



# Global Financial Services Conference

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**Barclays**

Rich Ricci, *Chief Executive, Corporate & Investment Banking*

# Industry themes

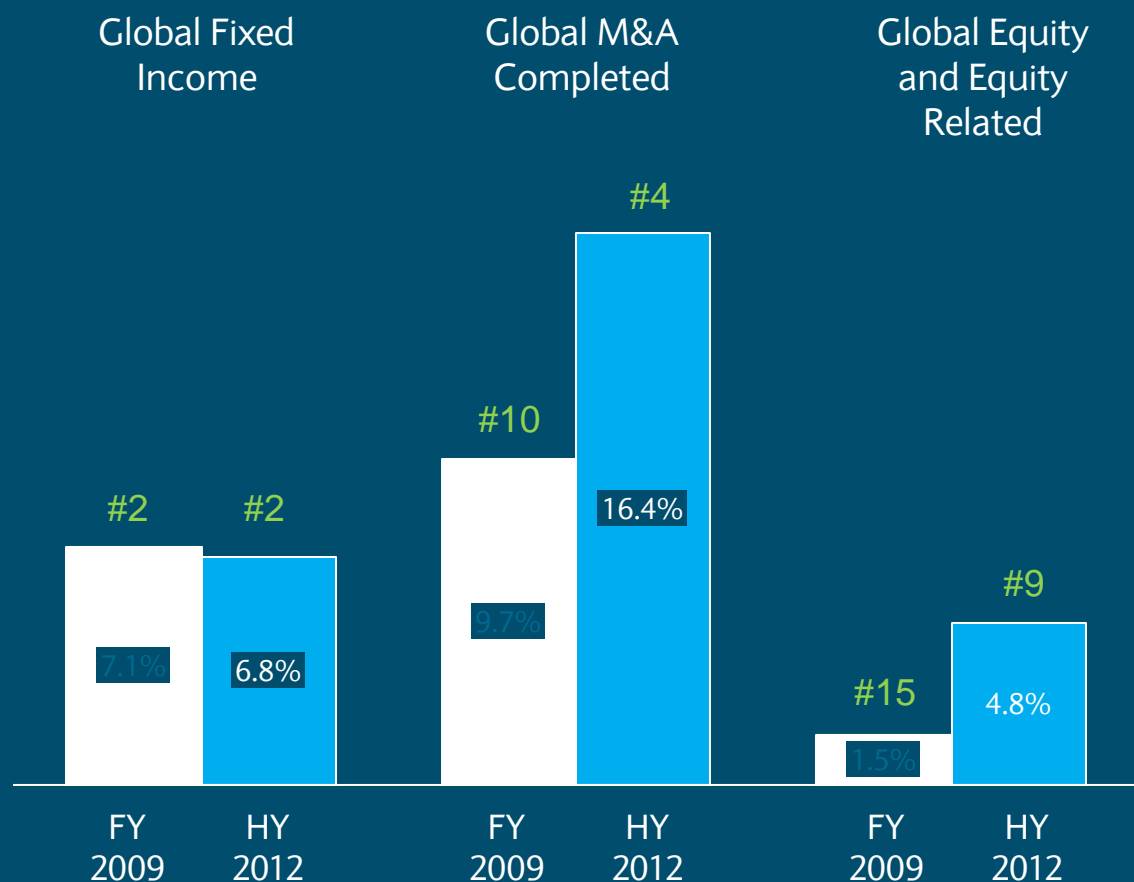
- Industry revenue pool
- Scale and efficiency
- Capital requirements
- Market expectations

# Theme 1: Industry revenue pool

# Gaining market share in a challenging environment

## Historical Performance

IBD Primary market share<sup>1</sup> (FY 09 – H1 12)



## 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

1. Source: Dealogic

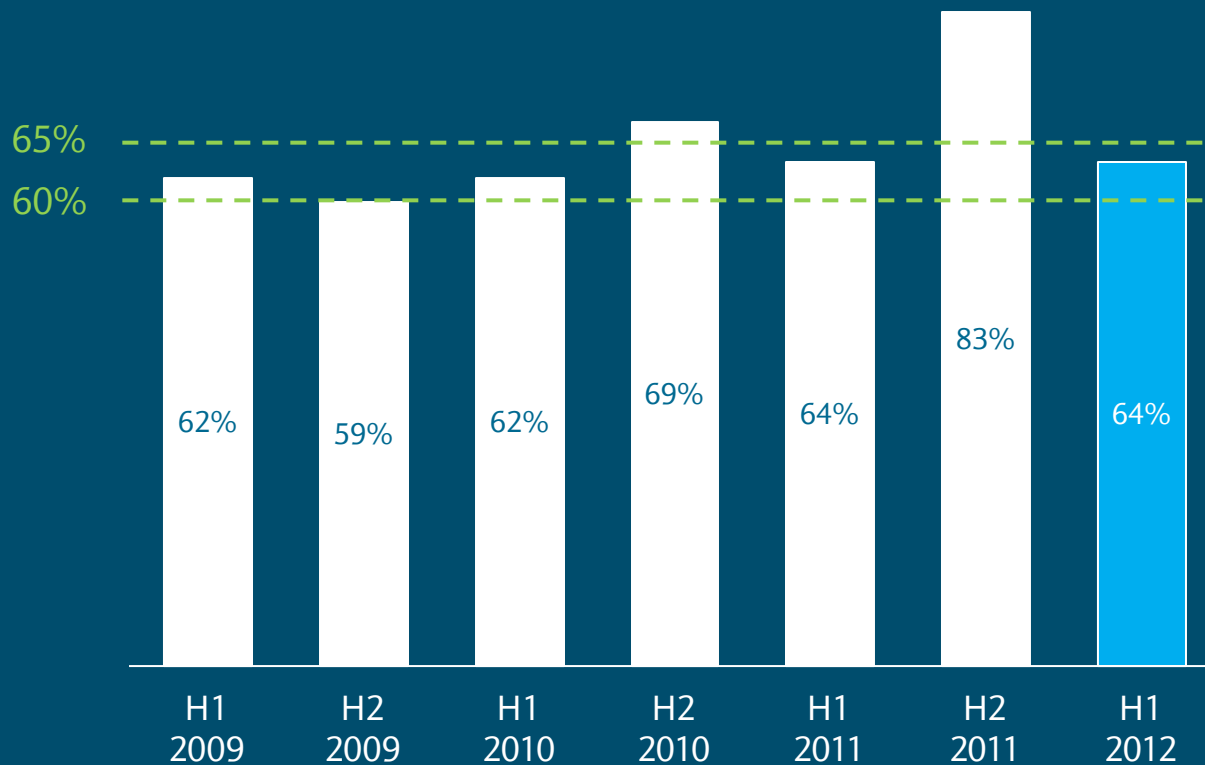
## Theme 2: Scale and efficiency

# Maintaining our focus on cost efficiency

## Historical Performance

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

Peer <sup>1</sup> average	69%	69%	63%	72%	70%	105%	74%
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## Ongoing areas of focus

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

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

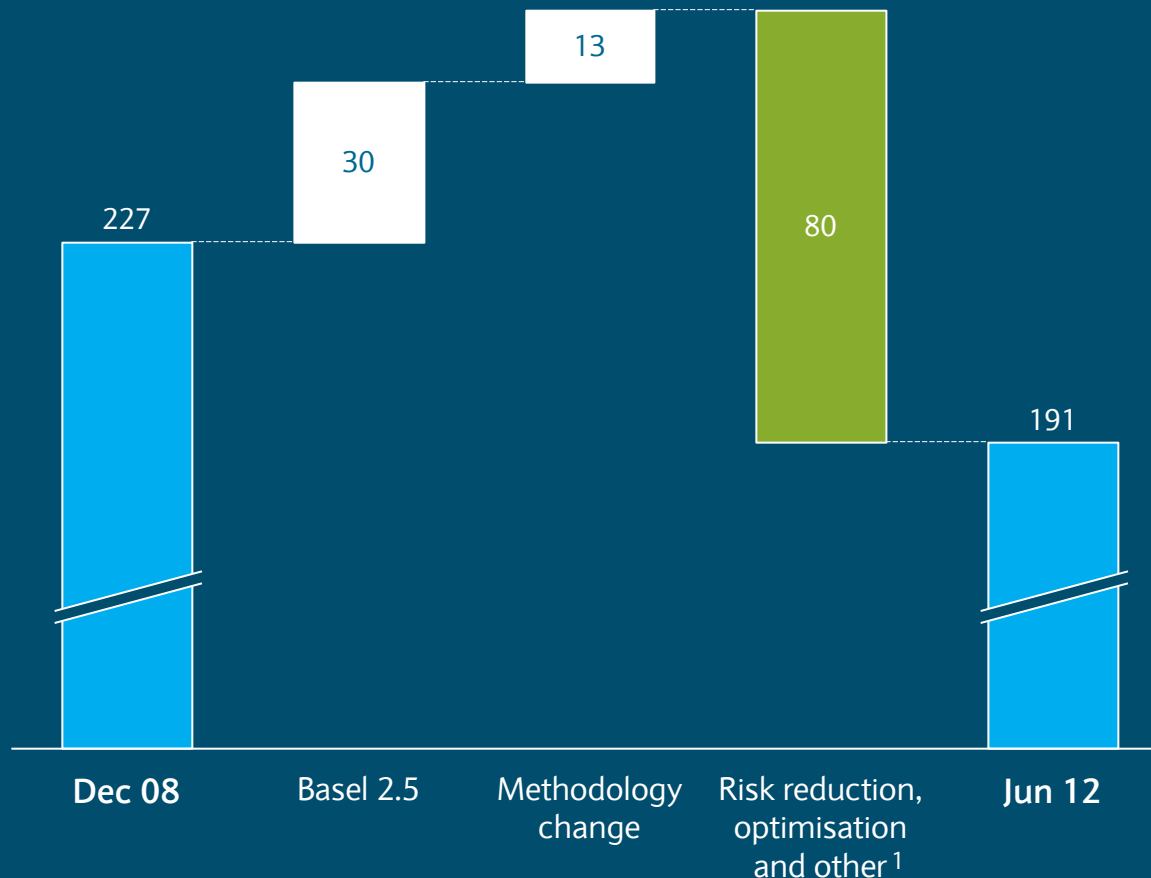
# Adjusting to increased capital requirements

## 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

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