



## PRAC Paris 2024

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TAB 1 GIDE WELCOME LETTER

TAB 2 - CONFERENCE AGENDA



## CONFERENCE AGENDA

### Saturday, May 25, 2024

**8:00 am – 4:00 pm**

[pracparis@gide.com](mailto:pracparis@gide.com)

**Registration with GIDE Host Team|**

InterContinental LeGrand 2 Rue Scribe

**2:30 am – 4:30 pm**

Depart from Hotel Lobby

**Early Arrivals Optional Tour #1**

**Explore Covered Passages**

See Tour Guide for Full Details

Dress: Casual

Delegates & Guests

**6:00 pm – 7:30 pm**

**Opening Welcome Reception**

InterContinental LeGrand 2 Rue Scribe

Dress: Business (no tie) / Smart Casual

Delegates & Guests

**7:30 pm departure**

Various

**No Host Dine Arouds**

Departure from LeGrand Hotel lobby

Dress: Business (no tie) / Smart Casual

Delegates & Guests

(taxi or walking)

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

### Sunday, May 26, 2024

**8:00 am – 4:00 pm**

[pracparis@gide.com](mailto:pracparis@gide.com)

**Registration with GIDE Host Team|**

InterContinental LeGrand 2 Rue Scribe

**10:30 am – 4:00 pm**

**Optional Tour #2**

**PRAC Delegation Tour and Luncheon**

PRAC Delegates & Guests

Marche au Puces

See Tour Guide for full details

Dress: Casual

Depart Hotel Lobby to board coach

**Evening free for your enjoyment**

Monday, May 27, 2024

Tuesday, May 28, 2024

All Delegates business sessions take place at Gide Office, 15 Rue Laborde, 75008 Paris

Suggested Dress for Delegate Business Sessions: Business (no tie)

**9:00 am – 9:30 am**  
**Hall**

**Registration**

**9:30 am – 9:45 am**  
**Auditorium**

**Welcome and Introductions -**

PRAC Chair, Sarah Tune

**9:45 am – 11:00 am**  
**Auditorium**

**Business Session #1 | Country Briefing**

Topic: Reinforcing the attractiveness of the Paris and European market places

Speaker: Sandrine Menard, French Treasury,  
Head of Staff Financial Markets

**11:00 am – 11:20 am**  
**NOPA**

**Tea/Coffee Break**

**PHOTO**

**11:30 am – 1:00 pm**  
**NOPA**

**Business Session #2: |**

Topic: Climate Change Challenges

Speaker: Guillaume Pakula, Founder, Project Celcius

**1:00 pm – 2:30 pm**  
**NOPA**

**Delegate Luncheon**

**1:30 pm – 2:30 pm**  
**Gide Room 107**

**Membership Committee Meeting**  
(Committee members only)

**2:30 pm – 4:00 pm**  
**Auditorium**

**Business Session #3 | Panel Discussion**

Topic: Our Business Approach to the Olympics Games

Speaker: Paul Williamson, Founder, Two Circles

**Running Coffee/Tea**  
End of Monday Sessions

**7:00 pm**  
Various Restaurant venues

**GIDE Partner Hosted Dinners**

Delegates & Accompanying Guests

**10:00 am – 4:00 pm**

**OPTIONAL Tour #3 | Accompanying Guests**

Fondation Louis Vuitton & Jardins Bagatelles

See Tour Guide for details

**9:00 am – 10:30 am**

**Business Session #4 | Panel Discussion**

Topic: Negotiating in Troubled Waters -  
the Australian Submarine Deal

Speaker: Marie-Pierre de Baillencourt,  
Director, Institut Montaigne (Think Tank)  
Director

**10:30 am – 11:30 am**  
**Auditorium**

**Business Session #5 |**

Topic: Will AI Render Lawyers Obsolete?  
Speaker: Raphael Arroche, Co-Founder,  
Jimini Air

**11:30 am – 12:00 noon**  
**NOPA**

**Tea/Coffee Break**

**12:00 pm – 1:00 pm**  
**Auditorium**

**Business Session #6: |**

Topic: Towards a New Era for Investment  
Control

Speaker: Edmond Schlumberger, Law  
Professor Université de la Sorbonne  
Senior Counsel Gide & Professor

**1:00 pm – 2:30 pm**  
**NOPA**

**Delegate Luncheon**

**1:30 pm – 2:30 pm**  
**Room 107**

**Policy & Planning Committee Meeting**  
(Committee members only)

**2:30 pm – 4:00 pm**  
**Auditorium**

**PRAC Board Meeting**

All Delegates are encouraged to attend

End of Tuesday sessions

**7:00 pm – 10 00 pm**  
20 rue Artois 75008

**Closing Dinner at APICIUS**

Delegates & Accompanying Guests  
Suggested dress: cocktail

**10:30 am – 1:00 pm**

**Optional Tour #4 | Accompanying Guests**

Montmartre  
See Tour Guide for Details

TAB 3  
PARTICIPATING FIRMS, DELEGATES & GUESTS



## PRAC Paris 2024

### DELEGATES & ACCOMPANYING GUESTS

FIRM	DELEGATE	CITY	COUNTRY	TITLE/POSITION	EMAIL	ACC GUEST
Allende & Brea	Santiago Sturla	Buenos Aires	Argentina	Partner, M&A, Corporate, Transaction	<a href="mailto:ssturla@allende.com">ssturla@allende.com</a>	
Arias Fabrega & Fabrega		Panama	Panama			
Brigard Urrutia		Bogota	Colombia			
Carey	Francisco Ugarte	Santiago	Chile	Partner, M&A	<a href="mailto:fugarte@carey.cl">fugarte@carey.cl</a>	Pia Martini
City-Yuwa	Kanako Inokuchi	Tokyo	Japan	Partner, IP, Data Protection, Sports	<a href="mailto:Kanako.inokuchi@city-yuwa.com">Kanako.inokuchi@city-yuwa.com</a>	
City-Yuwa	Yuko Toyoda	Tokyo	Japan	Partner,	<a href="mailto:Yuko.toyoda@city-yuwa.com">Yuko.toyoda@city-yuwa.com</a>	
Davis Wright Tremaine	Sarah Tune	Seattle	United States	Partner, Co-Chair Business & Tax, Corporate, M&A PRAC Chair	<a href="mailto:sarahtune@dwt.com">sarahtune@dwt.com</a>	Sean Doherty
Davis Wright Tremaine	Scott MacCormack	Seattle	United States	Partner, Corporate, Transactional	<a href="mailto:scottMacCormack@dwt.com">scottMacCormack@dwt.com</a>	Nancy MacCormack
Dentons Rodyk	S. Sivanesan	Singapore	Singapore	Senior Partner, Corporate	<a href="mailto:sivanesan.s@dentons.com">sivanesan.s@dentons.com</a>	Rachel Sivanesan



## PRAC Paris 2024

### DELEGATES & ACCOMPANYING GUESTS

FIRM	DELEGATE	CITY	COUNTRY	TITLE/POSITION	EMAIL	ACC GUEST
Gide Loyrette Nouel	Guillaume Rougier Brierre	Paris	France	Partner, Corporate M&A	<a href="mailto:rougier@gide.com">rougier@gide.com</a>	
Gide Loyrette Nouel	Thomas Urlacher	Paris	France	Partner, Corporate M&A	<a href="mailto:urlacher@gide.com">urlacher@gide.com</a>	
Gide Loyrette Nouel	Julien David	Paris	France	Partner, Corporate M&A	<a href="mailto:julien.david@gide.com">julien.david@gide.com</a>	
Gide Loyrette Nouel	Christophe Eck	Paris	France	Partner, Corporate M&A PRAC Primary Contact Partner	<a href="mailto:eck@gide.com">eck@gide.com</a>	
Gide Loyrette Nouel	Nadage Nguyen	Paris	France	Partner, Corporate M&A	<a href="mailto:nguyen@gide.com">nguyen@gide.com</a>	
Gide Loyrette Nouel	Jean-Gabriel Flandrois	Paris	France	Partner, Corporate M&A	<a href="mailto:flandrois@gide.com">flandrois@gide.com</a>	
Gide Loyrette Nouel	Stephane Vernay	Paris	France	Partner, Projects Finance & Infrastructure	<a href="mailto:vernay@gide.com">vernay@gide.com</a>	
Gide Loyrette Nouel	Marie Bouvet	Paris	France	Partner, Projects Finance & Infrastructure	<a href="mailto:bouvet-guiramand@gide.com">bouvet-guiramand@gide.com</a>	





## PRAC Paris 2024

### DELEGATES & ACCOMPANYING GUESTS

FIRM	DELEGATE	CITY	COUNTRY	TITLE/POSITION	EMAIL	ACC GUEST
Gide Loyrette Nouel	Laura Castex	Paris	France	Partner, Competition & International Trade	<a href="mailto:castex@gide.com">castex@gide.com</a>	
Gide Loyrette Nouel	Raphaelle Dequire	Paris	France	Partner, IP TMT	<a href="mailto:dequire-portier@gide.com">dequire-portier@gide.com</a>	
Gide Loyrette Nouel	Aurelie Pacaud	Paris	France	Partner, IP TMT	<a href="mailto:aurelie.pacaud@gide.com">aurelie.pacaud@gide.com</a>	
Gide Loyrette Nouel	Alexandra Munoz	Paris	France	Partner, Dispute Resolution	<a href="mailto:alexandra.munoz@gide.com">alexandra.munoz@gide.com</a>	
Gide Loyrette Nouel	Frederic Nouel	Paris	France	Partner, Real Estate	<a href="mailto:frederic.nouel@gide.com">frederic.nouel@gide.com</a>	
Gide Loyrette Nouel	JeanFrancois Levraud	Paris	France	Partner, Real Estate	<a href="mailto:levraud@gide.com">levraud@gide.com</a>	
Goodsill Anderson Quinn & Stifel	Lisa Bail	Honolulu	United States	Partner, Business Litigation Practice Group Leader	<a href="mailto:lbail@goodsill.com">lbail@goodsill.com</a>	Mei Lee (CH)
Han Kun Law Offices	Xianglin Chen	Beijing	China	Partner, Commercial Dispute Resolution	<a href="mailto:Xianglin.chen@hankunlaw.com">Xianglin.chen@hankunlaw.com</a>	
Han Kun Law Offices	Ying Zeng	Beijing	China	Partner Dispute Resolution	<a href="mailto:Ying.zeng@hankunlaw.com">Ying.zeng@hankunlaw.com</a>	



## PRAC Paris 2024



### DELEGATES & ACCOMPANYING GUESTS

FIRM	DELEGATE	CITY	COUNTRY	TITLE/POSITION	EMAIL	ACC GUEST
Hogan Lovells	Owen Chan	Hong Kong	Hong Kong	Hong Kong Managing Partner, Banking & Finance	<a href="mailto:owen.chan@hoganlovells.com">owen.chan@hoganlovells.com</a>	Jasmine Ho Ryan Chan
Hogan Lovells	Elizabeth Donley	Washington	United States	Partner, Co-Head, M&A Americas	<a href="mailto:elizabeth.donley@hoganlovells.com">elizabeth.donley@hoganlovells.com</a>	
Hogan Lovells	Miguel Zaldivar	Washington	United States	CEO, Partner, Corporate & Finance	<a href="mailto:Miguel.zaldivar@hoganlovells.com">Miguel.zaldivar@hoganlovells.com</a>	Anna Guiffredi Zaldivar
Kochhar & Co.	Pradeep Ratnam	New Delhi	India	Senior Partner, Banking Finance & Infrastructure	<a href="mailto:pradeep.ratnam@kochhar.com">pradeep.ratnam@kochhar.com</a>	Dr Mekhala Krishnamurthy
Lee and Li	Grace Mao	Taipei	Taiwan	Partner, Corporate, Cross border Transactions, Competition Energy, M&A	<a href="mailto:lihueimao@leeandli.com">lihueimao@leeandli.com</a>	Chunwei Chien
Lee and Li	Ivy Chang Holzner	Taipei	Taiwan	IP Project Consultant	<a href="mailto:ivychangholzner@leeandli.com">ivychangholzner@leeandli.com</a>	
LeGa Law		Caracas	Venezuela			
Mulla & Mulla & Craigie Blunt & Caroe		Mumbai	India			
Muniz Olaya Melendez Castro Ono & Herrera	Frank Boyle	Lima	Peru	Senior Counsel, Corporate	<a href="mailto:fboyle@munizlaw.com">fboyle@munizlaw.com</a>	



## PRAC Paris 2024



### DELEGATES & ACCOMPANYING GUESTS

FIRM	DELEGATE	CITY	COUNTRY	TITLE/POSITION	EMAIL	ACC GUEST
Muniz Olaya Melendez Castro Ono & Herrera	Fernando Castro	Lima	Peru	Partner, Tax	<a href="mailto:fcastro@munizlaw.com">fcastro@munizlaw.com</a>	
NautaDutilh	Jaap Stoop	Amsterdam	Netherlands	Partner, Practice Head, Corporate M&A	<a href="mailto:jaap.stoop@nautadutilh.com">jaap.stoop@nautadutilh.com</a>	Susan Stoop
Pacific Rim Advisory Council	Susan Iannetta	Toronto	Canada	Director, PRAC	<a href="mailto:susan.iannetta@prac.org">susan.iannetta@prac.org</a>	
Richards Buell Sutton	Joe Chan	Vancouver	Canada	Partner, M&, Securities, Corporate Finance	<a href="mailto:jchan@rbs.ca">jchan@rbs.ca</a>	
Richards Buell Sutton	Jeff Lowe	Vancouver	Canada	Senior Counsel	<a href="mailto:jlowe@rbs.ca">jlowe@rbs.ca</a>	
Santamarina y Steta	Heriberto Garza	Mexico City	Mexico	Partner, Corporate	<a href="mailto:hgarza@s-s.mx">hgarza@s-s.mx</a>	Mary Garza
SyCipLaw	Russel Rodriguez	Manila	Philippines	Partner, Banking, Finance & Securities	<a href="mailto:rlrodriguez@syciplaw.com">rlrodriguez@syciplaw.com</a>	Elisa Rodriguez
Tozzini Freire	Marcio Baptista	Sao Paulo New York	Brazil USA	Managing Partner New York, Corporate, Foreign Investment, M&A	<a href="mailto:mbaptista@tozzinifreire.com.br">mbaptista@tozzinifreire.com.br</a>	

TAB 4  
OPTIONAL TOURS, DINE AROUNDS, CONTACT INFO

# SATURDAY OPTION TOUR 1

## Covered Passages

### Your visit :

Visit and discover the old galleries and boutiques: Passage Véro-Dodat, Passage Vivienne, Passage Colbert...

### Your transfers :

Departure from the hotel 'InterContinental Paris Le Grand' by feet accompanied by the Gide Host team

**Estimated Cost per person based on min attendance: EU 80**



**The Palais Royal**



**Passage Véro-Dodat**



**Passage Colbert**



**Passage Vivienne**



# SUNDAY OPTION TOUR 2

## Marché aux Puces

### Your visit :

The Marché aux Puces de Saint-Ouen, a sprawling network of warehouses, stands and alleyways on the northern edge of Paris, is the largest antiques and second-hand market in the world and the fourth most visited attraction in France. You would need a lifetime, to explore every corner of its 14 distinct areas, or the furniture, paintings and bric-à-brac of its 1,700 merchants.

### Lunch :

Included - Restaurant TBC

### Your transfers :

Departure from the hotel 'InterContinental Paris Le Grand' by privatised Bus

Estimated Cost per person based on min attendees: EU180





# MONDAY OPTION TOUR 3

## Fondation Louis Vuitton & Bagatelle Garden

### Your visit :

Discover the romantic garden of the Parc de Bagatelle with a collection of roses, irises, perennials, clematises, peonies and other flowers and lose yourself in the Fondation Louis Vuitton. The building is filled with natural light and the views from the decks are simply breathtaking. The Fondation Louis Vuitton is undoubtedly an impressive architectural work, and is as much worth a visit as the collections it houses.

### Lunch :

Included - *Restaurant TBC*

### Your transfers :

Booking should be done with the hotel Concierge

**Estimated Cost Per Person based on min attendees: EU 180**





# TUESDAY OPTION TOUR 4

## Montmartre

### Your visit :

Je t'aime wall, Amélie Poulain grocery store, boat wash, Moulin de la galette, Montmartre vineyards, Maison Rose, Place du Tertre, Sacré Coeur Basilica, Saint Pierre de Montmartre church...

### Your transfers :

Booking should be done with the hotel Concierge

Estimated Cost per person based on min attendees: EU 80





# RESTAURANT DINE AROUNDS

## Brasserie Bofinger

<https://www.bofingerparis.com/en/>

5-7 rue de la Bastille, 75004 Paris

**Party of 8 @8pm - Saturday May 25**

**\$\$\$**

**Dress:** Business (no tie)

### **Food and beverage consultant's comments :**

Just off the Place de la Bastille, Bofinger has admirably maintained its Alsatian brasserie traditions for over 150 years. Spectacular art nouveau stained glass ceiling framed by ocher walls with antique tulip sconces and black banquettes in the main floor dining room, along with smartly-appointed private salons upstairs. The kitchen turns out a menu of true brasserie classics in an updated style to please the locals and tourists alike. Expect a warm and engaging welcome from their brigade of knowledgeable service staff.



# RESTAURANT DINE AROUNDS

**Drouant**

<https://drouant.com/en/>

16-18 Rue Gaillon, 75002 Paris

**Party of 6 @ 8:00 PM - Saturday, May 25**

**\$\$\$**

**DRESS: Business**

## **Food and beverage consultant's comments :**

Drouant is a perennial favourite for many who enjoy this tasteful gastronomic restaurant of the highest calibre. Chef Romain Van Thienen presents a menu of the Drouant French cuisine classics alongside his stylish “au courant” selections. A restaurant with a direct line through to its past with live oysters coming from the original Brittany producer that Drouant premiered in Paris in 1880, through to the spit-roasted Gatinais chicken (again, coming from the same farm for over 100 years), this is dining in true culinary traditions. A Wine Spectator restaurant award recipient in 2022, their list is selected from all the best regions with a focus on the Rhône valley. Gorgeous art deco interiors and a welcoming service from their expert front of house team rounds out an elevated, epicurean evening.



# RESTAURANT DINE AROUNDS

Lasserre

[www.restaurant-lasserre.com/en/](http://www.restaurant-lasserre.com/en/)

17 avenue Franklin Delano Roosevelt, Paris 75008

**Party of 6 @ 8:00 PM - Saturday, May 25**

\$\$\$\$

**DRESS:** Business (no tie) Sportswear, shorts and t-shirt are not accepted

## **Food and beverage consultant's comments :**

The Michelin-starred Restaurant Lasserre does not rest on its laurels in this luxuriously appointed mansion. Tapestry panels in ivory tones, white pillars and crown mouldings create a subtle and hushed effect in the dining room where guests are seated on Louis XVI chairs.

The kitchen brigade operates at the highest level under the watchful eye of chef Jean-Louis Nomicos, working with impeccable ingredients to create a thoroughly **modern, classic French cuisine**. Personable and professional service is of the highest calibre at Lasserre.





# RESTAURANT DINE AROUNDS

Les Jardins du Presbourg

<https://lesjardinsdupresbourg.com/>

3 Av. de la Grande Armée, 75116 Paris

**Party of 8 @ 8:00 PM - Saturday, May 25**

\$\$\$

**Dress: Business (no tie)**

## **Food and beverage consultant's comments :**

A nicely appointed room on a boulevard just by the Arc de Triomphe L'Etoile, Les Jardins du Pressbourg is all dressed in flowing fabrics of gold and silvery blue pastels to create an understated, elegant vibe. The chef produces a healthy, French comfort food menu with shared starters and desserts at this garden-themed bistro. A member of the Costes family empire with their usual attention to detail shows through in the discreet and congenial service.



# RESTAURANT DINE AROUNDS

## Rivages

<https://www.sofitel-le-scribe-paris-opera.com/restaurant-bar-cafe-design/restaurant-rivages-cuisine-mediterraneenne-sofitel-scribe/>

1, rue Scribe, Paris 75009

Party of 6 @ 8:00 PM - Saturday, May 25

\$\$\$

Dress: Business (no tie)

### Food and beverage consultant's comments :

Around the corner from the Garnier Opera House, in the chic Hotel Le Scribe, is Rivages restaurant. A thoroughly modern interior with low profile pastel seating and servers in casual striped pullovers create a relaxed ambiance.

The modern theme carries through in the cuisine of Chef Martin Simolka with a **French fusion menu deftly incorporating many international influences.** Quality seasonal ingredients prepared with care and presented on stylish crockery to satisfy an international clientele.



# RESTAURANT DINE AROUNDS

LE GRANT COLBERT

1, rue Scribe, Paris 75009

**Party of 6 @ 8:15 PM - Saturday, May 25**

\$\$\$

**Dress: Business (no tie)**

**Dress code:** Business casual or formal attire is recommended (be sure to avoid distressed jeans and t-shirts; tie is not required Business (tie not required)).

Cuisine: Traditional French brasserie fare and seafood dishes. The full menu includes a la carte items and daily fixed price menus for lunch and dinner. Afternoon tea features cakes, teas and specialty hot chocolates.

Current owner Joël Fleury and his chef Steven Blondel offer a pleasantly accessible – if not especially inventive– menu of French classics, from blanquette de veau (a typical Gallic veal dish) to French-style rib steaks served with thick-cut fries.

A la carte options include Sole Meunière with steamed potatoes, duck confit with garlicky potatoes and salad, roasted chicken, and beef tartare.

Meanwhile, there's a large selection of seafood dishes and platters that can include oysters, lobster, shrimp, mussels, crabs, or all of the above, and are best enjoyed with a glass of dry white wine, such as Pouilly-Fuissé or Chardonnay.

And while menu options for vegetarians and vegans are not abundant, in recent years the restaurant has offered creative, attractive dishes such as a vegetable "millefeuille" and vegetarian gratin.

# PRAC @ PARIS 2024 CONTACTS

## ► Registration Closed May 02, 2024

PRAC Website Event Portal:

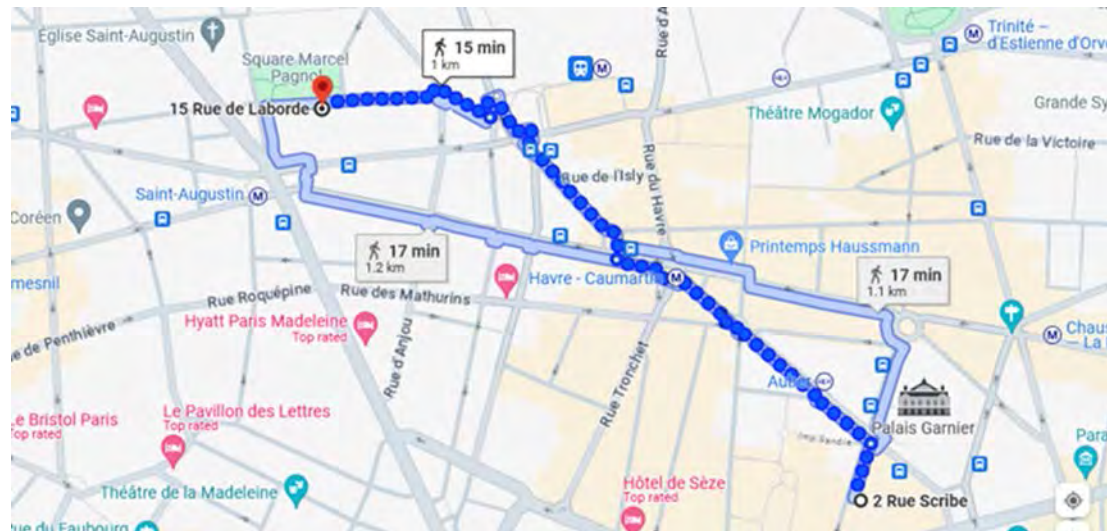
[https://www.prac.org/conferences/202405\\_PARIS.html](https://www.prac.org/conferences/202405_PARIS.html)

Need Assistance accessing the PRAC Website Event Portal? Contact [pracevents@gmail.com](mailto:pracevents@gmail.com)

## ► CONFERENCE HOTEL InterContinental Le Grand, 2 rue Scribe, 75009 Paris

Booking closed <https://book.passkey.com/go/PRACParis2024/> Contact Hotel directly or Gide if you need assistance [pracparis@gide.com](mailto:pracparis@gide.com)

Monday and Tuesday Business Meetings take place at GIDE Paris office, 15 Rue Laborde, 75008 Paris, a short 15 minute walk from the hotel. Optional Tour departures are from Hotel. Taxis are readily available for hire outside of the Hotel however City traffic is expected to be heavier than Paris normal due to road closures which may impact your route. Pack your patience and comfortable walking shoes as most departures will be on foot.



## ► GIDE OPTIONAL TOURS

Booking Link closed May 10. Contact Gide if you need assistance [pracparis@gide.com](mailto:pracparis@gide.com)

## GIDE HOST FIRM CONTACTS

Once completed, if you need to **change** the information you provided in the Conference Registration Form OR the GIDE Tour Reservation and Payment Form, please contact GIDE Host Team direct Email: [pracparis@gide.com](mailto:pracparis@gide.com).

**GIDE Host Team Contacts for questions regarding Visa Support Letter, or your Hotel Booking at InterContinental Email:** [pracparis@gide.com](mailto:pracparis@gide.com)

PRAC Primary Contact  
Christophe Eck  
Email: [eck@gide.com](mailto:eck@gide.com)

TAB 5  
Firm Profiles and Delegate Bios





## Directory of Member Firms

PRAC @ PARIS 2024



## Chair Introduction



Sarah Tune

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.

*Sarah Tune  
PRAC Chair  
Davis Wright Tremaine LLP*

# ALLENDE & BREA

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## Buenos Aires Office

Maipú 1300, 10th Floor  
C1006 ACT Buenos Aires  
Argentina  
Tel: +54 11 4318 9900  
Fax: +54 11 4318 9999

## Web Site:

[www.allendebrea.com](http://www.allendebrea.com)

## PRAC Primary Contact

[ssturla@allende.com](mailto:ssturla@allende.com)

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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**.*



## Santiago J. Sturla

PARTNER



+54 11 4318 9932



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### PRACTICES

- Corporate Law and Finance
- Mergers & Acquisitions
- Shareholders' Conflicts
- Foreign Investment
- Insurance and Reinsurance
- Distribution, Licensing and Franchising
- Forestry

### EDUCATION

- Universidad Católica Argentina, 1997
- LL.M., Duke University, School of Law, 2002

### LANGUAGES

- Spanish
- English



### Relevant experience

- He is a board member and statutory auditor of several companies, and his practice covers a broad range of matters including mergers and acquisitions, shareholders' conflicts and derivative actions, corporate reorganizations, financing and restructuring, project financing, foreign investment, and distribution, licensing and franchising, giving advice to banks, insurance companies, pharmaceutical companies and high-tech companies, among others.
- In 2002 and 2003 he worked as an International Attorney with the Global Corporate Finance Department at Milbank in New York. In 2003 and 2004 he worked in Washington, D.C. as a legal consultant to the Multilateral Investment Guarantee Agency (MIGA), an agency of the World Bank Group.
- He has been cited as a leading practitioner in Corporate and Mergers & Acquisitions law by Chambers & Partners Global; Chambers Latin America; The Legal 500 Latin America; International Financial Law Review (IFLR1000), Latin Lawyer 250 and The Best Lawyers in Argentina.

**ALLENDE**  
ALLENDE & BREA

## Costa Rica Office

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## El Salvador Office

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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.

### Practice Areas:

Antitrust  
Administrative and Constitutional Law  
Aviation and Transportation  
Banking, Finance and Insurance  
Biotechnology Law  
Capital Markets and Securities  
Civil and Notarial Law  
Compliance, Anti-money Laundering and Anti-corruption  
Consumer Protection Regulation  
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  
International Trade, Foreign Investments and Free Trade Zones  
Labour Law and Business Immigration  
Maritime-land Zone  
Mergers and Acquisitions  
Mining  
Oil and Gas  
Project and Infrastructure Finance  
Public Infrastructure and Public Private Partnerships  
Real Estate  
Start-ups and Entrepreneurs  
Taxes and Fiscal Planning  
Technology, Media and Telecommunications

### OUR RECOGNITIONS

- 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.

*For further information about Arias, please contact **Luis Pedro de Valle** in Guatemala; **Lilian Arias** in El Salvador; **Evangelina Lardizábal** in Honduras; **Ana Teresa Rizo**, in Nicaragua; or **Carolina Flores** or **Vicente Lines** in Costa Rica.*

# ARIAS, FABREGA & FABREGA

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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.

*For more information about ARIFA, please contact **Ricardo M. Arango**, Partner; **Gian Castillero**, Partner; **Federico Alfaro**, Partner; or **Estif Aparicio**, Partner;*



# BRIGARD & URRUTIA

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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.*

**Santiago Office**

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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.*





## FRANCISCO UGARTE

### Partner



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Partner of Carey and co-head of the firm's Corporate / Mergers & Acquisitions / Capital Markets / Banking & Finance Groups. His practice focuses on advising international and local clients in M&A and private equity transactions, including tender offers, joint ventures, debt issuances, public and private offering of securities, derivatives and project development.



## REPRESENTATIVE EXPERIENCE

- **The Freyja Foundation** on the purchase of 309 hectares of native forest of high ecological value in a strategic part of the Cochamó Valley, for land conservation.
- **Equinix**, a US multinational company and the world's largest data center and colocation infrastructure provider, on the acquisition of Entel's data center business in Chile and Peru for over USD700 million.
- **Asset AGF** on the organization of Rentas Industriales Asset DLS Investment Fund and acquisition of the warehouse center Bodepark.
- **Banco Santander**, as the main Chilean creditor, on the LATAM Chapter 11 reorganization process for over USD600 million.
- **M.C. Inversiones**, a subsidiary of Mitsubishi Corporation, on the sale to Invercap of a 6.77% stake in CAP, a leading iron ore producer in the America Pacific Coast and on the sale of all its shares in the open stock corporation Invercap to various existing shareholders.
- **Capstone Mining**, a Canadian copper and silver producer, on a USD3.3 billion joint venture with Mantos Copper, which will operate the Chilean mining projects Mantoverde, Mantos Copper and Santo Domingo. This operation was recognized as "Deal of the Year" by The Legal 500.
- **Fondo de Infraestructura (Desarrollo País)**, a state corporation, on a strategic alliance with H2 Cable (Singapore) for the development of "Humboldt", a 15,000 km. submarine cable that will connect Latin America with Asia-Pacific and Oceania.
- **State Grid International Development (SGID)** on the acquisition from Semptra Energy of a 100% interest of Chilquinta Energía and its energy transmission and distribution subsidiaries; Tecnored, an electric construction and infrastructure services company; and a 50% interest of Eletrans power transmission companies for USD2.5 billion. Additionally, Chilquinta acquired from SAESA the remaining 50% interest of Eletrans.
- **IFM Investors** on the sale of Pacific Hydro, a renewable energy company with assets in Australia, Chile and Brazil, to State Power Investment Corp. of China, deal that was recognized as "Cross-Border M&A Deal of the Year" by Latin Finance.
- **Banco de Crédito e Inversiones** on the acquisition and regulatory approval for the acquisition of City National Bank of Florida, for USD946.9 million, the largest Chilean investment in the United States and, subsequently, on the acquisition of TotalBank, for USD528 million and Executive National Bank for USD75 million.
- **Barrick Gold Corporation** on the sale of a 50% interest in the Zaldívar copper mine in Chile to Antofagasta PLC for USD1.005 billion.



## AWARDS AND RECOGNITIONS

- Named Lawyer of the Year in Derivatives (2024) and Structured Finance (2021), Best Lawyers. Recognized in Corporate and M&A, and in Capital Markets, Chambers Latin America.

- Recognized in Banking and Finance, The Legal 500.
- Recognized in Corporate and M&A; Banking and Finance; Capital Markets and in Mining & Metals, Latin Lawyer 250.
- Recognized in Banking and Finance and Corporate and M&A, IFLR1000.
- Recognized in Mining, Project Finance, M&A and Corporate Governance, Who's Who Legal.
- Recognized as Thought Leader in Corporate and M&A, and in Capital Markets, LACCA.
- Recognized in Banking and Finance, Capital Markets, Corporate and M&A, Corporate Governance and Compliance, Derivatives, Insolvency and Reorganization, Investment, Private Equity, Project Finance and Development and Structured Finance, Best Lawyers.
- Recognized in Corporate M&A, Banking and Finance, and Restructuring and Insolvency, Leaders League.
- Recognized in Corporate, M&A, Banking and Finance and Capital Markets, Top Ranked Legal.
- Recognized as Best Individual Lawyer in Derivatives and in Mergers and Acquisitions in Chile, Client Choice (2012, 2014 and 2018).
- Ranked as one of the leading corporate lawyers in Chile under the age of 40, Latin Lawyer (2003).



## ACTIVITIES AND MEMBERSHIPS

- Vice Chair of the Latin America and Caribbean Committee of the ABA International Law Section (2024-2025).
- Member of the Board of Compañía Industrial El Volcán, VIVO, Hidronor and Chairman of Votorantim Andina. He has also been a member of the Board of SQM, Bci Corredor de Bolsa and Liberty Seguros.
- Professor of the LL.M. program at Universidad Católica de Chile (since 2010). He has also been a Professor at Universidad Adolfo Ibáñez (2009-2012) and Universidad del Desarrollo (2009).
- Vice Chair of the Latin America & Caribbean Committee (2024-2025) (2017-2023) and Vice Chair of the M&A Joint Ventures Committee (2020-2023) of the International Law Section of the American Bar Association (ABA).
- Member of the International Bar Association.
- Foreign Associate, Shearman & Sterling, New York (2001-2003).
- Member of the Chilean Bar Association.



## PUBLICATIONS

- Co-author of the Chilean chapter in ICLG - Derivatives, Global Legal Group (2020).
- Author of the Introduction "Legal innovations that foreign investors should be aware of", ILFR Guide (2014).
- Co-author of "Secured Transactions South of the Border: Chilean Highlights and Recent Developments", Conference on Consumer Finance Law, Quarterly Report, Oklahoma City University Law School (2012).
- Author of the Chilean chapter in "Essentials of Merger Review", International Antitrust Committee, American Bar Association (2009).
- Co-author of the Chilean chapter in "Merger Control Worldwide", Cambridge University Press (2005).
- Contributor in several legal reforms promoted by the Chilean government, the SVS (currently Financial Market Commission) and other private associations.



## SEMINARS

- Frequent lecturer on various corporate finance, M&A, private equity, capital markets and corporate governance topics in seminars and conferences organized by the ABA, Latin Lawyer and the Chilean Bar Association, among others.



## RELATED AREAS

- Banking and Finance  
Capital Markets

- Government Procurement
- Insolvency, Bankruptcy and Restructuring
- Mergers and Acquisitions
- Private Equity



## EDUCATION

- Law, Universidad Católica de Chile.
- LL.M., The University of Chicago Law School (2001).



## ADMISSIONS

- Chile (1996).



## LANGUAGES

- Spanish.
- English.

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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:

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

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 its 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.**



## Yuko Toyoda

Partner of City-Yuwa Partners

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### Field of Expertise

Corporate, M&A,

### Education & Qualifications

- University of Tokyo (LL.B.),
- The Legal Training & Research Institute of Japan, Diploma
- Admitted (2000, Japan)

### Practices

Yuko Toyoda has in depth expertise and experience in the Japanese Companies Act having worked at the Ministry of Justice during the enactment of that Act. She advises on corporate issues, including corporate governance matters, shareholder meetings, M&A, corporate scandals, etc. She also advises on cross-border transactions, including M&A and conflicts. She has provided legal advice to both domestic listed companies and foreign enterprises in relation to their activities or their subsidiaries in Japan, to independent administrative agencies and to small and medium-sized companies.

She is the Chairperson of the Commercial Economy Subcommittee under the Judicial System Research Committee in Japan Federation of Bar Associations.



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### Field of Expertise

Intellectual property, data privacy, sports

### Education & Qualifications

- University of Washington, LL.M.(master of laws), Intellectual Property Law and Policy
- The Legal Training & Research Institute of Japan, Diploma
- Meiji Gakuin University, LL.B.
- Admitted (1998, Japan)

### Practices

For more than 20 years, Kanako Inokuchi has specialized in providing legal advice on corporate strategies relating to patents, trademarks, design rights, copyrights and Unfair Competition Prevention Act, license negotiations, drafting of contracts and infringement lawsuits.

She also has supported development of internal corporate structure and handling of incidents including divulgement of personal information under Japanese Act on the Protection of Personal Information, measures for inbound and outbound global personal data protection in coordination with overseas law firms (e.g., measures against overseas data protection laws such as GDPR and preparation and/or localization of Global Privacy Policy/Statement and Incident Response Plan for corporate group).

In her sports law practice, she has provided compliance support to national federations and served on independent committees, verification committees and provided athlete consultation services. Further, she has been an arbitrator in sports arbitration.

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Davis Wright Tremaine LLP is a full-service law firm with more than 600 attorneys in 11 offices nationwide.

Davis Wright was founded in 1944 on a simple guiding principle: to provide clients with high-value legal services customized to their particular needs. We have deep experience supporting leading clients in the technology, financial services, healthcare, media and entertainment, food and beverage, and energy sectors, as well as emerging areas including AI, and we represent employers big and small in all areas of the employee relationship.

We handle high-stakes litigation at all levels of state and federal court, provide comprehensive regulatory and transactional services across industries, and strive to be the law firm of choice for lawyers who are committed to a diverse, equitable, and inclusive culture that emphasizes teamwork and service to our communities.

*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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## Sarah English Tune

**PARTNER**

Sarah Tune is a skilled business transactions attorney who 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.

Sarah is the current chair of PRAC.

### Practice Highlights

#### Restaurants

Represented Flynn Restaurant Group in its bid process and acquisition of 1,000+ unit nationwide restaurant portfolio from NPC International. The \$552 million transaction added 937 Pizza Hut restaurants and entrance into the Wendy's system with 194 restaurants.

#### Food+Beverage

Represented Treasury Wine Estates, a global winemaker and distributor, in a series of transactions, including the sale of four American commercial brands, including licenses and inventory, the sale of two California vineyards, the acquisition of Frank Family Vineyards, and the \$1 billion acquisition of Daou Vineyards.

#### Fitness

Represented The Halifax Group in its first platform acquisition and entrance into the Orange Theory Fitness system with the acquisition of existing franchisee. Represented Flynn Group in its first platform acquisition and entrance into the Planet Fitness system.





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## Scott W. MacCormack

**PARTNER**

Scott MacCormack focuses his practice on business transactions, mergers and acquisitions, project development, and finance for medium to large enterprises. Scott partners with his clients to identify creative funding and financing options to support their transactional goals.

He has significant experience representing borrowers in syndicated credit facilities, acting as project counsel for energy, infrastructure, and maritime projects, and in merger and acquisition transactions involving highly regulated industries.

Scott has particular experience advising emerging and established companies in the energy and cleantech sector. He has represented Malta Inc. and Zap Energy since their formation, providing counsel on equity financings and commercial contracts.

Scott also serves as principal outside counsel to several 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.*

# S Sivanesan

## Senior Partner



Senior Partner

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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 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 Mediterranean 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.*

**Christophe Eck**

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Christophe Eck, partner, specialises on mergers & acquisitions and corporate law. His expertise covers acquisitions and mergers of public and private companies as well as structuring transactions with a focus in energy, finance, insurance, industry and retail sectors. He frequently works on cross-border deals in various parts of the world and is an expert in structuring foreign investments.

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 before the national courts and arbitral tribunals.

In 2012, in London, he was awarded the International Jurists Award for his work in corporate law.

Christophe served as Managing Partner at Gide in 2010 and 2011. He is ranked in several legal directories such as Chambers, Legal 500, Who's Who Legal, Best Lawyers, Décideurs... 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, also enrolled as a solicitor of the Supreme Court of England and Wales and is an Advocate at the Maharashtra & Goa Bar.


**Min Guo**

Associée | Partner - Gide Beijing

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A member of the PRC Bar and Institute of Certified Public Taxation Consultants of China, Guo Min is managing partner of Gide's Beijing office and the head of Gide's China Tax Practice. She joined Gide's Beijing office in 2005 after working in the Tax Department of one of the Big Four accounting firms as a tax consultant.

Having advised many companies on their foreign investments in China, she has extensive experience in M&A and JV projects in China, including in relation to corporate advice, restructuring and tax optimisation. She also has specialist experience in customs law, foreign exchange control and corporate legal matters. She has worked on a wide range of notable M&A, JV project and cross-border restructuring matters for global clients.

Guo Min is ranked as a leading tax lawyer in China by both Chambers Greater China Region and The Legal 500 Asia Pacific. The latter also recommends her for Projects & Energy. She regularly speaks in important tax events such as the 70th IFA Congress held in Madrid in 2016.


**Thomas Urlacher**

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Thomas Urlacher is a partner and member of Gide's M&A / Corporate practice group, with first-class expertise in complex acquisitions, strategic alliances (joint ventures) and corporate structuring. His practice covers a wide range of industries, in particular service industries (banking and insurance, IT and telecommunications), energy and manufacturing (automotive, pharmaceuticals, food and beverage).

He is active in the service sector (bancassurance, telecoms, IT), energy and industry (automotive, pharmaceuticals, food processing). Thomas also has extensive expertise in complex real estate joint-ventures and M&A transactions.

Thomas spent three years at Gide's Casablanca office and managed Gide's Beijing office for five years. There, he developed unique experience in international, cross-border M&A. He has advised, for example, many Chinese investors on their acquisitions in France and Africa.

Member of the Paris Bar, Thomas is a graduate of the Ecole Supérieure des Sciences Economiques et Commerciales (ESSEC) and holds a DJCE-DESS in Business Law from the University of Strasbourg. Thomas is referenced in China in the latest Legal 500 Asia Pacific and mentioned in Projects & Infrastructure in China by Chambers Asia-Pacific 2013.



**Julien David**

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Julien David is a partner in the Mergers & Acquisitions / Corporate practice and worked in the Casablanca office of the firm (2003 - 2014), which he managed and headed from 2011 to 2014. Julien specializes in M&A transactions, in particular cross-border transactions, involving listed or unlisted companies, in strategic joint-ventures creations and more generally in corporate law matters. He assists his clients for their operations in France, in Morocco and in a number of jurisdictions in Sub-Saharan Africa.

He regularly advises, in France and in Africa, European or African groups for the implementation of their equity partnerships or for their external growth transactions.

On the African continent which represents most of his work, Julien notably advised Total group on the initial public offering (IPO) of Total Maroc, its Moroccan subsidiary, on the Casablanca Stock Exchange, the Wendel group on its investment in the pan-African insurance group Saham, the company Société Nationale d'Opérations Pétrolières de la Côte d'Ivoire (PETROCI), a State-owned company, on the establishment of a liquid natural gas supply facility in consortium with international groups, the HeidelbergCement group on several transactions across Africa.

While exercising in Morocco, Julien was referred in Band 1 by Chambers Global and as "Leading individual" in the Corporate and M&A section of Legal 500. Now in Paris, Julien is referenced in the "Spotlight Table" by Chambers Global Africa-wide in the Corporate / M&A & Private Equity section and in the "Spotlight Table" for Africa-wide Foreign expertise. In 2022, he was ranked among the 100 most influential corporate lawyers in French-speaking Africa by Jeune Afrique.

Julien graduated from HEC Paris (1998) and holds a postgraduate degree in Corporate Law (University of Sceaux - Paris XI) (1998). He is a lawyer registered with the Paris bar since 1999.


**Marie Bouvet-Guiramand**

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Marie Bouvet-Guiramand, joined Gide Loyrette Nouel in 2002 and is partner since Jan. 1, 2017. Specialized in project finance, she represents all players of the infrastructure, public facilities sector and energy, be they sponsors (investors and industrial groups), lenders or public administrations. She deals with all issues (project and finance) relating to project structuring or tender preparation, negotiating project and finance agreements and their implementation during construction and operation. Marie also advises on sales and acquisition project companies, industrial groups or projects portfolios and assets refinancing.

In France and abroad (Africa, and also South America, Eastern Europe and Asia), Marie advises on PPP/concessions and adhoc projects as well as innovative financing structures in many sectors: transport infrastructures (urban transport, roads, railway lines, tramways, airports, ports), energy (renewables, offgrid and storage, hydropower, oil & gas, mining), water and waste (production, irrigation, desalination, treatment, distribution) and public facilities (stadia, entertainment venues, prisons, administrative and industrial facilities, public lighting, urban heating, telecommunications networks, hospitals, universities, schools, military equipment/facilities).

Marie Bouvet-Guiramand holds a Magistère in business law, a DJCE from the University of Paris II, Panthéon Assas and is a graduate of Hautes Etudes Commerciales (HEC).

Marie Bouvet-Guiramand is recommended in Project Finance and Energy by international legal guides Legal 500 and IFLR1000. She is well recognized for her work on the African continent and is regularly listed in the rankings of Jeune Afrique and Décideurs - Africa Desk.



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Stéphane Vernay is a member of the Projects (Finance & Infrastructure) practice group. With over 30 years of experience in the Projects industry, he focuses on projects in the defense, energy, infrastructure and natural resources sectors. He acts in particular on large scale power generation projects (thermal, nuclear and renewable), on infrastructure projects (ports, airports or railways) as well as in the environmental sector. Stéphane advises developers, sponsors, financial institutions and public authorities. He advises on projects in Europe, Africa, Asia, LATAM and Australia.

He has developed specific experience in the aerospace and defense sectors, advising key players in this field on construction, maintenance and service contracts relating to ships, aircraft, submarines, simulators, satellites and other military equipment.

Stéphane has advised Naval Group on the \$30 billion Australian Future Submarine Program in all legal and tax aspects related to the design, construction and maintenance of the future Australian submarine fleet signing in 2016. This Project was one of the largest and most complex defense and infrastructure project undertaken in Australia and worldwide.

In the nuclear sector Stéphane is advising EDF in relation to its bid for up to four 1200 MW EPR2 units in Czech Republic, six 1650 MW EPR units in Jaitapur, India, two 1650 MW EPR units in Sizewell, UK and four to six EPR units in Poland. He is also advising EDF in its bid to be selected by Vattenfall as a supplier for its Small Modular Reactors.

Stéphane is also advising Electricité de Strasbourg SA in relation to the industrial partnership project with Eramet to develop a geothermal lithium extraction, refining and production capacity combined with a geothermal electricity and heat production capacity.

He has advised TotalEnergies Renewables for its participation to the ongoing offshore wind tenders organized by the French government off the coasts of (a) Barfleur in Normandy (1 GW), in consortium with RWE and (b) the coasts of Groix and Belle-Île-en-Mer in South Brittany (250 MW) in consortium with Qair and Green Investment Group and Total Energies in relation to its 50/50 partnership with Macquarie's Green Investment Group (GIG) for the development of 5 offshore wind farms in South Korea for a total capacity of 2 gigawatts (GW).

On the M&A front, he has been advising MSC on the Euro 5,7 billion acquisition of Bolloré Africa Logistic, which has been selected as "Deal of the Year 2021" by Jeune Afrique in June 2022 and is currently advising MSC on various projects in Europe and Africa. Stéphane is also advising MSC in relation to several other Container Port Terminal concessions projects in Namibia, in Democratic Republic of Congo and in Nigeria.

***Stéphane Vernay has been recognized since 2018 Hall of Fame, the highest distinction, in the category Energy of the Legal 500 guide. He is also ranked Leading individual in the category Project Finance of the 2024 guide. Since 2019, he is ranked among the 100 most influential corporate lawyers in French-speaking Africa by Jeune Afrique.***

He spent more than 12 years in Gide's Chinese team as co-head of the Beijing office and helped open the Hong Kong office in 2006.



**Alexandra Muñoz**  
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Admitted to the Paris Bar since 2002, Alexandra Muñoz is a partner and co-head of the dispute resolution practice at Gide Loyrette Nouel in Paris, where she specialises in international arbitration and alternative dispute resolution, with a particular focus on matters relating to North and French-speaking Africa.

Alexandra advises major French and foreign companies as well as governments in commercial disputes related to contract law, joint ventures, distribution agreements, public service concessions, State contracts, reinsurance, and construction.

Having developed extensive experience especially in the cement industry, Alexandra has acted as counsel to several Algerian public companies in ICC arbitrations in all types of disputes relating to the cement industry. Most notably, she has represented an Algerian party in Paris-seated ICC proceedings relating to the construction of a cement production line in Algeria, against an international plant construction leader. She has also acted as counsel to a German cement company in a pre-contentious dispute against a Gabonese party regarding the determination of the additional price under a share purchase agreement.

As for other sectors, Alexandra has acted in matters relating to energy, by representing, among others, a Canadian construction and engineering company in a dispute regarding the construction of a gas processing facility in Algeria, and an Ivorian public entity operating in the oil and gas industry in an ongoing ICC arbitration relating to the acquisition and management of assets in multiple West African countries following the creation of a joint venture.

Moreover, Alexandra works in investment cases related to energy, oil & gas, infrastructures, telecommunication, and taxation in particular, having represented clients before *ad hoc* or institutional arbitral tribunals (ICC, OHADA, ICSID).

She has represented investors in a French and Spanish-language ICSID arbitration against the Republic of Chile, relating to the expropriation of a newspaper by Pinochet's military government, and is currently acting as counsel to the Islamic Republic of Mauritania in ICSID proceedings regarding a copper and gold mining dispute.

She also has experience in resolving disputes through conciliation and mediation, and has been trained by the Centre of Mediation and Arbitration of Paris. She has additionally acted as sole arbitrator in ICC proceedings.

Alexandra holds a Law degree from the University of Aix-en-Provence, a LL.M in Business Law and Taxation from the University of Panthéon-Assas, a Diploma in Comparative Law, International Law and Community Law from Erasmus Rotterdam University, and an LL.M in International Law from the University of Connecticut.

Alexandra has been recognised by the Legal 500 EMEA and Who's Who Legal for her arbitration practice. She is also ranked Band 4 in Dispute Resolution and Band 5 in International Arbitration by the Chambers Global & Europe 2024 guide, who has named her as a prominent "Foreign Expert Africa-wide", as have the IFLR1000, Best Lawyers and Expert Guides rankings. Chambers 2024 -Africa Wide – states: "*Alexandra Munoz is frequently sought after for her experience in BIT cases, with experience handling ICSID as well as ICC proceedings.*"

Alexandra is a member of the Comité Français de l'Arbitrage and the editorial board of the International Business Law Journal. She is fluent in English, French and Spanish, and conducts her work in all three languages.



### Nadège Nguyen

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Nadège Nguyen is a partner in Gide's Mergers & Acquisitions/Corporate practice group. Her practice covers domestic and cross-border acquisitions and corporate matters, in particular in the industrial, hospitality sectors, agribusiness, food & beverage sectors, as well as private equity transactions.

## Recent Professional Experience

Nadège recently advised Air France in relation to its joint-venture with Airbus in the aircraft maintenance sector, Swisspor in relation to its acquisition of the Eastern European Creaton business from Terreal Group, Angelo Gordon on the sale of hotels part of (California) portfolio acquired from Gecina, Brookfield and Experimental Group on the acquisition of Regina Hotel in Biarritz and Aigles des Neiges hotel in Val d'Isère. She also regularly advises KPS Capital Partners, Swiss Life Asset Management and Pernod Ricard.

## Qualifications and Professional Experience

Officer of the Law Firm Management Committee of the IBA (2023/2024)

Member of the Executive Committee, Gide Loyrette Nouel (2015-2020)

Partner, Gide Loyrette Nouel (2004)

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## Rankings and quotes

- ◆ Who's Who 2024 : Nadège Nguyen is ranked in Who's Who 2024 in the Hospitality sector.
- ◆ Who's Who M&A and Governance 2021 : Who's Who M&A and Governance 2021 : Nadège Nguyen at Gide Loyrette Nouel is a leading light in M&A, recognized for her top-tier handling of M&A and sophisticated governance issues.
- ◆ Who's Who Legal France 2020 : Who's Who Legal France 2020 : Nadège Nguyen is a "star" in the market, renowned for her deep knowledge of cross-border acquisitions.
- ◆ Chambers Europe 2018 : Combines strong French expertise with the ability to advise international companies on cross-border matters. Regularly handles sophisticated joint-venture and M&A transactions, as well as corporate structure issues. Enjoys a significant depth of experience in many different industries including healthcare, retail and insurance. Several clients highlight the team's impressive full-service offering alongside its understanding of the market: "It is very rare that they lack knowledge of specific industries and topics. It is a robust team that has credibility in the market and is able to deliver what the client requires in a sophisticated environment."

- ◆ Who's Who Legal 2017 : Nadège Nguyen is the foremost corporate practitioner in the country. She draws high praise from international sources for her world-class practice that encompasses both French and cross-border transactions, restructurings and general corporate matters. (M&A and Governance)

## Miscellaneous (Works Published, Professional Associations, etc...)

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- ◆ Elected Chair of Lex Mundi in 2013.

## Languages

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French and English

# GOODSILL ANDERSON QUINN & STIFEL LLP

## Honolulu Office

999 Bishop St, Suite 1600  
Honolulu, Hawaii 96813  
United States of America  
Tel: 808 547 5600  
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Web Site: [www.goodsill.com](http://www.goodsill.com)

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Goodsill Anderson Quinn & Stifel LLP 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



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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.

# HAN KUN LAW OFFICES

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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.*

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## Introduction

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**Xianglin CHEN**

*Partner at Han Kun Law Offices*

### Practice Areas

Cross-border arbitration and dispute resolution

### Qualifications

Member of the PRC Bar

Member of the New York State Bar

### Working Languages

Chinese, English

### Contact Information

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### ■ Professional Experience

Mr. Chen Xianglin specializes in international commercial arbitration, domestic foreign-related arbitration, and cross-border commercial dispute resolution, with **nearly twenty years** of professional experience. He has significant experience in assisting foreign clients and multinational companies to resolve China-related commercial disputes, as well as in assisting domestic large-scale enterprises to deal with overseas commercial disputes. He has expertise in resolving investment and financing disputes, biopharmaceutical disputes, joint venture disputes, product liability disputes, and public crisis management, among others.

Prior to joining Han Kun, Mr. Chen practiced law for a decade, beginning in 2006, with King & Wood Mallesons' Arbitration and Dispute Resolution Practice Group. Mr. Chen has represented domestic and foreign clients before various arbitral institutions including the Singapore International Arbitration Center (SIAC), **the Hong Kong International Arbitration Center (HKIAC)**, the American Arbitration Association (AAA), the International Chamber of Commerce (ICC), the China International Economic and Trade Arbitration Commission (CIETAC), the Beijing Arbitration Commission (BAC), and the Shanghai International Arbitration Center (SHIAC). Mr. Chen has also represented multinational enterprises and large-scale state-owned enterprises in various court proceedings before the Supreme People's Court and local courts of various levels in China.

Mr. Chen is named to the arbitrator lists of multiple arbitral institutions including **HKIAC**, CIETAC, the China Maritime Arbitration Commission, and the Shenzhen Court of International Arbitration. He is also the HKIAC HK45 Committee's Regional Ambassador for China, is among the first lawyers to be elected into the National List of 1,000 Foreign-related Lawyers, released by the PRC Ministry of Justice, is a member of the Beijing Foreign-related Lawyers Camp held by the Beijing Lawyers Association, and is a member of Professional Commercial Arbitration Law Committee of Beijing Lawyers Association.

Mr. Chen serves as an external mentor for LL.M. candidates at Peking University Law School. He has been invited by Peking University Law School and Tsinghua University to lecture on international commercial arbitration and dispute resolution. He has been invited by multinational companies and domestic large-scale enterprises to give trainings and lectures on dispute resolution.

### ■ Education

Harvard Law School, LL.M. degree, 2016 – 2017; Peking University Law School, Master of Law degree, 2003 – 2006; Law School of South China University of Technology, Bachelor's degree, 1997 – 2001.

### ■ Honors and Awards

- 2023 the Legal 500: Private Practice Power List Arbitration China
- 2022-2023 LEGALBAND China "Top Lawyers List": Dispute Resolution (Arbitration)
- 2022 Benchmark Litigation China "Star of the Year (International arbitration)"
- 2022 The Legal 500 "Dispute Resolution: Arbitration": highly recommended
- 2022 LEGALBAND "Customer Pick of the Year": Litigation Generalist Top 15

### ■ Social Responsibilities

- **The China Regional Ambassador, the HK 45 Committee of the Hong Kong International Arbitration Centre**
- Member, Capital Foreign Lawyers Camp of Beijing Lawyers Association
- Part-Time Mentor, Peking University Master of Laws
- Lecturer, teaching International Commercial Arbitration and Dispute Resolution in Investment and Finance at various Universities including Peking University Law School, Tsinghua University Law School
- Researcher, China Arbitration Law Research Association



# Ying Zeng

*Beijing*

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ying.zeng@hankunlaw.com

## **PRACTICE AREAS**

- Cross-border Litigation
- International Arbitration
- Risk Management
- Corporate Compliance

## **PROFESSIONAL EXPERIENCE**

Ms. Zeng is a partner in the Dispute Resolution Practice Group at Han Kun Law Offices, and she focuses her practice on commercial dispute resolution (including arbitration and litigation) and white-collar litigation and investigations. In her many years of practice experience in the U.S. and China, Ms. Zeng has represented and advised multinational and domestic companies from various industries in wide-ranging commercial disputes before Chinese courts, U.S. courts, and major arbitration institutions (including CIETAC, HKIAC, ICC, SIAC, AAA, Beijing Arbitration Commission, etc.).

Ms. Zeng is particularly known for her expertise in advising clients to handle cross-border disputes. She is truly bilingual and culturally fluent in both jurisdictions. For both foreign clients who are investing in China and Chinese companies doing business overseas, she has a thorough understanding of their needs, can quickly identify the key issues, and is capable of delivering solid, practical, and efficient solutions.

Before joining Han Kun, Ms. Zeng worked at a leading U.S. firm headquartered in Philadelphia, where she defended pharmaceutical and health care clients in federal government investigations and related litigation. Ms. Zeng also has prior experience working at two top Chinese firms based in Beijing and Shanghai.

## **EDUCATION**

Ms. Zeng obtained her J.D. degree from the Dickinson School of Law at The Pennsylvania State University in 2016. Prior to that, she received her LL.B. from Sichuan University, Wu Yuzhang Honors College in 2007 and her LL.M. in International Law from Xiamen University in 2010.

## **QUALIFICATIONS**

Member of the PRC Bar

Member of the Pennsylvania State Bar

Member of the New Jersey State Bar

## **HONORS AND AWARDS**

Best Lawyers: Ones to Watch: Corporate Governance & Compliance Law, Criminal Defense: White-Collar (2020).

Hogan Lovells

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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.***

## Elizabeth M. Donley

Partner

Washington, D.C.

### 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



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### Practices

Mergers and Acquisitions

Joint Ventures

Complex Contracting

Commercial

Sovereigns

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### 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

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### 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

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## Education and admissions

### Education

J.D., Vanderbilt Law School, 1998

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

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### Bar admissions and qualifications

District of Columbia

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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*



**Miguel A. Zaldivar, Jr.** is the Chief Executive Officer of Hogan Lovells, a global elite law firm with more than 2,600 lawyers in 45 offices in 22 countries. Miguel has been the firm's CEO since 2020 and is one of only a handful of Latino leaders of any major global law firm.

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 (with a focus on growing the strong roster of institutional clients that the firm

works with across 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 revenue for 2023 was US\$2.68bn, the highest in the firm's history, with record profitability growth. During his tenure, the firm has achieved record financial results across a wide range of financial metrics including revenue, profit per equity partner, and revenue per lawyer. Despite challenges including the pandemic and significant economic and socio-political disruption, Miguel 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.

Before taking up the role of CEO, Miguel served as the firm's Regional Managing Partner for the Asia, Pacific, Middle East region. He has been a member of the Global Board of Directors, and has served as Co-leader of the firm's Infrastructure, Energy, Resources and Projects practice area and co-founded the Latin American Practice.

## Owen Chan

Office Managing Partner, Hong Kong

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 is now the world's second largest economy and its rapid development has attracted strong inbound 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.



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### Practices

Banking and Finance/Restructuring

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### Industries

Financial Institutions

Real Estate

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### Areas of focus

Structured and Cross-Border Finance

Real Estate Finance

Leveraged and Acquisition Finance

Restructuring

Banking and Financial Services

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### Admissions

Hong Kong

England and Wales

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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.***





## **Pradeep Ratnam**

Senior Partner

New Delhi, India

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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.

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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.*



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Startup  
Financing and  
IPO

Mergers &  
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Labor

Food & Medical

Competition Laws

Energy Law

Lihuei has extensive experience in the fields of corporate and investment, and merger & acquisition. She has advised many PE funds, VCs, and international groups in different industries, including telecoms, pharmaceutical companies, securities firms, cable TV industry, media, logistics, high-tech, and new-tech startups (such as AI, AIOT, robotics and information security). Along with the emergence of the renewable energy industry, Lihuei is also proactively involved in solar energy and offshore windfarm projects.

In recent years, Lihuei has devoted herself to the establishment of Taiwan venture capital funds and financing/IPO of startups, working closely with international and local VCs and accelerators to assist Taiwan startups to expand their global business and nourish eco-system for Taiwan startups. With such experience, she was invited to give a series of lectures at the Soochow University Law School regarding PE/VC and financing practice. She is currently a mentor of Garage+ (a renowned incubator in Taiwan) Startup Program dedicated in guiding startups with their growth and promoting the ecosystem.

**Qualifications**

New York Bar Association (2000)

Admitted to Taiwan Bar Association (1996)

**Recognitions**

Recognized as Leading Lawyer for Corporate and M&A by *Asialaw Leading Lawyers*

Winner of Labour & Employment – Taiwan Category by *Corporate LiveWire – Global Awards*

**Education**

L.L.M., New York University (2000)

LL.B., National Taiwan University Law School (1996)

**Language**

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## Ivy Chun Chang-Holzner

### Project Consultant

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Ivy graduated from National Taiwan University with a Bachelor of Laws degree and received her LL.M. from University of Illinois. She has worked in Lee and Li's intellectual property rights related department, specializing in the filing, licensing, and management of IP rights, and is now a special consultant. Ivy has lived in Germany for more than 20 years and once served as a Project Manager for Messe Frankfurt GmbH, where she handled patent and trademark infringement cases at exhibition venues in cooperation with German customs and law enforcement, as well as providing emergency legal services. Over the past 10 years, Ivy has used her linguistic expertise in English, German and Italian, together with her longstanding location in Europe, to build up her network of contacts. In addition to providing translation and interpretation services in Europe, Ivy has assisted Taiwanese government delegations, private investors, academic professionals in Asia Pacific region, and entrepreneurs in mainland China with business missions and cooperation opportunities. With her legal background and business acumen, Ivy has demonstrated her competence in multiple professional fields such as legal case management, business development, and cross-cultural communication. Ivy's integration capabilities and interpersonal skills have long been recognized by decision makers in both official and private sectors.

## **Educational Background**

LL.M., University of Illinois at Urbana-Champaign (1999)

LL.B., National Taiwan University (1996)

## **Practices**

Application, authorization and enforcement of intellectual property rights, including trademarks and patents; Customer relationship management; Interpretation and translation service; Cross-border exchange program; Legal emergency service at international trade fairs

## **Qualifications**

Licensed Guide International IHK (Association of German Chambers of Industry and Commerce), Frankfurt, Germany (2017)

## **Language**

Mandarin, English, German (C2), Italian (C1)

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LEGA is a leading law firm in the Venezuelan market and of international renown. At LEGA, 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.

LEGA 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. LEGA 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. LEGA also provides prosecution services for Intellectual Property matters in association with Hoet Pelaez Castillo & Duque in Caracas.

With a strong international focus, LEGA 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, LEGA has been a key participant in academic associations and its lawyers have been involved in leadership roles in many of them.

LEGA'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 **LEGA Abogados**, please contact **Luis López Duran** or **José Gregorio Torrealba** in Caracas.*



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**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 beneficial 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 advises 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  
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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 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.*



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## WORK EXPERIENCE



- Tax Consulting Manager at Arthur Andersen & Co.
- Associate at Shearman & Sterling, New York.

## EDUCATION



- Universidad de Lima, School of Law (1996).
- New York University, Diploma in Accounting (2000).
- University of Barcelona, MBA.

## ACADEMIC ACTIVITY



- Professor of Income Tax, Universidad de Lima.
- Professor of Capital Markets, Universidad de Piura.
- Professor of Income Tax at the University of Applied Sciences – UPC.

## PRACTICE AREAS



- Tax Law

## LANGUAGES



- English
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### 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)

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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**  
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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.



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## PRAC Primary Contacts:

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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).*



## JEFFREY J. LOWE, K.C., COUNSEL

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.

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### Bar Admission

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1982, J.D., University of British  
Columbia  
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### Languages

English

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.



## 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

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### SURREY OFFICE:

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TEL: 604.582.7743 FAX: 604.582.7753



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



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[RBS.CA](http://RBS.CA)

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



#### Contact Info

Practicing From  
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Direct: 604.661.9263  
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#### Assistant

Dorin Tan  
Email: [dtan@rbs.ca](mailto:dtan@rbs.ca)  
Direct: 604.661.9270  
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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

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2004, Alberta

#### Education

2003, LL.B., University of Calgary

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2003, University of Hong Kong  
(exchange semester)

## 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





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

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TEL: 604.582.7743 FAX: 604.582.7753

*“Joe’s advice was always prompt and of excellent quality. From providing valuable comments on the translated Mexican agreement, to helping us with news releases, shareholder memorandums, etc., his guidance was so clear and effective that we “passed” all of TSXV’s requirements promptly.”*

**Mike Clarke & Patricia Fong**  
Plata Latina Minerals Corporation

RICHARDS BUELL SUTTON INC.

## 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



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



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**RBS.CA**

## SANTAMARINA y STETA, S.C.

### Mexico City Office

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México  
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PRAC Primary Contact:  
[jayala@s-s.mx](mailto:jayala@s-s.mx)

Web Site:  
[www.s-s.mx](http://www.s-s.mx)

### 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.*



## HERIBERTO GARZA

Partner



MONTERREY



52 81 8133 6010



hgarza@s-s.mx

For more than 37 years, Heriberto has been rendering specialized advice to domestic and international companies in areas of law such as real estate, environmental, estate and wealth planning, family offices, regulatory, banking, cyber security and immigration law.

He has participated in mergers and acquisitions, joint ventures, sale of assets and shares, as well as in debt and credit restructurings.

### ASSOCIATIONS AND AFFILIATIONS

- + Barra Mexicana, Colegio de Abogados
- + Pacific Rim Advisory Council (PRAC)
- + International Bar Association (IBA)

### EDUCATIONAL EXPERIENCE

Professor of several courses at different renowned Mexican law schools such as Universidad de Monterrey, Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), and Facultad Libre de Derecho.

### EDUCATION

JD

1987, Universidad de Monterrey, Mexico.

### LANGUAGES

- + Spanish
- + English

### ACKNOWLEDGEMENTS



# SYCIP SALAZAR HERNANDEZ & GATMAITAN

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## Manila Office

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[hmdeleon@syCIPLAW.com](mailto:hmdeleon@syCIPLAW.com)

## Cebu City Office

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corner Samar Loop Street  
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## Davao City Office

The Penthouse, 17th Floor  
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## Subic Office

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Subic Bay Freeport Zone  
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Fax: +63 47 252 3986

## Web Site:

[www.syciplaw.com](http://www.syciplaw.com)

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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.*



Russel L. Rodriguez is a partner and a member of the Firm's Litigation, Tax, and Employment and Immigration departments. He currently manages the Firm's branch in Subic, Philippines.

### Practice Experience

Mr. Rodriguez has handled and tried a broad range of cases involving contract disputes, corporate restructuring and rehabilitation, enforcement of foreign judgments and arbitral awards, family law and settlement of estates, infrastructure and engineering disputes, intra-corporate controversies, labor disputes, and insurance claims.

He also has extensive experience in employment and immigration law and criminal litigation, both as a private prosecutor and as defense counsel.

Mr. Rodriguez's recent work highlights include:

- Successfully defended before the Philippine Supreme Court high-ranking officers of an international development financial institution in a civil complaint filed by a disgruntled employee. The Supreme Court En Banc ruled that the subject acts of the officers were done in their official capacities, and thus covered by the functional immunity granted to them under the treaties binding on the Philippines.
- Assisted various clients involved in maritime disputes before tribunals in the UK (as Philippine counsel or subject matter expert) and a court in Vanuatu and in enforcing maritime liens over vessels located in the Philippines.
- Successfully defended before the Philippine Supreme Court a major trader and distributor of grain and other

agricultural commodities from several labor complaints, on novel issues challenging the definition of employer-employee relationship. Notably, the Supreme Court reversed the earlier decisions of the Court of Appeals and the first level labor court and dismissed the suit against the client.

### Personal Data

Mr. Rodriguez obtained his Bachelor of Arts (B.A.) degree in Political Science (cum laude) and Bachelor of Laws (LL.B.) degree from the University of the Philippines in 1997 and 2001, respectively. He was admitted to the Philippine Bar in 2002.

Mr. Rodriguez's most recent citations and awards include:

- Litigation Star, Benchmark Litigation Asia Pacific 2020-2024
- Nominee for Philippine Lawyer of the Year, Benchmark Litigation Asia Pacific Awards 2024
- Band 3 in Employment, Chambers Asia Pacific 2018, 2020
- Recommended Lawyer, The Legal 500 Asia Pacific 2021-2024

Mr. Rodriguez has been an author and co-author of several publications. His recent published works are:

- Philippine chapter, Chambers Global Practice Guide: Tax Controversy 2022-2023, published by Chambers & Partners
- Philippine chapter, Maritime Law Handbook 2023, published by Kluwer Law International

## Russel L. Rodriguez

Partner

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Fax: +55 51 3025 2222

## Rio de Janeiro Office

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6th Floor  
Ed. Galero – Centro  
Rio de Janeiro – RJ – Brazil  
Tel: +55 21 3535 2100 Fax: +55  
21 3535 2121

## New York Office

150 East 58th Street  
20th Floor  
New York, New York  
10155  
United States of America  
Tel: 212 698 1445  
Fax: 212 698 1144  
E-mail: [mail@tozzini.com](mailto:mail@tozzini.com)

## Web Site:

[www.tozzinifreire.com.br](http://www.tozzinifreire.com.br)

## 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**.*



MARCIO MELLO SILVA BAPTISTA

[mbaptista@tozzinifreire.com.br](mailto:mbaptista@tozzinifreire.com.br)

+ 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

- Past 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.

**tozzinifreire.com.br**

São Paulo / Rio de Janeiro / Brasília / Porto Alegre / Campinas / New York



TAB 6  
PRAC Board Meeting Agenda

**AGENDA**  
**MEETING OF THE BOARD OF DIRECTORS**

Paris 2024

Chair: Sarah Tune

Tuesday May 28, 2024

All Delegates Welcome

1. Call to Order - PRAC Chair, Sarah Tune
2. Approval of Paris Board Meeting Agenda -
3. Conference Report and Resolution GIDE LOYRETTE NOUEL - Sarah Tune [TAB 7]  
Resolution and Financial Report 2024 1<sup>st</sup> Quarter Budget – Sarah Tune [TAB 8]
4. Policy & Planning Committee Report – Joe Chan [Oral Report]
  - (i) Strategic Review [attached [TAB 9 ] –Code of Conduct]
  - (ii )Other Ways Members Can Engage Year Round [10]
    - (a) PRAC On The Road Initiative Update [TAB 11] –
    - (b) PRAC Event Connect Initiative - Monthly Update [TAB 12]
    - (c) Monthly e-Bulletin [TAB 13 ]
    - (d) Referral Database [ TAB 14 ]
  - (iii)Statement of Policies and Objectives [TAB 15]
5. Membership Committee - Owen Chan (Oral Report)
  - (i)Status open jurisdictions/member replacement
6. Future Conference Updates
  - (i) Future Conference Schedule [16]
  - (ii) 71<sup>st</sup> International Conference Vancouver – September 21 – 24, 2024 Hosted by Richards Buell Sutton  
– invitation presentation with short video [TAB 17]
  - (ii) 72<sup>nd</sup> International Conference @ Peru – April 26 – 29, 2025 Hosted by Muniz [TAB 18]
  - (iii) 73<sup>rd</sup> International Conference @ Tokyo – October 18 – 21, 2025 Hosted by City-Yuwa [TAB 19 ]
7. Adjournment



TAB 7  
RESOLUTION: GIDE



May 28, 2024

**WHEREAS** the law firm **GIDE LOYRETTE NOUEL** is a member of the Pacific Rim Advisory Council; and

**WHEREAS**, the success of the 69<sup>th</sup> International Conference of the Pacific Rim Advisory Council has been specifically due to the efforts and enthusiasm of the entire **GIDE LOYRETTE NOUEL** 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 **GIDE LOYRETTE NOUEL** its deepest gratitude for planning and hosting the 69th International Conference.

**RESOLVED** that the Pacific Rim Advisory Council extends its best wishes to **GIDE LOYRETTE NOUEL** for continued success; and that the original of this resolution be presented to **GIDE LOYRETTE NOUEL** with commendation and honours; and that a copy of this resolution be maintained in the archives of the Pacific Rim Advisory Council.

---

Sarah Tune, Chair

TAB 8  
RESOLUTION FINANCE REPORT



May 28, 2024

Upon motion duly made and seconded, it is

**RESOLVED** that the Financial Reporting for 1<sup>st</sup> Quarter 2024 is approved.

Dated this 28 May, 2024

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Sarah Tune, PRAC Chair

**PRAC**  
**1st Quarter 2024 REVENUE BUDGET**

<b>MEMBER CONTRIBUTIONS</b>	<b>2023 Revenue Budget</b>	<b>2023 Est 3rd Quarter Revenue</b>
Assessments	\$ 329,543	\$ 249,845
Admission Fees	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 329,543</b>	<b>\$ 249,845</b>
<b>MISCELLANEOUS REVENUES</b>		
Member Fee Receivables		\$ 79,768
Less Total Est YE Expenses	\$ (387,000)	(162,458)
<b>Est REVENUE - PROFIT (LOSS) **</b>	<b>\$ (57,457)</b>	<b>\$ 167,155</b>

Est reserve 150k

\*\* 2024 Est Rev Loss to be covered from reserve

PRAC  
2024 1st Q EXPENSE BUDGET

	2024 Expense Budget	1st Q Expense
<b>MARKETING</b>		
Web Site annual maint/domain registration	6,000	-1,500
Web Site Programming and postings	4,000	-2,550
Other	0	0
<b>Subtotal</b>	<b>\$ 10,000</b>	<b>\$ (4,050)</b>
<b>CONFERENCES/MEETINGS</b>		
PARIS 2024 paid 2023/PERU 2025	68000	0
VANCOUVER 2024 /TOKYO 2025	68000	(68,000)
<b>Subtotal</b>	<b>\$ 136,000</b>	<b>\$ (68,000)</b>
<b>CHAIR SECRETARIAT</b>		
Reimbursable Expense	25,000	-8,331
Reimburseable Travel Expense Chair and Director	35,000	-6,244
<b>Subtotal</b>	<b>\$ 60,000</b>	<b>\$ (14,575)</b>
<b>CHAIRMAN HONORARIUM</b>		
Chairman Honorarium	50,000	-50,000
Director	125,000	-20,833
<b>Subtotal</b>	<b>\$ 175,000</b>	<b>\$ (70,833)</b>
<b>MEMBERSHIP COMMITTEE</b>		
Reimbursable Expense	0	0
Other	0	0
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CONTINGENCY</b>		
Corp GST Tax Accountant Fee	5,000	(5,000)
Corporate Tax	-	-
<b>Subtotal</b>	<b>\$ 5,000</b>	<b>\$ (5,000)</b>
<b>TOTAL EXPENSES</b>	<b>\$ 386,000</b>	<b>\$ (162,458)</b>

NOTES:

DRAFT  
2024 1st Q Expense Budget  
5-May

2024 ASSESSMENTS

Firm	Jurisdiction	Base	All City	Juris	New	1.5	2.5	2023
		Assessment	Counts	Counts	Member	Additional	Additional	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 (HOE	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
23 firms								
Additional Assessments for all city counts totalling 1.5 and 2.5 times or more than jurisdiction count								
Base 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



TAB 9  
PRAC STRATEGIC REVIEW

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.

TAB 10  
STATEMENT OF POLICIES AND OBJECTIVES



## 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.** Conferences 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



## 2006 PRAC Sub Committee Report

## 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<sup>1</sup> 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<sup>2</sup>. 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:

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<sup>1</sup> In this Report a 'substantial office' is an office which would materially compete with the office of the other member.

<sup>2</sup> 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 stature 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 met 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 Bellevue) 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
Brussels	NautaDutilh	Gide Loyrette Noeul Lovells Wilmer Cutler Pickering Hale 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 Noeul
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 Tremaine 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 Noeul Lovells NautaDutilh Hogan & Hartson Morgan Lewis & Bockius Wilmer Cutler Pickering Hale and Dorr LLP
New York	Open	Davis Wright Tremaine LLP Fraser Milner Casgrain LLP Hogan & Hartson Morgan Lewis & Bockius 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

## 2012 PRAC Sub-Committee Report

**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 -

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**

<b>Slower</b>	<b>The Same</b>	<b>Faster</b>	<b>No Growth</b>
	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

- 4 -

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; rldrodriguez@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**  
**Clayton Utz**

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**FIRM OF THE YEAR**  
**AUSTRALIA**  
2016 IFLR ASIA AWARDS



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## 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<sup>1</sup> 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.

<sup>1</sup> 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<sup>2</sup>.
  - (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

<sup>2</sup> 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.

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### 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.

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### 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.

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## 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<sup>3</sup>. 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.

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## 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

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<sup>3</sup> 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 merges with a firm with) a substantial office in the jurisdiction of another member.

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## 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.

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## 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.

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## 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

**To:** [rnazir@abnrlaw.com](mailto:rnazir@abnrlaw.com); [nadwani@abnrlaw.com](mailto:nadwani@abnrlaw.com); [pjl@allendebrea.com.ar](mailto:pjl@allendebrea.com.ar); [rarango@arifa.com](mailto:rarango@arifa.com); [jmunoz@ariaslaw.co.cr](mailto:jmunoz@ariaslaw.co.cr); [david.powers@bakerbotts.com](mailto:david.powers@bakerbotts.com); Stephen Bowman ([BowmanS@bennettjones.com](mailto:BowmanS@bennettjones.com)); Randal Hughes ([HughesR@bennettjones.com](mailto:HughesR@bennettjones.com)); [cumana@bu.com.co](mailto:cumana@bu.com.co); [smichelsen@bu.com.co](mailto:smichelsen@bu.com.co); [jorge.carey@carey.cl](mailto:jorge.carey@carey.cl); [danwaggoner@dwt.com](mailto:danwaggoner@dwt.com); [sarahtune@dwt.com](mailto:sarahtune@dwt.com); [joeweinstein@dwt.com](mailto:joeweinstein@dwt.com); [eck@gide.com](mailto:eck@gide.com); [hds@gide.com](mailto:hds@gide.com); [dreber@goodsill.com](mailto:dreber@goodsill.com); [mokumura@goodsill.com](mailto:mokumura@goodsill.com); [momalley@goodsill.com](mailto:momalley@goodsill.com); [foet@hpcd.com](mailto:foet@hpcd.com); [llopez@hpcd.com](mailto:llopez@hpcd.com); [ejkim@kimchanglee.co.kr](mailto:ejkim@kimchanglee.co.kr); [kjchoi@kimchanglee.co.kr](mailto:kjchoi@kimchanglee.co.kr); [rohit@kochhar.com](mailto:rohit@kochhar.com); [Anjuli.s@kochhar.com](mailto:Anjuli.s@kochhar.com); [nigelli@leeandli.com](mailto:nigelli@leeandli.com); [ctchang@leeandli.com](mailto:ctchang@leeandli.com); [joycefan@leeandli.com](mailto:joycefan@leeandli.com); [daisywang@leeandli.com](mailto:daisywang@leeandli.com); [ypdandiwala@mullas.net](mailto:ypdandiwala@mullas.net); [shardul.thacker@mullaandmulla.com](mailto:shardul.thacker@mullaandmulla.com); [Hormazdiyaar.vakil@mullaandmulla.com](mailto:Hormazdiyaar.vakil@mullaandmulla.com); 'Perez-Taiman, Jorge' ([jorgept@munizlaw.com](mailto:jorgept@munizlaw.com)); [jaap.stoop@nautadutilh.com](mailto:jaap.stoop@nautadutilh.com); [s.sivanesan@rodyk.com](mailto:s.sivanesan@rodyk.com); Ignasi Costas ([ICostas@rcdslp.com](mailto:ICostas@rcdslp.com)); [jbarrero@s-s.mx](mailto:jbarrero@s-s.mx); [asaavedra@s-s.mx](mailto:asaavedra@s-s.mx); [vgrau@s-s.mx](mailto:vgrau@s-s.mx); 'John Shackleton' ([John.Shackleton@simpsongrierson.com](mailto:John.Shackleton@simpsongrierson.com)); [Kevin.jaffe@simpsongrierson.com](mailto:Kevin.jaffe@simpsongrierson.com); [pc@skrine.com](mailto:pc@skrine.com); [tc@skrine.com](mailto:tc@skrine.com); [vrr@skrine.com](mailto:vrr@skrine.com); [ramorales@syciplaw.com](mailto:ramorales@syciplaw.com); [ralreyes@syciplaw.com](mailto:ralreyes@syciplaw.com); [jfreire@tozzinifreire.com.br](mailto:jfreire@tozzinifreire.com.br); Gorrell Jr., J. Warren; Sherrington, Patrick; Fletcher, Tim  
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**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**

Direct Tel:604.661.9202 | Email:[jlowe@rbs.ca](mailto:jlowe@rbs.ca)

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**RICHARDS BUELL SUTTON LLP** | Established in 1871

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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; lillian.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**  
**Clayton Utz**

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## Pacific Rim Advisory Council Membership Guidelines (ratified May 2016)

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### 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.

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## 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<sup>1</sup> 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<sup>2</sup>.
- 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.

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## 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.

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<sup>1</sup> A "substantial office" has been considered an office which would materially compete with the office of the other member.

<sup>2</sup> 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

TAB 11  
PRAC BUSINESS DEVELOPMENT INITIATIVES  
OTHER WAYS MEMBERS CAN ENGAGE YEAR ROUND



## PRAC Business Development Materials – PARIS 2024

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May 17, 2024

*Dear PRAC Primary Contacts and Paris 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 @ Paris Conference. The organized business sessions provide a unique opportunity for peer-to-peer knowledge exchange and where Delegates speak candidly about key issues. Paris' business program includes several local invited 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. **Importantly, 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](mailto:events@prac.org)

Updated and distributed monthly to all PRAC Primary Contacts. Available anytime online at [https://www.prac.org/PRACprivate/reports/2024\\_PRAC\\_Event\\_Connect.pdf](https://www.prac.org/PRACprivate/reports/2024_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. Several firms participated in our inaugural road experience with outstanding results. We are currently taking inquiries for the balance of 2024.

Interested in participating and/or learning more about this initiative? Visit us online at [https://www.prac.org/PRACprivate/reports/2024\\_OnTheRoad.pdf](https://www.prac.org/PRACprivate/reports/2024_OnTheRoad.pdf) or contact [Susan.iannetta@prac.org](mailto: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 – PARIS 2024

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 10<sup>th</sup> of each month to [susan.iannetta@prac.org](mailto:susan.iannetta@prac.org) and/or [editor@prac.org](mailto:editor@prac.org).

*Due to size, the following materials are available only online at [www.prac.org](http://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 Paris. Due to size, this file is available only online*

[http://www.prac.org/materials/ConferenceMaterials/2024\\_PARIS\\_Conference\\_Materials6a.pdf](http://www.prac.org/materials/ConferenceMaterials/2024_PARIS_Conference_Materials6a.pdf)

**Referral Database** Updated monthly and available at PRAC website. PRAC Primary Contacts are encouraged to send your referral details to [susan.iannetta@prac.org](mailto:susan.iannetta@prac.org)

[https://www.prac.org/PRACprivate/reports/PRAC\\_REFERRAL.pdf](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 Paris. 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  
Toronto, ON Canada  
D: 416.358.3084  
E: [susan.iannetta@prac.org](mailto:susan.iannetta@prac.org)  
W: [www.prac.org](http://www.prac.org)

TAB 12  
PRAC ON THE ROAD INITIATIVE UPDATE



## 2024 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.

Dear PRAC Primary Contacts

We received feedback from our 2023 participants that their experiences proved to be highly successful and we are hopeful we can help provide equal or even better results for you in 2024! As a reminder, key tenets of the initiative are outlined below and are also available online at our website:

[http://www.prac.org/PRACprivate/reports/2024\\_OnTheRoad.pdf](http://www.prac.org/PRACprivate/reports/2024_OnTheRoad.pdf)

To find out more about On the Road experiences, we encourage you to reach out directly to any of the 2023 participating firms' PRAC Primary Contacts at the following firms:

Allende & Brea –Buenos Aires - - Santiago Sturla [ssturla@allende.com](mailto:ssturla@allende.com));

Carey - Chile - [fugarte@carey.cl](mailto:fugarte@carey.cl)

City-Yuwa – Tokyo - - [yoko.maeda@city-yuwa.com](mailto:yoko.maeda@city-yuwa.com)

Hogan Lovells – Hong Kong – [Owen.chan@hoganlovells.com](mailto:Owen.chan@hoganlovells.com)

Hogan Lovells – Washington – [Elizabeth.donley@hoganlovells.com](mailto:Elizabeth.donley@hoganlovells.com)

Lee and Li – Taiwan – Grace Mao [lihueimao@leeandli.com](mailto:lihueimao@leeandli.com)

Richards Buell Sutton – Vancouver – Joe Chan [jchan@rbs.ca](mailto:jchan@rbs.ca)

We are collecting expressions of interest from our members regarding the balance of our 2024 On The Road schedule. Whether your firm has an interest in sending and/or receiving participants, we encourage all firms to respond to the quick survey below which will go a long way to helping us with logistics planning.

Below is a very brief (not more than 2 -3 minutes ) survey for your consideration which can be completed at your convenience over the next 10 days. We can then be in touch to follow up and assist fulfilling participant request. I appreciate your time and consideration in providing your firm's views and thank you in advance for

your contribution which will help to advance the initiative.

I look forward to hearing from you. In the meantime, please feel free to reach out at any time if you have any questions or if you would like to contribute your firm's views separately by phone/zoom.

Best regards,

Susan

S. Iannetta  
Director  
PACIFIC RIM ADVISORY COUNCIL  
Toronto, ON Canada  
D: [416.358.3084](tel:416.358.3084)  
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E: [susan.iannetta@gmail.com](mailto:susan.iannetta@gmail.com)  
W: [www.prac.org](http://www.prac.org)

Quick Survey Follows: Feel free to include expanded comments, concerns, etc. using the form below.

#### PRAC 30 Days on the Road Initiative

Purpose: Initiative focused on NexGen lawyers (junior partner/senior associate) visits with a focus on in-person fostering of relationships abroad and across member firms.

##### Key Tenets

- Voluntary participation.
- Non-employment relationship between participants. Participation is **not a secondment or temporary employment**. Participating lawyers continue to work for their own firm while abroad without employment interruption. No work by the receiving firm will be undertaken by participant lawyers although business development interactions are encouraged.
- Sending firm is responsible for all of their own participant lawyer's travel costs including air, hotel/stay, food, health insurance, etc. Participant lawyers are responsible for ensuring their own individual health and safety, local health and all travel requirements including any and all visa/country admission requirements.
- Receiving firm may be asked for suggestions/recommendations for local stay accommodations. 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 lawyers 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 years 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.

Question/Comment	YES	No	Comments
<b>INTEREST SEND AND/OR RECEIVE PARTICIPANTS</b>			
	Yes	No	Comments
Is your firm interested in <b>SENDING</b> 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 <b>SENDING</b> your participant(s) to, please identify.			
Is your firm open to <b>RECEIVING</b> 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?	
<b>TIMEFRAME</b> 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 <b>SENDING</b> your participant(s). For example, within the next 6 months, for 30 days.	
Describe the preferred time frame for <b>RECEIVING</b> participant(s). For example, within the next 6 months, for 30 days.	
Additional Comments:	



## 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](mailto:susan.iannetta@prac.org) if your firm is interested in participating or you want to learn more about this initiative.

TAB 13  
PRAC EVENT CONNECT INITIATIVE MONTHLY UPDATE



May, 2024

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 a list of 2024 events as of April 22 and includes contact details of PRAC attendees and/or local hosted receptions. If you haven't already done so, reach out to us at [pracevents@gmail.com](mailto:pracevents@gmail.com) to let us know which events 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.

A quick note about **PRAC sponsored 4 day conferences -registration is free** and includes certain social events, all Delegate session lunches and materials. For more information about PRAC sponsored conferences, visit us online at [www.prac.org](http://www.prac.org)

### **PRAC @ Paris, May 25 – 28, hosted by Gide Loyrette Nouel.**

Hotel Booking link NOW OPEN thru 22 April [https://www.prac.org/conferences/202405\\_PARIS.html](https://www.prac.org/conferences/202405_PARIS.html)

**Formal Registration OPEN – deadline 02 May**

### **PRAC @ Vancouver, September 21 – 24, hosted by Richards Buell Sutton LLP**

Early Indication and Hotel Booking link **NOW OPEN** [https://www.prac.org/conferences/202409\\_VANCOUVER.html](https://www.prac.org/conferences/202409_VANCOUVER.html)

Finally, this update has been sent to you in your role as a PRAC Primary Contact for your firm. We ask for your assistance to circulate the update within your firm as appropriate in order that we are able to connect PRACites attending industry events.

Best regards,

S. Iannetta  
Director  
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D: 416.358.3084  
E: [susan.iannetta@prac.org](mailto:susan.iannetta@prac.org)  
E: [pracevents@gmail.com](mailto:pracevents@gmail.com)  
W: [www.prac.org](http://www.prac.org)



GET ON THE LIST! - Send your updates to me or to [pracevents@gmail.com](mailto:pracevents@gmail.com) to be included in future updates

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## IPBA Annual Conference – April 24 – 27, Tokyo

Carey y Cia (Chile)  
PRAC Primary Contact Francisco Ugarte [fugarte@carey.cl](mailto:fugarte@carey.cl)  
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► **ABA Intellectual Property Law Annual Conference -April 17-19, Bethesda MD**

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► **ABA International Law Section Annual Conference - May 7-10-, Washington DC**

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► **INTA Annual Meeting -May 18 – 22, ATLANTA USA**

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**► PRAC Sponsored Event – 69<sup>th</sup> International Conference- PARIS**

**Date:** May 25 – 28, 2024

**Venue:** Paris, France

**Hosted by :** Gide Loyrette Nouel

**Hotel Venue:** InterContinental Le Grand Paris

**Host Team Info:** [pracparis@gide.com](mailto:pracparis@gide.com)

Join PRAC Colleagues in Paris for PRAC's 69<sup>th</sup> International Conference hosted by Gide Loyrette Nouel. Saturday's welcome reception and all Monday/Tuesday business meetings take place at Gide's new offices 15 Rue Laborde. All member firms are encouraged to register before the **02 May deadline** by visiting PRAC @ Paris event portal: [https://www.prac.org/conferences/202405\\_PARIS.html](https://www.prac.org/conferences/202405_PARIS.html)

Spring is always a busy time to visit Paris. Notably, this year's French Open and Olympics will also have an impact. Delegates are highly encouraged to book travel plans including hotel accommodations sooner than later. **We encourage earliest booking if you are planning to take advantage of the limited room block organized at Intercontinental Le Grand Paris (first come basis) before hotel booking deadline 22 April.**

Conference registration is included in your membership: Delegates +1 Accompanying Guest.

**List of PRAC @ Paris Conference attendees (as of update):**

PRAC Primary Contacts for all member firms are Listed below **Indicated attending noted in red**



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## ► IBA Antitrust Meeting – Sep 6 -7 Florence, Italy

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## ► IBA Annual Meeting – September 15 – 20, Mexico City

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## ► PRAC Sponsored Event - 70<sup>th</sup> International Conference VANCOUVER, CANADA

**Date:** September 21 – September 24, 2024

**Venue:** Vancouver, Canada

**Hosted by** Richards Buell Sutton LLP

**Hotel Venue:** Westin Bayshore Waterfront

**Host Team Contact:** [pracvancouver2024@rbs.ca](mailto:pracvancouver2024@rbs.ca)

Join PRAC colleagues for a landmark celebration of PRAC's 70th International Conference in Vancouver, Canada. Our conference venue is the Westin Bayshore Waterfront Hotel, located on downtown Vancouver's waterfront immediately adjacent to Stanley Park. Full Conference Agenda will be available soon. In the meantime, all member firms are encouraged to register your firm's interest in attending PRAC @ Vancouver and for more information including direct hotel booking link visit: visit:

[https://www.prac.org/conferences/202409\\_VANCOUVER.html](https://www.prac.org/conferences/202409_VANCOUVER.html)

September is a busy time to visit Vancouver. Delegates are highly encouraged to book travel plans including hotel accommodations sooner than later. **We encourage earliest booking if you are planning to take advantage of the reduced rate limited room block organized at Westin Bayshore Waterfront (first come basis).** Conference registration is free for Delegates +1 Accompanying Guest.

**List of PRAC @ Vancouver Conference attendees** (as of update):

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Want to get on the list? Send updates to [pracevents@gmail.com](mailto:pracevents@gmail.com) to be included in future updates

Visit us online at [www.prac.org](http://www.prac.org)

TAB 13  
PRAC MONTHLY E-BULLETIN INITIATIVE



Pacific Rim Advisory Council  
**April 2024 e-Bulletin**

**MEMBER NEWS**

- ▶ DAVIS WRIGHT TREMAINE Names Wendy Kearns PIC Seattle
- ▶ GOODSILL TwoPartner Announcements
- ▶ HOGAN LOVELLS Adds to Environmental Capabilities In Washington
- ▶ MUNIZ Promotes 6 to Partner; Welcomes New Regulatory Partner
- ▶ RBS Welcomes Two New Partners
- ▶ TOZZINI Promotes 3 to Partnership

**COUNTRY ALERTS**

- ▶ **ARGENTINA** Ministry of Justice of Buenos Aires launches “Artificial Intelligence Program” ALLENDE BREA
- ▶ **BRAZIL** Upcoming Sportbetting Regulations TOZZINIFREIRE
- ▶ **CANADA** Public Interest - Rare Cases Where Patent Injunctions Declined RICHARDS BUELL SUTTON
- ▶ **CHILE** Cybersecurity Framework Law is published in the Official Gazette CAREY
- ▶ **CHINA** CIBM Bond Repo to be Further Opened to Overseas Investors HAN KUN
- ▶ **COLOMBIA** New Regulation on Controlled Products BRIGARD URRUTIA
- ▶ **COSTA RICA** Guide to Notification and Analysis of Economic Transactions ARIAS
- ▶ **FRANCE** USA—France Tax Treaty - Can Foreign Tax Credits Offset Net Investment Income Tax? GIDE
- ▶ **HONG KONG** Is the Writing on the Wall for the Shareholder Principle? Privilege Update. HOGAN LOVELLS
- ▶ **MEXICO** Amendments to General Law of Credit Instruments and Transactions, Organizations and Auxiliary Activities SANTAMARINA
- ▶ **NETHERLANDS** Developments in Environmental Crime Legislations NAUTADUTILH
- ▶ **PHILIPPINES** Tax Tips Update SyCip Law
- ▶ **SINGAPORE** Feedback on Repeal of Regulatory Regime for Registered Fund Management Companies DENTONS RODYK
- ▶ **TAIWAN** Difference between Functional Designs and Use of Trademarks LEE and LI
- ▶ **UNITED STATES** California Privacy Regulator Issues First Enforcement Advisory DAVIS WRIGHT TREMAINE
- ▶ **UNITED STATES** Center for Clinical Trial Innovation furthers FDA's diversity goals, rare disease drug development HOGAN LOVELLS

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**CONFERENCES & EVENTS**

**PRAC 2024 Conferences**

**PARIS, FRANCE - May 25 - 28, 2024**  
Hosted by GIDE LOYRETTE NOUEL  
Registration Now Open

**VANCOUVER, CANADA - September 21 - September 24, 2024**  
Hosted by RICHARDS BUELL SUTTON LLP  
Registration Now Open

**PRAC 2024 - Event Connect**

Let us know your plans to attend upcoming industry events  
and connect with other attending PRAC Delegates.

IPBA Annual Conference April 24 – 27, Tokyo  
ABA Intellectual Property Law Annual Conference -April 17-19, Bethesda MD  
ABA International Law Section Annual Conference - May 7-10-, Washington DC  
INTA Annual Meeting -May 18 – 22, ATLANTA USA

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[www.prac.org/member\\_publications.php](http://www.prac.org/member_publications.php)

**MEMBER DEALS MAKING NEWS**

- ▶ **ARIAS** | Advises Hoshizaki on Stratetig Acquisition of Shares in Fogel
- ▶ **ALLENDE BREA** | Miami Based Apex Capital Purchases Clorox subsidiaries
- ▶ **BRIGARD URRUTIA** | Assists Expofaro in Levi Strauss Distribution
- ▶ **CAREY** | Assists Chilean miner CAP invest in rare earth metals project
- ▶ **GIDE** | Advises bank syndicate EU 700 million issue hybrid notes and concurrent EU 699 million buyback
- ▶ **HAN KUN** | Counsel to Lucas GC's listing on Nasdaq
- ▶ **HOGAN LOVELLS** | Kaiser Foundation Hospitals launch of Risant Health and in its acquisition of Geisinger
- ▶ **KOCHHAR** | Advises Spectris Group on its Strategic Divestiture
- ▶ **LEE AND LI** | WT Group US\$1.9 Billion Syndicated Loan Project
- ▶ **MUNIZ** | Agricola Atlas in agribusiness acquisition

**PRAC TOOLS TO USE**  
**[PRAC CONTACTS](#) [MEMBER DIRECTORY](#) [EVENTS](#)**  
**VISIT US ONLINE AT [WWW.PRAC.ORG](http://WWW.PRAC.ORG)**

TAB 14  
PRAC REFERRAL DATABASE INITIATIVE  
ONLINE ONLY



## **PRAC Referral Initiative Update – APRIL 2024**

- ▶ Data shown is provided by Member Firms
- ▶ Monthly updates
- ▶ Report is available online at [www.prac.org](http://www.prac.org) Members PRIVATE Libraries
- ▶ This report and all information contained herein is confidential to PRAC member firms only

[https://www.prace.org/PRACprivate/reports/PRAC\\_REFERRAL.pdf](https://www.prace.org/PRACprivate/reports/PRAC_REFERRAL.pdf)

***NOT FOR PUBLIC RELEASE***

TAB 16  
PRAC MEMBER FIRM CONTACT LIST

PRAC Primary Contacts May, 2024

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TAB 17  
PRAC FUTURE CONFERENCE SCHEDULE



	DATE	VENUE	Follow on	SEMINAR		DATE	VENUE	Follow on	SEMINAR
1	February 1987	Singapore	-	Yes	37	April 16-20 2005	Honolulu		
2	June 1987	Los Angeles	-	Yes	38	Sept 17-21,2005	Toronto		No
3	February 1988	Honolulu	-	Yes	39	May 13-19 ,2006	Bangkok	Chang Mai	Yes
4	June 1988	Bangkok	-	No	40	Oct-Nov 2006	San Diego	Los Angeles	No
5	February 1989	Hong Kong	-	Yes	41	March 17-21, 2007	Bogota-Cartagena		Yes
6	June 1989	Vancouver	-	No	42	October 20-24 2007	Seoul		No
7	March 1990	Auckland	-	Yes	43	April 12 – 16, 2008	Paris		Yes
8	October 1990	Toronto	-	Yes	44	Nov 15-19, 2008	Mumbai		Yes
9	April 1991	Seoul	-	No	45	April 25-28, 2009	Boston		Yes
10	September 1991	Seattle	S Francisco	Yes	46	Oct 17-20, 2009	Beijing		Yes
11	April 1992	Sydney	-	Yes	47	April 17-20, 2010	Mexico City		Yes
12	October 1992	San Diego	Los Angeles	Yes	48	Oct 16-19, 2010	Kuala Lumpur		No
13	February 1993	Manila	Singapore	Yes	49	May 21-24, 2011	Amsterdam		No
14	October 1993	San Francisco	-	Yes	50	October 15-18, 2011	Singapore		Yes
15	April 1994	Hong Kong	-	Yes	51	April 21-24, 2012	Houston		No
16	September 1994	Mexico City	-	Yes	52	Oct 20-23, 2012	Buenos Aires		No
17	June 1995	Kuala Lumpur	-	Yes	53	April 13-16, 2013	Jakarta		No
18	October 1995	Boston	-	Yes	54	Sep 28 – Oct 1, 2013	Washington, DC		No
19	April 1996	Jakarta	-	Yes	55	April 16-29, 2014	Taipei		No
20	October 1996	Washington, D.C.	-	Yes	56	November 8-11, 2014	Atacama Chile		No
21	May 10-14 1997	Amsterdam	-	Yes	57	April 18 – 21, 2015	Brisbane		No
22	Nov 15-19 1997	Santiago	-	No	58	Sept 26-29, 2015	Vancouver		No
23	May 9-13 1998	Taipei		Yes	59	May 21 – 24, 2016	Barcelona		No
24	Nov 14-18 1998	Buenos Aires		Yes	60	Sep 24 – 27, 2016	Manila		No
25	April 24-28 1999	Singapore		Yes	61	April 22-25, 2017	Hong Kong		No
26	October 16-20 1999	Sydney		Yes	62	October 21-24, 2017	Sao Paulo		No
27	March 25-29 2000	South Africa		No	63	April 21-24,2018	Honolulu		No
28	Oct 28-Nov 1 2000	Tokyo		Yes	64	Sep 15-18 2018	Calgary		
29	May 5-9 2001	Los Angeles		Luncheon	65	April 6-9, 2019	Costa Rica		No
30	Nov 3 - 7 2001	Rio de Janeiro		Tr Acts	66	October 5-8 2019	Seattle		No
31	May 11-15, 2002	Hong Kong	Beijing	Yes - both	67	April 22 - 25, 2023	Mexico City		
32	Oct 5-9 2002	Seattle		Luncheon	68	October 7-10, 2023	New Delhii		
33	April 5-9; 9-11 2003	Auckland	Queenstown	Yes	69	May 25 - 28, 2024	Paris		
34	Sept 20-24, 2003	Vancouver		No	70	September 21 - 24, 2024	Vancouver		
35	May 15-21 2004	Lima Cusco	Machu Picchu	No	71	April 26- 29, 2025	Peru		
36	Oct 30 - Nov 5 2004	New Delhi	Agra	Yes	72	October 18-21,2025	Tokyo		
					73	Spring 2026	TBD		
					74	Fall 2026	TBD		

TAB 18  
VANCOUVER 2024 CONFERENCE INVITATION



RICHARDS  
BUELL  
SUTTON LLP  
Established in 1871

May 25, 2024

Dear PRAC Delegates and Guests,

On behalf of all of us at Richards Buell Sutton, we invite you to the 70<sup>th</sup> International PRAC Conference. We are honored to host PRAC for the fourth time, following Vancouver conferences held in 1989, 2003 and 2015. Much has changed in the world through those years, but we hope you will find that our city and country are just as welcoming and beautiful.

The conference will be held at the Westin Bayshore Hotel, on the northern edge of downtown Vancouver on the waters of the Burrard Inlet, at the doorstep of the famed Stanley Park, and a short walk to the city's business centre. Westin reduced room rates are in place for your stay. All business sessions take place at the Hotel.

Our business sessions will continue our exploration and discussion of trends and challenges in the legal profession shared by our respective firms. We will hear from Jeff Nankivell, current President and CEO of the Asia Pacific Foundation of Canada and former Consul General of Canada in Hong Kong and Macao, who will discuss ongoing trade tensions between China and the United States and its impact on other countries, a topic that has affected all PRAC host countries in some measure. There will also be sessions to discuss PRAC's strategic plans for its future in what we hope will be a thought-provoking exchange of ideas.

The social events will capitalize on Vancouver's beautiful natural surroundings and its unrivalled access to nature. There will be opportunities to walk atop local mountains and stare down at the surrounding waters, to cycle through Stanley Park, and to sample local wineries. There is, of course, the food: an evening to dine at the city's best restaurants, and a closing gala dinner at The Polygon Gallery, with a breathtaking view of the entirety of downtown Vancouver.

We hope that this conference will be enjoyable and engaging and encourage you to take a moment now to visit the PRAC website event portal to register and for full event details including reduced rate hotel booking details: [https://prac.org/conferences/202409\\_VANCOUVER.html](https://prac.org/conferences/202409_VANCOUVER.html)

September is a very busy time. We encourage you to register and book your Westin Bayshore hotel accommodations before the August 19 deadline to avoid disappointment.

We look forward to welcoming you in Vancouver. In the meantime, please let us know how we can help to make this visit even better than the last.

A large, faint, stylized graphic of a hand reaching out, positioned behind the signature and the circular logo.

  
Mark Baron, Managing Partner



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TAB 19  
PRAC @ PERU 2025 SAVE THE DATE



**SAVE THE DATE**

71st International PRAC Conference

Paracas, Peru

April 26 - 29, 2025

Hosted by



ESTUDIO  
**MUÑIZ**

MUÑIZ  
OLAYA  
MELENDEZ  
CASTRO  
ONO  
& HERRERA  
Abogados



**Conference Hotel Venue**

[www.marriott.com/en-us/hotels/piolc-hotel-paracas-a-luxury-collection-resort-paracas/overview](https://www.marriott.com/en-us/hotels/piolc-hotel-paracas-a-luxury-collection-resort-paracas/overview)

**Peru Ministry of Foreign Affairs website - Travel Visa Requirements**

[www.consulado.pe/es/londres/tramite/Paginas/Visas/Issuance-of-Tourist-Visa.aspx](https://www.consulado.pe/es/londres/tramite/Paginas/Visas/Issuance-of-Tourist-Visa.aspx)

Additional Details and Formal Registration to follow

[www.prac.org](https://www.prac.org)

TAB 20  
PRAC @ TOKYO 2025

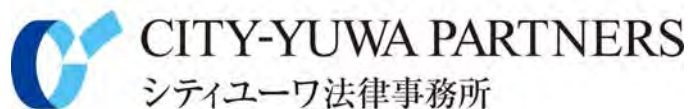




SAVE THE DATE  
72<sup>nd</sup> International Conference  
Tokyo  
October 18 – 21, 2025



Hosted by



Additional details to follow

[www.prac.org](http://www.prac.org)