

RODER INVESTMENTS NO. 1 LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2019

Business review and principal activities

The principal activity of the Company is to act as an investment company. No significant change in this activity is envisaged in the foreseeable future. The Directors continue to monitor the performance of the Company's underlying investments, including any unrealised gains that have not yet been recognised.

Business performance

The results of the Company show a loss after tax of £214,346,270 (2018: loss of £275,390,249) for the year. The Company has net liabilities of £734,970,813 (31 December 2018: £539,643,904) as at 31 December 2019. Net cash inflow from operating activities for 2019 was £260,279,835 (2018: £118,996,668).

In the current year, the underlying businesses owned by Barclays Luxembourg Holdings SSC have continued to perform well. Profits made by these companies have not all been repatriated by dividend, and as such the Company has shown an accounting loss for the year. The Directors review the performance alongside the unrealised movement in the value of the Company's investments and, through this lens, the Directors are satisfied with the overall performance of the Company.

Future outlook

The Directors believe that the Company can continue to derive value from its investments through the coming years. The Company continues to be exposed to volatility arising from the accounting mismatch between assets and liabilities.

No significant change in the principal activity is envisaged in the foreseeable future.

Principal risks & uncertainties

From the perspective of the Company, the principal risks and uncertainties are integrated with the principal risks of the Barclays PLC group and are not managed separately. Accordingly, the principal risks and uncertainties of Barclays PLC, which include those of the Company, are discussed in the Barclays PLC 2019 Annual Report which does not form part of this report.

Key performance indicators

The Directors of Barclays PLC manage the group's operations on a business cluster basis. For this reason, the Company's Directors believe that analysis using key performance indicators for the Company is not necessary or appropriate for an understanding of the development, performance or position of the business of the Company. The development, performance and position of the relevant business cluster, which includes the Company, is discussed in the Barclays PLC 2019 Annual Report, which does not form part of this report.

Section 172(1) statement

The Directors have acted in a way that they considered, in good faith, to be most likely to promote the success of Roder Investments No. 1 Limited (the 'Company') for the benefit of its sole member, and in doing so had regard, amongst other matters, to:

- the likely consequences of any decision in the long term;
- to the extent the Company has employees, the interests of the Company's employees;
- the need to foster the Company's business relationships with suppliers, customers and others;
- the impact of the Company's operations on the community and the environment;
- the desirability of the Company's maintaining a reputation for high standards of business conduct;
- and to act fairly between members of the Company.

The Directors also took into account the views and interests of a wider set of stakeholders, including our regulator, the Government, and non-government organisations.

RODER INVESTMENTS NO. 1 LIMITED

STRATEGIC REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

Considering this broad range of interests is an important part of the way the Board makes decisions; however, in balancing those different perspectives it won't always be possible to deliver everyone's desired outcome.

How does the board engage with stakeholders?

The Board will sometimes engage directly with certain stakeholders on certain issues, but the size and distribution of our stakeholders and of Barclays means that stakeholder engagement often takes place at an operational level.

In addition, to ensure a more efficient and effective approach, certain stakeholder engagement is led at Barclays group level, in particular where matters are of group-wide significance or have the potential to impact the reputation of the Barclays group.

The Board considers and discusses information from across the organisation to help it understand the impact of Barclays' operations, and the interests and views of our key stakeholders. It also reviews strategy, financial and operational performance, as well as information covering areas such as key risks, and legal and regulatory compliance. This information is provided to the board through reports sent in advance of each board meeting, and through in-person presentations.

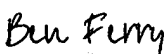
As a result of these activities, the board has an overview of engagement with stakeholders, and other relevant factors, which enables the directors to comply with their legal duty under section 172 of the Companies Act 2006.

The purpose of Roder Investments No. 1 Limited is to act as an investment company. Due to the nature of the Company, no decisions were made by the Directors during the reporting period which required them to have regard to the matters set out in section 172 of the Companies Act 2006.

This report was approved by the board on 18/9/2020

and signed on its behalf.

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Director

Date: 18/9/2020

Registered number: 08331391

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