



The Future of Cross-Border M&A

*Trends, Regulations and Opportunities Across
Jurisdictions in the Emerging AI World*

September 11, 2025
Rosewood Sand Hill
Menlo Park, California

跨国投资并购国际研究协会

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



NYU | STERN



光华管理学院
Guanghua School of Management



UNIVERSITY OF
CAMBRIDGE
Judge Business School

跨国投资并购国际研究协会

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

The International Institute for the Study of Cross-Border Investment and M&A is pleased to hold its ninth 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 geopolitical 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.



8:00 – 9:00 AM

REGISTRATION AND BREAKFAST

9:00 – 9:15 AM

WELCOME AND OPENING REMARKS

Peter Williamson | *Honorary Professor of International Management, Cambridge Judge Business School*

9:15 – 9:45 AM

OVERVIEW AND OUTLOOK: THE FUTURE OF XB DEALS IN AN EMERGING AI WORLD

Naveen Nataraj | *Co-Head of U.S. Investment Banking, Evercore*

9:45 – 10:30 AM

FIRESIDE DISCUSSION: NAVIGATING THE GLOBE AND GOVERNMENTS: AI IN THE GLOBAL ECONOMY

Chris Lehane | *Chief Global Affairs Officer, OpenAI*
in conversation with
Andy Nussbaum | *Partner, Wachtell, Lipton, Rosen & Katz*

10:30 – 11:15 AM

COMPETITION CONSIDERATIONS FOR AI AND OTHER TECH DEALS

Susan Athey | *Economics of Technology Professor, Stanford Graduate School of Business and former U.S. Department of Justice Chief Economist*
Eleanor Blume | *Senior Assistant Attorney General for Antitrust, California Attorney General's office*
Cai Hongbin | *Dean and Chair of Economics, University of Hong Kong Business School*

Moderated by
Ilene Knable Gotts | *Partner, Wachtell, Lipton, Rosen & Katz*

11:15 – 11:30 AM

BREAK

11:30 AM – 12:15 PM

**APPROACHES TO CORPORATE GOVERNANCE AND
CORPORATE LAW IN A WORLD OF RAPID
TECHNOLOGICAL CHANGE**

The Honorable Collins J. Seitz, Jr. | *Chief Justice,
Delaware Supreme Court*
in conversation with
Bill Savitt | *Partner, Wachtell, Lipton, Rosen & Katz*

12:15 – 1:30 PM

LUNCH

1:30 – 2:00 PM

**NOW AND LATER: NAVIGATING CROSS-BORDER LEGAL
CHALLENGES FROM THE OUTBACK TO THE VALLEY**

Peter Cook | *Partner, Gilbert & Tobin*
Vishal Dave | *Corporate Counsel, M&A and Investments, Block*
David Freidlander | *Partner, King & Wood Mallesons*

2:00 – 2:45 PM

**GLOBAL PERSPECTIVES ON THE UNITED STATES AND
SILICON VALLEY**

Yuto Matsumura | *Chief Legal Officer, Hitachi*
Sandiaga Uno | *Former Minister of Tourism and Creative
Economy, Republic of Indonesia*
Laurent Vallée | *General Secretary, Carrefour Group*

Moderated by
David Yermack | *Director of the NYU Pollack Center for Law
and Business, New York University Stern Business School*

2:45 – 3:00 PM

BREAK

3:00 – 4:15 PM

**ROUNDTABLE DISCUSSION: VIEWS FROM NORTH AMERICA,
EUROPE AND THE MIDDLE EAST**

Facilitated by
Manny Pressman | *Partner, Osler, Hoskin & Harcourt*
Emanuel Strehle | *Partner, Hengeler Mueller*

4:15 – 5:30 PM

**ROUNDTABLE DISCUSSION: INSIGHTS FROM THE PACIFIC RIM
AND LATIN AMERICA**

Facilitated by:

Martín Acero | *Partner, Philippi Prietocarrizosa Ferrero DU & Uría*

Nicola Charlston | *Partner, King & Wood Mallesons*

5:30 PM

SUMMATION

6:30 PM

COCKTAILS & DINNER

LESSONS FROM THE U.S. STEEL - NIPPON TRANSACTION

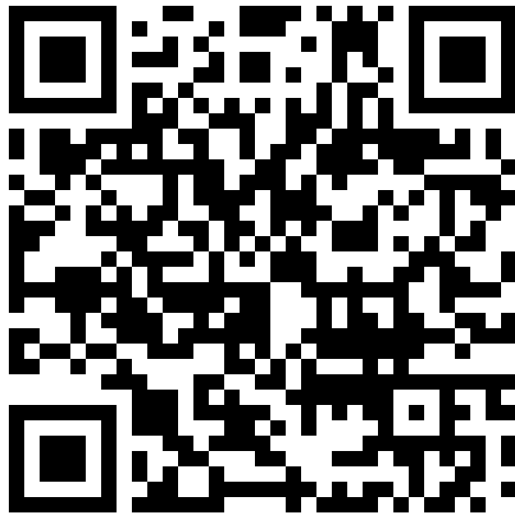
David Burritt | *Chief Executive Officer, U.S. Steel*

in conversation with

Josh Cammaker | *Partner, Wachtell, Lipton, Rosen & Katz*

THANK YOU FOR ATTENDING

PARTICIPANT BIOS ARE AVAILABLE AT
THE QR CODE BELOW



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