

Investor Relations Marketing & Communications Forum

New York 2020

AGENDA

Day one: September 2, 2020

7:30 am | Women in Private Equity Breakfast (invitation-only)

This one-hour long open discussion will explore what it's like being a woman in private equity IR, marketing & communications. It will allow you to submit topics to be considered by the facilitators:

- What are the issues causing a disparity in genders?
- Exploring career paths, development, and how to position yourself as female leaders
- What are you doing at your firms to tackle sexual harassment, diversity & inclusion, open dialogue?
- Are there any changes in recruiting that will create a more equal playing field?
- Looking at trends and stats in gender & diversity in PE with LPs asking more about it

Group A

Group B

7:50 am | Registration & breakfast

8:30 am | PEI welcome & chairperson's introduction

8:40 am | A day in the life of an LP – how things have changed this year

Hear a firsthand LP perspective in understanding LP decision making in a challenging year, how things have changed in their communication process, how many emails come in, and what they expect to get a glimpse of what it is like to walk in the shoes of an LP.

- How are LPs coping with this year's crisis and what do they expect?
- What do LPs expect from GPs when it comes to reporting?
- How can IR be more effective on the marketing/communications side?
- How have your meetings been affected and how does this affect your decision making?
- What are some of the attributes of an ideal GP this year?

9:20 am | IR in an economic downturn – navigating a crisis from a PE perspective

- How PE firms and IR teams work in a downturn
- Sharing stories/lessons learned from this year, what steps did you take to combat the crisis?

- Challenges/key differences of raising funds in bull vs. bear markets
- Lessons learned during this year's crisis vs. 2008-2009: what can IR professionals expect
- What aspects of IR will be affected by the COVID-19 crisis in the long run?
- The crisis-era IR challenge: how is fund management being disrupted?
- What to do during a downturn in looking at where you are in your fund lifecycle
- Crisis communications & management firsthand tips

10:00 am | Expert Panel: What we have learned about the IR role in 25 Years

- Perspectives on how we got to where we are – what makes a great IR professional?
- "What I wish I had known" in my earlier years in IR
- Looking at how we have changed the business and how the business has changed
- BD/IR as a partner level role: understanding some of the critical responsibilities and where the role is going
- What is different in fundraising today compared to before?
- War stories from our own experiences in dealing with good times and bad times
- Tips and tricks before launching a fund
- Firsthand perspectives: comparing prior downturns in PE, VC and capital markets to this year's COVID-19

10:40 am | Networking Break

11:10 am | Why now is a great time to be a woman in finance

11:40 am | The art and science of differentiating your firm

With more GPs in the market than ever, and LPs only opening a handful of commitment slots to new relationships, gaining the attention of a new LP and staying top of mind with your existing is challenging. You need to stand out as your performance will only get you so far. Even if you are top quartile, persistence of performance isn't guaranteed. Depending on the benchmark, more than 25% of GPs in your peer group can also claim "top quartile" and will be coming back to market at the same time as you. This presentation will look at:

- Telling a strong and truly differentiated narrative about why your firm is the right steward for their capital to build trust and confidence
- How "differentiated" are GP's narratives across the market?
- Using NLP data science techniques to analyze a broad set of GPs and their qualitative representation of themselves, to determine the level of standardization or differentiation across the market
- Exploring if GPs stand out in how they communicate their strengths and stories across the market
- Providing tips and ideas based on the research to help IR and marketing teams craft a value prop that stands out and resonates long after that first pre-marketing meeting

12:10 pm | The evolution of ESG – meeting and exceeding the fast-evolving standard

- How have investor expectations on ESG management evolved?
- Strategies to get a firm grasp on LPs' ESG requests today
- Setting your ESG objectives
- How are ESG expectations affecting the fundraising process?

- ESG reporting and DDQs – best practices
- What GPs do with marketing collateral to be more ESG effective

12:40 pm | Networking luncheon

Breakout Series 1

1:40 pm Track 1 | Fundamentals of IR training

- Investor relations careers: uncovering the good, the bad, and the ugly
- Understanding the fundamental "how-tos" of IR
- How to raise a fund, how to run your career, how to manage your client base, how to create a co-invest program, how to handle and understand the stress of the job, how to handle fear, how to get your general partner to understand your value, how to run an AGM, how to prepare for LP meetings, how to handle compensation

1:40 pm Track 2 | Fundamentals of marketing/communications training

- Key attributes for a successful marketing/communications career and what essential skills does one need to develop to be versatile?
- What are your main functions within the firm? How do you define success in marketing/comms? What KPIs do you track?
- Content generation and marketing: what are essential building blocks for your brand?
- Looking at the nexus between content creation, IR, and communications
- Pre-marketing the fund to your LP universe – PPMs, strategies, and anecdotes
- Challenges in moving from marketing one fund to more multi-asset, customized solutions
- Compliance and marketing working together in the age of rapid communication
- DDQ and quarterly reporting best practices: communicating beyond standard reporting
- Working with your portfolio effectively
- Expanding your marketing reach globally and dealing with jurisdiction-specific marketing rules

1:40 pm Track 3 | State of the GP-led secondary market

- Assessing the impact of covid-19 on the secondary market
- Looking at best practices, roadmaps, and alignment of incentives to optimize your firm in the current secondary market
- What is the role of IR in this process? Understanding the processes and responsibilities from an IR perspective as GP led secondaries continue to grow
- How do LPs view the process? What are the LP hot buttons?
- What not to do– understanding what might tarnish your LP relationships

Breakout Series 2

2:20 pm Track 4 | Building IR programs – talent recruitment, management, and development

- Building an effective team: firsthand stories to uncover tools, resources, and strategies in recruiting talent
- Culture and talent – communications for attracting and retaining talent
- How do you think about skill sets: fundraisers vs. product specialists
- Recruiting junior vs senior: looking at the need to diversify talent

- New opportunities for new types of roles: head of client experience, tech and data management roles?
- Recruiting from outside the PE industry
- Talent development: how to organize/right size an IR team looking at it beyond fundraising
- What are some of the issues unique to smaller firms/funds?
- Retaining talent and succession planning best practices

2:20 pm Track 5 | Marketing/Communications: Optimizing your digital marketing and social media strategy

- Insights into how digital marketing can provide returns: tangible results/measuring the specific impact
- LinkedIn ideas to increase engagement with company pages
- Social media regulatory guidance
- Online presence/website best practices in sharing available information about your firm
- Digital content strategies and blogging: owned media vs. earned media
- What new technologies are you using in your digital marketing strategies?
- Working with portfolio companies on their digital marketing initiatives

2:20 pm Track 6 | LPAC dos and don'ts

- Uncovering LPAC compositions and structures
- How does your organization think about the role of the LPAC? Understanding how an organized/engaged LPAC is a benefit to both GPs and investors
- Successful stories of approaches in managing your LPAC
- LPAC reporting practices: tackling information requests
- LPAC meetings best practices
- What not to do –sharing challenges/horror stories

Breakout Series 3

3:00 pm Track 7 | Working with placement agents – introducing new GP strategies to the market

- Examining why GPs would want to introduce new fund strategies
- Exploring LP sentiment toward this trend
- How do GPs go about demonstrating their capabilities in this new subsystem?
- Discussing how placement agents can help introduce new strategies of a given GP to the market

3:00 pm Track 8 | Marketing/Communications: Unlocking value with powerful video storytelling

- How well-told stories lead to buy-in and investment
- Emerging trends in visual storytelling
- The content creation paradigm: audiences, messages, narratives
- Communicating your values and translating your vision
- Key content levers: format, length, style, tone
- Successfully deploying your expanded toolkit

3:00 pm Track 9 | Fund counsel as an extension of IR

- What should you look for in your outside counsel?
- Counsel understanding the key business imperatives

- Counsel understanding the LP community
- Dos and Don'ts for good counsel
- What's driving your outside counsel?
- Looking at things to bring to your outside counsel
- Why do they always say no?
- Understanding regulatory risk

3:40 pm | Networking break

4:00 pm | Interactive roundtable discussions

This session will allow the audience to break into interactive roundtable discussions with designated facilitators at each table. The following key areas will be covered per table to share best practices in:

Table 1 **Fundraising**

Table 2 **LP-GP relationship building**

Table 3 **Marketing & communications**

Table 4 **Investor reporting**

4:40 pm | Interactive roundtable discussions

This session will allow the audience to break into interactive roundtable discussions with designated facilitators at each table. The following key areas will be covered per table to share best practices in:

Table 5 **AGMs**

Table 6 **Technology – trends, tools, and analytics**

Table 7 **ESG**

Table 8 **GP expectations - adding value internally**

5:20 pm | Cocktail reception and end of day one

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Day two: September 3, 2020

8:00 am | Invitation-only think tanks

This closed-door session constructed solely for IR, marketing & communications professionals is an opportunity to speak candidly about main issues impacting your role at your firm. It will allow you to submit topics to be covered in the room to expose challenges, developments, and opportunities. The think tank will allow you to select one of the three groups:

Group A – Advanced/Seasoned Investor Relations

Group B – Emerging Investor Relations

Group C – Marketing & Communications

9:15 am | Chairperson's welcome

9:20 am | LP-GP dynamics: building efficient relationships in a challenging time

- How do you build relationships with institutional LPs? How do you create interesting conversations with your LPs in looking at this year's challenge of face to face vs. remote?
- What are best practices for reporting bad news?
- As LP/GP dynamics continue to evolve (co-investments, GP-led transactions, managed accounts, sector focused funds, etc.) how do these changes impact the IR function?
- How are firms managing the co-investment process? What are investor preferences today?
- Capital calls: how to be prepared
- Concrete examples of developing relationships when not fundraising and how to stay engaged
- What challenges is greater competition in the market creating?
- Mastering the process: differences with new and existing investors

10:00 am | Private equity reputation management and risk – what is your message?

Private equity firms of all sizes are focused on the implications of increased scrutiny of the industry by politicians, media and the public, from both a communications and business perspective. Likewise, trade organizations like the American Investment Council (AIC) have jumped in to promote private equity's value and contributions to the broader economy. As private equity continues to gain mainstream

prominence and LPs continue to press managers on everything from performance to diversity & inclusion to stances on social issues, reputation management is more important than ever.

- Is the answer to create consistent industry-level messaging on private equity's positive influence?
- How can GPs stand out from the crowd to position themselves as the partner of choice to LPs and entrepreneurs alike?
- Looking at compiling statistics on how PE firms and the industry have helped drive job growth to present to LPs and prospective portfolio companies

10:40 am | AGMs: dissecting approaches and challenges faced in a crisis year

- Firsthand perspectives on how annual meetings have been affected by the virus outbreak
- Looking at the entire project's process from start to finish through the IR lens
- How are you running AGMs from a content point of view? Are you doing anything new/different?
- Putting together an AGM deck: how do you showcase, how do you split responsibilities, who is involved in the presentation and materials process?
- What new technologies do you deploy for your annual meetings? What virtual/remote options are acceptable?
- How do you make your annual investor meeting more interactive for your investors?
- What do you view as the most important takeaways for your LPs at your annual meetings?
- How do you follow up with LPs after your AGM?

11:10 am | How technology is changing IR: exceeding LP expectations when it comes to information

How much information do investors want and need? It was a pertinent question before the escalation of the covid-19 crisis and is now even more so. Here we will look at:

- Next generation LP reporting, portals, CRM integration, data & pipeline management, automation, LP intelligence, and analytics
- The challenge of crisis-era reporting: what do LPs expect with regard to portfolio reporting, vulnerable spots, and actions GPs are taking to defend investments
- How are IR teams becoming more equipped with technology skills and resources as LP data requests are increasing
- How do you find the right technology? How do you vet whether a certain platform will work or not?
- Ad-hoc requests: having deal, portfolio, and fund related data handy to respond in a timely fashion
- Portfolio company tracking tools
- What LP request do you receive most often?

11:40 am | Networking Break

12:00 pm | PR and media relations: how to tie communications into your business strategy

- Crisis communications best practices utilized this year
- Dealing with negative press/negative stories
- Building relationships with the media and PR firms: looking at what they bring to the table

- What are the objectives of your PR and media efforts - brand building, brand differentiation, deal sourcing, hiring, portfolio company support, defending your brand? How do you prioritize and achieve these objectives?
- Ways to speak to the press and write effective press releases, what to include in terms of news for investors
- PR perspectives: what some of our more innovative and best clients are doing
- Media engagement: how to balance time with social media vs. working with the press vs. reports/content generation
- How do you measure PR success?

12:30 pm | Fundraising in 2020: dealing with the unexpected

- Fundraising in the time of corona: how PE firms raised capital without meeting face to face
- Pre-fundraising roadmaps: how to organize teams for a fundraise
- Best practices for IR staff and deal partners to collaborate on fundraising and supporting materials
- Latest technologies for effective fundraising campaigns
- How long is your fundraising cycle taking you?
- Best practices for fundraise meetings
- How do you go from getting their attention to buy into your investment strategy?
- Selecting and working with placement agents
- Managing an oversubscribed fundraise
- Fundraising timing – dos and don'ts
- AIFMD, regulatory issues and differences in bringing in investors from outside the US

1:00 pm | IR reaching new frontiers in delivering internal value

How valued are IR, marketing & communications initiatives? Do you have trouble “selling” ideas internally? Understanding your firm's culture and thinking of IR remains imperative to your organization:

- How to serve as the voice of the LP while also balancing the expectations of the GP
- Sharing stories in delivering value during this year's crisis
- Creating an impact at your firm – truly understanding how the management team thinks and what they're doing to bring their plans to life
- Working with the investment team as a strategic resource, how do you get them to come to you for strategic problem solving?
- How IR decides when an LP request could use a deal partner's answer
- Working with your CFO and finance team: striking the right balance, splitting up the roles and tasks
- Comparing models, team structures, and division of duties: working with larger vs. smaller firms/teams
- Tips on how to handle hybrid IR/marketing roles
- How to communicate internally regarding strategies for marketing, meetings, and the value being delivered
- How to work with your portfolio proactively to deliver what is needed

1:30 pm | Closing remarks and networking luncheon