We enlist the foremost experts to share their experience, insights and perspective on innovative transaction structures, processes and strategy.

TransactionAdvisors.com/Conferences
DAY ONE

1:15pm - 2:05pm
Using portfolio reviews and performance metrics to shape the M&A strategy
The opening keynote session will look at methods for reviewing financial performance and strategic operational value from past acquisitions to model optimal buy-side transactions. This discussion will look at the use of predictive analytics in M&A; using proprietary financial and operational data alongside external data and valuation metrics to assess the impact of various strategic alternatives and transaction structures, in a manner that is insulated from management bias. Consideration will also be given to the potential for improvements in the capital allocation process and the increasing use of divestitures to fund high-growth M&A opportunities.

2:20pm - 3:10pm
Improving board engagement in each phase of the M&A process
This session will consider approaches for appropriately and proportionately engaging the Board in the organizations' inorganic growth strategy, from acquisitions to minority investments and joint ventures. Consideration will be given to optimizing lines of authority between the Board, special committees, and management throughout the M&A process. In addition, the participants will look at the Board's responsibility to regularly assess ‘fit and focus’ to consider divestitures through tax free spin-offs or the sale of non-core assets.

3:25pm - 4:15pm
Digital acquisition challenges and deal structures
This discussion will look at acquisitions and investments in innovative companies when the objective is primarily to access enabling capabilities or disruptive business models powered by technology and analytics. The participants will consider the unique challenges associated with deals where much of the value is embedded in future growth, algorithms, intellectual property including in-process R&D, intangible assets, and human capital including founders and management teams. The session will include a look at corporate venture investment programs and also discuss creative methods for monetizing acquired IP and other digital assets.

4:30pm - 5:20pm
Dealing with leaks and M&A security
This session will explore a range of challenges when deal negotiations or target data is disclosed to the media, investors, customers, or employees. The participants will consider the use of intentional leaks to drive specific actions and apply pressure on a target company. The discussion will then shift to the unique legal, cultural, and strategic issues associated with M&A security and look at advanced cybersecurity testing of targets.

5:20pm - 7:00pm
M&A technology demos and wine reception with artisanal hors d'oeuvres for all conference delegates

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DAY TWO

9:15am - 10:05am
Navigating global merger control and regulatory challenges
This discussion will explore a range of innovative deal terms and methods for navigating regulatory challenges in domestic and cross-border deals. This session will provide guidance on M&A provisions and remedies that anticipate protectionist views, antitrust challenges, and other regulatory outcomes. The participants will also comment on models for incorporating the risk of political and regulatory uncertainty into deal terms.

10:20am - 11:10am
Refining the purchase agreement
This briefing will outline a number of innovative methods for matching contractual language to deal intentions to head off post-closing disputes. Consideration will be given to the form and structure of closing conditions, the basis and structure of earnouts, and look at the increasing use of the locked-box pricing mechanism where cash, debt, and working capital are agreed to ensure the benefits of a fixed price deal. The session will also address financial reporting and consider approaches for averting a broad range of post-close accounting disputes.

11:25am - 12:15pm
Improving deal term negotiations and protections
This session will address the give-and-take between buyers and sellers in both domestic and international transactions as they negotiate key provisions and protections. The panelists will consider various risk allocation approaches and look at the increasing use of transaction insurance in public company deals and in competitive processes, discuss the strength of various protections and remedies, and review other timely topics that may impact the structure and negotiation of a transaction.

1:00pm - 1:50pm
Pursuing an unsolicited acquisition
This session will look at the unique considerations Special Committees and management face when pursuing an unwilling or reluctant acquisition target. The discussion will consider a range of approaches from a “bear hug” offer to a fully hostile proxy contest. Variations in both domestic and international M&A practice will be considered as well as methods for assessing the strength of the targets’ shareholder rights plans.

2:05pm - 2:55pm
Frameworks for managing and integrating acquired brands
This session will look at how brands are managed in M&A, consider common integration missteps involving brands and their cultural identity, explore ways high performing acquirers manage acquired brands / portfolios, review variations in vertical and horizontal M&A strategies and the impact on brand frameworks, and discuss methods for holding acquired brands / defensive value.

3:10pm - 4:00pm
Structuring the post-close culture to retain talent
This discussion will look at various frameworks to effectively hedge human capital risks and consider methods for repeatable post-merge performance improvement. Specific consideration will be given to the strategies that may be employed to retain an acquired team, including the structure of financial incentives and retention agreements for key executives that align with critical cultural and performance objectives.

4:15pm - 5:05pm
Developing integration methods and synergy targets
This keynote closing discussion will also look at the interplay between term sheets and the critical post-close operating dynamics. The participants will consider occasions for limited post-merge integration and explore frameworks that can be used for developing realistic synergy targets, including new and unconventional strategies for a thoughtful and realistic integration process.
SELECT CONFIRMED SPEAKERS

Lisa Marchese, Head of Corporate Development, American Express
Michael Jones, Executive Vice President, Corporate Development and M&A, GE
Matthew Soran, Esq., Partner, M&A and Private Equity Practice, Fried Frank
Frank Jaehnert, President & CEO (retired), Brady Corporation; Board of Directors, Briggs & Stratton, Nordson, and Itron; Advisory Board, National Material
Seth Van Winkle, Managing Director, Accenture Strategy
Lenny El Guindy, Corporate M&A, Deere & Company
Arindam Guha, Corporate Development, M&A, Investments and Strategy, IBM
Rohit Dave, Head of M&A, WeWork
Matt Porzio, Senior Vice President, Intralinks
Nichelle Maynard-Elliott, Executive Director, Mergers & Acquisitions, Praxair
Siran Tanielyan, Vice President of Corporate Development, Viacom
Scott Petepiece, Esq., Partner, Global M&A Practice Group Leader, Shearman & Sterling
Jessica Delbaum, Esq., Partner - Antitrust Practice, Shearman & Sterling
Stacy Frazier, Executive Counsel, Competition Law and Policy, GE
Christen Morand, CPA, Partner, Transaction Forensics, EY
John O'Brien, Vice President of Corporate Development, Brooks Automation
Mohit Singh, Senior Vice President Business Development and Exploration, BP
Jelena Guzenko, Director, Mergers, Acquisitions & Post Closing Management, Siemens
Bill Monat, EVP, Mergers & Acquisitions Group, Willis Towers Watson
Zarifa Reynolds, Head of Corporate Development, TIAA
Alan Konevsky, Chief Legal Officer, tZero
Sebastian Fain, Esq., Partner, Freshfields
Margot Miller, Global Legal Director, Commercial and M&A, Anheuser-Busch InBev
Sergio Letelier, Deputy GC - Corporate, Securities and M&A, Hewlett Packard Enterprise
Thomas Ordahl, Chief Strategy Officer, Landor
Alex Jakobson, Global Solutions Leader - Transactions & Transformations, Korn Ferry
Maureen Lowney, Senior Consultant, HR Mergers & Acquisitions, Cisco Systems
Mendy Knowles, HR Lead for Corporate Transactions / Cross-Functional M&A Integration, Bank of America (pending)
Ken Park, Director, HR M&A, American Express (pending)
Stuart Gleichenhaus, Senior Managing Director, FTI Consulting
Paul Price, Director M&A Integration, Corporate Development, IBM (pending)
Georg-Michael Siedlaczek, Vice President Global Post Merger Integration, Bayer

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<th>Name</th>
<th>Position and Company</th>
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<tbody>
<tr>
<td>John Mims</td>
<td>Vice President of Corporate Development, Echo Global Logistics (NYSE: ECHG)</td>
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<tr>
<td>John O’Brien</td>
<td>Vice President, Corporate Development, Brooks Automation (NASDAQ: BRKS)</td>
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<td>Nic Volpi</td>
<td>Partner, Perella Weinberg</td>
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