

Please note this is a section from the full Annual Report, the contents of which are below.

Barclays PLC  
Annual report 2000  
Barclays PLC and Barclays Bank PLC  
Annual report on Form 20-F 2000

## Contents

<b>Presentation of information</b>	2	<b>Consolidated accounts</b>	
<b>Financial data</b>	3	<b>Barclays PLC</b>	76
<b>Business description</b>	6	Accounting policies	76
<b>Financial review</b>	12	Accounting presentation	79
Analysis of results by business	15	Consolidated profit and loss account	80
Results by nature of income and expense	21	Statement of total recognised gains and losses	81
Yields, spreads and margins	22	Consolidated balance sheet	82
Average balance sheet	28	Consolidated statement of changes in reserves	84
Capital resources	32	Consolidated cash flow statement	85
Deposits	33	Parent company accounts	86
Short-term borrowings	34	Notes to the accounts	87
Securities	35	<b>SEC Form 20-F cross reference</b>	
Risk management – Overview	36	<b>and other information</b>	153
Credit Risk Management	38	Glossary	155
Analysis of loans and advances	39	<b>Barclays Bank PLC data</b>	156
Provisions for bad and doubtful debts	44	<b>US GAAP financial data</b>	167
Potential credit risk lendings	48	<b>Shareholder information</b>	168
Cross border outstandings	50	Dividends	168
Market Risk management	51	Trading market for ordinary shares of Barclays PLC	169
Derivatives	53	Trading market for preference shares	170
Treasury asset and liability management	54	Shareholdings at 31st December 2000	171
Management of operational and other risks	57	Memorandum and Articles of Association	172
<b>Other information</b>	58	Taxation	173
Economic and monetary environment	58	Exchange controls and other limitations	
Supervision and regulation	58	affecting security holders	174
Risk factors	59	<b>Group senior management</b>	
<b>Directors and officers</b>	60	<b>and principal offices</b>	176
<b>Directors' report</b>	62		
<b>Corporate governance</b>	65		
<b>Auditors' reports</b>	75		

### Registered No. 48839

This document contains certain forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act 1995 with respect to certain of the Group's plans and its current goals and expectations relating to its future financial condition and performance. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances, including UK domestic and global economic and business conditions, market related risks such as interest rate and exchange rate risks, the policies and actions of regulatory authorities and the impact of competition, a number of which are beyond the Group's control. As a result, the Group's actual future results may differ materially from the plans, goals and expectations set forth in the Group's forward-looking statements. For a discussion of some of the factors that may cause actual future results and developments to differ materially from these forward-looking statements, see Risk factors on page 59.

## Group senior management and principal offices

**Barclays Bank PLC**  
54 Lombard Street  
London  
EC3P 3AH  
Tel: 020 7699 5000

**Sir Peter Middleton** GCB Chairman  
**Matthew Barrett** Group Chief Executive  
**John Stewart** Deputy Group Chief Executive and Chief Executive, Retail Financial Services  
**Chris Lendrum** Chief Executive, Corporate Banking  
**John Varley** Group Finance Director

**Group Central Functions**  
54 Lombard Street  
London  
EC3P 3AH  
Tel: 020 7699 5000

**Allan Barr** Director, Solutions  
**Andrew Bruce** Group Credit Risk Director  
**Leigh Bruce** Communications Director  
**John Cotton** Group Property Services Director  
**Gary Dibb** Group Chief Administrative Officer  
**Peter Gallant** Group Treasurer  
**Peter Herbert** Group VBM Director  
**Richard Meddings** Group Financial Controller  
**Ian Menzies-Conacher** Group Taxation Director  
**Geoffrey Mitchell** OBE  
Chief Accountant  
**Tim Shephard-Walwyn** Group Risk Director  
**David Storey** Director, Group Internal Audit  
**Howard Trust** Group General Counsel and Group Secretary

**Service Provision**  
54 Lombard Street  
London  
EC3P 3AH.  
Tel: 020 7699 5000

**David Weymouth** Managing Director and Chief information Officer Barclays Group  
**Toby Broome** Group Purchasing Director  
**David Cartwright** Managing Director, Service Delivery  
**David Curd** Risk Director/Group IT Risk Director  
**Allan Hodges** Finance Director  
**David Postings** Managing Director, Strategy Performance & Client Services  
**Christian Torkington** Managing Director, Service Integration  
**Sue Turner** Human Resources Director

**Retail Financial Services**  
Murray House  
1 Royal Mint Court  
London  
EC3N 4HH  
Tel: 020 7977 7000

**John Stewart** Chief Executive  
**John Eaton\*** Managing Director, UK Retail Products  
**Gary Hoffman** Managing Director, Strategic Marketing & Distribution  
**Bob Dench\*** Managing Director, Investment Management.  
**Jane Platt\*** Managing Director, Stockbrokers  
**Lynne Peacock\*** Chief Executive, Woolwich  
**Bob Hunter** Managing Director, Wealth Management  
**Eduardo Arbizu\*** Chief Executive Officer and Group Country Manager, Iberia  
**Michael Pinder\*** Managing Director, Offshore Services  
**Charles Middleton\*** Managing Director, Carribean  
**William Oullin\*** Managing Director, Private Banking  
**John Church\*** Managing Director, UK Premier Banking  
**Henri-Paul Pellegrino\*** Country Manager, France  
**Ian Poston** Chief of Staff  
**Mark Clarke** Finance Director,  
**Imelda Walsh** Human Resources Director

**Barclaycard**  
1234 Pavilion Drive  
Northampton  
NN4 7SG  
Tel: 01604 234 234

**Bob Potts** Barclaycard Chief Executive Officer  
**Peter Crook\*** Managing Director Barclaycard UK  
**Mark Evans\*** Managing Director Barclaycard Corporate  
**Barry Fergus\*** Managing Director Barclaycard International  
**Richard Sommers** Finance Director  
**Phillip Barr** Director Human Resources

**Business Banking**  
54 Lombard Street  
London  
EC3P 3AH  
Tel: 020 7699 5000

**David Roberts\*** Chief Executive  
**Peter Harvey** Managing Director, Larger Business and Europe  
**Alastair Camp** Managing Director, Medium Business and Agriculture  
**Mike Rogers** Managing Director, Small Business, Start-ups and Direct  
**Robert East** Managing Director, Product and Marketing Services  
**Andy Simmonds** Business Risk Director  
**Mark Wells** Director, Human Resources  
**Chris Willford** Finance Director  
**Martin Turner** Servicing & Transformation Director

**Barclays B2B.com**  
Fleetway House  
25 Farringdon Street  
London  
EC4A 4LP

**Alison Hutchinson\*** Chief Executive Officer

**Barclays Africa**  
Murray House,  
1 Royal Mint Court,  
London  
EC3N 4HH.  
Tel: 020 7977 3000

**Dominic Bruynseels\*** Managing Director, Barclays Africa

\*Strategic Business Unit head

---

**Barclays Capital**  
5 The North Colonnade,  
Canary Wharf  
London E14 4BB  
Tel: 020 7623 2323

**Hans-Joerg Rudloff** Chairman  
**Robert E Diamond Jr.** Chief Executive  
**Sir Leonard Appleyard** KCMG Vice  
Chairman  
**Cyrus Ardalan** Vice Chairman  
**Euan Harkness** Vice Chairman  
**Roger Davis** Chairman and Chief  
Executive, Asia Pacific  
**Jerry Del Missier\*** Managing Director  
**Paul Idzik** Chief Administrative Officer  
**Roger Jenkins\*** Managing Director  
**Thomas L Kalaris\*** Chief Executive,  
Americas  
**Naguib Kheraj\*** Global Head of  
Investment Banking  
**Gerard LaRocca** Chief Financial Officer  
**Robert Morrice\*** Managing Director

---

**Barclays Global Investors**  
45 Fremont Street  
San Francisco  
CA 94105 USA  
Tel:(00 1) 415 597 2000

**Patricia Dunn\*** Global Chief Executive  
**Garrett Bouton** Chief Executive, Global  
Individual Investor, Canada, Australia  
and SEA  
**Alison Davis** Chief Financial Officer  
and Head of Corporate Development  
**Blake Grossman** Chief Investment  
Officer, Advanced Active Investments  
**John Martinez** Co Head, Global Index  
Markets Group  
**Kazihusa Okamoto** Chief Executive,  
Japan  
**Andrew Skirton** Chief Investment  
Officer, Co Head, Global Index and  
Markets Group  
**Paul Stevens** Head of Global Technology  
**Lindsay Tomlinson** Chief Executive,  
Europe  
**Andrea Zulberti** Head of Global  
Operations and Global Chief  
Administrative Officer  
**Jean Hinrichs** Global Risk Director  
**Jeff Seretan** Head of Global Human  
Resources

---

**Barclays Bank of Botswana Limited,**  
**Botswana**  
PO Box 478, Gaborone, Botswana  
Tel: (00 267) 352 041

**Duncan Mlazier** Managing Director

---

**Barclays Bank PLC, Caribbean**  
PO Box 180, Rendezvous  
Christchurch  
Barbados, W.I.  
Tel: (00 246) 431 5300

**Charles Middleton** Senior Caribbean  
Director

---

**Cairo Barclays Bank SAE, Egypt**  
PO Box 110  
Maglis EL Shaab  
Cairo  
Egypt  
Tel: (0020) 2 366 2700

**Wagdi Rabbat** Managing Director

---

**Barclays Bank PLC and Barclays Capital,**  
**France**  
183 Avenue Daumesnil  
75575 Paris Cedex 12  
France  
Tel: (00 33) 1 55 78 78 78

**Henri-Paul Pellegrino** General Manager  
**Jean Barbizet** Managing Director

---

**Barclays Bank PLC and Barclays Capital,**  
**Germany**  
Brockenheimer Landstrasse 38-40,  
D60323, Frankfurt am Main.  
Germany  
Tel: (00 49) 69 71 61 00

**Dr Rainer Stephan** Managing Director

---

**Barclays Bank of Ghana Limited, Ghana**  
PO Box 2949  
Accra, Ghana  
Tel: (00 233) 21 664 901/665 382

**Kobina Quansah** Managing Director

---

**Barclays Bank PLC, Gibraltar**  
PO Box 187, Regal House,  
Queensway, Gibraltar  
Tel: (00 350) 78565

**Ian Currie** Gibraltar Director

---

**Barclays Bank PLC, Hong Kong and**  
**Barclays Capital Asia**  
42nd Floor, Citibank Tower  
Garden Road Central  
Hong Kong  
Tel: (00 852) 2903 2000

**Roger Davis** Chairman and Chief  
Executive, Asia Pacific

---

**Barclays Bank PLC and Barclays Capital,**  
**India**  
21/23 Maker Chambers VI, 2nd Floor  
Nariman Point  
Mumbai 400 021  
India  
Tel: (00 91) 22 284 2888

**Kamal Kalkat** Chief Executive Officer

---

**Barclays Bank PLC, Ireland**  
47/48 St. Stephen's Green  
Dublin 2  
Republic of Ireland  
Tel: (00 353) 1 6611777

**Paul Shovlin** Managing Director

---

**Barclays Bank PLC and Barclays Capital,**  
**Italy**  
Via della Moscova 18  
20121 Milan  
Italy  
Tel: (00 39) 02 63 721

**Hugh Malim** Country Manager

---

**Barclays Bank PLC and Barclays Capital,**  
**Japan**  
15F Urbannet Otemachi Building  
2-2-2 Otemachi  
Chiyoda-Ku  
Tokyo 100-0004  
Japan  
Tel: (00 81) 3 3276 1100

**Jeffrey Deck** President and Chief  
Executive

---

**Barclays Bank of Kenya Limited, Kenya**  
PO Box 30120  
Nairobi  
Kenya  
Tel: (00 254) 2 332 230

**Isaac Takawira** Managing Director

---

**Barclays Bank PLC and Barclays Capital,**  
**Latin American Regional Office**  
1111 Brickell Avenue  
Miami  
Florida 33131  
USA  
Tel: (00 1) 305 533 3333

**Enrique Arias** Deputy Chief Executive  
Officer

\*Strategic Business Unit head

---

**Barclays Bank PLC, Mauritius**  
 PO Box 284  
 Port Louis  
 Mauritius  
 Tel: (00 230) 2082685

**Jacques De Navacelle** Managing Director

---

**Barclays Bank PLC, Portugal**  
 Avenida da Republica  
 50-3rd Floor  
 1050-196 Lisbon  
 Portugal  
 Tel: (00 351) 21 7911100

**Joao Freixa** General Manager

---

**Barclays Bank (Seychelles) Limited, Seychelles**  
 PO Box 167  
 Mahe, Seychelles  
 Tel: (00 248) 383838

**Paul Witkowski** Managing Director

---

**Barclays Bank PLC and Barclays Capital, Singapore**  
 23 Church Street  
 13-08 Capital Square  
 Singapore 049 481  
 Tel: (00 65) 395 3000

**Quek Suan Kiat** Branch Manager  
**James Loh** Vice Chairman, Barclays Capital, Asia Pacific Region

---

**Barclays Bank PLC and Barclays Capital, South Africa**  
 261 Oxford Road  
 Illovo 2196  
 Johannesburg  
 South Africa  
 Tel: (00 27) 11 441 6300

**Philip Howell** Managing Director

---

**Barclays Bank SA, Barclays Bank PLC and Barclays Capital, Spain**  
 Apartado de Correos 1075  
 28080 Madrid  
 Spain  
 Tel: (00 34) 1 336 1000

**Eduardo Arbizu** Chief Executive and Group Country Manager  
**Pedro Santaella** Managing Director, Barclays Capital

---

**Barclays Bank (Suisse) S.A.**  
 PO Box 3941  
 CH-1211 Geneva 3  
 Switzerland  
 Tel: (00 41) 22 81 95 11

**Paul Brown** Chief Executive Officer

---

**Barclays Bank Tanzania Limited, Tanzania**  
 PO Box 5137, TDFL Building  
 Ohio Street, Dar es Salaam  
 Tanzania  
 Tel: (00 255) 22 2129381

**Mark Petchell** Managing Director

---

**Barclays Bank PLC and Barclays Capital, USA**  
 222 Broadway  
 NY 10038  
 USA  
 Tel: (00 1) 212 412 4000

**Thomas L Kalaris** Chief Executive

---

**Barclays Global Investors, N.A.**  
 45 Fremont Street  
 San Francisco  
 CA 94105 USA  
 Tel: (00 1) 415 597 2000

**Patricia Dunn** Global Chief Executive

---

**Barclays Bank of Uganda Limited, Uganda**  
 PO Box 2971  
 Kampala  
 Uganda  
 Tel: (00 256) 41 230972

**Frank Griffiths** Managing Director

---

**Barclays Bank of Zambia Limited, Zambia**  
 Kafue House  
 Cairo Road  
 Lusaka  
 Zambia  
 Tel: (00 260) 1 228 858

**Margaret Mwanakatwe** Managing Director

---

**Barclays Bank of Zimbabwe Limited, Zimbabwe**  
 PO Box 1279  
 Jason Mayo Avenue  
 Harare  
 Zimbabwe  
 Tel: (00 263) 4 758 280

**Alec Jongwe** Managing Director

---

**Woolwich plc**  
 Watling Street  
 Bexleyheath  
 Kent  
 DA6 7RR  
 Tel: 020 8298 5000

**Lynne Peacock** Chief Executive