

West Coast IPO Boot Camp

February 10, 2017

BEFORE THE IPO – PLANNING, READINESS AND STRATEGY | 9:00 – 9:45 am

Cynthia Gaylor | SVP, CFO | Pivotal Software | cgaylor@pivotal.io



Cynthia Gaylor is SVP and Chief Financial Officer at Pivotal Software. In this role, Cynthia is responsible for leading Pivotal's worldwide finance and operations organizations, including financial planning and analysis, treasury, tax, accounting, sales and services operations, and facilities.

Cynthia has over 20 years of experience partnering with management teams on their most strategic priorities. She has expertise across the technology sector—particularly software, Internet, mobile, and e-commerce—navigating significant operating scale and complexity. Prior to Pivotal, Cynthia was the Head of Strategy and Corporate Development at Twitter—where she scaled the team, as well as led the company through an intensive period of M&A activity. Prior to Twitter, Cynthia was a Managing Director at Morgan Stanley in the technology investment banking group. During her tenure as an investment banker Cynthia was responsible for over 150 transactions, representing over \$100 billion dollars.

Cynthia graduated from the Wharton School at the University of Pennsylvania with a Bachelor's degree in Economics. She is also on the Board of Directors of Girls on the Run Bay Area, an organization dedicated to inspiring and empowering girls to reach their full potential.

Bonnie Hyun | Head of Enterprise Technology Capital Markets | NYSE | bonnie.hyun@nyse.com



Bonnie joined the NYSE West Coast Tech Capital Markets team in 2015 and is responsible for advising private companies on their IPO listing. Bonnie has over 15 years of senior finance leadership primarily within the high technology industry and brings a unique end-to-end perspective from having taken companies public to managing investor communications and marketing post-IPO. Prior to joining NYSE, Bonnie held various finance roles at Silver Spring Networks, most recently as Vice President of Investor Relations and Treasurer. Prior to joining Silver Spring Networks, Bonnie was a Vice President in the Technology Corporate Finance Group at Credit Suisse where she led and executed corporate finance and M&A transactions for public and private technology companies and private equity firms. Bonnie is a CPA and received her M.B.A from Berkeley's Haas School of Business.

Alan Jones | Partner | PwC | alan.jones@us.pwc.com



Alan Jones is a Partner in Transaction Services' Capital Markets and Accounting Advisory practice with over nineteen years of experience servicing a wide range of clients across North America, Europe and Asia with deep specialization in the technology sector. Alan advises and assists clients in connection with both initial public offerings and continuing registration statements with the Securities and Exchange Commission; divestitures, carve-outs and spin-offs; cross border transactions; and evaluation of systems and procedures required to become a publicly-traded company in the United States.

Alan has advised on IPOs across North America, Europe and Asia with both domestic and foreign private issuers. Alan acted as a lead advisor on the largest domestic IPO of all time as well as over 35 other IPO transactions, including four companies currently pursuing filings.

Alan began his career in the Silicon Valley spending six years as an auditor before joining the Capital Markets practice in London. Alan worked throughout Europe servicing several foreign private issuers ongoing reporting and specialized transaction needs before relocating back to the Bay Area. Alan is an Honor's Program graduate of Santa Clara University, holds a B.S.C. in Accounting, B.S. in Economics, is a Certified Public Accountant and is a member of the AICPA.

Paul Quinlan | General Counsel | TerraVia | pquinlan@terravia.com



Paul Quinlan has served as General Counsel of TerraVia Holdings, Inc., a public biotechnology company, since May 2010, where he led the Company's effort to prepare for, and execute on, its IPO. Paul was previously General Counsel at Metabolex, Inc., a biopharmaceutical company, where he helped prepare Metabolex for an IPO and at Maxygen, Inc., a biopharmaceutical company, which he joined concurrently with its IPO. Prior to joining Maxygen, Paul was an associate at Cravath, Swaine & Moore LLP and Cooley LLP. He obtained a law degree from Columbia University Law School and a M.Sc. in Medical Biophysics from the University of Toronto.

Stephen Salmon | Partner | Davis Polk | stephen.salmon@davispolk.com



Stephen Salmon is a Partner in Davis Polk's Corporate Department, practicing in the Menlo Park office. He has extensive experience in both mergers and acquisitions transactions and a variety of capital markets offerings for clients across many industries.

Stephen's recent experience includes advising on the IPOs of Aimmune Therapeutics, Virgin America, Coherus BioSciences, Violin Memory, UCP and Internet Brands.

Stephen has been recognized as a leading lawyer by numerous industry publications, including *Daily Journal* ("Top 40 Under 40") and *Super Lawyers* ("Rising Star").

Lise Buyer | Founder and Partner | Class V Group | LB@ClassVGroup.com



Lise Buyer is the Founder and a Partner of Class V Group, an advisory firm providing strategic and logistical guidance to companies preparing for an IPO. She founded Class V to leverage her unique perspective on the equity markets gained from first-hand experience as an institutional investor, investment banker, venture capitalist, board member and internal IPO strategist.

Lise was an early member of Google's finance department where she was one of the chief architects of the company's innovative IPO and a recipient of a Google Founders' Award. Previously she was a buy-side investor for T.Rowe Price, a sell-side equity analyst and venture capitalist.

As a public company board member, she served as a financial expert. She holds a BA from Wellesley College and an MBA from Vanderbilt University as an Owen Merit Scholar. She is a member of the TED Braintrust and a former Fellow of the Davos World Economic Forum.

Mina Kim | General Counsel | Sunrun | mina.kim@sunrunhome.com



Mina Kim has served as the General Counsel of Sunrun Inc. (Nasdaq: RUN), the largest dedicated residential solar company in the United States, since March 2014. Previously, she served as the General Counsel of Fly Leasing (NYSE: FLY), an aircraft leasing company and Assistant General Counsel of Williams-Sonoma Inc. Mina started her legal career as an associate at Davis Polk & Wardwell in New York, NY and Menlo Park, CA. She has a B.A. from Dartmouth College and a J.D. from Harvard Law School.

Chris Nolet | Partner | Ernst & Young | chris.nolet@ey.com



Chris Nolet is the leader of EY's Life Sciences Industry Group in the Western United States, and a member of the EY Global Life Sciences Executive Team. Chris has a deep understanding of the IPO process and what the SEC expects from both initial filers and new registrants. He has helped clients complete more than 45 public equity and debt transactions, and has extensive experience with product launch accounting, collaboration and joint venture structuring, revenue recognition and other issues affecting the life sciences industry. Over the past 37 years, Chris has advised many notable companies in the industry, including Amgen, Applied Biosystems, Affymetrix, CV Therapeutics, Denali Therapeutics, Genentech, Gilead Sciences, Gritstone Oncology, Lilly, OncoMed Pharmaceuticals, Portola Pharmaceuticals, Roche Group, Proteus Digital Health and Theravance.

Chris is a member of both the Emerging Companies Section and Audit Committee of the Board of Directors of the Biotechnology Innovation Association (BIO). He is also a member of the Board of Directors of the California Life Sciences Association (CLSA), and currently serves as a member of the Executive Committee and Chair of the Audit Committee. He has testified before the U.S. Congress regarding the need for FDA reform and is co-author of *Improving America's Health: A Survey of the Working Relationship Between the Life Sciences Industry and the FDA*.

Bruce Dallas | Partner | Davis Polk | bruce.dallas@davispolk.com



Bruce Dallas is a Partner in Davis Polk’s Corporate Department and a founding member of the Menlo Park office. He advises on corporate finance, derivatives, SEC disclosure and corporate governance. His transactional work includes initial public offerings (with an emphasis on bio-tech and high-tech companies), high-yield, convertible and straight debt offerings and issuer repurchase programs.

Bruce’s experience includes advising on the IPOs of by Achaogen, Adamas Pharmaceuticals, Aeglea Biotherapeutics, Aimmune Therapeutics, Atara Biotherapeutics, BeiGene, Corvus Pharmaceuticals, Global Blood Therapeutics, Loxo Oncology, Revance Therapeutics, SecureWorks and Versartis.

Bruce has been recognized as a leading lawyer by numerous industry publications, including *Chambers Global*, *Chambers USA*, *IFLR1000*, *Legal 500*, *Daily Journal* (“Top 100 Lawyers / California”) and *Best Lawyers* (“Lawyer of the Year” | Securities Capital Markets Law in San Jose).

AFTER THE IPO – MANAGING PUBLIC COMPANY DEMANDS | 10:45 – 11:30 am

Doug Chu | Co-Head of Listings | NYSE | douglas.chu@nyse.com



Doug Chu is Co-Head of Listings and Global Head of Technology IPOs at the NYSE. He is based in Silicon Valley and his team is responsible for advising and managing relationships with IPO prospects as well as the VC, investment banking, private equity and legal communities. Doug’s IPO transaction experience includes companies such as: Square, Fitbit, GoDaddy, Box, LendingClub, Twitter, Workday, Yelp, Pandora, and LinkedIn.

The NYSE is the world’s largest, most liquid, and most global equities exchange. The NYSE has a unique market model and offers an unsurpassed level of brand association, liquidity, partnership and market information tools that no other market can duplicate.

Previous to joining the NYSE, Mr. Chu has over 12 years of experience as a technology investment banker in Silicon Valley, including 10 years with the CSFB Technology Group. He has advised clients in the software, internet, semiconductor and hardware sectors on over \$15 billion of capital raising and mergers & acquisitions transactions. Mr. Chu is highly experienced as a lead advisor to technology companies in IPOs, M&A, leveraged buyouts, equity and convertible financing, bond and bank financing, and structured products.

Prior to his investment banking career, Mr. Chu was an aerospace engineer with McDonnell Douglas Corp. His area of expertise was computational fluid dynamics. Mr. Chu has experience as a programmer, an aerospace design engineer and also as an IT systems manager.

Mr. Chu received his B.S. in Aerospace Engineering from the Massachusetts Institute of Technology, his M.S. in Mechanical & Aerospace Engineering from Princeton University, and his MBA from U.C. Berkeley. He has written a Masters thesis and is published in academic journals in the field of computational fluid dynamics software.

Chris Danne | Co-Founder & Managing Director | Blueshirt Group | chris@blueshirtgroup.com



Chris Danne is the Co-Founder and Managing Director of The Blueshirt Group. Chris has more than 25 years of IPO and investor relations experience and has helped more than 100 companies go public. Prior to forming Blueshirt, Chris was a Principal at Morgen-Walke Associates, where he ran the West Coast office. After graduating from Duke University, Chris spent two years working in Europe and Asia before joining Mallory Factor and The Equity Group in New York.

Joe FitzGerald | VP, General Counsel | Pure Storage | fitz@purestorage.com



Joe FitzGerald, VP and General Counsel for Pure Storage, is responsible for overseeing and managing the company's legal matters. With over 20 years of high technology related legal experience, Joe joined Pure Storage after almost 12 years at Symantec (via the VERITAS Software acquisition), where he served as Senior Vice President, Legal & Public Affairs. During his time at Symantec, Joe successfully built a world-class IP program, growing Symantec's patent portfolio from a literal handful of patents to almost 2000 today.

In addition to active involvement in every major strategic transaction, Joe managed the technology licensing, product support, litigation, IP, and brand protection legal teams as well as the Global Government Affairs team that works with governments around the world on cyber security and other regulatory issues. In addition, Joe handled the strategic antitrust and competition related legal issues for this Fortune 500 software company.

Prior to Symantec, Joe worked in-house at a number of Silicon Valley companies including New Focus, Sun Microsystems and Nikon Research Corporation of America. Prior to Nikon, Joe was in private practice at Graham and James in Los Angeles.

He holds a BS in Electrical Engineering from Northeastern University, and a JD from Catholic University of America.

Sue Taylor | Chief Accounting Officer | LinkedIn | staylor@linkedin.com



Sue Taylor, Chief Accounting Officer at LinkedIn, is responsible for the company's public company reporting, controllership and M&A accounting, Audit Committee, SOX controls execution and financial systems. She and her team supported the scaling requirements to grow revenue from an annualized run rate of less than \$1B to \$4B, employees of 2,300 to over 10,000, and the company's global expansion, including successful market entry in China, Brazil and India. Working closely with IR, Internal Audit and LinkedIn's executive leadership, she and her team supported \$2.6 billion in post-IPO stock and bond raises, \$1.5 billion in real estate transactions, 16 acquisitions totaling \$2.1 billion and most recently the \$26B acquisition by Microsoft in December 2016. She continues to lead the finance integration while LinkedIn continues to operate on a stand-alone basis.

Prior to joining LinkedIn, Sue was the Chief Accounting Officer of Silver Spring Networks (SSN) from 2009 to 2012 and played a key finance role in readying SSN for its subsequent IPO in 2013, including five S-1 filings, completion of the initial SEC comment letter process, IR reporting strategy, SOX and NYSE reporting compliance, Audit Committee mobilization, banker selection, org meetings and drafting sessions.

Her prior experience at Yahoo! (2008-2009) and PwC (1995-2008) working with technology, internet and media companies included numerous IPOs, SOX implementations, SEC comment letters, unique transactions and risk assessments, providing a broad range of perspectives and experiences which continue to inform her agile approach to scaling a company in a public company context.

Sue is a Certified Public Accountant (US) and Chartered Accountant (Canada). She holds a Bachelor of Commerce degree from the University of Toronto.

Sarah Solum | Partner | Davis Polk | sarah.solum@davispolk.com



Sarah Solum is a Partner in Davis Polk's Corporate Department and a founding member of the Menlo Park office. She has extensive experience in capital markets transactions, including IPOs, investment grade and high yield debt offerings, convertible notes transactions and preferred stock offerings. She also regularly represents public companies on mergers and acquisitions, SEC disclosure and corporate governance.

Sarah has an active IPO practice, having advised on the IPOs of AMIS Holdings, AppNet, Apropos, CAI International, Chipotle Mexican Grill, Coupa Software, Etsy, Fortinet, GoDaddy, Handspring, Homegrocer, iBeam, Kaiser Aluminum, Razorfish, Responsys, ServiceSource International, Silver Spring Networks, Splunk and SunRun.

Sarah has been recognized as a leading lawyer by numerous industry publications, including *Chambers USA* and *Super Lawyers*. She was also named one of the "2016 Women Leaders in Tech Law" by *The Recorder*.

FIRESIDE CHAT WITH CHIEF FINANCIAL OFFICERS | 11:30 am – 12:15 pm

Sri Kosaraju | CFO and Head of Strategy | Penumbra | skosaraju@penumbrainc.com



Sri joined Penumbra as Chief Financial Officer and Head of Strategy in early 2015. Prior to joining Penumbra, Sri worked in the Investment Banking division at J.P. Morgan for 16 years, where he held a variety of positions with successively greater responsibility, most recently Managing Director of Equity Capital Markets, Head of Healthcare Equity Capital Markets and co-Head of Technology, Media, Telecom Equity Capital Markets.

Sri received a BS from Massachusetts Institute of Technology. He currently lives in San Francisco with his wife and two young children.

Penumbra is a global healthcare company focused on interventional therapies. Penumbra designs, develops, manufactures and markets innovative devices and has a broad portfolio of products that address challenging medical conditions across two major markets, neuro and peripheral vascular. The company was founded in 2004 and employs over 1,400 employees and is headquartered in Alameda, CA.

Rob Krolik | Former CFO | Yelp | rkrolik@sbcglobal.net



Robert Krolik served as Yelp Inc.'s Chief Financial Officer from July 2011 to May 2016. Prior to joining Yelp, Rob served as Chief Financial Officer of Move, Inc., an online real estate company. Prior to Move, Rob served in several roles at eBay, most recently as Vice President, Global Finance Operations and as CFO at Shopping.com, Inc., a price comparison service company, which was acquired by eBay in 2005, and in several management roles at DigitalThink, Inc., an online learning company, including most recently as its Chief Financial Officer.

He currently serves on the board of directors of Shazam Entertainment Ltd. Rob holds a B.B.A. from the University of Texas at Austin and is a certified public accountant (inactive).

He enjoys wine, soccer and warm beaches... not necessarily in that order.

Alan Denenberg | Partner | Davis Polk | alan.denenberg@davispolk.com



Alan Denenberg is a Partner in Davis Polk's Corporate Department and head of the Menlo Park office. He has extensive experience in corporate finance and mergers and acquisitions transactions. His practice includes a broad range of public and private equity and debt financing representing both domestic and foreign issuers and underwriters in a variety of industries, including technology, telecommunications, health care, retail and manufacturing. In the mergers and acquisitions area, Alan has worked on a number of public and private transactions, representing both acquirer and target companies, as well as private equity firms.

Alan's experience includes advising on the IPOs of aTyr Pharma, Coherus BioSciences, GoDaddy, iRhythm, Natera, Nevro Corp., Pure Storage, Penumbra, Quantenna Communications, Telstra, Twitter, Yelp, Virgin America, Xactly and ZS Pharma.

Alan has been recognized as a leading lawyer by numerous industry publications, including *The American Lawyer* ("Dealmaker of the Year"), *Law360* ("Technology MVP"), *Best Lawyers* ("Lawyer of the Year"), *The Recorder* ("Trusted Advisor"), *Daily Journal* ("Top 100 Lawyers / California"), *Chambers Global*, *Chambers USA* and *IFLR1000*.