

**Frankfurter Allgemeine Forum**

INSELN DER AUFMERKSAMKEIT

**#3**

CONFERENCE

**EUROPEAN CORPORATE M&A 2015  
CROSS BORDER TRANSACTIONS:  
DRIVERS OF CORPORATE STRATEGY**

16 April 2015, Villa Kennedy, Frankfurt am Main, Germany

## EUROPEAN CORPORATE M&A 2015

### CROSS BORDER TRANSACTIONS: DRIVERS OF CORPORATE STRATEGY

Business involving mergers and acquisitions exceeded all expectations in 2014. A wave of cross-border deals ushered in a new M&A record volume. A gain in corporate transactions could be seen in nearly all industries. The results of efficiency improvement programs from previous crisis years have been particular drivers of current market developments. It would seem that the organic growth potential has been exhausted, but at the same time the necessary liquidity has been accumulated for increasing profits through acquisitions.

After a successful start in 2013 and an equally successful continuation in 2014, the M&A conference has developed into one of the leading M&A events. The EUROPEAN CORPORATE M&A 2015 conference is the central meeting point for M&A decision-makers in Germany and Europe.

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L i V E matters

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## SPEAKERS

**Marc Bergmann**, *Senior Vice President, General Counsel M&A, Gemalto SA*  
**Stefan Brunnschweiler**, *Global Head of CMS Corporate/M&A, Partner, CMS Switzerland*  
**Paul Csiszár**, *Director, Directorate-General for Competition, European Commission*  
**Alexis Desombre**, *Senior Financial Advisor, GDF SUEZ*  
**Rachel Empey**, *Chief Financial and Strategy Officer (CFO), Telefónica Deutschland Holding AG*  
**Dr. Alexander von Frankenberg**, *Managing Director, High-Tech Gründerfonds Management GmbH*  
**Rolf Habben Jansen**, *Chief Executive Officer (CEO), Hapag-Lloyd AG*  
**June du Halgouet**, *Group Executive, Head of M&A, Airbus Group NV*  
**Dr. Markus Häuser**, *Partner, CMS Germany*  
**Mark Hüsches**, *Investor and Managing Partner, Loewe Technologies GmbH*  
**Dirk Kessler**, *Legal Counsel M&A, Nestlé SA*  
**Stefan Klenke**, *Head of M&A Transport & Logistics, DB Mobility Logistics AG*  
**Georg Kniese**, *Senior Vice President Corporate Development/M&A, SAP SE*  
**Dr. Martin Kolbinger**, *Partner, CMS Germany*  
**Mikael Kramer**, *Director Group M&A, Vattenfall AB*  
**Markus Kreitingner**, *Head of M&A, GFT Technologies AG*  
**Ralf Lange**, *Vice President Business Development, M&A and Corporate Finance, Fresenius Medical Care GmbH*  
**Thomas Mahlstedt**, *Vice President M&A, Corporate Legal & Compliance, Evonik Industries AG*  
**Beatriz Malo de Molina**, *Senior Vice President, Head of M&A, Orkla ASA*  
**Herby Marchetti**, *Strategy & Innovation Officer, ProSiebenSat.1 Media AG*  
**Dr. Stefan Neuhaus**, *Corporate Director M&A, Henkel AG & Co. KGaA*  
**Dr. Karl Popp**, *Senior Director M&A, SAP SE*  
**Francis Robichon**, *M&A Project Manager, Rexel SA*  
**Kjartan V. Skaugvoll**, *Chief Executive Officer (CEO), Cuculus GmbH*  
**Isabel Todenhöfer**, *Head of M&A, Lufthansa AG*  
**Stefan Todt**, *Senior Legal Counsel, B. Braun Melsungen AG*  
**Dr. Dirk Vater**, *Partner, Bain & Company Germany, Inc.*  
**Dr. Nina Weiden**, *Senior Vice President M&A, Bertelsmann SE & Co. KGaA*  
**Boris L. Zaitra**, *Head of Group M&A, Roche Holding AG*  
**Alexander Zinell**, *Senior Vice President Global Investments and Management, Fraport AG*

## MODERATORS

### MODERATOR OF THE DAY

**Klaus Max Smolka**, *Business Editor, Frankfurter Allgemeine Zeitung*

**Ina Lockhart**, *Online Editor, FAZ.NET*

**Harald Maehrle**, *Managing Partner, Mummert & Company Corporate Finance GmbH*

**Melville D. Mummert**, *Managing Partner, Mummert & Company Corporate Finance GmbH*

**Roman Tarlavski**, *Partner, CMS Netherlands*

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9:00 am Reception and Registration

Moderator of the day: **Klaus Max Smolka**, *Business Editor*,  
*Frankfurter Allgemeine Zeitung*

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9:30 am **WELCOME ADDRESS**

**Panagiotis Siskos**, *Director Economics & Finance*,  
*Frankfurter Allgemeine Forum*

9:35 am **KEYNOTE**

**Value creation through global M&A**

Joining forces by merging CSAV's container business activities  
into Hapag-Lloyd / How to become the world's fourth-largest  
ocean carrier

**Rolf Habben Jansen**, *Chief Executive Officer (CEO)*,  
*Hapag-Lloyd AG*

9:55 am **KEYNOTE**

**Creating the leading digital telco**

Acquisition of E-Plus by Telefónica Deutschland /  
Substantial value creation for shareholders

**Rachel Empey**, *Chief Financial and Strategy Officer (CFO)*,  
*Telefónica Deutschland Holding AG*

10:15 am **CONVERSATION**

**Loewe: A myth made in Germany**

Successful restart after the insolvency / How to build a leading  
European brand in consumer electronics

**Mark Hüsches**, *Investor and Managing Partner*,  
*Loewe Technologies GmbH*

in conversation with

**Klaus Max Smolka**, *Business Editor*,  
*Frankfurter Allgemeine Zeitung*

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10:45 am    Networking break

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11:15 am    **POLITICAL PERSPECTIVE**

**European Commission viewpoint on competition and M&A**

Merger policy of the European Union / Ensuring that all companies compete equally and fairly on their merits

*Paul Csiszár, Director of »Basic Industries, Manufacturing and Agriculture« at the Directorate-General for Competition, European Commission*

11:30 am    **KEYNOTE**

**Breaking out of the slow-growth trap**

How to get value from M&A / Winning with a repeatable M&A model

*Dr. Dirk Vater, Partner, Bain & Company Germany*

11:45 am    **PANEL**

**Cross-border transactions from a European perspective**

Trends in cross-border transactions: inbound/outbound / Impact of the Euro crisis on M&A activity / The attractiveness of Germany in the context of global M&A / Which deal structures work best? / Financing options: equity vs. debt

*Alexis Desombre, Senior Financial Advisor, GDF SUEZ*

*Markus Kreitinger, Head of M&A, GFT Technologies AG*

*June du Halgouet, Group Executive, Head of M&A, Airbus Group*

*Dr. Stefan Neuhaus, Corporate Director M&A,*

*Henkel AG & Co. KGaA*

*Dr. Karl Popp, Senior Director M&A, SAP SE*

*Moderator: Melville D. Mummert, Managing Partner,*

*Mummert & Company Corporate Finance GmbH*

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1:00 pm    Networking lunch

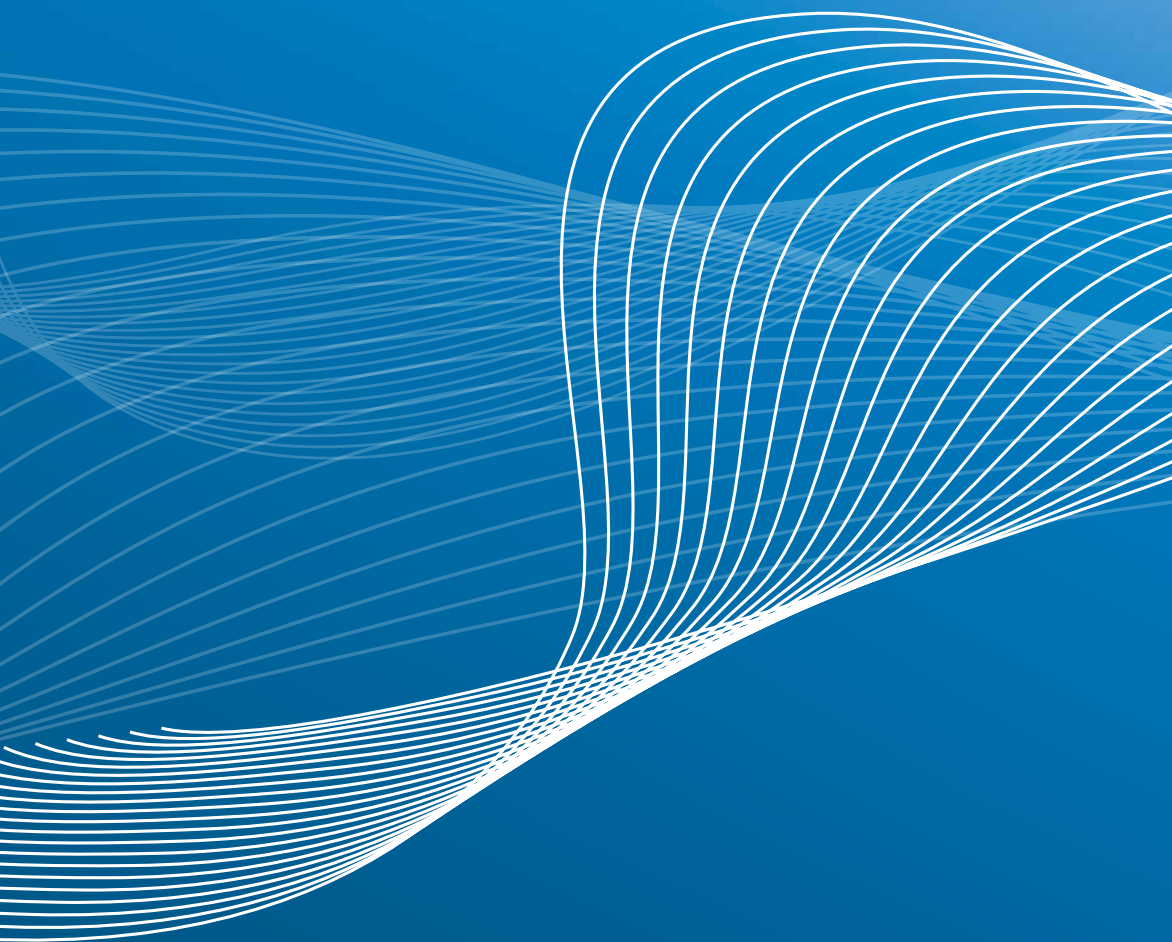
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**WORKSHOP SESSIONS****STREAM 1 – INDUSTRY FOCUS**

- 2:00 pm    **WORKSHOP 1A – Mobility and logistics**  
Traffic growth and the global competition / High demand for high-yield targets increases prices
- Dr. Markus Häuser**, *Partner, CMS Germany*  
**Stefan Klenke**, *Head of M&A Transport & Logistics, DB Mobility Logistics AG*  
**Isabel Todenhöfer**, *Head of M&A, Deutsche Lufthansa AG*  
**Alexander Zinell**, *Senior Vice President Global Investments and Management, Fraport AG*
- Moderator: **Ina Lockhart**, *Online Editor, FAZ.NET*
- 3:00 pm    **WORKSHOP 1B – Pharma and chemicals**  
The race for innovation (bridging the patent cliffs, new drugs for new medical needs) and globalisation (expanding distribution channels) through acquisitions
- Thomas Mahlstedt**, *Vice President M&A, Corporate Legal & Compliance, Evonik Industries AG*  
**Ralf Lange**, *Vice President Business Development, M&A and Corporate Finance, Fresenius Medical Care GmbH*  
**Boris L. Zäitra**, *Head of Group M&A, Roche Holding AG*
- Moderator: **Klaus Max Smolka**, *Business Editor, Frankfurter Allgemeine Zeitung*
- 4:00 pm    **WORKSHOP 1C – Telecommunication, media and technology**  
Last call for consolidation? / The race for country coverage, technology & infrastructure is still on
- Dr. Nina Weiden**, *Senior Vice President M&A, Bertelsmann SE & Co. KGaA*  
**Georg Kniese**, *Senior Vice President Corporate Development/M&A, SAP SE*  
**Dr. Martin Kolbinger**, *Partner, CMS Germany*
- Moderator: **Harald Maehrle**, *Managing Partner, Mummert & Company Corporate Finance GmbH*
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**STREAM 2 – INSIDE M&A**

- 2:00 pm **WORKSHOP 2A – Divestments**  
How long will the aftermath of the downturn last? / Do attractive valuations make Europe a sellers market? / Wait and watch or prepare the assets for sale?  
  
**Mikael Kramer**, *Director Group M&A, Vattenfall*  
**Beatriz Malo de Molina**, *Senior Vice President, Head of M&A, Orkla ASA*  
**Dirk Kessler**, *Legal Counsel M&A, Nestlé SA*  
  
Moderator: **Roman Tarlavski**, *Partner, CMS Netherlands*
- 3:00 pm **WORKSHOP 2B – Acquiring innovation**  
How M&As can cover the need for innovation / The particular significance of the management team / How start-ups can be integrated into existing structures  
  
**Dr. Alexander von Frankenberg**, *Managing Director, High-Tech Gründerfonds Management GmbH*  
**Herby Marchetti**, *Strategy & Innovation Officer, ProSiebenSat.1 Media AG*  
**Kjartan V. Skaugvoll**, *Chief Executive Officer (CEO), Cuculus GmbH*  
  
Moderator: **Ina Lockhart**, *Online Editor, FAZ.NET*
- 4:00 pm **WORKSHOP 2C – Managing risk in global M&As**  
How to work with compliance / Shaping a clear merger control strategy / Discussion with regulators and politicians / Dealing with multiple reviews: Where lies the success?  
**Marc Bergmann**, *Senior Vice President, General Counsel M&A, Gemalto SA*  
**Stefan Brunnschweiler**, *Global Head of CMS Corporate/M&A, Partner, CMS Switzerland*  
**Francis Robichon**, *M&A Project Manager, Rexel SA*  
**Stefan Todt**, *Senior Legal Counsel, B. Braun Melsungen AG*  
  
Moderator: **Ina Lockhart**, *Online Editor, FAZ.NET*
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- 5:00 pm End of conference
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