



M&A CONFERENCE

AT WHARTON SAN FRANCISCO

MARCH 20 & 21 • 2024

TRANSACTION ADVISORS
INSTITUTE

M&A CONFERENCE

AT WHARTON SAN FRANCISCO

DAY ONE AGENDA

Wednesday March 20, 2024

Welcome Lunch | 12:00 - 12:40 pm

Opening Remarks | 12:40 - 12:45 pm

Shifting M&A Sentiment | 12:45 pm

How are the most sophisticated and systematic dealmakers navigating uncertainty and opportunities? Are there ways to protect deals against sudden economic, regulatory, or geopolitical events? Can more sophisticated mechanisms be employed to ensure M&A performance? Are there emerging changes at various points in the M&A process? What are the current factors that may impede dealmakers from realizing value?

Craig Lange, *Vice President - Strategy & Business Development, Caterpillar*

James Harris, *Principal, Corporate Development Integration, Google*

Duane Nelles, *Senior Vice President, Corporate Development, Qualcomm*

Daniel Friedman, *Managing Director & Senior Partner, Global Leader of Transactions & Integrations, BCG (Chair)*

Developing M&A Targets | 2:00 pm

What landmines should be avoided when contacting a target and negotiating an NDA / confidential information exchange? How can Indications of Interest (IOIs) and Letters of Intent (LOIs) be crafted to be protective and also competitive? What is the current market norm for exclusivity periods and "go shop" provisions? Are there underappreciated risks in coordinating agreements and methods for avoiding standstills? How early do you assess – and discuss with the target – the degree of closing difficulty?

Carlos Rivas, *Director & Associate General Counsel, M&A, Instacart*

Katherine Whitney, *Head of M&A, Atlassian*

Ravi Mahesh, *Director, Senior Corporate Counsel, M&A, Salesforce*

Dave Daetz, *Senior Vice President Corporate Development, Netskope*

Chris Moore, *M&A Partner, Cleary Gottlieb (Chair)*

Employing New Methods for M&A Target Diligence and Beyond | 3:15 pm

How are AI platforms being employed to improve acquisition assessments and test the feasibility of the deal thesis? Can outside-in assessments, fieldwork, and third party analytics be used to speed the deal process and complement traditional target diligence? What current market factors should be applied to the assessment of a target's base performance and growth prospects to support bid confidence? Are there varied approaches for synergy sequencing? What missteps should be avoided when calculating positive and negative synergies? How will generative AI change M&A in 2024?

Jeff Hennig, *Vice President, Corporate Development, AMD*

Ryan Stone, *Group Director, Corporate Development, Cadence Design Systems*

Jann Lau, *Senior Director, Corporate Development, PayPal*

J. Neely, *Senior Managing Director and Global M&A Lead, Accenture Strategy (Chair)*

Avoiding Regulatory Hurdles | 4:30 pm

How are the new merger control guidelines and changes to the HSR process being addressed in practice? What is the current antitrust sentiment at the DoJ and FTC? Are there emerging standards and best practices for disclosing corporate relationships and the rationale for a transaction? How are previous acquisitions and market conditions being considered by the agencies? Are there ways to head off labor market driven competition reviews?

William Diaz, *Chief Antitrust Counsel, Amgen*

Angela Yoon, *Senior Director, Competition and Regulatory, LinkedIn*

Chris Ries, *Director & Associate General Counsel, Competition Law, Hewlett Packard Enterprise*

Mary Lehner, *Antitrust Partner, Freshfields (Chair)*

Optimizing Treasury Management in M&A | 5:30 pm

What variables should be in focus when evaluating an acquisition's cash position, debt structure, working capital, and treasury policies? How is interest rate risk, foreign exchange risk, and commodity price risk effectively determined and addressed? Are there clever ways to diligence and de-risk a target's treasury functions? When should the compatibility and integration path for treasury management systems be determined?

James George, *Executive Director, M&A Escrow & Paying Agent Services, J.P. Morgan*

Varoon Mandhana, *Executive Director, Payments M&A Advisory, J.P. Morgan*

Wine Reception | 5:45 pm - 6:30 pm

The robust discussions will continue during the wine reception.

Dinner and M&A War Stories | 6:30 pm - 7:30 pm

Dinner is always a highlight with deal teams sharing war stories and enjoying the amazing views over the San Francisco Bay.

DAY TWO AGENDA

Thursday, March 21, 2024

Full Breakfast and M&A Innovation Showcase | 8:15 am

Executing Strategic Divestitures | 9:00 am

How are the most effective corporate development teams executing divestitures? Should the M&A team look for imbalances in the portfolio of business lines, or leave this assessment to the CEO and the Board? Are there insights from the wave of activist campaigns that are pushing for divestitures? How should deal teams confidently

consider spin-offs, carve-outs, and sales? What is the key to running a proactive and well-considered separation?

Ashish Tuli, *Vice President, Head of Corporate Development Strategy*, Intel

Kostas Katsohirakis, *Vice President, Corporate Development Integration & Divestitures*, **Applied Materials**

Hemant Hebbar, *Vice President, Corporate Development*, **Hewlett Packard Enterprise**

Sulagna Mukherjee, *Partner, Deals (M&A Advisory)*, **PwC (Chair)**

Improving the Cross Border M&A Process | 10:00 am

What are the emerging foreign direct investment challenges that need to be avoided? How can dealmakers navigate protectionist regulatory regimes to acquire national champions? Are there ways to structure deals to address labor issues that make cross-border acquisitions more achievable? What is required to perform proper FCPA and sanctions diligence? How should the DoJ's new M&A Safe Harbor policy be incorporated into the diligence process?

Paul Castor, *Vice President and Chief Corporate Counsel*, **Viasat**

Gwen Pope, *Head of M&A Business Platforms*, **A.P. Moller Maersk**

Barnaby Gibson, *Senior Director, Legal - Mergers and Acquisitions*, **ServiceNow**

Rishab Kumar, *M&A Partner*, **Cooley (Chair)**

Pursuing M&A Alternatives | 11:00 am

How are corporate development teams effectively using minority investments? What deal terms should be pursued? Are joint ventures and equity alliances a clever way to pursue strategic goals with reduced risk? What are the most effective governance practices? What do M&A teams need to understand regarding exits and potential outcomes? Are there specific buyout options and controls that should be negotiated up front?

Jonathan Duckles, *Partner, Head of Fund Transactions (Legal)*, **SoftBank**

Brad Marzullo, *Vice President - M&A, Strategic Partnerships*, **DaVita**

Alex Marquez, *Global Managing Director, Head of Experian Ventures*, **Experian**

Omar Alam, *Vice President, M&A Legal & Associate General Counsel*, **Salesforce**

Michael Dorf, *M&A Partner*, **Shearman & Sterling (Chair)**

Lunch and M&A Innovation Showcase | 12:00 pm

Some of the most innovative M&A platforms will be available for demos.

New M&A Research from the Institute | 1:00 pm

Dr. Gregory Schlimm, *M&A Research Faculty*, **Transaction Advisors Institute**

Negotiating Critical Deal Points | 1:15 pm

How are deal teams shifting the allocation of risk among counter-parties

and third-parties? What are the relevant differences between holdbacks and other protections? Are misperceptions – or real market changes – limiting the use of transaction insurance? What fraud, non-reliance, and no-recourse provisions are shifting? How do you make sure one party does not control a closing condition? For long-close acquisitions, what terms should be structured to adjust? How can outside dates, ticking fees, efforts, reverse break fees, equity grants, and other deal points be designed to work in concert?

Evan Johnson, *Senior Corporate Counsel*, **Hewlett Packard, Inc.**

Naomi Ogan, *Vice President, Associate General Counsel - Mergers and Acquisitions*, **Fortive**

Anson Lau, *Deputy General Counsel, Strategic Transactions and Commercial*, **LOGi Solar**

John Fisher, *Partner, Head of U.S. Technology and Life Sciences M&A*, **Freshfields (Chair)**

Retaining Human Capital | 2:30 pm

How can deal teams uncover troubling undercurrents across the workplace, including deeply rooted norms and working styles? What are the best ways to integrate management teams? Do contingent consideration mechanisms create the right behaviors post-close? Can you identify disruptive employees before closing? Should dealmakers try to head off frustration and resentment over benefit inconsistencies, or leave that to the integration team? How can you ensure retention is not an afterthought? Are different approaches needed when acquiring a business from a financial sponsor with a large founder investment?

Purvi Shah, *Director HR M&A*, **Applied Materials**

Shari DelCarlo, *Senior Director, HR M&A*, **LinkedIn**

Holly Costa, *Senior Director, M&A People Strategy & Integration*, **Workday**

Dhruv Mehra, *Partner, Private Equity & M&A Advisory Services, US & Canada*, **Mercer (Chair)**

Integrating to Capture Value | 3:30 pm

What's the optimal level of engagement with the target in developing the integration thesis? How do you enhance visibility on sources of value across revenue, costs, talent, and technology? What positive and negative synergies are often missed in deal models and discovered during integration? How do you uncover unrealistic integration costs and timing? What fault lines need to be tackled before divisions become too great? Are there fundamental best practices that have stood the test of time, or, is each deal unique?

Kathie Resteiner, *Managing Director, Corporate Development*, **Intel**

Victoria Shaw, *Head of M&A Integration*, **Intuit**

Lindsay Seefeldt, *Director of Corporate Development Integration*, **Meta**

J. Dana Hughes, *Partner and Associate Director - Post-Merger Integration Practice*, **BCG (Chair)**

Reception and M&A Innovation Showcase | 4:30 pm - 5:30 pm

A number of innovative platforms that are advancing the M&A practice will be available for review.

Speaker Bios



Craig Lange is Vice President, Strategy & Business Development of Caterpillar's Energy & Transportation segment where he is responsible for guiding the development of the company's key product to services and energy transition strategies, designing & executing strategic collaborations and alliances; and, leading investments including mergers and acquisitions, Venture Capital, and acquisitions and divestitures. He is a direct report and advises the Group President and Vice President colleagues in Energy & Transportation, as well as supporting the Construction and Resource Industries segments of the Company. Previously, Craig had roles of increasing responsibility serving as Managing Director for the oil & gas business in Eurasia, Europe, Middle East, and Africa with global experience based in Egypt, Russia, and the United Kingdom.

James Harris is Principal, Corporate Development Integration at Google. James has 20+ years of M&A integration experience working in both small enterprise companies and serial acquirers. The past 12 years have been spent at Google working on a wide range of deals from moonshots for Google X; to the purchase of and divestiture of Motorola; and most recently on Google Cloud's acquisitions of Looker and Mandiant.



Duane Nelles is Senior Vice President of Corporate Development at Qualcomm. Duane has been with the company since 1996, starting as the Director of Project Finance and Direct Investments. In 2004, he became the Senior Director of Finance and Strategy and was responsible for developing the strategy and business plan for a nationwide mobile TV service/technology. From 2006 to 2008, he served as the Senior Director of Corporate Development before being promoted to Vice President in 2008. Duane has been in his current role since 2015.

Daniel Friedman is a managing director and senior partner in the Los Angeles office of Boston Consulting Group. He is the leader of M&A and post-merger integration (PMI) in the North America region. Since joining the firm in 1996, Daniel has worked with clients in the retail, consumer goods, technology, health care, and industrial goods areas. He has gained extensive experience in a broad range of strategy issues, including growth, organization restructuring, and implementation. Daniel focuses his work—particularly in complex PMIs and large-organization transformations—on the opportunities and issues associated with key sources of value creation and risk. Before joining BCG, Daniel was director of finance at Vidrio Formas and a relationship manager at Citibank.



Carlos Rivas is Director & Associate General Counsel, M&A at Instacart. Over his career, Carlos has represented a diverse array of public and private companies on matters including mergers and acquisitions, joint ventures, licensing, supply, manufacturing and distribution agreements and other types of commercial and professional services contracts.

Katherine (KC) Whitney is Head of M&A at Atlassian. Prior to joining Atlassian she spent several years working in Corporate Development at Dell Technologies Capital and prior to that as a Senior Investment Banking Analyst at AGC Partners.



Ravi Mahesh is Director, Senior Corporate Counsel, M&A at Salesforce. Ravi has significant experience advising clients across a range of industries on mergers and acquisitions, joint ventures and capital markets transactions, as well as on general corporate governance and disclosure issues. Prior to joining Salesforce, Ravi was an associate at Sullivan & Cromwell.

Dave Daetz leads Corporate Development at Netskope, a late-stage, global SASE leader that helps organizations apply zero trust principles and AI/ML innovations to protect data and defend against cyber threats, where he identifies and executes strategic opportunities and transactions. Dave brings more than 25 years of corporate development, business development, and product management experience serving in leadership positions at innovative technology companies spanning a diverse set of industries, customer segments, and company sizes and stages. He has been the deal leader for dozens of strategic transactions and partnerships.

Speaker Bios



Chris Moore is a partner at Cleary Gottlieb. His practice focuses on public and private company merger and acquisition transactions and activist defense. Chris has significant experience in both cross-border and domestic transactions, as well as carve-outs and LBOs. He also advises companies and their boards of directors on takeover defense and governance matters. Chris has advised a broad range of public and private clients across many industries, with a focus on the technology and life sciences sectors. He joined the firm as a partner in 2022.

Jeff Hennig is Vice President of Corporate Development at AMD, overseeing M&A and AMD Ventures activities. Jeff joined AMD from Xilinx in 2022, which was acquired by AMD in the largest all-stock transaction in semiconductor history. Previously Jeff was a vice president of technology investment banking at Bank of America where he advised public and private clients on numerous corporate transactions. He started his career as an engineer at Intel Corporation.



Ryan Stone is a Group Director of Corporate Development for Strategy and New Ventures at Cadence Design Systems, a leader in semiconductor and circuit electronic design automation. Prior to his current position, Mr. Stone was a corporate attorney at Cadence Design Systems, Cooley LLP, Kirkland & Ellis LLP, and Microsoft Corporation. In these roles, Mr. Stone has led and advised on mergers and acquisitions and other strategic transactions, financings, public offerings, data protection, cybersecurity, and corporate governance. Mr. Stone has guided dozens of domestic and international for-profit and nonprofit organizations as an attorney, consultant, banker, and board member.

Jann Lau is Senior Director - Corporate Development at PayPal where he leads their inorganic growth strategy & execution. Prior to PayPal, Jann led all Corporate Development for Square and certain Bitcoin-related initiatives at Block. From cleantech to fintech, Jann has 12+ years of experience working at the intersection of M&A, finance, strategy, and operations for tech companies of all sizes and situations. He has extensive experience driving growth and value through strategic transactions, having participated in M&A and financings valued at over \$35B.



J. Neely is senior managing director for Mergers & Acquisitions within Accenture Strategy. His role focuses on building Accenture's global M&A client service capabilities and on working with clients on major M&A efforts to address the critical issues facing their businesses. Over a 25+ year career, J. has supported many of the world's largest transactions in pharmaceutical, financial services, consumer goods, healthcare, building products, specialty retailing, and industrial sectors. Before joining Accenture, J. was a partner with Booz Allen Hamilton, Booz & Company and PwC.

William Diaz is Chief Antitrust Counsel at Amgen. He has spent his 23-year career working on antitrust matters, including mergers and acquisitions, litigation, and government investigations. He started his career in the Federal Trade Commission's Bureau of Competition investigating mergers and anticompetitive practices. After that, he joined McDermott Will & Emery and was a partner in the firm's antitrust group prior to joining Amgen in 2020.



Angela Yoon is Senior Director, Competition & Regulatory at LinkedIn. She leads global competition strategy and routinely advises businesses and executives on regulatory engagement strategy, anti-trust litigation, competition policy, M&A, training/compliance, and counseling across a myriad of issues related to competition and tech. In her previous role as outside counsel, she represented clients in cross-border criminal and civil investigations by the Department of Justice, the Federal Trade Commission, and foreign authorities, as well as in litigation involving the intersection of antitrust and intellectual property rights. She has also represented companies in multiple +\$20B global merger investigations by successfully negotiating with the agencies, complying with extensive and complex investigative subpoenas, and leading outside consultants and local counsel in related investigations by several foreign regulators across the globe.



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Speaker Bios



Chris Ries is Director & Associate General Counsel, Competition Law at Hewlett Packard Enterprise. He leads the team providing legal support for HPE's global operations organization. In this role, Chris manages the operations legal team and guides cross-subject matter legal strategy for the global supply chain. His team provides legal and regulatory advice to business leaders and product and engineering teams; negotiates commercial contracts; retains and manages outside counsel to assist where necessary; he undertakes compliance oversight; manages disputes; and provides discreet M&A and regulatory filing legal support. Chris also functions as the competition law subject matter expert.

Mary Lehner is a Partner at Freshfields Bruckhaus Deringer. She focuses her practice on representing clients before the Federal Trade Commission (FTC), the US Department of Justice (DOJ), and the State Attorneys General on the antitrust aspects of M&A, joint ventures, distribution and intellectual property arrangements, and other competitive conduct. Before joining Freshfields, Mary served as an adviser to two FTC chairs, providing counsel on antitrust investigations, enforcement actions, domestic and international policy initiatives, public relations and congressional strategies. Prior to her role in the chairman's office, Mary oversaw antitrust merger investigations as a lead attorney in the FTC's Bureau of Competition.



James A. George is an Executive Director and the Head of West Coast Business Development with J.P. Morgan's Escrow and Paying Agent Services. With over 17 years of M&A escrow experience, James partners with corporations, private equity and law firms to deliver strategic risk management solutions for critical business transactions ranging from pre and post M&A transactions to class action litigation, debt capital markets, commercial real estate and beyond.

Varoon Mandhana heads North America Payments Advisory group at J.P. Morgan. He has more than 20 years of corporate treasury and banking experience in the areas of cash and liquidity management, treasury operations and product management. Before JPM, he was most recently at General Electric Corporate Treasury, managing their international treasury operations for ASIA and EMEA. Prior to that, Varoon worked in a variety of banking roles at ICICI and Citibank.

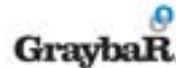


Ashish Tuli is Vice President and Head of Corporate Development Strategy at Intel. Prior to Intel, Ashish spent over a decade in investment banking, most recently at Morgan Stanley, as a trusted advisor to senior executives and board members at technology companies across the globe. He has advised companies on some of their most strategic and transformational initiatives, including over \$300bn of announced M&A transactions across Semiconductor, Software, Fintech, and Healthtech sectors.

Kostas Katsohirakis is Vice President, M&A Integration + Separations at Applied Materials, the world's largest semiconductor and display equipment provider. Kostas leads all integration, separation, and joint venture integration-related activities. He is responsible for hiring and managing a team of dedicated integration professionals that implement Best Known Methods to ensure continuous improvement of the integration and separation process. Prior to joining Applied Materials, Kostas held various corporate development leadership positions at Intel, and with Cylance, a late-stage leading cybersecurity software company.



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Speaker Bios



Hemant Hebbar is Vice President of Corporate Development at Hewlett Packard Enterprise (HPE). He is a seasoned executive responsible for accelerating growth and innovation via acquisitions, carve-outs and strategic investments. Hemant has successfully closed over 50 transactions with an aggregate transaction value in excess of 30B. Having led both Corporate Development and Integration teams at HPE, Hemant brings unique experience in managing transformative transactions through the deal life cycle from strategic alignment and planning to diligence and integration. Prior to HPE, Hemant was an Investment Banker with a focus on the technology M&A, debt and equity transactions. Hemant holds an MBA with a specialization in Finance and Strategy from U.C. Berkeley and a Bachelor's degree in Computer Science and Engineering from the Indian Institute of Technology (IIT), Bombay.

Sulagna Mukherjee is a Partner in PwC's Deals practice and is based in the San Francisco office. Sulagna has over 20 years of experience in leading engagement teams in providing transaction services to several of PwC's Private Equity and large cap Corporate and Sovereign Wealth Fund clients. Sulagna is focused on advising large technology sector focused Private Equity and Corporate clients of the Firm. She specializes in financial due diligence and leads multi-workstream engagements on complex carve-outs, divestitures, JVs, mergers, etc. Prior to relocating to San Francisco in 2015, she was based out of PwC's Deals practice in Dubai and exclusively worked with PwC's Sovereign Wealth Fund Clients across the Middle East, leading several iconic global deals done by her SWF clients.



Paul Castor is Vice President, Chief Corporate Counsel at Viasat (Nasdaq: VSAT). Paul works on strategic partnerships to accelerate Viasat's strategy of providing a better-connected and interactive world by pursuing acquisitions and investments that facilitate higher yielding markets and new monetization opportunities. He works alongside executive leadership and business units with an investment-based approach that focuses on value drivers and pressure tests anticipated synergies. Prior to Viasat, Paul was General Counsel at Zhong Technologies (Nasdaq: ZHNE) and an corporate attorney at Wilson Sonsini Goodrich & Rosati.

Gwen Pope is a veteran M&A generalist, problem-solver, and functional leader drawing experience from broad cross-functional in-house and consultancy roles, and prior to M&A over 20 years developing, architecting, and managing enterprise software products with specialization in Cloud technologies. In her current role, Global Head of Platform M&A at Maersk, Gwen partners with executive leadership to synthesize inorganic roadmaps and steer deal diligence and integration – through the lens of business platform solutions (products, application platforms, and business processes). Previously Gwen has led M&A functional groups at eBay, Google, Microsoft, and advised Fortune 100 clients on M&A strategy while at Deloitte. Through the transactional lens, her experience has spanned buy and sell-side for Fortune 100 entities, across the deal lifecycle, for nearly 100 deals ranging from 10M to 10B.



Barnaby Gibson is Senior Director, Legal - M&A at ServiceNow where he is responsible for legal aspects of strategic transactions, investments, and financings. Prior to that, he was at Skadden, handling complex transactions for some of the world's best known companies, investment banks, and private equity funds, and General Counsel and Chief of Staff of ITHAKA, a technology incubator that is the home of JSTOR and playing an important role as technology transforms research and universities. During the dot-com years, he helped Davis Polk, another top law firm, in its efforts to establish a successful Menlo Park-based office.



Rishab Kumar is an M&A Partner at Cooley. Rishab's practice encompasses a wide range of complex business transactions, with an emphasis on M&A, strategic investments, private equity transactions, and related corporate and securities law matters. He also advises high-growth technology companies, founders, and venture capital and growth equity funds on private financings and other strategic transactions. Rishab has practiced in India, London, New York, Hong Kong and Silicon Valley, and has extensive cross-border experience advising clients on foreign investment transactions in India and Southeast Asia.





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Speaker Bios



Jonathan Duckles is Partner, Head of Fund Transactions (Legal) at SoftBank Investment Advisers. He oversees global transactional matters at the SoftBank Vision Fund and specializes in mergers and acquisitions, venture investments, joint ventures, and other complex business transactions. Prior to joining SoftBank, he directed the legal aspects of PayPal's global M&A and investment activities. Prior to that, he worked as a senior associate at various leading law firms where he focused on M&A.

Brad Marzullo leads the M&A and Strategic Partnership teams at DaVita and has nearly 20 years of transactions experience across a wide variety of industries. In his current role, Brad is responsible for leading DaVita's innovation and inorganic growth strategy and execution, including venture capital investing, M&A, and development and commercial partnerships. Prior to his current role, Brad was the general counsel of DaVita Venture Group and also has 10+ years of experience in private practice. He has considerable experience in complex business transactions, including equity investments, joint ventures, and financings, antitrust matters, cross-border transactions, and healthcare regulatory matters.



Alex Marquez has a long tenured track record in Corporate Venture Capital, spanning 20+ years having built and/or advised multiple CVC organizations. Currently, Alex is the SVP and Global Managing Director for Experian Ventures, the group he founded in 2016. The team has invested more than \$300m across the globe since inception in 2016. Previously, Alex served as Managing Director with USAA's Corporate Development Group and a member of USAA's Executive Management team and built USAA Ventures into one of the most active FinTech CVCs. Alex was a Director with Intel Capital, the world's largest corporate venture group having invested over \$14B globally. Alex also served as Executive Vice President at Nantmobile. In addition, Alex was co-founder and CEO of AppScotch, which brought transparency to paid mobile advertising. AppScotch was acquired by AppAnnie in 2016.

Omar Alam is Vice President and Associate General Counsel, M&A Legal at Salesforce. Prior to this role, Omar was Head of Legal for Salesforce Ventures, the company's corporate venture capital arm. Before joining Salesforce in 2015, Omar was an associate at Wilson Sonsini and he began his legal career as a law clerk for the Hon. Virginia Kendall of the Northern District of Illinois. He is a graduate of Northwestern University Pritzker School of Law where he now serves as an Adjunct Professor, teaching Business and Law of Venture Capital at its San Francisco campus.



Michael Dorf is a partner in the Mergers & Acquisitions practice at Shearman & Sterling. He has extensive experience in domestic and cross-border public and private M&A transactions, carve-outs, venture capital financings, strategic investments and joint ventures. He has represented public and private companies, private equity funds, sovereign wealth funds and corporate venture capital investors in the technology, biotechnology, renewable energy, consumer products and other industries.

Evan Johnson is Senior Corporate Counsel for HP Inc. where he leads on worldwide strategic transactions including mergers & acquisitions, dispositions, joint ventures and spin-offs. In addition to transactional M&A, he has extensive experience in managing complex, multi-jurisdictional integrations, from pre-closing through Day 2. Evan has also acted as general counsel for HP Tech Ventures, the venture arm of HP, since its launch in 2016, managing strategic debt, equity and LP investments as well as general portfolio management. Prior to his role at HP, Evan practiced as a corporate attorney at Fenwick & West where he advised public and private companies on a broad range of matters including M&A, debt and equity financings, incorporation and corporate governance, shareholder communications, employee matters, securities laws and compliance matters.



Speaker Bios



Naomi Ogan is Vice President, Associate General Counsel – M&A at Fortive Corporation, a diversified industrial growth company formed in 2016 as a spin-off from Danaher (NYSE: FTV). Ms. Ogan joined Fortive in 2017 after ten years in private legal practice at K&L Gates LLP and Morrison Foerster LLP. While at Fortive, she has managed approximately 30 M&A transactions. Her recent experience includes private equity and public company buyouts, acqui-hires, cross-border acquisitions and joint ventures, and strategic divestitures. She also led the development of Fortive's proprietary M&A integration playbook. Ms. Ogan earned her J.D. from the University of California at Berkeley.

Anson Lau is Deputy General Counsel, Strategic Transactions and Commercial, at LONGi Solar. Anson focuses on M&A, venture investments and commercial contracts. Prior to joining LONGi, Anson was legal counsel at various other technology companies and, prior to that, he spent several years as an associate at leading law firms. Anson has a JD in law from U.C. Berkeley - School of Law and a Bachelor's degree from Princeton University.



John Fisher is Partner, Head of U.S. Technology and Life Sciences M&A at Freshfields. John is a founding partner of Freshfields' Silicon Valley office who advises some of Silicon Valley's most innovative and pioneering companies in their technology and life sciences mergers, acquisitions and joint ventures. John additionally acts as regular counsel to both US and international clients as they enter the Silicon Valley market or partner with established Silicon Valley companies. Prior to practicing law, John studied Biochemical Sciences at Harvard University and was a civil rights activist. John is a member of Bay Area Lawyers for Individual Freedom (BALIF) which is the nation's oldest and largest association of lesbian, gay, bisexual and transgender persons in the field of law.

Purvi Shah is Director, HR M&A at Applied Materials. Purvi is a seasoned global HR M&A leader, with over 15 years of global HR and Mergers and Acquisitions experience and a strong background in Culture & Change Management and HR Transformation. She has led several small to large mergers, acquisitions, joint ventures, spin-outs, carve-outs and divestitures; including the landmark Boeing - Embraer partnership in Brazil. Purvi is passionate about solving multi-faceted human capital challenges whilst delivering deal value. She has partnered with cross functional stakeholders, led multi-disciplinary teams on complex due-diligence to post close integrations/separations and has developed HR strategy to accelerate value creation and realize deal value.



Shari DelCarlo is Senior Director, HR M&A at LinkedIn. Shari joined LinkedIn in 2013 to lead its global HR M&A function. This was a new role to LinkedIn, and it provided Shari with the opportunity to design and build a team that delivers an exceptional employee experience that excites and motivates acquired talent to achieve business goals. Before joining LinkedIn, she was Assistant General Counsel at Intuit where she served as the lead corporate attorney for Intuit's mergers and acquisition. During this seven-year period, Shari led the Legal team through multiple mergers, acquisitions and divestitures, and it was in this role that Shari began to truly appreciate how important talent is to the overall success of a transaction. Prior to Intuit, Shari was a corporate associate at the global law firm of Skadden Arps for six years.

Holly Costa is Senior Director, M&A People Strategy and Integration at Workday. She is a dynamic global HR leader with strong business acumen and notable success in building and delivering human resource strategy, programs and results in high-performing, rapidly changing, start-up and large multicultural high-tech environments. Holly is a trusted strategic partner with demonstrated ability cultivating relationships at all levels of the organization, partnering closely with C-Suite executives, and extensive experience helping organizations scale through times of change.



Speaker Bios



Dhruv Mehra is Partner - M&A Advisory Services at Mercer with more than 20 years of M&A and human capital consulting experience. Dhruv is passionate about helping clients manage the health, wealth and performance of their most important asset - their people. Over the last decade, he has primarily worked with clients to find solutions to the complex people challenges that occur in M&A transactions such as mergers, acquisitions, divestitures, joint-ventures and reorganizations. His areas of expertise include organizational redesign, cultural assessment and integration, workforce and rewards harmonization, employee communication and change management.

Kathie Resteiner is Managing Director/COO, Corporate Development for Intel (INTC). She oversees the Value Creation and Capture Office and ensures the team is strategically aligned, efficiently operated, and has a performance-oriented culture. As Intel's Operating Partner for Value Creation, Kathie manages the critical startup actions involved with new company formation and governance of majority-owned and independently operated carveout businesses. Kathie and her team manage our deal playbook evolution, transaction lessons learned, Corp Dev and partner function training as well as drive consistency in our value capture methodology. Kathie has led integration and separation on dozens of transactions in the last 12 years at Intel/McAfee, from small tech and talent to multibillion dollar acquisitions and divestitures. She's a manufacturing engineer by degrees with a strong operations background.



Victoria Shaw is the Head of M&A Acceleration at Intuit. She has extensive M&A integration experience having led and executed 50+ M&A deals ranging from acquihires to complex, transformational deals at \$1 billion+ in value across Intuit, Adobe, and Symantec. She is a results-oriented executive with 20+ years of diverse experience in M&A Integration, Strategy & Business Operations, and Chief of Staff leadership positions. She has broad corporate strategy and execution experience in leading cross-functional teams through numerous complex projects/integrations, overseeing business operations for several large-scale businesses, and spearheading corporate strategic initiatives.

Lindsay Seefeldt is a Director of Corporate Development Integration at Meta (NASDAQ: META). Lindsay has helped build out the Corporate Development Integration team, cross functional partnerships, and process to evaluate, diligence, and integrate acquired companies into Meta Inc. – across all apps and surfaces globally. Before that she has held various product, business development and sales roles.



J. Dana Hughes is Partner and Associate Director, Transactions and Integration at Boston Consulting Group. Prior to joining BCG in 2021, Dana was Vice President Integration Management at Pfizer.

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April 12, 2024 M&A Diligence Master Class	October 10, 2024 M&A Forum Seattle
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May 9, 2024 M&A Forum Houston	November 7, 2024 M&A Forum Boston
May 31, 2024 M&A Value Creation Master Class	November 8, 2024 M&A Earnouts and Retention Agreements Master Class
June 25-26, 2024 M&A Academy The University of Chicago	November 22, 2024 M&A Integration Master Class
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July 11, 2024 M&A Forum Los Angeles	February 14, 2025 M&A Negotiation Master Class
July 18, 2024 Structuring Divestitures Master Class	February 21, 2025 M&A Valuation Master Class
September 6, 2024 M&A Agreements Master Class	March 18-19, 2025 M&A Academy Wharton San Francisco
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