



2025 Annual General Meeting

Frequently Asked Questions

Shareholders are invited to submit questions in writing to the Company in advance of the meeting. Please write to the Group Company Secretary at Barclays PLC, 1 Churchill Place, London E14 5HP or email privateshareholderrelations@barclays.com. We will consider all questions received and, if appropriate, address them at the AGM or in written responses.

Set out below are answers to some frequently asked questions.

Shareholders are reminded that the deadline for receipt of electronic proxy appointments and signed proxy forms is 11:00 am on Friday 2 May 2025. Further details on how to ask questions and how to vote are set out in the Notice of Meeting, available at home.barclays/agm.

AGM Format

Why have you removed the option to attend the AGM virtually this year?

Shareholder use of virtual meeting arrangements has been limited. We are holding the AGM as a physical meeting only this year and all shareholders are welcome to attend in person. If you are unable to attend, you can still vote and ask questions on the business of the meeting.

Why have you changed your approach to Diversity and Inclusion?

We remain committed to a culture which values inclusiveness and equality of opportunity across Barclays. In considering carefully the changed environment in the US, we have taken the decision not to have specific US representation ambitions. As a global organization, we have always complied with the local requirements in the jurisdictions in which we have operated.

Our representation ambitions for the rest of the group will be considered as part of a wide-ranging review in this area.

What was the cause of the banking service outage in January?

The root cause was a software problem in a critical module of our UK Mainframe operating system. It was not due to a cyber-attack or any other malicious activity. We have underway a detailed third-party review of both cause and our response to help prevent further incidents and improve our service. We are deeply sorry for the impact this incident has had on our customers who were not able to access some of our services during the incident period.

Why are you proposing to make changes to the Directors Remuneration Policy (DRP) a year early?

The new DRP aims to simplify the structure of Executive Director pay and align pay outcomes more closely to our business performance and the experience of our shareholders. It is set out on pages 198 to 213 of the Annual Report.

The removal of the 2:1 bonus cap requirement from UK banking regulation affords us additional flexibility in how Executive Director pay is structured. We engaged with a cross section of our shareholders (c.60% of our share register) on potential changes. The feedback was invaluable, helping shape our thinking, and informing the new DRP which we are presenting for approval at the AGM.

Why is Barclays closing so many branches?

We are committed to providing a modern banking experience for our customers and clients, combining our network of over 200 full-service branches in major towns and cities across the UK with our digital channels. We do not plan to announce any further branch closures in 2025 or 2026.

We will continue to invest in these branches, including increasing the number of colleagues in high footfall branches as well as increasing our opening hours in many.

Is Barclays financing and investing in arms manufacturers supplying weapons used in Gaza?

We recognise the profound human suffering caused by this exceptionally complex and long-running conflict, and we urge governments and the international community to work together to find a lasting, peaceful solution.

As a bank, our job is to provide financial services to thousands of business clients and that includes those in the defence sector. Clients in this sector include US, UK or European companies which supply defence products to NATO and its allies.

These companies are an important contributor to our security in a time of increasing uncertainty. Removing financial support for the defence sector is not the right thing to do. They are as essential to our defence as the armed forces, and having access to the most advanced equipment is essential to protect our armed forces.

We have been asked why we invest in nine defence companies supplying Israel, but this mistakes what we do. We trade in shares of listed companies in response to client instruction or demand and that may result in us holding shares. We are not making investments for Barclays and Barclays is not a “shareholder” or “investor” in that sense in relation to these companies.

It is the role of Government to decide foreign policy and laws which restrict the delivery of weapons to any one country.

Protests against Barclays have caused the closure of or disruption to some branches, including violent attacks on our buildings, causing distress to and intimidating customers and colleagues in our branches who have no involvement in these decisions. While we support the right to protest, we ask that it respects our customers, colleagues and property.

Is Barclays still committed to its climate strategy and financing the energy transition?

We recognise the complexity of addressing the climate challenge whilst also supporting a successful and growing economy with affordable and resilient energy, which we know our customers and clients want. Our scale and expertise mean we can make a direct and positive contribution to supporting that effort.

We continue to make progress in our climate strategy, including our ambition to become a net zero bank and deliver on our target to facilitate \$1 trillion of Sustainable and Transition Finance by the end of 2030.

We are also playing a distinct role in scaling up innovative climate tech, investing over £200m of our own capital since 2020 into companies developing groundbreaking solutions in support of the energy transition.

How is Barclays supporting clients in the UK to transition?

In the last year Barclays has worked alongside customers and clients to support the UK to transition by:

- Supporting a £7bn equity rights issue for National Grid which will help upgrade grid infrastructure in the UK and US, bringing renewable power to homes and businesses across the UK.
- Leading the UK's inaugural residential renewable securitisation deal for Hometree to finance over 28,000 residential solar panel systems, batteries and heat pumps across the UK.
- Launching a first of a kind collaboration with the Environment Bank to help Barclays' UK farming clients understand opportunities in the Biodiversity Net Gain (BNG) market and assist UK housebuilders in fulfilling their BNG obligations.
- Partnering with the National Wealth Fund (NWF) to accelerate decarbonisation and improve social housing quality in the UK with a term loan, 70% guaranteed by the NWF, for retrofitting housing stock.
- Launching a Green Agricultural Mortgage to support UK farming clients to undertake more sustainable practices and implement energy-efficiency improvements.
- Lending £4.7bn since 2018 through our Green Home Mortgage product to support customers to purchase energy efficient new-build homes.
- Piloting our Greener Home Loan, offering eligible customers up to £250 cashback for energy-efficient home improvements.

Is Barclays a member of the Net Zero Banking Alliance (NZBA)?

Barclays is a member of the NZBA. Our membership of organisations is determined by our strategy and advocacy positions and will continue to evolve over time.

Will Barclays publish a transition plan?

Work is underway on a transition plan and we intend to publish it later this year.

28 April 2025