

Conference
January 26-27, 2009
Maritim Hotel Berlin, Germany

M&A MASTERS GLOBAL 2009

The world's leading Corporate M&A conference
with customisable programme and networking
for best in class excellence transfer between M&A Executives

- External growth strategies
- Cross border M&A processes
- Post merger integration
- M&A particularities in emerging markets

Profit from speakers such as:

-  **Dr. Stefan Odenthal**, Managing Director, **Hilti**, Liechtenstein
-  **Chris Sahota**, Chief Operating Officer EMEA & Global Head of M&A, **McCann Erickson**, United Kingdom
-  **Christophe van Nevel**, Chief Financial Officer, **Thenergo**, Belgium
-  **Robert Immelé**, Senior Vice President Corporate Strategy and Acquisitions, **Schneider Electric**, France
-  **Dr. Karsten Eller**, Vice President M&A/ Projects/ Communication, **BASF Construction Chemicals Asia/ Pacific**, China
-  **Roger Marinzoli**, Vice President M&A, **Wyndham Worldwide**, United States of America
-  **David Furniss**, Vice President M&A Integration, **BT Global Services**, United Kingdom
-  **Prof. Dr. Kai Lucks**, Head of M&A Integration, **Siemens**, Germany
-  **Matthias Kittler**, Head of Legal Services Europe, **Evonik Industries**, Austria
-  **Vladimir Schmalz**, Director M&A, **CEZ**, Czech Republic
-  **Harald Bohlemann**, Director International Controlling, **Bilfinger Berger Industrial Services**, Germany
-  **Anurag Singh**, M&A Lead, **DuPont India**, India
-  **Scott Depta**, Senior Corporate Counsel, **Dell**, United States of America
-  **Fredrik Niklasson**, Senior Legal Counsel EMEA, **Dell**, Sweden
-  **Dr. Thomas Meyding, Dr. Maximilian Grub, Klaus Jäger**, Partners, **CMS Hasche Sigle**, Germany
-  **Dr. Stephan Kinne, Hansjörg Zelger**, Managing Directors, Partners, **MAZARS Hemmelrath GmbH**, Germany
-  **Dr. Torsten Stuska**, Partner, **IBM Global Business Services**, Germany
-  **Dr. Christof Kautzsch**, Partner, **Salans**, Germany

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Dear Madam, dear Sir,

The M&A Masters Global on January 26 and 27, 2009, in Berlin, Germany, are THE opportunity to share best practices and transfer excellence among M&A executives on a global level. The conference takes place in a strategically well placed location in the heart of Europe at the interface between Western and Eastern Europe: Berlin.

M&A processes, global by nature, need constant benchmarking. The conference addresses the whole picture with carefully chosen cutting-edge case studies of globally active companies. In addition, one-to-one meetings with peers, expert corners with speakers and panel discussions tailored to the requirements of the attendees provide the opportunity to actively personalise the most time efficient conference available. The econique experts circle will accompany the M&A Masters Global 2009. It is an interactive online community that enables collaboration among the delegates prior to, during and after the event.

We are looking forward to welcoming you in Berlin.

Your  team
business masters

TOP SPEAKERS, AMONG THEM:



Prof. Dr. Kai Lucks,
Head of M&A Integration,
Siemens,
Germany



Robert Immelé,
Senior VP Strategy & Acquisitions,
Schneider Electric,
France



Scott Depta,
Senior Corporate Counsel,
Dell,
United States of America



Anurag Singh,
M&A Lead,
DuPont India,
India

FEEDBACK ON THE M&A MASTERS 2008

The M&A Masters 2008 were a really successful event which provided a good overview over best practices, new conceptual ideas and trends. During numerous one-to-one-meetings, we were able to make new contacts. Following the event, we will deepen these contacts in the online experts circle.

Anette Westarp
Managing Director
HR Projekt Consulting

Great forum for exchanging opinions and experiences. Challenges and problems often happen to be very similar for all companies, even from different industries.

Dr. Alexander Schütz
Director Business Development
Bosch Rexroth

Very friendly and competent support.

Maria Madden
Head International M&A Projects
ACS Vienna

WHO PARTICIPATES IN THE M&A MASTERS GLOBAL 2009?

The M&A Masters Global are attended by decision makers and opinion leaders of global companies active in:

- Mergers & Acquisitions
- Corporate Development
- Strategies
- Finance
- Legal

EXPERTS CIRCLE—THE ECONIQUE KNOWLEDGE COMMUNITY

The participants of the M&A Masters Global 2009 gain access to the online experts circle. This knowledge community allows its participants to adapt their conference agendas to their specific needs by adding one-to-one meetings and informal group meetings with fellow decision makers from international corporate groups. Potential discussion and business partners are easily identified through the extensive online profiles provided. In addition, collaborative work after the conference is heavily supported by numerous features allowing newly formed virtual teams to work together on a variety of topics.



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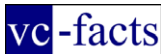


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BE OUR GUEST: WELCOME RECEPTION AND DINNER ON JANUARY 25

Wind down after your journey and accept our invitation for the complimentary evening reception and dinner at **Restaurant Altes Zollhaus** in Berlin. Relax, join us and use the opportunity to network with your peers in an informal atmosphere.

Meeting point for the transfer:

19:00 in the lobby of the Maritim Hotel Berlin.



8:00
Registration

8:30
Welcome and introduction from the chair

Strategic, organisational and processual M&A excellence


8:45
M&A during and after the credit crunch - Opportunities and challenges

- Market trends
- Current M&A issues
- Outlook

 **Dr. Thomas Meyding**, Partner, CMS Hasche Sigle, Germany
Rechtsanwälte Steuerberater

9:30
Partnering or M&A – Which way to go?


- Identifying the right partner or target
- Decision criteria
- Cultural and organisational consequences

 **Dr. Stefan Odenthal**, Managing Director, Hilti, Liechtenstein

10:15
Refreshment break and networking


10:45
Transaction management that creates value

- 10 mistakes that destroy value
- Dos and don'ts when preparing a transaction
- Surprises that you can't foresee
- Effective process management
- 10 golden rules that create value
- Select the right advisors

 **Dr. Stephan Kinne**, Managing Director, Partner, MAZARS Hemmelrath GmbH, Germany
Hansjörg Zelger, Managing Director, Partner, MAZARS Hemmelrath GmbH, Germany

11:30
Successfully teaming with outside counsel in M&A transactions

- Selecting outside counsel
- Billing arrangements
- Global or multi-jurisdictional transactions
- Post-closing transition and integration

 **Scott Depta**, Senior Corporate Counsel, Dell, United States of America
Fredrik Niklasson, Senior Legal Counsel EMEA, Dell, Sweden

12:15
The United States M&A experience from venture capital investments to large acquisitions

- Current state of the American market
- Mistakes to avoid and positive processes
- Lessons learned from Wyndham Worldwide's acquisitions


 **Roger Marinzoli**, Vice President M&A, Wyndham Worldwide, United States of America

13:00
Lunch with Networking Zone
(scheduled one-to-one-meetings with speakers and fellow delegates)

Cross-border M&A best practices

14:30
Accelerating growth and capability in Asia through acquisition

- BT's acquisition of Frontline Technologies was a significant step into emerging markets
- The integration of this acquisition presented several challenges with multi-country, multi-cultural dimensions but also a variety of business activities from country to country
- Frontline's mixture of wholly-owned, JV and minority participation led to further expansion opportunities
- An excellent case study also in how a global multi-national addresses the integration of a medium-sized business

 **David Furniss**, Vice President M&A Integration, BT Global Services, United Kingdom


15:15
Refreshment break with
Expert Corners
(informal group meetings with speakers)

15:45
Cross-border restructuring

- Legal framework for the post merger restructuring of corporate groups
- Cross-border merger particularities in Germany
- Labor law: Challenges and solutions

 **Dr. Christof Kautzsch**, Partner, Salans, Germany

16:30
Panel discussion with topics chosen according to the econique business monitor

Panelists are:
 **Dr. Karsten Eller**, Vice President M&A/ Projects/ Communication, BASF Construction Chemicals Asia/ Pacific, China, and speakers of the conference.

17:00
Networking reception

18:00
Interactive evening session: Process-oriented success factors for M&A transactions

The goal of the workshop is a joint formulation of best practice workflows for transactions from the buyer's and the seller's perspectives. The workshop covers the whole ground from optimal processes to the factual and legal questions. Due to the interactivity of the session, specific cases of the attendees may be discussed as well.

Key topics of the workshop will be:

- Integration of all transaction stakeholders
- Planning of transaction processes
- Bidding procedures
- Due diligence from the buyer's and the seller's perspectives
- Drafting of contracts

 **Dr. Maximilian Grub**, Partner, CMS Hasche Sigle, Germany
Klaus Jäger, Partner, CMS Hasche Sigle, Germany

20:30
End of the interactive evening session

8:00
Registration

8:30
Welcome and introduction from the chair

External growth and post merger best practices

8:45
From strategy to execution
- Scope and timeline of the corporate growth strategy
- Maintaining the strategic coherence of M&A
- A look into the future

Schneider Electric Robert Immelé, Senior Vice President Corporate Strategy and Acquisitions, **Schneider Electric**, France

9:30
Implementing the Siemens Medical Strategy through M&A
- Global megatrends
- Acquisitions overview
- Our strategy
- Impact of new technologies
- Integral business approach
- Closing the value chain through acquisitions
- The underlying M&A process
- Outlook

SIEMENS Prof. Dr. Kai Lucks, Head of M&A Integration, **Siemens**, Germany

10:15
Refreshment break and networking

10:45
Acquisition of a listed company
- Due diligence
- Post merger phase

THENERGO Christophe van Nevel, Chief Financial Officer, **Thenergo**, Belgium

11:30
Post merger integration particularities
- Transforming to the better
- Organise the chaos
- Innovative approaches

IBM Dr. Torsten Stuska, Partner, **IBM Global Business Services**, Germany

12:15
Post merger integration: Putting theory into practice
- Success factors for PMI projects
- Integration/ M&A policy
- Case study: Current integration project in the USA

BILFINGER BERGER Harald Bohlemann, Director International Controlling, **Bilfinger Berger Industrial Services**, Germany

13:00
Lunch with Networking Zone
(scheduled one-to-one-meetings with speakers and fellow delegates)

Emerging markets

14:30
M&A in emerging markets: The approach of a global communications agency
- Type of acquisitions
- Post merger integration challenges and solutions

MCCANN ERICKSON Chris Sahota, Chief Operating Officer EMEA & Global Head of M&A, **McCann Erickson**, United Kingdom

15:15
Refreshment break with **Expert Corners** (informal group meetings with speakers)

15:45
Practical guide to M&A in the Indian market
- Indian market opportunity – Reality versus projection
- What to expect from potential partners or targets
- Reasons for success and failure of M&A in India

DU PONT Anurag Singh, M&A Lead, **DuPont India**, India,

16:30
M&A excellence in Eastern Europe
- Legal framework(s)
- Success factor risk analysis
- Critical decision factors
- M&A process: Dos and don'ts

CEZ GROUP Vladimir Schmalz, Director M&A, **CEZ**, Czech Republic

17:15
M&A in Russia: Pitfalls and lessons learnt
- Transaction structures
- Due diligence
- Negotiation and contract
- Closing

EVONIK INDUSTRIES Matthias Kittler, Head of Legal Services Europe, **Evonik Industries**, Austria

18:00
Closing words and end of the conference

Special offer for all conference attendees **ARANCA** Research. Analyze. Communicate

A 10% discount on all Aranca research, i.e. investment, business, valuation and intellectual property research, is offered to all conference attendees.

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- I will attend the M&A Masters Global 2009 on January 26-27, 2009 at the Maritim Hotel Berlin, Germany, for the special price of 1.657,50 €+ VAT (regular price is 1.950,- €+ VAT).
- I will attend the optional Interactive Evening Session for the price of 250,- €+ VAT.
- Unfortunately I cannot attend the conference, but I would like to receive the complete conference documents and will participate in the exclusive online experts circle of the M&A Masters Global 2009 on www.econique.com for the price of 450,- €+ VAT.

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Conference Venue

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