

The First Annual European Alternative Real Asset Financing & Lending Conference

# EUROPEAN ALTERNATIVE ASSET FINANCING

Improving investment flows in Europe through CAPITAL MARKET UNION

New Rules, New Opportunities

**ELTIF – SECURITIZATION – DEBT FUND - SME FINANCING – CROWDFUNDING**

October 15<sup>th</sup>, 2015 – Parc Plaza, Luxembourg



With the exceptional participation of:

**Dr. Wolfgang Mansfeld, Conference Chairman**

Former Executive Board Member

**UNION ASSET MANAGEMENT HOLDING, Frankfurt**

*Dr. Wolfgang Mansfeld was a member, until June 2011, of the Executive Board of Union Asset Management Holding, the holding company of Union Investment Group, Frankfurt am Main. From 2007 to 2010, Dr. Mansfeld was President of the German fund industry association BVI. Since 2004, he has been a member of the European Securities and Markets Authority (ESMA) Consultative Working Group on Investment Management. From 2002 to 2005, he was President of the European Fund and Asset Management Association (EFAMA).*

**Stephen Day**

Partner

**CADWALADER, WICKERSHAM & TAFT LLP,  
London**

**Serge Weyland**

Head of Financial Institutions

**BIL, Luxembourg**

**David Louis**

Partner

**CHARLES RUSSELL SPEECHLYS, Luxembourg**

**Laurent Massinon**

Partner

**LUTHER S.A., Luxembourg**

**Dr. Henning Starke**

Partner

**KING & WOOD MALLESONS LLP, Frankfurt**

**Andreas Wolf**

CEO

**ARGENTARIUS ETI MANAGEMENT, Malta**

**Dr Marina Grech**

Associate

**GANADO ADVOCATES, Malta**

Organised by:



Media Partners:



**Fabrice Demarigny**

Chairman

**THE EUROPEAN CAPITAL MARKETS INSTITUTE,  
Brussels**

**Joseph Portelli**

Chairman

**MALTA STOCK EXCHANGE Plc, Malta**

**Xavier Ledru**

Managing Director

**REYL PRIME SOLUTIONS, Geneva**

**James W Sore**

Chief Investment Officer

**SYNDICATEROOM, Cambridge, UK**

**Brian Bartaby**

Founder & CEO

**PROPLEND, Ascot, UK**

**Jamie Pratt**

Head of Sales Americas

Sales Manager Europe, Debt Market Services

**BNP PARIBAS SECURITIES SERVICES, London**

Gold Partner:



**ARGENTARIUS**  
securitisation of alternative investments

Partners:





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October 15<sup>th</sup>, 2015 – Parc Plaza, Luxembourg

Montreux, October 5<sup>th</sup>, 2015

Dear Executive,

**The side effect of over-regulation** to eradicate systemic risk and ensure market stability while increasing bank and insurance capitalization **has dried liquidity** and significantly altered the environment to investment and capital flows. Low interest rate encourage investors to look for good IIR, Managers are keen to **develop new sources of funding**.

**Alternative managers** in PE, RE, HF or Real Assets are increasingly **cost conscious** to set up **adequate** investment structures that are fully **relevant** to their own **business model**. New **hybrid models** such as EuVCA or de-minimis reflect a better fit with what is required to properly manage their underlying assets.

The **fund landscape** is changing and both promoters and investors are looking for **less rigidity** in their structure and at the same time consider the financing side of it.

**As banks do have a lesser role in investment flows, alternatives have to be found.**

At EU level, **ELTIFs** (European Long Term Investment Funds) will **take-off by 2016** enabling **retail investors** access illiquid alternative assets they cannot otherwise invest in through UCITS. This will contribute to the financing of the real economy through business investment in **unlisted equities and loans as well as the funding of infrastructure projects**. ELTIFs are also deemed to be able to invest in AIF registered under AIFMD. **ELTIFs** will help **alternative assets** become **main stream**. How to bring together public and private funding? How to increase the options businesses have for their financing?

**Alternative equity and debt financing options** are gaining traction through the use of **securitization transactions** listed on EU regulated markets such as the European Wholesale Securities Market that offer **increased flexibility, speed to market** and **cost effectiveness** as an **alternative structure** for **investment managers** seeking to deliver attractive returns from **alternative investments**.

The launch of the **European Capital Market Union** is a significant opportunity to craft and create a better environment to investment flows in a near future.

Topics to be discussed will include the following:

- **CMU update – ELTIFs regulatory provisions - How is the financial industry responding?**
- **Panel Session 1 - Alternative Finance – From concept to reality – Perspective & developments**
- **Case Study - Optimizing The Cost of Funding & Fund Raising through the Conversion of Alternative Assets into Securitized Vehicles**
- **SME's Financing through EuVCA, partial listing & private debt issuance**
- **Panel Session 2 - How Key Alternative Investment Fund Centres Can Strengthen Their Funding Chain Through CMU, FINTECH & CROWDFUNDING**
- **Case Studies- The Rise of Crowdfunding Financing through equity and peer to peer lending**
- **The Emergence of the Debt Fund Market as an Alternative Asset Financing**
- **Panel Session 3 - New Business Models for Alternative Financing**

Join us with your team & colleagues of your organisation to this conference which is the first to address a changing environment to the traditional investment flows and fund landscape for alternative managers and investors as well as service providers involved in between.

Yours Faithfully

François Golbery  
Chairman  
ESAFON



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## CONFERENCE AGENDA

October 15<sup>th</sup>, 2015

**NOTE:** This final agenda is confidential and cannot be copied without the prior author's acknowledgement

**08.30 am**      **Welcome Coffee and Registration**

**09.00 am**      **Opening Remarks by François Golbery and the Chairman**

### **Improving Financial Intermediation in the EU: Key Topics and Business Opportunities**

- Capital Market Union: Latest developments issued from the European Commission Consultation Paper to the industry

#### **Dr. Wolfgang Mansfeld**

Former Executive Board Member

**UNION ASSET MANAGEMENT HOLDING, Frankfurt**

**09.30 am**      **What is Alternative Finance?**

#### **Stephen Day**

Partner

**CADWALADER, WICKERSHAM & TAFT LLP, London**

**09.40 am**

### **PANEL SESSION 1**

#### **What is Alternative Finance: Initiatives from the Industry**

- The new opportunities from the alternative finance market
- The main Economic Regulatory & Market Factors driving the development of this market in Europe
- Why is it good for the Recovery and Growth of the European Economy
- How does the European Alternative Finance Market look compared to the US

#### **Moderator:**

#### **Stephen Day**

Partner

**CADWALADER, WICKERSHAM & TAFT LLP, London**

#### **Panelists:**

#### **Serge Weyland**

Head of Financial Institutions

**BIL, Luxembourg**

#### **David Louis**

Partner

**CHARLES RUSSELL SPEECHLYS, Luxembourg**

#### **Laurent Massinon**

Partner

**LUTHER S.A., Luxembourg**

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## EUROPEAN LONG-TERM INVESTMENT FUNDS

### 10.00 am The New ELTIF Regime and Key Regulatory Provisions

- Opportunities & threats

**Dr. Henning Starke**

Partner

**KING & WOOD MALLESONS LLP, Frankfurt**

## WHY EU IS WELL POSITIONED ON THE SECURITIZATION MARKET GLOBALLY?

### 10.30 am How The New Model of Securitisation Structures Offer Increased Flexibility and Faster Times to Market - Case studies on the securitisation of Alternative Investments.

**Andreas Wolf**

CEO

**ARGENTARIUS ETI MANAGEMENT Ltd, Luxembourg & Malta**

### 11.15 am Coffee Break & Networking Opportunities



**Exhibitors confirmed:**

## ALTERNATIVE ASSETS STRUCTURING FOR SMALL PE-VC MANAGERS

### 11.45 am What are the Opportunities for Small PE-VC Managers to Structure Alternative Assets Cost-efficiently?

- De-minimis
- EuVCA

**Dr Marina Grech**

Associate

**GANADO ADVOCATES, Malta**

## EUROPEAN CAPITAL MARKET UNION

### 12.15 pm PANEL SESSION 2:

**How Key Alternative Investment Fund Centers Can Strengthen Their Funding Chain Through CMU, FINTECH & CROWDFUNDING**

**Moderator:**

**Fabrice Demarigny**

Chairman

**THE EUROPEAN CAPITAL MARKETS INSTITUTE, Brussels**

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## Panelists:

**David Louis**, Partner

**CHARLES RUSSELL SPEECHLYS**, Luxembourg

Luxembourg

**Dr. Henning Starke**, Partner

**KING & WOOD MALLESONS SJ BERWIN LLP**, Frankfurt

Germany

**Joseph Portelli**, Chairman, **MALTA STOCK EXCHANGE Plc**

Malta



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**1.00 pm**

**Buffet Lunch hosted by:**

### SME'S FINANCING - PRIVATE DEBT MARKET

**2.00  
pm**

**European Initiative in Malta to SME's Financing through Partial Listing**

**Joseph Portelli**

Chairman

**MALTA STOCK EXCHANGE Plc, Malta**

**2.30  
pm**

**Allowing investors to take advantage of the rewards offered by the private debt market while incurring minimum risks: the importance of structuring in private debt transactions**

**Xavier Ledru**

Managing Director

**REYL PRIME SOLUTIONS, Geneva**

### THE RISE OF CROWDFUNDING FINANCING

**3.00 pm**

#### CASE STUDY 1

**VC & PE Alternative Financing Through an Equity Crowdfunding Platform**

- The potential of equity crowdfunding to shift how the VC / PE industry works
- Examples of some of the companies that we raised finance for which have raised £1m+ (well into VC territory)
- How equity crowdfunding is growing to a size that can comfortably displace early stage common sources of finance.
- 2 case studies where VCs used equity crowdfunding to help them completing some of their funding rounds, showing that equity crowdfunding will not displace VCs/PE but will collaborate with the industry instead.

**James W Sore**

Chief Investment Officer

**SYNDICATEROOM, Cambridge, UK**

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**3.30 pm**

## **CASE STUDY 2**

### **RE Alternative Financing Through a Peer to Peer Lending Platform**

- P2P lending for commercial real estate is a rebranding of CRE loan syndication
- Previously an institutional only asset class, technology has helped to open the asset class to individual investors
- The Perfect Storm driving the Real Estate P2P sector and how we should partner banks not compete
- CRE Debt investments can balance a real estate investors portfolio, debt is the safest RE investment
- Case study of why a borrower would use a P2P platform

#### **Brian Bartaby**

Founder & CEO

**PROPLEND, Ascot, UK**

**4.00 pm**

### **Coffee Break & Networking Opportunities**

**Exhibitors confirmed:**



**ARGENTARIUS**

securitisation of alternative investments

### **DEBT FUND FINANCING STRATEGIES**

**4.30 pm**

### **The Emergence of the Debt Fund Market as an Alternative Asset Financing**

#### **Jamie Pratt**

Head of Sales Americas

Sales Manager Europe, Debt Market Services

**BNP PARIBAS SECURITIES SERVICES, London**

### **NEW BUSINESS MODELS FOR ALTERNATIVE FINANCING**

**5.00 pm**

## **PANEL SESSION 3**

### **Developing your Business Model for Alternative Financing**

- How do you foresee the development of your business to improve investment flows?
- Is there market opportunity to shift your business globally?
- How and when?

#### **Moderator:**

#### **Dr Marina Grech**

Associate

**GANADO ADVOCATES, Malta**



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**Panelists:**

***With the representatives of the different new structure & product lines  
(Securitisation, Debt Fund, Private Debt, SME's financing, Crowdfunding)***

**Andreas Wolfli, CEO, ARGENTARIUS ETI MANAGEMENT Ltd, Luxembourg**

**Serge Weyland, Head of Financial Institutions, BIL, Luxembourg**

**Jamie Pratt, Head of Sales Americas, Sales Manager Europe, Debt Market Services  
BNP PARIBAS SECURITIES SERVICES, London**

**Xavier Ledru, Managing Director, REYL PRIME SOLUTIONS, Geneva**

**Joseph Portelli, Chairman, MALTA STOCK EXCHANGE Plc, Malta**

**James W Room, Chief Investment Officer, SYNDICATEROOM, UK**

**Brian Bartaby, Founder & CEO, PROPLEND, Ascot, UK**

**5.45 pm Closing Remarks by the Chairman**

**6.00 pm Close of the Conference**

**The ESAFON values: customer centric, innovative, global vision, scope and quality oriented, rigorous code of ethics, socially responsible.**

## WHO SHOULD ATTEND

**Debt Fund Managers  
Alternative Asset Managers  
PE GP's & LP's  
Head of PE & RE Debt Financing Platforms  
RE Infrastructure  
Head of RE Business Development  
PE, RE & HF Promotors**

**Depositary & Fund Administrator  
Fund Selectors  
Investment Law Firms  
Compliance Officers  
Institutional Investors  
Private Investors  
Family Offices  
SME's**



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## The Partners

### About ARGENTARIUS ETI Management Ltd



**Argentarius** is a specialist in the securitisation of alternative investments into ETIs - Exchange Traded Instruments.

We are one of the few European private label service providers for securitisations of alternative investments. Our clients are managers of hedge funds, asset managers and managers of structured UCITS Funds.

Please visit our web site : <http://www.argentarius-group.com>



**The REYL Group** is an independent banking group with offices in Switzerland (Geneva, Zurich, Lugano), Europe (Paris, London, Luxembourg, Malta) and the rest of the world (Singapore, Santa Barbara and Dubai). The Group manages assets of over CHF 10 billion and employs 175 people (figures as at 31/12/2014).

Developing a innovative approach to banking, the Group serves a clientele of international entrepreneurs and institutional investors through its Wealth Management, Asset Management, Corporate & Family Governance, Corporate Advisory & Structuring and Asset Services business lines.

Founded in 1973, REYL & Cie Ltd is licensed as a bank in Switzerland and performs its activities under the direct control of the Swiss Financial Market Supervisory Authority (FINMA) and the Swiss National Bank (SNB). The REYL Group's subsidiaries are also regulated by the LPCC in Switzerland, the AMF in France, the FCA in the UK, the CSSF in Luxembourg, the MFSA in Malta, the MAS in Singapore, the SEC in the United States and the DFSA in Dubai.



**MGFF**, Management Global Family & Fund Advisory Services Ltd is a global independent advisory firm registered in Dublin offering advisory services to Fund Promoters and Asset Managers willing to register and administer their product range in the most appropriate cost-effective European jurisdiction to ensure the distribution of their products in compliance with European regulations.

**MGFF** offers a large range of tailor-made fiduciary services to Family-Owned Businesses & Commercial Companies, Entrepreneurs and Family Offices willing to ensure the tax effectiveness, the protection and the long-term preservation of their assets.

**MGFF** is a global strategic advisor to Institutional and Private Investors for long term and sustainable real assets investments.

**MGFF** contributes to the development of **impact investing**. **MGFF** advises companies and funds on impact investments to generate **measurable social and environmental impact** aligned with **financial return**.

Please visit our web site : [www.mgffadvisory.com](http://www.mgffadvisory.com)

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## The Media Partners



Absolut|report has been launched in 2001 and is now the leading independent publication for institutional investors in Germany, Austria and Switzerland. Covering all topics of interest to institutional investors Absolut|report focuses on innovations and new developments for the institutional asset management industry. Investment strategies in all asset classes, along with risk management, legal and taxation aspects are provided by science and industry experts.

In combination with Absolut|performance, our web platform and our professional approach, we provide direct access to institutional investors' decision makers through our outstanding quality and prestigious platform. Absolut|report, Absolut|performance are like all our publications available through an annual subscription.

Please visit our web site: [www.absolut-research.de](http://www.absolut-research.de)

To review Partnership Opportunities,  
Please contact Dr Anne Golbery, Managing Director, ESAFON at [a.golbery@esafon.com](mailto:a.golbery@esafon.com)

### ESAFON PARTNERSHIP PACKAGES 2015-2016

#### “EXHIBITOR PARTNER”: Euro 2'450

- partner logo inserted in the conference brochure
- an exhibition space in the conference foyer for the duration of the conference
- a personalised invitation to send to your contacts with a 30% discount for any registration for your contacts
- your Corporate Profile inserted on our web site with a link to your web site
- 2 free conference invitations for your colleagues or clients
- the complete mailing list of the conference participants

#### “FIRST CLASS PARTNER”: Euro 3'970

- a 30 minute non-commercial presentation as a speaker
- a personalised invitation to send to your contacts with a 50% discount for any registration for your contacts
- your Corporate Profile distributed to the participants
- 2 free conference invitations for your colleagues or clients
- the complete mailing list of the conference participants

#### “SILVER PARTNER”: Euro 5'480

- partner logo on front page of the conference brochure
- a 30 minute non-commercial presentation as a guest speaker with a formal introduction from the chairman
- lunch or cocktail hosted by the company (luncheon costs included in the total package of Euro 5'480)
- partner's logo appears on the schedule in participant folders
- your Corporate Profile inserted on our web site with a link to your web site and distributed to all the participants
- a personalised invitation to send to your contacts with a 50% discount for any registration for your contacts
- 3 free conference invitations for your colleagues or clients
- the complete mailing list of the conference participants

#### “GOLD PARTNER”: Euro 7'850

- all the conditions applying to EXHIBITOR partnership, plus:
- partner logo on front page of the conference brochure
- lunch or cocktail hosted by the company (lunch included in the total package of Euro 7'850)
- a 30 minute non-commercial presentation as a guest speaker with a formal introduction from the conference chairman
- 6 free conference invitations for your colleagues or clients

#### “LEAD PARTNER”: Euro 8'950

- all the conditions applying to GOLD partnership, plus:
  - exclusivity of partnership to company's market sector
- The ESAFON Partners take in charge their travel and accommodation expenses  
→A 20% discount is granted on the second Partner Contract signed in 2015-2016

## ESAFON TEAM



**François Golbery, Chairman, ESAFON, Montreux** [fgolbery@esafon.com](mailto:fgolbery@esafon.com)

François Golbery is the Chairman of ESAFON, a non-profit independent association registered in the Registrar of the Federal Office in Bern with the objective of promoting and facilitating best practices amongst professionals from the asset, fund and wealth management industries across Switzerland and Europe.

François is also **Senior Managing Partner of MGFF Ltd**, a global strategic advisor to Institutional & Private Investors for long-term and sustainable investments,

François, through its long-term involvement at MGI in organizing high-level expert – driven conferences addressing the strategic consequences of EU principle-led directives within the Lamfalussy procedure in Europe has been at the forefront of interactive developments towards the best practices within the financial industry across Europe.

Established in Switzerland since 1997, he contributes and helps financial centres to formulate their strategic positioning and train market participants to implement change in day-to-day business practices. He has built –up a personal network of high calibre experts that are instrumental to forge the future and do participate in high level think tanks.

François has been invited by the future 2014 European Commission to provide insight on ELTIF's and necessary updates on UCITS as the financial markets division prepares its work program Prior to MGI, François Golbery has served in various senior positions in Marketing and Finance within multinational companies. In 1988, he started-up and grew the French subsidiary of IIR in Paris as the most profitable entity of the group. He was elected Manager of the Year in 1992 / 1993 and received his prize from Edward de Bono, the originator of the lateral thinking concept. He took over the responsibility of the Portuguese office as well.

He holds an MBA in Finance from the University of Hartford (Connecticut), under the patronage of Michel Barnier, currently the Commissioner of the Internal Market Division of the European Commission in Brussels.

François Golbery is a member of the Royal Ocean Racing Club in London



**Dr Anne Walhain Golbery, Managing Director, ESAFON, Montreux**  
[a.golbery@esafon.com](mailto:a.golbery@esafon.com)

Dr Anne Walhain Golbery is Managing Director and Company Secretary of ESAFON, a non-profit independent association started in 2001. Anne is Head of the Global Operations including RP, Partnership, Customer Service, Marketing, IT, Finance, and Human Resources.

Anne is also **Managing Partner of MGFF Ltd**, a global strategic advisor to Institutional & Private Investors for long-term and sustainable Impact investments,

Anne is a real entrepreneur. Her major interests are to meet with customer needs in a global environment, to promote entrepreneurship spirit and to contribute to build a new powerful, high quality of life and socially and environmentally responsible Europe.

Anne has been with François Golbery, the co-founder of MGI Management Global Information SA, managing the global operations of MGI for 18 years, from 1994 to 2012.

Previously, as IT Program Manager, Anne has been designing and implementing Technical Information Systems for the Space Electronic Equipments at EADS, France, for 12 years, from 1982 to 1994.

Anne held a Doctorate in Atomic Physics, University of Caen, France, 1979.

Two from among her five children, Briec & Severine, are running their own Family Business in the 3rd generation. Her son Briec Maisonneuve has been running the Course du Rhum 2014 starting from St Malo November 2, 2014; her youngest son Edouard Golbery will run the Mini Transat 2015, starting from Douarnenez September 15, 2015, applying the famous Platon' sentence:

"Il y a trois sortes d'hommes: les Vivants, les Morts et ceux qui vont sur la Mer"



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## ESAFON CONFERENCES & SEMINARS 2015- 2016

- DEPOSITARY MODELS & FUNCTIONS POST AIFMD – UCITS V/VI (C1535)**
  - How has Asset Servicing Changed – Implications for Asset Managers & Services Providers
  - Impact of the CSSF Circular 147587

March 5, 2015 — Parc Plaza - Central Luxembourg  
*In partnership with:* **AZTEC GROUP - MGFF**
- OPERATIONAL REAL ESTATE, PERE & DEBT FUND MANAGEMENT (C1500)**

The 11th Annual Real Estate Fund Servicing Conference

  - Alternative Financing & Lending Strategies
  - Core & Debt Exposure
  - Bespoke Funds
  - Risk Assessing, Monitoring & Reporting under AIFMD to Regulators & Investors

May 27, 2015 – Parc Plaza - Central Luxembourg  
*In partnership with:* **BNP PARIBAS SECURITIES SERVICES - MGFF**
- EUROPEAN ALTERNATIVE STRUCTURING, FINANCING & LENDING (C1515L)**
  - Investment-Geared Crowdfunding (IGCF)
  - Securitisation
  - DE-MINIMIS
  - Long-Term Investment Funds (LTIF)

October 15<sup>th</sup>, 2015 – Parc Plaza - Central Luxembourg  
*In partnership with:* **ARGENTARIUS - MGFF**
- EUROPEAN ALTERNATIVE STRUCTURING, FINANCING & LENDING (C1615L)**
  - Investment-Geared Crowdfunding (IGCF)
  - Securitisation
  - DE-MINIMIS
  - Long-Term Investment Funds (LTIF)

January 28<sup>th</sup>, 2015 – Central London  
*In partnership with:* **ARGENTARIUS - MGFF**
- DEPOSITARY MODELS & SERVICES IN MALTA (C1625)**
  - Servicing Malta Based AIF's & AIFM's post July 22<sup>nd</sup>, 2017
  - Business Opportunities For Deploying Depository Services In Malta

March 8<sup>th</sup>, 2016 - Malta  
*In partnership with:* **MFSa - MGFF**

To receive the programme of a future ESAFON conference or to participate as a speaker or a partner,  
Please send the hereafter coupon by email to [fgolbery@esafon.com](mailto:fgolbery@esafon.com)



First Name, Last Name: .....

Job Title: .....

Company: .....

Telephone: ..... E-mail: .....

- Yes, I would like to receive the above programme (please tick the appropriate programme) and pre-register*



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ESAFON, The European Network of Asset and Fund Managers,  
Family Offices and Strategic Advisers



If you are an Asset Manager, a Fund Manager, the Head of a Family Office or a Strategic Adviser,  
Join **ESAFON, The European Network**  
of Asset and Fund Managers, Family Offices and Strategic Advisers

The **ESAFON** is a not-for-profit organization dedicated to facilitating the exchanges between professionals in the area of Asset Management & Family Wealth Management, to training its members to implement new regulations and best management practices with an objective geared towards **harmonisation** and **transparency**.

The **ESAFON** objectives are also to increase the scale and effectiveness of **impact investing**. **Impact investments** are investments made by companies and funds to generate **measurable social and environmental impact** aligned with **financial return**.

**ESAFON** members network with major international leaders through think tank meeting and social events as private luncheon, dinners, workshops, conferences and forums.

- Their details are added to the **ESAFON DIRECTORY** which is updated on a monthly basis.
- They receive a personal **ESAFON** Membership Card and benefit from a 50% discount on their registration fee for all **ESAFON** Conferences during one year.
- They have access to the **ESAFON** website: [www.esafon.com](http://www.esafon.com)
- The Association supports the interests of its members to Regulatory Bodies in Europe
- The Annual Individual Membership Fee 2015-2016 is 500 €.
- The Annual Institutional Membership Fee 2015-2016 is 1'500 €. It allows each Institution, Member of ESAFON, to register until 5 executives as ESAFON Member.
- ESAFON Honorary Membership 2015-2016: this membership is restricted to the Donors willing to support the Association ESAFON for one year : from 3'000 €
- Please find ESAFON MEMBERSHIP APPLICATION FORM below.

**The ESAFON values: customer centric, innovative, global vision, scope and quality oriented, rigorous code of ethics, socially & environmentally responsible.**

For more information or to apply for your Membership to **ESAFON**, please contact:

**Dr Anne Golbery**, Managing Director, **ESAFON**

e-mail: [a.golbery@esafon.com](mailto:a.golbery@esafon.com), direct phone: 00 41 22 319 69 04



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**ESAFON MEMBERSHIP APPLICATION FORM 2015-2016**

To apply as an ESAFON Member,  
Please return the Form to Dr Anne Golbery  
by email: [a.golbery@esafon.com](mailto:a.golbery@esafon.com)

Name: .....  
Job Title: .....  
Company: .....  
Address: .....  
City & Zip-Code: .....  
Country: .....  
Telephone: .....  
Fax: .....  
E-mail: .....

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