



US Resolution Plan

2021 US Resolution
Plan Public Section



What's inside the US Resolution Plan Public Section

The US Resolution Plan Public Section is intended to inform the public's understanding of the Barclays US-Specific Resolution Strategy



Where can I find out more about Barclays?

You can learn about Barclays' strategy, businesses, performance, and approach to governance and risk on our website, where you can also view and download the latest and archived annual and strategic reports.

For further information and a fuller understanding of the results and the state of affairs of the Group, please visit <https://home.barclays/annualreport>.

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of current and future legal proceedings and regulatory investigations; future levels of conduct provisions; the policies and actions of governmental and regulatory authorities; the Group's ability along with government and other stakeholders to manage and mitigate the impacts of climate change effectively; 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 applicable to past, current and future periods; UK, US, Eurozone and global macroeconomic and business conditions; the effects of any 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 any entity within the Group or any securities issued by such entities; direct and indirect impacts of the coronavirus (COVID-19) pandemic; instability as a result of the UK's exit from the European Union (EU), the effects of the EU-UK Trade and Cooperation Agreement and the disruption that may subsequently result in the UK and globally; the risk of cyber-attacks, information or security breaches or technology failures on the Group's business or operations; 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 financial position, future results, capital distributions, capital, leverage or other regulatory ratios or other financial and non-financial metrics or performance measures may differ materially from the statements or guidance set forth in the Group's forward-looking statements. Additional risks and factors which may impact the Group's future financial condition and performance are identified in our filings with the SEC (including, without limitation, our Annual Report on Form 20-F for the fiscal year ended 31 December 2020), which are available on the SEC's website at www.sec.gov.

Subject to our obligations under the applicable laws and regulations of any relevant jurisdiction, (including, without limitation, the UK and the US), in relation to disclosure and ongoing information, we undertake no obligation to update publicly or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Introduction

An overview of Barclays and Our US Operations

Introduction

Background and Overview

Barclays¹ submits this Public Section (the Public Section) as part of Barclays' 2021 US² Targeted Resolution Plan (the 2021 Plan) pursuant to the Dodd-Frank Wall Street Reform and Consumer Protection Act (the Dodd-Frank Act) and the Final Rule (the Final Rule or Section 165(d))³ pursuant thereto by the Federal Reserve Board of Governors (FRB) and the Federal Deposit Insurance Corporation (FDIC), together the Agencies.

Barclays operates under a US Intermediate Holding Company (IHC) and has implemented stringent standards to ensure the safety and soundness of the US Operations pursuant to Regulation YY.⁴

Since submitting our initial US Resolution Plan in 2012, Barclays has continued to enhance our capabilities to make our firm more resolvable on a global basis driven by both regulatory and business requirements. Barclays has a strong capital and funding profile, as well as a diversified asset base, which helps ensure our resiliency.

Barclays is committed to maintaining a US Resolution Plan for its US Operations⁵ that would facilitate an orderly resolution of Barclays' US Operations under the US Bankruptcy Code within the meaning of the Dodd-Frank Act and the Final Rule, which aims to, in the unlikely event of Barclays' failure, permit the rapid and orderly resolution of Barclays' US Operations without an adverse systemic impact on the financial system or US economy.

Barclays has taken numerous actions to improve its resolvability and develop coordinated global resolution strategies, while at the same time adhering to local resolution planning requirements. This has been accomplished through substantial dialogue with the Agencies and other regulatory authorities in the US, the UK and other key jurisdictions where Barclays operates.

In the UK, it is the Resolution Authority's responsibility to "develop feasible and credible resolution strategies for all firms".⁶ Barclays' Global Preferred Resolution Strategy, which has been developed by its home Resolution Authority, the Bank

of England (BoE), is a Single Point of Entry (SPOE) resolution involving bail-in at Barclays' holding company (BPLC). Barclays has worked extensively with the BoE to develop capabilities that further bolster Barclays' resolvability under its Global Preferred Resolution Strategy.

While Barclays' Global Preferred Resolution Strategy would preempt the need to employ the US-Specific Resolution Strategy outlined in Barclays' US Resolution Plan, Barclays has developed a viable US-Specific Resolution Strategy that is not dependent on Barclays' Global Preferred Resolution Strategy.

US resolution planning has been an iterative process starting from when the Agencies issued the initial Final Rule in 2011. The Agencies issued a new Final Rule for Resolution Plans on November 1, 2019 and have issued both public guidance and confidential feedback over the course of nine years, during which Barclays has been responsive and addressed the Agencies' guidance and feedback. Barclays has built upon each previous plan submission to further enhance our resolvability and resolution preparedness; strengthen our financial, structural and operational resiliency; and develop capabilities to support an orderly resolution.

On December 9, 2020, the Agencies concluded that Barclays 2020 Plan satisfactorily addressed the shortcomings the Agencies identified in the 2018 Letter and reflected completion of resolvability enhancements.⁷

The 2021 Plan is Barclays' seventh US Resolution Plan submission and Barclays' first Targeted Plan. The 2021 Plan contains core elements of Barclays US resolution Plan (e.g., resolution strategy, capital, liquidity), targeted information required, as communicated to Barclays by the Agencies on December 9, 2020⁸ and plan sections impacted by the Guidance for Resolution Plan Submissions of Certain Foreign-Based Covered Companies (2020 Guidance) finalized by the Agencies on December 22, 2020.⁹

1. "Barclays", "Group" and "Barclays Group" are terms which are used to refer to Barclays PLC together with its subsidiaries and/or Barclays Bank PLC together with its subsidiaries. The term "Parent", "Covered Company" or "BPLC" refers to Barclays PLC and the term "Bank" or "BBPLC" refers to Barclays Bank PLC.

2. Throughout this Section: "US" means the United States as defined in the Final Rule; "UK" means the United Kingdom and the territories under its jurisdictions; "\$" or "USD" means the US Dollar; "£" or "GBP" means the UK pound sterling; and "€" or "EUR" means the official currency of the European Union.

3. "Final Rule or 165(d)" means 12 CFR Parts 243 and 381, Resolution Plans Required, issued by the Agencies and effective November 30, 2011. The final rule was updated on December 31, 2019 to reflect improvements identified since the agencies finalized their joint resolution plan rule in November 2011 and to address amendments to the Dodd-Frank Act made by the Economic Growth, Regulatory Relief, and Consumer Protection Act (EGRRCPA).

4. 12 CFR Part 252, Regulation YY, Enhanced Prudential Standards for Bank Holding Companies and Foreign Banking Organizations, Final Rule, effective June 1, 2014 (Regulation YY).

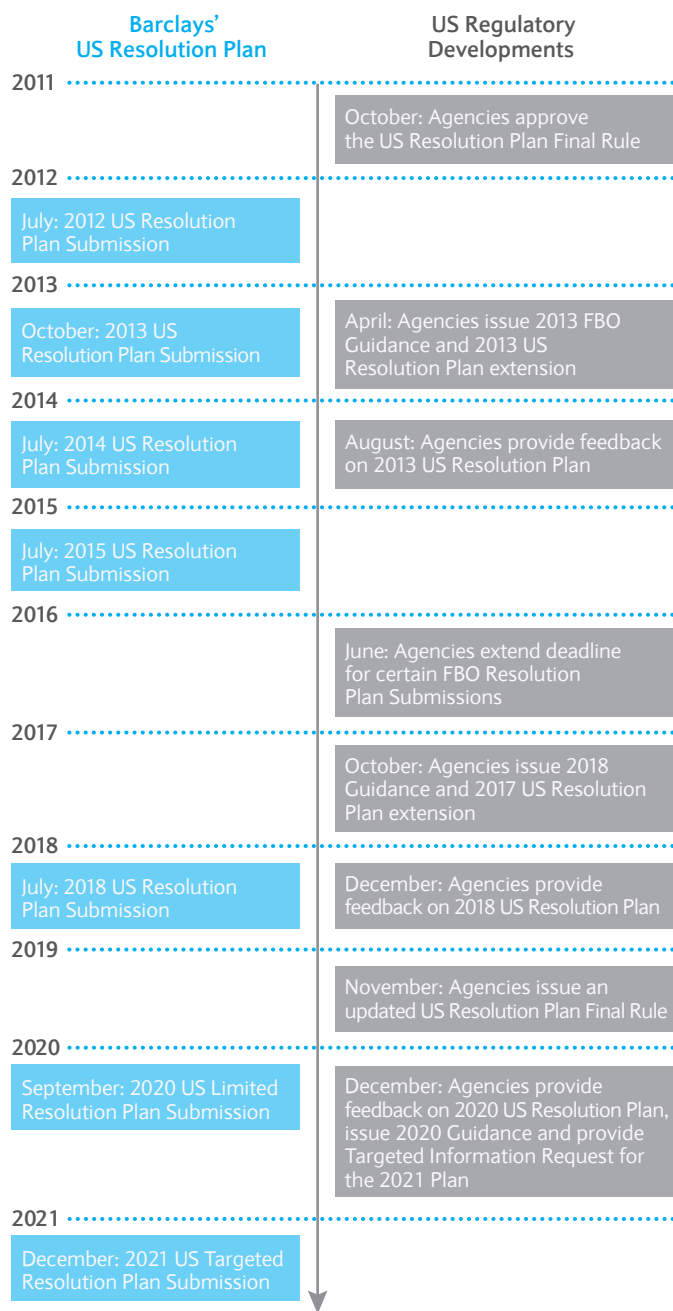
5. US Operations is defined collectively as the US Intermediate Holding Company (IHC), its IHC subsidiaries and US Branches, Agencies, and Representative Offices of BBPLC.

6. The Bank of England's Approach to Resolution, October 2017, <https://www.bankofengland.co.uk/-/media/boe/files/news/2017/october/the-bank-of-england-approach-to-resolution.pdf>

7. <https://www.federalreserve.gov/newsevents/pressreleases/bcreg20201209a.htm>

8. <https://www.federalreserve.gov/newsevents/pressreleases/bcreg20201209a.htm>

9. The 2020 Guidance consolidates the Guidance for 2018 § 165(d) Annual Resolution Plan Submissions by Foreign-Based Covered Companies that Submitted Resolution Plans in July 2015; the July 2017 Resolution Plan Frequently Asked Questions; feedback letters issued to firms in December 2018 and in August 2014; the communications the Agencies made to certain foreign-based Covered Companies in February 2015; and the Guidance for 2013 § 165(d) Annual Resolution Plan Submissions by Foreign-Based Covered Companies that Submitted Initial Resolution Plans in 2012. To the extent not incorporated in or appended to the 2020 Guidance, prior guidance is superseded.



What was the most recent US Resolution Plan submitted by Barclays to the Agencies?

Barclays was last required to submit a US Resolution Plan Submission in September 2020.

The 2021 Plan builds on Barclays' strong foundational US resolution capabilities. The 2021 Plan incorporates Guidance provided by the Agencies, which is specific to FBOs that are Category II firms according to their combined US operations under the FRB tailoring rule¹⁰ and are required to have a US IHC under the FRB's Regulation YY.

US resolution planning is only one of the many initiatives Barclays has undertaken to improve resolvability. Barclays has made significant progress globally and in the US to reduce complexity, enhance resiliency and ensure Barclays is able to resolve its US Operations without systemic consequences. Significant initiatives since 2008 have increased operational efficiency, strengthened governance, enhanced controls, increased capital and diversified liquidity and funding to create an organization that is more resilient.

Barclays operates under a US IHC which is an umbrella holding company for Barclays' US subsidiaries and subject to the Federal Reserve Enhanced Prudential Standards to ensure safety and soundness, particularly around capital, liquidity and risk management.

As required by Regulation YY, the consolidated US subsidiaries are subject to supervision and regulation by the FRB. The US Branch of Barclays Bank PLC (BBPLC) is also subject to certain requirements. The IHC is subject to a number of additional regulatory requirements, including, but not limited to:

Capital

- US Basel III regulatory capital and leverage requirements
- Stress testing requirements under the US Capital Plan and Dodd-Frank Act stress testing (DFAST) rules
- Supervisory approval of, and potential limitations on, capital distributions by the IHC to BBPLC
- Maintaining an independent risk function to review and evaluate the adequacy and effectiveness of the capital risk management practices of the IHC

Liquidity

- Performing internal liquidity stress tests for the IHC and BBPLC New York Branch (NYBR)
- Holding sufficient US based liquidity buffers to meet projected net stressed cash-flow needs over the 30-day planning horizon for the IHC and over a minimum of 14 days for NYBR
- Maintaining an independent risk function to review and evaluate the adequacy and effectiveness of the liquidity risk management practices of Barclays' combined US Operations
- Maintenance of an IHC and Barclays Bank Delaware (BBDE) Liquidity Coverage Ratio (LCR) in excess of the required 100% minimum for compliance since the April 2017 effective date
- Managing the IHC and BBDE Net Stable Funding Ratios in excess of the required 100% regulatory minimum since July 1, 2021

10. Prudential Standards for Large Bank Holding Companies, Savings and Loan Holding Companies, and Foreign Banking Organizations, 84 FR 59032 (November 1, 2019)

Risk Management and Governance

- Oversight by a US IHC Board of Directors and a US Risk Committee
- Retaining a US Chief Risk Officer

Barclays' primary US operating entities are (BCI), (BBDE) and (NYBR) as a Branch of BBPLC.

In the US, reduced systemic impact and complexity has been achieved through:

- Reducing BCI's total assets from \$330bn as of year end (YE) 2010 to approximately \$113bn at YE 2020
- Improving the IHC's capital ratios:
 - Common Equity Tier 1 (CET1) ratios improved from 13.1% as of Q4 2017 to 17.3% as of Q4 2020
 - Tier 1 leverage ratio improved from 8.2% as of Q4 2017 to 10.2% as of Q4 2020
- Maintaining dedicated US based liquidity buffers for BCI, BBDE and NYBR held in lien free segregated accounts with the Bank of New York Mellon, as agent bank, or at the Federal Reserve Bank. These liquidity buffers are monitored and sized daily based on liquidity stress test results.
- Monitoring asset maintenance ratio (AMR) levels on NYBR
- Developing a robust Combined US Operations (CUSO) Contingency management framework inclusive of governance, escalations, triggers and a holistic inventory of management actions available in a liquidity and/or capital crisis event
- Enhancing processes and controls through automation and reduction in duplication
- Reducing BBDE's borrowing from its parent; BBDE is self-funded with a diversified liability portfolio
- Increasing the credit quality of BBDE's credit card receivables

At the Group level, Barclays has:

- Continued to have a strong capital position with a Group CET1 ratio of 15.1% at YE 2020 (growing from 13.8% for YE 2019). BPLC (the parent company) issued c.£8bn of minimum requirement for own funds and eligible liabilities (MREL) instruments during YE 2020 to take the fully loaded MREL position to £100.2bn, in compliance with indicative end state MREL requirements while maintaining a stable and diverse funding base

- Worked collaboratively with UK authorities to develop a confidential executable global Recovery Plan that enhances Barclays' ability to endure a severely adverse stress scenario with minimal disruption to the global markets or its customers
- Enhanced arrangements to ensure operational resilience in line with the UK Prudential Regulation Authority (PRA) Operational Continuity in Resolution (OCIR) rules. Barclays has ensured that its operational structures facilitate effective recovery and resolution planning and the continued provision of functions critical to the economy in a resolution scenario
- Developed inter-affiliate and third-party vendor terms and conditions that are resolution friendly and ensure continued access to critical services during a Material Financial Distress event or failure of Barclays or one or more of its affiliates, including its US affiliates
- Developed capabilities to comply with the Bank of England's policy on valuation capabilities to support resolvability

About Barclays

Overview of Barclays

Barclays is diversified by business, by different types of customer and client, and by geography. Our businesses include consumer banking and payments operations around the world, as well as a top-tier, full service, global corporate and investment bank

Our structure

Barclays operates as two divisions, Barclays UK and Barclays International, supported by our service company, Barclays Execution Services – or BX as we call it

Barclays International

Barclays International consists of the Corporate and Investment Bank and Consumer, Cards and Payments

With relentless focus on delivering for customers and clients around the world, Barclays International's diversified business portfolio provides balance, resilience and exciting growth opportunities. The division has strong global market positions and continues to invest in people and technology in order to deliver sustainable improved returns. Barclays International offers customers and clients a range of products and services spanning consumer and wholesale banking.

Working closely with regulators and stakeholders, we are organized to serve our clients across the globe in alignment with regulatory policies and legislation. Significant entities within Barclays International, such as the IHC, are subject to stringent governance standards to ensure safety and soundness, particularly around capital, liquidity and risk management.

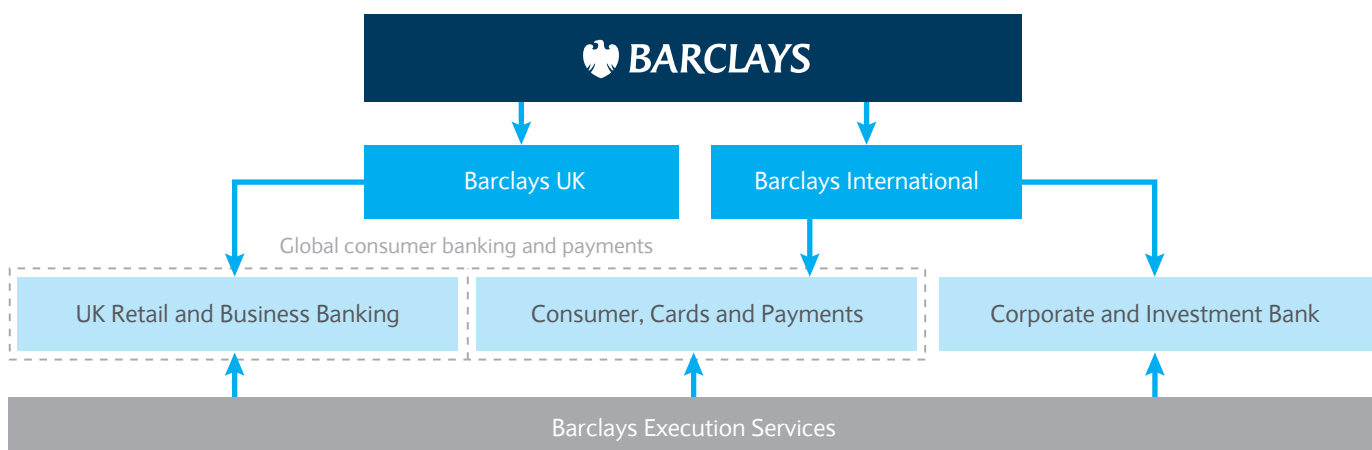
Barclays UK

Barclays UK is our UK ring fenced bank, comprised largely of our UK Personal and Business Banking and Barclaycard Consumer UK businesses

Barclays Execution Services

Barclays Execution Services (BX) is the Group-wide service company providing technology, operations and functional services to businesses across the Group

Overview of Barclays' Business Structure



Barclays' US Operations

The US is Barclays' second home market and is fundamental to Barclays' strategy. The US accounts for a significant portion of Barclays' employees, revenue and profit

Barclays' offerings in the US are operated out of the Barclays International business division. Business offerings operating in the US are:

- Consumer, Cards and Payments
- Corporate and Investment Bank

Consumer, Cards and Payments

Our US Consumer Bank, the US division of Consumer, Cards and Payments, offers co-branded credit cards in the US, along with online retail deposits. We have maintained our ranking in the top ten of US credit card issuers, collaborating with over 25 top companies to deliver co-branded credit card programs.

Barclays conducts this business in the US through its Insured Depository Institution (IDI), BBDE.

Corporate and Investment Bank

Our Global Markets businesses provide execution, prime brokerage and risk management services across the full range of asset classes including equities, credit and macro products. We are highly focused on investments in technology to drive increased client flows and improved returns. Barclays is focused on the standardization and simplification of post-trade technologies supported by a strong regulatory and controls environment.

Our Investment Banking business provides long-term strategic advice on mergers and acquisitions, corporate finance and strategic risk management solutions, and equity and credit origination capabilities.

We advise on numerous landmark deals for our clients, and in the capital markets, Barclays is one of the world's leading underwriters of both debt and equity securities.

Corporate Banking in the Americas focuses on providing loans, cash management, trade finance, foreign exchange, and working capital products to large American multinational companies and Financial Institutions for execution in the UK, Europe, India and the United Arab Emirates.

Finally, our Research business delivers independent, thought-leading content across equities, credit, macro and quantitative portfolio strategy. Our research business is committed to providing clients with differentiated market insights, actionable trade ideas and thematic views delivered through publications, one-to-one analyst interactions, conferences and events.

Principal legal entities in the US

The IHC key operating subsidiaries include:

- BCI, our Securities and Exchange Commission (SEC) registered securities broker-dealer and Commodity Futures Trading Commission (CFTC) registered Futures Commission Merchant (FCM), operates key investment banking and capital markets businesses within Barclays' Corporate and Investment Bank Business Offering
- BBDE, our US IDI, operates our US Consumer Bank business within Barclays' Consumer, Cards and Payments Business Offering

NYBR is a branch of BBPLC in the US and operates corporate banking activities within Barclays' Corporate and Investment Bank Business Offering. Branches of foreign banks are not part of the IHC, but are subject to a subset of the requirements of Regulation YY.

In the context of US Resolution Planning, Barclays' 2021 Plan focuses on US business and operations which are conducted out of Barclays International.

Barclays in the context of US Resolution Planning

As required in Section 165(d), Barclays' 2021 Plan focuses on a subset of businesses, operations and entities and branches of Barclays.

For US Resolution Planning purposes, Barclays identified 12 Material Entities for the 2021 Plan. Three of the Material Entities are considered Material US Operating Entities (i.e., out of which the activities of Critical Operations or Core Business Lines are conducted). The remaining nine entities include Material Holding Companies (no business is conducted out of these companies) and Material Service Entities, which provide shared services required in resolution.



What is a Material Entity?

Material Entities are defined in Section 165(d) as subsidiaries or foreign offices of the covered company that are significant to the activities of a Critical Operation or Core Business Line.

The 2021 Plan covers the US-Specific Resolution Strategy of all Material Entities and places additional emphasis on three Material US Operating Entities (i.e., BCI, BBDE, and NYBR) as our Core Business Lines and Critical Operations are operated out of these entities.

Key characteristics of our US legal entity structure:

- BUSLLC is our IHC and meets requirements of Regulation YY
- BUSLLC is an indirect subsidiary of BBPLC which houses our Barclays International business division
- All of our US non-branch Material Entities are organized under BGUS, a holding company, under BUSLLC
- In accordance with the requirements of Regulation YY, our two US service companies supporting our US Material Entities are organized under the IHC

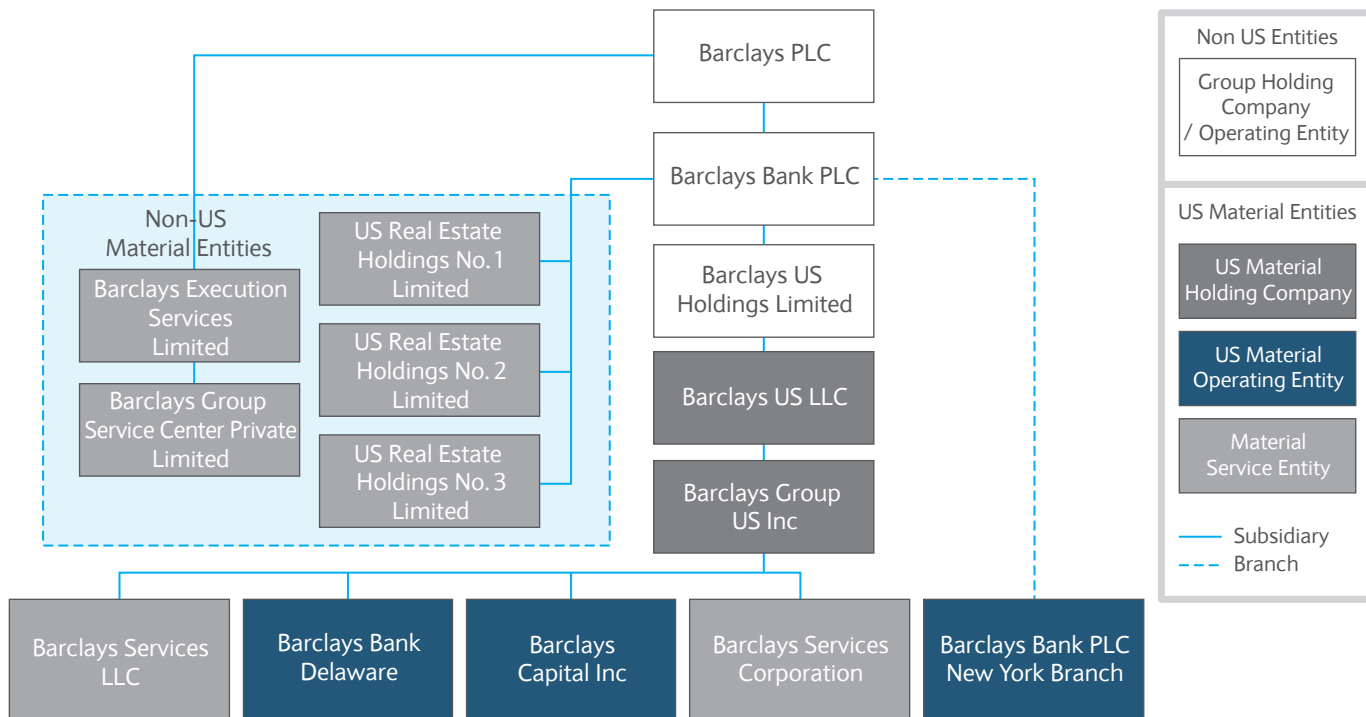
Barclays has simplified its legal entity structure globally to meet regulatory requirements and expectations in both the UK and US.

Barclays' 2021 US Resolution Planning Material Entities

Classification	Entity/Branch	Acronym	Jurisdiction	Summary
Material Holding Company	Barclays US LLC	BUSLLC	US	US Intermediate Holding Company
	Barclays Group US Inc	BGUS	US	Holding Company
Material US Operating Entity	Barclays Capital Inc	BCI	US	US Broker-Dealer
	Barclays Bank Delaware	BBDE	US	Insured Depository Institution
	Barclays Bank PLC New York Branch	NYBR	US	Branch of Barclays Bank PLC
Material Service Entity	Barclays Services Corporation	BSC	US	US Service Company
	Barclays Services LLC	BSLLC	US	US Service Company
	Barclays Execution Services Limited	BXSL	UK	Service Company
	Barclays Global Service Center Private Limited	BGSC	India	Service Company
	US Real Estate Holdings No. 1 Limited	US RE1	UK	Real-Estate Holding Company
	US Real Estate Holdings No. 2 Limited	US RE2	UK	Real-Estate Holding Company
	US Real Estate Holdings No. 3 Limited	US RE3	UK	Real-Estate Holding Company

Below depicts our US Resolution Planning simplified legal entity structure as of December 31, 2020 and highlights our Material Entities for the 2021 Plan.

Simplified US Resolution Planning legal entity structure as of December 31, 2020



Barclays' 2021 US Resolution Planning Core Business Lines and Critical Operations

For US Resolution Planning purposes Barclays identified six Core Business Lines for the 2021 Plan. Our Core Business Lines operate out of our Barclays International business division and are subsets of our Corporate and Investment Bank and Consumer, Cards, and Payments business lines outlined in our Annual Report and Form 20-F.

In addition, the Agencies identified Barclays' Critical Operations which if failed or were discontinued would pose systemic risk to the financial stability of the US. Our Core Business Lines and/or Critical Operations are operated out of our Material Operating Entities (i.e., BCI, BBDE, and NYBR).

The table below highlights Barclays' Core Business Lines for the 2021 Plan. It is important to note that additional businesses form part of Barclays' diversified global portfolio mix; however, for the purposes of US resolution planning, those businesses are not deemed in scope.

? What are Core Business Lines?

Core Business Lines are defined in Section 165(d) as those business lines, including associated operations, services, functions and support that, in the firm's view, upon failure would result in a material loss of revenue, profit or franchise value.

Barclays' Business Line	In scope for the 2021 Plan	
	Core Business Line (CBL)	Core Business Line mapped to Material Entity
Corporate and Investment Bank	Credit	BCI and NYBR
	Macro	BCI
	Fixed Income Financing	BCI
	Securitized Products	BCI
	Equities	BCI
Consumer, Cards and Payments	US Consumer Bank	BBDE

For additional information on Barclays' Material Entities, Core Business Lines and financial information, please refer to the Additional Resolution Planning Supporting Information section within the Public Section.

? What are Critical Operations?

Critical Operations are defined in Section 165(d) as operations, including associated services, functions and support, the failure or discontinuance of which, in the view of the covered company or as jointly directed by the FRB and FDIC, would pose a threat to the financial stability of the US.

Resolution Strategy and Capabilities

An overview of our Global and US-Specific Resolution Strategy and a focus on our capabilities that support an orderly resolution

Barclays' Resolution Strategy

Our US-Specific Resolution Strategy, based on a hypothetical failure, facilitates an orderly wind down of Barclays US Operations.

Global Resolution Strategy

As a Global Systemically Important Bank (G-SIB), Barclays is proactively working to improve its Group recoverability and resolvability. Barclays is committed to implementing the Key Attributes of Effective Resolution Regimes for Financial Institutions and relevant consultative papers and annexes as set forth by the Financial Stability Board (FSB).

Barclays' Preferred Resolution Strategy which is developed by its home Resolution Authority, the BoE, is an SPOE resolution involving Bail-in at Barclays' holding company (i.e., BPLC).

The SPOE Resolution Strategy involving Bail-in, consistent with the requirements for resolution strategies under the Final Rule, is not reliant on any government funding but is dependent on the holding company having issued sufficient loss absorbing capacity to effect the Bail-in and recapitalize the Group.

If a loss were to arise at the subsidiary level, these losses could be passed up to the holding company through write-down of the intra-group capital and recapitalization of subsidiaries via the conversion of pre-positioned loss absorbing capacity. The Bail-in itself would occur at the holding company level (i.e., BPLC), with external creditors of BPLC holding certain instruments then exposed to losses in order of the creditor hierarchy.

Bail-in at the holding company aims to ensure that individual entities, including the US Material Entities, continue to remain operational during the Group Resolution proceedings.

Barclays and the BoE are working to remove any barriers to the Preferred Resolution Strategy and assess Barclays' resolvability with respect to this strategy. By ensuring the continuity of services and operations of the subsidiaries, the Preferred Resolution Strategy should ensure an orderly resolution that can be accomplished within a reasonable period of time, in a manner that substantially mitigates the risk that the failure of Barclays would have on the financial stability of a jurisdiction in which it operates, including the US.

US-Specific Resolution Strategy

The proposed failure scenario and associated assumptions of the 2021 Plan are hypothetical and do not necessarily reflect an event or events to which the firm is or may become subject

With the increased capital and liquidity position of the firm, the high quality liquid assets that comprise our balance sheet and the focused governance and management of Barclays' capital and liquidity position and risk management practices, it is highly unlikely that BCI, BBDE or any of its US entities would fail due to an idiosyncratic Barclays event. Barclays believes that in the event of market-wide stress, BCI and BBDE would most likely be a 'flight to safety' option for customers and clients.

The analysis provided in the 2021 Plan with respect to the bankruptcy of the IHC is hypothetical. Barclays appreciates and supports the importance of resolution planning and is committed to fully analyzing and taking measures to ensure a rapid and orderly resolution of its US Operations without the need for extraordinary government support should such an event occur. We have found the resolution planning process to be beneficial for Barclays in that it has allowed us to further develop capabilities for the unlikely failure of the IHC.

Summary of Barclays' US-Specific Resolution Strategy

Barclays assessed a number of possible strategies to resolve our US Operations and determined that the US Strategy, to meet the US Title I Requirements of the Dodd-Frank Act, is a SPOE at the US IHC.

Our US-Specific Resolution Strategy is designed so that:

- Only the IHC (i.e., BUSLLC) enters into bankruptcy proceedings
- All US Material Operating Entities have sufficient capital and liquidity resources to continue operating outside of an insolvency proceeding
- US Non-Branch Material Operating Entities⁹ are able to continue to perform limited activities for a period of time before being wound down or sold outside of an insolvency proceeding
- Our New York Branch will remain outside of any insolvency proceeding and may be placed under heightened supervision by its state regulator

- Material Service Entities will continue to provide critical services to our Material Entities as contractually required in order to permit the execution of Barclays' orderly resolution strategy
- Extraordinary government or taxpayer support is not required to execute our strategy
- Fire sale of assets is avoided and transfer of client accounts to alternative service providers is orderly

The 2021 Plan assumes that Barclays experiences a period of financial stress, followed by a hypothetical idiosyncratic event only impacting Barclays, resulting in outflows. Barclays ensures that the firm will still have sufficient liquidity and capital to conduct an orderly wind down of Barclays' US Operations.

What is Barclays' US-Specific Resolution Strategy for its US Operations?

Barclays' US-Specific Resolution Strategy to meet requirements of Section 165(d) of the Dodd-Frank Act is a SPOE Strategy. Under the US-Specific Resolution Strategy only the US IHC would enter bankruptcy. Our US Broker-Dealer will undergo a solvent wind down, our US IDI will be sold, and our New York Branch will remain outside of insolvency proceedings and may be placed under heightened supervision by its state regulator.

Under our US-Specific Resolution Strategy, only the IHC enters bankruptcy proceedings; our three Material Operating Entities and all of our Material Service Entities remain solvent and outside of an insolvency proceeding. BCI, our US broker-dealer and FCM, remains in business and engages in an orderly wind down of its activities.

The strategy for our IDI, whose primary business is credit cards, is to sell the consolidated entity along with the Material Service Entity that supports the IDI (i.e., BSLLC). Employees employed by the IDI and BSLLC will be transferred with the sale.

Barclays' strategy ensures Material Entities have access to the capital and liquidity needed to continue to conduct business throughout the wind down/sale period. Capital and liquidity are pre-positioned at both the operating entities and in the holding companies in business as usual (BAU) and can be leveraged if there were a need in financial distress. Material Service Entities maintain sufficient working capital to operate services and execute our US-Specific Resolution Strategy.

To the extent certain triggers are breached, support will be down-streamed from BUSLLC to US Material Entities pursuant to a Secured Support Agreement (SSA) prior to the IHC filing for bankruptcy.

The SSA is structured to avoid challenges to the provision of support from BUSLLC to BGUS and to the US Material Entities, pursuant to the SSA, in the event of the IHC's insolvency.

Key assumptions of our US-Specific Resolution Strategy

The Agencies have, through rules (e.g., Section 165(d) of the Dodd-Frank Act), subsequent Guidance and through their supervisory process, prescribed a number of assumptions for Covered Companies to take into account when developing their Resolution Plan. The assumptions in our 2021 Plan are consistent with those required by the Agencies. Select assumptions underlying our US-Specific Resolution Strategy include, but are not limited to:

- Barclays is operating in a market under severe stress conditions followed by a Barclays-specific idiosyncratic event impacting its US Operations
- No recovery actions or steps are taken by the IHC while preparing for bankruptcy during the runway period to materially reduce its size, interconnectedness or mitigate risks of failure of its US Operations
- The runway period prior to entering bankruptcy may not exceed 30 days
- Barclays Group is unwilling and/or unable to provide financial support to its US Operations
- Our US-Specific Strategy is not dependent upon the liquidity and/or capital benefits of any divestiture of any businesses
- Access to Financial Market Utilities (FMUs) is maintained by ensuring funding to meet member requirements continues and by enhancing communications and reporting as needed

Key details regarding our US-Specific Resolution Strategy

As required by the Agencies, Barclays is required to develop a hypothetical Material Financial Distress (MFD) event (i.e., an idiosyncratic event that only impacts Barclays) that would result in capital and/or liquidity losses so severe that the IHC would have to file for bankruptcy under Chapter 11 of the US Bankruptcy Code.

The IHC would be reorganized pursuant to a Chapter 11 plan of reorganization that would be negotiated and voted on prior to bankruptcy and could be approved by the Bankruptcy Court in as little as 30 days post filing.

Barclays understands that the events and situations that may be presented are not predictable, and often do not unfold as planned. However, Barclays' resolution planning capabilities support a number of different scenarios which may occur.

An actual resolution of Barclays, if one were to occur, may be significantly different from the scenarios depicted in the 2021 Plan. For the purposes of Title I and our 2021 Plan we envision the following series of events.

Early stages of Severe Stress Conditions

Barclays is operating in a period of financial stress with macroeconomic conditions consistent with the DFAST Severely Adverse scenario with capital and liquidity metrics being monitored consistent with our CUSO Contingency Framework. Barclays' US senior management, Boards, and regulators are engaged in monitoring Barclays' US Operations including the capital and liquidity positions of each of the US Material Operating Entities.

Material Financial Distress Event

Barclays' US Operations experience an idiosyncratic MFD event. In response to the MFD event, Barclays' US Operations request financial support from Group. As required by the Agencies, it is assumed that parental financial support is denied. The market becomes aware and Barclays' US Operations experience increased outflows. Barclays continues to monitor its liquidity and capital against its resolution liquidity and capital execution needs and positioning.

Runway

Liquidity and/or capital outflows result in a breach of a trigger that signifies that BUSLLC should begin to prepare for bankruptcy. Below outlines key events that are expected to occur during runway to execute Barclays' US-Specific Resolution Strategy:

- While preparing for the bankruptcy of BUSLLC, no active actions are taken to materially reduce our size, interconnectedness or mitigate risks of failure of our US Operations
- Barclays continues to monitor our Resolution Liquidity Execution Need and Resolution Capital Execution Need
- US Material Entity Boards and senior management will monitor the financial health of Barclays' US Operations as clients and counterparties take action and capital/liquidity outflows continue
- The BUSLLC Board takes necessary actions, including engaging bankruptcy counsel, authorizing the filing for Chapter 11 and having bankruptcy counsel prepare the relevant motions and plan of reorganization in the bankruptcy case
- US Non-Branch Material Entity Boards and senior management coordinate with relevant governance bodies and take actions as outlined in our Governance Playbooks
- We will utilize our Communication Playbook which outlines the approach and strategy to communicate with both internal and external stakeholders (e.g., employees, clients, regulators)

Point of Non-Viability

Barclays retains the discretion to enter into Resolution which includes whether or not to file for bankruptcy based on the circumstances presented at the point of time. It is at the Point of Non-Viability (PONV) that the appropriate Boards will take final actions to enter into Resolution. For purpose of Title I and Section 165(d) requirements, it is at the PONV that Barclays will authorize the bankruptcy of BUSLLC.

Under our US-Specific Resolution Strategy, in the extremely unlikely event that our firm experiences losses so severe that Barclays reaches the PONV, BUSLLC will file for Chapter 11 bankruptcy while also ensuring our Material Operating Entities maintain enough capital and liquidity to remain outside of insolvency proceedings.

- Pursuant to the SSA between BUSLLC and BGUS, BUSLLC will contribute remaining assets (less excess cash to pay for bankruptcy administration costs) to BGUS
- US Material Entities pursuant to the SSA will calculate and report on their capital and/or liquidity needs to ensure capital and/or liquidity needs are not greater than the capital and/or liquidity positioned. To the extent capital and/or liquidity is needed, BGUS will provide capital and liquidity to US Material Entities pursuant to the SSA

Resolution

Barclays' US-Specific Resolution Strategy and capabilities are designed to ensure Barclays' US Operations are prepared for resolution. This entails ensuring that capital and liquidity are appropriately positioned at the US Material Operating Entities and US Material Holding Companies while ensuring that BUSLLC maintains enough liquidity to cover costs associated with the bankruptcy administration. Further, our US-Specific Resolution Strategy facilitates an orderly wind down without posing systemic risk to the US financial system.

US-Specific Resolution Strategy

Material Operating Entity	Remains outside of insolvency proceeding	US-Specific Resolution Strategy
BCI	Yes	Solvent wind down of Core Business Lines
BBDE	Yes	Sale of Consolidated Entity and its service entity
NYBR	Yes	Placed under heightened supervision by NYBR's state regulator, the New York State Department of Financial Services

11. The 2021 Plan is not binding on a bankruptcy court or other resolution authority and the proposed failure scenario and associated assumptions are hypothetical and do not necessarily reflect an event or events to which the firm is or may become subject.

Below outlines key events that are expected to occur during Resolution to execute Barclays' US-Specific Resolution Strategy:

- BGUS will continue to provide to subsidiary entities, pursuant to the SSA, capital and/or liquidity to execute the US-Specific Resolution Strategy outside of insolvency proceedings and stay above minimum liquidity and capital regulatory requirements
- BCI will undergo a solvent wind down which focuses on transferring customer accounts and closing out trading positions either consensually or by not rolling trades as they mature
- The consolidated BBDE entity and its associated Material Service Entity (i.e., BSLLC) have been identified for potential sale as part of the 2021 Plan due to BBDE's high quality credit card portfolio
- Our New York Branch of BBPLC (i.e., NYBR) is expected to remain outside of any insolvency proceedings and may be put under heightened supervision by the New York State Department of Financial Services (NYDFS), who may impose additional AMR requirements designed to ensure that third-party creditors of NYBR are paid in full. The 2021 Plan provides supporting analysis to demonstrate NYBR will be able to repay its internal and external obligations while complying with the AMR requirement, due to NYBR's strong liquidity position and stringent liquidity risk management
- Our Material Service Entities are both financially and operationally resilient and continue to provide services. Our Material Service Entities are contractually obligated through intra-group agreements to continue to provide services. Services required for Resolution have been identified and Material Entity interdependencies have been mapped. Our Material Service Entities maintain sufficient working capital to operate services and execute our US-

Specific Resolution Strategy

- Employee retention mechanisms are in place to retain key employees required to execute our US-Specific Resolution Strategy

Conclusion

At the conclusion of the resolution process, only our consolidated IDI and the Material Service Entity that supports the IDI may have been sold to a third party and all of our other assets have been sold or wound down. Following the wind down and sale of our objects of sale, the value realized would be available to support remaining US Operations. Any residual value remaining after the wind down of US Operations would be returned to the IHC for distribution to its creditors and other stakeholders (i.e., BPLC/BBPLC).

Cessation of Branch Activity

Although our US-Specific Resolution Strategy does not contemplate the cessation of NYBR or any NYBR activity significant to the activities of a Critical Operation, Barclays has conducted an analysis on the impact of the cessation of the NYBR. This analysis includes:

- Description of Critical Operations and shared services provided by NYBR to IHC subsidiaries
- Identification of potential obstacles, and associated mitigants, presented by the cessation of shared services that support Critical Operations

US Resolution Planning Capabilities

We maintain capabilities to support our US-Specific Resolution Strategy

Barclays has enhanced capabilities across nine key elements which support our financial, operational, and structural preparedness to support an effective US-Specific Resolution Strategy.

Resolution Planning Capabilities

Financial	Operational	Structural
Capital	Payment, Clearing and Settlement	Governance Mechanisms
Liquidity	Collateral	Legal Entity Rationalization
Derivatives and Trading Activities	Management Information Systems	
	Shared and Outsourced Services	

Financial Capabilities

- Capital: Estimate each US non-branch Material Entity’s capital needs in resolution to ensure each US Non-Branch Material Entity has sufficient capital to execute Barclays’ US-Specific Resolution Strategy
- Liquidity: Project and meet liquidity needs leading up to and during resolution.
- Derivatives and Trading Activities: Articulate and substantiate how Barclays will wind down derivatives and trading activities of its Core Business Lines and transfer client accounts to alternative providers during resolution

Operational Capabilities

- Payment, Clearing and Settlement (PCS): Develop actions to maintain PCS activities (e.g., membership to FMUs) and have the ability to quantify PCS activities
- Collateral: Manage, identify and value collateral that is received from, and posted to, external parties and affiliates
- Management Information Systems (MIS): Maintain management information systems that produce reliable data on financial resources and positions on a legal entity basis
- Shared and Outsourced Services: Support the continuity of critical shared and outsourced services through operationally and financially resilient Material Service Entities

Structural Capabilities

- Governance Mechanisms: Maintain a governance structure and monitoring capable of identifying the onset and escalation of financial stress events in sufficient time to allow the US Non-Branch Material Entity Boards and senior management enough time to prepare for resolution and execute Barclays’ US-Specific Resolution Strategy
- US Legal Entity Rationalization (US LER): Organize Barclays’ US legal entity structure in a way to support an orderly resolution. Maintain a rational US legal entity structure through the development of US LER Criteria that are part of the firm’s day-to-day decision making process related to structure

Each subsection to follow provides additional detail on the multiyear initiatives completed that support Barclays’ readiness and preparedness for US Resolution Planning.

Financial Capabilities

Capital

IHC Capital Management Capabilities in BAU

Barclays' objective is to maximize shareholder value by prudently optimizing the level, mix and distribution of capital resources while maintaining sufficient capital at the Holding Company as well as at each regulated legal entity level. This is to ensure that Barclays is well capitalized relative to minimum regulatory and stressed capital requirements, and to support Barclays' risk appetite, growth, and strategic options while seeking to maintain a robust credit proposition for the Group and its subsidiaries.

Strong and sustainable capital position

The IHC has increasingly well-developed and established capital management practices and the organization continues to consistently accrete capital. As at December 31 2020, the CET1 ratio was 17.3%.

Core Capabilities that the IHC has developed to maintain capital adequacy include:

- Maintaining a capital plan aligned with Barclays' strategic objectives, balancing capital generation of the IHC with business growth and capital distributions
- Setting internal capital thresholds and Capital Risk Limits that ensure minimum regulatory capital requirements are met at all times in the US jurisdictions as required by respective regulatory authorities for the IHC and regulated legal entities within the IHC
- Performing IHC-wide internal and regulatory driven capital stress tests (e.g., DFAST) as well as taking part in Group-wide internal and regulatory driven stress tests to ensure that the IHC holds sufficient capital under stressed conditions

Barclays has a Capital Contingency Plan (CCP) which sets out Barclays' strategy for addressing its capital needs and requirements during capital stress events. The CCP identifies capital stress categories to facilitate the monitoring and identification of potential contingency events. It also defines the approach for the quantification and projection of capital requirements across the stress event.

Resolution capabilities

Barclays has an adequate amount of loss-absorbing capacity for US Non-Branch Material Operating Entities to be resolved in an orderly manner and for Barclays to execute its US-Specific Resolution Strategy

Barclays US IHC is subject to the TLAC Final Rule¹² that requires the largest US banks and foreign banks operating in the US to maintain a minimum amount of loss-absorbing instruments, including a minimum amount of unsecured long-term debt.

Key elements of our capital capabilities to support our resolution preparedness

- Resolution Capital Execution Need (RCEN)
- Triggers integrated into our CUSO Contingency Framework

In order for Barclays to execute its US-Specific Resolution Strategy, the IHC should have an adequate amount of loss-absorbing capital and eligible long-term debt. Barclays holds TLAC, including eligible long-term debt (eLTD), in excess of regulatory requirements. The IHC has calibrated internal targets and Early Warning Indicators (EWIs) for all TLAC and eLTD ratio requirements to continually monitor the actual and projected levels against these thresholds.

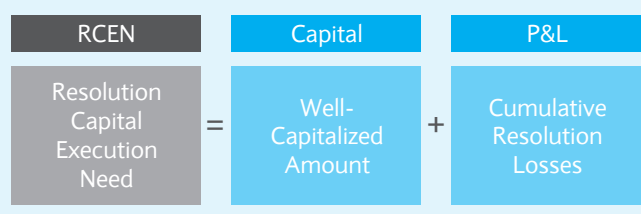
TLAC is pre-positioned strategically within the IHC to provide flexibility depending on the specific stress event.

Barclays has a methodology for estimating the amount of capital that may be needed to support each US Non-Branch Material Operating Entity in resolution.



What is Resolution Capital Execution Need (RCEN)?

RCEN is the estimated minimum amount of capital that each US Non-Branch Material Entity is expected to need after the IHC files for bankruptcy to implement Barclays' US-Specific Resolution Strategy.



Resolution Capital Execution Need (RCEN)

Barclays has a methodology for estimating applicable US Non-Branch Material Entities' capital needs in resolution.

The methodology includes 'well-capitalized' definitions to ensure each Material Entity has sufficient capital to execute Barclays' US-Specific Resolution Strategy. Barclays maintains forecasting tools and processes to enable the calculation of RCEN. The process for producing estimates includes a well-established governance framework for effective review and challenge of results.

12. 12 CFR Part 252, Subpart P – Covered IHC Long-Term Debt Requirement, Covered IHC Total Loss absorbing Capacity Requirement and Buffer, and Restrictions on Corporate Holding Companies of Global Systemically Important Foreign Banking Organizations.

RCEN capabilities are maintained in partnership with Americas Risk, Americas Treasury and the business lines. These capabilities have undergone a rigorous process of independent review and challenge by Barclays' internal model governance function.

Liquidity

CUSO and IHC Liquidity Management in BAU

The base framework for Barclays' management of funding and liquidity in the US is a combination of limits and risk appetite. Barclays manages funding and liquidity within the limit framework ensuring funding and liquidity resources are managed in a way that keeps US-based legal entities, branches, and businesses within the established risk appetite.

Barclays uses a combination of targets and EWIs to set additional management thresholds to support the requirements of the US business while ensuring the CUSO remains within its liquidity risk appetite. These tools enable additional forewarning and reaction time into liquidity management processes.

In addition to internally developed stress tests which meet the requirements set out by Regulation YY, stress tests mandated through other regulatory requirements are performed daily. Requirements applicable to Barclays' US Material Entities include the LCR for the IHC and BBDE. Barclays continually monitors the results of its stress tests and LCR to ensure adherence to all internal limits and external regulatory requirements.

Dedicated liquidity buffers established for the IHC and NYBR are sized based on stress testing results. Liquidity buffers are managed to meet these metrics to ensure liquidity resources are available in the unlikely event of a severe liquidity stress environment. IHC and NYBR liquidity buffers are managed in the US and are held either in lien-free US-based accounts or deposited with the Federal Reserve Bank.

Barclays has a Contingency Funding Plan (CFP) which sets out the company's strategies for addressing its liquidity needs and requirements during liquidity stress events. The CFP defines liquidity stress categories characterized by event type, duration and severity. The CFP establishes a framework of contingency EWIs and triggers, collectively aligned to liquidity stress categories to facilitate the monitoring and identification of potential contingency events. It also defines the approach for the quantification and projection of funding requirements across stress event types and durations.

Resolution capabilities

Barclays maintains adequate liquidity resources positioned appropriately to execute our US-Specific Resolution Strategy

Execution of Barclays' US-Specific Resolution Strategy is underpinned by our US Non-Branch Material Operating Entities maintaining adequate liquidity to remain solvent and meet funding needs during resolution. In times of severe financial stress, Barclays' US Operations may experience liquidity outflows based on wholesale funding and prime brokerage activity, deposit outflows, or heightened actions (e.g., increased collateral requirements) taken by counterparties and/or FMUs.

Key elements of our liquidity capabilities to support our resolution preparedness

- Comprehensive understanding of funding sources, uses and risks
- Resolution Liquidity Execution Need (RLEN)
- Triggers integrated into our CUSO Contingency Framework

Our liquidity capabilities are designed so that our US Non-Branch Material Operating Entities have sufficient liquidity available and/or that liquid financial resources are positioned and readily available. Having these capabilities allows our US Non-Branch Material Operating Entities to continue to meet obligations when they come due and respond to heightened financial requirements which may be posed by counterparties in times of a severe stress. These capabilities are supported by models and processes for estimating and maintaining sufficient liquidity to execute the US-Specific Resolution Strategy.

Resolution Liquidity Execution Need (RLEN)

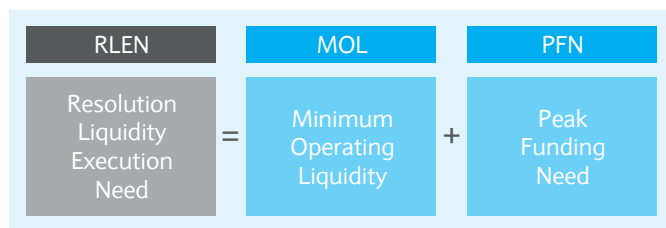
Barclays has a methodology for estimating the liquidity needs in resolution to stabilize US Material Entities and allow those entities to operate in line with our US-Specific Resolution Strategy.



What is Resolution Liquidity Execution Need (RLEN)?

RLEN is the estimated minimum amount of liquidity that our US Non-Branch Material Operating Entities and our surviving US Material Holding Company (i.e., BGUS) is expected to need to implement Barclays' US-Specific Resolution Strategy.

We have forecasts and a methodology for estimating the minimum operating liquidity (MOL) and peak funding need (PFN) for each US Non-Branch Material Operating Entity to operate through resolution consistent with regulatory requirements, market expectations, and our US-Specific Resolution Strategy. These forecasts inform our RLEN estimate.



Our RLEN methodology provides the ability to:

- Estimate the MOL and PFN at our US Non-Branch Material Operating Entities and our surviving US Holding Company
- Forecast daily cash flows for each US Non-Branch Material Operating Entity and our surviving US Holding Company through the stabilization period
- Provide a breakdown of inter-affiliate transactions
- Estimate the MOL and PFN to inform the provision of financial resources

To support that our US Non-Branch Material Operating Entities can operate without disruption in resolution, our MOL estimates capture intraday liquidity requirements, operating expenses, working capital needs and inter-affiliate funding frictions (i.e., any impediments to the free flow of funds or collateral; frictions may include regulatory, legal, financial, market, or operational constraints or requirements). Our peak funding need estimates are projected for our US Non-Branch Material Operating Entities and our surviving US Holding Company and cover the length of time Barclays expects it would take to stabilize each entity.

RLEN capabilities are maintained in partnership with Americas Risk, Americas Treasury and the business lines. These capabilities have undergone a rigorous process of independent review and challenge by Barclays' internal model governance function.

Derivatives and Trading Activities

Barclays has a global booking model that is supported by our Enterprise Risk Management Framework and policy standards with controls to manage business activities and risk that arises from trading activities

Barclays enters into derivative contracts to satisfy the needs of its clients, for trading purposes and to manage Barclays' exposure to market, interest rate and credit risks resulting from its trading, market making and other business activities. As part of Barclays' Risk Management policies, Barclays manages risks on an aggregate basis; however, entity level management exists to ensure that exposures of each individual entity are managed appropriately. Barclays uses industry standard derivative contracts whenever it is appropriate.

Barclays' US derivative and trading activity supports an orderly resolution by having:

- Adherence to the Universal Stay Protocol and the US Resolution Stay Protocol
- Completed wind down analysis of our US derivative and trading portfolio as part of our US-Specific Resolution Strategy
- Management information systems to support track and report intercompany risk
- Operational capacity to transfer prime brokerage accounts to peer prime brokers in an orderly manner
- Transparency into the risks associated with derivatives trading for Material Entities

Derivatives booking practices

Barclays has limited derivatives exposure booked in its IHC subsidiaries. The majority of derivatives transactions are limited to forwards, highly liquid exchange traded options and futures contracts that have short dated maturities. Barclays' derivative mark to market exposures are only a fraction of their notional values.

Barclays' US derivatives exposure is de minimis compared to its US and FBO peers; the wind down of the US derivative portfolio would not result in systemic risk in the US.

Prime Brokerage unwind

Barclays' 2021 Plan includes an assessment on how, in the event of Resolution, Barclays would transfer prime brokerage accounts to peer prime brokers. Further we have analyzed potential risk such as operational challenges and asymmetric unwinding of positions and how such risks may be mitigated. The assessment is informed by assessing:

- Clients' relationships with alternative providers
- Manual and/or automated processes
- Client positions (i.e., long or short)

For a summary of Barclays' derivatives and hedging activities, please refer to the Additional Resolution Planning Supporting Information portion of the Public Section.

Operational Capabilities

Payment, Clearing and Settlement (PCS)

Barclays has capabilities to maintain continuity of payment, clearing and settlement activities leading up to and throughout resolution

Financial institutions, including Barclays, rely on and provide a number of PCS activities. These payment, clearing and settlement activities are crucial to carrying out financial institution and client transactions. Many payment, clearing and settlement activities are provided by FMUs.



What is an FMU?

FMUs are multilateral systems that provide infrastructure for transferring, clearing and settling securities and payments between financial institutions. As an FMU participant, a financial institution's access to an FMU is critical to conduct its routine activities.

In extreme stress situations and leading up to resolution, FMUs would want to ensure that an FMU member experiencing stress will not pose systemic risk to the FMU and/or other members of the FMU. As a result, FMUs may take actions to protect the FMU and its members. Such actions may include increased margins or heightened member management.

To mitigate such potential risks, Barclays has capabilities and performed analysis to maintain continued access to FMUs to support our US-Specific Resolution Strategy. Barclays has engaged with select FMUs to gain an understanding of the expectations FMUs would have of members in stress.

Barclays identified key FMUs that support our US Critical Operations, Core Business Lines, and Material Entities based on volume and value data for each FMU involved in PCS activities.

FMU Playbooks have been developed for each key FMU that demonstrate how Barclays will maintain financial obligations, operational access and reporting and communications with the FMUs to facilitate an orderly resolution. Financial analysis quantifies and analyzes how relevant exposures and obligations of PCS activities can be sustained.

Barclays has the operational and financial resiliency to maintain access to FMUs, leading up to and throughout resolution.

Our US Resolution Plan includes analysis to support assumptions that Material Operating Entities operating outside of insolvency proceedings retain access to FMUs and agent banks.

Barclays has assessed the potential effects of adverse actions by FMUs and agent banks such as suspension or termination of membership or services on its US Operations, customers and

counterparties. Barclays has contingency arrangements in the event of such adverse actions.

Our capabilities help us understand each US Non-Branch Material Operating Entity's PCS activities, including contractual obligations and commitments.

For example, Barclays has capabilities to track the following items by Material Entity and location/jurisdiction:

- PCS activities mapped to the relevant Material Entities and Core Business Lines
- Customers and counterparties for PCS activities including values and volumes of various transaction types, as well as used and unused capacity for lines of credit
- Exposures to and volumes with FMUs, nostro agents, and custodians
- Services provided and service level agreements for other current agents and service providers

Collateral

Barclays has robust capabilities and systems to identify, value, and manage collateral that US Material Entities receive from and post to external parties and affiliates

Barclays has robust systems and processes for monitoring and managing collateral to satisfy the Agencies' expectations outlined in the Guidance.

Collateral, which may be in the form of securities or cash, is used to secure a transaction, such as a repurchase agreement (i.e., repo), and facilitates the mitigation of credit exposure. Having robust collateral management and monitoring capabilities, inclusive of the ability to aggregate collateral data in a timely manner, is of high importance in the execution of an orderly unwind of positions and/or transfer of client portfolios to alternative providers. Barclays is able to identify, track and value firm, client or counterparty collateral that it has received or delivered for each of the Material Entities. Collateral data across multiple Barclays systems is aggregated into a holistic collateral data repository where information can be reported on across legal entities, businesses, FMUs, and jurisdictions.



What is collateral and why is collateral management important?

Collateral is assets posted to Barclays or posted by Barclays in support of various transactions. It provides the recipient additional protection in the event of counterparty nonperformance or insolvency.

Specifically, Barclays has robust capabilities to:

- Query and provide aggregate statistics for QFCs concerning key collateral-related contract terms

- Track collateral sources and uses at the Committee on Uniform Securities Identification Procedures (CUSIP)¹³ level on at least a t + 1 basis
- Identify CUSIP and asset class level information on collateral pledged to specific central counterparties by legal entity on at least a t + 1 basis
- Track and report on interbranch collateral pledged and received on at least a t + 1 basis
- Review material terms and provisions of ISDA Master Agreements and the Credit Support Annexes, for triggers based on changes in market conditions

On any business day on at least a t + 1 basis, Barclays has the capabilities to:

- Identify the legal entity and jurisdiction where collateral is held
- Document netting and rehypothecation arrangements with affiliates and external parties
- Track and manage collateral requirements associated with counterparty credit risk exposures between affiliates, including foreign branches

Management Information Systems (MIS)

Management information that is reliable and credible is critical to support timely decision making leading up to and throughout resolution. Barclays has MIS capabilities to readily produce data on a US Material Entity basis and has controls to ensure data integrity and reliability.

As part of the Resolution Planning process, Barclays undertakes an exercise to gather an inventory of management information and reporting that is required for Barclays to execute its US-Specific Resolution Strategy. As part of this exercise, we analyzed the specific types of risk and financial data that would be needed and the frequency Barclays would need to produce such information to execute our strategy.

Barclays has the capability to produce the types of information required in resolution on a timely basis; this includes, but is not limited to, the following information by Material Entity:

Category	MIS
Finance	Financial statements for each Material Entity Transactional data between Material Entities (e.g., guarantees, cross holdings, commitments)
Risk	Gross net risk positions with internal and external counterparties External and inter-affiliate credit risk exposures
Legal	Legal agreement information Legal records for domestic and foreign entities
Operational	Key third-party contracts Inter-affiliate service agreements Licenses and memberships to market utilities (e.g., FMUs, value transfer network) Key Human Resource information Agreements and legal documents related to property

13. Nine-digit, alphanumeric numbers that are used to identify securities, including municipal bonds.

Shared and Outsourced Services (SOS)

The IHC maintains a shared service model where services are predominantly provided by financially and operationally resilient US Service Entities

To ensure continuity of both shared and outsourced services that support our Material Entities, Critical Operations and Core Business Lines, Barclays has implemented controls to support the continuity of services after the bankruptcy of the US IHC.

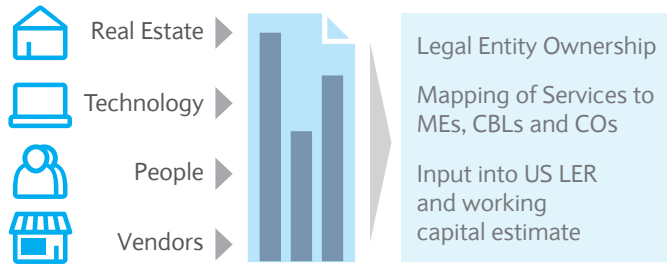
The critical services required to execute our US-Specific Resolution Strategy are predominantly provided by our US Service Companies (i.e., BSC, BSLLC). Our SOS capabilities support the operational continuity shared services of provided by Material Service Entities.

Key elements of our SOS capabilities to support our resolution preparedness include:

- Identification of shared services that support Critical Operations and Core Business Lines
- Incorporation of our interconnectivity analysis into our US LER Criteria
- Mechanisms to ensure continuity of services required for our US-Specific Resolution Strategy
 - Intra-group agreements (IGA)
 - Resolution terms in vendor contracts
 - Working capital reserves
 - Employee retention strategies
- Ability to produce management information and data on services required for resolution

Since our first Resolution Plan submission submitted to the Agencies in 2012, Barclays has identified shared and outsourced services that support our Material Entities, Core Business Lines and Critical Operations. As part of the annual resolution planning process, Barclays has refreshed its interconnectivity analysis which identifies inter-affiliate and outsourced (i.e., vendor) services required to execute our US-Specific Resolution Strategy. Our services are mapped and identify how and where these services support our Material Entities, Critical Operations and Core Business Lines. Our interconnectedness analysis has been incorporated into our US LER Criteria, and aligned to our mechanisms to ensure continuity of services for resolution.

Elements of Barclays' US Resolution Planning Interconnectivity Analysis



Our Material Service Entities are both financially and operationally resilient to continue to provide services. Our Material Entities are contractually obligated through IGAs to neither terminate nor suspend delivery of services due to the insolvency of a US affiliate. Our IGAs are stored in a central repository and accessible in resolution. Barclays maintains working capital reserves sufficient to cover contract costs consistent with the US-Specific Resolution Strategy; working capital is held in a manner that ensures its availability in resolution for its intended purpose.

Barclays has also identified key vendor contracts required to execute our US-Specific Resolution Strategy and evaluated the agreements governing these services to determine if any contain clauses that could result in termination of services upon resolution; Barclays has worked with our third-party vendors to mitigate risks associated with operational continuity.

Structural Capabilities

Governance Mechanisms

We have capabilities to identify stress from the onset so that key decisions are considered within an appropriate time frame

The ability for senior management and the Boards to meet and make timely decisions is critical to responding to any type of stress event. For managing any type of stress event, including resolution, appropriate mechanisms must be in place to recognize and escalate to the appropriate governance bodies. As part of Barclays' resolution preparedness we have governance mechanisms to ensure the appropriate US governance bodies and management are prepared to respond quickly and make timely decisions to execute our US-Specific Resolution Strategy.

Key elements of our governance capabilities to support our resolution preparedness include:

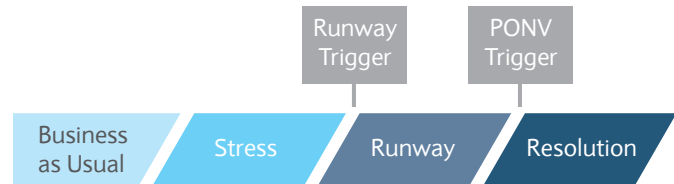
- An IHC and CUSO contingency framework
- Playbooks detailing actions US Non-Branch Material Entity boards and senior management will need to consider to execute our US-Specific Resolution Strategy
- US communication strategy for both internal and external stakeholders
- A strategy to retain employees needed for resolution

Contingency and Resolution Planning

The evolution of liquidity and capital management across the full spectrum of stress phases, beginning with BAU and ending with Resolution, underpins the need for a holistic contingency management framework for the US IHC and the US Branches (collectively the Combined US Operations or CUSO). The interrelation between capital and liquidity further underscores Barclays' approach to align both disciplines and ensure interlock between Barclays Group and the IHC and CUSO.

The CUSO Contingency Framework guides contingency liquidity and capital management across the following phases:

Simplified CUSO and US IHC and Contingency Continuum



- Business as Usual: Barclays' IHC and CUSO are operating in a normal environment with normal levels of stress
- Stress: Barclays' IHC and CUSO experience a stress event affecting their operating conditions. Senior management and/or the appropriate Boards takes appropriate actions and executes contingency options as appropriate based on the level of stress
- Runway: Begins when Barclays' US Operations hit the runway trigger and the appropriate Boards take actions to prepare for a likely Resolution
- Resolution: Begins when Barclays' US Operations hit the Point of Non-Viability and the appropriate Boards take actions to enter into Resolution

The CUSO Contingency Framework ensures appropriate monitoring, controls, escalations and actions are in place at each stage of the continuum to forewarn management of potential liquidity and capital risks and provide adequate time to implement remedying actions.

US Resolution Planning governance capabilities complement our CUSO Contingency Framework and identify actions and decision making required, across the runway and resolution phases.

Governance Playbooks

Governance mechanisms are in place that would ensure communication and coordination between the Boards of the US IHC and its subsidiaries.

Governance Playbooks help facilitate Barclays' US-Specific Resolution Strategy and advance Barclays' resolution preparedness. Our Governance Playbooks include Board and Senior Management Playbooks and a Communication Playbook.

Board and Senior Management Playbooks for each US Non-Branch Material Entity board outline actions that the Board and/or Senior Management will need to consider to facilitate Barclays' US-Specific Resolution Strategy. The Board and Senior Management Playbooks support the timely execution of our US-Specific Resolution Strategy.

Timely communication to both our internal and external stakeholders is key for the execution of our US-Specific Resolution Strategy. Barclays has a comprehensive Communication Playbook that identifies Barclays' proposed communication strategy for both internal and external stakeholders across key events of our US-Specific Resolution Strategy. The Communication Playbook outlines Barclays' strategy, approach, activities and timing for stakeholder engagement and communication across the resolution timeline (i.e., from the material financial distress event throughout resolution).

To support continuity of personnel, Barclays maintains employee retention mechanisms to ensure key personnel required for the execution of Barclays' US-Specific Resolution Strategy are retained in the event of financial distress.

US Legal Entity Rationalization

Barclays US legal entity structure supports the resolvability of the IHC

Maintain a legal entity structure that enhances the resolvability of our US Operations

- Organized all of our US Non-Branch Material Entities under a single holding company, the IHC (BUSLLC)
- Reduced the IHC legal entity footprint by over 170 entities since the IHC was established in July 2016
- Strong governance to review and challenge changes and establishment of new legal entities

US LER Criteria for our US Entities support Barclays' US-Specific Resolution Strategy and minimize the risks to the US financial stability in the event of resolution.

The objectives of Barclays' US LER Criteria are focused on areas that support our US-Specific Resolution Strategy. Key areas of our LER Criteria which support our US-Specific Resolution Strategy are identified below.

Building Blocks of Barclays US LER Criteria

Clean Lines of Ownership	Clean Funding Pathways
Clean Holding Company	Allocation of activities across US Branches and US Non-Branch Entities
Maintaining Financial Resiliency	Mitigating Financial Interconnectedness
Continuity of services required for resolution	Protecting our IDI
Minimizing complexity	Minimizing Redundant and Dormant Entities

Given the diversity of the items comprising of our US LER Criteria, individual functions throughout Barclays in the US are responsible for the ongoing application of the US LER Criteria.

US LER Criteria are embedded into business as usual processes and day-to-day decision making. We have a governance process to ensure ongoing application of the US LER Criteria and, as part of the Resolution Planning process, to reevaluate our US LER Criteria and our compliance with the criteria.

Governance committees ensure that resolution considerations, along with other considerations such as capital and liquidity, are taken into account before decisions are made with respect to business operations, new product determinations, structural reform requirements, potential booking model changes or new legal entity creations. The US Recovery and Resolution Planning (US RRP) function is embedded into relevant governance committees.

US Resolution Planning Governance

The 2021 Plan was approved by the US IHC Board in accordance with a rigorous governance process. Barclays has a governance structure that leverages Barclays' existing governance framework for the purpose of resolution planning.

Development of the US Resolution Plan involves multiple functions within the US Operations and Group including, but not limited to, Barclays Internal Audit (BIA), BX Management Office, Compliance, Controls Office, Corporate Communications, Corporate Real Estate (CRES), Corporate Secretariat, Front Office Business Managers, Finance, Global Payments, Global Technology and Infrastructure (GTIS), Group Recovery and Resolution Planning (Group RRP), Human Resources (HR), IHC Architecture, IHC Management, Investor Relations (IR), Independent Validation Unit (IVU), Legal, Marketing and Branding, Operations, Procurement, Quantitative Analytics (QA), Regulatory Relations, Risk, Security, Service Management, Tax, Technology, Treasury, US Consumer Bank and US RRP.

The US RRP function consolidates all materials and develops the plan throughout numerous editing and vetting cycles. Content in the US Resolution Plan is attested to by the Accountable Executives of each relevant business unit or function that contributed the input. The US RRP Steering Committee is comprised of senior executives from all aspects of the businesses and functions and is chaired by the US RRP Accountable Executive. The US Resolution Plan is subject to approval by the US RRP Steering Committee and executive attestation by the US RRP Accountable Executive. The US Resolution Plan is approved by applicable Material Entity Boards and is ultimately approved by the IHC Board.

In the US, the BUSLLC (IHC) Board provides ultimate approval of the US Resolution Plan submissions to the Federal Reserve and FDIC. US Governance includes:

- BUSLLC Board of Directors
- US ExCo
- Applicable Material Entity Boards
- US RRP Steering Committee
- US RRP Accountable Executive
- Individual Accountable Executives

Additional Resolution Planning Supporting Information

Additional information on Barclays, our US-Specific
Resolution Strategy, the US IHC and our US Operations

Additional Resolution Planning

Supporting Information

Description of Core Business Lines

For the 2021 Plan, Barclays identified six Core Business Lines in accordance with the Final Rule.

The Core Business Lines and the Material Operating Entities where the Core Business Lines are conducted for the 2021 Plan are identified below.

Barclays' Business Line	In scope for the 2021 Plan		
	Core Business Line (CBL)	Core Business Line mapped to Material Entity	
Corporate and Investment Bank	Credit	BCI and NYBR	
	Macro	BCI	
	FICC	Fixed Income Financing	BCI
		Securitized Products	BCI
	Equities	BCI	
Consumer, Cards and Payments	US Consumer Bank	BBDE	

The business activities that are in scope for the 2021 Plan are described as follows:

Fixed Income, Commodities and Currencies (FICC)

Credit

The Credit Core Business Line is comprised of two main products: Corporate Credit and Municipal Finance. From investment grade securities through distressed debt, we cover the full credit capital structure in multiple currencies.

- Corporate Credit provides market-making activities and liquidity through corporate bonds, preferred stock, loan products, and bankruptcy claims on a secondary basis for clients. It also facilitates the distribution of, and provides liquidity for, Barclays' new issue corporate credit franchise, supporting the Capital Markets businesses within Investment Banking. The client base for these products includes banks, insurance companies, pension plans, asset managers, money market funds, hedge funds, central banks, broker-dealers and large institutional investors.

- Municipal Finance is a business that distributes and trades high grade, taxable, spread flow and short-term municipal securities. As municipals are exclusively traded in US dollar (USD) currency, activity is primarily conducted through BCI and NYBR. Municipals Trading and Sales provides liquidity through market-making activities on a secondary basis for clients. The business also provides liquidity for Barclays' new issue municipal finance business. Clients include banks, insurance companies, pension plans, asset managers, money market funds, hedge funds, central banks, broker-dealers and large institutional investors.

Macro

The Macro Core Business Line is a consolidated platform for trading interest rate and foreign exchange products in developed and emerging markets, streamlining our clients' buying and trading activities across these products.

- Rates is a global business that performs market making activities and provides liquidity in government securities, agencies, commercial paper and supra sovereign bonds to institutional investors. The trading desk transacts as principal to buy and sell securities to facilitate customers' flow orders, hedge for risk management purposes and provide liquidity for new-issue origination. The Rates business is a US government bond primary dealer. In the US, Rates cash products are traded in BCI.
- Foreign Exchange is a global business that performs market making activities and provides liquidity in all of the world's major currencies. The trading desk transacts as principal to buy and sell securities to facilitate customers' flow orders and hedging for risk management purposes. In the US, the business also works closely with the Capital Markets businesses within Investment Banking to facilitate cross-currency swaps. Foreign Exchange products are traded in BCI.

Fixed Income Financing

- Fixed Income Financing is a business that participates in securities lending and borrowing activities, bi-lateral repurchase, and reverse repurchase transactions, and triparty repurchase transactions. Clients include securities lenders, central banks, global banks, financial institutions, money fund and asset managers. The business performs two basic functions: firm financing and matched book (client) financing. In the US, Barclays conducts its Fixed Income Financing business in BCI.

Securitized Products

- Securitized Products is a global business that offers a multitude of products and solutions across origination, secondary market trading, structuring, distribution and financing, covering asset-backed securities and loans, commercial mortgage-backed securities and loans, agency and non-agency residential mortgage-backed securities and loans, and collateralized loan obligations. In the US, Securitized Products business is conducted in BCI.

Equities

The Equities Core Business Line is comprised of four main business lines: Cash Equities, Equity Derivatives, Equity Financing, and Prime Derivatives Services.

- Cash Equities provides full-service capabilities across content, issuance and execution for exchange traded and over-the-counter equities products. Cash equities includes, cash trading, program trading, and convertibles. All cash equities trading is conducted in BCI.
- Equity Derivatives incorporates Barclays' client-facing business that provides full-service capabilities across execution and issuance of flow derivatives products, and options market making. It is a client-facing business that facilitates customer order flow, execution of principal hedging strategies, and makes markets, providing liquidity in a variety of equity options, ETFs (exchange-traded funds), ETNs (exchange-traded notes) and futures on both single names and indices. The desk transacts in listed options on all major US listed options exchanges. All US activity for the business is conducted through BCI.

- Equity Financing covers prime brokerage services, direct market access (DMA) execution services, and cash/synthetic financing of client equity and equity-linked positions, as well as the street-side securities lending and secured funding functions for equity and equity-linked securities. Barclays also provides securities lending and securities funding for internal Barclays businesses. In the US, Barclays conducts its Equity Financing business in BCI, with custody provided by BCI.
- Prime Derivative Services (PDS) is a global business that provides execution, clearing, intermediation and settlement services to both internal trading desks and external customers. PDS includes futures and OTC clearing. BCI is the legal entity that faces US customers and clears all activity for its global clients on US futures exchanges and central counterparties.

US Consumer Bank

US Consumer Bank is the US division of the global Consumer, Cards and Payments business. The US Consumer Bank's primary business is the issuance of credit cards to consumers via co-branded partnerships. It also offers online retail deposits. The US Consumer Bank operates out of BBDE.

Material Entities and Their Operational and Financial Interconnectedness

Barclays identified 12 Material Entities for its 2021 US Resolution Plan. Material Entities are defined by the Final Rule as a subsidiary or foreign office of the Covered Company that is significant to the activities of a Core Business Line or Critical Operation. Barclays considers that an entity is significant to the activities of a Core Business Line or Critical Operation if

it accounts for a significant portion of a Core Business Line's assets, revenue and/or franchise value, houses a significant portion of a Critical Operation, is a key provider of capital or liquidity or provides critical services required to execute Barclays' US-Specific Resolution Strategy

The table below provides detail on the assets, liabilities, and equity for each Material Entity as of December 31, 2020.

Classification	Material Holding Company		Material US Operating Entity			Material Service Entity				
	BUSLLC ¹⁴	BGUS	BCI	BBDE ¹⁴	NYBR	BSC	BSLLC	BXSL	BGSC	Real Estate Entities ¹⁷
	(\$bn) ¹⁵	(\$bn) ¹⁵	(\$bn) ¹⁵	(\$bn) ¹⁵	(\$bn) ¹⁵	(\$mm) ¹⁵	(\$mm) ¹⁵	(£mm) ¹⁶	(£mm) ¹⁶	(\$mm) ¹⁶
Assets	\$161	\$28	\$113	\$30	\$70	\$1,716	\$116	£8,927	£365	\$1,284
Liabilities	\$143	\$12	\$107	\$25	\$70	\$1,102	\$61	£8,442	£280	\$1,083
Equity	\$18	\$16	\$6	\$5	n/a	\$615	\$55	£485	£85	\$201

Barclays US LLC

Characteristics	Description
Regulatory Status	Bank Holding Company; Intermediate Holding Company
Jurisdiction of Organization	Organized under the laws of the State of Delaware
Primary Regulators	Federal Reserve Bank of New York
Ownership	Wholly owned indirect subsidiary of BBPLC and is ultimately owned by BPLC
Activities	BUSLLC, as a consolidated entity, is a diversified financial services company providing investment banking, brokerage, capital markets and consumer financial services to both institutional and consumer customers through its subsidiaries
Funding Sources	The funding needs of BUSLLC are provided primarily through equity and TLAC eligible debt downstreamed from its parent and affiliates

Summary of BUSLLC's Resolution Strategy under Our US-Specific Resolution Strategy¹⁸

With the formation of the IHC (BUSLLC) in July 2016, Barclays assessed a number of possible strategies to resolve our US Operations and has determined that the US Strategy, to meet the US Title I Requirements of the Dodd-Frank Act, is a SPOE at the US IHC. Our US-Specific Resolution Strategy is structured so that only the IHC (i.e., BUSLLC) enters into a bankruptcy proceeding and all Material US Operating Entities and Material

Service Entities have sufficient capital and liquidity resources to continue operating outside of an insolvency proceeding. The BBPLC New York Branch will remain outside of any insolvency proceeding and may be placed under heightened supervision by its state regulator. Further, our US-Specific Resolution strategy is designed so that extraordinary government or taxpayer support is not required, fire sale of assets is avoided and the transfer of client accounts to alternative service providers is orderly.

14. Consolidated.

15. US GAAP.

16. IFRS.

17. US Real Estate Entities include: US RE1, US RE2 and US RE3.

18. The 2021 Plan is not binding on a bankruptcy court or other resolution authority and that the proposed failure scenario and associated assumptions are hypothetical and do not necessarily reflect an event or events to which the firm is or may become subject.

Barclays Group US Inc

Characteristics	Description
Regulatory Status	Bank Holding Company
Jurisdiction of Incorporation	Incorporated under the laws of the State of Delaware
Primary Regulators	Federal Reserve Bank of New York
Ownership	Direct, wholly owned subsidiary of Barclays US LLC
Activities	Holding company above Material US Entities
Funding Sources	BGUS is funded on an unsecured basis via unsecured funding facilities provided by BBPLC and subsidiaries of BBPLC. Equity is provided by BGUS' immediate IHC parent, BUSLLC

Summary of BGUS' Resolution Strategy under Our US-Specific Resolution Strategy

Prior to the bankruptcy filing of BUSLLC, BUSLLC will contribute its remaining assets (less excess cash to pay for bankruptcy administration costs) to BGUS upon the Final Contribution Event. To the extent capital and/or liquidity is needed by the US Non-Branch Material Entities, BGUS will provide capital and/or liquidity support pursuant to the SSA.

Throughout the resolution phase, the Material US Entity subsidiaries of BGUS will calculate, monitor and report on their capital and/or liquidity needs to ensure their needs are not greater than the capital and/or liquidity positioned.

BGUS will remain solvent and would not enter into insolvency proceedings; as a result, BGUS will have the flexibility to provide capital and/or liquidity support to Material US Entities.

Barclays Capital Inc

Characteristics	Description
Regulatory Status	<ul style="list-style-type: none"> • Securities Broker-Dealer • Futures Commission Merchant • Municipal Advisor
Jurisdiction of Organization	Incorporated under the laws of the State of Connecticut
Primary Regulators	<ul style="list-style-type: none"> • Securities Exchange Commission • Commodity Futures Trading Commission • Municipal Securities Rulemaking Board • Financial Industry Regulatory Authority (FINRA)
Ownership	BCI's direct parent and sole stockholder is BGUS
Activities	BCI is a '4(k)(4)(E)' securities subsidiary under the Bank Holding Company Act, which permits it to engage in securities underwriting, dealing, or market-making activities. BCI's activities include transactions in asset-backed securities, agency mortgage-backed securities, debt securities, other corporate-related securities, equities, resale and repurchase agreements, securities lending and borrowing, and clearing derivative products. BCI is a primary dealer in US government securities. BCI has investment banking and capital markets business in the US
Funding Sources	The BCI balance sheet is funded primarily on a secured basis, via the repo market. Secured financing is performed by the Prime Financing business, which has both a fixed income repo desk and an equity financing desk within BCI. BCI's unsecured funding is provided through intercompany debt facilities and equity received from its parent legal entities, primarily BGUS. In 2021 BCI established a commercial paper program which further aids in the diversification of funding sources
Other	BCI is headquartered in New York, with registered domestic branch offices in Atlanta, Boston, Chicago, Houston, Los Angeles, Media, Menlo Park, New York, San Juan, San Francisco, Seattle, Washington D.C. and Whippany. BCI's client base includes money managers, insurance companies, pension funds, hedge funds, depository institutions, corporations, trust banks, money market and mutual funds, domestic and international governmental agencies and central banks

Summary of BCI's Resolution Strategy under Our US-Specific Resolution Strategy

BCI is expected to remain solvent and stay above minimum liquidity and capital regulatory requirements. To the extent capital and/or liquidity is needed, post the bankruptcy of BUSLLC, BGUS will provide capital and/or liquidity to BCI, pursuant to the SSA.

Throughout the runway, while BUSLLC prepares for bankruptcy, Barclays will respond to client requests to transfer positions; however, BCI will not proactively reduce its size or

interconnectedness. BCI would continue to retain access to shared services provided by affiliates as contractually entitled under IGAs; BCI would also retain access to FMUs throughout resolution. Prime brokerage and other clients of BCI will likely transfer their positions and accounts to alternative providers.

Post the bankruptcy of BUSLLC, BCI will not solicit new business and will commence a solvent wind down which focuses on reducing systemic risk by transferring customer accounts and closing out trading positions either consensually or by not rolling trades as they mature.

Barclays Bank Delaware

Characteristics	Description
Regulatory Status	Insured Depository Institution
Jurisdiction of Organization	Delaware-chartered FDIC-insured non-member bank domiciled in Delaware
Primary Regulators	<ul style="list-style-type: none"> Federal Deposit Insurance Corporation Consumer Financial Protection Bureau State Bank Commissioner of Delaware
Ownership	BBDE is a wholly owned subsidiary of BGUS
Activities	BBDE's primary business is the issuance of co-branded credit cards within the US Barclays brand. The US Consumer Bank business is the US portion of the global Consumer, Cards and Payments business. The US Consumer Bank business also has an online retail deposit business offering savings accounts and term certificate deposit products in the US
Funding Sources	BBDE has a well-diversified mix of funding products consisting of retail deposits, brokered deposits, deposit sweeps, and credit card securitization
Other	BBDE is headquartered in Wilmington, Delaware

Summary of BBDE's Resolution Strategy under Our US-Specific Resolution Strategy

BBDE is expected to remain solvent and stay above minimum liquidity and capital regulatory requirements. To the extent capital and/or liquidity is needed, post the bankruptcy of BUSLLC, BGUS will provide capital and/or liquidity to BBDE, pursuant to the SSA.

Under our US-Specific Resolution Strategy, the consolidated BBDE entity and its associated service company (i.e., BSLLC) have been identified for potential sale due to BBDE's high quality credit card portfolio. Our strategy is designed to protect our depositors while having no impact on the FDIC's Deposit Insurance Fund.

BBDE will remain outside of insolvency proceedings. Throughout the runway, while BUSLLC prepares for

bankruptcy, Barclays will respond to client requests; however, BBDE will not proactively reduce its size or interconnectedness. BBDE would continue to retain access to shared services provided by affiliates as contractually entitled under IGAs; BBDE would also retain access to FMUs throughout resolution.

BBDE will have sufficient liquidity to ensure depositors have access to their insured deposits. Barclays would have active communication with its customers to instill confidence that covered deposits are insured.

BBDE clients may request to transfer their positions and accounts to alternative providers. Post the bankruptcy of BUSLLC, BBDE will begin the due diligence and marketing processes associated with the sale of BBDE and identify a potential buyer for BBDE.

Barclays Bank PLC New York Branch

Characteristics	Description
Regulatory Status/Licensing	Licensed by the New York State Department of Financial Services as a branch of BBPLC, a bank organized under the laws of England and Wales
Primary Regulators	NYSDFS and the Federal Reserve Bank of New York
Ownership	As a branch, NYBR is a part of BBPLC and has no branches, subsidiaries, associates or joint ventures
Activities	NYBR's primary activities are deposit taking, lending, management of Barclays' USD funding positions and US dollar clearing
Funding Sources	NYBR's balance sheet is funded via external unsecured financing markets and inter-branch funding received primarily from the BBPLC UK

Summary of NYBR's Resolution Strategy under Our US-Specific Resolution Strategy

Under our US-Specific Resolution Strategy, NYBR would remain outside of any insolvency proceedings and may be put under heightened supervision by the its state regulator, the NYSDFS, who may impose additional AMR requirements. Barclays has performed analysis to demonstrate NYBR will be able to repay its internal and external obligations while complying with the AMR requirement, due to NYBR's strong liquidity position and stringent liquidity risk management. NYBR would continue to retain access to shared services provided by inter-affiliates as

contractually required in IGAs; NYBR would also retain access to FMUs throughout resolution.

Although our US-Specific Resolution strategy does not contemplate the cessation of any US branch activities that are significant to the activities of a Critical Operation, Barclays' has conducted analysis on the impact of the cessation of the NYBR. This analysis includes a description of Critical Operations and Shared Services provided by NYBR to IHC Subsidiaries and the identification of potential obstacles, and associated mitigants, presented by the cessation of shared services that support Critical Operations.

Material Service Entities

Barclays has designated the following seven entities as Material Service Entities for the purposes of US Resolution Planning.

Barclays Services Corporation: BSC is a corporation domiciled in the US and incorporated in the state of Delaware and is a wholly owned subsidiary of BGUS. BSC provides infrastructure support services to Barclays' affiliates, primarily BCI, NYBR and BBDE in the US.

Barclays Services LLC: BSLLC is a limited liability corporation domiciled in the US and incorporated in the state of Delaware and is a wholly owned subsidiary of BGUS. BSLLC provides customer service, infrastructure and operational support to BBDE.

Barclays Execution Services Limited: BXSL is a private limited company domiciled and incorporated in England in the United Kingdom. BXSL, the group service company, provides infrastructure and employment services across Barclays International and Barclays UK.

Barclays Global Service Center Private Limited: BGSC is a private limited company incorporated in India and a direct subsidiary of BXSL. BGSC provides information technology (IT) and IT-enabled services like data processing, payment processing, call center, financial accounting, financial analytics services, and technology solutions across Barclays entities globally.

US Real Estate Holdings No. 1, 2, 3 Limited: US RE1, US RE2, and US RE3 are limited liability companies incorporated in the UK. US RE1, US RE2, and US RE3 are indirect wholly owned subsidiaries of BBPLC. US RE1, US RE2, and US RE3 own freehold and/or leasehold interests in properties in the US.

Material Service Entities Funding Sources

Barclays manages its capital resources and requirements on a centralized and legal entity basis, across regulated and non-regulated entities. The Material Service Entities retain adequate capital for working capital needs and to support capital expenditure as required. Excess capital is returned to the Group in the form of dividends or capital repatriations. The Group and Americas Finance and Treasury functions collectively manage the appropriate capital requirements of the entities. BSC, BSLLC, BXSL, BGSC, US RE1, US RE2, and US RE3 are not individually regulated and, therefore, are not required to maintain any regulatory capital or to manage prescribed regulatory capital ratios on an ongoing basis. In the event that timing differences occur in managing their working capital, each of the Material Service Entities has access to backup funding facilities provided by BBPLC and BGUS.

Summary of Material Service Entities' US-Specific Resolution Strategy

Under our US-Specific Resolution Strategy, our Material Service Entities remain solvent and outside of any insolvency proceedings. Our Material Service Entities are both financially and operationally resilient and continue to provide services. Our Material Service Entities are contractually obligated through intra-group agreements to continue to provide services.

Our Material Service Entities maintain sufficient working capital to operate services and execute our US-Specific Resolution Strategy. While our US Material Service Entities are not expected to require additional capital and/or liquidity upon the bankruptcy of BUSLLC, US Material Service Entities, pursuant to the SSA, would have the ability to receive capital and/or liquidity support from BGUS in the event support was required.

Interconnectedness among Material Entities

Barclays utilizes a unified shared service model that standardizes the provision of services and infrastructure between affiliates. The shared service model operates under a common governance structure and is designed to support the continuity of business globally. While the majority of

services critical to the US-Specific Resolution Strategy are provided by US entities, there are certain services that are provided through, BXML and its subsidiaries. See below for a summary of the interconnectivity among our Material Entities required to execute our US-Specific Resolution Strategy.

			Receiving Entity				
			BCI	BBDE	NYBR	BSC	BSLLC
Providing Entity	Material Operating Entity	BCI			●	●	
		BBDE				●	● ●
		NYBR	● ●	●		●	●
	Material Service Entity	BSC	● ● ● ●	● ● ● ●	● ● ●		● ● ●
		BSLLC		●			
		BXML	● ● ●	● ● ●	● ● ●	● ● ● ●	● ● ●
		BGSC	● ● ●	● ● ●	● ●	● ●	●
		Real Estate Entities	●	●	●	●	●

Interconnectivity Analysis Legend: ● Real Estate ● Technology ● Personnel ● Vendor Contracts

- Real Estate is defined as office buildings and data centers, both owned and leased, that are required to be maintained in order to execute the US-Specific Resolution Strategy.
- Technology is defined as technology intellectual property (IP) that is developed and managed within Barclays critical to executing the US-Specific Resolution Strategy.
- Personnel is defined as Barclays' permanent employees that are aligned to the Core Business Lines and Critical Operations and critical to executing the US-Specific Resolution Strategy.
- Vendor Contracts are defined as agreements with third parties for services deemed critical to executing the US-Specific Resolution Strategy.

Summary Financial Information

BPLC – Covered Company

Below summarizes the consolidated balance sheet and capital position of BPLC as of December 31, 2020 in accordance with International Financial Reporting Standards (IFRS) as reported

in Barclays PLC's Annual Report. Please refer to the 2020 Barclays PLC annual report for additional detail and disclosures.

As at December 31, 2020	£mm
Assets	
Cash and balances at central banks	191,127
Cash collateral and settlement balances	101,367
Loans and advances at amortized cost	342,632
Reverse repurchase agreements and other similar secured lending	9,031
Trading portfolio assets	127,950
Financial assets designated at fair value through the income statement	175,151
Derivative financial instruments	302,446
Financial assets at fair value through other comprehensive income	78,688
Other assets	21,122
Total Assets	1,349,514
Liabilities	
Deposits at amortized cost	481,036
Cash collateral and settlement balances	85,243
Repurchase agreements and other similar secured borrowing	14,174
Debt securities in issue	75,796
Subordinated liabilities	16,341
Trading portfolio liabilities	47,405
Financial liabilities designated at fair value	249,765
Derivative financial instruments	300,775
Other liabilities	11,917
Total Liabilities	1,282,632
Equity	
Called up share capital and share premium	4,637
Other equity instruments	11,172
Other reserves	4,461
Retained earnings	45,527
Total equity excluding non-controlling interests	65,797
Non-controlling interests	1,085
Total Equity	66,882
Total Liabilities and Equity	1,349,514

As at December 31, 2020	£mm
Tangible net asset value per share	269p
Number of ordinary shares of BPLC (in millions)	17,359
Year-end United States Dollar exchange rate	1.37
Year-end Euro exchange rate	1.11

Barclays USLLC

BUSLLC's consolidated balance sheet as of December 31, 2020 was comprised of \$161bn in total assets, of which \$67bn (41%) were collateralized agreements which includes securities purchased under agreements to resell and securities borrowed. \$26bn (16%) of total assets consist of trading assets. Approximately 99% of the trading assets are classified as Level 1 (quoted market prices in active market) or Level 2 (internal models with significant observable market parameters), predominantly government, agency, and equity securities. \$21bn (13%) of total assets were credit card loans. The remaining \$47bn (29%) of assets include cash and cash equivalents including those segregated for regulatory and other purposes, receivables from brokers, dealers, clearing organizations, and customers, loans to affiliates, and deferred tax assets.

BUSLLC's total consolidated liabilities as of December 31, 2020 were \$143bn, of which \$59bn (41%) were collateralized financing agreements through securities sold under agreements to repurchase and securities loaned. \$21bn (15%) of liabilities were payable to customers, which primarily includes margin payable.

\$8bn (6%) of liabilities consists of trading liabilities. \$26bn (18%) of liabilities were borrowings which consists of unsecured loans from affiliates and borrowings securitized by credit card receivables. \$22bn (15%) of the liabilities were deposits including both retail and brokered deposits. Majority of the deposits are FDIC insured. The remaining \$7bn (5%) of liabilities primarily includes subordinated debt, payables to brokers, dealers and clearing organizations, and other accrued liabilities.

BUSLLC's consolidated capital base as of December 31, 2020 was comprised of \$2.6bn of preferred stock and \$15.4bn of common equity. The BUSLLC consolidated group is subject to the Board of Governors of the Federal Reserve System (FRB)'s capital and leverage standards, and Comprehensive Capital Analysis and Review assessments.

Barclays Capital Inc

BCI's balance sheet as of December 31, 2020 was comprised of \$113bn in total assets, of which \$63bn (56%) were collateralized agreements which consists of securities purchased under agreements to resell and securities borrowed. \$25bn (22%) of total assets were financial instruments owned at fair value. Approximately 99% of these assets are classified as Level 1 (quoted market prices in active market) or Level 2 (internal models with significant observable market parameters), predominantly government, agency, and equity securities.

The remaining \$25bn (22%) of assets are primarily cash and cash equivalents segregated for regulatory purposes, and receivables from customers, broker-dealers and clearing organizations, which consists of margin, fails-to-receive, and settlement related balances.

BCI's total liabilities as of December 31, 2020 were \$106bn, of which \$63bn (59%) of total liabilities were collateralized agreements through securities sold under agreements to repurchase and securities loaned. \$21bn (20%) of liabilities were payable to customers, which is primarily margin payable. The remaining \$22bn (21%) of liabilities are primarily financial instruments sold, but not yet purchased, at fair value and borrowings and subordinated debt from affiliates.

BCI's capital base as of December 31, 2020 was comprised of \$6.1bn of common equity. BCI is subject to regulatory capital requirements¹⁹ and maintains capital well in excess of its regulatory minimum, available to absorb losses under going concern and gone concern events. BCI's regulatory capital includes its common equity and subordinated debt.

Barclays Bank Delaware

BBDE's balance sheet as of December 31, 2020 was comprised of \$30bn in total assets, of which \$19bn (63%) were loans receivable, which includes credit card loans, consumer loans, and other loan receivables held for sale, net of loan loss allowance. \$5bn (17%) of total assets were cash and cash equivalents and restrictive cash which includes interest-bearing demand deposits with banks including the Federal Reserve, non-interest-bearing deposits with banks and money market mutual funds. The remaining \$6bn (20%) of total assets included securities purchased under agreement to resell, goodwill and intangible assets, accrued interest receivable, deferred tax assets and prepaid expenses.

19. As a registered Broker-Dealer and FCM, BCI is subject to Rule 15c3-1 of the Securities and Exchange Act and CFTC Regulation 1.17 which require the maintenance of minimum net capital

BBDE's total liabilities as of December 31, 2020 were \$25bn, of which \$23bn (92%) of total liabilities were deposits, which includes retail savings and CD deposits and brokered CDs. Majority of the deposits are FDIC insured. \$1bn (4%) of liabilities were borrowings securitized by credit card receivables. The remaining \$1bn (4%) was primarily accrued expenses and payables.

BBDE's capital base as of December 31, 2020 was comprised of \$0.6bn of preferred stock and \$4.7bn of common equity.

BBDE is subject to various regulatory capital requirements administered by the Delaware Bank Commissioner's Office and the Federal Deposit Insurance Corporation.

Barclays Bank PLC New York Branch

As disclosed in NYBR's December 31, 2020 Call Report²⁰, NYBR's total assets were \$70bn, of which \$44bn (63%) was made up of cash and balances due from depository institutions, primarily cash placed on deposit at the FRBNY. \$23bn (33%) of assets were loans and advances to non-related parties, and the remaining \$3bn (4%) were primarily comprised of trading assets and non-trading financial instruments.

NYBR's total liabilities as of December 31, 2020 were \$70bn, of which \$57bn (81%) were payables to affiliates and the remaining \$13bn (19%) were various other liabilities to non-related parties.

As a branch of BBPLC, NYBR remits or receives any profit and loss on a monthly basis to BBPLC. NYBR does not hold stand-alone capital and is not subject to stand-alone regulatory capital minimums.

Barclays Group US Inc

BGUS's balance sheet as of December 31, 2020 was comprised of \$28bn in total assets, of which \$15bn (54%) were equity investments in subsidiaries, \$10bn (36%) comprised of loans receivables from affiliates, and the remaining \$3bn (10%) was primarily composed of securities purchased under agreements to resell and cash and cash equivalents.

BGUS's total liabilities as of December 31, 2020 were \$12bn, of which \$11.5bn (96%) of total liabilities were borrowings from affiliates and the remaining \$0.5bn (4%) were accrued interest payable and other liabilities.

BGUS's equity as of December 31, 2020 was comprised of \$14bn of common equity and \$2.6bn of preferred stock.

Material Service Entities

The principal activities of the service companies are to provide a wide range of operations, technology and functional services to Barclays Group affiliates. The service entities do not generate revenue from outside the Group and are not risk-taking entities within the Group so their balance sheets are much simpler than an operating entity.

BSC, BSLLC, BXSL, and BGSC assets are primarily comprised of receivable balances due from Barclays' affiliates for services provided; property, plant and equipment; software assets which support the delivery of operations and technology services to affiliates. The liabilities are predominantly borrowings from affiliates, and payables to third-party service providers for infrastructure services provided in the normal course of business.

US RE1, 2, and 3 are real estate holding companies and do not house any operating or business activities. The real estate holdings comprise substantially all of such entities' assets. The combined total assets of these three entities were approximately \$1.3bn.

20. Regulatory reporting requirements applicable to the Report of Assets and Liabilities of US Branches and Agencies of Foreign Banks conform to US generally accepted accounting principles (US GAAP).

Barclays' Capital and Liquidity Management and Funding Sources

The Treasury function manages treasury and capital risk exposure on a day-to-day basis with the Group Treasury Committee acting as the principal management body. The Treasury and Capital Risk function is responsible for oversight and provide insight into key capital, liquidity, interest rate risk in the banking book and pension risk management activities.

Capital Management

Barclays Group's capital management strategy is driven by the strategic aims of Barclays Group and the risk appetite set by the Board. Barclays Group's objectives are achieved through well embedded capital management practices.

Capital risk is managed through ongoing monitoring and management of the capital position, regular stress testing and a robust capital governance framework. The objectives of the framework are to maintain adequate capital for the Group and legal entities to withstand the impact of the risks that may arise under normal and stressed conditions, and maintain adequate capital to cover current and forecast business needs and associated risks to provide a viable and sustainable business offering.

Treasury has the primary responsibility for managing and monitoring capital. The Treasury and Capital Risk function provides oversight of capital risk and is an independent risk function that reports to the Group CRO. Production of the Barclays PLC internal Capital Adequacy Assessment Process (ICAAP) is the responsibility of Treasury.

Capital risk management is underpinned by a control framework and policy. The capital management strategy, outlined in the Group and legal entity capital plans, is developed in alignment with the control framework and policy for capital risk, and is implemented consistently in order to deliver on the Group's objectives.

The Board approves the Group capital plan, internal stress tests and results of regulatory stress tests, and the Group recovery plan. The Group Treasury committee is responsible

for monitoring and managing capital risk in line with the Group's capital management objectives, capital plan and risk frameworks. The Treasury and Capital Risk Committee monitors and reviews the capital risk profile and control environment, providing second line oversight of the management of capital risk. The Barclays PLC Board Risk Committee (BRC) reviews the risk profile, and annually reviews risk appetite and the impact of stress scenarios on the Group capital plan/forecast in order to agree the Group's projected capital adequacy.

Local management assures compliance with an entity's minimum regulatory capital requirements by reporting to local Treasury Committees (TCs) and local Asset and Liability Committees (ALCOs) with oversight by the Group Treasury Committee, as required. In 2020, Barclays complied with all regulatory minimum capital requirements.

The Group continues to be in excess of overall capital requirements. The CET1 ratio increased to 15.1% as at December 31, 2020. As reported in Barclays PLC 2020 Annual Report, the Group's Overall Capital Requirement for CET1 is 11.2% comprising a 4.5% Pillar 1 minimum, a 2.5% Capital Conservation Buffer (CCB), a 1.5% Global Systemically Important Institution (G-SII) buffer, a 2.7% Pillar 2A requirement and a 0.0% Countercyclical Capital Buffer (CCyB).

For additional information on applicable capital requirements and regulation refer to Barclays PLC 2020 Annual Report and Barclays PLC Pillar 3 Report 2020 Management policies.

Liquidity Management

The efficient management of liquidity is essential to the Group in retaining the confidence of the financial markets and maintain the sustainability of the business. The liquidity risk control framework is used to manage all liquidity risk exposures under both typical and stressed conditions. The framework is designed to maintain liquidity resources that are sufficient in amount, quantity and funding tenor profile to support the liquidity risk appetite as expressed by the Barclays PLC Board. The liquidity risk appetite is monitored against both internal and regulatory liquidity metrics.

Barclays' Capital Resources Summary

Capital Resources	December 31, 2020 (£bn)
Common Equity Tier 1	£46.3
Total Tier 1	£58
Total Regulatory Capital	£67.7

Barclays' Key Capital Ratios

Key Capital Ratios ^{21,22,23}	December 31, 2020
Common Equity Tier 1	15.1%
Tier 1	19%
Total Regulatory Capital	22.1%

21. CET1, T1 and T2 capital, and RWAs are calculated applying the transitional arrangements of the CRR as amended by CRR II. This includes IFRS 9 transitional arrangements and the grandfathering of Capital Requirements Regulation (CRR) and CRR II non-compliant capital instruments.

22. The fully loaded CET1 ratio, as is relevant for assessing against the conversion trigger in Barclays PLC AT1 securities, was 14.3%, with £43.7bn of CET1 capital and £305.3bn of RWAs calculated without applying the transitional arrangements of the CRR as amended by CRR II.

23. The Group's CET1 ratio, as is relevant for assessing against the conversion trigger in Barclays Bank PLC 7.625% Contingent Capital Notes, was 15.1%. For this calculation CET1 capital and RWAs are calculated applying the transitional arrangements under the CRR as amended by CRR II, including the IFRS 9 transitional arrangements. The benefit of the Financial Services Authority (FSA) October 2012 interpretation of the transitional provisions, relating to the implementation of CRD IV, expired in December 2017.

Treasury has the primary responsibility for managing liquidity risk within the set risk appetite. Both Risk and Treasury contribute to the production of the Internal Liquidity Adequacy Assessment Process (ILAAP). The Treasury and Capital Risk function is responsible for the management and governance of the liquidity risk mandate, as defined by the Board.

The liquidity risk control framework is designed to deliver the appropriate term and structure of funding, consistent with the liquidity risk appetite set by the Board. The control framework incorporates a range of ongoing business management tools to monitor, limit and stress test the Group's balance sheet and contingent liabilities. Limit settings and transfer pricing are tools that are designed to control the level of liquidity risk taken and drive the appropriate mix of funds. Together, these tools reduce the likelihood that a liquidity stress event could lead to an inability to meet Group's obligations as they fall due.

The Board approves the Group funding plan, internal stress tests, regulatory stress test results, recovery plan and Liquidity Risk Appetite. The Group Treasury Committee is responsible for monitoring and managing liquidity risk in line with the Group's funding management objectives, funding plan and risk appetite. The Treasury and Capital Risk Committee monitors and reviews the liquidity risk profile and control environment, providing second line oversight of the management of liquidity risk. The Board Risk Committee reviews the risk profile, and annually reviews risk appetite and the impact of stress scenarios on the Group funding plan/forecast in order to agree the Group's projected funding abilities.

The Group maintains a range of management actions for use in a liquidity stress. These are documented in the Group Recovery Plan. Since the precise nature of any stress event cannot be known in advance, the actions are designed to be flexible to the nature and severity of the stress event and provide a menu of options that can be drawn upon as required. The Group Recovery Plan also contains more severe recovery options to generate additional liquidity in order to facilitate recovery during a severe stress. Any stress event would be regularly monitored and reviewed using key management information by Treasury, Risk and business representatives.

Barclays has established a Group Liquidity Risk Appetite (LRA) stress test to quantify the level of liquidity risk the Group is exposed to in pursuit of its business objectives and ensuring compliance with its regulatory obligations. The key expression of the liquidity risk is through stress tests. It is measured with reference to the liquidity pool compared to anticipated net stressed outflows for each of the following five stress scenarios: 30-day Barclays-specific LRA stress, 90-day market-wide LRA stress, 30-day combined (Barclays-specific and market-wide) LRA stress, long term LRA stress and 30-day regulatory prescribed LCR stress. The LRA is reviewed on a continuous basis and is subject to formal review at least annually as part of the ILAAP.

The Group LRA stress outflows are used to determine the minimum size of the Group Liquidity Pool. The Liquidity Pool represents those resources immediately available to meet outflows in a liquidity stress. In addition to holding a liquidity pool against stressed outflows, the Group reviews available management actions that could be used to raise additional liquidity. Management actions are assessed to determine their suitability, effectiveness and time to delivery.

Barclays manages limits on a variety of on and off-balance sheet exposures. These limits serve to control the overall extent and composition of liquidity risk taken by managing exposure to each risk driver.

Barclays Treasury monitor a range of market indicators for early signs of liquidity risk. Both market indicators and Barclays specific indicators are tracked. These are designed to immediately identify the emergence of increased liquidity risk in order to maximize the time available to execute appropriate mitigating management actions. Early Warning Indicators (EWIs) are used as part of the assessment of whether to invoke the Group Recovery Plan, which provides a framework for how a liquidity stress would be managed.

The Group monitors its position against the Liquidity Coverage Ratio (LCR), and the Net Stable Funding Ratio (NSFR) as defined in the Capital Requirements Regulation (CRR) as amended by CRR II²⁴. The LCR is designed to promote short-term resilience of a bank's liquidity risk profile by holding sufficient High Quality Liquid Assets to survive an acute stress scenario lasting for 30 days. The NSFR has been developed to promote a sustainable maturity structure of assets and liabilities. For additional information on applicable liquidity regulation and implementation dates refer to Barclays PLC 2020 Annual Report and Barclays PLC Pillar 3 2020 Report.

The external LCR requirement is prescribed by the regulator taking into account the relative stability of different sources of funding and potential incremental funding requirements in a stress. The Liquidity Coverage Ratio (LCR) remained well above the 100% regulatory requirement at 162%, equivalent to a surplus of £99bn.

As at December 31, 2020	2020 (£bn)
Eligible liquidity buffer	258
Net stress outflows	(159)
Surplus	99
Liquidity coverage ratio	162%

24. Capital Requirements Regulation II (CRR II): Regulation (EU) No 575/2013 as amended by Regulation (EU) 2019/87.

As part of the LRA, Barclays also establishes the minimum LCR limit. The Group plans to maintain its surplus to the internal and regulatory stress requirements at an efficient level, while continuously assessing risks to market funding conditions and its liquidity position and taking actions to manage the size of the liquidity pool as appropriate.

The Group liquidity pool as at December 31, 2020 was £266bn. During 2020, the month-end liquidity pool ranged from £218bn to £332bn, and the month-end average balance was £287bn. The liquidity pool is held unencumbered and is intended to offset stress outflows. It comprises the following cash and unencumbered assets.

Composition of Barclays' Liquidity Pool

Composition	December 31, 2020 (£bn)
Cash and deposits with central banks ²⁵	197
Total government bonds	45
Other ²⁶	24
Total	266

The Group liquidity pool is well diversified by major currency and the Group monitors LRA stress scenarios for major currencies. The composition of the liquidity pool is subject to limits set by the Board and the independent liquidity risk, credit risk and market risk functions.

Liquidity pool by currency (£bn)	USD	EUR	GBP	Other	Total
Liquidity pool as at December 31, 2020	60	50	80	76	266

Description of Derivatives and Hedging Activities

Barclays enters into derivative contracts to satisfy the needs of its clients, for trading purposes and to manage Barclays' exposure to market and credit risks resulting from its trading and market making activities. As part of its Risk Management policies, Barclays manages risks on an aggregate basis; however, entity level management exists to ensure that exposures of each individual entity are managed appropriately. Barclays uses industry standard derivative contracts whenever appropriate.

Derivatives are used to hedge interest rate, exchange rate, and exposures to certain indices such as house price indices and retail price indices related to non-trading positions. Where derivatives are held for risk management purposes, and when transactions meet the required criteria for documentation and hedge effectiveness, Barclays may apply fair value hedge accounting and cash flow hedge accounting.

BCI, a US registered broker-dealer, FCM and municipal advisor, engages in execution and clearing of exchange traded derivatives primarily on US exchanges and with US registered derivatives clearing organizations. BCI provides execution and clearing services, on behalf of clients, as well as Barclays' own trading activity in BCI and other Barclays affiliates. Exchange traded derivatives are marked to market daily and BCI places collateral with the clearing houses in support of this activity. BCI is also a clearing member of derivatives clearing organizations, clearing eligible OTC derivatives products in the US.

Barclays has limited derivative positions booked in the IHC. Activities booked in the IHC comprise primarily of US dollar-denominated liquid securities associated with trading and financing activities, exchange-traded options and futures, and forwards including to-be-announced contracts for mortgage-backed securities in BCI. Interest rate and total return swaps are booked in BBDE to hedge against interest rates and other market exposures as part of their US credit card and deposit taking business. Barclays has a global booking model that is supported by the Enterprise Risk Management Framework with associated policy standards and controls to manage business activities and risk that arise from trading activities. Barclays' OTC derivatives activities are largely booked in either BBPLC, which is a UK-domiciled entity, or other subsidiaries of BBPLC outside of the IHC.

25. Includes cash held at central banks and surplus cash at central banks related to payment schemes. Of which over 98% was placed with the Bank of England, US Federal Reserve, European Central Bank, Bank of Japan and Swiss National Bank.

26. Includes government guaranteed issuers, PSEs and GSEs; international organizations and MDBs; covered bonds.

Memberships in Material Payment, Clearing and Settlement Systems

Barclays depends on FMUs to execute financial transactions and to provide financial services to its clients. These arrangements allow for greater risk management, operational

efficiencies and risk reduction in the trading, clearing and settlement of financial instruments worldwide. In accordance with the Final Rule, key FMUs and agent banks where BCI, BBDE, or NYBR hold memberships are listed below.

BCI, NYBR and BBDE FMU and Agent Bank Memberships

Type of Service Provided	Financial Market Utility/Agent Bank	Material US Entities Holding Membership		
		BCI	BBDE	NYBR
Clearing and Settlement	Depository Trust and Clearing Corporation (DTCC)			
	National Securities Clearing Corporation (NSCC)	•		•
	Fixed Income Clearing Corporation	•		
	Options Clearing Corporation (OCC)	•		
	Chicago Mercantile Exchange Group (CME) Clearing	•		
Custodians	Intercontinental Exchange – Clear Credit LLC (ICE Clear Credit)	•		
	LCH.Clearnet Ltd	•		
	DTCC – Depository Trust Company (DTC)	•		•
	Euroclear	•		
Payments	Fedwire Funds Service (Fedwire)		•	•
	Clearing House Interbank Payments System (CHIPS)			•
Agent Banks	The Bank of New York Mellon (BNY Mellon)	•	•	•

Material Supervisory Authorities

Supervision in the US

BPLC, BBPLC and NYBR, and BBPLC's US subsidiaries are subject to a comprehensive regulatory framework involving numerous statutes, rules and regulations in the US. For example, the Group's US activities and operations are subject to supervision and regulation by the FRB, as well as additional supervision, requirements and restrictions imposed by other federal and state regulators and self-regulatory organizations (SROs). In some cases, US requirements may impose restrictions on the Group's global activities, in addition to its activities in the US.

BPLC, BBPLC, Barclays US Holdings Limited (BUSHL), BUSLLC, and Barclays Group US Inc. (BGUS) are regulated as bank holding companies (BHCs) by the FRB. BUSLLC is the Group's top-tier US holding company that holds substantially all of the Group's US subsidiaries (including BCI and BBDE). BUSLLC is subject to requirements in respect of capital adequacy, capital planning and stress testing, risk management and governance, liquidity, leverage limits, large exposure limits, activities restrictions and financial regulatory reporting. NYBR is also subject to enhanced prudential standards relating to, among other things, liquidity and risk management.

BPLC, BBPLC, BUSHL and BUSLLC have financial holding company (FHC) status under the Bank Holding Company Act of 1956. FHC status allows these entities to engage in a variety of financial and related activities, directly or through subsidiaries, including underwriting, dealing and market making in securities. Failure to maintain FHC status could result in increasingly stringent penalties and, ultimately, in the closure or cessation of certain operations in the US.

In addition to oversight by the FRB, NYBR and many of the Group's subsidiaries are regulated by additional authorities based on the location or activities of those entities. NYBR is subject to supervision and regulation by the NYSDDFS. Barclays Bank Delaware (BBDE), a Delaware chartered bank, is subject to supervision and regulation by the Delaware Office of the State Bank Commissioner, the FDIC, the Federal Reserve Bank of New York and the Consumer Financial Protection Bureau (CFPB). The deposits of Barclays Bank Delaware are insured by the FDIC. BPLC, BBPLC, BUSHL, BUSLLC, and BGUS are required to act as a source of strength for BBDE. This could, among other things, require these entities to inject capital into BBDE if it fails to meet applicable regulatory capital requirements.

The Group's US securities broker/dealer and investment banking operations, are conducted primarily through Barclays Capital Inc., and are also subject to ongoing supervision and regulation by the SEC, the FINRA and other government agencies and SROs under US federal and state securities laws. The Group's US futures, options and swaps related activities, including client clearing operations are subject to ongoing supervision and regulation by the CFTC, the National Futures Association and other SROs. BBPLC is also a US registered swap dealer and is subject to the FRB swaps rules with respect to margin and capital requirements.

Principal Officers

The tables below provide a list of the principal officers of our covered company, BPLC.

Barclays PLC Board of Directors²⁶

Executive	Title
Nigel Higgins	Group Chairman
C.S. Venkatakrisnan	Group Chief Executive; Executive Director
Tushar Morzaria	Group Finance Director; Executive Director
Brian Gilvary	Senior Independent Director
Mike Ashley	Non-Executive Director
Tim Breedon	Non-Executive Director
Crawford Gillies	Non-Executive Director
Mohamed A. El-Erian	Non-Executive Director
Dawn Fitzpatrick	Non-Executive Director
Mary Francis	Non-Executive Director
Julia Wilson	Non-Executive Director
Diane Schueneman	Non-Executive Director

Barclays PLC Executive Committee²⁶

Executive	Title
C.S. Venkatakrisnan	Group Chief Executive
Tushar Morzaria	Group Finance Director
Mark Ashton-Rigby	Group Chief Operating Officer, and Chief Executive Officer, BX
Paul Compton	Global Head of the Corporate and Investment Bank, and President of Barclays Bank PLC
Alistair Currie	Global Head of Consumer Banking & Payments
Matt Hammerstein	Chief Executive Officer, Barclays UK
Laura Padovani	Group Chief Compliance Officer
Tristram Roberts	Group Human Resources Director
Taalib Shah	Group Chief Risk Officer
Stephen Shapiro	Group General Counsel and Group Company Secretary
Sasha Wiggins	Group Head of Public Policy & Corporate Responsibility

26. As of November 2021.

Barclays' Corporate Governance

As reported in Barclays PLC 2020 Annual Report, the Board²⁷ views governance as how it makes decisions and provides oversight in order to promote Barclays' success for the long-term benefit of its shareholders having regard to the interests of its other key stakeholders – our clients, customers, colleagues and the communities in which we operate. Effective governance facilitates the delivery of Barclays' Purpose and strategy, particularly in challenging times.

Barclays is a large, diversified organization. The Board is committed, through our governance model, to driving purpose-led decision making and to delivering accountability to our stakeholders. Our Group-wide governance framework has been designed to facilitate the effective management of the Group across its diverse businesses by our Group CEO and his ExCo, while preserving the constructive challenge, support and oversight of the Group's major subsidiary boards in the UK, Ireland and the US, consistent with their respective legal and regulatory responsibilities and in compliance with UK ring-fencing requirements

Barclays has a well-embedded governance structure, subject to continual review and comprising three primary tiers:

- Board level oversight
- Group mandated committees and oversight
- Business level executive management monitoring and oversight

Each of the three tiers has the following responsibilities:

- Board level oversight: The Board's principal duty is to promote the long-term success of Barclays by creating and delivering sustainable shareholder value. It does this by setting strategy and overseeing its implementation by management. While the ultimate focus is long-term growth, the Board seeks to ensure that management strikes an appropriate balance between promoting long-term growth and delivering short-term objectives. In setting and monitoring the execution of strategy, the Board aims to ensure that Barclays maintains an effective system of internal control and an effective risk management and oversight process across Barclays, delivering growth in a controlled and sustainable way
- Group mandated committees and oversight: Oversight for the day- to-day management of the business activities of Barclays is delegated by the BPLC Board to the Barclays Chief Executive. In turn, the Barclays Chief Executive delegates certain powers and authorities, through a series of personal delegations to the Group Executive Committee to assist in the execution of responsibilities

- Business level executive management monitoring and oversight: Business level executive management performs activities in accordance with defined responsibilities. Responsibilities may include oversight of regulatory matters and reviewing the status of actions in response to outstanding external regulatory and audit findings

Management Information Systems

Barclays is committed to investing in management information systems (MIS) and reporting capabilities to ensure a robust catalog of management information around risk, finance, funding and liquidity, regulatory and operations is maintained. MIS includes business-aligned technology and enterprise-wide technology solutions to ensure effective and efficient management, promote standardized processes and procedures across the organization and deliver quality services.

A broad range of critical MIS is utilized by Barclays to provide flexible client and business intelligence reporting, enabling the firm to compete at the highest level in an evolving business and regulatory climate. Key MIS generate multiple reports to support the business and senior management in comprehensively monitoring Barclays' business. Management's use of MIS in strategic decision making effectively mitigates potential risks inherent in its operations and ensures the soundness of Barclays' businesses.

Barclays' 2021 Plan includes the scope, content and frequency of key financial, operational and risk management internal reports utilized in BAU for Barclays' Material Entities and Core Business Lines. Upon commencement of insolvency or resolution proceedings, pertinent management reports and access to information systems will be made available to regulatory authorities and consultants with bankruptcy expertise.

Barclays' Compliance, Finance, Treasury, Risk, Operations, Front Office, Technology and Legal functions utilize key MIS and applications as part of BAU operations for risk management, accounting, financial and regulatory reporting for its Material Entities. Applications are provided through three key sources:

- In-House Applications: Applications developed (i.e., software code written) within Barclays. These are referred to as Barclays' internal applications
- Standard Third-Party Applications: Applications licensed from a third party that have not been customized to meet Barclays' requirements beyond basic configurations required for installation and integration. Such applications are licensed to Barclays' entities and are subject to contractual terms with the licensor

27. Board is defined as the Barclays PLC Board of Directors.

- Customized Third-Party Applications: Third-party applications that have been customized to meet Barclays' requirements

The Plan provides detailed information regarding capabilities of Barclays' MIS to collect, maintain and report information in a timely manner for its Material Entities. Policies and minimum standards apply for MIS required for business operations in order to ensure consistency in planning and implementation in a managed and secure manner.

Key MIS provides:

- Risk: Reporting capabilities across all Barclays' risk types, including the production of key market risk indicators (VaR), counterparty credit risk accounting and exposures such as credit valuation adjustments and specialized risk capabilities for other product segments, creditworthiness of clients and trading partners and overall credit exposures, and other metrics on utilizations, limits and trends across all principal risk types
- Finance: Support of product control, financial control, and regulatory reporting, as well as shared data information, including the production of profit and loss statements and the general ledger
- Treasury and liquidity: Liquidity, funding, and capital sizing and allocation processes, including early warning indicators, stress testing results and a wide range of funding reporting
- Procurement: Global procurement information, including contracts and vendors
- IB business reporting and operations: Risk platforms that produce consistent and aggregated snapshots of valuations, risk and profit and loss at regular intervals throughout the day and at end-of-day, including valuation and pricing services, trade booking, straight-through-processing, lifecycle management, corporate action processing and downstream settlements for all cash and derivative products
- Compliance: Risks arising from compliance with regulations, including anti-money laundering, sanctions, surveillance and case management tools
- Legal: Processes include client onboarding, document negotiation and document management .

Glossary of Key Terms

Term	Definition
2020 Guidance	Guidance for Resolution Plan Submissions of Certain Foreign-Based Covered Companies
2020 Plan	Barclays' 2020 US Limited Resolution Plan
2021 Plan	Barclays' 2021 US Targeted Resolution Plan
Agencies	Collectively the Federal Reserve Board of Governors and the Federal Deposit Insurance Corporation
AMR	Asset Maintenance Ratio
BAU	Business as Usual
BBDE	Barclays Bank Delaware
BBPLC	Barclays Bank PLC
BCI	Barclays Capital Inc
BGUS	Barclays Group US Inc
BGSC	Barclays Group Service Center
BHC Act	Banking Act of 1978, the Bank Holding Company Act of 1956
BIA	Barclays Internal Audit
BNY Mellon	Bank of New York Mellon
BoE	Bank of England
BPLC	Barclays PLC
BSC	Barclays Services Corporation
BSLLC	Barclays Services LLC
BUSHL	Barclays US Holdings Limited
BUSLLC	Barclays US LLC
BX	Barclays Execution Services
BXSL	Barclays Execution Services Limited
CAO	Chief Administrative Officer
CBL	Core Business Line
CCAR	Capital Analysis and Review
CCB	Capital Conservation Buffer
CCyB	Countercyclical Buffer
CD	Certificates of Deposit
CET1	Common Equity Tier 1
CFP	Contingency Funding Plan
CFPB	Consumer Financial Protection Bureau
CFTC	Commodity Futures Trading Commission
CHIPS	Clearing House Interbank Payments System
CME	Chicago Mercantile Exchange

Term	Definition
CRES	Corporate Real Estate
CUSIP	Committee on Uniform Securities Identification Procedures
CUSO	Combined US Operations – Collectively as the US Intermediate Holding Company (IHC), its IHC subsidiaries and US Branches of BBPLC
DCM	Designated Contract Market
DCO	Derivatives Clearing Organization
DFAST	Dodd-Frank Act Stress Test
DMA	Direct Market Access
Dodd-Frank Act	Dodd-Frank Wall Street Reform and Consumer Protection Act
DTC	Depository Trust Company
DTCC	Depository Trust and Clearing Corporation
EBA	European Banking Authority
eLTD	Eligible Long-Term Debt
EU	European Union
EWIs	Early Warning Indicators
FBO	Foreign Banking Organization
FCA	Financial Conduct Authority
FCM	Futures Commission Merchant
FDIC	Federal Deposit Insurance Corporation
Fedwire	Fedwire Funds Service
FICC	Fixed Income, Commodities and Currencies
Final Rule	12 CFR Parts 243 and 381, Resolution Plans Required, issued by the Agencies and effective November 30, 2011
FHC	Financial Holding Company
FINRA	Financial Industry Regulatory Authority
FMU	Financial Market Utility
FRB	Federal Reserve Board of Governors
FSB	Financial Stability Board
Group RRP	Group Recovery and Resolution Planning
G-SIB	Globally Systemically Important Bank
G-SII	Globally Systemically Important Institution
GTIS	Global Technology and Infrastructure
HR	Human Resources
IDI	Insured Depository Institution
IFRS	International Financial Reporting Standards

Term	Definition
IGA	Intra-Group Agreement
IHC	Intermediate Holding Company
ILAAPs	Internal Liquidity Adequacy Assessment Processes
IR	Investor Relations
ISDA	International Swaps and Derivatives Association
IT	Information Technology
IVU	Independent Validation Unit
LCR	Liquidity Coverage Ratio
IOSCO	International Organization of Securities Commissions
LRA	Liquidity Risk Appetite
MFD	Material Financial Distress
MIS	Management Information Systems
MOL	Minimum Operating Liquidity
MREL	Minimum Requirement for Own Funds and Eligible Liabilities
NC	Net Capital
NSSC	National Securities Clearing Corporation
NSFR	Net Stable Funding Ratio
NYBR	Barclays Bank PLC New York Branch
NYSDFS	New York State Department of Financial Services
OCC	Options Clearing Corporation
OCIR	Operational Continuity in Resolution
OTC	Over the Counter
PCS	Payment, Clearing and Settlement
PDS	Prime Derivative Services
PFN	Peak Funding Need
PONV	Point of Non-Viability
PRA	Prudential Regulation Authority
QA	Quantitative Analytics
QFC	Qualified Financial Contract

Term	Definition
RCEN	Resolution Capital Execution Need
Regulation YY	12 CFR Part 252, Regulation YY, Enhanced Prudential Standards for Bank Holding Companies and Foreign Banking Organizations, Final Rule, effective June 1, 2014
RLEN	Resolution Liquidity Execution Need
RWAs	Risk Weighted Assets
Section 165(d)	12 CFR Parts 243 and 381, Resolution Plans Required, issued by the Agencies and effective November 11, 2011 and updated on December 31, 2019.
SEC	Securities and Exchange Commission
SFTs	Secured Financing Transactions
SOS	Shared and Outsourced Services
SPOE	Single Point of Entry
SRO	Self-Regulatory Organizations
SSA	Secured Support Agreement
TLAC	Total Loss-Absorbing Capacity
TLAC Final Rule	12 CFR Part 252, Subpart P
TNC	Tentative Net Capital
UK	United Kingdom
US	United States
US ExCo	US Executive Committee
US LER	US Legal Entity Rationalization
US Operations	Collectively as the US Intermediate Holding Company (IHC), its IHC subsidiaries and US Branches of BBPLC
US RE1	US Real Estate Holdings No. 1 Limited
US RE2	US Real Estate Holdings No. 2 Limited
US RE3	US Real Estate Holdings No. 3 Limited
US RRP	US Recovery and Resolution Planning function
USD	US Dollar
VaR	Value at Risk

