Private Equity International

CFOs & COOs Forum New York
All Access

Day One – June 9, 2021

9:15 **PEI Welcome & chair's introduction**

9:25 **Chair's welcome**

9:30-10:10 **Keynote interview**

10:15-11:15 **8th annual global CFO and COO benchmarking survey results**

In this session, we will review the results of the eighth annual survey of CFOs and COOs from across the globe. We've collected extensive data on people, processes, and planning for the future. The insight gained from the survey will provide the foundation for a robust discussion by an esteemed panel of CFOs and COOs representing a broad spectrum of private funds.

11:15 **Networking break**

11:30-12:20 **Breakout sessions**

TRACK A

Virtual fundraising: best practices and lessons learned thus far

- Is virtual fundraising here to stay?
- Examining how the current environment has accelerated virtual fundraising approaches
- What did the firm change while conducting fundraising during a pandemic?
- Determining an optimal technology platform for a virtual fundraise process
- How receptive have investors been to new fundraising methods?
- Is there a trend of LPs making commitments to funds in a completely virtual manner?
- Best practices for selling companies via virtual roadshows

Panelists: Nisha Kumar, Managing Director and Chief Financial Officer, **Greenbriar Equity**
Adam Weinstein, Managing Director, **New Mountain Capital**

TRACK B

Achieving day-to-day operational efficiency

- Dissecting the operational elements that are changing at mid-market firms
- Finding the right technology solution to ensure proper management of deals and portfolios
- A closer look at how managers are approaching operational due diligence and best practices to meet investor needs
- How do CFOs set up a fund?
- Key factors for constructing a finance team
- Determining what to outsource when wearing multiple hats

Panelists: John Yantsulis, CFO & Partner, **Searchlight Capital Partners**
Arthur Zuckerman, Partner, CFO, CCO and Head of Portfolio Operations, **Soundcore Capital Partners, LLC**

PEI

TRACK C

Strategies to harness and leverage data across the firm

- Tools to utilize operating and performance data throughout the firm
- Evaluating resource and budget allocation for data spend
- Making sure the firm has real-time data to calculate valuation to meet auditor requirements
- Tapping the right internal team to lead data and integration projects
- Determining how to measure success with ongoing data projects
- What data and metrics are required for standard LP reports?
- Has the use of Excel decreased with improved data strategies?

Panelist: Heramb Ramachandran, Chief Financial Officer, **Sciens Capital Management LLC**

TRACK D

Implementing ESG initiatives at the firm and portfolio level

- How important is ESG to investors?
- Delving into common investor questions surrounding ESG strategies
- Taking intentional steps toward diversity, equality and inclusion through the prism of ESG policies
- Will ESG become a hot button issue for U.S. LPs to match foreign LP demand?
- What level of reporting do LPs require from GPs?
- How challenging is it for GPs to comply with LP ESG demands?

Panelists: Eugenie M. Cesar-Fabian, Partner, General Counsel & CCO, **Palladium Equity Partners, LLC**
Candice Richards, Compliance Officer, Managing Director, **MidOcean Partners**
Giulianna Ruiz, Partner, General Counsel and Chief Compliance Officer, **Trilantic Capital Management L.P.**

TRACK E

Technology Spotlight

Discover new automated solutions firms are implementing to address challenges and the best technology to help with accounting, transparency, reporting and more.

12:50-1:40 Breakout sessions

TRACK A	TRACK B	TRACK C	TRACK D	TRACK E
Q&A for 11:30 fundraising panel	Q&A for 11:30 operational efficiency panel	Q&A for 11:30 data panel	Q&A for 11:30 ESG panel	Tech Chat

12:20-12:50 Lunch

Take a quick lunch break or join the networking Q&A sessions

12:25-12:45 Networking Q&A

Join a Q&A session to ask your pressing questions of the panelists, and your peers, to advance the discussions from the morning breakouts

TRACK A

Valuation of troubled companies as a result of COVID

- Managing valuations for companies that have declined due to the pandemic
- What creative approaches are firms applying to valuation practices?
- How are auditors getting valuations done using a pro-forma outside of COVID valuation methodology?
- EBITDAC: surveying the COVID impact to EBITDA and methods for doing valuations

TRACK B

Adapting to a remote environment while transitioning to a return to work strategy

- Safety first: ensuring the health and safety of the team
- Employing vaccine implementation as a part of return to work strategy
- What does returning to the office look like for your firm?
- Establishing criteria and protocol for travel–who can travel under what circumstances
- Modifying methods for relationship building with companies, management teams and limited partners
- Implementing enhanced global communication
- Ensuring your junior staff receive the support they need

Panelists: Stephanie Paine, Partner and Chief Financial Officer, **Pritzker Private Capital**
Abrielle Rosenthal, Managing Director, Chief Compliance Officer and Chief Human Resources Officer, **TowerBrook Capital Partners LP**

TRACK C

Investor reporting: how the structure and metrics have changed

- Evolution of methods to communicate better with LPs
- What information are firms now regularly providing that wasn't provided pre-pandemic?
- Adopting ILPA templates and partnering with a solution provider to push out reporting through a platform
- Pros and cons of utilizing technology to pull data and auto-populate templates
- Best practices for providing consistent reporting to investors
- Reporting to LPs during COVID: webinars and virtual AGMs

Panelist: Tony Braddock, Chief Financial Officer, **Stellex Capital Management**

TRACK D

Tax updates: legislative, regulatory and reporting

- Appraising potential tax changes under a new administration
- Exploring tax regulation influence on private equity
- Responding to LP inquiries on the increase of state tax withholding forms
- Staying abreast of the forms tax exempt entities need to file
- Retention tax credits
- What you should know about tax compliance
- K-1 changes

TRACK E

Technology Spotlight

Discover new automated solutions firms are implementing to address challenges and the best technology to help with accounting, transparency, reporting and more.

2:10-3:00 Distinguishing what firms are doing differently in LP communications

- Handling increased LP requests while minimizing the impact on workload
- What are firms doing to streamline the LP communication process while addressing investor specific questions?
- Analyzing the creativity around LP communication in COVID
- Are firms fulfilling requests in spreadsheets provided by the LPs or utilizing ILPA templates?
- Communication combination: conducting virtual LP meetings interspersed with live sessions
- Providing LPs with a glimpse into firm culture, work environment and portfolios

Panelists: Les Brown, Partner, **HGGC**
Tina St. Pierre, CPA, Partner and Chief Administrative Officer, **Landmark Partners**

3:00-3:30 Networking break

Take a quick break or join an interactive networking chat session

3:05-3:25 Interactive networking chat sessions

CHAT TOPIC 1

Expense allocations

- How is your firm handling and tracking expense information?
- Determining what costs get passed on to the fund or deemed a management company expense
- Best practices and lessons learned

CHAT TOPIC 2

Crisis and risk management

- Managing crisis and risk given different market dynamics
- Instituting robust risk management and communication strategies
- Best practices and lessons learned

CHAT TOPIC 3

Compensation trends

- Benchmarking comp levels for members of the finance group
- Working with investment team on compensation strategy
- Best practices and lessons learned

3:30 Keynote interview

4:15 Networking reception and end of day one

Day Two – June 10, 2021

8:30-9:30 Think Tanks

THINK TANK A

CFOs and COOs
(invite only)

THINK TANK B

CCOs
(invite only)

THINK TANK C

Senior Finance Executive
(invite only)

9:35 Chair's opening remarks

9:40-10:20 Keynote interview

10:25-11:15 Is private equity making strides in addressing diversity?

- Assessing diversity gaps within the firm: gender, ethnic and historically underrepresented groups
- Changing diversity at both entry and senior levels of the firm
- Promoting more diversity on deal teams
- Analyzing the firm's sources for new hires and expanding the search for diverse talent
- How is your firm thinking about internal talent development?

Panelist: Jun Isoda, Managing Director and Chief Financial Officer, **Siguler Guff**

11:15 Networking break

11:30-12:30 Roundtables

ROUNDTABLE A

Driving firm growth through human capital and talent management

- Employee retention strategies: best practices and lessons learned
- Identifying opportunities to augment terms of compensation
- Overcoming challenges of attracting employees in the current environment
- Formulating a systematic process for virtual onboarding
- How does the firm incentivize new hires?
- Embracing the culture that makes your firm unique to optimize your workforce

ROUNDTABLE B

Revisiting cybersecurity measures to protect the firm from emerging risks

- Effect of increased virtual engagement and a remote workforce on cyber risk at your firm
- Conducting a review of portfolio companies for cybersecurity vulnerabilities
- Tools for mitigating threats and breaches to boost your firm's systems for increased security
- Cybersecurity preparedness and testing
- Preparing for new threats on the horizon to ensure data is protected

ROUNDTABLE C

SEC 2021 priorities and examination focus areas

- Shared insight: what is the SEC focusing on during exams?
- Fees and expense allocation–taking it back to the LPA
- How are portfolio companies factoring into exams?
- Is the SEC looking at examinations differently post COVID?
- Are fundraising and valuations receiving increased scrutiny?
- Weighing what changes and adjustments can be made to processes within the firm
- What your firm needs to be doing on cybersecurity policy

Facilitator: Kevin Slaton, Chief Financial Officer and Chief Compliance Officer, **Insight Equity**

ROUNDTABLE D

Key considerations for advancing carried interest structures

- Classifying the different types of carry being used across funds
- Waterfall calculations and carried interest allocation technology solutions
- Recommending creative carry to include in the LPA
- Who can participate in carry within the firm?
- Standards in vesting periods of carry
- Waterfall processing best practices

Facilitator: Michael Lebowitz, Vice President and Compensation Consultant, **BlackRock**

12:30-1:00 Lunch

Take a quick lunch break or join the interactive lunch & chat sessions

12:35-12:55 Interactive networking chat sessions

CHAT TOPIC 1

Subscription lines

- Use of lines of credit and its impact on performance
- Becoming more customized to respond to LP credit line demands
- Best practices and lessons learned

CHAT TOPIC 2

Outsourcing

- Which functions is your firm currently outsourcing?
- Creative ways firms outsource across the business to assist with cost and efficiency
- Best practices and lessons learned

CHAT TOPIC 3

LPA amendments

- What are firms putting in LPAs in response to the pandemic?
- New LPA terms negotiated by LPs
- Best practices and lessons learned

1:00-1:50 Looking for new acquisition opportunities in the current market

- Evaluating how acquisition philosophy has turned around
- Where is the PE industry focusing its attention now?
- What activity are firms seeing in their portfolio and on the deal opportunity side?
- What are firms looking forward to growth in the economy to impact?

1:55- 2:45 Breakout sessions

TRACK A

What course will private equity regulation take in the next four years?

- What's ahead for the regulatory environment?
- Dissecting new regulatory changes and reporting requirements
- Regulatory issues that may arise or be resolved with the new administration
- Assuring your compliance team is informed of emerging regulatory requirements and enforcement actions
- Discover what's keeping finance and operations executives up at night concerning PE regulation
- What considerations should be on your radar for potential regulatory developments

Panelists: Jacob Comer, Partner, General Counsel and Chief Compliance Officer, **NovaQuest Capital Management**
John McGuinness, Chief Compliance Officer and Corporate Counsel, **StepStone Group**

TRACK B

Secondary market update, pricing and valuation

- Dealing with aging funds that need a solution
- Secondary market GP-led fund restructurings
- Providing options for LPs seeking a way to structure out
- What is a typical restructuring timeline?
- Due diligence framework necessary to get these types of deals done
- Fair value accounting for secondary market transactions

TRACK C

Taking stock of succession planning at your firm

- Do you expect to see a succession event at your firm?
- Succession considerations for small partnerships
- Are firms being dissolved when older partners leave?
- How do you unwind a firm?
- What LPs miss or overlook when pressing for a succession plan
- Inventive strategies for retaining next generation talent
- Tackling friction between the generations at your firm

Panelists: Mark Levitt, Chief Operating Officer, **Global Infrastructure Partners**
Thomas Mayrhofer, CFO and COO, **EJF Capital, LLC**

TRACK D

Technology innovation and implementation

- Firm requirements: technology infrastructure and software solutions
- Ascertaining what your firm can do to work better utilizing technology
- Assessing areas requiring improvement to meet the needs arising from staff working remotely
- Focusing on software and how it's interconnected with firm success
- Getting ahead of the curve with portfolio monitoring
- Technology that facilitates reporting at a firm level instead of pulling from a number of places

Panelist: Isaiah Massey, Managing Director - Chief Financial Officer, **CAZ Investments LP**

2:50-3:10 Networking Q&A

Ask your pressing questions of the panelists, and your peers, to advance the discussions from the afternoon breakout sessions.

TRACK A
Q&A for 1:55 PE regulation panel

TRACK B
Q&A for 1:55 secondary market panel

TRACK C
Q&A for 1:55 succession planning panel

TRACK D
Q&A for 1:55 technology panel

3:15 Keynote interview

4:00 End of conference