

2010 Preqin Alternatives Investment Consultant Review - Sample Pages

Contents

1. Executive Summary	7	7. Listings of Investors Showing Investment Consultants Used	47
2. Data Sources	13	8. Investment Consultant League Table	73
3. Review of Investment Consultants	17	- Overview of the 25 largest consultants by assets under advisement	
- Breakdown of consultants by location, nature of services, number of staff, number of clients, age of firm, type of alternative asset classes advised on		9. Investment Consultant Attributes Directory	77
4. Review of Investor Use of Investment Consultants	27	- Overview of consultants including age of firm, location of firm, assets under advisement, alternative assets under advisement, number of staff, nature of service, location of clients, asset classes advised on	
- Breakdown of investors by type, location, size		10. Investment Consultant Profiles	83
5. Investor Survey	33	- Detailed profiles for 201 investment consultants including contact information, sample clients, asset classes advised on	
- Analysis of investor satisfaction with consultancy services including allocation advice, market predictions, customer service, value for money, fund selection, due diligence, access to top-tier funds		11. Index	185
6. Investment Consultants for Most Important 25 Institutional Investors	43	- Alphabetical	
- Overview of consultants used by the top 25 investors		- Figure index	
		12. Other Publications	189
		- Other Preqin products	

Executive Summary

Investment consultants perform a vital function within the alternative assets universe, providing an array of services to institutional investors of all different types and sizes, from small family offices, all the way up to multi-billion dollar pension plans.

Whether the investment advice given by consultants is on a discretionary or non-discretionary basis, in many cases forming an effective relationship with an institution's investment consultant can be the most effective way for fund managers to negotiate commitments to new vehicles.

A good source of intelligence on the alternatives investment consultant industry is therefore a vital requirement for all fund managers and marketers. The 2010 Preqin Alternatives Investment Consultant

Review is the ultimate guide to this important sector within the alternatives sphere, containing profiles for over 200 different firms. Consultant profiles within the Review contain information on the types of services offered, asset classes covered, key financial information, direct contact information for relevant contacts and, perhaps most importantly, details showing which consultants are being retained by over 1,100 institutional investors from around the world.

Overview of the industry

In total there are over 200 investment consultants of note operating within the alternatives industry. As Fig. A shows, in terms of the services they offer, 16% offer advisory services on a discretionary-only basis, 35% only work on a non-discretionary basis, and 49% offer both types of services. Roughly 20% of those firms acting as investment consultants also operate as fund of funds managers.

In terms of the areas of the alternatives industry that

consultants cover, 62% will advise on any of the four major asset classes, 74% will advise on private equity, 61% on hedge funds, 54% on real estate and 34% on infrastructure (Fig. B).

How are investment consultants performing?

Investors rely on their consultants in a number of different ways, and see a number of different attributes as key considerations when assessing their performance. In order to evaluate client satisfaction, Preqin undertook a survey of 50 leading institutional investors utilising the services of consultants. The make-up of the respondents is representative of the global make-up of institutional investors in alternatives by type, size and location.

To what extent are clients satisfied with services provided?

The shift in fortunes for the global financial markets following the events of September 2008 clearly had

Fig. A: Breakdown by Nature of Services Provided

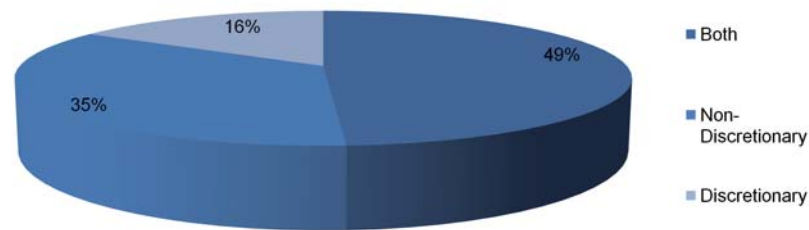
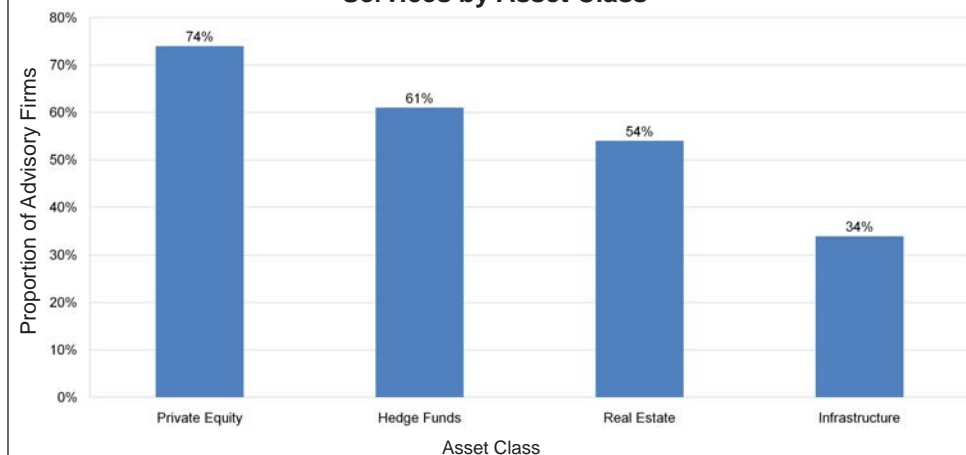


Fig. B: Proportion of Alternatives Investment Consultants Offering Services by Asset Class



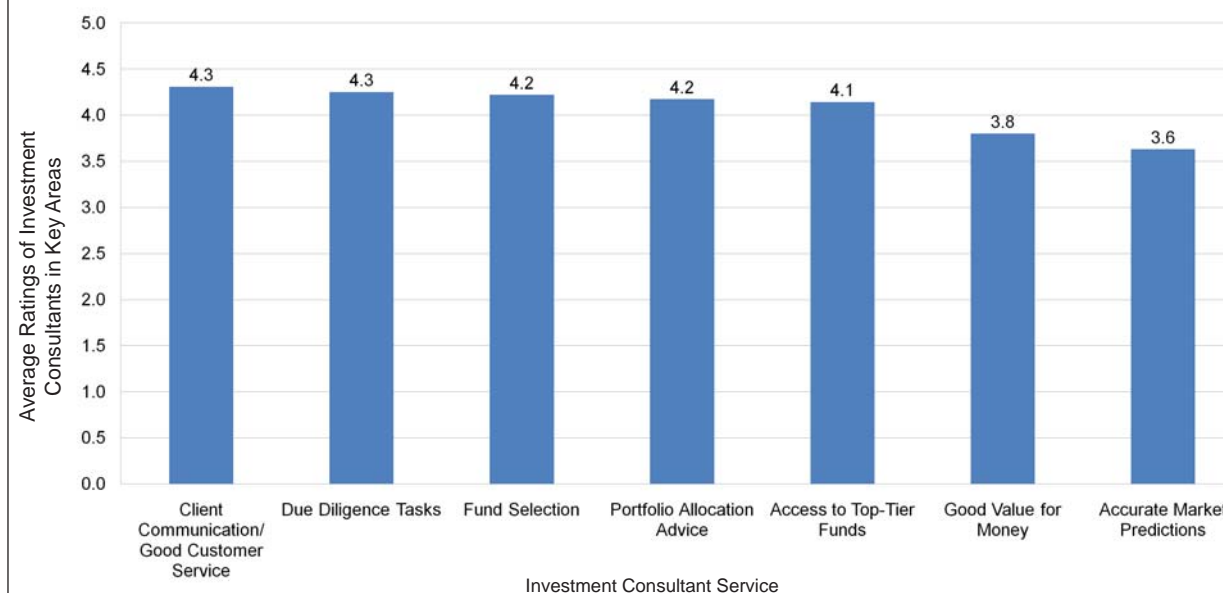
a major effect on the alternative assets industry. The value of existing fund investments fell dramatically, and although there is evidence that a recovery is underway, the results of this year's survey remain especially poignant, revealing the extent to which investors feel that their consultants have performed in anticipating and reacting to the financial crisis.

For investment consultants currently providing advice in the alternatives space, the results of our survey provide reassuring evidence that the vast majority of investors are at the very least satisfied with the performance of their consultants, and a significant proportion of clients repeatedly told us that they feel the performance of their consultants has been excellent. Very few clients expressed dissatisfaction with the abilities of their consultants at present.

We ranked the responses given by investors on the performance of their consultants in key areas on a scale of one to five, where one denotes a low level of satisfaction with an investment consultant in that area and five a very high level of satisfaction. As Fig. C shows, investors, on average, rated both the level of customer service they currently receive from their consultants and the quality of the due diligence they conduct as 4.3, showing high levels of client satisfaction.

Perhaps unsurprisingly, where investment consultants received the lowest average rating was in providing accurate market predictions, with an average client ranking of 3.6, although investors frequently informed us that they recognised how much more difficult this task had been in recent months compared to previous years. Although the value for money provided by investment consultants also received a slightly lower ranking of 3.8, most investors felt that the costs involved, although high, had to be accepted

Fig. C: How Clients Rate the Various Services Provided by Their Alternatives Investment Consultants



when utilising the services of the best investment consultants.

Encouraging results?

Such results are certainly encouraging for those acting as investment consultants. Investors are clearly satisfied with the services they are receiving, and recognise that accurate market predictions would have been an extremely challenging activity over the course of the past 18 months. There is perhaps some evidence that the cost of services provided is becoming more of an issue than in the past, and many investors told us that they were examining costs much more closely in the current environment. However, as previously mentioned, for the majority of

investors the expense of services provided by their consultants is seen as necessary for them to maintain their standards.

A dynamic industry

One of the factors driving the strong performance of those in the industry is the healthy levels of competition that exist – both with the high number of firms offering services, and the frequency with which investors will assess the performance of their retained consultants against that of others in the market.

We asked investors how often they review their investment consultants and just under two-thirds, 63%, told us they look to review the contracts they have

with their consultants at least once a year. For some, this review occurs on a quarterly basis, for others on a semi-annual basis. A number of investors informed us they review their consultants as frequently as every month. Just over a quarter of investors also told us that they review their investment consultants less frequently than every three years.

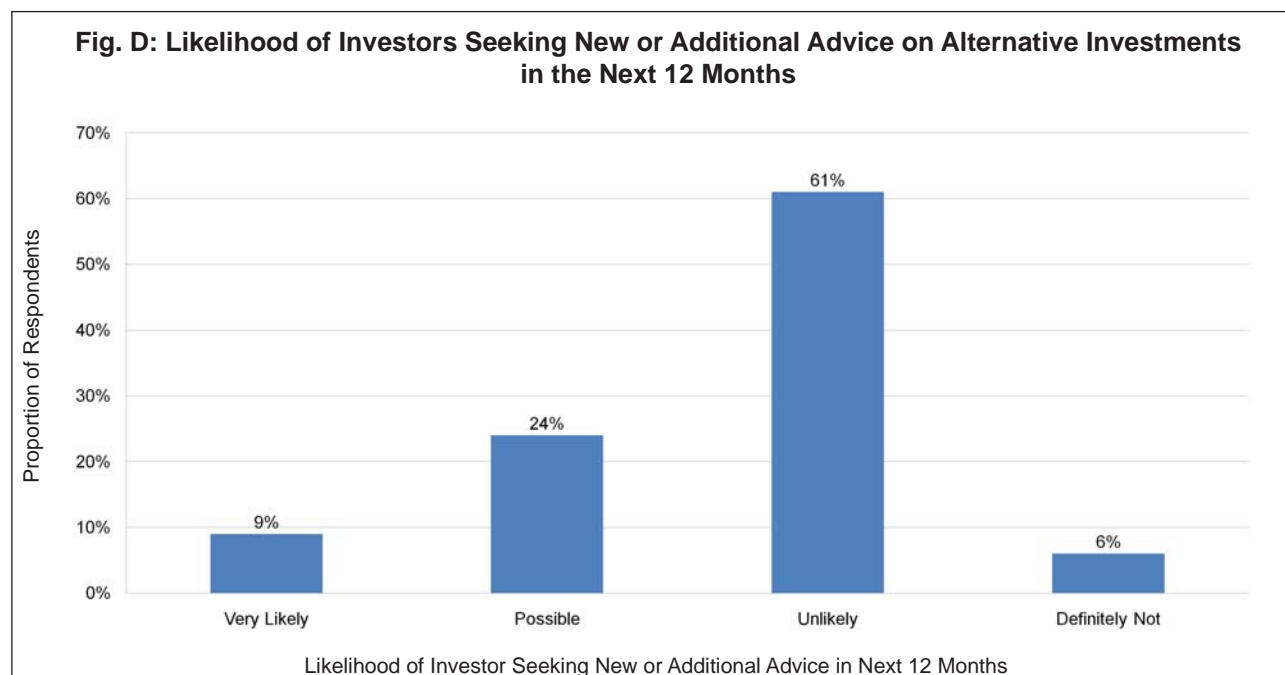
This continual assessment is more than just an administrative necessity. As Fig. D shows, our poll revealed that although 67% of respondents stated that it was 'unlikely' or 'very unlikely' that they would be seeking new investment consultants in the coming year, this leaves a third of investors that are possibly or very likely to be seeking to form new relationships. In some cases this will be due to expansion into new areas, but for others this will be due to dissatisfaction. It is also important to consider that for some pension funds it is a statutory requirement to issue an RFP for consultants within a certain timeframe regardless of how well their existing consultants are perceived.

Within the body of the Review the full results of our extensive poll are revealed, including revealing assessments of performance by consultants on an asset class-specific basis.

Outlook for the future

The results of our survey show that the alternatives investment consultant industry is in good health, and that investors are mostly satisfied with how their consultants have performed. It is likely that the important position of investment consultants will be maintained for the foreseeable future.

However, this relatively stable overview does not impart the full picture. There is clear evidence of investors assessing their consultants at regular



intervals, and further evidence of movement between consultants, whether due to investor expansion into new areas, statutory requirements or simply due to dissatisfaction.

As a result, a good source of intelligence on the latest activity in the market is vital for fund managers, marketers, consultants, asset managers and other private equity professionals.

In order to ensure this year's publication is as accurate and comprehensive as possible, Preqin has directly contacted all consultants featured in order to confirm existing clients and details, and to add new, exclusive information. The Review is also a powerful tool in helping investors to understand the market, and the

services offered by the many active consultants from around the world.

We hope that you find this year's publication to be a valuable resource, and as ever we welcome any feedback that you may have.

private equity, hedge funds and real estate and all of its clients are high-net-worth individuals based in the US. It is not uncommon, for large firms especially, to specialize in advising certain types of investor. For example, the majority of Barnett Waddingham's 500+ clients are UK corporate pensions.

Advisory firms adopt different methods of growing their business. Some actively look to increase their client base, such as StepStone Group, which looks to add between two and four new clients per annum. Others, do not take on a set number of clients each year, but instead look to strategically add clients as they deem appropriate.

Number of Employees at Advisory Firms

We also constructed a breakdown of advisory firms by number of employees, as shown in Fig. 3.3. Nearly half of firms have under 50 employees, with 17% employing fewer than 20 members of staff. At the other end of the scale over a quarter of all firms employ over

100 professionals, with a significant 9% employing in excess of 500 members of staff. As already mentioned, some firms seek to maintain a client-to-consultant ratio, and so look to add consultants as they grow their client base, obviously also requiring a certain number of other types of staff to fulfil roles aside from direct client consulting, such as research. In this sense, certain larger firms are able to benefit from economies of scale, such as growing the number of support staff at a slower pace than the number of consultants.

Location of Advisory Firms

Looking at the geographic location of advisory firms that are active in alternative investments, it can be seen that a large majority, 60%, are based in North America. This is unsurprising given that a large proportion of alternative assets investors are also based in this region.

As shown by Fig. 3.4, over one-quarter of advisory firms

are located in Europe, with a large proportion of these firms headquartered in either the UK or Switzerland. The remaining 8% of advisors are based in Asia and Rest of World, primarily in Australia, with firms also headquartered in Bermuda, Japan and South Africa. These proportions correlate with the prominence and maturity of alternative asset investment activity in the respective regions. As the US has both the largest and the most established alternative asset market, it is understandable that there are the most advisors headquartered in the region. As the demand for emerging market funds has grown, the number of advisors located in this region has also increased, although this increase is not necessarily reflected by Fig. 3.4. Many of the larger, more established advisory firms that are headquartered in either Europe or North American have been establishing offices in Asia and Rest of World. Unigestion, a Swiss-based advisor, opened an office in Singapore in 2007 following an increased allocation to both Asian hedge funds and Asian-based private equity managers. A prominent US-based advisor, Russell Investment Group, has

Fig. 3.3: Breakdown by Number of Employees

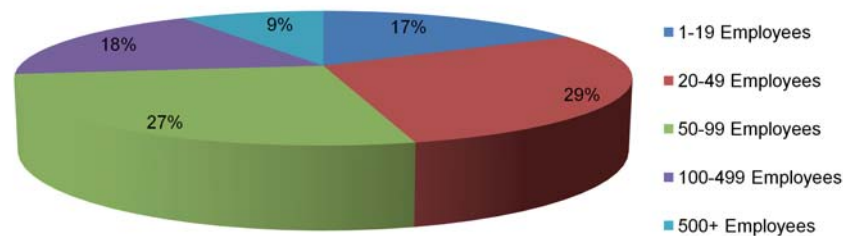
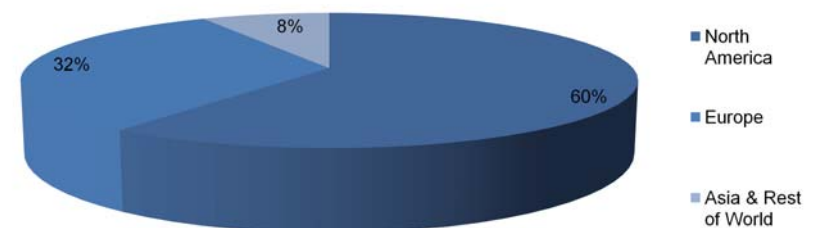


Fig. 3.4: Advisor Firm Location



rating their private equity consultants.

Accurate Market Predictions and Portfolio Allocation Advice

Late 2008 and 2009 saw many changes to the alternatives space, and with different opportunities emerging as a result of the financial downturn, it is important for an investment consultant operating in this area to remain abreast of change and to predict market trends, as well as to ascertain which areas of the market are currently presenting the most attractive opportunities for its clients. The accuracy of such information will have been especially vital over 2009, and therefore, as shown in Fig. 5.4, we asked investors to rate the success of their consultants in predicting market trends.

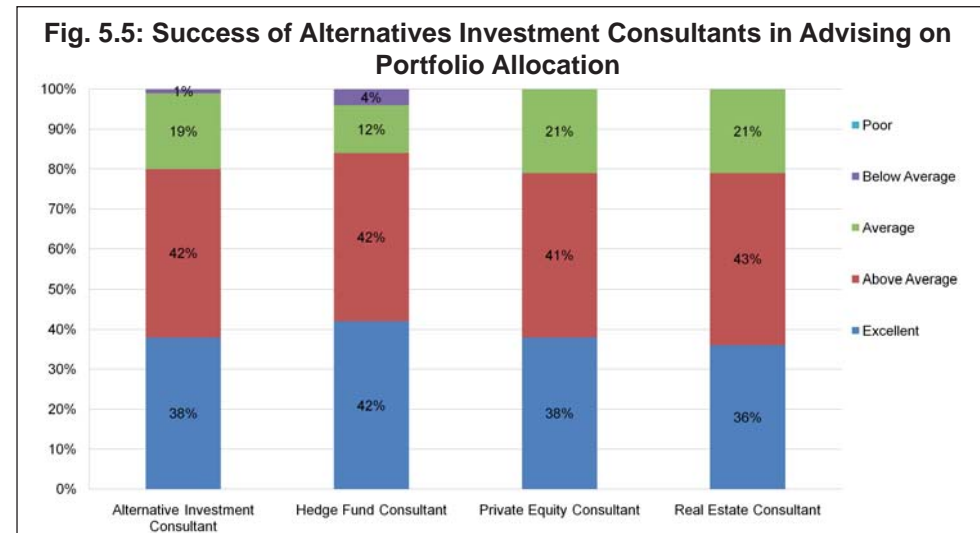
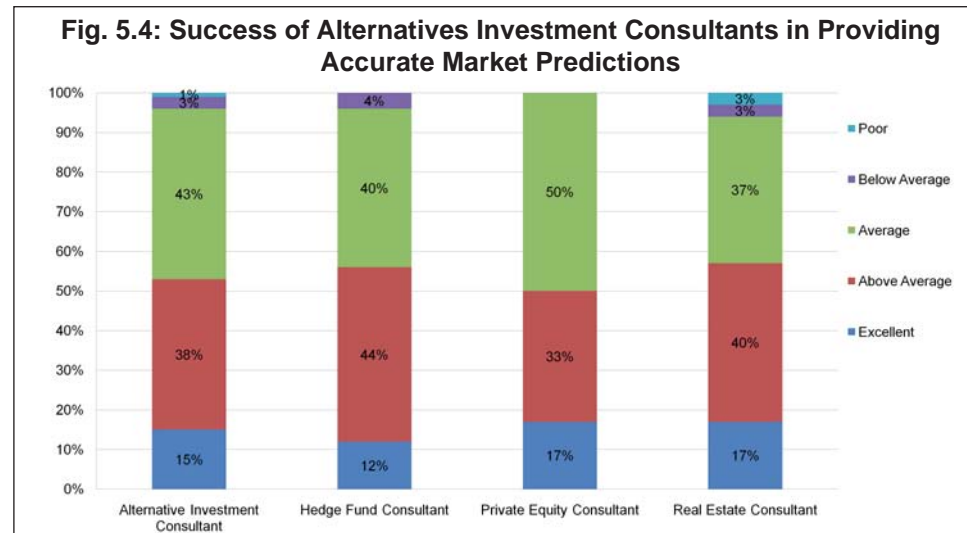
Overall, in 2009, 53% of investors felt the ability of their consultants to accurately predict the markets was better than average, a similar level to that

seen in 2008, when 50% of investors rated their advisor as above average. 15% of investors felt that their advisors' success in this area was excellent, compared to 21% last year, and a further 38% rated their advisors' success as above average this year, compared to 29% in 2008. Investor satisfaction in this area has therefore remained broadly consistent, though fewer investors are as enthusiastic in their praise of their consultants than last year. Breaking this down by asset class, hedge fund consultants received the worst ratings in this area: 4% of investors considered the service they received was poor and just 12% considered it excellent. The same proportion, 17%, of investors rated private equity consultants and real estate consultants as excellent at predicting the market. No investors said that their private equity consultants' service in this area was poor.

Investors often seek advice from their alternative investment consultants on the most appropriate allocation breakdowns to adopt within their portfolios

to best take advantage of current market conditions. Although the ultimate decision on which fund types and strategies to focus on will typically be made by the institution in question, the advice provided by consultants can greatly assist them in this process.

As shown in Fig. 5.5, 38% of investors felt the portfolio allocation advice they received was excellent, an improvement on the 28% of investors that awarded this rating in 2008. A further 42% considered that the advice they had been given by their consultants regarding their asset allocation was above average. Overall, despite the significant changes in the alternatives markets in 2009, most investors felt that their consultants had performed well in this area; as one US endowment told us, "this year has made it quite hard for this, but [our consultant] has done ok." A German asset manager told us its private equity consultant "advised us to focus on distressed debt at the end of 2007 and the beginning of 2008, so we began focusing on distressed debt quite early." The



8. Listings of Investors Showing Consultants Used - Sample Pages

Investor Name	Investor Type	Location	Investment Consultant Used
Illinois Institute of Technology Endowment	Endowment Plan	US	Hirtle, Callaghan & Co. (PE, HF, General)
Illinois Municipal Retirement Fund	Public Pension Fund	US	Ennis Knupp and Associates (PE, HF, RE, General)
Illinois State Board of Investment	Public Pension Fund	US	Franklin Park (PE), Marquette Associates (General), Townsend Group (RE)
Illinois Wesleyan University	Endowment Plan	US	Hammond Associates (General)
Ilmarinen Mutual Pension Insurance Company	Insurance Company	Finland	Aberdeen Property Investors (RE)
Imperial County Employees' Retirement System	Public Pension Fund	US	HarbourVest Partners (PE), Wurts & Associates (General)
Imperial Tobacco Pension Fund	Private Sector Pension Fund	UK	DTZ Investment Management (RE), Mercer Investment Consulting (General)
Indian Community School of Milwaukee Endowment	Endowment Plan	US	Russell Investment Group (RE)
Indiana Historical Society	Endowment Plan	US	Hirtle, Callaghan & Co. (HF, General)
Indiana Public Employees' Retirement Fund	Public Pension Fund	US	Aksia (HF), Mercer Investment Consulting (General), ORG Portfolio Management (RE), Strategic Investment Solutions (PE)
Indiana State Teachers' Retirement Fund	Public Pension Fund	US	Aksia (HF), Callan Associates (General), Hamilton Lane (PE), Portfolio Advisors (PE), R.V. Kuhns & Associates (RE)
Indiana University Foundation	Endowment Plan	US	Fund Evaluation Group (General)
ING North America Insurance Pension Plan	Private Sector Pension Fund	US	Watson Wyatt Investment Consulting (General)
Intel Corporation Pension Plan	Private Sector Pension Fund	US	Cambridge Associates (RE)
International Brotherhood of Electrical Workers	Private Sector Pension Fund	US	Marco Consulting Group
International Paper Company Pension Fund	Private Sector Pension Fund	US	Rocaton Investment Advisors (General)
International Union of Operating Engineers	Trustee Company	US	Hamilton Lane (PE)
Interserve Pension Scheme	Private Sector Pension Fund	UK	Lane Clark & Peacock (General)
Iowa Public Employees' Retirement System	Public Pension Fund	US	Pathway Capital Management (PE), Wilshire Associates (General)
Iowa State University Foundation	Endowment Plan	US	Cambridge Associates (General)
Iowa West Foundation	Family Office / Foundation	US	Hammond Associates (General)
ipac Asset Management	Asset Manager	Australia	Watson Wyatt Investment Consulting (General)
IRR	Investment Company	Switzerland	Cambridge Associates (HF)
Ithaca College Endowment	Endowment Plan	US	Prime Buchholz (PE, HF, RE, General), Private Advisors (HF)
ITT Industries Pension Fund	Private Sector Pension Fund	US	Summit Strategies Group (General)
ITW Retirement Plan	Private Sector Pension Fund	US	Hewitt Associates (General)
J Sainsbury Pension Fund	Private Sector Pension Fund	UK	Russell Investment Group (General)
J.C. Penney Company Pension Plan	Private Sector Pension Fund	US	Pathway Capital Management (PE), Russell Investment Group (General)
Jacuzzi UK Group Pension Plan	Private Sector Pension Fund	UK	Mercer Investment Consulting (HF, General)
Jewish Community Foundation of Los Angeles	Family Office / Foundation	US	Cambridge Associates (General)
Jewish Federation of Metropolitan Chicago	Family Office / Foundation	US	Aetos Capital (HF), Partners Group (RE)
John Lewis Partnership Pension Trust	Private Sector Pension Fund	UK	DTZ Investment Management (RE), Hewitt Associates (HF, General)
John S. and James L. Knight Foundation	Family Office / Foundation	US	Cambridge Associates (PE, HF, General)
Johns Hopkins University Endowment	Endowment Plan	US	Cambridge Associates (General)
Johnson and Wales University Endowment	Endowment Plan	US	Cambridge Associates (General)
Juristernes og Økonomernes Pension Fund	Public Pension Fund	Denmark	Altius Associates (PE)
Kaiser Permanente Pension Plan	Private Sector Pension Fund	US	Russell Investment Group (General)
Kaleva Mutual Insurance Company	Insurance Company	Finland	Amada Advisors (PE)
Kamehameha Schools	Endowment Plan	US	Cambridge Associates (PE)
Kansas Public Employees' Retirement System	Public Pension Fund	US	LP Capital Advisors (PE), Pension Consulting Alliance (General), Townsend Group (RE, INFRA)
Kansas State University Foundation	Family Office / Foundation	US	Cambridge Associates (General)
Kansas University Endowment Association	Endowment Plan	US	Cambridge Associates (General)
Kent County Council Superannuation Fund	Public Pension Fund	UK	DTZ Investment Management (RE), Hymans Robertson (General)
Kentucky Retirement Systems	Public Pension Fund	US	ORG Portfolio Management (RE), R.V. Kuhns & Associates (General)
Kentucky Teachers' Retirement System	Public Pension Fund	US	Ennis Knupp and Associates (General)
Kenyon College Endowment	Endowment Plan	US	New England Pension Consultants (General)

Frontier Investment Consulting Investment Consultant

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Frontier Investment Consulting (FIC) is an institutional asset consulting firm focused on the provision of independent investment advice to superannuation funds, redundancy trusts, endowment funds and preservation funds. Located in Melbourne, FIC provides services to clients throughout Australasia. It was established in July 2000 as a result of the decision by Industry Fund Services to spin off its investment consulting business into a new, separate company. Its clients include industry, corporate and public sector super funds and are located in both Australia and New Zealand.

Frontier's clients are predominantly in the "all profit to members" sector and comprise industry, government and corporate superannuation funds as well as selected other investment pools such as endowments, health insurers and redundancy trusts.

Alternative investments are covered in all retainers for clients by FIC, with a few clients served in the areas of private equity, hedge funds, real estate and infrastructure on a specific basis. Frontier's clients tend to have large allocations to alternatives. FIC advises its clients across several investment areas including economic and market environment analysis, investment objectives and strategies, portfolio construction, investment manager assessment and selection, alternative investments, investment performance reports and client education and training.

Research into alternative investments is an important feature of FIC's investment advisory philosophy, and a distinguishing feature of the firm. It has a 10-year history of successfully advising clients to invest in alternative assets, including infrastructure, private equity, emerging markets and hedge funds. The majority of FIC's alternatives advisory services are in the infrastructure and real estate asset classes.

Frontier Investment Consulting advises on infrastructure as a standalone asset class. It advises broadly across the asset class, covering core economic sectors, as well as social sectors. It also covers all stages of the asset class, overseeing investments across greenfield, brownfield and secondary stages. Frontier Investment Consulting also advises its clients on their investments in public private partnerships (PPP) / public finance initiatives (PFI).

For its real estate advisory services, Frontier Investment Consulting advises across all fund types and on both listed and unlisted vehicles. It advises on core, value-added and opportunistic in Australian unlisted real estate. It also advises on core, value-added and opportunistic in offshore unlisted real estate (opportunistic unlisted real estate is mainly sourced via fund of funds to date). FIC also considers real estate debt funds.

Total Assets Under Managements (mn):	AUD 91,000
Total Alternative Assets Under Advisement (mn):	AUD 28,300
PE Assets Advised (mn):	AUD 4,100
HF Assets Advised (mn):	AUD 2,000
RE Assets Advised (mn):	AUD 10,600
Infra Assets Advised (mn):	AUD 11,600
Total No. Of Clients:	18
No. Of Alternative Investments Clients:	18

Service Coverage:				
General	Private Equity	Hedge Funds	Real Estate	Infrastructure
•	•	•	•	•
Location of Clients:			Nature Of Service:	
N. America	Europe	Asia & Rest of World	Discretionary	Non-Discretionary
		•		•

Sample Clients							
Name	General	PE	HF	RE	Infra	Investor Type	Investor Location
Australian Government Employees Superannuation Trust	•					Superannuation Scheme	Australia
AustralianSuper	•				•	Superannuation Scheme	Australia
Construction and Building Industries Superannuation Fund	•	•	•	•	•	Superannuation Scheme	Australia
FIRSTSUPER	•					Superannuation Scheme	Australia

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RogersCasey Investment Consultant

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Founded in 1968, RogersCasey is a diverse global investment solutions firm revolving around investment research (macro, capital markets and manager-specific) and technology. The firm has six offices worldwide, including a research field office in Dublin. As of November 2009, RogersCasey had assets under advisement of USD 265 billion.

RogersCasey provides a full range of consulting services to institutional investors including corporations, public retirement systems, defined benefit and defined contribution plan sponsors, endowments, foundations, financial intermediaries, and taxable investors of all types. Its client base spans several countries and it has assets under advisement ranging from USD 50 million to USD 40 billion per client.

RogersCasey's focus is on establishing partnerships with its clients and creating customised solutions designed to meet the unique needs and individual objectives of those clients. Its services include asset allocation and asset/liability studies, investment structure design, manager search and selection (traditional and non-traditional), performance measurement, risk assessment, and ongoing monitoring. RogersCasey has dedicated alternatives investment specialists who assist in building customised portfolios of alternative investments, including hedge funds, private equity, real estate, infrastructure and commodities, for its clients.

Total Assets Under Managements (mn):	USD 265,000
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Service Coverage:				
General	Private Equity	Hedge Funds	Real Estate	Infrastructure
•	•	•	•	•
Location of Clients:			Nature Of Service:	
N. America	Europe	Asia & Rest of World	Discretionary	Non-Discretionary
•	•	•	•	•

Sample Clients							
Name	General	PE	HF	RE	Infra	Investor Type	Investor Location
Bristol County Retirement System	•		•		•	Public Pension Fund	US
Communities Foundation of Texas			•			Family Office / Foundation	US
Dalhousie University Endowment	•					Endowment Plan	Canada
Delta Air Lines Pension Fund	•					Private Sector Pension Fund	US
Hartford Municipal Employees' Retirement System	•					Public Pension Fund	US
Honeywell International	•					Private Sector Pension Fund	US
Louisiana State University Foundation	•		•			Family Office / Foundation	US
Parochial Employees' Retirement System of Louisiana	•		•			Public Pension Fund	US
State of Connecticut Retirement Plans and Trust Funds	•					Public Pension Fund	US
University at Buffalo Foundation	•		•			Family Office / Foundation	US

Name	Position	Tel	Email
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2010 Preqin Alternatives Investment Consultant Review: Order Form

As the alternative investments market has evolved and become more complex in recent years, the importance and stature of advisors and consultants in the industry has also been growing. The 2010 Preqin Alternatives Investment Consultant Review provides a comprehensive overview of this significant sector of the market, working as an effective tool in facilitating and furthering relationships between investors, advisors and fund managers.

Full contents include:

- Features detailed profiles for over 200 of the most important advisors from across the globe with information on their clients.
- Analysis of survey findings including investor satisfaction with aspects of their consultants service.
- Also includes vital analysis, league tables, plus much more.



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