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Chris Lucas
Group Finance Director

Reaping the Rewards of an International Strategy

Goldman Sachs European Financials Conference
Lisbon - 14th June 2007

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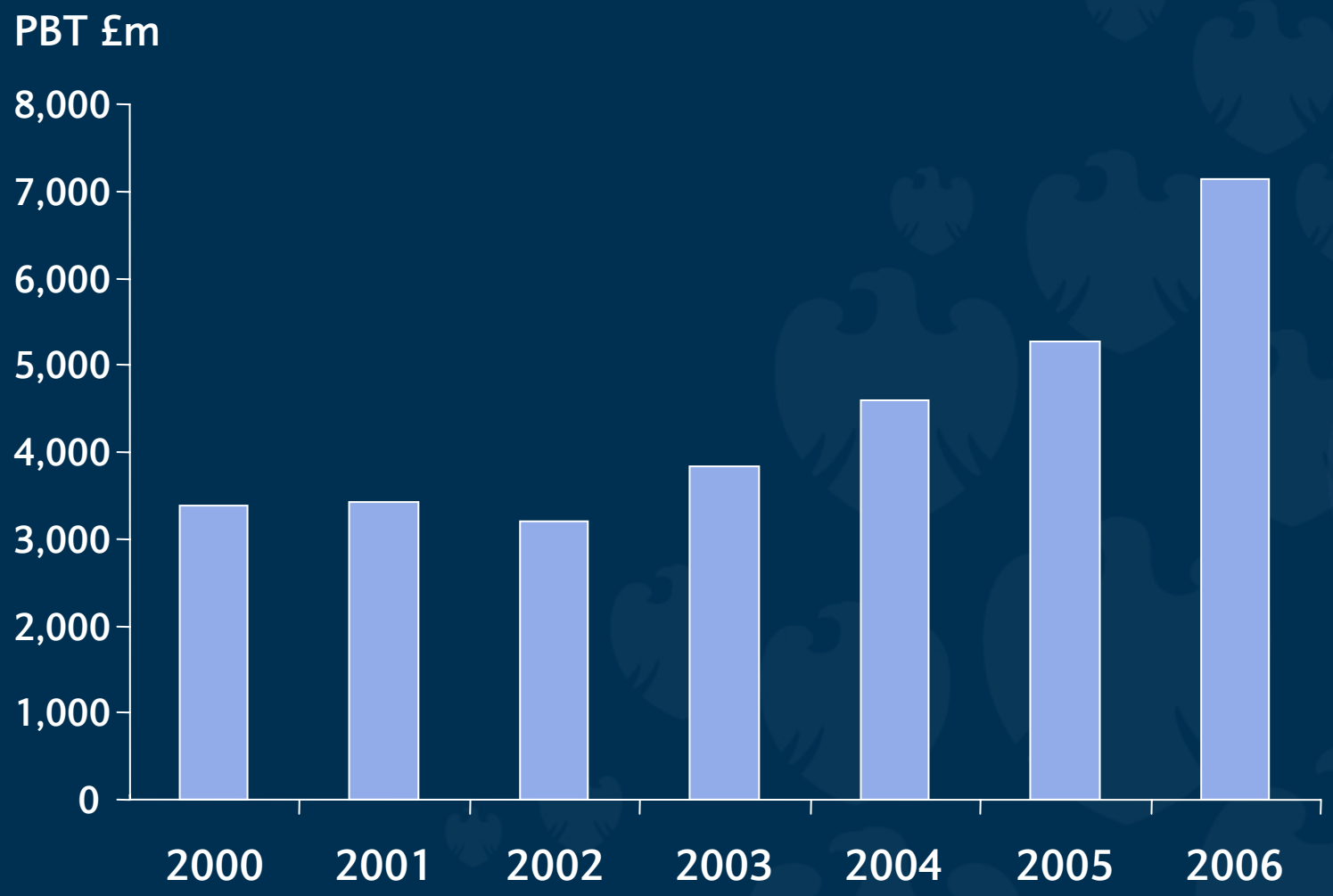
Accelerated profit growth is the result of …



Basis of preparation
2000-2003: UK GAAP basis
2004-2006: IFRS basis

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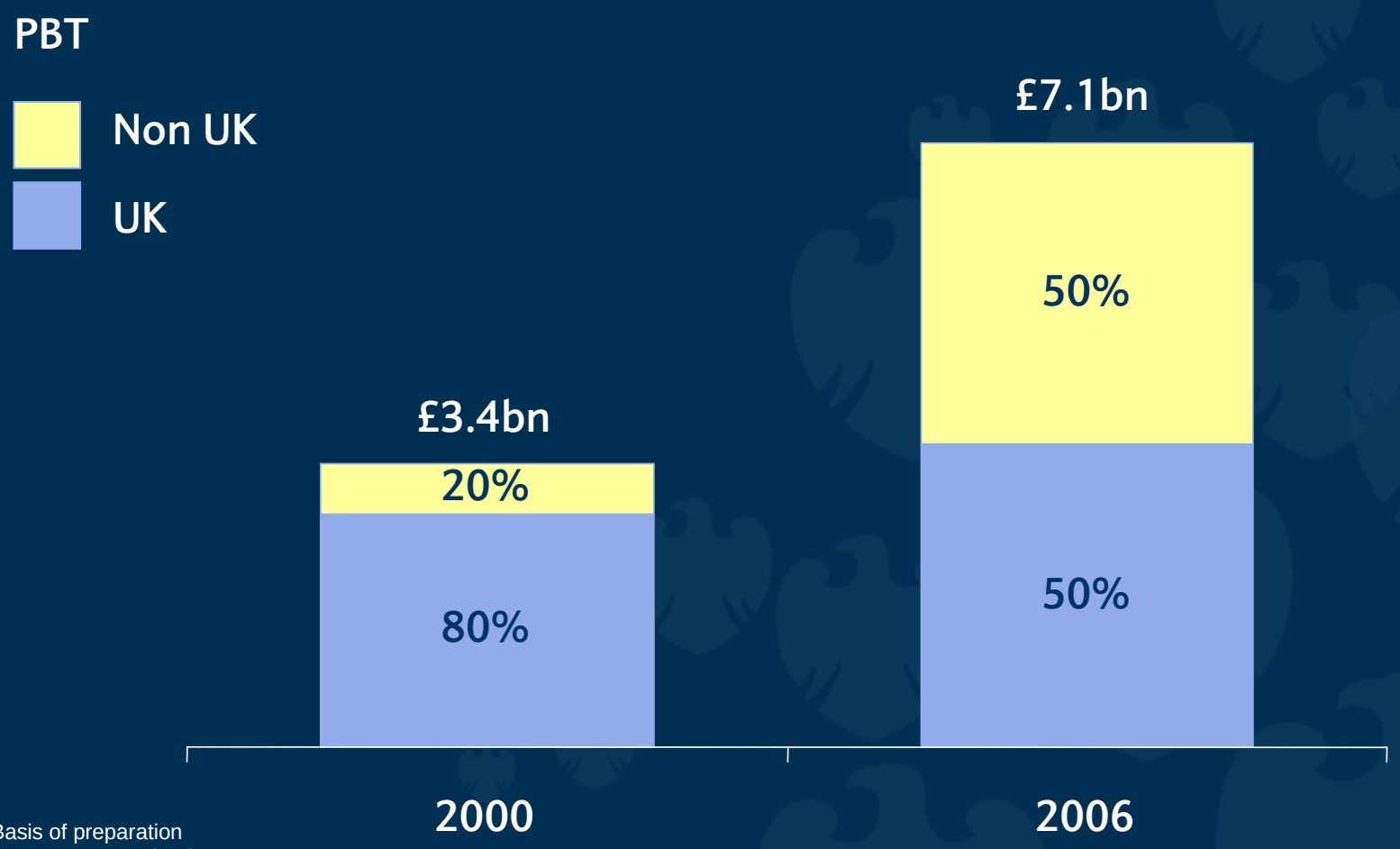
… geographical diversification …



Basis of preparation
2000: UK GAAP basis
2006: IFRS basis

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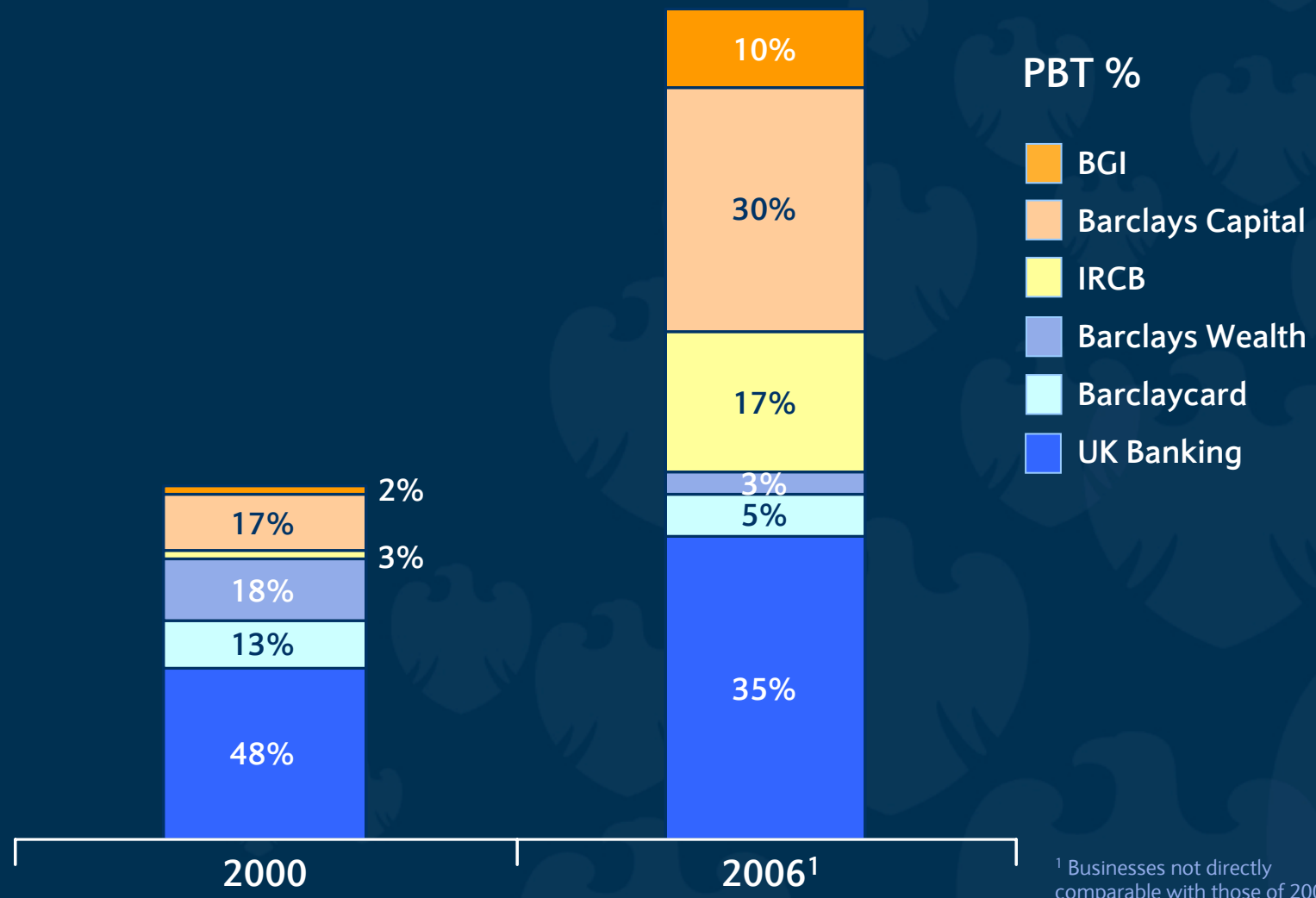
… and business diversification …



Basis of preparation
2000: UK GAAP basis
2006: IFRS basis

[1] Businesses not directly comparable with those of 2000 – Barclays Wealth included Premier now in UK Banking

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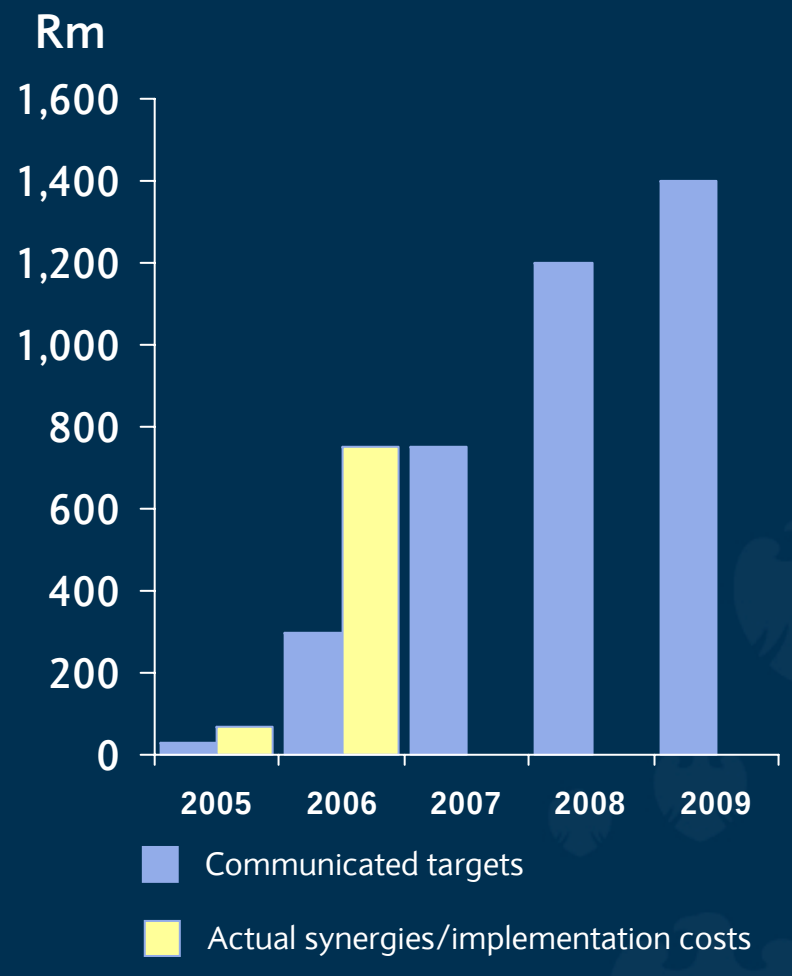
… delivered through organic and inorganic growth …

Absa Group Synergies



Absa Capital

Edcon
Edgars Consolidated Stores Limited
R25b Leveraged Buyout
Lead Arranger & Underwriter (with Barclays Capital)
Ongoing (2007)

Largest-ever South African LBO

Imperial Mobility Finance BV
Imperial Mobility Finance BV subsidiary of Imperial Holdings Limited
€300 million
4.75% Guaranteed Notes due 2013
Joint Bookrunner / Senior Co-lead Manager
April 2006

Longest-dated Eurobond by South African corporate

vodafone
Vodafone Holdings SA (Pty) Limited
ZAR8 billion
Term Loan Facility
Joint Bookrunner & Facility Agent
August 2006

Largest-ever Rand loan syndication in South Africa

Steinhoff International Holdings Ltd
Steinhoff International Holdings Limited
ZAR1,5 billion
7 year Convertible Bond
Sole Bookrunner & Lead Manager
June 2006

2nd largest Rand denominated convertible bond

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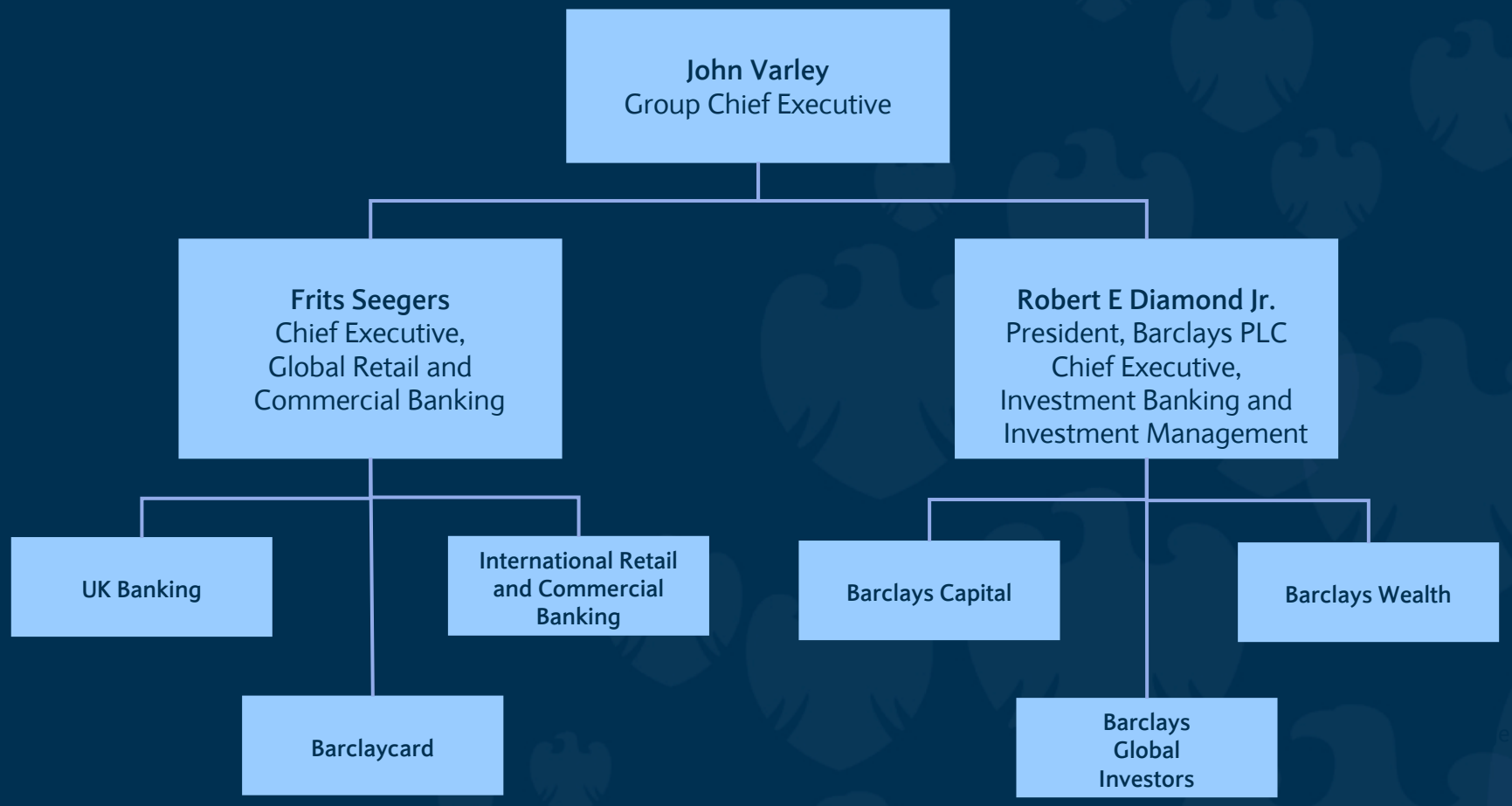
… and an integrated business structure



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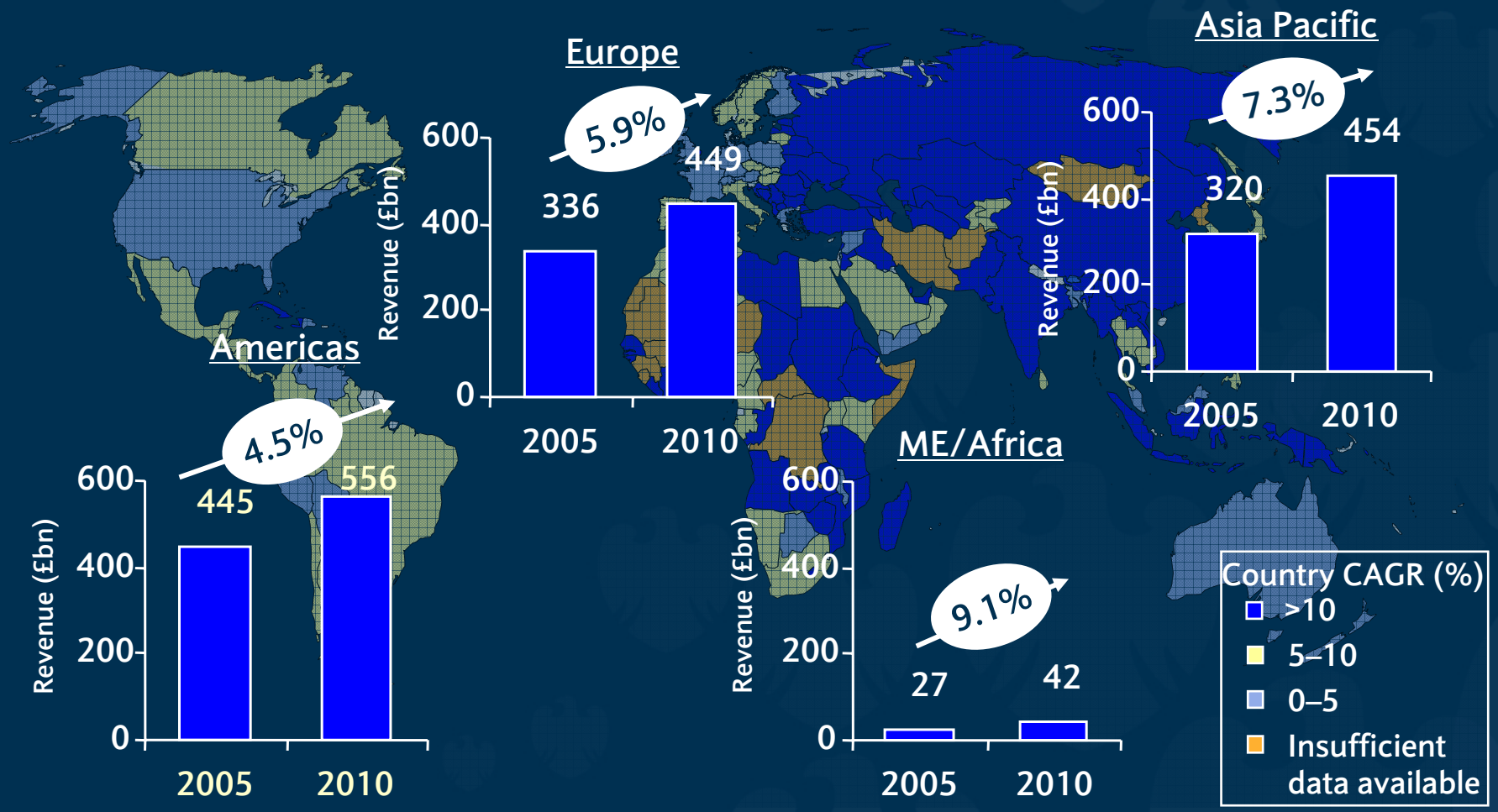
Global Retail & Commercial Banking: revenue pool over £1 trillion with good growth prospects



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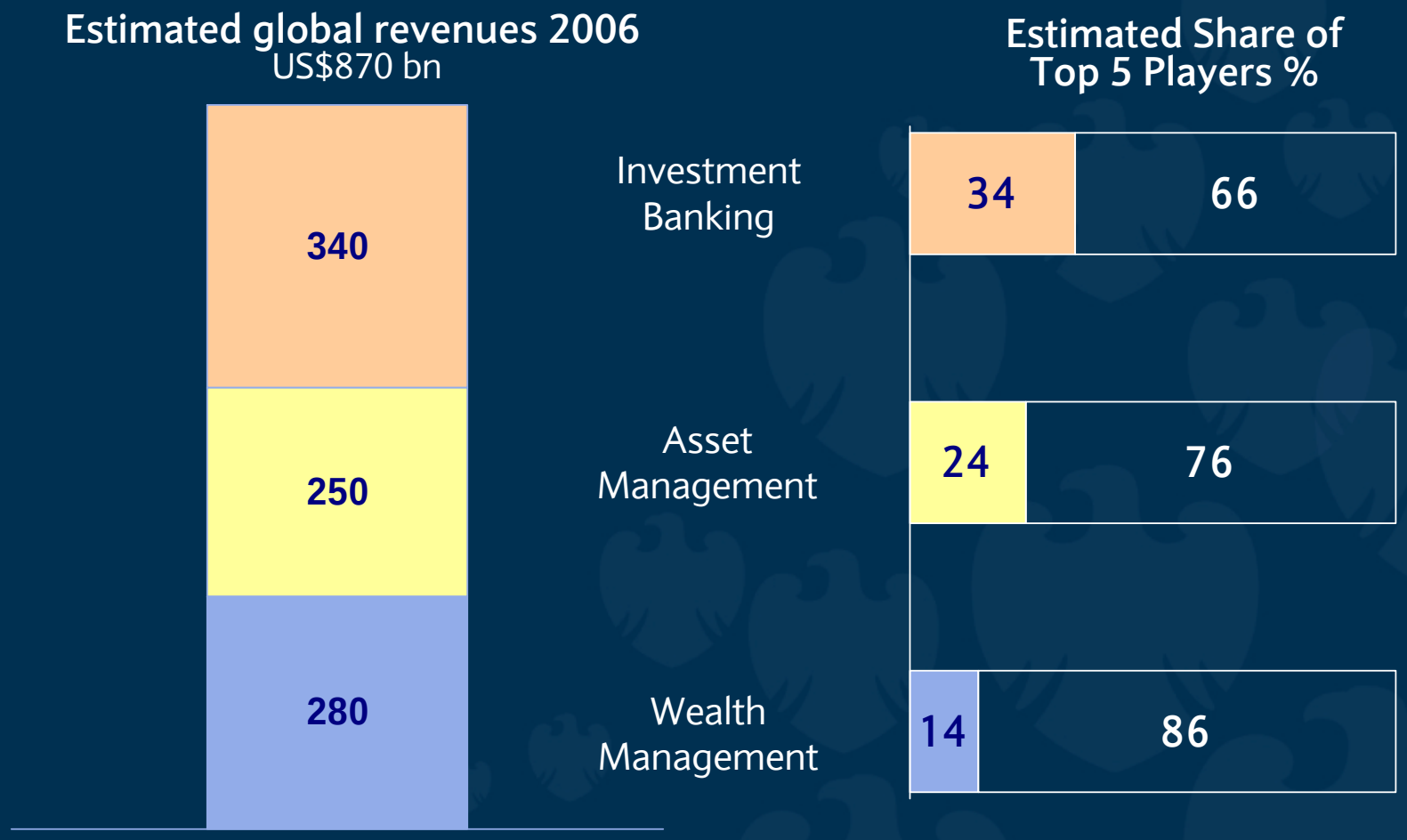
Investment Banking & Investment Management: market to grow at 7-10% pa over next 10 years



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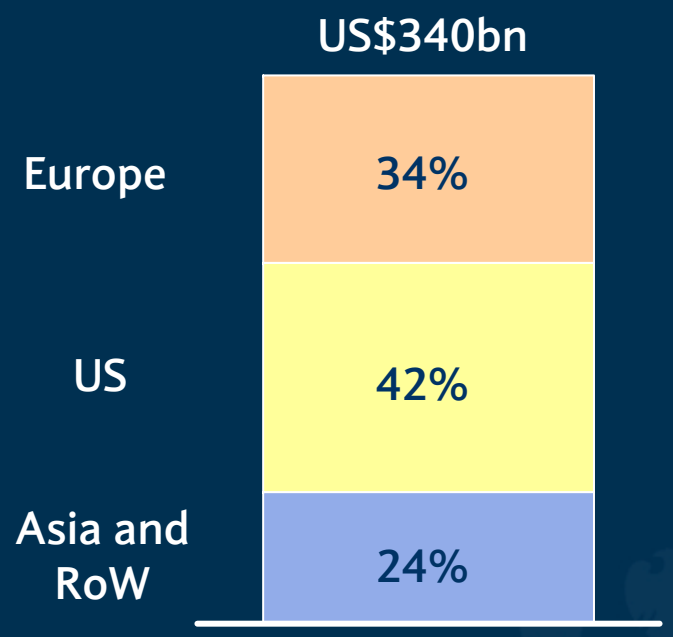
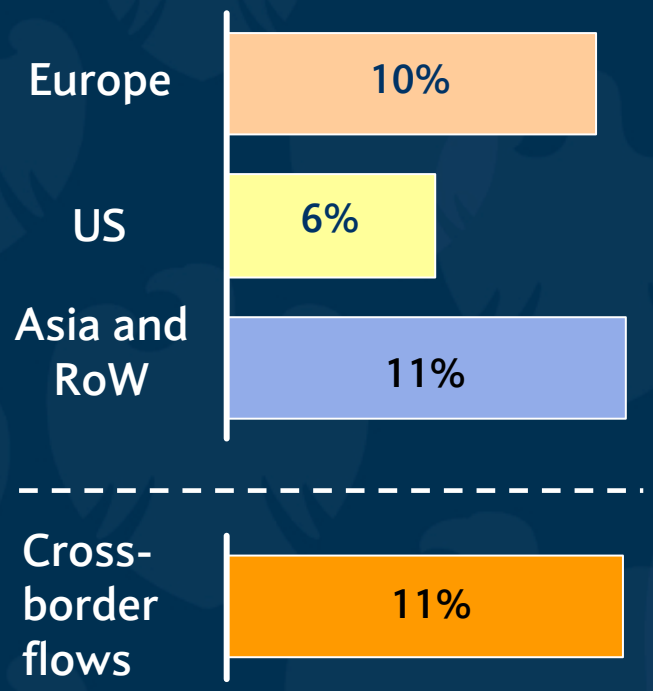
IBIM: Europe and Asia will drive future growth

Global investment banking revenues 2006



Expected financial stock growth
CAGR 2007-2010



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Universal Bank: the best model for success

- Strong risk diversification
- Greater capital efficiency
- Advantaged cost to serve
- Well aligned with growth in the global industry

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ABN AMRO accelerates our strategy

World class capabilities

- Retail Banking
- Credit Cards
- Affluent Banking
- Commercial Banking
- Payments and Transactional Banking
- Investment Banking
- Asset Management
- Wealth Management

Enhanced product capabilities drive cross sell

Expanded client base to drive product revenues

Deep local relationships

- Europe
  - UK
  - Netherlands
  - Italy
  - Spain
  - Portugal
- US
- Brazil
- Africa
- Asia
  - India
  - China
  - Pakistan
  - Taiwan
  - Indonesia
  - Hong Kong
  - Singapore
- Middle East

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Summary

- International strategy builds long term profit growth
- ABN AMRO accelerates our strategy
- Universal Banking is the best model for success

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Chris Lucas

Group Finance Director
Barclays PLC

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SEC Filings and this Filing: Important Information

This document shall not constitute an offer to sell or buy or the solicitation of an offer to buy or sell any securities, nor shall there be any sale or purchase of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. The availability of Barclays offer to persons not resident in the United States, the Netherlands and the United Kingdom may be affected by the laws of the relevant jurisdictions (the "Restricted Jurisdictions"). Such persons should inform themselves about and observe any applicable requirements.
In connection with the proposed business combination transaction between ABN AMRO Holding N.V. (“ABN AMRO”) and Barclays PLC (“Barclays”), Barclays has filed with the SEC a Registration Statement on Form F-4 (“Form F-4”), which includes a preliminary version of the Barclays offer document/prospectus. The Form F-4 has not yet become effective. Barclays expects that it will also file with the SEC a Statement on Schedule TO and other relevant materials. In addition, ABN AMRO expects that it will file with the SEC a Recommendation Statement on Schedule 14D-9 and other relevant materials. Following the Form F-4 being declared effective by the SEC, Barclays intends to mail the final offer document/prospectus to ABN AMRO shareholders.
Such final documents, however, are not currently available. INVESTORS ARE URGED TO READ THE FINAL OFFER DOCUMENT/PROSPECTUS AND ANY DOCUMENTS REGARDING THE POTENTIAL TRANSACTION IF AND WHEN THEY BECOME AVAILABLE, BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION.
Investors will be able to obtain a free copy of the Form F-4, the final offer document/prospectus and other filings without charge, at the SEC's website (www.sec.gov) if and when such documents are filed with the SEC. Copies of such documents may also be obtained from ABN AMRO and Barclays without charge, if and when they are filed with the SEC.

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 ABN AMRO's and Barclays plans and their current goals and expectations relating to their future financial condition and performance and which involve a number of risks and uncertainties. Barclays caution 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 'aim', 'anticipate', 'target', 'expect', 'estimate', 'intend', 'plan', 'goal', 'believe', or other words of similar meaning. Examples of forward-looking statements include, among others, statements regarding the consummation of the business combination between ABN AMRO and Barclays within the expected timeframe and on the expected terms (if at all), the benefits of the business combination transaction involving ABN AMRO and Barclays, including the achievement of synergy targets, ABN AMRO’s and Barclays future financial position, income growth, impairment charges, business strategy, projected costs and estimates of capital expenditure and revenue benefits, projected levels of growth in the banking and financial markets, the combined group’s future financial and operating results, future financial position, projected costs and estimates of capital expenditures, and plans and objectives for future operations of ABN AMRO, Barclays and the combined group and other statements that are not historical fact. Additional risks and factors are identified in ABN AMRO and Barclays filings with the SEC including ABN AMRO and Barclays Annual Reports on Form 20-F for the fiscal year ending December 31, 2006, which are available on ABN AMRO’s website at www.abnamro.com and Barclays website at www.barclays.com respectively, and on the SEC's website at www.sec.gov.
Any forward-looking statements made herein speak only as of the date they are made. Barclays does not undertake to update forward-looking statements to reflect any changes in expectations with regard thereto or any changes in events, conditions or circumstances on which any such statement is based. The reader should, however, consult any additional disclosures that ABN AMRO and Barclays have made or may make in documents they have filed or may file with the SEC.
Nothing in this announcement is intended, or is to be construed, as a profit forecast or to be interpreted to mean that earnings per ABN AMRO or Barclays share for the current or future financial years, or those of the combined group, will necessarily match or exceed the historical published earnings per ABN AMRO or Barclays share.