



ALFA International
THE GLOBAL LEGAL NETWORK



IT'S A SMALL WORLD

GLOBAL PERSPECTIVES IN LEGAL PRACTICE

2026 INTERNATIONAL CLIENT SEMINAR

MARCH 5-7, 2026 | PARK HYATT AVIARA RESORT, GOLF CLUB & SPA | CARLSBAD, CALIFORNIA

www.ALFAInternational.com



WELCOME TO CARLSBAD

Nestled in the heart of coastal North County San Diego, the Park Hyatt Aviara offers a luxurious resort setting just 30 miles north of San Diego International Airport. The property sits on 200 acres overlooking the Batiquitos Lagoon and features world-class amenities including an Arnold Palmer-designed golf course, a full-service spa and Top Golf Swing Suites. Carlsbad itself is renowned for its pristine beaches, year-round Mediterranean climate with average temperatures in the 70s, and charming village atmosphere. Attendees will have the opportunity to enjoy many of the area's attractions, from exploring Carlsbad's thriving wine country, getting wild at the San Diego Safari Park or spending an afternoon on the water.

WHAT IS ALFA INTERNATIONAL?

ALFA International is the premier network of independent law firms. Founded in 1980, ALFA International was the first and continues to be one of the largest and strongest legal networks. We have 140 member firms throughout the world. Our 80 U.S. firms represent 95 of the 100 largest metropolitan areas. Our 60 international firms are located throughout Europe, Asia, Australia/New Zealand, Africa, Canada, Mexico and South America. ALFA International's mission is to provide high quality, cost efficient legal services wherever our clients need them. The ALFA International model enables our members to use their local expertise to deliver highly effective legal solutions, often drawing upon the collective wisdom and experience of other member firms. ALFA International clients benefit from a geographically comprehensive network of exceptional law firms and accomplished trial and business counsel. Our member firms meet high standards to be part of the ALFA International network and are well respected by their peers in the legal and business community.

IT'S A SMALL WORLD

GLOBAL PERSPECTIVES IN LEGAL PRACTICE

2026 INTERNATIONAL CLIENT SEMINAR

MARCH 5-7, 2026

**PARK HYATT AVIARA RESORT, GOLF CLUB & SPA
CARLSBAD, CALIFORNIA**

In an increasingly interconnected global economy, legal practitioners face unprecedented challenges that transcend traditional borders and jurisdictions. This conference brings together leading attorneys, in-house counsel, academics and legal innovators from around the world to explore how globalization is reshaping the practice of law. Through dynamic plenary presentations, engaging breakout sessions and interactive roundtables, attendees will examine critical issues including cross-border transactions, international regulatory compliance, data privacy frameworks across multiple jurisdictions and the evolving landscape of dispute resolution in a multipolar world. Whether navigating the complexities of multinational mergers, addressing emerging cybersecurity threats that span continents, or understanding how different legal systems approach fundamental questions of corporate governance, today's legal professionals must think globally while acting locally.

The 2026 International Client Seminar features practitioners who can share real-world insights into managing diverse client needs across cultural and legal boundaries. Sessions will cover timely topics such as the impact of tariffs on international

business, litigation in the age of AI and the growing importance of understanding foreign legal systems in domestic practice. Attendees will have opportunities to engage with experts on payment fraud, e-discovery and discuss privacy and compliance considerations unique to international legal work.

Beyond the programming, this year's ICS offers invaluable networking opportunities to build relationships with colleagues whose practices span six continents. The "Small World" theme reflects both the shrinking distances between legal markets and the intimate professional community that has developed among internationally-minded attorneys. Attendees will leave equipped with practical strategies for expanding their global competencies, new perspectives on solving complex transnational legal problems and a robust network of international contacts who can serve as resources for years to come.



Tim Peeples
Chair, 2026 International Client Seminar
DANIEL COKER
Oxford, Mississippi

2026 INTERNATIONAL CLIENT SEMINAR COMMITTEE MEMBERS



Tim Peeples
Chair, 2026 International Client Seminar
DANIEL COKER
Oxford, Mississippi



Mackenzie Monaco
*Vice Chair & Presentation Consultant,
2026 International Client Seminar*
MONACO COOPER
LAMME & CARR, PLLC
Albany, New York



Joseph Fortner
*Chair Emeritus, 2026 International
Client Seminar*
HALLORAN SAGE
Hartford, Connecticut



Grace Garcia
Chair, ALFA International Board of Directors
MORRISON MAHONEY LLP
Boston, Massachusetts



P. Douglas Barr
Vice Chair, ALFA International Board of Directors
STOLL KEENON OGDEN PLLC
Lexington, Kentucky



Kelly Hoffman
*Course Book Editor, 2026
International Client Seminar*
NORMAN HANSON & DETROY, LLC
Portland, Maine



Norm Viti
*Assistant Course Book Editor, 2026
International Client Seminar*
GIBSON, MCASKILL & CROSBY, LLP
Buffalo, New York



Andy Douberly
DICKINSON & GIBBONS, P.A.
Sarasota, Florida



Jane Kim
WRIGHT LINDSEY JENNINGS
Little Rock, Arkansas



Richard Latta
STAFFORD ROSENBAUM LLP
Madison, Wisconsin



Chris Mueller
TAYLOR, DAY, GRIMM & BOYD
Jacksonville, Florida



Courtney Nichols
PLUNKETT COONEY
Bloomfield Hills, Michigan



Rob Smith
MAYER LLP
Houston, Texas



Brendan Taylor
MILLS OAKLEY
Perth, Western Australia

12:00 p.m. – 5:00 p.m.
FACULTY REHEARSAL

Grand Ballroom

12:00 p.m. – 6:00 p.m.
REGISTRATION & HOSPITALITY SUITE

California Salon & Terrace

Take a moment to relax from traveling and have a drink and a snack with other arriving attendees prior to the start of the program.

Attire: Come as you are.

5:00 p.m. – 5:30 p.m.
ALL ALFA INTERNATIONAL ATTORNEY MEETING

Grand Ballroom

All ALFA International attorneys are required to attend.

5:30 p.m. – 6:30 p.m.



WOMEN'S INITIATIVE TRIVIA

Lavinia Terrace

Join us in celebrating influential women from across the globe. Test your knowledge of trailblazers like Ruth Bader Ginsburg, Malala Yousafzai, Marie Curie, and Frida Kahlo who changed history on every continent. From scientists to activists, artists to leaders, discover the women whose achievements transcended borders. This engaging evening challenges what you know about pioneers who inspired generations worldwide. Gather your team and explore extraordinary legacies that shaped our world!



Agota Peterfy
Women's Initiative Liaison
BROWN & JAMES, P.C.
St. Louis, Missouri

6:30 p.m. – 9:30 p.m.

**SUNSET WELCOME:
A GARDEN CELEBRATION**

WELCOME RECEPTION, BUFFET DINNER & REGISTRATION

The Gardens

After a long day of travel, come spend the evening in an atmosphere that reflects the beauty of the Park Hyatt Aviara resort surroundings. Set in the pristine gardens of the resort, this intimate welcome dinner will allow you to unwind while savoring expertly crafted cuisine and fine wines curated to complement the evening. As you mingle, you'll be enveloped by the resort's stunning outdoor architecture and vibrant flora, all while enjoying live acoustic music that drifts softly through the gardens under the stars. Watch as the sunset paints the landscape in golden hues, creating the perfect backdrop for an unforgettable first evening at Park Hyatt Aviara.

Suggested Attire: Come as you are.

9:30 p.m. – 12:00 a.m.

AFTER-HOURS HOSPITALITY SUITE

California Salon & Terrace

Feel like a night cap or a snack before turning in for the evening? Join attendees at the after-hours hospitality suite to finish catching up at the end of day one.



FRIDAY, MARCH 6, 2026

7:00 a.m. – 9:00 a.m.

BREAKFAST BUFFET

Park Lawn

Attendees: 7:00 a.m. – 8:00 a.m.

Companions: 7:00 a.m. – 9:00 a.m.

8:00 a.m. – 12:25 p.m.

PROGRAM SESSIONS

Grand Ballroom, Aviara Salon A & B, Avocet

8:00 a.m. – 8:15 a.m.

OPENING REMARKS



Grace Garcia
Chair, ALFA International Board of Directors
MORRISON MAHONEY LLP
Boston, Massachusetts



Tim Peeples
Chair, 2026 International Client Seminar
DANIEL COKER
Oxford, Mississippi



Jessica Zaroski Bauer
Chief Executive Officer
ALFA INTERNATIONAL
Chicago, Illinois

8:15 a.m. – 9:05 a.m. GENERAL SESSION:

Embracing the Awe of Mystery—Opening Yourself Up to the Mysterious and Amazing Ways that International Attorneys are Successful

"The most beautiful thing we can experience is the mysterious. It is the source of all true art and science. He to whom the emotion is a stranger, who can no longer pause to wonder and stand wrapped in awe, is as good as dead—his eyes are closed." Albert Einstein.

Embracing the awe of mystery involves cultivating a sense of wonder, humility and interconnectedness that fosters a deeper appreciation for life and encourages learning and cooperation. In this presentation, we will open up the proverbial Big Book of Wonder and look at many of the real life mysteries that are all around us, including the Golden Ratio, the Fermi Paradox, animal migration, Life After Death, genetic encoding and dozens of other wonders. Inspired by Carl Sagan, David Attenborough and even Bill Nye the Science Guy, we hope to wow our audience with things that they have never seen before, with a goal toward demonstrating how "awe" and "outside the box" thinking can be used to appreciate how attorneys all over the globe have successfully transformed their companies, their firms and their practices. We will learn to embrace the mystery of the unknown, of doing things in different ways and see that by embracing uncertainty and overcoming fear, only then will we see the potential for growth.



Chris Page
Moderator
YOUNG MOORE AND HENDERSON, P.A.
Raleigh, North Carolina



Melanie Cheairs
MAYER LLP
Houston, Texas



Ben Gross
Principal & General Counsel
CORLISSMOORE
Park City, Utah



Ignacio López-Balcells
BUFETE BARRILERO
Barcelona, Spain

9:05 a.m. – 9:25 a.m. ROUNDTABLE DISCUSSIONS

9:25 a.m. – 9:45 a.m.

BREAK



9:45 a.m. – 10:45 a.m. **BREAKOUT SESSIONS—GROUP 1**

• BREAKOUT 1 • Cross-border Contracts—Getting dispute resolution clauses right

For many of us, cross-border transactions are an everyday part of business. While no one wants a deal to go wrong, as inhouse counsel and outside counsel, we need to ensure contracts contain provisions that effectively address resolution of disputes that may arise. It is a major mistake to think of these provisions as “boiler plate”. Dispute resolution provisions need to be carefully considered in the context of a particular transaction, the parties to that transaction and the jurisdictions in which they are operating. Clear drafting and appropriate terms can mean the difference between effective resolution of disputes and major, expensive and time wasting fights.

This session will address key issues to consider in choosing effective dispute resolution processes and the drafting of appropriate contractual terms.



Brett Cowell
Moderator
COWELL CLARKE
Adelaide, South Australia



Phil Maynard
EVP CLO
TEALIUM INC.
San Diego, California



Jordan Rattray
General Counsel and
Executive Vice President
GEOSYNTEC CONSULTANTS, INC.
Detroit, Michigan



Christin Krämer
TIEFENBACHER
Heidelberg, Germany

• BREAKOUT 3 • The Law, Translated and Simplified—How to Make Yourself Understood in the Legal Practice with Foreign Clients

The constant internationalization of relations between private parties that we live in today brings a clear challenge for lawyers: legal practice requires knowledge beyond our localities or countries. This reality requires lawyers to be able not only to assist their international clients with their legal needs in their country, but also to make the law and legal language understood by people who do not share this knowledge, and who come from different legal and social traditions. In this panel, we will discuss tips, stories, and practical aids to support lawyers with foreign clients in their task of making themselves understood, simply and effectively.



Juan Pablo Triana
Moderator
TRIANA, URIBE & MICHELSEN
Bogotá, Colombia



Caroline Keller
Vice President, General Counsel
MACROSOURCE, LLC
Savannah, Georgia



Frank Conway
Vice President/Assistant
General Counsel
MEYER CORPORATION, U.S.
Vallejo, California



Cees-Frans Greeven
BUREN
Amsterdam, The Netherlands



Bonnie Dixon
ATSUMI & SAKAI
Tokyo, Japan

• BREAKOUT 2 • Litigation Cost Control: Identifying and Managing the Hidden (and not so Hidden) Internal Costs of Litigation

Litigation often means outside counsel – which means legal bills. However, legal bills are not the only costs of litigation to an organization. Litigation can cost much more than what legal bills reflect. There is the cost of time and loss of talent when employees are pulled away from their regular duties to gather documents or prepare for depositions, the cost of the internal rumor mill, and many other often overlooked “costs.” During this session we will identify some of those hidden, and perhaps not so hidden but often overlooked, costs and more importantly, discuss how to limit those costs. In-house counsel will walk away from this session with ideas to limit internal disruptions and control the hidden costs before they spiral out of control – while still providing outside counsel what they need to defend your company. Outside counsel will leave with a new appreciation of the challenges faced by in-house counsel and a blueprint to be a true partner with your client.



Jen Pedevillano
Moderator
HALLORAN SAGE
New Haven, Connecticut



Machelle Morey
Vice President and
General Counsel
ATLAS COPCO NORTH AMERICA
Parsippany, New Jersey



John Lawler
Vice President and Assistant
General Counsel
PENSKE TRANSPORTATION
SOLUTIONS
Reading, Pennsylvania

• BREAKOUT 4 • Navigating Tariffs - Legal Strategies for a Shifting Global Trade Landscape

Description: 2025 was a year of significant shifts in the global trade landscape, chiefly influenced by the effects of global tariffs implemented by the Trump administration in the United States, as well as reciprocal tariffs implemented by countries impacted by the U.S. tariffs. The effects of these tariffs on corporations involved in global trade are multi-faceted. Tariffs lead to increased and unforeseen costs, a detrimental effect on profit margins, and increased exposure to risk and the potential for legal action if tariff-related risks are not handled properly. This panel will provide an update on the pivotal cases Learning Resources v. Trump and Trump v. V.O.S. Selection, both of which are anticipated to be ruled upon by the U.S. Supreme Court as of the seminar, as well as review how business have been navigating the tariffs of 2025 and may strategically look to mitigate the effects of tariffs in the future.



Chris Mueller
Moderator
TAYLOR, DAY, GRIMM & BOYD
Jacksonville, Florida



Michael Gibson
HIGGS FLETCHER & MACK, LLP
San Diego, California



Jennifer Goodwin
Senior Counsel
VICTAULIC COMPANY
Easton, Pennsylvania



Eddy Hayes
LEAKE ANDERSSON
New Orleans, Louisiana

10:45 a.m. – 11:05 a.m. **BREAK**

11:05 a.m. – 11:50 a.m. **GENERAL SESSION:**

Pulp Fiction “AI Edition” - Civil Litigation in the Age of Global Artificial Intelligence

This dynamic presentation blends the unpredictable, non-linear storytelling of the iconic film with the rapidly evolving landscape of AI in civil litigation. It dives into the pulse-pounding drama of civil litigation today—minus the pulp magazines, plus AI-generated mayhem. From fiery courtroom mistakes to tech-powered triumphs, we explore real-world civil cases where AI’s power shines—and misfires.



Mackenzie Monaco
Moderator
MONACO COOPER
LAMME & CARR, PLLC
Albany, New York



Nicole Brunson
Vice President, Litigation
DOMTAR
Fort Mill,
South Carolina



Barath Raman
LEWIS WAGNER
AND TRIMBLE, LLP
Indianapolis, Indiana



Caren Ries
Associate General
Counsel
SKYLINE CHAMPION
CORPORATION
Troy, Michigan



Jasmine Kingsley
Chief People & Legal Officer
HUDL
Lincoln, Nebraska

11:50 a.m. – 12:10 p.m. **ROUNDTABLE DISCUSSIONS**

12:10 p.m. – 1:30 p.m.
LUNCH BUFFET

Park Lawn

1:30 p.m. – 5:30 p.m.
OPTIONAL ACTIVITIES

See Optional Activity brochure for more information.

Prior registration is required.

1:30 p.m. – 7:00 p.m.
HOSPITALITY SUITE

California Salon & Terrace

If you decide not to participate in an optional afternoon activity, feel free to relax in the hospitality suite or grab a snack and a drink mid-afternoon. It's also a good gathering place for those attendees out for the afternoon to regale their friends with a lively review of the afternoon's explorations once returning to the resort.

7:00 p.m. – 10:00 p.m.
AROUND THE WORLD
COCKTAIL RECEPTION & BUFFET DINNER
Heron Lawn

Embark on a culinary journey across continents at our immersive Around the World dinner, where global flavors and adventurous spirit come to life. Vintage steam trunks and an oversized globe set the stage for an evening of exploration, inviting guests to discover cuisines, cultures and stories from distant lands. As you move through the evening, each food station will transport you to a different destination—from the bustling markets of Southeast Asia to the sun-drenched coasts of the Mediterranean and beyond. Whether you're a seasoned traveler or dreaming of your next adventure, this dinner promises an unforgettable night of discovery, exceptional cuisine and the thrill of experiencing the world without leaving the resort.

Suggested Attire: Embrace the spirit of adventure with sophisticated travel-inspired style. Tailored blazers, jewel tones, layered with jewelry or vintage accessories reflecting global destinations are encouraged. Think polished world traveler, rather than costume. Comfortable yet elegant shoes recommended. The Heron Lawn is an outdoor space, light layers are recommended.

10:00 p.m. – 12:00 a.m.
AFTER-HOURS HOSPITALITY SUITE
California Salon & Terrace

Those who aren't quite ready for the party to end are welcome to join their colleagues after-hours for some special late-night activities you won't want to miss!

SATURDAY, MARCH 7, 2026

7:30 a.m. – 9:30 a.m.
BREAKFAST BUFFET

Park Lawn

Attendees: 7:30 a.m. – 8:30 a.m.

Companions: 7:30 a.m. – 9:30 a.m.

8:30 a.m. – 12:15 p.m.
PROGRAM SESSIONS

Grand Ballroom, Aviara Salon A & B, Avocet

8:30 a.m. – 9:15 a.m. ROUNDTABLE SESSIONS

Attendees Choose One Option from the list below

• ROUNDTABLE 1 • Small World, Big Schemes—Navigating the Global Landscape of Payment Fraud

The increasing ease and use of electronic payments and payments induced by electronic communications such as email provide opportunities for fraudsters and scammers to exploit these technologies. When fraud strikes, recovery against the fraudster (often overseas) can prove elusive, leaving a payor, a payee, and their respective financial institutions with the difficult predicament of sorting out who will bear the loss. Whether or not a victim of fraud can be made whole after payment fraud will depend on the payment method as well as the fraud type.

Rachel Hytken
Moderator
QUILLING, SELANDER,
LOWNDS, WINSLETT
& MOSER, P.C.
Dallas, Texas

Jon Beling
Associate General Counsel
CLAYTON HOMES
Maryville, Tennessee

Rudolfo "Rudy" Rivera
Chief International Counsel
FIDELITY NATIONAL FINANCE
Jacksonville, Florida

Dan Peterson
COSGRAVE VERGEER
KESTER LLP
Portland, Oregon

Brendan Taylor
MILLS OAKLEY
Perth, Western Australia

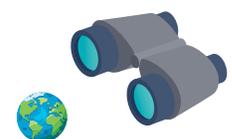
• ROUNDTABLE 2 • LOPER BRIGHT 2.0

In Loper Bright, the Supreme Court ruled that a court may not defer to an agency interpretation of the law simply because a statute is ambiguous—returning the law to the pre-1984 framework. In this follow-up to the 2025 ICS discussion of Loper Bright, the panel will dive into its tangible effects a year out.

James Kezele
Moderator
KEATING MUETHING
& KLEKAMP PLL
Cincinnati, Ohio

Byrona Maule
PHILLIPS MURRAH P.C.
Oklahoma City, Oklahoma

Richard Latta
STAFFORD ROSENBAUM LLP
Madison, Wisconsin



• **ROUNDTABLE 3** • Cross-border Contracts—Enforcing and Collecting on Contractual Promises

In follow-up to the Getting The Dispute Clause Right panel, this roundtable addresses real-world issues and challenges when enforcing even the most well-considered dispute resolution provision. The best written contract remains merely a set of promises the law lets you sue to enforce. And it is the judge, arbitrator(s), or jurors who ultimately decide the meaning of each contractual provision, not the parties. These practical realities are doubly present when the venue is outside your company's typical experience, or when a judgment must be enforced in a separate venue (or multiple venues). Enforcement in an unanticipated venue inevitably faces nuances, such as "magic language" of finality, among other issues such as local bias, collateral challenges based on local law, or apathy toward enforcement. Careful drafting can avoid many issues, but in cross-border transactions your company must understand and be ready to persevere through each venue's idiosyncrasies.



John Osgathorpe
Moderator
TAYLOR, DAY, GRIMM & BOYD
Jacksonville, Florida



Robin Alperstein
BECKER, GLYNN, MUFFLY,
CHASSIN & HOSINSKI LLP
New York, New York



Elliot Miller
Senior Vice President &
General Counsel
WOWZA MEDIA SYSTEMS
Denver, Colorado

• **ROUNDTABLE 4** • Always the Last to Know

When it comes to risks and potential exposures to our businesses, none of us like to be the last to know. The same is true for insurance companies who insure those risks and exposures and that is why insurance policies require timely notice of occurrences, accidents, claims and lawsuits. This panel will discuss the importance of timely notice, best practices for notifying insurance companies of claims, and the consequences that can come when notice is not timely provided.



Kathy Terry
Moderator
PHILLIPS MURRAH P.C.
Oklahoma City, Oklahoma



Marcie Schout
QUILLING, SELANDER, LOWNDS,
WINSLETT & MOSER, P.C.
Dallas, Texas



Todd McCormick
Vice President, Senior Legal Counsel
W.R. BERKLEY CORPORATION
Greenwich, Connecticut

9:15 a.m. – 9:35 a.m. **BREAK**

9:35 a.m. – 10:35 a.m. **BREAKOUT SESSIONS—GROUP 2**

• **BREAKOUT 1** • Riding the ESG Wave—Navigating Climate Reporting and Decarbonisation Across the Borders

Companies are required to disclose ESG performance or are under pressure to make ESG disclosures. However, a significant challenge for companies presents, with a fragmented compliance landscape and varying ESG requirements across jurisdictions. As a result, there is often inconsistent output, increased reporting burdens and stakeholder uncertainty. Compounding this challenge is the complexity of global supply chains, with ESG performance no longer limited to direct operations, from Scope 3 emissions, human rights due diligence and responsible sourcing. This session will focus on how companies can streamline their approach to climate reporting across multiple jurisdictions and actionable strategies for aligning processes.



Emma Peters
Moderator
COWELL CLARKE
Adelaide, South Australia



Kelly Hoffman
NORMAN HANSON
& DETROY, LLC
Portland, Maine



Nick Palouiss
Chief Executive Officer
2XE PTY LTD
Adelaide, South Australia

• **ROUNDTABLE 5** • Artificial Intelligence (AI) in 2026—A Global Odyssey

Artificial intelligence has long been a subject of science fiction books, movies and television, and now it has become a reality that is causing much excitement, but also much debate and concern. While AI may provide some advantages and cost-savings, it also has the potential to cause problems if certain controls are not in place. This panel will explore some of the ramifications and dangers that the use of AI presents, such as privacy, security and ethical concerns, as well as job displacement, discrimination and other employment issues. Please join us for an interactive and engaging discussion as we address the benefits and pitfalls of artificial intelligence.



Joel Hlavaty
Moderator
FRANTZ WARD LLP
Cleveland, Ohio



Amy Conley
Senior Counsel
DISH NETWORK L.L.C.
Denver, Colorado



Jen Davis
Deputy General Counsel and
Chief Litigation Attorney
LEGGETT & PLATT
Carthage, Missouri

• **ROUNDTABLE 6** • It's a Small World of Evidence—Digital Forensics in the Connected Workplace

In our interconnected world where everyone's digital footprint touches everything else, how can a lawyer (and the lawyer's client) identify, secure and produce that evidence given the explosion of workplace collaboration tools, mobile devices and other online repositories? Join the panel as it examines the best practices in forensic analysis and accompanying ethical duties for lawyers navigating this small world of data—where every click, message, and file connection matters.



Sarah Lamar
Moderator
HUNTERMACLEAN
Savannah, Georgia



Eva Seif
Assistant General Counsel
THE CAVA GROUP, INC.
Washington, District of Columbia



Brett Creasy
President and Director
of Digital Forensics
BIT-X-BIT
Pittsburgh, Pennsylvania

• **BREAKOUT 2** • Walt Was Right! It Really is a Small World After All

It is a tale as old as time, each generation scratches its head in wonder at those ahead and those behind. Humanity has evolved in countless ways—technologically, socially, and culturally. Yet beneath these changes lies a powerful continuity: the enduring human principles that connect one generation to the next. This session will challenge the assumptions, expectations, perceptions/misconceptions of others, and explore how core values such as empathy, justice, cooperation, respect, and the pursuit of meaning have transcended time, culture, and circumstance. We invite legal professionals at all levels to reflect on how these timeless principles inform daily practice, shape workplace culture, and sustain the credibility and purpose of the legal profession. It's an opportunity to align tradition with transformation—and to strengthen the values that make the legal workplace more than just a place to work, but a place to lead. Participants will walk away with a renewed understanding of how deeply rooted human principles can be a unifying force—helping individuals and organizations align across age, background, and role to create a stronger, more values-driven workplace.



Tamara Nelson
Moderator
MERRICK, HOFSTEDT
& LINDSEY, P.S.
Seattle, Washington



Alicha Grubb
GENTRY LOCKE
Roanoke, Virginia



Erik Lindseth
Senior Vice President and
General Counsel
LIFE TIME, INC.
Chanhassen, Minnesota



Ellen Nimaroff
LESTER SCHWAB KATZ
& DWYER, LLP
New York, New York

• BREAKOUT 3 • Navigating International Depositions and Cultural Challenges

As legal practice becomes increasingly global, attorneys routinely find themselves needing to depose witnesses or defend clients across international borders. This session addresses the practical challenges attorneys face when depositions must be conducted in foreign jurisdictions, from navigating complex legal frameworks where certain countries prohibit their citizens from giving depositions on home soil, to mastering cultural competency across different business contexts. The presentation will explore alternative venue options, and coordination with clients and all opposing counsel. A significant focus will be placed on cultural competency as a critical component of successful international practice, covering everything from email communication styles and formality expectations to deposition preparation and conduct across different cultural contexts.

The session will provide practical strategies for building trust and maintaining effective representation across international borders and cultural divides.

Beth Rose
Moderator
SILLS CUMMIS & GROSS P.C.
Newark, New Jersey

David Warnick
JOHNSON & BELL, LTD.
Chicago, Illinois

Ako Shimada
Vice President, General Counsel and Corporate Secretary
USHIO AMERICA, INC.
Cypress, California

• BREAKOUT 4 • The Privacy Balancing Act—Practical Compliance in a Fragmented Legal Landscape

U.S. privacy compliance is no longer a checklist – it’s a strategy. This discussion focuses on how to operationalize compliance across multiple state laws while balancing innovation, business goals, and consumer trust. Panelists will highlight new legislation, emerging issues, and lessons from recent cases, highlighting where companies have succeeded—and failed—in meeting obligations. Participants will learn actionable tactics for data governance, policy design, and cross-jurisdictional readiness.

Dana Howard
Moderator
STOLL KEENON OGDEN PLLC
Lexington, Kentucky

Brad Harris
Chief Legal Officer
ALLTECH, INC.
Nicholasville, Kentucky

Mo Vakil
General Counsel Professional
IN TRANSITION
Lexington, Kentucky

Stacy Cole
KEATING MUETHING & KLEKAMP PLL
Cincinnati, Ohio

10:35 a.m. – 10:55 a.m. BREAK

10:55 a.m. – 11:10 a.m. WHAT’S HAPPENING AT ALFAI HEADQUARTERS?

This session will provide an overview of many new and some improved offerings available on the ALFA International website as well as resources and opportunities available to our clients.

Jessica Zaroski Bauer
Chief Executive Officer
ALFA INTERNATIONAL
Chicago, Illinois

11:10 a.m. – 12:10 p.m. GENERAL SESSION:

Around the World in 80 Questions: Global Trivia Challenge

Get ready for an exciting session filled with fun, friendly rivalry, and global exploration. This lively session is your ticket to an unforgettable competition, where teams will put their knowledge of entertainment trivia to the test and dive into engaging, substantive discussions.

Whether you’re a world traveler or simply love a great quiz, you’ll face questions that range from thought-provoking to delightfully unexpected, all designed to inspire laughter and spark conversation.

- Form a team or join one when you arrive—everyone’s invited!
- Prizes await the highest-scoring teams and the most creative responses.
- No passport needed—just bring your curiosity and enthusiasm!

Join us and see who will be crowned ALFA International’s ultimate global trivia masters!

Brian Coolidge
Moderator
MAYER LLP
Houston, Texas

Elisa Lemus
BUFETE BARRILERO
Bilbao, Spain

Cherise Latortue
Associate General Counsel, Employment and Litigation
SIMPSON STRONG-TIE
Pleasanton, California

Monica Garcia
BUTT THORNTON & BAEHR PC
Albuquerque, New Mexico

12:10 p.m. – 12:15 p.m. CLOSING REMARKS

Tim Peeples
Chair, 2026 International Client Seminar
DANIEL COKER
Oxford, Mississippi

1:30 p.m. – 7:00 p.m. HOSPITALITY SUITE

California Salon & Terrace

The seminar is nearly complete, and an afternoon of relaxation awaits you in the hospitality suite.

12:15 p.m. – 1:30 p.m. LUNCH BUFFET

Park Lawn

1:30 p.m. – 5:30 p.m. OPTIONAL ACTIVITIES

See Optional Activity brochure for more information. **Prior registration is required.**

5:30 p.m. – 7:00 p.m. MEET OUR INTERNATIONALS WINE TASTING

Lavinia Terrace

A unique opportunity to meet international (non-U.S.) attorneys and learn about wine. If you are a client who has needs outside of the United States, we encourage you to attend this event!



7:00 p.m. – 10:00 p.m.

PUTT & GLOW: AN EVENING OF LUMINOUS FUN COCKTAIL RECEPTION & DINNER

Jacaranda Courtyard, Bunker & Pavilion

Tea off into an evening of luminous fun at our Glow Golf Dinner, where fine dining meets interactive entertainment. Interactive glow-in-the-dark golf stations are set throughout the venue, inviting guests to compete for prizes while enjoying cocktails and conversation. Neon accents and ambient lighting create an enchanting atmosphere that transforms a classic sport into an unforgettable experience. Whether you’re a seasoned golfer or simply seeking playful competition and elevated dining, this celebration promises laughter, friendly rivalry, and unforgettable memories.

Suggested Attire: Casual

10:00 p.m. – 12:00 a.m. AFTER-HOURS HOSPITALITY SUITE

California Salon & Terrace

The seminar has come to a close and hopefully you’ve made some new friends and re-connected with old ones. Say your final good-byes in the after-hours suite.



ROBIN ALPERSTEIN is a litigation partner in Becker, Glynn, Muffly, Chassin & Hosinski LLP, the New York City ALFA member firm. She represents domestic and international clients on a range of complex commercial disputes, including contract claims, RICO violations, fraud, and other business torts; corporate governance matters; shareholder, partner, and limited liability company member disputes; securities fraud including class action defense; fraudulent conveyance; and unfair competition matters, including theft of trade secrets and non-competition agreement violations. Robin handles civil cases in federal and state court as well as domestic and international arbitrations, represents clients before various federal and state regulatory bodies (including FINRA and the Securities and Exchange Commission), conducts internal investigations, and advises boards of directors, majority and minority shareholders, management, and individual directors on corporate governance issues. Robin's approach to dispute resolution is to listen carefully to the needs and goals of her clients, understand the business and other contexts and constraints under which they operate, and work with them to develop and implement creative, efficient, effective litigation, as well as litigation risk mitigation, strategies tailored specifically to meet those needs and goals. Robin has been recognized as a Super Lawyer in the business litigation category in New York City every year since 2014.

JESSICA ZAROSKI BAUER joined ALFA International (ALFAI) in 2004 as a Coordinator of Events & Member Services. She then worked for several years as a Marketing Manager, Chief Events Officer and Chief Operating Officer. After 17 years with the association, she accepted her current role as Chief Executive Officer. In this position she is the strategic thought leader of the organization, working closely with the Board of Directors and the various ALFAI committees. She manages headquarters staff and maintains constant communication with association members. Jessica oversees the member recruitment, development and retention programs as well as the marketing and business development initiatives for the organization. Prior to joining ALFA International, she worked in the marketing department of the Chicago-based law firm of Gardner, Carton & Douglas, LLP (now Faegre Drinker Biddle & Reath). She is a graduate of the University of Iowa Tippie College of Business (Go Hawkeyes!) and is an avid college football fan. In her spare time Jessica can be found enjoying family time with her husband Harry and her two young daughters, Greta and Vivian. She also enjoys swimming in Lake Michigan, playing beach volleyball and watching Oscar nominated movies.

JON BELING serves as Associate General Counsel for Clayton Homes and its subsidiaries. Jon has been with Clayton Homes since 2019 and manages the Company's litigation throughout the United States. Prior to joining Clayton Homes, he was in private practice in Birmingham, Alabama, defending manufacturers and retailers in the factory-built home industry. He is experienced in defending claims in various forums, including arbitration, state and federal courts throughout the country and he has argued before the Eleventh and Tenth Circuit Court of Appeals.

NICOLE M. BRUNSON serves as Vice President – Litigation at Domtar Company where she operates as legal advisor to the Chief Legal Officer and other company leaders. Before joining Domtar in 2025, Nicole served as Associate General Counsel - Business Operations for A. O. Smith Corporation where she served as the primary contact for U.S. business operations and oversaw the Litigation, Trade and Ethics & Compliance functions. In her 13 year in-house tenure, Nicole has served as the global of Head of Litigation & Disputes at ARRIVAL, as Associate General Counsel, Commercial Litigation Americas for Trane Technologies and Associate General Counsel, Litigation for Ingersoll Rand. She also worked as an associate with Swanson Martin & Bell, LLP, a boutique litigation firm in Chicago, Illinois. Nicole has been active with DRI since 2007, ACC since 2012 and IADC since 2014. She is a certified mentor with Mentor Collective and has earned the elite ACC In-house Counsel Certified (ICC) designation. Nicole is a 2006 graduate of Indiana University School of Law- Bloomington (n/k/a/ Maurer School of Law) and 1998 graduate of Xavier University of Louisiana (BS Biochemistry). She obtained an MBA in Marketing and Management from Christian Brothers University in 2002. Nicole is a life

member of Alpha Kappa Alpha Sorority, Inc. and enjoys cooking, traveling, Peloton and family time with her four children, a boxer named Stella and her extraordinary husband, James.

MELANIE CHEAIRS is a partner with Mayer LLP, the ALFA International member firm in Houston, Texas. Melanie is an experienced trial lawyer, defending her clients in the Hospitality, Retail and Transportation industries in both commercial and injury related catastrophic loss matters. Melanie was honored as the 2016 Recipient of ALFAI's Nathan Fishbach Attorney of the Year Award. Melanie was also the program chair of ALFAI's 2016 International Client Seminar and previously chaired ALFAI's Hospitality and Retail Practice Group. In addition, she also served as chair of ALFAI's Marketing Committee.

STACY COLE is a partner at Keating Muething & Klekamp, PLL, ALFAI's member firm in Cincinnati, Ohio. Stacy serves clients in her firm's Business Representations & Transactions Group and is a member of the firm's Data Privacy & Cybersecurity and Intellectual Property & Technology Groups. She has a wealth of experience in developing privacy compliance programs from start to finish, including: gap and data assessments; coordinating technical consultant services; insurance policy analysis and negotiation; policy crafting; creating vendor management programs; training; and guiding implementation. Stacy regularly handles data incidents, offering service that fully wraps around the incident and includes: implementing and leading the incident response; directing the forensic investigation; coordinating with insurers to maximize coverage; advising as to legal obligations to notify affected consumers, business partners, and regulator; overseeing the notification of third parties; communicating with law enforcement; responding to regulators; and providing representation in litigation and enforcement actions. Stacy is a Certified Information Privacy Professional/ United States and Europe (CIPP/US, CIPP/E) and a Certified Information Privacy Manager (CIPM) through the ANSI-ISO-accredited International Association of Privacy Professionals (IAPP) certification programs.

AMY CONLEY is Senior Litigation Counsel for EchoStar Corporation and its subsidiaries, including DISH Network, Sling, Boost/GenMobile, and HughesNet. Ms. Conley is responsible for its nationwide litigation portfolio involving all labor, employment and tort claims. She began her tenure at EchoStar/DISH in 2004 as litigation paralegal and transitioned to litigation counsel after obtaining her law degree from the University of Denver Sturm School of Law in 2018. In addition to managing litigation matters, Ms. Conley advises the business on day-to-day employment matters, policies and compliance issues. Ms. Conley is also actively involved in several volunteer and board roles, including serving on the Client Advisory Board for ALFA International, the Legal Advisory Council Board for ALIGHT (Alliance to Lead Impact in Global Human Trafficking), and a former Board Member for Movement 5280, which supports unhoused youth in the greater Denver area.

FRANK CONWAY is Assistant General Counsel for Meyer Corporation, U.S. and its global affiliates with more than 7,000 employees worldwide. Meyer is the second largest cookware and kitchenware manufacturer and distributor in the world with factories in the U.S., Europe, Asia, Africa, and South America, and sales and marketing arms in eleven countries including Australia, China, Canada, England, Japan, India and the U.S. Well-known Meyer brands in the U.S. include Anolon, Circulon, Farberware, Rachael Ray, KitchenAid, and Hestan. Meyer also owns Blue Mountain Enterprises, LLC, which develops residential communities, provides general contracting and HVAC services, and owns and operates assisted living facilities. From a nimble legal department based in Northern California, Frank supervises worldwide litigation, supply-chain compliance, contract and license negotiation/preparation, regulatory compliance and a robust IP portfolio. Prior to joining Meyer in 2015, Frank was a trial lawyer with Northern California firms representing defendants in disputes involving employment, contract, personal injury, and class action claims. Frank received his JD from the University of San Francisco School of Law and a BS in Business Administration from the University of Massachusetts, Amherst.

BRIAN T. COOLIDGE is a board-certified trial attorney with a focus on complex transportation and employment litigation. He represents motor carriers, logistics companies, and commercial drivers in high-stakes cases involving wrongful death, catastrophic injury, and significant liability exposure. His experience spans a range of commercial vehicles, including semi-trucks, buses, and specialized equipment. In addition to his transportation practice, Brian advises employers on workplace disputes and compliance with evolving labor regulations, offering litigation and strategic guidance across jurisdictions. His dual focus provides unique value to clients facing driver-related employment claims. Known for his courtroom skill, technical knowledge of accident reconstruction and FMCSA regulations, and strategic insight, Brian consistently delivers effective results in complex, high-risk matters.

ADAM COOPER is a member of Monaco Cooper Lamme & Carr, PLLC, ALFA International's member firm, in Albany, New York. Adam concentrates his practice in the fields of product liability, food law and liability, professional liability, personal liability and premises liability. His clients include commercial retailers, industrial manufacturers, food producers and processors. He also represents professionals before administrative licensing boards in the context of investigations and disciplinary hearings. He has achieved successful results for his clients at the trial and appellate levels and has extensive experience in motion practice. He has an "AV" rating from Martindale Hubbell and is listed as a New York "Super Lawyer." He is past president of the Federation of Bar Associations for the Fourth Judicial District of New York and Past President of the Defense Research Institute of Northeastern, New York. Mr. Cooper obtained a bachelor's degree from St. Lawrence University and his law degree from the Albany Law School of Union University.

BRETT COWELL is a highly experienced corporate and commercial lawyer from ALFA International member firm Cowell Clarke in Adelaide, Australia. He has built a career on enabling people to operate at their best and his senior management of the firm has allowed him to bring real world experience to advising clients on corporate and business management. Recognized as both strategic and practical with a focus on commercial outcomes, Brett provides leadership and advice within the Corporate and Commercial Transactions teams. He advises clients particularly in the digital and technology, defence and advanced manufacturing sectors on a national and international scale. He assists clients doing business internationally, engaging especially with the USA, UK, EU and South East Asia. Brett is passionate about new frontiers in science and technology. Brett is also a non-executive director of several companies, an author of multiple publications and a speaker at national and international forums. Brett's expertise in Corporate and Commercial Law has been recognised by The Best Lawyers Australia since 2017.

BRETT CREASY directs bit-x-bit's overall operations in digital forensics, eDiscovery, cybersecurity and incident response. An expert in digital forensics, Brett has conducted hundreds of forensic examinations for matters involving intellectual property theft, unauthorized use of computer systems, harassment, computer hacking, criminal and white collar crimes, and employment class action cases, as well as arbitration proceedings and internal investigations. He has been designated as an expert in state and federal courts throughout the country, and has testified in scores of cases on a variety of topics and matters, most notably in cases involving the theft of confidential and trade secret information. Brett has more than a decade of experience in information security, and in handling a wide variety of cybersecurity and incident response matters, including hacking attacks, malware, PII and PHI breaches, and other fast-paced engagements.

JENNIFER DAVIS was appointed Executive Vice President – General Counsel at Leggett & Platt, Inc. effective January 1, 2024. She previously served as Vice President – Deputy General Counsel from 2020 to 2023, as Deputy General Counsel from 2015 to 2020, as Associate General Counsel & Chief Litigation Counsel from 2012 to 2022 after joining the Company's Legal Department in

2006. Prior to joining the Company, she practiced law at Stinson LLP in Kansas City for six years. Ms. Davis holds a bachelor's degree from Wichita State University and a law degree from Washburn University.

BONNIE DIXON is a partner with ALFA International member firm Atsumi & Sakai in Tokyo, Japan. In 2005, when Bonnie joined Atsumi & Sakai (formerly, Atsumi & Partners), she became the first non-Japanese attorney to become a partner of a domestic Japanese law firm, pursuant to legislation that for the first time allowed law partnerships between Japanese lawyers and lawyers licensed elsewhere. Bonnie is licensed to practice law in the State of New York and is registered in Japan as a Foreign Registered Lawyer. She has extensive experience in international transactions, cross-border litigation, labor and employment, structured finance, banking transactions, investment funds, etc. She speaks fluent Japanese and has worked in Tokyo for more than 20 years in the aggregate. Before returning to Tokyo in 2002, Bonnie practiced law in New York City, where she became a partner of Schulte Roth & Zabel LLP, and later of Morgan Lewis & Bockius LLP.

JOSEPH G. FORTNER, JR is co-chair of the Commercial Litigation Practice Group of the Hartford, Connecticut ALFA International law firm of Halloran Sage. He is a member of the ALFAI Board of Directors, a prior chair of the Business Litigation Practice Group, and is listed in the 2024 Best Lawyers in America for Commercial Litigation, Litigation – Intellectual Property, and Trade Secrets Law. Joe is an experienced business litigator and trial lawyer in a wide range of business, intellectual property and related commercial matters in state and federal courts, ranging from trade secret claims, contract disputes, business fraud and other commercial torts, technology-related matters, trade regulation, unfair trade practices, employee termination, and product-related commercial disputes. Joe represents clients in trademark and trade dress, copyright, patent, cyber defamation, domain name, licensing, and other intellectual property matters. Joe uses his experience to counsel clients regarding intellectual property issues and other business relationships, prosecutes trademark matters at the Patent & Trademark Office, and negotiates licenses, assignments, and other intellectual property agreements. He has written and lectured on trademarks and trade dress, trade secrets, trademark dilution, and e-commerce, including authoring the Connecticut portions of several ALFAI compendiums regarding trade secrets. Joe is a graduate of Duke University, and received his J.D. from Vanderbilt University School of Law. When not practicing law, he works on his guitar and mandolin skills, and performs with his wife (also an attorney) in their vocal and guitar duo, "Blind Date."

GRACE V.B. GARCIA, a Partner in the Boston office of ALFA International member firm Morrison Mahoney LLP, concentrates her practice in the areas of product liability, construction law – including personal injury, construction defect, and contractual - OSHA, commercial litigation, employment litigation, premises liability and Americans with Disabilities Act (ADA) cases. Grace currently serves as Vice Chair of ALFA International's Board of Directors, and is a former Chair of both ALFA International's Construction Practice Group and Women's Initiative Practice Group. Grace has an AV Preeminent Rating from Martindale Hubbell and in 2020 she was honored by Massachusetts Lawyers Weekly with its "Circle of Excellence" after being honored in 2013 as a "Top Women of Law." Grace has over 25 years of trial practice and litigation experience and has obtained successful outcomes on behalf of her clients in both state and Federal Court trials. She also has successfully argued before the Appeals Court. Beyond ALFA, she is actively involved in many professional groups, and is the Immediate Past-President of the Massachusetts Bar Association. Grace is also a past President of the Massachusetts Defense Lawyers Association and past DRI State Representative for Massachusetts. She is a routine lecturer on defending brain injuries, risk transfer and indemnity issues, best discovery practices and deposition techniques, and OSHA.

MONICA R. GARCIA is a Shareholder and Officer at the ALFA International member law firm of Butt Thornton & Baehr PC (BTB) in Albuquerque, NM, which she joined in 1998. Ms. Garcia litigates matters in federal and state

courts of New Mexico in the areas of products liability, premises liability, trucking and transportation, wrongful death, consumer law, employment law and general defense liability matters. Prior to joining BTB, she was an associate at Montgomery & Andrews PA, in Santa Fe, where she primarily practiced in the employment law arena.

MICHAEL R. GIBSON, a partner at Higgs Fletcher & Mack, LLP, the ALFA International member firm in San Diego, California, focuses his practice on commercial litigation in the construction, real estate and hospitality industries. Outside of the courtroom, Michael provides advice and counsel to his clients on risk management and liability prevention, as well as guidance pre-litigation when disputes arise in real time. Utilizing his 27 years of experience litigating, Michael serves as a mediator helping parties find solutions to resolve their disputes. A graduate of the University of Southern California and the University of San Diego School of Law, he is a frequent speaker on current legal topics and trends. Outside of the office, Michael devotes time to local non-profits supporting youth sports and affordable senior housing in his community.

JENNIFER GOODWIN is Senior Counsel at Victaulic Company, the leading producer of mechanical pipe joining solutions with over 50 global facilities and 4,000 employees worldwide. Jennifer is responsible for management of the global environmental group and global real estate portfolio, international business transactions, including distribution relationships and employee matters, commercial transactions and select international and domestic product liability litigation. Prior to joining Victaulic, Jennifer served as Senior Section Counsel at Olympus Corporation of the Americas. She received a B.A. in political science from Bloomsburg University, and her J.D. from Villanova University.

CEES-FRANS GREEVEN is a partner and lawyer at BUREN, the ALFA International member firm in Amsterdam, The Netherlands. Cees-Frans focuses on advising clients on the Dutch and Luxembourg aspects of corporate and PEVC transactions, including spin-offs, international restructurings and corporate joint ventures. Cees-Frans also works with institutional and private clients on issues related to investment management.

BEN GROSS is a seasoned executive with over 25 years of leadership experience in the retail, consumer goods and real estate industries. He has led legal and human resources functions for multinational and large, complex consumer-focused organizations. Throughout his career, Ben has successfully steered business turnarounds, mergers and acquisitions, integrations and buyouts – consistently delivering maximum value to stakeholders. His strategic insight and cross-functional expertise make him a leader in driving organizational transformation and growth.

ALICHA GRUBB is a Partner with the ALFA International member firm of Gentry Locke in Roanoke, Virginia, in its commercial litigation and construction practice areas. Alichia handles matters related to contract negotiations, payment disputes, mechanic's liens, construction defects and delay claims for owners, general contractors, subcontractors, suppliers and design professionals. Alichia also handles disputes involving real estate contracts, landlord/tenant issues and other general business matters. Before joining Gentry Locke, Alichia researched criminal and civil motions as a law clerk for the 23rd Judicial Circuit, where she assisted on large projects such as editing the Virginia Model Jury Instructions. Alichia is an award-winning speaker who is also fluent in Spanish.

EDWARD T. HAYES is a partner at ALFA International member firm Leake Andersson, where he leads the firm's international trade and business practice. The firm's international trade and business practice focuses on a wide variety of international issues, including customs matters; import/export transactions; international sales of goods and services; disputes under bilateral investment treaties; antidumping and countervailing duty proceedings before the Department of Commerce and International Trade Commission;

and World Trade Organization dispute settlement. Eddy also maintains an active international public policy and government relations practice, where he advises businesses and local governments on international trade capacity and international economic development issues, including the business implications of international multilateral and regional free trade agreements. In January 2014 the country of Ukraine appointed Eddy to serve as the Honorary Consul to Ukraine for the State of Louisiana. Eddy is charged with promoting and preserving the interests of Ukraine and her citizens throughout the State of Louisiana. Eddy serves as Chair of the ALFA International Board of Directors.

JOEL HLA VATY is one of the founding partners of Frantz Ward LLP, the ALFA International member firm in Cleveland and Columbus, Ohio, and a former member of its Management Committee. Joel focuses his practice on the representation of management in all phases of labor relations and employment litigation, where he routinely advises employers on all aspects of their relationships with employees, as well as with matters concerning litigation prevention and human resources management. Joel regularly defends employers in federal and state courts of all jurisdictions on claims arising under the various federal and state labor and employment laws. He also represents employers with respect to complaints and charges filed with various federal and state agencies, such as the EEOC and state civil rights commissions, the NLRB, OSHA and the DOL, as well as with ERISA issues and complaints. Joel additionally handles traditional labor matters, including collective bargaining negotiations, strike disputes, grievances and arbitrations. Joel graduated from John Carroll University with honors with a double major in philosophy and psychology and a minor in mathematics. He received his law degree with honors from the University of Akron. Prior to entering private practice, he served as a law clerk to the Honorable Alice M. Batchelder on the U.S. Bankruptcy Court and U.S. District Court for the Northern District of Ohio. Joel is a frequent presenter at seminars and management training programs on a wide variety of topics. He is a member of the Federal, Ohio and Cleveland Metropolitan Bar Associations. He also is the past chair of the Labor & Employment Law Section of the Cleveland Bar Association, as well as past chair of the ALFA Labor & Employment Practice Group. Since 2010, Joel has been named one of Ohio's Super Lawyers and is listed in U.S. News Best Lawyers in Cleveland.

KELLY M. HOFFMAN is a partner with the Portland, Maine ALFA International member firm of Norman, Hanson & DeTroy, LLC. Her practice focuses on litigation, including insurance defense and subrogation, employment and discrimination matters, professional liability defense, and Title IX employment and disciplinary matters. Since 2013, she has been listed in New England Super Lawyers as a Rising Star. Since 2018, she has been recognized by "Best Lawyers in America" for her work in Labor and Employment Litigation as well as Professional Malpractice Defense Law. She frequently acts as a continuing legal education presenter on both a national and state level, lecturing on employment law concerns of individuals, businesses, and counsel; evidentiary issues and challenges facing businesses and counsel during workplace investigations; and ethical dilemmas presented in litigation.

DANA HOWARD is a partner at Stoll Keenon Ogden PLLC, ALFA's member firm in Lexington and Louisville, Kentucky. Dana litigates and advises on complex legal issues relating to technology, data privacy, and intellectual property. She represents companies in complex commercial litigation, including class action privacy disputes, and regularly counsels companies on compliance with data privacy regulation and AI governance. Dana has guided companies of all sizes in responding to cybersecurity/data breaches. Dana has authored articles, given presentations, and appeared on podcasts to discuss emerging technology, data privacy, and intellectual property issues. She is a registered patent attorney with the United States Patent and Trademark Office and is a Certified Information Privacy Professional/United States (CIPP/US) and Artificially Intelligence Governance Professional through the ANSI-ISO-accredited International Association of Privacy Professionals (IAPP) certification programs.

CAROLINE BELL KELLER is the Vice President, General Counsel and Secretary for MacroSource, LLC. MacroSource is one of the largest wholesale distribution companies for bulk dry and liquid fertilizers in the industry. Through international trading, vessel chartering and the MacroSource terminals and warehouses in North America, South Africa, Peru, Mexico, and Hong Kong the company covers supply and trading in all major fertilizer markets. Prior to joining MacroSource, Ms. Keller was with General Dynamics Corporation for over fifteen years. In her last role at General Dynamics, Ms. Keller was the Vice President and General Counsel of General Dynamics Ordnance and Tactical Systems (GD-OTS), located in St. Petersburg, FL. She was the chief attorney and a member of the Senior Leadership Team reporting to the President of GD-OTS. Previously, Ms. Keller was the Vice President and General Counsel of General Dynamics' European-based business unit, General Dynamics European Land Systems (GDELS), headquartered in Madrid, Spain and with facilities in Austria, Czech Republic, Germany, Romania, Spain and Switzerland. In this position, Ms. Keller was the chief attorney for GDELS and the head compliance, ethics and insider threat officer. Before joining GDELS, Ms. Keller was Deputy General Counsel for Gulfstream Aerospace Corporation, a General Dynamics Company based in Savannah Georgia. At Gulfstream, Ms. Keller was responsible for advising Gulfstream senior leadership and the business on a wide range of international and US legal matters. Ms. Keller earned her Juris Doctorate in 1997 from Georgetown University School of Law. She earned her Bachelor of Arts degree in International Relations from Randolph-Macon Woman's College in 1989. Ms. Keller currently lives in Savannah, Georgia with her husband Jeff and their two children.

JAMES KEZELE is a partner at Keating Muething & Klekamp, PLL, the ALFA International member firm in Cincinnati Ohio, where he leads the firm's Environmental Group. James represents public and private companies and municipalities to ensure compliance with state and federal environmental laws and regulations. James routinely counsels clients through transactions involving the purchase and sale of contaminated properties, and has significant experience evaluating environmental due diligence investigations including Phase I and Phase II Environmental Site Assessments and other regulatory due diligence. James also counsels clients through voluntary remediation and Brownfield redevelopment. James has significant experience counseling clients on the Clean Air Act and state air pollution laws as well as on the processes for applying for, negotiating the terms of, and complying with various environmental permits, including Title V permits, Prevention of Significant Deterioration (PSD) permits, and NPDES wastewater permits. James also advises his clients on environmental regulatory programs specific to their businesses and works with his clients to implement operational and compliance strategies. James also regularly works with clients to perform facility or programmatic environmental audits and he assists his clients in preparing for facility inspections and developing regulatory or agency-related responses. Prior to joining KMK, James was an associate for a mid-sized law firm in Cincinnati, Ohio and was a member of the firm's litigation group. There, James advised and represented clients with respect to environmental, litigation, labor and employment law, transportation law, and general commercial litigation. Prior to law school James served as a Paralegal Specialist for the United States Department of Justice—Environment & Natural Resources Division where he gained valuable experience in environmental compliance and environmental litigation. In recognition of his environmental practice, James has been named to Best Lawyers in America (2025), Best Lawyers in America: Ones to Watch (2021–2024); Ohio Rising Star (2017–2024) and Cincy Leading Lawyer (2023).

JANE A. KIM is a Partner in the Little Rock, Arkansas office of ALFA International member, Wright Lindsey Jennings. She is a Chicago-area native and has been practicing in the employment law field since 2007, when she moved to Little Rock to start her legal career at Wright Lindsey Jennings. She maintains an active litigation practice, primarily defending a wide range of clients in state and federal court actions—including class and collective actions—involving claims under the various civil rights laws and the wage and

hour laws, and claims related to employment agreements. She also regularly provides advice and training on employment law compliance and represents employers in state and federal government agency investigations. Ms. Kim is recognized by Chambers USA as a "Leader in Their Field" and is also included in The Best Lawyers in America and Mid-South Super Lawyers.

JASMINE KINGSLEY is Chief People and Legal Officer at Hudl, a global leader in sports video technology headquartered in Lincoln, NE. She began her legal career in private practice at law firms in San Francisco and Silicon Valley and focused her practice on technology and intellectual property transactions. She joined Hudl as General Counsel in 2015 and currently heads the company's global Legal, People Operations, and Brand/Communications teams. Jasmine is an active member of the State Bar of California (admitted 2012) and the Nebraska State Bar Association (admitted 2014). She currently serves as chair of the board of directors of Rabble Mill, a member of the Bryan Health Board of Trustees, as well as a member of the board of directors of Union Bank & Trust, the Cooper Foundation, the Lincoln Community Foundation, and the Lincoln-Lancaster County Board of Health. She formerly served as chair of the Local Business Strategies Subcommittee of the Mayor's Economic Recovery Task Force (2020 - City of Lincoln, NE). Jasmine was the 2020 recipient of the Lincoln Young Professionals Group (YPG) Young Professional of the Year award. She received a B.A. in International Relations from the University of Pennsylvania (2005) and a J.D. from Harvard Law School (2011). Jasmine resides in Lincoln, NE with her husband, Christopher Kingsley, and two children, Alexander (5) and Aurora (2).

CHRISTIN KRÄMER is a partner with Tiefenbacher, the ALFA International member firm in Heidelberg, Germany. Christin co-heads Tiefenbacher's International Division and is the leading partner of its corporate and commercial practice. Christin advises both German and international clients in all fields of corporate and commercial law, with a particular focus on cross-border transactions. From 2019, she is entitled to use the specification Bar-Certified Specialist in Commercial and Corporate Law. Christin is well experienced not only in transactional law but in all ramifications of corporate law, such as disputes between shareholders, litigation and directors' and officers' liability. She currently serves as the Women's Initiative Practice Group 2024 Program Chair and Chair-Emeritus of ALFA's Future Leaders Practice Group.

SARAH H. LAMAR is a partner in the Savannah, Georgia ALFA International law firm of HunterMaclean, and she is a former Chair of ALFA International. Ms. Lamar has experience representing employers in state and federal courts with respect to claims under Title VII, the Age Discrimination in Employment Act, Americans with Disabilities Act, Family and Medical Leave Act, and the Fair Labor Standards Act. She also represents employers with respect to breach of contract and tort claims and conducts in-house training for employers and advises clients on a variety of human resource issues including immigration and affirmative action matters. Ms. Lamar is admitted to the bars of Georgia and the District of Columbia and all federal courts in Georgia. She was also the long-time chair of the Georgia Chapter of the Society for Human Resource Management Government Affairs Committee. Ms. Lamar received her B.A. in History from Yale University in 1988, and her J.D. from Emory University in 1991. She has been selected for Best Lawyers in America in Employment Law - Management Side for the last 12 years and in Chambers USA for Employment Law. She was named by Best Lawyers as 2022 "lawyer of the year" for employment law in her area.

CHERISE S. LATORTUE is Associate General Counsel, Employment and Litigation at Simpson Strong-Tie, where she provides labor and employment counsel and litigation support across North America. She partners with the company's HR team to help scale employment policies, procedures and best practices. Simpson Strong-Tie is a publicly traded leader in engineered structural connectors, software and solutions for the building industry – think strong foundational elements and you think Simpson Strong-Tie. Outside of work, she has two boys who are exploring their American and Trinidad &

Tobago heritage, an owner of a 14-year-old cat named Indie and an Adjunct Professor of HR Compliance at the USC Gould School of Law. She's also a Stephen King fan – when time allows.

RICHARD A. LATTA is a partner in the ALFA International member law firm in Wisconsin, Stafford Rosenbaum LLP, and the Chair of its Hospitality and Retail practice group, where he focuses on M&A, corporate governance matters, tax law, and succession planning for businesses. Rich has received the recognition of his peers both in Super Lawyers, and in The Best Lawyers in America® for his work in corporate law, tax law, corporate governance law, corporate compliance law, banking and finance law, financial services regulation law, and business organizations. Prior to law school, Rich was associated with an international CPA firm. He received a B.B.A. (in accounting) from the University of Notre Dame, his J.D. from the University of Wisconsin Law School, and an LL.M. (in taxation) from the New York University School of Law, and is admitted to practice in Wisconsin, California and New York.

JOHN LAWLER is currently the Vice President and Assistant General Counsel at Penske Transportation Solutions, a Pennsylvania based multi-billion-dollar transportation company with approximately 500,000 vehicles on the road at nearly 1500 locations across the United States and Canada. John is a graduate of Jay College of Criminal Justice and Villanova University School of Law. John joined Penske in 2007 after several years in a law firm practicing commercial litigation and has progressed through roles of Corporate Counsel, Senior Corporate Counsel, Associate General Counsel and now Vice President and Assistant General Counsel. At Penske, John is primarily responsible for large scale contract negotiations and drafting for all product lines and purchases and for managing commercial litigation and other legal disputes throughout the United States and Canada.

ELISA LEMUS is a Manager at Bufete Barrilero, the ALFA International member firm in Spain. Elisa specializes in the renewal and reorganization of workforces, including the planification, preparation and execution staff reorganizations, including the negotiation of collective redundancy proceedings, substantial modifications of working conditions, temporary suspensions of employment. Elisa also provides legal assistance and representation in lawsuits, dispute resolution, and extrajudicial negotiation actions. She also provides legal advice to companies in crisis and within the bankruptcy proceedings, as well mitigation of labor related risks in the purchase of autonomous productive activities.

IGNACIO LOPEZ-BALCELLS is founder and partner of the ALFA International Spanish member firm, Bufete Barrilero. He specializes in directing complex transactions, in particular mergers and acquisitions, alliances and associations, designing and carrying out floats on the stock exchange, financial restructurings, and reorganizing corporate groups. He is a legal advisor to several national and foreign companies, both privates and quoted, which he counsels on an ongoing basis on making strategic decisions, drawing on his knowledge on legal and tax consultancy and his extensive business experience. He is a member of the boards of directors of several companies across a range of sectors of the economy, and serves as secretary of the board in several companies. Education: Central University of Barcelona (Law Faculty): Degree in Law; City of London Polytechnic (London): Degree in Business and Tax English Law and International Contract Law; Barcelona Centre of Tax studies: Degree in Tax and Financial Law.

BYRONA J. MAULE is a shareholder of Phillips Murrah P.C., the ALFA International member firm in Oklahoma City, Oklahoma, where she serves as the senior member of the firm's Labor and Employment Law Group. Byrona's practice focuses on advising and representing corporations in all areas of labor and employment law transactions and litigation, including employment contracts, independent contractor agreements, policies and procedures, unemployment, EEOC/state human rights charges, OSHA violations and retaliatory discharge, NLRB unfair labor practice claims, federal and state wage and hour compliance and employment law litigation before state

and federal courts. From 2009 to 2015, she served as a commissioner on the Oklahoma Merit Protection Commission, the entity responsible for providing an employment dispute resolution system for Oklahoma state employees. In addition, she frequently conducts employment law training for businesses and governmental entities. In 2008, Byrona received The Journal Record's Leadership in Law Award for outstanding service in the legal community, and she is recognized by Best Lawyers in the areas of Commercial Litigation, Labor Law Management, and Labor and Employment Litigation. Byrona is also active in the community at large. Most notably, she is currently serving on the Governing Board of Big Brothers Big Sisters of Oklahoma for a second time, having previously served from 2012–2015, including as Chair from 2013–2015. Prior to joining Phillips Murrah, she spent five years as corporate counsel for a healthcare facility, giving her a unique insight into her client's diverse labor and employment law needs. Byrona graduated Order of the Barristers from the University of Missouri – Columbia School of Law in 1986.

PHILIP C. MAYNARD is the Senior Vice President, Chief Legal Officer and Corporate Secretary for Tealium Inc., a rapidly growing provider of SaaS based Customer Data Platform services based in San Diego, California, with global offices in London, Frankfurt, Sydney, Singapore, Hong Kong and Tokyo. Phil spent about ten years in private law practice before moving into private industry. Over the last thirty years Phil has served as the senior legal officer for several public companies including National Education Corporation, Wonderware Corporation (industrial automation), Software Systems Division of Invensys plc, Filenet Corporation, Associate General Counsel for IBM (ECM group) and Limelight Networks. Phil and his wife have four beautiful, successful daughters. Phil's business mantra is "If I'm going to work for a living, I'm going to have a good time doing it!"

TODD D. MCCORMICK is vice president and senior legal counsel for W.R. Berkley Corporation with more than 20 years of combined insurance and law firm experience. He brings both industry and legal technical expertise in the management of Berkley's largest and/or most complex claims and provides strategic guidance for high exposure and complex matters, including coverage and/or bad faith litigation. Todd further provides counsel and advice on reducing exposure through timely recognition of risk, and employment of litigation strategies and resolution plans which are well formulated and executed. He recognizes the importance of giving back and is a dedicated supporter and volunteer for veteran-focused organizations like the Wounded Warrior Project and regularly participates in events that assist veterans in the community with their transition to civilian life.

ELLIOT MILLER is General Counsel and Senior Vice-President of Wowza Media Systems, which is based in Colorado with offices in Berlin, Germany and Stockholm, Sweden, and employees around the world. For more than 15 years, Wowza has powered 35,000+ video implementations globally across a range of end markets, including media, enterprise, government, aerospace, healthcare and more. Wowza's high-availability video platform is trusted by developers and technology teams at discerning institutions across industries, including NASA, SONY, Facebook, Jewelry TV, University of Oregon and thousands more globally. Elliot leads Wowza's global people operations, legal affairs, compliance programs and corporate development activities. With more than 15 years of experience providing in-house legal counsel to technology and services companies, Elliot works to attract and retain great colleagues by building a collaborative, entrepreneurial culture with compelling employee benefits. In Elliot's legal and corporate development roles, he leads initiatives and processes to support Wowza's rapid growth while managing the company's risk.

MACKENZIE MONACO is an attorney with ALFA International member firm Monaco Cooper Lamme & Carr, PLLC, in Albany, New York. She maintains an active litigation practice representing a wide range of clients, from individuals and local businesses to national corporations, in state and federal courts throughout New York. Mackenzie delivers counseling, risk management and

tort defense services to the hospitality and retail, construction, insurance and health care industries. She also maintains an active trusts and estates practice. Mackenzie is currently serving on the ALFAI Board of Directors.

MACHELLE MOREY is Vice President and General Counsel of Atlas Copco North America Inc. She has over two decades of legal experience. In her current role she has oversight of all North American legal matters for a Swedish-based industrial manufacturing company. Her expertise with Atlas Copco spans over a decade where her responsibilities encompass a broad spectrum, including mergers and acquisitions, compliance, employment matters, real estate transactions, and general corporate governance. Machelles currently serves as a Board Member of the New Jersey Chapter of the Association of Corporate Counsel and is Chair of the General Counsel committee. Prior to joining Atlas Copco, Machelles was a practicing lawyer in Atlanta, Georgia where she received her Bachelor of Arts degree from Spelman College and her Juris Doctorate from Georgia State University College of Law.

CHRISTOPHER J. MUELLER is a shareholder with the ALFAI International member firm Taylor, Day, Grimm & Boyd in Jacksonville, Florida and Board Certified as a specialist in construction law by the Florida Bar. Chris graduated cum laude from Florida State University and then received his juris doctor from the Walter F. George School of Law at Mercer University. His practice primarily includes the representation of developers, general contractors, subcontractors, designers, and material suppliers in construction matters. He also represents insurance carriers on coverage matters and has litigated commercial and general liability disputes throughout his career. Chris is AV-rated by Martindale-Hubbell, has been named by Super Lawyers magazine in construction law, has been listed among Jacksonville's best lawyers in 904 Magazine and Jacksonville Magazine, is a fellow of the Construction Lawyers Society of America and is a frequent writer and lecturer on a variety of construction law topics.

TAMARA NELSON is a shareholder of Merrick, Hofstedt & Lindsey, P.S., the ALFA International member firm in Seattle, Washington, where she maintains an active litigation practice on behalf of corporate and institutional clients. Her practice focuses on commercial and complex torts, employment law and professional liability. Tamara has obtained successful outcomes on behalf of her clients in state and federal trial courts and has successfully argued before the Washington State Court of Appeals. She is admitted to practice in all Washington state and federal courts, as well as the 9th U.S. Circuit Court of Appeals. She is also a member of the King County Bar Association, where she served on the Board of Trustees from 2011 to 2014. In addition to her work, Tamara devotes substantial time to her community through her volunteer work with King County Community Legal Services and Lawyers Helping Hungry Children, a Washington nonprofit organization committed to ending childhood hunger.

JOHN OSGATHORPE is a shareholder, and serves as the president and managing partner, of Taylor, Day, Grimm & Boyd, the ALFAI member firm in Jacksonville, Florida. In his business litigation and complex torts practice he protects the interests of companies, management teams, business owners, and stakeholders in a diverse array of commercial and torts disputes. His practice includes most types of business and commercial disputes including breach of contract claims, shareholder disputes, corporate governance disputes, misappropriation of trade secrets and UCC matters while his torts practice includes products defects cases, truck and auto accidents, defamation, legal malpractice, and premises liability. He also handles disputes regarding real estate and wills & trusts. John is currently the Chair for ALFA International's Business Litigation Practice Group. He is an active member of ALFAI's Complex Torts & Products Liability Steering Committee as well as Transportation Steering Committee. He has presented at several ALFA International Client Seminars, Business Litigation seminars, and Product Liability & Complex Torts seminars, and Transportation seminars. John previously served on ALFAI's Board of Directors and as its Treasurer, along with several other ALFAI committees.

CHRISTOPHER PAGE Chris Page is a shareholder at ALFAI's North Carolina firm, Young Moore and Henderson, and brings more than 32 years and counting of jury trial, bench trial, and arbitration experience to helping clients solve their most complex problems. He represents a broad array of commercial clients, with a practice focused on commercial litigation, employment litigation, non-compete disputes, product liability, construction litigation, and tort matters. Since beginning his career after graduating from Duke University, summa cum laude, and Yale Law School, where he served as Senior Editor of the Yale Law Review, Chris has served as lead trial counsel in numerous state and federal jury and bench trials with successful results. Chris has been listed in North Carolina Super Lawyers® in the area of commercial litigation since 2018 and continuing into 2026. He is also recognized in The Best Lawyers in America® in five separate fields: Commercial Litigation (2025, 2026); Litigation – Labor & Employment (2024-2026); Product Liability Litigation – Defendants (2026); Employment Law – Management (2026); and Insurance Law (2021-2026). Chris currently serves as the 2026 Program Chair for ALFAI's Business Litigation Group. He is the Chairman Emeritus of the Hospitality and Retail Law Practice Group and is a former member of ALFAI's Board of Directors. He currently chairs ALFAI's Strategic Plan Execution Committee. In 2017, Chris was honored as ALFAI's Attorney of the Year. Chris is a frequent speaker on litigation, business, and "life coaching" topics, being selected numerous times to present at ALFAI's legal conferences. Chris brings his passion for creative storytelling to creating "outside the box" presentations with music, lighting, audience interactive feedback, art, pop culture, live instruments, and theater rolled into one.

NICK PALOUSIS serves as the Founder and CEO of 2XE and is an industry thought leader and entrepreneur who has spent 20 years working with over 1,000 businesses and governments to help them pursue environmentally sustainable outcomes with the best possible holistic return on investment. Nick has spearheaded 2XE's rapid growth as a highly regarded decarbonisation and climate-related financial disclosures advisory firm, with an expanding footprint in North America, Europe and South-East Asia. Nick is a recipient of a national British Council Eureka Prize, an ADC Australian Leadership Award and was an advisor to the World Economic Forum's Driving Sustainable Consumption Project. Under Nick's leadership, 2XE have been recognised with a Telstra Business Award, SA Premier's Climate Change Award, and was recently recognised by the Australian Financial Review as one of Australia's leading sustainability consulting firms. Nick has degrees in Mechatronics Engineering (First Class Honours) and Mathematical & Computer Science from the University of Adelaide.

JENNIFER PEDEVILLANO is a partner with ALFA International member firm, Halloran Sage, in New Haven, Connecticut. She focuses her practice in the areas of Construction, Labor & Employment and Litigation, and has extensive experience in contract disputes, products liability, complex commercial and corporate litigation matters as well as representing employers in all areas of labor and employment law. Jen's clients range from large corporations to individuals. She has experience trying cases before arbitrators, judges, and juries, and she frequently handles large complex matters involving significant electronic discovery. Jen uses technology to the client's benefit in the preparation of a case for litigation as well as during trial/arbitration. She earned her BA, magna cum laude, from DeSales University and her JD, magna cum laude, from Quinnipiac University School of Law.

TIM PEEPLES is a director at Daniel Coker, the ALFA International firm in Oxford, Mississippi. Tim serves as the chair of the firm's Employment practice group and litigates on behalf of public and private employers in all areas of employment law, including discrimination and civil rights issues, wage and hour matters, employment contracts, covenants not to compete, and wrongful discharge. He also regularly advises employers on matters such as employee handbook provisions, hiring and firing decisions, and other employment-related practices and procedures. Tim is a frequent presenter on Title VII, ADEA, FMLA, and FLSA issues.

EMMA PETERS stands out as a visionary ESG specialist lawyer, whose expertise and innovative approaches make her an invaluable asset to businesses navigating the evolving landscape of corporate responsibility and compliance. Her blend of practical experience and deep legal acumen positions her as a leader in her field, dedicated to fostering responsible and sustainable business practices across the globe. Emma's speciality relates to compliance and strategy pertaining to environment, social and governance matters with particular expertise regarding climate reporting, modern slavery compliance, bribery and corruption and whistleblowing. She dedicates her practice to advising entities on implementing systems and process including policies procedures and conducting investigations. She has also developed an online platform to facilitate entities undertaking supply chain due diligence. Emma regularly advises clients on greenwashing, bluewashing and the different forms of corporate whitewashing in relation to claims about products, services and organisations and other company disclosures. Emma also trains company boards and committees on the risk of greenwashing, recent enforcement action by ASIC and the ACCC, the applicability of greenwashing in light of the new Australian Sustainability Reporting Standards and how to future-proof and mitigate against this risk. With experience as in-house legal counsel, Emma has a real-world understanding of businesses operating on a global scale and the regulatory, compliance and legal framework associated with international operations. Emma is regularly sought out to present on the evolving ESG landscape in Australia and Asia Pacific region.

DAN PETERSON is a partner at ALFA member firm Cosgrave Vergeer Kester LLP in Portland, Oregon. Dan has a broad and diverse commercial practice, including both litigation and transactional work. Dan has extensive experience protecting creditor's rights and pursuing their remedies, both inside and outside Bankruptcy Court. His litigation practice includes commercial, business and real estate litigation. His transactional practice includes guiding clients through the purchase and sale of businesses and real estate and assisting both lenders and borrowers with financing transactions. Dan graduated with a bachelor's degree in political science from the University of Wisconsin and earned his law degree from the University of Oregon.

BARATH RAMAN is a partner with Lewis Wagner, LLP, ALFA International's member firm in Indianapolis, Indiana, in the firm's litigation group. Barath's practice area includes the defense of personal injury, product liability, construction accident and defect and environmental insurance coverage cases. Before law school, utilizing his BS from Purdue University in Construction Engineering, Barath worked as a field engineer for Mass Electric Construction Company on projects in Houston, Texas, and Los Angeles, California. Barath embarked on his legal career in 2011 by enrolling at the Indiana University Robert H. McKinney School of Law, where he hoped to leverage his engineering background to develop a law practice including construction and environmental law. Prior to joining the firm in 2014, Barath worked as a summer associate for Lewis Wagner, LLP and the Marion County Public Defender Agency in the Major Felony and Appeals Divisions. Since joining the firm, Barath has been involved in the preparation of several pleadings, responding to discovery, successfully arguing motions before the court, and has been involved in several jury trials. In 2020, Barath was awarded the Defense Trial Counsel of Indiana's Young Lawyer of the Year title, and he was selected as a "Rising Star" by his peers. Barath also is the Co-President of Friends of Riley, a local young professional fundraising organization for the Riley Hospital for Children in Indianapolis.

JORDAN RATTRAY is the General Counsel and Corporate Secretary for the Geosyntec Family of Companies, a two-thousand-person environmental firm with offices on three continents. She chairs the company's risk management committee and serves on the companywide executive committee. In her seven years leading the department, she created legal frameworks and supported her colleagues as the company doubled its workforce, expanded into new countries, and took on a private-equity investor. To address these transformations and support both colleagues and external clients, she has grown the legal department to encompass subject-matter experts in

contracting, risk management, compliance, corporate governance, and intellectual property. Relying on her deep experience supporting engineering consultants, Jordan provides practical, business-oriented, and risk-aware advice. She and her department navigate the legal aspects of the firm's civil and environmental consulting work, including conducting go/no-go assessments, creating and reviewing agreements and contracts, managing outside legal counsel, handling claims against the company, managing global insurance and supporting the company's acquisition strategy.

CAREN RIES is Associate Counsel, Assistant Secretary, and Litigation Manager for Skyline Champion Corporation and its subsidiaries, including Champion Home Builders, Champion Modular, Titan Factory Direct, Champion Retail Housing, and Star Fleet Trucking. She joined the Champion family in 2018 as Associate Counsel and Litigation Manager. As one of three lawyers with the Company, she is a Corporate Generalist by default whose areas of responsibility continue to expand and evolve daily. Prior to joining Champion, Caren was a career litigator in private practice with the law firms Trott & Trott, P.C., Crimando & Cleland, P.C., and Kitch Drutchas, Wagner, Valitutti & Sherbrook, P.C., with practice areas focused on real property, family law, and medical malpractice and product liability defense. Caren is a graduate of Wayne State University Law School in Detroit, Michigan.

RODOLFO RIVERA is Chief International Counsel for Fidelity National Financial. Rivera was recruited by Fidelity in 2006 to manage its international expansion. He organized a network of attorneys in 34 countries to issue title policies. He led teams that opened operations in Mexico and the European Union. He also manages immigration matters and all litigation against Fidelity. Rivera holds degrees in Political Science and Spanish from Ohio Northern University as well as a law degree from St. Louis University School of Law, where he was Assistant Managing Editor of the Law Review. He is a sought after and regular speaker and panelist on a wide range of topics concerning Latin America, due diligence in acquiring real estate overseas, managing international litigation, and the cultural aspects of international business. Some of his articles have been published in the ACC Docket, Lawyers Weekly, and Missouri Bar publications. Rivera was President of the ACC Real Estate Committee and Vice President of the ACC International Legal Affairs Committee. In addition, he has organized and spoken on numerous ACC panels.

BETH S. ROSE is a member of Sills Cummis & Gross P.C., the ALFA International member firm in Newark, New Jersey, where she chairs the Product Liability Practice Group and co-chairs the Litigation Practice Group. She has tried complex product liability cases to verdict in state and federal courts throughout the country. Beth has over 25 years of experience successfully defending complex product liability matters for consumer products, pharmaceuticals, medical devices, foods, chemicals and construction/ industrial machines, to name a few. During her career, she has served as national counsel to several companies, including those in the pharmaceutical, medical device and contract research organization spaces, defending mass tort litigation. She has also served as New Jersey counsel to entities defending complex product liability claims in New Jersey's Multi-County Litigation system. Since 2008, she has been recognized in the Chambers USA® Guide to America's Leading Lawyers for Business. Since 2014, she has been named in Benchmark's Top 250 Women in Litigation: The Definitive Guide to the Leading Female Attorneys in the U.S.® Beth received her B.A. with honors from Wesleyan University and her J.D. from Georgetown University Law Center.

MARCIE SCHOUT is a shareholder at the ALFA International member firm Quilling, Selander, Lownds, Winslett & Moser, P.C. in Dallas, Texas. A significant portion of Marcie's practice focuses on representing insurers in both first party property and third party-liability coverage disputes. Marcie is often called upon to assist her clients in formulating their coverage positions based on analysis of complex coverage issues and where necessary, represents insurers

in litigation to resolve coverage disputes and to fend off bad faith allegations. Marcie earned her B.S. from Grand Valley State University (magna cum laude) and a J.D. from Baylor University (summa cum laude).

EVA SEIF is Assistant General Counsel at The Cava Group, Inc. In this capacity, she oversees the labor and employment function and advises on employment compliance matters at Cava, the largest chain of Mediterranean restaurants in the country. Prior to CAVA, she was a corporate attorney handling labor and employment and general liability matters for Bloomin' Brands, Inc, one of the world's largest restaurant operators with a portfolio that includes Outback Steakhouse, Carrabba's Italian Grill, Bonefish Grill, and Fleming's Prime Steakhouse and Wine Bar. Eva received her bachelor's degree from the University of Central Florida and received her J.D. from Stetson University College of Law.

AKO SHIMADA is a seasoned legal executive with over 20 years of experience shaping global corporate strategies and ensuring rigorous compliance for leading international organizations. As General Counsel for Ushio America and Ushio Europe Group, she oversees legal and regulatory affairs across North America and Europe, with expertise in corporate governance, risk management, intellectual property and complex M&A transactions. In addition to her in-house legal responsibilities, Ako serves as an independent board director at Fujitec Co., Ltd. (6406 TYO), a leading manufacturer of elevators and escalators with global operations and a \$2.3 billion market cap (as of August 2024). She chairs the company's Nomination and Compensation Advisory Committee and leverages her international legal experience to enhance Fujitec's corporate governance and mid to long-term corporate value. Fluent in both English and Japanese, Ako is a respected voice on international legal issues and DEIB (Diversity, Equity, Inclusion, and Belonging). Ako has significantly impacted the legal community through her leadership roles within the Association of Corporate Counsel (ACC SoCal) and the U.S.-Japan Council.

ROBERT G. SMITH is a capable litigator and is a partner at Mayer LLP, the ALFA International firm in Houston, Texas. Rob is on the steering committee of the ALFA International Product Liability & Complex Torts Practice Group, and is a member of the Business Litigation and Corporate Transactions Practice Groups. Rob is the outgoing Chair of the Medical Defense & Health Law Committee in the International Association of Defense Counsel and he is also a member of the Product Liability and Business Litigation Committees. Rob represents manufacturers (heavy equipment, medical devices, durable medical equipment, sporting goods), health care providers, and other businesses in litigation as well as transactional matters. Rob graduated Phi Beta Kappa with a degree in mathematics from Louisiana State University and attended law school at the University of Houston College of Law. He is Board Certified in Personal Injury Trial Law by the Texas Board of Legal Specialization and has tried a wide variety of cases during his 27+ years of practice.

BRENDAN TAYLOR is a Partner in the Commercial Disputes and Insolvency team at Mills Oakley, based in Perth. He is widely recognized for his strategic legal counsel and courtroom advocacy in high-stakes contractual and corporate disputes, particularly within the mining and construction sectors. Brendan also represents broadcasters and high-profile individuals in defamation and media law matters. His practice spans arbitration, urgent injunctive relief, product liability, corporate governance disputes, and regulatory enforcement actions, including those involving ASIC. Known for his early and pragmatic approach to dispute resolution, Brendan is a

trusted advisor in matters impacting commercial and personal reputations. He also serves as the long-standing Arbitrator for the West Australian Football League and formerly chaired the Western Australian Cricket Association Appeals Board.

KATHY TERRY is a director with Phillips Murrah, P.C., the ALFA International member firm in Oklahoma City, Oklahoma. Kathy's practice focuses on labor and employment for management, insurance coverage, and bet-the-company litigation and crisis management. Her employment law practice includes litigation in wage/hour, discrimination, contract, and workplace torts, as well as labor arbitration, collective bargaining and consulting on wage differential, workplace culture and ESG matters. Another substantial portion of Kathy's practice includes representing both major insurance companies and their insureds in coverage and liability disputes for commercial, personal, life and specialty lines. In addition to coverage advice and defense, including extra contractual defense, she also provides claims handling training and consultation for her insurance clients. For policyholders, mostly businesses, Kathy gives guidance on risks and exposures for which insurance is recommended, coverage audits and helps resolve questions of coverage between her clients and their insurance companies. Kathy also advises clients in large loss, existential impact litigation and public management of company crises.

JUAN PABLO TRIANA is Co-Founder and Managing Partner of ALFA International member firm, Triana, Uribe & Michelsen, in Bogotá, Colombia. Juan Pablo manages the corporate department of the firm, with experience in both local and international tax law matters, incorporation of companies, company structuring, transactional issues, due diligence, M&A, tax and business planning, corporate governance and negotiation of commercial contracts. President of the Board of Directors of two companies and member of several more, Juan Pablo has been recognized among his peers for his exceptional negotiating skills when acting for multiple local and international industries in well-known Colombian cases. Furthermore, he is a member of the Colombian Institute of Tax Law (ICDT), the International Bar Association (IBA) and Treasurer of Licensing Executive Society (LES) - Chapter Andean Countries. He graduated as JD from Los Andes University School of Law and holds a Graduate Degree in Tax Law, where he also was an assistant professor on tax law.

DAVID WARNICK is a trial lawyer and shareholder at Johnson & Bell, the ALFA International member firm in Chicago, Illinois. David's practice focuses on products liability, and he acts as National Coordinating Counsel for a commercial lighting distributor and manufacturer. As NCC, David navigates the complexities of various state and international jurisdictions. He also defends companies and excess liability carriers in high-exposure litigation, including cases involving explosions, fires, or catastrophic motor vehicle incidents resulting in multiple fatalities. Additionally, he is experienced in the areas of handling cases involving public utilities, insurance coverage matters, construction defects, and environmental claims. David graduated from the University of Dayton in 2008 and earned his J.D. from Capital University Law School in Columbus, Ohio, in 2012. He is an active member of the Chicago Bar Association, DRI, and an editor and frequent author for the peer-reviewed Illinois Defense Counsel Quarterly. He has also authored articles for the Chicago Daily Law Bulletin on the latest updates from Illinois and related federal court opinions. David completed cybersecurity coursework at Harvard and is preparing for the Certified Information Privacy Professional (CIPP/US) exam.

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GENERAL INFORMATION

MEETING LOCATION

Park Hyatt Aviara Resort, Golf Club & Spa
7100 Aviara Resort Drive
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REGISTRATION

Please contact ALFA International Headquarters to register.

ATTENDANCE IS OPEN ONLY TO MEMBERS OF ALFA INTERNATIONAL AND THEIR INVITED GUESTS AND IS LIMITED TO AGES 21+.

ATTIRE

The attire for the educational sessions throughout the conference is business casual. Resort casual attire is appropriate for the social events and casual attire for the optional activities. Thursday, Friday and Saturday night's receptions and dinners are outdoors so layers are recommended.

CLE CREDIT

ALFA International is an approved CLE provider in Illinois, California & Pennsylvania and certifies this program has been approved for 6 hours of CLE including in these states. However, seminars are designed to meet CLE requirements, regardless of jurisdiction. To receive CLE credit outside of these states, attorneys should apply directly to their state's governing CLE board. Helpful links and information on how to apply for course credit are available on the ALFA International website and staff are available to assist with any concerns.

SPECIAL ACCOMMODATION

If you need any special accommodations, including a nursing room, special dietary meals, ADA access or other needs, please reach out to ALFA staff in advance of the meeting and we will ensure that necessary accommodations are provided.

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