



#### Welcome to Barclays

## Creating positive outcomes for our stakeholders

**Our Purpose** 

#### Working together for a better financial future

**Our Vision** 

#### The UK-centred leader in alobal finance

A comprehensive and pre-eminent UK consumer, corpoi The secret transportation is a

The leading non-US based investment bank A strong, specialist US consumer bank



**Our Values** 

#### Respect

We harness the power of diversity and inclusion in our business, trust those we work with, and value everyone's contribution

#### Integrity

We operate with honesty, courage, transparency and fairness in all we do

#### **Service**

We act with empathy and humility, putting the people and businesses we serve at the centre of what we do

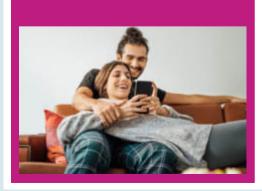
#### **Excellence**

We set high standards for what we do, championing innovation and using our energy, expertise and resources to make a positive difference

#### Stewardship

We prize sustainability, and are passionate about leaving things better than we found them

**Customers and clients** 



#### Colleagues



#### Society





#### The Group at a glance

## Working together for a better financial future



Barclays supports individuals and small business through our consumer banking services, and larger businesses and institutions through our corporate and investment banking services. Barclays is diversified by business, geography and income type.

#### Financial headlines

E6.6bn<sup>1</sup>
Profit before tax
(PBT)

32.4p<sup>1</sup>
Earnings per share
(EPS)

10.6%

Return on tangible equity

#### **Customers and clients**

7.3m

personal customers who Barclays helped to open a new savings account or grow their deposits with us (2023)

#### **Colleagues**

86%

of colleagues would recommend Barclays as a great place to work (2023)

#### Society

3.27m

#### Investors

370/o
increase in announced 2023
capital distribution
versus 2022

#### Note:

Barclays PLC

Annual Report 2023

#### In this year's report

Parts 1, 2 and 3 of Barclays PLC 2023 Annual Report together comprise Barclays PLC's annual accounts and report for the purposes of Section 423 of the Companies Act 2006.

Please note that throughout the document, graphical representation of component parts may not sum due to rounding.

#### Strategic report

The Barclays PLC Strategic report 2023 was approved by the Board of Directors on 19 February 2024 and signed on its behalf by the Chairman.

The Strategic report 2023 is not the Group's statutory accounts. It does not contain the full text of the Directors' report, and it does not contain sufficient information to allow as full an understanding of the results and state of affairs of the Group and of its policies and arrangements concerning Directors' remuneration as would be provided by the full Annual Report 2023.

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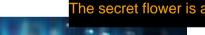
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# Working together for a better

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Our strong and stable franchise has enabled us to remain resilient and continue to support our customers, clients and communities through an unpredictable external environment. We will continue to work together for a better financial future for all our stakeholders.



Banks and the banking system should at all times strive for a high degree of stability and reliability, reflecting their resilience, continuity of service to customers and clients, and the essential mechanics they perform for national and global economies. The premium for stability and reliability, and the challenge of achieving both, rise in difficult times. The essence of our message to you this year is that Barclays is well on the journey to a more sustainable, and satisfactory performance, but has more to do and a plan to do it.

That the global background is unpredictable is obvious and volatility is now the backdrop to our world, where we seek so many things with only partial success – continuing economic growth, predictable courses for inflation and interest rates, settled patterns of global trade, stability within and between nations.

2023 started with fairly uniform and downbeat economic and equity market expectations. On both counts, however, the intervening twelve months surprised on the positive side, but not without considerable stress being experienced by households and businesses, triggered by inflation and rising interest rates. It is testimony to the resilience of the economic system that this occurred but is sobering to note how wrong so much of the predictive commentary could be.

As a global bank we must pay close heed to shifts in the external environment and reverberations for our stakeholders. Banks vary enormously, by geography and by individual firm, in terms of how they respond to changes in interest rates and the interest rate curve. After years of negligible interest rates, banks have to find the right balance between higher rates for borrowers, which improve profitability, and sometimes conflicting consumer and political expectations; this is not an easy balance to strike.