



AGENDA

- 7:00 – 8:00 **Networking Breakfast and Registration**
- 8:00 – 8:10 **Opening Remarks**
- 8:10 – 9:05 **Stay Informed: Tracking the Evolution of Activist Investing in Europe**
Activist investing has become an acceptable means of expressing shareholder views and concerns. At the same time, activist campaigns are becoming more sophisticated as the pool of target companies grows, and public company executives and directors have recognized the importance of taking a more proactive approach to adopting structural changes to meet the challenges. And those challenges are continuously being recast. For example, what effect will Brexit have on the strategies and tactics of activists and does the uncertainty create a more fertile environment for engaged shareholders to agitate for change?

Moderator: Eleazer Klein, Partner, Schulte Roth & Zabel LLP

Anne-Sophie d’Andlau, Co-Founder Deputy CEO and Managing Partner, CIAM
Gerrit Frohn, Partner, Head of Private Equity Corporate Finance EMEA, EY
Andrew Honnor, Managing Partner, Greenbrook Communications
Klaus Röhrig, Founding Partner, Active Ownership Capital
- 9:10 – 10:00 **Stay Strong: How Companies Can Effectively Engage with an Activist During a Campaign**
When an activist calls, companies can respond in myriad ways. Fortunately, experience provides examples of the most effective and successful engagement practices. How should executives and directors comport themselves when responding to, engaging with and defending against shareholder activist proposals and demands? What are the advantages and disadvantages of digging in and fighting or tactically retreating with a settlement?

Moderator: Jonathan Braude, Senior Writer and Private Equity Correspondent, Europe, The Deal

Steven Balet, Managing Director, FTI Consulting
Edward Bramson, Partner & Portfolio Manager, Sherborne Investors Management LP
Julie Hood, Deputy Global Vice Chair, Transaction Advisory Services, EY
David Rosewater, Global Head of Shareholder Activism and Corporate Defense, Morgan Stanley
- 10:00 – 10:20 **Networking Break**
- 10:20 – 11:10 **Stay Ahead: How Boards Can Remain Proactive and Deploy Strong Governance & Leadership Initiatives**
Corporate directors today must maximize value through strong operations and effective communication of their performance success. How can a company ensure that its board composition is aligned with strategy? What are the short and long term issues boards will need to address in a post-Brexit European Union? What corporate governance initiatives, vulnerability assessments and shareholder engagement programs can they institute to position their companies for success?

Moderator: Lisa Botter, Assistant Managing Editor, The Deal

Paul Lee, Head of Corporate Governance, Aberdeen Asset Management PLC

Ken Lever, Former CEO, Xchanging plc; Current Non-Executive Director of Blue Prism Group plc, Vertu Motors plc, Gresham House Strategic plc
Malcolm McKenzie, Managing Director, Alvarez & Marsal
Joseph Oughourlian, Chief Executive Officer, Amber Capital
Janet Williamson, Senior Policy Officer, Economics and Social Affairs Department, Trades Union Congress

11:15 – 11:45

Keynote Interview

Interviewer: **Edward Bridges**, Senior Managing Director, FTI Consulting

Jamie Pike, Non-Executive Chairman, RPC Group plc

11:45 – 12:30

Stay Focused: How Activism Plays Out at Small and Mid-Cap Companies

Activist campaigns against large, well-known companies make for exciting headlines, but there are plenty of investors who see opportunity in the small and mid-cap markets. In smaller companies operating activities may be less transparent, the board composition and corporate governance may not be up to standards, and many companies don't have the resources or expertise to wage a proper defense. How do activists approach a campaign against a smaller entity, and what are some ways that small and mid-cap companies can effectively position themselves against an attack?

Moderator: **Ronald Orol**, Senior Editor, The Deal

Louis Barbier, Director – France, Morrow Sodali

Richard Bernstein, Founder, Crystal Amber Fund

Igor Kuzniar, Managing Partner, Teleios Capital Partners

Lauren Taylor Wolfe, Managing Director, Blue Harbour Group

12:30 – 13:30

Networking Luncheon

13:30 – 14:20

Stay Global: Understanding the Dynamics of Activist Campaigns in Canada and the U.S.

Activist campaigns in North America typically follow a different script than those in Europe, and those differences may only deepen as the political landscape changes on both sides of the Atlantic. Will the uncertainty unleashed by Brexit deter activists based in the U.S. and Canada from pursuing campaigns in Europe? Does Brexit make North American companies more attractive targets for European based activists to pursue?

Moderator: **Ronald Orol**, Senior Editor, The Deal

Julien Balkany, Chief Investment Officer, Nanes Balkany Partners; Chairman of the Board, Panoro Energy ASA

Jonathan Feldman, Partner, Goodmans LLP

James A. Mitarotonda, Chairman and Chief Executive Officer, Barington Capital Group, L.P.

14:25 – 14:55

Keynote Interview

Interviewer: **Mariko Iwasaki**, Reporter, The Deal

Tony Dalwood, Chief Executive Officer, Gresham House plc

14:55 – 15:15

Networking Break

15:15 – 15:55

Verbunden Bleiben: Fostering Communication Between Investors and German Supervisory Boards in an International Context

Communication between NEDs and investors is becoming increasingly important. This session explores the guidelines and best practices for the dialogue between investors and supervisory boards, who should communicate, and what types of topics should be discussed. The session will also examine the legal and practical issues in the German two-tier board governance model.

Moderator: Laura Board, London Bureau Chief, The Deal

Professor Christian Strenger, Member of Supervisory Boards and Academic Director of the Center for Corporate Governance, HHL Leipzig University
Dr. Michael Viehs, Hermes Equity Ownership Services, Hermes Investment Management

16:00 – 16:25

Stay Current: Legal and Regulatory Realities in Europe and the U.K.

Activists operating in Europe must understand the difficulties of dealing with multiple jurisdictions, operating environments and shareholder structures and must be aware of various securities laws, reporting obligations and voting policies. On top of that, Europe itself is changing; will the fallout of the UK's Brexit vote change the landscape?

Interviewer: Jeffrey Kanige, Creative Director, Blue Chip Content Studio, The Deal

Jim McNally, Partner, Schulte Roth & Zabel LLP

16:30 – 17:00

Closing Keynote: A Closed-Door Session with Gordon Singer

Interviewer: Jonathan Braude, Senior Writer and Private Equity Correspondent, Europe, The Deal

Gordon Singer, Equity Partner, Head of the London Office, Elliott Advisors

17:00 – 17:05

Closing Remarks

17:15 – 18:15

Networking Reception