

# Workplace Benefits

Group Healthcare &  
Life Insurance,  
Retirement Plans, &  
Financial Wellness  
Opportunities

Tiburon Written Research  
June 24, 2024



**TIBURON STRATEGIC ADVISORS**

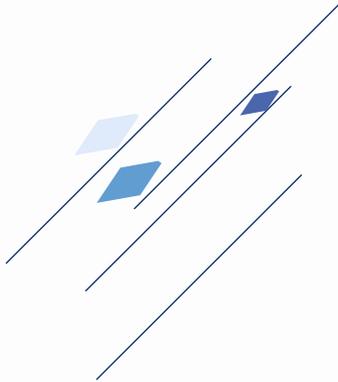
Industry Leading Think Tank, Advisor, and Investor in  
Wealth & Investment Management (and Related WealthTech) Firms

- **Workplace Benefits Market Evolution**
  - **Context Setting**
  - **Market History**
  - **Market Growth**
  - **Leading Workplace Benefits Firms**
- **Workplace Benefits Market Segments**
  - **Group Insurance Sales**
    - ❖ **Group Health Insurance**
    - ❖ **Group Disability Insurance**
    - ❖ **Group Long-Term Care Insurance**
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  - **Retirement Plans**
    - ❖ **Defined Contribution Plans**
    - ❖ **Defined Benefit Plans**
  - **Stock Option Plan Administration**
  - **Financial Wellness**
    - ❖ **Executive Benefits**
    - ❖ **Staff Benefits**
- **Workplace Benefits Future Predictions**
  - **Moderate Growth for Workplace Benefits**
  - **Fastest Growth in Financial Wellness Benefits**
  - **Additional Employer Opportunities in Investment Banking Services**



# Workplace Benefits Needs Some Important Context Setting

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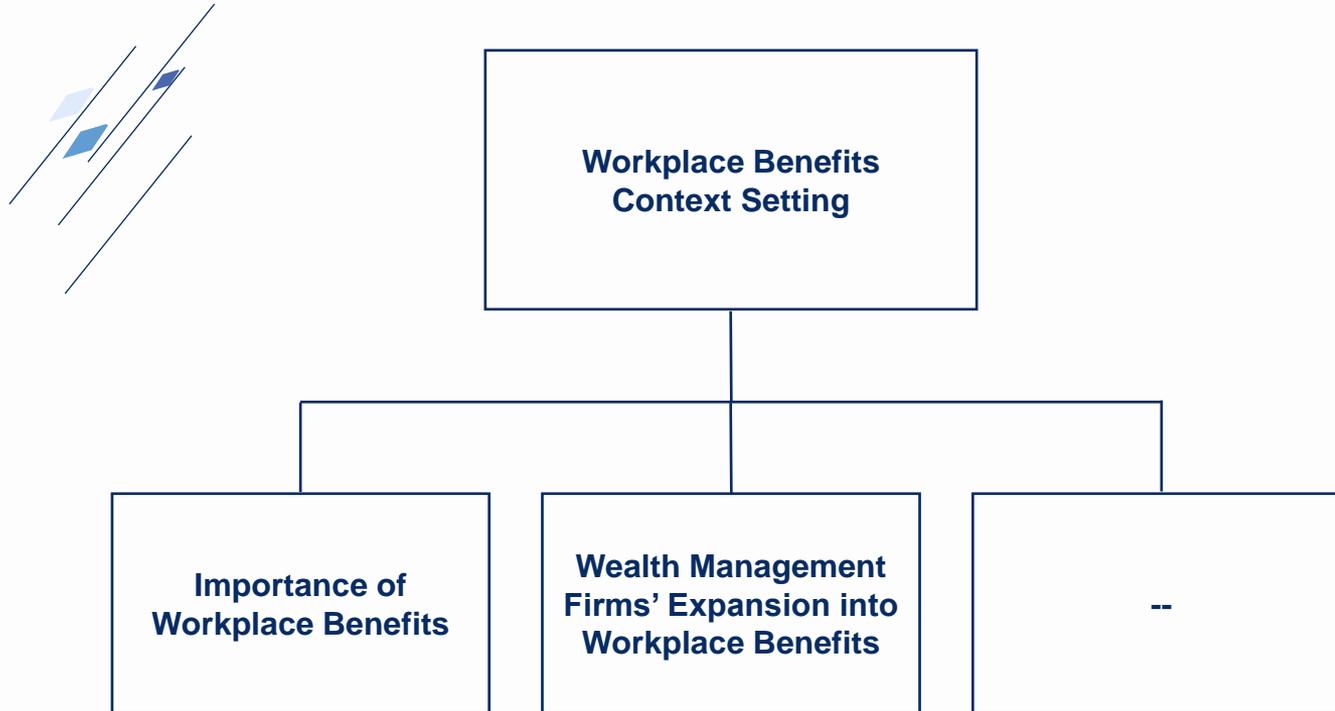
## Comments

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# ***Workplace Benefits Context Setting Includes the Importance of the Workplace Benefits & Wealth Management Firms' Expansion into Workplace Benefits***

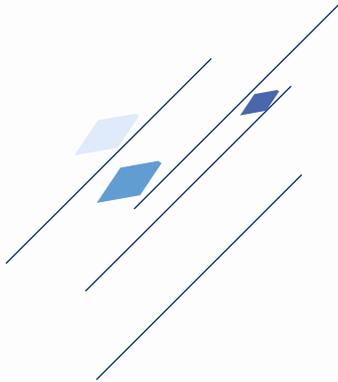
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## **Workplace Benefits Context Setting**



# ***Workplace Benefits' First Context Setting Point is the Importance of Workplace Benefits***

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## **Comments**

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# Consumer Households Rolled Over \$693 Billion to Individual Retirement Accounts (IRAs), Up From \$288 Billion in 2010

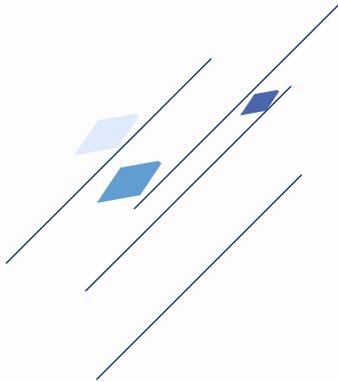
## Consumer Households Rollovers to Individual Retirement Accounts (IRAs) (\$ Billions)



Source: 3/2/24 Plan Advisor Website; 10/6/23 CNBC Website; 4/9/23 Rialto Markets Email (Doe); 2/21/23 Investment Company Institute (ICI) Report; 2/8/23 RIA Biz Website (Cerulli Associates); 12/28/22 ThinkAdvisor Website; 12/9/22 Federal Reserve Flow of Funds Report; 12/8/22 McKinsey on Investing; 11/1/22 First Rate Email (Wietz); 8/2/22 Morningstar Website; 6/9/22 Federal Reserve Flow of Funds Report; Tiburon Research & Analysis

# ***Workplace Benefits' Second Context Setting Point is Wealth Management Firms' Expansion into Workplace Benefits***

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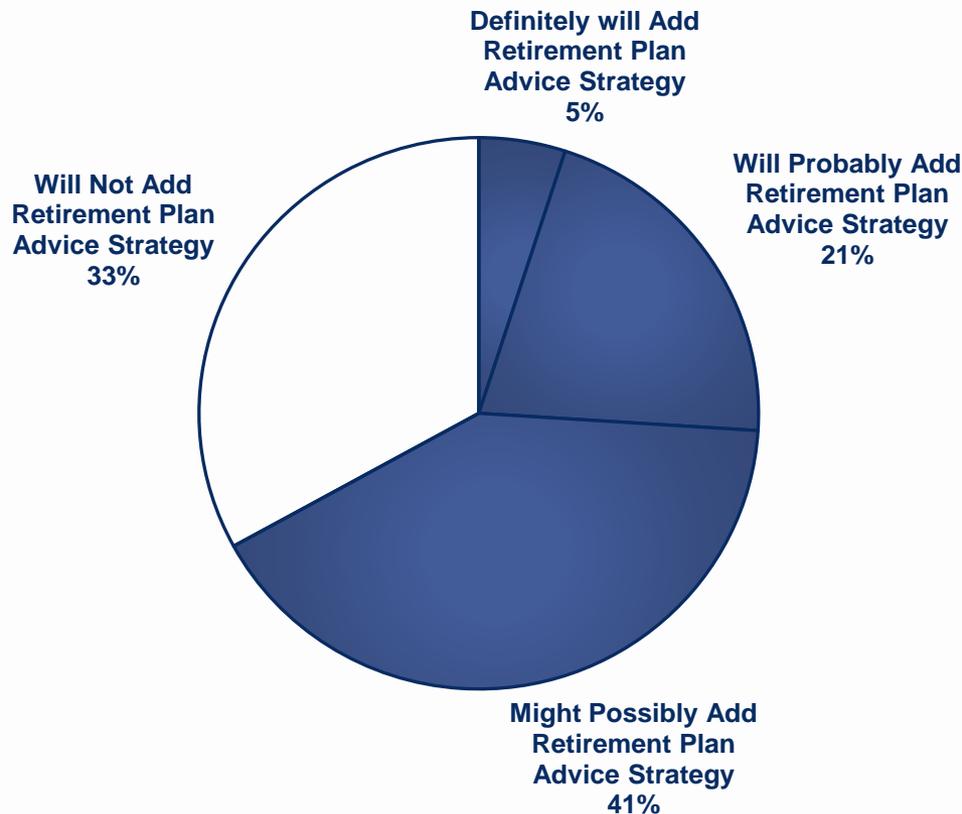
## **Comments**

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# ***Two-Thirds of Wealth Management Firms are Considering Entering Retirement Plan Administration***

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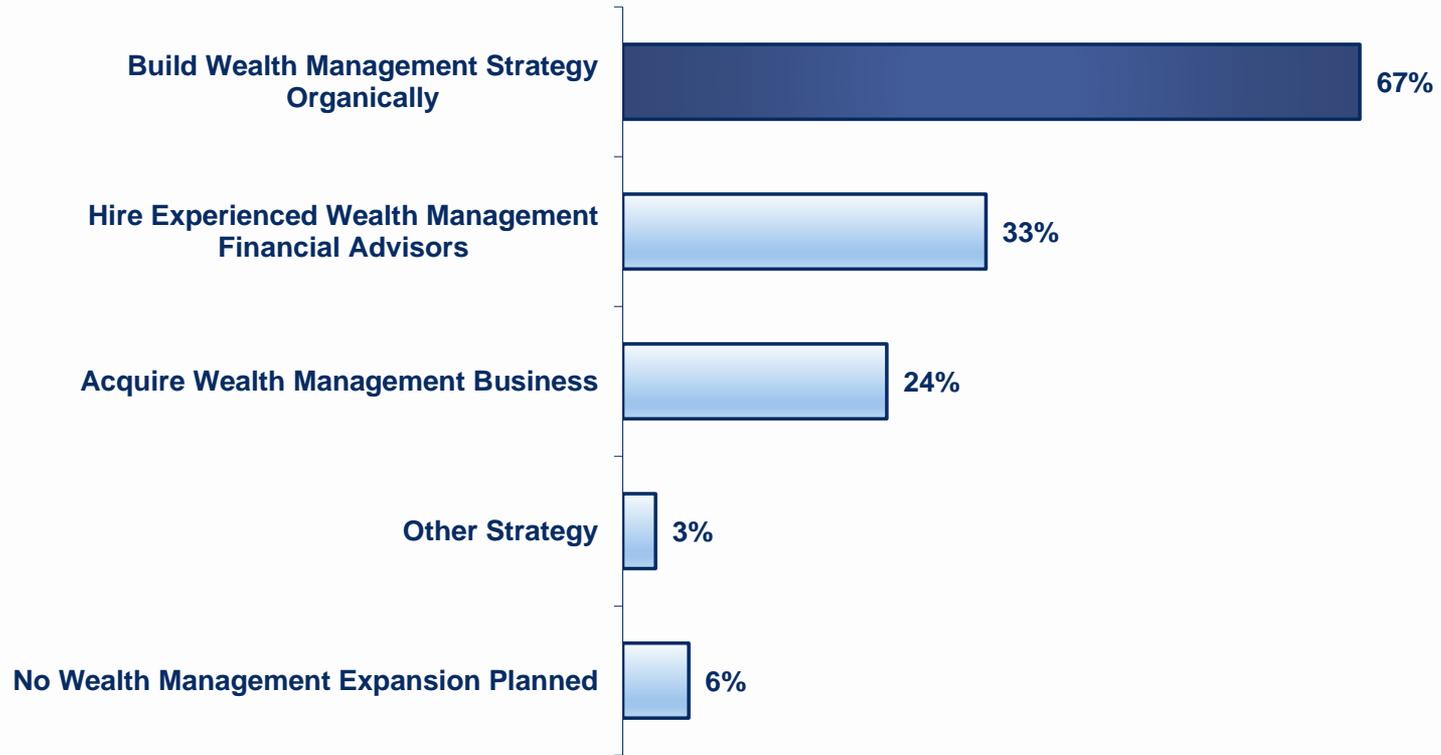
## **Wealth Management Firms By Intent to Enter Retirement Plan Administration**



Source: 2/7/23 WealthManagement.Com Website (MarshMcLennan); Tiburon Research & Analysis

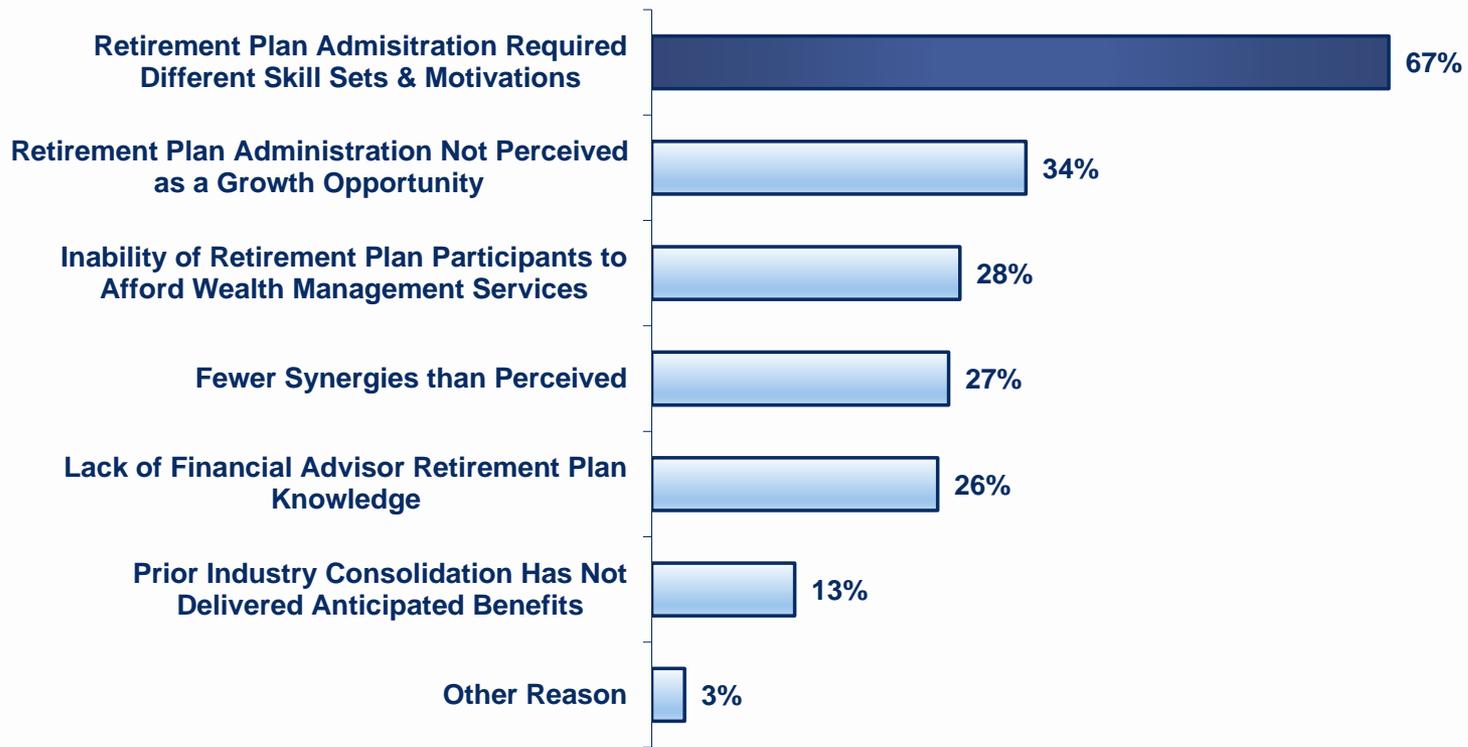
# Two-Thirds of Retirement Plan Administrators Plan to Build a Wealth Management Strategy Organically

## Retirement Plan Administrators By Wealth Management Strategy



Source: 2/7/23 WealthManagement.Com Website (MarshMcLennan); Tiburon Research & Analysis

## **Wealth Management Firms By Reason Not to Enter Retirement Plan Administration**

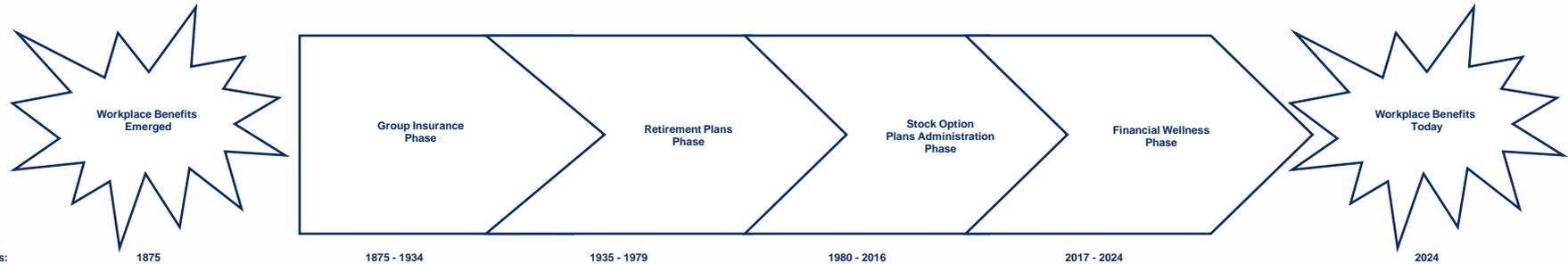


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# Workplace Benefits Emerged in 1875 and Have Subsequently Evolved through their Group Insurance, Retirement Plans, Stock Option Plans Administration, & Financial Wellness Phases

## Workplace Benefits Market History



Approximate Dates:

1875

1875 - 1934

1935 - 1979

1980 - 2016

2017 - 2024

2024

Key Steps:

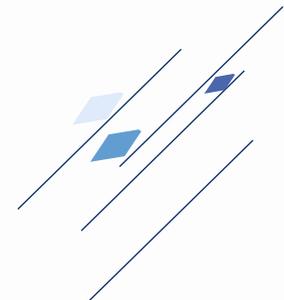
- 1875: American Express Company established first private pension plan

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- 1935: Congress passed the Social Security Act
- 1943: Internal Revenue Service (IRS) ruled that employer-sponsored group health insurance would not be counted as taxable income for employees
- 1958: Internal Revenue Service (IRS) Section 403B created retirement vehicle for employees of tax-exempt organizations
- 1965: Medicare law passed
- 1970s: Disability insurance grew rapidly in a competitive environment
- 1974: Employee Retirement Income Security Act of 1974 (ERISA) created federal pension insurance program and required employers to fund benefits as they are earned
- 1978: Retirement plans experienced growth

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- 1980: Internal Revenue Service (IRS) Code Section 401K was adopted
- 1983: Comprehensive amendments to Social Security system
- 1984: Number of 401K plans reached 17,300
- 1986: Maximum amount for pre-tax employee deferrals to a 401K plan was set at \$7,000 by the tax reform act of 1986
- 1986: Disability insurance saw liberalized policy language
- 1987: Omnibus Budget Reconciliation Act (OBRA) reduced full funding limits for defined benefit plans
- Late 1980s: Banks focused on shoring up their balance sheets rather than developing their 401K businesses
- 1980s-1990s: 400 large companies converted to cash-balance plans
- 1990s: Cafeteria Plans grew in popularity
- 1992: The Department of Labor exercised its authority to issue regulations regarding employee control
- 1996: Congress passed federal protections for people moving from employer based plans to individual policies
- 1997: More employees were offered a 401K plan than a traditional pension plan for the first time
- 1999: Internal Revenue Service (IRS) suspended approvals of cash-balance plans
- Early 2000: Disability insurance saw increase in fraud
- 2003: Number of traditional pension plans fell to 32,321
- 2003: Number of 401K plans reached 432,403
- 2003: Health Savings Accounts (HSAs) approved by Congress



Source: 4/27/22 Lion Street Financial Email (Burmeister); 1/28/22 DPL Financial Partners Website; 1/28/22 LinkedIn Website; 1/6/22 DPL Financial Partners Website; 12/2/21 DPL Financial Partners Press Release; 7/16/21 Raymond James Financial Conversation (Curtis); 3/4/21 Lion Street Conversation (Joyce); 11/9/19 Reuters; 1/8/19 Advisor Magazine; 11/10/18 Valmark Financial Group Presentation (Rybka); Tiburon Research & Analysis

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## Workplace Benefits Market Growth Measures

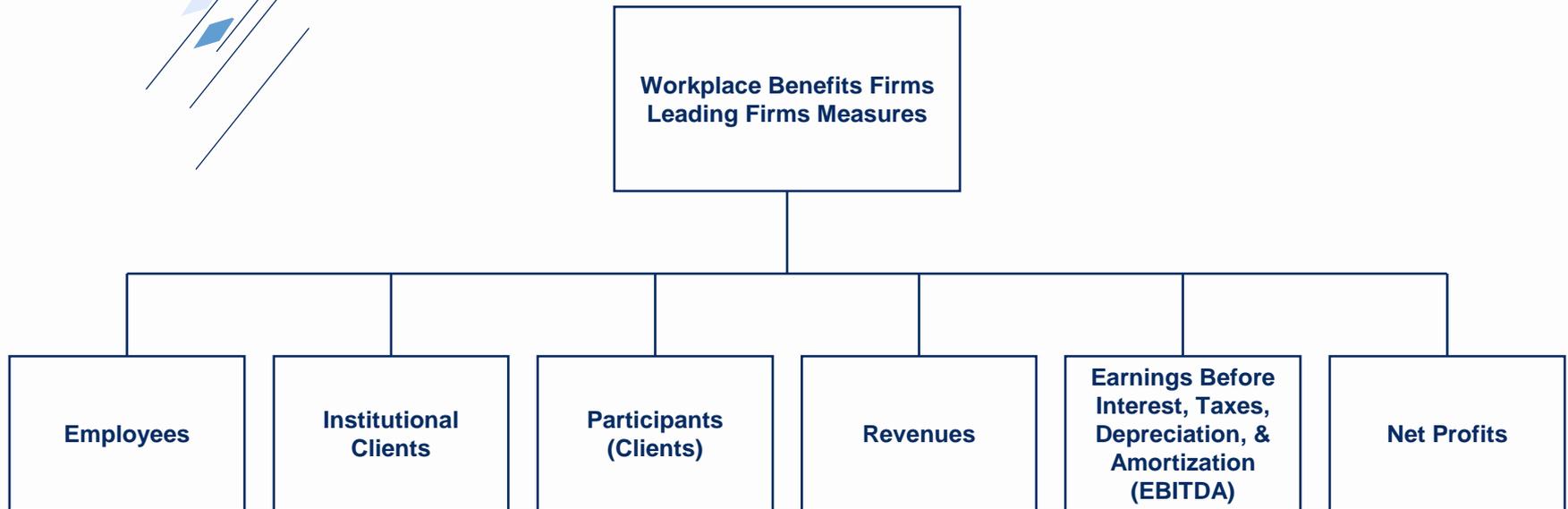
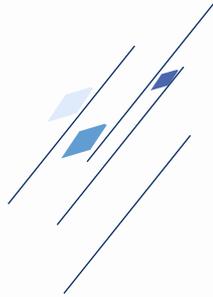


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# Workplace Benefits Firms can Specifically be Ranked by their Number of Employees, Institutional Clients, Participants (Clients), & Revenues

## Workplace Benefits Firms Leading Firms Measures



# ***FMR's Fidelity Investments' Fidelity Workplace is the Leading Workplace Plan Participant Record Keeper, Serving 43.2 Million Plan Participants***

## **Wealth Management Firms Workplace Record Keepers Plan Participants (Millions)**



Source: 3/8/24 Fidelity Investments Website; 9/13/23 RIA Biz Website; 7/5/23 Pensions & Investments Website; 5/2/23 Empower Retirement Presentation (Murphy); 4/19/23 Hellman & Friedman Email (Thorpe); 3/22/23 Empower Retirement Website; 3/22/23 Edelman Financial Engines Press Release; 2/16/23 Barron's Website; 3/28/22 Wikipedia Website; 1/19/22 Fidelity Investments Website; Tiburon Research & Analysis

**FMR's Fidelity Investments' Fidelity Workplace is the Leading Workplace Plan Participant Record Keeper in Terms of Assets Under Management & Administration with \$2.7 Trillion**

**Wealth Management Firms  
Workplace  
Record Keepers  
Assets Under Management & Administration  
(\$ Billions)**



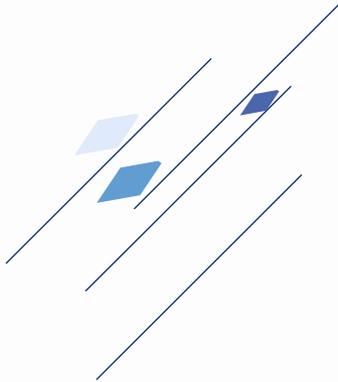
Source: 7/5/23 Pensions & Investments Website; 1/10/22 Pensions & Investments Website; 11/2/21 The Charles Schwab Corporation Presentation (Craig); 7/21/21 Pensions & Investments Website; 7/21/21 Empower Retirement Press Release; 7/21/21 ThinkAdvisor; 5/30/16 Pensions & Investments; 3/3/14 Pensions & Investments; Tiburon Research & Analysis

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# Workplace Benefits can be Segmented Many Ways

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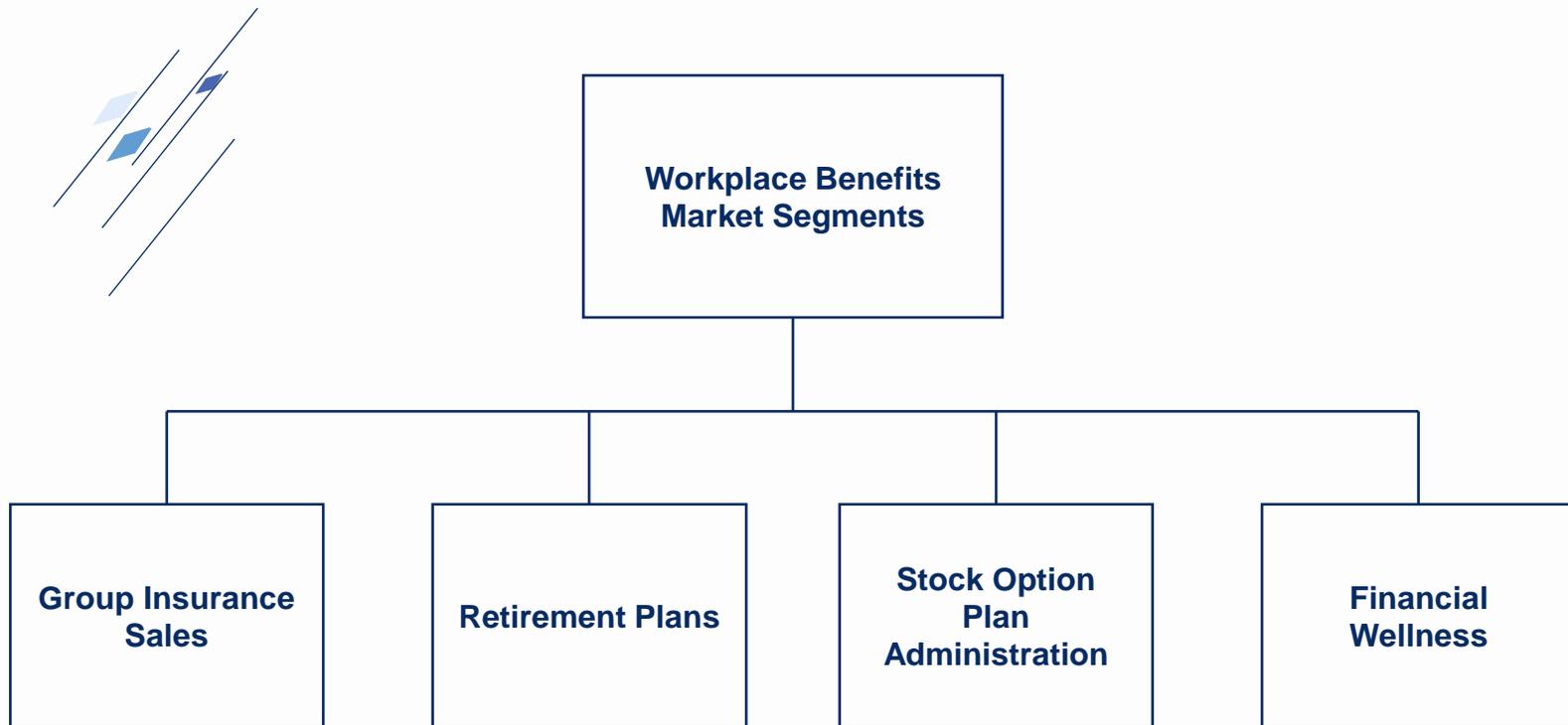
## Comments

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# ***Workplace Benefits can Specifically be Segmented to Include Group Insurance Sales, Retirement Plans, Stock Option Plan Administration, & Financial Wellness***

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## **Workplace Benefits Market Segments**

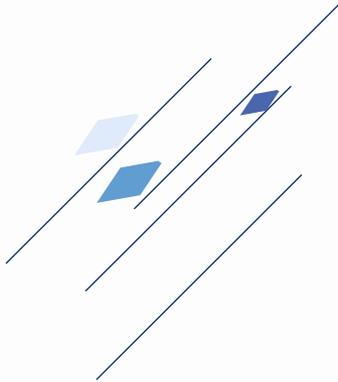


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# Workplace Benefits' First Market Segment is Group Insurance Sales

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## Comments

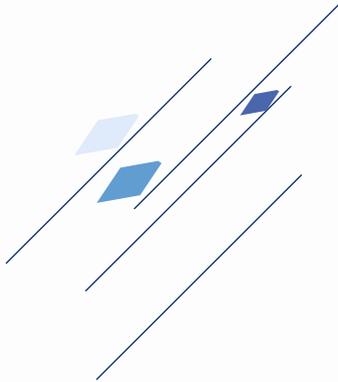
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## **Group Insurance Sales Market Segments**



# Group Insurance Sales' First Market Segment is Group Health Insurance

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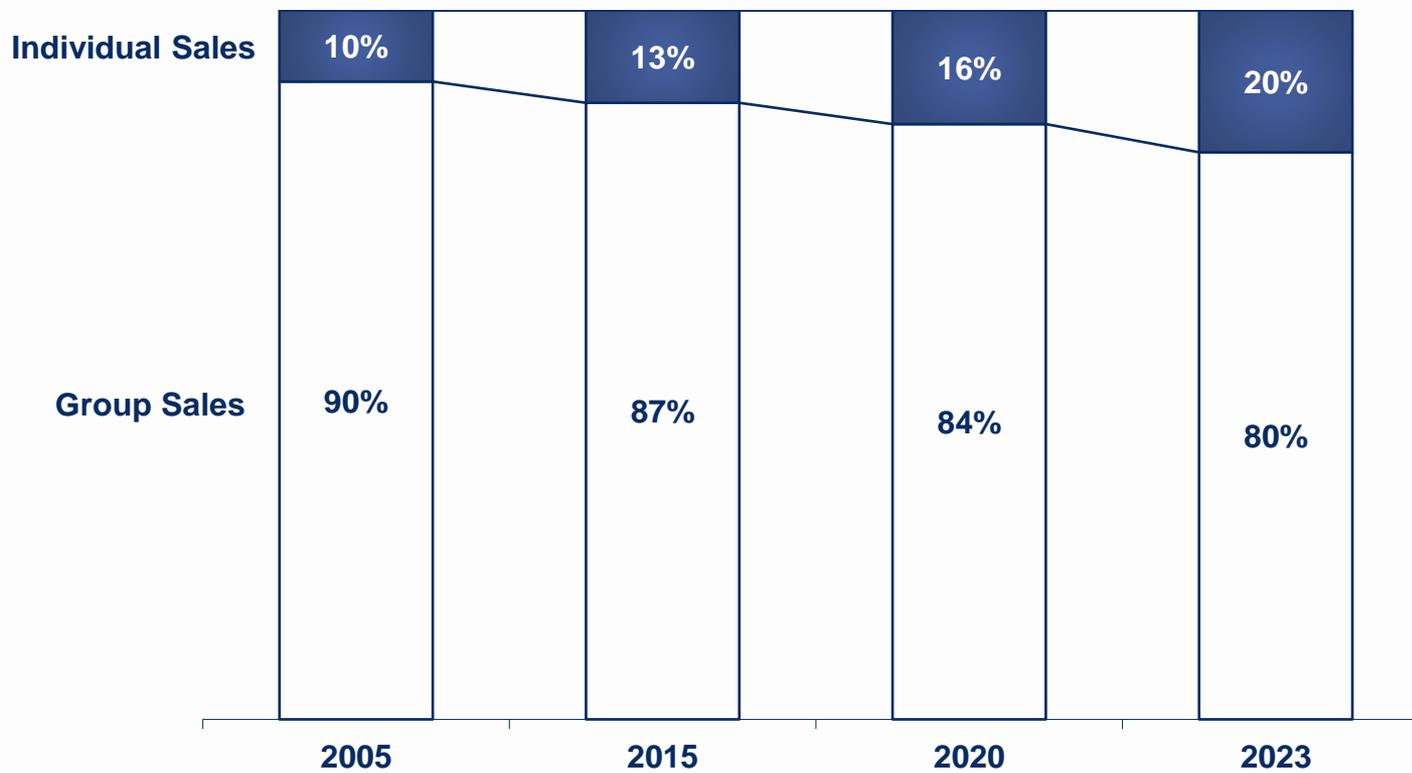


## Comments

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# Individual Sales Now Account for 20% of Health Care Insurance Sales, Up From 10% in 2005

## Health Care Insurance By Purchase Method

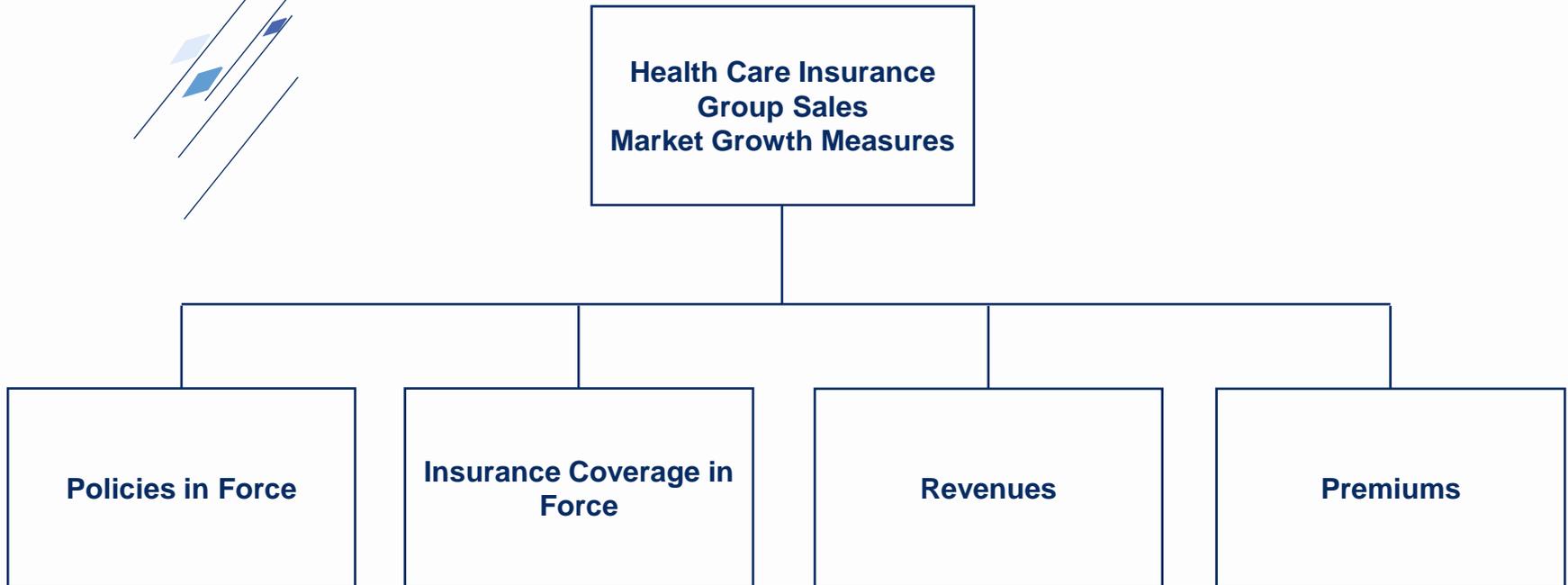
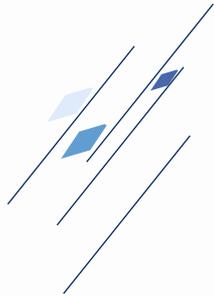


Source: 3/4/24 Congressional Research Service Report; 5/10/22 Kaiser Family Foundation Website; 4/1/22 Congressional Research Service Report; 10/10/05 Business Week (Mathematical Policy Research); 5/31/05 Wall Street Journal; Tiburon Research & Analysis

***Health Care Insurance Group Sales can Specifically be Measured by their Policies in Force, Insurance Coverage in Force, Revenues, & Premiums***

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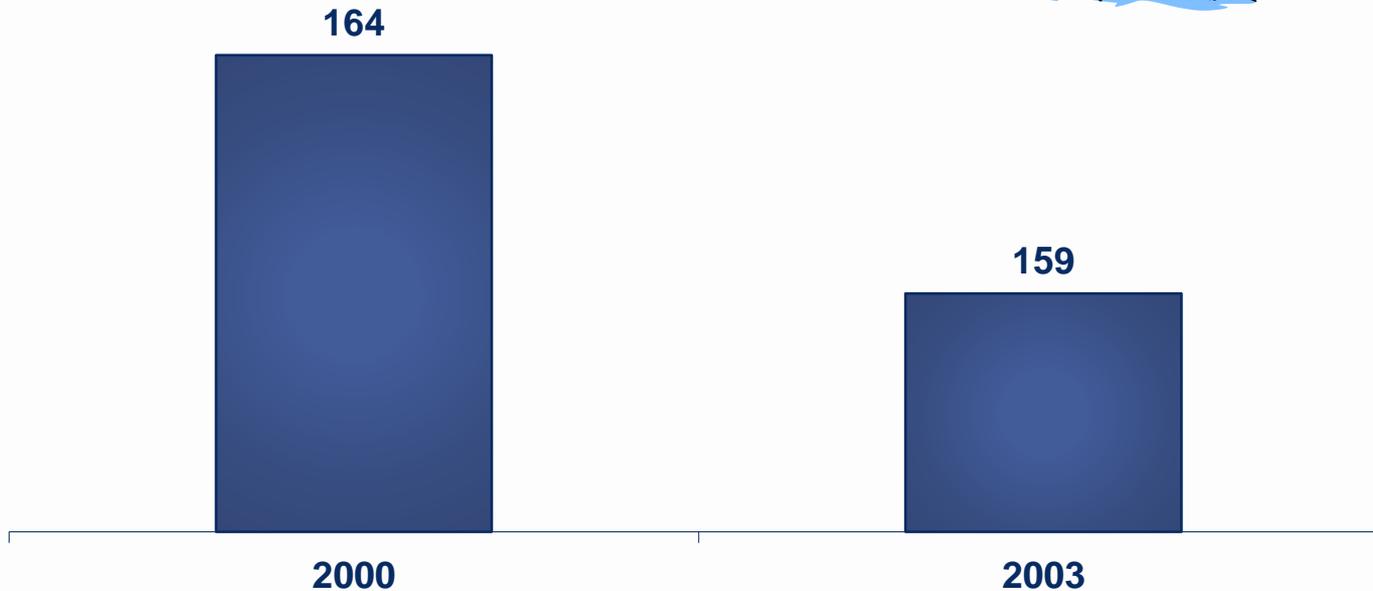
**Health Care Insurance  
Group Sales  
Market Growth Measures**



# Meanwhile Group Coverage Has Declined Over the Same Period

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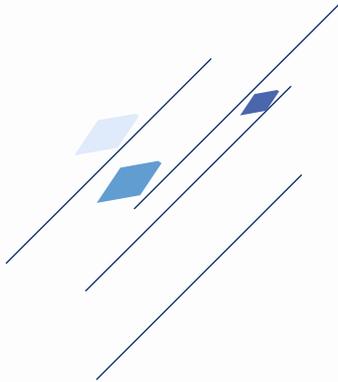
## Health Care Insurance Group Members Insured (Millions)



Source: 10/10/05 Business Week (Mathamatica Policy Research); Tiburon Research & Analysis

# Group Insurance Sales' Second Market Segment is Group Disability Insurance

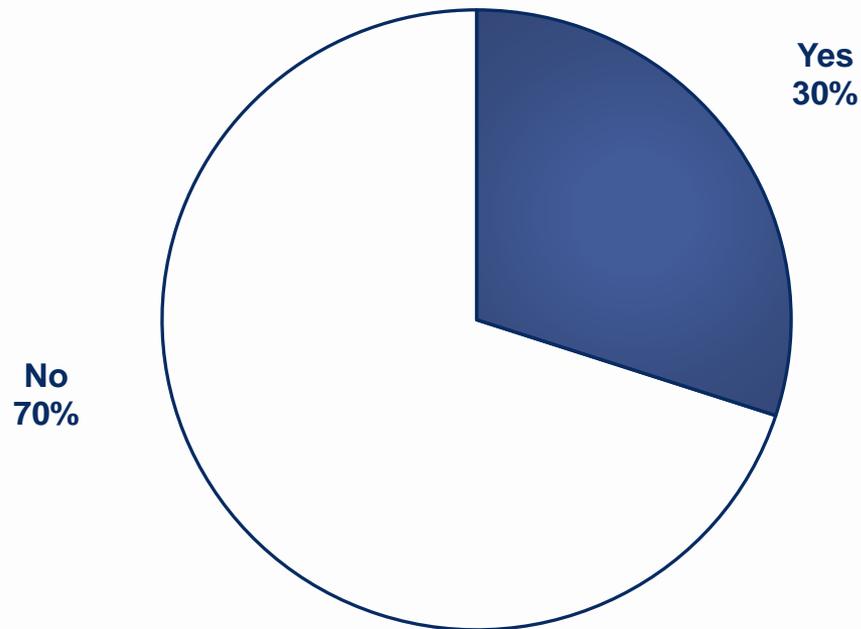
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## Comments

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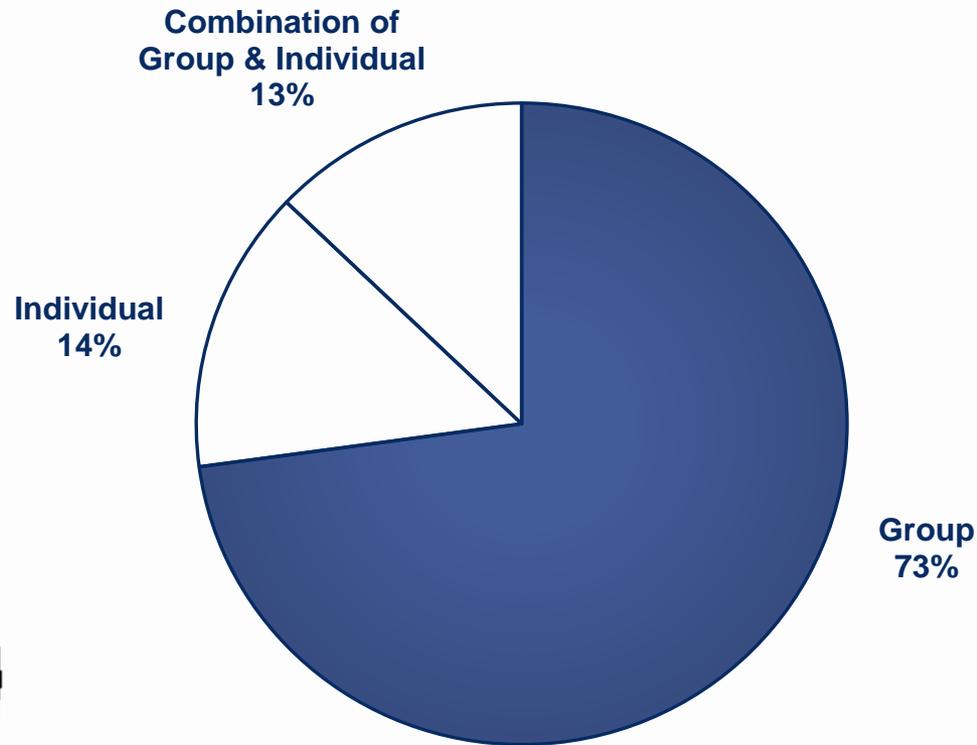
## **Businesses By Propensity to Have Integrated Workers Compensation Insurance & Disability Insurance Coverage Strategy**



# ***Group Disability Makes up Almost Three-Quarters of Disability Insurance Product Sales***

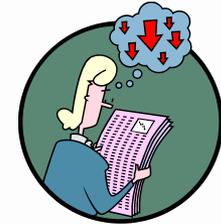
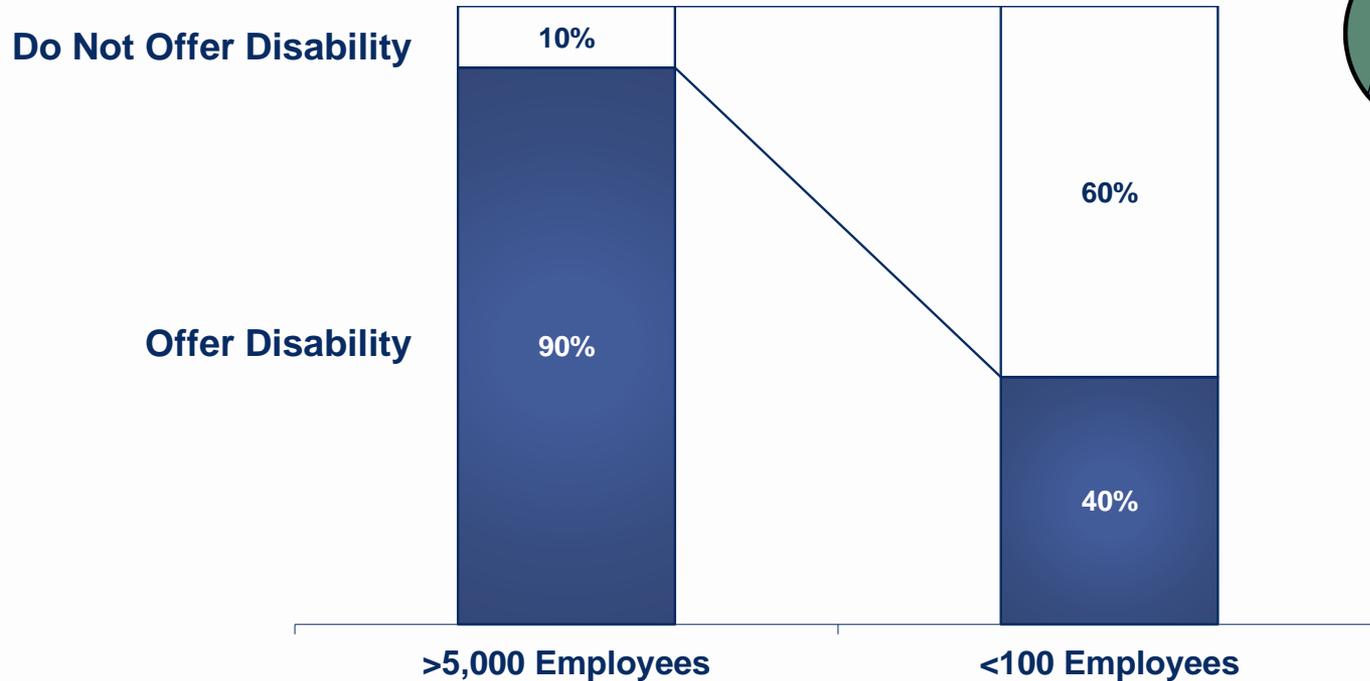
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## **Disability Insurance Sales By Purchase Method**



# However, While Almost All Large Companies Offer Disability Insurance, Barely Any Small Companies Offer it

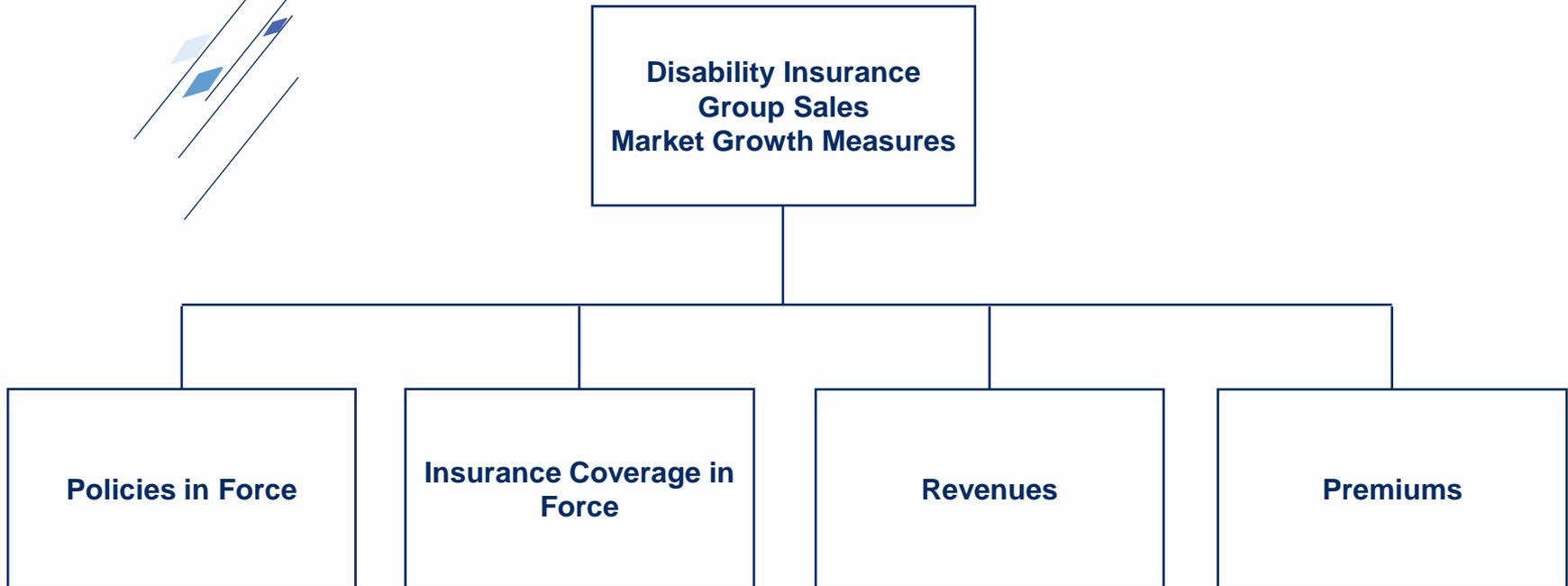
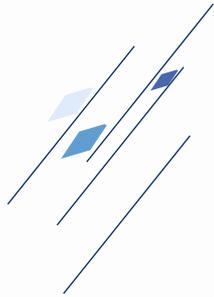
## Group Disability Insurance By Company Size



# ***Disability Insurance Group Sales can Specifically be Measured by their Policies in Force, Insurance Coverage in Force, Revenues, & Premiums***

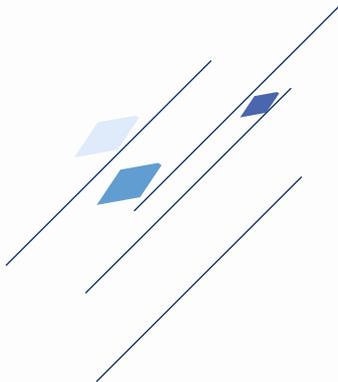
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## **Disability Insurance Group Sales Market Growth Measures**



# Group Insurance Sales' Third Market Segment is Group Long-Term Care Insurance

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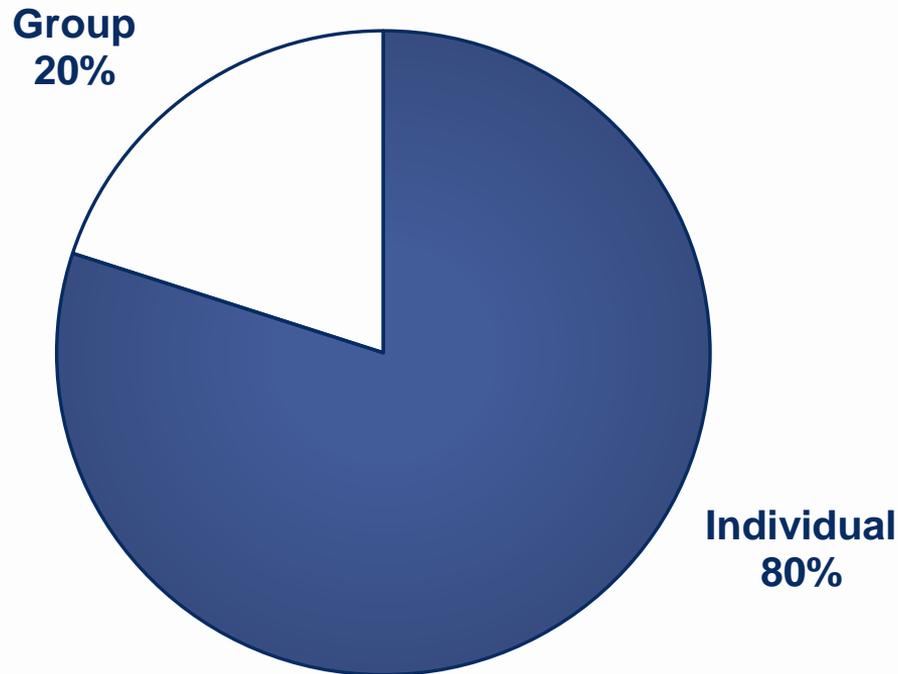
## Comments

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# Individual Products Make up the Majority of Long-Term Care Sales

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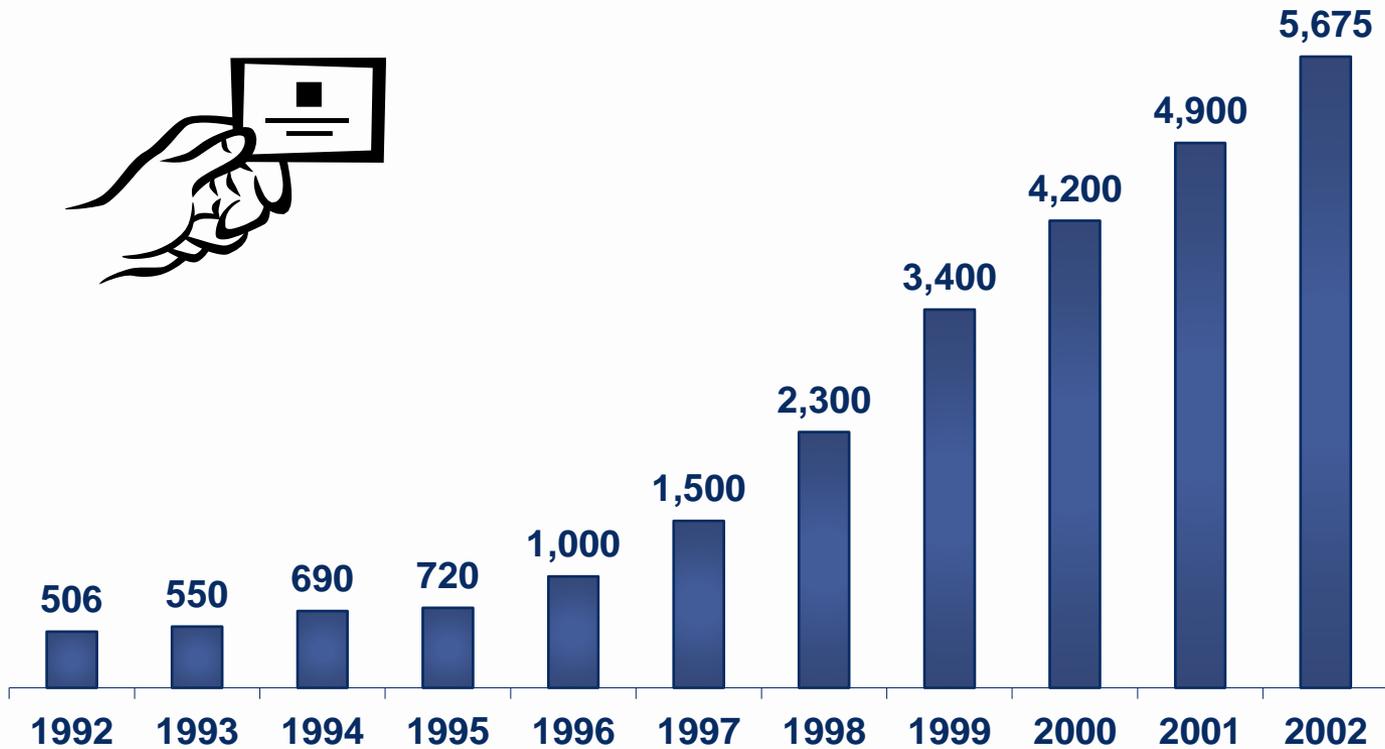
## Long-Term Care By Purchase Method



Source: 12/20/04 Wall Street Journal (Americas Health Insurance Plans); 9/01 Mutual Funds; Tiburon Research & Analysis

# However More Employers Continue to Offer Long-Term Care Insurance, Now Nearly 6,000 Nationwide

## Long-Term Care Insurance Employers Offering

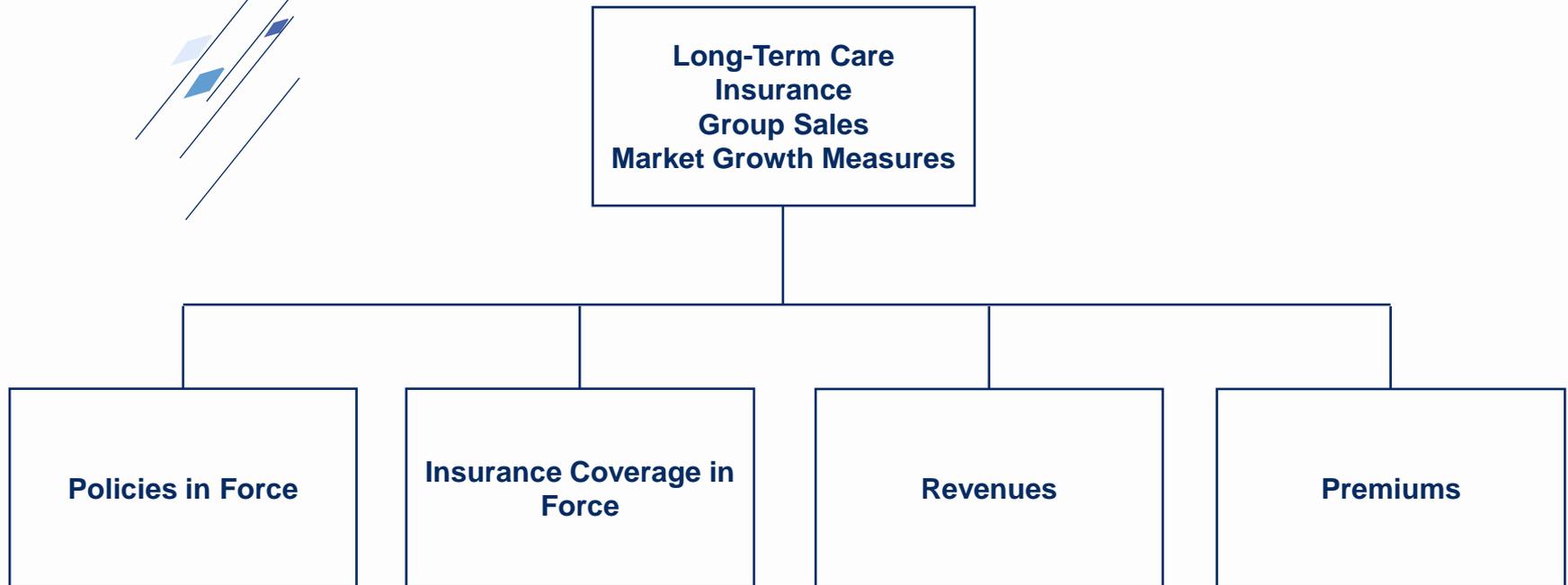
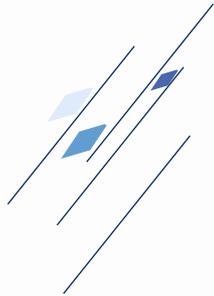


Source: 12/20/04 Wall Street Journal (Americas Health Insurance Plans); Tiburon Research & Analysis

***Long-Term Care Insurance Group Sales can Specifically be Measured by their Policies in Force, Insurance Coverage in Force, Revenues, & Premiums***

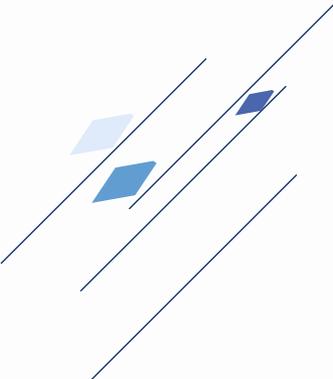
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**Long-Term Care Insurance  
Group Sales  
Market Growth Measures**



# Group Insurance Sales' Fourth Market Segment is Group Life Insurance

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## Comments

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# ***Tiburon Members Have a Variety of Views on Life Insurance Group Sales***

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## **Life Insurance Group Sales Tiburon Member Views**

**“There is not a lot going on in group sales – there is little real innovation”**

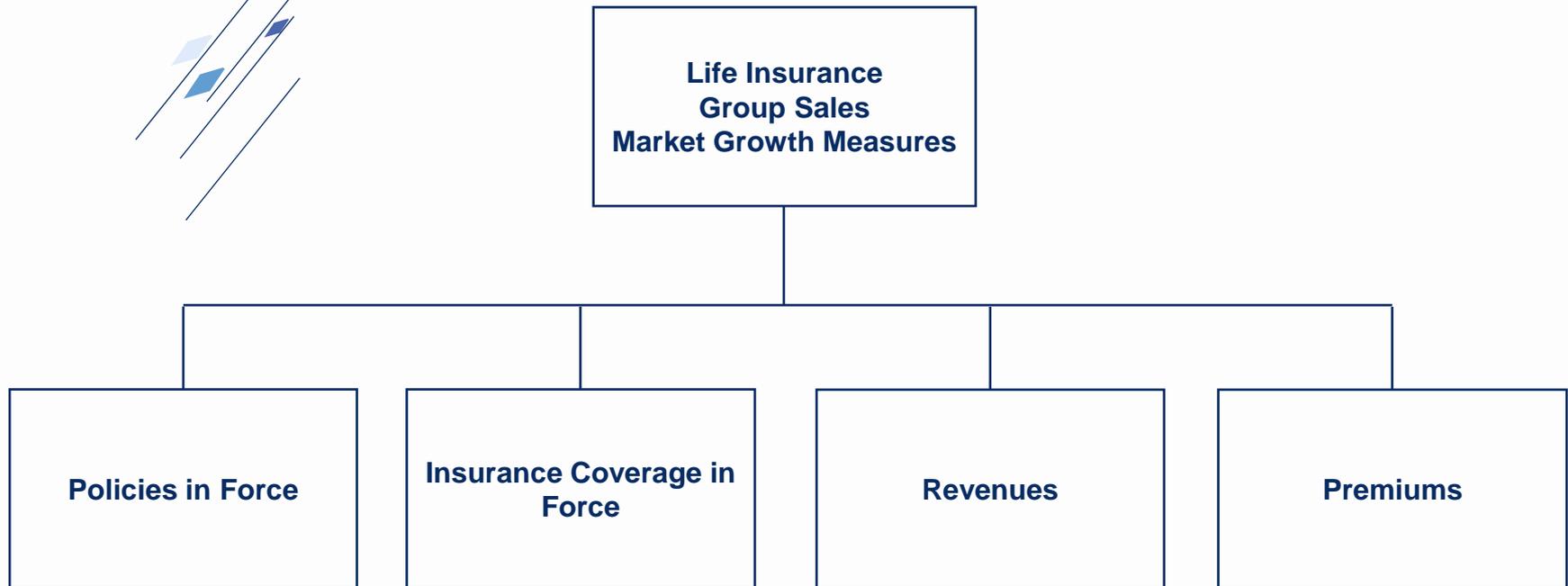
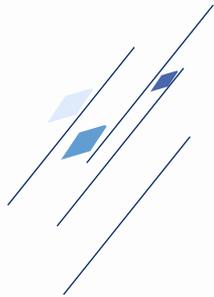
**– Caleb Callahan  
President, Valmark Financial Group**



# ***Life Insurance Group Sales can Specifically be Measured by their Policies in Force, Insurance Coverage in Force, Revenues, & Premiums***

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## **Life Insurance Group Sales Market Growth Measures**

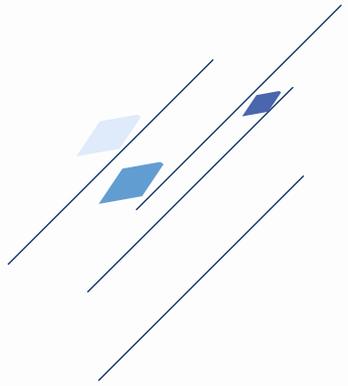


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# Workplace Benefits' Second Market Segment is Retirement Plans

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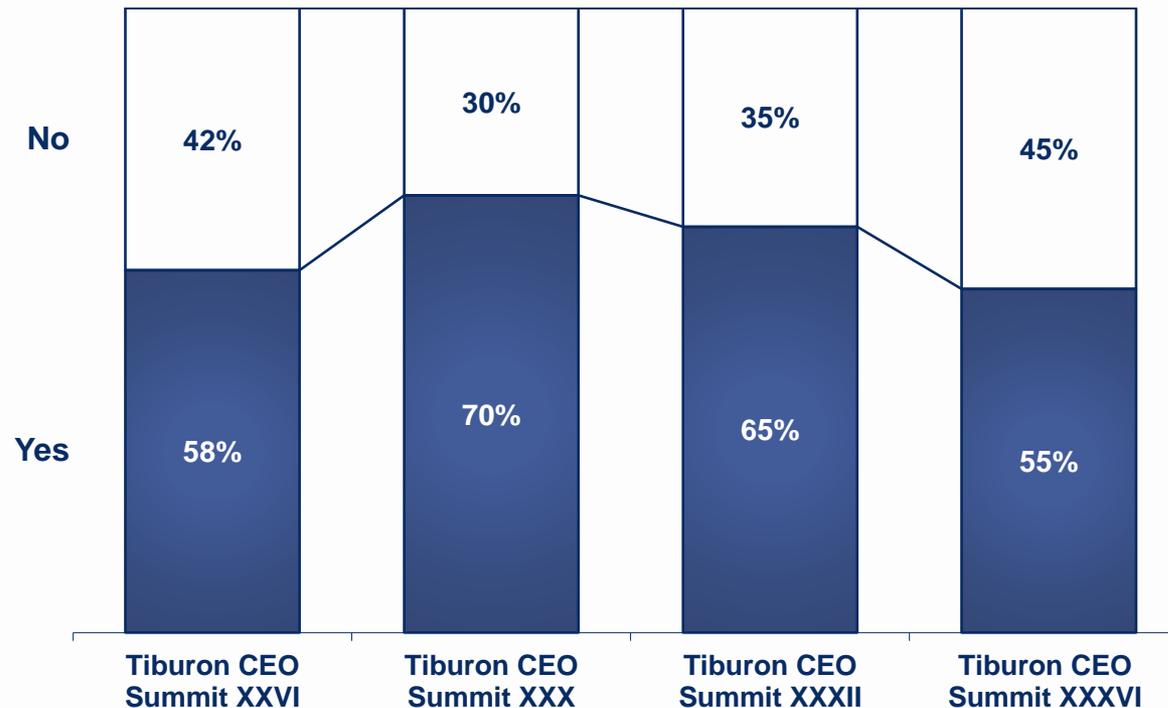


## Comments

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# Tiburon CEO Summit Attendees Primarily Say that the Shift from Defined Benefit Plans to Defined Contribution Plans Has Been Successful

## Tiburon CEO Summit Attendees By Views on Success of Shift from Defined Benefit Plans to Defined Contribution Plans



**TIBURON STRATEGIC ADVISORS**  
Helping Leaders Build Trust, Maximize and Preserve  
Wealth & Investment Management (and Related Financial) Firms

Source: 3/19/19 Tiburon CEO Summit XXXVI Content Survey Data; 2/6/17 Tiburon CEO Summit XXXII Content Survey; 3/31/16 Tiburon CEO Summit XXX Content Survey; 3/23/14 Tiburon CEO Summit XXVI Content Survey; Tiburon Research & Analysis

# ***Tiburon Members Have a Variety of Views on the Success of the Shift from Defined Benefit to Defined Contribution Plans***

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## **Success of the Shift from Defined Benefit to Defined Contribution Plans Tiburon Member Views**

**“For plan sponsors, the shift to defined contribution plans has been great. They have effectively transferred the problems of underfunding and longevity risk to individuals”**

**– Ben Goss  
CEO, Distribution Technology**



# ***Tiburon Members Have a Variety of Views on the Success of the Shift from Defined Benefit to Defined Contribution Plans***

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## **Success of the Shift from Defined Benefit to Defined Contribution Plans Tiburon Member Views**

**“Consumers are doing a poor job managing their investments, defined contribution sponsors are doing a poor job of educating”**

**– Richard Repetto  
Principal,  
Exchanges, eBrokers, & Trading Companies,  
Equity Research, Sandler, O'Neill, & Partners**

SANDLER  
O'NEILL +  
PARTNERS

# ***Tiburon Members Have a Variety of Views on the Success of the Shift from Defined Benefit to Defined Contribution Plans***

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## **Success of the Shift from Defined Benefit to Defined Contribution Plans Tiburon Member Views**

**“There has been a loss of guaranteed income  
in the shift from defined benefit plans to  
defined contribution plans”**

**– Karl Roessner  
CEO, Vestmark**



# ***Tiburon Members Have a Variety of Views on the Success of the Shift from Defined Benefit to Defined Contribution Plans***

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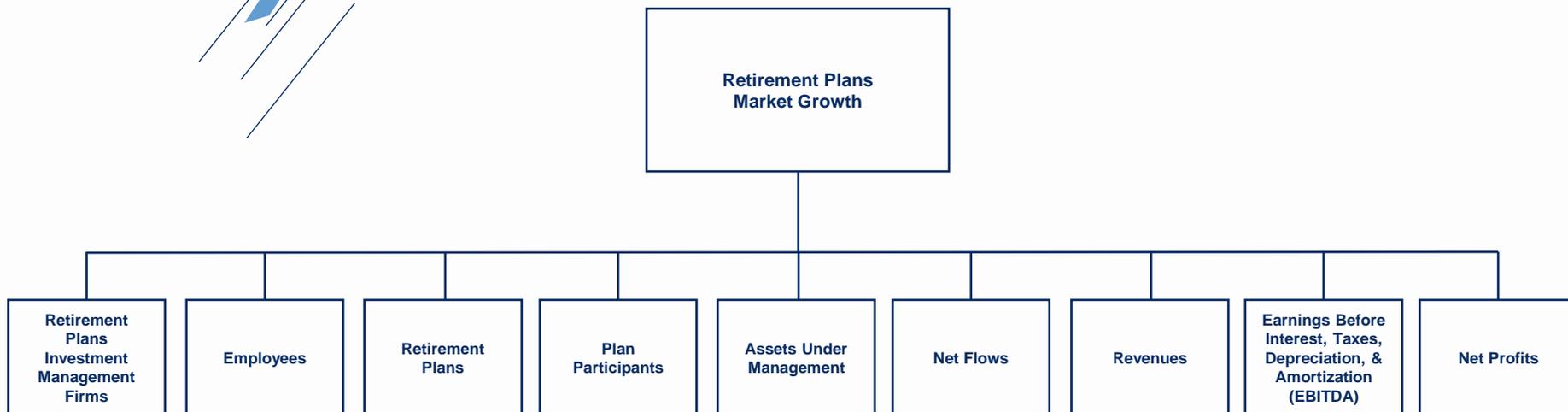
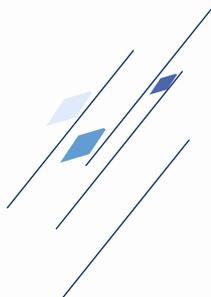
## **Success of the Shift from Defined Benefit to Defined Contribution Plans Tiburon Member Views**

**“The shift to defined contribution plans gives retirees too much choice and not enough help, and is leaving retirees in poor shape to live many years in retirement”**

**– Steve Piaker  
Partner, Napier Park Financial Partners**



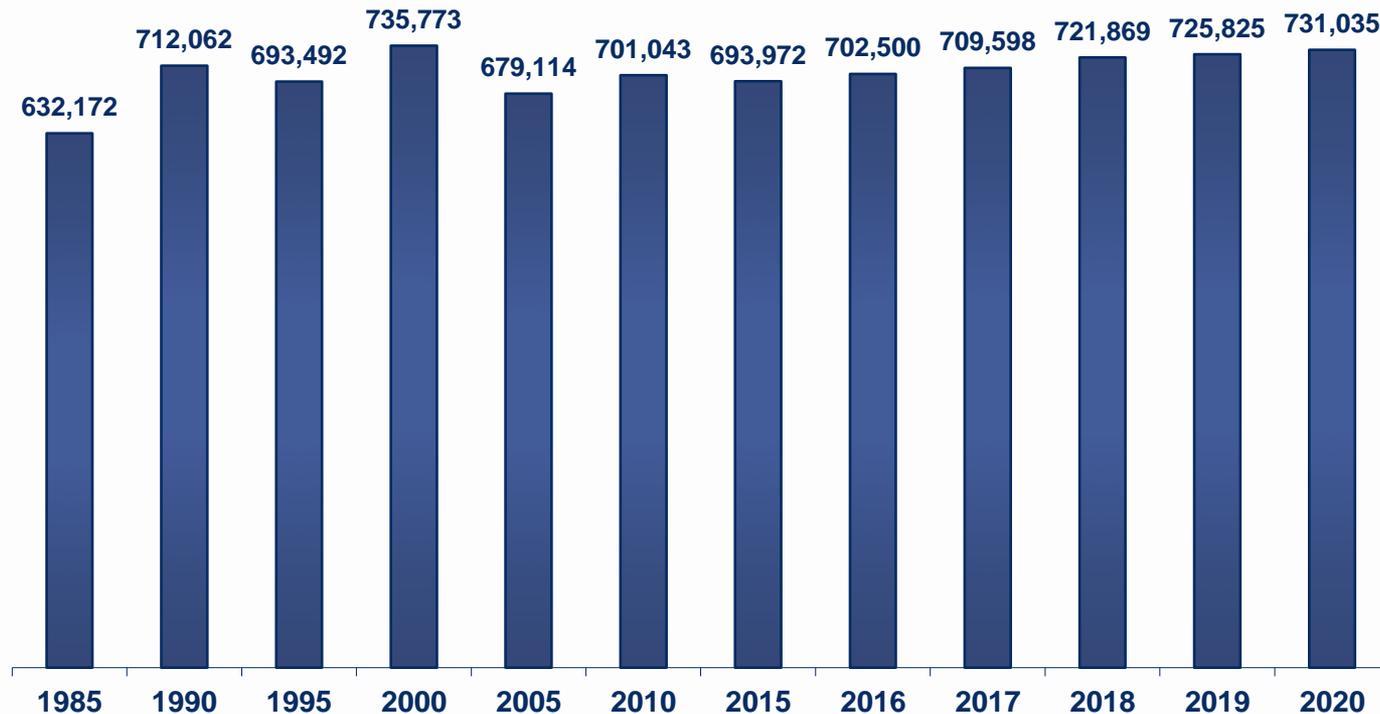
## Retirement Plans Market Growth



# There are 731,035 Retirement Plans, Up From 632,172 in 1985 But Down From its Peak of 735,773 in 2000



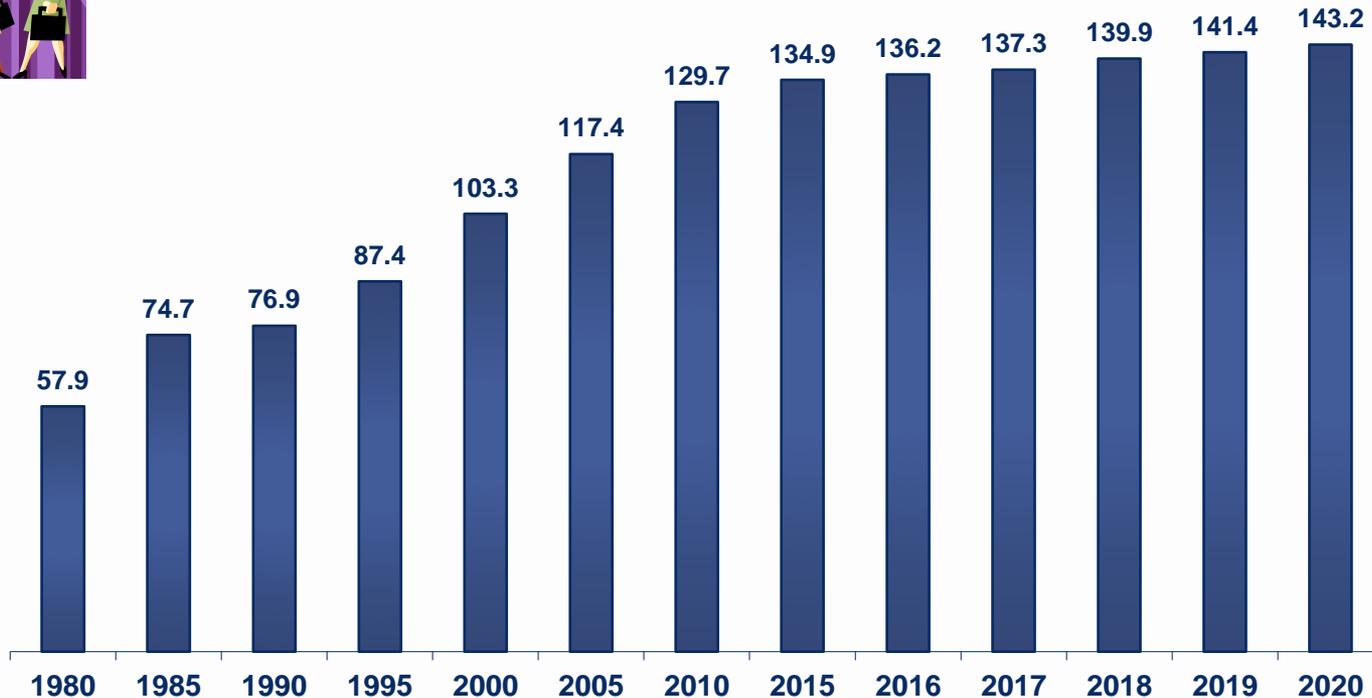
## Retirement Plans



Source: 1/21 United States Department of Labor; 9/1/19 United States Department of Labor; 12/18 United States Department of Labor; 1/8/01 Pension & Investments (Mercer); 6/96 Institutional Investor; 6/95 EBRI Quarterly Pension Investment Report; 4/01 CFO; Tiburon Research & Analysis

# Retirement Plans Serve 143.2 Million Plan Participants, Up From 57.9 Million in 1980

## Retirement Plans Plan Participants (Millions)



Source: 1/21 United States Department of Labor; 9/1/19 United States Department of Labor; 12/18 United States Department of Labor; 1/8/01 Pension & Investments (Mercer); 6/96 Institutional Investor; 6/95 EBRI Quarterly Pension Investment Report; 4/01 CFO; Tiburon Research & Analysis

# Retirement Plans Have Gathered \$22.4 Trillion Assets Under Management, Up From \$2.5 Trillion in 1990 But Down From their Peak of \$22.7 Trillion in 2021

## Retirement Plans Assets Under Management (\$ Trillions)



Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 10/11/21 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; 3/11/21 Federal Reserve Flow of Funds Report; 6/11/20 Federal Reserve Flow of Funds Report; Tiburon Research & Analysis

# Retirement Plans Gather **-\$318 Billion** Net Flows, Down From **-\$20 Billion** in 2010

## Retirement Plans Net Flows (\$ Billions)

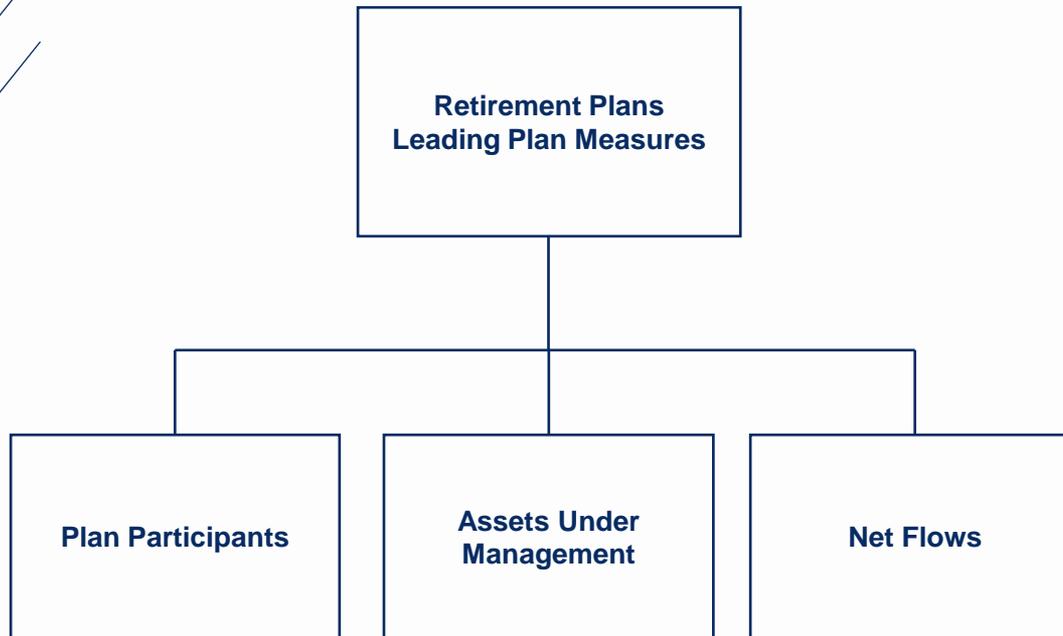
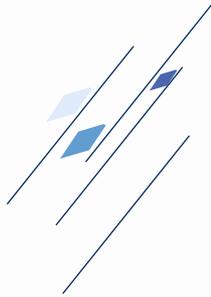


Source: 6/13/24 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 12/8/21 Federal Reserve Flow of Funds Report; 3/11/21 Federal Reserve Flow of Funds Report; 6/11/20 Federal Reserve Flow of Funds Report; 12/12/19 Federal Reserve Flow of Funds Report; 6/6/19 Federal Reserve Flow of Funds Report; 12/6/18 Federal Reserve Flow of Funds Report; Tiburon Research & Analysis

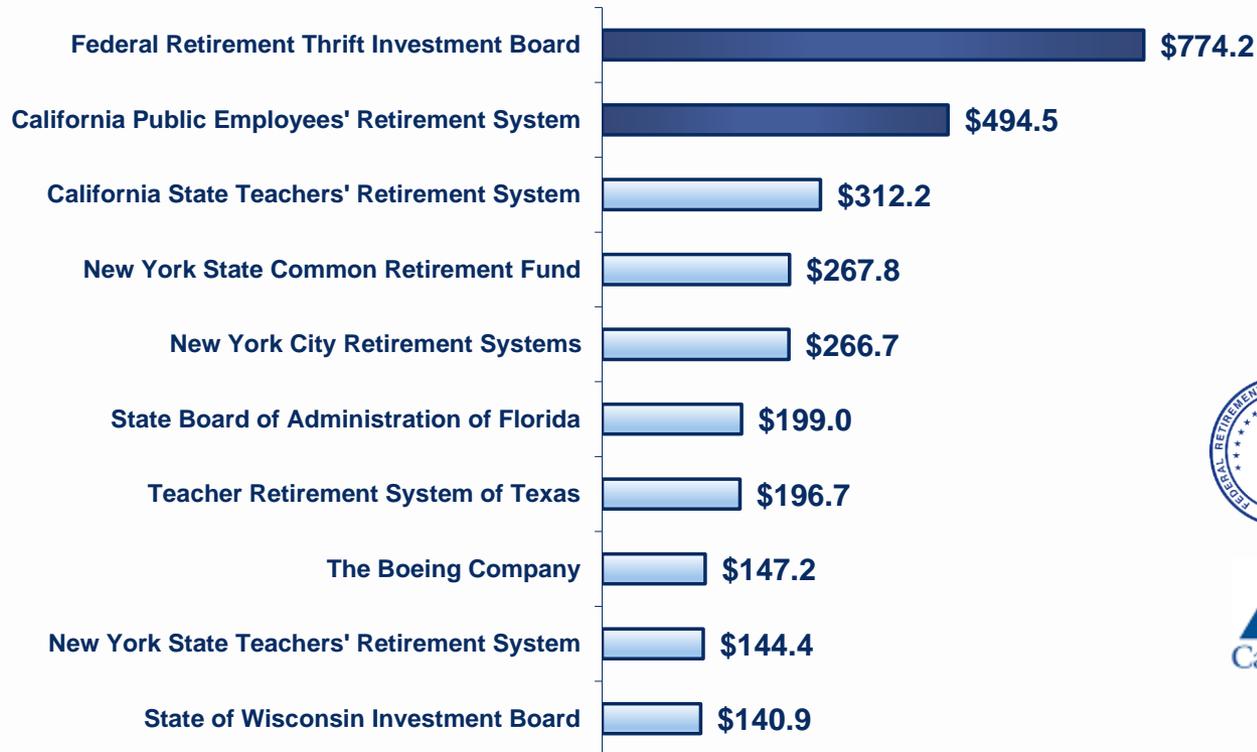
# ***Retirement Plans Leaders can Specifically be Ranked by their Number of Plan Participants, Assets Under Management, & Net Flows***

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## **Retirement Plans Leading Plan Measures**

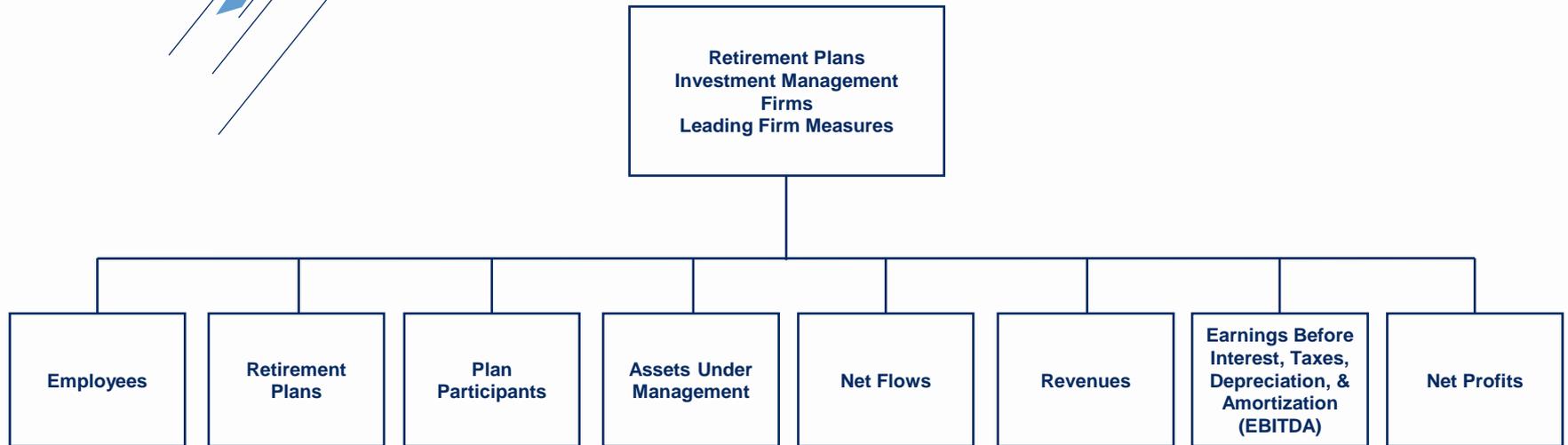
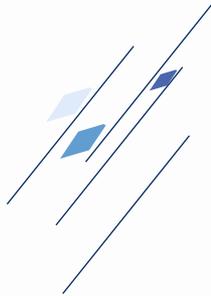


## Retirement Plans By Assets Under Management (\$ Billions)



Source: 1/4/23 Pensions & Investments Website; 7/21/21 Pensions & Investments Website; 2/8/16 The Wall Street Journal (National Philanthropic Trust); 4/2/13 Pensions & Investments; Tiburon Research & Analysis

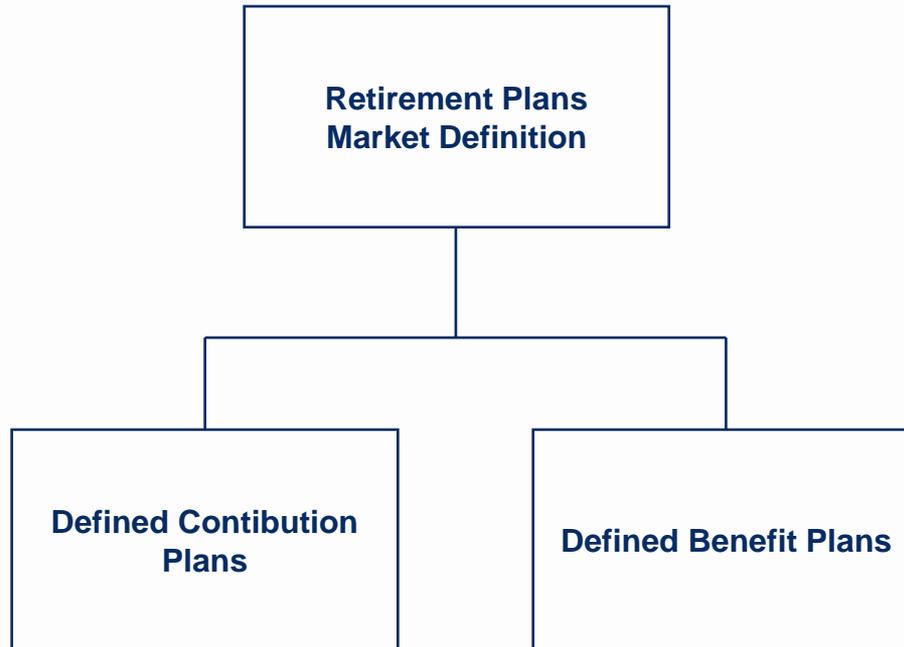
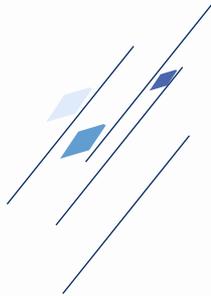
## **Retirement Plans Investment Management Firms Leading Firm Measures**



# ***Retirement Plans can Specifically be Defined to Include Defined Contribution Plans & Defined Benefit Plans***

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## **Retirement Plans Market Definition**

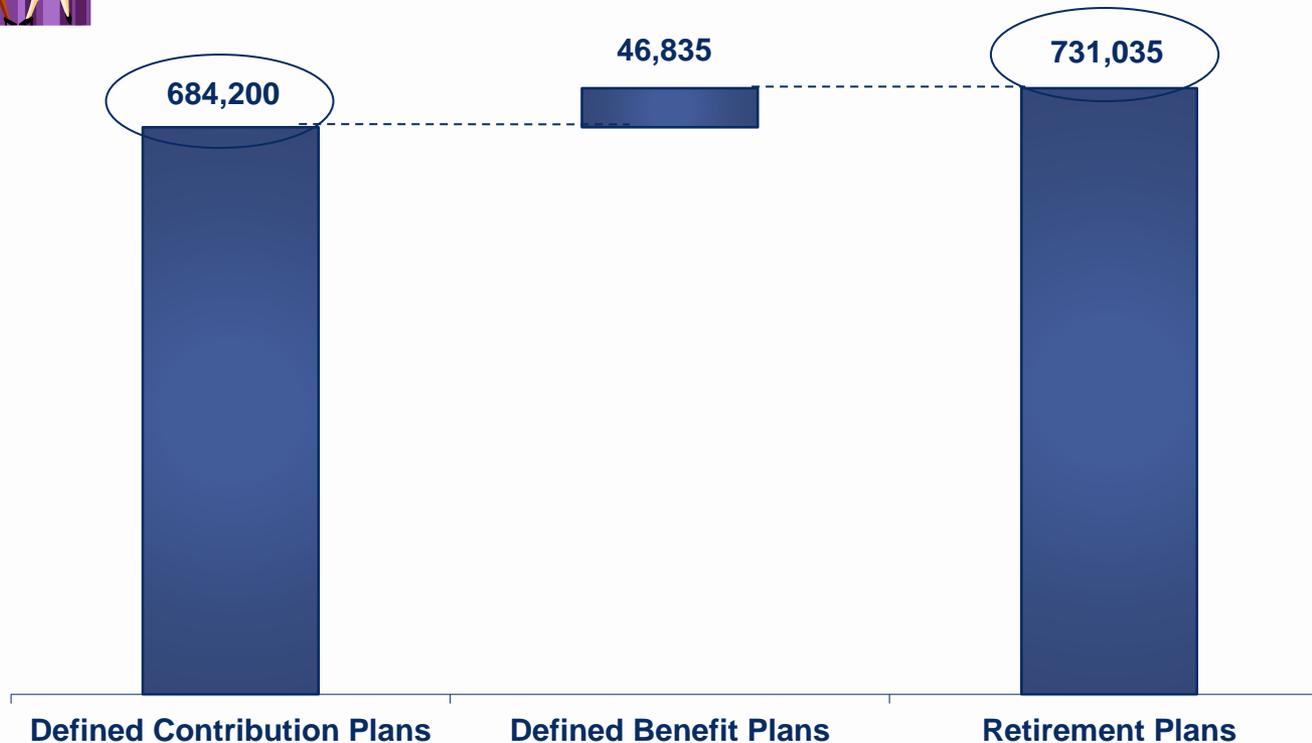


# There are 731,035 Retirement Plans, Including 684,200 Defined Contribution Plans

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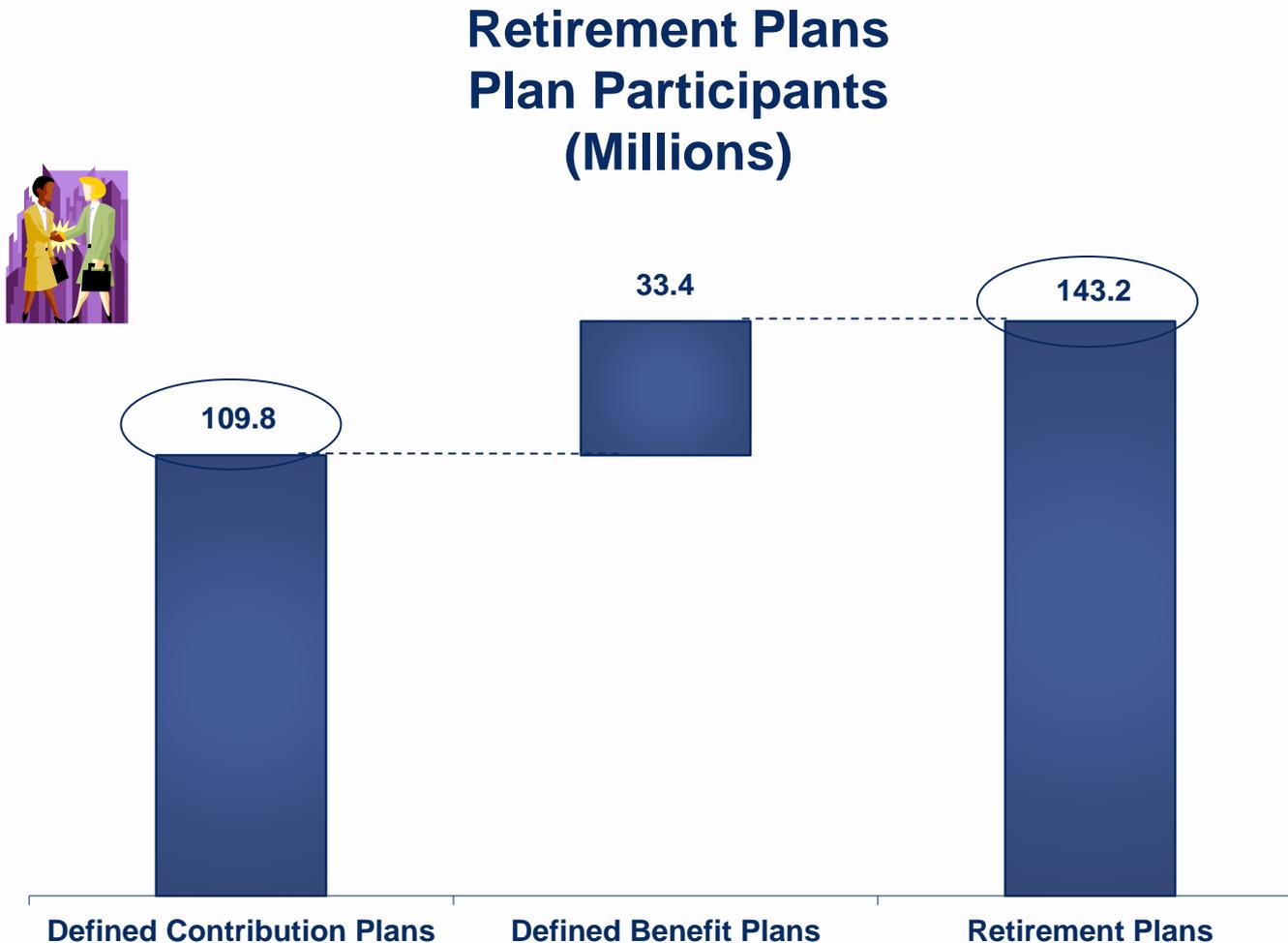
## Retirement Plans



Source: 1/21 United States Department of Labor; 9/1/19 United States Department of Labor; 12/18 United States Department of Labor; 1/8/01 Pension & Investments (Mercer); 6/96 Institutional Investor; 6/95 EBRI Quarterly Pension Investment Report; 4/01 CFO; Tiburon Research & Analysis

# Retirement Plans Serve 143.2 Million Plan Participants, Including 109.8 Million in Defined Contribution Plans

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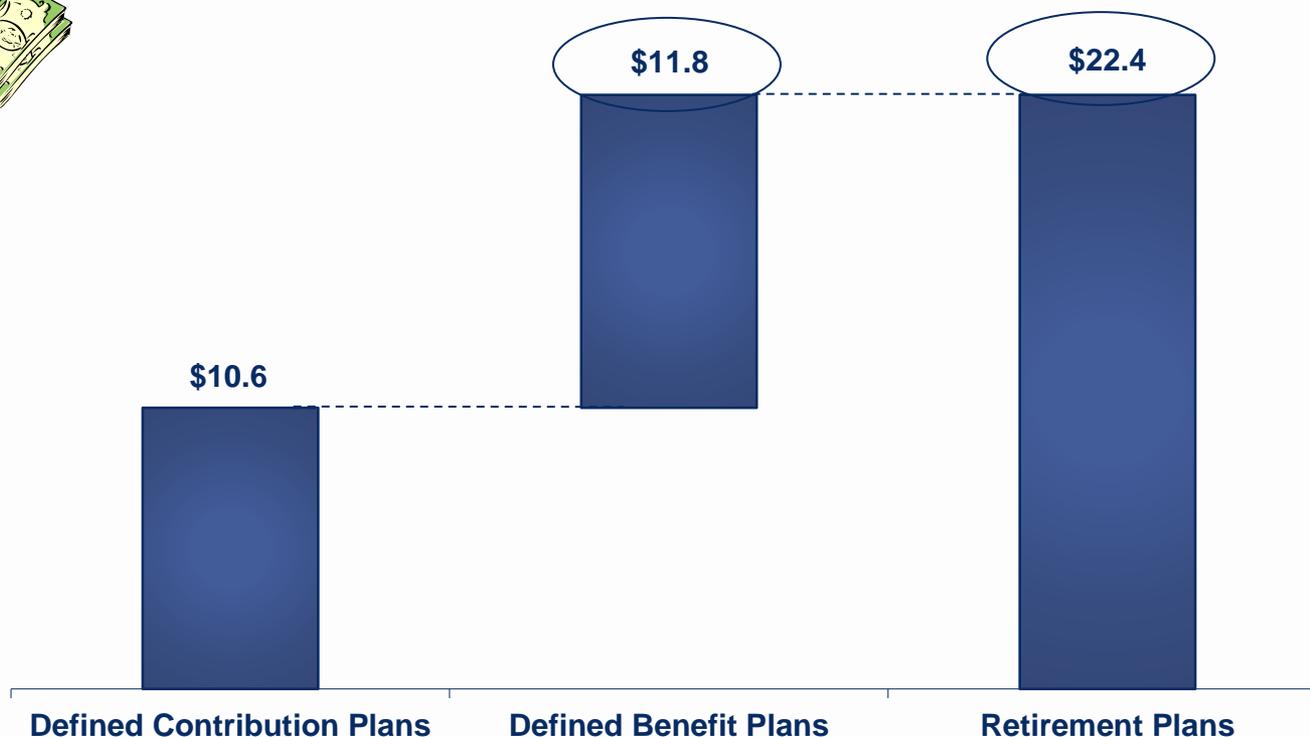


Source: 1/21 United States Department of Labor; 9/1/19 United States Department of Labor; 12/18 United States Department of Labor; 1/8/01 Pension & Investments (Mercer); 6/96 Institutional Investor; 6/95 EBRI Quarterly Pension Investment Report; 4/01 CFO; Tiburon Research & Analysis

# ***Retirement Plans Have \$22.4 Trillion Assets Under Management, Including \$11.8 Trillion in Defined Benefit Plans***

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## **Retirement Plans Assets Under Management (\$ Trillions)**

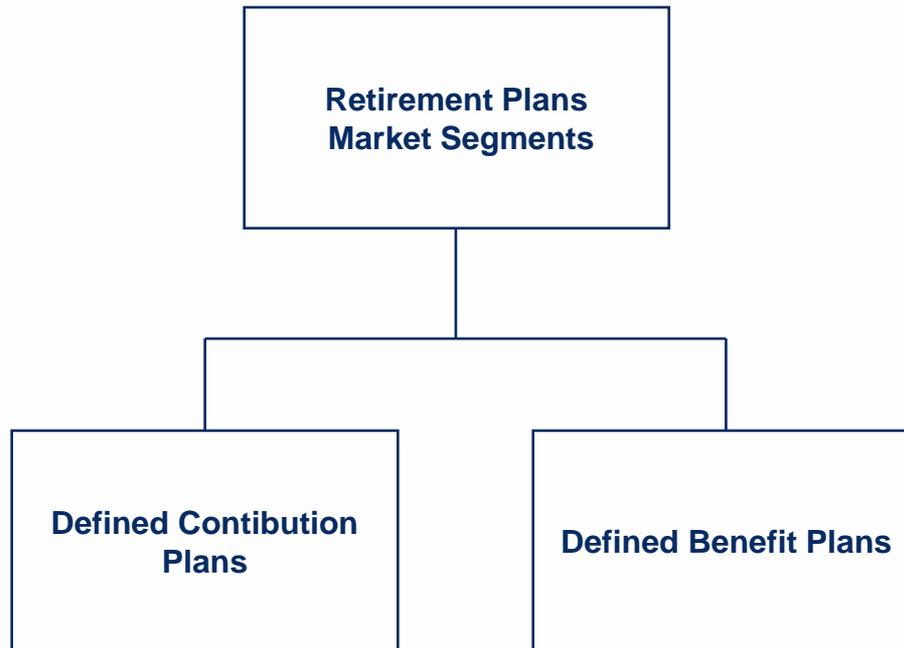
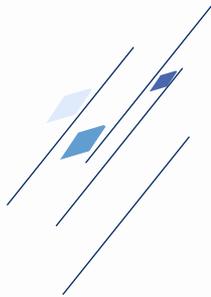


Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 10/11/21 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; 3/11/21 Federal Reserve Flow of Funds Report; 6/11/20 Federal Reserve Flow of Funds Report; Tiburon Research & Analysis

# ***Retirement Plans can Specifically be Segmented to Include Defined Contribution Plans & Defined Benefit Plans***

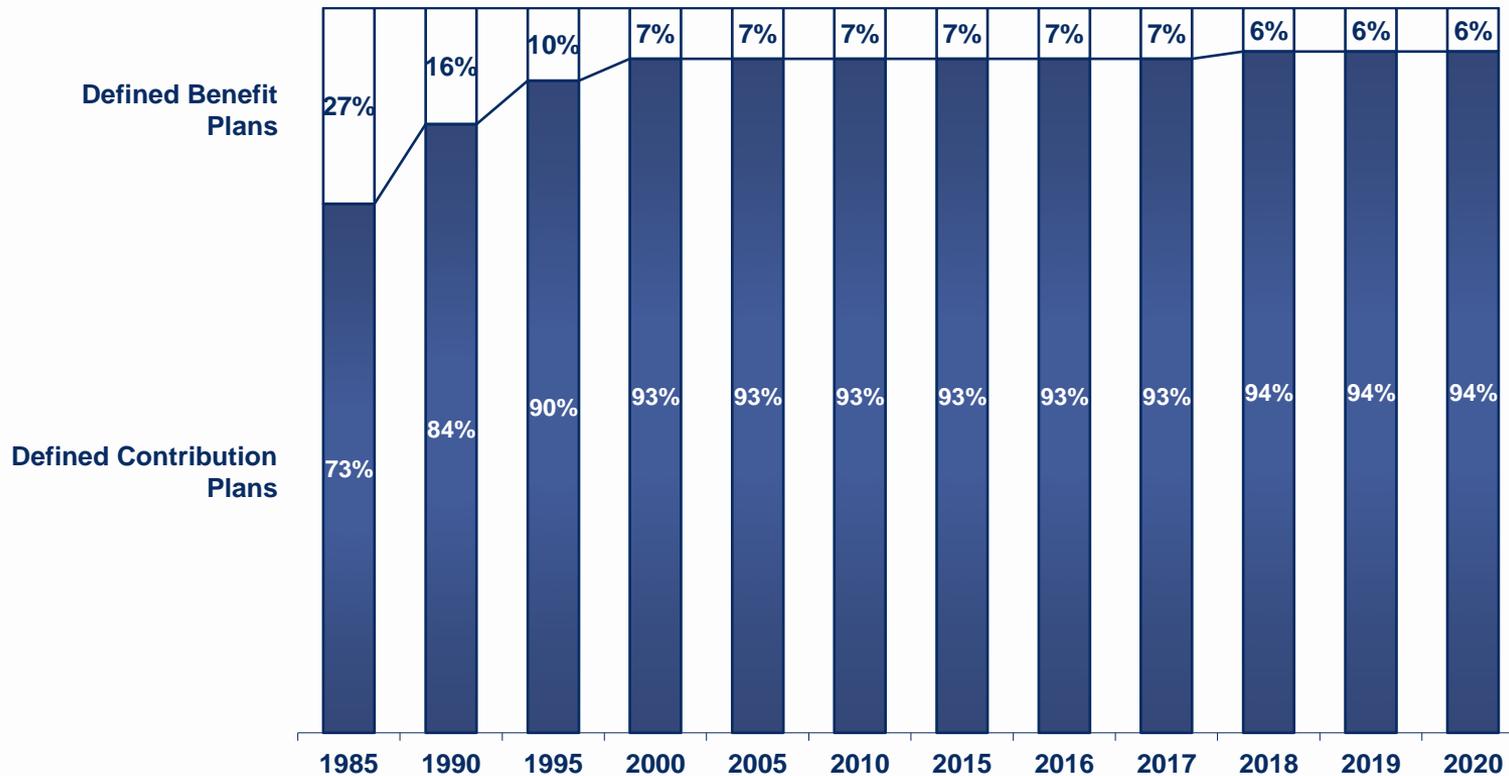
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## **Retirement Plans Market Segments**



# Retirement Plans are Now Almost All Defined Contribution Plans

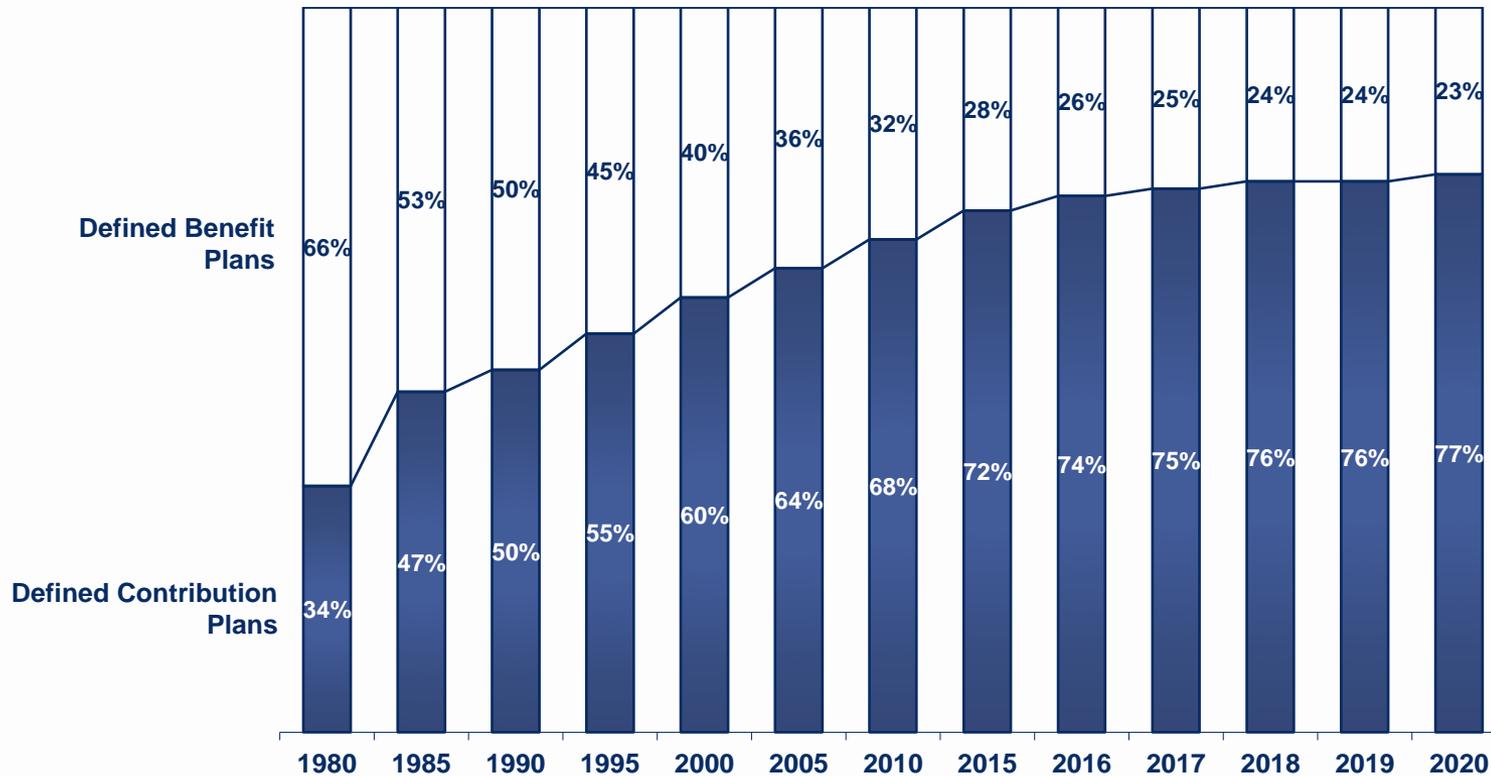
## Retirement Plans By Plan Type



Source: 1/21 United States Department of Labor; 9/1/19 United States Department of Labor; 12/18 United States Department of Labor; 1/8/01 Pension & Investments (Mercer); 6/96 Institutional Investor; 6/95 EBRI Quarterly Pension Investment Report; 4/01 CFO; Tiburon Research & Analysis

# Retirement Plans Plan Participants are Now Over Three-Quarters Defined Contribution Plans, Up From One-Third in 1980

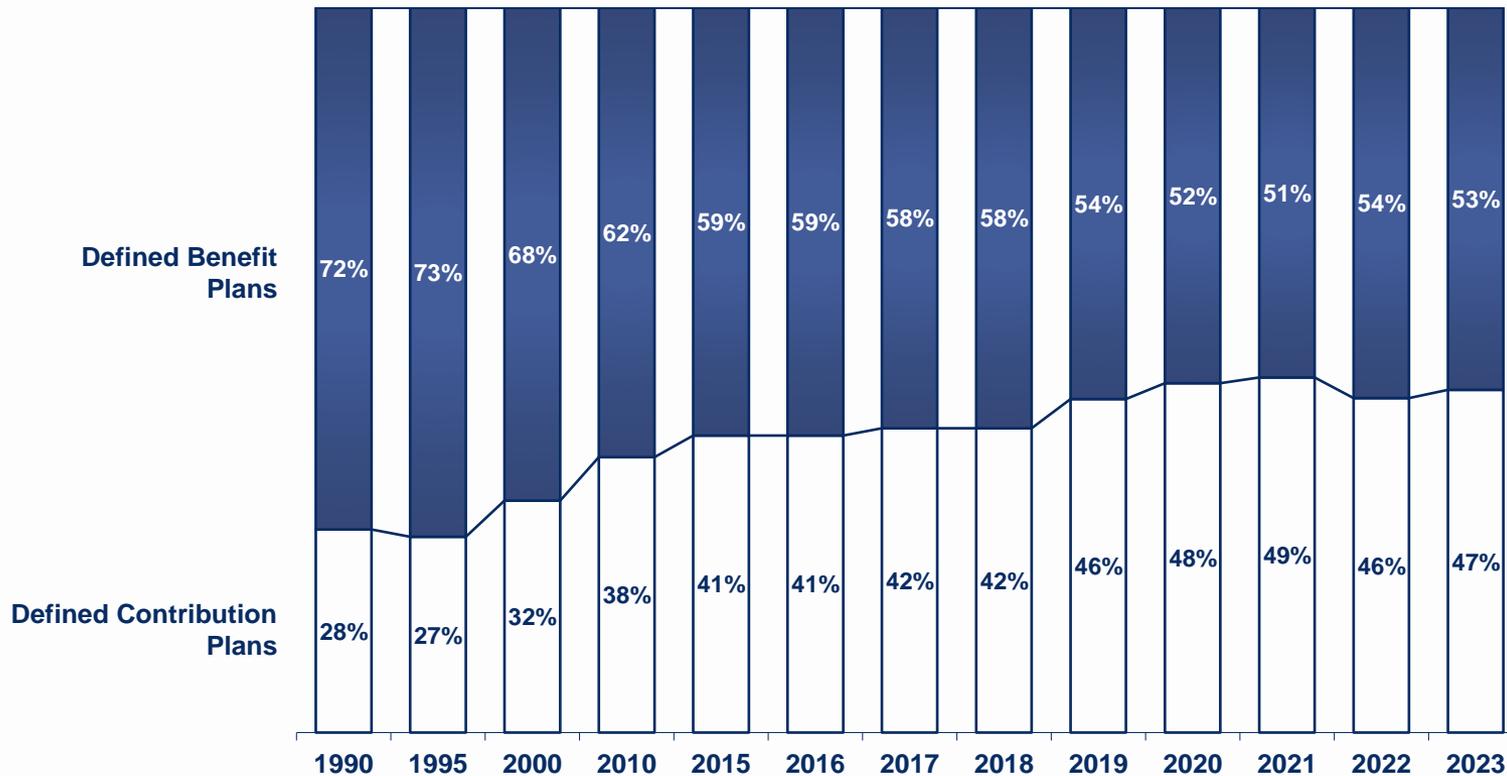
## Retirement Plans Plan Participants By Plan Type



Source: 1/21 United States Department of Labor; 9/1/19 United States Department of Labor; 12/18 United States Department of Labor; 1/8/01 Pension & Investments (Mercer); 6/96 Institutional Investor; 6/95 EBRI Quarterly Pension Investment Report; 4/01 CFO; Tiburon Research & Analysis

# Retirement Plans Assets Under Management are Over Half in Defined Benefit Plans, with Defined Contribution Plans Taking Share

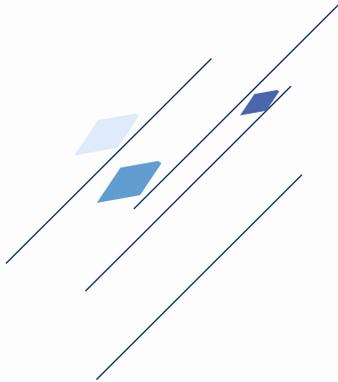
## Retirement Plans Assets Under Management By Plan Type



Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 10/11/21 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; 3/11/21 Federal Reserve Flow of Funds Report; 6/11/20 Federal Reserve Flow of Funds Report; Tiburon Research & Analysis

# ***The First Retirement Plan Market Segment is the Defined Contribution Plans Market***

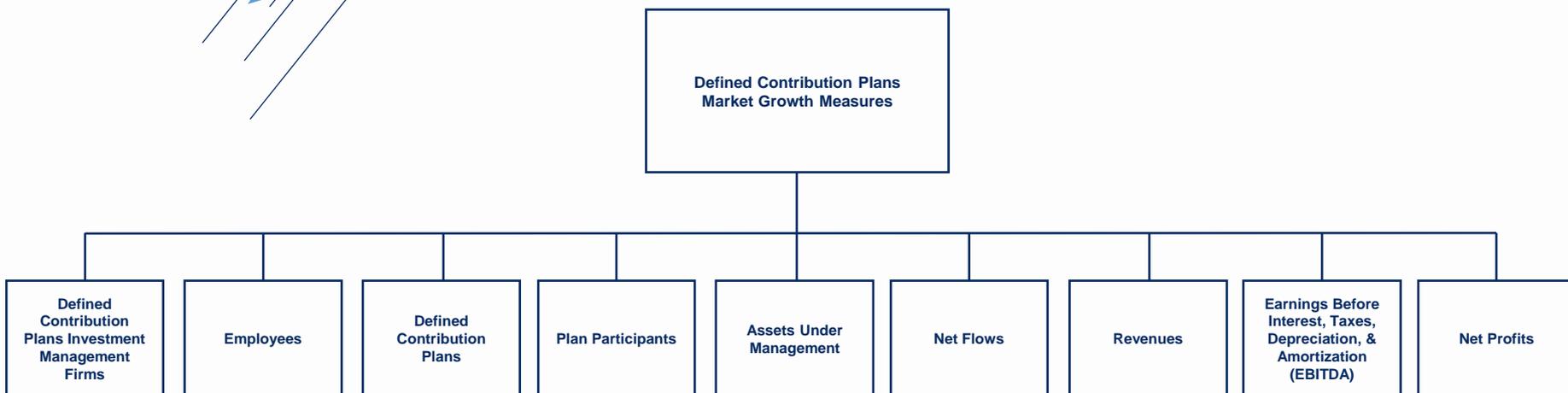
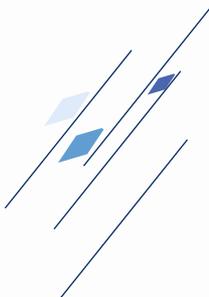
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## **Comments**

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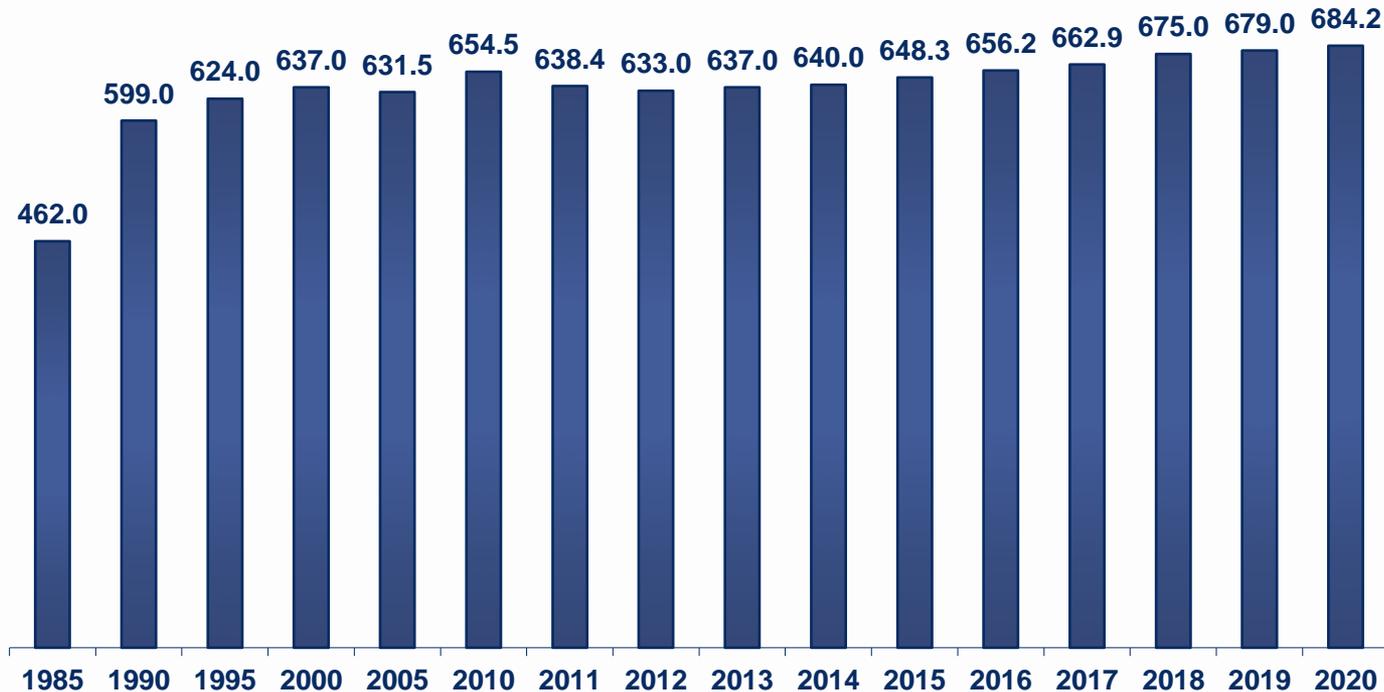
## Defined Contribution Plans Market Growth Measures



# There are 684,200 Defined Contribution Plans, Up From 462,000 in 1985



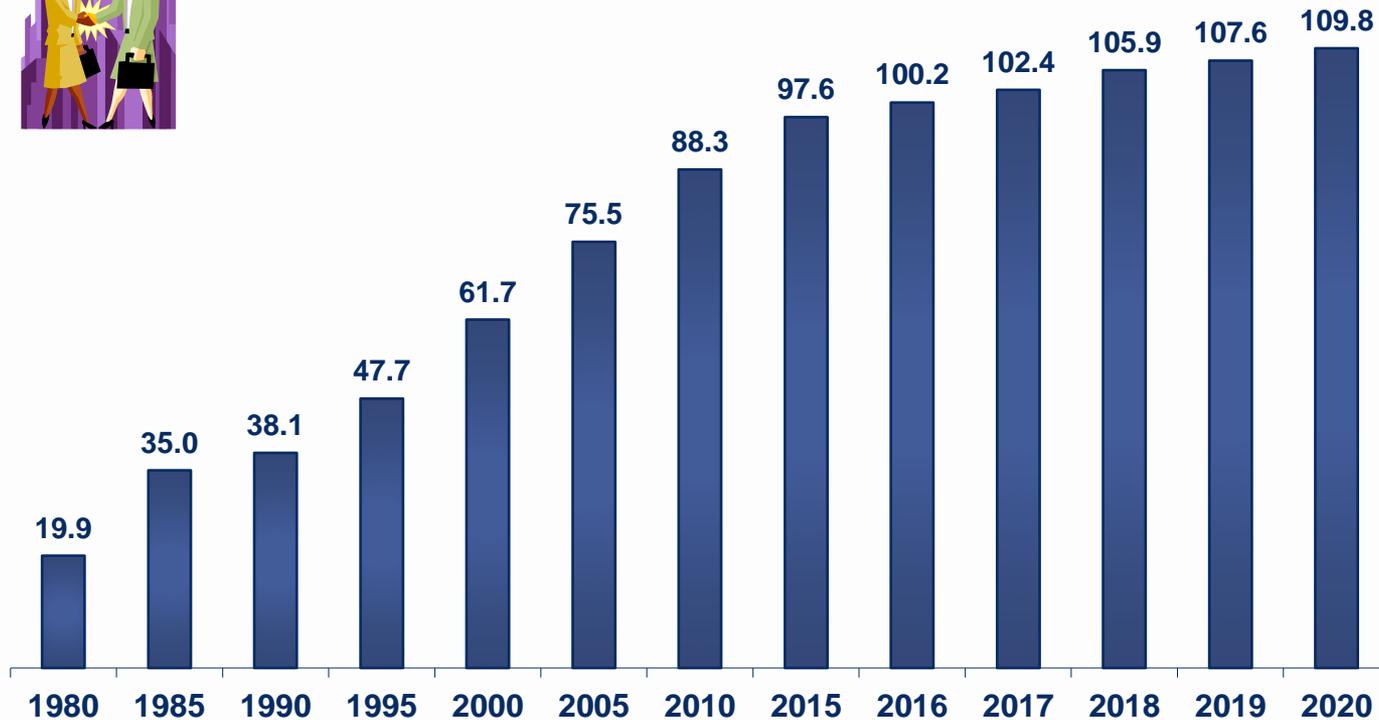
## Defined Contribution Plans (Thousands)



Source: 1/21 United States Department of Labor; 9/1/19 United States Department of Labor; 12/18 United States Department of Labor; 1/8/01 Pension & Investments (Mercer); 6/96 Institutional Investor; 6/95 EBRI Quarterly Pension Investment Report; 4/01 CFO; Tiburon Research & Analysis

# Defined Contribution Plans Have Plan 109.8 Million Participants, Up From 19.9 Million in 1980

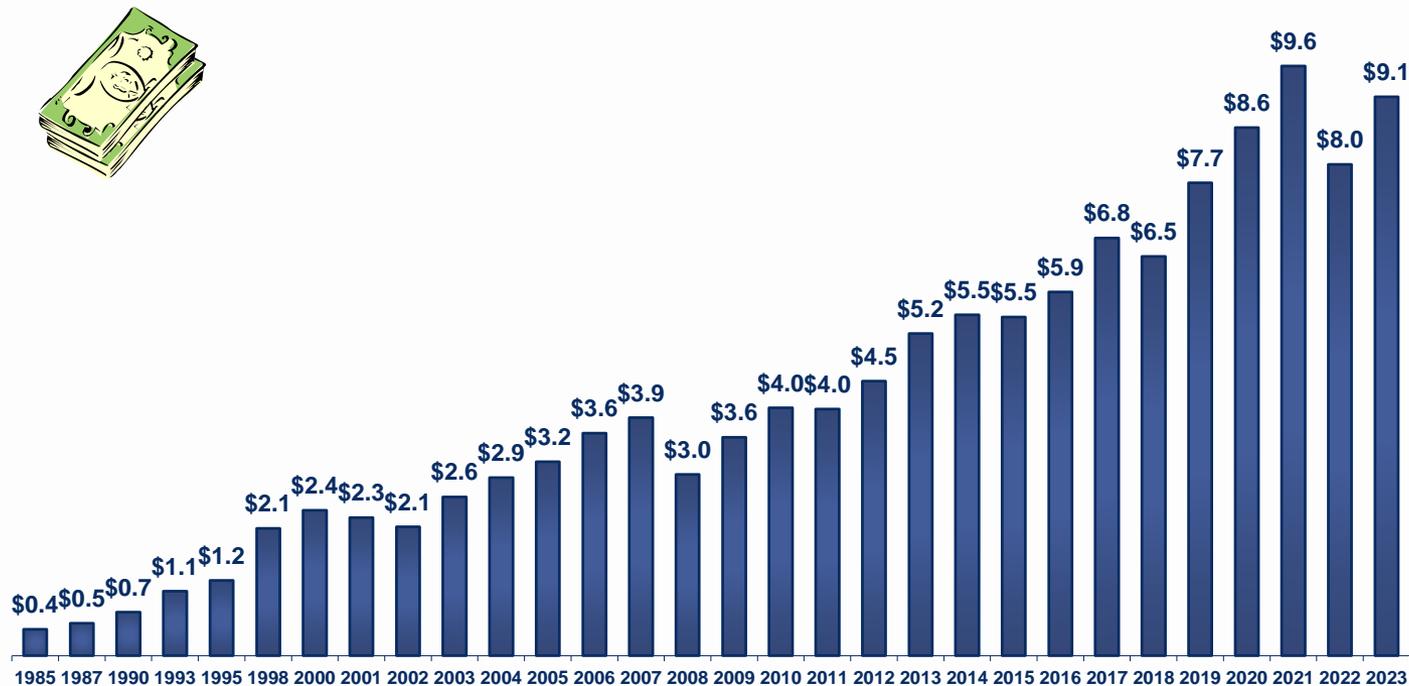
## Defined Contribution Plans Plan Participants (Millions)



Source: 1/21 United States Department of Labor; Tiburon Research & Analysis

# ***Defined Contribution Plans Have \$9.1 Trillion Assets, Up From \$0.4 Trillion in 1985 But Down From their Peak of \$9.6 Trillion in 2021***

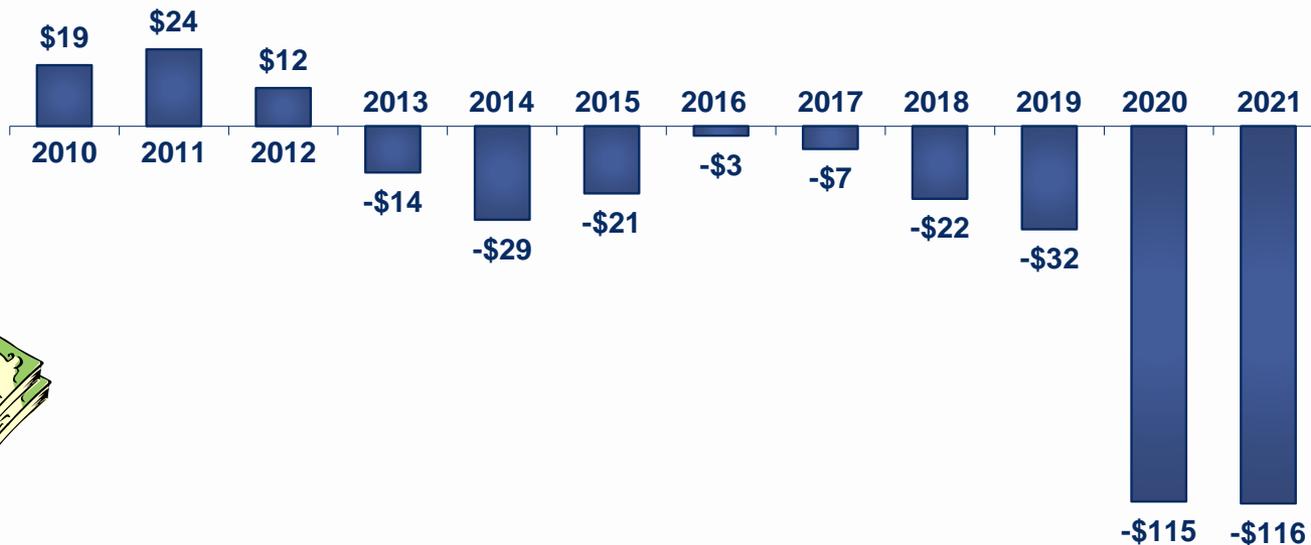
## **Defined Contribution Plans Assets Under Management (\$ Trillions)**



Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 10/11/21 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; 6/17/20 Investment Company Institute (ICI); 3/19/20 Investment Company Institute (ICI); 2/6/17 Pensions & Investments; Tiburon Research & Analysis

# Defined Contribution Plans Gather **-\$116 Billion** Net Flows, Down From **\$19 Billion** in 2010

## Defined Contribution Plans Net Flows (\$ Billions)

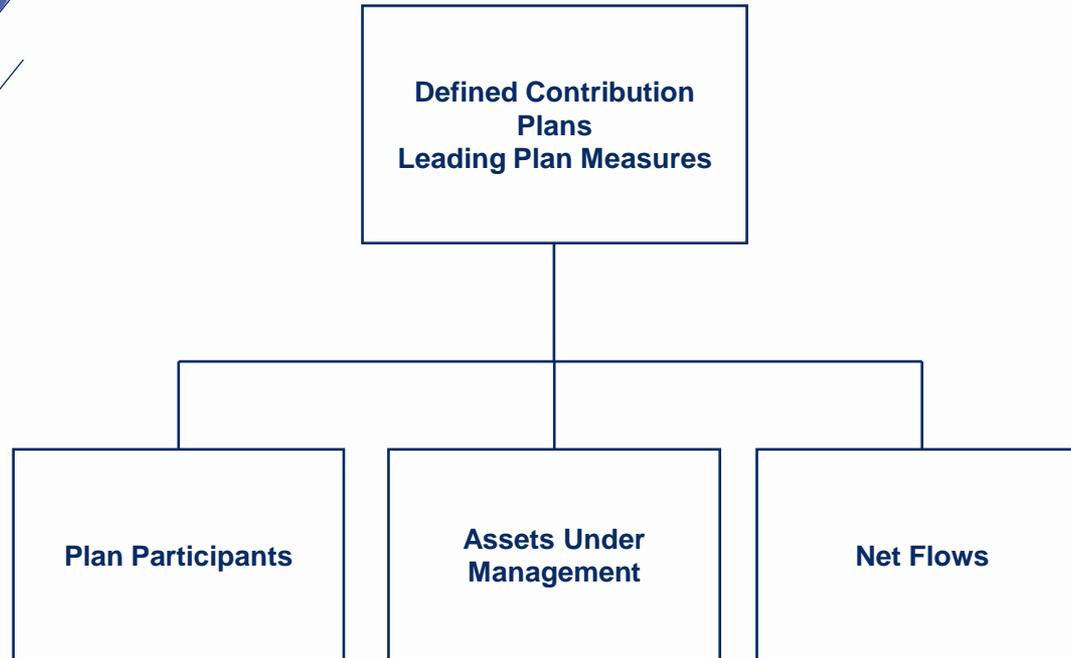
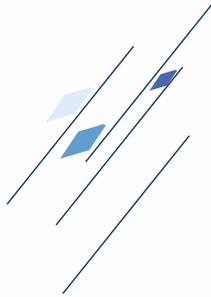


Source: 6/13/24 Investment Company Institute (ICI) Report; 4/15/16 Mauldin Economics Presentation (Mauldin); 2/22/16 Investment News (AM Best Corporation; Morningstar); 1/18/16 Money Management Executive (Investment Company Institute (ICI); Tiburon Research & Analysis

# ***Defined Contribution Plans Leaders can Specifically be Ranked by their Number of Plan Participants, Assets Under Management, & Net Flows***

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## **Defined Contribution Plans Leading Plan Measures**

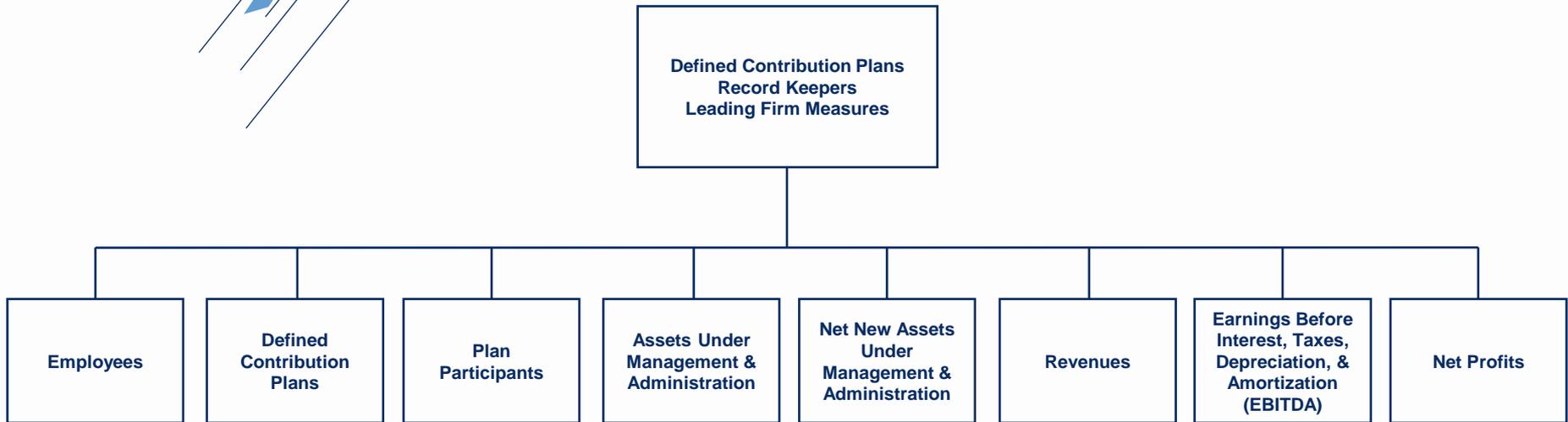
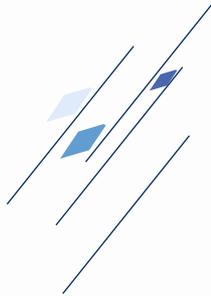


# ***The Federal Retirement Thrift Investment Board is the Leading Defined Contribution Plans in Terms of Assets Under Management with \$774.2 Billion***

## **Defined Contribution Plans By Assets Under Management (\$ Billions)**



## **Defined Contribution Plans Record Keepers Leading Firm Measures**



# ***Tiburon Members Have a Variety of Views on Defined Contribution Plans Record Keepers***

---

## **Defined Contribution Plans Record Keepers Tiburon Member Views**

**“Fidelity Investments is a dominant record keeper  
for all plan sizes”**

**– Larry Raffone  
CEO, Edelman Financial Engines**



# ***Tiburon Members Have a Variety of Views on Defined Contribution Plans Record Keepers***

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## **Defined Contribution Plans Record Keepers Tiburon Member Views**

**“Fidelity Investments, as a record keeper, is entirely focused on capturing the rollovers”**

**– Larry Raffone  
CEO, Edelman Financial Engines**



# ***Tiburon Members Have a Variety of Views on Defined Contribution Plans Record Keepers***

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## **Defined Contribution Plans Record Keepers Tiburon Member Views**

**“Empower has been bulking up in record keeping  
with its acquisitions of Mass Mutual Financial  
Group & Fifth Third”**

**– Larry Raffone  
CEO, Edelman Financial Engines**



# ***Tiburon Members Have a Variety of Views on Defined Contribution Plans Record Keepers***

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## **Defined Contribution Plans Record Keepers Tiburon Member Views**

**“Empower wants to emulate Fidelity Investments in record keeping. It used to send rollover referrals to financial advisors who utilized Putnam Investments. Its acquisition of Personal Capital was one step to retain the rollovers”**

**– Larry Raffone  
CEO, Edelman Financial Engines**



# ***Tiburon Members Have a Variety of Views on Defined Contribution Plans Record Keepers***

---

## **Defined Contribution Plans Record Keepers Tiburon Member Views**

**“Empower will need to buy a larger record keeper referral player”**

**– Larry Raffone  
CEO, Edelman Financial Engines**



# ***Tiburon Members Have a Variety of Views on Defined Contribution Plans Record Keepers***

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## **Defined Contribution Plans Record Keepers Tiburon Member Views**

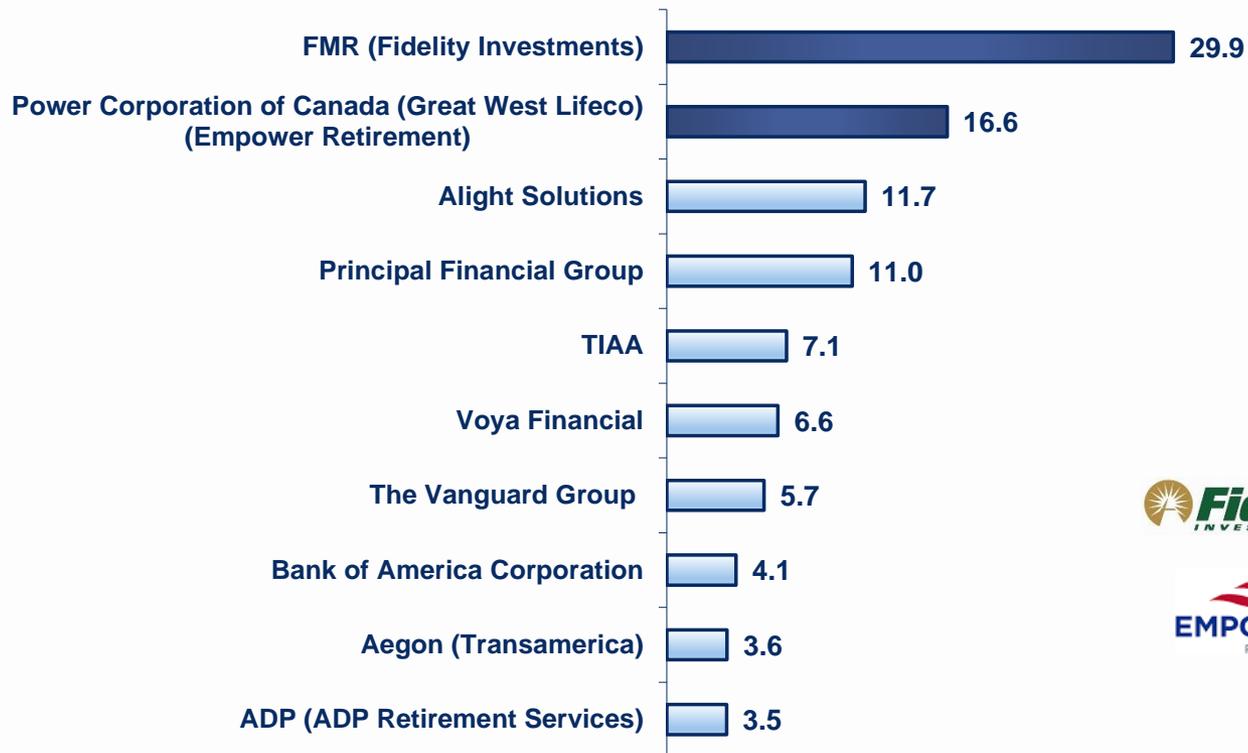
**“The Vanguard Group is dominating record keeper net flows”**

**– Larry Raffone  
CEO, Edelman Financial Engines**



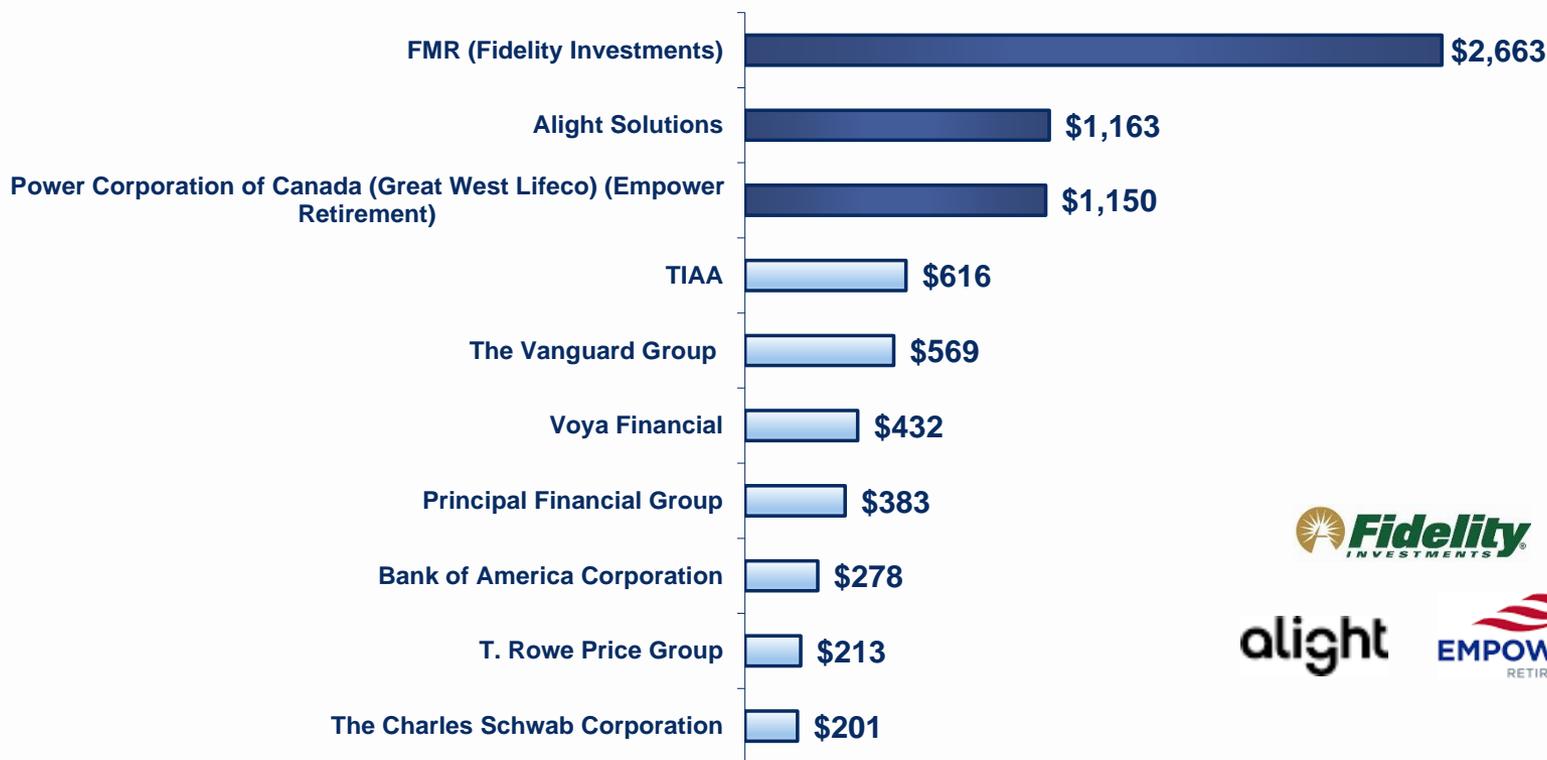
# Fidelity Investments & Empower Retirement are the Leading Defined Contribution Plan Record Keepers in Terms of Plan Participants with 29.9 & 16.6 Million Respectively

## Defined Contribution Plans Record Keepers By Plan Participants (Millions)



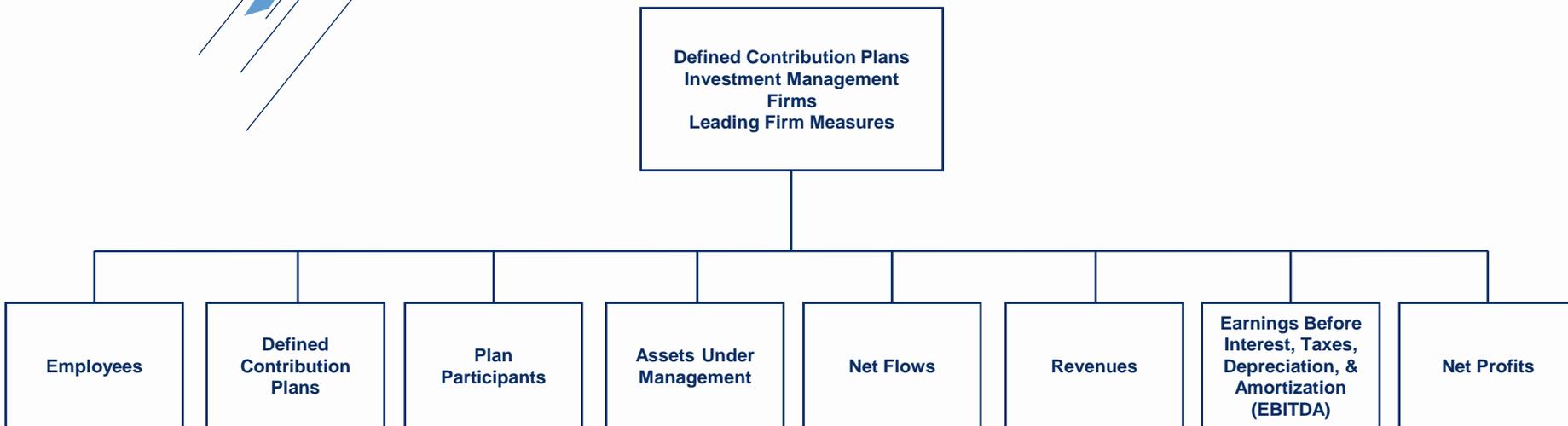
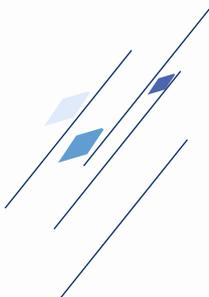
Source: 7/5/23 Pensions & Investments Website; 1/10/22 Pensions & Investments Website; 11/2/21 The Charles Schwab Corporation Presentation (Craig); 7/21/21 Pensions & Investments Website; 7/21/21 Empower Retirement Press Release; 7/21/21 ThinkAdvisor; 5/30/16 Pensions & Investments; 3/3/14 Pensions & Investments; Tiburon Research & Analysis

## Defined Contribution Plans Record Keepers Assets Under Management & Administration (\$ Billions)



Source: 7/5/23 Pensions & Investments Website; 1/10/22 Pensions & Investments Website; 11/2/21 The Charles Schwab Corporation Presentation (Craig); 7/21/21 Pensions & Investments Website; 7/21/21 Empower Retirement Press Release; 7/21/21 ThinkAdvisor; 5/30/16 Pensions & Investments; 3/3/14 Pensions & Investments; Tiburon Research & Analysis

## **Defined Contribution Plans Investment Management Firms Leading Firm Measures**



## **Defined Contribution Plans Tiburon Member Views**

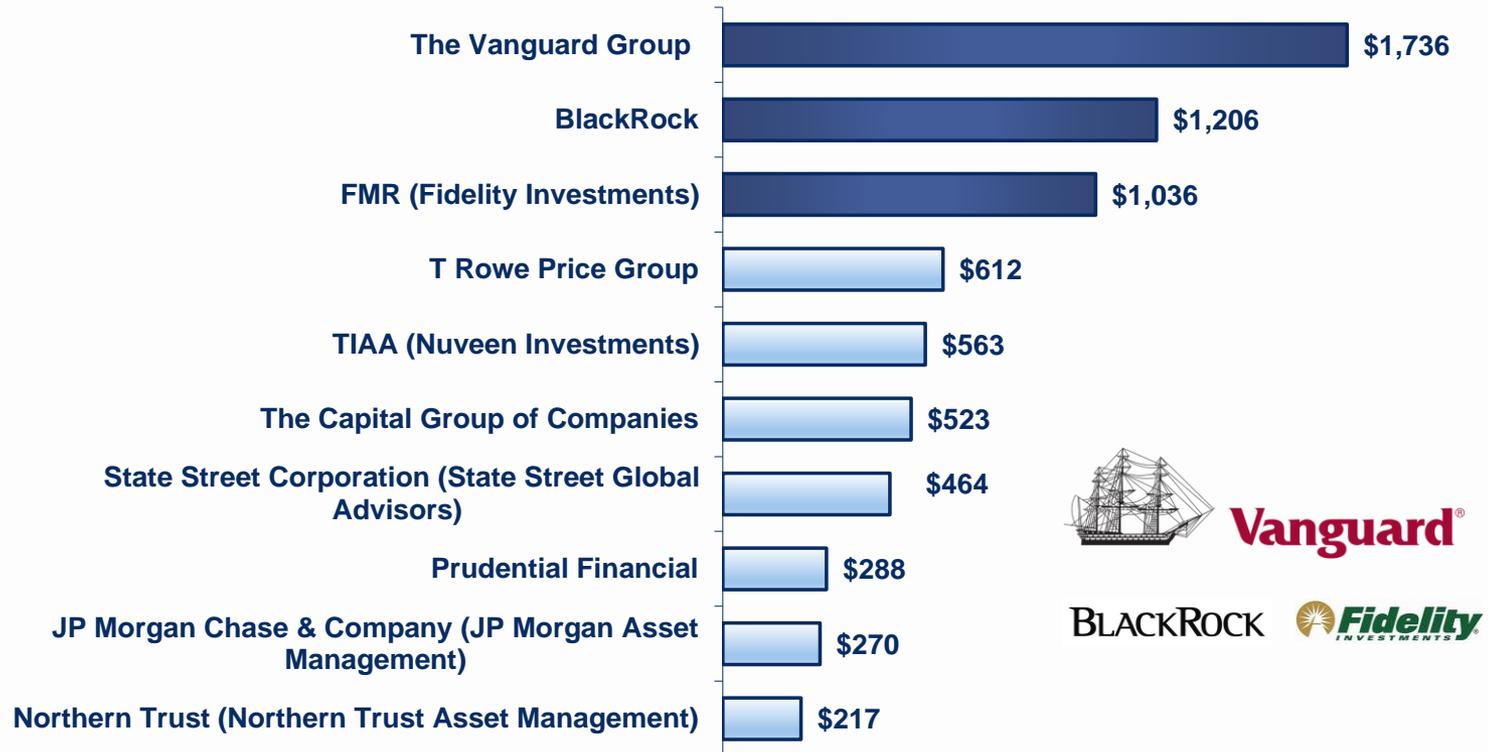


**“Raymond James Financial has a small defined contribution plans team that supports financial advisors”**

**– Scott Curtis  
President, Private Client Group,  
Raymond James Financial**

**RAYMOND JAMES<sup>®</sup>**

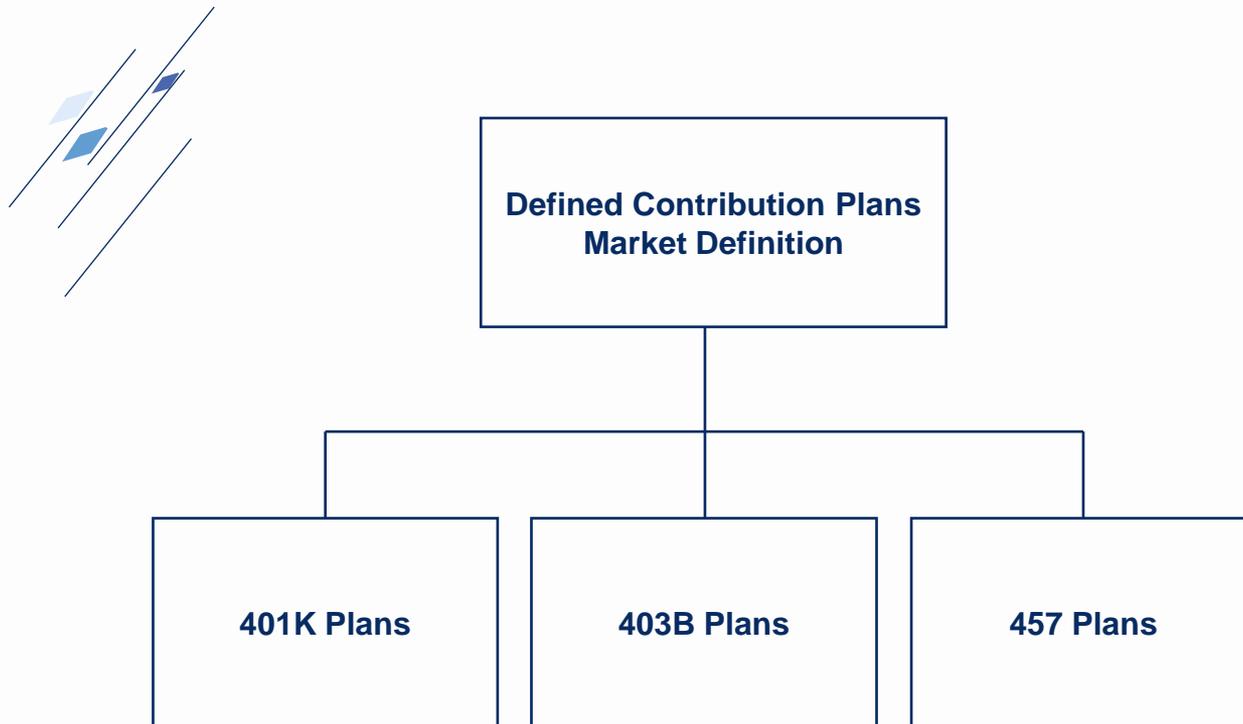
## Defined Contribution Plans Investment Management Firms Assets Under Management (\$ Billions)



# **Defined Contribution Plans can Specifically be Defined to Include 401K Plans, 403B Plans, & 457 Plans**

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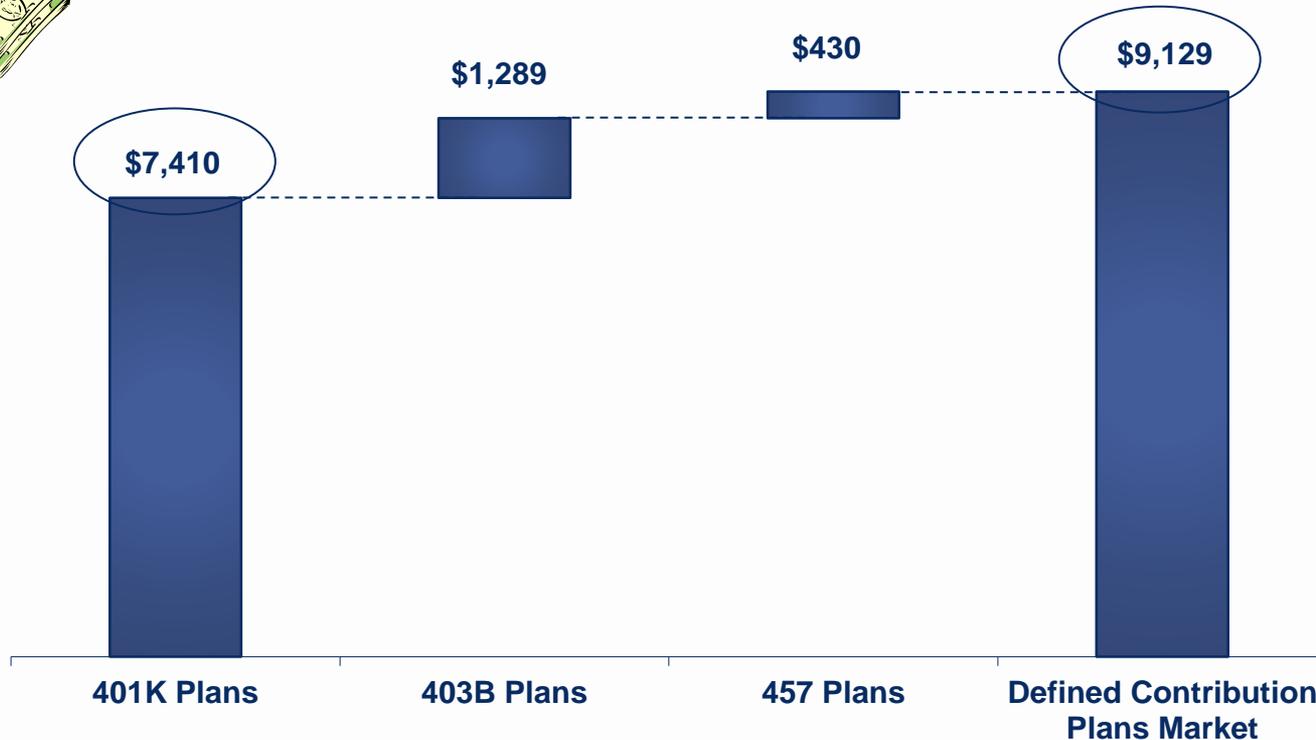
## **Defined Contribution Plans Market Definition**



Source: 6/16/21 Investment Company Institute (ICI) Report; 12/08 Cerulli Research Report; 5/13/08 American Banker; 1/97 Financial Planning; 1/97 American Banker; 12/96 Cerulli Research Report; 11/96 Registered Representative; 9/96 Bernstein Research; 9/96 Institutional Investor; 9/96 Small Business Tax & Management; 6/96 Institutional Investor; 3/96 Coopers & Lybrand HR Insight; Tiburon Research & Analysis

# Defined Contribution Plans Have \$9.1 Trillion Assets Under Management, Including \$7.4 Trillion in 401K Plans

## Defined Contribution Plans Assets Under Management (\$ Billions)

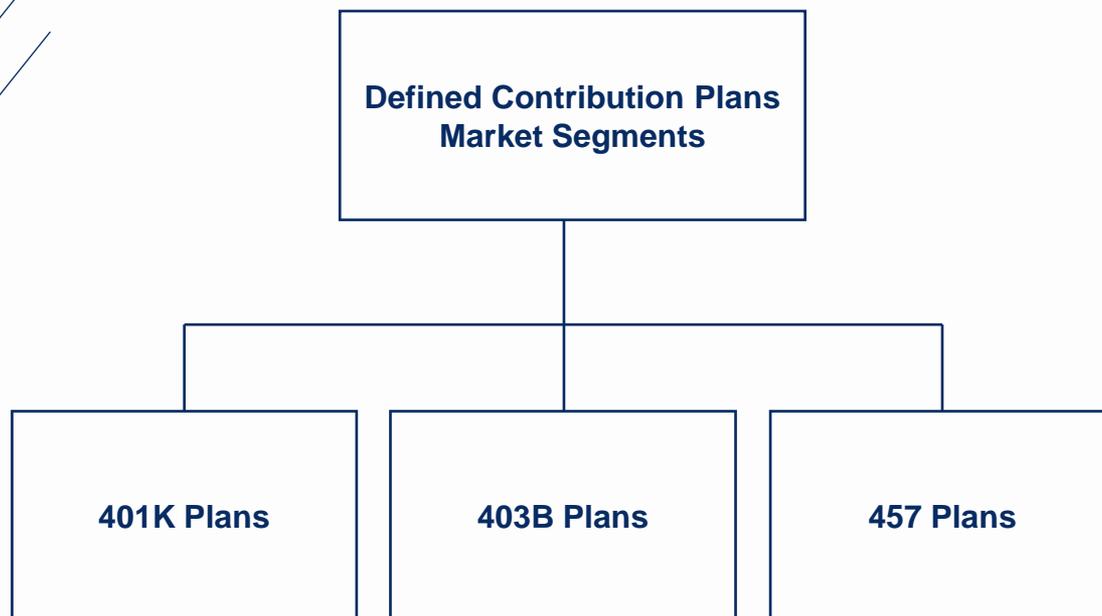
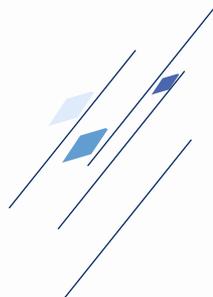


Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 10/11/21 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; 6/17/20 Investment Company Institute (ICI); 3/19/20 Investment Company Institute (ICI); 4/01 CFO; 1/97 Financial Planning; Tiburon Research & Analysis

# ***Defined Contribution Plans can Specifically be Segmented to Include 401K Plans, 403B Plans, & 457 Plans***

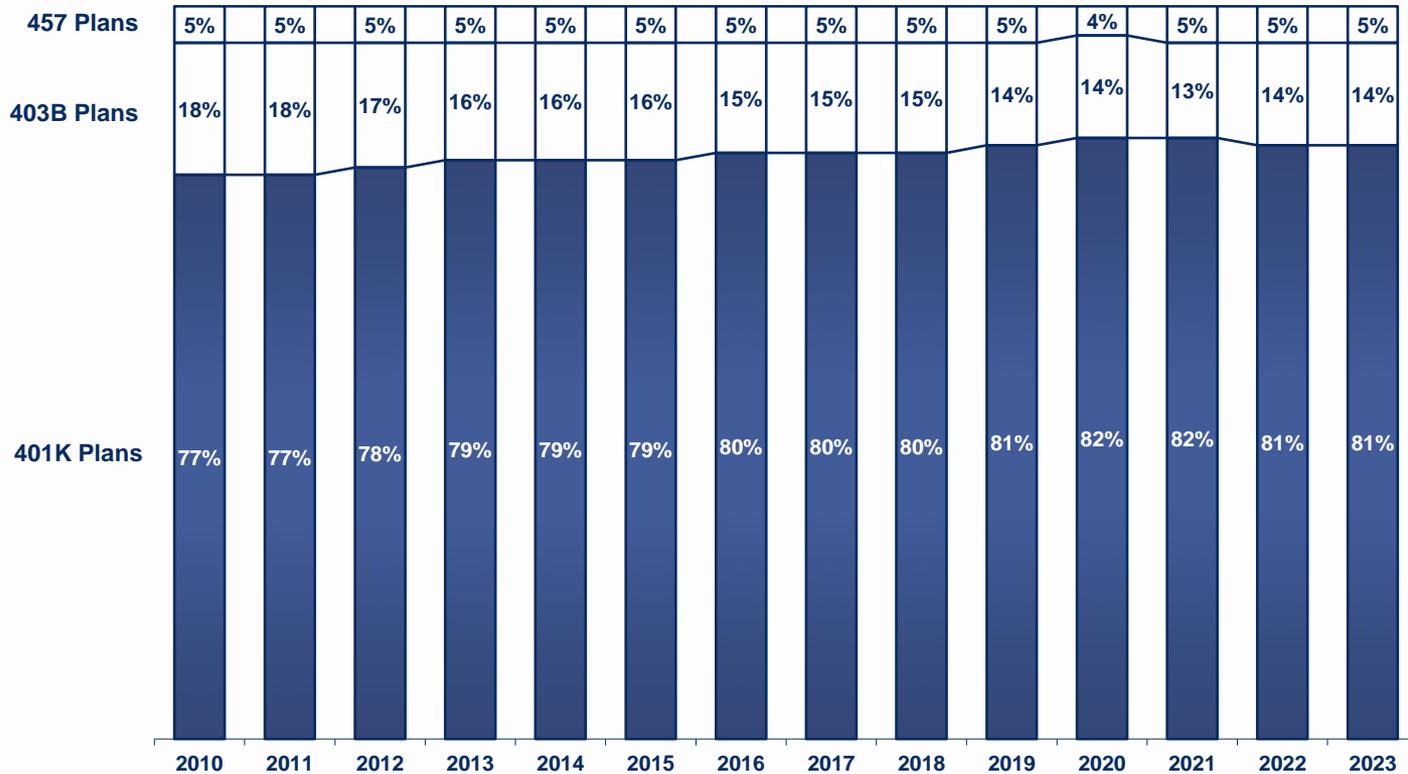
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## **Defined Contribution Plans Market Segments**



# Defined Contribution Plans Assets Under Management are Over Three-Quarters in 401K Plans, Consistent Since 2010

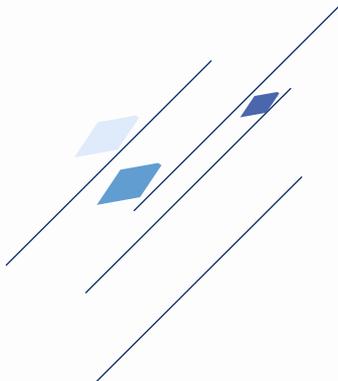
## Defined Contribution Plans Assets Under Management By Plan Type



Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; 6/17/20 Investment Company Institute (ICI); 3/19/20 Investment Company Institute (ICI); 4/01 CFO; 1/97 Financial Planning; 1/97 American Banker; Tiburon Research & Analysis

# Defined Contribution Plans First Market Segment is 401K Plans

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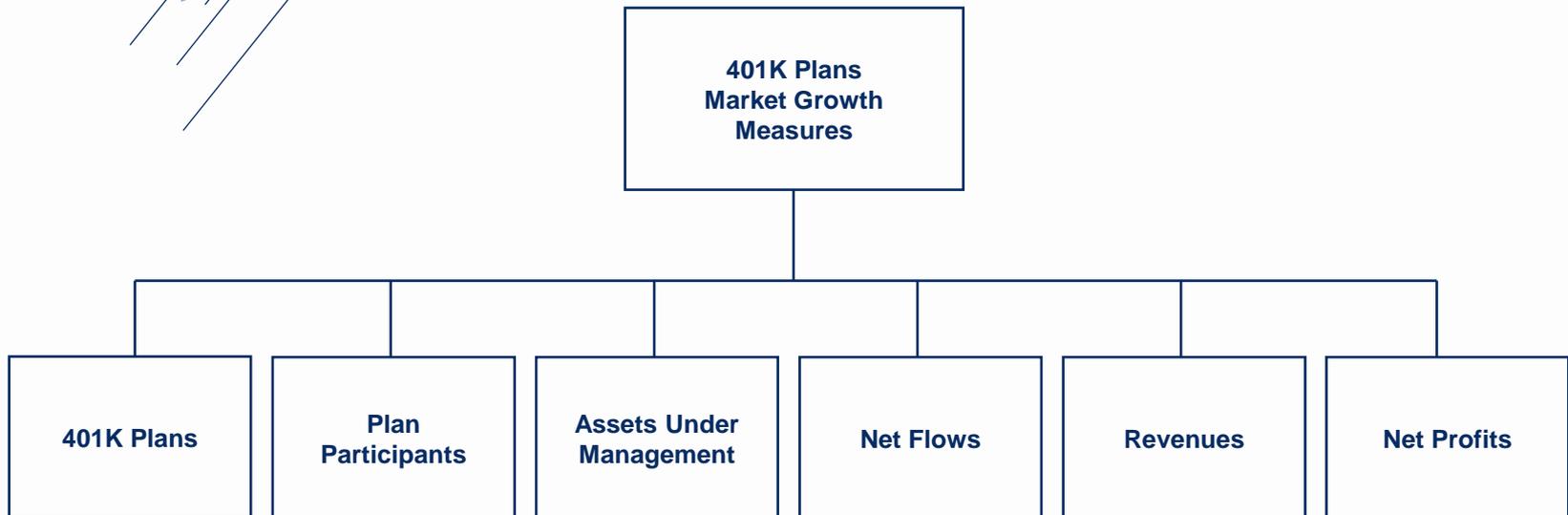
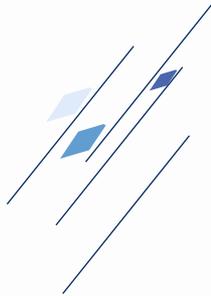
## Comments

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**401K Plans' Market Growth can Specifically be Measured by the Number of 401K Plans, Plan Participants, Assets Under Management, Net Flows, Revenues, & Net Profits**

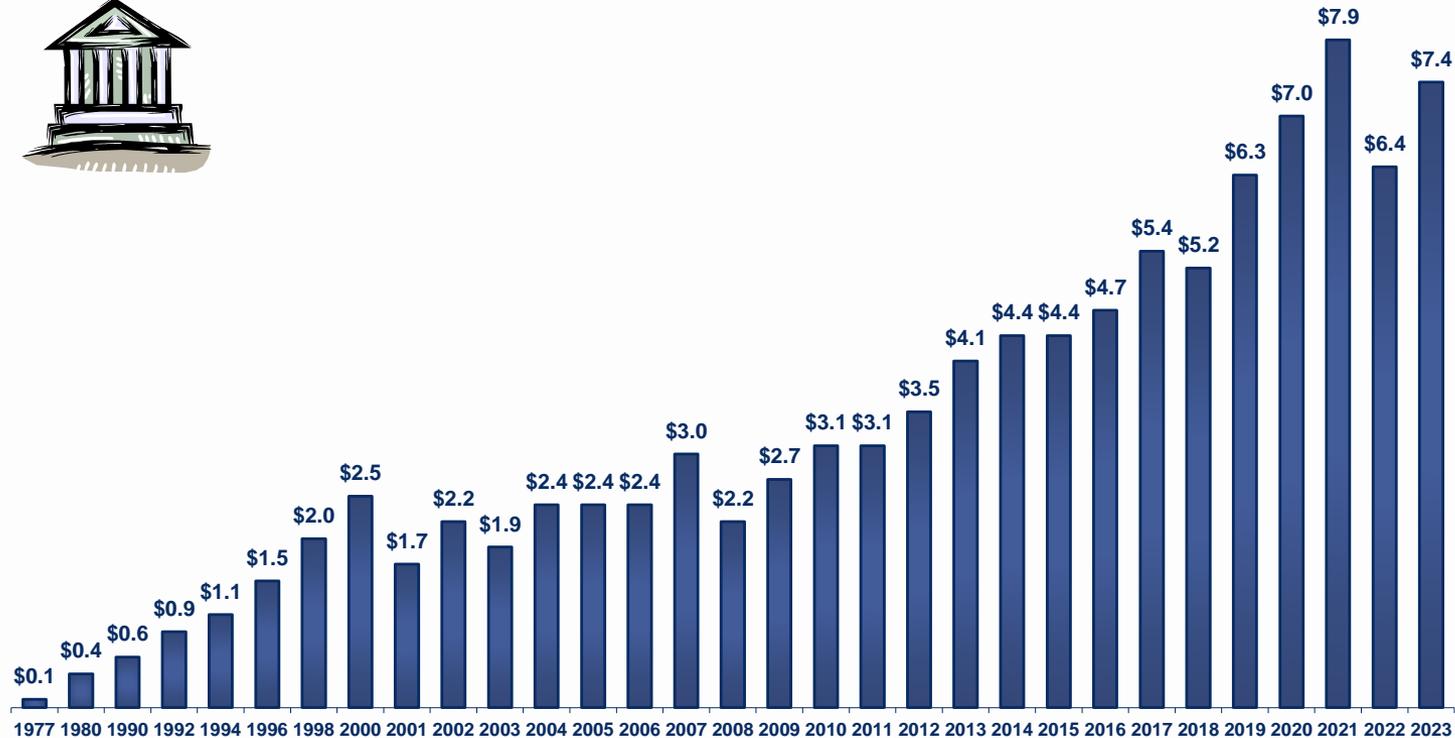
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## 401K Plans Market Growth Measures



# 401K Plans Have Gathered \$7.4 Trillion Assets Under Management, Up From \$0.1 Trillion in 1977 But Down From its Peak of \$7.9 Trillion in 2021

## 401K Plans Assets Under Management (\$ Trillions)

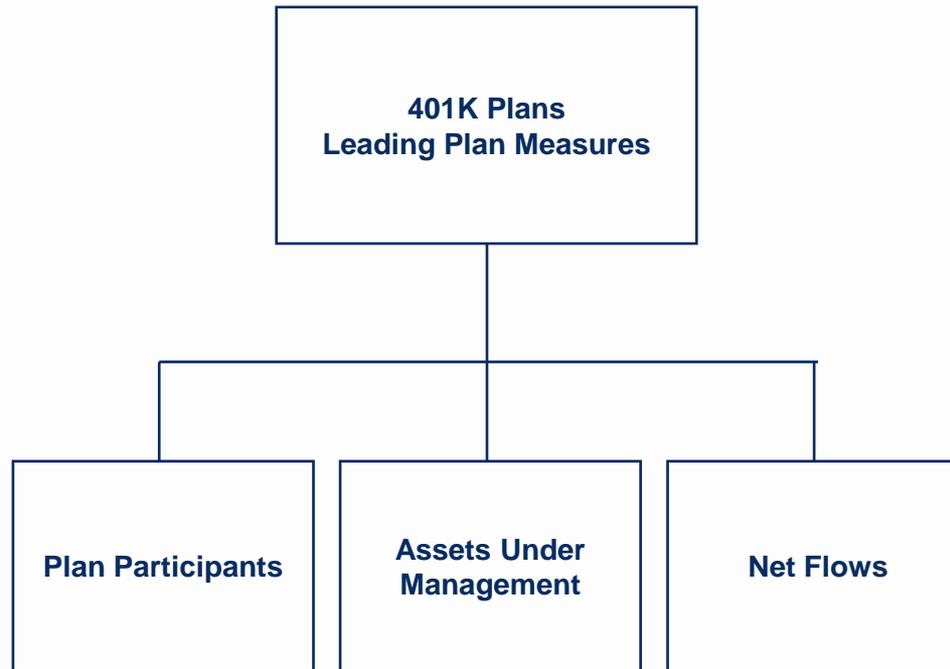
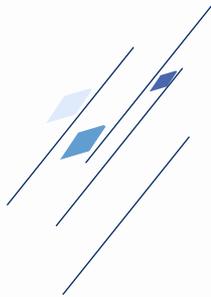


Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 12/21 Investment Company Institute (ICI) Report; 5/21 Investment Company Institute (ICI) Report; 6/17/20 Investment Company Institute (ICI); 12/19/19 Investment Company Institute (ICI); Tiburon Research & Analysis

# ***401K Plans Firm Leaders can Specifically be Ranked by their Number of Plan Participants, Assets Under Management, & Net Flows***

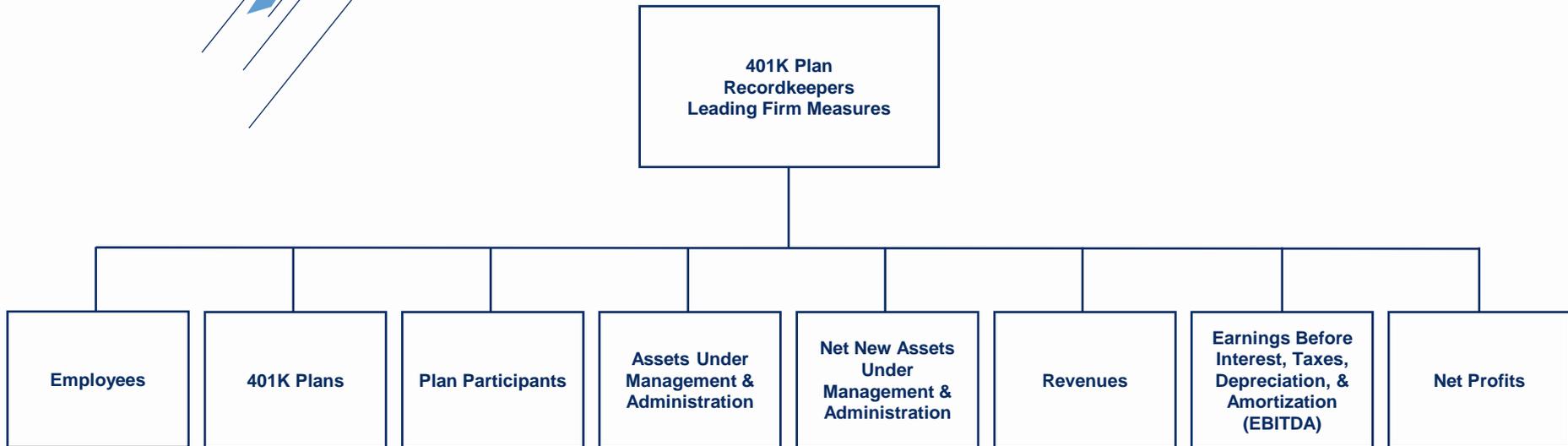
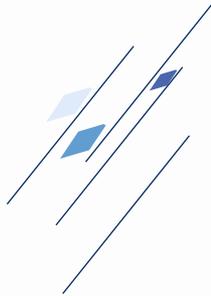
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## **401K Plans Leading Plan Measures**



# ***401K Plan Recordkeepers Leaders can Specifically be Ranked by their Number of Employees, 401K Plans, Plan Participants, and Assets Under Management & Administration***

## **401K Plan Recordkeepers Leading Firm Measures**



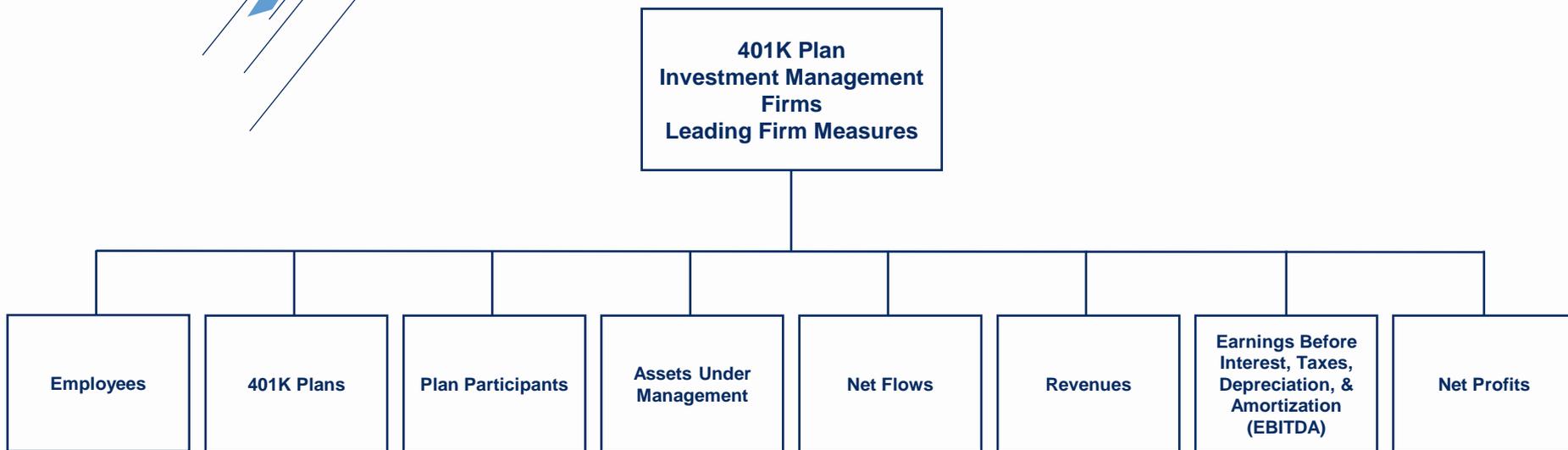
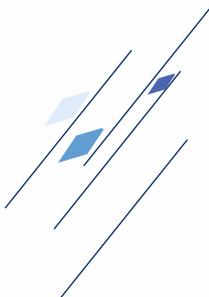
**Fidelity Investments & Empower Retirement are the Largest 401K Plan Recordkeepers in Terms of Assets Under Management & Administration with \$2.3 & \$1.3 Trillion Respectively**

## 401K Plans Recordkeepers By Assets Under Management & Administration (\$ Billions)



Source: 7/5/23 Pensions & Investments Website; 7/21/21 Pensions & Investments Website; 7/21/21 Empower Retirement Press Release; 7/21/21 ThinkAdvisor; 11/03 Institutional Investor; 12/96 Cerulli Research Report (Pension & Investments); Judy Diamond Database; CFO Magazine; Tiburon Research & Analysis

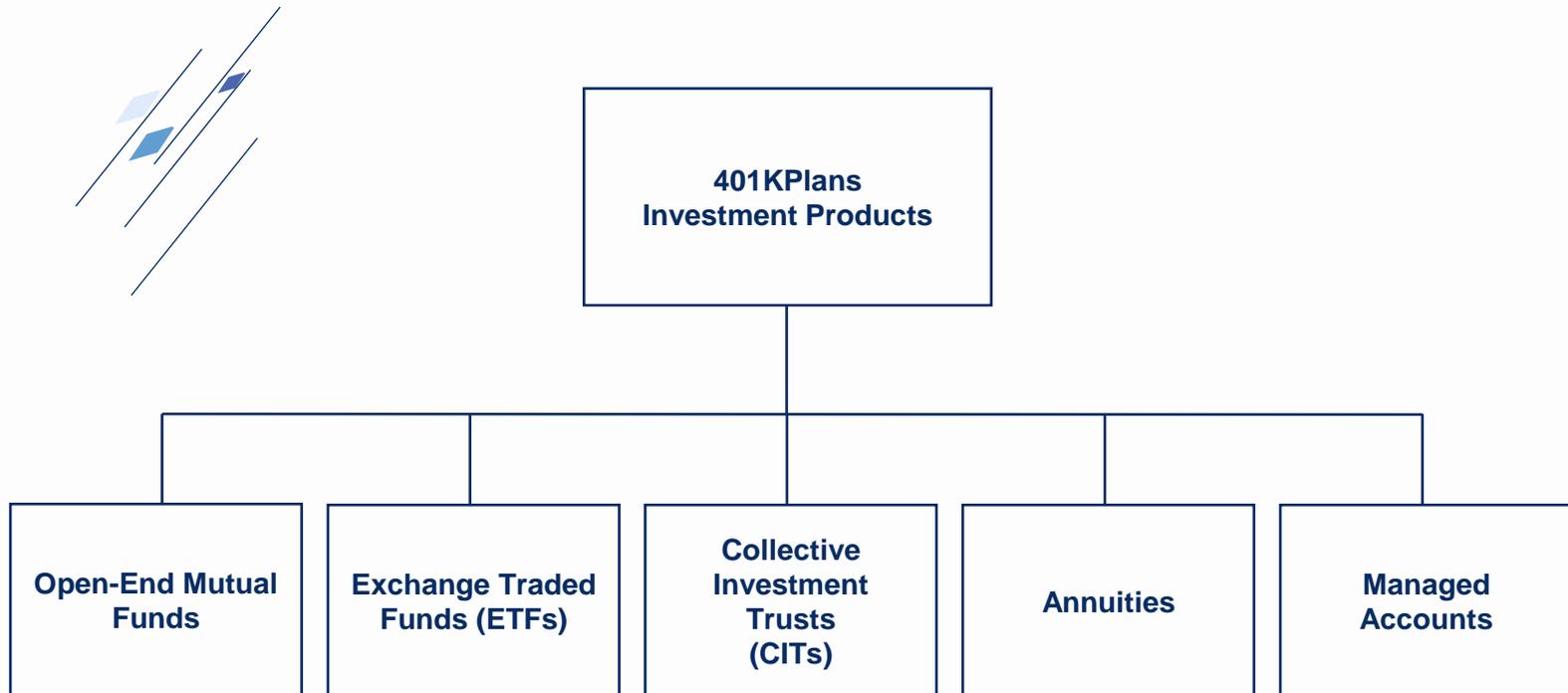
## **401K Plan Investment Management Firms Leading Firm Measures**



# ***401K Plan Investment Products Include Open-End Mutual Funds, Exchange Traded Funds (ETFs), Collective Investment Trusts (CITs), Annuities, & Managed Accounts***

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## **401K Plans Investment Products**

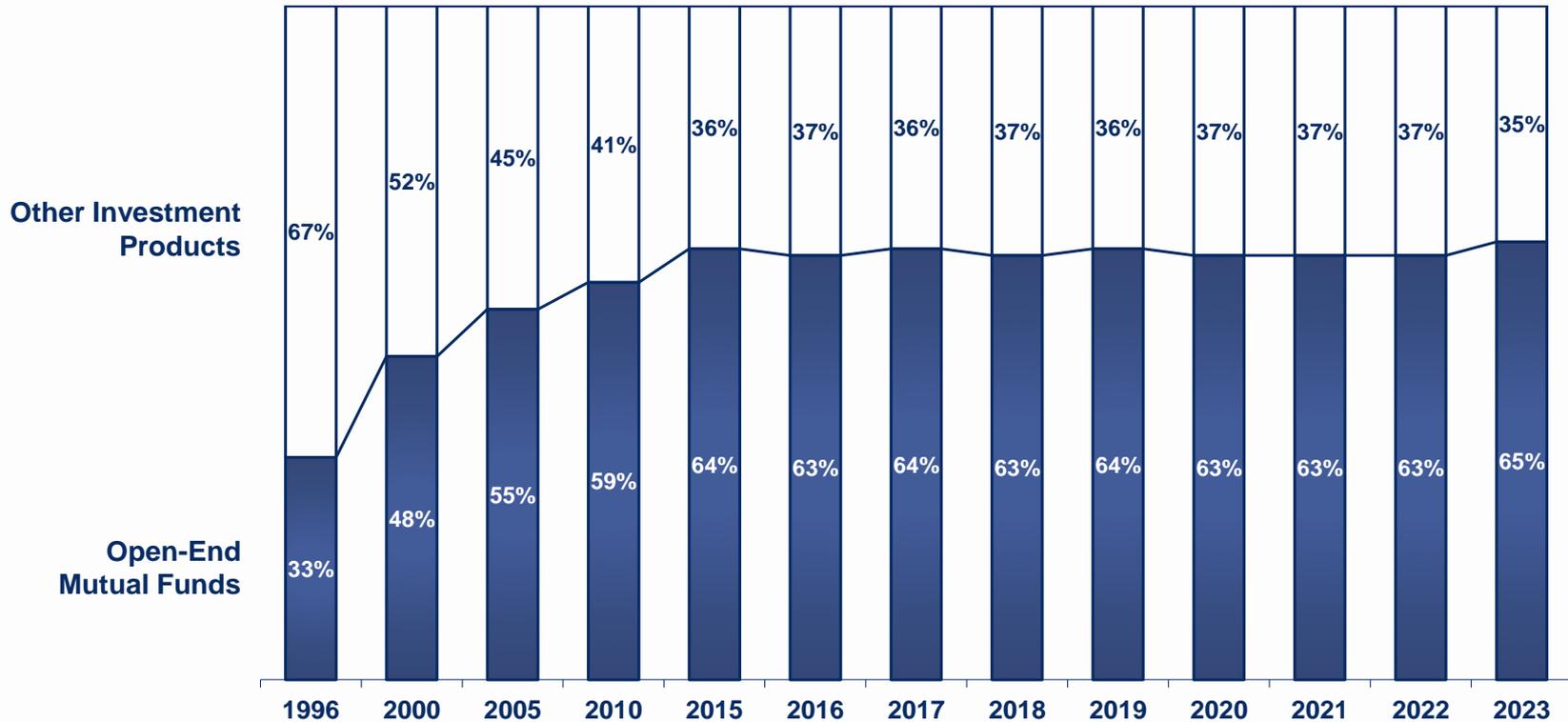


Source: 4/15/16 Mauldin Economics Presentation (Mauldin); 2/22/16 Investment News (AM Best Corporation; Morningstar); 1/18/16 Money Management Executive (Investment Company Institute (ICI); Tiburon Research & Analysis

# 401K Plans Assets Under Management are Almost Two-Thirds in Open-End Mutual Funds, Up From One-Third in 1996



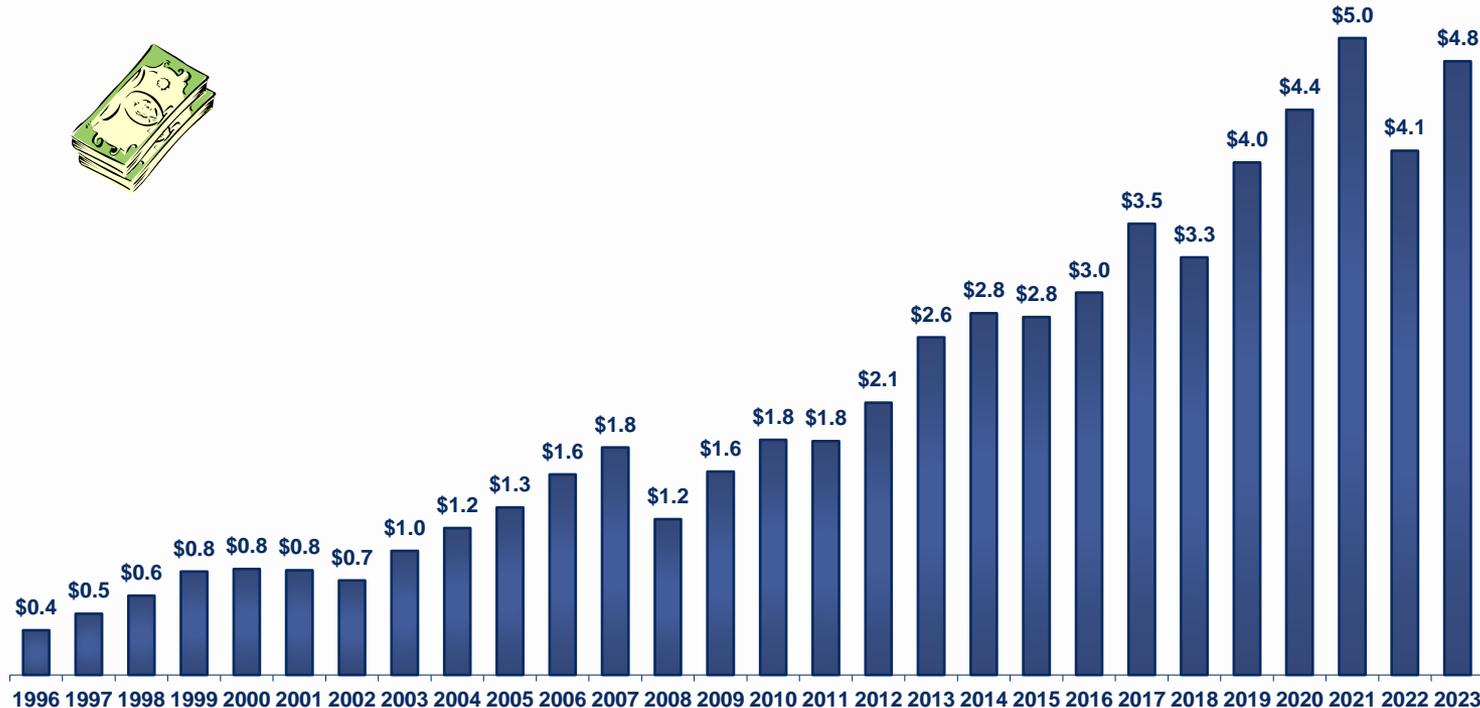
## 401K Plans Investment Products Assets Under Management By Investment Product Type



Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 10/11/21 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; Tiburon Research & Analysis

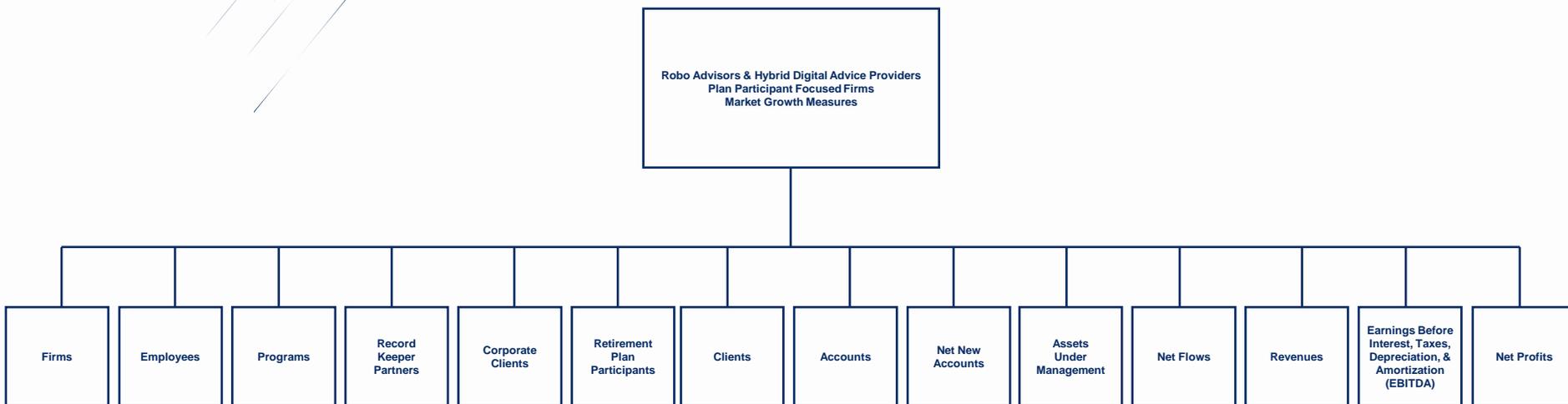
# 401K Plans Have \$4.8 Trillion Open-End Mutual Funds Assets Under Management, Up From \$348 Billion in 1996 But Down From their Peak of \$5.0 Trillion in 2021

## 401K Plans Open-End Mutual Funds Assets Under Management (\$ Trillions)



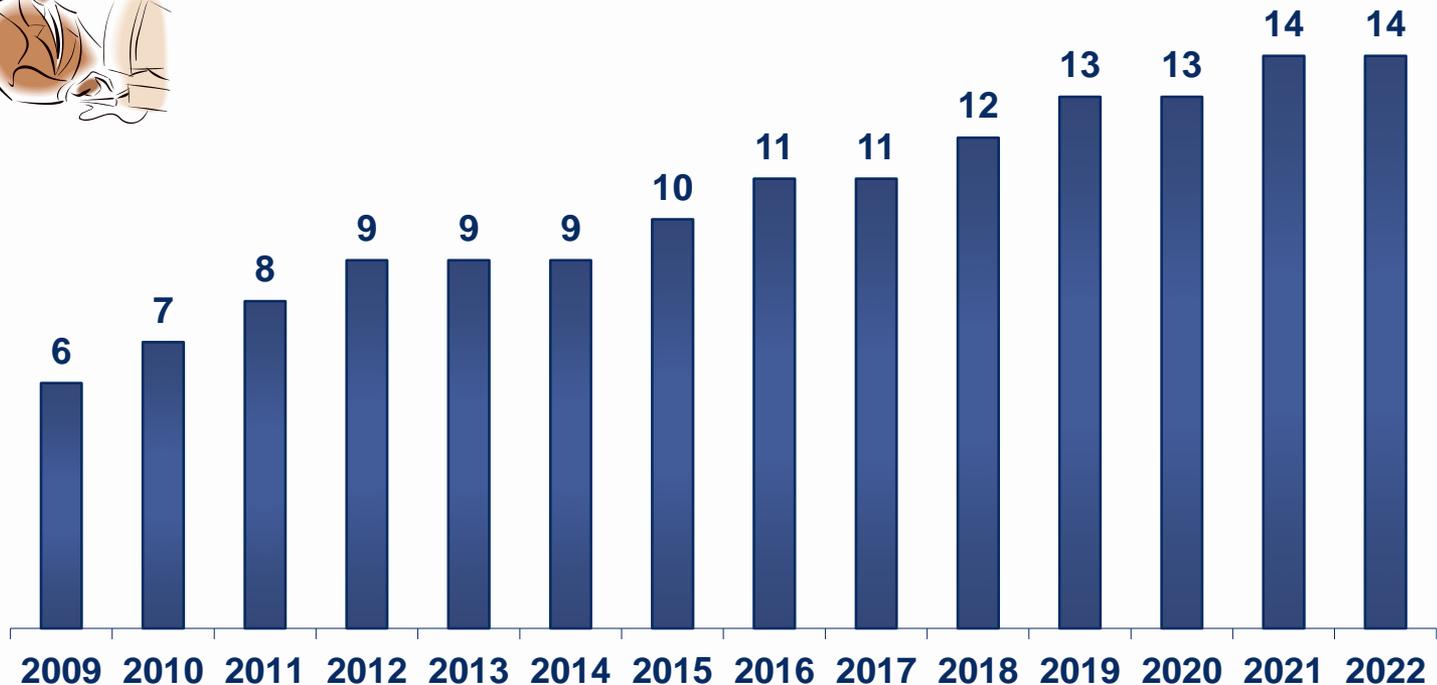
Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 10/11/21 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; Tiburon Research & Analysis

# Robo Advisors & Hybrid Digital Advice Providers Plan Participant Focused Firms Market Growth Measures



# Plan Participant Focused Robo Advisors & Hybrid Digital Advice Providers Offer Fourteen Programs, Up From Six in 2009

## Robo Advisors & Hybrid Digital Advice Providers Plan Participant Focused Firms Programs



Source: 5/31/23 Edelman Financial Engines Press Release; 5/31/23 Radient Analytics Website; 5/31/23 Backend Benchmarking Website; 5/23/23 Citywire USA Website; 4/14/23 Betterment Holdings Website; 4/14/23 Wealthfront Website; 3/31/23 Vanguard Personal Advisor Brochure; 3/30/23 Charles Schwab Investment Advisory Form ADV; 3/30/23 Betterment Holdings Form ADV Part 2A; 3/1/23 Citywire USA Website; Tiburon Research & Analysis

## **Robo Advisors & Hybrid Digital Advice Providers Plan Participant Focused Firms Programs**

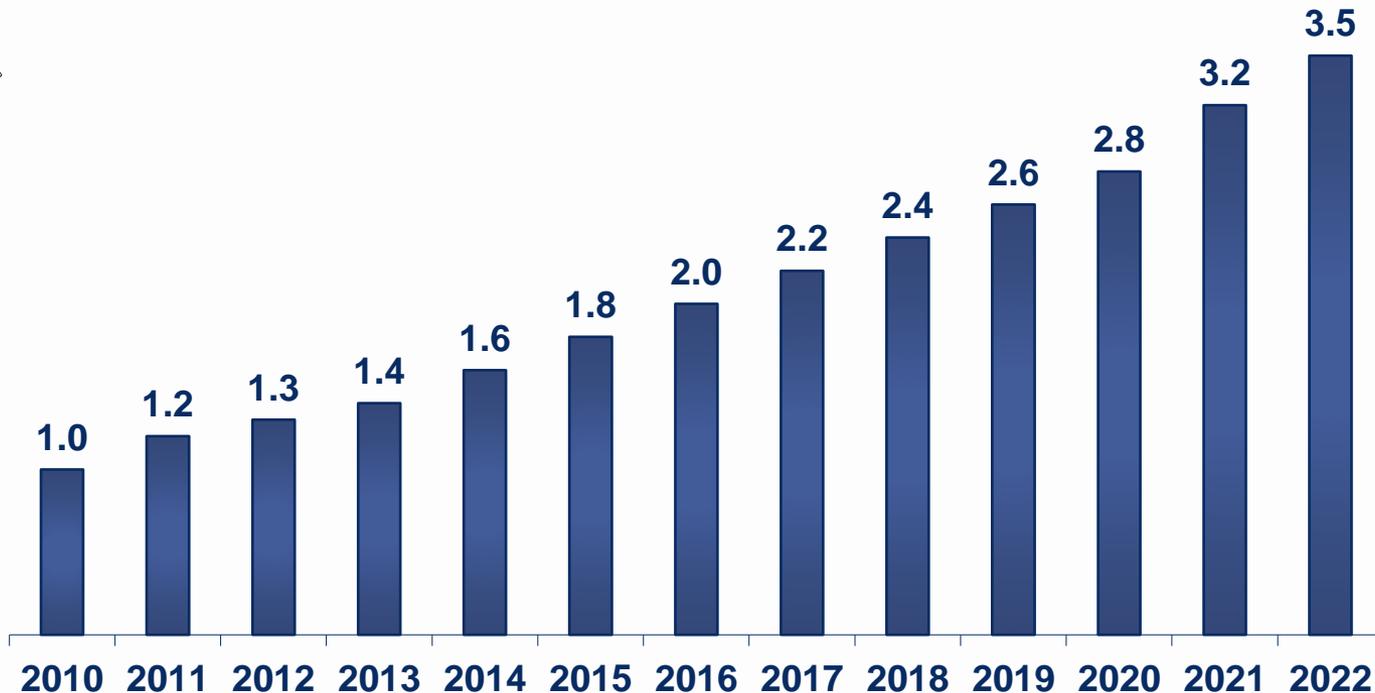
- Betterment Holdings**
  - ❖ **Betterment at Work**
- Blend Financial (DBA Origin)**
- Edelman Financial Engines**
  - ❖ **Workplace**
- Farther Financial**
- FMR (Fidelity Investments)**
  - ❖ **Strategic Advisor-W**
- Guided Choice**
- Morningstar**
  - ❖ **Retirement Advice**
- Orion Advisor Solutions**
  - ❖ **Brinker Capital**
    - **Retirement Advice Business**
- Power Corporation of Canada**
  - ❖ **Empower Retirement**
- ProManage**
- Stadion Money Management**
- Standard**
  - ❖ **Mainspring Management**
- Sungard**
  - ❖ **ProNvest**
- The Vanguard Group**
  - ❖ **Personal Online Advisor**



Source: 5/31/23 Edelman Financial Engines Press Release; 5/31/23 Radient Analytics Website; 5/31/23 Backend Benchmarking Website; 5/23/23 Citywire USA Website; 4/14/23 Betterment Holdings Website; 4/14/23 Wealthfront Website; 3/31/23 Vanguard Personal Advisor Brochure; 3/30/23 Charles Schwab Investment Advisory Form ADV; 3/30/23 Betterment Holdings Form ADV Part 2A; 3/1/23 Citywire USA Website; Tiburon Research & Analysis

# Plan Participant Focused Robo Advisors & Hybrid Digital Advice Providers Have Gathered 3.5 Million Accounts, Up From 1.0 Million in 2010

## Robo Advisors & Hybrid Digital Advice Providers Plan Participant Focused Firms Accounts (Millions)



Source: 3/25/20 Stadion Money Management ADV; 3/24/20 Guided Choice ADV; 3/24/20 ProManage ADV; 12/31/19 Morningstar Annual Report; 4/18/19 Morningstar; 3/21/19 Guided Choice ADV; 5/4/18 Stadion Money Management ADV; 1/23/17 Investment Advisor Credio Website; 11/3/16 Business wire; 11/14/13 Personal Capital Advisors Corporation ADV; 5/9/13 San Francisco Chronicle; Tiburon Research & Analysis

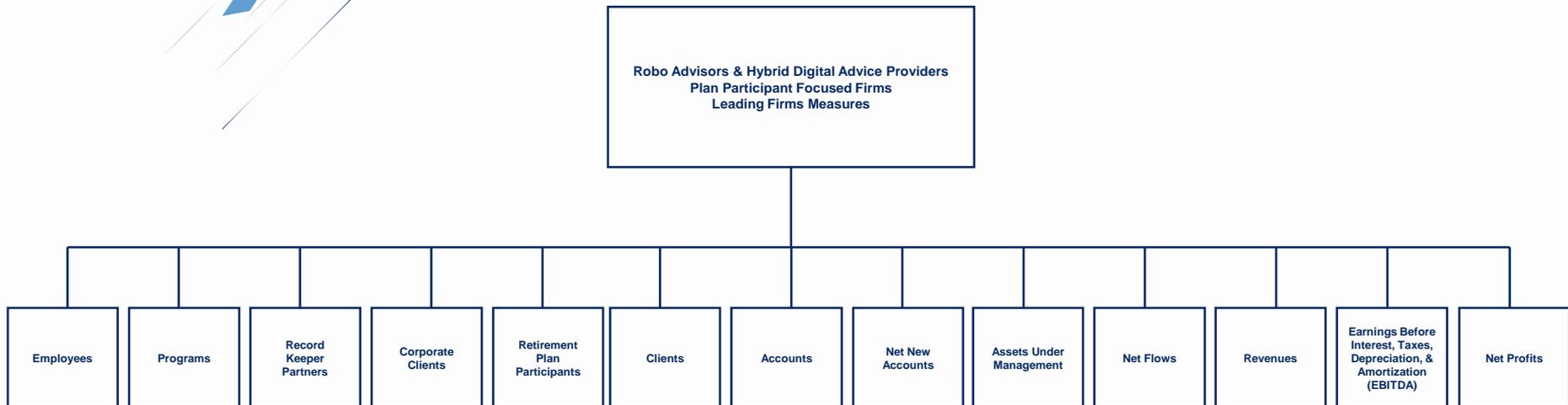
# Plan Participant Focused Robo Advisors & Hybrid Digital Advice Providers Have Gathered \$430.0 Billion Assets Under Management, Up From \$60.0 Billion in 2010

## Robo Advisors & Hybrid Digital Advice Providers Plan Participant Focused Firms Assets Under Management (\$ Billions)

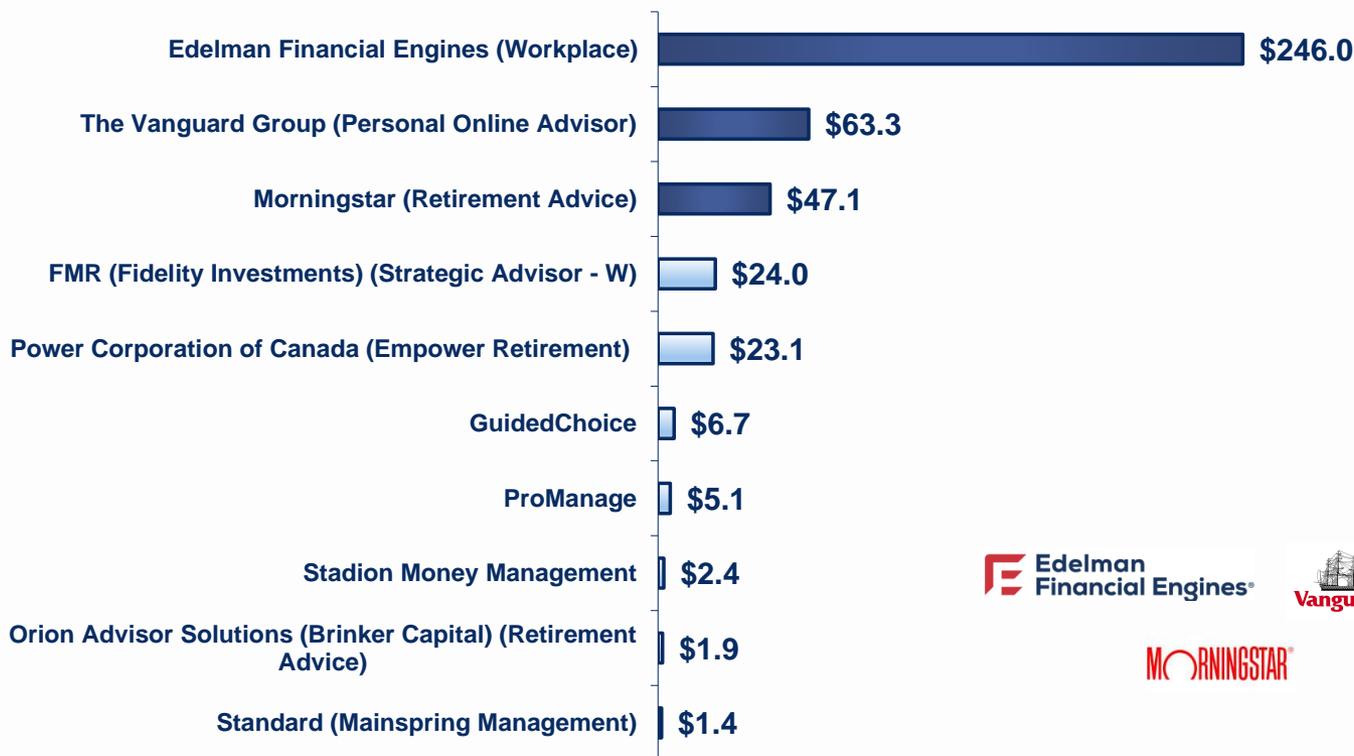


Source: 5/31/23 Edelman Financial Engines Press Release; 5/31/23 Radient Analytics Website; 5/31/23 Backend Benchmarking Website; 5/23/23 Citywire USA Website; 4/14/23 Betterment Holdings Website; 4/14/23 Wealthfront Website; 3/31/23 Vanguard Personal Advisor Brochure; 3/30/23 Charles Schwab Investment Advisory Form ADV; 3/30/23 Betterment Holdings Form ADV Part 2A; 3/1/23 Citywire USA Website; Tiburon Research & Analysis

# Robo Advisors & Hybrid Digital Advice Providers Plan Participant Focused Firms Leading Firms Measures



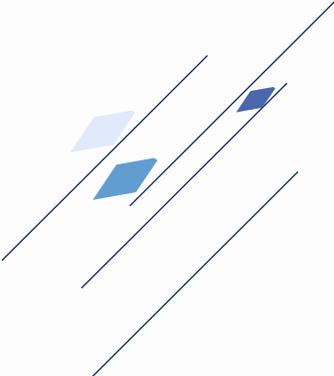
## Robo Advisors & Hybrid Digital Advice Providers Leading Plan Participant Focused Firms Assets Under Management (\$ Billions)



Source: 5/31/23 Edelman Financial Engines Press Release; 5/31/23 Radient Analytics Website; 5/31/23 Backend Benchmarking Website; 5/23/23 Citywire USA Website; 4/14/23 Betterment Holdings Website; 4/14/23 Wealthfront Website; 3/31/23 Vanguard Personal Advisor Brochure; 3/30/23 Charles Schwab Investment Advisory Form ADV; 3/30/23 Betterment Holdings Form ADV Part 2A; 3/1/23 Citywire USA Website; Tiburon Research & Analysis

# 401K Plans Have Future Predictions

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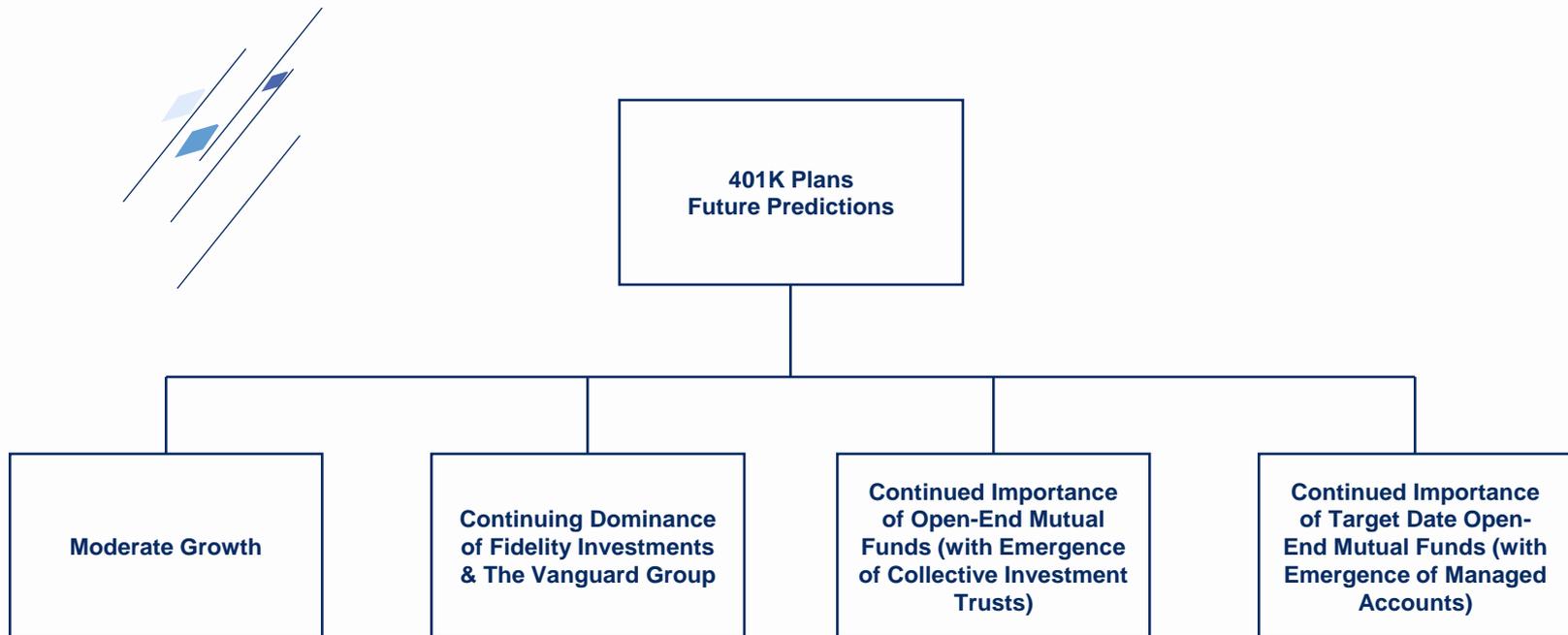


Comments
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Source: Tiburon Research & Analysis

# 401K Plans Future Predictions Include Moderate Growth and the Continuing Dominance of Fidelity Investments & The Vanguard Group

## 401K Plans Future Predictions



Source: 4/15/16 Mauldin Economics Presentation (Mauldin); 2/22/16 Investment News (AM Best Corporation; Morningstar); 1/18/16 Money Management Executive (Investment Company Institute (ICI); Tiburon Research & Analysis

# 401K Plans' First Future Prediction is Moderate Growth

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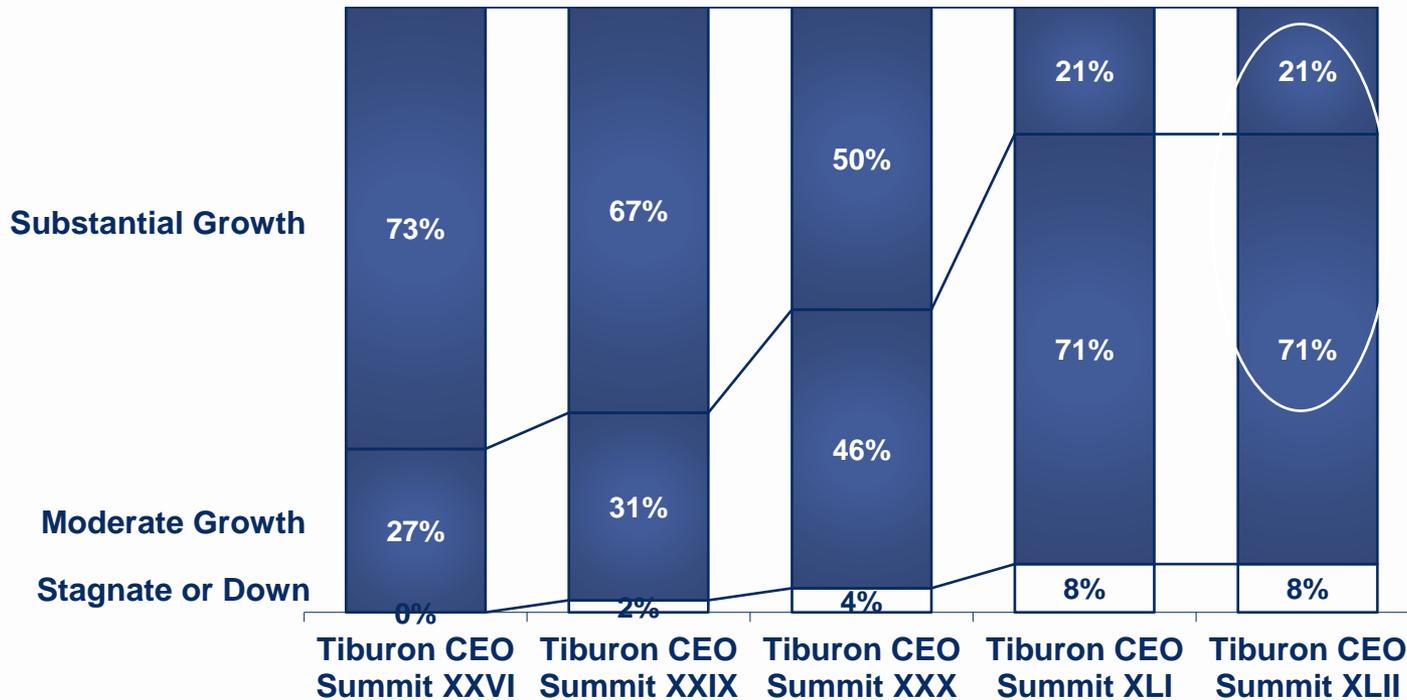


## Comments

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# Tiburon CEO Summit Attendees Continue to Say that 401K Plans Net Flows Growth will See Moderate or Even Substantial Growth Over the Next Five Years

## Tiburon CEO Summit Attendees By 401K Plans Net Flows Growth Over the Next Five Years



**TIBURON STRATEGIC ADVISORS**  
*Industry Leading Think Tanks, Advisors, and Investors in  
 Wealth & Investment Management (and Related FinTech) Firms*

Source: 10/1/21 Tiburon CEO Summit XLI Content Survey Data; 3/22/16 Tiburon CEO Summit XXX Content Survey Data; 10/6/15 Tiburon CEO Summit XXIX Content Survey Data; 3/29/14 Tiburon CEO Summit XXVI Content Survey Data; Tiburon Research & Analysis

## **401K Plans Net Flows Growth Over the Next Five Years Tiburon Member Views**

**“Financial conservatism of new job market entrants and broad plan availability will likely grow 401k plan flows. Headwinds however could be broad based employment challenges”**

**– David Knoch  
CEO, Docupace Technologies**



# ***Tiburon Members Have a Variety of Views on 401K Plans Over the Next Five Years***

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## **401K Plans Net Flows Growth Over the Next Five Years Tiburon Member Views**

**“401K plan assets will grow but financial advisors might shrink. I could see more and more large players like Fidelity Investments and The Charles Schwab Corporation moving to financial advisor-less plans that are direct, low-cost solutions”**

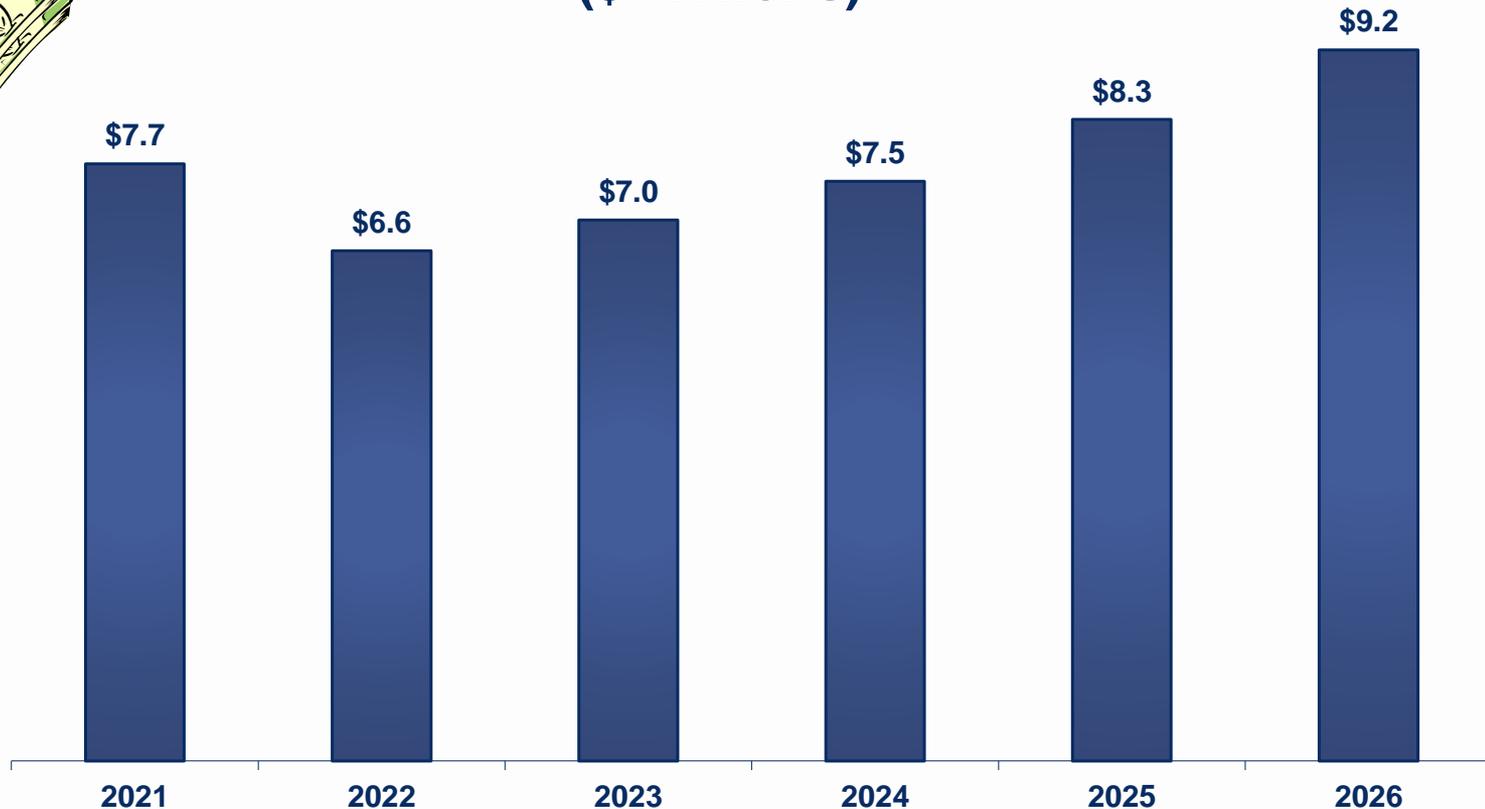
**– Caleb Callahan  
President, Valmark Financial Group**



# 401K Plans May Have Gathered \$9.2 Trillion Assets Under Management by 2026, Up From \$7.7 Trillion in 2021 and Up From its Low of \$6.6 Trillion in 2022

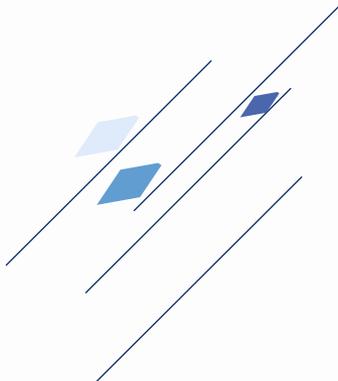


## 401K Plans Assets Under Management (\$ Trillions)



Source: 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 10/11/21 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; 5/13/08 American Banker; 1/97 Financial Planning; 1/97 American Banker; 12/96 Cerulli Research Report; 11/96 Registered Representative; 9/96 Bernstein Research; Tiburon Research & Analysis

# **401K Plans' Second Future Prediction is the Continuing Dominance of Fidelity Investments & The Vanguard Group**

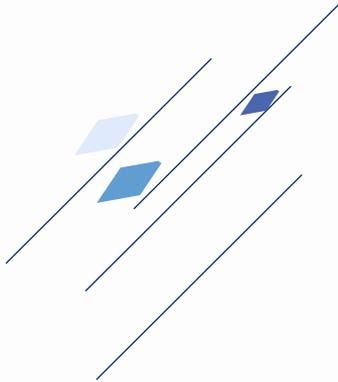


## **Comments**

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# ***401K Plans' Third Future Prediction is the Continued Importance of Open-End Mutual Funds (with Emergence of Collective Investment Trusts)***

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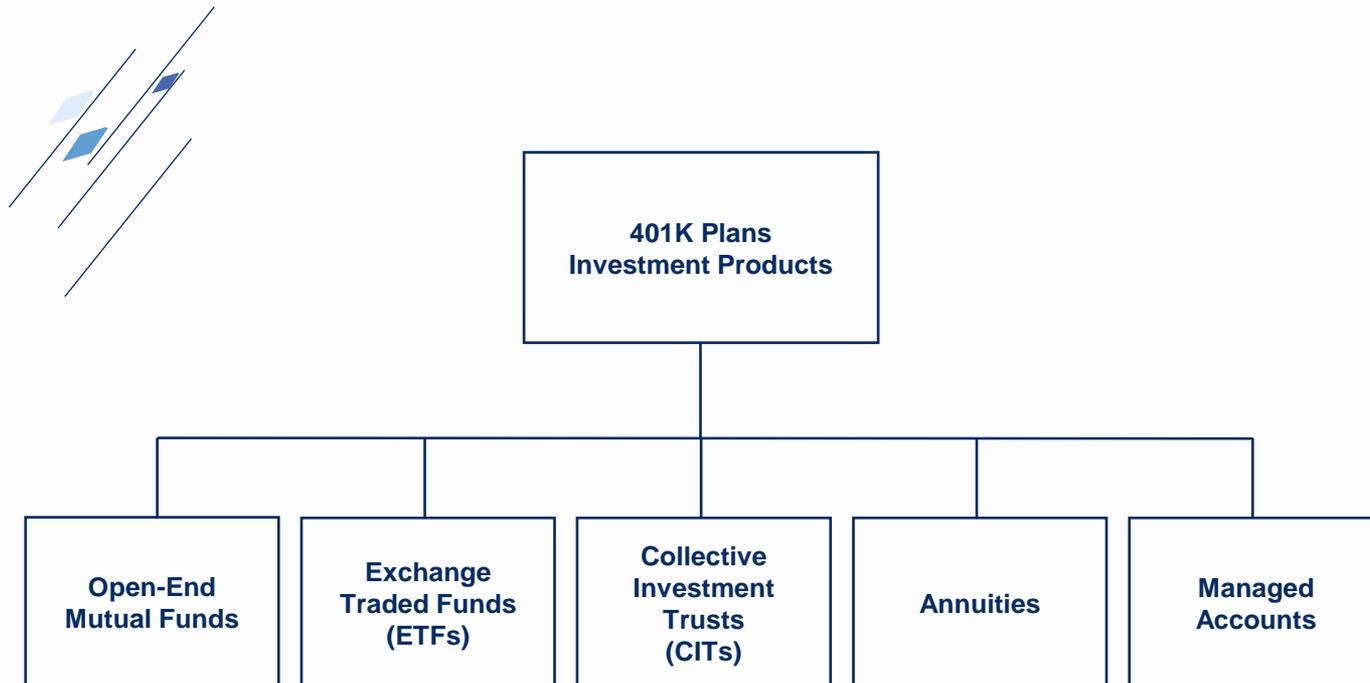
## **Comments**

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# ***401K Plan Investment Products Include Open-End Mutual Funds, Exchange Traded Funds (ETFs), Collective Investment Trusts (CITs), Annuities, & Managed Accounts***

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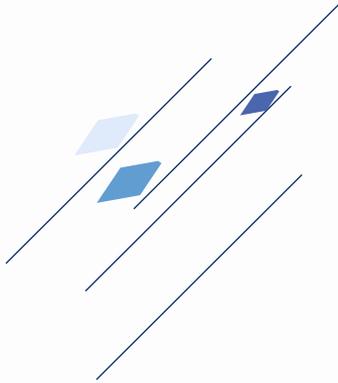
## **401K Plans Investment Products**



Source: 4/15/16 Mauldin Economics Presentation (Mauldin); 2/22/16 Investment News (AM Best Corporation; Morningstar); 1/18/16 Money Management Executive (Investment Company Institute (ICI); Tiburon Research & Analysis

# ***401K Plans' Fourth Future Prediction is the Continued Importance of Target Date Open-End Mutual Funds (with Emergence of Managed Accounts)***

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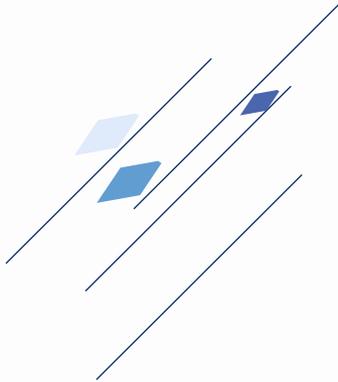


## **Comments**

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# Defined Contribution Plans Second Market Segment is 403B Plans

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## Comments

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# 403B Plans Have \$1.3 Trillion Assets Under Management, Up From \$694 Billion in 1996

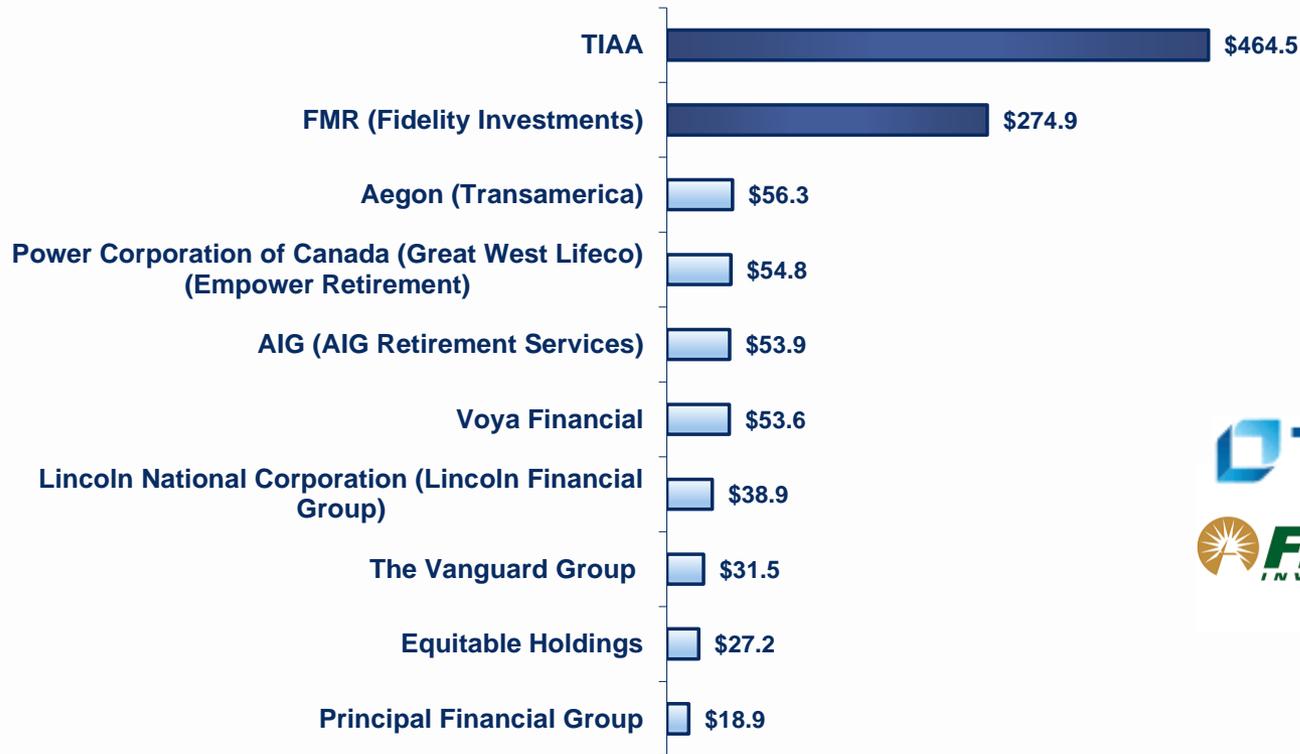
## 403B Plans Assets Under Management (\$ Billions)



Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 10/11/21 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; Tiburon Research & Analysis

**TIAA & Fidelity Investments are the Leading 403B Plans Recordkeepers in Terms of Assets Under Management & Administration with \$464.5 & \$274.9 Billion Respectively**

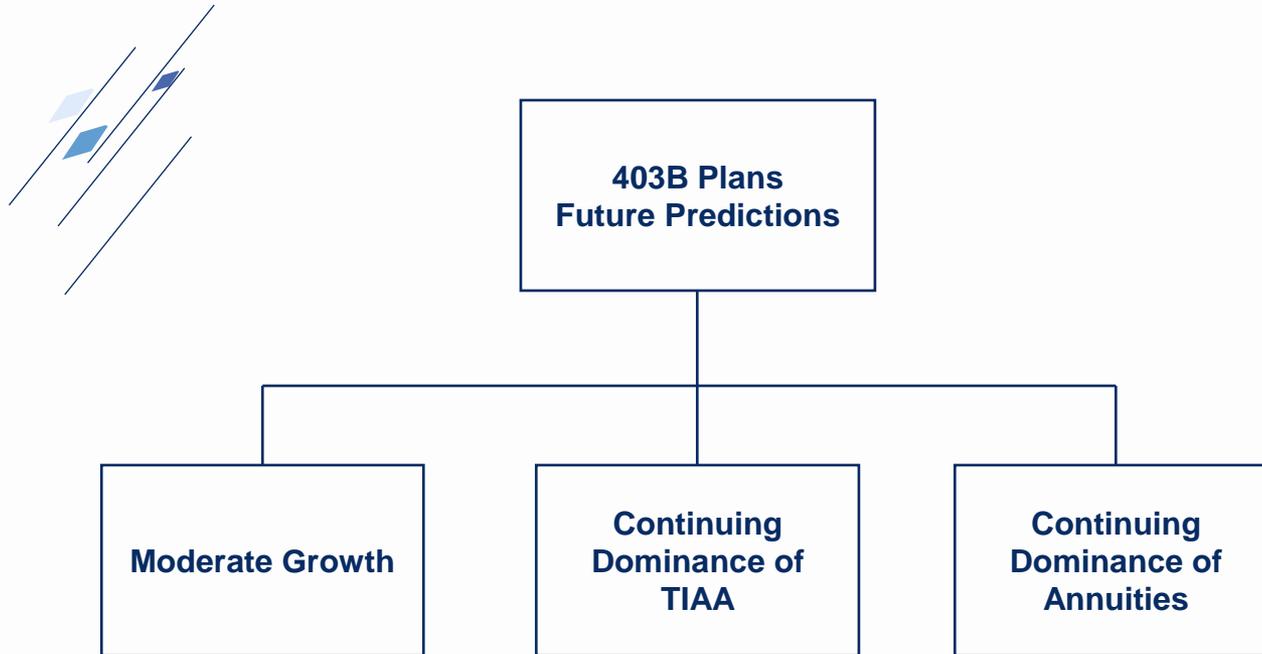
**403B Plans  
Recordkeepers  
By Assets Under Management & Administration  
(\$ Billions)**



Source: 1/10/22 Pensions & Investments Website; 7/21/21 Pensions & Investments Website; Tiburon Research & Analysis

# **403B Plans Future Predictions Include Moderate Growth, Continuing Dominance of TIAA, & Continuing Dominance of Annuities**

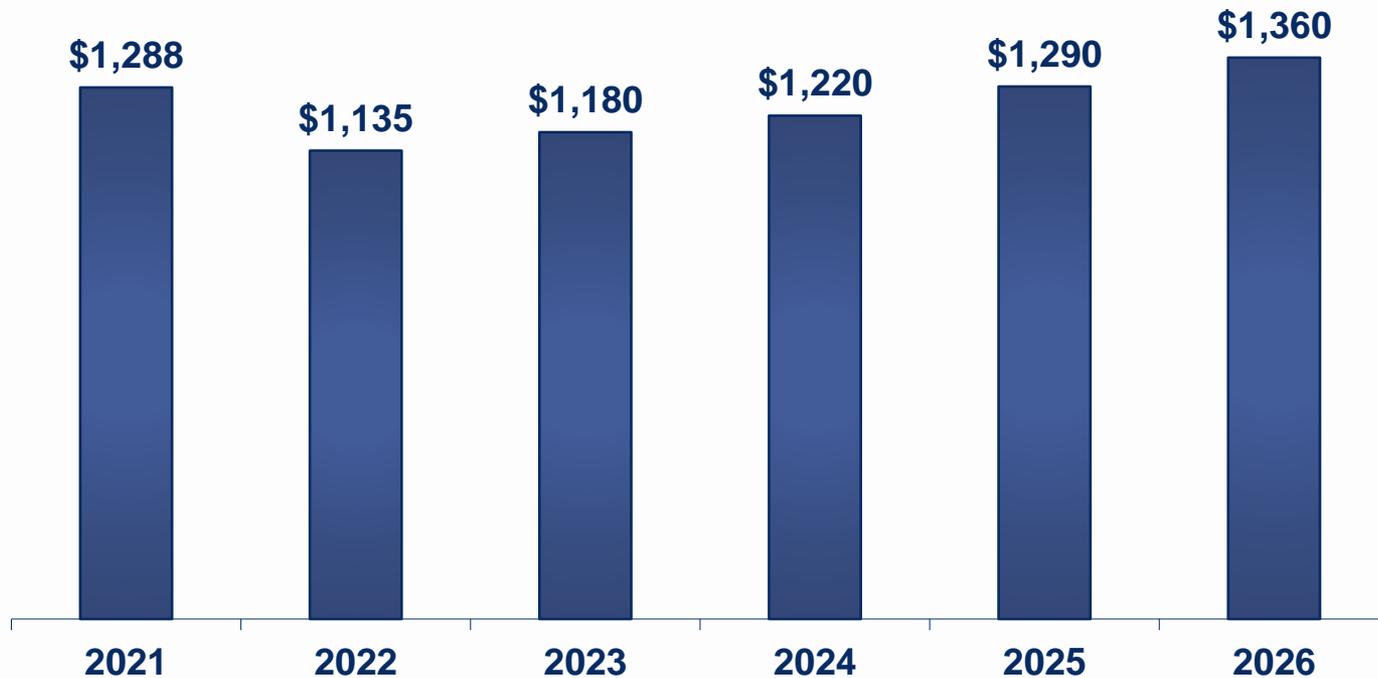
## **403B Plans Future Predictions**



# 403B Plans May Have \$1.4 Trillion Assets Under Management by 2026, Up From \$1.3 Trillion in 2021

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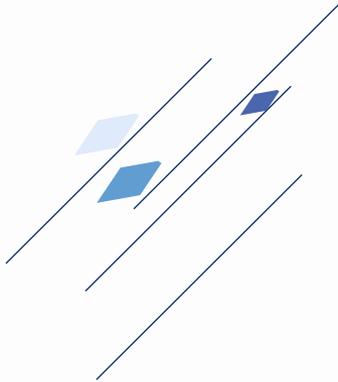
## 403B Plans Assets Under Management (\$ Billions)



Source: 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; Tiburon Research & Analysis

# Defined Contribution Plans Third Market Segment is 457 Plans

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## Comments

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# 457 Plans Have \$430 Billion Assets Under Management, Up From \$52 Billion in 1996 But Down From their Peak of \$445 Billion in 2021

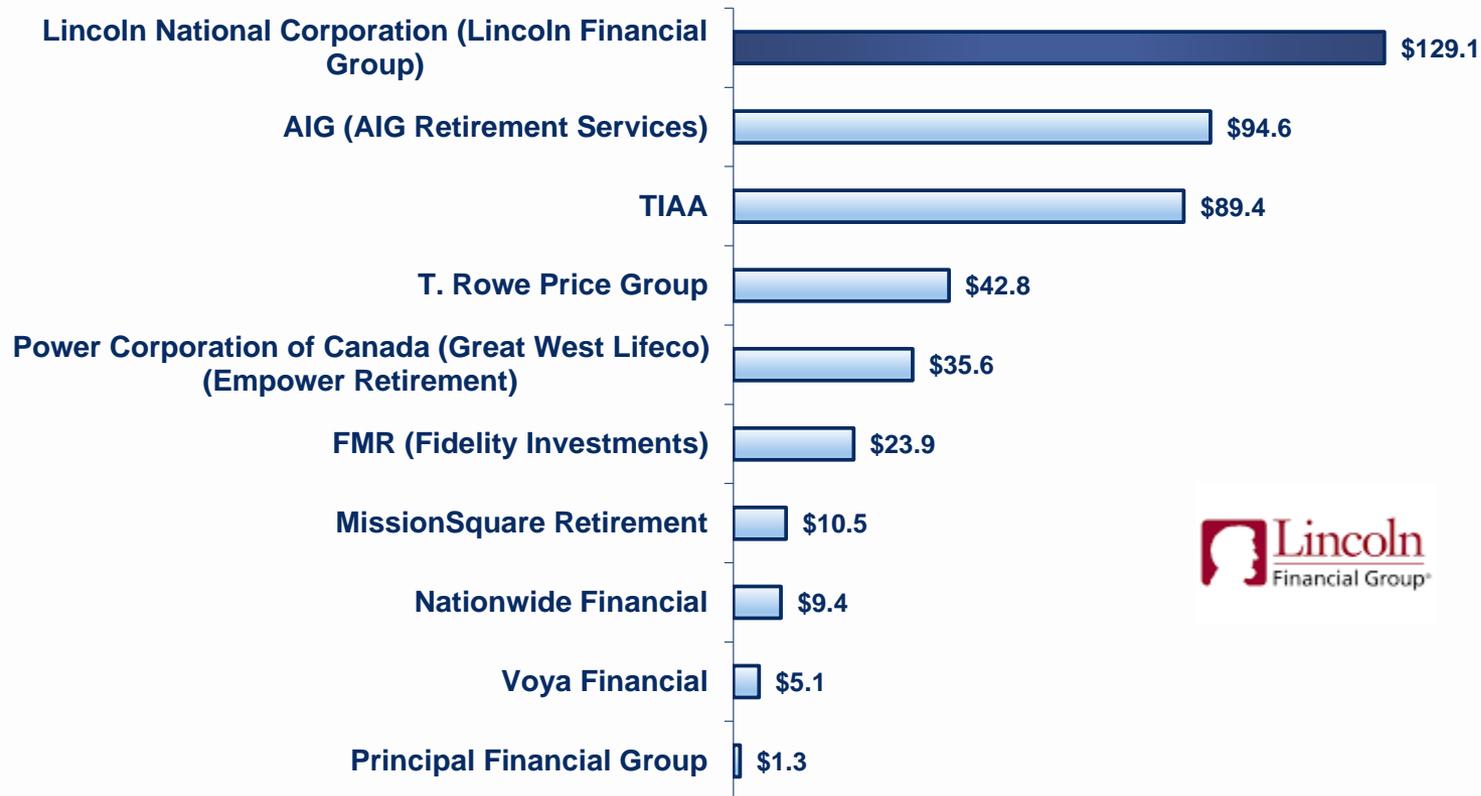
## 457 Plans Assets Under Management (\$ Billions)



Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 10/11/21 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; Tiburon Research & Analysis

# Lincoln Financial Group is the Leading 457 Plans Recordkeepers in Terms of Assets Under Management & Administration with \$129 Billion

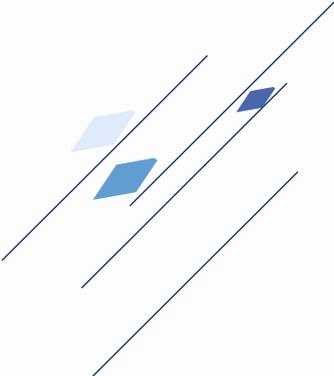
## 457 Plans Recordkeepers By Assets Under Management & Administration (\$ Billions)



Source: 7/21/21 Pensions & Investments Website; 7/21/21 Empower Retirement Press Release; 7/21/21 ThinkAdvisor; Tiburon Research & Analysis

# 457 Plans First Future Prediction is Moderate Growth in 457 Plans

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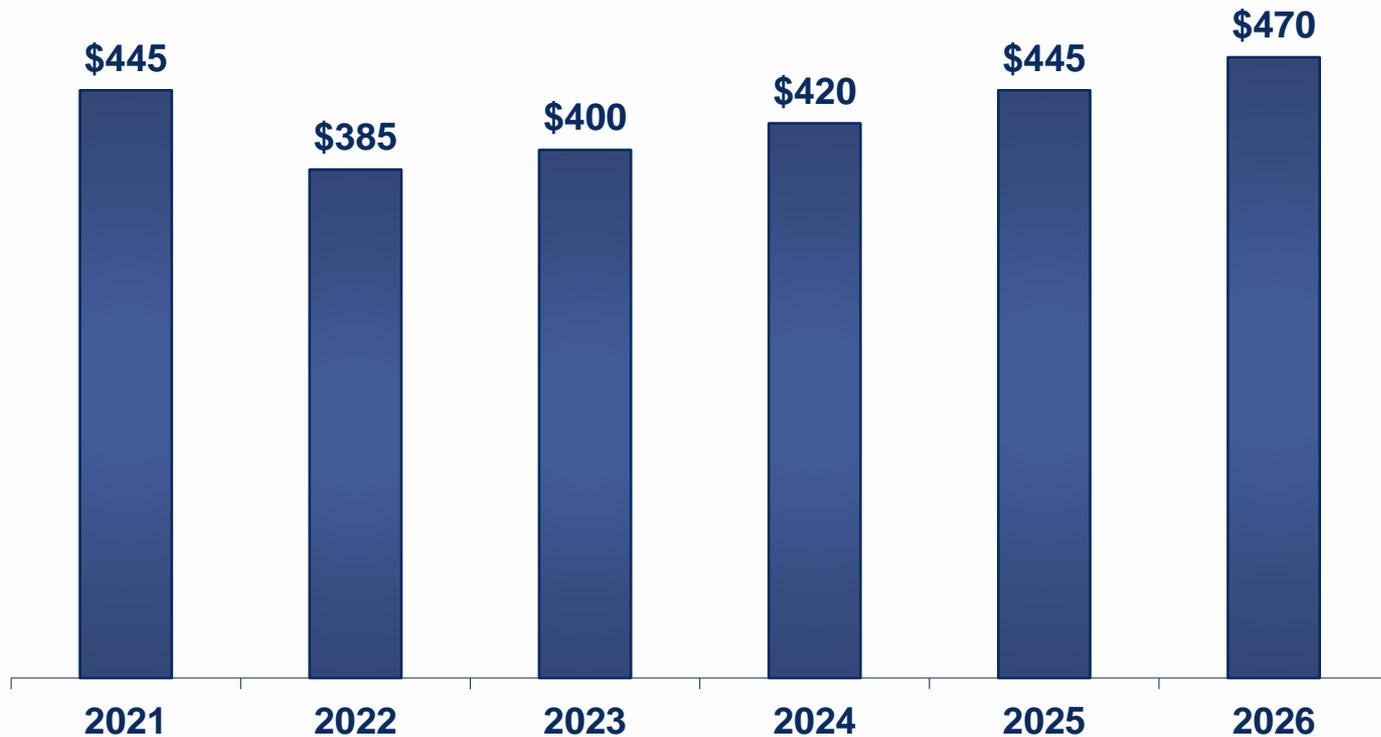


Comments
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# 457 Plans May Have \$470 Billion Assets Under Management by 2026, Up From \$445 Billion in 2021 and Up From its Low of \$385 Billion in 2022



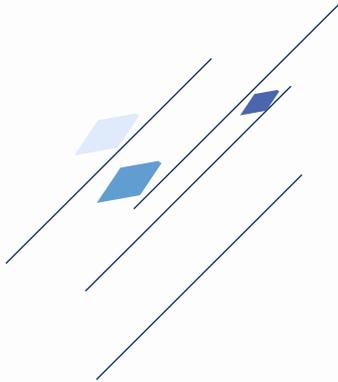
## 457 Plans Assets Under Management (\$ Billions)



Source: 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; Tiburon Research & Analysis

# Defined Contribution Plans Utilize Investment Products

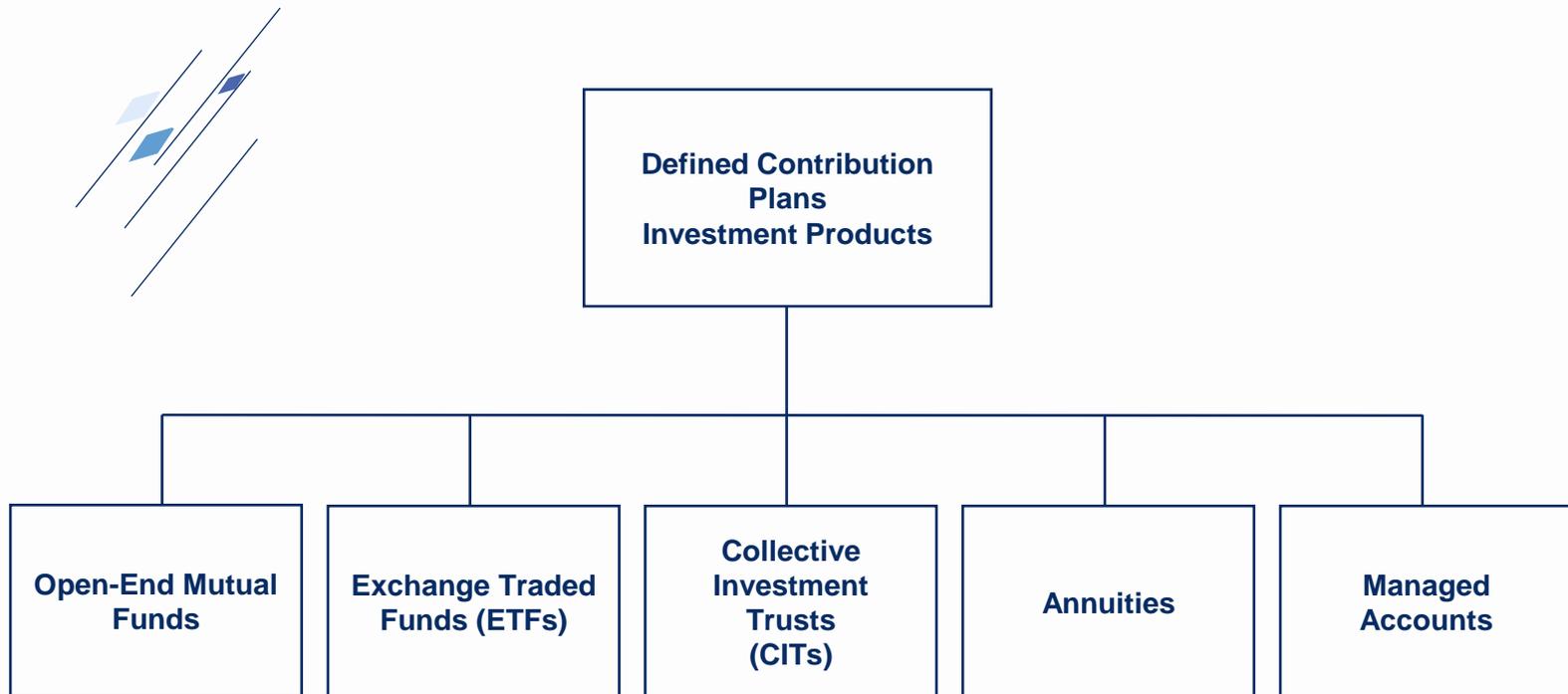
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## Comments

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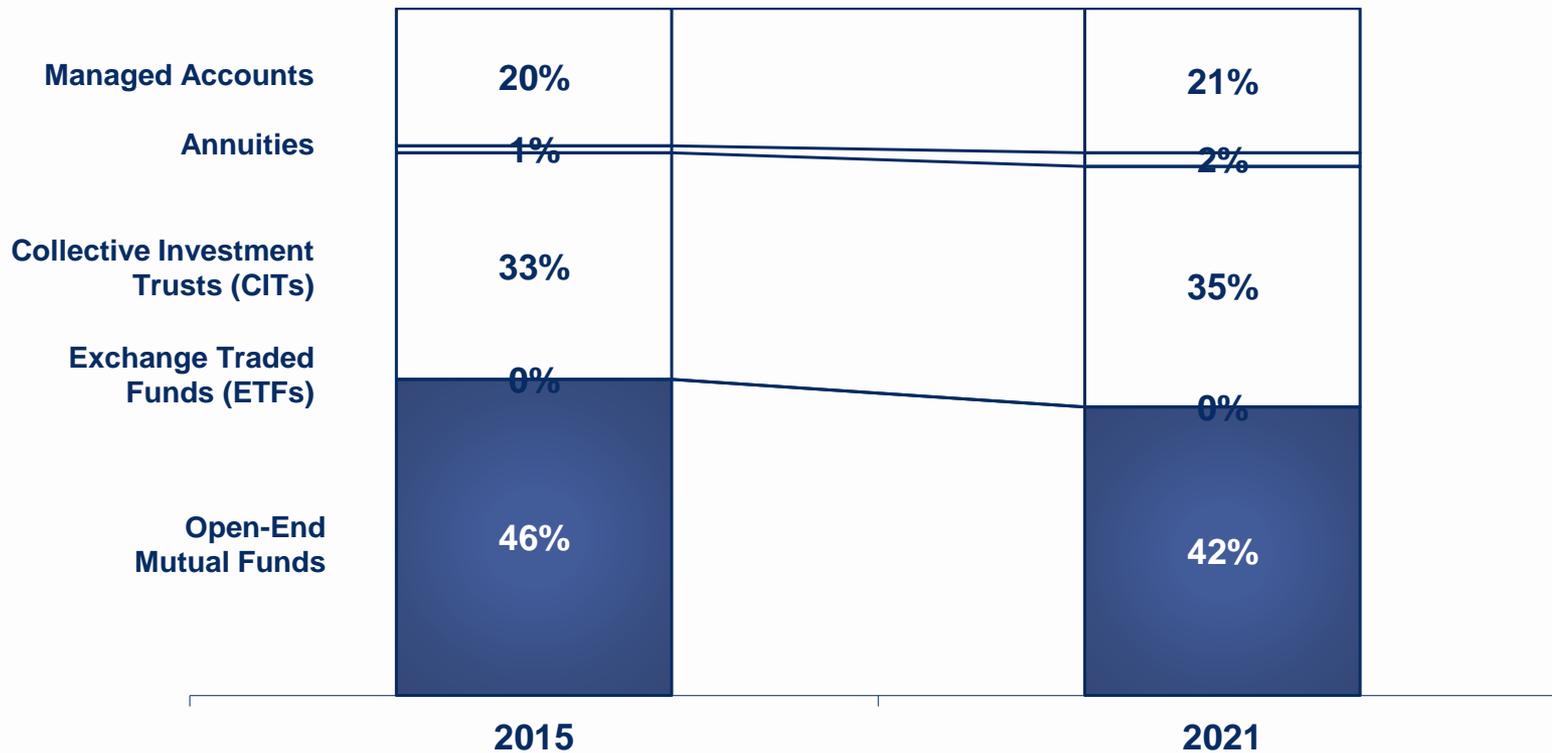
## Defined Contribution Plans Investment Products



Source: 4/15/16 Mauldin Economics Presentation (Mauldin); 2/22/16 Investment News (AM Best Corporation; Morningstar); 1/18/16 Money Management Executive (Investment Company Institute (ICI)); 2/04 Access Research; 1/04 Nation's Business; Tiburon Research & Analysis

# Over One-Third of Defined Contribution Plans Assets Under Management are in Open-End Mutual Funds

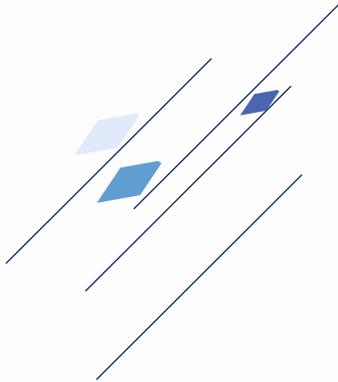
## Defined Contribution Plans Investment Products Assets Under Management By Investment Product Type



Source: 1/11/22 Pensions & Investments Website; 3/7/16 Pensions & Investments; 3/3/14 Pensions & Investments; Tiburon Research & Analysis

# Defined Contribution Plans Utilize Asset Classes

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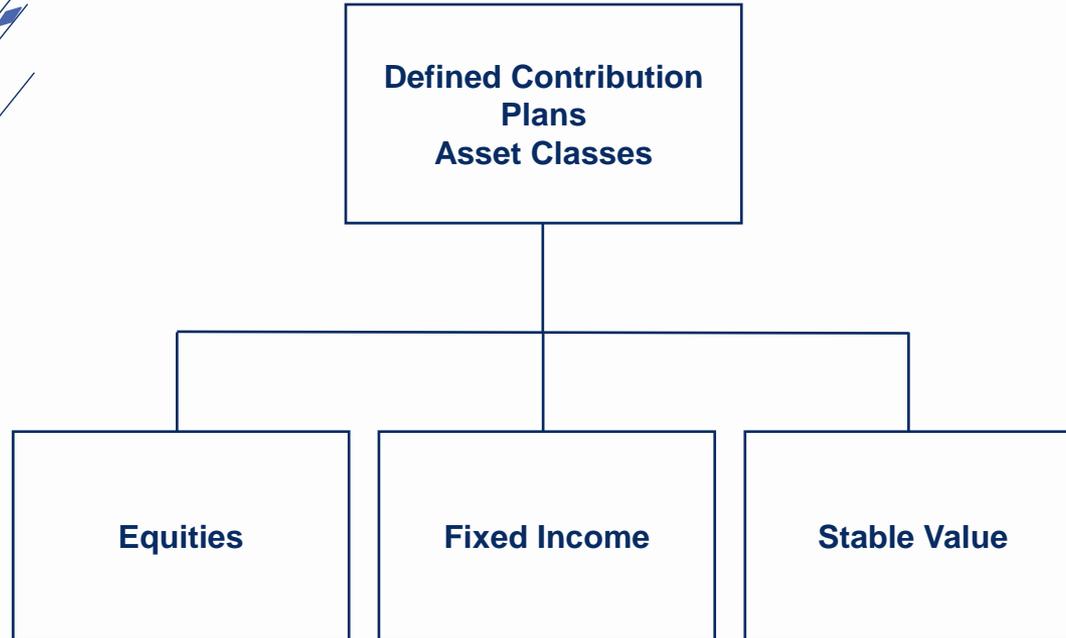
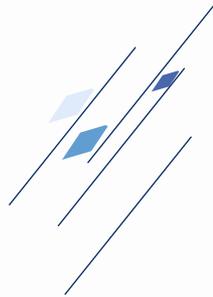
## Comments

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# **Defined Contribution Plans Asset Classes Include Equities, Fixed Income, & Stable Value**

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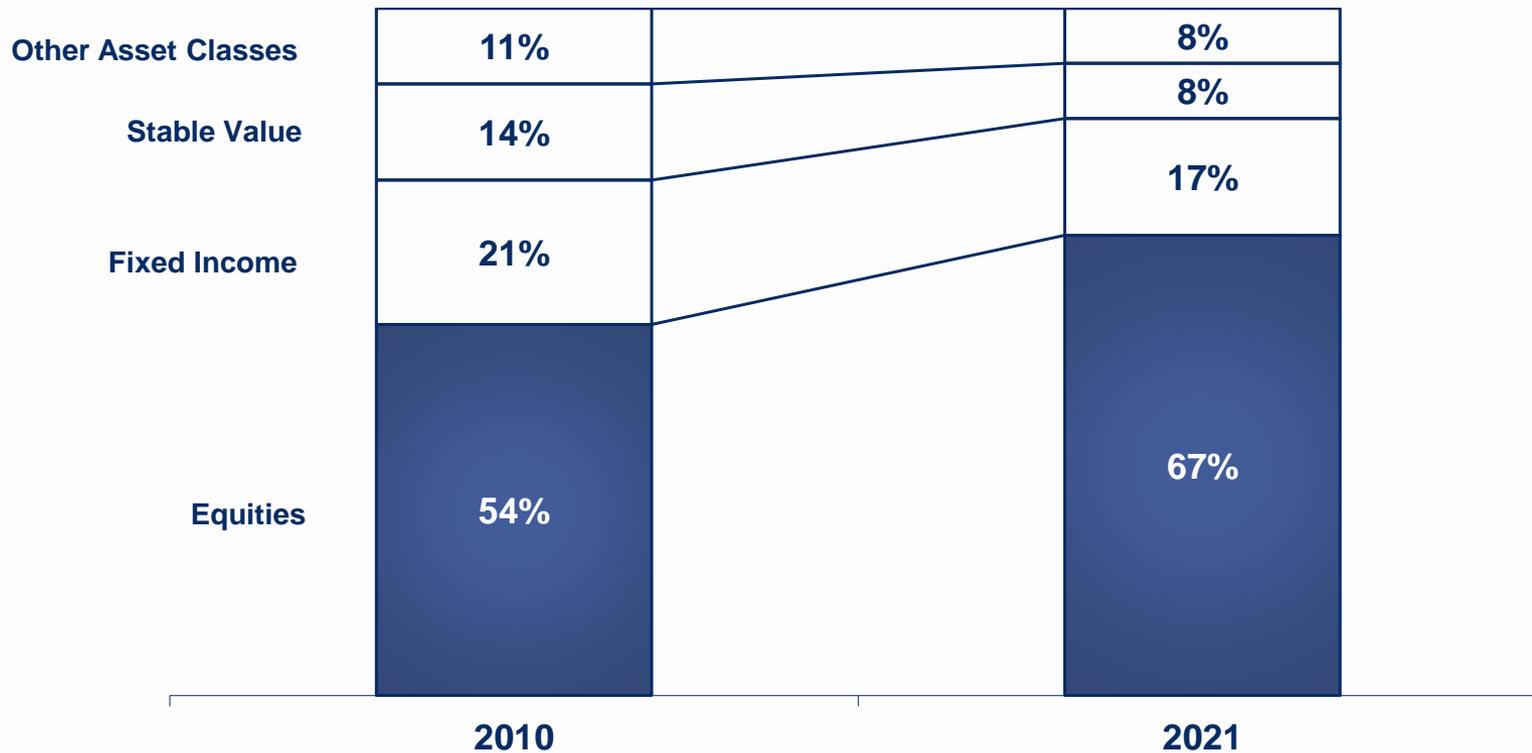
## **Defined Contribution Plans Asset Classes**



Source: 4/15/16 Mauldin Economics Presentation (Mauldin); 2/22/16 Investment News (AM Best Corporation; Morningstar); 1/18/16 Money Management Executive (Investment Company Institute (ICI)); 2/04 Access Research; 1/04 Nation's Business; Tiburon Research & Analysis

# ***Equities Account for Two-Thirds of Defined Contribution Plans Assets Under Management, Up From 54% in 2010***

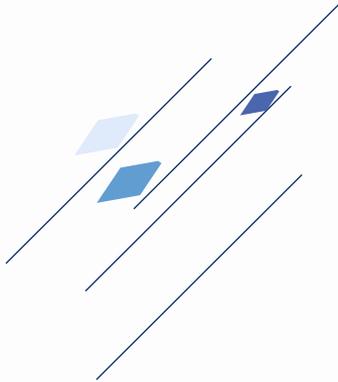
## **Defined Contribution Plans Asset Classes Assets Under Management by Asset Class**



Source: 1/12/22 Pensions & Investments Website; Tiburon Research & Analysis

# Defined Contribution Plans Have Future Predictions

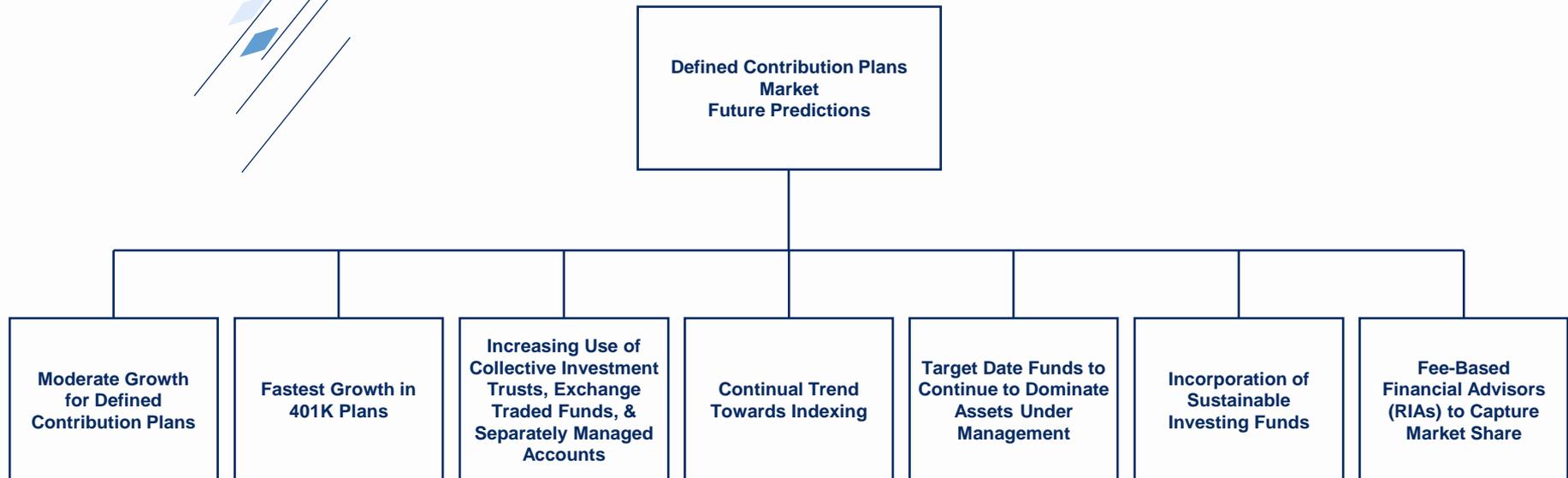
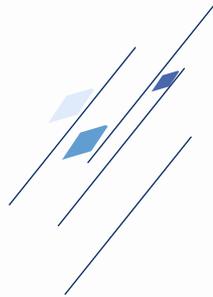
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## Comments

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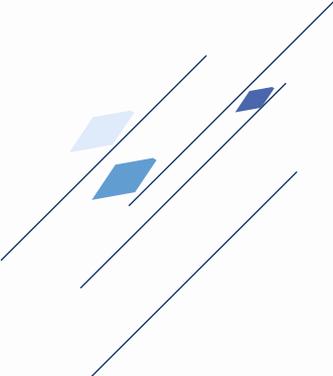
## Defined Contribution Plans Market Future Predictions



Source: 4/15/16 Mauldin Economics Presentation (Mauldin); 2/22/16 Investment News (AM Best Corporation; Morningstar); 1/18/16 Money Management Executive (Investment Company Institute (ICI)); 4/16/09 National Financial Partners Presentation (Bibliowicz); 3/31/09 T. Rowe Price Group Email (Cammack); 2/19/09 Grail Partners Presentation (Putnam); Tiburon Research & Analysis

# Defined Contribution Plans' First Future Prediction is Moderate Growth

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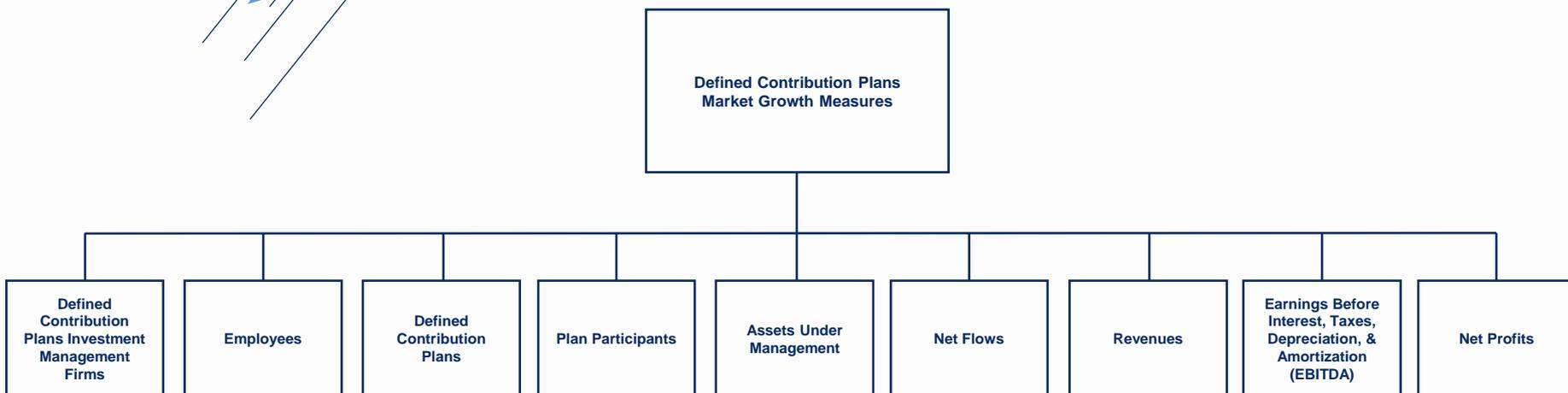
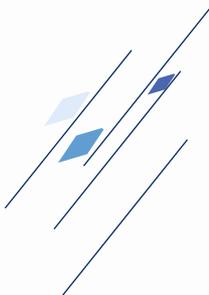


## Comments

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Source: 3/27/08 The Money Alert Website; 3/05 Money; 2/15/05 Wall Street Journal; 11/26/01 Wall Street Journal; Tiburon Research & Analysis

## Defined Contribution Plans Market Growth Measures

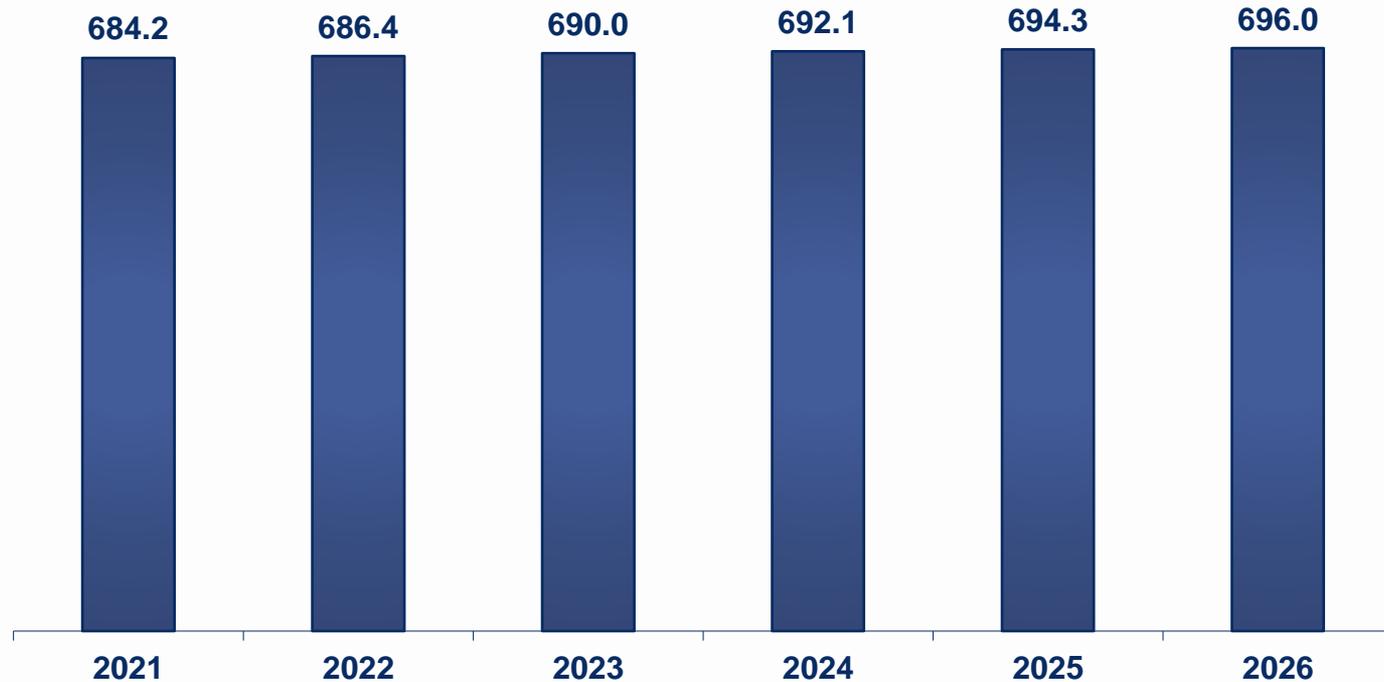


# ***There May be 696,000 Defined Contribution Plans by 2026, Up From 684,200 in 2020***

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## **Defined Contribution Plans (Thousands)**

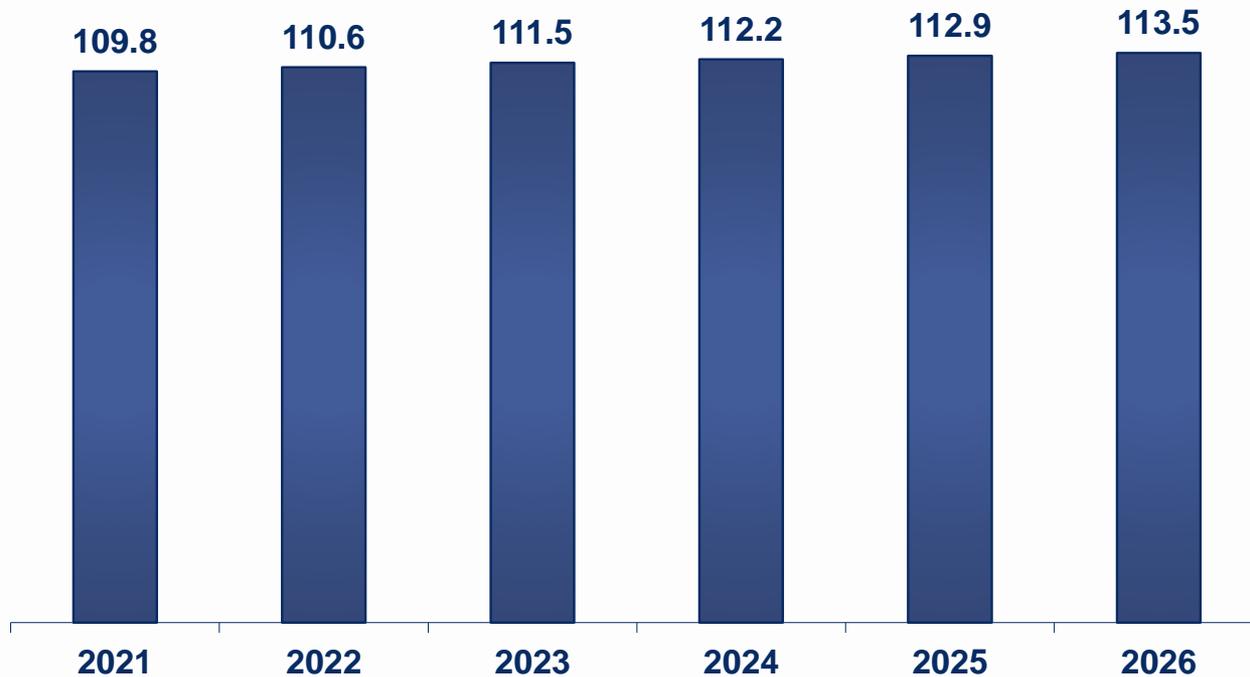


Source: 1/21 United States Department of Labor; 9/1/19 United States Department of Labor; 12/18 United States Department of Labor; 1/8/01 Pension & Investments (Mercer); 6/96 Institutional Investor; 6/95 EBRI Quarterly Pension Investment Report; 4/01 CFO; Tiburon Research & Analysis

# ***Defined Contribution Plans May Have 113.5 Million Plan Participants by 2026, Up From 109.8 Million in 2020***

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## **Defined Contribution Plans Plan Participants (Millions)**



Source: 1/21 United States Department of Labor; Tiburon Research & Analysis

**Defined Contribution Plans May Have \$11.0 Trillion Assets Under Management by 2026, Up From \$9.5 Trillion in 2021 and Up From its Low of \$8.1 Trillion in 2022**

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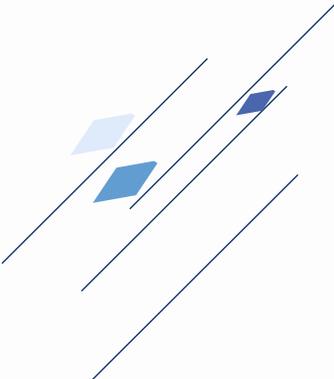
**Defined Contribution Plans  
Assets Under Management  
(\$ Trillions)**



Source: 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; 6/17/20 Investment Company Institute (ICI); 3/19/20 Investment Company Institute (ICI); 2/6/17 Pensions & Investments; 5/30/16 Pensions & Investments; 3/24/16 Plan Sponsor; Tiburon Research & Analysis

# Defined Contribution Plans' Second Future Prediction is Fastest Growth in 401K Plans

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## Comments

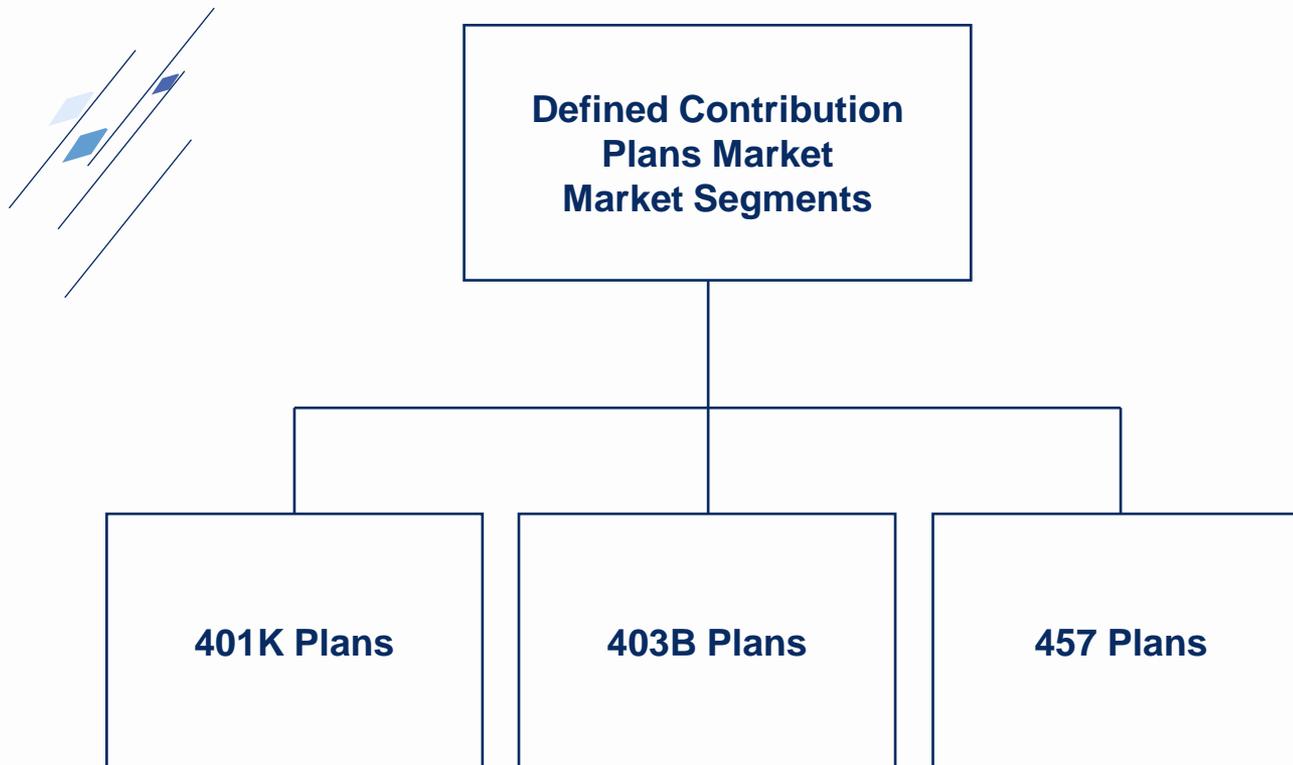
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Source: Tiburon Research & Analysis

# ***Defined Contribution Plans can Specifically be Segmented to Include 401K Plans, 403B Plans, & 457 Plans***

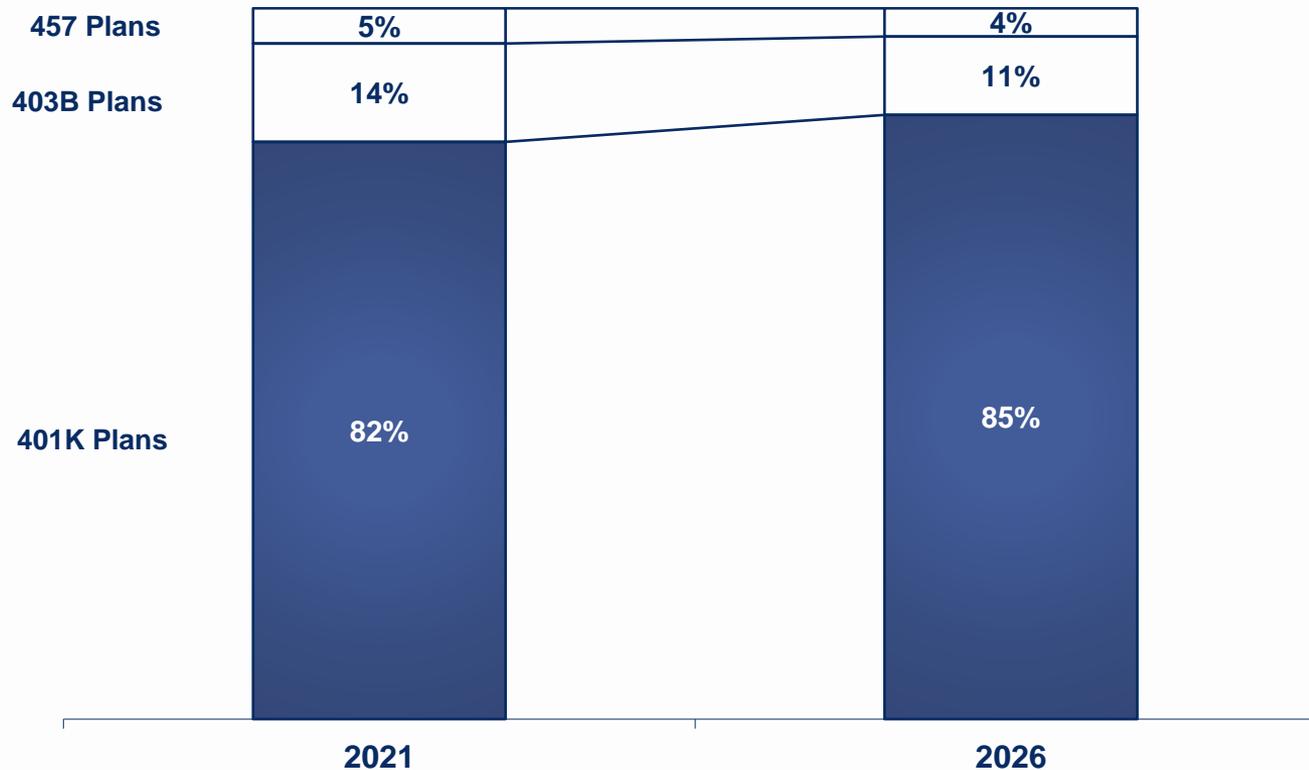
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## **Defined Contribution Plans Market Segments**



# ***401K Plans will Account for Over Three-Quarters of Defined Contribution Plans Assets Under Management by 2026***

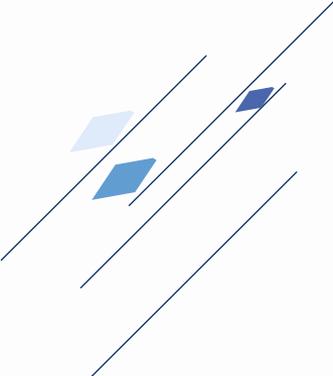
## **Defined Contribution Plans Assets Under Management By Plan Type**



Source: 6/15/22 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; 6/17/20 Investment Company Institute (ICI); 3/19/20 Investment Company Institute (ICI); 4/01 CFO; 1/97 Financial Planning; 1/97 American Banker; 11/96 Registered Representative; 9/96 Bernstein Research; 9/96 Institutional Investor; 9/96 Small Business Tax & Management; 6/96 Institutional Investor; Tiburon Research & Analysis

**Defined Contribution Plans' Third Future Prediction is Increasing Use of Collective Investment Trusts, Exchange Traded Funds, & Separately Managed Accounts**

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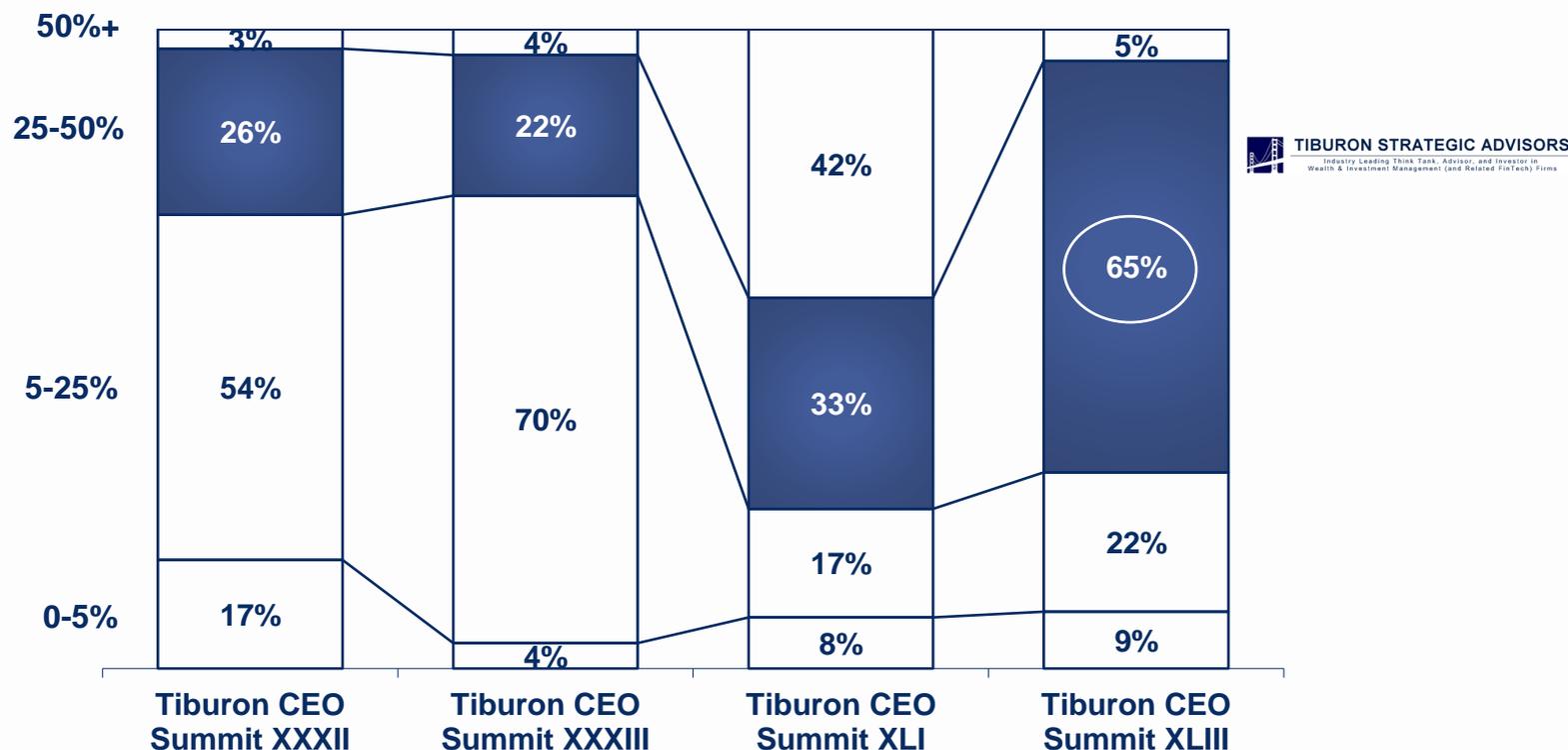
<b>Comments</b>
<ul style="list-style-type: none"><li data-bbox="666 392 743 406">• --</li></ul>

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Source: Tiburon Research & Analysis

# Tiburon CEO Summit Attendees Believe that Exchange Traded Funds (ETFs) will Capture 25-50% of Defined Contribution Plans Net Flows Over the Next Five Years

## Tiburon CEO Summit Attendees By Exchange Traded Funds (ETFs) Ability to Penetrate Defined Contribution Plans Net Flows Over the Next Five Years



Source: 10/24/22 Tiburon CEO Summit XLIII Content Survey Data; 9/16/21 Tiburon CEO Summit XLI Content Survey Data; 7/26/17 Tiburon CEO Summit XXXIII Content Survey; 4/1/17 Tiburon CEO Summit XXXII Content Survey; Tiburon Research & Analysis

**Exchange Traded Funds (ETFs)  
Ability to Penetrate Defined Contribution Plans Net Flows  
Over the Next Five Years  
Tiburon Member Views**

**“The technology of instant pricing rather than end of day pricing will drive entrenched record keepers to catch up and add exchange traded funds (ETFs) to defined contribution plans”**

**– Michael Lane  
Business Head, iShares,  
United States Wealth Advisory,  
BlackRock**



**BlackRock**

**Exchange Traded Funds (ETFs)  
Ability to Penetrate Defined Contribution Plans Net Flows  
Over the Next Five Years  
Tiburon Member Views**

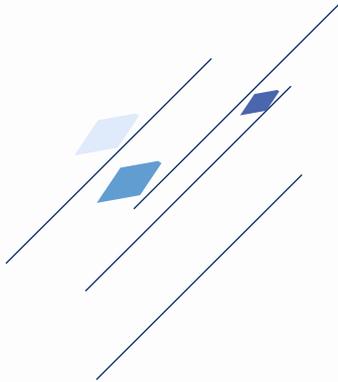
**“Why would defined contribution plans use exchange traded funds (ETFs)? Collective investment trusts (CITs) are already cheaper than exchange traded funds (ETFs) for broad mandates”**

**– Ryan Barrows  
Business Head, RIA Channel,  
Financial Advisor Services,  
The Vanguard Group)**



# ***Defined Contribution Plans' Fourth Future Prediction is the Continual Trend Towards Indexing***

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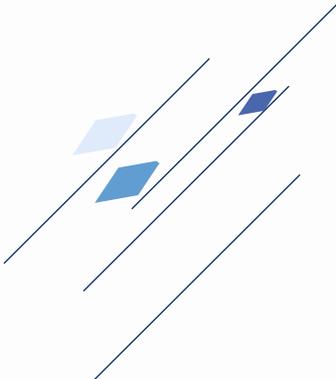


## **Comments**

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# Defined Contribution Plans' Fifth Future Prediction is Target Date Funds to Continue to Dominate Assets Under Management

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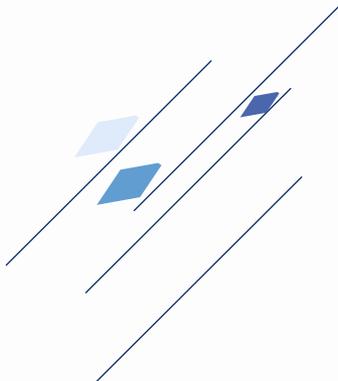


## Comments

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# ***Defined Contribution Plans' Sixth Future Prediction is the Incorporation of Sustainable Investing Funds***

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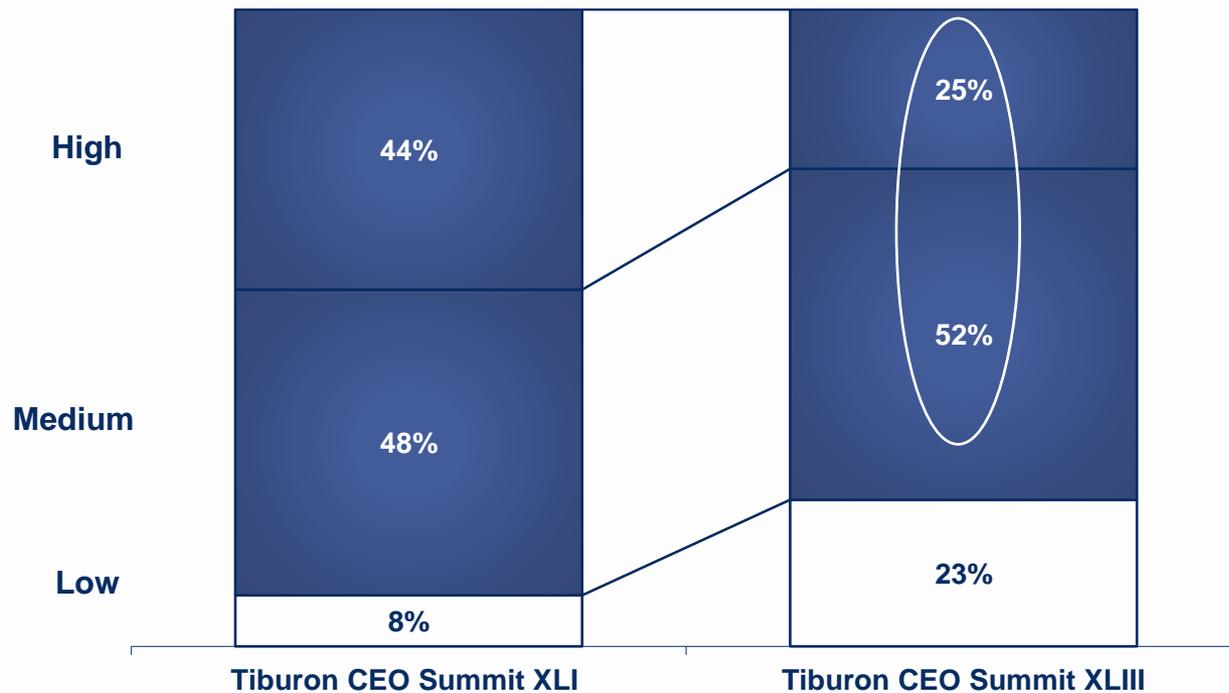


## **Comments**

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# Tiburon CEO Summit Attendees Believe that Sustainable Investing will See Moderate or Even High Penetration into Defined Contribution Plans

## Tiburon CEO Summit Attendees By Sustainable Investing's Ability to Penetrate Defined Contribution Plans



**TIBURON STRATEGIC ADVISORS**  
Industry Leading Think Tank, Advisor, and Investor in  
Health & Investment Management (and Related FinTech) Firms

Source: 8/30/22 Tiburon CEO Summit XLIII Content Survey Data; 9/16/21 Tiburon CEO Summit XLI Content Survey Data; Tiburon Research & Analysis

# **Tiburon Members Have a Variety of Views on Sustainable Investing's Ability to Penetrate Defined Contribution Plans**

## **Sustainable Investing's Ability to Penetrate Defined Contribution Plans Tiburon Member Views**

**“Younger employees want sustainable investing (ESG) in defined contribution plans. Regulations are vacillating”**

**– Skip Schweiss  
CEO, Sierra Investment Management**



# **Tiburon Members Have a Variety of Views on Sustainable Investing's Ability to Penetrate Defined Contribution Plans**

## **Sustainable Investing's Ability to Penetrate Defined Contribution Plans Tiburon Member Views**

**“It is just a matter of time before many firms  
elect sustainable defaults in their defined  
contribution plans”**

**– Michael Lane  
Business Head, iShares,  
United States Wealth Advisory,  
BlackRock**

**BlackRock**

# **Tiburon Members Have a Variety of Views on Sustainable Investing's Ability to Penetrate Defined Contribution Plans**

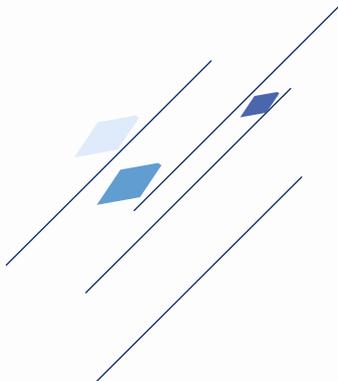
## **Sustainable Investing's Ability to Penetrate Defined Contribution Plans Tiburon Member Views**

**“Political pressure to put sustainable investing (ESG) in defined contribution plans is intense, but resistance from some plan sponsors is surprisingly strong (and perhaps futile)”**

**– Rob Arnott  
Chairman, Research Affiliates**



# **Defined Contribution Plans' Seventh Future Prediction is that Fee-Based Financial Advisors (RIAs) May Capture Market Share**

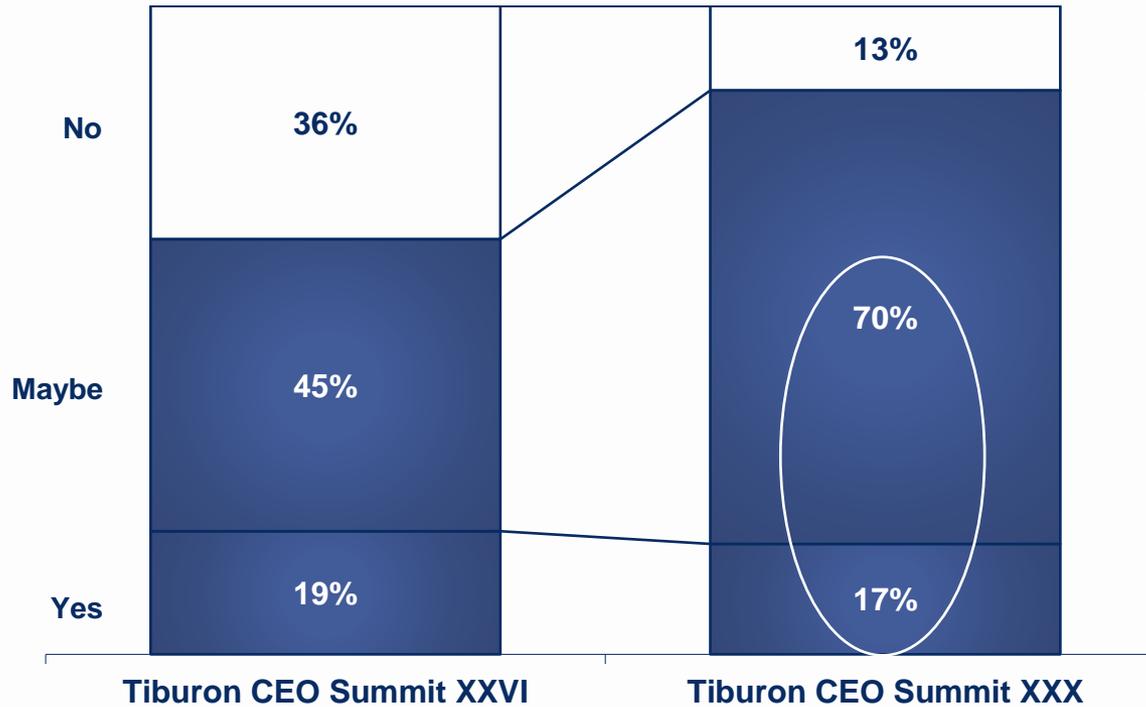


## **Comments**

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# Tiburon CEO Summit Attendees Said that Fee-Based Financial Advisors (RIAs) May Overtake the Defined Contribution Market

## Tiburon CEO Summit Attendees By Propensity to Believe that Defined Contribution Market will be Overtaken by Fee-Based Financial Advisors (RIAs)



**TIBURON STRATEGIC ADVISORS**  
Industry Leading Think Tank, Advisor, and Investor in  
Wealth & Investment Management (and Related FinTech) Firms

Source: 3/31/16 Tiburon CEO Summit XXX Content Survey Data; 3/23/14 Tiburon CEO Summit XXVI Content Survey Data; Tiburon Research & Analysis

# **Tiburon Members Have a Variety of Views on Defined Contribution Market will be Overtaken by Fee-Based Financial Advisors (RIAs)**

## **Defined Contribution Market will be Overtaken by Fee-Based Financial Advisors (RIAs) Tiburon Member Views**

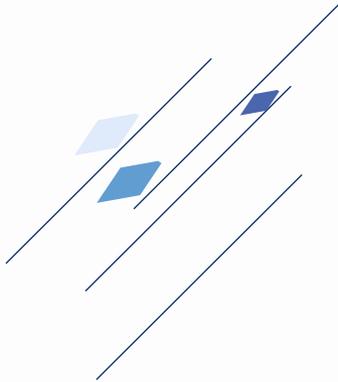
**“We should distinguish trends in small & mid-size enterprise market from mega plans. Both plan groups are using fee-based financial advisors (RIAs) increasingly, but I imagine far greater penetration in the small & mid-size enterprise market”**

**– Ben Goss  
CEO, Distribution Technology**



# ***The Second Retirement Market is the Defined Benefit Plans Market***

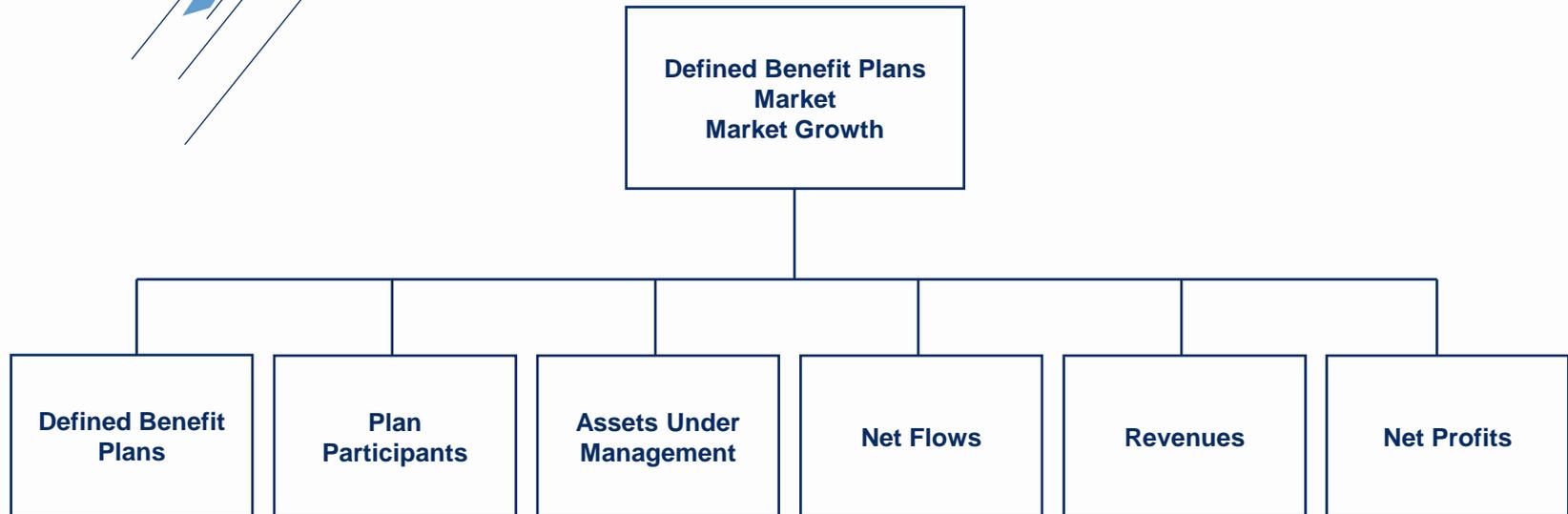
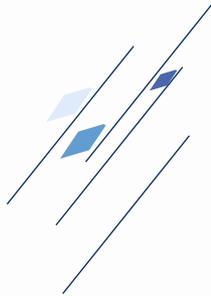
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## **Comments**

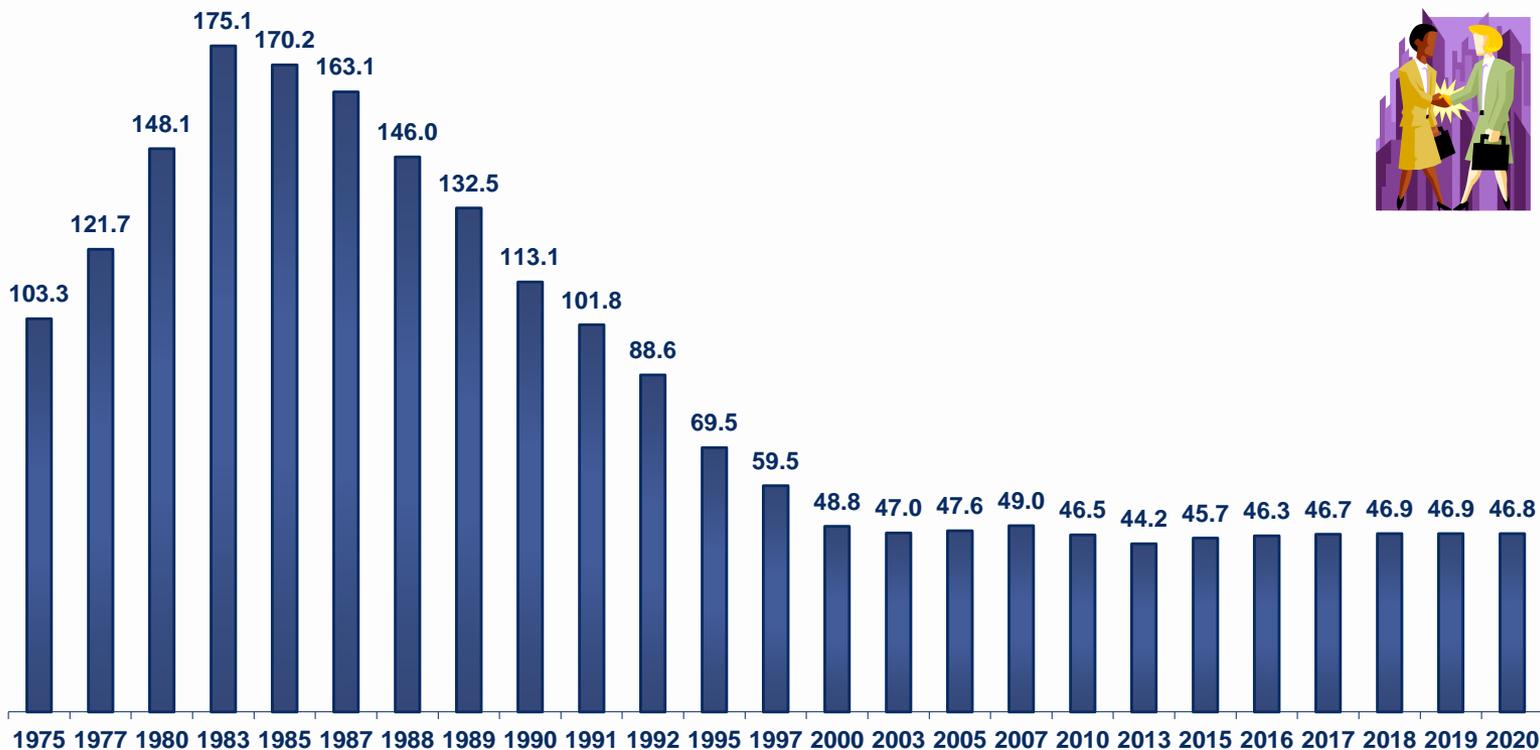
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## Defined Benefit Plans Market Growth



# ***There are 46,835 Defined Benefit Plans, Down From 103,346 in 1975 and Down From their Peak of 175,143 in 1983***

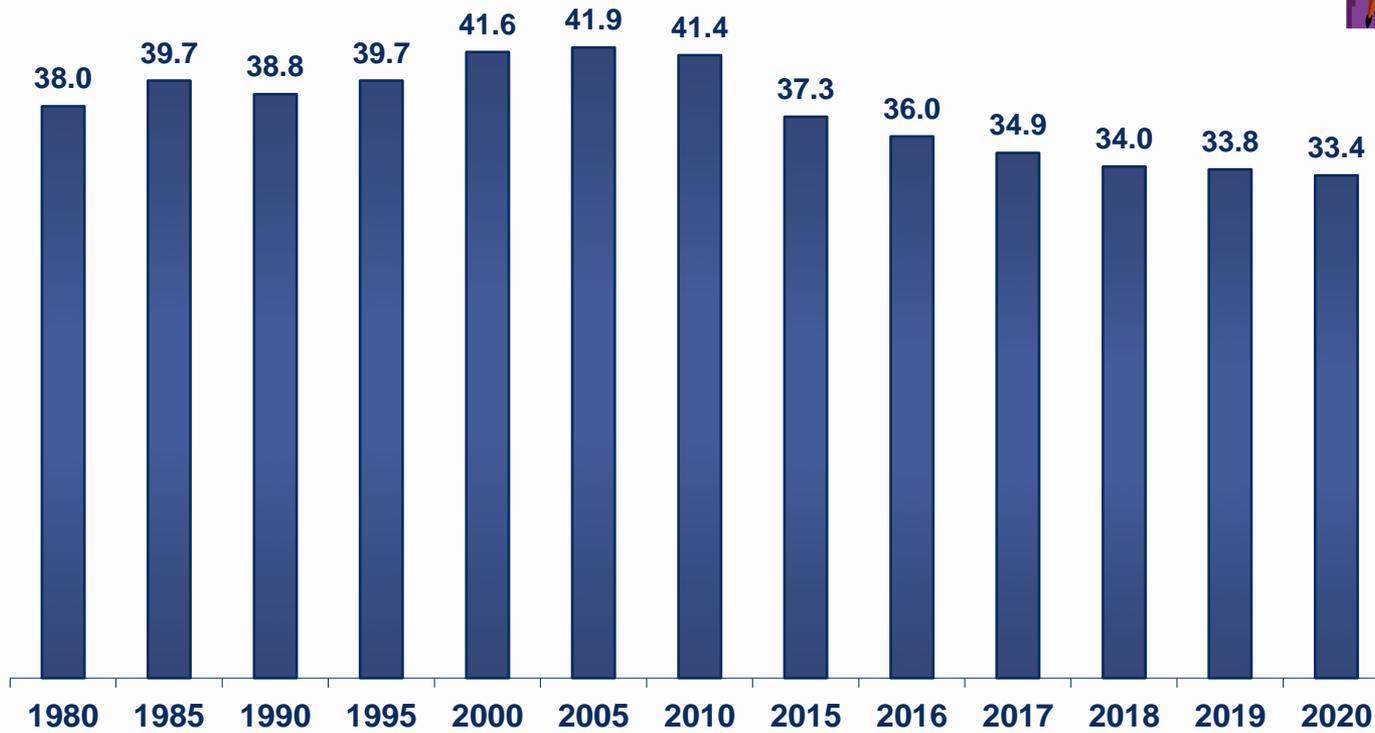
## **Defined Benefit Plans (Thousands)**



Source: 1/10/22 United States Department of Labor; Website; 1/21 United States Department of Labor; 6/96 Institutional Investor; 6/95 EBRI Quarterly Pension Investment Report; Tiburon Research & Analysis

# ***Defined Benefit Plans Have 33.4 Million Plan Participants, Down From 38.0 Million in 1980 and Down From their Peak of 41.9 Million in 2005***

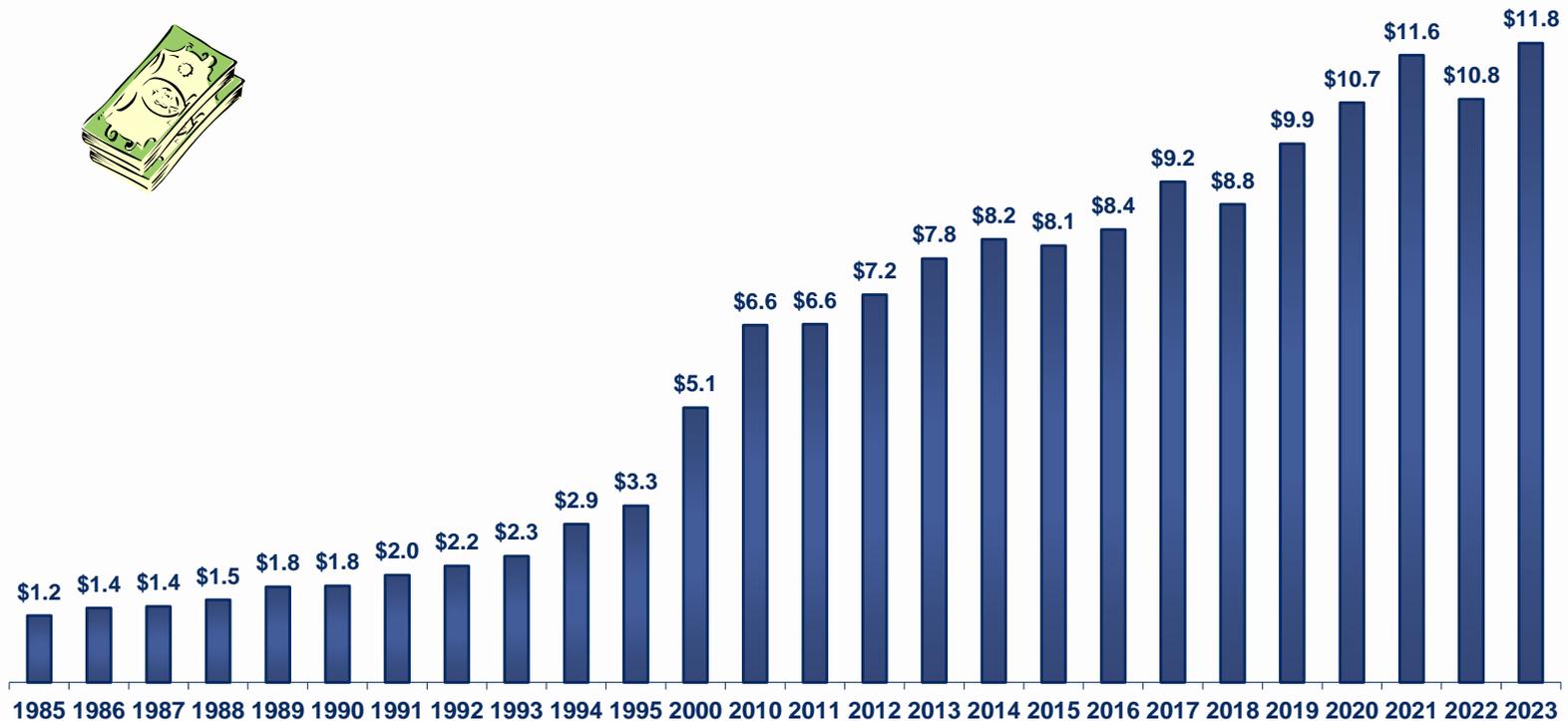
## **Defined Benefit Plans Plan Participants (Millions)**



Source: 1/21 United States Department of Labor; 6/96 Institutional Investor; 6/95 EBRI Quarterly Pension Investment Report; Tiburon Research & Analysis

# Defined Benefit Plans Have \$11.8 Trillion Assets Under Management, Up From \$1.2 Trillion in 1985

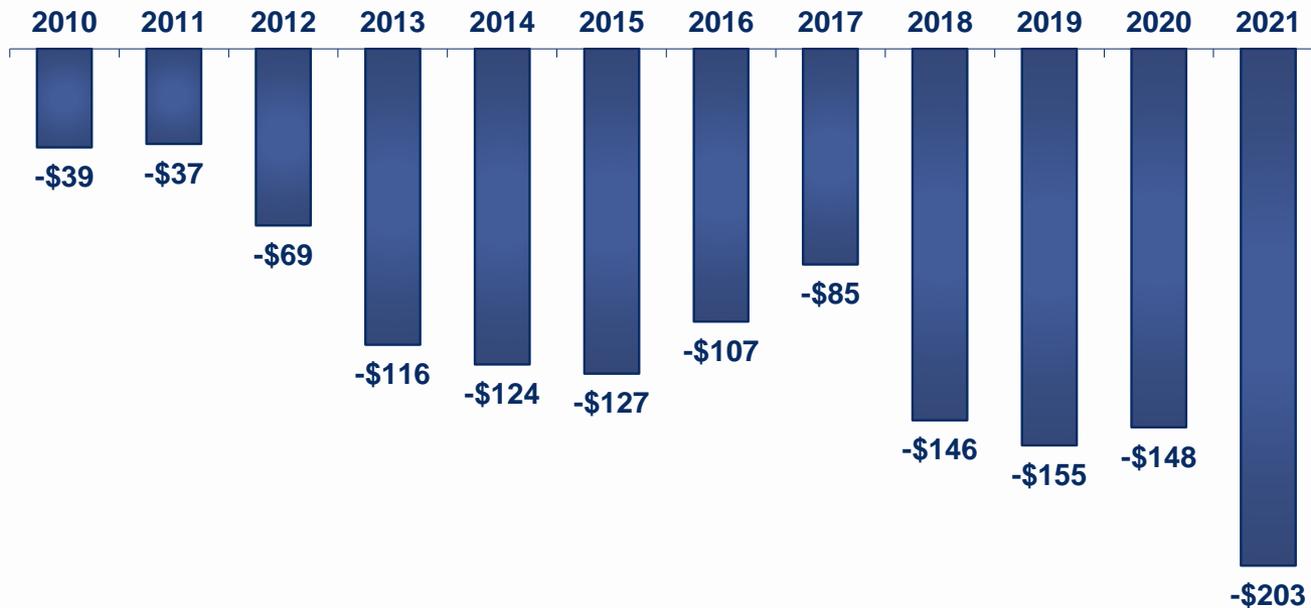
## Defined Benefit Plans Assets Under Management (\$ Trillions)



Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 10/11/21 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; 3/19/20 Investment Company Institute (ICI); 9/96 Bernstein Research; 9/96 Institutional Investor; Tiburon Research & Analysis

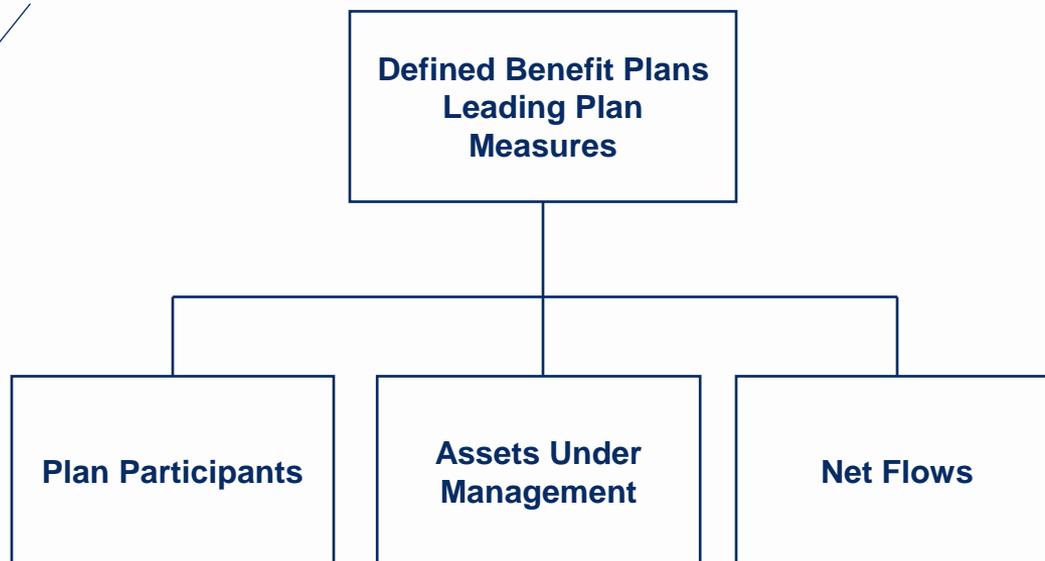
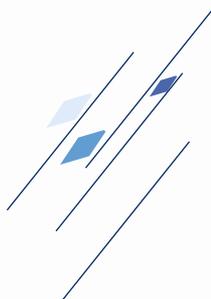
# Defined Benefit Plans Gather -\$203 Billion Net Flows, Down From -\$39 Billion in 2010

## Defined Benefit Plans Net Flows (\$ Billions)



Source: 6/13/24 Investment Company Institute (ICI) Report; Tiburon Research & Analysis

## Defined Benefit Plans Leading Plan Measures



## **Defined Benefit Plans Tiburon Member Views**

**“Unlike the 401K plans market, the defined benefit plans business is not a virtual oligopoly of giant firms. Defined benefit plans are a fairly fragmented market. There is no Fidelity Investments in defined benefits plans”**

**– Desmond Heathwood  
CEO, Boston Partners**

**BOSTON PARTNERS**  
FINANCIAL GROUP LLC

# ***California Public Employees is the Largest Defined Benefit Plan Measured by Assets Under Management with \$494.5 Billion***

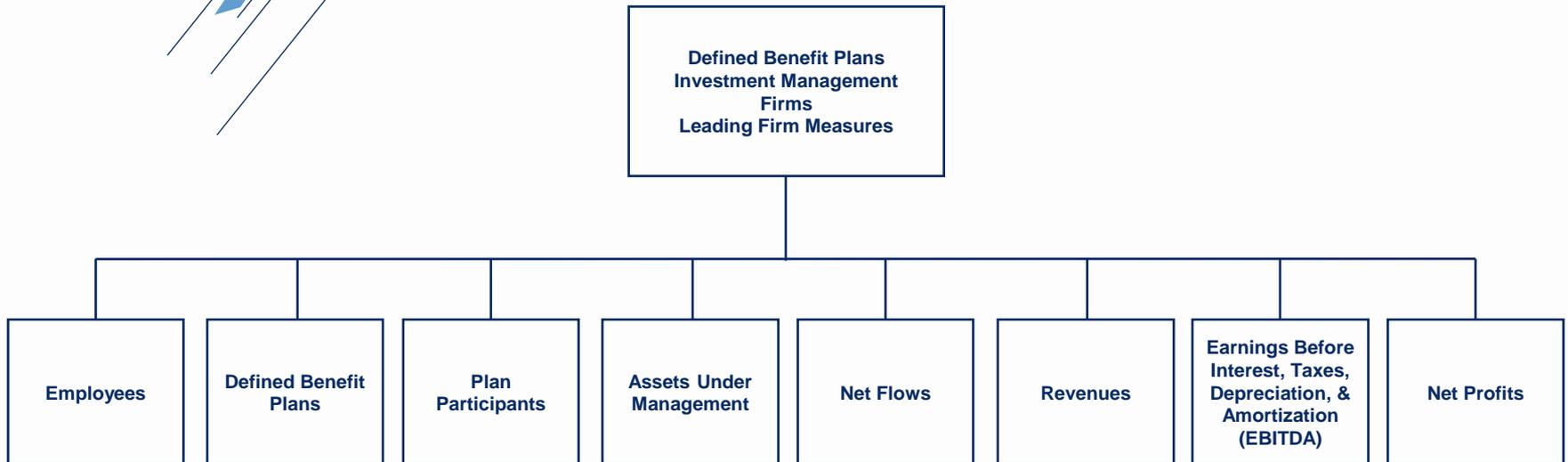
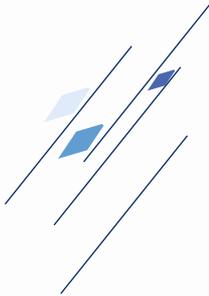
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## **Defined Benefit Plans By Assets Under Management (\$ Billions)**

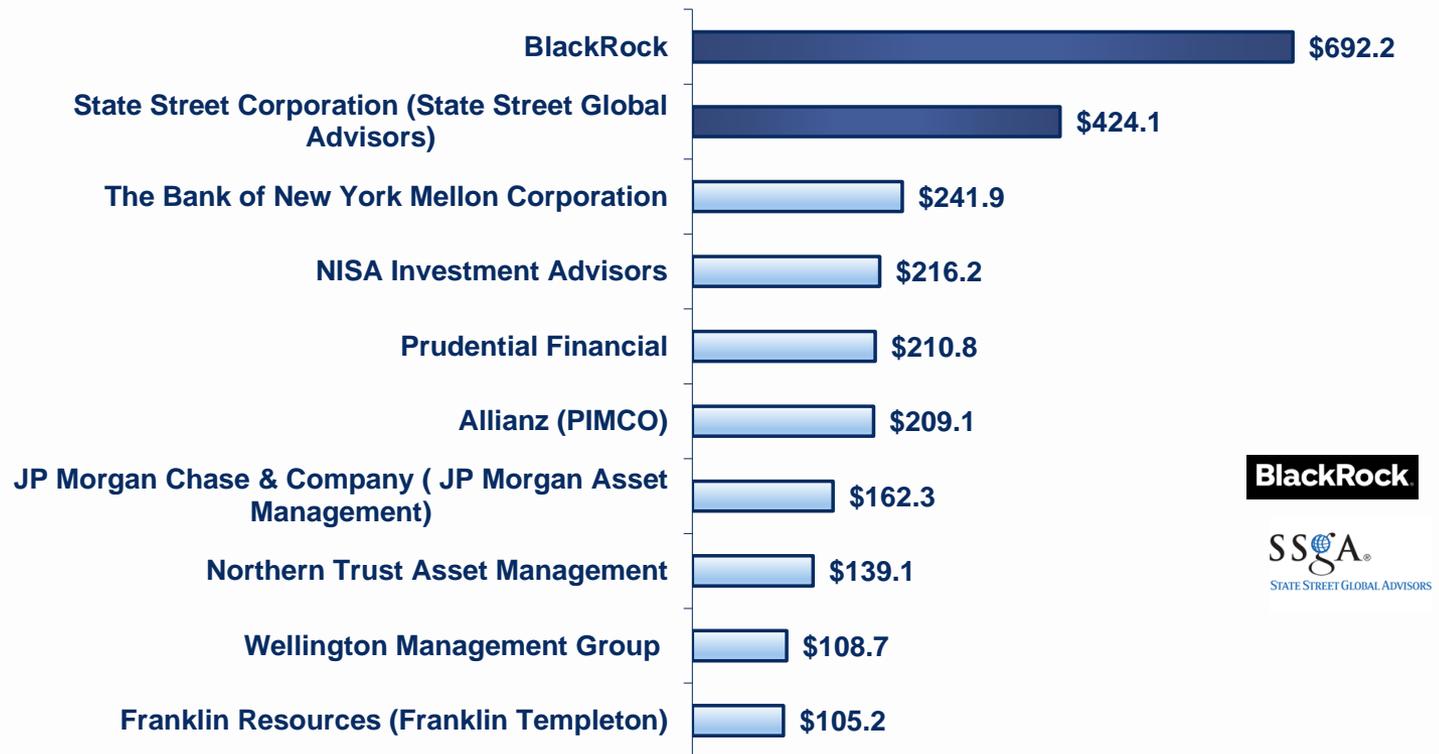


Source: 1/4/23 Pensions & Investments Website; 7/21/21 Pensions & Investments Website; 2/8/16 Pensions & Investments Website; 1/22/05 San Francisco Chronicle; 11/27/01 New York Times (Pension Fund Reports); Tiburon Research & Analysis

## **Defined Benefit Plans Investment Management Firms Leading Firm Measures**

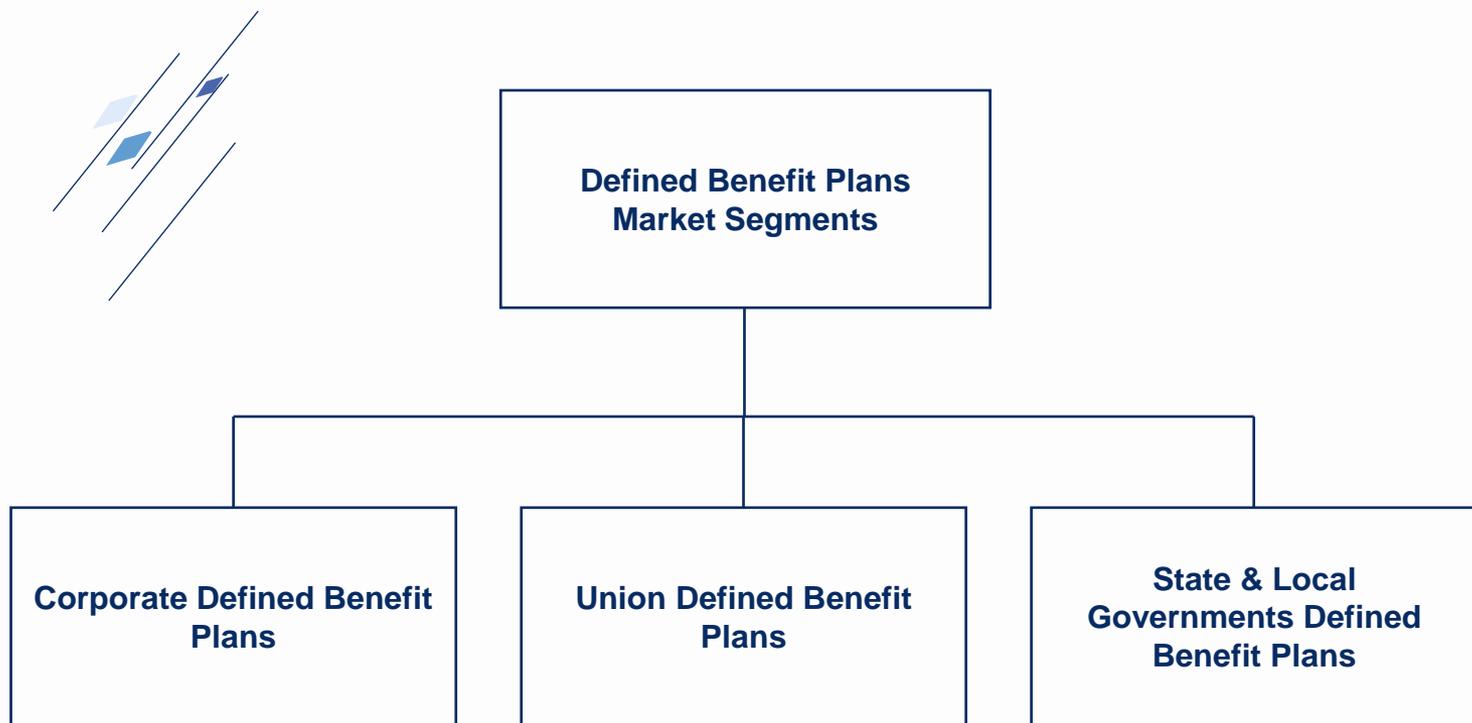


## Defined Benefit Plans Investment Management Firms By Assets Under Management (\$ Billions)



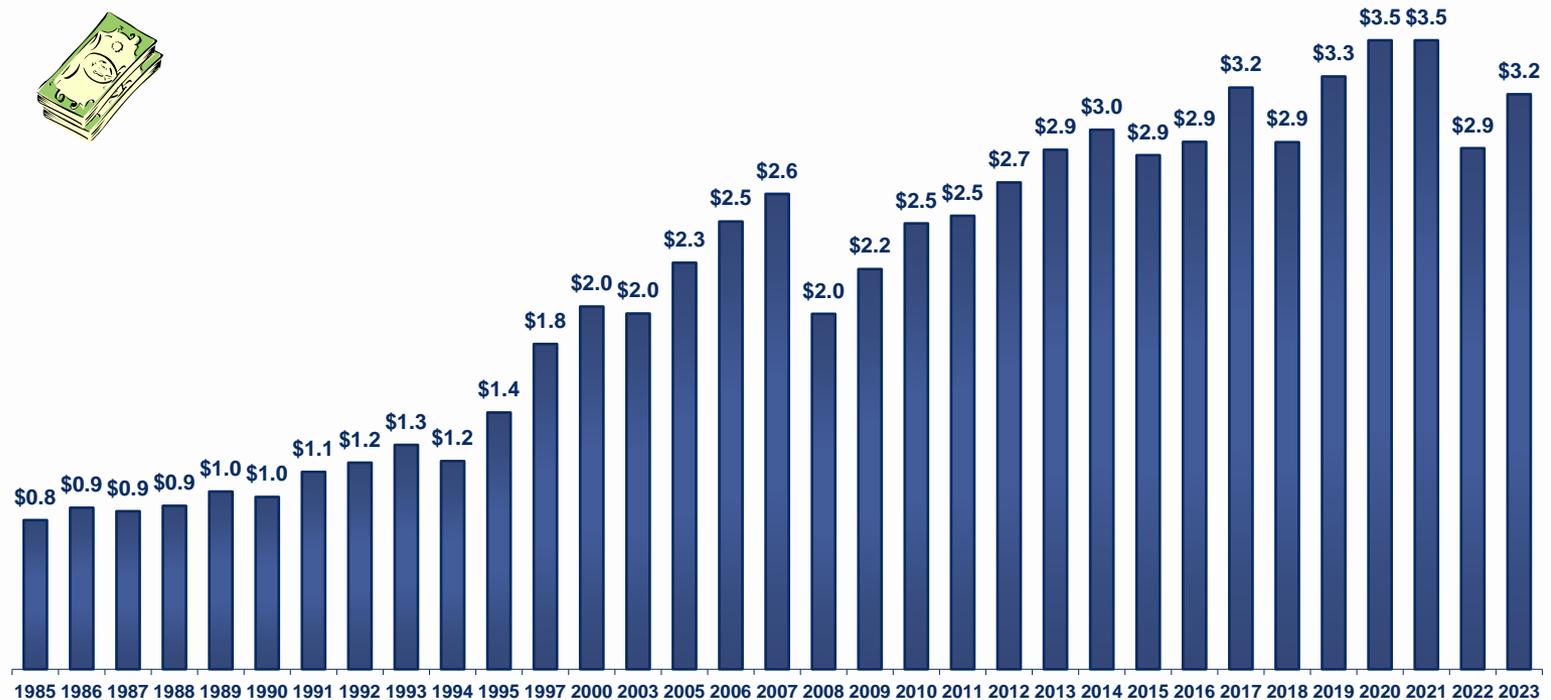
# The Defined Benefit Plans Market can Specifically be Segmented to Include Corporate Plans, Union Plans, and State & Local Government Plans

## Defined Benefit Plans Market Segments



# Corporate Defined Benefit Plans Have \$3.1 Trillion Assets Under Management, Up \$0.8 Trillion 1985 But Down From their Peak of \$3.7 Trillion in 2021

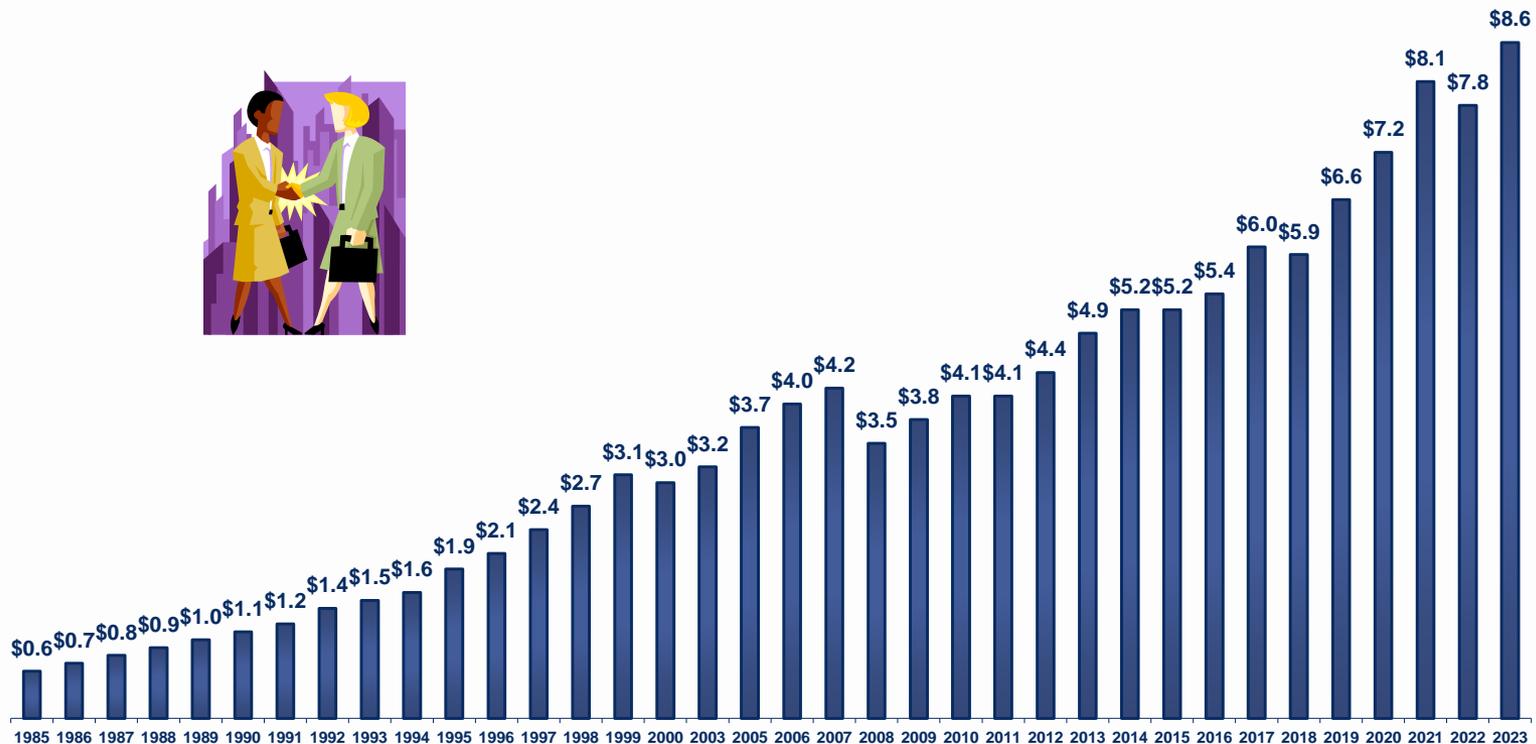
## Corporate Defined Benefit Plans Assets Under Management (\$ Trillions)



Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 10/11/21 Investment Company Institute (ICI) Report; 4/21 Investment Company Institute (ICI) Report; 3/19/20 Investment Company Institute (ICI); Tiburon Research & Analysis

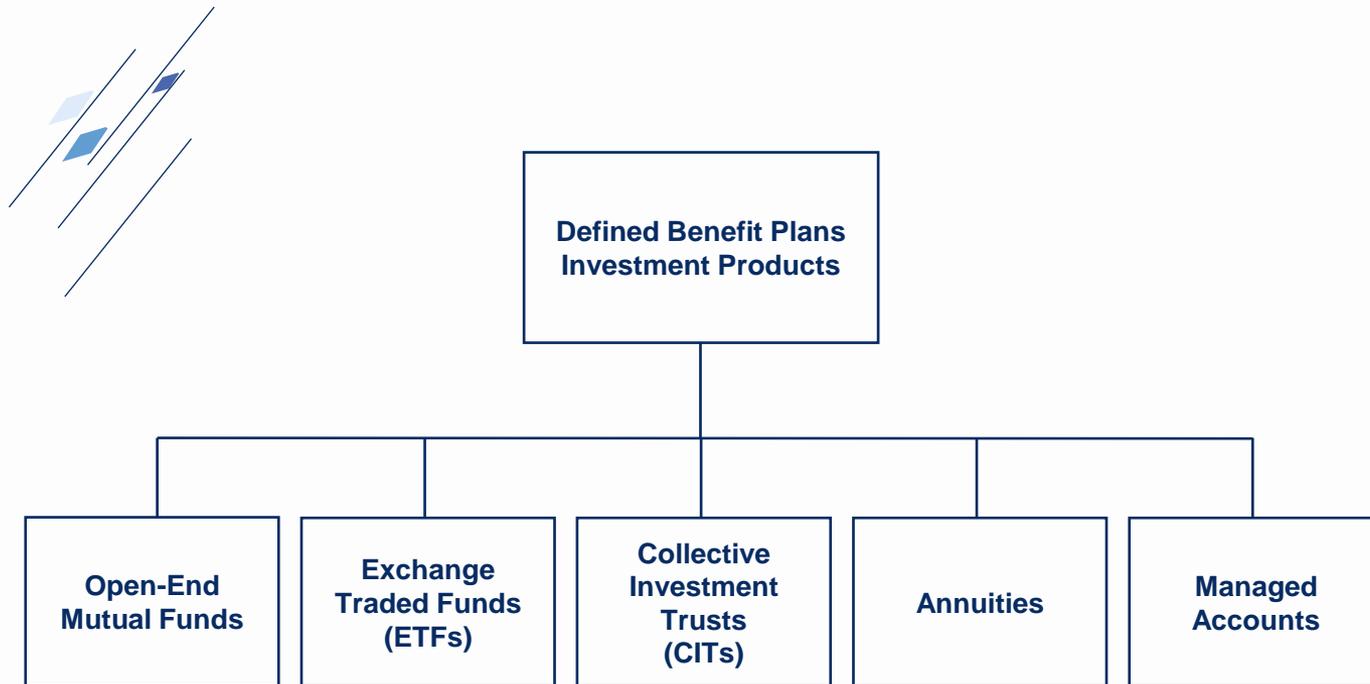
# State & Local Government Defined Benefit Plans Firms Have \$8.6 Trillion Assets Under Management, Up From \$0.6 Trillion in 1985

## State & Local Government Defined Benefit Plans Assets Under Management (\$ Trillions)



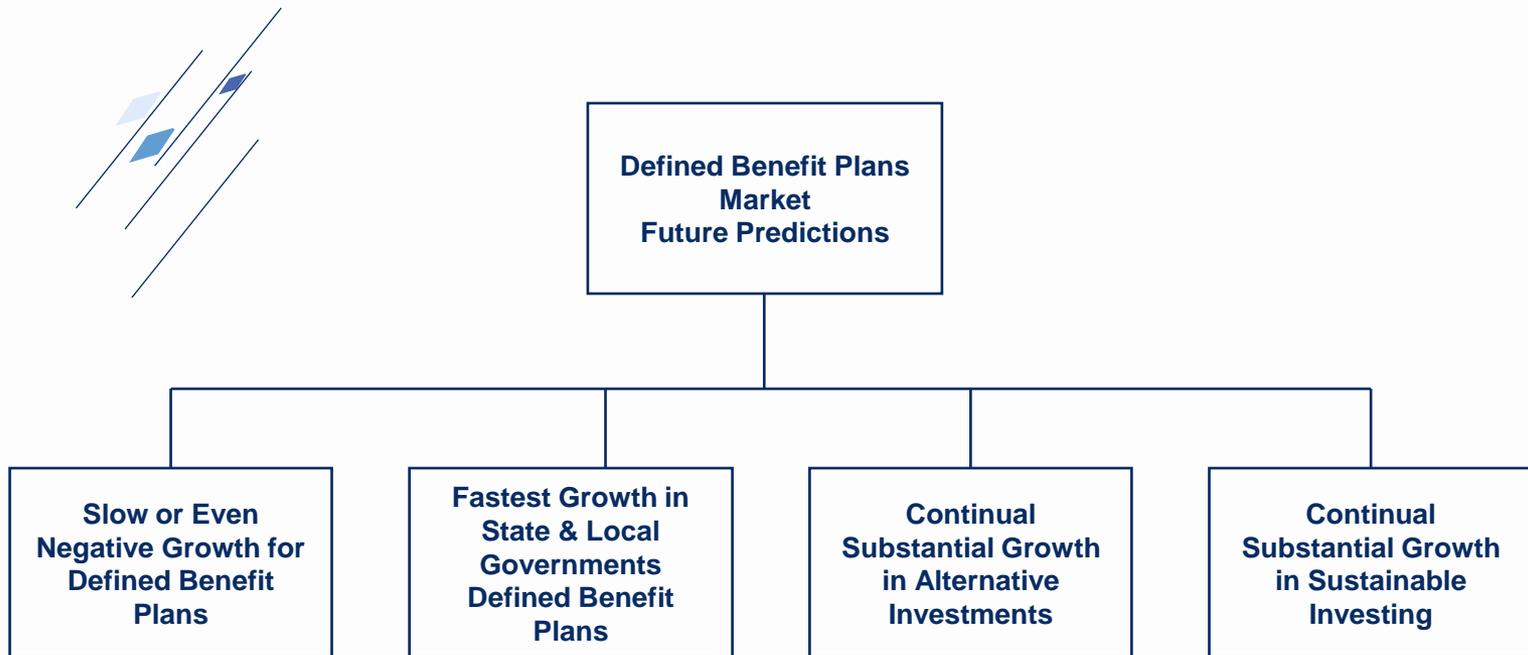
Source: 6/13/24 Investment Company Institute (ICI) Report; 6/14/23 Investment Company Institute (ICI) Report; 12/15/22 Investment Company Institute (ICI) Report; 6/15/22 Investment Company Institute (ICI) Report; 10/11/21 Investment Company Institute (ICI) Report; 6/16/21 Investment Company Institute (ICI) Report; 3/19/20 Investment Company Institute (ICI); Tiburon Research & Analysis

## Defined Benefit Plans Investment Products



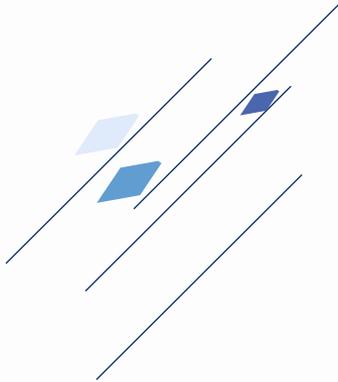
Source: 4/15/16 Mauldin Economics Presentation (Mauldin); 2/22/16 Investment News (AM Best Corporation; Morningstar); 1/18/16 Money Management Executive (Investment Company Institute (ICI); Tiburon Research & Analysis

## **Defined Benefit Plans Market Future Predictions**



# ***Defined Benefit Plans' First Future Prediction is Slow or Even Negative Growth for Defined Benefit Plans***

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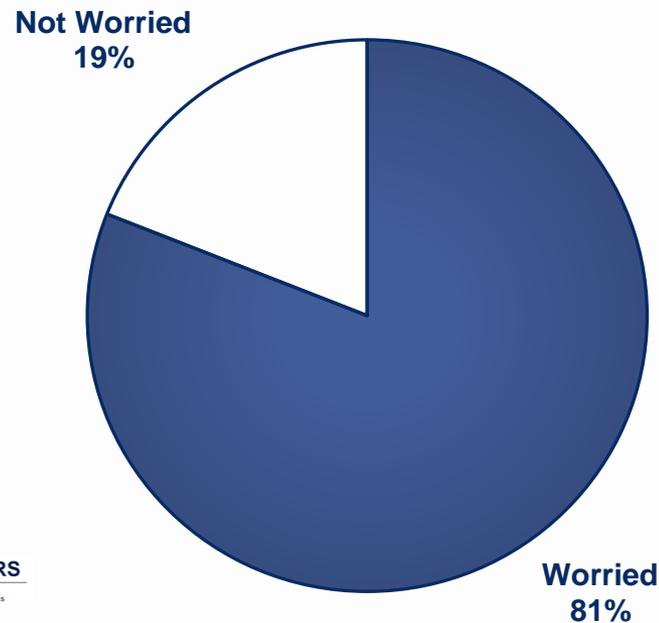
## **Comments**

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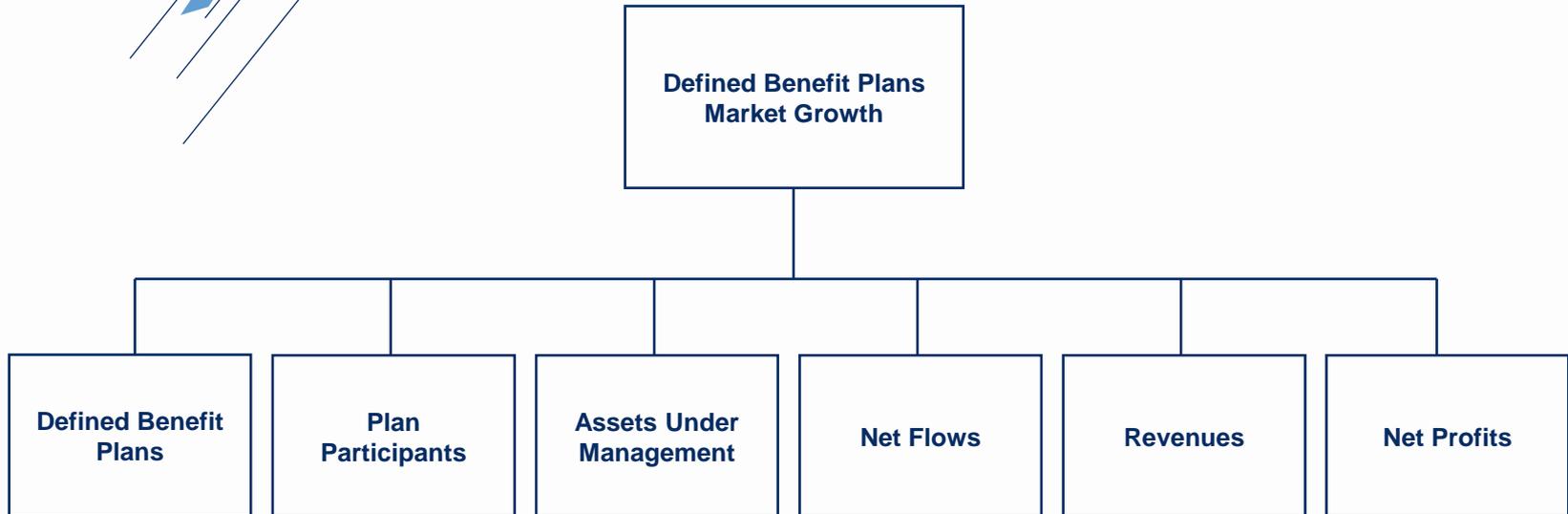
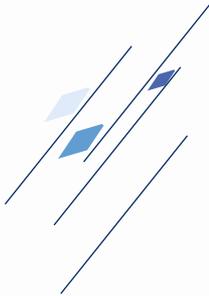
# ***Tiburon CEO Summit XXVI Attendees Said that they are Worried About the Underfunded Status of Defined Benefit Plans***

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## **Tiburon CEO Summit XXVI Attendees By View on Underfunded Status of Defined Benefit Plans**

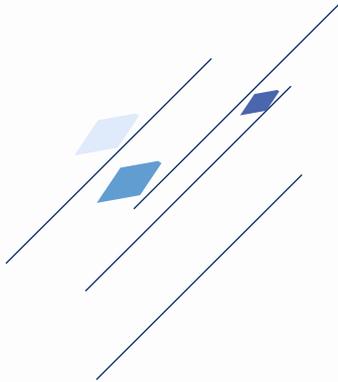


## Defined Benefit Plans Market Growth



# ***Defined Benefit Plans' Second Future Prediction is Fastest Growth in State & Local Governments Defined Benefit Plans***

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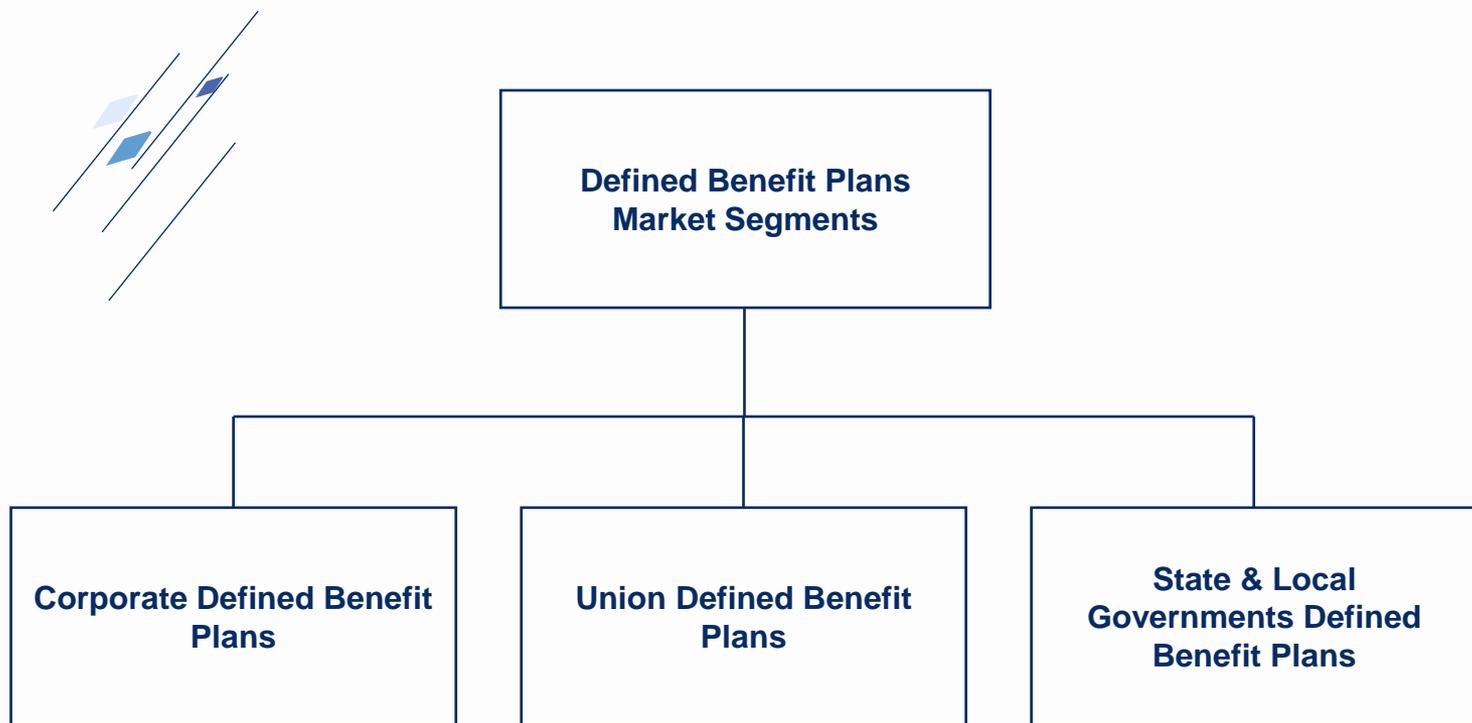
## **Comments**

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# ***The Defined Benefit Plans Market can Specifically be Segmented to Include Corporate Plans, Union Plans, and State & Local Government Plans***

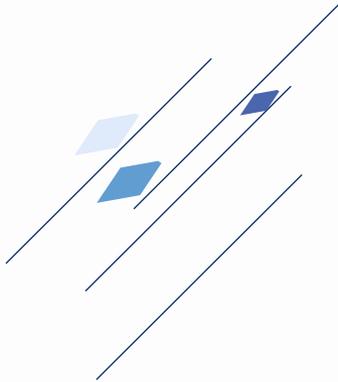
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## **Defined Benefit Plans Market Segments**



# ***Defined Benefit Plans' Third Future Prediction is Continual Substantial Growth in Alternative Investments***

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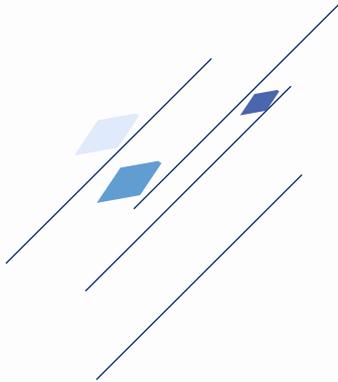


## **Comments**

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# ***Defined Benefit Plans' Fourth Future Prediction is Continual Substantial Growth in Sustainable Investing***

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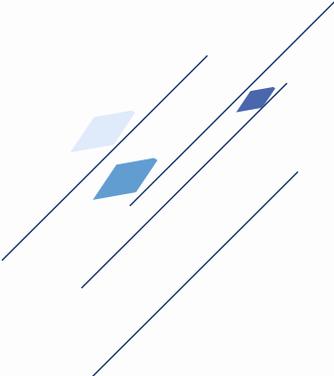


## **Comments**

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# Retirement Plans Utilize Investment Products

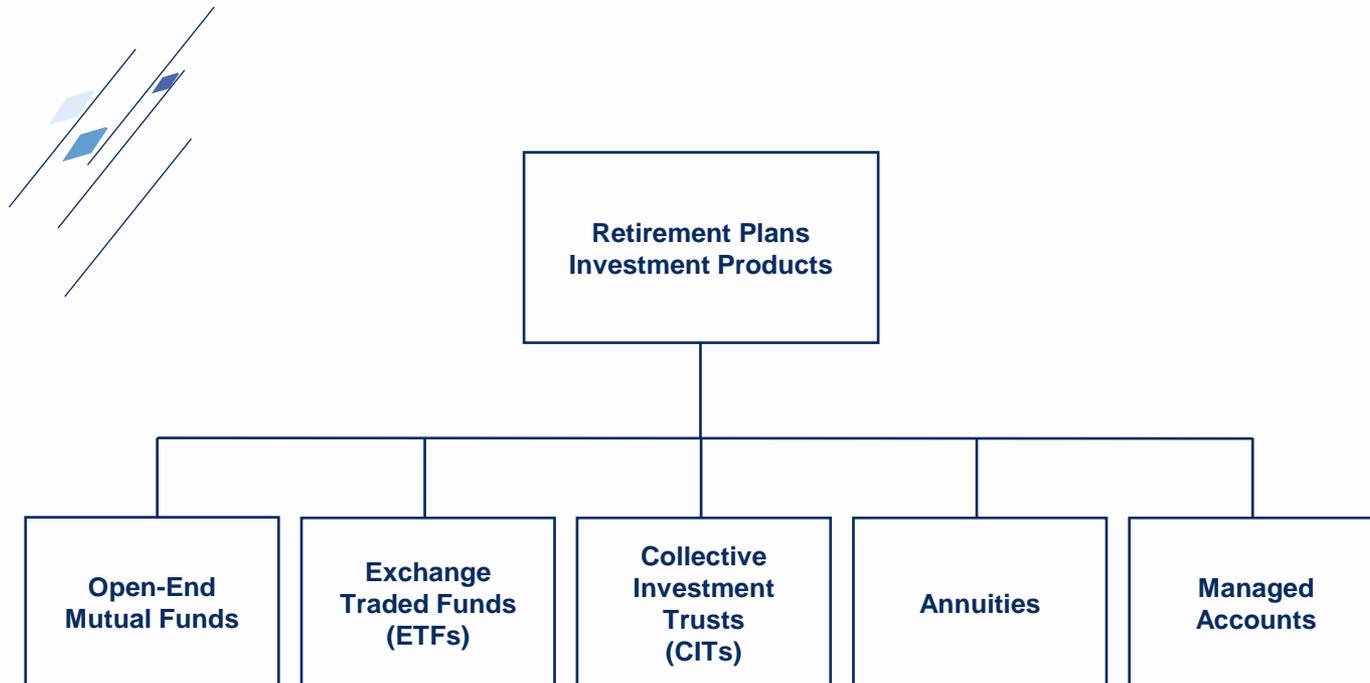
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Comments
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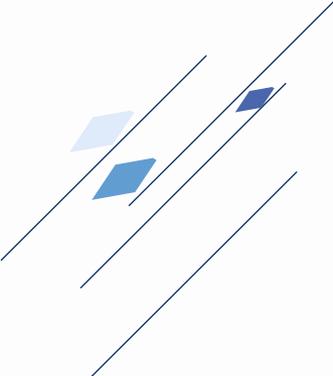
Source: Tiburon Research & Analysis

## Retirement Plans Investment Products



# Retirement Plans Have Future Predictions

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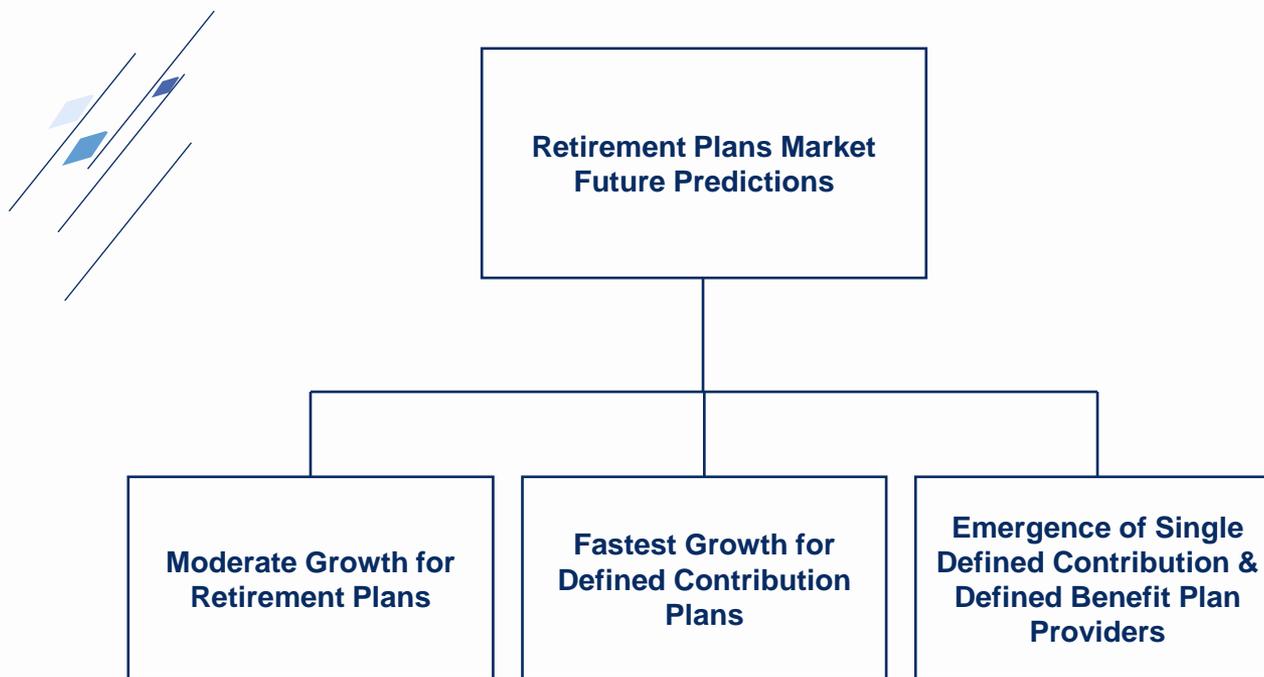


Comments
<ul style="list-style-type: none"><li data-bbox="666 392 743 406">• --</li></ul>

Source: Tiburon Research & Analysis

# Retirement Plans Future Predictions Include Moderate Growth for Retirement Plans & Fastest Growth for Defined Contribution Plans

## Retirement Plans Market Future Predictions



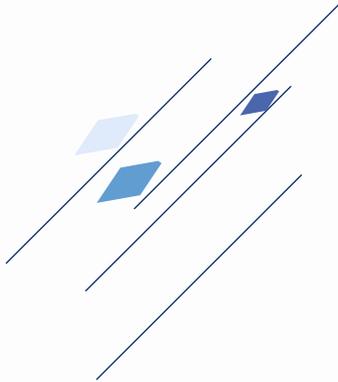
Source: 4/15/16 Mauldin Economics Presentation (Mauldin); 2/22/16 Investment News (AM Best Corporation; Morningstar); 1/18/16 Money Management Executive (Investment Company Institute (ICI)); 4/16/09 National Financial Partners Presentation (Bibliowicz); 3/31/09 T. Rowe Price Group Email (Cammack); 2/19/09 Grail Partners Presentation (Putnam); Tiburon Research & Analysis

- **Workplace Benefits Market Evolution**
  - Context Setting
  - Market History
  - Market Growth
  - Leading Workplace Benefits Firms
- **Workplace Benefits Market Segments**
  - Group Insurance Sales
    - ❖ Group Health Insurance
    - ❖ Group Disability Insurance
    - ❖ Group Long-Term Care Insurance
    - ❖ Group Life Insurance
  - Retirement Plans
    - ❖ Defined Contribution Plans
    - ❖ Defined Benefit Plans
  - **Stock Option Plan Administration**
  - Financial Wellness
    - ❖ Executive Benefits
    - ❖ Staff Benefits
- **Workplace Benefits Future Predictions**
  - Moderate Growth for Workplace Benefits
  - Fastest Growth in Financial Wellness Benefits
  - Additional Employer Opportunities in Investment Banking Services



# ***Workplace Benefits' Third Market Segment is Stock Option Plan Administration***

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## **Comments**

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**Wealth Management Firms  
Marketing & Lead Generation Strategies  
Stock Plan Administration Referrals  
Tiburon Member Views**



**“Stock plans are the 401K plans of the next decade but with the opportunity to help clients as they are building wealth. Look for Fidelity, Schwab, UBS, and others to bolster their offerings here”**

**– Alex Farman-Farmaian  
Managing Director,  
Alternativ (DBA Compound Planning)**

**compound**

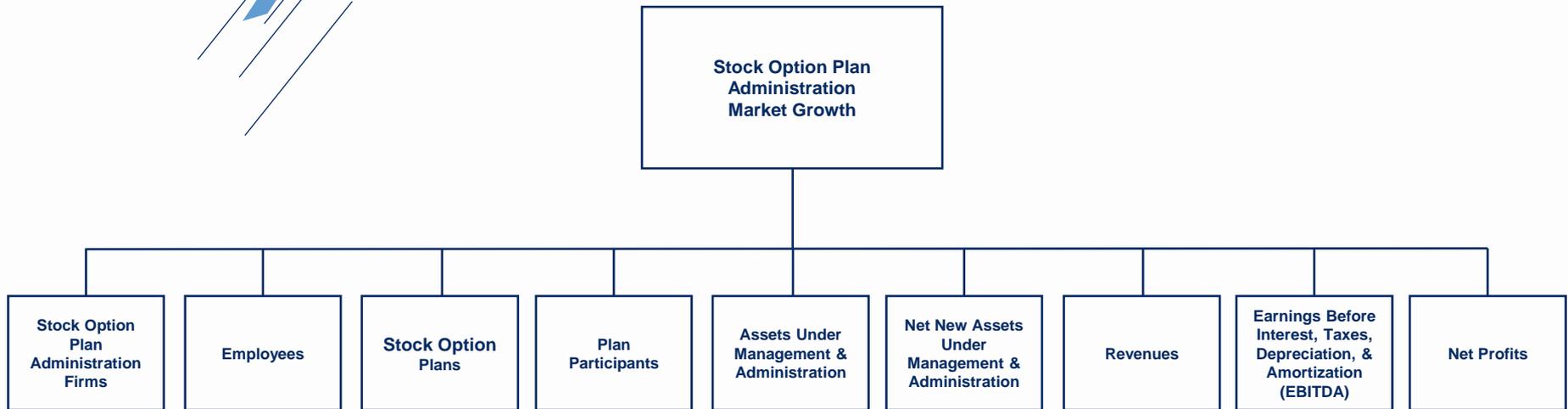
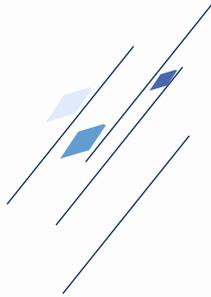
## **Wealth Management Firms Marketing & Lead Generation Strategies Stock Plan Administration Referrals Tiburon Member Views**

**“Stock plan administration is a great way to access clients that will have a sudden money event. But this is a specialty service that only a few provide, and you have to be patient”**

**– Skip Schweiss  
CEO, Sierra Investment Management**



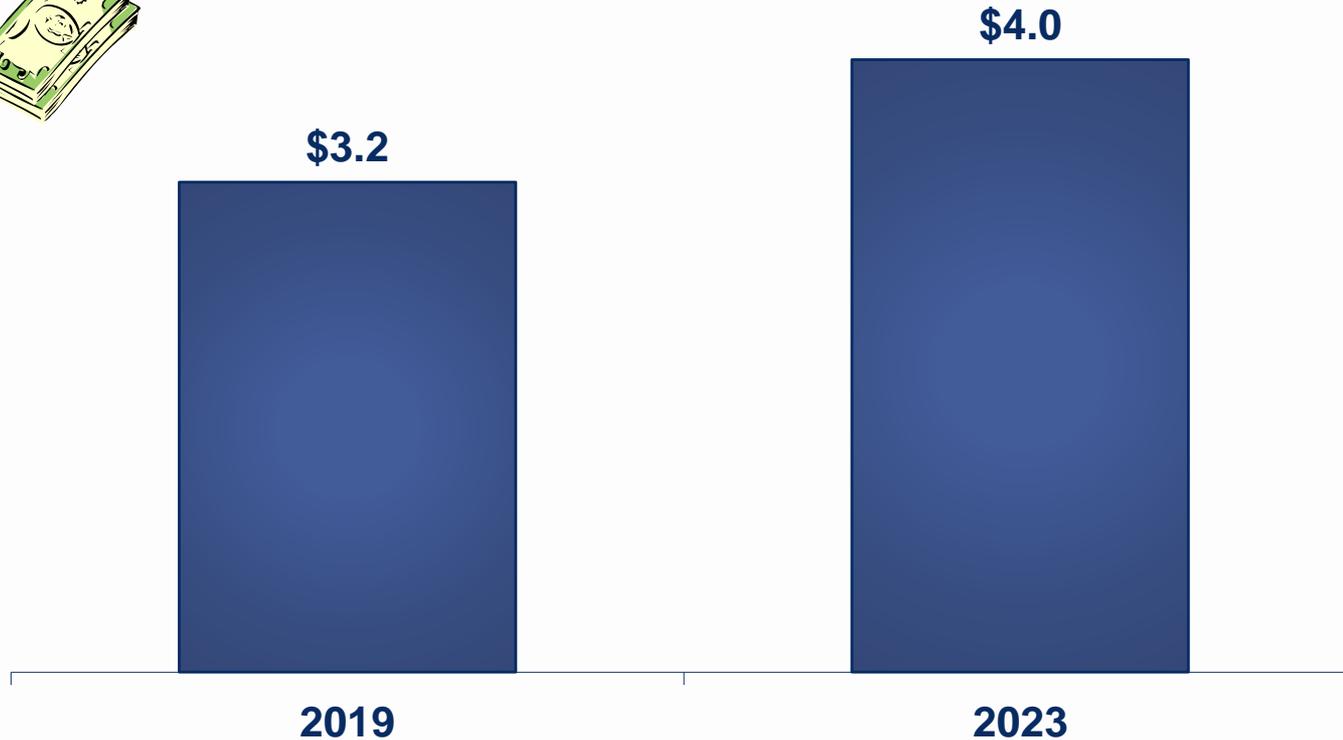
## Stock Option Plan Administration Market Growth



# ***Consumer Households Have \$4.0 Trillion Public Equity Compensation (Restricted Stock & Stock Options) Up From \$3.2 Trillion in 2019***

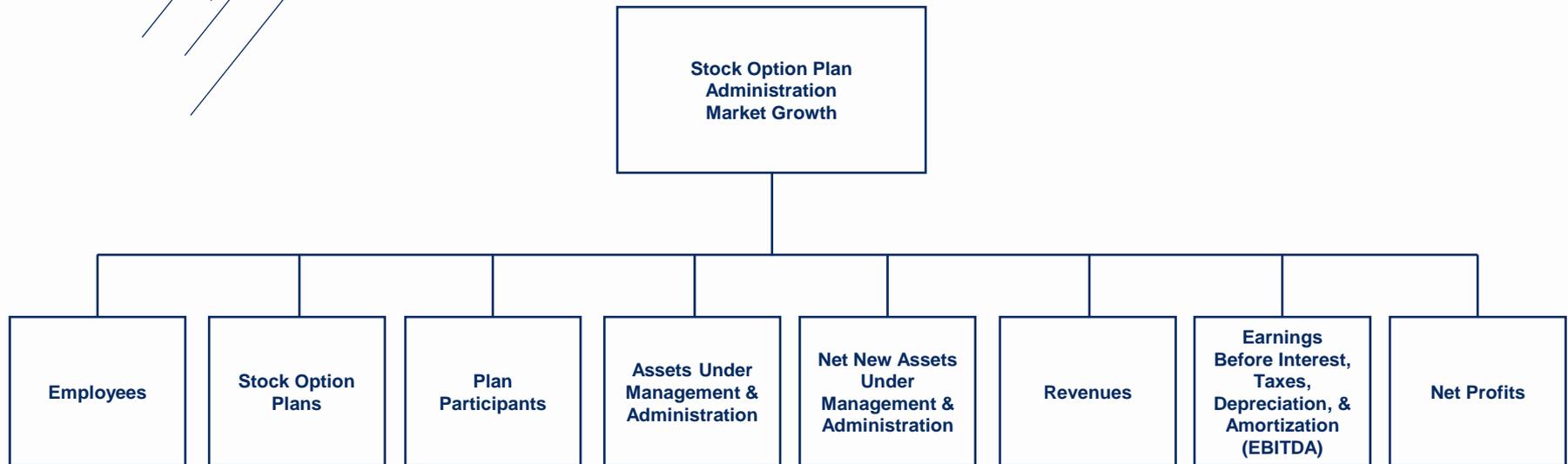
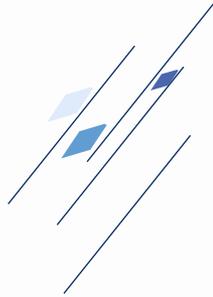
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## **Consumer Households Public Equity Compensation (Restricted Stock & Stock Options) (\$ Trillions)**

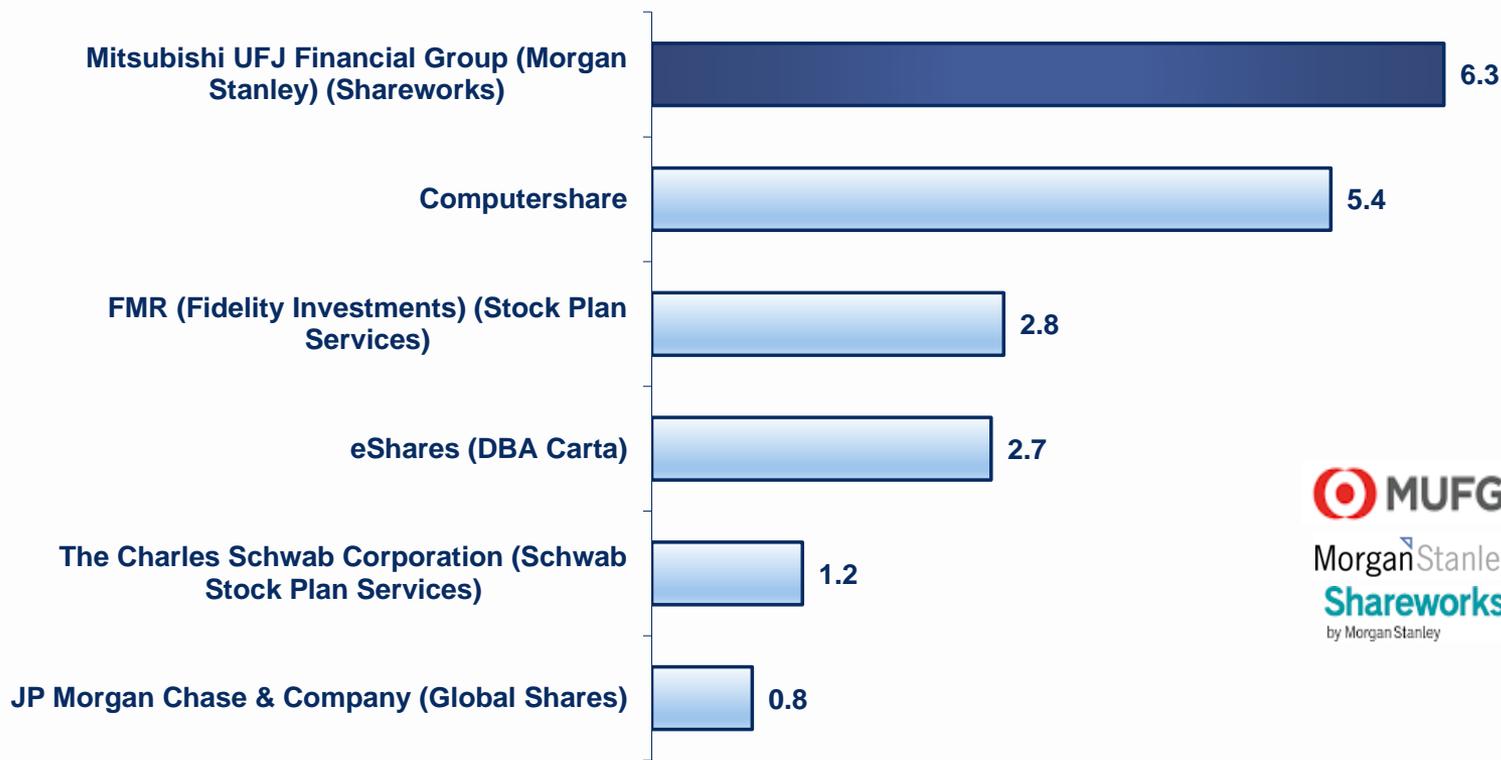


Source: 5/2/23 PwC Presentation (Siegal); 10/19/20 Financial Edge Website; Tiburon Research & Analysis

## **Stock Option Plan Administration Firms Leading Firms Measures**



## **Wealth Management Firms Restricted Stock & Stock Options Plans Plan Participants (Millions)**



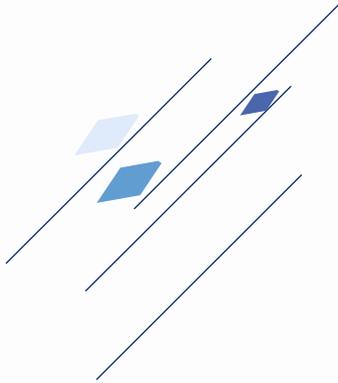
Source: 4/5/24 Carta Website; 4/5/24 Global Shares Website; 11/27/23 Fidelity Investments Website; 11/14/23 The Charles Schwab Corporation Press Release; 2/24/23 Morgan Stanley 10K Report; 1/17/23 Advisor Hub Website; 1/10/23 Fidelity Investments Press Release; 1/19/22 Morgan Stanley Presentation (Doe); 1/20/21 Morgan Stanley Presentation (Doe); 9/11/19 Morgan Stanley Presentation (Doe); Tiburon Research & Analysis

- **Workplace Benefits Market Evolution**
  - Context Setting
  - Market History
  - Market Growth
  - Leading Workplace Benefits Firms
- **Workplace Benefits Market Segments**
  - **Group Insurance Sales**
    - ❖ Group Health Insurance
    - ❖ Group Disability Insurance
    - ❖ Group Long-Term Care Insurance
    - ❖ Group Life Insurance
  - **Retirement Plans**
    - ❖ Defined Contribution Plans
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  - **Stock Option Plan Administration**
  - **Financial Wellness**
    - ❖ Executive Benefits
    - ❖ Staff Benefits
- **Workplace Benefits Future Predictions**
  - Moderate Growth for Workplace Benefits
  - Fastest Growth in Financial Wellness Benefits
  - Additional Employer Opportunities in Investment Banking Services



# Workplace Benefits' Fourth Market Segment is Financial Wellness

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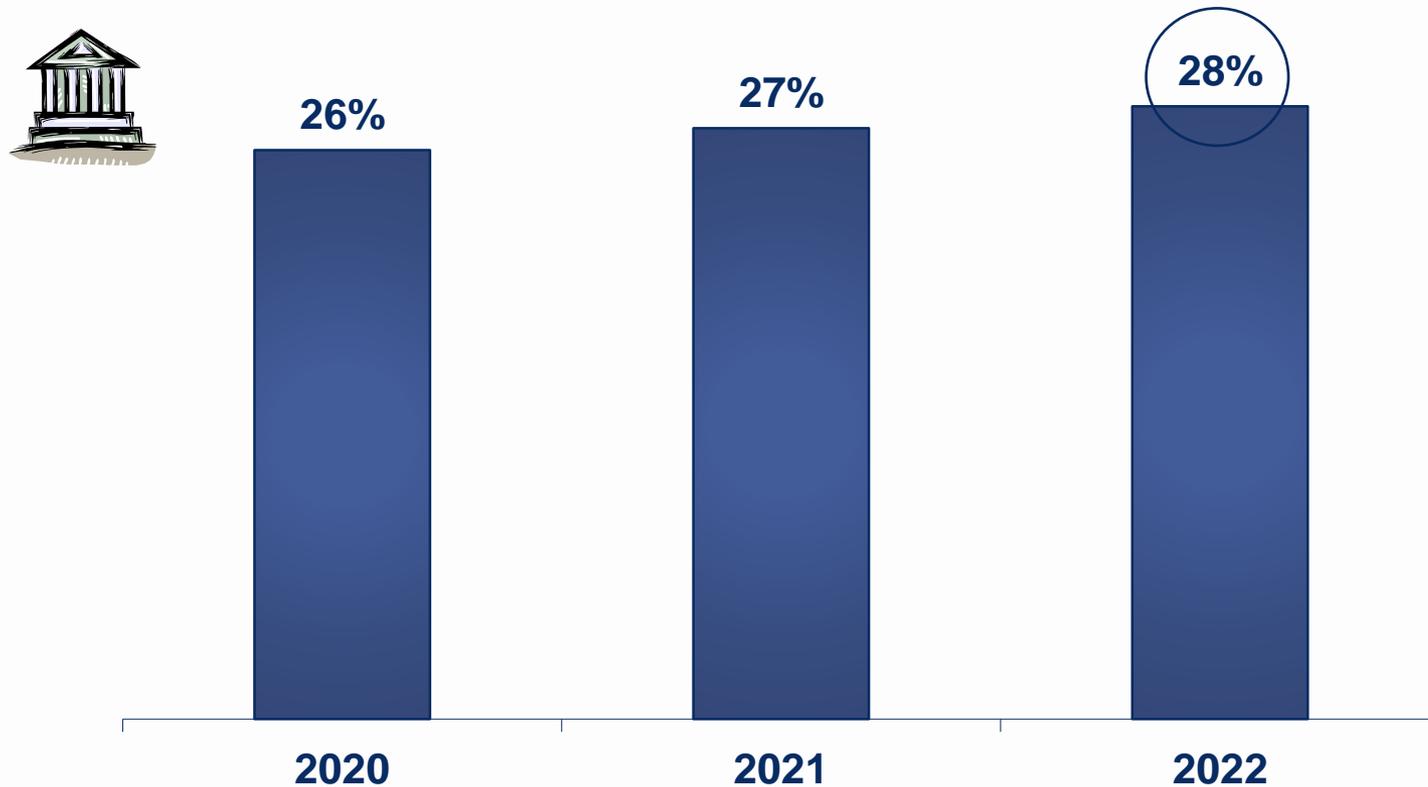


## Comments

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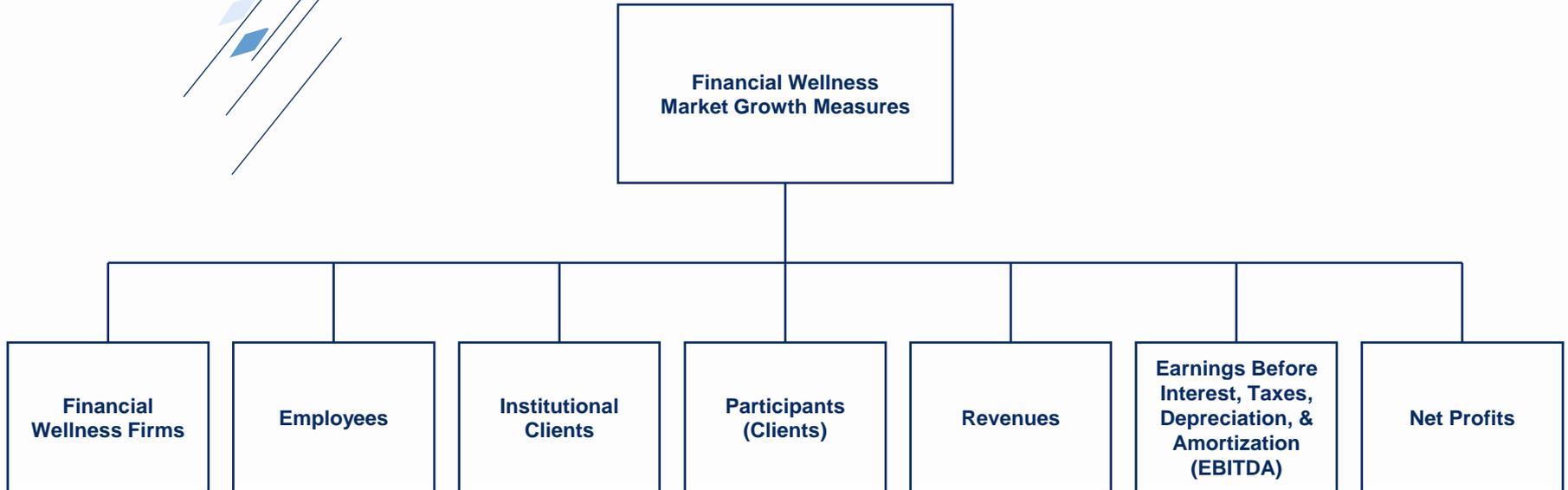
# One-Quarter of Employers Now Offer a Comprehensive Financial Wellness Program (Beyond Standard 401K Plan Education Programs)

## Employers By Share Offering Comprehensive Financial Wellness Program (Beyond Standard 401K Plan Education Programs)



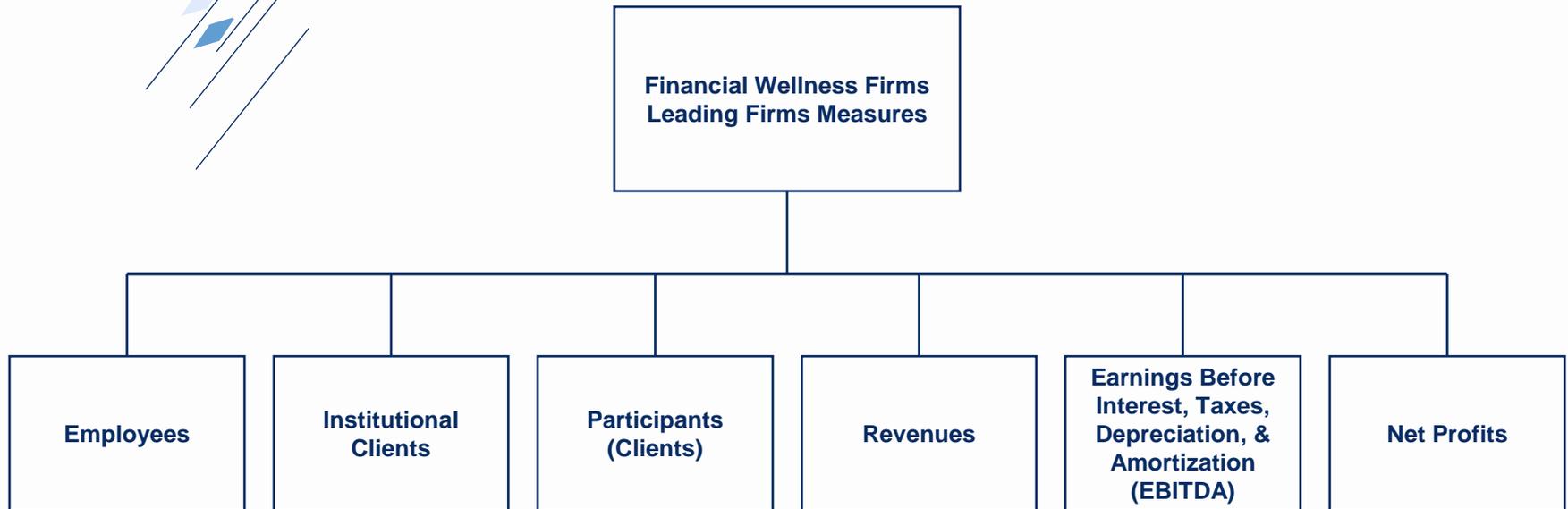
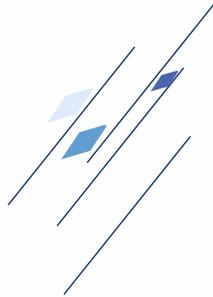
Source: 2/21/23 Barron's Website; 1/17/23 Pensions & Investments Website (Plan Sponsor Council of America); Tiburon Research & Analysis

## Financial Wellness Market Growth Measures

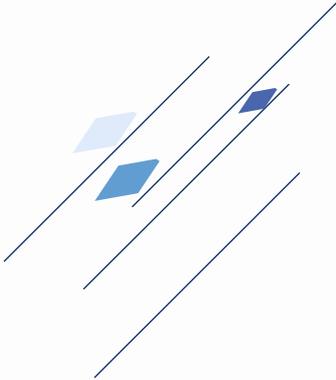


# Financial Wellness Firms can Specifically be Ranked by their Number of Employees, Institutional Clients, Participants (Clients), & Revenues

## Financial Wellness Firms Leading Firms Measures



# Financial Wellness can be Segmented in Many Ways



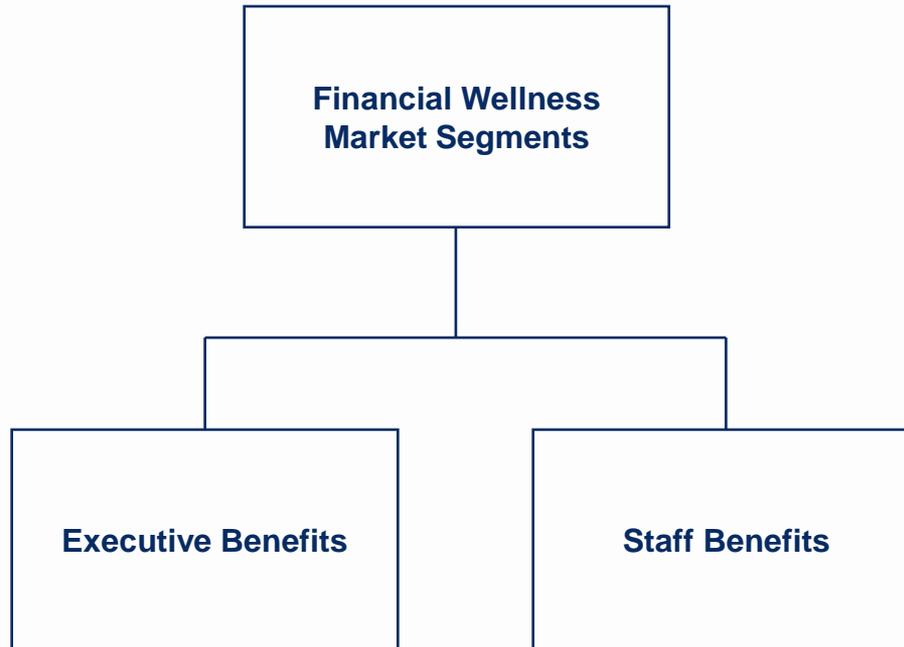
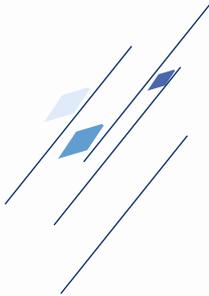
Comments
<ul style="list-style-type: none"><li data-bbox="666 392 743 406">• --</li></ul>

Source: Tiburon Research & Analysis

# ***Financial Wellness can Specifically be Segmented to Include Executive Benefits & Staff Benefits***

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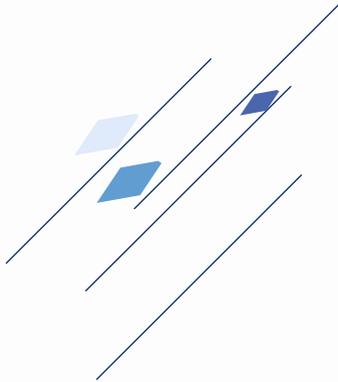
## **Financial Wellness Market Segments**



- **Workplace Benefits Market Evolution**
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# Workplace Benefits Have Future Predictions

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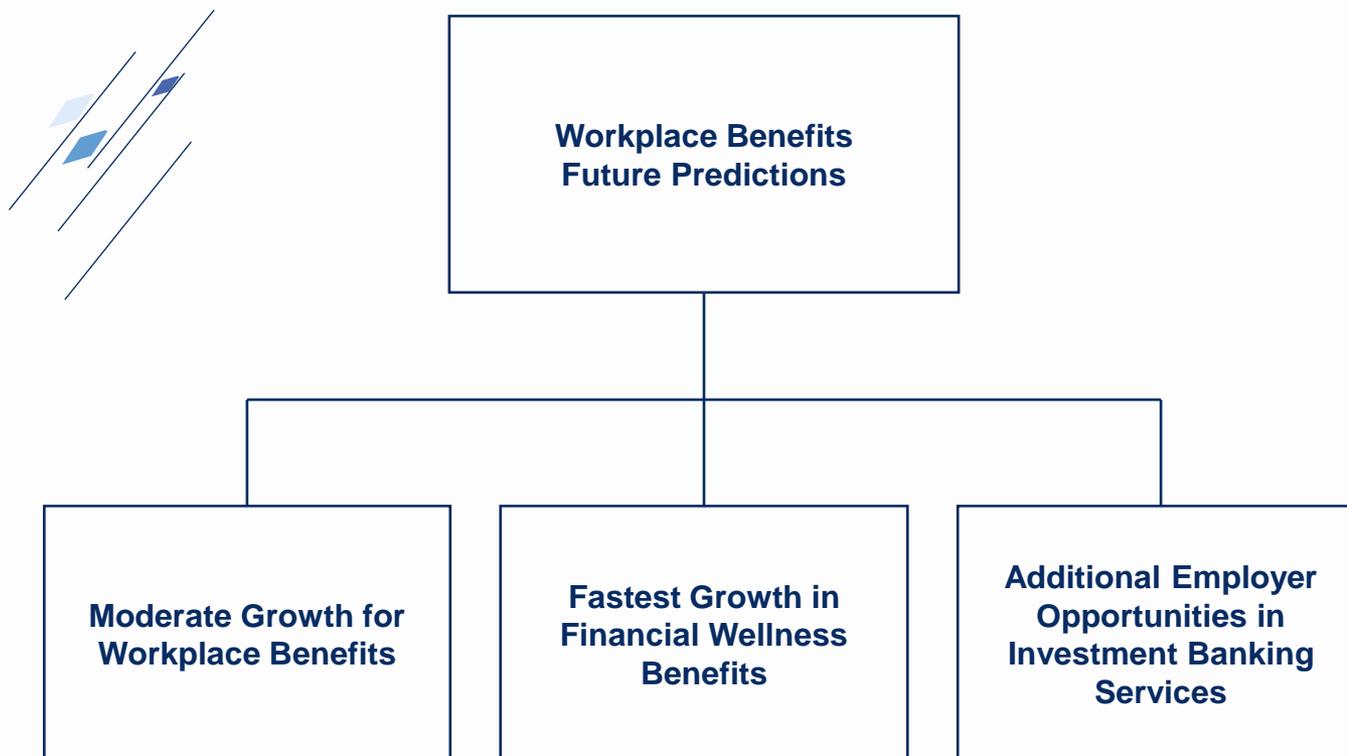
## Comments

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# ***Workplace Benefits Future Predictions Include Moderate Growth for Workplace Benefits and Fastest Growth in Financial Wellness Benefits***

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## **Workplace Benefits Future Predictions**

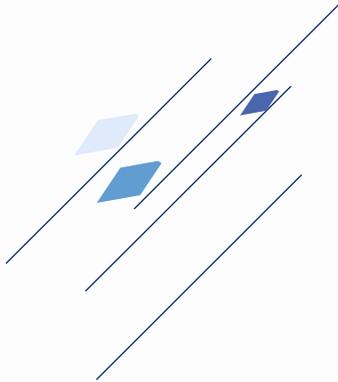


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# ***Workplace Benefits' First Future Prediction is Moderate Growth for Workplace Benefits***

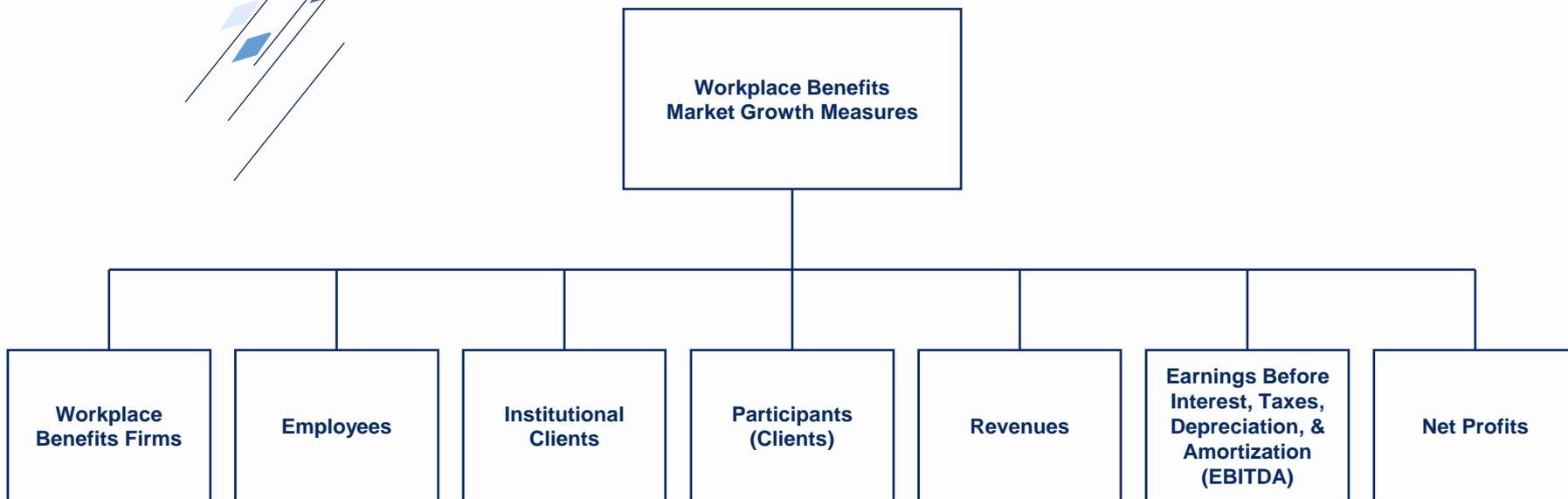
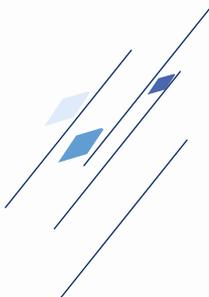
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## **Comments**

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## **Workplace Benefits Market Growth Measures**

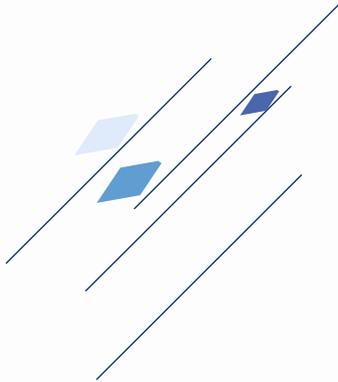


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# ***Workplace Benefits' Second Future Prediction is Fastest Growth in Financial Wellness Benefits***

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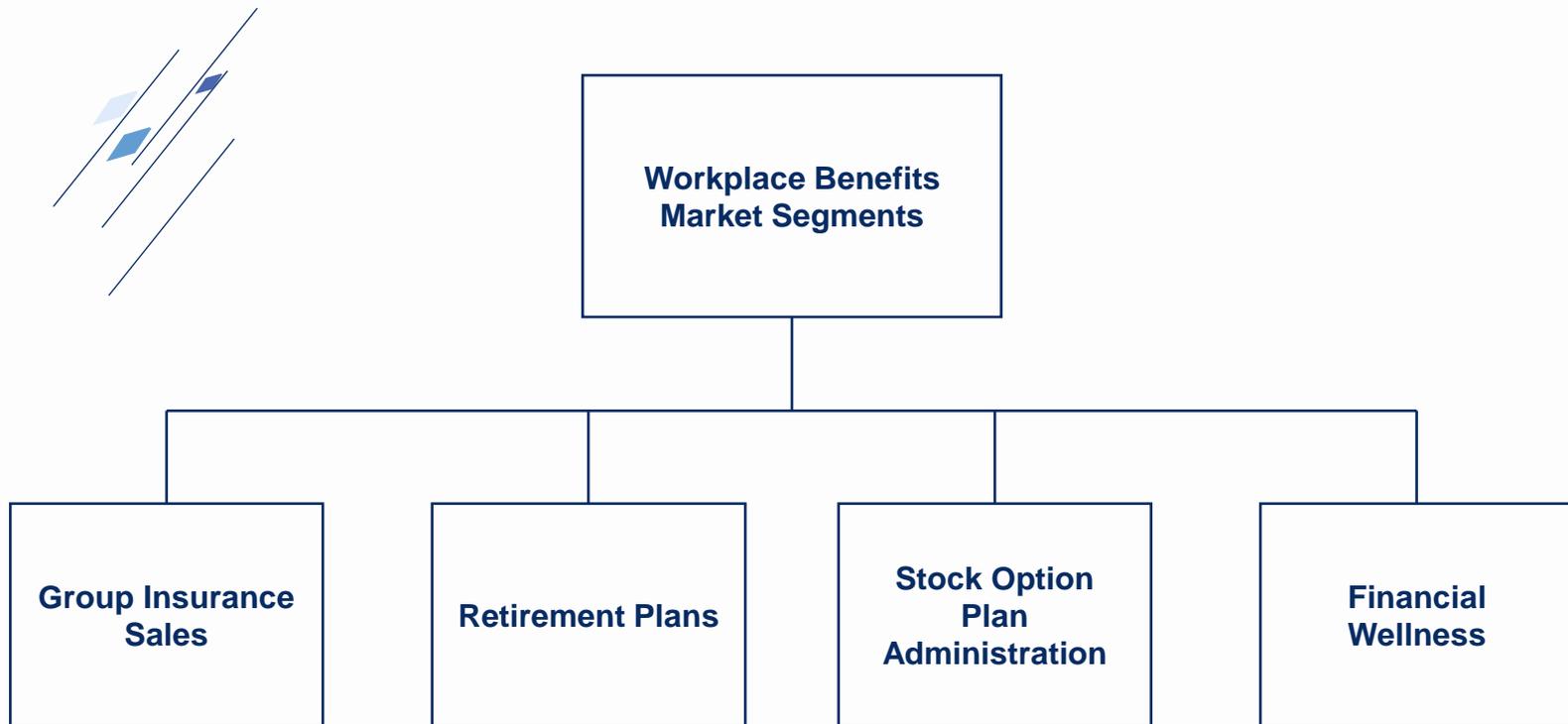
## **Comments**

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# ***Workplace Benefits can Specifically be Segmented to Include Group Insurance Sales, Retirement Plans, Stock Option Plan Administration, & Financial Wellness***

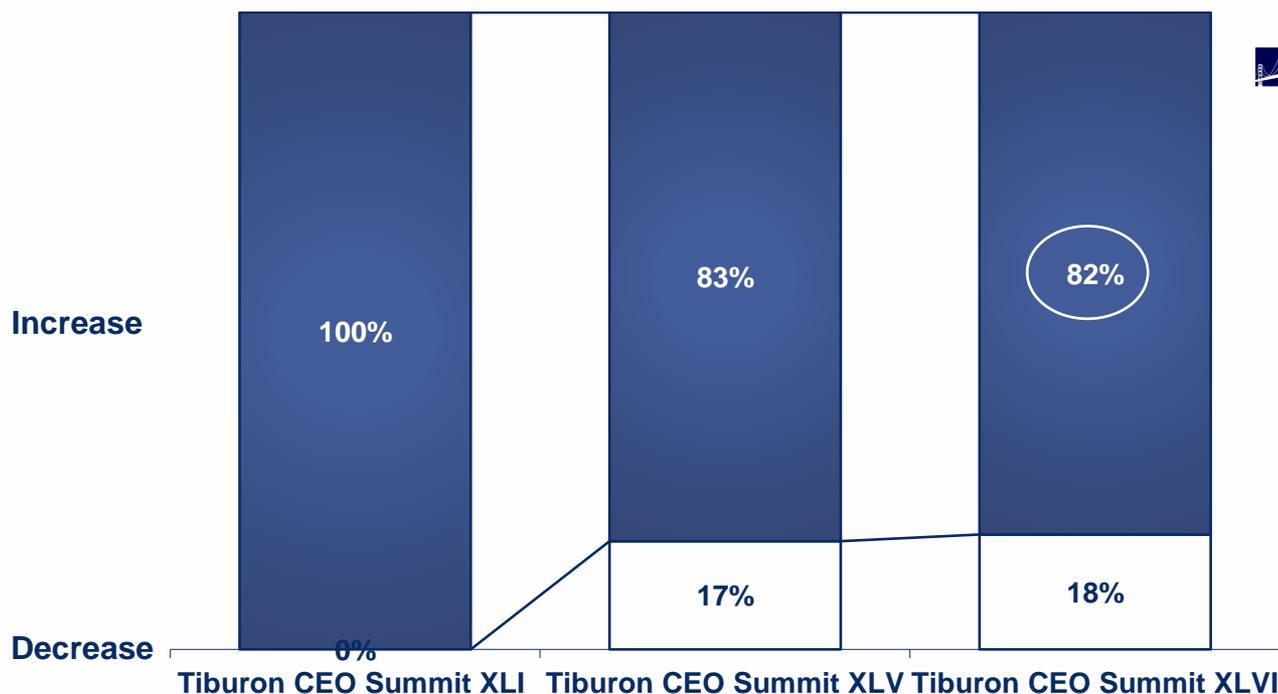
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## **Workplace Benefits Market Segments**



# Tiburon CEO Summit Attendees Say that the Importance of Financial Wellness Programs Referrals will Increase Over the Next Five Years

## Tiburon CEO Summit Attendees By Importance of Financial Wellness Programs Referrals Over the Next Five Years



**TIBURON STRATEGIC ADVISORS**  
Industry Leading Think Tank, Advisor, and Investor in  
Health & Investment Management (and Related FinTech) Firms

Source: 3/22/24 Tiburon CEO Summit XLVI Content Survey Data; 8/17/23 Tiburon CEO Summit XLV Content Survey Data; 10/1/21 Tiburon CEO Summit XLI Content Survey Data; Tiburon Research & Analysis

# **Tiburon Members Have a Variety of Views on Importance of Financial Wellness Programs Referrals Over the Next Five Years**

## **Importance of Financial Wellness Programs Referrals Over the Next Five Years Tiburon Member Views**

**“Financial wellness programs are just  
getting started”**

**– Paul Hatch  
CEO, Vestria Capital**



# **Tiburon Members Have a Variety of Views on Importance of Financial Wellness Programs Referrals Over the Next Five Years**

## **Importance of Financial Wellness Programs Referrals Over the Next Five Years Tiburon Member Views**



**“Hopefully financial wellness programs  
will increase in prominence; they  
should be table stakes”**

**– Joe Mrak  
CEO, Foundation Source**

**FOUNDATIONSOURCE**

# **Tiburon Members Have a Variety of Views on Importance of Financial Wellness Programs Referrals Over the Next Five Years**

## **Importance of Financial Wellness Programs Referrals Over the Next Five Years Tiburon Member Views**

**“Financial wellness is the most overused and least meaningful term. One can only hope that someone will spend time, energy, and budget to define this new emerging descriptor”**

**– April Rudin  
CEO, The Rudin Group**

the **RUDIN**  
**GROUP**

# **Tiburon Members Have a Variety of Views on Importance of Financial Wellness Programs Referrals Over the Next Five Years**

## **Importance of Financial Wellness Programs Referrals Over the Next Five Years Tiburon Member Views**

**“When it is time to cut, benefits like  
financial wellness programs are first on  
the chopping block”**

**– Siddhartha Oza  
CEO, SoraFinance**



# ***Tiburon Members Have a Variety of Views on Wealth Management Firms Financial Wellness Programs***

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## **Wealth Management Firms Marketing & Lead Generation Strategies Financial Wellness Programs Tiburon Member Views**

**“The next generation of workplace providers has not been born yet. There is an enormous need for financial wellness offerings”**

**– Anders Jones  
CEO, Facet Wealth (DBA Facet)**

**Facet.**

# ***Tiburon Members Have a Variety of Views on Wealth Management Firms Financial Wellness Programs***

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## **Wealth Management Firms Marketing & Lead Generation Strategies Financial Wellness Programs Tiburon Member Views**

**“Financial wellness programs referrals are a necessary ticket to play to offer more a comprehensive service offering but is still cluttered with point solutions”**

**– Jason VanDeLoo  
Former Chief Marketing Officer,  
Edelman Financial Engines**

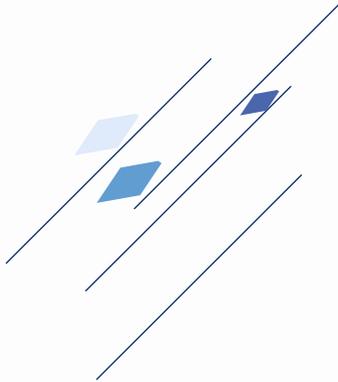


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# ***Workplace Benefits' Third Future Prediction is Additional Employer Opportunities in Investment Banking Services***

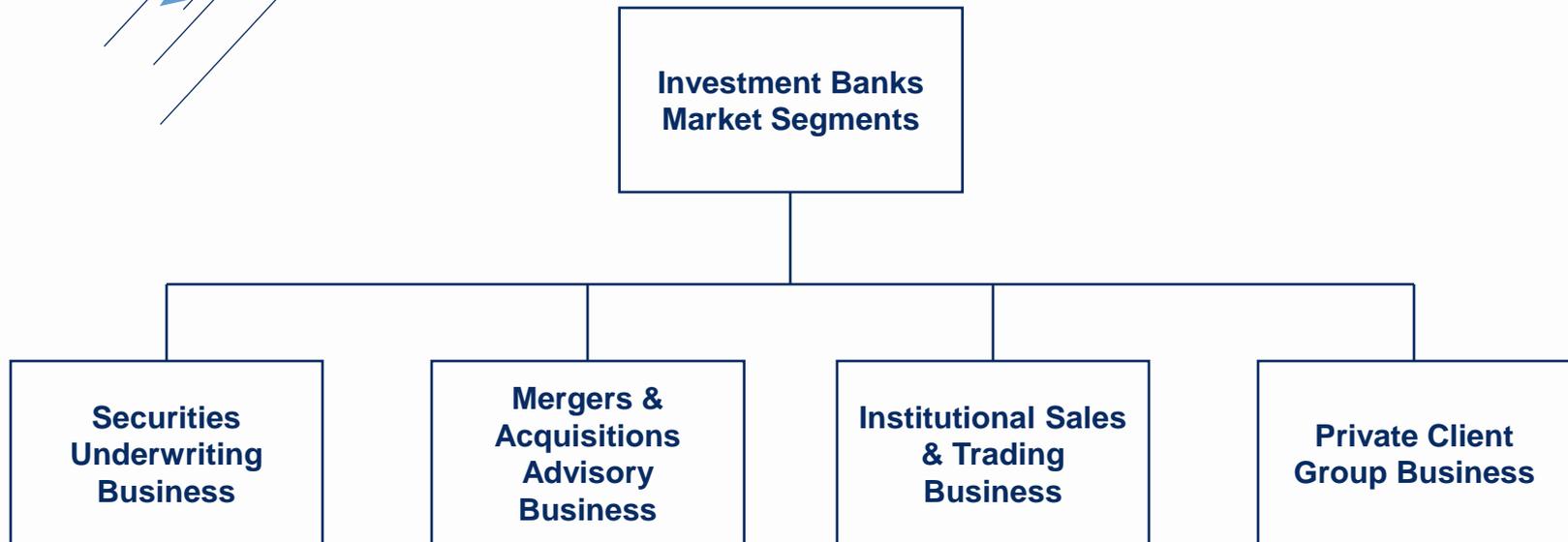
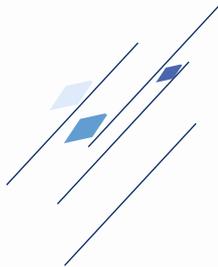
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## **Comments**

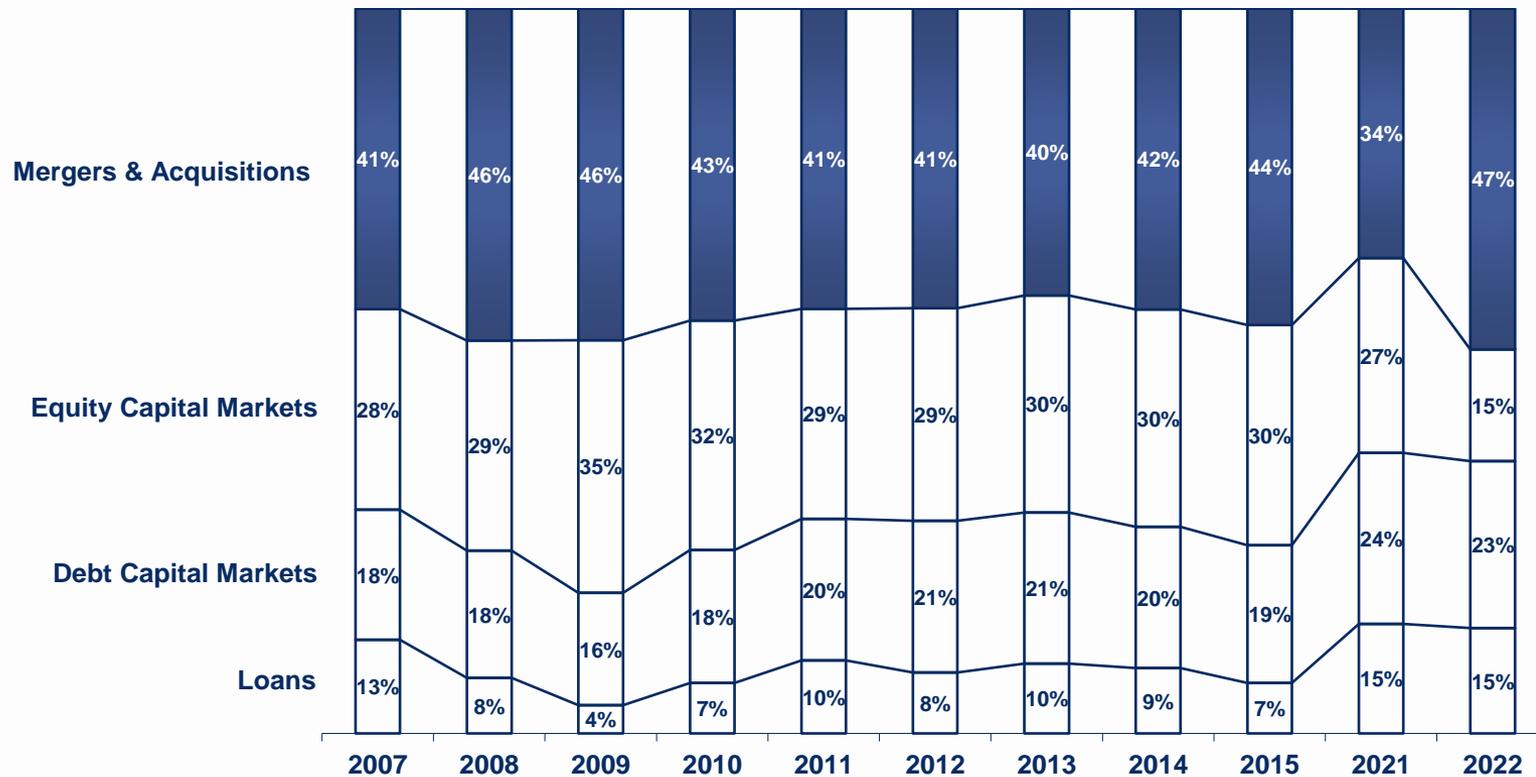
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## **Investment Banks Market Segments**



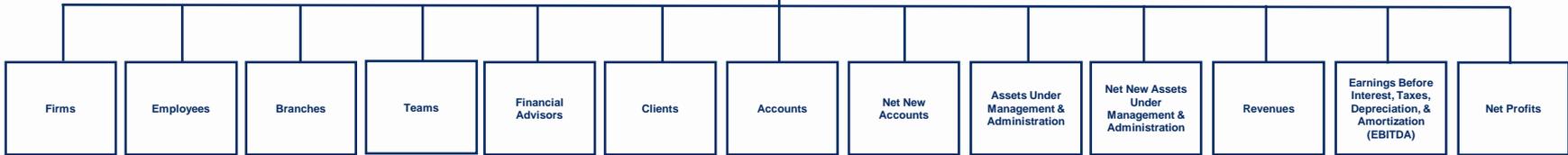
# Nearly Half of Investment Banking Revenues are Generated in Mergers & Acquisitions, Up From 41% in 2007

## Investment Banks Revenues By Market Segment



Source: 12/7/23 Wall Street Journal Website (Dealogic); 1/16 InstitutionalInvestor.Com; Tiburon Research & Analysis

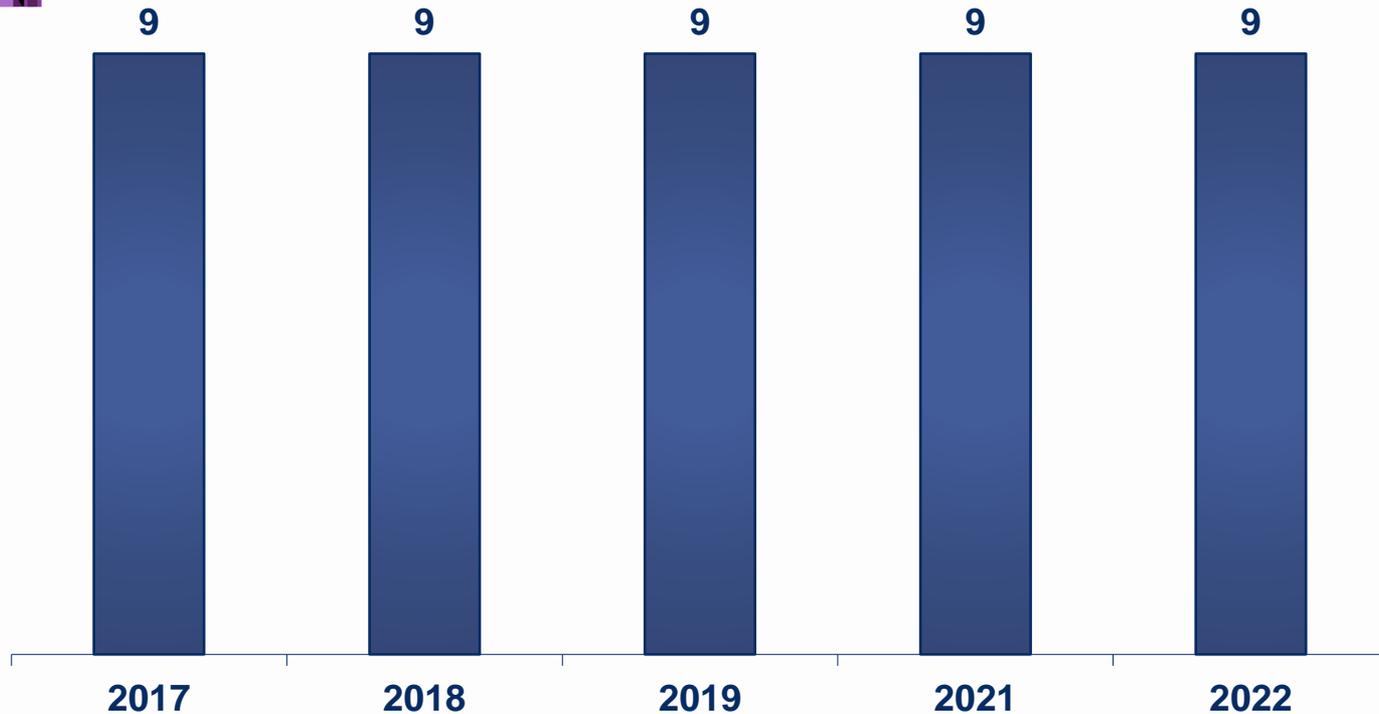
# Investment Banks Private Client Groups Market Growth Measures



# There are Nine Investment Banks Private Client Groups, Consistent Since 2017

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## Investment Banks Private Client Groups



Source: 6/24/22 Securities & Exchange Commission (SEC) Website; 4/5/21 Barron's; 7/21/19 Wall Street Journal; 5/24/19 Wall Street Journal; 12/18/18 Investment News; 6/25/18 InvestmentNewsNet.Com; Tiburon Research & Analysis

## **Investment Banks Private Client Groups**

- **Cowen & Company**
  - **Cohen Investment Management**
- **Evercore**
  - **Evercore Wealth Management**
- **Goldman Sachs Group**
  - **Goldman Sachs Private Wealth Management (Includes The Ayco Company)**
- **Guggenheim Partners**
  - **Guggenheim Partners Investment Management**
- **Jefferies Group**
  - **Leucadia Asset Management**
- **Lazard**
  - **Lazard Asset Management**
- **Loop Capital**
  - **Loop Capital Investment Management**
- **Mesirow Financial**
  - **Mesirow Financial Wealth Management**
- **Needham & Company**
  - **Needham Investment Management**

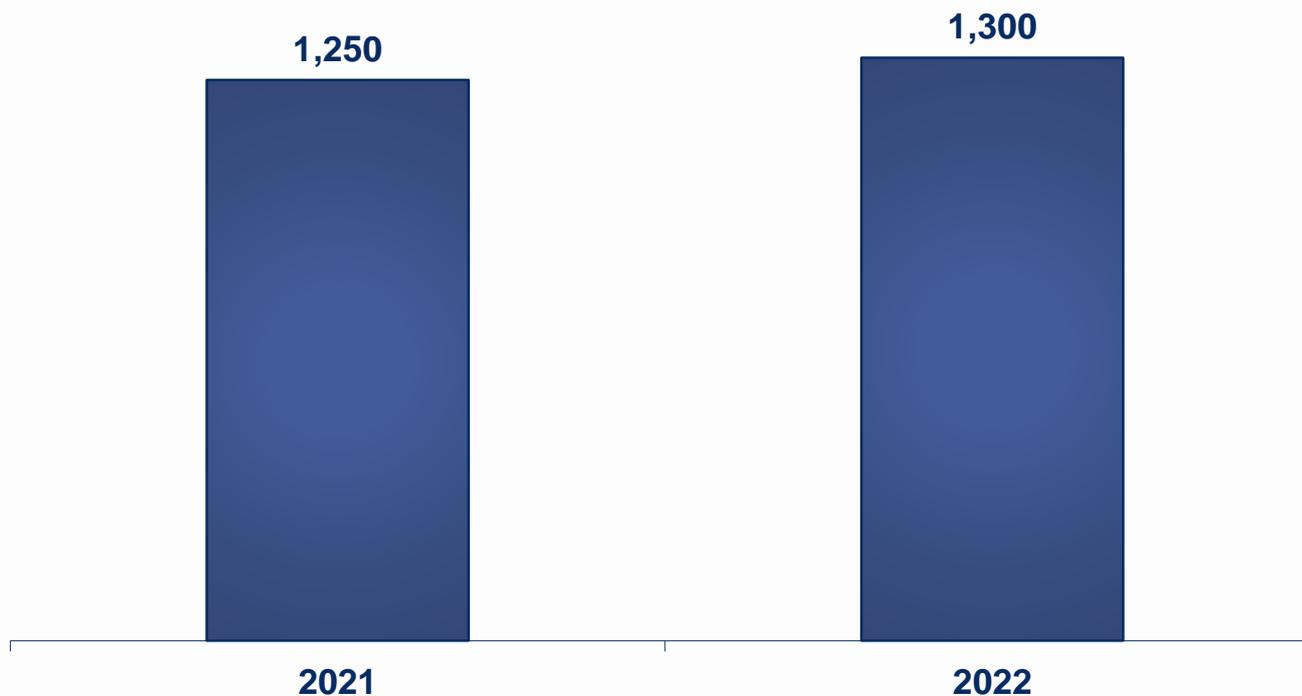


Source: 12/7/23 Goldman Sachs Group Website; 12/7/23 Securities & Exchange Commission (SEC) Website; 6/24/22 Securities & Exchange Commission (SEC) Website; 4/5/21 Barron's; 7/21/19 Wall Street Journal; 5/24/19 Wall Street Journal; 12/18/18 Investment News; 6/25/18 InvestmentNewsNet.Com; Tiburon Research & Analysis

# ***Investment Banks Private Client Groups Have 1,300 Financial Advisors, Up From 1,250 in 2021***

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## **Investment Banks Private Client Groups Financial Advisors**

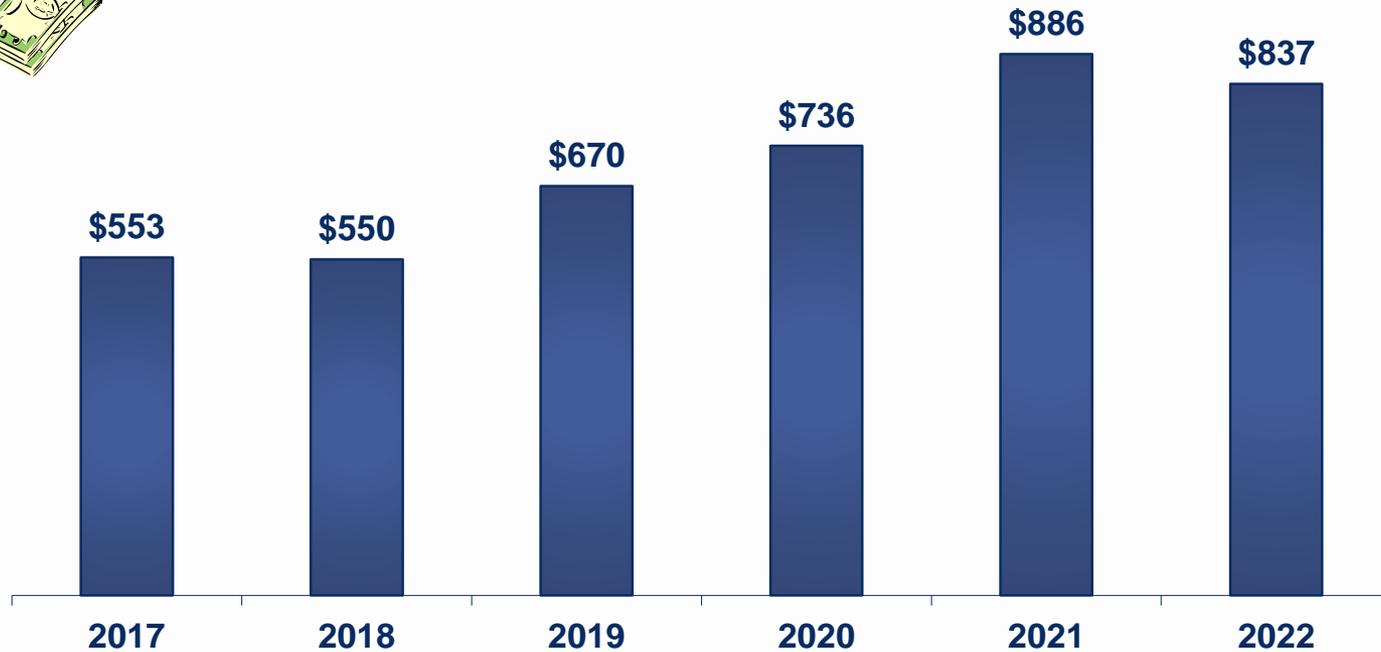


Source: 12/7/23 Goldman Sachs Group Website; 12/7/23 Securities & Exchange Commission (SEC) Website; 3/17/23 Goldman Sachs Group Annual Report; 6/24/22 Securities & Exchange Commission (SEC) Website; 4/5/21 Barron's; 7/21/19 Wall Street Journal; 5/24/19 Wall Street Journal; 12/18/18 Investment News; 6/25/18 InvestmentNewsNet.Com; 3/22/02 McKinsey Presentation; Tiburon Research & Analysis

**Investment Banks Private Client Groups Have Gathered \$837 Billion Assets Under Management & Administration, Up From \$553 Billion in 2017 But Down From its Peak of \$886 Billion in 2021**

---

**Investment Banks  
Private Client Groups  
Assets Under Management & Administration  
(\$ Billions)**



Source: 12/7/23 Goldman Sachs Group Website; 12/7/23 Securities & Exchange Commission (SEC) Website; 3/17/23 Goldman Sachs Group Annual Report; 6/24/22 Securities & Exchange Commission (SEC) Website; 4/5/21 Barron's; 7/21/19 Wall Street Journal; 5/24/19 Wall Street Journal; 12/18/18 Investment News; 6/25/18 InvestmentNewsNet.Com; Tiburon Research & Analysis

# ***Tiburon Members Have a Variety of Views on Investment Banks Private Client Groups***

---

## **Investment Banks Private Client Groups Tiburon Member Views**

**“JP Morgan Chase and Goldman Sachs are having some success in ultra high net worth markets, but high net worth & mass affluent are still a problem”**

**– Paul Hatch  
CEO, Vestria Capital**



# ***Tiburon Members Have a Variety of Views on Investment Banks Private Client Groups***

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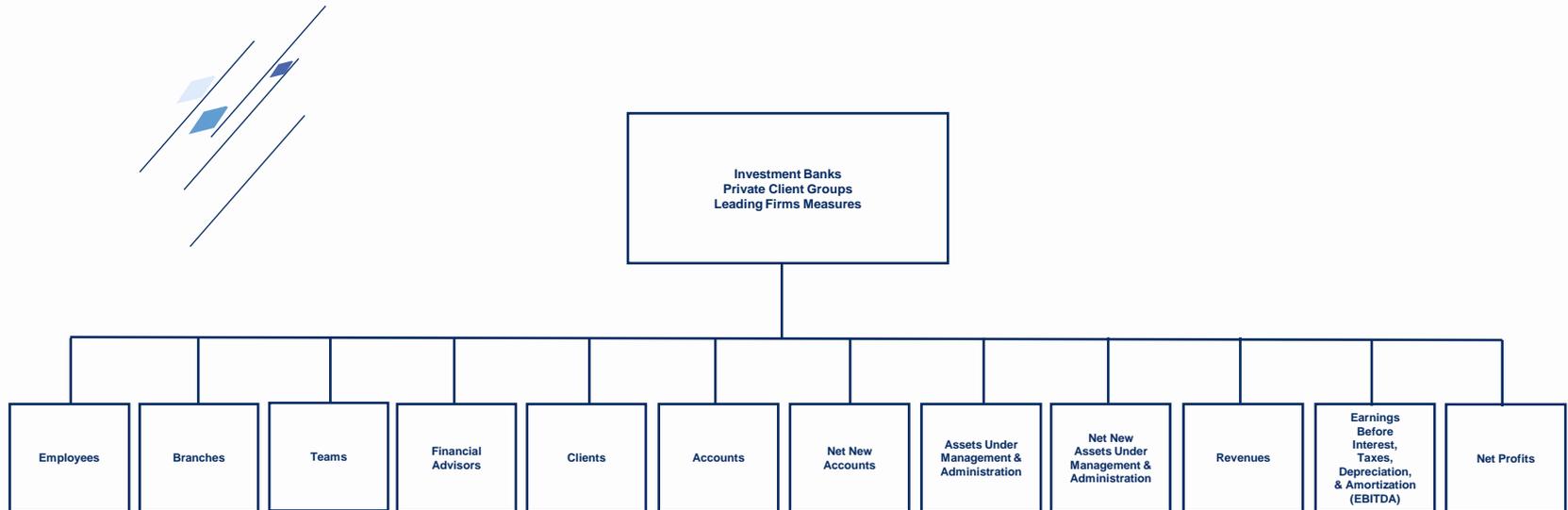
## **Investment Banks Private Client Groups Tiburon Member Views**

**“Goldman Sachs’ digital approach is making progress but wealth is still a laggard”**

**– Paul Hatch  
CEO, Vestria Capital**

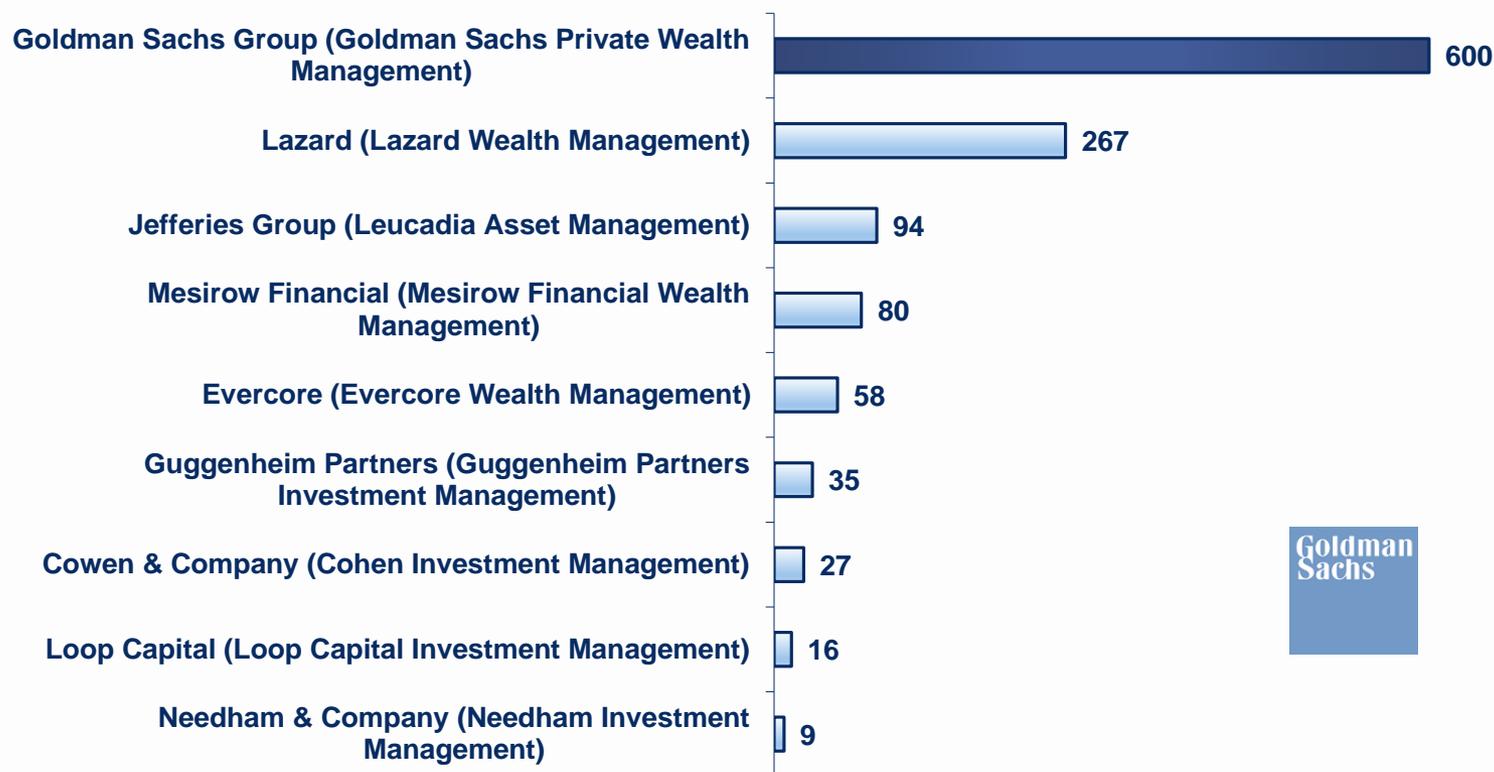


## **Investment Banks Private Client Groups Leading Firms Measures**



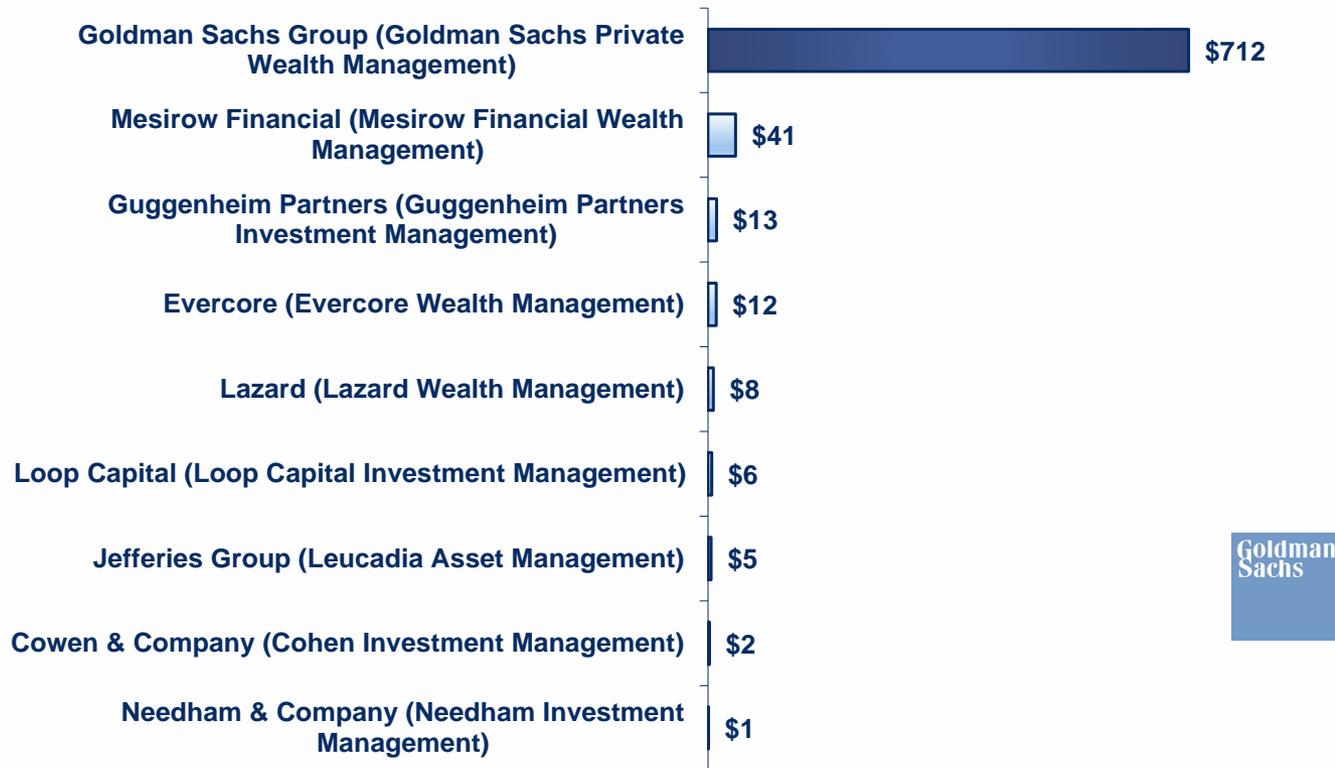
# Goldman Sachs Private Wealth Management is a Leading Investment Banks Private Client Group in Terms of Financial Advisors with 600

## Investment Banks Private Client Groups Financial Advisors



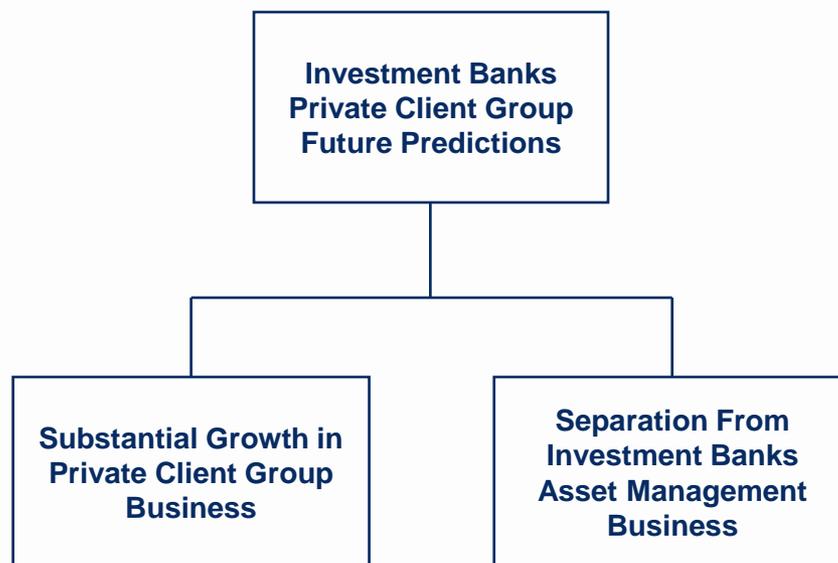
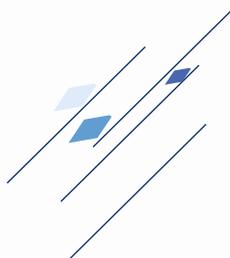
Source: 12/7/23 Goldman Sachs Group Website; 12/7/23 Securities & Exchange Commission (SEC) Website; 3/17/23 Goldman Sachs Group Annual Report; 12/7/23 Goldman Sachs Group Website; 12/7/23 Securities & Exchange Commission (SEC) Website; 3/17/23 Goldman Sachs Group Annual Report; 6/24/22 Securities & Exchange Commission (SEC) Website; 3/22/02 McKinsey Presentation; Tiburon Research & Analysis

## **Investment Banks Private Client Groups Assets Under Management & Administration (\$ Billions)**



Source: 12/7/23 Goldman Sachs Group Website; 12/7/23 Securities & Exchange Commission (SEC) Website; 3/17/23 Goldman Sachs Group Annual Report; 6/24/22 Securities & Exchange Commission (SEC) Website; 9/24/07 The Bear Stearns Companies Website; 6/23/07 Goldman Sachs Website; 5/3/07 Needham & Company Website; 8/7/05 Neuberger Berman Website; 4/12/00 Mesirow Conversation (Rice); Tiburon Research & Analysis

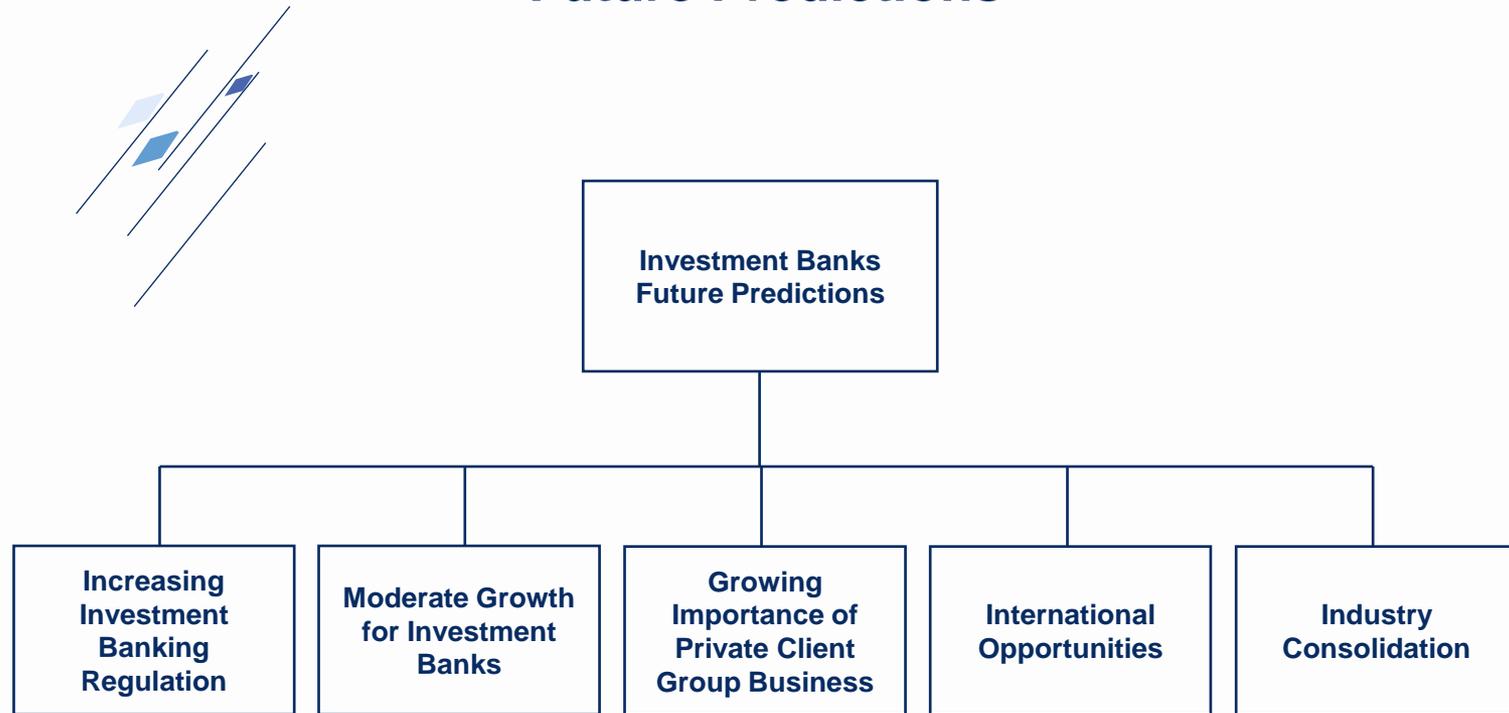
## **Investment Banks Private Client Group Future Predictions**



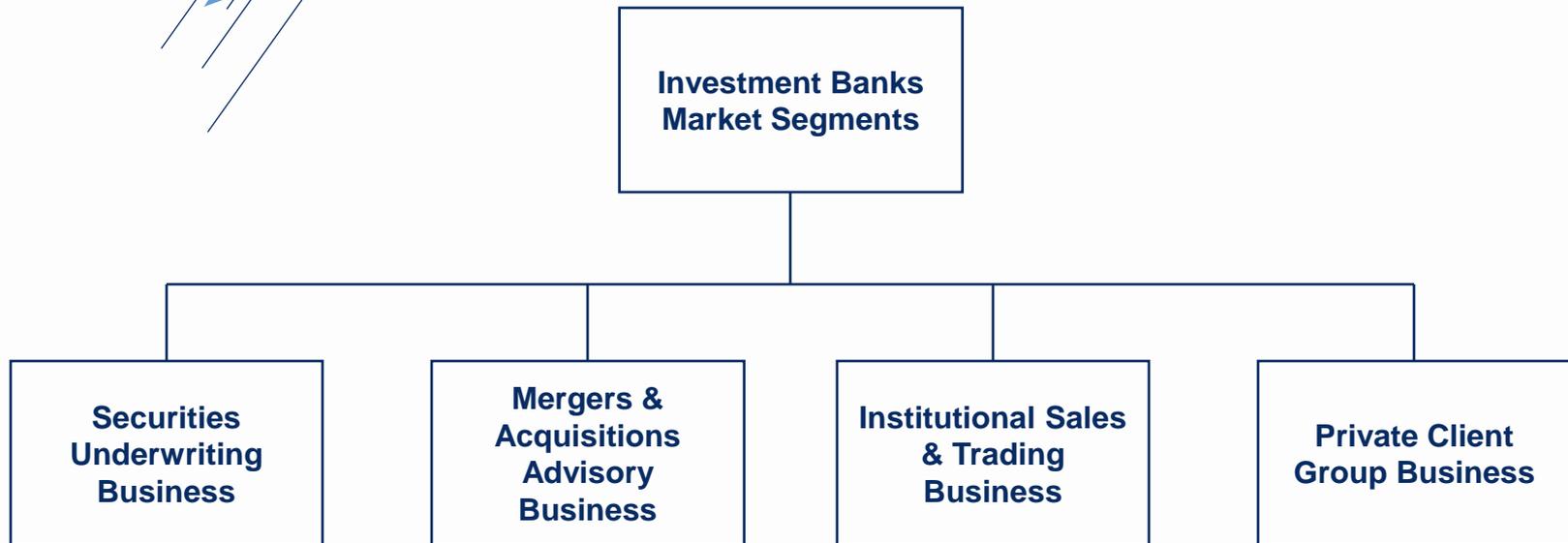
Source: 7/21/19 Wall Street Journal; 5/24/19 Wall Street Journal; 12/18/18 Investment News; 6/25/18 InvestmentNewsNet.Com; 4/10/18 Parthenon Capital Partners Presentation (Dodson); 3/28/18 Loring Ward Group Presentation (Lamb); 3/26/18 Loring Ward Group Email (Lamb); 9/28/17 RBC Correspondent Services Conversation (Gordon); 4/4/17 Ladenburg Thalmann Presentation (Blancato); Tiburon Research & Analysis

# Investment Banks Future Predictions Include Increasing Investment Banking Regulation & Moderate Growth for Investment Banks

## Investment Banks Future Predictions



## **Investment Banks Market Segments**





## **TIBURON STRATEGIC ADVISORS**

Industry Leading Think Tank, Advisor, and Investor in  
Wealth & Investment Management (and Related WealthTech) Firms