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| 09.00–17.00 | Friday 10 October 2025 | |
| 08.30-09.00 | Welcome coffee | |
| 09.00-09.15 | **Opening remarks by the Facilitator, Co-Chairs and President** | **[Alice van der Schee](https://www.vbk.nl/en/specialists/alice-van-der-schee)**, Van Benthem & Keulen, The Netherlands / INSOL Europe President  [**Matthias Prior**](https://www.abel-legal.at/en/#team), Abel Rechtsanwälte, Austria / INSOL Europe Council member & Country Coordinator  [**Christel Dumont**](https://www.dentons.com/en/christel-dumont), Dentons, Luxembourg / INSOL Europe Council member & Country Coordinator |
| 09.15-09.50 | **Keynote speech** | [**Christopher Pratt**](https://marsail.com/en/2022/10/04/christopher-pratt-en/)**, Professional Skipper, France** |
| 09.50-11.00 | **Happy 10th Anniversary Recast EIR!** | Panel leader: **[Judge Catarina Serra](https://www.stj.pt/estrutura/catarina-serra/)**, Supreme Court/ University of Minho, Portugal  Panellists:  [**Advocate-General Laila Medina**](https://curia.europa.eu/jcms/jcms/Jo2_7026/en/), European Court of Justice  **[Em. Prof. Reinhard Bork](https://www.borkhamburg.de/)**, University of Hamburg, Germany  **Benjamin Herisset**, UNCITRAL |
| 11.00-11.30 | Delegate coffee break |  |
| 11.30-12.10 | **Between Brick and Debt: Restructuring Strategies for Real Estate Companies in a Downturn**   * *Best practices, key pitfalls, and stakeholder management when market valuations collapse* | Panel leader: [**Matthias Prior**](https://www.abel-legal.at/en/#team), Abel Rechtsanwälte, Austria / INSOL Europe Council member & Country Coordinator  Panellists:  [**Christian Bärenz**](https://www.goerg.de/de/persoenlichkeiten/dr-christian-baerenz), GÖRG Rechtsanwälte, Germany  [**Patrick Gensbichler**](https://www.abel-legal.at/), Abel Rechtsanwälte, Austria  [**Max Mailliet**](https://www.e2m.lu/team), E2M, Luxembourg  [**Markus Fellner**](https://www.fwp.at/jurist-innen/markus-fellner), Fellner Wratzfeld & Partner, Austria |
| 12.10-12.50 | **Shareholders Rights in Restructurings** | Panel leader: [**Joaquim Shearman de Macedo**](https://www.plmj.com/en/people/partners/joaquim-shearman-de-macedo/30850/), PLMJ, Portugal  [**Florian Bruder**](https://www.dlapiper.com/en/people/b/bruder-florian), DLA Piper, Germany  *Additional panellists to be confirmed* |
| 12.50-13.00 | **Battle of breakout sessions** |  |
| 13.00-14.00 | Delegate lunch |  |
| 14.00-14.40 | Breakout-sessions | |
|  | **I.** **Financiers’ Trends to Watch** | Panel leaders:  [**Flavia Pezzetta**](https://fr.linkedin.com/in/flavia-pezzetta-a125baa), NATIXIS Bank, France and [**Florian Joseph**](https://de.linkedin.com/in/florian-joseph-99638148), Helaba Landesbank Hessen, Germany / INSOL Europe Financiers Group Co-Chairs  *Panellists to be confirmed* |
|  | **II.** **Anti-Fraud Forum: Failure to Prevent**   * Negligence by internal auditors * What do banks (have to) do? | Panel leader:  [**Bart Heynickx**](https://www.altius.com/fr/people/bart-heynickx/), ALTIUS, Belgium / INSOL Europe Anti-Fraud Forum Co-Chair  Panellists:  [**Louise Brittain**](https://www.azets.com/en-uk/about-us/our-people/louise-brittain), Azets, UK  [**Konstantinos S. Issaias**](https://kglawfirm.gr/people/konstantinos-issaias/), Kyriakides Georgopoulos Law Firm, Greece  [**Giorgio Corno**](https://www.studiocorno.it/en/people/giorgio-corno/), SCAI Legal, Italy |
|  | **III. Valuation in Restructuring** | Panel leader:  [**Fedra Valencia**](https://www.insol-europe.org/mailer/l/FGjGQV81d8g43IOT2zRQhw/cKrKzW31uWnPXNtK543byg/892F892Rryi763yIh66LZpRZaYIw)**,** Cuatrecasas, Spain / INSOL Europe Council member  Panellists:  **[Koos Beke](https://nl.linkedin.com/in/koos-beke-85639138)**, PwC, The Netherlands  **[Friedrich Andreae](https://uk.linkedin.com/in/friedrich-andreae-6ab841a)**, Attestor, UK  [**Judge Flavius Motu**](https://ro.linkedin.com/in/flavius-motu-b7289192), Cluj Specialized Court, Romania |
|  | **IV. Parallel Proceedings: The Restructuring Double Act** | Panel leader:  [**Kat Burke**](https://maples.com/people/kathlene-burke), Maples, Ireland  *Panellists to be confirmed* |
| 14.40-14.50 | Change of break-out-rooms |  |
| 14.50-15.30 | Repeat of Breakout-sessions I, II, III & IV | |
| 15.30-16.00 | Delegate coffee break |  |
| 16.00-17.30 | **Restructuring Game** | [**Prof. Jan Adriaanse**](https://www.universiteitleiden.nl/en/staffmembers/jan-adriaanse#tab-1), Leiden University, The Netherlands |
| 17.30-17.40 | **Closing remarks of the day by the Facilitator** |  |

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| 09.00–13.00 | Saturday 11 October 2025 | |
| 09.00-09.30 | Welcome coffee |  |
| 09.30-09.35 | **Opening remarks by the Facilitator** |  |
| 09.35-10.10 | **Keynote Interview:****AI and Corporate Insolvency Law** | [**Professor Felix Steffek**](https://www.law.cam.ac.uk/people/academic/f-steffek/6136), University of Cambridge, UK  [**Christel Dumont**](https://www.dentons.com/en/christel-dumont), Dentons, Luxembourg / INSOL Europe Council member & Country Coordinator |
| 10.10-11.00 | **Game of Loans: Liability Management Exercises (LMEs)** | Panel leader:  [**Alice van der Schee**](https://www.vbk.nl/en/specialists/alice-van-der-schee), Van Benthem & Keulen, The Netherlands / INSOL Europe President  Panellists:  [**Prof. Omar Salah**](https://www.nortonrosefulbright.com/en/people/140351), Norton Rose Fulbright, The Netherlands  [**Ian Partridge**](https://www.alixpartners.com/our-people/28126/ian-partridge/), AlixPartner, UK  [**James Simpson**](https://www.lazard.com/our-people/james-simpson/), Lazard, UK |
| 11.00-11.30 | Delegate coffee break |  |
| 11.30-12.20 | **Stigma of Insolvency**   * From the perspective of Academia, Neuroscience and Entrepreneurship | Panel leader:  [**Karl-Heinz Götze**](https://at.linkedin.com/in/karl-heinz-goetze), Kreditschutzverband von 1870, Austria  Panellists  [**Emilie Ghio**](https://edwebprofiles.ed.ac.uk/profile/dr-emilie-ghio), University of Edinburgh, UK  [**Donald Thomson**](https://www.thorntons-law.co.uk/our-people/donald-thomson), Thorntons Law / University of Dundee, UK  [**Nuno Lobo Antunes**](https://pin.com.pt/en/doctors/nuno-lobo-antunes/), Partners in Neuroscience, Portugal  **Noora Fagerström**, Entrepreneur and Politician, Finland |
| 12.20-13.10 | **Harmonisation of EU Restructuring and Insolvency Landscape** | [**Robert Hänel**](https://www.anchor.eu/fr/team/dr-robert-haenel/), Anchor, Germany |
| 13.10-13.30 | **Closing of the day by the Facilitator and Co-Chairs**  **President Handover** | [**Alice van der Schee**](https://www.vbk.nl/en/specialists/alice-van-der-schee), Van Benthem & Keulen, The Netherlands / INSOL Europe President  [**Matthias Prior**](https://www.abel-legal.at/en/#team), Abel Rechtsanwälte, Austria / INSOL Europe Council member & Country Coordinator  [**Christel Dumont**](https://www.dentons.com/en/christel-dumont), Dentons, Luxembourg / INSOL Europe Council member & Country Coordinator |