STRENGTHS & WEAKNESSES

BANKS	MARKETS: OVERALL TRADING	STRENGTH IN FICC	INVESTMENT BANKING (IB) OVERALL	EQUITY CAPITAL MARKETS (ECM)	DEBT CAPITAL MARKETS (DCM)
GOLDMAN SACHS	The trading king. About three-quarters of revenue comes from trading. In Q4 2009, Federal Reserve reports show that in the US, it earned almost double that of its nearest competitor (BAML) and three times that of Morgan Stanley. But this is FICC dominance and its equities trading franchise is not the market leader.	Has traditionally been the FICC king globally, although in Europe outstripped by Deutsche Bank. Gained market share in 2007 to 2009 – rising from 10.4% to 15.9%, but increasingly challenged by Deutsche and Barclays Capital globally as well as in Europe. Will be vulnerable to a more global BAML. Still the biggest in commodities, judging from average value-at-risk figures of $40m. One of the few investment banks that physically trades and ships crude oil. BarCap following.	Again, seen as the kingpin in investment banking. While criticised for the relatively small proportion of IB revenue to trading revenue, in absolute terms, in the US Goldman outstrips all competitors. Still at the top or near the top in ECM and M&A worldwide. Equities gained most market share from H1 2007 to H2 2009.	Lost out on some of the seminal FIG deals of the crisis because of its relative weakness in the UK, but still one of the strongest houses on the street. Continues to get on the big mandates in crucial China market – such as role in Agricultural Bank of China IPO.	Weak compared to DCM giants such as JPM, Deutsche, Barclays, Citi and BAML. Not in the top 10 for global corporate debt and outside the top 10 in EMEA DCM. Bit stronger in the US, and has a better sovereigns, supras and agencies business.
JP MORGAN	JPMorgan's Q1 2010 sales and trading revenues set a record for the firm, topping even record-breaking Q1 2009, in both fixed income and equity. The Bear Stearns acquisition gave JPM additional scale and market share, especially in prime brokerage-related business and equities.	One of the FICC big boys, but not the biggest market share gainer between 2007 and 2009. Bear Stearns acquisition was extremely additive, boosting JPM's commodities platform and creating scale in hedge fund business. Acquisition of some UBS businesses boosted scale, and addition of Sempra from RBS will add to JPM's commodities power, particularly in physical markets.	Has lost some of the ground that it made during the crisis. Still often at or near the top of the league tables, but is losing market share. According to Morgan Stanley/Oliver Wyman, has less market share in M&A, debt and equity now than it had in 2007.	Topped deal league tables for 2009. But underwriting revenues dropped 25% on a sequential basis in Q1 and lost market share. Is facing a bigger and bigger challenge by revitalised competitors, such as BAML, Credit Suisse and UBS, and new players such as Barclays.	Pushed off the top spot by Barclays (Thomson Reuters) in Q1 2010. Full year 2009 was pushed into fourth place behind BAML, BarCap and Deutsche. Underwriting revenue was flat sequentially in Q1 2010.
BARCLAYS	Has cemented itself in the top tier. Only bank to break in and stay in the top three in foreign exchange. Has 15% market share in US treasuries and agencies. Equities a growing presence. Top underwriter of block trades; number one market maker on NYSE; now covers more than 4000 stocks in the US.	Top ranked derivatives house. In Risk's Corporate Survey, was number one counterparty in all areas. Started trading commodities in 2000, now a top three house. Aims to increase commodities staff by 30% by end of fiscal year. Main growth area is physical markets. Created a shipping division in March to support physical oil trading business. Big dealer of commodity linked notes – issuing more than $7.9bn in 2009; leader in commodity portfolio novations for clients divesting books such as UBS and Duke Energy.	Lots of upside from growing its investment banking footprint. Very successful entry to equities and M&A advisory, at the right time in the cycle. Made strong hires, at relatively moderate cost. Execution Noble estimates IB revenues up 58% in Q1 2010 compared with Q1 2009. BarCap the only bank in Dealogic's top 10 for revenue to post quarter-on-quarter IB increase in Q1 2009, up 13%.	Still relatively weak compared to big ECM houses, especially in crucial FIG area. Rapidly catching up and could overtake Deutsche. Underwrote the two largest US block trades of 2009 and has won some significant book runner mandates.	Barclays is very strong and getting stronger. Topped global investment grade and global asset-backed tables in Q1 2010; number one for all international bonds, according to Thomson Reuters. Seen as big danger to Deutsche Bank.
BANK OF AMERICA MERRILL LYNCH (BAML)	Hugely benefiting from the combination of BofA and ML and internationalisation of the franchise. Legacy Merrill's cash equities suffered from crisis and integration pain, falling from 11% in H1 2007 to 7% in H2 2009 according to Morgan Stanley. Equities revenue of $1.7bn led by sales and trading revenue of $1.5bn in Q1 2010.	Huge player globally and getting bigger. Q1 2010 FICC revenue of $5.8bn, driven by sales and trading. Steadily building out commodities, planning to expand commodities by as much as 25%. Asia-Pacific is a particular focus. Making high level hires from other commodity heavyweights such as Morgan Stanley. Has a significant business in structured notes and commodity indices.	BAML's corporate and investment bank is doing well, though revenue is so far biased towards markets. Finished fifth globally in M&A (fourth for revenues) in 2009. Combination of Merrill with BofA balance sheet seems to be working well. Is hiring heavily for build-out.	Bank of America is making the Merrill acquisition work. Topped the IPO revenue table (Dealogic) in Q1 2010. Finished 2009 fourth globally and first in the US. Building out in Asia, including hire from Goldman in China. Lack of a China A share platform is a weakness.	Has had some upsets since its markets reorganisation, losing one or two top bankers. Ranks well – fourth globally in 2009, second in terms of revenues. It is weak in Asia, but some signs of improvement. Has poached from Deutsche's debt ranks. Good in South Korea.
CREDIT SUISSE	Trading revenues fell in Q4 2009. Credit Suisse blames on lower client volumes. FICC is weakening but equities looking increasingly strong. Has good cash equities platform: number one on Brazil's Bovespa; 14% market share S&P 500; about 20% FTSE 100. Trading revenues rose in Q1 2010 to $4.1bn.	Has yielded some ground in FICC through crisis, some because of deliberate exiting of businesses. Some argue this is no bad thing, as reduces its vulnerability to a FICC slowdown. FICC profits shrank by a third in Q4 2009. Lacks the clout of commodity heavyweights, but has physical platform via Glencore. Exiting US power, but started trading European gas and power. Has hired 100 since 2007, plans to add another 100.	Growing in strength. Picking up market share in equity and M&A. According to Dealogic, number two share of wallet throughout 2009 for EMEA and Asia-Pacific. The only bank to pick up an advisory mandate on four of the five biggest announced M&A deals in Q1 2010.	Increasingly strong platform; strong cash equities business is supporting origination. Last year won some big mandates including accelerated bookbuilds of Barclays and Volkswagen stock.	Has a strong business. Although it lags behind the DCM giants, it worked on some of the key deals this quarter, including Rabobank's €1.25bn contingent capital issue. Rose in the league tables, from 11th to to sixth place. Has regained some lost ground in high yield.
DEUTSCHE BANK	Top fixed income and derivatives franchise, coined the term 'flow monster'. Weaker in equities. Losing share to ever-stronger BarCap and internationalised BAML. According to Morgan Stanley, it is the biggest loser of market share in FICC sales and trading, dropping globally from 10.9% in H1 2007 to 7.7% in H2 2009.	Deutsche's place as the big FICC challenger to Goldman has been taken by BarCap. Launched a commodities five-year plan in 2007. It has increased headcount by 15% in 2009, with significant hires in Calgary and Asia. Has more hiring plans for 2010. Seen as well placed in derivatives. Not active in the physical markets and lost out to JPMorgan in buying Sempra from RBS. Swaps business well placed for expected growth in areas such as iron ore swaps. Good presence in funds and indices business.	Perceived as secondary business to Deutsche's markets business, but better than many people think. Is fifth for announced M&A globally in Q1 2010, behind Goldman, JPM and Credit Suisse. It is building serious credibility in ECM and DCM. Has gained real ground in the FIG segment.	Progressing in ECM. Role alongside Goldman for IPO of Agricultural Bank of China is a huge coup and confirms that Deutsche is growing in Asia, and in ECM confidence. Has made it firmly into the higher reaches of the Top 10.	Deutsche still leading the way in Europe (Q1 revenue tables, Dealogic), but not much to choose between DB, Barclays and Credit Suisse. Globally, sits in third position; again BarCap is hot on its heels. Poached FIG team from BAML has yet to dent bookrunner rankings: ninth in 2009 FIG DCM. Just added one of UBS's top FIG bankers, Vinod Vasan, to a powerful team.
NOMURA	Very equities biased so far. Has regained legacy Lehman's top position for equities trading on the London Stock Exchange. Dominates trading in Tokyo and is developing a more pan-Asian presence. Recently added cash equities in Australia and Malaysia.	Weak in debt capital markets outside of Japan but building. Average daily trades for fixed income flow in EMEA increased by five times. In foreign exchange, average daily trades for currencies have increased by 13 times since go live in February 2009. Building commodities. Acquired Nexen Energy Marketing this year, giving it access to scalable physical platform.	Making a real push across the board. Appointment of a non-Japanese (ex-Lehman man) to executive board marks a real change and affirms ambitions. Hopes it will prevent an exodus of ex-Lehman staff now two-year bonus period has expired. Exit of Christian Meissner to BAML is a loss. Hindered by lack of balance sheet.	Seems to be making the Lehman acquisition stick, and the switch to a pan-Asian, nascent global firm. Taking advantage of vibrant Asian economy. Second only to BAML in global IPO volumes in Q1 2010. Into Dealogic's global ECM top 10 at eight, for 2009. Still a long way to go to build a global franchise.	Ranks first or second in Japan, and entered Asian top 10 (at six) in Q1 2010 according to Thomson Reuters, but not on the radar elsewhere. Lehman acquisition increased FI headcount by 80% and now building in the US – yet to turn into deal flow. Last year regained US primary dealership it surrendered two years ago, which should help.
UBS	UBS's rebuild is under way, but has a long way to go. Used to be a giant in equities trading but lost market share in the crisis – from 9.8% in H1 2007 to 6.4% in H2 2009. Also lost a lot of key personnel. Strong start to the year in fixed income; driven by credit.	Market share in FICC dropped from 4.1% in H1 2007 to only 1.9% by the end of 2009. Under new, ex-Goldman, management the division is looking better. Fixed income estimated to have contributed $2.3bn revenue for Q1 2010. Likely includes an upswing in legacy assets, but is a huge turnaround. Selling off chunks of its commodities businesses in the crisis – to Barclays and JPMorgan – will be costly.	Inevitably lost market share. More surprising is how much business it kept. Still has an enviable client list, and gained an additional UK corporate brokership. Worked on some of last year's seminal FIG deals. Is a top three house for sovereign financial advisory. Still very strong in Asia.	In Q4 2009 ECM revenues rose 65% to $1.5bn, playing a major role in bringing the IB back into profit for the quarter. Lost some good bankers to firms undergoing aggressive build-outs, such as BarCap. But very resilient consider-ing past two years' pain.	In recovery. Has leapt from 12th to fifth in Thomson Reuters' Q1 2010 global ranking for debt and syndicated loans. In Dealogic's revenue rankings for global DCM, UBS has also climbed from 11th in Q1 2009 to seventh in Q1 this year.
MORGAN STANLEY	Seen as weak and lost ground in the crisis. Equities business dropped from 8.8% in H1 2007 to 6.9% in H2 2009. Analysts say it has downsized too much in the crisis. In the past year hired 350 people in sales and trading, and revenues rose from $1.4bn in Q1 2009 to $4.1bn in Q1 2010.	Very weak by comparison to hugely powerful Goldman, BarCap, BAML, JPM and Deutsche. Federal Reserve data reveals that its trading revenues are about one quarter of Goldman's. FICC lost ground from H1 2007 to H2 2009: falling from 8.5% to 7.2%. Missed out on last year's bumper year as it reduced risk. Still one of the big players in commodities, but may be overtaken by the aggressive growth of other players.	Again, lost ground during the crisis. Market share of total IB revenues plummeted from 14% in H1 2007 to 9.9% in H2 2009. Pushed out of Thomson Reuters' top 10 for combined debt and equity. But M&A business, especially in Europe, is still flying the flag, near the top of the league tables in Q1 2010.	Morgan faces renewed competition. This is evident in full-year 2009 rankings, where in the US it was pushed down to fifth position. However, in Q1 this year it rose to fourth globally, second in the US and third in EMEA.	Not performing well against increasingly tough competition and recovering banks. In Q1 did not make it into the top 10 globally for DCM; nor for investment grade, nor for all international bonds. Scored better in asset backed securities.
CITI	Trading revenues in the US, according to Fed filings, reveal that it is a trading weakling by comparison with Goldman and BAML. Had high staff turnover, and trading suffered because of its volatile credit spreads. Equities and rates now benefiting from a coherent electronic strategy to unite execution platforms.	Citi's surprise results in April revealed a 77% rise in its FICC revenues versus Q1 2009. How sustainable they are, is another question. That said, according to Morgan Stanley figures, Citi grew FICC market share from 8.6% to 11.5% between H1 2007 and H2 2009. Relatively weak in commodities. Having sold Phibro, Citi announced big push in March. It now wants to add 100 front-office commodities staff, increasing headcount in the area by 40%.	Rival banks say that Citi has lost a lot of ground, but what is most surprising is Citi's resilience. Investment banking revenue in Fed quarterly filings show that for each of the first three quarters last year, it earned more than any of the other Big five US banks in the US. In Q4 2009, beaten only by Goldman and Morgan Stanley.	Has maintained overall equities market share between 2007 and 2009, and equities is one of Vikram Pandit's four areas for investment when the bank's profits stabilise. Is around the middle of the league tables in the US and globally, but has slipped to the bottom in EMEA and Asia.	Has proved hard to upset the Citi DCM machine no matter how much damage is done to the firm. Ended last year in top three for deal volume and revenues. Top three house for all emerging market DCM, CEEMEA and Latin America DCM, but falls back in BRIC and GCC.

BANKS	MERGERS AND ACQUISITIONS (M&A)	EMERGING MARKETS	REGULATION RISK	RISK MANAGEMENT and REPUTATION	DOWNSIDE
GOLDMAN SACHS	Globally, still the house to beat, leading in terms of announced and completed deals. But challenged in Europe by JPMorgan, Morgan Stanley, Credit Suisse, Deutsche, BAML and BarCap. Weaker than it should be in emerging markets.	Goldman is strong, but is outstripped in revenue terms by Credit Suisse and Deutsche Bank. Perceived as relatively weak in CEE, Africa and Latin America. Asia business largely bolstered by excellent China franchise.	Volcker Rule could be cataclysmic for a trading business as big and as complicated as Goldman's. Also very vulnerable to any crack-down on derivatives limits and the move to central clearing. The Lincoln bill would be very tough for big swaps players.	Came out of the crisis with its reputation as the industry's best risk manager significantly enhanced. More banks are emulating its model of embedding the risk function in the business and giving risk managers real clout. Damage inflicted in the public eye about what was seen as preferential AIG payout. Does this really matter to its business? No. But the fraud suit filed by the SEC in April has the potential to do much more serious damage. Some people believe that in taking on the SEC, Goldman is betting the firm.	The bank that everyone loves to hate. Currently the target for the man on the street, but this does not matter to the business. It has weaknesses in certain products, but this does not seem to affect Goldman's earning power. However, the current SEC lawsuit is much more troublesome.
JP MORGAN	Advisory volume declined by 40% according to Q1 2010 results on a linked quarter basis, and underperformed many of its domestic peers. Ranked seventh for completed deals in Q1 2010. Beaten by both BarCap and Deutsche.	Lost ground in 2009, and three places in investment banking revenues tables. IB CEO Jess Staley has admitted going "in and out too much" in its emerging markets strategy. Says bank will concentrate on key markets, including Brazil and China. Is partnering with First Capital Securities in China.	JPM perceived as less of a prop trader than Goldman and therefore less vulnerable to the Volcker Rule. But it would be hard hit by anything that cramped its style in derivatives and commodities. CEO Jamie Dimon said potential derivatives regulation could cost the firm between $700m and a couple of billion dollars.	Emerged from the crisis with a greatly enhanced reputation for risk management and for making canny deals in the midst of the crisis. Seen as bank with good management, although some question CEO Jamie Dimon's people skills and his brutal handling of his succession planning, when popular investment bank head Bill Winters was ousted. Some competitors say it has used its post-crisis muscle to use bully-boy tactics when a leading member of syndicates.	Rejuvenated competitors are snapping at its heels, pushing it off top spot in a few products in Q1 2010. Does not wield the weight it should in the emerging markets. There are still wounds to heal regarding the ousting of Bill Winters and relations between JPMorgan and Cazenove bankers.
BARCLAYS	Making more of an impact. Advised on three of the biggest transactions in 2009. Top five in US – leveraging ex-Lehman business – and has caught up with Deutsche on global basis. But still relatively weak in Europe and Asia – though growing fast; in Q1 2010 is 10th in Asia (Thomson Reuters), from outside the top 20 last year. Needs to build FIG M&A.	Relative weakness outside of hot-spots in Africa, Middle East and CEE. Has a gap to fill in Asia-Pacific. Start in 2010 bodes well, with BarCap the only bank to score roles in all three sovereign bond deals announced this year. Not a big earner, but tends to feed through to the rest of the investment bank	Difficult to say how US rules could impact European banks – but almost certain that US operations will not escape. Christine Lagarde suggests a European Commodity Futures Trading Commission and, like the US, limiting of "speculation" to reduce price volatility. This would hit BarCap. It is one of the biggest players in the derivatives and commodity derivatives market.	Scored well for avoiding government aid. But only avoided big write-downs by moving assets to the banking book. However, this is a tactic that others are now copying. Later sold dodgy assets to a Barclays-backed asset management firm, Protium. Analysts tend to agree that this has worked out well. Some say lucky, others say clever. Narrowly avoided disastrous acquisition of ABN Amro. Some accuse it of being slippery in how it has managed the crisis. Admired for the Lehman acquisition and the successful integration. Most ex-Lehman employees have been won over.	Barclays had to sell some very expensive equity and flog some crown jewels in order to raise capital and avoid government aid. Whether the latter has been worth it will only show in the long term. The outstanding Lehman legal case looms on the horizon. FICC business vulnerable to any declines, but ECM and M&A provide balance.
BANK OF AMERICA MERRILL LYNCH (BAML)	Worked on two of the top 10 deals last year, but has had a weak start to 2010. Some fear that investment banker losses last year are now becoming apparent. Did not make the global or European top 10 in the Q1 2010, slipping heavily from last year. Good player in India, topping announced M&A in 2009.	Should be a global powerhouse, but yet to knit all the pieces together. However, solid plans to build the corporate and investment bank. Good equity trading platform in Asia, especially India, but primary business needs work. Also building in Latin America, focused on Brazil, Mexico, Chile, Colombia and Peru.	The combination of Merrill and BofA has created a vast trading business, beaten only by Goldman in the US. While it is not known as a prop shop, it would be affected by the Volcker Rule. It is rapidly building in commodities, therefore will as worried about the Lincoln Bill as its US competitors.	Had a difficult crisis, mainly because of the Merrill and Countrywide acquisitions. BofA's own exposures light in relative terms. Problems with repossessions in the US have been damaging. Biggest risk failures seen as investment/deal risk regarding timing and price of acquisitions. BofA took a massive hit because of the high profile and extremely damaging legal case against the management over the Merrill acquisition. Has redeemed itself in terms of integration and successful turnaround of the platform.	Integration pain is fast receding and upside in the investment bank looks good. But it has huge exposure to the US retail and corporate markets, which remain fragile. Although analysts predict non-performing loans and provisions to begin declining in 2010, it is the most vulnerable if that thesis is proved wrong.
CREDIT SUISSE	Last year, appointed a head of only M&A instead of combining with underwriting. Some good (and surprise) wins: lead advisor to the Prudential in bid for Asian assets of AIG. Rose three places to third in M&A league tables over last year, though still lags in revenue as it waits for bumper deals to pay off.	Growing its emerging markets IB share. Leads emerging markets IB revenue (Dealogic) with a 5.6% share (followed by Deutsche, 4.5%, and Goldman, 4.2%). Good Latam presence, led the announced M&A tables in Q1 2010. Top in Middle East & Africa equity underwriting. Has poached some good people from Deutcshe and Morgan Stanley for Asia fixed income.	Again, unsure of the affect on European banks of mooted US bills or any European copy-cat moves. Anyway, while it would be impacted, Credit Suisse is not a FICC giant so is therefore not as exposed to a potential crackdown as some competitors.	Had built a reputation for good risk management that was slightly damaged by the embarrassing 'mispricing' error. But most analysts are impressed with the way the bank has managed itself through the crisis. Has impressed with the way it has exploited the crisis to grow equities and investment banking franchises to balance the business. Has taken a lead in compensation: using toxic assets as bonuses and keeping a lid on expectations. Built a reputation as the 'responsible' bank.	Credit Suisse has done a good job of repositioning the bank. Key downside risk is ensuring that in shedding risk it does not cede too much ground to the FICC giants. Like UBS it is waiting to see how the US government's attack on Swiss private banking will affect the growth of its assets under management.
DEUTSCHE BANK	Seriously building capability and credibility. Hired 109 M&A bankers between 2008 and 2009, of which 35 were managing directors. Head of M&A is Goldman Sachs alumni Bruce Evans. Took highly rated FIG team, and others, from Merrill Lynch at the height of BAML's integration nightmare. This has propelled it up the FIG rankings across all product segments.	Deutsche developing a much more rounded emerging markets presence. Has stated aim to grow in Asia, LatAm and CIS. Big push in Asia, already paying off with high-profile IPO win for Agricultural Bank of China. Overall, in Asia, still lags the region's investment banking leaders – Credit Suisse, UBS, JPM and Goldman Sachs.	Of the European banks, Deutsche and BarCap are most at risk to punitive regulation of trading businesses. Deutsche is particularly vulnerable to hits on the derivatives businesses and/or commodity derivatives. Deutsche has a huge derivatives platform, and is one of the top swaps houses.	Has a mixed reputation. Survived the crisis in reasonably good shape compared to some European peers, and seen to have managed credit risk well. However, Moody's took highly unusual step of saying that Deutsche's record in managing market risk is less than impressive. Some analysts believe that Moody's must know something… Has survived without government help and is prospering in many ways – notably in building its investment banking businesses. But many analysts say Deutsche is losing ground to European competitors.	Deutsche is still hugely exposed to FICC. Some analysts also worry that it does not have enough other business to balance the investment bank. A huge question over succession. Many fear that the obvious candidates, Anshu Jain or Michael Cohrs, will fail only because they are not German. That is a parochial attitude for a 'global' bank.
NOMURA	Not yet making real headway in terms of deal tables (18th year-to-date), but gaining ground. Revenue tables show it is not buying position (12th ytd). Has acquired Tricorn in the UK to enhance UK advisory; immediately paid off with advisory role for the Red Knights on their potential bid for Manchester United. Also sole advisor to KKR on $1.5bn Pets at Home deal.	Still building real pan-Asian capacity and facing stiff competition from incumbents and aggressive builders such as BarCap and Deutsche. Recently hired senior economist from Citi as head of emerging market research. Opened office in Saudi last year aiming to channel Middle East and Asia deal flow. Has won M&A deals in India and China. Still a work in progress.	Impossible to say how US regulatory changes could impact Asian banks – but almost certain that they will not escape its affect if they have US operations. As Nomura is still in the build out phase in the US, this does not seem material, but the bigger its FICC business gets, the more vulnerable it will be.	Had fewer subprime write-downs than most of its Western counterparts. Has helped to dispel Nomura's rather patchy risk management history. Analysts impressed with the way that it is transforming itself in a measured and achievable way. Nomura has big ambitions. Sceptics say they have seen it before; others hope that this time Nomura's efforts will be more successful and more sustainable. Appointment of Jesse Bhattal to run wholesale, and the migration of Japanese staff to Western-style contracts, seen as very positive moves.	The revolutionary step of appointing a non-Japanese banker to the executive board and to oversee all wholesale operations has risks. It could backfire if the build does not go as planned. Nomura has yet to prove that it has the ability to build a sustainable global investment bank.
UBS	Has lost ground, but there are signs of life: top three for bankruptcy or distressed M&A. Its role advising Comcast in the US was the largest merger mandate for 18 months and propelled it into US top 10, but as corporate broker to the Pru, losing lead role in AIG deal to CS must have hurt.	Is still one of the top investment banks in Asia, although competition there is hotting up. The sale of Brazil's Pactual back to BTG's Andre Esteves raised necessary capital during the crisis, but was a big loss in Latin America. BTG also poached UBS's head of CEEMEA. Yet to make a serious impact in the Middle East.	Having lost so much ground in its FICC trading businesses, it is less exposed to any potentially punitive regulations. The economics of its rapid rebuild will be badly affected if Europe follows the US in the more draconian stance on derivatives.	Took the biggest hit during the crisis. Report to Swiss regulators stunned industry and revealed that managers and board did not know the bank's exposures. New CEO and new managers have revamped structures and processes, and increased accountability. Its reputation also took the biggest hit in the crisis. Shareholders recently voted against letting previous senior managers off the hook. Unsure whether this will lead to legal action being taken.	Still has US legal action against the private bank outstanding. UBS has done everything it can to comply; now it must wait for outcome at government and regulatory level. Still suffering from outflows in its private bank. Unclear what the long-term implications are for the health of the business.
MORGAN STANLEY	Thank goodness for M&A. Second globally, in Europe and in Asia for 2009. Worked on five of last year's top 10 deals. Top advisor on bankrupt and distressed acquisitions in 2009, advising on $110.5bn of deals, including RBS's APS participation.	In a quarter where emerging market M&A increased by 107.2% over Q1 2009, Morgan did not exploit the strength of its premier franchise. Was 10th in terms of announced deals in Latam, and did not score in the Top 25 for announced deals in Asia, but scored a role on Agricultural Bank of China's mega IPO.	Morgan Stanley's decreasing scale in FICC will mean less damage from potential regulatory changes, but will still affect it significantly, particularly in its commodities business. Similarly, if new CEO's build-out goes according to plan, this minimal benefit will be short-lived.	Morgan Stanley suffered in the crisis. It had to sell a substantial stake to MUFJ to stay afloat, as well as convert to a bank holding company. And just as it emerges from an awful couple of years, with new CEO and senior management reshuffled, the largest loss in the history of private equity property investment causes embarrassment. A little bit of the shine has been taken off this white-shoe firm. One analyst called it a second-tier trading house.	Playing catch when there is much more competition for market share in investment banking. Trading partnership with MUFJ seems confused. Analysts argue that it does not have the capital to bring to bear on the trading business, and will therefore lose out.
CITI	Worked on two of the top 10 deals in 2009. Ranked fourth globally, and fifth for revenue. Asia-Pacific is a key target area, and Citi is just outside the top 10 in Asia-Pacific for announced deals in Q1 2010; but got on four tickets in China and two in India, announced in Q1. Nabbed ex-Lehman Nomura banker in March to boost Asian M&A.	Emerging market network to beat all other global banks apart from HSBC, and very strong corporate and transaction banking business which feeds in solid revenues and makes Citi difficult to unseat. Recently scored a couple of equity-linked bankers in Asia from Morgan Stanley to bolster its convertibles business, in which volumes have rocketed this year.	As a big consumer bank which is still heavily indebted to the government, it will be one of the key targets for regulators and politicians. Because it lacks the scale of giants such as Goldman and BAML, it is less vulnerable to regulations around trading. However, the economics of its rebuild will be affected.	Citi's reputation was decimated by the crisis, and it is the only one of the big US banks yet to exit the government's TARP scheme. But after a shaky start, CEO Vikram Pandit and the senior management team have overseen a massive turnaround. Net income of $4.4bn in Q1 2010 – the largest since Q2 2007 – is a significant marker, though Mr Pandit was quick to manage expectations. A few more quarters of steady profit will go a long way towards restoring Citi's reputation.	Volatility in its investment banking earnings and uncertainty over the winding down of the bank's $500bn portfolio of troubled assets could affect future earnings. Could be vulnerable to a concerted push by BAML and JPMorgan to target Citi's global corporate banking share.