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INTERNATIONAL BAR ASSOCIATION CONFERENCE 2025

A conference presented by the IBA Closely Held Companies Committee and supported by the Arab Regional Forum, the Asia Pacific Regional Forum, the Corporate Counsel Forum, the European Regional Forum, the Latin American Regional Forum, the Private Client Tax Committee, the Women Lawyers' Committee, and the Young Lawyer's Committee.

9th IBA Global Entrepreneurship Conference

Ten Years of Global Entrepreneurship Back to the Future: Lessons from the past to cope with the next ten years

18-20 May 2025

Leonardo da Vinci National Museum of Science and Technology
Via Olona 4, 20123 Milan, Italy

Final Working Programme

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All speaker materials and biographies can be found at www.ibanet.org/conference-details/conf2595

Introduction to the conference theme

Join us in Milan to celebrate Ten Years of Global Entrepreneurship! This city, a beacon of commerce and creativity, perfectly represents the confluence of tradition and innovation. While Italy is celebrated worldwide for its cuisine, fashion, and design, it also excels in areas often overlooked. From its leadership in advanced manufacturing and robotics to groundbreaking innovations in green energy and life sciences, Italy is a nation of entrepreneurial excellence in both traditional and cutting-edge sectors.

Milan, in particular, is a symbol of resilience and transformation. Once the industrial heart of Italy, it has reinvented itself as a global hub for finance,

technology, and sustainable urban development. It is home to some of the world's leading research institutions and a vibrant ecosystem of startups driving the industries of tomorrow.

As we reflect on the lessons of the past ten years and prepare for the challenges of the next decade, Milan offers a fitting stage. Its rich history of trade and enterprise, combined with its dynamic present, underscores the importance of adaptation, creativity, and collaboration. This year's conference will harness this unique spirit to bring together the worldwide Closely Held Companies Committee's community, sparking insights and strategies that transcend borders and industries.

Conference Co-Chairs

Giuseppe Coco *Ughi e Nunziante, Milan; Secretary, IBA Closely Held Companies Committee*

Marco Rizzi *Bratschi, Zurich; LPD Council Member; Member, IBA Closely Held Companies Committee Advisory Board*

Nicole Van Ranst *MVVP, Brussels; Chair, IBA Closely Held Companies Committee*

Planning Committee

Francesco Abbozzo-Franzi *Nunziante Magrone, Milan*

Alessandro Barzaghi *COCUZZA, Milan; Treasurer, IBA International Commerce and Distribution Committee*

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Massimo Di Terlizzi *Pirola Pennuto Zei & Associati, Milan*

Mario Ferrari *RPLT RP Legalitax, Turin; Member, IBA European Regional Forum Advisory Board*

Luca Frignani *Chiomenti, London; Member, IBA European Regional Forum Advisory Board*

Mario Giambò *NCTM, Milan*

Daniele Giombini *Mondini Bonora Ginevra, Milan*

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Enrico Sisti *Rucellai & Raffaelli, Milan*

Marco Tessera *Pavesio & Associati, Turin*

Sven Von Mensenkampff *Legance, Milan*

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Ughi e Nunziante

Sunday 18 May

Informal programme

1700 – 1815

Sky-high Milan: Rooftop Walk of Galleria Vittorio Emanuele II kindly offered by the local Host Committee

This event is at full capacity, participation is only possible if delegates have pre-registered.

1830 – 2200

Welcome Reception kindly hosted by the local Host Committee

Veneranda Pinacoteca and Biblioteca Ambrosiana, Piazza Pio XI, 2

Join us for a standing dinner preceded by a private tour of the Pinacoteca Ambrosiana. Founded in 1618 by Cardinal Federico Borromeo, house of masterpieces by Leonardo, Caravaggio, Raphael, and others, also showcasing Lombard artists of the 17th and 18th centuries and a prominent 19th and early 20th-century collection. The visit will start with the Biblioteca Ambrosiana, established by Borromeo in 1607, which holds over a million books and 40,000 manuscripts, including the Codex Atlanticus, the largest collection of drawings and writings by Leonardo da Vinci.

This event is at full capacity, participation is only possible if delegates have pre-registered.

Monday 19 May

**All coffee/tea breaks and lunches will all take place in the Cavallerizza foyer.
The plenary sessions will take place in the Cavallerizza.**

0800 – 1745

Registration

0800 – 0850

Welcome coffee

0850 – 0900

Opening remarks by Conference Co-Chairs

Giuseppe Coco *Ughi e Nunziante, Milan; Secretary, IBA Closely Held Companies Committee*

Daniel Del Rio *SMPS Legal, Mexico City; LPD Chair*

Marco Rizzi *Bratschi, Zurich; LPD Council Member; Member, IBA Closely Held Companies Committee Advisory Board*

Nicole Van Ranst *MVVP, Brussels; Chair, IBA Closely Held Companies Committee*

0900 – 0930

Keynote Opening: Leading through a decade of transformation: Lessons for the future

Introduction

Mario Ferrari *RPLT, Turin; Member, IBA European Regional Forum Advisory Board*

Keynote speaker

Alessandro Garrone *Executive Vice President, ERG SpA, Genoa*

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Conference dinner sponsors



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Monday continued

0930 – 1030

Keynote debate

Building on the themes of the keynote speech, this debate will address the challenges and lessons of the past decade from three distinct perspectives: those of an entrepreneur, a CEO, and a private equity leader. The discussion will offer a multifaceted exploration of how businesses can adapt, innovate, and prepare for the future in an ever-evolving landscape.

Session Co-chairs

Luciana Cossermelli Tornovsky *Demarest Advogados São Paulo; Senior Vice Chair, IBA Closely Held Companies Committee*

Sven von Mensenkampff *Legance, Milan*

Speakers

Carlo Emanuele Bona *Vice President, Vincenzo Bona SpA, Turin*

Marco Ferrari *CEO, Illva Saronno Holding SpA, Varese*

Constantin Terzago *Managing Director, Mutares, Milan*

1030 – 1100

Coffee/ tea break

1100 – 1200

The governance edge: Why family-owned businesses outperform the rest

Family-owned businesses often outperform their public counterparts in areas like long-term resilience and adaptability, but what drives this success? This panel will explore the vital role of governance in fostering superior performance, long-term continuity, and adaptability in the face of challenges. Speakers will share insights on the qualitative and quantitative benefits of strong governance structures, illustrating how they become a critical advantage for family-owned businesses aiming to thrive in competitive markets.

Session Co-chairs

Giuseppe Coco *Ughi e Nunziante, Milan; Secretary, IBA Closely Held Companies Committee*

Mercedes Rodríguez Giavarini *Mitrani Caballero, Buenos Aires; Conference Programme Coordinator, IBA Closely Held Companies Committee*

Speakers

Alessandro Minichilli *Professor at the Department of Management and Technology, Bocconi University, Milan*

Laura Muñoz *Garrigues, Barcelona*

Elke Napokoj *bpv HÜGEL, Vienna; Diversity and Inclusion Officer, IBA Closely Held Companies Committee*

Ranieri Venerosi Pesciolini *Senior Vice President Corporate, Fidia Farmaceutici, Milan*

1200 – 1300

How closely held companies are managing risk and uncertainty in a constantly evolving environment

In a fast-changing world where we are experiencing sudden paradigm overturns, we will discuss how closely held companies identify and prioritise challenges, design strategies for keeping up with fast paced market innovation and team up with partners to face risks and uncertainties: new technologies, geopolitical turmoil and generational shifts shape unedited scenarios ahead. How family run businesses combine their toolbox to leverage on heritage strength and venture in pioneering propositions? We will gain valuable insight drawing from our speakers' experience in the multinational corporate world and in the management of closely held companies.

Session Co-chairs

Andreas Kloyer *Luther, Frankfurt; European Regional Forum Liaison Officer, IBA Closely Held Companies Committee*

Ilaria Maria Placco *Cappelli Riolo Calderaro Crisostomo Del Din & Partners, Rome*

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Conference refreshment break sponsor



Conference luncheon sponsor



Monday continued

Speakers

Giorgia Giappichelli *Deputy Editor in Chief, Giappichelli Editore Srl, Turin*

Antonia Namur *Hamilton Group, London*

Antonella Penta *Fasken, Montreal, Quebec*

Mirko Sickinger *Heuking, Cologne*

1300 – 1415

Lunch

1415 – 1515

Interactive workshop one - M&A hot topics in negotiating a deal

In the first part of this workshop, delegates will discuss, in round table groups, the below mentioned corporate and M&A topics in relation to the closely held companies from the buyer and seller/founder's perspective:

1. Due diligence by the purchaser and disclosures by the seller/founders
2. Deferred purchase price, purchase price adjustment and earnout
3. Role of 'founders' as the 'sellers / founders' and / or as 'employees' post closing
4. Indemnity, limitation of liability for seller/founders, escrow, W&I insurance- deal security
5. Event of defaults/termination events including material adverse change-deal certainty

Session Co-chairs

Manuela Cavallo *Portolano Cavallo, Rome*

Sandeep Mehta *JSA, Mumbai, Maharashtra; Corporate Law Section Liaison Officer, IBA Closely Held Companies Committee*

Moderators

Marion Anzinger *SKW Schwarz Rechtsanwälte, Munich*

Alessandro Barzaghi *COCUZZA, Milan; Treasurer, International Commerce and Distribution Committee*

Carlo Cannizzo *Cannizzo Ortiz y Asociados, Mexico City*

Caroline Conrad-Behr *Conrad & Partner Advokatur AG, Baden*

Frédéric Cohen *Foley Hoag, Paris*

Natalie Daghles *Noerr, Düsseldorf*

Dominic Davis *Burges Salmon, Bristol*

Peter De Ryck *Lydian, Brussels*

Tom Ensink *Ploum, Rotterdam*

Sam Jalaei *Magnusson, Copenhagen*

Małgorzata Kacperska *Drzewiecki Tomaszek & Partners, Warsaw*

Kathleen Lemmens *Gianni & Origoni, Milan*

Nicoleta Lupea *Cravath Swaine & Moore, London*

Nirav Patel *Bates Wells, London*

Toomas Prangli *SORAINEN, Tallinn; Projects Officer, IBA Closely Held Companies Committee*

Stan Robbers *HEUSSEN, Amsterdam*

Carolin Roßkothen *Oppenhoff, Cologne*

David Shaw *Dale & Lessmann, Toronto, Ontario*

Craig Thompson *Forsters LLP, London*

Pablo Vinageras Cobielles *Fieldfisher, Barcelona*

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Monday continued

1515 – 1600

Interactive workshop one – part two

In the second part of the workshop, a designated representative (from seller/founder's perspective) of each group will debate and negotiate the assigned topic with the other designated representative (from buyer's perspective).

1600 – 1630

Coffee/tea break

1630 – 1730

The shifting playing field in venture capital

From the rise of corporate venturing by closely held companies and SMEs, and the blurring of geographic lines, to recent trends in the power play dynamic between founders and VCs -- this panel will discuss current developments in the European early-stage investment sector. The discussion will encompass the growing trend of closely held businesses and small and medium size companies to partner with established VC funds, or create their own funds, as a kind of 'VC vertical integration' to outsource R&D in a manner that may also result in investment rewards. The panellists will also consider how blurring geographic lines through the entrance into Europe of America's most established firms, as well as the expansion of European VCs into the bay area, has impacted early-stage deal-flow and processes, and consider the implications of the power play dynamic when founders optimise outcomes for themselves rather than venture investors.

Session Co-Chairs

Enrico Sisti *Rucellai & Raffaelli, Milan*

Noreen Weiss *Gunnercooke, New York; Vice Chair, IBA Closely Held Companies Committee*

Speakers

Lisa Di Sevo *Chair, Shetech, Milan*

Pedro Fernandez *Pérez-Lorca, Madrid*

Carles Ferrer *GP, Nauta Capital, London*

Fabio Troiani *Chair, Founders Factory Italy, Milan*

1730 – 1745

Update on the Lean Documents Project

2030 – 2230

Conference dinner

Villa Necchi Campiglio, Via Mozart 14

Entry by ticket

Dinner guests are invited, by the Host Committee, for an open house visit of Villa Necchi beginning at **1930**, ahead of the Gala Dinner. This hidden gem, in the heart of Milan, is a stunning example of 1930s Italian architecture, blending modernist elegance with timeless charm. Designed by Piero Portaluppi, Villa Necchi offers a unique glimpse into the life of Milan's cultured elite between the wars.

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**All coffee/tea breaks and lunches will all take place in the Cavallerizze foyer.
The plenary sessions will take place in the Cavallerizze.**

0800 – 1245

Registration

0800 – 0830

Welcome breakfast

0830 – 0915

Breakfast with Eleonora Bonacossa: Leadership MOT: future-proof your leadership

Just like cars require regular inspections—whether it's the MOT in the UK, the revisione in Italy, the TÜV in Germany, or the ITV in Spain—leaders, too, need a periodic check-up. Are your skills, communication, and emotional intelligence ready for the future? Join this session to assess, fine-tune, and future-proof your leadership.

Women Lawyers Committee breakfast and keynote speech. The breakfast is open to all delegates.

Introduction

Annalisa Reale *Chiomenti Studio Legale, Milan, Italy; Treasurer, IBA Women Lawyers' Committee*

Speaker

Eleonora Bonacossa *Founder & CVO, ARETA new perspectives for leaders, Frankfurt*

0915 – 0920

Opening remarks from the Conference Co-Chairs

Giuseppe Coco *Ughi e Nunziante, Milan; Secretary, IBA Closely Held Companies Committee*

Marco Rizzi *Bratschi, Zurich; LPD Council Member; Member, IBA Closely Held Companies Committee Advisory Board*

Nicole Van Ranst *MVVP, Brussels; Chair, IBA Closely Held Companies Committee*

0920 – 1000

Interactive workshop two - Selected financing, corporate and M&A topics: part one

Delegates will work in roundtable groups to discuss selected corporate governance and M&A topics which are particularly relevant for small and family-owned businesses, and which will be debated interactively:

1. Cross-Border M&A: Key regulatory hurdles, such as foreign direct investment (FDI) restrictions and national security concerns - cultural and legal due diligence in cross-border M&A deals, how cultural differences, local laws, and business practices can impact the success of a transaction.
2. AI & Technology in M&A transactions: AI-driven due diligence: Risks, opportunities, and future trends; how AI is transforming due diligence, contract analysis, and risk assessment.
3. ESG Integration in M&A Transactions: can integrating ESG criteria into the acquisition strategy enhance long-term value and reduce potential liabilities? how ESG performance impacts deal valuation and integration?
4. Negotiation tactics in M&A deals: Sharing successful strategies and techniques for negotiating favourable terms during M&A transactions.
5. The importance of diversity on corporate boards: Examining how diversity in leadership roles contributes to better governance outcomes.
6. Governance challenges in family businesses: Exploring the unique governance issues faced by family-owned enterprises and strategies for addressing them.
7. Private equity and family-owned businesses: recent trends of private equity firms partnering with family-owned businesses to drive growth, implement succession plans, and prepare for generational transitions and strategies to balance investor influence with the company's existing structure and values.
8. Corporate governance in crisis management: How companies can prepare and respond to crises with strong governance frameworks.

Session Co-chairs

Caroline Basdevant-Soulié *Oyat, Paris; Women Lawyers' Committee Liaison Officer, IBA Closely Held Companies Committee*

Daniele Giombini *Mondini Bonora Ginevra, Milan*

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Moderators

Francesco Abbozzo-Franzi *Nunziante Magrone, Milan*

Alessia Allegretti *Boies Schiller Flexner, Milan; Membership Officer, Private Client Tax Committee*

Christian Becker *GOERG, Munich*

Bjarte Bogstad *Bull & Co Advokatfirma, Oslo*

Gretel Ciniglio de Perez *Fabrega Molino, Panama City; Young Lawyers' Committee Liaison Officer, Private Client Tax Committee*

Harvey Cohen *Dinsmore & Shohl, Cincinnati, Ohio; Member, IBA Closely Held Companies Committee Advisory Board*

Emma Dansbo *Cirio, Stockholm; Membership Officer, European Regional Forum*

Arthur Davis *Addisons, Sydney, New South Wales; Website Officer, Securities and Capital Markets Committee*

Tobias De Raet *lindenpartners, Berlin*

Sharon Gazit *Fischer & Co, Tel Aviv*

Francesca Jus-Burke *Greenwoods Legal, Cambridge*

Paul Josephus Jitta *Buren, Amsterdam*

Meltem Koning *Van Doorne, Amsterdam*

Manoela Miranda *Cescon Barriue Flesch & Barreto Advogados, Rio de Janeiro*

Milena Prisco *Pavia e Ansaldo, Milan*

Antonio Robles Hüe *Robles Hüe Abogados, Mexico City*

Daniel Rodriguez *Rodriguez Rueda, Mexico City*

Mona Stephenson *MLL Legal, Geneva*

Nathalie Van Woerkom *AKD, Rotterdam*

Rebecca Wilsker *Holland & Knight, Boston, Massachusetts*

1000 – 1030

Interactive workshop two – part two

In the second part of the workshop, delegates will engage in an interactive discussion to share and debate their conclusions.

1030 – 1100

Coffee/tea break

1100 – 1200

ESG and entrepreneurship: from a nice-to-have to a business imperative?

Only a few years ago, complying with environmental standards was mostly voluntary and companies used such compliance either for ideological reasons, as a marketing tool or for both. Now, on the one hand, several countries, especially in Europe, implement the goals of the Paris climate agreement creating new laws, and on the other hand, public pressure increases to conduct business in a sustainable way. The panel explores examples and aspects of mandatory and voluntary ESG compliance in the respective jurisdictions. And it will answer the question whether ESG has become an imperative or not.

Session Co-chairs

Florian J Jörg *Bratschi, Zurich; Membership Officer, IBA Closely Held Companies Committee*

Marco Tessera Chiesa *Pavesio e Associati with Negri-Clementi, Turin*

Speakers

Virginia Antonini *Chief Sustainability and Institutional Communication Officer, Reale Group, Turin*

Harvey Cohen *Dinsmore & Shohl, Cincinnati, Ohio; Member, IBA Closely Held Companies Committee Advisory Board*

Giulia Giuffrè *Board Member & Sustainability Ambassador, Irritech, Milan*

Alexandra Martins *Cuatrecasas, Lisbon; Young Lawyers' Committee Liaison Officer, IBA Closely Held Companies Committee*

1200 – 1300

AI at the Helm? General counsels navigating the legal future

This panel will explore how artificial intelligence and emerging technologies are revolutionising the legal profession. From contract automation to predictive analytics, the discussion will delve into the opportunities and challenges of integrating AI into legal workflows. Gain valuable insights into how general counsels are leveraging technology to enhance decision-making, mitigate risks, and drive efficiency in an increasingly complex legal landscape.

Session Co-chairs

Jean-Gabriel Flandrois *Gide Loyrette Nouel, Paris; Retreat Liaison Officer, IBA Closely Held Companies Committee*

Raimondo Premonte *Gianni & Orioni, London*

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Tuesday continued

Speakers

Valerio Bruno *Contract lead, Accenture, Rome*

Carlo Daneo *General Counsel, Ferrari, Maranello*

Sergio Paolini *General Counsel, Hitachi Rail STS, Milan*

Arina Shulga *Fox Rothschild, New York; North American Regional Forum Liaison Officer, IBA Closely Held Companies Committee*

1300 – 1315

Closing remarks by Conference Co-Chairs

Giuseppe Coco *Ughi e Nunziante, Milan; Secretary, IBA Closely Held Companies Committee*

Marco Rizzi *Bratschi, Zurich; LPD Council Member; Member, IBA Closely Held Companies Committee Advisory Board*

Nicole Van Ranst *MVVP, Brussels; Chair, IBA Closely Held Companies Committee*

1315 – 1415

Lunch

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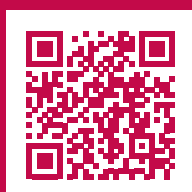
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