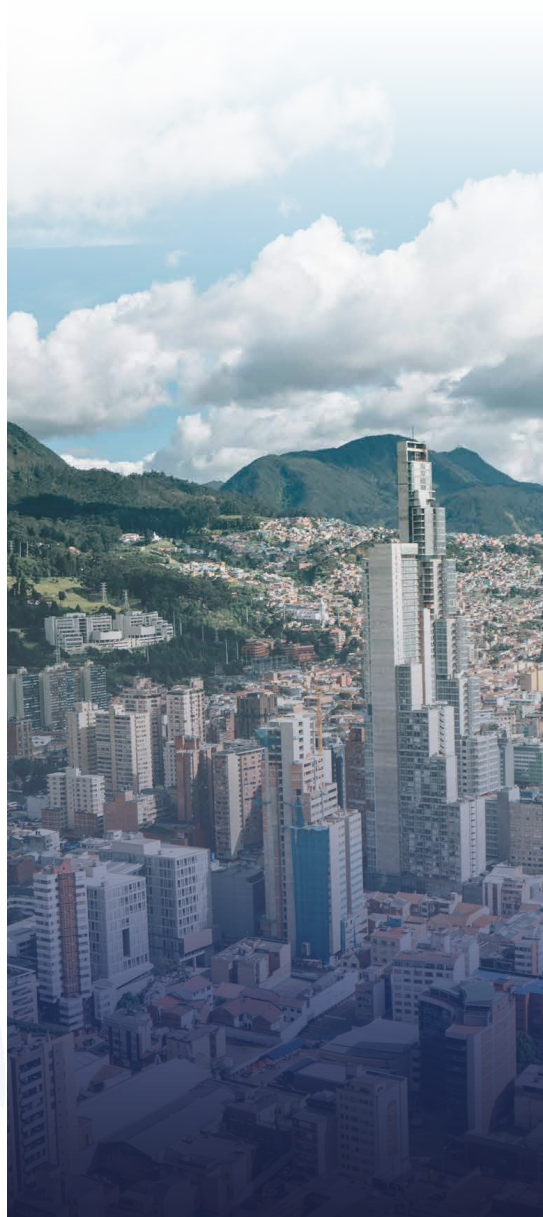
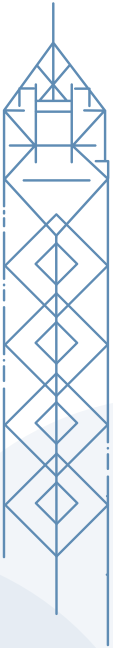


PRAC

Conference

Bogotá



2026

Welcome to
BOGOTÁ,
COLOMBIA



Dear colleagues and friends,

It is a true pleasure for Brigard Urrutia to welcome you to this year's PRAC Conference.

We are delighted to host you in Bogotá—a dynamic and inspiring city where tradition and modernity come together. Over the coming days, we hope you will not only engage in meaningful conversations and thought-provoking sessions, but also enjoy the warmth, culture, and spirit that define Colombia.

We trust this will be a valuable space to exchange ideas, deepen perspectives, and strengthen connections across our Pacific Rim community and beyond.

Welcome to Bogotá—we are truly pleased to have you with us.

Table of **content**

05

Cultural Agenda

06

Academic Agenda

09

Participating Firms,
Delegates & Guests

11

One-on-one
meeting schedule

13

Welcome to Colombia

17

What you need to
know about Bogotá

20

Places to visit
in Bogotá

23

Tour guide

28

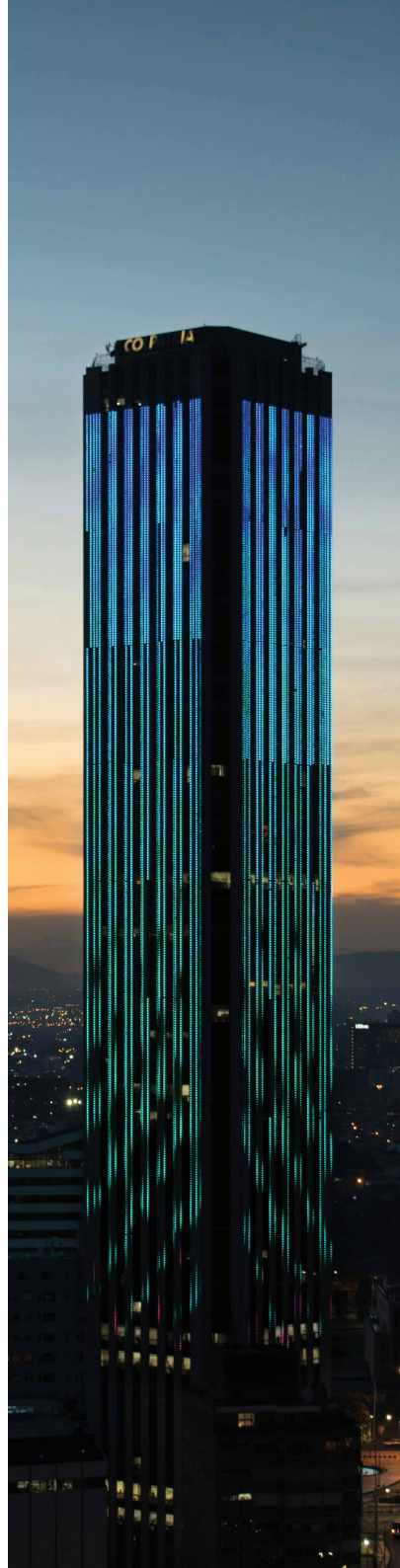
Recommended
restaurants

30

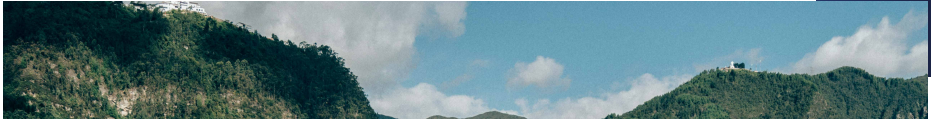
Contact information

31

Appendix



Cultural Agenda



Day 01

Saturday - April 18th

9:00 a.m.

12:00 p.m.

Registration in the PRAC Room

Four Seasons Casa Medina Hotel - Room La Merced

10:00 a.m.

3:00 p.m.

Saturday Tour

Monserate

7:00 p.m.

9:00 p.m.

Dine-Around Dinner at Local Restaurants

Selma, Leo, El Chato, Harry Sasson, Tremé

Day 02

Sunday - April 19th

9:00 a.m.

12:00 p.m.

Registration in the PRAC Room

Four Seasons Casa Medina Hotel - Room La Merced

10:00 a.m.

3:00 p.m.

Sunday Tour

La Candelaria, Golden Museum & Botero Museum

6:00 p.m.

7:00 p.m.

Opening Reception

Virrey Salon & Terrace at the Four Seasons Casa Medina Hotel

Welcome Remarks by Owen Chan and the Host Firm

7:00 p.m.

9:00 p.m.

Dine-Around Dinner at Local Restaurant

Andrés Carne de Res D.C.

Academic Agenda

Day 03

Monday - April 20th



Casa Medina Salon
at the Four Seasons Casa Medina Hotel

*Suggested dress for delegate business sessions: **business casual***

<u>8:00 a.m.</u> 8:10 a.m.	Welcome Remarks Carlos Fradique-Méndez, Managing Partner, Brigard Urrutia
<u>8:10 a.m.</u> 9:00 a.m.	Keynote Speaker Conference Bruce Mac Master, President of ANDI (Colombian National Business Association)
<u>9:00 a.m.</u> 9:15 a.m.	Opening Remarks Owen Chan, Chair, PRAC
<u>9:15 a.m.</u> 9:30 a.m.	Delegate Introductions
<u>9:30 a.m.</u> 10:30 a.m.	Business Session #1 - Global Trends in Customs, Tariffs, and International Trade Moderator: José Francisco Mafla, Partner - Customs & International Trade, Brigard Urrutia
<u>10:30 a.m.</u> 11:00 a.m.	Delegate photo and coffee break
<u>11:00 a.m.</u> 12:00 p.m.	Business Session #2 - Pacific Rim Antitrust Priorities: Technology, Security, Labor, and Sovereign Investment Moderator: Nicolás Cardona, Partner - Antitrust & Competition Law, Brigard Urrutia
<u>12:30 p.m.</u> 2:00 p.m.	Delegate Luncheon at Hotel

12:30 p.m. 1:30 p.m.	Policy & Planning Committee Meeting
2:00 p.m. 3:00 p.m.	Business Session #3 - M&A in a Fragmented World: Geopolitics, Energy Sustainability, and Investment in Latin America Moderator: Ángela García, Partner – M&A, Brigard Urrutia
3:00 p.m. 3:30 p.m.	One-on-One Business Meetings
3:30 p.m.	End of Business Day
6:30 p.m. 10:00 p.m.	Host Firm Dinner on the Terrace at Brigard Urrutia

Optional Tour

10:00 a.m. 3:00 p.m.	Monday Tour San Alberto Coffee Experience
-------------------------	-----------------------------------------------------

Day 04

Tuesday - April 21st

 **Casa Medina Salon**
at the Four Seasons Casa Medina Hotel

*Suggested dress for delegate business sessions: **business casual***

8:00 a.m. 9:00 a.m.	Coffee experience
9:00 a.m. 10:00 a.m.	Business Session #4 - Artificial Intelligence and the Legal Profession: Global Trends, Responsibilities, and Business Implications Moderator: Andrés Fernández de Castro, Director of TMT (Technology, Media & Telecommunications), Brigard Urrutia

10:00 a.m. 10:30 a.m.	Coffee Break
10:30 a.m. 11:30 a.m.	Business Session #5 - Colombia as a New SEP Litigation Hub: Strategic Implications for Global FRAND Negotiations Moderator: Laura Ángel, Director of IP Litigation and Strategic Advisory, Brigard Castro.
12:30 p.m. 2:00 p.m.	Delegate Luncheon at Hotel
12:30 p.m. 1:30 p.m.	Membership Committee Meeting
2:00 p.m. 3:00 p.m.	PRAC Delegate Meeting
3:00 p.m. 3:30 p.m.	One-on-One Business Meetings
3:30 p.m.	End of Business Day
7:00 p.m. 10:00 p.m.	Closing Dinner at National Museum

Optional **Tour**

10:00 a.m. 3:00 p.m.	Tuesday Tour Paloquemao – Flavors of Bogotá
-------------------------	-------------------------------------------------------



Participating Firms, Delegates & Guests



Firm	Delegate	Location	Title	Email	Acc Guest
Allende & Brea	Santiago Sturla	Argentina	Partner	ssturla@allende.com	
Arias	Yuri Moreno	Panama	Partner	yuri.moreno@ariaslaw.com	
Arifa	Federico Alfaro Boyd	Panama	Partner	falfaro@arifa.com	Yvonne Cardoze de Alfaro
Carey	Francisco Ugarte	Chile	Partner	fugarte@carey.cl	Pia Martini
Davis Wright Tremaine LLP	Zach Bench	United States	Partner	zachbench@dwt.com	
Davis Wright Tremaine LLP	Sarah Tune	United States	Partner	sarahtune@dwt.com	
Dentons Rodyk & Davidson LLP	Sivagnanaratnam Sivanesan	Singapore	Senior Partner	sivanesan.s@dentons.com	Rachel Sivanesan
Estudio Muñiz	Frank Boyle	Peru	Partner	fboyle@munizlaw.com	
Estudio Muñiz	Jorge Otoya	Peru	Partner	jotoya@munizlaw.com	
Hogan Lovells	Owen Chan	Hong Kong	Regional Managing Partner	kitty.wu@hoganlovells.com	Ms. Jasmine Ho
Hogan Lovells	Elizabeth Donley	United States	Partner Co-Head of M&A	elizabeth.donley@hoganlovells.com	
NautaDutilh	Jaap Stoop	The Netherlands	Partner	jaap.stoop@nautadutilh.com	
NautaDutilh	Jules van de Winckel	The Netherlands	Partner	jules.vandewicke@nautadutilh.com	

Participating Firms, Delegates & Guests



Firm	Delegate	Location	Title	Email	Acc Guest
Pacific Rim Advisory Council	Yingqi (Fiona) Huang	Hong Kong	Executive Director	fiona.huang@hoganlovells.com	
RBS	Joe Chan	Canada	Partner	jchan@rbs.ca	
Santamarina & Steta S.C.	Heriberto Garza	Mexico	Partner	hgarza@s-s.mx	María de Jesús González de Garza
Brigard Urrutia	Carlos Fradique-Méndez	Colombia	Managing Partner	cfradique@bu.com.co	
Brigard Urrutia	Carlos Urrutia	Colombia	Partner	currutia@bu.com.co	
Brigard Urrutia	José Francisco Mafla	Colombia	Partner	jmafla@bu.com.co	
Bigard Urrutia	Nicolás Cardona	Colombia	Partner	ncardona@bu.com.co	
Brigard Urrutia	Ángela García	Colombia	Partner	agarciap@bu.com.co	
Brigard Urrutia	Andrés Fernández de Castro	Colombia	Director	afernandezdecastro@bu.com.co	
Brigard Urrutia	Laura Ángel	Colombia	Director	langel@bc.com.co	



One-on-one meeting schedule

Firm	Monday 3:00 p.m.	Monday 3:15 p.m.	Tuesday 3:00 p.m.	Tuesday 3:15 p.m.
Brigard Urrutia	Hogan Lovells (1) Table 1	ARIFA Table 1	DWT (1) Table 1	NautaDutilh Table 1
Allende & Brea	DWT (1) Table 4	Hogan Lovells (1) Table 4	Estudio Muñiz Table 4	Dentons Rodyk Table 2
ARIAS	Hogan Lovells (2) Table 2	DWT Table 2	Santamarina Table 2	Estudio Muñiz Table 3
ARIFA	Estudio Muñiz Table 5	Brigard Urrutia Table 1		
Carey	DWT (2) Table 6	Hogan Lovells (2) Table 5	Dentons Rodyk Table 3	Santamarina Table 4
DWT	Allende & Brea Table 4 - Carey Table 6	ARIAS Table 2	Brigard Urrutia Table 1 - NautaDutilh Table 5	RBS Table 5
Dentons Rodyk	Santamarina Table 3	RBS Table 3	Carey Table 3	Allende & Brea Table 2
Estudio Muñiz	ARIFA Table 5		Allende & Brea Table 4	ARIAS Table 3
Hogan Lovells	Brigard Urrutia Table 1 - ARIAS Table 2	Allende & Brea Table 4 - Carey Table 5		
NautaDutilh			DWT (2) Table 5	Brigard Urrutia Table 1
RBS		Dentons Rodyk Table 3		DWT Table 5
Santamarina	Dentons Rodyk Table 3		ARIAS Table 2	Carey Table 4



Welcome to Colombia



Colombia Standard Time Zone

UTC-05:00 zone, 5 hours behind Coordinated Universal Time (UTC).

Language

The official language is Spanish. Many establishments have a good command of English.

Currency

The local currency in Colombia is the **Colombian Peso (COP)**. Credit and debit cards are widely accepted in most shops, hotels, and restaurants.

For cash needs, we recommend withdrawing from ATMs located in secure areas such as banks, hotels, or shopping centers. Please avoid using street ATMs.

International money transfer services such as Western Union are available; however, given current digital banking options, they are generally less necessary for short stays.

Electricity

In Colombia the power plugs and sockets are of **type A and B**. The standard voltage is **110 V** and the standard frequency is **60 Hz**. In case you prefer you can bring your own adapter.

Communications

Colombia's country code is +57.

Landline calls require a geographic area code: Bogotá (1), Medellín (4), Cali (2), and Cartagena (5). To dial, use +57 + area code + local number.

Mobile numbers can be reached by dialing +57 + mobile number.

International calls from Colombia begin with 00, followed by the country code (e.g., 00 1 for the United States and Canada).

Colombia offers reliable mobile connectivity across major cities. For a seamless experience, we recommend considering eSIM providers such as Nomad or Holafly, which provide convenient data plans for short stays.



Tipping

Tipping in Colombia is not mandatory, but it is appreciated as a gesture of recognition for good service.

In restaurants and bars, you will typically be asked whether you would like to include a voluntary 10% service charge in your bill. You are free to accept or decline at your discretion.

Safety

Bogotá is a vibrant and welcoming city. As in any major destination, a few simple precautions will help ensure a seamless stay:

- Use trusted ride-hailing services such as Uber, DiDi, or Cabify.
- Keep valuables secure and avoid displaying them in public.
- Use ATMs and exchange services in secure, official locations.
- Remain attentive when handling cash or mobile devices.
- Choose reputable operators for tours and travel.



Key Contacts

For your convenience,
please find below important
contact numbers in
Colombia:

Emergency (nationwide): 123

Police (Bogotá): 112

Ambulance: 125

Fire Department: 119

Brigard Urrutia

+57-60-1-3462011

Hotel Four Seasons

Casa Medina

+57-60-1-3257900

When calling locally from a
mobile phone, you may dial
the number directly without
the country code.

What you need to know *about* **Bogotá?**



Name

Bogotá, Distrito Capital

Altitude & Population

2,600 meters (8,530 ft)
above sea level

Home to almost 10
million residents

Bogotá's altitude may take some getting used to. For a smoother arrival, we recommend staying well hydrated, taking it easy during your first hours, and limiting alcohol initially. Mild fatigue or shortness of breath is normal and usually subsides quickly.

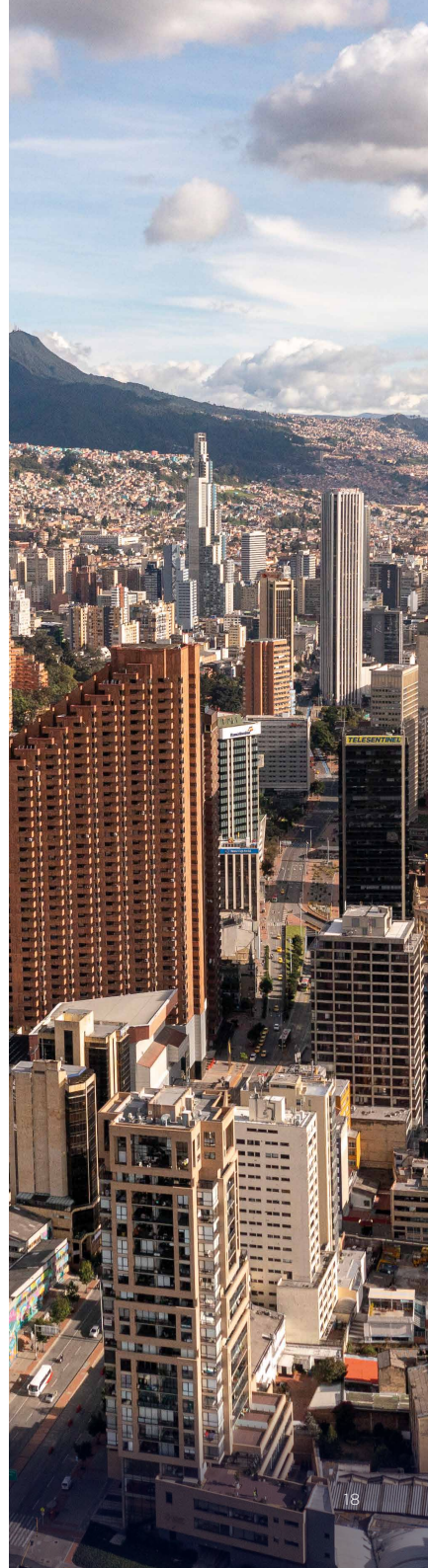
Climate

Average temperature:
16°C (60°F)

Mild, spring-like weather
year-round

Bogotá's climate is refreshingly mild compared to other Colombian cities, with comfortable daytime temperatures and cooler mornings and evenings. Weather conditions can shift throughout the day, with occasional rain and strong sun often alternating.

For a more comfortable stay, we recommend dressing in layers and carrying sunscreen, as well as a light jacket or umbrella when heading out.



City & Character

A remarkably green city, Bogotá is framed by the Andes and its iconic eastern hills, including Monserrate and Guadalupe—an ever-present backdrop to daily life.

The city blends tradition and modernity with ease, where colonial heritage meets contemporary architecture, creating a vibrant and distinctive urban landscape.

This unique balance makes Bogotá an inspiring destination for culture, cuisine, business, and meaningful connections.



Places

to visit in Bogotá

José Celestino Mutis Botanical Garden

📍 **Avenida Calle 63 # 68-95, Engativá**

Bogotá's main center for research and conservation of plant diversity, with over 900 species across 19 hectares — from Andean páramo plants and orchids to medicinal herbs and palm collections.

Virgilio Barco Public Library

📍 **Avenida Carrera 60 # 57-60, Teusaquillo**

An architectural landmark designed by Rogelio Salmons, recognized for its striking red brick façade, tranquil gardens and reflecting pools — as much a cultural and community hub as it is a library, with over 98,000 volumes, exhibitions and events open to all.



Gabriel García Márquez Cultural Center

📍 Avenue Calle 63 # 68-95, Engativá

A versatile architectural icon in the historic heart of Bogotá, designed by Rogelio Salmona and dedicated to literature, visual arts, cinema, music and theater — home to the Fondo de Cultura Económica and a symbol of the cultural bond between Colombia and Latin America.

Zipaquirá Salt Cathedral

**📍 (a day trip from Bogotá, approximately 50 km north of the city)
Parque de la Sal, Carrera 6 Calle 1, Zipaquirá, Cundinamarca**

Known as Colombia's "First Wonder," this underground temple was built inside the tunnels of a salt mine 180 meters below ground, featuring 14 Stations of the Cross carved in salt and stone, a grand central dome and an illuminated 16-meter cross.

Gold Museum

📍 Carrera 6 # 15-88, Parque Santander

Home to the world's largest collection of pre-Hispanic goldwork, with over 34,000 gold pieces crafted by cultures such as the Muisca and Tairona for both daily life and sacred rituals — recognized by National Geographic as one of the best history museums on the planet.



Botero Museum

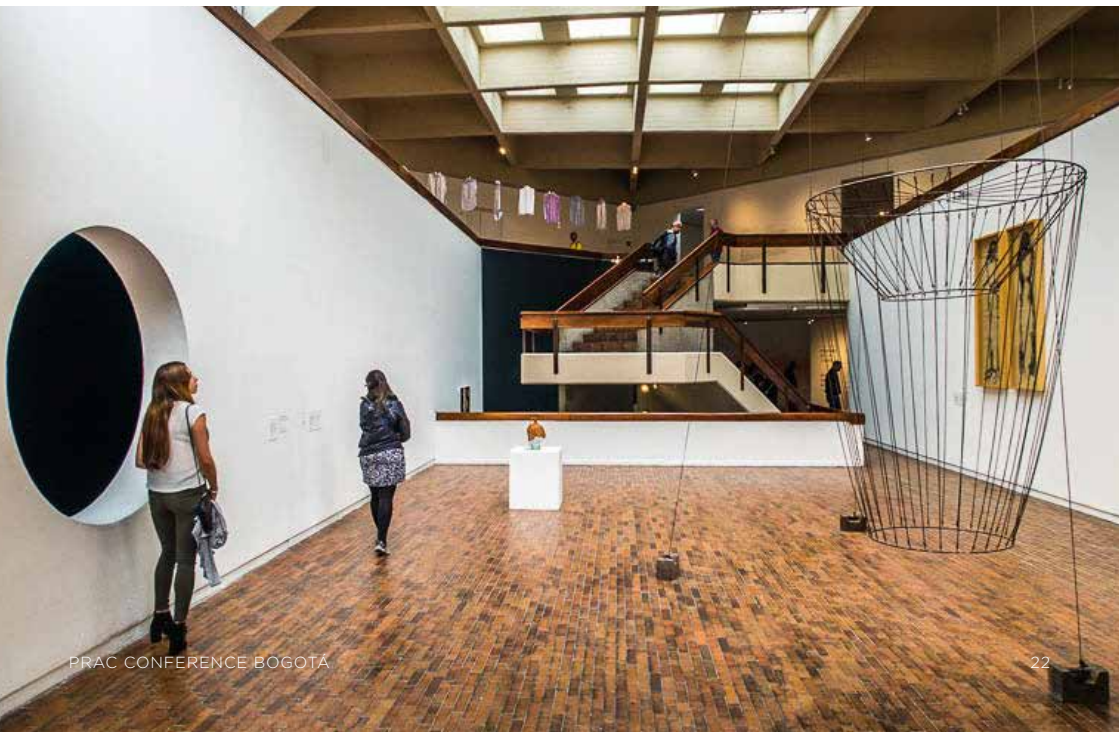
 **Calle 11 # 4-41, La Candelaria**

Founded in 2000 from a donation of 208 works by master Fernando Botero to the Banco de la República, housed in a colonial mansion that once served as the Archbishop's residence — also featuring works by Picasso, Monet and Dalí. Free admission.

Bogotá Museum of Modern Art — MAMBO

 **Calle 24 # 6-00, Santa Fe**

A dynamic and pluricultural space showcasing modern and contemporary art through a collection of around 3,633 works, with innovative exhibitions and educational programs designed to inspire new ways of thinking.



Tour *guide*



01 Saturday Tour
Monserrate

02 Sunday Tour
La Candelaria,
Golden Museum
& Botero Museum

03 Monday Tour
San Alberto Coffee
Experience

04 Tuesday Tour
Paloquemao -
Flavors of Bogotá

01 Saturday Tour



Monserate



Rising above the city at 3,152 meters (10,341 feet) above sea level, Monserrate is one of Bogotá's most iconic landmarks and a symbol of the city's cultural and religious heritage. The mountain has long been a place of pilgrimage and offers breathtaking panoramic views over the sprawling capital and the surrounding Andes.

Upon arrival, guests will begin their Bogotá experience with a visit to this emblematic site. They will ascend the mountain—via the funicular—to enjoy spectacular views and explore one of the most representative locations of Bogotá's traditions and history.

Following the visit, the group will proceed to San Isidro, a renowned restaurant located at the top of the mountain. There, they will enjoy an elegant welcome lunch in a privileged setting overlooking the city.

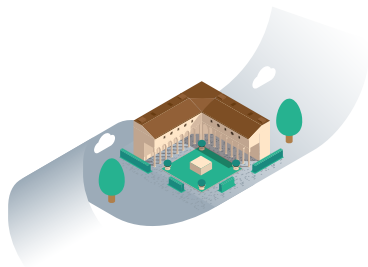
Dress code: Casual clothing, sneakers, sunscreen, hat or cap.

Note: When visiting churches and religious sites, modest attire is recommended.

Shorts are not permitted, and guests are advised to avoid wearing miniskirts.



02 Sunday Tour



La Candelaria, Golden Museum & Botero Museum



The excursion begins with a transfer to the historic center known as La Candelaria. Guests will step back into Bogotá's colonial past, rich in history and mystery.

The route includes visits to important landmarks such as the Luis Ángel Arango Library, Plaza de Bolívar, Primatial Cathedral of Bogotá, National Capitol of Colombia, Palacio Arzobispal de Bogotá, Iglesia de El Sagrario, Casa del Florero, Palace of Justice of Colombia, Palacio Liévano, Casa de Nariño, and San Agustín Church.



The tour continues with a visit to the Gold Museum, widely recognized as the most important gold museum in the world and one of the city's main attractions. Across its three levels, the museum houses one of the largest collections of pre-Columbian gold artifacts, representing thirteen pre-Hispanic societies dating back nearly 2,500 years.



The day concludes with a visit to the Botero Museum, housed in a beautifully restored colonial mansion that once served as the Archbishop's residence. The museum features approximately 120 works donated by Fernando Botero, Colombia's most renowned contemporary artist, known for his distinctive style characterized by exaggerated, voluminous forms. The collection also includes works by masters such as Pablo Picasso, Pierre-Auguste Renoir, Salvador Dalí, Edgar Degas, Marc Chagall, Henri Matisse, Claude Monet, and Alberto Giacometti, all generously donated by Botero himself.

Dress code: Casual clothing, comfortable walking shoes

Note: When visiting churches and religious sites, modest attire is recommended. Shorts are not permitted, and guests are advised to avoid wearing miniskirts.



03 Monday Tour



San Alberto Coffee Experience



Guests will enjoy an immersive coffee experience designed to awaken the senses at Café San Alberto. This activity offers a unique opportunity to explore and appreciate the distinctive attributes of specialty coffee through a guided sensory journey.

Participants will learn about coffee cultivation, production processes, and the organoleptic characteristics that define high-quality coffee, as well as how to identify common defects. The experience is led by award-winning coffee producers committed to helping visitors understand and appreciate an exceptional cup of coffee.

At the conclusion of the activity, guests will be recognized as official ambassadors of San Alberto coffee.

Dress code: Smart casual clothing, comfortable shoes.

Note: The experience includes a tasting of three different coffees, a personal journal, an apron, and an “San Alberto Ambassador” diploma.



04 Tuesday Tour



Paloquemao Flavors of Bogotá



To conclude the experience, guests will visit the traditional Plaza de Mercado Paloquemao, one of the city's most authentic and vibrant markets. There, they will walk through colorful aisles filled with flowers, fruits, herbs, and fresh local products while discovering Colombia's rich culinary diversity.

During the visit, participants will take part in a tropical fruit tasting, sampling a wide variety of unique flavors and learning about traditional ingredients from across the country.

The experience culminates with lunch at Abasto, a well-known restaurant celebrated for its focus on locally sourced ingredients and fresh, seasonal cuisine.

Dress code: Casual clothing, comfortable shoes.

Recommended *restaurants*



... Harry Sasson

📍 Carrera 9 # 75-70, Zona G

A true pioneer of fine dining in Colombia, Harry Sasson has defined the country's culinary scene for over 30 years, combining Latin American, Japanese and European flavors in a stunning century-old mansion with an open-plan kitchen and an exceptional wine list.

... El Chato

📍 Calle 65 # 4-76, Chapinero Alto

Latin America's Best Restaurant 2025 — a contemporary Colombian bistro where Chef Álvaro Clavijo applies global techniques to highlight local and seasonal ingredients in a welcoming, approachable setting.

... Leo

📍 Calle 65 Bis # 4-23, Chapinero

A sensory journey through Colombia's exuberant biodiversity, led by World's Best Female Chef Leonor Espinosa and her "Ciclo-Bioma" concept celebrating local ingredients and cultural heritage.



... Selma

📍 Calle 65 # 4-50, Chapinero

Mediterranean-inspired bistro set in a restored early 20th-century house, offering Spanish, Greek and North African flavors with the signature touch of Chef Álvaro Clavijo.

... Tremé

📍 Carrera 10A # 70-50, Quinta Camacho

A restaurant-bar inspired by the Cajun and Creole cuisine of New Orleans, reinterpreting tradition with an innovative twist — think jambalaya, gumbo and live jazz in the heart of Bogotá.

... Andrés Carne de Res D.C.

📍 Carrera 10A # 70-50, Quinta Camacho

A legendary multi-floor dining and entertainment experience where each level is inspired by Dante's Divine Comedy — Colombian classics, live music, dance performances and one-of-a-kind eclectic décor all under one roof.

Host Firm and event **contact information**

Sofía Cárdenas

Brigard Urrutia
Events Intermediate Analyst
scardenasb@bu.com.co

Lorena Bocanegra

Brigard Urrutia
Senior Marketing Analyst
cbocanegra@bu.com.co

Luis Eduardo Mendoza

Brigard Urrutia
Marketing and Communications Head
lmendoza@bu.com.co

PRAC Colombia 2026

PRACColombiaconference@bu.com.co

Appendix



Member Directory

Primary Contacts



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
rarango@arifa.com



Gian Castillero
gcastillero@arifa.com

ARIAS - Guatemala Honduras Nicaragua



Luis Pedro del Valle
Luispedro.delvalle@ariaslaw.com



Evangelina Lardizabal
evangelina.lardizabal@ariaslaw.com



Ana Teresa Rizo
ana.rizo@ariaslaw.com



Federico Alfaro
falfaro@arifa.com



Estif Aparicio
eaparicio@arifa.com

Brigard & Urrutia - Colombia



Carlos Umana
cumana@bu.com.co



Carlos Urrutia
curretia@bu.com.co



Jose Francisco Maffa
jmaffa@bu.com.co

ARIAS - Costa Rica



Vicente Lines
vicente.lines@ariaslaw.com



Carolina Flores
Carolina.flores@ariaslaw.com



Cesar Rodriguez
crodriguez@bu.com.co



Juan Pablo Cadena
jcadena@bc.com.co



Yuri Moreno
Yuri.Moreno@ariaslaw.com

Carey - Chile



Francisco Ugarte
fugarte@carey.cl

Meet Our Members - Primary Contacts

City-Yuwa Partners - Japan



Daigo Nomura

daigo.nomura@city-yuwa.com



Yusuke Tani

yusuke.tani@city-yuwa.com

Gide - France



Christophe Eck

eck@gide.com



Thomas Urlacher

urlacher@gide.com

Clayton Utz - Australia



Rory Moriarty

rmoriarty@claytonutz.com

Goodsill - Honolulu, U.S.



Lisa Bail

lbail@goodsill.com

Davis Wright Tremaine - Seattle, U.S.



Sarah Tune, PRAC Chair

sarhtune@dwt.com



Zach Bench

zachbench@dwt.com

Han Kun Law Offices - Beijing, Shanghai, Shenzhen



Joyce Li

Joyce.li@hankunlaw.com



Xiaoming Li

Xiaoming.li@hankunlaw.com



Aaron Zhou

Aaron.zhou@hankunlaw.com

Dentons Rodyk - Singapore



Sivi Sivanesan

sivanesan.s@dentons.com



Elizabeth Donley

Elizabeth.donley@
hoganlovells.com



Owen Chan, PRAC Vice Chair

Owen.chan@
hoganlovells.com

Estudio Muniz - Peru



Fernando Castro

fcastro@munizlaw.com



Jorge Otoy

urlacher@gide.com

Kochhar & Co. - New Delhi, India



Rohit Kochhar

rohit@kochhar.com



Stephen Mathias

Stephen.mathias@bglkochhar.com

Meet Our Members - Primary Contacts

Lee and Li - Taiwan



Joyce Fan

Joycefan@leeandli.com



Lihuei (Grace) Mao

lihueimao@leeandli.com



Robin Chang

Robinchang@leeandli.com

Mulla - Mumbai, India



Yazdi Dandiwali

ypdandiwala@mullas.net



Shardul Thacker

shardul.thacker@
mullaandmulla.com



Rajesh Satpalkar

rksatpalkar@mullas.net



Siddharth Thacker

siddharth.thacker@
mullaandmulla.com

NautaDutilh - Netherlands, Belgium Luxembourg



Jaap Stoop

jaap.stoop@nautadutilh.com



Jules van de Winkel

Jules.vandeWinkel@nautadutilh.com

Richards Buell Sutton - Vancouver, Canada



Joe Chan

jchan@rbs.ca

Santamarina y Steta - Mexico



Vicente Grau

vgrau@s-s.mx



Heriberto Garza

hgarza@s-s.mx

SyCipLaw - Philippines



Hector de Leon

hmdel Leon@syciplaw.com

Meet Our Leaders



Owen Chan

Chair, PRAC
Regional Managing Partner, Asia-Pacific,
Hogan Lovells



Joe Chan

Vice Chair
Partner, Richards Buell Sutton, Vancouver,
Canada



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

Participating Firms and Delegates Profiles



BRIGARD & URRUTIA

Founded in 1934, Brigard Urrutia is Colombia's leading law firm and one of the most prestigious in the region, with over 90 years of experience providing top-tier legal services.

We advise domestic and international clients across all areas of business law. Our services include transactional and non-transactional legal advice, litigation, and dispute resolution.

Brigard Urrutia was recently recognized by the prestigious British legal directory, Chambers and Partners, as the 2024 Latin American Law Firm of the Year.

All our partners and associates are fluent in at least one language other than Spanish, and many are admitted to practice in foreign jurisdictions, most notably in the State of New York.

Our professionals are graduates of Colombia's top universities, and most hold postgraduate degrees or LL.Ms from leading law schools in the United States and Europe. We have a long-standing track record of delivering high-quality legal services to a global client base, including industrial, commercial, and service companies, banks and other financial institutions, private equity funds, insurance companies, and both national and international government agencies.

Our Delegates



Carlos Fradique-Méndez

Managing Partner

cfradique@bu.com.co | (57-60-1) 346 2011 Ext: 8221 | Bogotá, Colombia

Carlos Fradique, managing partner of Brigard Urrutia with 30 years of professional experience, is a licensed practitioner in Colombia and a member of the New York Bar. Carlos has been a pioneer in the creation and consolidation of the Private Equity and Foreign Investment industry in Colombia and has been very active in a large number of upstream and downstream investment, infrastructure and financing transactions.

Carlos received an LLM in International Banking and Finance at the Boston University, and an LLM in International Commercial Law at the University of Ottawa. He also graduated from the International Development Law Program of the International Development Law Organization in Rome, Italy and from the Program in Financial Law at Universidad de los Andes.

Carlos has consistently been selected as a top deal and regulatory lawyer in the Colombian financial market, as a top capital market lawyer in Latin America by Latin Lawyer and has been recognized as a "Eminent Practitioner" in banking and finance by Chambers & Partners. Carlos served as Chief Legal Officer and Head of the Legal Office of the Ministry of Finance/Treasury Department of Colombia and was also an associate with Shearman and Sterling in NYC.

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



Carlos Umaña

Partner

cumana@bu.com.co (57-60-1) 346 2011 Ext: 8822 | Bogotá, Colombia

Partner of Brigard Urrutia since 1990, with more than 30 years of experience. He splits his time between several practice areas and is particularly commended for his knowledge in infrastructure, public procurement, utility law and natural resources law.

Per Chambers and Partners, Mr. Umaña is highly renowned for his expertise as a “skilled negotiator” and “praised for his experience and sharp technical knowledge”.

Mr. Umaña graduated from the Colegio Mayor de Nuestra Señora del Rosario and holds a Master’s degree in Comparative Jurisprudence from New York University School of Law, which he obtained in 1985.

Recognized in Corporate/M&A, Public Law and Projects by Chambers & Partners Latin America- 2016 and in Corporate M&A in Chambers and Partners Global 2017.

Recognized as a Leading Lawyer in Corporate M&A and Projects in Legal 500-2016.



José Francisco Mafla

Partner

jmafla@bu.com.co (57-60-1) 346 2011 Ext: 8762 | Bogotá, Colombia

Mr. Mafla joined Brigard Urrutia in 2006 and is Partner of the firm since 2015, focusing on the Corporate/M&A, and Customs and International Trade practices. Mr. Mafla is admitted to practice law in Colombia (2001), in the state of New York (2006) and in the United States Court of International Trade (2015). He worked as foreign attorney in Harkins Cunningham LLP in New York, and in Uría Menéndez in Madrid, Spain.

He has broad expertise in commercial law, international business law, mergers and acquisitions, and customs and international trade. Mr. Mafla is also an arbitrator at the Center for Conciliation and Arbitration of the Chamber of Commerce of Bogotá, and was the Chairman of the Investment Committee of the Colombian American Chamber of Commerce (AMCHAM Colombia). He is also a member of the Board of Directors and of the Academic Committee of Customs and Foreign Trade of the Colombian Institute of Tax Law.

Mr. Mafla is an attorney from the School of Law of Universidad de los Andes, and obtained a postgraduate degree in Business Law from Universidad Externado in Colombia. He also holds an LL.M from New York University School of Law. Aside from his legal practice, he is professor (undergraduate and postgraduate studies) of Commercial Law and International Economic and International Trade Law at Universidad Externado, Universidad de los Andes, ICESI and EAFIT in Colombia.

He is recognized as a band 2 lawyer by Chambers and Partners Latin America in International Trade / WTO and has been ranked for 13 years. He is also recognized by Legal 500 as a Leading Individual and by Who’s Who Legal as Global Elite Thought Leader in the practice area of customs and international trade. For Corporate practice area, is recognized by LACCA as top private practitioner.

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



Nicolás Cardona

Partner

ncardona@bu.com.co | (57-60-1) 346 2011 Ext: 8688 | Bogotá, Colombia

Attorney from the Schools of Law of the Pontificia Universidad Javeriana, also holds a postgraduate degree in Commercial Law from the same Faculty. He holds a postgraduate degree in Communitarian and Spanish Competition Law from the Instituto de Estudios Bursátiles, Universidad Complutense de Madrid. He earned his LL.M. degree at Fordham University School of Law.

As Coordinator of the Antitrust & Competition Law Team, he advises national and international clients in issues regarding abuse of dominance and cartel activity, as well as unfair competition. He also advises and represents national and multinational companies in obtaining clearance under merger control procedures before the Colombian competition authority.



Ángela García

Partner

agarcia@bu.com.co | (57-60-1) 346 2011 Ext: 8774 | Bogotá, Colombia

With more than 10 years of experience, Angela focuses her practice in advising national and international clients in transactions for the acquisition and sale of shares or assets. She also advises her clients in connection with corporate reorganizations, the definition of structures to invest in Colombia and the negotiation of joint ventures and shareholders agreements among others.

Angela has worked on deals for the acquisition and sale of companies in a wide range of industries such as oil & gas, mining, pharmaceutical, health services, aeronautical and infrastructure. She has also participated in cross-border reorganizations and has advised private capital fund and entrepreneurs in funding rounds for startups.



Andrés Fernández de Castro

Director

afernandezdecastro@bu.com.co | (57-60-1) 346 2011 | Bogotá, Colombia

Andrés Fernández de Castro is director of the Telecommunications, Media and Technology (TMT) practice of Brigard Urrutia. Andrés specializes in the technology, telecommunications and entertainment sectors, as well as in advising national and international clients on privacy and cybersecurity matters.

With almost 20 years of professional experience, he has advised public entities such as the MINTIC or the extinct National Television Authority on regulatory and contractual matters, as well as companies such as WOM, Roku, Zoom, DiDi and Onnet on regulatory compliance strategies, as well as on cross-border transactions in Colombia and Latin America.

Recognized by Chambers & Partners as a leading lawyer in TMT matters, he has also been highlighted as a Rising Star in the TMT practice by The Legal 500. He has participated as a panelist in international events on TMT issues and has published articles in specialized media.

Andrés is a lawyer from Universidad Externado de Colombia, a postgraduate in Commercial Law and Financial Legislation from Universidad de los Andes, and completed an LL.M. at Queen Mary University of London, after obtaining the Chevening Scholarship from the Commonwealth Foreign Office of the United Kingdom. He is a member of the International Bar Association and co-chair in Colombia of the International Association of Privacy Professionals (IAPP).

Known for his strategic approach and leadership skills, Andrés is recognized for his ability to structure innovative solutions in a complex and constantly changing environment.



Laura Ángel

Director at Brigard Castro

langel@bc.com.co | (57-60-1) 346 2011 Ext: 8591 | Bogotá, Colombia

Laura graduated as a lawyer from Universidad del Rosario, has a postgraduate degree in Commercial Law from Universidad de los Andes and has an LL.M in Law and Technology from Tilburg University, the Netherlands.

Laura started working in intellectual property matters since 2010 mainly focusing her practice in trademark portfolio management, litigation and advisory. She worked during six years in another recognized firm in the area.

She began working for Brigard Castro in March 2018 in the prosecution, oppositions, and trademark portfolio management. Her practice shifted towards IP Litigation in 2019. She began leading the IP Litigation and Strategic Advisory Team at Brigard Castro in 2021. Her practice focuses on contractual matters, litigation of nullity actions before the administrative courts and infringement cases before civil courts, as well as difficult negotiations of licenses and IP transactions. She also leads the team that handles all due diligence related to the IP practice and all matters related to copyright.

In 2022 she successfully led her team in the defense of one of the major cellphone manufacturers of the world in a patent litigation campaign against it. During 2024 the team also worked in over 20+ litigations concerning allegedly standard essential patents.

In the last few years, her practice also involved structuring trade secrets to assure their protection before judicial and administrative authorities.

ARIAS, F A B R E G A & F A B R E G A

At Arias, Fábrega & Fábrega, we have been at the forefront of the legal profession in Panama for over a century, advising leading international financial institutions, multinational corporations, and some of the country's largest domestic companies. Our multidisciplinary teams bring a high degree of specialization across more than 31 practice areas and are equipped to lead even the most sophisticated transactions in Panama and across Latin America. This depth of expertise allows us to anticipate challenges and respond efficiently and proactively to the complexities that arise in high-level matters.

Our Delegate



Federico Alfaro

Partner
Panama
T +507 205 7000
E falfaro@arifa.com

Federico Alfaro is a member of ARIFA's Executive Committee and focuses his practice on corporate services in Panama, the British Virgin Islands, and Belize. His work includes advising on tax-efficient structures and sophisticated estate planning vehicles designed to preserve, transfer, and manage clients' wealth.

Dr. Alfaro also oversees the operations of ARIFA's network of liaison and affiliated offices abroad, ensuring the consistent delivery of high-quality services to meet the needs of high-net-worth clients worldwide.

He holds a Juris Doctor from Loyola University New Orleans and a Bachelor of Science in Political Communication from George Washington University. From 2022 to 2024, he served as Minister of Commerce and Industry of the Republic of Panama, and from 2019 to 2020, he served as Deputy Minister of Foreign Affairs.

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

ARIAS

Costa Rica Office

City Place, Radial Santa Ana -
San Rafael - Belén,
Piso 3, Oficina 40,
San José, Costa Rica, C.A.
Tel: +506 4036 2800

El Salvador Office

Calle La Mascota #533 Colonia
San Benito
San Salvador,
El Salvador, C.A.

Tel: +503 2257 0900
Fax: +503 2257 901

Guatemala Office

Diagonal 6 10-01 Zona 10 Centro
Gerencial
Las Margaritas Torre II
Oficina 402 B
Ciudad de Guatemala
Guatemala, C.A.

Tel: +502 2382-7700
Fax: +502 2382-7743

Honduras Office

Centro Comercial El Dorado 6°
Piso, Boulevard Morazán.
Tegucigalpa, Honduras, C. A.

Tel: +2221 4505
Fax: +2221 4522

Honduras Office

Edificio Park Plaza local 19,
Barrio Guamilito, 5 y 6 Calle,
11 Av. N.O.
San Pedro Sula Cortes
Honduras, C.A.

Tel: +504 2550 2202
Fax: +504 2557 6488

Nicaragua Office

Pista Jean Paul Genie,
Edificio Escala, 3er piso,
Managua, C. A.

Tel: +505 2298 1360
Fax: +505 2298 1361

Panama Office

Torre Global, Piso 24,
Oficina 2401, Calle 50,
Ciudad de Panama,
Panama
Tel: +507 282 1400
Fax +507 282 1435

Web site:

www.ariaslaw.com

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

Practice Areas:

Antitrust
Administrative and Constitutional Law
Aviation and Transportation
Banking, Finance and Insurance
Biotechnology Law
Capital Markets and Securities
Civil and Notarial Law
Compliance, Anti-money Laundering and Anti-corruption
Consumer Protection Regulation
Corporate and Commercial law
Dispute Resolution, Litigation and Arbitration
Energy Law
Environmental
Family Law
Government Affairs and International Relations

Government Procurement

Healthcare Law and Life Science
Hospitality
Information Technology Law and Data Privacy
Intellectual Property and Health Approval
International Trade, Foreign Investments and Free Trade Zones
Labour Law and Business Immigration
Maritime-land Zone
Mergers and Acquisitions
Mining
Oil and Gas
Project and Infrastructure Finance
Public Infrastructure and Public Private Partnerships
Real Estate
Start-ups and Entrepreneurs
Taxes and Fiscal Planning
Technology, Media and Telecommunications

OUR RECOGNITIONS

- 2016, 2015 and 2008: Central America Law Firm of the Year by IFLR.
- 2016: Law Firm of the Year in El Salvador and Nicaragua by IFLR.
- 2016: Nicaragua Law Firm of the Year by Chambers Latin America.
- 2016 and 2015: Central America Tax Firm of the Year by International Tax Review.
- 2016, 2015, 2014, 2013 and 2012: Best Firm for Women in Business Law in Central America and Panama by Euromoney Legal Media Group.
- 2015, 2013, 2012 and 2011: Client Service Award by Chambers Latin America.
- 2015, 2014, 2013, 2011, 2010 and 2009: El Salvador Law Firm of the Year by Chambers Latin America.
- 2014 and 2009: Central America Law Firm of the Year by Chambers Latin America.
- 2007: Deal of the Year by Latin Lawyer; 2006: Central America Law Firm of the Year by Chambers Global.

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



YURI MORENO

Partner

yuri.moreno@ariaslaw.com



EXPERIENCE

Yuri Moreno is a Partner at Arias Panama with over 35 years of experience in corporate law and litigation. He represents financial institutions, corporations, and private clients in civil and commercial disputes. Throughout his career, he has handled high-profile commercial litigation and arbitration cases at both the national and international levels, achieving favorable outcomes in contract breaches, shareholder disputes, and financial claims.

His expertise has also led him to serve as an arbitrator for the Panama Center for Conciliation and Arbitration (CeCAP) and the Conflict Resolution Center (CESCON). Additionally, he provides counsel on regulatory matters and administrative proceedings, ensuring compliance and mitigating legal and business risks.

With extensive knowledge of maritime law, Yuri has strategically advised major shipping companies operating under the Panamanian flag.

Beyond his legal practice, he has played a significant role in the business sector. For several years, as an advisor to the Board of Directors of the Chamber of Commerce, Industries, and Agriculture of Panama for several years and as an Alternate Director of the same organization. Committed to social responsibility, he has also held leadership positions as President of the Club Activo 20-30 de Panamá, the Fundación Activo 20-30 de Panamá, and the Teletón 20-30 de Panamá.

Before joining Arias in 2016, Yuri worked at prestigious Panamanian law firms and led his own private practice. He also served as Chief Negotiator for the Foreign Trade Council of the Republic of Panama (CONCEX) and participated in the country's first free trade agreement negotiations with Mexico and Chile between 1996 and 1997.

Yuri's strategic approach and ability to anticipate risks have established him as a key figure in litigation and dispute resolution, delivering effective legal solutions aligned with his clients' business objectives.

PRACTICE AREAS

- Corporate and Commercial law
- Dispute Resolution, Litigation and Arbitration

PROFESSION

Law Degree with Honors from Universidad Santa Maria La Antigua.

RECOGNITIONS

- Listed by Legal 500 in the practices of Intellectual Property, Corporate and M&A.
- Recognized as a "Recommended Individual" by Leaders League in the area of Corporate Law and Mergers and Acquisitions.
- LACCA Approved for his Corporate Law, Mergers and Acquisitions practices.
- Recognized by LACCA as Thought Leader for his Corporate Law, Mergers and Acquisitions practices.



Allende & Brea

Buenos Aires Office

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

Web Site:
www.allendebrea.com

PRAC Primary Contact
ssurla@allende.com

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

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

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

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

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



Santiago J. Sturla

PARTNER



+54 11 4318 9932



ssurla@allende.com

PRACTICES

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

EDUCATION

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

LANGUAGES

- Spanish
- English

ALLENDE
ALLENDE & BREA

Relevant experience

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

CAREY

Santiago Office

Isidora Goyenechea 2800,
43rd Floor

Las Condes, 755-0647

Santiago Chile

Tel: +56 2 2928 2200

Fax: +56 2 2928 2228

PRAC Primary Contact:

fugarte@carey.cl

Web Site: www.carey.cl

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

fugarte@carey.cl

[+56 2 2928 2201](tel:+56229282201)

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 Sempra 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.

DAVIS WRIGHT TREMAINE LLP

Seattle Office

920 Fifth Avenue
Suite 3300
Seattle, Washington 98104
Tel: 206 622 3150

Bellevue Office

929 108th Avenue NE
Suite 1500
Bellevue, Washington
98004-5149
Tel: 425 646 6100

Web

Site: www.dwt.com

Anchorage

188 West Northern Lights Blvd.
Suite 1100
Anchorage, AK 99503-3985
Tel: 907.257.5300

Chicago

300 North LaSalle Street
Suite 2200
Chicago, IL 60654
Tel: 312.820.5460

Culver City

5870 West Jefferson Blvd.
Suite H
Los Angeles, CA 90016
Tel: 310.425.1000

Los Angeles

865 South Figueroa Street
Suite 2400
Los Angeles, CA 90071-2566
Tel: 213.663.6800

New York

1251 Avenue of the
Americas
21st Floor
New York, NY 10020-1104
Tel: 212.489.8230

Portland

560 SW 10th Avenue
Suite 700
Portland, OR 97205
Tel: 503.241.2300

Richmond

4870 Sadler Road
Suite 301
Glen Allen, VA 23060
Tel: 804.762.5320

San Francisco

50 California Street
Suite 2300
San Francisco, CA 94111
Tel: 415.276.6500

Washington, D.C. 1301

K Street NW Suite 500
East Washington, D.C.
20005 Tel:
202.973.4200

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.*



Sarah English Tune

PARTNER

E sarahtune@dwt.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

DENTONS RODYK & DAVIDSON LLP

Singapore Office
80 Raffles Place
#33-00UOB Plaza 1
Singapore 048624
Tel: +65 6225 2626
Fax: +65 6225 1838

Web Site: www.dentons.com

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. Sivo,nesc,n** in Singapore.*

S Sivanesan

Senior Partner



Senior Partner

Singapore
D +65 6885 3685

sivanesan.s@dentons.com

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.

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 Otoya and Fernando Castero** in Lima.*



JORGE OTOYA CABRERA

FINCIPALFARIS



Lima

T: +51 1 611 7000



ESTUDIO
MUNIZ

MUÑIZ
OLAYA
MELENDEZ
CASTRO
ONO
& HERRERA
Abogados

WORK EXPERIENCE



- Regularly advises financial and non-financial companies in complex M&A and financial transactions in domestic and international market.
- Over the past years, has taken part in several transactions that involved Peruvian government entities and companies premises, including the acquisition of the Empresa de Generación Huallaga by China Three Gorges, the acquisition by CPPIB of a participation in Enfoca funds, acquisition of Luz del Sur by CYPC, the issuance of ADS by Graña y Montero by the amount of US \$ 475 million on the New York Stock Exchange; the issuance of Global Depository Notes for USD 625 million for part of UNACEM; the acquisition by Graña y Montero a 44% stake in Adexus Chile; joint issuance bonds by Redesur and Tesur; the sale by Tech Data Corporation from its operations in Peru; the acquisition by Arca Continental of a majority stake at Corporación Lindley S.R.L.
- He also has extensive experience in litigation tax, being noteworthy the advice provided to Telefónica del Perú and Interbank in different tax processes before the Peruvian Government, as well as his participation as a lawyer for the plaintiffs in the Icatom and Industrial Paramonga cases, in those that the Constitutional Court ruled on the collection of default interest and the application of the statute of limitations in tax matters.
- Has participated as speaker in the Business Opportunities for Latin America seminary organized by ALJA in Lima in 2011, in the Latin America Tax Planning Strategies Conferences organized by ABA in 2012 and 2015, and in the Latam Panel organized by STEP in New York in 2015.
- Has been recognized by Chambers & Partners, Legal 500 and Latin Lawyer as one of the leading lawyers in taxation in Peru.

PRACTICE AREAS



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

LANGUAGES



- English
- Spanish
- Portuguese



FRANK BOYLE YRIGOYEN

SENIOR PARTNER EUROPEAN

DESK fboyle@munizlaw.com



Lima

T: +51 1 611 7000



ESTUDIO
MUNIZ

MUÑOZ
OLAYA
MELÉNDEZ
CASTRO
DÍAZ
& HERRERA
Abogados

WORK EXPERIENCE



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

PRACTICE AREAS



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

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).

MEMBERSHIPS



- International trade policies
- 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

HOGAN LOVELLS

Hogan Lovells
Hong Kong Office

11th Floor One Pacific
Place

88 Queensway

Hong Kong
Tel: +852 2219 0888
Fax: +852 2219 0222

Hogan Lovells US LLP
Washington, DC Office

Columbia Square

555 13th Street N.W.
Washington, DC 20004
United States of America
Tel: +1 202 637 5600
Fax: +1 202 637 5910

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



Phone

+1 202 637 5688

Fax

+1 202 637 5910

Email

elizabeth.donley@hoganlovells.com

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 Stratasy 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, *Acr itas 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*.



T +852 2840 5668
owen.chan@hoganlovells.com

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

NAUTADUTILH

Amsterdam Office

Strawinskylaan 1999
1077 XV Amsterdam
The Netherlands
Tel: +31 20 7171 000
Fax: +31 20 7171 111

London Office

Bowman House
29 Wilson Street
London EC2M 2SJ
United Kingdom
Tel: +44 207 786 9100
Fax: +44 207 588 6888

Rotterdam Office

Weena 750
3014 DA Rotterdam
The Netherlands
Tel +31 10 2240 000
Fax: +31 10 4148 444

Brussels Office

Terhulpesteenweg 120
1000 Brussels
Belgium
Tel: +32 2 566 80 00
Fax: +32 2 566 80 01

Luxembourg Office

2, rue Jean Bertholet
L-1233 Luxembourg
Luxembourg
Tel: +35 2 26 12 291
Fax: +35 2 26 68 43 31

New York Office

One Rockefeller Plaza
New York, New York 10020
United States of America
Tel 212 218 2990
Fax: 212218 2999

Web Site: www.nautadutilh.com

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

Telephone

+31 20 71 71 938

+31 6 20 21 06 15



Expertise

Corporate/M&A

Defence & national security

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 co-chair of the firm's Defence team. 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.

Jules van de Winckel

Partner, Amsterdam

Email

Jules.vandeWinckel@nautadutilh.com

Telephone

+31 20 71 71 658

+31 6 20 21 04 80



Expertise

Corporate/M&A

Notarial law

Jules van de Winckel is a partner in the Corporate Law practice group. Jules specialises in corporate law and related notarial law. He advises corporate clients, private equity firms and financial institutions on M&A transactions (strategic, private equity, carve-out) and joint ventures, (cross-border) corporate structuring and other corporate (governance) matters.

Work highlights

Representative work includes advising:

- ALD on its EUR 4.9 billion acquisition of LeasePlan
- Aon on the carve-out and sale of its Personal Lines Business to BlackFin Capital Partners
- Bain Capital on its EUR 448 million acquisition of Gist-Brocades (now Centrient) from DSM and Sinochem
- BC Partners on the sale of Synthron to Goldman Sachs Alternatives
- Circle Infra Partners and its shareholders on the sale to Basalt Infrastructure Partners
- Canadian Solar and Recurrent Energy on the USD 500 million investment by BlackRock

- Inflexion Private Equity Partners on its \$245 million acquisition of Enviolo
- Nouryon on the separation of its Industrial Chemicals and Salt Specialty businesses
- Pegasus Entrepreneurs on its EUR 7.2 billion business combination with FL Entertainment
- Pfizer on the spin-off of its Consumer division and the spin-off of its Upjohn division
- Reckitt Benckiser on the carve-out and the USD 4.8 billion sale of its Essential Home Business to Advent International
- Rockwell Automation on its strategic joint venture with Schlumberger
- Seven2 on its €380 million acquisition of ODIN Groep
- The Dutch State on its EUR 500 million investment in Stedin
- Triodos Bank on its Euronext Amsterdam listing
- Whirlpool Corporation on its \$6 billion strategic joint venture with Arçelik Global

Qualifications

Profession

Jules joined NautaDutilh in 2014. He started his career in 2010 with another large Benelux law firm.

Languages

Jules is fluent in Dutch and English.

Education

Jules graduated from Utrecht University in 2010. In 2015, Jules graduated from the Corporate Law course at Grotius Academy from the Radboud Universiteit, Nijmegen. In 2017, Jules graduated from the Mergers & Acquisitions course at VU Law Academy from Vrije Universiteit Amsterdam.

Other

Jules is the chair of NautaDutilh's Pro Bono Committee. Jules regularly lectures at the Law Firm School.

RICHARDS BUELL SUTTON

Vancouver Office

700-401 West Georgia Street
Vancouver, British Columbia
Canada V6B 5A1
Tel: 604 682 3664
Fax: 604 688 3830

Surrey Office

310 - 15117 101 Avenue
Surrey, British Columbia
Canada V3R 8P7
Tel: 604 582 7743
Fax: 604 582.7753

Web Site: www.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

Contact Info

Practicing From:
Vancouver Office

Direct: 604.661.9263

Fax: 604.688.3830

Email: jchan@rbs.ca

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

Santamarina + Steta

PERSPECTIVE • INNOVATION • GROWTH

+75

Years of
experience
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

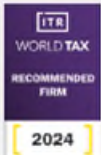
- Strategic, comprehensive, and tailored solutions
- Extensive knowledge of the Mexican legal market
- Specialized advice to prevent legal risks
- Highly qualified attorneys in various practice areas and industries
- Synergy and close collaboration with clients
- Extensive international network of contacts 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.



MEXICO CITY

Campos Eliseos 345, floor 2 y 3
Chapultepec Polanco, Miguel Hidalgo, 11560
Mexico City
+52 55 5279 5400




MONTERREY

Ricardo Margain Zozaya 335, tower I, floor 7
Valle del Campestre, San Pedro Garza Garcia,
66265
Nuevo Le6n
+52 81 8133 6000

QUERETARO

Prolongacion Tecnologico 950-B, floor 16
San Pablo, Santiago de Queretaro, 76159
Queretaro
+52 442 290 0290

HERIBERTO GARZA
Partner

-  MONTERREY
 52 81 8133 6010
 hgarza@s-s.mx

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

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

ASSOCIATIONS AND AFFILIATIONS

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

EDUCATIONAL EXPERIENCE

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

EDUCATION

JD
1987, Universidad de Monterrey, Mexico.

LANGUAGES

- + Spanish
- + English

ACKNOWLEDGEMENTS



PRAC Board Matters (All Delegate Meeting)





PRAC Board Matters
Colombia Conference 2026
Chair: Owen Chan
Tuesday, 21 April 2026
All delegates are encouraged to attend

1. Call to Order / Attendance of Representatives
2. PRAC Matters
 - 2026 Budget
 - Referral Updates
3. Policy and Planning Committee Updates
4. Membership Committee Updates
5. Announcement of the Next Conferences
6. Adjournment

2026 EXPENSE BUDGET (USD)

	2026 Expense Budget
CONFERENCES/MEETINGS	
Singapore/2026	68,000
Colombia/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*

2026 REVENUE BUDGET (USD)

MEMBER CONTRIBUTIONS	2026 Revenue Budget
Assessments	\$ 313,267*
Subtotal	\$ 313,267
Less Total Est YE Expenses	\$ (357,487)
Est REVENUE - PROFIT (LOSS)	\$ (44,220)

Note:

1. *Of the required 2026 US\$357,487 expense budget, US\$136K advanced in 2025 Budget
2. *updated with member fee assessment for Clayton Utz
3. 2026 est reserve US\$134,360.77 as of 9 April 2026



PRAC Colombia Conference
21 April 2026

Upon motion duly made and seconded, it is

RESOLVED that the Financial Reporting for the updated 2026 Budget is approved.

Dated this 21 April 2026

Owen Chan, Chair



Colombia, 18-21 April, 2026

WHEREAS the law firm **Brigard Urrutia** is a member of the Pacific Rim Advisory Council;
and

WHEREAS, the success of the 73rd International Conference of the Pacific Rim Advisory Council has been specifically due to the efforts and enthusiasm of the entire **Brigard Urrutia** who have dealt patiently with the countless details and complexities of hosting an International Conference and, in particular the Host Committee Team Members:

RESOLVED that the Pacific Rim Advisory Council extends **Brigard Urrutia** its deepest gratitude for planning and hosting the 73rd International Conference.

José Francisco Mafla – Partner, Customs and International Trade

Ángela García – Partner, M&A

Nicolás Cardona – Partner, Competition Law and Antitrust

Andrés Fernández de Castro – Director, TMT

Laura Ángel – Director, Litigation and Strategic IP Advisory

Ana María Aguirre – Director, Marketing, Communications and Business Development

• Luis Eduardo Mendoza – Head of Marketing and Communications

Lorena Bocanegra – Senior Marketing and Communications Analyst

Sofía Cárdenas – Events Analyst

Alejandra Hurtado – Junior Design and Communications Analyst

Julieth Quiroga – Senior Marketing and Communications Analyst

Owen Chan, Chair

RESOLVED that the Pacific Rim Advisory Council extends its best wishes to **Brigard Urrutia** for continued success; and that the original of this resolution be presented **Brigard Urrutia** 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. (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 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.

Referral Tracker 2025-present



Referring Firm	Refereed Firm	Referral Date	Referral Details
ALLENDE & BREA	Brigard Urrutia	2025-2026	Antitrust filing in a global transaction
ALLENDE & BREA	Brigard Urrutia	2025-2026	Introduced a swiss client in the Life Sciences industry
ALLENDE & BREA	MUNIZ	2025-2026	Sent referral to a US firm on a contractual and transactional matter
ALLENDE & BREA	MUNIZ	2025-2026	Sent referral for a banking matter
ARIAS	MUNIZ	2025-2026	IP work in connection with the trademark Corpo Dourado
Brigard Urrutia	ALLENDE & BREA	2025-2026	Introduced a potential client in the Oil & Gas industry
CAREY	HAN KUN	2025-2026	China antitrust filing for a joint venture between a Chilean mining company and an international company Status: Successfully engaged, ongoing
CAREY	MUNIZ	2025-2026	IP work in connection with the trademark Nüyün.
DENTON S RODYK	RBS	2025-2026	a corporate matter
DWT	GIDE	2025-2026	for a US client considering setting up up a European office
DWT	DENTONS RODYK	2025-2026	a) 2 client matters 1.certain regulatory and local laws for e-signatures for contracts 2. marketing /advertising legal issues 3. credit card surcharges and Unfair, Deceptive or Abusive Acts or Practices
DWT	DENTONS RODYK	2025-2026	b) 2 client matters 1.certain regulatory and local laws for e-signatures for contracts 2. marketing /advertising legal issues 3. credit card surcharges and Unfair, Deceptive or Abusive Acts or Practices
GIDE	MUNIZ	2025-2026	assistance in connection with the stock plans of Sanofi, Michelin and L'Oreal.
HANKUN	RBS	2025-2026	Advise on regulatory issues regarding car distribution/dealership Status: Initial contact, likely to be success
Hogan Lovells	MUNIZ	2025-2026	IP work in connection with trademarks of its client Isdin.
Kochhar	HAN KUN	2025-2026	Advise an international Carriers on Customs matter
MUNIZ	HAN KUN	2025-2026	Advise on tax matters regarding a trading company Status: Successfully engaged, ongoing
MUNIZ	HAN KUN	2025-2026	Representaciones Martín to Hun Kun for their touch down in the Hong Kong market.

Referring Firm	Refereed Firm	Referral Date	Referral Details
ALLENDE & BREA	SANTAMARINA	2024-2025	Due diligence of a Latam transaction.
ALLENDE & BREA	Brigard Urrutia	2024-2025	Due diligence of a Latam transaction.
ALLENDE & BREA	CAREY	2024-2025	Introduced a client for services of legal representation.
ALLENDE & BREA	HAN KUN	2024-2025	Simbiited a proposal to work on a M&A transaction.
ALLENDE & BREA	CAREY, Brigard Urrutia, Arias (Costa Rica and Nicaragua), MUNIZ	2024-2025	We referred the names of Carey, Brigard, Arias (Costa Rica and Nicaragua), and Muñiz to a client seeking assistance with a distribution matter.
Brigard Urrutia	ALLENDE & BREA	2024-2025	ALLENDE & BREA advised a client of a Brigard & Urrutia contact on the set up of an Argentine business.
Brigard Urrutia	ALLENDE & BREA	2024-2025	ALLENDE & BREA advised a client of Brigard & Urrutia on a claim against an Argentine media.
CAREY	ALLENDE & BREA	2024-2025	ALLENDE & BREA sent a proposal for conducting a due diligence.
Hogan Lovells	ALLENDE & BREA	2024-2025	ALLENDE & BREA advised a client of Hogan Lovells on independent contractors and risk of misclassification.
Hogan Lovells	ALLENDE & BREA	2024-2025	ALLENDE & BREA sent a proposal to a client of Hogan Lovells to work on daily corporate and FX matters.
MUNIZ	ALLENDE & BREA	2024-2025	ALLENDE & BREA sent a proposal to a client of Muñiz for drafting a memo.
GOODSILL	CITY YUWA	2026	Draft License Agreement for Hawaiian company
Hogan Lovells	CAREY	2026	Assistance on an international project regarding assurance requirements for clinical trials.
Hogan Lovells	CAREY	2026	Legal due diligence for the acquisition of 100% of the shares of World Freight Company
Hogan Lovells	CAREY	2026	Assistance on distribution agreement for an electronic device (Amazon Ring)
SANTAMARINA	CAREY	2026	Assistance on a collective bargaining process with the Minera Spence Supervisors Union.
CAREY	SANTAMARINA	2026	Assistance on the relocation of a Chilean manager to Mexico.
Brigard Urrutia	SANTAMARINA	2026	H&M for general legal advice.
ALLENDE & BREA	CAREY	2025	Description: Assistance on corporate restructuring matters. Origin: Referral from Carlos María Melhem (Buenos Aires, Argentina) to Pablo Iacobelli / Diego Peralta

Referring Firm	Refereed Firm	Referral Date	Referral Details
ALLENDE & BREA	CAREY	2025	Assistance on a potential M&A in Chile.
Brigard Urrutia	CAREY	2025	Description: Assistance on public procurement matters. Origin: Referral from Carlos Umaña (Bogotá, Colombia), to Pablo Iacobelli
Brigard Urrutia	CAREY	2025	Description: Assistance on a litigation matter. Origin: Referral from Tomás Holguín / Álvaro Cala (Bogota, Colombia) to Pablo Iacobelli / Jaime Carey / Francisco Guzmán
CAREY	SYCIP	2025	Enquiry on IP matters
CAREY	ALLENDE & BREA	2025	Assistance on corporate matters in Argentina
CITY YUWA	DENTONS RODYK	2025	Copyright matters
CITY YUWA	DENTONS RODYK	2025	We requested assistance in handling an inquiry from a Japanese client regarding whether their exports to various countries may constitute violations of country-of-origin labeling regulations.
CITY YUWA	ARIFA	2025	We requested assistance in handling an inquiry from a Japanese client regarding whether their exports to various countries may constitute violations of country-of-origin labeling regulations.
DENTON S RODYK	CITY YUWA	2025	a request for a quotation.
DENTON S RODYK	CITY YUWA	2025	Dentons Europe - an inquiry from Bp regarding a fee estimate for visa applications for its employees being seconded to various countries.
DENTON S RODYK	CITY YUWA	2025	introduced a leading Japanese consumer goods manufacturer in connection with a potential M&A transaction by a client of Dentons Rodyk.
DWT	DENTONS RODYK	2025	client Apple Inc
DWT	DENTONS RODYK	2025	client Microsoft
GIDE	CAREY	2025	Description: Assistance on cybersecurity matters. Origin: Referral from Thierry Dor (Paris, France) to José Ignacio Mercado / Valentina Muñoz / Francisca Castillo
GOODSILL	CITY YUWA	2025	Incorporate an LLC in Japan for a Hawaiian investor
HANKUN	Kochhar	2025	client with the process of changing a company's director in India

Referring Firm	Refereed Firm	Referral Date	Referral Details
Hogan Lovells	CAREY	2025	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 Ríos / José Ignacio Mercado
Hogan Lovells	CAREY	2025	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	Description: Assistance on M&A matters. Origin: Referral from Juan Francisco Torres-Landa (Mexico City, Mexico) to Marcos Ríos
Hogan Lovells	CAREY	2025	Description: Assistance on corporate matters. Origin: Referral from Juan Francisco Torres Landa (Mexico City, Mexico) to Guillermo Acuña.
Hogan Lovells	CAREY	2025	Description: Assistance on insurance matters Origin: Outbound referral to Nick Atkins (London, UK, through Miguel Zaldivar from Mexico office) from Matías Vergara / Marcos Ríos
Hogan Lovells	CAREY	2025	Description: Assistance on corporate matters. Origin: Outbound referral to Miguel Zaldivar (Washington, USA) from Francisco Guzmán / Andrés Latorre / Marcos Ríos
Hogan Lovells	CAREY	2025	Description: Assistance on the preparation of a legal report. Origin: Outbound referral to Christoph Kueppers through Nick Atkins (Düsseldorf, Germany) from Matías Vergara / Marcos Ríos.
Hogan Lovells	Kochhar	2025	Project Jupiter
Hogan Lovells	Kochhar	2025	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	LEE & LI	2025	Credit Agricole to obtain fee proposals including Taiwan for structured deposits
Hogan Lovells	SYCIP	2025	Advice on recording of interviews
Hogan Lovells	Kochhar	2025	GE Aerospace Geolocation Tracking – India
Hogan Lovells	Kochhar	2025	Review of Nissan TIA (USD 4K)

Referring Firm	Refereed Firm	Referral Date	Referral Details
Hogan Lovells	Kochhar	2025	Discord Telecom and Privacy Advice
Hogan Lovells	Kochhar	2025	[India] Advice on methods of age gating and obtaining parental consent
Hogan Lovells	Kochhar	2025	Incorporation of Rigetti Computing India Private Limited
Hogan Lovells	Kochhar	2025	Tencent's VCLM service
Hogan Lovells	Kochhar	2025	Legal opinion - BestBuy
Hogan Lovells	Kochhar	2025	Project Talon - Due diligence (India)
Hogan Lovells	Kochhar	2025	Telecom advice for Movius
Hogan Lovells	Kochhar	2025	Georgetown – Data Protection Law
Hogan Lovells	Kochhar	2025	Assistance with data protection agreement
Hogan Lovells	Kochhar	2025	DPDPA advice for Akros Pharma
Hogan Lovells	Kochhar	2025	Advice on grant of RSUs - Delta Parent Holdings, Inc.
Hogan Lovells	Kochhar	2025	Meta-Project Aria-import into India
Hogan Lovells	Kochhar	2025	CMA CGM AI advice
Hogan Lovells	Kochhar	2025	Privacy Notice Review – Elastic
Hogan Lovells	Kochhar	2025	Luxtotta-Supernova-New Legislation
Hogan Lovells	Kochhar	2025	Meta - Digital Accessibility Assessment - India
Hogan Lovells	Kochhar	2025	Labcorp-India RSU reporting

Referring Firm	Refereed Firm	Referral Date	Referral Details
Hogan Lovells	Kochhar	2025	Luxtotta - Supernova - Review of device/ packaging/ inbox materials - INDIA (confidential)
Hogan Lovells	Kochhar	2025	Project Jupiter - Advising BWX Technologies, Inc. in respect of its proposed acquisition of Kinectrics Inc.
Hogan Lovells	Kochhar	2025	Open AI cybersecurity advice
Hogan Lovells	Kochhar	2025	EyePoint - CTA - India
Kochhar	Hogan Lovells	2025	litigation support for their client Multitude Growth Fund Limited
NAUTA DUTILH	GIDE	2025	Issuance of an English law enforceability opinion on the front swap documentation for a securitisation transaction.
RBS	Hogan Lovells	2025	California real estate pitch
RBS	Kochhar	2025	India - Opposition by Info Edge (India) Limited (Opp. 1368719) –TO- Appl. 6202526 in IC 03 for the TM: PERSON IN CIRCLE DESIGN
SANTAMA RINA	CAREY	2025	Description: Assistance on corporate matters. Origin: Referral from Aaron Levet (Nuevo Leon, Mexico, who recommended Carey to César Cruz) to Oscar Aitken
CAREY	ARIAS	2025	Assistance on trust and real estate matters.
CAREY	ARIAS	2025	Assistance on matters in Nicaragua.
CAREY	ARIAS	2025	Assistance on matters in Honduras
ARIFA	CAREY	2025	Assistance on a revolving credit facility to Grupo ISA, a Panamanian company.
CAREY	Brigard Urrutia	2025	Assistance on tax matters in Colombia.
CAREY	Brigard Urrutia	2025	Answer a questionnaire on various tax matters regarding a project of digital infrastructure services to be implemented in Chile, Perú, Colombia and Mexico.
CAREY	Brigard Urrutia	2025	Assistance on tax matters in Colombia.
CAREY	Brigard Urrutia	2025	Assistance on corporate matters.
Brigard Urrutia	CAREY	2025	Assistance on a due diligence of its Chilean subsidiary, in the context of a potential sale.
Brigard Urrutia	CAREY	2025	Assistance on the purchase of Zelestra assets.
Brigard Urrutia	CAREY	2025	Assistance on antitrust matters

Referring Firm	Refereed Firm	Referral Date	Referral Details
CITY YUWA	CAREY	2025	Assistance on labor matters
DWT	CAREY	2025	Answer a regulatory questionnaire regarding the provision of infrastructure services to Kuiper.
MUNIZ	CAREY	2025	Prepare a report on the compliance with Chilean health and safety standards by an exporting company, in the context of a confidential international arbitration case
MUNIZ	CAREY	2025	Assistance on regulatory matters in Chile.
GIDE	CAREY	2025	Assistance on a regulatory, labor and tax analysis of shareoptions incentives granted in Chile.
GIDE	CAREY	2025	Assistance on a regulatory, labor and tax analysis of shareoptions incentives granted in Chile
GIDE	CAREY	2025	Review an incentive plan from a regulatory, tax, market exchange, data protection and labor perspective.
GIDE	CAREY	2025	Prepare a conceptual report on the general regulatory framework applicable to the exploitation of trona in Chile
CAREY	HAN KUN	2025	Assistance as a general local counsel in Shanghai
CAREY	HAN KUN	2025	Undisclosed
CAREY	Hogan Lovells	2025	CONFIDENTIAL: Assistance on US economic sanctions legislation (OFAC).
CAREY	Hogan Lovells	2025	Assistance on the analysis of a potential claim under a BBB policy suffered by its Peruvian entity, where the counterpart is Zurich.
Hogan Lovells	CAREY	2025	Review of a regulatory framework on software, in relation to medical devices.
Hogan Lovells	CAREY	2025	Assistance on a joint proposal regarding the Atacama Solar power project.
Hogan Lovells	CAREY	2025	CONFIDENTIAL: Assistance on aviation aspects in relation to a merger
Hogan Lovells	CAREY	2025	Prepare a risk analysis on market research and interviewing healthcare professionals in Chile.
Hogan Lovells	CAREY	2025	Assistance on the Chilean aspects of a financing to be granted to Compañía Agrícola de la Sierra Sucursal Colombia (CAS).
Hogan Lovells	CAREY	2025	Assistance on corporate governance of Chilean subsidiaries.
Hogan Lovells	CAREY	2025	Review of a contract, in the context of a due diligence process for the acquisition of AVA Global Logistics.
Hogan Lovells	CAREY	2025	Assistance on a requirement of information from the FNE, in the context of a digital services investigation.
Hogan Lovells	CAREY	2025	Answer a questionnaire regarding return to in-person work policies according to Chilean regulations.

Referring Firm	Refereed Firm	Referral Date	Referral Details
Hogan Lovells	CAREY	2025	CONFIDENTIAL: Assistance on the creation of a joint venture for a sustainable agribusiness project
Hogan Lovells	CAREY	2025	Assistance on a questionnaire about Chilean regulation.
Hogan Lovells	CAREY	2025	Assistance on a financing to be granted to entities of the Enel Group, including Chile, guaranteed by the Export and Investment Fund of Denmark.
SANTAMA RINA	CAREY	2025	Assistance on an infringement and unfair competition action against Distribuidora Walter Lund SpA.
SANTAMA RINA	CAREY	2025	Assistance various matters in Chile.
		2025	Assistance on legalizing documents issued in Chile for relocation to Dubai.
CAREY	SANTAMAR INA	2025	Assistance on the preparation of a distribution contract.
CAREY	SANTAMAR INA	2025	CONFIDENTIAL
DWT	Clayton Utz	2025	a cross-border transaction
Hogan Lovells	RBS	2025	Canadian real estate transaction
CAREY	Kochhar	2025	arbitration matter
Hogan Lovells	Clayton Utz	2025	Australian advice for the New York Times
Hogan Lovells	Clayton Utz	2025	the Australian subsidiary of a German listed company on an amicable separation of one of their managing directors in Australia

Further Referral Updates from Brigard Urrutia

Inbound Referrals

During the period from April 2025 to April 2026, the firm reported receiving 13 matters from seven member firms, including ARIFA, Carey, Davis Wright Tremaine, Hogan Lovells, and Santamarina.

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.



Bogotá D.C.

Address: Calle 70 Bis # 4 - 41

Phone: +57-60-1-7442200

Cali

Address: Calle 6 norte # 1 - 42

Phone: +57-60-2-4897394

Barranquilla

Address: Carrera 49 # 70 - 147