

**From:** CAB JUNCKER PRESIDENT  
**Sent:** 28 October 2015 15:15  
**To:** CAB JUNCKER ARCHIVES  
**Subject:** FW: Sent on behalf of John McFarlane  
**Attachments:** Scan.pdf

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**From:** [REDACTED]@barclays.com [mailto:[REDACTED]@barclays.com]  
**Sent:** Wednesday, October 28, 2015 2:36 PM  
**To:** CAB JUNCKER PRESIDENT  
**Cc:** [REDACTED] (CAB-JUNCKER); [REDACTED]@barclays.com  
**Subject:** Sent on behalf of John McFarlane

Dear Mr Juncker,

Please find attached a letter from our Chairman, John McFarlane. The original is in the post to you today.

With kind regards,

[REDACTED]

[REDACTED] Executive Assistant to John McFarlane, Chairman | Barclays  
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Tel: 020 7116 [REDACTED]  
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**From:** [REDACTED] : Chairman's Office  
**Sent:** 28 October 2015 12:18  
**To:** [REDACTED] : Chairman's Office  
**Subject:** Your scanned document

John McFarlane  
Chairman

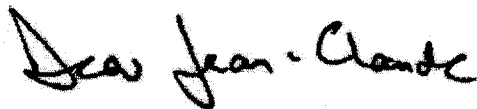
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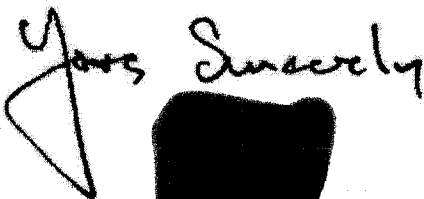
It was a pleasure to meet you in Brussels recently. I am writing today to let you know personally that we have announced that James E. Staley (Jes Staley) has been appointed Group Chief Executive of Barclays and will start on 1 December.

We are delighted to have appointed someone with such strong and broad banking experience. Jes Staley has nearly four decades of extensive experience in banking and financial services. Appointing an individual with the business scope, seasoning and track record is a difficult challenge. In Jes Staley we believe we have an executive with the appropriate leadership talent and wide-ranging experience to take the Group forward strategically. In particular, he understands corporate and investment banking well, the re-positioning of which is one of our major priorities.

Jes has made clear that he believes that trust is the most precious asset a bank can have and that he intends to strengthen trust in Barclays. He and I are committed to completing the cultural transformation of the Group. There can be no retreat from becoming a values driven organisation which conducts itself with integrity at all times.

Key to that is respect for the critical role which regulators play in our industry. In Jes we have appointed someone who believes that banks should spend less time preparing for a scenario similar to 2008, and more time working to avoid such situations entirely. Core to that objective is having relationships with politicians and regulators that are collaborative, not adversarial.

In that spirit, we look forward to continuing to working with you and members of the College of Commissioners and to ensure a banking sector that is successful, respected and trusted by all.



John McFarlane  
Chairman