



## Key Operating Metrics

Figure 40: BX Firm-wide Key Operating Metrics Forecasts

INCOME STATEMENT	2012	1Q13	2Q13	3Q13	4Q13E	2013E	1Q14E	2Q14E	3Q14E	4Q14E	2014E	2015E	2016E
<b>KEY METRICS</b>													
<b>Basic:</b>													
Effective tax rate on E	2.2%	1.6%	2.2%	2.3%	2.5%	2.2%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Book value per unit	\$7.51	\$7.55	\$7.88	\$8.15	\$8.81	\$8.82	\$8.83	\$9.18	\$9.64	\$10.19	\$10.20	\$11.64	\$12.85
Tangible book value per unit	\$5.47	\$5.56	\$5.89	\$6.07	\$6.54	\$6.55	\$6.77	\$7.14	\$7.61	\$8.17	\$8.18	\$9.88	\$10.91
Distribution per unit	\$0.72	\$0.30	\$0.23	\$0.23	\$0.47	\$1.23	\$0.40	\$0.42	\$0.49	\$0.63	\$1.95	\$2.46	\$2.58
Distribution payout ratio	77.6%	88.2%	83.5%	89.0%	88.6%	87.6%	90.9%	87.5%	86.0%	76.0%	83.7%	84.5%	86.6%
<b>Profitability:</b>													
Economic net income (ENI) per unit	\$1.77	\$0.55	\$0.62	\$0.58	\$0.84	\$2.56	\$0.80	\$0.64	\$0.84	\$1.01	\$3.09	\$3.24	\$2.79
Distributable Earnings (DE) per unit	\$0.93	\$0.34	\$0.28	\$0.28	\$0.53	\$1.40	\$0.44	\$0.48	\$0.57	\$0.83	\$2.33	\$2.91	\$2.98
Fee-related earnings (FRE) per unit	\$0.58	\$0.11	\$0.13	\$0.14	\$0.14	\$0.53	\$0.17	\$0.19	\$0.18	\$0.17	\$0.71	\$0.81	\$1.00
EBITDA	1,387.7	437.7	417.8	378.7	866.3	1,900.5	571.4	617.4	723.1	1,023.2	2,935.1	3,504.8	3,589.2
FRE (pretax)	700.3	137.7	168.4	178.8	188.3	671.1	208.8	239.7	232.7	228.1	905.4	1,027.8	1,224.6
FRE margin (pretax)	29.2%	24.3%	29.2%	27.6%	25.4%	26.7%	29.3%	31.5%	31.5%	27.7%	30.0%	30.6%	33.6%
Economic income margin (pretax)	50.2%	50.7%	50.2%	53.4%	53.1%	51.9%	50.7%	50.8%	53.0%	52.5%	51.9%	51.3%	50.8%
Base comp ratio	48.3%	53.0%	50.9%	50.3%	51.3%	51.3%	49.2%	49.7%	48.3%	50.1%	49.4%	49.5%	48.6%
Incentive comp ratio	32.2%	39.7%	39.9%	30.9%	40.0%	36.2%	40.0%	40.3%	40.3%	40.3%	40.3%	40.1%	40.2%
Total comp ratio	38.0%	40.2%	41.4%	36.5%	39.1%	39.4%	39.8%	40.4%	39.8%	40.4%	40.1%	40.6%	39.6%
<b>Balance Sheet:</b>													
EOP Assets	13,855.5	13,961.7	14,196.3	14,903.5	15,488.2	15,488.2	15,840.8	16,225.5	16,823.1	17,034.1	17,034.1	18,404.0	19,643.4
EOP Tangible Assets	11,553.3	11,682.5	11,938.7	12,529.0	13,105.5	13,105.5	13,489.8	13,889.4	14,295.7	14,718.3	14,718.3	16,134.5	17,419.3
EOP Long-term Debt	1,835.0	1,835.0	1,835.0	1,835.0	1,835.0	1,835.0	1,835.0	1,835.0	1,835.0	1,835.0	1,835.0	1,835.0	1,835.0
EOP Equity (Partners' Capital)	8,478.7	8,632.1	8,980.4	9,325.2	9,854.8	9,854.8	10,105.4	10,515.0	11,045.1	11,679.4	11,879.4	13,340.4	14,752.6
EOP Tangible Equity	6,176.6	6,352.9	6,722.7	6,950.8	7,492.1	7,492.1	7,754.8	8,175.9	8,717.7	9,363.8	9,363.8	11,070.9	12,528.8
Cash per unit	\$0.63	\$0.71	\$0.58	\$0.78	\$0.85	\$0.85	\$0.90	\$0.94	\$0.99	\$1.04	\$1.04	\$1.24	\$1.43
Debt/EBITDA	1.2x	0.9x	1.0x	1.1x	0.8x	0.9x	0.7x	0.7x	0.6x	0.4x	0.6x	0.5x	0.5x
Equity/Assets	61.2%	61.8%	63.3%	62.0%	63.7%	63.7%	63.8%	64.8%	66.4%	66.6%	68.6%	72.5%	75.1%
Return on Equity (ROE)	23.5%	29.6%	32.0%	27.8%	39.8%	29.8%	28.0%	28.4%	35.4%	40.5%	30.3%	27.8%	21.7%
Return on Tangible Equity (ROTE)	32.3%	40.7%	43.1%	37.2%	52.8%	39.1%	36.7%	36.7%	45.2%	51.0%	37.8%	33.5%	25.6%
<b>Key Fundamental Drivers:</b>													
Assets under Mgmt (AuM)	210,221	218,211	229,572	248,084	266,895	268,895	278,849	291,406	304,495	317,528	317,528	358,922	391,902
Fee-paying AuM (FPAuM)	167,880	170,950	176,338	188,650	196,502	196,502	203,774	210,973	218,720	227,436	227,436	259,898	287,842
Net flows to AuM	17,934	966	5,541	2,918	3,368	12,793	4,648	4,918	5,099	4,676	19,341	12,861	4,261
AuM organic growth rate (annualized)	10.8%	1.9%	10.2%	5.0%	5.4%	6.1%	7.1%	7.1%	6.9%	6.1%	7.2%	4.1%	1.2%
Net flows to FPAuM	-1,714	-2,030	-22	34	771	-940	2,191	1,908	2,232	2,948	9,277	12,117	9,471
FPAuM organic growth rate (annualized)	-1.3%	-4.9%	-0.1%	0.8%	1.6%	-0.6%	4.5%	3.8%	4.2%	5.3%	4.7%	5.3%	3.6%
Avg. Mgmt fee rate on FPAuM	0.99%	0.98%	0.98%	0.94%	0.92%	0.95%	0.96%	0.95%	0.94%	0.94%	0.95%	0.94%	0.94%
Committed capital (capital deployed)	15,615	1,840	3,758	3,536	4,380	13,515	4,491	4,307	3,833	3,359	15,991	12,339	10,758
Gross realizations	12,559	6,032	6,596	6,741	6,728	26,085	6,972	7,228	8,257	9,316	31,773	42,506	48,578
Uncalled capital (dry powder)	31,211	31,986	36,215	38,622	40,670	40,670	40,685	41,041	41,271	42,372	42,372	45,289	46,289

Source: Company reports and Deutsche Bank