

Day 1, October 5, 2023

09.00 – **Opening Remarks from the Chair**
Gabe Langerak, Europe Mergers & Acquisitions Leader, WTW

09.20 – **A Million Ways to Fail**

Addressing a series of post-close conundrums identified as part of the multinational's programmatic deal-review process where lessons learned from past acquisitions are continuously documented

Joel Andersson, Global Head of M&A Integration & Separation, **Ericsson**

10.00 – **Making the Emotional Appear Rational for Deal Success**

Yvette Verschoor, Organisational Insights & Change Community Leader – Europe, **WTW**

10.40 – Morning Coffee and Networking

11.20 – **Driving Growth While Integrating People Based Business**

Delphine Mathieu, Corporate Development – Head of PMI Europe, **Accenture**

12.00 – **How Operating Models Impact Deal Value Drivers**

- Importance of understanding and communicating value drivers
- Ensuring harmony across the M&A value chain
- Case studies– When value drivers and operating models clash
- How to set-up for success and build flexibility into your M&A approach

Dan Clifton-Hadley, Director of Post-Merger Integration, **Carne Group**

12.40 – **After 50 M&A Projects over the Past 10 Years, What are our Most Recent HR M&A Learnings?**

- Bring HR in sooner to increase deal success
- Solicit HR input for deal structure to create more holding power for key employees
- Proactively manage employee experience, flex the integration strategy
- Create an effective deal management strategy in collaboration with HR, enabling efficiency in multiple deals simultaneously
- Leadership onboarding and change management training before Day 1

Hilleke Booij, Global Head of M&A Rewards, **Philips**

13.20 – Lunch Break

14.20 – **Key Principles for Successful PMI in Large Strategic Corporates**

Cecilia Mattson, Head of Post-Merger Integration, **Airbus**

15.00 – **Challenges of Integrating Mid Market Businesses into Multinationals**

- How to approach your acquisition goals and ensure the right operating model
- Why cultural fit is key
- When to decline a deal
- How to define the right speed and method

Daniel Bolz, Former CEO Germany, **Global University Systems**

15.40 – **Managing Complex Carveouts: Setting up a Standalone Solution**

Stefanie Dobbert, Senior Director Strategic Reviews, **Novartis**

16.20 – Afternoon Coffee and Networking

16.50 – **Panel Discussion: The Role of HR in Corporate Development**

- Building the M&A capability within HR
- Embedding the HR M&A capability within the organisation
- The ability to deliver the transaction
- Startups: preserving the value, earn-outs for senior mgrs

Hilleke Booij, Global Head of M&A Rewards, **Philips**

Philip Johnson, Former M&A & Divestiture Leader EMEA, **IBM**

George Goudriaan, Head of HR I&T and Functions, **ABN AMRO**

Lili Zhou, HR Integration Lead, **BASF**

17.30 – **Legal Departments' Role in 'Serial Acquirer' Organisations**

- A holistic approach to M&A life cycle: From the very beginning of a deal until the very end of the integration
- Legal integration tools, play books and processes
- Ensuring an accurate and realistic deal financial model
- Legal being a true business partner: A real-life example from a USD 5,4 B acquisition:
 - o A very long period from signing to closing. What can we do / what can't we do? (*Competition Law Considerations*).
 - o How our legal integration tools and processes create financial value.
 - o A divestiture in the middle of the acquisition?
 - o Benefits of fast integration process
 - o How fast is too fast?

Kagan Isikal, EMEA Legal Director of M&A Integration, **Stryker**

18.10 – Closing Remarks from the Chair and End of Day 1

Drinks Reception 19.10 – Dinner

Day 2, October 6, 2023

09.00 – Opening Remarks from the Chair

Gabe Langerak, Europe Mergers & Acquisitions Leader, WTW

09.20 – Maximize Value – Go Back to the Drawing Board: Value Maximization in Corporate Separations

- Sell-side: Corporate, fully integrated businesses – a value challenge in M&A
- Is there “one” perfect approach – buy-side and sell-side perspectives
- Speed vs. value?
- Case: Creation of a new, competitive business set-up within 18 months whilst running an M&A process along all functions whilst running an M&A process

Moritz Eisenhardt, Head of M&A Separation & Integration, Bayer

10.00 – The Importance and Challenges of M&A Integration

Miriam Cordero, Senior Director Sales Strategy, Operations & Programs Southern Europe, Salesforce

10.40 – Morning Coffee and Networking

11.20 – Setting up and Managing Transition Service Agreements in Divestments

- When is a TSA required?
- Ensuring a well-defined transition services agreement
- Scope of services, duration and pricing
- Non-performance and dispute resolution; the legal aspects of a good TSA
- Managing the TSA and transitioning out of the TSA

Andre Hoedemaker, Vice-President M&A, CRH

12.00 – Breakout Groups:

Select a topic and meet with colleagues in small groups
1) KPIs or synergy tracking: what and how long do you track

2) What do we mean by integrating?

Why and How do you integrate?

3) HR/people aspects of integration

4) How is your company handling: ESG, DEI within integration and cultural integration

13.00 – Lunch

14.00 – HR M&A Due Diligence and Integration in China

Lili Zhou, HR Integration Lead, BASF

14.40 – How to Structure Large Scale Integration Projects

- Building ownership across domains
- De-complex how to steer, supervise and track
- Keeping the momentum
- Maintain agility to reflect an adjusted scope

Dr. Jens Erasmus, Global Director Business Transformation, ZF Group

15.20 – Closing Remarks from the Chair and End of Forum