LLOYDS BANKING GROUP

THE FINANCIAL CRISIS: KEY QUESTIONS, REALITY AND RESPONSES

BANK OF AMERICA MERRILL LYNCH CONFERENCE

London

4 October 2011

António Horta-Osório

Group Chief Executive

AGENDA

KEY QUESTIONS ON THE FINANCIAL CRISIS

EFFECTS OF THE FINANCIAL CRISIS AND LESSONS LEARNT

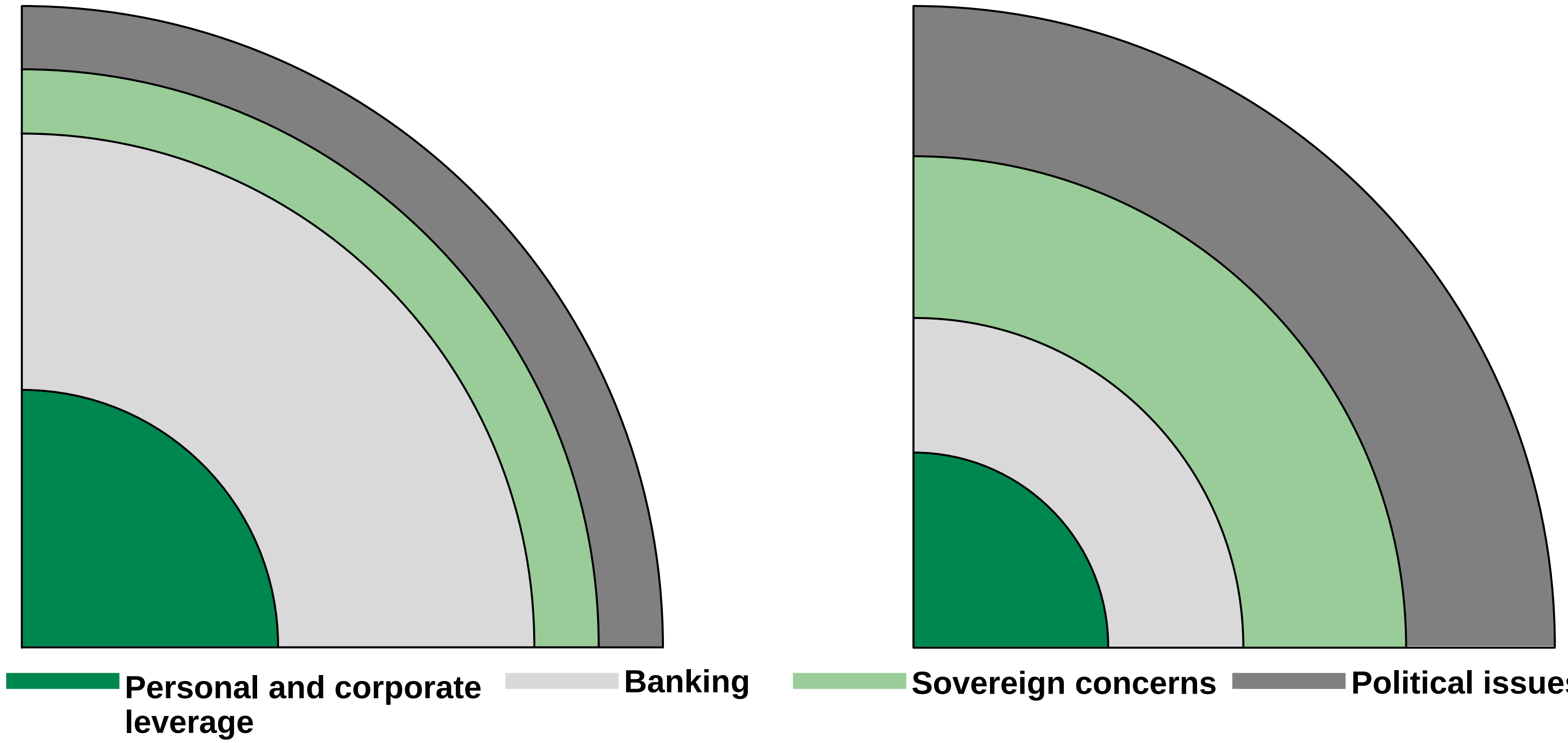
OUR STRATEGY AND ACTION PLAN

QUESTION I: WAS THE 2008 CRISIS EVER OVER?

The crisis is still evolving

2008
Primarily a credit and banking crisis

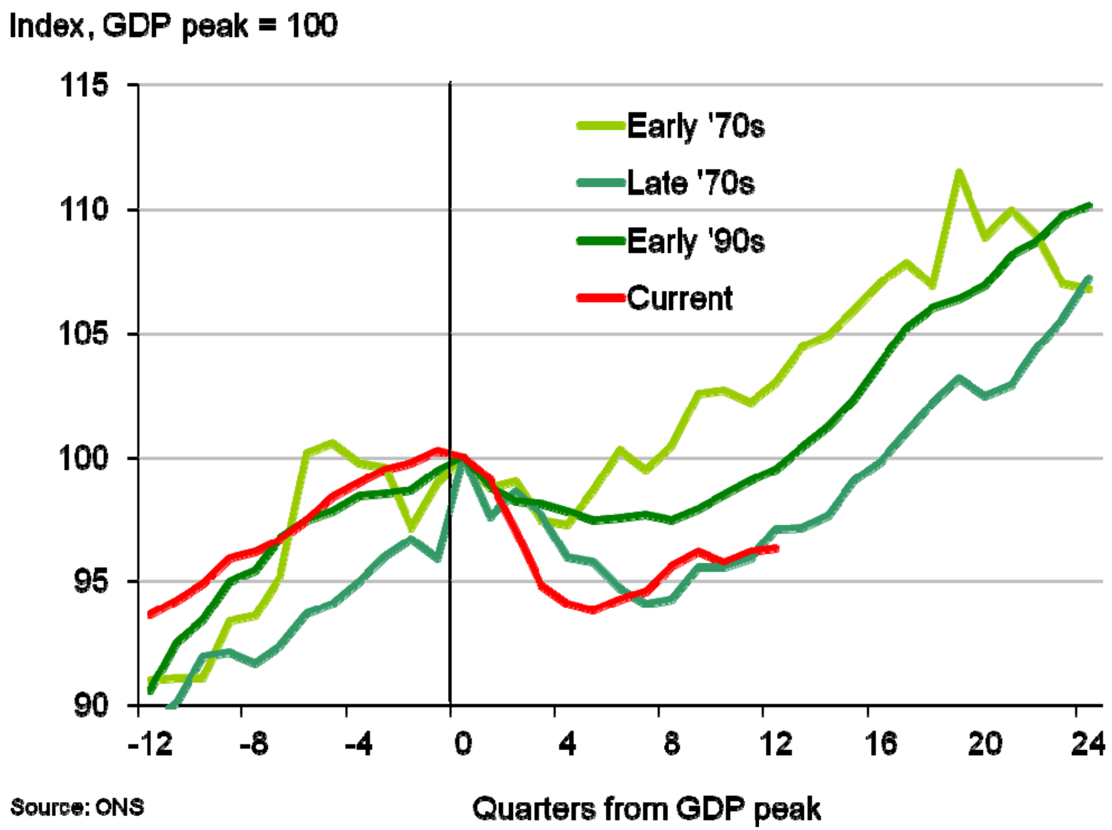
2011
Primarily a sovereign and political crisis



CRISIS MOVING INTO POLITICAL AND SOVEREIGN PHASE

QUESTION II: ARE THE ECONOMIC EFFECTS UNPRECEDENTED?

Thus far similar trends to previous severe recessions in the UK but recovery likely to be weaker



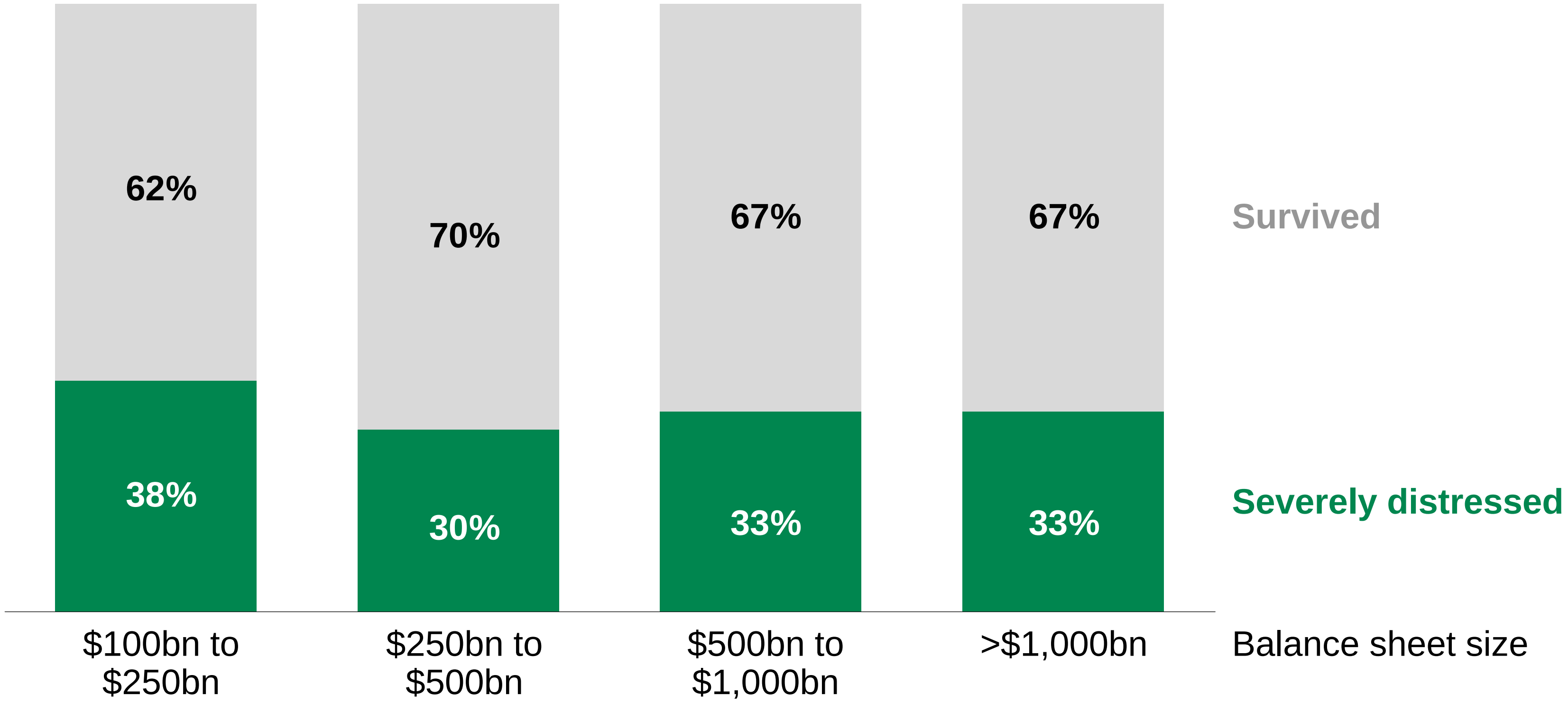
Source: ONS

SLOW RECOVERY EXPECTED, WITH SUSTAINED RESTRUCTURING AND DELEVERAGING

QUESTION III: WERE LARGE BANKS MORE LIKELY TO FAIL?

Size was not the driver of failure

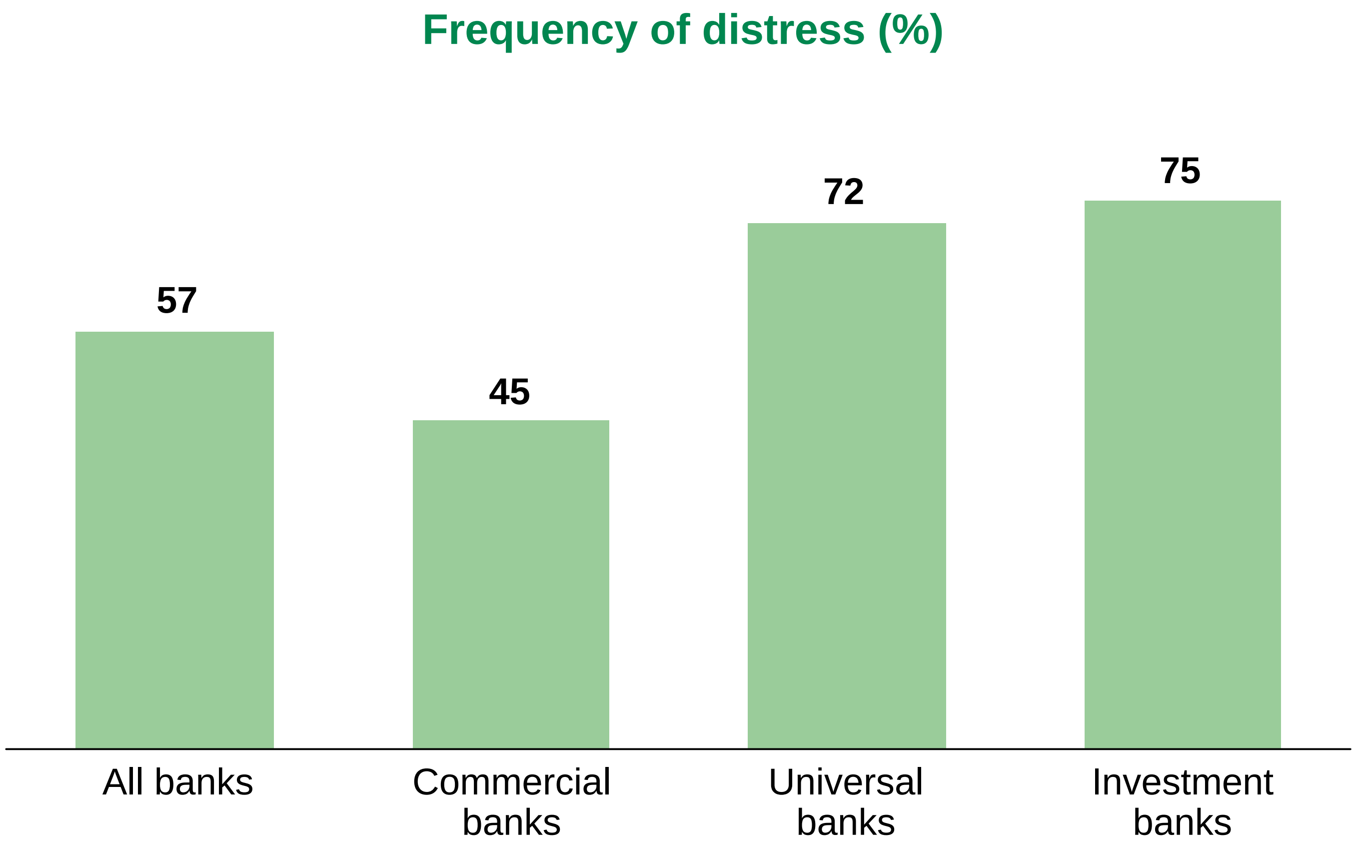
Percentage of banks failed or rescued in the UK, Italy, Spain & Germany since 2007
(by number of institutions)



Sources: CECA, AEB, UACC, FSA, ECB, UK TSC reports, The Banker, Bankscope, Die Bank, SoFFin, press search. Bank failure or rescue is defined as bankruptcy, nationalisation, capital injection from government, issuance of government guaranteed debt, or takeover by rival due to financial distress

QUESTION IV: WERE UNIVERSAL BANKS PROTECTED BY THEIR DIVERSIFIED MODEL?

Commercial banks performed better



COMMERCIAL BANKS HAD THE LOWEST FREQUENCY OF DISTRESS

Source: I Ötker-Robe, A Narain, A Ilyina and J Surti, 'The too-important-to-fail conundrum: impossible to ignore and difficult to resolve', IMF, Staff Discussion Note, May 2011

QUESTION V: WAS THE CRISIS A FAILURE OF REGULATION?

Business model and poor management were also contributors

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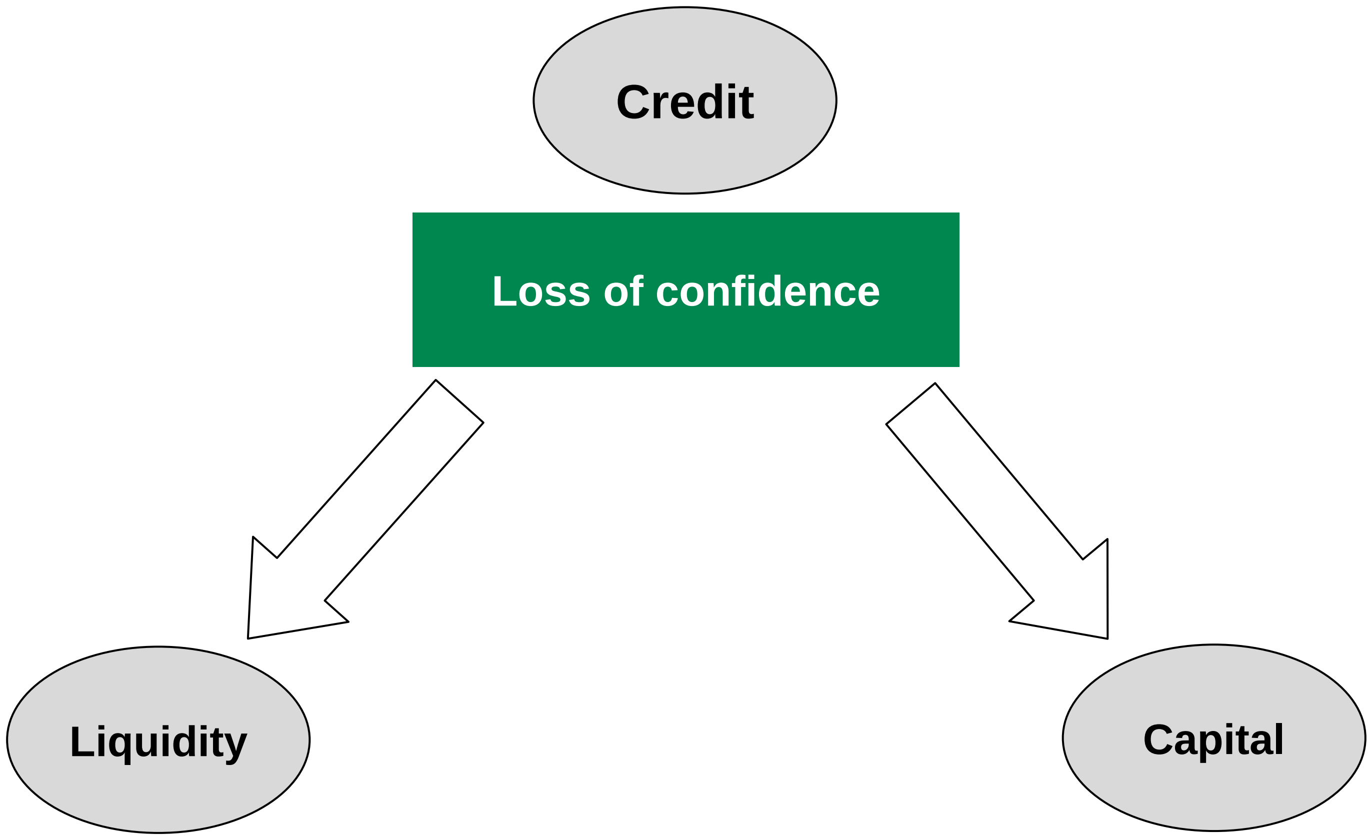
	Successful banks	Rescued banks
Strategy	Willing to make choices, exit	Keep up with others
Focus	Risk-adjusted return	Return at any cost
Management	Extensive line experience	Less experience, especially in risk
Structure	Risk reporting direct to CEO/Board	Risk reporting to business
Style	Challenge, debate	Complacency

STRONGER RISK MANAGEMENT AND SUPERVISION ARE KEY FOR SUCCESSFUL BANKS

QUESTION VI: WAS IT LARGELY A CRISIS OF CAPITAL?

The crisis of confidence stemmed from credit concerns and affected both liquidity and capital



CONFIDENCE RESTORED BY LIQUIDITY AND CAPITAL INJECTIONS

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EFFECTS OF THE FINANCIAL CRISIS

The rebalancing will continue

Research indicates banking crises preceded by credit bubbles are typically followed by prolonged deleveraging

- Average deleveraging period: 5–6 years[(1)]
- Deleveraging typically starts 2 years after onset of financial crisis[(1)]
- Average deleveraging of 40% in 5 years post crisis[(2)]

Deleveraging since crisis has been modest to date

	Peak private sector debt/ GDP	% points decrease since peak
UK	203%	-15%
US	177%	-12%
Spain	234%	-9%
Sweden	177%	-6%
France	160%	-1%

(1) McKinsey 'Episodes of Deleveraging' analysis
(2) BIS analysis of 17 country banking crises which were preceded by credit booms (1981–2002)

EFFECTS OF THE FINANCIAL CRISIS

Implications for the banking industry

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ECONOMIC ENVIRONMENT

- Recession followed by weak economic recoveries
- Uncertainty from austerity impacts
- European peripheral crisis

REGULATORY ENVIRONMENT

- Inconsistency of regulatory responses
- Closer regulatory scrutiny
- Higher capital/liquidity requirements
- New regulatory initiatives

CUSTOMERS AND COMPETITION

- Deleveraging by individuals and corporates
- Increasing customer expectations
- Lack of trust in industry
- Increasingly competitive markets
- Real incomes falling

EQUITY AND FUNDING MARKETS

- Government ownership and funding support
- Depressed equity prices
- Challenging deposit market growth
- Higher funding costs

EFFECTS OF THE FINANCIAL CRISIS

Balancing the conflicting demands of risk and growth

Risk reduction

Governments/Regulators

Rating agencies

Debt capital markets investors

Public and political opinion

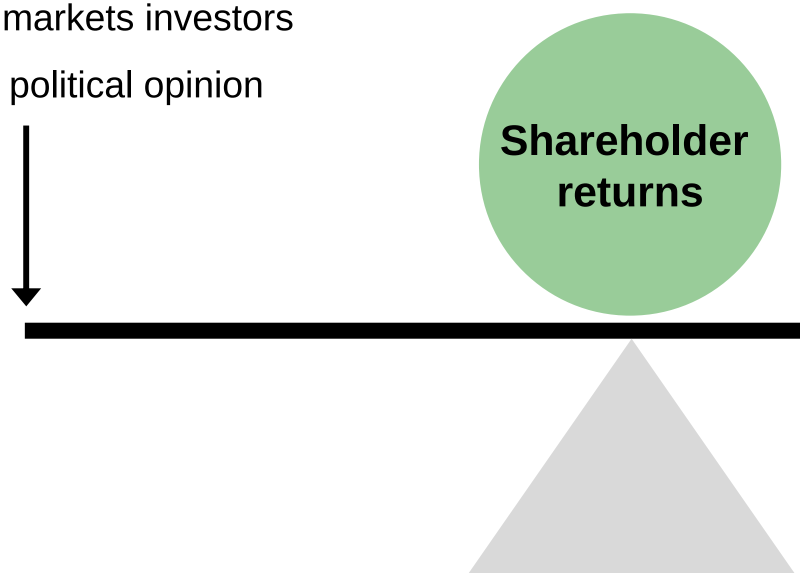
Growth

Customers, especially SMEs

Governments

Equity market investors

Individuals



TO DELIVER APPROPRIATE SHAREHOLDER RETURNS THE INDUSTRY MUST BALANCE CONFLICTING REQUIREMENTS

LESSONS LEARNT FROM THE FINANCIAL CRISIS

The conflicting demands of risk and growth will lower industry returns

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Income statement challenges

- Revenue growth difficult to find
- Net interest margins under pressure
- Cost base not aligned to new world
- Impairments still elevated

Balance sheet challenges

- Higher capital
- Higher liquidity
- Improved funding positions
- Lower leverage
- Reduce higher-risk assets

LOWER INDUSTRY RETURNS ON EQUITY THAN PRE-CRISIS

LESSONS LEARNT FROM THE FINANCIAL CRISIS

Future winners will be the ones that are able to transform their business models by acting decisively to…

IMPROVE CAPITAL EFFICIENCY

- Business portfolio review
- Capital and balance sheet optimisation
- Balance sheet risk reduction

REDEFINE COST STRUCTURES

- Radical core-processes redesign (ie simplification)
- Improve multichannel approach and in-outsourcing balance
- M&A opportunities

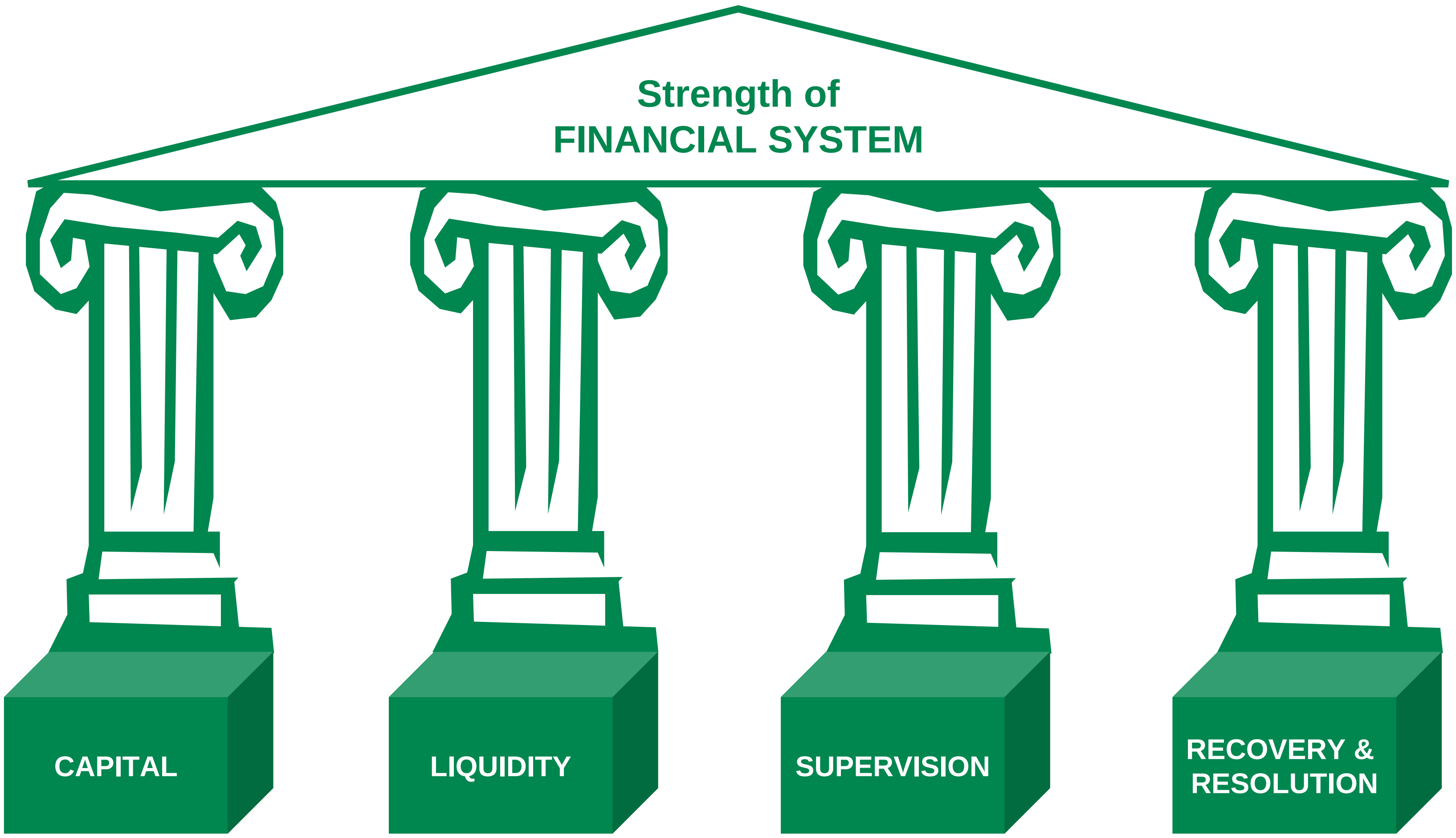
RETHINK CURRENT AND FUTURE REVENUE PLATFORMS

- Customer driven new revenue generation opportunities
- Pricing new approaches
- Re-balancing new revenue mix (developing markets, innovation, etc)

IMPLEMENT A STRONG RISK MANAGEMENT CULTURE

LESSONS LEARNT FROM THE FINANCIAL CRISIS

…while taking account of the evolving regulatory environment in their business model



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STRATEGY

Strategy reflects our integral role in supporting the UK economy

THE BEST BANK FOR CUSTOMERS

STRONG CUSTOMER RELATION-SHIPS	STRONG ICONIC BRANDS	BROAD MULTI-CHANNEL DISTRIBUTION	CUSTOMER FOCUSED PEOPLE	INTEGRATED PLATFORM

THE BEST BANK FOR SHAREHOLDERS

CUSTOMER-DRIVEN, DIVERSIFIED INCOME	POSITIVE OPERATING JAWS	CAPITAL ALLOCATED TO CORE BUSINESS	PRUDENT RISK APPETITE	STRONG STABLE FUNDING	DISCIPLINED HIGH-RETURN INVESTING

APPROPRIATE BUSINESS FOCUS FOR NEW, DE-RISKED AND DELEVERED ENVIRONMENT

RETAIL	WEALTH	COMMERCIAL BANKING	WHOLESALE BANKING	BANC-ASSURANCE

OUR ACTION PLAN

Action plan targets strong, stable returns for our shareholders

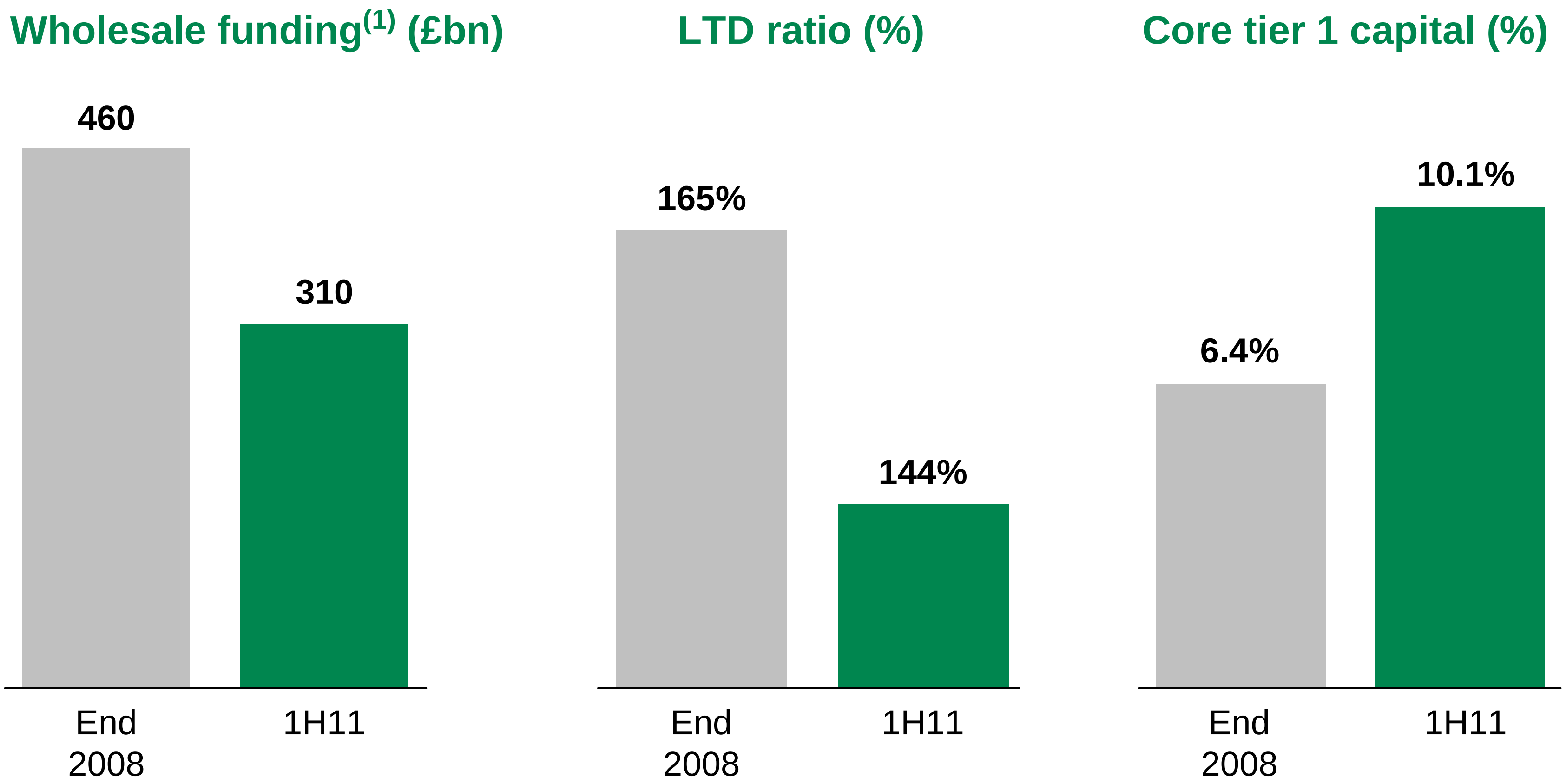
LLOYDS BANKING GROUP

RESHAPE **our business portfolio to fit our assets, capabilities and risk appetite**	**Sustainable, predictable *RoE*, in excess of our CoE**
Continue to *STRENGTHEN* our balance sheet and liquidity position	**Robust *CORE TIER 1 RATIO* and stable funding base**
SIMPLIFY **the Group to improve agility, service, and efficiency**	**Significant cost savings and positive operating *JAWS***
INVEST **to grow our core customer businesses**	**Strong, stable, high quality *EARNINGS* streams**

FLEXIBLE STRATEGY FOR CHANGING ECONOMIC ENVIRONMENT

WE HAVE TRANSFORMED OUR BALANCE SHEET

Strategy builds on significant recent Balance Sheet progress



WE WILL CONTINUE TO FURTHER STENGTHEN OUR CAPITAL AND FUNDING POSITION

(1) Aggregate of wholesale and repo funding

THE CREATION OF A HIGH PERFORMANCE ORGANISATION

A number of actions have already been implemented to create a high performance organisation

Risk management & governance

- New risk management structure
- New governance for pricing, investment decision making, cost management and non core run down

Capital efficiency

- Acceleration of non core asset reductions
- Business portfolio reviewed with international presence being scaled back

Cost structure

- Integration nearing completion
- Simplification programme initiated

Revenue opportunities

- Focus on core customer business
- Growth initiatives identified to grow income, especially OOI

High performance culture

- More agile organisational structure implemented
- Strengthened executive leadership team

CONCLUSIONS

LLOYDS BANKING GROUP

- **Many questions surround the recent crisis but it is clear it is not over**
- **Characteristics of future winners and losers in the banking sector are emerging**
- **Our strategy reflects the lessons learnt from the crisis and the operating environment**
- **We are targeting strong, stable and sustainable returns for shareholders over time**

FORWARD LOOKING STATEMENTS AND BASIS OF PRESENTATION

FORWARD LOOKING STATEMENTS

This announcement contains forward looking statements with respect to the business, strategy and plans of the Lloyds Banking Group, its current goals and expectations relating to its future financial condition and performance. Statements that are not historical facts, including statements about the Group or the Group's management's beliefs and expectations, are forward looking statements. By their nature, forward looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. The Group's actual future business, strategy, plans and/or results may differ materially from those expressed or implied in these forward looking statements as a result of a variety of risks, uncertainties and other factors, including, without limitation, UK domestic and global economic and business conditions; the ability to derive cost savings and other benefits, as well as the ability to integrate successfully the acquisition of HBOS; the ability to access sufficient funding to meet the Group's liquidity needs; changes to the Group's credit ratings; risks concerning borrower or counterparty credit quality; instability in the global financial markets; changing demographic and market related trends; changes in customer preferences; changes to regulation, accounting standards or taxation, including changes to regulatory capital or liquidity requirements; the policies and actions of governmental or regulatory authorities in the UK, the European Union, or jurisdictions outside the UK, including other European countries and the US; the ability to attract and retain senior management and other employees; requirements or limitations imposed on the Group as a result of HM Treasury's investment in the Group; the ability to complete satisfactorily the disposal of certain assets as part of the Group's EU state aid obligations; the extent of any future impairment charges or write-downs caused by depressed asset valuations; exposure to regulatory scrutiny, legal proceedings or complaints, actions of competitors and other factors. Please refer to the latest Annual Report on Form 20-F filed with the US Securities and Exchange Commission for a discussion of such factors together with examples of forward looking statements. The forward looking statements contained in this announcement are made as at the date of this announcement, and the Group undertakes no obligation to update any of its forward looking statements.

BASIS OF PRESENTATION

The results of the Group and its business are presented in this presentation on a combined businesses basis and include certain income statement, balance sheet and regulatory capital analysis between core and non-core portfolios to enable a better understanding of the Group's core business trends and outlook. Please refer to the Basis of Presentation in the 2011 Half-Year Results News Release which sets out the principles adopted in the preparation of the combined businesses basis of reporting as well as certain factors and methodologies regarding the allocation of income, expenses, assets and liabilities in respect of the Group's core and non-core portfolios.

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