XBMA LONDON 2026

THE FUTURE OF CROSS-BORDER M&A

8:00 – 9:00 AM **REGISTRATION & BREAKFAST**

9:00 – 9:15 AM **WELCOME & OPENING REMARKS**

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

9:15 – 9:45 AM **OVERVIEW AND OUTLOOK: The Global M&A Landscape**

Arash Massoudi | Finance and Markets Editor, Financial Times
Mark Sorrell | Co-Head of Global Mergers & Acquisitions, Goldman Sachs

9:45 – 10:15 AM **PREPARING FOR THE UNEXPECTED: Managing Hostile Bids in a Changing European Market**

Robert Kuster | Head of Legal, Zurich Insurance Group
Richard Smith | Partner, Slaughter and May
Wiebe Wiechers | Chief Development Officer and Member of the Executive Committee, AkzoNobel

10:15 – 10:30 AM **BREAK**

ENERGY POWER HOUR

10:30 – 11:00 AM **SECURITY OF SUPPLY: The Key Side of the Energy Trilemma**

Juan Ignacio González | Partner, Uría Menéndez
Francisco Reynés | Chief Executive Officer, NATURGY

11:00 – 11:30 AM **THE POWER OF PARTNERSHIPS: Driving Growth and Investment in the Energy Sector**

Peter Highmore | Senior Vice President, Head of Partnerships and M&A, Ørsted
Sebastian Schneider | Partner, Hengeler Mueller

11:30 – 12:15 PM **THE COMPLIANCE COMPASS: Steering Cross-Border Deals Through Global Regulations**

Paul Csiszár | Senior Advisor, Brunswick Group; former Director, European Commission Directorate-General for Competition
Andrea Gomes da Silva | Senior Advisor, Fingleton; former Board Member and Executive Director for Markets & Mergers, U.K. Competition and Markets Authority
Christina Ma | Partner, Wachtell, Lipton, Rosen & Katz
Elie Yoo | Senior Director, U.K. Competition and Markets Authority

12:15 – 1:45 PM **LUNCH**

1:45 – 2:30 PM **THE EVOLVING CONSUMER ECONOMY: Adaptation, Growth and M&A Opportunities**

Harry Coghill | Partner, Macfarlanes
Vijay Iyer | Senior Vice President, Associate General Counsel and Corporate Secretary, Booking Holdings
Laurent Vallée | Senior Executive Vice President, General Counsel and Corporate Secretary, Carrefour Group

2:30 – 3:00 PM **THE FUTURE OF LAW: Reflections and Predictions**

Professor Richard Susskind CBE KC | President, Society for Computers and Law

In conversation with:
Steve Cohen | Partner, Wachtell, Lipton, Rosen & Katz

3:00 – 3:30 PM **NAVIGATING CROSS-BORDER M&A: Insights from the Unilever-McCormick Transaction**

Jenna Levine | Partner, Wachtell, Lipton, Rosen & Katz
Ben Roth | Partner, Wachtell, Lipton, Rosen & Katz
Ritesh Tiwari | Global Head M&A, Treasury and Ventures, Unilever

3:30 – 4:30 PM **GLOBAL ROUNDTABLE DISCUSSION: Perspectives and Market Updates from Around the World**

Facilitated by:
Bertrand Cardi | Partner, Darrois Villey Maillot Brochier
Eliana Catalano | Managing Partner, BonelliErede
Hideaki Roy Umetsu | Partner, Mori Hamada & Matsumoto