



About this report

Welcome to the 2019 Barclays Country Snapshot

We are publishing this annual report for the seventh year running. It contains an overview of our tax contribution country by country as well as our broader approach to tax including our UK tax strategy.

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2019 highlights

Barclays continues to make substantial tax payments across the jurisdictions in which we operate. In 2019, as in the previous six years, we were one of the top four largest UK taxpayers and we have paid over £14.8bn of taxes in the UK over the last 10 years.

Barclays continues to make substantial tax payments across the jurisdictions in which we operate, both in terms of taxes we pay, which represent a cost to us (hereafter referred to as 'taxes paid') and taxes collected, which are those we administer on behalf of governments and collect from others as we do business.

In 2019, PwC conducted their most recent Total Tax Contribution survey of The One Hundred Group (100 Group) which represents members of the FTSE 100 along with several large UK private companies. This survey ranked Barclays as the fourth largest UK taxpayer, in terms of taxes paid. We have been ranked as one of the top four largest UK taxpayers in each of the last six years.

Our efforts to increase our transparency

Transparency remains high on our agenda and tax continues to be an important issue for our stakeholders.

We believe that it is important for our investors, customers and clients, regulators, tax authorities and other stakeholders to understand our approach to tax and our tax contribution in the countries in which we operate.

We have further enhanced our 2019 Barclays Country Snapshot which demonstrates our continuing commitment to tax transparency and reflects our leading position in this area.

We have been ranked as one of the top four largest UK taxpayers in each of the last six years.



UK

Rank by UK tax paid

No.4

Global

Our key 2019 figures are shown below

Total taxes paid by Barclays

£1,797m

Total taxes collected by Barclays

£2,748m

Total tax contribution

£4,545m

Profit before tax

£4,357m

Number of countries that Barclays operates in

41

Average number of employees globally

82,745

About Barclays

Barclays is a British universal bank. We are 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 business model

At Barclays, we operate via two clearly defined business divisions – Barclays UK and Barclays International, supported by our service company, Barclays Execution Services.

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

Barclays International consists of the Corporate and Investment Bank and international Consumer, Cards & Payments businesses.

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

Responding to change in the regulatory and commercial environment

We have transformed Barclays over the last four years, responding to changes in the regulatory and commercial environment, and to the changing needs of our customers and clients.

Completion of our restructuring

In 2018, we successfully concluded our restructuring which saw us rundown our Non-Core businesses, sell-down Barclays Africa and complete the structural reform programme, sometimes referred to from a UK perspective as 'ring fencing'. These combined actions have significantly contributed to the simplification of the Barclays Group, laying the foundations for Barclays to drive sustainable returns in its businesses.

We successfully established Barclays Bank UK PLC, the UK's first ring-fenced bank, in April 2018, nine months ahead of the regulatory deadline of 1 January 2019. Barclays' UK banking business, largely comprising of Personal Banking, Barclaycard Consumer UK and Business Banking, was transferred from Barclays Bank PLC to Barclays Bank UK PLC. The corresponding products and services including current and savings accounts, consumer lending, credit cards, investment products and services, and business banking solutions, were also transferred.

Our preparation for Brexit

We are fully committed to continuing to serve our customers in the European Union (EU) and preserve market access for those customers following the departure of the UK from the EU.

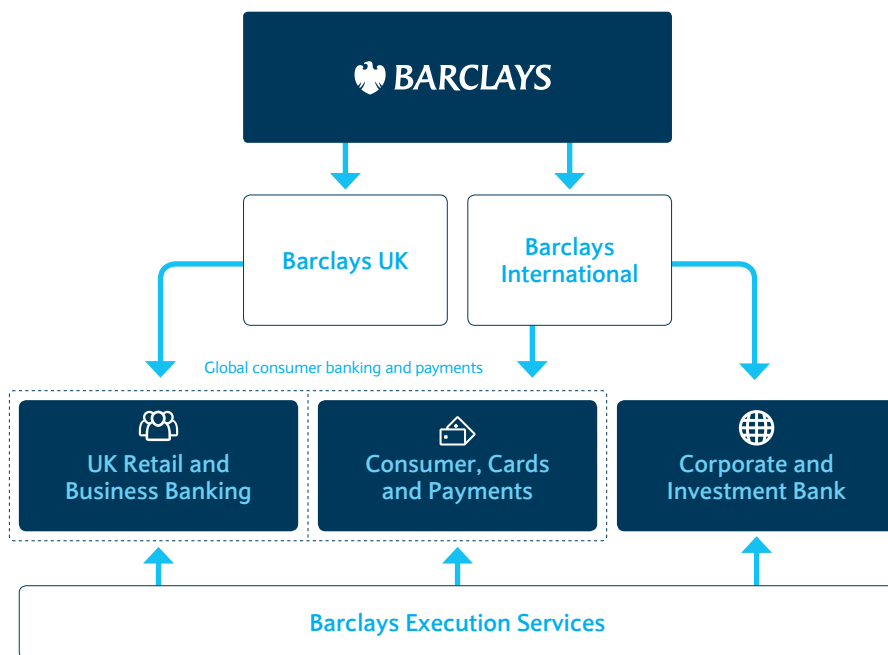
Our preparations for Brexit centre on expanding Barclays Bank Ireland PLC (BBI), our existing banking subsidiary in Ireland, where we have operated for almost 40 years. Following the transfer of Barclays Bank PLC's continental European branches in France, Germany, Italy, Portugal, Spain, Sweden and the Netherlands to BBI between December 2018 and March 2019, BBI currently operates as a diversified Corporate, Investment and Private Bank servicing our European clients, with a consumer cards business in Germany.

In 2019, BBI also opened a new European office in Luxembourg which will offer clients a range of banking products, including cash management, debt, foreign exchange and trade finance facilities.

Implementing our strategy

Barclays is a British universal bank with a diversified and connected portfolio of businesses, serving retail and wholesale customers and clients globally.

We will continue to operate principally through Barclays Bank UK PLC and Barclays Bank PLC and its subsidiaries (including BBI). Both operate alongside, but independently from one another as part of the Barclays Group under the listed parent company, Barclays PLC.



Barclays UK is our UK ring-fenced bank, comprised largely of our UK Personal & Business Banking and Barclaycard Consumer UK businesses. Barclays International consists of the Corporate and Investment Bank (CIB) and international Consumer, Cards & Payments (CC&P) businesses. Barclays Execution Services (BX) is the Group-wide service company providing technology, operations and functional services to businesses across the Group.

In March 2019 Barclays announced certain leadership changes, including the appointment of a new Group Head of Consumer Banking & Payments – whose role is to oversee the execution of plans for the Group's consumer banking and cards and payments businesses in the UK and internationally.

Barclays' contribution

Our wider contribution

Barclays contributes in many ways to the jurisdictions in which we operate. This report concentrates on our tax contribution which is just one element of our overall contribution. We look here at some of the other ways in which we contribute as well as giving a summary of our contribution to taxes globally.

Economy

At Barclays, we are proud of our substantial tax contribution and we are also a major investor, employer and purchaser of goods and services. In addition, we generate economic activity by supporting individuals and businesses from Small and Medium-sized Enterprises (SMEs) to larger corporates.

In 2019, Barclays announced a £14bn UK-wide lending fund to help SMEs to succeed and flourish through Brexit and beyond. Barclays also launched a nationwide programme of over 100 specialist 'Brexit Clinics' to help British businesses navigate the uncertainty surrounding the UK's withdrawal from the EU.



More information on our economic activity can be found in our 2019 Annual Report.

Employment

Barclays generates and supports employment across all of the jurisdictions in which we operate. Globally, Barclays employed an average of 82,745 full-time employees during 2019.

In addition to our role as a leading employer in the UK, we aim to up-skill 10 million people over the next five years to support all generations through our LifeSkills programme across the whole of the UK. We also aim to place 250,000 people into work through our Connect with Work partnerships across the UK, USA and Asia by 2022.

Environment

Barclays is committed to supporting our clients in the transition to a low carbon economy, and is doing so in three broad areas:

- Climate change mitigation investment – decarbonising operating models, from supply chain through to production.
- Climate change adaptation investment – responding to physical risks presented by climate change-related extreme weather.
- Strategic diversification and pivoting business models – advising clients on transactions and strategies to reposition their businesses and maintain competitiveness.



More information on these commitments can be found in the Barclays Energy and Climate Change Statement, and on our activity to meet these commitments at home.barclays/esg

Our global tax contribution

This section of the report looks at both taxes paid and taxes collected.

Taxes paid

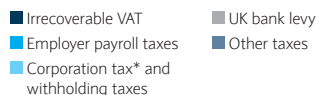
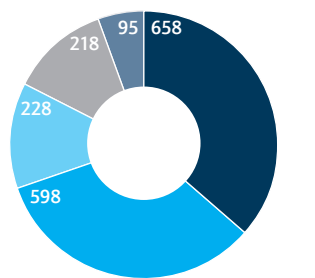
Taxes paid are those that represent a cost to us.

This amount includes:

- Irrecoverable VAT
- Employer payroll taxes
- Corporation tax*, including UK banking profits surcharge
- Withholding taxes.
- UK bank levy

Taxes paid globally of

£1,797m



* In 2019, we received a large refund of overpaid corporation tax in the US which exceeded the total corporation tax paid in other jurisdictions.

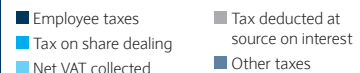
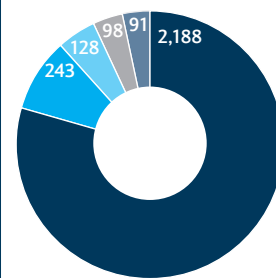
Taxes collected

Taxes collected are those that we administer on behalf of governments and collect from others as we do business. This amount includes:

- Taxes collected on employee salaries
- Tax on share dealing
- Net VAT collected (VAT charged on sales less recoverable VAT on purchases)
- Tax deducted at source on interest paid.

Taxes collected globally of

£2,748m



Total taxes

Our total tax contribution in 2019 was £4,545m which includes both taxes paid and taxes collected on behalf of governments.

Total tax contribution £4,545m

Taxes paid £1,797m

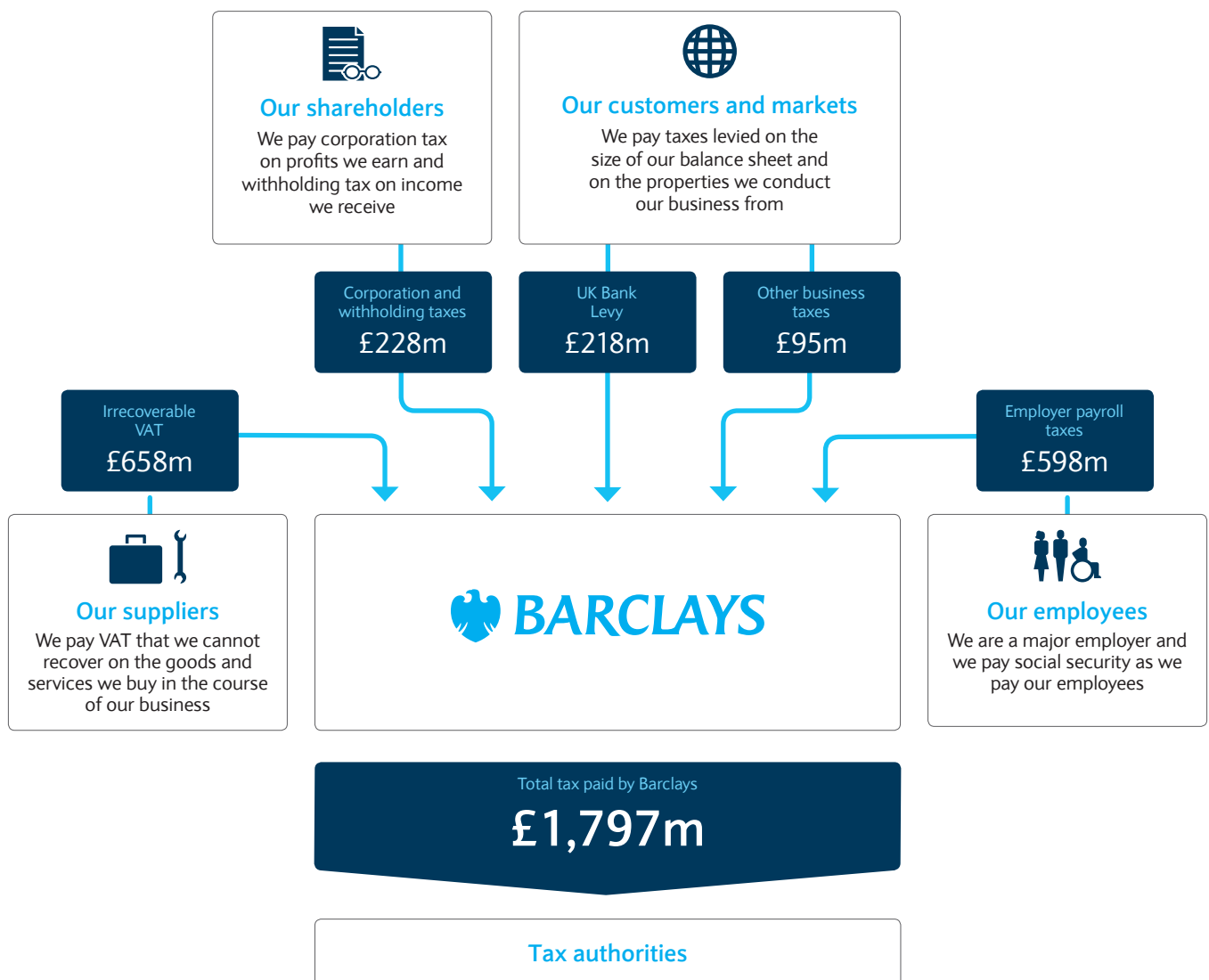
Taxes collected £2,748m

The remainder of this report focuses on taxes paid

The taxes we pay as we do business

The diagram below shows how the taxes we pay arise as we do business.

- Unlike most other businesses, banks can only claim back a small proportion of the VAT that they incur, making this a significant cost to our business when we buy goods and services from our suppliers.
- As a major employer, our staff costs include social security, such as national insurance contributions that we pay as an employer to HM Revenue & Customs (HMRC), in respect of the salaries we pay our employees.
- Bank levy is paid to the UK government based on our global consolidated balance sheet.
- When our business generates profits, we pay corporation tax.
- Withholding taxes are paid on some income we receive. We incur withholding tax principally on dividends received on shares we hold as part of the equities business that Barclays International undertakes with its clients. Where we are unable to credit that tax against our corporation tax, this is a cost to our business.
- We also pay other taxes such as business rates on our network of high street branches in the UK and property taxes in the US and Canada.
- Taxes collected have been excluded from the amounts presented here.



Taxes by region

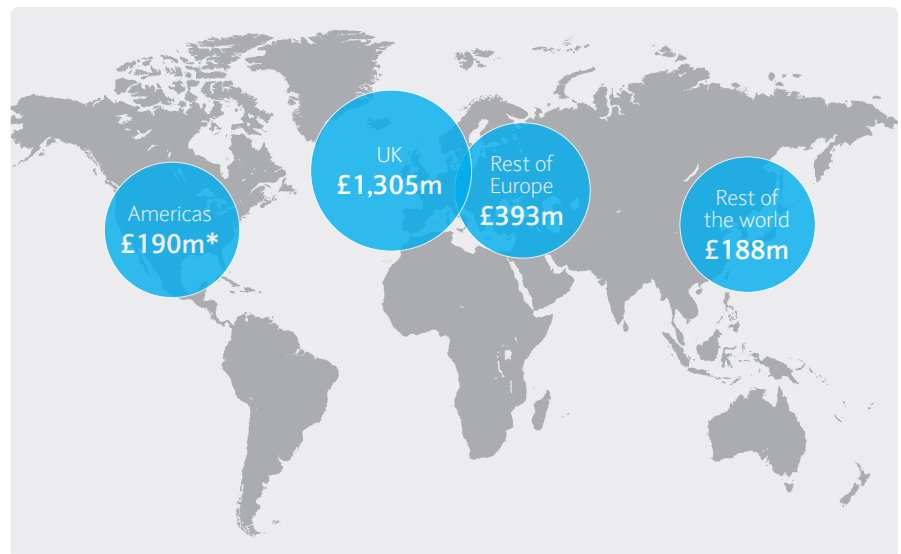
This section shows the total taxes paid by region in 2019.

In 2019, Barclays paid £1,797m of tax globally, of which £1,305m was paid in the UK. This significant contribution to the UK economy reflects the fact that we are a UK-headquartered bank and that the UK is the main base of our global operations.

A large amount of the taxes we pay are specific to the UK banking sector. For example, we pay bank levy to the UK government based on the value of the liabilities on our global consolidated balance sheet.

An additional sector specific tax is the UK banking profits surcharge (an additional 8% tax on top of the standard UK corporation tax rate), which means that UK banks pay tax at 27% on banking profits compared to the standard UK corporation tax rate of 19%.

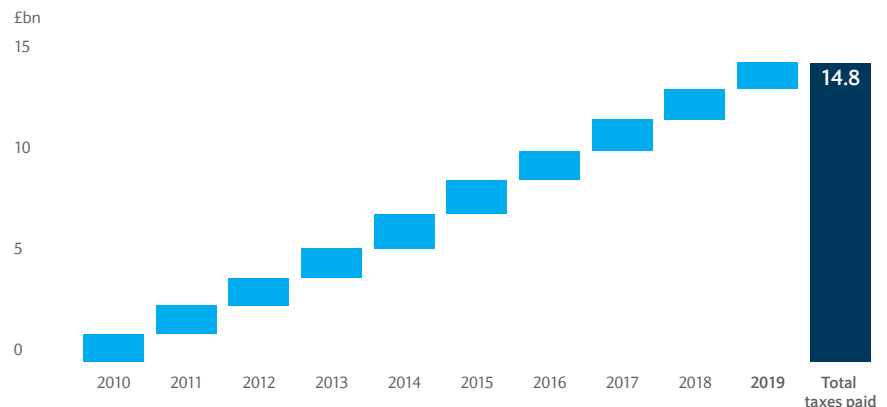
Total taxes paid by region in 2019



* Excludes a refund of federal and state corporate income tax of £279m in the US relating mainly to 2009 following the conclusion of routine tax audits into prior years.

Total UK taxes paid for 2010-2019

£14.8bn



In 2019, Barclays paid £1,797m of tax globally, of which £1,305m was paid in the UK.

Over the last 10 years, Barclays has paid over £14.8bn of taxes in the UK.

Our approach to tax

Our purpose is ‘Creating opportunities to rise’. Because when our customers, clients, colleagues and society rise, Barclays rises too.

Our purpose and values are central to Barclays. They drive everything we say and do. They are fundamental to the relationships we build with our colleagues, customers, clients and stakeholders and have been part of our DNA for over 325 years.

The Barclays Code of Conduct, called The Barclays Way, outlines the values and behaviours which govern our way of working across our business globally. It constitutes a reference point covering all aspects of colleagues’ working relationships with customers and clients, governments and regulators, business partners, suppliers, competitors, other Barclays’ employees and the broader community. The objective is to define the way we think, work and act at Barclays to ensure we deliver against our purpose of ‘Creating opportunities to rise’.

Our key objectives

Our approach to tax is rooted in our overall purpose and values and has three core objectives:

- responsible approach to tax.
- effective interaction with tax authorities.
- transparency in relation to our tax affairs.

Our approach to tax is built around ensuring we meet these objectives.

We expand on the key elements of our approach on the following pages.



Our approach to tax

Our tax principles

We have set out and published clear tax principles that govern our approach to tax planning. Our tax planning must:

- support genuine commercial activity
- comply with generally accepted custom and practice, in addition to the law and the UK Code of Practice on Taxation for Banks
- be of a type that the tax authorities would expect
- only take place with customers and clients sophisticated enough to assess its risks
- be consistent with, and be seen to be consistent with, our purpose and values.

Our tax principles are central to our approach to tax planning for ourselves or on behalf of our clients. Since their introduction in 2013, we believe our tax principles have been a very valuable addition to the way we manage tax, ensuring that we take into account all of our stakeholders when making decisions related to our tax affairs. The same applies to our tax code of conduct which is discussed further on page 8.

Our clients

Our tax principles make it very clear that all tax planning for our clients must support genuine commercial activity. While our clients are ultimately responsible for any decisions in relation to their tax affairs, we, like other banks, do provide some tax related products to our clients. These products are well-understood by tax authorities and often deliver tax incentives specifically intended by governments.

Conversely, for example, we would not provide non-standard loan funding to a client, where the funding is integral to the client's tax planning, if the tax planning does not comply with the spirit, as well as the letter, of the law.

Our business

Tax influences decisions about how we run and organise our business and about where we base our operations. Making these decisions is an integral part of running a global commercial organisation. When tax is a factor in deciding where or how we do business, we ensure that decisions made are consistent with our tax principles and that profits are taxed in the locations in which the economic activity generating them takes place.

Dealings between companies within the Barclays Group are priced on an arm's-length basis which reflects the economic substance of the transactions. This is in accordance with established international standards and local tax laws of the countries that we operate in, all of which are equally important to us. Arrangements that artificially transfer profits into a low tax jurisdiction would not be compliant with our tax principles and we do not therefore enter into such arrangements.

Our tax principles make it very clear that all tax planning for our clients must support genuine commercial activity.



Our approach to tax

Low tax territories

We have business operations in a number of jurisdictions which have low tax rates, principally in the Isle of Man, Jersey and Guernsey, where for many years we have been a significant local employer.

However, we do not market the tax benefits of these locations to our clients. Where a client chooses to invest via these locations, Barclays will only provide the client with services that are compliant with our tax principles.

We have also historically incorporated companies under the laws of other low tax jurisdictions, particularly the Cayman Islands, because the local company law makes it simple and cost effective to set up and manage companies. All of the profits generated in these companies are subject to corporation tax at a rate at least equal to the UK corporation tax rate.

Our tax code of conduct and 'no surprises' approach

Our tax department comprises in-house professionals from a combination of tax, legal and accounting backgrounds. The majority of our tax team is based in London and New York. We also have tax professionals based in other key jurisdictions. Our tax professionals are subject to clear standards to ensure that they uphold our tax principles and follow our tax code of conduct. The tax department works closely with the businesses and other functions such as Human Resources and Finance, ensuring that our approach to tax is consistently applied throughout the organisation.

Our tax code of conduct is an integral part of how we operate:

- all tax planning is subject to a robust review and approval process
- our approach to taxation is clearly explained and publicly available, and our tax reporting is transparent and helpful to stakeholders
- our dealings with tax authorities are handled proactively, constructively and transparently, recognising that early resolution of our tax affairs is in everyone's interest, and we respond to feedback from tax authorities
- any litigation necessary to resolve a difference of opinion will be handled in a way that is consistent with our values.

When we have a new product or transaction, we ensure that the tax treatment is well-understood and the tax obligations are properly managed. Where necessary, we consult with external advisers to help us manage our tax position and to ensure that we are making appropriate decisions. We also consult with external advisers to help us understand the implications of new or proposed tax law.

Our aim is to take a 'no surprises' approach to our interactions with tax authorities by demonstrating the following behaviours in our dealings with them:

- we aim to have professional and constructive relationships with tax authorities
- we make our tax returns as clear as possible and we try to raise important issues proactively and in real time so that tax authorities can focus their resources effectively
- we aim to be co-operative and helpful when dealing with enquiries raised by tax authorities
- from time to time, if it is unclear how tax law should be applied, we may engage with tax authorities to confirm the correct application of tax law.



Our approach to tax

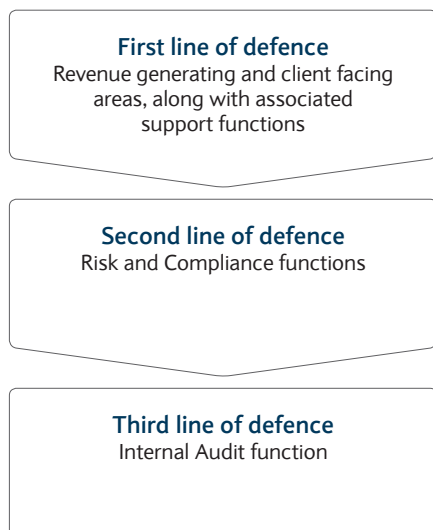
Our governance and risk management

Tax is a complex area and, consequently, we understand the importance of having strong governance in place in relation to our tax affairs.

Barclays has been defined by the Financial Stability Board, in conjunction with other regulatory bodies, as a Globally Systemically Important Bank and this means that our firm-wide risk and governance procedures are subject to continuous review and scrutiny. Our procedures are also regularly reviewed and revised in light of factors such as material changes to our business.

At Barclays, risks are identified and managed through our Enterprise Risk Management Framework (ERMF), which forms the basis of our approach to effective risk management and creating a strong risk culture.

Under the ERMF, we operate a 'Three Lines of Defence' model for managing risk as follows:



Tax risk is no exception and is managed in accordance with the 'Three Lines of Defence' model. We consider there to be three different categories of tax risk as set out below:

- **Technical tax risk:** Tax law is a continually evolving area. It is possible that the tax authorities may take a differing view or dispute our interpretation of tax law in a way that affects the tax treatment of a specific product or transaction filed in a tax return. It is also possible that the interpretation of tax law or generally accepted custom or practice may change over time.
- **Operational tax risk:** The risk of unexpected financial cost, for example, additional tax payments, interest or penalties arising from inadequate or failed processes or systems or human errors resulting in the filing of incorrect tax returns, the late filing of tax returns or the late payment of taxes.
- **Stakeholder perception risk:** The risk that an action or decision we take will reduce the trust in our integrity and competence by tax authorities, our regulators, investors or the public, leading to potential financial loss and reputational damage.

In the management of tax risk at Barclays, the Barclays tax department is part of the 'First Line of Defence'. Our tax department identifies and manages tax risk by developing appropriate policies, standards and controls to apply across our organisation. The 'Second Line of Defence' is carried out by our Risk and Compliance functions whose role is to perform independent review and challenge of the risk management activities of the 'First Line of Defence', including the Barclays tax department. The 'Third Line of Defence' is the Barclays Internal Audit function which provides independent assurance to the Board and executive management over the effectiveness of governance, risk management and control including our management of tax risk.

We have formal procedures around the governance of tax matters and tax risk that must be adhered to by all employees.

Our Board oversees tax matters and tax risk and carries this out through our Board Audit Committee. The Board Audit Committee reviewed and approved our UK Tax Strategy which can be found on page 12.



Our approach to tax

Our engagement

Tax has become more high profile in recent years with a wider range of stakeholders interested in how much tax is paid and where that tax is paid. We believe that it is important to be transparent in the disclosure of our tax affairs. This report contributes to that transparency, as do our Annual Report and other publications, and we believe this is an important step in ensuring that the way we manage our tax affairs is explained clearly and is easy to understand.

Barclays engages with governments, tax authorities, non-governmental organisations and industry groups, through public consultations and other discussions, as part of our commitment to assisting with the development of tax policy and the improvement of tax systems, and our commitment to maintain transparency with these stakeholders.

Examples of our commitment to some of the key global tax transparency and information sharing initiatives are set out on page 11.

Our view on tax evasion

Tax evasion is the deliberate and illegal non-payment, or underpayment, of any tax and often involves concealing income or assets from tax authorities. Tax evasion is a crime in the UK and in other countries where we operate. Barclays is committed to only dealing with customers or client assets that have been appropriately declared to the relevant tax authority.

Barclays plays a full role in global efforts to combat tax evasion and has worked alongside governments and international organisations, such as the Organisation for Economic Co-operation and Development (OECD), to support their efforts to combat tax evasion.

In the UK, Barclays is an active member of the Joint Money Laundering Intelligence Taskforce (JMLIT), a public-private partnership between law enforcement agencies and the financial sector to share and analyse real time intelligence about money laundering (including tax evasion) risks.

Barclays is subject to the provisions of the UK Criminal Finances Act 2017 which introduced a corporate criminal offence of failing to prevent the criminal facilitation of tax evasion in relation to UK and foreign taxes. We do not engage in tax evasion and do not provide products or services with the aim of facilitating tax evasion by others. We also take a zero tolerance approach to any person acting for us or on our behalf who helps customers evade tax in any country.

The measures we have in place to prevent this include:

- training designed for all staff on tax evasion and tax evasion facilitation
- enhanced due diligence procedures for higher risk customers and third parties
- specific tax evasion 'red flags' to help staff identify potential tax evasion and tax evasion facilitation cases
- assessment and oversight of tax evasion and tax evasion facilitation risk managed through our financial crime risk management framework and related governance.



Our approach to tax

Transparency and information sharing

Public debate is increasingly focused on the tax policies of companies as well as the amount of tax they pay. Expectations of the level of tax information provided by multinational companies have increased and there is a greater degree of disclosure required by companies in order to maintain public trust.

We are fully committed to being a leader in tax transparency, and to supporting and complying with global initiatives to improve tax transparency and protect the integrity of tax systems. Examples of our commitment to some of the key global tax transparency and information sharing initiatives are provided in the diagram below.

Our commitment

Fairness

Our support for a fair and transparent tax system

- Increased public interest in the integrity of tax regimes globally and improving tax systems has been a priority of governments across the globe and this has led to initiatives such as the OECD's Base Erosion and Profit Shifting (BEPS) project.
- One of the aims of the BEPS project is to ensure that the international tax system operates to tax profits where the associated economic activity takes place.
- We support the aims of BEPS which encourages tax regimes to develop in ways that make the global tax system fairer and more transparent.
- In 2019, as part of the ongoing work on BEPS, the OECD published a number of consultation documents setting out its proposals on the taxation of multinational enterprises in the digital economy. The proposals are split into two pillars: 'Pillar One' addresses the allocation of taxing rights between jurisdictions while 'Pillar Two' (also referred to as the global anti-base erosion, or GloBE, proposal) focuses on further measures to prevent tax avoidance.
- We recognise the tax challenges of the digital economy and support the OECD's objective of creating a transparent and sustainable international tax system that is better suited for highly-digitised business models.

Transparency

Our commitment to tax transparency

- Action 13 of the BEPS project significantly increased transparency standards for multinational taxpayers by introducing new requirements for transfer pricing documentation and Country by Country Reporting (CbCR).
- In addition to complying with CbCR and the new transfer pricing documentation requirements, we are fully committed to maintaining enhanced tax disclosures as demonstrated by the voluntary disclosures within this report.
- The sixth version of the EU Directive on Administrative Cooperation (commonly known as DAC6) aims to provide tax authorities in EU member states with additional information in order to assist them in tackling harmful tax practices. DAC6 imposes a mandatory reporting requirement on certain participants in cross-border arrangements that meet prescribed 'hallmarks' to disclose details of the arrangements to tax authorities.
- We have strong governance procedures in place across our businesses to identify any arrangements potentially meeting these hallmarks and will comply in full with the requirement to report in-scope arrangements to relevant tax authorities on a timely basis.

Sharing

Our commitment to information sharing

- The Common Reporting Standard (CRS) is a global reporting standard requiring information relating to customers to be collated and provided to tax authorities which share this information with one another, reducing the scope for companies and individuals to evade tax.
- The Foreign Account Tax Compliance Act (FATCA) is an international standard for the automatic exchange of information relating to US persons.
- We support the aims of CRS and FATCA and have complied fully with all of our 2019 information reporting obligations.
- Making Tax Digital (MTD) is a key part of the UK government's plans to make it easier for individuals and businesses to get their tax right and keep on top of their affairs. At Barclays, we play a key role in helping the MTD initiative to be a success because we provide a large amount of information to HMRC such as interest earned by our customers on savings accounts as well as details of remuneration paid as an employer.

Our approach to tax in the UK

Our UK tax strategy for 2019 is set out below, as required under paragraph 16(2) of Schedule 19 of the Finance Act 2016. Our approach to the management of UK taxes is fully in line with our overall approach to tax set out in this document.

This strategy has been approved by Barclays PLC's Board Audit Committee.

We have summarised the way we manage our UK tax affairs below.

Transparent and professional dealings with HMRC

As outlined earlier in this report, we operate in accordance with our tax code of conduct in relation to all of our tax affairs, including our UK tax affairs.

- In the UK, this involves maintaining a professional and constructive relationship with HMRC. We have regular meetings with HMRC to discuss their enquiries and material issues in relation to our tax affairs. This helps focus both our and HMRC's resources on the most important issues.
- As a large group, we make hundreds of filings to HMRC every year, and aim to make all of these on time. We also aim to make these tax filings as clear as possible and include explanations as required to ensure that our returns are easy to understand.
- Where we face significant uncertainty in relation to the application of tax law, we may seek to agree with HMRC how the tax law should apply. Any agreements have not provided any advantage to us as they have not resulted in any tax treatment that would not be available to other taxpayers.
- In the rare instances that we ultimately need to have recourse to the Courts to resolve tax issues, we continue to interact with HMRC in a constructive and helpful manner.

Governance and controls over UK taxes

- Our global governance procedures are discussed more fully on page 9. The same procedures apply to our UK tax affairs.
- We are fully committed to the UK Code of Practice on Taxation for Banks and are fully transparent with HMRC about our governance procedures and how they comply with the Code's requirements.
- Under the Senior Accounting Officer regime in the UK, we provide attestations annually to HMRC confirming that we have appropriate accounting arrangements to allow our tax liabilities to be calculated correctly.
- We seek to ensure that our tax filings in the UK reflect full compliance with transfer pricing requirements and the arm's-length principle.

Responsible approach to tax planning

- All our tax planning is undertaken in accordance with our tax principles, tax code of conduct and the UK Code of Practice on Taxation for Banks. Both our tax principles and tax code of conduct are set out in full on pages 7 and 8 respectively.
- Any tax planning we undertake is subject to rigorous review through internal governance processes before being undertaken.
- Where necessary, we consult with external advisers to help us manage our tax position and to ensure that we are making appropriate decisions.

Effective risk management

- Given the scale of our business, the broad range of our tax obligations and the complexity of the tax laws that we are required to comply with, uncertainty arises in relation to our tax liabilities from time to time. We refer to this uncertainty as tax risk and it is discussed in detail on page 9.
- Where there is significant uncertainty or complexity in relation to a tax risk, we may seek advice from external experts. This gives us confidence that our tax returns are appropriate.
- We proactively seek to identify, evaluate, manage and monitor UK tax risks to ensure our financial exposure is well understood and is within a level that we consider acceptable.
- Our reputation is very important to us and we take our external stakeholders' expectations into account when we make decisions in relation to our tax affairs.

Statement of Directors' responsibilities

Statement of Directors' responsibilities in relation to the Country by country data ('CBCR Information')

The CBCR Information comprises the information disclosed on pages 15 to 20.

The Directors of Barclays PLC ('the Company') are responsible for preparing the CBCR Information for the year ended 31 December 2019 in accordance with the Capital Requirements (Country-by-Country Reporting) Regulations 2013 on the basis of preparation set out in Note 1 to the CBCR Information.

In preparing the CBCR Information, the Directors are responsible for:

- interpreting the requirements of the Capital Requirements (Country-by-Country Reporting) Regulations 2013
- determining the acceptability of the basis of preparation set out in Note 1 to the CBCR Information
- making judgements and estimates that are reasonable and prudent
- assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so
- establishing such internal control as they determine is necessary to enable the preparation of CBCR Information that is free from material misstatement, whether due to fraud or error.

The CBCR Information does not constitute the Company's statutory accounts for the financial year ended 31 December 2019. Statutory accounts for 2018 have been delivered to the registrar of companies, and those for 2019 will be delivered in due course. The auditor has reported on those accounts; their reports were (i) unqualified, (ii) did not include a reference to any matters to which the auditor drew attention by way of emphasis without qualifying their report, and (iii) did not contain a statement under s498(2) or (3) of the Companies Act 2006.

The CBCR Information was approved by order of the Board of Directors of Barclays PLC.

Tushar Morzaria
Group Finance Director

12 February 2020

Independent Auditor's report to Barclays PLC ('the Company')

Opinion

We have audited the accompanying information labelled 'Country by country data' ('CBCR Information') as at and for the year ended 31 December 2019, which has been prepared based on the requirements of the Capital Requirements (Country-by-Country Reporting) Regulations 2013 as interpreted by the Directors of the Company as set out in the basis of preparation in Note 1.

In our opinion, the CBCR Information as at and for the year ended 31 December 2019 has been properly prepared, in all material respects, in accordance with the requirements of the Capital Requirements (Country-by-Country Reporting) Regulations 2013 as interpreted by the Directors as set out in the basis of preparation in Note 1.

Basis for opinion

We conducted our audit in accordance with International Standards of Auditing (UK) ('ISAs (UK)'), including ISA (UK) 800, and the terms of our engagement letter dated 13 January 2020. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Company in accordance with, UK ethical requirements including the FRC Ethical Standard as applied to listed public interest entities. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Emphasis of matter – special purpose basis of preparation

We draw attention to Note 1 to the CBCR Information, which describes the basis of preparation. As explained in the note, the CBCR Information has been prepared for the purposes of the Capital Requirements (Country-by-Country Reporting) Regulations 2013. As a result the CBCR Information may not be suitable for another purposes. Our opinion is not modified in respect of this matter.

Going concern

The Directors have prepared the CBCR Information on the going concern basis as they do not intend to liquidate the Company or to cease their operations, and as they have concluded that the Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the CBCR Information ('the going concern period').

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of the basis for a period of at least twelve months from the date of approval of the CBCR Information.

In our evaluation of the Directors' conclusions, we considered the inherent risks to the Company's business model, including the impact of Brexit, and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period. We have nothing to report in these respects.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the Company will continue in operation.

Other information

The Directors are responsible for the other information, which comprises total tax paid, social security paid, VAT paid, bank levy paid and other taxes paid. Our opinion on the CBCR Information does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our CBCR Information audit work, the information therein is materially misstated or inconsistent with the CBCR Information or our audit knowledge. Based solely on that work, we have not identified material misstatements in the other information.

Directors' responsibilities

As explained more fully in their statement set out on page 13, the Directors of the Company are responsible for: the preparation of the CBCR Information in accordance with, and for interpreting the requirements of the Capital Requirements (Country-by-Country Reporting) Regulations 2013 as set out in the special purpose basis of preparation in Note 1 to the CBCR Information; determining that the basis of preparation is acceptable in the circumstances; such internal control as they determine is necessary to enable the preparation of CBCR Information that is free from material misstatement, whether due to fraud or error; assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the CBCR Information as a whole is free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the CBCR Information.



A fuller description of our responsibilities is provided on the FRC's website at [frc.org.uk/auditorsresponsibilities](https://www.frc.org.uk/auditorsresponsibilities).

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the Company, in accordance with the agreed terms of our engagement. Our audit work has been undertaken so that we might state to the Company those matters we have agreed to state to it in this report, and to facilitate the Company's compliance with the requirement for audit of the Company's CBCR Information set out in Regulation 2(7) of the Capital Requirements (Country-by-Country-Reporting) Regulations 2013, and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company for our audit work, for this report, or for the opinions we have formed.

Michelle Hinchliffe




for and on behalf of KPMG LLP

Chartered Accountants
15 Canada Square, London E14 5GL

12 February 2020








Country by country data

Country Snapshot 2019

Country ^a	Commentary	Audited		Unaudited	Audited				Unaudited		Audited	
		Turnover £m	Profit/ (loss) before tax £m	Total tax paid/ (refunded) £m	Cor- poration tax paid/ (refunded) £m	Social Security paid £m	VAT paid £m	Bank levy paid £m	Other taxes paid £m	Public subsidies received £m	Average number of employees	
 United Kingdom	<p>We are one of the largest banks in the UK, with operations spanning all business lines. We have been consistently ranked as one of the top four largest UK taxpayers in the last six years.</p> <p>Various factors mean that the profit we report as being earned in the UK differs from the profits on which we are subject to UK corporation tax. In particular, being a UK-headquartered bank, the profit figure includes dividends received from overseas subsidiaries, which are not taxed in the UK as they have already been taxed in the jurisdiction in which those profits were earned.</p> <p>In 2019, we paid no UK corporation tax. This reflected contributions of £1,231m made to our main UK pension fund and the offset of tax losses brought forward from prior years, as well as overpayments in respect of a number of prior years. In the UK, a contribution to a company pension fund attracts tax relief when the payment is made and, when large contributions are made, this can cause taxable profits to vary significantly from one period to another.</p> <p>The bank levy we paid in 2019 was also reduced as a result of taking into account overpayments made in prior years.</p>	13,717	1,367	1,305	–	412	605	218	70	–	48,241	
 United States	<p>The US is our main market outside the UK. Our principal US activities include a significant and wide ranging corporate and investment banking business and international consumer cards operations.</p> <p>We are subject to US taxes, including federal, state and local corporate income taxes, on profits from those activities. In 2019, our US taxable profits were reduced as a result of the offset of tax losses brought forward from prior years.</p> <p>Following the conclusion of routine tax audits into prior years, we received a refund of federal and state corporate income tax of £279m representing the return of a substantial overpayment made relating mainly to 2009. The refund exceeded corporation tax payments due in 2019 and so we are reporting an overall amount of corporation tax repayment received.</p>	7,674	2,062	(114)	(237)	93	5	–	25	–	10,142	
 India	<p>Our global service centre, which provides world class technology and operations solutions and services to Barclays businesses globally, is located in India.</p> <p>We also carry on corporate and investment banking activities and provide private banking services in India. These activities are taxed locally at rates above the UK corporation tax rate.</p>	798	157	100	77	15	8	–	–	–	18,537	



Country by country data

Country Snapshot 2019

Country ^a	Commentary	Audited		Unaudited	Audited		Unaudited			Audited	
		Turnover £m	Profit/ (loss) before tax £m	Total tax paid/ (refunded) £m	Cor- poration tax paid/ (refunded) £m	Social Security paid £m	VAT paid £m	Bank levy paid £m	Other taxes paid £m	Public subsidies received £m	Average number of employees
 Luxembourg	<p>Our operations in Luxembourg consist of treasury activities such as raising financing, collateral management and funding our Barclays International operations as well investment banking activities including equities business. During 2019, we launched our corporate banking business in Luxembourg, which offers our European clients a range of banking products and services, including cash management, debt, foreign exchange and trade finance facilities.</p> <p>We paid no corporation tax in Luxembourg in 2019 as our taxable profits were offset by substantial tax losses brought forward from prior years, and also due to dividend income not being taxable under Luxembourg law. We have unused tax losses which are automatically carried forward, and available to offset against future profits.</p>	711	685	1	–	–	1	–	–	–	47
 Germany	Our operations in Germany consist of corporate and investment banking activities and international consumer cards and loans. These activities are taxed locally at rates above the UK corporation tax rate. The corporation tax paid in 2019 includes an additional payment relating to prior years.	420	150	65	44	8	13	–	–	–	779
 Singapore	Our operations in Singapore consist of corporate and investment banking activities. Our regional technology and operations service centre is also located in Singapore. These activities are taxed locally at a rate below the UK corporation tax rate.	386	41	8	2	6	–	–	–	–	970
 Japan	Our operations in Japan consist of investment banking activities. These activities are taxed locally at a rate above the UK corporation rate. The corporation tax paid in 2019 was partially offset by a corporation tax refund.	361	158	28	20	6	2	–	–	–	471
 Hong Kong	Hong Kong is a regional centre for our investment banking business and also provides corporate banking facilities. These activities are taxed locally at rates below the UK corporation tax rate. No corporation tax payment was made in 2019. The final corporation tax payment for 2018 and the provisional corporation tax payment for 2019 are expected to be paid in 2020.	241	30	–	–	–	–	–	–	–	441
 Isle of Man	Our operations in the Isle of Man consist of banking, credit and investment services. These activities are taxed locally at a rate below the UK corporation tax rate.	182	98	12	10	2	–	–	–	–	480
 Jersey	Our operations in Jersey consist of banking, credit and investment services. These activities are taxed locally at a rate below the UK corporation tax rate.	156	84	10	9	1	–	–	–	–	251
 Monaco	Our operations in Monaco consist of private banking services. These activities are taxed locally at a rate above the UK corporation tax rate. The corporation tax paid in 2019 took account of overpayments made in prior years.	142	67	19	6	7	6	–	–	–	197

Country by country data

Country Snapshot 2019

Country ^a	Commentary	Audited		Unaudited	Audited		Unaudited			Audited	
		Turnover £m	Profit/ (loss) before tax £m	Total tax paid/ (refunded) £m	Cor- poration tax paid/ (refunded) £m	Social Security paid £m	VAT paid £m	Bank levy paid £m	Other taxes paid £m	Public subsidies received £m	Average number of employees
 France	Our operations in France consist of corporate and investment banking activities. The amount of corporation tax due in 2019 is mainly based on taxable profits in 2018. As we incurred tax losses in 2018, no corporation tax was paid.	138	26	29	–	24	5	–	–	–	171
 Switzerland	Our operations in Switzerland consist of investment banking activities and private banking services. These activities are taxed locally at a rate below the UK corporation tax rate.	122	11	7	1	5	1	–	–	–	276
 United Arab Emirates (UAE)	Our operations in the UAE consist of corporate and investment banking activities and private banking services. The corporation tax paid in 2019 was based on taxable profits in 2018.	82	44	2	2	–	–	–	–	–	170
 Mexico	Our operations in Mexico focus on investment banking activities. These activities are taxed locally at rates above the UK corporation tax rate. The corporation tax paid in 2019 took into account the offset of tax losses brought forward from prior years as well as overpayments made in prior years.	69	19	6	2	1	3	–	–	–	75
 Canada	Our operations in Canada focus on investment banking activities. These activities are taxed locally at rates above the UK corporation tax rate. The corporation tax paid in 2019 was based on taxable profits in 2018.	55	17	6	4	1	1	–	–	–	66
 Spain	Our operations in Spain consist of corporate and investment banking activities. In 2019, we received a corporation tax refund due to overpayments made in prior years.	49	5	(3)	(6)	1	2	–	–	–	80
 Guernsey	Our operations in Guernsey consist of banking, credit and investment services. These activities are taxed locally at a rate below the UK corporation tax rate.	45	28	3	3	–	–	–	–	–	66
 Czech Republic	Our operations in the Czech Republic consist of IT support and development functions. These activities are taxed locally at a rate similar to the UK corporation tax rate.	40	4	6	1	5	–	–	–	–	462
 Israel	Our operations in Israel consist mainly of investment banking activities. In 2019, we received a corporation tax refund due to overpayments made in prior years.	29	11	(3)	(4)	1	–	–	–	–	41
 Italy	Our operations in Italy consist of corporate and investment banking activities as well as a legacy residential mortgage portfolio. In 2019, we received a corporation tax refund due to overpayments made in prior years.	28	(96)	5	(3)	5	3	–	–	–	180

Country by country data

Country Snapshot 2019

Country ^a	Commentary	Audited		Unaudited		Unaudited				Audited	
		Turnover £m	Profit/ (loss) before tax £m	Total tax paid/ (refunded) £m	Cor- poration tax paid/ (refunded) £m	Social Security paid £m	VAT paid £m	Bank levy paid £m	Other taxes paid £m	Public subsidies received £m	Average number of employees
 Ireland	<p>As explained earlier in the report, we have expanded the activities of our Irish subsidiary in preparation for the UK leaving the EU, and, by total assets, we are now one of the largest banks in Ireland with a balance sheet reflective of operations across continental Europe.</p> <p>Our operations in Ireland consist of corporate and investment banking activities, private banking services and merchant acquiring services.</p> <p>The activities carried out in Ireland are taxed locally at a rate below the UK corporation tax rate. Our Irish subsidiary operates through branches in France, Germany, Italy, Portugal, Spain, Sweden, the Netherlands and Luxembourg. The profits earned in the branches are reported in the respective countries and subject to tax locally.</p>	25	(30)	6	1	3	2	–	–	–	261
 Lithuania	Our operations in Lithuania consisted of IT support and development functions as well as HR services functions. These activities are taxed locally at a rate below the UK corporation tax rate. Our operations in Lithuania ceased at the end of 2019.	15	2	1	1	–	–	–	–	–	273
 Portugal	Our operations in Portugal consist of corporate and investment banking activities. In 2019, taxable profits were reduced as a result of the offset of tax losses brought forward from prior years.	8	3	1	–	–	1	–	–	–	13
 Brazil	Our operations in Brazil focus on investment banking activities. These activities are taxed locally at a rate above the UK corporation tax rate.	8	2	2	1	1	–	–	–	–	7
 Sweden	Our operations in Sweden focus on investment banking activities. These activities are taxed locally at a rate above the UK corporation tax rate.	7	1	1	–	1	–	–	–	–	7
 China	Our operations in China consist of investment banking activities. These activities are taxed locally at a rate above the UK corporation tax rate.	7	1	1	1	–	–	–	–	–	25
 Netherlands	Our operations in the Netherlands consist of corporate and investment banking activities. These activities are taxed locally at rates above the UK corporation tax rate.	7	1	–	–	–	–	–	–	–	12
 Australia	Our operations in Australia focus on investment banking activities. These activities are taxed locally at a rate above the UK corporation tax rate.	5	1	–	–	–	–	–	–	–	–

Country by country data

Country Snapshot 2019

Country ^a	Commentary	Audited		Unaudited	Unaudited					Audited	
		Turnover £m	Profit/ (loss) before tax £m	Total tax paid/ (refunded) £m	Cor- poration tax paid/ (refunded) £m	Social Security paid £m	VAT paid £m	Bank levy paid £m	Other taxes paid £m	Public subsidies received £m	Average number of employees
Other ^b	Represents countries each with a turnover of less than £5m in 2019.	5	2	–	–	–	–	–	–	–	4
Withholding taxes				293	293						
Subtotal		25,532	4,951	1,797	228	598	658	218	95	–	82,745
Share of post-tax results of other related undertakings ^c		–	41	–	–	–	–	–	–	–	–
Intra-group eliminations:											
Dividends		(1,276)	(1,276)								
Recharges		(3,262)									
Hedging		238	241								
Other		400	400								
Total		21,632	4,357	1,797	228	598	658	218	95	–	82,745

Notes

- a A list of the main entities that Barclays operates through around the world and which together contribute over 90% of the Group's turnover can be found within the Citizenship section of our website at: home.barclays/citizenship/our-reporting-and-policy-positions/country-snapshot/
- b The countries with turnover of less than £5m in 2019 are Argentina, Cyprus, Gibraltar, Mauritius, Qatar, Russia, Saudi Arabia, South Africa, South Korea, Cayman Islands, Philippines and Zimbabwe.
- c This represents the profit after tax of EnterCard Group AB, a joint venture between Barclays (40%) and Swedbank (60%) in Sweden. The profits of EnterCard Group AB are included in Barclays' consolidated accounts on a post-tax basis and corporation tax on the joint venture's profits is paid locally by the joint venture entity.

Country by country data

Note 1 – Basis of preparation

The CBCR Information does not constitute the Company's statutory accounts for the financial year ended 31 December 2019. Statutory accounts for 2018 have been delivered to the registrar of companies, and those for 2019 will be delivered in due course. The auditor has reported on those accounts; their reports were (i) unqualified, (ii) did not include a reference to any matters to which the auditor drew attention by way of emphasis without qualifying their report, and (iii) did not contain a statement under s498(2) or (3) of the Companies Act 2006.

The table provides the following information for Barclays in 2019:

Country: In most cases, we have determined which country to report activity under by looking at the country of tax residence. Where activities are conducted by entities that are not themselves subject to tax (for example certain partnerships), then we have considered other factors such as the location of management and employees, the jurisdiction in which the majority of revenues are generated, and the country of establishment of the entity's parent company. In these cases, it is possible that tax is paid in a different country to the one where profits, upon which the tax is paid, are reported.

Commentary: We have explained the nature of our activities in each country. That disclosure is included within the commentary column in the table above together with our explanation of any matters of interest.

Turnover: Turnover gives an indication of the size of our business in each country, and we have ordered the table in descending order. Turnover includes net interest income, net fee and commission income, net trading income, net investment income, net premiums from insurance contracts and net claims and benefits incurred on insurance contracts. Some of the turnover numbers need to be treated with care as technical accounting requirements applicable to the way these figures are prepared mean there is an element of double counting. Profits generated in the US and then paid to the UK as a dividend for example, will be included within both the US and UK figures. Adjustments to address this double counting, called intra-group eliminations, are broken down by type (dividends, recharges, hedging and other) at the end of the table and total £3,900m for 2019 in relation to turnover.

Profit/(loss) before tax: These numbers are accounting profits. As with the turnover figures, these numbers include some double counting which is reconciled at the bottom of the table. Total intra-group eliminations for the profit/(loss) before tax column are £635m.

Total tax paid: This column shows the total tax Barclays actually paid in each country in 2019. The following columns break this total down into its constituent parts. Most of the taxes paid in any given year will not relate directly to the profits earned in that year. For example, bank levy is a tax on how we fund ourselves and is paid regardless of whether or not we make any profit.

Corporation tax paid: This column records corporation tax actually paid in each country in 2019. Corporation tax payable in any given year is not directly comparable to profits for the same 12-month period. This is because tax on profits is paid across multiple years. In addition, taxable profits are calculated as prescribed by tax law which usually results in differences between accounting and taxable profits. This means it is possible that relatively high corporation tax can be paid when accounting profits are low and vice-versa. The amount of tax paid shown in the financial statements also includes withholding taxes. Withholding taxes comprise the tax charged on dividends or other income received, which is typically paid at the point of distribution from one country to another. We have kept these amounts separate from corporation tax paid by country in the table above.

Payroll taxes paid: These are taxes borne by us, based on government social security policies in each country and, for example, in the UK represent employer's national insurance contributions. They do not represent income tax on payments to our employees or employees' national insurance contributions which are taxes collected but not borne by us.

VAT paid: This includes VAT and other consumption taxes (including goods and services tax, consumption tax and US sales and use taxes). The amounts relate to irrecoverable VAT paid. Unlike many other businesses, financial services businesses are only able to reclaim a small proportion of the VAT they incur, making VAT a significant part of our tax contribution. Not all countries have a VAT system which is why there are no entries against some countries within the table. These numbers do not include any VAT charged to customers on Barclays' products and services which we collect on behalf of tax authorities.

Bank levy paid: Bank levy is a tax paid to the UK government on our global consolidated balance sheet as we are a UK-headquartered bank. It is a tax charged on the funding we raise to support our businesses globally. As with corporation tax, bank levy is paid across multiple years and therefore the tax paid of £218m in 2019 should not be expected to equate to the accounting accrual in 2019.

Other: Other taxes are the material property taxes that Barclays paid in 2019 and include, for example, taxes on the property we use in our business such as our network of high street branches.

Public subsidies received: Includes only direct support from governments such as government grants.

Average number of employees: The number of employees has been calculated as the average number of employees, on a monthly full-time equivalent basis, who were permanently employed by Barclays PLC or one of its subsidiaries during the relevant period. An average of the number of full-time equivalent employees at the end of each calendar month has been calculated. Contractors, agency staff, and staff on extended leave, such as maternity leave, are excluded.

Intra-group eliminations: These include adjustments that relate principally to transactions between Barclays businesses in different countries which are included within the individual country turnover, but are then eliminated in determining the overall Barclays Group results to avoid double counting. Intra-group eliminations include dividend payments, income from intra-group transfers of assets, and income arising from hedging transactions that occur at a consolidated Barclays Group level rather than an individual entity level.



The comparable information for 2018 can be found on our website at home.barclays/citizenship/reports-and-publications/country-snapshot.html

Barclays is a company of opportunity makers, working together to help people rise – customers, clients, colleagues and society.

For further information and a fuller understanding of the results and the state of affairs of the Group, please refer to the full Barclays PLC Annual Report 2019 suite of documents available at home.barclays.com/annualreport

Barclays PLC Strategic Report 2019

An overview of our 2019 performance, a focus on our strategic direction, and a review of the businesses underpinning our strategy.

Barclays PLC Annual Report 2019

A detailed review of Barclays 2019 performance with disclosures that provide useful insight and go beyond reporting requirements.

Barclays PLC Country Snapshot 2019

An overview of our tax contribution country by country as well as our broader approach to tax, including our UK tax strategy.

Barclays PLC Pillar 3 Report 2019

A summary of our risk profile, its interaction with the Group's risk appetite, and risk management.