

# 2023 Labor and Economic Impact Report

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The Infrastructure Advantage Strategy utilized the IMPLAN Input-Output model to determine the economic impacts associated with its investments.

For more information on IMPLAN, see Appendix.



# Philosophy and Approach

We believe aligning key stakeholders, including union labor, government, and private capital, can lead to more robust investment opportunities and higher risk-adjusted returns<sup>1</sup> when investing in North American infrastructure. Utilizing a well-trained, highly skilled workforce to build and/or operate assets can help mitigate various construction and operational risks, assist with regulatory requirements, and attract certain government incentives. This approach of driving results through collaboration is unique in the market and has made GCM Grosvenor a sought-after partner for a wide range of infrastructure investment opportunities.

# Infrastructure Advantage Strategy Team

GCM Grosvenor has assembled a dedicated team that integrates investment, labor, and government expertise to source and execute infrastructure investments aligned with our differentiated approach. Our investments and portfolio companies have benefited from this value-additive team, making the Strategy and team a preferred partner.



1 No assurance can be given that any investment will achieve its objectives or avoid losses.



# Introduction

We are excited to present the 2023 Labor and Economic Impact Report, which highlights the significant economic impact created by our value-additive, labor-supported, Infrastructure Advantage Strategy.

2023 was another strong year for the GCM Grosvenor Infrastructure Advantage Strategy ("the Strategy"). We have built upon the strides made in previous years by generating millions of union work hours and creating significant economic impact within the communities in which our portfolio companies operate.

We had robust construction and operations activity across the Strategy's investments which have driven considerable labor and economic impact.

Throughout 2023, we have created OVER 9mm<sup>2</sup> UNION WORK HOURS across our portfolio, spanning virtually all trades and thousands of additional indirect and induced jobs in the surrounding communities. Here are a few highlights from 2023.

At Arctic Cold, a California-based cold storage platform, construction is on schedule and budget despite challenges presented by the widely publicized atmospheric rivers that hammered the state throughout the spring. Construction is expected to be completed, and operations will commence in early summer 2024, thanks to the skill and professionalism of our labor partners who kept the project on track despite the challenging circumstances. At Bakersfield Renewable Fuels, a renewable fuel refinery project, steady progress was made throughout the year despite supply chain disruptions. Our skilled labor partners made workforce adjustments and schedule revisions, keeping the project on track for its targeted mid-2024 completion date.

Hallcon Corporation is a transportation mobility business with operations throughout the United States and Canada with over 4,600 union employees. They continue to demonstrate the value a highly skilled and committed workforce can create, driving performance for customers and business partners and helping to generate new business opportunities while maintaining longstanding relationships. To best support its clients, Hallcon Corporation is developing its electric vehicle infrastructure by adding several different types of EVs as well as installing highcapacity charging stations to service its EV fleet. Finally, we are excited to announce a new partnership with Vesper Energy, a renewable solar and battery storage business. By taking advantage of the Inflation Reduction Act and other incentives and implementing our Responsible Contractor Policy principles, the company seeks to provide new opportunities for our labor partners across the United States.

We are proud of the significant labor and economic impact the Infrastructure Advantage Strategy continues to create.

Since 2019, the Infrastructure Advantage Strategy has generated OVER 20 MILLION UNION WORK HOURS and over 8 billion dollars of economic impact across the United States and Canada. We expect those numbers will continue to rise as the Strategy develops further.

5

For illustrative purposes only. No assurance can be given that any investment will achieve its objectives or avoid losses. Past performance is not necessarily indicative of future results.

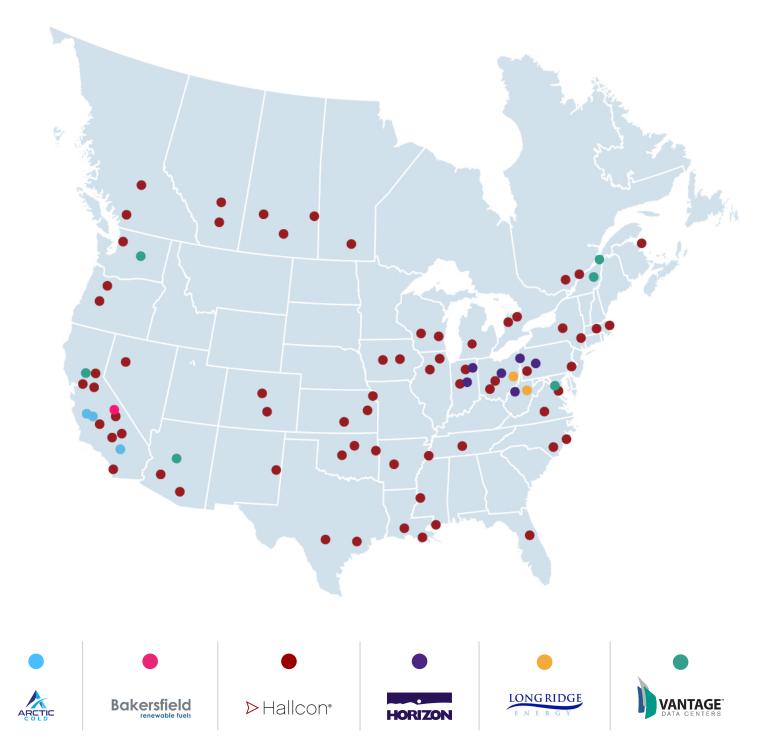
The Infrastructure Advantage Strategy utilized the IMPLAN Input-Output model to determine the economic impacts associated with its investments. For more information on IMPLAN, see Appendix.

Please review the important disclosures at the end of this report.

Data as of December 31, 2023. Represents actual union work hours created, as reported by portfolio companies.

# Investment Footprint

Through 2023, the Infrastructure Advantage Strategy has executed investments across seven infrastructure assets, providing significant industry, sector, and geographic diversity.



# **Responsible Contractor Policy**

GCM Grosvenor Infrastructure Advantage Strategy



# Responsible Contracting

The Infrastructure Advantage Strategy has adopted a world-class Responsible Contractor Policy, developed in collaboration with North America's Building Trades Unions (NABTU) and other labor organizations. The policy promotes fair benefits, wages, working conditions, and training opportunities for workers on Strategy projects.

The policy covers project construction, renovation, operation, and maintenance, and is among the strongest in the industry, reflecting its continued collaboration with labor community leaders.

### **Policy Provisions**

- Competitive bidding process
- Use of signatory/responsible contractors
- Promoting the use of project labor agreements
- Recognition of the rights of workers
- Partners have a demonstrated history of fair labor practices
- Providing advanced notice to contractors and local building trades organizations



# North America's Building Trades Unions (NABTU)

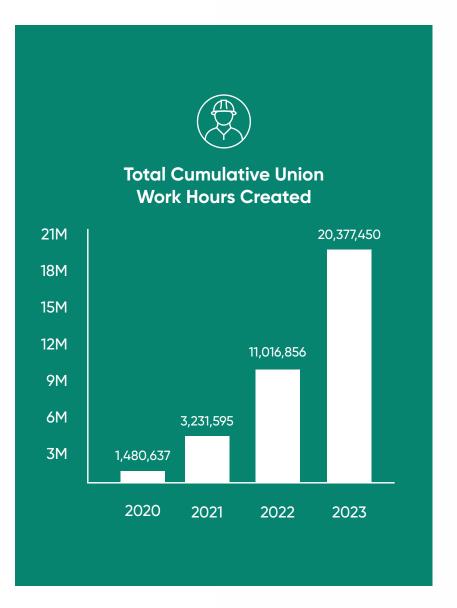
NABTU recently evaluated real estate and infrastructure asset managers on the content and commitment demonstrated in their responsible contractor practices and policies.

The Infrastructure Advantage Strategy's Responsible Contractor Policy achieved one of the highest scores and **received a perfect score in 8 of the 10 categories assessed in NABTU's most recent report card.**  "We are proud to have partnered with GCM Grosvenor who is a market leader with its Responsible Contractor Policy. The impressive results speak for themselves."

- Sean McGarvey, NABTU President

# Cumulative Labor Impact

Through its differentiated strategy and Responsible Contractor Policy, the Infrastructure Advantage Strategy has created significant union work hours.



 322,796

 BCKESSFIELC

 2,870,183

 > Hallcon\*

 12,698,919

 GONGENDES

 406,911

 ENGENDES

 906,528

 3,196,174

Data as of December 31, 2023. Represents actual union work hours created, as reported by portfolio companies.

Information included herein has been provided by parties not affiliated with GCM Grosvenor. GCM Grosvenor has not independently verified such information and makes no representation or warranty as to its accuracy or completeness.

9,360,594 UNION WORK HOURS CREATED IN 2023

20,377,450 CUMULATIVE UNION WORK HOURS CREATED

# **Projected Economic Impact**

The following statistics highlight the projected portfolio-wide impact of the Infrastructure Advantage Strategy through 2024:

\$969,230,266 EXPECTED REALIZED TAX REVENUE (local, state, federal) \$2,714,755,896 TOTAL PROJECTED WAGES EARNED \$8,120,449,048 TOTAL PROJECTED ECONOMIC IMPACT



**Arctic Cold** 

LOCATIONS: Oxnard, Santa Maria, & Santa Barbara County, California

In August 2019, the Infrastructure Advantage Strategy partnered with an experienced cold storage management team to build and operate a portfolio of cold storage assets on the U.S. West Coast. The construction of a flagship 550,000 square foot facility in Oxnard, CA completed in 2021 and commenced operations in 2022. At the same time, Arctic Cold began leasing an existing 350,000 square foot cold storage facility in Santa Maria, CA which began operations in 2021. In 2023, Arctic Cold started construction of a new 450,000 square foot cold storage facility in Santa Barbara County.

### 2023 Highlights

The construction of a new facility in Santa Barbara County is underway, with substantial completion slated for early summer 2024. The platform continues to perform well, as year-over-year revenues have increased with new customer contracts driving significant growth. Arctic Cold is analyzing several additional growth opportunities as the demand for the company's middle-market, customer-centric approach continues to soar.



### **RESPONSIBLE LABOR PRACTICES**

Through advanced notice to signatory contractors and by employing a competitive bidding process, the Infrastructure Advantage Strategy's Responsible Contractor Principles are already having a meaningful impact on the construction of the new facilities, with hundreds of thousands of union work hours created during construction.



### SUSTAINABILITY UPSIDE

Arctic Cold has leaned into the energy transition by installing and utilizing solar to offset its carbon footprint. The Oxnard facility is LEED certified and draws approximately 44% of its power from sustainable sources. This translates into reducing the building's carbon footprint by approximately 206k tons – the equivalent of taking nearly 2,200 cars off the roads. The Santa Barbara County facility has similar sustainability targets as the Oxnard facility.

322,796

TOTAL UNION CONSTRUCTION WORK HOURS DURING DEVELOPMENT ACROSS TWO REGIONS

124,432

UNION WORK HOURS CREATED IN 2023

TRADE UNIONS INVOLVED IN THE PROJECT

12

## Economic impact

\$47,530,321 EXPECTED REALIZED TAX REVENUE (local, state, federal)

\$139,152,197 PROJECTED WAGES GENERATED

\$379,497,198 TOTAL PROJECTED ECONOMIC IMPACT

1,279 ESTIMATED DIRECT, INDUCED, AND INDIRECT JOBS CREATED



No assurance can be given that any investment will achieve its objectives or avoid losses.

Source: IMPLAN 2022 Data Set. See Appendix for more information. For illustrative purposes only. Information included herein has been provided by parties not affiliated with GCM Grosvenor. GCM Grosvenor has not independently verified such information and makes no representation or warranty as to its accuracy or completeness.



The Infrastructure Advantage Strategy committed to providing debt financing to Bakersfield Renewable Fuels (BKRF) to repurpose a former fossil fuel refinery, which had been shuttered since 2012, into a renewable diesel ("RD") bio-refinery that relies on camelina oil, as well as traditional biofuel feedstocks such as waste fats, oil, and greases to produce RD and other renewable products. The facility is underpinned, in part, by tax incentives at both the state and federal levels which help make the project attractive.

### 2023 Highlights

Construction activities converting the dormant oil refinery reached substantial completion in 2023 achieving a major project milestone. The facility is in full commissioning mode with production of renewable diesel expected to commence in the summer of 2024. Reaching this milestone would significantly derisk the investment and shift the project focus to commercial operations.



### SUSTAINABILITY UPSIDE

BKRF is creating renewable diesel which is an established "drop-in" replacement for diesel fuel and, when compared to conventional diesel, is 100% sustainable and can reduce greenhouse gas emissions by up to 80%. The low-carbon RD will be eligible for environmental credits at the federal and state levels.



### **RESPONSIBLE LABOR PRACTICES**

Redevelopment work at the site is being conducted by union trades under a Project Labor Agreement. Collaboration with the local building trades has helped to ensure that hundreds of skilled union workers are on site daily to help drive the project to substantial completion.

In addition, the project also has a Maintenance Labor Agreement to ensure that future maintenance and repairs at the facility will be performed by union trades. This additional agreement has already driven significant union work hours which is expected to continue for years to come.

2,870,183 1,792,700

TOTAL UNION WORK HOURS CREATED DURING CONSTRUCTION

UNION WORK HOURS CREATED IN 2023

TRADE UNIONS INVOLVED IN THE PROJECT

13

## Economic impact

\$167,445,059 EXPECTED REALIZED TAX REVENUE (local, state, federal)

\$427,226,720 PROJECTED WAGES GENERATED

\$1,296,455,618 TOTAL PROJECTED ECONOMIC IMPACT

4,274 ESTIMATED DIRECT, INDUCED, AND INDIRECT JOBS CREATED



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### **Hallcon Corporation**

LOCATION: Various Locations Across U.S. & Canada

In June 2022, the Infrastructure Advantage Strategy acquired 50 percent ownership in Hallcon Corporation (Hallcon) with a continued commitment to invest in accelerating the electrification of Hallcon's infrastructure. Hallcon is a leading provider of critical transportation services to employees of North America's largest rail operators and corporations. They serve over 2,300 vehicles across the United States and Canada and 12 million riders over 150 million miles annually. Hallcon has established a strong reputation for reliable service among blue-chip customers for providing mission-critical services under long-term contracts.

### 2023 Highlights

Hallcon Corporation continues to expand its existing business, securing several new, impactful customers across the U.S. and Canada. The company is also progressing key growth initiatives such as developing EV charging infrastructure, expanding its commuter business to service customers in new markets, and continuing to buildout the sales organization.



### **RESPONSIBLE LABOR PRACTICES**

Hallcon adopted the Strategy's Responsible Contracting Principles which helps to support the company's robust workforce with more than 4,600 employees covered under 17 different collective bargaining agreements. This employee base has allowed Hallcon to avoid recent labor market disruptions that have plagued other companies, allowing the company to continue growing its client base.



### SUSTAINABILITY UPSIDE

The Infrastructure Advantage Strategy has committed to supporting Hallcon's development of critical electrification infrastructure that will accelerate the shift to electric vehicles. Given Hallcon's customer base and early entry into electrification, the company is well-positioned to become a leading provider of electric vehicle transportation solutions.

12,698,919 6,649,128

TOTAL UNION WORK HOURS THROUGH 2023

UNION WORK HOURS **CREATED IN 2023** 

TRADE UNIONS INVOLVED IN OPERATIONS

6

# Economic impact

\$278,206,455 EXPECTED REALIZED TAX REVENUE (local, state, federal)

\$687,914,044 PROJECTED WAGES GENERATED

\$2,342,616,097 TOTAL PROJECTED ECONOMIC IMPACT

13,894 ESTIMATED DIRECT, INDUCED, AND INDIRECT JOBS CREATED



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Source: IMPLAN 2022 Data Set. Economic Impact data for United States locations only; Labor Impact data represents all locations, including Canada. See Appendix for more information. For illustrative purposes only. Information included herein has been provided by parties not affiliated with GCM Grosvenor. GCM Grosvenor has not independently verified such information and makes no representation or warranty as to its accuracy or completeness.



In October 2021, the Infrastructure Advantage Strategy acquired a significant ownership stake in Horizon Telcom and committed to providing additional growth capital to expand Horizon's network. Horizon Telcom has provided traditional incumbent local exchange carrier (ILEC) services in Ross County, Ohio for more than 100 years and has emerged as a leading fiber-optic broadband provider in the Midwest over the last decade. The company has demonstrated stable, recurring revenue that is underpinned by long-term contracts with creditworthy mobile wireless and enterprise customers.

### 2023 Highlights

Horizon Telcom was acquired by Shenandoah Telecommunications (Nasdaq: SHEN). SHEN provides residential and commercial broadband services through its high-speed, state-of-the-art fiber optic and cable networks to its customers, and the purchase of Horizon will create a contiguous super-regional network covering nine states. We believe the strategic rationale for combining the two businesses will be accretive to the Strategy's investment and make it a premier asset in the digital market.



### **RESPONSIBLE LABOR PRACTICES**

As part of the SHEN transaction, we expect continued labor impact through local unions and signatory contractors as the company expands in Horizon's incumbent markets.



### SUSTAINABILITY UPSIDE

Horizon Telcom has historically been a leading provider of fiber-based broadband service to thousands of underserved homes and businesses in rural communities in Southern Ohio. The SHEN transaction further enables the continued expansion of broadband services to rural communities across West Virginia, Pennsylvania and the Appalachian Region.

TOTAL UNION WORK HOURS THROUGH 2023

# 406,911 145,322 40+

UNION WORK HOURS CREATED IN 2023

NUMBER OF FULL-TIME UNION WORKERS AT THE COMPANY

# Economic impact

\$76,822,468 EXPECTED REALIZED TAX REVENUE (local, state, federal)

\$131,263,994 PROJECTED WAGES GENERATED

\$617,150,805 TOTAL PROJECTED ECONOMIC IMPACT

1,836 ESTIMATED DIRECT, INDUCED, AND INDIRECT JOBS CREATED



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In 2019, the Infrastructure Advantage Strategy acquired a 49.9% interest in the development and construction of the Long Ridge Energy Terminal (LRET). The combined cycle gas-fired power plant has a name plate capacity of 485 MW but has consistently produced output more than 100% capacity. The plant sells most of its electricity production (currently ~94% of the plant's capacity) under long-term contracts with creditworthy off-takers.

### 2023 Highlights

Long Ridge is exhibiting strong performance and continues to see robust interest in developing the land surrounding the plant, including a hard deposit received from a large data center developer for a cloud/Al data center development. The site is also receiving significant interest from existing tenants that are looking to expand and other developers who are interested in the economical, "behind-the-meter" power capabilities.



### **RESPONSIBLE LABOR PRACTICES**

Signatory contractors performed construction on LRET under the NABTU-approved National Construction Agreement. Third party capital expenditures continue to be performed by signatory contractors.



### SUSTAINABILITY UPSIDE

LRET began providing carbon-free power to customers in the spring of 2022 by blending hydrogen into the gas stream. By 2031, the plant expects to be capable of burning 100% green hydrogen.

906,528

TOTAL UNION WORK HOURS CREATED DURING CONSTRUCTION, ONGOING MAINTENANCE, AND OPERATIONS

26,128

UNION WORK HOURS IN 2023 ON CAPITAL EXPENDITURES AND MAINTENANCE

11

TRADE UNIONS INVOLVED IN THE PROJECT

## Economic impact

\$101,183,250 EXPECTED REALIZED TAX REVENUE (local, state, federal)

\$253,113,602 PROJECTED WAGES GENERATED

\$1,052,592,048 total projected

ECONOMIC IMPACT

2,275 ESTIMATED DIRECT, INDUCED, AND INDIRECT JOBS CREATED



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Vantage Data Centers

STATUS: Various data centers and campuses operational and/or under development

The Infrastructure Advantage Strategy committed \$102 million in equity capital to Vantage Data Centers' North American growth platform to develop, construct, and lease data centers. Vantage continues to expand its footprint with data centers that are operational or in development across six North American markets, including twelve centers that are currently in various stages of construction. These developments are supported by long-term leases with large hyperscale customers, which are some of the fastest growing and highest credit quality businesses in the world.

### 2023 Highlights

Vantage Data Centers entered into a definitive agreement with new investors in the Vantage North America platform. This resulted in a partial exit for the Strategy and a distribution of proceeds to Strategy Limited Partners. The Infrastructure Advantage Strategy retains potential upside in the investment through its remaining ownership in Vantage. Vantage continued to experience robust leasing activity during 2023 driven by accelerated demand for cloud computing. The company booked 284 MW of new leases during the year, which represents an 11% increase over 2022. The company continues to seek growth through expanding to new, rapidly growing data center markets and to capitalize on a surge of demand for data center capacity due to the emerging Al landscape.



### SUSTAINABILITY UPSIDE

Vantage has committed to reaching net zero emissions by 2030 and developed a roadmap with interim targets after completing its first Scope 3 screening in 2022. Vantage's sustainability program focuses on five areas: greenhouse gas emissions, energy, water, waste, and community.



### **RESPONSIBLE LABOR PRACTICES**

The Infrastructure Advantage Strategy is pleased to partner with a company that appreciates the value that union labor brings to its projects. The Strategy's investment will enable Vantage to continue growing its platform while maintaining its commitment to union labor. Vantage's growth strategy is expected to generate significant labor impact across of various trades as its platform expands across the U.S. and Canada.

3,196,174 622,884

TOTAL UNION WORK HOURS CREATED THROUGH 2023

UNION WORK HOURS **CREATED IN 2023** 

TRADE UNIONS INVOLVED IN THE PROJECT

12

## Economic impact

\$298,042,712 EXPECTED REALIZED TAX REVENUE (local, state, federal)

\$1,076,085,340 PROJECTED WAGES GENERATED

\$2,432,137,282 TOTAL PROJECTED ECONOMIC IMPACT

6,277 ESTIMATED DIRECT, INDUCED, AND INDIRECT JOBS CREATED



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### Labor and Economic Impact Report

### Appendix

### Infrastructure Advantage Strategy Team

#### **INVESTMENT TEAM**

James DiMola Managing Director

Matthew Hynes

Managing Director

Managing Director

Matthew Rinklin

Joseph Enright Executive Director

Jorge RamirezMichael RendinaManaging DirectorExecutive Director

**Juan Diaz** Principal

> **Teddy Egers** Principal

Claire McCombs Principal A.J. Leverett Associate

Blaze Li Associate Celena Peng Associate

Sarah Stettinius Senior Consultant

#### INVESTMENT COMMITTEE

Jonathan Levin President GCM Grosvenor

Frederick Pollock Chief Investment Officer GCM Grosvenor Peter Braffman Managing Director Real Estate

Matthew Hynes Managing Director Labor & Government Strategies Scott Litman Managing Director Infrastructure

Jorge Ramirez Managing Director Labor & Government Strategies Matthew Rinklin Managing Director Infrastructure

Employee data as of May 1, 2024.

AUM as of March 31, 2024.

Deals sourced data are approximate and as of December 31, 2023. Deal flow count methodology changed in 2013. As a result, deal flow count for years prior to 2013 are an approximate count, data updated annually. Infrastructure investments data as of September 30, 2023. No assurance can be given that any investment will achieve its objectives or avoid losses. Past performance is not necessarily indicative of future results



#### LIMITED PARTNER ADVISORY COMMITTEE

Frank J. Christensen General President International Union Elevator Constructors (IUEC)

Michael Coleman General President International Association of Sheet Metal, Air, Rail and Transportations Workers (SMART)

Kenneth W. Cooper International President International Brotherhood of Electrical Workers IBEW

Eric Dean General President International Association of Bridge, Structural, Ornamental, & Reinforcing Iron Workers Timothy Driscoll President International Union of Bricklayers & Allied Craftworkers

Jeff Heimerl Business Manager IBEW Local 292

Mark McManus General President United Association – Union of Plumbers, Fitters, Welders & Service Techs

John F. Penn Vice President & Midwest Regional Manager LiUNA

James A. Williams, Jr. General President International Union Painters & Allied Trades (IUPAT)

### GCM GROSVENOR INFRASTRUCTURE PLATFORM HIGHLIGHTS

\$14bn infrastructure aum

~20 Years Investing IN INFRASTRUCTURE

20 DEDICATED INFRASTRUCTURE PROFESSIONALS

- 2,720+ deal sources
- 180+ deals executed

..

### About IMPLAN

IMPLAN was created by academics to serve the needs of the United States. Forest Service in the 1970's. It has been transformed today to serve as a solution-provider for anyone interested in better understanding their economy. IMPLAN is a regional economic analysis software and data application that is designed to estimate the impact or ripple effect of a given economic activity or the contribution of some existing activity within a specific geographic area.

IMPLAN has been a standard tool for academic and professional economists for decades. The methods used to produce IMPLAN's economic data set and economic impact estimates have been widely published both in professional publications as well as peer-reviewed academic journals. Many of these methods are considered standard best practices in a wide variety of applied economic fields today.

Other than projected and actual union work hours, all other labor impact and economic impact statistics within this report are modelbased estimates. They were generated by the IMPLAN model utilizing actual budgets for the Infrastructure Advantage Strategy investments for construction, maintenance and operations where applicable. Furthermore, with regard to construction, these estimates cover the entire timeline of project development and may incorporate multiple years.

For more information on the IMPLAN modeling process, visit **IMPLAN.com.** 



### **IMPLAN** Glossary

#### Indirect Jobs

Jobs stemming from business-tobusiness purchases in the supply chain taking place in the region

#### Induced Jobs

Jobs in the region stemming from household spending of income, after removal of taxes, savings, and commuters

#### Labor Wages

All forms of Employment income, including Employee Compensation (wages, salaries, and benefits) and Proprietor Income

#### **Direct Jobs**

Employment associated with the onsite development of the investment

#### **Total Economic Impact**

Sum of Direct, Indirect, and Induced impacts resulting from the investment

#### Important Disclosures

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Investments in alternatives are speculative and involve substantial risk, including strategy risks, manager risks, market risks, and structural/operational risks, and may result in the possible loss of your entire investment. Past performance is not necessarily indicative of future results. All expressions of opinion are subject to change without notice in reaction to shifting market, economic, or political conditions. The investment strategies mentioned are not personalized to your financial circumstances or investment objectives, and differences in account size, the timing of transactions and market conditions prevailing at the time of investment may lead to different results. Certain information included herein may have been provided by parties not affiliated with GCM Grosvenor. GCM Grosvenor has not independently verified such information and makes no representation or warranty as to its accuracy or completeness.

GCM Grosvenor (Nasdaq: GCMG) is a global alternative asset management solutions provider with approximately \$79 billion in assets under management across private equity, infrastructure, real estate, credit, and absolute return investment strategies. The firm has specialized in alternatives for more than 50 years and is dedicated to delivering value for clients by leveraging its cross-asset class and flexible investment platform.

GCM Grosvenor's experienced team of approximately 550 professionals serves a global client base of institutional and high net worth investors. The firm is headquartered in Chicago, with offices in New York, Toronto, London, Frankfurt, Tokyo, Hong Kong, Seoul, and Sydney.

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### Locations



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