



**21<sup>st</sup> Annual Mergers and Acquisitions Institute**  
**October 9-10, 2025 • The Ritz-Carlton • Dallas, TX**  
**October 9-10, 2025 • Live Webcast**



**Thursday Morning, Oct. 9, 2025**

|                                      |  |
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|                                      | <i>This agenda is still in development. Updates to topics and speakers will be posted as available.</i>  |
| 8:00 am<br>In Dallas Only            | <p><b>Continental Breakfast and Registration Opens</b></p> <p>Thank You to Our Thursday Breakfast Sponsor</p>  <p>Thank You to Our Thursday Espresso Bar Sponsor</p>   |
| 8:30 am                              | <p><b>Welcoming Remarks by Institute Co-Chairs</b></p> <p>Wilson Chu, McDermott Will &amp; Emery LLP - Dallas, TX<br/>         Larry E. Glasgow, Jackson Walker LLP - Dallas, TX</p>   |
| 8:45 am<br>1.00 hr                   | <p><b>Hot Topics in Private Equity M&amp;A</b></p> <p>Moderator:<br/>         Rita-Anne O'Neill, Sullivan &amp; Cromwell LLP - Los Angeles, CA</p>   |
| 9:45 am<br>1.00 hr<br>0.50 hr ethics | <p><b>DE-xit and Texas: Race to the Top?</b></p> <p>Actions by the Texas Legislature in 2025 in amending the Texas Business Organizations Code and the statutes governing the Texas Business Court, which began accepting cases on September 1, 2024, mark major steps forward in the state's legal infrastructure and make Texas a more friendly place in which to be organized and to do business. As a result, Texas' standing as a premier destination for business and finance is enhanced and should result in additional entities choosing to be domiciled in Texas. The panelists provide insightful perspectives on these legislative developments and the jurisdiction and operation of the new Texas Business Court in its first year of operations.</p> <p>Moderator:<br/>         Shane Goodwin, Southern Methodist University - Dallas, TX</p> <p>Panelists:<br/>         Hon. William G. Whitehill, First Division Texas Business Court - Dallas, TX<br/>         Byron F. Egan, Jackson Walker LLP - Dallas, TX<br/>         Eric Talley, Columbia Law School - New York, NY</p> |
| 10:45 am                             | <b>15-Minute Break</b>   |

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| 11:00 am<br>1.00 hr | <b>New Sheriff in Town: Negotiating Today's Antitrust Provisions</b><br><br>Panelists:<br>Joanna Lin, McDermott Will & Emery - Dallas, TX<br>Ryan J. Lynch, Latham & Watkins LLP - Houston, TX |
| 12:00 pm            | <b>Break for Lunch (30 Minutes)</b>  |

## Thursday Afternoon, Oct. 9, 2025

### LUNCHEON PRESENTATION

|                                       |  |
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|                                       | <b>Signature Ritz-Carlton Lunch</b><br><br>Included in registration. Please proceed to luncheon presentation.<br><br>Thank You to Our Luncheon Sponsor<br>  |
| 12:30 pm<br>0.75 hr ethics            | <b>Luncheon Keynote: A Conversation with the Texas Stock Exchange</b><br><br>Moderator:<br>Wilson Chu, McDermott Will & Emery LLP - Dallas, TX<br>Nicole Chambers, Texas Stock Exchange   TXSE Group Inc - Dallas, TX  |
| 1:15 pm                               | <b>15-Minute Break</b>   |
| 1:30 pm<br>1.00 hr ethics             | <b>Conflict Transactions: Developments in Navigating Perilous Waters</b><br><br>Moderator:<br>Michael G. O'Bryan, Morrison & Foerster LLP - San Francisco, CA<br>Panelist:<br>Scott B. Crofton, Sullivan & Cromwell LLP - New York, NY   |
| 2:30 pm<br>1.00 hr<br>0.25 hr ethics  | <b>Current Issues in Energy M&amp;A</b>  |
| 3:30 pm<br>In Dallas Only             | <b>13th Annual Byron Egan Whiskey Tasting &amp; Coffee Break</b><br><br>Join us for a tasting of Byron Egan's favorite Irish and Scotch whiskeys.<br><br>Thank You to Our Whiskey Tasting Sponsor<br> |
| 4:00 pm<br>1.25 hrs<br>0.50 hr ethics | <b>Mock Negotiation: Negotiating Fraud</b><br><br>Richard E. Climan, Hogan Lovells US LLP - Redwood City, CA<br>Keith A. Flaum, Hogan Lovells US LLP - Menlo Park, CA<br>Jessica C. Pearlman, K&L Gates LLP - Seattle, WA  |

5:15 pm  
In Dallas Only

**Cocktail Reception (in Dallas from 5:15 p.m. - 6:15 p.m.)**

Join us for adult beverages and hors d'oeuvres with Institute faculty and attendees.

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**LATHAM & WATKINS** LLP

5:15 pm

**Adjourn**

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## Friday Morning, Oct. 10, 2025

|                           |  |
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| 8:00 am<br>In Dallas Only | <b>Continental Breakfast and Conference Room Opens</b><br><br>Thank You to Our Friday Breakfast Sponsor<br><b>HAYNES BOONE</b><br><br>Thank You to Our Friday Espresso Bar Sponsor<br>  |
| 8:30 am<br>1.00 hr        | <b>Negotiating and Drafting Around the Most Litigated Risks and Provisions in the RWI World</b><br><br>Moderator:<br>David Rex, Prophet Equity - Southlake, TX<br>Panelists:<br>William M. Monat, Mosaic Insurance - Chicago, IL<br>Andrew Zimmerman, WTW - New York, NY |
| 9:30 am<br>1.00 hr ethics | <b>Deal Ethics</b><br><br>Nathaniel L. Doliner, Carlton Fields - Tampa, FL   |
| 10:30 am<br>1.00 hr       | <b>The Wild Wild (Glenn) West Show: Will Your Indemnification Provision Hold Up in Court?</b><br><br>Joel I. Greenberg, Arnold & Porter - New York, NY<br>Lisa J. Hedrick, Hirschler - Richmond, VA<br>Glenn D. West, Weil, Gotshal & Manges LLP - Dallas, TX            |
| 11:30 am                  | <b>Adjourn</b>   |