



THE GLOBAL INVESTMENT RESET: PUBLIC VS. PRIVATE MARKET ALLOCATIONS

Announcer 00:00:00

Please welcome the panel on “The Global Investment Reset: Public vs. Private Market Allocations,” moderated by Jennifer Prosek, founding and managing partner, Prosek Partners.

Jennifer Prosek 00:00:15

Thank you. That's a great place to live. Thank you. Hi. Well, thank you all for coming to a 4:00 PM slot on the Tuesday of Milken. I really appreciate it. It's great to see you, and I promise I'm going to keep you awake and inspired. We're going to bring the energy. So, one of the things that's really cool about this panel—I moderate a bunch of panels at Milken—but you really have a differentiated group of superstars here. Their models and strategies are fairly different. So, they're going to tell us a little bit about what they think their right to win is and what their predictions are for the markets. So, let's get going. So first, I heard another panelist today talk about the age of discernment, and that this is the age of discernment, and that the folks with the right to win are going to win, but it's going to be a shakeout. So, I'm going to unpack everyone's right to win. So I'd love to start with you, Per. Well, first of all—because you all don't know these folks maybe so well as I do—why don't we all go down the line and just tell everybody name, organization, and quickly—not like a big paragraph, but maybe a sentence—on your North Star or right to win. Kamal.

Kamal Bhatia 00:01:47

Well, it's good to be with you—Jen, again—and good to see everyone. Kamal Bhatia. I work for Principal Financial Group and run the asset management division. We are almost \$750 billion in assets under

management and \$1.8 trillion in assets under advisement. And our right to win is we are an N-of-1, the only truly global retirement investment manager in the world.

Jennifer Prosek 00:02:09

Nice. Alright.

Per Franzén 00:02:12

Per Franzén, the CEO of EQT. We're a publicly listed business out of Stockholm. We today manage close to \$400 billion of assets under management across private equity, infrastructure, real estate, and now also secondaries. And we're actually the largest private markets firm in the world outside of the US. So I guess that's our right to win that we can provide access to really attractive returns, what we call alpha, across all of these strategies in Asia and in Europe. And that's actually pretty hard to replicate that type of setup.

Jennifer Prosek 00:02:49

Katie.

Kathryn Koch 00:02:51

I am so happy to be here in my hometown of LA. I am the CEO of TCW, which is headquartered right here. We are a global asset management firm, \$200 billion in assets under management. We invest in public credit, private credit, and also public equities, and the right to win for us would be that we're a privately held, long-term oriented, specialist manager that builds highly differentiated exposures versus benchmarks and peers.

Jennifer Prosek 00:03:20

Mike.

Mike Freno 00:03:21

Alright. Mike Freno. I'm the chairman and CEO of Barings. We're a \$480 billion asset manager specializing in public and private credit, real assets, and capital solutions. I'd say our differentiation in terms of right to win is our ownership structure, where we're the only large asset manager on a global basis that's owned by a mutual. Soon to bring another insurance partner in alongside of us, but we are not only a manager of

assets, but we'll be a principal buyer alongside our investors, and so have complete and total alignment with them.

David Gross 00:03:50

Great. Hello, I'm David Gross, managing partner of Bain Capital. We are a broad multi-asset class private investment firm. We have 10 different businesses, headquartered in Boston, \$225 billion of assets under management. Right to win, I would say we're all about operational value creation. That's been really the ethos and the culture of the firm since we started with a pretty unique model, and a lot of dedicated resources focused on driving value creation at companies to really deliver some superior returns. So that's our model.

Jennifer Prosek 00:04:27

See, I told you. I promised you you're going to hear different things, differentiated styles, differentiated models. Very interesting. So I'm going to pick on each of you for something that I thought was particularly interesting and might signal the market in terms of what you think is going to happen in the next five to 10 years. Per, I'd like to start with you. You bought Collier Capital not so long ago, and you divested your credit business not so long ago. Tell us why you made those moves and why those signal your strategy and what you expect will happen in the next five to 10 years.

Per Franzén 00:04:59

So, fun fact, we did acquire Collier Capital. We announced the transaction beginning of this year. But Jeremy Collier, who's the main shareholder and the founder of Collier Capital—I actually met him at Milken last year here over lunch for the first time—

Jennifer Prosek 00:05:17

Deal flow at Milken. Love it.

Per Franzén 00:05:19

So great to be back here.

Jennifer Prosek 00:05:20

The price just went up for all of your sponsorships. And that's impossible.

Per Franzén 00:05:26

So to answer your question, we went public in 2019, so seven years ago. And the reason we went public is because we thought that this industry is going to consolidate and that we wanted to have access to a strategic currency to advance our strategic priorities. And at the time, we actually did have a private credit business, and we decided to divest it. And many people questioned that because of the growth also that this asset class has had. And it wasn't really a view on whether private credit is an attractive asset class or not. It was more just an honest assessment of what are our capabilities and where can we add real value. What is our DNA? What are we good at? And ultimately, we're coming from the active ownership strategy side, and everything we do is about creating excess performance in relation to public indices. So that's why we decided to divest the private credit business. And the obvious question then is, of course, why did we want to enter secondaries? And the reason is that we see an increasing need from our investors, from our clients, to engage with them to help them achieve their strategic portfolio objectives, manage their liquidity because of also some of the lack of liquidity, lack of distributions that have come out of the private markets industry. But also because our industry has just become much more mature, much more complex. And we at EQT, we want to be the most attractive counterparty to investors in the private markets, and that strategic counterparty, and that's why it was so important for us to get access also to those secondary capabilities. Interestingly, also, now we're actually back into the private credit asset class, because Coller Capital has one of the largest, I think probably the largest secondary strategies in private credit. And of course, the timing is also interesting from that perspective because now we actually do see a real opportunity to produce very attractive alpha outperformance for our clients, for our investors in this asset class, given some of the market dislocation and dynamics that we're seeing in private credit today.

Jennifer Prosek 00:08:00

Very interesting moves. Obviously, liquidity products. No one can deny that that's a good idea. Katie—he divested of his credit, but you're all about credit. So tell us about your credit strategies. And I thought it was interesting that you told me that despite your focus on credit, you haven't invested in software or SaaS products at all, or companies, sorry, at all.

Kathryn Koch 00:08:25

Yeah. So we've moved in the opposite direction, which looks like it's been good for both of us.

Jennifer Prosek 00:08:29

[Crosstalk] We need a little energy.

Kathryn Koch 00:08:32

But I think there's something in the specialization point that you're making that's really important. We've made an investment and a push into private credit, which means a lot of different things. For us, we have done that through CLOs, we have done that through our direct lending business, which I think is where your software comment comes from, and I'll come back to that. And we've done it by building on our 30-year heritage of securitized investing in the public markets to build out an asset-backed finance business. Bryan Whalen, the chief information officer of our fixed income business, is here, who's helped us lead that and build it out, and Dylan Ross runs that business for us in structured credit or asset-backed finance. Private credit now also means leveraged finance, which people know. It also means IG, and we do all of those things for individuals and institutions. So that's what we do, and we've tripled the size of that business over the last few years.

Jennifer Prosek 00:09:29

And give us a little prediction of like where you see your private credit business going. There's so much noise about private credit.

Kathryn Koch 00:09:37

Yeah, sure. So I'll just pick up on direct lending for a second because I think that's what a lot of the dialogue is at this conference. So just something to know about us, it's true, we don't own software, but there's a reason for that and a much bigger and more important structural story on that. We've done this for 26 years in the direct lending market, which puts us in a pretty rarefied group. Most people launch post-GFC. So we've done it through multiple economic and rate cycles. That's important. We have kept leverage the entire time, at about three to four. The market's much higher than that. We've been disciplined on pricing. We've had incredibly strong covenants, and extremely demanding documentation. So you could either say that we didn't lend to software companies or that they didn't want our money. Both of those things are probably true. But we did end up with no exposure. I'd add to that list, we're not overly dependent on the sponsor market. And so—it's not really software is the main issue, it's just if you are a disciplined lender, that's going to get you through this environment well. I actually think people are focused on the wrong thing just by focusing on software. Every sector's going to go in and out of favor, but if you maintain a disciplined process, which we've done for 26 years, you should be able to manage through that. So I would say kind of what did we see? Because last year we were here, and we said we think there are going to be accidents in this asset class. So I will be brief and hit on what we saw, where we are now, and the opportunity in about 60 seconds—because Jen and I both appreciate high economy of words. So, in terms of what we saw out there, it was actually not a prediction about the SaaS apocalypse, which I mispronounce often, so I may have just done it there. It was actually just the fact that a lot of money was coming into the asset class, and the lending standards were decreasing. And so we just said there's probably going to be accidents, and we obviously ended up having some. And there became a high sector concentration for people who have done leveraged finance for a long time; it's very risky to have 20 or 30 percent of your capital in any single sector, and those were some observations that we made. In

terms of where we are now, we would say that the easy days of just showing up and lending money are over. The beta trade in this is over. People are going to focus again on a rationalization of the market and discipline, which leads us to where I'll end in terms of where do we see opportunity. We said it was the golden age of private credit. Now people are saying it's radioactive. Like most things in life, neither of those are true. The truth is somewhere in the center, and actually this should be an extraordinary opportunity in our view. So last year we said beware. This year we're saying this is an incredible opportunity for private credit and direct lending specifically. When people are heading for the exits, that's where you want to enter. Opportunities are on new vintage lending, because you're going to have a higher base rate. You'll get better returns in the coupon because it's less crowded. So you're going to overall get better returns at better terms. That's good for new vintage private credit, and then we can come back to it later if it's interesting. But we see a phenomenal opportunity in rescue finance for some of the reasons that you highlighted around dislocation. This is a very important way to take advantage of the dislocation in the market.

Jennifer Prosek 00:12:52

So, by the way, there is a QR code if you have questions. I have a little—what's it called? iPad. So I can see them if you want to ask anything. Mike?

Mike Freno 00:13:03

Yep.

Jennifer Prosek 00:13:03

You have an extremely different business model to everyone else. As I understand it, you've got a huge balance sheet because you've got not one, but about to have two insurance partners.

Mike Freno 00:13:12

Soon to be two, hopefully.

Jennifer Prosek 00:13:13

Yeah. Tell us a little bit about that, and how that factors into the way you're running the business and also your predictions.

Mike Freno 00:13:20

Well, the ownership structure, again, it's a long-term ownership, so it's as close to perpetual capital in a capital ownership structure as you can have. Our parent company is 175 years old. The oldest policyholder, who are owners of our company, is 104 years old. And she—usually a she when we get to that age—has been a policyholder for 90-plus years. So that's a long-term—

Jennifer Prosek 00:13:42

You have an older policyholder than MassMutual. I saw him on stage. His is in the 90s or something. Yours is even much older.

Mike Freno 00:13:49

Just a big one. How we build the business is for the long term. We're looking at generational-type promises that we make to our owners, which are ultimately, again, the policyholders. So the way we build business is both organically and inorganically as well, and I think there's going to continue to be opportunities from the inorganic stage, whether there's divestitures. We've purchased three companies in the last four years to integrate to, I'd say, complement what we do. We look at our portfolio of capabilities on the manufacturing side, and what do we need to build that out to offer clients—for us, things we want to be great at. I don't think that we're not everything to everyone, everywhere. We don't have aspirations to be that, and we have a level of scale, but it's not trillions, and maybe you don't need to be there at this point in time. But we think about it in terms of generations as we build these businesses on, and as I mentioned earlier, we are a buyer alongside our clients. There's very few assets that we own, and I don't think there's any on the credit, debt, or real asset side, there's some within our equity business, where our parent company is not investing alongside of all of our clients. So there is complete alignment from that perspective as we build out, and I think we have the commitment from them as we bring in our new owner to continue to be building out businesses for the long term. And we'll be active both in the inorganic and the organic phase of that.

Jennifer Prosek 00:15:17

And I promise to come back to you, Kamal. He's my last but not least. But Bain, I feel like you're the granddaddy of classic private equity. Of course, you've diversified—

David Gross 00:15:27

That's a personal shot, or just—I take that as old.

Jennifer Prosek 00:15:32

They're actually the oldest, Mike. But seriously, you've diversified your business obviously quite a bit. Where do you see the market going and your right to win and your setup, and how does that all work together?

David Gross 00:15:44

Yeah. So, we started out with this core premise that you could have an operational approach to businesses, get involved, and change trajectories and revenues and globalize businesses and support them. And we liked the notion that you could then apply that model across asset classes, across the capital stack. Our first business that we got into actually was private credit and CLOs, where we could leverage that same knowledge and approach in looking at a business that maybe we couldn't invest in in a buyout context, but then we could invest in the debt. Public equity, venture capital, real estate, and, as I mentioned, we have 10 businesses; I won't list them all. But the core approach is a value-added mentality, and that there might be dislocation or undermanagement or an opportunity to reposition things, and if you have the resources to do that, you can be a strong agent in the governance process that private markets affords. We have some 200 people that are dedicated, folks who go in and drive companies. This is not just in our private equity business, but even in minority context, we might do a structured equity deal, but we'll contribute resources even though we're only a minority owner, because we want to drive that inflection. Our venture capital business has a significant talent team that helps augment and support growthful businesses. And this is something I think has been enduring through cycles and maybe has created some of the ballast when you're in tougher market cycles, and you have a lot of headwinds. This can be the extra couple hundred basis points of growth, or cost reduction, or cash flow that can get you to a pretty good outcome. And obviously, in interesting market environments, when you get some growth tailwind, it can be a massive amplifier.

Jennifer Prosek 00:17:38

And what do you think—I mean, private equity is one of the businesses that folks think will fundamentally change or be a more difficult business in the next five to 10 years. What do you think? It sounds like you're saying, stick to what we know, and it'll all work out.

David Gross 00:17:53

Yeah. The good thing is it's not monolithic. So different segments are in different phases, and so if you go outside the United States, I think you find almost what we saw in the US maybe 15 years ago, in the case of Europe, maybe 30 years ago in places like Japan. And so there are opportunities to really re-enter these interesting penetration curves and then apply that playbook. But in more competitive markets like the United States, listen, it's about advancing the capabilities that you have, and so going much more deeply in terms of vertical capability, in terms of bringing together different disciplines. And so combining early stage life sciences with later stage healthcare, combining operating businesses with hard asset businesses

like in aerospace and defense where those capabilities are required to bring them together. And obviously, and I won't gun jump the discussion on AI, but that's—

Jennifer Prosek 00:18:47

We'll get there, I promise.

David Gross 00:18:48

It's an incredible and fundamental accelerant to all forms of value creation and multi-discipline investing that I've been referencing. And so, at the time when you have more competition, I would agree with you, there's some macro headwinds and volatility that make it more difficult to invest and some disruptive forces. But the flip side is we now have more tools. We have more areas where we can drive a next level of growth that were not even close to available 10, 20 years ago. So that's the exciting part.

Jennifer Prosek 00:19:20

Yeah. So we'll hit AI and we'll hit outside of the United States.

Per Franzén 00:19:21

And just one reflection there, Jen, if I may.

Jennifer Prosek 00:19:23

I want to make sure I let Kamal go. Go ahead.

Per Franzén 00:19:24

Just one reflection on what David said on private equity, which I think might be of interest to this audience. During my 20 years in the industry, every time there's been a slowdown in deal-making or a little bit of macroeconomic headwinds, the model gets challenged. But fundamentally, it's a very attractive ownership model, and actually, during times of uncertainty and volatility and a little bit of headwind, if the industry just focuses on the basics, namely building and developing better companies, that is the perfect time to generate outperformance.

Jennifer Prosek 00:20:00

Yeah. Okay. Kamal, talk to us. You have a very different view of the market, given where you're at. Give us some predictions and tell us.

Kamal Bhatia 00:20:09

Sure. I was thinking as my colleagues were chatting, I should have been in the middle because we have two panelists who are aligned to private credit, who are aligned to private equity. The good news is—

Jennifer Prosek 00:20:22

You're the monkey in the middle.

Kamal Bhatia 00:20:23

No. Well, because I could go left and talk about credit, because we do a lot of it. I could go right, talk about equity, because our structure and our experience allows me to have an unbiased opinion on both. And that's powerful and that's important. Because ultimately, the outcome matters and outcomes should drive the decision point. So my view of this is the noise around private credit is real. If you're a student of investments, never in the history of investments you have had questions and stress in credit without stress in equity. They are two sides of the same coin. One side doesn't show up. The analogy I could give you is even nature behaves this way. Dark clouds don't gather. It will always rain. They don't go away. They don't stay. And so the fact is private credit has gone through a period where it grew a lot, and it's going to go through its natural credit cycle. That is the nature of credit.

Jennifer Prosek 00:21:45

So what's your weather report? Is it downpour, a tsunami, just kind of cloudy?

Kamal Bhatia 00:21:49

It's a good question. It's a dangerous profession to be a weatherman these days, particularly in the age of AI. But experience tells us—I don't know if it'll be a downpour, but the clouds are real, and I think there's probably going to be more stress on the equity side. But until that comes, credit cannot clear. That's where I would leave you with it. And just from my seat, because we do this around the world, and one of the benefits we have is I not only think in terms of public and private or private credit and private equity, I also think in terms of public equity and public credit, because those things inform your viewpoint. And where I see this is private credit for a lot of people went from zero risk to low risk, and people are worried about it.

It's still low risk. It's not high risk. It's real risk. And so I think that's the issue, that there will be more write-downs. But people have been earning a lot of spread in this asset class for many years. So the 10-year track record would look pretty good. The five-year would look good. The one and three-year will not look so good. And then eventually it'll recover, and the private equity track records very soon will be negative. And that's the nature of cycles.

Jennifer Prosek 00:23:18

Somebody wants to—

Mike Freno 00:23:18

Yeah. I'll just say that when we talk about public and private—and you covered it—these are two sides to the same coin at the end of the day. And what's happening in the private markets and the public market, they're coming together closer. And if you look at a \$2 to \$3 billion private credit club deal, if you want to talk about the corporate side of things, when I started in this business, that was a massive syndicated deal. And so we're seeing this evolution, and I think the asset owners who are looking for financing are going to go where the most attractive financing will be. And whether that's ease of execution, maybe in the private market, whether it's the tighter spreads, if they want to go to the public markets, you're going to see things go back and forth, and capital will flow where it can get the best returns. But I think to say that it's inherently good or bad to be in the public and private is a bit of a mistake. Because ultimately, the performance of these, and whether we go through periods of volatility and redemptions and liquidity, ultimately, if the collateral holds up and the investments are sound, the asset class has sustainability. And I think we've proven that certainly on the leverage lending side through many decades and many cycles. But I think our view is that these will continue to come closer together, and it just gives more asset owners more opportunity on how they finance, whether it's a company, their assets, et cetera.

Jennifer Prosek 00:24:35

Let's talk—there's AI in the questions, obviously, because none of us can deny that will be major transformation. I just wanted to ask a quick question of all of you, and then we can have a discussion. And the question goes something like this. What is your prediction in one to 10—one being one year, 10 being 10 years—how many years will it take for fundamental change in the industry, meaning complete transformation, in the finance world? One to 10. Kamal?

Kamal Bhatia 00:25:09

So I think the question is, what will be the change in business?

Jennifer Prosek 00:25:11

How long will it take?

Kamal Bhatia 00:25:12

How long it'll take. So let me decompose what a business is. A business is capital and people.

Jennifer Prosek 00:25:19

You're supposed to just give me one to 10.

Kamal Bhatia 00:25:20

I can't. But I'll give you the answer because there is a nuance to the question. It's a deeper question. A business is capital and people. On a scale of one to 10, we sit today where we feel like it's 9 out of 10 on capital because of the advent of technology, and we feel like it's two out of 10 on people. In 10 years, those numbers will reverse.

Jennifer Prosek 00:25:42

But are you a one-to-two-year guy or a 10-year guy? Will it take one to two years to feel this fundamental change, or will it take 10 years?

Kamal Bhatia 00:25:50

I think we are already feeling the fundamental change in the capital and the technology impact. I think in a few years, we will start feeling that change on the people side of our business.

Jennifer Prosek 00:26:00

That feels one to three.

Kamal Bhatia 00:26:01

Yeah.

Jennifer Prosek 00:26:01

Okay. Per.

Per Franzén 00:26:02

Yeah. I'm in a similar camp, right? So the models today are already incredibly powerful, but we can't really, yet as an industry, realize the full potential of them because of the limitations in terms of what our organizations can absorb. So like as the CEO of EQT, what I'm really focused on is making sure that we now build those AI capabilities now in the near term so that we can harness and realize the potential of the technology.

Jennifer Prosek 00:26:35

How many years to fundamental change?

Per Franzén 00:26:36

A couple of years.

Jennifer Prosek 00:26:37

Two.

Per Franzén 00:26:38

Yep.

Jennifer Prosek 00:26:38

Okay.

Kathryn Koch 00:26:39

Three years, four months.

Jennifer Prosek 00:26:40

Alright. I love it. Specific.

Mike Freno 00:26:44

Two to three years. I think the technology is there or will be there much before the behavioral changes will take place in many of our businesses, but I think it's two to three years.

Jennifer Prosek 00:26:53

Okay.

David Gross 00:26:54

I'm going to go with four, maybe because everyone said three, in the sense that, listen, I think it's an incredibly powerful and transformative set of technologies, but it's bumping up against a situation where humans have been using the same tools to solve the same challenges in organizations for quite a long time. And so I think there is an adoption question. I think there's a pretty complicated process of really rethinking, in some ways reimagining business processes that then link to things like pricing models and revenue models and the like. And we're all going to, like, we're all doing with our organizations, we've all got 1,000 projects going on right now. It's incredibly dispersed. We're going to sort through which ones work and don't and try to consolidate those, learn from it, see if we can codify those into agents which will then work, and then ultimately translate it into how we go to market. And my guess is that takes some time. And then when you start to see the real disparity between winners and losers here, and I think this will create winners and losers in terms of who can execute this the most effectively, then you're going to see a real acceleration because folks are going to have to catch up. Others are going to gain more market share. You're going to see some shakeout. But to me, that's a nontrivial process and cycle to occur. So I'm going on the slightly longer end of the scale here.

Jennifer Prosek 00:28:23

Does anyone have a use case that you think is absolutely fascinating happening in your business or one of your portfolio companies that is really "wow" you want to share?

David Gross 00:28:36

A lot of them. There's so many use cases around personal productivity and cost and the like, but the one that really struck me because, the end of the day, I am looking for things that are going to have a positive long-term impact. We own a business that is the dominant software provider to police stations, and they have an incredibly difficult time connecting disparate sources of information to really help the front end, which is like the patrol person. And now with AI-enabled tools that connect traffic cameras, that connect maps, and bring some intelligence to crime fighting, there are examples where there's a hit-and-run, and typically it would take a patrol person a lot of time to figure out where are their cameras, got to go back, research it, think about where the car could go. And now, at the fingertips with this software and the databases that the AI-driven tool can connect to, it will all happen in a matter of minutes, and they can track the car, and there are specific examples in the New York Police Department where they've actually stopped these crimes in a matter of 30 minutes that might have never actually been solved. To me, that's a demonstrable impact on how things are done that we can all look at and say, "Wow, that's a tool, that's a real-time activity that would've not been possible before." So I love that example. Very powerful in terms of enhancing the software.

Jennifer Prosek 00:30:11

That's great. So if your son or daughter came to you and said, "I want to go into finance," but you know they're going to graduate in the next couple years—would your answer be impacted with what you know of AI or would it not? Anyone want to go? Katie.

Kathryn Koch 00:30:29

I was actually thinking about, because at our breakfast that we had Monday...Dina Powell was at our TCW Women's Leadership Practice.

Jennifer Prosek 00:30:38

She's the president of Meta.

Kathryn Koch 00:30:39

She's the president of Meta and a friend of ours. And we were talking about AI, and we all know it's going to be transformational, and we are heavily invested in this. At TCW, we are invested directly in AI, which we can come onto. We're also very overweight power generation across private and public markets, credit, and equity. And she was talking a little bit about power because obviously that's the big constraint to all

these hyperscalers. There's several, but power is one of them. So this country needs to generate 250 gigawatts of power over the next couple of years. That's equivalent to the annual production of Germany and France together. It's a big number. It's trillions of dollars of capital. And she also said, because there's this fear around job displacement, which I think you're getting at, and something I think about a lot, too. We also need 500,000 electricians annually. And we know now from the employment numbers that there's a mismatch of college graduates, four-year college graduates getting into the market. We're hiring. We're all going to hire less people. The use case here is that we have amazing—I'm long on human beings and investing, truly. I think that you have to be able to ask the right questions of these models, and they have to be able to anticipate a future that's different than the past. And humans have an edge at that, but they can use all of this technology to run more efficiently. We're all going to hire less analysts. That's true. Sad for the people who just graduated from college, no doubt. But it made me think, to answer your question, electrician. That is a good job to have. We do have a mismatch here, and I'm not making light of it. This is going to be hard for society to go through because this is going to be highly disruptive, and we absolutely are going to have a mismatch of education levels, job availability, how people are trained, and it's going to create a lot of stress on society that we have to work through. But it is also going to create jobs at a level and a pace that we don't even understand what the future industries are going to be. So there's that category, and then it's the category of what we need to build the physical infrastructure to enable this revolution. And our kids may be doing very different jobs, and we may aspire for them to do very different jobs than what our parents aspired for us to do.

Jennifer Prosek 00:32:47

But if they said, “Mom or Dad, I want to go into finance,” knowing what you know—

Kathryn Koch 00:32:51

No, I'd say, “Go be an electrician.”

Jennifer Prosek 00:32:52

I was just going to say, you're a finance electrician.

Kamal Bhatia 00:32:55

Well—

Jennifer Prosek 00:32:55

Go ahead.

Kamal Bhatia 00:32:56

So Jen, I think there was a similar question last year, and I'll refine it. So I think the question last year was what advice you'd give your child who graduates college. And my viewpoint then was, and I'll repeat it, it was I would recommend you go into sales. And my logic was—

Jennifer Prosek 00:33:15

That was a year ago.

Kamal Bhatia 00:33:15

—a year ago. And my logic was, when you are young, you are very long optimism and you are very short experience. And going into sales is the fastest path to get that into equilibrium.

Jennifer Prosek 00:33:30

It's still human relations. I like your answer.

Kamal Bhatia 00:33:34

Which is when you're in sales, you hear a lot of nos. It gives you experience and judgment, but your optimism and enthusiasm keeps you going. And I'll bring it back to, as I've been thinking about the topic of AI, because what AI does is it's by nature artificial intelligence. You will have a lot of intelligence around you. And my view is, as intelligence goes up, the thing you need more that AI can't do is relationships.

Jennifer Prosek 00:34:03

So you would still say go into sales.

Kamal Bhatia 00:34:04

Go into finance, but double down on building relationships because intelligence will be matched; relationships won't be.

Per Franzén 00:34:14

I have a very similar view.

Jennifer Prosek 00:34:16

Per—

Per Franzén 00:34:16

Also an optimistic view. If I think about my own career, I started 25+ years ago at Morgan Stanley as an analyst, and the tasks that I had to do back then, and that I wouldn't have to do today, and how many years it took me until I got to do the really value-add and fun stuff. So I would say absolutely, I would encourage people to now join the financial industry or the private equity, private markets career because if they do it right they'll much quicker get to a point where they can do really value add work. But then the focus has to be on getting that real experience working with companies, with assets, with management teams, and also I'd say really don't shy away from the tricky situations, from the complex situations. That's when you learn the most, and those type of experiences are also the least likely to be replaced by models going forward because they will require real judgment calls, right?

Kamal Bhatia 00:35:24

Yeah. And just to add, I think if you ask me to choose between public and private markets, I would say go to private markets because the nature of private markets is you can't really trade with someone on a Bloomberg terminal. You have to have a relationship to—whether you're doing a credit deal or an equity deal. And it will teach you that relationship better because the alpha in private markets is a relationship. It's not a trade.

Jennifer Prosek 00:35:52

So interesting. Anyone down there want to talk?

Mike Freno 00:35:54

I'll just add, I think the skills that are valued certainly by probably most of our companies and ours will still be valued in the future, too. The analytical side is going to be taken away by the machines at some point, and that's going to be less valued. But the ability to interpret what it means, the ability to think with

innovation, the ability to understand how companies operate, how markets operate. The softer skills of things, I still think are going to be valued. It's just we'll have fewer people doing the analytics around it, and then you'll have to be able to take that information and do something with it, which is what I think most of us in the industry, our most valued people are those that do it. They're not the ones who crunch the numbers and spit it all, and just give us an answer. They're saying, "What do you do with this answer? You've got this now: How would you position this company differently? How would you evolve your product mix? How would you structure this team?" The more behavioral-type things that I think will still be valuable. So, I wouldn't encourage people to shy away from it. But the understanding of financial statements and how they translate into a business, the actual comprehension of it, rather than just getting an answer and saying, "Here's what the machine gave me, I don't know what to do with it," I still think will be valued in the future.

Kathryn Koch 00:37:03

My kids, they're 5, 7, 9, and 11, so they have a long time—

Jennifer Prosek 00:37:07

Four kids. Katie Koch.

Kathryn Koch 00:37:07

—until they figure out their career.

Jennifer Prosek 00:37:09

I love it.

Kathryn Koch 00:37:10

But on this one, if I wasn't advising them to be an electrician, because perhaps we'll double the size of the grid by then anyway. I do think the ability to—when we drop them off at school in the morning, I always say to them, "Ask good questions." Which goes to what you were saying, a lot of this can be replaced by models, but you still have to have the cognitive ability to ask the right questions. And going back to how you prepare people for this world, it may be, and I sit on the board of a university, that actually we need to train people differently in college. And what's actually interesting about it is maybe we do need to give less undergraduate business or financial modeling training, and it's better to be in philosophy, or it's better to be in language arts, where you're really learning to think broadly and to ask important questions. We could

really have to think about the way that people study and the way that we develop people differently if the base level of knowledge is going to be done by compute.

Jennifer Prosek 00:38:05

Fascinating. I love this discussion, but I'm going to go back to asset allocation. Let's talk about outside the United States. A lot of you run global businesses. I know you have a big business in Asia—so do you. I heard someone on a panel today talk about the alpha outside the US, and that seemed to be an unpopular topic, and I think it's much more popular. Who wants to dive into outside the US?

Per Franzén 00:38:30

Maybe I can start.

Jennifer Prosek 00:38:32

Per. Go. Please.

Kathryn Koch 00:38:32

You're a good person to start.

Jennifer Prosek 00:38:32

And you have a large fund in Asia, right?

Per Franzén 00:38:36

Yeah.

Jennifer Prosek 00:38:36

Or focused on Asia? Tell us about that.

Per Franzén 00:38:39

Yeah. So we're a big investor across Asia. We're a big investor in Europe as well. And I'd say, if I look at the opportunity set in particular in our active ownership strategies in those regions compared to here in the US, there's just a higher share of under-managed assets, right? And so—

Jennifer Prosek 00:38:59

We're getting some nodding down there.

Per Franzén 00:39:00

Yeah, exactly. And I'm sure David will want to comment on that as well.

Jennifer Prosek 00:39:03

Yes, please.

Per Franzén 00:39:05

And if you have the setup, the right presence across those geographies to unlock those opportunities, and then you can apply that hands-on value creation toolbox, our AI capabilities to drive real change in those type of businesses, that's when you actually can create material outperformance versus the public markets. And from that perspective, I would say that Asia and also Europe, are relatively speaking for the private equity asset class, more attractive. Yeah.

Jennifer Prosek 00:39:39

Anyone else want to jump in?

David Gross 00:39:40

I'd agree. In addition to just the raw opportunity that exists in these markets where efficiency and margin levels are not the same, and again, private equity, certainly private credit, the more specialty areas are at a lower level of penetration. And so again, we've seen the movie before, and we're going to watch it again, and it's going to be interesting growth. Yet, we live in an incredibly interconnected world, and so for us to be great owners of business in the United States, we need to have a global footprint, particularly with all

the tensions you see now around de-globalization. At first, we thought this was going to really constrain our global activities, but rather it opened up a whole new leg of helping companies navigate the realignment of their supply chains. The notion of reshoring and kind of relearning manufacturing here in the US, which you can do, but you've got to study from the Chinese, from the Japanese, from the Koreans, around some of these things, particularly in the technology and the component area. And this is not just in manufacturing. You see this now in pharmaceuticals, and the great importance placed on controlling supply chains and having those technologies and application programming Interfaces be here in the United States. But this is a trend that's happening around the world. All countries want sovereignty over critical industries. They're all investing significantly into defense and rearmament and the like. And so if you've got a global footprint, you can see these common trends. You can build the IP and knowledge about that. You can help companies in each country realign and be competitive around that, even if levels of global trade may not be what they used to. However, people forecasted global trade was going to go down, and you'd see changes in the bilateral trade between the US and China. Empirically, it hasn't happened, so I do think globalization is a tough thing to constrain. But regardless, being able to think global, interconnected, and support businesses locally, I think this is a huge opportunity for private capital.

Mike Freno 00:41:56

I'll go real quick.

Jennifer Prosek 00:41:57

Yeah. Go ahead, Mike.

Mike Freno 00:41:59

This is why we build businesses that are global in nature, and everything we do, we want to do across all geographies, and buying businesses and building businesses that have adjacency and tangential pathways into other markets is...the US is the deepest capital market, obviously, it finances itself not only with banks but with all sorts of other pools of capital. Other regions, less so, but they'll get there. And you think of the securitization market, whether it's in all sorts of asset backed or you could look at corporates. The rest of the world is not nearly at the level, but it's going to come over time. And I think having the capabilities and building out that to be able to offer investors, because capital is efficient, it will go where the best opportunities are when regulations permit it. And so, I think just being able to build capabilities and build a global financing system that will allow capital to go in the right spot and be able to support growth of businesses of all regions is really what we're trying to focus more on.

Per Franzén 00:42:53

And, of course, in parts of Asia also, not only do you get access to opportunities where you have, relatively speaking, a bigger opportunity to have more impact, to drive more value creation, but you also get the economic growth tailwinds that you might not have in many other parts of the world. For instance, in India, some of the demographic tailwinds, and there are other markets like that also across Asia.

Kamal Bhatia 00:43:20

So, Jen, we have a very large Asia business, and our team is here, and over the last few days, I've talked to a lot of clients. And I think you have to appreciate a couple of things that I'd highlight, and I'd put myself in the investor shoes in Asia, which is what ultimately matters. One, so many of us are US companies, and we work with US investors, and you have to appreciate what a blessing that is for a couple of reasons. We have one of the highest performing markets in the world. We are the center of innovation in the world. We have a reserve currency that doesn't make us think about other issues. And very honestly, with geopolitics, we have been insulated from all the issues around energy. It is very tough and very complicated for an Asian investor today. They have to think about effects that many of us don't have to worry about. They have to think about the impact of what energy does to their portfolios, their countries, and their businesses. So it's a more complicated thing. And I will tell you at the end of it, I will tell you an Asian investor is becoming smarter today than a US investor. Because they are feeling the risk and the volatility better than most of us. So, (a), I have a lot of respect for that. They teach us a lot, and I wish in America, we spend more time with them to understand how the world really operates, because it makes us better as an investor, too.

Kathryn Koch 00:45:03

I'll add a perspective on global investing, and maybe just talk about public. I know a lot of people are very excited about private markets. We are too obviously, but the largest, most liquid TAM, if you will, from an investing perspective, is the public markets, and of course the public fixed income markets. And from a global perspective, for actually most of my career, because rates were headed to zero, around zero, and zero-bound for a lot of my career, there really wasn't a lot of dispersion across global fixed income markets. And now that's very different. And so there's an enormous amount of dispersion to take advantage of in global fixed income markets at the sovereign level, the corporate level. Securitized is mostly a US opportunity. If Europe wants to have AI, it's going to become a European opportunity, and we're hopeful that they'll have the regulation and the interest from asset owners to do that. And so I do think it is, especially in the last few years, and I think it will persist, we're seeing a lot more interesting divergence, dispersion, and opportunities to take advantage of in global fixed income markets. Just end with, just take emerging markets debt—on the equity side too—but in debt has changed so much. These are countries that are actually doing the opposite of the US. They're de-levering. And you can get an opportunity to invest in companies that are actually improving their sovereign balance sheet and pick up very attractive yields relative to what's available in US markets. You can get European credit, which is still a good credit quality on the sovereign side, and pick up excess yield relative to US markets. And with the central banks are acting differently now, and clearly there's ways to take advantage of that from a duration perspective. So global fixed income is fun again. There's a lot to do. There's many ways to take advantage of the dispersion. And I'll just end by saying, I think also, non-US investors, at the margin, they know

there's so many great things about the US. Kamal just listed all of them. They're all true. It's the most dynamic capital. All true. It's also true that they already own a lot of it. They have 70 percent of their equities in US equities. Some of these pension funds have 14 percent of their equity in three or four US companies. And on the fixed income side, they already own a lot of treasuries. And so, we are observing the marginal dollar of non-US investors also looking to diversify away from the US into this global opportunity set. And finally, yes, you can take advantage of this by doing a dedicated EMD allocation, which we highly recommend. You can take advantage of it by diversifying into global fixed income. And I think US managers, and we're doing some of this ourselves in our core plus portfolios, which are to a US Agg benchmark. Historically, people just hunted off benchmark maybe for higher yielding assets, non-IG assets. We do some of that too. But you can add some global opportunity into those portfolios too. So active management loves dispersion, and we have a lot more of it now.

Per Franzén 00:48:05

Just—

Jennifer Prosek 00:48:05

Per, I know you want to say something quickly.

Per Franzén 00:48:06

Yeah, quickly building on what Katie said, what we're seeing in the private markets in our business and the dialogues with investors is that most of them absolutely do not challenge or question the economic growth outlook for the US or the innovation drive in this economy. But given just some of the uncertainty, volatility also around FX rates, they're just rethinking portfolio diversification, and the reality is that most people in the private markets are significantly over-allocated US dollar-based assets from actually both US investors and also non-US investors, right? So that's a little bit the dynamic that we're seeing, which is why people also want to allocate today more capital in the private markets to non-US dollar-based opportunities.

Jennifer Prosek 00:48:59

Anything else on the global topic? I would just ask you all an unfair question. If you were a LP—and forget about what else you own. You're an LP, what's your best idea? Where would you put your money as an LP, each one of you? Kamal?

Kamal Bhatia 00:49:17

I would say real estate, the asset class we didn't talk about.

Jennifer Prosek 00:49:21

Yeah. Okay. You want to say anything more about that?

Kamal Bhatia 00:49:25

And I'll tell you—

Jennifer Prosek 00:49:26

Take us a little bit deeper

Kamal Bhatia 00:49:27

—three reasons I'll give you. Every asset class goes through cycles. That's fact. You want to invest when things are coming out of a low point in the cycle and sell when they're at top. Real estate is at the bottom of cycle, not just in the US, outside the US, in many places, too. That's fact number one. Fact number two is if you look at the nature of real estate, and we talk a lot about data centers as well, the space has expanded. There are very few asset classes that asymptotically expand and create opportunity set, yet there are fewer managers who operate in it and fewer investors who have allocation to it. So that creates a natural alpha in the asset class. And then the third reason I would tell you is because of the history of real estate, there's always been a natural exit option through REITs or in the debt market through other securitizations. This asset class allows you to enter and exit in an intelligent way, so that would be my case for where I would put my money today.

Jennifer Prosek 00:50:35

I love it. Per, where'd you put your money?

Per Franzén 00:50:36

This is, of course, a trick question, right? Because I truly believe in the alpha generation opportunity across all of our strategies, but—

Jennifer Prosek 00:50:46

I know. I'm looking for your favorite child.

Per Franzén 00:50:50

We've spoken a lot about the opportunity outside of the US. We've spoken a lot about private equities. You mentioned real estate, so clearly I have to mention the incredibly attractive risk/reward that we're seeing right now in infrastructure. Someone asked about infrastructure, yes. Given the need to build out all of the physical AI-related infrastructure that we have ahead of us. And so to be able to invest into that and into some of the energy platforms that power all of these data centers, I believe is just a very attractive proposition.

Jennifer Prosek 00:51:22

Okay. You gave us some great ideas, but Katie, now you're an LP. Where are you putting your chips?

Kathryn Koch 00:51:29

Just one comment on public markets. There's a lot of, to state the obvious, uncertain things happening in the world right now. You've all had to listen to people talk about them for two days, so I don't need to rehash them, but there's some pretty severe left tail risks that we're waking up and reading about every morning. And in investing, you have to live in a world of probabilities, and I think the public markets, both equity and credit, are currently pricing in a 0 percent probability of things going wrong. And that's not good pricing. I don't think equity risk premium should be negative, and we don't think credit spreads should be as tight as they are. So my recommendation would be to really make a massive improvement upon beta. And so, in the equity market, I would say pick a secular theme where you can get diversification away from the index, and we talk about power. We have an exchange-traded fund for that, PWRD, so I'll leave it at that.

Jennifer Prosek 00:52:23

There you go.

Kathryn Koch 00:52:24

You can look it up and see what we own.

Jennifer Prosek 00:52:24

That's alright.

Kathryn Koch 00:52:26

And then in the fixed-income markets, we're overweight, securitized, and where we can think we have good value, we can pick up some carry, be conservatively positioned, and our team, led by Bryan, has a tremendous track record of when something breaks, and we think there's a non-zero probability of that happening. We did this last year around Liberation Day. We'll lean in and buy a lot of credit. And then on the private side, we already said just new vintage. Anything where people are running for the exits is obviously the time to get involved, and so...

Jennifer Prosek 00:52:59

Okay.

Mike Freno 00:52:59

Yeah, I'd say in general, just I agree with the real estate conversation. We're seeing a lot of attractive opportunities. I would say, actually, in Japan, there's some things going on in that market right now that are having some off-market transactions, which make it very, very attractive. But I think it may be going on a similar vein that was just spoke about. I think asset-backed finance in the right part of the capital structure, of course, with the right collateral backing it, there's a lot of opportunity for what we'll call mezzanine and hybrid structures. I think there's going to be outsized returns given there. If you can pick up a premium for illiquidity and then a premium for complexity that you're willing to roll up your sleeves and understand, and you've got the right liability structure where you don't need that, I think that's going to be an incredibly attractive area. But it means getting the collateral side of it right, and we've seen instances where that's been wrong. But if you've got the collateral right, you can structure a lot of things around it. There's a lot of demand in the insurance market for the top part of those capital structures. There's less demand as you move down into those, and I think some of those hybrid structures are going to create a lot of opportunity for people.

David Gross 00:54:01

It's actually a version of what you said, but different—

Mike Freno 00:54:03

Better? You say it better?

David Gross 00:54:07

Not Japan. I want *[Inaudible]* going into Japan. I think that hybrid capital, flexible capital is going to be a really, really interesting place to go. First of all, it's a bit of an underappreciated asset class, kind of sits between two more established worlds in terms of equity and credit. But I agree, and Katie said it, I think there is a little bit too much up into the right thinking right now. I think we've become a little bit inured to the notion that we've not really had a regular business cycle and some of those theories of the economy that have served us well in the past are a bit broken now. And there's going to be a period of enhanced dislocation, even if all the growth curves go in the way we think they will in the long term, it's going to be a rocky period. And that's where this flexible capital, I think, comes in quite well because you can structure things to match upside and downside with buyer and seller that make deals come together, and we're seeing some of that now. Clearly with DPI trades and with corporates who have some assets that are underappreciated, they can't take them public, and capital solutions is a pretty interesting avenue to get some liquidity or give them money to invest in other areas. And good old-fashioned distress. One day we'll come back and become an interesting place to be. So I think that's something that's a little bit underbought right now, and I'd be going for that.

Jennifer Prosek 00:55:35

Anyone disagree with any of these great ideas? Just curious.

Kathryn Koch 00:55:41

They're all great.

Kamal Bhatia 00:55:42

Disagreement is good. It makes the market.

Jennifer Prosek 00:55:43

I know. That's why. It makes a good panel, too. So I'm just asking. No. Okay. So we've got about four minutes left, and I always like to end with something I call "Check This Out". I was going to ask you all just—I want to give you all credit. It's been incredibly volatile. It's very hard to lead right now. I give you all credit. Your platforms are amazing. But you're all obviously avid readers, and consumers of information, and travelers all over the world. Tell the audience something you're obsessed with. And it doesn't have to be about finance. It could be a Netflix show. It could be a book. It could be a podcast. What are you

obsessed with right now that you're telling your friends and your colleagues to check out? Anyone want to go first?

Mike Freno 00:56:28

I'll go first. If anyone's not gone to a proper Texas rodeo, I'd strongly suggest it. I saw Jen on the big screen at the Fort Worth Rodeo and Stock Show a few months ago, and she was there in full gala. But it's fun.

Jennifer Prosek 00:56:43

I want you to come back with *[Inaudible]*

Mike Freno 00:56:43

If you haven't done it, I suggest you strongly—

Kathryn Koch 00:56:46

Are you a Texan?

Mike Freno 00:56:46

I'm not a Texan. I'd kind of like to be. I play one on TV.

Jennifer Prosek 00:56:49

I agree. That's a good one. That is a great one.

Kathryn Koch 00:56:51

My husband's from West Texas. He's going to love that. What did you learn from doing that?

[Crosstalk]

Mike Freno 00:56:57

Oh, there's a culture down there with the rodeos, and I'm sure Houston's got a great one, too.

Jennifer Prosek 00:57:00

It's a slice of America.

Mike Freno 00:57:00

But it is fun.

Jennifer Prosek 00:57:01

It's like you have to experience it.

Mike Freno 00:57:02

It is fun.

Kathryn Koch 00:57:02

I've only seen it on Landman.

Mike Freno 00:57:04

It is fun.

Jennifer Prosek 00:57:04

It is true. Anyone else? *[Inaudible]*

David Gross 00:57:07

I'm going to go. Per, I think you're from Sweden, hope I'm not going to steal your thunder here. I'm going to go with ABBA Voyage. Has everyone ever—

Jennifer Prosek 00:57:12

What's that?

David Gross 00:57:13

ABBA Voyage.

Mike Freno 00:57:14

Spell it. Can you?

Jennifer Prosek 00:57:16

No.

David Gross 00:57:16

You know, the band ABBA.

Mike Freno 00:57:17

Oh, ABBA.

Jennifer Prosek 00:57:18

Oh, ABBA Voyage.

Mike Freno 00:57:19

Oh, yeah.

David Gross 00:57:20

Anyone else?

Jennifer Prosek 00:57:20

I have. Twice.

David Gross 00:57:23

Fascinating virtual reality creation of a band you can't go see, and using all the digital technologies to bring you right up front there live.

Jennifer Prosek 00:57:33

I couldn't agree—if you have not seen the ABBA Voyage experience in London, it's unbelievable.

Per Franzén 00:57:38

It's amazing. Yeah.

Jennifer Prosek 00:57:39

It's amazing. And you're Swedish.

Per Franzén 00:57:41

I really like that, too, as a Swede, of course.

Jennifer Prosek 00:57:43

You must really.

Per Franzén 00:57:44

That's a great suggestion.

David Gross 00:57:45

I had to go before you, Per.

Jennifer Prosek 00:57:47

Anyone else? Kamal?

Kamal Bhatia 00:57:50

You asked “obsessed,” so I don't want to say the word obsessed, but I'll bring it back to, we all use AI in a different way. So one of the things I have been experimenting, I should say, is you kind of always go back to things in your childhood that you don't remember. And I've been experimenting with going back, listening to music when I was younger that I sometimes don't remember, or I know the lyrics to, but the tunes stay in your head. It's wonderful to go back and ask questions, whether you do it through Spotify or something else. I think at the ultimate end of this, in my mind, is we all want happiness, and I'll leave you with this. I think AI can give you happiness if you ask the right question.

Jennifer Prosek 00:58:36

I totally agree.

Per Franzén 00:58:37

I have one more idea. If you're in London for the ABBA Voyage experience, I'd also highly recommend you, if you happen to be there beginning of July, to go to Wimbledon, if you can get a ticket. It's an amazing experience.

Jennifer Prosek 00:58:52

Go to what, sorry?

Per Franzén 00:58:52

Wimbledon.

Jennifer Prosek 00:58:53

Oh, Wimbledon.

Per Franzén 00:58:53

Wimbledon. Yeah. I'm a big tennis fan, so you could combine that with ABBA Voyage.

Jennifer Prosek 00:58:58

I totally agree. I'm so proud I've done most of these things. Katie, is there one last thing you want to mention? You've got the last minute.

Kathryn Koch 00:59:05

Yeah. No, I—kind of going and tying it with AI—I think we are going to continue to seek highly unique experiences. And you asked about traveling and new places. I think rodeo is such a good example because you're kind of immersed in something completely new. You have an experience. It's a subculture, and I think it's good to keep exposing yourself to that. I'm a big traveler like you, so I would say the destination I'm most obsessed with is Antarctica. I went there for my honeymoon. It was a while ago. And we're planning a trip now to take the four kids back.

Jennifer Prosek 00:59:38

Wow.

Kathryn Koch 00:59:39

And I'm long, as I said, on human ingenuity, and I'm very long on experiences. That's obviously been a good trade for a while, but I think it will persist, and I think going to really unique places and pushing yourself to think differently, it helps me do my job better and expands horizons.

Jennifer Prosek 00:59:54

I agree.

Kathryn Koch 00:59:54

So I'm long on Antarctica and the penguins.

Jennifer Prosek 00:59:56

Antarctica. That's the one experience on this panel I have not experienced.

Kathryn Koch 00:59:59

Oh, you haven't been there?

Jennifer Prosek 01:00:00

No. I'm dying to go.

Kathryn Koch 01:00:02

Put that on the list.

Jennifer Prosek 01:00:02

Amazing.

Kathryn Koch 01:00:03

It's great.

Jennifer Prosek 01:00:03

Well, what's great about ending the panel on this note is leading an organization right now is no joke. It's treacherous. And the fact that you all take a little bit of time to have fun and experience things makes me happy. Thank you so much for coming. Have a wonderful rest of your Milken Conference.

[Crosstalk]

Announcer 01:00:25

We hope you enjoyed the discussion. Be sure to utilize the mobile app to stay up to date on the latest programming changes. As you exit the room, please remember to bring your belongings with you.

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