

**INVESTMENT ADVISER BROCHURE**

**SERENT CAPITAL MANAGEMENT COMPANY, L.L.C.**

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**This Investment Adviser Brochure (“Brochure”) provides information about the qualifications and business practices of Serent Capital Management Company, L.L.C. (“SCMC”). If you have any questions about the contents of this Brochure, please contact us at (415) 343-1050. The information in this Brochure has not been approved or verified by the United States Securities and Exchange Commission (the “SEC”) or by any state authority.**

SCMC is an investment adviser registered with the SEC under the Investment Advisers Act of 1940, as amended (the “**Advisers Act**”). However, such registration does not imply a certain level of skill or training.

Additional information regarding SCMC is also available on the SEC’s website at [www.adviserinfo.sec.gov](http://www.adviserinfo.sec.gov).

## **TABLE OF CONTENTS**

	<b><u>Page</u></b>
<b>Advisory Business .....</b>	<b>2</b>
<b>Fees and Compensation .....</b>	<b>2</b>
<b>Performance-Based Fees and Side-By-Side Management .....</b>	<b>4</b>
<b>Types of Clients .....</b>	<b>4</b>
<b>Methods of Analysis, Investment Strategies and Risk of Loss.....</b>	<b>5</b>
<b>Disciplinary Information.....</b>	<b>11</b>
<b>Other Financial Industry Activities and Affiliations.....</b>	<b>12</b>
<b>Code of Ethics, Participation or Interest in Client Transactions and Personal Trading.....</b>	<b>12</b>
<b>Brokerage Practices .....</b>	<b>13</b>
<b>Review of Accounts .....</b>	<b>13</b>
<b>Client Referrals and Other Compensation.....</b>	<b>14</b>
<b>Custody .....</b>	<b>14</b>
<b>Investment Discretion .....</b>	<b>14</b>
<b>Voting Client Securities.....</b>	<b>14</b>
<b>Financial Information.....</b>	<b>15</b>
<b>Supplemental Information About Certain Principals of SCMC.....</b>	<b>15</b>

## ADVISORY BUSINESS

Serent Capital Management Company, L.L.C., a Delaware limited liability company and a registered investment adviser (“**SCMC**”), and its affiliated investment advisers provide investment advisory services to private investment funds. SCMC commenced operations in March 2008.

SCMC clients include Serent Capital, L.P., a Delaware limited partnership (together with any parallel and alternative investment vehicles, the “**Serent Capital Fund**” and together with any future private investment fund managed by SCMC, the “**Private Investment Funds**”).

Serent Capital Partners, LLC, a Delaware limited liability company (the “**General Partner**” and together with SCMC and their affiliated entities “**Serent Capital**”), is an investment adviser affiliated with SCMC. The General Partner is registered under the Investment Advisers Act pursuant to SCMC’s registration in accordance with SEC guidance. This Brochure also describes the business practices of the General Partner, which operates as a single advisory business together with SCMC.

The Serent Capital Fund and any other Private Investment Funds are private equity funds and invest through negotiated transactions in operating entities. SCMC’s investment advisory services to the Serent Capital Fund consist of identifying and evaluating investment opportunities, negotiating investments, managing and monitoring investments and achieving dispositions for such investments. Investments are made predominantly in non-public companies, although investments in public companies are permitted. Where such investments consist of portfolio companies, the senior principals or other personnel of SCMC or its affiliates generally may serve on such portfolio companies’ respective boards of directors or otherwise act to influence control over management of portfolio companies held by the Serent Capital Fund.

SCMC’s advisory services for the Private Investment Funds are detailed in the applicable private placement memoranda and partnership agreements (each, a “**Partnership Agreement**”) and are further described below under “Methods of Analysis, Investment Strategies and Risk of Loss.” Investors in Private Investment Funds participate in the overall investment program for the applicable fund, but may be excused from a particular investment due to legal, regulatory or other applicable constraints. The Serent Capital Fund has entered into side letters or similar agreements with certain investors that have the effect of establishing rights under, altering or supplementing the Partnership Agreement of the Serent Capital Fund.

As of December 31, 2011, SCMC managed \$231,178,330 million in client assets on a discretionary basis. SCMC is controlled by Kevin Frick and David Kennedy.

## FEES AND COMPENSATION

In general, SCMC receives a management fee and one of its affiliates, such as the General Partner, typically receives carried interest in connection with advisory services. SCMC or other Serent Capital affiliates receive additional compensation in connection with management and other services performed for portfolio companies of Private Investment Funds and such additional compensation will offset in whole or in part the management fees otherwise payable to SCMC. Investors in the Serent Capital Fund also bear certain fund expenses.

## **Management Fees**

The Serent Capital Fund pays SCMC a management fee (the “**Management Fee**”) based upon a percentage of Serent Capital Fund investor capital commitments (“**Commitments**”), subject to certain reductions, as more fully described in the Partnership Agreement of the Serent Capital Fund.

As permitted under the Serent Capital Fund’s Partnership Agreement, SCMC may waive or agree to reduce the Management Fee. Any such waived or reduced portion of the Management Fee reduces the amount of capital the General Partner would otherwise be required to contribute to the Serent Capital Fund, either in its capacity as general partner of the partnership or in its capacity as the holder of limited partner interests in the Serent Capital Fund, if any. The limited partners of the Serent Capital Fund may be required to make a *pro rata* contribution according to their respective Commitments to fund any contribution that would otherwise be required of SCMC in connection with any such waiver or reduction as described above and, as a result, the exercise of such waiver may result in an acceleration of investor capital contributions.

## **Carried Interest**

An affiliate of SCMC, such as the General Partner, will generally receive a carried interest with respect to the Serent Capital Fund equal to 20% of all realized profits, subject to an increasing amount once a specified return has been achieved (as more fully described in the Partnership Agreement of the Serent Capital Fund). The carried interest distributed to the General Partner is subject to a potential giveback at the end of life of the Serent Capital Fund if the General Partner has received excess cumulative distributions.

It is expected that any future Private Investment Funds will have a similar fee structure.

## **Other Information**

SCMC exempts certain investors in Private Investment Funds from payment of all or a portion of Management Fees and/or carried interest, including SCMC and any other person designated by SCMC, such as affiliated personnel. The Serent Capital Fund includes two associate funds offered privately to qualified Serent Capital personnel, affiliates and other strategic associates that have reduced management fees of 1.25% and reduced carried interest.

The Serent Capital Fund and other Private Investment Funds invest on a long-term basis. Accordingly, investment advisory and other fees are expected to be paid, except as otherwise described in the applicable Partnership Agreement, over the term of the Serent Capital Fund (or the relevant Private Investment Fund, as applicable) and investors generally are not permitted to withdraw or redeem interests in the Serent Capital Fund (or other relevant Private Investment Fund, as applicable).

Principals or other employees of Serent Capital may receive a portion of the Management Fee, carried interest or other compensation received by SCMC or its affiliates.

In addition to the Management Fee and carried interest payable to SCMC and its affiliates, the Serent Capital Fund bears certain expenses. As set forth in the Serent Capital Fund's Partnership Agreement, the Serent Capital Fund bears all expenses to the extent not paid by portfolio companies, including reasonable private placement and finder's fees, real property or personal property taxes on investments, travel expenses, brokerage fees, taxes applicable to the Serent Capital Fund on account of its operations, fees incurred in connection with the maintenance of bank or custodian accounts, legal, audit and other expenses incurred in connection with the registration of the Serent Capital Fund's portfolio securities under the Securities Act, legal and accounting fees and expenses incurred in connection with the purchase, sale, exchange or other disposition of securities (whether or not such purchase, sale, exchange or other disposition is ultimately consummated), fees and expenses of investment advisers and independent consultants, independent certified public accountant fees incurred in connection with the annual audit of the Serent Capital Fund's books and the preparation of the Serent Capital Fund's annual tax return, costs of independent appraisers, legal expenses of the Serent Capital Fund, premiums associated with insurance, preparation and other expenses associated with annual and other reports, costs associated with any Serent Capital Fund information meetings, expenses of the advisory board meetings and reimbursement of reasonable out-of-pocket costs for the advisory board members and the General Partner to attend such meetings, and all expenses that are not normal administrative and overhead expenses (such as compensation of employees, rent and expenditures for equipment used by SCMC and its affiliates), including all legal fees and expenses incurred in prosecuting or defending administrative or legal proceedings relating to the Serent Capital Fund brought by or against the Serent Capital Fund, SCMC, the General Partner, or their current or former members, partners, employees or agents. Brokerage fees may be incurred in accordance with the practices set forth in "Brokerage Practices."

#### **PERFORMANCE-BASED FEES AND SIDE-BY-SIDE MANAGEMENT**

As described under "Fees and Compensation," affiliates of SCMC typically receive a carried interest allocation on certain realized profits in the Serent Capital Fund. SCMC and its affiliates do not advise Private Investment Funds not subject to a carried interest, although they may waive carried interest with respect to certain affiliated partners as described under "Fees and Compensation."

#### **TYPES OF CLIENTS**

SCMC provides investment advice to Private Investment Funds, including the Serent Capital Fund. Private Investment Funds may include investment partnerships or other investment entities formed under domestic or foreign laws and operated as exempt investment pools under the Investment Company Act of 1940, as amended. The investors participating in Private Investment Funds may include individuals, banks or thrift institutions, other investment entities, pension and profit-sharing plans, trusts, estates or charitable organizations or other corporations or business entities and may include, directly or indirectly, principals or other employees of SCMC and its affiliates.

The Serent Capital Fund generally has a minimum investment amount of \$10,000 for third-party investors, and the Serent Capital Fund interests are generally offered and sold solely

to qualified purchasers. Parallel funds of the Serent Capital Fund are offered to accredited investors who are also qualified clients (or qualified knowledgeable Serent Capital personnel). Such minimum investment amount may be waived by SCMC.

## **METHODS OF ANALYSIS, INVESTMENT STRATEGIES AND RISK OF LOSS**

### **General**

Serent Capital is a private equity firm focused on making control investments in profitable and rapidly expanding services companies. SCMC investment advisory services consist of identifying investment opportunities, negotiating investments, managing and monitoring investments, and achieving dispositions for investments. Investments are predominantly of non-public companies, although investments in public companies are permitted.

There can be no assurance that SCMC will achieve the investment objectives of the Serent Capital Fund and a loss of investment may be possible.

### **Investment Strategy**

SCMC's strategy is principally to make control investments in growing, profitable services companies and to help those companies drive EBITDA growth primarily by driving revenue growth. SCMC believes that often entrepreneurs who have founded companies and grown them to sizable ventures need assistance to realize the full value of their companies. SCMC targets companies at this stage, where it believes augmentation of business building capabilities offers the greatest potential for returns.

SCMC usually invests in businesses operating in growing markets and in businesses with scalable business models. While SCMC has a series of verticals in which it focuses (*e.g.*, healthcare services, financial services, media, education, public sector, and professional services), the specific sub-vertical focus will change over time as market trends evolve. In all cases, SCMC is looking for growing sectors with a fair degree of dislocation, creating opportunities for new businesses to emerge. SCMC considers investments that meet its criteria anywhere in North America.

SCMC takes control positions in investments with some or all of the following financial characteristics:

- annual revenue of \$10 million to \$100 million;
- returns on invested capital of 20% or more; and
- growth potential of 10% or more.

### **Operating Strategy**

SCMC's operating model encompasses business building, sourcing, deal execution and liquidity.

*Business Building.* SCMC assists portfolio companies in developing their businesses in several ways, including (a) seeking to grow revenue by designing, refining, and implementing improved sales and marketing plans; (b) providing operational planning and support to address business growth and challenges; (c) building management teams by assisting CEOs in assessing personnel needs, interviewing key candidates and sourcing qualified candidates in seeking to achieve the growth potential of the businesses; and (d) providing financing to permit the businesses to grow.

*Sourcing.* SCMC sources from what it believes are the less efficient parts of the market, including:

- *Balancing top-down analysis with opportunism.* SCMC conducts top-down analysis to identify attractive spaces marked by high growth and high dislocation. SCMC also believes, however, that investing in superior business models is more important than artificial sector limitations. Hence, SCMC occasionally strays from its target verticals to invest in business models that it finds compelling.
- *Primary sourcing.* SCMC seeks to leverage in-house and other resources to identify and generate investment opportunities.
- *Intermediaries.* SCMC works to build strong professional relationships with intermediaries. This approach requires SCMC to be rapid and transparent in its interactions and to work with intermediaries to help entrepreneurs understand how professional investors can help their business. SCMC actively works to develop relationships with large, national intermediaries, as well as regional intermediaries who have privileged relationships with entrepreneurs interested in seeking to exit or seeking a credible value proposition.

*Deal execution.* SCMC seeks to apply the analytical rigor of large scale buyouts to the small buyout market. In addition to this thorough diligence, SCMC has deal structuring expertise to ensure an alignment of interests with the sellers and to ensure properly leveraged equity capital.

*Liquidity.* The hold periods for SCMC's investments are longer than for the typical buyout firm on account of SCMC's focus on growth.

## **Risks of Investment**

The Serent Capital Fund and its investors bear the risk of loss that SCMC's investment strategy entails. The risks involved with SCMC's investment strategy and an investment in the Serent Capital Fund include, but are not limited to:

*Competition for investments.* The Serent Capital Fund competes with other entities for the acquisition of investments. Such competition may come from groups such as institutional investors, investment managers, operating companies, and merchant banks that have greater resources than the Serent Capital Fund and are owned by large and well-capitalized investors. There may be intense competition for investments of the type in which the Serent Capital Fund intends to invest, and such competition may result in less favorable investment terms than would

otherwise be the case. The Serent Capital Fund may be unable to find a sufficient number of attractive opportunities to meet its investment objectives. There can, therefore, be no assurance that investments of the Serent Capital Fund will meet all the Serent Capital Fund's investment objectives, or that the Serent Capital Fund will be able to invest all of its available capital.

*Long-term and illiquid investment within the Serent Capital Fund.* An investment in the Serent Capital Fund is a long-term commitment. Interests in the Serent Capital Fund are highly illiquid and have no public market value. No secondary market for the interests exists, and no such market will be established or supported by SCMC. Furthermore, the sale or transfer of interests is subject to approval of the General Partner and other restrictions contained in the Serent Capital Fund's Partnership Agreement. Consequently, limited partners may not be able to liquidate an investment in the event of an emergency or for any other reason. An investment in the Serent Capital Fund is suitable only for persons and entities that have no need for liquidity with respect to their investment. The interests in the Serent Capital Fund have not been registered under the Securities Act of 1933, nor is any such registration contemplated.

*Uncertain economic and political environment.* The current global economic and political climate is one of uncertainty. Prior acts of terrorism in the United States, the threat of additional terrorist strikes and the fear of a prolonged global conflict have exacerbated volatility in the financial markets and can cause consumer, corporate and financial confidence to weaken, increasing the risk of a "self-reinforcing" economic downturn. The availability of credit for consumers, homeowners and businesses, including credit used to acquire businesses, continues to be restricted. This may have an adverse effect on the economy generally and on the ability of the Serent Capital Fund and its portfolio companies to execute their respective strategies and to receive an attractive multiple of earnings on the disposition of their businesses. A climate of uncertainty may reduce the availability of potential investment opportunities, and increases the difficulty of modeling market conditions, potentially reducing the accuracy of financial projections. Furthermore, such uncertainty may have an adverse effect upon portfolio companies in which the Serent Capital Fund makes investments.

*Market conditions.* Any material change in the economic environment, including a slow-down in economic growth and/or changes in interest rates or foreign exchange rates, could have a negative impact on the performance and/or valuation of the portfolio companies. The Serent Capital Fund's performance can be affected by deterioration in public markets and by market events, such as the onset of the credit crisis in the summer of 2007 or the downgrading of the credit rating of the United States in 2011, which, among other things, can impact the public market comparable earnings multiples used to value privately held portfolio companies and investors' risk-free rate of return. Movements in foreign exchange rates may adversely affect the value of investments in portfolio companies and the Serent Capital Fund's performance. The value of publicly traded securities may be volatile and difficult to sell as a block, even following a realization through listing. The impact of market and other economic events may also affect the Serent Capital Fund's ability to raise funding to support its investment objective and also the level of profitability achieved on realizations of investments.

*Deterioration of credit markets may affect ability to finance and consummate investments.* The recent deterioration of the global credit markets has made it more difficult for



investment funds such as the Serent Capital Fund to obtain favorable financing for investments. A widening of credit spreads, coupled with the deterioration of the sub-prime and global debt markets and a rise in interest rates, has dramatically reduced investor demand for high yield debt and senior bank debt, which in turn has led some investment banks and other lenders to be unwilling to finance new private equity investments or to only offer committed financing for these investments on unattractive terms. The Serent Capital Fund's ability to generate attractive investment returns may be adversely affected to the extent the Serent Capital Fund is unable to obtain favorable financing terms for its investments. Moreover, to the extent that such marketplace events are not temporary and continue, they may have an adverse impact on the availability of credit to businesses generally and could lead to an overall weakening of the U.S. and global economies. Such marketplace events also may restrict the ability of the Serent Capital Fund to realize its investments at favorable times or for favorable prices.

*Investments in unseasoned companies.* The Serent Capital Fund may invest a portion of its assets in privately-held companies with limited histories of profit and stability. These companies may require considerable additional capital to develop technologies and markets, acquire customers and achieve or maintain a competitive position. This capital may not be available at all, or on acceptable terms. Such companies may face intense competition, including competition from established companies with much greater financial and technical resources, more extensive development, manufacturing, marketing and service capabilities, and a greater number of qualified managerial and technical personnel. Typically, although the Serent Capital Fund will generally seek to be represented by at least one member of SCMC on a portfolio company's board of directors, each portfolio company will be managed on a day-to-day basis by its own officers (who generally will not be affiliated with the Serent Capital Fund or SCMC). Portfolio companies may have substantial variations in operating results from period to period and experience failures or substantial declines in value at any stage.

*Buyouts, spinouts, divestitures, take-privates investments.* The Serent Capital Fund may invest a significant portion of its assets in buyouts, spinouts, divestitures, take-privates, turnarounds and corporate restructurings. Such investments are usually made in distressed companies with troubled operations, organization, management, products or services. Such portfolio companies are generally mature and may have had a history of substantial negative operating results. As a result, the Serent Capital Fund is generally required to invest substantial amounts of capital and time in such entities. The Serent Capital Fund would make such investments under the assumption that Serent Capital will be able to assist with the turnaround of such companies. There is no guarantee that the Serent Capital Fund will have sufficient capital to support such portfolio companies or that SCMC will possess, or properly use, the skills or resources necessary to achieve a positive result. In addition, if SCMC is unable to effectively assist such distressed companies, there is significant risk that the Serent Capital Fund will not be able to recoup any of its investment in such entity. Furthermore, such investments generally require a considerable amount of SCMC's time and human capital. As such, the period within which a gain, if any, would be realized from such investments may be considerably longer than other investments.

*Lack of diversification.* The Serent Capital Fund is not subject to any diversification requirements and may invest in a limited number of companies, sectors, countries or regions. To

the extent the Serent Capital Fund concentrates its investments in a particular company, sector, country or region, its investments will become more susceptible to fluctuations in value resulting from adverse business or economic conditions affecting that particular company, country or region. As a consequence, the aggregate return of the Serent Capital Fund may be adversely affected by the unfavorable performance of one or a small number of companies, sectors, countries or regions in which the Serent Capital Fund has invested. In certain cases, the Serent Capital Fund may acquire majority or 100% interests in a limited number of portfolio companies, which could further increase the vulnerability of the Serent Capital Fund's portfolio. Currently, the Serent Capital Fund intends to focus its investments primarily in services companies, and any downward trends in related sectors could have a material adverse effect on the Serent Capital Fund's performance.

*Availability of investment capital.* Investments in both growing and distressed companies can often require a large initial investment with a commitment of continued financial support. If an investor does not have funds available to participate in subsequent rounds of financing, that shortfall may have a significant negative impact on both the portfolio company and the value of such investor's original investment. Although it will be the Serent Capital Fund's policy to maintain some liquidity to allow it to participate in follow-on rounds of financings, the Serent Capital Fund may not intend to provide all necessary follow-on financing. In such cases, third-party sources of financing will be required. There is no assurance that such additional sources of financing will be available, or, if available, will be on terms beneficial to the Serent Capital Fund.

*Lack of liquidity within investment portfolio.* The marketability and value of each of the Serent Capital Fund's investments depends upon many factors beyond SCMC's control. Generally, the investments made by the Serent Capital Fund are illiquid and difficult to value, and there is little or no collateral to protect an investment once made. At the time of the Serent Capital Fund's investment, a portfolio company may lack one or more key attributes (*e.g.*, operational stability, consistent growth or complete management team) necessary for success. There may be no readily available market for the Serent Capital Fund's investments, and the disposal of a portfolio investment by the Serent Capital Fund may be prohibited or delayed many years from the date of initial investment for legal, contractual and/or regulatory reasons. Volatility in the debt and equity markets and overall business environment may adversely affect the development of portfolio companies, the ability of the Serent Capital Fund to dispose of investments, and the value of investment securities on the date of sale or distribution by the Serent Capital Fund.

*Risks of certain dispositions.* In connection with the disposition of an investment in a portfolio company or otherwise, the Serent Capital Fund may be required to make representations about the business and financial affairs of the portfolio company typical of those made in connection with the sale of any business. It may also be required to indemnify the purchasers of such investment to the extent that any such representations are inaccurate. These arrangements may result in contingent liabilities, which might ultimately need to be funded by the Serent Capital Fund.

*Controlling investments.* The Serent Capital Fund may own a majority of a portfolio

company and be able to elect one or more of its directors. With respect to an investment in a distressed company, the Serent Capital Fund may elect to insert certain of its employees or affiliates into key management positions within such company to assist in the entity's daily operations. As a result, the Serent Capital Fund may be viewed as controlling such a portfolio company, or being a controlling shareholder. To the extent the valuation of such a portfolio company decreases, the Serent Capital Fund may be exposed to lawsuits by discontented minority shareholders. Even if such lawsuits prove to be without merit, the Serent Capital Fund may be required to expend significant resources defending itself and its affiliates.

*Indemnification.* The Serent Capital Fund will be required to indemnify SCMC and its affiliates, and their respective officers, employees, directors, agents, stockholders, members and partners and members of the advisory board (and those limited partners affiliated with advisory board members), and to the extent determined by SCMC and its affiliates, Serent Capital Fund employees and agents, for liabilities incurred in connection with the affairs of the Serent Capital Fund. Such liabilities may be material and have an adverse effect on the returns to the limited partners. For example, in their capacity as directors of portfolio companies, the members, managers, partners, agents or affiliates of SCMC may be subject to derivative or other similar claims brought by shareholders of such companies. The indemnification obligations of the Serent Capital Fund would be payable from the assets of the Serent Capital Fund, including the unfunded commitments of the limited partners. If the assets of the Serent Capital Fund are insufficient, the General Partner may recall distributions previously made to the limited partners, subject to certain limitations in the Serent Capital Fund's Partnership Agreement.

*Tax risk.* The Serent Capital Fund may invest in portfolio companies in countries where tax laws are difficult to understand, subject to different interpretations and inconsistently enforced. Any portfolio company in which the Serent Capital Fund invests could therefore have significantly higher tax liabilities than anticipated, causing a material adverse effect on its financial condition and results of operations.

*Economic and political risks.* To the extent the Serent Capital Fund makes investments in companies with headquarters, or substantial assets, outside of the United States, such investments may be subject to additional economic and political risks. Governments of many foreign countries have exercised and continue to exercise substantial influence over many aspects of the private sector. Accordingly, future government actions could have a significant effect on the economic environment in such countries, which could affect the availability, purchase price and returns of portfolio investments of companies affected by such governments.

*Foreign currency and exchange rate risks.* Serent Capital Fund assets and income of investments made outside the United States may be denominated in various currencies. Contributions and distributions, however, will be denominated in U.S. dollars. As a result, the return of the Serent Capital Fund on any non-US investment may be adversely affected by fluctuations in currency exchange rates, any future imposed devaluations of local currencies, inflationary pressures and the success of the investment itself. As a general policy, the Serent Capital Fund does not intend to engage in hedging against currency risk. In addition, the Serent Capital Fund may incur costs in connection with conversions between various currencies.

## **Conflicts of Interest**

During the commitment period of the Serent Capital Fund, all appropriate investment opportunities will be pursued by SCMC's principals through the Serent Capital Fund, subject to certain limited exceptions. With the prior approval of the Serent Capital Fund's advisory board, each SCMC principal may enter into investments for his own account that might reasonably be viewed as an investment opportunity of the Serent Capital Fund, but in which the Serent Capital Fund has determined not to participate. SCMC principals need not secure the approval of the Serent Capital Fund's advisory board with respect to investments in which the Serent Capital Fund is not afforded the opportunity to invest a specified minimum amount (as further described in the Partnership Agreement of the Serent Capital Fund) since the Serent Capital Fund does not expect to make investments in amounts below this threshold. Any such investment is subject to preclearance under the SCMC Code of Ethics and Securities Trading Policy (as further described below).

Without limitation, SCMC principals currently manage several other investments similar to those in which the Serent Capital Fund invests. SCMC principals will continue to manage and monitor such investments until their realization. Such other investments that SCMC principals control or may control in the future may potentially compete with companies acquired by the Serent Capital Fund. Following the commitment period of the Serent Capital Fund, SCMC principals may and likely will focus their investment activities on other opportunities and areas unrelated to the Serent Capital Fund's investments.

From time to time, SCMC or its affiliates will be presented with investment opportunities that would be suitable not only for the Serent Capital Fund, but also for other Private Investment Funds and other investment vehicles operated by advisory affiliates of SCMC. In determining which investment vehicles should participate in such investment opportunities, SCMC and its affiliates are subject to conflicts of interest among the investors in such investment vehicles. SCMC attempts to resolve such conflicts of interest in light of its obligations to investors in its Private Investment Funds and the obligations owed by SCMC advisory affiliates to investors in investment vehicles managed by them, and attempts to allocate investment opportunities among the Serent Capital Fund, other Private Investment Funds and such investment vehicles in a fair and equitable manner and consistent with the Partnership Agreement and/or other governing agreements. Where necessary, SCMC consults and receives consent to conflicts from an advisory committee consisting of limited partners of the Serent Capital Fund and such other investment vehicles.

Because the carried interest of SCMC affiliates is based on a percentage of net realized profits, it may create an incentive for such affiliates to cause the Serent Capital Fund to make riskier or more speculative investments than would otherwise be the case.

## **DISCIPLINARY INFORMATION**

SCMC and its management persons have not been subject to any material legal or disciplinary events required to be discussed in this Brochure.

## **OTHER FINANCIAL INDUSTRY ACTIVITIES AND AFFILIATIONS**

SCMC is affiliated with the General Partner, an investment adviser registered with the SEC under the Advisers Act pursuant to SCMC's registration in accordance with SEC guidance. SCMC and the General Partner operate as a single advisory business and serve as managers or general partners of private investment funds and other pooled vehicles and may share common owners, officers, partners, employees, consultants or persons occupying similar positions.

## **CODE OF ETHICS, PARTICIPATION OR INTEREST IN CLIENT TRANSACTIONS AND PERSONAL TRADING**

SCMC has adopted the Code of Ethics and Securities Trading Policy (the "**Code**"), which sets forth standards of conduct that are expected of Serent Capital principals and employees and addresses conflicts that arise from personal trading. The Code requires certain Serent Capital personnel to report their personal securities transactions, prohibits or requires pre-clearance for Serent Capital personnel from directly or indirectly acquiring beneficial ownership or disposing of securities in an initial public offering, and prohibits Serent Capital personnel from directly or indirectly acquiring beneficial ownership of securities with limited exceptions, without first obtaining approval from the Serent Capital Chief Compliance Officer. A copy of the Code will be provided to any investor or prospective investor upon request to Mark Shang, the Serent Capital Chief Compliance Officer, at (415) 343-1050. Personal securities transactions by employees who manage client accounts are required to be conducted in a manner that prioritizes the client's interests in client eligible investments.

SCMC and its affiliated persons may come into possession, from time to time, of material nonpublic or other confidential information about public companies which, if disclosed, might affect an investor's decision to buy, sell or hold a security. Under applicable law, SCMC and its affiliated persons would be prohibited from improperly disclosing or using such information for their personal benefit or for the benefit of any person, regardless of whether such person is a client of SCMC.

Accordingly, should SCMC or any of its affiliated persons come into possession of material nonpublic or other confidential information with respect to any public company, SCMC would be prohibited from communicating such information to clients, and SCMC will have no responsibility or liability for failing to disclose such information to clients as a result of following its policies and procedures designed to comply with applicable law. Similar restrictions may be applicable as a result of Serent Capital personnel serving as directors of public companies and may restrict trading on behalf of clients, including the Serent Capital Fund.

Principals and employees of SCMC and its affiliates may directly or indirectly own an interest in Private Investment Funds, including the Serent Capital Fund or certain co-investment vehicles. To the extent that co-investment vehicles exist, such vehicles may invest in one or more of the same portfolio companies as the Serent Capital Fund.

The Serent Capital Fund and other Private Investment Funds may invest together with other private investment funds advised by an affiliated adviser of SCMC in the manner set forth in the applicable Partnership Agreement. SCMC will determine the allocation of investment

opportunities among its clients in a fair and equitable manner, consistent with SCMC's fiduciary obligations and consistent with the applicable Private Investment Funds' underlying documents.

SCMC and its affiliates, principals and employees may carry on investment activities for their own account and for family members, friends or others who do not invest in the Serent Capital Fund, and may give advice and recommend securities to vehicles which may differ from advice given to, or securities recommended or bought for, the Serent Capital Fund, even though their investment objectives may be the same or similar. The operative documents and investment programs of certain vehicles sponsored by Serent Capital (the "**Reference Funds**") may restrict, limit or prohibit, in whole or subject to certain procedural requirements, investments of certain other vehicles in issuers held by such Reference Funds or may give priority with respect to investments to such Reference Funds. Some of these restrictions could be waived by investors (or their representatives) in such Reference Funds.

### **BROKERAGE PRACTICES**

SCMC focuses on securities transactions of private companies and generally purchases and sells such companies through privately-negotiated transactions in which the services of a broker-dealer may be retained. However, SCMC may also distribute securities to investors in the Serent Capital Fund or sell such securities, including through using a broker-dealer, if a public trading market exists. Although SCMC does not intend to regularly engage in public securities transactions, to the extent it does so, it follows the brokerage practices described below.

If SCMC sells publicly traded securities for the Serent Capital Fund, it is responsible for directing orders to broker-dealers to effect securities transactions for accounts managed by SCMC. In such event, SCMC will seek to select brokers on the basis of best price and execution capability. In selecting a broker to execute client transactions, SCMC may consider a variety of factors, including: (i) execution capabilities with respect to the relevant type of order; (ii) commissions charged; (iii) the reputation of the firm being considered; and (iv) responsiveness to requests for trade data and other financial information.

SCMC has no duty or obligation to seek in advance competitive bidding for the most favorable commission rate applicable to any particular client transaction or to select any broker on the basis of its purported or "posted" commission rate, but will endeavor to be aware of the current level of the charges of eligible brokers and to reduce the expenses incurred for effecting client transactions to the extent consistent with the interests of such clients. Although SCMC generally seeks competitive commission rates, it may not necessarily pay the lowest commission or commission equivalent. Transactions may involve specialized services on the part of the broker involved and thereby entail higher commissions or their equivalents than would be the case with other transactions requiring more routine services.

SCMC does not currently anticipate allocating brokerage business on the basis of research services.

### **REVIEW OF ACCOUNTS**

The investments made by the Private Investment Funds are generally private, illiquid and long-term in nature. Accordingly, the review process is not directed toward a short-term

decision to dispose of securities. However, SCMC closely monitors companies in which the Private Investment Funds invest, and the Serent Capital Chief Compliance Officer periodically checks to confirm that each Private Investment Fund is maintained in accordance with its stated objectives.

The Serent Capital Fund will provide to its limited partners (i) annual GAAP audited and quarterly unaudited financial statements, (ii) annual tax information necessary for each limited partner's tax return, and (iii) annual reports providing a narrative summary of the status of each portfolio company investment. With respect to (i) above, limited partners in certain parallel funds do not receive quarterly unaudited financial statements.

#### **CLIENT REFERRALS AND OTHER COMPENSATION**

SCMC and/or its affiliates may provide certain business or consulting services to companies in the Serent Capital Fund's portfolio and may receive compensation from these companies in connection with such services. As described in the Serent Capital Fund's Partnership Agreement, this compensation may, in many cases, offset all or a portion of the Management Fees paid by the Serent Capital Fund. However, in other cases (*e.g.*, reimbursements for out of pocket expenses directly related to a portfolio company), these fees may be in addition to Management Fees. See "Fees and Compensation."

From time to time, SCMC may enter into solicitation arrangements pursuant to which it compensates third parties for referrals that result in a potential investor becoming a limited partner in a Private Investment Fund. Any fees and expenses payable to any such placement agents will be borne by SCMC indirectly through an offset against the Management Fee.

#### **CUSTODY**

SCMC maintains custody of the Serent Capital Fund's assets held in the Serent Capital Fund's name with Merrill Lynch, Pierce, Fenner & Smith, Inc. located at 101 California Street, San Francisco, CA 94111.

#### **INVESTMENT DISCRETION**

SCMC has discretionary authority to manage investments on behalf of the Serent Capital Fund. As a general policy, SCMC does not allow clients to place limitations on this authority. Pursuant to the terms of the Serent Capital Fund's Partnership Agreement, however, SCMC may enter into "side letter" arrangements with certain limited partners whereby the terms applicable to such limited partner's investment in the Serent Capital Fund may be altered or varied, including, in some cases, the right to opt-out of certain investments for legal, tax, regulatory or other similar reasons. SCMC assumes this discretionary authority pursuant to the terms of the Serent Capital Fund's Partnership Agreement and powers of attorney executed by the limited partners of the Serent Capital Fund.

#### **VOTING CLIENT SECURITIES**

SCMC has adopted the Serent Capital Proxy Voting Policies and Procedures (the "**Proxy Policy**") to address how it will vote proxies, as applicable, for the Serent Capital Fund's (and any

Private Investment Fund's) portfolio investments. The Proxy Policy seeks to ensure that SCMC votes proxies (or similar instruments) in the best interest of the Serent Capital Fund, including where there may be material conflicts of interest in voting proxies. SCMC generally believes its interests are aligned with those of the Serent Capital Fund's investors through the principals' beneficial ownership interests in the Serent Capital Fund and therefore will not seek investor approval or direction when voting proxies. In the event that there is or may be a conflict of interest in voting proxies, the Proxy Policy provides that SCMC may address the conflict using several alternatives, including by seeking the approval or concurrence of the Serent Capital Fund's advisory board on the proposed proxy vote or through other alternatives set forth in the Proxy Policy. Additionally, the Serent Capital Fund's advisory board may approve SCMC's vote in a particular solicitation. SCMC does not consider service on portfolio company boards by SCMC's personnel or SCMC's receipt of management or other fees from portfolio companies, if any, to create a material conflict of interest in voting proxies with respect to such companies. In addition, the Proxy Policy sets forth certain specific proxy voting guidelines followed by SCMC when voting proxies on behalf of the Serent Capital Fund. If you would like a copy of SCMC's complete Proxy Policy or information regarding how SCMC voted proxies for particular portfolio companies, please contact Mark Shang, the Serent Capital Chief Compliance Officer, at (415) 343-1050, and it will be provided to you at no charge.

#### **FINANCIAL INFORMATION**

SCMC does not require prepayment of management fees more than six months in advance or have any other events requiring disclosure under this item of the Brochure.

#### **SUPPLEMENTAL INFORMATION ABOUT CERTAIN PRINCIPALS OF SCMC**

##### **Kevin Frick**

###### *Educational Background and Business Experience*

Mr. Frick is a partner of Serent Capital. Prior to co-founding Serent Capital in 2008, Mr. Frick was a management consultant at McKinsey & Company since 1998. As a partner there, Mr. Frick led McKinsey's West Coast Private Equity Practice. Mr. Frick has an MBA from Stanford University's Graduate School of Business where he was an Arjay Miller scholar. He also has a BS in Electrical Engineering, *summa cum laude*, from the University of Michigan. He is 40 years old.

###### *Disciplinary History*

There are no legal or disciplinary events to disclose with respect to Mr. Frick.

###### *Other Business Activities*

Mr. Frick is not engaged in any investment-related business outside of his roles with Serent Capital.



#### *Additional Compensation*

Mr. Frick does not receive any additional compensation that is required to be disclosed.

#### *Supervision*

As the co-founder of Serent Capital, Mr. Frick is part of a team that is responsible for implementing and overseeing the investment strategy of the Serent Capital Fund. Mr. Frick is not subject to the direct supervision of any other individual.

### **David Kennedy**

#### *Educational Background and Business Experience*

Mr. Kennedy is a partner of Serent Capital. Prior to co-founding Serent Capital in 2008, Mr. Kennedy was the co-CEO of an outsourcing business called ServiceSource since 2003. Previously, Mr. Kennedy was a founding partner of Crystal Springs Capital from July 2001–January 2003, and prior to his tenure at Crystal Springs Capital, Mr. Kennedy spent six years as a management consultant at McKinsey & Company from October 1992–June 1995 and October 1998–April 2001. Mr. Kennedy has also been a member of the board of 1Life Healthcare, a primary care provider, since 2008.

Mr. Kennedy has an MBA from Stanford University's Graduate School of Business where he was an Arjay Miller scholar, and an MA from Stanford University in International Policy Studies. He also has undergraduate and graduate degrees in business from University College Dublin in Ireland, both received with first class honors. He is 41 years old.

#### *Disciplinary History*

There are no legal or disciplinary events to disclose with respect to Mr. Kennedy.

#### *Other Business Activities*

Mr. Kennedy is not engaged in any investment-related business outside of his roles with Serent Capital.

#### *Additional Compensation*

Mr. Kennedy does not receive any additional compensation that is required to be disclosed.

#### *Supervision*

As the co-founder of Serent Capital, Mr. Kennedy is part of a team that is responsible for implementing and overseeing the investment strategy of the Serent Capital Fund. Mr. Kennedy is not subject to the direct supervision of any other individual.