

Talks at GS
Zak Brown, CEO of McLaren Racing
Lando Norris, McLaren Formula One Driver
David Solomon, Moderator
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Zak Brown: I've grown up in love with motor sports and McLaren. So, I do pinch myself everyday having the privilege to be part of this great team.

Lando Norris: Being part of a team that goes from, you know, struggling and being in a tough position to then winning races, I think that feels more deserved and more special.

[MUSIC INTRO]

David Solomon: Good morning, everybody. Welcome to Talks at GS. I'm thrilled to welcome Zak Brown and Lando Norris. The CEO of McLaren, Zak has really transformed the Formula 1 team to become a super competitive force on the grid. And Lando has been instrumental in that transformation. You've finished third at the Emilia Romagna Grand Prix this year. And when he's not on the

track, you can catch him on Netflix, *Drive to Survive*. Which, obviously, has gotten us all much, much more interested here in the United States.

Zak and Lando are here to help us make a very special announcement, that Goldman Sachs is partnering with McLaren Racing on their sustainability strategy to help accelerate their transition to net zero.

And so, I'm going to start with a video just to highlight, a preview, of our new partnership.

[VIDEO PRESENTATION]

David Solomon: And so, with that let's get into it. Zak, I'm going to start with you. Let's start with racing. You have literally transformed McLaren and put it on the road back to the top of Formula 1 at a time when the sport has never been more popular in the US. Let's talk a little bit about the goals you've set for this season and how you're building momentum from last season, without raising expectations too high.

Zak Brown: Absolutely. First of all, David, thank you for

announcing our awesome partnership. I couldn't be more excited. It's a massive privilege to work with you and your entire team and represent your brand, which is at the center of trust. So, for you to trust us to carry our partnership forward is very exciting.

This is now my sixth season. We're a very historic team. We've won 20 World Championships, the second most successful team in the history of Formula 1.

And really, what I've done is focused on people. And I think that's probably no different, David, than Goldman Sachs. It's all about teamwork. It's all about culture. It's all about setting goals and objectives. And then, of course, like you, we're in the technology business. So, we need to supply our great team with the latest and greatest cutting-edge technology to enable them to do their job, to be able to give Lando and Daniel two of the fastest race cars in the world.

We still have a ways to go on our journey. We won our first race in a while last year, a pole in Russia with Lando. And you're right, I think the hard part is we've been on this nice glide path back to the front. We do have a couple more years to go before we feel we have everything in place.

Specifically, some of our technology infrastructure. A wind tunnel. A simulator. A new manufacturing unit. And we have been getting stronger every year. And managing not only our fans' and our partners' expectations, but our own, because we want to win every weekend.

David Solomon: Well, what's unique about you as a leader in Formula 1 is you've spent your whole life in racing. And you've got the moto racing bug from when you were a kid, from when you were like ten years old. Talk about how you really funded your entry into Go Kart School as a teenager and kind of where your racing bug kind of began.

Zak Brown: Yeah, it was not the usual path to racing. I loved cars as a little kid. I consider myself to kind of be a big kid now. And I grew up in Los Angeles. And my parents to my brother and I to the Long Beach Grand Prix in 1981, which was my first race. I was ten years old. And just made a huge dent on me.

And so, I went kind of racing Big Wheels and Hot Wheels with my brother, to then going back to the Long Beach Grand Prix in 1987 and getting the chance to meet Mario

Andretti. And in between that time, I had been on Wheel of Fortune Teen Week. And had won a bunch of his and her watches, Cartier watches, which would be nice to have now, but I decided to take them to a pawn shop. Sell them. And bought my first go kart. And that's how my racing career got started.

David Solomon: I know you're a car nut. And every time I'm with you, you know, we talk cars. I'm a car learner. But you're a car nut. And it's always fun to talk to you.

Lando, you're in your fourth season with F1. Five podium finishes. Last season was McLaren's best in over a decade. But I know you'd really like to bring McLaren, a team you've cheered for since you were seven years old, back to the podium with your first F1 win. So, talk about that. How you thinking about all that?

Lando Norris: So, my dream since a little kid, and the only team that I've only supported is McLaren. And so, 2006/2007. So, my dream was to always be with them. And then that dream came true, what, four, five, six years ago.

So, was incredible. And I knew at the time, you know, McLaren was going through a very rough patch and a tough period of time. So, joining them I knew, let's say, I wasn't going to be winning races immediately and scoring podiums immediately. But I think something that makes is more special is to try and be part of a bigger story, which is going from that position we're in, to try and go back to winning races and winning championships and becoming the team that everyone knows we can be.

So, it's a long journey. And it's something that is hard for people to realize. It's not as simple as just changing some things and going much quicker from one weekend to the next. Let alone from one year to the next.

So, it's my goal to be a part of that journey. Give my input. And I think it'll be more special for me instead of just going into a team that can win races straightaway, as much as I would love that. Being part of a team that goes from, you know, struggling and being in a very tough person to then winning races, I think that feels more deserved and more special. So, that's still my goal. I'm working very hard to deliver the team with those kinds of results.

And we've been seeing more and more. So, hopefully that trend continues. And a few more years, like Zak said, with some more things coming on the way we can achieve it.

David Solomon: Formula 1 went through kind of the single greatest regulation change in the history of the sport this year where basically, you know, there were forms that forced all the teams to basically develop a brand-new race car from the ground up in an effort, I think, really to level the playing field and encourage much closer competition in the sport. Has the design and the engineering changes forced you to adjust the way you drive?

Lando Norris: It has. It has quite a bit. So, the cars this year are, or like you said, they're the most different from one year to the next. And probably the most different Formula 1 has seen for, yeah, decades in a way.

So, how the engineers, the aerodynamicists, drivers have had to adapt has been one of the biggest challenges. Obviously, my job is just changing the driving and getting used to the car. But how you set the cars up, how you have to run the cars is very different. So, let's say last year the cars were more down force related cars. You've got the big

front wing. The big rear wing. And, you know, the car gets pushed down into the ground. That's how it produces the grip.

Whereas this year, it's more about the wind flowing under the car and almost sucking the car to the ground. And that producing the group. So, how you then have to run the car and the philosophy of it is quite different. Which then also involves a lot of characteristic changes while driving it.

So, I guess I got used to the car we've had for the last three years. And you just get, you know, naturally used to, and subconsciously used to, how you have to brake. How you throttle. How you steer. You know, the more simple things that everyone can relate to. And this year, you just had to adjust these things ever so slightly.

But because they're so ingrained and they're such a thing that you're used to for years and a long period of time, changing them is a very difficult thing to do. So, one of the biggest challenges for me is changing the way I've kind of been driving for, I'd say, almost ten - 15 years in a way. And readjusting and trying to use that as an advantage and kind of adjust quicker than other people and other

teams and other drivers and so on.

But it's been tough. But I also feel like I'm in a good position now. And I'm scoring the podium a few weeks ago. And scoring some good points in the last five, six races. I think that's been showing.

David Solomon: That's great. So, Zak, you know, I mentioned in the introduction that we're taking steps toward helping McLaren kind of come into the future around your acceleration of your transition to net zero. And so, can you talk a little bit about the company's sustainability goals and your strategy to reduce your carbon footprint and to get there by 2040?

Zak Brown: Absolutely. You know, it's quite exciting. I'm asked often are we going to lead or follow in sustainability. And I think the answer is both. And so, in working with your team, you know, we have four pillars that we're focusing on. DE&I. Circularity. Net zero. And health and wellbeing. And these are all very important topics to all of us. We have cutting edge technology that we can deploy, not only within our Formula 1 and racing environment, but we do a lot of work with countries and other industries to

share our knowledge and know-how. And I believe sustainability is a journey where you're never going to reach your final destination. So, while we have set specific goals, net zero by 2040 as you mentioned, DE&I around having a more diverse workplace, up to 40 percent is our goal by 2030, which is doubling where we are today. And it's going to be what we can do, what we can do with our partners, what our employees can do, who we're affiliated with that will all come together.

And Lando really led the way on mental health last year. It was a topic he started talking about that wasn't a brief from us, if you'd like. It was a topic that was very important to him. And it was great to see Lando lead on that topic amongst the drivers, especially with what the world has gone through the last couple years. I think there's not anyone that any of us know that hadn't been affected with mental health in some way, shape, or form.

And so, I think as a Formula 1 team we have a great opportunity to bring attention to issues and help solve issues and work together on issues such as sustainability. So, it's very exciting. I think we're going to be able to make a difference.

David Solomon: Well, I think one of the things that's unique about our role here in our partnership is it has us working hand in hand with you on the inside, you know, to help you build resilience. That's a little bit different than a lot of the other partnerships you have.

From your perspective, how is Goldman Sachs helping you build your brand and position McLaren as you go forward?

Zak Brown: Well, I mean, you have an unbelievable brand. And being affiliated with you is going to be very attractive to other partners and individuals around the world. We think we're going to learn a lot from you. You have a Rolodex of partners second to none. So, I think you're going to help us, as the video said, accelerate our sustainability goals. I think you're going to introduce us to the right partners that can make a difference. So, I think it's going to be great being affiliated with you.

You know, as you well know, Goldman Sachs has not historically partners in sports marketing. So, it's a real privilege and honor to be selected by yourself and your team. And I think that's going to speak volumes for our

brand in the marketplace.

David Solomon: You've expanded McLaren's portfolio to Formula E and Extreme E, which is hosting a handful of races in places around the world affected by climate change. Do these events help put you on the cutting edge of developing and collaborating on EV technologies? Are there cool things going on in EV technologies? And how do you see the auto industry's shift to EV affecting F1?

Zak Brown: Absolutely. So, our racing portfolio, which I'll even expand a little bit further, is, you know, Formula 1 is our center of gravity, if you'd like. And then Extreme E is a new racing series. And as you mentioned, races in five different territories around the world that focuses on climate change and where climate has impacted the world.

Also, we have our first ever female racing driver, Emma Gilmour. It's a racing series that has both a male and female driver. So, we're the first Formula 1 team and currently the only Formula 1 team participating in Extreme E. And we felt it gave us and our partners, our fans, our employees a great opportunity to showcase our sustainability and our DE&I agenda and come along on the

journey. That was so well received that we wanted to get into Formula E, which as we mentioned is EV racing. There's a race in New York in July. And we acquired the World Championship Mercedes team. We'll be entering that next year. And that's how seriously we're taking sustainability. We wanted to kind of double down on our investment.

Alongside those, we also have an Indy car team and that's because of the importance of North America to ourselves. Again, our fans and our partners. And then E-sports is something that we entered. We're the first Formula 1 team. And that really helps us bring along the youth, young men and women around the world, and put a steering wheel in their hand and give them that experience that I wanted to have when I was ten years old. And so, that makes up the ecosystem of our racing.

And specifically on future technologies, motor racing has always been the technology leader and what ultimately ends up in your road car. And while a lot of that is around, you know, power units. And people think of speed. Safety is a huge element. We were the first automotive company to use carbon fiber tubs in all of our vehicles. And we were

the first Formula 1 team in the early '80s to develop a carbon fiber tub, which was safer and lighter.

So, I think motor racing is a platform not only to develop the things that people think about in motor racing, but also safety and things around driver health and safety. And so, I think EV is huge. And it's obviously here to stay. But, you know, we're also starting to talk about biofuels. Hydrogen is a conversation. So, I think there's going to be a couple different scenarios in which we have more sustainable ways of powering our vehicles.

David Solomon: The tech in these cars is extraordinary. Everybody here understands the concept of tech disruption. But you once said that you develop a new part on the car every 14 minutes. And that the car that qualifies for the first race at the start of the year, would end up in last place at the end of the year if you didn't touch the car during the year. How critical-- talk a little bit, I mean I know it's incredibly critical, is this constant evolution in technology and engineering design? And how is it filtering, as you've just started to suggest, out of Formula 1 to affect things in all our lives? How is the technology spilling out of Formula 1 to broader things?

Zak Brown: Those stats that you gave there are correct, which is the pace of development. Our entire field is spread by about 3 percent. So, if you can think of, you know, any industry, the best to the worst is about 3 percent, which is quite a narrow margin. And you know, we have a mindset of everything matters. We play in hundreds of seconds. And the pace of development is awesome.

We change about 80 percent of the race car over the course of the year. We pull down one and a half terabytes of data over a weekend.

One area that we're very proud of is during the early days of COVID, the UK government ran short on ventilators. And a handful of the Formula 1 teams and a few industries came together, and we designed and built ten years' worth of ventilators in ten weeks. And that was something that we're very proud of.

You know, I always used to walk around the factory saying we're here to entertain lives, not save lives. But actually, now I believe that we've helped save lives through deploying our technologies and our know how. And that

was something I'm very proud of. And that's something where we worked with different companies around the world to help them in sustainability, things like materials. Big data. Refrigeration. Operational expertise. We've helped airlines turn around plans quicker. We've helped with data on how do you move planes around to be more efficient.

So, there are a lot of technologies and know how that we have that get deployed outside of a Formula 1 car, which I don't think a lot of people realize.

David Solomon: Lando, I want to talk to you a little bit about kind of your mind and how you think about things when you're driving. The first things you always pack for racing trips are your notepads. And I've read that some racers literally keep notes on what they feel around every corner of every circuit and try to translate it into mechanical terms with the engineers. Talk a little bit about that process you have as a driver working with your engineers and how you kind of communicate around that and the sensation of driving the car.

Lando Norris: So, I think there are two main areas as a driver you have to do well in. One is the driving part.

You've got to drive around quickly. You know, that's our main job. But at the same time, that is not everything. You have to be able to then translate everything you're doing and feedback everything you do to the engineers.

Because in Formula 1 you have someone literally made for every job. There's someone there to optimize every single part of the car. So, whether it's our starts, our strategy, our tires, fuel, brakes, there's someone that's looking after each of these areas. So, I need to give any feedback I can for them to kind of look into the data and try and make some small bits of progress, whatever it is, and to make the car quicker and perform better and be more efficient.

And I can use notes that I've learned from previous years and put them in a way in my notebooks and so on, so then when I come back the following year, I can literally look at them and I know how I write and whatever. And I can very easily get that feeling without being in the car of how I need to drive around that corner quickly.

I guess that's the personal side of it. And then like I said, you have the other side of speaking with your engineers and, I guess, it becomes very natural for me. You know, I

can just go out and drive a car and it feels very normal driving at 300 kph or 250, whatever. But for other people it's very abnormal.

And trying to describe what feels, you know, let's say, easier at times. You know, I just say, "I brake here. And I do this. And I do that." For someone who struggles to do such a thing, translating that and telling them how I feel and so on is a very difficult thing to do.

So, learning about this communication is a big part of being a Formula 1 driver and getting [UNINTEL] from your side, but also from the team's side.

David Solomon: Yeah. And I know people want to know what plays out in your mind when you're actually in one of these cars in a race. You're taking corners at 180 mph. And I would just say, I, for the first time in my life, had gotten into a roadster and did a hot lap down in Miami where we got to 175 on the back stretch. And not on a corner. And let me tell you, it's a sensation that's hard to actually imagine.

And watching you and your car, talk about what it feels

like. What's the strength that's needed to withstand the G forces? How much hydration do you lose? How much are you drinking? What happens to your weight in the course of one of these races? Talk a little bit about in your mind and the physical experience of actually being in one of these cars during one of these races.

Lando Norris: These things are things you don't see from TV. You know, when you're watching it on TV, you just see us driving around cars and racing it and I put on a good show, hopefully. So, the struggles and the more difficult part of being a racing driver is the physical side of it.

You know, we're going around corners pulling four, five, six, seven, sometimes eight G of force. And for a perspective, I guess if you go around in your road car, I'm sure you all drive safely, but if you go around-- and you think you've gone around a corner quickly, you've maybe pulled one G, one and a half Gs maximum.

So, when you think double, triple, quadruple that, the speeds we do, you know, your neck wants to fall off. You know, your head wants to just fall off the body. So,

withstanding these forces, because we have the head rest and, yes, I guess we have the head rest behind us so we can kind of lean on that when we accelerate. But through corners for your vision and for balance and everything, you want to keep your head upright. You don't want to be able to lean to the side.

So, withstanding this six, seven, eight G at times, but not only for a single lap, multiple times a lap, but then also for a two-hour race when you're in, you know, 30 - 35 degrees temperature. Fahrenheit over here, isn't it? So.

David Solomon: Hot.

Lando Norris: Hot. Yeah. Doing that, you know, we tend to lose, maybe, let's say on a good day it could be simply one, one and a half kilos of just sweat and weight loss and hydration. And on a bad day, places like Singapore, it's extremely humid, very sweaty, we can easily lose up to three or four kilos. I know you do pounds out here as well. A lot.

So, trying to prepare the body for these circumstances, you know, making sure you don't lose any concentration,

especially when you're driving in Singapore, street circuit, you're getting next to walls. If you miss something by a millimeter you can hit a wall. You can crash. You can be out.

So, making sure you're prepared for all of these circumstances. You'll have a drinks bottle in the car. Not literally a bottle. But you have a bag under the seat which is terrible because it gets hot within two laps because you've got the engine just behind you. So, you're just drinking hot water which is awful. But you do everything you can to prepare for this. And again, anything you can do to take advantage of it and so on and try to beat other people is something going for us.

David Solomon: You know, you once said that you want perfection in every lap. And you've been described as the guy who doesn't want to see in your rearview mirror-- somebody does not want to see you in the rearview mirror in the closing laps of a race.

You know, talk about racing strategy and head-to-head competition. Is there something you can tell us about how you think about this head-to-head competition at these

very moments where it really makes a difference at the end of a race?

Lando Norris: Yeah. So, I think, again, one of the more complicated parts of being a driver is in beating someone else is you've got to try and pick out where the strengths and weaknesses are of every driver. So, now I guess I have a good idea. But even when you're on the track, things are different.

So, you try to work out where they're strong. Where they're weak. Where they may be making mistakes. How you can force them into mistakes. Where the car might be strong and weak. And you work out all of these things.

So, you know how much it can be worth at the end of the year, whether it's a one-point difference, it can mean if you're third in the constructors, fourth. Second. First. And a huge amount of money at the same time for the team. So, everything counts. Everything matters in Formula 1. Every little millisecond you can gain will help. So, you have to be very precise with these things.

And even when you go for an overtake, it's not as simple as

just driving up the inside. You have to know what your car can handle, how late you can push the braking. You need to know if you can kind of trust the driver you're against. Will he see you in his mirrors? Will he just turn in and be an idiot and you crash? You've got to know these people.

So, putting this all into the perspective of thinking of this while you're driving, while you're changing all the buttons on the steering wheel, when your engineers are telling you things. You've got tires to look after, fuel brakes to look after. It becomes complicated. And there is a lot of stuff mentally that goes on. So, trying to remain calm, think of the important things is always tough, but a crucial part of it.

David Solomon: You once said the things you learn from could be the things that end up getting you the win in the future. Can you give an example of that?

Lando Norris: So, I think there were times in-- I mean, there are a lot of things you learn from karting at a very early age. And I know karting is different to cars, but there are so many things you learn in that which you can very easily translate to car racing.

There are a lot of times, especially when you get to Formula 1, you know, it's the first time I will be racing against Lewis Hamilton, Fernando Alonso, Sebastian Vettel, people who have been in it for ten years. And driving in Formula 1, the amount of experience they have is incredible. And they know every different situation that you're going to be in, how to combat it, how to defend, how to kind of work against these drivers.

There are things they do very well in. And there were things that in Austria, I think, a couple years ago, where I was racing against Lewis and the top guys, and they know how to position the car well. And, you know, if you kind of move in the mirrors, the guy ahead will kind of notice that. And as soon as they notice it, you know, mentally it's a little distraction. And they'll do certain things and kind of play around if they're also trying to overtake you. They kind of back off. Make you think maybe you're a little bit quicker, so you relax a little bit. And then they kind of come back and they pounce.

And they had me in one of the races. And they played it well. And I think Lewis even passed me. But then the next

day or the next race, I think, or the next weekend it was after knowing these certain things, you kind of put them into practice and I know what to expect then. I know, okay, this is what he normally does. And then he didn't get past. And I think I went on to score a podium.

Things that you can learn very well and can cost you many times. Anything like if only I knew it, can easily be something the next weekend that you learn from and you do a much better job on. And even from a strategy point of view.

I don't know if many of you saw Russia last year, the race in Russia that we had. That was my first pole position ever in Formula 1, on to score my first race win in Formula 1. And it went very downhill within the last three laps just because we made a very difficult but wrong strategy call. You know, and then of course everyone thinks, and people on TV think, like, how silly is that. It's obvious. You've got to do this. You've got to box. And so on.

But the following weekend, we were in Turkey. You've got the team which made the right call, which was Mercedes on the first weekend. Us making the wrong call. But it was

a complete role reversal the next weekend. We made it a perfect strategy. We boxed when we needed to. We gained time. We gained positions. And they lost positions. And it went from us looking like the idiots to us looking like heroes in a way. And then the opposite for the other guys.

So, it's very easy from one weekend to another to learn from it and try to put it in practice.

David Solomon: The margins for error here are just so, so tight.

Lando Norris: Exactly.

David Solomon: Zak, I don't think there's any sport that has as much momentum as F1 has right now. And, obviously, *Drive to Survive* has really turbo charged that popularity here in the US. It's captured some of the biggest moments: drivers being fired midseason, emotional first wins, team rivalries, controversial team ownership decisions. From where you sit, talk a little bit about what the series has done here in the United States. How has it expanded the interests? How has it drawn people in? Talk a little bit about the impact of this.

Zak Brown: Yeah, it's been amazing. And I don't think any of us saw it coming as far as the magnitude in which it's impacted the sport. Historically, Formula 1 had not really been a let us let you look inside. And so, credit to Liberty Media who acquired the sport in 2017 to really, you know, I think what they recognized is here's the world's largest annual sporting event. Massively successful in Europe. But, you know, why doesn't it really have the same impact in North America?

And we have the Austin Grand Prix which came back in 2012. So, I think we need to give it credit for bringing back a proper Formula 1 circuit. And then enter Netflix, which really showed not just what happened on track, but all the personalities, the politics, the big business. There's a lot of drama in Formula 1. I don't think we would have had a Miami Grand Prix without the popularity of Netflix. And now we have Las Vegas coming next year. So, we have three races that are all going to be huge on the calendar. A new television contract that's going to be announced eminently, which will be another turbo charge for the sport.

And what I like is it's brought in more female fans and the

younger generation. So, it's bringing us a new audience. And I can't tell you how many times I've heard people say, "I never followed Formula 1, now I won't miss a race." So, it's not just created a huge amount of awareness for the sport, it's gone from awareness to avid, what seems to be, like, overnight. And we're shooting again this year. And it's been wonderful for the sport and Formula 1 now is a major form of motor sport. Which I've been hoping for, being an American, but hadn't seen in 25 years.

And so, it's here. It's here to stay. And I think, you know, from having attended the events, it was very much a Super Bowl atmosphere in Miami. And I think, Las Vegas, the new TV contract, it's just going to turbo charge that even further.

David Solomon: These are huge franchises, these teams. And people talk a lot about NBA, NFL teams, Major League Baseball teams. What do you see F1 looking like ten years from now in terms of expansion, global reach? What's the view ten years out?

Zak Brown: So, you know, now we have the luxury problem of we have more countries and cities that want to

host races than we can physically put on. We're in a 23 calendar. Well, we were in a 23 calendar this year. Russia, for obvious reasons, has gone away. Next year is going to be 23 or 24. I believe South Africa will come online next year, which is a great continent for us to visit.

I think we're going to need to get into an element of a rotational schedule. Because I'm a fan if there's a country out there, a great country that makes sense for the fan base and our partners, we should be racing there. But I don't think we can compete more than, really, probably 24 races a year.

So, I envision a 30-country visit. But maybe we have 16, 17 core races. And a dozen that rotate every other year. Which other sports like the World Cup and the Ryder Cup, the Olympics, can work on a, not necessarily an annual basis.

David Solomon: Lando, McLaren was voted the most popular team in F1's fan survey last year. And you were voted one of the most popular drivers. Why? What's everyone like?

Lando Norris: Thank you.

David Solomon: That wasn't me.

Lando Norris: Why is it? I think I've been someone who's been, let's say, a lot more relatable to people in the last, you know, five, six years. Kids. Young people growing up that are also getting into the sport. I've been, let's say, I want to think, the most normal person coming up into-- I'm not saying others are not normal. But just the most normal kind of person, and relatable person coming into Formula 1.

I've been doing my streams on Twitch. I've not done as many lately, but it's where people can just see me when, you know, I'm at home and I'm being like the normal teenager growing up and I'm playing games: Call of Duty, Halo, FIFA, Grand Turismo, whatever, just at home. And I'm playing with my friends and people see that normal side of me.

So, I think I just feel like I've been the most normal one and I've come in and, let's say, I was very jokey and so on in my first couple of years. And a little bit less now. I've had to be a little bit more professional and serious and so on.

But it's a time when people just thought, like, that's a normal guy that's come into Formula 1. And I think that's been good because a lot of people have been able to think, like, you know, he's normal. He can do that. He's come from karting, gone through this and so on, that maybe they can do something similar.

David Solomon: Zak, you know, there have been more than 900 drivers who have raced in F1 Grand Prix. And only two have been women, you know, going back over the last, I guess, 1958, 1976. Talk about this. You have a female driver now, Emma Gilmour who's racing in Extreme E. What will a woman driver bring to McLaren and racing? How can that inclusivity evolve over time?

Zak Brown: I'm asked often, you know, do you think there could be a female world champion. And the answer is absolutely yes. I think what we need to do, and this is an area where e-sports can start, we need more steering wheels in the hands of young women around the world. You know, for every one Lando Norris, there's about 10,000 that tried to be Lando Norris and didn't make it. No different than any other sport.

And so, what the sport is lacking at the moment is a volume of young women drivers at the karting scene. You know, you go to a kart race now, there'll be 400 drivers. And I am noticing the numbers come up. Probably have 20 girls driving. You need 100. 125. We need to get that volume going so as you come up through the ladder, we have a greater chance of success.

Danica Patrick was a very successful female racing driver. Won an Indy car race in Japan. She's had a pole at the Daytona 500. So, it can be done.

And then also in our instance, we also want to have more female engineers, which we have. More women in our garage. And that's all part of our DE&I platform. And I think it will be wonderful. I think that day will come.

A lot of what Lando didn't actually cover up on when he was talking about kind of the mindset or what is it like when you're racing cars is the intelligence factor. So much is going on inside these race cars. So, if you look at the physicality of what's needed to become a world champion, it's being intelligent, being physically fit, being a great

communicator. And there is absolutely no reason why we can't have a female world champion. And that's, again, one of the reasons why we entered Extreme E. And very happy to have Emma as our first McLaren racing driver.

David Solomon: Yeah. Lando, what's your favorite place to race in Formula 1?

Lando Norris: I mean, Miami was a fun weekend.

David Solomon: We did have a lot of fun.

Lando Norris: Japan is always a place I love going. Silverstone. Silverstone in a couple weeks. My home race. Again, the atmosphere you get from the fans and everything is really incredible. It's very special.

But as probably the most pure racing track and the one that gives you the biggest rush by a mile is Monaco. One, because you're scared you're going to crash every single corner, pretty much. But two, just the history of it as well. The people who've won there. The races that have happened there. It's definitely up with one of the best.

David Solomon: Yeah. What's the best piece of advice you've ever received?

Lando Norris: For me, because I'm so hard on myself with the things that I do and I want to be such a perfectionist in the things I do, I sometimes, like, the most simple thing, I forget to enjoy it and have fun and see like the main reason of why I do it. Not because of anything in a bad way, but because I think of things so deeply and I want to be the perfect driver and so on.

I'm often just very disappointed in what I have done or the laps I've done or the race I've done. And I forget, like, I'm a Formula 1 driver. I get to travel the world. And all the enjoyment side of things. So, for me, the more I enjoy it, generally the better I do. The better I do, the more I enjoy it. And it's that great cycle of working harder because of getting a better result, enjoying it more. So, I want to work harder. And that's just a great cycle to be in.

David Solomon: Zak, you've said you've loved every day at McLaren and you haven't felt, you know, for 30 seconds that you've made a wrong decision. What's been the single best decision that you've made since you joined McLaren?

Lando Norris: Apart from signing me.

Zak Brown: Yeah, well, you took it out of my mouth there. Yeah. Like Lando, I've grown up in love with motorsports and McLaren. So, I do pinch myself everyday having the privilege to be part of this great team.

And I think the, let's see, biggest decision, best decision I've made is really my leadership team which, you know, kind of hand built. I didn't come in in mind if I'm going to change all things up. But I've got a great leadership team. We challenge each other. They challenge me. I empower them. And, you know, I think I've got the easier job, which is letting them do what they're great at. And it's the people. So, I think surrounding myself with the right people is what's leading to our success. Drivers, included.

David Solomon: Well, look, you know, I want to thank you both for being here. And just all of us at Goldman Sachs are excited to be your partners. I've learned a lot over the last six to nine months spending time with you and kind of talking about our partnership and what we want to do. Everyone at Goldman Sachs is excited. We look

forward to really good things together in our partnership.

Lando Norris: Thank you.

David Solomon: Absolutely.

Zak Brown: Awesome.

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