

the global voice of the legal profession®

Follow us
@IBAevents
#IBAStartUp

INTERNATIONAL BAR ASSOCIATION CONFERENCE 2026

A conference presented by the IBA European Regional Forum, supported by the IBA Closely Held Companies Committee and the IBA Corporate Counsel Forum

9th Annual IBA European Start-up Conference

13 November 2026, Pullman Paris Tour Eiffel, Paris, France

Working programme

WiFi
Network : Pullman_Paris_Tour_Eiffel
Login select: I am not staying at the hotel / 24-hour Pass

Network security cannot be guaranteed; if you access the wifi network you do so at your own risk in accordance with the provider's terms and conditions. Anyone else connected to this network might be able to intercept your personal data.

Headline conference sponsor

Harvey

All speaker materials and biographies can be found at **www.ibanet.org/conference-details/conf2854**

Conference Co-Chairs
Merlin Seeman *Hedman Law Firm, Tallinn; Senior Vice Chair, IBA European Regional Forum*
Antonia Verna *Portolano Cavallo, Milan; Senior Vice Chair, IBA European Regional Forum*

Friday 13 November

All plenary working sessions will take place in the Orsay Room

0815 – 1800 **Registration**
Orsay Foyer

0815 – 0850 **Welcome coffee/tea**
Orsay Foyer

0850 – 0900 **Welcome address by the Conference Chairs**

0900 – 0930 **Keynote address**

From potential to performance: building teams that can scale

Graham Shaw knows what it takes to turn talent into a team that performs under pressure. A former elite athlete and international hockey coach, he made history by leading the Ireland Women's Hockey team to the 2018 World Cup Final, the first Irish team ever to reach that stage. He was later named RTÉ Manager of the Year and coached New Zealand at the Tokyo Olympic Games. Today, Graham works with leadership teams and organisations, bringing lessons from elite sport into the world of business, growth and high-performance culture.

Keynote speaker
Graham Shaw *High-Performance Coach and Consultant, Uppercut, Dublin*

0930 – 1000 **Europe-US-Asia: the global venture capital landscape**

The role of European start-ups and venture capital, market trends and cross-border strategies.

Moderator
Mala Valroy *Founder and General Partner, Thursday VC, Stockholm*

Speaker
David Boujo *Deeptech Development Director, BpiFrance, Paris*
Simon King *Lakestar, London*

MOBILE TELEPHONES
Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

Host Committee sponsors

Chammas & Marcheteau
{d&a}partners
DEGROUX AVOCATS — LAW FIRM BRUGÈRE
DA DELSOL AVOCATS
FTPA AVOCATS
GIDE
JEANTET
operandi.
orsay AVOCATS ASSOCIÉS
OVAT
SEKRI VALENTIN ZERROUK
UGGC AVOCATS
Viguié Schmidt & Associés
VILLECHENON AVOCATS
YARDS

Friday continued

1000 – 1030 **EU Inc policy: what's new?**

Updates on the EU strategy for start-ups and venture capital.
New EU legislative initiative towards a unified EU start-up encouragement plan.

Moderator
Francesco Giavazzi *Bocconi University, Milan*

Speakers
Rebecca Christie *Senior Fellow, Bruegel, Brussels*
Yossi Shamir *VP Project, Toolsgroup, Milan*

1030 – 1100 **Coffee/tea break**
Orsay Foyer

1100 – 1130 **Beyond traditional venture capital**

This session will cover the following topics:
- Revenue-based financing and alternative funding structures.
- Corporate venture building vs traditional VC.
- Scale-ups and PE funds' arrival.
- Venture lending and credit markets.
- Government grants and innovation funds across Europe.

Moderator
Martin Viciano Gofferje *Gleiss Lutz, Berlin; Corporate Law Section Liaison Officer, IBA Closely Held Companies Committee*

Speakers
Edouard Brunet *Quadrilles Capital, Paris*
Charlotte Corbaz *Head, Large Venture fund, BpiFrance, Paris*

1130 – 1200 **Scaling up: from start-up to unicorn**

Funding rounds, key legal terms, international expansion, and talent incentives across Europe.

Moderator
Isabel Carneiro Kahlen *Morais Leitão Galvão Teles Soares da Silva, Porto*

Speakers
Stanislas de Villoutreys *Head of Legal, Compliance and Risk, Pennylane, Paris*
Ran Korber *Co-founder and former CEO, BreezoMeter, Technion, Haifa*

1200 – 1300 **Lunch**
Trocadéro room

MOBILE TELEPHONES

Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

Friday continued

1300 – 1400 **Roundtable discussions**

Delegates will participate in sector-focused roundtable discussions.

Moderators
Merlin Seeman *Hedman Law Firm, Tallinn; Senior Vice Chair, IBA European Regional Forum*
Antonia Verna *Portolano Cavallo, Milan; Senior Vice Chair, IBA European Regional Forum*

1. Defence and dual-use technology *Mirabeau Room 1-2*

Moderators
Morgan Hunault-Berret *Villechenon, Paris*
Louis Oudot de Dainville *Gide Loyrette Nouel, Paris*

Speaker
Jean-Christophe Canal *Director, Naval Group, Paris*

2. AgriTech and food innovation *Vendome Room 3*

Moderator
Philippe Malikian *Delsol, Paris*

Speaker
Geoffroy Dubus *Partner, DEMEA Invest, Paris*

3. Mobility and transportation innovation *Vendome Room 4*

Moderator
Eric du Peloux *Yards, Paris*

4. Web3, blockchain and decentralised technologies *Vendome Room 2*

Moderator
Stéphane Daniel *d&a, Paris*

Speakers
Damien Avignon *Investment Director, BpiFrance, Paris*
Christian Zimmermann *CLO, Greenfield Capital, Hamburg*

5. Climate tech and sustainability-driven innovation *Vendome Room 6*

Moderator
Louis Chenard *Viguié Schmidt, Paris*

Speaker
Felix Mounier *Partner, Alter Equity, Paris*

6. Quantum computing and next-generation deep tech *Vendome Room 1*

Moderator
Diane Jouffroy *Gide Loyrette Nouel, Paris*

Speaker
Sofia Dahoune *Partner, Daphni, Paris*

7. Biotech and life sciences innovation post-pandemic *Opera Room*

Moderator
Charles-Emmanuel Prieur *UGGC, Paris*

Speaker
Sofia Arnal *AdBio Partners, Paris*

MOBILE TELEPHONES

Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

8. AI regulation and compliance: one year after the EU AI Act *Foyer Orsay North Room*

Moderator
Alban Vaqué d'Anla *Partner, Operandi, Paris*

Speakers
Alexia Delahousse *General Counsel & Board Secretary, Qonto, Paris*
Jean-Rémi De Maistre *CEO, Jus Mundi, Paris*

9. Legal tech *Vendome Room 5*

Moderators
Caroline Basdevant-Soulié *Oyat, Paris; Women Lawyers' Committee Liaison Officer, IBA Closely Held Companies Committee*
Charles-Philippe Letellier *Partner, FTPA, Paris*

Speaker
Auriane Roussel *Legal Counsel, Jimini AI, Paris*

10. What lawyers need to learn/hear from a venture capital investor *Odéon Room 1-2*

Moderator
Denis Marcheteau *Chammas & Marcheteau, Paris*

Speaker
Guillaume Meulle *Managing Partner, XAnge, Paris*

1400 – 1420 **Coffee/tea break**
Orsay Foyer

1420 – 1450 **Cross-border M&A and exit strategies**

This session will focus on the market conditions, challenges and opportunities for founders and investors in European start-ups and fast growth companies considering an exit.

- What sectors are attracting buyers?
- Are likely buyers, financial or strategics?
- Are sellers' expectations being met on valuations?
- Do public markets provide a realistic exit option?

Moderator
Sarahanne Jackson *Wilson Sonsini Goodrich & Rosati, London*

Speakers
Fabien Collangettes *Omnes Capital, Paris*
Alexis Le Portz *Truffle Capital, Paris*
Nicolas von Bülow *Managing Partner, Clipperton, Paris*

1450 – 1520 **Corporate governance for fast-growing companies**

Board composition considerations from incorporation through late stage, including how it evolves, how to treat leaving founders on the board and when to onboard independent directors.

Moderator
Saarah Woodby *Pillsbury Winthrop Shaw Pittman, New York*

Speakers
Alexia Delahousse *General Counsel & Board Secretary, Qonto, Paris*
Regis Saleur *General Partner, Supernova Invest, Paris*

MOBILE TELEPHONES

Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

Friday continued

1520 – 1600 **Space technology and the new space economy**

Moderator
Laura Zielinski *Noerr, Frankfurt; Vice Chair, IBA Space Law Committee*

Speakers
Moritz Boschert *YPOG, Berlin*
Catherine Doldirina *General Counsel, D-Orbit, Milan*

1600 – 1630 **Fireside chat – AI: sovereignty vs capability**

Digital, and increasingly, AI capabilities are at the center of every ambitious organisation's plans, from start-up to multinational and nation state. However, in a technological landscape dominated by a few players, mostly from two countries, the rest of us face an apparent trade-off between sovereignty and leveraging the capabilities of these technologies. This fireside chat between two practitioners will explore how to navigate these choices.

Speakers
Luukas Kristjan Ilves *Co-founder, the Agentic State Initiative Advisor, Eesti.ai (Estonian Prime Minister's AI Initiative), Former Government CIO and Undersecretary for Digital Transformation, Tallinn*
Stéphanie Schaer *IT and digital sovereignty expert, former interministerial Chief Digital Officer for France, Paris*

1630 – 1640 **Closing remarks**

1900 – 2200 **Conference dinner**

Hôtel de Poulpry – Maison des Polytechniciens
12 rue de Poitiers
75007 Paris

Entry by ticket. Transport is not provided.

The IBA, its officers and staff accept no responsibility for any views expressed, presentations or materials produced by delegates or speakers at the Conference.

MOBILE TELEPHONES

Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

AI Tailored for Law

Harvey

Scan to book a demo