

# Event Materials

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# Agenda

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8:45 a.m. → Registration and Breakfast

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9:30 a.m. → Welcome

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9:35 a.m.

What is on the Desk of Private Capital GCs?

10:10 a.m.

European and US Regulatory Update and Horizon Scanning

10:25 a.m.

European Tax Review

10:40 a.m.

Fund Finance Review

10:50 a.m.

Market Trends Update

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11:00 a.m. → Break

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11:20 a.m.

AI in Private Capital Operations

11:40 a.m.

Cybersecurity Trends and Incident Response Essentials

12:00 p.m.

Weathering the Storm: How Private Capital Sponsors Can Manage Reputation Risks

12:20 p.m.

CFO Fireside Discussion

12:50 p.m.

Closing Remarks

Lunch and Networking

# Today's Featured Speakers

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**Nigel van Zyl**  
Partner, Co-head, Private Funds  
Group  
**Proskauer**

Nigel van Zyl is a partner and co-head of the Private Funds Group at Proskauer.

Nigel specializes in advising asset managers, institutional investors and investment advisors across the full spectrum of investment fund matters.

Praised for his keen business sense and practical approach, Nigel advises leading international fund managers on all aspects of their fund business, including the formation, raising, maintenance and ongoing operation and compliance of their investment funds. He also advises on internal governance, compliance and organization, carried interest and co-investment arrangements, spinouts, re-organizations and restructurings.



**Samantha McGonigle**  
Partner, General Counsel  
**Hg**

Samantha joined Hg in 2024 and she is currently a Partner and General Counsel at Hg, where she leads Hg's legal and tax team. Samantha is highly experienced in international M&A and plays a central role in most Hg transactions as well as being involved in the legal and risk elements of Hg strategic initiatives.

Prior to Hg, Samantha was a partner in the private equity team in London at leading international law firm Paul Hastings. Before joining Paul Hastings, Samantha co-founded Farview Equity Partners, a growth equity investment firm where she was the COO and an investment partner. Prior to joining Farview, Samantha spent 18 years as a private equity M&A lawyer, including as a partner at leading international firm Weil Gotshal. At Weil, Samantha advised on many technology and financial technology transactions across the spectrum of deal sizes – from venture capital and growth equity to the largest leveraged buy-outs in the market.

Samantha is also passionate about mentoring and is actively involved in both formal and informal mentoring programmes.

# Today's Featured Speakers

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**Tom Patrick**  
Partner, General Counsel  
**Charterhouse**

Tom joined Charterhouse in 2010. He is a Partner responsible for all legal and compliance matters and he sits on the Investment Committee. He previously spent five years at D.B. Zwirn & Co and prior to this at White & Case for four years. He began his career at Masons in 1997, qualifying as a Solicitor in 1999. Tom has a degree in German and International Relations from the University of St Andrews and completed his professional exams at the College of Law in Guildford.



**Emad Shahin**  
Partner, General Counsel  
**17Capital**

Emad Shahin is Partner and serves as General Counsel at 17Capital, a private credit manager specializing in NAV finance for the private equity industry. Since inception in 2008, 17Capital has raised over \$13 billion and has deployed over \$13 billion across 100+ investments. Emad is on the Investment Committee and leads the legal execution of investments across the firm. Emad is also the partner responsible for infrastructure across 17Capital, covering legal, compliance, finance, ESG, technology and HR.

# Today's Featured Speakers

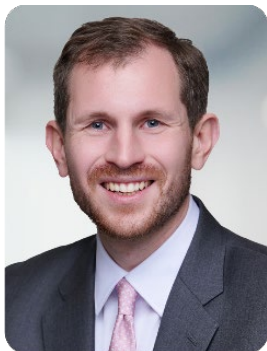
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**Christopher Elson**  
Partner  
**Proskauer**

Chris is a partner in the Private Funds Group and a member of the firm's Private Capital industry group.

Chris advises fund managers on fundraising and fund structuring across a wide range of asset classes, including private equity, growth, venture capital and credit funds. He also advises sponsors on tailored liquidity solutions, internal governance, ongoing fund maintenance and compliance matters.

Chris has experience in management spin-outs as well as the structuring of carried interest and employee co-investment incentive plans. He also advises a number of institutional investors on secondary transactions and primary investments.



**Nathan Schuur**  
Partner  
**Proskauer**

Nathan Schuur is a partner in the firm's Private Funds Group and a member of the Corporate Department. He counsels clients on regulatory and compliance matters related to fund formation across all asset classes.

Nate's practice focuses on regulatory issues arising under the Advisers Act and Investment Company Act. He advises on regulations surrounding the structuring and operation of funds, including marketing issues, SEC exams, adviser M&A, GP stake sales, continuation funds and stapled transactions. Nate provides legal advice and guidance on a wide range of matters involving the regulation of investment companies, investment advisers, and related entities such as BDCs and ERAs.

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**John Verwey**  
Partner  
Proskauer

John Verwey is a partner in the Private Funds Group and a member of the firm's Private Capital industry group. John advises on a wide number of regulatory issues at a national UK and European level, including firm authorisations, appointed representative arrangements, change in control, market abuse. He represents a variety of clients that range from small start-up fund managers to established global fund advisers and managers.

A particular area of focus for John is Alternative Investment Fund Managers Directive (AIFMD) and Markets in Financial Instruments Directive II (MiFID II). This includes advising on pre-marketing and marketing strategies for fund managers, advising on the Level One and Level Two requirements under AIFMD and implementing UK rules and legislation, and advising on the organizational and conduct of business requirements under MiFID II.



**Catherine Sear**  
Partner  
Proskauer

Catherine Sear is a partner in the Tax Department and a member of the Private Funds Group. She specializes in the tax aspects of structuring and investing in private investment funds including private equity, venture capital, infrastructure, debt and real estate funds, funds of funds, secondary funds and other investment partnerships.

Catherine advises on a broad range of UK tax issues including VAT, employment tax, capital gains tax in relation to partnerships, withholding taxes and tax rules relating to carried interest. She also has considerable knowledge of international tax issues arising for investment structures with a cross-border dimension and experience with multijurisdictional fund management teams.



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**Paul Tannenbaum**  
Partner  
**Proskauer**

Paul Tannenbaum is a Finance partner at Proskauer (working closely with the Private Funds Group) and member of the firm's Private Capital industry group.

Paul has extensive experience acting for lenders, borrowers and financial institutions on both fund financings and acquisition and leveraged finance transactions.

Paul's fund finance experience includes advising GPs and lenders in connection with traditional subscription lines, hybrid and NAV facilities, co-investment facilities, GP support facilities, management fee facilities, asset leverage facilities for credit funds, loans to separate managed accounts and fund of fund financings.



**Oliver Howley**  
Partner  
**Proskauer**

Oliver Howley is a partner in Proskauer's TMT Group, co-head of the firm's Technology Strategy Committee, and a trusted advisor to businesses in the technology, manufacturing, and financial services sectors.

Oliver provides expert counsel to new entrants and established players in the AI market, helping them formulate and execute AI strategies while managing and mitigating AI-specific risks. With nearly a decade of experience working with AI developers and deployers in London and Silicon Valley, his clients include leading technology businesses and some of the largest private equity and venture capital funds in Europe.

Alongside his AI-focused practice, Oliver regularly advises on the structuring and terms of contracts relating to the creation, licensing and monetisation of technology and data products. He also has extensive experience in advising on the IP, technology and data aspects of corporate transactions (including carve-outs, joint ventures, acquisitions, disposals and investments).

# Today's Featured Speakers

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**Ben Ellencweig**  
Senior Partner  
**McKinsey & Company**

Ben Ellencweig is a senior partner with the firm's Stamford office and leads our QuantumBlack, AI by McKinsey Practice in its alliances, acquisitions, and partnerships globally. Ben advises clients on harnessing the power of AI to deliver growth and bottom-line impact across sectors.

Ben led the firm's acquisition of Iguazio, a machine learning operations (MLOps) platform, and spearheaded McKinsey's growing ecosystem of AI and generative AI partners. He serves on the McKinsey Technology Council, which gathers top global technology leaders to assess and track trends in business and technology. He is a recognized thought leader on AI and digital transformation and publishes articles and frequently speaks at global conferences.

Before McKinsey, Ben served for over a decade in various leadership and technology roles managing large-scale teams under extreme conditions in the Israel Defense Forces (IDF). Furthermore, he served as a liaison officer in its military attaché office in Washington, DC.

Outside of work, Ben enjoys spending time with his wife and two children. He resides in New York and is a general trustee on the board of the Central Park Conservancy.



**Kelly McMullon**  
Special International Labor,  
Employment & Data Protection  
Counsel  
**Proskauer**

Kelly M. McMullon is special international labor, employment & data protection counsel in the Labor & Employment Law Department and member of the Firm's International Labor & Employment, Privacy & Cybersecurity and Sports Groups. Kelly has been recommended in Legal 500 UK for her "responsiveness and practicality."

Kelly assists clients in a variety of sectors including financial services, asset management, life sciences, fintech, consultancy, retail, sports, leisure and manufacturing in a wide range of contentious and non-contentious matters.

In her employment practice, she provides general day-to-day counselling and advice on all employment-related issues, including hires, terminations, grievances and redundancies, as well as the employment aspects of transactions. In her data protection practice, Kelly provides strategic advice as well as practical support and guidance on all aspects of data protection compliance, including international transfers of personal data, data breaches, direct marketing and employee data protection concerns. She also provides advice on the data protection aspects of transactions.



# Today's Featured Speakers

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**Andrew Honnor**  
Founder and Managing Partner  
**Greenbrook**

Andrew Honnor is the Founder and Managing Partner of Greenbrook, a strategic communications firm advising the global investment industry. With over 30 years' experience, Andrew has leading expertise in advising private capital firms on all areas of communications and reputation management, including debt restructuring, creditor disputes, financial litigation, exit and investment activity, fundraising, shareholder activism, partnership issues, portfolio companies, tax investigations, judicial inquiries, and civil/criminal proceedings. Prior to launching Greenbrook in 2012, Andrew was a member of the Executive Committee at News UK (News International), advising the company following the phone-hacking crisis. He began his career working on political campaigns in the UK and US and was formerly a UK Government Special Advisor. Andrew is a trustee of The Rainbow Trust Children's Charity and is a Governor at Lambrook School.



**Kevin Early**  
Partner and CFO, International and  
Global Direct Lending Private Funds  
**Ares Management**

Mr. Early is a Partner and CFO, International & Global Direct Lending Private Funds in the Ares Finance and Accounting Department. Prior to joining Ares in 2012, Mr. Early was a Senior Vice President in Finance at Nielsen Holdings. Previously, Mr. Early held a variety of tax and finance leadership roles at GE Capital Corporation. Mr. Early holds a B.S., magna cum laude, from Marquette University in Accounting.

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**Paul Vrancken**  
Senior Partner and CFO  
**Rivean Capital**

Based in the Netherlands, Paul is the Chief Financial Officer of Rivean Capital (appointed in 2022).

Before joining Rivean, Paul worked at BlackRock as co-COO for Continental Europe, responsible for all cross-country governance, operational, risk and control areas. Prior to BlackRock, Paul worked at Robeco in various roles, as COO Asia-Pacific, as CFO of a joint venture and as a lead member of the corporate M&A team. Prior to Robeco, Paul worked at Arthur Andersen.



**Carol Sawdye**  
COO  
**Proskauer**

Carol Sawdye is Proskauer's Chief Operating Officer, overseeing the global operations of the Firm and its team of business services professionals.

Prior to joining Proskauer in 2024, Carol served as Chief Financial Officer at Creative Artists Agency (CAA) and as Chief Operating Officer for the PwC Network. She is a world-class executive with extensive experience and expertise and an extraordinary track record of growing organizations through collaborative and strategic thinking.

Carol also has experience at the National Basketball Association (NBA), where she served as the Executive Vice President and CFO and at Skadden, Arps, Slate, Meagher & Flom, initially as CFO and later also assuming responsibilities as Chief Operating Officer. Carol began her career at PwC, and spent her first 17 years (the last six as a partner) mostly serving Fortune 500 public clients, primarily focused on the media and entertainment industry.

Carol is a Certified Public Accountant (CPA), licensed to practice in New York. She received her B.S. in accounting from the University of Virginia and her MBA, with specialization in international business and corporate finance, from Columbia Business School.

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# Funds Focus

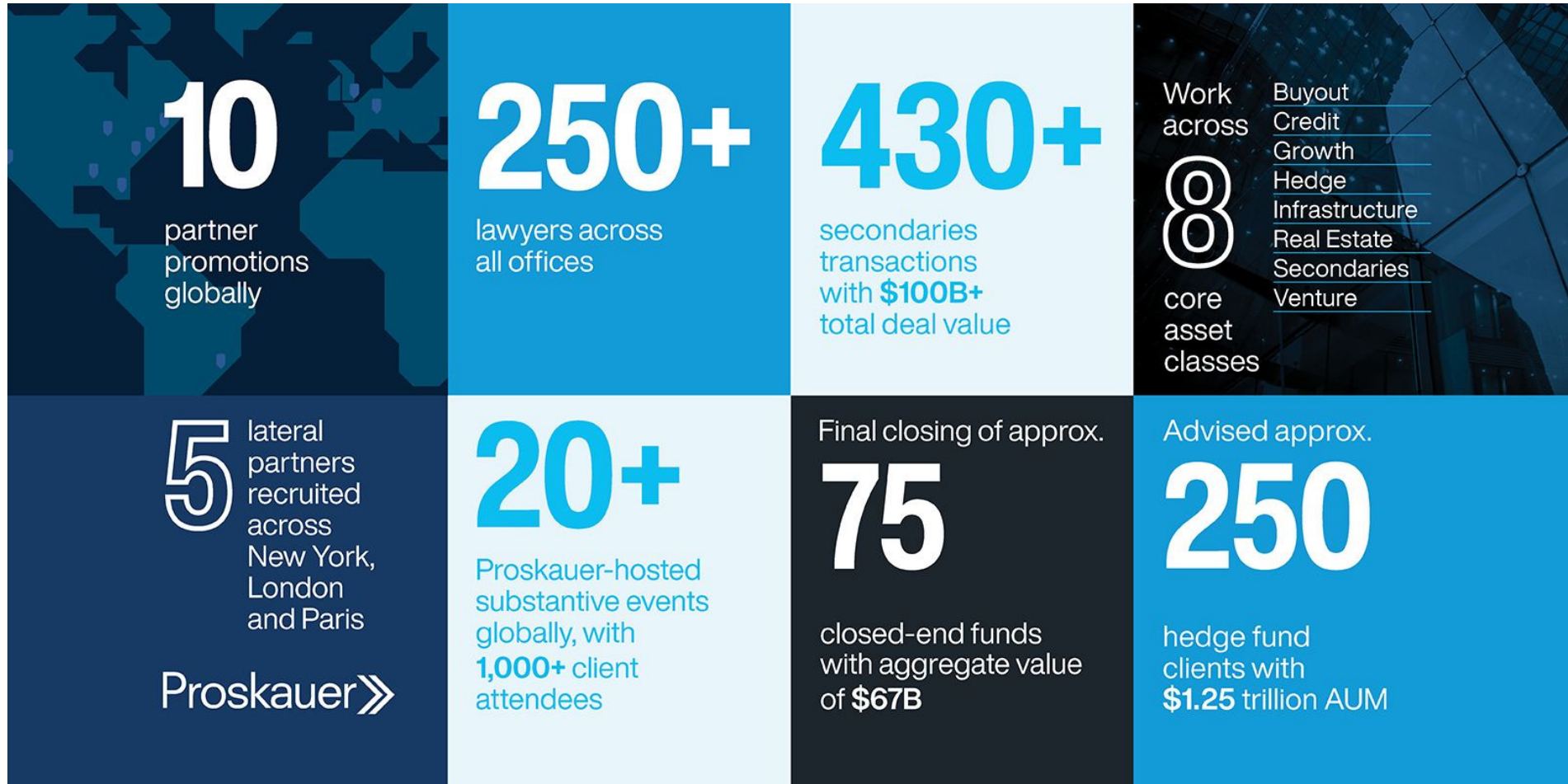
Strategic Insights for  
Private Capital Leaders

Private Capital  
Conference Series

30 April, 2025  
London

Proskauder»

# Delivering Results for Private Capital





# Proskauer Private Funds Group Industry Awards and Accolades



Proskauer Rose LLP

BAND 1  
Private Equity: Secondaries  
TOP RANKED  
Private Equity Fund Formation



TOP RANKED  
Private Funds  
Fund Finance  
Tax  
Regulatory



Proskauer Rose LLP



Proskauer Rose LLP



Private Debt  
Investor  
AWARDS 2024  
Law Firm of the Year -  
Transactions: Global



Proskauer Rose LLP



# Opening Remarks



Nigel van Zyl  
Partner  
Proskauer



# What is on the Desk of Private Capital GCs?



Samantha McGonigle  
Partner, General Counsel  
Hg



Tom Patrick  
Partner, General Counsel  
Charterhouse

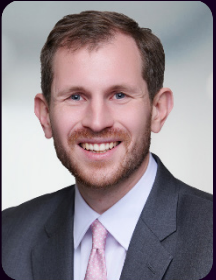


Emad Shahin  
Partner, General Counsel  
17Capital



Chris Elson  
Partner  
Proskauer  
*Moderator*

# European and U.S. Regulatory Update and Horizon Scanning



Nathan Schuur  
Partner  
Proskauer



John Verwey  
Partner  
Proskauer

# Rule 506(c) - Changes to Guidance

## Historic Position

- U.S. law has technically permitted ostensibly “private” offerings to make use of general solicitation;
- Using this flexibility was not practical due to requirement offerings only be made to accredited investors\* with issuer verification of accredited investor status rather than relying on a representation;
- Lack of guidance as to how to verify has historically prevented most sponsors from using this flexibility;

*\*“Accredited Investor” includes certain specified types of legal entity (e.g., banks), individuals with US\$1mm in net worth (excluding home) or US\$200k income (US\$300k for married couples), and certain entities with \$5mm in investments.*

## New Position

Conditions for Reliance on New Guidance:

- **Minimum investment** – Establish a minimum investment sufficiently high that investors who are not “accredited investors” are unlikely to be able to meet the minimum;
- **Representation but no verification** – must obtain a representation from the investor that they meet the definition of accredited investor;
- **No Contrary Facts** – Cannot be aware of contrary facts.

New Guidance viewed as limited to natural person investors or entities that qualify due to amount of assets (as opposed to entity type).

# ESG – Trends and Developments

## United States

- Promoting ESG **not** on the agenda at Federal level;
- Certain US investors (especially state pensions) remain committed to ESG goals;
- If US marketing is contemplated, non-US disclosure should be made with an eye to US issues.

## European Union

- Pace of regulatory change is slowing;
- CSRD – reporting for a number of EU companies: delayed by 2 years;
- SFDR – undergoing a review but no changes expected for at least 2-3 years.

## United Kingdom

- FCA's SDR only applies to UK AIFs with UK AIFMs;
- Remains an opt-in regime unless retail investors are targeted;
- Greenwashing rules apply more generally;
- No changes expected.

# FCA Private Markets Valuation Review: Published

- FCA recently published the findings of its review of UK firms' processes and governance for the valuation private market assets;
- Review covered: Private equity, Venture capital, Private debt, Infrastructure;
- FCA emphasised that they expected firms to have good and robust valuation practices, evidenced by:
  - Independence;
  - Expertise;
  - Transparency; and
  - Consistency.

# FCA Private Markets Valuation Review: 8 Findings and Recommendations

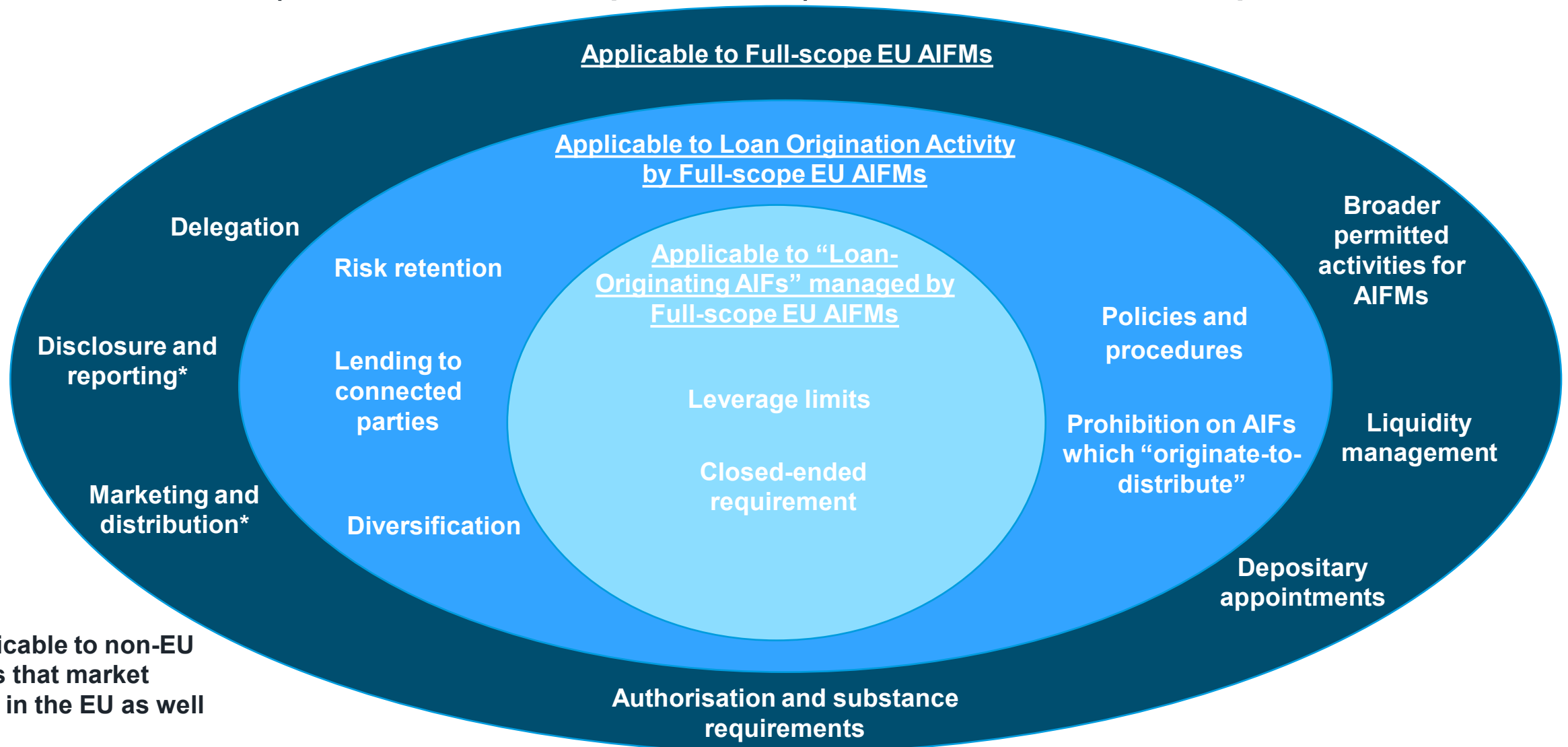
1. **Governance arrangements.** Ensure clear accountability for valuations including detailed record-keeping.
2. **Conflicts.** Consider whether fees are impacted by valuations and take steps to manage resultant conflict.
3. **Functional independence & expertise.** Assess whether valuation committee has ability to meaningfully review valuations.
4. **Policies, procedures & documentation.** Ensure policies are clear and consider whether technology solutions can reduce human error.
5. **Transparency.** Provide detail on fund-level and asset-level performance to increase transparency.
6. **Methodologies.** Apply methodologies and assumptions consistently, and in accordance with industry guidelines (when applicable).
7. **Frequency & ad hoc valuations.** Incorporate a defined process for ad hoc valuations which would mitigate the risk of “stale” valuations.
8. **Third-party advisers.** If using a third-party adviser, provide appropriate oversight and consider whether commercial conflicts need to be identified and managed.



# UK AIFMD Changes – Consultations

- **Aims:** Streamline the regulatory requirements for UK AIFMs and reduce burdens;
- **Timeline:** Draft legislation and rules published late 2025, with final legislation and rules published in 2026 with an implementation period;
- Key Changes for UK AIFMs:
  - Three-tier categorisation of UK AIFMs:
    - Small (<GBP 100m NAV);
    - Mid-tier (GBP 100m-5bn NAV); and
    - Large (>GBP 5bn) – each category subject to a proportionate set of rules.
  - Quicker UK AIF marketing approval – no longer subject to 20 working day assessment;
  - Major holdings and control notifications – could be abolished; and
  - Valuation requirements – revisions to the liability on external valuers.
- No changes for non-UK AIFMs – UK NPPR to continue.

# AIFMD 2.0 (in force from April 2026) – Overview of Requirements



\*Applicable to non-EU AIFMs that market funds in the EU as well

# European Tax Review



Catherine Sear  
Partner  
Proskauer

# European Tax Review

- UK carried interest tax changes – current state of play;
- UK salaried member rules changes – relevant to asset managers with UK LLP operating entity;
- Fundraising trends and themes – the GP view of points of focus for LPs on tax.

# Fund Finance Review



Paul Tannenbaum  
Partner  
Proskauer

# Fund Finance Review

- Subscription credit facilities, lender appetite, cost of capital;
- Securitization meets fund finance;
- NAV;
- Alternative lenders and innovation.



# Market Trends Update



Nigel van Zyl  
Partner  
Proskauer

# Coffee Break

11:00 – 11:20

# AI in Private Capital Operations – The Opportunity



Oliver Howley  
Partner  
Proskauer



Ben Ellenweig  
Senior Partner  
McKinsey & Company

# AI in Private Capital Operations – The Opportunity

1. **Impactful use cases:** “We're seeing a surge of interest in AI across all industries, including private capital. What do you see as the most impactful AI applications currently transforming the sector, and why are these so significant?”
2. **Challenges and risks in implementation:** “What are some of the most common mistakes firms make when implementing AI, and what key risks should they be mindful of?”
3. **Choosing the right tool:** “How should firms go about selecting the right AI tools? What factors should they consider when evaluating different options?”
4. **Portfolio operations:** “What’s the best approach for standardising AI implementation across a portfolio of companies?”
5. **Looking ahead:** “What do you see as the future of AI in private capital?” OR “If you were to launch an AI startup today, what problem would it solve?”



# Cybersecurity Trends and Incident Response Essentials



Oliver Howley  
Partner  
Proskauer



Kelly McMullon  
Special International Labor,  
Employment & Data  
Protection Counsel  
Proskauer

# Cybersecurity Trends



**#1 Ransomware & Extortion Attacks**



**#2 Supply Chain & Third Party Risk**



**#3 Identity Threats & Social Engineering**



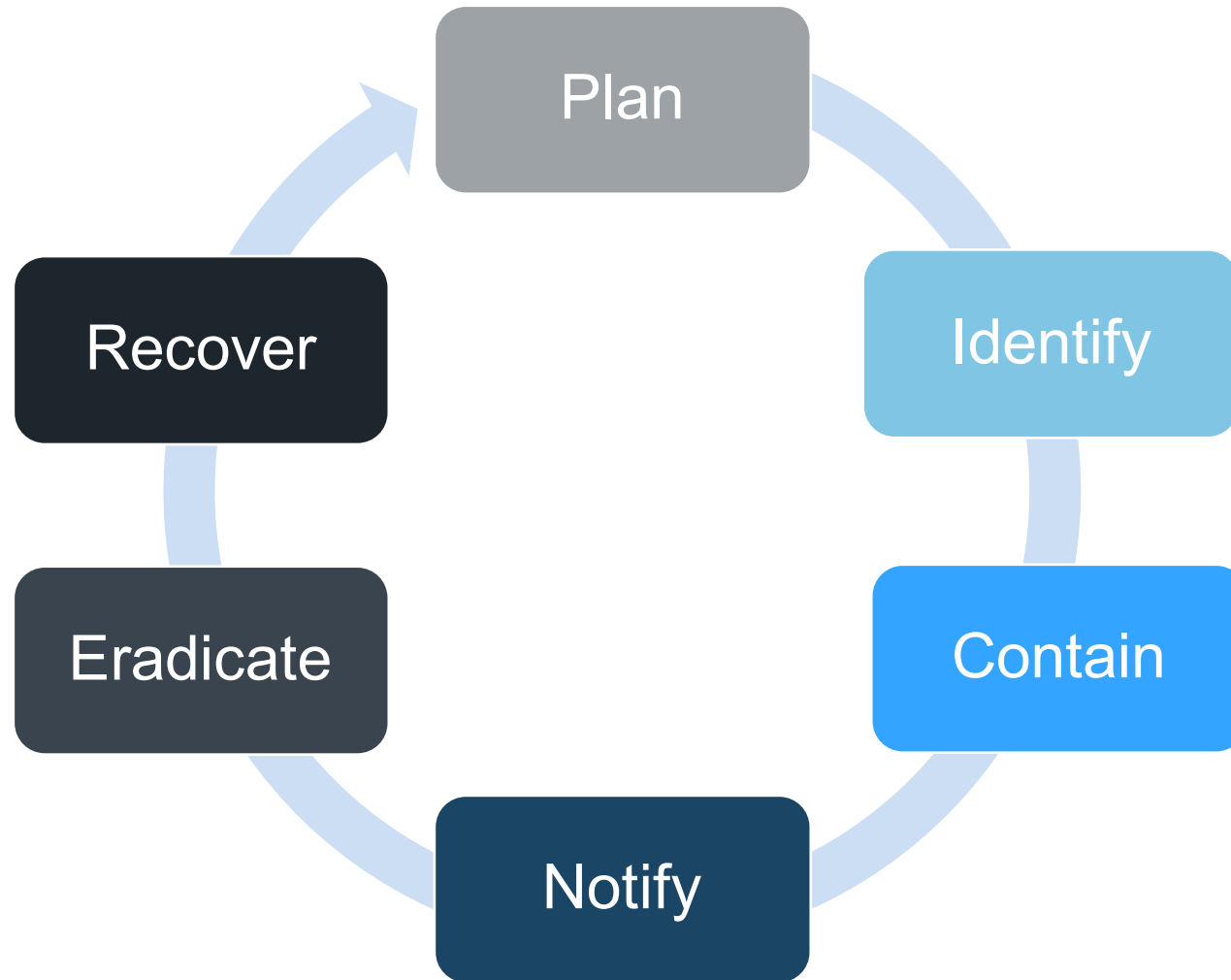
**#4 AI-Driven threats & Emerging Trends**



**#5 Expanding Global Regulatory Landscape**



# Incident Response Essentials



# Weathering the Storm: *How To Manage Reputation Risk*



Andrew Honnor  
Managing Partner  
Greenbrook

# An Industry Being Challenged

FINANCIAL TIMES

Private equity industry shrinks for the first time in decades

Assets under management fell 2% last year as investors pulled back from sector



THE WALL STREET JOURNAL.

Buyout Shops Go From Boom to Bust to...Meh

There is some easing of the drought for private-equity firms, but don't call it a bounceback yet


Value of leveraged buyouts



THE TIMES

Private equity's party is over as the strong battle the weak

PE is suffering a hangover after its post-Covid binge. Investors are wary and the strong are being separated from the weak.



Private Equity International

DOWNLOAD: 2024 was weakest year for fundraising since covid-19 pandemic

Fundraising dropped 18% from 2023, driven by a quiet second half and muted activity in Asia-Pacific.

Bloomberg

Why Private Equity Is in Such a Funk

An industry that runs on debt is hoping better days — and more dealmaking — are ahead. Can lower interest rates set the stage for a comeback?



REUTERS

Investors switch from private equity to hedge funds, says BNP Paribas report


WSJ PRO PRIVATE EQUITY

Fundraising Uncertainty Hangs Over Private Equity's Hopes for 2025

Despite optimism about the coming year, investors remain short of cash to commit to new funds

By Chris Cumming

Dec 20, 2024 6:00 am ET | WSJ PRO



FINANCIAL TIMES

Opinion Lex + Add to myFT

A thinning of the big private equity herd is coming

In the crowded middle market, funds will struggle to consistently earn good returns over several decades

# The Harsh Reality

**38%** of PE coverage in the **WSJ** over the past year conveyed a **negative** sentiment toward the sector.

**33%** of the **FT's** PE coverage expressed a **negative** sentiment toward the sector in the past year.

**5.5%** of **Bloomberg's** coverage on PE conveyed a **positive** sentiment toward the sector in the past year.

**3.3%** of the **FT's** PE coverage over the past year conveyed a **positive** sentiment toward the sector.

Total articles: 412 (26 March 2024 – 26 March 2025). Source: Signal

## Industry performance scrutinised

Leading outlets have an appetite for covering PE's struggles, often emphasising the sector's decline.

FINANCIAL TIMES

Private equity is doing badly — however you measure it

## Private equity's impact on the wider economy in focus

Appetite for coverage on PE's impact on the wider economy is increasing, with journalists closely scrutinising the sector's ability to navigate a higher interest rate environment.

Bloomberg

Is private equity a threat? We need a better answer

## Limited exit opportunities in focus

Recent headlines highlight the drop in dealmaking and sluggish IPO markets.

REUTERS®

Buyout barons risk chocking on their stuck assets

## Portfolio companies scrutinised

Media interest in portfolio companies and their PE owners are on the rise, with outlets like The Guardian and the FT warning about PE's impact across sectors.

FINANCIAL TIMES

Leveraged to the hilt': PE-backed firms hit by wave of bankruptcies

# How To Mitigate Risk

# In Difficult Times – Standing Out From The Crowd



**Your brand  
*narrative*  
should...**



**Demonstrate your  
USP and track record**

Build confidence through demonstrating strong performance and your specialised approach in a crowded marketplace



**Be consistent across  
all communications**

Build trust by demonstrating professionalism across your website, LinkedIn page, investor materials and media presence (as applicable)



**Address the current  
environment**

Emphasise risk management capabilities and how you are navigating emerging industry trends



# Digital – For Effective Engagement With LPs

## Digital channels are now a critical source for investors as part of due diligence

90%

of institutional investors have taken action at least monthly, based on viewing asset manager content

87%

of institutional investors agree that brand reputation is important when making key commercial decisions

66%

of institutional investors have increased their social media usage over the last 12 months

79%

of institutional investors are using LinkedIn at least weekly, with 43% using it daily

50%

of institutional investors say LinkedIn is best for keeping track of individuals

Source: LinkedIn – Investing in the Digital Age Report, 2024

# Managing a Crisis – Be Prepared

In difficult times, managing issues effectively is more important than ever

01



Preparation is essential

An established executive response group is key

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02



Speed of response

You may have hours, at most, to react

---

03



Build goodwill

Open, timely communications will win friends

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04



Do not overreact

Be proportionate in your stakeholder responses

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# Q&A

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**Email:**

[enquiries@greenbrookadvisory.com](mailto:enquiries@greenbrookadvisory.com)

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W1G 0DF

# CFO Fireside Discussion



Kevin Early  
Partner and CFO  
Ares Management



Paul Vrancken  
Senior Partner and CFO  
Rivean Capital



Carol Sawdye  
COO  
Proskauer  
*Moderator*

# Closing Remarks



Duncan Woollard  
Partner  
Proskauer



# Funds Focus

Strategic Insights for  
Private Capital Leaders

Private Capital  
Conference Series

30 April, 2025  
London

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## HIGHLIGHTS

[2024 Proskauer Annual Review for Private Investment Funds](#)

[Proskauer's Hedge Start: A Beginner's Guide to Launching a Fund](#)

[A Practical Guide to the Regulation of Hedge Fund Trading Activities](#)

[Regulatory & Compliance Blog](#)

[Private Market Talks Podcast](#)

[Beyond the Deal](#)

[Talking Trends with Blue Owl](#)

[ILPA Guidance on NAV Facilities](#)

[A Decade of Secondaries: Europe's appeal and the evolution of specialization](#)

[GPs Up Fund-Level Borrowing to Optimise Management and Performance](#)

[A Decade of Secondaries: Will the North American market's dominance continue?](#)

[A Change in the LP-GP Balance of Power](#)