Global Financial Services Conference

Barclays

Rich Ricci, Chief Executive, Corporate & Investment Banking
Industry themes

• Industry revenue pool

• Scale and efficiency

• Capital requirements

• Market expectations
Theme 1: Industry revenue pool
Gaining market share in a challenging environment

**Historical Performance**
IBD Primary market share\(^1\) (FY 09 – H1 12)

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<td>Global Fixed Income</td>
<td>#2</td>
<td>#2</td>
<td>#10</td>
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<td>6.8%</td>
<td>9.7%</td>
<td>16.4%</td>
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<td>Global M&amp;A Completed</td>
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<td>9.7%</td>
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<td>Global Equity and Equity Related</td>
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<td>4.8%</td>
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**Ongoing areas of focus**

- Growing market share in FICC as industry concentrates towards scale players
- Continuing to monetise market share gains in Equities and Banking

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1. Source: Dealogic
Theme 2: Scale and efficiency
## Maintaining our focus on cost efficiency

### Historical Performance

Investment Bank Cost: Net Income (H1 09 – H1 12)

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<td></td>
<td>69%</td>
<td>69%</td>
<td>63%</td>
<td>72%</td>
<td>70%</td>
<td>105%</td>
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Ongoing areas of focus

- Synergies across Barclays
- Use of lower cost locations
- Operational excellence
- Disciplined cost management

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1. Peer average comprise data from the following banks where available: JP Morgan, Citi, Goldman Sachs, Deutsche Bank, Morgan Stanley, Credit Suisse, UBS

Note: Comparable data for Bank of America not available
Theme 3: Capital requirements
Adjusting to increased capital requirements

Historical Performance
Investment Bank Risk Weighted Assets (2009 - 2012)

Ongoing areas of focus

- Regulatory compliance
- Improved MI and optimisation
- Returns focused repositioning
- Improved ownership and allocation of RWAs
- Continued sell down of legacy assets

1. Other includes changes to foreign exchange and pro-cyclicality
Theme 4: Market expectations
Re-establishing our reputation

- Business Line Review
- Business Conduct Review
- Reward Practices Review
Industry themes

- Industry revenue pool
- Scale and efficiency
- Capital requirements
- Market expectations