Private Equity International

NEXUS 2024

Agenda

March 6-8, 2024 | JW Marriott Orlando, Grande Lakes | Orlando, FL

	Wednesday, March 6							
9 am – 12 pm	Investor Leadership Council	Managing Partner Council	Women in Private Equity Council					
	Exclusively for our investors, our council will be comprised of strategy builds that deep dive on contract negotiation tactics, gaining transparency and reanalyzing portfolio construction/due diligence approaches to partnerships. Get the market advantage by collaborating with peers for best ways to restructure, pivot, execute and risk mitigate on your strategy plans.	Held for our GP and SP leaders, this convening will support a more intricate look at progressive private markets for the top of 2024 and how it will impact LP Allocation Plans and exits. Analyze pain points and reassess, debate and strategize over how best to create a unique edge that will justify LP commitments to private markets.	We welcome our women in private equity to come together as we celebrate the ingenuity and leadership they have spearheaded in the industry. We look at how to continue to empower and laudably build on the successes made.					
	Thought leaders: Chris Voss, Founder, Chief Executive Officer, The Black Swan Group Matthew Liposky, Chief Investment Operating Officer, Massachusetts Pension Reserves Investment Management (MassPRIM)							

For registration questions: Anna Dorokhin anna.d@pei.group For sponsorship inquiries: Jimmy Kurtovic jimmy.k@pei.group For speaking opportunities: Jenna Williams jenna.w@pei.group

	Vince "Robert" Smith, Chief Investment Officer, New Mexico Investment Council					
12 pm – 1:30 pm	Combined Council Lunch in the Citrus Garden					
1:30 pm – 7 pm	Grand Opening Gala Reception on The Valencia Lawn					
	PEI Center Stage : Hosted by the PEI Group editorial team, we explore specific high growth, high value investment sectors and themes where deep insight, strong market relationships and active capital flows are critical for success.					
	(Check event app for interview schedule)					
	VIP Meet & Greet: An opportunity to meet some of the notable leaders setting the pace in Private Equity – Including our 2023 award winners: Top 40 under 40 , <i>Private Equity International's</i> Women of Influence , amongst other leaders from the PEI 300 and Global Investor 100 rankings and some special guests.					
	Networking Lounge & Station : A place to arrange meetings with other attendees via the networking app. You will also find PEI Group's networking team here who can help you build your schedule of meetings and events as you plan out your activities for the days ahead.					
	Gala Stage: Enjoy live music and entertainment throughout the evening, relax with old and new friends ahead of the busy days ahead.					
	Also available – charging stations, free flow food and beverages will be provided from 3pm.					
8 pm – 10 pm	Investor advisory board dinner (Invitation only) Private networking dinners (Private hosts, invitation only)					
	No plans, but still want to socialize? PEI will host you for a relaxed evening bite and drink overlooking the lakes.					

	Thursday, March 7					
7:30 am	Early registration & networking Meeting rooms open					
7:40 am	Investor breakfast & workshop: The LPA negotiation – Changing the terms and conditions: Understand the impact in tougher markets.					
	Plenary sessions					
8:20 am	Chairperson's opening remarks					

8:30 am	Making the mark: Headlines of 2023 that will shape the 2024 LP-GP Nexus Learn from the editors on the front lines as PEI Group's team of award-winning private markets journalists and researchers, take to the stage, bringing to life the stories that defined private equity in 2023 and give the exclusive on the issues that will dominate headlines in 2024.
9:10 am	Keynote panel: "In-the-know" investors: The seven profound themes impacting allocations in 2024
	Faced with inflation and higher interest rates, investors have realized that the post pandemic surge in deal volumes and fundraising has suffered. Despite a substantial inventory of dry powder, investors are additionally struggling with overallocation challenges (i.e., the denominator effect), dislocation in asset prices, lower availability and rising cost of debt. Dissecting this present landscape, Private Equity International's LP Perspectives 2024 report will be supplemented by an analytical review from some of the most accomplished investors in the western hemisphere.
	Dan Gunner, Research Director, PEI Group Followed by Investor Panel, moderated by Jennifer Choi, Executive Director, ILPA Panelists: Andrew Palmer, Chief Investment Officer, Maryland State Retirement and Pension System
9:55 am	Keynote leadership cross conversation
10:20 am	Structured networking and refreshments
10:50 am	Keynote fireside chat: Navigating inflation pressures and high interest rates
	With Philip Borel , Group Editorial Director, PEI Group Join the keynote speaker in the Editor's Lounge at 11:45 am for an informal Q&A (open to subscribers only).
11:15 am	Keynote panel: The portfolio design work - Is PE delivering the highest level of return for the given risk? As we develop a better understanding of how extensive the downturn will be for 2024, we will measure where PE compares within the diversification strategy and explore opportunities to generate strong portfolio returns – making a strong case for private equity or diverging away the asset class. Learn how to best develop resiliency, mitigate exposure to loss and test investment concepts that bridge asset returns and investment values.
	Panelists: Lori Hall-Kimm, Senior Managing Director, Head of Global Private Equity, Healthcare of Ontario Pension Plan (HOOPP) Mark Steed, Chief Investment Officer, Arizona Public Safety Personnel Retirement System (PSPRS)
11:55 am	Panel: Revolutionizing our engagement with the market: Does AI deserve a seat on the investment board? In a world that values speed to market and digital prowess, the emergence of generative AI systems, like ChatGPT, will create a paradigm shift that not only enhances our roles, but may intelligently spearhead our investment decisions. Considering the pervasiveness of this disruption, we will explore how best to assess AI's increasingly expansive significance, where it interfaces, how to take advantage of the rapidly changing landscape and the ramifications of adopting AI into investment decision making processes.

12:25 pm	Keynote interview: A soft landing for the U.S. economy and a regulatory green light? The Fed's view on the future of private lending						
12:50 pm	Structured networking lunch: Roundtable themes TBA						
		Deep dive	track sessions & lounges				
The Board R 5:00 pm	oom (<i>Invite only</i>) – Open 2:30 p		bunge (<i>PEI Group subscribers</i> 30 pm – 5:00 pm	Investor Think Tank advance) – Open 2:3	s (<i>Sign up required in</i> 0 pm - 5:00 pm		
This is a closed-door and invitation only council meeting. Provided exclusively for our Institutional Executives to formally discuss the most pressing pain points and impactful strategies for both professional and portfolio growth.		ional on the ground" e sing prominent journ engage our top	You heard it first through our live stream, "boots on the ground" editorial activation, where our prominent journalists continue to intimately engage our top industry experts in real talk insights and best practices.		Provided exclusively for our Institutional investors, join small discussion groups focused on your institution type (i.e., foundation, endowment, public/private pension, sovereign wealth, healthcare and insurance, family office, and HNWI). We will assess portfolio construction and address the most pressing priorities that consider the resources/ guidelines you operate within. <i>Agenda to be announced.</i>		
Emerging sectors deep dive (Sign up required in advance) Open 2:30 pm - 5:00 pm Formally collaborate on the most influential and sustainable sector investments (e.g., real estate, Infrastructure, real assets, etc.) – understand the landscape and how best to assess risk. Agenda to be announced.		and your phone, con tate, insights I the	-	Provided exclusively to connect with speal	pm for our Institutional investors kers as they come offstage is will apply to all sessions		
	Track 1: Private Equity International Trending in PE	Track 2: Secondaries Investor Secondaries	Track 3: Private Equity International Private wealth & the democratization of private markets	Track 4: Buyouts US mid-market highlights	Track 5: PE Hub Dealmaking in 2024		

2:30 pm	 Dual perspective case study: Accelerate growth at all costs With new debt and capital becoming scarce amidst a declining valuation environment, we explore if now is the time for growth equity to shine. Compare performance across buyouts and growth equity, as you deliberate over the most promising strategy for your portfolio at this time. 	Keynote panel: The state of play for GP-led secondaries – Optionality for investors or an unnecessary conflict of interest? Determine how best to align interests, timing, disclosures, and price discoveries for informed decision-making on selling or rolling into continuation vehicles. Panelists: Paul Sanabria, Senior Managing Director & Global Co-Head of Secondaries, Manulife	 Fireside chat: Empowering Private Wealth Investors - Education at the pinnacle of PE's democratization We will dissect: The most effective methods for making well informed decisions on the liquidity/risk-return profile Best approaches for creating alignment with investment goals, building trust and educating on the nuances associated with illiquid investments. 	 Case study: A check on reality - The valuation appraisal Investors should be taking the opportunity to assess: The valuation landscape, mark downs and where private markets will be for the year ahead Return expectations - where the exits are and where the money is flowing How buyers and sellers are coming to terms on pricing/ overcoming the gap Factors to consider for new funds 	 Interactive panel: The dealmaking sweet spot Life in the lower middle market Where to find the most compelling returns and flexibility in exit plans What forces are driving small private companies to sell The sectors that are most ripe for dealmaking and consolidation in expertise Overcoming the challenges to educating sellers about PE. Panelists: Beatrice Mitchell, Co-Founder & Managing Director, Sperry Mitchell & Company Inc.
3:00 pm	 Panel: The institutionalization of GP stakes Determine what you need to know in light of deal volume looking likely to increase in the coming years Assess the implications for LPs if a GP sells a stake. 	Case study: The risk- return spectrum - Benchmarking secondaries in a more impactful way Learn how the maturation of the market will engender a more nuanced way to benchmark risks/rewards for institutional investors, especially as the market	 Investor panel: Democratization and alignment in LP/GP expectations Explore how family offices, wealth managers and HNWIs approach democratization and how they can establish their negotiating power for 	Interactive panel: Smart buy-in for buyouts in mid-market funds Now is the time for the most prominent buyout managers, alongside LPs to focus on the: • Main drivers of mid- market deal flow	Keynote panel: The key to succeed – Upgrading the sourcing model Beyond identifying an "exceptional business" prototype, even in the most unexpected of sectors, we discuss: • The deal-making cadence for the

		moves toward more concentrated and single- asset deals.	 return expectations that resemble that of institutional investors. Further analyze the advancement of tech to promote such opportunities. 	 Sectors/regions showing the most promising growth Re-analyzing of practices/mistakes in succession planning for both portfolio companies and PE firms. 	 future: Finding and securing new deals in this competitive landscape Generative AI and the new tech involved Upgrades in processing due diligence
3:30 pm	Networking refreshment	S			
4:00 pm	 Panel: Cueing up Co- investments - Advantages and pitfalls Determine the availability for co- investments as GPs raise bigger funds. Dive deeper on NAV financing and the expected impact on subscription lines in a higher, possibly longer interest rate environment Creatively collaborate on investor value-adds and how they can differentiate themselves in a syndication deal Panelists: Chris Eckerman, Senior Portfolio Manager, Head of Co-Investments, State 	 Interactive Panel: Are continuation funds on the path to continual growth? Deep dive on: What the growth of continuation vehicles means for investors and how will they back them in the long term. How the SEC's thirdparty fairness and valuation opinion may impact cost and viability of continuation funds. Where LPs should cut down on exposures to sell in GP-led secondaries opportunities What steps can LPs take to help decide whether to roll or sell when faced with continuation funds. 	Fireside keynote: Employee Shared Ownership Programs: Increased fund performance via shared prosperity Thoroughly evaluate dual perspectives on how to successfully implement ESOPS as we discuss: • Set up in a portfolio company and the risks to the employee (the safeguards needed to protect employees during challenging times. • What works and what hinders productivity/retention • What constitutes measurable impacts Thoughts leaders: Daniel Goldstein, Chief Executive Officer, Folience	 Working Groups: Break out into peer brainstorms to work through best practices for the following. Working Group 1: Determining quantifiable key performance metrics for re-upping decisions and commitment size. Working Group 2: Analyzing the denominator effect and its impact on risk returns and liquidity options. Working Group 3: Investors' reengagement on DPI and ensuring money back from the PE portfolio. 	Case study: The year of the add-on- mapping and maximizing high- value acquisition opportunities As larger deals are becoming increasingly harder to get done, add- ons have become more important than ever. In multiplying the value of a portfolio company, we assess strategies for: • finding high-value add-on acquisitions • market mapping expansions into new regions • how they are affecting returns in exits.

	of Wisconsin Investment Board (SWIB)				
4:30 pm	Case study: The future of co-investments and shadow capital	RT 1: Enhancing returns via co- investments in the secondaries space RT 2: LP lead secondaries RT 3: Investor views on continuation funds and GP-led deals	Interactive roundtables: Reshaping our private wealth strategies RT 1: New innovations and platforms providing access to private wealth clients RT 2: Impact-focused private wealth offerings: What's driving increased appetite? RT 3: Fund structures: Moving away from the traditional, closed-end, illiquid setup to tap wealthy investors RT 4: Portfolio construction - Calibrating exposure to private markets in a volatile market environment	 Working Group 4: The largest buyout funds-collaborate on best approaches to prioritize or shift capital. Working Group 5: Culling the portfolio: Determining who stays and who goes. Working Group 6: The new market landscape and how due diligence processes have changed compared to 5 years ago. Working Group 7: Balancing the score: Preventing long-term ramifications for Buyouts fundraising misses. 	Roundtables: Exit strategies in today's challenging environment Evaluate the strategy around how you're going to exit; how the company is going to be positioned; the breadth of buyers and the value drivers, as you look to sell to: Roundtable 1: strategic buyers Roundtable 2: other PE firms Roundtable 3: your own PE firm (via a continuation fund or reinvesting) Roundtable 4: Going public
5:30 pm	Closing remarks	2		1	
5:40 pm - 6:40 pm	Evening cocktails: Da Vinci Lawn at Ritz Carlton End the day by engaging in more segmented brainstorms that address your institutions most significant pain points and the resources needed to resolve them: Foundation, endowment, public/private pension, sovereign wealth, private wealth, healthcare system, or insurance company.				
7:00 pm	Secondaries Investor 10-year anniversary dinner (invitation only)				

7:00 pm Trivia night (o	pen to all)
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		Friday, March 8					
7:45 am		_PA share an update on our current initiatives followed b share your experiences, and hear from your comm					
8:00 am	Meeting rooms open						
8:00 am	Investor/GP breakfast & works	shop: The key return differentiator – Enhancing	portfolio performance during the holding period				
8:00 am	Nature walk/wellness breakfas	t in the spa					
8:50 am	Chairperson's opening remark	(S					
9:00 am	Keynote fireside chat: Coachir	ng up and expanding the tenets for actionable D	EI – Aligning expectations with empowerment				
	Thought leaders: Steven Meier, Chief Investment Officer and Deputy Comptroller for Asset Management, New York City Employee Retirement System						
9:30 am	In discussing their new proposals have on LPs and GPs. We aim to	SEC keynote: Navigating the regulatory environment ahead In discussing their new proposals and policy implications, the SEC will break down what practical impacts the Private Fund Advisor will have on LPs and GPs. We aim to support both a constructive re-evaluation of LP/GP sources of disconnect and aid both partners in collaborative efforts to address conflicts of interest.					
		Morning tracks					
operations (am - 12:00 p Meet the em can offer tran bringing a ur • Compare deliverin	Peak performance in portfolio <i>Pre-booking required</i>) - Open 10:00 m erging and diverse managers that hsparency around how they are lique edge to asset management. the their impressive methods of g liquidity back to investors in these onditions	The Board Room (<i>Invite only</i>) - Open 10:00 am – 12:00 pm Provided exclusively for our Institutional Executives to continue their discussions on the most pressing pain points and impactful strategies for both professional and portfolio growth. This is a closed-door and invitation only council meeting.	The Editors' Lounge (<i>Subscribers only</i>) - Open 10:00 am - 12:00 pm You heard it first through our live stream, "boots on the ground" editorial activation, where our prominent journalists continue to intimately engage our top industry experts in real talk insights and best practices.				

lessons le influenced their fund there a bu evaluation Sustainability tank (Sign up requ Open 10:00 a • Evaluate: determine • How the market market market • The type needed to	y: ESG & impact investing th	ave bsing I -is fallen Meet the speakers (<i>Exclusive to invest</i> Open 10:00 am - 12 Provided exclusive to connect with spe for a private Q&A. throughout the five	tors) 2:00 pm ly for our Institutional investo akers as they come offstage This will apply to all sessions	Open 10:00 am - 12:00 In assessing capital eff dive on the opportunitie mitigate potential slowe	icient structures, deep s, risks, and strategies to
	Track 1: New Private Markets ESG & Impact Investing	Track 2: Venture Capital Journal Venture Capital	Track 3: Private Equity International Global markets	Track 4: Buyouts Emerging managers & sector specialists	Track 5: Privote Debt Investor Private Credit
10:00 am	Keynote Panel: Organizing the defense - The future of sustainable investing and its impact on the fiduciary duty Is the ESG backlash significantly changing the way we invest or is it just political histrionics? What is driving sustainable capitalism and what are	Panel: The improved VC playbook – Expanding the pillars of Innovation Take a more integrative approach to expanding your VC program and executing on the new standards that support innovation. Understand what it takes to re- evaluate the portfolio in	 Investor panel: Delivering true alpha across the globe Can institutions still expand far beyond their borders or is the era of globalization over – and what does that mean for investment strategies? Take a long horizon view on: Analyzing developed and emerging markets 	Performance deep dive: Real value creation via revenue growth - Finding outperformance in niche operating partners and sector specialists Investors are looking to see how these partners are rolling up their sleeves to bring something unique to the	 Panel: The tech frontier and its impact on private credit Explore the growth of data analytics and technology models for: Quality of credit scoring, disbursement, and monitoring Regular financial disclosures of borrowers, compliance

	 the real-word consequences of political attacks on ESG within private markets? We further assess: How to remedy the confusion and conflation of concepts (i.e., ESG vs impact vs sustainable investing) to promote better understanding How to mediate board agreed targets Consequential impacts on generating strong returns 	 this environment through: Key due diligence metrics needed to align valuations with top tier return potential. The robust program structure, scale and expertise to value create and follow VCs through their lifecycle Benchmarking against existing portfolio companies to determine where we can leverage the most lucrative opportunities: e.g. Alternative energy and Al 	for returns that can create an impressively positive impact. • Where the best risk adjusted returns are likely to materialize	 fund. Learn from the teams that are strategically operating at alpha to: Inflect better organic growth Create measurable ROI Creatively collaborate on an effective/capital efficient strategy that drive success benchmarks for LPs. 	information, portfolio level accounting • Liquidity management analytics and the aggregation of fund performance data for investor reporting
10:30 am	Dual perspective interview: LP sustainability bugbears - Balancing ROI with ESG benchmarks We ask investors what they most want to hear from GPs and more importantly, what will put them off when being pitched about their sustainable credentials. Guard against these pitfalls as we upgrade our tactics for: measuring risk, ensuring data	 Investor panel: Right time, right price - a strong VC appetite for landmark year 2024 Considering, investors are already in early stage investing for 2022-2023, and with no signs of abating, determine the best approaches to the vintage years. Parlay early- investing industry expertise into later- 	 Panel: The potential for a favorable outlook in the UK & Europe Understand the pressing factors that will push European investor sentiments about international market risks. Further analyze the impact of higher interest rates, U.S. profit margin reversion and regulatory updates in Europe. 	Interactive case study: The watch: Identifying success benchmarks for the most innovative emerging managers of 2024 We'll strategize over: • The optimal experience level for investing through multiple cycles • How EM's define diversity and resource operational/ sector expertise.	Keynote debate: Void or vintage years - Weighing risk considerations against booming opportunities for private credit Are we optimistic about private credit's potential for promising yields or is the fundraising slowdown tempering the present excitement? The panel will further determine • Where investor allocations have shifted and where

	 integrity, and demonstrating impact on returns. Consider best approaches to: Setting expectations for ESG standardization Assessing GP best fit and due diligence protocols Establishing the type of data to be reported and how to prevent misconduct 	 stage investment priorities. Ensure growth capital contributes to start-up commercial viability. Plan opportune co- investments that articulate LPs value- add to founders. 		Creating strong sponsorship alignment and flexible mandates that provide sufficient downside protection.	 their appetites should be, providing compelling sides for both pro-risk and pro- investment of Private Credit. How do both sides of the aisle feel LPs and GPs should approach evolving their credit strategies? Which sub-strategies do investors expect this vintage to outperform: Buyouts, growth equity, venture?
11:00 am	Keynote investor panel: Navigating growing expectations- The investors' framework for future impact investing via PE Beyond the "how we are investing or divesting", we take a productive approach on what investors should be asking GPs and vice versa to ensure promising avenues for doing well and doing good. • Identify top opportunities and execute the allocation plan via robust due diligence	Keynote Fireside Chat with Christopher Ailman, Chief Investment Officer, California State Teachers' Retirement System (CaISTRS)	 PART 1: Interactive case study: The 2025 economic outlook - A geopolitical focus to planning both investments and divestments Gain real time insights into what the economic recovery might look like and where the opportunities exist to sustainably diversify your portfolio/pursue exits and liquidity events. In addition, we dive deeper into understanding if: The IPO market recovered as a viable exit route 	Interactive roundtables: The sector specialists tipped for growth Learn from our specialists as you rotate to your top sector interest for a better understanding of how to approach timely opportunities and partnerships in those markets. Roundtable 1: Healthcare Roundtable 2: Tech Software Roundtable 3: Manufacturing/Industrials	Working Groups: Dissecting the private credit landscape Build out strategies that assess the "opportunity to risk" ratio for the following strategies: WG 1: CLOs WG 2: Asset-backed loans WG 3: Venture debts WG 4: Private Debt Secondaries

	 Balance the mission and market-rate returns Proactively assess political/regulatory/ operational risks 		• Exit markets are back or if GPs are still relying on continuation funds.	Roundtable 4: Business Services Roundtable 5: Consumer/Retail	
11:30 am	Case study reviews: At the cutting edge - Linking carried interest to sustainability Structures vary from fund to fund, but the common theme is that a portion of the GPs' carried interest to sustainability is contingent on the achievement of certain pre-determined "extra- financial objectives". Is this the ultimate way of GPs putting their money where their mouth is and guarding against greenwashing? We hear from three firms that have introduced impact- or ESG-linked carry mechanisms to assess: • How much carry is "at risk"? • How robust is the process for "marking your homework"? • Are there issues about investor alignment?	Case study: The new private wealth paradigm - Serving as stable and scalable partners for growing ventures • How will the influence of private wealth shift the venture ecosystem? • What are the most strategic plays in venture capital for family offices? • What learning curves lie ahead?	 PART 2: Interactive roundtables Explore a more nuanced look at each of the greatest emerging market opportunities and prepare to collaborate on thoughts around: Regional challenges in assessing and mitigating risk. The manifestation of sector trends and sustainability in each region. Post-Covid nearshoring Managing currency exposure Roundtable 1: China Roundtable 2: SE Asia Roundtable 3: India Roundtable 5: MENA Roundtable 5: MENA Roundtable 5: South America Roundtable 7: Africa 	CONTINUED: Interactive roundtables: The sector specialists tipped for growth Learn from our specialists as you rotate to your second sector interest for a better understanding of how to approach timely opportunities and partnerships in those markets. Roundtable 1: Healthcare Roundtable 2: Tech Software Roundtable 3: Manufacturing/Industrials Roundtable 4: Business Services Roundtable 5: Consumer/Retail	Case study: NAV loans on the rise With capital becoming scarcer and costs of debt increasing, we assess how GPs are adapting through NAV loans to deliver liquidity back to LPs or reinvest back into a portfolio.

	How is it working in practice/lessons learned?				
12:30 pm	Refreshments and depart for activities	Interactive brainstorms (Inclusive of lunch)			
1:00 pm - 5:00 pm	PEI Group Charity Cup Golf Tournament Post round golf, cocktails, and awards The ESG 'Farm to Table' cooking experience Wellness Retreat Pickleball Tournament	 Empowering team retention & creative investment assessments Future proofing your asset allocations for best-in-class portfolio construction Going beyond leveraged buyouts to create a thriving business DE&I benchmarks for high yield investment teams and partners Checks and balances: Gaining the approval of investor advisory committee and board stakeholders to mitigate conflicts of interest Addressing challenges to the legacy: New gen plans for SRI and ESG Succession planning: Investing in leadership continuity Top-rated benchmarks for identifying promising emerging managers Structuring Co-Investments for greater transparency, control and higher return potential 			