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25 April 2019

To All Costa Rica Delegates and PRAC Primary Contacts

Dear Friends and Colleagues:

It is just days since PRAC's 65th International Conference in Costa Rica. I hope that your onward travels were pleasant. I thought now was the time to send you a short report to remind you of all that we achieved and to provide an update on our policy and membership initiatives.

ARIAS welcomed delegates and guests to Costa Rica at Saturday evening's opening reception, which was followed by dine arounds at local restaurants. Sunday's Delegation Luncheon and Tour to El Viejo Wetlands in Palo Verde National Park exploring the Tempisque River and the panoramic views from the Hacienda sugar mill showcasing the impressive views of the Costa Rican countryside. Later in the evening, ARIAS Partners hosted a wonderful evening and dinner featuring truly "local" cuisine.

The business program began Monday morning with a Country briefing presentation by Arias Partner Vicente Lines (Costa Rica) and continued with a highly interesting topic *"The Pacific Alliance – The Light in a Dark Night of Trade Protectionism"* featuring Special Guest Speaker Alberto Trejos, former Minister of Foreign Trade (Costa Rica) and which provided a great perspective and left us wondering, among other things about the Netherlands!

This session was followed by PRACTice Development's informative panel discussion "Avoiding Criminal Prosecution in Tax Collection" with Moderator Christina Flores (ARIAS, MP Costa Rica); and Panelists Ian Michael (Bennett Jones, Toronto); Chris Warner (NautaDutilh, Amsterdam) and Hitoshi Sakai (CITY-YUWA, Tokyo).

Monday afternoon's sessions continued with an insightful panel session from PRACTice Management - *"Diversity & Inclusion – Key Takeaways for Law Firms"* with Moderator: Wendy Cordero, Korn Ferry (Costa Rica), and Panelists Sarah Tune, Davis Wright Tremaine (Seattle), Fanny Rodriguez, ARIAS (Honduras); Joyce Fan, Lee and Li (Taiwan).

The final session on Monday was PRAC Business Development Member Firm Spotlight by new member firm CITY-YUWA (Tokyo) with a presentation by Partner Masaaki Sawano and closed with PRAC Group Roundtable Discussions - "Bring a Message". All Delegates were asked to bring a message about their firm or practice area to share with pre-assigned table groups. Suggested messaging included recent firm initiatives such as new or expanded practice areas; use and/or implementation of new technologies and/or outsourcing; recent court rulings or case law impacting your jurisdiction; examples of recent referrals or joint projects between your firm and another PRAC member firm.

Tuesday morning sessions started with a very interesting and insightful panel discussion *"Antitrust in Central America – Catching Up with International Standards"* Moderated by

Andrey Dorado, ARIAS (Costa Rica) and panelists Marcio Baptista, TozziniFreire (Brazil); Ana Teresa Rizo, (Nicaragua); and Diego Peralta, Carey (Chile).

PRACTice Development's panel discussion "Hits and Misses of the Knowledge Economy in Emerging Markets" provided interesting perspectives provided by Moderator Luis Diego Castro, ARIAS (Costa Rica); and PRAC Panelist Heriberto Garza, Santamarina (Mexico), with Guest Panelists Lawrence Pratt, Senior Lecturer at JNCAE, who provided regional insight. Lawrence is a Senior Lecturer at INCAE teaching courses on sustainable development, and environmentally and socially sound business strategy in the MBA and executive education programs.

Our final business session featured a popular and interactive PRACTice Management panel discussion "Challenges of Transitioning in Law Firms", with Moderator and Panelists Vicente Lines, ARIAS (Costa Rica); Jeffrey Lowe, Richards Buell Sutton (MP, Vancouver); and Theresa Chong, SKRINE (MP, Malaysia)

Once again all of the session discussions and forum exchanges proved interactive, informative and provided valuable takeaway.

You can find Costa Rica Conference materials including presentations made over the course of the conference (and including the Delegate Group Photo) at PRAC website here:
<http://www.prac.org/materials/ConferenceMaterials/2019 COSTARICA/Materials.html>

The Board Meeting followed and the meeting adjourned at 4:00 pm (see notes below). The Conference Committee meeting was held prior to Tuesday's business session start; PRAC Membership and Policy & Planning Committees met during Monday and Tuesday lunch hours.

Tuesday's Closing White Party on the Beach was highlighted with a catamaran sunset cruise and the evening beach backdrop provided for a fun-filled and warm hearted evening, complete with howler monkeys joining in the fun!

The Board of Directors met Tuesday afternoon and the following are the salient points from that meeting:

1. Financial Reporting is in line with the approved 2019 budget.

2. Membership Committee.

a. We formally welcomed new member firm CITY-YUWA to membership effective March 1, 2019 for the Japan jurisdiction.

b. In addition, the Chair and Membership Committee are progressing initiatives with potential new member Firms in Thailand, Germany, Boston and California.

3. Nominating Committee

Jeff Lowe, Chair of the Nominating Committee for incoming term 2020-2021 announced results of recent polling. With unanimous votes for both Chair and Vice-Chair positions, effective January 1, 2020 Jaap Stoop, Partner, NautaDutilh (Amsterdam) will become Chair; Marcio

Baptista, Partner, TozziniFreire (Sao Palo) will be Vice Chair. Jeff Lowe, Richards Buell Sutton (MP Vancouver) continues as PRAC Services, Inc. Corporate Secretary and Susan Iannetta, PRAC Director (Toronto).

4. Future Conference Schedule

66th International Conference – Seattle – October 5—8, 2019 Hosted by Davis Wright Tremaine. Please look for our membership alert and opening of registration on May 1.

67th International Conference – New Delhi – March, 2020 – hosted by Kochhar & Co.

68th International Conference – tbd

69th International Conference – New Zealand, March/April 2021 – hosted by Simpson Grierson

Future dates are under review.

PRAC Business Development. Delegates are encouraged to follow up with your mutual areas of interest / referral matters which were brought to light during the conference.

PRAC web site www.prac.org - Please mention / direct link the PRAC web site within your firm's internal network.

Events - In addition to our conferences, we are always looking to interact with PRACites at other events – including INTA, IPBA, ABA, IBA and PDAC, which are just a few of many other industry related events where PRAC members attend in numbers. In jurisdictions where there are host member firms, we encourage extending reception invites to PRAC delegates. Let us know which events your firm plans to be represented at and where, we will assist you with PRAC attendee lists and also publish your event details at our web site. Members can view upcoming event details and register online at www.prac.org/events .

PRAC e-Bulletin - monthly publication includes member news, member deals and country update on topical legal issues and reforms. Our e-Bulletin continues to gain recognition both among our members and externally via the PRAC website and our social media platforms (LinkedIn). Delivered monthly by email to PRAC Primary, PRACTice Group and Marketing Contacts and also available on line to the public at www.prac.org or via LinkedIn. Member Firms are encouraged to distribute the e-Bulletin throughout your firm and to contribute articles for inclusion (deadline is 10th of each month) – send to susan.iannetta@prac.org .

Primary Contacts Matrix listing of PRAC Primary Contacts (including email addresses) - available at PRAC web site Private Libraries. Updated monthly – please send revisions to susan.iannetta@prac.org

PRACTice Group Contacts Matrix (listing of member firm contacts for various PRACTice Groups) - available at PRAC web site Private Libraries.

Member Directory – A current pdf version is available at PRAC web site. Updated monthly, revisions/changes are welcome at any time – please send to susan.iannetta@prac.org

Public Library has been established at the PRAC web site for public viewing.

Referral Database – online at our Private Libraries. Member firms are asked to continue providing referral and secondment details for inclusion in our ongoing database. Updated monthly, please send details to susan.iannetta@prac.org. You can find the latest Referral Report here: http://www.prac.org/PRACprivate/reports/PRAC_REFERRAL.pdf

For further information on ways to enhance your firm's membership in PRAC, see the Costa Rica Business Development Package previously distributed to delegates and available online at the PRAC website.

I would like to thank our host firm ARIAS for putting together a wonderful program and the warmth and hospitality of our host team. I would also like to thank all the delegates who attended the conference and all the speakers who shared their knowledge and insight on topics discussed during the business sessions. Your participation contributed to a very successful and productive conference in Costa Rica. I look forward to seeing you all in Seattle.

Best regards,



Joyce C. Fan
Partner, Deputy Executive Officer
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