



THE M&A FORUM

DRIVING EFFICIENCY IN DEAL MAKING

Tuesday, November 7, 2023
Clifford Chance offices, New York, US
An IR Magazine And Governance Intelligence Event

AGENDA

All times are in Eastern Time (ET)

8.30 am **Registration opens**

9.25 am **Welcome to the M&A Forum 2023**

Benjamin Sibbett, partner, Clifford Chance

9.30 am **M&A Outlook: Anticipating a boom in deal making**

Tight credit conditions and high interest rates persist, but after a slump in deal making interest is gathering. How much activity has been happening behind the scenes, and when are we likely to see this interest materialize? How can companies position themselves to make the most of this expected rise in M&A once the market is fully active?

- An overview of expected M&A activity in 2024 and how can companies position themselves for success
- Learn which types of deals are expected to drive the most shareholder value in the current market
- Discuss the key macroeconomic and geopolitical hurdles to deal making, and how deal teams, boards and management should address them

Moderator: Laurence Taylor, senior conference producer, IR Magazine and Governance Intelligence
Alexander Fries, director, corporate development, Progress
Alex Khutorsky, vice president, head of M&A, DuPoint de Nemours
Thomas Le, vice president, corporate development, Ziff Davis

10.15 am **Navigating regulatory change: Respond to increased anti-trust requirements**

Despite growing interest, the regulatory landscape remains a significant challenge for deal teams. We're seeing tougher merger guidelines proposed by the DoJ and FTC, with new HSR filing requirements expected at some point next year. In this panel our experts will discuss how the regulatory landscape is evolving around M&A and how best to prepare.

- M&A best practices in the context of enhanced regulatory scrutiny
- Discuss what the new DoJ and FTC guidelines mean for public companies, and how to prepare
- Learn how the international regulatory landscape is evolving and its impact on M&A and divestitures

Moderator: Ben Maiden, editor-at-large, Governance Intelligence
Leigh Oliver, partner, Clifford Chance
Natalie Wong, senior director, M&A legal, Booking Holdings

10.45 am **Morning networking break**

11.15 am **Communicating deal value: Ensuring companies and shareholders are in sync**

Just because a deal seems intuitive internally doesn't mean it will be intuitive to your shareholders. In this session we'll discuss the red and green flags investors face around M&A and share advice on communicating deals and divestitures in a transparent, meaningful way.

- Best practices on how to improve your messaging process around M&A
- Understanding investor risk appetite in the current environment
- Stress testing deals: How will external stakeholders react to the announcement?

Moderator: Steve Wade, head of content, IR Magazine and Governance Intelligence
Brendan Dowhaniuk, vice president of corporate development, Hoonigan
Michael Higgins, corporate strategy and investor relations, Advanced Drainage Systems

12.00 pm Cross-border M&A in an era of growing geopolitical risks

Here we will explore how growing geopolitical risks are influencing and challenging M&A activities and strategies. We will delve into the impact of geopolitical factors on cross-border deal sourcing and execution and share strategies for navigating these challenges as the risks evolve.

- Understand how the cross-border M&A landscape is shifting, and which trends are impacting this
- Strategies to identify, assess and mitigate geopolitical risks in M&A
- Respond to developing international regulations around M&A
- New dealmaking opportunities: Leveraging M&A opportunities in the context of global uncertainty

Moderator: Laurie Havelock, editor-at-large, IR Magazine and Governance Intelligence
Renee Latour, partner, Clifford Chance
Steven Rosenberg, senior director, global mergers and acquisitions, WTW

12.45 pm Lunch

1.45 pm Streamlining the due-diligence process: Tools, technologies and best practices

The due diligence process is one of the most essential parts of M&A, but also one of the most time consuming. Recent developments in technology and AI promise huge boosts in efficiency, but for many companies the risks still outweigh the rewards. Here we will look at how deal teams are optimizing their approach to due diligence, and debate the risks and benefits associated with adopting new tools into the process.

- Understand how the due-diligence landscape has changed
- Share approaches to pricing risk into deals in today's environment
- Learn which tools and technologies other companies are using to support their due-diligence process

Moderator: Ben Maiden, editor-at-large, Governance Intelligence
Saswat Bohidar, associate general counsel, corporate transactions, HPE
Scott Hile, vice president, corporate development, Enviva

2.15 pm Analysing M&A risks and opportunities through an ESG lens

Companies are increasingly integrating ESG considerations into their M&A strategies, with studies showing that investors are willing to pay a premium for targets that demonstrate high ESG maturity. Furthermore, ESG red flags can have significant impact on deals, resulting in additional closing conditions, valuation reduction and even deal cancellations.

- Best practices around integrating ESG into your M&A strategy
- Discuss key ESG pitfalls in the due diligence process
- Consider the impact of M&A on your sustainability disclosures process

Moderator: Laurence Taylor, senior conference producer, IR Magazine and Governance Intelligence
Jeff Angerman, deputy general counsel, Blackbaud

Dania Nasser, senior associate, general counsel, Canon Business Process Services

Alexa Zanolli, associate general counsel, AMN Healthcare

3.00 pm

Roundtable discussions

Choose a topic and discuss with your peers in a highly interactive roundtable discussion.

Roundtable topics

- Ensuring a successful post-merger integration
- M&A tech trends and the future role of AI
- Improving board oversight on M&A activity
- Preparing for a rise in M&A activism

3.45 pm

End of conference and drinks reception

Steve Wade, head of content, IR Magazine and Governance Intelligence