

# Goldman Sachs Presentation to Credit Suisse Financial Services Conference

**Lloyd C. Blankfein**  
**Chairman and Chief Executive Officer**

February 13, 2018

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# Cautionary Note on Forward-Looking Statements

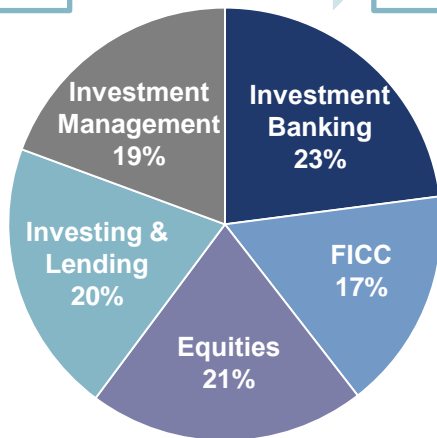
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- Today's presentation includes forward-looking statements. These statements are not historical facts, but instead represent only the Firm's beliefs regarding future events, many of which, by their nature, are inherently uncertain and outside of the Firm's control. Forward-looking statements include statements about potential revenue and growth opportunities and statements about the effect of the Tax Cuts and Jobs Act (Tax Legislation). It is possible that the Firm's actual results, including the incremental revenues, if any, from such opportunities, and financial condition, may differ, possibly materially, from the anticipated results, financial condition and incremental revenues indicated in these forward-looking statements.
- For a discussion of some of the risks and important factors that could affect the Firm's future results and financial condition, see "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2016. You should also read the forward-looking disclaimers in our Form 10-Q for the period ended September 30, 2017, particularly as it relates to capital and leverage ratios, and information on the calculation of non-GAAP financial measures that is posted on the Investor Relations portion of our website: [www.gs.com](http://www.gs.com). Statements about our revenue and growth opportunities are subject to the risk that the Firm's businesses may be unable to generate additional incremental revenues or take advantage of growth opportunities. Statements about the estimated effects of Tax Legislation are based on our current calculations, as well as our current interpretations, assumptions and expectations relating to Tax Legislation, which are subject to further guidance and change.
- The statements in the presentation are current only as of its date, February 13, 2018.

# Benefits of a Diversified Franchise

## Key metrics

### Net Revenues



2017 Net Revenue Mix

### 2017 YoY Improvement Across Key Metrics

Pre-Tax Earnings	+8%
Diluted EPS <sup>1</sup>	+21%

### Strong Operating Performance

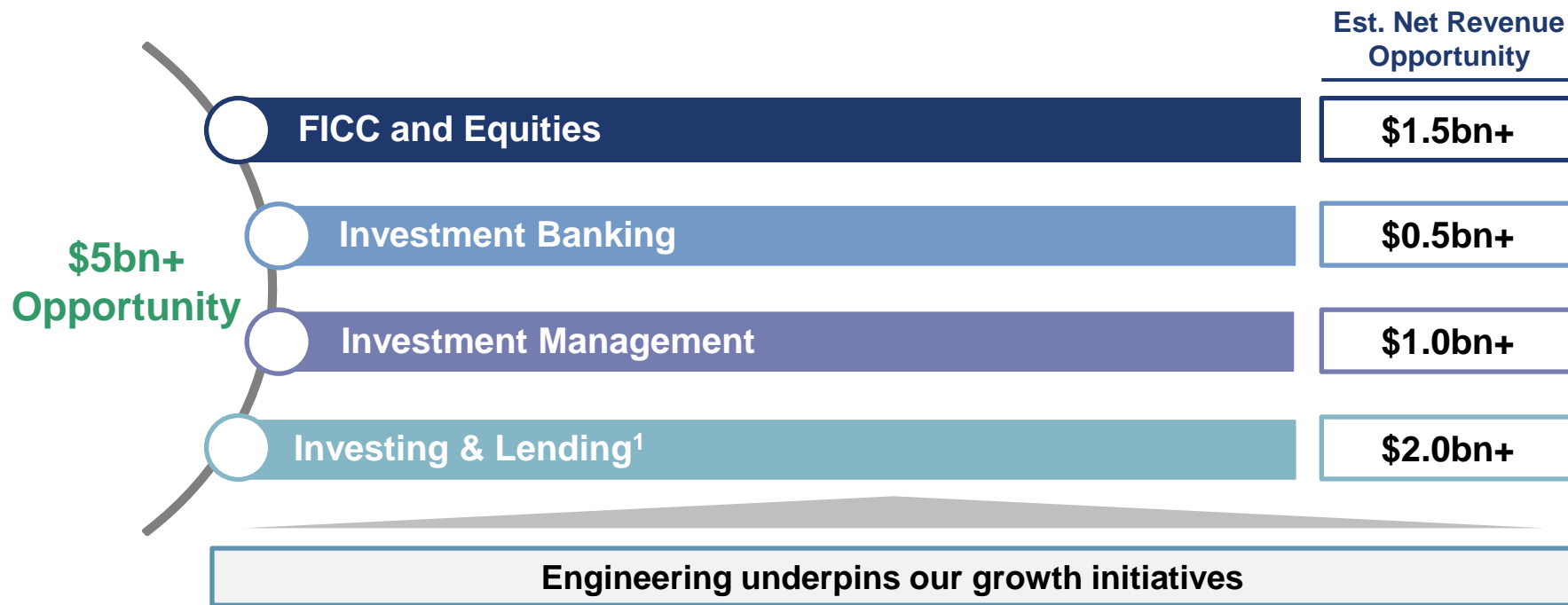
**Double-digit ROE<sup>1</sup>**  
in **5** of the last **6** years

### Improvement in key shareholder metrics YoY

<sup>1</sup> 2015 ROE excludes the impact of the provision recorded for the settlement with the RMBS Working Group which reduced ROE by 3.8 percentage points. 2017 ROE and diluted EPS exclude the estimated impact of the Tax Legislation which reduced ROE by 5.9 percentage points and diluted EPS by \$10.75. See Appendix

# Investing in our Franchise

## Opportunities for growth





**We are seeing progress in our growth initiatives across the franchise**

*Note: This presentation is intended only to reflect potential growth opportunities that the Firm believes may permit its businesses to generate additional incremental revenues. It does not provide earnings guidance or predict/forecast future activity levels, market share, revenues, pre-tax earnings or ROE*

<sup>1</sup> Includes Marcus loan and deposit platform, PWM lending and GS Select, Institutional lending and financing

# Fixed Income, Currency and Commodities

## Progress across FICC initiatives

Initiative		Progress
Close market share gaps with Asset Managers and Banks	<ul style="list-style-type: none"> <li>✓ Enhancing cash/flow trading capabilities</li> </ul>	 <p><b>18 of 21</b> market share metrics across products higher YoY</p>
Strengthen corporate offering	<ul style="list-style-type: none"> <li>✓ Built deeper, more granular client coverage model</li> <li>✓ Using detailed third-party data to identify client gaps</li> </ul>	<p><b>16 new commodity-related transactions</b> resulting from J.V. with Investment Banking</p>
Client inventory financing	<ul style="list-style-type: none"> <li>✓ Holding ourselves accountable to deliver top 3 rankings</li> </ul>	 <p><b>\$400mm</b> of balance sheet deployed</p>

### Deploying engineering capabilities to support growth efforts

<p><b>7,000</b> Unique Marquee users/month across 2,000 institutions, up ~60% YoY<sup>1</sup></p>	<p><b>~25%</b> Engineers as % of FICC headcount<sup>2</sup></p>	<p><b>~33%</b> YoY growth in clients trading via Systematic Market Making (SMM)</p>
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<sup>1</sup> Represents Marquee users across FICC and Equities as of December 2017

<sup>2</sup> Includes Sales, Strats and Market-Making functions within FICC

# Equities

## Progress in execution

### Focus on Electronic Execution

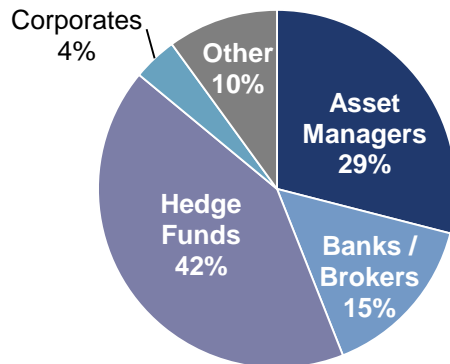
- Investments in our people, platform and product driving results
  - Hired ~100 people throughout the organization, spanning engineering, technology and research
  - Strategic partnerships and acquisitions driving performance and improvements for clients
    - In EMEA, 100x improvement in latency, 10x improvement in post-trade capacity over the past 18 months
  - Onboarding key quant clients and growing quant and systematic prime balances

### Technology-focused Acquisitions and Partnerships

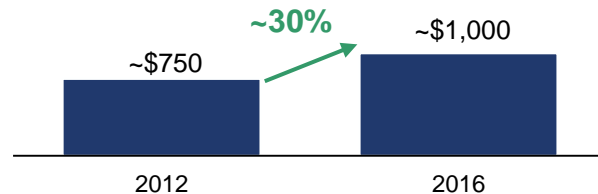
**PANTOR**  
ENGINEERING

**Bloomberg  
Tradebook**

### 2017 Equities Client Mix<sup>1</sup>



### Growth in Quant Industry AUM<sup>2</sup> (\$bn)



<sup>1</sup> Based on gross sales credits

<sup>2</sup> Quantitative strategies AUM source: Hedge Fund Research, Inc.

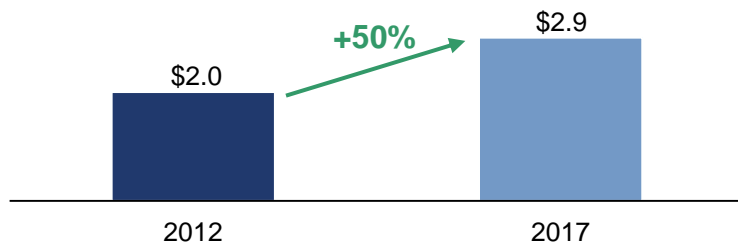
# Investment Banking

## Progress in client coverage

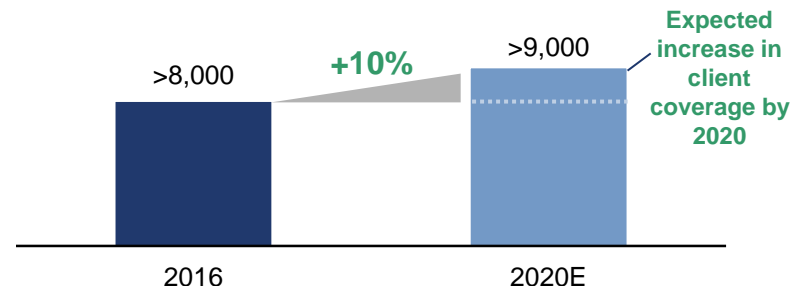
### Debt Underwriting League Table Ranking<sup>1</sup>



### Debt Underwriting Net Revenues (\$bn)



### Investment Banking Client Coverage



- ✓ New coverage assigned on >30% of targeted clients
- ✓ Regional strategy implemented (Seattle, Toronto, Atlanta, Dallas)
- ✓ Expanding coverage model by optimizing existing senior talent and making additional lateral hires
- ✓ Awarded >75 new mandates to date from client coverage expansion efforts

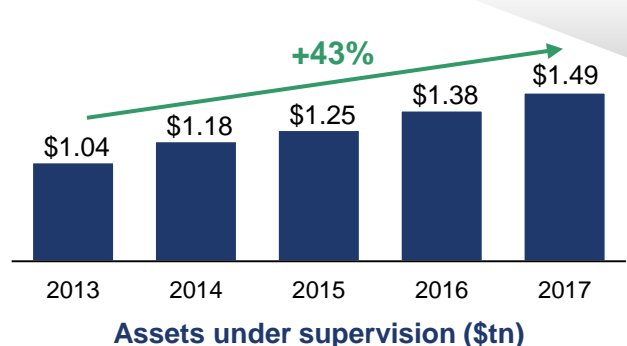
**Engineering enhances client engagement through apps, machine learning and big data analytics**

<sup>1</sup> High Yield and Investment Grade Underwriting sourced from Dealogic. Leveraged Loans sourced from Bloomberg

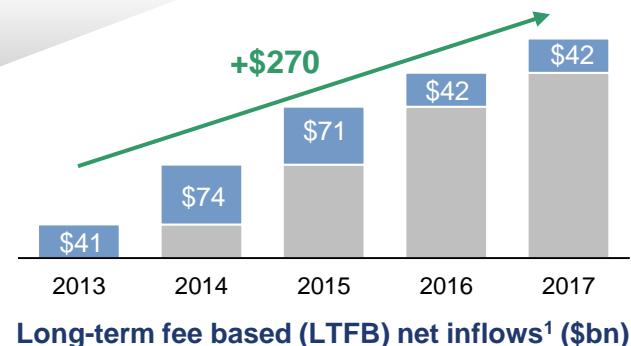
# Investment Management

## Progress across GSAM, PWM, and Ayco

Increase client coverage and distribution via multi-channel approach



Balanced  
Growth



### GS Asset Management

- 2017 LTFB net inflows: \$23bn<sup>2</sup>
- Expanding CIO/advisory alternatives and ETFs offerings

### Private Wealth Management

- 2017 LTFB net inflows: \$17bn
- Growing Private Wealth Advisors ~30% by 2020

### Ayco

- Cover 20% of Fortune 1000
- Implementing technology solution to grow distribution

<sup>1</sup> Includes LTFB net inflows of \$52 billion related to acquisitions and dispositions from 2013 to 2017

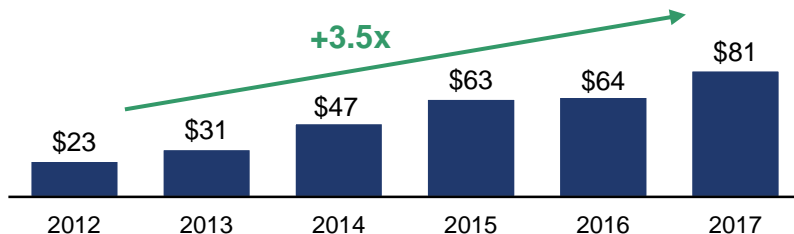
<sup>2</sup> Includes acquisition of Verus outsourced CIO business and sale of Australia business



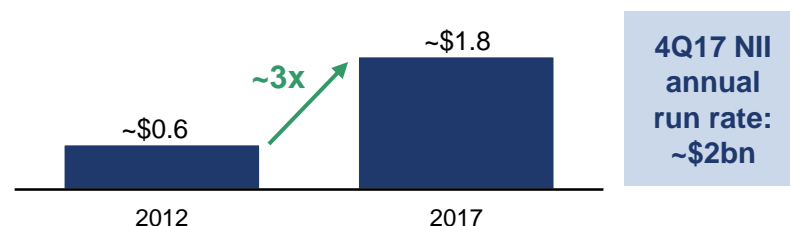
# Investing & Lending

## Progress in increasing lending across franchise

Funded Loans (\$bn)



Net Interest Income, Debt Securities & Loans (\$bn)



### Significant growth in lending across our franchise

PWM Lending	<ul style="list-style-type: none"> <li>Expanding collateralized lending to high-net-worth clients</li> <li>Extended \$3.0bn of loans in 2017 driving total funded loan balances to \$23.7bn                             <ul style="list-style-type: none"> <li>Lending revenues up ~30% vs. 2016</li> </ul> </li> </ul>
GS Select	<ul style="list-style-type: none"> <li>Launched digital securities-based lending platform to allow third-party Registered Investment Advisors to offer securities-based loans to clients</li> <li>Partnering with leading wealth management platforms serving clients with ~\$4 trillion in assets</li> </ul>
Institutional Lending and Financing	<ul style="list-style-type: none"> <li>Employ dedicated teams of experienced underwriters focused on diverse opportunities including real estate, middle-market corporate lending, alternative energy and structured credit</li> </ul>

# Marcus

Serving consumers' needs through engineering

Aligned to address consumer needs

No legacy products  
or high-cost branch  
infrastructure

Strong technology  
and risk management

Ability to leverage  
balance sheet

Opportunity to grow  
into new businesses

**5-star rating**

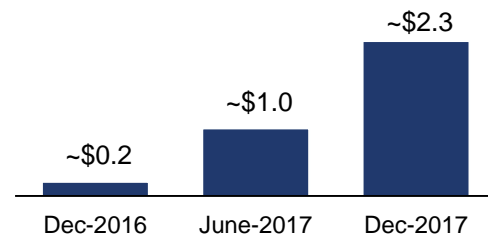
from NerdWallet<sup>1</sup> –  
“Among the very best for  
customer-friendly features”

**Marcus:**  
**BY GOLDMAN SACHS®**

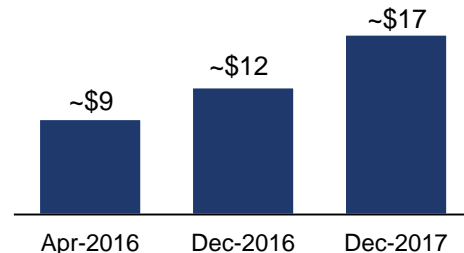
**90%**

growth in deposits since the  
acquisition of GE Capital's online  
retail deposit platform

## Life-to-date Loans Originated (\$bn)



## Marcus Deposits (\$bn)



<sup>1</sup> As of January 2, 2018

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# Appendix

## Non-GAAP Measures

### Net earnings applicable to common shareholders and common shareholders' equity, excluding the impact of Tax Legislation

(Unaudited, in millions, except per share amounts)

- The table below presents the calculation of net earnings applicable to common shareholders and diluted earnings per common share, excluding the impact of Tax Legislation:

	Year Ended December 2017
Net earnings/(loss) applicable to common shareholders, as reported	\$ 3,685
Impact of Tax Legislation	4,400
Net earnings applicable to common shareholders, excluding the impact of Tax Legislation	8,085
Divided by average diluted common shares used in the calculation of diluted earnings (excluding the impact of Tax Legislation) per common share	409.1
Diluted earnings per common share, excluding the impact of Tax Legislation	\$ 19.76

- ROE is calculated by dividing net earnings applicable to common shareholders by average monthly common shareholders' equity. The table below presents the firm's average common shareholders' equity and return on average common shareholders' equity, excluding the impact of Tax Legislation:

	Average for the Year Ended December 2017
Common shareholders' equity, as reported	\$ 74,721
Impact of Tax Legislation	338
Common shareholders' equity, excluding the impact of Tax Legislation	\$ 75,059
Return on common shareholders' equity, as reported	4.9%
Return on common shareholders' equity, excluding the impact of Tax Legislation	10.8%

- Management believes that presenting the firm's results excluding Tax Legislation is meaningful as excluding this item increases the comparability of period-to-period results. Diluted earnings per common share and return on common shareholders' equity, excluding the impact of Tax Legislation, are non-GAAP measures and may not be comparable to similar non-GAAP measures used by other companies.

# Appendix

## Non-GAAP Measures, continued

### Net earnings applicable to common shareholders and return on common shareholders' equity, excluding the impact of the Residential Mortgage-Backed Securities (RMBS) Working Group Settlement *(Unaudited, in millions)*

- Return on common shareholders' equity is calculated by dividing net earnings applicable to common shareholders by average monthly common shareholder's equity. The tables below present the calculation of these amounts for 2015 excluding the impact of the RMBS Working Group Settlement:

	Year Ended December 2015
Net earnings/(loss) applicable to common shareholders, as reported	\$ 5,568
Pre-tax impact of the RMBS Working Group Settlement	3,373
Tax impact of the RMBS Working Group Settlement	(381)
Net earnings applicable to common shareholders, excluding the impact of the RMBS Working Group Settlement	<u>\$ 8,560</u>
	Average for the Year Ended December 2015
Common shareholders' equity, as reported	\$ 75,729
Impact of the RMBS Working Group Settlement	836
Common shareholder's equity, excluding the impact of the RMBS Working Group Settlement	<u>\$ 76,565</u>
Return on common shareholders' equity, as reported	<u>7.4%</u>
Return on common shareholders' equity, excluding the impact of the RMBS Working Group Settlement	<u>11.2%</u>

- Management believes that presenting the firm's results excluding the impact of the RMBS Working Group Settlement is meaningful as excluding this item increases the comparability of period-to-period results. Return on common shareholders' equity, excluding the impact of the RMBS Working Group Settlement, is a non-GAAP measure and may not be comparable to similar non-GAAP measures used by other companies.