



Maryland State Retirement and Pension System
Due Diligence Questionnaire – Private Funds

Detailed Questions

1.0 Firm: General Information

- 1.1. Provide a brief overview of the Firm, including information on the founding, subsequent history and information on any predecessor firm and/or parent firm. Describe any plans to change or expand the Firm (entering/exiting business lines, office locations, etc.) over the next 5 years.
- 1.2. Provide an overview (including chart) of the ownership structure of the Firm, its relevant investment advisors and any parent organization. Include details on the timing and rationale for each significant ownership change. State any limitations on the ability of the Principals (as defined in Appendix B) to assign their interests in the General Partner. Include percentage ownership, ownership vesting schedules, and any changes in ownership over the last 10 years.
- 1.3. Provide an overview (including chart) of the management/organizational structure of the Firm, including back office personnel. Discuss the Firm's succession plans.
- 1.4. Provide an overview of all investing, advisory or other business activities performed by the Firm. List all investment vehicles previously managed by the Firm, including predecessors to the Fund, vehicles with different investment strategies than that of the Fund and separate accounts managed by the Firm. Include information on the fee structures for each vehicle. If the Firm entered into any joint ventures with another manager, describe the structure, governance and economics of the relationship. Discuss the Firm's fundraising plans over the next 5 years.
- 1.5. Provide information regarding the Firm's liquidity and capitalization. If applicable, provide any debt service requirements on the Firm. Are there any personal guarantees involved? If so, by whom?
- 1.6. Describe any situation where the Firm, any of its affiliated entities or any of its current or former Team Members (as defined in Appendix B) has filed for bankruptcy or failed to make payments under any secured or unsecured indebtedness.
- 1.7. Provide the Firm's annualized pro-forma budget for the period covering the life of the Fund (as referenced in Appendix A).
- 1.8. Provide a description of the Firm's culture.
- 1.9. Describe any additional outside activities (non-profit, academic, etc.) of the Firm or its Principals that are expected to take-up a significant (approx. $\geq 20\%$) amount of time during the investment period of the Fund. Include the associated time commitments for each activity.
- 1.10. Describe any activity currently underway that could lead to negative publicity about the Firm in the near future. Explain any past negative publicity, and the steps taken as a result.

2.0 Fund: General Information

- 2.1. Provide the legal and tax structure of the Fund (including chart). If available, provide a tax-structuring memo prepared by an external advisor that describes the tax structure of the Fund. Describe any distinctive features.

- 2.2. Detail the fundraising timeline, including each of the actual or anticipated closing dates. As referenced in Appendix C, state the total commitments received to date and, if available, the names, contact details and amounts committed by each investor (differentiating between hard and soft commitments). Describe the provisions regarding the admission of additional investors.
- 2.3. As referenced in Appendix A, list any investors in the previous fund that will not participate in the Fund, and provide reasons for their non-participation. List all secondary sales of limited partner interests in the two previous funds.
- 2.4. If applicable, provide details for the Fund's investments date. If no investments to date, when does the Fund expect to begin investing? When is the Fund expected to begin charging management fees?
- 2.5. State the Fund's policy regarding co-investments with other funds, other affiliates and/or limited partners. How will these co-investment opportunities be allocated? If applicable, provide examples of past co-investments.
- 2.6. Discuss how the Fund will utilize Placement Agents during the fundraising process.
- 2.7. Discuss the anticipated composition of the Fund's LP Advisory Board. As referenced in Appendix A, provide a list (with contact information) of any Limited Partners that have already agreed to participate on the board. Discuss the expected timing and format of any LP Advisory Board / Annual General Meetings during the life of the Fund.
- 2.8. State the Fund's ability to borrow capital, as well as any limits on borrowing capacity.
- 2.9. As referenced in Appendix A, provide the Fund's annualized pro-forma budget, detailing the expenses/costs required to conduct the business of the Fund during its entire life. For comparison purposes, provide similar budgets over the course of the two previous funds.

3.0 Investment Strategy

- 3.1. Summarize the Fund's investment strategy and types of transactions the Fund will pursue. Include details on anticipated transaction sizes (including minimum/maximum), investment pace, holding periods, geographic focus, industry/sector focus, investment stage and other relevant characteristics).
- 3.2. Discuss the Firm's ability to invest at the Fund's targeted size. Address any significant change in fund size compared to previous funds, and the impact on co-investing with Limited Partners and non-Limited Partners.
- 3.3. Provide detail on the Fund's diversification strategy in terms of number of investments, geographical concentration and sector allocations.
- 3.4. Describe the background and evolution of the Firm's investment strategy, including strategies that do not apply to the Fund. Provide a timeline of this evolution, including when any additional strategic platforms were added to the Firm's offerings. Provide examples of investments that demonstrate this evolution. Discuss how the Fund's investment strategy compares to the previous fund. Is the Firm's/Fund's investment strategy expected to change in the future?
- 3.5. Describe the Firm's competitive advantages and discuss how the Firm attempts to produce replicable returns.

- 3.6. Describe the Fund's expected investment structures. What will be the typical equity structures used by the Fund? Discuss the use of leverage at the portfolio company level and state the targeted leverage levels (%) of a typical investment. Discuss the effectiveness of the Fund's expected strategy if leverage is not applied. How has the Firm's use of leverage evolved between the Fund and prior funds? Provide examples of investments that demonstrate this evolution.
- 3.7. Describe the Firm's preference for being a control, minority, joint or sole investor. Detail this preference historically. What controls and rights does the Firm seek when executing investments? If predominately a control investor, under what scenarios would the Firm consider a non-control position (and vice-versa)?
- 3.8. Provide examples of investments that were in violation of their debt covenants during the course of the Firm's investment. Provide a brief description of the covenant breach, the lessons learned from the situation and examples of steps taken in subsequent investments to prevent the same situation from repeating itself.
- 3.9. Describe any investments that will not be considered. Are there any factors that would automatically end a potential deal? If so, explain.
- 3.10. Discuss the risk factors of the Fund's investment strategy (e.g. political risk, economic, financial, technology, business cycle, etc.) and the steps taken to mitigate these risks.
- 3.11. Discuss the Firm's approach to working with existing or new management teams at portfolio companies. Describe (citing examples) the strategies that are used to incentivize portfolio company management teams.
- 3.12. Discuss the typical methods used by the Firm to create value for its portfolio companies (restructuring, strategic re-positioning, leveraging, operational improvements, etc.). Discuss how the Firm's strengths in creating value for investments impact its sourcing capabilities. Provide case studies to illustrate the Firm's value creation capabilities.
- 3.13. What is the return-profile threshold (gross IRR, money multiples, etc.) for targeted investments? What is the expected holding period?

4.0 Investment Process

- 4.1. Describe the Firm's deal sourcing capabilities and the process used to identify attractive investment opportunities. How is the sourcing process staffed, conducted and documented? What criteria are used to assess an investment's attractiveness? Describe the robustness and sustainability of the Firm's proprietary network of contacts used to identify opportunities. Discuss any organizations that the Firm will not typically source deals from.
- 4.2. Describe the Firm's screening and due diligence processes. How is each process staffed, conducted and documented? How long is the due diligence process? Will the deal team be in charge of the investment until exit, or will other professionals be assigned post-acquisition? Include details on any due diligence checklists, internal reports, financial models and investment committee documents prepared.
- 4.3. Describe any functions performed by third parties in the sourcing, screening and due diligence processes. Describe the Firm's decision making process for determining if a third party is used/not used.

- 4.4. Discuss the Firm's screening, due diligence and risk management processes prior to acquiring an investment in a standard or an alternative asset investment fund (provide enhanced specificity if the fund will trade in an unregulated market) to protect against fraud, corruption or more general risks of a fund not gaining clear legal ownership of assets that the fund proposes to acquire. Describe how the Firm checks and determines the chain of title for all real assets, real estate or tangible personal property-collectible assets and secures adequate information to support management assertions under controlling accounting rules that the fund has clear legal ownership of the acquired assets. If applicable, provide examples of fraud, corruption or other potential asset ownership risks that the Firm previously identified in a potential investment and explain how the Firm identified and managed those risks.
- 4.5. Provide details on the Firm's internal decision-making and approval process, including details on the role, composition and function of the Firm's Investment Committee.
- 4.6. Provide examples of provisions that the Firm incorporates in contracts to protect its investments.
- 4.7. Discuss the Firm's approach to the valuation of investment opportunities and pricing discipline.
- 4.8. Discuss the Firm's portfolio investment monitoring policy, including details about contact events (weekly, quarterly, board meetings, etc.). What information is required to be reported by the portfolio investments? Discuss the Firm's approach to board representation at its portfolio companies.
- 4.9. How many active portfolio companies is each investment professional responsible for? In addition to active investments, how many deals in the pipeline is each investment professional responsible for? How were these number determined and how have they evolved over the Firm's history? What is the Firm's process for handling bandwidth during periods of peak activity?
- 4.10. Describe the Firm's criteria for evaluating follow-on investments. Include a description of the Fund's provisions for capital recycling and follow-on reserves.
- 4.11. Discuss the Firm's strategy/criteria/plan for exiting investments. Include an analysis of past exits (IPO, trade sale, financial buyer, write-offs, etc.). Provide examples that illustrate the Firm's decision-making for choosing the type of exits.
- 4.12. Describe the Firm's policy on IPOs. If applicable, include information about any dedicated group that monitors the public markets in anticipation of an IPO.
- 4.13. Describe the Firm's processes for protecting against fraud and corruption, post-investment. If applicable, discuss any fraud and/or corruption that were detected in prior investments.
- 4.14. Describe the Firm's processes, if any, to monitor and verify the supply chains of the portfolio companies. If applicable, are portfolio companies typically members of organizations such as the Fair Labor Association?
- 4.15. If applicable, provide examples of leveraging the management and/or capabilities of one investment to help another investment.
- 4.16. Describe the hedging policy that will be employed by the Fund. Will the Fund employ an active, passive or no policy? Describe any other fund (active or liquidated) managed by the Firm that uses/used a different policy and explain the rationale for the differences.

5.0 Team

- 5.1. Provide an overview of the Firm's Team Members, including the shared work history of the Firm's Principals. Also, provide a description of each job title, detailing the responsibilities held by junior, mid-level and senior staff.
- 5.2. How does the team communicate internally? Discuss the co-operation and communication between the Firm's various offices. How often do the different offices meet in person? How often do the different offices meet electronically/telephonically?
- 5.3. Describe the Firm's recruitment plans and procedures for hiring staff. To what extent are background checks involved and how are objective references obtained?
- 5.4. Discuss the Firm's approach to staff retention and training. Discuss the Firm's historical experience in this area. Discuss any promotions that took place over the last year.
- 5.5. Describe any known conditions (health, financial, litigation, personal, etc.) of any of the Firm's Principals that might influence their ability to execute their duties to the Fund or Firm.
- 5.6. Describe the circumstances of any "Key-Person" event in the Firm's history. Describe the steps taken by the Firm to remedy the situation and the subsequent impact on any Firm policies.
- 5.7. Describe any significant staff departures (partner in the management company or director-level employee (or higher) with more than five years of history with the Firm) over the life of the previous two funds.
- 5.8. Describe any significant staff departures (as noted above) that are expected to occur between now and the end of the Fund's investment period.

6.0 Alignment of Interests

- 6.1. Describe the compensation structure (salary, bonus, group/individual performance incentives, profit sharing, equity ownership, carried interest, etc.) for all Team Members. Include details on the allocation of the carried interest among Principals and others inside/outside the organization. How does this compare with the previous fund's carry split? Provide details on any separate compensation arrangements outside the Fund.
- 6.2. How is the carried interest vested for those parties that participate? What happens to the unvested carry of former Team Members?
- 6.3. Describe how the General Partner's contribution for investments is allocated among the team.
- 6.4. Describe how the General Partner's contribution for investments will be financed.
- 6.5. Describe how any Principal or affiliate of the General Partner will invest in the Fund (outside of the General Partner's commitment).

- 6.6. Describe any clawback situation that occurred in a prior fund.

7.0 Market Environment

- 7.1. Describe the markets in which the Fund will operate and provide an overview of the current opportunities. Why is the opportunity to invest in this market particularly attractive during the Fund's investment period?
- 7.2. Discuss how the current market environment compares/differs to that of prior funds.
- 7.3. Discuss how the Fund's pipeline of new investments compares / differs from prior funds?
- 7.4. Describe and list the Fund's direct competitors. Include details on competitors for individual investment opportunities during the investment phase of the previous fund.

8.0 Fund Terms

- 8.1. Provide a summary of notable deviations from each of the terms detailed in the most recent version of the [ILPA Private Equity Principles](#).
- 8.2. Provide a summary of notable deviations from the terms of the previous fund.
- 8.3. Describe the Fund's carried interest charge by the GP and its basis (e.g. whole fund or deal-by-deal). Describe the specific milestones that need to be met before the GP can start taking / take-additional carry. Include details on calculating carried interest. State the Fund's clawback provision and whether it is guaranteed by the GP on a joint or several basis. State the Fund's policy on holding a portion of carried interest in escrow. As referenced in Appendix A, provide a working example of the most recent fund's distribution waterfall, noting any variations from the expected calculations for the Fund.
- 8.4. State the Fund's management fees and other amounts payable to the GP, including the frequency and the formulas used to determine such fees.
- 8.5. Describe the allocation of fees (e.g. transaction fees, investment banking fees, monitoring fees, director's fees, etc.) between the GP and the Fund. How has this allocation evolved from prior funds? What are the Fund's policies on placement agent and finders' fees? Who is accountable for their payment?
- 8.6. Describe any different compensation options (e.g. (a) 2% management fee / 20% carry or (b) 2.5% management fee / 15% carry) that are offered to each Limited Partner.
- 8.7. State the Fund's provisions regarding the transferability of partnership interests.
- 8.8. State the standards of indemnification that apply to the GP and related parties.
- 8.9. Provide an overview of the Fund's "Key-Person" provision. How has this provision changed since the previous fund?

- 8.10. Describe any circumstance in which one Limited Partner is not investing under the same terms as other Limited Partners.
- 8.11. Describe the Fund's policy for making cash or in specie distributions. Provide details on the prior history of in specie distributions.
- 8.12. Describe the Fund's policy on allowing Limited Partners to opt-out of an investment. What are the circumstances for allowing an opt-out?

9.0 Firm Governance / Risk / Compliance

- 9.1. Describe the role of the Firm's internal advisory board(s). Detail all matters referred to the advisory board(s), including any currently unresolved matters. Describe any additional governing/advisory bodies that impact the management or investment activity of the Firm (e.g. CEO Circle, operating committee, management affiliate, etc.).
- 9.2. Detail how the Firm's policies (Compliance Manual, Code of Ethics, etc.) are supervised, monitored and enforced.
- 9.3. Detail any conflicts of interest (potential, current and historic) within the Firm, and explain how they have been/are identified, managed, disclosed (to LPAC or otherwise) and resolved. Identify any committees in place to help with identifying and resolving conflicts (conflict committee, etc.).
- 9.4. How will investment opportunities be allocated between active funds? Discuss any funds and/or separate accounts with potential allocation considerations.
- 9.5. What is the Firm's policy of personal investments by any employees or affiliates in deals reviewed by the General Partner (both accepted and rejected)? If applicable, provide a list of all previous investments of this nature.
- 9.6. Describe the Firm's policies on the handling and safeguarding of any material, non-public information? How are these policies communicated to employees?
- 9.7. Discuss the Firm's risk management. What types of risks are monitored and how are they measured? Are their dedicated employees assigned to the risk monitoring function?
- 9.8. Describe the types of investments for which the Firm obtains Environmental Impact Studies? Provide examples of how these studies impacted the Firm's investment decisions?
- 9.9. Discuss the Firm's compliance policies. Include information on the procedures and internal controls in place to prevent the Fund from being used to launder money, finance terrorist activities, and be used for personal gain.
- 9.10. Describe the regulatory bodies that have oversight of the Firm, and its affiliated entities, including any Investment Advisor or Broker-Dealer registrations. Identify the Firm's policies for remaining compliant with these bodies.

10.0 Environmental, Social & Governance (ESG)

- 10.1.1. Does your Fund maintain an ESG policy? If not, would you consider adopting a responsible investment policy? If so, please provide a copy of your ESG policy.
- 10.1.2. Is the Fund, parent or any affiliate a participant in the UNPRI or other responsible investment organization?
- 10.1.3. Does the Fund commit to any international standards, industry (association) guidelines, reporting frameworks, or initiatives that promote responsible investment practices?
- 10.1.4. Does the Fund make formal commitments relating to ESG integration in fund formation contracts, Limited Partnership Agreements, or in side letters when requested by investors?
- 10.1.5. Does the Fund incorporate ESG initiatives in the investment strategy in their investment process? If so, then what types of initiatives or factors do you incorporate?
- 10.1.6. How does the Fund define the materiality of ESG factors? Give examples of ESG factors that have been identified as material to portfolio companies in the most recent fund.
- 10.1.7. How are ESG risks and/or ESG related opportunities report to, considered, and documented by the ultimate decision making body, such as an Investment Committee?
- 10.1.8. Does the Fund measure whether its approach to ESG factors has affected the financial and/or ESG performance of its investments? If yes, describe how it's able to determine these outcomes.
- 10.1.9. Which sources do you use to collect and track information on potential ESG-related risks and opportunities?

11.0 Track Record

- 11.1. Provide examples of active/exited investments with an investment multiple (TVPI) below 1.0x. Discuss what went wrong, action taken, lessons learned and how (and when) outside experts were brought in.
- 11.2. Describe any situation in which a portfolio company or property has filed for bankruptcy or failed to make payments under any secured or unsecured indebtedness during the Firm's period of ownership.
- 11.3. Describe any qualified audit opinions received by the Firm's portfolio investments during the Firm's period of ownership.
- 11.4. Describe the most appropriate private and public market benchmarks for the three most recent funds (of the same strategy). As referenced in Appendix A, compare the limited partner returns of the prior funds with the relevant private and public market benchmarks. Describe the consistency and dispersion of the returns.
- 11.5. As referenced in Appendix A, for portfolio companies that were exited via an IPO, provide the offering price and a graph from the time of the listing, and indicate when the fund sold and/or distributed shares. Indicate if any prior fund sold its interests at the time of the IPO.
- 11.6. Discuss any investments in the Firm's track record that are not being included in the provided appendices. Describe the rationale from excluding them.

12.0 Accounting / Valuation / Reporting

- 12.1. Describe the Fund's internal accounting. What accounting principles does the fund operate under? Has the Firm established an internal audit function? If so, how often are internal control audits performed? Has there been any

major control weaknesses identified from the audits? If so, what is the Firm doing to resolve the identified weaknesses?

- 12.2. Describe any significant changes in the Firm's Valuation Policy (as referenced in Appendix A) in the last five years.
- 12.3. Describe any deviations between the Fund's Valuation Policy and the [IPEV Valuation Guidelines](#).
- 12.4. Describe any role the Fund's LP Advisory Board plays in approving or reviewing valuations.
- 12.5. Describe any significant deviations between the Fund's standard reporting package and the ILPA Reporting Best Practices ([Reporting Template](#), [Quarterly Reporting Standards](#), & [Call/Dist. Template](#)).
- 12.6. Describe any deviations between the investment performance methodology in the Firm's marketing materials/reporting packages and the [Global Investment Performance Standards \(GIPS\)](#).

13.0 Legal / Administration

- 13.1. Describe any past criminal or administrative proceedings or investigations against the Firm, its affiliated entities and/or its current and former Team Members.
- 13.2. Describe any past investigations by an industry regulatory body of the Firm, its affiliated entities and/or its current or former Team Members.
- 13.3. Describe any pending or ongoing litigation/investigation against the Firm, its affiliated entities and/or its current or former Team Members.
- 13.4. Describe any accusation and/or conviction of fraud or misrepresentation against any of the Firm's current or former Team Members.
- 13.5. Describe the activities of the Firm's support functions (Finance and Fund Administration, Human Resources, Compliance/Legal, etc.).
- 13.6. Detail the processes and procedures for capital movements (capital calls, transfers of cash, investment acquisitions and distributions).
- 13.7. Provide an overview of the third-parties providing services to the Firm or Fund (e.g. law firms, custodians, fund administrators, prime brokers, consultants, banks, etc.). How does the Firm manage counterparty risk related to these third party arrangements?
- 13.8. What types of insurance coverage does the Firm maintain (e.g. fidelity bond insurance, errors and omission insurance, directors and officers insurance, other)? Provide a summary of any material claims made against these policies in the last five years.

- 13.9. List and describe any software that the Firm uses for business functions like portfolio management, trade order management, administration and risk?

14.0 Diversity

- 14.1 Please describe what policies and procedures your firm has in place to encourage diverse opinions and thoughts. Please provide a copy of any diversity policy your firm has in place.

Appendix A - Requested Documents (if applicable)**

1. Fund Limited Partnership Agreement (current version)
2. Fund Limited Partnership Agreement (black-lined version from the previous fund)
3. Private Placement Memorandum (PPM) of the Fund
4. PPM and Limited Partnership Agreement of the previous fund
5. Annual General Meeting materials for last 2 years
6. Firm's most recent regulatory body registration/disclosure form (e.g. Form ADV)
7. The Partnership Agreement of the GP
8. All audited annual & unaudited quarterly reporting packages sent to limited partners for each active prior fund
9. The audited financial statements of the Firm for the last 3 years
10. Examples of capital call and distribution notices
11. The Investment Advisory Agreement between the Fund and the General Partner
12. Presentation materials and minutes of all LP Advisory Board meetings held over the last 2 years
13. Disaster Recovery Plan (should include location of back-up data)
14. Business Continuity Plan
15. Valuation Policy
16. Risk Management Policy
17. Copies of all side agreements or rights ("side letters") the Fund has entered into
18. Compliance Manual
19. Code of Ethics/Conduct
20. Conflicts of Interest Policy
21. Personal Trading Policy
22. Completed due diligence report/investment recommendation for two recent investments
23. Chart: Firm ownership structure (as referenced in Detailed Questions section 1.0)
24. Chart: Firm management/organizational structure (as referenced in Detailed Questions section 1.0)
25. Firm budget (as referenced in Detailed Questions section 1.0)
26. Fund budget (as referenced in Detailed Questions section 2.0)
27. Chart: Fund legal/tax structure (as referenced in Detailed Questions section 2.0)
28. List of LPs from the most recent fund that are not re-upping (as referenced in Detailed Questions section 2.0)
29. List of LP secondary sales (as referenced in Detailed Questions section 2.0)
30. List of the Fund's LP Advisory Board Members (as referenced in Detailed Questions section 2.0)
31. Working example of the most recent fund's distribution waterfall, noting any variations from the expected calculations for the Fund (as referenced in Detailed Questions section 8.0)
32. Return comparison of prior funds vs. relevant benchmark (as referenced in Detailed Questions section 11.0)
33. IPO Graph (as referenced in Detailed Questions section 11.0)

Appendix B - Templates: Team Members**

B1: Team Members – Investment Professionals (current)

For all current investment professionals, provide detailed information on professional background, role at Firm and time allocation:

- | | | |
|--|---|-------------------------------|
| o First Name | o Is defined in the Fund's "Key-Person" agreement (y/n) | o Time Allocation % (1 of 2): |
| o Last Name | | ▪ %Deal Sourcing |
| o Current Title | o Is defined as a "Principal" in this document (y/n) | ▪ %Deal Execution |
| o Original Title When Hired | | ▪ %Portfolio Monitoring |
| o Birth Year | o Directorships Held (portfolio company, external, non-profit, etc. - including details on roll and monthly time commitments) | ▪ %Operations |
| o Date Joined Firm | | ▪ %Marketing |
| o Date of Most Recent Promotion | | ▪ %Investor Relations |
| o Office Location | o Investments Responsible for (lead) | ▪ %Administration |
| o Total Years of Relevant Experience | o Investments Responsible for (non-lead) | ▪ %Non-Fund Initiatives |
| o Previous Professional Experience (including years at each company) | o Target Number of Investments Responsible For | ▪ %Other (w/ explanation) |
| o Education | o Average Number of Days Spent on Each Investment per month | o Time Allocation % (2 of 2): |
| o Investment Committee Role | | ▪ %New Fund |
| | | ▪ %Existing Funds/Other |

B2: Team Members – Non-Investment Professionals (current)

For all current non-investment professionals, provide detailed information on professional background and role at the Firm:

- | | | |
|----------------------------|-----------------------------------|--|
| o First Name | o Birth Year | o Previous Professional Experience (including years at each company) |
| o Last Name | o Date Joined Firm | |
| o Title | o Total Years Relevant Experience | o Education |
| o Role (IR, Finance, etc.) | | |
| o Office Location | | |

B3: Team Members (former)

Provide details on all investment professional and senior non-investment professional departures over the past 10 years:

- | | | |
|----------------------|--|--|
| o First Name | o Office Location | o Investments Responsible For (lead) |
| o Last Name | o Current Status (Employer/Education/Retired/Etc.) | o Investments Responsible For (non-lead) |
| o Title at Departure | | |
| o Date Joined Firm | o Reason for Departure | |
| o Date Departed Firm | | |

B4: Firm Internal Advisory Board(s)

Provide a list of the all members of the Firm's internal advisory board(s)

- | | | |
|--------------|--------------------------------------|-------------|
| o Board Name | o Year Joined | o Biography |
| o First Name | o Board Role (chair, observer, etc.) | |
| o Last Name | o Affiliation(s) | |

B5: Office Locations

List all office facilities the Firm has ever operated, providing the:

- | | | |
|-------------------|---|---|
| o Office Location | o Office Head | o Specific Duties Performed in that Office (e.g. back-office, sourcing, etc.) |
| o Year Opened | o Current Staff Count | |
| o Year Closed | o Historical Staff Count (max. # of employees at any one point) | |
| o Phone Number | | |

Appendix C - Templates: References**

C1: References – General

Provide a broad cross-section of references (e.g. co-investors, deal sources, bankers, personal references):

- | | | |
|----------------------------------|---|-------------------------------------|
| <input type="radio"/> First Name | <input type="radio"/> Company | <input type="radio"/> Email Address |
| <input type="radio"/> Last Name | <input type="radio"/> Relationship Type | |
| <input type="radio"/> Title | <input type="radio"/> Phone Number | |

C2: References – Portfolio Companies

Provide references at all portfolio companies in the last two funds; References should at least include the current CEO and any displaced CEOs during the fund's ownership:

- | | | |
|----------------------------------|-------------------------------|-------------------------------------|
| <input type="radio"/> First Name | <input type="radio"/> Title | <input type="radio"/> Phone Number |
| <input type="radio"/> Last Name | <input type="radio"/> Company | <input type="radio"/> Email Address |

C3: References – Service Providers

Provide a list of any third-party service providers (accountants, attorneys, consultants, custodians, IT, software, prime brokers, etc.) used by the Firm over the past 5 years:

- | | | |
|---|-------------------------------------|--|
| <input type="radio"/> Company | <input type="radio"/> Last Name | <input type="radio"/> Expiration Date of Existing Contract (if applicable) |
| <input type="radio"/> Relationship Type | <input type="radio"/> Title | |
| <input type="radio"/> Brief Description of Role | <input type="radio"/> Phone Number | |
| <input type="radio"/> First Name | <input type="radio"/> Email Address | |

C4: References – Limited Partners

List all Limited Partners in: 1) the Fund and 2) the previous fund:

- | | | |
|--|-------------------------------------|--|
| <input type="radio"/> Name of Institution | <input type="radio"/> Last Name | <input type="radio"/> Admission Source (1st close, secondary purchase, etc.) |
| <input type="radio"/> Investor Type (Public Pension, Endowment, SWF, etc.) | <input type="radio"/> Title | <input type="radio"/> Fund Name |
| <input type="radio"/> First Name | <input type="radio"/> Phone Number | <input type="radio"/> Commitment Amount |
| | <input type="radio"/> Email Address | |

C5: References – LP Advisory Board Members

Provide a list of LP Advisory Board members in the previous fund:

- | | | |
|--|----------------------------------|--|
| <input type="radio"/> Institution Name | <input type="radio"/> First Name | <input type="radio"/> Phone Number |
| <input type="radio"/> Investor Type (Public Pension, Endowment, SWF, etc.) | <input type="radio"/> Last Name | <input type="radio"/> Email Address |
| | <input type="radio"/> Title | <input type="radio"/> Committed to Fund? (y/n) |

C6: References – Auditors

Provide the contact information for the auditor of the Fund and of all prior funds:

- | | | |
|---------------------------------------|------------------------------------|-------------------------------------|
| <input type="radio"/> Firm Name | <input type="radio"/> Last Name | <input type="radio"/> Email Address |
| <input type="radio"/> Fund(s) Audited | <input type="radio"/> Title | |
| <input type="radio"/> First Name | <input type="radio"/> Phone Number | |

C7: References – Placement Agents

List all placement agents and fundraising advisors used during fundraising:

- | | | |
|----------------------------------|---|--|
| <input type="radio"/> Firm Name | <input type="radio"/> Title | <input type="radio"/> Fund Name |
| <input type="radio"/> First Name | <input type="radio"/> Phone Number | <input type="radio"/> Payment Structure/Amount |
| <input type="radio"/> Last Name | <input type="radio"/> Services Provided | <input type="radio"/> Registration Number(s) |

C8: References – Background Checks

List any vendors that have performed background checks on the Firm or its employees:

- | | | |
|-----------------------------------|------------------------------------|---|
| <input type="radio"/> Vendor Name | <input type="radio"/> Title | <input type="radio"/> Services Provided |
| <input type="radio"/> First Name | <input type="radio"/> Phone Number | |
| <input type="radio"/> Last Name | <input type="radio"/> Email | |

Appendix D - Templates: Fund**

D1: Performance & Attribution: Fund

Provide the following for each prior fund on a since inception basis, using the Net Asset Values attributable to the most recent quarter. If applicable, provide totals for: 1) the GP's share and 2) aggregate LPs' share. Where noted, all values should be denominated (as of the transaction day) in: 1) the respective fund's reporting currency, 2) US Dollar (\$) and 3) Euro Dollars (€):

- | | | |
|--|--|--|
| o Fund Name | ▪ Total Value to Paid-In (TVPI) (GPs/all LPs): | o Total Fees Collected from Portfolio Companies, incl. fees that accrued to benefit of LPs (fund reporting currency) |
| o Vintage Year | • Net of Fees | |
| o Date of Initial Capital Call | • Gross of Fees | |
| o Fund Size (fund reporting currency) | ▪ Distribution Value to Paid-In (DVPI) (GP/all LPs): | o Total Fees Collected from Portfolio Companies, excl. fees that accrued to benefit of LPs (fund reporting currency) |
| o Performance Metrics (multiple currencies): | • Net of Fees | |
| ▪ Total Contributions, incl. fees (GP/all LPs) | • Gross of Fees | o Total Realized Carry (fund reporting currency) |
| ▪ Total Contributions, excl. fees (GP/all LPs) | ▪ Reported Value to Paid-In (RVPI) (GP/all LPs): | o Total Estimated Unrealized Carry (fund reporting currency) |
| ▪ Total Distributions (GP/all LPs) | • Net of Fees | o Total Current Clawback Balance (if applicable) (fund reporting currency) |
| ▪ Current NAV (GP/all LPs) | • Gross of Fees | |
| ▪ Net IRR (GP/all LPs) | o Total # of Invs. Made | |
| ▪ Gross IRR (GP/all LPs) | o Total # of Invs. Remaining | |
| | o Average Age of All Investments | |

D2: Cash Flows: Fund

Provide detailed cash flows (incl. stock distributions) for each prior fund on a since inception basis, using the Net Asset Values attributable to the most recent quarter. Data should be broken down between the: 1) GP's share and 2) aggregate LPs' share. All values should be denominated (as of the transaction day) in: 1) the respective fund's reporting currency, 2) US Dollar (\$) and 3) Euro Dollars (€). This information should allow for the calculation of net/gross IRRs and multiples for each fund (in multiple currencies). Values presented should reconcile to the funds' financial statements and Appendix D1:

- | | | |
|---------------------------|--|---|
| o Fund Name | o Amount (multiple currencies) | o NAV as of the Most Recent Quarter (multiple currencies) |
| o Date of Cash Flow | o Type of Flow (Call, Cash Dist., Stock Dist., etc.) | o Cash Flow Description (Investment, Fees, etc.) |
| o Fund Reporting Currency | | |

Appendix E - Templates: Portfolio Investments**

E1: Deal Log: Portfolio Investments

Provide a copy of the Firm's deal flow log for all investments reviewed over the last 5 years, where the General Partner either, (i) expressed a level of interest; (ii) commenced due diligence; and/or (iii) generated a letter of intent. Include information on the source and estimated transaction size of the investment opportunity:

- | | | |
|------------------------------------|---|--|
| o Date of Opportunity | o Purchase Type (take-private, trade sale, carve-out, etc.) | o Inv. Transaction Currency |
| o Portfolio Investment Name | o Deal Log Status (i.e. how far the opportunity progressed through the deal pipeline) | o Estimated Total Transaction Size (inv. transaction currency) |
| o Short Description of Opportunity | | o Estimated Fund Investment Size (inv. transaction currency) |
| o Source of Opportunity | | |
| o Type of Auction (if applicable) | | |

E2: Performance & Attribution: Portfolio Investments

Provide summary tables of all realized and unrealized portfolio investments in prior funds on a since inception basis (unless noted otherwise), using the investment value attributable to the most recent quarter (or at exit for realized invs.). All spin-offs and partial divestitures should be properly notated in the table (if necessary, provide additional explanation in a supplemental table). All values should be denominated (as of the transaction day) in: 1) the respective fund's reporting currency and 2) the investment's reporting currency:

- | | | |
|---|--|---|
| o Portfolio Investment Name | ▪ Equity Value | o Gross IRR (multiple currencies) |
| o Status (realized/unrealized) | ▪ Net Debt | o Total Value to Paid-In (TVPI = ((c+d)/a)) (multiple currencies) |
| o Fund Name (if cross-fund investment, separate each fund) | ▪ LTM Interest Expenses | o Distribution Value to Paid-In (DVPI = c/a) (multiple currencies) |
| o Fund Reporting Currency | o Date of Sale Agreement | o Reported Value to Paid-In (RVPI = (d/a) (multiple currencies) |
| o Inv. Transaction Currency | o Exit Date | o Total Realized Carry (fund reporting currency) |
| o Seller Name at Entry | o Exit Type (IPO, write-off, etc.) | o Total Current Unrealized Carry (estimated) (fund reporting currency) |
| o Purchase Type (take-private, trade sale, carve-out, etc.) | o Buyer Name at Exit | o Valuation Methodology (e.g. market multiples, DCF, etc.) |
| o Date of Purchase Agreement | o Investment Metrics – Current/at Exit (multiple currencies)-
<i>include since-inception, compound annual growth rates (CAGR) for all applicable metrics:</i> | o Enterprise Value (using Firm's reported interim valuation) prior to signing of sale agreement (realized invs. only) |
| o Initial Investment Date | ▪ Fund Ownership % (pro-rata, fully diluted) | o Deal Team Member (lead) |
| o Short Business Description | ▪ Total # of Board Seats | o Deal Team Member (sourcing) |
| o Source of Opportunity | ▪ Fund's # of Board Seats (pro-rata) | o Deal Team Member (diligence) |
| o Sector/Industry | ▪ LTM EBITDA | o Co-Investors, w/ ownership % and equity invested (Non-LPs -) |
| o Geography: Headquarters | ▪ LTM Revenue | o Co-Investors, w/ ownership % and equity invested (LPs) |
| o Geography: Base of Operations | ▪ Enterprise Value | o In Compliance with Covenants (Currently)? (y/n) |
| o Geography: Primary Market | ▪ Equity Value | o In Compliance with Covenants (during life of inv.)? (y/n) |
| o Value Creation Thesis | ▪ Net Debt | |
| o Security Type (e.g. sub-debt) | ▪ LTM Interest Expenses | |
| o Number of Shares/Units | o Total Inv. Capital at Entry | |
| o Lending Syndicate Names | o Total Inv. Capital to Date (multiple currencies) (a) | |
| o Investment Metrics – at Entry (multiple currencies): | o Current Investment Cost (multiple currencies) (b) | |
| ▪ Fund Ownership % (pro-rata, fully diluted) | o Total Proceeds to Date (multiple currencies) (c) | |
| ▪ Total # of Board Seats | o Current Reported Value (multiple currencies) (d) | |
| ▪ Fund's # of Board Seats (pro-rata) | | |
| ▪ LTM EBITDA | | |
| ▪ LTM Revenue | | |
| ▪ Enterprise Value | | |

Appendix E - Templates: Portfolio Investments (cont.)**

E3: Cash Flows: Portfolio Investments

Provide detailed cash flow information for each realized and unrealized investment in prior funds on a since inception basis (unless noted otherwise), and the investment reported value attributable to each quarter end. If applicable, provide detailed cash flow information for each deal previously completed by each Lead Deal Team Member prior to joining/forming the General Partner. All values should be denominated (as of the transaction day) in: 1) the respective fund's reporting currency and 2) the currency of the investment transaction. This information should allow for the calculation of gross IRRs and multiples for each portfolio investment (in local & legal currency). Values presented should reconcile to the funds' financial statements and Appendix E2:

- | | | |
|-----------------------------|--------------------------------|---------------------------------|
| o Portfolio Investment Name | o Fund Reporting Currency | o Type of Cash Flow |
| o Deal Team Member (lead) | o Investment Transaction | o Cash Flow Description |
| o Fund Name | o Currency | o Reported Value at Quarter End |
| o Date of Cash Flow | o Amount (multiple currencies) | o (multiple currencies) |

E4: Fee Schedule: Portfolio Investments

Provide detailed cash flow information related to all fees charged to portfolio companies, denominated in the Fund's reporting currency:

- | | |
|---------------------|-------------------------------------|
| o Date of Cash Flow | o Portfolio Investment Name |
| o Amount | o Type of Fee (e.g. Director's Fee) |

E5: Debt Maturities: Portfolio Investments

For all unrealized investments, provide debt covenant details. Provide data for 3 years prior to the investment, through the ownership. All values should be denominated in the investment's reporting currency:

- | | | |
|-----------------------------|---------------------------|--------------------|
| o Portfolio Investment Name | o Debt Maturities by Year | o Origination Fee |
| o Total Current Debt | o Number of Tranches | o Payment Schedule |

E6: Investment Details: Portfolio Investments

Each page is designed to give the limited partner a qualitative and quantitative synopsis on each investment (realized & unrealized) and should include the following sections (denominated in the investment's reporting currency):

Overview:

- | | | |
|----------------------------------|------------------------------------|--------------------------------|
| ▪ Portfolio Investment Name | ▪ Other Significant Investors | ▪ Types of Alternative Funding |
| ▪ Status (realized/unrealized) | ▪ Any C-Level management | ▪ Sources Used (e.g. SBIC) |
| ▪ Detailed Business Description | ▪ changes during investment | ▪ Deal Team Member (lead) |
| ▪ Detailed Sourcing Information | ▪ Significant Post-Investment | ▪ Deal Team Member (sourcing) |
| ▪ Detailed Value Creation Thesis | ▪ Issues (e.g. covenant breach) | ▪ Deal Team Member (diligence) |
| ▪ Transaction Summary | ▪ Exit Type (IPO, write-off, etc.) | ▪ Gross IRR |

Financial Tables (provide annual data for 3 years prior to the investment through the ownership):

- | | | |
|----------------------------|------------------|--------------------------------|
| ▪ Revenue (value and CAGR) | ▪ Debt Balance | ▪ Value of Outstanding Warrant |
| ▪ EBITDA (value and CAGR) | ▪ Equity Balance | ▪ and Options |
| | | ▪ Other Relevant Metrics |

Status (current or at exit):

- | | |
|--|---|
| ▪ Short Company Assessment (e.g. on plan, above plan, below plan) | ▪ Valuation Bridge with commentary on changes/drivers, including: (i) additional capital invested, (ii) operational improvement/ decline, (iii) multiple expansion/ compression and (iv) leverage |
| ▪ Detailed Company Assessment | ▪ Provide information for each add-on acquisition |
| ▪ Capitalization Table (table format is not rigid, adjust as appropriate for relevant portfolio company) | ▪ Describe the expectations regarding future cash flow needs, valuations and realization events |
| ▪ Recent Events and Key Initiatives | |
| ▪ Valuation Methodology/Assumptions (including a list of comparable companies) | |

