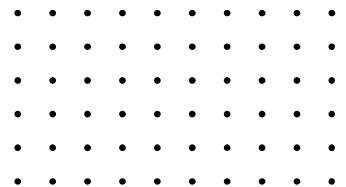


PRAC 72ND INTERNATIONAL CONFERENCE,
4-7 October 2025

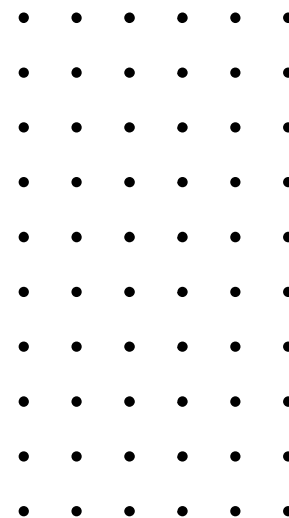


CONFERENCE HANDBOOK



Hosted by City-Yuwa Partners





On behalf of all the partners and staff at City-Yuwa Partners, we invite you to the 72nd International Pacific Rim Advisory Council (PRAC) Conference to be held on October 4th to 7th, 2025, in Japan. Our conference venue, Tokyo, is Japan’s capital and one of the world’s most dynamic and influential cities. We are looking forward to showing you more about our people, our history and our culture.

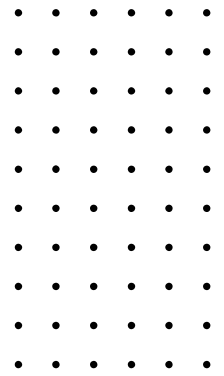
We have outlined an engaging and informative program that addresses the key challenges and opportunities facing law firms today in an evolving legal, economic and regulatory landscape. These sessions will cover a variety of critical topics, including U.S. trade policy, M&A and FDI, challenges and opportunities for law firms, and antitrust (competition) law. Each session will feature leading experts and practitioners who will provide valuable perspectives on both domestic and global legal developments.

We look forward to welcoming you in Japan in October. In the meantime, please read on to learn more about this incredible opportunity to visit Japan, and do not hesitate to reach out to us if there is anything that we can do for you.

Sincerely,
City-Yuwa Partners Host Team



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Tab 1: Conference Agenda

October 4-7, 2025

SATURDAY, OCTOBER 4, 2025 - Day 01

9:00 a.m. – 5:00 p.m. **Registration in the PRAC Room, Hotel Chinzanso Tokyo**

6:00 p.m. – 7:00 p.m. **Opening Reception**
Location: Patio in Hotel Chinzanso Tokyo

7:00 p.m. – 9:00 p.m. **Dine - Arounds at Local Restaurants**

SUNDAY, OCTOBER 5, 2025 - Day 02

9:00 a.m. – 5:00 p.m. **Registration in the PRAC Room, Hotel Chinzanso Tokyo**

8:00 a.m. – 5:00 p.m. **Sunday Tour**

Delegates and Guests
Kamakura Cultural Walk – Shrines, Streets & the Great Buddha
Dress: Casual
See "Sunday Tour" on page 91 for details

Evening free for your enjoyment

Check with City-Yuwa Partners Host Team or Hotel Concierge for suggestions

MONDAY, OCTOBER 6, 2025 - Day 03

All meetings take place at Hotel Chinzanso
Tokyo. Dress: Business Casual

9:00 a.m. – 9:30 a.m.

Welcome and Introductions

Sarah Tune, Chair, PRAC

9:30 a.m. – 10:00 a.m.

Host Firm Briefing

City-Yuwa Partners

10:00 a.m. – 11:00 a.m.

Business Session #1

U.S. Trade Policy: Impact on Business and Global Responses

11:00 a.m. – 11:30 a.m.

Delegate photo and coffee break

11:30 a.m. – 12:30 p.m.

Business Session #2

M&A and Foreign Direct Investment in Different Jurisdictions Panel
Discussion

12:30 a.m. – 2:00 p.m.

Delegate Luncheon at Hotel

1:00 p.m. – 2:00 p.m.

Policy & Planning Committee Meeting (committee members only)

2:30 p.m. – 4:00 p.m.

Business Session #3

Challenges and Opportunities Facing Law Firms

MONDAY, OCTOBER 6, 2025 - Day 03

All meetings take place at Hotel Chinzanso Tokyo. Dress: Business Casual

4:00 p.m. – 4:15 p.m.

Coffee Break

4:15 p.m. – 4:45 p.m.

One-on-One Business Meetings

End of Business Day

6:30 p.m. – 10:00 p.m.

Partner Hosted Dinner

TUESDAY, OCTOBER 7, 2025 - Day 04

9:00 a.m. – 10:00 a.m.

Business Session #4

AI Regulation in Japan

Speaker: [Hironao Kaneko](#) (Associate Professor at Institute of Science Tokyo)

The Tokyo 2025 Deaflympics, a competition for hearing-impaired athletes, will be an opportunity to develop assistive devices using AI technology, such as screens that display text for conversations. Technologies can apply to communication tools for all people with interpretation functions. However, a risk of discrimination may be caused due to bias of AI system. Especially, accessibility is crucial to realizing an equal society.

The EU has implemented the “Directive on the Accessibility Requirements for Products and Services,” to promote the purpose of the United Nations Convention on the Rights of Persons with Disabilities. Small and medium-sized entities exporting products and services to the EU must comply with the laws of the destination country. At the same time, EU Artificial Intelligence Act requires “high-risk AI” to comply with the directives ensuring accessibility from the development stage, in accordance with the purpose of the UN Convention.

This presentation, discusses product and service accessibility in the AI era, introducing enacted the Japanese AI Acts.

10:15 a.m. – 11:30 a.m.

Business Session #5

Antitrust Law in a Changing World

12:30 p.m. – 2:00 p.m.

Delegate Luncheon at Hotel

1:00 p.m. – 2:00 p.m.

Membership Committee Meeting (committee members only)

2:00 p.m. – 3:00 p.m.

PRAC Delegate Meeting (All Delegates)

3:00 p.m. – 3:15 p.m.

Coffee Break

3:15 p.m. – 3:45 p.m.

One-on-One Business Meetings

6:00 p.m. – 10:00 p.m.

Closing Dinner Party with a view of the garden at the Hotel (Banquet Room)

Delegates & Guests | Dress: Smart Casual

In Japan, it is said that the supreme joy is to enjoy the scenery of each season. On this day, you will be able to appreciate the Japanese garden illuminated by the light of the full moon, called the “harvest moon” (To be precise, it was the day after that.). However, at the same time, sweets are essential for moon-viewing. We would love to spend some time with everyone enjoying some sweets.

Delegates and Guests are encouraged to wear a pattern that evokes the feeling of autumn.

End of Conference

The background of the slide features a collage of traditional Japanese motifs. On the left, there is a vertical strip with a repeating diamond pattern in shades of orange, green, and brown, interspersed with small white flowers. To the right, there are vertical panels with stylized wave patterns in orange and brown. In the foreground on the right, dark silhouettes of bamboo stalks and leaves are visible against a warm, golden light. A semi-transparent dark rectangle is centered over the image, containing the title and date.

Tab 2: Delegate & Accompanying Guest List

October 4-7, 2025

Advance Delegate & Accompanying Guest List

First Name	Last Name	Member Firm	Accompanying Guest
Francisco	Ugarte	Carey	Pia Martini
Rory	Moriarty	Clayton Utz	
Zach	Bench	Davis Wright Tremaine	
Sarah	Tune	Davis Wright Tremaine	
Sivagnanaratnam	Sivanesan	Dentons Rodyk & Davidson	Rachel Douglas
Sarah	Chan	Dentons Rodyk & Davidson	
Kia Meng	Loh	Dentons Rodyk & Davidson	
Fernando	Castro	Estudio Muñiz	Sandra Salaverry
Frank	Bolye	Estudio Muñiz	
Thomas	Urlacher	Gide Loyrette Nouel	
Jamie	Fukumoto	Goodsill Anderson Quinn & Stifel	
Shimpei	Oki	Goodsill Anderson Quinn & Stifel	
Lisa	Bail	Goodsill Anderson Quinn & Stifel	
Chengyao (Aaron)	Zhou	Han Kun Law Offices	
Elizabeth	Donley	Hogan Lovells	Owen Donley
Owen	Chan	Hogan Lovells	Jasmine Ho
Rohit	Kochhar	Kochhar & Co.	
Savitha Kesav	Jagadeesan	Kochhar & Co.	
Joyce C.	Fan	Lee and Li, Attorneys-at Law	
Lihuei	Mao	Lee and Li, Attorneys-at-Law	Brian Chien
Purnima	Thacker	Mulla & Mulla & Craigie Blunt & Caroe	
Jaap	Stoop	NautaDutilh	
Joe	Chan	Richards Buell Sutton	
Aneez	Devji	Richards Buell Sutton	Emily Devji
Vicente	Grau	Santamarina y Steta	
Russel	Rodriguez	SyCip Salazar Hernandez & Gatmaitan	Elisa Rodriguez
Leah	Abutan	SyCip Salazar Hernandez & Gatmaitan	
MARIA TERESA	FERRER	SyCip Salazar Hernandez & Gatmaitan	

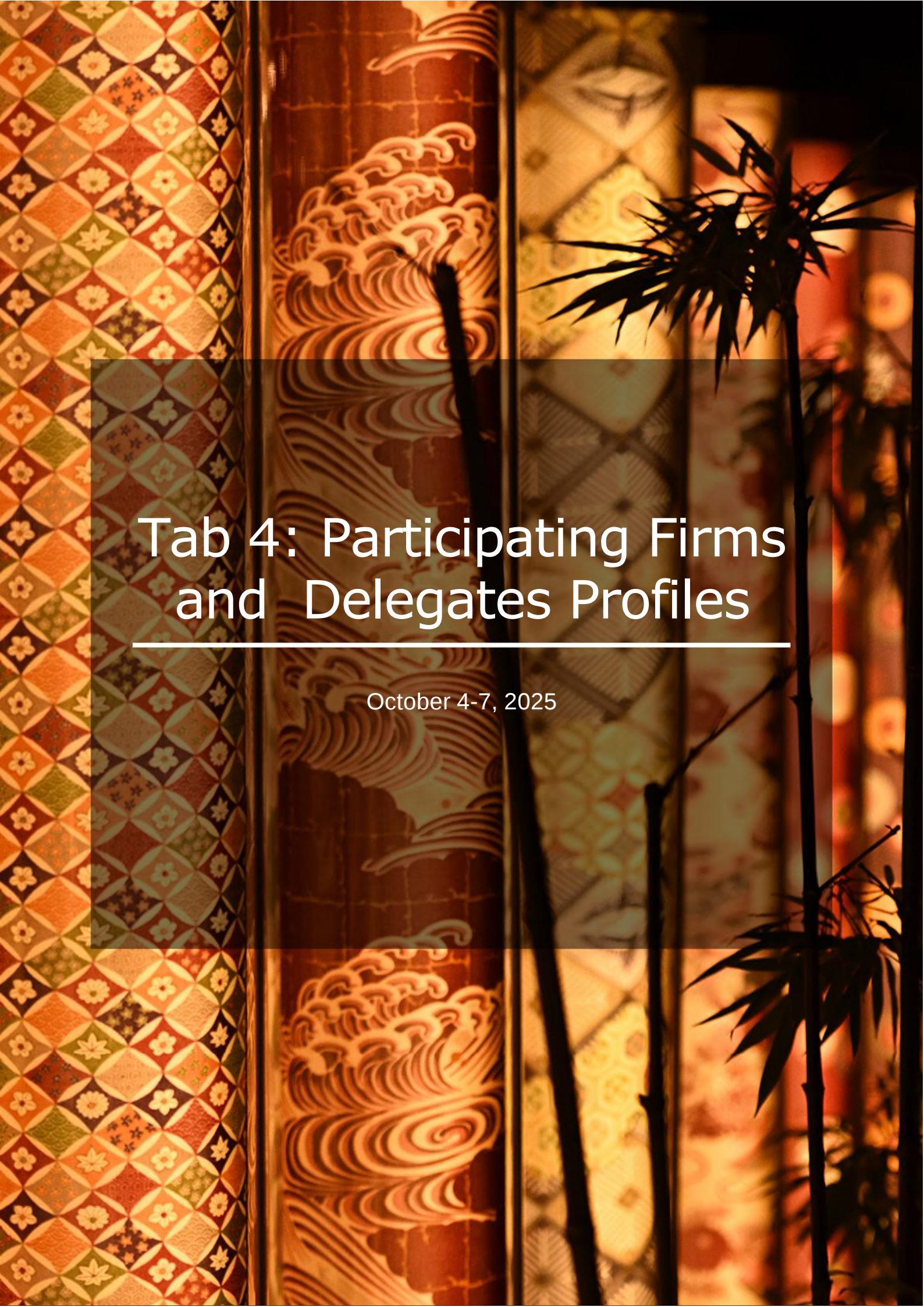


Tab 3: One-on-One Meeting Schedule

October 4-7, 2025

ONE-ON-ONE MEETING SCHEDULE

Firm	Monday 3:15pm	Monday 3:30pm	Tuesday 4:15pm	Tuesday 4:30pm
City-Yuwa	Dentons Rodyk Table 1 Mulla Table 1	Goodsill Table 1 Santamarina Table 1	DWT (2) Table 1 Gide Table 1	RBS Table 1 SyCip Table 2
Carey	Estudio Muñiz Table 2	Dentons Rodyk Table 2	Han Kun Table 2	Hogan Lovells Table 3
Clayton Utz	Hogan Lovells Table 3	DWT (1) Table 3	Goodsill Table 3	Estudio Muñiz Table 4
DWT	NautaDutihl Table 4	Clayton Utz Table 3 Han Kun Table 3	City Yuwa (2) Table 1 Dentons Rodyk Table 4	Gide Table 5
Dentons Rodyk	City Yuwa (2) Table 1	Carey Table 2	DWT (1) Table 4	Kochhar Table 6
Estudio Muñiz	Carey Table 2			Clayton Utz Table 4
Gide	RBS Table 5	Mulla Table 4	City-Yuwa (1) Table 1	DWT Table 5
Goodsill		City Yuwa (1) Table 1	Clayton Utz Table 3	
Han Kun	Kochhar Table 6	DWT (2) Table 3	Carey Table 2	NautaDutilh Table 6
Hogan Lovells	Clayton Utz Table 3	Lee and Li Table 5 SyCip Table 5	Kochhar Table 5	Carey Table 3
Kochhar & Co.	Han Kun Table 6		Hogan Lovells Table 5	Dentons Rodyk Table 6
Lee and Li	Santamarina Table 6	Hogan Lovells (1) Table 5		
Mulla	City Yuwa (1) Table 1	Gide Table 4	RBS Table 6	
NautaDutilh	DWT Table 4	RBS Table 6		Han Kun
Santamarina	Lee and Li Table 6	City Yuwa (2) Table 1		
RBS	Gide Table 5	NautaDutihl Table 6	Mulla Table 6	City Yuwa (1) Table 1
SyCip		Hogan Lovells (2) Table 5		City Yuwa (2) Table 2



Tab 4: Participating Firms and Delegates Profiles

October 4-7, 2025



CITY-YUWA PARTNERS

Firm Profile

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

Firm Overview

**Established: February 2003**

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

Address:

Marunouchi Mitsui Building (Reception: 7th floor)
2-2-2 Marunouchi, Chiyoda-ku
Tokyo 100-0005, Japan

Professionals:

Attorneys: 202, Foreign attorneys: 3, Judicial Scriveners: 3

Links: <https://www.city-yuwa.com/>

Our Practices

City-Yuwa Partners routinely counsels its clients in areas ranging from general corporate matters, mergers and acquisitions, international transactions, and financial transactions, including asset securitization and the formation and ongoing operations of investment funds, to intellectual property, civil and commercial litigation, and bankruptcy.

- General Corporate
- Banking, Finance, Financial Services
- M&A
- Real Estate
- Bankruptcy and Restructuring
- Litigation / Disputes Resolution
- Intellectual Property and Information Technology
- Labor and Employment
- International Transactions
- International Trade / Economic Security
- Crisis Management / Compliance
- Antitrust and Competition
- Environmental Law
- Maritime Law
- China Practice
- German Practice
- Korea Practice
- Vietnam Practice
- Asia Practice
- Marshall Islands Practice
- Energy and Natural Resources
- Life Sciences / Pharmaceuticals
- Consumer Services
- Food Products
- Health Care
- Manufacturing
- Fashion and Retail
- Transportation and Logistics
- Hotels and Leisure
- TMT
- Crypto Assets / NFTs
- Construction
- Entertainment / Sports
- Probate / Estates / Wealth Management
- Infrastructure / PFI / PPP

Awards & Rankings

Our firm has been highly evaluated by law firm ranking companies such as Chambers, IFLR1000 and Legal500. In addition, please see the profile of each lawyer in the lawyer profiles for the award history of each lawyer belonging to our firm.



- City-Yuwa Partners and our lawyers are recommended in **Legal 500 Asia Pacific 2024**.
- City-Yuwa Partners and our lawyers are recommended in **IFLR1000 2024**.
- City-Yuwa Partners and our lawyers are recommended in **Chambers Global 2024**.
- City-Yuwa Partners received high evaluation in 6 areas and 4 of our lawyers were recommended in **Chambers Asia-Pacific 2024**.

Our Clients

Our clients are diverse and include national governments, administrative agencies, incorporated administrative agencies, local governments, public interest incorporated foundations, multinational corporations, publicly listed companies, as well as small and medium-sized companies, both domestically and internationally. They span a wide variety of industries.

City-Yuwa Partners provides its clients with:

- Japan-based automotive company
- Major chemical manufacturer listed on the Tokyo Stock Exchange
- GAFA companies
- Domestic and foreign financial institutions
- Insurance companies
- Semiconductor manufacturers
- Construction companies
- Real estate companies
- Energy-related companies
- Startups
- Sports associations and organizations



Daigo Nomura

Partner of City-Yuwa Partners

Admitted in Japan (2006). LL.B., University of Tokyo; LL.M., University of California, Berkeley (2013). Seconded to Rajah & Tann Singapore LLP (2013–2014), advising Japanese corporations expanding into Southeast Asia. His practice focuses on cross-border investment involving Southeast Asia, general corporate matters, real estate finance, and M&A.



Hiroaki Matsunaga

Partner of City-Yuwa Partners

Admitted in Japan (2007) and New York (2017). LL.B. & J.D., University of Tokyo; LL.M., New York University. He specializes in antitrust/competition law, transport & logistics, compliance, and commercial litigation, with extensive experience in merger control, cartel investigations, and cross-border advisory work.



Akira Nagasaki

Partner of City-Yuwa Partners

Admitted in Japan (2002) and New York (2008). LL.B., University of Tokyo; LL.M., University of California, Berkeley. His practice covers employment law, international transactions, trade law, and environmental law, with significant experience in cross-border M&A and regulatory matters.



Takuro Awazu

Partner of City-Yuwa Partners

Admitted in Japan (1999), New York and California (2003). LL.B., University of Tokyo; LL.M., Tulane Law School. He specializes in cross-border investments, M&A, IP transactions, and trade law matters (including anti-dumping and export/import control), with a particular focus on China, Vietnam, and other Asian jurisdictions. He also advises on IPOs in foreign stock exchanges.



Katsuki Matsuura

Partner of City-Yuwa Partners

Admitted in Japan (2008). LL.B. & J.D., Hitotsubashi University; LL.M., Columbia Law School. He focuses on cross-border M&A, joint ventures, and commercial contracts, advising Japanese clients expanding overseas and foreign clients establishing businesses in Japan. His practice also covers corporate governance, labor law, and dispute resolution.



Yoko Maeda

Partner of City-Yuwa Partners

Admitted in Japan (2003) and New York (2011). LL.B., University of Tokyo; LL.M., University of Pennsylvania. She has broad experience as counsel and arbitrator in international arbitration across sectors such as construction, pharmaceuticals, energy, and intellectual property. She has represented clients under major institutional rules including ICC, SIAC, JCAA, and others, and serves in leadership roles with ICC, JAA, and SIAC.



Yusuke Tani

Partner of City-Yuwa Partners

Admitted in Japan (2008) and New York (2018). LL.B. and J.D., Waseda University; LL.M. and Certificate in Business Law, University of Southern California. Mr. Tani specializes in corporate and securities law, corporate governance, M&A, real estate transactions, commercial litigation, and international transactions. He has extensive experience in Asia-related matters, overseas listings, cross-border contracts and disputes, and provides legal services in Japanese, English, and Chinese.



CAREY

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Carey is a full-service firm. Our various corporate, litigation and regulatory groups have highly specialized attorneys covering all practice areas of law. Our clients include some of the world's largest multinationals, international organizations, and some of the most important local companies and institutions.

Our lawyers have graduated from the best law schools in Chile and most of our mid-level and senior associates have graduate degrees from some of the world's most prominent universities.

We are an effective bridge between legal systems. 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 counsels for major corporations or international institutions.

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



Francisco Ugarte

Partner

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

REPRESENTATIVE EXPERIENCE

- **The Freyja Foundation** on the purchase of around 300 hectares of native forest of high ecological value in a strategic part of the Cochamó Valley, for land conservation.
- **Equinix**, a US multinational company and the world's largest data center and colocation infrastructure provider, on the acquisition of Entel's data center business in Chile and Peru for over USD700 million.
- **Asset AGF** on the organization of Rentas Industriales Asset DLS Investment Fund and acquisition of the warehouse center Bodepark.
- **Banco Santander**, as the main Chilean creditor, on the LATAM Chapter 11 reorganization process for over USD600 million.
- **M.C. Inversiones**, a subsidiary of Mitsubishi Corporation, on the sale to Invercap of a 6.77% stake in CAP, a leading iron ore producer in the America Pacific Coast and on the sale of all its shares in the open stock corporation Invercap to various existing shareholders.
- **Capstone Mining**, a Canadian copper and silver producer, on a USD3.3 billion joint venture with Mantos Copper, which will operate the Chilean mining projects Mantoverde, Mantos Copper and Santo Domingo. This operation was recognized as "Deal of the Year" by Legal 500.
- **Fondo de Infraestructura (Desarrollo País)**, a state corporation, on a strategic alliance with H2 Cable (Singapore) for the development of "Humboldt", a 15,000 km. submarine cable that will connect Latin America with Asia-Pacific and Oceania.
- **State Grid International Development (SGID)** on the acquisition from Semptra Energy of a 100% interest of Chilquinta Energía and its energy transmission and distribution subsidiaries; Tecnoled, an electric construction and infrastructure services company; and a 50% interest of Eletrans power transmission companies for USD2.5 billion. Additionally, Chilquinta acquired from SAESA the remaining 50% interest of Eletrans.
- **IFM Investors** on the sale of Pacific Hydro, a renewable energy company with assets in Australia, Chile and Brazil, to State Power Investment Corp. of China, deal that was recognized as "Cross-Border M&A Deal of the Year" by Latin Finance.

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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**, and **Zach Bench** in Seattle.*

About Clayton Utz

Engaging People. Compelling Results. It's why we're a leading Australian law firm.

We are one of Australia's longest standing and largest law firms, with offices in six Australian cities, nearly 200 partners, and a full range of legal services for large private sector and government clients.

With a genuine commitment to client service, we are trusted advisers to many of Australia's largest corporations, and international investors seeking opportunities in Australia.

We are also proudly independent. It's this independent attitude that has given us (and therefore our clients) several advantages. It helps us create groundbreaking solutions to legal problems. And in an increasingly consolidated legal market, it gives clients access to more market leading legal skills across the globe.

We therefore nurture long-term relationships with trusted firms across the globe who we work seamlessly with to deliver effective, timely cross-border legal solutions for our clients.

As a full-service commercial law firm, we have lawyers with diverse and broad-ranging legal experience, across a range of industry sectors. Our shared leadership and national practice group structure enables us to better co-ordinate our resources and industry experience nationally, foster greater collaboration and teamwork between our people and, ultimately, offer a superior service to our clients.

For more information about Clayton Utz, visit our website to learn more www.claytonutz.com

Leading market recognition

**Band 1 in 13 Areas
of Law**

Chambers Asia Pacific
2025

**Tier 1 in 14 Areas
of Law**

Legal 500 Asia Pacific

**82 individuals
ranked**

Chambers Asia Pacific
2025



Rory Moriarty

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Rory is the Head of Corporate M&A and Co-Head of International at Clayton Utz.

His expertise covers a broad range of transactions, including Australian and cross-border mergers and acquisitions, takeovers and corporate structuring. Rory regularly advises international companies on cross-border transactions and provides expert advice to clients in the UK, Europe, the US and Asia.

He is referred to by Chambers and Partners as *"a public M&A guru with a great level of commerciality and a go-to lawyer on complex M&A questions"*.

Rory has been appointed to the Australian Government as a member of the Takeover Panel since 2018, which oversees the conduct of M&A in Australia.

Recent experience

InvoCare Limited: Advised InvoCare Limited on its acquisition by TPG Capital by way of scheme of arrangement for A\$1.8bn.

Uniti Group Limited: Advised Uniti Group Limited on its acquisition by the consortium led by HRL Morrison & Co. and Brookfield Infrastructure Partners for \$3.4bn.

Blackstone: Advised on the acquisition of a 10% pre-bid stake and subsequent board recommended proposed A\$9bn acquisition of Crown Resorts Limited.

Blackstone: Advised Blackstone on the dual track disposal (simultaneous IPO and trade sale auction) of its Australian logistics portfolio, "Milestone". This transaction was ultimately executed as a A\$3.8bn trade sale to ESR Partnership.

Dye & Durham Corporation: Advised on its proposed acquisition of Link Administration Holdings, pursuant to a scheme of arrangement for A\$2.9bn.

LG Energy Solution: Advised Korean listed LG Energy Solution on its strategic investment in Australian lithium exploration and mining company, Lontown Resources.

Veritiv Corporation: Acted as local Australian counsel for Veritiv on its acquisition of Orora's North American business, Orora Packaging Solutions for A\$1.775bn.

Senex Energy: Advised on its A\$1b takeover by POSCO.

Bain Capital: Advised on its combined 9.8 percent stake with GIC in Judo Capital Holdings, which represented a A\$191 million block trade sale.

HelloFresh: Advised HelloFresh on its A\$125.3m takeover bid for the ASX-listed Youfoodz.

Westpac Banking Corporation: Advised on the A\$1.6bn sale of its auto finance loan and lease portfolios to Resimac.



Sarah English Tune

PARTNER

E sarahtune@dwf.com

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.



Zach Bench

PARTNER

E zachbench@dwt.com

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 Tremaine'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.

Experience

Corporate and M&A

Financial services strategic investment

Advised Capital Management Group in its strategic investment by Hightower.

Financial services acquisition

Advised PLH Financial Holdings and Legacy One Financial Holdings in the sale of certain equity interests in U.S. Capital Wealth Advisors to Arax Investment Partners, a portfolio company of Redbird Capital Partners.

Franchisee transactions

Advised Franchise Equity Partners on its minority investment in Fresh Dining Concepts, the largest franchise group in the

Focus Brands snacks family, and several other acquisition and investment transactions.

Financial services acquisitions

Advised Kestra Financial, the parent company of Bluespring Wealth Partners, in Bluespring's acquisitions of a number of wealth management firms, including Joule Financial, Welty Capital Management, WealthPartners LLP, Christopher Street Financial, Shelton Financial Group, Hughes Financial Services, and KDI Wealth Management.

Acquisition of multiple wholesale beauty supply companies

Advised a private equity buyer in the acquisition of multiple wholesale beauty supply companies.

Seafood company debt conversion

Advised Copper River Seafoods in a debt-to-equity conversion transaction.

Food company restructuring

Advised Johnny's Fine Foods in a redemption and restructuring transaction.

Acquisition of Alaska retail chain

Advised Westward Partners in the acquisition of one of Alaska's largest family-owned retail chains.

Aerospace acquisition

Advised privately held aerospace manufacturer and spaceflight services company on its acquisition of spacecraft robotics company.

Retailer recapitalization

Advised Westward Partners on its recapitalization of retailer Three Bears Alaska.

Gaming acquisition

Advised Wizards of the Coast on its acquisition of the D&D Beyond business from Fandom.

Technology acquisitions*

Advised Salesforce in separate acquisitions of ClickSoftware, MapAnything and Acumen Solutions.

Sale to franchisor holding company*

Advised Sonic Corp. in its sale to Inspire Brands.

Investment advice*

Advised Francisco Partners, a founding investor in Landmark Health, on General Atlantic's investment in the medical care provider.

Energy sector merger*

Advised General Electric Company on its agreement with Baker Hughes to combine GE's oil and gas business with Baker Hughes to create new publicly traded company and various related transactions.

Pharmaceutical IP license*

Advised Cowen and Company LLC as financial advisor to Akcea Therapeutics Inc. in its acquisition of license for inotersen and AKCEA-TTR-LRx (IONIS-TTR-LRx) from Ionis Pharmaceuticals.

Cloud computing acquisition*

Advised Netsil Inc. in its acquisition by Nutanix Inc.

Education sector merger*

Advised Morgan Stanley & Co. LLC, as financial advisor to Capella Education Company, in its merger of equals with Strayer Education Inc.

Telecom asset acquisition*

Advised Dycom Industries Inc. in its acquisition of certain assets and related liabilities used in Goodman Networks Incorporated's wireless network deployment and wireline businesses.

Refinery sale*

Advised Exxon Mobil Corporation in the sale of its refinery in Torrance, California, to PBF Energy Inc.

Alternative Investor Services carveout sale*

Advised Citibank N.A. in the sale of its Alternative Investor Services business, comprised of hedge fund and private equity fund services, to SS&C Technologies.

GPS mapping platform sale*

Advised Nokia Corporation in the sale of its HERE location intelligence business to a consortium of German auto manufacturers including Audi, BMW, and Daimler.

Emerging Growth

Investments by sovereign wealth fund*

Advised Qatar Investment Authority in various venture capital and private equity investments, including its (i) Series F investment in Urban Compass, (ii) Series D investment in GRAIL, (iii) Series C-1 investment in Praxis Precision Medicines, (iv) Series B investment in Thrive Earlier Detection, (v) Series F investment in QuantumScape and in connection with QuantumScape's contemporaneous acquisition by Kensington Capital Acquisition Corp in a "SPAC" transaction, (vi) investment in Precision Medicine Group Holdings, (vii) Series A investment in Pride Parent, the owner of Paycor, (viii) Series B investment in HiberCell and (ix) senior secured convertible promissory note investment in Eat Just.

Equity and debt financings and restructuring transactions*

Advised PrescientCo in various matters, including its (i) Series D, Series D-1, Series D-2 and Series E equity financing rounds, (ii) issuance of Series D-2 and Series E convertible promissory notes, (iii) its bonding and support transaction with Eldridge Industries and J.E. Dunn Construction and the related company restructuring and (iv) restructuring and recapitalization transaction led by Eldridge Industries.

*Denotes an attorney's experience prior to joining Davis Wright Tremaine

Memberships & Affiliations

- Association for Corporate Growth, Seattle Chapter
- American Bar Association
- Pacific Rim Advisory Council

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PRAC Primary Contacts

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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 87 offices in the region. With more than 11,000 lawyers serving more than 193 cities, the Firm offers clients the benefit of quality experience in and of the communities in which they want to do business or resolve a dispute—from Canada and the United States, across Europe, the United Kingdom, the Middle East and Africa, and throughout the Asia Pacific region.

About Us

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

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

S Sivanesan

Senior Partner



Senior Partner

Singapore

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Overview

"Sivi is an all-round rock star. Through his deep knowledge and extensive network, we are always able to get answers to the questions we have."

– Chambers Asia Pacific, 2025

"His expertise spans a wide range of areas, from capital markets to the operational intricacies of running a business, demonstrating his versatility and depth."

– Asia Business Law Journal, 2025

"Having worked with lawyers across India, Singapore, the US and Malaysia, I can confidently say that Sivanesan stands out for his exceptional breadth of knowledge, unparalleled problem-solving skills, and ability to navigate the legal and business needs of both large corporations and startups with equal proficiency."

– Asia Business Law Journal, 2025

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 (PRAC). He is currently the independent Chairman 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 of NUS High School of Mathematics and Science.

Sivanesan has been named in numerous legal guides and directories including the Chambers Asia-Pacific, The Legal 500 Asia-Pacific, IFLR1000, Asialaw Profiles and Lexology Index (formerly 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 – 2025). He has also been awarded the Cross Border Lawyer of the Year for Corporate Legal Era Global Achievers Awards 2023 and 2024.

Kia Meng Loh, FCIArb, TEP

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"He exhibits the ability to listen without judgment, creating an environment where open communication is encouraged. He thoroughly analyses and considers the bigger picture, ensuring that all aspects of a situation are taken into account. Additionally, he is sensitive to details and their implications, recognising how they can impact the overall outcome. He demonstrates intellectual honesty by remaining within his legal expertise and not overstepping his bounds. Furthermore, he has a talent for framing complex ideas in an easy-to-understand manner, particularly when I struggled to grasp the situation and its implications.."

*– Benchmark
Litigation Asia-
Pacific, 2025*

Kia Meng is a Senior Partner at Dentons Rodyk and its Chief Operating Officer. He sits on Dentons' Global Advisory Committee and Dentons ASEAN's Advisory Committee, comprising the board of various Dentons offices.

A veteran lawyer with over two decades of experience, Kia Meng's practice straddles contentious and non-contentious matters. He has extensive experience with private client disputes covering a wide range of legal issues involving litigation and arbitration. Kia Meng also deploys alternative dispute resolution mechanisms such as mediation and negotiation to resolve disputes.

Kia Meng is an affiliate member of the Society of Trust and Estate Planners (STEP). He is a Fellow of the Chartered Institute of Arbitrators (FCIArb). He is appointed to the panel of arbitrators with the Thailand Arbitration Centre (THAC), the Beihai Asia International Arbitration Centre (BAIAC) and the Beijing Arbitration Commission/Beijing International Arbitration Center (BAC/BIAC). He is also on the panel of Specialist Mediators with the Singapore International Mediation Centre (SIMC).

In his role as COO, Kia Meng leads all business support functions of the firm, including Academy, Finance, Human Resource, Innovation, Information Technology, Marketing and Risk & Compliance. He has a particular interest in law firm management and operations, legal technology and innovation and legal career development.

Sarah Chan

Partner



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Sarah Chan is a Partner in Dentons Rodyk's Corporate practice. She is the Deputy Head of Regulatory practice and the Co-Head of Banking/Financial Institutions Regulatory practice.

Sarah graduated from University College London in 2010 and was admitted as an Advocate and Solicitor in Singapore in 2012.

Sarah's main areas of practice include general corporate and commercial law, regulations, and mergers and acquisitions.

Sarah handles a range of general corporate and commercial work, including transactions involving mergers and acquisitions, corporate restructuring and joint ventures. She provides regulatory advice to private and public organisations across a wide range of industries including securities, financial services, banking, commodities, insurance, and energy. She also advises clients on various aspects of their businesses, including corporate governance, compliance, and employment issues.

Sarah is recognised as a Rising Star by Asian Legal Business.

Our firm

Our firm, founded in 1981, relies on a team of more than 365 professionals highly specialized in the different areas of law and thoroughly familiar with the economic sectors in which they work, which makes our legal services fit perfectly with our clients' business strategies.

The firm, the largest in Peru, has near than 40 practices focused on a wide range of matters (arbitration, banking and finance, capital markets, competition, corporate law, dispute resolution, arbitration, environment, innovation, intellectual property, labour law, life sciences, M&A, public law, retail and fashion law, tax, TMT, among others).

We are actually the only firm in Peru with nationwide coverage through a vast network of offices (Lima, Trujillo, Arequipa, Ica, Chinchá, Piura, Cusco, Chiclayo, Tacna, Ilo, Puno, Juliaca and Chimbote), which makes us offer high quality services in almost every city of the country.

We also offer a network of companies focused on solving different needs of our clients (accounting, transfer pricing, migration, compliance).

According to the most prestigious legal guides (Chambers & Partners, The Legal 500, IFLR 1000, Leaders League, Latin Lawyer, LACCA), Muñiz is a leader firm in Peru and Latin America.

We adhered to the United Nations Global Compact, the world's largest corporate sustainability initiative that supports companies to do business responsibly by aligning their strategies and operations with 10 principles on human rights, labour, environment and anti-corruption.

*For further information about **Muñiz, Olaya, Meléndez, Castro, Ono & Herrera**, please contact **Jorge Otoyá and Fernando Castero** in Lima.*



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WORK EXPERIENCE

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

EDUCATION

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

ACADEMIC ACTIVITY

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



PRACTICE AREAS

- Tax Law



LANGUAGES

- English
- Spanish





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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

GIDE

Founded in Paris in 1920, Gide is a leading law firm, both in France and internationally, in all areas of business law for Litigation, Transactions, and Regulation. We are a full-service international firm with extensive expertise in all areas of business law. Our pioneering spirit has led us to develop an international presence wherever our clients need our skills. We have been trailblazers in a number of countries and today we have 10 offices covering Americas, Africa, Asia, Europe and Middle East.

The firm has around 500 lawyers of 35 different nationalities, who work in synergy, depending on the requirements and geographical locations of the projects and transactions on which we work.

We are one of France's leading law firms and our skills are recognised across the legal sector. We are committed to providing our clients with outstanding service in all aspects of business law: advice, settlements and regulation.

Our teams support French and international clients, including public bodies, banks, international institutions, multi-nationals, foreign investors and leading private groups, both listed and unlisted.

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Thomas URLACHER

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Thomas Urlacher is a partner in Gide's Corporate/Mergers & Acquisitions team in Paris. He has first-rate expertise in complex acquisitions, disposals, strategic mergers (joint ventures) and corporate engineering.

His areas of expertise include services (bancassurance, telecoms, IT), energy and industry (automotive, pharmaceuticals, agri-food). Thomas also has considerable expertise in complex transactions involving real estate.

Thomas spent three years in Gide's Casablanca office and headed the firm's Beijing office for five years. There he developed a unique experience of M&A practice in an international context.

Thomas is a graduate of the Ecole Supérieure des Sciences Economiques et Commerciales (ESSEC) and holds a DJCE/DESS in business law from the University of Strasbourg. He was admitted to the Paris Bar in 2002.

Expertises

▼ Insurance ▼ Banking ▼ Corporate/M&A ▼ Energy & Natural Resources ▼ Real Estate ▼
Foreign Investment, FSR & FDI

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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 Lisa Bail.



Lisa A. Bail

- *Partner*

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Biography

Lisa concentrates her practice in environmental law, land use litigation and commercial litigation.

Her experience includes trials, administrative hearings and appellate work in areas of environmental law, personal injury, contracts and products liability. She is knowledgeable in all phases of litigation practice, from pleading and discovery through injunction, summary judgment, trial, mandamus and appeal.

Outside The Office

Lisa devotes her time to volunteering for causes like urban forestry and judicial independence. Currently, she is an officer and director of Smart Trees Pacific, supporting their urban forestry projects, and she serves both as the Hawai'i Delegate to the American Bar Association and on the board of the American Judicature Society, an independent, nonpartisan, membership organization, working nationally to protect the integrity of the American justice system.

Her devotion to trees also branches into familial territories, as Lisa enjoys researching her family's genealogy.

[Click Here to Learn More](#)

Education

- **Boston University School of Law**, Boston, Massachusetts
 - J.D. - 1993
 - Honors: *cum laude*
 - Law Journal, American Journal of Law and Medicine, Editorial Board
- **Boston University College of Liberal Arts**, Boston, Massachusetts
 - B.A. - 1990
 - Honors: *magna cum laude*
 - Honors: Phi Beta Kappa

- Honors: Hazel M. Purmont Alumnae Award
- Honors: Peter A. Bertocci Award for Academic Achievement
- Honors: Humanitarian Service and the Philosophy Department's Matchette Prize
- Major: Philosophy

Bar Admissions

- Hawaii, 1993
- U.S. District Court District of Hawaii, 1993
- U.S. Court of Appeals 9th Circuit
- Massachusetts, 1994

Professional Associations

- Hawaii State Bar Association
- American Bar Association
- American Judicature Society, Director
- Smart Trees Pacific, Officer and Director
- American Journal of Law and Medicine, Member
- Massachusetts State Bar Association

Representative Cases

- Stone v. Continental Airlines, Inc., 905 F.Supp. 823, 1995, D.Hawai'i, 1995235984

Practice Areas:

- Entitlements and Permitting
- Environmental Laws and Compliance
- Anti-Trust
- Appellate Practice
- Commercial Litigation
- Environmental Litigation
- Products Liability
- Real Estate and Construction Litigation

Honors

- The Best Lawyers in America, 2020
- The Best Lawyers in America, Lawyer of the Year in Honolulu, 2020
- Chambers USA, 2019
- Super Lawyers, 2019

Pro-Bono Activities

- American Judicature Society, Director
- Smart Trees Pacific, Officer and Director

BLOG

[Goodsill Participates in Courts in the Community Program](#)



Shimpei Oki

Partner

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Biography

Shimpei Oki concentrates his practice in the areas of real estate, corporate and immigration law with a focus on assisting Japan companies and individual Japanese investors. Mr. Oki was born and raised in Tokyo, Japan and speaks, reads and writes Japanese fluently.

Mr. Oki has assisted clients in the following areas:

- Real estate transactions involving purchase and sale of hotels, commercial buildings, golf courses, resort properties and residential properties.
- Corporate and captive insurance transactions involving contract review, entity formation, mergers and acquisitions, all aspect of corporate compliance and dissolution.
- Business immigration involving preparation of nonimmigrant (E-2 and L-1A) and immigrant visa petitions.

Mr. Oki received his B.A. from Washington University in St. Louis with honors, and his J.D. from William S. Richardson School of Law, cum laude. While in law school, Mr. Oki was a member of the Board of Editors of the University of Hawaii Law Review and also served as research assistant to Professor Jill Ramsfield. Mr. Oki was awarded the HSBA YLD Award for Best Second Year Seminar Paper and CALI Excellence for Future Awards in Japanese Business Law and Second Year Seminar. He was also the recipient of the Bruce C. Bigalow Memorial Scholarship.

EDUCATION

- University of Hawaii, William S. Richardson School of Law, Honolulu, Hawaii
 - J.D. - 2010
 - Honors: *cum laude*
 - Honors: HSBA YLD Award, Best Second Year Paper
 - Honors: CALI Excellence for Future Awards in Japanese Business Law and Second Year Seminar
 - Honors: Bruce C. Bigalow Memorial Scholarship
- Washington University, St. Louis
 - B.A. - 2006
 - Honors: with Honors

BAR ADMISSIONS

- Hawaii
- U.S. District Court District of Hawaii

PROFESSIONAL ASSOCIATIONS

- Hawaii State Bar Association
- American Bar Association
- Japan-America Society of Hawai'i
- Inter-Pacific Bar Association, Regional Coordinator
- Hawaii Nippon Club

PRACTICE AREAS:

- Real Estate Transactions
- Captive Insurance
- Hawaii Business Organizations, Contracts, and Transactions
- Business Immigration

PRO-BONO ACTIVITIES

- The Hawaii Japanese School dba Rainbow Gakuen, Board of Directors 2016 to 2020, Past Board President 2018, Advisor 2021 to Present.
- Hawaii Nippon Club, Board of Directors

LANGUAGES

Japanese



Jamie Fukumoto

Partner

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Biography

Jamie Fukumoto will focus her practice in corporate and captive insurance where she will advise clients on business entity formations, mergers and acquisitions, corporate reorganizations, and captive insurance.

For more than 8 years, while working in Tokyo, Japan, for such large law firms as Nishimura & Asahi and Matsuo & Kosugi, Jamie represented public and private multinational corporations and private equity funds in connection with multijurisdictional transactions. She is well equipped to handle complex business transactions based on her experience in the automobile manufacturing, telecommunications, software development, and semiconductor industries.

Her fluency in the Japanese language and working experience in Japan will add to the already strong Japanese Practice Group at Goodsill with Alan Fujimoto and Shimpei Oki (partners) and Tanya David (associate), who are also fluent in English and Japanese.

Jamie was born and raised in Hawaii. She received her Juris Doctor from the University of Hawaii William S. Richardson School of Law. She is admitted to the bar in Hawai'i and New York.

EDUCATION

- University of Hawai'i, William S. Richardson School of Law, Honolulu, Hawai'i
J.D.-2013
- Keio University, Tokyo Japan, 2012
- University of Hawaii at Manoa
B.S. - 2008

BAR ADMISSIONS

- Hawaii, 2013
- New York, 2015

PRACTICE AREAS:

- Organization and Governance
- Mergers, Acquisitions and Business Transactions
- Tax
- Commercial Contracts
- Real Estate Transactions
- Captive Insurance
- Hawaii Business Organizations, Contracts, and Transactions Corporations, LLC and Partnerships

- Han Kun is a leading full-service law firm in China. Over the years, Han Kun has been widely recognized as a leader in complex cross-border and domestic transactions and compliance matters
- Our main practice areas include private equity, mergers and acquisitions, international and domestic capital markets, investment funds, asset management, compliance, banking and finance, aviation finance, foreign direct investment, antitrust/competition, data protection, private client/wealth management, intellectual property, bankruptcy and restructuring and dispute resolution
- We have nearly 800 professionals located in Beijing, Shanghai, Shenzhen, Hong Kong, Haikou, Wuhan, Singapore and New York City
- All our lawyers are graduates of top universities and have extensive experience in complex cross-border transactions and dispute resolution as counsel to both Chinese and foreign clients

							
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New York

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620 Fifth Avenue, 2nd Floor, Rockefeller Center
New York, NY 10020, USA
Telephone: +1 646 849 2888
Email: newyork@us.hankunlaw.com

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



Chengyao (Aaron) Zhou

Beijing, Shanghai

+86 10 8516 4156

aaron.zhou@hankunlaw.com

PRACTICE AREAS

- Mergers and acquisitions
- Foreign direct investment
- Private equity and venture capital
- Outbound investment
- General corporate
- Project finance
- Corporate compliance
- Technology, media and telecoms
- Life sciences and healthcare
- Energy and minerals
- Insurance
- Capital markets

PROFESSIONAL EXPERIENCE

Mr. Aaron Zhou's practice focuses on cross-border and domestic mergers and acquisitions, private equity investment, venture capital investment, foreign direct investment (FDI), joint ventures, pharmaceutical/healthcare-related (BD) transactions, and general corporate matters. Mr. Zhou's practice covers a variety of industries, including technology, pharmaceutical, medical device, the Internet, telecommunications, healthcare management, insurance, clean energy, natural resources, 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 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 nine years at Han Kun, 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.

EDUCATION

Mr. Zhou received an LL.B. degree from East China University of Political Science & Law, an LL.M. degree from the University of Chicago, and an LL.M. degree from University College London.

QUALIFICATIONS

Member of the PRC Bar

Member of the New York State Bar

HONORS AND AWARDS

Leading Lawyer in Corporate/M&A (Chambers Global, 2023-2025)

Leading Lawyer in Corporate/M&A (Chambers Greater China, 2023-2025)

Leading Lawyer in Healthcare (Chambers Greater China, 2022-2025)

Next Generation Partner in Corporate and M&A (Legal 500 Asia Pacific, 2020-2025)

Next Generation Partner in Life Science & Healthcare (Legal 500 Asia Pacific, 2022-2025)

Shortlisted Life Sciences and Healthcare Lawyer of the Year (Legal 500 China Awards, 2024)

Stellar Accolade (Pharmaceutical & Life Sciences) (LegalOne, 2024)

Notable Practitioner in Corporate and M&A, Restructuring and Insolvency (IFLR 1000, 2022-2024)

Shortlisted as Beijing M&A Lawyer of the Year (IFLR1000 China Awards, 2022-2024)

Recommended Lawyer in Projects & Energy (Legal 500 Asia Pacific, 2025)

Recommended Lawyer in Corporate and M&A (Legal 500 Asia Pacific, 2019)

Top 15 Rising Lawyers (Asian Legal Business (ALB), 2018)

WORKING LANGUAGES

Chinese, English

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Hogan Lovells is a global legal practice providing high quality advice to corporations, financial institutions and governmental entities across a broad spectrum of businesses involving complex legal and commercial issues, both globally and locally. We have over 2,500 lawyers operating from more than 40 offices, including associated offices, around the world in Amsterdam, Baltimore, Beijing, Brussels, Denver, Dubai, Dusseldorf, Frankfurt, Hamburg, Ho Chi Minh City, Hong Kong, Houston, Jakarta, London, Los Angeles, Luxembourg, Madrid, Mexico City, Miami, Milan, Munich, New York, Paris, Philadelphia, Riyadh, Rome, San Francisco, São Paulo, Shanghai, Silicon Valley, Singapore, Tokyo, and Washington DC. 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 **Elizabeth Donley** in Washington, D.C. about the U.S. practices. For information about the Asia Pacific, European, and Middle East practices, please contact **Owen Chan** in Hong Kong.*

Elizabeth M. Donley

Partner

Washington, D.C.

Biography

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

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

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



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Practices

Mergers and Acquisitions

Joint Ventures

Complex Contracting

Commercial

Sovereigns

Industries

Aerospace and Defense

Automotive

Consumer

Manufacturing and Industrials

Life Sciences and Health Care

Real Estate

Technology and Telecoms

Private Capital

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).

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
- Acr itas 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

Regional Managing Partner, Asia- Pacific

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

Hong Kong

England and Wales

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With more than 200 lawyers, Kochhar & Co. is one of the leading and largest corporate law firms in India ("Firm"). Kochhar & Co. enjoys the distinction of being the only law firm with a full-service presence in the seven (7) prominent cities of India namely: New Delhi, Mumbai, Bangalore, Chennai, Hyderabad, Gurgaon, and Chandigarh and three (3) overseas offices: Dubai, Chicago, Toronto. Kochhar & Co. is the First 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 a 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 in its Legal Powerlist 2023/2024 has recognised 13 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 (including JVs, PE/VC); Arbitration; Employment Law; White Collar Crime; and Technology Law.

Kochhar & Co. is amongst 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 of India, 'Rashtriya Gaurav' (National Pride) Award (for excellence in the field of corporate law).

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



Rohit Kochhar

Founding Member & Managing Partner

Mr. Rohit Kochhar is the founding member & managing partner of Kochhar & Co. and has rich and diverse professional experience of over 37 years. Under Mr. Kochhar's dynamic leadership, the Kochhar firm has rapidly expanded and grown to become the only Indian law firm with a full-service presence in seven (7) prominent Indian cities and three (3) overseas offices, namely Chicago, Toronto and Dubai-where Kochhar & Co. is the only law firm from the Indian sub-continent with a license to practice local UAE and DIFC laws.

LOCATION

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

Practice Areas

Corporate M&A
Employment
White Collar Crime
Commercial Litigation

In addition to his leadership role in the corporate M&A space, Mr. Kochhar heads the Anti-Corruption & White-Collar Crime practice of the Firm, and co-chairs the Employment practice. Over the years, he has handled some of the most delicate and high-stake criminal matters and employee disputes on behalf of multinational clients, many of which were widely reported in the Indian press. These included critical cases for one of the world's largest technology companies (with revenues in excess of US \$55 billion), the world's biggest hotel chain company, one of the largest automakers, and the second largest container shipping company in the world (with revenues in excess of US \$56 billion).

Education

LL.B from National Law
College, Mumbai (1987)

During the last one year, Mr Kochhar has represented some of the most prestigious multinational corporations on highly sensitive employment matters including the termination of CXOs and other members of senior leadership, as well as mass redundancies of blue-collar

Merit Scholar - 1st in college and 3rd in Maharashtra University

Bachelor of Commerce (Hons) from Sri Ram College of Commerce (1984) (First Division)

Membership

Bar Council of Delhi (1987)

employees. Such clients have included one of the world's largest film and entertainment companies, one of the largest retail companies in Europe, a multi-billion-dollar German company, and the world's largest insurance advisory company.

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

Recipient of the International Council of Jurists Award conferred by the Hon'ble Prime Minister of India for his distinctive accomplishment in the areas of corporate law. Mr. Kochhar is one of the founding members of the Society of Indian Law Firms (SILF) and currently serves as the Honorary Secretary of SILF.

Recognitions & Awards

- Acclaimed as one of the 'Top Managing Partners' in India by FORBES Legal Powerlist 2023, 2022, 2021 and 2020.
- Recognised among India's 'Top 100 Lawyers' by FORBES Legal Powerlist 2023, 2022, 2021 & 2020; Felicitated for expertise in White Collar Crime practice.
- Recipient of the International Council of Jurists Award conferred by the Hon'ble Prime Minister of India for distinctive accomplishment in the areas of corporate law.
- Litigation Star for White Collar Crime by Benchmark Litigation 2023, 2022.
- Named in the Hall of Fame for Corporate M&A by Legal 500 Asia Pacific 2021 – 2023; Elite Leading Lawyer for Corporate M&A (2016 – 2020) and White-Collar Crime 2023 by Legal 500 Asia Pacific

-
- Recipient of the Prestigious Inspiring Entrepreneurs of India 2020 Award by the Economic Times. Recognized for “exemplifying the spirit of entrepreneurial passion and his outstanding contribution to the legal sector.”
 - Felicitated as one of the World's Greatest Leaders in the Asia & GCC region in the category of legal services. The award was presented by His Excellency Mr. T.P. Seetharaman, the Ambassador of India to the UAE on the occasion of the 44th UAE National Day.
 - ‘Top 50 Legal Icons’ of India by Indian Business Law Journal (IBLJ) 2021/2022, Listed among India’s Top 100 lawyers - The A-List by IBLJ (2017 – 2020).
 - Recipient of the distinguished Pride of India Award (Rashtriya Gaurav Award) for his outstanding achievements in the legal field.
 - Conferred the prestigious Bharat Shiromani Award 2019 for Excellence in the field of Corporate Law and Legal Entrepreneurship
 - Conferred the Rajiv Gandhi Award for being the Young Achiever & Entrepreneur in the field of legal services. Mr. Kochhar is the first and only practicing lawyer in India to have been conferred the Rajiv Gandhi Award since its inception.
 - Conferred the National Law Award for Excellence in Corporate law.
 - Recipient of the National Citizens Award for unique contribution in the field of Youth Affairs
 - Kochhar & Co. was conferred the National Bar Award by the All-India Bar Association for being "The Most Dynamic and Progressive Indian Law Firm" by the Chairman of the Law Commission of India.
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SAVITHA KESAV JAGADEESAN

Senior Resident Partner – Kochhar & Co., Chennai
Head – Intellectual Property Practice (South India)

Savitha Kesav Jagadeesan is the Senior Resident Partner at Kochhar & Co., Chennai, and co-leads the firm's operations in Tamil Nadu. With over two decades of diverse legal experience, Savitha spearheads high-value advisory and transactional work across Corporate Commercial Law, Employment Law, Intellectual Property (IP), and Technology, Media & Telecommunications (TMT) law. She also leads the South India IP Practice for Kochhar & Co., overseeing both litigation and prosecution matters.

Savitha is a trusted legal advisor to numerous domestic and multinational corporations across sectors such as FMCG, auto components, IT, education, and media. Her corporate practice spans cross-border joint ventures, private equity investments, foreign direct investments (FDI), technical collaborations, and acquisitions. Her deep understanding of regulatory frameworks and investment structuring has positioned her as a key strategic advisor to both global entrants and high-growth Indian businesses.

In the Employment Law domain, she provides comprehensive support on complex matters including employee termination, workplace investigations, and labour compliance. She serves as an Independent Member on Internal Committees (IC) for several reputed organizations and is widely recognized for her work in workplace sexual harassment (POSH) advisory and policy design.

As the head of the firm's regional Intellectual Property practice, Savitha manages IP portfolios for leading companies, advising on brand protection, litigation strategy, licensing, and cyber-IPR issues. Her experience spans traditional IP law as well as emerging challenges in the digital economy. She works extensively with startups and tech companies, advising on platform agreements, e-commerce regulations, content licensing, and co-branding arrangements.

Savitha is also involved in infrastructure and construction law, including advisory on FIDIC contracts and EPC frameworks for large-scale projects. She recently advised the Tamil Nadu

- Water Infrastructure Board on their Project to set up a canal system and provide clean and sustainable environment with the Tamil Nadu government.

- Her leadership and excellence in the legal profession have been consistently recognized having received the below mentioned awards and recognition from different forums:

- **Top 100 Legal Professionals – Forbes India**
- **Top 100 IP Lawyers – Asia IP**
- **Top 100 Women in IP – World IP Forum**
- **Top 100 Legal Professionals – India Business Law Journal**
- **Recommended Lawyer – Legal 500 (Asia-Pacific) for Employment, IP, and TMT Law**
- **Ranked Lawyer – Chambers & Partners**
- **Top 15 Lawyers in Business Laws in Tamil Nadu by Business India Today**

- Savitha plays a vital role in India’s business and legal ecosystem through active involvement with several industry bodies. She currently serves as:

- **Chair, Tamil Nadu – Confederation of Indian Industry (CII), Indian Women Network**
- **Vice-Chair – Indo-American Chamber of Commerce (Tamil Nadu Chapter)**
- **Honorary Legal Advisor – Indo-Australian Chamber of Commerce**
- **Co-Lead, Legal Affairs Committee – Madras Chamber of Commerce & Industry**

- An accomplished speaker, academic, and thought leader, Savitha regularly speaks at national and international conferences on legal, compliance, and leadership topics. She is a Fellow of the Congress of Fellows – Centre for International Legal Studies.

- She also brings a strong academic foundation, having taught Contract Law, Commercial Law, and Criminal Law at Monash University and Victoria University (Australia). She was awarded the prestigious Monash Research Scholarship for her research in Cybercrime and Policing.

- She is currently doing her doctoral research studies with the University of Madras on Artificial Intelligence and regulations.

●EDUCATION

- **BA LLB (Hons) – National Law School of India University (NLSIU), Bangalore**
- **LLM (Corporate Law) – Annamalai University**
- **PhD (Pursuing) – University of Madras**

●BAR ADMISSION

- **Bar Council of Maharashtra & Goa (1999)**

●Contact

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- #177, Anna Salai, Chennai – 600 002, Tamil Nadu, India**

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Web Site: www.leeandli.com

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

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

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

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



范 鯨

Joyce C. Fan
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Corporate

Cross Border
Transactions
Competition Law

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Government
Procurement &
Infrastructure
Projects M&A

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

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

Milestone cases she worked on include:

1. Renewable energy projects.

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

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

Qualifications

Member of the New York Bar Association and the ROC Bar Association;

Licensed Patent Agent in the ROC.

Education

University of Washington (LL.M., 1988)

National Taiwan University Law School (LL.B., 1986)

Language

Mandarin, English



毛立慧

Lihuei Mao

Partner

Corporate Law &
Investment

PE and VC

Startup

Financing and IPO

Mergers &
Acquisitions

Labor

Food & Medical

Competition Laws

Energy Law

Tel: +886-2-2763-8000 ext. 2274

Email: lihueimao@leeandli.com

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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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 Dandiwala, Siddharth Thacker or Rajesh Satpalkar in Mumbai.*

PURNIMA THACKER, Partner

Mulla & Mulla & Craigie Blunt & Caroe

Mulla House
Mahatma Gandhi Road
Fort, Mumbai – 400 001
INDIA

Purnima.Thacker@mullaandmulla.com



Purnima Thacker, Partner of Mulla & Mulla & Craigie Blunt & Caroe is a commercial lawyer and heads the Intellectual Property Practice Group of the firm.

Purnima's experience of over 25 years includes advising on contentious and non-contentious issues related to various commercial laws and regulations in India. She has extensive experience in IP due diligences in various industries including FMCG, pharmaceutical, media and entertainment, telecom and construction to name a few and the negotiations and preparation of M&A transaction documents.

She represents both foreign and Indian players in transactions involving cross border issues in relation to their business interests in India including in respect of licensing, distribution and franchising.

Purnima's practice also covers consumer protection, product liability, packaging and labeling and advertising laws and regulations and employment issues which enables her to provide clients holistic legal backing on their commercial transactions. As an extension of her core practice, she also advises clients on the rapidly evolving and dynamic data protection and privacy laws and the impact of these on both Indian as well as foreign individuals and entities with an India interest, partnering with clients to devise strategies for data management and compliance to mitigate risks.

As lead advisor and contact person for clients, she represents them in managing their IP portfolios in India as well as in enforcement actions in various High Courts and District Courts in India. Purnima has effectively handled UDRP actions and advised clients in relation to their e-commerce presence as well as in relation to counterfeit issues online.

An active member of the INTA (International Trademarks Association), she has served as co-chair of the first India Global Advisory Council at INTA, co-chaired the India Project team and served on several committees over the years. She is presently serving on the Alternate Dispute Resolution Committee of the INTA.

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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, Amsterdam

Email

jaap.stoop@nautadutilh.com

Tel

+31 20 7171938 | +31 6 20210615



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

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.

Work highlights

Jaap's track record includes advising:

- Bureau Veritas with its acquisition of Secura B.V.
- Rexel on its acquisition of the Wasco Group
- Thales in its acquisition of OneWelcome
- Schwarz Group in its acquisition of SUEZ SITA in the Netherlands
- Vienna Insurance Group in its acquisition of activities of AEGON
- IKEA in transactions relating to its European warehouses
- a bidder in its attempt to acquire the domestic appliances division of Philips

What others say

- Notable practitioner Corporate and M&A IFLR1000 2022

Qualifications

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

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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).*



RICHARDS
BUELL
SUTTON
Established in 1871



Joe C. Chan

Practice Areas

Asia Pacific

Business Reorganizations

Business Transactions

Craft Breweries and Distilleries

Foreign Businesses and Cross-border Structuring

Mergers and Acquisitions

Partnerships and Joint Ventures

Personal Services

Securities and Corporate Finance

Startups and New Ventures

Technology and Innovation

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OVERVIEW

Joe Chan is the Practice Group Leader of our Asia Pacific Group, and a member of the firm's Business, and Technology and Innovation Groups. He 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

Assistant Education

Nowrin Kalam	University of Calgary,
Direct: 604.595.9923	LL.B., 2003
Fax: 604.688.3830	University of Hong Kong (exchange semester)
Email: nkalam@rbs.ca	2003
	University of Calgary, B.Sc., 1999

Bar Languages

Admission	English
British Columbia, 2006	Cantonese
Alberta, 2004	

 **Print This Page**

- 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 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)

HONOURS & AWARDS

Joe has been recognized by Best Lawyers® in the area of Mergers and Acquisitions Law for the 2025 edition. Inclusion in this publication is based entirely on peer-review.



CLIENT TESTIMONIAL

"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...

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RICHARDS
BUELL
SUTTON
Established in 1871



Aneez N. Devji

Practice Areas

Advanced Education and Research

Commercial Leasing

Commercial Real Estate Acquisitions and Sales

Institutional Real Estate

Land Assembly

Lending and Secured Transactions

Real Estate

Real Estate Development

South Asian

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OVERVIEW

Aneez Devji is the firm's managing partner. He is a Chambers ranked lawyer with considerable experience advising on significant commercial real estate matters for private developers and land owners, including many

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.

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 Devji Law Corporation.

REPRESENTATIVE CLIENT WORK

- Structuring a joint venture among a pension fund and a local private developer in connection with a redevelopment project in Vancouver. Aneez was appointed counsel to the joint venture entity with respect to the redevelopment work
- Development of numerous mixed-use and residential-only projects, including developments subdivided by airspace parcel plans
- Development of a master-planned community on Vancouver Island

Assistant Education

Dolu Aluko The
Direct: University of
604.909.9306 British
Fax: Columbia,
604.688.3830 J.D., 2011
daluko@rbs.c Simon Fraser
University,
B.B.A.
(Finance),
2008

Bar Languages

Admission English

British
Columbia,
2012

Professional Affiliations

Law Society
of British
Columbia
Canadian Bar
Association
Vancouver
Bar
Association

- Representing borrowers on numerous acquisition, construction, take-out and CMHC insured loan facilities
- Acquisitions and sales of significant office, retail, residential and mixed-use sites
- Leasing of office, industrial and retail space throughout B.C.

PRESENTATIONS

"Structuring and Negotiating Real Estate Transactions: A Day in the Life of a Real Estate Lawyer" – Presented at the Centre for Business Law, Peter A. Allard School of Law, The University of British Columbia, 2024 (with Jennifer Wong, Associate)

"Undertakings" – Presented at the CLE British Columbia Real Estate Fundamentals for Lawyers course, 2014, 2016, 2018, 2020, 2022 and 2024

"Strata Leases" – Presented at the Pacific Business & Law Institute Commercial Leasing seminar in 2020

HONOURS & AWARDS

Aneez has been recognized by Best Lawyers® in the areas of Commercial Leasing and Real Estate Law in the 2025 edition. Inclusion in this publication is based entirely on peer-review.



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
- 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

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Santamarina + Steta

PERSPECTIVE • INNOVATION • GROWTH

+75

Years of
experience

24

Partners

6

Counsels

76

Associates
Associates

37

Law Clerks
Law Clerks

29

Practice
areas
Practice
areas

13

Industries
and sectors
industries
and sectors

Who We Are

We are a Mexican full-service law firm that provides highly specialized corporate and transactional advice to national and international clients in various sectors and industries. We also represent clients in high-value litigation cases and in enforcing arbitration awards.

As legal experts in Mexico, we understand the circumstances that clients face when establishing or expanding their businesses in the Mexican market. Our team of experts designs strategic solutions with a global perspective that translates into successful results.

Strategic Solutions

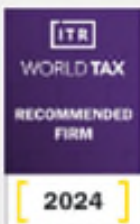
- Strategic, comprehensive, and tailored solutions
- Extensive knowledge of the Mexican legal market
- Specialized advice to prevent legal risks
- Highly qualified attorneys in various practice areas and industries
- Synergy and close collaboration with clients
- Extensive international network of contacts and alliances
- Timely response and flexible costs
- Global perspective in a local context to support business growth

it

Santamarina y Steta has a team with deep knowledge and experience in the legal and regulatory framework. They satisfy various needs and projects with detail-oriented attention and concern for customer satisfaction. In addition, they add value in defining plans, processes, and strategies to maximize the project's expected value.

The Legal 500

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



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VICENTE GRAU

Partner



MEXICO CITY



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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



Best Lawyers®

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
- + English
- + German

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Subic International Hotel
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Fax: +63 47 252 3986

Web Site:
www.syciplaw.com

The Firm

SyCip Salazar Hernandez & Gatmaitan (SyCipLaw) was founded in 1945. It is one of the largest law firms in the Philippines. It has offices in Makati City, the country's business and financial center, as well as Cebu City, Davao City, and the Subic Bay Freeport Zone.

The Firm offers a broad and integrated range of legal services, covering the following fields:

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

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

SyCipLaw is ISO 9001 certified, the internationally recognized standard for Quality Management Systems (QMS), and is the first Philippine law firm to obtain this certification.

Recognitions and Awards

SyCipLaw has consistently received professional accolades and recognitions, including:

- Band 1 Firm in Banking & Finance, Corporate/M&A, Dispute Resolution, Arbitration, Employment, Intellectual Property, Projects, Infrastructure & Energy, and Tax, Chambers Asia Pacific Rankings 2025
- Band 1 Firm in Banking & Finance, Corporate/M&A, and Projects, Infrastructure & Energy, Spotlight Table ranking in Banking & Finance: Capital Markets, Chambers Global 2025
- Tier 1 Firm in Antitrust & Competition, Aviation, Banking and Finance, Corporate and M&A, Dispute Resolution, Intellectual Property, Labor & Employment, Projects and Energy, Real Estate and Construction, Shipping, Tax, and Technology, Media and Telecoms (TMT), The Legal 500 Asia Pacific 2025
- Featured in The Legal 500 Asia Pacific Green Guide 2025
- Tier 1 Firm, Commercial and Transactions, Intellectual Property, Labor and Employment, Benchmark Litigation 2024
- Highly Recommended Firm, Tax; Recommended Firm, Government and Regulatory, International Arbitration, Benchmark Litigation 2024

Languages: Chinese, English, Filipino, Japanese, Korean, Spanish **Number of lawyers:** 142

*For further information about SyCipLaw, please contact **Hector M. de Leon, Jr.** in Manila.*

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

Practice Experience

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

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

Russel's work highlights include:

- Successfully defended before the Philippine Supreme Court high-ranking officers of an international development financial institution in a civil complaint filed by a disgruntled employee. The Supreme Court En Banc ruled that the subject acts of the officers were done in their official capacities, and thus covered by the functional immunity granted to them under the treaties binding on the Philippines.
- Successfully defended before the Philippine Supreme Court a major trader and distributor of grain and other agricultural commodities from several labor complaints on novel issues challenging the definition of employer-employee relationship. Notably, the Supreme Court reversed the earlier decisions of the Court of Appeals and the first level labor court and dismissed the suit against the client.

- Successfully defended an on-demand transportation and delivery service provider from labor complaints filed with the Philippine National Labor Relations Commission (NLRC) on novel issues challenging the definition of employer-employee relationship.
- Advised Synnex Corporation and Concentrix Services Corporation on labor issues resulting from the local implementation of Synnex Corporation's global acquisition of IBM's worldwide customer care business.
- Represented Innodata Knowledge Services, Inc. in labor litigation cases involving complaints of illegal dismissal.

Russel has also handled and tried a broad range of cases involving customs law and maritime law, including assessment disputes at the Bureau of Internal Revenue (BIR), the Bureau of Customs (BOC), the Court of Tax Appeals and the Supreme Court, tax structuring in relation to employee transfers, safeguard measures before the Department of Trade and Industry, and applications for preferential duty rates under treaties and trade agreements signed by the Philippines.

His work highlights in this area include:

- Represented a Philippine-based business process outsourcing company in a criminal complaint filed by the BIR for alleged failure to obey summons to produce and submit its books of accounts and other accounting records pursuant to a subpoena duces tecum issued by the BIR. The investigating prosecutor recommended the dismissal of the complaint due to the defective issuance of the subpoena. The recommendation was duly approved by the City Prosecutor of Quezon City.

Russel L. Rodriguez

Partner

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Fax: +632 8848 2030

Email: rlrodriguez@syCIPLAW.com



- Assisted a supplier of industrial and specialty gases in filing a position paper with the District Collector of the BOC to reduce the duties and taxes of the client's shipment by arguing for a correct tariff classification and qualification from exemption of the imported goods.
- Advising a company involved in providing repair services to submarine cables on its dispute with the BOC regarding the maximum storage period applicable for regional warehouses in the Philippines.

Personal Data

Russel obtained his Bachelor of Arts degree in Political Science (*cum laude*) and Juris Doctor from the University of the Philippines. He was admitted to the Philippine Bar in 2002.

Russel's most recent citations and awards include:

- Key Lawyer, *The Legal 500 Asia Pacific 2025*
- Litigation Star, *Benchmark Litigation Asia Pacific 2020-2025*
- Nominee for Philippine Lawyer of the Year, *Benchmark Litigation Asia Pacific Awards 2025*
- Band 3 in Employment, *Chambers Asia Pacific* 2018, 2020

Russel has been an author or a co-author of several publications. Among his published works are:

- Philippine chapter, *Chambers Global Practice Guide: Enforcement of Judgments 2025*, published by Chambers & Partners

- Philippine chapter, *Chambers Global Practice Guide: Tax Controversy 2022-2023*, published by Chambers & Partners
- Philippine chapter, *BBNA Guide to Indirect Taxation (VAT/GST)*, published by VAT Navigator - Bloomberg Tax
- Philippine chapter, *Maritime Law Handbook*, published by Kluwer Law International
- "Tax implications of PEZA's 70-30 work from home arrangement," published by International Law Office-Lexology
- "Health is Wealth" for the Asian Legal Business December 2017 issue
- "Facilitating Creditor-Debtor Dealings" for the October 2016 issue of the International Financial Law Review (IFLR)
- Philippine Chapter for "Global Mobility – An Overview of Human Resource Professionals", 3rd edition
- Philippine chapter of Herbert Smith Freehills' *Guide to anti-corruption regulation in Asia Pacific* 2015
- "Philippine BPOs: Employment Prospects & Issues" for the June 2015 issue of the Asian Legal Business (ALB) Asia Edition
- Philippine Chapters for "Getting the Deal Through – Restructuring & Insolvency" in 2013-2014, published by Lexology

Russel L. Rodriguez

Partner

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Maria Teresa D. Mercado-Ferrer is a partner and a member of the Firm's Special Projects, Intellectual Property, Banking, Finance and Securities, and Corporate Services departments.

Practice Experience

Ms. Mercado-Ferrer handles corporate and commercial works (such as mergers and acquisitions, foreign investments/divestments, consumer laws compliance and similar commercial transactions); securities (including public offering and tender offers); and intellectual property (including licensing, franchising and prosecution of intellectual property rights). She has handled legal due investigations, structuring, negotiation and documentation relating to acquisitions, dispositions, investments and other transactions. Ms. Mercado-Ferrer's experience encompasses domestic and cross-border transactions and spans a wide range of industries including real estate, retail and life sciences.

She handles matters regulated by the Food and Drug Administration (FDA) and the Philippine Economic Zone Authority (PEZA) and the Board of Investments, two government agencies that help implement the grant of incentives to qualified companies.

Among others, Ms. Mercado-Ferrer has:

- advised clients on consumer laws and regulations (such as on importation, distribution and labelling requirements) and on other laws and regulations implemented by the Department of Trade and Industry and/or the FDA;
- advised a buyer of a business process outsourcing (BPO) company that was listed

with the Philippine Stock Exchange (PSE) and the Nasdaq; the acquisition involved a dual/simultaneous tender offer structure which was a first in the Philippines;

- acted for the underwriters relative to the issuance of the PhP72Billion Series 2 Preferred Shares by San Miguel Corporation;
- advised a leading multinational food manufacturer in structuring an acquisition of a local food manufacturing company that involved a seamless transition;
- assisted in acquisitions of shares in PSE-listed companies, which acquisitions involved tender offer for the listed shares and delisting of the issuers of such shares;
- assisted foreign companies in establishing Philippine operations either by establishing new entities or acquiring existing operations; and
- assisted clients in negotiating and documenting various commercial arrangements such as joint ventures, licensing, franchising and/or distribution arrangements, and acquisition and/or lease of real properties.

Personal Data

Ms. Mercado-Ferrer obtained her Bachelor of Laws and Bachelor of Arts (*cum laude*) from the University of the Philippines. She was admitted to the Philippine Bar in 1990.

Ms. Mercado-Ferrer serves as a director and corporate secretary of several Philippine companies, and is also a member of several organizations including the Licensing Executives Society International and the Canadian Chamber of Commerce.

Maria Teresa D. Mercado-Ferrer

Partner

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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

Partner

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Email: lcabutan@syciplaw.com





Tab 5: Member Directory – Primary Contacts

October 4-7, 2025

Meet Our Members - Primary Contacts

Allende & Brea - Argentina



Santiago J. Sturla
ssturla@allende.com

ARIAS - El Salvador



Lilian Arias
lilian.arias@ariaslaw.com



Roberta Gallardo
Roberta.gallardo@ariaslaw.com

ARIFA - Panama



Ricardo Arango
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Gian Castillero
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Guatemala



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Luispedro.delvalle@ariaslaw.com



Evangelina Lardizabal
evangelina.lardizabal@ariaslaw.com

Nicaragua



Ana Teresa Rizo
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Honduras



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Estif Aparicio
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Brigard & Urrutia - Columbia



Carlos Umana
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Carlos Urrutia
currutia@bu.com.co



Jose Francisco Mafla
jmafla@bu.com.co

ARIAS - Costa Rica



Vicente Lines
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Carolina Flores
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Cesar Rodriguez
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Juan Pablo Cadena
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Carey - Chile



Yuri Moreno
Yuri.Moreno@ariaslaw.com



Francisco Ugarte
fugarte@carey.cl

Meet Our Members - Primary Contacts

City-Yuwa Partners - Japan



Masaaki Sawano

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yuwa.com



Yoko Maeda

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yuwa.com

Gide - France



Christophe Eck

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Thomas Urlacher

urlacher@gide.com

Clayton Utz - Australia



Rory Moriarty

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Goodsill - Honolulu, U.S.



Lisa Bail

lbail@goodsill.com

Davis Wright Tremaine - Seattle, U.S.



Sarah Tune, PRAC Chair

sarahtune@dwtt.com



Zach Bench

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Han Kun Law Offices - Beijing, Shanghai, Shenzhen



Joyce Li

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Xiaoming Li

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Aaron Zhou

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Dentons Rodyk - Singapore



Sivi Sivanesan

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Elizabeth Donley

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Owen Chan, PRAC Vice Chair

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Estudio Muniz - Peru



Fernando Castro

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Jorge Otoy

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Kochhar & Co. - New Delhi, India



Rohit Kochhar

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Stephen Mathias

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Meet Our Members - Primary Contacts

Lee and Li - Taiwan



Joyce Fan

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Lihuei (Grace) Mao

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Robin Chang

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Mulla - Mumbai, India



Yazdi Dandiwal

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Siddharth Thacker

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NautaDutilh - Netherlands, Belgium Luxembourg



Jaap Stoop

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Richards Buell Sutton - Vancouver, Canada



Joe Chan

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Santamarina y Steta - Mexico



Vicente Grau

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Heriberto Garza

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SyCipLaw - Philippines



Hector de Leon

hmdleon@syciplaw.com

Meet Our Leaders



Sarah Tune
Chair, PRAC
Partner, Davis Wright Tremaine,
Seattle, U.S.



Owen Chan
Vice Chair, PRAC
Regional Managing Partner, Asia-
Pacific, Hogan Lovells



Fiona Huang
Executive Director, PRAC
Hong Kong

Planning & Policy Committee



Joe Chan
Chair, Planning & Policy Committee
Partner, Richards Buell Sutton,
Vancouver, Canada



Elizabeth M. Donley
Planning & Policy Committee,
Partner, Hogan Lovells,
Washington D.C., U.S.



Santiago J. Sturla
Membership Committee
Partner, Allende & Brea,
Buenos Aires, Argentina

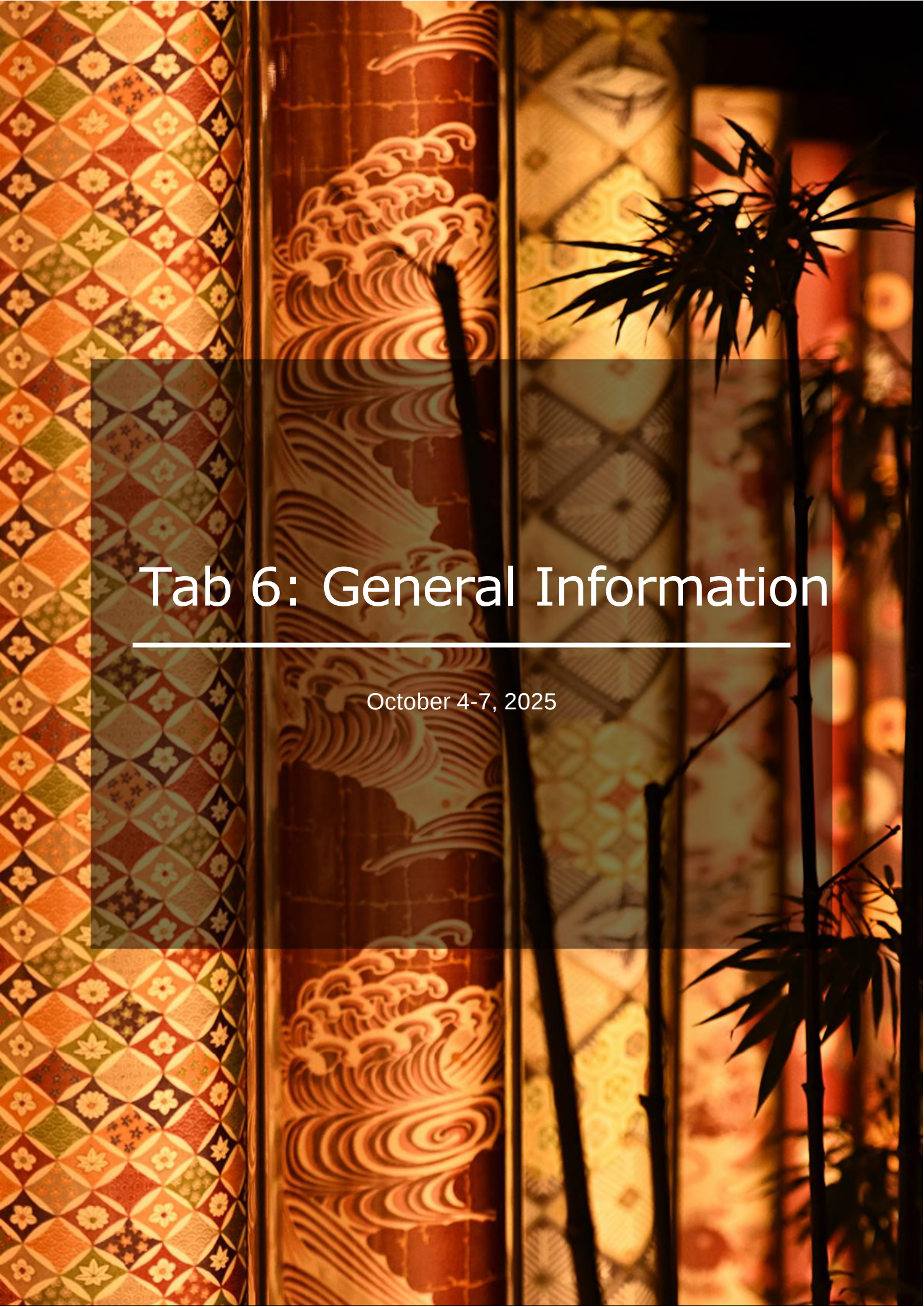


Lihuei Mao
Membership Committee,
Partner, Lee and Li,
Taipei, Taiwan



Aaron Zhou
Planning & Policy Committee,
Partner, Han Kun Law Offices, Beijing
& Shanghai, China

Membership Committee



Tab 6: General Information

October 4-7, 2025



Japan is globally recognized for its blend of tradition and innovation, offering travelers a unique experience that combines ancient culture with cutting-edge modernity. Tokyo, the capital city, is one of the most dynamic and populous cities in the world, known for its skyscrapers, vibrant neighborhoods, rich cultural heritage, and technological advancement.

The country is home to an impressive range of flora and fauna, from alpine ecosystems in the Japanese Alps to subtropical forests in Okinawa. Japan's landmass covers approximately 378,000 km², with numerous national parks and nature reserves that protect its unique wildlife.

Japan is also known for its stable democracy and well-established infrastructure. The country maintains a high standard of living, world-class healthcare, and one of the best public transportation systems in the world. Tokyo is a model of safety, cleanliness, and efficiency, with a deep respect for hospitality and etiquette.

The official language is Japanese, and the official

currency is the Japanese yen (¥). One U.S. dollar is approximately ¥150 (subject to fluctuation).

Weather

You will be visiting Tokyo in the fall season—generally mild and pleasant, with average daytime temperatures ranging from 12°C to 20°C (54°F to 68°F). We recommend bringing light layers, a jacket for cooler evenings, and an umbrella or light raincoat in case of spring showers.

Learn more about Tokyo at:

Tokyo Convention & Visitors Bureau

URL: <https://www.gotokyo.org/en/>

Japan National Tourism Organization

URL: <https://www.japan.travel/en/>



Sunday Tour

Sunday Tour – FULL DAY



Sunday, October 5th, 2025



Pick up time : 9:00 a.m.

Return to hotel: 5:00 p.m. approx.



US\$100



Kamakura Cultural Walk – Shrines, Streets & the Great Buddha



Step into Japan's rich history with a guided day tour of Kamakura, the ancient samurai capital. Visit the iconic Tsurugaoka Hachimangu Shrine, stroll along the lively Komachi Street filled with local snacks and crafts, and marvel at the majestic Great Buddha (Daibutsu) of Kamakura. Explore nearby hidden gems and soak in the charm of this historic coastal town just a short trip from Tokyo.

- Duration: Full day
- Approximate driving time: 1.5 hours one way by train
- Difficulty: Easy
- What to bring: Comfortable walking shoes, a small backpack, water bottle, sunscreen, hat, and some cash for local snacks, souvenirs and entrance fees.
- Tour includes: Round trip transportation, bilingual guide, bottled water, lunch.
- Minimum number of people for the tour: 2

Payment Method: Participants are kindly requested to make the payment in cash (JPY equivalent of USD amount shown in the Cost) to City-Yuwa staff on the tour day. Sufficient cash should be brought to ensure a smooth payment process.

Contact Info

(1) Host Firm

CITY-YUWA PARTNERS

Marunouchi Mitsui Building (Reception: 7th floor)
2-2-2 Marunouchi, Chiyoda-ku
Tokyo 100-0005, Japan
TEL: +81-3-6212-5500
FAX: +81-3-6212-5700
URL: <https://www.city-yuwa.com/global/en/>

Registration Questions

City-Yuwa Partners Host Team
E-MAIL: prac-2025@city-yuwa.com
TEL: +81-3-6212-5500

2. Optional Tour Agent (for optional tours on Monday and Tuesday)

JTB Corporation, Yokohama Branch

Contact: Naoko Takezawa (Ms) / Yutaka Hasebe (Mr)
E-MAIL: jtb_yokohama_operation@jtb.com

1. Optional Tour Questions (for optional tour on Saturday and Sunday Tour)

City-Yuwa Partners

Contact: Sayako Tsukamoto (Ms)
E-MAIL: sayako.tsukamoto@city-yuwa.com

1. Hotel

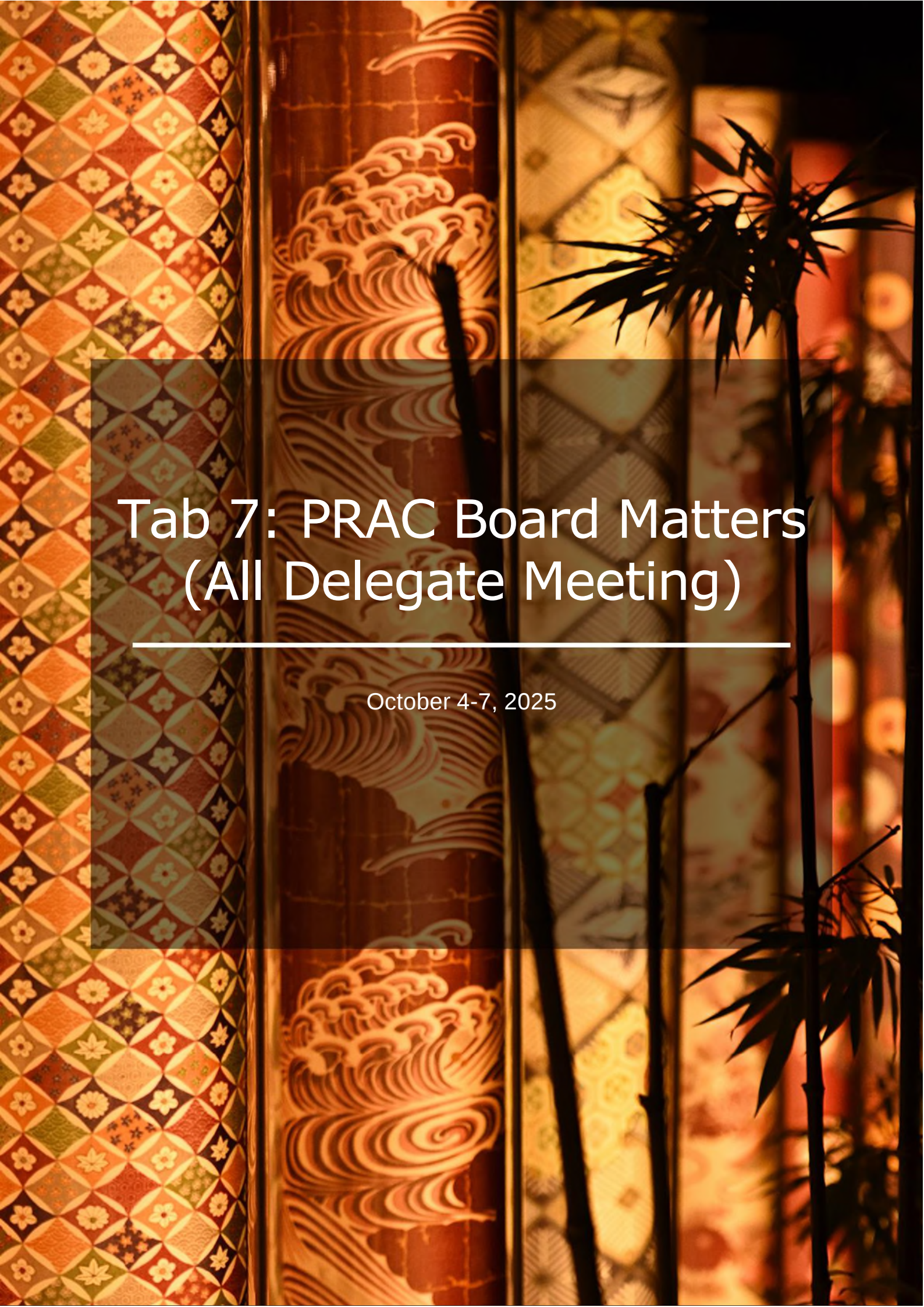
Hotel Chinzanso Tokyo

URL: <https://www.hotel-chinzanso-tokyo.com/>

1. Dine Arouds / Partner Hosted Dinner / Closing Dinner

City-Yuwa Partners

Contact: Hiroaki Matsunaga (Mr)
E-MAIL: hiroaki.matsunaga@city-yuwa.com



Tab 7: PRAC Board Matters (All Delegate Meeting)

October 4-7, 2025



PRAC Board Matters
Tokyo Conference 2025
Chair: Sarah Tune
Tuesday, 7 October, 2025
All delegates are encouraged to attend

1. Call to Order / Attendance of Representatives
2. Approval of the Board Meeting Agenda
3. 2025 PRAC Initiatives Updates
4. PRAC Matters
 - Introduce new member: Clayton Utz
 - New PRAC Leadership
 - 2026 Budget
5. Policy and Planning Committee Updates
6. Membership Committee Updates
7. Announcement of the Next Conferences
8. Adjournment

Vote for New Leadership





PRAC Tokyo Conference
7 October 2025

Upon motion duly made and seconded, it is

RESOLVED that the appointment of Owen Chan as Chair and Joe Chan as Vice Chair of the Pacific Rim Advisory Council, for the term commencing 1 January 2026, is approved.

Dated this 7 October 2025

Sarah Tune, Chair

Resolution Finance

PROPOSED 2026 EXPENSE BUDGET (USD)

	2026 Expense Budget
CONFERENCES/MEETINGS	
Singapore/2026	68,000
Columbia/2026	68,000
Subtotal	\$ 136,000
CHAIR SECRETARIAT	
Reimbursable Expense	15,000
Reimburseable Travel Expense Chair and Director	25,000
Subtotal	\$ 40,000
Chairman Honorarium	50,000
Director	125,000
Subtotal	\$ 175,000
MEMBERSHIP COMMITTEE	
Reimbursable Expense	
Other	
Subtotal	
OPERATION/ADMIN – HK ENTITY	
Auditor Advice	3,300
Tax Service	617
Company Secretary	1,286
Registered Office	642
Corporate Nominee Member	642
Subtotal	\$ 6,487
TOTAL EXPENSES	\$ 357,487*

Proposed 2026 REVENUE BUDGET (USD)

MEMBER CONTRIBUTIONS	2026 Revenue Budget
Assesments	\$ 287,384**
Subtotal	\$ 287,384
Less Total Est YE Expenses	\$ (357,487)
Est REVENUE - PROFIT (LOSS)	\$ (88,103)

Note:

1. *Of the required 2026 US\$357,487 expense budget, US\$136K advanced in 2025 Budget
2. **Pending member fee assessment for Clayton Utz
3. 2025 est reserve US\$269,266 as of 31 August 2025

PRAC 2025 Assessments

Firm	Jurisdiction	Base	All City	Juris	New	1.5	2.5	2025	2026
		Assessment	Counts	Counts	Member	Additional	Additional	Annual Fees	Annual Fees
ALLENDE BREA	Argentina	\$8,138	88	88	\$ -			\$8,138	\$8,138
ARIFA	Panama	\$8,138	46	45	\$ -			\$8,138	\$8,138
ARIAS	Central America	\$10,658	143	134	\$ -			\$10,658	\$10,658
BRIGARD URRUTIA	Colombia	\$14,123	174	174	\$ -			\$14,123	\$14,123
CAREY	Chile	\$14,123	206	206	\$ -			\$14,123	\$14,123
CLAYTON UTZ	Australia	TBC							
CITY-YUWA	Japan	\$14,123	179	179	\$ -			\$14,123	\$14,123
DAVIS WRIGHT	Seattle	\$14,123	609	223	\$ -	\$2,000	\$3,000	\$19,123	\$19,123
DENTONS RODYK	Singapore	\$14,123	218	218	\$ -			\$14,123	\$14,123
GIDE	France	\$18,900	516	360	\$ -			\$18,900	\$18,900
GOODSILL	Honolulu	\$8,138	56	56	\$ -			\$8,138	\$8,138
HAN KUN	Beijing Shanghai Shenzhen	\$25,883	721	684	\$ -			\$25,883	\$25,883
HOGAN Legacy	Washington, DC	\$18,900	1343	422	\$ -	\$2,000	\$3,000	\$23,900	\$23,900
KOCHHAR & CO.	New Delhi	\$8,138	192	98	\$ -	\$2,000		\$10,138	\$10,138
LEE AND LI	Taiwan	\$14,123	219	219	\$ -			\$14,123	\$14,123
LOVELLS Legacy	Hong Kong	\$8,138	1343	51	\$ -	\$2,000	\$3,000	\$13,138	\$13,138
MULLA & MULLA	Mumbai	\$8,138	59	53	\$ -			\$8,138	\$8,138
MUNIZ	Lima	\$14,123	331	223	\$ -			\$14,123	\$14,123
NAUTADUTILH	Netherlands, Belgium, Luxembourg	\$18,900	344	332	\$ -			\$18,900	\$18,900
RICHARDS BUELL	Vancouver	\$8,138	55	55	\$ -			\$8,138	\$8,138
SANTAMARINA	Mexico	\$10,658	102	102	\$ -			\$10,658	\$10,658
SYCIP SALAZAR	Philippines	\$10,658	141	141	\$ -			\$10,658	\$10,658
22 firms		\$270,384				\$8,000	\$9,000	\$287,384	\$287,384

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



PRAC Tokyo Conference
7 October 2025

Upon motion duly made and seconded, it is
RESOLVED that the Financial Reporting for the 2026 Budget is approved.

Dated this 7 October 2025

Sarah Tune, Chair

Resolution City-Yuwa Partners Host Team





Tokyo, 4-7 October, 2025

WHEREAS the law firm **City-Yuwa Partners** is a member of the Pacific Rim Advisory Council; and

WHEREAS, the success of the 72nd International Conference of the Pacific Rim Advisory Council has been specifically due to the efforts and enthusiasm of the entire **City-Yuwa Partners** who have dealt patiently with the countless details and complexities of hosting an International Conference and, in particular the Host Committee Team Members:

Akira Nagasaki (Partner)

Daigo Nomura (Partner)

Hiroaki Matsunaga (Partner)

Kanako Inokuchi (Partner)

Katsuki Matsuura (Partner)

Sayako Tsukamoto (Partner)

Yoko Maeda (Partner)

Yuko Toyoda (Partner)

Yusuke Tani (Partner)

RESOLVED that the Pacific Rim Advisory Council extends **City-Yuwa Partners** its deepest gratitude for planning and hosting the 72nd International Conference.

Sarah Tune, Chair

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



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.
- 1. 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.
 - 2. 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.

1. 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.

2. 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.(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.

a.(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.

a. 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.B Officers

c.(1) The Chair.

- d. The Chair shall be the chief executive officer of PRAC.
- e. The Chair shall oversee the organization of meetings of the Council.
- f. The Chair shall oversee and facilitate the operation of all committees.
- g. The Chair shall implement decisions of the Council.
- h. The Chair shall be an ex-officio member of each of the standing committees.

i.(2) The Vice Chair.

- j. The Chair may be supported by one Vice Chair.
- k. The Vice Chair shall preside over meetings of the Council in the absence of the Chair.
- l. Chair. (c) The Vice Chair shall perform such other duties as the Council may reasonably request.

m. (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.

n.(4) Nominating Committee and Election of Chair and Vice Chair.

- o.(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.

a. 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.

b. Consensus Candidates. The Committee will focus its efforts on attempting to find a consensus candidate for Chair and Vice Chair.

c. 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.

d. 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;

- a. sharing knowledge and expertise among member firms; and
- b. 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

a. 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:

b. history and length of establishment;

c. size, in the areas of practice directly related to business transactions relating to the Pacific Region;

d. range of skills, in the areas of practice directly associated with business transactions relating to the Pacific Region;

e. standard of skills;

f. general reputation;

g. major domestic clients; and

h. major foreign clients.

(2) Admission.

i. Admission of a new member firm to PRAC shall generally be performed by a two stage process:

j.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.

k. The Council may direct that a Stage Two report be prepared, that the consideration be deferred or that the proposal will not proceed.

l.Stage Two. This stage will include identification and investigation of all discussions with prospective member firms. Due diligence and investigation of new member firms m.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.

n. 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.

o. Admission to PRAC will be by a resolution of the Council.

p. 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

1.practice of the member firm being considered for admission and the existing member firm whose consent would be required.

2.(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.

1.(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.

2.H. Dispute Resolution.

- 3. 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.
- 4. 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.

1. 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.

2. 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.

3. 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.

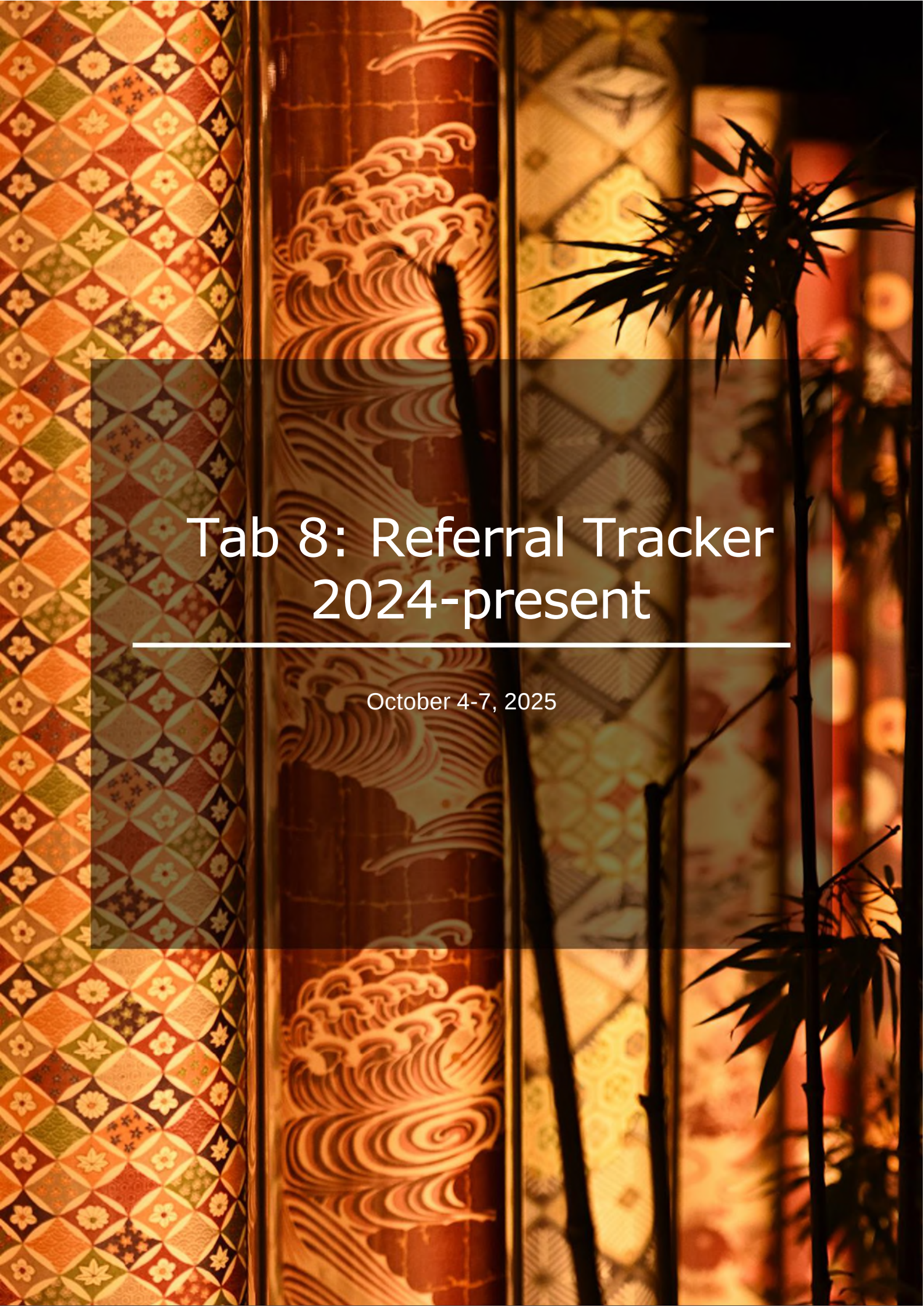
4. PRAC Bank Account. PRAC funds shall be maintained in a bank with authorized signatories, as determined by the Council, from time to time.

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.



Tab 8: Referral Tracker 2024-present

October 4-7, 2025

Referring Firm	Refereed Firm	Referral Date	Location	Referral Details
ALLENDE & BREA	Brigard Urrutia	2024		Insurance, TMT, Corporate M&A matter
ALLENDE & BREA	Brigard Urrutia	2024		Litigation and Corporate matter
ALLENDE & BREA	CAREY	2023-2024	Argentina	Description: Assistance on corporate general matters. Origin: Referral from Santiago Sturla (Buenos Aires, Argentina) to Francisco Ugarte
ALLENDE & BREA	CAREY	2025		Description: Assistance on corporate restructuring matters. Origin: Referral from Carlos María Melhem (Buenos Aires, Argentina) to Pablo Iacobelli / Diego Peralta
ALLENDE & BREA	GIDE	2024		PRAC @ Paris
ALLENDE & BREA	RBS	2024		PRAC @ Vancouver
ARIAS	CAREY	2023-2024	El Salvador	Description: Answer an insurance regulatory questionnaire under Chilean law perspective. Origin: Referral from Mario Lozano / Julissa Castro (San Salvador, El Salvador) to Matias Vergara / Patricia Silberman
ARIAS	CAREY	2023-2024	El Salvador	Description: Advice on a pesticide product registration before the SAG. Origin: Referral from Mariana Vargas (San José, Costa Rica) to Javiera Avilés / Ignacio Gilmore / Alejandra del Rio
ARIFA	Brigard Urrutia	2024	Colombia	German Oil Subsidiary COASSSA
ARIFA	Brigard Urrutia	2024	Colombia	Competitive M&A process fuel Sector PUMA
ARIFA	Brigard Urrutia	2024		PRAC @ Vancouver
Brigard Urrutia	CAREY	2023-2024	Colombia	Description: Assistance on the preparation of its crime prevention model. Origin: Referral from José Francisco Mafla (Bogota, Colombia) to Marcos Rios / Francisco Ugarte / Guillermo Acuña / Pablo Albertz
Brigard Urrutia	CAREY	2023-2024	Colombia	Description: CONFIDENTIAL: Assistance on tax aspects regarding a series of restructurings in Colombia, that would generate the indirect transfer of its interests in Chile
Brigard Urrutia	CAREY	2023-2024	Colombia	Origin: Referral from Adrián Rodríguez (Bogotá, Colombia) to Manuel Alcalde Description: Preparation of a memorandum regarding the current ESG regulation in Chile. Origin: Referral from Guillermo Tejeiro (Bogota, Colombia) to Manuel José Barros / Rafael Vergara
Brigard Urrutia	CAREY	2025	Santiago	Description: Assistance on public procurement matters. Origin: Referral from Carlos Umaña (Bogotá, Colombia), to Pablo Iacobelli
Brigard Urrutia	CAREY	2025	Santiago	Description: Assistance on a litigation matter. Origin: Referral from Tomás Holguín / Álvaro Cala (Bogota, Colombia) to Pablo Iacobelli / Jaime Carey / Francisco Guzmán
CAREY	Brigard Urrutia	2023-2024	Colombia	Description: Assistance on its incorporation in Colombia Origin: Outbound referral to José Francisco Mafla (Bogotá / Colombia) from Juan Pablo Qin / Alberto Cardemil
CAREY	Brigard Urrutia	2023-2024	Colombia	Client: A relevant Italian company. Description: Assistance on criminal matters. Origin: Outbound referral to Carlos Umaña / Ricardo Forero / Catalina Riveros (Bogota, Colombia) from Óscar Aitken
CAREY	Brigard Urrutia	2023-2024	Colombia	Description: Assistance on its establishment in Colombia. Origin: Outbound referral to Dario Laguado (Bogotá, Colombia) from Francisco Guzmán
CAREY	Brigard Urrutia	2023-2024	Colombia	Description: CONFIDENTIAL: Advice on an M&A transaction involving Chile, Peru and Colombia. Origin: Outbound referral to José Francisco Mafla / Sergio Michelsen Jaramillo (Bogotá, Colombia), from Francisco Ugarte / Alejandra Daroch
CAREY	Brigard Urrutia	2024	Colombia	PRAC @Vancouver x 1
CAREY	Brigard Urrutia	2023-2024	Colombia	Description: Assistance on its incorporation in Colombia Origin: Outbound referral to José Francisco Mafla (Bogotá / Colombia) from Juan Pablo Qin / Alberto Cardemil
CAREY	Brigard Urrutia	2023-2024	Colombia	Client: A relevant Italian company Description: Assistance on criminal matters. Origin: Outbound referral to Carlos Umaña / Ricardo Forero / Catalina Riveros (Bogota, Colombia) from Óscar Aitken
CAREY	Brigard Urrutia	2023-2024	Colombia	Description: Assistance on its establishment in Colombia Origin: Outbound referral to Dario Laguado (Bogotá, Colombia) from Francisco Guzmán
CAREY	Brigard Urrutia	2023-2024	Colombia	Description: CONFIDENTIAL: Advice on an M&A transaction involving Chile, Peru and Colombia. Origin: Outbound referral to José Francisco Mafla / Sergio Michelsen Jaramillo (Bogotá, Colombia), from Francisco Ugarte / Alejandra Daroch
CAREY	GIDE	2024	Colombia	PRAC @ Paris x 1
CAREY	Hogan Lovells	2023-2024	Mexico City	Description: Assistance on its incorporation in Mexico Origin: Outbound referral to Juan Francisco Torres?Landa (Mexico City, Mexico) from Juan Pablo Qin / Alberto Cardemil
CAREY	SANTAMARINA	2024	Colombia	IBA @ Mexico City EVENT
CAREY	SANTAMARINA	2023-2024	Mexico City	Description: Assistance on legal matters in Chile
CAREY	SANTAMARINA	2023-2024	Mexico City	Description: Assistance on its incorporation in Mexico Origin: Outbound referral to Vicente Grau / Heriberto Garza (Naucalpan de Juárez, México) from Juan Pablo Qin / Alberto Cardemil
CAREY	SYCIP	2025	Chile	Enquiry on IP matters
CITY YUWA	GIDE	2024		PRAC @ Paris x matter 1
CITY YUWA	GIDE	2024		PRAC @ Paris x matter 2
CITY YUWA	RBS	2024		PRAC @ Vancouver x matter 1
CITY YUWA	RBS	2024		PRAC @ Vancouver x matter 2
CITY YUWA	SYCIP	2024		Parallel imports in the Philippines
DENTONS RODYK	GIDE	2024	Algiers	Advising an international pharmaceutical company in a post-closing dispute relating to the acquisition of 2 companies in Algeria in 2009.
DWT	CAREY	2023-2024	USA	Description: Assistance on contracts for the purchase of blueberries to CarSol Fruit Export Origin: Referral from Davis Wright Tremaine to Francisco Ugarte
DWT	DENTONS RODYK	2024	Singapore	Media Content client of Adam Sieff sent to Sivi (July 2024)
DWT	DENTONS RODYK	2025		client Apple Inc
DWT	DENTONS RODYK	2025		client Microsoft
DWT	GIDE	2024		PRAC @ Paris x matter 1
DWT	GIDE	2024		PRAC @ Paris x matter 2
DWT	RBS	2024		PRAC @ Vancouver x matter 1
DWT	RBS	2024		PRAC @ Vancouver x matter 2
DWT	RBS	2024		PRAC @ Vancouver x matter 3

Referring Firm	Referred Firm	Referral Date	Location	Referral Details
DWT	Clayton Utz	2025	Australia	Cross-border M&A
DWT	SYCIP	2024		T Mobile at request of Martin Fineman (July 2024)
DWT	Kochhar	2024	Gurgaon, India	Classes 35, 36, 41 and 45 in the name of Institute of International Education, Inc.
DWT	Kochhar	2024	Gurgaon, India	Classes 09, 16, 35, 36 and 41- Institute of International Education, Inc.
DWT	Kochhar	2024	Gurgaon, India	Change of Address in Trademark Registrations in India (Institute of International Education, Inc.)
DWT	Kochhar	2024	Gurgaon, India	EASY-PEASY BY GARANIMALS in classes 18,24,25,28 - Garan Services Corp.
DWT	Kochhar	2024	Gurgaon, India	INDIA // Watch Notice of - CITI Vs CITISHORTS in Class - 35 by Citishorts Infotech Private Limited
DWT	Kochhar	2024	Gurgaon, India	INDIA- (IRN. 1707981) (IRDI: 5775288) (EASY-PEASY BY GARANIMALS) in classes 18,24,25,28 - Garan Services Corp.
DWT	Kochhar	2024	Gurgaon, India	INDIA- EASY-PEASY BY GARANIMALS in classes 18,24,25,28 - Garan Services Corp.
DWT	Kochhar	2024	Bangalore, India	UOB - Query Template
DWT	Kochhar	2024	Bangalore, India	Completion of questionnaire on a quarterly basis
GIDE	CAREY	2023-2024	France	Description: Review of an incentive plan from a regulatory, tax, market exchange, personal data and labor perspective. Origin: Referral from Sonia Boulongne (Paris, France) to Daniela González / Carla Karzulovic
GIDE	CAREY	2023-2024	France	Description: CONFIDENTIAL: Assistance on a preliminary evaluation of actions against the Chilean State regarding the decision of the SII Origin: Referral from Krzysztof Ciepliński (Warsaw, Poland) to Alberto Cardemil
GIDE	CAREY	2023-2024	France	Description: Assistance on regulatory, corporate, labor and tax matters regarding shares incentives granted in Chile. Origin: Referral from Romain Nowak to Daniela González
GIDE	CAREY	2023-2024	France	Description: Review of an incentive plan from a regulatory, tax, market exchange, personal data and labor perspective. Origin: Referral from Henri Monthiers (Paris, France) to Carla Karzulovic
GIDE	CAREY	2023-2024	France	Description: Assistance on regulatory, corporate, labor, tax and data protection analysis of share incentives granted in Chile. Origin: Referral from Jérémy Lereau-Colonna (Paris, France) to Daniela González
GIDE	CAREY	2023-2024	France	Description: Assistance on a regulatory, corporate, tax and data protection analysis of the shares incentives granted in Chile. Origin: Referral from Jérémy Lereau-Colonna (Paris, France) to Daniela González
GIDE	CAREY	2023-2024	France	Description: Assistance on the implementation of a benefits program in Chile including tax, data privacy, capital markets, and labor aspects. Origin: Referral from Hana Youssef (Paris, France) to Carla Karzulovic
GIDE	CAREY	2023-2024	China	Description: Assistance on a due diligence process regarding a Chilean company. Origin: Referral from Eva Tu (Shanghai, China) to Juan Pablo Qin / Alberto Cardemil
GIDE	CAREY	2024	Santiago	Description: Assistance on regulatory, corporate, labor and tax matters. Origin: Referral from Sonia Boulogne (Paris, France) to Daniela González
GIDE	CAREY	2025	Santiago	Description: Assistance on cybersecurity matters. Origin: Referral from Thierry Dor (Paris, France) to José Ignacio Mercado / Valentina Muñoz / Francisca Castillo
GIDE	MUNIZ	2024		Assistance in the regulatory, corporate, labor and tax law analysis of several shares incentives granted in Peru. Referral from Sonia Boulogne to Guillermo Flores
GIDE	RBS	2024		PRAC @ Vancouver x 1
GOODSILL	GIDE	2024		PRAC @ Paris x1
GOODSILL	Hogan Lovells	2024		Area of Law: IPMT Brief description of matter : knowhow contract in HK
GOODSILL	RBS	2024		PRAC @ Vancouver x matter 1
GOODSILL	RBS	2024		PRAC @ Vancouver x matter 2
HANKUN	Carey	2023-2024	China	Description: Assistance on arbitration and enforcement for China?Chile contract dispute. Origin: Referral from Eva Tu (Shanghai, China) to Juan Pablo Qin / Alberto Cardemil / Valentina Inostroza
HANKUN	CAREY	2023-2024	China	Description: Assistance on anti?bribery and anti?corruption (ABAC) matters within the pharmaceutical industry in Chile. Origin: Referral from Pengfei You / Aaron Gu (Shanghai, China) to Rafael Vergara / Alberto Cardemil
HANKUN	CAREY	2023-2024	China	Description: CONFIDENTIAL: Assistance on acquisition in Chile Origin: Referral from Aaron Zhou (Beijing, China) to Alberto Cardemil / Juan Pablo Qin
HANKUN	CAREY	2023-2024	China	Description: Assistance on a due diligence process regarding a Chilean company. Origin: Referral from Eva Tu (Shanghai, China) to Juan Pablo Qin / Alberto Cardemil
HANKUN	CAREY	2023-2024	China	Description: Assistance on anti?bribery and anti?corruption (ABAC) matters within the pharmaceutical industry in Chile. Origin: Referral from Pengfei You / Aaron Gu (Shanghai, China) to Rafael Vergara / Alberto Cardemil
HANKUN	LEE & LI	2024		Area of Law: Life Science Brief description of matter: Join client's panel for law firms in Greater China as Taiwan local counsel
HANKUN	Kochhar	2024	Bangalore, India	Client- Liaoning Science University Engineering and Technology Co. Ltd
HANKUN	Kochhar	2025	India	client with the process of changing a company's director in India
Hogan Lovells	CAREY	2023-2024	Brussels	Description: Answer a questionnaire regarding general rules on medical devices discontinuation under Chilean law. Origin: Referral from Anastasia Vernikou / Fabien Roy (Brussels, Belgium) to Ignacio Gillmore

Referring Firm	Refereed Firm	Referral Date	Location	Referral Details
Hogan Lovells	CAREY	2023-2024	USA	Description: CONFIDENTIAL: Answer a questionnaire regarding the implications of employing a small number of people in Chile, in the context of its expansion plans in worldwide locations for regional hubs. Origin: Referral from Will Crawford (Washington, USA) to Francisco Guzmán / Andrés Latorre
Hogan Lovells	CAREY	2023-2024	USA	Description: Assistance on the update of the 2023 incentive plan from a labor, regulatory, corporate, tax, market exchange and personal data perspective. Origin: Referral from Shirley Ureña (New York, USA) to Carla Karzulovic / Daniela González
Hogan Lovells	CAREY	2023-2024	USA	Description: Assistance on the analysis of incentive programs to be implemented in Chile. Origin: Referral from Lucas Griebeler da Motta (USA) to Javiera Avilés / Juan Pablo Stitchkin
Hogan Lovells	CAREY	2023-2024	USA	Description: Assistance on aspects of Fintech regulation in Chile. Origin: Referral from Ana Catalina Decanini (Monterrey, Mexico) to Fernando Noriega
Hogan Lovells	CAREY	2023-2024	London	Description: Assistance on the analysis of immigration and labor alternatives for the relocation of a German worker Origin: Referral from Anna Early (London, UK) to Francisca Corti
Hogan Lovells	CAREY	2023-2024	Los Angeles	Description: Preparation of a report regarding the Chilean framework on political contributions, lobbying, and hospitality to government officials Origin: Referral from Lucas Griebeler da Motta (USA, Los Angeles, California) by recommendation of Isabel Carvalho from HL Brazil to Guillermo Acuña / Marcos Rios
Hogan Lovells	CAREY	2023-2024		Description: Assistance on a regulatory questionnaire regarding the use of SAP as Software as a Service (SaaS) Origin: Referral from Stefan Schuppert (Munich, Germany) through Isabel Carvalho from HL Brazil to Guillermo Acuña / Alfonso Silva / Eduardo Martín
Hogan Lovells	CAREY	2023-2024	London	Description: Assistance on an investment in Cabo Leones III, Atacama and Elena PV1 between Repsol Renovables Chile and Grupo Ibereólica. Origin: Referral from Florian Agnel (London, UK) to Manuel José Barros
Hogan Lovells	CAREY	2023-2024	France	Description: Assistance on the sale of assets in Chile to Mérieux Nutrisciences. Origin: Referral from Bob Zeller (Paris, France) to Juan Pablo de la Maza / Marcos Rios
Hogan Lovells	CAREY	2023-2024	London	Description: Assistance on the financing to a multilateral financial entity based in Venezuela to finance green infrastructure projects. Origin: Referral from Florian Agnel (London, UK) to Manuel José Barros / Fernando Noriega
Hogan Lovells	CAREY	2023-2024	Mexico	Description: Assistance on regulatory matters in relation to its expansion in Chile. Origin: Referral from Federico de Noriega (Mexico City, Mexico) to Felipe Moro
Hogan Lovells	CAREY	2023-2024	Frankfurt	Description: Assistance on labor matters regarding a carve out of its business from the Australian Group Macquire. Origin: Referral from Paul Single (Frankfurt, Germany) by recommendation from Hugo Hernández?Ojeda, from Mexico office to Óscar Aitken
Hogan Lovells	CAREY	2023-2024	Mexico	Description: Assistance on labor matters regarding a carve out of its business from the Australian Group Macquire. Origin: Referral from Hugo Fernández?Ojeda (Mexico City, Mexico) to Óscar Aitken
Hogan Lovells	CAREY	2023-2024	London	Description: Assistance on its investment in the Espejo de Tarapaca and Cielos de Tarapaca projects which are managed by Valhalla. Origin: Referral from Amelia Stawper who was referred by Florian Agnel (London, UK) to Manuel José Barros / Felipe Moro
Hogan Lovells	CAREY	2023-2024	Virginia	Description: Assistance on the review of a service contract with Globant LLC in various jurisdictions, including Chile. Origin: Referral from Benjamin Kim / Zenas Choi (USA, Virginia) to Guillermo Acuña
Hogan Lovells	CAREY	2023-2024	Washting DC	Description: CONFIDENTIAL: Assistance on the applicable regulation to telemedicine services under Chilean law. Origin: Referral from William Ferreira (Washington, USA) to Francisco Guzmán / José Ignacio Mercado
Hogan Lovells	CAREY	2023-2024	Sao Paulo	Description: CONFIDENTIAL: Assistance on the review of the terms and conditions of use of one of its web sites, platforms and apps. Origin: Referral from Mariana Matos / Isabel Carvalho (Sao Paulo, Brazil) to Ignacio Gillmore / Marcos Rios / Guillermo Carey
Hogan Lovells	CAREY	2023-2024	Germany	Description: CONFIDENTIAL: Assistance on consumer, tax and environmental matters in Chile. Origin: Referral from Sebastian Lach (who was referred by Sebastian Polly), (Germany, Munich) to José Ignacio Mercado
Hogan Lovells	CAREY	2023-2024	China	Origin: Referral from Hogan Lovells (Beijing, China) to Marcos Rios
Hogan Lovells	CAREY	2023-2024	Washting DC	Description: Assistance related to marketing and offering interests in a private US?based investment fund to Chilean investors Origin: Referral from Hogan Lovells (Washington DC) to Marcos Rios
Hogan Lovells	CAREY	2023-2024	Brazil	Description: General corporate assistance for its entrance in Chile Origin: Referral from Isabel Carvalho (Sao Paulo, Brazil) to Marcos Rios
Hogan Lovells	CAREY	2023-2024	China	Description: Assistance on data protection matters Origin: Referral from Tong Zhu / Liang Xu / Mo Chen (Beijing, China) to Alberto Cardemil / José Ignacio Mercado
Hogan Lovells	CAREY	2023-2024	London	Description: Regulatory / consumer law (and possibly also medical device) advicet, concerning the launch of a new tech / consumer product in Chile Origin: Referral from Eshana Subherwal (London) to Guillermo Carey
Hogan Lovells	CAREY	2023-2024	Washting DC	Description: CONFIDENTIAL: Assistance regarding the implications of offering its online programs in Chile Origin: Referral from William Crawford / William Ferreira (USA, Washington DC) to Francisco Guzmán
Hogan Lovells	CAREY	2023-2024	Mexico	Description: Preparation of a legal / regulatory opinion, for the development together with The Kingsleague, of a fantasy game based on physical and digital collectible cards and the delivery of prizes (possibly money) to the participants. Origin: Referral from Juan Francisco Torres?Landa (Mexico city, Mexico) to Guillermo Acuña / José Ignacio Mercado
Hogan Lovells	CAREY	2023-2024	Mexico	Description: Assistance on the incorporation of an entity in Chile Origin: Referral from Hogan Lovells (Mexico) to Marcos Rios
Hogan Lovells	CAREY	2023-2024	Italy	Description: Review of an internal document from a data privacy perspective. Origin: Referral from Hogan Lovells (Italy) to Francisco Ugarte

Referring Firm	Refereed Firm	Referral Date	Location	Referral Details
Hogan Lovells	CAREY	2023-2024	Mexico	Description: Prepare comments or observations regarding the draft bill for the regulation of electromagnetic emissions. Origin: Referral from Federico Hernández (México, México city) to Eduardo Martin
Hogan Lovells	CAREY	2023-2024	Germany	Description: CONFIDENTIAL: Advice on the potential sale of its business in Chile. Origin: Referral from Cindy de Villiers (Düsseldorf, Germany) to Francisca Corti / Guillermo Carey / Pablo Iacobelli
Hogan Lovells	CAREY	2023-2024	Washington DC	Description: Advice on Chilean aspects of the division of its clinical study services business to pharmaceutical and biotechnology companies for its subsequent IPO in the US. Origin: Referral from Hogan Lovells (Washington, USA) to Marcos Rios / Juan Pablo de la Maza
Hogan Lovells	CAREY	2023-2024	Mexico	Description: Answer a questionnaire about hiring a sales representative in Chile. Origin: Referral from Hogan Lovells (Mexico) to Marcos Rios
Hogan Lovells	CAREY	2023-2024	Madrid	Description: Advice on a potential large M&A deal for Chile Origin: Referral from Felipe Vasquez (Madrid, Spain) to Marcos Rios
Hogan Lovells	CAREY	2023-2024	Madrid	Description: CONFIDENTIAL: Advice on a potential large M&A deal for Chile for an insurance company Origin: Referral from Felipe Vásquez (Spain, Madrid) to Marcos Rios
Hogan Lovells	CAREY	2023-2024	India	Description: Assistance on internet regulatory matters. Origin: Referral from Nachiketa Goyal (Gurgaon, India) to Francisco Ugarte
Hogan Lovells	CAREY	2023-2024	Venezuela	Description: Assistance on immigration matters in Chile. Origin: Referral from Andrés Chacón (Caracas, Venezuela) through Carlos Dominguez to Pablo Iacobelli / Jaime Carey
Hogan Lovells	CAREY	2023-2024	Venezuela	Description: CONFIDENTIAL: Assistance on the collection of a debt Origin: Referral from José Gregorio Torrealba (Caracas, Venezuela) to Gonzalo Fernández
Hogan Lovells	CAREY	2023-2024	USA	Description: Assistance on trademark matters Origin: Referral from Erin (Connors) McGuine (USA) to Carla Encalada
Hogan Lovells	CAREY	2024	Santiago	Description: Assistance on life sciences matters. Lucas Griebeler da Motta Origin: Referral from Anastasia Vernikou / Fabien Roy (Brussels, Belgium) to Ignacio Gillmore
Hogan Lovells	CAREY	2024	Santiago	Description: Assistance on a labor analysis. Origin: Referral from Mary Carmen Fuertes Abascal (Mexico City, Mexico) to Carla Karzulovic
Hogan Lovells	CAREY	2025	Santiago	Description: Assistance on regulatory matters in Chile. Lucas Griebeler da Motta Origin: Referral from Miguel Angel Mateo Simón (Mexico City, Mexico) to Guillermo Carey / Marcos Rios / José Ignacio Mercado
Hogan Lovells	CAREY	2025	Santiago	Description: Assistance on labor matters. Origin: Referral from Stefan Richter (Düsseldorf, Germany), who was referred by Hugo Hernández-Ojeda from HL, Mexico office) to Francisca Corti
Hogan Lovells	CAREY	2025	Santiago	Description: Assistance on M&A matters. Origin: Referral from Juan Francisco Torres-Landa (Mexico City, Mexico) to Marcos Rios
Hogan Lovells	CAREY	2025	Santiago	Description: Assistance on corporate matters. Origin: Referral from Juan Francisco Torres Landa (Mexico City, Mexico) to Guillermo Acuña.
Hogan Lovells	CAREY	2025	Santiago	Description: Assistance on insurance matters Origin: Outbound referral to Nick Atkins (London, UK, through Miguel Zaldivar from Mexico office) from Matías Vergara / Marcos Rios
Hogan Lovells	CAREY	2025	Santiago	Description: Assistance on corporate matters. Origin: Outbound referral to Miguel Zaldivar (Washington, USA) from Francisco Guzmán / Andrés Latorre / Marcos Rios
Hogan Lovells	CAREY	2025	Santiago	Description: Assistance on the preparation of a legal report. Origin: Outbound referral to Christoph Kueppers through Nick Atkins (Düsseldorf, Germany) from Matías Vergara / Marcos Rios.
Hogan Lovells	GIDE	2024		PRAC @ Paris x3
Hogan Lovells	Kochhar	2025	India	Project Jupiter
Hogan Lovells	Kochhar	2025	India	Market entry and India sub set up for one of HL clients Rigetti. They are in quantum computing and this is an imp first step for them to pursue project tenders in India.
Hogan Lovells	Kochhar	2024	India	Area of Law: Corporate capital markets Brief description of matter : Corporate transaction/capital markets
Hogan Lovells	LEE & LI	2024		Area of Law: Banking and Finance Brief description of matter : Structured finance to a group comprise companies from HK and Taiwan
Hogan Lovells	LEE & LI	2024		Area of Law: Corporate/Real estate Brief description of matter : Cross border corporate M&A with real estate lease in Taiwan
Hogan Lovells	LEE & LI	2025	Taiwan	Credit Agricole to obtain fee proposals including Taiwan for structured deposits
Hogan Lovells	RBS	2024		PRAC @ Vancouver x2
Hogan Lovells	SYCIP	2024	USA	Data transfer agreements
Hogan Lovells	SYCIP	2025		Advice on recording of interviews
Hogan Lovells	Kochhar	2024	Bangalore, India	Review of Privacy Policy and T&Cs
Hogan Lovells	Kochhar	2024	Bangalore, India	DPDPA - GDPR comparison
Hogan Lovells	Kochhar	2024	Bangalore, India	Adding pixels on websites in India
Hogan Lovells	Kochhar	2024	Bangalore, India	MongoDB – India
Hogan Lovells	Kochhar	2024	Delhi, India	Advice in respect of the tax implications of the structure for the investors resident in various jurisdictions
Hogan Lovells	Kochhar	2024	Bangalore, India	Review of Citadel DPA Template
Hogan Lovells	Kochhar	2024	Delhi, India	Meta - Marketing & Promotions Survey – INDIA
Hogan Lovells	Kochhar	2024	Delhi, India	Meta- Market Entry Survey-Follow-up Questions-INDIA
Hogan Lovells	Kochhar	2024	Delhi, India	Meta - Risk Assessment - INDIA
Hogan Lovells	Kochhar	2024	Delhi, India	Labcorp-India RSU reporting

Referring Firm	Referred Firm	Referral Date	Location	Referral Details
Hogan Lovells	Kochhar	2024	Bangalore, India	INDIA - Yokogawa Privacy Notice review
Hogan Lovells	Kochhar	2024	Bangalore, India	Advice on EV user manua
Hogan Lovells	Kochhar	2024	Bangalore, India	HKEX – E Signature Advice
Hogan Lovells	Kochhar	2024	Bangalore, India	TIA for OBI
Hogan Lovells	Kochhar	2024	Bangalore, India	Review of Intra-Group Data Transfer Agreement
Hogan Lovells	Kochhar	2024	Bangalore, India	Advice on cybersecurity regulations for Google
Hogan Lovells	Kochhar	2024	Bangalore, India	Fluor - Employee Privacy Notice and Consent
Hogan Lovells	Kochhar	2024	Delhi, India	Luxottica - Supernova - Review of device/ packaging/ inbox materials - INDIA
Hogan Lovells	Kochhar	2024	Gurgaon, India	PVH Corporation – Advice of ESOPs
Hogan Lovells	Kochhar	2024	Bangalore, India	Rippling Privacy Notice (USD 3K)
Hogan Lovells	Kochhar	2024	Bangalore, India	Advice on licensing requirements for Tencent Cloud
Hogan Lovells	Kochhar	2024	Bangalore, India	Travelport
Hogan Lovells	Kochhar	2024	Gurgaon, India	
Hogan Lovells	Kochhar	2024	Bangalore, India	Project Pollux
Hogan Lovells	Kochhar	2024	Bangalore, India	Autodesk
Hogan Lovells	Kochhar	2024	Bangalore, India	Advice reg. call transcription
Hogan Lovells	Kochhar	2024	Bangalore, India	Privacy Market Risk Guidance – India
Hogan Lovells	Kochhar	2024	Bangalore, India	Email Marketing Compliance for Wix.com
Hogan Lovells	Kochhar	2024	Bangalore, India	Advice on Email marketing queries
Hogan Lovells	Kochhar	2024	Delhi, India	Advice on proposed Migration of Investment Vehicle – India
Hogan Lovells	Kochhar	2024	Bangalore, India	WeChat Pay HK Survey
Hogan Lovells	Kochhar	2024	Bangalore, India	CompPsych Privacy Advice
Hogan Lovells	Kochhar	2024	Bangalore, India	Open AI cybersecurity advise
Hogan Lovells	Kochhar	2024	Bangalore, India	Advice for Booking.com
Hogan Lovells	Kochhar	2024	Bangalore, India	Advice on Employee Biometric data collection
Hogan Lovells	Kochhar	2024	Bangalore, India	Google Fitbit privacy advice
Hogan Lovells	Kochhar	2024	Bangalore, India	General Electric Company -Data Protection and Emerging Technology-- India
Hogan Lovells	Kochhar	2024	Gurgaon, India	Project Jupiter - Advising BWX Technologies, Inc. in respect of its proposed acquisition of Kinectrics Inc.
Hogan Lovells	Kochhar	2024	Bangalore, India	Product liability advice for LG
Hogan Lovells	Kochhar	2024	Bangalore, India	EyePoint - CTA - India
Hogan Lovells	Kochhar	2024	Bangalore, India	Advice for Booking.com
Hogan Lovells	Kochhar	2025	Bangalore, India	GE Aerospace Geolocation Tracking – India
Hogan Lovells	Kochhar	2025	Bangalore, India	Review of Nissan TIA (USD 4K)
Hogan Lovells	Kochhar	2025	Bangalore, India	Discord Telecom and Privacy Advice
Hogan Lovells	Kochhar	2025	Bangalore, India	[India] Advice on methods of age gating and obtaining parental consent
Hogan Lovells	Kochhar	2025	Mumbai, India	Incorporation of Rigetti Computing India Private Limited
Hogan Lovells	Kochhar	2025	Bangalore, India	Tencent's VCLM service
Hogan Lovells	Kochhar	2025	Mumbai, India	Legal opinion - BestBuy
Hogan Lovells	Kochhar	2025	Bangalore, India	Project Talon - Due diligence (India)
Hogan Lovells	Kochhar	2025	Bangalore, India	Telecom advice for Movius
Hogan Lovells	Kochhar	2025	Bangalore, India	Georgetown – Data Protection Law
Hogan Lovells	Kochhar	2025	Bangalore, India	Assistance with data protection agreement
Hogan Lovells	Kochhar	2025	Bangalore, India	DPDPA advice for Akros Pharma
Hogan Lovells	Kochhar	2025	Bangalore, India	Advice on grant of RSUs - Delta Parent Holdings, Inc.
Hogan Lovells	Kochhar	2025	Bangalore, India	Meta-Project Aria-import into India
Hogan Lovells	Kochhar	2025	Bangalore, India	CMA CGM AI advice
Hogan Lovells	Kochhar	2025	Bangalore, India	Privacy Notice Review – Elastic
Hogan Lovells	Kochhar	2025	Delhi, India	Luxottica-Supernova-New Legislation
Hogan Lovells	Kochhar	2025	Delhi, India	Meta - Digital Accessibility Assessment - India

Referring Firm	Refereed Firm	Referral Date	Location	Referral Details
Hogan Lovells	Kochhar	2025	Gurgaon, India	Labcorp-India RSU reporting
Hogan Lovells	Kochhar	2025	Delhi, India	Luxottica - Supernova - Review of device/ packaging/ inbox materials - INDIA (confidential)
Hogan Lovells	Kochhar	2025	Gurgaon, India	Project Jupiter - Advising BWX Technologies, Inc. in respect of its proposed acquisition of Kinectrics Inc.
Hogan Lovells	Kochhar	2025	Bangalore, India	Open AI cybersecurity advice
Hogan Lovells	Kochhar	2025	Bangalore, India	EyePoint - CTA - India
Hogan Lovells	RBS	2025		Referral regarding legal advices for a client of Hong Kong local law firm Keith Lam Lau & Chan.
Kochhar	Hogan Lovells	2025	London	litigation support for their client Multitude Growth Fund Limited
Kochhar	RBS	2024		PRAC @ Vancouver
Kochhar	Hogan Lovells	2024		Client- Patanjali
Kochhar	HAN KUN	2024		Client- An Indian Piston Manufacturer
Kochhar	SYCIP	2024		Client- Awfis (needs support in setting up a branch office in Manila)
Kochhar	Hogan Lovells	2024		Client- McKinsey (advice in respect of the tax implications of that migration in the relevant jurisdictions)
Kochhar	Hogan Lovells	2024		Client- Tata Communications Limited
Kochhar	Hogan Lovells	2024		Client- Patanjali
LEE & LI	DENTONS RODYK	2024		various clients on IP matters
LEE & LI	GIDE	2024		PRAC @ Paris
LEE & LI	RBS	2024		PRAC @ Vancouver x matter 1
LEE & LI	RBS	2024		PRAC @ Vancouver x matter 2
LEE & LI	SYCIP	2024		1 referral
MUNIZ	CAREY	2023-2024	Peru	Description: Assistance on an eventual litigation over a commercial dispute, where the counterpart is Transportes y Grúas Vecchiola S.A. Origin: Referral from Marcelo Olaya (Lima, Peru) to Cristián Eyzaguirre
MUNIZ	GIDE	2024		PRAC @ Paris x matter 1
MUNIZ	GIDE	2024		PRAC @ Paris x matter 2
MUNIZ	RBS	2024		PRAC @ Vancouver x matter 1
MUNIZ	RBS	2024		PRAC @ Vancouver x matter 2
MUNIZ	RBS	2024		PRAC @ Vancouver x matter 3
NAUTA DUTILH	CAREY	2023-2024	Amsterdam	Description: Assistance on the drafting of a privacy statement of mobile apps, according to Chilean law. Origin: Referral from Terrence Dom (Amsterdam, Netherlands) to José Mercado / Guillermo Carey
NAUTA DUTILH	GIDE	2024		PRAC @ Paris
NAUTA DUTILH	RBS	2024		PRAC @ Vancouver x matter 1
NAUTA DUTILH	RBS	2024		PRAC @ Vancouver x matter 2
NAUTA DUTILH	GIDE	2024	Paris	Advising and representing in defamation matters
NAUTA DUTILH	GIDE	2024	Warsaw	Advising on the acquisition of a logistics company
NAUTA DUTILH	GIDE	2024	Paris	Assistance to a Luxembourg company specializing in IT solutions in negotiating a contract with a French telecommunications company
NAUTA DUTILH	GIDE	2025	London	Issuance of an English law enforceability opinion on the front swap documentation for a securitisation transaction.
RBS	DWT	2024		[Undisclosed Client] – sent to Dirk Giseburt (April 2024)
RBS	DWT	2024		Offworld Industries – sent to Rob Driscoll (August 2024)
RBS	DWT	2024		Divorce Referral – sent to outside firms (November 2024)
RBS	DWT	2024		Joe Chan also let us know of an opportunity to participate in Web Summit Vancouver (May 2025)
RBS	GIDE	2024		PRAC @ Paris matter 1
RBS	GIDE	2024		PRAC @ Paris matter 2
RBS	HAN KUN	2024		Area of Law: General Corporate; Life Science Brief description of matter: Business cooperation
RBS	Hogan Lovells	2025	California	California real estate pitch
RBS	Hogan Lovells	2024		Area of Law: IPMT Brief description of matter : Video gaming licensing in China
RBS	MUNIZ	2024		Consult on certain IP issues. From Trisha Doré to Piero Calderón
RBS	Kochhar	2024	Gurgaon, India	Copyright enforcement in India
RBS	Kochhar	2024	Gurgaon, India	ndian Trade Mark : PERSON IN CIRCLE DESIGN - India
RBS	Kochhar	2025	Gurgaon, India	India - Opposition by Info Edge (India) Limited (Opp. 1368719) –TO- Appl. 6202526 in IC 03 for the TM: PERSON IN CIRCLE DESIGN
SANTAMARINA	CAREY	2023-2024	Mexico	Description: Assistance on corporate matters in relation to a potential issue with its Chilean subsidiary. Origin: Referral from Aaron Levet (Mexico City, Mexico) to Oscar Aitken / Jorge Ugarte
SANTAMARINA	CAREY	2023-2024	Mexico	Description: Assistance on the constitution of a subsidiary in Chile and other matters related to the start of operations. Origin: Referral from Aaron Levet (Mexico City, Mexico) to Vicente Yubini /Oscar Aitken / Eduardo Martin
SANTAMARINA	CAREY	2023-2024	Mexico	Description: Assistance on the incorporation of a mercantile corporation in Chile, where the major shareholder will be a Mexican company. Origin: Referral from Aaron Levet (Mexico, Mexico City) to Oscar Aitken
SANTAMARINA	CAREY	2023-2024	Mexico	Description: Assistance on commercial contracting matters regarding the sale by Barco to the Chilean entity to one of its customers. Origin: Referral from Aaron Levet (Mexico City, Mexico) to Oscar Aitken / Jaime Carey
SANTAMARINA	CAREY	2023-2024	Mexico	Description: Assistance on a commercial contracting matter, in relation to the retention of title in high?tech equipment that is being sold by installment payment. Origin: Referral from Aarón Levet (Mexico, Mexico City) to Óscar Aitken
SANTAMARINA	CAREY	2023-2024	Mexico	Description: Assistance on legal matters in Chile Origin: Referral from Aarón Levet (Mexico) to Óscar Aitken / Jaime Carey
SANTAMARINA	CAREY	2025		Description: Assistance on corporate matters. Origin: Referral from Aaron Levet (Nuevo Leon, Mexico, who recommended Carey to César Cruz) to Oscar Aitken
SANTAMARINA	GIDE	2024		PRAC @ Paris
SANTAMARINA	RBS	2024		PRAC @ Vancouver
SYCIP	GIDE	2024		PRAC @ Paris
SYCIP	RBS	2024		PRAC @ Vancouver

Referral Updates from Lee and Li

Outbound Referrals

While we do not have a system to systematically track outbound referrals, we can provide examples of some collaborations between Lee and Li and member firms for reference:

- Assisted Mexico member firm in promoting the Foxconn case.
- Referred and introduced investment project to Mexico member firm.
- Referred and introduced PRC clients to Han Kun Law Office.
- Referred/introduced Hogan Lovells to various clients on capital market, corporate and other matters.
- Co-host webinars with Davis Wright on patent matters.

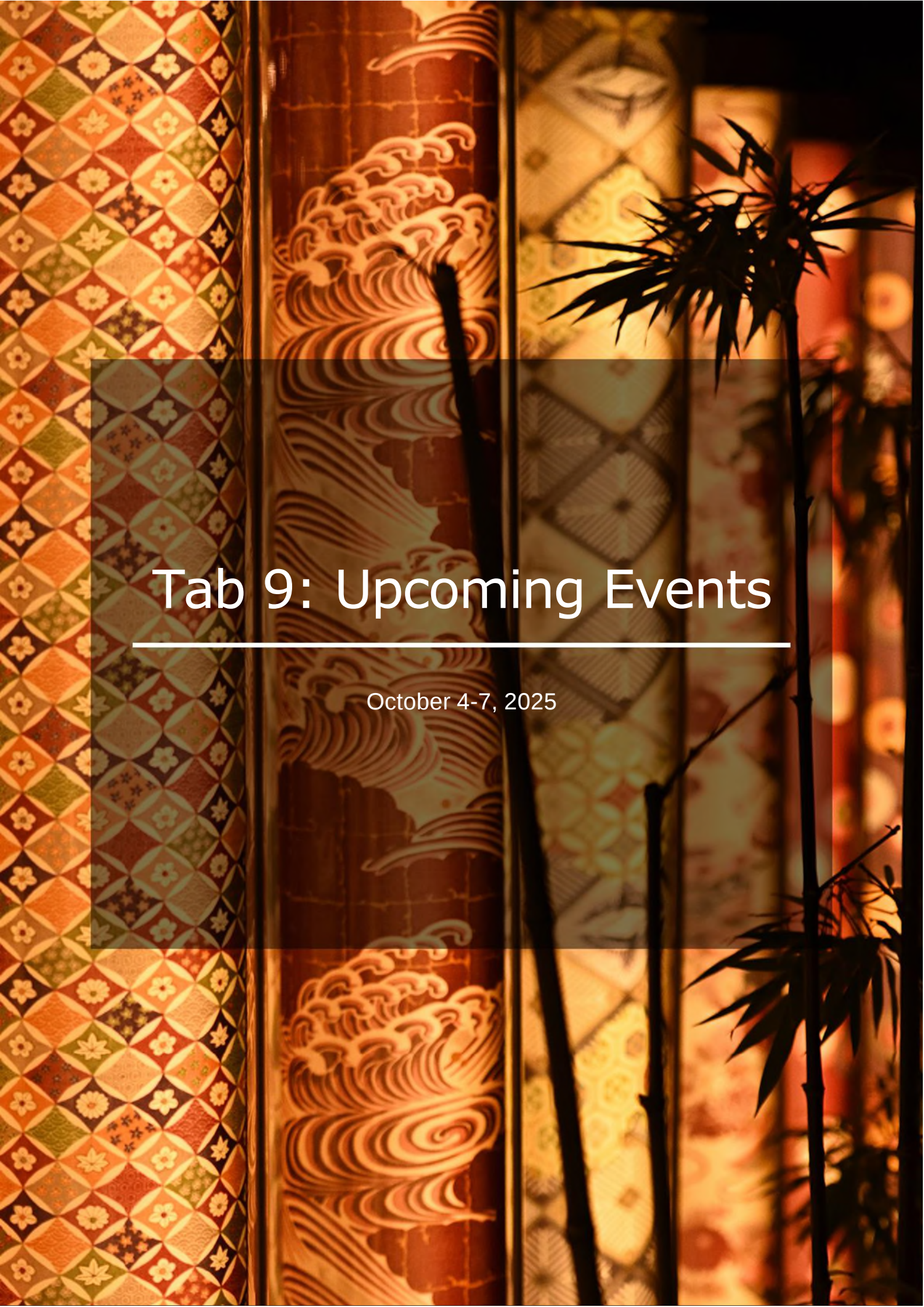
Inbound Referrals

For inbound referrals, the data below covers the period from January 2022 to March 2025, including the number of cases and practice areas.

Firm	Number of Cases
Hogan Lovells	197
Dentons Rodyk & Davidson LLP	62
Davis Wright Tremaine LLP	14
City-Yuwa Partners	8
Han Kun Law Offices	6
NautaDutilh	1
SyCip Salazar Hernandez & Gatmaitan	1

The areas of law include:

Banking and Capital Markets, Insurance, Corporate and Investment, M&A, Labor, Life Sciences, Antitrust, Government Contracts, TMT, Civil Dispute Resolution, Environmental Law, Family Heritage Planning and Affairs, International Trade and IP matters.

The background of the slide features a collage of traditional Japanese motifs. On the left, there is a vertical strip with a repeating diamond pattern in shades of orange, green, and brown, interspersed with small white flowers. To the right of this, there are vertical panels with intricate wave patterns in white and gold on a dark background. Further right, there are silhouettes of bamboo stalks and leaves against a warm, golden-yellow background. The overall lighting is soft and warm, creating a serene and cultural atmosphere.

Tab 9: Upcoming Events

October 4-7, 2025

Upcoming PRAC Conferences

- 18-21 April 2026, 73rd International Conference, Columbia,
Hosted by *Brigard & Urrutia*
- 24-27 Oct 2026, 74th International Conference, Singapore,
Hosted by *Dentons Rodyk*

See you soon!