



Investing in joint ventures and club deals course

27 January 2026, Munich

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Hotel Bayerischer Hof
Promenadeplatz 2-6
80333 München
Germany

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08:30 **Registration and welcome coffee**

09:00 **Course introduction**

- Welcome and course objectives
- Programme
- Introduction course participants
- Introduction to case study
- Principal distinctions for joint ventures, club deals and funds
- Introduction to common structures

Justin Cornelius, Partner, Goodwin (course leader)

09:45 **Joint ventures and club deals from an institutional investor's perspective**

- Rationale for investing through joint ventures or club deals versus funds
- What does it take?
- Key elements of a successful partnership: governance and terms
- Use cases

Dirk Bootsma, Senior Director, PGGM

10:30 **Coffee break**



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- 11:00 **Joint ventures and club deals from an investment manager's perspective**
- Rationale for forming joint ventures and club deals as manager
 - Matching the structure to the opportunity
 - Major commercial benefits and risks to be allocated
- Simone Pozzato, Senior Managing Director and Fund Manager, Hines European Core Fund (HECF)
- 11:45 **Identifying key success factors**
- Panel discussion moderated by Justin Cornelius
- Dirk Bootsma
 - Simone Pozzato
 - Liz Sworn, Senior Director, Fund Manager, Cityhold Office Partnership (CHOP), Nuveen Real Estate
- 12:30 **Lunch**
- 13:30 **Governance**
- Decision making framework
 - Deadlock
- Adnan Bhajji, Senior Associate, Goodwin
- 14:05 **Regulatory considerations**
- AIFMD
 - MiFID II
- Emily Harmsworth, Counsel Investment Funds, Linklaters



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14:40

Tax considerations

- Factors influencing choice of structure
- Corporate vehicles and contractual arrangements
- European anti abuse legislation
- Tax policy as part of ESG

Patricia Gudiño Jonas, Partner, EY

15:15

Coffee break

15:30

Case study discussion

- Preparation in subgroups
- Negotiation
- Group wrap-up

16:45

Course wrap-up by course leader

17:00

End