

NOERR M&A Campus Munich 19 November 2026

19 November 2026	Topic
09.30 – 10.00	Welcome & Breakfast
10.00 – 10.20	The M&A Radar – Where Deals Are Heading Next
10.20 – 11.00	Getting Deal Economics Right – Pricing Mechanics & Working Capital Adjustments
11.00 – 11.30	Coffee Break
11.30 – 12.10	Beyond the Deal – Compliance Risks and M&A
12.10 – 12.50	Getting to Close – Navigating FSR, FDI and Merger Control
12.50 – 13.45	Lunch Break
13.45 – 14.20	Who Takes the Risk? – Representations & Warranties, W&I and the New Rules of Risk Allocation
14.20 – 15.00	Carve-outs – Conversion of Non-Defense Facilities
15.00 – 15.40	Current Trends in Public M&A
15.40 – 16.10	Coffee Break
16.10 – 16.30	M&A 4.0 – Beyond Pilots: How AI Is Rewiring Deal Making
16.30 – 17.10	Keynote BARC AI Value
17.10 – 17.50	Panel – Global M&A Dynamics in Different Jurisdictions
18.00	Dinner & Drinks – Burger Lobster Bank