

**Barclays Marlist Limited**  
**Directors' Report**  
**For the year ended 31 December 2019**

**Statement of disclosure of information to auditor**

So far as the Directors are aware, there is no relevant audit information of which the Company's auditor is unaware. The Directors have taken all the steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

**FOR AND ON BEHALF OF THE BOARD**

DocuSigned by:

*Steve Bolton*

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**Director**

Date: 6 October 2020

Company number: 6573540

**Barclays Marlist Limited**  
**Strategic Report**  
**For the year ended 31 December 2019**

**Review and principal activities**

The principal activity of the Company was to provide a non-executive director & invest in Motability Operations Group PLC with the return being in the form of fee income and fixed dividend on preference shares respectively. The Company has transferred this investment to Sustainable Impact Capital Limited in April'20 and hence the company would not be a going concern entity in future.

**Business performance**

The results of the Company show a profit before tax of £291,000 (2018: £291,000) and a profit after tax of £236,000 (2018: £236,000) for the year. The Company has net assets of £2,606,000 (2018: £2,370,000). Net cash inflow from operating activities for 2019 is Nil (2018: Nil).

**Future outlook**

The Directors have passed a resolution as a part of internal reorganisation to transfer the investments in Motability Operations Group PLC to Sustainable Impact Capital Limited (SICL, a subsidiary of BPLC) in April'20 and hence the company would cease to be a going concern entity in future. The assets and liabilities of the company have been transferred at fair value on 21<sup>st</sup> July 2020 and there has not been any gain or loss to the company. Post transfer of investments to SICL the entity will be liquidated. The management is yet to pass a resolution for liquidation.

**Principal risks and 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 Barclays Marlist 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;
- 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. You can find out more about who are key stakeholders are, how management engaged with them, the key issues raised and actions taken on pages 15 to 15 of the Barclays PLC Annual Report 2019 which is incorporated by reference into this statement.