



2020 SINGAPORE



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SINGAPORE MANAGEMENT
UNIVERSITY

跨国投资并购国际研究协会

International Institute for the Study of Cross-Border Investment and M&A



光华管理学院
Guanghua School of Management



UNIVERSITY OF
CAMBRIDGE
Judge Business School



International Institute for the Study of Cross-Border Investment and M&A
跨国投资并购国际研究协会

INTERNATIONAL ROUNDTABLE SYMPOSIUM ON CROSS-BORDER M&A

跨国投资及并购国际论坛

Co-sponsored by



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WEDNESDAY, JANUARY 15, 2020

Four Seasons Hotel
190 Orchard Boulevard
SINGAPORE

Followed by
VISIT, COCKTAILS AND DINNER

National Gallery Singapore
1 St Andrew's Road, 178957
SINGAPORE

PRE-SYMPOSIUM RECEPTION

Tuesday, January 14, 7 pm
Asian Civilisations Museum
1 Empress Place
SINGAPORE



International Institute for the Study of Cross-Border Investment and M&A 跨国投资并购国际研究协会

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Peking University Guanghua School of Management

The **International Institute for the Study of Cross-Border Investment and M&A** is pleased to hold its ninth invitation-only Roundtable Symposium on current issues in international cross-border mergers, acquisitions and strategic investments, with a special focus this year on Asian cross-border deals on the changing geo-political world stage. The Symposium represents an effort by its founding universities, New York University, Peking University and Cambridge, and affiliated professionals and companies, to foster dialogue and connections among the world's leading experts and thought leaders about key issues, trends and developments in the global deal markets. The goal is to encourage pragmatic, de-politicized analysis and study of the market dynamics that fuel business expansion through M&A, and of the financial, legal, governmental and societal frameworks that facilitate or hinder such activity. The Symposium is open only to invited participants. The roundtable format is designed to encourage participation by all attendees.

ABOUT XBMA:

The International Institute for the Study of Cross-Border Investment and M&A (XBMA) is a joint venture between the Guanghua School of Management at Peking University, the Stern School of Business at New York University, and Judge Business School at the University of Cambridge. The purpose of the Institute is to promote the high-level study and analysis of cross-border mergers, acquisitions and strategic investments. The Institute provides a forum for pragmatic, de-politicized analysis of current market dynamics that fuel business expansion through cross-border M&A, and of the financial, legal, governmental and societal frameworks that facilitate or hinder such activity. The institute also sponsors an online forum focused on cross-border M&A, found at www.xbma.org/forums/.

Additional information can be found at www.xbma.org.



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8:00 a.m. – 8:45 a.m.

Registration and Breakfast

8:45 a.m. – 9:00 a.m.

WELCOME & OPENING REMARKS

*Arnoud De Meyer, University Professor (and former President),
Singapore Management University*
Cai Hongbin, Dean, Chair of Economics, The University of Hong Kong
Liu Qiao, Dean of Guanghua School of Management, Peking University
*Peter Williamson, Professor of International Management,
Cambridge Judge Business School*

9:00 a.m. – 9:35 a.m.

SINGAPORE ON THE WORLD STAGE: Lessons for Other Financial, Judicial and Intellectual Hubs, and Exporters of Capital

*Loh Boon Chye, Chief Executive Officer, Singapore Exchange
and
Edwin Tong, Senior Minister of State, Ministry of Law & Ministry of Health,
Republic of Singapore*
*in conversation with
Arnoud De Meyer, University Professor (and former President),
Singapore Management University*

9:35 a.m. – 10:15 a.m.

OVERVIEW AND OUTLOOK: XB Deals Past, Present and Future

*Jeffrey Rosen, Deputy Chairman, Lazard
and
Nick Sims, Managing Director, Head of M&A, Australia & New Zealand,
Goldman Sachs*
*in conversation with
Adam O. Emmerich, Partner, Wachtell, Lipton, Rosen & Katz*



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- 10:15 a.m. – 11:05 a.m. MANAGING COMPLEX DEALS AS EAST MEETS WEST: How to Navigate Financial, Regulatory, Legal, and Cultural Speed Bumps in XB Transactions**
- Filippo Gori, Head of Asia Pacific Banking, JP Morgan*
Greg McGowan, US Shareholders Representative and Vice Chairman of the Board of Directors, Franklin Templeton Sealand Fund Management Co., Ltd., a PRC Fund Management Company
Pek Siok Lan, Senior Managing Director, General Counsel, Temasek
Robert S. Townsend, Chief Legal Officer and Chief Compliance Officer, SoftBank Group
- Moderators: Nigel P.G. Boardman, Senior Consultant, Slaughter and May**
Christian Chin, Partner and Co-Head of Corporate M&A,
Allen & Gledhill LLP
- 11:05 a.m. – 11:20 a.m. Break**
- 11:20 a.m. – 12:10 p.m. INDIAN M&A: How to think about M&A in India’s Massive Markets – outbound, domestic and inbound deals in a shifting world order; where does the juggernaut veer?**
- Sajjan Jindal, Chairman & Managing Director, JSW Steel*
Uday Kotak, Chief Executive Officer, Kotak Bank
Sanjiv Misra, Chairman, Asia Pacific Advisory Board, Apollo Global Management
- Moderators: Zia Mody, Founder and Managing Partner, AZB & Partners, and**
Cyril Shroff, Managing Partner, Cyril Amarchand Mangaldas
- 12:10 p.m. – 12:40 p.m. M&A IN SOUTHEAST ASIA: TRENDS AND DEVELOPMENTS**
- Gita Wirjawan, Founder, Ancora Group*
in conversation with
Peter Williamson, Professor of International Management,
Cambridge Judge Business School



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12:40 p.m. – 2:10 p.m.

LUNCH and KEYNOTE SPEAKER

MULTI-NATIONAL M&A – CUTTING THROUGH COMPLEXITY AND GEO-POLITICAL UNCERTAINTY TO MAKE DEALS WORK

Dinesh Paliwal, Director, Bristol-Meyers Squibb, Nestlé and Raytheon; President and CEO, Harman International Industries

Introduction and background by Joshua R. Cammaker, Partner, Wachtell, Lipton, Rosen & Katz

2:10 p.m. – 3:05 p.m.

GLOBAL TRADE AND M&A IN THE NEW WORLD ORDER: How to Deal with Protectionism, Tariffs and Geo-Political Friction

Eugene Gong, Head of Mergers & Acquisitions, Southeast Asia, Deutsche Bank AG

Michael Lappe, Managing Director & General Counsel, Deutsche Börse AG

Nick Nash, Co-Founder and Managing Partner, Asia Partners Fund Management

Sanjay Shah, Chief Operating Officer, Beyond Meat

Artem Volynets, Chief Executive Officer, Charat Gold

Moderator: Andrew J. Nussbaum, Partner, Wachtell, Lipton, Rosen & Katz

3:05 p.m. – 3:30 p.m.

THE CHINA-SINGAPORE AXIS

Fu Chengyu, Former Chairman, Sinopec, Board Member, Temasek, UN Global Compact Network,

in conversation with

Liu Qiao, Dean of Guanghua School of Management, Peking University and

Franny Yao, Partner, Ernst & Young

3:30 p.m. – 3:40 p.m.

Break

3:40 p.m. – 4:30 p.m.

THE ASIAN MARKETS FOR CORPORATE CONTROL

Cai Hongbin, Dean, Chair of Economics, The University of Hong Kong

He Jihong, Chief Strategy Officer, CapitaLand

Ganesh Sarvananathan, Co-Managing Partner, TPG Capital

Taisuke Sasanuma, Representative Partner, Advantage Partners

**Moderators: David Friedlander, Partner & Head of Public M&A, King & Wood Mallesons
Ng Wai King, Managing Partner, WongPartnership**



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4:30 p.m. – 5:00 p.m.

CHINESE CONSOLIDATORS IN THE GLOBAL HOSPITALITY RACE

*Jenny Zhang, Chief Executive Officer, Huazhu Hotels Group,
in conversation with
Adam Li, Partner, JunHe*

5:00 p.m. – 5:10 p.m.

SUMMATION

*Andrew Lim, Partner and Co-Head of Corporate Mergers & Acquisitions,
Allen & Gledhill LLP*

6:00 p.m.

VISIT, COCKTAILS & DINNER

National Gallery Singapore

1 St. Andrew's Road, Singapore 178957

6:00 p.m. guided tour commences at Padang Atrium

7:00 p.m. cocktails and dinner at Aura Restaurant

Welcome:

**Lucien Yuen Kuai Wong, Attorney-General of Singapore,
Government of Singapore Attorney-General's Chambers**

Dinner Conversation:

**U.S.-CHINA RELATIONS: CIVILISATIONAL REALIGNMENT AND
ALTERNATIVES TO LIBERAL DEMOCRACY**

A conversation with Ho Kwon Ping, Chairman, Banyan Tree

CLOSING REMARKS

Ng Wai King, Managing Partner, WongPartnership



Participants

Dimitry Afanasiev, *Chairman*, Egorov Puginsky Afanasiev & Partners
Andrew Ang, *Partner*, WongPartnership
Henrique Vargas Gama Beloch, *Partner*, Barbosa, Müssnich & Aragão
Nigel P.G. Boardman, *Senior Consultant*, Slaughter and May
Benjamin S.J. Burman, *Partner*, Darrois Villey Maillot Brochier
Richard Burrows, *Partner*, Macfarlanes LLP
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Peter Callens, *Partner*, Loyens & Loeff N.V.
Joshua R. Cammaker, *Partner*, Wachtell, Lipton, Rosen & Katz
Bertrand Cardi, *Partner*, Darrois Villey Maillot Brochier
Santiago Carregal, *Chairman*, Marval, O'Farrell & Mairal
Chan Sing Yee, *Partner*, WongPartnership
Caroline Chang, *General Counsel*, Keppel Corporation
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John Cordova, *Director & Regional Counsel*, Grab
Paul Cronheim, *Partner*, De Brauw Blackstone Westbroek N.V.
Daniel Daeniker, *Senior Partner*, Homburger
Arnoud De Meyer, *University Professor (and former President)*,
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David Friedlander, *Partner & Head of Public M&A*, King & Wood Mallesons
Fu Chengyu, *Former Chairman*, Sinopec, Board Member, UN Global Compact Network
Manuel Galicia Romero, *Founding Partner*, Galicia Abogados, S.C.
Eliza Gleeson, *Senior Group Legal Counsel*, Standard Chartered Bank
Pankaj Goel, *Managing Director*, Co-Head of Southeast Asia Investment Banking,
Credit Suisse
Penny Goh, *Co-Chairman & Senior Advisor*, Allen & Gledhill LLP
Goh Soo Jin, *Principal*, Platinum Equity
Eugene Gong, *Head of Mergers & Acquisitions*, Southeast Asia, Deutsche Bank AG
Filippo Gori, *Head of Asia Pacific Banking*, JP Morgan



Participants, Continued

Rhonda Gornitsky, *Director & Senior Legal Counsel, SoftBank Investment Advisers*
Lynda Gratton, *Professor of Management Practice, London Business School*
Adam Green, *Partner, Mannheimer Swartling*
Leo Groothuis, *Partner, NautaDutilh*
Palwinder Hare, *Global Head of Legal, Corporate and M&A, Standard Chartered Bank*
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He Jihong, *Chief Strategy Officer, CapitaLand*
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Martin Lipton, *Founding Partner, Wachtell, Lipton, Rosen & Katz*
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Loh Boon Chye, *Chief Executive Officer, Singapore Exchange*



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Jeffrey Rosen, *Deputy Chairman*, **Lazard**
Benjamin M. Roth, *Partner*, **Wachtell, Lipton, Rosen & Katz**



Participants, Continued

- Jonathan Rouner**, *Head of International Mergers & Acquisitions*,
Nomura Securities International, Inc.
- Manoj Pillay Sandrasegara**, *Partner & Head of Restructuring & Insolvency Practice*,
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- Lee Kim Shin**, *Joint Managing Partner*, **Allen & Gledhill LLP**
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- Pallavi Shroff**, *Managing Partner*, **Shardul Amarchand Mangaldas & Co.**
- Shardul Shroff**, *Executive Chairman*, **Shardul Amarchand Mangaldas & Co.**
- Vandana Shroff**, *Partner*, **Cyril Amarchand Mangaldas**
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- Nick Sims**, *Managing Director, Head of M&A, Australia & New Zealand*, **Goldman Sachs**
- Klaus Søgaaard**, *Partner*, **Gorrissen Federspiel**
- Ezekiel Solomon**, *Consultant*, **Allens**
- Richard Straub**, *President*, **Global Peter Drucker Forum**
- Emanuel Strehle**, *Partner*, **Hengeler Mueller**
- Sujey Subramanian**, *Managing Director*, **PAG Group**
- Daniel Szyfman**, *Partner*, **Machado, Meyer, Sendacz e Opice**
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- Edwin Tong**, *Senior Minister of State, Ministry of Law & Ministry of Health*,
Republic of Singapore
- Robert S. Townsend**, *Senior Vice President, Chief Legal Officer and
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- Charles-Eduard van Rossum**, *President*, **Ravel & Co.**
- Artem Volynets**, *Founder and Chief Executive Officer*, **Chaarat Gold Holdings Limited**
- Yu Wakae**, *Partner, Chief Representative*, **Nagashima Ohno & Tsunematsu**
- Tomasz Wardyński**, *Founding Partner*, **Wardyński & Partners**
- Prawiro Widjaja**, *Partner*, **Allen & Gledhill LLP**
- Peter Williamson**, *Honorary Professor of International Management*,
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- Robin Wittering**, *Partner*, **Egorov Puginsky Afanasiev & Partners**
- Kelvin Wong**, *Partner and Co-Head of Corporate & Commercial*, **Allen & Gledhill LLP**



Participants, Continued

Kim Yin Wong, *Group Chief Executive Officer, Singapore Power*

Lucien Yuen Kuai Wong, *Attorney-General of Singapore, Government of Singapore*
Attorney-General's Chambers

Shuji Yanasé, *Partner, Yanasé*

Franny Yao, *Partner, Ernst & Young LLP*

Leo Yip, *Permanent Secretary, Prime Minister's Office Singapore*

Vivian Yui, *Partner, WongPartnership*

Jenny Zhang, *Chief Executive Officer, Huazhu Hotels Group*

Ying Zhang, *Partner, JunHe LLP*

Media in Attendance

Chad Bray, *Business Reporter, SCMP*

Elffie Chew, *Reporter, Bloomberg News*

Anshuman Daga, *Senior Financial Correspondent, Southeast Asia, Reuters*

Venkata Ramakrishnan, *Singapore Bureau Chief, The Wall Street Journal*

