

The Middle East

ACQUISITIONS & JOINT VENTURES

LIWWSUMMIT

Winning Strategies for Acquisitions, Mergers and Joint Ventures

2-5 NOVEMBER 2008, AL MANZIL HOTEL, DUBAI, UAE

FEATURING A MUST ATTEND CERTIFIED TWO DAY POST-SUMMIT WORKSHOP:
EVALUATING A DEAL, DUE DILIGENCE, DEAL STRUCTURE AND NEGOTIATION

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Hear expert contributions from industry leading speakers including:

Dr. Christopher Kummer
President,
Institute of Mergers Acquisitions and alliance (IMAA), Switzerland

Satish Kini
Director – Finance & Human Resources,
Shoaibi Group, KSA

Tepal Srinivas Dora
Manager - Business Analysis, Group Strategic Planning & Business Development,
Emirates National Oil Company (ENOC), UAE

Jan De Haes
EMEA HR Director for Mergers, Acquisitions, Divestitures & Outsourcing,
Hewlett Packard, UK

Hear Thought Provoking Case Study Presentations On:

- Maximising ROI from your mergers, acquisitions and joint ventures
- Structuring winning formulas for co-investing and joint partnerships in new markets
- Implementing smooth integration policies to ensure post-deal success

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Hear expert contributions from industry leading speakers including:

- **Dr. Christopher Kummer**
President
Institute of Mergers Acquisitions and Alliance (IMAA), Switzerland
- **Tamer Bazzari**
Partner, Head of Investment Banking
Rasmala Investments, UAE
- **Carolyn Prowse**
Managing Director – Mergers & Acquisitions
Ithmaar Bank, Bahrain
- **Satish Kini**
Director – Finance & Human Resources
Shoaibi Group, KSA
- **Tepal Srinivas Dora**
Manager - Business Analysis, Group Strategic Planning & Business Development
Emirates National Oil Company (ENOC) UAE
- **Bernardo Bortolotti**
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- **Andrew Shaw**
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- **Gary Watts**
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- **Hermann Behrens**
CEO
The Brand Union, UAE
- **Christopher Combs**
Senior Associate – Financial Management
Arcapita, Bahrain
- **David Derain**
Global M&A Director
Hay Group, France
- **Wael Aburida**
Head of Mergers & Acquisitions
Waha Capital, UAE
- **Dr. Gordian Gaeta**
Private Equity Investor
The American Academy of Financial Management AAFM, UAE
- **Masoud Khan**
Group Chief Financial Officer
Tameer, UAE
- **Sean Harrison**
Head of Mergers and Acquisitions Practice
Hogan & Hartson, UAE
- **Shahid Umerani**
CEO
ValuStrat Consulting, UAE

Hear thought provoking case study presentations on:

- Maximising ROI from your mergers, acquisitions and joint ventures
- Achieving long term sustainable business growth through expansion of knowledge, technologies and employee integration
- Structuring winning formulas for co-investing and joint partnerships in new markets
- Identifying the best financial solutions for funding your acquisitions
- Making accurate valuation on assets/companies to aid decision-making
- Implementing smooth integration policies to ensure post-deal success

The Middle East Acquisitions & Joint Ventures Summit Attendee Profile:

This summit will be cross industry and is ideal for anyone working in mergers and acquisitions, investment, corporate finance and corporate development including:

- Heads of Mergers & Acquisitions
- Acquisition Directors
- Chief Financial Officers
- Corporate Finance Managers
- Chief Executive Officers
- Financial Directors
- Chief Investment Officers
- Corporate Development/Strategy Managers
- Financial Planning Managers
- Business Development Managers
- Corporate Valuation Managers
- Finance Analysts
- Ministers of Finance
- Chairmen
- Lawyers/Legal Advisors
- Investment Bankers
- Private Equity Specialist

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Hay Group is the only management consultancy that helps clients manage the intangible as well as the tangible assets in a merger or acquisition. We ensure that our clients move from integration to the value creation zone quickly - speed is key to success.

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IQPC provides business executives around the world with tailored practical conferences, large scale events, topical seminars and in-house training programmes, keeping them up-to-date with industry trends and the regulatory landscape. IQPC's large scale conferences are market leading "must attend" events for their respective industries.

Exhibitor



ValuStrat Consulting is a boutique consulting firm registered in Dubai International Financial Centre.

Our experience in the local and regional markets for over 30 years spans all sectors of industry and business, and we continuously conduct comprehensive and complex consulting studies on behalf of Banks & Financial Institutions, Multinationals, Governments and Prominent Family Offices. Our professional services support institutional investors in sourcing deal flow, researching industry sectors and valuing assets and businesses of potential merger & acquisition targets.

ValuStrat specializes in:

- Valuation & Appraisals
- Management & Strategy Consulting
- Project Advisory & Asset Consulting

IQPC's produces more than 1,500 events annually around the world, and continues to grow. Founded in 1973, IQPC now has offices in major cities across six continents, including: Berlin, Dubai, Johannesburg, London, Madrid, New York, Sao Paulo, Singapore, Sydney and Toronto – with additional openings scheduled for 2008. IQPC leverages on a global research base of best practice to produce an unrivalled portfolio of conferences. www.iqpc.ae

Sponsorship Opportunities:

The summit will provide a unique platform to meet powerful business prospects from leading financial institutions, investment authorities and government departments. In order to showcase your products and brand email sponsorship@iqpc.ae or telephone **+971 4 364 2975**

Conference Day 1 - Sunday, 2 November 2008

08:00 Registration And Coffee

08:45 **Chairman's Opening Remarks**

Satish Kini

Director – Finance & Human Resources

Shoaibi Group, KSA

Acquisitions – Setting The Scene

09:00 **Market Overview – Examining Landmark Acquisitions In The Region**

- Examples of the biggest deals
- Evaluating the objectives behind both strategic and financial acquisitions
- Looking at recent acquisitions and Joint Ventures (JVs) from offshore companies
- Lessons learnt
- What will be the future trends?

Dr. Christopher Kummer

President,

Institute of Mergers Acquisitions and Alliances (IMAA), Switzerland

09:45 **Assessing The Long-Term Impact Of Sovereign Wealth Fund (SWF) Acquisitions**

- Analysing current assets under SWF control
- Will regulations imposed by IMF and EU affect their acquisition strategies?
- Financial or strategic acquisitions?
- How SWF acquisitions affect the global financial market?
- Examining impact of SWFs on specific companies

Bernardo Bortolotti

Executive Director

Fondazione Eni Enrico Mattei, Italy

10:15 Networking And Refreshment Break

10:45 **The Balancing Act... Successful M&A Integration**

- M&A trends
- Balancing short-term financial objectives with long-term growth
- What CEOs want to achieve
- Drivers of M&A value creation
- Aligning the organisation

David Derain

Global M&A Director

Hay Group, France

Regional Spotlight

11:30 **Deciphering Finance And Investment Laws Regarding Foreign Ownership**

- The role of the government and regulators
- Reviewing local sponsorship requirements for offshore companies – do they need updating?
- Restrictions for investors into the region
- Legislation outside the UAE – how to invest in KSA, Qatar, Bahrain and Oman?
- How increased foreign investment will affect the local economy

Sean Harrison

Head of Mergers and Acquisitions Practice,

Hogan & Hartson, UAE

12:15 **Effective Valuation Strategies For Emerging Markets**

- Applying accurate valuation methods across asset classes
- Industry sector evaluation
- Valuation methods for mergers, acquisitions and divestures

Shahid Umerani

CEO,

Valustrat Consulting, UAE

13:00 Networking Lunch For Speakers And Delegates

14:00 **Panel Discussion: Attracting And Retaining Talent In The Region's M&A Industry**

- Regional experience or M&A experience
- Pioneering an integrated talent management strategy in your organisation
- Managing talent portfolio for maximum return
- Applying effective global talent acquisition strategies

Pre – Acquisition Issues

14:45 **Evaluating Pre-M&A Transaction Issues To Ensure Success**

- Incorporating M&A into strategic plans
- When are acquisitions, joint ventures and strategic alliances most appropriate?
- Pros and cons of each model and examples
- Lessons learned and common reasons for failure

Carolyn Prowse

Managing Director – Mergers & Acquisitions

Ithmaar Bank, Bahrain

15:30 Networking And Refreshment Break

16:00 **Integrating An Acquisition Strategy Into Your Business Development Programme**

- Setting clear corporate growth objectives
- Assessing which asset classes/companies compliment your existing portfolio
- Creating a competitive advantage

Tepal Srinivas Dora

Manager - Business Analysis, Group Strategic

Planning & Business Development

Emirates National Oil Company (ENOC), UAE

16:45 **The Importance Of Brands In Mergers, Acquisitions And Joint Ventures Or How To Make Brands Pay!**

- What exactly is a 'brand'?
- How it is often wrongly interpreted in your world
- Statement: Many M&A and JVs do not deliver expected value
 - * How brands contribute to this lack of expected value through being mis-interpreted (link to often wrong interpretation of the word 'brand')
- How brands can and should drive key business value drivers
- 5 key brand considerations during the process
- 3 key take-outs for everyone in the room to help maximise the contribution of brands to the M&A/JV process

Hermann Behrens

CEO

The Brand Union, UAE

17:30 Close of Conference Day One

Conference Day 2 - Monday, 3 November 2008

08:00 Morning Refreshments

08:45 Chairman's Opening Remarks

Satish Kini

*Director – Finance & Human Resources
Shoaibi Group, KSA*

09:00 Effectively Structuring Acquisitions, Mergers
And Joint Venture Deals

- Incorporating the legal aspects during pre-M&A and JV phase to close transactions successfully
- Preparation for negotiation
- Obligations and liabilities of the acquiring company
- Carrying out appropriate due diligence
- Structures for managing risks pre-acquisition
- Disclosure considerations

Gary Watts

*Head of Corporate Commercial
Al Tamimi Group, UAE*

09:45 Effectively Managing The Intermediary Relationship
To Capitalise On Investment Opportunities

- The role of the intermediary in M&A transactions
- Developing an effective relationship and understanding client needs
- Achieving ROI on acquisitions

10:30 Networking And Refreshment Break

11:00 Panel Discussion: Which Locations And Asset Classes
Offer The Biggest Opportunities For Acquisitions?

Wael Aburida, *Head of Mergers & Acquisitions*

Waha Capital, UAE

Tamer Bazzari, *Partner, Head of Principle Investments*

Rasmala Investments, UAE

Carolyn Prowse, *Managing Director – Mergers
& Acquisitions, Ithmaar Bank, Bahrain*

Joint Ventures Focus

11:45 Case Study: Sourcing The Right Partner For JVs And
Applying Effective Due Diligence

- Applying effective due diligence
- Market evaluation/research
- Legislation considerations for both home and foreign partners

Christopher Combs

*Senior Associate – Financial Management
Arcapita, Bahrain*

12:15 Case Study: Winning Formulas For Joint Ventures

- Overview of changing dynamics, incentives and obstacles for gulf investors into US and other western markets
- Understanding regulation reforms and processes
- Analysing overseas markets for competitiveness

Andrew Shaw

*Managing Director
DUCAB, UAE*

13:00 Networking Lunch For Speakers And delegates

Financing Acquisitions

14:00 Evaluating The Best Options For Financing
Your Acquisitions

- Identifying the financial solutions and restructuring needs of underperforming and distressed companies

Satish Kini

*Director – Finance & Human Resources
Shoaibi Group, KSA*

14:45 Riding The Succession Wave – How Private Equity
Affects The Acquisitions Market

- Overview of the private equity market in the region
- How private equity will affect acquisition flows?
- Have we more buyers than sellers?

Tamer Bazzari

*Partner, Head of Principle Investments
Rasmala Investments, UAE*

Post – Acquisition

15:30 Implementing Effective Employee Integration
Strategies Post-Acquisition

- Managing and minimising employee anxiety, maximising employee engagement – first 100 days are critical
- Identifying and retaining key employees
- Identifying and addressing cultural differences
- Employee metrics - measuring the success of employee integration

Jan De Haes

*EMEA HR Director for Mergers, Acquisitions,
Divestitures & Outsourcing
Hewlett Packard, UK*

16:15 Case Study: Success Factors Post-Deal – Ensuring
Winning Acquisitions/Joint Ventures

- Implementing a smooth management integration process
- Leadership transition and succession planning
- Generating internal support for the transaction
- Evaluating synergies
- Aligning growth strategy and financial objectives
- Cross-reduction strategies
- Enhancing business expansion through knowledge, technology and resource sharing

Masoud Khan

*Group Chief Financial officer,
Tameer, UAE*

17:00 Close Of Conference Day Two



Building the world's future leaders in finance™

AAFM Certified Post-Summit Workshop

4 & 5 November 2008

Evaluating A Deal, Due Diligence, Deal Structure And Negotiation

Workshop Timings

Registration for the workshop will be on Day One at 08.00. The workshop will run each day from 08.30 – 16.30 with an hour for lunch and refreshment breaks at appropriate intervals.

Accreditation

The post-conference workshop is designed and accredited by the **American Academy of Financial Management**. Delegates who complete the 2-day workshop will receive full status as an Associate Member of the AAFM, and earn the right to use the post-nominal designation AAFM on their business card.

Day One (Tuesday, 4 November) – Working A Potential Deal To The Point Of Decision

Core Concepts Of Business Strategy And Operating Risk ■ Deal Evaluation And Planning

- Valid strategic positions
- Risk and rewards of core strategies
- Operating risk models and assessments

- Traditional models
- Uncertainty models and approaches
- Private equity anomalies
- Restructuring plans – good business plans

Due Diligence

- Company accounts and realities
- Documentation and legalities
- Third party advisors

Group Exercises:

- Developing a restructuring plan for “xyz” company
- Developing a financing plan to take over “abc” Company

Day Two (Wednesday, 5 November) - Closing And Taking Ownership Or Control Of A Deal

Deal Structures

- Pure equity deals
- Hybrid structures
- Joint venture investments
- Risk considerations

Closure And Completion

- Contracts, side letters, agreements
- Documentation and validation

Deal Negotiations

- MOUs, LOIs, pre-contracts
- Investor requirements
- Last mile approach
- Principles of negotiations

Exercises:

- Define the essential contract elements for a joint-venture, private placement or capital investment
- Develop options for mitigating key risks in minority/majority investments



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The AAFM was chosen in 2006 by Dubai Financial Market (DFM) to conduct the seven week professional training component of the Kafa'at programme for graduates entering the brokerage and trading industry. AAFM also has alliances with the Dubai International Finance Exchange, Bahrain Institute of Banking and Finance, Capital Markets Authority of the Kingdom of Saudi Arabia, the Swiss Finance Institute, Dubai Institute of Human Resource Development, the Hong Kong Government, the Monetary Authority of Singapore, Dubai Quality Group and many more.



About Your Expert Workshop Leader:

Dr. Gordian Gaeta, private equity investor and advisor, editor of 'Frontiers in Credit Risk', and management consultant, specialises in analysing and resolving complex corporate issues for financial institutions and businesses.

As a managing partner with Booz Allen & Hamilton, he developed strategies and business plans for capital markets participants and financial institutions in all major economies and for many of the region's stock exchanges.

International Conference:

2 & 3 November 2008

Certified Post-Summit Workshop:

4 & 5 November 2008

AL Manzil Hotel, Dubai, UAE

Event Code: 15299.001



5 WAYS TO REGISTER

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Dubai, United Arab Emirates

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I cannot attend the event, please send me the Conference CD-ROM only at US\$320.

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FEATURING A MUST ATTEND CERTIFIED TWO DAY POST-SUMMIT WORKSHOP

TITLED: A DEAL, DUE DILIGENCE, DEAL STRUCTURE AND NEGOTIATION

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Please photocopy for multiple bookings.

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- Discounts cannot be combined.
- Discounts are not valid if payment is received after closing date.
- Payment prior to conference is mandatory for attendance.
- Discounts DO NOT apply to workshop(s)-only bookings.

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Summit Package	Price Before 14 th August 2008	Price Before 14 th September 2008	Price After 14 th September 2008
<input type="checkbox"/> Entire Event - (Summit + 2 day workshops)	US\$ 3,899 (SAVE \$600)	US\$ 4,199 (SAVE \$300)	US\$ 4,299 (SAVE \$200)
<input type="checkbox"/> Two Day Summit	US\$ 1,799 (SAVE \$400)	US\$ 1,999 (SAVE \$200)	US\$ 2,199
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