AGENDA

M&A+ SUCCESSION SUMMIT

DEVOE & COMPANY

PASEA HOTEL & SPA (SAPPHIRE BALLROOM)

Wednesday, September 23

5:30PM - 7:00PM **OPENING RECEPTION - TREEHOUSE**

Rooftop bar at the Pasea - 21080 CA-1, Huntington Beach, CA 92648

Thursday, September 24

6:00AM - 6:45AM **WORKOUT CLASS: M&A+ SUMMIT MORNING BOOTCAMP**

Ocean Lawn - Pasea

All fitness levels are welcome; registration required.

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

Exhibitor Lounge: Registration | Breakfast | Partner Exhibits

8:30AM - 9:15AM **OPENING ADDRESS**

David DeVoe, Founder and CEO, DeVoe & Company

9:15AM - 10:00AM **CHANGING THE GUARD: A COMPREHENSIVE APPROACH TO SUCCESSION PLANNING**

Jennifer Taboada, Senior Director, Executive Consultant, Invesco Global Consulting

Learn how top advisory teams successfully transfer relationships, develop future leaders, and protect the value of their business. In this session, Jennifer will provide practical strategies for planning and executing a smooth transition, segmenting clients, transferring trust, minimizing disruption, and communicating effectively throughout the succession process.

10:00AM - 10:30AM **NETWORKING BREAK**

Partner Exhibits in the Exhibitor Lounge

10:30AM - 11:20AM **BEHIND THE ACQUISITION: LESSONS FROM SEASONED ACQUIRERS**

Nate Angelo, CEO, Composition Wealth
Karisa Diephouse, Chief Operating Officer, Beacon Pointe
Eric Sontag, President, Wealthspire
Moderator: Areyh Malitzky, Managing Director, DeVoe & Company

Three of the industry's most experienced acquirers offer a rare look inside their process: how they evaluate a potential partnership, what they prioritize in a transaction, and how they approach integration once the ink is dry. It's a detailed look at how sophisticated buyers think, and how that thinking has evolved as they've scaled. For sellers and advisors weighing a future transaction, this is a chance to hear directly from those on the other side of the table.

11:20AM - 12:05PM **STATE OF THE UNION: THE RIA PLAYBOOK IS BEING REWRITTEN**

Ben Harrison, Managing Director, Head of Client Business Services, BNY Pershing
Brad Losson, Head of Sales & Relationship Management, Schwab Advisor Services
Moderator: Gordon Ross, President, DeVoe & Company

The playbook for building a successful RIA is being rewritten. The industry is evolving at an unprecedented pace as scale reshapes competitive advantage, organic growth remains elusive, and emerging technologies create entirely new possibilities. In this annual State of the Union, senior industry leaders will separate signal from noise—identifying the forces that will truly reshape the industry, where the greatest opportunities and threats are emerging, and what RIA leaders should be doing now to win in the next era.

AGENDA

12:05PM - 1:05PM **NETWORKING LUNCH**

Exhibitor Lounge: Registration | Lunch | Partner Exhibits

1:05PM - 1:55PM **KEYNOTE ADDRESS: THE CEO PERSPECTIVE: A CONVERSATION WITH LARRY RESTIERI**

Larry Restieri, CEO, Hightower Advisors
Moderator: Brad Losson, Head of Sales & Relationship Management, Schwab Advisor Services

Few RIA leaders have a better vantage point on the industry's evolution than Hightower CEO Larry Restieri. In this fireside chat, Larry will share lessons learned leading through growth, change, and adversity, the complex decisions facing RIA CEOs, and his perspective on where the industry is headed next.

1:55PM - 2:25PM **VALUATIONS: BENEATH THE SURFACE**

Adam Levy, Managing Director, DeVoe & Company

A valuation is shaped by far more than revenue, assets and headline multiples. Adam Levy examines the underlying drivers of value, including growth, profitability and risk, and explains how buyers evaluate each one. Attendees will gain a clearer understanding of what strengthens a firm's value and where hidden vulnerabilities can undermine it.

2:25PM - 2:45PM **NETWORKING BREAK**

Partner Exhibits in the Exhibitor Lounge

2:45PM - 3:30PM **THE SUCCESSION JOURNEY: LESSONS FROM THOSE WHO'VE BEEN THERE**

Adam Dawson, CEO, Capstone Capital Wealth Advisors
Ben Johnson, Partner and Senior Wealth Advisor, Mission Wealth
Lyle Minton, Chief Investment Officer, Keel Point
Moderator: Peggy Ruhlin, Special Advisor, DeVoe & Company

No two succession journeys are the same. Hear directly from RIA leaders who have successfully navigated ownership transitions as they share the decisions, challenges, and turning points that shaped their outcomes. From pivotal decisions and unexpected obstacles to lessons they wish they'd known sooner, this session offers practical insights to help you prepare for your own transition.

3:30PM - 4:00PM **BUILDING THE FIRM OF THE FUTURE: A CONVERSATION ON AI AND THE MODERN RIA**

Rron Rexha, Founder and CEO, Arca Wealth
Jason Wenk, Founder and CEO, Altruist

What could AI make possible for your firm? Rron Rexha, CEO of Arca Wealth and Jason Wenk, CEO of Altruist explore how AI and modern custody infrastructure can reduce operational friction, deepen the client experience and give advisors more time to focus on advice. They will also examine what these advances mean for RIA leaders making decisions about growth, technology and the future of their businesses.

4:00PM - 5:30PM **ONE-ON-ONE EXPERT MEETINGS & NETWORKING RECEPTION**

Sapphire Ballroom and Exhibitor Lounge

6:30PM - 9:00PM **M&A+ SUMMIT DINNER - JOLIE & THE BELLE ROOFTOP**

300 Pacific Coast Hwy Ste 220, Huntington Beach, CA 92648

Friday, September 25

7:15AM - 8:15AM **NETWORKING BREAKFAST**

Exhibitor Lounge: Registration | Breakfast | Partner Exhibits

AGENDA

8:15AM - 8:45AM

SUCCESSION STRATEGY: PREPARING FOR THE HANDOFF

Gordon Ross, President, DeVoe & Company

Succession does not start with choosing a successor. It starts with building a firm capable of producing one. Gordon Ross maps the full journey, from choosing the right path and solving the economics of an internal transition to preparing next-generation leaders for ownership. Drawing on industry data and a surprising lesson from history, he shows how RIAs can move beyond a one-time succession plan and build a lasting pipeline of future leaders.

8:45AM - 9:35AM

KEYNOTE ADDRESS: THE COMPOUNDING ADVANTAGE: A DISCUSSION WITH DAVE WELLING

Dave Welling, CEO, Mercer Advisors
Moderator: David DeVoe, Founder and CEO, DeVoe & Company

As capital reshapes the RIA industry, the gap between firms that are big and those with true scale is widening. Over the past nine years, Mercer Advisors has grown from $9 billion to $100+ billion in client assets while accelerating organic growth—by focusing on integration, alignment, and reinvestment, not just size. In this keynote, CEO Dave Welling shares how firms can build real scale and compound advantage over time.

9:35AM - 9:55AM

NETWORKING BREAK

Partner Exhibits in the Exhibitor Lounge

9:55AM - 10:40AM

THE OTHER SIDE OF THE TABLE: AN INSIDER'S GUIDE TO RIA ACQUISITIONS

Jason Bourgo, President, Strategic Growth - East Region, Steward Partners
Derek Bruton, Head of Mergers & Acquisitions, Modern Wealth Management
Kevin Corbett, Managing Director, Advisor Attraction, Mariner
Moderator: Adam Levy, Managing Director, DeVoe & Company

For RIA owners considering a future transaction, this panel offers a practical roadmap. Three experienced M&A leaders share what firms should understand before going to market — how to position your firm, assess potential buyers, and strengthen overall firm health and value drivers. Attendees will leave with concrete strategies for navigating today's evolving M&A landscape and making informed decisions at every stage of the process.

10:40AM - 11:20AM

CAPITAL STRATEGIES FOR GROWTH, SUCCESSION AND M&A

Tony Abbott, Managing Director, Wintrust Investment Advisor Banking
Adam Farag, Vice President of Strategic Markets, Oak Street Funding
James Hughes, Managing Director, Small Business Lending, Live Oak Bank
Moderator: Brad Grubb, Managing Director, DeVoe & Company

The right financing strategy can create opportunities that might otherwise be out of reach. This panel of industry financing experts discusses today's capital markets, lending options, and innovative financing solutions for RIAs. Whether you're planning an internal succession, pursuing acquisitions, or investing in future growth, you'll leave with actionable insights to confidently finance your next move.

11:20AM - 12:00PM

INSIDE THE DEAL: LEGAL STRATEGIES THAT DRIVE SUCCESSFUL TRANSACTIONS

James Abbott, Co-Head, Corporate M&A Practice, Seward & Kissel
Stephanie Evans, Partner, WilmerHale
Chris Frieden, Partner, Alston & Bird
Moderator: Doug Johnson, Managing Director, DeVoe & Company

A well-structured legal agreement can be the difference between a smooth closing and a difficult transaction. Join leading M&A attorneys as they share practical insights on deal structure, negotiating key terms, managing legal risk, and navigating regulatory considerations. Learn how thoughtful legal planning can protect value, align expectations, and position both buyers and sellers for long-term success.

12:00PM - 12:05PM

CLOSING COMMENTS

DeVoe & Company