Barclays PLC

2013 Full Year Results

11 February 2014

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Resilient outcome driven by traditional banking franchises

Year ended – December (£m)		2012	2013
Income		29,361	28,155
Impairment		(3,340)	(3,071)
Operating expenses		(18,562)	(18,684)
Costs to achieve Transform		-	(1,209)
Adjusted profit before tax		7,599	5,167
Adjusting items	Own credit	(4,579)	(220)
	Provision for PPI redress	(1,600)	(1,350)
	Provision for IRHP redress	(850)	(650)
	Gain on disposal of investment in Blackrock	227	-
	Goodwill impairment	-	(79)
Statutory profit before tax		797	2,868
Statutory attributable profit / (loss)		(624)	540
Adjusted financial performance measures			
CRD IV fully loaded CET1 ratio		8.2%[1]	9.3%
Estimated PRA leverage ratio			3.0%[2]

Financial Performance

- Adjusted PBT reflects diversity and strength of our franchise, given Transform investments as well as regulatory and litigation spend
- Income driven by momentum in traditional consumer businesses
- Impairment improvement demonstrates continued strong credit risk management
- Operating expenses include IB litigation provisions in Q4 2013
- Effective tax rate of 39% reflects £440m write down of Spanish deferred tax assets
- Post taxation and non-controlling interests, adjusted attributable profit was £2.4bn

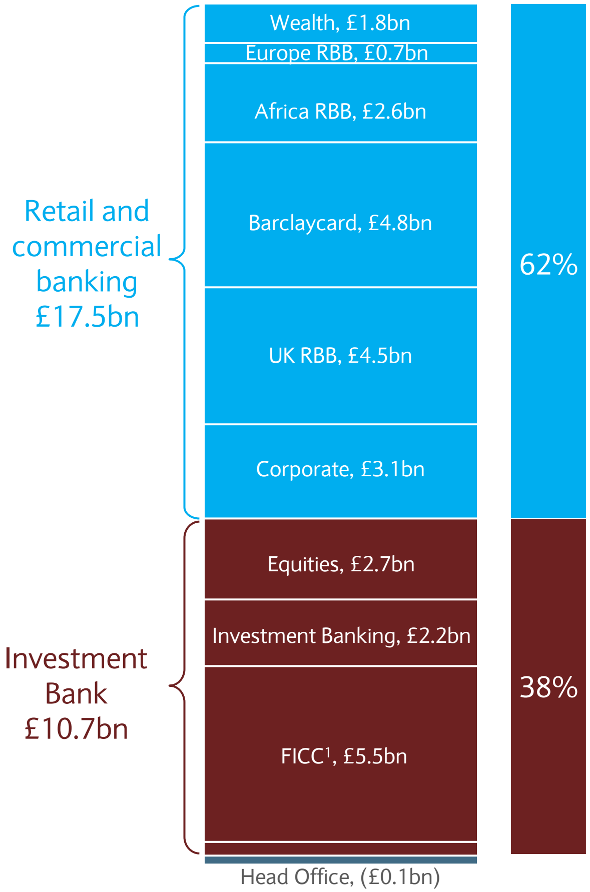
Q4 2013

Income	Negative IB income from litigation	(£111m)
Opex	Litigation provision in IB	(£220m)
Opex	UK Bank Levy	(£504m)
Tax	Spain DTA write off	(£440m)

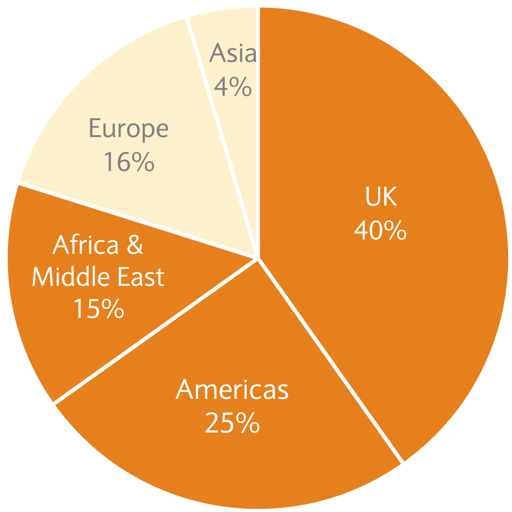
[1] Dec-12 based on FL CET1 capital as at 31 December 2012 adjusted for IFRS10 and IAS19 | [2] PRA leverage ratio for December 2013 rounded up from 2.97% |

Balanced consumer/wholesale franchises with diversity of income

Group adjusted income of £28.2bn…



…with 80% of income from three markets



Business dynamics

UK RBB
- Well-positioned for economic recovery and growing faster than the market

Barclaycard
- Sustained growth diversified by product and geography with well managed risk

Corporate Banking
- Strengthened UK performance and shifting from turnaround to growth

Investment Bank
- Rebalancing income towards less capital intensive businesses i.e., flow FICC, Equities and Investment Banking, and showing improving returns

Africa RBB
- Turnaround programme launched in 2013 under new leadership

Wealth & Europe RBB
- Both businesses being repositioned and restructured for sustainable growth and returns

[1] Income from Exit Quadrant of £262m and Principal Investments of £62m shown separately |

Balance sheet metrics steadily improving

£bn		Dec-11	Dec-12	Dec-13
Balance Sheet	Total IFRS assets	1,562	1,488	1,312
	Derivatives	539	469	324
	Loans and advances to customers	432	424	430
	Wholesale funding	265	240	186
	Customer deposits	366	385	428
	Loan to deposit ratio	118%	110%	101%
CRD IV Capital[1]	Fully-loaded CET1 capital[2]		38.4	40.4
	Fully-loaded T1 capital[2]		38.6	42.7
	Risk-weighted assets		468	436
	Exit Quadrant RWAs		94	54
Adjusted Returns	Return on equity	6.7%	9.0%	4.5%[3]
	Return on tangible equity	8.1%	10.6%	5.3%

- Key balance sheet and capital measures continue to trend in the right direction
- Capital and leverage positions significantly improved while maintaining a robust funding profile and liquidity metrics
- Rebalancing of loans driven by growth in UK RBB and Barclaycard, offset by FX reduction in Africa RBB
- Total IFRS balance sheet significantly smaller, primarily driven by reduction in derivatives book
- Spot balance sheet size will continue to be affected by market based fluctuations such as FX and interest rates, and by seasonal business effects, e.g. settlement balances and repos
- Expect returns to improve as balance sheet optimisation continues

[1] Dec-13 estimates based on our interpretation of the final CRD IV text and latest EBA technical standards. Dec-12 estimates based on our interpretation of the draft July 2011 CRD IV rules including assumptions agreed with the PRA as at Dec-12 | [2] Dec-12 based on FL CET1 capital as at 31 December 2012 adjusted for IFRS10 and IAS19 | [3] Includes costs to achieve Transform. Excluding costs to achieve, Group adjusted return on average equity would have been 6.1% |

Many future minimum requirements already being met

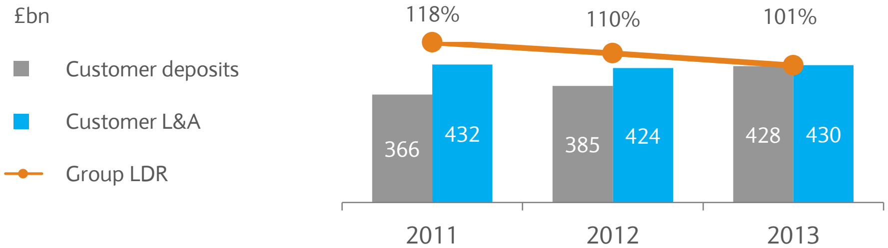
		Barclays Dec-13	Regulatory benchmark	Date required	Exceeds target
Capital	Fully-loaded CET1 ratio[1]	9.3%	9%[2]	2019	✓
	PRA capital ratio	8.3%	7%	Dec-2013	✓
Leverage	CRD IV leverage ratio[1]	3.1%	3%[3]	2018	✓
	PRA leverage ratio[4]	3.0%	3%	Jun 2014	≈
Liquidity & Funding	Liquidity Coverage Ratio (LCR)[5]	102%	100%	2018	✓
	Net Stable Funding Ratio (NSFR)[5]	110%	100%	2018	✓

- Barclays already meets a number of future regulatory minimum requirements as they are known today
- Some uncertainty still remains on future regulatory capital and leverage requirements, but we will anticipate and 'future proof' where we can

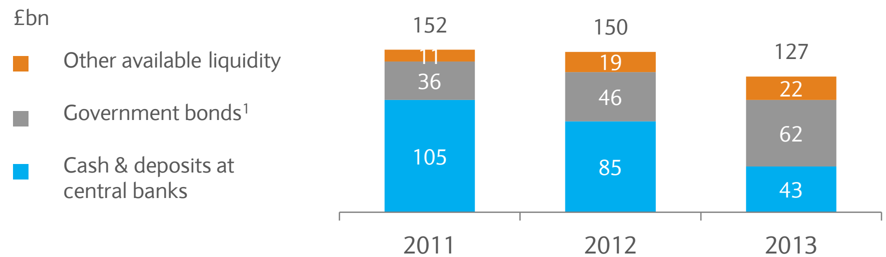
[1] FL CET1 ratio and estimated CRD IV leverage ratio based on CRD IV text published in June 2013, and EBA technical standards finalised in H2 2013 |
[2] Expected FL CET1 ratio target excludes Pillar 2, and sectoral and Countercyclical Buffers, and is based on the expected minimum for a 2% G-SIFI bank |
[3] 3% represents the current Basel 3 proposal. There is currently no proposed minimum in the CRD IV text as published on 26 June 2013. Banks are required to report their leverage ratio for supervisory review purposes from 2014 onwards and from 2015, banks are required to publish their leverage ratios in Pillar 3 disclosures, with the expectation that a binding Pillar I requirement will be introduced across the EU from 2018 |
[4] Estimated PRA leverage ratio based on PRA adjusted FL CET1 capital and CRD IV and PRA qualifying T1 capital over PRA adjusted leverage exposure as defined in the PRA supervisory statement SS3/13 |
[5] Estimated Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) based on Basel standards published in January 2013 and January 2014 respectively and based on a number of assumptions which are subject to change prior to the implementation of CRD IV |

Stable and diverse funding bolstered by strong liquidity

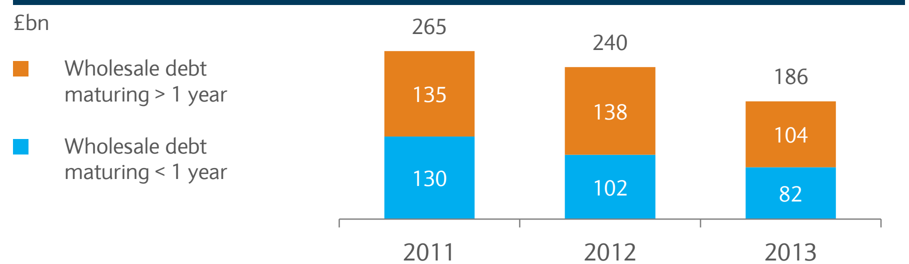
Significant increase in deposit funding



High quality liquidity pool



Reduced dependency on short-term wholesale funding

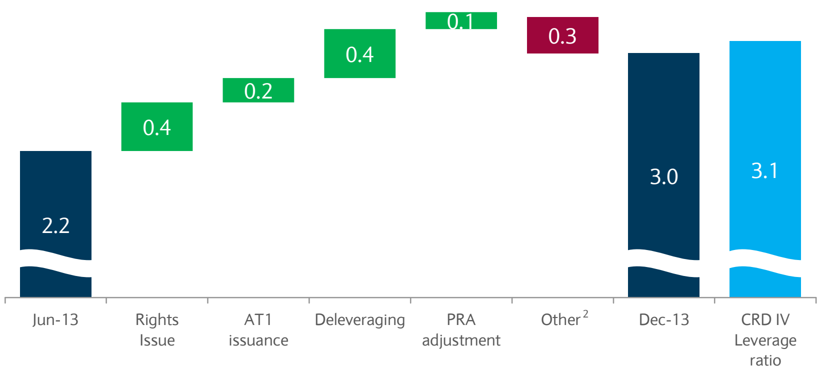


- Growth in high quality customer deposits enabled a reduction in wholesale funding, giving more stability to the funding profile
- Customer loans and advances are almost completely self-funded by deposits
- Investment Bank activities do not rely on deposit funding from non-IB businesses
- Liquidity pool quality remains robust after right-sizing of liquidity surplus and optimisation of pool composition
- Liquidity pool sufficient to fund the business for an estimated 42 months with no access to wholesale markets, up from 37 months at December 2012[2]
- Estimated Basel 3 LCR was 102% as at 31 December 2013
- Estimated Basel 3 NSFR was 110% as at 31 December 2013
- Reliance on short term funding continues to reduce

[1] Of which over 85% are comprised of UK, US, Japanese, French, German, Danish, Swiss and Dutch securities | [2] Calculated comparing the liquidity pool against wholesale funding maturities as disclosed on page 66 of the FY 2013 Results announcement |

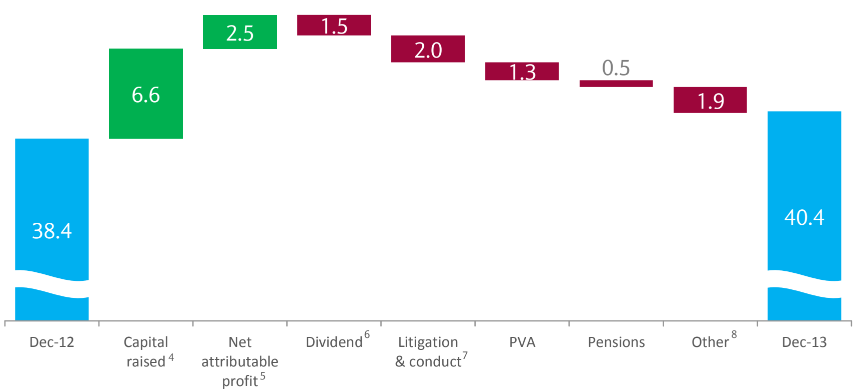
Significantly improved leverage ratios and capital position

Estimated PRA leverage ratio[1] (%)



- Completed £5.8bn rights issue
- Issued £2.1bn equivalent of CRD IV and PRA compliant Additional Tier 1 (AT1) capital
- Reduced CRD IV leverage exposure by £196bn in H2 2013 to £1,363bn, of which an estimated £55bn related to FX
- For the PRA leverage ratio, PRA adjustments to our FL CET1 capital reduced by £1.9bn to £2.2bn with the alignment of PVA deduction

Fully-loaded CRD IV capital[3] (£bn)



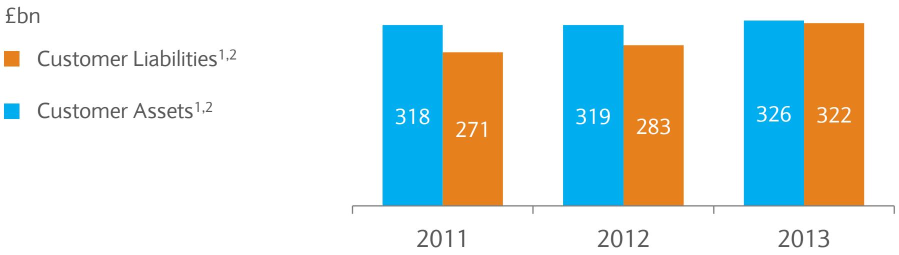
- Strengthening of capital ratios to 9.3% FL CET1 primarily driven by rights issue and reductions in RWAs
- Equity base reduced by pensions, dividends and litigation and conduct charges
- CRD IV RWAs down £32bn since December 2012 to £436bn, with Exit Quadrant RWAs down to £54bn
- On track to achieve fully loaded CET1 ratio of 10.5% in 2015

[1] Estimated PRA leverage ratio based on PRA adjusted FL CET1 capital and CRD IV and PRA qualifying T1 capital over PRA adjusted leverage exposure as defined in the PRA supervisory statement SS3/13. Note 3.0% PRA leverage ratio at Dec 2013 is rounded from 2.97%. | [2] Comprise movements in FL Tier 1 capital excluding the £5.8bn rights issue and £2.1bn of AT1 capital | [3] Dec-12 based on FL CET1 capital as at 31 December 2012 adjusted for IFRS10 and IAS19 | [4] Includes £5.8bn rights issue, and £0.8bn warrants | [5] Attributable profit adjusted for movement in own credit, and conduct and litigation costs net of tax | [6] Dividend paid and a recognition of foreseeable dividends (final dividend for 2013, and the coupons on other equity accounted instruments) | [7] PPI, IRHP, charge against a single name exposure in the IB, and £330m of litigation and regulatory penalties incurred in Q4 13, after tax | [8] Includes AFS losses, EL > impairment deduction, investment in own shares, and a reduction in Spain DTA on write-off among others |

BARCLAYS

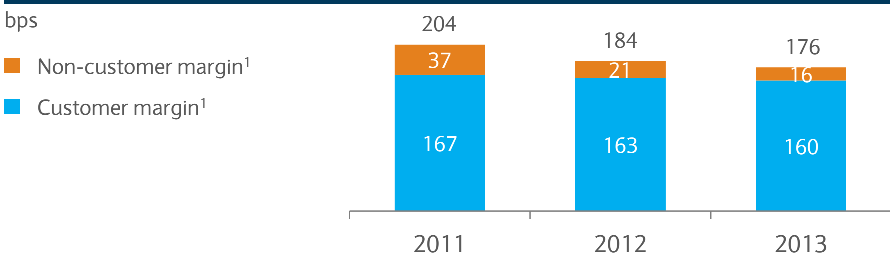
Net interest income - driven by volume growth

Asset and liability growth…



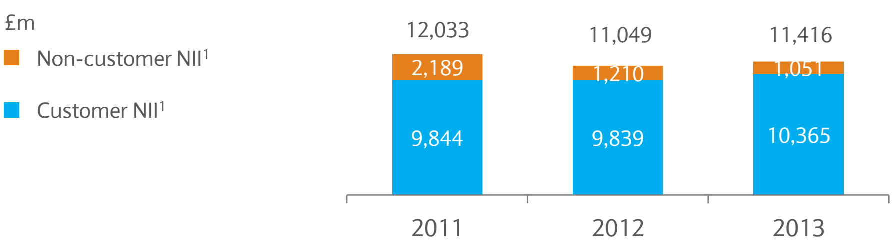
- Asset and liability increases in non-IB and Head Office businesses of 2% and 14% respectively, driven by growth in UK RBB and Barclaycard
- Estimated share of UK mortgage stock balances increased to 9.9%
- Risk appetite maintained at same levels throughout the year

…are offsetting NIM decline…



- NIM across these businesses declined to 176bps, driven mainly by a reduced contribution from structural hedges, as expected
- Rising customer asset margins offset pressure on liability margins
  - Four quarters of consecutive growth in UK RBB asset margin
- NIM expressed as a percentage of average customer assets increased from 347bps to 350bps

…to increase NII

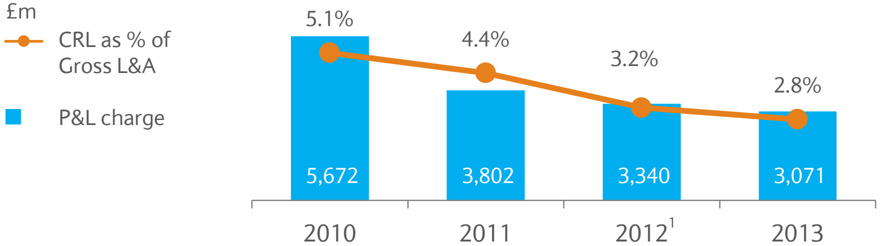


- NII reflects increased customer NII from balance sheet growth
- Customer liability income remained broadly constant
- Non-customer NII expected to make a significant but declining contribution in 2014

[1] For RBB businesses, Barclaycard, Corporate Banking and Wealth & IM | [2] Average balances |

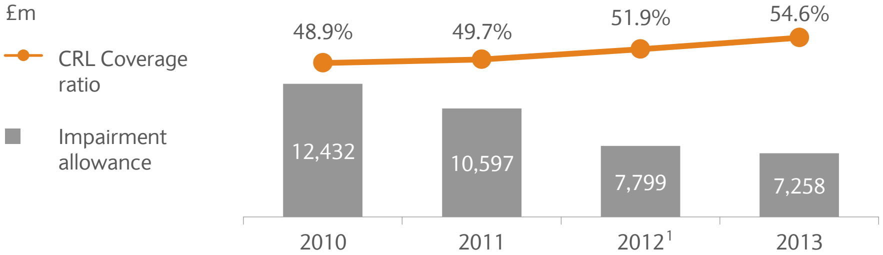
Asset quality trends remain favourable

Impairment charge and CRLs tracking downwards…



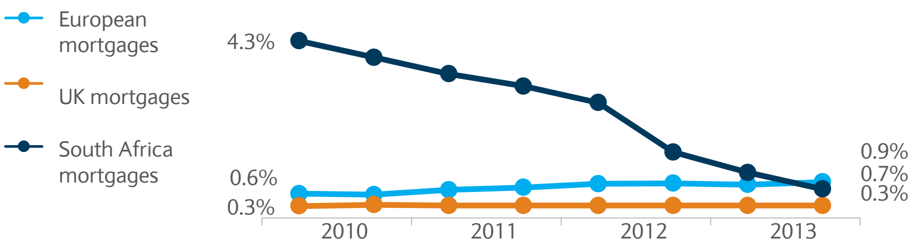
- Annualised loan loss rate of 64bps, down from peak of 156bps in 2009
- Impairment in Corporate Banking down 42% to £510m
- Retail impairment improved in Africa RBB by 49%, or 41% on a constant currency basis
- Barclaycard impairment increased largely due to the Edcon acquisition, while 30-day arrears rates reduced in the US and UK

…while CRL coverage ratio improved



- Loan growth in retail and card businesses has not been at the detriment of asset quality
- Impairment allowances have fallen, but coverage ratios have increased steadily

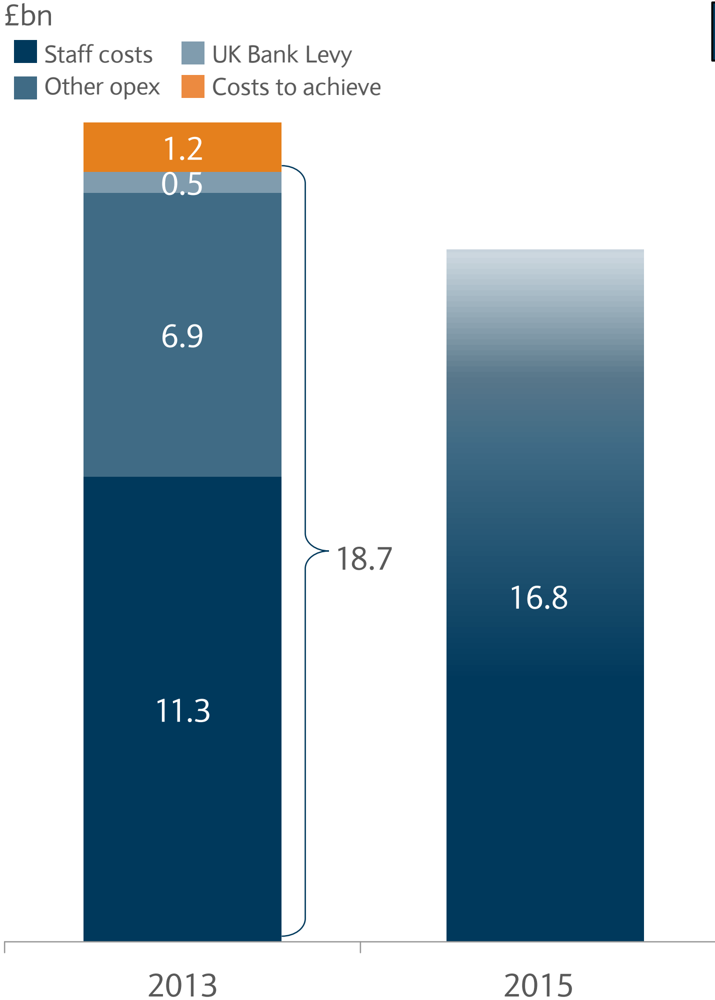
90-day delinquency trends improving or stable



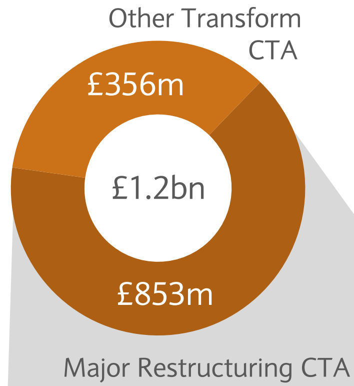
- Both UK and European mortgage delinquency rates remain well controlled, reflecting low risk/high quality mortgage books
- South Africa mortgage delinquency trends improved significantly over recent years

[1] Restated to reflect the impact of IFRS10

Transitioning the cost base for structurally lower operating expenses



Costs to achieve



Industrialisation

- Technology systems, decommissioning and retiring of legacy applications
- Six data centres closed and 6,000 servers reduced since H1 2013
- A 600 central function FTE reduction is included in the table below

Innovation

- Channel migration towards digital e.g. Barclays Mobile Banking usage impacting traditional channel usage
- Africa Transform the Branch – simplified Identification & Verification, intelligent controls, automation and self-serve

Major Restructuring programmes to date	FTE reduction	Description	Anticipated 2015 annual savings (£m, Gross)
UK RBB	2,600	Network and operations transformation	110
Europe RBB	1,900	Europe restructure (FTEs and branches)	140
Investment Bank	1,400	Front office and technology	350
Corporate	1,150	Front office, O&T and international	135
Wealth & IM	600	Simplified operating model	80
Group	7,650		815

UK RBB – well positioned for UK economic recovery

	2012 (£m)	2013(£m)
Income	4,384	4,523
Impairment charges	(269)	(347)
Operating expenses[1]	(2,894)	(2,833)
Costs to achieve Transform	-	(175)
Adjusted profit before tax	**1,225**	**1,195**
Adjusted financial performance measures		
Return on tangible equity[1]	22.9%	20.0%
Return on average equity[1]	12.3%	11.5%
Cost: income ratio[1]	66%	67%
Loan Loss Rate	21bps	25bps
Net Interest Margin[2]	135bps	129bps
Customer NIM[3]	102bps	106bps
Customer assets[4]	124,275	134,297
Customer liabilities[4]	111,753	128,310

Financial Performance

- NII increased 6%, driven by organic mortgage growth and the acquisition of ING Direct
- Impairment well controlled with LLR of 25bps
- Costs to achieve Transform of £175m
  - 2,600 reduction in FTE and a 21% reduction in operating sites
- Continues to generate attractive returns

2013 Achievements

- Loans and advances were £136.5bn, up 7% YoY
  - Mortgage balances increased by £8.1bn, increasing our UK stock share to 9.9%, up from 9.4% in 2012
- £1.8bn of gross new term lending to small businesses
- 5.3m active customers of digital banking in Q4 2013, up 18% vs. Q4 2012
- Customer Net Promoter Score® for account switching has improved four fold since the launch of 7 day switching

[1] Adjusted basis excluding provision for PPI redress | [2] Using customer assets plus liabilities as denominator | [3] Excluding non-customer income/structural hedge contribution from NII | [4] Average balances |

Barclaycard – continued strong growth

	2012 (£m)	2013 (£m)
Income	4,344	4,786
Impairment charges	(1,049)	(1,264)
Operating expenses[1]	(1,842)	(1,999)
Costs to achieve Transform	-	(49)
Adjusted profit before tax	**1,482**	**1,507**
Adjusted financial performance measures		
Return on tangible equity[1]	26.9%	24.5%
Return on average equity[1]	19.8%	18.4%
Cost: income ratio[1]	42%	43%
Loan Loss Rate	294bps	337bps
Net Interest Margin[2]	866bps	829bps
Customer Assets[3]	33,470	36,276
Customer Liabilities[3]	1,286	3,741

Financial Performance

- Income up 10% reflecting net lending growth, with international income up 17% and UK income up 6%
- Impairment increase primarily driven by targeted asset growth, including Edcon in South Africa, but 30-day arrears rates reduced in the US and UK
- Operating expenses reflect portfolio acquisitions, net lending growth and costs to achieve Transform
- Continued profit growth and strong return on average equity

2013 Achievements

- Major supporter of the UK economy, offering £15.8bn in new lending to businesses and households in 2013
- Customers grew 8% to 35.5m and business clients grew 11% to over 350,000
- Value of payments processed increased by 8% YoY to £254bn
- Continue to lead in payments innovation –
  - Working with Transport for London on acceptance of contactless cards for over 6.5 million bus journeys in the UK
  - Launched Bespoke™, a digital offers product, with over 800k registered users, more than half being new customers to Barclays

[1] Adjusted basis excluding provision for PPI redress | [2] Using customer assets plus liabilities as denominator | [3] Average balances |

Africa, Europe RBB, Wealth – turnaround or repositioning plans underway

Africa RBB	2012 (£m)	2013 (£m)
Income	2,928	2,617
Impairment charges	(632)	(324)
Operating expenses[1]	(1,984)	(1,870)
Costs to achieve Transform	-	(26)
Adjusted profit before tax	322	404

Financial Performance

- Income was up 5% in constant currency terms despite pressure on transactional volumes
- Impairment halved, with 90 day arrears rates on home loans also halving to 0.7%
- Operating expenses reflected inflationary pressures in South Africa
- Profit before tax was up 25% despite a depreciation in the Rand

Europe RBB	2012 (£m)	2013 (£m)
Income	708	666
Impairment charges	(257)	(287)
Operating expenses[1]	(807)	(839)
Costs to achieve Transform	-	(403)
Adjusted profit before tax	(343)	(996)

Financial Performance

- Lower income in line with asset reductions
- Impairment up 12% driven by charges taken in Exit Quadrant assets
- Operating expenses reflected CTA restructure charges for 1,900 FTE and reduction in 500 distribution points

Wealth	2012 (£m)	2013 (£m)
Income	1,820	1,839
Impairment charges	(38)	(121)
Operating expenses[1]	(1,509)	(1,592)
Costs to achieve Transform	-	(158)
Adjusted profit before tax	274	(19)

Financial Performance

- Income broadly flat
- Costs to achieve Transform of £158m relating to the strategy refresh
- Impairment reflected weakness in recovery values in European property
- Underlying business growth remains robust with client assets[2] up 10%

[1] Excluding costs to achieve Transform and goodwill impairment in Wealth of £79m | [2] Includes items such as client deposits, assets under management and structured deposits |

Investment Bank – continued growth in Equities and Advisory helped offset a tough FICC environment

	2012 (£m)	2013 (£m)
FICC	6,678	5,537
Equities and Prime Services	2,183	2,672
Investment Banking	2,137	2,200
Principal Investments	206	62
Exit Quadrant / Legacy Assets	571	262
Income	11,775	10,733
Impairment charges	(204)	(220)
Operating expenses[1]	(7,631)	(7,750)
Costs to achieve Transform	-	(262)
Profit before tax	3,990	2,523
Adjusted financial performance measures		
Return on tangible equity	13.1%	8.5%
Return on average equity	12.7%	8.2%
Comp: income ratio	40%	43%
CRD IV RWAs	-	£221.6bn
CRD IV Exit Quadrant RWAs	£79.1bn	£42.2bn

Financial Performance

- Income reflected a reduction of £1.1bn in FICC and £309m in Exit Quadrant income
- Growth of 22% in Equities and 3% in Investment Banking income helped to offset FICC weakness
- Three years of consecutive income growth in Equities and IBD
- Operating expenses include £262m of costs to achieve related to rightsizing initiatives in Asia, Europe and America
- CRD IV RWAs reduced to £222bn through accelerated sell-down of our Exit Quadrant assets

2013 Achievements

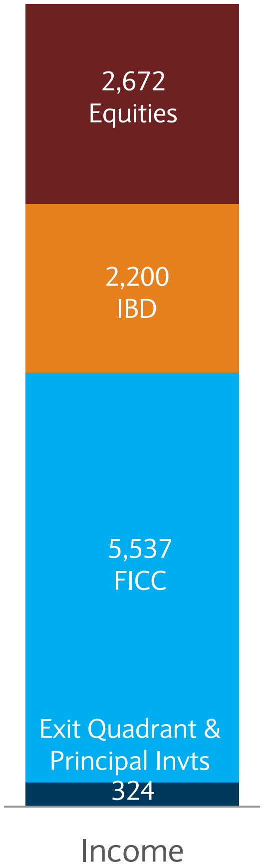
- Best Global Debt House for the second consecutive year[2]
- Best Flow House in Western Europe and Best Flow House in North America[3]
- #1 in UK IPOs[4]
- #5 for both M&A announced and completed deals[4]
- Record performance in equity underwriting with a c.40% increase in equity offerings, which included doubling the number of IPOs led

[1] Excluding costs to achieve Transform | [2] Euromoney | [3] Euromoney Awards for Excellence, July 2013 | [4] Source: Dealogic (26th December 2013) | [4] Dealogic |

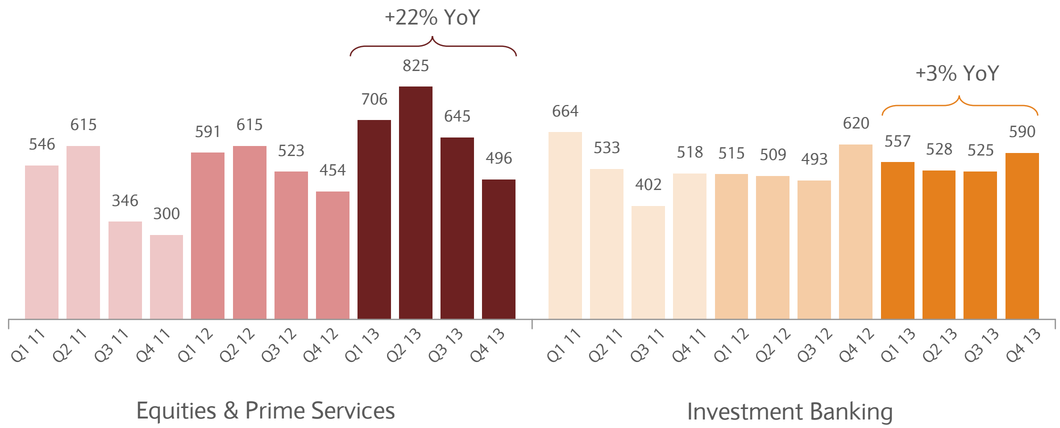
Investment Bank – a strong core franchise

2013 Business Mix

(£m)

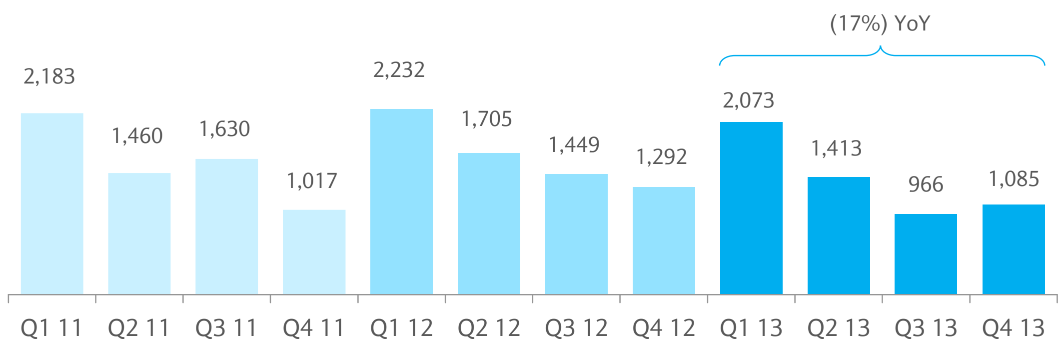


Growth in Equity and Investment Banking (£m)



- Income across Equities and Prime Services increased 22%, with improvements seen in all regions and in both equity derivatives and cash equities
- Investment Banking has seen growth of 3% YoY, with c40% increase in equity underwriting

FICC (excluding Exit Quadrant) (£m)



- The core FICC business saw a 17% decrease YoY and a 16% drop vs. Q4 2012 with declines across both macro and credit products, although within macro, FX improved

Corporate – shifting from turnaround to growth

	2012 (£m)	2013 (£m)
Income	3,046	3,115
Impairment charges	(885)	(510)
Operating expenses[1]	(1,711)	(1,692)
Costs to achieve Transform	-	(114)
Adjusted profit before tax	460	801
Adjusted financial performance measures		
Return on tangible equity[1]	3.1%	3.3%
Return on average equity[1]	2.9%	3.1%
Cost: income ratio[1]	56%	58%
Loan loss ratio	127bps	77bps
Net interest margin	124bps	121bps
Customer Assets	69,041	66,724
Customer Liabilities	85,620	97,558

Financial Performance

- Income up 2% reflecting growth in UK home market
- Impairment down 42% reflecting reductions in UK and Europe
- Costs to achieve Transform of £114m to help grow the core client business further
- Adjusted PBT in the UK of £948m
- Third consecutive year of total PBT growth
- DTA write-down impacted adjusted attributable profit

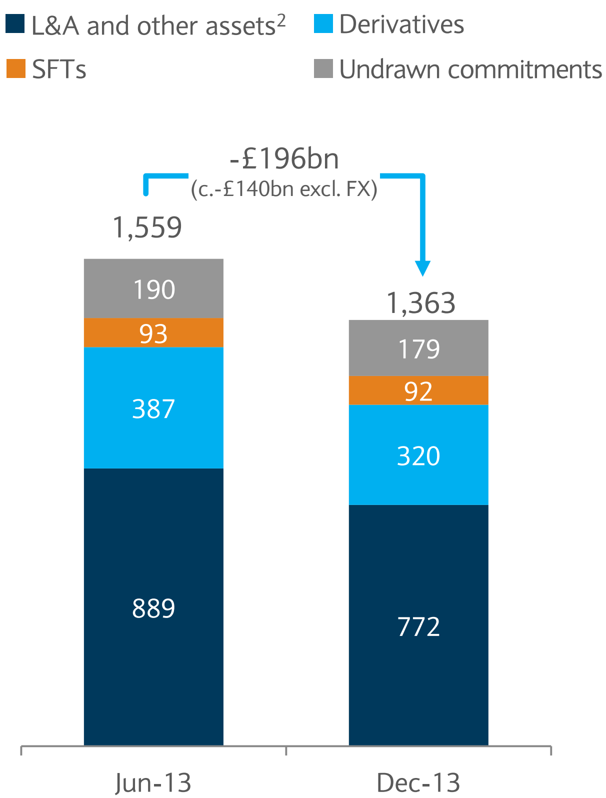
2013 Achievements

- Turnaround of business was initiated in 2010 and continues to gain momentum in 2013, with strategic focus on UK, Europe and Africa
- UK franchise continues to generate strong returns and legacy issues are reducing, with Rest of World business now profitable
- Nearly 25% of UK corporates rank Barclays as their main bank[2]
- Transact with 90% of the FTSE 100
- Evolved into a leading GBP clearing bank, processing 8 million sterling transactions each day with a value of £300bn

[1] Adjusted basis excluding provision for interest rate hedging products redress | [2] Source: Fame |

Deleveraging ahead of plan with minimal impact on income

PRA leverage exposure[1] (£bn)



	Jun-13	Dec-13
PRA leverage ratio[1]	2.18%	2.97%

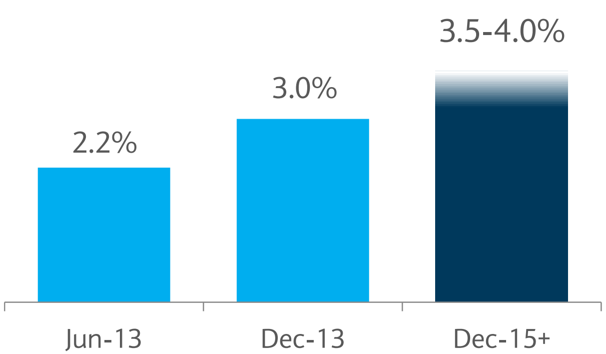
(£bn)	June-13 original plan	PRA leverage exposure
Jun-13	-	1,559
of which FX	-	*c.(55)[3]*
Jun-13 adjusted for FX	-	1,504
Derivatives optimisations	(30-35)	(46)
SFT optimisations	(20-25)	(14)
Treasury asset optimisations[4]	(15-20)	(11)
Undrawn commitment optimisations	-	(6)
Settlement balances	-	(35)
Central clearing rule change		(14)
Other		(14)
Total movements (excl. FX)	(65-80)	c.(140)
Dec-13	-	1,363

- Optimisation target of £65-80bn achieved with minimal revenue impact
- Derivatives optimisations driven by operational efficiencies such as improved legal netting arrangements, tear ups and compression
- Treasury optimisations from reduction in surplus liquidity and associated Treasury balance sheet
- SFTs optimisation through improved collateral netting
- SFT portfolio also rebalanced from fixed income repo towards higher yielding client driven SFT activities, including equity financing
- Other movements primarily driven by seasonal reductions in settlement balances and trading inventory but also permanent asset reductions

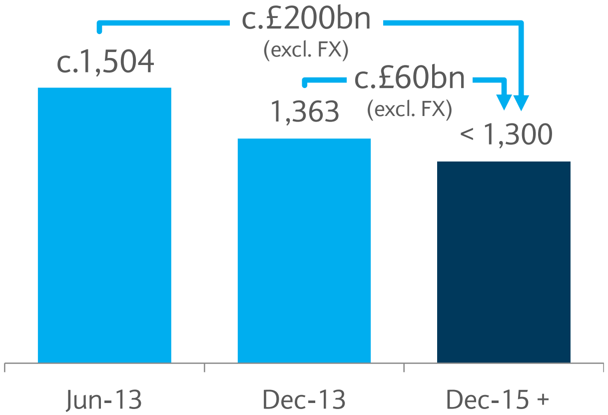
[1] Estimated based on current CRD IV and PRA guidance | [2] Loans and advances and other assets net of regulatory adjustments | [3] Represents the estimated FX movement between 30 June 2013 and 31 December 2013 | [4] Treasury assets includes liquidity pool and secured funded assets managed by Treasury |

Aiming for 3.5-4.0% leverage ratio over time

PRA Leverage Ratio[1] (%)



PRA Leverage Exposure[1] (£bn)



Further deleveraging by 2015[1] (£bn)

Derivatives	c.(50-60)
SFTs	c.(25-30)
Undrawn commitments	c.(5-15)
Other assets net growth capacity	20-40

Forgone income impact of c.£300m in 2015

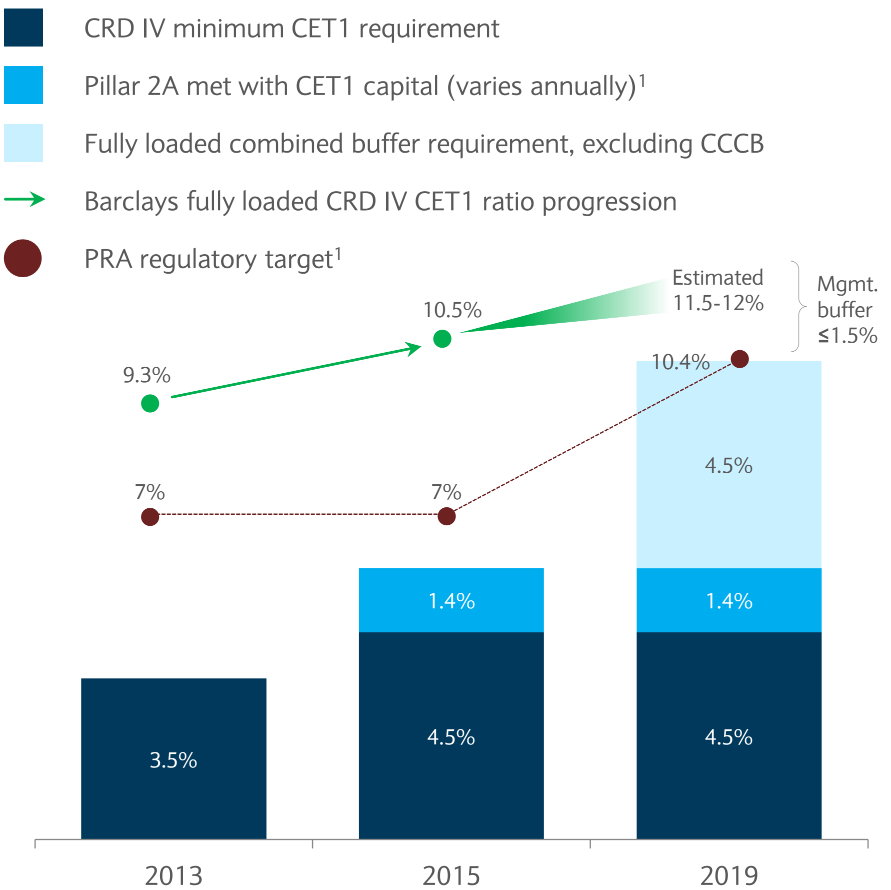
- Net reduction of more than £60bn by 2015 through further reductions across derivatives, SFTs and undrawn commitments, creating capacity for growth in key businesses and products
- Repositioning the balance sheet for higher return on assets
- Balance sheet managed to ensure risk-based measures will continue to be the binding constraint with leverage acting as a back-stop
- Despite recent regulator clarity, evolving regulation and implementation timelines remain key variables

Recent Basel proposals estimated to decrease the leverage ratio by c.20bps[2] before management actions

[1] All figures adjusted for FX based on FX rates applicable as at 31 December 2013 | [2] Based on initial high level impact analysis |

10.5% CET1 2015 milestone consistent with future requirements

Capital progression



[1] Assuming Pillar 2A CET1 requirement at 2014 level of 1.4%

Key assumptions

- CET1 minimum requirements per PRA implementation of Capital Requirement Regulation (CRR)
- Pillar 2A met with CET1 capital for 2014 is 1.4% of RWAs; while subject to annual review, we hold it constant in 2019 for illustration purposes
- Combined buffer requirement, consisting of 2.5% capital conservation buffer and 2% G-SII buffer, transitions in from 1 January 2016 at 25% per annum
- During 2014, the PRA will refresh its "PRA buffer" following its stress testing exercise. In 2015, the combined CRD IV minimum requirements, Pillar 2A and PRA buffer may be greater than 7.0%
- No countercyclical (CCCB), other systemic or sectoral buffers included in the chart
- Internal management buffer, currently 1.5% will be recalibrated over time and may be less than 1.5% by 2019
- Estimated range of 11.5-12% for CRD IV CET1 ratio
- Dividend payout ratio targeted at 40% until fully loaded CET1 ratio of at least 10.5% is met

Summary

2013 – a year of transition but resilient performance

Aiming for 3.5-4.0% leverage ratio over time

Estimating an end-state 11.5-12% CET1 ratio

2014 – focus on balance sheet optimisation and cost reduction

Antony Jenkins

Barclays Group Chief Executive

The Barclays Balanced Scorecard

Metric	Actual 2013	Target 2018
Customer & Client		
RBB, Barclaycard and W&IM: Weighted average ranking of Relationship Net Promoter Score® vs. peer sets	4th	1st
CIB Client Franchise Rank: Weighted average ranking of wallet share or customer satisfaction with priority clients	4th	Top 3
Colleague		
Sustained engagement of colleagues' score	74%	87-91%
% women in senior leadership	21%	26%
Citizenship		
Citizenship Plan – number of initiatives on track or ahead	10/11	Plan Targets
Conduct		
Conduct Reputation (YouGov survey)	5.2/10	6.5/10
Company		
Return on Equity (Adjusted)	4.5%	> Cost of Equity
Fully Loaded CRD IV CET1 ratio	9.3%	> 10.5%

NOTE: Net Promoter, Net Promoter Score, and NPS are trademarks of Satmetrix Systems, Inc., Bain & Company, Inc., and Fred Reichheld |
NOTE: See Balanced Scorecard Methodology and Data Sources for further information on http://group.barclays.com/about-barclays/about-us/transform/balanced-scorecard/metrics-targets |

Legal Disclaimer

Important Notice

The information, statements and opinions contained in this document do not constitute a public offer under any applicable legislation or an offer to sell or solicitation of any offer to buy any securities or financial instruments or any advice or recommendation with respect to such securities or other financial instruments.

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 certain of the Barclays Group's (the Group) plans and its current goals and expectations relating to its future financial condition and performance. Barclays cautions readers that no forward-looking statement is a guarantee of future performance and that actual results could differ materially from those contained in the forward-looking statements. These 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. Examples of forward-looking statements include, among others, statements regarding the Group's future financial position, income growth, assets, impairment charges and provisions, business strategy, capital, leverage and other regulatory ratios, payment of dividends (including dividend pay-out ratios), projected levels of growth in the banking and financial markets, projected costs, original and revised commitments and targets in connection with the Transform Programme, deleveraging actions, estimates of capital expenditures and plans and objectives for future operations and other statements that are not historical fact. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances. These may be affected by changes in legislation, the development of standards and interpretations under International Financial Reporting Standards (IFRS), evolving practices with regard to the interpretation and application of accounting and regulatory standards, the outcome of current and future legal proceedings and regulatory investigations, future levels of conduct provisions, the policies and actions of governmental and regulatory authorities, geopolitical risks and the impact of competition. In addition, factors including (but not limited to) the following may have an effect: capital, leverage and other regulatory rules (including with regard to the future structure of the Group) applicable to past, current and future periods; UK, United States, Africa, Eurozone and global macroeconomic and business conditions; the effects of continued volatility in credit markets; market related risks such as changes in interest rates and foreign exchange rates; effects of changes in valuation of credit market exposures; changes in valuation of issued securities; volatility in capital markets; changes in credit ratings of the Group; the potential for one or more countries exiting the Eurozone; the ability to implement the Transform Programme; and the success of future acquisitions, disposals and other strategic transactions. A number of these influences and factors are beyond the Group's control. As a result, the Group's actual future results, dividend payments, and capital and leverage ratios may differ materially from the plans, goals, and expectations set forth in the Group's forward-looking statements. Additional risks and factors are identified in our filings with the U.S. Securities and Exchange Commission (the SEC) including in our Annual Report on Form 20-F for the fiscal year ended 31 December 2012, and in the Form 6K (Film No. 131097818) dated 16 September 2013, both of which are available on the SEC's website at http://www.sec.gov..

Any forward-looking statements made herein speak only as of the date they are made and it should not be assumed that they have been revised or updated in the light of new information or future events. Except as required by the Prudential Regulation Authority, the Financial Conduct Authority, the London Stock Exchange plc (the LSE) or applicable law, Barclays expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in Barclays' expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. The reader should, however, consult any additional disclosures that Barclays has made or may make in documents it has published or may publish via the Regulatory News Service of the LSE and/or has filed or may file with the SEC.

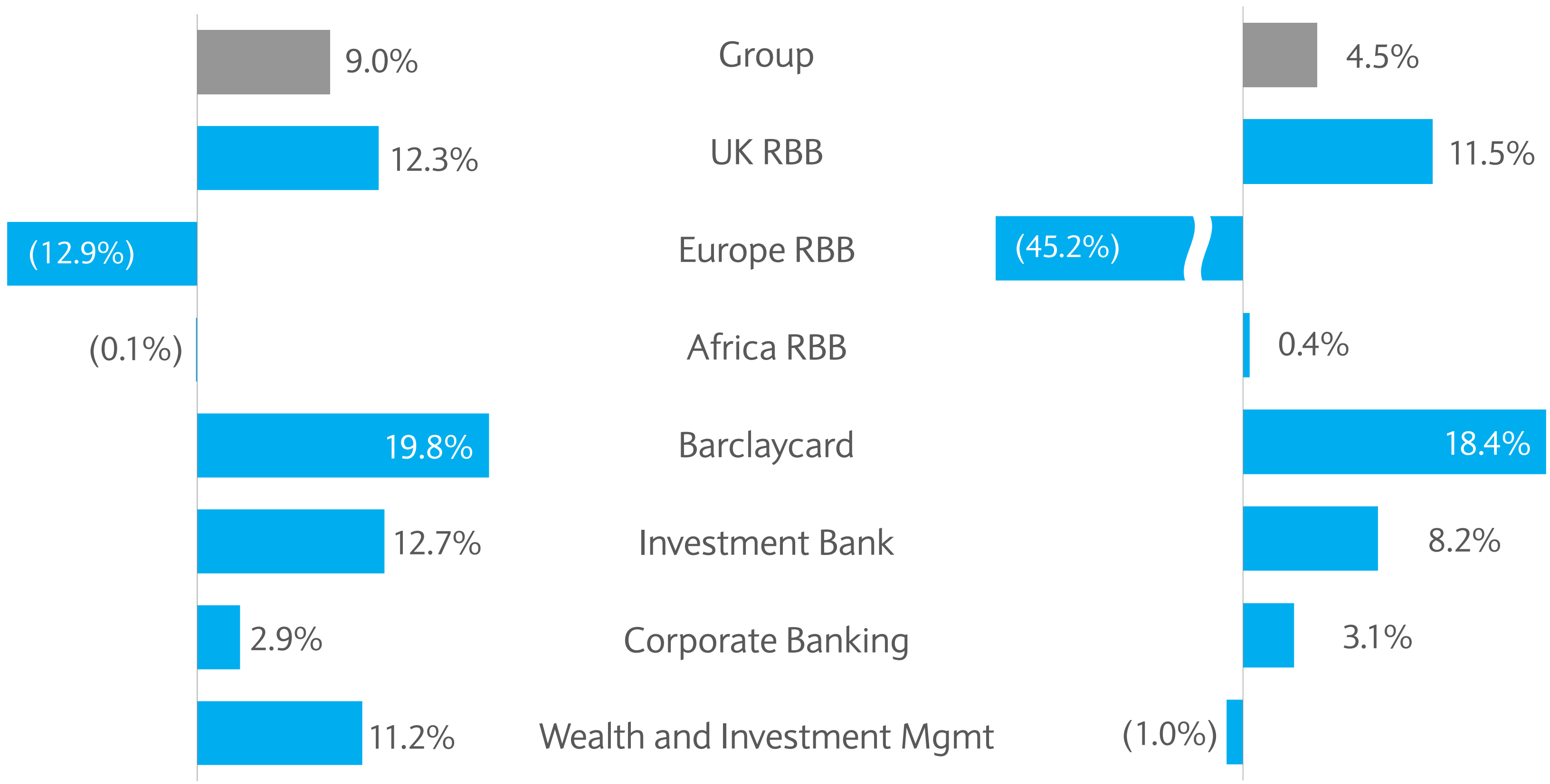
Appendix

Transform financial commitments

	Targets	Dates
Return on Equity	> CoE in 2016	2016
Operating Expenses	£16.8bn	2015
Cost:Income Ratio	mid-50s	2015
CRD IV RWAs	£440bn	2015
Fully loaded CET1 Ratio	>10.5%	2015
Dividend Payout Ratio	40-50%	40% from 2014

Adjusted Return on Average Equity (RoE)

RoE – Twelve months ended December 2012 | **RoE[1] – Twelve months ended December 2013**



[1] Includes costs to achieve Transform. Excluding costs to achieve Transform, Group adjusted return on average equity would have been 6.1% |

Impact of costs to achieve Transform

	Twelve months ended – December 2013			
Adjusted performance measures by business, excluding costs to achieve Transform	Costs to achieve Transform (£m)	Profit before tax (£m)	Return on average equity[1] (%)	Cost: income ratio (%)
UK RBB	175	1,370	13.2	63
Europe RBB	403	(593)	(32.0)	126
Africa RBB	26	430	1.2	71
Barclaycard	49	1,556	19.0	42
Investment Bank	262	2,785	9.1	72
Corporate Banking	114	915	4.2	54
Wealth and Investment Management	158	139	3.8	87
Head Office and Other Operations	22	(226)	(1.5)	
Group excluding costs to achieve Transform	1,209	6,376	6.1	66

[1] Return on average equity for Head Office and Other Operations represents the dilution for the Group |

Broad contribution by diverse businesses

Twelve months ended – December 2013 (£m)	Income	Profit Before Tax
UK RBB[1]	4,523	1,195
Barclaycard[1]	4,786	1,507
Africa RBB	2,617	404
Europe RBB	666	(996)
Wealth and Investment Management[1]	1,839	(19)
Investment Bank	10,733	2,523
Corporate Banking[1]	3,115	801
Head Office and Other Operations[1]	(124)	(248)
Group[1]	28,155	5,167

[1] Adjusted basis, excluding £220m Own credit loss, £1,350m provision for PPI redress, £650m provision for interest rate hedging product redress and £79m goodwill impairment |

Net interest margins and volumes

	UK RBB	Europe RBB	Africa RBB	Barclay-card	Corporate Banking	Wealth and IM	Total[1]
Three months ended – Dec 2013							
Net interest margin (%)	1.32	0.77	3.25	8.07	1.13	1.02	1.74
Of which customer margin (%)	*1.10*	*0.42*	*2.95*	*8.17*	*1.06*	*0.97*	*1.58*
Three months ended – Sept 2013							
Net interest margin (%)	1.31	0.75	3.23	8.39	1.25	1.00	1.78
Of which customer margin (%)	*1.08*	*0.39*	*2.98*	*8.57*	*1.13*	*0.96*	*1.62*
Three months ended – Jun 2013							
Net interest margin (%)	1.26	0.81	3.15	8.24	1.27	1.06	1.75
Of which customer margin (%)	*1.03*	*0.45*	*3.00*	*8.46*	*1.20*	*0.91*	*1.60*
Three months ended – Mar 2013							
Net interest margin (%)	1.28	0.81	3.03	8.49	1.23	1.11	1.79
Of which customer margin (%)	*1.03*	*0.44*	*2.85*	*8.77*	*1.11*	*0.97*	*1.62*

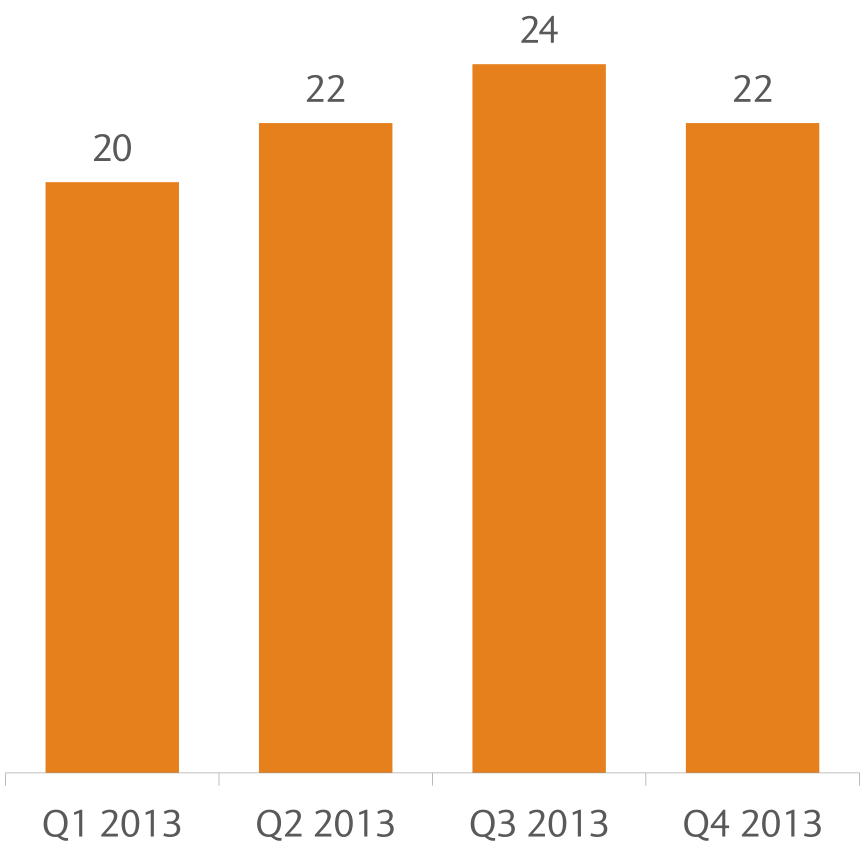
[1] Includes RBB, Barclaycard, Corporate Banking and Wealth and Investment Management |

Analysis of Net Interest Income

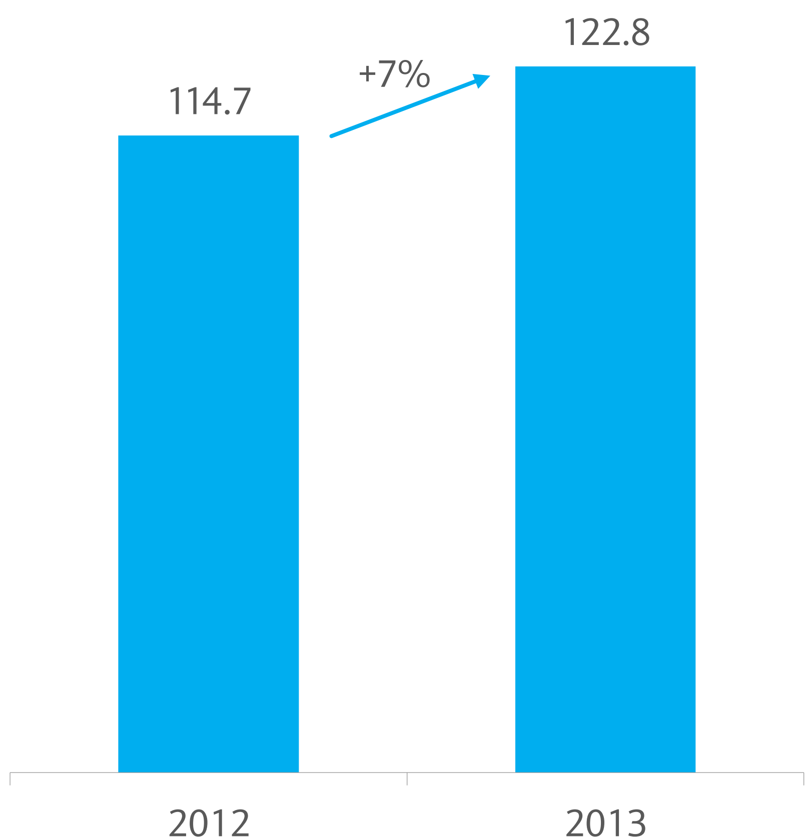
Year ended - December	2012	2013
Customer assets	6,654	7,144
Customer liabilities	3,185	3,221
Total RBB, Corporate Banking and Wealth & IM customer income	9,839	10,365
Product structural hedge	962	843
Equity structural hedge	317	337
Other	(69)	(129)
Total RBB, Corporate Banking and Wealth & IM non-customer income	1,210	1,051
Total RBB, Corporate Banking and Wealth & IM net interest income	11,049	11,416
Investment Bank	530	349
Head Office and Other Operations	75	(165)
Group net interest income	11,654	11,600
Other income	13,955	16,844
Total income	25,609	28,444

Good loan growth in the UK

UK Funding for Lending Scheme eligible lending (£bn)



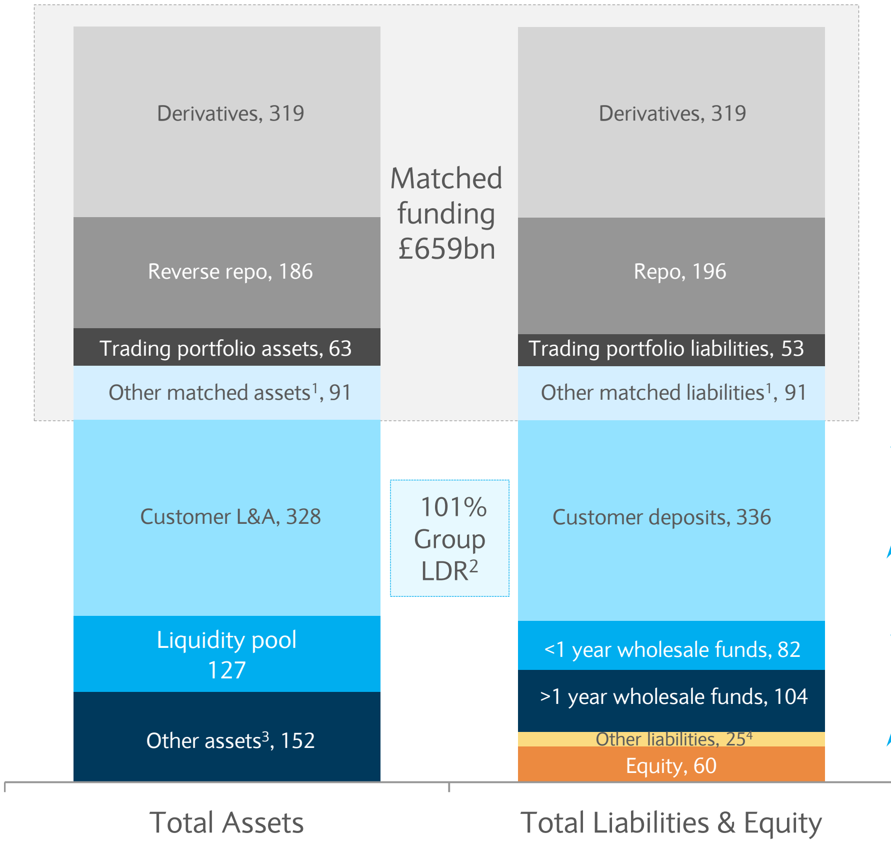
UK mortgage book (£bn)



Balance sheet funding

Total balance sheet, £1,266bn (excl. Absa)

(£bn)



Highlights

- Derivative assets and liabilities largely matched
- Trading portfolio assets largely funded by repurchase agreements
- Majority of reverse repurchase agreements matched by repurchase agreements, with the remainder used to settle trading portfolio liabilities

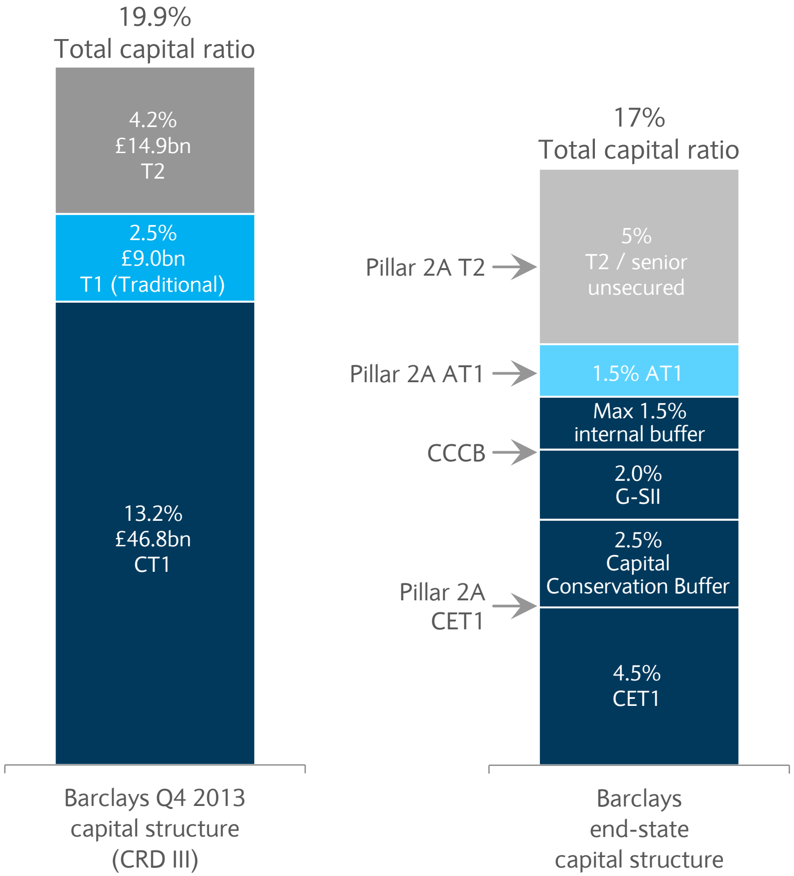
- RBB, Corporate and Wealth & Investment Management customer L&A largely funded by customer deposits

- Decreasing reliance on wholesale funding (£186bn as at 31 December 2013, down £54bn year on year)
- Liquidity pool predominantly funded through wholesale markets and is well in excess of short-term wholesale funds

[1] Matched cash collateral and settlement balances | [2] The Group Loan to Deposit Ratio (LDR) includes Absa, cash collateral and settlement balances | [3] Including L&A to banks, financial assets at fair value, AFS securities (excl. liquidity pool), unencumbered trading portfolio assets, and excess derivative assets | [4] Including excess cash collateral and settlement balances |

Continue to transition towards end-state capital structure, strengthening CET1 position and issuing contingent capital

Evolution of capital structure



CRD IV fully loaded capital position

- We expect fully loaded CET1 ratio to reach 10.5% and RWAs to be at £440bn in 2015
- As at 31 December 2013, fully loaded CET1 ratio stood at 9.3%, well in excess of the 3.5% minimum CET1 requirement
- In 2013 we started building our CRD IV-compliant AT1 layer, via the issuance of £2.1bn securities (c.50bps of RWAs)
- Fully-loaded CRD IV total capital ratio stood at 12.7%, as we transition towards our end-state capital structure
- End-state capital structure assumes ICB's 17% PLAC recommendation; final requirements subject to PRA discretion

Pillar 2A guidance

- As per PS7/13[1], PRA expects UK banks to meet Pillar 2A by 1 January 2015, with
  - at least 56% CET1
  - no more than 44% in AT1
  - at most 25% in T2 capital
- Individual capital guidance determining Pillar 2A will be set and communicated at least annually, and will vary accordingly
- 2.5% Barclays Pillar 2A for 2014[2]:
  - CET1 of 1.4% (assuming 56%)
  - AT1 of 0.5% (assuming 19%)
  - T2 of 0.6% (assuming 25%)

[1] The PRA intends to consult on its Pillar 2 proposal during 2014. The EBA is also developing guidelines on Pillar 2 capital which are likely to affect how the PRA approaches Pillar 2 | [2] The Pillar 2 requirement is a point in time assessment made at least annually, by the PRA, to reflect idiosyncratic risks not fully covered under Pillar 1. It is expected to vary over time in accordance with individual capital guidance. The PRA has stated (in CP5/13) that capital that firms use to meet their minimum requirements (Pillar 1 and Pillar 2A) cannot be counted towards meeting buffers |

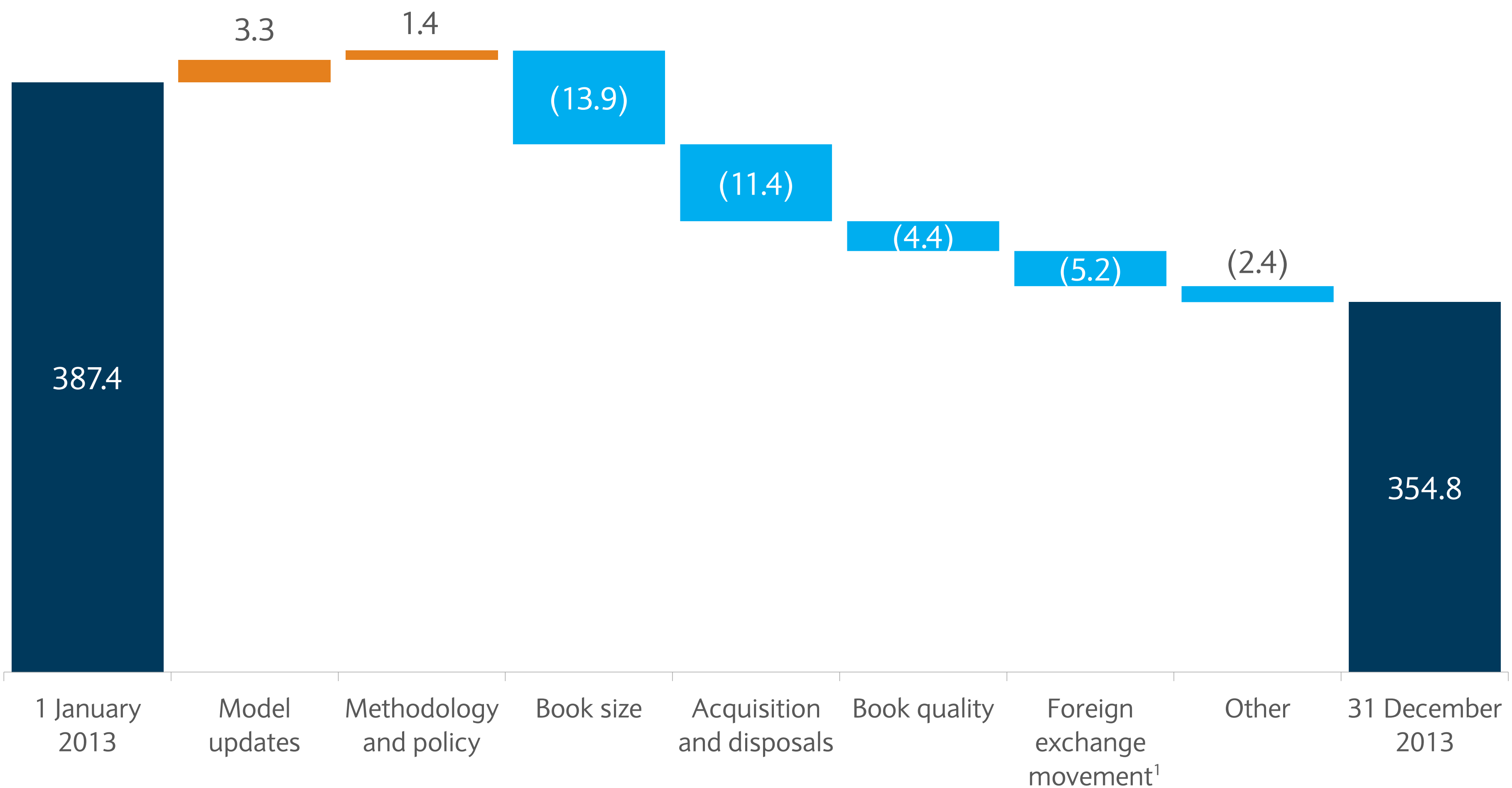
Capital Resources

As at	31 Dec 12 (£m)	30 Jun 13 (£m)	30 Sept 13 (£m)	31 Dec 13 (£m)
Shareholders' equity (excluding NCIs)	50,615	51,083	49,436	55,385
Qualifying NCIs	2,450	2,281	1,981	1,932
Regulatory adjustments and deductions:				
Own credit cumulative loss[1]	804	593	741	806
Unrealised (gains)/losses on available for sale debt securities[1]	(417)	(293)	(343)	3
Unrealised gains on available for sale equity[1]	(110)	(137)	(145)	(151)
Cash flow hedging reserve[1]	(2,099)	(1,019)	(860)	(273)
Defined benefit pension adjustment[1]	49	12	584	195
Goodwill and intangible assets[1]	(7,622)	(7,583)	(7,556)	(7,618)
50% excess of expected losses over impairment[1]	(648)	(812)	(787)	(787)
50% of securitisation positions	(997)	(759)	(728)	(503)
Other regulatory adjustments	(303)	(423)	(347)	(142)
Core Tier 1 Capital	41,722	42,943	41,976	46,784

[1] The capital impacts of these items are net of tax |

Substantial progress on RWAs

CRD III RWAs (£bn)



[1] Foreign exchange movement does not include movements for IMM, Modelled Market Risk of Exit Quadrant |

RWAs by Business

Year ended – December (£m)	2012	2013	2013 CRD IV RWAs
UK RBB	39,088	44,084	44,136
Europe RBB	15,795	15,906	16,218
Africa RBB	24,532	22,384	22,806
Barclaycard	37,836	41,143	40,453
Investment Bank	177,884	142,632	221,645
Corporate Banking	70,858	68,928	70,469
Wealth and Investment Management	16,054	16,721	17,280
Head Office and Other Operations	5,326	3,011	2,548
Group	387,373	354,809	435,555

Estimated capital and RWAs

(£bn)	31 December 2013
CT1 Capital (CRD III)	46.8
RWAs (CRD III)	354.8
CT1 Ratio (CRD III)	13.2%
CRD IV impact on CT1 Capital:	CET1 Fully-loaded[1]
Conversion from securitisation deductions to RWAs	0.5
Prudential Value Adjustments (PVA)	(2.5)
Debit Valuation Adjustment (DVA)	(0.2)
Expected losses over impairment	(1.3)
Deferred tax assets deduction	(1.0)
Excess minority interest	(0.6)
Pensions	(0.2)
Foreseeable dividends	(0.7)
Gains on available for sale equity and debt	0.2
Other	(0.6)
CET1 Capital	40.4
CRD IV impact on RWAs:	
Credit Valuation Adjustment (CVA)	17.3
Securitisation	19.3
Counterparty Credit Risk (including Central Counterparty Clearing)	30.6
Other[2]	13.6
Gross impact	**80.8**
RWAs (CRD IV)	435.6
CET1 Ratio	9.3%

[1] Estimated CET1 ratios subject to finalisation of regulation and market conditions | [2] Other CRD IV impacts to RWAs include deferred tax assets, significant holdings in financial institutions and other items

Estimated CRD IV Capital and RWAs – notes

Estimated Capital Ratios are based on/subject to the following:

CRD IV as implemented by the Prudential Regulation Authority

The new Capital Requirements Regulation and amended Capital Requirements Directive have implemented Basel 3 within the EU (collectively known as CRD IV) with effect from 1 January 2014. However, certain aspects of CRD IV are dependent on final technical standards to be issued by the European Banking Authority (EBA) and adopted by the European Commission as well as UK implementation of the rules. Barclays has calculated RWAs, Capital and Leverage ratios reflecting our interpretation of the current rules and guidance. Further changes to the impact of CRD IV may emerge as the requirements are finalised and implemented within Barclays

Capital Resources

- The PRA has announced the acceleration of transitional provisions relating to CET1 deductions and filters so the fully loaded requirements are applicable from 1 January 2014, with the exception of unrealised gains on available for sale debt and equity. As a result, transitional capital ratios are now closely aligned to fully loaded ratios
- Following the issuance of the EBA's final draft technical standard, a deduction has been recognised for foreseeable dividends. As at 31 December 2013, this represents an accrual for the final dividend for 2013, calculated at 3.5p per share, and the coupons on other equity accounted instruments
- Grandfathering limits on capital instruments, previously qualifying as Tier 1 and Tier 2, are unchanged under the PRA transitional rules
- The Prudential Valuation Adjustment (PVA) is shown as fully deducted from CET1 upon adoption of CRD IV. PVA is subject to a technical standard being drafted by the EBA and the impact is currently based on methodology agreed with the PRA. The PVA deduction as at 31 December 2013 was £2.5bn. Barclays continues to recognise minority interests in eligible subsidiaries within African operations as CET1 (subject to regulatory haircuts prescribed in CRD IV) in accordance with our application of regulatory requirements on own funds
- As a result of the application of the EBA's final draft technical standard, PRA guidance and management actions taken during 2013, net long non-significant holdings in financial entities amount to £3.5bn and are below the 10% CET1 threshold that would require a capital deduction

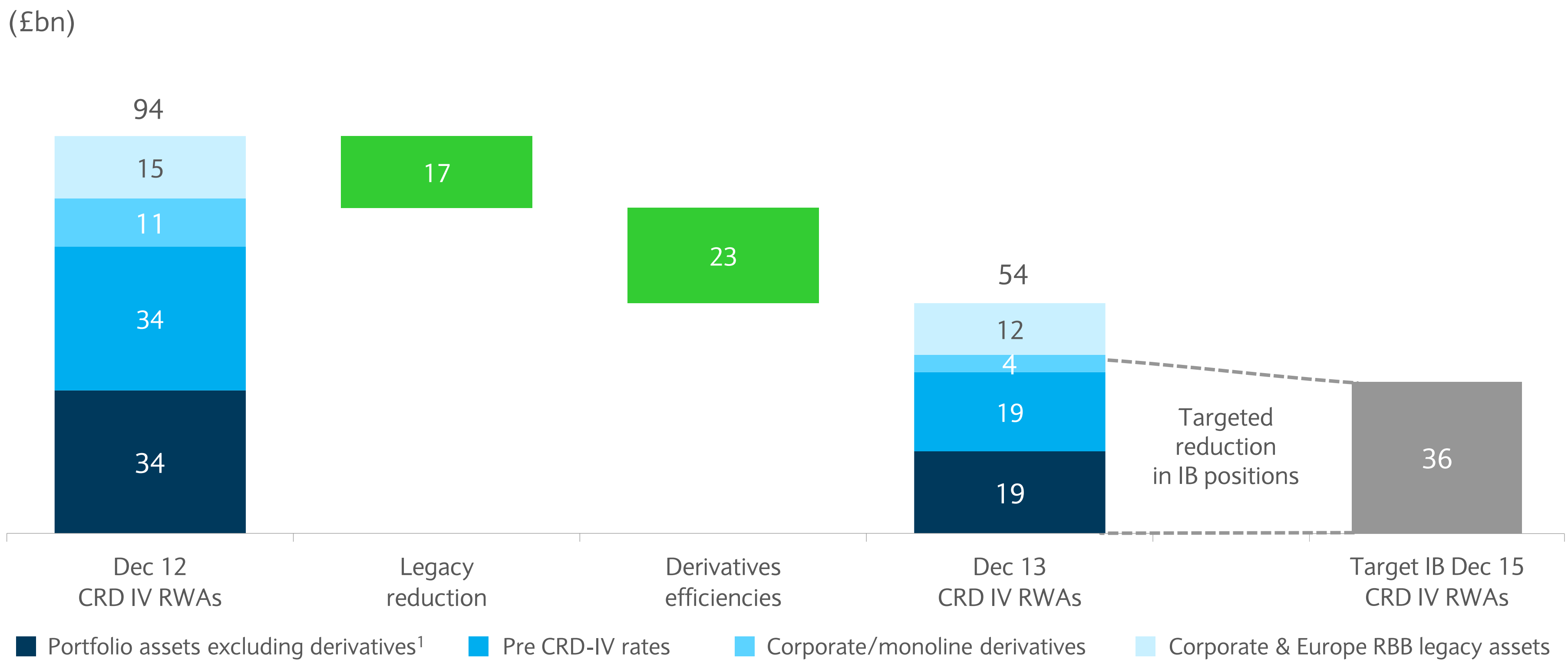
Estimated CRD IV Capital and RWAs – notes

Estimated Capital Ratios are based on/subject to the following:

RWAs

- The PRA has confirmed Barclays model approvals under CRD IV, with certain provisions reflecting relevant changes to the rules and guidance; the impact of which has been reflected in our CRD IV disclosures where applicable. Barclays models are subject to continuous changes, improvements and regulatory approvals, which may result in future capital charges
- It is assumed that corporates, pension funds and sovereigns that meet the eligibility conditions are exempt from CVA volatility charges
- Under CRD IV rules, all Central Clearing Counterparties (CCPs) are deemed to be ‘Qualifying’ on a transitional basis. The final determination of Qualifying status will be made by the European Securities and Markets Authority (ESMA)
- RWAs include 1250% risk weighting of securitisation positions that were previously deducted from Core Tier 1 and Tier 2 capital. The RWA increases are reflected in Credit Risk, Counterparty Credit Risk and Market Risk
- Securitisation RWAs include the impact of CRD IV on applying either standardised or advanced methods for securitisation exposures dependent on the character of the underlying assets

With a good track record in reducing legacy assets, we now focus on reducing our Exit Quadrant portfolios



- We targeted a reduction of the legacy positions in the Investment Bank of £43bn to £36bn of estimated CRD IV RWAs by Dec 2015
- Since Dec 2012, Exit Quadrant CRD IV RWAs in the IB declined by £37bn driven by £14bn of legacy asset reductions and £23bn of derivatives efficiencies

[1] Portfolio assets include credit market exposures and additional legacy assets |

Reduced exposure to the Eurozone

As at 31 December 2013 (£m)	Spain	Italy	Portugal	Ireland
Sovereign	184	1,556	372	67
Financial institutions	1,029	417	38	5,030
Corporate	3,203	1,479	891	1,356
Residential mortgages	12,537	15,295	3,413	103
Other retail lending	2,292	1,881	1,548	100
Total[1]	19,245	20,628	6,262	6,656
Total as at 31 December 2012	23,463	22,725	7,900	4,928

[1] Total net on-balance sheet exposure as at 31 December 2013 for Cyprus and Greece was £175m and £82m respectively |

FX rates

FX rates – Year ended 31 December	2012	2013
USD/GBP – Period end	1.62	1.65
EUR/GBP – Period end	1.23	1.20
ZAR/GBP – Period end	13.74	17.37