



RICHARDS
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LAWYERS



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TAB 1 - Host Firm Welcome Message



RICHARDS
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SUTTON LLP
Established in 1871

September 10, 2024

Dear PRAC Delegates and Guests,

Welcome to Vancouver, British Columbia, and the 70th 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 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.

Our business sessions will continue our exploration and discussion of trends and challenges in the legal profession shared by our respective firms. There will be sessions to discuss and assess the present state of PRAC and the plans for its future in what we hope will be a thought-provoking exchange of ideas. We will also hear from Jeff Nankivell, 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.

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 wines. 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. Please let us know how we can help to make this visit even better than the last.

Safe travels, and we look forward to seeing you soon.

A handwritten signature in blue ink, appearing to read "Mark Baron", with a long, sweeping underline.

Mark Baron, Managing Partner

RBS Host Team Contacts

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Partner

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Marketing/Legal Administrative Assistant

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TAB 2 - CONFERENCE AGENDA



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September 21 – 24, 2025



CONFERENCE AGENDA

Friday, September 20, 2024

10:00 am – 4:00 pm

President Boardroom
The Westin Bayshore Hotel
1601 Bayshore Drive

Registration with RBS Host Team |

Sunday, September 22, 2024

9:00 am – 4:00 pm

President Boardroom

Registration with RBS Host Team |

The Westin Bayshore Vancouver

Saturday, September 21, 2024

10:00 am – 4:00 pm

President Boardroom

Registration with RBS Host Team |

12:00 noon – 4:00 pm

Depart Hotel Lobby

**OPTIONAL TOUR #1:
Seawall Guided Cycling Tour**

See Tour Guide for full details

4:00 pm – 6:00 pm

Personal/Leisure Time

6:00 pm – 7:30 pm

Marine Boardroom
The Westin Bayshore

Opening Welcome Reception |

Suggested Dress: Business Casual (Jacket, no tie)
Delegates & Guests

7:30 pm – 10:00 pm

Various

No Host Dine Arounds |

Departure from The Westin Bayshore Hotel Lobby
Suggested Dress: Business Casual (no tie)
(taxi or walking)

9:30 am – 4:30 pm

Depart Hotel Lobby

OPTIONAL TOUR #2

PRAC Delegation Tour and Luncheon

North Shore Experience (Capilano Suspension
Bridge, Skyride to the top of Grouse Mountain,
Catered Lunch)
See Tour Guide for full details

Evening free for your enjoyment

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



September 21 – 24, 2025



CONFERENCE AGENDA

Monday, September 23, 2024

7:30 am – 9:00 am

Marine Boardroom

Networking Breakfast |

9:30 am – 9:45 am

Oak Boardroom

Welcome and Introductions |

Sarah Tune, PRAC Chair, Partner, Davis Wright Tremaine

9:45 am – 10:45 am

Business Session #1 |

Country Briefing Presentation
Mark Baron, RBS Managing Partner

10:45 am – 11:00 am

Oak Boardroom

Refreshment Break |

11:00 am – 12:30 pm

Business Session #2 |

Rising Tensions between China and the West
Keynote Speaker: Jeff Nankivell, CEO, Asia Pacific Foundation of Canada

12:30 pm – 12:45 pm

Location TBD

Delegate Group Photo |

12:45 pm – 2:00 pm

Marine Boardroom

Delegate Luncheon |

1:00 pm – 2:00 pm

Arbutus Boardroom

PRAC Membership Committee Meeting |
(committee members only)

Tuesday, September 24, 2024

7:30 am – 9:00 am

Marine Boardroom

Networking Breakfast |

9:30 am – 11:00 am

Oak Boardroom

Business Session #4 |

The Effects of Conflict: How do Firms Pivot to Changing Geopolitical Forces? The impact of trade conflicts and war on Member firms and their business/practice
Moderator: Joe Chan, Partner, RBS Chair Asia Pacific Group

11:00 am – 11:15 am

Oak Boardroom

Refreshment Break |

11:15 am – 12:30 pm

Oak Boardroom

Business Session #5 |

Shifting Demographics of the Legal Profession - A discussion with Member firms on Equity, Diversity and Inclusion goals, initiatives and outcomes
Moderator: Morgan Fowler, Counsel, RBS Director of Professional Development

12:30 pm – 2:00 pm

Marine Boardroom

Delegate Luncheon |

1:00 pm – 2:00 pm

Arbutus Boardroom

Policy & Planning Committee Meeting |
(committee members only)

2:00 pm – 2:30 pm

Oak Boardroom
TBD

One on One Meetings |

Two 15 min meetings between delegates on a one on one member firm basis (Schedule Tab 6)



September 21 – 24, 2025

CONFERENCE AGENDA

Monday, September 23 continued

2:00 pm – 3:15 pm

Oak Boardroom

Business Session #3 |

*AI: What Law Firms Need to Know
A discussion on what AI solutions and policies Member firms are adopting and experiences to date
Moderator: Aneez Devji, Partner, RBS Chair Advance Education and Research Group*

3:30 pm – 4:00 pm

Oak Boardroom

One on One Meetings |

Two 15 min meeting between delegates on a one-on-one Member firm basis (see Schedule Tab 6)

4:00 pm – 7:00 pm

Personal/Leisure Time |

7:00 pm – 10:00 pm

Depart Hotel Lobby

RBS Partner At Home Dinners |

Delegate and Accompanying Guests enjoy an evening of catered meals at homes of RBS Partners
Suggested dress: Business Casual (business suit or jacket – no tie)

9:30 am – 1:30 pm

Depart Hotel Lobby

OPTIONAL TOUR #3 – Accompanying Guests

Water Adventures Boat Tour
See Tour Guide for full details

Business Session Notes: | Suggested dress: Business Casual (business suit or jacket – no tie). All business sessions take place at The Westin Bayshore Hotel Conference Center in the Hotel. Except where noted, the Oak Boardroom is the main meeting room

Tuesday, September 24 continued

2:30 pm – 3:45 pm

Oak Boardroom

Business Session #6 |

Making the Most of PRAC Membership

All Delegates are requested to attend to learn about the latest PRAC strategic planning and membership initiative updates. Your participation as a Delegate is integral to enhancing your conference experience and reinforces conference takeaways to be shared within your firm. This session also includes PRAC Board matters, including the Peru 2025 Invitation presentation, recognition of Host Firm and PRAC banner turnover to Peru Host Team.

Sarah Tune, PRAC Chair, Partner, Davis Wright Tremaine

4:00 pm – 6:00 pm

Personal/Leisure Time |

6:00 pm – 11:30 pm

Depart Hotel Lobby
Polygon Gallery
101 Carrie Cates Court
North Vancouver

Closing Dinner – The Polygon Gallery |

Suggested dress: Cocktail

11:30 am – 2:30 pm

Depart Hotel Lobby

OPTIONAL TOUR #4 – Accompanying Guest

Private Lunch with Wine Tasting & Food Pairings
See Tour Guide for full details

TAB 3 - PARTICIPATING FIRMS, DELEGATES & GUESTS



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September 21 – 24, 2025

DELEGATES & ACCOMPANYING GUESTS

FIRM	DELEGATE	CITY	COUNTRY	TITLE/POSITION	EMAIL	ACC GUEST
Allende & Brea	Santiago Sturla	Buenos Aires	Argentina	Partner, M&A, Corporate, Transaction	ssturla@allende.com	
Arias Law	Not Attending		Costa Rica El Salvador Guatemala Honduras Nicaragua	PRAC Primary Contact	Vicente.lines@ariaslaw.com	
Arias Fabrega & Fabrega	Fernando Arias	Panama City	Panama	Senior Partner, Corporate	farias@arifa.com	
Arias Fabrega & Fabrega	Connie Wong	Hong Kong	Hong Kong	HK Representative	cwong@arifa.com.hk	
Brigard Urrutia	Not attending	Bogota	Colombia	PRAC Primary Contact	jmafla@bu.com.co currutia@bu.com.co	
Carey	Francisco Ugarte	Santiago	Chile	Partner, M&A	fugarte@carey.cl	
City-Yuwa	Takayuki Sumida	Tokyo	Japan	Partner, Corporate, Asia Practice	takayuki.sumida@city-yuwa.com	
City-Yuwa	Akira Nagasaki	Tokyo	Japan	Partner, IT, Transactions, M&A, Employment	akira.nagasaki@city-yuwa.com	
Davis Wright Tremaine	Sarah Tune	Seattle	United States	Partner, Co-Chair Business & Tax, Corporate, M&A PRAC Chair	sarahtune@dwt.com	



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September 21 – 24, 2025

DELEGATES & ACCOMPANYING GUESTS

FIRM	DELEGATE	CITY	COUNTRY	TITLE/POSITION	EMAIL	ACC GUEST
Davis Wright Tremaine	Scott MacCormack	Seattle	United States	Partner, Corporate, Transactional	scottMacCormack@dwt.com	Nancy MacCormack
Davis Wright Tremaine	Zach Bench	Seattle	United States	Partner, Corporate; Mergers & Acquisitions; Emerging Companies	zachbench@dwt.com	
Dentons Rodyk	S. Sivanesan	Singapore	Singapore	Senior Partner, Corporate	sivanesan.s@dentons.com	Rachel Sivanesan
Gide Loyrette Nouel	Barthélemy Littot	New York	United States	Counsel, Project Finance & Infrastructure	Barthelemy.littot@gide.com	
Goodsill Anderson Quinn & Stifel	Michael O'Malley	Honolulu	United States	Partner, Tax	momalley@goodsill.com	
Goodsill Anderson Quinn & Stifel	Lisa Bail	Honolulu	United States	Partner, Business Litigation Practice Group Leader	lbail@goodsill.com	
Han Kun Law Offices	Aaron Zhou	Beijing	China	Partner	Aaron.zhou@hankunlaw.com	
Hogan Lovells	Owen Chan	Hong Kong	Hong Kong	Hong Kong Managing Partner, Banking & Finance	owen.chan@hoganlovells.com	Jasmine Ho
Hogan Lovells	Elizabeth Donley	Washington	United States	Partner, Co-Head, M&A Americas	elizabeth.donley@hoganlovells.com	



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DELEGATES & ACCOMPANYING GUESTS

FIRM	DELEGATE	CITY	COUNTRY	TITLE/POSITION	EMAIL	ACC GUEST
Kochhar & Co.	Kaveri Shrivastava	Hyderabad	India	Senior Resident Partner, Corporate Commercial	kaveri@hyderabad.kochhar.com	
Kochhar & Co.	Lynne Lazaro	Bangalore/New Delhi	India	Partner, Cross- border Transactions	lynn.lazaro@bgl.kochhar.com	
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Lee and Li	Robin Chang	Taipei	Taiwan	Deputy CEO/Partner	robinchang@leeandli.com	
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Mulla & Mulla & Craigie Blunt & Caroe	Not Attending	Mumbai	India	PRAC Primary Contacts	Shardul.thacker@mullaandmulla.com ypdandiwala@mullas.net	
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Muniz Olaya Melendez Castro Ono & Herrera	Jorge Otoyá	Lima	Peru	Partner, Tax	jotoya@munizlaw.com	Flavia Abusada- Chehade
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NautaDutilh	Harm Kerstholt	Amsterdam	Netherlands	Partner, Corporate	harm.kerstholt@nautadutilh.com	



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September 21 – 24, 2025

DELEGATES & ACCOMPANYING GUESTS

FIRM	DELEGATE	CITY	COUNTRY	TITLE/POSITION	EMAIL	ACC GUEST
Pacific Rim Advisory Council	Susan Iannetta	Toronto	Canada	Director, PRAC	susan.iannetta@prac.org	
Richards Buell Sutton	Mark Baron	Vancouver	Canada	Firm Managing Partner, Real Estate, Commercial Lending	mbaron@rbs.ca	
Richards Buell Sutton	Aneez N. Devji	Vancouver	Canada	Vancouver Managing Partner, Real Estate	adevji@rbs.ca	
Richards Buell Sutton	Joe Chan	Vancouver	Canada	Partner, M&A, Securities, Corporate Finance	jchan@rbs.ca	
Richards Buell Sutton	Morgan Fowler	Vancouver	Canada	Counsel, Director of Professional Development	mfowler@rbs.ca	
Santamarina y Steta	Vicente Grau	Mexico City	Mexico	Partner, Antitrust, Compliance, Real Estate, Estate Planning	vgrau@s-s.mx	Alejandra Francisco-Revilla
SyCipLaw	Leah Abutan	Manila	Philippines	Partner, M&A, Foreign Investments, Competition	lcabutan@syCIPLAW.com	
Tozzini Freire	Not attending					

TAB 4 - OPTIONAL TOURS AND CONTACT INFO



OPTIONAL AND DELEGATE TOUR DETAILS

PRAC 2024

Optional Tour #1 (for Early Arrivals) (Delegates, Accompanying Guests, RBS Hosts) - Saturday, September 21

Seawall Guided Cycling Tour



A scenic 3 hour tour around Vancouver's stunning Seawall and Stanley Park. We depart the Hotel for a casual walking tour through Coal Harbour, Jack Poole Plaza, and Canada Place before checking in for your cycling tour.

A PRAC tradition, this unique bike tour includes a perfect mixture of trail riding and seawall cruising. Highlights include in-depth information about the biodiversity of the temperate rainforest, the history of the coastal first nations and their legendary totem poles, and an abundance of stories the park has accumulated over its 125-year history.

Tour fee includes a bike rental with a bag/basket for storage, a helmet (mandatory), local tour guide, and gratuity.

*Suggested attire: Casual with comfortable/sport shoes

Estimated cost per person based on a minimum number of attendees: CAD \$124

PRAC Group Tour #2 (Delegates, Accompanying Guests, RBS Hosts) - Sunday, September 22

North Shore Experience



We depart the Westin Bayshore lobby and journey by coach bus across the iconic Lions Gate Bridge (a suspension bridge originally built by the Guinness family, famed for its Irish Stout), to Capilano Suspension Bridge Park. Explore Capilano's many features including treetop adventures and a cliff walk. From there, we travel on to Grouse Mountain and enjoy the Skyride Gondola to the top of the mountain. A buffet lunch will be served, followed by personal time to take in the glorious mountain views.

Tour fee includes all transportation, entrance fees to parks, buffet lunch with alcohol (limit of 2) and non-alcohol options, local tour guides, and gratuity.

*Suggested attire: Casual with comfortable walking shoes | Lighter outer jacket or sweater may be more comfortable at higher elevation

Estimated cost per person based on a minimum number of attendees: CAD \$349

A NOTE FROM PRAC CHAIR, SARAH TUNE: I highly encourage all group Delegates and Guests to join this special event. Catch up with PRAC friends and colleagues over the course of a few hours to explore the North Shore, followed by lunch at the top of Grouse Mountain.



Optional Tour #3 (Accompanying Guests, RBS Hosts) - Monday, September 23

Water Adventures Boat Tour



We depart the Westin Bayshore lobby and journey by mini bus to Granville Island where you will experience an exhilarating 1.5 hour Zodiac boat tour of Vancouver along Stanley Park, West Vancouver, Lighthouse Park, visit a thriving seal colony and the iconic Siwash Rock, and False Creek. You will experience a unique perspective of our city skyline, view multi-million dollar celebrity homes, old growth rainforests, and beautiful Howe Sound. Our friendly guide will share interesting stories about local history and geological facts.

Tours run rain or shine.

On your arrival back to Granville Island, enjoy free time for lunch, and browse the many local artisan shops.

Tour fee includes transportation, licensed boat guide, lifejackets (mandatory), warm waterproof suits (optional), and gratuity. Lunch is not provided.

*Suggested attire: Casual, comfortable sport shoes | Note: water suits available at event site

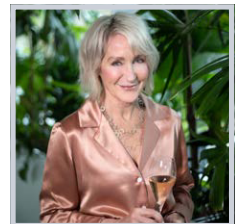
Estimated cost per person based on a minimum number of attendees: CAD \$207

Optional Tour #4 (Accompanying Guests, RBS Hosts) - Tuesday, September 24

Private Lunch with Wine Tasting and Food Pairings



An easy 10 min walk from the Westin Bayshore Hotel to Vancouver's prestigious Terminal City Club (well-regarded for their exquisite cuisine and graceful service), experience a private and premium wine pairing luncheon.



Your celebrity sommelier is DJ Kearney, global wine expert and sought-after wine personality. With almost three decades in the wine business, she has trained over a thousand sommeliers throughout North America, judged and presented around the world, and tasted tens of thousands of

wines in the pursuit of quality and value. DJ has been the Drink editor for Vancouver Magazine, the Chief Judge for several wine competitions, initiated a judge training mentorship nationally, curated a few smash-hit wine clubs, taught all four levels of the WSET, and been part of a team preparing competition sommeliers for the world stage. DJ now hangs her tastevin at TCC, where as Director of Wine she curates a truly global collection of wines.

Tour fee includes a 3-course lunch, expert sommelier, premium wines, and gratuity.

*Suggested attire: Smart casual (shorts, denim, flip flops and sport shoes are not permitted)

[House Rules - Terminal City Club \(tcclub.com\)](https://www.tcclub.com)

Cost per person: CAD \$155



RBS HOST TEAM CONTACTS

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Partner

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Priscilla Martindale
Marketing/Business Development Manager

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Carmel Millington
Marketing/Legal Administrative Assistant

Phone: 604.661.9235

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for General Questions
Email: prac2024vancouver@rbs.ca

Conference Venue - The Westin Bayshore Hotel

1601 Bayshore Drive, Vancouver

<https://www.marriott.com/en-us/hotels/yvrwi-the-westin-bayshore-vancouver/overview/>

TAB 5 - MEMBER FIRM PROFILES AND DELEGATE BIOS



Directory of Member Firms

PRAC @ VANCOUVER 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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PRAC Primary Contact

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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



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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
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Costa Rica Office

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El Salvador Office

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Guatemala, C.A.
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PRAC Primary Contact
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PRAC Primary Contact
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Web site:
www.ariaslaw.com

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.*

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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;*

Fernando A. Arias



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[Vcard](#)

PRACTICE AREAS

- [Administrative Litigation](#)
- [Commercial and Civil Matters Litigation](#)
- [Corporate Law](#)
- [Corporate Services](#)
- [Estates, Trusts and Foundations](#)
- [Intellectual Property Litigation](#)
- [Tax Litigation](#)

SUMMARY

Fernando A. Arias joined the firm in 1984 and became a partner in 1995. Mr. Arias is Co-Managing Partner and is a member of the firm's Executive Committee. He is also Head of the firm's Corporate Services Practice Group.

Mr. Arias' litigation practice focuses on commercial and civil matters; taxation and administrative cases. His corporate practice includes establishing estate planning structures involving trusts, foundations and special purposes vehicles including companies registered in the BVI and Panama.

He currently overseas ARIFA Hong Kong office.

BAR ADMISSION

- Panama

LANGUAGE

- Spanish
- English

EDUCATION

Juris Doctor, Drake University (1983)

Bachelor of Arts, Tulane University (1979)

REPRESENTATIVE TRANSACTIONS

- [Successful representation of a local newspaper in a slander and defamation lawsuit by a former president of the Supreme Court of Justice](#)
- [Successful representation of Fursys before the Third Chamber of the Supreme Court of Justice of Panama](#)
- [ARIFA Settles Investment Dispute involving Land in Bocas del Toro](#)
- [Starr International Company US\\$1 Billion lawsuit against AIG](#)
- [ARIFA settles claim over construction equipment for client John Deere](#)
- [Settlement of long-standing claims that made possible the sale of the current Sheraton Hotel Panama](#)
- [Putting end to long standing complex litigation in courts of Panama and Portugal, for](#)

[the control of lands in Portugal](#)

RECOGNITIONS

- [Excellent dispute resolution lawyer, Panama, Leaders League \(2023\)](#)
- [Recommended dispute resolution lawyer, Who's Who Legal: Central America \(2016-2017, 2022\)](#)
- [Thought Leader, Firm Management, Panama, Who's Who Legal \(2022\)](#)
- [Recognized dispute resolution lawyer, Panama, Chambers Global \(2013-2022\)](#)
- [Recommended dispute resolution lawyer, Panama, Legal 500 Latin America \(2013-2016, 2018-2022\)](#)

PUBLICATIONS

- [Panama implements system to protect the private information of final beneficiaries of legal entities](#)
- ["Top 10 litigation tips", IFLR Dispute Resolution Guide \(2015\)](#)
- ["Panama's ADR push", IFLR Guide to Litigation and Dispute Resolution \(2011\)](#)

OUR CLIENTS SAY

He is a very professional lawyer who is well known in Panama for his work

Chambers LatAm 2022

A great lawyer who is highly experienced representing clients in litigation proceedings

Chambers LatAm 2021

A very strategic lawyer

Chambers LatAm 2018

He is really diligent in monitoring developments.

Chambers LatAm 2015

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

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

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

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

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

PRACTICE AREAS:

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

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

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

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

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

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

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

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

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

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

Practice Areas include:

Corporate and Commercial

Mergers and Acquisitions

Bankruptcy and Restructuring

Intellectual Property and Information Technology

International

Antitrust and Competition

Finance, Securities and Insurance

Real Estate

Litigation

Labor and Employment

Compliance

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

3. Cross-border Practice and Global Network. City-Yuwa routinely advises 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.



Partner

Takayuki SUMIDA

Admitted 2003, Japan
E-mail takayuki.sumida@city-yuwa.com
Languages Japanese/English/Chinese

Practices

Mr. Sumida has many years of extensive experience in various types of legal practice for Japanese companies doing business in China. He has also worked as an expert for JICA in providing legislative support to the Chinese government, and has expertise in all aspects of Chinese laws and regulations. He provides support for Japanese companies investing in China and handles a wide range of legal issues that arise between Japanese companies and Chinese companies.

Professional Background / Education

Professional Background

2003	Associate at Itoga-Soga Law Office
2005	Associate at Cast Itoga
2008	Associate at Soga, Uryu & Itoga (current Uryu & Itoga) Long-term Expert at the Legislation Committee in the Standing Committee of the National People's Congress (NPCSC) of People's Republic of China dispatched by Japan International Cooperation Agency (JICA, - Oct. 2010)
2012	Partner at Soga Law Office Counsel at Hylands Law Firm
2023-	Partner at City-Yuwa Partners

Education

2000	Waseda University, Faculty of Law (LL.B.)
2002	Waseda University, Graduate School of Law (Master's Degree)
2003	The Legal Training and Research Institute of Japan

Professional Activities / Accolades

- Lecturer at Meiji Gakuin University Graduate Law School (2007)
- Secretary of International Exchange Committee in the Japan Federation of Bar Associations (2008-2010)



Partner

Akira Nagasaki

Admitted 2002, Japan 2008, New York

E-mail akira.nagasaki@city-yuwa.com

Languages Japanese/English

Practices

Mr. Akira Nagasaki, whose English is at native level due to being brought up in the US, is assisting numerous foreign clients in the areas of employment law, international transactions, international trade law and environmental law. He has represented clients in Japan and overseas in numerous M&A deals, cross-border transactions, and trade law issues. He was even one of the examiners of the national Bar Examination in the area of environmental law.

Professional Background / Education

Professional Background

2002-2012	Nishimura & Asahi
2007-2008	Davis Wright Tremaine LLP, Seattle
2012-	Adviser, Tokyo Metropolitan Intellectual Property Center
2013 to Present	City-Yuwa Partners

Education

1998	The University of Tokyo (LL.B.)
2002	Legal Training and Research Institute
2007	University of California, Berkeley, School of Law (Boalt Hall) (LL.M.)

Professional Activities / Accolades

Vice Chairman of the Environmental Protection Committee, Daini Tokyo Bar Association (2018-)

Chairman of the Environmental Protection Committee, Daini Tokyo Bar Association (2016-2018)

Examiner for the National Bar Examination (Environmental Law) (2016-)

Member of the Japanese Law Translation Council, Ministry of Justice (2015-)

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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.



Scott W. MacCormack

PARTNER

Scott MacCormack focuses his practice on business transactions, mergers and acquisitions, and finance. Scott partners with his clients to identify creative funding and financing options to support their transactional goals. He has significant experience representing energy, energy tech, infrastructure, maritime, and aerospace companies.

Scott has represented several significant startups from formation through initial seed funding and several successful VC financing rounds in the energy, energy tech and cleantech sector.

Scott also serves as principal outside counsel to several businesses.

Practice Highlights

Emerging Companies/Startups/VC Funding:

Represented Zap Energy in its \$130,000,000 Series D preferred stock offering. (2024)

Represented Malta in its \$60,000,000 Series C preferred stock offering. (2023)

Business Transactions:

Outside legal counsel to Avista, a large regulated electric and gas utility involved in the production, transmission, and distribution of energy and other energy-related businesses, including regulated electric and natural gas utilities in the Pacific Northwest. (Ongoing)

Special projects for Blue Origin supporting the vision of enabling a future where millions of people are living and working in space for the benefit of Earth. (Ongoing)

Debt Finance:

Represented Avista Corporation in its \$500,000,000 syndicated credit agreement. (2023)

CARES Act loans for Alaska Airlines, secured by loyalty program assets. (2021)

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Zach Bench

PARTNER

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Admitted to practice only in California and New York. Supervised by partners in the Seattle office.

Education

J.D., Georgetown University Law Center, 2013, cum laude

- President, Global Law Scholars
- Executive Editor, Georgetown Journal of International Law
- Contributing Student Author, International Migrants Bill of Rights

B.A., Philosophy, The George Washington University, 2007

Admitted to Practice

California, 2019

New York, 2014

Zach Bench is an attorney in the firm's corporate and business transactions practice group. He is a trusted partner in advancing his clients' growth and business goals, counseling private equity firms, public and private companies, and other clients on their most complex deals, as well as securities law and corporate governance.

Drawing from experience representing clients from both traditional and emerging industries, including the financial services and space sectors, Zach leverages his broad expertise to provide strategic guidance on high-level transactions such as mergers and acquisitions, restructurings, recapitalizations and joint ventures. He also represents investors and issuers in early- and late-stage preferred stock and convertible promissory note financing rounds.

Practice Highlights

Private equity

Zach is an active member of Davis Wright Tremain's private equity practice. Zach's recent matters include representing Franchise Equity Partners in several acquisition and investment transactions, Kestra Financial, a portfolio company of Warburg Pincus, in numerous acquisitions, Cetera Financial Group, a portfolio company of Genstar Capital, in several acquisition transactions, DoseSpot, a portfolio company of PSG Equity, in an acquisition, and Westward Partners in its acquisition of Three Bears Alaska, one of the leading retailers in western Alaska.

Financial services

Zach has extensive experience representing financial services entities in transactions. In the past year, he represented Kestra Financial, the parent company of Bluespring Wealth Partners, in Bluespring's acquisitions of several wealth management firms, Cetera Financial Group in several acquisition and investment transactions, Capital Management Group in its strategic investment by Hightower and PLH Financial Holdings and Legacy One Financial Holdings in a strategic investment by Arax Investment Partners in their affiliated entity, U.S. Capital Wealth Advisors.

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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

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“Sivi is a tremendous adviser and we trust him deeply with our plans.”

– Chambers Asia Pacific, 2024

“His deep understanding of the legal intricacies surrounding the deal, coupled with his ability to navigate challenges, was nothing short of extraordinary. His exemplary performance reflects not only on Dentons but also the standards of excellence that our organisation values.”

– Asia Business Law Journal, 2024

“Absolutely the best service in the world! He goes above and beyond to assist in many aspects and offers more than one service to clients. he is also very genuine with all matters.”

– Asia Business Law Journal, 2024

S Sivanesan is a senior partner in Dentons Rodyk's Corporate practice group. 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 its International A-List – Top 100 India-Focused Legal Experts Outside the Country (2020 – 2023) and listed by the Asia Business Law Journal (ABLJ) in its A-List – Singapore's Top 100 Lawyers (2023 – 2024). He has also been awarded the Cross Border Lawyer of the Year for Corporate by Legal Era Global Achievers Awards 2023 and 2024.

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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.*



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Barthélemy Littot is Counsel and leads the Projects (Finance & Infrastructure) practice in New York. He specializes in large projects carried out in emerging markets, particularly in the Caribbean, Africa and the Middle East. His main sectors of focus are energy, water, transport and mining projects.

Barthélemy advises international financial institutions and governments in relation to their PPP projects as well as sponsors and lenders. He has also developed significant experience in drafting PPP laws.

Before joining Gide, Barthélemy did his traineeships at Linklaters, Shearman & Sterling, EDF (the French electric utility company) and in a law firm in Qatar. He also worked on secondment at ContourGlobal.

Barthélemy holds a graduate degree in business law from Lyon II University and a Masters from the Political Institute of Lyon with a specialization in PPP. He also studied at the University of Pennsylvania, Wharton and Harvard. He is a member of the Paris Bar since 2014.

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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**.*



MICHAEL J. O'MALLEY

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PRACTICE AREAS
Corporate and Securities
Health Law
Mergers and Acquisitions
Tax

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

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

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

AWARDS/HONORS
Best Lawyers, 2010-2023
Best Lawyers, Lawyer of the Year in
Honolulu, 2012, 2015-2023
Chambers USA, 2019
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Michael J. O'Malley represents for-profit and nonprofit clients in their initial organization and structuring, business dealings, M&A transactions, infrastructure, capital and other financings, regulatory compliance, tax planning and proceedings before tax authorities, and also addresses issues of corporate governance and fiduciary duty.

His work includes:

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

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

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

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

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

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



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Mr. Aaron Zhou's practice focuses on cross-border and domestic mergers and acquisitions, private equity investment, venture capital investment, pharmaceutical/healthcare-related (BD) transactions, foreign direct investment (FDI), joint ventures, and general corporate matters. Mr. Zhou's practice covers a variety of industries, including technology, pharmaceutical, medical device, the Internet, telecommunications, healthcare management, automobile, clean energy, natural resources, insurance, finance, and culture and entertainment. Mr. Zhou has represented many renowned multinational and PRC companies in their cross-border and domestic merger and acquisition transactions and has acted for many foreign and domestic funds and companies in their private equity financing and venture capital investment projects. He provides a full range of legal services in these transactions and projects, including deal structuring, legal due diligence, drafting and reviewing transaction documents, and leading negotiations. Mr. Zhou has also helped many multinational and PRC pharmaceutical and medical device companies in out-license/in-license for the commercialization, development and manufacturing of pharmaceutical products and medical devices, sale and purchase of healthcare-related assets and businesses, research collaboration and manufacturing services agreements, supply agreements, CSO agreements, as well as distribution transactions. He has also helped PRC companies in their IPOs and listings on overseas stock exchanges, U.S. dollar and euro bond issuances, and listed company restructurings. In addition, Mr. Zhou is well-experienced in handling general corporate and compliance matters.

Mr. Zhou has over 20 years' legal experience, including five years at a top-five Wall Street law firm, three years as the Asia Pacific legal head of a Fortune Global 50 company, and legal counsel for the healthcare business of a Fortune Global 500 company. Mr. Zhou is a current member of the Equity Investment Committee as well as the Foreign Investment and Opening-up Committee of the Insurance Asset Management Association of China.

Mr. Zhou has been recognized as a Leading Lawyer in Corporate/M&A and Healthcare by authoritative international legal rankings, such as Chambers and Partners, The Legal 500, IFLR1000 and Asian Legal Business (ALB). Mr. Zhou has been selected as a leading lawyer in Corporate/M&A by Chambers Global (2023-2024), a leading lawyer in Healthcare and Corporate/M&A by Chambers Greater China (2022-2024), a Next Generation Partner in Corporate and M&A (2020-2024), a Next Generation Partner in Life Science & Healthcare (2022-2024) and a Recommended Lawyer in Corporate and M&A (2019) by Legal 500 Asia Pacific, a Notable Practitioner in Corporate and M&A, Restructuring and Insolvency by IFLR1000 (2022-2024), and a Top 15 Rising Lawyer by Asian Legal Business (ALB) (2018), and was shortlisted as Beijing M&A Lawyer of the Year by IFLR1000 China Awards (2022-2023).

Mr. Zhou is a member of the PRC Bar and a member of the New York State Bar.

Mr. Zhou received his LL.B degree from East China University of Political Science & Law and LL.M degrees from the University of Chicago and University College London (UCL).

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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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Commercial

Sovereigns

Industries

Aerospace and Defense

Automotive

Consumer

Manufacturing and Industrials

Life Sciences and Health Care

Real Estate

Technology and Telecoms

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

Representative experience

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

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

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

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

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

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

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

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

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

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

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

Private Capital

Areas of focus

Infrastructure/Energy M&A and Joint Ventures

Cross-border Mergers and Acquisitions

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

Chemical and Industrial Products

Education and admissions

Education

J.D., Vanderbilt Law School, 1998

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

Bar admissions and qualifications

District of Columbia

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

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

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

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

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

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

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

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

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

Awards and rankings

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

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

Latest thinking and events

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

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

Industries

Financial Institutions

Real Estate

Areas of focus

Structured and Cross-Border Finance

Real Estate Finance

Leveraged and Acquisition Finance

Restructuring

Banking and Financial Services

Admissions

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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.***



KAVERI SHRIVASTAVA

Kaveri is a Senior Partner with Kochhar & Co, Hyderabad. She practices in the areas of corporate and commercial laws. She also has substantial experience of having provided legal services in real estate and dispute resolution sectors.

Kaveri has over 20 years of diverse and extensive experience across law firms and corporates in India & USA in the areas of corporate law, real estate, technology, insolvency & bankruptcy law, intellectual property law, contracts and corporate litigation.

Kaveri has represented purchasers, sellers and their financial advisors in a wide variety of transactions, including joint ventures and strategic alliances. She has advised clients in mergers, acquisitions and other corporate transactions, including cross-border transactions.

Kaveri has provided comprehensive legal services to Asia's largest data center provider in varied transactions involving acquisition of domestic entities, leasing of data centres, setting up of data center and cloud operations and in relation to commercial arrangements with vendors and customers.

Kaveri has industry specific experience in the areas of infrastructure, aviation, power, information technology, retail, education, precious metals & gemstones and oil & gas.

She has experience in regulatory laws and has appeared before the New York State Supreme Court, various High Courts and Civil Courts in India and Sectoral Tribunals such as NCLT and AERAAT.

Education

- *LL.M., New York University School of Law, New York, USA*
- *LL.B., Delhi University, India*
- *BA, Political Science (Hons), Lady Shriram College, India*

Membership

- *New York State Bar Association, 2004*
- *Karnataka State Bar Association, 2004*

Recognition

- *Top 100 Individuals by the Forbes India Legal Powerlist 2023*
- *Recognised by the 2024 edition of The Asia Pacific Legal 500 as a "Recommended Lawyer" for Aviation, Aerospace, and Defence.*

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Legal 500 Top-Tier Firm 2022; Chambers Asia Pacific Ranked Firm 2022; India Legal Awards - Banking & Finance 2021; White Collar Crime 2020; M&A 2019



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**Lynn Lazaro**

Kochhar & Co. Toronto, Canada

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Lynn is the head of Kochhar & Co. in Toronto and licensed by the Law Society of Ontario to provide legal advice on the laws of India in Ontario. She is a cross border transactional attorney and assists global corporations doing business in India. Lynn advises on the laws of India with a strong emphasis on Intellectual Property, Technology and Commercial Law.

Lynn has broad experience in advising on complex IP strategies for large multinational enterprises and the worldwide protection of their intellectual property. She advises on the full range of a client's IP portfolio, including registrations, ownership, regulatory and IP risk management. She has negotiated and resolved complex disputes in the areas of patents, trademarks, and copyright infringement. Lynn's expertise also includes the IP diligence and advisory in the acquisition of Indian entities. She further represents global clients in the telecom industry by managing their commercial agreements and software licenses. In the mobile application industry, her expertise is backed by rich industry experience of having worked as in-house counsel with a multinational company developing mobile applications.

In the area of emerging technology, Lynn advises and manages the IP and privacy risk for clients operating in the Metaverse and Generative AI space.

Lynn is further certified in legal risk management for multinational companies by the Boston University School of Law. She advises clients in India on FCPA compliance and strategies to combat legal risk.

Lynn is a regular speaker at various seminars and conferences.

Presentations

- "AI Training Disputes" – World Technology Law Conference SLC – May 2023.
- "Tackling Counterfeiting & Infringement: IP strategies in different regions" – Multilaw – September 2022.
- "Patent Waivers and Compulsory Licenses" – Indian Legal Awards – September 2021.
- "How to protect your IP - for filmmakers" – Malhaar Video Festival – September 2020.
- "IP Challenges in COVID-19" – TNTDPC in association with World IP Organisation (WIPO) – June, 2020.
- "Idea Generation: IP in the service business and Industry 4.0" Global IP Conference 2020.
- "Future of Trademark Licensing in using Blockchain, Smart Contracts and Emerging Technology" Global IP Conference 2019.

Publications

- "Registration Of Trademarks Operating In The Metaverse", August 2022, Published on Mondaq.
- "NFTs Explained – Ownership, Licenses, And The Law", March 2022, Published on Mondaq
- "Patent Waiver For Covid-19 Vaccines – Necessary Or Reckless?", May 2021, Published on Mondaq, the World Services Group and TAG law sites.
- Video Presentation on "Intellectual Property Challenges in India Amidst the Covid Pandemic", June 2020, Published on the Kochhar & Co. website.
- Video presentation on "Intellectual Property Strategy in the Covid Pandemic" – April 2020, Published on the Kochhar & Co. website.

- Video presentation on “Regulatory Approvals for Covid-19 Products in India” – April 2020, Published on the Kochhar & Co. website.
- “COVID-19 Counterfeit Products and Fake Goods - Indian Law Perspective” – April 2020, Published by the World Service Group (WSG).
- “Artificial Intelligence in The World Of IP” – February 2020, Published on Mondaq.
- “Trademark Dilution”, September 2018, Published by Silicon India Magazine.
- “Intellectual Property Holding Companies and Their Benefits”, August 2018 Published on Mondaq
- “Intellectual Property Strategies in a Global Technology Market”, July 2018 – Published by Silicon India Magazine

Awards & Recognitions

- Top 100 Individual Lawyers - Forbes India Powerlist 2021
- 40 under 40 Best Lawyers and Legal Influencers in India - BW Legal World 2021
- “Next Generation Partner” for IP - Legal 500 Asia Pacific 2023 - 2021
- “Recommended Lawyer” for TMT – Legal 500 Asia Pacific 2023 - 2021
- Top 100 India’s Leading IP Experts – Asia IP 2023 - 2021
- World IP Leader - WIPR Listings 2023 - 2021

Education

- Master’s in International Business Law (M.I.B.L), La Trobe University, Melbourne, Australia
- BA.L.L.B., Integrated Law Course, University Law College, Bangalore University

Certification

- Advanced Certification in Legal Risk Management Strategy for Multinational Enterprises, Boston University May 2018.
- Certification on IP Licensing – LES India - 2019.

Practice Areas

- Intellectual Property Law
- Technology Law
- Commercial Law

Admission

- Karnataka State Bar
- Indian Trademark Registry
- Foreign Legal Consultant – Law Society of Ontario

Memberships

- Indo - Canadian Business Chamber
- ChIPs – Advancing Women in IP, Tech and Policy
- Can-Tech Law Association
- INTA

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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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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

Mandarin, English



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Robin Chang
Partner

Banking and Finance

Project
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Mr. Chang advises major international commercial banks and investment banks on their operations in Taiwan. He successfully assisted the listing of some foreign companies through their Cayman Islands holding companies, in GreTai Securities Market in Taiwan. He advised syndication financing for acquisition of local banks the project finance of offshore windfarm projects. He also advised some local banks for their customers' investments in structured notes issued by Lehman Brothers entities. Furthermore, he assisted some foreign banks in establishment of their branches in Taiwan. Mr. Chang represented many leading international and domestic financial groups for their M&A transactions in connection with Taiwanese banks and insurance companies.

Qualifications

Admitted to Taiwan Bar Association (1997)

Experience

Member of Taipei Bar Association, Taipei, Taiwan, R.O.C.

Assistant Officer, Bureau of Monetary Affairs, Ministry of Finance R.O.C.

Assistant Manager, Central Bureau of Trust, Taipei Branch R.O.C.

Education

LL.M., University of Pennsylvania, Philadelphia, PA, U.S.A. (1999)

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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
Shardul Thacker, Yazdi Dandiwalwa or Darius Kakalia in Mumbai.*

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

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

Our attorneys practice in the following areas:

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

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



FRANK BOYLE YRIGOYEN

SENIOR PARTNER EUROPEAN DESK

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CASTRO
ONO
& HERRERA
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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)

LANGUAGES



- English
- Spanish
- Italian



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PRINCIPAL PARTNER

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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
 - Spanish
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WORK EXPERIENCE



- Regularly advises financial and non-financial companies in complex M&A and financial transactions in domestic and international market.
- Over the past years, has taken part in several transactions that involved Peruvian government entities and companies premises, including the acquisition of the Empresa de Generación Huallaga by China Three Gorges, the acquisition by CPPIB of a participation in Enfoca funds, acquisition of Luz del Sur by CYPC, the issuance of ADS by Graña y Montero by the amount of US \$ 475 million on the New York Stock Exchange; the issuance of Global Depository Notes for USD 625 million by UNACEM; the recent sale of the agricultural business owned by Solum Partners I to Uniffrutti, etc.
- He also has extensive experience in litigation tax, being noteworthy the advice provided to Telefónica del Perú, BBVA and Interbank in different tax processes before the Peruvian Government, as well as his participation as a lawyer for the plaintiffs in the Icatom and Industrial Paramonga cases, in those that the Constitutional Court ruled on the collection of default interest and the application of the statute of limitations in tax matters.
- Has participated as speaker in the Business Opportunities for Latin America seminary organized by AIJA in Lima in 2011, in the Latin America Tax Planning Strategies Conferences organized by ABA in 2012 and 2015, and in the Latam Panel organized by STEP in New York in 2015.
- Has been recognized by Chambers & Partners, Legal 500 and Latin Lawyer as one of the leading lawyers in taxation in Peru.

PRACTICE AREAS



- Tax Law
- Project finance and Syndication
- Tax Planning
- Private clients

LANGUAGES



- English
- Spanish
- Portuguese

EDUCATION



- School of Law, Universidad Privada Antenor Orrego (2004).

- Universidad Austral (Intensive Course on Tax Law International - 2018).

ACADEMIC ACTIVITY



- Prize for Academic Excellence in Law awarded by the Public Records National Superintendency SUNARP (2003).



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About NautaDutilh

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

Global reach, local insights

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

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



Jaap Stoop
Partner

Mobile | + 31 6 20 21 06 15

Email | Jaap.Stoop@nautadutilh.com

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.



Harm Kerstholt

Partner, Amsterdam

Email

Harm.Kerstholt@nautadutilh.com

Telephone

+31 20 71 71 551

+31 6 51 30 48 65

Expertise

Corporate/M&A

Energy & Natural resources

Hydrogen

Sustainable business & Climate change

Harm Kerstholt is one of the leading transactional lawyers in the Netherlands for JV's, deals and projects in the energy sector. With over 25 years of experience working Almost exclusively for clients in the energy sector, Harm adds value for his clients due to his expertise, vast experience and business acumen that allow him to come up with pragmatic solutions to legal challenges.

In 2016, Harm moved to NautaDutilh's New York office and led the firm's corporate M&A practice there until his return to the Netherlands in the summer of 2019, when he re-joined the energy practice.

Work highlights

Harm has worked on numerous mandates in the energy sector. He is specifically known for his ability to advise on the commercial implications of energy regulations and how to address these in a practical manner when counseling clients on M&A transactions, projects and complex energy contracts.

In addition to energy work, Harm also spearheads the firm's Sustainable Business & Climate Change team, which identifies the risks and opportunities, working with clients on future-proof solutions for the complex and interconnected challenges of responsible business conduct. Besides counselling clients with the transition of a low carbon economy, the multi-disciplinary team combines lawyers with specific expertise on ESG risks and opportunities, climate change litigation, sustainable finance, and business human rights law.

Qualifications

Harm graduated from Groningen University in 1998. He joined NautaDutilh in 2001 and became partner in 2006.

Harm Kerstholt is one of the leading transactional lawyers in the Netherlands for JV's, deals and projects in the energy sector. With over 25 years of experience working Almost exclusively for clients in the energy sector, Harm adds value for his clients due to his expertise, vast experience and business acumen that allow him to come up with pragmatic solutions to legal challenges.

In 2016, Harm moved to NautaDutilh's New York office and led the firm's corporate M&A practice there until his return to the Netherlands in the summer of 2019, when he re-joined the energy practice.

Work highlights

Harm has worked on numerous mandates in the energy sector. He is specifically known for his ability to advise on the commercial implications of energy regulations and how to address these in a practical manner when counseling clients on M&A transactions, projects and complex energy contracts.

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What others say

He is a prominent and well-connected transactional lawyer in the Netherlands according to the leading legal guides:

- 'Harm and Lisa are great to work with, both professionally and personally. We really enjoyed working with them on a very intense project. That really makes a difference.'
The Legal 500 2024
- "Harm's strategic, commercial and legal support in various projects. It has always been a great comfort to have him on board, not only because of his broad experience and legal expertise, but by the way in which he breaks down complexity, and his highly effective negotiating skills."
Chambers Europe 2022
"Super proactive and solution-driven"
Chambers Europe 2021
- "Harm Kerstholt and his team worked tirelessly and did a fantastic job to keep the momentum and provide a timely delivery"
The Legal500 2021

Qualifications

Harm graduated from Groningen University in 1998.

He joined NautaDutilh in 2001 and became partner in 2006.

RICHARDS BUELL SUTTON

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Fax: 604 688 3830

Surrey Office

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Tel: 604 582 7743
Fax: 604 582.7753

Web Site: www.rbs.ca

PRAC Primary

Contacts:

jchan@rbs.ca

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.

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 Joe Chan in Vancouver (Direct Line 604 661 9263).*



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Established in 1871



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Assistant

Julie Green
Direct: 604.661.9233
Fax: 604.688-3830
jgreen@rbs.ca

Practice Areas

Lending and Secured
Transactions

Commercial Real Estate
Acquisitions and Sales

Institutional Real Estate

Insolvency

Bar Admission

British Columbia, 1999

Education

University of Alberta, LL.B., 1998

University of Calgary, (Political
Science), B.A., 1995

MARK C. BARON, FIRM MANAGING PARTNER

Mark Baron is the firm's Managing Partner and the leader of both its Real Estate Department and the Commercial Lending Practice Groups. His preferred practice area is commercial lending, but he has significant experience in commercial real estate transactions and insolvency. Mark regularly acts for chartered banks, credit unions, life insurance companies, private lenders, public institutions and large private companies in commercial lending transactions. He advises on all manners of secured loan transactions from complex syndicated mortgage loans to asset-based commercial loans, including all ancillary matters corollary to these loan structures.

He serves as the president and counsel to the Mortgage Investment Association of British Columbia. Mark is a regular contributing author and presenter for the Continuing Legal Education Society of British Columbia.

Mark has volunteered for numerous organizations and continues to be active in the community. He is a past member for many years of the board of directors for the Canadian Mental Health Association, Vancouver Fraser Branch, and was tasked with the legal responsibilities of overseeing the amalgamation of three long-standing branches into the current branch. He currently sits on the board of the West Vancouver Minor Hockey Association and volunteers to coach both kids hockey and boys soccer. Previously he was active with the Kats Rugby FC, and was a long time delegate to the Vancouver Rugby Union. Mark was a regular contributor to The Greater Vancouver Food Bank in capacities ranging from volunteering to sorting food at the warehouse, to assisting other groups with the organization of charity events and fundraising.

Mark provides legal services through Mark C. Baron Law Corporation.

REPRESENTATIVE CLIENT WORK

- Acts for lead lenders in syndicated construction and term loans
- Acted to secure \$100 million debentures in complex development and lease back structure



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Languages

English

- Acted to secure complex participating interest program for developer take back mortgages
- Regularly acts for lenders in loan transactions to property developers, businesses, estates, provincial and federal not-for-profits, cooperative associations and unions
- Recurrently acts for local housing authorities
- Drafted participation agreements for investors to private lender clients

PROFESSIONAL & COMMUNITY INVOLVEMENT

- President, Counsel and Director of Mortgage Investment Association of British Columbia
- Director, West Vancouver Minor Hockey Association
- Coach, West Vancouver Football Club
- Assistant Coach, West Vancouver Minor Hockey Association
- Past Director, Canadian Mental Health Association, Vancouver Fraser Branch
- Past Delegate, Vancouver Rugby Union

PROFESSIONAL AFFILIATIONS

Director (President and Counsel), Mortgage Investment Association of British Columbia

Canadian Bar Association

CBA (B.C.) Subsections - Banking, Insolvency, Real Property, Environmental

Canadian Association of Insolvency and Restructuring Professionals

Canadian Association of Accredited Mortgage Professionals

Urban Development Institute

National Association of Office and Industrial Properties

NEWS

December 18, 2023

RBS Donates \$30,000 to 3 Local Organizations

January 24, 2023

Four New Partners Welcomed to the Partnership

September 8, 2014

ALS Ice Bucket Challenge



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EVENTS

September 23, 2014

CLEBC Seminar - Real Estate Development: Advanced Issues 2014

September 23, 2014

CLEBC Seminar - Real Estate Development

PUBLICATIONS

January 1, 2013

Post-Judgement Remedies - Real Property

January 20, 2012

Legislative Update - Section 10 of the Canada Interest Act

December 31, 2009

Mortgage Investment Association of BC Annual Legal Report, 2009



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Practice Areas

Commercial Real Estate
Acquisitions and Sales

Craft Breweries and Distilleries

Institutional Real Estate

Land Assembly

Lending and Secured
Transactions

Real Estate Development

South Asian

Bar Admission

British Columbia, 2012

ANEEZ N. DEVJI, MANAGING PARTNER, VANCOUVER

Aneez Devji is a partner in Richards Buell Sutton's Real Estate Group and a Chambers ranked lawyer. He has over a decade of experience advising on significant commercial real estate matters for private developers and land owners, including many locally and family owned investment firms, banks and institutional clients. Aneez was appointed the Managing Partner of the Vancouver office in April, 2024.

His practice area includes all aspects of commercial real estate transactions including acquisitions, sales, financing, leasing, partnerships, joint ventures and other ownership structures, and land development and management. Aneez also has particular expertise in these areas for advanced educational institutions, and serves as chair of the firm's Advanced Education and Research group. He is known for engaging with his clients and finding practical solutions to complex legal matters.

Aneez is a significant contributor to the firm and serves on the management committee, is a proud member and past chair of the South Asian group, and is an active mentor to young lawyers.

Outside of his practice, Aneez enjoys spending time with his family and dog, and stays active as often as possible through sports (especially soccer!).

Aneez provides legal services through Aneez N. Devji Law Corporation.

REPRESENTATIVE CLIENT WORK

- Structuring a joint venture among a pension fund and local private developers
- Development of mixed-use retail, commercial and residential complex with over 1000 units by a local developer in the lower mainland
- Development of long-term residential build out on Vancouver Island
- Representing a developer on a \$500 million construction loan facility



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**Education**

University of B.C., J.D., 2011

Simon Fraser University, B.B.A.
(Finance), 2008

Languages

English

Gujarati

- Sale of downtown Vancouver office tower
- Leasing of office, industrial and retail space throughout B.C.
- Craft breweries and distilleries – leasehold and financing needs

PROFESSIONAL & COMMUNITY INVOLVEMENT

Aneez is an active contributor to the legal community and frequent presenter. Past Engagements include:

- Chair, RBS University Counsel Seminar (annually)
- CBA(British Columbia) Banking Law Section. Elected Legislative Liaison 2016 – 2019
- CBA(British Columbia) Real Property Section. Elected Legislative Liaison 2012 – 2016
- “Undertakings” – Presented at the CLE British Columbia Real Estate Fundamentals for Lawyers course, 2014, 2016 and 2018
- “Strata Leases” – Presented at the Pacific Business & Law Institute Commercial Leasing seminar in 2020
- Contributor, Professional Legal Training Course Practice Materials (Conveyancing Section)
- Contributor, Continuing Legal Education Conveyancing Deskbook (select chapters)
- Instructor, Vancouver Community College, Legal Research course for the paralegal program

PROFESSIONAL AFFILIATIONS

Law Society of British Columbia

Canadian Bar Association

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Vancouver Bar Association

NEWS

June 4, 2021

Congratulations to our 2021 Students on Completing Their Articles!

January 9, 2019

RBS Welcomes Two New Partners

July 27, 2016

Aneez Devji interviewed for NEWS 1130

April 28, 2016

Global TV Interview With Ted Chernecki

April 27, 2016

CBC's Andrew Chang Interviews Aneez Devji

August 27, 2015

RBS is a sponsor of the 2015 BC Beer Awards

August 10, 2015

RBS is a proud sponsor of the British Columbia Shopping Centre Association Charity Golf Tournament

October 3, 2014

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

May 24, 2012

Firm adds two new associates – Aneez Devji and Richard Yalowsky

EVENTS

November 9, 2022

Advanced Education Group Host Annual Half-Day Seminar for BC University Counsel

June 23, 2021

RBS Sponsors Delta Health Classic Golf Fundraiser to Support Delta Hospital

March 5, 2020

Aneez N. Devji Presents on Leasing Challenges in Mixed-Use Strata Buildings at PBLI

May 24, 2018

RED Talks Coming to Vancouver on May 31st

PUBLICATIONS

November 16, 2022

Important Notice: DEADLINE – Land Owner Transparency Act



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October 7, 2015

Security Deposits: What Security Do They Provide Landlords?

November 28, 2014

Craft Counsel Blog Post: Lease Tips – Does your Landlord own your Beer Tanks?

September 19, 2014

Craft Counsel blog post: A Lease, a Sublease and an Assignment of Lease: Does it Matter?

January 18, 2013

Commercial Leases: The Return to the GST/PST System in British Columbia



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Assistant

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Email: dtan@rbs.ca

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

British Columbia, 2006
Alberta, 2004

Education

University of Calgary, LL.B., 2003
University of Hong Kong
(exchange semester) 2003

JOE C. CHAN, PARTNER

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

Joe has experience with a wide array of mergers and acquisitions and other 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, hopefully more).

He has also worked on securities law matters, from assisting clients through their IPOs, debt and equity financings, corporate governance matters, plans of arrangement, and ‘go private’ transactions, as well as on 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
- Completion of a \$159 million acquisition of a mobile game company, with concurrent public offering and public listing on TSX
- Advising vendors in USD \$75 million sale of private video game company
- Completion of an acquisition of an industrial minerals/products business with



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University of Calgary, B.Sc.,1999

Languages

Cantonese

English

activating mining operations

- Completion of multiple public mining company sales by way of plan of arrangement
- Advising on dual listing applications in Canada and the United Kingdom
- Completion of numerous “qualifying transactions” for TSXV-listed capital pool 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
- Merger of accounting firms
- Advising law firms regarding partnership issues and structures
- Structuring advice for start-up restaurant franchise venture
- Restructuring of a real estate investment company to a REIT structure, with concurrent public offering
- Public offering of convertible debentures for a 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

PROFESSIONAL & COMMUNITY INVOLVEMENT

- Board of Directors, Dr. Sun Yat-Sen Classical Chinese Garden
- Board of Directors, Greater Vancouver Food Bank (2017-2018)
- 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)

CLIENT TESTIMONIAL



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“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 LLP

NEWS

January 20, 2023

Happy Lunar New Year!

February 1, 2022

Happy Lunar New Year!

June 12, 2019

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

May 9, 2019

RBS Partners take on Everest!

January 22, 2018

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

July 19, 2017

Asia Pacific Group Offers Multilingual Legal Services

June 20, 2017

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

August 27, 2015

RBS is a sponsor of the 2015 BC Beer Awards

October 3, 2014

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

August 13, 2014

RBS sponsor of The Golden Dumpling Cook Off and Derby Event



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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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Practice Areas

Real Estate
Commercial Leasing

Bar Admission

British Columbia, 2012
Alberta, 2010

Education

University of Western Ontario,
J.D., 2009
University of Law, Hyderabad,
India (exchange semester),
NALSAR, 2008
University of Calgary,
(Economics) with Distinction, B.A.,
2003

Languages

English

MORGAN FOWLER, DIRECTOR OF PROFESSIONAL DEVELOPMENT

Morgan is the Director of Professional Development, and Counsel at the firm. She is responsible for leading and managing the associate and summer and articling student programs. This includes recruitment, training, professional development, wellness, mentorship and performance.

Morgan is dedicated to working with the firm's associates and students to identify and achieve their unique career goals so they can practice with purpose and excellence. She is a passionate advocate for the advancement of women in the legal profession, and is an active member of the firm's Equity, Diversity and Inclusion (EDI) committee.

As Counsel, Morgan has over a decade of experience at RBS, and before that at a large national firm in Calgary. Morgan's current practice focuses on commercial leasing however, she is adept in many areas of the law including real estate transactions, insolvency and commercial litigation. This unique skill-set allows her to deliver comprehensive guidance to the firm's associates and students.

Outside of work, you will find Morgan with her husband and three small children, or escaping for a moment's peace on her bike, yoga mat or newfound love - the tennis court.

PROFESSIONAL AFFILIATIONS

Law Society of British Columbia
Canadian Bar Association
National Association for Law Placement (NALP)



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NEWS

November 2, 2023

The Centre for Business Law at UBC Hosts Appreciation Event in Recognition of RBS Sponsorship

EVENTS

January 19, 2023

Student Committee Members attend Allard Career Fair

June 23, 2021

RBS Sponsors Delta Health Classic Golf Fundraiser to Support Delta Hospital

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

PUBLICATIONS

July 6, 2017

When you are ready, make your move.



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Jeff Nankivell



President and CEO, Asia Pacific Foundation of Canada

Jeff Nankivell joined APF Canada as President and CEO on September 7, 2021.

Prior to this, he had a 33-year career in Canada's Foreign Service. He held various positions at the Canadian International Development Agency between 1988 and 2008, working on programs related to China, Russia, strategic policy, and international financial institutions. A fluent Mandarin speaker, he was posted three times to Canada's embassy in Beijing – in the development assistance section 1991-95 and 2000-04, and as Deputy Head of Mission 2008-11.

From 2011 to 2016, Jeff served in Ottawa/Gatineau as Director General responsible for Canada's official development assistance programs across Asia, first with the Canadian International Development Agency and then with Global Affairs Canada. In 2016 he was appointed Consul General of Canada in Hong Kong and Macao, serving in Hong Kong until May 2021.

Jeff holds a Master's degree in political sociology from the London School of Economics, BA in international relations from the University of Toronto and Université Laval, and certificate (one-year program) in Chinese language and culture from the Chinese University of Hong Kong.

Jeff Nankivell can be contacted via email at president@asiapacific.ca

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About us

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

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

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

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

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

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



VICENTE GRAU

Partner



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

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

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

He also collaborates pro bono with various foundations and associations.

INTERNATIONAL EXPERIENCE

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

ASSOCIATIONS AND AFFILIATIONS

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

EDUCATIONAL EXPERIENCE

Professor of Business Law at different universities in Mexico.

ACKNOWLEDGEMENTS



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EDUCATION

JD
1994, Instituto Tecnológico Autónomo de México, Mexico.

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

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

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

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

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

LANGUAGES

- + Spanish
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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.*

Leah C. Abutan is a partner and a member of the Firm's Special Projects, Banking, Finance & Securities, Tax, and Corporate Services departments. Her practice areas include investments, mergers and acquisitions, competition, financing transactions and regulatory matters, e-commerce and technology, corporate services, and business transactions. She is also a Certified Public Accountant.

Practice Experience

Ms. Abutan has participated in a number of projects involving mergers and acquisitions in various industries, including transportation and communications, real estate, energy and power, cement, oil and gas, advertising, e-commerce and internet-based businesses, manufacturing, mining, and financial services. She has vast experience in conducting legal due diligence on corporate acquisitions and other forms of investments; investment structuring; drafting and reviewing transaction documents; contract negotiations; rendering advisory opinions on day-to-day corporate matters; and corporate secretarial duties.

She also represents clients on merger control and advises clients regarding competition laws and anti-trust matters.

She regularly advises financial institutions on the regulatory requirements governing products and services to be distributed in the Philippine market.

Ms. Abutan's representative projects include:

- PHP40B secured term loan facility for 930MWh battery energy storage system project across multiple sites in the Philippines

- bidding for the 51% stake of STEAG in STEAG State Power, Inc.
- purchase by Aéroports de Paris SA, a French corporation, of interest in GMR Airports Limited
- sale by Metro Pacific Investments Corporation of equity interest in Metro Pacific Light Rail Corporation, which directly and indirectly owns Light Rail Manila Corporation, to Sumitomo Corporation
- acquisition of Avon Products, Inc., a New York corporation, by Natura Cosméticos S.A.
- sale by Frabelle Fishing Corporation of majority interest in Frabelle Corporation to Johnsonville International LLC
- acquisition, and the subsequent divestment, by Coca-Cola FEMSA of its interest in Coca-Cola Philippines
- sale by ANZ Funds Pty Ltd of its 20% stake in Metrobank Card Corporation
- bidding for the acquisition of the controlling stake of The AES Corporation in the 600 MW coal-fired power plant in Masinloc, Zambales
- bidding for the acquisition of the controlling interest in Lafarge

Personal Data

Ms. Abutan obtained her bachelor's degree in accountancy (*magna cum laude*) from San Sebastian College-Recoletos de Cavite and her law degree (Second Honors and class valedictorian) from Ateneo de Manila University. She was admitted to the Philippine Bar in 2010.

Leah C. Abutan

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TAB 6 - ONE ON ONE MEETING SCHEDULE

One on One Meeting Schedule

Vancouver 2024

FIRM	Monday 3:30	Monday 3:45	Tuesday 2:00 pm	Tuesday 2:15 pm
ALLENDE & BREA				
ARIFA				
BRIGARD URRUTIA				
CAREY				
CITY YUWA	Hogan WA TABLE 1	DentonsRodyk TABLE 1	Muniz TABLE 1	Han Kun TABLE 1
DAVIS WRIGHT	Richards Buell TABLE 2	Santamarina TABLE 2	Lee & Li (1) TABLE 2 Han Kun (2) TABLE 3	
GIDE	Kochhar TABLE 4		Nauta TABLE 5	SyCip TABLE 3
GOODSILL				
HAN KUN	Lee & Li TABLE 5	Muniz TABLE 5	Davis Wright TABLE 3	City Yuwa TABLE 1
HOGAN LOVELLS Hong Kong	Muniz TABLE 6	Lee & Li TABLE 6	Sycip TABLE 6	Kochhar TABLE 6
HOGAN LOVELLS Washington	City Yuwa TABLE 1		Richards Buell TABLE 4	
KOCHHAR & CO	Gide TABLE 4	Richards Buell TABLE 7		Hogan HK TABLE 6
LEE AND LI	Han Kun TABLE 5	Hogan HK TABLE 6	Davis Wright TABLE 2	Dentons Rodyk TABLE 7
MUNIZ	Hogan HK TABLE 6	Han Kun TABLE 5	City Yuwa TABLE 1	
NAUTA DUTILH			Gide TABLE 5	
RICHARDS BUELL	Davis Wright TABLE 2	Kochhar TABLE 7	Hogan WA TABLE 4	Santamarina TABLE 4
DentonsRODYK	SyCip TABLE 7	City-Yuwa TABLE 1	Santamarina TABLE 7	Lee & Li TABLE 7
SANTAMARINA		Davis Wright TABLE 2	DentonsRodyk TABLE 7	Richards Buell TABLE 4
SYCIP	Dentons Rodyk TABLE 7		Hogan HK TABLE 6	Gide TABLE 3

Table 8 is open for Delegates waiting for next scheduled meeting to begin.

Suggested Guidelines for PRAC Conference One on One Meetings

Primary Contacts and Conference Delegates are reminded of PRAC Policy & Planning Committee's undertaking and implementation of recommendations to heighten PRAC awareness within member firms and to increase Delegate participation during Conferences.

Along those lines, the overall success of the Conference and in particular, One on One Meetings, requires your participation and advance planning. All firms are asked to participate in the meeting selection process.

Before making your selection, Delegates and Primary Contacts:

*** Poll your firm partners for areas of interest**, such as ongoing, joint or future projects and new practice areas, secondments etc.

*** Review Client Needs**

Which of your clients might:

- have needs for legal assistance in another PRAC jurisdiction;
- appreciate an introduction or business connection or accommodation in another PRAC jurisdiction;

*** What businesses from other PRAC jurisdictions** are doing (significant) business in your jurisdiction/country/area?

*** What significant legal or business developments** have recently occurred which affect you or your clients and other PRAC jurisdictions?

*** Prepare for the Conference**

Attending delegates will be provided with a preliminary list of delegates and conference materials including the One on One meeting schedule, in advance of the conference start.

In most cases, it is unlikely that Conference Delegates would know every file, introduction or referral made between firms. To better prepare for the Conference, Delegates and Primary Contacts are encouraged to review internally and perhaps reach out to firms to investigate possible joint areas of interest **IN ADVANCE OF THE CONFERENCE**.

While we strive to organize all requested meetings, not all requests can be accommodated. In that event, firms will be advised of any unmet requests.

*** After the Conference**

Follow up with all member firms - a 30 day post conference reminder will be sent by way of the Chair Report. Attending Delegates are encouraged to follow up separately with all requests whether in advance of the conference or over the course of the conference.

TAB 7 - BUSINESS SESSION #6 AGENDA
Making the most of PRAC membership

Business Session #6
MAKING THE MOST OF PRAC MEMBERSHIP

Tuesday, September 24, 2024

Brief Overview of Background and Strategic Review (Sarah Tune, PRAC Chair)

Strategic Review attached TAB 8
State of Policies and Objectives TAB 15
Ongoing Implementation of Strategic Review

New Membership Efforts (Owen Chan, Vice Chair)

Providing Guidance and Tools to Member Firms

Code of Conduct TAB 9
PRAC Chair Reports - example report Paris 2024 attached TAB 10
Restarting PRAC One-on-One meetings TAB 6
Succession Planning

Ways to Maximize Your Firm's Participation and Benefits in PRAC

Attendance
PRAC on the Road Initiative TAB 11
PRAC Event Connect Initiative TAB 12
Monthly e- bulletin TAB 13
Referral Database TAB 14

Discussion and Feedback on Future Improvements

Official PRAC Business and Honors to Host Firm RBS (see agenda TAB 16)

TAB 8 - 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 9 - PRAC CODE OF CONDUCT

CODE OF CONDUCT PACIFIC RIM ADVISORY COUNCIL

May <@>, 2024

1. **Background**

Pacific Rim Advisory Council (“**PRAC**”) is an affiliate network comprised of legal firms operating in different geographic regions around the world. Its success is dependent on the fostering and maintenance of strong relationships among its member firms (each a “**Member**”).

Each Member is required to appoint two representative members (each a “**Primary Delegate**”), who will serve as points of contact for that Member firm for such items including, but not limited to, the receipt of referral requests and coordinating a response to same; providing Member information to PRAC and disseminating PRAC information to members of the Member firm; and organizing other representatives (each, including the Primary Delegates, a “**Delegate**”) to attend PRAC conferences and/or organized events.

At each conference arranged by PRAC (each a “**Conference**”), substantive business sessions and networking/social events are held, with a view to encouraging an open exchange of ideas regarding firm management, business development, IT and other current developments in the legal profession, with a longer view to establishing, fostering and maintaining strong relationships among Members through their Delegate(s).

In turn, PRAC relies upon each Delegate to deliver news, information and updates to the members of its respective Member firm, so as to increase and maintain the visibility, relevance and overall importance of PRAC within each Member firm.

Each Member, and each Primary Delegate and each Delegate attending a Conference, is encouraged to follow the principles described herein.

2. **Purpose**

This policy is intended to provide overall guidance to each Member and each Delegate attending a Conference as to the expectations of PRAC and its Members regarding Conferences, with respect to attendance at a Conference and other PRAC-organized events, and with respect to messaging and communications subsequent to each Conference and other PRAC-organized events, with a general view to strengthening and re-enforcing the visibility, relevance and overall importance of PRAC within each Member firm, and with a general goal of strengthening and maintain business referral and client work opportunities amongst Member firms.

3. **Duties of Members**

- (a) Each Member will use its commercially reasonable efforts to send at least one Delegate (preferably a Primary Delegate) to each Conference.
- (b) Each Member will implement succession plans with respect to the Primary Delegates and any Delegate(s) that (i) have represented the Member at Conferences on multiple occasions and (ii) who may be nearing retirement with respect to their respective role(s) with that Member.

- (c) Each Member will endeavor to cause their lawyers, marketing and/or business development departments to disseminate PRAC information and updates internally to their lawyers and staff as appropriate, with an emphasis on communicating such information at meetings of Member partners or relevant Member practice group meetings.
- (d) Notwithstanding the foregoing, it is recognized that each Member is expected to undertake only those efforts and planning that are appropriate to that particular Member's circumstances, further recognizing the resources of each Member may, from time to time, vary in scope.

4. Duties of the Primary Delegates

- (a) Each Primary Delegate is expected to act as their Member's representative within PRAC, and as such to serve as a point of contact for their Member.
- (b) In turn, each Primary Delegate is also expected to act as PRAC's representative within their Member, and as such to serve as a point of contact for PRAC.
- (c) As such, each Primary Delegate is expected to facilitate the provision of all necessary information to PRAC for the PRAC membership director and for the "PRAC Connect" newsletter, including but not limited to contact information, general information regarding their Member, and the reporting of significant deals and/or other developments for inclusion into the "PRAC Connect" newsletter.
- (d) Each Primary Delegate is also expected to be a primary point of contact for PRAC Member referrals, which will include the receipt of referral requests and the coordination of responses to such requests.
- (e) In the event that a Primary Delegate intends to leave or otherwise terminate their role with their respective Member, the Primary Delegate will use his, her or their reasonable efforts to cause their Member to name a successor Primary Delegate prior to the next PRAC conference.

5. Duties of Delegates (Conferences)

- (a) Each Delegate attending a Conference is expected to attend, to their reasonable capabilities, the business functions at Conferences and as many networking/social functions as their time permits, and to represent their Member at each such Conference.
- (b) Each Delegate attending a Conference is expected to actively participate at each Conference business function, and encouraged to contribute to same when possible or as requested.
- (c) To the extent that a Member has implemented a succession plan for its Delegate, the original Delegate shall use their reasonable efforts to introduce their successor to other Members' Delegates at all applicable Conferences.

6. Duties of Delegates (Post-Conference)

- (a) Within a reasonable time following each Conference, each Delegate will disseminate a summary of content presented at such Conference to other

members of the Delegate's Member firm, including to the management of such firm, and to any associate or business development committees of that Member firm, as appropriate.

TAB 10 PRAC CHAIR REPORT Paris 2024

From: **Tune, Sarah** <sarahtune@dwt.com>
Date: Sat, Jun 15, 2024 at 4:12 PM
Subject: PRAC - Paris Conference Chair Report

To All Paris Delegates and PRAC Primary Contacts

Dear Friends and Colleagues:

It was wonderful to see our PRAC friends in the Paris for our 69th International Conference. Gide organized an excellent conference with ample time to network while we toured the alleyways and famous Flea Market of Paris and over dinner enjoying the famous French Cuisine. We learned valuable insights about the European Market and challenges facing our clients and law firms. And, importantly, our membership has a renewed sense of energy and commitment to ensure that PRAC remains relevant, productive and beneficial for all of our member firms. To that end, the Chair report is composed of two parts: Part I is a recap of PRAC Matters discussed and of the full business agenda that will be of most interest to Delegates and PRAC Primary Contacts contained in the word document entitled "PRAC Paris 2024-Chair Report. Part II is a power point that can be edited with a set of key take aways and attachments that may be more digestible for circulation within the member firms. Please feel free to customize this power point for your firm and let us know if this is useful or could be modified to make it more useful to you. The attachments to both reports are also attached to this email.

Thank you to each of your continued support and participation in PRAC. Our mutual engagement is vital to the success of PRAC. I look forward to seeing you again in Vancouver to continue to nurture our relationships and develop business opportunities among friends.

Warmest regards,

Sarah Tune, Chair of PRAC
Davis Wright Tremaine LLP

attachments:

Gide Booklet Artificial Intelligence
PRAC Code of Conduct May 2024
PRAC Paris 2024 - Chair Report
PRAC Paris 2024 –Key Takeaways
PRAC Business Session – Climate

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Cc: susan.iannetta@prac.org <susan.iannetta@prac.org>, eck@gide.com <eck@gide.com>, rougier@gide.com <rougier@gide.com>, urlacher@gide.com <urlacher@gide.com>, julien.david@gide.com <julien.david@gide.com>, nguyen@gide.com <nguyen@gide.com>, flandroids@gide.com <flandroids@gide.com>, vernay@gide.com <vernay@gide.com>, bouvet-guiramand@gide.com <bouvet-guiramand@gide.com>, castex@gide.com <castex@gide.com>, dequire-portier@gide.com <dequire-portier@gide.com>, aurelie.pacaud@gide.com <aurelie.pacaud@gide.com>

PRAC PARIS CONFERENCE REPORT

RECAP FOR PRAC DELEGATES AND PRIMARY CONTACTS

PRAC Matters

- Momentum has been rebuilding since COVID, with three successful conferences now completed
- Membership Committee has identified a potential Thai candidate, and members will be focusing on key areas for new members as a priority: Australia/NZ, South Korea and Toronto. Members of the Membership Committee may contact the member firms to discuss potential candidates for membership.
- Policy/Planning Committee:
 - Code of Conduct has been prepared to further the implementation of the White Paper approved in New Delhi. The Code of Conduct is attached. Please review the Conduct of Conduct and contact Sarah Tune, Owen Chan or Joe Chan with any questions or concerns.
 - Upcoming conferences:
 - Fall 2025: Vancouver, British Columbia **September 21 – 24, 2024**
 - Spring 2026: Peru **April 26 – 29, 2025**
 - Fall 2026: Tokyo **October 18 – 21, 2015**
 - Member firms are encouraged to report inbound and outbound referrals to susan.iannetta@prac.org for data tracking. PRAC will be analyzing better tools to track these referrals on a going forward basis.
- **PRAC Events and Programs:** Member Firms are encouraged to take advantage of the other PRAC events and programs that will help deepen relationships among the PRAC member firms and foster relationships among multiple attorneys within PRAC member firms.
 - **PRAC Event Connect – Get on the List!** We are always looking to interact with PRACites in between our main conference events at other international events where PRAC members attend in numbers - e.g. INTA, IPBA, BA, IBA and PDAC.
 - Let us know which event your firm plans to attend and we'll put you on the PRAC Event Connect List. Send to: PRACevents@gmail.com
 - Consult the PRAC Event Connect List to identify PRAC member attendees to network with at these events. Invite PRAC member attendees to your receptions.

- Updated and distributed monthly to PRAC Primary Contacts: Available anytime at:
https://www.prac.org/PRACprivate/reports/2024_PRAC_Event_Connect.pdf
- **PRAC On The Road Initiative** – Foster your PRAC NexGen lawyers' international relationships with in-person visits/stays (not secondments) at PRAC member firms. Interested in learning more or being connected to firms that have successfully taken advantage of this program. Contact: susan.iannetta@prac.org
https://www.prac.org/PRACprivate/reports/2024_PRACOnTheRoad.pdf
- **Headline copy of PRAC e-Bulletin** – Contribute to the PRAC e-Bulletin and take advantage of the higher web searching ranking due to PRAC's ".org" status.
 - Primary Contacts are encouraged to provide their internal marketing/business development teams to visit us online for full details on how to submit articles for e-bulletin consideration.
https://www.prac.org/PRACprivate/reports/How_to_Contribute_Monthly_e-Bulletin.pdf

Agenda Recap

Country Briefing: Sandrine Menard, French Treasury, Head of Staff (Financial Markets)

- Efforts have been made by France subsequent to Brexit to boost capital markets, both domestically and in the EU
- Capitalizes on massive job transfer from London since Brexit
- Domestic statutes to provide capital market incentives (e.g. allowance of multiple vote shares to trade; secondary market incentives; targeted incentives for certain industries; changing severance obligations for certain industries)
 - Severance obligations/processes under French law have posed issues/concerns on cross-border deals in the past, often not as bad as perceived
- EU initiatives undertaken, including the creation of favorable tax treatment for certain products, and securitization initiatives

Climate Change Challenges: Guillaume Pakula, founder of Project Celsius

- Climate change poses real (not theoretical) challenges to existing business models across industries (e.g. impact on insurance industry)
- Delegates beginning to see climate change discussions becoming more prevalent as stand-alone issues and combined with ESG efforts (e.g. in project bidding, in bank financing requirements, outside counsel guidelines, due diligence etc.)

- Copy of powerpoint presentation attached or available online at PRAC website [https://prac.org/materials/ConferenceMaterials/2024 PARIS/PRAC PARIS6b.pdf](https://prac.org/materials/ConferenceMaterials/2024%20PARIS/PRAC%20PARIS6b.pdf)

Our Business Approach to the Olympic Games: Paul Williamson, founder of Two Circles

- Presentation by Two Circles regarding ticketing and the data driven business to grow the outreach of sports and in particular the Olympic Games
- The most important legal needs for events of such scale are IP enforcement, regulatory compliance with local laws and efficient and practical contracting since pragmatic solutions are needed in real-time versus litigation which would not deliver results in time for the events.

Negotiating in Troubled Waters: Marie-Pierre de Baillencourt, director of Institut Montaigne

- Fascinating presentation regarding the negotiation of the French submarine sale to Australia. Baillencourt has authored a book regarding negotiation tactics and strategies (French only), and presented from that perspective. Take aways for all negotiations include:
 - Negotiating is not the same as bargaining: it is the reaching of a consensus on commonalities
 - A “good” deal must be viable operationally, long-lasting, and one where everyone saves face
 - Keys to a successful negotiation:
 - Understand what your client is willing to risk in order to gain advantage
 - Internal alignment
 - Understand the other party's processes, people and motivation are key

Will AI Render Lawyers Obsolete?: Raphael Arroche, co-founder of Jimini Air

- Presentation on various AI services currently at play in the EU, some of which have global reach
- Since there is a rush to market with a plethora of different AI service providers, don't commit to one singular AI solution yet or commit to a long term contract.
- Analyze your firm's actual needs: are they analysis, compliance, productivity, operations, regulatory, contracting? The best use cases now are for analytics, drafting, summarizing/due diligence. Use of AI can also make nonbillable work more efficient to give way to more billable time.
- Training AI with internal documents remains a sensitive issue. See if there is a third-party certifier regarding confidentiality and privacy when an AI service provider is chosen. There will always be a concern that AI results can be reverse-engineered to their source documents

- Other common concerns: client prohibition on AI use (or client insistence on AI use for cost reduction); client consents; fee issues re: how to bill AI services used
- Attached is Gide's Summary of AI, new EU regulations regarding same, and how AI will impact various areas of law

Towards a New Era for Investment: Edmond Schlumberger, Law Professor at the Universite de la Sorbonne, and Senior Counsel at Gide

- Protectionism is increasing globally
- France has had a long system of foreign investment controls, focused historically on national defense sectors, but expanded subsequently to cover other sensitive industries (e.g. agribusiness, digital technologies). Includes approval requirements for control acquisitions, etc. Scrutiny has increased in recent years.
 - Often some ambiguity and uncertainty as to what sectors are deemed "sensitive" and subject to regulation, due to ambiguities at the regulator level
- Similar regulatory regimes exist in other Delegate jurisdictions: e.g. US, Canada, etc.
- Other Delegate jurisdictions reliant on foreign direct investment have a much more relaxed environment: e.g. Chile, Peru, Brazil

CODE OF CONDUCT PACIFIC RIM ADVISORY COUNCIL

May <@>, 2024

1. **Background**

Pacific Rim Advisory Council (“**PRAC**”) is an affiliate network comprised of legal firms operating in different geographic regions around the world. Its success is dependent on the fostering and maintenance of strong relationships among its member firms (each a “**Member**”).

Each Member is required to appoint two representative members (each a “**Primary Delegate**”), who will serve as points of contact for that Member firm for such items including, but not limited to, the receipt of referral requests and coordinating a response to same; providing Member information to PRAC and disseminating PRAC information to members of the Member firm; and organizing other representatives (each, including the Primary Delegates, a “**Delegate**”) to attend PRAC conferences and/or organized events.

At each conference arranged by PRAC (each a “**Conference**”), substantive business sessions and networking/social events are held, with a view to encouraging an open exchange of ideas regarding firm management, business development, IT and other current developments in the legal profession, with a longer view to establishing, fostering and maintaining strong relationships among Members through their Delegate(s).

In turn, PRAC relies upon each Delegate to deliver news, information and updates to the members of its respective Member firm, so as to increase and maintain the visibility, relevance and overall importance of PRAC within each Member firm.

Each Member, and each Primary Delegate and each Delegate attending a Conference, is encouraged to follow the principles described herein.

2. **Purpose**

This policy is intended to provide overall guidance to each Member and each Delegate attending a Conference as to the expectations of PRAC and its Members regarding Conferences, with respect to attendance at a Conference and other PRAC-organized events, and with respect to messaging and communications subsequent to each Conference and other PRAC-organized events, with a general view to strengthening and re-enforcing the visibility, relevance and overall importance of PRAC within each Member firm, and with a general goal of strengthening and maintain business referral and client work opportunities amongst Member firms.

3. **Duties of Members**

- (a) Each Member will use its commercially reasonable efforts to send at least one Delegate (preferably a Primary Delegate) to each Conference.
- (b) Each Member will implement succession plans with respect to the Primary Delegates and any Delegate(s) that (i) have represented the Member at Conferences on multiple occasions and (ii) who may be nearing retirement with respect to their respective role(s) with that Member.

- (c) Each Member will endeavor to cause their lawyers, marketing and/or business development departments to disseminate PRAC information and updates internally to their lawyers and staff as appropriate, with an emphasis on communicating such information at meetings of Member partners or relevant Member practice group meetings.
- (d) Notwithstanding the foregoing, it is recognized that each Member is expected to undertake only those efforts and planning that are appropriate to that particular Member's circumstances, further recognizing the resources of each Member may, from time to time, vary in scope.

4. Duties of the Primary Delegates

- (a) Each Primary Delegate is expected to act as their Member's representative within PRAC, and as such to serve as a point of contact for their Member.
- (b) In turn, each Primary Delegate is also expected to act as PRAC's representative within their Member, and as such to serve as a point of contact for PRAC.
- (c) As such, each Primary Delegate is expected to facilitate the provision of all necessary information to PRAC for the PRAC membership director and for the "PRAC Connect" newsletter, including but not limited to contact information, general information regarding their Member, and the reporting of significant deals and/or other developments for inclusion into the "PRAC Connect" newsletter.
- (d) Each Primary Delegate is also expected to be a primary point of contact for PRAC Member referrals, which will include the receipt of referral requests and the coordination of responses to such requests.
- (e) In the event that a Primary Delegate intends to leave or otherwise terminate their role with their respective Member, the Primary Delegate will use his, her or their reasonable efforts to cause their Member to name a successor Primary Delegate prior to the next PRAC conference.

5. Duties of Delegates (Conferences)

- (a) Each Delegate attending a Conference is expected to attend, to their reasonable capabilities, the business functions at Conferences and as many networking/social functions as their time permits, and to represent their Member at each such Conference.
- (b) Each Delegate attending a Conference is expected to actively participate at each Conference business function, and encouraged to contribute to same when possible or as requested.
- (c) To the extent that a Member has implemented a succession plan for its Delegate, the original Delegate shall use their reasonable efforts to introduce their successor to other Members' Delegates at all applicable Conferences.

6. Duties of Delegates (Post-Conference)

- (a) Within a reasonable time following each Conference, each Delegate will disseminate a summary of content presented at such Conference to other

members of the Delegate's Member firm, including to the management of such firm, and to any associate or business development committees of that Member firm, as appropriate.

The Pacific Rim Advisory Council

[member firm to insert internal contacts]

Primary Contacts:



Key Takeaways: Spring 2025 PRAC Conference

- **Lessons from High-Stakes International Negotiations (Australian/French Submarine Deal):**
 - Negotiating is not the same as bargaining: it is the reaching of a consensus on commonalities
 - A “good” deal must be viable operationally, long-lasting, and one where everyone saves face
 - Keys to a successful negotiation:
 - Understand what your client is willing to risk in order to gain advantage
 - Internal alignment
 - Understand the other party’s processes, people and motivation are key
- **Climate Change:** Member firms are beginning to see climate change discussions becoming more prevalent as stand-alone issues and combined with ESG efforts (e.g. in project bidding, in bank financing requirements, outside counsel guidelines, due diligence etc.). Attached is presentation on climate change.
- **Foreign Investment/Protectionism:** Protectionism is increasing globally and there is increasing ambiguity and uncertainty as to what sectors are deemed “sensitive” and subject to regulation. Obtaining local law advice early on in transactions is very important to identify guardrails at the outset of the parties’ negotiations, activities and transaction planning.

Key Takeaways: Spring 2025 PRAC Conference

- **Use of AI in the Legal Industry:**

- Analyze your firm's actual needs: are they analysis, compliance, productivity, operations, regulatory, contracting? The best use cases now are for analytics, drafting, summarizing/due diligence. Use of AI can also make nonbillable work more efficient to give way to more billable time.
 - Since there is a rush to market with a plethora of different AI service providers, don't commit to one singular AI solution yet or commit to a long term contract.
 - Training AI with internal documents remains a sensitive issue. See if there is a third-party certifier regarding confidentiality and privacy when an AI service provider is chosen. There will always be a concern that AI results can be reverse-engineered to their source documents
 - Other common concerns: client prohibition on AI use (or client insistence on AI use for cost reduction); client consents; fee issues re: how to bill AI services used
 - Attached is a Summary of EU Regulations on AI and AI Issues from Gide Loyrette Nouel, PRAC member firm
- **International Event Planning (e.g. Paris Olympics):** The most important legal needs for events of such scale are IP enforcement, regulatory compliance with local laws and efficient and practical contracting since pragmatic solutions are needed in real-time versus litigation which would not deliver results in time for the events.

How can you use PRAC?

Outbound referrals - access the PRAC member directory on the PRAC website ([PRAC.org](https://www.prac.org)) or contact **[insert firm's primary contact person]** for a personal introduction

Inbound referrals - the more we/you use PRAC, the more likely it is that we/you receive inbound referrals

PRAC Connect – contact **[insert firm's internal contact]** if you are planning on attending conferences where international firms participate and network with fellow PRAC member firm attorneys. The list of events are found here:

https://www.prac.org/PRACprivate/reports/2024_PRAC_Event_Connect.pdf



TAB 11 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 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

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

Allende & Brea –Buenos Aires - - Santiago Sturla ssturla@allende.com);

Carey - Chile - fugarte@carey.cl

City-Yuwa – Tokyo - - yoko.maeda@city-yuwa.com

Hogan Lovells – Hong Kong – Owen.chan@hoganlovells.com

Hogan Lovells – Washington – Elizabeth.donley@hoganlovells.com

Lee and Li – Taiwan – Grace Mao lihueimao@leeandli.com

Richards Buell Sutton – Vancouver – Joe Chan 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)
E: susan.iannetta@prac.org
E: susan.iannetta@gmail.com
W: 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
INTEREST SEND AND/OR RECEIVE PARTICIPANTS			
	Yes	No	Comments
Is your firm interested in SENDING participants to another firm?			
If yes, how many participants would you consider? This might include a variety of preferences. For example Single SEND to a SINGLE RECEIVE. Or perhaps if you maintain multiple offices, sending one from each office to a single jurisdiction as a cohort group OR sending separately to different jurisdictions.			
If yes, and you have candidates under consideration, please describe candidate's category (ie junior partner, associate, etc.) and area of practice			
If there is a preferred jurisdiction(s) for SENDING your participant(s) to, please identify.			
Is your firm open to RECEIVING participants from another firm?	YES	NO	Comments
If yes, how many participants could you consider receiving? For example one visitor for each office or do you have a preference for multiple participants in a single jurisdiction (if that option is available.) Are you flexible depending on the			

timeframe?	
TIMEFRAME Ideally the program will run year round for a stay length of 30 days, although the stay length could be tailored for the individual participant as/if needed.	
Describe the preferred time frame for SENDING your participant(s). For example, within the next 6 months, for 30 days.	
Describe the preferred time frame for RECEIVING participant(s). For example, within the next 6 months, for 30 days.	
Additional Comments:	

TAB 12 - PRAC EVENT CONNECT Update



September, 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 Aug 30 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 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

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

Formal Registration and Hotel Booking link **OPEN**

https://www.prac.org/conferences/202409_VANCOUVER.html

PRAC @ Peru, April 26 – 29, 2025 hosted by Estudio Muniz

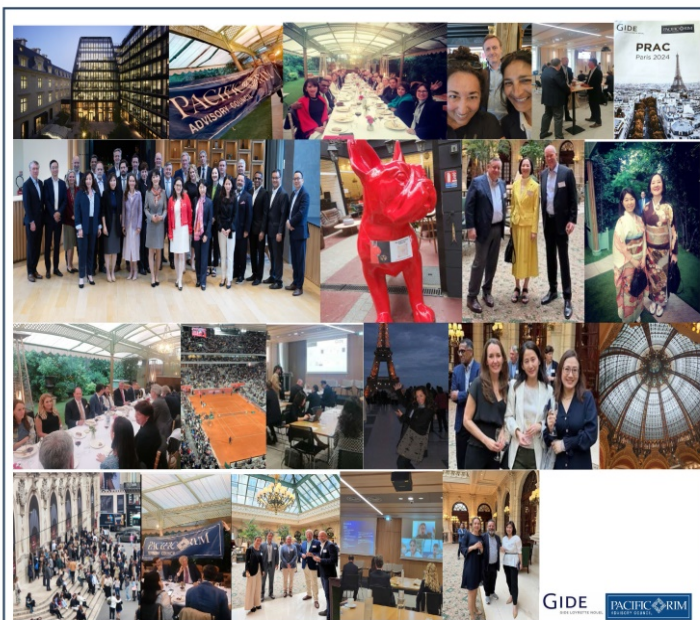
Early Indication NOW OPEN

https://www.prac.org/conferences/202504_PERU.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
PACIFIC RIM ADVISORY COUNCIL
Toronto, ON Canada
D: 416.358.3084
E: susan.iannetta@prac.org
E: pracevents@gmail.com
W: www.prac.org



GET ON THE LIST! - Send your updates to me or to pracevents@gmail.com to be included in future updates

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

Carey y Cia (Chile)

PRAC Primary Contact Francisco Ugarte fugarte@carey.cl

Attending: Lorena Pavic lpavic@carey.cl

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

Carey y Cia (Chile)

PRAC Primary Contact Francisco Ugarte fugarte@carey.cl

Attending:

Jaime Carey jacarey@carey.cl

Pablo Iacobelli: piacobelli@carey.cl

Oscar Aitken: Oaitken@carey.cl

Alfonso Silva: Asilva@carey.cl

Jose Mercado jmercado@carey.cl

Dentons Rodyk (Singapore)

PRAC Primary Contact sivanesan.s@dentons.com

Attending:

Lawrence Teh lawrence.teh@dentons.com

Santamarina y Steta (Mexico) Hosting local reception. For details rsvp to: rhannon.hammond@s-s.mx

Attending:

PRAC Primary Contact: Heriberto Garza hgarza@s-s.mx

PRAC Primary Contact Vicente Grau vgrau@s-s.mx

Estudio Muniz (Peru)

Attending:

Mauricio Olaya - molaya@munizlaw.com

Raul Vizcarra - rvizcarra@munizlaw.com

PRAC Primary Contact Frank Boyle - fboyle@munizlaw.com

► PRAC Sponsored Event - 70th 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

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

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):

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

Allende & Brea ARGENTINA

Attending: PRAC Primary Contact Santiago Sturla [ssturla@allende.com](mailto:ssurla@allende.com)

ARIFA (Arias Fabrega & Fabrega) PANAMA

Attending: Fernando Arias farias@arifa.com

Attending: Connie Wong cwong@arifa.com.hk

PRAC Primary Contact Ricardo Arango rarango@arifa.com

PRAC Primary Contact Gian Castillero gcastillero@arifa.com

PRAC Primary Contact Federico Alfaro falfaro@arifa.com

PRAC Primary Contact Estif Aparicio eparicio@arifa.com

ARIAS COSTA RICA, EL SALVADOR, GUATEMALA, HONDURAS, NICARAGUA

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Visit us online at www.prac.org

TAB 13 - PRAC Monthly eBulletin UPDATE

Pacific Rim Advisory Council September 2024 e-Bulletin

MEMBER NEWS

- CAREY Implements its succession plan; announces new Senior Partner and Managing Partner
- DENTONS RODYK Singapore Promotes 19 to Senior Associate
- HAN KUN Expands Capital Markets Expertise
- HOGAN LOVELLS Strengthens Energy Practice
- KOCHHAR Adds Disputes & Litigation Team

COUNTRY ALERTS

- **ARGENTINA** Amendments to Digital Signature System
ALLENDE BREA
- **CANADA** Public Interest - Rare Cases Where Patent Injunctions Declined
RICHARDS BUELL SUTTON
- **CHILE** Free Consent: A Fundamental Pillar in Data
CAREY
- **CHINA** Review of the Notice of the Ministry of Natural Resources on Strengthening the Administration of Surveying, Mapping and Geoinformation Security of Intelligent Connected Vehicles
HAN KUN
- **COLOMBIA** Amendments to the Environmental Administrative Investigation Process
BRIGARD URRUTIA
- **NICARAGUA** New Tourism Laws: General Tourism Law and Law of Incentives for Tourism Developments
ARIAS
- **HONG KONG** Preserving fairness in arbitration: The challenge of reviewing procedural decisions for apparent bias
HOGAN LOVELLS
- **MEXICO** New Perspectives on Asset Liquidation During Bankruptcy in Insolvency Proceedings
SANTAMARINA
- **SINGAPORE** Amendment to Guidelines on Licensing for Payment Service Providers
DENTONS RODYK
- **TAIWAN** 2024 Amendment to TIPO Patent Examination Guidelines
LEE and LI
- **UNITED STATES** Six FTC Finalizes Rule Prohibiting Fake Reviews, Giving Agency Civil Penalty Authority for First-Time Violations
DAVIS WRIGHT TREMAINE
- **UNITED STATES** New DOJ Whistleblower Program incentivizes reporting of health care fraud in private payer claims
HOGAN LOVELLS

Reach. Reliability. Resources.

CONFERENCES & EVENTS

PRAC Conferences

VANCOUVER, CANADA - September 21 - September 24, 2024

Hosted by RICHARDS BUELL SUTTON LLP
Registration Now Open

PERU - April 26 - 29, 2025

Hosted by ESTUDIO MUNIZ
Early Indication Now Open

TOKYO - October 4 - 7, 2025

Hosted by CITY-YUWA
Save the Date

PRAC 2024 - Event Connect

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

Get On The List!

Full Details
www.prac.org/events

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

MEMBER DEALS MAKING NEWS

- **BRIGARD URRUTIA** | Helps BancoColombia Carry Out Debt Tap and Tender Offer
- **CAREY** | Assists Codelco with PPP for lithium production in Atacama
- **GIDE** | Advised Veolia Environnement in connection with its repurchase invitation with respect to its OCEANE for an amount of €364 million
- **HAN KUN** | Advises HP China in successfully completing algorithm filing for AI PCs
- **HOGAN LOVELLS** | Advises DCC plc on the sale of a majority stake in its Hong Kong and Macau liquid gas business
- **KOCHHAR** | Advises Spectris Group on its Strategic Divestiture
- **NAUTADUTILH** | Advises Acomo on their acquisition of nuts and dried food business from Caldic
- **SANTAMARINA** | Advises Seek Limited in Red Arbor Holdings SI Acquisition of Occmundial

PRAC TOOLS TO USE

[PRAC CONTACTS](#) [MEMBER DIRECTORY](#) [EVENTS](#)
VISIT US ONLINE AT WWW.PRAC.ORG

TAB 14 - PRAC Referral Database Update



PRAC Referral Database - September, 2024

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

NOT FOR PUBLIC RELEASE

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

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

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

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

ARIFA	OUTBOUND	DATE	OFFICE	TO	REFERENCE
			2023	PRAC @ Mexico City	
ARIFA	INBOUND	DATE	OFFICE	TO	REFERENCE
	DAVIS	2018	New York	ARIFA	Press Concl, investigative reporting
					Reviewing of Distributor Agreements in various countries
				Central and	
	BENNETT	Feb 29 2017	Panama	South America	
	BENNETT	Aug 12 2016	Panama	BVI	Referral for merger and acquisition counsel
	BENNETT	Mar 7 2016	Panama	BVI	Acquisition of companies
	BENNETT	2016	BVI	ARIFA	Referral for merger and acquisition counsel Raranago
	Richards	2015	Panama	Arifa	Securities
	TOZZINI	6/19/2014	Panama	Arifa	Osborne Clarke
	TOZZINI	2/28/2014	Panama	Arifa	CHEMTURA
	TOZZINI	1/14/2014	Panama	Arifa	Biotronik Com Médica
	TOZZINI	4/18/2013	Panama	Arifa	Ironshore
	TOZZINI	3/11/2013	Panama	Arifa	CMS Hasche Sigle

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

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

CAREY	OUTBOUND	YEAR	OFFICE	TO	REFERENCE
	CAREY	2023	Fugarte	Brigard Santamarina Tozzini Allende	CL St. GobainCONFIDENTIAL: Assistance on the potential acquisition a business unit of Hunter Douglas in Latin America.
		2023		PRAC	PRAC @ Mexico City
		2023		PRAC	PRAC Event Connect IBA Washington DC
		2023		PRAC	PRAC Event Connect IBA Cartagena
		2023		PRAC	PRAC On The Road
		2023		PRAC	Event Connect PDAC
		2022		PRAC	PRAC Let's Talk
		2021		PRAC	PRAC Let's Talk
		2020		PRAC	PRAC Let's Talk
		2019		PRAC	PRAC @ Seattle
		2019		PRAC	PRAC @ Costa Rica
CAREY		2019		LEE AND LI	2 Patent
					Client: Acrisis Matter: M&A in Argentina. Origin: Referral de DP a Pablo Louge, Valeriano Guevara, Santiago Sturla.
CAREY		2017	Sturla	Allende & Brea	
				Matter: In relation to Hoet Pelaez	
				Castillo & Duque	Client: GE - Project Atlas
CAREY		2017	Dominquez		Matter: Well requested recommendations for lawyers in Columbia and Venezuela.
					Origin: Referral from Pablo Iacobelli to Carlos Dominguez.
					Client: GE - Project Atlas
CAREY		2017	Michelson	Brigard & Urrutia	Matter: Well requested recommendations for lawyers in Columbia and Venezuela.
					Origin: Referral from Pablo Iacobelli to Sergio Michelsen.
					Client: Invesco
CAREY		2017	Urrutia	Brigard & Urrutia	Matter: In relation to financial services and distribution of foreign products.
					Origin: Referral de Diego Peralta a Carlos M. Melhem
					Client: Société Générale
CAREY		2017	Michelson	Brigard & Urrutia	Matter: Chile BRT Financing /securities due diligence
					Origin: Referral de Diego Peralta a Carlos Urrutia Valenzuela
					Client: Precision, Pulley & Idler, Inc.
CAREY		2017	Michelson	Brigard & Urrutia	Matter: Assist them open a subsidiary in Colombia.
					Origin: Referral de Héctor Herrera/Pablo Iacobelli a Sergio Michelsen (Colombia)
					Client: A US based Company
CAREY		2017	Aikens	Santamarina	Matter: Advice on hiring employees in Mexico
				Steta	Origin: Referral de Oscar Aiken a Juan Carlos De la Vega (Mexico)
CAREY		2017		LEE AND LI	1 patent file
CAREY		2016		RODYK	TMA for CRYSTAL LAGOONS in class 42 in Singapore
CAREY		2016		RODYK	NEW PATENT APPLICATION - CHILEAN PRIOROTY 16 1994
CAREY		2016		RICHARDS	Trademark
CAREY		2016		RICHARDS	Trademark
Carey		4/22/2015		TOZZINI	Falabella
Carey		8/11/2014		TOZZINI	Milliken
CAREY		2014		Hogan Lovells	Sugal
CAREY		2014		Hoet	Billabong
CAREY		2014		Allende	BioMarin Pharmaceutical Inc(Maurício Pinheiro)
CAREY		2014		Brigard	SMC México
OUTBOUND		3/25/2014		TOZZINI	Bianchi Vending Group S.p.A (BVG)
Carey		10/15/2013		TOZZINI	K+S Chile S.A.
CAREY		2013		ALLENDE	Legal advice to AMSAR
CAREY		2013		Brigard	Herbert Smith Freehills / Australia National Bank
CAREY		2013		Muñiz	CWE South America Ltd (filial de China Three Gorges Corporation)
CAREY		2013		Hogan Lovells	Republic of Chile
CAREY		2013		Brigard	Thassag
CAREY		2013		Muniz	Robeco
CAREY		2013		Muniz	Intertrust New York, Invenergy LLC
CAREY		2013		Brigard	Craft Multimodal.
CAREY		2013		Tozzini Freire	Salinas Diamante Branco (SDB)

CAREY	INBOUND FROM	YEAR	OFFICE	TO	REFERENCE
	BENNETT	27-Jun-17	Toronto	CAREY	Referral of securities lawyer concerning an Australian IPO transaction Client: The George Washington University Matter: Advice on (as a second opinion to that of our current counsel), or for advice on and submission of, our university's application to renew GW's legal entity in Chile in lieu of having our current counsel handle it, once we would give your firm a POA to do so
	Hogan Lovells	3-Jan-18		CAREY	Origin: Referral de Bill Ferreira (Washington) a Francisco Guzmán Client: BNP Paribas Singapore
	Hogan Lovells	5-Jan-18		CAREY	Matter: Revision and opinion on many templates for financial documents Origin: Referral de Hogan Lovells Singapore a Marcos Rios/Diego Peralta Client: Vodafone
	Hogan Lovells	8-Jan-18		CAREY	Matter: Answer a regulatory questionnaire Origin: Referral de Hogan Lovells a Alfonso Silva Client: Vodafone
	Hogan Lovells	10-Jan-18		CAREY	Matter: Advise them on the negotiation of a contract with Entel Chile Origin: Referral de Hogan Lovells a Eduardo Martin Client: Amazon Web Services
					Matter: Answer a questionnaire related to import and distribution of electronic products in Chile
	Hogan Lovells	9-Feb-18		CAREY	Origin: Referral de Florian Unseld (Germany) a Marcos Rios Client: Booking.com
					Matter: Answer a questionnaire related to marketing laws and regulations in Chile.
	Hogan Lovells	23-Feb-18		CAREY	Origin: Referral de Ryan Woo / Bret Cohen (Washington) a Paulina Silva Client: ZOLL Medical Corporation
					Matter: To assist them on their entry to Chile.
	Hogan Lovells	1-Mar-18		CAREY	Origin: Referral de Hogan Lovells Germanv a Marcos Rios / Ienacio Gillmore / Patricio Laoorta
	Pérez-Taimán &	19-Apr-17		CAREY	Client: GTM Peru
	Hogan Lovells	10-Jan-17		CAREY	Client: Ocean Spray Cranberries
	Hogan Lovells	25-Jan-17		CAREY	Client: Kids II
	Hogan Lovells	26-Jan-17		CAREY	Client: N/A
	Hogan Lovells	27-Jan-17		CAREY	Client: Hub One
	Hogan Lovells	30-Jan-17		CAREY	Client: Lloyds Banking Group
	Hogan Lovells	13-Feb-17		CAREY	Client: Getty Images Latin America
	Hogan Lovells	20-Feb-17		CAREY	Matter: Buena Getty Images Latin America on the sale of crime personal data base to Getty Images UK Client: Covance
	Hogan Lovells	21-Feb-17		CAREY	Client: Lego
	Hogan Lovells	1-Mar-17		CAREY	Client: Bacardi
	Hogan Lovells	22-Mar-17		CAREY	Client: Jungheinrich AG
	Hogan Lovells	23-Mar-17		CAREY	Client: Zebra Technologies
	Hogan Lovells	29-Mar-17		CAREY	Client: United Biscuits
	Hogan Lovells	30-Mar-17		CAREY	Client: Oculus VR / Facebook
	Gide	19-Apr-17		CAREY	Client: Sierra Gorda (KGHM)
	Hogan Lovells	12-May-17		CAREY	Client: Converjint Technologies
	Hogan Lovells	6-Jun-17		CAREY	Client: Snap
	Hogan Lovells	21-Aug-17		CAREY	Client: Astute Medical, Inc.
	Hogan Lovells	4-Sep-17		CAREY	Client: L Brands Inc., (representa a Victoria's Secret)
	Hogan Lovells	22-Sep-17		CAREY	Client: Lockheed Martin Corporation
	Brigard & Urrutia	26-Sep-17		CAREY	Client: NatGeo (National Geographic)
	Rousaud Costas	16-Oct-17		CAREY	Client: NCS Latam S.L.
	Hogan Lovells	20-Oct-17		CAREY	Client: Converjint Technologies
	Brigard & Urrutia	3-Nov-17		CAREY	Client: Inversiones Colhuin Ltda.
	Tozzini Freire	7-Nov-17		CAREY	Client: n/a
	Brigard & Urrutia	8-Nov-17		CAREY	Client: Bambora AB
	Rousaud Costas	28-Nov-17		CAREY	Client: HomeServe (antiguamente Reparalia)
					Client: Cooper Tire & Rubber Company
	Hogan Lovells	7-Dec-17		CAREY	Matter: A recall on some tires for manufacturing defects. Origin: Referral de Luis Marín (Mexico) a Guillermo Carey Client: International Game Technology PLC
					Matter: Compliance of some regulations related to safety warnings in Chile warnings (i.e. if there is a mandatory requirement to translate them in your country, are there any mandatory requirements relating to font size, positioning etc).
	Hogan Lovells	19-Dec-17		CAREY	Origin: Referral de Tracev Bischofberger (UK) a Andrés Salas/Francisco Carev Client: Maersk
					Matter: Assist them on a filing process to be initiated in Chile due to the incorporation of a joint venture which will provide terminal handling services to container shipping companies.
	Hogan Lovells	22-Dec-17		CAREY	Origin: Referral de Matthew Levitt (Brussels) a Lorena Pavic
	TOZZINI	6/20/2016	Brazil	CAREY	Akamai acquisition tech company with subsidiary in Chile
	TOZZINI	6/14/2016	Brazil	CAREY	Akamai acquisition tech company with subsidiary in Chile
	SANTAMARINA	6/1/2016	Mexico	CAREY	Turnitin Labor Law issues in Chile and Panama
	SKRINE	4/13/2016	Malaysia	CAREY	Business Development (Vergara)
	DAVIS WRIGHT	4/4/2016	Washington	CAREY	Business Development Paula Silvana - DWT Stankey ref updates Carey Data Protection Practice
	HOGAN LOVELLS	3/9/2016	Mexico	CAREY	Keysight Technologies ref enforceability equipment to Chilean customers under California law
	HOGAN LOVELLS	2/23/2016	Madrid	CAREY	Telefonica International Wholesale Services ref insurance regulations
	HOGAN LOVELLS	2/15/2016	Mexico	CAREY	Estee Lauder revise IT service contract for Chilean subsidiary CELA Cosmetico

				Cheniery Marketing International negotiation term sheet for two potential LNG SPA's ref Colburn
BAKER BOTTS	2/18/2016		CAREY	
BRIGARD	1/19/2016	Columbia	CAREY	Grupo Odina ref BNP Paribas
TOZZINI	4/29/2016		Carey	Asics
HOGAN LOVELLS	12/1/2015	Mexico	CAREY	Elton Park International general inquiry credit and insolvency laws
HOGAN LOVELLS	11/26/2015	London	CAREY	Mitsubishi Hitachi Power Systems Europe Assistance with the reviewing of a new framework agreement for the maintaining of the steam turbines in plants owned by the Enel Group in Italy. The agreement may well also be extended to cover plants in Spain, and possibly also in Chile, owned by Enel/Endesa SA.
HOGAN LOVELLS	11/9/2015		CAREY	Fractyl Laboratories: Advise on the development of clinical studies in Chile. Referral de Jonathan Kahan (DC)
HOGAN LOVELLS	10/15/2015		CAREY	Alpine Electronics Advise on a possible product recall.
SANTAMARINA	10/11/2015	Mexico	CAREY	Puerto Liverpool Advise on the acquisition of 40% of Ripley by way of a takeover bid. Referral de Alberto Saavedra
HOGAN LOVELLS	10/10/2015	USA	CAREY	John Lewis Partnership The expansion of its e-commerce platform into various new markets. Referral de Richard Welfare a Ignacio Gilmore.
ROUSAUD	9/30/2015	Spain	CAREY	Due Diligence for a possible aquisition. Referral de Alba Hinojosa
MUNIZ	8/5/2015	PERU	CAREY	Bitex.la Establishing a subsidiary of their company in Chile. Referral de Mauricio Olaya
RICHARDS BUELL	8/3/2015	Vancouver	CAREY	Pac West Properties Help establish this company and provide advice on doing business in Chile. Referral de Jeffrey J. Lowe
RICHARDS BUELL	7/7/2015	Vancouver	CAREY	Courtinho & Ferrost AAL Advice on a potential recovery proceeding in Chile. Referral de Alex Eged
HOGAN LOVELLS	7/2/2015	Mexico	CAREY	Munich Re Reinsurance dispute. Referral de Juan Francisco Torres Lands (México) a OA.
HOGAN LOVELLS	7/2/2015	Germany	CAREY	Google Prepare a report on autonomous driving vehicles in Chile. Referral de Hogan Lovells Germany
ALLENDE	6/22/2015	Argentina	CAREY	Intel Advise in relation to a RFP from the Ministry of Health and possibly challenge a recently awarded bid.
ALLENDE	6/22/2015	Argentina	CAREY	Intel Corporation Public procurement/ tenders. Referral de Santiago Sturla
HOGAN LOVELLS	6/17/2015	Miami	CAREY	SBA Communications Advice for the purchase of telecommunications infrastructure (towers) owned and Telefonía Rural Communication (CTR) and future full legal advice (corporate, commercial, real estate, telecommunications, etc.) to operate in Chile.
HOGAN LOVELLS	6/8/2015	Madrid	CAREY	Acciona Energía Advise on the Chilean part of a multi-jurisdictional project on compliance and criminal liability of legal persons.
HOGAN LOVELLS	5/20/2015	Poland	CAREY	KGHM Competition law compliance.
HOGAN LOVELLS	3/16/2015	USA	CAREY	EchoStar Corporation and Hughes Network Systems Telecommunication regulation.
TOZZINI	2/26/2015	Brazil	CAREY	Haver & Boecker Andina Cotización servicios jurídicos. Referral de Aloisio Carneiro da Cunha Menegazzo
TOZZINI	5/6/2015		Carey	NGK do Brasil
ALLENDE	2014		Carey	CSL Behring
TOZZINI	12/2/2014		Carey	Haver & Boecker
TOZZINI	10/2/2014		Carey	SA Bank
TOZZINI	9/10/2014		Carey	Capsugel
TOZZINI	7/22/2014		Carey	Facebook
TOZZINI	2/28/2014		Carey	CHENTURA
TOZZINI	2/12/2014		Carey	State Grid
TOZZINI	1/14/2014		Carey	Biotronik Com. Médica
Allende	2014		Carey	Pernod Ricard
Hogan Lovells	2014		Carey	Vodafone,empresa de UK
Hogan Lovells	2014		Carey	DUAL IBÉRICA
Brigard	2014		Carey	NH Hoteles
Tozzini	2014		Carey	Bianchi Vending Group S.p.A
Allende Brea	2014		Carey	CSL Behring
Tozzini	2014		Carey	Milliken and Company
Allende	2014		Carey	Cristian Alfredo Macri
King	2014		Carey	BAIC International Development Co
Brigard	2014		Carey	Harley Davidson
Muniz	2014		Carey	Arellano Investigación & Marketing
Allende	2014		Carey	Cognizant Technology Solutions
Muniz	2014		Carey	Werksmans Attorneys(African bank "SA Bank"),
Muñiz	2013		Carey	Quintana Minerals Corporation de Houston, Tx
Hogan Lovells	2013		Carey	Hogan Lovells US LLP
Santamarina	2013		Carey	Kimberly Clark (México)
Brigard	2013		Carey	CREDIBANCO (Colombia)
Tozzini Freire	2013		Carey	Assist in locating competition counsel
Tozzini Freire	2013		Carey	Pacific Alternative Asset Management Company
Hogan Lovells	2013		Carey	Seguin Moreau - Grupo OENEO
Hogan Lovells	2013		Carey	X-Trade Brokers Brokerage House
Allende	2013		Carey	Compañía de seguros Willis
Brigard	2013		Carey	Carlos Laguado Giraldo, quien es el <i>Director of Legal Operations</i> de GMAC para Colombia & Chile
Hogan Lovells	2013		Carey	Backcountry Access, Inc.
Tozzini Freire	2013		Carey	Amsted Rail
Gide Loyrette	2013		Carey	EDF
Tozzini Freire	2013		Carey	Amsted Rail
Hogan Lovells	2013		Carey	Mitsubishi Corporation
Allende	2013		Carey	Checkwell Decision Limited (known as BackCheck)
TOZZINI	12/5/2013		Carey	McCaïn
TOZZINI	10/4/2013		Carey	CNI e IBRAC
TOZZINI	9/6/2013		Carey	Integration
TOZZINI	7/2/2013		Carey	Global Blue
TOZZINI	4/18/2013		Carey	Ironshore
TOZZINI	4/1/2013		Carey	Pillsbury Winthrop Shaw Pittman LLP

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

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

DAVIS	OUTBOUND	DATE	OFFICE	TO	REFERENCE
		2023		PRAC	PRAC @ Mexico City
		2023		PRAC	PRAC On the Road
		2022		PRAC	PRAC Let's Talk
		2022		PRAC	PRAC Let's Talk
		2021		PRAC	PRAC Let's Talk
		2021		PRAC	PRAC Let's Talk
		2020		PRAC	PRAC Let's Talk
		2019		PRAC	PRAC @ Seattle
		2019		PRAC	PRAC @ Costa Rica
DAVIS		2019	Seattle	Lee and Li	12 Patent trademark
DAVIS				SYCIP	Amazon Regulatory Survey
DAVIS				SYCIP	Patriot Act
DAVIS				SYCIP	S& P Global - GDPR Comparison
DAVIS				SYCIP	SMS Messages
DAVIS				SYCIP	TIN Application
DAVIS				SYCIP	Boiling Crab Franchise Co
DAVIS				SYCIP	Boiling Crab Franchise Co
DAVIS	2018		Seattle	BENNETT	Telcom work / Dan Waggoner
DAVIS	2018		Seattle	Santamarina	Corporate Finance and real estate
DAVIS	2018			SYCIP	Geolocation 2018: Update of Geolocation Questionnaire
DAVIS	2018			SYCIP	Data Protection Officers: Advice on Data Protection
DAVIS	2018		Portland	Tozzini	Commercial Dispute
DAVIS	2018		New York	Santamarina	Subpoena
DAVIS	2018		Seattle	Lee and Li	Corporate
DAVIS	2018		New York	Rodyk	Libel Counsel
DAVIS	2018		New York	Nauta	Real Estate Counsel
DAVIS	2018		Seattle	Skrine	Bankruptcy Counsel
DAVIS	2018		New York	ARIFA	Press council, investigative reporting
DAVIS	2018		Seattle	BrigardU	General
DAVIS	2018		New York	Hogan	Hong Kong ROP Issues
DAVIS	2018		Seattle	Rodyk	Corporate formation matter
DAVIS	2018		Seattle	Santamarina	Corporate formation matter
DAVIS	2017			LEE AND LI	20 patent files
DAVIS	2017			SYCIP	TBC NAKED. File response to the Prov. Refusal for IR no. 1304227.
DAVIS	2017			SYCIP	TBC HALF NAKED. File response to the Prov. Refusal for IR no. 1312564.
DAVIS	2017			SYCIP	Update of Geolocation Questionnaire.
DAVIS	2017			SYCIP	TBC NAKED. File response to the Prov. Refusal for IR no. 1304227.
DAVIS	2017			SYCIP	TBC HALF NAKED. File response to the Prov. Refusal for IR no. 1312564.
DAVIS	2017			SYCIP	Update of Geolocation Questionnaire.
DAVIS	2016		Kenya		Kenya referral / Waggoner
DAVIS	2016		USA	KOCHHAR	IP Matters (BlackBerry & Ira Sohn Conference Foundation, Inc.)
DAVIS	2016		South Africa		Privacy referral /Waggoner
DAVIS	2016-2017			LEE AND LI	20 referral files for the period 2016-2017 ref Corporate, Trademark and Patent matters
DAVIS	2016		Egypt		Egypt general corporate matter/Waggoner
DAVIS	2016			RODYK	Due Diligence on CSC Technology Singapore Pte Ltd
DAVIS	4/4/2016		Washington	CAREY	Business Development Paula Silvana - DWT Stankey ref updates Carey Data Protection Practice
DAVIS	2016			SyCip	Microsoft Update 2016: advice on geolocation questions.
DAVIS	2016			SyCip	Thomson Reuters: advice on privacy rules.
DAVIS	2016			SyCip	VAS Query: advice on VAS Providers.
OUTBOUND	DAVIS	7/8/1905		RICHARDS	Commercial Transactions
DAVIS	2015			RICHARDS	Trade-Marks
DAVIS	2015			RICHARDS	Trade-Marks
DAVIS	2015			RICHARDS	Trade-Marks
DAVIS	2015			SYCIP	PHO HOA – Inquiry Re: Trademark Assignment.
DAVIS	2015			SYCIP	Conduct Trademark Search: PHO HOA for Restaurant Services.
DAVIS	2015			SYCIP	Trademark: BLACKBERRY & DESIGN (left) - Assist in the maintenance of the registration.
DAVIS	2015			SYCIP	Trademark: BOLD - Assist in the maintenance of the registration.
DAVIS	2015			SYCIP	Trademark: BLACKBERRY BOLD - Assist in the maintenance of the registration.
DAVIS	2015			SYCIP	Trademark: CURVE - Assist in the maintenance of the registration.
DAVIS	2015			SYCIP	Trademark: BLACKBERRY CURVE - Assist in the maintenance of the registration.
DAVIS	2015			SYCIP	Trademark: SURETYPE - Assist in the maintenance of the registration.
DAVIS	2015			SYCIP	PCT/US2011/028911 - Assist in the maintenance of the registration.
DAVIS	2015			SYCIP	PCT/US2010/050061 - Assist in the maintenance of the registration.
DAVIS	2015			SYCIP	Mark: BONDGO. To file new tm application in multi classes
DAVIS	2015			SYCIP	PCT/US2010/038426 - Assist in the maintenance of the registration.
DAVIS	2015			SYCIP	PCT/US2010/0318111 - Assist in the maintenance of the registration.
DAVIS	2015			SYCIP	Microsoft 2 (VOIP): advise client on conferencing and VOIP applications.
DAVIS	2015			SYCIP	Microsoft Data Center 2015 Center: advise client on law applicable to Data Centers.
DAVIS	2015			SYCIP	Transport Service: advise client on In-House data center services.
DAVIS	2014			ALLENDE	Referral of CSR Quingdao
DAVIS	2014			RICHARDS	Commercial Transactions
DAVIS	2014			BAKER	Oil & Gas Litigation
DAVIS					Pink's Hot Dogs, Inc. – TTRA: advice and assist client regarding its application for tax treaty relief on royalties.
DAVIS	2014			SYCIP	
DAVIS	2014			SYCIP	Trademark: The Boiling Crab - Assist in filing response to Provisional Refusal.
DAVIS					Trademark: BLACKBERRY - Assist in the recordation of change of name and renewal of registration.
DAVIS	2014			SYCIP	
DAVIS					Trademark: BOVADA (Block Letters). Assist in the filing of new trademark application Classes 38 & 41.
DAVIS	2014			SYCIP	
DAVIS	2014			SYCIP	Microsoft Data Center
DAVIS	2014			SYCIP	Microsoft Servers: advise client on telecoms queries
DAVIS	2013			RICHARDS	Civil Litigation
DAVIS	2013			SYCIP	Review of draft Development and License Agreement between Licensee and US Franchisor.
DAVIS					Mark: 123 SESAME STREET & Street Sign Device. Assist in the filing of new trademark application in multi classes and maintenance of the registration.
DAVIS	2013			SYCIP	

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

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

DENTONS RODYK	INBOUND	DATE	TO	REFERENCE
	DAVIS	2018	RODYK	Corporate Formation matter
	DAVIS	2018	RODYK	Libel Counsel
	MUNIZ	2017	RODYK	Incorporation corp client Myanmar
	BENNETT	2016	RODYK	Legal Advice on JDAP Holdings Pte. Ltd.
	BENNETT	2016	RODYK	Recommendation for corporate counsel Sivanesan
	Carey y Cia. Ltda.	2016	RODYK	TMA for CRYSTAL LAGOONS in class 42 in Singapore
	Carey y Cia. Ltda.	2016	RODYK	NEW PATENT APPLICATION - CHILEAN PRIORITY 16 1994
	Clayton Utz	2016	RODYK	TMA PERPETUAL CORPORATE TRUST in classes 35, 36 & 38 in Singapore
	Clayton Utz	2016	RODYK	Careers Australia Group Ltd
	Clayton Utz	2016	RODYK	Revocation for Non-Use against TM Reg. No. T98076571 In Class 36 in Singapore
	Clayton Utz	2016	RODYK	TMA for FINAL St Andrew s Cross 1 in Class 10 & 25 in Brunei
	Clayton Utz	2016	RODYK	TMA for FINAL St Andrew s Cross 2 in Class 10 & 25 in Brunei
	Clayton Utz	2016	RODYK	TMA for FINAL St Andrew s Cross 3 in Class 10 & 25 in Brunei
	Clayton Utz	2016	RODYK	TMA for 2XU [in plain script] in Class 10, 25, 28 & 35 in Brunei
	Clayton Utz	2016	RODYK	TMA for HUMAN PERFORMANCE. MULTIPLIED. [plain script with punctuation] Class 10 & 25 in Brunei
	Clayton Utz	2016	RODYK	TMA for CHAMPION OF THE HEART [in plain script] in Class 10 & 25 in Brunei
	Clayton Utz	2016	RODYK	IR No. 1209370 (S'pore TM No. T14113970) for FINAL St Andrew's cross 1 in class 10 & 25
	Clayton Utz	2016	RODYK	TMA PERPETUAL+ Infinity Logo in Classes 35, 36 and 38 in Singapore
	Clayton Utz	2016	RODYK	International Registration no. 1211562 Singapore Trade Mark No. T1414243E
	Clayton Utz	2016	RODYK	International Registration no. 1213527 Singapore Trade Mark No. T1413494G
	Clayton Utz	2016	RODYK	TMR No. T0416617Z in Class 5 in Singapore
	Clayton Utz	2016	RODYK	TMS (1) GrowX (2)Grow (3) Fingerprint device in Classes 9 & 36 in Singapore
	Clayton Utz	2016	RODYK	IR No. 1239744 (S'pore TM No. 40201504697T) in Classes 10 & 25
	Clayton Utz	2016	RODYK	TMA "POWERHELP" IN CLASS 9 IN S'PORE
	Davis Wright Trem	2016	RODYK	Due Diligence on CSC Technology Singapore Pte Ltd
	Gide	2016	RODYK	Memorandum - DCNS
	Gide	2016	RODYK	Due Diligence
	Gide	2016	RODYK	Review security documents and to issue legal opinion for New Hope Singapore Pte Ltd
	Gide	2016	RODYK	Vineland Ltd Sale and Purchase of Prody Pacific Ltd
	Gide	2016	RODYK	General Enquiries
	Kochhar & Co	2016	RODYK	TMA SEEMATTI & Device in Classes 24 & 25 in Singapore
	Kochhar & Co	2016	RODYK	IR 1205746 (Singapore TM No. T1409568B) in class 30
	Kochhar & Co	2016	RODYK	IR 1240611 (Singapore TM No. 40201505235W) in Classes 29 & 30
	Kochhar	2016	RODYK	Matter referred by Kochhar Singapore office
	Kochhar	2016	RODYK	Banking matters - EXIM BANK
	Morgan, Lewis & B	2016	RODYK	General Corporate Advice – SunGard
	Nauta Dutilh	2016	RODYK	Singapore Tax Question regarding Employee Participation Plan
	Santamarina	2016	RODYK	Advice on Corporate Affairs of Aspen Holdings Pte Ltd and Plan B Ventures Pte Ltd
	Skrine	2016	RODYK	Resealing of Grant of Probate - Estate of Ling Nyuk Ying, Deceased
	Skrine	2016	RODYK	COURT SEARCHES - MITSUI FUDOSAN ASIA PTE. LTD.
	Skrine	2016	RODYK	Review of Mutual Separation Agreement
	Skrine	2016	RODYK	Estate of Keith McCreary Graham, Deceased - Resealing of Grant of Probate
	Skrine	2016	RODYK	ACK International Employment matters
	TOZZINI	6/16/2015	RODYK	TPK HOPPT HOLDINGS PTE. LTD. e JETA IND. E COM. LTDA.
	SIMPSON	17/4/2014	RODYK	Serving Mortagor with PLA notices
	Clayton Utz	2013	Rodyk	Singapore Corporate Advice
	Clayton Utz	2013	Rodyk	TMA "ProChoice Device" in classes 3, 9, 19, 20, 24 & 25 in Singapore
	Clayton Utz	2013	Rodyk	TMA "WORKIT" in classes 9 & 25 in Singapore
	Clayton Utz	2013	Rodyk	Advice on Intermediary liability in Singapore (Davis Wright Tremaine LLP)
	Gide Loyrette Nouz	2013	Rodyk	Investment in Myanmar (France Telecom)
	Gide Loyrette Nouz	2013	Rodyk	Review of Christian Louboutin Terms of Use and Advice on e-Commerce Platform
	Gide Loyrette Nouz	2013	Rodyk	Singapore Law Memo
	Santamarina y Stet	2013	Rodyk	Advice on Corporate Affairs of Aspen Holdings Pte Ltd and Plan B Ventures Pte Ltd
	King & Wood	2013	Rodyk	Memo on "Over-the Counter" rules and regulations
	Fraser Milner Casg	2013	Rodyk	Advice on Employment and Related Matters (Navtech, Inc.)
	Simpson Grierson	2013	Rodyk	Service of Notice
	Simpson Grierson	2013	Rodyk	Service of Notice
	Skrine	2013	Rodyk	Legal Opinion On Issuance of Guarantee By Singapore Related Company
	Skrine	2013	Rodyk	Legal Opinion on Issuance of Guarantee By Greatearth Construction Pte Ltd
	Skrine	2013	Rodyk	Resealing of Grant of Probate
	Skrine	2013	Rodyk	Resealing of Grant of Probate
	Skrine	2013	Rodyk	Incorporation of Company - We Do Technologies Singapore Pte Ltd (Sonaecom Group)
	Skrine	2013	Rodyk	Review of Master Agreement under Singapore law (TC Euro Cars Sdn. Bhd.)

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

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

GOODSILL	OUTBOUND	DATE	OFFICE	TO	REFERENCE
	GOODSILL	2023		PRAC	PRAC Event Connect
	GOODSILL	2023		PRAC	PRAC Event Connect Washington DC
	GOODSILL	2023		PRAC	PRAC IBA New Orleans
	GOODSILL	2022		PRAC	PRAC Let's Talk!
	GOODSILL	2021		PRAC	PRAC Let's Talk!
	GOODSILL	2020		PRAC	PRAC Let's Talk!
	GOODSILL	2019		PRAC	PRAC Conference Costa Rica
	GOODSILL	2019		PRAC	PRAC Conference Seattle
					Referral for American Samoa barred attorney not located in American Samoa
	GOODSILL	2017			
	GOODSILL	2017		LEE and LI	
	GOODSILL	2017		DAVIS	Health Care Attorney review of Inspector General compliance and CIA's
	GOODSILL	2017		ALL	Beijing estate referral (condo matter)
GOODSILL	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	BENNETT	2017	Hawaii	Goodsill	Purchase of residential property
	BENNETT	2016	Hawaii	Goodsill	Hawaii real estate matter

HOET/LEGA	OUTBOUND	DATE	OFFICE	TO	REFERENCE
	Lega	2023	Bolivia	BRIGARD	Fugarte: Client: OEC Partners (formerly Odebrecht)
		2022		PRAC	Description: Assistance on a trial against Hunter Douglas Chile
		2021		Members	Origin: Referral from José Gregorio Torrealba (Caracas, Venezuela) to Gonzalo Fernández
		2020		PRAC	PRAC Let's Talk!
				Members	PRAC Let's Talk!
				PRAC	PRAC Let's Talk!
				Members	PRAC Let's Talk!
HOET	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	CAREY	2017		Hoet	Client: GE - Project Atlas
	CAREY	2014		Hoet	Matter: Well requested recommendations for lawyers in Columbia and Venezuela.
					Origin: Referral from Pablo Iacobelli to Carlos Dominguez.
					Billabong

HOGAN	OUTBOUND	DATE	OFFICE	TO	REFERENCE *Note Lovells now reported under HOGAN LOVELLS
		2023		PRAC	PRAC On The Road
		2023		PRAC	PRAC Event Connect IBA Washington
		2023		PRAC	PRAC Event Connect PDAC Toronto
		2023		PRAC	PRAC @ Mexico City
HOGAN		2022		PRAC	PRAC Let's Talk!
HOGAN		2021		PRAC	PRAC Event Connect NYC IBA M&A
HOGAN		2020		PRAC	PRAC Let's Talk!
HOGAN		2019		PRAC	PRAC @ Seattle
HOGAN		2019		PRAC	PRAC @ Costa Rica
HOGAN		2019	UK	SIMPSON	UiPath, Inc.: Trade Mark Infringement CI
HOGAN		2019	Shanghai	BENNETT	Toronto office invited to pitch - China CITIC Bank and China CITIC Bank International to provide urgent fee quote in relation to an acquisition finance involving acquisition of a Toronto listed company (CDN \$1.5 billion purchase price)
Hogan Lovells		2019	Intl	LEE AND LI	59 Corporate Trademark
Hogan Lovells		2019	Alicante	LEE AND LI	1 trademark files
Hogan Lee		2019	Li	LEE AND LI	1 Corporate
Hogan Horitzu		2019	Japan	LEE AND LI	169 Patent Trademark
Hogan USA		2019	USA	LEE AND LI	9 corporate
Hogan USA		2019		SYCIP	Employee Diversity
Hogan Lovells		2019		SYCIP	B2B Direct Marketing 2019
Hogan Lovells		2019		SYCIP	MSA Data Protection Exhibit
Hogan Lovells		2019		SYCIP	Project Infinity
Hogan USA		2019		SYCIP	DPO Inquiry
Hogan USA		2019		SYCIP	Employee Privacy Notice
Hogan USA		2019		SYCIP	Employment Queries
Hogan USA		2019		SYCIP	Hotstar
Hogan USA		2019		SYCIP	Employee Diversity
Hogan Lovells		2019		SYCIP	B2B Direct Marketing 2019
Hogan Lovells		2019		SYCIP	MSA Data Protection Exhibit
Hogan Lovells		2019		SYCIP	Project Infinity
Hogan USA		2019		SYCIP	DPO Inquiry
Hogan USA		2019		SYCIP	Employee Privacy Notice
Hogan USA		2019		SYCIP	Employment Queries
Hogan USA		2019		SYCIP	Hotstar
HOGAN		2018	Mexico	BENNETT	London Consulting Group needs guidance on: (i) registering a new company, (ii) labor law and hiring schemes and (iii) immigration requirements for obtaining a business visa
HOGAN		2018	Hong Kong	BENNETT	Client looking for advice on real estate financing transaction in Vancouver
HOGAN		10/4/2018		SIMPSON	Marketing Authorisation Holders Requirem
HOGAN		9/13/2018		SIMPSON	Marketing Authorisation Advice (E)
HOGAN		5/2/5018		SIMPSON	FRB Project: Instructions (Tier 3 New Ze
HOGAN		5/9/2018		SIMPSON	Amarin Pharma Inc. - Clinical Trial Advi
HOGAN		4/24/2018		SIMPSON	Gardiner Denver iConn Monitoring System
HOGAN		2018		SYCIP	Avande - Website Privacy Requirements:Philippine data privacy compliance
HOGAN		2018		SYCIP	Google: Confidential
HOGAN		2018		SYCIP	Marketing-Related Consent Requirements: Philip data protection and e-privacy laws
HOGAN		2018		SYCIP	Pearson: DPS registration
HOGAN		2018		SYCIP	Data Security Incident: Advice on Philippine data privacy law
HOGAN		2018		SYCIP	Tencent – Payment Aggregation Survey: Advice on payment aggregation model
HOGAN		2018		SYCIP	Netflix – SMS Survey: Advice on Philippine regulatory matters
HOGAN		2018		SYCIP	Project Duke: Assist client in releasing pledge on shares of Jobstreet Philippines
HOGAN		2018		SYCIP	AXA Regulatory advice – regulatory advice sale online third party travel insurance
HOGAN		2018		SYCIP	Philippine Marketing Review: Advice on Philippine law marketing
HOGAN		2018		SYCIP	SMS Review Template: Advice on international SMS survey
HOGAN		1/3/2018		CAREY	Client: The George Washington University
OUTBOUND		1/5/2018		CAREY	Client: BNP Paribas Singapore
HOGAN		1/8/2018		CAREY	Client: Vodafone
HOGAN		1/10/2018		CAREY	Client: Vodafone
HOGAN		2/9/2018		CAREY	Client: Amazon Web Services
HOGAN		2/23/2018		CAREY	Client: Booking.com
HOGAN		3/1/2018		CAREY	Client: ZOLL Medical Corporation
HOGAN		2018		BENNETT	Canadian Client seeking employment law advice, in the corporate/TMT area
					Client: Ocean Spray Cranberries
					Matter: Provide some guidance around the risks/consequences of using advertising that likely constitutes health claims.
HOGAN		1/10/2017		CAREY	Origen: Referral de Richard Welfare a Ienacio Gillmore.
HOGAN		1/25/2017		CAREY	Client: Kids II
					Client: N/A
					Matter: Legal advice regarding the analysis of coverage of a claim under two Chilean insurance policies.
					Origin: Referral a MR.
HOGAN		1/26/2017		CAREY	Client: Hub One
HOGAN		1/27/2017		CAREY	Client: Lloyds Banking Group
HOGAN		1/30/2017		CAREY	Client: Getty Images Latin America
					Matter: Advise Getty Images Latin America on the sale of some personal data base to Getty Images UK
					Origin: Referral de Hogan Lovells (Mexico) a Guillermo Acuña
HOGAN		2/13/2017		CAREY	Client: Covance
					Matter: Assistance on data protection and privacy warning to its workers.
HOGAN		2/20/2017		CAREY	Origin: Referral de Bret Cohen (Washington, USA) a Paulina Silva
					Client: Lego
					Matter: Pitch for Lego
HOGAN		2/21/2017		CAREY	Origin: Referral de Hogan Lovells Mexico a Eduardo Martin
					Client: Bacardi
					Matter: RFP and legal advice in all áreas. The client contacted Alfonso Silva directly.
HOGAN		3/1/2017		CAREY	Origin: Referral de Hogan Lovells (USA) a Marcos Rios
					Client: Jungheinrich AG
					Matter: To advice in data protection and cyber security in internet.
HOGAN		3/22/2017		CAREY	Origin: Referral de Christian Tinnefeld (Hamburg, Germany) a Paulina Silva.
					Client: Zebra Technologies
					Matter: Answer a regulatory questionnaire regarding the possible implementation of a push-to-talk service based on IP protocol.
HOGAN		3/23/2017		CAREY	Origin: Referral de Hogan Lovells Mexico a Eduardo Martin
					Client: United Biscuits
					Matter: Advise on food labelling in compliance with chilean legislation.
HOGAN		3/29/2017		CAREY	Origin: Referral de Hogan Lovells (UK) a Ignacio Gillmore

				Matter: Oculus VR / Facebook
				Matter: Advice in regulatory matters regarding the products.
OUTBOUND	Hogan	3/30/2017	CAREY	Origin: Referral of Hogan Lovells a Cristina Busquets Client: Convergent Technologies Matter: Legal advice to do business in Chile.
	HOGAN	5/12/2017	CAREY	Origin: Referral of Hogan Lovells a Marcos Rios. Client: Snap Matter: Advice them in Chilean competition law regarding the sales of Snap lenses by sales representatives.
	HOGAN	6/6/2017	CAREY	Origin: Referral of Ricardo Pons Mestre (Mexico) a Francisco Ugarte.
				Client: Astute Medical, Inc. Matter: Prepare a report of legal requirements and regulations for the import and sale of their product (in vitro diagnosis device).
	HOGAN	8/21/2017	CAREY	Origin: Referral of Ernesto Alpiba (Mexico) a Guillermo Acuña/Ignacio Gilmore. Client: L Brands Inc. (representa a Victoria's Secret).
	HOGAN	9/4/2017	CAREY	Matter: To assist them on the recall of some Victoria's Secret products. Origin: Referral of Richard Welfare (London, UK) a Ignacio Gilmore Client: Lockheed Martin Corporation
	HOGAN	9/22/2017	CAREY	Matter: Prepare a memorandum regarding the effects of international acquisitions Origin: Referral of Hogan Lovells (Baltimore) a Marcos Rios. Client: Convergent Technologies
				Matter: Advice in subcontracting a Chilean company for the installation of electronic security equipment.
	HOGAN	10/20/2017	CAREY	Origin: Referral of Kevin Burke (Denver, USA) a Marcos Rios
				Client: Cooper Tire & Rubber Company
	HOGAN	12/7/2017	CAREY	Matter: A recall on some tires for manufacturing defects. Origin: Referral of Luis Marín (Mexico) a Guillermo Carey Client: International Game Technology PLC
				Matter: Compliance of some regulations related to safety warnings in Chile warnings (i.e. if there is a mandatory requirement to translate them in your country, are there any mandatory requirements relating to font size, positioning etc).
	HOGAN	12/19/2017	CAREY	Origin: Referral of Tracev Bischofberger (UK) a Andrés Salas/Francisco Carev Client: Maersk
				Matter: Assist them on a filing process to be initiated in Chile due to the incorporation of a joint venture which will provide terminal handling services to container shipping companies.
	HOGAN	12/22/2017	CAREY	Origin: Referral of Matthew Levitt (Brussels) a Lorena Pavic
Hogan Lovells	2017	Intl	LEE AND LI	69 trademark files
Hogan Lovells	2017	Alicante	LEE AND LI	7 trademark
Hogan Lovells	2017	Lee and Lee	LEE AND LI	1 corporate file
Hogan Lovells	2017	Japan	LEE AND LI	191 trademark files
Hogan Lovells	2017	USA	LEE AND LI	32 trademark files
Hogan Lovells Interna	3/31/2017	LONDON	SIMPSON	adidas International B.V. - All-Day app
Hogan Lovells US LLP	1/23/2017	WASHINGTON	SIMPSON	New Zealand Data Protection Issue in M&A
hogan	10/27/2017	n/a	SIMPSON	Cornell University – Cornell Institute o
Hogan	9/20/2017	Belgium	SIMPSON	Reimbursement from patients for products
HOGAN LOVELLS	2017		SYCIP	AXA-Cooperation with Worldnomads Group (WNG) website insurance
HOGAN LOVELLS	2017	Hong Kong	All Firms	PRAC 2017 @ Hong Kong Conference
HOGAN LOVELLS	2017		SYCIP	Review of Employment Contract
HOGAN LOVELLS	2017		SYCIP	Refer a Friend Program: advice on legal compliance
HOGAN LOVELLS	2017		SYCIP	Fluor BCR: advice on data privacy
HOGAN LOVELLS	2017		SYCIP	Master Services Agreement: data protection compliance advice
HOGAN LOVELLS	2017		SYCIP	Philippine DPO
HOGAN LOVELLS	2017		SYCIP	Fluor: advice on data privacy
HOGAN LOVELLS	2017		SYCIP	Melco Crown: advice client on privacy issues
HOGAN LOVELLS	2017		SYCIP	Netflix: advice client on privacy laws
HOGAN LOVELLS	2017		SYCIP	ZEBRA: Regulatory advice on Workforce Connect service (Philippines)
HOGAN LOVELLS	2017		SYCIP	Premier Panel: advice client on privacy
HOGAN LOVELLS	2017		SYCIP	AP Data Breach: advice client on rules on data breaches
HOGAN LOVELLS	2017		SYCIP	Tencent Data Processing: review data protection agreement
HOGAN LOVELLS	2017		SYCIP	DTCC: advice on privacy law
HOGAN LOVELLS	2017		SYCIP	Q Cloud: advice on cloud services and privacy laws
HOGAN LOVELLS	2017		SYCIP	Review of TTA/Release Form.
HOGAN LOVELLS	2016	Washington	All Firms	Hogan Lovells IBA @ Washington reception
HOGAN LOVELLS	2016-2017	INTL	LEE AND LI	30 referral matters ref. corporate, patent and trademarks matters
HOGAN LOVELLS	2016-2017	PARIS	LEE AND LI	10 referral matters ref corporate and trademark matters
HOGAN LOVELLS	2016	LEE	LEE AND LI	corporate matter
HOGAN LOVELLS	2016-2017	HORITSU	LEE AND LI	287 referral matters ref. trademark
HOGAN LOVELLS	2016	USA	LEE AND LI	27 referral matters, corporate and trademark
HOGAN LOVELLS	1/11/2016	Brussels	SIMPSON	Amarin Pharma Inc – informed consent form review
HOGAN LOVELLS	9/11/2016	Colorado	SIMPSON	SIMS Mical Promotion of Medical Device
HOGAN LOVELLS	2016	Spain	KOCHHAR	IP - Trademark watch services (caterpillar)
HOGAN LOVELLS	2016	Spain	KOCHHAR	IP - Trademark watch services (caterpillar)
HOGAN LOVELLS	2016	Hong Kong	KOCHHAR	IP matter
HOGAN LOVELLS	2016	London	KOCHHAR	Corporate advisory matter
HOGAN LOVELLS	2016	Hong Kong	KOCHHAR	Corporate advisory matter
HOGAN LOVELLS	2016	Washington	KOCHHAR	Corporate & Regulatory Advice
HOGAN LOVELLS	3/9/2016	Mexico	CAREY	Keysight Technologies ref enforceability equipment to Chilean customers under California law
HOGAN LOVELLS	2/23/2016	Madrid	CAREY	Telefonica International Wholesale Services ref insurance regulations
HOGAN LOVELLS	2/15/2016	Mexico	CAREY	Estee Lauder revise IT service contract for Chilean subsidiary CELA Cosmético
				JobStreet Financing Amendment: assist in preparing documents for JSPIH in connection with amendments for Seek/JobStreet offshore financing.
HOGAN LOVELLS	2016		SyCip	Labor Administrative Matters.
HOGAN LOVELLS	2016		SyCip	Advise client re: creation of Philippine pledge on shares of stock in Red Planet Philippine Companies.
HOGAN LOVELLS	2016		SyCip	China Telecom Global – Philippines Advice
HOGAN LOVELLS	2016		SyCip	Data Privacy Questions
HOGAN LOVELLS	2016		SYCIP	21st Century Fox advice on Data Privacy
HOGAN LOVELLS	2016		SYCIP	3M DPA
HOGAN LOVELLS	2016		SYCIP	Data Transfer Agreement
HOGAN LOVELLS	2016		SYCIP	3M PEZA – Advice on transport of equipment

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

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

KOCHHAR	OUTBOUND	DATE	OFFICE	TO	REFERENCE
	Kochhar	2022		PRAC	PRAC Let's Talk
	Kochhar	2021		PRAC	PRAC Let's Talk
	Kochhar	2020		PRAC	PRAC Let's Talk
	Kochhar	2019		PRAC	PRAC @ Seattle
	Kochhar	2019		PRAC	PRAC @ Costa Rica
	Kochhar	2018		PRAC	PRAC Conference
				Hogan Lovells -	Client - Tech Data - Due Diligence Support on a target company in connection with a proposed acquisition by Tech Data
	Kochhar	2019	Delhi	Singapore	
	Kochhar	2018	Quatar	BENNETT	Drafting SIHP to ensure that it is in compliance with the applicable local laws of Qatar
	Kochhar	2018	Sydney	CLAYTON	IBS Software Services re Australia Pacific (Holdings) Pty Ltd. dispute software agreement, successfully resolved to the mutual client's satisfaction.
	Kochhar	2018	Delhi	SKRINE	Client - HCL Technologies; Assistance with employment law queries in Malaysia
	Kochhar	2018	Delhi	Clayton Utz	Client - HCL Technologies; Assistance with employment law issues in Australia
				Hogan Lovells -	Client - HCL Technologies; request for assistance on contention employment matters.
	Kochhar	2018	Delhi	Singapore	
				San Francisco	Client - Shyamanur group - Assistance with incorporation of a company in USA (San Francisco - Delaware registration) to undertake business in the field of electronic vehicles.
	Kochhar	2018	Bangalore		
	Kochhar	2018	Dubai	Hogan Lovells	Assistance to Union Bank of India with issuance of demand notice to Axis Bank, Hong Kong
	Kochhar	2018		Dentons /	Client - GAIL India - Legal assistance in Egypt
	Kochhar	2017	Bangalore	Dentons Rodyk	Due Diligence on a Singapore company
	Kochhar	2016	Delhi	Baker Botts LLP	Semnox Solutions Private Limited. Corporate matter. The Client was provided the direct reference of Baker Botts for
	Kochhar	2016		Rodyk	TMA SEEMATTI & Device in Classes 24 & 25 in Singapore
	KOCHHAR	2016	Indrani	Baker Botts	Semnox Solutions Private Limited. Corporate matter. The Client was provided the direct reference of Duane Morris for
	KOCHHAR	2016	Bangalore	Dentons	
	KOCHHAR		Chennai	SYCIP	TVS Srichakra Limited. IP. Approx. USD 150.
	KOCHHAR	2016		SYCIP	Company Incorporation Matter
	KOCHHAR	2016		SYCIP	Client company - HAYS. Due-Diligence. Potential lead for a due-diligence on a Philippines based Medical equipment
	KOCHHAR	2016		Dentons Rodyk	Serial Innovations. Corporate. Due-Diligence with respect to Investments in Singapore by client
	KOCHHAR	2016		Dentons Rodyk	Matter regarding Kochhar Singapore operations
	Kochhar	2016		Rodyk	IR 1205746 (Singapore TM No. T1409568B) in class 30
	Kochhar	2016		Rodyk	IR 1240611 (Singapore TM No. 40201505235W) in Classes 29 & 30
	Kochhar	2016		Rodyk	Matter referred by Kochhar Singapore office
	Kochhar	2016	Chennai	Hernandez &	TVS Srichakra Limited. IP. Approx. USD 150.
	Kochhar	2016	Delhi	Hernandez &	Client company - HAYS. Due-Diligence. Potential lead for a due-diligence on a Philippines based Medical equipment
	Kochhar	2016	Bangalore	& Davidson LLP	Serial Innovations. Corporate. Due-Diligence with respect to Investments in Singapore by the client
	Kochhar	2016	Delhi	& Davidson LLP	Matter regarding Kochhar Singapore operations
	Kochhar	2016	Delhi	& Davidson LLP	TMA SEEMATTI & Device in Classes 24 & 25 in Singapore
	Kochhar	2016	Delhi	& Davidson LLP	IR 1205746 (Singapore TM No. T1409568B) in class 30
	Kochhar	2016	Delhi	& Davidson LLP	IR 1240611 (Singapore TM No. 40201505235W) in Classes 29 & 30
	Kochhar	2016	Delhi	& Davidson LLP	Matter referred by Kochhar Singapore office
	Kochhar	2016	Dubai	& Davidson LLP	Banking matters - EXIM BANK
	Kochhar	2015	Delhi	Sycip law	Company Incorporation matter
	Kochhar	2015	Dubai	Hernandez &	Client – Confidential A Dubai based manufacturing company. Assistance with regard to establishing a presence in the
	Kochhar	2016	Delhi	Rodyk	Banking matters - EXIM BANK
	Kochhar	2015	Delhi	SYCIP	Company Incorporation matter
	Kochhar	2015			M&A matter - Acquisition Thai subsidiary of american co by Belgian client of K&Co. (Approx. Billing USD 46000)
		2015	Delhi	Tilleke	
	KOCHHAR	2014		SYCIP	TM Search: EUROGRIP in class 12. Conducted trademark availability search.
	KOCHHAR	2014		SYCIP	Trademark: EUROGRIP. Assist in the filing of new trademark application in Class 12 and maintenance of the registration.
	KOCHHAR	2013		SYCIP	Mark: Q LOGO – Assist in the maintenance of the trademark registration.
	KOCHHAR	2013		SYCIP	Mark: QUIZNOS – Assist in the maintenance of the trademark registration.

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

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

LEE	INBOUND FROM	DATE	TO	REFERENCE
Han Kun	2019		LEE AND LI	1 Corporate matter
Baker Botts	2019		LEE AND LI	11 Patent Trademark
Carey	2019		LEE AND LI	2 Patent
Davis	2019		LEE AND LI	12 Patent Trademark
Dentons Rodyk	2019		LEE AND LI	1 corporate
Hogan Lovells	2019		LEE AND LI	59 Corporate Trademark
Hogan Lovells	2019		LEE AND LI	1 trademark files
Hogan Lee	2019		LEE AND LI	1 Corporate
Hogan Horitzu	2019		LEE AND LI	169 Patent Trademark
Hogan USA	2019		LEE AND LI	9 corporate
Baker Botts	2018		LEE AND LI	18 patent trademark
Carey	2018		LEE AND LI	5 patent
Clayton	2018		LEE AND LI	12 trademark
Davis	2018		LEE AND LI	15 trademark
DAVIS	2018		Lee and Li	1 Corporate
Dentons Rodyk	2018		LEE AND LI	1 trademark files
Goodsill	2018		LEE AND LI	1 corporate file
Hogan Lovells Inter	2018		LEE AND LI	56 corporate patent trademark
Hogan Lovells (Pari)	2018		LEE AND LI	1 corporate file
Hogan Lovells Horit	2018		LEE AND LI	136 trademark
Hogan Lovells USA	2018		LEE AND LI	238 corporate patent trademark
Hogan Lovells	2018		LEE AND LI	27 corporate file
Kim Chang Lee	2018		LEE AND LI	1 corporate file
BAKER	2017		LEE AND LI	14 Trademark files
BENNETT JONES	2017		LEE AND LI	2 corporate files
CAREY	2017		LEE AND LI	1 patent file
CLAYTON	2017		LEE AND LI	12 Trademark files
Dentons Rodyk	2017		LEE AND LI	2 corporate files
Davis Wright	2017		LEE AND LI	20 Patent files
				1 trademark files
Goodsill	2017		LEE AND LI	
Hogan Lovells	2017		LEE AND LI	69 trademark files
Hogan Lovells	2017		LEE AND LI	7 trademark
Hogan Lovells	2017		LEE AND LI	1 corporate file
Hogan Lovells	2017		LEE AND LI	191 trademark files
Hogan Lovells	2017		LEE AND LI	32 trademark files
Kim Chang Lee	2017		LEE AND LI	1 corporate file
BAKER	2016-2017		LEE AND LI	7 referral files ref. patent and trademark
BENNETT	2016		LEE AND LI	corporate matter
BENNETT	2016		Lee and Li	Referral request for commercial support for a foreign investment Jfan
BENNETT	2016		China	Lee and Li
BENNETT	2016		China	Referral request (no details) Jfan
CLAYTON	2016-2017		LEE AND LI	6 referral files ref. corporate and trademark matters
DAVIS WRIGHT	2016-2017		LEE AND LI	20 referral files ref. corporate, trademark and patent matters
DENTONS RODDYK	2017		LEE AND LI	corporate matter
GIDE	2016-2017		LEE AND LI	14 referral files ref trademark matters
HOGAN LOVELLS	2016-2017		LEE AND LI	30 referral files ref. corporate, trademark and patent matters
HOGAN LOVELLS	2016		LEE AND LI	10 referral files ref. corporate, patent matters
HOGAN LOVELLS	2016		LEE AND LI	corporate matter
HOGAN LOVELLS	2016-2017		LEE AND LI	287 referral files ref. trademark cases
HOGAN LOVELLS	2016-2017		LEE AND LI	27 referral files ref. corporate ad patent matters
ROUSAUD	2016		LEE AND LI	patent matter
SKRINE	2016		LEE AND LI	3 trademark matters
TOZZINI	2016		LEE AND LI	corporate matter
BAKER	2013		Lee	Joint venture of petrochemical companies
BAKER	2013		Lee	Proposed merger of petrochemical companies
RICHARDS	2013		Lee	Wealth Preservation

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

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

MUNIZ	OUTBOUND	DATE	OFFICE	TO	REFERENCE
		2023		PRAC	PRAC Event Connect IBA Washington
		2023		PRAC	PRAC @ Mexico City
		2023		PRAC	PRAC Event Connect IPBA Dubai
		2023		PRAC	PRAC Event Connect IBA Singapore
		2022		PRAC	PRAC Let's Talk!
					PRAC Event Connect IBA
		2021		PRAC	
					PRAC Let's Talk!
		2020		PRAC	
MUNIZ		2019	LIMA	BENNETT	General advice concerning the Canadian Commercial Corporation's general approach to engaging in transactions with foreign Governments to export Canadian goods and selected services
MUNIZ		2018	LIMA	BENNETT	Ecuador Agreement Review
MUNIZ		2017	LIMA	CAREY	Client: GTM Peru Matter: Assist them to start business in Chile. Origin: Referral de Alejandra Santistevan de las Casas a Jaime Carey / Guillermo Carey / Ignacio Gillmore.
MUNIZ		2017	LIMA	ALLENDE	Olaya - consultation foreign (Peru)investment broadcast media client and ownership
MUNIZ		2017	LIMA	SYCIP	Inquiry incorporation corporate client
MUNIZ		2017	LIMA	RODYK	Inquiry incorporation corporate client
MUNIZ		2017	LIMA	KOCHHAR	Inquiry incorporation corporate client
MUNIZ		8/5/2015	LIMA	CAREY	Bitex.la Establishing a subsidiary of their company in Chile. Referral de Mauricio Olaya
Muniz		2014	LIMA	ALLENDE	Referral of Intursa
Muniz		2014	LIMA	CAREY	Arreano Investigation - advise re employee selection contracts
Muniz		2014	LIMA	CAREY	Werksmans Attorneys African Bank SA
Muniz		2013	LIMA	ALLENDE	M&A transaction
Muniz		2013	LIMA	CAREY	Quintana Minerals Corp - Houston TX
Muniz		2010	LIMA	Carey	Tech Data Peru - labor matters in Chile
MUNIZ		2009	LIMA	Carey	BPZ ENERGY oil and gas issues in Chile
MUNIZ		2008	LIMA	All	PRAC Members invite to Oil & Gas convention
MUNIZ	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	BENNETT	2018	LIMA	Muniz	Ecuador Agreement Review
	BENNETT	2016	Lima	Muniz	Reviewing a distribution agreement and trade marks in Peru
	CAREY	2013		Muniz	Robeco pension fund assist
	CAREY	2013		Muniz	Intertrust New York, Invenergy LLC
	CAREY	2013		Muniz	CWE South America Ltd (filial de China Three Gorges Corporation)

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

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

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

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

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

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

SYCIP	OUTBOUND	DATE	OFFICE	TO	REFERENCE
		2023		PRAC	PRAC On The Road
		2022		PRAC	PRAC Let's Talk!
		2021		PRAC	PRAC Let's Talk!
		2020		PRAC	PRAC Let's Talk!
		2019		PRAC	PRAC @ Seattle
		2019		PRAC	PRAC @ Costa Rica
	SYCIP	2018		Kim	Referred to American Immigration Lawyers Association to assist in immigration cases
	SYCIP	2018		PRAC	IPBA reception March
	SYCIP	2018		KIM	Referred Myer Landis to assist in immigration cases.
	SYCIP	2017		KIM	Referred Ernst & Young GmbH to assists in immigration cases.
	SYCIP	2015		TILLEKE	Assist on potential project in Thailand

SYCIP	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	Davis	2019		SYCIP	Amazon Regulatory Survey
	Davis	2019		SYCIP	Patriot Act
	Davis	2019		SYCIP	S&P Global - GDPR Comparison
	Davis	2019		SYCIP	SMS Messages
	Davis	2019		SYCIP	TIN Application
	Davis	2019		SYCIP	Boiling Crab Franchise Co
	Davis	2019		SYCIP	Boiling Crab Franchise Co
	Hogan Lovells US				Employee Diversity
	LLP	2019		SYCIP	
	Hogan Lovells	2019		SYCIP	B2B Direct Marketing 2019
	Hogan Lovells	2019		SYCIP	MSA Data Protection Exhibit
	Hogan Lovells	2019		SYCIP	Project Infinity
	Hogan Lovells US				DPO Inquiry
	LLP	2019		SYCIP	
	Hogan Lovells US				Employee Privacy Notice
	LLP	2019		SYCIP	
	Hogan Lovells US				Employment Queries
	LLP	2019		SYCIP	
	Hogan Lovells US				Hotstar
	LLP	2019		SYCIP	
	Kim & Chang	2019		SYCIP	Tobacco Regulatory
		2018			
	Clayton Utz	2018			ZXU Human Performance. Multiplied. Appln# 4-2017-003301 (IPC# 14-2017-00429):
	Clayton Utz	2018			ZXU Human Performance. Multiplied. Appln# 4-2017-003301 IPC# 14-2017-00428
	DAVIS	2018			Geolocation 2018: Update of Geolocation Questionnaire
	DAVIS	2018			Data Protection Officers: Advice on Data Protection
	Dentons Rodyk	2018			IBLUE OCEAN RESOURCES: Advice on Securities Regulation
	Hogan Lovells	2018			Avande – Website Privacy Requirements: Advice on Philippine data privacy compliance
	Hogan Lovells	2018			Google: Confidential
	Hogan Lovells	2018			Marketing-Related Consent Requirements: Philippine data protection and e-privacy laws
	Hogan Lovells	2018			Pearson: DPS registration
	Hogan Lovells	2018			Data Security Incident: Advice on Philippine data privacy law
	Hogan Lovells	2018			Tencent – Payment Aggregation Survey: Advice on payment aggregation model
	Hogan Lovells	2018			Netflix – SMS Survey: Advice on Philippine regulatory matters
	Hogan Lovells	2018			Project Duke: Assist client in releasing pledge on shares of Jobstreet Philippines
	Hogan Lovells	2018			AXA Regulatory advice – Philippines : regulatory advice sale travel insurance online
	Hogan Lovells	2018			Philippine Marketing Review: Advice on Philippine law marketing
	Hogan Lovells	2018			SMS Review Template: Advice on international SMS survey
	Richards Buell Sutti	2018			CELP: To file new trademark application
	Richards Buell Sutti	2018			Potato Corner: To assist with plan to do business in Vancouver
	Clayton Utz	2017		SYCIP	Assist client in opposition proceedings: ZXU HUMAN PERFORMANCE MULTIPLED Appln. 4-2016-011134 (IPC No. 14-2017-00137)
	Clayton Utz	2017		SYCIP	Assist client in opposition proceedings: ZXU HUMAN PERFORMANCE MULTIPLED Appln. 4-2016-011134 (IPC No. 14-2017-00138)

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

SYCIP	Clayton Utz	2015	SYCIP	Assist client in general IP matter inquiry.
	Clayton Utz	2015	SYCIP	Trademark: ZXU HUMAN PERFORMANCE.MULTIPLIED.logo. File new trademark application Class 25.
INBOUND	Clayton Utz	2015	SYCIP	Trademark: ZXU HUMAN PERFORMANCE.MULTIPLIED.logo. File new trademark application Class 10.
	Clayton Utz	2015	SYCIP	Trademark: HUMAN PERFORMANCE.MULTIPLIED. File new trademark application Class 25.
	Clayton Utz	2015	SYCIP	Trademark: HUMAN PERFORMANCE.MULTIPLIED. File new trademark application Class 10.
	DAVIS	2015	SYCIP	PHO HOA – Inquiry Re: Trademark Assignment.
	DAVIS	2015	SYCIP	Conduct Trademark Search: PHO HOA for Restaurant Services.
	DAVIS	2015	SYCIP	Trademark: BLACKBERRY & DESIGN (left) - Assist in the maintenance of the registration.
	DAVIS	2015	SYCIP	Trademark: BOLD - Assist in the maintenance of the registration.
	DAVIS	2015	SYCIP	Trademark: BLACKBERRY BOLD - Assist in the maintenance of the registration.
	DAVIS	2015	SYCIP	Trademark: CURVE - Assist in the maintenance of the registration.
	DAVIS	2015	SYCIP	Trademark: BLACKBERRY CURVE - Assist in the maintenance of the registration.
	DAVIS	2015	SYCIP	Trademark: SURETYPE - Assist in the maintenance of the registration.
	DAVIS	2015	SYCIP	PCT/US2011/028911 - Assist in the maintenance of the registration.
	DAVIS	2015	SYCIP	PCT/US2010/050061 - Assist in the maintenance of the registration.
	DAVIS	2015	SYCIP	Mark: BONDDOG. To file new tm application in multi classes
	DAVIS	2015	SYCIP	PCT/US2010/038426 - Assist in the maintenance of the registration.
	DAVIS	2015	SYCIP	PCT/US2010/0318111 - Assist in the maintenance of the registration.
	DAVIS	2015	SYCIP	Microsoft 2 (VOIP): advise client on conferencing and VOIP applications.
	DAVIS	2015	SYCIP	Microsoft Data Center 2015 Center: advise client on law applicable to Data Centers.
	DAVIS	2015	SYCIP	Transport Service: advice client on In-House data center services.
	Hogan Lovells	2015	SYCIP	Data Retention Review – Sony Electronics Asia
	Hogan Lovells	2015	SYCIP	Privacy Compliance Review (Adidas Privacy Policy)
	Hogan Lovells	2015	SYCIP	Queries on Data Privacy Act / Data Protection Agreement – ThyssenKrupp AG
	Hogan Lovells	2015	SYCIP	VoIP Services – Philippines: Preparing high level advice in relation to regulatory environment for VoIP services.
	Hogan Lovells	2015	SYCIP	AECOM: Provide legal advice in connection with the proposed global corporate reorganization of AECOM.
	Hogan Lovells	2015	SYCIP	Tencent 2015: Advise client on gaming application
	Hogan Lovells	2015	SYCIP	General file for IP matters.
	Hogan Lovells US LI	2015	SYCIP	Data Protection (4): accomplished a questionnaire on data protection for a Taiwanese bank.
	Lee & Li	2015	SYCIP	Trademark: TORNAL. File new trademark application Class 12.
	Santamarina y Stet	2015	SYCIP	L'Oreal – Global Guides
	Simpson Grierson	2015	SYCIP	Pink's Hot Dogs, Inc. – TTRA: advice and assist client regarding its application for tax treaty relief on royalties.
	DAVIS	2014	SYCIP	Trademark: The Boiling Crab - Assist in filing response to Provisional Refusal.
	DAVIS	2014	SYCIP	Trademark: BLACKBERRY - Assist in the recordation of change of name and renewal of registration.
	DAVIS	2014	SYCIP	Trademark: BOVADA (Block Letters). Assist in the filing of new trademark application Classes 38 & 41.
	DAVIS	2014	SYCIP	Microsoft Data Center
	DAVIS	2014	SYCIP	Microsoft Servers: advise client on telecom queries
	DAVIS	2014	SYCIP	Recordial file for JobsDB - Assist in the recordation of an Assignment of Marks.
	Hogan Lovells	2014	SYCIP	To assist client in serving processes in a Hong Kong case to various Philippine residents
	Hogan Lovells	2014	SYCIP	Privacy and Data Protection Issues - Philippines
	Hogan Lovells US LI	2014	SYCIP	PCT/AU2012/001195 – Assist in the prosecution of the patent application.
	Kochhar & Co.	2014	SYCIP	TM Search: EUROGRIP in class 12. Conducted trademark availability search.
	Kochhar & Co.	2014	SYCIP	Trademark: EUROGRIP. Assist in the filing of new trademark application in Class 12 and maintenance of the registration.
	Lee & Li Attorneys	2014	SYCIP	Formosa Biomedical Inc. (FB): advice in connection with the company registration in the Philippines.
	Richards Buell	2014	SYCIP	Advice on legal and tax obligations of client conducting testing in Philippines
	RICHARDS BUELL	2014	Sycip	Corporate
	Santamarina y Stet	2014	SYCIP	Patent Inquiry: conduct search for current status of patent no. 1-2005-502206.
	DAVIS	2013	SYCIP	Review of draft Development and License Agreement between Licensee and US Franchisor.
	DAVIS	2013	SYCIP	Mark: 123 SESAME STREET & Street Sign Device. Assist in the filing of new trademark application in multi classes and maintenance of the registration.
	Hogan Lovells	2013	SYCIP	Act as counsel to Goldman Sachs in connection with the proposed senior secured term loan facility in the aggregate amount of US\$35M to KGL Investment
	King & Wood Malle	2013	SYCIP	Trade related matter
	King & Wood Malle	2013	SYCIP	Family and marriage matter
	Kochhar & Co.	2013	SYCIP	Mark: QLOGO – Assist in the maintenance of the trademark registration.
	Kochhar & Co.	2013	SYCIP	Mark: QUIZNOS – Assist in the maintenance of the trademark registration.
	Lee & Li	2013	SYCIP	Investment (3): advise client on investment in local bank.
	Lee & Li	2013	SYCIP	Assist client in connection with the use of SanDisk APAC Premium Packaging.
	SIMPSON	10/4/2013	SyCip	

TOZZINI	OUTBOUND	DATE	OFFICE	TO	REFERENCE
		2023		PRAC	PRAC On The Road
		2023		PRAC	PRAC @ Mexico City
		2023		PRAC	Event Connect IBA Cartagena
		2022		PRAC	PRAC Let's Talk!
		2021		PRAC	PRAC Let's Talk!
		2020		PRAC	PRAC Let's Talk!
		2019		PRAC	PRAC @costa rica
		2019		PRAC	PRAC @ seattle
TOZZINI		2019	Calgary	BENNETT	Discussion regarding possible future infrastructure investment in Brazil
				BENNETT	Review of Agrichemicals Purchase and Sale Agreements
TOZZINI	5-Sep-17		Toronto	JONES	
					Client: n/a
TOZZINI	11/7/2017			CAREY	Matter: To assist them on a bidding for Transantiago Origin: Referral de Ana Candida de Mello Carvalho (Sao Paulo) (referida por Moira Huggard-Caine) a Jaime Carey
TOZZINI	6/20/2016	Brazil		CAREY	Akamai acquisition tech company with subsidiary in Chile
TOZZINI	7/8/1905			LEE AND LI	corporate matter
TOZZINI	6/14/2016	Brazil		CAREY	Akamai acquisition tech company with subsidiary in Chile
TOZZINI	4/29/2016			CAREY	Asics
	4/7/2016				Almaviva
TOZZINI	3/29/2016			ALLENDE BREA	Schneider Electric
TOZZINI	2/19/2016			ARIAS MUNOZ	LATHAM & WATKINS
TOZZINI	2/19/2016			ARIAS MUNOZ	LATHAM & WATKINS
TOZZINI	2/17/2016			ALLENDE BREA	CJ do Brasil
TOZZINI	12/29/2015			ALLENDE BREA	Hisense International
TOZZINI	11/24/2015			ALLENDE BREA	rescisão de contrato de distribuição
TOZZINI	11/19/2015			ALLENDE BREA	SmartVet Brazil
TOZZINI	10/23/2015			ALLENDE BREA	Plastipak Packaging do Brasil
TOZZINI	7/22/2015			ALLENDE BREA	Dinâmica Organização Adm. & Contábil
TOZZINI	6/16/2015			ALLENDE BREA	2020
TOZZINI	6/16/2015			Rodyk	TPK HOPPT HOLDINGS PTE. LTD. e JETA IND.
	5/6/2015				NGK do Brasil
TOZZINI	5/6/2015			Brigard Urrutia	
TOZZINI	5/6/2015			Carey	NGK do Brasil
TOZZINI	3/30/2015			ALLENDE BREA	UPL Limited
TOZZINI	3/30/2015			ALLENDE BREA	Skanska
TOZZINI	3/11/2015			ALLENDE BREA	Haver & Boecker
TOZZINI	3/2/2015			ARIAS MUNOZ	Sherwin Williams
TOZZINI	1/23/2015			ARIAS MUNOZ	Vonpar
TOZZINI	1/12/2015			ALLENDE BREA	Pirelli Pneus
Tozzini	2014			ALLENDE	Referral of Hyosung on bankruptcy related matter
TOZZINI	12/10/2014			ARIAS MUNOZ	Haver&Boecker
TOZZINI	12/2/2014			Carey	Haver & Boecker
TOZZINI	10/2/2014			Carey	SA Bank
TOZZINI	9/10/2014			ALLENDE BREA	Capsugel
TOZZINI	9/10/2014			Carey	Capsugel
TOZZINI	7/22/2014			ALLENDE BREA	Facebook
TOZZINI	7/22/2014			Carey	Facebook
	6/19/2014			ARIAS	Osborne Clarke
TOZZINI	6/19/2014			FABREGA	
TOZZINI	3/7/2014			ALLENDE BREA	RIGESA
				ARIAS	CHEMTURA
TOZZINI	2/28/2014			FABREGA	
TOZZINI	2/28/2014			ARIAS MUNOZ	CHEMTURA
TOZZINI	2/28/2014			ARIAS MUNOZ	CHEMTURA
TOZZINI	2/28/2014			Carey	CHEMTURA
TOZZINI	2/12/2014			ALLENDE BREA	State Grid
TOZZINI	2/12/2014			Carey	State Grid
TOZZINI	1/28/2014			ARIAS MUNOZ	Agroceres
TOZZINI	1/21/2014			ARIAS MUNOZ	Invivo
TOZZINI	1/14/2014			ALLENDE BREA	Biotronik Com. Médica

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

TOZZINI	INBOUND FROM	DATE	OFFICE	TO	REFERENCE
	CAREY	2023		TOZZINI	
					Client: Saint Gobain
					Description: CONFIDENTIAL: Assistance on the potential acquisition a business unit of Hunter Douglas in Latin America.
					Origin: Referral from Francisco Ugarte to Marcio Mello Silva Baptista (Brazil)
					A RockMass, a mining-tech client looking for a review of a commercial agreement subject to Brazilian laws
	BENNETT	2018	Sao Paulo	TOZZINI	pet food manufacturer looking to expand into Australia and distributor arrangement with a new distributor
	BENNETT	2017	Sao Paulo	TOZZINI	
	ALLENDE	2017	Sao Paulo	TOZZINI	Adecef Judicial Reorganization / Oi Group
	ALLENDE	2017	Sao Paulo	TOZZINI	Corp Chilean company incorporating in SP
	BENNETT	2016	Edmonton	TOZZINI	Reviewing of Distributor Agreements in various countries
	BENNETT	2016	Toronto	TOZZINI	Brazil Litigation Matter
	Hogan Lovells	5/20/2015	Sao Paulo	TOZZINI	Eletrobras
	Carey	4/22/2015	Chile	TOZZINI	Falabella
	Hogan Lovells	1/23/2015	Washington	TOZZINI	Bilfinger
	Allende Brea	12/23/2014	Argentina	TOZZINI	Renaissance Re Syndicate Management Ltd
	Rodyk	11/19/2014	Singapore	TOZZINI	Mitsuiji Konoshita (Group Lease Public Co
	Hogan Lovells	8/14/2014	Miami	TOZZINI	Alstom
	Carey	8/11/2014	Chile	TOZZINI	Milliken
	Hogan Lovells	7/28/2014	Washington	TOZZINI	3M do Brasil Ltda
	Allende Brea	7/22/2014	Argentina	TOZZINI	Sony Group
	Carey	3/25/2014	Chile	TOZZINI	Bianchi Vending Group S.p.A (BVG)
	Allende Brea	2/24/2014	Argentina	TOZZINI	Dasault Systèmes Americas Corp
	Allende Brea	2/21/2014	Argentina	TOZZINI	BVD
	ALLENDE	2014		Tozzini	Referral of Generali
	CAREY	2014		Tozzini	Salinas Diamante Branco (SDB) CADES' re salt producers
	DENTONS	2013		Tozzini	HSBC Financial Bilateral Credit Facility
	Allende Brea	12/4/2013	Argentina	TOZZINI	Harold Solomon e Jonathan Solomon
	Carey	10/15/2013	Chile	TOZZINI	K+S Chile S.A.
	Hogan Lovells	5/30/2013	Washington	TOZZINI	PPG Industries, Inc.

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

TAB 15 - 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 office¹ 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 member². Nor is it in the long term interest of PRAC that that should occur. However, it is advisable for an expanding firm to behave in ways sensitive to a member who is affected by the opening of a new office and perhaps for certain approaches to be taken to protect that member.

Examples of such responses are:

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

² The concept of the 'jurisdiction of a PRAC member' is dealt with in section 3.3(vi) of this Report

- "Whilst PRAC member firms should be at liberty to decide opening offices (even substantial ones) in jurisdictions of other PRAC members, it should be the understanding of PRAC member firms that priority of referrals should be given to the existing PRAC member of that jurisdiction"
- "In general, if possible, a PRAC member planning to open an office in the jurisdiction of another PRAC member should notify such other PRAC member in advance and generally discuss the plans to open the office and the scope of the intended practice to be conducted from that office. There may be circumstances when advance notice and discussion is not feasible and, in such a situation it would be good to have such a discussion very shortly following the announcement of the new office. PRAC members should make an effort to find opportunities to co-operate with local members when opening new offices in their jurisdiction. i.e. in many cases the member firm opening in a foreign jurisdiction will not have the full range of expertise offered by the local PRAC member which could provide opportunities to collaborate."
- "Whilst existing PRAC members should not be restrained, through their PRAC membership, from opening a substantial office in the jurisdiction of another PRAC member (whether that jurisdiction is a state, a province, a country or a city) we believe that the PRAC member firm that is expanding (the Expanding Member) into the jurisdiction of an incumbent PRAC member should not allow any of its lawyers in the expansion office to attend or participate in PRAC members and that the incumbent PRAC member but not the Expanding Member should be viewed as being the PRAC representative from that jurisdiction."
- "This should be possible. The expanding PRAC member is under no obligation to leave PRAC. However, its lawyers in the jurisdiction of its expansion are not allowed to attend conferences."
- "You cannot stop it. However, it is important to have in place ethics and rules to encourage appropriate behaviour between PRAC members in these circumstances. Where possible, notice and discussion would assist greatly. The expanding member should not publicise its new office in PRAC material or conferences. Of course, some expansions will be so large and significant that the expanding law firm's strategy is incompatible with a strategy of being member of PRAC. In these circumstances, the expanding member could resign of its own volition or be asked by PRAC to resign. However, each case will depend on its own specific facts and circumstances and there could be no general rule."
- "At that time (of the establishment of PRAC) there were only a few firms with branches in jurisdictions other than the home jurisdiction and PRAC was perceived as a networking alliance enabling effective competition with the "branching" firms. (Now) the reality is that if we want to have premier firms as members of PRAC we have to accept that "branching" firms will be members, either because existing members of PRAC have opening new offices or merged or that the only suitable member is a firm that has branches."
- "We have no problem with this subject to the host member being told in advance."

A second group which comprises a handful of members have responded that in their view it should not be possible for a member to open a substantial office in the jurisdiction of another member firm. An example of such a response is as follows:

- "It should not be accepted and the PRAC member opening the office should withdraw from PRAC unless the PRAC member of that jurisdiction expressly agrees with such opening of a substantial office. The rule would create the need for the two member firms to discuss and reach an agreement on how to operate. Another point for which we do not have a solution is what happens when a rep office in time grows and becomes substantial. The discussion between the two affected firms should always be the best solution".

Several firms within this group saw a distinction between an expansion within the United States and outside. They say that outside the United States it should not be possible for a PRAC member firm to open a substantial office in the jurisdiction of another and, if it occurs, the expanding member should withdraw from PRAC unless the existing member agrees otherwise. They propose a less strict regime for an expansion within the United States.

There is a ***third group*** - reflecting positions which are arguably somewhere between the other two - which do not espouse concepts of prevention or withdrawal but, recognising the difficult nature of the issue, emphasis the importance of prior discussion and other appropriate behaviours. Examples of these responses:

- "PRAC was as a strategic alliance of independent law firms which joined together on the premise of geographical exclusivity to their jurisdiction. The changing legal landscape has been steadily overtaking the original model. The difficulty is that this may erode the enthusiasm for a network which I believe is unique in its intimacy and tolerance of many sizes and types of firms. ... as awkward as it may be, I would prefer to try to accommodate existing members' geographical exclusivity (through blackouts or other means). This is not to say that PRAC should not continue to try to grow, and perhaps in new and innovative ways such as shared cities or new jurisdictions. Having said this, if the jurisdiction of an existing member who has made contributions over many years to PRAC is to be compromised, then I believe that members views should carry considerable weight."
- (If another member expanded into our jurisdiction,) "our firm may desire to have a chance to be consulted with prior to or upon the occurrence of such an event."

(ii) ***A member merging with a non-PRAC member firm, resulting in the merged firm having a substantial office in the jurisdiction of another PRAC member***

In large part, members' responses to this Term closely reflected their responses to the first Term.

One firm remarked that in the case of a merger there was likely to be less opportunity for prior notification and discussion between the expanding firm and the other prior to publication of the merger. However, it recommended that wherever and to the extent possible, efforts be made to provide such prior notice and have such discussions.

(iii) ***The increasing international scope of operations of member firms generally***

Member's responses to this Term were very similar. They recognised that many PRAC member firms have practice bases in cross border transactions and that this reflects the internationalisation of business generally. Members uniformly acknowledge the internationalisation process under way within parts of the legal profession. It is inevitable, they say, that these processes will continue.

The great majority spoke of this increasing internationalisation as being a positive element which should provide increasing opportunities for PRAC members to interact and co-operate.

Typical of these responses are:

- "There have been and will be occasions in which PRAC members may be in competition with one another and occasions in which PRAC members may represent clients with adverse interests. However, there may also be opportunities for co-operation and referrals between PRAC members and operations in the same jurisdiction due to differing capabilities, conflicts and other circumstances. Given the increasingly global approach to business of clients and law firms, PRAC should offer opportunities for professional collaboration in a new environment that benefits member firms and their clients. Recognising and dealing with this environment in a professional manner, even in situations where a PRAC member firm find themselves in a competitive posture, will be far preferable to trying to implement a structure that would attempt to avoid such conflicts. The latter approach is not likely to succeed and will stand to weaken the organisation in the long run."
- "This is to be expected, in fact it is good that PRAC has firms who increase in size and stature, it means PRAC has quality top-tier firms. However, it is usually the US firms who are expanding internationally, and yet these same US firms do not wish to allow quality US firms from other non-PRAC US states (eg Chicago, Texas etc ..). This is an inconsistency. If a PRAC member wants to expand into any other jurisdiction (whether PRAC jurisdiction or not) then it must be prepared to have PRAC or new members expand or have 'non-substantial' presence in their own jurisdictions."
- "PRAC should be viewed as an opportunity to promote, not deter, the increasing international scope of operations of PRAC member firms generally. However, the understandable and natural momentum of PRAC members to increase the international scope of their operations should not be done at the expense of encroaching upon an incumbent PRAC member firms representation in a particular jurisdiction. The expanding member or merging member should not attempt to recruit lawyers or poach clients from the incumbent PRAC member in that jurisdiction."

One member, however, responded as follows:

- "I suggest we return to our original "raison d'etre". This was to secure access to high quality overseas legal services for firms with no overseas branches of their own. To do this would, unfortunately, require that several firms be asked to withdraw, including Gide, Hogan, Lovells, Morgan Lewis and Wilmer Hale. These firms presumably would be replaced with new members (of similar 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**

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*

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2. Focus on the Pacific Rim

PRAC's original focus was on the Pacific Rim. Our firm believes that this general focus on the Pacific Rim:

- (a) *Continues to be appropriate*
- (b) *Continues to be appropriate but needs to be more flexibly applied*
- (c) *Is out of date and needs to be re-considered.*

3. Additional jurisdictions to meet the needs of the members:

PRAC Membership is extended to candidate firms in jurisdictions or territories as required by the membership at large. Currently, our firm's need for PRAC members:

- (a) *Is generally being met in all jurisdictions or territories relevant for our firms*
- (b) *Is not being met in all jurisdictions relevant for our firm*

4. The appropriate approach for searching for firms in Boston and Los Angeles:

When looking at Boston and Los Angeles, our firm believes that the Committee should:

- (a) *Follow the (a) approach - A non-national US firm which would not pose a material level of competition with a current member but would have a smaller referral capacity*
- (b) *Follow the (b) approach - A large national US firm which would pose a material level of competition with a current member but would have greater capacity to refer matters and clients throughout PRAC*
- (c) *Adopt another approach*

5. Mergers

Whether the recently announced mergers amongst two member firms impact the responses of the member firms with respect to the questions set out above.

Methodology

The Subcommittee prepared a written memorandum which outlined the issues set out above and provided the historic responses from each firm. Member firms were then polled by telephone interview to determine if the firms' responses were complete, required greater explanation or had changed in the interim.

Responses from Members

The Subcommittee interviewed by telephone all but two firms. In general, the interviews displayed more consistent views than the initial responses to the Membership Committee survey would have indicated.

There were two compelling themes which emerged from a high number of the responding firms:

- (a) The quality of firms is a core value that the membership does not want to sacrifice as PRAC moves forward with new strategic initiatives;
- (b) There is a very high value placed on the intimacy of the working relationships within the group. The interpersonal relationships that have been created are viewed as a valued asset and acknowledged as a unique aspect of PRAC.

Rate of Growth

Slower	The Same	Faster	No Growth
	15	9	

1. With respect to the firms requesting a faster rate of growth, a significant number of those wanted to discuss three topics:

- (a) replacing a firm in Japan;
- (b) Germany; and
- (c) Spain

Another common comment was the need to be alive to emerging markets and key economic jurisdictions.

2. What additional jurisdictions would be required to meet your firm's needs (in order of priority identified by members):

- (a) Germany;
- (b) Spain;
- (c) South Africa

3. The focus on the Pacific Rim:

There was overwhelming support for either "continues to be appropriate" or "is appropriate but needs to be more flexibly applied". Upon further discussion with most firms, it was acknowledged that, in reality, the concept of the Pacific Rim has already been flexibly applied. The obvious interest in Europe would demonstrate this. There was overwhelming support to keep the name "PRAC" and many firms view it as having significant goodwill associated with it. It was also discussed this being a market differentiator from other legal referral networks.

4. What is the appropriate approach for searching for firms in Boston and Los Angeles:

The Subcommittee acknowledges that the terminology of "national" versus "non-national" is not a perfect manner of characterizing firms. The historic approach is to seek a non-national firm which would not pose a material level of competition to existing U.S. members but may have a smaller referral capacity. The other approach is a large U.S. national firm which could pose a larger competitive threat to current U.S. members but may have a higher referral capacity. The

- 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@allende-brea.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
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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 office¹ in the jurisdiction for which another firm is the PRAC member (the **primary PRAC member**).
 - (i) The expanding member should, to the extent possible, give advance notice to the primary PRAC member of the proposed expansion and discuss its nature/scope with the primary PRAC member.
 - (ii) The expanding member should consider opportunities for cooperation and collaboration with the primary PRAC member.

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

- (iii) The expanding member should not allow partners in the new office to attend PRAC conferences without the primary PRAC member's consent.
 - (iv) Other than listing office locations, the expanding member should not publicise the new office in the PRAC publications or at PRAC conferences without the primary PRAC member's consent.
 - (v) The expanding member should not approach clients of the primary PRAC member in the subject jurisdiction with a view to poaching them².
 - (vi) The expanding member should not approach partners or associates of the primary PRAC member in the subject jurisdiction with a view to poaching them;
 - (vii) Where the expanding member is approached by a partner or employee of the primary PRAC member, and agrees to employ that person, the expanding member shall notify, or request that the person so employed notify, the primary PRAC member of such employment prior to making any public announcement thereof.
 - (viii) Where a proposed new member firm already has an existing office in the same jurisdiction as an expanding member (**the existing jurisdiction**), the expanding member should not refuse consent to the admission to PRAC of the new member, that right of objection being reserved to the primary PRAC member for the existing jurisdiction.
 - (ix) The expanding member should not engage in conduct which is undermining or disparaging of the primary PRAC member or its partners.
 - (x) In competing within the subject market, the expanding member should not pro-actively seek to procure or solicit referrals from other PRAC members in preference to the primary PRAC member.
- (b) The Sub-Committee agrees with the 2006 sub-committee that these expectations should be expressed as guidelines and not as rules, to be applied with common sense.
 - (c) However the Guidelines do each describe behaviours reflecting the values of respect and trust, inherent within PRAC, and which ought be reasonably expected of businesses engaged in a close relationship such as PRAC, and who share these values. Their observance will strengthen PRAC and the relationship between its members.
 - (d) The Sub-Committee recommends the adoption of these Guidelines.
 - (e) Finally, the Sub-Committee notes the concern that the presence of large international firms within PRAC may prejudice the recruitment of new members to PRAC and would respond as follows:
 - (i) The Sub-Committee recognises this as a legitimate expression of concern. However, the evidence of such prejudice is, at best, anecdotal.
 - (ii) If this was to emerge as a material issue for PRAC, it will need to be addressed, balancing the implications for each of the proposed new

² It is recognised that clients may have numerous law firm relationships within the subject jurisdiction and the Guidelines are not intended to restrict ordinary business development activities.

member firm, the existing member firm whose presence is contributing to the issue, and, most relevantly, in the overall interests of PRAC and its members.

- (iii) It should be expected that this concern, should it arise, would be addressed by all concerned in a manner consistent with the values discussed in this report.

3. Global legal services market

- (a) It may be helpful to record briefly developments in the global legal services market, which inform issues currently confronting not only PRAC, but the broader legal services community.
- (b) The past 20 years has seen a growing trend to greater economic globalisation as trade barriers have relaxed, currencies floated, and enhanced technologies and communications have reduced or removed geography as an impediment to commerce.
- (c) This period has also seen the emergence of new major economies, primarily in Asia, but also in South America and to a lesser extent Africa. As these emerging economies have developed, they have been accompanied by significant increases in GDP, and a more highly educated and affluent middle class who are becoming increasingly significant consumers, increasing the demand for commodities and services.
- (d) This globalisation has seen some rebalancing of economic power between the traditional markets of the United States, United Kingdom and Europe, and these emerging markets. This has been accompanied by growth in investment and cross border activity, and a significant increase in the number of major corporations who are either based in, or doing business with these emerging markets.
- (e) The founders of PRAC were prescient, as PRAC was established with a focus on the Pacific Rim, in which many of these developing economies are now centred.
- (f) Law firms have responded to these trends, re-examining their business models, client offerings, and practice area and geographic priorities.

4. Consequences for law firms

- (a) These changes have been accompanied by increased competition for clients and for legal talent. As a result we have seen significant investment by law firms in developing deeper client relationships, in reprioritising their service offerings, in becoming more innovative, and in responding to cost pressures on clients.
- (b) Many firms have sought to broaden and deepen their international platform in geographic markets relevant to their clients. This has typically been achieved through:
 - (i) establishing a "greenfields" office;
 - (ii) merging with a local firm;
 - (iii) acquiring a major legal team (or teams) from an existing local firm (or firms), whether they be a domestic firm or another international firm.
- (c) In undertaking such international expansion, larger firms have a fiscal advantage over small firms as the cost per partner of the necessary investment is lower.

- (d) These trends will continue. The international and global legal markets will continue to develop, and the competition for clients and legal talent will continue to intensify.
- (e) PRAC recognises that to remain relevant and effective as an international network of leading law firms it must also adapt to these changes.

5. PRAC

- (a) PRAC first met in Singapore in February 1987, and is approaching its 30th anniversary. It was established as a unique strategic alliance of top-tier independent law firms having a focus on conducting business across the Pacific Rim.
- (b) As client needs and business imperatives changed over time, so too has PRAC. In recognition of the increased globalisation of client activity, the geographic spread of PRAC membership expanded beyond the immediate Pacific Rim, to include jurisdictions like India, South Africa, Brazil, Texas, France and Spain. Member firms have also developed, with many expanding internationally, most prominent among these being Hogan Lovells and Dentons Rodyk (following the recent announcement by Rodyk of its combination with Dentons), but more than a third of current member firms have at least one international office.
- (c) Another response to the globalisation trend has been the flourishing of international networks and alliances³. PRAC is effectively in competition with these networks, and the majority of PRAC member firms are also members of at least one other such network.

6. 2006 sub-committee report

- (a) PRAC's response to the changing legal services market, and the challenges this may present, was considered by a sub-committee of the PPC in 2006, whose Terms of Reference included addressing circumstances whereby:
 - (i) an existing PRAC member opened a substantial office in the jurisdiction of another PRAC member;
 - (ii) a member firm merging with a non-PRAC firm resulted in the merged firm having a substantial office in the jurisdiction of another PRAC member; and
 - (iii) the increasing international scope of operations of member firms generally.
- (b) The sub-committee noted that over the years a large number of member firms had expanded beyond their original boundaries, reflective of the nationalisation and internationalisation of business and the legal profession in that period.
- (c) Member feedback on these issues in 2006 reflected, on the whole, two primary, and unsurprising sentiments:
 - (i) firstly, recognising the increasingly global approach to business of clients and law firms, that where two PRAC member firms found themselves in a competitive position, dealing with this circumstance in a professional manner would be preferable to seeking to implement a structure that would attempt to avoid such conflicts, the latter approach being unlikely

³ Interlex, Lex Mundi, World Law, World Services Group and Terralex (amongst others).

to succeed, and one which would stand to weaken PRAC in the long run; and

- (ii) secondly, that PRAC is an organisation unique in its intimacy and tolerance of many sizes and types of firms, and that whilst the changing legal landscape had in some respects overtaken the original PRAC model, these were valuable and distinguishing characteristics which PRAC must seek to preserve.
- (d) Members recognised (in 2006) that many PRAC firms had practices based in cross-border transactions, reflecting the internationalisation of business generally. The great majority of members spoke of this increasing internationalisation as a positive element which should provide increasing opportunities for PRAC member firms to interact and cooperate.
- (e) The 2006 sub-committee noted that there is no provision in the PRAC Statement of Policies and Objectives which confers exclusivity on a member firm in relation to a particular city of jurisdiction, and that whilst expansions into another Firm's jurisdiction could create challenges, with goodwill and equanimity on both sides it has been possible to deal with the consequences of such mergers and expansions to the broader benefit of PRAC and all its member firms.
- (f) Against this background, and recognising that flexibility and pragmatism may not be sufficient on their own, the 2006 sub-committee recommended guidelines to apply to a member firm which opens (or merges with a firm with) a substantial office in the jurisdiction of another member.

7. 2012 sub-committee report

- (a) In 2012 a sub-committee of the PPC considered PRAC's expansion philosophy and new member criteria. Two compelling themes emerged from the member consultation:
 - (i) that the quality of member firms is a core value the membership does not want to sacrifice as PRAC moves forward; and
 - (ii) that a very high value was placed on the intimacy of the working relationships within PRAC, these interpersonal relationships being viewed as a valued asset and acknowledged as a unique aspect of PRAC.
- (b) The 2012 sub-committee also reported that, almost without exception, every firm interviewed acknowledged that mergers were a fact of the modern legal landscape and that although it is difficult to develop one comprehensive set of rules, PRAC must accommodate such mergers.
- (c) The sub-committee concluded that PRAC needed to move forward, replacing or securing membership in key jurisdictions, without sacrificing the quality of firms it attracts, and in a manner which did not undermine the close relationships which are a special feature of PRAC.

8. 2015 member feedback

- (a) Member feedback following the Brisbane conference identified the following primary challenges presented by the presence within PRAC of a global or international firm whose jurisdictions overlap with that of other "independent" member firms:
 - (i) the creation of competition for referral work into that jurisdiction from other member firms;

- (ii) direct competition for clients within that particular market;
 - (iii) direct competition for talent (partners and associates) within that market and;
 - (iv) indirect competition through business development and other firm profiling activities undertaken within that market.
- (b) On the other hand, the presence within PRAC of global or international firms was also seen to provide enhanced opportunities for member firms through client referrals (including for the "local" firm in those markets where the firms were in "competition", on account of the fact that the international firms presence was often not "full service" but focused on specialist capabilities), collaboration on cross-border opportunities and enhanced information/experience sharing.
- (c) A number of members expressed concern whether the presence of a global or international firm within PRAC was acting as an impediment to the recruitment of new members.
- (d) Other members observed that the presence of such firms within PRAC was important, as it enhanced the overall market perception of PRAC as an organisation.

9. The values and culture of PRAC

- (a) PRAC is viewed by its members as a unique organisation. This uniqueness is characterised by the intimacy of the professional and networking relationships within the group. This distinguishes PRAC from other networks and alliances.
- (b) This uniqueness is underpinned by values of respect and trust. Member firms must be comfortable to behave and to engage with each other in a manner reflective of these values, and in a manner which engenders mutual respect and trust. If there is a breakdown in these values, the fabric of PRAC is undermined.
- (c) As was noted in the 2012 sub-committee report the quality of the firms which comprise PRAC is a core value that the PRAC membership does not want to sacrifice as PRAC moves forward. The quality of its members represents PRAC's core currency, and members understand that compromising this currency represents a threat to PRAC.
- (d) This core value is readily accepted. At the heart of PRAC's success is that each member is a leading firm within its primary jurisdiction. The quality of PRAC's membership is integral to the confidence that member firms have in entrusting their clients to fellow PRAC members, to the quality of input to PRAC conferences, and to the value derived from the extensive informal dialogue engaged in by member firms and their representatives at and in between conferences.
- (e) Members have also long recognised that in the developing international legal market, limiting PRAC membership to unaligned domestic firms is inconsistent with the attainment of this core value. To limit PRAC membership in this way would exclude many leading firms from eligibility for PRAC, and, as noted in the 2006 sub-committee report, would weaken PRAC in the long run.
- (f) The Sub-Committee does not consider the exclusion of international firms from membership to be an option if PRAC is to remain relevant and effective as an organisation, capable of attracting high quality, top-tier members. The question is the basis upon which such membership within PRAC is accommodated.
- (g) One theme raised by some members in the 2015 survey was that permitting PRAC membership to an international or global firm, having many offices which overlap

with existing PRAC membership, will unfairly increase competition within the overlapping jurisdictions, and potentially impact referrals to the disadvantage of the primary PRAC member within that jurisdiction.

- (h) The Sub-Committee recognises this concern. However, as was noted by the 2006 sub-committee, there is no provision in the PRAC Statement of Policies and Objectives which confers exclusivity on a member firm in relation to a particular city or jurisdiction, and there have long been PRAC member firms who have confronted and successfully managed this very situation, for example the experiences of PRAC member firms in Singapore, Hong Kong, Washington DC, Paris and (if PRAC can secure a new Chinese member) Beijing and Shanghai.
- (i) A considerable number of respondents to the 2015 survey, including some who currently operate in an overlapping membership situation, identified the opportunity for enhanced referrals into their firms as an advantage of the multi-jurisdictional members. Some firms also noted the additional choice such firms presented for the "friendly" referral of clients into jurisdictions not represented in PRAC (for example the Middle East and parts of Africa).
- (j) Accepting each of these matters, the Sub-Committee nevertheless considers that the reality of such competition, with which all firms must inevitably contend, should be attended, in cases where the source of the potential competition is an expanding fellow PRAC member, by some behavioural constraints consistent with the special relationship which exists between member firms.
- (k) One of the principle objectives of PRAC is to admit as member firms significant law firms located, or with strong connections or business interests, in major commercial centres in the Pacific Rim. The PRAC Statement of Policies and Objectives provides that where a proposed new member firm has a substantial office outside its own principle jurisdiction, the admission of that new member requires the consent of any existing member firm in that other jurisdiction.
- (l) The Sub-Committee considers that the PRAC Statement of Policies and Objectives as to the admission of new members noted in (k) above, the recommendations of the 2006 sub-committee concerning the expansion of existing PRAC firms into other jurisdictions, and the recommendations of the 2012 sub-committee as to PRAC's expansion philosophy, provide a sound framework for setting the expectations that PRAC has of its existing and future members, as reflected in the proposed Recommendations.

Ross Perrett
Jeff Lowe

April 2016

2015 Lowe email to all member firms

From: Jeffrey J. Lowe [<mailto:JLowe@rbs.ca>]

Sent: Wednesday, July 22, 2015 6:27 PM

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

Subject: Hogan Lovells Membership Review [RBS-Active.99999.0016]

All,

As you know, following discussions in Brisbane we conducted a survey soliciting the opinion of each member firm regarding Hogan Lovells participation in PRAC. We are pleased to report that we have received the opinion and/or comments from every member firm in PRAC. Thank you for your input.

As you also know, Hogan Lovells has distinguished itself as an active and engaged member of PRAC over a long period of time. This would include making meaningful contributions to our conferences, playing a role in the management of PRAC and engaging with many other firms with respect to referring and receiving legal work. These qualities were widely acknowledged in the survey results.

With respect to Hogan Lovells continued membership in PRAC, a greater number of firms support their continued membership than those firms which would prefer them to withdraw. However, beyond this, the opportunity within the survey to include comment was also accepted by many firms, and this provided a rich platform for a range of helpful comments for the executive to consider, both relevant to, and also quite apart from Hogan Lovells role within PRAC. A number of issues raised by the members through their comments are not necessarily unique to Hogan Lovells, but are issues that PRAC must prepare to face in the ever evolving legal landscape.

After careful consideration of the valuable input received from members, the executive would propose to use this opportunity to develop a set of principles which will codify the expectations which PRAC has of its member firms. This work will build upon the work that was undertaken by the Policy and Planning Committee in 2006 and then again in 2012.

This will be a challenging exercise, but one which the executive hopes can align all member firms behind a principled approach to the issues which arise in an increasingly dynamic international legal market. The executive would propose to assign this task to the Policy and Planning Committee, and have the result reviewed, discussed and adopted by the membership.

Once adopted, all firms, including Hogan Lovells will have to consider these guidelines for the expectations of member firms and determine if they can operate within such principles. By adopting this approach, all firms will have a platform to express their views and help shape the future of PRAC as an organization. PRAC can and must remain a relevant and evolving organization capable of accommodating top firms, yet also having a clearer definition around the boundaries of member expectations.

I would ask each of you to work with the Policy and Planning Committee to complete this important task. The traditions of respectful behavior and professional camaraderie in PRAC provide a solid underpinning to take this important step forward. We look forward to continuing this work in Vancouver.

Best Regards

Jeff

Jeffrey J. Lowe, Q.C.

Managing Partner

Direct Tel:604.661.9202 | Email:jlowe@rbs.ca

RICHARDS BUELL SUTTON LLP | Established in 1871

Barristers & Solicitors

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Assistant: Cheryl Denny | 604.661.9286 | Email:cdenny@rbs.ca

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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)

1. Introduction

- 1.1 PRAC is a unique strategic alliance of leading law firms with a focus on conducting business across the Pacific Rim. PRAC's members are operating in an increasingly dynamic and evolving international legal market.
- 1.2 PRAC's uniqueness is characterised by the intimacy of the professional, interpersonal and networking relationships which exist within PRAC. These are a valued asset, underpinned by values of respect and trust. They distinguish PRAC from other larger and less personal legal networks and alliances.
- 1.3 Another core value of PRAC is the quality of its membership. At the heart of PRAC's success is that each member is a leading firm within its primary jurisdiction. The quality of its membership is integral to the confidence that member firms have in entrusting their clients to fellow PRAC members, to the quality of input to PRAC conferences, and to the value derived from the informal dialogue in which member firms and their representatives engage, both at and beyond the regular PRAC conferences.
- 1.4 The increasing internationalisation of legal practice has seen a number of member firms expand beyond their original boundaries, resulting in circumstances whereby an existing PRAC member has or may:
 - (a) open a substantial office in the jurisdiction of another PRAC member;
 - (b) merge with a non-PRAC firm resulting in the merged firm having a substantial office in the jurisdiction of another PRAC member.
- 1.5 PRAC members recognise that such expansion and mergers are a fact of the modern legal landscape. However, the expansion by existing or prospective PRAC members into the jurisdiction of another PRAC member must be undertaken in a manner which preserves and is consistent with PRAC's core values, and does not undermine the close relationships which are a special feature of PRAC.
- 1.6 PRAC's strength and longer term sustainability is dependent on its continuing to develop in a manner which is relevant to the needs of its current membership and attractive to prospective members. Members have long recognised that in the developing international legal market, limiting PRAC membership to unaligned domestic firms would exclude many leading firms from eligibility for PRAC, and would, over time, undermine and threaten the quality of PRAC.
- 1.7 PRAC can and must remain a relevant and evolving organisation, capable of accommodating the membership of leading law firms of various sizes and types, including international firms, provided such accommodation is effected within the boundaries of member expectations and behaviours reflective of the special relationship which exists between member firms.
- 1.8 Against this background, the guidelines in Section 2 below were ratified by the PRAC Policy and Planning Committee at the Barcelona (May 2016) conference. For further background as to the evolution of these guidelines reference may be had to Sub-Committee reports dated September 2006, April 2012 and April 2016.

2. Guidelines

- 2.1 The following ten (10) guidelines apply to a member firm (the **expanding member**) which already has, or at any time in the future opens (or merges with a firm with) a substantial office¹ 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 them².
- 2.7 The expanding member should not approach partners or associates of the primary PRAC member in the subject jurisdiction with a view to poaching them;
- 2.8 Where the expanding member is approached by a partner or employee of the primary PRAC member, and agrees to employ that person, the expanding member shall notify, or request that the person so employed notify, the primary PRAC member of such employment prior to making any public announcement thereof.
- 2.9 Where a proposed new member firm already has an existing office in the same jurisdiction as an expanding member (**the existing jurisdiction**), the expanding member should not refuse consent to the admission to PRAC of the new member, that right of objection being reserved to the primary PRAC member for the existing jurisdiction.
- 2.10 The expanding member should not engage in conduct which is undermining or disparaging of the primary PRAC member or its partners.
- 2.11 In competing within the subject market, the expanding member should not pro-actively seek to procure or solicit referrals from other PRAC members in preference to the primary PRAC member.

3. Implementation

- 3.1 The expectations outlined in Section 2 are expressed as guidelines, not as rules, to be applied with common sense.
- 3.2 They describe the behaviours reflecting the values of respect and trust, inherent within PRAC and which ought be reasonably expected of businesses engaged in a close relationship such as PRAC and who share these values. Their observance will strengthen PRAC and the relationship between its members.

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

² It is recognised that clients may have numerous law firm relationships within the subject jurisdiction and the Guidelines are not intended to restrict ordinary business development activities.

- 3.3 All member firms should consider the guidelines and determine that they can operate within these principles. Any member firm that considers it is unable to do so should consult with the Chair.
- 3.4 The protocol to be applied in circumstances of a breach or suspected breach of these guidelines is that the affected member firm should refer the breach or suspected breach to the Chair and Vice-Chair for consideration, and such further action as may be appropriate upon consultation by the Chair and Vice-Chair with the relevant member firms.
- 3.5 Finally, a concern that the presence within PRAC of large international firms may prejudice the recruitment of new members to PRAC is recognised as a legitimate concern. To date the evidence of such prejudice is, at best, anecdotal. However, if this was to emerge as material issue for PRAC it will need to be addressed, balancing the implications of this issue for each of the proposed new member firm, the existing firm whose membership has contributed to the issue and, most relevantly, in the overall best interests of PRAC and its members.

Ross Perrett
PRAC Chair

1 August 2016

TAB 16 - PRAC BOARD MATTERS - AGENDA

PRAC Board Matters

Vancouver 2024
Chair: Sarah Tune

Tuesday September 24, 2024
All Delegates are encouraged to Attend

1. Call to Order - PRAC Chair, Sarah Tune
2. Approval of Vancouver Board Matters Agenda -

Resolution and Financial Report 2024 4th Quarter Budget & Proposed 2025 Budget – Sarah Tune [TAB17]
Resolution Richards Buell Host Team – [TAB 18] ;Team Honors and PRAC Banner turnover to Peru representatives
3. Future Conference Updates
(i) Future Conference Schedule [TAB 20]
(ii) 72nd International Conference @ Peru – April 26 – 29, 2025 Hosted by Muniz – presentation [TAB 21], and turnover of PRAC Banner
(iii) 73rd International Conference @ Tokyo – October 4 - 7, 2025 Hosted by City-Yuwa [TAB 22]
4. Adjournment

TAB 17 - RESOLUTION FINANCE



PRAC @ Vancouver Conference
September 24, 2024

Upon motion duly made and seconded, it is

RESOLVED that the Financial Reporting for Estimated 4th Q 2024 and Proposed 2025 Budget is approved.

Dated this 24 September, 2024

Sarah Tune, PRAC Chair

PRAC
Estimated 4th Est Quarter 2024 and Proposed 2025 REVENUE BUDGET

MEMBER CONTRIBUTIONS	2024 Revenue Budget	PROPOSED 2025 Revenue Budget	2024 Est 4th Quarter Revenue
Assessments	\$ 329,543	\$ 292,522	\$ 292,486
Admission Fees	\$ -	\$ -	\$ -
Subtotal	\$ 329,543	\$ 292,522	\$ 292,486
MISCELLANEOUS REVENUES			
Member Fee Receivables			\$ 37,057
Less Total Est YE Expenses	\$ (387,000)	\$ (386,000)	(374,500)
Est REVENUE - PROFIT (LOSS) **	\$ (57,457)	\$ (93,478)	\$ (44,957)

Est reserve 200k

Of the required 386K/2025 budget, 136K Peru and Tokyo advanced in 2024 leaving 250K/2025 Budget

** 2025 Est Rev Loss to be covered from Est 225K reserve

Est 4th Q 2024 and Proposed 2025 REVENUE Budget

PRAC
2024 ESTIMATED 4TH Q and PROPOSED 2025 EXPENSE BUDGET

	2024 Expense Budget	PROPOSED 2025 Expense Budget	Est 4th Q 2024 Expense Budget
MARKETING			
Web Site annual maint/domain registration	6,000	6,000	6,000
Web Site Programming and postings	4,000	4,000	4,000
Other	0		0
Subtotal	\$ 10,000	\$ 10,000	\$ 10,000
CONFERENCES/MEETINGS			
PARIS 2024/PERU 2025 PREPAID	68000	68000	68,000
Vancouver 2024/TOKYO Fall 2025 PREPAID	68000	68000	68,000
Subtotal	\$ 136,000	\$ 136,000	\$ 136,000
CHAIR SECRETARIAT			
Reimbursable Expense	30,000	30,000	23,500
Reimburseable Travel Expense Chair and Director	30,000	30,000	25,000
Subtotal	\$ 60,000	\$ 60,000	\$ 48,500
Chairman Honorarium (2025 applied as retirement benefit current Director)	50,000	50,000	50,000
Director (new)	125,000	125,000	125,000
Subtotal	\$ 175,000	\$ 175,000	\$ 175,000
MEMBERSHIP COMMITTEE			
Reimbursable Expense	0		0
Other	0		0
Subtotal	\$ -		\$ -
CONTINGENCY Corp GST Tax Accountant Fee	5,000	5,000	5,000
Corporate Tax	-	-	-
Subtotal	\$ 5,000	\$ 5,000	\$ 5,000
TOTAL EXPENSES	\$ 386,000	\$ 386,000	\$ 374,500

NOTES:

Of the required 386K/2025 budget, 136K Peru and Tokyo advanced in 2024 leaving 250K/2025 Budget to be paid out.
Est 2024 Y/E Reserve 225K

2024 Est 4th Quarter and PROPOSED 2025 Expense Budget
5-Sep

PRAC 2025 Proposed Assessments

Firm	Jurisdiction	Base	All City	Juris	New	1.5	2.5	2024
		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	218	218	\$ -			\$ 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	219	219	\$ -			\$ 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	344	332	\$ -			\$ 18,900
RICHARDS BUELL	Vancouver	\$ 8,138	55	55	\$ -			\$ 8,138
SANTAMARINA	Mexico	\$ 10,658	102	102	\$ -			\$ 10,658
SYCIP SALAZAR	Philippines	\$ 10,658	141	141	\$ -			\$ 10,658
	Brazil							
22 firms		\$ 278,522				\$ 8,000	\$ 9,000	\$ 295,522

Additional Assessments for all city counts totalling 1.5 and 2.5 times or more than jurisdiction count

Base Assessment Levels	Jurisdiction Headcount	2019	2020	2021	2022	2023	2024	2025
Level 1	under 100	\$ 8,138	\$ 8,138	\$ 4,050	\$ 4,050	\$ 8,138	\$ 8,138	\$ 8,138
Level 2	100-149	\$ 10,658	\$ 10,658	\$ 5,300	\$ 5,300	\$ 10,658	\$ 10,658	\$ 10,658
Level 3	150-249	\$ 14,123	\$ 14,123	\$ 7,000	\$ 7,000	\$ 14,123	\$ 14,123	\$ 14,123
Level 4	250-499	\$ 18,900	\$ 18,900	\$ 9,400	\$ 9,400	\$ 18,900	\$ 18,900	\$ 18,900
Level 5	500+	\$ 25,883	\$ 25,883	\$ 12,850	\$ 12,850	\$ 25,883	\$ 25,883	\$ 25,883

TAB 18 - RESOLUTION RBS HOST FIRM



Vancouver, September 24, 2024

WHEREAS the law firm **RICHARDS BUELL SUTTON LLP** is a member of the Pacific Rim Advisory Council; and

WHEREAS, the success of the 70th International Conference of the Pacific Rim Advisory Council has been specifically due to the efforts and enthusiasm of the entire **RICHARDS BUELL SUTTON** firm who have dealt patiently with the countless details and complexities of hosting an International Conference and, in particular the Host Committee Team Members:

Joe Chan
Cheryl Denny
Jeffrey J. Lowe
Priscilla Martindale
Carmel Millington

RESOLVED that the Pacific Rim Advisory Council extends to **RICHARDS BUELL SUTTON LLP** its deepest gratitude for planning and hosting the 70th International Conference.

RESOLVED that the Pacific Rim Advisory Council extends its best wishes to **RICHARDS BUELL SUTTON** for continued success; and that the original of this resolution be presented to **RICHARDS BUELL SUTTON** 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 19 -PRAC PRIMARY CONTACTS

PRAC Primary Contacts September, 2024

FIRM	COUNTRY	CITY	WEB SITE	PRIMARY CONTACT	PRIMARY CONTACT EMAIL
Allende & Brea Tel +54 11 4318 9900	Argentina	Buenos Aires	www.allendebrea.com	Santiago J. Sturla	ssturla@allende.com
Arias Fabrega & Fabrega ARIFA Tel +507 205-700	Panama		www.arifa.com	Ricardo Arango	rarango@arifa.com
				Gian Castillero	gcastillero@arifa.com;
				Federico Alfaro	falfaro@arifa.com
				Estif Aparicio	eaparicio@arifa.com
ARIAS +506 2503-9801 (Costa Rica) +502 2382-7700 (El Salvador) +503 2257-0900 (Guatemala) +505 2270-0480 (Honduras) +504 2221-4505 (Nicaragua)	Costa Rica	San Jose	www.ariaslaw.com	Vicente Lines Carolina Flores	Vicente.lines@ariaslaw.com Carolina.flores@ariaslaw.com
	El Salvador	San Salvador		Lilian Arias Roberta Gallardo	lilian.arias@ariaslaw.com Roberta.gallardo@ariaslaw.com
	Guatemala	Cd Guatemala		Luis Pedro del Valle	Luispedro.delvalle@ariaslaw.com
	Honduras	Tegucigalpa		Evangelina Lardizabal	evangelina.lardizabal@ariaslaw.com
	Nicaragua	Managua		Ana Teresa Rizo	ana.rizo@ariaslaw.com
Brigard & Urrutia Tel +57 1 346 2011	Colombia	Bogota	www.bu.com.co	Carlos Umana, r	cumana@bu.com.co
				Carlos Urrutia	currutia@bu.com.co
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TAB 20- 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		No
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 4 - 7,2025	Tokyo		
					73	Spring 2026	TBD		
					74	Fall 2026	TBD		

TAB 21 - PERU 2025



SAVE THE DATE

71st International PRAC Conference

Paracas, Peru

April 26 - 29, 2025

Hosted by



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Conference Hotel Venue

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

Additional Details and Early Indication Now Open

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Formal Registration Open November, 2024

TAB 22 - TOKYO CONFERENCE SAVE THE DATE



SAVE THE DATE
72nd International Conference
Tokyo
October 4 - 7, 2025



Hosted by



Additional details to follow

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