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UNITED ARAB EMIRATES  
MINISTRY OF ECONOMY



الإمارات العربية المتحدة  
وزارة الاقتصاد

Organized and Hosted by:



مجلس دبي الاقتصادي  
Dubai Economic Council

LATHAM & WATKINS LLP

A Complimentary Seminar

# Megatrends in Mergers & Acquisitions

29 OCTOBER 2014 | DUBAI, UNITED ARAB EMIRATES

## 09.00 Opening Speech

H.E. Hani R. Al Hamli, *Secretary General, Dubai Economic Council*

## 09.10 Opening Keynote: The evolving M&A landscape

- The Aramex Growth Story – expanding through acquisitions
- The East and South Africa investment experience
- Entering new industry sectors

Hussein Hachem, *CEO, Aramex*

## 09.30 The National Private Sector Perception in M&A: Views and Prospects

Dr. Ahmed Hassan Bin Al Shaikh, *Board Member, Dubai Economic Council*

Moderator: Irfan Al Hasani, *Editor-In-Chief, Dubai Economic Council*

## 10.00 Panel discussion: Global M&A Outlook

- Trends in transaction: volume and value
- Opportunities in developed vs. developing markets
- Foreign direct investment outlook outbound vs. inbound – assessing the scope of future investment
- Identifying industries set for growth

Moderator: **Andrew Macklin**, *Partner, Latham & Watkins LLP*

**Dr. Ali Alsadik**, *Senior Economist, Dubai Economic Council*

**Christopher Hawley**, *Managing Director, Rothschild*

**Hazem Shawki**, *Managing Director, Goldman Sachs*

## 10.50 Coffee & Networking Break

## 11:10 Panel discussion: Mapping Global M&A

- The risks and rewards of mature vs. growth markets
- South to South M&A – Capturing opportunity in emerging market M&A
- Positioning Dubai as a global M&A hub
- Uncovering acquisition prospects in Africa

Moderator: **Richard Rollinshaw**, *Partner, PwC*

**Mustafa Abdel-Wadood**, *Partner & Chairman of the Management Executive Committee, The Abraaj Group*

**Clement Fondufe**, *Partner & Head of Africa Practice, Latham & Watkins LLP*

**Nader Museitif**, *Mergers & Acquisitions Manager, Aramex*

## **12.00 Presentations followed by panel discussion: Industrial Logic**

- Powering investment in the energy sector
- Investing in healthcare innovation
- Examining the acquisition opportunity in education

Moderator: **Ramy Sfeir**, *Partner, Strategy&*

**Huda Al Lawati**, *Managing Director, The Abraaj Group*

**Ranjit Bhonsle**, *Founder and Managing Director, Ithmar Capital*

**Wael Khattab**, *Head of Private Equity, Al Khabeer*

**Benjamin Lee**, *President & CEO, Evolence Knowledge Investments*

## **12.50 Networking Lunch**

### **13:30 Entrepreneurship Presentation**

**Fadi Ghandour**, *Founder and VC, Aramex*

## **13.50 Panel discussion: Getting a Deal Done in MENA**

- Conducting effective due diligence
- Analysing the legal framework underpinning successful mergers and acquisitions
- The impact of market sizing on your deal
- Sourcing investment for your deal

Moderator: **Charles Fuller**, *Partner, Latham & Watkins LLP*

**Samer Khalidi**, *Executive Director, Alternative Investments, NBK Capital*

**Mike Murray**, *Chief Financial Officer – International, Abu Dhabi Islamic Bank*

**Russell Taylor**, *Middle East Transaction Services Leader, PwC*

## **14.40 Panel discussion: Value Optimization**

- Overcoming regulatory hurdles in M&A transactions including: foreign investment restrictions, asset/sector regulation, antitrust regulation and FCPA/Bribery Act
- Tackling tax considerations to ensure the deal delivers its expected value
- Exploring the significance of bi-lateral investment treaty protection
- Evaluating structuring concerns for M&A transactions

Moderator: **Chris Lester**, *Counsel, Latham & Watkins LLP*

**Simon Bushell**, *Partner, Latham & Watkins LLP*

**Timothy T. Hughes**, *Senior Counsel for SE Asia and Middle East, Office of International Affairs, U.S. Federal Trade Commission*

**Dominic Moody**, *Regional Practice Leader - Private Equity and M&A, Marsh Middle East*

**Scott Hamilton**, *Tax Partner, PwC*

## **15.30 Keynote: National policies for FDI and M&A – A Global Perspective**

**Dr. Elena Ianchovichina**, *Lead Economist of the MENA Region, World Bank*

### **Panel discussion: National policies for FDI and M&A**

- Reviewing FDI shift from greenfield investments to M&A
- Regional FDI outlook and the impact of political instability
- Assessing FDI concentration on real estate and extractive industries
- Evaluating FDI in commercial services post Arab Spring
- Addressing the shortage of FDI in manufacturing and tradable services

Moderator: **Pr. Mohamed Abu Ali**, *Dean, School of Business Administration, American University in Dubai*

**Dr. Ibrahim Elbadawi**, *Director, Macroeconomics and Forecasting, Dubai Economic Council*

**Dr. Wasseem Mina**, *Associate professor, United Arab Emirates University (UAEU)*

## **16.15 Concluding Remarks from Conference Chair**