 for the period covering 2019 to 2024 | Note: Charts may not sum due to rounding |

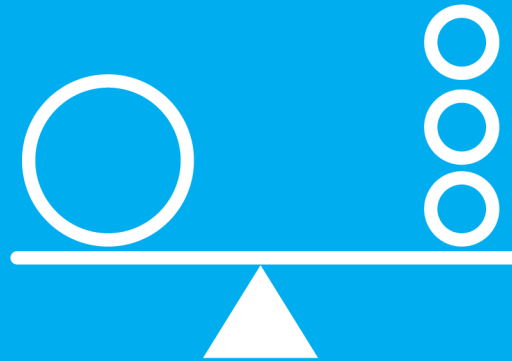
Simpler



Better



More balanced

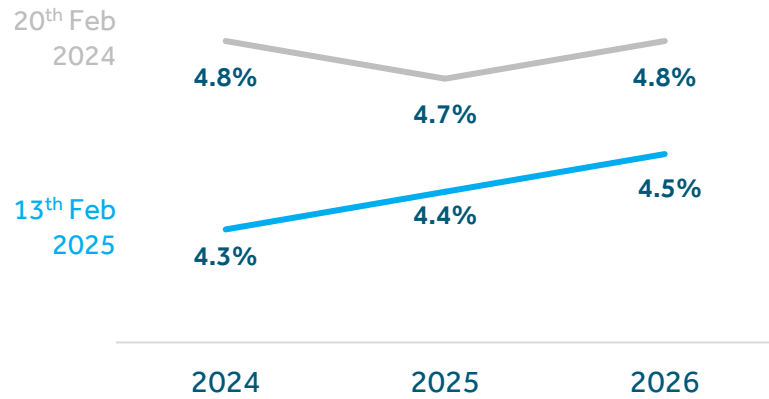


Outcome

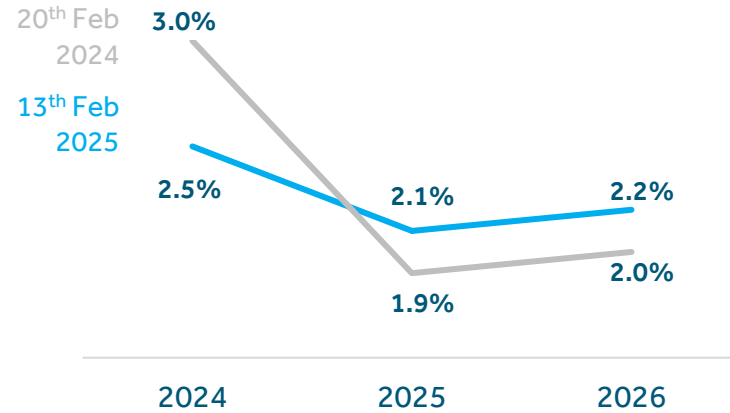


Plan continues to be based on realistic scenarios

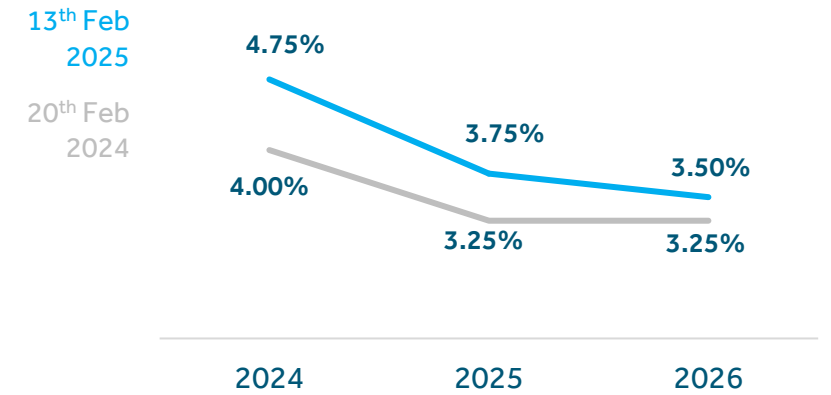
UK Unemployment



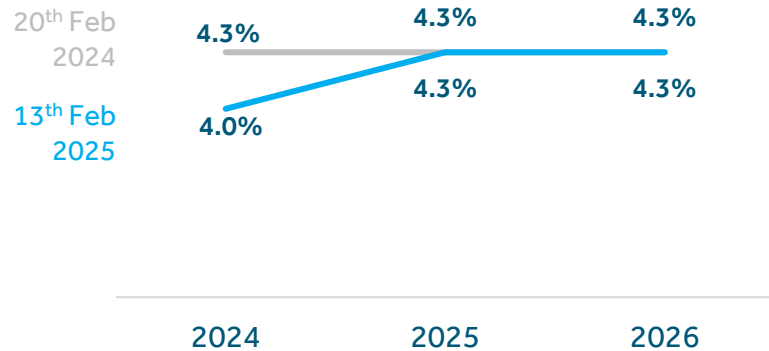
UK Inflation



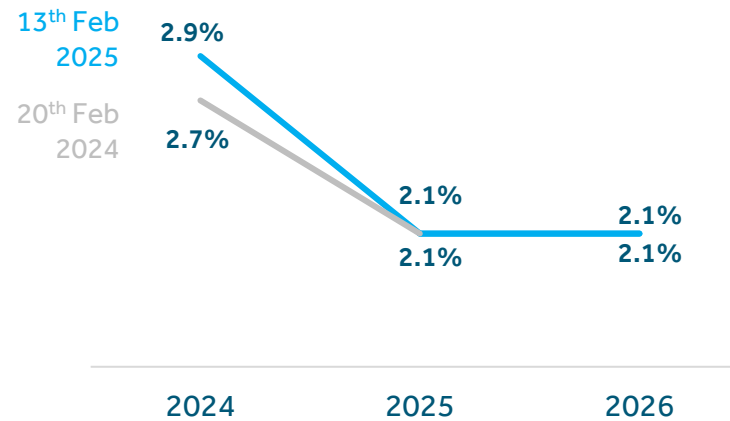
UK bank rate



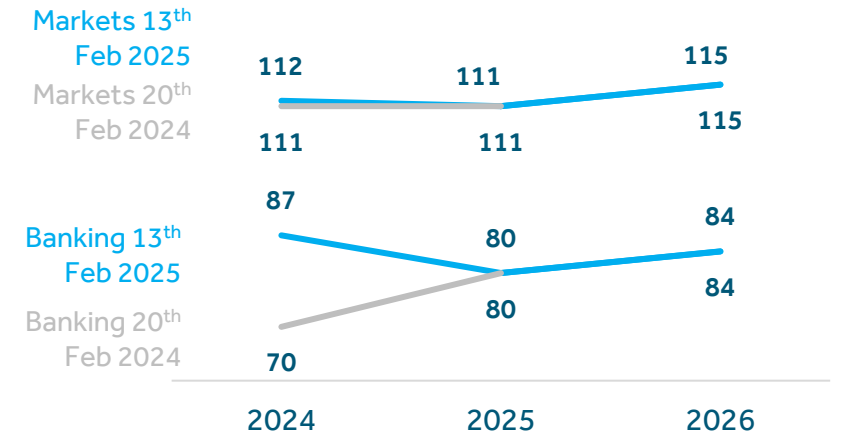
US Unemployment



US Inflation

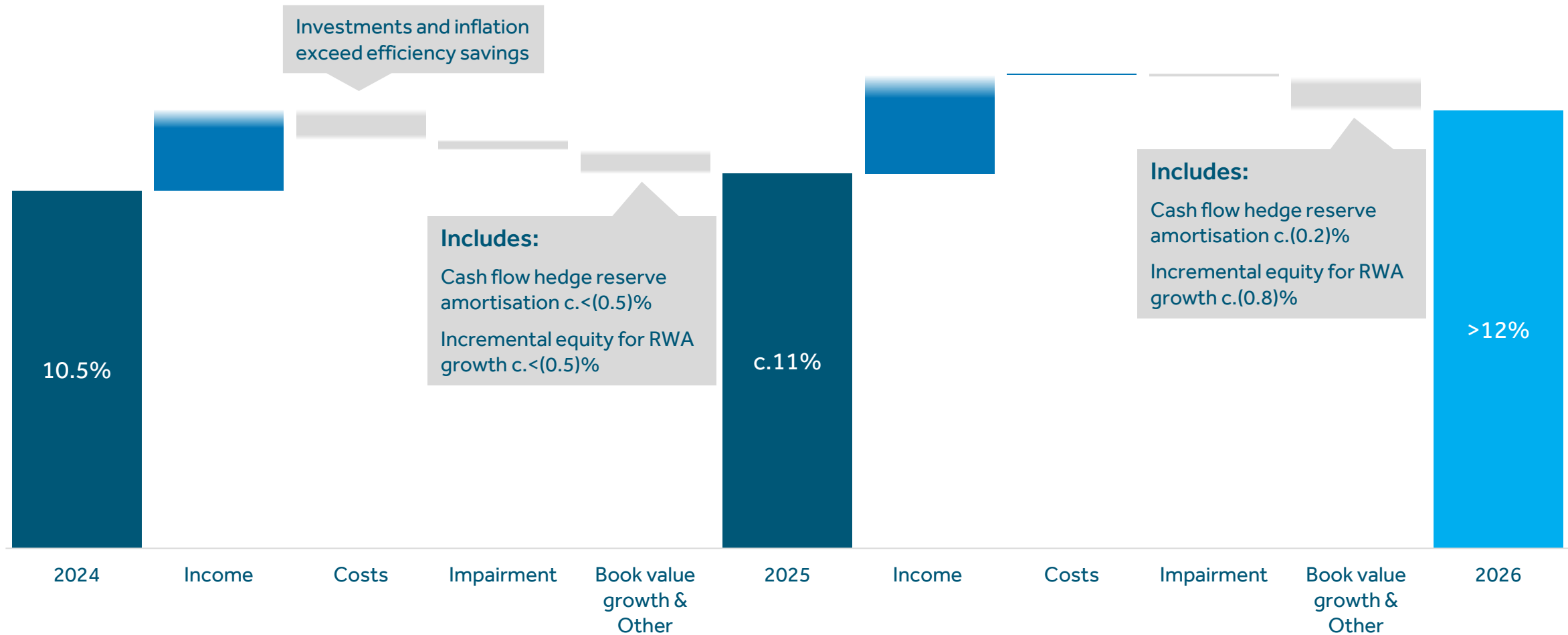


Markets & Banking wallet¹ (\$bn)



¹ 2024 Markets wallet based on internal Barclays estimates as at H124 and 2024 banking wallet based on Dealogic as at 31 December 2024 | Note: Group plan based on an average USD/GBP FX rate of 1.31 | Note: Forward looking metrics based on market consensus and are factored into the internal assumptions |

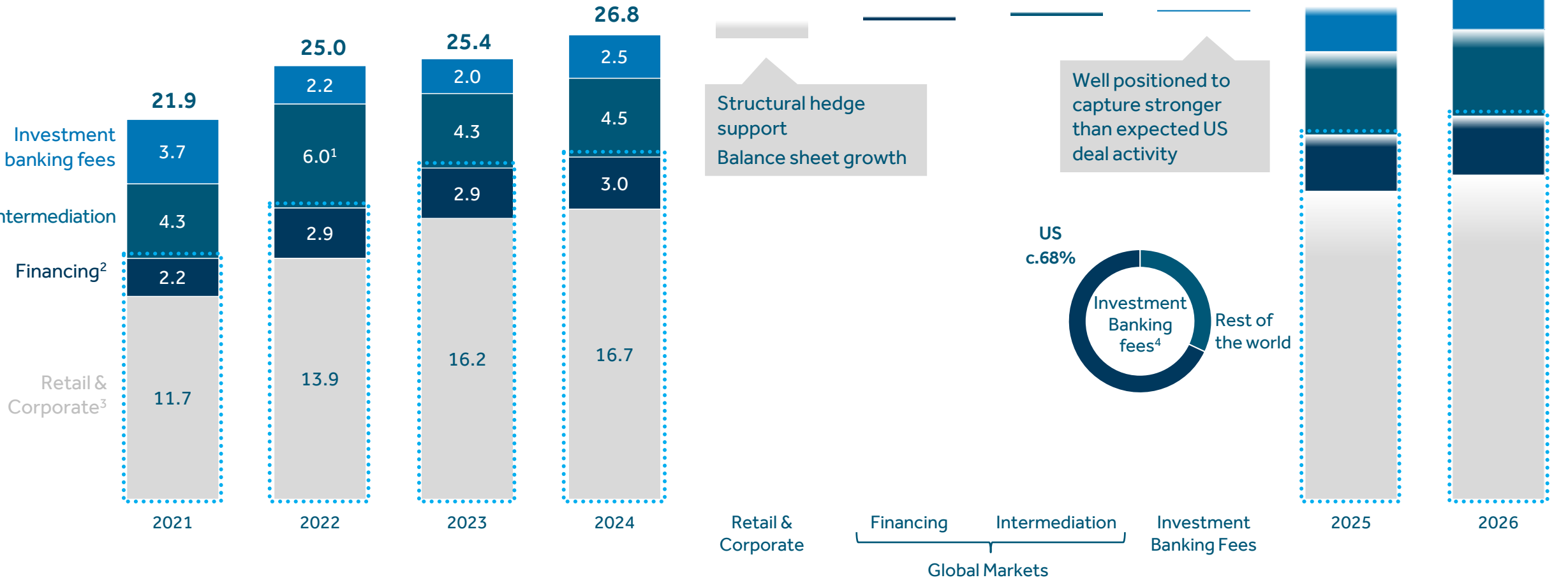
Statutory RoTE: c.11% 2025 target, driving to above 12% target by 2026



Note: Income, costs, impairment and book value growth & other figures are indicative only | Note: Our targets and guidance are based on management's current expectations as to the macroeconomic environment and the business and are subject to change |

Broad based income growth through to 2026

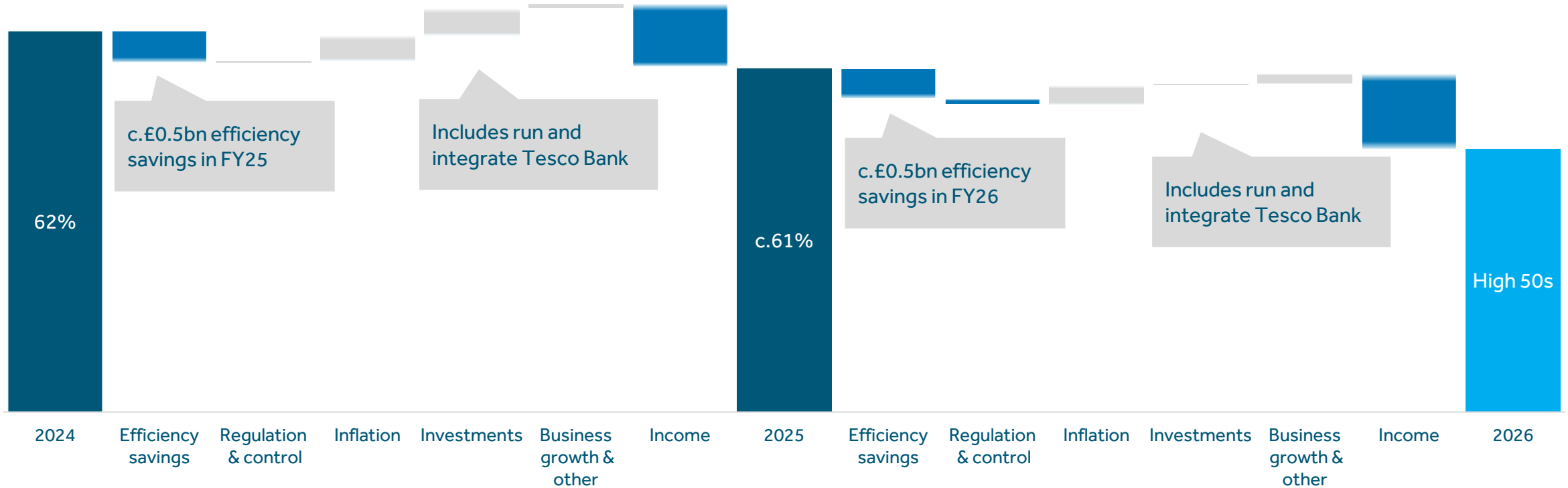
Income (£bn)



¹ 2022 includes the impact of the over-issuance of securities | ² Global Markets Financing includes income related to client financing in both FICC and Equities. In FICC this includes fixed income securities repurchase agreements, structured credit, warehouse and asset backed lending. In Equities this includes prime brokerage margin lending, securities lending, quantitative prime services, futures clearing and settlement, synthetic financing, and equity structured financing. All other items are considered intermediation | ³ Retail & Corporate consists of income from Barclays UK, Barclays UK Corporate Bank, Barclays Private Bank and Wealth Management, the International Corporate Bank, Barclays US Consumer Bank and Head Office | ⁴ Based on an average of FY22, FY23 and H124 income currency mix | Note: Our targets and guidance are based on management's current expectations as to the macroeconomic environment and the business and are subject to change | Note: Charts may not sum due to rounding |

Costs: targeting further £1bn cost efficiency savings by 2026

Cost: income ratio (%)



High 50s % cost: income ratio and c.£30bn income targets would be consistent with c.£17bn costs in 2026

Note: Charts may not sum due to rounding | Note: Group plan based on an average USD/GBP FX rate of 1.31 |

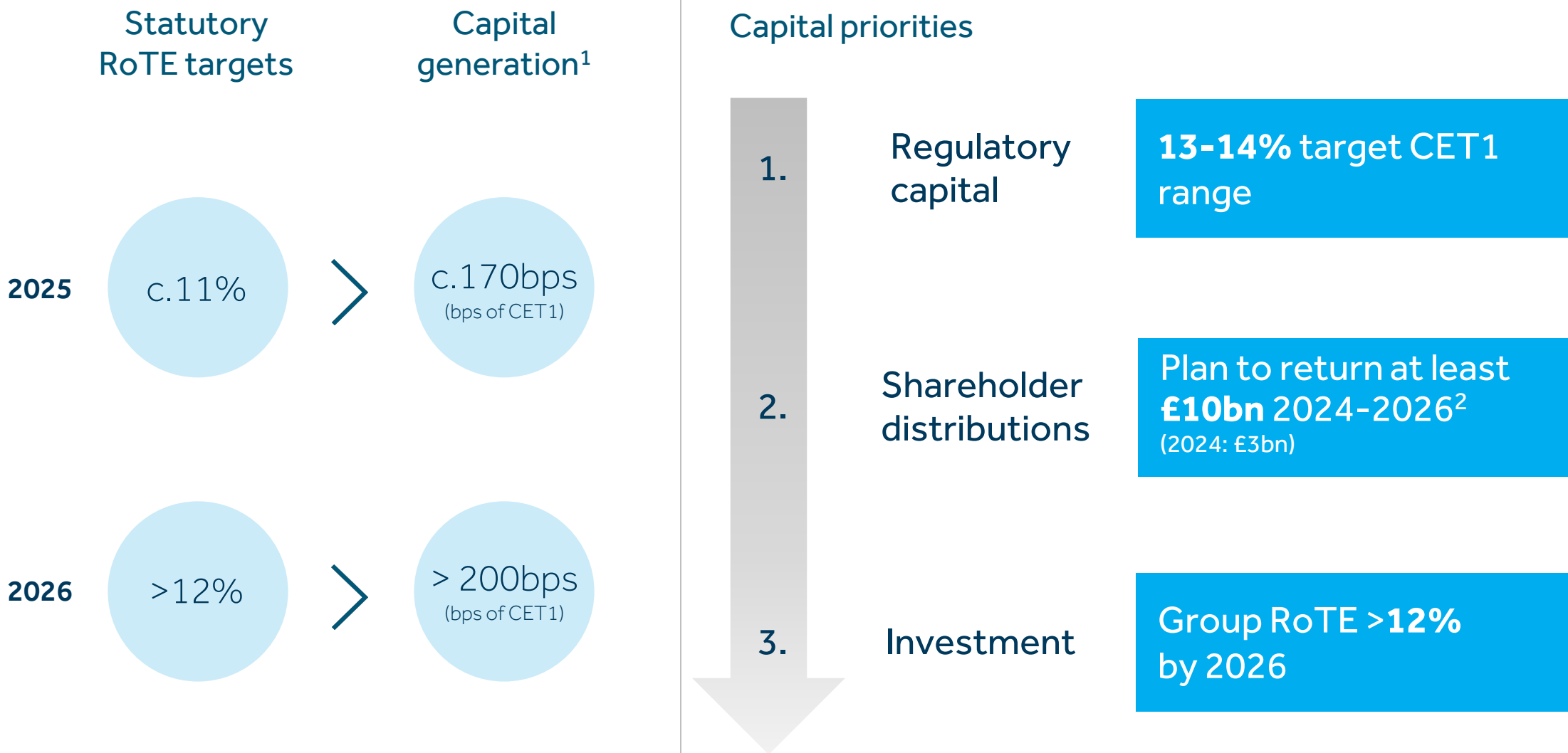
Costs: better CIRs and further opportunities to improve

Cost: income ratio	2021	2022	2023 ¹	2024	2026
Barclays UK	68%	60%	56%	52%	c.50%
Barclays UK Corporate Bank	59%	49%	50%	55%	High 40s%
Barclays Private Bank & Wealth Management ²	86%	69%	69%	70%	High 60s%
Barclays Investment Bank	59%	69%	69%	67%	High 50s%
Barclays US Consumer Bank	60%	58%	50%	49%	Mid 40s%
Group ³	67%	67%	63%	62%	High 50s%

Targeting c.£1bn Group cost efficiency savings in 2025-26
Further efficiency savings expected after 2026

¹ Excludes Q4 structural cost actions of £927m (Barclays UK: £168m, UK Corporate Bank: £27m, Private Bank & Wealth Management: £29m, Investment Bank: £169m, US Consumer Bank: £19m) | ² Figures on a pro-forma basis to reflect the transfer of UK Wealth to the Private Bank as if it occurred on 1st Jan 2021 | ³ Includes Head Office |

Strong capital generation supporting our capital priorities



¹ Reflects capital benefit from attributable profit generation. FY24 statutory attributable profit generated 148bps of capital | ² This multi-year plan is subject to supervisory and Board approval, anticipated financial performance and our published CET1 ratio target range of 13-14% | Note: Our targets and guidance are based on management's current expectations as to the macroeconomic environment and the business and are subject to change |

Capital distributions: plan to return at least £10bn¹



Capital distributions through dividends and share buybacks, with a continued preference for buybacks

Plan to keep total dividend stable at 2023 level in absolute terms, with progressive dividend per share growth driven by share count reduction as a result of share buybacks

¹ This multiyear plan is subject to supervisory and Board approval, anticipated financial performance and our published CET1 ratio target range of 13-14% |

We achieved our 2024 financial targets and are on the path to 2026 delivery

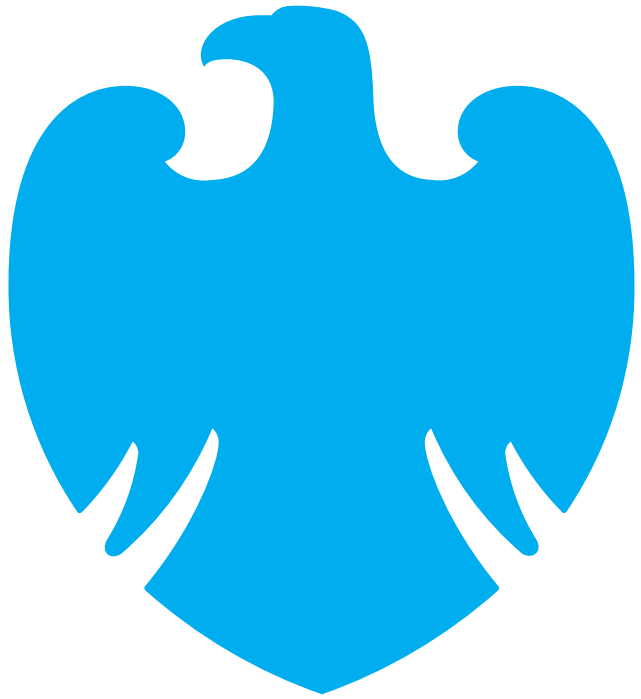
	2024 actuals	2025 guidance	2026 targets
Statutory RoTE	10.5%	c.11%	>12%
Total payout	£3.0bn	Progressive increase vs. 2024 ¹	At least £10bn ¹ 2024-2026
Investment Bank RWAs (% of Group)	56%		c.50%
CET1 ratio	13.6%	13-14%	13-14%
Income	£26.8bn		c.£30bn
Group NII excl. Investment Bank and Head Office	£11.2bn ² £11.3bn Incl. Tesco	c.£12.2bn ³	
Barclays UK NII	£6.5bn ² £6.6bn Incl. Tesco	c.£7.4bn ³	
Cost: income	62%	c.61%	High 50s%
Loan Loss Rate (LLR)	46bps	50-60bps Through the cycle	50-60bps Through the cycle

¹ This multi-year plan is subject to supervisory and Board approval, anticipated financial performance and our published CET1 ratio target range of 13-14% | ² Excluded acquisition of Tesco Bank which completed on 1st November 2024 | ³ Includes NII from Tesco Bank | Note: Our targets and guidance are based on management's current expectations as to the macroeconomic environment and the business and are subject to change |



- 1 **High returning** UK retail and corporate franchises
- 2 **Top-tier global Investment Bank** with focus and scale, operating in core UK and US markets
- 3 Multiple levers to allocate capital in a disciplined way to **drive growth within higher returning divisions** and **greater RWA productivity in the Investment Bank**
- 4 Reset level of returns, **delivering double-digit RoTE**, targeting **>12% by 2026**
- 5 Growing capital return to shareholders; **at least £10bn¹ 2024-2026**

¹ This multi-year plan is subject to supervisory and Board approval, anticipated financial performance and our published CET1 ratio target range of 13-14%|



Operational Datapack

Progressing against our operational scorecard

“Consistently excellent”

Improve customer experience

Reduce organisational complexity

Continue to upgrade legacy technology

Further uplift operational controls



BUK channel NPS: **51** vs. 41 FY23¹
USCB digital NPS²: **63** vs. 61 FY23

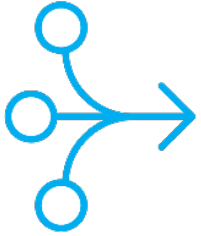
c.20% BX colleague resources repositioned to the businesses

210 legacy applications decommissioned and on track for 450-500 planned reduction by FY26

58% reduction on major technology incidents vs. 2023

¹tNPS metric represents our retail colleague led channels, as at December 2024 | ²USCB digital tNPS. A newly tracked metric measuring USCB customer experience at the digital journey level |

Simpler



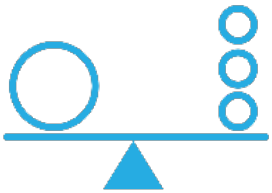
Deliver operational efficiencies to facilitate investment in growth

Better



Focus on improving customer relationships

More balanced



Grow lending market share

2024 progress

- Optimising our footprint
 - Met our **900+** physical footprint ambition¹
- **51** channel tNPS Score vs. 41 in FY23²
- **36%** reduction in customer complaints YoY
- Multi-brand and partnership strategy
 - Tesco Bank, Amazon, Avios
- **15%** HLTV³ mix vs 9% in FY23⁴
- **+1 million** card acquisitions, +58% vs. FY23
- Completed acquisition of Tesco Bank

¹ Including branches, alternative touchpoints, shared banking hubs, and Eagle Lab incubation hubs | ²tNPS metric represents our retail colleague led channels, as at December 2024 | ³ High loan-to-value mortgages reflecting 85%+ loan-to-value | ⁴ Based on residential flow mortgages. 6% HLTV mix stated at the February 2024 Investor Update was based on stock mortgages |

Tesco Bank contributes to UK growth ambitions

Large customer base

c.4m
83%

Tesco Bank customers
*Credit card activity rate*¹

20m+

Tesco Clubcard holders

With strong customer satisfaction scores

+59

Overall banking tNPS³

And a risk profile in line with Barclays', due to prudent lending standards

What is the opportunity?

Dual brand with loyal customer base

- Enhanced product offering to a broader customer base

Broader customer insights through spend data

- Higher spend per card² vs market average
- Enables enhanced credit risk assessments

New capabilities

- Open market strategy for lending and savings

Capital and funding

- Improved access to capital and funding, enabling growth

Contribute to UK lending growth

- Book of c. £7bn RWAs acquired with plans to grow organically

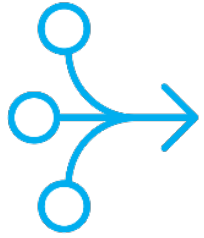
¹ Defined as customers making a purchase in the period as % of active accounts | ² Per gross active card | ³ Transactional NPS (tNPS) metric represents our retail colleague led channels, as at December 2024 |

Barclays UK financials and 2026 targets

Financials	2021	2022	2023	2024	2026 Targets
RoTE	18%	19%	19%	23.1% ¹	High teens %
Total income (£bn)	6.5	7.3	7.6	8.3	2025 NII c.£7.4bn
Net interest income (£bn) ²	5.2	5.9	6.4	6.6	
Cost: income ratio	68%	60%	58%	52%	c.50%
Loan Loss Rate (bps)	(16)	13	14	16	Normalisation towards 2019 level c.35bps
Risk weighted assets (£bn)	72	73	74	85	Grow contribution to Group RWA

¹ Includes day one gain on acquisition of Tesco Bank of £0.6bn and day one impairment charge of £0.2bn. Excluding these day one impacts, Barclays UK RoTE would be 20.8% | ² Includes NII from Tesco Bank |

Simpler



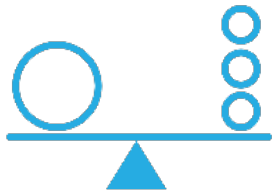
Drive productivity and seamless digital delivery

Better



Grow broad-based income through deeper client relationships

More balanced



Grow share of lending, and attract new clients

2024 progress

- **40%** self-served client interactions vs. c.30% as at FY23
- **+6%** improved client satisfaction¹ (62% at FY24)
- **+9%** improvement in availability of finance¹ vs 31% at June 2024
- **c.550** new clients attracted

¹ Source: SavantaMarket Vue Survey based on 1,267 interviews (279 for Barclays) with companies turning over between €6.5m and €1bn carried out in Q4 2024. Survey data is weighted by turnover and region to be representative of the total market in Great Britain. % Top Two Box Responses – Excellent and Very Good]

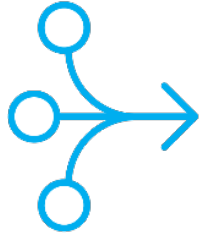
Barclays UK Corporate Bank financials and 2026 targets

Financials	2021	2022	2023	2024	2026 Targets
RoTE	14%	19%	21%	16.0%	High teens %
Income (£bn)	1.3	1.7	1.8	1.8	Deliver high-quality growth across broad sources
Cost: income ratio	59%	49%	52%	55%	High 40s %
Credit impairment (charges)/releases (£m)	137	0	27	29bps LLR (76)	c.35bps loan loss rate
Loans (£bn) ¹	27	27	26	25	Grow lending market share ²
Deposits (£bn)	85	84	85	83	Grow deposits in-line with UK corporate deposit market ³

¹ 2021, 2022 and 2023 Loan and Deposit balances reflect a c.£2bn reduction from refinements to the perimeter with the International Corporate Bank within IB | ² Aim to grow lending at a faster rate than the market. Measured using Bank of England data: amounts outstanding of monetary financial institutions' sterling and all foreign currency loans to all non-financial businesses (in sterling millions) not seasonally adjusted | ³ Aim to grow deposits in line with the UK corporate deposit market. Measured using Bank of England data: Money Supply data |

Barclays Private Bank and Wealth Management: Progress to Simpler, Better and More balanced

Simpler



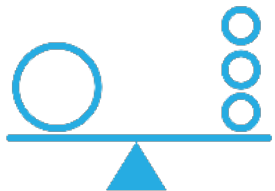
New business structure
Driving cost efficiencies to
reinvest

Better



Strengthen proposition across
the UK continuum and
International Private Bank

More balanced



Grow assets under management

2024 progress

- New structure implemented
 - **PBWM UK:** Serving clients across the UK wealth continuum
 - **PBWM International:** Serving wealth corridors between UK, Europe, Middle East and Asia
- **>58k** new Smart Investor clients
- Developing Affluent proposition, with pilot now commencing
- Initiated build out of Singapore booking platform
- **+£3.7bn** net new AUM¹

¹Net new AUM excludes market movements and FX |

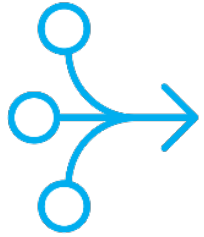
Barclays Private Bank and Wealth Management financials and 2026 targets

Financials ¹	2021	2022	2023	2024	2026 Targets
RoTE	14%	29%	31%	28.1%	>25%
Income (£bn)	1.0	1.2	1.3	1.3	Deliver high-quality growth across broad sources
Cost: income ratio	86%	69%	69%	70%	High 60s %
Client assets and liabilities (£bn)	161	167	183	209	Double digit CAGR driving income growth

¹ Figures on a pro-forma basis to reflect the transfer of UK Wealth to the Private Bank as if it occurred on 1st Jan 2021 |

Global Markets: Progress to Simpler, Better and More balanced

Simpler



Monetise our deep client relationships

Maintain our prudent risk management

Better

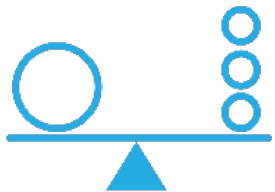


Sustain momentum in our businesses with Top 5 market share

Grow our next focus businesses

Improve our electronic offering

More balanced

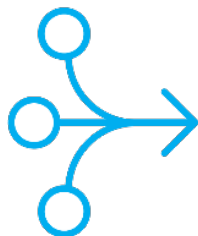


Continue scaling more stable Financing income

2024 progress

- **56** Top 5 rank with Top 100 clients¹, +7 YoY
- **3** Trading loss days vs. 7 at FY23
- **+c.£0.3bn** vs. +c.£0.5bn 2026 target income growth in 3 focus businesses
- **89%** reduction in technology outages² vs. 78% FY23
- **+c.£0.1bn** vs. +c.£0.6bn 2026 target income growth in Financing
- **+10%** underlying Financing income growth³

Simpler



Treasury Coverage

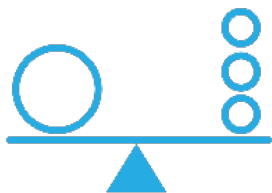
Better



Capital stewardship

Client footprint

More balanced



Increase share in Advisory and ECM

2024 progress

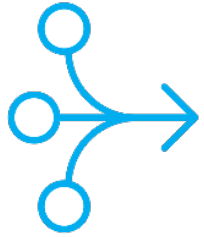
- **+c.90%** growth in US deposits¹ vs. FY23
- Lead treasury bankers assigned to 800 top clients representing c.50% of capital² and c.45% of revenue²
- **5.5%** Income / Average RWA
 - 2026 target: >5.4%
- Reviewed 1/3 of total loan book, helping to drive 90bps Income / Average RWA increase vs. FY23
- **+c.100bps** ECM fee share³
 - FY24 3.1% vs. FY23 2.1%
- **Flat** Advisory fee share³

Barclays Investment Bank financials and 2026 targets

Financials	2021	2022	2023	2024	2026 Targets
RoTE	14%	9%	7%	8.5%	In line with Group
Income (£bn)	11.1	11.9 ¹	11.0	11.8	High single digit CAGR
Cost: income	59%	69%	70%	67%	High 50s %
RWA (£bn)	182	196	197	199	Broadly stable c.50% of Group RWA
Income / Average RWA (%)	6.4%	5.8%	5.5%	5.8%	Increase vs. 2023

¹ Income excluding over-issuance of securities was £11.6bn |

Simpler



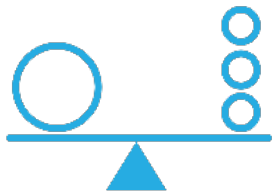
Invest in digitisation to deliver operational efficiencies and enhanced customer experience

Better



Scale and diversify by growing existing partnerships and new partners

More balanced



Improve NIM by optimising pricing and credit mix

Selective risk transfers to optimise use of balance sheet



2024 progress

- **+13%** YoY increase in digital interactions
 - Launched new unified app to access products
- **6%** YoY reduction in handled customer care calls
 - Streamlined digital registration process
- Growing and winning partnerships
 - Won: General Motors
 - Renewal¹: Hawaiian Airlines, Frontier, RCI, Wyndham²
 - Launched: Breeze Airlines
 - Lost: American Airlines
- **+17%** YoY increase in retail deposits
 - Launched tiered US savings product
- **\$1.1bn** card receivables sold to Blackstone
- Implemented repricing actions on cards

Barclays US Consumer Bank financials and 2026 targets

Key Metrics ¹	2021	2022	2023	2024	2026 Targets
RoTE	17%	13%	4%	9.1%	In line with Group
End Net Receivables (\$bn) ²	22	29	32	34	c.\$40bn
Net interest margin (%)	7.6%	9.7%	10.9%	10.7%	>12%
Cost: Income ratio (%)	60%	58%	51%	49%	Mid-40s
Loan Loss Rate (bps)	116	237	514	431	c.400bps
RWA (£bn)	17	24	25	27	c.£45bn incl. c.£16bn regulatory impact ³

¹ All metrics shown on IFRS basis | ² Managed ENR | ³ Subject to model build and portfolio changes, implementation could be beyond 2026 |

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- regulatory capital, leverage, liquidity, resolution and related regimes is based on Barclays' interpretation of applicable rules and regulations as in force and implemented in the UK as at the reporting date, including, but not limited to: the UK implementation of the Capital Requirements Directive; CRR; the PRA Rulebook; and any applicable delegated acts, implementing acts or technical standards; in each case as amended and, where applicable, as such rules and regulations form part of domestic law by virtue of the European Union (Withdrawal) Act 2018. All such regulatory requirements are subject to change and disclosures made by the Group will be subject to any resulting changes. The Pillar 2A requirement is also subject to at least annual review;
- MREL is based on Barclays' understanding of the Bank of England's statement of policy on "The Bank of England's approach to setting a minimum requirement for own funds and eligible liabilities (MREL)" published in December 2021, and its MREL requirements communicated to Barclays by the Bank of England. Binding future MREL requirements remain subject to change, as determined by the Bank of England, taking into account a number of factors as described in the policy, along with international developments;
- future regulatory capital, leverage, liquidity, funding and/or MREL, including forward-looking illustrations, are provided for illustrative purposes only and are not forecasts of Barclays' results of operations or capital position or otherwise. Illustrations regarding the capital flight path, end-state capital evolution and expectations and MREL build are based on certain assumptions applicable at the date of publication only which cannot be assured and are subject to change.

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Barclays' management believes that the non IFRS performance measures included in this presentation provide valuable information to the readers of the financial statements as they enable the reader to identify a more consistent basis for comparing the businesses' performance between financial periods and provide more detail concerning the elements of performance which the managers of these businesses are most directly able to influence or are relevant for an assessment of the Group. They also reflect an important aspect of the way in which operating targets are defined and performance is monitored by Barclays' management. However, any non-IFRS performance measures in this presentation are not a substitute for IFRS measures and readers should consider the IFRS measures as well. Refer to the appendix of the Barclays PLC Results Announcements for the financial year ended 31 December 2023 and the financial year ended 31 December 2024, and the Group Reporting Changes 2023 Results Resegmentation Document, respectively, which are available at Barclays.com, for further information and calculations of non-IFRS performance measures included throughout this presentation, and the most directly comparable IFRS measures.

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By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances. Forward-looking statements speak only as at the date on which they are made. Forward-looking statements may be affected by a number of factors, including, without limitation: changes in legislation, regulations, governmental and regulatory policies, expectations and actions, voluntary codes of practices and the interpretation thereof, changes in IFRS and other accounting standards, including practices with regard to the interpretation and application thereof and emerging and developing ESG reporting standards; the outcome of current and future legal proceedings and regulatory investigations; the Group's ability along with governments and other stakeholders to measure, manage and mitigate the impacts of climate change effectively or navigate inconsistencies and conflicts in the manner in which climate policy is implemented in the regions where the Group operates, including as a result of the adoption of anti-ESG rules; environmental, social and geopolitical risks and incidents and similar events beyond the Group's control; financial crime; the impact of competition in the banking and financial services industry; capital, liquidity, leverage and other regulatory rules and requirements applicable to past, current and future periods; UK, US, Eurozone and global macroeconomic and business conditions, including inflation; volatility in credit and capital markets; market related risks such as changes in interest rates and foreign exchange rates; reforms to benchmark interest rates and indices; higher or lower asset valuations; changes in credit ratings of any entity within the Group or any securities issued by it; changes in counterparty risk; changes in consumer behaviour; the direct and indirect consequences of the conflicts in Ukraine and the Middle East on European and global macroeconomic conditions, political stability and financial markets; political elections, including the impact of the UK, European and US elections in 2024; developments in the UK's relationship with the European Union; the risk of cyber-attacks, information or security breaches, technology failures or operational disruptions and any subsequent impact on the Group's reputation, business or operations; the Group's ability to access funding; and the success of acquisitions (including the acquisition of Tesco Bank completed in November 2024), disposals and other strategic transactions. 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