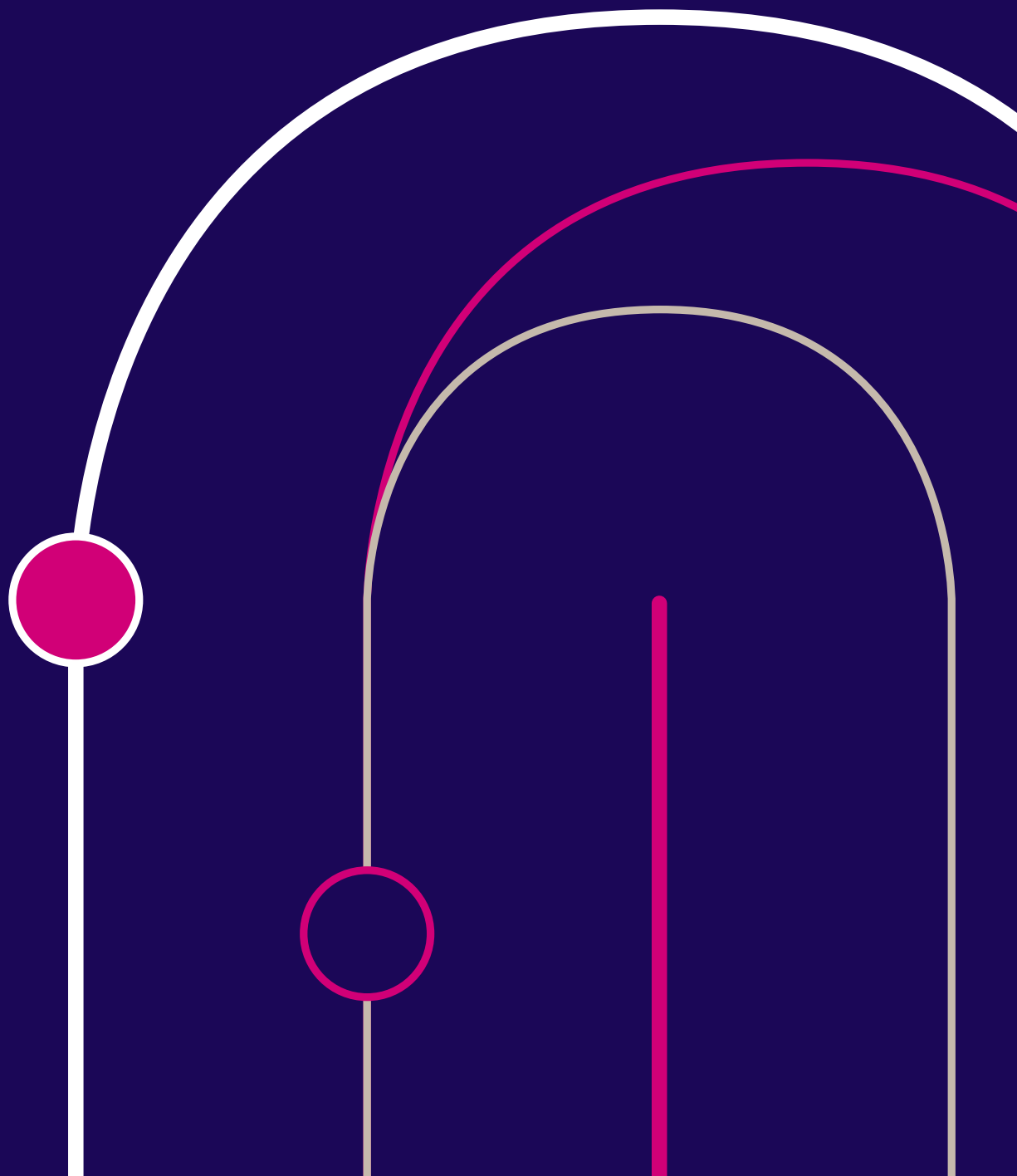


# The 2022 Preqin Service Providers Report



**PREQIN**

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## The 2022 Preqin Service Providers Report

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## Methodology

The *2022 Preqin Service Providers in Alternative Assets Report* was compiled using data on over 53,000 private capital funds, 485,000 private capital deals, 39,900 hedge funds, and 6,800 service providers from Preqin Pro.

All sources are from Preqin Pro as of August 2022.

\*Source: Preqin (Not available on Preqin Pro).

Unless otherwise noted, firms are included in tables based on the number of known funds or deals serviced within the given criteria. In the event of a tie, firms with the same number of known fund or deal clients are ranked according to the funds' or deals' aggregate value. If you would like to learn more about the methodology used, or share data for our future reports, please contact [info@preqin.com](mailto:info@preqin.com).

# Executive summary

The market for alternative-asset service providers is flush with opportunity. With total assets under management (AUM) expected to grow on average by 12.3% per year globally between 2021 and 2027 to \$18.33tn, funds will increasingly lean on placement agents, auditors, administrators, and legal teams to manage essential functions. They will need to do this to keep up with the recent volume of funds in market. Even if 2022 doesn't match 2021's record fundraising, the general upward trend points to a need to manage inflows and efficiently service a new generation of clients.

Limited partners' due diligence will continue to include evaluating a fund's service providers. Key to their findings will be what GPs can provide beyond fund management and how they provide it. Fund managers have faced several new challenges since the start of 2020, including the volatility brought by the pandemic, not to mention other additional wrinkles. Among these was an increased need for on-demand data, both for GPs themselves and their LPs. Many fund managers struggled to provide this, creating a void that fund administrators were all but happy to fill. While this is just one example of how private capital funds outsource, filling these roles internally also became an issue and highlighted the scalability outsourcing offers.

Practicality has also helped to drive the alternative asset service provider industry. As market conditions may dictate more muted returns over the near- to mid-term, managers may look to this to bolster performance. With fee agreements expected to change little in a high rate/high inflation environment, GPs will look for ways to get leaner while their LPs will press to reduce fund expenses.

Like the industry they serve, providers that can best meet their clients' demands will rise to the top, leaving others behind. GPs that are comfortable with their service providers are likely to stick with them. Preqin data shows signs of topheaviness throughout each of the major service provider categories, with a few providers assuming the majority of industry coverage. As this consolidation persists, fund managers are likely to remain with the providers best adapted to the evolving market and best able to continually move with it.

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# Fund services by COLMORE

## GPs, meet strategic service

### | Your challenge

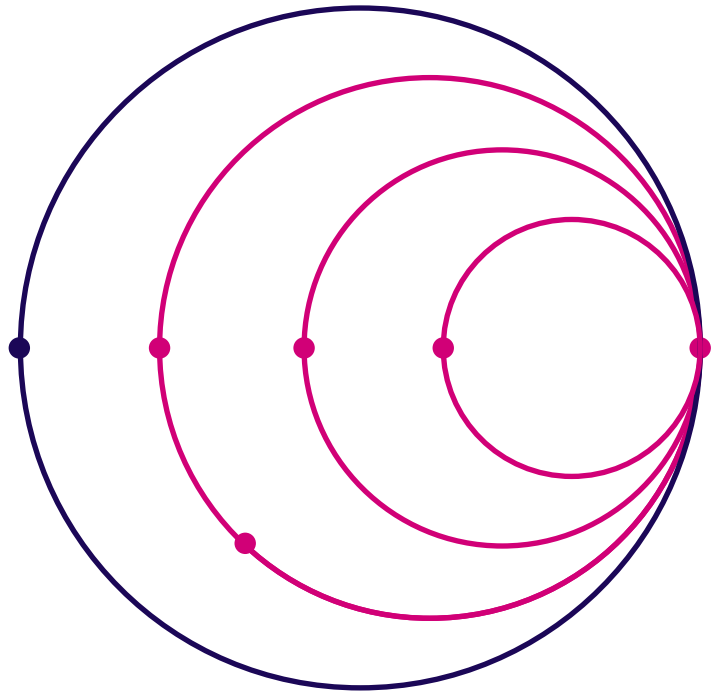
The pressure on Fund Operations is growing, especially if you are running an allocator strategy.

Scaling internally to meet this demand can be tough and outsourcing brings its own challenges.

### | Our solution

Our Fund Admin service is for GPs, by GPs. We are a specialist fund services provider built to meet the administration needs of FoFs, Secondary and Co-Investment funds.

We integrate insight and fund services, so all of your data is in one place. Say goodbye to multiple systems and providers.



**Accounting +  
administration**

**Portfolio  
monitoring**

**Technology**

All in one place | One set of data | Once source of truth

### | No matter the jurisdiction, we have you covered

Through our strategic partnership with a leading network of global service providers, Colmore clients are covered no matter the jurisdiction and regulatory structure they choose.

**COLMORE**

From **PREQIN**

# GP-led secondary transactions are transforming the private fund landscape

GP-led secondary transactions have transformed, and will continue to transform, the private funds landscape by changing the way sponsors and limited partners think about their funds and portfolio companies.

GP-led secondaries, also referred to as continuation vehicle transactions or fund recapitalizations, have woven their way from a small segment of the secondaries market to becoming an integral part of secondary transactions and exit strategies for private fund sponsors.

## What are GP-led secondary transactions?

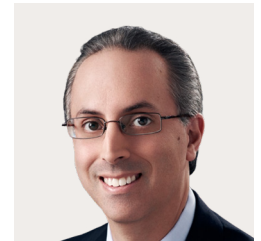
A GP-led secondary transaction is where a fund sponsor sells one or more assets from a fund it already manages to a new fund. This 'continuation vehicle' is managed by the same sponsor and generally capitalized by one or more secondary buyers. While the continuation vehicle is controlled by the same sponsor, the pricing and terms of the transaction are generally negotiated by and among the lead secondary buyers and the fund sponsor on behalf of the existing fund. Investors in the existing fund are given the opportunity to sell their interest in the underlying assets being transferred (i.e., liquidation option), roll their interest into the continuation vehicle on the same terms as the existing fund (i.e., status quo option), or re-invest into the continuation vehicle on new terms negotiated by the lead secondary buyers, often with an additional capital commitment (i.e., rolling or reinvesting option). That said, recently we are seeing more transactions that do not offer the status quo option, especially in single-asset continuation vehicles. Importantly, continuation vehicles are just one type of GP-led secondary deal, but such vehicles have become the most common structure for sponsor-led secondary deals.

## Explosive growth

GP-led secondary transactions have experienced explosive growth over the past five or so years. In 2016, GP-led transactions represented 24% of the secondaries market.<sup>1</sup> By 2021, they represented 52% of all secondaries transaction volume.<sup>2</sup> The market for GP-led secondary transactions has remained strong in 2022 despite the uncertain macroeconomic environment, with market volume for H1 2022 reaching an estimated \$24bn (42% of all secondaries



**Debra Lussier**  
Partner  
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volume for the period).<sup>3</sup> While this represents a 17% decrease from H1 2021 volume, it is still 71% higher than the prior peak in H1 2019.<sup>4</sup> While GP-led secondary transactions can include the sale of multiple assets of a fund, over the past 12-18 months we observe that single-asset transactions are more popular.<sup>5</sup> Historically these transactions were used primarily by buyout sponsors, but as the market has developed such transactions are now commonly done by growth equity, venture, and various other private fund strategies.

## Benefits of GP-led secondary transactions

To the extent GPs see future upside in an existing portfolio company, GPs have found a new avenue to manage their portfolio companies and hold an investment beyond the 10-year life of a typical buyout fund to maximize value for investors. Such transactions are also beneficial as sponsors do not have to renegotiate existing leverage on investments in connection with a realization event. Further, portfolio company management teams do not have to adapt to a new board of directors as they would in a traditional exit strategy, such as a sale to another PE sponsor. Finally, LPs can either cash out or roll into the new continuation vehicle to maintain their exposure to the investments, often at more LP-favorable economics.

<sup>1</sup> Jefferies 1H 2022 Global Secondary Market Review July 2022.

<sup>2,3,4,5</sup> Ibid

We're seeing GP-led secondary transactions as a new tool in a sponsor's toolkit when considering exit strategies for its portfolio companies. With the IPO market having its slowest year in decades,<sup>6</sup> and M&A activity slowing, typical exit strategies for sponsors have been removed. GP-led secondary transactions, therefore, give sponsors access to liquidity events that can provide proceeds to existing investors at favorable pricing.

The LP community has seen the benefit of these transactions. Such support is evident in the larger secondary funds being raised, higher allocations to GP-led secondary transactions in such funds, and secondary funds being formed that only invest in GP-led secondary transactions. They can also provide liquidity to LPs which can help them continue to commit to new funds.

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<sup>6</sup> Driebusch, *Wall Street Journal*

### **Conclusion**

GP-led secondary transactions have experienced explosive growth. They provide LPs with options to obtain liquidity or continue their exposure to an asset or group of assets with the potential for future growth. At the same time GPs can maintain exposure to, and continue to manage, an asset they see as having additional growth opportunities without the need to dispose of it due to arbitrary fund term limitations. While these transactions vary in complexity due to structure, number of assets involved, and varying conflicts of interest, they have provided GPs with another tool to meet their LPs' objectives and also generate returns. GP-led secondaries will continue to develop and remain a large part of the future private fund landscape.

**Debra Lussier** is a partner in Ropes & Gray's asset management group and the co-leader of the buyout and growth equity funds team. Deb counsels sponsors on issues ranging from internal compensation to succession planning and bet-the-company matters.

**Marc Biamonte** is a partner in Ropes & Gray's asset management group and the co-leader of the firm's buyout and growth equity funds team, working with funds of all sizes and types. Marc is also co-leader of the firm's institutional investors team.

**Ropes & Gray** is a pre-eminent global law firm with approximately 1,400 lawyers and legal professionals serving clients in major centers of business, finance, technology, and government. The firm has offices in New York, Boston, Washington DC, Chicago, Los Angeles, San Francisco, Silicon Valley, London, Hong Kong, Shanghai, Tokyo, and Seoul.

# Operating in a complex environment

Staying on top of private equity trends and challenges in the Greater China region

Asia is home to vibrant private equity markets, which attract increasing attention from equity and hedge funds. This year, we're seeing a high level of private equity investment activity from global funds moving into Asian markets, following a period of relative stability when COVID-19 began. For instance, this year in Asia-Pacific, Carlyle Group raised an \$8.5bn Carlyle buyout fund, while Bain Capital raised a \$5bn buyout fund.

Global investors have shown interest in converging on Hong Kong and making investments in, or associated with, mainland China. Since the introduction of Hong Kong onshore private equity fund structure (the HK Limited Partnership Fund (HKLPF) regime) from 2020, over 400 HKLPFs have been registered. The region also managed to revert to business as usual soon after the initial outbreak of the coronavirus. Vistra's China offices, private equity clients, and respective portfolio companies returned to the office just three months into the pandemic, a testament to the region's effective containment measures.

We are seeing a wide variety of themes in private equity investment portfolios, such as pharmaceutical, biochemical, and medical investments. Investment trends vary between different countries in Asia. In China specifically, microconsumer-related investments continue to benefit from a high level of consumption power. Artificial Intelligence and innovative tech brands that use data are also popular. With the Hong Kong market offering clear exit routes, we have seen several private equity funds successfully back investee companies to achieve public listing amid challenges, such as the initial public offering of app-based logistics provider GoGoX, a merger between Hong Kong's logistics platform GoGoVan and a logistics company affiliated to China-based e-commerce provider 58.com.

## Cross-border fundraising has become complex

While we note the bright spots in the economy, it is also apparent that the regulatory climate has become complex for investors operating across multiple jurisdictions. Authorities are increasingly focusing on offshore hubs, a trend not isolated to Asia. For example, if a fund manager is licensed to operate in Hong Kong, uses a Cayman Islands structure, and has investments in mainland China, it needs to comply with numerous regulators from three jurisdictions.

Each of these regulators have also recently introduced new rules and requirements, which increases the level of complexity facing fund managers dealing with cross-border transactions and fundraising programmes. Not only is there greater operational complexity, made even more nuanced and complicated by AML and KYC



**Sherrie Dai**  
Managing Director North Asia  
Vistra

requirements, but compliance budgets will certainly take a hit. This is partially driven by geopolitical tensions with more uni- and bi-lateral sanctions, which forces fund managers to ensure up-to-date sanction screening, timely transaction monitoring, and fit-and-proper risk rating schemes. All these must be conducted in a compliant and commercially sensible way.

## Moving through the value chain

In private equity, the value chain is clearly broken into four stages for our clients: fundraising, investment, portfolio management, and exit.

For the first stage, fundraising, we observe the trend of Asian fund managers and private equity firms gravitating more toward using a third-party, reputable fund administrator. When a firm does roadshows and presents to investors, it can point to this appointment, which gives it greater legitimacy.

At the investment stage, when capital deployment begins, firms must consider the regulatory requirements which can vary significantly between different jurisdictions. This is especially important in markets where there are foreign exchange controls, like China, where several regulatory filings need to be arranged before the capital can be properly deployed.

For portfolio management, the third stage, PE firms need a fund administrator like Vistra to help with registration, management, and ongoing regulatory compliance work for special purpose vehicles (SPVs). We see increased demand from our clients for extra line of sight and transparency, not just at the SPV level but also at the portfolio company and investee level. This may include providing an independent point of view of the financial performance through standardized reporting.

When it comes to exits, as previously mentioned, if our PE clients wish to exit their China-based investments, exit planning is a necessity. This planning needs to consider various filings with the State Administration of Foreign Exchange and the local and national tax bureaus, as well as China's Data Protection Law, which was recently enacted on November 1, 2021, and adds another level of complexity

when it comes to transactions associated with cross-border data transfer.

**On-ground presence matters**

For both private equity and hedge funds, it makes a great difference to have a locally based fund administration team that understands the market, stays abreast of the changing regulations, and helps clients navigate through operational nuances in unique contexts. A local team may also be able to obtain guidance from local regulators that might not be specified in any regulatory guide.

The local team can respond to clients' urgent and ad-hoc needs in a timely manner, especially in Asia where investment decisions are made extremely quickly. It can coordinate with share service centers, which are often located in different time zones to ensure that issues are

fixed, and where reporting is delivered around the clock. Additionally, service providers should offer the 'human touch,' which is essential and usually a pre-requisite to quality and reliable service.

**Our outlook for 2023**

While fundraising in the Greater China market faces uncertainties, we are still prudently positive. Economic growth can be driven by a wide spectrum of supply chains in China and its population's consumption power, backed by a high saving rate. There are still investment opportunities to capitalize on in the region, but investors, private equity firms, and service providers need to understand and be mindful of cross-border controls and ever-tightening regulations in order to navigate them properly.

**Sherrie Dai**, Managing Director of **Vistra North Asia**, is a seasoned financial services professional with over 25 years of experience. Having studied and worked in the US for over 15 years, Sherrie brings a wealth of international perspective. She has worked for a number of multinational companies and gained solid management experience in training, consumer banking, private banking, and investment banking within the region. Vistra is a leading fund administrator and corporate service provider with more than 5,000 professionals in over 45 jurisdictions, managing 200,000 legal entities and administering assets valued at over \$395bn.



# Fund administrators

**Fig. 1: Prominent fund administrators servicing private capital funds, all time, funds closed**

Firm	No. of known private capital funds serviced
Alter Domus	976
SS&C GlobeOp	833
Standish Management	616
Gen II Fund Services	352
State Street	351
Aduro Advisors	350
Apex Group	341
IQ-EQ	330
Citco Fund Services	324
Carta Investor Services	299

**Fig. 2: Prominent fund administrators servicing private capital funds, 2021–H1 2022, funds closed**

Firm	No. of known private capital funds serviced
Alter Domus	149
Carta Investor Services	111
SS&C GlobeOp	105
Standish Management	86
Aduro Advisors	78
Gen II Fund Services	62
Apex Group	60
Citco Fund Services	56
Gaingels	47
SEI Investments	41

**Fig. 3: Prominent fund administrators servicing private capital funds, funds in market**

Firm	No. of known private capital funds serviced
Alter Domus	228
Carta Investor Services	225
Aduro Advisors	156
SS&C GlobeOp	142
Apex Group	107
Standish Management	105
Citco Fund Services	94
Gen II Fund Services	81
IQ-EQ	48
SEI Investments	46

**Fig. 4: Prominent fund administrators servicing first-time private capital funds, 2021–H1 2022, funds closed**

Firm	No. of known private capital funds serviced
Carta Investor Services	36
Aduro Advisors	25
Gen II Fund Services	19
Alter Domus	17
Standish Management	13
SS&C GlobeOp	11
Citco Fund Services	8
Apex Group	7
VMS Fund Administration	7
Assure Services	7

**Fig. 5: Prominent fund administrators servicing private capital funds by fund size, 2021–H1 2022, funds closed**

Less than \$50mn	\$50-99mn	\$100-499mn	\$500-999mn	\$1bn or more
Carta Investor Services	Carta Investor Services	Alter Domus	Alter Domus	Citco Fund Services
Gaingels	Aduro Advisors	Standish Management	SS&C GlobeOp	Alter Domus
Aduro Advisors	Alter Domus	SS&C GlobeOp	Standish Management	SS&C GlobeOp
SS&C GlobeOp	VMS Fund Administration	Gen II Fund Services	Gen II Fund Services	SEI Investments
Assure Services	Gen II Fund Services	Aduro Advisors	CACEIS	Gen II Fund Services

**Fig. 6: Prominent fund administrators servicing private capital funds by fund manager location, 2021–H1 2022, funds closed**

North America	Europe	Asia-Pacific	Rest of World
Carta Investor Services	Alter Domus	Alter Domus	IQ-EQ
SS&C GlobeOp	CACEIS	Langham Hall	BTG Pactual Serviços Financeiros
Alter Domus	Aztec Group	Apex Group	Trident Trust
Standish Management	Brightpoint Fund Services	Vistra	Carta Investor Services
Aduro Advisors	IQ-EQ	SS&C GlobeOp	Tzur Management

**Fig. 7: Prominent fund administrators servicing private capital funds by asset class - all time**

Private equity & venture capital	Private debt	Real estate	Infrastructure	Natural resources
Alter Domus	SS&C GlobeOp	Alter Domus	Alter Domus	SS&C GlobeOp
SS&C GlobeOp	Citco Fund Services	SS&C GlobeOp	Citco Fund Services	Alter Domus
Standish Management	SEI Investments	Sanne Group	Apex Group	Apex Group
Aduro Advisors	State Street	Citco Fund Services	SS&C GlobeOp	Standish Management
Carta Investor Services	Alter Domus	Langham Hall	Gen II Fund Services	Citco Fund Services

#### Access fund administrators league tables all year round

You no longer need to wait for this report to access the Fund Administrators League Tables. Our Fund Administrators League Tables are now available in Preqin Pro, where you can find details of leading fund administrators servicing private capital funds. Filter the live league tables by asset class, fund domicile, manager location, and fund size.

[Register for a Demo](#)

# Fund auditors

**Fig. 8: Prominent fund auditors servicing private capital funds, all time**

Firm	No. of known private capital funds serviced
PricewaterhouseCoopers	3,793
EY	3,398
KPMG	3,099
Deloitte	2,436
RSM	1,149
BDO	1,044
Frank, Rimerman & Co.	686
Grant Thornton	513
EisnerAmper	335
CohnReznick	262

**Fig. 9: Prominent fund auditors servicing private capital funds, 2021–H1 2022, funds closed**

Firm	No. of known private capital funds serviced
PricewaterhouseCoopers	323
EY	283
KPMG	267
Deloitte	229
Frank, Rimerman & Co.	96
BDO	95
RSM	88
Grant Thornton	39
WithumSmith+Brown	38
Richey May & Co.	31

**Fig. 10: Prominent fund auditors servicing private capital funds, funds in market**

Firm	No. of known private capital funds serviced
PricewaterhouseCoopers	434
EY	434
KPMG	401
Deloitte	334
Frank, Rimerman & Co.	200
RSM	164
BDO	141
Grant Thornton	76
Weaver	58
EisnerAmper	58

**Fig. 11: Prominent fund auditors servicing first-time private capital funds, 2021–H1 2022, funds closed**

Firm	No. of known private capital funds serviced
PricewaterhouseCoopers	46
EY	38
KPMG	35
Deloitte	31
Frank, Rimerman & Co.	23
RSM	21
BDO	16
Grant Thornton	8
Weaver	8
EisnerAmper	7

**Fig. 12: Prominent fund auditors servicing private capital funds by fund size, 2021–H1 2022, funds closed**

Less than \$50mn	\$50-99mn	\$100-499mn	\$500-999mn	\$1bn or more
Frank, Rimerman & Co.	KPMG	KPMG	Pricewaterhouse Coopers	Pricewaterhouse Coopers
KPMG	Pricewaterhouse Coopers	Pricewaterhouse Coopers	Deloitte	EY
Richey May & Co.	Frank, Rimerman & Co.	EY	EY	Deloitte
BDO	EY	Deloitte	KPMG	KPMG
EY	BDO	RSM	RSM	BDO

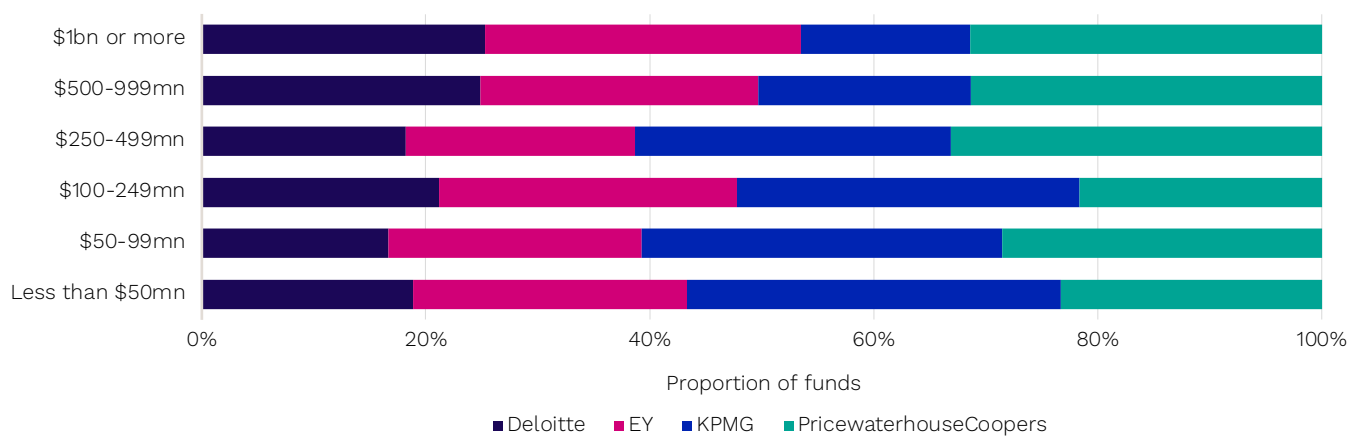
**Fig. 13: Prominent fund auditors servicing private capital funds by fund manager location, 2021–H1 2022, funds closed**

North America	Europe	Asia-Pacific	Rest of World
EY	PricewaterhouseCoopers	EY	KPMG
PricewaterhouseCoopers	KPMG	PricewaterhouseCoopers	PricewaterhouseCoopers
Deloitte	EY	KPMG	EY
KPMG	Deloitte	Deloitte	Baker Tilly
Frank, Rimerman & Co.	BDO	Moore	Deloitte

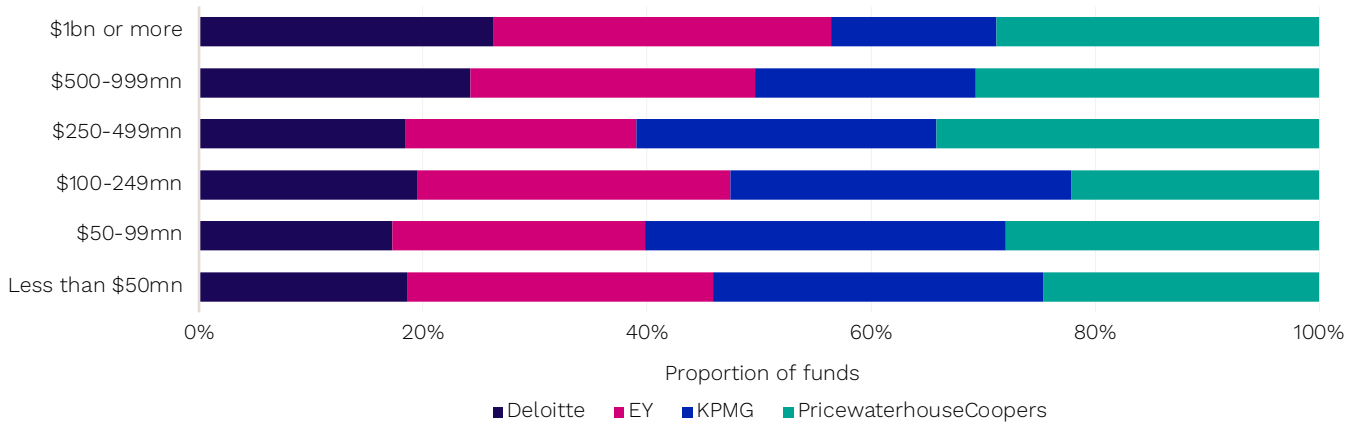
**Fig. 14: Prominent fund auditors servicing private capital funds by number of funds, all time**

Private equity & venture capital	Private debt	Real estate	Infrastructure	Natural resources
Pricewaterhouse Coopers	Pricewaterhouse Coopers	Pricewaterhouse Coopers	Pricewaterhouse Coopers	Pricewaterhouse Coopers
EY	EY	KPMG	EY	EY
KPMG	KPMG	EY	Deloitte	KPMG
Deloitte	Deloitte	Deloitte	KPMG	Deloitte
RSM	RSM	CohnReznick	BDO	RSM

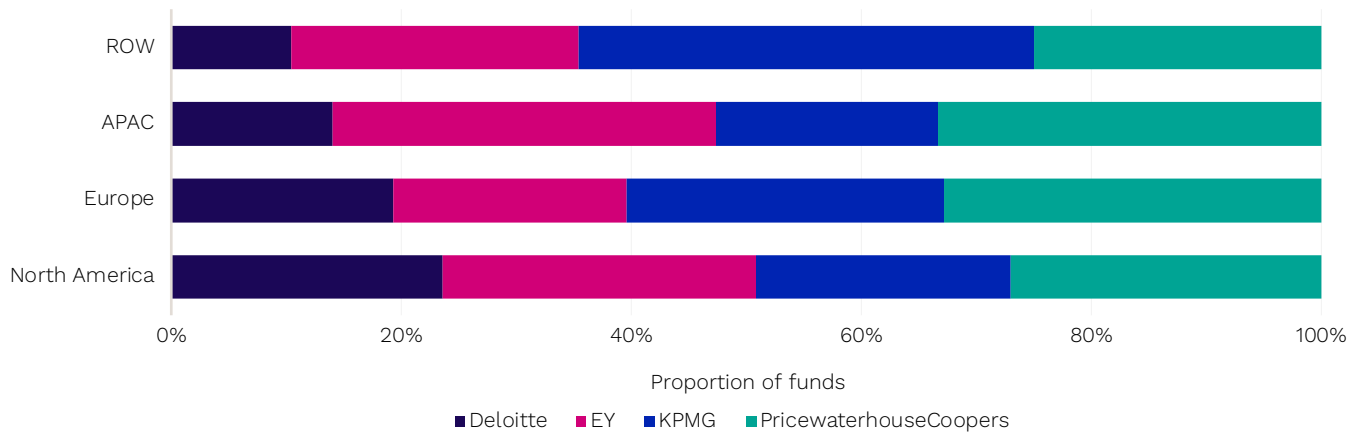
**Fig. 15: Market share of leading fund auditors servicing private capital funds by fund size, 2021–H1 2022 funds closed, no. of funds**



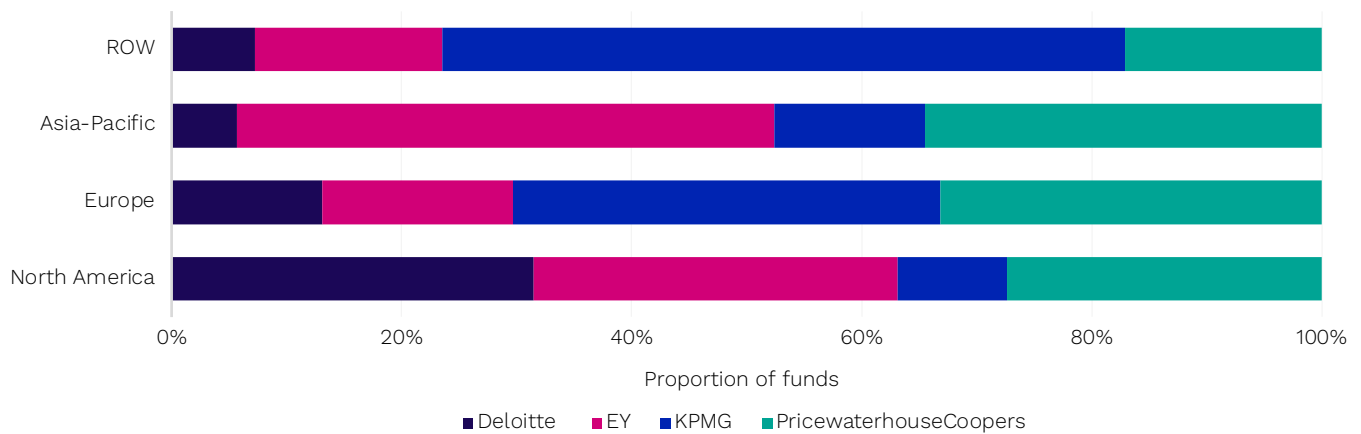
**Fig. 16: Market share of leading fund auditors servicing private capital funds by fund size, 2021–H1 2022 funds closed, aggregate capital raised**



**Fig. 17: Market share of leading fund auditors servicing private capital funds by fund manager location, 2021–H1 2022 funds closed, no. of funds**



**Fig. 18: Market share of leading fund auditors servicing private capital funds by fund manager location, 2021–H1 2022 funds closed, aggregate capital raised**



# A down 2022, less impact fund terms more on returns

As inflation, high rates, and war each take their toll on private capital returns, how managers emerge from the cycle will determine their future success

## **What impact will current market conditions, which include down equity markets, rising inflation, and rising interest rates, have on alternative assets?**

Rising rates will for sure have an impact on the cost of capital while inflation will erode returns. But fee terms will generally remain static, irrespective of interest rates and inflation increases. Instead, terms will continue to be impacted by supply and demand. Fee terms for a particular fund may be negotiable, but this will depend more on a given manager's ability to produce attractive returns compared to competitors. This, however, can shift over time as different investment strategies fall in and out of favor.

## **How will lower asset valuations affect venture funds?**

Depressed valuations have had a negative effect on performance as many players have struggled to keep ahead of higher entry costs. In turn, this could create fundraising challenges for struggling managers down the road. That effect is particularly acute if the fund is between closings. In that situation, new investors will be reluctant to buy into the existing portfolio at cost. Additionally, existing investors may be unhappy about being diluted at discounted prices even if, as is often the case, the general partner has reserved the flexibility to adjust marks to reflect movements in material valuation.

On the other hand, investors generally recognize that markets are cyclical, and pricing dips can create opportunities to invest at attractive prices. This can be advantageous for funds sitting on dry powder. Investors evaluating the performance of a fund sponsor typically look at relative performance against others in the same space. While poor overall sector performance can result in some reduction in allocations, fund sponsors with good relative performance will still attract capital.

## **Have the events of the past two years, such as COVID-19, geo-political conflicts, and interest rate and inflation volatility, radically changed the hedge fund landscape?**

Just as with the Global Financial Crisis, we expect these market events, coupled with the recent rules proposed by the SEC, to generate opportunity for both existing and well-pedigreed emerging managers. High performing managers—



**Peter D. Greene**  
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whether long/short, market neutral, quant, or macro—will be rewarded, and new managers will be born from performance dislocation. Moreover, it is critical to watch the proposed rules around preferential terms, which could dramatically alter how managers negotiate fee, liquidity, capacity, and transparency terms with sophisticated investors, such as endowments, pensions, and charities.

As an AmLaw 100 firm and one of the leading law firms serving the financial services industry, **Schulte Roth & Zabel** has a multidisciplinary practice with an international clientele. We regularly advise on investment management, corporate, and transactional matters and provide counsel on securities regulatory compliance, enforcement, and investigative issues.



# Law firms in fund formation

**Fig. 19: Prominent law firms in fund formation servicing private capital funds - all time**

Firm	No. of known private capital fund formation assignments
Kirkland & Ellis	1,052
King & Wood Mallesons	595
Goodwin	501
Simpson Thacher & Bartlett	465
Clifford Chance	427
Cooley LLP	379
Burness Paull	354
Debevoise & Plimpton	347
Proskauer	345
Schulte Roth & Zabel	312

**Fig. 20: Prominent law firms in fund formation servicing private capital funds, 2021 – 2022 vintages**

Firm	No. of known private capital fund formation assignments
Kirkland & Ellis	192
Cooley LLP	75
Schulte Roth & Zabel	67
Goodwin	53
Simpson Thacher & Bartlett	52
Clifford Chance	47
Burness Paull	46
King & Wood Mallesons	44
Ropes & Gray	37
DLA Piper	37

**Fig. 21: Prominent law firms in fund formation servicing private capital funds, funds in market**

Firm	No. of known private capital fund formation assignments
Kirkland & Ellis	94
Schulte Roth & Zabel	92
Clifford Chance	50
Cooley LLP	49
Goodwin	47
King & Wood Mallesons	37
Bae Kim & Lee	32
Baker McKenzie	30
Burness Paull	30
DLA Piper	27

**Fig. 22: Prominent law firms in fund formation servicing private capital funds by fund size, 2021 – 2022 vintages**

Less than \$50mn	\$50-99mn	\$100-499mn	\$500-999mn	\$1bn or more
Cooley LLP	Cooley LLP	Kirkland & Ellis	Kirkland & Ellis	Kirkland & Ellis
King & Wood Mallesons	Gunderson Dettmer	Cooley LLP	Ropes & Gray	Bae Kim & Lee
DLA Piper	DLA Piper	Clifford Chance	Clifford Chance	Simpson Thacher & Bartlett
FangDa Partners	Goodwin	Goodwin	Fried Frank	Fried Frank
Gunderson Dettmer	FangDa Partners	King & Wood Mallesons	Goodwin	Ropes & Gray

**Fig. 23: Prominent law firms in fund formation servicing private capital funds by fund manager location, 2021 – 2022 vintages**

North America	Europe	Asia-Pacific	Rest of World
Kirkland & Ellis	Burness Paull	Kirkland & Ellis	Webber Wentzel
Cooley LLP	Clifford Chance	FangDa Partners	Raveh Haber & Co
Schulte Roth & Zabel	POELLATH	King & Wood Mallesons	Morgan Lewis & Bockius
Simpson Thacher & Bartlett	Macfarlanes	Baker McKenzie	Norton Rose Fulbright
Goodwin	King & Wood Mallesons	Gilbert + Tobin	Creel Garcia-Cuellar Aiza y Enriquez

**Fig. 24: Prominent law firms in fund formation servicing private capital funds by asset class, aggregate capital, all time**

Private equity & venture capital	Private debt	Real estate	Infrastructure	Natural resources
Kirkland & Ellis	Kirkland & Ellis	Simpson Thacher & Bartlett	Simpson Thacher & Bartlett	Simpson Thacher & Bartlett
Simpson Thacher & Bartlett	Fried Frank	Kirkland & Ellis	Debevoise & Plimpton	Kirkland & Ellis
Debevoise & Plimpton	Debevoise & Plimpton	Fried Frank	Kirkland & Ellis	Debevoise & Plimpton
Burness Paull	Paul, Weiss, Rifkind, Wharton & Garrison	Goodwin	Weil, Gotshal & Manges	Weil, Gotshal & Manges
Ropes & Gray	Schulte Roth & Zabel	Clifford Chance	Fried Frank	King & Wood Mallesons

**Fig. 25: Prominent law firms in fund formation servicing first-time private capital funds with vintages 2021 – 2022**

Law firm	No. of known first-time private capital fund formation assignments
Kirkland & Ellis	20
DLA Piper	13
Cooley LLP	13
Schulte Roth & Zabel	12
Gunderson Dettmer	11
King & Wood Mallesons	11
Goodwin	10
Clifford Chance	9
POELLATH	9
Allen & Overy	7

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# Design and efficiency are key to unlocking the value in data

Assessing the limitations of AI and how fund administration firm Alter Domus is using it to work through private capital's large volumes of data

## What front- and middle-office challenges do investors currently face?

There are many. But one particular challenge is how to transfer data to the middle and front offices for key decision-making. Much of the data may be unavailable in digitized form, so converting that data then using it in a timely and efficient way is a challenge.

## Is the back office the natural place to solve middle and front office challenges?

Yes, it's the starting point. It's where the source of truth lies. It's where the data resides. There needs to be a carefully designed connection between the front and middle offices. But to function efficiently, both rely on the back office to deliver vital information. The hand-off to the middle and front offices needs to be carefully planned and orchestrated.

## How can back, middle, and front offices be integrated successfully?

There's the horizontal challenge of dealing with a variety of systems, and there's the vertical integration challenge of doing it all cost-efficiently. Technology and design are vital to establishing connections among offices. One potential downfall is trying to do too much too fast. A wise place to start is to properly plan and lay the best foundation and then build on it. A poor foundation could saddle an organization for years. But it's more than tech. Proper change management is also critical. You need to ensure knowledge is shared and stakeholders are included, heard and empowered. You need buy-in across the organization.

## What challenges does the volume of data create for investors?

Given the realities of the alternative investment marketplace, efforts to standardize data will have limited success. The data is unique and often specific to a particular investment. Furthermore, information is often coming from



**Gus Harris**

Head of AD Data & Analytics  
Alter Domus

different sources, forms, and formats. Therefore, the data needs to be aggregated and contextualized so investors can analyze their respective portfolios. The final obstacle is time and cost. Ultimately, the analysis needs to be cost-efficient, timely and scalable as portfolios grow.

## What role can AI play in processing unstructured data?

AI can take you far, but ultimately, it's simply a machine doing the best a machine can do. We all know there are limitations, and it's important to understand them. The way Alter Domus views it is the machine helps get to a certain point, and then we incorporate the human layer. Our data scientists and domain experts step in to complement and guide each layer of machine overlay. We believe it is the combination of machine and human that helps realize the full potential of AI.

## How can investors improve their data management or analysis practices?

It is imperative to understand what needs to happen and prepare accordingly. This is a complex and expensive process, so the plan will not be linear. You need clear, adaptable, incremental wins and deliverables throughout so stakeholders can see practical solutions as they're implemented. Careful planning, but definitely not paralysis, is going to dictate the performance, scalability, and cost of the system going forward.

**Gus Harris** is Head of AD Data & Analytics at **Alter Domus** and sits on its Group Executive Board. With more than 4,100 employees across 37 offices and over \$1.8tn in global AuA, Alter Domus is a leading provider of integrated solutions for the alternative investment industry and is dedicated to serving private equity, real assets, and debt capital markets.

# Transactional law firm

**| Fig. 26: Prominent law firms involved in private equity-backed buyout deals, 2017–H1 2022**

Firm	Headquarters	Sample transactions advised on
Kirkland & Ellis	Chicago, US	Clarios International Inc., Nouryon Chemicals Holding B.V.
Latham & Watkins	London, UK	Calpine Corporation, TK Elevator
Ropes & Gray	Boston, US	Hitachi Metals, Ltd., The Michaels Companies, Inc.
Willkie Farr & Gallagher	New York, US	Univision Holdings Inc., BMC Software, Inc.
Jones Day	Washington DC, US	Time Inc., HD Supply's White Cap Business
Weil, Gotshal & Manges	New York, US	The Ultimate Software Group, Inc., 58.com Inc.
Goodwin	Boston, US	Citrix Systems, Inc., PAREXEL International Corporation
DLA Piper	London, UK	Paysafe Holdings UK Limited, CPA Global Limited
Simpson Thacher & Bartlett	New York, US	Medline Industries, Inc., Athene Holding Ltd.
Paul, Weiss, Rifkind, Wharton & Garrison	New York, US	Lumen Technologies' ILEC Business, Hunter Douglas, Inc.

**| Fig. 27: Prominent law firms involved in private equity-backed buyout deals, 2021–H1 2022**

Firm	Headquarters	Sample transactions advised on
Kirkland & Ellis	Chicago, US	Citrix Systems, Inc., Fiserv, Inc.
Latham & Watkins	London, UK	Access UK Limited, Colgate Energy, LLC
Ropes & Gray	Boston, US	Kindred at Home - Hospice Division, Datto Holding Corp.
Willkie Farr & Gallagher	New York, US	TigerRisk Partners, LLC, Sorenson Communications, LLC
Goodwin	Boston, US	SailPoint Technologies Holdings, Inc., Viatrix Inc.'s Biosimilars Business
Jones Day	Washington DC, US	Roper Technologies, Inc.'s Industrial Business, Getty Images, Inc.
Simpson Thacher & Bartlett	New York, US	Zendesk, Inc., Convey Health Solutions Holdings, Inc.
Paul, Weiss, Rifkind, Wharton & Garrison	New York, US	Chelsea Football Club Limited, CDK Global, Inc.
McDermott Will and Emery	Chicago, US	Solesis Inc., Del Taco LLC
Weil, Gotshal & Manges	New York, US	HCP Packaging (Shanghai) Co. Ltd., Biofarma S.r.l.

**Fig. 28: Prominent law firms involved in private equity-backed buyout deals by deal size, 2021–H1 2022**

Less than \$50mn	\$50–99mn	\$100–499mn	\$500–999mn	\$1bn or more
Kirkland & Ellis	DLA Piper	Kirkland & Ellis	Kirkland & Ellis	Kirkland & Ellis
Latham & Watkins	Kirkland & Ellis	Latham & Watkins	Latham & Watkins	Latham & Watkins
Ropes & Gray	Willkie Farr & Gallagher	Willkie Farr & Gallagher	Willkie Farr & Gallagher	Simpson Thacher & Bartlett
Willkie Farr & Gallagher	Paul, Weiss, Rifkind, Wharton & Garrison	Ropes & Gray	Ropes & Gray	Paul, Weiss, Rifkind, Wharton & Garrison
Goodwin	Paul Hastings	White & Case	Simpson Thacher & Bartlett	Freshfields Bruckhaus Deringer
Jones Day	Mayer Brown	Paul, Weiss, Rifkind, Wharton & Garrison	Weil, Gotshal & Manges	Ropes & Gray
McDermott Will and Emery	Latham & Watkins	Sidley Austin	Goodwin	Willkie Farr & Gallagher
DLA Piper	Baker McKenzie	Simpson Thacher & Bartlett	Sidley Austin	Skadden, Arps, Slate, Meagher & Flom
Weil, Gotshal & Manges	Jones Day	Goodwin	Freshfields Bruckhaus Deringer	Debevoise & Plimpton
Winston & Strawn	Weil, Gotshal & Manges	Gibson, Dunn & Crutcher	Wachtell, Lipton, Rosen & Katz	Clifford Chance

**Fig. 29: Prominent law firms involved in private equity-backed buyout deals by portfolio company location, 2021–H1 2022**

North America	Europe	Asia-Pacific	Rest of World
Kirkland & Ellis	Kirkland & Ellis	Gilbert + Tobin	Machado, Meyer, Sendaze Opice Advogados
Ropes & Gray	Latham & Watkins	Khaitan & Co	Demarest e Almeida Advogados
Latham & Watkins	Willkie Farr & Gallagher	Nagashima Ohno & Tsunematsu	DLA Piper
Willkie Farr & Gallagher	White & Case	Minter Ellison	White & Case
Jones Day	DLA Piper	Clifford Chance	Asafo & Co.
Simpson Thacher & Bartlett	Allen & Overy	Herbert Smith Freehills	Simpson Thacher & Bartlett
Paul, Weiss, Rifkind, Wharton & Garrison	Osborne Clarke	Allens	Skadden, Arps, Slate, Meagher & Flom
Goodwin	Clifford Chance	Kirkland & Ellis	Pinheiro Guimarães
Winston & Strawn	EY Legal	Shardul Amarchand Mangaldas & Co Advocates & Solicitors	Lefosse Advogados
Sidley Austin	Freshfields Bruckhaus Deringer	Simpson Thacher & Bartlett	Ritch Mueller

| **Fig. 30: Prominent law firms involved in venture capital deals\*, 2017–H1 2022**

Firm	Headquarters	Sample transactions advised on
Gunderson Dettmer	Redwood City, US	Commonwealth Fusion Systems LLC, Flipkart Internet Private Ltd.
Fenwick & West	Mountain View, US	Databricks, Inc., Devoted Health, Inc.
Silicon Legal Strategy	San Francisco, US	Formagrid Inc., Joby Aero, Inc.
Jones Day	Washington DC, US	ByteDance Ltd., Rivian Automotive, LLC
Osler Hoskin & Harcourt	Toronto, Canada	Themis Solutions Inc., AgileBits Inc.
Goodwin	Boston, US	Radiology Partners Inc., EQRx, Inc.
Latham & Watkins	London, UK	National Resilience Inc., FlixBus GmbH
Wilson Sonsini Goodrich & Rosati	Palo Alto, US	WeWork Companies Inc., Lyft, Inc.
Cooley LLP	Palo Alto, US	Roviant Sciences Ltd., Maplebear Inc.
Willkie Farr & Gallagher	New York, US	Veeam Software Group GmbH, System1 LLC

| **Fig. 31: Prominent law firms involved in venture capital deals\*, 2021–H1 2022**

Firm	Headquarters	Sample transactions advised on
Gunderson Dettmer	Redwood City, US	GoCardless Limited, Lacework, Inc.
Silicon Legal Strategy	San Francisco, US	Revel Transit Inc., Deel, Inc.
Fenwick & West	Mountain View, US	Securonix Inc., Zuora Inc.
Wilson Sonsini Goodrich & Rosati	Palo Alto, US	Commonwealth Fusion Systems LLC, Checkout Ltd
Goodwin	Boston, US	VerSe Innovation Private Ltd., Sorare SAS
Willkie Farr & Gallagher	New York, US	FTX Trading Ltd., Olinda SAS
Latham & Watkins	London, UK	Trade Republic Bank GmbH, Weee!, Inc.
Osler Hoskin & Harcourt	Toronto, Canada	AgileBits Inc., Wealthsimple Inc.
Cooley LLP	Palo Alto, US	Lacework Inc., Flexport, Inc.
Orrick	New York, US	IONITY GmbH, Payfit SAS



| **Fig. 32: Prominent law firms involved in venture capital deals\* by deal size, 2021–H1 2022**

Less than \$50mn	\$50-99mn	\$100-499mn	\$500-999mn	\$1bn or more
Silicon Legal Strategy	Gunderson Dettmer	Gunderson Dettmer	Cooley LLP	Fenwick & West
Gunderson Dettmer	Fenwick & West	Fenwick & West	Paul, Weiss, Rifkind, Wharton & Garrison	Paul, Weiss, Rifkind, Wharton & Garrison
Osler Hoskin & Harcourt	Wilson Sonsini Goodrich & Rosati	Wilson Sonsini Goodrich & Rosati	Latham & Watkins	Cooley LLP
Willkie Farr & Gallagher	Willkie Farr & Gallagher	Goodwin	Gunderson Dettmer	Kirkland & Ellis
Fenwick & West	Goodwin	Cooley LLP	Kirkland & Ellis	Wilson Sonsini Goodrich & Rosati
Goodwin	Silicon Legal Strategy	Latham & Watkins	Goodwin	Jones Day
Wilson Sonsini Goodrich & Rosati	Latham & Watkins	Orrick	Willkie Farr & Gallagher	Goodwin
Latham & Watkins	Orrick	Kirkland & Ellis	Freshfields Bruckhaus Deringer	Freshfields Bruckhaus Deringer
Ingen Housz	Cooley LLP	Paul, Weiss, Rifkind, Wharton & Garrison	Taylor Wessing	Gunderson Dettmer
Jones Day	Taylor Wessing	Willkie Farr & Gallagher	White & Case	White & Case

| **Fig. 33: Prominent law firms involved in venture capital deals\* by portfolio company location, 2021–H1 2022**

North America	Europe	Asia-Pacific	Rest of World
Gunderson Dettmer	Goodwin	Gunderson Dettmer	Gunderson Dettmer
Silicon Legal Strategy	Osborne Clarke	Herbert Smith Freehills	Bronstein, Zilberberg, Chueiri & Potenza Advogados
Fenwick & West	Taylor Wessing	Willkie Farr & Gallagher	Derraik & Menezes
Wilson Sonsini Goodrich & Rosati	Orrick	Khaitan & Co	Wilson Sonsini Goodrich & Rosati
Osler Hoskin & Harcourt	Jones Day	Erdinast, Ben Nathan & Co.	Foley & Lardner
Goodwin	Ingen Housz	Cooley LLP	Morrison & Foerster
Latham & Watkins	Willkie Farr & Gallagher	IndusLaw	Veirano Advogados
Willkie Farr & Gallagher	Walder Wyss & Partners	Global Law Office	Demarest e Almeida Advogados
Cooley LLP	Latham & Watkins	Cyril Amarchand Mangaldas	Carey
Kirkland & Ellis	BMH Bräutigam & Partner	Shardul Amarchand Mangaldas & Co Advocates & Solicitors	Carey Olsen

**| Fig. 34: Prominent law firms involved in PERE deals, 2017–H1 2022**

Firm	Headquarters	Sample transactions advised on
Clifford Chance	London, UK	Trianon, US, Industrial Portfolio
DLA Piper	London, UK	Infomart Dallas, 1918 8th Avenue
Dentons	New York, US	Maximus Logistics Real Estate Portfolio
PwC Legal	London, UK	Finance Tower, Onyado Nono Kyotonanajo Natural Hot Springs
Loyens & Loeff	Amsterdam, Netherlands	Netherlands, Residential Portfolio, The Stage
Greenberg Traurig	Chicago, US	Warsaw Spire A
EY Legal	Moscow, Russia	Coeur Defense
Drees & Sommer	Stuttgart, Germany	Silberturm, Königsallee 21/23
Houthoff	Amsterdam, Netherlands	Distriport Tilburg, Sarphatistraat 1
GSK Stockmann	Munich, Germany	Atlas, Königsallee 37

**| Fig. 35: Prominent law firms involved in PERE deals, 2021–H1 2022**

Firm	Headquarters	Sample transactions advised on
DLA Piper	London, UK	Amsterdam Logistic Cityhub, Fuzja Office I
Drees & Sommer	Stuttgart, Germany	60 Rue des Bruyères, QO Hotel
Dentons	New York, US	Montage Healdsburg, Glen Forest Office Portfolio
Greenberg Traurig	Chicago, US	Europe, Industrial Portfolio, Assembly Bristol
Clifford Chance	London, UK	5 Broadgate, 100 New Bridge Street
EY Legal	Moscow, Russia	Sea Towers, Warren Corporate Center
Arcadis	Amsterdam, Netherlands	1 & 2 Dockland Central, Les Boréales
GSK Stockmann	Munich, Germany	Sheraton Berlin Grand Hotel Esplanade, Am Plärrer
PwC Legal	London, UK	1 Boulevard du Roi-Albert II, Grand Hotel Central
Loyens & Loeff	Amsterdam, Netherlands	SMARTLOG VENRAY, Lotus A & B

| **Fig. 36: Prominent law firms involved in PERE deals by deal size, 2021–H1 2022**

Less than \$50mn	\$50-99mn	\$100-499mn	\$500-999mn	\$1bn or more
Greenberg Traurig	Greenberg Traurig	EY Legal	Cozen O'Connor	Clifford Chance
Winston & Strawn	PwC Legal	Dentons	White & Case	PwC Legal
Loyens & Loeff	Drees & Sommer	Clifford Chance	King & Spalding	Greenberg Traurig
Polsinelli	Dentons	Greenberg Traurig	Dentons Rodyk & Davidson	Duff & Phelps
Allen & Overy	Loyens & Loeff	KPMG	Legal Solutions	Freshfields Bruckhaus Deringer
Dentons	Clifford Chance	Deloitte	Simpson Thacher & Bartlett	Latham & Watkins
DLA Piper	EY Legal	Freshfields Bruckhaus Deringer	Ashurst	Fried Frank
Drees & Sommer	DLA Piper	PwC Legal	Allen Matkins	Paul Hastings
CMS Legal Services	Shoosmiths	Arcadis	Hill Dickinson	Allens
Brabners	Carey Olsen	Baker McKenzie	Jones Day	Eversheds Sutherland

| **Fig. 37: Prominent law firms involved in PERE deals by primary location, 2021–H1 2022**

North America	Europe	Asia-Pacific	Rest of World
Greenberg Traurig	Drees & Sommer	Arnold Bloch Leibler	Pinheiro Neto Advogados
Winston & Strawn	DLA Piper	Freshfields Bruckhaus Deringer	Veirano Advogados
Barnes & Thornburg	Dentons	Latham & Watkins	Kim & Chang
Polsinelli	Clifford Chance	Allens	Lacaz Martins, Pereira Neto, Gurevich & Schoueri Advogados
Fried Frank	EY Legal	Dentons Rodyk & Davidson	Mayer Brown
King & Spalding	Arcadis	Legal Solutions	Ashurst
Simpson Thacher & Bartlett	GSK Stockmann	Credit Suisse Group AG	De Pardieu Brocas Maffei
Dentons	PwC Legal	Herbert Smith Freehills	Dentons
Kelley Drye	Greenberg Traurig	Johnson, Winter & Slattery	DLA Piper
EY Legal	Loyens & Loeff	Withersworldwide	Ernst & Young Societe D' Avocats

| **Fig. 38: Prominent law firms involved in infrastructure deals, 2017–H1 2022**

Firm	No. of known deals	Sample transactions advised on
Clifford Chance	450	Abertis (EUR 16,520mn), 24,600 Europe Telecommunication Towers Portfolio (EUR 10,000mn)
Norton Rose Fulbright	316	Dogger Bank Offshore Wind Project (GBP 5,500 mn), Viridor (GBP 4,200 mn)
Watson, Farley & Williams	267	Hornsea Project One (GBP 4,500 mn), Walney Extension Offshore Wind Farm, (GBP 2,122 mn)
Vinson & Elkins	185	Tallgras Energy (USD 6,300 mn), M5 Midstream Pipeline (USD 2,650)
White & Case	185	Genesee & Wyoming (USD 8,400 mn), Calpine Corporation (USD 5,600 mn)
Latham & Watkins	170	Cheniere Energy Partners (USD 7000 mn), Hess Infrastructure Partners (USD 6,200 mn)
Herbert Smith Freehills	159	HGC Global Communications (USD 1860 mn), Iliad TowerCo (EUR 1,400 mn)
Allen & Overy	158	Wind Tre (EUR 2,450 mn), Greater Changhua 1 Wind Farm (TWD 75,000 mn)
Linklaters	138	EXA Infrastructure (USD 2,150 mn), DCT Gdansk (EUR 1,198 mn)
Orrick	135	ForVEI (EUR 336 mn), Fibre 31 (EUR 298 mn)

| **Fig. 39: Prominent law firms involved in infrastructure deals, 2021–H1 2022**

Firm	No. of known deals	Sample transactions advised on
Clifford Chance	104	Autostrade per l'Italia (EUR 8,200), Aramco Gas Pipelines Company (USD 15,500 mn)
Allen & Overy	66	Fenix Marine Services (USD 2,300 mn), Southern Water (GBP 1,000 mn)
White & Case	60	Atlantic Aviation (USD 4,475 mn), Kansas City Southern (USD 31,000 mn)
Latham & Watkins	53	Switch (USD 11,000 mn), LUCID Energy (USD 3,550 mn)
Kirkland & Ellis	53	Covanta (USD 5,300 mn), CyrusOne (USD 15,000 mn)
Watson, Farley & Williams	46	Ignis Energy (EUR 625 mn), 30MW Extremadura Solar PV Portfolio (EUR 250 mn)
Vinson & Elkins	44	Hygo Energy Transmission (USD 3,100 mn), Energy Transfer Canada (CAD 1,600 mn)
Norton Rose Fulbright	43	US Solar-Plus-Storage Project Portfolio (USD 375 mn), Eastcastle Infrastructure (USD 130 mn)
Herbert Smith Freehills	42	Sydney Airport, (AUD 32000 mn). AusNet, (AUD 18000 mn).
Simpson Thacher & Bartlett	41	First Student & First Transit, (USD 4600 mn). Cologix, (USD 3000 mn).

| **Fig. 40: Prominent law firms involved in infrastructure deals by deal size, 2021–H12022**

Less than \$50mn	\$50-99mn	\$100-499mn	\$500-999mn	\$1bn or more
Clifford Chance	Dentons	Clifford Chance	Latham & Watkins	Clifford Chance
Watson, Farley & Williams	Watson, Farley & Williams	Vinson & Elkins	Clifford Chance	Simpson Thacher & Bartlett
Norton Rose Fulbright	Ashurst	Latham & Watkins	Linklaters	White & Case
Cuatrecasas	Willkie Farr & Gallagher	Linklaters	Vinson & Elkins	Latham & Watkins
Linklaters	Kirkland & Ellis	Cuatrecasas	Allen & Overy	Herbert Smith Freehills
White & Case	Linklaters	White & Case	Milbank	Kirkland & Ellis
Ashurst	Clifford Chance	DLA Piper	Baker McKenzie	Allens
Allen & Overy	DLA Piper	Allen & Overy	Kirkland & Ellis	Linklaters
Dentons	Cuatrecasas	Norton Rose Fulbright	Simpson Thacher & Bartlett	Allen & Overy
Orrick	Orrick	Watson, Farley & Williams	Allens	Vinson & Elkins

| **Fig. 41: Prominent law firms involved in infrastructure deals by asset location, 2021–H1 2022**

North America	Europe	Asia-Pacific	Rest of World
Kirkland & Ellis	Clifford Chance	AZB & Partners	White & Case
Vinson & Elkins	Watson, Farley & Williams	Simpson Thacher & Bartlett	Clifford Chance
Latham & Watkins	Allen & Overy	Baker McKenzie	Herbert Smith Freehills
Allen & Overy	Kaufhold & Reveillaud, Avocats	White & Case	DLA Piper
Norton Rose Fulbright	Linklaters	Linklaters	Milbank
Sidley Austin	White & Case	Clifford Chance	Latham & Watkins
Simpson Thacher & Bartlett	Ashurst	Latham & Watkins	Norton Rose Fulbright
Milbank	Herbert Smith Freehills	Milbank	Baker McKenzie
Paul, Weiss, Rifkind, Wharton & Garrison	DLA Piper	Orrick	Vinson & Elkins
Orrick	Orrick	Watson, Farley & Williams	Linklaters

# Show me the money: Deal security in energy private equity

Private equity buyouts in the energy industry are getting larger. Average deal size so far in 2022 is \$766.7mn, up from \$466.3mn in 2021 according to Preqin data. As competition among buyers heats up, sellers are frequently turning to deposit features to de-risk energy asset-focused dispositions. Although non-energy sellers rely on traditional reverse termination fees from private equity buyers or their affiliates, energy asset-focused sales historically involve deposits, similar to real estate transactions.

A cash deposit, typically paid into an escrow account, offers obvious advantages for a seller. The seller limits (i) its risk of litigation to recover the deal security if the buyer fails to close and (ii) its need to conduct financial diligence of the buyer, which may be complicated if the buyer is comprised of a group of private equity sponsors.

If the deposit value is high enough, the seller may concede the right to sue the buyer for specific performance as well as damages beyond the deposit amount. The basic economic rationale for foregoing such an equitable remedy is that the size of the deposit reasonably compensates the seller for the buyer's failure to close.

From a private equity buyer's perspective, a deposit feature is problematic, at least relative to typical deal security in leveraged buyouts. The first risk is the size of a deposit. Energy deal deposits are often expected to be higher than a typical reverse termination fee, particularly if there is no specific performance remedy against the buyer. The second risk is that the sponsor has to actually call capital and fund the deposit ahead of closing the transaction, which has a real cost in terms of its investors' capital.



**Archie Fallon**  
Partner  
Willkie Farr & Gallagher



**Christian A. Truman**  
Associate  
Willkie Farr & Gallagher

Additionally, to the extent the sponsor plans to leverage the investment, and the debt is not fully committed at signing, then the sponsor is taking a significant risk by funding a deposit. If the buyer comprises a group of sponsors, then it can be complicated to organize the buyer group solely for the purpose of funding that deposit at the time of signing, and dealing with the outcome of a forfeited deposit.

As buyer/sponsor structures become more complicated, and competition among buyers grows, sellers may increasingly push for deposit features in the energy space. A properly sized deposit may make a buyer's bid more attractive and may incentivize a seller to forego other traditional deal security. While a deposit feature may expedite the transaction process, buyers will need to weigh the prospective benefit against the real economic risk and additional administrative burdens that a deposit feature presents over a reverse termination fee or other traditional deal security.

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# Fund administrators

**Fig. 43: Prominent fund administrators servicing single-manager hedge funds**

Firm	No. of known hedge funds serviced
SS&C GlobeOp	2,721
Citco Fund Services	1,860
State Street	1,333
Morgan Stanley Fund Services	1,107
BNY Mellon	780
Northern Trust Fund Administration	721
NAV Fund Administration Group	692
HedgeServ	658
U.S. Bank Global Fund Services	516
SEI Investments	496

**Fig. 44: Prominent fund administrators servicing CTAs**

Firm	No. of known CTAs serviced
SS&C GlobeOp	80
Citco Fund Services	64
NAV Fund Administration Group	60
State Street	34
BNY Mellon	22
Apex Group	17
HSBC Securities Services	15
HedgeServ	14
RBC Investor & Treasury Services	12
Northern Trust Fund Administration	8

**Fig. 45: Prominent fund administrators servicing funds of hedge funds**

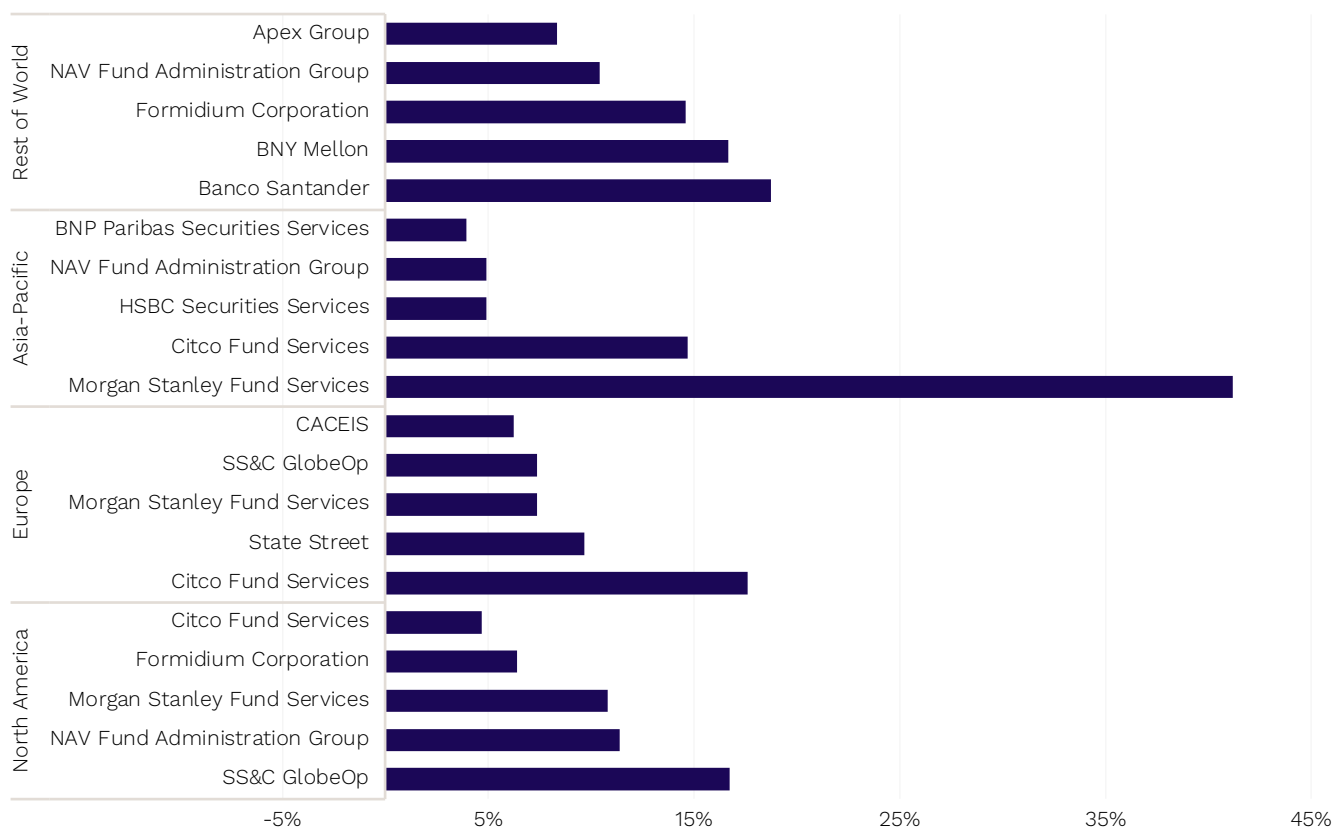
Firm	No. of known funds of hedge funds serviced
SS&C GlobeOp	283
Citco Fund Services	180
BNY Mellon	158
State Street	140
MUFG Investor Services	89
NAV Fund Administration Group	80
SEI Investments	77
UMB Fund Services	73
Northern Trust Fund Administration	53
HedgeServ	48

**Fig. 46: Prominent fund administrators servicing hedge funds launched in 2021–H1 2022**

Firm	No. of known hedge funds serviced
SS&C GlobeOp	192
Morgan Stanley Fund Services	168
NAV Fund Administration Group	133
Citco Fund Services	100
Formidium Corporation	78



**Fig. 47: Market share of fund administrators servicing hedge funds launched in 2021–H1 2022 by fund manager location**



**Fig. 48: Most utilized fund administrators by hedge fund assets under management\***

Less than \$50mn	\$50-99mn	\$100-499mn	\$500-999mn	\$1bn or more
SS&C GlobeOp	SS&C GlobeOp	SS&C GlobeOp	Citco Fund Services	Citco Fund Services
NAV Fund Administration Group	Citco Fund Services	Citco Fund Services	State Street	SS&C GlobeOp
BNY Mellon	BNY Mellon	State Street	SS&C GlobeOp	State Street
Apex Group	Morgan Stanley Fund Services	Northern Trust Fund Administration	Morgan Stanley Fund Services	Northern Trust Fund Administration
Citco Fund Services	State Street	BNY Mellon	BNY Mellon	HedgeServ
State Street	U.S. Bank Global Fund Services	Morgan Stanley Fund Services	HedgeServ	Morgan Stanley Fund Services
Northern Trust Fund Administration	NAV Fund Administration Group	HedgeServ	JP Morgan Fund Services	BNY Mellon
Formidium Corporation	Apex Group	U.S. Bank Global Fund Services	Northern Trust Fund Administration	JP Morgan Fund Services
Morgan Stanley Fund Services	Northern Trust Fund Administration	Apex Group	U.S. Bank Global Fund Services	SEI Investments
Opus Fund Services	JP Morgan Fund Services	SEI Investments	Apex Group	U.S. Bank Global Fund Services

| **Fig. 49: Most utilized fund administrators by fund manager location\***

North America	Europe	Asia-Pacific	Rest of World
SS&C GlobeOp	Citco Fund Services	Citco Fund Services	BNY Mellon
Citco Fund Services	SS&C GlobeOp	Morgan Stanley Fund Services	Intrag
State Street	State Street	SS&C GlobeOp	Banco Bradesco
Morgan Stanley Fund Services	BNY Mellon	Apex Group	BTG Pactual Serviços Financeiros
NAV Fund Administration Group	Northern Trust Fund Administration	State Street	Citco Fund Services
HedgeServ	Morgan Stanley Fund Services	HSBC Securities Services	Maitland
Northern Trust Fund Administration	Apex Group	Maples Group	Sanne Group
SEI Investments	BNP Paribas Securities Services	Shinhan Aitas	Apex Group
U.S. Bank Global Fund Services	CACEIS	Northern Trust Fund Administration	MUFG Investor Services
BNY Mellon	U.S. Bank Global Fund Services	BNP Paribas Securities Services	SS&C GlobeOp

# Prime brokers

**Fig. 50: Prominent prime brokers servicing hedge funds**

Firm	No. of known hedge funds serviced
Morgan Stanley Prime Brokerage	3,892
Goldman Sachs	3,874
J.P. Morgan	2,957
Bank of America Merrill Lynch	1,492
Credit Suisse Prime Fund Services	1,401
Interactive Brokers	1,371
UBS Prime Services	1,370
Citi Prime Finance	927
BNP Paribas Prime Brokerage	876
Barclays	832

**Fig. 52: Prominent prime brokers servicing funds of hedge funds**

Firm	No. of known funds of hedge funds serviced
J.P. Morgan	63
Morgan Stanley Prime Brokerage	54
Goldman Sachs	41
Interactive Brokers	36
BNP Paribas Prime Brokerage	33
Société Générale Prime Services	26
Fidelity Prime Services	19
Pershing Prime Services	19
Charles Schwab & Co.	19
Bank of America Merrill Lynch	18

**Fig. 54: Prominent prime brokers servicing CTAs launched in 2021–H1 2022**

Firm	No. of known CTAs serviced
Deutsche Bank Global Prime Finance	2
Bank of America Merrill Lynch	2
Interactive Brokers	2
ADM Investor Services	2
Capital Trading Group	1

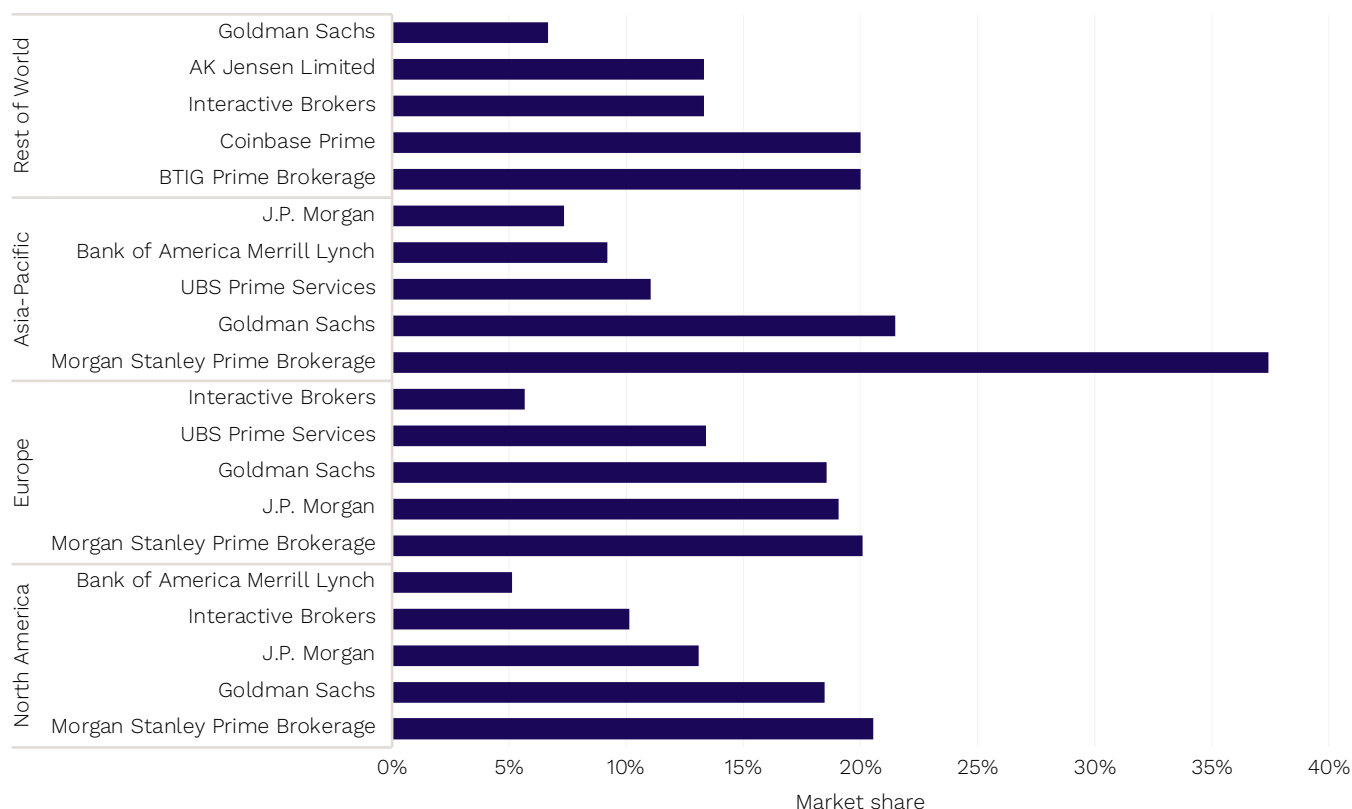
**Fig. 51: Prominent prime brokers servicing CTAs**

Firm	No. of known CTAs serviced
Société Générale Prime Services	102
J.P. Morgan	100
Morgan Stanley Prime Brokerage	83
Interactive Brokers	54
Goldman Sachs	53
UBS Prime Services	53
Bank of America Merrill Lynch	45
Barclays	40
Credit Suisse Prime Fund Services	26
ADM Investor Services	23

**Fig. 53: Prominent prime brokers servicing hedge funds launched in 2021–H1 2022**

Firm	No. of known hedge funds serviced
Morgan Stanley Prime Brokerage	338
Goldman Sachs	288
J.P. Morgan	203
Interactive Brokers	136
UBS Prime Services	87

**Fig. 55: Market share of prime brokers servicing hedge funds launched in 2021–H1 2022 by fund manager location**



**Fig. 56: Most utilized prime brokers by hedge fund assets under management\***

Less than \$50mn	\$50-99mn	\$100-499mn	\$500-999mn	\$1bn or more
Interactive Brokers	Morgan Stanley Prime Brokerage	Goldman Sachs	Goldman Sachs	J.P. Morgan
Morgan Stanley Prime Brokerage	Goldman Sachs	Morgan Stanley Prime Brokerage	J.P. Morgan	Goldman Sachs
Goldman Sachs	J.P. Morgan	J.P. Morgan	Morgan Stanley Prime Brokerage	Morgan Stanley Prime Brokerage
J.P. Morgan	Interactive Brokers	UBS Prime Services	UBS Prime Services	Bank of America Merrill Lynch
UBS Prime Services	UBS Prime Services	Bank of America Merrill Lynch	Bank of America Merrill Lynch	Credit Suisse Prime Fund Services
Bank of America Merrill Lynch	Credit Suisse Prime Fund Services	Credit Suisse Prime Fund Services	Credit Suisse Prime Fund Services	Citi Prime Finance
BNP Paribas Prime Brokerage	Bank of America Merrill Lynch	BNP Paribas Prime Brokerage	Barclays	Barclays
Credit Suisse Prime Fund Services	Jefferies	Barclays	Citi Prime Finance	UBS Prime Services
Jefferies	Wells Fargo Prime Services	Jefferies	BNP Paribas Prime Brokerage	BNP Paribas Prime Brokerage
Wells Fargo Prime Services	BNP Paribas Prime Brokerage	Fidelity Prime Services	Jefferies	Deutsche Bank Global Prime Finance

| **Fig. 57: Most utilized prime brokers by hedge fund manager location\***

North America	Europe	Asia-Pacific	Rest of World
Goldman Sachs	Morgan Stanley Prime Brokerage	Morgan Stanley Prime Brokerage	Morgan Stanley Prime Brokerage
Morgan Stanley Prime Brokerage	Goldman Sachs	Goldman Sachs	Goldman Sachs
J.P. Morgan	UBS Prime Services	UBS Prime Services	Interactive Brokers
Interactive Brokers	J.P. Morgan	Bank of America Merrill Lynch	Rand Merchant Bank
Bank of America Merrill Lynch	Credit Suisse Prime Fund Services	Credit Suisse Prime Fund Services	Credit Suisse Prime Fund Services
Credit Suisse Prime Fund Services	Bank of America Merrill Lynch	J.P. Morgan	Peregrine Securities
UBS Prime Services	Barclays	Citi Prime Finance	UBS Prime Services
Citi Prime Finance	BNP Paribas Prime Brokerage	Interactive Brokers	J.P. Morgan
BNP Paribas Prime Brokerage	Interactive Brokers	BNP Paribas Prime Brokerage	Citi Prime Finance
Barclays	Citi Prime Finance	Deutsche Bank Global Prime Finance	Barclays

# Custodians

**Fig. 58: Prominent fund custodians servicing single-manager hedge funds**

Firm	No. of known hedge funds serviced
Goldman Sachs	3,769
BNY Mellon	3,573
Morgan Stanley	3,416
J.P. Morgan	3,373
Northern Trust Custody Services	1,965
Bank of America Merrill Lynch	1,867
State Street Custody Services	1,778
Citi Transaction Services	1,470
UBS	1,348
Credit Suisse Prime Fund Services	1,175

**Fig. 60: Prominent fund custodians servicing funds of hedge funds**

Firm	No. of known funds of hedge funds serviced
BNY Mellon	374
J.P. Morgan	200
State Street Custody Services	168
Northern Trust Custody Services	157
Citco Global Custody	112
Citi Transaction Services	102
First Republic Bank	96
Charles Schwab & Co.	82
Bank of America Merrill Lynch	77
Goldman Sachs	71

**Fig. 59: Prominent fund custodians servicing CTAs**

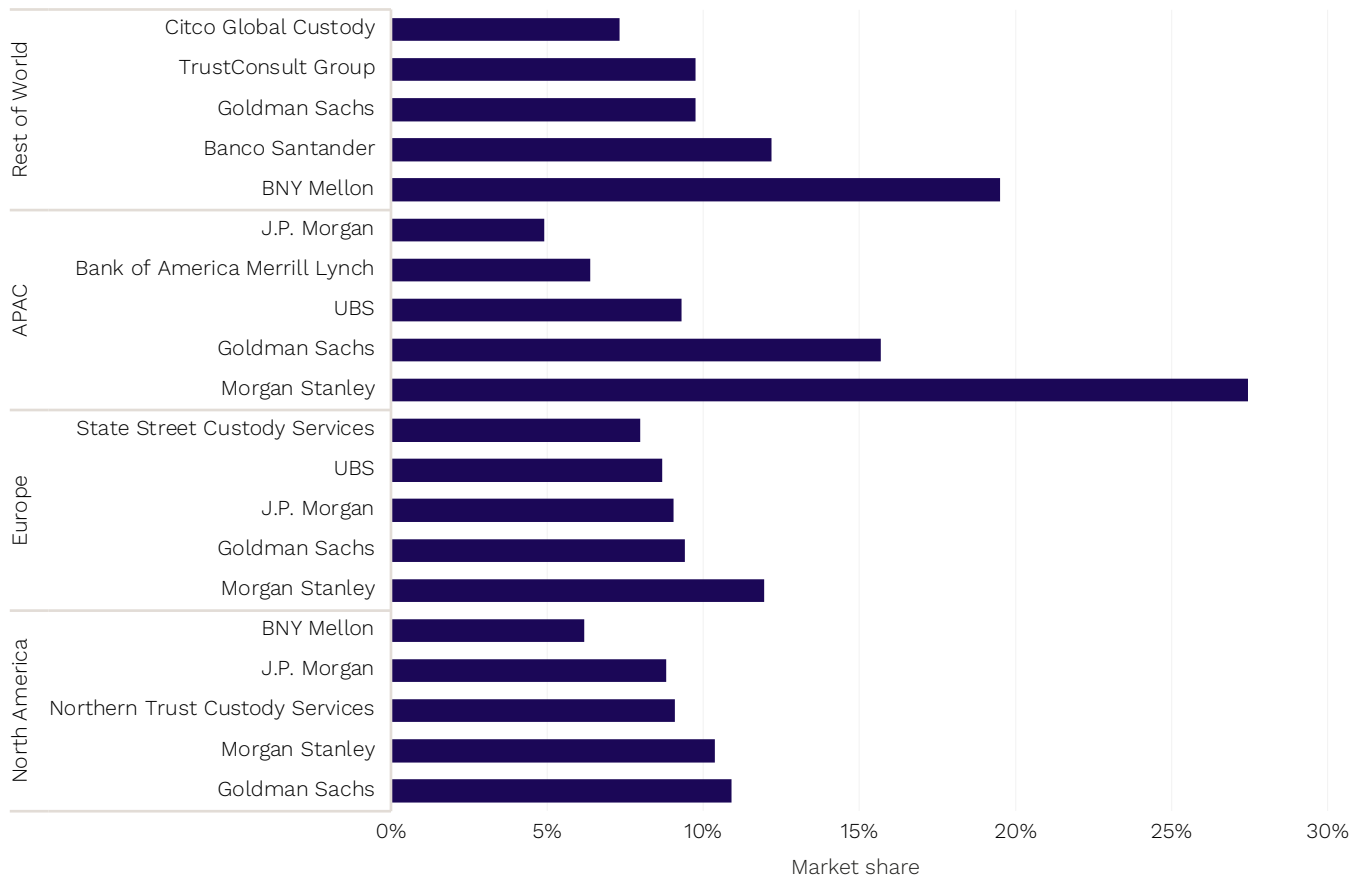
Firm	No. of known CTAs serviced
BNY Mellon	94
Societe Generale Securities Services	77
State Street Custody Services	75
J.P. Morgan	72
Goldman Sachs	49
Morgan Stanley	44
Bank of America Merrill Lynch	43
Northern Trust Custody Services	38
UBS	32
Interactive Brokers	31

**Fig. 61: Prominent fund custodians servicing hedge funds launched in 2021–H1 2022**

Firm	No. of known hedge funds serviced
Morgan Stanley	283
Goldman Sachs	266
J.P. Morgan	201
Northern Trust Custody Services	191
BNY Mellon	145
Bank of America Merrill Lynch	97
UBS	90
State Street Custody Services	89
Interactive Brokers	84
First Republic Bank	77



**Fig. 62: Market share of fund custodians servicing hedge funds launched in 2021–H1 2022 by fund manager location\***



**Fig. 63: Most utilized fund custodians by hedge fund assets under management\***

Less than \$50mn	\$50-99mn	\$100-499mn	\$500-999mn	\$1bn or more
BNY Mellon	BNY Mellon	BNY Mellon	J.P. Morgan	BNY Mellon
Interactive Brokers	Morgan Stanley	J.P. Morgan	Goldman Sachs	J.P. Morgan
Goldman Sachs	Goldman Sachs	Morgan Stanley	BNY Mellon	Goldman Sachs
Morgan Stanley	J.P. Morgan	Goldman Sachs	Morgan Stanley	Morgan Stanley
J.P. Morgan	Northern Trust Custody Services	Northern Trust Custody Services	Bank of America Merrill Lynch	Bank of America Merrill Lynch
Northern Trust Custody Services	State Street Custody Services	Bank of America Merrill Lynch	Northern Trust Custody Services	State Street Custody Services
State Street Custody Services	UBS	State Street Custody Services	State Street Custody Services	Citi Transaction Services
CACEIS Bank	Bank of America Merrill Lynch	Citi Transaction Services	UBS	Barclays
UBS	Interactive Brokers	UBS	Citi Transaction Services	Northern Trust Custody Services
Bank of America Merrill Lynch	Wells Fargo	Wells Fargo	Credit Suisse Prime Fund Services	Credit Suisse Prime Fund Services

| **Fig. 64: Most utilized fund custodians by hedge fund manager location\***

North America	Europe	Asia-Pacific	Rest of World
Goldman Sachs	Morgan Stanley	Morgan Stanley	BNY Mellon
J.P. Morgan	BNY Mellon	Goldman Sachs	Banco Itau
BNY Mellon	J.P. Morgan	UBS	Banco Bradesco
Morgan Stanley	UBS	Bank of America Merrill Lynch	BTG Pactual
Northern Trust Custody Services	Goldman Sachs	J.P. Morgan	Morgan Stanley
State Street Custody Services	State Street Custody Services	Credit Suisse Prime Fund Services	Goldman Sachs
Bank of America Merrill Lynch	CACEIS Bank	HSBC Group	J.P. Morgan
Citi Transaction Services	BNP Paribas	BNY Mellon	Northern Trust Custody Services
Wells Fargo	Credit Suisse Prime Fund Services	Citi Transaction Services	Standard Bank
First Republic Bank	Bank of America Merrill Lynch	DBS Bank	Citi Transaction Services

# Law firms

**Fig. 65: Prominent law firms servicing single-manager hedge funds**

Firm	No. of known hedge funds serviced
Schulte Roth & Zabel	704
Maples Group	428
Seward & Kissel	357
Walkers	287
Sidley Austin	171
Ogier	160
Sadis & Goldberg	132
Akin Gump Strauss Hauer & Feld	123
Elvinger Hoss Prussen	123
Simmons & Simmons	110
Dechert	108
Cole-Frieman & Mallon	89
Investment Law Group	88
Arendt & Medernach	86
Morgan Lewis & Bockius	83

**Fig. 66: Prominent law firms servicing CTAs**

Firm	No. of known CTAs serviced
Maples Group	35
Sidley Austin	23
Akin Gump Strauss Hauer & Feld	22
Harney, Westwood & Riegels	15
Simmons & Simmons	14
Walkers	14
Dechert	13
Katten Muchin Rosenman	12
Schulte Roth & Zabel	10
Crow & Cushing	9
Howard & Howard	8
Drinker Biddle & Reath	7
Blue Sparrow	6
Morgan Lewis & Bockius	6
Cole-Frieman & Mallon	5

**Fig. 67: Prominent law firms servicing funds of hedge funds**

Firm	No. of known funds of hedge funds serviced
Schulte Roth & Zabel	58
Maples Group	45
Seward & Kissel	22
Sadis & Goldberg	21
Drinker Biddle & Reath	18
Ogier	17
Elvinger Hoss Prussen	16
Walkers	16
Dechert	11
Conyers Dill & Pearman	9
Paul Hastings	6
Rajah & Tann Asia	6
Carey Olsen	5
Cole-Frieman & Mallon	5
Polsinelli	5

**Fig. 68: Prominent law firms servicing onshore hedge funds**

Firm	No. of known onshore funds serviced
Schulte Roth & Zabel	291
Seward & Kissel	181
Sadis & Goldberg	96
Investment Law Group	78
Cole-Frieman & Mallon	67
Akin Gump Strauss Hauer & Feld	62
Sidley Austin	62
Walkers	50
Maples Group	45
Kleinberg, Kaplan, Wolff & Cohen	40
Riveles Wahab	40
Morgan Lewis & Bockius	36
Shartsis Friese	35
Katten Muchin Rosenman	34
McMillan	29

**Fig. 69: Prominent law firms servicing offshore hedge funds**

Firm	No. of known offshore funds serviced
Schulte Roth & Zabel	403
Maples Group	378
Walkers	226
Seward & Kissel	170
Ogier	144
Elvinger Hoss Prussen	120
Sidley Austin	107
Simmons & Simmons	97
Arendt & Medernach	84
Dechert	75
Mourant	68
Akin Gump Strauss Hauer & Feld	58
Dillon Eustace	52
A&L Goodbody	46
Conyers Dill & Pearman	46

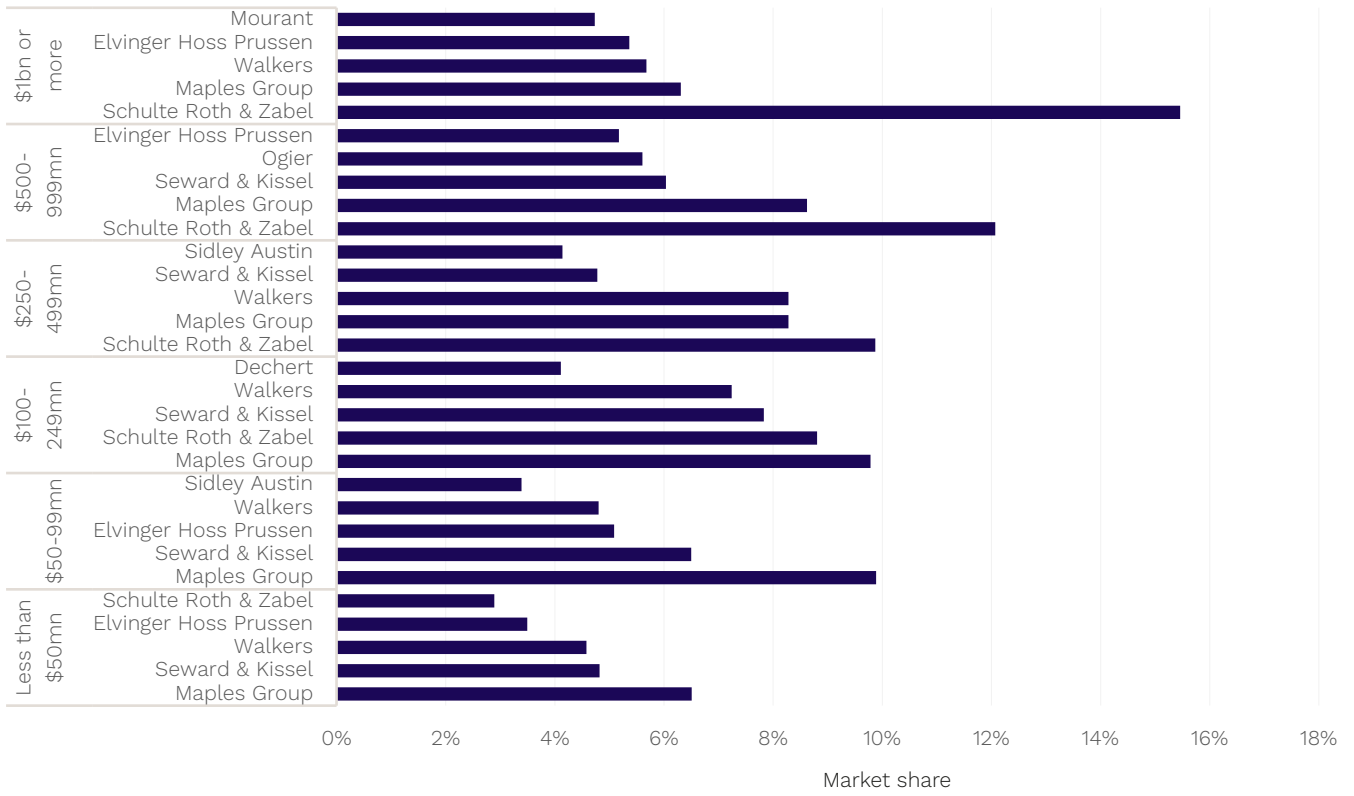
**Fig. 70: Prominent law firms servicing hedge funds launched in 2021–H1 2022**

Firm	No. of known hedge funds serviced
Schulte Roth & Zabel	38
Investment Law Group	36
Seward & Kissel	10
Chapman and Cutler	9
Maples Group	8
Walkers	8
Cole-Frieman & Mallon	7
Elvinger Hoss Prussen	7
Sidley Austin	7
Harney, Westwood & Riegels	6

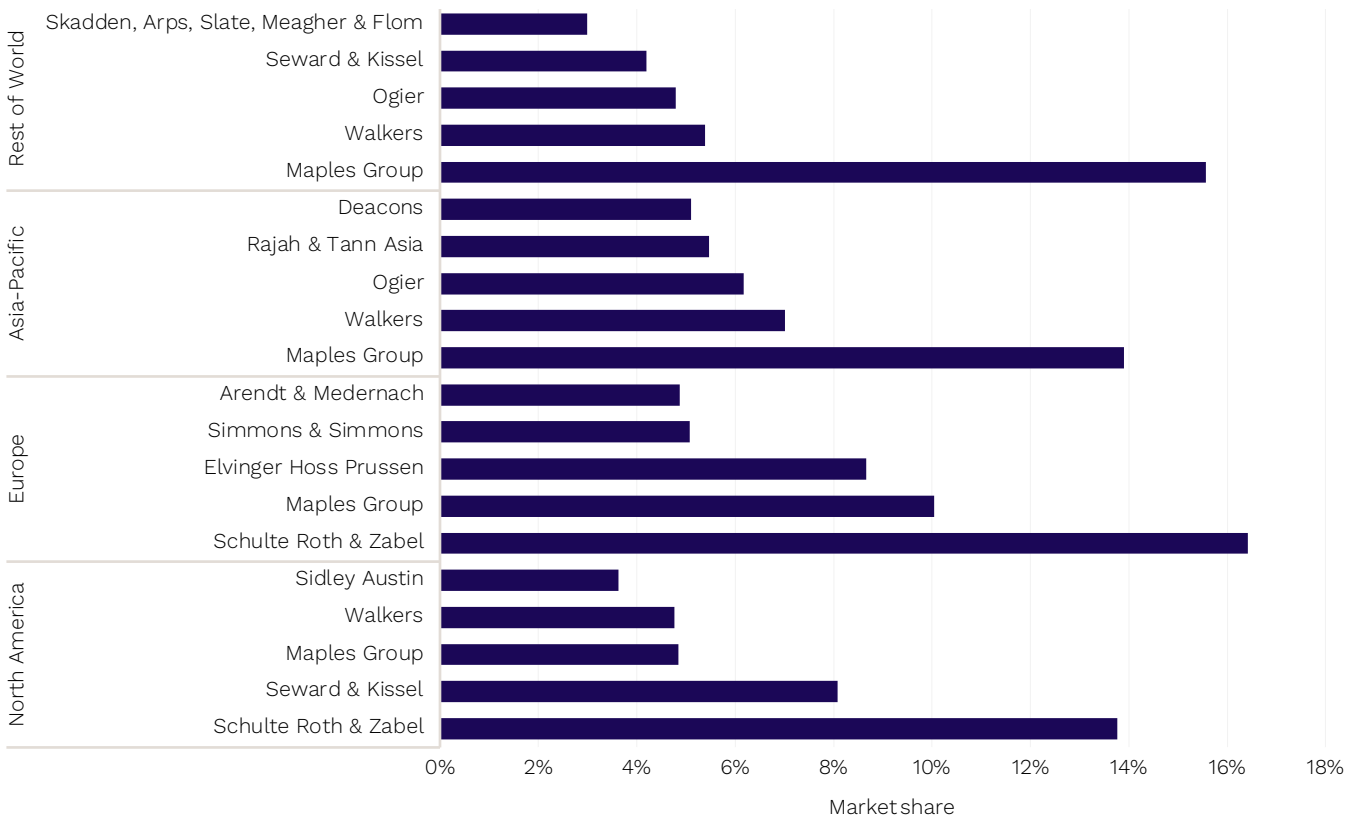
**Fig. 71: Prominent law firms servicing CTAs launched in 2021–H1 2022**

Firm	Firm
Sidley Austin	Sidley Austin
Burns & Levinson	Burns & Levinson
Crow & Cushing	Crow & Cushing
Drinker Biddle & Reath	Drinker Biddle & Reath

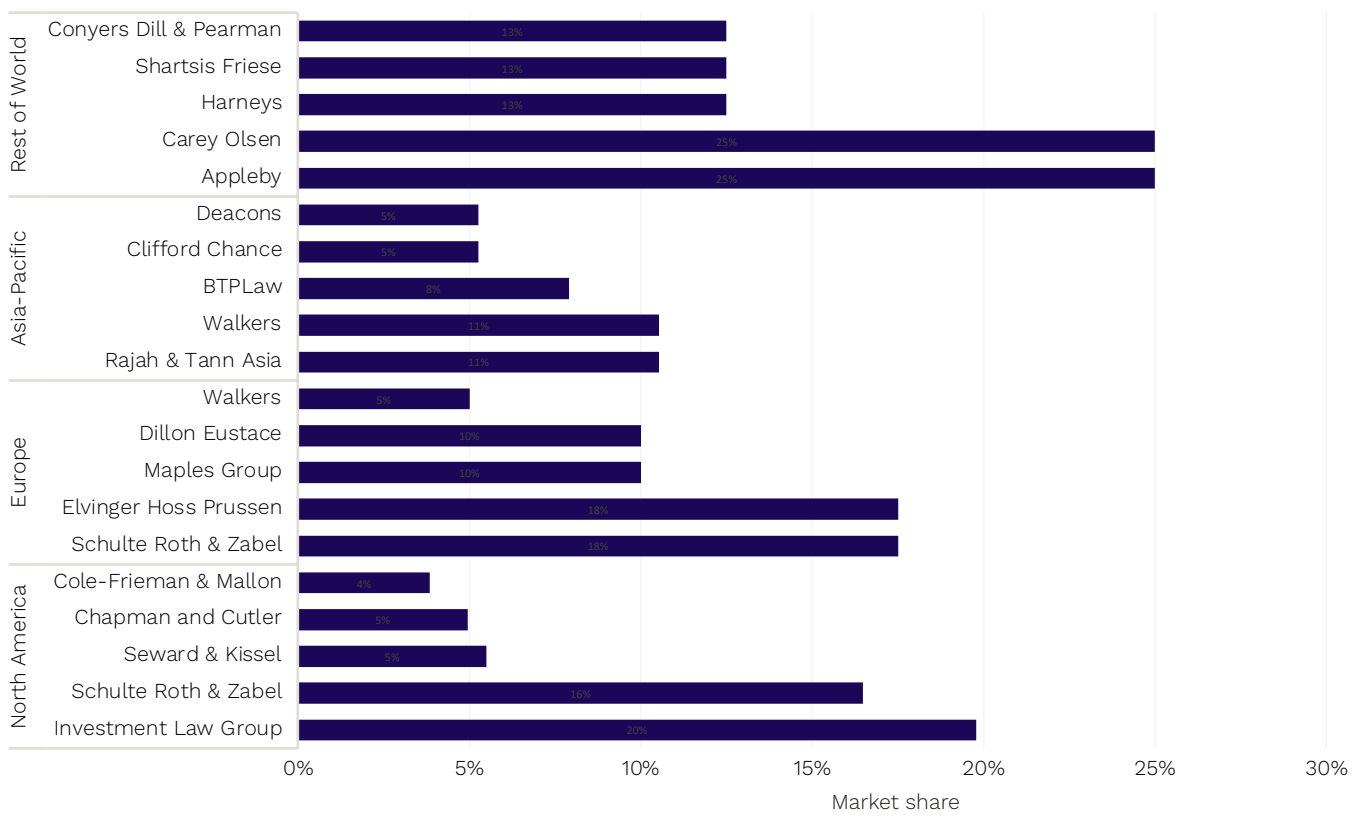
**Fig. 72: Market share of leading law firms servicing hedge funds by fund assets under management (AUM)**



**Fig. 73: Market share of leading law firms servicing hedge funds by fund manager location**



**Fig. 74: Market share of law firms servicing hedge funds launched in 2021–H1 2022 by fund manager location**



# Auditors



**Fig. 75: Prominent fund auditors servicing hedge funds**

Firm	No. of known hedge funds serviced
PricewaterhouseCoopers	4,145
EY	4,127
KPMG	3,338
Deloitte	2,038
RSM	658
EisnerAmper	519
Spicer Jeffries	511
Grant Thornton	386
BDO	381
Richey May & Co.	253

**Fig. 76: Prominent fund auditors servicing CTAs**

Firm	No. of known CTAs serviced
KPMG	132
EY	111
PricewaterhouseCoopers	78
Deloitte	63
Cohen & Company	28
Richey May & Co.	19
RSM	19
BDO	13
EisnerAmper	10
Grant Thornton	7

**Fig. 77: Prominent fund auditors servicing funds of hedge funds**

Firm	No. of known funds of hedge funds serviced
PricewaterhouseCoopers	467
EY	343
KPMG	296
Deloitte	234
EisnerAmper	66
RSM	66
Grant Thornton	58
Spicer Jeffries	31
BDO	30
Elliott Davis	29

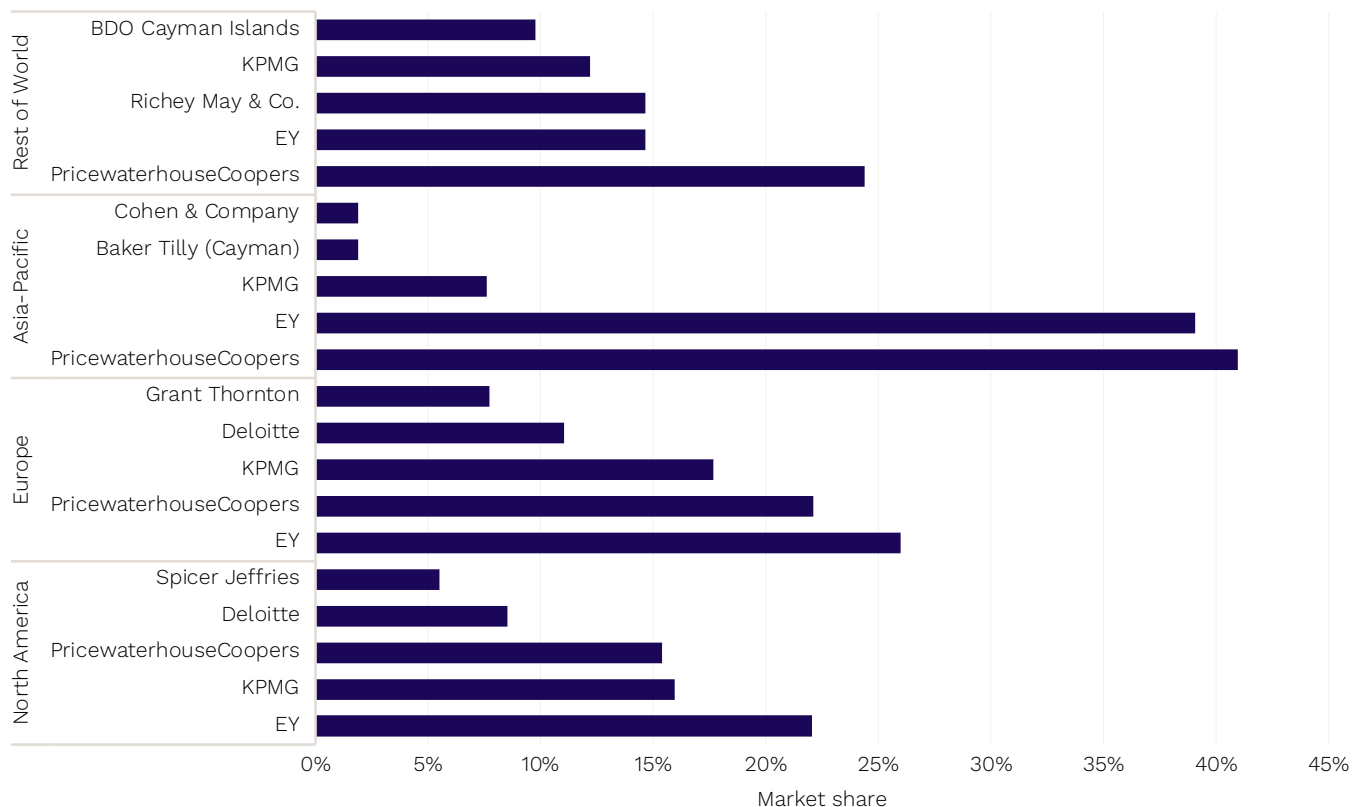
**Fig. 78: Prominent fund auditors servicing hedge funds launched in 2021–H1 2022**

Firm	Proportion of hedge fund launches serviced	No. of funds
EY	24%	322
PricewaterhouseCoopers	19%	254
KPMG	15%	210
Deloitte	8%	110
Richey May & Co.	4%	61

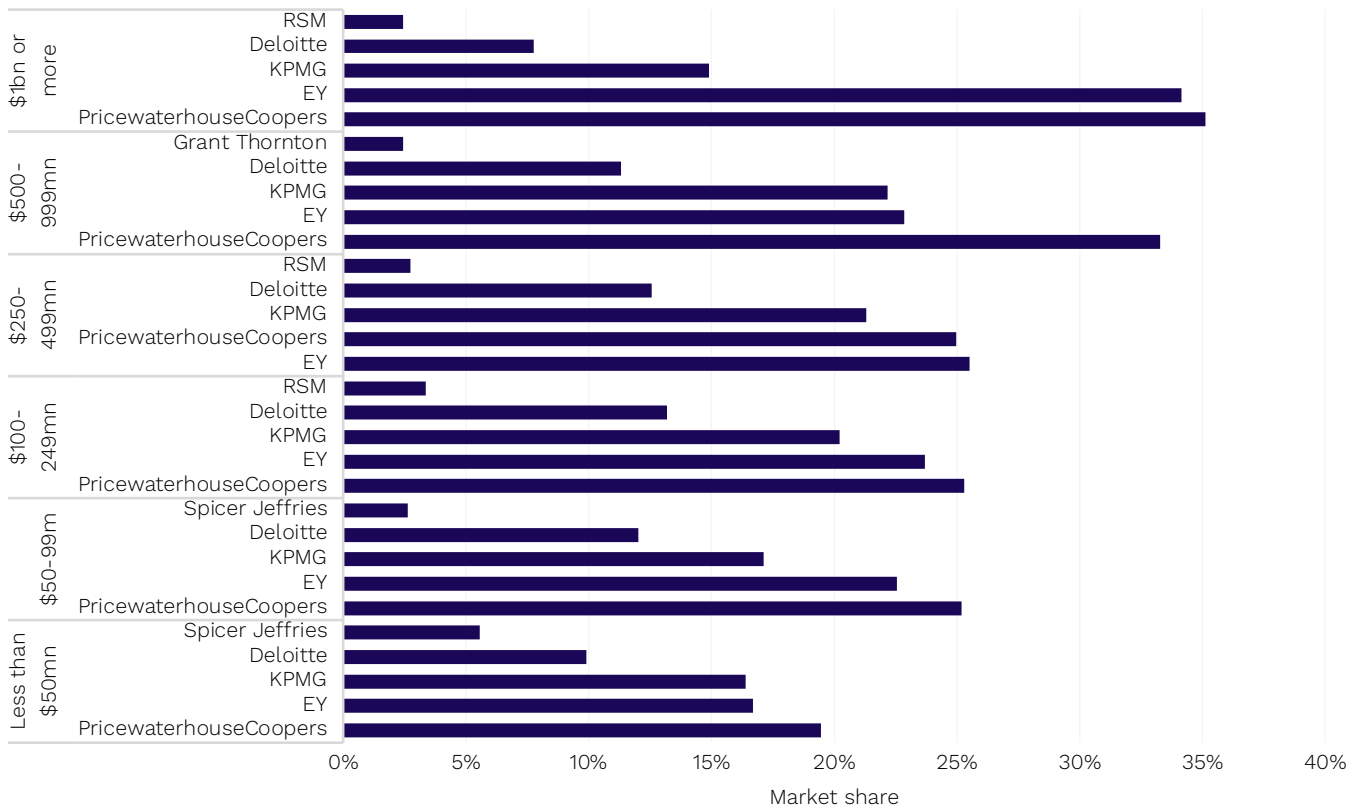
**Fig. 79: Prominent fund auditors servicing funds of hedge funds launched in 2021–H1 2022**

Firm	Proportion of funds of hedge funds launches serviced	No. of funds
Deloitte	17%	4
KPMG	17%	4
PricewaterhouseCoopers	17%	4
EY	13%	3
PKF	9%	2

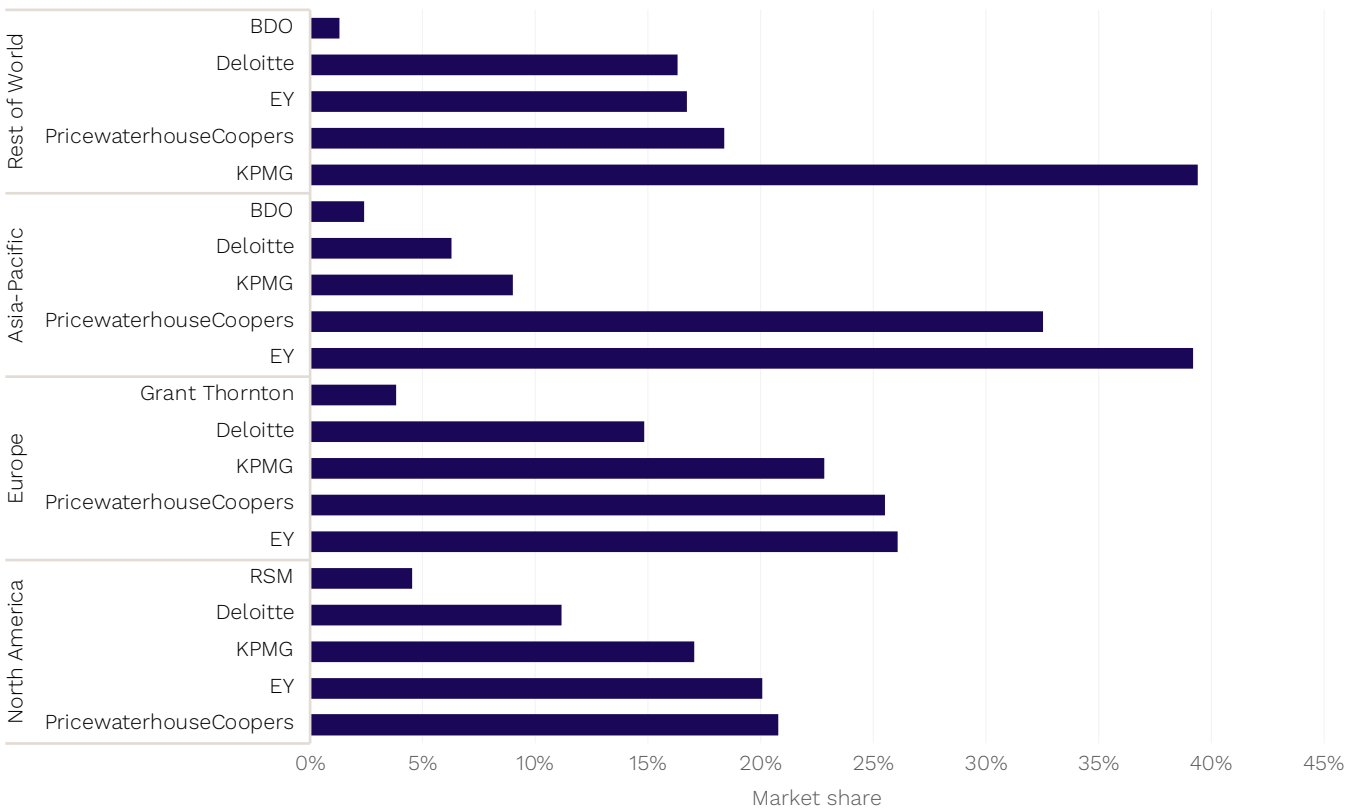
**Fig. 80: Market share of auditors servicing hedge funds launched in 2021–H1 2022 by fund manager location**



**Fig. 81: Market share of leading fund auditors by fund size**

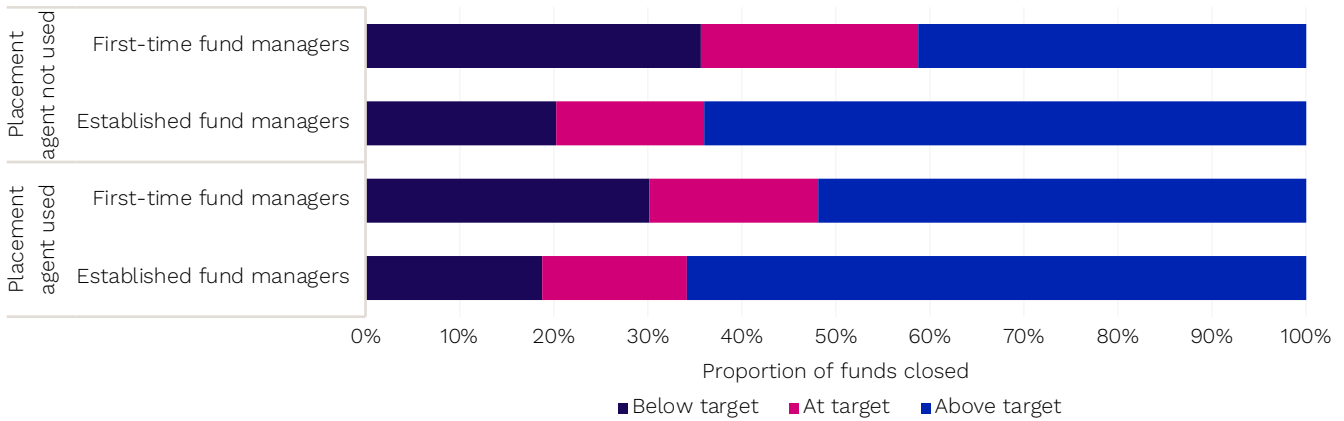


**Fig. 82: Market share of leading fund auditors by fund manager location**

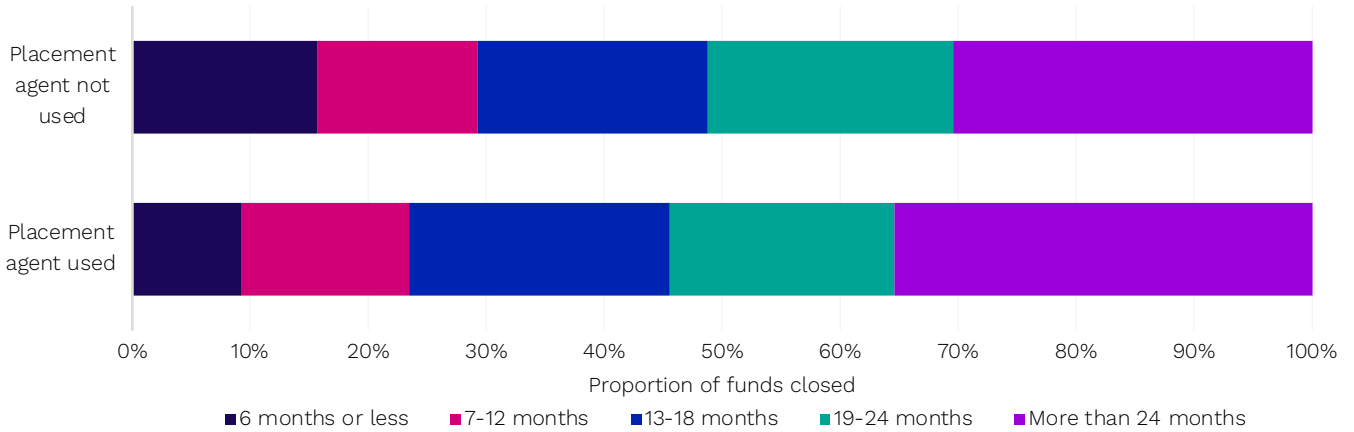


# Placement agents

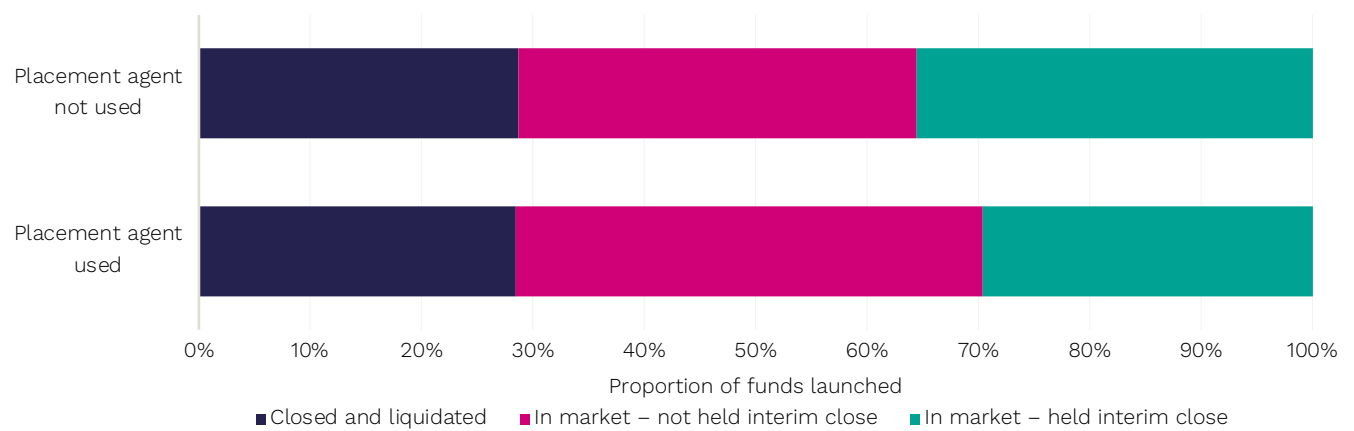
**Fig. 83: Fundraising success of private capital funds closed that used or did not use a placement agent by manager experience, 2021–H1 2022**



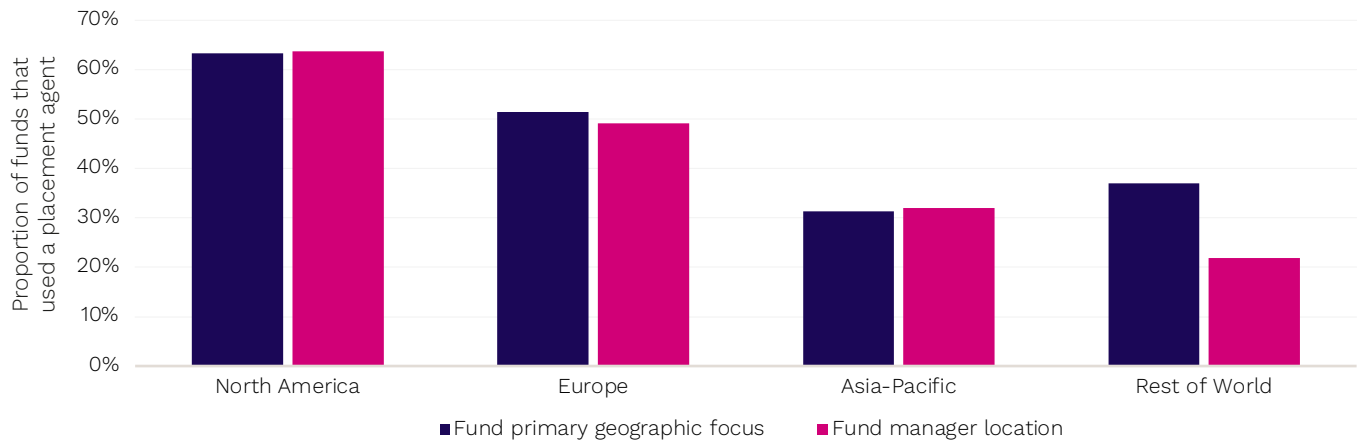
**Fig. 84: Time spent in market by private capital funds closed that used or did not use placement agent, 2021–H1 2022**



**Fig. 85: Current status of private capital funds launched that did or did not use placement agent, 2021–H1 2022**



**Fig. 86: Placement agent use by geography, private capital funds closed in 2021–H1 2022**



**Fig. 87: Prominent placement agents in private capital, all time**

Firm	No. of known private capital funds serviced
Credit Suisse Private Fund Group	410
PJT Park Hill	285
UBS Investment Bank Private Funds Group	240
Lazard Private Capital Advisory	219
Evercore Private Funds Group	216
Mercury Capital Advisors	214
MVision Private Equity Advisers	205
Eaton Partners	176
Greenstone Equity Partners	163
Campbell Lutyens	159

**Fig. 88: Prominent placement agents in private capital, funds closed in 2021–H1 2022**

Firm	No. of known private capital funds serviced
Evercore Private Funds Group	39
PJT Park Hill	31
Campbell Lutyens	28
Credit Suisse Private Fund Group	28
Greenstone Equity Partners	28
Lazard Private Capital Advisory	26
M2O Private Fund Advisors	21
UBS Investment Bank Private Funds Group	20
Atlantic-Pacific Capital	19
Picton	19

**Fig. 89: Prominent placement agents in private capital, funds in market**

Firm	No. of known private capital funds serviced
Evercore Private Funds Group	48
PJT Park Hill	36
Goldman Sachs	35
TCG Securities	33
Lazard Private Capital Advisory	31
Credit Suisse Private Fund Group	30
Picton	23
J.P. Morgan Securities	22
UBS Investment Bank Private Funds Group	19
Greenstone Equity Partners	19

**Fig. 90: Prominent placement agents in private capital by fund size, 2021–H1 2022 funds closed**

Less than \$50mn	\$50–99mn	\$100–499mn	\$500–999mn	\$1bn or more
Independent Brokerage Solutions	Frontier Solutions	Greenstone Equity Partners	Evercore Private Funds Group	Evercore Private Funds Group
M20 Private Fund Advisors	KB Securities	Asante Capital Group	PJT Park Hill	Campbell Lutyens
Herald Investment Marketing	Growth Capital Services	Triago	Lazard Private Capital Advisory	Picton
Metric Point Capital	Pickwick Capital Partners	Atlantic-Pacific Capital	Credit Suisse Private Fund Group	HMC Capital
Artist Capital LLC	Fern Creek Ventures	Lazard Private Capital Advisory	Greenstone Equity Partners	Morgan Stanley Investment Banking Division

**Fig. 91: Prominent placement agents in private capital by fund manager location, 2021–H1 2022 funds closed**

North America	Europe	Asia-Pacific	Rest of World
Evercore Private Funds Group	Evercore Private Funds Group	Mercury Capital Advisors	Moelis & Company Private Funds Advisory
Greenstone Equity Partners	Rede Partners	Atlantic-Pacific Capital	Atlantic Bridge
PJT Park Hill	Campbell Lutyens	UBS Investment Bank Private Funds Group	Citi Private Funds Group
Credit Suisse Private Fund Group	Asante Capital Group	Avenue Alternatives	Fusion Partners
Lazard Private Capital Advisory	HMC Capital	KB Securities	Cohen Brothers

**Fig. 92: Prominent placement agents servicing private capital funds by asset class, ranked by number of funds, all time**

Private equity & venture capital	Private debt	Real estate	Infrastructure	Natural resources
Credit Suisse Private Fund Group	Credit Suisse Private Fund Group	PJT Park Hill	Campbell Lutyens	Eaton Partners
UBS Investment Bank Private Funds Group	PJT Park Hill	Credit Suisse Private Fund Group	FIRSTavenue	Credit Suisse Private Fund Group
MVision Private Equity Advisers	CrossBay Capital Partners	Evercore Private Funds Group	Credit Suisse Private Fund Group	Campbell Lutyens
Lazard Private Capital Advisory	FIRSTavenue	Macquarie Real Estate Private Capital Markets	Evercore Private Funds Group	FIRSTavenue
PJT Park Hill	Eaton Partners	Greenstone Equity Partners	Threadmark	FirstPoint Equity
Mercury Capital Advisors	Greenstone Equity Partners	Mercury Capital Advisors	Eaton Partners	Champlain Advisors
Evercore Private Funds Group	J.P. Morgan Securities	Lazard Private Capital Advisory	DC Placement Advisors	PJT Park Hill
Campbell Lutyens	Pinnacle Trust Partners	Triton Pacific Capital	Greenstone Equity Partners	Mercury Capital Advisors
Probitas Partners	Goldman Sachs	Hodes Weill & Associates	UBS Investment Bank Private Funds Group	Atlantic-Pacific Capital
Eaton Partners	Evercore Private Funds Group	Park Madison Partners	Atlantic-Pacific Capital	Evercore Private Funds Group

**Fig. 93: Prominent placement agents servicing first-time private capital, funds closed in 2021–H1 2022**

Firm	No. of known first-time private capital funds serviced
M2O Private Fund Advisors	5
Greenstone Equity Partners	4
Mercury Capital Advisors	4
PJT Park Hill	3
Campbell Lutyens	3
Credit Suisse Private Fund Group	3
Frontier Solutions	3
CrossBay Capital Partners	3
Stonehaven	3
Hollister Associates	3
Evercore Private Funds Group	2
Threadmark	2
Champlain Advisors	2
Lazard Private Capital Advisory	2
Arete Wealth Management	2



# Fund Finance: The next generation

Alternative credit facilities near the mainstream while managers look to outsource more of their business

**With near-universal acceptance of subscription credit facilities, what are asset managers using to efficiently deploy capital, enhance yield, and preserve flexibility for their funds and LPs?**

Umbrella credit facilities. These agreements allow an asset manager to aggregate multiple subscription-backed credit lines, thus benefiting from multiple investment vehicles under one set of documents in a single transaction. With the added efficiency, asset managers and LPs can save an incredible amount of time and money vs. using multiple stand-alone subscription credit facilities.

The result enhances fund returns and simplifies the operation of those funds. We estimate that cost savings are often in seven figures if done right. When designed and installed with experienced and specialized advice, fund sponsors will ultimately have more time to focus on their core investment management business.

**NAV credit facilities for private funds have been popular lately. How large is that market, and will it continue to grow?**

According to Preqin, funds have a combined \$9tn in unrealized value, a massive market that is growing exponentially. As such, we predict NAV financing will be ubiquitous among private equity funds within the next five years. Fueling this trend will be the growing demand for NAV credit that is increasingly being met by more, and more specialized, NAV lenders.

Recent NAV lending M&A activity, NAV lending-specific fund launches, and the emergence of NAV lending as a sub-strategy for LP private credit allocations have all substantiated this market's potential and continued growth.



**Anastasia Kaup**  
Managing Director  
and Partner  
Fund Finance Partners

**Private equity is struggling with talent acquisition, training, and retention. Many sources have noted the trend of increased outsourcing and the resulting efficiencies. Do you see that trend continuing?**

Absolutely. In fact, that is one of the reasons FFP launched several years ago. It can be expensive, time-consuming, and inefficient to attract or develop talent in sophisticated, esoteric spaces like fund finance. Naturally, we're a bit self-interested here, but outsourcing makes a lot of sense in the fund finance space.

The entire asset management ecosystem benefits immensely from leveraging a knowledgeable and experienced adviser's market expertise and industry connections. One asset manager, even the largest, will never execute on the number of transactions at the scale that a niche advisor in the space will. Additionally, working with a product expert covering the industry 'an inch wide, but a mile deep' affords you access to strategies, tactics, and terms at the cutting edge of the market.

**Anastasia Kaup** is a Managing Director and Partner at Fund Finance Partners. Anastasia advises established and emerging asset managers on various debt financing solutions to achieve their objectives. Her clients include some of the largest asset management firms in the world, across private equity, private credit, real estate, and other asset classes and fund strategies. Anastasia also Co-Chairs the Diversity in Fund Finance initiative for the Fund Finance Association, the industry association for fund finance.

**Fund Finance Partners** arranges a wide range of financing solutions for alternative asset management firms and funds, across all asset classes, including subscription and NAV-based lines of credit, management company, and general partner credit facilities, and a variety of other solutions.

