

Chief Executive Officer, Global Banking & Markets

**Investor Round Table** March 2010

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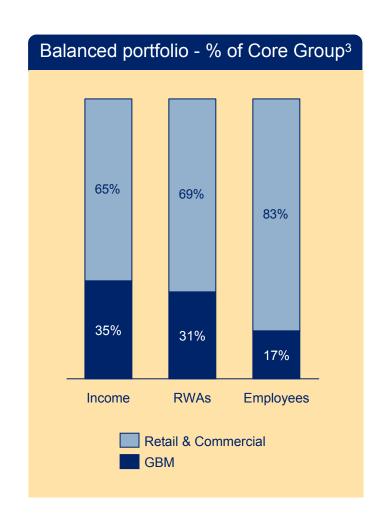
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# GBM plays an important part in Global Capital Markets and is a key component of RBSG



### **Key Facts**

- Underwritten 543 bonds globally, 12.6% of issues in 2009¹
- 5th largest arranger of syndicated loans outside US in 2009¹
- # 4 for all bond issuance in the EMEA in 2009<sup>2</sup>
- # 1 for EMEA Corporate IG bonds in 2009<sup>2</sup>
- In the Sterling market, # 1 for all bond issuance in 2009<sup>2</sup>
- Primary dealer in 26 countries
- Largest bookrunner for the UK Debt Management Office in 2009<sup>2</sup>
- # 2 arranger of finance for the World Bank<sup>2</sup>





### 1. A clear strategy for GBM

- Clients at the heart of everything we do
- Clear product choices
- Tight risk management, capital and funding control
- New management team

### 2. Progress to date

- On track to deliver our 5 year strategy
- Refocusing of GBM business towards core products & clients
- Balance sheet reduced by 37% since Q308
- Implemented new suite of funding & capital management initiatives

### 3. Focused on the future

- Recognise lots of challenges ahead
- Deepen relationships with core customers
- Maintain market leading positions & invest in target businesses
- Rigorous & disciplined risk management & control
- Continue to improve connectivity across the RBS Group

## We have a clear vision : 'partner of choice for our leading clients' \*\*\*\* RBS



### **Top 5 wholesale bank in chosen markets**

- Fewer, deeper client relationships
- Clear product choices
- Global, focused on major hubs

### Financing and risk management-led

- "Flow monster"
- Leadership in fixed income
- Enhanced equity and advisory

Tight risk, capital and funding control

Sustainable efficient platform

New management team

## A clear strategy for GBM : Deeper client franchise



**Clients** 

**Products** 

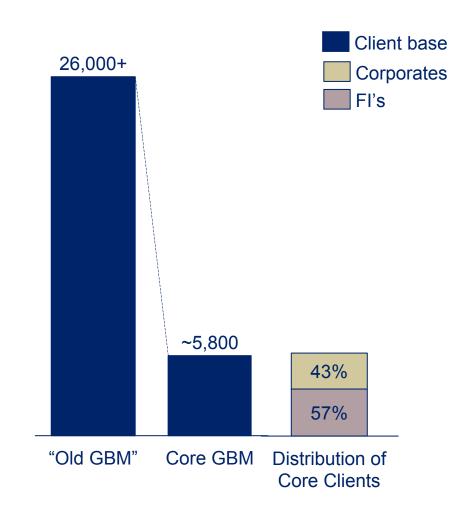
Geographies

Capital, Balance Sheet & Funding Risk Management

**Technology** 

**People** 

- Fewer, deeper client relationships
- Resize client base and serve global list of core issuer and investor client base with increasing focus on FIs.
  - GBM client base reduced from 26,000+ clients to ~5,800 Core clients globally
- Increase client wallet share through:
  - Targeted account management
  - Reallocating and up-skilling coverage and sales teams to increase efficiency and effectiveness of coverage



## A clear strategy for GBM : Clear product choices



Clients

**Products** 

Geographies

Non-Conforming ABS Origination

RBS Sempra Commodities JV

Capital, Balance Sheet & Funding Risk Management

**Technology** 

Structured Credit Trading

Asset Management

People

#### **Core Markets Businesses Core Banking Businesses** Rates Trading and Risk Management Investment Grade Bonds Mortgage Trading High Yield Bonds Credit Trading and Risk Management Non-Mortgage ABS • Local Markets Syndicate • FX Trading and Risk Management Loan Markets Short Term Markets & Financing Corporate Finance Advisory Equities Trading and Financing Portfolio Management Structuring Coverage Cash Management (via GTS) Trade Finance (via GTS) **Non-Core (Exiting) Businesses** Asset Finance Leveraged Finance Real Estate Finance Project Finance

## A clear strategy for GBM : Our product strategy aligns with our overall plan and market dynamics



**Clients** 

**Products** 

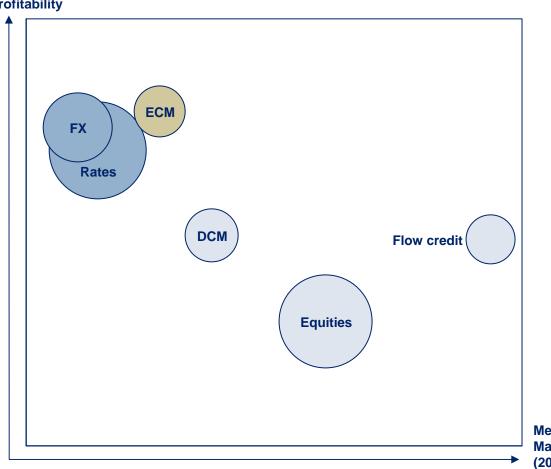
Geographies

Capital, Balance **Sheet & Funding**  Risk **Management** 

**Technology** 

**People** 

#### **Profitability**



### Estimated GBM rankings<sup>1</sup>

- Top 5 (defend / grow)
- Top 10 (invest / grow)
- Top 15 (invest / grow)
- Size of market revenue pools (FY09) based on 'Normalised'2 revenues

**Medium Term** Market Growth Rate (2009 vs 2012) ('Normalised'2)

<sup>1</sup> FY09 Rankings: ECM, M&A and DCM rankings are based on Dealogic market share rankings; All other rankings are based on Coalition data and RBS internal estimates.

<sup>2 &#</sup>x27;Normalised' 2009 revenues exclude (i) crisis-driven high customer flows and widened margins in Rates (ii) very favourable risk environment in Rates (iii) MTM gains in Credit due to tightening spreads (iv) very favourable risk environment in Equities

## A clear strategy for GBM: Rationalised global footprint



**Clients** 

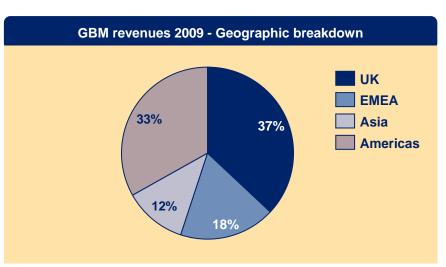
**Products** 

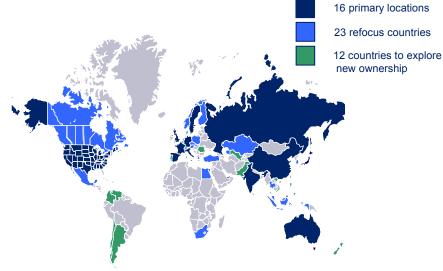
Geographies

Capital, Balance Sheet & Funding Risk Management

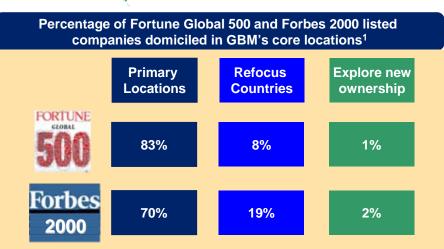
**Technology** 

**People** 





- Optimise global footprint
- Complete build out of hub and spoke model
- 91% of the Fortune Global 500 listed companies are domiciled in GBM's core locations¹
- 89% of the Forbes 2000 listed companies are domiciled in GBM's core locations¹



<sup>&</sup>lt;sup>1</sup> Core locations = Primary Locations and Refocus Countries

## A clear strategy for GBM: Tight capital and funding control



Clients

**Products** 

Geographies

Capital, Balance Sheet & Funding Risk Management

**Technology** 

**People** 

### Capital

- Proportionate use of balance sheet, risk and funding across businesses
- Active credit portfolio management
- Revised risk management frameworks and limits
- Review incentives, governance structures and metrics

### **Funding**

- Introduce new funding model
  - Comprehensive suite of funding initiatives in line with regulator and auditor recommendations
  - Lower requirements for wholesale funding including less leverage, more maturity matching and more liquidity in both banking and trading books
- Actively reduce & monitor balance sheet usage, efficiency and returns
- Increase third party funding, diversifying both secured and unsecured term funding sources

## A clear strategy for GBM: Tight risk management



Clients

**Products** 

Geographies

Capital, Balance Sheet & Funding

Risk Management

**Technology** 

People

## Risk revolution

- Radical upgrading of Front Office Risk Management
  - Supervisory policy
  - Counterparty Exposure Management
  - Funding Policies
  - Improving risk management culture
- Revisions to risk measurement frameworks
  - Single name concentration policy; Sector Limits
  - Market Risk Limits; Move VaR to 99 percentile tail risk
  - Model enhancements (Risk not in VaR, Incremental Default Risk Charge)
  - Liquidity Management framework
- Impact assessment & development of mitigants arising from regulatory change
  - Large Exposures Directive
  - OTC Derivatives
  - Incremental Risk Charge
  - Stress VaR
  - Securitisation Risk Weightings

## A clear strategy for GBM : New management team



**Clients** 

**Products** 

Geographies

Capital, Balance Sheet & Funding

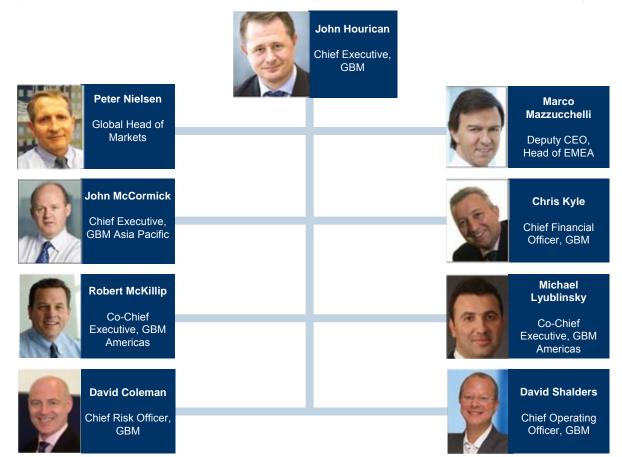
Risk Management

Technology

People

### A strong blend of experience, ambition and stability

- Extensive experience in banking: 24 years average in industry
- Changes post crisis: 72% of the new management team has changed role since 2008
- New management team: 19 'Business Operating Committee' members, including...



## Key Messages



### 1. A clear strategy for GBM

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- Recognise lots of challenges ahead
- Deepen relationships with core customers
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- Continue to improve connectivity across the RBS Group

## Progress to date : GBM is a dramatically refocused business **XX RBS**



	"Old GBM" FY07 <sup>1</sup>	Core GBM FY07 <sup>2</sup>
Income	£ 9.1 bn	£ 6.7 bn
Costs	(£ 5.8 bn)	(£ 5.1 bn)
Profit	£ 3.2 bn	£ 1.5 bn
ROE	10.8%	10.4%
Balance Sheet <sup>4</sup>	£ 874 bn	£ 617 bn
RWAs	£ 212 bn	£ 103 bn
People <sup>5</sup>	24,100	20,900
Countries	51	51
Customers	26,000 +	26,000 +

F 109°	
Income	£ 11.0 bn
Costs	(£ 4.7 bn)
Profit	£ 5.7 bn
ROE	30.7%
Balance Sheet <sup>4</sup>	£ 412 bn
RWAs	£ 124 bn
People <sup>5</sup>	16,800
Countries	39

Core customers

**Core GBM** FYnq3

~5,800

<sup>&</sup>lt;sup>1</sup> Core + Non Core

<sup>&</sup>lt;sup>2</sup> Source: GBM Finance (Core only, excluding Sempra)

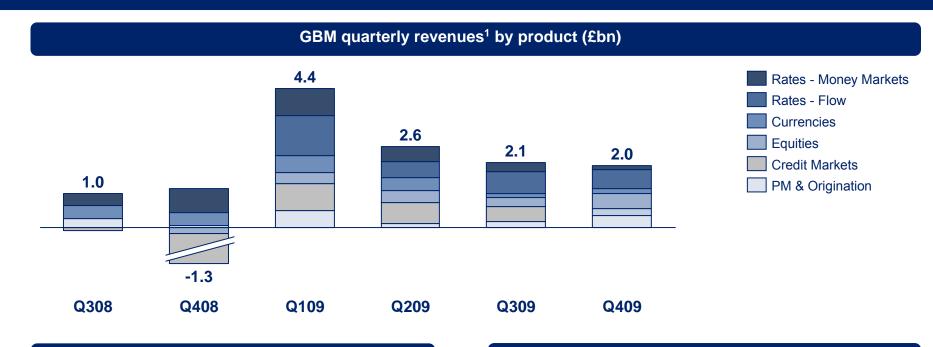
<sup>&</sup>lt;sup>3</sup> Source: Published FY09 financials (Core only, excluding Sempra)

<sup>&</sup>lt;sup>4</sup> TPAs excluding Derivatives

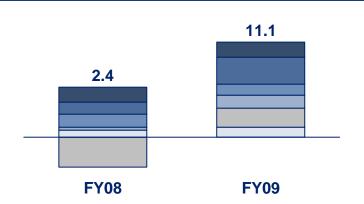
<sup>&</sup>lt;sup>5</sup> Excludes integration staff

## Progress to date: Strong financial performance





### **GBM** annual revenues<sup>1</sup> by product (£bn)



### GBM revenue<sup>1</sup> growth by product (09 vs. 08)

	09 Revs £bn	Gwth vs 08 %
Rates - money markets	1.7	4%
Rates – flow	3.1	127%
Currencies	1.3	(17%)
Equities	1.5	300%
Credit markets	2.3	n.m.
PM and origination	1.2	39%

## Progress to date: Balance sheet reduced significantly



**Clients** 

**Products** 

Geographies

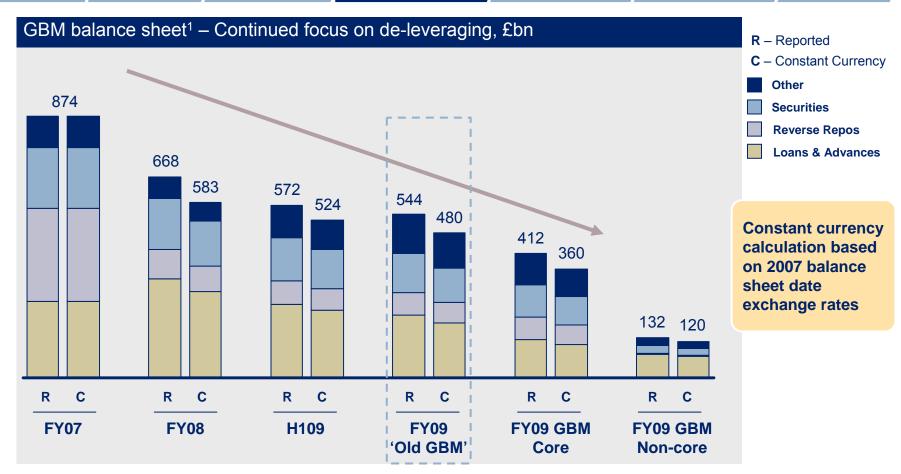
Capital, Balance **Sheet & Funding** 

Risk Management

**Technology** 

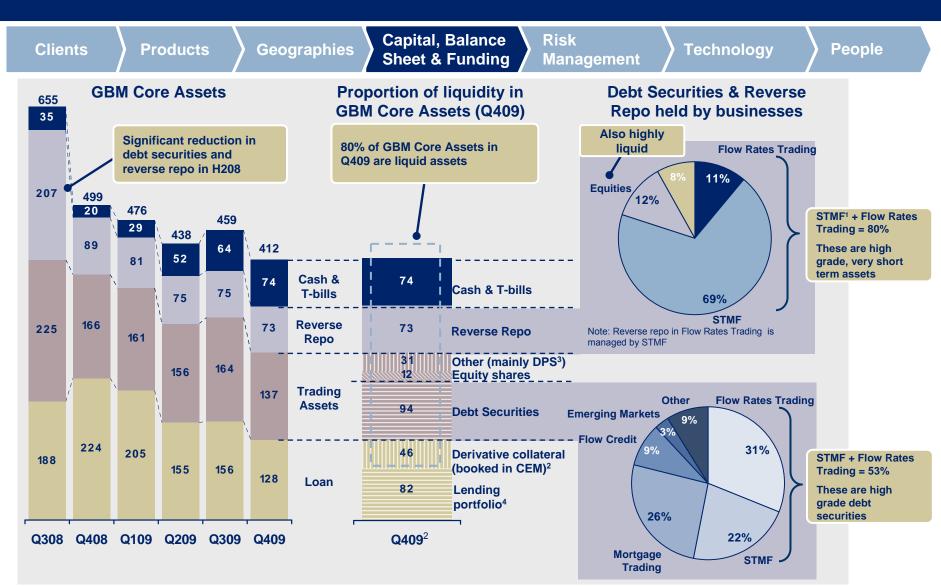
People

16



## Progress to date: Improved balance sheet liquidity





Short Term Markets and Financing ("STMF") includes repo financing and Money Markets.

<sup>&</sup>lt;sup>2</sup> Cash collateral posted in relation to derivative liabilities across GBM.

<sup>&</sup>lt;sup>3</sup> Deals pending settlement

<sup>&</sup>lt;sup>4</sup> Lending portfolio also includes a proportion of assets that could be liquidated swiftly, prices depend on market conditions.

## Progress to date: Deepening client relationships



**Clients** 

**Products** 

**Geographies** 

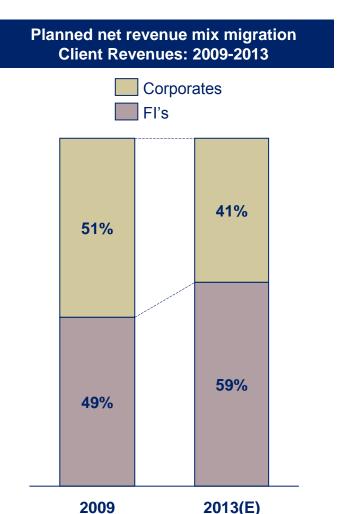
Capital, Balance Sheet & Funding Risk Management

Technology

**People** 

- Share of Core Client wallet increased globally<sup>1</sup>
  - Corporates: from 3% to 5%
  - FI's: from 2% to 3%
- Tighter partnership between Sales and Coverage in account planning to maximise client value
- Enhanced tools to increase efficiency and effectiveness
- Increased penetration of e-Commerce platforms notably in FX and bond trading

Client Rankings <sup>2</sup>				
GREENWICH ASSOCIATES	UK	Europe	US	APAC
Total Relationships	#1	#3	#6	#7
Important Relationships	#1	#3	#5	=7
Lead Relationships	#1	#4	#6	=7



## Progress to date: Success in chosen product areas



**Clients** 

**Products** 

Geographies

Capital, Balance Sheet & Funding Risk Management

**Technology** 

**People** 

### **Markets**



Best Structured Product House (Euromoney Jul 09)



Interest Rate Derivatives
Provider of the Year, Europe
(Global Finance Nov 09)



No 1 Currency Options Overall (Risk Institutional Investor Jun 09)

No 1 GBP Overall Delta Trading (Total Derivatives Fixed Income Dealer Survey Aug 09)



No 1 Currency Overall -USD/GBP (Risk Interdealer Sep 09)

No 2 Currency Forwards (Risk Interdealer Sep 09)

No 2 Interest Rate Overall

– GBP (Risk Interdealer
Sep 09)

No 2 Cross Currency Swaps: EUR/GBP, USD/GBP (Risk Interdealer Sep 09)

## The Banker

Best Trading Back Office Project (The Banker Jun 09)

### **Banking**



Underwritten 543 bonds globally, 12.6% of issues in 2009

5th largest arranger of syndicated loans outside US in 2009

## The Banker

Most Innovative Bank – Loans (The Banker Oct 09)



Most Impressive Bank for FIG Issuers in Sterling (Euroweek May 09)



Sterling Bond House of the Year (IFR awards Dec 09)



Led 6 of the 10 largest debt capital market transactions

Supported clients in the 5 largest equity issues worldwide

No 7 on the Global 'All Debt' League Tables

# 4 for all bond issuance in the EMEA in 2009

# 1 for EMEA Corporate IG bonds in 2009

In the Sterling market, # 1 for all bond issuance in 2009

Largest bookrunner for the UK Debt Management Office in 2009

## Progress to date: Equities & Structured Retail Products



**Clients** 

**Products** 

Geographies

Capital, Balance Sheet & Funding Risk Management

Technology

People

A fundamental shift to a lower risk model, aligned to GBM client priorities and fully leveraging cross sell opportunities to drive improved market rankings

### 2009 Exceeded targets

- £1.5bn record revenues
- Costs managed down 5% in year
- Balance Sheet down 13% in year
- Market Risk VaR managed down
- Cross-sell into GBM Clients increased strongly
- #3 Overall Global Equity Synthetic Provider (ISF)
- #4 UK Cash Equities UK Clients (McLagan)
- Best Global Structured Product House,
   Euromoney Awards for Excellence
- 'Deal of the Year' The Treasurer; 'Best Secondary Offering' & 'Most Innovative Deal' FinanceAsia awards

### **Targeted Growth Plan**

- Key hires identified and on-boarding in progress
- Connectivity across RBS Group to unlock Retail and Wholesale opportunities
- Productivity improvements from shift to large cap coverage & greater electronification
- 85 initiatives in execution with delivery from 2H 2010

## Progress to date: Risk revolution



**Clients** 

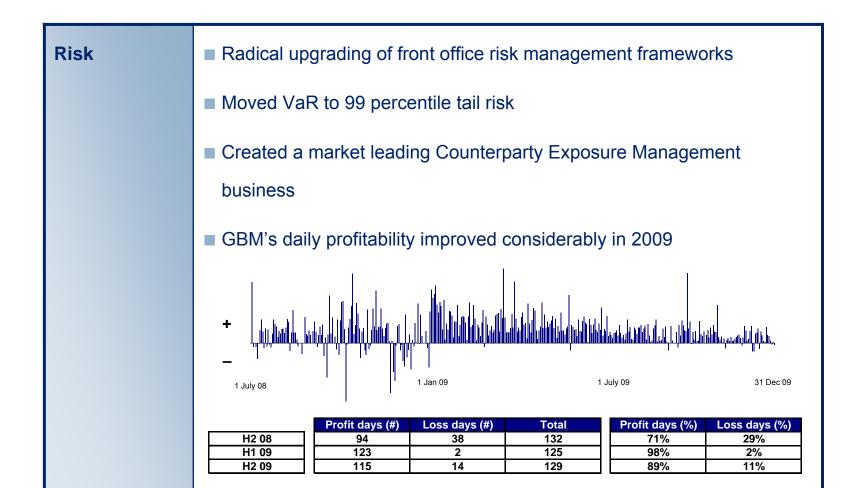
**Products** 

Geographies

Capital, Balance Sheet & Funding Risk Management

**Technology** 

**People** 



## Progress to date: Investing in essential infrastructure



Clients

**Products** 

Geographies

Capital, Balance Sheet & Funding

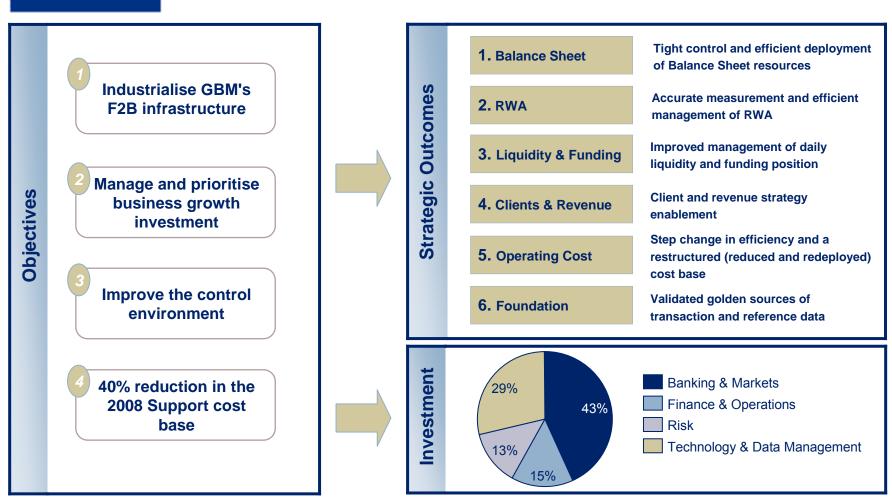
Risk Management

**Technology** 

**People** 

North St★r

### A 2-year, £550m+ front-to back infrastructure investment programme



## Progress to date: Investing in our people



**Clients** 

**Products** 

Geographies

Capital, Balance Sheet & Funding Risk Management

Technology

**People** 

## New people programme

- Attracting and retaining talent is integral to the success of GBM:
  - Comprehensive organizational changes implemented in 2009
  - Continued to hire through Q4 2009 and Q1 2010
  - Overall strategy and near-term objectives have been made transparent
  - Existing talent pool is high calibre
  - Ongoing investment in graduate programme
- Remuneration reform
  - Our policies on claw-back and deferral of bonuses, announced in February 2009, went further than other banks and further than the subsequent G20 proposals
  - Claw-back and deferral covering 2009 and future agreements
  - Competitive pay in 2009 / 2010

## Business Achievements 2009: Banner year for GBM



GBM captured industry buoyancy despite massive restructuring

### Arms around the Problems

- discovery, disclosure, mitigate - no more surprises

#### RBS's essential source of value sustained and intact

- All core businesses functioning "normally", customer franchises resilient

### Roadmap to Recovery

- Clear strategy, detailed roadmap, supported inside and out

#### Tools to do the Job

- Comprehensive Management and Board change
- Recapitalisation anticipating future needs
- Near-term contingency protection from APS / Contingent Capital

### GBM on track to deliver our 5 year strategy

- Core business turnaround and improvement plans all well underway
- Overall risk reduction and Non-Core run-off ahead of plan



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### Focused on the future: 2013 Vision for RBS



# Enduring customer franchises

- A universal bank, anchored by retail and commercial activities with strong, complementary investment banking capability
- In the top 5 peer group in our chosen markets
- Customer franchises reinvigorated by investment and better management complementing and enhancing each other

# Safer and more focused

- Businesses growing by building on what we already do well, not over-reaching into new markets and businesses
- Profit earned by servicing our customers not by trading our own capital
- Risk management processes overhauled
- Only lending as much as we have in deposits
- Capital and liquidity strength meeting the highest international standards
- Gross reduction in funded assets of £500bn achieved

# A valuable, private sector bank

- Consistently profitable, with sustainable shareholder returns targeted at 15% on our equity capital
- 'Standalone strength' regained, no longer needing Government support
- The Government will have sold or at least begun to sell its shares at a profit
- A leader in transparency and 'investor friendly' orientation

## Focused on the future : Targets we have affirmed & updated \*\* RBS

Measure	Worst point	2009	2013 Target
Value Drivers	Group	Core	Core
Return on Equity (RoE)	(31%) <sup>1,2</sup>	13%³	>15%³
Cost/income net of claims (C:I)	97%²	53%	<50%
Risk Measures	Group	Group	Group
Core Tier 1 capital ratio	4%4	11.0%	>8%
Loan:deposit ratio (LDR)	154%5	135%	c.100%
Wholesale funding inc bank deposits <sup>6</sup>	£343bn <sup>7</sup>	£250bn	<£150bn
Liquidity reserves <sup>8</sup>	£90bn <sup>7</sup>	£171bn	c.£150bn
Leverage ratio <sup>9</sup>	28.7x <sup>10</sup>	17.0x	<20x

Divisions – 2013 targets	<u>GBM</u>	<u>R&amp;C</u>	Non-Core
Return on Equity (RoE)	15-20%	>20%	Balance Sheet
Cost:income net of claims (C:I)	c55%	c45%	- c. £20-40bn
Loan:deposit ratio (LDR)	n.a.	<90%	APS exited

<sup>&</sup>lt;sup>1</sup> Group return on Tangible Equity. <sup>2</sup> 2008 <sup>3</sup> Indicative Core attributable profit, taxed at 28% on attributable Core spot tangible equity (c. 70% of Group tangible equity based on RWAs). <sup>4</sup> As at 1 January 2008 <sup>5</sup> As at October 2008 <sup>6</sup> Amount of unsecured wholesale funding under 1 year (£bn) of which bank deposits are currently £109bn, target £65bn, other unsecured wholesale funding currently £141bn, target £85bn <sup>7</sup> As at December 2008 <sup>8</sup> Eligible assets held for contingent liquidity purposes including cash, Govt issued securities and other securities eligible with central banks <sup>9</sup> Funded tangible assets divided by T1 capital <sup>10</sup> As at June 2008

## Focused on the future : Industry Developments



### Banking is a mature, consolidated/consolidating industry

 Able to adjust to rebuild sustainable fair returns on capital provided through efficiencies and margin rebuild

Thrust of regulatory change is appropriate and considered

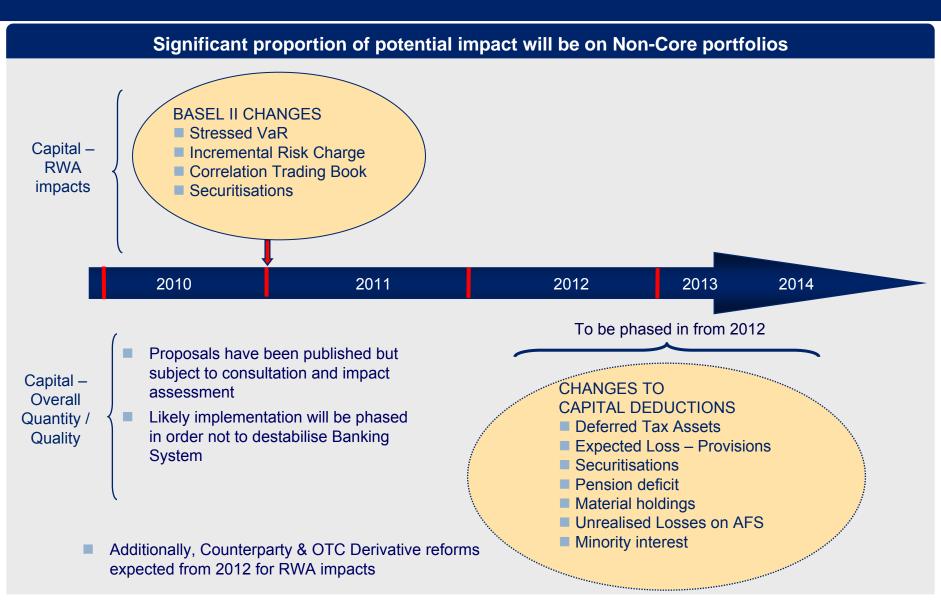
Key 2010 issue is "calibration" and "timetable". Absent some "give" on both, negative consequences to economic growth and industry returns

Key medium term issue is reform to remove implicit state subsidy in times of systemic crisis.

 Will take years. Solution not in individual size or shape. Needs combination of safer banks (more capital, safer funding, better risk management), and transparent, predictable crisis resolution mechanisms (loss hierarchy, "Chapter 11" for Banks)

## Focused on the future : Impact of regulatory change





## Focus & challenges for 2010



### **Focus**

- Continue to rebuild and deepen relationships with core customers
- Defend market leading positions
- Continue to manage risk tightly, taking into account new regulatory threats
- Deliver improved processing platforms
- Continue to improve connectivity with other divisions
- Restore pride in our people

### **Challenges**

- Global economic conditions are fragile
  - Wholesale funding costs
  - Weakened economies
  - Low trading spreads & volatility
  - Sterling depreciation
- Changing regulatory and accounting frameworks
  - Capital management
  - Structure of banking system
  - Supervisory process / governance
  - Accounting / liquidity
- Staff
  - Rebuild staff morale
  - Retention & recruitment of talented staff

### Conclusions



- 2009 was an exceptional year and a solid foundation for 2010
- Strategy is clear and we are on track to deliver our 5 year strategy
  - Clear risk reduction
  - Clear balance sheet reduction
  - Highly liquid assets
  - Driving efficiency
  - Investing heavily
- Challenges ahead
  - Economic
  - Regulatory
  - People
- Focus now on implementation and execution

## GBM: Appendix



Markets businesses

Banking businesses

Derivative trading assets

Non-Derivative trading book assets

Reverse repos

**Debt securities** 

Credit portfolio by credit grade

Group connectivity

### GBM: Markets businesses



### Markets



#### **Businesses:**

- Mortgage Trading: Provides secondary market solutions to client hedging, trading, investment, and structuring needs, covering a full range of mortgage and asset backed products.
- Credit Trading: Offers clients a full spectrum of Credit Products including Bonds, Loans, LCDS, CDS and Index.
- Emerging Markets: A cross product business offering clients the majority of asset classes for clients across our Markets business for emerging economies.
- FX Trading: A key component of RBS' Global Foreign Exchange franchise, the business provides 24hr Global market making and client services in an extensive range of products covering both the spot and options markets.
- Short Term Markets & Financing (STM&F): Activities include managing liquidity, regulatory, and interest rate risk in banking books while maintaining a sustainable presence in the wholesale funding market.
- Equities: Offers investment research, primary and secondary distribution of foreign issuance, securities lending, financing & collateral trading and structured equity trading as part of the Global Equities business.
- Structuring: Is the product and solutions engine-room for markets. It brings together structuring and product development to achieve key client objectives, utilizing a crossasset, client-led approach to provide clients with customized solutions.

## GBM: Banking businesses



### **Banking**



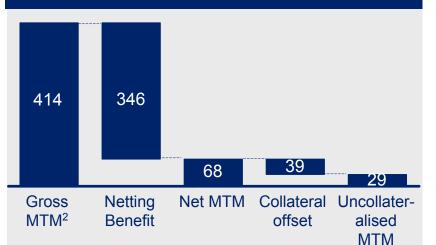
#### **Businesses:**

- Investment Grade & High Yield Bonds: Offers corporate and FI clients a broad range of debt market solutions ranging from bond financings to risk management solutions.
- Non-Mortgage ABS (Conduits): Provides top-tier US nonmortgage term ABS distribution, structuring and advisory services, supported by efficient lending via conduits.
- Syndicate: Manage GBM's primary market risk while exercising underwriting and pricing authority, communicating investor feedback, and coordinating sales of portfolio assets
- Loan Markets: Responsible for the origination & structuring of all investment grade and high yield new issues, as well as all non-recourse & infrastructure financings.
- Corporate Finance Advisory: Offers clients product advice related to capital structure, shareholder payout, liquidity, ratings advisory, strategic risk management, accounting and pensions, as well as customized solutions.
- **Portfolio Management:** Seeks to maximise opportunities from the existing portfolio with a primary focus on credit exposures.
- Coverage: Focuses on the overall relationship with our clients working with our Product, Sales and Support partners to offer an innovative and broad product range covering financing, risk management, advisory, and investment activities.

## GBM: Derivative trading assets<sup>1</sup>



## Derivatives – Majority is flow product in liquid markets; £bn



	£bn			
Asset (Gross MTM)	FY09	FY08	% Chg	
Interest rate	323	641	(50%)	
Currency	65	159	(59%)	
Credit derivatives	21	85	(75%)	
Equity	5	10	(50%)	
GBM Total <sup>3</sup>	414	895	(54%)	

Uncollateralised Derivative Portfolio	FY09 £bn	FY08 £bn	% Chg
Government	2.2	8	(75%)
Investment Grade	15.0	48	(69%)
Monolines & CDPCs	-	17	(100%)
Non-Investment Grade	11.9	23	(48%)
Total	29.1	96	(70%)

### 70% decline in position driven by

- Market parameters; i.e. interest rates/credit spreads
- FX related
- Increased netting benefits
- Counterparty contract close-outs

<sup>1</sup> Excludes Non-Core Credit Derivatives of £19bn

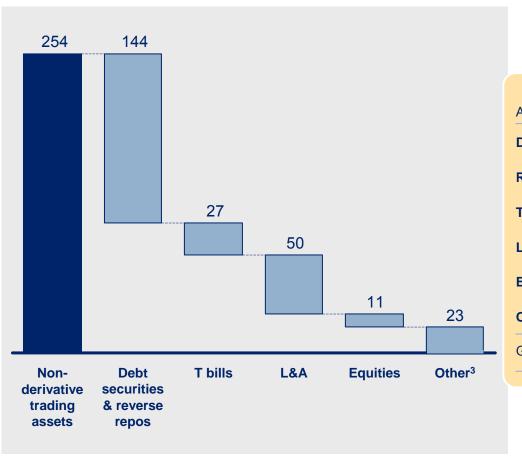
<sup>2</sup> Gross MTM is the MTM post LCH Netting, Net MTM is the MTM post legal netting applied in RBS GBM credit management systems

<sup>3</sup> Non GBM including Sempra Commodity derivatives (£12bn) excluded

## GBM: Non-Derivative trading book assets



### £bn



Asset	FY09 £bn	FY08 £bn	% change
Debt securities	74.2	94.2	(21%)
Reverse repos <sup>1</sup>	69.5	90.1	(23%)
T Bills	26.5	16.0	66%
Loans & advances	50.3	54.8	(8%)
Equities	10.7	10.8	(1%)
Other	22.7	25.3	(10%)
GBM Core <sup>2</sup>	253.9	291.3	(13%)

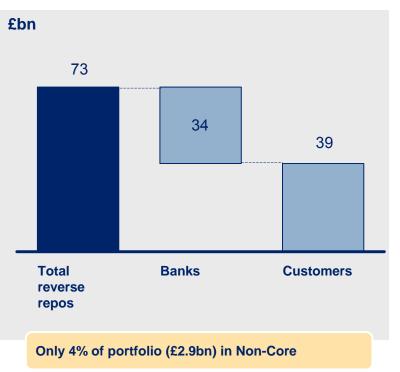
<sup>&</sup>lt;sup>1</sup>Trading book reverse repos

<sup>&</sup>lt;sup>2</sup> Excludes Non-Core portfolio of £32.5bn

<sup>&</sup>lt;sup>3</sup> Mainly comprises of DPS (deals pending settlement)

## GBM : Reverse repos<sup>1</sup>





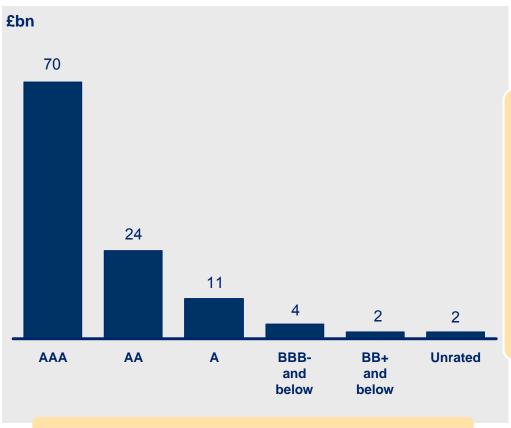
Exposure by counterparty	FY09 £bn	FY08 £bn	% change
Reverse repos – Banks	34	57	(40%)
Reverse repos – Customers	39	32	22%
Total	73.3	88.8	(18%)

	% of	total MTM
Maturity profile	FY09	FY08
< 3 months	91.7	82.6
< 6 months	3.9	12.1
< 1 year	4.4	4.4
> 1 year	0.0	8.0
Total	100	100

Collateral quality distribution	FY09 %	FY08 %
Government	85.9	89.3
Corporates	10.7	7.2
Other	3.4	3.5
Total	100.0	100.0

### GBM: Debt securities<sup>1</sup>



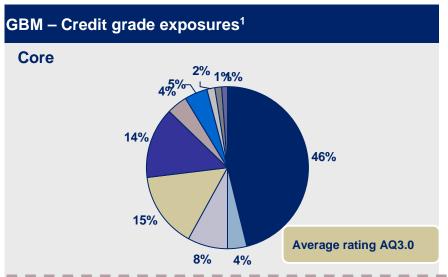


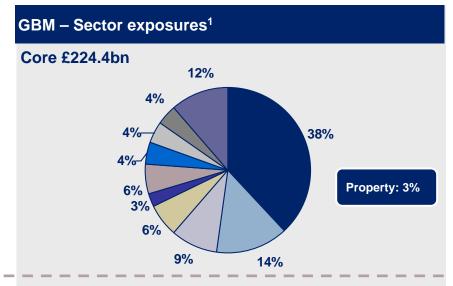
Asset	FY09 £bn
Central & Local Government	41.9
Mortgage & asset-backed securities	30.6
Treasury & other bills	28.3
Banks & Building Society	7.2
Corporate (inc Financials)	5
Debt Securities total	113

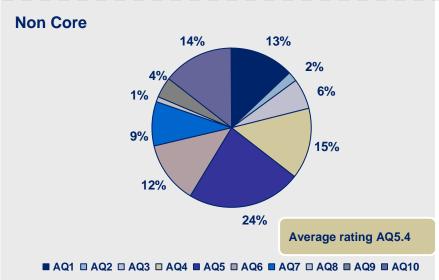
- Majority of non-related linked to exposures in ABS, Fund derivatives and Corporates
- Excess liquidity invested in Treasury and Other Bills

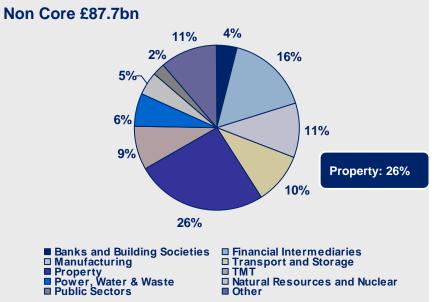
## GBM: Credit portfolio by credit grade











<sup>&</sup>lt;sup>1</sup> Exposures are defined as credit risk assets consisting of loans and advances (including overdraπ τacilities), installment credit, finance lease receivables and other traded instruments across all customer types.

## GBM: Group connectivity is important



