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PUBLICATIONS



PUBLICATIONS



Argosy Group, LLC *Misc Book & Report Covers*

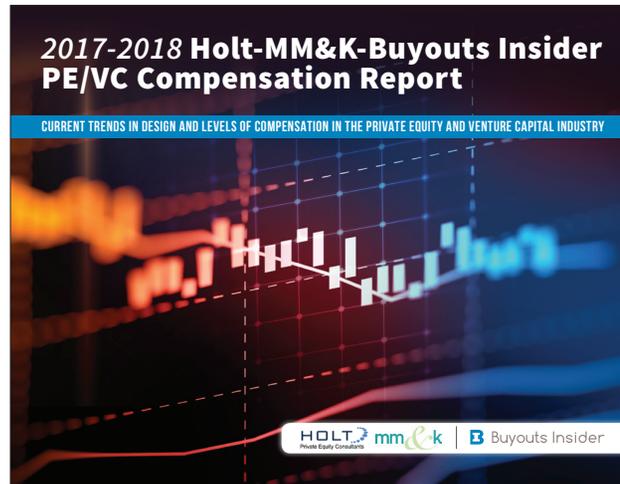
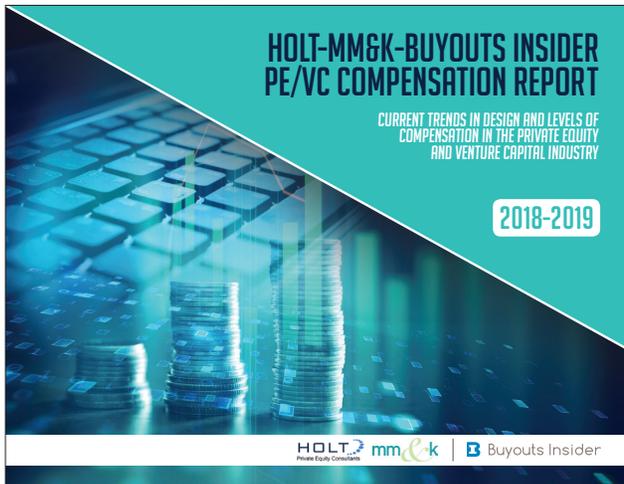
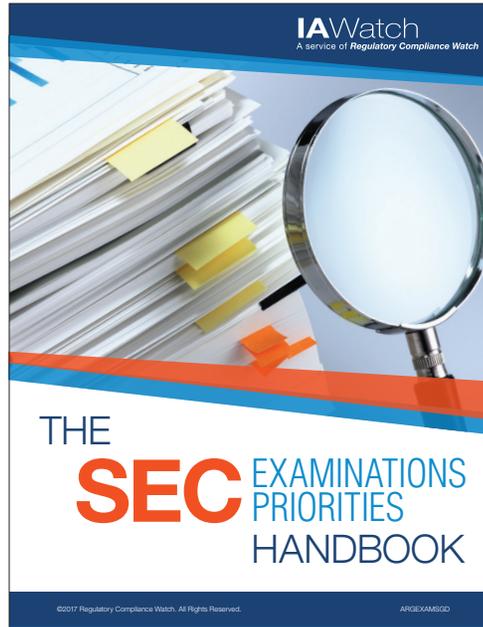
These were created as covers of the PE/VC Partnership Agreements Study, Guide to Family Offices, Guide to Independent Sponsors, PE/VC Compensation Report, and SEC Examinations Priorities Handbook.
(InDesign, Illustrator, Photoshop)

BUYOUTS INSIDER'S GUIDE TO
FAMILY OFFICES
3RD EDITION

From the editors
of Buyouts, VCJ,
Active LPs and
The PE Hub Network

Buyouts Insider

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PUBLICATIONS



VCJ Magazine

Magazine Covers & Feature Pages

These were created as covers of VCJ Magazine for November 2017 and August 2018, respectively. The right page displays full pages and elements of the monthly magazine. (InDesign, Illustrator)



COVER STORY

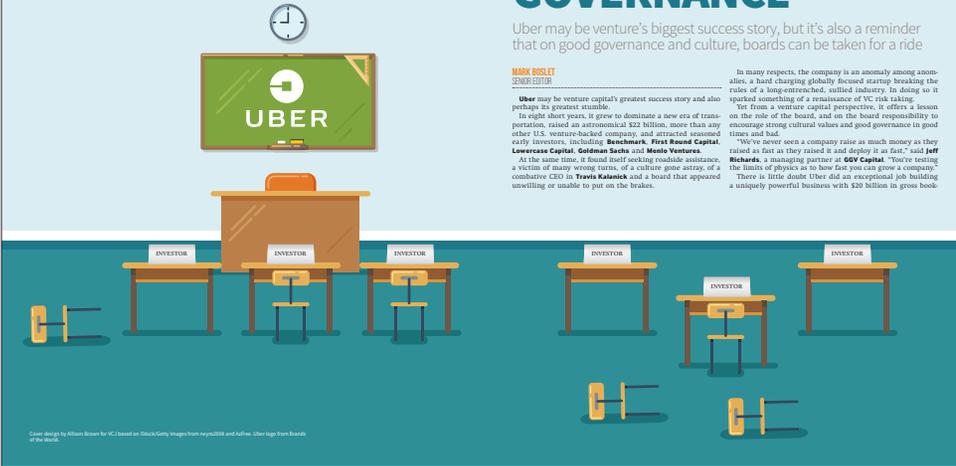
UBER'S HARROWING LESSON IN GOVERNANCE

Uber may be venture's biggest success story, but it's also a reminder that on good governance and culture, boards can be taken for a ride

MARK BOSLEY
SENIOR EDITOR

Uber may be venture capital's greatest success story and also perhaps its greatest stumble. In eight short years, it grew to dominate a new era of transportation, raised an astronomical \$22 billion, more than any other U.S. venture-backed company, and attracted seasoned early investors, including **Benchmark**, **First Round Capital**, **Lowercase Capital**, **Goldman Sachs** and **Menlo Ventures**. At the same time, it found itself seeking roadside assistance a victim of many wrong turns, of a culture gone astray, of a combative CEO in **Travis Kalanick** and a board that appeared unwilling or unable to put on the brakes.

In many respects, the company is an anomaly among anomalies, a hard-charging globally focused startup breaking the rules of a long-entrenched, suited industry. In doing so it sparked something of a renaissance of VC risk taking. Yet from a venture capital perspective, it offers a lesson on the role of the board, and on the board responsibility to encourage strong cultural values and good governance in good times and bad. "We've never seen a company raise as much money as they raised as fast as they raised it and deploy it as fast," said **Jeff Richards**, a managing partner at **GGV Capital**. "You're testing the limits of physics as to how fast you can grow a company." There is little doubt Uber did an exceptional job building a uniquely powerful business with \$20 billion in gross book-



Cover design by William Brown for VCJ based on iStock/Getty Images from maya2008 and Andrew. Uber logo from Brands

COVER STORY

M&A

Sell to PE

IPO

VENTURE SPIES NEW AVENUES TO LIQUIDITY

New paths to liquidity are opening up for assets bottled inside aging funds, and venture could look quite a bit different as a result

MARK BOSLEY
SENIOR EDITOR

Every year ago, venture could look confidently down two paths to portfolio-company exits: public offerings and tech-company M&A. Not so much anymore. Sure, nice deals take place. **Workday**, **Vervo Systems** and **Tab** are **SoftBank** did IPOs in recent years. **ClearScore** did IPOs too. But for the third year in a row, overall exits of venture-backed companies fell in the U.S. in 2017, and considerable assets remain bottled up in aging funds. For the six vintage years 2005 to 2010 combined, which should be seeing substantial distributions, almost 97 cents of every invested dollar remains inside a fund. **Cambridge Associates** data shows. Exit a solution might be on the way. New paths to liquidity in venture are opening up, and they could leave the industry look-

ing quite a bit different. First on the list: secondary-market transactions, which not long ago drew considerable attention when **SoftBank** and others spent about \$8 billion to buy shares. Secondary deals are finally offering investors an attractive avenue to sell stakes. An alternative path to partial liquidity also is showing up in private-equity-backed M&A, which has been on the rise. At the same time, other new buyers of portfolio companies have emerged from the ranks of non-tech companies that are concerned as business models in their industries change rapidly. Looking ahead, initial coin offerings could provide an additional market-based mechanism for finding liquidity, if digital tokens can clear their trading hurdles. This may take several years. Together, those new alternatives for liquidity promise to move the needle on returns. And they illustrate how a maturing industry requires, and evolves toward, financial flexibility.

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VCJ

Palestinian VC Sadara builds startups in a hard space

SHS V sets first close and aims to boost digital health

SVB's Blisc mid-market M&A up, IPOs forging ahead

72x offering refunds months following ICO presale

www.vcnnews.com

September 2018 • Issue 9

CYBERSECURITY INVESTING SURGES (AGAIN)

A new wave of cybersecurity investing appears on the horizon as exit markets heat up. The hurdle this time: overfunding



Buyouts Insider

24 VCJ July 2018
COVER STORY

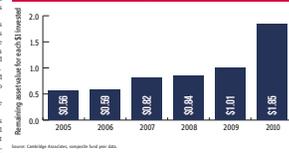
of assets for every dollar of paid-in capital as of the end of last year, a substantial figure. That fell only slightly to 82 cents for 11-year-old funds.

The liquidity begins is sparking calls for a radical change of thinking. Perhaps later-life venture funds should adhere to a specified returns target, and upon reaching it consider liquidating, instead of holding out for a final dose of upside. If they did, such modest, tail-end portfolio sales would likely do little to depress an already 15-year-old IRR. This is where restructuring could come in. For one, the secondary market has matured to the point where individual LP transactions are commonplace. At the same time, deals involving founders, employees and early investors, frowned upon just a half decade ago, are widely accepted realities of the investment landscape.

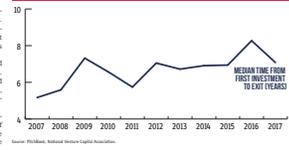
The result is that pricing in the secondary market has become friendlier. Discounts for uniforms and other venture-capital assets fell last year to about 35 percent, with top-quality positions sometimes fetching close to par. Not long ago, the mantra was good firms did not restructure funds. Instead, a GP's request for a fund extension usually won the day, without much debate. Now partnership discussions of extensions more commonly raise the topic of restructuring, due in large part to the recent rise of fund restructurings in the private industry.

"You're starting to see that happen in private capital's old friend, CPE and founder of **Industry Ventures**, who has seen an increase in fund-restructuring deal activity over the past five years. At the core of the trend is an imbalance between fund longevity and time to exit. The median time from initial investment to IPO last year for a venture-backed company in the U.S. was more than seven years, up 37 percent from a decade earlier, according to **PitchBook** and the **National Venture Capital Association**. At the same time, the portfolio value of IPO companies rose to a median of \$411 million, an indication that older, more mature companies are the ones making the leap. In this environment, accommodations

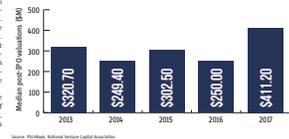
Asset levels remain high in older venture funds



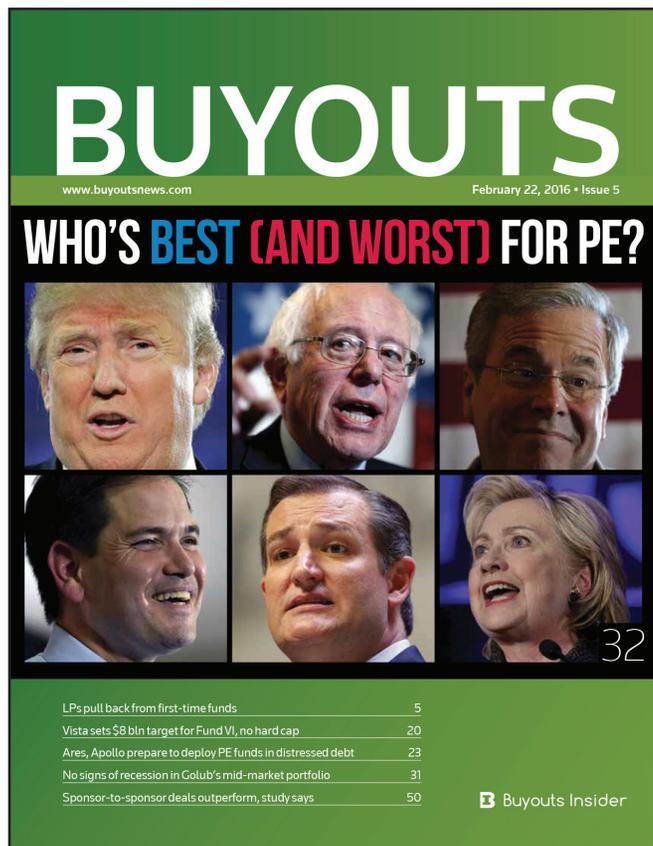
Venture-backed IPOs take longer



IPO valuations rise



PUBLICATIONS



Buyouts Magazine

Magazine Covers & Feature Pages

These were created as covers of Buyouts Magazine for February 22, 2016 and March 21, 2016, respectively. The right page displays full pages and elements of the biweekly magazine. (*InDesign, Illustrator, Photoshop*)



COVER STORY Buyouts Deal of the Year Awards 2017

By Buyouts Staff

These deals display what is best in PE: the courage to look where others won't and put down risk capital, and the savvy to develop a theme, execute over years and produce fat returns.



Our Deal of the Year winner for 2017 is **Anchor Glass Container**, a company that to most people may not have looked like much of a winner when **KPS Capital Partners** acquired it in 2014.

Anchor Glass, which makes glass bottles used by the liquor, beverage and food sectors, filed for bankruptcy three times in the 20 years before KPS's acquisition. The glass sector started being market share to plastic packages in the 1990s, and many glass plants had been shuttered when the current Anchor out of **Aradip Group**.

KPS had some experience in the sector after having owned **North American Breweries Holdings**, a beer company with brands including Corona. KPS had a view on the glass market that it was stable and that Anchor was a good business.

Through extensive operational improve-

ments, KPS was able to boost EBITDA nearly 30 percent in less than three years.

KPS's sale earned the investment Deal of the Year for several reasons: an initial series of operational improvements, a vision of success for a company and a sector largely out of favor, and a strong return.

All our Deal of the Year candidates this year had aspects that could have put them over the top, but our final winners just had a little something more. **Carlyle Group** helped expand a family-owned medical implants fragging business **Group Rate** into an international force in the industry.

Previdente Equity found a way to monetize going to church through **Ministry Holdings**, which makes software for faith-based organizations. The deal earned Previdente an about 1,200 percent internal rate of return.

Levine Leichtman Capital Partners,

though it's **Senior Helpers** investment, showed that senior-care franchising is a model that can be replicated outside of the U.S. **Acad American Capital** (former Special Situations group) carved out a moreplayable corporate-erphan call **Service Experts** and turned it into a profitable enterprise that earned the firm a 184 percent IRR.

All those deals display what is best in private equity: the courage to look where others won't; the savvy to pick risk capital targets in the 1990s, and many glass plants had been shuttered when the current Anchor out of **Aradip Group**.

KPS had some experience in the sector after having owned **North American Breweries Holdings**, a beer company with brands including Corona. KPS had a view on the glass market that it was stable and that Anchor was a good business.

Through extensive operational improve-

DEAL OF THE YEAR, MIDDLE MARKET/OVERALL KPS Capital Partners 2017

By Luisa Beltran



Glass bottle operator at Anchor Glass's Shokings, Minnesota, facility.

KPS Capital Partners' success with **Anchor Glass Container** stemmed from a combination of actions, led by KPS and company management. The moves helped the bottle maker boost EBITDA nearly 30 percent in less than three years, said **Jay Bernstein**, a partner at KPS.

The New York buyout sold acquired Anchor Glass, which makes glass bottles and food sectors, as a carve-out from **Aradip Group** in 2014. The deal was valued at \$1.5 billion. KPS, along with its LPA, invested \$139 million equity.

The PE firm's buy of Anchor Glass was private debt. The company had filed for bankruptcy three times in the past 20 or so years. Anchor Glass last filed through Chapter 11 came in 2005, when it was owned by **Cerberus Capital Management**.

The glass sector began being market share to plastic packages in the 1990s, Bernstein said. By 2014, when KPS bought Anchor, many glass plants had been shuttered due to financial difficulties.

KPS, however, had some experience in the sector. It owned **North American Breweries Holdings**, a beer company with brands including Corona and **Genesee**. For three years before selling it in 2012, North American Breweries is also an Anchor Glass customer.

KPS thus knew that the glass market was stable and that Anchor was a fundamentally good business, Bernstein said. "Others were focused on Anchor Glass' past, where we were focused on where the business was

SNAPSHOT

Company: Anchor Glass Container Corp
Lender: Credit Suisse, Citigroup Global Markets Inc. and Morgan Stanley
Legal adviser: Baker & McKenzie provided legal advice to CVC, BA Glass, Paul Weiss, Rifkin, Wharton & Garrison LLP advised KPS, Anchor Glass
Financial adviser: Morgan Stanley and Citigroup provided financial advice to CVC, BA Glass, while Credit Suisse Securities (USA) and JP Morgan Securities advised KPS, Anchor Glass

WHY THEY WON

- Sale to CVC generated \$1.5 billion
- Deal produced gross IRR of 132.4 pct
- Adjusted EBITDA rose nearly 30 pct under KPS
- Anchor Glass enterprise value under KPS more than doubled to \$1.64 billion

today, what we could do with it" and its potential, he said.

KPS closed its buy of Anchor Glass in June 2014. It invested \$142 million to upgrade machinery and equipment, including installing four glass factories and enhancing the bottle-forming machines. KPS implemented a state-of-the-art production system at the company, while reducing freight costs and entered multi-year agreements with existing ones. This gave the company more long-term stability, Bernstein said. Anchor Glass produced more than \$10 million of new business in 2016, alone, KPS said.

"Once the customers were willing to make long-term commitments to Anchor, this enabled KPS to develop a long-term investment plan for each of its plants," he said.

More improvements included reducing the weight of the better Anchor Glass sold. This helped reduce the number it produced to nearly 40 billion annually. The company also installed automated quality-inspection equipment for its bottles in its manufacturing facilities, Bernstein said.

The major change occurred when KPS cut the company's exposure to the main beer market, which had been a declining product category, Bernstein said. Anchor Glass began focusing more on craft beer. Anchor Glass's marketing capabilities, which he said can make custom bottles, gave it an edge over competitors.

"We are able to work collaboratively with

COVER STORY Who's best (and who's worst) for PE?

By Paul Centopani

Buyouts analyzes the positions of the major presidential candidates to determine who's best (and worst) for private equity



Pivate equity doesn't like to remember the year of 2012, when the industry was suddenly thrust into the harsh glare of the presidential political season.

The scar of the **Mitt Romney** presidential campaign may never truly heal, but the industry has moved forward.

This year, presidential contenders are going head-to-head on various issues that impact the industry. What follows is our handy guide to help you decide which candidate is coming for you, and which will stick by your side.

We researched media reports and the major candidates' websites to figure out where each stands on four key issues:

- **Capital gains tax:** The shortest answer is that capital gains tax is a cornerstone with regular income tax, long-term capital gains are currently taxed at a maximum "preferential" rate of 23.8 percent.
- **Carried interest:** Fund managers receive a portion of

fund's profits. If those profits are capital gains, a manager's carry is taxed at the capital gains rate.

- **Obamacare:** Firms can currently deduct the debt of assets they acquire when their stake will not produce future value.
- **Dodd-Frank:** The Dodd-Frank Wall Street Reform and Consumer Protection Act was passed in 2010 following the Global Financial Crisis. Its goal was to stabilize the U.S. financial system by improving accountability and transparency and protect consumers from risky investments.

It's no clear that any of these issues will change upon a new president takes charge. For example, the carried interest debate has raged since at least 2007, but no changes have been made to the tax treatment despite numerous proposals.

Still, since someone emerges from the crowded field as the new leader of the country, it'll be good to know how he or she plans to shape private equity.

COVER STORY

<p>JEB BUSH</p> <p>Capital Gains Tax: Would cut the Preferential Capital Gains tax from 23.8 percent to 20 percent.</p> <p>Carried Interest: Would tax carried interest in the high income tax bracket of 39.6 percent.</p> <p>Obamacare: Would no longer allow interest payments on the 2008 firms acquired by the entrepreneur.</p> <p>Dodd-Frank: Would repeal the Dodd-Frank act and halt government relief within business. Has pledged that with such new regulations put in place, an existing regulation will be eliminated.</p>	<p>HILLARY CLINTON</p> <p>Capital Gains Tax: Gains will, a holding period of one to two years would be subject to a 36.6 percent rate. Gains of two to five years would be subject to a 28 percent rate. Gains of more than five years would decline by percentage points per year after that, until reaching the long-term rate of 20 percent at six years.</p> <p>Carried Interest: Would tax carried interest as regular income.</p> <p>Obamacare: Would repeal the Dodd-Frank act and halt government relief within business. Has pledged that with such new regulations put in place, an existing regulation will be eliminated.</p>
<p>TED CRUZ</p> <p>Capital Gains Tax: Would lower the rate on capital gains and dividend income to 18 percent.</p> <p>Carried Interest: Would tax carried interest under the capital gains bracket.</p> <p>Obamacare: Would not allow.</p> <p>Dodd-Frank: Would repeal the Dodd-Frank act and halt government relief within business. Has pledged that with such new regulations put in place, an existing regulation will be eliminated.</p>	<p>MARCO RUBIO</p> <p>Capital Gains Tax: Would reduce the rate on capital gains to zero for a one-time looking at the current rate.</p> <p>Carried Interest: Unclear. The legislation he reported that Rubio's tax plan would allow the deducting carried interest." In 2014, Rubio said he considered the impact of the legislation on carried interest.</p> <p>Obamacare: Would repeal the Dodd-Frank act and halt government relief within business. Has pledged that with such new regulations put in place, an existing regulation will be eliminated.</p>
<p>BERNIE SANDERS</p> <p>Capital Gains Tax: Would raise the rate on capital gains and dividends to 28 percent, with a 15 percent rate for long-term investors over \$500,000.</p> <p>Carried Interest: Would tax carried interest as regular income.</p> <p>Obamacare: Would repeal the Dodd-Frank act and halt government relief within business. Has pledged that with such new regulations put in place, an existing regulation will be eliminated.</p>	<p>DONALD TRUMP</p> <p>Capital Gains Tax: Would cut the rate on capital gains to 15 percent.</p> <p>Carried Interest: Would tax carried interest as regular income, with the top rate of 24.6 percent.</p> <p>Obamacare: Has pledged to eliminate some "corporate loopholes" and to increase the corporate tax rate and phase it in a cap on the deductibility of business interest expense.</p> <p>Dodd-Frank: Would repeal Dodd-Frank. Has said it is stifling the economy.</p>

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BUYOUTS

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Executive Editor: David Toll
Distribution/Subscriber: (646) 356-4507
Editor-in-Chief: Lawrence Aragon
Managing Editor: Robert Daniel
Senior Writers: Luisa Beltran, Steve Gelsi, Sam Sutton
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LAST WORD

The IRR controversy and reader response

We received a lot of feedback on a guest column that questioned IRR as a measurement of fund performance. Here is a sample of the article, called "How PE funds can overstate LP returns by up to 50 pct".

Private equity funds are the widely accepted investment strategy for pensions, endowments, family offices and other investors to access the private markets. But the reported returns of PE funds are misleading, representing only a partial view of the capital invested.

Typically, PE fund returns are shown for deployed capital, which can persuade limited partners that a fund's returns are higher than reality — as much as 50 percent higher in fact. By carefully considering a fund investment from an LP perspective, we can first understand what reported returns do mean and then build a more holistic picture to appreciate the overstatement.

Most institutional LP management funds commitments in a sophisticated manner by using commitment planning, fund diversification, serial allocation across vintage years, LP lines of credit and interim allocations to public equities. These large LPs may rationally consider that cash flow-based IRRs are appropriate, letting fund managers (dirty) defend their published numbers.

However, smaller-scale practitioners and those seeking moderate PE exposure find these practices unfeasible due to scale. To construct the minimum investment necessary for "good" LP practices, we need to consider:

- Each fund will have a minimum commit;
- Net flows from a fund commit need several years (a minimum one deal/financing) to become positive; and,
- LPs desire to commit to multiple funds per year.

Consequently, we suggest a (starting point) formula for the minimum LP allocation to PE: $\text{S\&P} \times \text{MinCommit} \times (\text{Deal} \times \text{yr} + \text{margin of error}) \times \text{FundsPerYear} \times \text{S\&M} \times \text{Allocation}$

Simple values could be (at the low end): \$5 million per fund * 6 years * 3 funds per year = \$90mm allocated to PE. Even at a high PE allocation of 20 percent, the implied minimum AUM is = \$450 million to participate.

Alternatively, an LP could use an intermediary to aggregate PE exposures (e.g., CVC), fund of funds, other tailored solutions. These come with an additional fee, explicit or otherwise. However it's done, sophisticated portfolio management techniques are not free to implement.

Illuminating PE fund mechanics offers critical insight to investors considering PE investment strategies in comparison to alternative solutions, like direct investing.

The authors respond here:

Our article on PE fund returns has drawn passionate commentary because PE returns manifest differently to different LPs. The math we illustrate excludes influences from advanced portfolio management techniques. We offer a starting framework to view fund commitments in a fundamental, "undressed" form. When the opportunity cost of committed capital is not

A response from reader Craig:

Here are the problems with your analysis on GP's reporting on returns:

- I don't know of a single institutional LP that doesn't calculate his or her own returns. Their reinvestment decisions are based on their own analysis.
- Those calculations are done consistently across all asset classes and all funds within the asset class and investment decisions are made on an "apples-to-apples" comparison.
- Of course GPs are not responsible for the return on cash distributions after distribution. All LPs assume a certain cash level based on historical experience and know that will drive down their overall return but is an inevitable result of needing liquidity for capital calls — from any asset class.
- Your headline says the returns are overstated. That is a misleading headline and typical of the press these days! Often times the press has a balanced article but ruins it with a misleading headline. Yours should have been "There are many ways to show returns, and they can differ by 50 percent."



"No, \$15 million is out. How about no allocation? Is no allocation good for you?"

Sincerely,

 Chris Witkowsky

PUBLICATIONS

Buyouts Insider Misc Printed Publications

These were created as covers for Duane Morris Connections. The right page displays full pages and elements of Buyouts Insider publications including the Family Office Newsletter, Duane Morris Connections, and the Family Office Guide. (*InDesign, Illustrator, Photoshop*)



PUBLICATIONS



American Metal Market Magazine Covers & Daily Pages

These were created as covers of AMM for August/September 2014 and October 2014, respectively. The right page displays full pages and elements of the daily newspaper. (InDesign, Illustrator, Photoshop)



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NUMBER OF THE DAY
\$3.6M

Value of copper concentrate that Copper Mountain Mining Corp. lost in the third quarter due to a ship loading error.
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Increasing auto demand stoking competitive fire

Alcoa sheet capacity booked out; Kleinfield GM to utilize mix of materials on vehicles

NEW YORK — Alcoa Inc.'s automotive sheet capacity is booked for the foreseeable future, with the company's global rolled product segment reaping the rewards of a pickup in demand for automotive aluminum.

Chairman and chief executive officer Klaus Kleinfield pointed largely to the onset of full-scale production for Dearborn, Mich.-based Ford Motor Co.'s aluminum-bodied F-150 pickup truck (amm.com, Aug. 25).

"(The global rolled products segment) produced record auto sheet in the third quarter, and that's obviously a factor of increasing demand," Kleinfield said during the company's third-quarter earnings call Oct. 8. "We also said that outside of the announced investments for us, our capacity See ALCOA, page 6

NEW YORK — General Motors Co. plans to utilize a mix of high-strength steel, aluminum, carbon fiber and magnesium on future vehicles, a strategy designed to avoid the pitfalls of single-material parts, according to the company's head of product development.

The Detroit-based automaker will employ proprietary technologies developed by GM engineers designed to join a mix of materials together, blending the attributes of various lightweight components, Mark Reuss told analysts and investors.

GM's strategy runs counter to other major automakers, including Dearborn, Mich.-based Ford Motor Co., which have made significant investments in recent years. See GM, page 6



Leveling off. After a \$50-per-tonne drop over the past four weeks in export prices for containerized ferrous scrap destined for Asia, leaders welcomed this week's relatively minor softening.

Scrap export prices to Asia see some stability

NEW YORK — A four-week-long erosion in U.S. export prices for containerized ferrous scrap shipped to Asia came to a halt this week as market participants paused to assess market conditions related to iron ore, bulk shipments and Chinese billet.

Market participants said prices into key markets like Taiwan and South Korea had somewhat stabilized this week. Prices for containerized shipments of an 80/20 mix of No. 1 and No. 2 heavy melt scrap into Taiwan were reported in a range of \$298 to \$303 per tonne c.f.r. Taiwan, down \$2 per tonne from a week ago.

After a \$50-per-tonne price cull since the second week of September, traders welcomed this week's relatively minor price softening and said that it is the first sign of stability.

"It seems Asia is stable on container prices at \$298 to \$303 per tonne c.f.r. Taiwan, down \$2 per tonne from a week ago. See EROSION, page 6

FERROALLOYS FOCUS

Ferroalloy suppliers hit with higher barge freight costs

NEW YORK — Barge freight costs for ferroalloy suppliers reportedly have risen as high as \$70 per ton for shipments from New Orleans to the Midwest, with competition turning fierce heading toward winter.

Ferroalloy suppliers told AMM recently that the impending closure of the T.J. O'Brien Lock near the entrance to Lake Michigan from the Calumet River in Chicago is likely to cause significant supply disruptions in the coming months and exacerbate rising freight costs (amm.com, Oct. 6).

One supplier source said that he is already being quoted as high as \$70 per ton for barge transportation from New Orleans to the Midwest and Ohio Valley regions. Other supplier sources acknowledged that prices had spiked, but said they had only seen rates rise as high as \$50 per ton.

"On the logistics side, people say it's unprecedented. It's going crazy and we haven't even hit winter," the first supplier source said. "You're talking close to the cost of trucking freight, except they've followed suit. Everyone on the logistics side, they're locking their doors."

"Even at these unbelievable rates, the problem remains whether we can even obtain a barge at that rate. Either way, it is something for which we are totally unprepared," a second supplier source said.

The onset of grain season also is producing greater competition for northbound freight in the lead-up to winter, according to some suppliers.

"This is typical grain season impact on northbound traffic, compounded by folks trying to position material in a shorter period ahead of the lock closures," a third supplier source said.

"In the spot market during grain season you can get burned if you don't plan. We don't put ourselves in this type of position," a fourth source said.

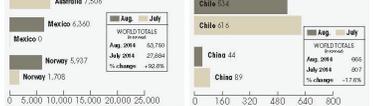
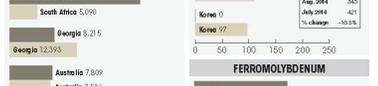
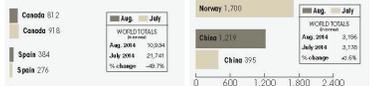
The freight costs are likely to be factored into spot prices as suppliers look to manage costs and preserve a margin on formula-based long-term contracts, the first supplier source said. "Anyone forced to come out in the spot market is going to get hammered. It's the only way we can come out well on long-term contracts." Cliff Fitzgerald, clfitzgerald@amm.com

AMM
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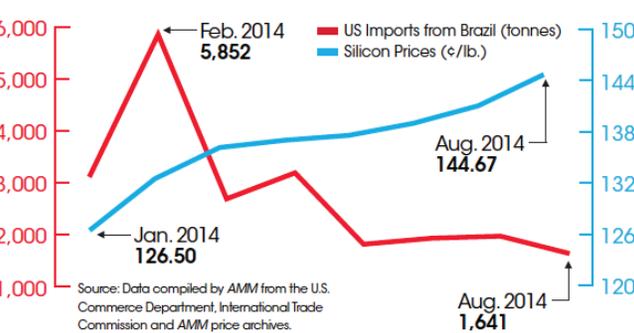
Ferrochrome imports double in Aug.

NEW YORK — High-carbon ferrochrome imports surged in August, with South Africa, Kazakhstan and Russia increasing their shipments to the United States. The ferroalloy market saw imports from China almost double, but Russian material was absent for the first time in 2014.



Shipping up. High-carbon ferrochrome imports surged in August, with South Africa, Kazakhstan and Russia increasing their shipments to the United States. The ferroalloy market saw imports from China almost double, but Russian material was absent for the first time in 2014.

US Imports from Brazil vs. Spot Silicon Price



PUBLICATIONS



Resident Magazine Published Layouts

These were created for Resident Magazine in my time as Art Director, where I designed the entire issue for three months. I assisted in art directing this photoshoot with Megan Boone. (InDesign, Photoshop)



SPOTLIGHT

CASE OVERVIEW: Immediately tension and dynamics are the hallmarks that distinguish both well-written crime series and emerging major talents. The Blacklist delivers these two rare commodities with poignancy and precision. In a perfidious rollercoaster-ride of a show, where badness wears in an effort to neutralize the very worst in it, the elusive main characters that maintain the show's emotional momentum. While James Spader plays the star-covered role of the hearily nasty Reddington — an enigmatic killer who makes crime relief indistinguishable from career — it is Megan Boone who is cast in the demanding part of a rookie profiler whose “losh heart and feet of clay” impels the audience to identify. Playing the sensitive straight man to the quipping and jaded Spader is no easy task even for a veteran thespian; nevertheless, Ms. Boone’s performance proves riveting enough to have drawn comparisons with Jodie Foster’s work in Silence of the Lambs. Looking upon and across the screen, the actress ensures that the credibility of her character is never in doubt.

THE INTERROGATION: Having been promised immunity from sensationalized queries, the cover alert and ensuing Megan Boone series is for a comprehensive cross-examination.

Q: You’re one of the FBI’s known pros who Reddington has chosen you, a rookie profiler, as the one person to whom he is willing to confide. Upon being questioned by your superior as to his possible motivation, you announce, “I’ve been vetted by the agency. He everyone else” — implying that the reasons you were chosen contain a mystery to you as much as to everyone else. Is this a bit how you felt as an actress when you first landed the role as a main protagonist in the crime series?

Megan Boone: Actually, when it came to getting the part, I was thrilled but not surprised. In fact, the whole experience felt very vindictive — like a natural progression to my career. I’ve always had a strong desire to take on this caliber but because throughout my twenties I had been pushed to play the type of one-dimensional character that led me wanting for more. Even before seeing the Blacklist script, I had made a conscious decision to alter the course of my career. I was tired of merely finishing out characters whose

Q: The function was delivering information to plot-driven proceduralists. How, incidentally, there I was reading Jon Bobokanp’s script and I would I just know it all so very clearly. The truth is that Liz Keen’s development was parallel to the creation of my own life. The narrative she is undergoing, the type of choices she makes have much in common with my own. It never your question, “I’ve chosen for the role doesn’t feel random at all.”

Q: If you were asked to be more specific, what motivations do you have?

M: Liz is a woman coming into her own, making very adult decisions about what she wants from life and what defines her. She’s wanting that protective notions about her desire and ambitions aren’t really working out. There are certain days she must let go of, and other work-related commitments she must eventually embrace. The audience to see through this uncertainty. Liz is wanting to be seen and determined — as an “S” — through this whole level of vulnerability and then there are also these smaller, intimate considerations that are as strange as anything in the fictional plot — such as my colleague James Alexander randomly getting out on the show.

Q: Yes, I heard about those sendin’ moments in your career. Didn’t something similar happen with your other former producer, Edwin Scharin. I mean he was writing on Law and Order before you came on. Did he have something to do with you landing the job?

M: Not at all. In fact, he didn’t know me until after it happened. And those are precisely the kinds of strange little coincidences that make me feel as if there’s some form of connective tissue in life. I mean, having James on the set was surprising in itself that he very well might be familiar.

Q: Edwin Scharin, Jane Alexander, the very brilliant filmmaker Matt Mieleff — what they all share in common is that all of them were here in 1940 and called... and all of them were your primary mentors. This, while you yourself grew up with parents who worked in a broadcast community. And now, as a fan, would have it your mentor in the show?

M: Edgerton is also much older than you — when I’m getting to this is feeling your own weight by interacting with an older generation of teaching films in your life.

Q: Returning there — absolutely. It’s interesting you shed light on that because I don’t often think about it but it definitely does. Even a play that I produced — one that attracted my first representation — was about a young woman with a much older man.

Q: The Blacklist? Yeah. Anything that’s ever been successful in my life has been something I had chosen myself and something on which I would put compromise. By contrast, the things I wish I hadn’t done were always a result of accepting what I really desired to do. For five years after starting to work professionally, I went for really long hours, but because that’s what my manager had tried to convince me of. That’s often what happens in actors.

Q: In a sense your career choices are reminiscent of your director’s life. Spielberg who did money films in order to foot the bills of the indie projects he really loved, until finally the money did more and he got to do certain films on a big budget. I mean you did Beauty and the Beast and then you did A Quiet Place — for an actress — but the loss of both worlds and acting opportunities coupled with a broad audience.

M: Yeah, right. The reason I did the independent was for myself. First, I thought, that could find what I needed through creat-

RESIDENT March 2014 • 43



SPOTLIGHT

Q: Industry auditions. But what often happened was that the roles I sought were precisely those that had many famous actresses available for the part. So, I was left being offered kind of “mystery” roles that, you, they did find my life and cracked me to pursue more ambitious work that gave me the opportunity to see my range. In a sense, I benefited from both kinds of work because maintaining that way of any kind of work — regardless how big or small — and really felt at home. Those 5 to 6 years of those experiences have paid off. No matter who you are, it’s always very daunting the first time you go to a “high-stakes” role. But I feel quite comfortable with any set of circumstances. I’m able to assert myself no matter what the situation.

Q: Likewise, I learned a lot from indie film like Leave Me Like You Found Me. We had only \$300,000 dollars from pre-production through post, we had a skeleton crew of 9 people with 2 actors including myself, we had two weeks, two weeks of shooting in the sequoia, and then we traveled to Europe with the film. The sense of camaraderie was just indescribable.

Q: Was the acting methodology in Leave Me unique in terms of improvisational moments and collaboration?

M: Absolutely. The director and I were actually roommates while her friend James Lacroix was the cinematographer... so we developed the script together — sit around, drink beers, talk, trade revisions, and then when we got to the work we had the freedom to do things that we mutually decided upon. The scene footage became like a bridge between the instructions.

Q: Are you the type of actor that loves honing in the moment or is everything very mapped out in your mind in advance? How do you seek level?

M: Every role requires something very different of the actor. For me, I take a genuine interest in the story and let my imagination build the character. The story itself is my best friend. I always go back to it when an “S”-level character is ultimately, identify within the context of the plot — how someone does what they do. Liz Keen, for example, she’s very emotional, and I want to land on her because she feels orphaned, she has that losh heart and feet made of clay — those metaphorical things stimulate me as well. I’m constantly looking for key moments that will make the performance come alive. By the time you’re doing the scene, it’s very simple. All the preparations that already been done, you know the story and then all you have to do is be in the situation, who you’re talking to, how you feel about the person, who you are, the environment you’re in, what came before.

Q: Where you headed... your job is simply to get done. The process is both simply related to each character and also very universal. You go back to your ABCs. You try the scales. You usually yourself, do push, that’s simple. So no matter how vulnerable or scared you may get, you have the process mind.

Q: Although the main writer is Jon Bobokanp, like most TV series, the Blacklist has different episodes written by different writers. Do you ever come across scenes where you feel like, “Hey, the writer may have nullified the plot but you, Liz, would never see something like that. And what do you do then?”

M: The process of making a TV show is different from film in that as the main protagonist you have a certain amount of freedom with the script. I can call Bobokanp about a line and we reach a consensus. So, I never I think. Elizabeth may be the emotional center of the show but I also about the one of the work. Stuff may be going on in her home life but she still has to be pretty pragmatic at work. Of course, I try to wear her underlying personal emotions into the unfolding of the bigger scenes — but not to the point that it becomes distracting. It’s a balancing act — that’s the art.

Q: And where do you see your own as going next — theater? Film? What kind of roles are you looking forward to doing?

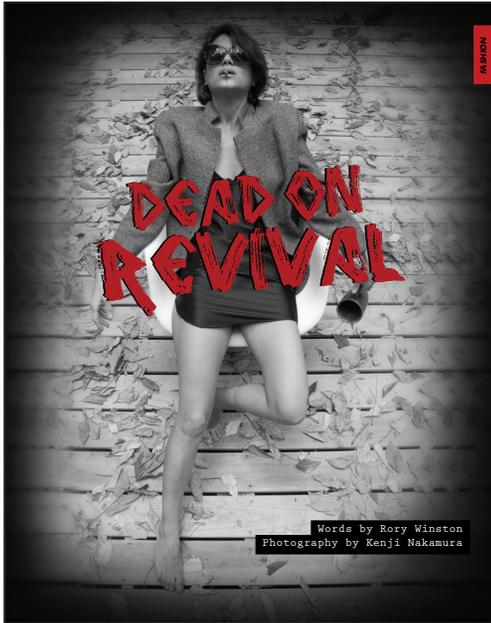
M: I’m fully immersed in what I’m doing now — entertained, as it were. I never really think of what I want to play in the future. I have this inner driving force that simply goes off when I read something that I know is right. It miraculously have the time to take a new project. In fact, it will probably happen the very same way... it’ll show up unannounced. I’ll read it and it’ll grab me from the page.

Q: Okay. Last question. Beyond you are already a qualified profile like the character you play on the show, New York City Megan Boone, possible you’d like to be that honest. I think perhaps, I’ll just let people come to their own conclusions about me. Let them decide.

Q: (While emitting her coy, coyly, innocent level.) Oh my goodness! I know if I can be that honest, I think perhaps, I’ll just let people come to their own conclusions about me. Let them decide.

Q: If the opinions of this cross-examiner and the magazine for which he works count for anything, then it is to thank Megan Boone for the best of actors, an evolving being, capable of incorporating elements from her own life into her craft and well, developing as a person, though that role she plays, and intuitive and perceptive, she is easily capable of capturing all of those who are willing to follow her development.

RESIDENT March 2014 • 43



Words by Rory Winston
Photography by Kenji Nakamura



Once upon a crime
Abandoned visions
Met branded dreams
And I was the girl stuck in between
The same old story each new year

1 lost love,
2 nights home,
3 AM -
no one phones

White lies warm me when I'm cold
My own life cast me for a stand-in role
In a homeland
Filled with homeless souls,
Where it's none for all
and all for some
And 1 plus 1 means 2 alone

82 • Resident January 2014



My story has no beginning,
just middles without end
I long for days
that died before I came
Designer thorns adorn my head,
and words pour through my ears
Survival is a mutt with fleas;
its collar pedigreed

Dead on Revival:
The tag should read:
Peace is in pieces -
they cut our eyes like seeds
Races, faces - delete, delete
The black and white news
on black and blue streets



Resident January 2014 • 83

TRAVEL

If Florida is considered to be Heaven's Waiting Room, Miami is the foreground for the sexually and unapologetically middle-aged, generous, and down-but-not-out. Stunning art deco designers in South Beach and the design district. Coupling a Latin who with a revere, and always, established Miami as a distinct uniform in South Beach. With a decade now very pure scene, the Miami attitude is if you've got it flaunt it and leave nobody at home, show off your assets and dress the part in glam motifs where less is more and the higher the better - as in headlines and heels.

During the '90s, Miami's rebirth began in South Beach's Ocean Drive, where low-rise Art Deco historic hotels, graying the beach characterized the neighborhood and the infamous and aquatic Venice mansion held court in the center, and 24-hour clubs like The Stone Cafe continue to be the hot spot to people watch.

MIAMI

Words by Rory Winston
Photography by Kenji Nakamura

76 • Resident March 2014



SHOP

Smashbox Photo Op Eye Shadow Trio in Autochrome, \$28
smashbox.com

Smashbox Always Sharp 3D liner in Orchid, \$20
smashbox.com

Essie Splash of Grenadine Polish, \$8.50
essie.com

Laura Mercier Crème Smooth Lip Colour in Royal, lauramercier.com

Shades of Radiant Orchid

Ann Lawlor's Picks

Smashbox Lip Enhancing Gloss in Pulse, \$12
smashbox.com

Laura Mercier Caviar Stick Eye Colour in Orchid, \$26
lauramercier.com

Olivina Fig Hand Creme 2.5 oz, \$17
olivina.com

Olivina Bali Soap 5 oz, \$9
olivina.com

Apothecarium Nourishing Serum 1 oz, \$75
apothecarium.com

24 • Resident March 2014



PUBLICATIONS

shine/beauty

LOVE IT!
FITNESS editors fave beauty finds this month.

- 1. Cover FX Pressed Mineral Foundation (\$35, coverfx.com)** I've been keeping in my obsessions with mineral makeup, and this is the most beautiful I've tried. —Daniella Arango, beauty writers
- 2. Adventurus Sunscreen Swipes (\$24 for pack of 24, adventurus.com)** I've been on the hunt for a sunscreen that's easy to use, doesn't irritate my skin, and has SPF 30. This is the one. —Anna Autuori-Dedie, fitness editor
- 3. Smashbox Love Me Eyeshadow Palette in Entice Me (\$34, smashbox.com)** I've been looking for a color palette that's easy to use and has a variety of shades. This is the one. —Heather McKeon, beauty director
- 4. John Frieda Luxurious Volume Fine to Full Blow-Out Spray (\$7, drugstores)** I've been looking for a hair spray that's easy to use and has a variety of shades. This is the one. —Melissa Pressack, assistant fashion editor
- 5. TouchBack Plus Color Shampoo in Medium Brown (\$20, ulta.com)** I've been looking for a shampoo that's easy to use and has a variety of shades. This is the one. —Molly Ritterbeck, associate beauty editor
- 6. Estée Lauder Pure Color Nail Lacquer in Like Leather, Coal Cuts, Absinthe, and Dilliantane (\$20 each, estelauder.com)** I've been looking for a nail lacquer that's easy to use and has a variety of shades. This is the one. —Bethany Gumpert, senior editor
- 7. Nivea Lip Butter in Raspberry Rosé Kiss (\$4, niveausa.com)**

1 fitnessmagazine.com February

shine/beauty

LOVE IT!
FITNESS editors fave beauty finds this month.

- 1. Pantene Pro-V Daily Moisture Renewal No-Crunch Curls Whip (\$7, drugstores)** I've been looking for a hair product that's easy to use and has a variety of shades. This is the one. —Samantha Shelton, editorial assistant
- 2. Estée Lauder Advanced Night Repair Eye Serum Infusion (\$62, estelauder.com)** I've been looking for an eye serum that's easy to use and has a variety of shades. This is the one. —Molly Ritterbeck, associate beauty editor
- 3. Giorgio Armani Acqua di Giò Essenza (\$10 for 1.7oz, department store)** I've been looking for a fragrance that's easy to use and has a variety of shades. This is the one. —Laurin Cardanelli, editorial assistant
- 4. Molton Brown London Paradise Pink Poppyseed Body Exfoliator (\$48, moltonbrown.com)** I've been looking for a body exfoliator that's easy to use and has a variety of shades. This is the one. —Heather McKeon, beauty director
- 5. BareMinerals Loud & Clear Lip Sheers in Amped Pink, Tangerine Trance and Berry Remix (\$15, bareminerals.com)** I've been looking for a lip sheer that's easy to use and has a variety of shades. This is the one. —Allison Brown, art intern
- 6. Revlon Nearly Naked Makeup (\$10, drugstores)** I've been looking for a makeup product that's easy to use and has a variety of shades. This is the one. —Caitlin Moody, web editor
- 7. Perricone M.D. Blue**

1 fitnessmagazine.com February

move/cardio

By Jenna Autuori-Dedie

REV UP YOUR REPS

"It's not how long, it's how strong and intense you're making your workouts," says celebrity trainer Jackie Warner, author of *10 Pounds in 10 Days*. "The mistake a lot of people make is doing too much cardio, and the wrong kind," Warner says. In just half the time, burn more calories than you would in a longer session just by adding cardio bursts in between your strength-training routines. Be the ultimate fat-fighter with Warner's smart and speedy strategies.

The Plan

Work it with Warner's 18-minute cardio acceleration session. Complete this routine three times and "you're going to see a lot," she promises.

Activity

DO 15 REPS OF EACH MOVE:
Hold a dumbbell in each hand, arms by your sides, feet together.

Alternating Lunges With Dumbbell
Hold a dumbbell in each hand, arms by your sides, feet together, feet hip-width apart. Devote 15 seconds to each leg.

Push-Ups
Bent Over Dumbbell Row
Stand with feet slightly wider than hip-width apart, dumbbell in each hand, arms by your sides, feet hip-width apart. Devote 15 seconds to each leg.

10-Pound Military Shoulder Press
Stand with feet hip-width apart, holding a dumbbell in each hand and bend elbows to bring dumbbells to shoulder height in a power position with palms out. Then press dumbbells overhead, arms slightly bent.

10-Pound Biceps Curl
Hold a dumbbell in each hand, arms by your sides, feet hip-width apart. Then bend elbows toward shoulders.

Triceps Dips
Stand facing away from bench, crouch down, place hands on bench behind you, fingers pointing in, extend legs for support, raise on floor, keeping back straight, then bend elbows to lower body and repeat.

CHOOSE A CARDIO OPTION BY YOUR CHOICE:
1. **Cardio** — 10-minute interval training, then 10-minute cardio. For a longer workout, try a 15-minute HIIT (like the one mentioned above).

Words To Live By
Be your own cheerleader in these tips that gear up the motivation that will keep you moving.

1 fitnessmagazine.com March 2013

Work the upper body and the lower body simultaneously.
Doing compound movements that join multiple muscles to work at the same time will burn more calories than moves that isolate body parts. "During a short workout this is the fastest way to get the heart rate up and keep the body in the cardio zone throughout the entire routine," says Warner.

Rep, don't rest.
Group exercises—like push-ups, squats and lunges—as a series without a recovery break in between moves. "Because you never get a chance to rest, you end up doing high reps and you've increased your heart rate to a point that your workout is now completely cardiovascular as you're toning." If you must take a breather, 15 seconds is the max, recommends Warner.

Take a HIIT after each circuit.
Tackle your moves first, then go all out on the treadmill for high-intensity interval training," says Warner. Try this: Start with a 12 percent incline and walk at a fast pace (3.8 mph) for two minutes. Then decrease to no incline (0) and run hard (6.0 to 8.0 mph) for another two minutes, then jog slowly (3.5 to 4.0 mph) for the last 60 seconds. "In short spurts you're able to constantly create changes to your heart rate by spiking it then relaxing, while building muscle with an incline or hill."

Reebok CrossFit Annie Report Tee (\$5.99, reebok.com)
Reebok CrossFit Annie Report Tee (\$5.99, reebok.com)
Reebok CrossFit Annie Report Tee (\$5.99, reebok.com)
Reebok CrossFit Annie Report Tee (\$5.99, reebok.com)

Fitness Magazine (Love It!)

Published Layouts

These articles were designed for the Meredith publication's January, February, & March 2013 issues. This page started as a contest among myself and the freelancer. The best page would be chosen for publication. My design for January won, and since then, this has been my section to design. (InDesign)



Beef Up

Combine beans, greens and steak for a restaurant-worthy salad that satisfies.

Recipe by Katie Cavuto Boyle, R.D.

Grilled Steak and Watercress Salad With Sautéed White Beans

Makes: 4 servings
Hands-on time: 5 minutes
Total time: 25 minutes

1. Heat a grill pan over high heat. Season steak with salt and pepper and grill, turning once, about 6 minutes per side for medium-rare or until desired degree of doneness. Transfer to a cutting board and let rest 5 minutes. Thinly slice steak diagonally across the grain.
2. While steak cooks, heat 2 teaspoons olive oil and garlic in a large nonstick skillet over medium heat; cook for 1 minute or until garlic is aromatic. Add beans, tomatoes, 2 tablespoons water, the juice of one lemon and 1 teaspoon lemon zest. Simmer over medium heat for 5 to 6 minutes or until tomatoes wilt. Season with salt and pepper.
3. In a medium bowl, toss watercress with 2 teaspoons olive oil and the juice of 1 lemon; season with salt and pepper.

Nutrition facts per serving: 295 calories, 31 g protein, 19 g carbohydrate, 13 g fat (4 g saturated), 6 g fiber, 676 mg sodium

Ingredients



1 pound
flank steak,
trimmed



2
garlic cloves,
minced



1
15-ounce can
**cannellini
beans**,
rinsed and
drained



1
cup
**grape
tomatoes**,
halved



2
lemons



3
lightly packed
cups
**watercress or
arugula**

CREDITS: TONY HEIK



In the Bag

Ditch that bottomless pit you tote to the gym for one of these killer carryalls.

YOGA-A-GO-GO
Strap your mat to the bottom of **Roxy's Momentum backpack** and stuff your pose clothes next to the interior laptop sleeve; air out sweaty, post-class duds in the front and side mesh pockets. (\$98, roxy.com)

PUFF LOVE
The **Ultra Light bag** from **Electric Yoga** is a featherweight sling that lives up to its name—at least until you pile in the gear good and plenty. (\$72, electricyoga.com)

HIP HOLSTER
Made of durable, Day-Glo neoprene, **Puma's Flashdance Heritage Mini Grip** has that just-right fit for your gym essentials—and your locker. (\$45, puma.com)

TOTE-LY SLICK
Slim and subtle, the **Lululemon Athletica Crosstown bag** with removable shoulder strap and padded laptop slot is a stealthy way to stash your sneakers and Spandex. (\$128, lululemon.com)

CREDITS: TONY HEIK

ADVERTISING



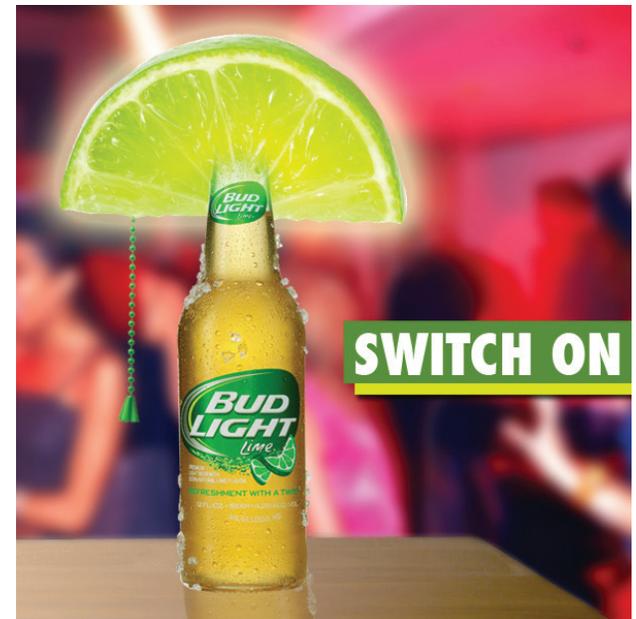
ADVERTISING

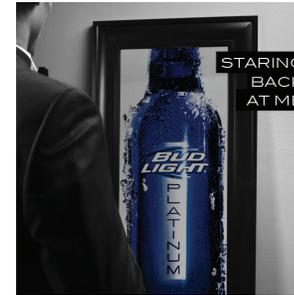


Bud Light Lime

Daily Facebook Posts

These were a collection of Facebook posts that adhere to refreshment cues and the fun, summer lifestyle of the lime consumer. (Photoshop)





Bud Light Platinum

Daily Facebook Posts

These were a collection of Facebook posts that adhere to the exclusive, classy, nightlife adventures of the platinum consumer. *(Photoshop)*



ADVERTISING

PartnerConnect

Conference Print Ads

These house ads were designed to be placed in conference guides and *Buyouts and VCJ Magazines* to promote the company's *PartnerConnect* events. *(InDesign)*



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Product Print Ads

These house ads were designed to be placed in conference guides and *Buyouts and VCJ Magazines* to promote the company's *special reports*.
(InDesign)

2018-2019 HOLT-MM&K-BUYOUTS INSIDER PE/VC COMPENSATION REPORT

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Design a competitive compensation plan to recruit and retain top private equity and venture capital talent in 2019 (& ease the budget approval process) with the benchmarking data found in the new 2018-2019 PE/VC compensation report.



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Part 1 describes firm-wide compensation practices such as:

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- Carried interest plans
- Co-investment plans
- Employee benefits, i.e. healthcare insurance, retirement plans, etc.
- Payroll costs as percent of revenue
- Year-over-year salary, bonus and staffing changes

The report also features break-outs for Canadian and Asian firms.

Part 2 includes the average, median, bottom-quartile and top-quartile salary, bonus and carry distribution and carry points assigned to employees in 30 different job titles at firms grouped by investment strategy and AUM. Sample groups include:

- LBO/growth equity firms (small, mid-sized and large)
- Venture capital firms (small, mid-sized and large)
- Mezzanine firms
- Funds of Funds
- Institutional private equity firms (owned by a company or investment bank)

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& SAM SUTTON
CHRIS WITKOWSKY

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(They're also known by their daytime identities as editors of The PE Hub Network and *Buyouts*.)



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"Knowledgeable guys and easy to follow analyses. Thoughtful listening for PE Professionals"

—APPLE PODCAST REVIEWER



B Buyouts Insider

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Buyouts Insider, publisher of *Buyouts*, *VCJ*, and The PE Hub Network, has completed one of the largest studies ever of global private equity limited partnerships. The resulting report is based on a detailed survey filled out by GPs and LPs and includes:

ANALYSIS OF WHAT'S MARKET FOR TERMS & CONDITIONS ORGANIZED IN FIVE CATEGORIES

- Fund formation and operation
- Fees and expenses
- Distributions and profit sharing
- Performance and returns
- Corporate governance

RESULTS BROKEN DOWN FOR SEVEN SAMPLE GROUPS

- North American Venture
- North American Buyout
- International Venture
- International Buyout
- Funds of Funds/Secondary Funds
- Mezzanine/Infrastructure
- Private Equity Real Estate

NEW IN THE 2018-2019 STUDY

- An analysis of co-investment deal terms and conditions
- A look at limits placed on the use of capital call loans
- A view into how quickly fund managers are adopting ILPA reporting templates and standards

EMERGING MANAGER CONNECT OUTLOOK ATTENDEES SAVE 15% OFF THE COVER PRICE. ORDER ONLINE AT WWW.SHOP.PEHUB.COM AND ENTER **EMCO18 AT CHECKOUT TO REDEEM.**

ADVERTISING

Starbucks

“One Personality. One Cup.”

This campaign was designed for a design class to convey the individuality and customization present in each Starbucks drink. *(Photoshop, Illustrator)*





Other iterations of the campaign.



BRANDING



BRANDING



Argosy Group, LLC *Annual Logos*

Emerging Manager Connect, Family Office Connect, and PartnerConnect logos were created as variations of the original conference logos to highlight the 2018 year of events. Independent Sponsor Connect was for a new event. The IACompliance logos were created as new entirely conference branding in line with the pre-existing IAWatch brand. (*Illustrator*)



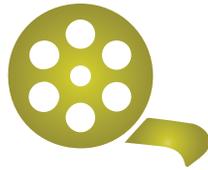
**FAMILY
OFFICE CONNECT**
MIDWEST 2018



**PARTNER
CONNECT**
EAST 2018



**FAMILY OFFICE
CONNECT**
WEST 2018



**PARTNER
CONNECT**
WEST 2018



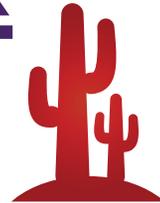
**PARTNER
CONNECT**
MIDWEST 2018



**FAMILY OFFICE
CONNECT**
EAST 2018



**PARTNER
CONNECT**
TEXAS 2018



WEB

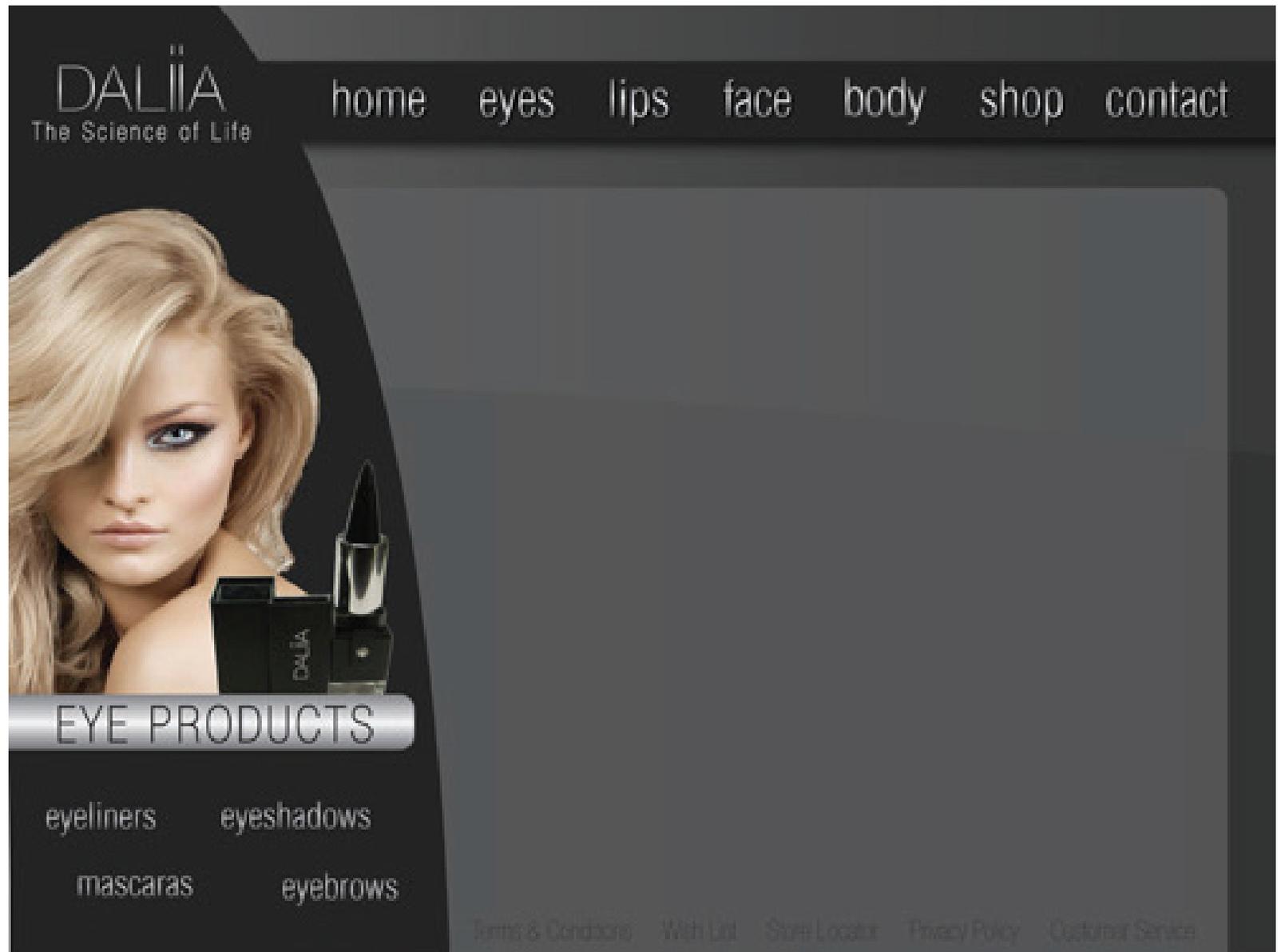


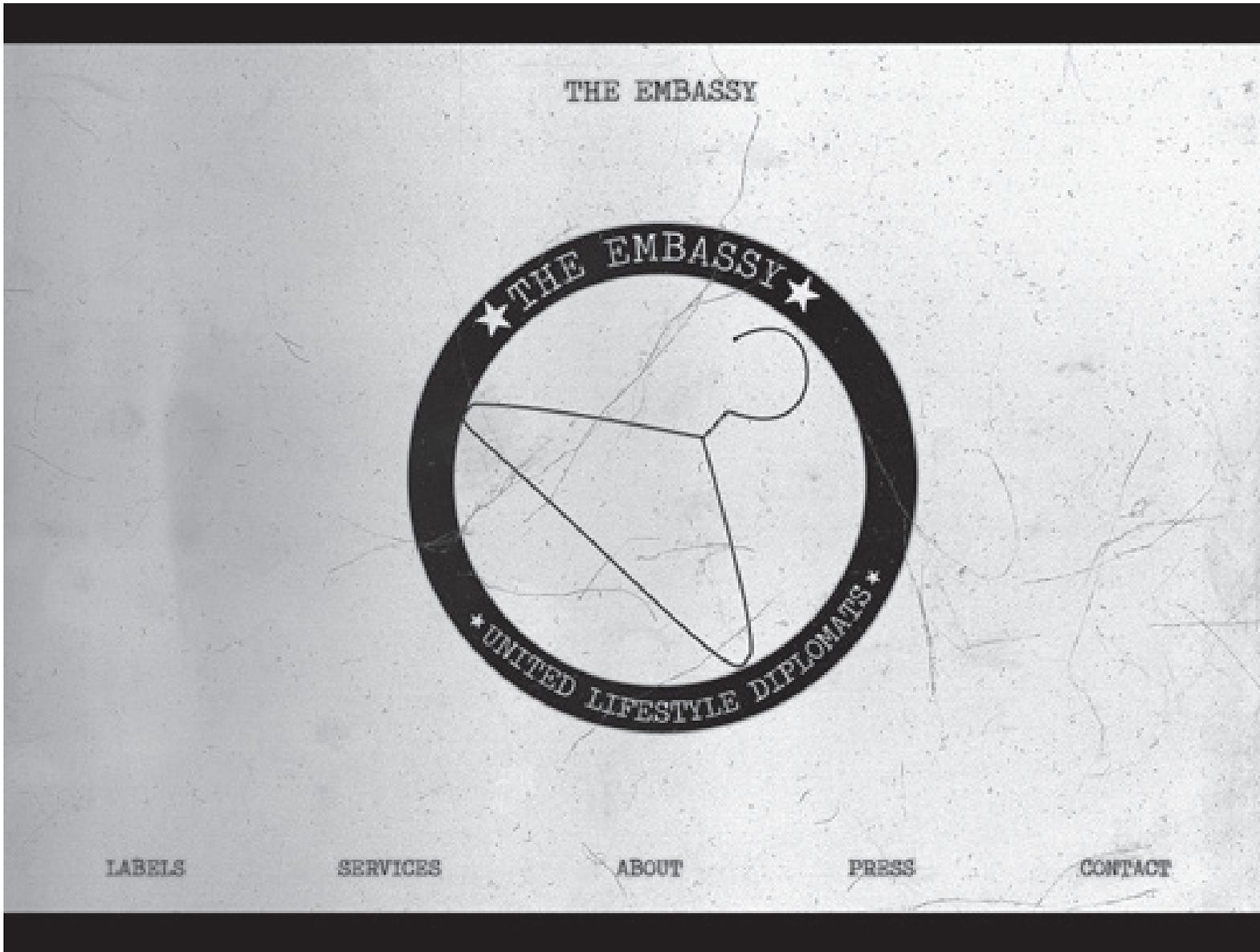
WEB

DALiA

Website

This was designed as an example layout to base the redesign of the website for DALiA, a makeup company. (*Photoshop*)





The Embassy
Website

This was designed
for Investment
Synergy for
their subbrand,
The Embassy.
(Photoshop)

WEB

Concealher Landing Page

This page was created as a placeholder site for Concealher.com, which was eventually designed by me. It is available to display the main benefits of this new product. (Illustrator)





Constantine Maroulis

Website Header

This was designed as a header for part of an early website for Constantine Maroulis, Tony-Nominated Actor, while I was in high school. (*Photoshop*)



20 Peacocks

Banner

This was designed as a promotional web banner for Scoop St. in one of the daily sales. (*Photoshop*)

WEB

PartnerConnect Web Ads

These web ads were designed to promote PartnerConnect conferences on the PeHub, VCJ, and Buyouts websites. (Photoshop, InDesign)



**THE PRIVATE DEBT
SUMMIT 2015**
JUNE 23 | CHICAGO

GE is seeing "incredible" interest from bidders for its massive GE Antares unit, Buyouts magazine reports. Join the Private Debt Summit June 23 in Chicago to discuss the impact on the middle market.

[CLICK HERE FOR MORE INFORMATION.](#)



A PartnerConnect Event
**EMERGING MANAGER
CONNECT**

A one day event dedicated to connecting LPs & up-and-coming fund managers.

[SEE MORE!](#)

July 19, 2016 | NYC



**PARTNERCONNECT
SOUTHWEST 2016**
*Featuring Buyouts Texas & Emerging
Manager Track*

[Let us introduce you to
your next investor!](#)

November 29th • Dallas, TX



9th Annual
BUYOUTS CHICAGO 2016

More than 3,500 meetings have been arranged between PE/VC **Fund Managers & Institutional Investors** since the start of **ExecConnect**.

Join us at **Buyouts Chicago** & participate in our 1:1 private meeting program.

[EXECONNECT DEADLINE FRIDAY!](#)

CO-HOST: **withum**⁺
ASSET TAX ADVISORY

JUNE 21-22 | WESTIN MICHIGAN AVE

9th Annual
BUYOUTS
CHICAGO 2016



Join hundreds of your peers for 2 days of unparalleled networking and intelligence.

REGISTER TODAY!

CO-HOST:
withum⁺
AUDIT TAX ADVISORY

JUNE 21-22
WESTIN MICHIGAN AVE



EMERGING MANAGER CONNECT
WEST 2017

Quickly rising as the top emerging manager conference brand in the industry, PartnerConnect brings our emerging managers and LPs to San Francisco for the first time.

SEE MORE!

9th Annual
BUYOUTS
TEXAS 2016

at **PARTNERCONNECT**
SOUTHWEST 2016

Everything you need in private equity, all in one money-saving stop.



November 29th • Dallas, TX



29th Annual
PARTNER CONNECT
EAST

FEATURING BUYOUTS EAST, VCJ EAST AND THE PRIVATE REAL ESTATE SUMMIT

MARCH 21-23, 2017
HYATT REGENCY, BOSTON

CO-HOST:
withum⁺
AUDIT TAX ADVISORY

PartnerConnect Email Ads

These ads were designed to promote PartnerConnect conferences in the PeHub Wire daily emails to subscribers.
(Photoshop, InDesign)

PARTNER CONNECT
MIDWEST 2017

June 26-28, 2017
INTERCONTINENTAL • CHICAGO

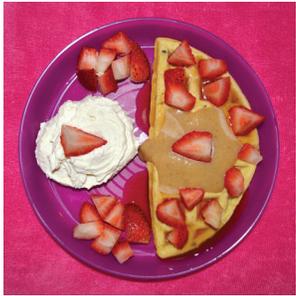
REGISTER NOW



PHOTOGRAPHY



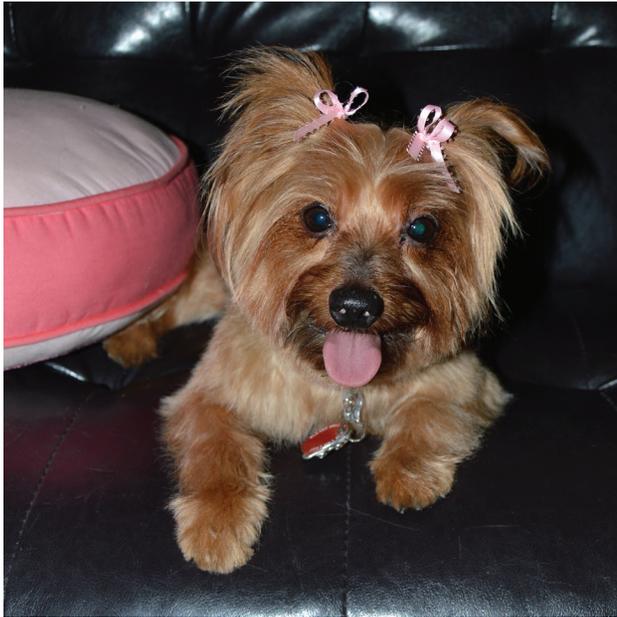
PHOTOGRAPHY



Food Photography *Instagram Posts*

These are a collection of retouched photos staged and shot as a hobby for Instagram posts that depict unique, healthy recipes. (*Photoshop*)





Misc Portraits

Personal Retouched Photos

These are a collection of portraits of people and pets in my life. (*Photoshop*)

