

2025 ANNUAL BUSINESS MEETING

OCTOBER 8-10, 2025 | INTERCONTINENTAL MADRID | MADRID, SPAIN



PROGRAM OUTLINE

TUESDAY, OCTOBER 7

7:00 P.M. – 10:00 P.M.

BOARD OF DIRECTORS DINNER

Club Matador – C. de Jorge Juan, 5, Salamanca

7:00 p.m. – 8:00 p.m. Reception with traditional Spanish welcome drink

8:00 p.m. – 10:00 p.m. Dinner with wine and beer tableside

Step into the refined world of Club Matador in Madrid for an exclusive dining experience reserved for ALFAI Board of Directors members and their guests. Founded in 2013, this private club was designed as a hub for professionals from all backgrounds to connect over shared passions for culture, conversation, and exceptional cuisine. The evening promises an intimate setting, enhanced by elegant surroundings, fine wines, and a delicious culinary experience.

***Transportation:** The venue is a 23-minute walk from the hotel (1.7 km). Meet in the lobby at 6:30pm if you wish to walk or rideshare with other attendees.*

***Attire:** Business (jackets for men) or smart casual attire is encouraged.*



WEDNESDAY, OCTOBER 8

9:00 A.M. – 12:00 P.M.

BOARD OF DIRECTORS MEETING

InterContinental Madrid – Toledo Room

7:00 a.m. – 9:00 a.m. Breakfast on your own in the hotel restaurant
(Included in your hotel room rate)

9:00 a.m. – 12:00 p.m. Meeting in Toledo Room

WOMEN’S INITIATIVE ACTIVITIES

9:30 A.M.– 11:00 A.M.

B3B: FITNESS REDEFINED FOR WOMEN

B3B Woman Studio Madrid - P.º del Gral. Martínez Campos, 20, Chamberí

B3B is a boutique gym in Madrid designed exclusively for women, offering a unique 45-minute workout that blends cycling, boxing, and ballet. This high-intensity method boosts strength, energy, and confidence—helping women embrace fitness as a way of life in a vibrant, empowering environment. After the burn, cool down with healthy drinks and discuss who nailed those ballet moves.

Transportation: The venue is a 10-minute walk from the hotel (600m). Meet in the lobby at 9:15am to walk as a group. Water and towels will be provided.

Attire: Casual workout attire

1:00 P.M. – 6:00 P.M.

WOMEN’S INITIATIVE PROGRAM

InterContinental Madrid – Escorial Norte & Centro Meeting Rooms

Please see the Women’s Initiative Program Outline for full program details. Male attorneys are encouraged to attend. A brief overview of the agenda is below:

1:00 p.m. – 5:00 p.m. Registration, Buffet Lunch & Afternoon Sessions

5:00 p.m. – 6:00 p.m. Networking Reception

ABM REGISTRATION, WELCOME RECEPTION & DINNER



7:30 P.M. – 10:30 P.M.

AN EVENING AT CASINO DE MADRID (IT’S NOT REALLY A CASINO)

Casino de Madrid - C. de Alcalá, 15, Centro

7:30 p.m. – 8:30 p.m. Welcome Reception on Patio (Hall) Central

8:30 p.m. – 10:30 p.m. Plated Dinner in Salon Real

Founded in 1836 as an apolitical social club, the Casino de Madrid has evolved into one of the city’s most elegant event venues, blending historical charm with modern sophistication. The welcome reception will include canapes with passed wine, beer, soda and a Spanish cocktail in a beautiful hall. A traditional Jamonero will slice Iberian ham for attendees, who will then enjoy elegant Spanish piano music during dinner. It promises to be a memorable evening of culture, cuisine and classic Spanish artistry.

Transportation: The venue is a 20-minute drive from the hotel (2.6 km). Attendees should meet in the hotel lobby at 7 p.m. to board the buses. *Attire:* Upscale, smart attire – no jeans or sneakers. Jackets required for men but no tie necessary. Nice dress or trousers for women.

THURSDAY, OCTOBER 9

7:00 A.M. – 9:00 A.M.

BREAKFAST

InterContinental Madrid – Villahermosa Room

Breakfast at the hotel restaurant is included in your hotel room rate. However, on Thursday and Friday mornings our group is large enough that we will have a private breakfast room available specifically for our attendees in the Villahermosa room at the time noted. Companions are welcome to enjoy breakfast in this room during this specific time frame or in the main hotel dining room until 11:00am.

OFFICIAL START OF THE ANNUAL BUSINESS MEETING

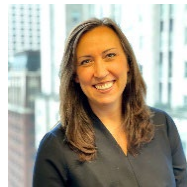
9:00 A.M. – 2:30 P.M.

ANNUAL BUSINESS MEETING SESSIONS

InterContinental Madrid – Plata Meeting Room

9:00 A.M. – 9:10 A.M.

WELCOME FROM THE ALFAI CEO AND THE HOST FIRM



Jessica Zaroski Bauer
Chief Executive Officer
ALFA INTERNATIONAL
Chicago, Illinois



Ignacio López-Balcells
Host Firm
BUFETE BARRILERO
Barcelona, Spain

9:10 A.M. – 10:10 A.M.

KEYNOTE PRESENTATION:

HOW TO ACHIEVE THE IMPOSSIBLE - THE CHALLENGES WE FACE



Alex Txikon
MOUNTAINEER
Lemona, Basque Country, Spain

Alex Txikon is one of Spain’s most renowned mountaineers and among the world’s top trekkers. He will guide us through the demanding world of mountaineering, drawing parallels to the challenges faced in today’s business environment. Themes such as goal setting, planning, teamwork, resilience, and overcoming adversity resonate both on the mountains and in managing a law firm—highlighting the critical decisions required to reach success in both arenas.

Alex Txikon has climbed 12 of the 14 eight-thousanders, which are peaks that are more than 8,000 meters above sea level. In recent years he has participated in the TVE program *Al filo de lo Imposible*, a documentary series focused on exploration, among other programs. He was the first climber to reach the summit of Nanga Parbat in winter and has opened countless new routes in the most important mountains in the world. He grew up in the mountains and nature and from an early age began to undertake adventures in places where very few people have been. At the age of 21, he reached his first eight-thousander, Broad Peak (8,047m), in the Pakistani Karakorum, and since then he has participated in more than thirty expeditions. At 43 years old, he has not stopped accumulating achievements in the most emblematic mountain in the world in the coldest season.

10:10 A.M. – 10:30 A.M. **BREAK**

10:30 A.M. – 10:50 A.M. **STATE OF ASSOCIATION**



Grace Garcia
ALFAI Chair
MORRISON MAHONEY LLP
Boston, Massachusetts



Jessica Zaroski Bauer
Chief Executive Officer
ALFA INTERNATIONAL
Chicago, Illinois

10:50 P.M. – 11:30 P.M.

KEY STRATEGIC PRIORITIES AND INITIATIVES UPDATE

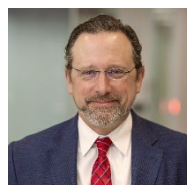
Join Jessica as she moderates a session highlighting the network’s current strategic priorities and ongoing initiatives. Topics will include forward-looking elements of the Strategic Plan, particularly around technological advancement. Marketing efforts will be spotlighted, including the launch of a high-impact event strategy, the alumni outreach program, expanded listings for niche practice groups, and the rollout of a new database. The session will also feature success stories and case studies from the dynamic ALFAI Corporate & Commercial Transactions Practice Group.



Mackenzie Monaco
ALFAI Marketing Vice Chair
MONACO COOPER
LAMME & CARR, PLLC
Albany, New York



Katie McCormack
Chief Marketing Officer
ALFA INTERNATIONAL
Chicago, Illinois



Chris Page
ALFAI Strategic Planning Chair
YOUNG MOORE AND
HENDERSON, P.A.
Raleigh, North Carolina



Alan Fershtman
ALFAI Corporate & Commercial Transactions Co-Chair
KEATING MUETHING &
KLEKAMP PLL
Cincinnati, Ohio

11:30 A.M. – 12:00 P.M.

MANAGING THE INEVITABLE: STRATEGIES FOR ATTORNEY DEPARTURES

In recent years, law firms have faced a rising wave of attorney departures, prompting a need to understand and address the causes. While recruitment and retention remain crucial, firms must also be ready to respond swiftly and strategically when an attorney decides to leave. This panel of experienced ALFAI Managing Partners will share proven best practices for effectively preparing and managing attorney exits to minimize disruption and protect firm interests.



P. Douglas Barr
*ALFAI Vice
Chair/Moderator*
STOLL KEENON
OGDEN PLLC
Lexington, Kentucky



Lisa Ramsay Cole
*ALFAI Managing Partner
Forum Chair*
LEWIS THOMASON
Nashville, Tennessee



Luis Felipe Arze
*ALFAI Managing Partner
Forum Member*
A/C/R
Santiago, Chile

12:00 P.M. – 1:00 P.M.

LUNCH

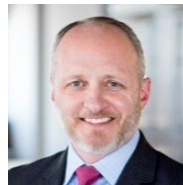
InterContinental Madrid – Villahermosa

Please note that lunch is for ABM attendees only, not companions.

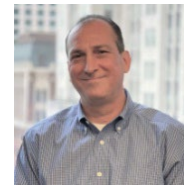
1:00 P.M. – 1:30 P.M.

FORMAL BUSINESS MEETING

Report of ALFA International Financials & Presentation of the Budget



Ian Frank
ALFAI Treasurer
FRANTZ WARD LLP
Cleveland, Ohio



Bob Reiland
Chief Financial Officer
ALFA INTERNATIONAL
Chicago, Illinois



Jessica Zaroski Bauer
Chief Executive Officer
ALFA INTERNATIONAL
Chicago, Illinois

Recognition of Departing Directors, Election of New Directors, Brief Introduction of All Board Members and New Business



Grace Garcia
ALFAI Chair
MORRISON MAHONEY LLP
Boston, Massachusetts

1:30 P.M. – 2:00 P.M.

SEARCH FUNDS: AN INTERESTING M&A MODEL

Join a Madrid-based attorney from Bufete Barrilero for an in-depth look at one of Spain’s leading legal instruments; Search Funds. This session will explore how they work, why they’re central to business activity in Spain, and what investors and entrepreneurs need to know to leverage them successfully.



Joaquín Rodríguez Puerta
Attorney, Corporate Practice
BUFETE BARRILERO
Madrid, Spain

Joaquin Rodriguez Puerta is an attorney at Bufete Barrilero in the Corporate group. He has experience providing comprehensive corporate advice to national and international clients, particularly in corporate and contractual matters, with a focus on M&A, financing, and investments across various sectors. As a consequence of the above he has experience in the drafting and negotiation of corporate documents involving key stakeholders of a transaction. He also has experience in Real Estate, having been involved in the acquisition of real estate assets.

2:00 P.M. – 2:30 P.M.

KEYNOTE PRESENTATION: NAVIGATING THE SPANISH BUSINESS LANDSCAPE

Introduction by Eduardo Barrilero, Director, Bufete Barrilero, Madrid, Spain

Antonio Garamendi, president of the Spanish Confederation of Business Organizations (CEOE), shares a unique perspective on the evolving business and legal environment in Spain. Drawing on his extensive leadership experience, he will discuss how social dialogue, innovation, and sustainability influence business regulations and corporate governance. This presentation will offer practical insights on navigating Spain’s regulatory framework, fostering collaboration between business and legal sectors, and adapting to digital and sustainable transformation. ALFAI attorneys will gain valuable knowledge to better advise clients operating in or entering the Spanish market.



Antonio Garamendi
President
SPANISH CONFEDERATION OF BUSINESS
ORGANIZATIONS (CEOE)
Madrid, Spain

Antonio Garamendi is a Spanish businessman and the current president of CEOE, the leading representative of Spain’s business community. Antonio holds a law degree from the University of Deusto and began his career in his family’s industrial business while actively participating in various business associations. Garamendi founded the Federation of Young Entrepreneurs’ Associations of Spain (FAEJE) and later chaired CONFEMETAL, the metal sector’s employers’ association. Since joining CEOE, he has held several leadership roles before becoming president in 2018 and was re-elected in 2022. Under his leadership, CEOE played a key role during the COVID-19 crisis, negotiating agreements to protect jobs through temporary layoffs (ERTEs). He has also driven the organization’s modernization by promoting diversity, technology adoption, and sustainable business practices. Today, Garamendi is recognized for advancing Spain’s social dialogue and positioning CEOE as a significant player in Europe and global forums.

2:30 P.M.

SESSIONS CONCLUDE

THURSDAY AFTERNOON AND EVENING NETWORKING EVENTS

3:30 P.M. – 5:30 P.M.

NETWORKING EVENT: DISCOVER MADRID ON A HISTORICAL WALKING TOUR

Join accredited local guides for a leisurely and informative walking tour through the heart of historic Madrid. Along the way, you'll hear fascinating stories, little-known facts, and charming anecdotes that bring the city's rich past to life. The route includes iconic landmarks such as Plaza de Oriente, the Royal Palace, Almudena Cathedral, Calle Mayor, Plaza de la Villa, Calle del Codo, San Miguel Market, Plaza Mayor and a special stop at a local restaurant to enjoy a glass of sangria and tapas. It's a perfect opportunity to soak in Spanish culture while connecting with fellow attendees.



Transportation: Buses will depart the hotel at 3pm to head to the starting point of the walking tour. Upon completion of the tour, attendees will be bussed back to the hotel for a 6pm arrival.

Attire: Casual, comfortable walking shoes. Bottled water will be provided.

SUGGESTIONS TO EXPLORE ON YOUR OWN IF NOT DOING WALKING TOUR

[Prado Museum](#)

Open Monday to Saturday from 10am-8pm. General Admission is 15€.
2.9 km from the hotel, 10–15-minute taxi ride.

[Thyssen-Bornemisza Museum](#)

Open generally from 10am-7pm. Standard Admission is 14€.
2.4 km from the hotel, 5–15-minute taxi ride.

[Royal Palace of Madrid](#)

Opens Monday to Saturday 10am-6pm. Standard Admission is 20€.
5 km from the hotel, 15–30-minute taxi ride.

[Real Madrid Stadium Tour – Bernabéu](#)

Open Monday to Saturday 9am-7pm. A Flexible Time Tour is available for 40€ allowing you to arrive at any time. A 4:30pm Premium Guided Tour in English is offered this day for 47€. 2.7km from the hotel, 5–15-minute taxi ride.

6:30 P.M. – 10:00 P.M.

NETWORKING RECEPTION AND AWARDS DINNER

InterContinental Madrid – Plata Room

6:30 p.m. – 7:30 p.m. Cocktails in Garden with Canapes
7:30 p.m. – 9:30 p.m. Plated Dinner & Awards Ceremony (tableside wine/beer)
9:30 p.m. – 10:00 p.m. Post Dinner Cocktails

Celebrate a successful year with ALFAI during this reception, plated dinner and awards ceremony where the ALFAI Firm and Attorney of the Year will be revealed.

Attire: Business or smart casual attire is encouraged.

FRIDAY, OCTOBER 10

9:00 A.M. – 11:00 A.M.

NETWORKING AND TRIVIA AT THE FAREWELL BREAKFAST

InterContinental Madrid – Villahermosa

Join your ALFAI colleagues for a farewell breakfast before traveling home or enjoying free time in Madrid. Intriguing trivia about ALFAI member firms and our host city, Madrid, will be available for those who enjoy Friday morning brain teasers. **REMINDER:** Breakfast at the hotel restaurant is included in your hotel room rate but ALFAI attendees have a private breakfast room on Thursday and Friday mornings at the specific times noted in this outline.

END OF ANNUAL BUSINESS MEETING SESSIONS

CORPORATE & COMMERCIAL TRANSACTIONS PRACTICE GROUP (CCTPG) MEETING

Separate registration is required for these post-seminar activities focused on networking for the CCTPG. ALFAI attorneys do not need to attend the ABM to register for these sessions.

1:00 P.M. – 2:00 P.M.

NETWORKING LUNCH

InterContinental Madrid – Escorial Norte Room

2:00 P.M. – 5:00 P.M.

CCTPG FACE-TO-FACE MEETING

InterContinental Madrid – Escorial Centro Room

Agenda specifics are coming soon!

6:00 P.M. – 10:00 P.M.

CCTPG DINNER: ART & FLAMENCO – A NIGHT OF SPAIN’S FINEST CULTURAL TREASURES

Casa Museo – C. de la Fuente del Rey, 11, Casa 2, Moncloa-Aravaca



6:00 p.m. – 7:00 p.m.

Welcome Reception

7:00 p.m. – 9:00 p.m.

Plated Dinner

9:00 p.m. – 10:00 p.m.

Flamenco Show with Cocktails

Step into an unforgettable evening of Spanish tradition at a private home that hosts the fourth most important private art collection in Spain, featuring works by Picasso and Goya. Explore the salons, library, dining rooms, gardens and porches of this unique space. Guests will enjoy a traditional Spanish experience beginning with welcome beer and wine, followed by a seated dinner and culminating in a captivating flamenco show with cocktails.

Transportation: Casa Museo is a 15–20–30-minute drive from the hotel. Buses will depart in the lobby at 5:40pm/30pm.

Attire: Business or smart casual attire is encouraged.