

Middle East Mergers, Acquisitions & Joint Ventures Forum

Generating profitable value from existing portfolio, strengthening the portfolio and channelling capabilities through Mergers, Acquisitions and Joint Ventures

Dubai, UAE Le Meridien

17th & 18th February 2008

Attend this informative event and gain practical insights into:

- **Understanding** the real world of M&As and JVs model in the Gulf region to familiarise with the current market trend
- **Enhancing** business expansion with knowledge, technologies and employees integration
- **Developing** valuation strategies to audit potential company performance
- **Setting** integration priorities based on the M&A and JV strategic rationale and goals
- **Linking** cultural alignment between two organisations to ink both organisations together
- **Planning** of integration at the earlier to the later stages of M&A and JV processes to generate strategic alliances
- **Learning** best practices to communicate and negotiate effectively to bridge organisation 'gaps'
- **Building** the stages of M&A and JV as a guide to successful transactions
- **Benchmarking** with regional and international M&A and JV best practices

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“The first thing to do is to **find a good partner**. You need to *sign a deal with someone that will make this thing for you*”

Iain Gillott

Whether it is to undertake just one task or implement a comprehensive strategic plan to expand the business regionally and internationally, the steps set out below will assist in making the most of the synergy benefits from partners.



Your Distinguished Chairperson:

Satish Kini Director – Finance and Human Resources
Shoabi Group

Keynote Presentation by:

Ahmad Goheer Senior Strategy Advisor and Head of Mergers & Acquisitions
Oman Telecom Company (OMANTEL)

Satish Kini Director – Finance and Human Resources
Shoabi Group

Featuring expert presentations by:

Masoud Ali Khan Chief Financial Officer
Tameer Group of Companies

Vipin Agarwal Chief Financial Officer
Jumbo Electronics Ltd Co.

Abdulla Ahmed Al Shehri Executive Director of Business Development & Special Projects
Al Faisaliah Group

Paul Seaton Director
Furneaux Equity

Sandip Bhatt President – Investment
DAMAC Group

Sanjay Muthal President – Human Resources
Nicholas Piramal Ltd

Ng Chee Yuen Vice President – Investment
Saudi Economic Development Company

Abdallah Awad Vice President – Asset Management
International Leasing & Investment Company

Gary Watts Head, Lawyer of Corporate Communication
Al Tamimi Group

Syed Sajjad Haider Senior Manager – Corporate Finance
Al-Tuwairqi Group

Amir Rashid Senior Manager – Business Development
Etisalat

Sunday 17th February 2008

0830 Registration & morning coffee

0900 Opening & welcoming remarks from the Chairman
Satish Kini Director – Finance and Human Resources
Shoabi Group

Mastering Crucial Pre-M&A and JV Steps

0915 **Session One – Keynote Presentation: M&As and JVs transformation insights**
Implementing the M&A and JV plan from the first phase of the cycle to the last phase as a guide to successful collaboration

- Adopting the 'learning process' as the first stage of every M&A and JV plan to understand the target companies before closing deals
- Employing the mind set that M&A and JV transactions does not end after the agreement is signed but continues with post M&A and JV to effectively managed the collaborated companies
- Understanding the importance of going through all the phases of M&A and JV life cycle to lead a successful strategic alliance
- Identifying the do's and don'ts to ensure successful M&A and JV transactions

Ahmad Goheer Senior Strategic Advisor and Head of M&A
OMANTEL

1000 **Session Two**
Discovering the right partner to complement the organisations strategic rational and goals

- Picking the company that best matches the corporate strategy to winnow them down to the potentially most successful one
- Bridging key differences, similarities and relations between companies to enhance business performance and profitable value
- Mastering the steps in selecting the target company to identify valuable synergy benefits
- Combining the assets and resources of separate companies to create the right synergy effect

Ng Chee Yuen Vice President - Investment
Saudi Economic Development Company

1045 Morning refreshments & networking break

1100 **Session Three**
Performing due diligence to ensure candidates truly match the company's strategic goals

- Setting expectations from the due diligence process to understand the need of the information collected
- Designing due diligence levels – probing, feasibility and auditing – to evaluate a company's potentiality
- Comparing 'Traditional Due Diligence' with 'Information Technology Due Diligence' to enhance the effectiveness of auditing potential company performance
- Identifying the types of valuation – financial and economical to ensure an effective valuation plan
- Benchmarking company standards to industry standards for an effective valuation

Sandip Bhatt President - Investment
DAMAC Group

1145 **Session Four**
Measuring the level of transparency of organisations and funding issues to ease transaction deals through corporate governance

- Streamlining the importance of transparency as one of the theoretical conditions required for M&A and JV
- Exploiting Corporate Governance to effectively structure M&A and JV transactions
- Focusing on the economic efficiency to optimise economic results with a strong emphasis on shareholders interest
- Determining the financing partners for M&A and JV to initiate the transaction process

Masoud Ali Khan Chief Financial Officer
Tameer Group of Companies

1230 Prayer and Networking Luncheon

1330 **Session Five**
Incorporating the legal aspects during the pre – M&A and JV phase to close the transaction successfully

- Emphasising on the importance of the legal aspects to the commercial value of the deal
- Complying with legal requirements applicable to M&A and JV transactions – locally and internationally
- Managing and mitigating the legal risks in M&A and JV activities to ensure successful dealings
- Anticipating issues likely to arise in merging, acquiring and venturing activities to seek clearer understanding Risk Management

Gary Watts Head, Lawyer of Corporate Communications
Al Tamimi Group

1415 **Session Six – Panel Discussion**
Gaining insights into the business expansion opportunity in the Middle East to seek business growth

- Determining whether M&A and JV is the most viable option to expand successfully
- Examining the real-world M&A and JV model in the GCC to understand the current market situation – economic and financial
- Updating the organisation with the current investment atmosphere and direction in the Middle East to enhance business opportunities
- Balancing the role of M&A and JV and the benefit for business strategic growth
- Understanding the differences of M&A and JV to help distinguish the main structure to best match corporate goals

Moderator:

Ng Chee Yuen Vice President - Investment
Saudi Economic Development Company

Panelists:

Abdallah Awad Vice President – Asset Management
International Leasing & Investment Company

Satish Kini Director – Finance and Human Resource
Shoabi Group

Sanjay Muthal President – Human Resources
Nicholas Piramal Ltd

1500 Afternoon refreshments & networking break

Ensuring Excellence in Post-M&A and JV Strategies

1515 **Session Seven**
Assessing the market position of the new entity formed – new brand equity

- Setting an internationally recognised company to uphold a strong brand name
- Emphasising on growth stability to establish a strong company profile
- Drafting a branding strategy before the deal is closed to overcome competitor issue and lead a smooth transition
- Generating a goal and strategy when forming a single entity between two organisations

Amir Rashid Senior Manager – Business Development
Etisalat

1600 **Session Eight**
Recognising the post - Risk Management factors to maximise value after the M&A and JV transaction

- Capturing the risk associated to post M&A and JV transaction to ensure operations continuity and stability
- Implementing early planning and communication strategy as a guide to successful relationship preparation
- Detecting the risk involved to post M&A and JV transaction to undergo early Risk Management planning
- Identifying the risk profile of the organisations to enhance the organisational performance to seize long term growth

Syed Sajjad Haider Senior Manager – Corporate Finance
Al-Tuwairqi Group of Companies

1645 Closing remarks from the Chair and end of Day One

Monday 18th February 2008

0830 Registration and morning coffee

0900 Opening & welcome remarks from the Chairman
Satish Kini Director – Finance and Human Resources
Shoabi Group

Building the Finest Post-Management Culture

0915 Session One – Keynote Presentation
Bringing the organisations together through effective communication to achieve long-term relationship success

- Communicating after the deal is signed to build and maintain rapport between both partners
- Improving stakeholder and regulator relationships and communication to ease future undertakings in the workplace
- Building strong communication skills to enhance relationships and trust between partners
- Employing strategic employee communication as the practical approach to integrating business culturally
- Emphasising on the active role of Managers to effectively communicate post-transaction undertakings

Satish Kini Director – Finance and Human Resources
Shoabi Group1000 Session Two
Capturing cultural alignment to identify post M&A and JV organisational change

- Understanding ways to integrate into a single entity with sharing of interests and missions
- Getting to know the similarities and differences of partners to ensure a harmonious working environment
- Considering how well do partners match the organisation corporate culture and corporate strategy to prevent future misunderstandings
- Maintaining the rapport between the restructured workforce to create a 'natural' fit environment
- Designing of new organisation and operating plan to manage the personnel effectively
- Managing of organisational and managerial structure between existing firm and new firm

Paul Seaton Director
Furneaux Equity

1045 Morning Refreshments & networking break

Designing a World-Class Integrating Model

1100 Session Three
Planning of integration for post M&A and JV processes to generate effective collaboration

- Focusing on the importance of creating an integration team that focuses early on planning for building organisational capabilities, structures, management systems and relationships
- Closing the gap between the strategic team and the integration team to understand how strategic goals can be met
- Shaping the integration process by acknowledging the company's strategic and financial objectives
- Determining the correlation of trust and productivity at a collaborated workplace to uphold strong profitable value and performance
- Understanding the need of post-integration to help keep all units and parties on track in achieving the organisational promise and value

Abdallah Awad Vice President – Asset Management
International Leasing & Investment Company1145 Session Four
Assigning of roles, responsibilities and authority when both organisations collaborate to ensure fair dealing

- Spreading of roles and responsibilities depending on expertise and knowledge possessed to avoid inequitable dealing
- Establishing a connection with leadership as a critical issue in M&A and JV performance
- Distribution of authority between stakeholders and partners to ensure a long-term relationship between both organisations
- Sharing technology, knowledge and expertise integration to enhance value addition to the company portfolio
- Combining benefit financially to enhance profitable value of the company

Abdulla Ahmed Al Shehri Executive Director of Business Development & Special Projects
Al Faisaliah Group

1230 Prayer and Networking Luncheon

1330 Session Five
Evaluating post – M&A and JV best practices to ensure well-developed integration efforts

- Understanding the composition and activities of M&A and JV activities across the region in order to compare their own team and those of other companies
- Identifying the assets and resources needing effective benchmarking as a guide to superior integration process
- Evaluating the assets and resources that requires benchmarking and use the right 'metrics' to assess it
- Designing post-transaction evaluation to conduct assessments on the overall success of their performance
- Discussing the common benchmarking mistakes and case studies on effective benchmarking to aid deeper understanding

1415 Session Six – Panel Discussion
Adopting post - M&A and JV processes to ensure a long-term success for business expansion

- Venturing on the need of post M&A and JV integration planning and implementation as a key to successful transactions
- Understanding the benefits of post-deal integration in every M&A and JV transactions
- Identifying issues in post-integration to develop a long-term relationship between partners in the organisation
- Implementing the post-integration plan to outline the essential steps to post-management success
- Exploring the industry trends on undertaking post-transaction as an important guide to long term value addition to the organisation portfolio

Moderator:

Satish Kini Director – Finance and Human Resources
Shoabi Group

Panelists:

Ahmad Goheer Senior Strategic Advisor and Head of M&A
OMANTELNg Chee Yuen Vice President – Investment
SEDCO Direct Investment CompanyMasoud Ali Khan Chief Financial Officer
Tameer Group of Companies

1500 Afternoon refreshments and networking break

Enhancing Human Capital Post M&A and JV

1515 Session Seven
Addressing employee issues of post M&A and JV transaction to improve business expansion

- Understanding M&A and JV deals are not merely a change of management, board of directors or shareholders but a change in human capital roles to enhance business continuity
- Acknowledging the importance of designing and developing a post M&A and JV organisation structure to ensure successful post-dealings
- Dealing with dichotomy of retaining talent, absorbing people and maintaining seniority for future roles matching opportunity

Vipin Agarwal Chief Financial Officer
Jumbo Electronics Ltd Co.

Conquering Lessons Learnt

1600 Session Eight
Capturing the role of HR to identify and avoid pre-post M&A and JV pitfalls and common failures

- Reviewing the changing world of M&A and its implication to the Asia market to identify global opportunities
- Identifying the requirements of M&A and JV from the pre-transaction to the post-transaction factor
- Exploring the reason of M&A and JV failures due to lack of preparation during HR processes
- Examining the culture and its implication to successful M&A and JV transactions
- Recognising the specific role of HR to achieve successful M&A and JV relationship
- Understanding the pitfalls to be avoided on any M&A and JV activities

Sanjay Muthal President – Human Resources
Nicholas Piramal Ltd

1645 Closing remarks and end of conference

Why you cannot miss this event

As Middle East countries and companies are undergoing transition and development, Mergers, Acquisitions and Joint Ventures continues to be a comprehensive plan for business expansion and strategic growth in many industries. Even if companies are not currently considering this factor, there is a possibility they will be facing a transaction at some time in the near future. Now is the time to benchmark business performance with participants in the industries to help leapfrog into new markets.

The Mergers, Acquisitions and Joint Venture Forum is unique. It presents a vital opportunity for Banking, Manufacturing, Property and Industrial professionals, as well as all industry sectors in the Gulf region. It enables delegates to return with a wealth of knowledge to ensure smooth flowing deals and a successful integration that will benefit not only the company itself but favors partners, employees, clients and shareholders involved.

This Mergers, Acquisitions and Joint Venture Forum gives executives the opportunity to network with industry leaders and practitioners with significant M&A and JV experiences and effective management strategies. This forum highlights the post transactions, deal fundamentals and legal aspects that every business practitioner needs to be familiar with. Both new and experienced practitioners should attend to benefit from case studies and best practices to start or plan these activities.

Who should attend

CEOs, CFOs, COOs, CIOs, Vice Presidents, Directors, GMs, Heads, Owners of Companies, Senior Managers & Managers of:

- Finance
- Strategic Planning
- Business Development
- Mergers & Acquisitions
- New Venture
- Restructuring
- Integration
- Strategic Investment
- International Business

From these target sectors

- Oil & Gas
- Cement
- Aluminium
- Chemicals
- Heavy Industries
- IT and Telecoms
- FMCG
- Stock Holding Companies
- Property
- Private Equity
- Venture Capitalists

About the Bronze Partner

Grace Advisory is a leading independent M&A/Corporate Finance advisory specialist. We have established sector expertise in the IT, Chemicals/Plastics, Media and Healthcare industries. We provide customized and innovative solutions to companies of all sizes. Creativity, professional expertise and dedication to client needs combined with uncompromising integrity and ethics are core principles of our approach to business.

About the Official Business Magazine

Celebrating 10 years of publication, **Gulf Business** has remained the region's premier English-language business magazine. Gulf Business's country reports, landmark features and incisive analysis of business news reflects the local market like no magazine has done before.

About the Official Online Media Partner

Maktoob Business is the business and finance channel of Maktoob.com, the world's largest Arab online community with over 5 million users. Maktoob Business brings the latest news and views in business and marketing to help organizations improve their strategies in the Middle East. The interactive channel targets business professionals providing specialized content and services in industries such as FMCG, Airlines, Banking, Consumer Products, Electronics, IT, Automobiles, Real Estate, Media and Advertising among others. Content and services include news, business directory, exhibition & events, special reports, interviews, jobs and other sections for the Middle East professional. For more information, please visit <http://business.maktoob.com>

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marcus evans would like to thank everyone who has helped with the research and organisation of this event, particularly the speakers and their staff for their support and commitment.