

Disclaimer

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The Company and Concord disclaim all warranties, whether express, implied or statutory, with respect to this Presentation. The Presentation discusses trends and markets that the leadership teams of Concord and the Company. Industry and market data used have been obtained from third party industry publications and sources as well as from research reports prepared for other purposes. Neither the purposes. Neither the data obtained from these sources and cannot assure you of the data's accuracy or completeness. This data is subject to change. Nothing in this Presentation imposes on the Company or Concord or their advisors or representatives any

Forward-Looking Statements

This Presentation includes 'forward-looking statements''. Forward-looking statements may be identified by the use of words such as "estimate," "plan," "project," "forecast," "Intend," "would," "should," "should," "anticipate," "believe," "seek, or other similar expressions that predict or indicate future events or trends or that are not statements of historical matters. Forward-looking statements" include, without limitation, all statements about the Company's future plans and performance and Concord's and the Company's expectations with respect to the Proposed Transaction, including statements regarding the benefits of the Proposed Transaction, the entreprise valuation of the Company or the combined company, market opportunities for the Company's products and services, and anticipated industry trends, in each case regardless of whether the foregoins are used to identify them.

These statements are based on various assumptions, whether or not identified in this Presentation, and on the current expectations of the Company's and Concord's management teams and are not predictions of actual performance. These forward-looking statements are provided for illustrative purposes only and are not intended to serve as and must not be relied on by any investor as, a guarantee, an assurance, a prediction or a definitive statement of fact or probability. Actual events and circumstances are difficult or impossible to predict and will differ from assumptions. Many actual events and circumstances are beyond the control of the Company and Concord. These forward-looking statements are subject to a number of risks and uncertainties, including the early stage nature of the Company's business and its past and projected future losses; the effectiveness of the Company's marketing and growth strategies; the inability of the parties to successfully or timely consummate the Proposed Transaction, including the risk that any required regulatory approvals are not obtained, are delayed or are subject to unanticipated conditions that could adversely affect the combined company or the expected benefits of the Proposed Transaction or that the approval of the stockholders of the Company or Concord is not obtained; the risk that the Proposed Transaction may fail to meet the expectations of investors or securities analysts; the Company's inability to protect its intellectual properly rights from unauthorized use by third parties; the Company's need for and the availability of additional capital: cybersecurity risks; the dual class structure of the combined company's common stock, which will limit other investors' ability to influence corporate matters; the amount of redemption requests made by Concord's public stockholders; the ability of Concord or the combined company to issue equity or equity-linked securities or to otherwise obtain financing in connection with the Proposed Transaction or in the future; costs related to the Proposed Transaction; the outcome of any legal proceedings that may be instituted against the Company or Concord following the announcement of the Proposed Transaction; the inability to meet and maintain the listing of Concord or the combined company on the NYSE American; and other risks and uncertainties to be discussed in the registration statement on Form S-4 to be filed by Concord in connection with the Proposed Transaction (the "Form S-4"), and in Concord's other filings with the Securities and Exchange Commission (the "SEC"), including its most recent annual report on Form 10-K, under the heading "Risk Factors". If any of these risks materialize or if assumptions prove incorrect, actual results could differ materially from the results implied by these forward-looking statements. There may be additional risks that are not presently known to the Company or Concord or that the Company or Concord currently believe are immaterial that could also cause actual results to differ from those contained in the forward-looking statements. In addition, forward-looking statements reflect the Company's and/or Concord's expectations, plans or forecasts of future events and views as of the date of this Presentation. The Company and Concord anticipates that subsequent events and developments will cause the Company's and/or Concord's assessments to change. However, while the Company and for Concord may elect to update these forward-looking statements at some point in the future, the Company and Concord each specifically disclaims any obligation to do so. These forward-looking statements should not be relied upon as representing the Company's or Concord's assessments as of any date subsequent to the date of this Presentation. Accordingly, undue reliance should not be placed upon the forward-looking statements.

Additional Information about the Proposed Transaction and Where to Find It

In connection with the proposed business combination, the Form S-4 is expected to be filed by Concord with the SEC. The Form S-4 will include a preliminary proxy statement for the stockholders of Concord that will also constitute a preliminary proxy expectus. When available, the definitive proxy statement/prospectus will be distributed to holders of Concord's common stock in connection with Concord's solicitation for proxies for the vote by Concord's stockholders in connection with the Proposed Transaction and other matters to be described in the Form S-4. Concord urges investors, stockholders and other interested persons to read, when available, the Form S-4, including the proxy statement/prospectus contained therein, as well as other documents filed with the SEC in connection with the Proposed Transaction, as these materials will contain important information about the Company, Concord, and the Proposed Transaction. Interested parties will also be able to obtain free copies of such documents filed with the SEC (once available) at the SEC's website located at www.sec.gov, or security holders may direct a request to Concord Acquisition Corp II, Attn: Corporate Secretary, 477 Madison Avenue, 22nd Floor, New York, NY 10022.

Concord, the Company and their respective directors, executive officers and other members of their management and employees, under SEC rules, may be deemed to be participants in the solicitation of proxies of Concord's security holders in connection with the Proposed Transaction. Investors and security holders may obtain more detailed information regarding the names, affiliations and interests of Concord's directors and executive officers in its fillings with the SEC, including Concord's Annual Report on Form 10-K for the fiscal year ended December 31, 2023, filed with the SEC on March 31, 2024. Information regarding the persons who may, under SEC rules, be deemed participants in the solicitation of proxies of Concord's security holders in connection with the Proposed Transaction will be set forth in the Form S-4, along with information concerning the interests of Concord's and the Company's participants in the solicitation. Such interests may, in some cases, be different from those of Concord's or the Company's equity holders generally.

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Today's Presenters

events.com



Mitch Thrower CEO, Chairman & Co-Founder



Stephen Partridge COO, President & Co-Founder



Bob Bellack CRO

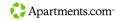


Paul Brown CFO

Select Company Experience

























Bob Diamond Chairman



Jeff Tuder CEO

Select Company Experience















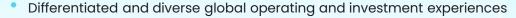




Overview of Concord Acquisition Corp II



Extensive Operating & Investing Experience



Deep domain expertise within technology and tech enabled services





Deep Experience & Success in Fundraising

- Strong relationships with leading institutional investors
- \$3B of capital raise for Atlas funds and co-investments since inception



Bob Diamond Chairman

- Founding Partner and CEO of Atlas Merchant Capital
- Previously, CEO of Barclays



Global Network of Executives & Investors

- Comprehensive network of industry relationships in U.S and Europe
- Well-connected team including former financial services founders, bankers, academics and government officials



Jeff Tuder CEO

- Operating Partner of Atlas Merchant Capital
- CEO of Concord I and III until De-SPAC



Partnership Approach

- Collaborative, partnership-focused culture
- Thorough understanding of levers to create long-term shareholder value for all public company stakeholders

Built to spark human connection through shared experiences



We help passionate people create, promote, discover, and make the most of every event









Key Investment Highlights



Category Defining Domain Name



com



- Trillions of dollars invested in the .com phenomenon
- .com is the world's most popular top level domain and it carries elevated status and legitimacy
- In June 2020, the Supreme Court allowed the trademarking of a generic term associated with a **domain name**(1)



- Events is one of only approximately 171k words in "current use" in English⁽²⁾, and one of only approxiamtely 1,025,109 words in the English Dictionary⁽³⁾
- "Owning the .com is like owning the word globally."
- Gannett acquired the Cars.com business at an enterprise valuation of \$2.5B and valued the Cars.com domain name at \$872M(4)

events.com

- Like Hotels.com, people perceive Events.com as a marketplace for Event Organizers, Event Goers and Sponsors
- The Brand enjoys significant "mindshare" before the company's products & services have been exposed to the consumer
- People naturally bestow incumbency status as a successful and large brand globally

Domain Name Purchase Price (\$M) (5)





Apartments.com^a

business.com



insurance.com

VacationRentals.com

Private let.com





\$872M 2014

\$585M(6) 2014

\$350M 2007

\$50M 2010

\$36M 2010

\$35M 2007

\$30M 2012

\$18M 2009

\$11M 2011

(1) CNN (2) Word Counter (3) National Grammar Day (4) Smart Branding (5) Publicly available information (6) Refers to purchase price of entire Apartments.com entity

Transaction Overview

events.com



Business Combination

- Concord Acquisition Corp II ("Concord II", "CNDA") intends to complete a business combination with Events.com, Inc. (the "Business Combination")
- The Business Combination is targeted to close in Q1 2025, subject to the satisfaction of customary closing conditions

Valuation Overview

- The Business Combination implies a pro forma enterprise value of approximately \$399M⁽¹⁾
- Existing Events.com shareholders will roll 100% of their equity as part of the Business Combination and own approximately 72% of the pro forma company

Capital Structure

 SPAC Sponsor intends to help the Company raise up to \$50M through a mix of cash in trust and PIPE financing





The Problem

Event **creators** globally are using multiple disparate systems that don't play well together

Event **goers** need a better way to discover and connect with the right events for them



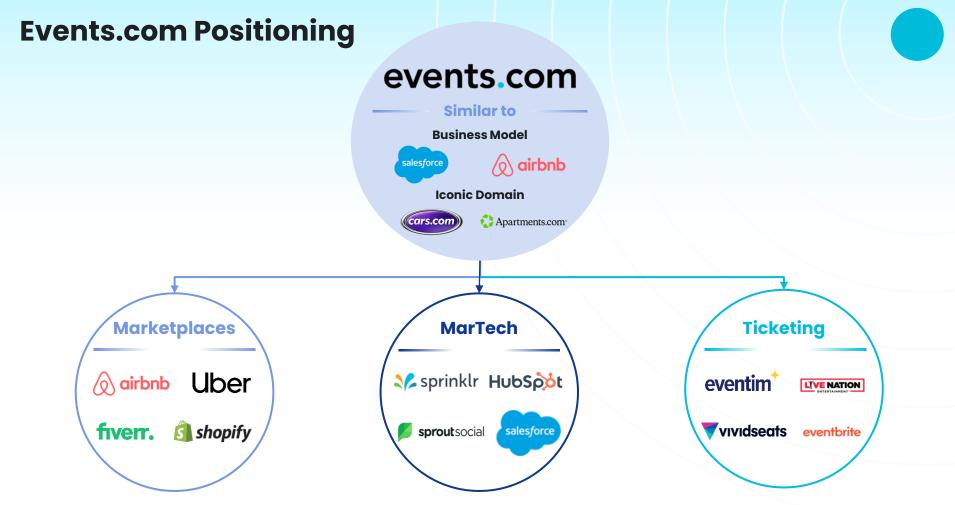
The Solution

A single, unified, multi-lingual, multi-currency platform that helps event creators save time and make more money and helps attendees connect with more events they love:

Events.com

The all-in-one platform designed to manage the full event cycle operating globally in multiple currencies and languages





Events.com at a Glance

Company Background **2009** Founded

105
Full Time Employees (FTEs)

La Jolla, CA

Headquarters

Key Business Metrics **1.7M**

Total Events

45M

Tickets & Registrations Processed 128

Total Countries Serviced

Combined Historical Data 50,000+

Event Creators

200M+

Experiences

60M+

Event Goers

Note: Data reflective of combined entities that Events.com has acquired since inception of these entities

Experienced Management Team

Events.com has assembled an impressive management team comprised of accomplished individuals in the software and financial industries



Mitch Thrower CEO, Founder and Chairman

- Co-Founder Active.com (Active Network Sold @ \$1.05B)
- CEO & Co-Founder **Active Europe**
- Chief Interactive Officer, Competitor Group (Sold \$220M)
- Chairman and Owner of Triathlete Magazine



Stephen Partridae COO, Founder and President

- · CEO, EventsOnline.ca & BibNumbers.com (foundational assets)
- Board, StartUp Canada, (4 yr term)
- · GM, AqDealer.com (leading Ag Equipment database and magazine)
- On the cover of Ottawa Life Magazine's Top People to Watch



Bob Bellack Chief Revenue Officer

- Co-Founder, CFO Apartments.com (Acq. for \$585M by CoStar)
- · Co-Founder, CFO Cars.com (Acq. for \$1.8B by Gannett)
- Portfolio Board Member, **Dragon** Global
- President of Digital Media, Los Angeles Times



Paul Brown **Chief Financial Officer**

- Seasoned M&A business executive with 12+ sales and acquisitions from start-ups to large companies
- Previously at Hybrid **Apparel** and Villeroy & Boch USA, Inc.



Jeff Cameron **Chief Technology Officer**

- CTO, Verint Systems
- CTO, Kiran Analytics (Acquired by Verint)
- · CTO, Exametric
- · Industrial and Systems Engineering Consultant, Kiran **Consulting Group**



Cami Windina VP. Marketina

- · Led digital brand growth on the consumer marketina team at Pinterest
- Implemented acquisition marketing strategy at Oracle Marketing Cloud
- · Marketing professional with vast experience in B2B and consumer technology at large corporations



Paolo Privitera Corporate Development

- CEO and co-founder of Evensi, the world's largest events discovery and promotion network
- Mentor at 500 Startups, Google Launchpad, China Accelerator, Alchemist, Start-Up Chile, Health Wildcatters, Future Food

Supported by Network of High-Impact Investors and Advisors



Bill Trzos
CEO & Managing Partner,
Cypress Ascendant



Eric Schmidt
Former Chairman, Google
(Alphabet)



Dr. Bernice KingCEO, Martin Luther King Jr.
Center for Nonviolence



Harry Copperman
CEO, HDC Ventures
Fmr. Board of Directors, AOL



Doug HarrisonCEO, **The Rise Club**Fmr. President U.S., **YouGov**



Alex Helm
VP, Gabelli Partners
CEO, Acumen Capital



Marco Landi Fmr. COO & President, Apple



Jonathan Spalter
CEO, U.S. Telecom
Chair, Mobile Future
Assoc. & CIO, U.S. Information Agency



Tony HawkFounder, **Tony Hawk Inc**.



Calvin JohnsonHall of Fame Wide Receiver, **NFL**



Pamela Moellenhoff
Early Investor, Salesforce
VP. Merrill Lynch



Giacomo Marini
President & CEO,
Noventi Ventures
Founder, Logitech



Conrad Riggs
Fmr. Head of Television Business,
Amazon



Billy GerberFmr. President, **Warner Bros**Chairman, **Gerber Pictures**



Victoria Lennox
President & CEO,
Lennox Innovations
Co-Founder, Startup Canada



Terry Moore

Managing Partner & Founder,

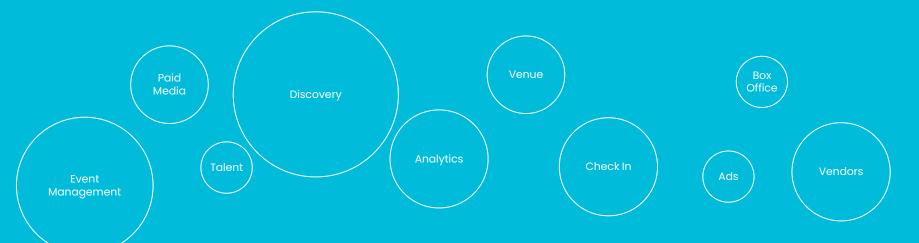
Moore Venture Partners and
the MVP Funds



John Hoegger Fmr. Ex Machine Learning, **Microsoft**

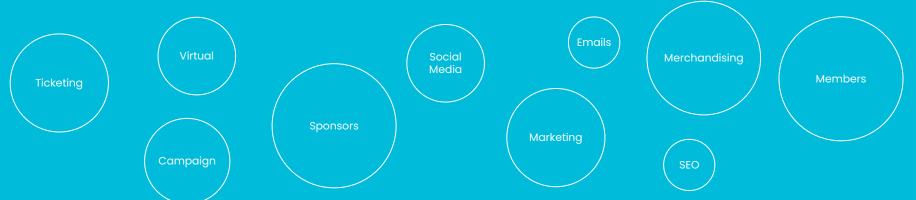


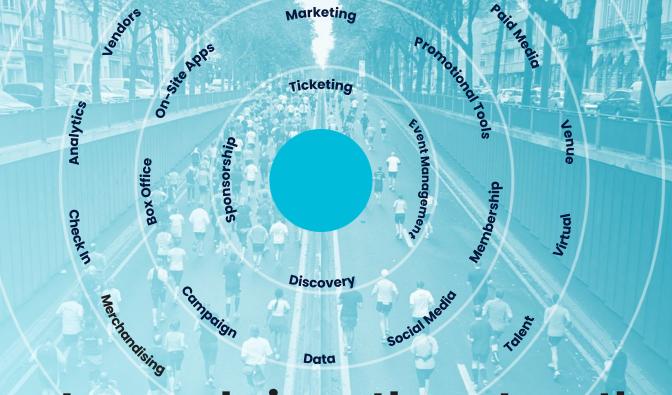
Raj Doshi Pres. & COO, **April** Fmr. Head of Strategy, **Google Americas**



The event industry has multiple siloed solutions

Fragmented, costly and time consuming to manage



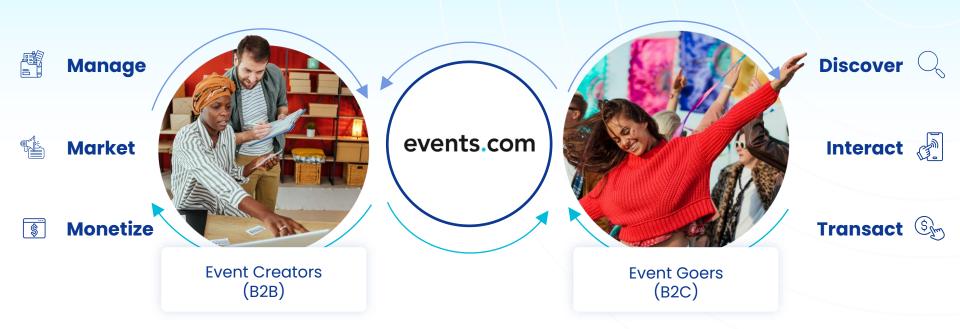


Events.com brings them together

A single, modular, and unified solution that helps event creators save time and make more money

"The Airbnb and Salesforce of the Events Space"





A multi-sided marketplace powering the expansive event ecosystem

Events.com Product Offerings



Events.com is a **single, unified** software and service solution built to allow **Event Creators** to save time and generate more revenue and allow **Event Goers** to discover and transact with their favorite events

events.com Event Goers (Discover)(1) **Event Creators (Create)** Sell **Explore** Management & Event search and sales Share **Execute** discovery Social **Execution &** attendance onsite tools **Sponsor Find** Sponsorship & brand activation Event match & recommendations **Insights Belong** Data & Find events with your friends management **Promote** Buy tools Marketina & One-click register & promotion transactions

Events.com Sell

Sell more tickets, save more time, make more money

Key Highlights

- Build fully branded event ticketing pages
- Create multiple different ticket types with inventory management and price changes
- Add custom email confirmations with QR codes by product type and support multiple languages
- Add custom and conditional form questions with esign capabilities
- Allow split payments for attendees
- Build robust % or \$ off promotions and create multiquantity discounts

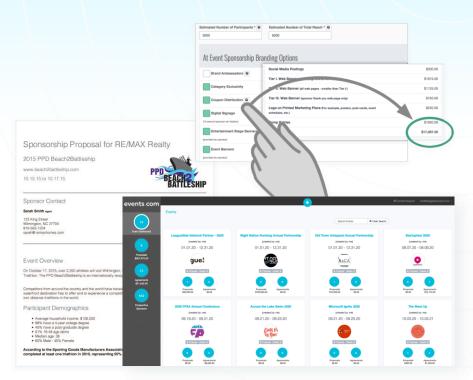


Events.com Sponsor

Helping organizers land the right sponsors, faster

Key Highlights

- Keep track of prospective sponsor details
- Auto-fill proposals, agreements, and activation calendars
- Send and track proposals and agreements directly from your account
- Configure your event sponsorship offering from a robust library of templates
- Ensure a successful sponsorship with an activation calendar that includes sponsor instructions and deadlines

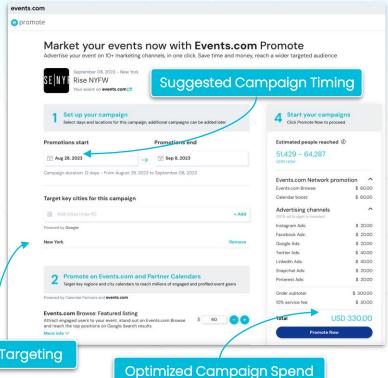


Events.com Promote

Helping organizers reach the right participants, faster

Key Highlights

- Increase brand awareness by adding your event to our network of online calendars for free and automated event media network
- Launch automated digital marketing campaigns on 10+ channels in just a few minutes with your event listing details
- Choose your advertising budget and the social media channels where you wish to promote
- Increase ticket sales through digital marketing ads optimized for events



Automated Targeting

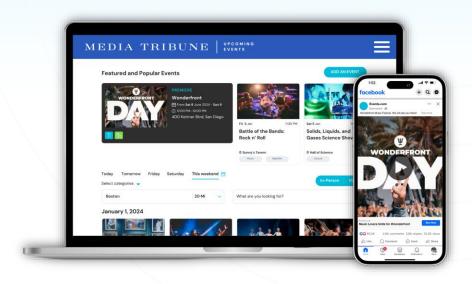
Events.com Ad Exchange Media Network & Calendar



Fast, scalable reach from local to global

Key Highlights

- Powered event calendars on thousands of media and entertainment websites
- Monetizable marketing inventory
- Automated event ad impressions across Google,
 Facebook and the Events Network
- Recurring and scalable revenue
- High-quality lead generation for Events.com platform

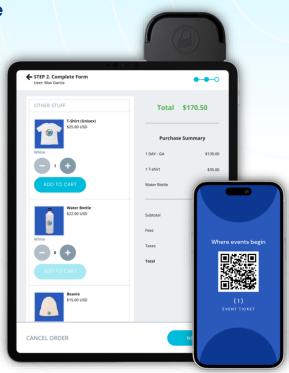


Events.com Execute

Helping organizers save time

Key Highlights

- Check-in attendees and manage your event's access points with a seamless mobile check-in app
- Rent tablets, chargers, backup batteries and hotspots
- Enable fast entry using QR codes or voice-recognition technology
- Get real-time reporting on check-in stats
- Sell tickets, registrations, and merchandise on-site with our Point of Sale Kit, which includes tablets, card readers, charging cables, tablet stands, receipt printers, and more



Events.com Insights

All the data you need at your fingertips

Key Highlights

- Generate custom reports and access valuable insights to make better, faster decisions without spending money on additional analytics tools
- Access real-time data for your event sales
- Detailed analytics and marketing reports for calendar listings and advertising campaigns within the same platform you're using for your event listings
- Monitor your affiliate program efforts and track comprehensive promo codes in real time

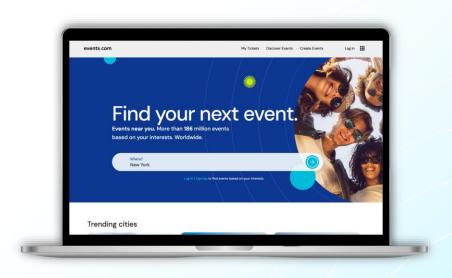


Events.com Discover

(V2 planned to launch out of stealth in 2025)

- Millions of events
- Curated suggestions
- Participant engagement
- Notifications
- Interest based matching

Events.com Discover recommends events based on our database of event goer information and by analyzing past event preferences and through friend and interest data



The platform uses event goers' past preferences, friends and current trends to recommend future events. *Beta launch shown

Events.com Discover Is Key To Our Flywheel Opportunity



No one truly "owns" the event consumer Events.com has the opportunity to become *the* home for the event world

More Event Creators

Event creators know they can connect to their audience on Events.com



More Events

If you're a hotel, you're on hotels.com...if you're an event, you're on events.com

More Event Goers

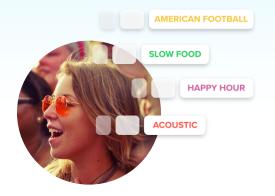
Events.com - first to mind for consumers to find events

events.com Discover

Utilizing The Rapidly Evolving AI Landscape



The Events.com platform's Intuitive User Interface and User Experience enables the seamless search for events based on one's interest, past behavior and location, with 100+ event categories to explore



Your Interests

Events.com's AI engine learns from each user's individual interests, demographic, behaviors and locations





Our Events

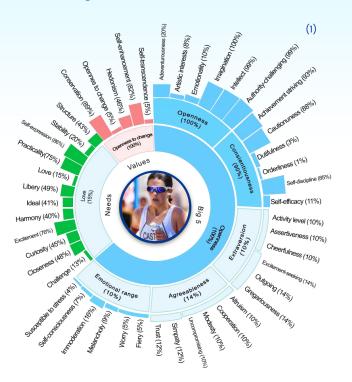
Then the AI analyzes the data collected and identifies the best matches with events for every occasion

UTILIZING AI & ML TO LEARN YOUR SPECIFIC INTERESTS AND CONNECT YOU WITH THE BEST EVENTS(2)

Aggregating A Robust Data Set of Experiences



Globally distributed, diverse interest matrix with millions of users & billions of data points



Data From Over(1):

50K+

60M+

200M+

128

Event Creators

Event Goers

Experiences

Countries

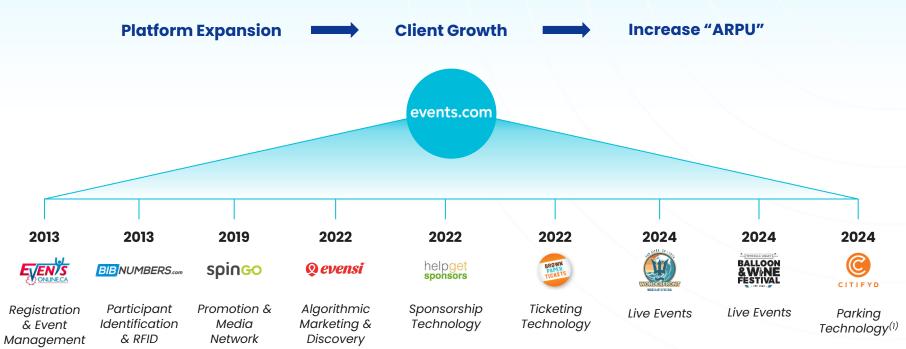
Al Needs Data More Than
Data Needs Al

Rohit Sehgal Former Forbes Councils Member
Forbes Technology Council
COUNCIL POST | Membership (Fee-Based)

Historical Flow of Integrated M&A



Events.com is led by a highly experienced team with a multitude of acquisitions completed and planned in the industry



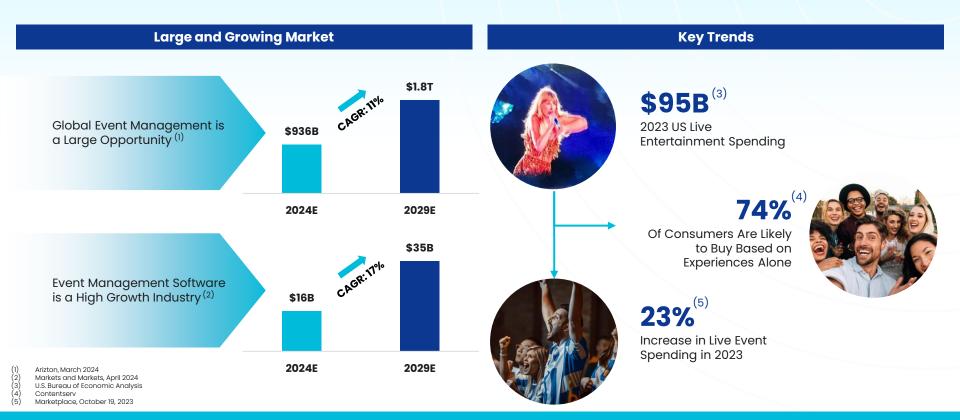
Note: "ARPU" refers to average revenue per user (1) Acquisition is currently in progress



The Global Experience Economy is Massive



Events.com connects and powers the global experience ecosystem



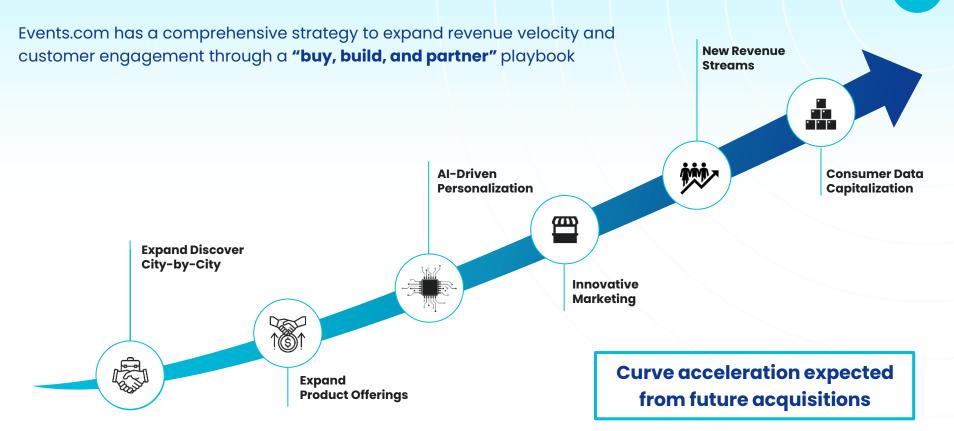
Events.com Market Position Large Arena **Events** Pro Big Name Sports Concerts **SERVING THE EXPANSIVE MID-MARKET & EXPANDING** Ö **Festivals** Charity **Sport** Food 8 & Concerts & Causes & Endurance & Drinks **Business Nightlife** Art Wellness **A** & Leisure & Technology & Theatre & Health

SMALL PRIVATE GET TOGETHERS WEDDING SHOWERS

events.com

HOLIDAY PARTIES

Levers for Growth





How We Make Money



We help event creators save time and make more money through a diverse set of current and future offerings

Reliable, renewable, high-margin, low-maintenance revenue streams that aggregate data at scale

Transactions

We charge attendees a processing fee as a % of the Gross Merchandise Value (GMV) for all transactions occurring on the platform, such as tickets, merchandise, parking, and more

Subscription

We charge **monthly subscriptions** for utilizing
premium solutions, such as
sponsorship management,
and more

Services

We charge organizers for custom solutions and services, such as sponsor procurement, premium marketing, and more

Key Business Metrics



Self-Serve ⁽¹⁾				
Allows event organizers to create and run their events autonomously				
Smaller Events	~ 225 Attendees Average Event Size			
More Free Events	~65% Percent of Events with Paid Transaction			
Lower Entry Price	~\$40 (2) Average Ticket Price			
GMV / Event	~\$7.5k Dollars Processed per Event			

Managed ⁽¹⁾				
End-to-end dedicated Events.com support for event organizers				
Larger Events	~5,500 Attendees			
	Average Event Size			
More Paid Events	~94% Percent of events with Paid Transaction			
Higher Entry Price	~\$80 ⁽²⁾			
	Average Ticket Price			
GMV / Event	~\$25k Dollars Processed per Event			



SPAC Transaction Overview

Transaction Highlights⁽¹⁾

Valuation

- \$399M pro forma enterprise value of combined company
- Implied pre-money market capitalization of \$314M
 - Excludes value of 4M earnout shares available to Events.com shareholders subject to share price targets

Financing

 Transaction expected to provide gross proceeds of up to \$50M, through a PIPE or alternative financing and Cash in Trust after final redemptions

Deal Structure

 Events.com shareholders rolling 100% of their equity, expected to own ~72.4% of the combined entity

Pro Forma Valuation at Close(1)

PF Shares Outstanding (M)	43.4		
Share Price (\$)	\$10.00		
PF Equity Value (\$M)	\$434		
(-) PF Net Cash (\$M)	(\$35)		
PF Enterprise Value (\$M)	\$399		

Sources and Uses⁽¹⁾

Sources	(\$м)	Uses	(\$м)
Events.com Rollover Equity	\$314	Equity to Events.com	\$314
Cash in Trust / PIPE	\$50	Cash to Balance Sheet	\$35
		Transaction Expenses	\$15
Total	\$364	Total	\$364

Pro Forma Ownership at Close⁽¹⁾

	Shares (M)	% Own.	
1 Events.com Equity	31.4	72.4%	2
2 SPAC Sponsor	7.0	16.1%	(3)
SPAC Public Shareholders / Other	5.0	11.5%	0

Assumes no cash or debt on the balance sheet prior to the transaction

Excludes the impact of certain Events.com convertible securities on the capitalization of the combined company

43.4M pro forma shares outstanding at \$10.00 per common share

Assumes \$50.0M from a combination of cash retained in trust post extension and financing raised; \$PAC cash amount is subject to change depending on the actual interest earned in the trust All charts and tables exclude 5.4M sponsor warrants and 9.3M public warrants; All warrants have a strike price of \$11.50 per common share.

SPAC sponsor shares includes IM sponsor shares to be "transferred" to Events.com at close

Excludes 4M earnout shares that will equally vest at each of the following price thresholds if the volume-weighted average price ("VWAP") of the Surviving PubCo Common Stock exceeds \$12.50, \$15.00, \$17.50, and \$20.0 for at least 20 trading days during any 30 consecutive trading day period

⁽¹⁾ Assumptions

Risk Factors

All references to the "Company," "Events.com," "we", "us" and "our" refer to Events.com, Inc. prior to the consummation of the Proposed Transaction, and the combined company following the consummation of the Proposed Transaction. The risks presented below are certain of the general risks related to the Company's business, industry and ownership structure and are not exhaustive. The list below is qualified in its entirety by disclosures contained in future fillings by the Company, or by third parties (including Concord Acquisition Corp II) with respect to the Company, with the SEC. These risks speak only as of the date of this Presentation and neither the Company nor Concord makes any commitment to update such disclosures. The risks highlighted in future fillings with the SEC may differ significantly from and will be more extensive than those presented below.

- · We are an early-stage company with a history of losses, and expect to incur significant losses for the foreseeable future.
- · We may not be able to achieve our expected business milestones or launch products on our anticipated timelines.
- The COVID-19 pandemic has had a material negative impact on our business and operating results and any re-occurrence or similar pandemics could materially affect our business.
- Our business is dependent on the continued occurrence of sporting events, concerts and theater shows and on relationships with buyers, sellers and distribution partners and any change in such occurrence or relationships could adversely affect our business.
- Changes in Internet search engine algorithms or changes in marketplace rules could have a negative impact on traffic for our sites and ultimately, our business and results of operations.
- We face intense competition in the event space.
- · If we do not continue to maintain and improve our platform and brand or develop successful new solutions and enhancements or improve existing ones, our business will suffer.
- · We may be adversely affected by the occurrence of extraordinary events or factors affecting concert, sporting and theater events.
- · We may be unsuccessful in potential future acquisition endeavors and we may not be successful in integrating past acquisitions into our business.
- The failure to retain, motivate or integrate any of our senior management team or other skilled personnel could have an adverse effect on our business, financial condition or results of operations.
- The processing, storage, use and disclosure of personal data could give rise to liabilities as a result of governmental regulation, conflicting legal requirements or applications of privacy regulations.
- · Unfavorable legislative outcomes, or outcomes in legal proceedings in which we may be involved, may adversely affect our business and operating results.
- · System interruption and the lack of integration and redundancy in our systems and infrastructure may have an adverse impact on our business, financial condition and results of operations.
- · Cyber security risks, data loss or other breaches of our network security could materially harm our business and results of operations.
- We may fail to adequately protect or enforce our intellectual property rights or face potential liability and expense for legal claims alleging that the operation of our business infringes intellectual property rights of third parties.
- Our payments system depends on third-party providers.
- The announcement of the Proposed Transaction could disrupt Events.com's business.
- The dual class structure of our Common Stock has the effect of concentrating voting control with our co-founders. This will limit or preclude your ability to influence corporate matters, including the outcome of important transactions, including a change in control.
- Directors and officers of Concord have potential conflicts of interest in recommending that stockholders vote in favor of approval of the Proposed Transaction.
- · Concord stockholders will have a reduced ownership and voting interest after the Proposed Transaction and will exercise less influence over management.
- The ability of Concord stockholders to exercise redemption rights with respect to a large number of shares could deplete Concord's trust account prior to the Proposed Transaction and thereby diminish the amount of working capital of the combined company after the Proposed Transaction (the "Combined Company").
- Concord's initial stockholders, directors, officers, advisors, and their affiliates may purchase shares or public warrants from public stockholders, which may reduce the public "float" of Concord's Class A common stock.
- The Proposed Transaction may not be completed by Concord's business combination deadline in its organizational documents, as amended to date, and Concord may fail to obtain an extension of the business combination deadline.
- There can be no assurance that the Proposed Transaction will achieve the Company's objectives of providing the Company with sufficient capital, and if the Company requires additional capital to fund its operations or expected growth, there can be no assurance that the Company will be able to obtain such funds on attractive terms or at all, and the Combined Company's stockholders may experience dilution as a result.
- The Company and Concord have incurred and will incur substantial costs in connection with the Proposed Transaction and related transactions, such as legal, accounting, consulting, and financial advisory fees.
- While the Company and Concord work to complete the Proposed Transaction, management's focus and resources may be diverted from operational matters and other strategic opportunities.
- If PIPE financing is not identified by the Company and Concord, or if identified, is consummated on different terms than those currently contemplated or fails to close and sufficient stockholders exercise their redemption rights in connection with the Proposed Transaction, Concord may lack sufficient funds to consummate the Proposed Transaction.
- The Company's operations may be restricted during the pendency of the Proposed Transaction pursuant to terms of the merger agreement for the Proposed Transaction.
- The announcement of the Proposed Transaction could disrupt the Company's relationships with its customers, suppliers and others, as well as its operating results and business generally.
- Uncertainty about the effect of the Proposed Transaction may affect the Company's ability to retain key employees and integrate management structures and may negatively impact its management, strategy and results of operations.

Risk Factors

- The consummation of the Proposed Transaction is subject to a number of conditions and if those conditions are not satisfied or waived, the merger agreement for the Proposed Transaction may be terminated in accordance with its terms and the Proposed Transaction may not be completed.
- · The Combined Company may incur successor liabilities due to conduct arising prior to the completion of the Proposed Transaction.
- Subsequent to the completion of the Proposed Transaction, the Combined Company may be exposed to unknown or contingent liabilities and may be required to take write-downs or write-offs, restructuring and impairment or other charges that could have a significant negative effect on its financial condition, results of operations and the price of its securities.
- The obligations associated with being a public company will involve significant expenses and will require significant resources and management attention, which may divert from the Combined Company's business operations.
- The Company's management and current resources may not successfully or effectively manage the transition to a public company.
- Future sales of common stock after the consummation of the Proposed Transaction may cause the market price of the Combined Company's common stock to drop significantly, even if the Company's business is doing well.
- Following the Proposed Transaction, outstanding warrants will become exercisable for the Combined Company's common stock, which would increase the number of shares eligible for future resale in the public market and result in dilution to the Combined Company's stockholders.
- The Combined Company does not intend to pay cash dividends for the foreseeable future.
- The Combined Company may not meet the NYSE American's initial listing criteria, and even if it does, the NYSE American may not continue to list the Combined Company's securities on its exchange, which could limit the ability of investors in the Combined Company to make transactions in the Combined Company's securities and subject the Combined Company to additional trading restrictions.
- If the Proposed Transaction's benefits do not meet the expectations of investors or securities analysts, the market price of Concord's securities or, following the consummation of the Proposed Transaction, the Combined Company's securities, may decline.
- If securities or industry analysts do not publish research, or publish inaccurate or unfavorable research, about the Combined Company's business, the price and trading volume of its securities could decline.
- There has been no prior public market for the Company's securities. The stock price of the Combined Company's common stock may be volatile or may decline regardless of its operating performance.
- Legal proceedings may be instituted against the Proposed Transaction, which could delay or prevent or otherwise adversely impact the Proposed Transaction.

