Index

Abu Dhabi fund, 16
Abu Dhabi Investment Authority (ADIA), 15–16, 36
“Academy companies,” 101
Ackman, Bill, 68
ADIA. See Abu Dhabi Investment Authority (ADIA)
Advanced Micro Devices, 36
AFL-CIO, 124, 131
Agrawal, Raj, 58, 65
Air Partners, 119
Akerson, Daniel, 32–33
Alex. Brown, 24
Alfred E. Smith Foundation Dinner, 170–173, 194
Alpha, 154
AlpInvest, 37
Altman, Roger, 183
Alvarez & Marsal, 182
American Pad and Paper, 126, 127
Apollo
Abu Dhabi fund stake in, 16
backing of Linens ‘n’ Things, 53
fund raising prior to IPO, 114
LeBlanc Teachers’ money commitment to, 13
Leon Black sixtieth birthday party, 173
on NYSE, 193
as one of biggest private-equity managers, 44
Teachers’ Retirement System of Texas and, 153
Apollo Global Management, 44
Arcapita, 17
Ares, 6, 7
Arnold & Porter, 117
Arpey, Michael, 33
Assets under management (AUM)
Bain & Co. and, 190
Assets under management (AUM)
(continued)
Blackstone hedge funds solutions business, 167
Blackstone real estate business, 179
Carlyle and, 20, 37
Carlyle and Blackstone engagement in, 195
companies with billions in, 153
Augusta Columbia Capital Group, 183
AUM. See Assets under management (AUM)
Avenue Capital, 118
Axelrod, David, 127

BAAM. See Blackstone Alternative Asset Management (BAAM)
Bae, Joseph, 81
Bain Capital. See also Bain & Co.
Mitt Romney as founder of, 126
Romney dispersion of ownership of, 190
Bain & Co., 98
assets under management, 190
Capstone and, 60
on Dade International deal, 145
on Dollar General deal, 61
Domino’s Pizza deal, 101–102
HCA and, 50, 109
jobs created through Domino and Staples, 128
lineage of operations, 100
partnership with KKR, 50
Baker, James III, 34
Bank of America, 162, 171
Bank United, 162, 183
Barbarians at the Gate (Burrough and Helyar), 12, 74, 89, 168
Barbaro, Michael, 145
Barrack, Tom, 114, 118, 154
Bass, Robert, 117–118, 119
Bass, Sid, 117, 118, 119
Baucus, Max, 159, 160
Bauer, Eddie, 161
BCE (Bell Canada Enterprises), 6–7
BDM International, 24, 25
Bear Stearns, 81, 88
Beattie, Richard, 82–83
Beevers, Gary, 188–189
Bell Canada Enterprises (BCE). See BCE (Bell Canada Enterprises)
Ben & Jerry’s Ice Cream, 85
Bere, David, 58, 62
Berkshire Hathaway, 68, 108
Beyer, Rich, 52
“Beyond the Buyouts,” 132
bin Laden family, 35
Black, Leon, 44, 173
BlackRock:
assets in September 2011, 183
Blackstone Group and, 182–183
BlackRockFink, Laurence, 182
Blackstone Alternative Asset Management (BAAM), 181
“Blackstone bill,” 159
Blackstone Group. See also Blackstone Group acquisitions; James, Tony; Peterson, Peter G.; Schwarzman, Steve
advisory group, 181–182
Alternative Asset Management Business, 181
annual dinner at Daniel, 165–166
diversification plan, 167
Dollar General deal and, 61
Financial Management Group and, 183
fund raising prior to IPO, 114
going public, 190
headquarters of, 170
Hedge Fund Solutions, 180, 181
IPO of, 40, 159, 189, 190–192
on jobs, 130
New Jersey Investment Council deal with, 14–15
number of workers, 123
Oregon agreement with, 5
private equity and, 20, 167–168
real estate business, 177, 179
selling of Prime AmeriSuites Hotels, 178
S-1 filing with SEC, 191
takeover of Hilton Hotels, 166, 175, 177, 178
TPG and, 109
turnover rate, 182
Blackstone Group acquisitions:
of CNW, 43
Equity Healthcare and, 109, 179
of Equity Office Properties, 178, 190
of Freescale Semiconductor, 9, 50–52
of GSO Capital Partners, 113, 175
of Homestead Studio Suites, 177
New Jersey deal, 184
of Prime Hospitality, 178
of UCAR International, 45
Blankfein, Lloyd, 191
Blitzer, David, 175, 176, 184
Bloomberg, Michael, 171
*Bloomberg Businessweek*, 96
Blue Wave, 39
Board of Overseers, 84
Bode, Clive, 118, 122
Bollenbach, Steve, 23
Bonderman, David, 98. See also TPG as active environmentalist, 138–139
Barrack on, 114–115
as co-founder of TPG, 16
Continental and, 98, 119
Coulter, Coslet, and, 112
joining Robert Bass, 117–118
qualities of, 122
sixtieth birthday party, 173
Teamsters members and, 137
on TPG IPO issue, 113
Boston Consulting Group, 53, 60
Bower, Marvin, 29
Boyce, Dick, 98–99, 101, 112
Braniff Airlines bankruptcy, 117
Brimberg, Bob, 22
Brown Brothers Harriman, 113
Bruebaker, Gary, 148
Bruno’s, 60
Buffett, Warren, 68
Bundy, Greg, 38
Burd, Steven, 104
Burger King, 23, 114
Burnham, Drexel, 44
Burrough, Bryan, 74
Bush, George H. W. (41st President), 34
Bush, George W. (43rd President), 139
The Business Council, 196
Calbert, Michael, 58, 59, 60–66
California Public Employees Retirement System (CalPERS), 13
account arrangement, 184
alternative investment program, 4
Blackstone deal with, 15
Carlyle Group and, 36–37
commitment to private equity, 151
Dear as CIO of, 8
Freescale deal and, 9
CalPERS. See California Public Employees Retirement System (CalPERS)

Cambridge Associates, 150

Canada Pension Plan Investment Board (CPP), 8

Capmark, KKR’s, 52–53

Capstone consulting firm, 106. See also Nelson, Dean

Bain & Co. and, 60

as division of KKR, 100

Dollar General deal and, 68–69

management of, 104

Carey, David, 166

Carlucci, Frank, 24, 34

Carlyle Blue Wave hedge fund, 38

Carlyle Capital Corp. (CCC), 38–39

Carlyle Global Market Strategies (Carlyle GMS), 39

Carlyle Group, 1, 100. See also Carlyle Group acquisitions; Conway, Bill; D’Aniello, Daniel; Rubenstein, David

advisors of, 34

building credit business, 37

Carlyle Blue Wave hedge fund, 38

chief officers of, 31

expansion and broadening of adviser base, 35–36

fund raising prior to IPO, 114

government relations at, 92

investors of, 35

on IPO of, 40–41, 114, 192

message to investors, 141–142

Mubadala Development Company and, 16, 36–37

as public company, 193, 195–196

revisit by founders, 32

role of Mathias in, 22–23

roots in Washington, 25

Service Employees International Union and, 133

takeovers in 2006 and 2007, 29

transition of responsibilities, 33

2012 report on corporate responsibility, 138

Carlyle Group acquisitions:

of BDM International, 24

of Freescale Semiconductor, 9, 50–52

of Fresh Fields, 26–27

of HD Supply, 29

of Hertz, 107

Carper, Thomas, 188

“Carry “Carried interest,”” 136, 157, 192, 193

“Carry pool,” KKR and, 89

CCC. See Carlyle Capital Corp. (CCC)

CCMP Capital, 128

CD & R. See Clayton Dubilier & Rice (CD & R)

Centerbridge Partners, 183

Cerberus, 60

Chambers, Raymond, 22

“Cheap debt,” 48

Chemical Bank, 43

Cheyenne Capital, 14

China Investment Corp., 18

Chu, Chinh, 175

Citigroup, 7, 40, 62, 63, 191

Citigroup Deutsche Bank, 38

Clare, Pete, 26

Claremont McKenna, 83

Claren Road hedge fund, Carlyle Group and, 37

Clayton Dubilier & Rice (CD & R), 41, 100, 106–108, 131
Clear Channel Communications, 128
CLOs. See Collateralized loan obligations (CLOs)
“Clubbing,” 9
CNBC, 60
CNW, purchase of, 43
Cohan, William, 46
Coleman, Timothy, 182
Collateralized loan obligations (CLOs), 49
Colony Capital, 118, 120, 122, 154
Columbia Business School, 84
Combs, Chris, 188
Competition for deals, returns and, 152
Conglomerate, notion of the, 108
Conklin, Deb, 95–99, 109
Continental Airlines, 98, 116, 119
Conway, Bill. See also Carlyle Group
about BDM, 24, 25
as dealmaker, 26, 29
educational background of, 26, 29
Mathias and, 23, 24
personal life of, 29
qualities and focus of, 30
Rubenstein vs., 28–29
CoreTrust, 109
Coslet, Jonathan, 112, 115, 116, 122
Coulter, Jim, 2
about, 111–112, 114, 115, 118
Boyce and, 98
changing his path, 120
on J. Crew board, 99
of TPG, 101
TPG culture and, 121
TPG’s future and, 122
“Covenant lite” loans, 49
CPP. See Canada Pension Plan Investment Board (CPP)
Credit crisis, 5, 17, 50, 53
Credit-default swaps, 91
Credit Suisse, 40
Cuomo, Andrew, 171
Dade International, 126, 145
D’Aniello, Daniel. See also Carlyle Group
about BDM, 24
as administrator of Carlyle, 26, 30, 31
Bill Marriott, Sr. and, 23
educational background of, 26
One Carlyle program, 20, 30
Dasburg, John, 23
Davis, Kelvin, 118, 119
Davis, Steven J., 125
Dear, Joseph, 8, 161
Debt:
during buyout boom, 50
dividend recap and, 145
private-equity money and, 45
use in LBO, 47
Dechert, 143
Default:
debt, 91
by private-equity companies, 52–53
“The Denver Group,” 10, 11
Deutsche Bank, 7
DIFC. See Dubai International Financial Centre (DIFC)
Dimon, Jamie, 44, 109
Diversification, Blackstone Group
and, 167
Divestitures, of Freescale, 50–52
Dividend recap, 144, 145–146
Dividends, 146
Dodd-Frank legislation, 162
Dolan, Timothy (Archbishop of New York), 172
Dollar General, 89. See also
Dreiling, Rick
Family Dollar and, 68
headquarters of, 56
100-day plan, 68
initial public offering (IPO), 70–71
KKR deal of, 60–63
KKR theory after the IPO, 147
recent history of, 57
remerchandising plan, 69
return to Big Board, 55
Domino’s Pizza, 101–102, 128
Donaldson, Lufkin & Jenrette (DLJ), 174, 175
Doral, 86
Dreiling, Rick. See also Dollar General
in 2009, 55
accepting the offer of Dollar General, 66
career of, 56
insights of Dollar General, 67–68
meeting Dollar General staff, 58
offer of Dollar General, 66
to run Dollar General, 64–65
Drexler, Mickey, 99
“Dry powder,” 54
Duane Reade, 66
Dubai, Emirate of, 15
Dubai International Financial Centre (DIFC), 17
Dubilier, Martin, 107
Durant, Katherine, 3

“Easy credit,” 48
Economic net income (ENI), 194
Eddie Bauer, 161
Endowments. See University endowments

Energy Future, 91, 92
ENI. See Economic net income (ENI)
“Enterprise tax,” 160
Environmental, social and governance (ESG), 138
Environmental Defense Fund, 139
Equity funds size, 48–49
Equity Healthcare, 109
Equity Office Properties, Blackstone Group and, 60, 177, 178, 190
ESG. See Environmental, social and governance (ESG)
Evercore, 183
Exit, 141–154

Fahrenheit 9/11 (documentary), 35
Family Dollar, 68
Fanlo, Saturnino, 87
Farr, Craig, 62, 75, 88, 105
FBR, 83
Ferrell, Will, 28
Financial engineering, 97
Financial Management Group, 183.
See also Blackstone Group
Financial Times, 169
First Data, 71, 89
First Interstate Bank, 24
First Reserve, 187
Fisher, Todd, 76, 80, 87
Fleischer, Victor, 157
Forbes.com, 144
Ford, 107
Formula One, 36
Forstmann Little, 107
Fortress Investment Group, 191
Fortune, 145, 183, 187, 190
Fred Meyer, 60
Freeman & Co., 48
<table>
<thead>
<tr>
<th>Name</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freescale Semiconductor</td>
<td>9, 50–52</td>
</tr>
<tr>
<td>Friesian</td>
<td>27</td>
</tr>
<tr>
<td>Friedman, Adena</td>
<td>31</td>
</tr>
<tr>
<td>Gallogly, Mark</td>
<td>183</td>
</tr>
<tr>
<td>GCC. See Gulf Cooperation Council (GCC)</td>
<td></td>
</tr>
<tr>
<td>General Electric</td>
<td>124</td>
</tr>
<tr>
<td>General Instrument</td>
<td>33</td>
</tr>
<tr>
<td>General Motors</td>
<td>32</td>
</tr>
<tr>
<td>General partners (GPs)</td>
<td>5</td>
</tr>
<tr>
<td>Gephardt, Richard</td>
<td>93</td>
</tr>
<tr>
<td>Gerstner, Louis</td>
<td>33, 35</td>
</tr>
<tr>
<td>Gibson Greetings</td>
<td>21</td>
</tr>
<tr>
<td>Gilhuly, Edward “Ned,”</td>
<td>87</td>
</tr>
<tr>
<td>Gingrich, Newt</td>
<td>127</td>
</tr>
<tr>
<td>Giving Pledge</td>
<td>27</td>
</tr>
<tr>
<td>Glucksman, Lew</td>
<td>167</td>
</tr>
<tr>
<td>GNC, Ontario Teachers’ Pension Plan and</td>
<td>6</td>
</tr>
<tr>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Gogel, Don</td>
<td>107</td>
</tr>
<tr>
<td>Golden Gate Capital</td>
<td>160</td>
</tr>
<tr>
<td>Goldman Sachs</td>
<td>62, 92</td>
</tr>
<tr>
<td>Blankfein to run</td>
<td>191</td>
</tr>
<tr>
<td>as private bank</td>
<td>113</td>
</tr>
<tr>
<td>private-equity fund</td>
<td>162</td>
</tr>
<tr>
<td>as provider of debt for LBO</td>
<td>47, 63</td>
</tr>
<tr>
<td>Romney funds management</td>
<td>160</td>
</tr>
<tr>
<td>Taibbi description of</td>
<td>168</td>
</tr>
<tr>
<td>Goltz, Frederick</td>
<td>77, 78–79, 80, 82</td>
</tr>
<tr>
<td>Goodman, Bennett</td>
<td>175</td>
</tr>
<tr>
<td>Gottschalg, Oliver</td>
<td>129–130, 148</td>
</tr>
<tr>
<td>GPs. See General partners (GPs)</td>
<td></td>
</tr>
<tr>
<td>Grady, Robert</td>
<td>14</td>
</tr>
<tr>
<td>Grand Canyon Trust</td>
<td>138, 139</td>
</tr>
<tr>
<td>Grand Central Terminal</td>
<td>117</td>
</tr>
<tr>
<td>Grassley, Chuck</td>
<td>159</td>
</tr>
<tr>
<td>Gray, Jonathan</td>
<td>175, 176, 177, 178</td>
</tr>
<tr>
<td>Grayken, John</td>
<td>118</td>
</tr>
<tr>
<td>Green Portfolio</td>
<td>139</td>
</tr>
<tr>
<td>GRR. See Roberts, George</td>
<td></td>
</tr>
<tr>
<td>GSO Capital Partners</td>
<td></td>
</tr>
<tr>
<td>Blackstone deal of</td>
<td>113, 163,</td>
</tr>
<tr>
<td>179–180</td>
<td></td>
</tr>
<tr>
<td>James proposal of acquisition of</td>
<td>175</td>
</tr>
<tr>
<td>Gulf Cooperation Council (GCC)</td>
<td>15, 17</td>
</tr>
<tr>
<td>Hackel, Ken</td>
<td>144</td>
</tr>
<tr>
<td>“Hall of Values,”</td>
<td>56</td>
</tr>
<tr>
<td>Haltiawnger, John</td>
<td>125</td>
</tr>
<tr>
<td>Hance, James</td>
<td>35</td>
</tr>
<tr>
<td>Harper, Neil</td>
<td>146</td>
</tr>
<tr>
<td>Harris, Brit</td>
<td>10, 84</td>
</tr>
<tr>
<td>Harris, Joshua</td>
<td>44</td>
</tr>
<tr>
<td>Harris, Robert</td>
<td>150</td>
</tr>
<tr>
<td>HCA, 50, 59, 109</td>
<td></td>
</tr>
<tr>
<td>HD Supply, 29, 107</td>
<td></td>
</tr>
<tr>
<td>Hedge Fund Solutions (Tom Hill’s group)</td>
<td>180</td>
</tr>
<tr>
<td>Helyar, John</td>
<td>74</td>
</tr>
<tr>
<td>Henry R. Kravis Prize for Leadership</td>
<td>83</td>
</tr>
<tr>
<td>Hertz, 107</td>
<td></td>
</tr>
<tr>
<td>High-yield debt market</td>
<td>49</td>
</tr>
<tr>
<td>Hilex, 96, 97, 98</td>
<td></td>
</tr>
<tr>
<td>Hilex Poly, 96</td>
<td></td>
</tr>
<tr>
<td>Hill, J. Tomilson</td>
<td>167</td>
</tr>
<tr>
<td>Hill, Tom:</td>
<td></td>
</tr>
<tr>
<td>on Blackstone board</td>
<td>175</td>
</tr>
<tr>
<td>Hedge Fund Solutions</td>
<td>180</td>
</tr>
<tr>
<td>to run Alternative Asset Management business</td>
<td>181</td>
</tr>
<tr>
<td>Hilton Hotels, 3</td>
<td></td>
</tr>
<tr>
<td>Blackstone and, 23, 166, 175, 178</td>
<td></td>
</tr>
<tr>
<td>deal, in mid-2007, 53</td>
<td></td>
</tr>
<tr>
<td>Gray and deal of, 177</td>
<td></td>
</tr>
<tr>
<td>Nassetta to run, 178–179</td>
<td></td>
</tr>
<tr>
<td>outside the U.S. in 2012, 178</td>
<td></td>
</tr>
<tr>
<td>Hoffa, James</td>
<td>132</td>
</tr>
</tbody>
</table>
Knowlton advice about, 83
LeBlanc Teachers’ money commitment to, 13
Menlo Park office, 84–85
Nelson at, 105
number of workers, 123
on NYSE, 193
private equity of, 20
Teachers’ Retirement System of Texas and, 153
TPG and, 92
report on ESG issues, 138
KKR acquisitions:
deals from 2005 to 2007, 89
deals in 2006, 59
Dollar General deal, 58, 59, 60–63
of HCA, 50, 59, 109
Regal Cinemas deal, 105–106
Safeway deal, 59
KKR Capital Markets, 70
KKR Financial, 87
KKR Millennium Fund, 152
KKR Private Equity Investors, 90
KKR takeovers:
of RJR Nabisco, 50, 74, 76
of Samson Investment Co., 53
Knowlton, David, 82
Kohlberg, Jerome (Jerry), 73, 81, 107
Kohlberg Kravis Roberts & Co.
See KKR
KPE. See KKR Private Equity Investors
Krause, William, 35
Kravis, Henry, 1, 12, 17. See also KKR
business changes and opportunities, 87
on culture of KKR, 88–89
elevation of Fisher, 80
interviews with KKR executives, 81–82
Knowlton and, 82–83
last day at the firm, 81
meeting with Roberts, 86
multi-faceted approach, 86–87
pension and, 4
philanthropy and, 83–84
relationship with Roberts, 75–76, 77
selling shares in Europe, 90
startup of KKR, 73
vetting of Dreiling, 65–66
Kravis, Marie-Josée, 74, 83, 84
Labor unions, 131, 132
Lafley, A. G., 107
Lambert Inc., 44
Landy, Joseph, 190
Lasry, Marc, 118
Latham & Watkins, 79
Lazard Ltd., 61
LBO. See Leverage buyout (LBO)
Leahy, Terence, 107
Leary, Marty, 135–136
LeBlanc, Steve, 10–14, 157
Lee, Jimmy, 74, 167, 171
at Chemical Bank, 44
debt stack and, 47
purchase of CNW, 43
relationship with private equity, 45
Leech, Jim, 7, 8
Lehman Brothers, 17, 166, 167
Lenovo, 115
Lerner, Josh, 125, 131
Lerner, Stephen, 133
Leverage, 45
Leverage buyout (LBO), 6
in 2007 and 2012, 53, 89
boom of 2005 to 2007, 48
debt committed to, 50
default rates of, 53
Equity Office Properties, 190
global credit crisis and, 5
HCA deal, 50
job destruction and, 125–126
providers of debts for, 47
returns in 1990s, 6
Levin, Sander, 159, 160
Levine, Adam, 92
Levitt, Arthur, 35–36
Lewis, Kenneth, 134
Lexmark, 107
Liddy, Edward, 107
Light, Jay, 175
Limited Partners (LPs), 4, 5, 192–193
Linens ‘n’ Things, 53
Lipschultz, Marc, 81, 91
Lister, Thomas, 154
Loews Corporation, 108
Lone Star Capital, 118
Loral, 24
LPs. See Limited Partners (LPs)
LVMH Moet Hennessy Louis Vuitton, 83
Madison Dearborn, 7
Major, John, 34
Manor Care, 133
Marchick, David, 31, 32, 33, 92
Mark, Joncarlo, 12
Markell, Jack, 188
Marriott, Bill, Jr., 23
Marriott, Bill, Sr., 23
Mathias, Ed:
Carlyle Group and, 22
on Conway and D’Aniello, 30
Mayer, Michael, 52
McKillickan, Rebecca, 69
McKinsey & Co., 29, 60
Mehlman, Kenneth, 92, 139
Mergers and Acquisitions (M & A) activity, 48
Merrill Lynch, 7
Metropolitan Museum of Art, 84
Meyer, Andre, 24
Mezzanine loans, 175, 178
Michelson, Michael, 79
Milken, Michael, 44
Miller, Bill, 22
Miranda, Javier, 125
Moelis & Company, 182
MOIC. See Multiple of invested capital (MOIC)
Monaghan, Thomas, 101–102
Monitoring fees, 143
Moore, Michael, 35
Moran, Garrett, 174
Morelli, Vincenzo, 98
Morgan Stanley, 113 162, 146
Morris, John, 166
Motorola, 50–51
Mount Sinai Hospital, 84
Moynihan, Brian, 171
Mubadala Development Company, 16, 36–37
Mulroney, Brian, 175
Multiple of invested capital (MOIC), 151, 153, 176
Murray, Steve, 128
Nassetta, Chris, 178, 179
National Venture Capital Association, 130
Nature Conservancy, 138
Navab, Alexander, 79
Nelson, Dean:
  as head of Capstone, 69
  KKR recruitment of, 60, 104—105
  Regal Cinemas deal, 105—106
New Jersey, commitment to Blackstone, 14
New Jersey Investment Council, 14
New Jersey pension plan, 184
Newman, Arthur, 182
Newman, Howard, 154
Newsweek, 168
New York City Investment Fund, 84
New Yorker, 172
New York’s Museum of Modern Art, 84
New York University Law Review, 157
Nexio, 138
Noninvestment-grade bonds (junk bonds), 44
Norris, Steven, 23
Norton, Ed, 138
Novy-Marx, Robert, 9
Nunnally, Mark, 101—102, 190
Nuttall, Scott, 12, 77–78
Obama Administration, 130, 157
Occupy Wall Street movement, 47, 132, 155, 172
OMG. See Operations Management Group (OMG)
Ontario Teachers Pension Plan:
  on BCE purchase, 6–7
  hybrid model of, 8
  private equity industry and, 6
Operations Management Group (OMG), 103
Ops function, 104
Oregon, state of:
  Blackstone and, 5
  KKR at, 151–152
  Pension fund investment, 2, 4
  Oregon Treasurers office, 2
Ostrover, Doug, 175
“Out of the Storm but Not out of the Woods” (2012 conference), 41
Parrett, William, 175
Partnership for New York City, 84
PBF Energy, 187
PCRI. See Private Capital Research Institute (PCRI)
Peltz, Nelson, 68
Pension fund investment (Oregon), 2
Pensions, internal rate of return and, 148
Pensions, limited partners and, 4–5
Perdue, David, 61, 64
Permira, 9, 51, 154
Perry, Rick, 127
Peterson, Pete, 191
Peterson, Peter G., 174. See also Blackstone Group
  benefits of Blackstone IPO, 113
  as co-founder of Blackstone, 27
  positions at Lehman Brothers, 167
  retirement from Blackstone, 166
Petrick, Mitch, 31, 37, 38, 39–40
Petroff, Neil, 8
Pincus, Lionel, 190
Pine Brook Partners, 154
Pitchbook, 53
Plumeri, Joseph, 82
PNC Bank, 183
Portfolio Operations Group, 109
Premira, purchase of Freescale, 51
Preqin, 143, 148, 150
Pressler, Paul, 107
Price, Bill, 119
Primack, Dan, 35, 145, 146
Prime AmeriSuites hotels, 178
Prime Hospitality, 178
Private Capital Research Institute (PCRI), 131
Private-equity, 10, 142. See also
Private-equity firms; Private-equity industry; Private-equity managers
in 2006 and 2007, 59
in 2010 and 2011, 52
banks and, 47–48
Blackstone and, 20, 167–168
California Public Employees Retirement System commitment to, 151
internal rate of return and, 147–148
M & A deals and, 48
protests and, 155–156
in the public eye, 187–189
Service Employees International Union criticism of, 132, 136–137
“Private Equity and Employment” (Davis, Haltiwanger, Jarmin, Lerner, and Miranda), 125
Private-equity backers, 148
Private Equity Council, 158, 159
Private-equity deals, 66
Private-equity executives, 124, 128, 130
Private-equity firms, 7, 9, 13, 108
business of, 97
defaults by, 52–53
ESG and, 138
on job creation, 128, 130
number in 2011, 154
number of employees in USA, 123
performance of, 148
publicly traded, 192
purchase of companies and, 45–46
recouping initial investment, 144
returns and number of, 152
selling to, 146
Teamsters and, 132
TPG as, 120–121
Private-equity funds, 142
funds in, 144
investors and, 148
Private Equity Growth Capital Council, 128, 153, 162
Private-equity industry, 16
in 2009, 159–160
debt and, 54
ever, 100
jobs and, 126–130
in Manhattan, 2
Ontario Teachers Pension Plan and, 6
Oregon and, 4
Romney tax returns and, 160
tax deductibility of debt, 46
Washington and, 4, 157–158
Private-equity managers:
Denver Group meeting and, 10
on dividend recaps, 144–145, 146
justification of fees, 142
money flowing to, 143
profits of, 4
on tax treatment, 158
use of leverage and, 45
Warburg Pincus, 190
Private-equity money, 45
Private-equity tax, 156
Private-label project, Dollar General and, 69
Index

“Proprietary deal,” 100–101
Providence Equity, 7
Publicly traded partnership, 159
Public pensions, in United States, 8, 9
Public-to-private deals, 126

Qualcomm, 51
Quellos, James, 109
Quinn, Thomas, 103

Raether, Paul, 78, 80
Rainwater, Richard, 118
Randalls, 59
Raptors, 6
Rauh, Joshua, 9
Ray, Wes, 107

REDF. See Roberts Enterprise Development Fund (REDF)
Regal Cinemas, 89, 105–106
Rice, Joseph, 41, 107, 131
Riverside Co., 183
RJR Nabisco, 50, 74, 76, 89, 168
R.L. Turner & Son Wholesale, 56, 59
Robert M. Bass Organization, 115, 118, 119

Roberts, George, 12, 62. See also KKR
on being in public eye, 92–93
business changes and opportunities, 87
as co-founder of KKR, 3–4, 73
on culture of KKR, 88–89
elevation of Fisher, 80
Goltz and, 78
interviews with KKR executives, 81–82
multi-faceted approach, 86–87
personality of, 85
philanthropy and, 85
relationship to Kravis, 75–76
Roberts Enterprise Development Fund, 85–86
selling shares in Europe, 90
vetting of Dreiling, 65, 66
Roberts Enterprise Development Fund (REDF), 85
Roehm, Carolyn, 83
Rolling Stone (Taibbi), 168
Romney, Mitt, 150

Bain deals and candidacy of, 126–129
dispersion of Bain ownership, 190
dividend recaps in 2011, 145
on Domino’s Pizza, 101
tax as deﬁning issue for, 156
tax returns of, 160–161

Rowan, Marc, 44
Royal Ahold, 107
Rubenstein, David, 1. See also Carlyle Group
Conway vs., 28
as fund raiser, 26, 34–35
on IPO, 113
as keynote speaker at Columbia conference, 41–42
on leaving Carlyle and, 22
mien and role in Carlyle Group, 20–21, 26, 30
on One Carlisle program, 20, 26
personal disclosure and as philanthropist, 27–28
purchase of Fresh Fields and, 27
SEIU and, 133
on speeches of, 19–20, 161
staff recruitment, 39
on Super Return Middle East, 16–17
Safeway, 59, 89, 104
Salon (online magazine), 168
Samson Investment Co., 53
Samsonite, 6
Savings and loan crisis, 118
Schloss, Lawrence, 14
Schoar, Antoinette, 150
Schorr, Chip, 183
Schreiber, John, 176, 179
Schwarzman, Steve, 1, 90, 100, 155.
See also Blackstone Group;
Blackstone Group acquisitions
at The Alfred E. Smith Foundation
Dinner, 171—173
appointing Blitzer, 184
background and wealth, 169
Blackstone shares and, 195
deal with China, 18
declaration of end of credit
crisis, 17
earning before Blackstone IPO, 41
on hedge fund business, 181
on IPO, 113
James as successor of, 175
M & A advice division, 163
op-ed headline in Financial
Times, 169
participation in public calls, 92
philanthropy of, 170, 171
process of Oregon and, 5
Salon magazine about, 168
SEIU. See Service Employees
International Union (SEIU)
Senior debt, 47
September 11, 2001, 34, 35
Service Employees International
Union (SEIU), 132—134,
136—137
Shearson Lehman Holding
Company, 180
Simon, William E., 21
Simpson Thacher, 82
Slavkin, Heather, 124, 131
Smith, Al, 171
Smith, Tripp, 175
Smith dinner, 171
Solotar, Joan, 174
Sonneborn, William, 77—78, 79,
82, 87
Sorkin, Andrew Ross, 134, 145
Sovereign wealth fund
(SWF), 112
Spitzer, Eliot, 171
“Staple financing,” 49
Staples, 128
Sterba, George, 137—138
Stern, Andy, 93, 132, 133,
134—135, 139
Stewart, James B., 169, 172
Stop and Shop, 59
Stromberg, Per, 53
Stuart, Scott, 87
Studzinski, John (Studz), 181
Summit Properties, 10
SunGard Data Systems, 89
Super Return Middle East, 17
SWF. See Sovereign wealth fund
(SWF)
T. Rowe, 24
Taibbi, Matt, 168
TCW, 78
Teachers’ Retirement System of
Texas, 10, 13, 153
Tehle, David, 58, 61, 70
Texas Instruments, 51
Texas Pacific Group. See TPG
Texas Teachers, 13, 157
The Texas Way, 12, 13
“The Birthday Party,” 172
Index

“The triumph of Blackstone on Wall Street” (Fortune), 183
Thomas H. Lee Partners, 128
Three Ocean Partners, 83
Tigard, 2, 4
Times, 145
Toronto-Dominion, 7
Toronto Maple Leafs, 6
Toys “R” Us, 60, 89, 132
TPG, 1, 7, 9, 16, 45, 90. See also
Booderman, David; Coulter, Jim
Blackstone and, 109
Boyce at, 98
Burger King and, 23, 114
Conklin at, 97
Coulter and, 101, 111—112
culture of, 114, 117, 121
Freescale Semiconductor
acquisition, 50—52
J. Crew deal and, 99
KKR and, 92
KKR Dollar General deal and,
61, 62
Norton as senior adviser of, 139
operations of, 100
“ops” group, 96
as private-equity firm, 120—121
strategy prior to IPO, 114
on succession, 121—122
takeover of TXU, 116
TPG-Axon (hedge fund), 120
Transaction fees, 143
Turner, Cal Jr., 56, 57, 61
Turner, Cal Sr., 56, 57
Turner, R.L., 56
“2 and 20 structure,” 156
TXU, 138
buyout boom of 2007 and takeover
of, 116
natural gas prices and, 91
as record-setting LBO, 7, 45, 59,
71, 90
regulatory approval and deal of, 92
U. S. Congress/Washington:
“Blackstone bill,” 159
Private Equity Growth Capital
Council and, 162
private-equity industry and,
157—158, 159
UCAR International, 45
United Nations Principles for
Responsible Investing (UNPRI),
138
United States, public pensions in, 8, 9
Unit Here, 135
University endowments, 4—5
Univision, 109
UNPRI. See United Nations
Principles for Responsible
Investing (UNPRI)
US Foods, 107, 131—132
US Food-service, 106
Valerus Compression, 97
Venture capital industry, 130
Venture Economics, 150
VentureXpert, 148
Vintage funds, 151
Vintage years, private-equity funds
and, 149
Vogelstein, John, 190
Volcker, Paul, 162
Volcker Rule, 162
Vornado, 60
“Wall of debt,” 50
Wall Street, 181
Wall Street Journal, 49
Wal-Mart, 123
<table>
<thead>
<tr>
<th>Term</th>
<th>Page References</th>
</tr>
</thead>
<tbody>
<tr>
<td>WaMu. See Washington Mutual (WaMu)</td>
<td>116–117</td>
</tr>
<tr>
<td>Warburg Pincus</td>
<td>154, 190</td>
</tr>
<tr>
<td>Washington Mutual (WaMu)</td>
<td></td>
</tr>
<tr>
<td>Washington State Investment Board</td>
<td>48</td>
</tr>
<tr>
<td>Watch Hill Partners</td>
<td>83</td>
</tr>
<tr>
<td>Waxman, Alan</td>
<td>122</td>
</tr>
<tr>
<td>Waxman joined</td>
<td>122</td>
</tr>
<tr>
<td>Welch, Jack</td>
<td>107</td>
</tr>
<tr>
<td>Wellington Capital Management</td>
<td>62</td>
</tr>
<tr>
<td>WesRay</td>
<td>21</td>
</tr>
<tr>
<td>White Rose Crafts &amp; Nursery Sales</td>
<td>6</td>
</tr>
<tr>
<td>Wilds, David</td>
<td>61</td>
</tr>
<tr>
<td>Willis</td>
<td>82</td>
</tr>
<tr>
<td>Wiseman, Mark</td>
<td>8</td>
</tr>
<tr>
<td>Woody Allen approach</td>
<td>20</td>
</tr>
<tr>
<td>Yellow Pages Group (Canada)</td>
<td>6</td>
</tr>
<tr>
<td>Youngkin, Glenn</td>
<td>25</td>
</tr>
<tr>
<td>on Bill Conway</td>
<td>29–30</td>
</tr>
<tr>
<td>focus and recommendations on</td>
<td></td>
</tr>
<tr>
<td>Carlyle’s issues</td>
<td>31–32</td>
</tr>
</tbody>
</table>