



Mergers & Acquisitions

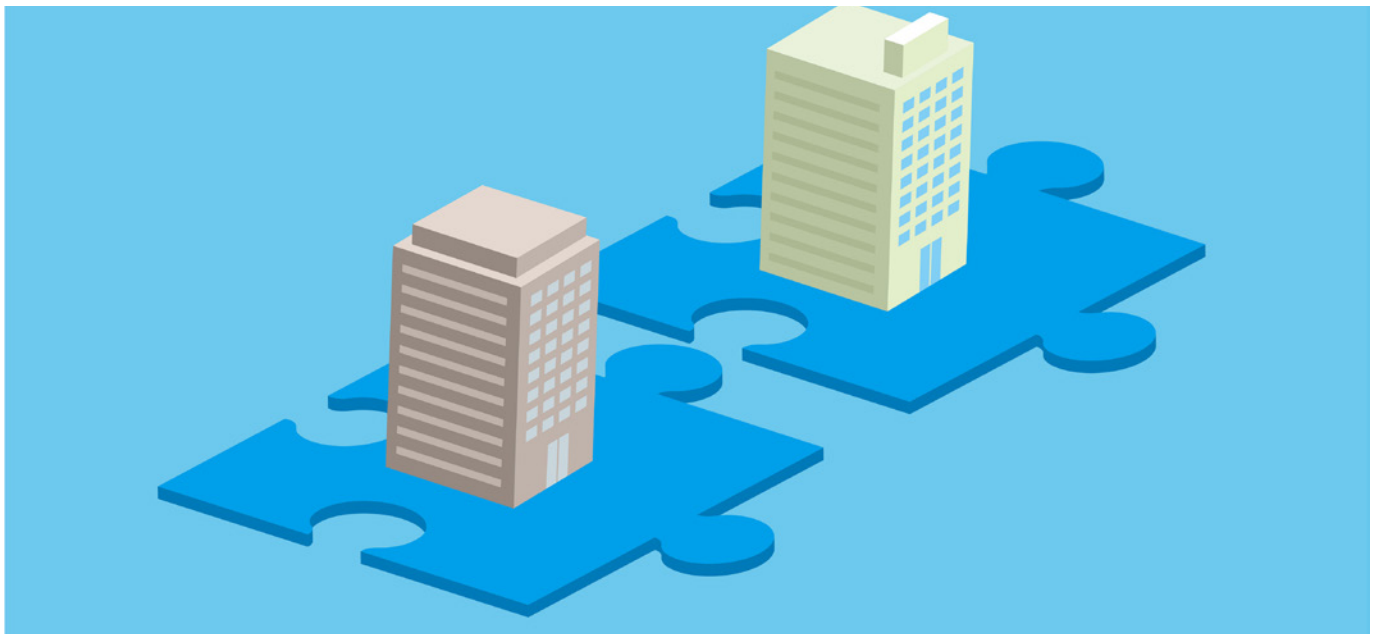
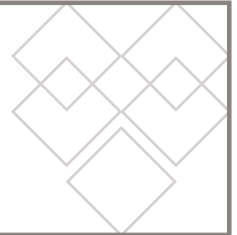
2025



PROFILED:

MATTHEW GEMELLO

Orrick





Mergers & Acquisitions



MATTHEW GEMELLO

Global Corporate Business Unit Leader

Orrick

Menlo Park, CA, US

T: +1 (650) 614 7329

E: mgemello@orrick.com

PERSONAL BIOGRAPHY

Matthew Gemello guides global technology companies and their financial sponsors through transformational domestic and cross-border transactions. These deals range from private company buyouts and public takeovers in the US and around the world, to complex, multijurisdictional spin offs and business carve outs. He has been recognised as a leading lawyer by numerous publications and he was selected by the San Francisco and Los Angeles Daily Journal as one of the top 10 Innovative Corporate Lawyers in California. Serial acquirers and investors return to him again and again to lead their deals and enhance their M&A platforms.

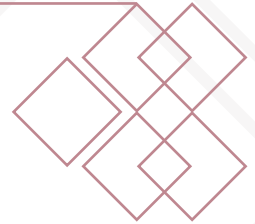


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Q&A WITH MATTHEW GEMELLO

**Looking ahead, what are your predictions for this area of the market?
What key developments are on the horizon?**

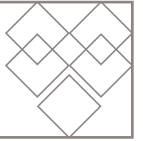
◆ The global tech M&A market is poised for a rebound, largely spurred by artificial intelligence (AI)-driven innovation across a broad spectrum of the global business community. The resulting disruption will impact traditional sectors, as operators look to leverage tech advances to remain competitive and cutting edge as innovators, as the push for disruption continues in full force. We expect innovation to continue to outpace regulation, and the myriad geopolitical response, whether global, regional or local, to continue to create growth opportunities in new and existing markets. Solving the global power problem, both in terms of quantum of available energy for an increasingly demanding global grid and the ongoing decarbonisation efforts, will drive global activity for the foreseeable future.

What are your predictions for the future of your legal specialty? How do you see your vocation evolving over the next few years?

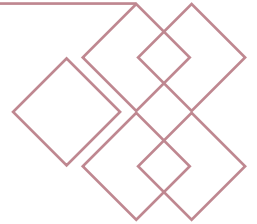
◆ The traditional model is being disrupted with talent and data increasingly driving the 2.0 model. Clients are craving counsel that reflects a deep understanding of the sector and vertical in which they are operating or investing. That is how they define quality. The best advisers answer that with a combination of data, regulatory foresight and business judgment. Every investment we make in our platform, and every improvement to our training curriculum, is designed to enhance our ability to solve for that. From a talent perspective, the traditional partnership track is now just one of many career paths, and associates are approaching their futures with greater intentionality. Recognising this shift, we have prioritised open, engaged conversations about career development, ensuring that our

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training equips lawyers for long-term success – whether within the firm or beyond. By investing in our people’s growth, we strengthen both our firm and the broader professional network. The firms that stay ahead will be those that embrace tech- and AI-driven efficiencies and sector-specific expertise to drive client value in an evolving market.

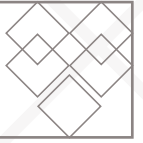
**What qualities and values do you believe are essential for building strong, trusting relationships with clients?**

◆ Proactive, strategic, pragmatic, reliable and authentic qualities are essential. Effective communication channels are a necessity to any successful relationship and there is no ‘one size fits all’ approach. I utilise a host of communication media in my day to day and strive to customise my relationships in ways that make it easy for our clients – ensuring that our advice is delivered in the forms, modes and at times that are most helpful for our clients in the situations that they find themselves. Investing in people and talent development is critical and we often ask our clients to partner with us on that journey. That shared undertaking often evolves into the relationship glue. ■

“THE GLOBAL TECH M&A MARKET IS POISED FOR A REBOUND, LARGELY SPURRED BY ARTIFICIAL INTELLIGENCE (AI)-DRIVEN INNOVATION ACROSS A BROAD SPECTRUM OF THE GLOBAL BUSINESS COMMUNITY.”

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**REPRESENTATIVE ENGAGEMENTS**

- ◆ Advised SAP on its US\$1.5bn acquisition of WalkMe, one of the largest US cross-border AI deals in 2024.
- ◆ Advised Workday on several transformative AI acquisitions including Evisort and HiredScore (announced deal value \$530m).
- ◆ Advised EPAM Systems on its cross-border acquisition of Neoris from Advent International and Cemex (announced deal value \$630m).
- ◆ Advised Turn/River Capital on its strategic investment in Paessler AG, as well as the sale of Redwood Software to Vista Equity Partners and Warburg Pincus.
- ◆ Advised Toyota on its strategic investments in Joby (2019, 2021 and 2024) for a total investment of \$894m.
- ◆ Advised PROENERGY Holdings on its strategic investment by Energy Capital Partners.
- ◆ Advised Coda on its sale to Grammarly, a transaction aimed to transform Grammarly into an AI productivity platform.

