68th PRAC
International Conference

New Delhi, India
October 7 -10, 2023

KOCHHAR&CO.
ADVOCATES & LEGAL CONSULTANTS

DELEGATE CONFERENCE HANDBOOK

PACIFIC RIM
ADVISORY COUNCIL

PRAC New Delhi 2023

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PRAC

NEW DELHI 2023

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My Dear PRAC friends,

On behalf of the Kochhar & Co. Host Committee, I am delighted to welcome each one of you to the 68th International PRAC Conference in New Delhi. It gives me great joy (and, I should add, nostalgia!) to host the PRAC family in India after a long gap of nineteen years!

The prelude to the upcoming conclave includes a carefully planned exciting itinerary of excursions, group events and dine-arounds showcasing both the magnificence and visible contrasts of medieval and modern Delhi. The main conference on October 9th and 10th will feature engaging and participative working sessions on various topical issues. Industry leaders and distinguished general counsels will join our panels alongside PRAC lawyers, providing valuable key takeaways for delegates and attendees.

New Delhi is now a bustling urban metropolis subsuming two satellite cities (NOIDA and Gurugram) that is spread across three states, to constitute the contiguous National Capital Territory of India (NCT). Delhi has proliferated at a remarkable pace since some of you may have last attended the PRAC conference here in 2004. However, at its core, the city remains a place where the ancient seamlessly coexists with the modern, captivating visitors as ever before. October in Delhi is relatively mild and pleasant (by Indian standards!), lending itself to the outdoors, to festivity, an opportunity to relish India's gastronomic delights and savour the vibrant cultural tapestry. I do hope you enjoy the sightseeing tours and social events that our Host Committee has painstakingly organised.

Should you require any assistance during your stay in India, please do not hesitate to contact any of our dedicated Host Team Representatives, who will be readily available at all times.

Yours Sincerely,
Host Committee Co-Chair

Rohit Kochhar

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AGENDA

Saturday, October 7, 2023

8:00 am – 4:00 pm	**Registration in PRAC Room |The Oberoi** Boardroom – Level P
9:30 am – 4:30 pm	**Early Arrivals Optional Tour #1** **Explore Delhi's Heritage** See Tour Guide for full details Dress: Casual
6:00 pm – 7:30 pm Mountbatten	**Opening Reception at The Oberoi** Dress: Business Casual/Smart Casual
7:30 pm – 10:00 pm Various	**No Host Dine Arounds** Departure from Oberoi Hotel lobby Dress: Business Casual / Smart Casual

All event departures are from The Oberoi Hotel Main Lobby Please gather 15 minutes before departure times noted.

Sunday, October 8, 2023

8:00 am – 4:00 pm	**Registration in PRAC Room |The Oberoi** Boardroom – Level P
08:45 am – 12:45 pm	**Optional Tour #2** **Discover the Charm of Old Delhi** See Tour Guide for full details Dress: Casual
3:15 pm – 9:30 pm Guided Tour ends @ Oberoi for a brief stop to freshen up/change for dinner **6:30 pm– 9:00 pm** Coach from Oberoi to Indian Accent @ The Lodhi Coach returns to Oberoi	**Optional Tour #3 PRAC Delegation Tour and Dinner** PRAC Delegates & Guests See Tour Guide for full details Dress: Casual Dress: Group Dinner @ Indian Accent Smart Casual
9:30 pm	Oberoi's Cirrus 9 Enjoy the balance of the evening and catching up with fellow PRACites
End of Day	

Monday, October 9, 2023

All Delegates business sessions take place at The Oberoi Hotel unless otherwise noted Suggested Dress for Delegate Business Sessions: Business

8:00 am – 4:00 pm	**PRAC Room** Boardroom – Level P
9:00 am – 9:15 am Nilgiri, Lobby Level	**Welcome and Introductions**
9:15 am – 10:00 am Nilgiri, Lobby Level	**Business Session #1 I Country Briefing** Presentation by Kochhar & Co.
10:00 am – 11:00 am Nilgiri, Lobby Level	**Business Session #2 I Panel Discussion** Topic: "From Recessionary Portends to Revival - M&A in a Post Pandemic World"
11:00 am – 11:30 am	**Tea/Coffee Break**
11:30 am – 12:30 pm Nilgiri, Lobby Level	**Business Session #3 I Panel Discussion** Topic: "What keeps the General Counsel Up at Night?"
12:30 pm – 2:00 pm Adjacent Nilgiri	**Delegate Group Photo followed by Luncheon**
1:00 pm – 2:00 pm Business Center Level P	**Membership Committee Meeting** (committee members only)
2:00 pm – 2:45 pm Nilgiri, Lobby Level	**Business Session #4 I Panel Discussion** Topic: "ESG – Towards Sustainability in Practice"
2:45 pm – 3:45 pm Nilgiri, Lobby Level	**Business Session #5 I Panel Discussion** Topic: "From Law to Entrepreneurship"
	Delegate evening session reconvenes at 6:30 pm
6:30 pm – 10:00 pm Grand Ballroom Oberoi Lobby Level	**Business Session #6 |** **Delegate Networking Reception & Dinner** with invited local industry leaders and general counsel Keynote Speaker: Dr. Shashi Tharoor https://www.shashitharoor.in/ followed by Cocktails, Dinner ***Note Optional Tours #6 and #7** concurrent with evening Delegate Networking event

MONDAY OPTIONAL TOURS

9:00 am – 4:00 pm Accompanying Guest	**Optional Tour #4** **Spiritual Tour with a Glimpse of Contemporary India – Part 1** See Tour Guide for full details Dress: Casual
10:00 am – 5:30 pm Accompanying Guest	**Optional Tour #5** **Shopping Experience of Delhi** See Tour Guide for full details Dress: Casual
4:30 pm – 6:30 pm Accompanying Guest	**Optional Tour #6** **Evening Heritage Walk** See Tour Guide for full details
7:30 pm – 10:00 pm Accompanying Guest	**Optional Tour #7** **Flavours of India/India On A Plate** See Tour Guide for full details
End of day	

Tuesday, October 10, 2023

8:00 am – 2:00 pm	**PRAC Room –** Boardroom Level P
10:00 am – 11:00 am Nilgiri Lobby Level	**Business Session #7 I Panel Discussion** Topic: "AI: The New Frontier"
1:00 am – 11:30 am	**Tea/Coffee Break**
11:30 am – 12:30 pm Nilgiri, Lobby Level	**Business Session #8 I Panel Discussion** Topic: "Trends and Challenges Facing Law Firms and Corporate Legal Departments in the Asia Pacific Region"
12:30 pm – 2:00 pm Adjacent Nilgiri	**Delegate Luncheon**
1:00 pm – 2:00 pm Business Center Level P	**Policy & Planning Committee Meeting** (Committee members only)
2:00 pm – 3:00 pm Nilgiri, Lobby Level	**PRAC Membership Strategic Review** followed by **Board Meeting**
End of Business Day	
5:15 pm	**Coach Departure to Kochhar Residence** **DLF Chattarpur Farms**
6:30 pm	**Grand Gala and Closing Dinner** Delegates & Guests Dress: Casual
9:45 pm Depart event **10:30 pm Arrive Oberoi**	

Tuesday, October 10, 2023

TUESDAY OPTIONAL TOURS

***6:30 am – 9:00 am** *Sunrise	**Optional Golf Outing** Delegates & Guests Check with Host Team for details
9:00 am – 2:00 pm Accompanying Guest	**Optional Tour #8** **Spiritual Tour with a Glimpse of Contemporary India – Part 2** See Tour Guide for full details Dress: Casual
10:00 am – 3:00 pm Accompanying Guest	**Optional Tour #9** **Museum Tour – Travel through Indian History** See Tour Guide for full Details Dress: Casual

Conference Contacts

The Oberoi New Delhi
Dr. Zakir Hussain Marg,
New Delhi 110003, India
T +91 11 2436 3030
Website: https://www.oberoihotels.com/hotels-indelhi/

Kochhar & Co. Host Firm
Conference Registration & Support:
Mrs. Priyanka Gupta
Email: priyanka.gupta@kochhar.com; prac2023@kochhar.com
Mobile/WhatsApp: +91 96509 05770
Tel: Office: +91 11 4111 5222

Optional and Pre/Post Tours
Host Firm Authorized Travel Agent
M/S Anecdotes (Family of JourneyMart)
On site in PRAC Room during conference
Tel +91 98107 31775 Email: aditi.chadha@journeymart.com

All Departures are from the Oberoi Lobby
Please arrive 15 minutes prior to times indicated

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OPTIONAL TOURS GUIDE

EARLY ARRIVAL GROUP EXPERIENCES FOR DELEGATES & ACCOMPANYING GUESTS *7th October (Saturday)*

Optional Tour 1: Explore Delhi's Heritage: Qutab Minar & Safdarjung Tomb

EXPERIENCES FOR DELEGATES & ACCOMPANYING GUESTS *8th October (Sunday)*

Optional Tour 2: Discover the Charm of Old Delhi (The Walled City)

Optional Tour 3: PRAC Congregation Sightseeing Tour & Group Dinner - Erstwhile India: Experience the Splendour of the Mughal Architecture

EXPERIENCES FOR ACCOMPANYING GUESTS *9th October (Monday)*

Optional Tour 4: Spiritual Tour with a Glimpse of Contemporary India – Part 1

Optional Tour 5: Shopping Experience of Delhi

Optional Tour 6: Evening Heritage Walk through Lodhi Garden & Street Art

Optional Tour 7: Interactive Culinary Experience with Dinner at a nearby restaurant

EXPERIENCES FOR ACCOMPANYING GUESTS *10th October (Tuesday)*

Optional Tour 8: Spiritual Tour with a Glimpse of Contemporary India – Part 2

Optional Tour 9: Museum Tour - Travel through Indian History

NEW Optional Tour 10: Delegate and Guest Golf Outing *(Tuesday am prestart Delegate Business Session)*

With more than a thousand-year history of built heritage - from the architectural splendor of UNESCO World Heritage sites like the Qutub Minar, the Red Fort, the grand dynastic mausoleum of the Humayun's Tomb, the imperial architecture of the India Gate to the more modern President's House (the Rashtrapati Bhavan) and the famed Connaught Circus, the city has a lot to offer to visitors from far and wide. Add to this, the city's eateries serve delectable cuisine, and street eats rich museums and amazing shopping, and it is easy to see why Delhi mesmerizes all. From interests spanning architecture, history, and culinary to active tours, the suggested experiences across Delhi host options for all our guests.

SATURDAY OPTIONAL TOUR # 1: EARLY ARRIVALS TOUR
FOR DELEGATES & ACCOMPANYING GUESTS

The Qutub Minar Complex

Saturday, October 7, 2023 **9:30 am - 04:30 pm**	TOUR # 1 **EXPLORE DELHI'S HERITAGE: QUTUB MINAR & SAFDARJUNG TOMB** Estimated Cost Per Person*: USD 95 Minimum 6 Guests: Per Group Recommended Capacity: Minimum 6, Maximum 15 guests for one group Includes: Private Transportation, English Speaking Guide, Entrance Fee, Bottled Water, Lunch, Taxes *(Please note, alcoholic beverages are not included)*

What to wear / bring - Casual clothing and comfortable walking shoes, sunscreen, umbrella, sunglasses, hat or cap, and mosquito repellent

We proceed towards Mehrauli to visit the Qutub Minar complex.

Qutub Minar, built in 1192 by the first Sultan of the Delhi Sultanate, Qutab-ud-din Aibak, reaches 73m in height. It is the tallest brick minaret in the world and one of the most popular monuments in India. In recognition of its historical importance, the Qutub Minar complex was named a UNESCO World Heritage Site in 1993.

Following this visit, the guests may explore the various designer & boutique stores in the plush Ambawatta Complex. Lunch would be recommended at a restaurant close to **Qutub Minar.** Options of restaurants would include CHO/QLA or a similar venue.

We then proceed towards **Safdarjung Tomb**, a sandstone and marble mausoleum in Delhi, India. This was built in 1754 in the late Mughal Empire style for Nawab Safdarjung. Following this we drive back to the hotel.
**Cost of tour is indicated based on the currently prevailing USD to INR (Rs) exchange rate. The rate may vary at the time of the actual bookings*

Qutub Minar

Qutub Minar and its surrounding monuments. Qutub Minar was built in 1192 by Qutab-ud-din Aibak and is reputed to be 73m in height. It is the tallest brick minaret in the world and one of the most popular monuments in India. In recognition of its historical importance, the Qutub Minar complex was named a UNESCO World Heritage Site in 1993.

Weblink - **https://knowindia.gov.in/culture-and-heritage/monuments/qutub-minar.php**

Safdarjung Tomb

Safdarjung Tomb is one of the last enclosed garden tombs in Delhi, in the tradition of Humayun's Tomb. It was built approximately between 1753 - 54 as a mausoleum of Safdarjung, the viceroy of Awadh under the Mughal Emperor, Mohammed Shah.

Weblink - **https://delhitourism.gov.in/delhitourism/tourist_place/safdarjang_tomb.jsp**

SUNDAY (morning) OPTIONAL TOUR # 2: Walled City
FOR DELEGATES & ACCOMPANYING GUESTS

The Red Fort

Sunday, October 8, 2023 **09:00 am - 12:45 pm**	TOUR # 2 **DISCOVER THE CHARM OF OLD DELHI (THE WALLED CITY)** Estimated Cost Per Person*: USD 65 Minimum 6 Guests Per Group Recommended Capacity: Minimum 6, Maximum 15 guests for one group ***Includes:*** Private Transportation, English Speaking Guide, Entrance Fee, Bottled Water, Taxes

What to Wear/Bring: Casual clothing and comfortable walking shoes, Socks, Sunscreen, Umbrella, Sunglasses. Sun hat or scarf, Mosquito repellent

Special Instructions: Due to security checks at the Red Fort, guests are advised not to carry valuables for the tour this morning. We recommend leaving large bags on the bus and minimizing the carrying of numerous gadgets, metallic items such as keys and coins, lighters, matches, or e-cigarettes. Certain cameras or video cameras may be permissible but could incur a charge.

Please note to enter religious and memorial sites, we recommend attire that covers shoulders and legs. In some locations, guests may be required to remove their shoes before entering designated areas.

Description: This morning, we will visit the majestic Red Fort, the grand residence of the Mughal Emperors, where we will explore the rich heritage and captivating architecture of India through a guided experience. Following this, we will proceed to the Raj Ghat, a memorial dedicated to Mahatma Gandhi, before returning to the hotel.

Red Fort

Originally called the Qila I Mu'alla (the Exalted Fort), the majestic fort is one of the largest complexes in the world. Located in Old Delhi, the Red Fort was declared a UNESCO World Heritage Site in 2007 and is now a major historical landmark. It is a fine example of the golden age of Emperor Shah Jahan and a startling example of the unimaginable power and prestige of the Mughal dynasty.

Weblink: **https://knowindia.gov.in/culture-and-heritage/monuments/red-fort-delhi.php**

Raj Ghat

Raj Ghat is a memorial to one of India's most revered and legendary leaders, Mahatma Gandhi. At Raj Ghat - a black marble platform with an eternal flame burning marks the spot of the Mahatma's cremation. With the memorials of other iconic leaders, Jawahar Lal Nehru, Indira Gandhi, Lal Bahadur Shastri, Rajiv Gandhi, Atal Bihari Vajpayee in the vicinity, the site offers a place for paying homage, quiet contemplation, and reflection.

SUNDAY (afternoon – evening) OPTIONAL TOUR # 3:
PRAC CONGREGATION TOUR AND DINNER
FOR DELEGATES & ACCOMPANYING GUESTS

Humayun's Tomb

Sunday, October 8, 2023 3:15 pm - 9:30 pm	TOUR # 3 PRAC Congregation Tour and Dinner @ Indian Accent **EXPERIENCE THE SPLENDOUR OF THE MUGHAL ARCHITECTURE** Guided tour of Humayun's Tomb, Sunder Nursery, followed by a private, curated Dinner at Indian Accent @ The Lodhi
Estimated Cost Per Person*: USD 150	Recommended Tour Capacity: Minimum 35, Maximum 70 guests

Includes: Private Transportation, English Speaking Guide, Entrance Fee, Bottled Water, Dinner
(Additional alcoholic beverages available at a cost)
Tobacco products, Knife / sharp objects and no food or eatable items are prohibited on guided tour

What to wear*: Guided Tour:* Casual clothing, comfortable walking shoes, sunscreen, *hat*
What to wear: Dinner: Smart Casual
Note: Following Guided Tour Guests can opt to proceed directly to restaurant or return to Oberoi for a brief time to freshen up/change for Dinner. Coach departs Oberoi Lobby for Indian Accent @ The Lodhi at 6:15 pm.

This afternoon, our guests will be escorted to witness one of the distinct examples of Mughal style, which was inspired by Persian architecture – **Humayun's Tomb.** It is reputed that Humayun's Tomb, the tomb of the Mughal Emperor Humayun, was commissioned by Humayun's first wife Bega Begum in 1569 -1570. The tomb was declared a UNESCO World Heritage Site in 1993 and is surrounded by a beautiful, lush Mughal

Garden, segmented into quadrants by intersecting pathways.

Post this, a brief visit to the adjoining Sunder Nursery is planned, a heritage park reflecting Mughal design, where guests can savor coffee and refreshments amidst the verdant environment and experience the local lifestyle within the city's core.

Following the tour, guests can opt to proceed directly to Indian Accent for a fine dining experience or make a brief, 30-minute stop at the hotel to freshen up or collect personal items before dinner. A multi-course set-meal, complemented by a welcome drink, awaits the guests.

Humayun's Tomb

This 16th century garden-tomb of Humayun is a fine example of Mughal architecture. Built in red sandstone and marble, Humayun's Tomb is in many ways the precursor to Taj Mahal and other Mughal mausolea. The stately albeit serene mausoleum was built by emperor Humayun's wife to house his remains. This well-maintained site still retains its regal splendor and thanks to the timeless efforts of restorers, looks the best it has in the last 400 years.

Weblink: **https://knowindia.gov.in/culture-and-heritage/monuments/humayun-tomb.php**

Sunder Nursery

Adjoining Humayun's Tomb is a 90-acre heritage and ecological zone of Sunder Nursery. Originally called the Azim Bagh – built by the Mughals, the English developed it as a nursery to grow experimental plants for the newly planned city of New Delhi. From then on, the title 'nursery' stuck to the name. The historic complex is home to 15 heritage monuments, of which 6 are UNESCO World Heritage sites. It is also Delhi's first arboretum, with more than 300 different species of trees and over 80 species of native and migratory birds for nature lovers. The complex also hosts a popular Sunday farmers' market selling fresh-farm organic produce, spices, artefacts, terracotta cookware, natural cosmetics, and textiles.

Restaurant Links:

Indian Accent: **https://www.indianaccent.com/newdelhi/index.php**

NOTE from PRAC Chairman Marcio Baptista: I highly encourage all Delegates and Guests to join the group for this special event. Catch up with PRAC friends and colleagues over the course of a few hours exploring Mughal Architecture including Humayun's Tomb and Sunder Nursery followed by a private curated dinner in a local restaurant.

Cost of tour is indicated based on the currently prevailing USD to INR (Rs) exchange rate. The rate may vary at the time of the actual bookings/ Advance booking is essential

MONDAY ALL DAY OPTIONAL TOUR # 4 : FOR ACCOMPANYING GUESTS

Gurudwara Bangla Sahib

Monday, October 9, 2023 **09:00 am - 04:00 pm**	TOUR # 4 **SPIRITUAL TOUR WITH A GLIMPSE OF CONTEMPORARY INDIA – PART 1** Estimated Cost Per Person*: USD 60 Minimum 4 Guests Per Group Recommended Capacity: Minimum 4, Maximum 15 guests for one group Includes: Private Transportation, English Speaking Guide, Entrance Fee, Bottled Water, Taxes

What to wear / bring - Casual clothing and comfortable walking shoes, sunscreen, umbrella, sunglasses, hat or cap, and mosquito repellent.

For the Gurdwara we would request to dress modestly, must keep the head cover, and head scarves are also available in a basket at the entrance for free. Photography: Not allowed inside the Gurudwara.

We will begin the tour at one of the most prominent holy Sikh Temples – The Bangla Sahib Gurudwara & its Mega Kitchen. The complex of Gurudwara Bangla Sahib has a main prayer hall, a holy lake or a Sarovar, a hospital, Baba Baghel Singh Museum, and a library within its premises. 'Kada Prasad' and free langar or 'Community Meals' are served at a particular time. We then proceed to drive toward **Jantar Mantar**, which refers to - instruments for measuring the harmony of the heavens. It's an astronomical observatory and equinoctial sundial that dates back to the 18th century.

Passing through the architectural marvels of parts of **Lutyens Delhi**, the guest's will then be escorted towards **Khan Market**, which hosts several stylish boutiques. The market is known for its assortment of high-end brands across all products, including clothing items, footwear, jewelry, artifacts, and handicrafts. Lunch would be recommended at a venue in Khan Market, which would be on a direct payment basis and following this visit the guests are escorted back to the hotel.

**Cost of tour is indicated based on the currently prevailing USD to INR (Rs) exchange rate. The rate may vary at the time of the actual bookings/ Advance booking is essential*

MONDAY ALL DAY OPTIONAL TOUR #5: FOR ACCOMPANYING GUESTS

Central Cottage Emporium

Monday, October 9, 2023 **10:00 am - 05:30 pm**	TOUR # 5 **SHOPPING EXPERIENCE OF DELHI** Estimated Cost Per Person Minimum 4 Guests: USD 65 Per Group Recommended Capacity: Minimum 4, Maximum 15 guests for one group Includes: Private Transportation, English Speaking Guide, Entrance Fee, Bottled Water, Taxes

What to wear / bring - Casual clothing and comfortable walking shoes, sunscreen, umbrella, sunglasses, hat or cap, and mosquito repellent

This morning, our guests will be escorted to visit the **Central Cottage Industries Emporium**, a one-stop shop for all things traditional and contemporary that India has to offer. From wood carvings to papier mache, brassware, textiles, beauty products, home décor, jewelry, wooden furniture, pottery–the list goes on. Each product is unique, reflecting the traditional myths, folklore, and cultural ethos of India. (**https://www.cottageemporium.in**)

Following this visit, the guests are then escorted towards India's Luxury Mall, **DLF Emporio,** where lunch will be recommended at a restaurant on a direct payment basis. DLF Emporio is now known as a name synonymous with luxury. This venue offers a unique shopping experience where the accent is on exclusivity, space, and aesthetics. At DLF Emporio, a saree-tying and interactive session at one of the Indian designers showrooms may also be organized. (**https://www.dlfemporio.com/**).

**Cost of tour is indicated based on the currently prevailing USD to INR (Rs) exchange rate. The rate may vary at the time of the actual bookings*

MONDAY early evening OPTIONAL TOUR # 6: FOR ACCOMPANYING GUESTS

Lodhi Street Art

Monday, October 9, 2023 **4:30 pm - 6:30 pm**	TOUR # 6 **EVENING HERITAGE WALK THROUGH LODHI GARDEN & STREET ART** Estimated Cost Per Person: USD 55 Minimum of 4 Guest Recommended tour capacity: Minimum 4, Maximum 15 Includes: Private Transportation, English Speaking Guide, Entrance Fee, Bottled Water

What to wear / bring **-** Casual clothing and comfortable walking shoes, sunscreen, umbrella, sunglasses, hat or cap, and mosquito repellent

This evening, the guests are escorted by our expert and proceed towards **Lodhi Art District located between Meharchand and Khan Market**. As they travel with the vehicle, the guide will suggest a few stops enroute as a hop-on-hop-off experience through the neighbourhood.

Street art is often driven by social and political thought and critique. Artists around the world have broken the boundaries of pen and paper and created a whole new language out of **graffiti.** The **Street art in Delhi** has also gone through this process and the visuals of these would be visible during the tour through these contemporary lanes of Delhi.

We then drive towards **Lodhi Gardens,** earlier known as Lady Willingdon Park, which lies between Khan Market and the Safdarjung Tomb. Lodhi Gardens presents an impressive blend of lush greenery and majestic architecture which belong to the 15th and 16th centuries. The guests will be guided for a brief walk through the Gardens to explore the local lifestyle and architecture.

Following this, the guests then driven back to the hotel.

**Cost of tour is indicated based on the currently prevailing USD to INR (Rs) exchange rate. The rate may vary at the time of the actual bookings*

Street Art

Since it was established in 2013, the foundation has added vibrant hues to numerous walls across Delhi, but one of the residential colonies in South Delhi - Lodhi Colony has been completely revamped, with walls every few meters painted with a different theme.

Lodhi Garden

Weblink: **https://delhitourism.travel/lodi-gardens-delhi**

MONDAY evening OPTIONAL TOUR # 7: FOR ACCOMPANYING GUESTS

Monday, October 9, 2023
7:30 pm - 10:00 pm

TOUR # 7

FLAVOURS OF INDIA / INDIA ON A PLATE

Estimated Cost Per Person*: USD 100
Recommended tour capacity: Minimum 6, Maximum 15

Includes: Private Transportation, Meal, one soft beverage and one beer/ house wine per person

What to wear / bring – Smart Casual

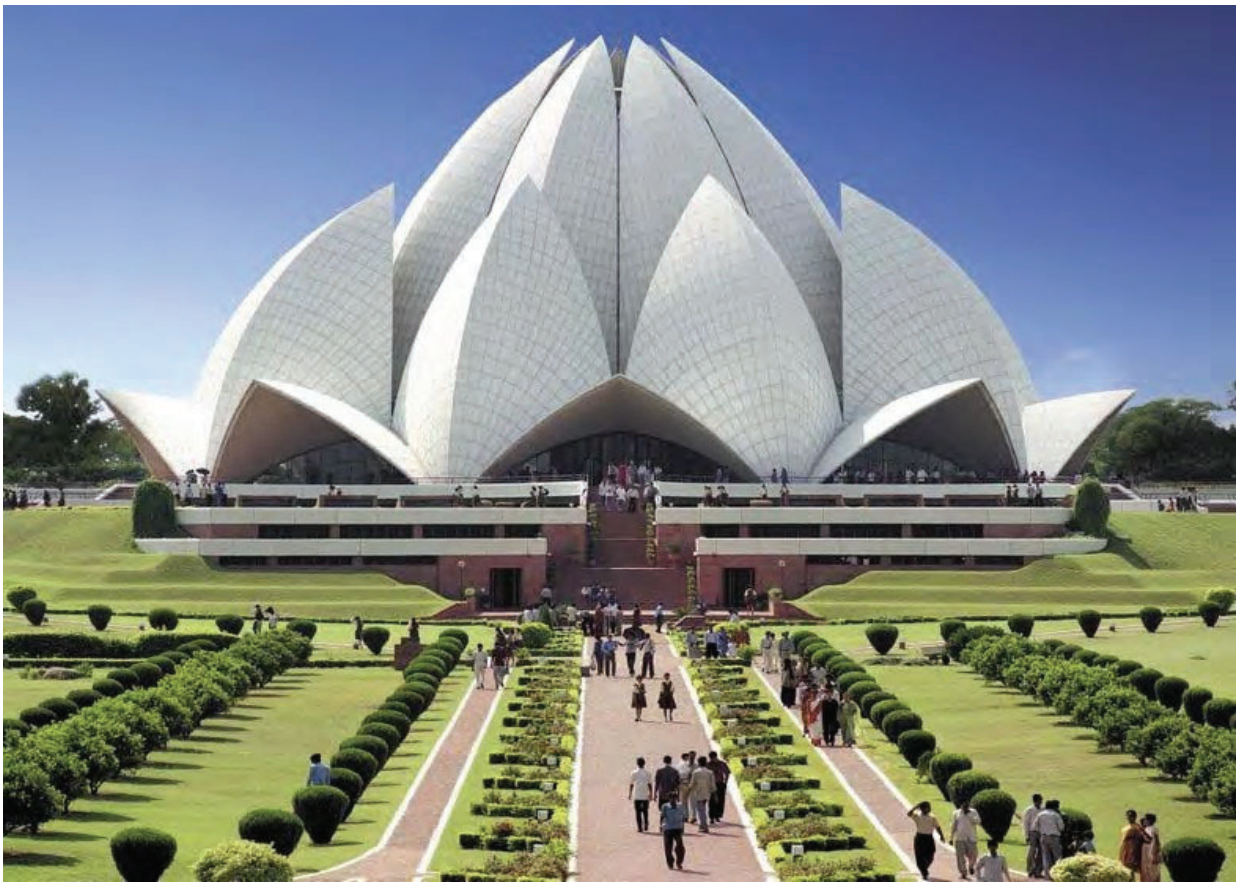
This evening, guests will be escorted to an Indian restaurant where they will be welcomed by culinary expert Mr. Sadaf Hussain. Sadaf, a chef, author, TedX speaker, and food chronicler, dons multiple hats. When he's not delving into food history or intriguing food stories, he enjoys writing and speaking about culture and dispelling myths. He has penned three books, including ones for children, and is presently working on two more, focusing on spices and the 1947 partition.

As guests savor an array of regional dishes, Sadaf will enrich the experience by sharing anecdotes about the history, ingredients, and flavors of Indian cuisine. After a delightful dinner, guests will be escorted back to their hotel.

Cost of tour is indicated based on the currently prevailing USD to INR (Rs) exchange rate. The rate may vary at the time of the actual bookings

Note: This tour runs concurrent with PRAC Delegate Business Session and Dinner at Oberoi

TUESDAY Half Day OPTIONAL TOUR # 8: FOR ACCOMPANYING GUESTS



Lotus Temple

Tuesday, October 10, 2023 **09:00 am - 2:00 pm**	TOUR # 8 **SPIRITUAL TOUR WITH A GLIMPSE OF CONTEMPORARY INDIA – PART 2** Estimated Cost Per Person*: USD 60 Minimum 4 Guests Per Group Recommended Capacity: Minimum 4, Maximum 15 guests for one group Includes: Private Transportation, English Speaking Guide, Entrance Fee, Bottled Water, Taxes

What to wear / bring **-** Casual clothing and comfortable walking shoes, sunscreen, umbrella, sunglasses, hat or cap, and mosquito repellent

Akshardham Temple: Mobile Phones, Cameras, Headphones, Outside food etc. are not allowed Inside the Akshardham Complex

Lotus Temple: Photography is strictly prohibited inside the temple's main hall, the guests must dress modestly, cover their heads, shoulders, and arms, and remove their shoes before entering the temple.

A guided spiritual tour exploring the history & culture of Akshardham Temple & Lotus Temple.

We will drive towards **Akshardham Temple**. Swaminarayan Akshardham Temple Delhi is a Hindu Temple and cultural campus dedicated to Great Saints, Devas, and Avatars of Hindu Gods.

Following this, we will visit **Lotus Temple,** created in the form of a stunning white petal lotus flower

established and dedicated to the Baha'i faith. The huge prayer hall has a capacity of approximately 2500 and contains wooden seating benches placed in a semicircle for those who wish to visit inside.

Post the visit, the guests are then escorted back to the hotel for lunch.

*Cost of tour is indicated based on the currently prevailing USD to INR (Rs) exchange rate. The rate may vary at the time of the actual bookings

Akshardham Temple

Swaminarayan Akshardham

Swaminarayan Akshardham in New Delhi epitomizes 10,000 years of Indian culture in all its breathtaking grandeur, beauty, wisdom, and bliss. It brilliantly showcases the essence of India's ancient architecture, traditions, and timeless spiritual messages. The Akshardham experience is an enlightening journey through India's glorious art, values and contributions for the progress, happiness, and harmony of mankind.

Weblink: **https://www.delhitourism.gov.in/delhitourism/tourist_place/akshardham_temple.jsp**

Lotus Temple

This temple is built in the shape of a lotus flower and is the last of seven major Bahai's temples built around the world. Completed in1986 it is set amongst lush green landscaped gardens.

Weblink: **https://delhitourism.gov.in/delhitourism/tourist_place/bahai_temple.jsp**

TUESDAY half day OPTIONAL TOUR # 9: FOR ACCOMPANYING GUESTS

The National Museum

Tuesday, October 10, 2023 **10:00 am - 3:00 pm**	TOUR # 9 **MUSEUM TOUR - TRAVEL THROUGH INDIAN HISTORY!** Estimated Cost Per Person: Minimum 4 Guests: USD 70 Per Group Recommended Capacity: Minimum 4, Maximum 15 guests for one group Includes: Private Transportation, English Speaking Guide, Entrance Fee, Bottled Water, Taxes
What to wear / bring **-** Casual clothing and comfortable walking shoes, sunscreen, umbrella, sunglasses, hat or cap, and mosquito repellent	
This morning the guests will proceed to the **National Museum**, considered to be one of the largest museums in India. Its collection includes historical and artistic objects ranging from pre-historic era to modern works of art. The museum has in its possession over 200,000 works of art of both Indian and foreign origin, covering more than 5,000 years of Indian cultural heritage. We then proceed to the **National Gallery of Modern Art (NGMA).** The gallery is divided into two sections – Traditional Art and Modern Art – and houses some of India's leading artists spanning the past 150 years. After the visit, the guests are escorted to the Bikaner House or another local restaurant for lunch (to be on direct payment basis), following which they will then proceed to the hotel in the afternoon.	
*Cost of tour is indicated based on the currently prevailing USD to INR (Rs) exchange rate. The rate may vary at the time of the actual bookings	

TUESDAY, 10 October - OPTIONAL TOUR #10 – GOLF OUTING

26 September, 2023

We are delighted to invite you to an optional golf outing in New Delhi! Seize this opportunity to join fellow PRAC and Kochhar delegates for a delightful and engaging experience.

Event Details:
Day & Date: Tuesday, October 10, 2023.
Time: 6:30 am to 9:00 am. **(note: TUESDAY BUSINESS SESSIONS COMMENCE @ 10:00 am)**
Location: The Delhi Golf Club (DGC).
Cost: USD 60 – 75 per person.

Includes:
Estimated Green Fees for nine (9) holes on the B course.
Hiring of golf set.
Caddy fee.

Attire & Essentials:
Proper golf attire, including collared t-shirts and suitable golf shoes.
Guests with a handicap card from home clubs are requested to bring it along.
Sunscreen and hats are recommended for protection.

Transportation:
Complimentary transportation will be provided from the Oberoi Hotel to the Delhi Golf Club and back.

Important Note:
The start and tee-off times are subject to the time of sunrise and the prevailing golf conditions on the day.

How to RSVP: Please confirm your attendance by responding via email to prac2023@kochhar.com on or before October 1, 2023. Payments can be made in advance to our authorized **Conference Logistics and travel Partner, M/s ANECDOTES**, either prior to or upon arrival in Delhi.

Prompt confirmations are greatly appreciated, helping us fine-tune the arrangements and ensure a seamless and enjoyable experience for all participants.

USEFUL LINKS

1. Host Firm Authorized Travel Agent: M/S Anecdotes (A division of JourneyMart Pvt. Ltd.)
   https://www.youranecdotes.com/

2. Indian Government Visa Application:
   https://indianvisaonline.gov.in/visa/tvoa.html

3. Lonely Planet:
   https://www.lonelyplanet.com/India

4. Incredible India
   https://www.incredibleindia.org

5. Delhi Tourism:
   https://www.delhitourism.com

6. Know India:
   https://knowindia.gov.in

7. Templenet:
   https://www.templenet.com

8. World Newspapers:
   https://www.world-newspapers.com

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Host Firm Authorized Travel Agent
Optional Tours, City transfer/Logistics, Pre-Post Tours
To book airport transfers, booking local city cabs and optional tours #1-9, please use Optional Tour Booking form

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PRAC Group Booking Link:
https://www.oberoihotels.com/alliances/prac-conference-2023/

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PRAC @ NEW DELHI 2023 - Firm and Delegate Profiles

Chair Introduction

Marcio Baptista

The Pacific Rim Advisory Council ("PRAC") is a unique strategic alliance within the global legal community, with unparalleled expertise on the legal and business issues facing not only Asia but the broader Pacific Rim region.

PRAC members are top-tier, independent law firms, each of which provides legal services to major international companies conducting substantial business across the Pacific Rim region.

With over 12,000 lawyers practicing in key business centers around the world, these prominent member firms provide independent legal representation and local market knowledge. Whether you are an Institutional client or an emerging business our member firms are leaders in their fields and understand your business needs and the complexities of your industry.

Each PRAC firm maintains its independence and sole responsibility for services to its clients while responding to the needs of clients referred by other PRAC members. Since PRAC members are premier firms within their domestic jurisdictions, client referrals are made to them with the confidence that prompt attention and quality expertise will be provided.

Founded in 1984, the PRAC network is based on close professional and personal relationships among its members. Semi-annual conferences are held to enhance ties; public seminars and collaborative publications on substantive areas of the law draw from our member firms' expertise. Lawyer exchange programs among member firms contribute to the interaction. Our web site maintains a public resource library and a private members' area for co-operative projects and information libraries. Through the other PRAC member firms, each member firm can make available to its clients:

- timely advice on the laws and procedures of other nations;
- skills in handling multinational matters through the assistance of PRAC member professionals already proficient in applicable foreign law;
- introductions to other PRAC member firms for direct representation on significant matters; and
- lawyers with access to information on trends, developments and business climates across the Pacific Rim region.

Meeting the business challenges that PRAC members face daily requires present day, immediate solutions. By anticipating future trends and working out collective strategies, PRAC endeavors to stay ahead of emerging client needs, ensuring the most effective and responsive delivery of legal services to clients.

Beyond the prominent standing that PRAC members already enjoy in their respective countries, member firms demand from each other that our unique alliance remains at the forefront of global and regional issues and trends. We remain committed and look forward to the challenge of ensuring that these objectives are met.

Marcio Baptista,
PRAC Chair
T*ozziniFreire Advogados*

For additional information about The Pacific Rim Advisory Council, visit **www.prac.org**

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Allende & Brea is one of the largest and most prestigious full-service law firms in Argentina, focusing primarily on the business community.

The firm has specialists in all branches of law, qualified to provide its clients with practical business solutions that are viable, innovative when necessary, and always cost effective. With offices in Buenos Aires, and a worldwide network of correspondents developed over many years of cross-border practice, Allende & Brea can provide access to global legal assistance for its local clients.

The firm is organized into teams, each focusing on a specific industry or area of legal discipline. Depending on the scale and complexity of each case, we either provide a single attorney or put together a task force of appropriate size. Each client is assigned a supervising partner familiar with that client's business activities and legal needs and who is responsible for the overall relationship. Almost all of Allende & Brea's lawyers began their careers at the firm. This gives them a sense of belonging, promotes teamwork and guarantees consistency in the quality of work product. Moreover, many lawyers at Allende & Brea have completed graduate programs in the US or Europe and have worked as foreign associates at leading law firms, returning with crucial exposure to the common law system and global practice.

Allende & Brea's practice embraces the full spectrum of corporate matters, including joint ventures, mergers and acquisitions, banking, securities and financing, bankruptcies and reorganizations, foreign investments, government negotiations, insurance and reinsurance, oil, gas, mining and natural resources, litigation and arbitration, labor, tax and environmental law and other regulatory matters, communications and broadcasting, intellectual property, real estate and other related transactions.

*For more information regarding **Allende & Brea** please contact **Santiago Sturla.***

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Pioneers in the regionalisation of the Central American legal market, Arias has seven fully integrated offices spanning six countries, five of which are PRAC members: Guatemala, El Salvador, Honduras (Tegucigalpa and San Pedro Sula), Nicaragua, Costa Rica, with more than 115 attorneys, highly trained to provide full service in over 30 practice areas. One of the largest and most highly respected law firms in Central America, since 1942 Arias has been setting the standard in effective solutions, award-winning client service and unparalleled innovation to the region's legal market.

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Corporate and Commercial law
Dispute Resolution, Litigation and Arbitration
Energy Law
Environmental
Family Law
Government Affairs and International Relations
Government Procurement
Healthcare Law and Life Science
Hospitality
Information Technology Law and Data Privacy
Intellectual Property and Health Approval
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- 2016, 2015 and 2008: Central America Law Firm of the Year by IFLR.
- 2016: Law Firm of the Year in El Salvador and Nicaragua by IFLR.
- 2016: Nicaragua Law Firm of the Year by Chambers Latin America.
- 2016 and 2015: Central America Tax Firm of the Year by International Tax Review.
- 2016, 2015, 2014, 2013 and 2012: Best Firm for Women in Business Law in Central America and Panama by Euromoney Legal Media Group.
- 2015, 2013, 2012 and 2011: Client Service Award by Chambers Latin America.
- 2015, 2014, 2013, 2011, 2010 and 2009: El Salvador Law Firm of the Year by Chambers Latin America.
- 2014 and 2009: Central America Law Firm of the Year by Chambers Latin America.
- 2007: Deal of the Year by Latin Lawyer; 2006: Central America Law Firm of the Year by Chambers Global.

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ARIAS, FABREGA & FABREGA –ARIFA– has been at the forefront of the legal profession, advising leading international financial institutions and multinational corporations, as well as some of the largest companies in Panama, for nearly 100 years.

As a full-service law firm, our practice spans over 28 areas of law, organized into 12 practice groups, as follows:

Capital Markets & Banking
- Securities Regulation
- Banking and Finance

Commercial and Real Estate
- Commercial Transactions and Contracts
- Real Estate and Property

Corporate Services
- Offshore Corporate Services

Estates and Private Clients
- Estates, Trusts and Foundations
- Family Law

Government Contracts & Permits
- Government Contracts and Concessions
- Government Permits and Administrative Matters

Intellectual Property
- Intellectual Property

Labor and Immigration
- Labor and Employment
- Immigration

Litigation and Arbitration
- Administrative
- Commercial and Civil Matters
- Intellectual Property
- Labor
- Shipping
- Taxation
- Arbitration

M&A and Corporations
- Mergers, Acquisitions and Joint Ventures
- Corporations

Regulatory Work
- Antitrust, Trade and Competition
- Environmental Matters
- Media and Communications
- Mining, Oil and gas
- Public Utilities

Shipping and Transportation
- Shipping and Ports
- Aviation

Taxation Group
Taxation

The firm has a distinguished reputation for consistently providing the highest quality legal advice and is highly recognized for its unparalleled expertise in structuring complex and innovative mergers and acquisitions and capital market and financial transactions in Panama and the Central America region.

The firm also has a strong private client practice, for which it has developed its own network of affiliates in The British Virgin Islands, Hong Kong, Montevideo, Belize, and London (liaison office). Under our brand name ARIFA CORPORATE SERVICES, we offer clients and family offices a complete list of wealth management solutions, including company formation and management services, estate planning and asset protection services, as well as general trust and foundation services. For selected clients, we offer more sophisticated trustee services, through our affiliate SWISSARIFA and our BVI Office.

Our success is the result of the superior quality of our lawyers. Most of our lawyers have been educated in leading law schools in the United States and Europe or trained in law firms in New York. This unique background of our legal team enables the firm to act as a bridge between legal and business cultures and to provide effective legal services to clients, particularly in challenging cross-border transactions. The firm and many of its lawyers have always been top-ranked by the leading international legal publications, including Chambers & Partners, Legal500, IFLR1000, Who's Who Legal, and LatinLawyer 250.

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About Bennett Jones
Bennett Jones LLP is an internationally recognized Canadian law firm. The firm and the affiliated and associated entities that comprise Bennett Jones have more than 380 lawyers and business advisors and 500 staff in nine Canadian and international offices. We continue to broaden and deepen our representation of clients in key global business centres, and build our profile and relationships around the world. With exceptional experience in complex cross-border and international transactions, the firm is ideally suited to advise foreign businesses and investors with Canadian ventures, and connect Canadian businesses and investors with opportunities in the US, Asia, the Middle East, and around the world.

Firm Culture
Bennett Jones reflects the integrity and professional excellence of the firm's founding partners. Over the years, the firm has produced some of Canada's most accomplished legal and business leaders, fostering values that established Bennett Jones one of Canada's most successful business law firms. As business needs shift, the firm offers clients innovative, strategic and forward-thinking approaches to business. Mutual respect and independent thought are cornerstones of client and colleague interactions, and dedication to excellence extends to how they relate to people. Efforts have not gone unnoticed. Bennett Jones is proud to have been recognized for 13 consecutive years as one of Canada's 50 Best Employers.

Our Philosophy
To be the **law firm of choice** having earned a reputation as being one of the very best providers of legal services in all areas in which we practice.

To provide individuals in the firm with an opportunity to perform **stimulating, interesting and rewarding work** in a collegial team environment.

To promote an **atmosphere of excellence** through strong personal commitment and the encouragement of a balanced life.

We've been privileged to serve our clients in new ways and in new markets. Our place in the world demands a nimble and highly skilled legal bar. Likewise, the multi-faceted nature of business today requires an integrated approach to every legal mandate. This is where Bennett Jones excels. Our integrated teams work closely with our clients to convert statutory and business issues into opportunities, and are reflected in the diverse and complex mandates that we've been entrusted by our clients to manage.

*For further information about **Bennett Jones LLP,** please contact **Stephen Bowman** or **Ian Michael** in Toronto.*

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THE FIRM: Brigard & Urrutia has been Colombia's leading firm for over 80 years, providing legal advice and assistance in all relevant areas of business law, as well as representation in a wide range of matters, including transactional, non-transactional, litigation and dispute resolution advice. The firm has an extensive record as a supplier of first-rate legal services to a worldwide client base comprised of industrial and commercial companies from all business sectors and industries, banks, financial institutions, insurance companies and foreign governments.

The firm is keen on creating close working relationships with its clients, based upon the highest ethical standards. Its understanding of the financial markets, experience in mergers and acquisitions and commercial transactions, and successes in landmark litigation and arbitration cases, are all factors that place Brigard & Urrutia at the very forefront of the Colombian legal community. The firm's partners and associates often assume the role of trusted advisors concerning strategic aspects of their clients' businesses and deals, thereby adding value to the relationship.

The team is comprised of 18 partners, three of whom are devoted to intellectual property, 150 associates, 17 paralegals and an administrative staff of more than 130 members. Brigard & Castro is the associate firm of Brigard & Urrutia for intellectual property matters. Both firms are fully integrated into one organization.

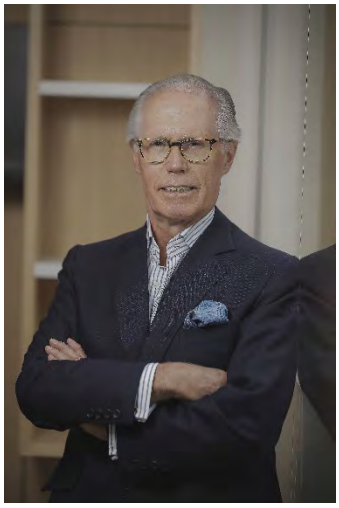
INTERNATIONAL EXPERIENCE: Brigard & Urrutia's attorneys are recognized as leading practitioners in their respective fields. Many of them have earned post-graduate degrees from leading American and European universities. Several attorneys have practiced overseas with prominent international law firms and are admitted to practice in other jurisdictions, including the State of New York. The firm's substantial capabilities and legal experience covering all areas of business law enable it to regularly handle some of the largest and most complex transactions in Colombia. Throughout the firm's long history, its attorneys have advised clients on groundbreaking, landmark transactions. They have played a central role in developing the practice of corporate law in Colombia.

INTERNATIONAL CLIENTS: The firm's international clients include ABN AMRO Bank, American Airlines, Bank of America Merrill Lynch, Barclays Bank, British Airways, BNP Paribas, Casino Groupe, Citigroup Global Markets, Credit Suisse, CAF – Development Bank of Latin America, Goldman Sachs, Groupe Danone, Endesa Internacional, General Electric Company, Hewlett Packard, HSBC Securities, JP Morgan Chase, McDonalds Corporation, Millicom International Cellular, SABMiller Brewing Company, 3M Company, The World Bank, and Votorantim Metais, Banco Itau, to mention a few.

PRACTICE AREAS:

- Antitrust and Competition Law
- Banking and Financial Services
- Capital Markets
- Corporate Law
- Customs and International Trade
- Due Diligence
- Estate Planning
- Foreign Exchange, Derivatives and Structured Finance
- Immigration
- Infrastructure and Public Utilities
- Insurance and Reinsurance
- Intellectual Property
- Labor and Employment
- Litigation, Arbitration and Insolvency
- Mergers and Acquisitions
- Natural Resources and Environment
- Private Equity
- Real Estate
- Telecommunications, Media, Entertainment and Technology
- Taxes

*For further information about Brigard & Urrutia, please contact **Carlos Umaña,** Managing Partner; **Carlos Urrutia**, Senior Partner; **Sergio Michelsen**, Partner; **Carlos Fradique-Méndez,** Partner; **José Francisco Mafla,** Partner, or **Juan Pablo Cadena,** Managing Partner of Brigard & Castro.*



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Practice Areas

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- Litigation, Arbitration and Insolvency
- Natural Resources and Environmental Law

Carlos Urrutia-Valenzuela is Senior Partner at Brigard & Urrutia, Colombia's oldest and one of the largest and most prestigious law firms. Mr. Urrutia attended the Johns Hopkins University for two years of undergraduate studies, and then transferred to the Universidad de los Andes, in Bogotá Colombia, to pursue his legal education; he graduated in 1974 and obtained a Doctor at Law degree.

In 1975, Mr. Urrutia was appointed Secretary General of the Governorship of the State of Cundinamarca, and subsequently Secretary of Finance. In 1977, Mr. Urrutia joined Brigard & Urrutia and was made a Partner in 1981. Mr. Urrutia served as the firm's Managing Partner between 2000 and 2012. From August 2012 to November 2013, Mr. Urrutia was Ambassador of Colombia to the United States of America. In 2014, he returned to Brigard & Urrutia as Senior Partner.

During his 45 year career at the firm, Mr. Urrutia has advised clients in a wide variety of matters, concentrating in aviation law, commercial law, banking, international financial transactions, arbitration and litigation, particularly in the context of complex cost overrun claims arising under construction contracts.

Brigard & Urrutia has been involved in many of the most important transactions that have taken place over the past five years and has represented clients in landmark cases involving disputes before the courts and arbitration panels (national and international).

La información contenida en este mensaje es privilegiada y confidencial y está sujeta a la reserva propia del secreto profesional entre el remitente y el destinatario. Si recibe por error esta comunicación, por favor infórmenos y destruya el original. Si no recibe completas todas las páginas, por favor llame al teléfono (571) 346 2011 Ext. 8739.

Mr. Urrutia's clients are some of the world's leading national and multinational companies, as well as banks and financial institutions with interests in Colombia.

In addition to Spanish, Mr. Urrutia is fluent in English and French.

La información contenida en este mensaje es privilegiada y confidencial y está sujeta a la reserva propia del secreto profesional entre el remitente y el destinatario. Si recibe por error esta comunicación, por favor infórmenos y destruya el original. Si no recibe completas todas las páginas, por favor llame al teléfono (571) 346 2011 Ext. 8739.

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Carey is a full service law firm, and with more than 270 legal professionals, it is the largest law firm in Chile. Thanks to the dedication of our lawyers and the loyalty of our clients, Carey has been awarded the highest number of band 1 and tier 1 rankings in Chile from Chambers and Legal 500, as well as being named Law Firm of the Year by Chambers for both Chile and Latin America in 2022.

Our clients include some of the world's largest multinational corporations, international organizations, as well as, many of the most important local companies and institutions. The firm's attorneys are committed to understanding their clients' business, challenges and objectives, and our various corporate, litigation and regulatory groups include highly-specialized attorneys and practice areas covering all areas of law. All of Carey's lawyers have graduated from the best law schools in Chile and most of our mid- and senior-level associates have graduate degrees from some of the world's most prominent universities.

We are an effective bridge between legal systems, and most of our partners and senior associates have worked in North America, Asia, and Europe, as foreign or regular associates with leading international law firms, or as in-house counsel for major corporations or international institutions.

*For further information about **Carey**, please contact **Francisco Ugarte** in Santiago.*

/Carey

FRANCISCO UGARTE
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Francisco is partner at Carey and co-head of the firm's Corporate / M&A / Capital Markets and Banking and Finance groups. His practice focuses on advising international and local clients on M&A and private equity transactions, including tender offers, joint ventures, debt issuances, public and private offering of securities, derivatives and project development.

He has been widely recognized, by international publications such as Chambers & Partners, Legal 500, Latin Lawyer and IFLR1000, among others. In 2021 he was named Lawyer of the Year in Structured Finance by Best Lawyers and also as Best Individual Lawyer in Derivatives and M&A by Client Choice in 2012, 2014 and 2018.

He is a member of the Board of Compañía Industrial El Volcán, VIVO, Hidronor and Chairman of Votorantim Andina. He has also served as director of Sociedad Química y Minera de Chile (SQM), Bci Corredor de Bolsa and Liberty Compañía de Seguros Generales. He is also vice chair of the M&A Joint Ventures Committee and vice chair of the Latin America & Caribbean Committee of the International Law Section of the American Bar Association (ABA). He is a professor of the LL.M. program of Universidad Católica de Chile. Between 2001 and 2003 he worked as a foreign associate at Shearman & Sterling in New York.

Francisco graduated from Universidad Católica de Chile's Law School and holds an LL.M. from The University of Chicago.

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About Us. City-Yuwa provides a full range of legal services to international and domestic clients. With approximately 150 lawyers, including three foreign attorneys and two licensed judicial scriveners, the firm is widely recognized as one of Japan's prominent law firms with an established reputation for providing the highest quality of legal services to its many diversified clients.

1. Professional Expertise. City-Yuwa Partners was formed on February 1, 2003, upon the merger of Yuwa Partners and the Law Department of Tokyo City Law & Tax Partners, resulting in one of Japan's leading law firms. With the merger in September of 2005 of Ohba, Ozaki & Shimasue, one of Japan's top patent litigation firms, and following the addition of new partners with various legal backgrounds, City-Yuwa has grown into one of Japan's preeminent law firms capable of providing a full range of diversified legal services.

City-Yuwa has many lawyers with experience working in various fields including as former prosecutors, high-ranking governmental officials, in-house counsels for financial institutions, trading companies and other business corporations. Many of the lawyers at City-Yuwa have additional professional qualifications, including as patent lawyers and certified public accountants, with many lawyers licensed in both Japan and foreign jurisdictions. This broad professional background enables City-Yuwa to offer practical advice and to solve any legal issues confronting clients.

2. Broad Range of Practice Areas. City-Yuwa Partners routinely counsels its clients and have experiences in areas ranging from general corporate matters, mergers and acquisitions, international and domestic business transactions, financial transactions, real estate, intellectual property, information technology, civil, commercial and criminal litigation and arbitration, ADR, crisis management, regulatory matters and compliance.

Practice Areas include:

Corporate and Commercial
Mergers and Acquisitions
Bankruptcy and Restructuring
Intellectual Property and Information Technology
International
Antitrust and Competition
Finance, Securities and Insurance
Real Estate
Litigation
Labor and Employment
Compliance

Industry Sectors: Automobile, electronic and medical device, Asset Management, Constructions, Energy and Natural Resources, Fashion and Retail, Financial Institutions, Foods, Health Care, Hotels and Leisure, IT, Internet and Information & Communications, Insurance, Life Sciences, Manufacturing, Real Estate, Shipping, Transportation and Logistics, Telecommunications,

3. Cross-border Practice and Global Network. City-Yuwa routinely advises it's domestic and international clients in cross-border cases. It offers legal service in Japanese, English, German and Korean languages. Since City-Yuwa is located only in Japan, the firm maintains close contacts with leading law firms throughout the world, and often cooperates with foreign firms and their Tokyo branch offices in rendering services to their clients.

For more information regarding City-Yuwa Partners, please contact Masaaki Sawano or Yoko Maeda in Tokyo.

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Yusuke Tani is a partner of City-Yuwa Partners, one of Japan's leading law firms capable of providing a full range of diversified legal services. His main practice areas are general corporate such as the Companies Act and the Financial Instruments and Exchange Act, corporate governance, M&A, real estate transactions, commercial litigation, and international transactions. In particular, he specializes in Asia Practice such as China and India, overseas listing, cross-border transactions in Japanese, English and Chinese, foreign direct investment, and international litigation.

Professional Background / Education:

Professional Background:

2008 Associate at Soga, Uryu & Itoga (current Uryu & Itoga)
2012 Associate at Soga Law Office
2018 Partner at Soga Law Office
2018 Admitted to the New York State Bar, U.S.A.
2023 Partner at City-Yuwa Partners

Education:

2004 Waseda University, School of Law (LL.B)
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2008 Legal Training and Research Institute
2017 University of Southern California, Gould School of Law(LL.M., Certificate in Business Law)

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Davis Wright Tremaine LLP is a full-service law firm with more than 600 attorneys in eleven U.S. offices:

In addition to having depth and expertise across the full range of legal services, we have particularly deep experience supporting leading clients in the Technology, Financial Services, Healthcare, Media & Entertainment, Food & Beverage, and Energy industries.

*For further information about **Davis Wright Tremaine LLP**, visit our web site or contact **Sarah Tune, Bruce Johnson** or **Scott MacCormack** in Seattle.*

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Scott W. MacCormack

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Scott MacCormack focuses his practice on business transactions, mergers and acquisitions, project development and finance for medium to large enterprises. Scott serves as principal outside counsel to several Northwest-based businesses. He has significant experience in project finance and project development for energy, infrastructure and maritime projects.

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Sarah English Tune

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Chair, National Corporate and Business Transactions Practice

Sarah Tune is a skilled business transactions attorney that thrives on balancing high-level strategy with meticulous organization to achieve success in complex transactions for her clients. Sarah brings to the table her substantive expertise, a practical mindset and a desire to help her clients achieve their broader business goals. She is a valued advisor to her clients both in the heat of a transaction and in strategic planning and structuring of their organization and important contractual arrangements.

Sarah's client base consists primarily of operating companies and investors in consumer sectors with an emphasis on food and beverage, restaurant, fitness and franchised businesses.

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About Dentons Rodyk

Trusted since 1861, Dentons Rodyk is one of Singapore's largest and oldest law firms with a team of more than 200 lawyers offering clients a full suite of legal services necessary to do business locally and globally. We regularly represent a diverse clientele across a broad spectrum of industries in the following practice areas:

- **Corporate**
- **Banking and Finance**
- **Intellectual Property and Technology**
- **Litigation and Dispute Resolution**
- **Arbitration**
- **Real Estate**

Consistently ranked highly in leading publications, we pride ourselves on providing the highest quality advice to our clients while maintaining strong working relationships with key public sector agencies and leading organizations in the private sector.

Our combination with **global law firm Dentons** created the dominant global law firm in the Pacific Rim with more than 85 offices in the region. With more than 11,000 lawyers serving more than 190 cities , the Firm offers clients the benefit of quality experience in and of the communities in which they want to do business or resolve a dispute—from Canada and the United States, across Europe, the United Kingdom, the Middle East and Africa, and throughout the Asia Pacific region.

About Us

Dentons is the world's first polycentric global law firm. The second best known law firm on 2021 Acritas Global Elite Brand Index, the Firm is committed to challenging the status quo in delivering consistent and uncompromising quality and value in new and inventive ways. Driven to provide clients a competitive edge, and connected to the communities where its clients want to do business, Dentons knows that understanding local cultures is crucial to successfully completing a deal, resolving a dispute or solving a business challenge. Now the world's largest law firm, Dentons' global team builds agile, tailored solutions to meet the local, national and global needs of private and public clients of any size in more than 190 locations serving 80-plus countries.

*For further information about **Dentons Rodyk**, please contact **S. Sivanesan** in Singapore.*

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"From recommending colleagues in his extensive network to offering practical suggestions on various business and legal issues, to even helping us source local bank accounts, I feel confident to trust advice from Sivi Sivanesan and the Dentons team"

– Asia Business Law Journal, 2023

"More importantly, he [Sivanesan] is a sincere lawyer who seeks to build long-term relationships with clients and later become their friends, unlike some lawyers who view the job as having a more transactional nature."

– Asia Business Law Journal, 2023

"Sivi Sivanesan is best known for his work acting on cross-border VC investment deals, advising several fund managers, VC funds, founders and startups. One interviewee reports: 'Sivi is a very respected name in transactions generally, but particularly for fintech startup financing. He has been in the market a long time and we have found him to be good on deals.'"

– Chambers Asia Pacific, 2021

S Sivanesan is a senior partner and head of Dentons Rodyk's Corporate practice group. He is also Co-Head of the Environmental, Sustainability & Governance practice, Venture Tech & Emerging Growth Companies practice and the Singapore-India relationship partner. Sivanesan's primary areas of practice include mergers and acquisitions, corporate reorganisations and restructurings, venture capital, venture technology, investment funds and general corporate commercial matters. He has advised several fund managers, venture capital funds, founders, start-ups and companies on investment deals.

Sivanesan's international work includes cross-border and regional transactions, mergers and acquisitions, VC/PE investment deals in South East Asia, India, China, Japan, Europe, Australia and USA. He has worked with local and foreign clients in establishing businesses in Singapore and the region, transactional matters, foreign direct investment, liaising with regional counsel and establishing effective corporate structures for global operations. He is widely regarded as an authority on corporate governance and venture capital.

Sivanesan has addressed regional and international business leaders at conferences and seminars, on topics relating to venture technology, international mergers and acquisitions, corporate governance, venture capital and cross border investments. He is a past Chairman of the Corporate Governance Committee of the Singapore Investors Association of Singapore (SIAS) and Pacific Rim Advisory Council. He is currently the independent Chairman and Director of Liberty Insurance Pte Ltd and Liberty Specialty Markets Singapore Pte. Limited, members of the Liberty Mutual Group and independent Director of Asian Corporate Advisors Pte Ltd. Sivanesan is also a member of the Board of Governors, NUS High School of Mathematics and Science.

Sivanesan is named in numerous legal guides and directories including the Chambers Asia-Pacific, The Legal 500 Asia-Pacific, IFLR 1000, Asialaw Profiles and Who's Who Legal. He has been recognised by the India Business Law Journal (IBLJ) in their International A-List – Top 100 India-Focused Legal Experts Outside the Country (2020 – 2021) and listed by the Asia Business Law Journal (ABLJ) in their A-List 2023 – Singapore's Top 100 Lawyers. He has also been listed as a Cross Border Lawyer of the Year for Corporate by Legal Era Global Achievers Awards 2023.

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(The firm also has offices Hanoi, Ho Chi Minh City, Kyiv, New York, Saint Petersburg, Tunis and Warsaw.)

Founded in Paris in 1920, Gide is one of the leading international law firms worldwide with over 600 lawyers, including some 96 partners, drawn from 35 different nationalities. Operating out of 18 offices in 15 countries, the Firm's lawyers are recognised as being among the most talented specialists in all fields of national and international corporate law.

With some 320 lawyers and legal consultants based outside France, including those in London and Brussels, Gide Loyrette Nouel offer clients legal advice and assistance across a broad spectrum of legal disciplines to businesses, public and private sector institutions and governments. The Firm has offices across Europe (Brussels, Bucharest, Budapest, Istanbul, Kyiv, London, Moscow, Paris, Saint Petersburg and Warsaw), in North America (New York), across Asia (Beijing, Hanoi, Ho Chi Minh City, Hong Kong and Shanghai) and across North Africa (Algiers, Casablanca and Tunis).

Wherever we work in the world, be it Western Europe, Central and Easter Europe, the Americas, Asia, Africa, the Meditteranean and Middle East Region, we guarantee our clients perfect knowledge of the local markets, regional expertise and the resources of a truly international firm..

*For further information about **Gide**, please contact **Christophe Eck** in Paris.*

GIDE

GIDE LOYRETTE NOUEL

Christophe Eck

PARTNER

Practice area

- Mergers & Acquisitions / Corporate

Industry sector

- Energy M&A

Specialties

- Corporate Law
- M&A Disputes
- Mergers & Acquisitions
- Privatisations

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Christophe Eck, partner, specialises in mergers & acquisitions, private equity, stock exchange regulation and corporate law. His expertise covers acquisitions and mergers of public and private companies as well as restructuring transactions. He frequently works on cross-border deals in various parts of the world including Asia and Africa. Christophe is highly recommended by clients for his pragmatic and business-oriented advice: "*Christophe Eck is appreciated by clients for his unique cross-border expertise. Very business oriented and clearly a strong deal maker as well as a skilled M&A lawyer*" (Chambers Global). "*Christophe Eck is a First rate. Astute and a gifted negotiator"* (Who's Who Legal). In addition, Christophe has experience in litigation relating to these practice areas and has represented clients before the national courts and arbitral tribunals as well as in infrastructure and mining projects.

He notably advised various groups on their mergers or acquisitions (Auchan, Société Générale, Groupama, Addax & Oryx, BPCE, BMCE, Total, Anglogold Ashanti, ENI) as well as Governmental authorities.

Christophe served as Managing Partner at Gide in 2010 and 2011. He wrote books and several articles on foreign investment issues and received university degrees in business, economy and law. Christophe is an Avocat à la Cour and also enrolled as a solicitor of the Supreme Court of England and Wales.

« Christophe Eck represents clients active in the energy and media sectors and handles domestic and cross-border transactions. Strengths: "He has a range of expertise and he is very helpful for me and my company. He is very business-oriented, taking a pragmatic approach over a theoretical one." "He is a very experienced, skilled and sharp lawyer with unique international M&A expertise." »
Chambers Europe & Global 2023 - Corporate / M&A: High-end capability

« Christophe Eck "is a very experienced, skilled and sharp lawyer," according to clients. He represents clients active in the retail and healthcare sectors and handles domestic and cross-border transactions. »
Chambers Europe & Global 2022 - Corporate / M&A: High-end capability

« Christophe Eck is highlighted by sources for his international expertise, with one remarking: "He is comfortable in any jurisdictions and is a very talented negotiator." He represents clients active in the energy and infrastructure sectors in domestic and cross-border transactions. »
Chambers Europe & Global 2021

GOODSILL ANDERSON QUINN & STIFEL LLP

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999 Bishop St, Suite 1600
Honolulu, Hawaii 96813
United States of America
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Fax: 808 547 5880

Web Site: www.goodsill.com

Primary Contacts:
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Goodsill Anderson Quinn & Stifel LLLP has served clients locally and globally for more than a century. From its origin in 1878 as a one-person law office, the firm is one of the largest in Hawaii, providing a wide range of legal services to a broad spectrum of clients.

With over 50 attorneys located in downtown Honolulu, Goodsill offers legal services to individuals and businesses in several areas of law, including business and securities transactions, banking and finance, real estate, tax, trusts and estates, public utilities, immigration, international transactions and civil litigation. Our attorneys have experience in mergers and acquisitions, environmental law matters, antitrust compliance, aviation law, international trade, labor and employment, media, technology, entity formation and venture financing and health law.

Goodsill and its attorneys regularly receive professional awards and recognition from national and international organizations. Some recent recognitions include:

- Benchmark Litigation, which named Goodsill as one of only four highly recommended litigation firms in Hawaii and recognized two Goodsill Partners as “Local Litigation Stars” and one "Future Star".
- Chambers and Partners awarded Goodsill five firm rankings and 11 individual rankings in “Chambers USA 2019 Guide”.
- Twenty-six attorneys with Goodsill are among the 2020 Best Lawyers® in America list; and five earned the distinction of “Lawyer of the Year” in the areas of Litigation-Land Use and Zoning, Environmental Law, Tax Law, Mergers and Acquisitions, and Insurance Law.
- *Super Lawyers*, which lists attorneys in each state who received the highest reviews, named 15 Goodsill partners to its list, of which eight were listed as rising stars.

Goodsill’s role in the Hawaii community extends well beyond the courtroom and boardroom. The firm’s attorneys have served over the years as Governor of the State, Chief Justice and Associate Justice of the Hawaii Supreme Court and Chairman of the Federal Deposit Insurance Corporation. In addition, Goodsill attorneys actively participate as volunteers and board members of local and national charitable and professional organizations and educational institutions, as well as governmental advisory boards.

The firm’s international practice has a strong focus on the Asia-Pacific region, assisting clients in all aspects of their business including transactional and operational matters, and judicial, administrative and arbitration proceedings. Our membership in the Pacific Rim Advisory Council is enhanced by Goodsill attorneys and legal assistants who have capabilities in Japanese, Mandarin, French, Korean, Tagalog and Pampango/Kapampangan.

*For more information about **Goodsill Anderson Quinn & Stifel**, a Limited Liability Law Partnership, visit our web site or contact **Michael O’Malley** or **Lisa Bail.***

LISA A. BAIL

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PRACTICE AREAS
Antitrust
Environmental
Land Use and Land Use Litigation
Litigation
Products Liability

INDUSTRIES
Banking and Financial Services
Business and Technology
Commercial and Retail
Resort and Hospitality

EDUCATION
Boston University, J.D., (cum laude), 1993
Boston University, B.A., (magna cum laude), 1990

ADMISSIONS
Hawai'i
Massachusetts
Ninth Circuit Court of Appeals
State Courts of Hawai'i
U.S. District Court of Hawai'i
Commonwealth of Massachusetts

ASSOCIATIONS
Hawaii State Bar Association
American Bar Association
American Judicature Society, Director
Smart Trees Pacific, Officer & Director

AWARDS/HONORS
Best Lawyers "Lawyer of the Year"
2013, 2015, 2016, 2018
Best Lawyers, 2018
Chambers USA, 2017
Super Lawyers, 2018

GOODSILL

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Lisa A. Bail concentrates her practice in environmental law, land use and commercial litigation, working on transactions, administrative hearings and trials. She is conversant with all phases of litigation practice, from pleading and discovery through injunction, summary judgment, trial, mandamus and appeal. Her experience includes:

- **CERCLA**: Represents clients in Superfund and emergency response actions and CERCLA litigation. Supervises contamination remediation projects, and represents clients through all aspects of participation in the State of Hawai'i's Voluntary Response Program. Assists landowners, lessors, lessees, lenders, developers and construction companies in connection with transactions involving corporate acquisitions and contaminated real property.
- **Compliance**: Represents businesses in connection with compliance, permitting and enforcement matters involving solid and hazardous wastes, underground storage tanks, toxic substances, pesticides, EPCRA, and asbestos.
- **Water**: Counsels clients in NPDES water pollution permitting issues. Pursues and defends enforcement actions regarding violations of water pollution laws.
- **Air**: Defends enforcement actions under the Clean Air Act. Provides assistance with covered source and noncovered source permits and defends appeals in connection with air permits.
- **Environmental Impact Statements**: Defends clients in challenges under NEPA and HEPA to environmental impact statements; assisted clients in preparation of environmental impact statements.
- **Endangered Species Act**: Assists clients with critical habitat designation issues and obtaining endangered species permits.
- **Land and Water Use:** Represents clients in connection with permitting, contested case hearings and litigation involving land use permitting. Represents clients in connection with water use issues before the Commission on Water Resource Management. Defends litigation involving trail and access right of way issues.

Lisa currently serves as the Hawai'i Delegate to the American Bar Association House of Delegates. She is a frequent speaker at seminars on environmental law, land use law and litigation. She is the former Chair of both the Litigation Section and the Natural Resources Section of the Hawai'i State Bar Association, and was named lawyer representative to the Ninth Circuit Judicial Conference, 2005-2008 by Chief Judge Ezra, USDC Hawai'i.

MICHAEL J. O'MALLEY

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PRACTICE AREAS
Corporate and Securities
Health Law
Mergers and Acquisitions
Tax

EDUCATION
Harvard Law School, J.D., 1981
Claremont-McKenna College, B.A. (*summa cum laude*), 1977

ADMISSIONS
Ninth Circuit Court of Appeals
State Courts of Hawai'i
U.S. Claims Court
U.S. District Court of Hawai'i
U.S. District Court of New York (S.D.N.Y)
U.S. Tax Court

ASSOCIATIONS
American Bar Association, Tax, Business and Health Law Sections
American Health Lawyers Association
Friends of Family Specialty Courts, President and Director
Hawai'i State Bar Association Kapi'olani Medical Center for Women & Children, Director
Oahu Economic Development Board, Director

AWARDS/HONORS
Best Lawyers, 2010-2023
Best Lawyers, Lawyer of the Year in Honolulu, 2012, 2015-2023
Chambers USA, 2019
Super Lawyers, 2019

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Michael J. O'Malley represents for-profit and nonprofit clients in their initial organization and structuring, business dealings, M&A transactions, infrastructure, capital and other financings, regulatory compliance, tax planning and proceedings before tax authorities, and also addresses issues of corporate governance and fiduciary duty.

His work includes:

- **Tax Planning and Disputes:** Represents domestic and foreign businesses, organizations and individuals in planning and structuring their transactions, activities and affairs to lower their overall federal, state and local tax burden and minimize their related risk and exposure; obtaining private letter rulings and determination letters from the IRS and Hawai'i Tax Departments in connection with tax-free reorganizations, "qualified high technology business" applications and credits, and other tax incentive and structuring matters; and settling disputes with federal, state and local tax authorities.
- **Healthcare:** Advises healthcare organizations, providers and insurance companies on compliance, regulatory, tax, corporate and transactional matters.
- **Mergers and Acquisitions:** Represents buyers and sellers of businesses, including stock purchases, asset sales and mergers. Representative transactions include stock and asset acquisitions and changes in control of public and private corporations, including a real estate company, a developer, a newspaper, a gas company, an equipment company, hospitals, health care organizations and medical practices, a construction company, and various retail businesses.
- **Corporate Organization and Governance:** Organizes for-profit and non-profit corporations, prepares charter documents establishing complex capital structures, stock transfer restrictions, buy-sell and first refusal rights and supermajority voting requirements. Advises corporate directors concerning fiduciary duties, conflicts of interest and compliance with the Hawaii Business Corporation Act and other federal and state laws and regulations.
- **Corporate Finance:** Advises clients with respect to their various financing transactions, including infrastructures and other project financings and capital, leasing and other financings.

Mike served as Editor-in-Chief of the *Harvard Journal on Legislation* and was a teaching assistant at Harvard Law School. Following graduation, he practiced with a Wall Street firm in New York City for four years, then returned home to Hawai'i and joined Goodsill, where he became a partner in the firm's corporate and tax groups. He rejoined the firm in 2008, following a fifteen-year hiatus during which he was a partner at another Hawai'i law firm, then worked for nine years as a director with PricewaterhouseCoopers and its successor in Hawai'i. Since 1986, he has authored or co-authored the Hawai'i chapter of the *ABA Deskbook on Sales and Use Tax*. He is a frequent speaker at seminars on tax, corporate and other legal topics. Since 2019 Co-Authored Real Property Tax Deskbook.

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Han Kun is a full-service law firm in China and has been consistently recognized as a leader in China in all the areas we practice. Our main practice areas include private equity, mergers and acquisitions, international and domestic capital markets, investment funds, assets management, competition law, banking and finance, aviation finance, foreign direct investment, compliance, intellectual property, and dispute resolution.

We have over 500 lawyers located in our four offices in Beijing, Shanghai, Shenzhen, and Hong Kong. All our lawyers are graduates of prestigious Chinese and foreign universities. Many have worked at length in top international law firms and multi-national companies. We pride ourselves in delivering first-class legal services with efficiency and practicality to assist clients in achieving their objectives.

Our working languages include Chinese, English, Japanese and Korean.

*For further information about **Han Kun Law Offices,** please contact **Joyce Li, Xiaoming Li,** or **Aaaron Zhou** in Beijing.*

Lan Yu

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PRACTICE AREAS

- Private client/wealth management
- Mergers and acquisitions
- General corporate
- Labor and employment
- Outbound investment
- Corporate compliance
- Family law, trust and wealth planning

PROFESSIONAL EXPERIENCE

Before joining Han Kun in 2023, Ms. Yu worked for over 10 years in the Singapore office of Duane Morris & Selvam LLP. She focuses her practice on private wealth, wealth management and financial services, and cross-border transactions. Ms. Yu has participated in advising over 80 high- and ultra-high-net-worth individuals and family offices in Singapore on matters such as designing family office structures and applying for tax exemptions, family trusts, succession planning, applying for asset management licenses, and nationality planning. She advises listed and private companies on mergers and acquisitions, joint ventures, corporate governance, and cross-border transactions. In addition, Ms. Yu regularly assists PRC corporations in setting up a presence in Southeast Asia and in undertaking corporate restructurings and also advises company officers on their duties, responsibilities, and employment-related matters.

EDUCATION

Ms. Yu graduated from Peking University in Beijing with a Juris Master degree in 2007, and from Columbia University in New York with an LL.M. degree in 2018.

QUALIFICATIONS

PRC Bar Qualification
Solicitor of England and Wales
Member of the New York State Bar
Singapore Registered Foreign Lawyer

SOCIAL RESPONSIBILITIES

Associate member of the Society of Trust and Estate Practitioners (STEP)
President of Peking University Singapore Alumni Association
Member of the Thinktank of Foreign-related Commercial Legal Services in Taizhou, China

Arbitrator of Nanjing Arbitration Commission, China
Foreign Legal Counsel of Jiangse Lawyers Association

WORKING LANGUAGES Chinese, English

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Hogan Lovells is a global legal practice providing high quality advice to corporations, financial institutions and governmental entities across a broad spectrum of businesses involving complex legal and commercial issues, both globally and locally. We have over 2,500 lawyers operating from more than 40 offices, including associated offices, around the world in Alicante, Amsterdam, Baltimore, Beijing, Brussels, Budapest, Caracas, Colorado Springs, Denver, Dubai, Dusseldorf, Frankfurt, Hamburg, Hanoi, Ho Chi Minh City, Hong Kong, Houston, Jakarta, Jeddah, Johannesburg, London, Los Angeles, Luxembourg, Madrid, Mexico City, Miami, Milan, Moscow, Munich, New York, Northern Virginia, Paris, Perth, Philadelphia, Prague, Rio de Janeiro, Riyadh, Rome, San Francisco, São Paulo, Shanghai, Silicon Valley, Singapore, Sydney, Tokyo, Ulaanbaatar, Warsaw, Washington DC, and Zagreb. Our broad-based, international practice cuts across virtually all legal disciplines and industries.

Hogan Lovells lawyers have extensive experience in a wide range of disciplines and industries, including: aerospace and defense; antitrust, competition, and consumer protection; aviation and surface transportation; bankruptcy and creditors' rights; business, finance and tax; capital markets; corporate and securities; corporate governance; education (higher education and K-12); employee benefits and executive compensation; energy; environmental; estate planning and administration; financial services; food, drug, medical device and agriculture; government contracts; government services and homeland security; health; hospitality and lodging; immigration; infrastructure; insurance; intellectual property; international business transactions; international trade; labor and employment; legislative; lending; life sciences; litigation; mergers and acquisitions; pharmaceutical and biotechnology; privacy; private equity; pro bono; project and international finance; public finance; real estate; REITS; sports and recreational facilities; tax; technology; and telecommunications, media, and entertainment.

In Hong Kong, we are one of the largest full-service practices, and we provide transactional, dispute, and advisory services to clients doing business locally in China and throughout the Asia-Pacific region. In Asia Pacific, we have more than 500 staff in our network of offices in the major financial and business centers, providing an integrated service throughout the region. Our lawyers provide dedicated counsel in the key practice areas and industry sectors (listed above), and they are qualified in Hong Kong and often in other international jurisdictions. In addition to English, most lawyers also speak and write Chinese (Putonghua and/or Cantonese), with office capabilities in a number of other Asian and European languages, such as Japanese, Vietnamese, Italian, French, and German. We have an in-house team of Chinese and Japanese translators as well as Chinese and Japanese documentation capabilities.

Our Washington, D.C. office has over 500 lawyers, and is distinguished by its industry depth and breadth of knowledge in issues facing regulated industries as well as its large and recognized corporate transactional and litigation practices. A large number of our lawyers have worked in the federal government, often at high levels. Since our clients' most difficult problems often cross borders, we work alongside our colleagues in our overseas offices to ensure that business decisions, litigation, and transactions are informed by up-to-date advice from experienced practitioners. Our clients include a who's who of local, national, and international companies, domestic and international financial institutions, and individuals.

(Hogan Lovells refers to the international legal practice that includes Hogan Lovells International LLP, Hogan Lovells US LLP and their affiliated businesses.)

*For more information please contact **Warren Gorrell or Elizabeth Donley** in Washington, D.C. about the U.S. practices. For information about the Asia Pacific, European, and Middle East practices, please contact **Owen Chan** in Hong Kong.*

Hogan Lovells

Owen Chan
Office Managing Partner, Hong Kong
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Owen Chan leads a bilingual team of international banking and finance lawyers based in Hong Kong and Mainland China, working with international financial institutions, PE funds, and multinational companies on their most complex and structured cross-border transactions.

China's rapid development has attracted strong investments and spurred large scale outbound acquisitions. Financing such investments and acquisitions requires a good understanding of onshore and offshore law and regulations. Owen and his team have vast experience in cross-border acquisition finance, real estate finance, structured finance, and restructuring. As a result, the firm is highly regarded for its leading Greater China finance practice.

Owen has been recognized as a leading individual in Chambers Global, Chambers Asia Pacific, IFLR 1000, and Legal 500 Asia Pacific.

Hogan Lovells

Elizabeth M. Donley

Partner
Washington, D.C.

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Biography

Elizabeth Donley is Co-Head of U.S. M&A at Hogan Lovells. Commended by *Chambers USA* and *Legal 500 US* for her strength in "advising on strategic transactions," Elizabeth is a trusted advisor to U.S. and international companies on their most complex and commercially strategic domestic and cross-border transactions. For more than 20 years she has represented clients across a range of transactions, including mergers and acquisitions, divestitures, carve-outs, asset purchases and sales, investments, joint ventures, strategic alliances, technology licenses, and complex commercial arrangements.

Elizabeth works with clients in a variety of industries, including industrials and consumer goods; aerospace and defense; government services; automotive; technology and media; health and life sciences; real estate; and hospitality. Elizabeth invests time to get to know and fully understand her clients' organizations, businesses, and industries to provide effective and complementary advice tailored to fit the objectives of the matter at hand. She collaborates daily with regulatory and compliance professionals at Hogan Lovells – as well as subject matter advisors in critical areas – to bring the right resources and perspectives to each project.

Recognized as an Acritas Star and a BTI Client Service All-Star, Elizabeth is known for her commitment to client service, working "night and day to meet deliverables," and her collaborative style of leadership

Practices

Mergers and Acquisitions

Joint Ventures

Complex Contracting

Commercial

Sovereigns

Industries

Aerospace and Defense

Automotive

Consumer

Manufacturing and Industrials

Life Sciences and Health Care

Real Estate

Technology and Telecoms

and direct approach to finding and implementing practical, commercial solutions to challenging problems.

Representative experience

PPG Industries on its US$1.15bn acquisition of global coatings manufacturer Ennis-Flint.

Lockheed Martin Corporation on the combination of its IT and Technical Services businesses with Leidos in a $5.0bn Reverse Morris Trust transaction.

FLIR Systems, Inc. on its US$8bn sale to Teledyne Technologies Incorporated in a cash and stock merger transaction.

Greystar Real Estate Partners on its US$4.6bn acquisition of EdR and US$1.2bn sale of a portfolio of student housing communities to a Blackstone Real Estate Income Trust, Inc./Greystar joint venture.

BWX Technologies on its acquisitions of Cunico Corp. and Dynamic Controls Ltd. and on the sale of its commercial nuclear services business to Framatome.

Caldic B.V. on its acquisitions of Brand-Nu Laboratories Inc. and BNL Sciences Ltd., distributors of specialty chemicals for the pharmaceutical and biopharmaceutical industries.

Sojitz Corporation on its joint venture with Braskem S.A., to produce and market bioMEG (monoethylene glycol) and bioMPG (monopropylene glycol).

Covestro AG on the sale of its additive manufacturing business to US-Israeli Stratasys Group.

Prologis, Inc. on its sale of a US$1.1bn portfolio of properties in the U.S. and Europe to Mapletree Investments.

PPG Industries on its acquisition of global coatings manufacturer Whitford Worldwide Company, automotive coatings manufacturer Hemmelrath and global coatings manufacturer Wörwag.

Lockheed Martin on its acquisition of the Hypersonics portfolio of Integration Innovation Inc. (i3).

Private Capital

Areas of focus

Infrastructure/Energy M&A and Joint Ventures

Cross-border Mergers and Acquisitions

Carve-outs, Spin-offs, and Split-offs

Chemical and Industrial Products

Education and admissions

Education

J.D., Vanderbilt Law School, 1998

B.A., University of South Carolina, Phi Beta Kappa, magna cum laude, 1994

Bar admissions and qualifications

District of Columbia

Caldic B.V. on its acquisition of Avatar Corporation, a value-add distributor of specialty food ingredients and custom solutions, and CAIF, a premium supplier of naturally sourced ingredients.

PPG Industries on its US$2.3bn acquisition of Consorcio Comex, S.A. de C.V. and its US$1.05bn acquisition of the North American architectural coatings business of Akzo Nobel, N.V.

PPG Industries on the sale of its European and global fiber glass operations to glass manufacturer Nippon Electric Glass Co. Ltd.

Honeywell International on its acquisition of RSI Video Technologies, a leading global provider of intrusion detection systems.

ITV plc on various U.S.-based corporate and commercial transactions.

KPP Trustees Ltd. on its acquisition of Eastman Kodak Company's Personalized Imaging and Document Imaging businesses.

Barcelo Crestline Corporation on the formation of various hospitality-related joint ventures and Playa Hotels & Resorts on the acquisition of various hotels and resorts in North America.

Martinrea International, a global automotive supplier of parts, assemblies and modules, complex fluid management systems, and aluminum products, on acquisitions in North America.

Unisplendour Corporation on its proposed US$3.775bn equity investment in Western Digital Corporation and the termination of the investment.

Awards and rankings

- District of Columbia : Corporate/M&A and Private Equity, *Chambers USA*, 2022
- M&A/Corporate and Commercial: M&A: Large Deals ($1bn+), *Legal 500 US*, 2017, 2020,2021
- Acritas Star, *Acritas Stars Independently Rated Lawyers*, 2017-2020

- BTI Client Service All-Star, *BTI Consulting Group*, 2016, 2019

Latest thinking and events

- Press Releases
  - Hogan Lovells advises Stahl on its acquisition of ICP Industrial Solutions Group (ISG), a leader in high-performance packaging coatings
- Press Releases
  - Hogan Lovells advises Covestro on the sale of its Additive Manufacturing business to Stratasys
- Press Releases
  - Hogan Lovells advises Sojitz Corporation on its joint venture with Braskem S.A.
- Webinar
  - Executive International Business Transactions Program
- Press Releases
  - Hogan Lovells advises FLIR Systems on US$8bn Teledyne merger
- Hogan Lovells Publications
  - Carve-out transactions must be clean cuts. But getting untangled can be easier said than done *Chemicals: Horizons*

Hogan Lovells

J. Warren Gorrell, Jr.

Senior Counsel and former CEO
Washington, D.C. and New York

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warren.gorrell@hoganlovells.com

Warren Gorrell is an M&A and corporate lawyer and our former Chairman and CEO. He led the firm for almost 15 years and is one of the few law firm leaders to have maintained an active practice while leading a major firm.

Warren has been named as one of the 100 most influential lawyers in America (*The National Law Journal*, 2013 and 2006). He received a Lifetime Achievement Award for Distinguished Law Firm Leadership from *The American Lawyer* (2018). He is recognized as one of the leading M&A and corporate lawyers in the United States and Washington, D.C. by leading legal rating services (*Chambers*, *Legal 500*, *Guide to the World's Leading Lawyers*, *Best Lawyers in America*, and *Legal Times*). In 1999, *The American Lawyer* recognized him as a Dealmaker of the Year.

Warren joined Hogan Lovells (then Hogan & Hartson) in 1979, became an equity partner in 1986, was elected to the first of three terms on the firm's executive committee in 1991, established and served as managing partner of the firm's New York office in 1998, became Chairman of Hogan & Hartson in 2001 and led its transatlantic combination with London-based Lovells to create Hogan Lovells in 2010. He served as co-CEO until 2014 and today serves as Senior Counsel.

Warren has led many of the largest and most complex M&A transactions and IPOs involving real estate investment trusts (REITs) and other real estate companies over the last 30 years.

Warren and his team spurred and helped lead the dramatic growth of the REIT industry since the early 1990s by creating the "UPREIT" structure used by most equity REITs today. He advises owners of office, retail, multifamily and industrial properties, hotels, and storage and data centers on acquisitions and business combinations of all types – mergers, stock purchases, asset purchases, partnership rollups and operating partnership unit transactions (both public and private), leveraged buyouts, and tender offers. He also advises major investment banking firms as underwriters in IPOs and other capital markets transactions and as financial advisers in M&A transactions. Warren also helps clients on other complex cross-border transactions in the real estate, energy, and technology industries.

Warren graduated from Princeton University *magna cum laude* in 1976 and from the University of Virginia Law School in 1979. He is a member of the New York and District of Columbia bar associations. Warren serves as Chair of the Board of Trustees of the University of Virginia Law School Foundation, is a member of the Board of Directors of Spark (formerly Capital Partners for Education), and is actively involved in several other institutions and organizations supporting education.

Hogan Lovells

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Biography

Miguel Zaldivar has been the firm's Chief Executive Officer (CEO) since 2020.

As CEO, Miguel's strategic priorities for the firm include delivering a consistent high quality service to clients, retaining and developing top talent, growing the business (particularly with a focus on growing the strong roster of institutional clients that the firm works with across different practices and offices), and protecting the firm's ambitious and supportive culture.

Under Miguel's leadership Hogan Lovells has continued to grow and to thrive. The firm has achieved record financial results across a wide range of financial metrics including revenue, PPEP, RPL and PPL. Despite challenges including the pandemic and significant economic and socio-political disruption, Zaldivar and his management team have continued to elevate the firm's position as a global leader that delivers exceptional legal services in highly-regulated sectors, achieving results for clients and society.

The firm is now ranked in the top firms for pro bono, a top firm in the Global Elite Brand Index (Acritas Thomson Reuters), and Hogan Lovells is also listed in the top most innovative firms globally by the Financial Times. The firm continues to be known in

Languages

English

Italian

Spanish

Practices

Infrastructure, Energy, Resources, and Projects

Sovereigns

Education and admissions

Education

J.D., University of Miami School of Law, cum laude, 1995

the market for its focused sector strategy and talent strategy, and as a great place to work.

As a practicing lawyer Miguel is widely recognized as a leading lawyer in complex international cross border transactions and he has facilitated multi-billion-dollar investments and transactions in highly regulated markets. This continues to be a core practice for Hogan Lovells and a key driver of success and growth. Miguel brings a unique, multi-cultural and strategic approach to complex transactions and investments.

Miguel taught the "Project Development and Finance in Latin America" course at the University of Miami School of Law from 2003 to 2010, was a professor of law at Universidad Católica in Venezuela from 1991 to 1993 and has been a frequent lecturer at legal seminars.

The Deal calls Miguel "a diplomat in a lawyer's clothing" and Hispanic Executive praises his "legal prowess" and "innate abilities" that distinguish him from other lawyers in the field. He has been acknowledged as "a very intelligent attorney and a leading cross-border corporate lawyer" in several industry publications including Chambers, and Legal 500.

Miguel is personally committed to a number of the firm's philanthropic activities, including leading on the firm's work with not-for-profit charity Santa Marta group, which is focused on eradicating human trafficking and modern day slavery.

The creation of a truly diverse and inclusive workplace is also a significant focus for Miguel. He has put in place a plan to foster the development and progression of the firm's diverse lawyers, and to increase the number of diverse lawyers the firm hires. The firm has also made great progress in working towards its sustainability goals by establishing our baseline, setting emissions reductions targets and implementing changes to

LL.M., Fulbright Scholar, University of Illinois College of Law, 1988

LL.B., Universidad Católica Andrés Bello, 1986

Bar admissions and qualifications

New York

Florida

District of Columbia

Venezuela

Registered Foreign Lawyer (Hong Kong Law Society)

reduce emissions.

Before taking up the role of CEO, Miguel served in several leadership positions, including as Regional Managing Partner for the Asia, Pacific, Middle East region, co-leader of our Infrastructure, Energy, Resources and Projects practice, a member of the Board, and co-head of the Latin American practice.

KIM CHANG & LEE

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Kim Chang & Lee is a premier corporate, finance and litigation law firm in Seoul, Korea. Founded in 1958, Kim Chang & Lee is Korea's oldest law firm and the first firm in Korea to engage in international corporate law practice.

Kim Chang & Lee provides a wide array of legal services to clients in the corporate, industrial, financial and governmental sectors. Our clients range from small, start-up companies to a substantial number of large multinational corporations. In particular, Kim Chang & Lee is in the forefront of Korea's most dynamic and innovative corporate and financial transactions, having handled some of the largest and most complex transactions that have been consummated in Korea to date.

The firm advises clients in all areas requiring legal representation, including, among others, mergers and acquisitions, joint ventures and other foreign investments, corporate restructuring, capital markets, corporate finance, banking and securities, energy and project finance, antitrust, tax, intellectual property, corporate immigration and litigation and arbitration, with some of the best-known partners in these fields in Korea leading the firm's various practice groups. Aside from handling high-profile corporate and financial transactions and litigations, Kim Chang & Lee also counsels numerous multinational and domestic corporations on the legal aspects of their day-to-day business activities in Korea, helping them navigate an increasingly complex maze of laws and regulations and successfully achieve their goals in Korea.

The firm's mergers and acquisitions and finance practices are exceptionally strong, with partners who are considered as the leading practitioners in the field. Having handled some of the largest and most complex mergers and acquisitions and finance transactions to date in Korea, the firm is a recognized leader in these practice areas in Korea.

*For further information about **Kim Chang & Lee**, please contact **Eui Jae Kim**, **Kyung-Joon Choi** or **Michael Park.***

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With more than 200 lawyers, Kochhar & Co. is one of the leading and largest corporate law firms in India ("Firm"). Kochhar & Co. enjoys the distinction of being the only law firm with a full-service presence in the seven (7) prominent cities of India namely: New Delhi, Mumbai, Bangalore, Chennai, Gurgaon, Hyderabad, and Chandigarh and three (3) overseas offices: Dubai, Singapore, Chicago. Kochhar & Co. is the only law firm from the Indian sub-continent to have been granted a license by the Dubai Legal Department to practice local UAE and DIFC laws.

The Firm offers a wide range of legal services in Corporate & Commercial Laws, Dispute Resolution, Tax (Direct & Indirect), and Intellectual Property (IPR) and specializes in representing major foreign and domestic corporations with diverse business interests in India.

Kochhar & Co. is the preferred law firm for multinational corporations doing business in India and represents some of the largest companies from North America, Europe, South-East Asia, and Japan, including 75 of the Global Fortune 500 corporations. The Firm also serves as a counsel to many large and prominent Indian corporations, including the '*Maharatna*' and '*Navratna*' companies (Public Sector Enterprises).

Awards & Recognitions: The Firm has been ranked as the Top-Tier (market leading) Firm in the areas of Aviation & Defense, Corporate and M&A, Dispute Resolution, White Collar Crime, Labour & Employment, Intellectual Property, Projects, Energy and Infrastructure Laws, Real Estate & Construction, Technology-Media & Telecom, Data Privacy and International Trade & WTO by leading publication including The Legal 500, Chambers & Partners & Indian Business Law Journal (IBLJ). In its recent publication, FORBES Magazine has recognised 10 of the firm's partners amongst India's Top 100 lawyers. FORBES acknowledged Kochhar & Co. as India's Top Law firm across various practice areas including Corporate M&A, Arbitration, Employment Law, White Collar Crime, and Technology Law.

Kochhar & Co. is also one of the most decorated Indian law firms, and in recognition of our achievements, quality, and excellence, amongst others, have been conferred the National Bar Award by the All India Bar Association for the Most Dynamic and Progressive Indian Law Firm, International Council of Jurists Award by the Prime Minister, the highly coveted Rajiv Gandhi Award as well as the '*Rashtriya Gaurav*' (National Pride) Award (for excellence in the field of corporate law).

For additional information contact ***Rohit Kochhar, Chandrasekhar Tampi*** *or* ***Stephen Mathias.***

KOCHHAR & CO INC.
LEGAL CONSULTANTS (DUBAI BRANCH)

Practice Areas

- Banking & Finance
- Foreign Investments
- Labor & Employment
- Corporate M&A / JVs
- Commercial Contracts
- Projects & Infrastructure
- Projects & Infrastructure
- White-Collar Crime

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Avichal is the Managing Partner of the Firm. He has rich experience of more than 15 years in diverse areas of law – contract and policy drafting, employment issues, banking and finance, general corporate and transactional advisory including acquisitions, as well as assisting in commercial dispute resolution.

He regularly advises clients on structuring their investments in the UAE mainland and freezones including DIFC and ADGM as well as on corporate matters, joint venture agreements, distribution agreements and other commercial agreements. He also extensively advises clients on labour law matters, not only under the UAE Federal Labour Law but also DIFC and ADGM employment laws.

Apart from corporate work, he has extensive experience in advising and representing clients involved in joint venture disputes, labour matters, technology related disputes and construction disputes. He has substantial experience in handling arbitrations and has represented clients in arbitrations conducted in accordance with the ADGM Arbitration Rules, DIAC Rules, SIAC Rules, UNCITRAL Rules as well as other arbitration frameworks.

His experience ranges from drafting, vetting, and negotiating terms of contracts to drafting pleadings and appearing before courts and arbitral tribunals. The litigation and arbitration experience gives him an edge in the corporate domain as it provides a broader perspective and deeper insight of the issues involved in transactions. In ongoing disputes, he also advises clients on risk mitigation measures relating to day-to-day matters considering their legal implications.

Practice Areas

- Banking & Finance
- Corporate M&A
- Private Equity & Venture Capital
- Projects & Infrastructure

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Chandrasekhar Tampi is a member of the Firm's Corporate, M&A and Private Equity practices. He has 20 years of experience in representing domestic and international clients in M&A deals in India.

Chandra focuses on public and private M&A, cross-border and domestic investment, Restructuring, Capital Markets and Anti-Trust advisory.

He has represented many renowned multinational and Indian companies in their cross-border and domestic M&A transactions and has acted for foreign & domestic funds and companies, in their Private Equity financing and Venture Capital investment projects in India. He provides diverse support on such transactions and projects, including deal structuring, legal due diligence, drafting and reviewing transaction documents, leading negotiations, and advising clients from the standpoint of anti-trust and exchange control laws.

Legal 500 Asia Pacific 2022, 2023 has recognized Chandra as a Recommended Lawyer for Corporate M&A, Competition & Anti-Trust Laws

Practice Areas

- Dispute Resolution / Litigation
- Environment Law
- Pharmaceuticals, Healthcare & Life Sciences
- Education
- Projects & Infrastructure
- White-Collar Crime

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KV, as he is generally known, is a Senior Partner and the head of the Firm's Gurgaon office. An accomplished litigator with more than 25 years' experience, KV represents clients in complex commercial disputes and contentious matters both in India and overseas.

KV's core strength lies in the fact that he is well versed in both criminal and civil litigation / arbitration and is an ideal choice of lawyer to handle white-collar cases with parallel civil and/or regulatory aspects and devise an appropriate holistic strategy for the client. His expertise in handling these dual aspects of disputes involving both civil and criminal litigation also makes him a favoured lawyer with business clients.

Several matters argued by KV have resulted in judgments which have had significant impact, particularly on the infrastructure and construction industry.

Besides his litigation practice, KV is regularly sought by clients to advise on complex contractual, legal and regulatory issues, and is known for rendering practical and solution-oriented advice to his clients. He also regularly advises clients on labour and employment issues and has been authoring articles on such issues for Human Capital (a prominent magazine dealing with HR Management).

He has in-depth knowledge of laws and regulations that govern, and issues that concern the pharmaceuticals sector, and is also widely regarded as an expert in environmental laws and regulations.

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Practice Areas

- Banking & Finance
- Private Equity & Venture Capital
- Corporate M&A
- Projects & Infrastructure

Pradeep Ratnam is a Senior Partner in the New Delhi office of Kochhar & Co. and co-chair of the Firm's Infrastructure, Banking and Project Finance Practice.

Pradeep obtained a B.A, LL.B. (Hons.) from the prestigious National Law School of India, Bangalore and is a British Council Chevening Scholar with an LL.M (with Distinction) from the University of Warwick, U.K. Prior to joining Kochhar & Co. Pradeep, who is dual qualified in India and the UK, worked in Herbert Smith LLP, Allen and Overy LLP and White and Case LLP in London and in Singapore. Since his return to India, Pradeep has served as Director (Legal) in IDFC Alternatives (the alternative assets platform of Global Infrastructure Partners) and as Group General Counsel at Infrastructure Leasing and Financing Services Limited (IL&FS).

Pradeep has over 24 years of multi-jurisdictional work experience in the areas of Infrastructure and Finance, Public Law and PPP, and advises on transactions in Banking, Projects & Structured Finance and Restructuring, as well as M&A and Private Equity investments in Infrastructure.

Pradeep's clients comprise of domestic and international banks and other financial institutions, infrastructure companies, project developers, EPC and O&M contractors, asset reconstruction companies, credit funds and private equity. With practice experience of over two decades in diverse jurisdiction – the UK, Singapore and in India, Pradeep advises on the legal aspects of cross border transaction structuring in India, investment regulation, complex due diligence, financing, project development, M&A and exits. He is currently involved in various transactions in conventional power, health and IT, renewable energy, power transmission, roads, telecom, water, ports, housing, and social and urban infrastructure.

Practice Areas

- Corporate Governance, Compliance & Advisory
- Corporate / M&A
- Dispute Resolution / Litigation
- Labor & Employment Law
- Private Equity & Venture Capital
- Projects & Infrastructure
- Technology, Media & Telecommunication
- White-Collar Crime

Rajarshi Chakrabarti

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Rajarshi Chakrabarti (Raj) is a Senior Partner and heads the Mumbai office of Kochhar & Co.

Raj's practice focuses on corporate commercial transactions with emphasis on regulatory environment and risk mitigation. He has substantial experience in mergers & acquisitions (in-bound and out-bound), joint ventures, technical collaborations, business and assets restructuring. He regularly advises large foreign corporations including Fortune Global 500 companies, on a wide range of issues concerning their Indian operations. Rajarshi has assisted clients across diverse sectors such as financial services, private equity and venture capital, engineering, retail, biotechnology, telecom, e-commerce, IT and ITES.

Raj's rich experience of over two decades includes managing complex litigations and negotiations relating to shareholder disputes, large contractual claims and proceedings instituted by regulatory agencies. He has significant expertise in liaison and advocacy with regulatory and law enforcement authorities. He also regularly advises clients on employment law issues, ethics & policy and matters pertaining to white-collar crimes.

In his previous avatar as a corporate in-house counsel, Raj had been a part of the legal leadership teams of one of India's largest private telecom companies as well as the biggest media & entertainment group. He played an instrumental role in advising senior management on high-stake and complex matters including business restructuring, corporate governance issues, regulatory risks and mitigation measures.

Raj is a frequent speaker on diverse Indian law issues. Amongst others, he has spoken on topics such as Mergers & Acquisitions in India, Doing Business in India, Enforcement of IPR and Indian Judicial System. He has also conducted workshops for corporates both in India and overseas.

Practice Areas

- Corporate Governance, Compliance & Advisory
- Dispute Resolution / Litigation
- Private Equity & Venture Capital
- Corporate / M&A
- Labor & Employment Law
- Projects & Infrastructure

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Kaveri is a Senior Partner and Co-Head in the Firm's Hyderabad office. She has over 18 years of diverse and extensive experience across law firms and corporates in India & USA in the area of corporate commercial laws.

Kaveri's practice focuses on corporate advisory with special emphasis on mergers & acquisitions, joint ventures, strategic alliances, employment and labour law, infrastructure law, contracts and corporate litigation. Kaveri has represented government bodies, purchasers, sellers and their financial advisors in a wide variety of cross border transactions.

Kaveri has industry specific experience in the areas of pharmaceuticals and life sciences, IT & ITes, Aviation, Infrastructure including roads and bridges, power (conventional and renewal), oil & gas, retail, education and precious metals & gemstones. She has substantive experience in regulatory laws and has appeared before the various High Courts, Civil Courts and sectoral tribunals such as the NCLT in India.

Kaveri has advised on broad range of employment and labour law issues, including employment agreements, transition of employees in M&A transactions, workplace policies and procedures, executive departures, post-employment non-competition and non- solicitation agreements, wage disputes, advisory on wrongful termination and discrimination, advisory on sexual harassment proceedings, advisory on social security benefits such as provident fund, maternity benefits, gratuity, contract labour arrangements etc.

Kaveri brings to the table international experience from her association with the New York State Bar Association. She has represented clients before the New York State Supreme Court.

Kaveri is known for her client focused approach and brings her varied experience and innovative thinking to provide solutions to complex problems on a wide range of legal issues.

Prior to joining Kochhar & Co., Kaveri has worked with prominent law firms in Delhi, Hyderabad and New York.

Practice Areas

- Taxation
- WTO & International Trade Laws
- Dispute Resolution / Litigation

Reena Asthana Khair

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Reena is a Senior Partner and heads the International Trade & Indirect Taxation Practice at the Firm.

She is a lawyer of eminence with more than 25 years of work experience and specialisation in the areas of international trade and indirect taxation. She represents clients regularly before the Customs, Excise, and Service Tax Appellate Tribunal, as well as before various High Courts and the Supreme Court of India. She has extensive court room experience with more than 300 reported cases argued by her.

In the domain of international trade, Reena has represented clients comprising domestic and foreign industries, as well as user industries in India before the Designated Authority, Directorate General of Trade Remedies, and higher forums. She has also successfully argued the highest number of anti-dumping and anti-subsidy cases before the Tribunal. She has also assisted clients in trade remedial investigations in foreign jurisdictions.

She has been regularly providing advisory services and has been involved in dispute resolution for high-profile matters relating to customs, excise, service tax, FEMA, and GST. Critical issues handled by her include classification under the Harmonized System Nomenclature, valuation, export promotion schemes, drawback, EOUs, SEZs, inverted duty structure, admissibility of credits, transitional issues in GST, export refunds. She regularly assists clients in the transition to the GST regime.

She has also conducted Internal Management audits for optimization of tax liability, identifying issues/risks for potential disputes with departmental authorities and restructuring of transactions undertaken for various clients including some of India's major conglomerates and multinational corporations in the oil & gas, specialty materials and chemicals, steel and manufacturing sector.

Practice Areas

- White-Collar Crime
- Labor & Employment
- Aerospace & Defence
- Corporate M&A
- Education
- Dispute Resolution / Litigation

Rohit Kochhar
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Mr. Rohit Kochhar is the Founding Member & Managing Partner of Kochhar & Co. and has rich and diverse professional experience of over 35 years. Under Mr. Kochhar's dynamic leadership, the Kochhar firm has grown and diversified to become the only Indian law firm with a full-service presence in seven (7) prominent Indian cities and three (3) overseas offices, namely Singapore, Chicago and Dubai-where Kochhar & Co. is the only law firm from the Indian sub-continent with a license to practice local UAE and DIFC laws.

In addition to his pivotal role as Managing Partner of the firm, Mr. Kochhar is actively involved in advising numerous Global Fortune 500 Corporations on a wide range of legal matters in India and the UAE. His practice areas include Corporate & Commercial, Mergers & Acquisitions, Employment, and White – Collar Crime.

Mr. Kochhar heads the Anti-Corruption & White-Collar Crime practice of the Firm, and co-chairs the Employment law practice. During the pandemic alone, he handled some of the most delicate and high-stake criminal and employee dispute matters, many of which were widely reported in leading Indian newspapers. These included the most critical cases for one of the world's largest technology companies (with revenues in excess of US $55 billion), the world's largest hotel chain companies, one of the largest automakers, and one of largest container shipping companies in the world (with revenues in excess of US $56 billion).

During this calendar year, Mr Kochhar has represented some of the most prestigious global corporations on highly sensitive employment matters including the termination of CXOs and other members of senior leadership, as well as redundancies of blue-collar employees. These clients include one of the world's largest film and entertainment companies, one of the largest retail companies in Europe, a multi-billion-dollar French company, and the world's largest insurance advisory company.

Mr. Kochhar is one of the founding members of the Society of Indian Law Firms (SILF) and currently serves as the Honorary Secretary of SILF.

Mr. Kochhar has been consistently acclaimed as one of India's top lawyers and is amongst the most decorated legal luminaries in the country. During the last three years, Forbes Magazine has ranked Mr Kochhar as one of India's top managing partners. He was also recognised as one of "The Super 50 lawyers of India" by Asian Legal Business (a Thomson Reuters publication).

Practice Areas

- Corporate Compliance & Advisory
- Labor & Employment
- Private Equity & Venture Capital
- Technology Media & Telecommunication
- Corporate M&A
- Intellectual Property Law
- Real Estate & Construction
- Start-up Advisory

Savitha K. Jagadeesan

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Savitha is a Senior Partner with the Kochhar & Co. and Co-heads the Firm's Chennai office. In addition, to leading the Intellectual Property practice in Chennai, her practice areas also include Corporate Law, Employment Law, and TMT.

Savitha extensively advises on labour matters including employer employee disputes, termination issues. She has also been appointed as the IC external member for several companies and advises companies on issues related to Workplace Harassment and Prevention of Sexual Harassment (POSH).

Savitha also advises several large foreign and domestic clients on negotiating and handling joint ventures, Private Equity investment documentation, foreign direct investment (FDI), technical collaborations, share/asset purchase deals, mergers and acquisitions and India investment strategies. In addition to handling the traditional IPR issues, Savitha has been handling IP portfolios (litigation and prosecution) for clients across a wide range of industry sectors including FMCG, auto parts, IT, education, media and entertainment, amongst others.

Savitha mentors and advises startups and hi-tech companies on e-commerce and internet related transactions, critical issues relating to co-branding, content licensing, platform agreements and cyber related IPR issues.

She has an extensive research background and is recipient of the prestigious Monash Research Scholarship (Australia) to conduct research in the area of Cyber Crime and Policing. During her stint in Australia, she also taught Contract law, Commercial Law and Criminal Law at Monash University and Victoria University.

Practice Area

- Taxation

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Shahid is a Senior Partner and Heads the Direct Tax practice in the Firm. He is a former Indian Revenue Service officer and has worked with the Indian Income Tax Department in various capacities. Immediately prior to joining the Firm, he was a Member of Central Board of Direct Taxes, the highest policy and decision-making body for income tax matters in the Government of India (GOI).

During his tenure of nearly 40 years with the Income Tax Department, he was recognised for his extensive knowledge of Indian tax laws, his efforts to modernise the department and his contribution towards framing policy related to critical income tax issues including international tax issues. He also has the experience of acting as an appellate authority on tax matters. Shahid was also associated with training senior officials of the Tax Department, many of whom are presently at the level of Commissioners and Additional Commissioners.

He has been an integral part of several policy making committees of the GOI and has also assisted tax departments of neighbouring countries such as Nepal and Bangladesh on tax policy and modernisation issues.

Shahid regularly advises leading multinational clients (including Fortune Global 500 companies) of the Firm on cross-border investment and transaction structures and planning around the group intellectual property assets. His focus areas include:

i. Analysis and interpretation of India's Tax Treaties ("DTAA") with different countries to provide efficient solutions for tax related structuring
ii. Analysis of risks relating to arrangements being construed as Permanent Establishment in India, and devising possible ways to mitigate / minimise the same
iii. Tax implications of 'indirect transfers' of Indian assets and related tax withholding issues
iv. Evaluation of viable tax efficient route for cross border mergers and acquisitions, including issues relating to General Anti Avoidance Rules
v. Analysis and advice on transfer pricing issues and related aspects of arm's length pricing
vi. Advice relating to Withholding tax issues under India's domestic tax laws, and India's Tax treaties with various countries Devising solutions for tax-effective repatriation and exit arrangements, and
vii. Structuring Salary, perquisites, and ESOP etc. of expatriate employees for minimising Indian tax liabilities

Shahid also represents Firm's multinational and domestic clients before the Authority of Advance Ruling, Income Tax Appellate Tribunal, and High Courts.

Practice Areas

- Technology Media & Telecommunication
- Labor & Employment
- Intellectual Property Rights
- Corporate M&A
- Private Equity & Venture Capital
- White-Collar Crime

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Stephen Mathias is the head of the Bangalore office of the Firm and co-chair of the Firm's Technology Law Practice.

Stephen is a graduate of the prestigious National Law School of India University where he did an Honours degree in Arts and Law. He is also a British Chevening Scholar and has done a diploma in European and English Law at the College of Law York and worked briefly at a leading law firm in London. He is also a solicitor on the rolls of the Law Society of England and Wales.

Stephen began his career working in the Tax and Regulatory Division of multinational accounting firm Arthur Andersen, doing mergers and acquisitions, foreign investments, joint ventures, securities law and strategic investment work.

Stephen has spent most of his career representing many of the largest companies in the world regarding their operations in India. His expertise covers areas such as outsourcing, licensing, telecom, internet & e-commerce, privacy and intellectual property. He is particularly adept at advising businesses on legal issues associated with unique digital products and solutions. Stephen is known for his unique expertise in the voice over IP arena, including advising large offshore operations in India on legally compliant telecom configurations, and advising companies involved in unified communications, conferencing and cloud-based PBX services.

He does substantial data privacy work, mostly assisting multinationals in understanding data privacy law implications in the way they deal with personal data. He has also led teams investigating and taking enforcement actions in cases of data theft.

Stephen counsels' clients on a wide variety of issues including risks relating to regulatory compliance, negotiations, dispute related strategies, employee retention and financing. In doing so, Stephen combines a vast expertise in areas such as M&A, financing, employment, litigation and regulatory compliance.

More recently, Stephen has been involved in conducting investigations of cases of corporate fraud by senior management including guiding clients on evaluation of evidence, industry standards, remedial measures and management exits.

Practice Areas

- Aerospace & Defence
- Labor & Employment
- Technology Media & Telecommunication
- Corporate M&A
- Real Estate & Construction

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Suhas is a Senior Partner with Kochhar & Co. and a founding member of the Firm's Bangalore office.

Suhas does substantial work as part of the firm's Technology Law Practice. He represents some of the largest hardware and software companies in the world regarding their operations in India. In particular, he has been responsible for assisting clients including diversified business conglomerates and financial institutions in setting up very large software development, R&D, engineering design, back office and BPO/KPO operations in India.

Suhas is an expert on advising clients on typical labour and employment law issues faced by R&D units, offshore centres and BPOs in India. His experience includes advising clients on employment and retaining strategies, preparation of sophisticated employment agreements and policies, advising on reduction in force (RIF) exercises, handling separation of senior management personnel, undertaking and advising clients on investigating violations of ethics and code of conduct guidelines, undertaking anti-bribery trainings, negotiations with trade unions, structuring and implementing voluntary separation/retirement schemes, etc.

Suhas also handles large real estate projects of clients in the Bangalore office. In addition to Bangalore (and the State of Karnataka), Suhas has handled large real estate projects all over the country including in the cities of Mumbai, Pune, Hyderabad, Gurugram, etc.

Of recent interest for Suhas is advising clients in the pharmaceutical space. In the recent past, Suhas has advised an Indian pharma company in obtaining special funding from a Western Government Fund for manufacturing covid vaccine in India, has advised one of the largest worldwide pharma company on Indian laws governing drugs and medical devices and a global leader in cutting edge pharmaceutical products on Indian laws relating to marketing of such products.

Suhas has strong experience in joint ventures, technical collaborations, mergers and acquisitions and strategic investments in the information technology, manufacturing, automobile and biotech industries. His work has included structuring, due diligence, advice on regulatory and anti-trust approvals, contract preparation and negotiations.

Suhas has spoken at various conferences around the world and co-authored several articles. He is listed as a recommended lawyer in leading legal publications such as Chambers & Partners, Legal 500, Who's Who Legal (WWL), LegalEra, etc. In the 2022 and 2023, WWL report, Suhas has been listed as a Global Thought Leader for his labour and employment practice. In 2020, 2021 and 2022, Suhas was listed by Forbes India as one of the top 100 legal practitioners in the country and recognized for his expertise.

Practice Areas

- Intellectual Property Law
- Pharmaceuticals & Life Sciences
- Manufacturing

Tarvinder Singh

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Tarvinder is a Senior Partner in the Firm's Intellectual Property Rights (IP) practice. He is a registered Patent Attorney with the Indian Patent Office. Tarvinder has over 30 years of professional experience and has represented several global corporations covering a wide spectrum of Intellectual Property issues.

His practice areas include patent drafting & prosecution, analysis of patent portfolios, patent infringement & freedom to operate opinions, drafting & negotiating complex licensing arrangements in relation to all aspects of Intellectual Property. He is one of the few Patent Attorneys in India who has conducted Live Patent Harvesting & Ideation sessions with R & D units of clients. In addition, Tarvinder's practice focuses on trademark prosecution and litigation in relation to infringement & passing off actions, including opinions on issues such as trademark searches, counterfeiting & domain names, copyright protection and unfair competition. Tarvinder has also advised clients on issues concerning Brand adoption and Brand monetization involving matters such as Assignments, Licensing, Co-branding, Franchising, IP takeovers and other related matters.

He regularly advises clients on formulating a focused IP filing and protection strategy. He also renders advice on complex issues such as trade secrets, data protection, employee intellectual property & confidentiality and media law. Tarvinder has successfully adopted conciliation and mediation for resolving IP disputes for clients.

In addition to private practice, Tarvinder has extensive experience of the corporate world having worked as in-house legal counsel with some of the leading Indian corporations having business operations in the field of pharmaceuticals, healthcare, automobiles and telecom, where he handled and managed substantial Intellectual Property assets spread in several jurisdictions including India. He has also worked with a reputed, specialised Intellectual Property law firm, as a Patent Attorney where he wrote and prosecuted several patent applications for large global corporations.

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Lee and Li is the largest and longest-established law firm in Taiwan and favored by its clients in various fields of practice.

The firm offers a full range of legal services to local and international clientele, including cross-border investments, mergers and acquisitions, tax, labor, banking, securities, insurance, intellectual property rights, antitrust and competition, trade, environmental protection, governmental procurement, construction, aviation, maritime and litigation. In addition to being a leader in Taiwan for cutting-edge and new legal service, the firm has maintained for decades its time honoured expertise in patent and trademark fields. Among the firm's clients are prominent local and multinational institutions.

The main office is in Taipei, with branch offices in Hsinchu Science-Based Industrial Park, Taichung and Southern Taiwan.

*For further information about **Lee and Li,** please contact **Joyce C . Fan, Robin Chang** or **Lihuei Mao** in Taipei.*

范鮫
Joyce C. Fan
Partner, CEO

DID: +886-2-2171-6710
Tel: +886-2-2763-8000 ext. 2280
Email: joycefan@leeandli.com

Corporate

Cross Border Transactions
Competition Law

Energy Law

Government Procurement & Infrastructure Projects M&A

A partner of Lee and Li Attorneys-at-Law, Joyce C. Fan is qualified to practice law in Taiwan, R.O.C. and the state of New York, U.S.A. Her practice areas include: corporate, cross border transactions, competition law, energy law, government procurement & infrastructure projects, M&A, and related dispute resolution. She is experienced in drafting, reviewing and negotiating for various types of commercial contracts.

Joyce has extensive experience in various commercial transactions, with a special focus on infrastructure, in particular energy projects. She works with prominent law firms worldwide to provide clients with needed services across different jurisdictions. She served as an advisor to the Executive Yuan (Cabinet) Committee for Promotion of Private Participation in Infrastructure Projects during 2003-2004. She also served as legal advisor to the Energy Bureau of MOEA from 2004 to 2010.

Milestone cases she worked on include:

1. Renewable energy projects.
   - She has been assisting domestic and leading international developers in developing offshore windfarm projects and solar projects in Taiwan. She is the lead local counsel for the very first offshore windfarm project in Taiwan being jointly developed by Orsted, Macquarie and Swancor.
   - After the government allocated 5.5GW installed capacity to the offshore windfarm projects, she serves as project counsel for multiple projects with a total installed capacity of around 3.2GW and assist in the project finance process involving multiple local and international developers and lenders.

2. Independent power plants (IPPs) in Taiwan. She was the counsel for international developers such as Southern Electric, Enron, Intergen, and Mobil. She assisted a foreign leading bank in financing for the first onshore wind farm project in Taiwan. She also represented three IPPs in all aspects of project agreements, including EPC and O&M contracts, and assisted several IPPs in power-purchase-related disputes with the state utility, Taipower.
3. Co-generation projects. She assisted two developers in designing innovative project structures to overcome certain legal obstacles for building jointly-established co-generation projects in Taiwan.
4. Taiwan High Speed Rail (BOT) project. She represented Eurotrain Consortium in development of the project and a subsequent major ICC arbitration against Taiwan High Speed Rail Corporation and won.

Qualifications

Member of the New York Bar Association and the ROC Bar Association; Licensed Patent Agent in the ROC.

Education

University of Washington (LL.M., 1988)
National Taiwan University Law School (LL.B., 1986)

Language

Mandarin, English

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LEĜA is a leading law firm in the Venezuelan market and of international renown. At LEĜA, we have a modern approach to the practice of law, supported by the use of technology and based on the values of excellence, tenacity, integrity, empathy, innovation and versatility. The firm brings together more than 500 years of experience in the practice of law and, in 2018, its partners decided to give it greater dynamism, a new image and its current name, coming from Esperanto.

LEĜA has 38 service areas, divided into 15 practice areas, covering all branches of law, and 23 industry areas, created on the basis of the extensive experience of our team in those business sectors. LEĜA is one of the largest law firms in Venezuela and its lawyers have accumulated more than 40 awards, granted by the world's most important legal publications, which have also certified the high quality of all our practice groups. LEĜA also provides prosecution services for Intellectual Property matters in association with Hoet Pelaez Castillo & Duque in Caracas.

With a strong international focus, LEĜA is the preferred law firm of a high number of multinational clients in Venezuela. The firm is the exclusive member for Venezuela in Pacific Rim Advisory Council. In Venezuela, LEĜA has been a key participant in academic associations and its lawyers have been involved in leadership roles in many of them.

LEĜA's mission is to provide clients with high-level legal advice, aimed at obtaining results in a cost-efficient manner and based on the use of technology.

*For more information regarding **LEĜA Abogados,** please contact **Luis López Duran or José Gregorio Torrealba** in Caracas.*

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www.mullaandmulla.com

THE FIRM: One of India's largest full service law firms. Founded in 1895 by Sir Dinshaw Mulla (Privy Counsellor and author of numerous authoritative legal treatises), the firm is a top tier leading law firm in India. The firm is acutely mindful of clients' distinct needs, providing exceptional business-oriented legal service based on its vast experience and rich heritage. The firm's in-depth knowledge and understanding of market realities results in legal solutions of real commercial value. It advises on managing litigation risk and facilitates negotiations to resolve disputes, resulting in the least possible adverse effect to clients' business. With over 100 Fee Earners and 150 support staff and offices in the three metro cities of Mumbai, Delhi and Bangalore, the firm has built a reputation for quality legal services provided to the highest professional standards. The firm maintains excellent relationships with regulatory bodies and is able to arrange dialogues with them and clients.

Recognition. Our firm's practice areas - Admiralty, Aviation, Banking, Dispute Resolution and Insurance, our firm and several of our partners are recognized and ranked by various law publications including Chambers, Who's Who Legal, Asia Law Profiles and Indian Business Law Journal the leading law journal exclusively covering the India legal market.

MAIN AREAS OF PRACTICE:

Admiralty & Logistics: With a worldwide reputation as specialists in all aspects of shipping law, the firm represents ship owners, charterers, hull & cargo insurers, P&I Clubs and other stakeholders. It also advises on laws relating to trade of commodities, oils, metals, transport by land, sea and air.

Arbitration & Litigation: A seasoned litigation and dispute resolution practice representing Indian corporates and MNCs in commercial disputes across industries, including oil and gas, sub-sea, drilling and construction. It has extensive experience in litigation, domestic and international arbitration and the execution of foreign awards. Bolstered by a robust litigation practice across various high courts, Supreme Court and National Green Tribunal, the firm has handled corporate, commercial, construction and insurance litigations.

Banking & Finance: Acts for domestic and foreign lenders and is a one-stop destination in a full gamut of financial matters in areas such as ship, asset and structured finance, debt restructuring, bankruptcy and recovery proceedings, security creation and enforcement. It assists in bilateral and syndicated financing transactions and assists in structuring of deals, advising on full spectrum of Indian laws, documentation, regulatory approvals and reporting, closing and registration with statutory authorities.

Corporate M&A & Competition: The firm has a strong corporate M&A practice. Having in-depth knowledge of Companies Act, SEBI, FEMA, Competition law and regulatory compliances, the firm advises MNCs on the most beneficent structure for their India venture including legal due diligence and transaction documentation. Advising corporate debtors on debt restructuring.

Energy, (oil & gas) Infrastructure: The firm advises energy/renewable energy companies on regulatory issues, power, ports, offshore construction, FSRU, FPSO, LNG projects.

Insurance & Reinsurance: Representing Indian & foreign insurance/reinsurance companies, the firm has extensive experience in diverse insurance products, including marine, loss of profit, material damage, erection.

IP, Media & Entertainment: With a specialized and strong IP practice in trademarks, copyright and design law, the firm represents clients in IP rich sectors such as fashion, publishing, films, pharma, media & entertainment and technology, on the transactional and enforcement side. The practice advices on the evolving dynamic data protection laws which has gained great relevance in the digital landscape.

*For further information about **Mulla & Mulla & Craigie Blunt & Caroe,** please contact **Shardul Thacker, Yazdi Dandiwala** or **Darius Kakalia** in Mumbai.*

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Estudio Muñiz, founded in 1981, has considerable professional experience in all areas of the law and is the largest full service firm in Peru, playing a prominent role in Peru's legal circles. The firm's has attorneys have graduated from the most prestigious local universities and many of them hold a Master's degree from leading U.S. and European universities. Several of our lawyers regularly publish legal articles in specialized dailies and magazines.

Our firm tries to develop a solid commitment and a long-term relationship with its clients in order to be in a position to identify their business objectives and offer the necessary professional support, coupled with expertise, creativity and common sense. We assign a lawyer, called "Attache", to each client, and said Attache is responsible for being in direct contact with the client, and for seeking the most efficient and cost effective strategy to be applied in each specific case entrusted to our Firm. If due to the nature of any given case, the participation of more than one specialized area is required, the Attache will be responsible for setting up an appropriate work team of partners, associates and legal assistants to deal with said specific case. The firm's client base includes large bank, insurance, energy and industrial companies and multinational institutions conducting cross-border business.

Our attorneys practice in the following areas:

- Agribusiness
- Banking, Capital Markets and Project Finance
- Bankruptcy and Corporate Workout
- Bidding Processes
- Competition
- Communications & Privacy
- Concessions and Private Initiatives
- Corporate
- Dispute and Conflict Resolution
- Electric Power
- Energy & Mines
- Environment & Native Communities
- Foreign Trade
- Insurance
- Intellectual Property
- International Arbitration
- Labor Law and Social Security
- Mergers & Acquisitions
- Pension
- Projects, Authorizations and Urban Planning Law
- Real Estate and Construction
- Tax
- Tourism and Hospitality Industry
- Transportation

*For further information about **Muñiz Ramirez Pérez-Taiman & Olaya**, please contact **Jorge Muniz** or **Frank Boyle** in Lima.*

FRANK BOYLE YRIGOYEN

SENIOR PARTNER EUROPEAN DESK

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ESTUDIO MUÑIZ

MUÑIZ OLAYA MELENDEZ CASTRO ONO & HERRERA Abogados

WORK EXPERIENCE

- Foreign Associate at SLT-Strategy Legal & Tax, Verona, Italy.
- Foreign Associate at Advoco Law Firm, Verona (2009-2015).
- Legal Affairs Officer at World Trade Organization, Geneva (2003 - 2004).
- Associate at Estudio Muñiz, Lima (1998-2000).
- Associate at Estudio Yrigoyen Abogados Asociados, Lima (1995-1998).

EDUCATION

- MILE - Master of International Law and Economics, World Trade Institute, Bern (University of Bern, 2001-2002).
- International Trade Law Postgraduate Course (ILO, IUSE - Turin 2001).
- Universidad de Lima (1994).

PRACTICE AREAS

- Corporate law
- Foreign investment
- Mergers & acquisitions
- International trade
- Trade remedies
- International conflict resolution
- International trade policies

MEMBERSHIPS

- International Bar Association (IBA). Member of the International Trade and Customs Law Committee.
- International Association of Young Lawyers (AIJA). President of the International Business Law Commission (2014-2017).
- Callao Bar Association (Peru)

LANGUAGES

- English
- Spanish
- Italian

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About NautaDutilh

NautaDutilh is a leading independent business law firm in the Benelux and one of the largest in the region with 450 lawyers, civil law notaries and tax advisers and offices in Amsterdam, Brussels, London, Luxembourg, New York and Rotterdam. NautaDutilh provides a wide range of high-quality legal services for a wide variety of clients. The firm has long standing non exclusive relationships with many other leading international law firms worldwide. The firm is recognized by major international legal directories, such as The European Legal 500 and Chambers' Global, both of which recommend NautaDutilh.

Global reach, local insights

Whatever your legal issue is, NautaDutilh's experts can help, working closely together to provide you with the best possible solution. We give independent advice to a broad range of clients on a wide variety of issues. As the largest law firm in the Benelux we offer our clients unparalleled expertise. And thanks to our long standing relationships with many other leading international law firms around the globe, we can ensure that your needs are met and your interests well represented anywhere in the world.

*For further information about NautaDutilh, please contact **Jaap Stoop** in Amsterdam.*

Jaap Stoop
Partner

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Jaap Stoop is head of NautaDutilh's Corporate M&A Group. His practice entails mergers and acquisitions, joint ventures, fund formation and debt restructurings.

He acts for Dutch as well as international clients, among which ABN Amro, APAX, APG, Beijing Hainachuan Automotive Parts (BHAP), BDR Thermea, Bilfinger, Carrier, China International Marine Containers (CIMC), Commerzbank, Core Laboratories, Engine Lease Finance Corporation (ELFC), Goodrich Corporation, Government of Singapore Investment Corporation (GIC), GTT Communications, ING, Insight Partners, Microsoft, NIBC, Otis, Pratt & Whitney, Rabobank, Sailing Capital, Scania, Schwarz Group, Vienna Insurance Group (VIG), WuXi and the Municipality of Amsterdam. In the debt restructurings field, he worked on inter alia KPNQwest, Song Networks and Jomed.

Jaap is co-chair of NautaDutilh's China Desk and active in the firm's M&A Tech Group and M&A Debt Restructuring Group. He is furthermore past Chair of the Pacific Rim Advisory Council (PRAC), a network of law firms mainly located in countries around the Pacific.

Jaap graduated in 1993 from Leiden University and is partner at NautaDutilh since 2002.

Rema Tewarie – Lawyer

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Expertises

Rema Tewarie is a Dutch qualified lawyer and works in the Dispute Resolution department at NautaDutilh. Her practice focuses on handling class actions and mass claim settlements where she acts on behalf of insurers and banks. Rema has appeared before district courts, appellate courts and extra-judicial dispute settlement bodies.

She specializes in mapping out liability risks arising portfolio-wide at a financial institution. These risks relate to consumer law, commercial law and financial supervision law. These matters often tend to be media sensitive.

In doing so, she assists financial institutions in forming a strategy on how to mitigate or control these risks for which she steps outside the legal field. She has a leading role in determining the financial and reputational exposure related to looming liability risks.

Thanks to her extensive experience in LEAN Six Sigma, she further assists financial institutions in executing mass settlements or outcomes in class actions. She coordinates various work flows at financial institutions to make sure that liability risks are being mitigated or controlled from the start (strategy-making) till the end (executing setllements and verdicts) of a matter. For this reason, Rema has been seconded to banks.

In addition to her litigation practice, Rema manages NautaDutilh's India Desk. This is a team of lawyers that assists Indian companies with investments in the Netherlands, Belgium and Luxembourg. Over the years, Rema has developed an extensive network in India of Indian companies, law firms and regulators. She is the point of contact for Indian companies and Indian law firms regarding investments in the Netherlands, and for Dutch companies intending to invest in India.

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Richards Buell Sutton LLP is British Columbia's oldest law firm, with a history dating back to 1871.

As one of Vancouver's most successful and accessible firms, we operate in a number of niche practice areas that serve sophisticated and well-established clients, both regionally and nationally; as well as a number of traditional areas of law. Often involved in complex legal issues, RBS is consistently focused on delivering the highest standards of service, while maintaining open communication with clients and sensitivity to time and cost.

Richards Buell Sutton knows how to respond to protect our clients' operations, implement any necessary counter measures and allow them to develop effective business strategies defined by appropriate, achievable goals. In addition to large multinationals, national and regional businesses, RBS also represent a number of public institutions, research and funding organizations and foundations. A number of our partners have been sought out for a collection of prominent board or director positions.

Richards Buell Sutton has particular strength regarding the policies and procedures of advanced education and research or in the areas of business law, commercial real estate (development, lending and leasing), securities and corporate finance, and wealth preservation. Our litigation department has experience at all provincial and federal courts and in hearings before administrative tribunals and regulatory bodies. RBS has an active mediation practice and every attempt is made to find solutions through alternative dispute resolutions where possible.

Richards Buell Sutton is structured with both departments and practice groups; therefore ensuring we remain current on any new developments in law that may affect our clients in the following areas:

- Advanced Education and Research
- Alternative Dispute Resolution
- Business Acquisitions & Divestures
- Commercial Litigation
- Commercial Real Estate - Development, Lending, Leasing
- Construction
- Corporate Finance
- Employment
- Family Law
- Insolvency
- Insurance
- Intellectual Property
- Personal Injury
- Securities
- Wealth Preservation

Our professional team works across the boundaries of traditional thinking to supply our clients with effective and innovative legal solutions. Our primary goal is to understand our clients' business and their objective's, and then provide them with a suitable solution. Richards Buell Sutton is proud to provide our clients with quality work, team accessibility and credible results.

*For further information about **Richards Buell Sutton**, please contact **Jeffrey J . Lowe, K.C.** (Direct Line 604 661 9202) or **Joe Chan** (Direct Line 604 661 9263).*

RICHARDS BUELL SUTTON LLP

Established in 1871

JOE C. CHAN, PARTNER

Joe Chan has been a member of Richards Buell Sutton LLP since moving to Vancouver more than a decade ago. Prior to that move, he lived and practised in Calgary. Through all of that time – and now – Joe has advised on business law and securities/corporate finance matters for a broad range of clients, including TSX/TSXV/CSE listed public companies, mining companies, resource companies, real estate investment companies and trusts, technology ventures, restaurants, artists, writers, to name a few.

Joe has experience with a wide array of business transactions, assisting clients from the "start-up" phase of their business to the "exit" sale of their business, and all issues and challenges that arise in-between, all with a focus on providing sensible, practical advice to help his clients realize their dreams (and sometimes more).

He has also worked on securities law matters, from assisting clients through their IPOs, debt and equity financings, mergers and acquisitions, corporate governance matters, plans of arrangement, and 'go private' transactions, as well as a broad range of cross-border transactions.

Outside of his legal work, Joe has written about food, music and art for numerous publications, was the publisher/editor of a monthly arts/culture magazine, and a co-editor/writer for two food websites.

Joe provides legal services through Joe Chan Law Corporation.

REPRESENTATIVE CLIENT WORK

- Completion of a $150 million sale of a private electron beam processing company by way of a plan of arrangement
- Public listing of a TSX-listed mobile game company, with consecutive RTO transactions and concurrent public offering
- Acquisition of a private mobile game company
- Merger of accounting firms
- Completion of numerous "qualifying transactions" for TSXV-listed capital pool

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Practice Areas

Asia Pacific

Business Reorganizations

Foreign Businesses and Cross-border Structuring

Mergers and Acquisitions

Securities and Corporate Finance

Startups and New Ventures

Bar Admission

2006, British Columbia

2004, Alberta

Education

2003, LL.B., University of Calgary

2003, University of Hong Kong (exchange semester)

1999, B.Sc., University of Calgary

Languages
Cantonese
English

companies

- Registration of "exempt market dealers" under BC securities laws
- Structuring of mortgage investment corporations and completion of offering memorandum financings
- Structuring of real estate limited partnerships and completion of unit offerings
- Structuring advice for start-up restaurant franchise venture
- Acquisition of TSXV-listed mining company, with concurrent "spin out" transaction via a plan of arrangement, listing, and private placement financing.
- Restructuring of a real estate investment company to a REIT structure, with concurrent public offering
- Public offering of convertible debentures for TSXV-listed real estate investment company
- Cross-border acquisition of inspection services business and software manufacturer
- "Go private" transaction of a technology company through a triangular amalgamation, with concurrent formation of a cross-border joint venture
- Acquisition of Russian mining assets through a reverse takeover transaction, with concurrent private placement financing

COMMUNITY INVOLVEMENT

- Board of Directors, Dr. Sun Yat-Sen Classical Chinese Garden
- Pro bono legal advice to the former Chinatown Night Market and "Golden Dumpling" food festival (2013-2015)
- Board of Directors, on-air show host of CJSW FM 90.9 (1995-2006)
- Board of Directors, Greater Vancouver Food Bank (2017-2018)

CLIENT TESTIMONIAL

NEWS

January 20, 2023

Happy Lunar New Year!

February 1, 2022

Happy Lunar New Year!

June 12, 2019

Joe C. Chan Supports Future of Chinatown's Dr. Sun Yat-Sen Classical Chinese Garden

May 9, 2019

RBS Partners take on Everest!

January 22, 2018

RBS Appoints New Practice Group Leaders for Asia Pacific and Business Transactions Groups

July 19, 2017

Asia Pacific Group Offers Multilingual Legal Services

June 20, 2017

Congratulations to Joe Chan on his appointment to the Board of Directors for the Greater Vancouver Food Bank

August 27, 2015

RBS is a sponsor of the 2015 BC Beer Awards

October 3, 2014

New resource for craft beer breweries and distilleries: announcing CraftCounsel.ca

August 13, 2014

RBS sponsor of The Golden Dumpling Cook Off and Derby Event

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RBS.CA

January 3, 2012

Richards Buell Sutton LLP Names Two New Partners

EVENTS

May 15, 2019

RBS continues our support of the Association of Corporate Growth

PUBLICATIONS

May 27, 2021

RBS Business Lawyers Author Third Edition of Make Your Move

July 6, 2017

When you are ready, make your move.

December 3, 2015

New Changes to Offering Memorandum Rules

May 15, 2015

Crowdfunding Arrives in British Columbia

May 1, 2015

Securities Law Update – Changes to the Accredited Investor, Friends, Family and Business Associate, and $150,000 Minimum Amount Investment Prospectus Exemptions

RICHARDS BUELL SUTTON LLP
Established in 1871

JEFFREY J. LOWE, K.C., COUNSEL

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Bar Admission
1983, British Columbia

Education
1982, J.D., University of British Columbia

1979, B.A., Simon Fraser University

Languages
English

Jeff Lowe, K.C. became the firm's Managing Partner in 1989, and was in this role for 5 years before taking a short leave. He resumed as Managing Partner in 1995, a post which Jeff maintained until December 31, 2022.

Jeff is a member of both the Advanced Education and Research, and Business Transactions Groups.

He was a former director of the Centre for Drug Research and Development. From 2014 to 2018, Jeff was Vice Chair of the Langara College Board, and most recently was appointed as the Conflicts of Interest Advisor by the Board of Governors of The University of British Columbia, effective January 1, 2023.

Jeff was named King's Counsel in 2013.

In his legal career he has acted for corporate, institutional and high-tech companies in corporate finance, intellectual property, licensing and franchising. His experience includes:

- Mergers and Acquisitions: Assisting clients with acquisitions, divestitures, restructuring and owner operator succession planning;
- Intellectual Property: Licensing, research collaborations and technology development;
- Corporate Finance: Assisting clients with the structuring of private and public equity financings; and
- Franchising: Representing franchisees in the development and operations of franchise systems.

HONOURS AND AWARDS

Jeff was recognized by *Best Lawyers*® in the area of Corporate Law for the 2015 to 2023 editions. Inclusion in this publication is based entirely on peer-review.

RICHARDS BUELL SUTTON LLP 2023
RECOGNIZED BY
Best Lawyers

Jeff was awarded “Advanced Education Lawyer of the Year – Canada” for the 2018 Corporate LiveWire Legal Awards. Recognition is based on nominations of individuals’ achievements and strengths in this specific industry during this calendar year.

2017/18 LEGAL AWARDS
CorporateLiveWire WINNER

COMMUNITY INVOLVEMENT

- Vice Chair, Langara College Board
- Past Chair, Pacific Rim Advisory Council
- Former Director, Centre for Drug Research and Development

Jeff was an active volunteer with the Greater Vancouver Food Bank from 2009 – 2019, participating in monthly food sort initiatives. He has also been chair of a charitable foundation which raised funds for the further development of an educational institution.

NEWS

December 1, 2022

Jeffrey J. Lowe, K.C., Retires as Managing Partner

August 25, 2022

Ten Lawyers Honoured in the 17th Edition of The Best Lawyers in Canada Publication

October 28, 2021

RBS Donates $25,000 in Support of Breast Cancer Research

September 8, 2021

Good Luck to the Newest Students Enrolled in the RBS Business Law Clinic

December 11, 2020

RBS Donates $20,000 to Covenant House Vancouver

August 27, 2020

10 Lawyers Recognized in *The Best Lawyers™ in Canada* 2021 Publication

May 5, 2020

The Richards Buell Sutton Business Law Clinic at the Peter A. Allard School of Law

August 21, 2019

9 Partners Recognized in *The Best Lawyers™ in Canada* 2020

January 3, 2018

RBS' Lawyers Recognized in 2019 Edition of Best Lawyers in Canada

August 24, 2017

Best Lawyers® Recognizes Five RBS Partners for 2018 Canadian Edition

December 9, 2016

Jeff Lowe, Q.C., on Breakfast Television presenting a $25,000 cheque for the Greater Vancouver Food Bank (GVFB)

August 11, 2016

Four of our partners have been recognized in the upcoming 2017 edition of the Best Lawyers in Canada

June 2, 2016

Advanced Education Lawyer of the Year

January 7, 2016

RBS climbs to five Queen's Counsel lawyers

November 25, 2015

4 partners at Richards Buell Sutton LLP were included in the 10th Edition of The Best Lawyers in Canada

September 22, 2014

Jeffrey Lowe, Q.C., selected for inclusion in the 9th Edition of The Best Lawyers in Canada

May 28, 2014

Jeffrey Lowe Q.C. attends 55th International PRAC Conference

May 8, 2014

Jeffrey Lowe Q.C. greeted by Republic Of China President in Taiwan

January 1, 2014

RBS Managing Partner, Jeff Lowe Q.C., newly appointed Chair of PRAC

December 11, 2013

Jeff Lowe, Managing Partner, appointed Queen's Counsel

September 1, 2012

Jeff Lowe, Managing Partner at RBS, is quoted in Canadian Lawyer Magazine

August 1, 2012

Jeff Lowe appointed to Langara College Board

July 12, 2011

Jeff Lowe, Managing Partner, quoted in Business In Vancouver

EVENTS

March 5, 2021

RBS' Annual University Counsel CLE Virtual Seminar

May 6, 2019

RBS is a Platinum Sponsor of the Canadian Association of University Solicitors (CAUS) Conference

June 11, 2015

2015 University Counsel CLE Seminar

June 26, 2014

2014 University Counsel CLE Seminar

PUBLICATIONS

May 27, 2021

RBS Business Lawyers Author Third Edition of Make Your Move

July 6, 2017

When you are ready, make your move.

June 27, 2016

Jeff Lowe Q.C. published in the Handbook of Canadian Higher Education Law

February 9, 2011

Integrating Social Media into the Workplace

January 28, 2011

Integrating Social Media into the workplace

April 17, 2009

Outsourcing of Software Developments by Canadian Companies to Offshore Jurisdictions

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About us

Our firm provides 70 years of experience and strength in the legal field backed by a complete knowledge of the business environment and an extensive practice in a great variety of both domestic and international matters.

We offer comprehensive services in more than 35 practice areas of law related to business activities and industries, representing individuals and organizations with influence in the private, public and non-governmental sectors.

We provide a vast range of creative solutions to complex transactions while preventing conflicts and future contingencies. More than 1,000 active clients permanently rely on us to face business challenges. Some of them have been with us for over 60 years, as a result of our continuous development and expertise to cover practically all sectors of the economy.

Our partners have an extensive professional background and between 15 and 45 years of experience within Santamarina y Steta. A significant number of our lawyers have complemented their education at international law firms and universities abroad.

We have developed strong alliances with top law firms in more than 60 countries and we are the exclusive Mexican member of strategic international organizations to offer our clients a solid network without borders.

*For further information about **Santamarina y Steta, S.C**. please contact **Vicente Grau** in Mexico City, **Heriberto Garza** in Monterrey or **José Ramón Ayala** in Queretaro.*

Santamarina + Steta

VICENTE GRAU

Partner

MEXICO CITY

52 55 5279 5466

vgrau@s-s.mx

Vicente has more than 30 years of experience advising Mexican and foreign clients in antitrust, real estate, estate planning and family office matters.

In antitrust matters, he represents clients in various areas such as merger notification of complex merger and acquisition transactions, investigations of alleged monopolistic practices, regulated markets, audits and compliance programs.

In real estate matters, he represents clients in sophisticated real estate acquisition, leasing, development, construction and sale transactions, as well as in the structuring of financing and related guarantees, including FIBRAS and CKDs.

He also collaborates pro bono with various foundations and associations.

INTERNATIONAL EXPERIENCE

1997, Internship at Single Loose Schmidt Diemitz en Stuttgart, Germany.

ASSOCIATIONS AND AFFILIATIONS

+ Barra Mexicana, Colegio de Abogados
+ Member and Secretary of the Board of Directors of several Mexican companies listed in the Stock Exchange.
+ International Bar Association (IBA)
+ Pacific Rim Advisory Council (PRAC)
+ American Bar Association (ABA)
+ Bringas Haghenbeck Foundation, IAP

EDUCATIONAL EXPERIENCE

Professor of Business Law at different universities in Mexico.

ACKNOWLEDGEMENTS

The LEGAL 500 LATIN AMERICA RECOMMENDED LAWYER 2023

Best Lawyers®

VICENTE GRAU

Partner

EDUCATION

JD
1994, Instituto Tecnológico Autónomo de México, Mexico.

LL.M. in International Private Law
1997, Konstanz Universität, German.

Diploma in Obligations and Contracts
2006, Escuela Libre de Derecho, Mexico.

Seminar on Economic Competition
2011, Barra Mexicana, Colegio de Abogados y Universidad Iberoamericana, Mexico.

Senior Management Program AD-2
2018, Instituto Panamericano de Alta Dirección de Empresa (IPADE), Mexico.

Leading Business Growth and Innovation Program
2018, Kellogg School of Management, USA.

LANGUAGES

+ Spanish
+ English
+ German

S K R I N E

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Skrine is one of the largest legal firms in the country, with a sterling global reputation, and a wide range of highly-regarded practice groups. The firm is currently led by 49 partners with over 110 lawyers.

The Firm has been named as the Malaysia Law Firm of the Year in 2020 by Chambers Asia Pacific; Malaysia Law Firm of the Year 2019 by Benchmark Litigation; Malaysian Firm of the Year 2013 - 2020 by Who's Who Legal; ranked as Leading Firm by Chambers Asia Pacific 2011 - 2021; ranked as Top Tier Firm by Legal 500 Asia Pacific from 2014 - 2021; recognised as leading international arbitration firm since 2012 by Global Arbitration Review (GAR) 100 and have been named as Malaysian Firm of the Year for 2014 - 2016 by Managing Intellectual Property (Managing IP). Skrine is listed as Top Tier Firm in 5 practice areas and recommended in 6 practice areas, and 6 individual categories by Legal 500 2021, and also ranked in 10 practice areas, with 13 lawyers recognised among the leading individuals in Malaysia by Chambers Asia Pacific 2021.

Areas of practice:

Acquisitions, Mergers, Takeovers and other Corporate Exercises, Arbitration and Alternative Dispute Resolution, Asset Based Financing/Securitization, Automotive, Banking and Finance including Islamic Finance, Capital Markets, Construction & Engineering, Civil & Commercial Litigation, Competition law, Defamation, Insolvency/Restructuring/ Workouts, Employment and Industrial Relations, Energy & Utilities, Mining & Mineral Resources Development, Media/Entertainment and Sports, Environment, Health, Hotel and Leisure, Insurance, Intellectual Property, Information & Communication Technology, Investments/Joint Ventures, IT & E-Commerce, Land Acquisition, Oil & Gas, Project Financing, Venture Capital, Real Estate, Securities, Shipping & Ship Finance, Trade Remedies, Tax/Customs/Excise, Private Wealth/Trusts/ Estates & Charities.

*For further information about **Skrine**, please contact **Fariz bin Abdul Aziz.***

SYCIP SALAZAR HERNANDEZ & GATMAITAN

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The Firm
SyCip Salazar Hernandez & Gatmaitan (SyCipLaw) was founded in 1945. It is the largest law firm in the Philippines.

We offer a broad and integrated range of legal services, with departments in the following fields:

- Banking, finance and securities
- Special projects
- Corporate services
- General business law
- Tax
- Intellectual property
- Employment law and immigration
- Dispute resolution

Within this structure, we have specialists in key practice areas such as mergers and acquisitions, energy, power, infrastructure, natural resources, government contracts, real estate, insurance, international arbitration, mediation, media, business process outsourcing, and technology.

Our Clients

We represent clients from almost every industry and enterprise, and the firm's client portfolio includes local and global business leaders. We also act for governmental agencies, international organizations, and non-profit institutions.

Recognitions and Awards
SyCipLaw has consistently received professional accolades and recognitions, including:

- ***Top Tier Firm,*** Chambers Global 2015, Chamber Asia Pacific 2015, Asia Pacific Legal 500 2015, and IFLR1000 Financial and Corporate Rankings 2016
- ***Philippine Firm of the Year,*** Chambers Asia-Pacific Awards 2016
- ***Philippine Law Firm of the Year,*** Who's Who Legal Awards 2016
- ***Philippine Deal Firm of the Year,*** Asian Legal Business (ALB) Philippine Law Awards 2016

Languages: Chinese, English, Filipino, Japanese, Korean, Spanish

Number of lawyers: 142

*For further information about **SyCip Salazar Hernandez & Gatmaitan,** please contact **Hector M. de Leon, Jr.** in Manila.*

SyCip Salazar Hernandez & Gatmaitan

Hector M. de Leon Jr. is the managing partner of SyCip Salazar Hernandez & Gatmaitan. He joined the law firm in 1988 and became managing partner in 2016.

Practice areas

Mr. de Leon's practice focuses on corporate and commercial matters, with emphasis on equity investments, mergers and acquisitions, project development and finance, and similar commercial transactions. He also handles tax work.

He acted as counsel in many corporate transactions, including joint ventures and other strategic alliances, sale of assets and shares of stock, and corporate and project financing.

With other lawyers of the firm, Mr. de Leon worked on some of the biggest M&A transactions in the Philippines, several of which were awarded or nominated as "Deal of the Year" by international publications. He also worked on some of the biggest financing transactions in the Philippines.

Mr. de Leon advises clients on matters involving the establishment of a presence in the Philippines, legal compliance and permitting, and transaction structuring. He acts as director and corporate secretary in several Philippine companies.

Education and other work experience

Mr. de Leon earned his Bachelor of Arts in Economics cum laude and his Bachelor of Laws from the University of the Philippines. He obtained his Master of Laws from the University of Michigan, Ann Arbor, Michigan, USA.

He teaches law at the University of the Philippines and at the Ateneo de Manila University.

He also worked as legal officer at the United Nations, Geneva, Switzerland.

Publications

Mr. de Leon has published works in the Philippines and abroad. Among others, he is a contributor to these publications: (a) Digest of Commercial Laws of the World, published by Thomson Reuters; (b) Doing Business in Asia, published by CCH Asia Limited; (c) International Business Transactions, published by Kluwer Law International; (d) Chapter on "Protection of Foreign Investors in the Articles of Incorporation and By-Laws", International Business Transactions, published by Kluwer Law International. He is a co-author of several books including: (a) Comments and Cases on Sales and Lease; and (b) Comments and Cases on Credit Transactions.

Organizations

Mr. de Leon is a fellow of the Institute of Corporate Directors and a member of the Tax Management Association of the Philippines.

Awards and recognitions

Chambers Global Guide 2023 named Mr. de Leon as one of the leading lawyers in the Philippines in "Projects, Infrastructure & Energy."

He is also mentioned in IFLR 1000 (2017-2023) and in Chambers Asia's Leading Lawyers for Business (2009-2023).

Asia Business Law Journal named Mr. de Leon as one of the "Philippines' Top 100 Lawyers" in its 2018, 2019, 2020, 2021, and 2022 listings.

In 2018, he received the "Managing Partner of the Year" award from Asian Legal Business. He also received (in 2018) the Thompson Reuters Foundation's TrustLaw Lawyer of the Year Award, an international award that recognizes exceptional pro bono work.

Hector M. de Leon Jr.

Managing Partner
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SyCip Salazar Hernandez & Gatmaitan

Bhong Paulo A. Macasaet is a partner of SyCip Salazar Hernandez & Gatmaitan (SyCipLaw). Mr. Macasaet is a member of the firm's Banking, Finance and Securities, Special Projects and Corporate Services departments. His main practice areas include commercial lending, acquisition and project finance, securities and mergers and acquisitions. He specializes in energy, infrastructure, securities offerings and aviation. He has experience in sustainable financing, including issuance of social bonds. He also has wide experience in assisting clients in various and numerous aviation transactions, including aircraft and engine leases, aircraft financing and refinancing, aircraft registrations and de-registrations.

His notable projects include:

- Advised Bank of the Philippine Islands in its PhP21.5 billion in its pioneer COVID Action Response (CARE) bonds, which is the first social bond compliant with the SEC and the ASEAN bond standards.

- Advised a syndicate of lenders in the energy transition financing of South Luzon Thermal Energy Corporation, the proceeds of which will ultimately be used to decommission its existing coal fired-plant ahead of its technical life. It is the first energy transition financing in the Philippines.

- Counsel for AP Renewables, in the issuance of the landmark climate bond worth P10.7 billion for the Tiwi-Makban geothermal facilities. It is the first climate bond in the Philippines and was backed by Asian Development Bank and certified by the Climate Bond Initiative.

- Advised Bank of the Philippine Islands as Lenders to Comworks Infratech Corp., a subsidiary of Edgepoint Infrastructure, to finance its acquisition of a portfolio of 2,934 towers in Luzon from PLDT Group.

- Assisted a consortium led by Filinvest Development Corporation in the implementation of the concession agreement for the implementation of the Clark International Airport.

- Assisted Asian Development Bank and the syndicate of Philippine banks in the documentation of the project financing for GMR-Megawide, the winning bidder for the rehabilitation and expansion of the Mactan-Cebu International Airport by the Department of Transportation and Communications and the Mactan Cebu International Airport Authority.

Personal Data

Mr. Macasaet is a graduate of the University of the Philippines where he obtained his undergraduate and law degrees. He was an active member of the UP Law Debate and Moot Union, and was part of the team that represented the Philippines in the 2008 Law Asia Moot Court Competition in Kuala Lumpur, Malaysia, where the Philippines ranked second in the competition.

He has co-authored various guides about Aviation Financing, including the Philippine chapter of the latest Aviation Finance & Leasing guide by The Legal 500 2022, Aviation Navigator: Philippines 2018 by Lexology, Getting the Deal Through: Aviation Finance & Leasing 2017, among others.

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Introducing TozziniFreire: Brazil's Legal Services Innovator

Since 1976, TozziniFreire has distinguished itself as a premier, full-service law firm by consistently providing legal services to domestic and international companies in a wide variety of business sectors. Along these years, we have played a major role in many of the most significant transactions in the Brazilian market, becoming one of the largest and most prestigious firms in Latin America. What has driven the firm's growth and differentiated us in the legal industry is our obsession in delivering results for our clients. Their achievements are the foundation on which our own success relies.

Another major reason for our consistent success – and another major point of pride to everyone at TozziniFreire – is our demonstrated record as Brazil's leading innovator when it comes to evaluating what we do and how we can do it better, improving the way we work for clients, developing and expanding our expertise, becoming more efficient and cost-effective in the way we deliver our services, treasuring our people and giving back to our profession, our community and the world around us.

TozziniFreire has extensive experience in assisting international companies in setting up their enterprises or ventures in Brazil. Its areas of specialization include corporate transactions, mergers and acquisitions, antitrust, restructuring and insolvency, capital markets, banking and finance, litigation, white collar crimes, arbitration, asset planning, compliance & investigation, consumer affairs, corporate social investment, international and local contracts, international trade, investment funds, corporate finance, private equity & venture capital, project finance, tax, intellectual property, real estate, environmental law, labor, immigration, and administrative law. Our industry focused groups include: agribusiness, automotive, bioenergy/ethanol, engineering & construction, energy, timberland investment, infrastructure, life sciences, shipping & logistics, media & entertainment, mining, climate change and carbon market, oil & gas, insurance and reinsurance, telecommunications/information technology, and water and sewage.

*For further information about **TozziniFreire Advogados**, please contact*
Marcio Mello Silva Baptista.

Tozzini Freire.

MARCIO MELLO SILVA BAPTISTA
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+ 212 698 1148

Areas of expertise: Corporate Law and Foreign Investment, German Desk, Insurance and Reinsurance, Japan Desk, Mergers and Acquisitions, Private Equity & Venture Capital

Languages: • English, French, German, Spanish

Head of TozziniFreire's New York office, Marcio's practice is primarily focused on cross-border transactions, mergers and acquisitions, private equity operations, transnational contracts, and joint ventures. Marcio is also the co-head of the firm´s Insurance and Reinsurance practice group and has extensive experience representing U.S., Asian, European, and Latin American clients. Marcio joined the firm in 1989 and became a partner in 1998; before becoming a partner at TozziniFreire, he worked in New York for Cleary, Gottlieb, Steen & Hamilton, Morrison & Foerster and Morgan, Lewis & Bockius.

Tozzini Freire.

// Academic education

- LL.M. in Comparative Jurisprudence from the New York University, 1997.
- Specialized degree in Comparative Law from the University of Wisconsin, 1989.
- Master's degree in International Law from the Law School of USP (Universidade de São Paulo), 1989.
- Graduate of the Law School of PUC-SP (Pontifícia Universidade Católica de São Paulo), 1986.

// Recognition

Marcio is consistently recognized as a leading M&A lawyer by international legal guides such as Chambers Global, The Legal 500, Latin Lawyer 250 and IFLR1000 (Notable Practitioner).

// Additional Activities

- Chairman of PRAC (Pacific Rim Advisory Council).
- Board member of the Brazilian American Chamber of Commerce in New York.
- Vice-Chair of the Latin America & Caribbean Committee of the American Bar Association.
- Member of the New York City Bar Association.
- Member of NYSBA (New York State Bar Association).
- Member of IBA (International Bar Association).

// Publications

- "Brazil" chapter. In From Bid to Closing, Mergers and Acquisitions Handbook. London: Global Counsel, 2001.
- "The Electric Power Industry in Brazil" chapter. In International Power Finance Review. Ontario: International Press Publications, 1998.
- "Foreign Investments in Brazil" chapter. In Doing Deals in Latin America 2013. New York: Practising Law Institute, 2013.

PRAC

NEW DELHI 2023

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AGENDA
BUSINESS SESSION #1
Country Briefing

- Presentation by Rohit Kochhar, Founding Member & Managing Partner, Kochhar & Co.

- *"India the Digital Revolution":* Presentation by Stephen Mathias, Senior Partner & Co-Chair Technology Law Practice, Kochhar & Co. Bangalore

Overview: This inaugural presentation will introduce delegates to salient developments in Kochhar & Co. against the backdrop of contemporary economic, political, and regulatory developments in India. The next session will address India's transformative digital revolution and its implications for India and the world.

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AGENDA
BUSINESS SESSION #2

Topic: *"From Recessionary Portends to Revival – M&A in a Post Pandemic World"*

- "Getting the deal done" – examining the evolving roles of transaction counsel and advisors
- Navigating cultural and ethical landscapes in cross-border M&A
- The impact of technology on the role of outside counsel in M&A
- Specialist View - perspectives of an in-house counsel

Moderator: Pradeep Ratnam, Senior Partner, Kochhar & Co. (New Delhi)

External Guest Panelists:

- C. V. Raghu Group General Counsel, Motherson Group (New Delhi)
- Pratibha Singh, Head of Strategy & Group General Counsel, Everstone Capital (New Delhi)
- Priyanka Sinha, General Counsel & Managing Director, VOID India - Vodafone Group (New Delhi)

PRAC Panelists:

- Christophe Eck, Partner, Gide (Paris)
- Elizabeth Donley, Partner, Hogan Lovells (Washington, D.C.)

Overview: This business session brings together transactional lawyers and general counsels for multi-jurisdictional perspectives on the revival of M&A following the pandemic

The panelists will explore diverse themes in M&A, including navigating cultural and technological best practices to drive successful M&A transactions in a post-pandemic world.

PRAC

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AGENDA
BUSINESS SESSION #3

Topic: "What Keeps the General Counsel Up at Night?"

- Collaborating with law firms - an in-house counsel's perspective
- The evolving role of the General Counsel
- Transforming dynamics of legal risk

Moderator: Miguel Zaldivar, CEO, Partner, Hogan Lovells (Washington, D.C.)

External Guest Panelists:

- Vikash Jain, Global General Counsel, Group President & Member of the Management Board, ReNew Power (New Delhi)
- Jasmeet Wadhera, Vice President and Head - Legal, Visa Inc. (Mumbai)
- Joginder Yadav, General Counsel, Cisco India & SAARC (Bangalore)
- Siboney Sagar, Legal & Regulatory Sr. Counsel, Star India (A Walt Disney Co.) (New Delhi)
- Priyanka Sinha, General Counsel & Managing Director, VOID India - Vodafone Group (New Delhi)

Overview: In this session, in-house counsel and legal professionals discuss the ever-evolving role of the General Counsel, the challenges that keep them awake at night, and effective strategies for collaboration with external law firms. The panelists will also explore the shifting dynamics of legal risk and the importance of innovation in legal services.

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AGENDA
BUSINESS SESSION #4

Topic: "ESG - Towards Sustainability in Practice"

- Legal and regulatory imperatives
- The growing role of ESG in the deal process - M&A and financing
- Inclusivity and Diversity in the Workplace
- ESG in law firms

Moderator: Savitha Jagadeesan, Senior Partner, Kochhar & Co. (Chennai)

External Guest Panelists:

- Vani Mehta, General Counsel (South Asia), General Electric (New Delhi)
- Dharini Mathur, Advisor & Freelance Consultant Sustainable / Climate Finance (New Delhi)

PRAC Panelists:

- Jaap Stoop, Partner, NautaDutilh (Amsterdam)
- Lisa Bail, Partner, Goodsill Anderson Quinn & Stifel (Honolulu)

Overview: This session brings together in-house counsel, legal professionals, and experts to share their experiences, knowledge, and insights on integrating ESG considerations into their legal practice effectively. The participants will explore holistically legal frameworks, compliance requirements, and strategies in respect of ESG matters, including sustainability, inclusiveness, and diversity at the workplace.

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AGENDA
BUSINESS SESSION #5

Topic: *"From Law to Entrepreneurship - One Journey with Many Destinations"*

Moderator: Pradeep Ratnam, Senior Partner, Kochhar & Co. (New Delhi)

External Guest Panelists:

- Aditya Ghosh, Business Leader, and Co-Founder of Akasa Air (New Delhi)
- Mathew Chandy, Managing Director, Duroflex Pvt. Ltd. (Bangalore)
- Anunay Shahi, Vice President- Corporate Finance, ReNew Power (New Delhi)

Overview: This session will focus on law as a foundation for other journeys outside of the law. Our participants, all of whom are lawyers by training, will discuss their transition to entrepreneurship, demonstrating the diverse and innovative career paths available to legal professionals.

PRAC

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MONDAY, OCTOBER 9, 2023

Grand Ballroom – The Oberoi Hotel 6:30 pm – 10:00 pm

AGENDA BUSINESS SESSION #6
Networking Reception
& Dinner Keynote
Speaker

with invited local industry leaders and general counsel

Topic: "The Future of Multilateralism"

Keynote Speaker: Dr. Shashi Tharoor, Honorable Member of Parliament (Lok Sabha), Former International Civil Servant, Diplomat, Bestselling Author, and Public Intellectual.

Dr. Shashi Tharoor, a third-term Member of Parliament for Thiruvananthapuram, is the bestselling author of twenty-four books, both fiction and non-fiction. He also served as a former Under Secretary-General of the United Nations and held positions as a former Minister of State for Human Resource Development and for External Affairs in the Government of India. Dr. Tharoor has been honored with numerous awards, including the Pravasi Bharatiya Samman, a Commonwealth Writers' Prize, and the Crossword Lifetime Achievement Award. In 2019, he received the Sahitya Akademi Award in the category of 'English Non-Fiction' for his book "An Era of Darkness". Dr. Tharoor currently chairs Parliament's Standing Committee on Chemicals and Fertilisers, having previously chaired the Standing Committee on External Affairs and the Committee on Information Technology.

https://www.shashitharoor.in/

PRAC

NEW DELHI 2023

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AGENDA
BUSINESS SESSION #7

Topic: "*AI: The New Frontier*"

- Legal Implications of AI (Intellectual property, ethical dimensions, bias, privacy, confidentiality, and accountability)
- Regulation and governance of AI

Moderator: Stephen Mathias, Senior Partner, Kochhar & Co. (Bangalore)

External Guest Panelists:

- Vineet Vij, Group General Counsel, Tech Mahindra (New Delhi)
- Joginder Yadav, General Counsel, India and SAARC, Cisco Systems
- Vidushi Marda, Co-Executive Director, REAL ML
- Saurabh Kumar Karn, Lead Scientist, OpenNyAI (Bangalore)

Overview: In this session, we discuss the potential uses of AI, the dangers it poses, and various legal issues, including discrimination, intellectual property, and data privacy.

PRAC

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AGENDA
BUSINESS SESSION #8

Topic: "Trends and Challenges Facing Laws Firms and Corporate Legal Departments in the Asia Pacific Region".

Moderator: Chandrasekhar Tampi, Senior Partner, Kochhar & Co. (New Delhi)

External Guest Panelists:

- Roop Loomba, Senior Legal Counsel SESA Region & Legal Head India, AkzoNobel (New Delhi)
- Rajeev Nair, Associate General Counsel, India, Hewlett Packard

PRAC Panelists:

- Hector Jr. de Leon, Managing Partner, SyCip Law (Manila)
- Joyce Fan, CEO, Partner, Lee & Li (Taipei)
- Owen Chan, Managing Partner, Hogan Lovells (Hong Kong)
- S Sivanesan, Senior Partner, Dentons Rodyk & Davidson (Singapore)

Overview: The APAC Region has witnessed significant changes in recent years, driven by geopolitics, globalization, technological advancement, and the constantly evolving legal landscape. In this session, we will explore the key trends and challenges shaping the legal industry in the Asia-Pacific Region and how this dynamic environment requires a commitment to technology, talent development, ethical practice, and adaptability.

PRAC

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TUESDAY, OCTOBER 10, 2023

Nilgiri Room – The Oberoi Hotel

2:00 pm – 3:00 pm

AGENDA
PRAC Special Session

Membership Strategic Review

All Delegates are encouraged to attend

PRAC Board Meeting follows

Members may recall that at the April conference in Mexico City, we resolved to undertake a strategic review of the policies, objectives and practices of PRAC. (see Mexico City Chair Report at TAB 20). Jeff Lowe was asked to guide that exercise.

The attached position paper summarizes this exercise, and has been reviewed and endorsed by the PRAC executive, the Membership Committee and the Policy and Planning Committee. It contains a number of action items.

We feel it is very important we receive feedback from each firm regarding the future path forward for PRAC and look forward to an open discussion.

All Delegates are encouraged to join in the discussions and, importantly to provide your firm's views/feedback.

Pacific Rim Advisory Council Strategic Review May , 2023

The Chair, Vice-Chair and Director of PRAC have undertaken a strategic review of the policies, objectives and current practices of PRAC with two separate, but related, objectives:

(a) what steps can be taken to maximize the value proposition of PRAC for its member firms; and

(b) improve the messaging around the unique and valuable attributes of PRAC.

The following sets out a framework for presentation to the Policy and Planning Committee, and the Membership Committee, with the goal of presenting a position paper to the firm delegates at the New Delhi conference in October 2023.

Points of Differentiation:

PRAC has three key points of differentiation from other legal and/or professional networks which make it unique within the landscape of professional networks and which form the underpinning of past successes and future planning:

(a) the careful admission process and conference format of PRAC affords the opportunity to establish and maintain very close inter firm relationships, and which often includes strong interpersonal relationships between delegates;

(b) there is a candid exchange of information between member firms, both within the conference sessions, as well as in offline discussions at conferences. PRAC operates under a form of the Chatham House Rules, which permits the confidential exchange of information not typically shared amongst professional firms. This exchange of information can carry on between conferences, when one firm contacts another firm for advice or assistance; and

(c) PRAC is an affordable and efficient organization with minimal administrative structure.

Participation in PRAC:

There are three benefits to participation in PRAC, which relate to the points of differentiation set out above, and which bear repeating:

(a) Outbound Referrals - ability to refer matters to firms in a large number of jurisdictions with which there is likely a personal connection, and you are assured of competent and timely attention by the referral firm;

(b) Inbound Referrals - member firms may receive inbound referrals from other member firms as well as be presented with the opportunity to work jointly with other member firms; and

(c) Legal Think Tank - there is a unique and valuable exchange of information between firms of varying sizes and diverse geographical areas. This exchange of information covers many areas which may be viewed by non-members as sensitive and confidential. This includes, inter alia, management of talent, use of technology, business development, and current trends within the profession.

Action Items:

In order to build of the strengths of PRAC and position it for continued success, the following action items will be undertaken:

1. **Conferences**: In order to maximize the investment of time by delegates and utilize the combined intellectual capital of the delegates, the Policy and Planning Committee will require that every conference allocate an appropriate amount of time and/or sessions to the following four areas:

   (a) review of the current trends within the profession, drawing on contributions from member firms in diverse markets and geographical areas;

   (b) practice management issues;

   (c) business development; and

   (d) update on participation in and the successes of PRAC programs (PRAC Event Connect, 30 days on the road, etc.) and any interesting reports on work referrals and/or joint projects between member firms;

   The touchstone test for all sessions at conferences will be the requirement that they will be of interest to a majority of the attending delegates. The use of outside moderators and speakers will be encouraged. Any proposed sessions focused on a topic of substantive law must be approved by the Policy and Planning Committee

2. **Membership Committee**: The mandate of the Membership Committee will be broadened to include:

   (a) engaging with Member firms who are not taking full advantage of PRAC membership and/or not regularly attending conferences;

   (b) assisting delegates and/or primary contacts with the messaging of the benefits of PRAC within their firms; and

   (c) review of areas for possible future membership;

3. **PRAC Ambassadors**: The Policy and Planning Committee will appoint a small number of experienced delegates (suggest 2 or 3 people) to:

   (a) coach any first time delegates through their first conference (both before and during the conference); and

   (b) assist the Chair, Vice Chair, Director and/or Host firm with specific tasks from time to time when requested.

4. **Delegate Code**: The Policy and Planning Committee will draft and circulate a Delegate's (and/or Primary Contacts) Code with the suggested responsibilities and the steps following each conference, and will include:

   (a) dissemination of the conference summary within the member firm, including to the management, associate and business development committees as appropriate;

(b) facilitate the provision of necessary information for “PRAC Connect” to the Director;

(c) reporting of significant deals and/or other developments for inclusion in the e-bulletin; and

(d) highlight the need for appropriate succession planning for delegates.

5. **Board Meeting Format**: The format of each concluding Board meeting will be altered to include a short segment on:

(a) review of the core messaging for PRAC;

(b) review of the Delegate Code; and

(c) review of the projected PRAC activities between conferences.

6. **Communications**:

(a) The Policy and Planning Committee will prepare a short, bullet point summary of each conference within a week of the conclusion of each conference designed to provide key take away points which can then be circulated within the member firms. The conference summary will address discussion points, ideas, and trends which will resonate with the management of member firms, Associate committees and business development committees;

(b) consideration will be given to developing PRAC “training” for member firm marketing points of contact (subject to primary contact agreement and assistance);

(c) consideration will be given to updating the website to allow ease of use for people within the PRAC member firms in addition to the delegates; and

(d) upon endorsement of the framework set out above, the Policy and Planning Committee will prepare a communique that will distill the forgoing attributes of PRAC and will provide a compelling value proposition for use by all delegates and member firms, as well as the Membership Committee and PRAC Ambassadors.

PRAC

NEW DELHI 2023

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PRAC On the Road Initiative

Purpose: Strengthen and foster relationships amongst PRAC member firms geared to NexGen lawyers (junior partners and/or senior associates) across jurisdictions.

Key Tenets

● Voluntary participation.

● Non-employment relationship between participants. These are not secondments or temporary employment. Participants continue to work for their own firm while abroad without employment interruption. No work by receiving firm will be undertaken by participants although business development interactions are encouraged.

● Participant firms may agree to send and/or receive attorneys.

● "Participants" applies to active lawyers.

● Placement reach outs should be made directly with PRAC Primary Contacts or, if preferred, PRAC Director can help facilitate placement.

● Sending firm is responsible for all participant costs associated with participation, including air, hotel/stay, food, health insurance, etc.).Receiving firm may incur slight costs related to hosting such as a small welcome gift, hosted lunch or dinner.

● Receiving firm to provide a desk and internet connection so that the participant can continue to work remotely for his firm.

● **Networking expectations.** Receiving firm will arrange for visiting lawyer to meet as many partners and associates of their firm as possible. Suggestion of inclusion in luncheon, dinner, cocktails or firm social events – PRAC Primary Contacts to ensure effective relationship building. Some regular interaction of PRAC Primary Contact and/or Partner over course of assignment is encouraged to ensure effective relationship building.

Recommendations to consider for candidate selection. Selecting the right candidates will benefit your firm experience and the firms they visit. The opportunity can appeal to many, so communicating your expectations during your selection process will help ensure a positive experience for all involved and build excitement for future years.

Firms should consider likely candidates best suited for assignment to include average 3-5 year lawyers; self confident, comfortable communicating in English and/or working language of their host firms; ability to work remotely on projects both in terms of technology access and self-discipline.

Logistics

Program will run year round.

Length of stay expectation is a one month, although the time frame can be tailored to both receiving and sending firms.

To facilitate placement, reach outs can be made directly with PRAC Primary Contacts and/or PRAC Director.

Learn More

Reach out to PRAC Director Susan Iannetta susan.iannetta@prac.org if your firm is interested in participating or you want to learn more about this initiative.

PRAC ON THE ROAD Initial Questionnaire

QUESTION/COMMENTS	YES	NO	Comments
Is your firm interested in SENDING participants to another firm?			
If yes, how many participants would you consider? This might include a variety of preferences. For example Single SEND to a SINGLE RECEIVE. Or perhaps if you maintain multiple offices, sending one from each office to a single jurisdiction as a cohort group OR sending separately to different jurisdictions.			
If yes, and you have candidates under consideration, please describe candidate's category (ie junior partner, associate, etc.) and area of practice			
If there is a preferred jurisdiction(s) for SENDING your participant(s) to, please identify.			
Is your firm open to RECEIVING participants from another firm?	YES	NO	COMMENTS
If yes, how many participants could you consider receiving? For example one visitor for each office or do you have a preference for multiple participants in a single jurisdiction (if that option is available.) Are you flexible depending on the timeframe?			
Ideally the program will run year round for a stay length of 30 days, although the stay length could be tailored for the individual participant as/if needed.			
Describe the preferred time frame for SENDING your participant(s). For example, within the next 6 months, for 30 days.			
Describe the preferred time frame for RECEIVING participant(s). For example, within the next 6 months, for 30 days.			
Additional comments:			

PRAC Business Development Materials – New Delhi 2023

September 15, 2023

Dear PRAC Primary Contacts and New Delhi Conference Delegates

The attached Business Development materials will assist you with preparation of your firm's internal business development and marketing initiatives with PRAC member firms during the upcoming PRAC @ New Delhi Conference. The organized business sessions provide a unique opportunity for peer-to-peer knowledge exchange and where Delegates speak candidly about key issues. New Delhi's business program includes several local invited general counsel, client / industry guest speakers. All Delegates are asked to consider the Advance Agenda business session topics with a view to active participation in the sessions.

>PRAC Event Connect Initiative – Get on the List!
>PRAC On the Road Initiative
>Latest Headline copy of monthly PRAC e-Bulletin

>PRAC Event Connect – Get on the List! We are always looking to interact with PRACites in between our main conference events. INTA, IPBA, BA, IBA and PDAC - just a few of the many industry related events where PRAC members attend in numbers. In jurisdictions where there are member firm hosted events, we encourage extending your reception invites to PRAC Delegates. Let us know which events your firm plans to be represented and we'll be sure to put you on the List so that other attending PRACites know as well. Get on the List! Send to: events@prac.org Updated and distributed monthly to all PRAC Primary Contacts. Available anytime online at https://www.prac.org/PRACprivate/reports/2023_PRAC_Event_Connect.pdf

>PRAC On The Road Initiative – Last October we reached out to member firms through PRAC Primary Contacts about a new initiative "PRAC On The Road", focusing on PRAC NexGen lawyers' in-person fostering of relationships abroad and across member firms with extended lawyer visits/stays. After gathering specifics from firms who expressed interest in participating, I am pleased to announce that we are officially **On The Road** and that our first **"Roadie"** experience is currently underway (September), with several others planned for the first quarter 2024.

Interested in participating and/or learning morning about this initiative? Visit https://www.prac.org/PRACprivate/reports/2023_PRACOnTheRoad.pdf or contact Susan.iannetta@prac.org

>Headline copy of PRAC e-Bulletin **-** Our e-Bulletin is published monthly and emailed to all member firm contacts. It is also available to the public at our web site http://www.prac.org/news.php and at LinkedIn.

We are always looking for member contributions. Our **.org status** translates to a higher web ranking. Being mentioned at our site, for example in a news item in our e-Bulletin, results in higher profile search engine results for your firm and your clients.

Primary Contacts are encouraged to provide their internal marketing/business development teams with the following basic requirements for monthly e-bulletin consideration.. Our e-Bulletin focus is **deals and transactions**, **topical law related articles** relevant in your jurisdictions; and **firm news** such as expansion, new practice areas or lawyers; office moves or expansion. All articles should include firm contact details and/or we will provide a direct link to your web site.

PRAC Business Development Materials – New Delhi 2023

Awards are wonderful recognitions of achievement however, due to the sheer volume and varied types of awards our members receive on a regular basis we are unable to include them in our e-Bulletin. In the alternative, consider including recognitions and achievements in the text of your firm's profile at our site.

Submit contributions for e-Bulleting consideration by the **10th of each month to susan.iannetta@prac.org and/or editor@prac.org**.

Due to size, the following materials are available only online at www.prac.org

Firm and Delegate Bios *If you provided your attorney profile before the deadline, we've included it in our Delegate Bio Package. If your profile was submitted after the deadline, it will be included in Delegate Bio materials distributed in New Delhi. Due to size, this file is available only online*
http://www.prac.org/materials/ConferenceMaterials/2023_NEWDELHI/2023_NEWDELHI_Conference_Materials6a.pdf

Referral Database Updated monthly and available at PRAC website**.** PRAC Primary Contacts are encourages to send your referral details to susan.iannetta@prac.org
https://www.prac.org/PRACprivate/reports/PRAC_REFERRAL.pdf

Finally, while business development is daily, PRAC events and initiatives in particular present unique opportunities to forge vital ties with member firms in various jurisdictions and continue to enhance opportunities for co-operative and innovative business development initiatives with friends we know and trust. Your continued support and active participation is appreciated.

You will be hearing from us prior to conference start with last minute updates and I look forward to seeing you in a few short weeks. In the meantime, safe travels. Don't hesitate to reach out if you need anything.

Best regards,

Susan

S. Iannetta
Director
PACIFIC RIM ADVISORY COUNCIL
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September 15, 2023

PRAC Event Connect

Dear PRACites:

As this year's schedule of industry-related events continues to form, we are reaching out to you as Primary Contact for your firm to update you and inquire about your firm's participation at some of the events PRAC members are likely to attend. With your assist, PRAC delegates will be able to connect directly, meet face to face or gather over the course of the event.

Below is an updated events list as of September 15 and includes contact details of PRAC attendees and/or local hosted receptions. If you haven't already done so, reach out to us at events@prac.org to let us know whether you or your firm representatives are planning to attend and we will circulate the lists in advance of event start. Also let us know if you would like to add other industry related events to our list. Feel free to send us your captured moments for sharing!

As well, let us know if your firm is local and planning a reception or gathering to coincide with any of the events and wish to extend an invite to attending PRAC Delegates so that we can include details in our communications.

Best regards,

S. Iannetta
Director
PACIFIC RIM ADVISORY COUNCIL
3400 One First Canadian Place
Toronto, ON Canada M5X 1A4
D: 416.358.3084
E: susan.iannetta@prac.org
W: www.prac.org

GET ON THE LIST! - Send your updates to me or to events@prac.org to be included in future distributions .

INTA 2023 – Dentons Rodyk event

Bottom Left to Right :
Catherine Lee (Dentons Rodyk), Guillermo Carey (Carey); Pablo Palazzi (Allende Brea); Purnima Singh (Mulla and Mulla); Trisha Dore (Richards Buell Sutton); Chandra Tampi (Kochhar & Co); Sivi Sivanesan (Dentons Rodyk).

►IBA Annual Competition Conference - September 15-16, Florence

TozziniFreire BRAZIL
Marcelo Caliari mcaliari@tozzinifreire.com.br
Marcel Santos msantos@tozzinifreire.com.br
VIvian Fraga vfraga@tozzinifreire.com.br

►SCCE Compliance & Ethics Institute Annual Conference - October 2-5, Chicago

TozziniFreire BRAZIL
Shin Kim skim@tozzinifreire.com.br
Renata Almeida ralmeida@tozzinifreire.com.br

►PRAC SPONSORED EVENT

PRAC @ New Delhi – October 7-10, 2023 - Hosted by Kochhar & Co.

Firms / Registered Attendance status noted below.
Early registrants need to complete formal registration.
Details and Registration at www.prac.org/events.php

Allende & Brea ARGENTINA

PRAC Primary Contact Santiago Sturla ssturla@allende.com

ARIFA (Arias Fabrega & Fabrega) PANAMA
PRAC Primary Contact Ricardo Arango rarango@arifa.com
PRAC Primary Contact Gian Castillero gcastillero@arifa.com
PRAC Primary Contact Federico Alfaro falfaro@arifa.com
PRAC Primary Contact Estif Aparicio eaparicio@arifa.com

ARIAS COSTA RICA, EL SALVADOR, GUATEMALA, HONDURAS, NICARAGUA
PRAC Primary Contact Vicente Lines vicente.lines@ariaslaw.com
PRAC Primary Contact Carolina Flores Carolina.flores@ariaslaw.com
PRAC Primary Contact Roberta Gallardo Roberta.gallardo@ariaslaw.com
PRAC Primary Contact Luis Pedro del Valle luispedro.delvalle@ariaslaw.com
PRAC Primary Contact Yuri Moreno yuri.moreno@ariaslaw.com

Bennett Jones CANADA (Calgary, Toronto)

ATTENDING Brigard & Urrutia COLOMBIA
PRAC Primary Contact Jose Mafla jmafla@bu.com.co
REGISTERED PRAC Primary Contact Carlos Urrutia currutia@bu.com.co

ATTENDING Carey y Cia CHILE
REGISTERED (incomplete) Francisco Ugarte fugarte@carey.cl

ATTENDING City-Yuwa Partners JAPAN
PRAC Primary Contact Masaaki Sawano masaaki.sawano@city-yuwa.com
PRAC Primary Contact Yoko Maeda yoko.maeda@city-yuwa.com
REGISTERED Yusuke Tani yusuke.tani@city-yuwa.com

ATTENDING Davis Wright Tremaine LLP USA (Seattle, Bellevue)
REGISTERED PRAC Primary Contact Sarah Tune sarahtune@dwt.com
REGISTERED PRAC Primary Contact Scott MacCormack scottmaccormack@dwt.com

ATTENDING Dentons Rodyk SINGAPORE
REGISTERED PRAC Primary Contact S. Sivanesan sivanesan.s@dentons.com

ATTENDING Gide FRANCE
REGISTERED PRAC Primary Contact Christophe Eck eck@gide.com

ATTENDING Goodsill Anderson Quinn & Stifel USA Honolulu
REGISTERED PRAC Primary Contact Lisa Bail lbail@goodsill.com
REGISTERED PRAC Primary Contact Michael O'Malley momalley@goodsill.com

ATTENDING Han Kun Law Offices CHINA (Beijing, Shanghai)
PRAC Primary Contact Aaron Zhou aaron.zhou@hankunlaw.com
REGISTERED Lan Yu @hankunlaw.com

ATTENDING Hogan Lovells (Washington, D.C., Hong Kong)
REGISTERED PRAC PRIMARY CONTACT owen.chan@hoganlovells.com
REGISTERED PRAC PRIMARY CONTACT Elizabeth Donley elizabeth.donley@hoganlovells.com
REGISTERED PRAC PRIMARY CONTACT Warren Gorrell warren.gorrell@hoganlovells.com
REGISTERED (partial) Miguel Zaldivar Miguel.zaldivar@hoganlovells.com

Kim Chang & Lee S. KOREA
PRAC Primary Contact Michael Park mpark@kimchanglee.co.kr
PRAC Primary Contact Kyung J Choi khchoi@kimchanglee.co.kr
PRAC Primary Contact Eui Jae Kim ejkim@kimchanglee.co.kr

HOST FIRM: Kochhar & Co. INDIA (New Delhi)

ATTENDING Lee and Li TAIWAN
REGISTERED PRAC Primary Contact Joyce Fan joycefan@leeandli.com
PRAC Primary Contact Robin Chang robinchang@leeandli.com
PRAC Primary Contact Grace Mao lihueimao@leeandli.com

LEĜA Abogados VENEZUELA
PRAC Primary Contact Luis Lopez llopez@lega.law

Mulla & Mulla & Craigie Blunt & Caroe INDIA (Mumbai)
PRAC Primary Contact Shardul Thacker shardul.thacker@mullaandmulla.com
PRAC Primary Contact Yazdi Dandiwali ypdandiwali@mullas.net

ATTENDING Estudio Muniz PERU
REGISTERED PRAC Primary Contact Frank Boyle fboyle@munizlaw.com

ATTENDING NautaDutilh NETHERLANDS, BRUSSELS, LUXEMBOURG
REGSTERED PRAC Primary Contact Jaap Stoop jaap.stoop@nautadutilh.com
REGISTERED Rema Tewarie rema.tewari@nautadutilh.com

ATTENDING Pacific Rim Advisory Council
REGISTERED PRAC Primary Contact Susan Iannetta susan.iannetta@prac.org

ATTENDING Richards Buell Sutton CANADA Vancouver
REGISTERED PRAC PRIMARY CONTACT Jeff Lowe jlowe@rbs.ca
REGISTERED PRAC PRIMARY CONTACT Joe Chan jchan@rbs.ca

Santamarina y Steta – MEXICO
PRAC Primary Contact Heriberto Garza hgarza@s-s.mx
REGISTERED PRAC Primary Contact Vicente Grau vgrau@s-s.mx

Skrine MALAYSIA

ATTENDING SyCipLaw PHILIPPINES
REGISTERED Delegate Bhuong Paulo A. Macasaet bpamacasaet@syciplaw.com
REGISTERED PRAC Primary Contact Hector M. de Leon hmdeleon@syciplaw.com

ATTENDING Tozzini Freire BRAZIL
REGISTERED PRAC PRIMARY CONTACT Marcio Baptista mbaptista@tozzinifreire.com.br

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►LAVCA Annual Meeting 10 - 13 October, New York

Brigard Urrutia CHILE
Carlos Fradique-Méndez cfradique@bu.com.co

TozziniFreire BRAZIL
Juliana Maluuf jmaluf@tozzinifreire.com.br
Beatriz Seixas bseixas@tozzinifreire.com.br

►Global Forum on Corporate Criminal Liability 19-20 October, Rome

TozziniFreire BRAZIL
Giovanni Falcetta gfalcetta@tozzinifreire.com.br

►STEP Annual Conference 18 - 20 October, Miami

TozziniFreire BRAZIL
Erlan Valverde evalverde@tozzinifreire.com.br
Silvia Cunha scunha@tozzinifreire.com.br

►IFA CONGRESS INTERNATIONAL 22 - 26 October, Cancun Mexico

Brigard Urrutia
Andrés Hernández ahernandez@bu.com.co

TozziniFreire BRAZIL
Renata Emery remery@tozzinifreire.com.br

►IBA Annual Conference October 29 – November 3, Paris, FRANCE

Allende Brea (Argentina)
Valeriano Guevara Lynch (Managing Partner) – vguevara@allende.com
PRAC Primary Contact Santiago Sturla (Partner) – ssturla@allende.com
Carlos Melhem (Partner) – cmelhem@allende.com
Julián Peña (Partner) – jpena@allende.com
Tomás Di Ció (Partner) – tdicio@allende.com
Florencia Heredia (Partner) – fheredia@allende.com

Brigard Urrutia (Colombia)
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Sergio Michelsen smichelsen@bu.com.co

Carey (Chile)
Jaime Carey: jacarey@carey.cl
Pablo Iacobelli: piacobelli@carey.cl
Juan Francisco Mackenna: jfmackenna@carey.cl
Patricia Silberman: psilberman@carey.cl
Oscar Aitken: Oaitken@carey.cl
Alfonso Silva: Asilva@carey.cl

City-Yuwa (Japan)
Yoko Maeda **yoko.maeda@city-yuwa.com**

Davis Wright Tremaine (Seattle, WA)
Kelli Sager kellisager@dwt.com
James Goldfarb JamesGoldfarb@dwt.com
Allison A. Davis allisondavis@dwt.com
Robert Balin robertbalin@dwt.com
Kevin Petrasic KevinPetrasic@dwt.com
Nicole Phillis NicolePhillis@dwt.com

Gide (France)
Hosting local reception. Details tba
PRAC Primary Contact Christophe Eck eck@gide.com

Lee and Li (Taiwan
Patrick Morris Chiu marrosju@leeandli.com

TozziniFreire (Brazil)
Marcelo Caliari mcaliari@tozzinifreire.com.br
Guilhereme Ribas gribas@tozzinifreire.com.br
Alexei Bonamin abonamin@tozzinifreire.com.br
Fabiola Cavalcanti fcavalcanti@tozzinifreire.com.br
Karla Maeji kmaeji@tozzinifreire.com.br
Clara Serva cserva@tozzinifreire.com.br

►ICC Arbitration Day 12-14 November EUA

TozziniFreire (Brazil)
Lucas Mejias lmejias@tozzinifreire.com.br
Guilherme Nitschke gnitschke@tozzinifreire.com.br

►IAPP European Data Protection Congress 13-16 November, Brussels

TozziniFreire (Brazil)
Luisa Sato lsato@tozzinifreire.com.br
Bruna Borghi bborghi@tozzinifreire.com.br

►PRAC SPONSORED EVENT

PRAC @ PARIS – May 25 – 28, 2024 - Hosted by GIDE

Details and Registration tba at www.prac.org/events.php

Send your updates to me or to events@prac.org to be included in future distributions

Member firms can download latest monthly updates @
www.prac.org/PRACprivate/reports/2023_PRAC_Event_Connect.pdf

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PACIFIC RIM ADVISORY COUNCIL

Pacific Rim Advisory Council

September, 2023 e-Bulletin

MEMBER NEWS

►BRIGARD URRUTIA Promotes Four to Partnership
►GIDE Elects Management Committee
►HOGAN LOVELS CEO Miguel Zaldivar reappointed for second term
►HAN KUN Welcomes Return of Investments and Capital Markets Duo

COUNTRY ALERTS

►ARGENTINA National government ordered payment of bonus to employees ALLENDE BREA
►BRAZIL Patent & Trademark Office Publishes New Regulations to on Technology Agreements TOZZINIFREIRE
►CANADA Duty to Defend - Once Again Pleadings Are Paramount RICHARDS BUELL SUTTON
►CHILE Financial Market Commission opens consultation process on new rule on banks' early regularization CAREY
►CHINA Decentralized Regulation and Implementation HAN KUN
►COLOMBIA State Council nullifies Directives on Prior Consultation BRIGARD URRUTIA
►COSTA RICA Renewal of Chemical Productions Regulation ARIAS
►FRANCE Implementation of the Company Mobility Directive - Effects on Cross-Border and Domestic Transactions GIDE
►HONG KONG Does Winding-Up or Abitration Take Precedence in Insolvency HOGAN LOVELLS
►INDIA Digital Personal Data Protection Act 2023 KOCHHAR & CO.
►JAPAN Establishment of Green Guidelines under the Anti-monopoly Act Open the Way to Resolve 2024 Issue of Transport Industry CITY-YUWA
►MEXICO District Court Rules as Unconstitutional the Cap on Profit Sharing SANTAMARINA +STETA
►NETHERLANDS Digital General Meeting of Legal Entities Under Private Law Act NAUTADUTILH
►NICARAGUA New Policy to Avoid Deforestation and Forest Degradation ARIAS
►PHILIPPINES SEC Amnesty Filing Date Extended SYCIP Law
►SINGAPORE Crypto Assets Legal Enforceable Priority Rights - Not for All DENTONS RODYK
►TAIWAN Reform in Remedies Following Dismissal of Reconsideration for Non-Prosecution by LEE and LI
►UNITED STATES FEC Considers Possible Restrictions on AI and Deepfakes in Campaign Ads DAVIS WRIGHT TREMAINE
►UNITED STATES It's High Time for Hawaii Employers to Update their Reasonable Accommodation Practices with Respect to Medical Marijuana GOODSILL
►UNITED STATES Department of Labor proposes exempt-status overhaul HOGAN LOVELLS

CONFERENCES & EVENTS

PRAC Let's Talk!

Virtual meeting - TBA

PRAC Conferences

New Delhi - October 7 - 10, 2023
Hosted by KOCHHAR & Co.

Paris May 25 - 28, 2024
Hosted by GIDE

PRAC 2023 Event Connect

Get On The List!

Let us know your plans to attend upcoming industry events
Prior to event start we will put you in touch with other attending PRAC Delegates.
IBA Competition Conf Sep 15-16, Florence
SCCE Compliance & Ethics Institute Annual Conference - October 2-5, Chicago
IBA Annual Meeting Paris Oct 29-Nov 30

Full Details
www.prac.org/events

Visit us online for the latest up-to-date, country specific information
www.prac.org/member_publications.php

MEMBER DEALS MAKING NEWS

►ARIFA | Advvised Two SPAC in Merger with LATAM Logistics
►GIDE | Counsel to EP Equity Investment Acquisition of Tech Foundations
►HAN KUN | Zhejiang Doer Biologics Co., Ltd. on its global license-out deal with BioNTech SE
►HOGAN LOVELLS | Advises Sustainable Skylines in first-ever FAA authorization for drone advertising banners
►NAUTADUTILH | Advised Hoc Group of Lenders in Covis Pharma's cross-border restructuring.
►SANTAMARINA |Samsonite Global Credit Restructuring
►SyCIP | Hydropower Boost: China Bank in IPO of Repower Energy

PRAC TOOLS TO USE
COVID-19 SITE FOR ALL UPDATES

PRAC CONTACTS MEMBER DIRECTORY EVENTS

PRAC

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PRAC Referral Initiative Update – September 2023

►Data shown is provided by Member Firms

►Monthly updates

►Report is available online at www.prac.org Members PRIVATE Libraries

►This report and all information contained herein is confidential to PRAC member firms only

NOT FOR PUBLIC RELEASE

ALLENDE	OUTBOUND	DATE	OFFICE	TO	REFERENCE
	ALLENDE	**2023**		**PRAC**	PRAC On The Road
	ALLENDE	**2023**		**PRAC**	Event Connect IBA Cartagena
	ALLENDE	**2023**		**PRAC**	PRAC @ Mexico City
	ALLENDE	**2022**		**PRAC**	prac let's talk
	ALLENDE	**2022**		**PRAC**	prac event connect
	ALLENDE	**2021**		**PRAC**	prac let's talk
	ALLENDE	**2020**		**PRAC**	prac let's talk
	ALLENDE	**2019**		**PRAC**	prac @costa rica
	ALLENDE	**2019**		**PRAC**	prac @ seattle
	ALLENDE	**2018**		PRAC	Haiti referral Cabinet Lissade Salaam and Michel Succar ref litigation matter
	ALLENDE	2018		Tozzini	Pillsbury introduction Taplinsky - energy
	ALLENDE	**2017**		Tozzini	Adecef Judicial reorganization / litigation matter Oi group
	ALLENDE	2017		Tozzini	Corp client Chilean corporation SP Brazil
	ALLENDE	6/22/2015	Argentina	**CAREY**	Intel Advise in relation to a RFP from the Ministry of Health and possibly challenge a recently awarded bid.
	ALLENDE	6/22/2015	Argentina	**CAREY**	Intel Corporation Public procurement/ tenders. Referral de Santiago Sturla
	ALLENDE	**2014**		Nauta	Referral of Desmet litigation matter
	ALLENDE	2014		**CAREY**	Cognizant Technology Solutions review representation contract model
	ALLENDE	2014		Carey	Referal of CSL Behrin
	ALLENDE	2014		**CAREY**	Cristian Alfredo Macri
	ALLENDE	2014		**CAREY**	Pernod Ricard - corporate advise
	ALLENDE	2014		Santamarina	Referal of M&A Project
	ALLENDE	2014		Tozzini	Referal of Generali
	ALLENDE	**2013**		**CAREY**	Checkwell Decision Limited aka Backcheck
	ALLENDE	2013		**CAREY**	Compañía de seguros Willis
	ALLENDE	**2013**		Tozzini	Referral of Real Estate Investor
	ALLENDE	**12/4/2013**	**PGL**	**TOZZINI**	Harold Solomon e Jonathan Solomon
	ALLENDE	**2/21/2014**	**PGL**	**TOZZINI**	BYD
	ALLENDE	**2/24/2014**	**PGL**	**TOZZINI**	Dassault Systèmes Americas Corp
	ALLENDE	**7/22/2014**	**PAP**	**TOZZINI**	Sony Group
	ALLENDE	**12/23/2014**	**LIK**	**TOZZINI**	Renaissance Re Syndicate Management Ltd

ALLENDE	INBOUND FROM	DATE		TO	REFERENCE
	CAREY	**2023**	**Sturla**	**ALLENDE**	CONFIDENTIAL: Assistance on the potential acquisition a business unit of Hunter Douglas in Latin America.
	MUNIZ	**2017**	**PGL**	**ALLENDE**	Consultation foreign investment (Peru) media broadcast client installation and ownership
	CAREY	2017	**Sturla**	ALLENDE	Client: Acresis Matter: M&A in Argentina. Origin: Referral de DP a Pablo Louge. Valeriano Guevara. Santiago Sturla. Client: Invesco Matter: In relation to financial services and distribution of foreign products.
	CAREY	2017	**Melhem**	ALLENDE	Origin: Referral de Diego Peralta a Carlos M. Melhem
	TOZZINI	2017	**JMA**	**ALLENDE**	Delarco Consultation Agribusiness brand
	TOZZINI	2017	**JMA**	**ALLENDE**	Inquiry Chilean fertilizer corp processing registrations before Argentine authorities
	TOZZINI	1/12/2015	**PGL**	ALLENDE	Pirelli Pneus
	TOZZINI	3/11/2015	**PGL**	ALLENDE	Haver & Boecker
	TOZZINI	3/30/2015	**PGL**	ALLENDE	UPL Limited
	TOZZINI	3/30/2015	**PGL**	ALLENDE	Skanska
	TOZZINI	6/16/2015	**VGL**	ALLENDE	2020
	TOZZINI	7/22/2015	**PGL**	ALLENDE	Dinâmica Organização Adm. & Contábil
	TOZZINI	10/23/2015	**VGL**	ALLENDE	Plastipak Packaging do Brasil
	TOZZINI	11/19/2015	**VGL**	ALLENDE	SmartVet Brazil
	TOZZINI	11/24/2015	**PGL**	ALLENDE	
	TOZZINI	12/29/2015	**PGL**	ALLENDE	Hisense International
	HoganLovells	**2014**		**ALLENDE**	Referral on labor matter related to an M&A project
	Muniz	2014		**ALLENDE**	Referal of Intursa
	Santamarina	2014		**ALLENDE**	Referral of Del Monte (M&A Project)
	DWT	2014		**ALLENDE**	Referral of CSR Quingdao
	Carey	2014		ALLENDE	BioMarin Pharmaceutical Inc(Maurício Pinheiro)
	TOZZINI	1/6/2014	**PGL**	ALLENDE	Hyosung do Brasil LTDA
	TOZZINI	1/14/2014	**PGL**	ALLENDE	Biotronik Com. Médica
	TOZZINI	2/12/2014	**PGL**	ALLENDE	State Grid
	TOZZINI	3/7/2014	**PGL**	ALLENDE	RIGESA
	TOZZINI	7/22/2014		ALLENDE	Facebook
	TOZZINI	9/10/2014	**Pena**	ALLENDE	Capsugel
	Tozzini	2014		**ALLENDE**	Referral of Hyosung on bankruptcy related matter
	TOZZINI	**2013**		**ALLENDE**	Referral Starret
	TOZZINI	4/18/2013	**JMA**	ALLENDE	Ironshore
	TOZZINI	5/12/2013	**PGL**	ALLENDE	ViroPharma Incorporated
	TOZZINI	8/5/2013	**PGL**	ALLENDE	Integration
	TOZZINI	9/6/2013	**PGL**	ALLENDE	Mccain
	King & Wood	2013		**ALLENDE**	referal of Starr Underwriting (review of data privacy policy)
	King & Wood	2013		**ALLENDE**	China Development Bank
	NautaDutilh	2013		**ALLENDE**	M&A transaction
	Carey	2013		**ALLENDE**	Legal Opinion to AMSAR
	Muniz	2013		**ALLENDE**	M&A transaction OPP

ARIAS	OUTBOUND	DATE	OFFICE	TO	REFERENCE
	ARIAS	**2023**		**PRAC**	PRAC On The Road
	ARIAS	**2023**		**PRAC**	PRAC @ Mexico City
	ARIAS	**2023**		**PRAC**	PRAC Event Connect IBA Cartagena
	ARIAS	**2022**		**PRAC**	PRAC Let's Talk
	ARIAS	**2021**		**PRAC**	PRAC Let's Talk
	ARIAS	**2019**		**PRAC**	PRAC Seattle Conference
	ARIAS	**2018**		**PRAC**	PRAC Costa Rica Conference
	ARIAS	**2018**		**BENNETT**	Toronto Office Visit
	ARIAS MUNOZ	**2015**		**BAKER**	BB Partner appointment as Chair of arbitration tribunal ref dispute El Salvador
	ARIAS MUNOZ	**7/16/2012**		**TOZZINI**	MAGMA COLTAN

ARIAS	INBOUND	DATE	OFFICE	TO	REFERENCE
	BENNETT	29/02/2017	Central and S	ARIAS	Reviewing of Distributor Agreements in various countries
	BENNETT	July 11 2017	Honduras	ARIAS	Referral request
	BENNETT	Dec 21 2016	Guatemala	ARIAS	Recommendation for a corporate, employment and immigration counsel
	HOGAN	2016	El Salvador	Arias	Banco Cuscatlan
	BENNETT	2016	Honduras	Arias	Referral request Lardizabal
	TOZZINI	2/19/2016	Panama	Arias	LATHAM & WATKINS
	TOZZINI	2/19/2016	El Salvador	Arias	LATHAM & WATKINS
	BAKER	**2015**	CostaR	Arias	Counseling to US publicly traded Panamanian corporation
	BENNETT	2015	Guatemala	Arias	Recommendation for a corporate, employment and immigration counsel
	TOZZINI	1/23/2015	San José	Arias	Vonpar
	TOZZINI	3/2/2015	Tegucigalpa	Arias	Sherwin Williams
	TOZZINI	**1/14/2014**	Costa Rica	Arias	Biotronik Com Médica
	TOZZINI	1/21/2014	Panama	Arias	Invivo
	TOZZINI	1/28/2014	Costa Rica	Arias	Agroceres
	TOZZINI	2/28/2014	Costa Rica	Arias	CHEMTURA
	TOZZINI	2/28/2014	Nicarágua	Arias	CHEMTURA
	TOZZINI	12/10/2014	Costa Rica	Arias	Haver&Boecker
	TOZZINI	2014	Guatemala	Arias	Jorge Luis Arenales Guatemala
	WILSON	**2013**	CostaR	Arias	S Bernard
	TOZZINI	5/4/2012	San José	Arias	Electrolux do Brasil
	TOZZINI	**11/13/2012**	San José	Arias	Taisho
	FRASER	2012	Guatemala	Arias	HSBC bank financing /Guatemala ISMS Guatemala SA

ARIFA	OUTBOUND	DATE	OFFICE	TO	REFERENCE
			2023		**PRAC @ Mexico City**

ARIFA	INBOUND	DATE	OFFICE	TO	REFERENCE
	DAVIS	**2018**	New York	ARIFA	Press Concil, investigative reporting
					Reviewing of Distributor Agreements in various countries
	BENNETT	**Feb 29 2017**	Panama	Central and South America	
	BENNETT	Aug 12 2016	Panama	BVI	Referral for merger and acquisition counsel
	BENNETT	Mar 7 2016	Panama	BVI	Acquisition of companies
	BENNETT	**2016**	BVI	ARIFA	Referral for merger and acquisition counsel Raranago
	Richards	**2015**	Panama	Arifa	Securities
	TOZZINI	**6/19/2014**	Panama	Arifa	Osborne Clarke
	TOZZINI	2/28/2014	Panama	Arifa	CHEMTURA
	TOZZINI	1/14/2014	Panama	Arifa	Biotronik Com Médica
	TOZZINI	**4/18/2013**	Panama	Arifa	Ironshore
	TOZZINI	3/11/2013	Panama	Arifa	CMS Hasche Sigle

BRIGARD	OUTBOUND	DATE	OFFICE	TO	REFERENCE
		2023		**PRAC**	**PRAC @ Mexico City**
	BRIGARD	**2023**		**PRAC**	**PRAC Event Connect IBA Washington**
	BRIGARD	**2023**		**PRAC**	PRAC Event Connect IBA Cartagena
		2023		**PRAC**	PRAC Event Connect IBA PDAC
	BRIGARD	**2022**		**PRAC**	PRAC Let's Talk
	BRIGARD	**2021**		**PRAC**	PRAC Let's Talk
		2020		**PRAC**	PRAC Let's Talk
		2019		**PRAC**	PRAC @ Seattle
		2019		**PRAC**	PRAC @ Costa Rica
		2018		**PRAC**	PRAC Conference
		2018		**PRAC**	PRAC Conference
				CAREY	Client: NatGeo (National Geographic) Matter: Advise them in matters of Consumer Law in relation to the TyC of turistic packages. Origin: Referral de Alvaro Cala a Pablo Iacobelli
	BRIGARD	**9/26/2017**			
				CAREY	Client: Inversiones Coihuin Ltda. Matter: Advice on all sanctioning administrative procedures (Sernapesca, Directemar and SMA) and judicial (environmental damage and compensation of damages) that may occur as a result of the overturning of the vessel "Seikongen" occurred on October 18, 2017 inctor of Pilpilehue, while moving the salmon harvest of Pesquera Camanchaca. Origin: Referral de Brigard & Urrutia (Colombia) a Salvador Valdés/Aldo Molinari
	BRIGARD	11/3/2017			
	BRIGARD	11/8/2017		**CAREY**	Client: Bambora AB Matter: Revision of contracts, risk assesment and preparation of memorandum, including insolvency issues. Origin: Referral de Brigard & Urrutia (Colombia) a Anders Nilsson de Wistrand (Suecia) a Jorge Ugarte
	BRIGARD	1/19/2016		**CAREY**	Grupo Odina ref BNP Paribas
	BRIGARD	**2014**		**CAREY**	NH Hoteles
	BRIGARD	2014		**CAREY**	Harley Davidson ref Berkley Research Group
	BRIGARD	**2013**		**CAREY**	CREDIBANCO
	BRIGARD	2013		**CAREY**	Carlos Laguado Giraldo, quien es el *Director of Legal Operations* de GMAC para Colombia & Chile

BRIGARD	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	CAREY	**7/15/1905**	Michelsen	BRIGARD	CONFIDENTIAL: Assistance on the potential acquisition a business unit of Hunter Douglas in Latin America.
	BENNETT	**01/102019**	Calgary	BRIGARD	An Alberta client in need of Columbian counsel to set up a company and providing general advise
	BENNETT	**8/8/2018**		BRIGARD	Referring of Emerald looking for cannabis laws, regulations and also assist with possible corporate transactions
	DAVIS	**7/10/1905**	Seattle	BRIGARD	General
	BENNETT	**3/30/2017**	Calgary	BRIGARD	Pending
	CAREY	1/16/2017		BRIGARD	Client: GE - Project Atlas Matter: Weil requested recommendations for lawyers in Columbia and Venezuela. Origin: Referral from Pablo Iacobelli to Sergio Michelsen.
	CAREY	7/25/2017		BRIGARD	Client: Société Générale Matter: Chile BRT Financing /securities due diligence Origin: Referral de Diego Peralta a Carlos Urrutia Valenzuela
	CAREY	11/7/2017		BRIGARD	Client: Precision, Pulley & Idler, Inc. Matter: Assist them open a subsidiary in Colombia. Origin: Referral de Héctor Herrera/Pablo Iacobelli a Sergio Michelsen (Colombia)
	BENNETT	**2016**	Toronto	Brigard	Referral request from Air Canada Jose Romero
	BENNETT	2016	Toronto	Brigard	Prospectus Offering (reviewing title opinion)
	BENNETT	2016	Toronto	Brigard	Real Estate matter client Australian High Commission referred by Russell Miller at Minter Ellison
	BENNETT	2016	Toronto	Brigard	Referral request from Air Canada
	BENNETT	2016	Edmonton	Brigard	Reviewing a distribution agreement and trade marks in Colombia
	BENNETT	2016	Toronto	Brigard	Prospectus Offering (reviewing title opinion) Urrutia
	TOZZINI	4/7/2016		Brigard	Almaviva
	TOZZINI	5/6/2015		Brigard	NGK do Brasil
	CAREY	**2014**		Brigard	SMC Mexico
	BAKER	2014		Brigard	Bankruptcy matter
	CAREY	**2013**		Brigard	Herbert Smith Freehills/Australia National Bank
	CAREY	2013		Brigard	Thassap
	CAREY	2013		Brigard	Craft Multimodal
	FRASER	2013		Brigard	Masstech Videolec Staff augmentation services
	TOZZINI	3/28/2012		Brigard	ZTE Corporation
	ALLENDE	**2011**		Brigard	ACE M&A Project
	WILSON	2011		Brigard	M&A project in Colombia
	FRASER	2011		Brigard	PDAC Toronto reception/dinner
	HOGAN	**2010**		Brigard	US Financial Services Client ref Colombia
	HOGAN	2010		Brigard	US Telecom Client inquirty ref Colombia
	TOZZINI	6/29/2009		Brigard	Novartis
	TOZZINI	5/20/2009		Brigard	General Counsel Roundtable
	TOZZINI	4/30/2009		Brigard	Astellas
	TOZZINI	4/24/2009		Brigard	Hasbrosa
	TOZZINI	3/12/2008		Brigard	Coim
	TOZZINI	1/23/2008		Brigard	Hartz

CAREY	OUTBOUND	YEAR	OFFICE	TO	REFERENCE
	CAREY	**2023**	**Fugarte**	**Brigard Santamarina Tozzini Allende**	CL St. GobainCONFIDENTIAL: Assistance on the potential acquisition a business unit of Hunter Douglas in Latin America.
		2023		**PRAC**	PRAC @ Mexico City
		2023		**PRAC**	**PRAC Event Connect IBA Washington DC**
		2023		**PRAC**	PRAC Event Connect IBA Cartagena
		2023		**PRAC**	PRAC On The Road
		2023		**PRAC**	Event Connect PDAC
		2022		**PRAC**	PRAC Let's Talk
		2021		**PRAC**	PRAC Let's Talk
		2020		**PRAC**	PRAC Let's Talk
		2019		**PRAC**	PRAC @ Seattle
		2019		**PRAC**	PRAC @ Costa Rica
	CAREY	**2019**		**LEE AND LI**	2 Patent
	CAREY	**2017**	Sturla	Allende & Brea	Client: Acresis Matter: M&A in Argentina. Origin: Referral de DP a Pablo Louge, Valeriano Guevara, Santiago Sturla.
				Hoet Pelaez	Matter: In relation to Client: GE - Project Atlas
	CAREY	2017	Dominquez	Castillo & Duque	Matter: Weil requested recommendations for lawyers in Columbia and Venezuela. Origin: Referral from Pablo Iacobelli to Carlos Dominguez.
	CAREY	2017	Michelson	Brigard & Urrutia	Client: GE - Project Atlas Matter: Weil requested recommendations for lawyers in Columbia and Venezuela. Origin: Referral from Pablo Iacobelli to Sergio Michelsen.
	CAREY	2017	Urrutia	Brigard & Urrutia	Client: Invesco Matter: In relation to financial services and distribution of foreign products. Origin: Referral de Diego Peralta a Carlos M. Melhem
	CAREY	2017	Michelson	Brigard & Urrutia	Client: Société Générale Matter: Chile BRT Financing /securities due diligence Origin: Referral de Diego Peralta a Carlos Urrutia Valenzuela
	CAREY	2017	Michelson	Brigard & Urrutia	Client: Precision, Pulley & Idler, Inc. Matter: Assist them open a subsidiary in Colombia. Origin: Referral de Héctor Herrera/Pablo Iacobelli a Sergio Michelsen (Colombia)
	CAREY	2017	Aikens	Santamarina Steta	Client: A US based Company Matter: Advice on hiring employees in Mexico Origin: Referral de Oscar Aiken a Juan Carlos De la Vega (Mexico)
	CAREY	2017		**LEE AND LI**	1 patent file
	CAREY	**2016**		**RODYK**	TMA for CRYSTAL LAGOONS in class 42 in Singapore
	CAREY	2016		**RODYK**	NEW PATENT APPLICATION - CHILEAN PRIOROTY 16 1994
	CAREY	2016		**RICHARDS**	Trademark
	CAREY	2016		**RICHARDS**	Trademark
	Carey	4/22/2015		**TOZZINI**	Falabella
	Carey	8/11/2014		**TOZZINI**	Milliken
					Sugal
	CAREY	**2014**		Hogan Lovells	
	CAREY	2014		Hoet	Billabong
	CAREY	2014		Allende	BioMarin Pharmaceutical Inc(Maurício Pinheiro)

	CAREY	2014	Brigard	SMC México
OUTBOUND	Carey	3/25/2014	**TOZZINI**	Bianchi Vending Group S.p.A (BVG)
	Carey	10/15/2013	**TOZZINI**	K+S Chile S.A.
	CAREY	**2013**	**ALLENDE**	Legal advice to AMSAR
	CAREY	2013	Brigard	Herbert Smith Freehils / Australia National Bank
	CAREY	2013	Muñiz	CWE South America Ltd (filial de China Three Gorges Corporation)
				Republic of Chile
	CAREY	2013	Hogan Lovells	
	CAREY	2013	Brigard	Thassap
	CAREY	2013	Muniz	Robeco
	CAREY	2013	Muniz	Intertrust New York, Invenergy LLC
	CAREY	2013	Brigard	Craft Multimodal.
	CAREY	2013	Tozzini Freire	Salinas Diamante Branco (SDB)

CAREY	INBOUND FROM	YEAR	OFFICE	TO	REFERENCE
	BENNETT	**27-Jun-17**	Toronto	CAREY	Referral of securities lawyer concerning an Australian IPO transaction
					Client: The George Washington University
					Matter: Advice on (as a second opinion to that of our current counsel), or for advice on and submission of, our university's application to renew GW's legal entity in Chile in lieu of having our current counsel handle it, once we would give your firm a POA to do so
	Hogan Lovells	3-Jan-18		**CAREY**	Origin: Referral de Bill Ferreira (Washington) a Francisco Guzmán
					Client: BNP Paribas Singapore
					Matter: Revision and opinion on many templates for financial documents
	Hogan Lovells	5-Jan-18		**CAREY**	Origin: Referral de Hogan Lovells Singapore a Marcos Ríos/Diego Peralta
					Client: Vodafone
					Matter: Answer a regulatory questionnaire
	Hogan Lovells	8-Jan-18		**CAREY**	Origin: Referral de Hogan Lovells a Alfonso Silva
					Client: Vodafone
					Matter: Advise them on the negotiation of a contract with Entel Chile
	Hogan Lovells	10-Jan-18		**CAREY**	Origin: Referral de Hogan Lovells a Eduardo Martin
					Client: Amazon Web Services
					Matter: Answer a questionnaire related to import and distribution of electronic products in Chile
	Hogan Lovells	9-Feb-18		**CAREY**	Origin: Referral de Florian Unseld (Germany) a Marcos Ríos
					Client: Booking.com
					Matter: Answer a questionnaire related to marketing laws and regulations in Chile.
	Hogan Lovells	23-Feb-18		**CAREY**	Origin: Referral de Ryan Woo / Bret Cohen (Washington) a Paulina Silva
					Client: ZOLL Medical Corporation
					Matter: To assist them on their entry to Chile.
	Hogan Lovells	1-Mar-18		**CAREY**	Origin: Referral de Hogan Lovells Germany a Marcos Ríos / Ignacio Gillmore / Patricio Laporta
	Pérez-Taimán &	**19-Apr-17**		**CAREY**	Client: GTM Peru
	Hogan Lovells	10-Jan-17		**CAREY**	Client: Ocean Spray Cranberries
	Hogan Lovells	25-Jan-17		**CAREY**	Client: Kids II
	Hogan Lovells	26-Jan-17		**CAREY**	Client: N/A
	Hogan Lovells	27-Jan-17		**CAREY**	Client: Hub One
	Hogan Lovells	30-Jan-17		**CAREY**	Client: Lloyds Banking Group
	Hogan Lovells	13-Feb-17		**CAREY**	Client: Getty Images Latin America
					Matter: Avise Getty Images Latin America on the sale of some personal data base to Getty Images UK
	Hogan Lovells	20-Feb-17		**CAREY**	Client: Covance
	Hogan Lovells	21-Feb-17		**CAREY**	Client: Lego
	Hogan Lovells	1-Mar-17		**CAREY**	Client: Bacardi
	Hogan Lovells	22-Mar-17		**CAREY**	Client: Jungheinrich AG
	Hogan Lovells	23-Mar-17		**CAREY**	Client: Zebra Technologies
	Hogan Lovells	29-Mar-17		**CAREY**	Client: United Biscuits
	Hogan Lovells	30-Mar-17		**CAREY**	Client: Oculus VR / Facebook
	Gide	19-Apr-17		**CAREY**	Client: Sierra Gorda (KGHM)
	Hogan Lovells	12-May-17		**CAREY**	Client: Convergint Technologies
	Hogan Lovells	6-Jun-17		**CAREY**	Client: Snap
	Hogan Lovells	21-Aug-17		**CAREY**	Client: Astute Medical, Inc.
	Hogan Lovells	4-Sep-17		**CAREY**	Client: L Brands Inc., (representa a Victoria's Secret)

CAREY
INBOUND

Hogan Lovells	22-Sep-17		**CAREY**	Client: Lockheed Martin Corporation
Brigard & Urrutia	26-Sep-17		**CAREY**	Client: NatGeo (National Geographic)
Rousaud Costas	16-Oct-17		**CAREY**	Client: NCS Latam S.L.
Hogan Lovells	20-Oct-17		**CAREY**	Client: Convergint Technologies
Brigard & Urrutia	3-Nov-17		**CAREY**	Client: Inversiones Coihuin Ltda.
Tozzini Freire	7-Nov-17		**CAREY**	Client: n/a
Brigard & Urrutia	8-Nov-17		**CAREY**	Client: Bambora AB
Rousaud Costas	28-Nov-17		**CAREY**	Client: HomeServe (antiguamente Reparalia)
Hogan Lovells	7-Dec-17		**CAREY**	Client: Cooper Tire & Rubber Company Matter: A recall on some tires for manufacturing defects. Origin: Referral de Luis Marín (Mexico) a Guillermo Carey
Hogan Lovells	19-Dec-17		**CAREY**	Client: International Game Technology PLC Matter: Compliance of some regulations related to safety warnings in Chile warnings (i.e. if there is a mandatory requirement to translate them in your country, are there any mandatory requirements relating to font size, positioning etc). Origin: Referral de Tracey Bischofberger (UK) a Andrés Salas/Francisco Carey
Hogan Lovells	22-Dec-17		**CAREY**	Client: Maersk Matter: Assist them on a filing process to be initiated in Chile due to the incorporation of a joint venture which will provide terminal handling services to container shipping companies. Origin: Referral de Matthew Levitt (Brussles) a Lorena Pavic
TOZZINI	**6/20/2016**	Brazil	**CAREY**	Akamai acquisition tech company with subsidiary in Chile
TOZZINI	6/14/2016	Brazil	**CAREY**	Akamai acquisition tech company with subsidiary in Chile
SANTAMARINA	6/1/2016	Mexcio	**CAREY**	Turnitin Labor Law issues in Chile and Panama
SKRINE	4/13/2016	Malaysia	**CAREY**	Business Development (Vergara)
DAVIS WRIGHT	4/4/2016	Washington	**CAREY**	Business Development Paula Silvana - DWT Stankey ref updates Carey Data Protection Practice
HOGAN LOVELLS	3/9/2016	Mexico	**CAREY**	Keysight Technologies ref enforceability equipment to Chilean customers under California law
HOGAN LOVELLS	2/23/2016	Madrid	**CAREY**	Telefonica International Wholesale Services ref insurance regulations
HOGAN LOVELLS	2/15/2016	Mexico	**CAREY**	Estee Lauder revise IT service contract for Chilean subsidiary CELA Cosmetico

CAREY
INBOUND

				Cheniere Marketing International negotiation term sheet for two potential LNG SPA's ref Colburn
BAKER BOTTS	2/18/2016		**CAREY**	
BRIGARD	1/19/2016	Columbia	**CAREY**	Grupo Odina ref BNP Paribas
TOZZINI	4/29/2016		Carey	Asics
HOGAN LOVELLS	12/1/2015	Mexico	**CAREY**	Elton Park International general inquiry credit and insolvency laws
HOGAN LOVELLS	11/26/2015	London	**CAREY**	Mitsubishi Hitachi Power Systems Europe Assistance with the reviewing of a new framework agreement for the maintaining of the steam turbines in plants owned by the Enel Group in Italy. The agreement may well also be extended to cover plants in Spain, and possibly also in Chile, owned by Enel/Endesa SA.
HOGAN LOVELLS	11/9/2015		**CAREY**	Fractyl Laboratories: Advise on the development of clinical studies in Chile. Referral de Jonathan Kahan (DC)
HOGAN LOVELLS	10/15/2015		**CAREY**	Alpine Electronics Advise on a possible product recall.
SANTAMARINA	10/11/2015	Mexico	**CAREY**	Puerto Liverpool Advise on the acquisition of 40% of Ripley by way of a takeover bid. Referral de Alberto Saavedra
HOGAN LOVELLS	10/10/2015	USA	**CAREY**	John Lewis Partnership The expansion of its e-commerce platform into various new markets. Referral de Richard Welfare a Ignacio Gilmore.
ROUSAUD	9/30/2015	Spain	**CAREY**	Due Diligence for a possible aquisition. Referral de Alba Hinojosa
MUNIZ	8/5/2015	PERU	**CAREY**	Bitex.la Establishing a subsidiary of their company in Chile. Referral de Mauricio Olaya
RICHARDS BUELL	8/3/2015	Vancouver	**CAREY**	Pac West Properties Help establish this company and provide advice on doing business in Chile. Referral de Jeffrey J. Lowe
RICHARDS BUELL	7/7/2015	Vancouver	**CAREY**	Coutinho & Ferrost AAL Advice on a potential recovery proceeding in Chile. Referral de Alex Eged
HOGAN LOVELLS	7/2/2015	Mexico	**CAREY**	Munich Re Reinsurance dispute. Referral de Juan Francisco Torres Landa (México) a OA.
HOGAN LOVELLS	7/2/2015	Germany	**CAREY**	Google Prepare a report on autonomous driving vehicles in Chile. Referral de Hogan Lovells Germany
ALLENDE	6/22/2015	Argentina	**CAREY**	Intel Advise in relation to a RFP from the Ministry of Health and possibly challenge a recently awarded bid.
ALLENDE	6/22/2015	Argentina	**CAREY**	Intel Corporation Public procurement/ tenders. Referral de Santiago Sturla
HOGAN LOVELLS	6/17/2015	Miami	**CAREY**	SBA Communications Advice for the purchase of telecommunications infrastructure (towers) owned and Telefonia Rural Communication (CTR) and future full legal advice (corporate, commercial, real estate, telecommunications, etc.) to operate in Chile.
HOGAN LOVELLS	6/8/2015	Madrid	**CAREY**	Acciona Energía Advise on the Chilean part of a multi-jurisdictional project on compliance and criminal liability of legal persons.
HOGAN LOVELLS	5/20/2015	Poland	**CAREY**	KGHM Competition law compliance.
HOGAN LOVELLS	3/16/2015	USA	**CAREY**	EchoStar Corporation and Hughes Network Systems Telecommunication regulation.
TOZZINI	2/26/2015	Brazil	**CAREY**	Haver & Boecker Andina Cotización servicios jurídicos. Referral de Aloisio Carneiro da Cunha Menegazzo
TOZZINI	5/6/2015		Carey	NGK do Brasil
ALLENDE	**2014**		**Carey**	CSL Behring
TOZZINI	12/2/2014		Carey	Haver & Boecker
TOZZINI	10/2/2014		Carey	SA Bank
TOZZINI	9/10/2014		Carey	Capsugel
TOZZINI	7/22/2014		Carey	Facebook
TOZZINI	2/28/2014		Carey	CHEMTURA
TOZZINI	2/12/2014		Carey	State Grid
TOZZINI	1/14/2014		Carey	Biotronik Com. Médica
Allende	2014		**Carey**	Pernod Ricard
Hogan Lovells	2014		**Carey**	Vodafone,empresa de UK
Hogan Lovells	2014		**Carey**	DUAL IBÉRICA
Brigard	2014		**Carey**	NH Hoteles
Tozzini	2014		**Carey**	Bianchi Vending Group S.p.A
Allende Brea	2014		**Carey**	CSL Behring
Tozzini	2014		**Carey**	Milliken and Company

CAREY INBOUND

Allende	2014	**Carey**	Cristian Alfredo Macri
King	2014	**Carey**	BAIC International Development Co
Brigard	2014	**Carey**	Harley Davidson
Muniz	2014	**Carey**	Arellano Investigacion & Marketing
Allende	2014	**Carey**	Cognizant Technology Solutions
Muniz	2014	**Carey**	Werksmans Attornys(African bank "SA Bank"),
Muñiz	**2013**	**Carey**	Quintana Minerals Corporation de Houston, Tx
Hogan Lovells	2013	**Carey**	Hogan Lovells US LLP
Santamarina	2013	**Carey**	Kimberly Clark (México)
Brigard	2013	**Carey**	CREDIBANCO (Colombia)
Tozzini Freire	2013	**Carey**	Assist in locating competition counsel
Tozzini Freire	2013	**Carey**	Pacific Alternative Asset Management Company
Hogan Lovells	2013	**Carey**	Seguin Moreau - Grupo OENEO
Hogan Lovells	2013	**Carey**	X-Trade Brokers Brokerage House
Allende	2013	**Carey**	Compañía de seguros Willis
Brigard	2013	**Carey**	Carlos Laguado Giraldo, quien es el *Director of Legal Operations* de GMAC para Colombia & Chile
Hogan Lovells	2013	**Carey**	Backcountry Access, Inc
Tozzini Freire	2013	**Carey**	Amsted Rail
Gide Loyrette	2013	**Carey**	EDF
Tozzini Freire	2013	**Carey**	Amsted Rail
Hogan Lovells	2013	**Carey**	Mitsubishi Corporation
Allende	2013	**Carey**	Checkwell Decision Limited (known as BackCheck)
TOZZINI	12/5/2013	Carey	McCain
TOZZINI	10/4/2013	Carey	CNI e IBRAC
TOZZINI	9/6/2013	Carey	Integration
TOZZINI	7/2/2013	Carey	Global Blue
TOZZINI	4/18/2013	Carey	Ironshore
TOZZINI	4/1/2013	Carey	Pillsbury Winthrop Shaw Pittman LLP
TOZZINI	3/28/2012	Carey	ZTE Corporation

CITY-YUWA	OUTBOUND	DATE	OFFICE	TO	REFERENCE
		2023		PRAC	PRAC @ Mexico City
		2023		PRAC	PRAC On the Road
		2023		PRAC	PRAC Event Connect
		2021		PRAC	PRAC Let's Talk!
		2020		PRAC	PRAC Let's Talk!
		2019		PRAC	PRAC @ Seattle
		2019		PRAC	PRAC @ Costa Rica
	Bennett	**2018**			Office Visit in Tokyo

CITY-YUWA	INBOUND	DATE	OFFICE	TO	REFERENCE
	BENNETT	**2019**		CITY	Calgary Referral U.S. based oilfield services client that is looking for a referral to a Japanese firm for some basic corporate/commercial and IP advice
	BENNETT	**2018**		CITY	Office VIsit in Tokyo

DAVIS	OUTBOUND	DATE	OFFICE	TO	REFERENCE
		2023		**PRAC**	PRAC @ Meixco City
		2023		**PRAC**	PRAC On the Road
		2022		**PRAC**	PRAC Let's Talk
		2022		**PRAC**	PRAC Let's Talk
		2021		**PRAC**	PRAC Let's Talk
		2021		**PRAC**	PRAC Let's Talk
		2020		**PRAC**	PRAC Let's Talk
		2019		**PRAC**	PRAC @ Seattle
		2019		**PRAC**	PRAC @ Costa Rica
	DAVIS	2019	Seattle	**Lee and Li**	12 Patent trademark
	DAVIS			**SYCIP**	Amazon Regulatory Survey
	DAVIS			**SYCIP**	Patriot Act
	DAVIS			**SYCIP**	S& P Global - GDPR Comparison
	DAVIS			**SYCIP**	SMS Messages
	DAVIS			**SYCIP**	TIN Application
	DAVIS			**SYCIP**	Boiling Crab Franchise Co
	DAVIS			**SYCIP**	Boiling Crab Franchise Co
	DAVIS	**2018**	Seattle	**BENNETT**	Telcom work / Dan Waggoner
	DAVIS	2018	Seattle	Santamarina	Corporate Finance and real estate
	DAVIS	2018		**SYCIP**	Geolocation 2018: Update of Geolocation Questionnaire
	DAVIS	2018		**SYCIP**	Data Protection Officers: Advice on Data Protection
	DAVIS	2018	Portland	Tozzini	Commercial Dispute
	DAVIS	2018	New York	Santamarina	Subpoena
	DAVIS	2018	Seattle	Lee and Li	Corporate
	DAVIS	2018	New York	Rodyk	Libel Counsel
	DAVIS	2018	New York	Nauta	Real Estate Counsel
	DAVIS	2018	Seattle	Skrine	Bankruptcy Counsel
	DAVIS	2018	New York	ARIFA	Press council, investigative reporting
	DAVIS	2018	Seattle	BrigardU	General
	DAVIS	2018	New York	Hogan	Hong Kong ROP Issues
	DAVIS	2018	Seattle	Rodyk	Corporate formation matter
	DAVIS	2018	Seattle	Santamarina	Corporate formation matter
	DAVIS	**2017**		**LEE AND LI**	20 patent files
	DAVIS	2017		**SYCIP**	TBC NAKED. File response to the Prov. Refusal for IR no. 1304227.
	DAVIS	2017		**SYCIP**	TBC HALF NAKED. File response to the Prov. Refusal for IR no. 1312564.
	DAVIS	2017		**SYCIP**	Update of Geolocation Questionnaire.
	DAVIS	2017		**SYCIP**	TBC NAKED. File response to the Prov. Refusal for IR no. 1304227.
	DAVIS	2017		**SYCIP**	TBC HALF NAKED. File response to the Prov. Refusal for IR no. 1312564.
	DAVIS	2017		**SYCIP**	Update of Geolocation Questionnaire.
	DAVIS	**2016**		Kenya	Kenya referral / Waggoner
	DAVIS	2016	USA	**KOCHHAR**	IP Matters (BlackBerry & Ira Sohn Conference Foundation, Inc.)
	DAVIS	2016		South Africa	Privacy referral /Waggoner
	DAVIS	2016-2017		**LEE AND LI**	20 referral files for the period 2016-2017 ref Corporate, Trademark and Patent matters
	DAVIS	2016		Egypt	Egypt general corporate matter/Waggoner
	DAVIS	2016		**RODYK**	Due Diligence on CSC Technology Singapore Pte Ltd
	DAVIS	4/4/2016	Washington	**CAREY**	Business Development Paula Silvana - DWT Stankey ref updates Carey Data Protection Practice
	DAVIS	2016		**SyCip**	Microsoft Update 2016: advice on geolocation questions.

	DAVIS	2016	**SyCip**	Thomson Reuters: advice on privacy rules.
	DAVIS	2016	**SyCip**	VAS Query: advice on VAS Providers.
OUTBOUND	DAVIS	7/8/1905	**RICHARDS**	Commercial Transactions
	DAVIS	**2015**	**RICHARDS**	Trade-Marks
	DAVIS	2015	**RICHARDS**	Trade-Marks
	DAVIS	2015	**RICHARDS**	Trade-Marks
	DAVIS	2015	**SYCIP**	PHO HOA – Inquiry Re: Trademark Assignment.
	DAVIS	2015	**SYCIP**	Conduct Trademark Search: PHO HOA for Restaurant Services.
	DAVIS	2015	**SYCIP**	Trademark: BLACKBERRY & DESIGN (left) - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Trademark: BOLD - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Trademark: BLACKBERRY BOLD - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Trademark: CURVE - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Trademark: BLACKBERRY CURVE - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Trademark: SURETYPE - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	PCT/US2011/028911 - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	PCT/US2010/050061 - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Mark: BONDOG. To file new tm application in multi classes
	DAVIS	2015	**SYCIP**	PCT/US2010/038426 - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	PCT/US2010/0318111 - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Microsoft 2 (VOiP): advise client on conferencing and VOiP applications.
	DAVIS	2015	**SYCIP**	Microsoft Data Center 2015 Center: advise client on law applicable to Data Centers.
	DAVIS	2015	**SYCIP**	Transport Service: advice client on In-House data center services.
	DAVIS	**2014**	**ALLENDE**	Referral of CSR Quingdao
	DAVIS	2014	**RICHARDS**	Commercial Transactions
	DAVIS	2014	**BAKER**	Oil & Gas Litigation
	DAVIS	2014	**SYCIP**	Pink's Hot Dogs, Inc. – TTRA: advice and assist client regarding its application for tax treaty relief on royalties.
	DAVIS	2014	**SYCIP**	Trademark: The Boiling Crab - Assist in filing response to Provisional Refusal.
	DAVIS	2014	**SYCIP**	Trademark: BLACKBERRY - Assist in the recordation of change of name and renewal of registration.
	DAVIS	2014	**SYCIP**	Trademark: BOVADA (Block Letters). Assist in the filing of new trademark application Classes 38 & 41.
	DAVIS	2014	**SYCIP**	Microsoft Data Center
	DAVIS	2014	**SYCIP**	Microsoft Servers: advise client on telecoms queries
	DAVIS	**2013**	**RICHARDS**	Civil Litigation
	DAVIS	2013	**SYCIP**	Review of draft Development and License Agreement between Licensee and US Franchisor.
	DAVIS	2013	**SYCIP**	Mark: 123 SESAME STREET & Street Sign Device. Assist in the filing of new trademark application in multi classes and maintenance of the registration.

DAVIS	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	Bennett	**2018**	Seattle	**DAVIS**	Telecommunications matter
	BENNETT	2018	Seattle	DAVIS	Referring of PE clients (Signal Hill) in locating a lawyer in Seattle with respect to putting a builders' lien & some possible litigation regarding a construction contract
	BENNETT	2018	Seattle	DAVIS	Purchase of controlling interest TriWest Capital Partners of PRT Growing Services
	BENNETT	2018	Seattle	DAVIS	Referral of counsel in the Los Angeles / Orange County area for insolvency-related professional negligence litigation
	NautaDutilh	2018	LosAngeles	**DAVIS**	Trademark
	Richards Buell	2018	Seattle	**DAVIS**	Probate Advice
	Bennett Jones	2018	Seattle	**DAVIS**	Local counsel for acquisition
	BENNETT	**2017**	Delaware	Davis	Delaware - Investment in Aspen Power Catamarans / S. Tune
	BENNETT	2017	Delaware	Davis Wright	Referral of an acquisition matter of a power transmission line construction and maintenance group
	BENNETT	1-Aug-17	Seattle	Davis Wright	Referral to DWT of Yukon counsel
	BENNETT	12-Jul-17	Seattle	Davis Wright	Bennett Jones Delegation office visit
	BENNETT	13-Jun-17	Seattle	Davis Wright	Acquisition of Assisted Living Facility in Washington state - S. Tune
	BENNETT	2017	Delaware	Davis Wright	Possible acquisition in Washington
	BENNETT	2017	Delaware	Davis Wright	Corporate lawyer referral
	BENNETT	**2016**	Alaska	Davis Wright	Prostar Energy matter - incorporating a company
	BENNETT	2016	Seattle	Davis Wright	Referral for local counsel ref acquisition ref. TriWest Capital Partner /Tune Waggoner
	BENNETT	2016	Alaska	Davis Wright	Prostar Energy matter - incorporating a company / Sarah Tune
	SIMPSON	2016	Seattle	Davis Wright	Shalakanny Law Office - recommendation Egypt law firm- (Dan Waggoner)
	RICHARDS	**2015**		Davis Wright	Commercial IP
	SIMPSON	**2013**		Davis Wright	Tuaropaki Trust, PCW's Wasabi Grower's Agreement
	RICHARDS	**2014**		Davis Wright	Commercial Transactions
	RICHARDS	2014		Davis Wright	Corporate
	RICHARDS	2014		Davis Wright	Bankruptcy

DENTONS RODYK	OUTBOUND	DATE		TO	REFERENCE
	DentonsRodyk	**2023**		**PRAC**	PRAC @ Mexico City
	DentonsRodyk	2023		**PRAC**	**PRAC On The Road**
	Dentons Rodyk	2023		**PRAC**	**PRAC Event Connect Breakfast Host**
	DentonsRodyk	**2022**		**PRAC**	PRAC Let's Talk
	DentonsRodyk	**2021**		**PRAC**	PRAC Let's Talk
	DentonsRodyk	**2020**		**PRAC**	PRAC Let's Talk
	DentonsRodyk	**2019**		**PRAC**	PRAC @ Seattle
	DentonsRodyk	**2019**		**PRAC**	PRAC @ Costa Rica
	DentonsRodyk	**2019**		**LEE AND LI**	Corporate
	Dentons Rodyk	10/1/2018		**SIMPSON**	Ahmed Mohamed Saleh Baeshen & Co - Rabea
	Dentons Cardenas	14/2/2018			Colombina S.A. - Trade Mark Renewals
				SIMPSON	
	Dentons	2018		**SYCIP**	IBLUE OCEAN RESOURCES: Advice on Securities Regulation
	Dentons Rodyk	2017		**LEE AND LI**	2 corporate files
	Dentons Rodyk	5/16/2017		**SIMPSON**	Bank client - financing NZ property purchase - preliminary queries regarding taking security over re
	Dentons Rodyk	7/14/2017		**SIMPSON**	Establishment of SPV (joint venture) in NZ - NZ aspects
	Dentons US LLP	6/23/2017		**SIMPSON**	Verifone Protection Project
	Dentons	1/17/2017		**SIMPSON**	Blue Cross Travel Services B.V. – Provis
	Rodyk	2017		**SYCIP**	Marnix-Reinsurance - to answer queries in relation to the Philippines' regulatory position
	Rodyk	**2016**	Singapore	**KOCHHAR**	Corporate advisory matter
	Rodyk	2016		**KOCHHAR**	Due Diligence on a Singapore company
	Rodyk	2016		**KOCHHAR**	Serial Innovations. Corporate. Due-Diligence with respect to Investments in Singapore by client
	Rodyk	2016		**KOCHHAR**	Matter regarding Singapore Kochhar operations
	Rodyk	2017	Singapore	**LEE and LI**	Corporate
	Rodyk	11/19/2014		**TOZZINI**	Mitsuji Konoshita (Group Lease Public Company Limited)
	Rodyk	**6/12/2013**		**SIMPSON**	file

DENTONS RODYK	INBOUND	DATE		TO	REFERENCE
	DAVIS	**2018**		RODYK	Corporate Formation matter
	DAVIS	2018		RODYK	Libel Counsel
	MUNIZ	**2017**	MYANMAR	RODYK	Incorporation corp client Myanmar
	BENNETT	**2016**		**RODYK**	Legal Advice on JDTAP Holdings Pte. Ltd.
	BENNETT	2016	Singapore	RODYK	Recommendation for corporate counsel Sivanesan
	Carey y Cía. Ltda.	2016		**RODYK**	TMA for CRYSTAL LAGOONS in class 42 in Singapore
	Carey y Cía. Ltda.	2016		**RODYK**	NEW PATENT APPLICATION - CHILEAN PRIOROTY 16 1994
	Clayton Utz	2016		**RODYK**	TMA PERPETUAL CORPORATE TRUST in classes 35, 36 & 38 in Singapore
	Clayton Utz	2016		**RODYK**	Careers Australia Group Ltd
	Clayton Utz	2016		**RODYK**	Revocation for Non-Use against TM Reg. No. T9807657I In Class 36 In Singapore
	Clayton Utz	2016		**RODYK**	TMA for FINAL St Andrew s Cross 1 in Class 10 & 25 in Brunei
	Clayton Utz	2016		**RODYK**	TMA for FINAL St Andrew s Cross 2 in Class 10 & 25 in Brunei
	Clayton Utz	2016		**RODYK**	TMA for FINAL St Andrew s Cross 3 in Class 10 & 25 in Brunei
	Clayton Utz	2016		**RODYK**	TMA for 2XU [in plain script] in Class 10, 25, 28 & 35 in Brunei
	Clayton Utz	2016		**RODYK**	TMA for HUMAN PERFORMANCE. MULTIPLIED. [plain script with punctuation] Class 10 & 25 in Brunei

	Clayton Utz	2016	**RODYK**	TMA for CHAMPION OF THE HEART [in plain script] in Class 10 & 25 in Brunei
	Clayton Utz	2016	**RODYK**	IR No. 1209370 (S'pore TM No. T1411397D) for FINAL St Andrew's cross 1 in class 10 & 25
	Clayton Utz	2016	**RODYK**	TMA PERPETUAL+ Infinity Logo in Classes 35, 36 and 38 in Singapore
	Clayton Utz	2016	**RODYK**	International Registration no. 1211562 Singapore Trade Mark No. T1414243E
	Clayton Utz	2016	**RODYK**	International Registration no. 1213527 Singapore Trade Mark No. T1413494G
INBOUND	Clayton Utz	2016	**RODYK**	TMR No. T0416617Z in Class 5 in Singapore
	Clayton Utz	2016	**RODYK**	TMS (1) GrowX (2)Grow (3) Fingerprint device in Classes 9 & 36 in Singapore
	Clayton Utz	2016	**RODYK**	IR No. 1239744 (S'pore TM No. 40201504697T) in Classes 10 & 25
	Clayton Utz	2016	**RODYK**	TMA "POWERHELP" IN CLASS 9 IN S'PORE
	Davis Wright Trem	2016	**RODYK**	Due Diligence on CSC Technology Singapore Pte Ltd
	Gide	2016	**RODYK**	Memorandum - DCNS
	Gide	2016	**RODYK**	Due Diligence
	Gide	2016	**RODYK**	Review security documents and to issue legal opinion for New Hope Singapore Pte Ltd
	Gide	2016	**RODYK**	Vineland Ltd Sale and Purchase of Prodgy Pacific Ltd
	Gide	2016	**RODYK**	General Enquiries
	Kochhar & Co	2016	**RODYK**	TMA SEEMATTI & Device in Classes 24 & 25 in Singapore
	Kochhar & Co	2016	**RODYK**	IR 1205746 (Singapore TM No. T1409568B) in class 30
	Kochhar & Co	2016	**RODYK**	IR 1240611 (Singapore TM No. 40201505235W) in Classes 29 & 30
	Kochhar	2016	**RODYK**	Matter referred by Kochhar Singapore office
	Kochhar	2016	**RODYK**	Banking matters - EXIM BANK
	Morgan, Lewis & B	2016	**RODYK**	General Corporate Advice – SunGard
	Nauta Dutilh	2016	**RODYK**	Singapore Tax Question regarding Employee Participation Plan
	Santamarina	2016	**RODYK**	Advice on Corporate Affairs of Aspen Holdings Pte Ltd and Plan B Ventures Pte Ltd
	Skrine	2016	**RODYK**	Resealing of Grant of Probate - Estate of Ling Nyuk Ying, Deceased
	Skrine	2016	**RODYK**	COURT SEARCHES - MITSUI FUDOSAN ASIA PTE. LTD.
	Skrine	2016	**RODYK**	Review of Mutual Separation Agreement
	Skrine	2016	**RODYK**	Estate of Keith McCreary Graham, Deceased - Resealing of Grant of Probate
	Skrine	2016	**RODYK**	ACK International Employment matters
	TOZZINI	6/16/2015	**RODYK**	TPK HOPPT HOLDINGS PTE. LTD. e JETA IND. E COM. LTDA.
	SIMPSON	**17/4/2014**	**RODYK**	Serving Mortagor with PLA notices
	Clayton Utz	2013	**Rodyk**	Singapore Corporate Advice
	Clayton Utz	2013	**Rodyk**	TMA "ProChoice Device" in classes 3, 9, 19, 20, 24 & 25 in Singapore
	Clayton Utz	2013	**Rodyk**	TMA "WORKIT" in classes 9 & 25 in Singapore
	Clayton Utz	2013	**Rodyk**	Advice on Intermediary liability in Singapore (Davis Wright Tremaine LLP)
	Gide Loyrette Nou	2013	**Rodyk**	Investment in Myanmar (France Telecom)
	Gide Loyrette Nou	2013	**Rodyk**	Review of Christian Louboutin Terms of Use and Advice on e-Commerce Platform
	Gide Loyrette Nou	2013	**Rodyk**	Singapore Law Memo
	Santamarina y Stet	2013	**Rodyk**	Advice on Corporate Affairs of Aspen Holdings Pte Ltd and Plan B Ventures Pte Ltd
	King & Wood	2013	**Rodyk**	Memo on "Over-the Counter" rules and regulations
	Fraser Milner Casg	2013	**Rodyk**	Advice on Employment and Related Matters (Navtech, Inc.)
	Simpson Grierson	2013	**Rodyk**	Service of Notice
	Simpson Grierson	2013	**Rodyk**	Service of Notice
	Skrine	2013	**Rodyk**	Legal Opinion On Issuance of Guarantee By Singapore Related Company
	Skrine	2013	**Rodyk**	Legal Opinion on Issuance of Guarantee By Greatearth Construction Pte Ltd
	Skrine	2013	**Rodyk**	Resealing of Grant of Probate
	Skrine	2013	**Rodyk**	Resealing of Grant of Probate
	Skrine	2013	**Rodyk**	Incorporation of Company - We Do Technologies Singapore Pte Ltd (Sonaecom Group)
	Skrine	2013	**Rodyk**	Review of Master Agreement under Singapore law (TC Euro Cars Sdn. Bhd.)

GIDE	OUTBOUND	DATE	OFFICE	TO	REFERENCE
	GIDE	**2017**		**CAREY**	Client: Sierra Gorda (KGHM) Matter: Revision and possible termination of a contract between Sierra Gorda and Hempel Intermetaux
	GIDE	**2016**		**Rodyk**	Memorandum - DCNS
	Gide	**2016-2017**		**LEE AND LI**	14 referral files ref trademark matters
	Gide	2016		**Rodyk**	Due Diligence
	Gide	2016		**Rodyk**	Review security documents and to issue legal opinion for New Hope Singapore Pte Ltd
	Gide	2016		**Rodyk**	General Enquiries
	Gide	2016		**Rodyk**	Vineland Sale and purchase of Prodigy
	Gide	**2013**		**Rodyk**	Investment in Myanmar (France Telecom)
	Gide	16/2/2013	Paris	**SIMPSON**	
	Gide	7/2/2013	Paris	**SIMPSON**	De Sangosse Group, Due Diligence Mantissa
	Gide	2013		**CAREY**	EDF purchase re Dalkai France Review of Christian Louboutin Terms of Use and Advice on e-Commerce Platform
	Gide	2013		**Rodyk**	
	Gide	2013		**Rodyk**	Singapore Law Memo

GIDE	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	BENNETT	**2018**	Kiev	Gide	A client looking to set up either a company or branch office in Ukraine and need to seek local legal advice
	BAKER	**2017**		Gide	Potential contract dispute with a customer that is governed by the laws of France
	BAKER	**2015**		Gide	Local tax review of commercial forms agreement
	RICHARDS	**2013**		Gide	Litigation

GOODSILL	OUTBOUND	DATE	OFFICE	TO	REFERENCE
	GOODSILL	2023		PRAC	PRAC Event Connect
	GOODSILL	2023		PRAC	PRAC Event Connect Washington DC
	GOODSILL	2023		PRAC	PRAC IBA New Orleans
	GOODSILL	2022		PRAC	PRAC Let's Talk!
	GOODSILL	2021		PRAC	PRAC Let's Talk!
	GOODSILL	2020		PRAC	PRAC Let's Talk!
	GOODSILL	2019		PRAC	PRAC Conference Costa Rica
	GOODSILL	2019		PRAC	PRAC Conference Seattle
					Referral for American Samoa barred attorney not located in American Samoa
	GOODSILL	2017			
	GOODSILL	2017		LEE and LI	
	GOODSILL	2017		DAVIS	Health Care Attorney review of Inspector General compliance and CIA's
	GOODSILL	2017		ALL	Beijing estate referral (condo matter)

GOODSILL	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	BENNETT	2017	Hawaii	Goodsill	Purchase of residential property
	BENNETT	2016	Hawaii	Goodsill	Hawaii real estate matter

HOET/LEGA	OUTBOUND	DATE	OFFICE	TO	REFERENCE
					Fugarte: Client: OEC Partners (formerly Odebrecht)
					Description: Assistance on a trial against Hunter Douglas Chile
	Lega	2023	Bolivia	BRIGARD	Origin: Referral from José Gregorio Torrealba (Caracas, Venezuela) to Gonzalo Fernández
					PRAC Let's Talk!
		2022		PRAC Members	
					PRAC Let's Talk!
		2021		PRAC Members	
					PRAC Let's Talk!
		2020		PRAC Members	

HOET	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
					Client: GE - Project Atlas
					Matter: Weil requested recommendations for lawyers in Columbia and Venezuela.
	CAREY	**2017**		Hoet	Origin: Referral from Pablo Iacobelli to Carlos Dominguez.
	CAREY	**2014**		Hoet	Billabong
	ALLENDE	2012		Hoet	Referral of local pharmaceutical company

HOGAN	OUTBOUND	DATE	OFFICE	TO	REFERENCE *Note Lovells now reported under HOGAN LOVELLS
		2023		**PRAC**	**PRAC On The Road**
		2023		**PRAC**	**PRAC Event Connect IBA Washington**
		2023		**PRAC**	**PRAC Event Connect PDAC Toronto**
		2023		**PRAC**	**PRAC @ Mexico City**
	HOGAN	2022		**PRAC**	**PRAC Let's Talk!**
	HOGAN	2021		**PRAC**	**PRAC Event Connect NYC IBA M&A**
	HOGAN	2020		**PRAC**	**PRAC Let's Talk!**
	HOGAN	2019		**PRAC**	**PRAC @ Seattle**
	HOGAN	2019		**PRAC**	**PRAC @ Costa Rica**
	HOGAN	2019	UK	**SIMPSON**	UiPath, Inc.: Trade Mark Infringement Cl
	HOGAN	2019	Shanghai	**BENNETT**	Toronto office Invited to pitch - China CITIC Bank and China CITIC Bank International to provide urgent fee quote in relation to an acquisition finance involving acquisition of a Toronto listed company (CDN $1.5 billion purchase price)
	Hogan Lovells	2019	**Intl**	**LEE AND LI**	59 Corporate Trademark
	Hogan Lovells	2019	**Alicante**	**LEE AND LI**	1 trademark files
	Hogan Lee	2019	**Li**	**LEE AND LI**	1 Corporate
	Hogan Horitzu	2019	**Japan**	**LEE AND LI**	169 Patent Trademark
	Hogan USA	2019	**USA**	**LEE AND LI**	9 corporate
	Hogan USA	2019		**SYCIP**	Employee Diversity
	Hogan Lovells	2019		**SYCIP**	B2B Direct Marketing 2019
	Hogan Lovells	2019		**SYCIP**	MSA Data Protection Exhibit
	Hogan Lovells	2019		**SYCIP**	Project Infinity
	Hogan USA	2019		**SYCIP**	DPO Inquiry
	Hogan USA	2019		**SYCIP**	Employee Privacy Notice
	Hogan USA	2019		**SYCIP**	Employment Queries
	Hogan USA	2019		**SYCIP**	Hotstar
	Hogan USA	2019		**SYCIP**	Employee Diversity
	Hogan Lovells	2019		**SYCIP**	B2B Direct Marketing 2019
	Hogan Lovells	2019		**SYCIP**	MSA Data Protection Exhibit
	Hogan Lovells	2019		**SYCIP**	Project Infinity
	Hogan USA	2019		**SYCIP**	DPO Inquiry
	Hogan USA	2019		**SYCIP**	Employee Privacy Notice
	Hogan USA	2019		**SYCIP**	Employment Queries
	Hogan USA	2019		**SYCIP**	Hotstar
	HOGAN	**2018**	Mexico	**BENNETT**	London Consulting Group needs guidance on: (i) registering a new company, (ii) labor law and hiring schemes and (iii) immigration requirements for obtaining a business visa
	HOGAN	2018	Hong Kong	**BENNETT**	Client looking for advice on real estate financing transaction in Vancouver
	HOGAN	10/4/2018		**SIMPSON**	Marketing Authorisation Holders Requirem
	HOGAN	9/13/2018		**SIMPSON**	Marketing Authorisation Advice (E)
	HOGAN	5/2/5018		**SIMPSON**	FRB Project: Instructions (Tier 3 New Ze
	HOGAN	5/9/2018		**SIMPSON**	Amarin Pharma Inc. - Clinical Trial Advi
	HOGAN	4/24/2018		**SIMPSON**	Gardner Denver iConn Monitoring System
	HOGAN	2018		**SYCIP**	Avande – Website Privacy Requirements:Philippine data privacy compliance
	HOGAN	2018		**SYCIP**	Google: Confidential
	HOGAN	2018		**SYCIP**	Marketing-Related Consent Requirements: Philip data protection and e-privacy laws
	HOGAN	2018		**SYCIP**	Pearson: DPS registration
	HOGAN	2018		**SYCIP**	Data Security Incident: Advice on Philippine data privacy law
	HOGAN	2018		**SYCIP**	Tencent – Payment Aggregation Survey: Advice on payment aggregation model
	HOGAN	2018		**SYCIP**	Netflix – SMS Survey: Advice on Philippine regulatory matters

	HOGAN	2018	**SYCIP**	Project Duke: Assist client in releasing pledge on shares of Jobstreet Philippines
	HOGAN	2018	**SYCIP**	AXA Regulatory advice – regulatory advice sale online third party travel insurance
	HOGAN	2018	**SYCIP**	Philippine Marketing Review: Advice on Philippine law marketing
	HOGAN	2018	**SYCIP**	SMS Review Template: Advice on international SMS survey
	HOGAN	1/3/2018	**CAREY**	Client: The George Washington University
OUTBOUND	HOGAN	1/5/2018	**CAREY**	Client: BNP Paribas Singapore
	HOGAN	1/8/2018	**CAREY**	Client: Vodafone
	HOGAN	1/10/2018	**CAREY**	Client: Vodafone
	HOGAN	2/9/2018	**CAREY**	Client: Amazon Web Services
	HOGAN	2/23/2018	**CAREY**	Client: Booking.com
	HOGAN	3/1/2018	**CAREY**	Client: ZOLL Medical Corporation
	HOGAN	2018	**BENNETT**	Canadian Client seeking employment law advice, in the corporate/TMT area
	HOGAN	**1/10/2017**	**CAREY**	Client: Ocean Spray Cranberries Matter: Provide some guidance around the risks/consequences of using advertising that likely constitutes health claims. Origin: Referral de Richard Welfare a Ignacio Gillmore.
	HOGAN	1/25/2017	**CAREY**	Client: Kids II Client: N/A Matter: Legal advice regarding the analysis of coverage of a claim under two Chilean insurance policies. Origin: Referral a MR.
	HOGAN	1/26/2017	**CAREY**	Client: Hub One
	HOGAN	1/27/2017	**CAREY**	Client: Lloyds Banking Group
	HOGAN	1/30/2017	**CAREY**	Client: Getty Images Latin America Matter: Avise Getty Images Latin America on the sale of some personal data base to Getty Images UK Origin: Referral de Hogan Lovells (Mexico) a Guillermo Acuña
	HOGAN	2/13/2017	**CAREY**	Client: Covance Matter: Assistance on data protection and privacy warning to its workers. Origin: Referral de Bret Cohen (Washington, USA) a Paulina Silva
	HOGAN	2/20/2017	**CAREY**	Client: Lego Matter: Pitch for Lego Origin: Referral de Hogan Lovells Mexico a Eduardo Martin
	HOGAN	2/21/2017	**CAREY**	Client: Bacardi Matter: RFP and legal advice in all áreas. The client contacted Alfonso Silva directlly. Origin: Referral de Hogan Lovells (USA) a Marcos Ríos
	HOGAN	3/1/2017	**CAREY**	Client: Jungheinrich AG Matter: To advice in data protection and cyber security in internet. Origin: Referral de Christian Tinnefeld (Hamburg, Germany) a Paulina Silva.
	HOGAN	3/22/2017	**CAREY**	Client: Zebra Technologies Matter: Answer a regulatory questionnaire regarding the possible implementation of a push-to-talk service based on IP protocol. Origin: Referral de Hogan Lovells Mexico a Eduardo Martin
	HOGAN	3/23/2017	**CAREY**	Client: United Biscuits Matter: Advise on food labelling in compliance with chilean legislation. Origin: Referral de Hogan Lovells (UK) a Ignacio Gillmore
	HOGAN	3/29/2017	**CAREY**	

OUTBOUND	Hogan	3/30/2017		**CAREY**	Client: Oculus VR / Facebook Matter: Advice in regulatory matters regarding the products. Origin: Referral de Hogan Lovells a Cristina Busquets
	HOGAN	5/12/2017		**CAREY**	Client: Convergint Technologies Matter: Legal advice to do business in Chile. Origin: Referral de Hogan Lovells a Marcos Ríos.
	HOGAN	6/6/2017		**CAREY**	Client: Snap Matter: Advice them in chilean competition law regarding the sales of Snap lenses by sales representatives. Origin: Referral de Ricardo Pons Mestre (Mexico) a Francisco Ugarte.
	HOGAN	8/21/2017		**CAREY**	Client: Astute Medical, Inc. Matter: Prepare a report of legal requirements and regulations for the import and sale of their product (in vitro diagnosis device). Origin: Referral de Ernesto Algaba (Mexico) a Guillermo Acuña/Ignacio Gillmore.
	HOGAN	9/4/2017		**CAREY**	Client: L Brands Inc., (representa a Victoria's Secret) Matter: To assist them on the recall of some Victoria´s Secret products. Origin: Referral de Richard Welfare (London, UK) a Ignacio Gillmore
	HOGAN	9/22/2017		**CAREY**	Client: Lockheed Martin Corporation Matter: Prepare a memorandum regarding the efects of international acquisitions Origin: Referral de Hogan Lovells (Baltimore) a Marcos Ríos.
	HOGAN	10/20/2017		**CAREY**	Client: Convergint Technologies Matter: Advice in subcontracting a Chilean company for the installation of electronic security equipment. Origin: Referral de Kevin Burke (Denver, USA) a Marcos Ríos
	HOGAN	12/7/2017		**CAREY**	Client: Cooper Tire & Rubber Company Matter: A recall on some tires for manufacturing defects. Origin: Referral de Luis Marín (Mexico) a Guillermo Carey
	HOGAN	12/19/2017		**CAREY**	Client: International Game Technology PLC Matter: Compliance of some regulations related to safety warnings in Chile warnings (i.e. if there is a mandatory requirement to translate them in your country, are there any mandatory requirements relating to font size, positioning etc). Origin: Referral de Tracey Bischofberger (UK) a Andrés Salas/Francisco Carey
	HOGAN	12/22/2017		**CAREY**	Client: Maersk Matter: Assist them on a filing process to be initiated in Chile due to the incorporation of a joint venture which will provide terminal handling services to container shipping companies. Origin: Referral de Matthew Levitt (Brussles) a Lorena Pavic
	Hogan Lovells	2017	Intl	**LEE AND LI**	69 trademark files
	Hogan Lovells	2017	Alicante	**LEE AND LI**	7 trademark
	Hogan Lovells	2017	Lee and Lee	**LEE AND LI**	1 corporate file
	Hogan Lovells	2017	Japan	**LEE AND LI**	191 trademark files
	Hogan Lovells	2017	USA	**LEE AND LI**	32 trademark files
	Hogan Lovells Interna	3/31/2017	LONDON	**SIMPSON**	adidas International B.V. - All-Day app
	Hogan Lovells US LLP	1/23/2017	WASHINGTON	**SIMPSON**	New Zealand Data Protection Issue in M&A
	hogan	10/27/2017	n/a	**SIMPSON**	Cornell University – Cornell Institute o
	Hogan	9/20/2017	Belgium	**SIMPSON**	Reimbursement from patients for products
	HOGAN LOVELLS	2017		**SYCIP**	AXA-Cooperation with Worldnomads Group (WNG) website insurance
	HOGAN LOVELLS	**2017**	Hong Kong	**All Firms**	PRAC 2017 @ Hong Kong Conference
	HOGAN LOVELLS	2017		**SYCIP**	Review of Employment Contract
	HOGAN LOVELLS	2017		**SYCIP**	Refer a Friend Program: advice on legal compliance
	HOGAN LOVELLS	2017		**SYCIP**	Fluor BCR: advise on data privacy
	HOGAN LOVELLS	2017		**SYCIP**	Master Services Agreement: data protection compliance advice
	HOGAN LOVELLS	2017		**SYCIP**	Philippine DPO
	HOGAN LOVELLS	2017		**SYCIP**	Fluor: advise on data privacy
	HOGAN LOVELLS	2017		**SYCIP**	Melco Crown: advise client on privacy issues

Outbound

HOGAN LOVELLS	2017		**SYCIP**	Netflix: advise client on privacy laws
HOGAN LOVELLS	2017		**SYCIP**	ZEBRA: Regulatory advice on Workforce Connect service (Philippines)
HOGAN LOVELLS	2017		**SYCIP**	Premier Panel: advise client on privacy
HOGAN LOVELLS	2017		**SYCIP**	AP Data Breach: advice client on rules on data breaches
HOGAN LOVELLS	2017		**SYCIP**	Tencent Data Processing: review data protection agreement
HOGAN LOVELLS	2017		**SYCIP**	DTCC advice on privacy law
HOGAN LOVELLS	2017		**SYCIP**	Q Cloud: advice on cloud services and privacy laws
HOGAN LOVELLS	2017		**SYCIP**	Review of TTA/Release Form.
HOGAN LOVELLS	2016	Washingtn	**All Firms**	Hogan Lovells IBA @ Washington reception
HOGAN LOVELLS	2016-2017	INTL	**LEE AND LI**	30 referral matters ref. corporate, patent and trademarks matters
HOGAN LOVELLS	2016-2017	PARIS	**LEE AND LI**	10 referral matters ref corporate and trademark matters
HOGAN LOVELLS	2016	LEE	**LEE AND LI**	corporate matter
HOGAN LOVELLS	2016-2017	HORITSU	**LEE AND LI**	287 referral matters ref. trademark
HOGAN LOVELLS	2016	USA	**LEE AND LI**	27 referrral matters, corporate and trademark
HOGAN LOVELLS	1/11/2016	Brussels	**SIMPSON**	Amarin Pharma Inc – informed consent form review
HOGAN LOVELLS	9/11/2016	Colorado	**SIMPSON**	SIMS Mecial Promotion of Medical Device
HOGAN LOVELLS	2016	Spain	**KOCHHAR**	IP - Trademark watch services (caterpillar)
HOGAN LOVELLS	2016	Spain	**KOCHHAR**	IP - Trademark watch services (caterpillar)
HOGAN LOVELLS	2016	Hong Kong	**KOCHHAR**	IP matter
HOGAN LOVELLS	2016	London	**KOCHHAR**	Corporate advisory matter
HOGAN LOVELLS	2016	Hong Kong	**KOCHHAR**	Corporate advisory matter
HOGAN LOVELLS	2016	Washingtn	**KOCHHAR**	Corporate & Regulatory Advise
HOGAN LOVELLS	3/9/2016	Mexico	**CAREY**	Keysight Technologies ref enforceability equipment to Chilean customers under California law
HOGAN LOVELLS	2/23/2016	Madrid	**CAREY**	Telefonica International Wholesale Services ref insurance regulations
HOGAN LOVELLS	2/15/2016	Mexico	**CAREY**	Estee Lauder revise IT service contract for Chilean subsidiary CELA Cosmetico
HOGAN LOVELLS	2016		**SyCip**	JobStreet Financing Amendment: assist in preparing documents for JSPH in connection with amendments for Seek/JobStreet Offshore financing.
HOGAN LOVELLS	2016		**SyCip**	Labor Administrative Matters.
HOGAN LOVELLS	2016		**SyCip**	Advise client re: creation of Philippine pledge on shares of stock in Red Planet Philippine Companies.
HOGAN LOVELLS	2016		**SyCip**	China Telecom Global – Philippines Advice
HOGAN LOVELLS	2016		**SyCip**	Data Privacy Questions
HOGAN LOVELLS	2016		**SYCIP**	21st Century Fox advice on Data Privacy
HOGAN LOVELLS	2016		**SYCIP**	3M DPA
HOGAN LOVELLS	2016		**SYCIP**	Data Transfer Agreement
HOGAN LOVELLS	2016		**SYCIP**	3M PEZA – Advice on transport of equipment

HOGAN	OUTBOUND				
	HOGAN LOVELLS	**2015**		**SYCIP**	Data Retention Review – Sony Electronics Asia
	HOGAN LOVELLS	2015		**SYCIP**	Privacy Compliance Review (Adidas Privacy Policy)
	HOGAN LOVELLS	2015		**SYCIP**	Queries on Data Privacy Act / Data Protection Agreement – ThyssenKrupp AG
	HOGAN LOVELLS	2015		**SYCIP**	VoIP Services – Philippines: Preparing high level advice in relation to regulatory environment for VoIP services.
	HOGAN LOVELLS	2015		**SYCIP**	AECOM: Provide legal advice in connection with the proposed global corporate reorganization of AECOM.
	HOGAN LOVELLS	2015		**SYCIP**	Tencent 2015: Advise client on gaming application
	HOGAN LOVELLS	2015		**SYCIP**	General file for IP matters.
	HOGAN LOVELLS	12/1/2015	Mexico	**CAREY**	Elton Park International general inquiry credit and insolvency laws
	HOGAN LOVELLS	11/26/2015	London	**CAREY**	Mitsubishi Hitachi Power Systems Europe Assistance with the reviewing of a new framework agreement for the
	HOGAN LOVELLS	11/9/2015		**CAREY**	Fractyl Laboratories: Advise on the development of clinical studies in Chile Referral de Jonathan Kahan (DC)
	HOGAN LOVELLS	10/15/2015		**CAREY**	Alpine Electronics Advise on a possible product recall.
	HOGAN LOVELLS	10/10/2015	USA	**CAREY**	John Lewis Partnership The expansion of its e-commerce platform into various new markets. Referral de Richard
	HOGAN LOVELLS	7/2/2015	Mexico	**CAREY**	Munich Re Reinsurance dispute. Referral de Juan Francisco Torres Landa (México) a OA.
	HOGAN LOVELLS	7/2/2015	Germany	**CAREY**	Google Prepare a report on autonomous driving vehicles in Chile. Referral de Hogan Lovells Germany
	HOGAN LOVELLS	6/17/2015	Miami	**CAREY**	SBA Communications Advice for the purchase of telecommunications infrastructure (towers) owned and Telefonia Rural Communication (CTR) and future full legal advice (corporate, commercial, real estate, telecommunications, etc.) to operate in Chile.
	HOGAN LOVELLS	6/8/2015	Madrid	**CAREY**	Acciona Energía Advise on the Chilean part of a multi-jurisdictional project on compliance and criminal liability of legal persons.
	HOGAN LOVELLS	5/20/2015	Poland	**CAREY**	KGHM Competition law compliance.
	HOGAN LOVELLS	3/16/2015	USA	**CAREY**	EchoStar Corporation and Hughes Network Systems Telecommunication regulation.
	HOGAN LOVELLS	5/20/2015	São Paulo	**TOZZINI**	Eletrobras
	HOGAN LOVELLS	1/23/2015	Washington	**TOZZINI**	Bilfinger
	HOGAN LOVELLS	8/14/2014	Miami	**TOZZINI**	Alstom
	HOGAN LOVELLS	7/28/2014	Washington	**TOZZINI**	3M do Brasil Ltda
	HOGAN LOVELLS	**2014**		**ALLENDE**	Referral on labor matter related to an M&A project
	HOGAN LOVELLS	**29/5/2014**		**SIMPSON**	Hogan Lovells US LLP Medical Device Regulatory Survey (FMCG)
	HOGAN LOVELLS	11/3/2014		**SIMPSON**	Hogan Lovells Interntl LL TCV/Campaign Monitor
	HOGAN LOVELLS	2014		**RICHARDS**	Commercial Transaction
	HOGAN LOVELLS	2014		**RICHARDS**	Commercial Transaction
	HOGAN LOVELLS	2014		**CAREY**	Dual Iberica
	HOGAN LOVELLS	2014		**CAREY**	Vodafone Regulatory
	HOGAN LOVELLS	2014		**SYCIP**	Recordial file for JobsDB - Assist in the recordation of an Assignment of Marks.
	HOGAN LOVELLS	2014		**SYCIP**	To assist client in serving processes in a Hong Kong case to various Philippine residents
	HOGAN LOVELLS	2014		**SYCIP**	Privacy and Data Protection Issues - Philippines
	HOGAN LOVELLS	2014		**SYCIP**	PCT/AU2012/001195 – Assist in the prosecution of the patent application.
	HOGAN LOVELLS	**2013**		**SYCIP**	Act as counsel to Goldman Sachs in connection with the proposed senior secured term loan facility in the aggregate amount of US$35M to KGL Investment
	HOGAN LOVELLS	5/30/2013		**TOZZINI**	PPG Industries, Inc.
	HOGAN LOVELLS	2013		**CAREY**	Backcountry Access, Inc ref SERNAC
	HOGAN LOVELLS	2013		**CAREY**	X-Trade Brokers Brokerage House
	HOGAN LOVELLS	2013		**CAREY**	Seguin Moreau - Grupo OENEO
	HOGAN LOVELLS	2013		**CAREY**	Mitsubishi Corp - IBA Grupo Construction - multiple jurisdictions metals trading project
	HOGAN LOVELLS	2013		**CAREY**	Review Agreement Preference Survey Medical Device
	HOGAN LOVELLS	6/5/2013		**SIMPSON**	Hogan Lovells Intl Medical Device Project
	HOGAN LOVELLS	4/10/2013		**SIMPSON**	

HOGAN	INBOUND				
BENNETT	**2019**	Hong Kong	Hogan Lovells	Toronto referral HKSE listed issuer who is interested in acquiring some commercial real estate assets in Canada
BENNETT	**2018**	UK	Hogan Lovells	Client looking for legal representation in Croatia in connection with the purchase of a shell co
BENNETT	2018	UK	Hogan Lovells	Referral of Project Proton matter
BENNETT	2018	London	Hogan Lovells	Review of some agreements by employment counsel under English law
BENNETT	**2017**	Palo Alto	Hogan Lovells	Bennett Jones Delegation office visit
SIMPSON	2017	London	Hogan Lovells	Assistance with audio visual link (AVL) for witness to give evidence from Germany or Rome
SIMPSON	2017	Shanghai	Hogan Lovells	The a2 Milk Company Limited
SIMPSON	2017	London	Hogan Lovells	Cross Sell Insulet Corporation Distribution Agreement
BENNETT	**2017**	Singapore	Hogan Lovells	Referral for legal assistance with a financial transaction /Sherrington
BENNETT	2016	HK VTN Shan	Hogan Lovells	Referral for local counsel to work on an acquisition with our client TriWest Capital Partner /Olson
BENNETT	2016	London	Hogan Lovells	ATS's eLearning Training Services /Joukador
BENNETT	**2015**		HoganLovells	DC and Brussels trade sanctions matters Catrain/Capobianco/Peters
BENNETT	2015		HoganLovells	Brussels and Frankfurt trade sanctions matter/Catrain/Wybutil
CAREY	**2014**		Hogan Lovells	Sugal - review of enforceability personal guarantee under New York law
CAREY	**2013**	Madrid	Hogan Lovells	Representation of Chile in a trial to enforce ICSID's award related to Diario Clarín.
RICHARDS	**2013**		Hogan Lovells	Litigation matter (referred out)
SIMPSON	13/9/2013		Hogan Lovells	
SIMPSON	20/3/2013		Hogan Lovells	

KIM	OUTBOUND	DATE	OFFICE	TO	REFERENCE
				PRAC	**PRAC Let's Talk!**
	Kim	**2022**		**Members**	
				PRAC	**PRAC Let's Talk!**
	Kim	**2021**		**Members**	
				PRAC	**PRAC Let's Talk!**
	Kim	**2020**		**Members**	
	Kim	**2019**		**SYCIP**	Tobacco Regulatory
	Kim	2016	Seoul	**KOCHHAR**	IP matter - conducting trademark search
	Kim	2015-6		**RODYK**	TMR No. T0503848E in Singapore
	Kim	**2015**		**BAKER BOTTS**	Acquisition Texas Ranch
	Kim	2015		**BAKER BOTTS**	Opportunity to act as co-counsel with KCL

KIM	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	BENNETT	**2018**		KIM	**Office visit in Seoul**
	SYCIP	2018		Kim	Referred to Meyner and Landis LLP to assist in immigration cases.
	SYCIP	2018		Kim	Referred to AILA to assist in immigration cases
	BENNETT	**2018**		Kim	Reviewing of manufacturing/supply contract
	FRASER	**2013**		Kim	Loan investment Itwell Co.

KOCHHAR	OUTBOUND	DATE	OFFICE	TO	REFERENCE
	Kochhar	**2022**		**PRAC**	PRAC Let's Talk
	Kochhar	**2021**		**PRAC**	PRAC Let's Talk
	Kochhar	**2020**		**PRAC**	PRAC Let's Talk
	Kochhar	**2019**		**PRAC**	PRAC @ Seattle
	Kochhar	**2019**		**PRAC**	PRAC @ Costa Rica
	Kochhar	**2018**		**PRAC**	PRAC Conference
	Kochhar	2019	Delhi	Hogan Lovells - Singapore	Client - Tech Data - Due Diligence Support on a target company in connection with a proposed acquisition by Tech Data
	Kochhar	**2018**	Quatar	**BENNETT**	Drafting SIHP to ensure that it is in compliance with the applicable local laws of Qatar
	Kochhar	2018	Sydney	**CLAYTON**	IBS Software Services re Australia Pacific (Holdings) Pty Ltd. dispute software agreement, successfully resolved to the mutual client's satisfaction.
	Kochhar	2018	Delhi	SKRINE	Client - HCL Technologies; Assistance with employment law queries in Malaysia
	Kochhar	2018	Delhi	Clayton Utz	Client - HCL Technologies; Assistance with employment law issues in Australia
	Kochhar	2018	Delhi	Hogan Lovells - SIngapore	Client - HCL Technologies; request for assistance on contention employment matters.
	Kochhar	2018	Bangalore	San Francisco	Client - Shyamanur group - Assistance with incorporation of a company in USA (San Francisco - Delaware registration) to undertake business in the field of electronic vehicles.
	Kochhar	2018	Dubai	Hogan Lovells	Assistance to Union Bank of India with issuance of demand notice to Axis Bank, Hong Kong
	Kochhar	2018	Delhi	Dentons /	Client - GAIL India - Legal assistance in Egypt
	Kochhar	2017	Bangalore	Dentons Rodyk	Due Diligence on a Singapore company
	Kochhar	2016	Delhi	Baker Botts LLP	Semnox Solutions Private Limited. Corporate matter. The Client was provided the direct reference of Baker Botts for
	Kochhar	**2016**		**Rodyk**	TMA SEEMATTI & Device in Classes 24 & 25 in Singapore
	KOCHHAR	2016	Indrani	Baker Botts	Semnox Solutions Private Limited. Corporate matter. The Client was provided the direct reference of Duane Morris
	KOCHHAR	2016	Bangalore	Dentons	
	KOCHHAR		Chennai	**SYCIP**	TVS Srichakra Limited. IP. Approx. USD 150.
	KOCHHAR	2016		**SYCIP**	Company Incorporation Matter
	KOCHHAR	2016		**SYCIP**	Client company - HAYS. Due-Diligence. Potential lead for a due-diligence on a Philippines based Medical equipment
	KOCHHAR	2016		Dentons Rodyk	Serial Innovations. Corporate. Due-Diligence with respect to Investments in Singapore by client
	KOCHHAR	2016		Dentons Rodyk	Matter regarding Kochhar Singapore operations
	Kochhar	2016		**Rodyk**	IR 1205746 (Singapore TM No. T1409568B) in class 30
	Kochhar	2016		**Rodyk**	IR 1240611 (Singapore TM No. 40201505235W) in Classes 29 & 30
	Kochhar	2016		Rodyk	Matter referred by Kochhar Singapore office
	Kochhar	2016	Chennai	Hernandez &	TVS Srichakra Limited. IP. Approx. USD 150.
	Kochhar	2016	Delhi	Hernandez &	Client company - HAYS. Due-Diligence. Potential lead for a due-diligence on a Philippines based Medical equipment
	Kochhar	2016	Bangalore	& Davidson LLP	Serial Innovations. Corporate. Due-Diligence with respect to Investments in Singapore by the client
	Kochhar	2016	Delhi	& Davidson LLP	Matter regarding Kochhar Singapore operations
	Kochhar	2016	Delhi	& Davidson LLP	TMA SEEMATTI & Device in Classes 24 & 25 in Singapore
	Kochhar	2016	Delhi	& Davidson LLP	IR 1205746 (Singapore TM No. T1409568B) in class 30
	Kochhar	2016	Delhi	& Davidson LLP	IR 1240611 (Singapore TM No. 40201505235W) in Classes 29 & 30
	Kochhar	2016	Delhi	& Davidson LLP	Matter referred by Kochhar Singapore office
	Kochhar	2016	Dubai	& Davidson LLP	Banking matters - EXIM BANK
	Kochhar	2015	Delhi	Sycip law	Company Incorporation matter
	Kochhar	2015	Dubai	Hernandez &	Client – Confidential A Dubai based manufacturing company. Assistance with regard to establishing a presence in the

Outbound

Kochhar	2016	Delhi	Rodyk	Banking matters - EXIM BANK
Kochhar	2015	Delhi	SYCIP	Company Incorporation matter
Kochhar	2015	Delhi	Tilleke	M&A matter - Acquisition Thai subsidiary of american co by Belgian client of K&Co. (Approx. Billing USD 46000)
KOCHHAR	2014		**SYCIP**	TM Search: EUROGRIP in class 12. Conducted trademark availability search.
KOCHHAR	2014		**SYCIP**	Trademark: EUROGRIP. Assist in the filing of new trademark application in Class 12 and maintenance of the registration.
KOCHHAR	2013		**SYCIP**	Mark: Q LOGO – Assist in the maintenance of the trademark registration.
KOCHHAR	2013		**SYCIP**	Mark: QUIZNOS – Assist in the maintenance of the trademark registration.

KOCHHAR	INBOUND FROM	DATE		TO	REFERENCE
	BENNETT	**2019**	India	**Kochhar**	Vancouver office referral client is looking to incorporate an Indian corp and needs assistance with Indian employment matters
	MUNIZ	**2017**	India	**Kochhar**	Incorporation corp client India
	BENNETT	**2016**	India	Kochhar	Cleather Estate matter
	BENNETT	2016	India	Kochhar	Referral for lawyer in India
	Rodyk	2016	Singapore	**KOCHHAR**	Corporate advisory matter
	Kim Chang & Lee	2016	Seoul	**KOCHHAR**	IP matter - conducting trademark search
	Clayton Utz	2016	Sydney	**KOCHHAR**	IP matter
	Hogan Lovells	2016	Spain	**KOCHHAR**	IP - Trademark watch services (caterpillar)
	Hogan Lovells	2016	Hong Kong	**KOCHHAR**	IP matter
	Hogan Lovells	2016	London	**KOCHHAR**	Corporate advisory matter
	Hogan Lovells	2016	Hong Kong	**KOCHHAR**	Corporate advisory matter
	Hogan Lovells	2016	Washington	**KOCHHAR**	Corporate & Regulatory Advise
	Davis Wright Tremaine LLP		USA	**KOCHHAR**	IP Matters (BlackBerry & Ira Sohn Conference Foundation, Inc.)
	Richards	**2014**		Kochhar	**Commercial transactions**

LEE	OUTBOUND	DATE	OFFICE	TO	
	LEE & LI			Comments:	
		2023		**PRAC**	PRAC On The Road
		2023		**PRAC**	PRAC Event Connect IBA Washington
		2023		**PRAC**	PRAC Event Connect IPBA Dubai
		2023		**PRAC**	PRAC Event Connect IBA Singapore
		2022		**PRAC**	PRAC Let's Talk!
		2021		**PRAC**	PRAC Event Connect IBA
		2020		**PRAC**	PRAC Let's Talk!
		2019		**PRAC**	PRAC @ Seattle
		2019		**PRAC**	PRAC @ Costa Rica
	Lee and Li	**2019**	Toronto	**BENNETT**	International client looking to purchase ON business, inquiring with fee estimate on due diligence matter
	Lee and Li	**2018**		**BENNETT**	Share purchase transaction with Canadian seller involvement
	Lee and Li	2018		**BENNETT**	HSBC Bank (Taiwan) Limited requiring Bennett Jones to issue a legal opinion
	LEE & LI	**2017**		**SYCIP**	Assist client regarding questions on permanent establishment/transfer pricing.
	LEE & LI	**2015**		**BAKER BOTTS**	Due diligence for a Taiwanese company acquisition and wind-down of US operations
	LEE & LI	2015	Toronto	**BENNETT**	MediaTeck (Confidential)
	LEE & LI	**2016**		**SYCIP**	IDEXX – Legal Assistance – Filipino Law: provide legal assistance re: review of employment contract
	LEE & LI	2016		**SYCIP**	Data Privacy Act Questionnaire – HSBC
	LEE & LI	2016		**SYCIP**	Data Privacy Act Questionnaire – CITIBANK
	LEE & LI	**2015**		**SYCIP**	Data Protection (4): accomplished a questionnaire on data protection for a Taiwanese bank.
	LEE & LI	**2014**		**BAKER BOTTS**	Assistance on US Acquisition
	LEE & LI	2014		**RICHARDS**	Commercial Transaction
	LEE & LI	2014		**RICHARDS**	Commercial Transaction
	LEE & LI	2014		**SYCIP**	Formosa Biomedical Inc. (FB): advice in connection with the company registration in the Philippines.
	LEE & LI	**2013**		**SYCIP**	Investment (3): advise client on investment in local bank.
	LEE & LI	2013		**SYCIP**	Assist client in connection with the use of SanDisk APAC Premium Packaging.

LEE	INBOUND FROM	DATE		TO	REFERENCE
	Han Kun	**2019**		**LEE AND LI**	1 Corporate matter
	Baker Botts	**2019**		**LEE AND LI**	11 Patent Trademark
	Carey	**2019**		**LEE AND LI**	2 Patent
	Davis	**2019**		**LEE AND LI**	12 Patent Trademark
	Dentons Rodyk	**2019**		**LEE AND LI**	1 corporate
	Hogan Lovells	**2019**	**Intl**	**LEE AND LI**	59 Corporate Trademark
	Hogan Lovells	**2019**	**Alicante**	**LEE AND LI**	1 trademark files
	Hogan Lee	**2019**		**LEE AND LI**	1 Corporate
	Hogan Horitzu	**2019**	**Japan**	**LEE AND LI**	169 Patent Trademark
	Hogan USA	**2019**		**LEE AND LI**	9 corporate
	Baker Botts	**2018**		**LEE AND LI**	18 patent trademark
	Carey	2018		**LEE AND LI**	5 patent
	Clayton	2018		**LEE AND LI**	12 trademark
	Davis	2018		**LEE AND LI**	15 trademark
	DAVIS	2018		Lee and Li	1 Corporate

Lee and Li
Inbound

Dentons Rodyk	2018		LEE AND LI	1 trademark files
Goodsill	2018		LEE AND LI	1 corporate file
Hogan Lovells Inter	2018	Intl	**LEE AND LI**	56 corporate patent trademark
Hogan Lovells (Pari	2018	Alicante	**LEE AND LI**	1 corporate file
Hogan Lovells Horit	2018	Lee and Lee	**LEE AND LI**	136 trademark
Hogan Lovells USA	2018	Japan	**LEE AND LI**	238 corporate patent trademark
Hogan Lovells	2018	USA	**LEE AND LI**	27 corporate file
Kim Chang Lee	2018		**LEE AND LI**	1 corporate file
BAKER	**2017**		**LEE AND LI**	14 Trademark files
BENNETT JONES	2017		**LEE AND LI**	2 corporate files
CAREY	2017		**LEE AND LI**	1 patent file
CLAYTON	2017		**LEE AND LI**	12 Trademark files
Dentons Rodyk	2017		**LEE AND LI**	2 corporate files
Davis Wright	2017		**LEE AND LI**	20 Patent files
				1 trademark files
Goodsill	2017		**LEE AND LI**	
Hogan Lovells	2017	Intl	**LEE AND LI**	69 trademark files
Hogan Lovells	2017	Alicante	**LEE AND LI**	7 trademark
Hogan Lovells	2017	Lee and Lee	**LEE AND LI**	1 corporate file
Hogan Lovells	2017	Japan	**LEE AND LI**	191 trademark files
Hogan Lovells	2017	USA	**LEE AND LI**	32 trademark files
Kim Chang Lee	2017	**Seoul**	**LEE AND LI**	1 corporate file
BAKER	**2016-2017**		**LEE AND LI**	7 referral files ref. patent and trademark
BENNETT	2016		**LEE AND LI**	corporate matter
BENNETT	**2016**	Taiwan	Lee and Li	Referral request for commercial support for a foreign investment Jfan
BENNETT	2016	China	Lee and Li	Rules of the Taiwan Stock Exchange Jfan
BENNETT	2016	China	Lee and Li	Referral request (no details) Jfan
CLAYTON	2016-2017		**LEE AND LI**	6 referral files ref. corporate and trademark matters
DAVIS WRIGHT	2016-2017		**LEE AND LI**	20 referral files ref. corporate, trademark and patent matters
DENTONS RODYK	2017		**LEE AND LI**	corporate matter
GIDE	2016-2017		**LEE AND LI**	14 referral files ref trademark matters
HOGAN LOVELLS	2016-2017	INTL	**LEE AND LI**	30 referral files ref. corporate, trademark and patent matters
HOGAN LOVELLS	2016	PARIS	**LEE AND LI**	10 referral files ref. corporate, patent matters
HOGAN LOVELLS	2016	LEE	**LEE AND LI**	corporate matter
HOGAN LOVELLS	2016-2017	Horistu	**LEE AND LI**	287 referral files ref. trademark cases
HOGAN LOVELLS	2016-2017	USA	**LEE AND LI**	27 referral files ref. corporate ad patent matters
ROUSAUD	2016		**LEE AND LI**	patent matter
SKRINE	2016		**LEE AND LI**	3 trademark matters
TOZZINI	2016		**LEE AND LI**	corporate matter
BAKER	**2013**		Lee	Joint venture of petrochemical companies
BAKER	2013		Lee	Proposed merger of petrochemical companies
RICHARDS	2013		Lee	Wealth Preservation

MULLA	OUTBOUND	DATE	OFFICE	TO	REFERENCE
		2023		PRAC	PRAC Event Connect INTA
		2021		PRAC	PRAC Let's Talk
		2019		PRAC	PRAC Seattle Conference
	Mulla	2018		PRAC	PRAC Costa Rica Conference
	Mulla	2018	Toronto	BENNETT	Office Visit
					Admiralty Court action in Singapore Courts on behalf of a Tata Group Company.
	MULLA	2017		Dentons Rodyk	
	MULLA	2016		Rodyk	Admiralty Court action in Singapore Courts on behalf of a Tata Group Company.

MULLA	INBOUND FROM	*DATE*	OFFICE	TO	REFERENCE
	MUNIZ	2017		Mulla	Incorporation corp client India
	BENNETT	**2016**	**Calgary**	Mulla	Referral for lawyer in India

MUNIZ	OUTBOUND	DATE	OFFICE	TO	REFERENCE
		2023		**PRAC**	PRAC Event Connect IBA Washington
		2023		**PRAC**	PRAC @ Mexico City
		2023		**PRAC**	PRAC Event Connect IPBA Dubai
		2023		**PRAC**	PRAC Event Connect IBA Singapore
		2022		**PRAC**	PRAC Let's Talk!
		2021		**PRAC**	PRAC Event Connect IBA
		2020		**PRAC**	PRAC Let's Talk!
	MUNIZ	**2019**	LIMA	**BENNETT**	General advice concerning the Canadian Commercial Corporation's general approach to engaging in transactions with foreign Governments to export Canadian goods and selected services
	MUNIZ	**2018**	**LIMA**	**BENNETT**	Ecuador Agreement Review
	MUNIZ	**2017**	LIMA	**CAREY**	Client: GTM Peru Matter: Assist them to start business in Chile. Origin: Referral de Alejandra Santistevan de las Casas a Jaime Carey / Guillermo Carey / Ignacio Gillmore.
	MUNIZ	2017	LIMA	**ALLENDE**	Olaya - consultation foreign (Peru)investment broadcast media client and ownership
	MUNIZ	2017	LIMA	SYCIP	Inquiry incorporation corporate client
	MUNIZ	2017	LIMA	RODYK	Inquiry incorporation corporate client
	MUNIZ	2017	LIMA	KOCHHAR	Inquiry incorporation corporate client
	MUNIZ	8/5/2015	LIMA	**CAREY**	Bitex.la Establishing a subsidiary of their company in Chile. Referral de Mauricio Olaya
	Muniz	**2014**	LIMA	**ALLENDE**	Referal of Intursa
	Muniz	2014	LIMA	**CAREY**	Arrelano Investigacion - advise re employee selection contracts
	Muniz	2014	LIMA	**CAREY**	Werksmans Attorneys African Bank SA
	Muniz	**2013**	LIMA	**ALLENDE**	M&A transaction
	Muniz	**2013**	LIMA	**CAREY**	Quintana Minerals Corp - Houston TX
	Muniz	**2010**	LIMA	**Carey**	Tech Data Peru - labor matters in Chile
	MUNIZ	**2009**	LIMA	**Carey**	BPZ ENERGY oil and gas issues in Chile
	MUNIZ	2008	LIMA	All	PRAC Members invite to Oil & Gas convention

MUNIZ	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	BENNETT	**2018**	LIMA	Muniz	Ecuador Agreement Review
	BENNETT	**2016**	Lima	Muniz	Reviewing a distribution agreement and trade marks in Peru
	CAREY	**2013**		Muniz	Robeco pension fund assist
	CAREY	2013		Muniz	Intertrust New York, Invenergy LLC
	CAREY	2013		Muniz	CWE South America Ltd (filial de China Three Gorges Corporation)
	ALLENDE	**2011**		Muniz	ACE M&a PROJECT
	CAREY	2011		Muniz	TNT
	HOGAN LOVELLS	2011		Muniz	Potential criminal investigation
	HOGAN	**2010**		Muniz	US Telecom Inquiry - Peru
	HOGAN	2010		Muniz	US Financial Services client with data protection issues in Peru
	ALLENDE	2010		Muniz	Burgwart Construction Company
	ALLENDE	2010		Muniz	Quito Office QBE
	CAREY	2010		Muniz	ESCO Corporation re corporate matters in Peru

NAUTA	OUTBOUND	DATE	OFFICE	TO	REFERENCE
	Nauta	**2023**		**PRAC**	PRAC @ Mexico City
				PRAC	PRAC Let's Talk!
	Nauta	**2022**		**Members**	
				PRAC	PRAC Let's Talk!
	Nauta	**2021**		**Members**	
				PRAC	PRAC Let's Talk!
	Nauta	**2020**		**Members**	
	Nauta	**2019**		**PRAC**	PRAC @ Seattle
				PRAC	PRAC @ Costa Rica
	Nauta	2019		**Members**	
	Nauta	10-Jan-18		**SIMPSON**	ShoreTension - Trelleborg - Patent Infri
	Nauta	10-Jul-05		**DAVIS**	Trademark
	Nauta	2015		**SIMPSON**	Bostik New Zealand Limited Corporate Compliance
	Nauta	**2013**		**ALLENDE**	M&A project

NAUTA	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	DAVIS	**2018**	New York	Nauta	Real Estate Counsel
	BENNETT JONES	**2015**		Nauta	Securities matter Stoop
	BENNETT JONES	2015		Nauta	Seeking advise client wanting to do business in Amsterdam/Warner/Stoop
	ALLENDE	**2014**		Nauta	Referral of Desmet (litigation matter)
	Bennett Jones	2014		Nauta	E. Schiffelgaard NYC ref Tax matter Curacao
	BAKER	2014		Nauta	U.S. financing with Dutch entities providing guarantees or stock pledges
	BAKER	2014		Nauta	U.S. financing involving Dutch entities
	WILSON	**2013**		Nauta	S Bernard

RICHARDS	OUTBOUND	DATE	OFFICE	TO	REFERENCE
		2023		**PRAC**	PRAC @ Mexico City
		2023		**PRAC**	PRAC Event Connect @ INTA
		2023		**PRAC**	PRAC On The Road
		2022		**PRAC**	PRAC Let's Talk!
				Members	
		2021		**PRAC**	PRAC Let's Talk!
				Members	
		2020		**PRAC**	PRAC Let's Talk!
				Members	
		2019		**PRAC**	PRAC @ Seattle
				PRAC	PRAC @ Costa Rica
		2019		**Members**	
	Richards	**2018**		**SYCIP**	CELPIP: To file new trademark application
	Richards	2018		**SYCIP**	Potato Corner: To assist with plan to do business in Vancouver
	Richards	2018		Davis Wright	Corporate
					Probate
	Richards	2018		**DAVIS WRIGHT**	
					Urgent matter of Gulf Pacific Group
	Richards	2018	Vancouver	**BENNETT Jones**	
	Richards	**2017**		Davis Wright	Commercial Transactions
	Richards	2017		Davis Wright	Commercial Transactions
	Richards	**2016**		Davis Wright	Commercial Transactions
					Securities
	Richards	**2015**		Arias, Fabrega	
	Richards	2015		Davis Wright	Corporate/IP
	RICHARDS	2015	Vancouver	**CAREY**	Pac West Properties Help establish this company and provide advice on doing business in Chile. Referral de Jeffrey J. Lowe
	RICHARDS	2015	Vancouver	**CAREY**	Coutinho & Ferrost AAL Advice on a potential recovery proceeding in Chile. Referral de Alex Eged
	Richards	2015		Davis Wright	Immigration
	Richards	2015		Goodsill	Patents
	Richards	2015		Carey	Commercial Transactions
	Richards	2015		Davis Wright	Corporate/IP
	Richards	2015		Santamarina	Trade-Marks
	Richards	**2014**		**SYCIP**	Advise on legal and tax obligations of client conducting testing in Philippines
	Richards	2014		Baker Botts	Litigation
	Richards	2014		Davis	Commercial Transactions
	Richards	2014		Davis Wright	Corporate
	Richards	2014		Davis Wright	Bankruptcy
	Richards	2014		Kochhar	Commercial Transactions
					Corporate/IP
	Richards	2014		Rousaud Costas	
	Richards	2014		Skrine	Notary Services
	Richards	2014		SyCip Salazar	Corporate
	Richards	**2013**		Baker Botts	potential file J Lowe inquiry
	Richards	2013		**Simpson**	Corporate/Real Estate
	Richards	2013		Lee and Li	Wealth Preservation
	Richards	2013		Baker Botts	Litigation matter (referred out by Baker Botts)
					Litigation (referred out by HL)
	Richards	2013		Hogan Lovells	
	Richards	2013		Gide	Litigation

RICHARDS	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	Davis Wright	**2018**		**Richards**	**Civil Litigation**
	Santamarina	**2017**		**Richards**	Trademarks
	Santamarina	2017		**Richards**	Trade-Marks
	Allende & Brea	2017		**Richards**	Trade-Marks
	Dentons Rodyk	2017		**Richards**	Trade-Marks
	Carey	**2016**		**Richards**	Trade-Marks
	Carey	2016		**Richards**	Trademark
	Davis Wright	2016		**Richards**	Commercial Transactions
	Hogan Lovells	2016		**Richards**	Corporate Finance/Securities
	Davis Wright	**2015**		**Richards**	Trade-Marks
	Davis Wright	2015		**Richards**	Trade-Marks
	Davis Wright	2015		**Richards**	Trade-Marks
	McKenna Long	2015		**Richards**	Trade-Marks
	Lee & Li	**2014**		**Richards**	Commercial Transactions
	Bennett Jones	2014		**Richards**	Civil Litigation
	Davis Wright	2014		**Richards**	Commercial Transactions
	Dentons	2014		**Richards**	Landlord/Tenant & Property Management
	Lee & Li	2014		**Richards**	Estates
	Lee & Li	2014		**Richards**	Commercial Transactions
	King & Wood Malle	2014		**Richards**	Escrow Services
	King & Wood Malle	2014		**Richards**	Commercial Transactions
	McKenna Long	2014		**Richards**	Property Purchase & Sale - Residential
	McKenna Long	2014		**Richards**	Commercial Transactions
	Santamarinay Steta	2014		**Richards**	Corporate Finance/Securities
	Hogan Lovells	2014		**Richards**	Commercial Transactions
	Davis Wright	**2013**		**Richards**	Civil Litigation
	McKenna Long	2013		**Richards**	Corporate
	McKenna Long	2013		**Richards**	Trade-Marks
	McKenna Long	2013		**Richards**	Trade-Marks

SANTAMARINA OUTBOUND	DATE	OFFICE	TO	REFERENCE
Santamarina	**2023**		PRAC	HOST PRAC @ Mexico City
Santamarina	2022		PRAC	PRAC Let's Talk!
Santamarina	**2021**		PRAC	PRAC Let's Talk!
Santamarina	**2020**		PRAC	PRAC Let's Talk!
Santamarina	**2019**		PRAC	PRAC @ Seattle
Santamarina	2019		PRAC	PRAC @ Costa Rica
SANTAMARINA	**6/1/2016**	Mexcio	**CAREY**	Turnitin Labor Law issues in Chile and Panama
SANTAMARINA	**10/11/2015**	Mexico	**CAREY**	Puerto Liverpool Advise on the acquisition of 40% of Ripley by way of a takeover bid. Referral de Alberto Saavedra
Santamarina	2015		**BAKER**	Opportunity to represent Mexican Government in establishing upstream bidding processes
Santamarina	**2014**		**ALLENDE**	Referral of Del Monte (M&A Project)
Santamarina	2014		**CAREY**	Kimberly Clark ref Distribution Agreement
Santamarina	2014		**RICHARDS**	Corporate Finance/ Securities
Santamarina	23/1/2014		**SIMPSON**	New Zealand Trust Advise
Santamarina	**2013**		**RODYK**	Advice on Corporate Affairs of Aspen Holdings Pte Ltd and Plan B Ventures Pte Ltd

SANTAMARINA INBOUND FROM	DATE	OFFICE	TO	REFERENCE
CAREY	**2023**		Santamarina	FUGARTE Client: Saint Gobain Description: CONFIDENTIAL: Assistance on the potential acquisition a business unit of Hunter Douglas in Latin America. Origin: Referral from Francisco Ugarte to Vicente Grau / Heriberto Garza (Mexico)
BENNETT	**2018**	Edmonton	Santamarina	client looking to expand into Mexico
DAVIS	2018	Seattle	Santamarina	Corporate Finance & Real Estate
DAVIS	2018	New York	Santamarina	Subpoena
DAVIS	2018	Seattle	Santamarina	Corporate formation matters
BENNETT	**2017**		Santamarina	Reviewing of Distributor Agreements in various countries
CAREY	2017		Santamarina	Client: A US based Company Matter: Advice on hiring employees in Mexico Origin: Referral de Oscar Aiken a Juan Carlos De la Vega (Mexico)
BAKER	**2015**		Santamarina	Advice ref commencing offshore well containment operations in Mexico
BAKER	2015		Santamarina	Potential Construction of an LNG Project in Mexico
ALLENDE	**2014**		Santamarina	Referal of an M&A Project
BAKER	2014		Santamarina	FCPA investigation
BAKER	2014		Santamarina	Environmental law matter
BAKER	2014		Santamarina	Workplace liability case

SYCIP	OUTBOUND	DATE	OFFICE	TO	REFERENCE
		2023		**PRAC**	PRAC On The Road
		2022		**PRAC**	PRAC Let's Talk!
		2021		**PRAC**	PRAC Let's Talk!
		2020		**PRAC**	PRAC Let's Talk!
		2019		**PRAC**	PRAC @ Seattle
		2019		**PRAC**	PRAC @ Costa Rica
	SYCIP	**2018**		Kim	Referred to American Immgration Lawyers Association to assist in immigration cases
	SYCIP	2018		**PRAC**	IPBA reception March
	SYCIP	2018		KIM	Referred Myer Landis to assist in immigration cases.
	SYCIP	**2017**		KIM	Referred Ernst & Young GmbH to assists in immigration cases.
	SYCIP	**2015**		TILLEKE	Assist on potential project in Thailand
	SYCIP	**2012**		RICHARDS	Possible action by The Food People Inc. against Kanluran Distributors.

SYCIP	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	Davis	**2019**		**SYCIP**	Amazon Regulatory Survey
	Davis			**SYCIP**	Patriot Act
	Davis			**SYCIP**	S& P Global - GDPR Comparison
	Davis			**SYCIP**	SMS Messages
	Davis			**SYCIP**	TIN Application
	Davis			**SYCIP**	Boiling Crab Franchise Co
	Davis			**SYCIP**	Boiling Crab Franchise Co
	Hogan Lovells US				Employee Diversity
	LLP			**SYCIP**	
	Hogan Lovells			**SYCIP**	B2B Direct Marketing 2019
	Hogan Lovells			**SYCIP**	MSA Data Protection Exhibit
	Hogan Lovells			**SYCIP**	Project Infinity
	Hogan Lovells US				DPO Inquiry
	LLP			**SYCIP**	
	Hogan Lovells US				Employee Privacy Notice
	LLP			**SYCIP**	
	Hogan Lovells US				Employment Queries
	LLP			**SYCIP**	
	Hogan Lovells US				Hotstar
	LLP			**SYCIP**	
	Kim & Chang			**SYCIP**	Tobacco Regulatory
		2018			
	Clayton Utz				2XU Human Performance. Multiplied. Appln# 4-2017-003301 (IPC# 14-2017-00429):
	Clayton Utz				2XU Human Performance. Multiplied Appln# 4-2017-003301 IPC# 14-2017-00428
	DAVIS				Geolocation 2018: Update of Geolocation Questionnaire
	DAVIS				Data Protection Officers: Advice on Data Protection
	Dentons Rodyk				IBLUE OCEAN RESOURCES: Advice on Securities Regulation
	Hogan Lovells				Avande – Website Privacy Requirements: Advice on Philippine data privacy compliance
	Hogan Lovells				Google: Confidential
	Hogan Lovells				Marketing-Related Consent Requirements: Philippine data protection and e-privacy laws
	Hogan Lovells				Pearson: DPS registration
	Hogan Lovells				Data Security Incident: Advice on Philippine data privacy law
	Hogan Lovells				Tencent – Payment Aggregation Survey: Advice on payment aggregation model

	Clayton Utz	2017		**SYCIP**	Assist client in opposition proceedings: Human Performance Multiplied Appln. 4-2016-011133 (IPC No. 14-2016-00706)
	Clayton Utz	2017		**SYCIP**	Assist client in opposition proceedings: Human Performance Multiplied Appln. 4-2016-011132 (IPC No. 14-2016-00727)
	Clayton Utz	2017		**SYCIP**	Assist client in opposition proceedings: Human Performance Multiplied Appln. 4-2016-011133 (IPC No. 14-2016-00707)
	Clayton Utz	2017		**SYCIP**	Assist client in opposition proceedings: Human Performance Multiplied Appln. 4-2016-011132 (IPC No. 14-2016-00726)
	DAVIS	2017		**SYCIP**	TBC NAKED. File response to the Prov. Refusal for IR no. 1304227.
INBOUND	DAVIS	2017		**SYCIP**	TBC HALF NAKED. File response to the Prov. Refusal for IR no. 1312564.
	DAVIS	2017		**SYCIP**	Update of Geolocation Questionnaire.
	Dentons Rodyk & D	2017		**SYCIP**	Advice on distribution of pet food.
	Dentons Rodyk & D	2017		**SYCIP**	Dentons/Marnix Reinsurance ref; Philippine regulatory position application offoshore insurance broker
	Hogan Lovells	2017		**SYCIP**	AXA Cooperation with World Nomads Group WNG Web travel insurance
	Hogan Lovells	2017		**SYCIP**	Review of Employment Contract
	Hogan Lovells	2017		**SYCIP**	Refer a Friend Program: advice on legal compliance
	Hogan Lovells	2017		**SYCIP**	Fluor BCR: advise on data privacy
	Hogan Lovells	2017		**SYCIP**	Master Services Agreement: data protection compliance advice
	Hogan Lovells	2017		**SYCIP**	Philippine DPO
	Hogan Lovells	2017		**SYCIP**	Fluor: advise on data privacy
	Hogan Lovells	2017		**SYCIP**	Melco Crown: advise client on privacy issues
	Hogan Lovells	2017		**SYCIP**	Netflix: advise client on privacy laws
	Hogan Lovells	2017		**SYCIP**	ZEBRA: Regulatory advice on Workforce Connect service (Philippines)
	Hogan Lovells	2017		**SYCIP**	Premier Panel: advise client on privacy
	Hogan Lovells	2017		**SYCIP**	AP Data Breach: advice client on rules on data breaches
	Hogan Lovells	2017		**SYCIP**	Tencent Data Processing: review data protection agreement
	Hogan Lovells	2017		**SYCIP**	DTCC advice on privacy law
	Hogan Lovells	2017		**SYCIP**	Q Cloud: advice on cloud services and privacy laws
	Hogan Lovells (CIS)	2017		**SYCIP**	Review of TTA/Release Form.
	Lee & Li	2017		**SYCIP**	Assist client regarding questions on permanent establishment/transfer pricing.
	BENNETT	**12-Jul-17**	Manila	Sycip	H. DeLeon Contract Review
	MUNIZ	**9-Nov-17**	Manila	Sycip	Incorporation client 3 jurisdictions India Philippines Myanmar
	BENNETT	**2016**	Manila	**SyCip**	Referral to advise on potential claim against insurer /Morales Rodriguez
	Clayton Utz	2016		**SyCip**	Trademark: FRANK BODY. File response to the provisional refusal IR no. 1254226.
	Clayton Utz	2016		**SyCip**	Trademark: LACD. File response to the provisional refusal IR no. 1277002.
	Clayton Utz	2016		**SyCip**	Trademark: 2XU. Assist client in the filing of new trademark application in classes 10 & 28.
	Clayton Utz	2016		**SyCip**	2XU Human Performance.Multiplied. Opposition proceeding under Appln. No. 4-2015-00719.
	Clayton Utz	2016		**SyCip**	2XU Human Performance.Multiplied. Opposition proceeding under Appln. No. 4-2015-00718.
	Clayton Utz	2016		**SyCip**	Human Performance.Multiplied. Opposition proceeding under Appln. No. 4-2015-00717.
	Clayton Utz	2016		**SyCip**	Human Performance.Multiplied. Opposition proceeding under Appln. No. 4-2015-007176.
	DAVIS	2016		**SyCip**	Microsoft Update 2016: advice on geolocation questions.
	DAVIS	2016		**SyCip**	Thomson Reuters: advice on privacy rules.
	DAVIS	2016		**SyCip**	VAS Query: advice on VAS Providers.
	Dentons Singapore	2016		**SyCip**	Review of CWT Globelink Group JV contract.
	Hogan Lovells	2016		**SyCip**	JobStreet Financing Amendment: assist in preparing documents for JSPH in connection with amendments for Seek/JobStreet Offshore financing.
	Hogan Lovells	2016		**SyCip**	Labor Administrative Matters.
	Hogan Lovells	2016		**SyCip**	Advise client re: creation of Philippine pledge on shares of stock in Red Planet Philippine Companies.
	Hogan Lovells	2016		**SyCip**	China Telecom Global – Philippines Advice
	Hogan Lovells	2016		**SyCip**	Data Privacy Questions
	Hogan Lovells	2016		**SYCIP**	21st Century Fox advice on Data Privacy

	Clayton Utz	**2015**	**SYCIP**	Assist client in general IP matter inquiry.
				Trademark: 2XU HUMAN PERFORMANCE.MULTIPLIED.logo. File new trademark application Class 25.
SyCIP	Clayton Utz	2015	**SYCIP**	
				Trademark: 2XU HUMAN PERFORMANCE.MULTIPLIED.logo. File new trademark application Class 10.
INBOUND	Clayton Utz	2015	**SYCIP**	
	Clayton Utz	2015	**SYCIP**	Trademark: HUMAN PERFORMANCE.MULTIPLIED. File new trademark application Class 25.
	Clayton Utz	2015	**SYCIP**	Trademark: HUMAN PERFORMANCE.MULTIPLIED. File new trademark application Class 10.
	DAVIS	2015	**SYCIP**	PHO HOA – Inquiry Re: Trademark Assignment.
	DAVIS	2015	**SYCIP**	Conduct Trademark Search: PHO HOA for Restaurant Services.
	DAVIS	2015	**SYCIP**	Trademark: BLACKBERRY & DESIGN (left) - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Trademark: BOLD - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Trademark: BLACKBERRY BOLD - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Trademark: CURVE - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Trademark: BLACKBERRY CURVE - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Trademark: SURETYPE - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	PCT/US2011/028911 - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	PCT/US2010/050061 - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Mark: BONDOG. To file new tm application in multi classes
	DAVIS	2015	**SYCIP**	PCT/US2010/038426 - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	PCT/US2010/0318111 - Assist in the maintenance of the registration.
	DAVIS	2015	**SYCIP**	Microsoft 2 (VOiP): advise client on conferencing and VOiP applications.
	DAVIS	2015	**SYCIP**	Microsoft Data Center 2015 Center: advise client on law applicable to Data Centers.
	DAVIS	2015	**SYCIP**	Transport Service: advice client on In-House data center services.
	Hogan Lovells	2015	**SYCIP**	Data Retention Review – Sony Electronics Asia
	Hogan Lovells	2015	**SYCIP**	Privacy Compliance Review (Adidas Privacy Policy)
	Hogan Lovells	2015	**SYCIP**	Queries on Data Privacy Act / Data Protection Agreement – ThyssenKrupp AG
				VoIP Services – Philippines: Preparing high level advice in relation to regulatory environment for VoIP services.
	Hogan Lovells	2015	**SYCIP**	
				AECOM: Provide legal advice in connection with the proposed global corporate reorganization of AECOM.
	Hogan Lovells	2015	**SYCIP**	
	Hogan Lovells	2015	**SYCIP**	Tencent 2015: Advise client on gaming application
	Hogan Lovells US LI	2015	**SYCIP**	General file for IP matters.
	Lee & Li	2015	**SYCIP**	Data Protection (4): accomplished a questionnaire on data protection for a Taiwanese bank.
	Santamarina y Stet	2015	**SYCIP**	Trademark: TORNAL. File new trademark application Class 12.
	Simpson Grierson	2015	**SYCIP**	L'Oreal – Global Guides
				Pink's Hot Dogs, Inc. – TTRA: advice and assist client regarding its application for tax treaty relief on royalties.
	DAVIS	2014	**SYCIP**	
	DAVIS	2014	**SYCIP**	Trademark: The Boiling Crab - Assist in filing response to Provisional Refusal.
				Trademark: BLACKBERRY - Assist in the recordation of change of name and renewal of registration.
	DAVIS	2014	**SYCIP**	
				Trademark: BOVADA (Block Letters). Assist in the filing of new trademark application Classes 38 & 41.
	DAVIS	2014	**SYCIP**	
	DAVIS	2014	**SYCIP**	Microsoft Data Center
	DAVIS	2014	**SYCIP**	Microsoft Servers: advise client on telecoms queries
	Hogan Lovells	2014	**SYCIP**	Recordial file for JobsDB - Assist in the recordation of an Assignment of Marks.
	Hogan Lovells	2014	**SYCIP**	To assist client in serving processes in a Hong Kong case to various Philippine residents
	Hogan Lovells	2014	**SYCIP**	Privacy and Data Protection Issues - Philippines
	Hogan Lovells US LI	2014	**SYCIP**	PCT/AU2012/001195 – Assist in the prosecution of the patent application.
	Kochhar & Co.	2014	**SYCIP**	TM Search: EUROGRIP in class 12. Conducted trademark availability search.
				Trademark: EUROGRIP. Assist in the filing of new trademark application in Class 12 and maintenance of the
	Kochhar & Co.	2014	**SYCIP**	registration.
				Formosa Biomedical Inc. (FB): advice in connection with the company registration in the Philippines.
	Lee & Li Attorneys-	2014	**SYCIP**	

Richards Buell	**2014**	**SYCIP**	Advice on legal and tax obligations of client conducting testing in Philippines
RICHARDS BUELL	2014	Sycip	Corporate
Santamarina y Stet	2014	**SYCIP**	Patent Inquiry: conduct search for current status of patent no. 1-2005-502206.
DAVIS	**2013**	**SYCIP**	Review of draft Development and License Agreement between Licensee and US Franchisor.
DAVIS	2013	**SYCIP**	Mark: 123 SESAME STREET & Street Sign Device. Assist in the filing of new trademark application in multi classes and maintenance of the registration.
Hogan Lovells	2013	**SYCIP**	Act as counsel to Goldman Sachs in connection with the proposed senior secured term loan facility in the aggregate amount of US$35M to KGL Investment
King & Wood Malle	2013	**SYCIP**	Trade related matter
King & Wood Malle	2013	**SYCIP**	Family and marriage matter
Kochhar & Co.	2013	**SYCIP**	Mark: Q LOGO – Assist in the maintenance of the trademark registration.
Kochhar & Co.	2013	**SYCIP**	Mark: QUIZNOS – Assist in the maintenance of the trademark registration.
Lee & Li	2013	**SYCIP**	Investment (3): advise client on investment in local bank.
Lee & Li	2013	**SYCIP**	Assist client in connection with the use of SanDisk APAC Premium Packaging.
SIMPSON	10/4/2013	**SyCip**	

TOZZINI	OUTBOUND	DATE	OFFICE	TO	REFERENCE
		2023		**PRAC**	PRAC On The Road
		2023		**PRAC**	PRAC @ Mexico City
		2023		**PRAC**	Event Connect IBA Cartagena
		2022		**PRAC**	PRAC Let's Talk!
		2021		**PRAC**	PRAC Let's Talk!
		2020		**PRAC**	PRAC Let's Talk!
		2019		**PRAC**	PRAC @costa rica
		2019		**PRAC**	PRAC @ seattle
	TOZZINI	**2019**	Calgary	**BENNETT**	Discussion regarding possible future infrastructure investment in Brazil
				BENNETT	Review of Agrichemicals Purchase and Sale Agreements
	TOZZINI	**5-Sep-17**	Toronto	**JONES**	
	TOZZINI	11/7/2017		**CAREY**	Client: n/a Matter: To assist them on a bidding for Transantiago Origin: Referral de Ana Candida de Mello Carvalho (Sao Paulo) (referida por Moira Huggard-Caine) a Jaime Carey
	TOZZINI	6/20/2016	Brazil	**CAREY**	Akamai acquisition tech company with subsidiary in Chile
	TOZZINI	7/8/1905		**LEE AND LI**	corporate matter
	TOZZINI	6/14/2016	Brazil	**CAREY**	Akamai acquisition tech company with subsidiary in Chile
	TOZZINI	4/29/2016		**CAREY**	Asics
	TOZZINI	4/7/2016		Brigard Urrutia	Almaviva
	TOZZINI	3/29/2016		ALLENDE BREA	Schneider Electric
	TOZZINI	2/19/2016		ARIAS MUNOZ	LATHAM & WATKINS
	TOZZINI	2/19/2016		ARIAS MUNOZ	LATHAM & WATKINS
	TOZZINI	2/17/2016		ALLENDE BREA	CJ do Brasil
	TOZZINI	**12/29/2015**		ALLENDE BREA	Hisense International
	TOZZINI	11/24/2015		ALLENDE BREA	rescisão de contrato de distribuição
	TOZZINI	11/19/2015		ALLENDE BREA	SmartVet Brazil
	TOZZINI	10/23/2015		ALLENDE BREA	Plastipak Packaging do Brasil
	TOZZINI	7/22/2015		ALLENDE BREA	Dinâmica Organização Adm. & Contábil
	TOZZINI	6/16/2015		ALLENDE BREA	2020
	TOZZINI	6/16/2015		Rodyk	TPK HOPPT HOLDINGS PTE. LTD. e JETA IND.
	TOZZINI	5/6/2015		Brigard Urrutia	NGK do Brasil
	TOZZINI	5/6/2015		Carey	NGK do Brasil
	TOZZINI	3/30/2015		ALLENDE BREA	UPL Limited
	TOZZINI	3/30/2015		ALLENDE BREA	Skanska
	TOZZINI	3/11/2015		ALLENDE BREA	Haver & Boecker
	TOZZINI	3/2/2015		ARIAS MUNOZ	Sherwin Williams
	TOZZINI	1/23/2015		ARIAS MUNOZ	Vonpar
	TOZZINI	1/12/2015		ALLENDE BREA	Pirelli Pneus
	Tozzini	**2014**		**ALLENDE**	Referral of Hyosung on bankruptcy related matter
	TOZZINI	12/10/2014		ARIAS MUNOZ	Haver&Boecker
	TOZZINI	12/2/2014		Carey	Haver & Boecker
	TOZZINI	10/2/2014		Carey	SA Bank
	TOZZINI	9/10/2014		ALLENDE BREA	Capsugel

TOZZINI	9/10/2014	Carey	Capsugel
TOZZINI	7/22/2014	ALLENDE BREA	Facebook
TOZZINI	7/22/2014	Carey	Facebook
TOZZINI	6/19/2014	ARIAS FABREGA	Osborne Clarke
TOZZINI	3/7/2014	ALLENDE BREA	RIGESA
TOZZINI	2/28/2014	ARIAS FABREGA	CHEMTURA
TOZZINI	2/28/2014	ARIAS MUNOZ	CHEMTURA
TOZZINI	2/28/2014	ARIAS MUNOZ	CHEMTURA
TOZZINI	2/28/2014	Carey	CHEMTURA
TOZZINI	2/12/2014	ALLENDE BREA	State Grid
TOZZINI	2/12/2014	Carey	State Grid

	TOZZINI	1/28/2014	ARIAS MUNOZ	Agroceres
	TOZZINI	1/21/2014	ARIAS MUNOZ	Invivo
	TOZZINI	1/14/2014	ALLENDE BREA	Biotronik Com. Médica
OUTBOUND	**TOZZINI**	1/14/2014	ARIAS FABREGA	Biotronik Com Médica
	TOZZINI	1/14/2014	ARIAS MUNOZ	Biotronik Com Médica
	TOZZINI	1/14/2014	Carey	Biotronik Com. Médica
	TOZZINI	1/6/2014	ALLENDE BREA	Hyosung do Brasil LTDA
	TOZZINI	2014	**ARIAS & MUNOZ**	Guatemala - Jorge Luis Arenales
	TOZZINI	2014	**CAREY**	Bianchi Vending Group
	TOZZINI	2014	**CAREY**	Milliken and Company labor agreements
	TOZZINI	12/5/2013	ALLENDE BREA	Mccain
	TOZZINI	12/5/2013	Carey	McCain
	TOZZINI	10/4/2013	Carey	CNI e IBRAC
	TOZZINI	9/6/2013	ALLENDE BREA	Integration
	TOZZINI	9/6/2013	Carey	Integration
	TOZZINI	8/5/2013	ALLENDE BREA	ViroPharma Incorporated
	TOZZINI	7/2/2013	Carey	Global Blue
	TOZZINI	4/18/2013	ALLENDE BREA	Ironshore
	TOZZINI	4/18/2013	ARIAS FABREGA	Ironshore
	TOZZINI	4/18/2013	ARIAS MUNOZ	Ironshore
	TOZZINI	4/18/2013	Carey	Ironshore
	TOZZINI	4/1/2013	Carey	Pillsbury Winthrop Shaw Pittman LLP
	TOZZINI	3/11/2013	ARIAS FABREGA	CMS Hasche Sigle
	TOZZINI	**2013**	**ALLENDE**	Referral of Starret
	TOZZINI	2013	**CAREY**	Assist locating competition counsel for international transaction
	TOZZINI	2013	**CAREY**	Pacific Alternative Asset Management Company advise structuring investments
	TOZZINI	2013	**CAREY**	Amsted Rail jv negotiations MGyT Chile

TOZZINI	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	CAREY	**2023**		**TOZZINI**	
					Client: Saint Gobain Description: CONFIDENTIAL: Assistance on the potential acquisition a business unit of Hunter Douglas in Latin America. Origin: Referral from Francisco Ugarte to Marcio Mello Silva Baptista (Brazil)
	BENNETT	**2018**	Sao Paulo	TOZZINI	A RockMass, a mining-tech client looking for a review of a commercial agreement subject to Brazilian laws
	BENNETT	**2017**	Sao Paulo	TOZZINI	pet food manufacturer looking to expand into Australia and distributor arrangement with a new distributor
	ALLENDE	**2017**	Sao Paulo	TOZZINI	Adecef Judicial Reorganization / Oi Group
	ALLENDE	**2017**	Sao Paulo	TOZZINI	Corp Chilean company incorporating in SP
	BENNETT	**2016**	**Edmonton**	TOZZINI	Reviewing of Distributor Agreements in various countries
	BENNETT	2016	**Toronto**	TOZZINI	Brazil Litigation Matter
	Hogan Lovells	5/20/2015	Sao Paulo	**TOZZINI**	Eletrobras

Tozzini
Inbound

Carey	4/22/2015	Chile	**TOZZINI**	Falabella
Hogan Lovells	1/23/2015	Washington	**TOZZINI**	Bilfinger
Allende Brea	12/23/2014	Argentina	**TOZZINI**	Renaissance Re Syndicate Management Ltd
Rodyk	11/19/2014	Singapore	**TOZZINI**	Mitsuji Konoshita (Group Lease Public Co
Hogan Lovells	8/14/2014	Miami	**TOZZINI**	Alstom
Carey	8/11/2014	Chile	**TOZZINI**	Milliken
Hogan Lovells	7/28/2014	Washington	**TOZZINI**	3M do Brasil Ltda
Allende Brea	7/22/2014	Argentina	**TOZZINI**	Sony Group
Carey	3/25/2014	Chile	**TOZZINI**	Bianchi Vending Group S.p.A (BVG)
Allende Brea	2/24/2014	Argentina	**TOZZINI**	Dassault Systèmes Americas Corp
Allende Brea	2/21/2014	Argentina	**TOZZINI**	BYD
ALLENDE	**2014**		Tozzini	Referal of Generali
CAREY	**2014**		Tozzini	Salinas Diamante Branco (SDB) CADES' re salt producers
DENTONS	**2013**		Tozzini	HSBC Financial Bilateral Credit Facility
Allende Brea	12/4/2013	Argentina	**TOZZINI**	Harold Solomon e Jonathan Solomon
Carey	10/15/2013	Chile	**TOZZINI**	K+S Chile S.A.
Hogan Lovells	5/30/2013	Washington	**TOZZINI**	PPG Industries, Inc.

OTHER		DATE			REFERENCE
	Cabinet Lissade	2018	Haiti	Allende	Litigation matter
	Hibiya-Nakata	2/12/2016	Japan	SIMPSON	New Zealand restructure of Konica Minolta (from Nobuo Nakata formerly with Asahi)
	Hibiya-Nakata	7/10/2014	Japan	SIMPSON	Daifuku Co Ltd Acquisition of BCS Group Ltd
	Morgan Lewis	2015-6	SanFran	RODYK	Gen Corp Advise Sungard

PRAC

NEW DELHI 2023

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AGENDA

MEETING OF THE BOARD OF DIRECTORS

New Delhi 2023

Chair: Marcio Baptista

Tuesday October 10, 2023

All Delegates Welcome

1. Call to Order

2. Approval of New Delhi Board Meeting Agenda

3.. Mexico City Chair Report [TAB 20]

4.. Finance – Marcio Baptista
   (i) Resolution and Financial Report 2023 Est. 4th Quarter and Proposed 2024 Budget [TAB 22]

5. . Policy and Planning Committee Chair, Sarah Tune (Oral Report)
   (i) PRAC On The Road Initiative Update [TAB 15]
   (ii) PRAC Event Connect Initiative - Monthly Update [TAB 16]
   (III) Monthly e-Bulletin [TAB 17]
   (iv) Referral Database [TAB 18]
   (v) Statement of Policies and Objectives [TAB 23]

6. Membership Committee Marcio Baptista (Oral Report)

7. Strategic Review – Jeffrey J. Lowe (oral report)
   Summary of results of PRAC Membership Strategic Review session which took place immediately prior to Board Meeting. [TAB 14]

8. Future Conference Updates
   (i) 69th International Conference Paris –May 25 – 28, 2024 Hosted by GIDE - Save the Date [TAB 25]]
   (ii) Future Conference Schedule TBD [TAB 25]

9. Nominating Committee Report (oral report)

10.. Conference report and resolution: Conference Hosting – Kochhar & Co. [TAB 21]

11. Adjournment

PRAC

NEW DELHI 2023

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12 May, 2023

Dear Friends and Colleagues:

It is just days since PRAC's 67th International Conference. 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.

SANTAMARINA + STETA welcomed delegates and guests at Saturday evening's opening reception, which was followed by delightful dine around experiences at local restaurants. Sunday's Delegation Luncheon at San Angel Inn was a truly enjoyable and a wonderful introduction to Mexico's vibrant and rich culinary heritage. As the evening unfolded, Santamarina's Partners graciously hosted wonderful in-home dinners showcasing the latest trends in Mexican cuisine and wines, leaving no doubt that this remarkable social event remains an unforgettable experience for all attendees.

The business program kicked off on Monday morning with a presentation by Keynote Speaker, Luis Rubio - "The Economic and Political Landscape of Mexico: Opportunities and Challenges for International Legal Practice". The session provided valuable insights into the current state of the Mexican economy, its global connections, and the intricate legal frameworks that international lawyers need to navigate in order to do business in Mexico, as well as the challenges and opportunities arising from Mexico's economic and political ties with various countries in the Pacific Rim, and the implications of recent trade agreements such as the USMCA with the United States and Canada.

A lively panel discussion followed, "The Future of Crypto-currencies" with engaging and enthusiastic guest panelist, Alfonso Monroy, General Counsel of BITSO, Latin America's leading crypto-based financial services company. The panelists shared their thoughts and passions, and Alfonso's expertise and captivating presence made the conversation even more fascinating.

The morning rounded out with two panel discussions – "Hints on Nearshoring", providing insight into the current state of Asian Companies investing billions in Latin America, and exporter considerations when setting up factories in Latin America to preserve sales to the United States and Canada; followed by a discussion about the Complexities in Cross-Border Arbitration in Energy Matters.

Monday afternoon's engaging and interactive "Managing Partners Forum –Hot Topics in Law Firm Management with Guest Moderator Leopoldo Hernandez of Kerma Partners and PRAC panelists made of up CEO's and Managing Partners provided timely and thoughtful insights into our rapidly evolving industry, particularly in a post-covid world.

The panel tackled pressing issues and emerging trends, delving into the challenges and opportunities faced by law firms in adapting to the new normal. With an emphasis on effective management strategies, the session offered valuable perspectives on navigating the changing landscape of the legal profession.

Tuesday's business sessions started with Santamarina + Steta providing an update on their firm and was followed by an insightful and interactive ESG panel discussion with guest panelist Dra. Rene Gonzalez of Fondo Mexicano para la Conservacion de la Naturaleza who brought valuable insights and added a unique and enlightening perspective to the conversation, making the session all the more enriching and inspiring.

Sessions continued with a panel discussion on "Cannabis Legal Trends" covering a range of topics related to the rapidly evolving legal landscape around cannabis in various jurisdictions.

Tuesday afternoon's panel discussion on "New Trends in Legal Services" was an incredibly engaging and interactive session. In particular, data analytics and artificial intelligence sparked a lively question-and-answer discussion period – so much so that the energy from the panel spilled over to the PRAC Business Development Let's Talk! table discussions which followed Dentons Rodyk member firm update.

Once again, all the session discussions and forum exchanges were a real highlight, delivering an interactive and informative experience that left everyone with valuable takeaways. The interactive atmosphere created a dynamic environment where ideas flowed freely, ensuring everyone a chance to contribute and learn.

You can find Mexico City 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/2023_MEXICO/Materials.html

The Board Meeting followed, and the meeting adjourned at 4:00 pm. PRAC Policy & Planning and Membership Committee meetings were held during lunch hours on Monday and Tuesday (see notes below for summary).

Tuesday's Closing Dinner at the National Museum of Anthropology was – in a word – spectacular! Our evening started with a delightful reception setting the tone for what was to come. The highlight of the night was undoubtedly the private concert featuring the renowned Orquesta Sinfonica de Mineria, led by the exuberant conductor Raul Aquiles Delgado, which covered a number of classic and sentimental pieces of Mexico's rich cultural heritage. We were also treated with a special appearance by the talented soprano Annabel de la Mora, whose presence added an extra layer of enchantment to the evening. Standing ovations kept the orchestra on stage for several encores. It was truly a magical experience that could have easily lasted all night, but there was still more in store.

A brief tour of the museum's extraordinary collection followed, immersing us further in the wonders of Mexican's vibrant history. As the evening unfolded, we were treated to a delightful open-air dinner in the museum's private courtyard—a first-ever experience for the museum! The enchanting atmosphere of the courtyard, paired with the exquisite cuisine, made for a truly unforgettable and heartwarming evening. It was the perfect way to conclude our time together, immersing ourselves in Mexico's rich culture and creating cherished memories.

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 2023 budget.

2. **Membership Committee**. Committee Chair Ian Michael commented on the initial and ongoing discussions with Australian firm Minter Ellison and discussions about a possible Spanish target firm Roca Junyent. See also item 4. below ref. Strategic Review of PRAC.

3. **Policy & Planning Committe**e. Committee Chair Sarah Tune commented on the ongoing PRAC initiatives and encouraged PRAC Primary Contacts to consider participation on an ongoing basis. See also 4. below ref. Strategic Review of PRAC.

I will reiterate here that while our conferences are a great way to participate in PRAC, there are also other ways to develop internal messaging within your firms and make valuable contributions. As a reminder, here are some initiatives you might want to keep in mind:

- **Headline copy of PRAC e-Bulletin** - Our e-Bulletin is published monthly and emailed to all member firm contacts. It is also available to the public at our web site http://www.prac.org/news.php and at LinkedIn. We are always looking for member contributions. Our .org status translates to a higher web ranking. Being mentioned at our site, for example in a news item in our e-Bulletin, results in higher profile search engine results for your firm and your clients.

  Our e-Bulletin focus is deals and transactions, topical law related articles relevant in your jurisdictions; and firm news such as expansion, new practice areas or lawyers; office moves or expansion. All articles should include firm contact details and/or we will provide a direct link to yourwebsite. Submit your contributions for consideration by the 10th of each month to editor@prac.org.

- **PRAC Event Connect – Get on the List!** We are always looking to interact with PRACites in between our main conference events. INTA, IPBA, BA, IBA and PDAC - just a few of the many industry related events where PRAC members attend in numbers. In jurisdictions where there are member firm hosted events, we encourage extending your reception invites to PRAC Delegates. Let us know which events your firm plans to be represented and we'll be sure to put you on the List so that other attending PRACites know as well. Get on the List! events@prac.org.

- **PRAC On The Road Initiative** – Last October we reached out to member firms through PRAC Primary Contacts about a new initiative "PRAC On The Road", focusing on PRAC NexGen lawyers' in-person fostering of relationships abroad and across member firms with extended lawyer visits/stays. Based on member survey responses, the initiative received a high level of interest and I am pleased to announce that we are officially "On The Road" with 2d and 3rd quarter considerations currently underway. Interested in knowing more? Visit www.prac.org or Contact Susan.iannetta@prac.org.

- **PRAC Referrals Initiative -** As part of our ongoing initiative to enhance business development opportunities, we continue to focus on referral and/or joint initiatives among member firms. Please review the current database for updates. Send us your firm activities, such as client referrals, events, receptions, or seminars where PRAC members are invited as guests; and/or speakers; client or lawyer referrals/introductions; secondments; office visits etc. https://prac.org/PRACprivate/reports/PRAC_REFERRAL.pdf

  While business development is daily, PRAC events and initiatives in particular present unique opportunities to forge vital ties with member firms in various jurisdictions and continue to enhance opportunities for co-operative and innovative business development initiatives with friends we know and trust.

  Your continued support and active participation are appreciated.

  4. Strategic Review of PRAC. During Tuesday's Board Meeting, I noted the importance of PRAC maintaining its relevance in today's current industry landscape in a post pandemic world. To that end, I asked Jeffrey Lowe to lead the strategic review of PRAC's policies, objectives, and practices. This review has two main objectives:

  a. moving forward, what steps can be taken to maximize the value proposition of PRAC for its member firms; and

  b. improve the messaging around the unique and valuable attributes of PRAC.

I am pleased to report that Jeff has already begun working on a proposed framework to be presented to the Policy & Planning and Membership committees for their review. Our aim is to present a position paper to the Membership-at-Large during our upcoming conference in New Delhi later this year.

On behalf of the PRAC membership, I want to thank Jeff for taking on this crucial role in helping to guide PRAC through this important phase of our organization's journey. As we approach PRAC's 50th anniversary next year, marking half a century of PRACites connecting worldwide and assisting our clients, I have full confidence that Jeff's expertise, background, and extensive

experience within PRAC, including his current role as Corporate Secretary and various other positions held, will contribute to positioning us for continued success.

5. Future Conferences Schedule.

2023 New Delhi 68th International Conference –October 7-10, hosted by Kochhar & Co. Preliminary Invitation and early registration available at www.prac.org/events.php

2024 Paris 69th International Conference – May 25-28 2024 hosted by Gide

6. Nominating Committee. My current chair term ends December 31. A Nominating Committee will be put in place in near future with a view to formalize findings in time for the New Delhi conference later this year.

Thank you all for your continued support and active participation I look forward to seeing you in New Delhi in October. In the meantime, let's continue to forge vital ties and explore cooperative business opportunities, ensuring PRAC remains at the forefront of our industry for another 50 years.

Best regards,

Marcio Baptista, PRAC Chairman
Partner
TozziniFreire Advogados

Tozzini Freire. ADVOGADOS

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DRAFT
Mexico City 2023 Conference
Draft Board Minutes
MEETING OF THE BOARD OF DIRECTORS
Tuesday, April 25, 2023

I. Call to Order/Representatives Present

PRAC Chair, Marcio Baptista called the meeting of the Board of Directors to order. The following representatives were present during the Board Meeting and/or participated in the various activities during the conference including the Practice Group and Committee meetings, and other programme events:

Allende & Brea	Santiago Sturla	Buenos Aires	Argentina	Partner, Corporate	
Arias	Yuri Moreno	Panama City	Panama	Partner, Corporate, Civil and Commercial Litigation and Arbitration	
Arias	Carolina Flores	San Jose	Costa Rica	Partner, Head Tax (Domestic & Foreign)	
Arias	Vicente A. Lines	San José	Costa Rica	Partner, Technology Media and Telecoms, Corporate, Banking and Finance	
Arias Fabrega & Fabrega	Fernando A. Arias	Panama	Panama	Co-Managing Partner, Member Exec Com, Head Corp Practice, Co-Head Litig	
Bennett Jones LLP	Ian Michael	Toronto	Canada	Partner, Corporate	
Brigard Urrutia	Andres Hernandez	Bogota	Colombia	Partner, Tax	
Carey	Francisco Ugarte	Santiago	Chile	Partner, M&A	
City-Yuwa	Kanako Inokuchi	Tokyo	Japan	Partner, IP Data Protection, Sports	
Davis Wright Tremaine	Sarah Tune	Seattle	United States	Partner, Co-Chair Business & Tax, Corporate, M&A	Sean Doherty

Davis Wright Tremaine	Scott MacCormack	Seattle	United States	Managing Partner, Corporate, Transactional	Nancy MacCormack
Dentons Rodyk	S. Sivanesan	Singapore	Singapore	Partner, Corporate	Rachel Sivanesan
Gide Loyrette Nouel	TBD		France		
Goodsill Anderson Quinn & Stifel	Michael O'Malley	Honolulu	United States	Partner, Corporate, Tax	Cheryl Robello
Goodsill Anderson Quinn & Stifel	Lisa Bail	Honolulu	United States	Partner, Business Litigation Practice Group Leader	
Han Kun Law Offices	Aaron Zhou	Beijing	China	Partner Cross-border and Domestic Merger & Acquisition Transactions	
Hogan Lovells	Owen Chan	Hong Kong	Hong Kong	Hong Kong Managing Partner, Banking & Finance	
Hogan Lovells	Elizabeth Donley	Washington	United States	Partner, Co-Head, M&A Americas	Owen Donley
Hogan Lovells	Miguel Zaldivar	Washington	United States	CEO, Partner,	Anna Guiffredi Zaldivar
Kim, Chang & Lee	Not Atteding				
Kochhar & Co	Pradeep Ratnam	New Delhi	India	Senior Partner, Banking & Infrastructure	
Kochhar & Co	Chandra Tampi	New Delhi	India	Senior Partner, Corporate, M&A	
Kochhar & Co	Priyanka Gupta	New Delhi	India	Director , Strategy & Corporate Relations	
Lee and Li	Not Attending	Taipei	Taiwan		
LeGa Law	Not Attending	Caracas	Venezuela		
Mulla & Mulla & Craigie Blunt & Caroe	Not Attending	Mumbai	India		
Muniz Olaya Melendez Castro Ono & Herrera	Frank Boyle	Lima	Peru	Senior Counsel, Corporate	
NautaDutilh	Jaap Stoop	Amsterdam	Netherlands	Partner, Practice Head, Corporate M&A	

Pacific Rim Advisory Council	Susan Iannetta	Toronto	Canada	Director, PRAC	
Richards Buell Sutton	Joe Chan	Vancouver	Canada	Partner, M&, Securities, Corporate Finance	Jackie Kai Ellis
Richards Buell Sutton	Jeff Lowe	Vancouver	Canada	Senior Counsel	
Santamarina y Steta	Juan Carlos de la Vega	Mexico City/ Monterrey	Mexico	Managing Partner, Labor & Employment	
Santamarina y Steta	Robert Fernandez De Valle	Mexico City	Mexico	Partner, litigation, commercial arbitration and alternative dispute resolution	
Santamarina y Steta	Heriberto Garza	Monterrey	Mexico	Partner, Corp, Financing, M&A	Maria de Jesus Gonzalez
Santamarina y Steta	Vicente Grau	Mexico City	Mexico	Partner, Corp, Financing M&A	Ale Francisco-Revella
Santamarina y Steta	Daniel Legaspi	Mexico City	Mexico	Partner, intellectual property, franchising, licensing and technology	
Santamarina y Steta	Alejandro Luna	Mexico City	Mexico	Partner, foreign trade and customs, health and life sciences, consumer protection, anti-corruption and immigration law.	
Santamarina y Steta	Jorge Leon Orantes B.	Mexico City	Mexico	Chairman, M&A, Financing, TMT	
Santamarina y Steta	Jose Pablo Perez Zea	Mexico City	Mexico	Partner, franchising, licensing. Patent and trademark prosecution; copyright, unfair competition and plant variety	
Santamarina y Steta	Alberto Saavedra	Mexico City	Mexico	Partner, Securities, banking and finance, capital markets, foreign investment,	

				mergers and acquisitions and project finance, family counselling and succession planning.	
Skrine	Lee Ai Hsian	Kuala Lumpur	Malaysia	Partner, Banking/Finance, Real Estate and Fintech	Lee Sheung Jien
SyCip Law	Not Attending	Manila	Philippines		
Tozzini Freire	Marcio Baptista	Sao Paulo New York	Brazil USA	Managing Partner New York, Corporate, Foreign Investment, M&A	
Tozzini Freire	Maria Elisa Vierra	Sao Paulo	Brazil	Partner, Corporate	

Invited Guest Speakers

	Luis Rubio			
International Monetary Fund	Luis Urrutia	Washington, DC	USA	
Kerma Partners	Leopoldo Hernandez	Mexico City	Mexico	Founding Partner
Mexican Par aLa Conservaction de la Naturaleza	A.Dra.Rene Gonzalez	Mexico City	Mexico	Founding Director

II **Approval of Agenda**. The Chair sought approval of the agenda and unanimously carried, the agenda was approved.

III Santamarina y Steta PRAC Chair reported on the many positive comments he had received with respect to the Mexico City Conference and in particular the Host Firm's professional caliber of contributions to the business programme.

Upon motion duly made, seconded and unanimously carried, the following resolution was adopted:

WHEREAS the law firm SANTAMARINA y STETA is a member of the Pacific Rim Advisory Council; and

WHEREAS, the success of the 67th International Conference of the Pacific Rim Advisory Council has been specifically due to the efforts and enthusiasm of the entire SANTAMARINA y STETA team who have dealt patiently with the countless details and complexities of hosting an International Conference:

RESOLVED that the Pacific Rim Advisory Council extends **SANTAMARINA y STET**A its deepest gratitude for planning and hosting the 67th International Conference in Mexico City.

IV. Financial The Chair commented that following the two year 50% reduction in assessments in response to the global pandemic, annual fees have since returned to their normal assessment level effective Jan 1 2023. Chair reported that financial budget was in line with the approved budget. Upon motion duly made, seconded and unanimously carried, the following resolution was adopted:

Upon motion duly made and seconded, it is **RESOLVED** that the Financial Reporting for 2023 1st Quarter Budget is hereby approved.

V.. **Membership Committee**. Committee Chair Ian Michael commented on the initial and ongoing discussions with Australian firm Minter Ellison and discussions about a possible Spanish target firm Roca Junyent. See also item VII below ref. Strategic Review of PRAC.

VI. **Policy & Planning Committe**e. Committee Chair Sarah Tune commented on the ongoing PRAC initiatives and encouraged PRAC Primary Contacts to consider participation on an ongoing basis. See also VIII below ref. Strategic Review of PRAC.

VII. **Strategic Review of PRAC.** Chair Marcio Baptista noted the importance of PRAC maintaining its relevance in today's current industry landscape in a post pandemic world. To that end, Jeffrey Lowe has been asked to lead the strategic review of PRAC's policies, objectives, and practices. This review has two main objectives:

a. moving forward, what steps can be taken to maximize the value proposition of PRAC for its member firms; and

b. improve the messaging around the unique and valuable attributes of PRAC.

Jeff has already begun working on a proposed framework to be presented to the Policy & Planning and Membership committees for their review. Our aim is to present a position paper to the Membership-at-Large during our upcoming conference in New Delhi later this year.

Chair thanked Jeff for taking on this crucial role in helping to guide PRAC through this important phase of our organization's journey, commenting further:

"As we approach PRAC's 50th anniversary next year, marking half a century of PRACites connecting worldwide and assisting our clients, I have full confidence that Jeff's expertise, background, and extensive experience within PRAC, including his current role as Corporate Secretary and various other positions held, will contribute to positioning us for continued success."

VIII. Future Conferences Schedule.

2023 New Delhi 68th International Conference –October 7-10, hosted by Kochhar & Co. Preliminary Invitation and early registration available at www.prac.org/events.php

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IX. Nominating Committee. My current chair term ends December 31. A Nominating Committee will be put in place in near future with a view to formalize findings in time for the New Delhi conference later this year.

Thank you all for your continued support and active participation I look forward to seeing you in New Delhi in October. In the meantime, let's continue to forge vital ties and explore cooperative business opportunities, ensuring PRAC remains at the forefront of our industry for another 50 years.

X. PRAC Chair Conference Report to Membership At Large attached summarizing conference events and session take-aways issued post Mexico City conference; sent by email to all Conference Delegates and also to all PRAC Primary Contacts(regardless of attendance at Mexico City conference). See Attached "A.

XI. Adjournment.

There being no further business the Board Meeting then adjourned and the Mexico City Conference closed.

_____

Marcio Baptista
PRAC Chair- TozziniFreire

PRAC

NEW DELHI 2023

21

October 10, 2023

WHEREAS the law firm **KOCHHAR & CO.** is a member of the Pacific Rim Advisory Council; and

WHEREAS, the success of the 68th International Conference of the Pacific Rim Advisory Council has been specifically due to the efforts and enthusiasm of the entire **KOCHHAR & CO.** firm who have dealt patiently with the countless details and complexities of hosting an International Conference and, in particular the Host Committee Team Members:

RESOLVED that the Pacific Rim Advisory Council extends to KOCHHAR & CO.
its deepest gratitude for planning and hosting the 68th International Conference.

Rohit Kochhar
Stephen Mathias
Reena Khair
Pradeep Ratnam
Chandrasekhar Tampi
Priyanka Gupta
Abhilash
Harmeet Kaur
Ravish Bhasin
Anjita Sengar
Bhuvan Manocha
Namrata Walia

RESOLVED that the Pacific Rim Advisory Council extends its best wishes to **KOCHHAR & CO.** for continued success; and that the original of this resolution be presented to **KOCHHAR & CO.** with commendation and honours; and that a copy of this resolution be maintained in the archives of the Pacific Rim Advisory Council.

_____
Marcio Baptista, PRAC Chair

PRAC

NEW DELHI 2023

22

October 10, 2023, 2023

Upon motion duly made and seconded, it is

RESOLVED that the Financial Reporting for Est 3rd Quarter 2023 and Proposed 2024 Budget is approved.

Dated this 10th day of October, 2023

_____

Marcio Baptista, PRAC Chair

PRAC

2023 ESTIMATED 4th Quarter and 2024 PROPOSED REVENUE BUDGET

MEMBER CONTRIBUTIONS	2023 Revenue Budget	Proposed 2024 Revenue Budget	2023 Est 3rd Quarter Revenue
Asessments	$ 359,101	$ 329,543	$ 266,753
Admission Fees	$ -	$ -	$ -
Subtotal	**$ 359,101**	**$ 329,543**	**$ 266,753**
MISCELLANEOUS REVENUES			
Member Fee Receivables** 2023	$ -		$ 27,950
Less Total Est YE Expenses	$ (386,000)	$ (387,000)	(100,190)
**Est REVENUE - PROFIT (LOSS) ** **	**$ (26,899)**	**$ (57,457)**	**$ 194,513**

Estimated 2023 Year end reserve 194K

** 2024 Est Rev Loss to be covered from reserve

PRAC

2023 ESTIMATED 4TH Q and PROPOSED 2024 EXPENSE BUDGET

	2023 Expense Budget	PROPOSED 2024 Expense Budget	Est 4th Q 2023 Expense Budget
MARKETING			
Web Site annual maint/domain registration	6,000	6,000	4,000
Web Site Programming and postings	4,000	4,000	4,000
Other	0		0
Subtotal	**$ 10,000**	**$ 10,000**	**$ 8,000**
CONFERENCES/MEETINGS			
Mexico 2020 PREPAID/PARIS Spring 2024	68000	68000	68,000
New Delhi 2020 PREPAID/TBD Fall 2024	68000	68000	68,000
Subtotal	**$ 136,000**	**$ 136,000**	**$ 136,000**
CHAIR SECRETARIAT			
Reimbursable Expense	25,000	30,000	11,000
Reimburseable Travel Expense Chair and Director	35,000	30,000	14,000
Subtotal	**$ 60,000**	**$ 60,000**	**$ 25,000**
Chairman Honorarium	50,000	50,000	50,000
Director	125,000	125,000	93,750
Subtotal	**$ 175,000**	**$ 175,000**	**$ 143,750**
MEMBERSHIP COMMITTEE			
Reimbursable Expense	0		0
Other	0		0
Subtotal	**$ -**		**$ -**
CONTINGENCY Corp GST Tax Accountant Fee	5,000	6,000	5,000
Corporate Tax	-	-	-
Subtotal	**$ 5,000**	**$ 6,000**	**$ 5,000**
TOTAL EXPENSES	**$ 386,000**	**$ 387,000**	**$ 317,750**

2024 PROPOSED ASSESSMENTS

Firm	Jurisdiction	Base Assessment	All City Counts	Juris Counts	New Member	1.5 Additional	2.5 Additional	2023 Annual Fees
ALLENDE BREA	Argentina	$ 8,138	88	88	$ -			$ 8,138
ARIFA	Panama	$ 8,138	46	45	$ -			$ 8,138
ARIAS	Central America	$ 10,658	143	134	$ -			$ 10,658
BRIGARD URRUTIA	Colombia	$ 14,123	174	174	$ -			$ 14,123
CAREY	Chile	$ 14,123	206	206	$ -			$ 14,123
CITY-YUWA	Japan	$ 14,123	179	179	$ -			$ 14,123
DAVIS WRIGHT	Seattle	$ 14,123	609	223	$ -	$ 2,000	$ 3,000	$ 19,123
DENTONS RODYK	Singapore	$ 14,123	219	219	$ -			$ 14,123
GIDE	France	$ 18,900	516	360	$ -			$ 18,900
GOODSILL	Honolulu	$ 8,138	56	56	$ -			$ 8,138
HAN KUN	Beijing Shanghai Shenzen	$ 25,883	721	684	$ -			$ 25,883
HOGAN Legacy	Washington, DC	$ 18,900	1343	422	$ -	$ 2,000	$ 3,000	$ 23,900
KIM CHANG & LEE	S.Korea	$ 8,138	63	63	$ -			$ 8,138
KOCHHAR & CO.	New Delhi	$ 8,138	192	98	$ -	$ 2,000		$ 10,138
LEE AND LI	Taiwan	$ 14,123	211	211	$ -			$ 14,123
LEGA ABOGADOS (H	Venezuela	$ 8,138	63	60	$ -			$ 8,138
LOVELLS Legacy	Hong Kong	$ 8,138	1343	51	$ -	$ 2,000	$ 3,000	$ 13,138
MULLA & MULLA	Mumbai	$ 8,138	59	53	$ -			$ 8,138
MUNIZ	Lima	$ 14,123	331	223	$ -			$ 14,123
NAUTADUTILH	Netherlands, Belgium, Luxembourg	$ 18,900	357	342	$ -			$ 18,900
RICHARDS BUELL	Vancouver	$ 8,138	54	54	$ -			$ 8,138
SANTAMARINA	Mexico	$ 10,658	103	103	$ -			$ 10,658
SYCIP SALAZAR	Philippines	$ 10,658	150	150	$ -			$ 10,658
TOZZINI FREIRE	Brazil	$ 25,883	540	539	$ -			$ 25,883
Additional Assessments for all city counts totalling 1.5 and 2.5 times or more than jurisdiction count								

e Assessment Levels	Jurisdiction Headcount	2019	2019	2020	2021	2022	2023	2024
Level 1	**under 100**	$ 8,138	$ 8,138	$ 8,138	$ 4,050	$ 4,050	$ 8,138	$ 8,138
Level 2	**100-149**	$ 10,658	$ 10,658	$ 10,658	$ 5,300	$ 5,300	$ 10,658	$ 10,658
Level 3	**150-249**	$ 14,123	$ 14,123	$ 14,123	$ 7,000	$ 7,000	$ 14,123	$ 14,123
Level 4	**250-499**	$ 18,900	$ 18,900	$ 18,900	$ 9,400	$ 9,400	$ 18,900	$ 18,900
Level 5	**500+**	$ 25,883	$ 25,883	$ 25,883	$ 12,850	$ 12,850	$ 25,883	$ 25,883

PRAC

NEW DELHI 2023

23

PACIFIC RIM ADVISORY COUNCIL

STATEMENT OF POLICIES AND OBJECTIVES

The principal objectives of the Pacific Rim Advisory Council ("PRAC") are:

(a) To admit as member firms significant law firms located, or with strong connections or business interests, in major commercial centers in the Pacific Region.

(b) To be an effective, cost-efficient information and expertise-sharing network of law firms serving the needs of clients engaged in commercial transactions in, to and out of the Pacific Rim.

(c) To draw on member firms' expertise in business transactions and related areas of law.

(d) To assist member firms in developing ongoing working relationships with other PRAC member firms, to enhance appropriate referrals of legal business among the PRAC firms and to support high standards of service in the handling of referrals.

(e) To promote the professional capabilities and resources of member firms through PRAC publications and educational seminars.

A PRAC, its Council and Committees

(1) **Status**. PRAC is an unincorporated association operated by its member firms in accordance with the Statement of Policies and Objectives and in accordance with the policies adopted by the Council from time to time.

(2) **Council**. All representatives of member firms are entitled and invited to participate in the deliberations of the Council provided, however, that each member is entitled to only one vote on any matter.

(3) **Meetings**. The Council will meet at the time and place of each delegates' conference and at other times if called by the Chair by notice given in writing or electronically, on at least seven days' notice. Meetings may be in person or by telephone.

(4) **Informality and Consensus**. Proceedings of the Council shall be informal and, generally, actions of the Council shall be premised, to the extent feasible, upon a consensus of all of the member firms.

(5) **Required Vote**. Decisions of the Council at a meeting shall be approved by at least two-thirds of the member firms present and voting. Decisions of the Council may also be made by a written resolution consented to in writing by at least two-thirds of all member firms.

(6) **Proxies**. A member firm may, through any of its principal contacts, by designation in writing or by email to the Chair, delivered before a meeting of the Council, designate an individual who is not a member of such member firm, as proxy for the member firm to vote at such meeting of the Council.

(7) **Standing Committees**. The Chair shall appoint such standing committees as it deems appropriate, being currently a Membership Committee and a Policy and Planning Committee. In appointing such committees, the Chair will consult with all member firms in advance.

(a) The mandate of the Membership Committee will be to

● receive and consider Phase I reports and prepare Phase II reports on proposed new member firms and make recommendations on further steps.

● make recommendations on removal of member firms. consult with member firms on membership concerns.

(b) The mandate of the Policy and Planning Committee will be to

● review Policies and Procedures and make recommendations to the Council.

• provide input to holders of conferences and approve the schedule for future conferences.

Decisions of any standing or ad hoc committee shall be approved by at least two-thirds of the members of the committee present and voting. Decisions of any committee may also be made by a written resolution consented to in writing by at least two-thirds of the members of such committee. A member of any committee may designate another member of such committee as his or her proxy in the manner provided in paragraph A.6.

B Officers

(1) The Chair.
(a) The Chair shall be the chief executive officer of PRAC.
(b) The Chair shall oversee the organization of meetings of the Council.
(c) The Chair shall oversee and facilitate the operation of all committees.
(d) The Chair shall implement decisions of the Council.
(e) The Chair shall be an ex-officio member of each of the standing committees.

(2) The Vice Chair.
(a) The Chair may be supported by one Vice Chair.
(b) The Vice Chair shall preside over meetings of the Council in the absence of the Chair. (c) The Vice Chair shall perform such other duties as the Council may reasonably request.

(3) Term of Office. At the first delegates' conference in the second year of the term of each Chair, his or her successor will be elected following the procedure set out in section B(4). The term of the incumbent Chair will end, and the term of his or her successor will begin, at the end of that calendar year, so that the term for each Chair will be two calendar years.

(4) Nominating Committee and Election of Chair and Vice Chair.

(a) **Appointment of Nominating Committee.** The incumbent Chair shall appoint a

Nominating Committee of not less than five member firms at least three months before the date for the election of the next Chair.

(b) **Criteria for Nominating Committee Members.** Sitting members of the Nominating Committee shall not be eligible as candidates for Chair or Vice Chair, shall represent geographic diversity, and shall have been associated with PRAC for a period of time sufficient to give the members reasonable knowledge of potential candidates. The incumbent Chair shall not be a member of the Committee, but is encouraged to consult with the Committee as he or she sees fit.

(c) **Method of Ascertaining Candidates.** The Committee will communicate informally with each member firm as to possible candidates within such member firm and will encourage candidacy of persons that the Committee believes have characteristics sought by the Council.

(d) **Consensus Candidates.** The Committee will focus its efforts on attempting to find a consensus candidate for Chair and Vice Chair.

(e) **Single Candidates.** The Nominating Committee shall recommend to the Council a candidate for Chair and, if it deems it appropriate to nominate a Vice Chair, one candidate for Vice Chair.

(f) **Vote Required for Election.** The Chair and Vice Chair, if any, shall be elected by a resolution of the Council.

(5) PRAC Director.

(a) **Duties.** The PRAC Director shall manage the day-to-day administrative duties of PRAC including budgets, coordination of conferences, circulation of Council minutes, practice groups, marketing and publications (including PRAC web site and all printed materials).

(b) **Committee.** The PRAC Director shall be an ex-officio member of all committees to ensure continuity and assigned task accomplishment.

(c) **Appointment.** The PRAC Director shall be approved, and may be removed, by a resolution of the Council.

C. Payment of Chair and PRAC Director

(1) **Chair's Honorarium.** The Chair's firm shall be compensated by the member firms for the time expended by the Chair by a flat fee styled as "Honorarium" to be determined in advance of each calendar year plus such additional sum, if any, as the Council may determine is necessary for the Chair, as directed by the Council, to pursue new member firm discussions.

(2) **Payment of Honorarium.** The Honorarium shall be paid annually from operating funds in quarterly installments each year, or on such other basis as the Council may approve.

(3) **Chair's Reimbursable Expenses.** The Chair's firm shall be reimbursed for direct costs incurred in relation to PRAC matters. Such costs include charges for telephone, fax, photocopy, mail and other expenses which the firm normally bills as disbursement charges to its regular clients as well as Council-approved travel on new member firm discussions and the travel expenses to Council meetings.

(4) **PRAC Director's Salary and Overhead.** The PRAC Director shall be paid and the firm that is host to the PRAC Director, shall be reimbursed for him or her and administrative assistance to be styled as "PRAC Director's Salary and Overhead" as approved by the Council.

D Conferences

(1) **Conferences. C**onferences may be held in conjunction with the meetings of the Council. Such conferences will be presented principally in the city for which the host firm is a member firm.

(2) **Other Conferences.** Other conferences may be arranged from time to time to be co-sponsored by PRAC, a university in the host country and/or a trade or investment related organization or agency. Such co-sponsored conferences will be self-funding through registration fees or paid for by a member firm in its sole discretion, the Council if it so elects, or a combination thereof.

E Publications

(1) **Directory of Member Firms.** A Directory of member firms shall be updated regularly. Member firms are encouraged to display the Directory in their reception areas where that is ethically permissible and culturally acceptable.

(2) **e-Bulletin.** News shall be published for distribution PRAC-wide.

(3) **Website.** A public website shall be maintained to provide a range of information about PRAC including without limitation, membership, conferences, other activities and e-bulletins. PRAC member firms are encouraged to use the PRAC web site for PRAC communications, including conference registration. For ease of reference and maintaining a historical record, PRAC-wide communications should also be posted on the PRAC bulletin board located at the PRAC website. Materials for practice group discussions will be made available through the PRAC website.

(4) **Other Systems.** PRAC may facilitate additional computerized data transmission and storage systems from time to time as means to provide significant business advantages to member firms.

(5) **Compliance with Rules and Ethics.** Special attention will be given to compliance with law society rules and other ethical considerations in each jurisdiction in which such publications will be distributed.

F Practice Cooperation

(1) **General Cooperation.** The member firms shall promote cooperation between themselves by such actions as:

(a) exchange of ideas;

(b) development of personal relationships between partners and staff of member firms;

(c) cooperation between member firms to improve the service delivered to common clients;

(d) development of closer regional relationships;

(e) exchange or secondments of staff;

(f) sharing knowledge and expertise among member firms; and

(g) encouraging individual member firms to cooperate with one another on mutually agreeable business development activities.

(2) **Specific Initiatives.** As specific initiatives, member firms are encouraged:

(a) Internal Firm Activities. To enhance awareness of other PRAC member firms within their own firms and to assure firm wide support of PRAC's objectives and policies by, among other things, listing PRAC member firms in internal telephone directories, a link to the PRAC website, briefings of new and present staff on the PRAC network, inviting visitors from other PRAC firms to address staff on matters of interest in their country of origin, and displaying PRAC literature.

(b) Partner Visits. To invite their partners visiting cities of PRAC member firms to visit those member firms.

(c) Secondments. To secure from and provide to other member firms the highest calibre secondments.

(d) Regional and One-On-One Meetings. To initiate meetings of regional groups of firms and one-on one meetings with other member firms to explore mutually agreeable means of business-passing between the firms.

(e) Shared Educational Material. To share educational material and client information memoranda with one another.

(f) Directory of Contacts. To prepare directories of practice groups and other contacts and provide same to other member firms via the PRAC website.

(g) Reference to PRAC. To refer to their PRAC membership in public and media announcements pertaining to their own firms.

(h) Client Presence at Conferences. From time to time bring client-guests to participate in PRAC conferences.

(i) Referrals. To undertake internal steps to accomplish significant referrals of business to other member firms, provided, however, that it is the policy of PRAC that each member firm receiving a referral from or through another member firm shall be responsible for determining the identity of the party responsible for paying its fees and charges incurred in connection with the matter and for making arrangements for compensation satisfactory to it.

PRAC member firms retain absolute discretion with respect to referrals of matters and clients to lawyers in their own and other jurisdictions. This freedom of referral recognizes the existence of longstanding bilateral relationships enjoyed by PRAC member firms as well as the ethical and practical necessity to assure that the legal needs of clients are most effectively met.

Where referrals are made to and accepted by a member firm, the servicing firm is expected to respond immediately, to provide high quality work and to carry out the work in an efficient and effective manner.

G. Membership

(1) Selection. Member firms shall be selected from such jurisdictions or major

commercial centers throughout the world as the Council may deem advisable. Admission of new member firms shall not be dependent upon admission of member firms from other geographical or cultural areas but shall be based upon the merits of each such prospective new member firm. Member firms shall have significant client interests in, to and out of the Pacific Region and shall be evaluated on the following criteria, among others:

(a) history and length of establishment;

(b) size, in the areas of practice directly related to business transactions relating to the Pacific Region;

(c) range of skills, in the areas of practice directly associated with business transactions relating to the Pacific Region;

(d) standard of skills;

(e) general reputation;

(f) major domestic clients; and

(g) major foreign clients.

(2) Admission.

(a) Admission of a new member firm to PRAC shall generally be performed by a two stage process:

Stage One. This stage is intended to lead to a decision by the membership committee whether to seek a member firm from a particular jurisdiction or commercial centre. The Membership Committee will request those member firms indicating a particular interest in adding a member firm from a new jurisdiction or commercial centre to prepare a short paper analyzing the jurisdiction or commercial centre, indicating why the jurisdiction or commercial centre in question would be appropriate for PRAC Membership and identifying representative law firms, taking into consideration the prevailing guidelines regarding admission of new members as they may exist from time to time. If a Stage One report is received by the Membership Committee it will deliver a report, together with the recommendation of the Membership Committee, to all member firms.

The Council may direct that a Stage Two report be prepared, that the consideration be deferred or that the proposal will not proceed.

Stage Two. This stage will include identification and investigation of all discussions with prospective member firms. Due diligence and investigation of new member firms candidates shall be conducted under the supervision of the Membership Committee by such individuals as it or the Council specifies. The Committee will attempt to involve a member firm from the region of the candidates for admission**.** The Membership Committee shall prepare a short report for consideration by all member firms.

(b) Reports on Stage One and on Stage Two should, whenever possible, be disseminated at least 30 days in advance of a conference for proper consideration by all member firms.

(c) Admission to PRAC will be by a resolution of the Council.

(d) The admission of a member firm with a substantial office outside its own principal jurisdiction shall require the consent of any member firms in that jurisdiction. In this context, "substantial" is construed in the context of the jurisdiction and areas of

practice of the member firm being considered for admission and the existing member firm whose consent would be required.

(3) Withdrawal.

(a) A member firm wishing to withdraw from membership in PRAC shall give written notice to the Chair.

(b) To permit orderly budgeting, a notice of withdrawal must be given prior to August 1 to permit withdrawal for the following calendar year and shall not be revocable. Any firm giving notice on or after August 1 shall remain liable for its share of financial obligations for the following calendar year in the discretion of the Council.

(c) Upon notice of withdrawal being given by any member firm, such member firm's financial and other obligations to PRAC shall be terminated, except for its share of financial obligations previously approved by the Council in respect of the calendar year in which such notice of withdrawal is given (and, if notice is given on or after August 1, its share of financial obligations for the following calendar year in the discretion of the Council) and any obligations from prior years, which obligations shall be promptly discharged.

(d) A member firm which has given a withdrawal notice shall not be entitled to attend further Council meetings or PRAC conferences and shall have no further right to vote on any matter or participate in PRAC policy, marketing, telecommunications or other activities.

(4) Termination.

(a) A member firm's membership in PRAC may be terminated by a resolution of the Council, excluding any representative of the member firm in question.

(b) A member firm's membership in PRAC shall be reviewed following non-attendance at two out of three consecutive conferences. Such non-attendance may be cause for the Chair, at his or her discretion, to address the issue with the member firm in question to determine the reasons for lack of participation and to advise the Council accordingly.

(c) Upon termination of a member firm's membership in PRAC, such member firm's financial and other obligations to PRAC shall be terminated, except for its share of financial obligations previously approved by the Council and any obligations from prior years, which obligations shall be promptly discharged.

(d) A member firm which has been terminated by resolution of the Council shall not be entitled to attend further Council meetings or PRAC conferences and shall have no further right to participate in PRAC policy, marketing, telecommunications or other activities.

H. Dispute Resolution.

(1) Mediation. Disputes among member firms shall not be heard publicly, but shall be mediated through the good offices of the Chair or another member firm.

(2) Binding Resolution. If mediation is unsuccessful, disputes shall be subject to binding resolution by a three person committee appointed by the Council from among the member firm.

I. Name Protection.

Each member firm shall use reasonable efforts to make such applications and filings as may be desirable to secure infringement protection for the name "Pacific Rim Advisory Council" in the national and/or subnational jurisdiction of such member firms.

J. Operating Expenses.

(1) Operating Budget. An annual Operating Budget projecting both revenues and expenses shall be approved by the Council, acting through a member of a member firm identified as the Finance Chair.

(2) Method of Assessment. The Council shall fund its operations by assessing its budgeted expenses based upon (i) the number of lawyers in each member firm in all territories or cities which are designated as territories or cities represented by such member firm; and (ii) the proportion which is the total number of lawyers in all offices of the member firms; in particular an additional charge will be made if the proportion is less than 2/3 and a further charge if the proportion is less than 2/5.

Item (ii) will not apply to fees charged in respect of a member firm’s participation in “shared cities”, such as Los Angeles.

(3) Determination of Number of Lawyers. The number of lawyers of each member firm that exists as of August 31 in each year (or such other date as the Council may determine) shall be used in calculating member firm assessments for the succeeding budget year.

(4) Final Assessment and Payment by Member Firms. After the adoption of a budget by the Council for a succeeding year, the Director shall reformulate revenue and expense budgets at year-end to reflect actual revenues and expenses and invoice each firm for its assessment on or before December 31 of that year. The firms shall remit payment to the Director on or before February 15 of the budgeted year.

(5) Individual Firm Charges. Each member firm shall be charged individually for publications or products, including the member firms directory of PRAC based upon the number of such items ordered by such firm.

(6) PRAC Bank Account. PRAC funds shall be maintained in a bank with authorized signatories, as determined by the Council, from time to time.

K. Admission Fees.

(1) Admission Fee. A new member firm of PRAC shall pay an admission fee as established by the Council.

(2) Use of Admission Fee. Such admission fee shall inure to the benefit of incumbent member firms because they earlier deployed resources in developing PRAC which such new member firm enjoys upon its admission. Admission fees shall be allocated as revenue to the assessment of each member firm (other than the new member firm) which has paid its admission fee for the budget year following receipt of the funds so long as such member firm has been a member firm for at least one year prior to January 1 of the budget year in which the funds are to be applied.

(3) Initial Share of Operating Budget. A new member firm shall pay a prorated share of the Operating Budget for the year based upon the new member firm's date of admission.

L. Amendments.

These Policies and Objectives may be amended from time to time by the Council.

As revised and adopted April 20, 2010

_____/s/_____
Raymond J. Batla, Chairman

_____/s/_____
Susan Iannetta, Director

PRAC

REPORT OF SUB-COMMITTEE

1. **Terms of Reference**

On 16 March 2006 the Policy and Planning Committee asked a Sub-Committee comprising John Shirbin, Osvaldo Marzorati, Patrick Sherrington and Susan Iannetta (ex officio) to canvass PRAC members in relation to the Terms of Reference below and to report back to the Policy and Planning Committee with such comments and suggestions as may be appropriate prior to the San Diego Conference (October 14 - 18):

- *An existing PRAC member opening a substantial office in the jurisdiction of another PRAC member*
- *A member merging with a non-PRAC firm resulting in the merged firm having a substantial office in the jurisdiction of another PRAC member*
- *The increasing international scope of operations of member firms generally*
- *The concept of open cities with no PRAC members*
- *The concept of shared PRAC representation in particular jurisdictions (e.g. Los Angeles)*
- *The criteria for establishing what amounts to a jurisdiction for PRAC purposes where it is something other than a national jurisdiction*
- *Attendance at PRAC conferences by partners from offices other than the office of the firm's home jurisdiction for PRAC purposes*

2. **Responses from Members**

The Sub Committee has polled the membership. Approximately three quarters of PRAC members provided their views and comments to the Sub Committee. In general, members responded separately to each of the Terms and we have summarised the responses below. In some cases, members provided a general response and we have incorporated those responses into the first Term of Reference because that was the term which dominated the majority of members' thinking and comments on the issues raised by the Terms of Reference.

(i) ***An existing PRAC member opening a substantial office[1] in the jurisdiction of another PRAC member***

Members' responses divide into three groups. ***The first (and largest) group*** believe that with the internationalisation of business and the legal profession, it is not possible to prevent PRAC members from opening offices - even substantial offices - in the jurisdiction of another PRAC member[2]. Nor is it in the long term interest of PRAC that that should occur. However, it is advisable for an expanding firm to behave in ways sensitive to a member who is affected by the opening of a new office and perhaps for certain approaches to be taken to protect that member.

Examples of such responses are:

[1] In this Report a 'substantial office' is an office which would materially compete with the office of the other member.

[2] The concept of the 'jurisdiction of a PRAC member' is dealt with in section 3.3(vi) of this Report

- "Whilst PRAC member firms should be at liberty to decide opening offices (even substantial ones) in jurisdictions of other PRAC members, it should be the understanding of PRAC member firms that priority of referrals should be given to the existing PRAC member of that jurisdiction"

- "In general, if possible, a PRAC member planning to open an office in the jurisdiction of another PRAC member should notify such other PRAC member in advance and generally discuss the plans to open the office and the scope of the intended practice to be conducted from that office. There may be circumstances when advance notice and discussion is not feasible and, in such a situation it would be good to have such a discussion very shortly following the announcement of the new office. PRAC members should make an effort to find opportunities to co-operate with local members when opening new offices in their jurisdiction. i.e. in many cases the member firm opening in a foreign jurisdiction will not have the full range of expertise offered by the local PRAC member which could provide opportunities to collaborate."

- "Whilst existing PRAC members should not be restrained, through their PRAC membership, from opening a substantial office in the jurisdiction of another PRAC member (whether that jurisdiction is a state, a province, a country or a city) we believe that the PRAC member firm that is expanding (the Expanding Member) into the jurisdiction of an incumbent PRAC member should not allow any of its lawyers in the expansion office to attend or participate in PRAC members and that the incumbent PRAC member but not the Expanding Member should be viewed as being the PRAC representative from that jurisdiction."

- "This should be possible. The expanding PRAC member is under no obligation to leave PRAC. However, its lawyers in the jurisdiction of its expansion are not allowed to attend conferences."

- "You cannot stop it. However, it is important to have in place ethics and rules to encourage appropriate behaviour between PRAC members in these circumstances. Where possible, notice and discussion would assist greatly. The expanding member should not publicise its new office in PRAC material or conferences. Of course, some expansions will be so large and significant that the expanding law firm's strategy is incompatible with a strategy of being member of PRAC. In these circumstances, the expanding member could resign of its own volition or be asked by PRAC to resign. However, each case will depend on its own specific facts and circumstances and there could be no general rule."

- "At that time (of the establishment of PRAC) there were only a few firms with branches in jurisdictions other than the home jurisdiction and PRAC was perceived as a networking alliance enabling effective competition with the "branching" firms. (Now) the reality is that if we want to have premier firms as members of PRAC we have to accept that "branching" firms will be members, either because existing members of PRAC have opening new offices or merged or that the only suitable member is a firm that has branches."

- "We have no problem with this subject to the host member being told in advance."

A second group which comprises a handful of members have responded that in their view it should not be possible for a member to open a substantial office in the jurisdiction of another member firm. An example of such a response is as follows:

- "It should not be accepted and the PRAC member opening the office should withdraw from PRAC unless the PRAC member of that jurisdiction expressly agrees with such opening of a substantial office. The rule would create the need for the two member firms to discuss and reach an agreement on how to operate. Another point for which we do not have a solution is what happens when a rep office in time grows and becomes substantial. The discussion between the two affected firms should always be the best solution".

Several firms within this group saw a distinction between an expansion within the United States and outside. They say that outside the United States it should not be possible for a PRAC member firm to open a substantial office in the jurisdiction of another and, if it occurs, the expanding member should withdraw from PRAC unless the existing member agrees otherwise. They propose a less strict regime for an expansion within the United States.

There is a ***third group*** - reflecting positions which are arguably somewhere between the other two - which do not espouse concepts of prevention or withdrawal but, recognising the difficult nature of the issue, emphasis the importance of prior discussion and other appropriate behaviours. Examples of these responses:

- "PRAC was as a strategic alliance of independent law firms which joined together on the premise of geographical exclusivity to their jurisdiction. The changing legal landscape has been steadily overtaking the original model. The difficulty is that this may erode the enthusiasm for a network which I believe is unique in its intimacy and tolerance of many sizes and types of firms. ... as awkward as it may be, I would prefer to try to accommodate existing members' geographical exclusivity (through blackouts or other means). This is not to say that PRAC should not continue to try to grow, and perhaps in new and innovative ways such as shared cities or new jurisdictions. Having said this, if the jurisdiction of an existing member who has made contributions over many years to PRAC is to be compromised, then I believe that members views should carry considerable weight."

- (If another member expanded into our jurisdiction,) "our firm may desire to have a chance to be consulted with prior to or upon the occurrence of such an event.

(ii) ***A member merging with a non-PRAC member firm, resulting in the merged firm having a substantial office in the jurisdiction of another PRAC member***

In large part, members' responses to this Term closely reflected their responses to the first Term.

One firm remarked that in the case of a merger there was likely to be less opportunity for prior notification and discussion between the expanding firm and the other prior to publication of the merger. However, it recommended that wherever and to the extent possible, efforts be made to provide such prior notice and have such discussions.

(iii) ***The increasing international scope of operations of member firms generally***

Member's responses to this Term were very similar. They recognised that many PRAC member firms have practice bases in cross border transactions and that this reflects the internationalisation of business generally. Members uniformly acknowledge the internationalisation process under way within parts of the legal profession. It is inevitable, they say, that these processes will continue.

The great majority spoke of this increasing internationalisation as being a positive element which should provide increasing opportunities for PRAC members to interact and co-operate.

Typical of these responses are:

- "There have been and will be occasions in which PRAC members may be in competition with one another and occasions in which PRAC members may represent clients with adverse interests. However, there may also be opportunities for co-operation and referrals between PRAC members and operations in the same jurisdiction due to differing capabilities, conflicts and other circumstances. Given the increasingly global approach to business of clients and law firms, PRAC should offer opportunities for professional collaboration in a new environment that benefits member firms and their clients. Recognising and dealing with this environment in a professional manner, even in situations where a PRAC member firm find themselves in a competitive posture, will be far preferable to trying to implement a structure that would attempt to avoid such conflicts. The latter approach is not likely to succeed and will stand to weaken the organisation in the long run."

- "This is to be expected, in fact it is good that PRAC has firms who increase in size and stature, it means PRAC has quality top-tier firms. However, it is usually the US firms who are expanding internationally, and yet these same US firms do not wish to allow quality US firms from other non-PRAC US states (eg Chicago, Texas etc ..). This is an inconsistency. If a PRAC member wants to expand into any other jurisdiction (whether PRAC jurisdiction or not) then it must be prepared to have PRAC or new members expand or have 'non-substantial' presence in their own jurisdictions."

- "PRAC should be viewed as an opportunity to promote, not deter, the increasing international scope of operations of PRAC member firms generally. However, the understandable and natural momentum of PRAC members to increase the international scope of their operations should not be done at the expense of encroaching upon an incumbent PRAC member firms representation in a particular jurisdiction. The expanding member or merging member should not attempt to recruit lawyers or poach clients from the incumbent PRAC member in that jurisdiction."

One member, however, responded as follows:

- "I suggest we return to our original "raison d'etre". This was to secure access to high quality overseas legal services for firms with no overseas branches of their own. To do this would, unfortunately, require that several firms be asked to withdraw, including Gide, Hogan, Lovells, Morgan Lewis and Wilmer Hale. These firms presumably would be replaced with new members (of similar statue but without overseas branches) in Paris, Washington DC, Hong Kong, San Francisco, and Boston."

(iv) ***The concept of open cities with no PRAC members***

Almost all responses to this Term were to the effect that having London and New York as "open cities" is accepted. Firms are familiar and comfortable with the arrangement because many still have their own networks of relationships with firms in those two cities. Some commented that it would be very difficult to select acceptable members in those two cities in the circumstances.

Many also commented that the concept of open cities should not be extended beyond London and New York or should be kept to a small number of cities.

Two members commented that the concept of London and New York as open cities was a historical oddity and a "cop out" respectively.

(v) ***The concept of shared PRAC representation in particular jurisdictions (eg. Los Angeles)***

Again there was a uniformity of response to this Term.

Members described the Los Angeles shared jurisdiction approach as a novel but as yet untested arrangement, and a compromise for very particular circumstances. Members do not regard it as an ideal situation but will accept it if it is shown to work satisfactorily. They say that it is early days and it will be important moving forward to assess whether it is working satisfactorily and providing PRAC members with the benefits they would expect from the Los Angeles market. Members recognise that the concept should be reassessed and changed in the relatively near to medium term future if it is not shown to be working.

(vi) ***The criteria for establishing what amounts to a jurisdiction for PRAC purposes where it is something other than a national jurisdiction***

Below are quotes which reflect members' responses:

- "A PRAC jurisdiction does not necessarily coincide with the boundaries of a national jurisdiction. In large national jurisdiction such as India and the USA it is pretty obvious that a PRAC firm cannot cover the whole jurisdiction, or if it does, that it does not have the same strength in all parts."

- "A jurisdiction (i.e. a city or a major metropolitan area as distinct from a national jurisdiction) must be recognised as a distinct and significant business and legal market. Moreover, it would seem at least two additional criteria need be meet before PRAC would consider needing a member to represent such a jurisdiction - to wit:

  (1) PRAC members would not otherwise have reasonable access to that market; and

  (2) any potential representative from that jurisdiction must have significant client interests and areas of practice directly related to business transactions in the Pacific region."

- "We would think that establishing a jurisdiction for PRAC purposes (where it is something other than a national jurisdiction) can only be justified by geographical distance from an existing jurisdiction in the country and the fact that the existing PRAC member does not have a branch or does not practice in the proposed jurisdiction."

- "The easiest criteria to apply would be to limit "jurisdictions", other than a nation to either a province or state (in jurisdictions that are federal jurisdictions) and to cities that are large urban centres in nations that have more than one large urban centre. Given the difference in sizes of metropolitan centres between one country and another, we think it would be inappropriate to attempt to use population in an urban centre as a threshold. Certainly, regardless of size, any city that is a capital city of nation or an internationally recognised financial centre should be viewed as a jurisdiction."

- "Currently only large countries have more than 1 member (ie USA and India). China would be another example where a 2nd member is possible ... or the Beijing member may be given the first right to take up membership for example Shanghai. We believe the criteria could be based on the economic strength of each jurisdiction and how relevant it is to PRAC as a whole. Would the interests of PRAC be better served if a particular country (large economy, strong flow of transactions in and out with other PRAC members etc) had more than a single member (bearing in mind the size, reach, practice areas of local firms etc...).

- "I have no prescriptive suggestions on this issue. I think it has to be handled in a case by case manner and proximity is one factor. For instance, I think DWT is the member for the entire state of Washington (with offices in Seattle and Belleview) but that Oregon and Alaska are outside its jurisdiction. Thus a member could be admitted in Portland, Oregon or Anchorage, Alaska (where DWT already has offices), but not in Olympia, Washington where it doesn't."

  That last comment illustrates the imprecision of the concept of jurisdiction within PRAC currently. Many members would consider that the jurisdiction of the US member firms relates to cities, not states.

Lastly, one member argued for the concept of jurisdiction in large countries to be changed so that members in those countries shared a national jurisdiction:

- "In large countries such as the US, Canada, and India, there are already multiple firms. Given that firms are expanding the number of cities in which they practice, it may make more sense simply to designate member firms as US firms, Canada firms, Indian firms, etc. The designation might help defuse the issue of whether to add, for example, firms in Chicago or Atlanta, a notion that most, if not all, of the US firms opposed."

(vii) ***Attendance at PRAC Conferences by partners from offices other than the office of the firm's home jurisdiction for PRAC purposes***

Again there was a broadly consistent set of responses from member firms to this Term.

Almost all are very happy to have firms send representatives from any of their offices and not just from the jurisdiction which they primarily represent. However, there was a strong view that firms should not send representatives from jurisdictions in which another firm is the PRAC member or, at least, that considerable sensitivity needs to be shown before that occurs.

Representative responses were:

- "A PRAC Conference should be accessible for all partners of a member firm unless they are located in a PRAC jurisdiction that is not the firm's. Exceptions are allowed with the consent of the member firm of that jurisdiction."

- "It is absurd to attempt limiting the access of lawyers of one member firm that are located in other cities."

- "I support the highest flexibility in this respect. It should be up to the partners to observe the spirit of PRAC."

- "We have no objections to this as one of the objectives of the Conferences is to encourage partners and member firms to meet each other and to share experiences and ideas."

- "Attendance at PRAC Conferences by partners from offices other than the office of the firm's home jurisdiction for the PRAC purposes should be permitted so long as the partners attending from those other offices are not representing an office that happens to be in the jurisdiction of an incumbent PRAC member, unless the jurisdiction is either an open city or a shared jurisdiction."

- "It should be PRAC policy to encourage members to have partners from all offices informed of PRAC, and, as appropriate, attend PRAC conferences. Partners from the offices of the firm's home jurisdiction for PRAC purposes should be expected to attend PRAC conferences. Partners from offices of the home jurisdiction for other PRAC members may attend PRAC Conferences, with appropriate discretion and discussion between the relevant PRAC member. Partners from offices without a PRAC member (eg. Texas or Vietnam) and from open city offices should be encouraged to participate."

- "We believe that if we are able to restrict attendance to only partners from PRAC jurisdictions, then so be it and the policy must be applied to all. This would give comfort to some partners and their expertise etc...

  Since we have to a large extent addressed the fees issue, it may be worthwhile to allow attendance by partners from offices other than the home jurisdiction. However, we would add that for panels and speakers for PRAC seminars, public forums etc relating to a particular jurisdiction (eg a seminar or session on banking laws and covering various jurisdictions) should be represented by the PRAC member of that country and not any other member who happens to have a partner from the jurisdiction attending."

- "We believe that it is fine and desirable that other partners, in addition to the designated delegates, join PRAC Conferences for the increase in the exposure of the firm. Each PRAC member should however respect the spirit of PRAC and not bring partners from an office of a jurisdiction of another PRAC firm."

3. **Sub Committee**

3.1 **PRAC Statement of Policies and Objectives**

The Sub Committee reviewed the current PRAC Statement of Policies and Objectives in the light of the Terms of Reference.

Paragraph G(1) provides that "Member Firms shall be selected from such jurisdictions or major commercial centres throughout the world as the Council may deem advisable."

Paragraph G(2) provides that Stage 1 of the admission process, "is intended to lead to a decision by the membership committee whether to seek a member firm from a particular jurisdiction or commercial centre."

Paragraph D(1) provides that PRAC Conferences "will be presented principally in the city for which the host firm is a member firm".

However, there is no provision in the Statement of Policies and Objectives which confers exclusivity on a member firm in relation to a particular city or jurisdiction. The only concession to the concept of exclusivity appears in paragraph G(2)(d) which provides that, when a new firm is being considered for membership and that firm has "a substantial office outside its own principal jurisdiction", the admission of that firm will require the consent of any member firms already in that jurisdiction. There do not appear to be any other terms of the Statement of Policies and Objectives which bear directly on the Terms of Reference.

3.2 **The Current State of Play**

Set out below is an analysis of the extent to which various member firms currently have overlapping offices. The analysis is presented in two forms, firstly overlap by firm and secondly overlap by city.

OVERLAP BY FIRM

FIRM	OVERLAPPING OFFICE
Ali Budiardjo, Nugroho, Reksodiputro	Singapore
Davis Wright Tremaine LLP	San Francisco, Washington DC
Fraser Milner Casgrain LLP	Vancouver
Gide Loyrette Nouel	Hong Kong, Brussels, Beijing
Hogan & Hartson	Beijing, Brussels, Caracas, Hong Kong, Paris, Tokyo
King & Wood	Tokyo, Hong Kong, Palo Alto
Kochhar & Co	Mumbai
Lovells	Beijing, Brussels, Singapore, Tokyo, Paris, Amsterdam
Luce Forward Hamilton & Scripps	San Francisco
Morgan Lewis & Bockius	Beijing, Boston, Washington DC, Paris, Tokyo
Mulla & Mulla & Craigie Blunt & Caroe	New Delhi
Rodyk & Davidson	Hong Kong
Wilmer Cutler Pickering Hale & Door LLP	Brussels, Washington DC, Beijing, Palo Alto

OVERLAP BY CITY

CITY	PRIMARY FIRM	OTHER FIRM'S OFFICES
Amsterdam	NautaDutilh	Lovells
Brussells	NautaDutilh	Gide Loyrette Noeul Lovells Wilmer Cutler Pickering Hall and Dorr LLP Morgan Lewis Hogan & Hartson
Beijing	King & Wood	Gide Loyrette Noeul Hogan & Hartson Lovells Wilmer Cutler Pickering Hale and Dorr LLP Morgan Lewis
Boston	Wilmer Cutler Pickering Hale & Dorr	Morgan Lewis
Caracas	Hoet Pelaez Castillio & Duque	Hogan & Hartson
Hong Kong	Lovells	Hogan & Hartson Rodyk & Davidson King & Wood Gide Loyrette Nouel
Mumbai	Mulla & Mulla & Craigie Blunt & Caroe	Kochhar & Co
New Delhi	Kochhar & Co	Mulla & Mulla & Craigie Blunt & Caroe
Palo Alto	Morgan Lewis	Wilmer Cutler Pickering Hale and Dorr LLP King & Wood
Paris	Gide Loyrette Noeul	Hogan & Hartson Lovells Morgan Lewis
San Francisco	Morgan Lewis & Bockius	Davis Wright Tremaine LLP Luce Forward Hamilton & Scripps
Singapore	Rodyk & Davidson	Ali Budiardjo, Nugroho, Reksodiputro Lovells NautaDutilh
Tokyo	Asahi Koma Law Office	Hogan & Hartson Morgan Lewis King & Wood Lovells
Vancouver	Richards Buell Sutton	Fraser Milner Casgrain LLP
Washington DC	Hogan & Hartson LLP	Davis Wright Termaine LLP Morgan Lewis & Bockius Wilmer Cutler Pickering Hale and Dorr LLP

CITY	PRIMARY FIRM	OTHER FIRM'S OFFICES
Los Angeles	Shared City Special arrangement - shared by current US member firms	Davis Wright Tremaine LLP Hogan & Hartson LLP Luce Forward Hamilton & Scripps Morgan Lewis & Bockius
London	Open	Gide Loyrette Nouel Lovells NautaDutilh Hogan & Hartson Morgan Lewis & Bockuis Wilmer Cutler Pickering Hale and Dorr LLP
New York	Open	Davis Wright Tremaine LLP Fraser Milner Casgrain LLP Hogan & Hartson Morgan Lews & Bockuis NautaDutilh Wilmer Cutler Pickering Hale and Dorr LLP Asahi Koma Law Offices Lovells

It is clear that over the years a large number of member firms have expanded beyond their original boundaries. This is reflective of the nationalisation and internationalisation of

business and the legal profession in that period. Many of the expansions into another firm's jurisdiction have not created undue concern on the part of the incumbent member. Some of the expansion offices have not been large. However, some have created challenges for PRAC and the members concerned (for example, the merger of Hale & Dorr and Wilmer Cutler Pickering which has a substantial office in Washington DC). However, with goodwill and equanimity on both sides it has been possible to deal with the consequences of such mergers and expansions and still maintain both expanding firm and the incumbent as members of PRAC. It is a tribute to PRAC and its member firms that these expansions and mergers have been addressed in a mature and generous way by those concerned. It has been to the benefit of PRAC and all its members firms.

3.3 **Sub Committee Comments and Recommendations**

(i) An existing PRAC member opening a substantial office in the jurisdiction of another PRAC member

The Sub-Committee has given considerable thought to this Term. We have had regard to the interests of PRAC as a whole. We have, in particular, considered it from the perspective of a member firm in whose jurisdiction the office is opened.

We do not believe that PRAC should have strict rules that a member which establishes a substantial office in the jurisdiction of another member should be required to withdraw from PRAC. Why? It is not possible or desirable for PRAC to constrain member firms' strategies. Further, all expansions by law firms - whether new offices or mergers - are different. PRAC, its officeholders and its members need flexibility in order to wisely manage the consequences of an expansion having regard to the peculiar circumstances involved. In our view, it is likely that if a strict rule had been in place and flexibility of approach had not been available, PRAC would have lost some excellent members in the past. They would have been more likely to have felt more constrained to resign or have been asked to withdraw from PRAC as a result of such a rule. To have unnecessarily lost an otherwise contributing member would have been to PRAC's detriment. By way of example, we again cite the merger of Hale & Dorr and Wilmer Cutler Pickering. Were there to be a strict rule, there is a risk that over the years, it could lead to the departure from PRAC of the largest of the member firms. These firms provide a large percentage of the referrals amongst PRAC firms and contribute a lot to the network; in our view PRAC would be greatly diminished as a valuable network for the other members if that were to occur.

There will be circumstances when a member firm's expansion is so significant that it is not consistent with a commitment to PRAC. In those circumstances it would be expected that PRAC would require the member to resign. Most likely, the member would have identified beforehand that its strategy was incompatible with a commitment to and membership of PRAC and would resign voluntarily. However, it is in our view, preferable that any such an expansion be managed by PRAC pragmatically at the time in the light of the particular circumstances.

Flexibility and pragmatism are, however, not sufficient on their own. We recommend that the following guidelines apply to a member firm which opens (or merges with a firm with) a substantial office in the jurisdiction of another member:

(a) The expanding member should, to the extent possible, give advance notice to the other member of the proposed expansion and discuss its nature / scope.

(b) The expanding member firm should, to the extent possible, consider opportunities to cooperate with the other member.

(c) The expanding firm should not allow partners in the new office to attend PRAC Conferences without the other member firm's consent.

(d) The expanding firm should not publicise the new office in PRAC publications or at PRAC Conferences without the other firm's consent.

(e) The expanding member should not approach staff or clients of the other firm with a view to poaching them.

In our view, these guidelines reflect standards of behaviour between businesses in a close relationship such as PRAC. Their observance will strengthen PRAC and improve the relationship between its members. We emphasise, however, that these should be guidelines and not rules.

(ii) A member merging with a non-PRAC member firm, resulting in a merged firm having a substantial office in the jurisdiction of another PRAC member.

Our comments in (i) above apply equally here.

(iii) The increasing international scope of operation of firms generally

This is fact. It reflects trends in business generally and, in particular, in our clients' businesses. It will continue.

In our view, any increase in the percentage of members' (and our clients') business which is cross-border or international in nature is a good thing and will create opportunities for PRAC member firms. There will be more opportunities to cooperate and work jointly together. More so than most members of the legal profession PRAC members are positioned to capitalise from this trend.

(iv) The concept of open cities with no PRAC members

In our view, having New York and London as open cities has been the right decision for PRAC. It has a high level of acceptance among PRAC members.

We see no argument currently for the open city concept to be extended to any other city.

(v) The concept of shared PRAC representations in particular jurisdictions (eg Los Angeles)

Members responses in relation to Los Angeles being a shared city are clear. It is an experiment which is in its early days. It is not yet clear whether it will be successful in giving member firms access to the LA market to the extent they would have access if LA were represented by a single significant commercial firm.

We hope that member firms support the LA concept. However, we suggest that the concept should be monitored closely and if, in the short to medium term, (say, 2 years) it is not regarded as successful, PRAC should look at alternatives.

(vi) The criteria for establishing what amounts to a jurisdiction for PRAC purposes where it is something other than a national jurisdiction.

PRAC has appointed many members without articulating the extent of their jurisdiction whether it be a country, state, province or city. That is not the case in all cases.

We believe that, in the future, PRAC should decide the scope of the jurisdiction of a new member at the time it adopts a Stage One proposal.

[Deleted text for this paragraph follows: ~~generally regard a city - rather than a nation, state or province - as a jurisdiction for the purposes of PRAC members. By city, we mean a large commercial centre with links to or business in the Pacific Rim. This will preserve flexibility for PRAC and minimise the risk that the appointment of a firm as a member for a whole country leads to PRAC firms not having access to a city market in that country where the member does not have a strong presence. By way of example, we suggest that Vietnam would be two jurisdictions, Hanoi and Ho Chi Minh City, rather than a single national jurisdiction. In our view, it is important for PRAC to be well represented in all large commercial centres which have links to or businesses in the Pacific Rim.~~]

The concept of "the jurisdiction of PRAC member firm" where used in this Report is a reference to the city, state or nation in respect of which the firm is primarily a member of PRAC. For example, Lovells is the member for Hong Kong; it is not a member for the other cities in which it has offices. Likewise, Rodyk & Davidson is the member for Singapore; it is not a member for Hong Kong where it has an office.

(vii) Attendance at PRAC Conferences by partners from offices other than the office of those firms have jurisdiction for PRAC purposes.

As a general rule all partners of member firms should be welcome to attend PRAC Conferences. It is in the interests of members that interaction between members in that sense is as wide and deep as possible.

The exception, however, is (as discussed in section 3.3(i) above) in the case of partners in a substantial office situate within the jurisdiction of another PRAC member. A firm which opens (or merges with a firm with) a substantial office in the jurisdiction of another member should not allow partners in the new office to attend PRAC conferences without the other member's consent.

The issue should be of less concern where the new office is not a substantial one. We do not envisage that the exception should apply where the proposed delegate comes from an office which is not a "substantial" one. However, we recommend that if a member with such an office in the jurisdiction of another member plans to send a partner in that office to a PRAC Conference, it should give advance notice to the other member of its intentions.

John Shirbin
Osvaldo Marzorati
Patrick Sherrington
Susan Iannetta (ex officio)
4 September 2006

Pacific Rim Advisory Council
("PRAC")

Report of the Subcommittee of the Membership Committee and Policy and Planning Committee

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Terms of Reference

In September, 2011 the Membership Committee undertook a survey of the member firms on:

(a) Expansion philosophy; and

(b) New member criteria/process

The results of that survey were circulated by John Shirbin, Chairman of the Membership Committee, in November of 2011. The results of the survey caused the executive of PRAC to appoint a subcommittee of the Membership Committee and Policy and Planning Committee (the "Subcommittee") for the following reasons:

(a) On certain issues there was a high level of consensus among the member firms, however, on other important issues there were wide ranging responses;

(b) The manner in which the responses were given gave the executive concern that some firms may have provided responses which were heavily influenced by historical sensitivities amongst members, while other firms provided responses that might be characterized as ambitious goals;

(c) The responses engendered discussions about other related issues which, in some cases, clearly went beyond the mandate of the Membership Committee.

The Subcommittee was comprised of Jeff Lowe, John Shirbin, Tim Fletcher, Steve Bernard and Susan Iannetta (ex officio).

Survey

The Subcommittee canvassed PRAC members in relation to the following five matters:

1. Expansion philosophy:

   PRAC membership has grown from its inception, to its current 29 member firms. From the last survey (2002 and 2006), the preponderant view of the member firms was that gradual growth was preferred (in addition to firms which retire from PRAC). Our firm is of the belief that the growth rate moving forward should be:

   (a) *Slower*

   (b) *The Same*

   (c) *Faster*

   (d) *No Growth*

2. Focus on the Pacific Rim

PRAC's original focus was on the Pacific Rim. Our firm believes that this general focus on the Pacific Rim:

(a) *Continues to be appropriate*

(b) *Continues to be appropriate but needs to be more flexibly applied*

(c) *Is out of date and needs to be re-considered.*

3. Additional jurisdictions to meet the needs of the members:

PRAC Membership is extended to candidate firms in jurisdictions or territories as required by the membership at large. Currently, our firm's need for PRAC members:

(a) *Is generally being met in all jurisdictions or territories relevant for our firms*

(b) *Is not being met in all jurisdictions relevant for our firm*

4. The appropriate approach for searching for firms in Boston and Los Angeles:

When looking at Boston and Los Angeles, our firm believes that the Committee should:

(a) *Follow the (a) approach - A non-national US firm which would not pose a material level of competition with a current member but would have a smaller referral capacity*

(b) *Follow the (b) approach - A large national US firm which would pose a material level of competition with a current member but would have greater capacity to refer matters and clients throughout PRAC*

(c) *Adopt another approach*

5. Mergers

Whether the recently announced mergers amongst two member firms impact the responses of the member firms with respect to the questions set out above.

Methodology

The Subcommittee prepared a written memorandum which outlined the issues set out above and provided the historic responses from each firm. Member firms were then polled by telephone interview to determine if the firms' responses were complete, required greater explanation or had changed in the interim.

Responses from Members

The Subcommittee interviewed by telephone all but two firms. In general, the interviews displayed more consistent views than the initial responses to the Membership Committee survey would have indicated.

There were two compelling themes which emerged from a high number of the responding firms:

(a) The quality of firms is a core value that the membership does not want to sacrifice as PRAC moves forward with new strategic initiatives;

(b) There is a very high value placed on the intimacy of the working relationships within the group. The interpersonal relationships that have been created are viewed as a valued asset and acknowledged as a unique aspect of PRAC.

Rate of Growth

Slower	The Same	Faster	No Growth
	15	9	

1. With respect to the firms requesting a faster rate of growth, a significant number of those wanted to discuss three topics:

   (a) replacing a firm in Japan;

   (b) Germany; and

   (c) Spain

Another common comment was the need to be alive to emerging markets and key economic jurisdictions.

2. What additional jurisdictions would be required to meet your firm's needs (in order of priority identified by members):

   (a) Germany;

   (b) Spain;

   (c) South Africa

3. The focus on the Pacific Rim:

There was overwhelming support for either "continues to be appropriate" or "is appropriate but needs to be more flexibly applied". Upon further discussion with most firms, it was acknowledged that, in reality, the concept of the Pacific Rim has already been flexibly applied. The obvious interest in Europe would demonstrate this. There was overwhelming support to keep the name "PRAC" and many firms view it as having significant goodwill associated with it. It was also discussed this being a market differentiator from other legal referral networks.

4. What is the appropriate approach for searching for firms in Boston and Los Angeles:

The Subcommittee acknowledges that the terminology of "national" versus "non-national" is not a perfect manner of characterizing firms. The historic approach is to seek a non-national firm which would not pose a material level of competition to existing U.S. members but may have a smaller referral capacity. The other approach is a large U.S. national firm which could pose a larger competitive threat to current U.S. members but may have a higher referral capacity. The

Subcommittee understands that there is a natural tension between the two approaches; however, there was an overwhelming majority to support the historic approach of selecting a "non-national" firm. This approach has seen firms such as Baker Botts LLP and Wilson Sonsini LLP join PRAC, which the membership views as being very successful.

With respect to Boston, there are no obvious solutions at the moment.

Mergers

Almost without exception, every firm interviewed acknowledges that mergers are a fact of the modern legal landscape. PRAC must accommodate the mergers, although it is difficult to develop one comprehensive set of rules. The Subcommittee would refer the members to the guidelines developed by a subcommittee in 2006 (copy attached as part of PRAC Policies & Objections and which are also located on the PRAC website).

Conclusion

1. PRAC is still viewed by its members as a very unique organization;

2. It is appropriate that we outline a few positive steps to be taken at this time;

3. We have recommended to the membership committee to:

    (a) renew their efforts to find a replacement firm in Japan; however, we must manage expectations here as there has already been a good deal of effort going into this initiative without any success;

    (b) the membership committee needs to turn their attention to:

        (i) Germany;

        (ii) Spain; and

        (iii) possibly South Africa

PRAC needs to move forward as outlined above, but without sacrificing the quality of firms it attracts. The rate growth, and the manner in which growth is undertaken, should not be allowed to outstrip the close relationships which have been formed at PRAC.

Jeff Lowe

John Shirbin

Tim Fletcher

Steve Bernard

Susan Iannetta

April 24, 2012

2016 Perrett email Sub Committee Report

From: Perrett, Ross [mailto:rperrett@claytonutz.com]
Sent: Friday, May 06, 2016 6:48 AM
To: pgl@allendebrea.com.ar; jorgeluis.arenales@ariaslaw.com; armando.arias@ariaslaw.com; lilian.arias@ariaslaw.com; kevin.keenan@bakerbotts.com; Bryan Haynes; Randal Hughes; jcarey@carey.cl; Perrett, Ross; Shirbin, John; danwaggoner@dwt.com; sivanesan.s@dentons.com; eck@gide.com; dreber@goodsill.com; momalley@goodsill.com; tim.fletcher@hoganlovells.com; owen.chan@hoganlovells.com; patrick.sherrington@hoganlovells.com; warren.gorrell@hoganlovells.com; llopez@hpcd.com; kjchoi@kimchanglee.co.kr; joycefan@leeandli.com; jorgept@munizlaw.com; jaap.stoop@nautadutilh.com; susan.iannetta@prac.org; jlowe@rbs.ca; icostas@rcdslp.com; vgrau@s-s.mx; tc@skrine.com; mbaptista@tozzinifreire.com.br; jfreire@tozzinifreire.com.br; ppayne@abnrlaw.com; currutia@bu.com.co; lihueimao@leeandli.com; lkh@skrine.com; lwh@skrine.com; amr@skrine.com; rlrodriguez@syciplaw.com; hgarza@s-s.mx; mhuggardcaine@tozzinifreire.com.br; rnazir@abnrlaw.com; nadwani@abnrlaw.com; rarango@arifa.com; jmunoz@ariaslaw.co.cr; evangelina.lardizabal@ariaslaw.com; ana.rizo@ariaslaw.com; Stephen Bowman; cumana@bu.com.co; smichelsen@bu.com.co; sarahtune@dwt.com; mokumura@goodsill.com; fhoet@hpcd.com; ejkim@kimchanglee.co.kr; rohit@kochhar.com; Anjuli.s@kochhar.com; nigelli@leeandli.com; ctchang@leeandli.com; daisywang@leeandli.com; ypdandiwala@mullas.net; shardul.thacker@mullaandmulla.com; jmunsie@rbs.ca; jbarrero@s-s.mx; asaavedra@s-s.mx; john.shackleton@simpsongrierson.com; pc@skrine.com; vrr@skrine.com; iamanguiat@syciplaw.com; rmpongkiko@syciplaw.com
Subject: PRAC Sub-Committee Report

Dear PRAC Colleagues

I am greatly looking forward to welcoming all delegates to our Barcelona conference in two weeks' time. Our hosts from RCD are busy putting the final touches to an excellent conference, and I know that many of you have been actively involved in developing the business program for the conference.

However before we meet there is one matter of business that I wish to raise.

You will recall at the Brisbane conference last April an issue arose concerning the continued "fit" within PRAC of global and large international firms. Following that conference then Chair, Jeff Lowe, conducted a survey of the PRAC membership on this important issue, and with the benefit of the feedback from that survey reported that the PRAC Executive would develop a set of principles to codify the expectations that PRAC has of its members in the ever changing legal landscape.

To assist the Policy and Planning Committee (PPC) in considering this matter Jeff, as the past Chair, and I have produced a Joint Report **(attached**), which we commend to the PPC. In our Report we note that PRAC must remain a relevant and evolving organisation, capable of accommodating top firms, but also with a clear definition around the boundaries of member expectations, as we continue to develop in a manner that is relevant to the needs of our current members, and attractive to prospective members.

Our Report seeks to objectively summarise the relevant background, and recommends Guidelines which we consider reflect the behaviours that ought reasonably be expected of member Firms who have, or will open a substantial office in the jurisdiction of another member Firm.

The PPC will consider the Report and Guidelines when we meet in Barcelona and, if supported by the PPC, the Report and Guidelines can then be tabled for adoption by the Council.

It is important that all member Firms have an opportunity to consider the Report and Guidelines, and provide any comments that you may have. I encourage members to email or speak with me in Barcelona,

or with any PPC member as to your thoughts or comments, so that we have the benefit of these when we meet in Barcelona.

The PPC members are Joyce Fan (Lee and Li) Chair, Michael O'Malley (Goodsill Anderson Quinn & Stifel); Jaap Stoop (NautaDutilh); Pablo Louge (Allende & Brea) and Sivi Sivanesan (Dentons Rodyk).

Safe travels for all delegates, and until we meet in Barcelona,

Best Regards
Ross

Ross Perrett, Partner, Board Chair
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PACIFIC RIM ADVISORY COUNCIL

PRAC - Sub-Committee Report

1. Introduction

(a) Member firms will recall that following discussions in Brisbane (April 2015) member feedback was sought regarding Hogan Lovells' continued participation in PRAC. At the heart of these enquiries was whether Hogan Lovells profile as a global law firm, overlapping a considerable number of PRAC jurisdictions, continued to represent an appropriate "fit" for PRAC membership.

(b) As reported to members by the Chair, Mr. Jeff Lowe on 22 July 2015, member feedback on this issue raised broader issues, not necessarily unique to Hogan Lovells, that PRAC must be prepared for in the ever evolving legal landscape.

(c) Following consideration of the member feedback, the PRAC Executive resolved to take this as an opportunity to build on the work undertaken by the Policy and Planning Committee (**PPC**) in 2006 and in 2012 to develop a set of principles which would codify the expectations which PRAC has of its member firms in the increasingly dynamic international legal market.

(d) This is an important task as PRAC's continued strength and longer term sustainability is dependent on its continuing to develop in a manner which is relevant to the needs of its current membership and attractive to prospective members.

(e) As noted in the Chairman's email of 22 July 2015, PRAC can and must remain a relevant and evolving organisation capable of accommodating top firms, yet also have a clear definition around the boundaries of member expectations.

(f) Recommended guidelines (**Guidelines**) developed as a result of this initiative are set out below. Following the Guidelines members will find the background and analysis which led to the formation of the Guidelines.

(g) This report to the PPC is prepared and endorsed by the current Chair (Ross Perrett) and by the former Chair (Jeff Lowe) (**Sub-Committee**). Following consideration by the PPC it is proposed that the Guidelines approved by the PPC be tabled for discussion and adoption by the membership.

2. Guidelines

(a) In the view of the Sub-Committee, the following guidelines should apply to a member firm (the **expanding member)** which already has, or at any time in the future opens (or merges with a firm with) a substantial office[1] in the jurisdiction for which another firm is the PRAC member (the **primary PRAC member**).

(i) The expanding member should, to the extent possible, give advance notice to the primary PRAC member of the proposed expansion and discuss its nature/scope with the primary PRAC member.

(ii) The expanding member should consider opportunities for cooperation and collaboration with the primary PRAC member.

[1] A "substantial office" has been considered an office which would materially compete with the office of the other member.

(iii) The expanding member should not allow partners in the new office to attend PRAC conferences without the primary PRAC member's consent.

(iv) Other than listing office locations, the expanding member should not publicise the new office in the PRAC publications or at PRAC conferences without the primary PRAC member's consent.

(v) The expanding member should not approach clients of the primary PRAC member in the subject jurisdiction with a view to poaching them[2].

(vi) The expanding member should not approach partners or associates of the primary PRAC member in the subject jurisdiction with a view to poaching them;

(vii) Where the expanding member is approached by a partner or employee of the primary PRAC member, and agrees to employ that person, the expanding member shall notify, or request that the person so employed notify, the primary PRAC member of such employment prior to making any public announcement thereof.

(viii) Where a proposed new member firm already has an existing office in the same jurisdiction as an expanding member (**the existing jurisdiction**), the expanding member should not refuse consent to the admission to PRAC of the new member, that right of objection being reserved to the primary PRAC member for the existing jurisdiction.

(ix) The expanding member should not engage in conduct which is undermining or disparaging of the primary PRAC member or its partners.

(x) In competing within the subject market, the expanding member should not pro-actively seek to procure or solicit referrals from other PRAC members in preference to the primary PRAC member.

(b) The Sub-Committee agrees with the 2006 sub-committee that these expectations should be expressed as guidelines and not as rules, to be applied with common sense.

(c) However the Guidelines do each describe behaviours reflecting the values of respect and trust, inherent within PRAC, and which ought be reasonably expected of businesses engaged in a close relationship such as PRAC, and who share these values. Their observance will strengthen PRAC and the relationship between its members.

(d) The Sub-Committee recommends the adoption of these Guidelines.

(e) Finally, the Sub-Committee notes the concern that the presence of large international firms within PRAC may prejudice the recruitment of new members to PRAC and would respond as follows:

(i) The Sub-Committee recognises this as a legitimate expression of concern. However, the evidence of such prejudice is, at best, anecdotal.

(ii) If this was to emerge as a material issue for PRAC, it will need to be addressed, balancing the implications for each of the proposed new

[2] It is recognised that clients may have numerous law firm relationships within the subject jurisdiction and the Guidelines are not intended to restrict ordinary business development activities.

member firm, the existing member firm whose presence is contributing to the issue, and, most relevantly, in the overall interests of PRAC and its members.

(iii) It should be expected that this concern, should it arise, would be addressed by all concerned in a manner consistent with the values discussed in this report.

3. Global legal services market

(a) It may be helpful to record briefly developments in the global legal services market, which inform issues currently confronting not only PRAC, but the broader legal services community.

(b) The past 20 years has seen a growing trend to greater economic globalisation as trade barriers have relaxed, currencies floated, and enhanced technologies and communications have reduced or removed geography as an impediment to commerce.

(c) This period has also seen the emergence of new major economies, primarily in Asia, but also in South America and to a lesser extent Africa. As these emerging economies have developed, they have been accompanied by significant increases in GDP, and a more highly educated and affluent middle class who are becoming increasingly significant consumers, increasing the demand for commodities and services.

(d) This globalisation has seen some rebalancing of economic power between the traditional markets of the United States, United Kingdom and Europe, and these emerging markets. This has been accompanied by growth in investment and cross border activity, and a significant increase in the number of major corporations who are either based in, or doing business with these emerging markets.

(e) The founders of PRAC were prescient, as PRAC was established with a focus on the Pacific Rim, in which many of these developing economies are now centred.

(f) Law firms have responded to these trends, re-examining their business models, client offerings, and practice area and geographic priorities.

4. Consequences for law firms

(a) These changes have been accompanied by increased competition for clients and for legal talent. As a result we have seen significant investment by law firms in developing deeper client relationships, in reprioritising their service offerings, in becoming more innovative, and in responding to cost pressures on clients.

(b) Many firms have sought to broaden and deepen their international platform in geographic markets relevant to their clients. This has typically been achieved through:

(i) establishing a "greenfields" office;

(ii) merging with a local firm;

(iii) acquiring a major legal team (or teams) from an existing local firm (or firms), whether they be a domestic firm or another international firm.

(c) In undertaking such international expansion, larger firms have a fiscal advantage over small firms as the cost per partner of the necessary investment is lower.

(d) These trends will continue. The international and global legal markets will continue to develop, and the competition for clients and legal talent will continue to intensify.

(e) PRAC recognises that to remain relevant and effective as an international network of leading law firms it must also adapt to these changes.

5. PRAC

(a) PRAC first met in Singapore in February 1987, and is approaching its 30th anniversary. It was established as a unique strategic alliance of top-tier independent law firms having a focus on conducting business across the Pacific Rim.

(b) As client needs and business imperatives changed over time, so too has PRAC. In recognition of the increased globalisation of client activity, the geographic spread of PRAC membership expanded beyond the immediate Pacific Rim, to include jurisdictions like India, South Africa, Brazil, Texas, France and Spain. Member firms have also developed, with many expanding internationally, most prominent among these being Hogan Lovells and Dentons Rodyk (following the recent announcement by Rodyk of its combination with Dentons), but more than a third of current member firms have at least one international office.

(c) Another response to the globalisation trend has been the flourishing of international networks and alliances[3]. PRAC is effectively in competition with these networks, and the majority of PRAC member firms are also members of at least one other such network.

6. 2006 sub-committee report

(a) PRAC's response to the changing legal services market, and the challenges this may present, was considered by a sub-committee of the PPC in 2006, whose Terms of Reference included addressing circumstances whereby:

(i) an existing PRAC member opened a substantial office in the jurisdiction of another PRAC member;

(ii) a member firm merging with a non-PRAC firm resulted in the merged firm having a substantial office in the jurisdiction of another PRAC member; and

(iii) the increasing international scope of operations of member firms generally.

(b) The sub-committee noted that over the years a large number of member firms had expanded beyond their original boundaries, reflective of the nationalisation and internationalisation of business and the legal profession in that period.

(c) Member feedback on these issues in 2006 reflected, on the whole, two primary, and unsurprising sentiments:

(i) firstly, recognising the increasingly global approach to business of clients and law firms, that where two PRAC member firms found themselves in a competitive position, dealing with this circumstance in a professional manner would be preferable to seeking to implement a structure that would attempt to avoid such conflicts, the latter approach being unlikely

[3] Interlex, Lex Mundi, World Law, World Services Group and Terralex (amongst others).

to succeed, and one which would stand to weaken PRAC in the long run; and

(ii) secondly, that PRAC is an organisation unique in its intimacy and tolerance of many sizes and types of firms, and that whilst the changing legal landscape had in some respects overtaken the original PRAC model, these were valuable and distinguishing characteristics which PRAC must seek to preserve.

(d) Members recognised (in 2006) that many PRAC firms had practices based in cross-border transactions, reflecting the internationalisation of business generally. The great majority of members spoke of this increasing internationalisation as a positive element which should provide increasing opportunities for PRAC member firms to interact and cooperate.

(e) The 2006 sub-committee noted that there is no provision in the PRAC Statement of Policies and Objectives which confers exclusivity on a member firm in relation to a particular city of jurisdiction, and that whilst expansions into another Firm's jurisdiction could create challenges, with goodwill and equanimity on both sides it has been possible to deal with the consequences of such mergers and expansions to the broader benefit of PRAC and all its member firms.

(f) Against this background, and recognising that flexibility and pragmatism may not be sufficient on their own, the 2006 sub-committee recommended guidelines to apply to a member firm which opens (or mergers with a firm with) a substantial office in the jurisdiction of another member.

7. 2012 sub-committee report

(a) In 2012 a sub-committee of the PPC considered PRAC's expansion philosophy and new member criteria. Two compelling themes emerged from the member consultation:

(i) that the quality of member firms is a core value the membership does not want to sacrifice as PRAC moves forward; and

(ii) that a very high value was placed on the intimacy of the working relationships within PRAC, these interpersonal relationships being viewed as a valued asset and acknowledged as a unique aspect of PRAC.

(b) The 2012 sub-committee also reported that, almost without exception, every firm interviewed acknowledged that mergers were a fact of the modern legal landscape and that although it is difficult to develop one comprehensive set of rules, PRAC must accommodate such mergers.

(c) The sub-committee concluded that PRAC needed to move forward, replacing or securing membership in key jurisdictions, without sacrificing the quality of firms it attracts, and in a manner which did not undermine the close relationships which are a special feature of PRAC.

8. 2015 member feedback

(a) Member feedback following the Brisbane conference identified the following primary challenges presented by the presence within PRAC of a global or international firm whose jurisdictions overlap with that of other "independent" member firms:

(i) the creation of competition for referral work into that jurisdiction from other member firms;

(ii) direct competition for clients within that particular market;

(iii) direct competition for talent (partners and associates) within that market and;

(iv) indirect competition through business development and other firm profiling activities undertaken within that market.

(b) On the other hand, the presence within PRAC of global or international firms was also seen to provide enhanced opportunities for member firms through client referrals (including for the "local" firm in those markets where the firms were in "competition", on account of the fact that the international firms presence was often not "full service" but focused on specialist capabilities), collaboration on cross-border opportunities and enhanced information/experience sharing.

(c) A number of members expressed concern whether the presence of a global or international firm within PRAC was acting as an impediment to the recruitment of new members.

(d) Other members observed that the presence of such firms within PRAC was important, as it enhanced the overall market perception of PRAC as an organisation.

9. The values and culture of PRAC

(a) PRAC is viewed by its members as a unique organisation. This uniqueness is characterised by the intimacy of the professional and networking relationships within the group. This distinguishes PRAC from other networks and alliances.

(b) This uniqueness is underpinned by values of respect and trust. Member firms must be comfortable to behave and to engage with each other in a manner reflective of these values, and in a manner which engenders mutual respect and trust. If there is a breakdown in these values, the fabric of PRAC is undermined.

(c) As was noted in the 2012 sub-committee report the quality of the firms which comprise PRAC is a core value that the PRAC membership does not want to sacrifice as PRAC moves forward. The quality of its members represents PRAC's core currency, and members understand that compromising this currency represents a threat to PRAC.

(d) This core value is readily accepted. At the heart of PRAC's success is that each member is a leading firm within its primary jurisdiction. The quality of PRAC's membership is integral to the confidence that member firms have in entrusting their clients to fellow PRAC members, to the quality of input to PRAC conferences, and to the value derived from the extensive informal dialogue engaged in by member firms and their representatives at and in between conferences.

(e) Members have also long recognised that in the developing international legal market, limiting PRAC membership to unaligned domestic firms is inconsistent with the attainment of this core value. To limit PRAC membership in this way would exclude many leading firms from eligibility for PRAC, and, as noted in the 2006 sub-committee report, would weaken PRAC in the long run.

(f) The Sub-Committee does not consider the exclusion of international firms from membership to be an option if PRAC is to remain relevant and effective as an organisation, capable of attracting high quality, top-tier members. The question is the basis upon which such membership within PRAC is accommodated.

(g) One theme raised by some members in the 2015 survey was that permitting PRAC membership to an international or global firm, having many offices which overlap

with existing PRAC membership, will unfairly increase competition within the overlapping jurisdictions, and potentially impact referrals to the disadvantage of the primary PRAC member within that jurisdiction.

(h) The Sub-Committee recognises this concern. However, as was noted by the 2006 sub-committee, there is no provision in the PRAC Statement of Policies and Objectives which confers exclusivity on a member firm in relation to a particular city or jurisdiction, and there have long been PRAC member firms who have confronted and successfully managed this very situation, for example the experiences of PRAC member firms in Singapore, Hong Kong, Washington DC, Paris and (if PRAC can secure a new Chinese member) Beijing and Shanghai.

(i) A considerable number of respondents to the 2015 survey, including some who currently operate in an overlapping membership situation, identified the opportunity for enhanced referrals into their firms as an advantage of the multi-jurisdictional members. Some firms also noted the additional choice such firms presented for the "friendly" referral of clients into jurisdictions not represented in PRAC (for example the Middle East and parts of Africa).

(j) Accepting each of these matters, the Sub-Committee nevertheless considers that the reality of such competition, with which all firms must inevitably contend, should be attended, in cases where the source of the potential competition is an expanding fellow PRAC member, by some behavioural constraints consistent with the special relationship which exists between member firms.

(k) One of the principle objectives of PRAC is to admit as member firms significant law firms located, or with strong connections or business interests, in major commercial centres in the Pacific Rim. The PRAC Statement of Policies and Objectives provides that where a proposed new member firm has a substantial office outside its own principle jurisdiction, the admission of that new member requires the consent of any existing member firm in that other jurisdiction.

(l) The Sub-Committee considers that the PRAC Statement of Policies and Objectives as to the admission of new members noted in (k) above, the recommendations of the 2006 sub-committee concerning the expansion of existing PRAC firms into other jurisdictions, and the recommendations of the 2012 sub-committee as to PRAC's expansion philosophy, provide a sound framework for setting the expectations that PRAC has of its existing and future members, as reflected in the proposed Recommendations.

Ross Perrett
Jeff Lowe

April 2016

2015 Lowe email to all member firms

From: Jeffrey J. Lowe [mailto:JLowe@rbs.ca]
Sent: Wednesday, July 22, 2015 6:27 PM
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Cc: rperrett@claytonutz.com; mbaptista@tozzinifreire.com.br; Iannetta, Susan (susan.iannetta@prac.org); Jay M. Munsie
Subject: Hogan Lovells Membership Review [RBS-Active.99999.0016]

All,

As you know, following discussions in Brisbane we conducted a survey soliciting the opinion of each member firm regarding Hogan Lovells participation in PRAC. We are pleased to report that we have received the opinion and/or comments from every member firm in PRAC. Thank you for your input.

As you also know, Hogan Lovells has distinguished itself as an active and engaged member of PRAC over a long period of time. This would include making meaningful contributions to our conferences, playing a role in the management of PRAC and engaging with many other firms with respect to referring and receiving legal work. These qualities were widely acknowledged in the survey results.

With respect to Hogan Lovells continued membership in PRAC, a greater number of firms support their continued membership than those firms which would prefer them to withdraw. However, beyond this, the opportunity within the survey to include comment was also accepted by many firms, and this provided a rich platform for a range of helpful comments for the executive to consider, both relevant to, and also quite apart from Hogan Lovells role within PRAC.A number of issues raised by the members through their comments are not necessarily unique to Hogan Lovells, but are issues that PRAC must prepare to face in the ever evolving legal landscape.

After careful consideration of the valuable input received from members, the executive would propose to use this opportunity to develop a set of principles which will codify the expectations which PRAC has of its member firms. This work will build upon the work that was undertaken by the Policy and Planning Committee in 2006 and then again in 2012.

This will be a challenging exercise, but one which the executive hopes can align all member firms behind a principled approach to the issues which arise in an increasingly dynamic international legal market. The executive would propose to assign this task to the Policy and Planning Committee, and have the result reviewed, discussed and adopted by the membership.

Once adopted, all firms, including Hogan Lovells will have to consider these guidelines for the expectations of member firms and determine if they can operate within such principles. By adopting this approach, all firms will have a platform to express their views and help shape the future of PRAC as an organization. PRAC can and must remain a relevant and evolving organization capable of accommodating top firms, yet also having a clearer definition around the boundaries of member expectations.

I would ask each of you to work with the Policy and Planning Committee to complete this important task. The traditions of respectful behavior and professional camaraderie in PRAC provide a solid underpinning to take this important step forward. We look forward to continuing this work in Vancouver.

Best Regards

Jeff

Jeffrey J. Lowe, Q.C.

Managing Partner
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From: Perrett, Ross [mailto:rperrett@claytonutz.com]

Sent: Wednesday, August 10, 2016 1:33 AM

To: pgl@allendebrea.com.ar; jorgeluis.arenales@ariaslaw.com; armando.arias@ariaslaw.com; lilian.arias@ariaslaw.com; kevin.keenan@bakerbotts.com; Bryan Haynes; Randal Hughes; jcarey@carey.cl; Shirbin, John; danwaggoner@dwt.com; sivanesan.s@dentons.com; eck@gide.com; dreber@goodsill.com; momalley@goodsill.com; tim.fletcher@hoganlovells.com; owen.chan@hoganlovells.com; patrick.sherrington@hoganlovells.com; warren.gorrell@hoganlovells.com; llopez@hpcd.com; kjchoi@kimchanglee.co.kr; joycefan@leeandli.com; jorgept@munizlaw.com; jaap.stoop@nautadutilh.com; susan.iannetta@prac.org; jlowe@rbs.ca; icostas@rcdslp.com; vgrau@s-s.mx; tc@skrine.com; mbaptista@tozzinifreire.com.br; jfreire@tozzinifreire.com.br; ppayne@abnrlaw.com; currutia@bu.com.co; lihueimao@leeandli.com; lkh@skrine.com; lwh@skrine.com; amr@skrine.com; rlrodriguez@syciplaw.com; hgarza@s-s.mx; mhuggardcaine@tozzinifreire.com.br; rnazir@abnrlaw.com; nadwani@abnrlaw.com; rarango@arifa.com; jmunoz@ariaslaw.co.cr; evangelina.lardizabal@ariaslaw.com; ana.rizo@ariaslaw.com; Stephen Bowman; cumana@bu.com.co; smichelsen@bu.com.co; sarahtune@dwt.com; mokumura@goodsill.com; fhoet@hpcd.com; ejkim@kimchanglee.co.kr; rohit@kochhar.com; Anjuli.s@kochhar.com; nigelli@leeandli.com; ctchang@leeandli.com; daisywang@leeandli.com; ypdandiwala@mullas.net; shardul.thacker@mullaandmulla.com; jmunsie@rbs.ca; jbarrero@s-s.mx; asaavedra@s-s.mx; john.shackleton@simpsongrierson.com; pc@skrine.com; vrr@skrine.com; iamanguiat@syciplaw.com; rmpgongkiko@syciplaw.com

Subject: PRAC Membership Guidelines

Dear PRAC colleagues,

I trust this email finds you all well, and that delegates are looking forward to our conference in the Philippines next month. Our hosts at SyCip have a most excellent program planned for us.

I wish to update Primary Contacts and delegates on the position as regards the PRAC Membership Guidelines which have been under consideration the past 12 months, relevant to PRAC's operation within the evolving international legal market.

To refresh the background:

- a survey to obtain the views of all member firms concerning this evolving matter was undertaken in June/July 2015
- the results of the survey were discussed at the Vancouver conference last September
- with the benefit of the survey feedback Jeff Lowe (as past Chair) and I prepared a Sub-Committee Report and draft guidelines **(Report**), which were provided to all member firms for comment on 6 May this year.

I sincerely thank member firms for your comment on the draft guidelines. This feedback was invaluable to the Policy and Planning Committee **(PPC**) when it met to consider the Report in Barcelona.

At the Barcelona conference the PPC ratified 10 Guidelines applicable to a member firm which already has, or at any time in the future opens (or merges with a firm with) a substantial office in the jurisdiction for which another firm is the PRAC member. A copy of the Guidelines, as ratified by the PPC, and accompanying background commentary is **attached.** These Guidelines represent the expectations and behaviours reflective of the special relationship which exists between PRAC member firms.

The Guidelines will be placed with the PRAC Statement of Policies and Objectives.

I encourage all members to read and consider the Guidelines to determine that they, and their partners, can operate within these principles, and for any member firm who considers that it is unable to do so to consult with me.

Also, should you have any queries at all concerning the Guidelines or any related matter, please do not hesitate to contact me.

Best regards
Ross

Ross Perrett, Partner, Board Chair
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Pacific Rim Advisory Council
Membership Guidelines (ratified May 2016)

1. Introduction

1.1 PRAC is a unique strategic alliance of leading law firms with a focus on conducting business across the Pacific Rim. PRAC's members are operating in an increasingly dynamic and evolving international legal market.

1.2 PRAC's uniqueness is characterised by the intimacy of the professional, interpersonal and networking relationships which exist within PRAC. These are a valued asset, underpinned by values of respect and trust. They distinguish PRAC from other larger and less personal legal networks and alliances.

1.3 Another core value of PRAC is the quality of its membership. At the heart of PRAC's success is that each member is a leading firm within its primary jurisdiction. The quality of its membership is integral to the confidence that member firms have in entrusting their clients to fellow PRAC members, to the quality of input to PRAC conferences, and to the value derived from the informal dialogue in which member firms and their representatives engage, both at and beyond the regular PRAC conferences.

1.4 The increasing internationalisation of legal practice has seen a number of member firms expand beyond their original boundaries, resulting in circumstances whereby an existing PRAC member has or may:

(a) open a substantial office in the jurisdiction of another PRAC member;

(b) merge with a non-PRAC firm resulting in the merged firm having a substantial office in the jurisdiction of another PRAC member.

1.5 PRAC members recognise that such expansion and mergers are a fact of the modern legal landscape. However, the expansion by existing or prospective PRAC members into the jurisdiction of another PRAC member must be undertaken in a manner which preserves and is consistent with PRAC's core values, and does not undermine the close relationships which are a special feature of PRAC.

1.6 PRAC's strength and longer term sustainability is dependent on its continuing to develop in a manner which is relevant to the needs of its current membership and attractive to prospective members. Members have long recognised that in the developing international legal market, limiting PRAC membership to unaligned domestic firms would exclude many leading firms from eligibility for PRAC, and would, over time, undermine and threaten the quality of PRAC.

1.7 PRAC can and must remain a relevant and evolving organisation, capable of accommodating the membership of leading law firms of various sizes and types, including international firms, provided such accommodation is effected within the boundaries of member expectations and behaviours reflective of the special relationship which exists between member firms.

1.8 Against this background, the guidelines in Section 2 below were ratified by the PRAC Policy and Planning Committee at the Barcelona (May 2016) conference. For further background as to the evolution of these guidelines reference may be had to Sub-Committee reports dated September 2006, April 2012 and April 2016.

2. Guidelines

2.1 The following ten (10) guidelines apply to a member firm (the **expanding member)** which already has, or at any time in the future opens (or merges with a firm with) a substantial office[1] in the jurisdiction for which another firm is the PRAC member (the **primary PRAC member**).

2.2 The expanding member should, to the extent possible, give advance notice to the primary PRAC member of the proposed expansion and discuss its nature/scope with the primary PRAC member.

2.3 The expanding member should consider opportunities for cooperation and collaboration with the primary PRAC member.

2.4 The expanding member should not allow partners in the new office to attend PRAC conferences without the primary PRAC member's consent.

2.5 Other than listing office locations, the expanding member should not publicise the new office in the PRAC publications or at PRAC conferences without the primary PRAC member's consent.

2.6 The expanding member should not approach clients of the primary PRAC member in the subject jurisdiction with a view to poaching them[2].

2.7 The expanding member should not approach partners or associates of the primary PRAC member in the subject jurisdiction with a view to poaching them;

2.8 Where the expanding member is approached by a partner or employee of the primary PRAC member, and agrees to employ that person, the expanding member shall notify, or request that the person so employed notify, the primary PRAC member of such employment prior to making any public announcement thereof.

2.9 Where a proposed new member firm already has an existing office in the same jurisdiction as an expanding member (**the existing jurisdiction**), the expanding member should not refuse consent to the admission to PRAC of the new member, that right of objection being reserved to the primary PRAC member for the existing jurisdiction.

2.10 The expanding member should not engage in conduct which is undermining or disparaging of the primary PRAC member or its partners.

2.11 In competing within the subject market, the expanding member should not pro-actively seek to procure or solicit referrals from other PRAC members in preference to the primary PRAC member.

3. Implementation

3.1 The expectations outlined in Section 2 are expressed as guidelines, not as rules, to be applied with common sense.

3.2 They describe the behaviours reflecting the values of respect and trust, inherent within PRAC and which ought be reasonably expected of businesses engaged in a close relationship such as PRAC and who share these values. Their observance will strengthen PRAC and the relationship between its members.

[1] A "substantial office" has been considered an office which would materially compete with the office of the other member.

[2] It is recognised that clients may have numerous law firm relationships within the subject jurisdiction and the Guidelines are not intended to restrict ordinary business development activities.

3.3 All member firms should consider the guidelines and determine that they can operate within these principles. Any member firm that considers it is unable to do so should consult with the Chair.

3.4 The protocol to be applied in circumstances of a breach or suspected breach of these guidelines is that the affected member firm should refer the breach or suspected breach to the Chair and Vice-Chair for consideration, and such further action as may be appropriate upon consultation by the Chair and Vice-Chair with the relevant member firms.

3.5 Finally, a concern that the presence within PRAC of large international firms may prejudice the recruitment of new members to PRAC is recognised as a legitimate concern. To date the evidence of such prejudice is, at best, anecdotal. However, if this was to emerge as material issue for PRAC it will need to be addressed, balancing the implications of this issue for each of the proposed new member firm, the existing firm whose membership has contributed to the issue and, most relevantly, in the overall best interests of PRAC and its members.

Ross Perrett
PRAC Chair

1 August 2016

PRAC

NEW DELHI 2023

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PACIFIC RIM ADVISORY COUNCIL

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PRAC

NEW DELHI 2023

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Additional details will follow

Exclusive to PRAC member firms only

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	DATE	VENUE	Follow on	SEMINAR
1	February 1987	Singapore	-	Yes
2	June 1987	Los Angeles	-	Yes
3	February 1988	Honolulu	-	Yes
4	June 1988	Bangkok	-	No
5	February 1989	Hong Kong	-	Yes
6	June 1989	Vancouver	-	No
7	March 1990	Auckland	-	Yes
8	October 1990	Toronto	-	Yes
9	April 1991	Seoul	-	No
10	September 1991	Seattle	S Francisco	Yes
11	April 1992	Sydney	-	Yes
12	October 1992	San Diego	Los Angeles	Yes
13	February 1993	Manila	Singapore	Yes
14	October 1993	San Francisco	-	Yes
15	April 1994	Hong Kong	-	Yes
16	September 1994	Mexico City	-	Yes
17	June 1995	Kuala Lumpur	-	Yes
18	October 1995	Boston	-	Yes
19	April 1996	Jakarta	-	Yes
20	October 1996	Washington, D.C.	-	Yes
21	May 10-14 1997	Amsterdam	-	Yes
22	Nov 15-19 1997	Santiago	-	No
23	May 9-13 1998	Taipei		Yes
24	Nov 14-18 1998	Buenos Aires		Yes
25	April 24-28 1999	Singapore		Yes
26	October 16-20 1999	Sydney		Yes
27	March 25-29 2000	South Africa		No
28	Oct 28-Nov 1 2000	Tokyo		Yes
29	May 5-9 2001	Los Angeles		Luncheon
30	Nov 3 - 7 2001	Rio de Janeiro		Tr Acts
31	May 11-15, 2002	Hong Kong	Beijing	Yes - both
32	Oct 5-9 2002	Seattle		Luncheon
33	April 5-9; 9-11 2003	Auckland	Queenstown	Yes
34	Sept 20-24, 2003	Vancouver		No
35	May 15-21 2004	Lima Cusco	Machu Picchu	No
36	Oct 30 - Nov 5 2004	New Delhi	Agra	Yes
37	April 16-20 2005	Honolulu		No
38	Sept 17-21,2005	Toronto		Yes
39	May 13-19 ,2006	Bangkok	Chang Mai	Yes
40	Oct-Nov 2006	San Diego	Los Angeles	No
41	March 17-21, 2007	Bogota-Cartagena		Yes
42	October 20-24 2007	Seoul		No
43	April 12 – 16, 2008	Paris		Yes
44	Nov 15-19, 2008	Mumbai		Yes
45	April 25-28, 2009	Boston		Yes
46	Oct 17-20, 2009	Beijing		Yes
47	April 17-20, 2010	Mexico City		Yes
48	Oct 16-19, 2010	Kuala Lumpur		No
49	May 21-24, 2011	Amsterdam		No
50	October 15-18, 2011	Singapore		Yes
51	April 21-24, 2012	Houston		No
52	Oct 20-23, 2012	Buenos Aires		No
53	April 13-16, 2013	Jakarta		No
54	Sep 28 – Oct 1, 2013	Washington, DC		No
55	April 16-29, 2014	Taipei		No
56	November 8-11, 2014	Atacama Chile		No
57	April 18 – 21, 2015	Brisbane		No
58	Sept 26-29, 2015	Vancouver		No
59	May 21 – 24, 2016	Barcelona		No
60	Sep 24 – 27, 2016	Manila		No
61	April 22-25, 2017	Hong Kong		No
62	October 21-24, 2017	Sao Paulo		No
63	April 21-24,2018	Honolulu		No
64	Sep 15-18 2018	Calgary		No
65	April 6-9, 2019	Costa Rica		No
66	October 5-8 2019	Seattle		No
67	April 22 - 25, 2023	Mexico City		
68	October 7-10, 2023	New Delhii		
69	Spring, 2024	Paris May 25-28		
70	Fall, 2024	TBD		
71				
71				

PRAC Future Conference Shedule - subject to change

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