

CFOs & COOs Forum West All Access

September 22-23, 2021

Eastern Standard Time (EST) - Available anywhere

CFOs & COOs Forum West agenda

Day One—September 22, 2021

9:55 PEI Welcome

10:00-10:40 Keynote Interview

10:45-11:35 Analyzing how the economic climate, new administration and pandemic have impacted PE and VC

- The future of supply and demand: will there be enough deals?
- Assessing the solvency of PE firms
- Exploring special financial structures and the role of secondaries
- What's the new normal? Has your office dynamic or how you manage talent changed?
- Lessons learned and how to manage crises in the future

11:35 Morning break

11:50-12:40 Fundraising practices and investor relations in a hybrid environment

- CFO role in a fundraise—what's changed and where is it headed?
- How can the CFO add the most value during fundraising?
- Track record guidelines to present in fundraising
- Use of placement agents, the terms and pain points
- What is a typical "pre-marketing" period prior to launching a new fund?
- What role do CFOs play in finding potential LPs?
- Establishing a successful dynamic between CFO/COO, GC, IR/Communications and partners for internal and external fundraising strategies
- Buyside perspective around fundraising
- AML procedures on LP investors in a fund - what are GPs doing?
- Will your firm retain a virtual component to the fundraise process?

12:45-1:35 Navigating the current tax environment

- Tax update from a macro perspective
- Status check: examining the implications of the Tax Cuts and Jobs Acts
- PE tax reform changes and the impact on interest tripping rules and bonus depreciation
- Effectively managing tax issues at the portfolio level that flow up to the firm
- Best practices for managing tax reporting process, flow and timeline
- Assessing the carry rule and 3-year holding period
- State and local tax update
- Choice of entity: C-Corp vs flow-through
- Examining the corporate rate and what may change with sunset legislation?
- Assisting the deal team with potential or scheduled changes in the legislation

1:35 Lunch

2:00 -2:50 Breakout sessions

TRACK A: < \$2B AUM

Benchmarking against the industry and comparable firms

- What is a typical ratio of compensation to revenue? Operating statistics? Contribution margins?
- When launching a new strategy, is it acceptable to lose money or break even?
- Do you raise employee perks being offered to retain employees?
- What structures are being used for employee co-investment vehicles that may preclude individuals from investing under SEC rules? Is leverage offered?

TRACK B: \$2B-\$10B AUM

Innovative technology deployment and use in PE/VC firms

- What processes could benefit from the use of technology?
- Emerging technologies making advances in data management, cyber risk, ESG and HR
- Data technology and protection requirements
- How technology is changing the way portfolio monitoring is conducted
- Rising threats: putting cyber measures in place to prepare for increasing risks at the firm and portfolio companies
- New technologies and the hybrid workforce: what does the future state of your firm look like systems-wide?

TRACK C: > \$10B AUM

Strategies to consistently drive operational efficiency at your firm

- Firm priorities in maximizing operational efficiency
- Assessing the operational elements that need to be tackled as the firm changes
- How firms are improving finance teams
- Incorporating value creation initiatives to drive efficiency
- Deciding what from an operational perspective can and should be outsourced
- Identifying where to invest in systems and/or people
- Technologies aiding in enhanced operations

2:55-3:10 Networking Q&A

TRACK A:

Q&A for Track A: Benchmarking panel

TRACK B:

Q&A for Track B: Technology panel

TRACK C:

Q&A for Track C: Operational efficiency panel

3:15-4:05 Breakout sessions

TRACK A:

Making a call on outsourcing firm functions

- Taking stock of firm requirements and internal resources
- Is outsourcing operations and standard in-house functions a viable option?
- Exploring whether to utilize outsourced fund administrators
- Benefits and risks of outsourcing finance roles vs cultivating an in-house finance team
- Deciding what to keep in-house or to outsource
- Making a determination on outsourcing financial reporting
- Ensuring third-party due diligence

TRACK B:

What should be on your compliance and regulation radar?

- Taking a strategic approach to compliance and regulation within the firm
- What to expect during an SEC exam
- Implementing a process to ensure better data and reporting
- Dissecting the new marketing rule
- Cybersecurity policies and risk mitigation
- What the SEC is looking at with expense allocation, valuation and conflicts
- Regulation on the horizon: crypto, capital gains tax and carried interest

TRACK C:

Industry developments: tax and legal structuring of secondary transactions

- An examination of secondary transactions in the market
- How to take the firm and fund through the secondary process
- Making the process more streamlined, pain points and lessons learned
- Navigating the conflicts
- LP appetite in making commitments in secondary funds
- Secondary market and liquidity: how it plays a role in product structures
- Secondaries market in private credit
- Conducting secondary market valuations-how they differ

4:10-4:25 Networking Q&A

TRACK A:

Q&A for Track A: Outsourcing panel

TRACK B:

Q&A for Track B: Compliance panel

TRACK C:

Q&A for Track C: Secondary panel

4:25 Afternoon break

4:40 Carry structuring and allocation approaches—an analysis of the tactics and models

- Evaluating different types of carry currently being used across funds
- How innovative plans work and methods for creating an ideal one for your firm
- Assessing preferred return and type of waterfall
- Creative carried interest solutions - in the LPA and internally in the firm
- Carried interest and compensation: how do you compensate your employees?
- Tax strategies for carried interest

5:30 End of day one



Day Two—September 23, 2021

10:00 CFOs and COOs Think Tank (invite only)

Designed to facilitate candid discussion, this closed-door session for CFOs and COOs targets the issues and challenges impacting your firm. Attendees can benchmark ideas and share best practices to help you gain solutions for common concerns facing your office.

11:05 - 11:55 Surveying valuation methodology and metrics

- Key considerations in revaluing assets
- Is the CFO responsible for valuation or the deal team?
- Making a case for having a separate valuation team within the firm—does size matter?
- Unraveling the dynamics of valuation committees: dealing with governance and voting, conflict and varied points of view, and remediation strategies
- Weighted average cost of capital: how the metric is put together
- What are the best practices all firms should be implementing in valuing assets?

12:00 Breakout sessions

TRACK A: < \$5B AUM

Think Tank: Optimizing management company operations

- The evolution of running a management company
- Effective strategies for dealing with audit
- Best practices for handling tracking

TRACK B: > \$6B AUM

Think Tank: Optimizing management company operations

- The evolution of running a management company
- Effective strategies for dealing with audit
- Best practices for handling tracking

12:50 Lunch break

1:20-2:10 Implementing an effectual process to approach and deal with ESG and diversity

- How diversity, inclusion and ESG are merging into one large initiative
- Evaluating the importance of a diversity and inclusion committee
- Creating a D&I subcommittee within ESG
- Addressing the pressure from investors, especially European, to implement ESG policies
- Common ESG issues and practical solutions
- Is your firm meeting the level of ESG diligence occurring within the industry?
- Responding to LP demands for more information about diversity at the firm
- Taking qualitative steps to become more diverse and inclusive
- Best practices for managing a hiring process
- How do you get buy-in from your entire organization to broaden the identity of your workplace?
- Portfolio company requirements around ESG and how to monitor it

2:15-3:05

How firms are utilizing credit lines and managing capital calls in the current market

- Size of subscription lines relative to fund size
- What is the duration of borrowing permitted?
- Assessing which banks are good/bad/ideal to work with on subscription credit facilities
- Becoming more customized to respond to LP credit line demands
- Use of credit lines and its impact on performance
- The pros and cons of how large fund vs. smaller fund subscription lenders are behaving
- What are UBTI concerns and how is it evolving?

3:05

End of conference