Blackstone

The Connection

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Choose Optimism

The Convergence of Data Centers and Power: A Generational Investment Opportunity

Through the Private Market Lens

FALL 2024

Choose Optimism

With 2024 in its final stanza, the world faces a trio of interconnected, generation-defining events, each with highly uncertain outcomes: an emotionally charged US presidential election, an escalating war in the Middle East, and the ongoing conflict in Ukraine. It's easy to feel overwhelmed by the gravity of events like these. How we choose to view them depends very much on our own perspectives. I think of them as a dad, a veteran, and a voter. As an investor, I think it's crucial to remain focused on the fundamentals, time and attitude included.

In the long run, it pays to be a market optimist*—literally. Private markets benefit the most due to their investment horizons. For example, private equity and private real estate have delivered impressive average annualized returns of 14% and 9%, respectively, throughout their histories.[1] Since its inception, private credit has also performed well, providing an annualized return of 10%.[2] On an annual basis, private equity has reported positive returns 88% of the time, while private real estate has achieved positive returns 89% of the time.[3] Private credit stands out even more, with positive returns 96% of the time when measured annually.[4] In comparison, public equities are more volatile but have still been positive 73% of the time annually.[5] Statistically, the longer you hold your investments, the better your chances of success.

After being wrong about a recession in 2023, I decided to re-embrace optimism heading into 2024. Why? Because as my former partner, Byron Wien, was fond of saying, "[In markets] disasters have a way of not happening." Also, the data from our portfolio companies supported that sentiment.[6] Despite moderating revenue and profit growth, along with a reduced pace of hiring, their resilience pointed to a possible soft landing. Today, the data continues to support the argument for optimism. Corporate and household balance sheets remain healthy, real incomes are rising, central banks are loosening policy, and fiscal stimulus is flowing. These are not the conditions for a hard landing.

Defining the Landing

Broadly, four preconditions must be met before we can confidently declare any type of landing: (1) inflation close to target—otherwise, the central bank's job isn't done; (2) a series of rate cuts to take the pressure off the economy; (3) a positively sloping yield curve, because... well, it would be weird without one; and (4) a recovery in leading indicators. While all of these preconditions are in progress, the outcome isn't binary. There are other possible scenarios besides a hard or soft landing, as we illustrate in the table below.

Figure 1: Types of Landings

Type	Real GDP YoY @ Trough	Inflation @ Trough	Fed Response	Equity Volatility	Stock/Bond Correlation
No Landing	Above Trend	Above Target	Grudging Hike	Moderate	Positive
Perfect Landing	Trend	Target	Calibration Cuts	Low	Mixed
Soft Landing	Below Trend but Positive	Below Target	Easing Close to Neutral	High	Negative
Hard Landing	0% or Below	Well Below Target	Aggressive	Extreme	Strongly Negative

Note: The above information is provided for illustrative purposes only and should not be considered research or investment advice. Represents Blackstone's view of the current market environment as of the date appearing in this material only.

*Despite all the uncertainty, optimists tend to live better lives, live longer, and—let's face it—are probably more fun to be around. But optimism isn't just good for your life; it's good for your portfolio, too.

1. Cambridge Associates, NCREIF and Bloomberg, as of June 30, 2024. Represents Cambridge Associates Private Equity Index and NCREIF All Property Index.
2. Cliffwater, as of June 30, 2024. Represents Cliffwater Direct Lending Index.
3. Cambridge Associates, NCREIF and Bloomberg, as of December 31, 2024. Represents Cambridge Associates Private Equity Index and NCREIF All Property Index.
4. Cliffwater, as of December 31, 2024. Represents Cliffwater Direct Lending Index.
5. Standard & Poor's, Bloomberg as of December 31, 2024. Represents S&P 500 Index total returns.
6. Blackstone corporate private equity portfolio companies as of September 30, 2024.

Soft Landing or Upside Potential?

Our base case is a soft landing, which we inch closer to every month that growth holds up, financial markets stay stable, and labor markets avoid significant deterioration. The labor market is softening by some metrics, but it's still stable. Downward annual employment revisions and increased labor market slack from part-time employment and underemployment shows weaker labor demand. However, even as labor demand cools, output is expanding. Corporate profits are up 15% year-over-year (YoY), receiving upward revisions back to 2019 from the Bureau of Economic Analysis (BEA).[7] Hours worked have declined to recessionary levels, but third quarter GDP grew at 2.8%.[7]

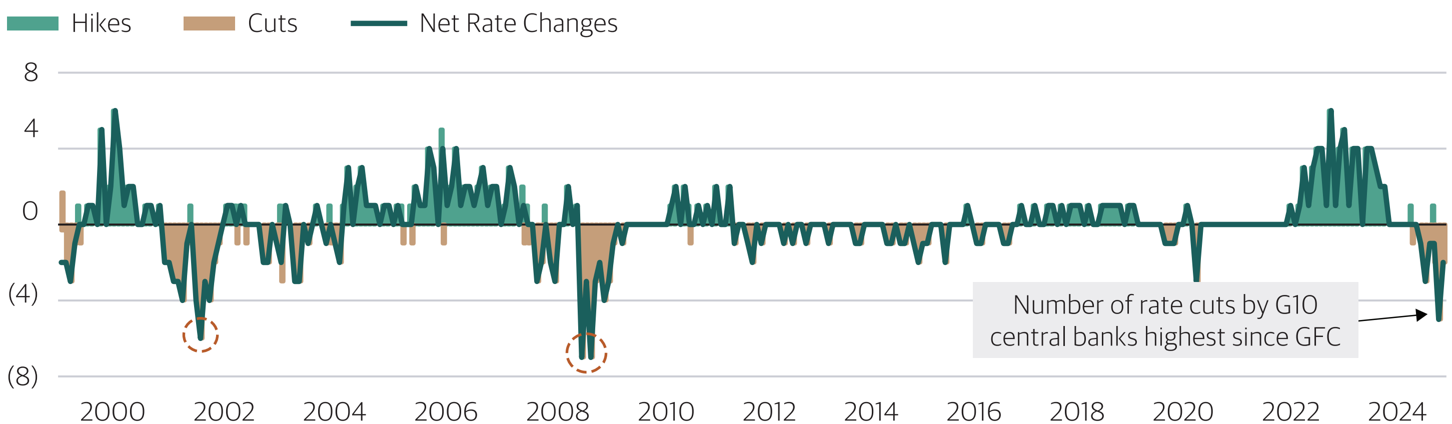
How do we square all this? Productivity growth, which we've written about in The Connection previously. The foundation for reinvigorated productivity was set in the late 2010s, when corporations began to invest in aging assets as labor churn settled and workers adapted to new jobs increasing their output per hour worked. The trend has continued post-pandemic, with productivity rising 2.7% over the past year, well above the 1.5% average from 2005–2019.[8] We believe that this growth underpins the soft landing that's materializing, and perhaps something even more positive. With better productivity, firms can increase output with fewer resources and avoid passing higher costs onto consumers, relieving pressure from inflation and labor markets.

In this environment, the Fed doesn't need to be aggressive with the size and number of rate cuts. Rather, we expect a milder cutting cycle in which the Fed recalibrates the policy rate. At the same time, we're in the early stages of a coordinated global interest rate-cutting cycle. With the amount of monetary and fiscal stimulus central banks are injecting into the global economy, we believe that there is considerable upside potential beyond a soft landing.

A Coordinated Global Rate-Cutting Cycle

Since Switzerland's National Bank cut rates in March, 10 out of 11 G10 central banks have entered rate-cut cycles, resulting in a cumulative 425 basis point reduction, the most since 2009.[9] Together, these central banks represent countries that account for about 43% of global GDP.[10] Add China to the equation, and about 62% of global GDP is easing financial conditions.[11] This coordinated monetary stimulus provides the framework to stabilize or even accelerate global growth by lowering borrowing costs and encouraging investment and consumer spending across major economies. The Organization for Economic Co-operation and Development (OECD) has already revised up its estimates for global growth this year to 3.2% based on the combination of rising real incomes, increased central bank liquidity, and easing financial conditions.[12]

Figure 2: Number of Policy Rate Hikes and Cuts by G10 Central Banks



Source: Blackstone Investment Strategy Calculations, US Federal Reserve, European Central Bank, Bank of England, Bank of Japan, Bank of Canada, Sveriges Riksbank, Swiss National Bank, and Macrobond, as of October 28, 2024.

7. US Bureau of Economic Analysis, as of October 30, 2024. Year-over-year seasonally adjusted annual rate as of third quarter 2024.
8. US Bureau of Economic Analysis, as of September 26, 2024.
9. US Bureau of Labor Statistics, as of September 5, 2024.
10. Source: Blackstone Investment Strategy Calculations, US Federal Reserve, European Central Bank, Bank of England, Bank of Japan, Bank of Canada, Sveriges Riksbank, Swiss National Bank, and Macrobond, as of September 30, 2024.
11. Blackstone Investment Strategy calculations, government sources, World Bank and Macrobond, as of September30, 2024.
12. OECD, as of September 25, 2024.

Stimulus in the US is more than just Fed cuts. The federal government has injected almost $7 trillion of fiscal stimulus into the US economy, and this year expenditures are up 10% YoY.[13] Economic data continues to surprise to the upside, and the consumer is holding up well. Jobless claims remain low, as is the unemployment rate when looking back over history. Consumer spending along with business investment is supporting economic growth.[14] Consumer spending accounts for roughly 70% of GDP growth, and higher-income households are responsible for 60% of all consumer spending.[15] With record household net worth, this cohort's spending is likely to continue. Financial conditions have eased, giving small businesses and lower-income consumers who are more reliant on short-term financing reprieve from higher rates.

China is making moves to jump-start its recovery. China has not recovered in the same way as the US following the pandemic, but its recent response to its sluggish economy is what we're focused on. In September, China's economic planning agency, the National Development and Reform Commission (NDRC), released its most comprehensive stimulus package since 2008, with total stimulus expected to reach more than 10% of GDP.[16] Rarely have China and the US cut rates and pumped stimulus in their systems at the same time. The last time was 2008, but back then China was just a $4 trillion economy. Today, it's almost five times larger.[17]

This first round of stimulus was a good start: lowering short-term interest rates and borrowing costs, providing loans to support the stock market, and reducing new and existing mortgage rates. In a positive sign, home sales increased over the Golden Day holiday week, notably in Beijing, where sales were up 81% YoY.[18] While most of the stimulus announced thus far has been monetary, local governments still have 55% of their 35.5 trillion yuan in budget allocations left to spend on regaining consumer confidence.[19] More specific fiscal plans should be released at the end of this year, with the NDRC already floating spending plans of around 300 billion yuan for 2025.[20]

Confidence is building in Europe. The European Central Bank (ECB) has reduced rates twice this year, while the Bank of England (BoE) has cut once. Data out of the UK is encouraging. Inflation has come down and allowed real wage growth to support consumption. As credit availability improves alongside consumer confidence, spending and consumption should increase. Steady momentum is expected in Euro area growth, as GDP is expected to climb from 0.8% in Q3 2024 to 1.3% in Q4 2025.[21] With growth risks already deeply priced into markets, we believe that the UK and Euro area provide long-term opportunities for investment.

Japan is on the verge of a virtuous cycle. A generational shift is underway in Japan's economy and financial markets. Following the Bank of Japan's (BoJ) first rate hike in 17 years, the country is experiencing moderate inflation and the best period of nominal economic growth since the collapse of its asset bubble in the 1990s.[22] The BoJ considers the current policy rate of 0.25% below neutral, and Governor Kazuo Ueda has signaled that they are waiting for the Fed to achieve a soft landing before raising rates again.

This environment should help capital investment over the next few years, the prospects of which are leading to higher GDP growth forecasts. Wage growth has reached a 30-year high, although household spending is soft with inflation at its highest level in decades.[23] New Prime Minister Shigeru Ishiba called for his cabinet to enact fiscal stimulus to offset the rising cost of living, which along with the pent-up savings, bodes well for consumer spending and economic activity. Policy measures to boost productivity and increase defense spending by 16% are also expected to pay dividends.[24]

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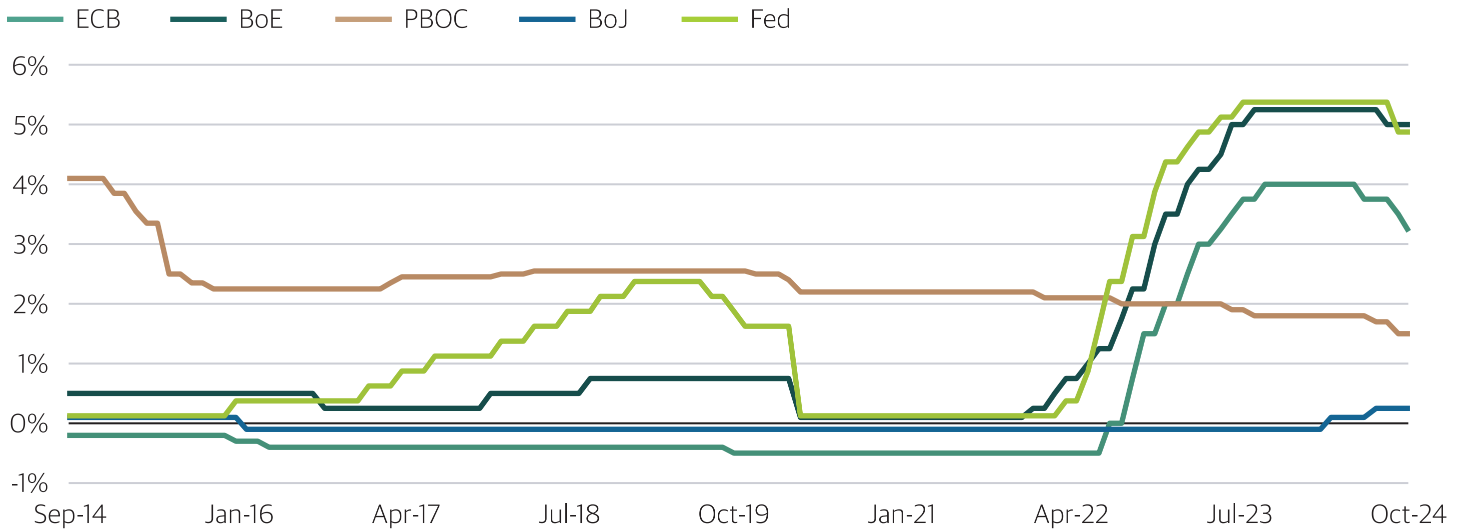
13. Congressional Budget Office as of June 30, 2024 and White House as of March 31, 2024.
14. Federal Reserve Bank of Atlanta, as of October 7, 2024.
15. US Bureau of Economic Analysis, as of June 30, 2024 and US Census Bureau as of September 25, 2024.
16. Bloomberg, MNI as of October 28, 2024.
17. World Bank, as of December 31, 2023.
18. China Index Academy, CNBC as of October 9, 2024.
19. Bloomberg, as of September 27, 2024.
20. Reuters, as of July 25, 2024.
21. Bloomberg, as of October 28, 2024.
22. Morgan Stanley, as of June 25, 2024.
23. The Japan Times, as of September 5, 2024.
24. AP News, as of December 22, 2023.

Figure 3: Central Bank Policy Rates



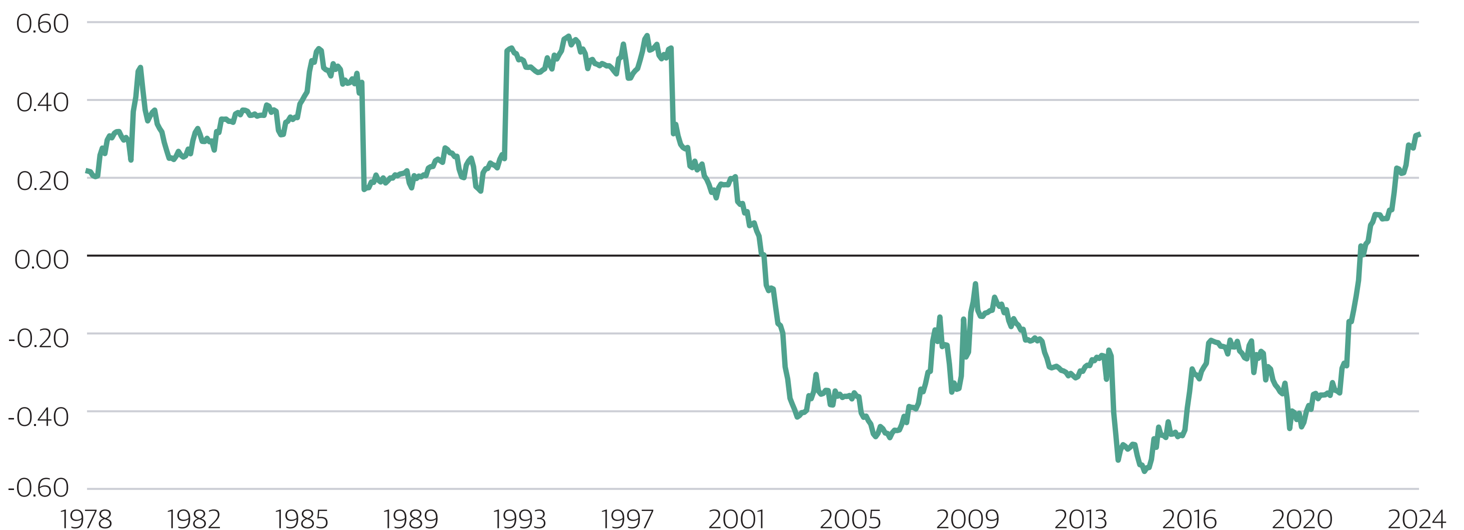
Source: Bloomberg, European Central Bank, Bank of England, People's Bank of China, Bank of Japan and Federal Reserve, as of October 21, 2024. ECB rate represents deposit rate.

Investment Implications

We are optimistic that the Fed achieving a soft landing accompanied by a global easing cycle can support broadening global growth into 2025. But by steadying economic growth, global central banks may not be able to cut as much as markets have priced in. Global rates will decline, but we are not returning to the environment of the last cycle where rates reached a 5,000-year low. Volatility could rise, not fall, as markets react.

This new investment landscape underscores the need for proper diversification. The positive year-to-date performances of equity and bond markets may make it tempting to overlook their positive correlation. However, the fact that the two moved in tandem in 2022 with positive correlation, but suffered negative annual returns, is proof that the traditional 60/40 portfolio is unreliable.[25] We've exited the secular bond yield decline that began in the 1980s, and bonds no longer offer the downside protection that they have in the past. Allocators are investing in a different rate environment and must look past traditional assets to increase risk-adjusted returns.

Figure 4: Stock-Bond Correlation



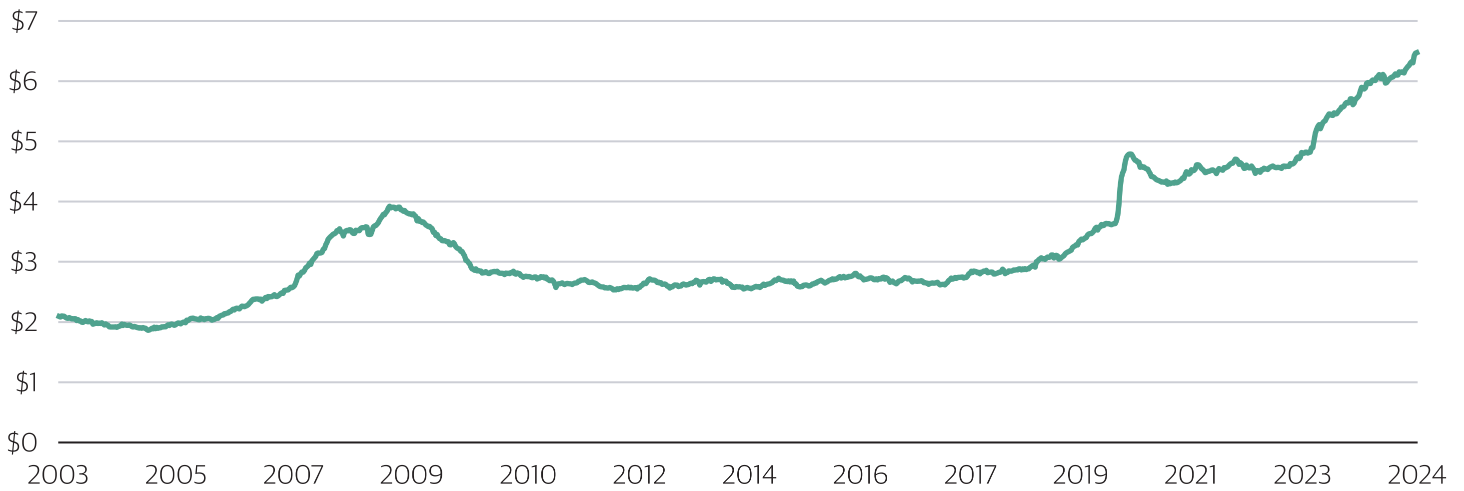
Source: Bloomberg, as of 9/30/2024. Based on the combination of a five-year rolling correlation of one-month changes in the S&P 500 and the Bloomberg US Government Bond Index from February 1973 to September 2024.

25. Bloomberg, Standard & Poor's, as of December 31, 2023. Based on portfolio of 60% S&P 500 and 40% Bloomberg US Aggregate Bond Index.

As interest rates normalize, income will again become a focus for investors. Over the past three years, the easy pickings of 5%+ in money markets and other "near cash" investments attracted record amounts of inflows and interest income boomed. A record $6.5 trillion currently sits in money market funds. Private credit offers an alternative with its attractive yield and secular tailwinds. The asset class is well positioned to benefit from increased merger and acquisition activity as banks continue to step back from corporate lending. High-quality investments are still key and investors need to focus on earnings growth, and profits over multiple expansion moving into the next cycle.

Figure 5: Money Market Funds Outstanding Balance

(Trillions of US Dollars)



Source: Investment Company Institute and Macrobond, as of October 21, 2024. Total weekly money market fund assets.

For steady and diversified cash flows in addition to capital appreciation of the underlying assets, we highlight long-term contracts within the infrastructure space. Infrastructure funds have proven their value in portfolios, as they've provided uncorrelated returns in the low-rate environment of the last cycle and during the higher inflation environment following the pandemic. There is global demand for this asset class, with large amounts of investment needed to upgrade aging infrastructure as well as to support the next generation of digital infrastructure and the commodities that will power the energy transition.

In our guest column, Sean Klimczak, Global Head of Blackstone Infrastructure, explores the critical role of infrastructure in the global economy, and he highlights how Blackstone is positioned to address the growing investment demands of this essential asset class.

The Convergence of Data Centers and Power: A Generational Investment Opportunity

Sean Klimczak
Global Head of Infrastructure

In our view, the intersection of digital infrastructure and the need for power is one of the most exciting and critical investment themes of our time. As AI continues to evolve, the demand for data centers and power will only grow, creating a wealth of opportunities. At Blackstone, we're committed to being at the forefront of this megatrend, and I believe the next decade will bring tremendous value to investors who recognize the potential in this space.

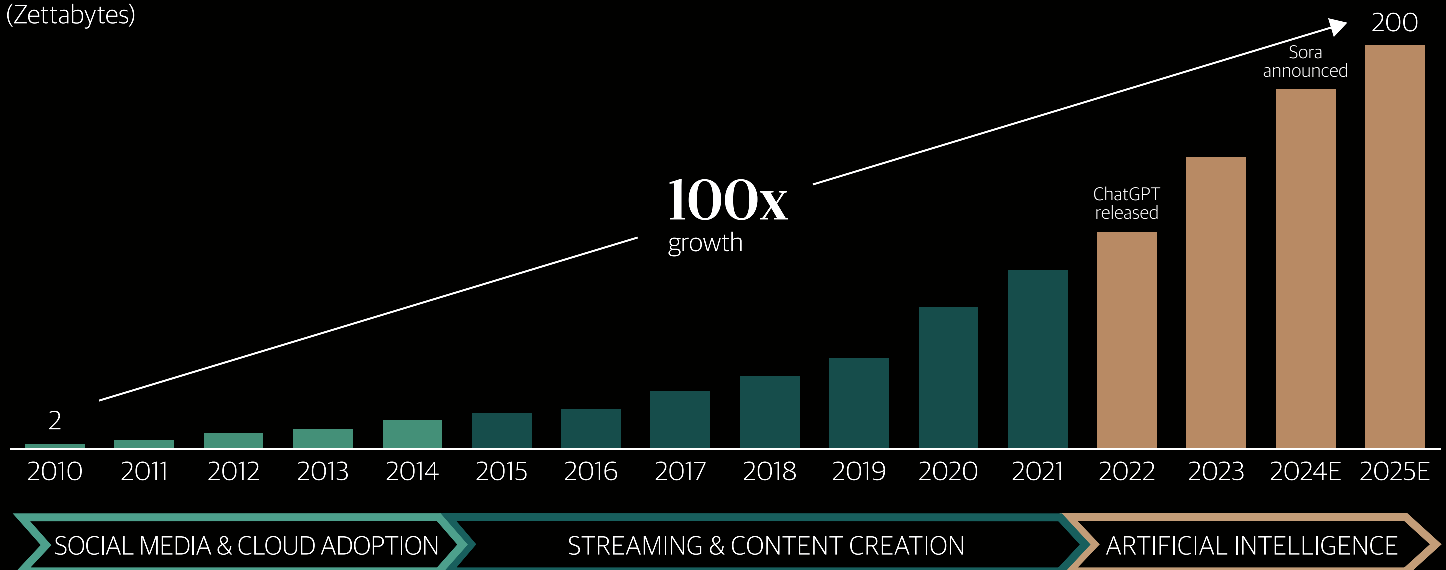
The rapid expansion of digital infrastructure and the growing demand for power is a topic on everyone's mind these days. Many are wondering, does the hype really match reality? From my perspective, not only is the hype justified, but the opportunity is far larger than most realize. To fully understand this intersection of digital infrastructure and power, let's start by looking at the driver behind the AI revolution: data.

The Data Explosion: Fueling the Future

The amount of data being generated and consumed is nothing short of extraordinary. Think back to 2006, when cloud computing first emerged. Facebook hit 100 million users by 2008, Instagram in 2013, and Netflix by 2017. In 2022, ChatGPT hit 100 million users just two months after launching, and earlier this year, OpenAI introduced SORA, a text-to-video app that has drawn significant user interest.[26]

The result? Data usage has increased 100 times over the past 15 years, and even more striking, more data has been created in the past three years than in all of history.[27] As AI continues to gain momentum, this trend will only accelerate. Global cloud migration is still in its early stages, and with revenues from cloud services expected to more than triple in the next five years, data growth will be astronomical.

Figure 6: Data Created, Consumed and Stored
(Zettabytes)



Source: International Data Corporation (IDC), as of May 31, 2024. 2024 and 2025 represent year-end estimates.

26. International Data Corporation (IDC), as of May 2024.
27. International Data Corporation (IDC), as of May 2024. Reflects change in data created, stored and consumed in Zettabytes, from 2010 to 2025 (2024 and 2025 represent year-end estimates).

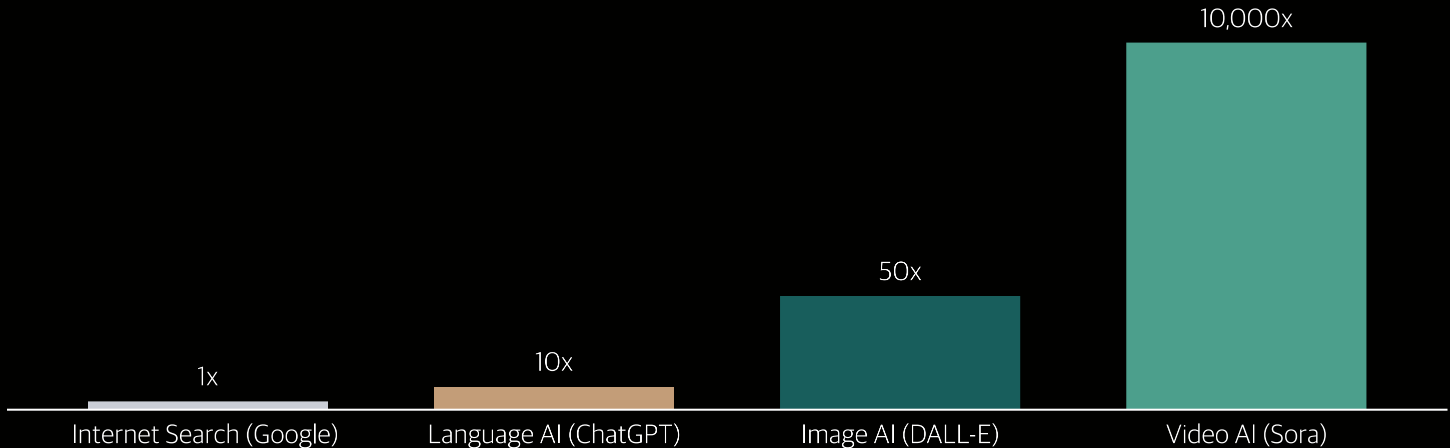
Data Intensity: The Rising Demand for Power

But it's not just the sheer amount of data that's growing—it's the intensity of the data being processed. Traditional tools, like Google searches, are lightweight in terms of power consumption.

Conversely, a ChatGPT query requires 10 times the power of a Google search and AI-generated images using tools like DALL-E require 50 times the power of a simple Google search. And if you ask SORA to create a video? We're talking 10,000 times the power consumption.[28]

To put that into perspective, creating a basic AI-generated video is the energy equivalent of charging your phone 119 times. As AI applications become more advanced and widespread, we are just beginning to scratch the surface of what I call the next wave of data intensity.

Figure 7: AI Compute Power Required vs. Google Search[I]

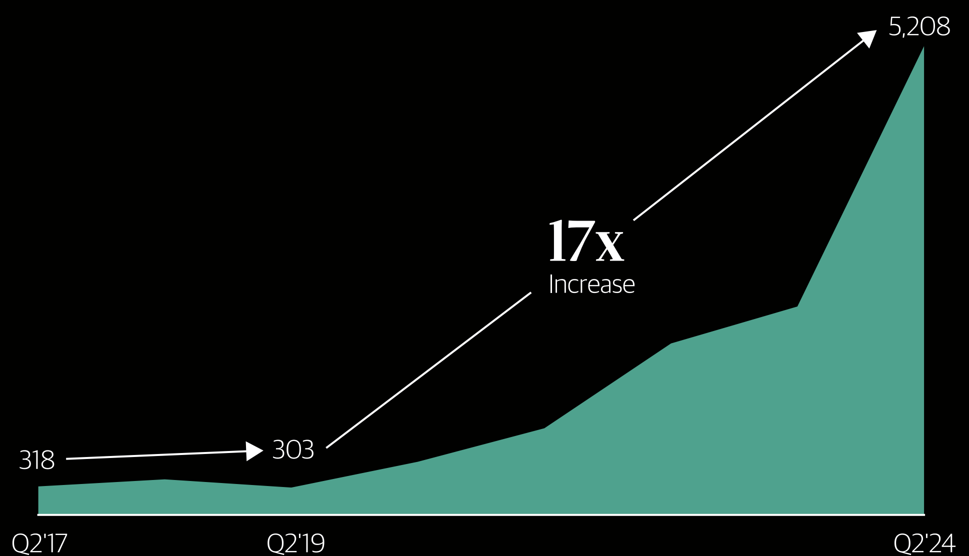


Source: Internet Search & Language AI: Reuters, as of February 22, 2023 (latest available). Image AI: The Register, as of 12/4/2023 (latest available). Video AI: Factorial Funds, as of 3/15/2024. (I) Represents power consumption requirements.

Data Centers: The Backbone of the Digital Revolution

With this explosion in data, there's an urgent need for physical infrastructure to store, process, and deliver it. This is where data centers come into play. Over the past five years, the number of US-leased data centers has increased 17 times, driven by the rise in cloud computing and AI. This year alone, 5,000 megawatts of data center capacity will be added in the US.[29] That's roughly 1% of the nation's total power consumption—about the same amount of power used by Miami-Dade County's 2.7 million people.

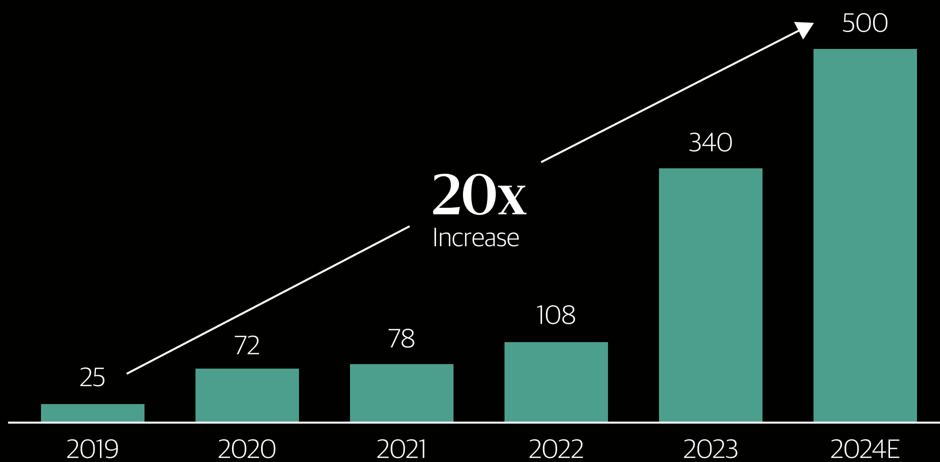
Figure 8: Accelerating Demand for Data Centers[II]
(US New Leasing in Megawatts)



Source: Dell'Oro estimates, July 2024. (II) datacenterHawk, as of June 30, 2024.

28. Represents power consumption requirements. Internet Search & Language AI: Reuters, as of February 22, 2023 (latest available). Image AI: The Register, as of December 4, 2023 (latest available). Video AI: Factorial Funds, as of March 15, 2024.
29. datacenterHawk, as of June 30, 2024.

Figure 9: Largest Single Leases in Market[III]
(Megawatts)



Source: Dell'Oro estimates, July 2024. (III) NADC, CBRE and datacenterHawk, as of June 30, 2023. 2024 reflects BX estimate of Google self -built data center.

The growth of data centers is a global phenomenon. We estimate that the US will see over $1 trillion invested in data centers over the next five years, with an additional $1 trillion invested internationally.[30] The scale of these facilities is staggering. The largest data center currently under construction is an estimated 500 megawatts,[31] which is equivalent to the power demand of 375,000 homes.[32] As a matter of course, OpenAI CEO Sam Altman recently proposed building clusters of 5,000-megawatt data centers across the US,[33] each of which would be equivalent to the entire US data center capacity built in the last 12 months.

Regions like Europe and Asia are still a couple of years behind the US in terms of demand growth. But with Asia representing two-thirds of the global population and accounting for just 15% of global data center leasing, the potential for growth in these regions is immense.[34]

Power Demand: A Looming Bottleneck

As exciting as the growth in digital infrastructure is, it comes with a significant challenge: the power to support it. Take a look at what's happening in Atlanta, now the second-largest global data center market. Data center demand has increased by 46 times since 2019,[35] and as a result, power demand in Georgia is projected to grow by 39% between now and 2030.[36] This type of growth is not unique to Georgia—states like Arizona, Indiana, Virginia, and Texas are also contending with 5% or higher annual growth in power demand.[37]

For a US market that had relatively flat power demand for the past 20 years, this sudden surge is a major shift. As a country, we face the prospect of having to double our power grid's capacity over the next 12 to 13 years to keep up.[38] At the same time, the rise of electric vehicles is adding more strain to the grid. Every new EV increases a home's power consumption by 40%. In addition to this strain is the $500 billion being invested in reindustrializing the US with power-hungry factories,[39] and it's clear we're dealing with a massive spike in power demand.

On the supply side, things don't look any easier. Roughly 15% of the US power supply is still coal-generated, but those plants are being retired.[40] Meanwhile, our grid is aging—on average, it's over 40 years old—and renewable energy sources like wind and solar, while promising, have a capacity factor of only around 30%.[41] This means that backup power from natural gas and battery storage will be crucial to ensuring the grid remains stable.

30. Dell'Oro estimates, as of July 31, 2024.
31. NADC, CBRE and datacenterHawk, as of June 30, 2023. 2024 reflects BX estimate of Google self -built data center.
32. Gridstor, as of October 28, 2022.
33. Bloomberg, as of September 24, 2024.
34. DatacenterHawk as of June 30, 2024; Altman Solon as of April 30, 2024.
35. DatacenterHawk, as of June 30, 2024.
36. Reflects Georgia Power expected load growth through 2030 as forecasted in 2021 and forecasted in 2024. QTS Reporting, as of January 2024.
37. (1) Arizona represents long-term electricity sales forecast of Pinnacle West (NYSE:PNW; fully regulated electric utility serving ≈1.4million customers in high-growing cities across Arizona) in 2019 vs. 2024. | (2) Georgia represents utility Georgia Power's summer peak demand CAGR published in 2022 ('22–'41) vs. latest forecast ('23–'30). | (3) ERCOT and PJM are Independent System Operators (ISO) organizations that coordinate, control, and monitor operations of the electrical power system / power capacity market in Texas / the Mid-Atlantic, respectively. PJM is the ISO region that covers DE, IL, IN, KY, MD, MI, NJ, NC, OH, PA, TN, VA, WV, and DC. | (4) Virginia represents Dominion PJM 10-year summer peak demand CAGR published in 2021 vs. 2024. | (5) N. Indiana represents NIPSCO peak load forecast published in 2021 (roughly flat through '40) vs. the latest 2nd Draft of the 2024 Stakeholder Integrated Resource Plan (IRP). Uses a forecast period of ('23–'35) and does not include upside emerging load from data centers in revised case. | (6) Texas represents ERCOT summer peak demand CAGR published in 2023 ('23–'32) vs. latest forecast ('23–'30).
38. US Department of Energy, as of August 12, 2024.
39. The White House, as of April 2024. Represents ≈$500 billion committed by corporations into electricity-intensive battery, solar panel, EV, and semiconductor manufacturing facilities.
40. US Energy Information Administration, as of February 2024.
41. US Department of Energy, as of October 2023.

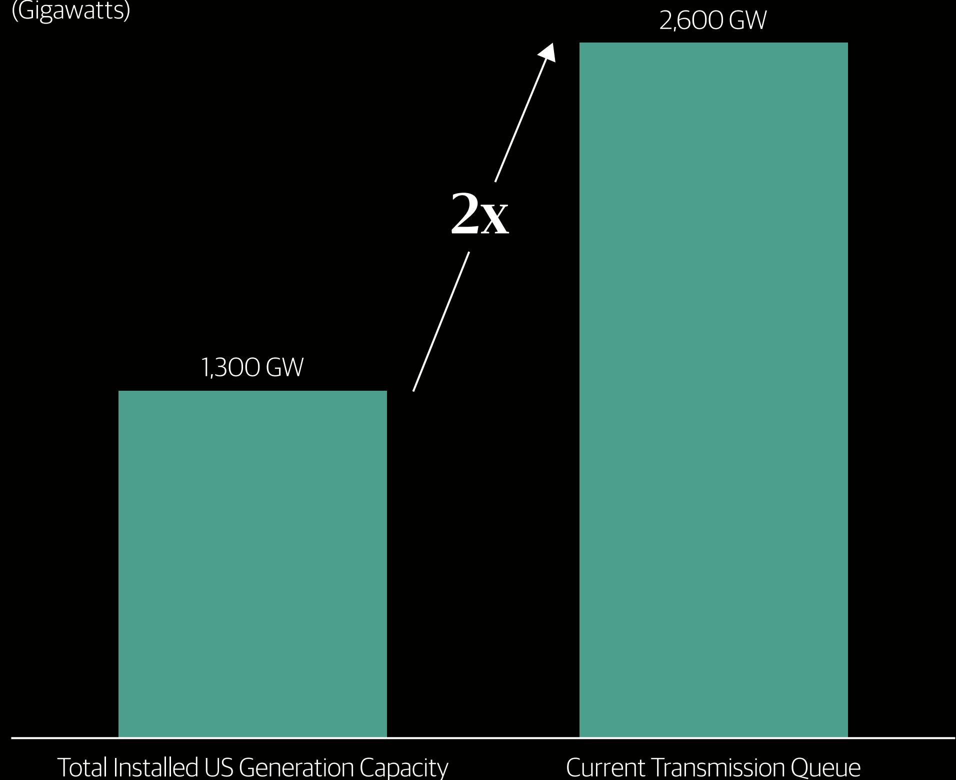
The Investment Opportunity

This convergence of data center growth and rising power demand presents a rare and compelling investment opportunity. At Blackstone, we've positioned ourselves at the forefront of this trend, becoming the largest global investor in data centers and AI-driven infrastructure. We identify significant upside potential in several areas.

First, data center leasing is set to continue growing as AI and cloud computing expand. Across Blackstone, we have over $70 billion worth of data center assets, with another $100 billion in our pipeline, including facilities under construction and our announced acquisition of Airtrunk. Many of these assets are backed by long-term contracts with AA-rated counterparties, offering stable, attractive returns.

Second, power generation and utilities, particularly in the renewable space, are poised for significant growth. With trillions of dollars needed to upgrade the power grid, we believe investments in wind, solar, and natural gas generation will yield strong returns. In particular, we expect significant demand for natural gas pipelines, as renewables require backup power.

Figure 10: US Power Grid Transmission Queue
(Gigawatts)



Source: Lawrence Berkeley National Laboratory, as of April 30, 2024.

Lastly, the broader energy transition, including investments in battery storage, HVAC systems, and transmission infrastructure, presents a meaningful opportunity to capitalize on this megatrend. At Blackstone, we're excited to be leaning into this megatrend and believe we are well positioned to deliver value-add to our investors.

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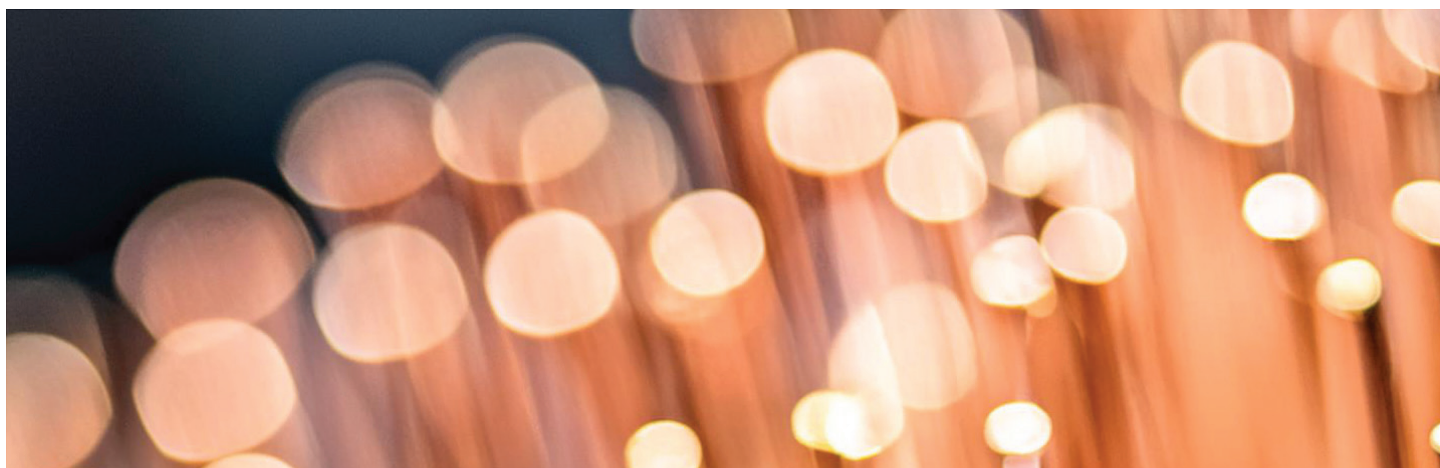


Through the Private Market Lens

Blackstone's global portfolio spans more than 230 companies employing nearly 700,000 people. Each quarter, led by **Prakash Melwani, CIO of Corporate Private Equity**, we survey a sample of these companies' CEOs on the current business environment and what they see on the horizon. Explore a few key findings from our Q3 2024 survey of 90 Blackstone portfolio company CEOs (56 US CEOs).

CEOs are optimistic about growing revenue and EBITDA.

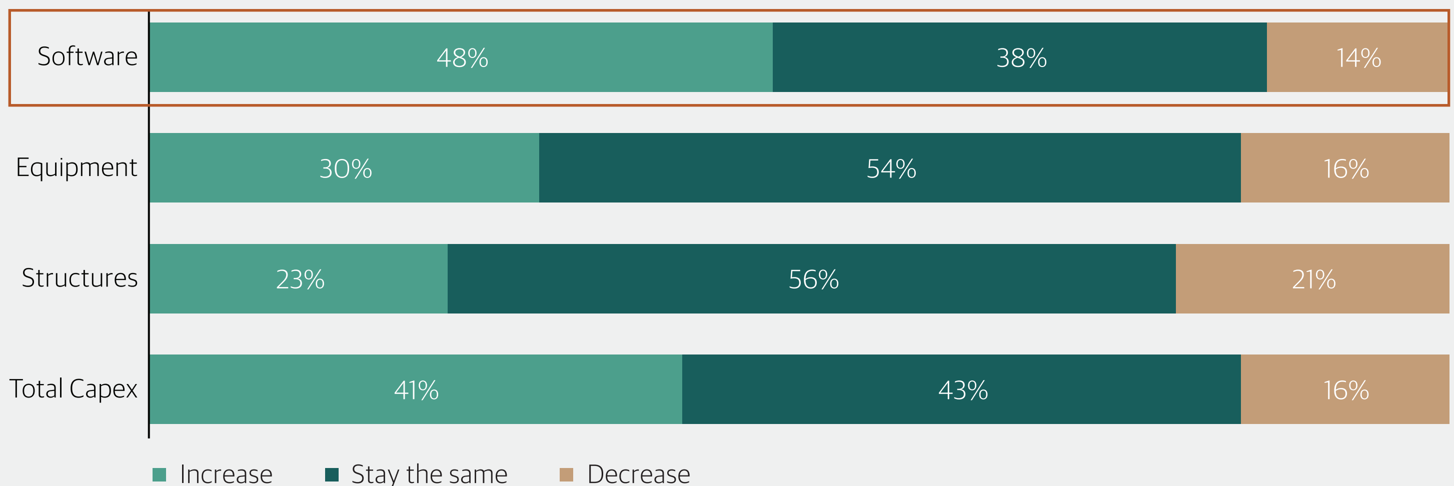
- 96% of CEOs expect revenue growth in 2025
- 97% of CEOs expect EBITDA growth in 2025

Labor markets remain healthy. The change in reported headcount is approximately +2.6% YoY in North America.[42]

- The vacancy rate inside our North America portfolio companies is indicative of "normalized" ongoing hiring.
  - 5.5% in North America as of 3Q, down from 6.3% last quarter and 7.1% in 3Q23[42]

Only 16% of CEOs expect a recession.

Compared to 2023, do you expect your 2024 CapEx for the following expenditures to...



42. From Blackstone's Chief Human Resource Officer Survey (CHRO). Includes input from 65 Americas portfolio company responders (~190k employees). Survey initiated September 6, 2024 and closed September 20, 2024.

Note: See "Important Disclosures" for additional information about the survey and the views expressed within.

The Blackstone CEO and CHRO surveys referred to herein is a survey of a subset of portfolio company CEOs and CHRO. For 3Q24, the CEO survey reflects responses from 90 Blackstone portfolio company CEOs (56 US CEOs) largely within Blackstone's private equity, real estate and credit & insurance businesses (the "CEO Survey"). For 3Q24, the CHRO survey reflects responses from 65 Blackstone portfolio company CHROs (representing ~190k employees) largely within Blackstone's private equity, infrastructure, real estate and credit and insurance businesses (the "CHRO Survey"). Note that survey composition varies from quarter to quarter. The CEO Survey was initiated on September 10, 2024 and closed September 20, 2024. The CHRO survey initiated September 6, 2024 and closed September 20, 2024. Quarter-over-quarter presentations reflect data only for companies who responded to the survey question in both quarters, which may result in a smaller subset of portfolio companies CEOs/CHROs represented in such presentation than the overall CEO Survey/CHRO Survey. The responding portfolio companies are not necessarily a representative sample of companies across Blackstone's portfolio and the views expressed do not necessarily reflect the views of Blackstone. The views expressed reflect the responding CEOs'/CHROs' views as of the date of their responses, and Blackstone does not undertake any responsibility to advise you of any changes in such views. References to "CEO" or "CEOs" herein refer to respondents to the 3Q24 Blackstone CEO survey. Note: See "Important Disclosures" for additional information about the survey and the views expressed within.

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