Barclays PLC Q125 Results

Analyst and Investor Conference Call Speech

C.S. Venkatakrishnan, Barclays Group Chief Executive

Anna Cross, Barclays Group Financial Director

C. S. Venkatakrishnan, Chief Executive

Good morning everyone. Thank you for joining Barclays' first quarter 2025 results call.

Group Q125 performance against financial targets

Targets	Q125 actuals	2025 guidance	2026 targets
Statutory RoTE	14.0%	c.11%	>12%
Total payout		Progressive increase vs 2024[1]	At least £10bn[2] 2024-2026
Investment Bank RWAs (% of Group)	56%		c.50%
CET1 ratio	13.9%	13-14%	13-14%
Supporting targets and guidance			
Income	£7.7bn		c.£30bn
Group NII excl. Investment Bank and Head Office	£3.0bn	>£12.5bn *c.£12.2bn previously*	
Barclays UK NII	£1.8bn	>£7.6bn *c.£7.4bn previously*	
Cost: income	57%	c.61%	High 50s%
Loan Loss Rate (LLR)	61bps	50-60bps Through the cycle	50-60bps Through the cycle

[1] FY24 payout comprised of £1.2bn of dividends and £1.8bn of share buybacks | [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 |

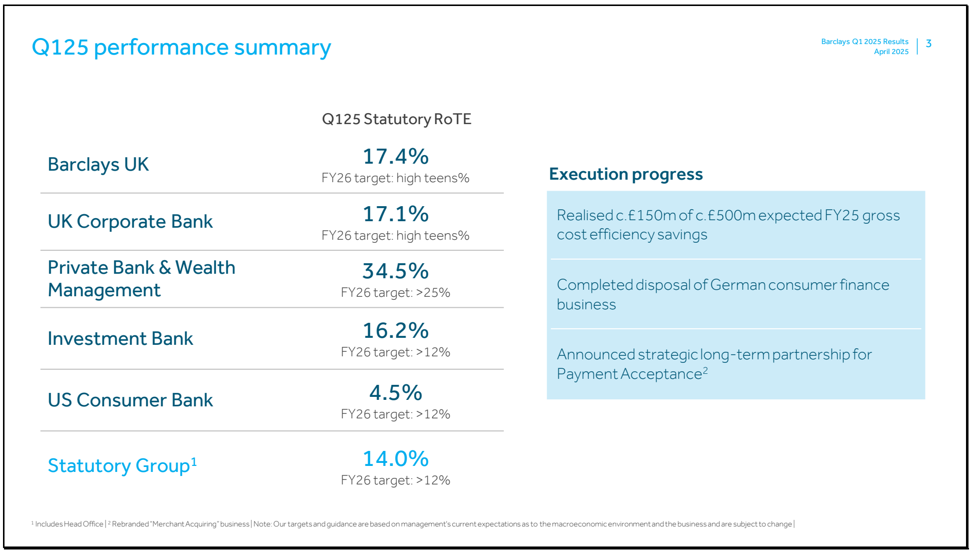
At our Progress Update eleven weeks ago, we outlined expectations for the second year of our three year plan. These were to deliver a better run, more strongly performing and higher returning Barclays. I am pleased with our performance and progress to date, including in the first quarter of 2025.

While the environment has certainly become more uncertain, we are firmly on track to achieve the full objectives of our plan, including an approximately 11% Return on Tangible Equity for 2025. Our confidence reflects the inherent diversification of our business, the careful and proactive approach which we adopt to managing risks, and our ongoing focus and delivery of operational efficiency. All of this is supported by a robust balance sheet, including a 13.9% CET1 ratio at the end of the first quarter. This is intentionally towards the top of our 13-14% target range. In addition we are supported with very strong liquidity.

In the first quarter, Barclays generated a Return on Tangible Equity of 14.0%. This was achieved even as tangible book value grew 11% year on year to 372 pence. Total income for the first quarter was £7.7 billion, and importantly the quality and stability of our income continues to improve.

Looking ahead, we remain confident in our income growth profile and today we are upgrading 2025 NII guidance for Barclays UK and the Group, reflecting favourable deposit volumes and mix.

And we will amplify our top line growth through positive operating leverage, as we did again during the first quarter with 6% jaws, delivering a 57% cost income ratio in the quarter. Moving on to our Q1 performance.



We are improving operational performance across the businesses to drive sustainably higher financial returns. Last quarter we realised around £150 million of the circa £500 million gross cost efficiency savings which we expect during the year. These savings structurally improve our cost base and the level and consistency of our returns, including beyond 2026.

We are generating higher returns in two ways: first, by allocating more capital to the highest returning UK businesses; and second, by improving returns in the lower returning businesses, namely the Investment Bank and the US Consumer Bank.

Across the three UK businesses, we continued to grow our risk-weighted assets in the quarter and delivered returns at or around FY26 target levels.

Returns in the Investment Bank were supported by ongoing execution of management actions and strong activity in Markets, in particular in Fixed Income and Credit, where we monetised activity well, and continued a disciplined approach to risk management. As you would expect in a period of uncertainty, weaker client confidence is delaying Investment Banking transactions, but for us this has been more than offset by the benefit of the impact of volatility on trading revenues in Markets.

While RoTE in the US Consumer Bank fell year on year to 4.5%, the operational performance of the business continues to progress as we expected.

Finally, we are continuing to simplify our businesses. Two weeks ago, we announced a long-term partnership with Brookfield to transform our Payment Acceptance business. We are looking forward to working closely with our partner to enhance client experience, drive long-term growth and improve financial performance for this activity.

And earlier on in the quarter we completed the sale of our German consumer finance business.

So while we remain focused on executing our strategy and targets, we are obviously paying close attention to the recent market volatility and what it may imply for economic growth and business activity.

And so, before I hand over to Anna let me offer some reflections on the current backdrop. I want to emphasise at the outset that our strategy has been designed to deliver in a range of economic and financial environments, and I reiterate our confidence in achieving the targets which we have set out financially and operationally for 2025 and 2026.

Our role, as ever, is to help clients navigate the changes in the environment. We must do so while prudently managing our own risk. We are well positioned to do this. We start with a business mix that is diversified geographically, across wholesale and retail, and by product. And, in fact, all of this is well illustrated by the strong first quarter results which we are discussing.

Last but not least, our customers start from a resilient position. In the UK, household balance sheets are robust and spending trends have been stable. In our US consumer business, balances are skewed to Prime and Super Prime customers. And spending and payment rates across our US customer cohorts have remained stable, including among lower-FICO customers. On the wholesale side, corporates are cautious about new borrowing and demonstrate a desire to maintain liquidity. Having said all that, the current environment and market volatility undoubtedly require attention and management.

Looking ahead, we expect net interest income to grow further, and for markets revenues to be roughly commensurate with volatility. However, transactional and lending income could slow as companies and individuals become more cautious. This income mix provides a good measure of structural protection and stability. On top of this we have to protect ourselves as we always do through active risk management. We have long established programmes to transfer and hedge risk, and we will continue to do so as warranted by this environment.

Finally, we continue to provision prudently across all our portfolios. In conclusion, while we recognise the risks that are inherent in the current environment, we remain confident in our income outlook and are positioning ourselves carefully to navigate through this current circumstance. We remain committed to and confident in delivering our 2025 guidance and 2026 targets, including an approximately 11% RoTE and progressive capital distribution this year.

I'll now hand over to Anna to take us through the first quarter financials.

Barclays Group Q125

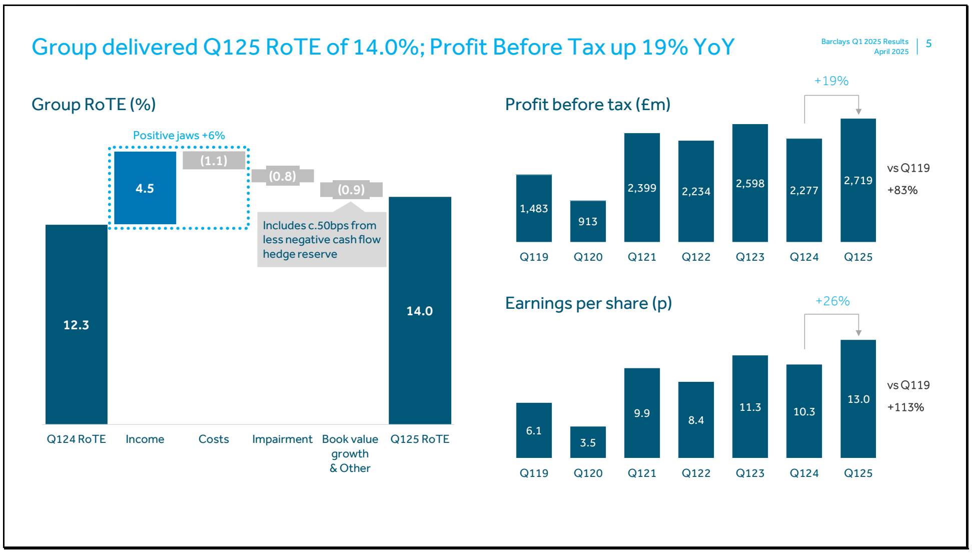
14.0% Statutory RoTE Q124: 12.3%	£2.7bn Profit before tax Q124: £2.3bn
£7.7bn Income Q124: £7.0bn	£0.6bn Impairment Q124: £0.5bn
57% Cost: income ratio Q124: 60%	£4.4bn Costs Q124: £4.2bn
61bps Loan loss rate Q124: 51bps	13.0p EPS Q124: 10.3p
13.9% CET1 ratio Dec-24: 13.6%	372p TNAV per share Dec-24: 357p

Anna Cross, Group Finance Director

Thank you, Venkat, and good morning everyone.

Slide 4 summarises the financial highlights for the first quarter.

Before going into the detail, I would remind you that we are focussed, as ever, on what we can control. The plan and targets we called out at the Investor Update are based on realistic assumptions about the external environment. These are unchanged from the full year results and are shown in the appendix.



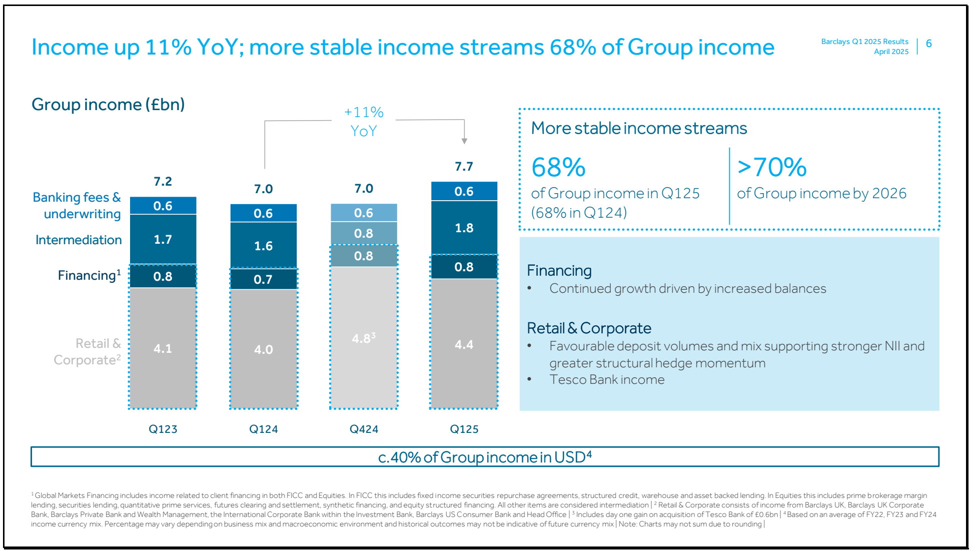
The Group's diversified business model, by income and geography, helps support returns in a range of environments, delivering a Q1 RoTE of 14.0%. This was against the previous year's 12.3%, with much of the improvement reflecting income growth across all five divisions, particularly the Investment Bank and Barclays UK.

Operating leverage is a key aspect of the plan to structurally improve Group returns. Income rose by 11%, while costs rose by 5%, delivering 6% positive jaws and driving a 19% increase in profit before tax to £2.7 billion. This performance was further amplified by the effect of the share buybacks during the past year, leading to a 26% increase in Earnings Per Share.

I remain focussed on four aspects of performance:

- income stability, with an increased emphasis on growth,
- cost discipline and progress on efficiency savings,
- credit performance; and
- a robust capital position.

These underpin our aim to deliver higher returns, on a sustainable, predictable and consistent basis. I'll now cover these in more detail, starting with income on slide 6.

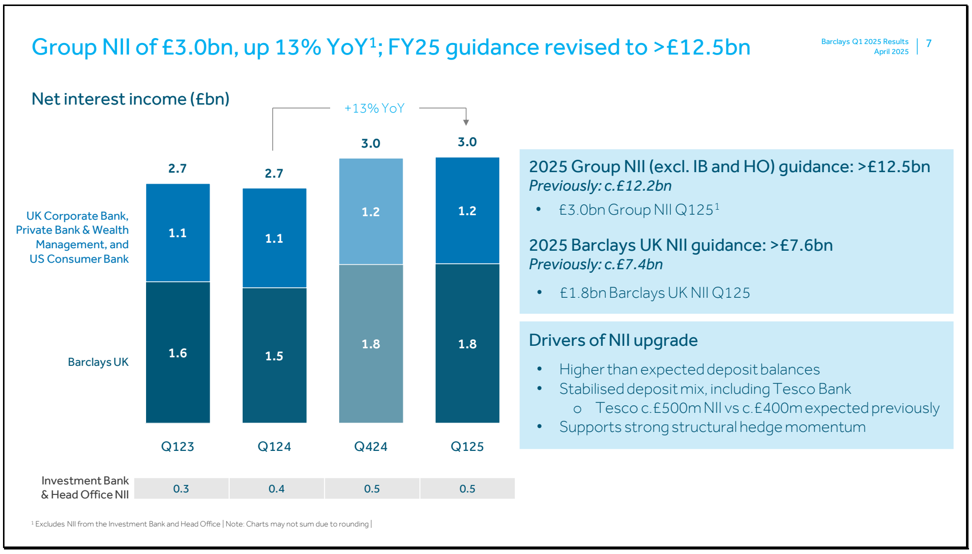


Income in Q1 increased £700 million to £7.7 billion.

This growth was broad based, including from stable income streams in Retail, Corporate, and Financing activities within Markets.

In the Investment Bank, we captured the benefit of greater market volatility during the quarter, supported by our investment across the business.

And in Barclays UK, stronger than expected deposit trends are supporting higher NII, as shown on the next slide.



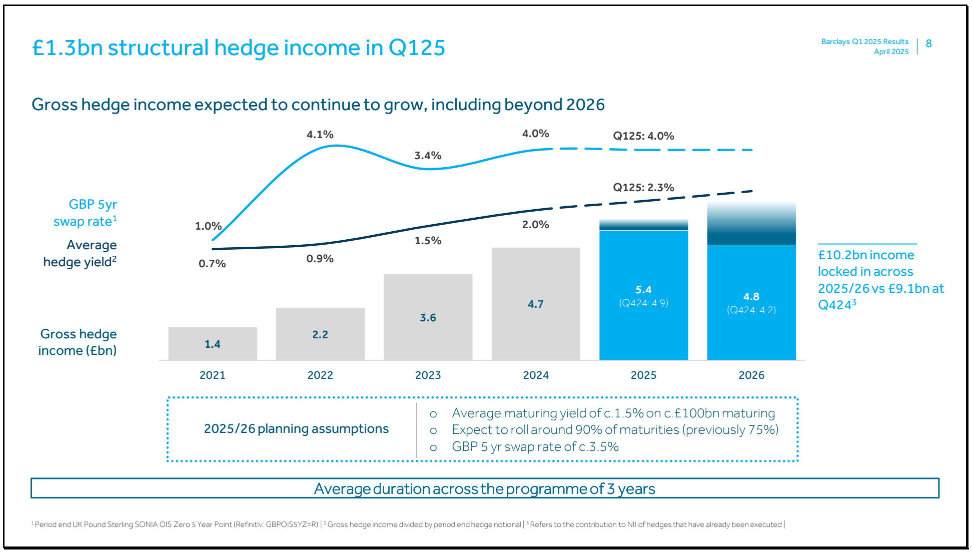
Group Net Interest Income increased 13% YoY to £3.0bn.

In Barclays UK, we now expect more than £7.6bn of NII during FY25, up from circa £7.4bn previously. Two changes have led to this improvement in our outlook.

First, Q1 seasonal deposit volumes were higher than we expected, particularly in current accounts, consistent with more normalised behaviour.

Second, the mix of savings has stabilised faster than we expected. This improvement in deposit mix supports our confidence in lowering Tesco Bank's post-acquisition funding costs.

These developments, and a strong start to the year across other businesses, mean we now expect Group NII, excluding the IB and Head Office, to be more than £12.5bn for FY25, up from circa £12.2 billion previously.



The continued strength of deposits also supports greater longer-term income stability, via the structural hedge.

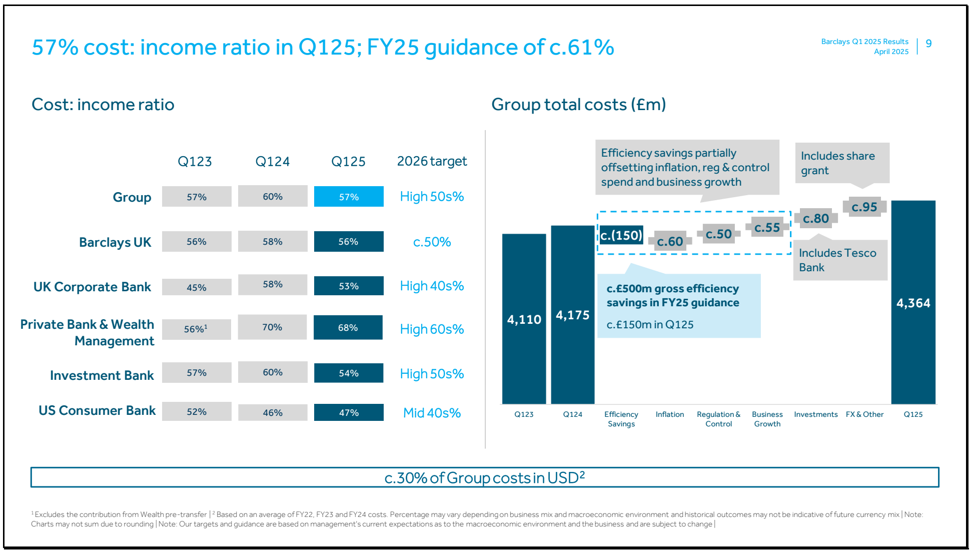
We have now locked in £10.2 billion of gross structural hedge income over the next two years, up from £9.1 billion last quarter, and this income will build further as we reinvest maturing hedges.

We said in February that we expect to reinvest three quarters of maturing hedges at a 3.5% yield. In Q1, we were able to lock in hedges at a higher rate than our assumption, with a stable hedge notional.

Continued deposit strength means we now expect to reinvest around 90% of maturing hedges during 2025 and 2026, versus 75% previously.

Given this reinvestment profile, and our planning assumptions for 3.5% swap rates, we expect the contribution from the structural hedge to continue well beyond 2026.

Moving onto costs.

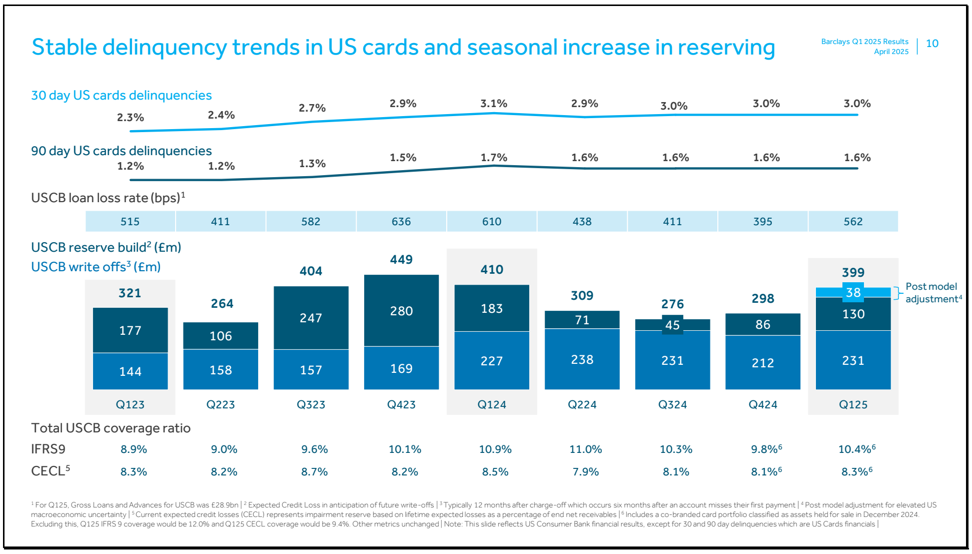


The Group cost to income ratio was 57% in Q1. This provides a strong foundation to deliver guidance of circa 61% in 2025 and the high 50s target in 2026, with scope to improve further thereafter.

Total costs increased by £189 million year-on-year with around half of this increase related to run rate costs for Tesco Bank. Q1 costs also included circa £50 million for the employee share grant announced at the full year results. These and other investments in business growth and inflation were partially offset by around £150 million of gross efficiency savings, as part of the £500 million we expect in 2025.

Expenses associated with structural cost actions were modest in Q1 and are likely to be weighted towards the second half of 2025, and within the two to three hundred million normal annual range.

Turning now to impairment.



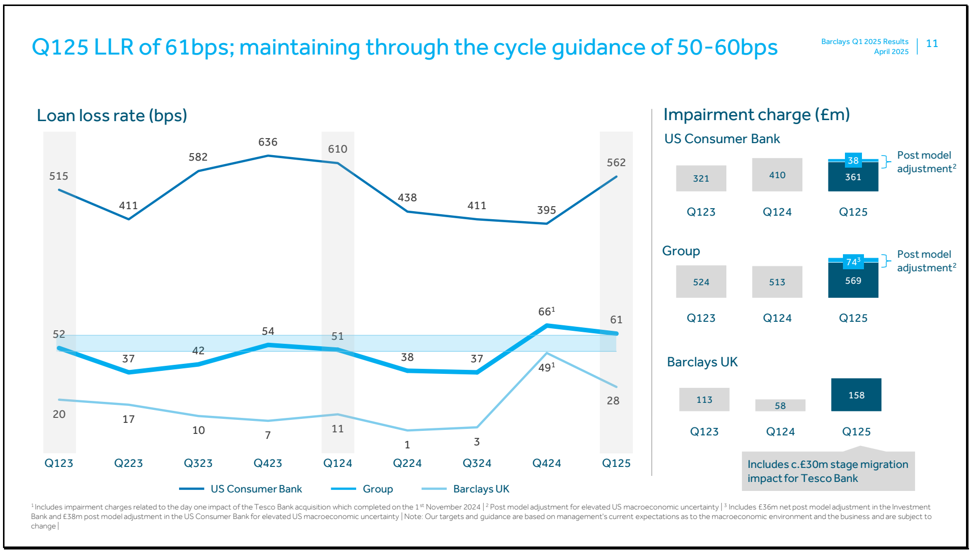
I know that developments in the US in particular are a big focus, so we have included some additional colour on the positioning of our US cards business in the Appendix.

Customer behaviour does not reflect risks to the economic outlook, and we start from a resilient position, including an IFRS9 coverage ratio of 10.4%, or 8.3% on a CECL basis.

Both 30 and 90 day delinquencies were stable in the quarter, as you can see from the two lines on this page.

The USCB loan loss rate of 562 basis points increased versus Q4, reflecting reserves build for higher seasonal balances, and a post model adjustment.

I'll discuss this more on the next slide, in the context of the Group.



The Q1 Group impairment charge of £0.6 billion equated to a Loan Loss Rate of 61 basis points, modestly above our 50 to 60 basis point through the cycle guidance.

As a reminder, our impairment charge is based on consensus economic forecasts prevailing towards the end of the quarter. These forecasts were largely unchanged from FY24, and so do not reflect elevated US economic uncertainty. To address this, and consistent with our approach to uncertainty in the past, we increased the probability weightings of downside scenarios in our IFRS9 calculations for US portfolios. This led to a net post model adjustment of £74 million, included within the US Consumer Bank and the Investment Bank.

The impact for US cards relates mainly to a change in the weighted average peak US unemployment rate from 4.7% to 5.2%, resulting in a £38 million adjustment. While, in the Investment Bank, a reduction in the weighted average US GDP growth from 1.6% to 0.8% led to a net £36 million model adjustment.

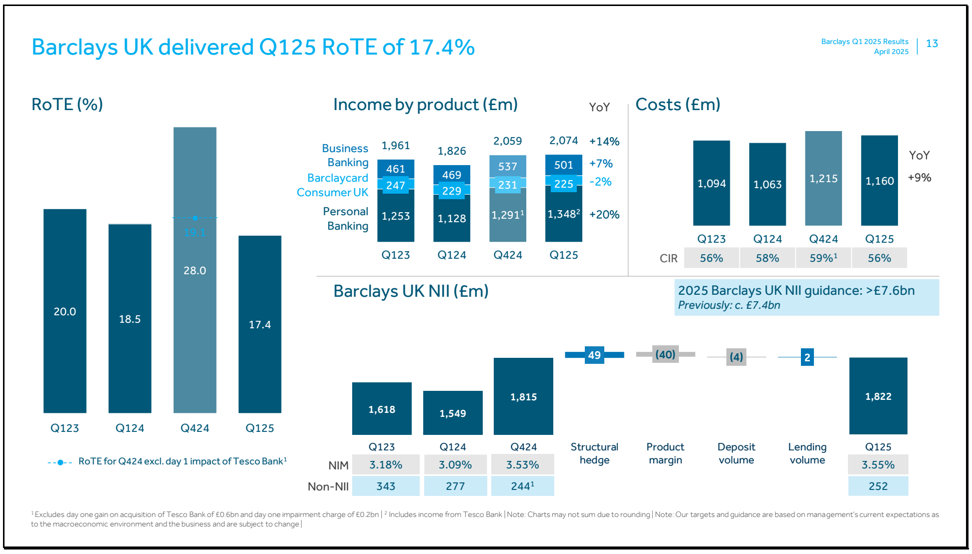
Outside of the US, the increase in the Barclays UK loan loss charge was mainly driven by the addition of Tesco Bank. This included a circa £30 million charge for the post-acquisition stage migration of some Tesco Bank balances, which should diminish beyond Q1. Aside from Tesco Bank, the loan loss rate for Barclays UK increased modestly but remains low.

You can see financial highlights for Barclays UK on slide 12, but I will talk to slide 13.

Barclays UK Q125

Targets	2026		
RoTE	High teens %	17.4% **Statutory RoTE** Q124: 18.5%	£0.8bn **Profit before tax** Q124: £0.7bn
Income	2025 NII >£7.6bn *c.£7.4bn previously*	£2.1bn **Income** Q124: £1.8bn	£1.8bn **Net Interest Income** Q124: £1.5bn
Cost: income ratio	c.50%	56% **Cost: income ratio** Q124: 58%	£158m **Impairment** Q124: £58m
Loan Loss Rate	Normalisation towards 2019 level c.35bps	28bps **Loan loss rate** Q124: 11bps	£209.6bn **Loans[1]** Dec-24: £207.7bn
Risk weighted assets	Grow contribution to Group RWAs	£85.0bn **RWAs** Dec-24: £84.5bn	£243.1bn **Deposits** Dec-24: £244.2bn

[1] Loans and advances to customers at amortised cost | 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 |



RoTE was 17.4% in the quarter and total income rose 14% YoY to £2.1 billion.

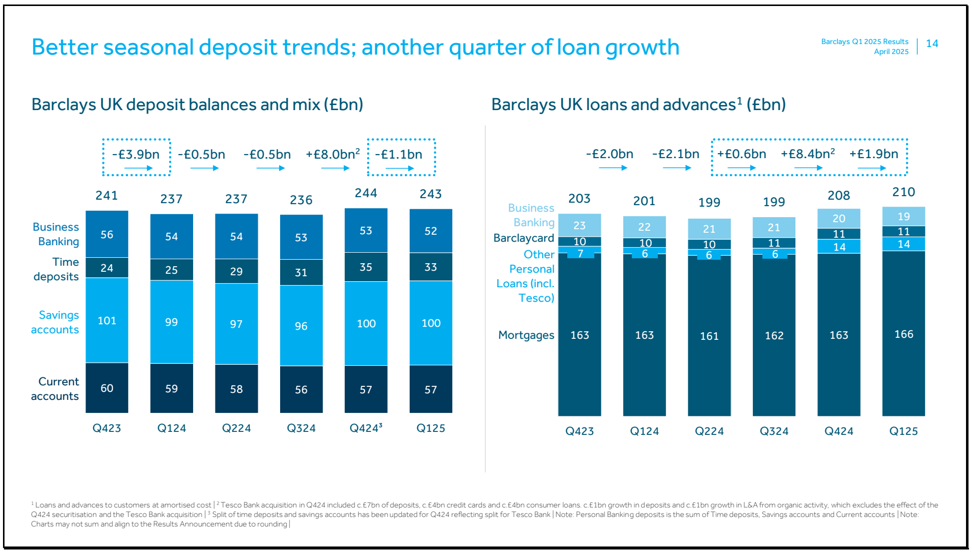
The integration of Tesco Bank is progressing well, with the improved deposit mix providing greater confidence on lower post-acquisition funding costs. As a result, we now expect circa £500 million of NII from this business in FY25, included within the updated NII guidance, versus circa £400 million we expected previously.

Stronger structural hedge income also supported greater NII versus Q4, and more than offset product margin headwinds.

Non-NII of £252 million was weaker due to seasonally lower customer spend, and we continue to expect a quarterly run-rate above £250 million.

Overall income growth of 14% exceeded cost growth of 9%, enabling the cost to income ratio to fall to 56% despite higher investment and run rate costs for Tesco Bank.

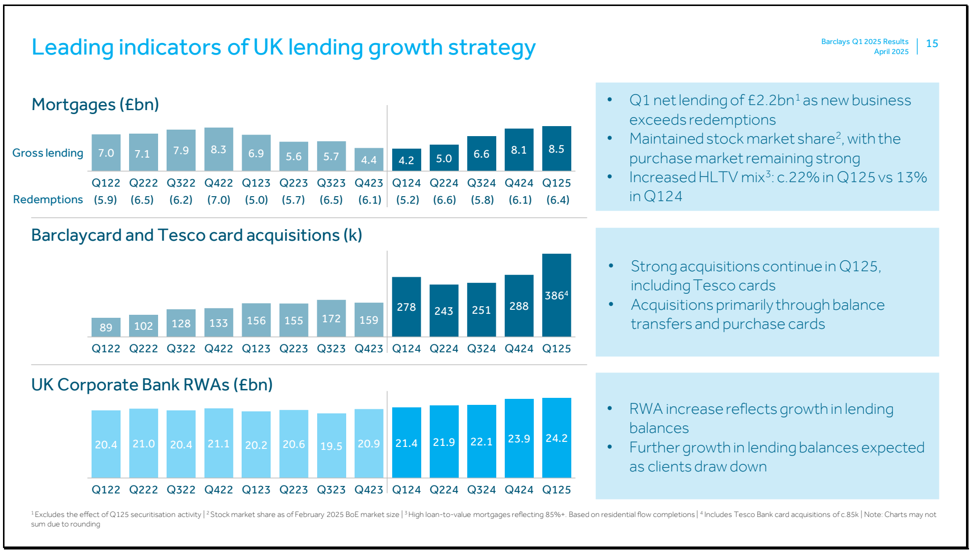
Moving onto the Barclays UK balance sheet.



Deposits in the quarter were stronger than expected, with balances down only £1.1 billion, consistent with a more normalised behaviour.

The mix of deposits continues to develop favourably, with customers choosing to retain liquidity through current accounts and instant access savings accounts.

Loan growth also continued in Q1, with £1.9bn of net lending driven by mortgages, partially offset by lower Business Banking lending as clients continue to repay Covid era loans.



Indicators of future lending activity continue to improve as we pursue our strategy to deploy capital into the UK. The momentum and breadth of UK growth that we saw in the second half of 2024 continued in the first quarter.

Gross mortgage lending remained strong, including among home movers and first-time buyers, supporting net lending of £2.2 billion.

We acquired 386,000 new credit card customers, as part of our strategy to regain market share in unsecured lending.

This should support future growth in balances, as customers' appetite to borrow normalises.

And we saw continued deployment of risk weighted assets in the UK Corporate Bank, supporting £1.3bn loan growth, as clients continued to draw down lending facilities.

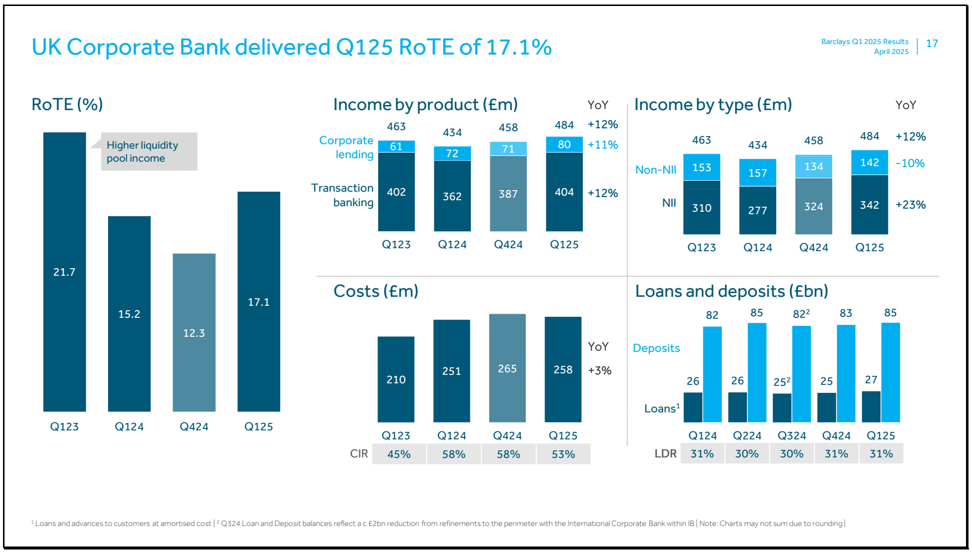
Moving on to slide 17.

UK Corporate Bank Q125

Targets	2026
RoTE	High teens %
Income	Deliver high-quality growth across broad sources
Cost: income ratio	High 40s %
Loan Loss Rate	c.35bps
Loans[1]	Grow lending market share[2]
Deposits	Grow deposits in-line with UK corporate deposit market[3]

17.1% **Statutory RoTE** Q124: 15.2%	£0.2bn **Profit before tax** Q124: £0.2bn
£0.5bn **Income** Q124: £0.4bn	£0.3bn **Costs** Q124: £0.3bn
53% **Cost: income ratio** Q124: 58%	£19m **Impairment** Q124: £15m
28bps **Loan loss rate** Q124: 23bps	£24.2bn **RWAs** Dec-24: £23.9bn
£26.7bn **Loans[1]** Dec-24: £25.4bn	
£85.3bn **Deposits** Dec-24: £83.1bn	

[1] Loans and advances to customers at amortised cost | [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 | 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 |



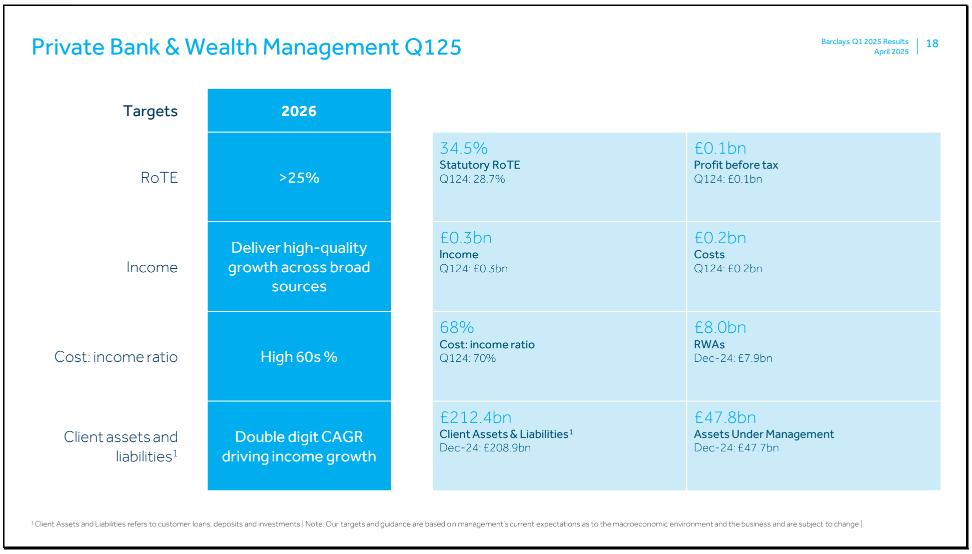
UK Corporate Bank delivered a Q1 RoTE of 17.1%.

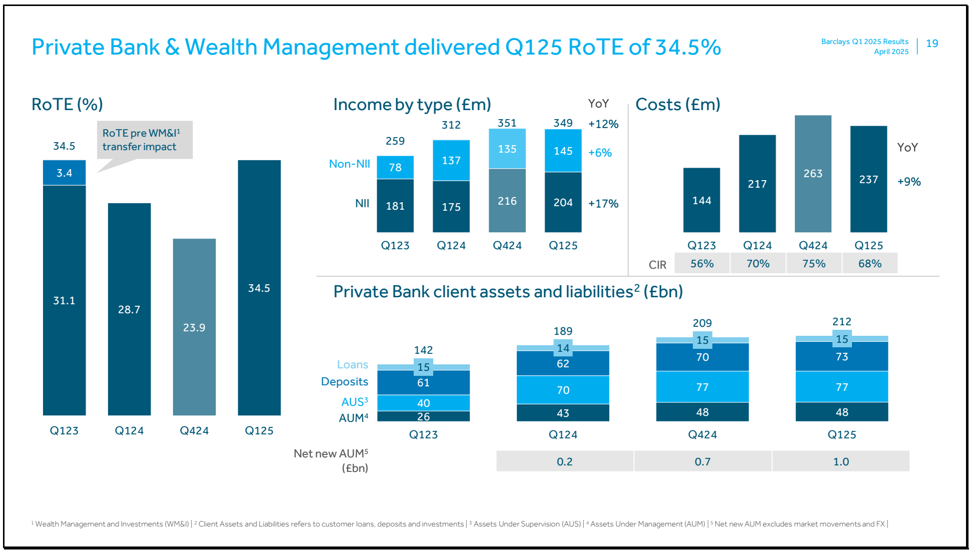
Income growth of 12% exceeded cost growth of 3%, leading to an improved cost to income ratio of 53%.

NII was up 23% year on year, reflecting higher average lending and deposit balances, while non-NII fell 10%. While this line can be volatile, we expect investments in our digital and lending propositions to drive non-NII growth over time.

Impairments remain low and stable, decreasing quarter on quarter with lower single name charges.

Turning now to Private Bank and Wealth Management.


Private Bank & Wealth Management Q125
Barclays Q1 2025 Results
April 2025
18
Targets
2026
RoTE
>25%
Income
Deliver high-quality growth across broad sources
Cost: income ratio
High 60s %
Client assets and liabilities[1]
Double digit CAGR driving income growth
34.5%
Statutory RoTE
Q124: 28.7%
£0.1bn
Profit before tax
Q124: £0.1bn
£0.3bn
Income
Q124: £0.3bn
£0.2bn
Costs
Q124: £0.2bn
68%
Cost: income ratio
Q124: 70%
£8.0bn
RWAs
Dec-24: £7.9bn
£212.4bn
Client Assets & Liabilities[1]
Dec-24: £208.9bn
£47.8bn
Assets Under Management
Dec-24: £47.7bn
[1] Client Assets and Liabilities refers to customer loans, deposits and investments | 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 |



Q1 RoTE was 34.5%.

Client assets and liabilities grew versus Q4, including net new assets under management of £1.0 billion. And income growth of 12% exceeded cost growth of 9%, leading to a cost to income ratio reduction, to 68%.

As previously guided, you should expect an increase in investment costs in the quarters to come, to support advisor growth, product development and digital capabilities.

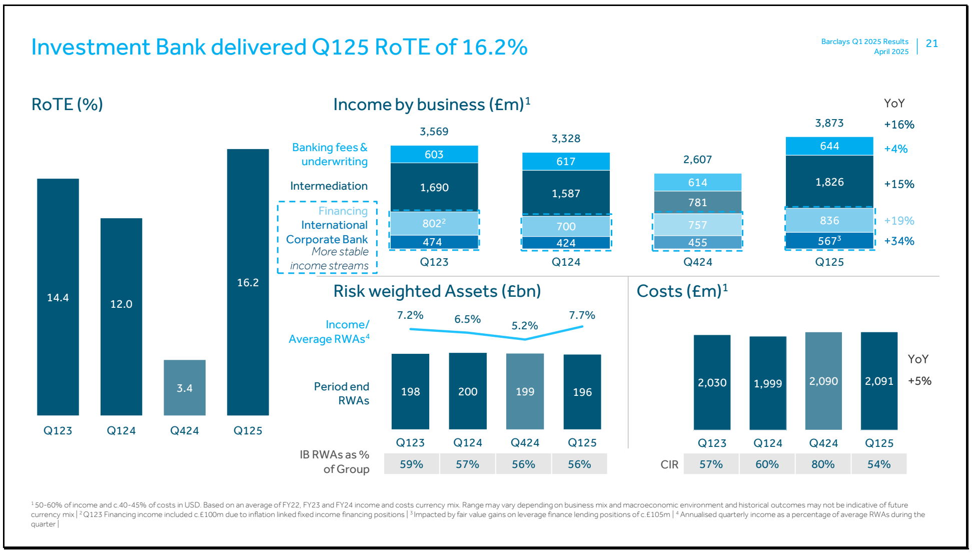
Turning now to the Investment Bank.

Investment Bank Q125

Targets	2026
RoTE	In line with Group (>12%)
Income	High single digit CAGR
Cost: income ratio	High 50s %
Risk weighted assets	Broadly stable c.50% of Group RWAs
Income / Average RWAs[1]	Increase vs. 2023

16.2% Statutory RoTE Q124: 12.0%	£1.7bn Profit before tax Q124: £1.3bn
£3.9bn Income Q124: £3.3bn	£2.1bn Costs Q124: £2.0bn
54% Cost: income ratio Q124: 60%	£72m Impairment Q124: £(10)m
£195.9bn RWAs Dec-24: £198.8bn	56% RWAs as % of Group Dec-24: 56%
7.7% Income/Average RWAs[1] Q124: 6.5%	23bps Loan loss rate Q124: (4)bps

[1] Annualised quarterly income as a percentage of average RWAs during the quarter | 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 |

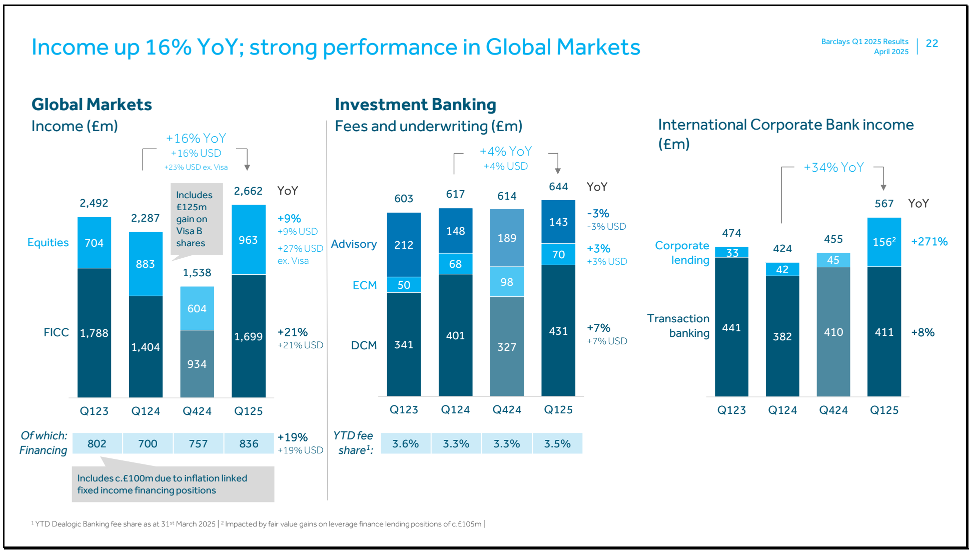


Q1 RoTE of 16.2% was supported by income growth across most areas of the IB.

Total income was up 16% YoY while total costs rose 5%, resulting in positive jaws and a cost to income ratio of 54%.

Capital productivity, measured by income over average RWAs, was 7.7%, or 120 basis points better year-on-year.

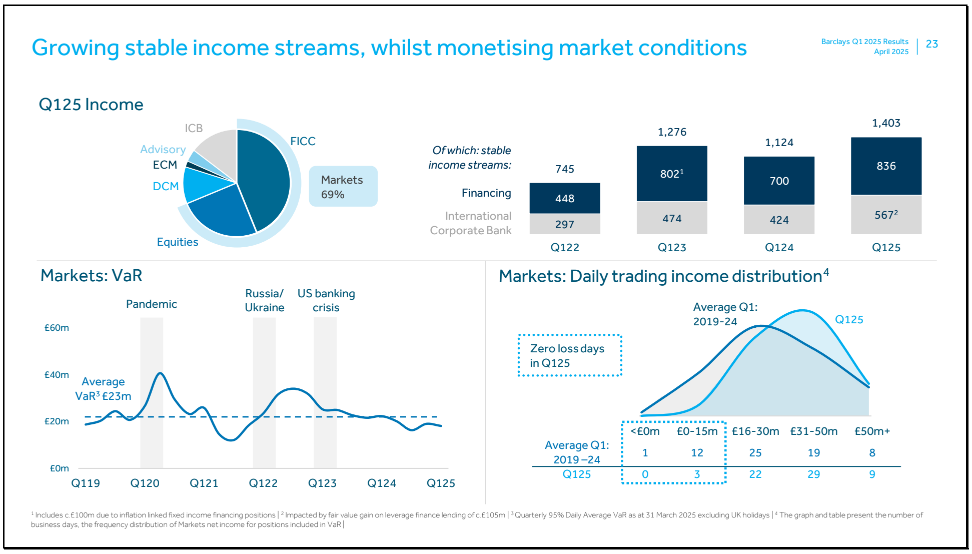
More now on income by business on slide 22.



Using the US dollar figures as usual to help comparisons to US peers, Markets income was up 16% year-on-year. FICC rose 21%, with particular strength in Macro products across Rates and FX and in Securitised Products. Equities income was up 9%, or by 27% excluding the prior period's one-off gain on Visa B shares. Financing and Equity Derivatives were particularly strong.

Investment Banking fees rose 4%. Our fee share was 3.5%, including an improvement in ECM and Advisory. While clients are waiting for a more stable market environment before transacting, pipelines remain strong.

In Transaction banking, income increased 8%, as we continue to implement our treasury coverage model. This also contributed to US deposit balance growth of around 50% year on year, which we see as a lead indicator of transaction banking income growth. And Corporate lending income increased strongly year on year, reflecting gains on Leverage Finance positions.



The Investment Bank is on a multiyear journey to generate higher and more consistent returns. Volatility creates opportunities in Markets, where we generate around two-thirds of Investment bank income. Investments we have made into this business allowed us to monetise these opportunities well during Q1.

We did this whilst prudently managing risk, with stable VaR and no loss days in our trading book.

And in Banking, we entered into the most recent period of volatility with limited exposure to risk, including in LevFin.

We are also making good progress in our management actions, including in our three focus businesses: Equity Derivatives, European Rates and Securitised Products. All while growing the more stable income streams within the Investment Bank, including Financing.

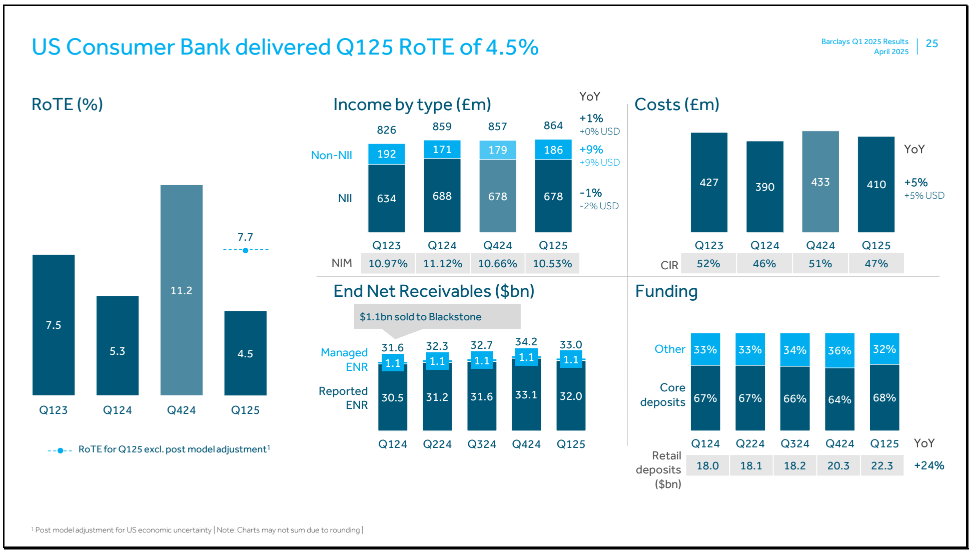
Turning now to the US Consumer Bank.

US Consumer Bank Q125

Targets	2026
RoTE	In line with Group (>12%)
End Net Receivables[1]	c.$40bn
Net interest margin	>12%
Cost: income ratio	Mid-40s %
Loan Loss Rate	c.400bps
Risk weighted assets	c.£45bn incl. c.£16bn regulatory impact[2]

4.5% Statutory RoTE Q124: 5.3%	£0.1bn Profit before tax Q124: £0.1bn
$33.0bn End net receivables[1] Dec-24: $34.2bn	£0.9bn Income Q124: £0.9bn
10.53% Net Interest Margin Q124: 11.12%	£0.4bn Costs Q124: £0.4bn
47% Cost: income ratio Q124: 46%	£0.4bn Impairment Q124: £0.4bn
562bps Loan loss rate Q124: 610bps	
£25.6bn RWAs Dec-24: £26.8bn	

[1] Managed ENR | [2] 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 |



US Consumer Bank RoTE was 4.5% in the quarter, including the £38m post model adjustment I mentioned earlier.

Total income was up 1% YoY as lower NII was offset by higher non-NII. NII was down 1% with NIM of 10.5% driven by a full quarter impact of rate cuts in Q424 which drove spread compression with deposits taking longer to reprice than assets. This interest rate risk is hedged, with the offsetting benefit reflected in non-NII which increased 9% YoY. We remain confident in achieving NIM of greater than 12% by 2026 and expect meaningful progression during 2025 as the impact of our repricing actions take hold in the portfolio.

Total costs were up 5% due to an increase in partner related expense which is mostly offset in higher non-interest income.

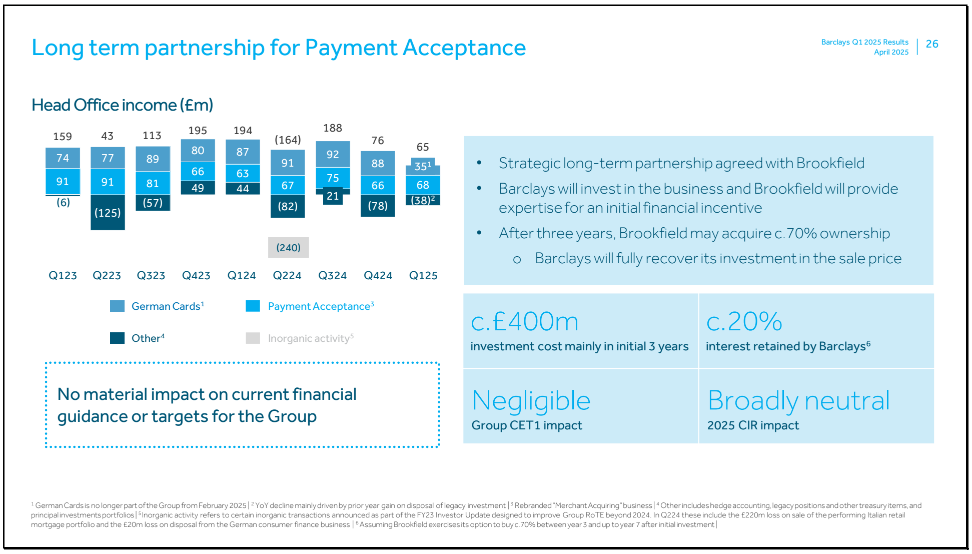
We continue to make good progress in increasing digital adoption and driving efficiency.

End net receivables increased 4% YoY to $33 billion, on a managed basis, all from organic growth.

We continued to see strong retail deposit growth including $2bn QoQ and $4bn YoY, driven by the tiered savings product that we launched in Q3 2024.

The percentage of total funding coming from core deposits now stands at 68% and we expect this to increase going forward, in line with our target of greater than 75% in 2026.

Moving to the main developments impacting Head Office.



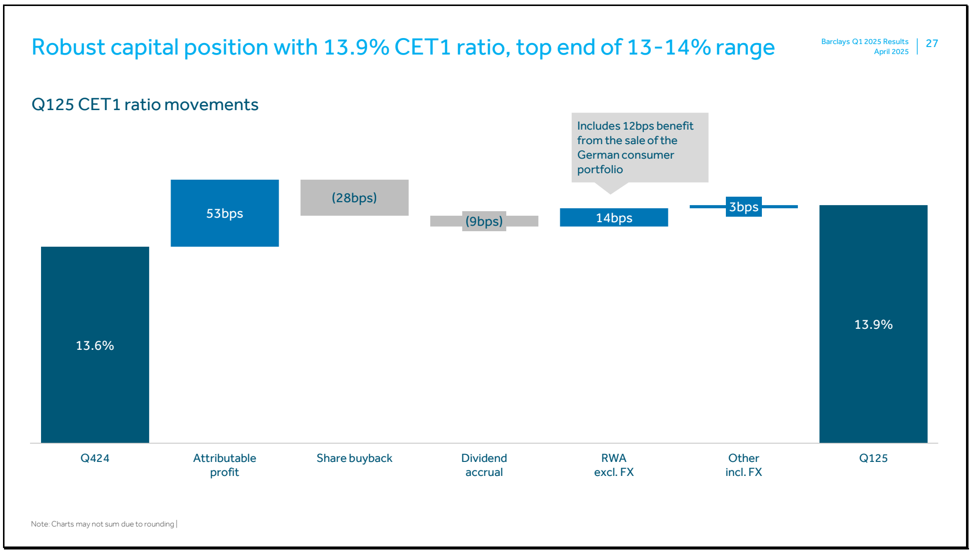
Earlier this month, we announced a long-term partnership with Brookfield for our Payment Acceptance business, previously referred to as Merchant Acquiring.

This business is strategically important but had become less able to compete in recent years given technology changes in the sector and, absent investment, financial performance was expected to deteriorate.

Through the partnership, Barclays will invest circa £400 million, mostly in the next three years, to enhance the range of services, improve efficiency and support growth. This will begin in Q2 and has no material impact on our current financial targets or guidance.

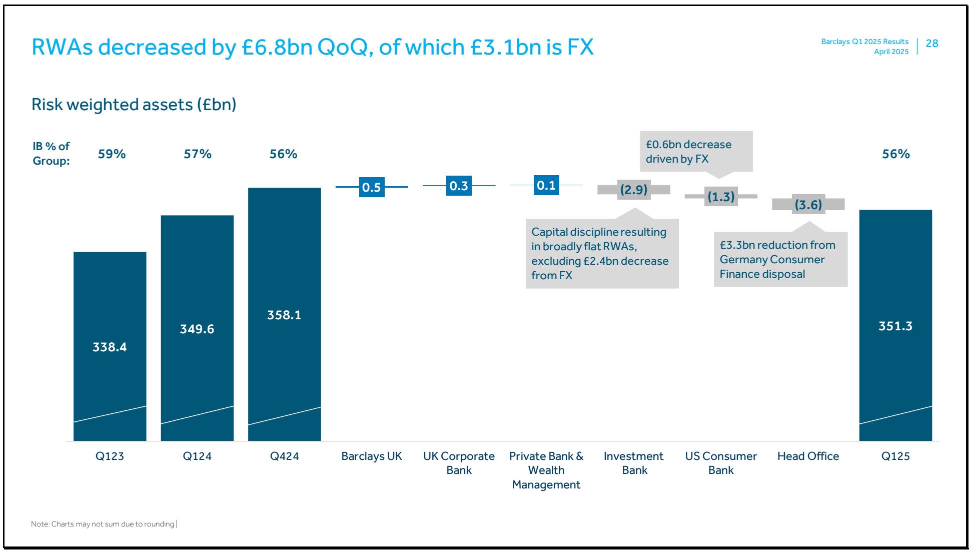
Over time, we expect the partnership to improve the financial performance of the business as part of Barclays Group. If Brookfield choose to increase their ownership interest after three years, our investment will be fully recovered and we will retain an interest of around 20%.

Moving to capital.



We ended the quarter at the top end of our 13-14% target range, with a CET1 capital ratio of 13.9%.

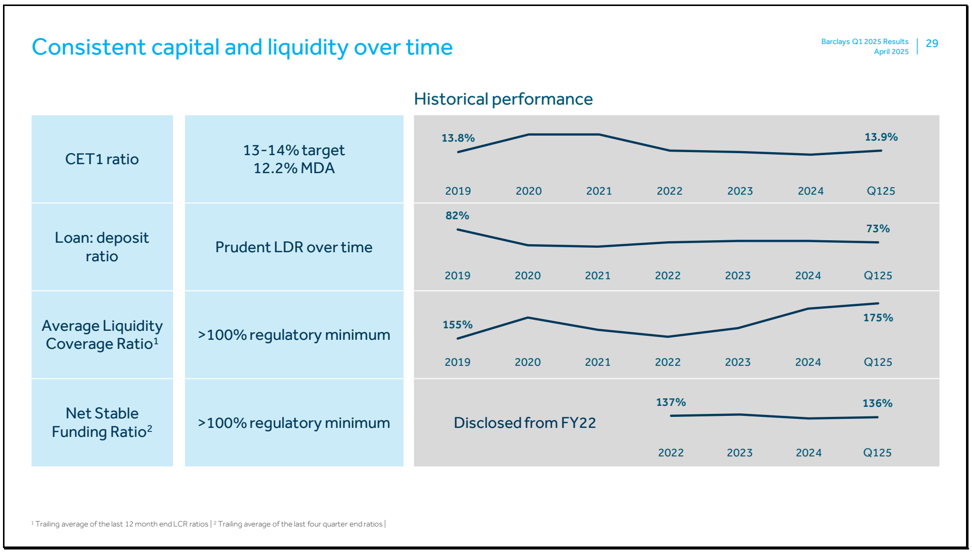
This included 53bps of capital generation from profits and a 12bp benefit from the sale of German Consumer Finance, partially offset by the 28bp impact of the £1bn share buyback announced at FY24 results.



RWAs decreased around £7 billion from Q4, to £351 billion, with FX accounting for c.£3bn of the move.

The sale of the German Consumer Finance business reduced Head Office RWAs by £3.3bn, while Barclays UK and the UK Corporate Bank saw a combined RWA increase of £0.8bn.

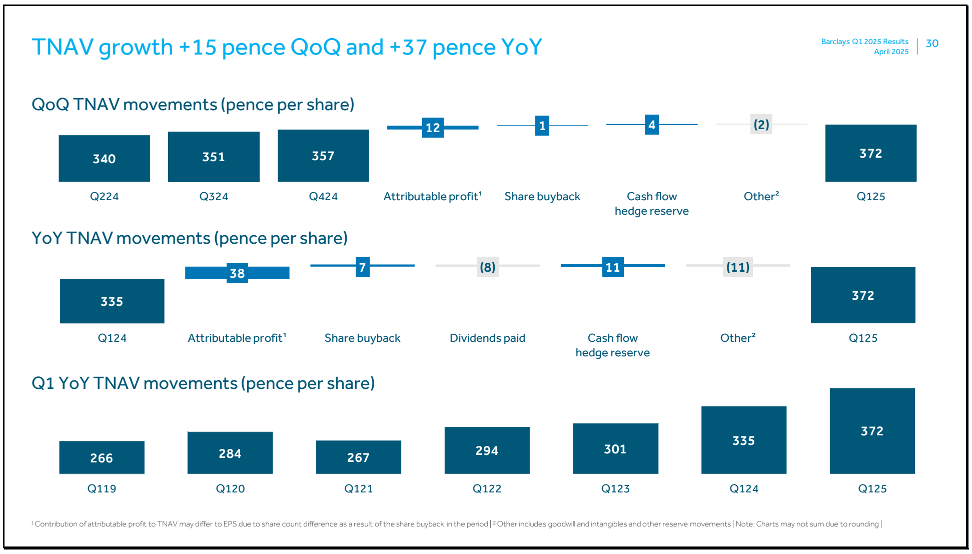
Investment Bank RWAs were 56% of the overall Group and broadly flat from Q4, excluding FX, despite the higher income and usual Q1 seasonality.



As usual, a word on our overall liquidity and funding on slide 29.

We have strong and diverse funding, including a 73% LDR and an NSFR of 136%, and we are highly liquid, across currencies, with an LCR of 175%.

These measures reflect purposeful and prudent management of our balance sheet and risk, delivering resilience and capacity to support customers in a range of economic environments.



TNAV per share increased 15 pence in the quarter and 37 pence YoY, to 372 pence.

Attributable profit added 12 pence per share during Q1, and the unwind of the cashflow hedge reserve added 4 pence. We expect the majority of the remaining cash flow hedge reserve to unwind by the end of 2026. This unwind, combined with earnings growth and buybacks, give us confidence that TNAV will continue to grow consistently, as it has done for the last seven quarters, and to a greater degree than current consensus expectations.

Group Q125 performance against financial targets

	Q125 actuals	2025 guidance	2026 targets
Statutory RoTE	14.0%	c.11%	>12%
Total payout		Progressive increase vs. 2024[1]	At least £10bn[1] 2024-2026
Investment Bank RWAs (% of Group)	56%		c.50%
CET1 ratio	13.9%	13-14%	13-14%
Income	£7.7bn		c.£30bn
Group NII excl. Investment Bank and Head Office	£3.0bn	>£12.5bn *c.£12.2bn previously*	
Barclays UK NII	£1.8bn	>£7.6bn *c.£7.4bn previously*	
Cost: income	57%	c.61%	High 50s%
Loan Loss Rate (LLR)	61bps	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% | 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 |

So to summarise, we are pleased with the strong performance of the bank in Q1, which sets us up well to deliver on all our 2025 guidance as we build towards our 2026 targets.

Over to you Venkat for concluding remarks.

C. S. Venkatakrishnan

Thank you, Anna.

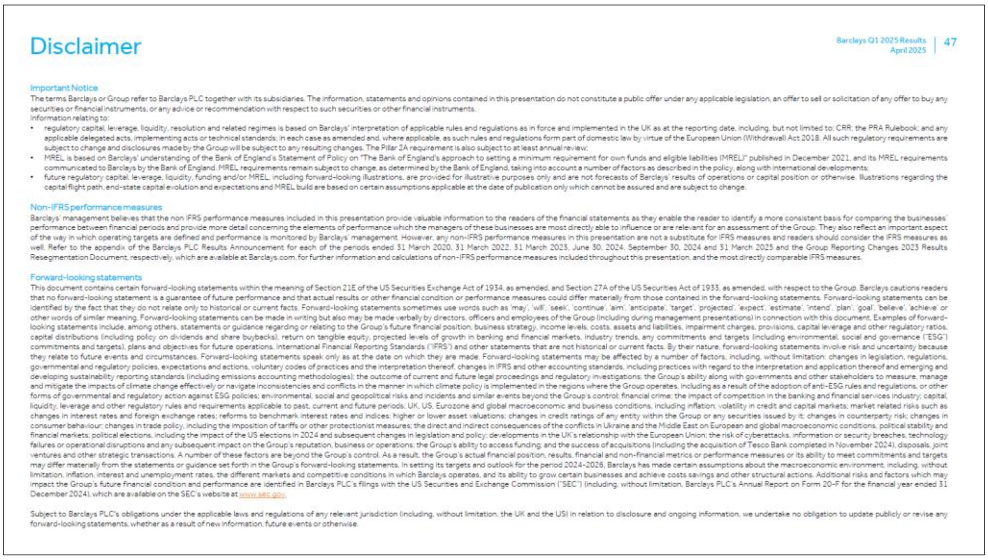
Five quarters into the three year plan, we remain on track to deliver our goals.

We are working hard to deliver sustainable operational and financial improvement across our businesses and this in turn we expect will drive higher Group returns and shareholder distributions.

I will now open the Q&A.

As ever, please limit yourself to two questions per person, so we can get around as many of you as possible. And as always, please also introduce yourself as you ask your questions.

Q&A



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Information relating to:

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- 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. 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.

Non-IFRS performance measures

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 Announcement for each of the periods ended 31 March 2020, 31 March 2022, 31 March 2023, June 30, 2024, September 30, 2024 and 31 March 2025 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.

Forward-looking statements

This document contains certain forward-looking statements within the meaning of Section 21E of the US Securities Exchange Act of 1934, as amended, and Section 27A of the US Securities Act of 1933, as amended, with respect to the Group. Barclays cautions readers that no forward-looking statement is a guarantee of future performance and that actual results or other financial condition or performance measures could differ materially from those contained in the forward-looking statements. Forward-looking statements can be identified by the fact that they do not relate only to historical or current facts. Forward-looking statements sometimes use words such as 'may', 'will', 'seek', 'continue', 'aim', 'anticipate', 'target', 'projected', 'expect', 'estimate', 'intend', 'plan', 'goal', 'believe', 'achieve' or other words of similar meaning. Forward-looking statements can be made in writing but also may be made verbally by directors, officers and employees of the Group (including during management presentations) in connection with this document. Examples of forward-looking statements include, among others, statements or guidance regarding or relating to the Group's future financial position, business strategy, income levels, costs, assets and liabilities, impairment charges, provisions, capital leverage and other regulatory ratios, capital distributions (including policy on dividends and share buybacks), return on tangible equity, projected levels of growth in banking and financial markets, industry trends, any commitments and targets (including environmental, social and governance ("ESG") commitments and targets), plans and objectives for future operations, International Financial Reporting Standards ("IFRS") and other statements that are not historical or current facts. 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 sustainability reporting standards (including emissions accounting methodologies); 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 and regulations, or other forms of governmental and regulatory action against ESG policies; 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; changes in trade policy, including the imposition of tariffs or other protectionist measures; 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 US elections in 2024 and subsequent changes in legislation and policy; developments in the UK's relationship with the European Union; the risk of cyberattacks, 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, joint ventures and other strategic transactions. A number of these factors are beyond the Group's control. As a result, the Group's actual financial position, results, financial and non-financial metrics or performance measures or its ability to meet commitments and targets may differ materially from the statements or guidance set forth in the Group's forward-looking statements. In setting its targets and outlook for the period 2024-2026, Barclays has made certain assumptions about the macroeconomic environment, including, without limitation, inflation, interest and unemployment rates, the different markets and competitive conditions in which Barclays operates, and its ability to grow certain businesses and achieve costs savings and other structural actions. Additional risks and factors which may impact the Group's future financial condition and performance are identified in Barclays PLC's filings with the US Securities and Exchange Commission ("SEC") (including, without limitation, Barclays PLC's Annual Report on Form 20-F for the financial year ended 31 December 2024), which are available on the SEC's website at www.sec.gov.

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