



THE M&A FORUM

ACHIEVE BETTER DEALS IN VOLATILE TIMES

Tuesday, November 8, 2022
Clifford Chance offices, New York, US
An IR Magazine And Corporate Secretary Event

AGENDA

All times are in Eastern Time (ET)

8.30 am **Registration opens**

8.55 am **Welcome to the M&A Forum 2022**

Laurie Havelock, editor-at-large, *IR Magazine*
Benjamin Sibbett, partner, **Clifford Chance**

9.00 am **How to drive value through M&A in 2023**

In a time of falling valuations and rising interest rates, our opening session focuses on the outlook for M&A activity during the current economic environment and how companies can adapt their strategic approach to M&A value creation.

- Discover how attitudes toward risk changed in this environment and the impact on deal teams
- Debate which types of deals generate better shareholder returns at a time of rising funding costs and falling valuations
- Understand the impact of the current economic environment on deal sourcing
- Discover how changing attitudes toward geopolitical risk are impacting M&A activity

Moderator: Steven Wade, head of event content, *IR Magazine* and **Corporate Secretary**
Alexander Fries, director of corporate development, **Progress**
Michael Miller, executive vice president of corporate development and affairs and chief legal officer, **Barnes & Noble Education**
Colin Murray, vice president of investor relations, **PBF Energy**

9.45 am **Improving board oversight on M&A activity**

This session looks at how companies can support their board's ability to make informed decisions across all aspects of the deal cycle, from strategy to diligence and implementation.

- Discuss the scope of the board's role in corporate M&A
- Learn about the trends that impact oversight on M&A activities
- Understand how best to support your board across the entire deal life cycle

Moderator: Ben Maiden, editor-at-large, **Corporate Secretary**
Stuart Kuntz, associate general counsel, **Foot Locker**
Michael Lanza, executive vice president and general counsel, **Selective Insurance Group**

10.30 am **Morning networking break**

11.00 am **Adapting to accelerating due-diligence approaches**

Due diligence is one of the most time-consuming aspects of M&A, but many predict that it is also an aspect that can see the most acceleration in the future. This session discusses how to improve due-diligence efforts and increase efficiency.

- Discuss the emerging risks for deal success in the current environment

- Debate how best to price risk into deals in the current environment
- Learn how to streamline the due-diligence process while having important input from different business functions

Moderator: Laurie Havelock, editor-at-large, *IR Magazine*

Kevin Knupp, vice president of corporate development, **Booking Holdings**

Abby Roberts, senior director, **Datasite Insights**

Matthew Warner, counsel, **Clifford Chance**

11.45 am **Best practices when articulating deal value to shareholders**

Getting shareholders on board with your M&A activity is critical to success, but sentiment around deals is changing. Join this session to learn how best to engage shareholders in the current environment.

- Hear best practices on building shareholder support for deals
- Ensure certainty of close by understanding how best to articulate the strategic value of a deal
- Understand shareholder concerns around M&A given the macro backdrop
- Discuss how to adapt your messaging in today's environment

Moderator: Laurie Havelock, editor-at-large, *IR Magazine*

Alison Sternberg, senior vice president investor relations, **fuboTV**

Mike Verrechia, managing director of the M&A and activism advisory group, **Morrow Sodali**

12.30 pm **Lunch**

1.30 pm **Technology and M&A: Managing cyber-risk, data privacy and maximizing digitalization opportunities**

An ever-increasing reliance on digital infrastructure presents risks and opportunities for deal teams. This session looks at both the benefits and dangers M&A faces from evolving technology and how to manage technology in the deal process effectively.

- Examine the technology issues that all companies must be mindful of after completing an M&A transaction
- Discuss how technology can drive innovation within M&A
- Learn how best to conduct cyber-risk analysis during your due diligence
- Discover how technology is being increasingly used to improve deal insight and efficiency

Moderator: Laurence Taylor, senior conference producer, *IR Magazine & Corporate Secretary*

Seth Gastwirth, deputy general counsel and assistant corporate secretary, **JLL**

Dania Nasser, senior associate general counsel, **Canon**

Steven Rosenberg, corporate development leader

Brian Yin, associate, **Clifford Chance**

2.15 pm **People & purpose: Assessing deal value through a culture and human capital lens**

Leading companies are increasingly linking environmental, social and governance (ESG) strategy to their M&A activities. Human Capital factors are vital assessing deal value, and ensuring successful integration is. This session further examines how culture and company purpose influence the deal.

- Learn about the emerging human capital, DEI and company culture factors impacting M&A
- Debate how best to assess cultural fit during your diligence processes
- Discuss best practices in mitigating employee-related risk during your transaction and implementation

Moderator: Steve Wade, head of event content, *IR Magazine* and Corporate Secretary
Aria Glasgow, head of ESG for North America, **AON**
Sandeep Manchanda, head of insurance M&A, partnerships, **EXL**

2.45 pm **Afternoon networking break**

3.00 pm **Integration: Realizing value through post-merger integration**

Once a deal is signed, integration is where true value will be achieved or lost. In this session, we look at how to maximize value following a corporate transaction and communicate M&A impact with your stakeholders.

- Setting your new board up for effective oversight
- Hear top tips for introducing management to the market post-deal
- Discover how best to deliver a clear message to the market following a deal
- The importance of people management after a corporate transaction

Moderator: Steve Wade, head of event content, *IR Magazine* and Corporate Secretary
Derek Spychalski, vice president, corporate counsel & assistant corporate secretary, **Zebra Technologies**
Brian Walters, executive vice-president and general counsel, **Matthews International**

3.45 pm **Champagne roundtables: How to add value through M&A in 2023**

Help yourself to a glass of bubbly and discuss the topic with your peers in a highly interactive roundtable discussion.

Roundtable leaders

Ben Maiden, editor-at-large, **Corporate Secretary**
Laurence Taylor, senior conference producer, *IR Magazine* and Corporate Secretary
Steve Wade, head of event content, *IR Magazine* and Corporate Secretary

4.30 pm **Closing remarks**

Steve Wade, head of event content, *IR Magazine* and Corporate Secretary

4.45 pm **End of conference and drinks reception**