AGENDA

M&A SUCCESSION SUMMIT

DEVOE & COMPANY

RITZ-CARLTON CHICAGO (RITZ-CARLTON BALLROOM)

Wednesday, October 8

5:00PM - 7:00PM **OPENING RECEPTION ON THE CHICAGO RIVER - FIRST LADY BOAT**

112 E Wacker Dr, Chicago, IL 60601

Boarding begins at 5:00pm and the boat will depart at 5:20pm. The boat will return to the dock at 7:00pm.

Thursday, October 9

7:30AM - 8:30AM **NETWORKING BREAKFAST**

Exhibitor Lounge: Registration | Breakfast | Partner Exhibits

8:30AM - 9:20AM **OPENING ADDRESS: STAYING AHEAD IN A SHIFTING RIA LANDSCAPE**

David DeVoe, Founder and CEO, DeVoe & Company

Record M&A activity. Soaring valuations. A new class of META-RIAs redefining what it takes to compete. The RIA landscape is changing fast—and the gap between leaders and laggards is widening. David will highlight the forces reshaping the industry and offer actionable insights to help your firm stay ahead in this dynamic environment.

9:20AM - 10:00AM **PASSING THE TORCH: MASTERING SUCCESSION COMMUNICATION**

Jay Therrien, Managing Director of Executive Consulting, Invesco

Navigating succession requires care—and the way you communicate with clients and your team can make all the difference. Jay Therrien draws on research-based insights to show how language shapes trust during leadership transitions. Gain practical strategies to convey change clearly and confidently, while strengthening both client and team relationships.

10:00AM - 10:25AM **NETWORKING BREAK**

Partner Exhibits in the Exhibitor Lounge

10:25AM - 11:15AM **M&A IN PRACTICE: WHAT SEASONED ACQUIRERS HAVE LEARNED THE HARD WAY**

Nate Angelo, CEO, Composition Wealth
Scott Holsopple, Chief Strategy Officer, Hightower Advisors
Martine Lellis, Principal, M&A Partner Development, Mercer Advisors
Moderator: Ed Moore, Special Advisor, DeVoe & Company

Learn directly from three seasoned acquirers who have been through multiple acquisitions and transitions. This panel goes beyond theory to share candid lessons on transaction execution, integration challenges, and building enduring partnerships. Buyers, sellers, and succession planners alike will gain proven strategies for navigating today’s competitive M&A landscape.

11:15AM - 12:00PM **RIA M&A 2.0: STANDING OUT FROM THE CROWD**

Gordon Ross, President, DeVoe & Company

In today’s fast-paced M&A market, standing still means falling behind. Gordon Ross, President of DeVoe & Company, explores what RIAs must do to stand out as buyers in an increasingly competitive marketplace—and what sellers need to prioritize to ensure a successful transaction. Discover the key factors driving differentiation, deal success, and long-term value creation.

12:00PM - 1:00PM **NETWORKING LUNCH**

Exhibitor Lounge: Registration | Lunch | Partner Exhibits

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1:00PM - 1:25PM	**CULTURE: THE HIDDEN TRANSACTION TERM** **Jason Gordo, President and Co-Founder, Modern Wealth Management** With experience building, selling, and integrating firms, Jason Gordo offers a rare perspective on what makes integrations succeed: culture. He shares practical insights on how culture drives long-term value and why alignment often determines whether a deal thrives or merely survives.
1:25PM - 2:15PM	**KEYNOTE ADDRESS: MICHAEL NATHANSON AND TRAVIS DANYSH, FOCUS FINANCIAL PARTNERS** **Travis Danysh, Chief Strategy Officer, Focus Financial Partners** **Michael Nathanson, CEO, Focus Financial Partners** **Moderator: Ben Harrison, Managing Director, Head of Client Business Services, BNY Pershing** In this fireside chat, Michael shares his journey and the lessons that have shaped his leadership approach. Alongside him, Travis reflects on Focus Financial Partners' rise as a leader in the RIA space, with more than $400B in client assets and over 330 M&A transactions.
2:15PM - 3:00PM	**SUCCESSION IN ACTION: LESSONS STRAIGHT FROM RIA LEADERS** **Scott Danner, Executive Vice President and Head of Legacy, Steward Partners** **Tom Post, Co-Founder, Partner, and Chief Strategy Officer, Diversified Portfolios, Inc.** **Moderator: Tim Kochis, Special Advisor, DeVoe & Company** RIA leaders take the stage to share candid, firsthand experiences from their transitions. Discover what worked, what didn't, and the unexpected lessons that can shape your own journey. From tough decisions to key insights, walk away with practical strategies and real-world guidance you won't find in a playbook.
3:00PM - 3:25PM	**NETWORKING BREAK** **Partner Exhibits in the Exhibitor Lounge**
3:25PM - 3:55PM	**RIA VALUATION DEMYSTIFIED** **Adam Levy, Managing Director, DeVoe & Company** Valuation expert Adam Levy walks through the technical process of valuing an RIA, covering the frameworks, metrics, and methodologies that underpin a professional assessment. Gain a clear understanding of your firm's worth—and how those insights can ultimately help drive value in a transaction.
4:00PM - 5:30PM	**ONE-ON-ONE EXPERT MEETINGS (RITZ-CARLTON BALLROOM)** **NETWORKING RECEPTION (EXHIBITOR LOUNGE)**
6:30PM - 9:00PM	**SUMMIT DINNER - THE KITCHEN AMERICAN BISTRO** **316 N Clark St, Chicago, IL 60654**

Friday, October 10

7:30AM - 8:10AM	**NETWORKING BREAKFAST** **Exhibitor Lounge: Registration | Breakfast | Partner Exhibits**
8:10AM - 8:45AM	**OBSTACLES AND OPPORTUNITIES: GETTING M&A AND SUCCESSION RIGHT** **David DeVoe, Founder & CEO, DeVoe & Company** Even small flaws in your M&A or succession plan can create major setbacks. In this hit session, David highlights fatal flaws that commonly derail M&A and succession plans, and reveals how the right choices can turn those traps into triumphs.

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8:45AM - 9:35AM

FROM TERM SHEETS TO TEAM CULTURE: LESSONS FROM RIA ACQUIRERS

Denitsa Balunis, SVP, Corporate Strategy & Development, Edelman Financial Engines
Michael Belluomini, SVP, Mergers & Acquisitions, Carson Group
Karisa Diephouse, Chief Operating Officer, Beacon Pointe Advisors
Moderator: Doug Johnson, Managing Director, DeVoe & Company

Industry insiders share the strategies behind successful RIA acquisitions, from structuring deals to integrating teams and preserving culture. Whether you're buying, selling, or planning succession, gain actionable insights to build a thriving firm long after the transaction closes.

9:35AM - 9:55AM

NETWORKING BREAK

Partner Exhibits in the Exhibitor Lounge

9:55AM - 10:45AM

KEYNOTE ADDRESS: PETER MALLOUK, CREATIVE PLANNING

Peter Mallouk, President & CEO, Creative Planning
Moderator: Rohit Mahna, Head of Client Growth, Fidelity Investments

In an informal conversation, Peter shares his journey building Creative Planning into one of the nation's top wealth management firms. He reflects on his leadership style and the lessons learned along the way. Both he and Rohit offer their perspectives on the trends shaping the future of the RIA world.

10:45AM - 11:20AM

THE FINE PRINT: LEGAL & TAX INSIGHTS THAT CAN MAKE OR BREAK A TRANSITION

James Abbott, Co-Head, Corporate M&A Practice, Seward & Kissel
Robert Cambridge, Senior Counsel, Warner Norcross + Judd
Corey Kupfer, Founder and Managing Partner, Kupfer., PLLC
Moderator: Adam Levy, Managing Director, DeVoe & Company

Legal, tax, and transaction experts pull back the curtain on the underpinnings of a succession transaction: intelligently designed deal structure. From structuring key terms to avoiding common pitfalls, this panel shares practical strategies that can help optimize your consideration, mitigate risks, and set the stage for a smooth transition.

11:20AM - 12:00PM

FUNDING THE FUTURE: HOW CAPITAL ENABLES GROWTH, SUCCESSION AND M&A

Rick Dennen, Founder and CEO, Oak Street Funding
James Hughes, Head of Professional Services Lending, Live Oak Bank
Russ Larsen, Group Executive Vice President, Wintrust
Dustin Mangone, Managing Partner & Director of Investment Advisor Services, PPC LOAN
Moderator: Brad Grubb, Managing Director, DeVoe & Company

Growth and succession take more than vision—they take smart funding. This panel of financing experts shares both the basic techniques and advanced appropriates to financing transactions. Whether you plan an internal or external transition, you'll learn a variety of approaches and capital sources that can create lasting value in any interest rate environment.

12:00PM - 12:05PM

CLOSING COMMENTS

DeVoe & Company
