

Morgan Stanley

# **Barclays Global Financial Services Conference**

**Jonathan Pruzan, Chief Financial Officer & Executive Vice President**

**September 11, 2019**

## Notice

The information provided herein includes certain non-GAAP financial measures. The definition of such measures and/or the reconciliation of such measures to the comparable U.S. GAAP figures are included in this presentation, or in the Company's Annual Report on Form 10-K, Definitive Proxy Statement, Quarterly Reports on Form 10-Q and the Company's Current Reports on Form 8-K, as applicable, including any amendments thereto, which are available on [www.morganstanley.com](http://www.morganstanley.com).

This presentation may contain forward-looking statements including the attainment of certain financial and other targets, and objectives and goals. You are cautioned not to place undue reliance on forward-looking statements, which speak only as of the date on which they are made, which reflect management's current estimates, projections, expectations, assumptions, interpretation or beliefs and which are subject to risks and uncertainties that may cause actual results to differ materially. The Company does not undertake to update the forward-looking statements to reflect the impact of circumstances or events that may arise after the date of forward-looking statements. For a discussion of risks and uncertainties that may affect the future results of the Company, please see the Company's most recent Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K, as applicable, which are available on [www.morganstanley.com](http://www.morganstanley.com). This presentation is not an offer to buy or sell any security.

The End Notes are an integral part of this Presentation. See slides 17-20 at the back of this presentation for information related to the financial metrics and defined terms in this presentation.

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# Executing Growth Initiatives and Enhancing Stability Across the Firm



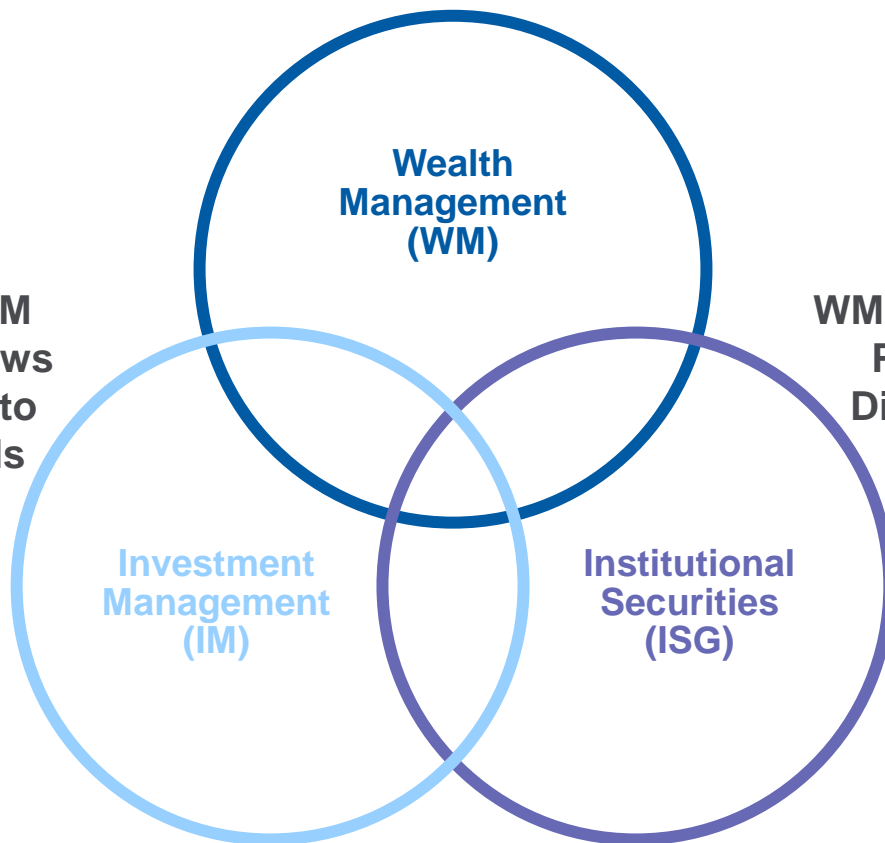
# Delivering One Firm to Clients through Cross Divisional Collaboration

**~\$11Bn**

Incremental WM Client Assets  
from ISG Referrals per Year <sup>(1)(2)</sup>

**>\$75Bn**

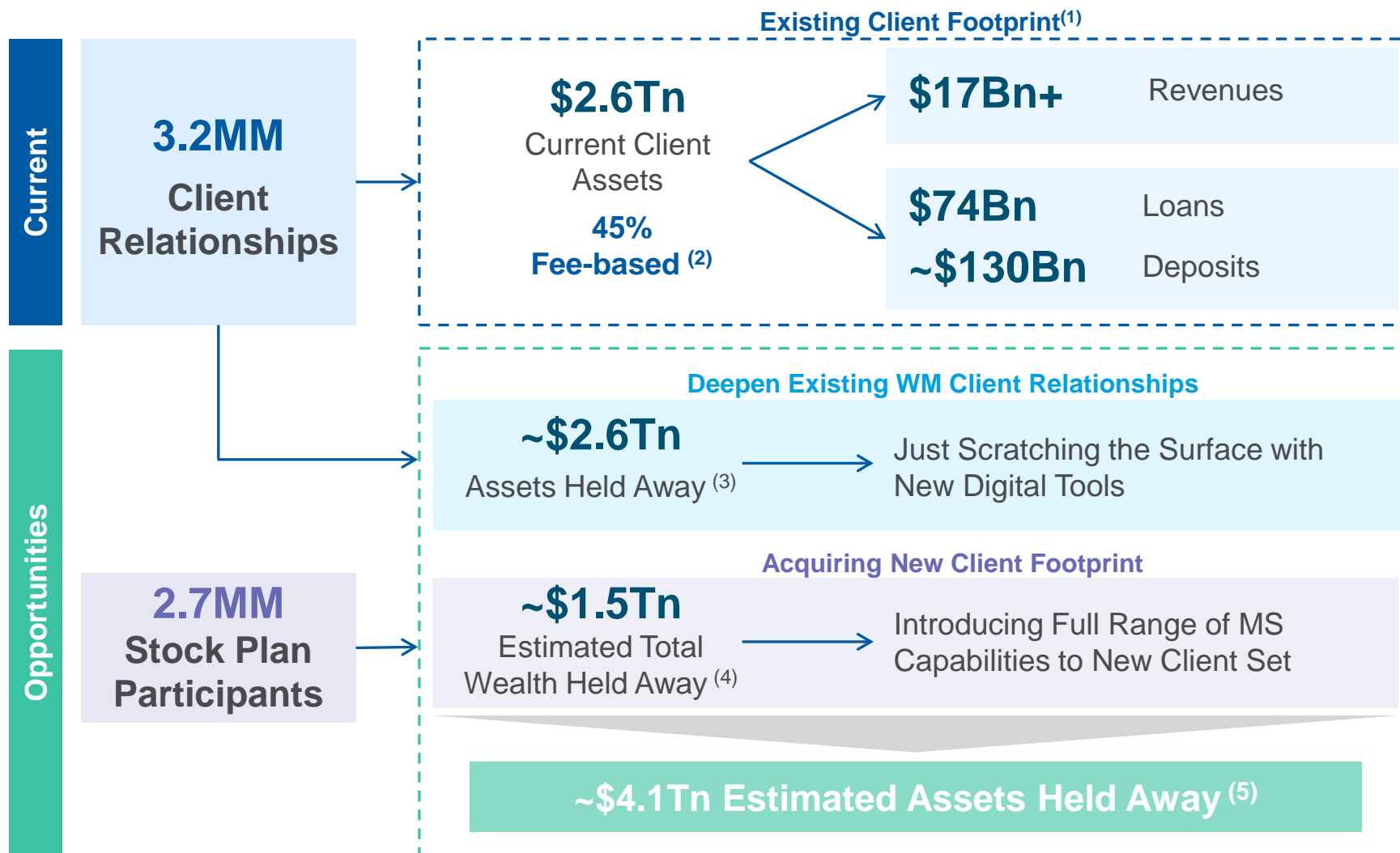
AUM Managed for WM  
clients and ~\$7Bn Flows  
and Commitments into  
IM from ISG Referrals  
in 2018



**~3.2MM**

WM Client Relationships  
Provide Additional  
Distribution Channel

# 1 Wealth Management: Sizing the Opportunity



## 1 Focusing on Existing Client Footprint

Modern Wealth  
Management



**~\$2.6Tn**

Asset Consolidation Opportunity<sup>(1)</sup>

Asset Aggregation

**>\$60Bn**

*Visible external client assets since aggregation tool launch<sup>(2)</sup>*

Goals Based Planning

**>125%**

*Increase in clients with financial plan<sup>(3)</sup>*

Next Best Action (NBA)

**~10MM**

*NBAs Sent by Advisors since introduction<sup>(4)</sup>*

Risk Analytics

*Fully integrated in the advisor platform and providing real-time risk analytics*

Digital Tools for Enhanced Service

**~50%**

*Increase in Mobile adoption since 2017<sup>(5)</sup>*

# 1 Workplace Opportunity is Off to a Strong Start – Winning and Servicing New Corporate Clients

Differentiated  
Workplace  
Offering –  
Leading  
Technology and  
Wealth  
Management

**>200**

New Clients Added Since  
Acquisition

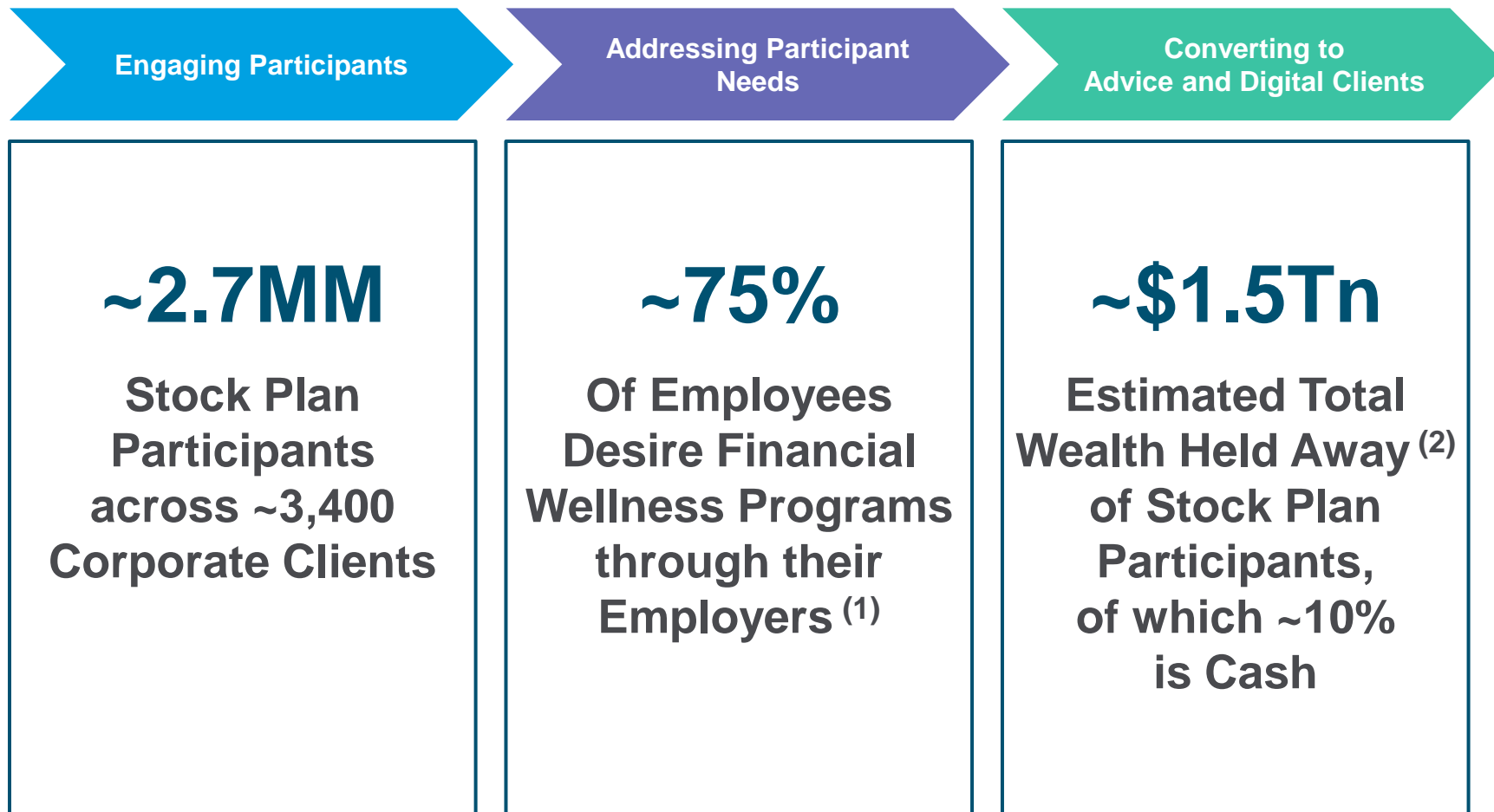
**~20%**

Increase in New U.S. Public  
Stock Plan Wins <sup>(1)</sup>

**25%**

of Legacy MS Plans Migrated  
to Date; Remainder Scheduled  
by 2020 Year End

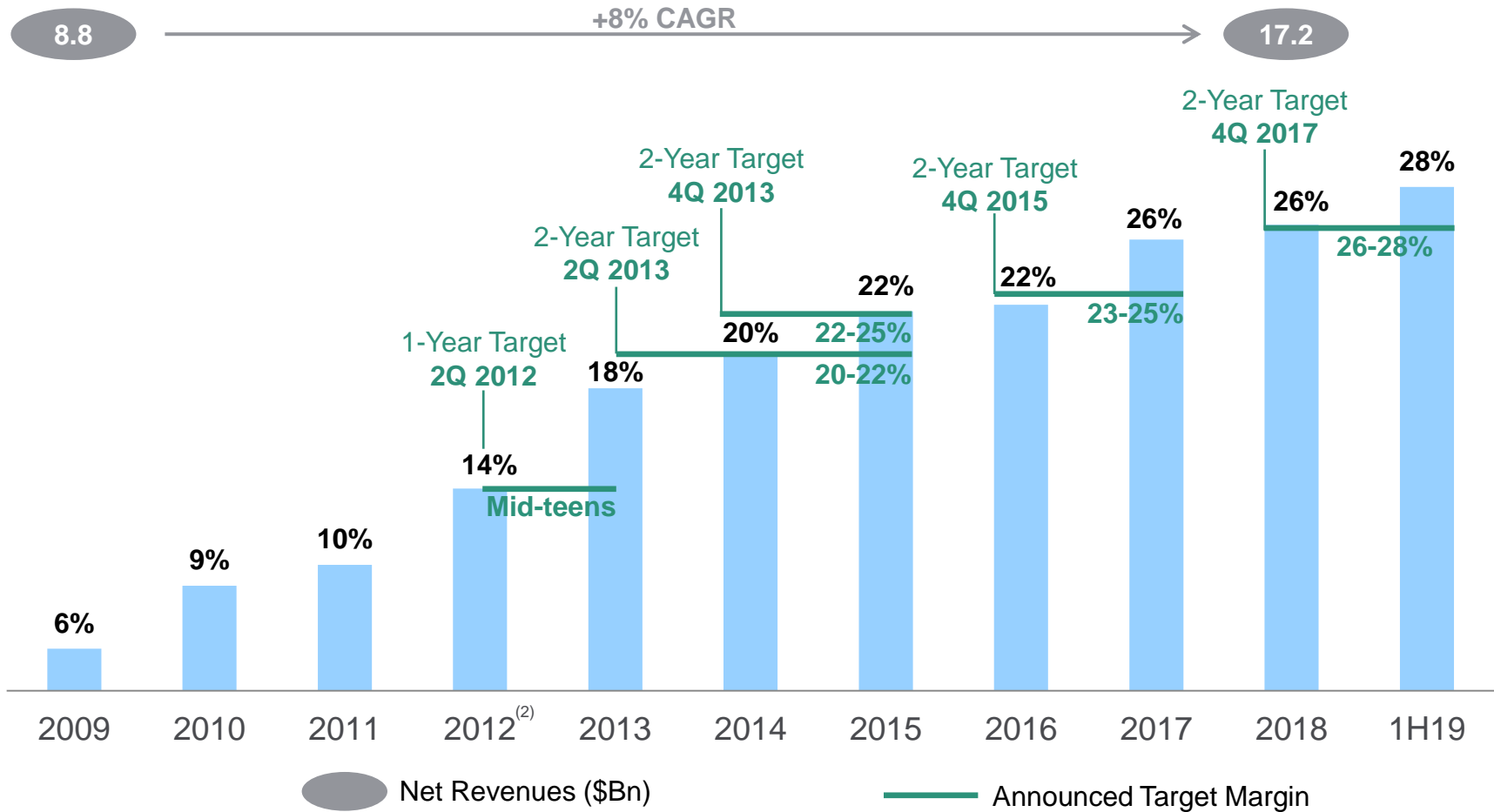
# 1 Working to Convert Corporate Participants to Advice and Digital Clients





# 1 Each Incremental Dollar of Revenue Comes in at a Higher Margin

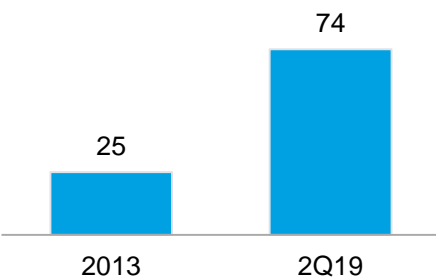
Wealth Management Pre-Tax Margin<sup>(1)</sup>  
(%)



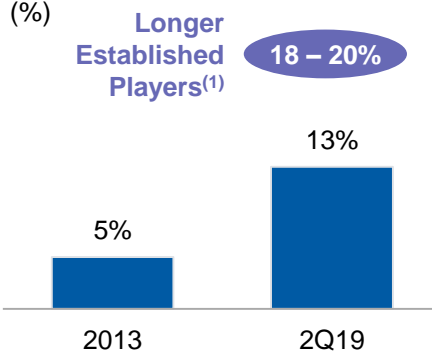
## 2 U.S. Banks: Continued Lending Growth with Diversified, Secured High Quality Loans

### Deepening Lending Penetration with Target Wealth Clients

WM Bank Lending (\$Bn)

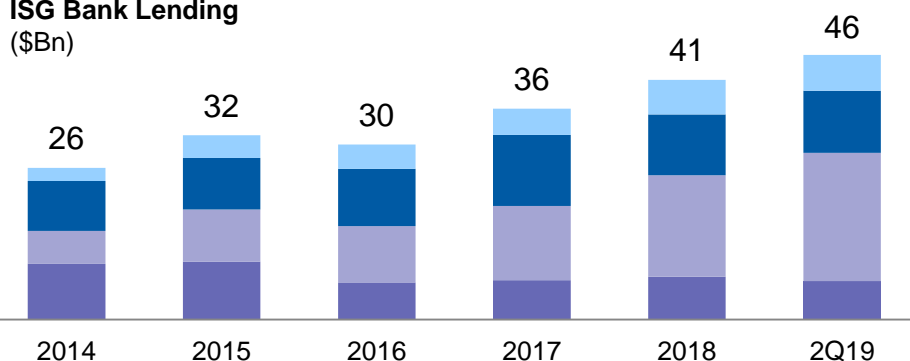


WM Household Loan Penetration (%)



### Measured Growth in ISG Lending

ISG Bank Lending (\$Bn)



Corporate    Secured    Commercial / Residential Real Estate    Securities-Based & Other

### High Quality U.S. Bank Portfolio <sup>(2)</sup>

**Secured Loan Portfolio**

**~95%**  
of total loans <sup>(3)</sup>

- Mortgage: 63% LTV, FICO >762
- Securities Based Lending: 42% LTV

**Net Charge-offs**

**~0.01%**  
of average loans <sup>(4)</sup>

**Non-Performing Loans**

**~0.5%**  
of total loans <sup>(5)</sup>

**Loan Loss Reserves**

**~14x**  
of LTM Net Charge-offs <sup>(6)</sup>

### 3 Investment Management: Global Capabilities, Scaled Alternatives and Differentiated Solutions Driving Growth

#### Exceptional Performance And Strong Organic Growth

#1 Active Equities Net Flows %  
Since 2017<sup>(1)(2)</sup>

Top 1 Percentile Fund Performance  
In 6 Active Equity Funds, 3 year<sup>(2)(3)</sup>

>60%  
Gross Sales Outside U.S. Through  
Established Global Footprint  
Across Products

#### Diverse Alternatives Client Franchise

~\$100Bn  
Client Capital in Alternatives<sup>(4)</sup>

~\$15Bn  
Capital Raised in Alternatives since  
the beginning of 2018

~\$50Bn  
Client Capital in Premier Private  
Real Assets Client Franchise<sup>(4)(5)</sup>

#### Differentiated Multi-Asset Solutions

~\$40Bn  
AUM in Solutions-Based Investing  
Delivered to Global Clients<sup>(6)</sup>

~\$5Bn  
In Client Partnership  
Multi-Asset Mandates,  
Last 6 months

Executing Globally Across Both  
Institutional and Wealth

LTM<sup>(7)</sup> Revenues Up ~\$900MM Since FY2016, >40% Growth

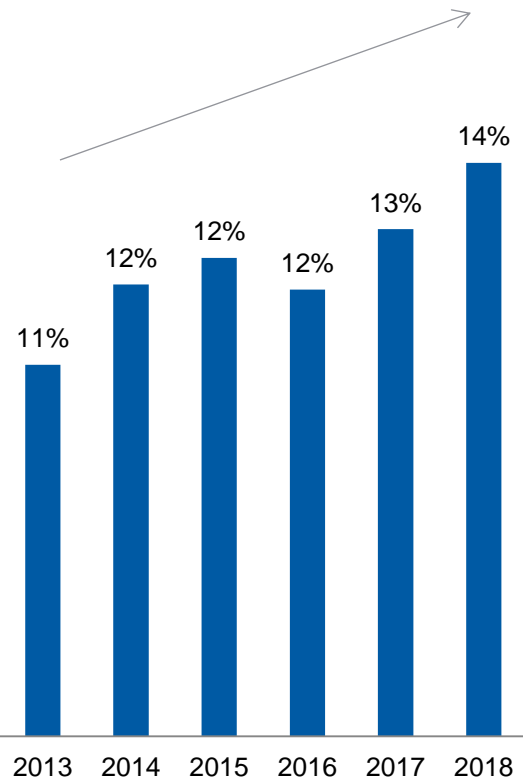
### 3 Growth in Attractive Strategies

	AUM (\$Bn)		
	2015	6/30/2019	Growth
Liquidity <sup>(1)</sup>	122	159	31%
Private Real Assets <sup>(2)</sup>	26	39	51%
Solutions Based Investing <sup>(3)</sup>	26	41	55%
Active Fundamental Equity <sup>(4)</sup>	83	128	54%

## 4 Institutional Securities: Leadership in Core Businesses (1)(2)(3)

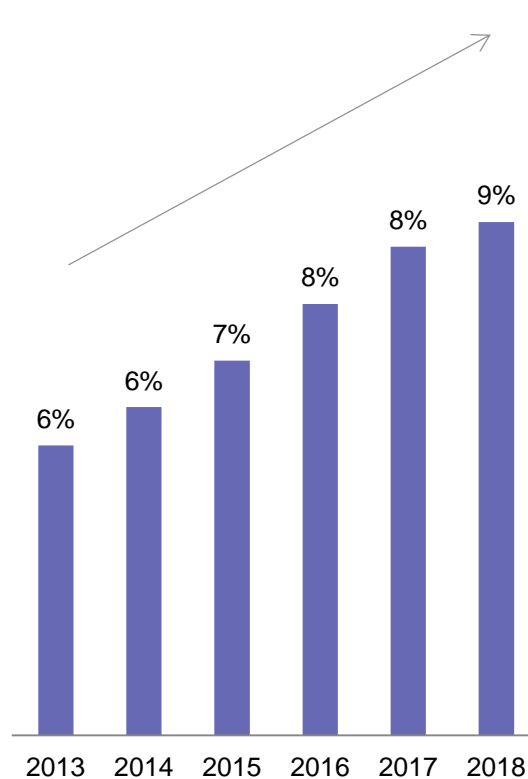
### Investment Banking

Wallet Share (%)



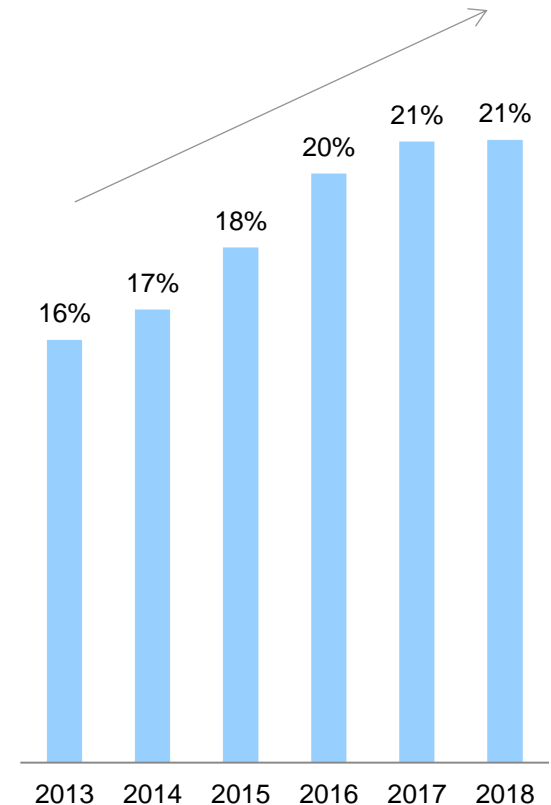
### Fixed Income Sales & Trading<sup>(4)</sup>

Wallet Share, ex DVA (%)

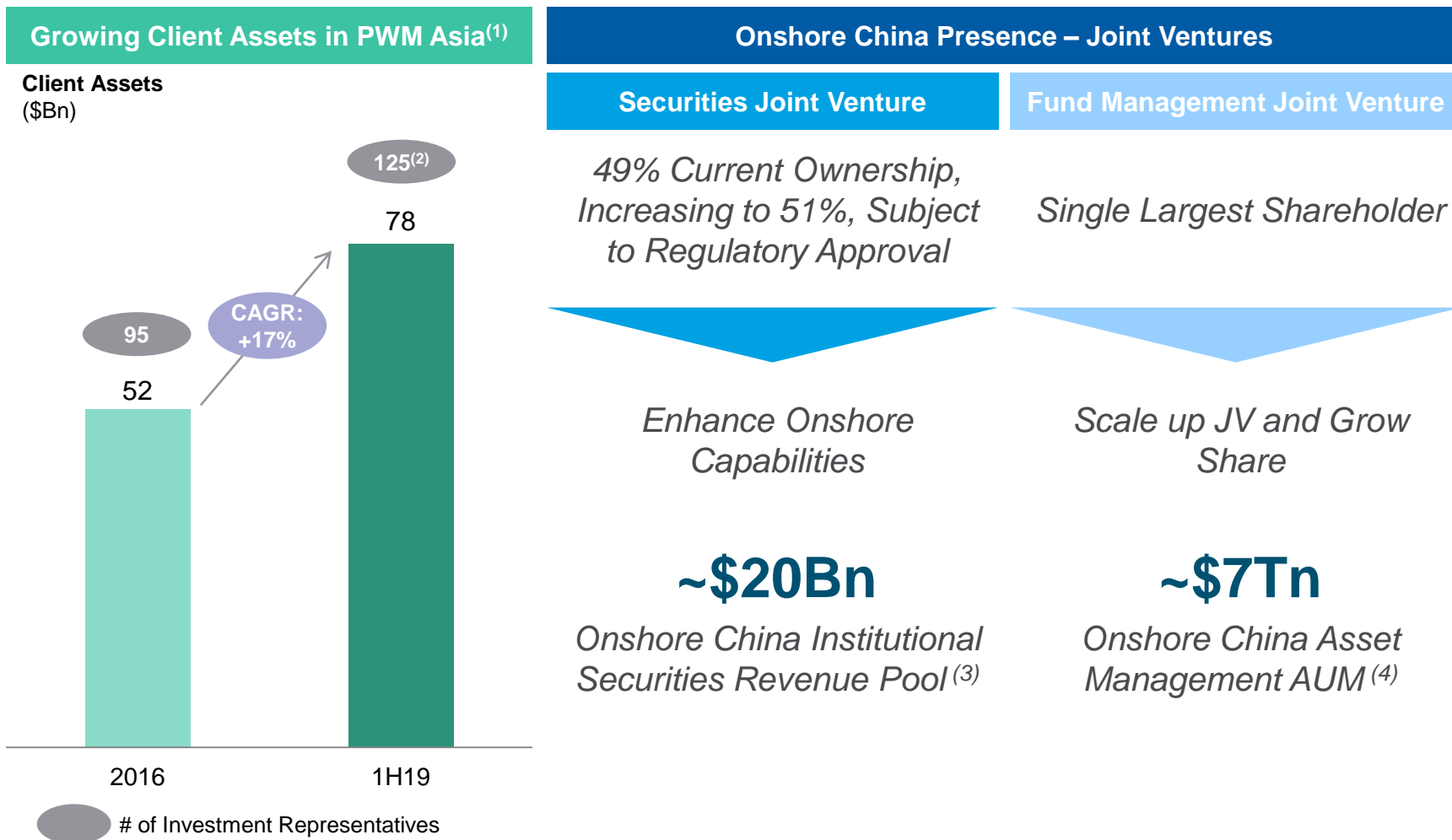


### Equity Sales & Trading<sup>(5)</sup>

Wallet Share, ex DVA (%)



# Deepen Presence in Asia Region Across the Firm



## 2019 1<sup>st</sup> Half Highlights

- 1 Increased our Quarterly Dividend for 6th Consecutive Year
- 2 Increased Share Repurchase Plan to \$6Bn, Representing ~100% Total Payout Ratio
- 3 Delivered Wealth Management Pre-Tax Margin <sup>(1)</sup> at the Top Half of Target
- 4 Completed Solium Acquisition and Executing Integration Plan
- 5 Delivering Strong Performance in Equities and IBD – #1 IED and #1 Global Equity Underwriting <sup>(2)</sup>
- 6 Continuing to Meet Fixed Income Goals – and Increasing Share
- 7 Increased Investment Management LTM <sup>(3)</sup> Revenues ~\$900MM Since FY2016
- 8 Achieved #1 Active Equities Net Flows in Investment Management <sup>(4)</sup>
- 9 Delivered Expense Efficiency Ratio <sup>(5)</sup> Below our 73% Target
- 10 Maintaining Continued Stability through Successful Leadership Transition

## Strategic Objectives<sup>(1)</sup>

### 2018 – 2019 Strategic Objectives

- 1 Deliver Wealth Mgmt. Pre-Tax Margin<sup>(2)</sup> of 26-28%
- 2 Expand ISG Penetration and Leadership
- 3 Position Investment Management for Growth
- 4 Realize Firm Expense Efficiency Ratio<sup>(3)</sup> of  $\leq 73\%$
- 5 Maintain Attractive Capital Return Profile

### Opportunities

- 1 Leverage Capital Base to Support Organic Business Initiatives
- 2 “Fill-In” Acquisitions for Wealth and Investment Management Businesses
- 3 100% Payout Ratio, Absent Acquisitions and Subject to Regulatory Approval<sup>(4)</sup>

**ROE<sup>(5)</sup>: 10%-13%**  
**ROTCE<sup>(6)</sup>: 11.5%-14.5%**



## End Notes

These notes refer to the financial metrics and/or defined term presented on Slide 3

1. U.S. Bank represents the Firm's U.S. Bank operating subsidiaries, Morgan Stanley Bank, N.A. and Morgan Stanley Private Bank, National Association. We provide loans to a variety of clients and customers primarily through our U.S. Bank

These notes refer to the financial metrics and/or defined term presented on Slide 4

1. Yearly average over five year period from 2014 through 2018
2. Includes Individual Wealth Management, Loans, Stock Plan and Corporate Services

These notes refer to the financial metrics and/or defined term presented on Slide 5

1. Revenues are full-year 2018 and current client assets, loans and deposits are as of June 30, 2019
2. Wealth Management fee-based client account assets represent the amount of assets in client accounts where the basis of payment for services is a fee calculated on those assets as of June 30, 2018
3. \$2.6Tn asset consolidation opportunity per IXI as of December 2018
4. \$1.5Tn represents total wealth held away of total participants, which includes both legacy Solium and Morgan Stanley participants, and is estimated using data from IXI
5. \$4.1Tn represents the summation of ~\$2.6Tn assets held away and ~\$1.5Tn estimated total wealth held away

These notes refer to the financial metrics and/or defined term presented on Slide 6

1. \$2.6Tn asset consolidation opportunity per IXI as of December 2018
2. Total aggregated visible reported assets of clients' held-away portfolio as of August 2019
3. Increase from April 2017 to August 2019
4. Introduced in 2017
5. Increase from December 2017 to August 2019

These notes refer to the financial metrics and/or defined term presented on Slide 7

1. Represents increase in the monthly win rate for U.S. public companies with market capitalization greater than \$500MM for the ~7 month period post announcement of the acquisition compared to the 12 month period before the announcement

These notes refer to the financial metrics and/or defined term presented on Slide 8

1. Source: Employee Financial Wellness study, conducted by the Financial Health Network on behalf of Morgan Stanley
2. \$1.5Tn represents total wealth held away of total participants, which includes both Solium and Morgan Stanley participants, and is estimated using data from IXI

These notes refer to the financial metrics and/or defined term presented on Slide 9

1. Pre-Tax Margin represents income (loss) from continuing operations before taxes divided by net revenues. Pre-Tax Margin is a non-GAAP financial measure that the Firm considers useful for analysts, investors and other stakeholders to assess operating performance
2. 2012 excludes \$193MM of one-time non-interest costs associated with the Morgan Stanley Wealth Management integration and the purchase of an additional 14% stake in the joint venture

## End Notes

These notes refer to the financial metrics and/or defined term presented on Slide 10

1. Longer established players represent Bank of America Wealth & Investment Management, UBS Wealth Management and Wells Fargo Advisors
2. Credit metrics as of 6/30/2019
3. Represents secured loans / total loans for the combined banks; secured loans are predominantly secured by a senior secured 1<sup>st</sup> lien supported by collateral including receivables, inventory, equipment, real estate, securities, loans or other assets
4. Represents annualized net charge-offs / average total loans and leases (including HFI & HFS) for the combined banks
5. Represents Nonperforming Loans / total loans and leases (including HFI & HFS) for the combined banks
6. Represents Total Reserves / Last Twelve Months Net Charge-off

These notes refer to the financial metrics and/or defined term presented on Slide 11

1. Net Flows is (i) in U.S. Dollars, Billions and (ii) as percentage of beginning of period AUM. Peers are based on U.S. publicly traded Asset Managers with Active Equity AUM greater than \$100Bn as of June 30, 2019: Affiliated Managers Group, Alliance Bernstein, Artisan Partners, BlackRock (active equities flows), BrightSphere, Eaton Vance, Franklin Resources, Invesco (active equities flows), Janus Henderson, Legg Mason, T. Rowe Price
2. "Active Equities" is reported under "Equity" as of June 30 for 2019 shown in Morgan Stanley's quarterly report on Form 10-Q
3. Percentile rankings with respect to relevant Morningstar category for I share class as of 6/30/2019
4. Includes client assets under management, unfunded commitments, and co-investments as of 6/30/2019
5. "Private Real Assets" is reported under "Alternative / Other" as of June 30 for 2019 shown in Morgan Stanley's quarterly report on Form 10-Q
6. "Solutions-Based Investing" is reported under "Alternative / Other" as of June 30 for 2019 shown in Morgan Stanley's quarterly report on Form 10-Q
7. LTM means last twelve months as of 6/30/2019

These notes refer to the financial metrics and/or defined term presented on Slide 12

1. Liquidity AUM excludes AUM for funds that were impacted by the redesign of the Wealth Management client cash sweep program in 3Q16 and 3Q18 (refer to respective Morgan Stanley quarterly report on Form 10-Q)
2. "Private Real Assets" is reported under "Alternative / Other" as of June 30 for 2019 and December 31 for 2015 shown in Morgan Stanley's quarterly reports on Form 10-Q and Form 10-K
3. "Solution Based Investing" is reported under "Alternative / Other" as of June 30 for 2019 and December 31 for 2015 shown in Morgan Stanley's quarterly reports on Form 10-Q and Form 10-K
4. "Active Fundamental Equity" is reported under "Equity" as of June 30 for 2019 and December 31 for 2015 shown in Morgan Stanley's quarterly reports on Form 10-Q and Form 10-K

## End Notes

These notes refer to the financial metrics and/or defined term presented on Slide 13

1. Wallet represents the aggregated reported net revenues of Morgan Stanley and the following peers: Goldman Sachs, JP Morgan, Bank of America, Citigroup, UBS, Deutsche Bank, Credit Suisse, and Barclays. Morgan Stanley's Wallet Share is calculated as the percentage of Morgan Stanley's net revenues, excluding DVA (where applicable) to the Wallet
2. European peer results were translated to USD using average exchange rates for the appropriate period; sourced from Bloomberg
3. Peer data has been adjusted for DVA, where it is reported and where applicable. Goldman Sachs' Equity Sales & Trading results also exclude the Americas Reinsurance business which was sold in 2013
4. Fixed Income Sales & Trading net revenues, exclude: for 2013, the negative impact from DVA of \$603 million; for 2014, the positive impact from DVA of \$419 million; for 2015, the positive impact from DVA of \$455 million. Fixed Income Sales & Trading Net Revenues, excluding DVA is a non-GAAP financial measure the Firm considers useful for analysts, investors and other stakeholders to allow better comparability of period to period operating performance
5. Equity Sales & Trading net revenues, exclude: for 2013, the negative impact from DVA of \$78 million; for 2014, the positive impact from DVA of \$232 million; for 2015, the positive impact from DVA of \$163 million. Equity Sales & Trading Net Revenues, excluding DVA is a non-GAAP financial measure the Firm considers useful for analysts, investors and other stakeholders to allow better comparability of period to period operating performance

These notes refer to the financial metrics and/or defined term presented on Slide 14

1. Our Asia Private Wealth Management business is reported under the Institutional Securities segment
2. 125 IRs represents the # hired as of June 30, 2019
3. Source: McKinsey, 2017
4. Source: AMAC as of December 31, 2018

These notes refer to the financial metrics and/or defined term presented on Slide 15

1. Pre-Tax Margin represents income (loss) from continuing operations before taxes divided by net revenues. Pre-Tax Margin is a non-GAAP financial measure that the Firm considers useful for analysts, investors and other stakeholders to assess operating performance
2. #1 IED based on 1H19 firm wallet share and #1 Global Equity Underwriting based on YTD league tables for Global Equity and Equity Linked per Refinitiv as of September 6, 2019
3. LTM means for last twelve months as of 6/30/2019
4. Net Flows is (i) in U.S. Dollars, Billions and (ii) as percentage of beginning of period AUM. Peers are based on U.S. publicly traded Asset Managers with Active Equity AUM greater than \$100Bn as of June 30, 2019: Affiliated Managers Group, Alliance Bernstein, Artisan Partners, BlackRock (active equities flows), BrightSphere, Eaton Vance, Franklin Resources, Invesco (active equities flows), Janus Henderson, Legg Mason, T. Rowe Price
5. Firm Expense Efficiency Ratio represents total non-interest expenses as a percentage of net revenues

## End Notes

These notes refer to the financial metrics and/or defined term presented on Slide 16

1. The attainment of these objectives may be impacted by external factors that cannot be predicted at this time, including macroeconomic and market conditions and future regulations; See also Notice on Slide 2 herein
2. Pre-Tax Margin represents income (loss) from continuing operations before taxes divided by net revenues. Pre-Tax Margin is a non-GAAP financial measure that the Firm considers useful for analysts, investors and other stakeholders to assess operating performance
3. Firm Expense Efficiency ratio represents total non-interest expenses as a percentage of net revenues
4. Capital returns are subject to regulatory approval
5. The calculation of ROE uses net income applicable to Morgan Stanley less preferred dividends as a percentage of average common equity. The ROE target of 10% to 13% excludes intermittent discrete tax items. ROE target, excluding intermittent discrete tax items, is a non-GAAP financial measure that the Firm considers useful for analysts, investors and other stakeholders to assess operating performance
6. The calculation of ROTCE uses net income applicable to Morgan Stanley less preferred dividends as a percentage of average tangible common equity. TCE equals common equity less goodwill and intangible assets net of allowable mortgage servicing rights. The ROTCE target of 11.5% to 14.5% excludes intermittent discrete tax items. ROTCE excluding intermittent discrete tax items and TCE are non-GAAP financial measures that the Firm considers useful for analysts, investors and other stakeholders to assess operating performance

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