



**UP TO
9 CPD
HOURS
AVAILABLE***

Grow or Sell: Private Companies at the Crossroads

5-7 June 2013

Tivoli Hotel, São Paulo, Brazil

A conference presented by the IBA Closely Held and Growing Business Enterprises Committee and supported by the IBA Latin American Regional Forum

This conference will address key measures that closely held and family owned businesses should consider in preparing for the future:

- How to plan for an orderly succession to the next generation?
- Should the business be sold?
- Is taking the business public the right choice?
- How should the business be organised to face future investment growth needs?

In answering these questions, among others, our panel sessions will address issues involving succession planning and post-succession management, the rewards and pitfalls of an IPO, financing considerations, compliance concerns including anti-bribery and money laundering issues, tax planning and the impact that the continued internalisation of business has on the closely held business.

Sessions include:

- Private equity: legal and financial instruments for structuring private equity and venture capital investments
- Governance: preparing the company for equity financing
- Key compliance issues: preventing transaction frustration
- Strategic investors' acquisitions
- The road to an IPO: which, when, how and where?
- Turn-arounds: instruments and strategies in restructuring companies under stress

Who should attend?

Featuring expert international speakers from private-practice and in-house, interactive and informative sessions and an exclusive social programme, this event is a 'must attend' for all involved in advising private and family-owned businesses, whether nationally or internationally.



the global voice of
the legal profession

*As per the Solicitors Regulation Authority of England and Wales. The number of CPD points/hours available may vary for other bar associations and law societies depending on their criteria.

Programme

Conference Co-Chairs

Horacio Bernardes-Neto *Motta Fernandes Rocha Advogados, São Paulo; Vice-Chair, IBA Bar Issues Commission*

Jaime Carey *Carey y Cia, Santiago; Assistant Treasurer, IBA Legal Practice Division*

Programme Co-Chairs

Andres Cerisola *Ferrere, Montevideo; Vice-Chair, IBA Closely Held and Growing Business Enterprises Committee*

Xavier Ruiz *K&L Gates, New York; Conference Coordinator, IBA Closely Held and Growing Business Enterprises Committee*

Organising Committee

Stephanie Denkowicz *Manatt Phelps & Phillips, New York; Chair, IBA Closely Held and Growing Business Enterprises Committee*

Thomas Kaiser-Stockmann

Mannheimer Swartling, Berlin; Senior Vice-Chair, IBA Closely Held and Growing Business Enterprises Committee

Alberto Navarro *Navarro Castex Abogados, Buenos Aires; Council Member, IBA Public and Professional Interest Division*

Local Host Committee

Cristina de Andrade Salvador *Miguel Neto Advogados, São Paulo*

Fabio Appendino *Rolim Viotti & Leite Campos Advogados, Belo Horizonte*

Bruno Barata Magalhães *Correa de Mello & Tolomei Advogados, Rio de Janeiro; Junior Communications Officer, IBA Young Lawyers' Committee*

Vera Bizinover *Lobo & de Rizzo Advogados, São Paulo*

Julio Cesar Bueno *Pinheiro Neto Advogados, São Paulo; Website Officer, IBA Latin American Regional Forum; Co-Chair, IBA Project Establishment Subcommittee*

Eleonora Coelho *Castro Barros Sobral Gomes Advogados, São Paulo*

Paulo Coelho da Rocha *Demarest e Almeida Advogados, São Paulo*

Antonio Correa Meyer *Machado Meyer Sendacz e Opice Advogados, São Paulo*

Ricardo Debatin Silveira *Machado Associados, São Paulo*

Rossana Fernandes Duarte *Siqueira Castro Advogados, São Paulo; Membership Officer, IBA Real Estate Committee*

Carlos Roberto Fornes Mateucci *Yarshell Mateucci e Camargo Advogados, São Paulo*

Pedro A de Freitas *Veirano Advogados, Rio de Janeiro; IBA Committees Liaison Officer, IBA Mining Law Committee*

Moira Huggard-Caine *TozziniFreire Advogados, São Paulo; Council Member, IBA Public and Professional Interest Division*

Maria Regina Lynch *Motta Fernandes Rocha Advogados, São Paulo*

Ubiratan Mattos *Mattos Muriel Kestener Advogados, São Paulo*

Jorge Nemr *Leite Tosto e Barros Advogados, São Paulo; Secretary, IBA Business Crime Committee*

Rodolpho Protasio *Mundie e Advogados, São Paulo*

Daniela Ribeiro Davila *Vieira Rezende Barbosa e Guerreiro Advogados, Rio de Janeiro*

Luiz A Sette *Azevedo Sette Advogados, São Paulo*

Eduardo Tess Filho *Tess Advogados, São Paulo*

Wednesday 5 June

1900 – 2100 **Opening reception provided by the Host Committee**

Thursday 6 June

0730 – 1800 **Registration**
Tivoli Hotel

0830 – 0900 **Opening remarks**
Stephanie Denkowicz
Michael J Reynolds *Allen & Overy, Brussels; IBA Vice-President*

Conference Co-Chairs introduction
Horacio Bernardes-Neto
Jaime Carey

0900 – 0930 **Keynote speech**
'Opportunities for company financing in today's international financial scenario'
Brian D O'Neill *Vice-Chairman, Lazard, New York*

Continuing Professional Development/Continuing Legal Education

For delegates from countries where CPD/CLE is mandatory, the International Bar Association will be pleased to provide a Conference Certificate of Attendance which, subject to the exact CPD/CLE requirements, may be used to obtain the equivalent accreditation in your jurisdiction.

This conference has been accredited for CPD/CLE by the Solicitors Regulation Authority of England and Wales. New York and Californian attorneys may submit their certificates of attendance issued, and apply this credit earned to their New York and Californian CLE requirement. Delegates should ask staff at the registration desk for information as to how to obtain the hours.

0930 – 1100 **Private equity: legal and financial instruments for structuring private equity and venture capital investments**

Private companies raising growth capital have both venture capital and private equity funds as their principal options, because of their liquidity and their non-monetary added value. In turn, the owners of private companies who intend to sell also have private equity funds at the top of their options' list.

This panel will examine the ways in which the requirements and goals of private equity and venture capital funds differ from those of strategic investors. It will also look at how those specific needs and goals affect target identification, due diligence, deal structuring, and investment contract negotiation. This panel will review, from the perspective of the private company, how best to prepare a company for a financial investor, the deal process, transaction structures and deal documents, leverage issues, and key management incentives and option pools. Legal and financial instruments best suited to deal with the above will be at the core of the panel's topics.

Session Co-Chairs

Andres Cerisola

Alyssa A Grikscheit *Sidley Austin, New York*

Speakers

Francisco Alvarez-Demalde *Riverwood Capital, New York*

Todd Crider *Simpson Thacher & Bartlett, São Paulo*

Federico Grebe *Philippi Yrarrazaval Pulido & Brunner Abogados, Santiago*

Jorge U Juantorena *Cleary Gottlieb Steen & Hamilton, New York*

Daniel Kalansky *Motta Fernandes Rocha Advogados, São Paulo*

Maria-Leticia Ossa-Daza *Willkie Farr & Gallagher, New York*

1100 – 1130 **Coffee/tea break**

1130 – 1300 **Governance: preparing the company for equity financing**

Private companies willing to raise equity financing normally require significant reviews and changes of their governance policies and practices, whether they intend to go public or attract financial investors such as private equity funds.

This panel will address the main areas of opportunity for improving private companies' governance, tangible benefits as well as downside and added costs in real life:

- the legal requirements and implications in each of them;
- the process necessary to upgrade governance;
- the best practices;
- the specific case of family-owned firms;
- the role and increasing fiduciary obligations of external directors; and
- the role and exposure of external auditors.

Particular focus will be placed on the role that the private company's inside and outside counsel play in the process.

Session Co-Chairs

Alberto Rebaza *Rebaza Alcazar & De Las Casas Abogados, Lima*

Xavier Ruiz

Speakers

Paulo Coelho da Rocha *Demarest e Almeida Advogados, São Paulo*

Eli Whitney Debevoise *Arnold & Porter, Washington DC*

Cristian Eyzaguirre *Carey y Cia, Santiago*

Luiz Maia *Brookfield Brazil Capital Partners, São Paulo*

Daniel de Miranda Faco *Machado Meyer Sendacz e Opice Advogados, São Paulo*

David O'Donnell *Mason Hayes & Curran, Dublin*

1300 – 1430 **Lunch**

1430 – 1600 **Key compliance issues: preventing transaction frustration**

Compliance issues, an increasingly important source of transaction frustration, can no longer be treated by establishing reserves for contingencies.

This panel will identify these key compliance issues and review how the parties and their counsel deal with them. The role of counsel to both the local entrepreneur and the party considering the acquisition confronted with this matter will also be highlighted. FCPA, OFAC, UKBA and similar regulatory regimes will be explored, as well as international trends from the perspective of buyers from emerging or nontraditional jurisdictions. Compliance will be discussed as an increasingly relevant area of practice for corporate firms, together with the methodology, training and professional profiles needed to promote this field of practice.

Session Co-Chairs

Harvey Jay Cohen *Dinsmore & Shohl, Cincinnati; Vice-Chair North America, IBA Law Firm Management Committee and Membership Officer, IBA Closely Held and Growing Business Enterprises Committee*

James M Klotz *Miller Thomson, Toronto; Chair, IBA Bar Issues Commission*

Speakers

Marta Arias Diaz *Ronaldo Martins & Advogados, São Paulo*

Elisabeth Eljuri *Norton Rose, Caracas; Website Officer, IBA Oil and Gas Law Committee*

David Gutierrez *BLP Abogados, San Jose; Secretary, IBA Latin American Regional Forum*

Jaime Herrera *Posse Herrera Ruiz Abogados, Bogota*

Jose Antonio Miguel Neto *Miguel Neto Advogados, São Paulo*

Antonio N Piccirillo *Proskauer Rose, São Paulo*

Marcela Waksman Ejnisman *TozziniFreire Advogados, São Paulo*

1600 – 1630 **Coffee/tea break**

1630 – 1800 **Strategic investors' acquisitions**

Every strategic investor uses its own methodology to identify acquisition targets. Industrial investors evaluate acquisitions largely in the context of how the business will 'tie in' with their existing company and business units. Before embarking on acquisitions, a strategic acquirer must have a clear definition of its overall corporate strategy and the way in which such corporate strategy should enhance its acquisition strategy. Some elements in an acquisition strategy might include definitions of:

- the rationale for the acquisition eg, vertical or horizontal integration, expanding into newer high-growth markets, acquiring technology or know-how;
- the precise profile of the sought target companies;
- the geographic range of possibilities;
- the financial criteria eg, revenues, profitability;
- the type of management or skills which may be required;
- the type of clientele which the target company should have; and
- the valuation range in which such acquisitions may make sense.

This session will deal with strategy issues that investors take into account when identifying an acquisition target, and the legal aspects particular to these non-financial M&A transactions.

Session Co-Chairs

Lisandro Allende *Brons & Salas, Buenos Aires; Co-Chair, IBA Latin American Regional Forum*

Thomas Kaiser-Stockmann

Speakers

Luis Fernando Gonzalez Nieves *Solorzano Carvajal Gonzalez y Perez-Correa, Mexico City; Website Officer, IBA North American Regional Forum*

Bengt Gustafson *Securitas AB, Stockholm*

Nanette C Heide *Duane Morris, New York*

Christopher Mann *Sullivan & Cromwell, New York*

Alejandro Paya *Cuatrecasas, Barcelona*

Javier Petrantonio *M & M Bomchil, Buenos Aires*

Miguel Tornovsky *Pinheiro Neto Advogados, São Paulo*

Pablo Viñals Blake *Marval O'Farrell & Mairal, Buenos Aires*

1900 – 2200 **Welcome dinner**

0800 – 1300 **Registration**

Tivoli Hotel

0900 – 0930 **Keynote speech**

'Business environment and conditions for the private companies' growth and financing'

Jose W Fernandez *US Assistant Secretary of State, Washington DC*

0930 – 1100 **The road to an IPO: which, when, how and where?**

Until recently an IPO was considered the Nirvana of both the raising of growth capital for a private company or the exit for family members, financial investors and other shareholders. Although most equity public markets dried up after 2009, the accumulation of private equity investment in private companies is likely to put pressure on companies to go public en masse as soon as the conditions improve again.

This panel will discuss such business, economic, legal, and compliance requirements issues necessary for a private company to be a suitable candidate for a public listing. It will also examine the optimal stage for doing so, the choice of the jurisdiction where to go public, the trade offs, the road map, the role of investment bankers and strategic advisors including counsel to all parties, the specifics of this particular due diligence process, the key contracts, opinions and legal instruments, the filings, new fiduciary responsibilities, and the preparation for the day after.

Session Co-Chairs

Stig Bigaard *Bech-Bruun, Copenhagen; Conference Coordinator, IBA Closely Held and Growing Business Enterprises Committee*

Eduardo Sanguinetti *Sanguinetti Fodere Abogados, Montevideo; Co-Chair, IBA Latin American Regional Forum*

Speakers

Richard S Aldrich *Skadden Arps Slate Meagher & Flom, São Paulo*

Gordon M Bava *Manatt Phelps & Phillips, Los Angeles*

Roberto Belchior *Goldman Sachs, São Paulo*

Jonathan Bisgaier *BTG Pactual, São Paulo*

Valerie Choo Lin Ong *Rodyk & Davidson, Singapore; Website Officer, IBA Closely Held and Growing Business Enterprises Committee*

Facundo Gomez Minujin *JPMorgan Chase, Buenos Aires*

Martin T Schrier *K&L Gates, Miami*

1100 – 1130 **Coffee/tea break**

1130 – 1300 **Turn-arounds: instruments and strategies in restructuring companies under stress**

Private companies which face financial difficulties are good targets for raising growth capital or being sold to financial or strategic buyers, provided that an adequate restructuring process is available and properly followed.

This panel will tackle the value that seasoned counsel brings to the table in these circumstances, the main options at the restructuring menu, the regulatory conditions that favour or challenge efficient restructurings, the critical path, the instruments available to companies to turn the corner on financial difficulties and place themselves on a path to healthy growth, and the specifics of these processes when they involve a simultaneous investment or acquisition. Conditions for success or failure of restructurings will receive particular attention from panellists, as well as the role that counsels' sophistication or mistakes have in the final outcome.

Session Co-Chairs

Marcela Hughes *Hughes & Hughes, Montevideo; Vice-Chair, IBA Latin American Regional Forum*

Alberto Navarro

Speakers

Maurice Blanco *Davis Polk & Wardwell, New York*

Roberto A Fortunati *Estudio Beccar Varela, Buenos Aires*

Hermann J Knott *Luther Rechtsanwalts-gesellschaft mbH, Cologne; Secretary, IBA Law Firm Management Committee*

Luis Lopez-Duran *Hoet Pelaez Castillo & Duque, Caracas*

Alberto Luzarraga *Linklaters, New York*

Rodolpho Protasio *Mundie e Advogados, São Paulo*

Fernando Quicios Dorado *Perez-Llorca, Madrid*

1300 – 1430 **Lunch**

The organisers may at any time, with or without giving notice, in their absolute discretion and without giving any reason, cancel or postpone the conference, change its venue or any of the other published particulars, or withdraw any invitation to attend. In any case, neither the organisers nor any of their officers, employees, agents, members or representatives shall be liable for any loss, liability, damage or expense suffered or incurred by any person, nor will they return any money paid to them in connection with the conference unless they are satisfied not only that the money in question remains under their control but also that the person who paid it has been unfairly prejudiced (as to which, decision shall be in their sole and unfettered discretion and, when announced, final and conclusive).

Information

Date

5–7 June 2013

Venue

Tivoli Hotel
Alameda Santos, 1437 – Cerqueira Cesar
São Paulo, Brazil
Tel.: +55 (11) 3146 5900
Fax: +55 (11) 3146 5901
www.tivolihotels.com

Fees

Online registrations received:

	on or before 3 May	until 24 May
IBA member	£620	£710
Non-member*	£755	£845
Young lawyers (under 30 years)	£470	£845
Academics/judges (full-time)	£470	£845
Public lawyers	£470	£845
Corporate counsel	£560	£845
Guest	£70	£70

After 24 May registrations must be received in hard copy at the IBA office.

Hard copy registration forms and fees received:

	on or before 3 May	after 4 May
IBA member	£690	£790
Non-member*	£840	£940
Young lawyers (under 30 years)	£520	£940
Academics/judges (full-time)	£520	£940
Public lawyers	£520	£940
Corporate counsel	£620	£940
Guest	£70	£70

*By paying the non-member fee, we welcome you as a delegate member of the IBA for the year in which this conference is held, which entitles you to the following benefits:

- (1) Password access to certain parts of the IBA website.
- (2) Receipt of *IBA E-news* and access online versions of *IBA Global Insight*.
- (3) Pay the member rate for any subsequent IBA conference registrations for this calendar year.
- (4) Take advantage of IBA Special Offers.

If you would like to become a full or general member of the IBA, which includes membership of one committee or more – and inclusion in and access to our membership directory – we encourage you to do so now in order to register for this conference at the member rate. Full details of how to join can be found at www.ibanet.org

A reduced rate is offered to lawyers who are over the age of 65, have been an IBA member for more than 20 years and are no longer practising law.

Full payment must be received in order to process your registration.

Language

All conference working sessions and conference materials will be in English.

How to register

Register online at www.ibanet.org/conferences/conf455.aspx and make payment by credit card to avail of the ten per cent online registration discount or complete the attached registration form and return it to Suzana Su at suzana.su@int-bar.org together with your payment. You should receive e-mailed confirmation of your registration within five days; if you do not please contact Suzana Su.

Fees include:

- Attendance at all working sessions on 6 and 7 June
- Conference materials, including any available speaker's papers submitted to the IBA before **24 May**
- Access to the above conference working materials from the IBA website (www.int-bar.org) approximately seven days prior to the conference
- Lunches on Thursday and Friday
- Coffee/tea during breaks
- Invitation to opening reception on 5 June
- Invitation to welcome dinner on 6 June

Please note that registrations are not transferable.

Guest fee includes:

- Invitation to opening reception on 5 June
- Invitation to welcome dinner on 6 June

A guest must **not** be a member of the legal profession or seek to use the Conference as a business networking opportunity. Access to working sessions is not permitted for guests. Checks are made to ensure members of the legal profession are not registered as guests, if this is the case, registration will be refused unless the guest registers as a full delegate for the conference. **Only registered guests (ie, those paying the guest fee) are eligible to participate in the social programme.**

List of participants

In order for your name to appear in the list of participants, which will be made available seven days prior to the conference, your registration form must be received by **24 May** at the latest.

Registration confirmation

All documentation regarding your attendance at the conference can now be obtained from the IBA website. Upon receipt of your payment for the conference a confirmation e-mail will be sent containing instructions on how to download the documents. Registration confirmation will not be distributed by post.

Promotional literature

Please note that no individual or organisation may display or distribute publicity material or other printed matter during the conference, unless by prior arrangement with the IBA. Organisations and companies wishing to discuss promotional opportunities should contact the Sponsorship Department at sao.paulo@int-bar.org.



Payment of registration fees

Pounds sterling: by bank transfer to the IBA until 17 May 2013 at HSBC, account number 00375-81, branch 0223 (Avenida Paulista), SWIFT code BCBBRPR, address Avenida Paulista, 949-A, São Paulo, SP 01311-917, Brasil, IBA CNPJ 07.562.031/0001-85. Use an exchange rate of £1/R\$3,5

Credit card payments: by Visa, MasterCard or American Express. No other cards are accepted.

PLEASE ENSURE THAT YOUR NAME APPEARS ON ANY TRANSFER OR DRAFT.

No deductions or withholdings

All fees payable to us by you in accordance with the terms contained in this 'Information' section shall be paid free and clear of all deductions or withholdings whatsoever. If any deductions or withholdings are required by law to be made from any fees payable to us by you under the terms contained in this 'Information' section you shall pay such sum as will, after the deduction or withholding has been made, leave us with the same amount as we would have been entitled to receive in the absence of any such requirement to make a deduction or withholding.

If we obtain the benefit of any tax credit or other relief by reference to any such deductions or withholdings, then we shall repay to you such amount as, after such repayment has been made, will leave us in no worse position than we would have been had no such deductions or withholdings been required.

Conference sell-outs

The IBA places its conference in venues of a suitable size for the event; however there are times when our conferences may sell out. Should this happen, prospective delegates will be informed and a waitlist will operate. The waitlist will function on a 'first come, first served' basis, subject to receiving registered delegate cancellations. The IBA will not be liable for any travel or accommodation expenses incurred by an individual who travels to the conference without a confirmed place at the event.

Hotel accommodation

A limited number of rooms have been reserved at the Tivoli Hotel for the nights of 5, 6 and 7 June.

Tivoli Hotel

Alameda Santos, 1437 – Cerqueira Cesar
São Paulo, Brazil
Tel.: +55 (11) 3146 6426
Fax: +55 (11) 3146 6509
Email: fernanda.moliterno@tivolihotels.com

The following rate is per room, per night and inclusive of breakfast. Service charges and local taxes are not included.

Collection room – single or double: R\$ 750 (approximately US\$ 365)
Collection suite – single or double: R\$ 1.350 (approximately US\$ 655)

As a limited number of rooms have been blocked at the hotel, availability cannot be guaranteed once the room block is full.

Social programme

Wednesday 5 June

1900 – 2100 **Opening reception provided by the Host Committee**

Cancellation of registration

If cancellation is received in writing at the IBA office by **4 May**, fees will be refunded less a 25 per cent administration charge. We regret that no refunds can be made after this date. Registrations received after **4 May** will not be eligible for any refund of registration fees

Provided you have cancelled your registration to attend an IBA conference in accordance with the terms of the 'cancellation of registration' clause included in the 'Information' section of the relevant conference programme, you must then confirm to us in writing at the IBA office as soon as possible but in no event later than one year (12 calendar months) from the date of any such conference all necessary details to enable any reimbursement owed to you to be paid. We regret that no refunds will be made after the date that is one year (12 calendar months) after the date of the relevant conference.

Weather

The climate in São Paulo in early-June is mild with temperatures averaging 12-20°C (54-68°F). Drizzles are common in this time of year.

Travel arrangements and visas

Participants are responsible for making their own travel arrangements. It is recommended that you check your visa requirements with your local embassy or consulate. **We are unable to dispatch visa invitation letters to support your visa application prior to receipt of your registration form and full payment of registration fees.**

Please apply for your visa in good time.

Airport

Aeroporto Internacional Governador Andre Franco Montoro (Guarulhos) – located 15.6 miles northwest of São Paulo city centre.

Taxi

The best form of transport available from the airport to the Tivoli Hotel is taxi. The journey costs around R\$110 (approximately US\$60) plus tip. It takes approximately 45-60 minutes.

Please complete the attached accommodation form and send it direct to the hotel to make your reservation. The hotel requires a credit card number to secure your reservation.

Please note that any reservation made after **31 May 2013** will be subject to availability and cannot be guaranteed at the special IBA rate.

Cancellation and no-show policy

Please note that in the event of any cancellations or no-shows, rooms will be charged to the individual guest's credit card given at the time of the booking.

Delegates are responsible for making accommodation reservations and entering into an agreement with the hotel regarding credit card guarantees, cancellation terms and conditions, and room rates (should these differ from the special IBA rate). The IBA cannot accept responsibility for hotel accommodation disputes between a delegate and the hotel.

Disabled access

The Tivoli Hotel is wheelchair accessible. Please notify us if you require special assistance.

Thursday 6 June

1900 – 2200 **Welcome dinner**

Social event tickets cannot be guaranteed unless payment has been received before 24 May subject to availability.

Dates to remember

- **4 May 2013** is the date by which your registration form and payment must be received at the IBA office if you are taking advantage of the early registration fee and is the date by which any cancellation must be received at the IBA office in order for fees to be refunded, less a 25 per cent administration charge. No refunds can be made after this date.
- **24 May 2013** is the date by which your registration form and payment must be received at the IBA office in order for your name and company to be included in the list of participants, which will be made available seven days prior to the conference. After this date no registration forms can be accepted at the IBA office – please therefore register at the conference.
- **31 May 2013** is the deadline for the Tivoli Hotel to receive accommodation bookings at the IBA discounted rate.

Registration form



Grow or Sell: Private Companies at the Crossroads

5–7 June 2013, Tivoli Hotel, São Paulo, Brazil

Please read the 'Information' section before completing this form and return it together with your payment to Suzana Su at the address overleaf.

Personal details *(Please attach your business card or write in block capitals)*

Title _____ Given name _____ Family name _____

Name and country to be shown on badge *(if different from above)* _____

IBA membership number *(if applicable)* _____ Date of birth _____

Firm/company/organisation _____

Address _____

Tel _____ Fax _____

Email _____

Guest name _____

Guests are not entitled to attend the working sessions. No member of the legal profession may be registered as a guest.

Special dietary requirements _____

TO OBTAIN A TEN PER CENT DISCOUNT ON THE FEES BELOW,
PLEASE REGISTER BY 24 MAY ONLINE AT WWW.IBANET.ORG/CONFERENCES/CONF455.ASPX
IBA MEMBERS CAN REGISTER ONLINE BY 3 MAY FOR £620
PLEASE SEE 'INFORMATION' FOR FURTHER ONLINE REGISTRATION DETAILS

Hard copy registration forms and fees received:	on or before 3 May	after 4 May	amount payable
IBA member	£690	£790	£
Non-member *	£840	£940	£
Young lawyers (under 30 years)	£520	£940	£
Academics/judges (full-time)	£520	£940	£
Public lawyers	£520	£940	£
Corporate counsel	£620	£940	£
Guest	£70	£70	£

Guests are not entitled to attend the working sessions. No member of the legal profession may be registered as a guest.

Social functions

Opening reception on 5 June Number of tickets _____

Welcome dinner on 6 June Number of tickets _____

One opening reception ticket for each delegate and registered guest is permitted.

One welcome dinner ticket for each delegate and registered guest is permitted.

Social ticket reservations are subject to availability and cannot be guaranteed unless payment has been received before **24 May**.

A REDUCED RATE IS OFFERED TO LAWYERS WHO ARE OVER THE AGE OF 65,
HAVE BEEN AN IBA MEMBER FOR MORE THAN 20 YEARS AND ARE NO LONGER PRACTISING LAW.
*JOIN THE IBA TODAY AND REGISTER FOR THIS CONFERENCE AT THE IBA MEMBER RATE.
PLEASE FIND THE IBA MEMBERSHIP APPLICATION FORM AT WWW.IBANET.ORG

FULL PAYMENT MUST BE RECEIVED IN ORDER TO PROCESS YOUR REGISTRATION.
PLEASE NOTE THAT REGISTRATIONS ARE NOT TRANSFERABLE.

TOTAL AMOUNT PAYABLE £



Payment details

I have transferred to the IBA bank account the total amount payable and have attached a copy of the bank transfer details.

(By bank transfer to the IBA at HSBC, account number 00375-81, branch 0223 (Avenida Paulista), SWIFT code BCBBBRPR, address Avenida Paulista, 949-A, São Paulo, SP 01311-917, Brasil, IBA CNPJ 07.562.031/0001-85)

Use an exchange rate of US\$1/R\$3.5

Please pay all bank charges so that the IBA receives the full invoiced amount.

BANK TRANSFERS ARE ONLY ACCEPTABLE UNTIL 17 MAY 2013

Please charge the total amount due to my:

Visa MasterCard American Express

Card number _____ Start date _____ Expiry date _____

Name of cardholder _____

Signature _____ Date _____

Where did you first hear about this conference?

IBA CONFERENCE OTHER CONFERENCE DIRECT MAIL INTERNET ADVERTISEMENT
 E-MAIL EDITORIAL RECOMMENDATION OTHER

Please provide further details, quoting code (if applicable)

IBA listings are provided to relevant third parties for marketing purposes. The IBA will treat your personal information with the utmost respect and in accordance with UK data privacy laws.

If you are agreeable to passing on your details, please tick this box

If you do **not** wish to receive IBA information and materials, please tick this box

Your details will however be included in the list of participants.

Please send the completed form to:

International Bar Association

Suzana Su

Rua Helena, 170, 14° Andar, São Paulo, SP 04552-050, Brasil

Tel: +55 (11) 3046 3320 Fax: +55 (11) 3046 3324

E-mail: suzana.su@int-bar.org www.ibanet.org

For office use only Payment _____ Banked _____ Processed _____

Accommodation form



Grow or Sell: Private Companies at the Crossroads

5–7 June 2013, Tivoli Hotel, São Paulo, Brazil

Please refer to the 'Hotel accommodation' section before completing this form

Personal details *(Please attach your business card or write in block capitals)*

Title _____ Given name _____ Family name _____

Firm/company/organisation _____

Address _____

Tel _____ Fax _____

Email _____

Accommodation requirements

Tivoli Hotel

Collection room – single or double: R\$750 (approximately US\$365) per room per night

Collection suite – single or double: R\$1.350 (approximately US\$655) per room per night

Arrival date _____ Departure date _____

THE RATE INCLUDES BREAKFAST AND EXCLUDES SERVICE CHARGES AND LOCAL TAXES.
ANY RESERVATION MADE AFTER 31 MAY WILL BE SUBJECT TO AVAILABILITY AND CANNOT BE GUARANTEED AT THE ABOVE RATES.

Please reserve:

Collection room – single Collection room – double Collection suite – single Collection suite – double
 smoking non-smoking

IF YOU NEED AN EARLY OR LATE CHECK IN OR CHECK OUT, PLEASE CONTACT THE HOTEL IN ADVANCE.
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International Bar Association

the global voice of the legal profession

The **International Bar Association** (IBA), established in 1947, is the world's leading organisation of international legal practitioners, bar associations and law societies. The IBA influences the development of international law reform and shapes the future of the legal profession throughout the world. It has a membership of more than 45,000 individual lawyers and over 200 bar associations and law societies spanning all continents. It has considerable expertise in providing assistance to the global legal community.

Grouped into two divisions – the **Legal Practice Division** and the **Public and Professional Interest Division** – the IBA covers all practice areas and professional interests, providing members with access to leading experts and up-to-date information. Through the various committees of the divisions, the IBA enables an interchange of information and views among its members as to laws, practices and professional responsibilities relating to the practice of business law around the globe. Additionally, the IBA's high-quality publications and world-class conferences provide unrivalled professional development and network-building opportunities for international legal practitioners and professional associates.

The IBA's **Bar Issues Commission** provides an invaluable forum for IBA member organisations to discuss all matters relating to law at an international level.

The IBA's **Human Rights Institute** (HRI) works across the Association, to promote, protect and enforce human rights under a just rule of law, and to preserve the independence of the judiciary and the legal profession worldwide.

Other institutions established by the IBA include the **Southern Africa Litigation Centre** and the **International Legal Assistance Consortium**.

Closely Held and Growing Business Enterprises Committee overview

The mission of the Closely Held and Growing Business Enterprises Committee is to address issues of particular interest to startups, owner-managed, closely held and family businesses and their legal advisors, and to organisations with ambitions for growth.

The committee's aim is to provide a focus for the different needs of ownership, management and financing of such organisations.

Latin American Regional Forum overview

The Latin American Regional Forum covers all countries in Latin America as well as Mexico, Puerto Rico and Spanish-speaking areas of the Caribbean. The forum provides a focus for all activities in the region. It organises sessions at IBA conferences and in particular has been instrumental in ensuring that a Latin American perspective is addressed during relevant special sessions. The forum is closely affiliated with the North American Regional Forum as the regions are geographically proximate and share many issues.

Contact information

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