PRAC

PACIFIC RIM ADVISORY COUNCIL

PRAC Singapore Conference: Business Pack

24-27 Oct 2026
Hosted by

DENTONS RODYK

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One-on-One Business Meeting Schedule

Firm	Monday / 3:30pm	Monday /3:45pm	Tuesday / 3:15pm	Tuesday /3:30pm
Dentons Rodyk	SyCip Table 1 Santamarina Table 9	City-Yuwa Table 1	Carey Table 1	Brigard Urrutia Table 1
Allende & Brea	Clayton Utz Table 2	Estudio Muñiz Table 3	City-Yuwa Table 2	Gide Table 2
ARIFA	DWT Table 8	RBS Table 9		
Brigard Urrutia	Estudio Muñiz Table 5	Lee and Li (1) Table 4	Han Kun (1) Table 6	Dentons Rodyk Table 1
Carey		Clayton Utz Table 7	Dentons Rodyk Table 1	Han Kun Table 3 HLC Table 3 at 4pm
Clayton Utz	Allende & Brea Table 2	Carey Table 7	HLC (2) Table 5	Lee and Li (1) Table 5
City-Yuwa	Gide Table 4	Dentons Rodyk Table 1	Allende & Brea Table 2	Goodsill Table 6
DWT	ARIFA Table 8		Han Kun (2) Table 3	
Estudio Muñiz	Brigard Urrutia Table 5	Allende & Brea Table 3		HLC Table 4
Goodsill				City-Yuwa Table 6
Gide	City-Yuwa Table 4	Han Kun Table 2	Lee and Li (2) Table 4	Allende & Brea Table 2
Han Kun	RBS Table 3 Mulla & Mulla Table 7	Gide Table 2	Brigard Urrutia Table 6 DWT Table 3	Carey Table 3 Santamarina Table 7
Hogan Lovells Cadwalader (HLC)	Lee and Li Table 6	Mulla & Mulla Table 5	Clayton Utz Table 5	Estudio Muñiz Table 4 Carey Table 3 at 4pm
Kochhar		SyCip Table 6		RBS (2) Table 9
Lee and Li	HLC (2) Table 6	Brigard Urrutia Table 4 NautaDutilh Table 8	Gide Table 4 SyCip Table 7	Clayton Utz Table 5
Mulla & Mulla	Han Kun (2) Table 7	HLC Table 5	RBS Table 9	
NautaDutilh		Lee and Li (2) Table 8		
RBS	Han Kun (1) Table 3	ARIFA Table 9	Mulla & Mulla Table 9	SyCip Table 8 Kochhar Table 9
Santamarina	Dentons Rodyk (1) Table 9			Han Kun (2) Table 7
SyCip	Dentons Rodyk (2) Table 1	Kochhar Table 6	Lee and Li (1) Table 7	RBS (1) Table 8

Note: (1) and (2) distinguish delegates from the same firm attending simultaneous meetings.

DENTONS RODYK & DAVIDSON LLP (HOST FIRM)

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Singapore

WEBSITE

https://dentons.rodyk.com/

FIRM AT A GLANCE

Dentons Rodyk is a global law firm in Singapore, with approximately 200 lawyers providing a full suite of legal services to multinational corporations, financial institutions, government-linked entities, family businesses, startups and high-net-worth individuals. With a heritage spanning more than 165 years, the firm is consistently recognised by leading legal directories for its market-leading capabilities and client service. As part of Dentons, the world's largest global law firm, Dentons Rodyk offers seamless access to more than 170 locations across over 85 countries. Through Dentons ASEAN, the first global pan-ASEAN law firm, and Dentons' wider network, the firm delivers integrated cross-border advice, combining deep local knowledge with global reach to support clients on complex, multi-jurisdictional matters throughout ASEAN and beyond.

PRAC PRIMARY CONTACTS

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DELEGATE PROFILE



Edric Pan

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BIOGRAPHY

Edric Pan is the Deputy Managing Partner of Dentons Rodyk and a Senior Partner in the firm's Litigation and Dispute Resolution and Arbitration practices. He also heads the Aviation practice and co-heads the Employment and Insurance practices. With nearly 30 years of experience, Edric represents clients in complex commercial disputes, professional negligence claims, insurance coverage matters, employment disputes, aviation claims, and other high-stakes litigation. A recognised insurance specialist, he regularly advises insurers and professionals on claims and liability issues. Edric is also a leading employment litigator, frequently acting in disputes involving restrictive covenants and injunctive relief. He has appeared in numerous significant matters, including before Singapore's Court of Appeal.

CONNECT WITH ME ABOUT

- Insurance disputes & coverage
- Employment litigation & investigations
- Cross-border commercial disputes

DELEGATE PROFILE



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BIOGRAPHY

Loh Kia Meng is a Senior Partner and Chief Operating Officer of Dentons Rodyk, with over 20 years of experience advising business families, family offices, high-net-worth individuals and private clients on wealth preservation, succession, family governance and cross-border wealth strategies. He co-heads the firm's Private Wealth; Trust, Estates and Wealth Preservation; Government Investigations and White-Collar Crime; and Regional Practice groups. His practice spans private wealth planning, family office structures, trust and estate disputes, investigations, asset protection and regulatory matters. STEP-accredited, Kia Meng is recognised for his integrated approach to helping clients navigate succession, governance, disputes and reputational risks while safeguarding wealth across generations.

CONNECT WITH ME ABOUT

- Family offices & succession
- Private wealth disputes
- Cross-border wealth planning

DELEGATE PROFILE



Hsu Li Chuan

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BIOGRAPHY

Hsu Li Chuan is a Senior Partner in Dentons Rodyk's Corporate practice and Co-Head of the Fintech/Blockchain and Regional practice groups. He is also the firm's Singapore-China relationship partner. His practice focuses on corporate finance, mergers and acquisitions, capital markets, and blockchain and digital asset transactions. Effectively bilingual in English and Chinese, Li Chuan regularly advises companies, investors, private equity funds, sovereign wealth funds, and technology businesses on cross-border transactions, fundraisings, and strategic investments across Asia-Pacific, Oceania and Europe. Recognised by *The Legal 500* and *IFLR1000*, he is noted for his commercial acumen, responsiveness, and practical approach to complex transactions.

CONNECT WITH ME ABOUT

- Cross-border M&A
- Fintech & digital assets
- China-ASEAN investments

DELEGATE PROFILE



Koh Kia Jeng

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BIOGRAPHY

Koh Kia Jeng is a Senior Partner in Dentons Rodyk's Litigation & Dispute Resolution Department and Co-Head of the Construction and Restructuring, Insolvency & Bankruptcy (RIB) practice groups. He advises and represents clients in complex construction, commercial and insolvency-related disputes, including adjudications, arbitrations and court proceedings. His experience spans major infrastructure and development projects, cross-border insolvency matters, fraud and cryptocurrency disputes, shareholder conflicts, and injunctive relief applications. Known for his integrated construction and restructuring expertise, Kia Jeng regularly assists stakeholders in navigating financial distress and project-related disputes. He is a Fellow of the Chartered Institute of Arbitrators and accepts tribunal appointments.

CONNECT WITH ME ABOUT

- Construction disputes
- Restructuring & insolvency
- Crypto disputes & asset recovery

DELEGATE PROFILE



Lawrence Teh

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BIOGRAPHY

Lawrence Teh is the Global Co-Head of Dentons' International Arbitration practice and a Senior Partner at Dentons Rodyk, where he co-heads the Litigation & Dispute Resolution, International Arbitration, and Shipping practices. He advises and represents clients in complex cross-border disputes involving international trade, commodities, maritime and aviation matters, banking and finance, construction, joint ventures, and investments. A highly regarded advocate and arbitrator, Lawrence regularly appears before Singapore courts and international tribunals and accepts appointments under leading arbitral institutions, including the ICC, SIAC, LCIA and HKIAC. He is consistently recognised by leading legal directories for his arbitration and disputes expertise.

CONNECT WITH ME ABOUT

- International arbitration
- Maritime & trade disputes
- Cross-border dispute collaboration

DELEGATE PROFILE



S Sivanesan

Senior Partner

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BIOGRAPHY

S Sivanesan is a Senior Partner in Dentons Rodyk's Corporate practice group, with a distinguished practice spanning mergers and acquisitions, venture capital, private equity, investment funds, corporate restructurings and general corporate advisory work. He advises fund managers, investors, founders and companies on cross-border transactions and investments across Asia, Europe, Australia and the United States. Widely recognised for his expertise in M&A, corporate governance and venture capital, Sivanesan has held prominent leadership roles, including as former Chairman of the Pacific Rim Advisory Council. He is consistently ranked by leading legal directories and is recognised as one of Singapore's foremost corporate and cross-border transactions lawyers.

CONNECT WITH ME ABOUT

- M&A, private equity, & venture capital
- Corporate governance and restructuring
- Cross-border investments

DELEGATE PROFILE



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BIOGRAPHY

Ho Jean Nie is a Partner in Dentons Rodyk's Corporate practice and Head of the Environment, Sustainability and Governance (ESG) practice. She advises clients on mergers and acquisitions, corporate restructurings, venture capital and private equity transactions, employment matters, ESG compliance and sustainability initiatives. With a multidisciplinary practice spanning corporate, employment and sustainability matters, Jean Nie provides practical, commercially focused advice to businesses on strategic transactions, governance frameworks and evolving regulatory requirements.

CONNECT WITH ME ABOUT

- ESG & sustainability
- Corporate governance
- ESG in transactions

DELEGATE PROFILE



Mohamad Rizuan Bin Pathie

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BIOGRAPHY

Rizuan Pathie is a Partner in Dentons Rodyk's Corporate practice group, Co-Head of the Competition & Antitrust and Islamic Finance practices, and the firm's Singapore-Brunei Relationship Partner. He advises clients on a broad range of corporate and commercial matters, including mergers and acquisitions, employment issues and general corporate advisory work. His practice also encompasses competition and antitrust law, where he advises on cartel investigations, merger clearances and regulatory compliance matters. A Chartered Islamic Finance Professional (CIFP), Rizuan has experience advising on Islamic finance transactions and cross-border commercial matters, delivering practical and commercially focused legal solutions.

CONNECT WITH ME ABOUT

- Competition & antitrust
- Islamic finance
- Singapore-Brunei opportunities

DELEGATE PROFILE



Joel Lim

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BIOGRAPHY

Joel Lim is a Partner in Dentons Rodyk's Corporate practice. He advises on a broad range of corporate and transactional matters, with a focus on mergers and acquisitions, private equity investments, joint ventures, corporate governance and regulatory compliance. Joel has extensive experience acting for vendors, acquirors and financiers in domestic and cross-border transactions across industries including financial services, insurance, real estate, manufacturing and technology. He also regularly advises clients on regulatory matters, including fintech, payments, licensing, KYC and AML/CFT requirements, and corporate governance frameworks, helping businesses navigate complex regulatory environments while supporting growth and strategic objectives.

CONNECT WITH ME ABOUT

- Fintech & payments
- Regulatory compliance
- M&A in regulated sectors

DELEGATE PROFILE



Elizabeth Winy

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BIOGRAPHY

Elizabeth Winy is a Senior Associate in Dentons Rodyk's Corporate practice. Her main areas of practice include mergers and acquisitions, private equity and venture capital investments, corporate restructurings, joint ventures, and general corporate and commercial matters. She advises clients across a broad range of industries, including technology, fintech, healthcare, media, manufacturing and consumer businesses, on domestic and cross-border transactions, regulatory matters and strategic business initiatives. Elizabeth is known for delivering practical, commercially focused advice tailored to clients' business objectives.

CONNECT WITH ME ABOUT

- Venture capital transactions
- Cross-border M&A
- Corporate restructurings

ALLENDE & BREA

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Argentina

WEBSITE

www.allende.com

FIRM AT A GLANCE

Allende & Brea is one of Argentina's leading law firms. Founded in 1957, it enjoys a well-established reputation for providing services of excellence. We are a full-service law firm primarily focused on transactional work, advising large, medium-sized and small companies on an ongoing basis or acting as specialized counsel in a wide range of commercial transactions carried out in Argentina and abroad.
Allende & Brea has been consistently recognized by the leading international publications in the legal market. At the same time, our long-standing track record coexists with a permanent commitment to innovation and staying current. Allende & Brea combines seven decades of accumulated experience in the Argentine legal market with a contemporary work culture supported by state-of-the-art technology tools.

PRAC PRIMARY CONTACTS

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Santiago Sturla

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BIOGRAPHY

Mr. Sturla is a partner since 2005 and a member of Allende & Brea's Executive Committee. 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. He has been cited as a leading practitioner in Corporate and Mergers & Acquisitions law. 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.

Practice Areas: Mergers & Acquisitions, Corporate, Project Finance & Infraestructure, insurance & Reinsurance, Distribution, Licensing & Franchising.

CONNECT WITH ME ABOUT

- Cross-border M&A and foreign investment, Insurance and Reinsurance related matters
- Corporate governance and shareholder disputes
- Project finance, infrastructure and restructuring

ARIFA

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Panama

WEBSITE

www.arifa.com

FIRM AT A GLANCE

ARIFA has been at the forefront of Panama's legal profession for over 110 years, advising leading international financial institutions, multinational corporations, and major domestic companies on their most significant and complex matters. With 32 areas of law, ARIFA provides a comprehensive range of legal services, with particular strength in corporate and financial transactions, regulatory and government affairs, dispute resolution, tax, real estate, employment, intellectual property, environmental law, and private wealth planning. The firm also has a strong corporate services and private wealth practice, supported by affiliated and fully integrated trust and corporate services offices in London, Hong Kong, the British Virgin Islands, Uruguay, and Belize. ARIFA combines deep knowledge of Panama's legal and business environment with an international perspective. Its lawyers bring experience from leading U.S. and European law schools and international law firms, including prestigious New York firms, enabling ARIFA to bridge different legal and business cultures and deliver practical, sophisticated advice to clients operating across jurisdictions.

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BIOGRAPHY

Federico Alfaro is a Partner and member of the Executive Committee at ARIFA. His practice focuses on corporate and wealth-planning services in Panama, the British Virgin Islands, and Belize, advising high-net-worth clients on tax-efficient structures and sophisticated estate-planning vehicles for the preservation, transfer, and management of wealth. Federico also oversees ARIFA's network of liaison and affiliated offices overseas, supporting the firm's ability to serve high-net-worth clients across jurisdictions. Prior to returning to private practice, he served as Panama's Minister of Commerce and Industries (2022–2023) and Deputy Minister of Foreign Affairs (2019–2020).

CONNECT WITH ME ABOUT

- Cross-border data infrastructure and tech investment in Panama — the growing interest from U.S. tech and cloud providers in establishing data center operations in the region, and the legal/regulatory framework supporting that growth.

ARIAS

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua

WEBSITE

www.ariaslaw.com

FIRM AT A GLANCE

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

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Brigard Urrutia

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Colombia

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FIRM AT A GLANCE

Founded in 1934, Brigard Urrutia is widely recognized as the leading law firm in Colombia and as one of the most prestigious in Latin America.

We are a full service firm: we cover all relevant areas of Business Law, including compliance and white collar crime.

We are organized into practice teams composed by professionals focused on their particular areas of expertise.

We provide legal advice and assistance to a global portfolio of clients, including domestic and international companies, financial institutions, multilateral organizations, and foreign governments.

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04 **César Rodríguez**
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05 **Juan Pablo Cadena**
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DELEGATE PROFILE



Jiselle Ong

Asia Desk Consultant

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BIOGRAPHY

Jiselle is the Asia Desk Consultant of the firm, where she leads initiatives to strengthen relationships with clients from China, Singapore, and the broader APAC region, and supports cross-border matters.

She practices in the area of corporate law, with a focus on cross-border investments, mergers and acquisitions, capital markets, and related transactional matters. She has experience advising U.S. and European energy infrastructure companies on government project disputes and has assisted a wide range of international clients with negotiations, proposals, contractual arrangements, and cross-border business opportunities.

Jiselle holds an LL.B. from National Taiwan University and an LL.M. from Columbia Law School. She was admitted to the Taiwan Bar in 2021 and to the New York Bar in 2025.

She is fluent in Mandarin and conversant in Basic Spanish.

CONNECT WITH ME ABOUT

- Asia–Latin America market entry
- Doing business and investment opportunities in Colombia
- Opportunities for joint client development and referrals

CAREY

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Chile

WEBSITE

www.carey.cl

FIRM AT A GLANCE

Carey is Chile's largest law firm, with more than 280 legal professionals providing comprehensive legal advice across all areas of practice and industries. The firm is recognized for its role in many of Chile's most significant transactions, disputes and regulatory matters, delivering strategic, commercially focused and multidisciplinary advice tailored to clients' needs. With over 120 years of history, Carey combines technical excellence, deep local market knowledge and a global perspective, advising multinational corporations, governments, multilateral organizations and leading Chilean companies. Its lawyers are trained at top universities in Chile and abroad, with many holding international experience. Through its offices in Chile and Miami, its China Desk and a global network of leading law firms, Carey supports clients in complex cross-border matters worldwide.

PRAC PRIMARY CONTACTS

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DELEGATE PROFILE



Francisco Ugarte

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BIOGRAPHY

Partner of Carey and co-head of the firm's Corporate / Mergers and Acquisitions / Capital Markets / Banking and 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.

Francisco has participated in landmark transactions across the data center, infrastructure, energy, mining, real estate, financial and conservation sectors, including high-value M&A, cross-border acquisitions, restructurings, investment funds, strategic infrastructure projects and natural resource investments worth several billion dollars.

CONNECT WITH ME ABOUT

- Cross-border M&A and investment opportunities in Chile, with particular interest in mining, forestry, renewable energy and digital infrastructure. Regional M&A and multi-jurisdictional transactions across Latin America.

CITY-YUWA PARTNERS

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Japan

WEBSITE

www.city-yuwa.com

FIRM AT A GLANCE

City-Yuwa Partners is one of Japan's preeminent law firms, formed in 2003 through the merger of Yuwa Partners and the Law Department of Tokyo City Law & Tax Partners, and further strengthened in 2005. With over 216 professionals including 90 partners, the firm offers a full range of legal services from its Tokyo offices in the Marunouchi business district. City-Yuwa is particularly recognized for its expertise in banking and finance, M&A, real estate, cross-border transactions, intellectual property, and litigation. As the sole Japanese member of PRAC, the firm maintains strong global networks enabling seamless cross-border collaboration for its diverse international and domestic client base.

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DELEGATE PROFILE



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BIOGRAPHY

Daigo Nomura is a Partner at City-Yuwa Partners with extensive experience in real estate, cross-border transactions including foreign direct investments, and structured finance. Admitted to the Japan bar in 2006, he holds an LL.M. from UC Berkeley School of Law and has worked at Rajah & Tann Singapore LLP, MUFG Bank, and Nippon Export and Investment Insurance. Currently, driven by strong international demand for Japanese real estate, he focuses on real estate transactions across diverse asset classes, including hospitality, residential, logistics warehouses, office buildings, and data centers.

CONNECT WITH ME ABOUT

- Cross-border transactions in Asia-Pacific
- Japanese inbound investment in real estate sectors
- Co-counsel opportunities in real estate transactions and financing projects

CLAYTON UTZ

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Australia

WEBSITE

www.claytonutz.com

FIRM AT A GLANCE

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

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

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

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

PRAC PRIMARY CONTACTS

01

Rory Moriarty

Head of Corporate M&A and Co-Head of International

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DELEGATE PROFILE



Rory Moriarty

Head of Corporate M&A and Co-Head of International

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BIOGRAPHY

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

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

He is referred to by Chambers and Partners as "a public M&A guru with a great level of commerciality and a go-to lawyer on complex M&A questions". Rory has been appointed to the Australian Government as a member of the Takeover Panel since 2018, which oversees the conduct of M&A in Australia.

CONNECT WITH ME ABOUT

- Inbound investment opportunities across all industry sectors
- Australian foreign investment framework and FIRB
- Co-counsel or cross-border opportunities

DAVIS WRIGHT TREMAINE LLP

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Seattle

WEBSITE

dwt.com

FIRM AT A GLANCE

Davis Wright Tremaine LLP is a leading U.S. business and litigation law firm with more than 600 attorneys across nine offices coast to coast—Anchorage, Bellevue, Culver City, Los Angeles, New York, Portland, San Francisco, Seattle, and Washington, D.C. Founded in Seattle in 1944, the firm advises innovative companies, industry leaders, and institutions on their most consequential transactions, regulatory matters, and disputes.

DWT's depth lies in highly regulated industries—technology, media and entertainment, communications, financial services, healthcare, energy, and food and beverage—where the firm combines sector knowledge with practical, business-oriented counsel. Its middle-market M&A practice serves clients buying, selling, and investing in U.S. businesses, while its regulatory and dispute resolution teams guide those same clients through the agency scrutiny and litigation risk that accompany operating in these sectors.

As PRAC's Seattle-based United States member firm, DWT works alongside international counsel on complex, multijurisdictional matters, drawing on long-standing PRAC relationships to align U.S. advice with a client's broader commercial objectives. Member firms should consider DWT for clients entering or expanding in the United States, pursuing U.S. acquisitions or investments, confronting federal or state regulatory exposure, or defending significant litigation. DWT assembles multidisciplinary teams that address transactional, regulatory, and contentious issues together rather than in isolation.

For firms seeking trusted U.S. counsel, DWT offers the scale, industry fluency, and cross-border experience to protect a client's interests in the American market and deliver solutions that work commercially as well as legally.

PRAC PRIMARY CONTACTS

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DELEGATE PROFILE



Zach Bench

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BIOGRAPHY

Zach Bench is a partner in Davis Wright Tremaine's Business and Tax practice and an active member of the Firm's Private Equity group. He counsels public and private companies, private equity firms, and investors on complex mergers and acquisitions, restructurings, recapitalizations, and joint ventures, along with securities law and corporate governance matters.

Zach's experience spans both traditional and emerging industries, including financial services and the space sector. He also represents investors and issuers in early- and late-stage preferred stock and convertible note financings.

His recent work includes multiple acquisitions and strategic investments for portfolio companies of leading private equity sponsors.

CONNECT WITH ME ABOUT

- Private equity deal activity and sponsor appetite in your market
- Acquisitions and strategic investments involving sponsor-backed portfolio companies
- Transactions in the financial services industry
- Negotiating preferred stock and convertible note financings from either side of the table
- Restructurings, recapitalizations, and joint ventures
- Securities law and corporate governance questions facing private and public companies

ESTUDIO MUÑIZ

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Peru

WEBSITE

www.munizlaw.com

FIRM AT A GLANCE

Founded in 1981, Estudio Muñiz is one of Peru's leading full-service law firms. Its nationwide platform combines highly specialized teams across the principal areas of business law with deep knowledge of the industries in which its clients operate. The firm advises domestic and international companies, financial institutions, investors and public-sector counterparties on complex transactions, regulatory matters, disputes and day-to-day operations. Its cross-border practice is supported by long-standing relationships with international firms and active participation in PRAC and Interlaw. Muñiz is distinguished by the breadth of its practices, its ability to assemble multidisciplinary teams and a practical approach that integrates legal advice with each client's commercial objectives.

PRAC PRIMARY CONTACTS

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DELEGATE PROFILE



Jorge Otoya Cabrera

Principal Partner

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BIOGRAPHY

Jorge Otoya is a Principal Partner at Estudio Muñiz and a member of the firm's tax practice. He advises financial and non-financial companies on complex tax matters, M&A, financing transactions and cross-border investments, and represents clients in tax audits, administrative appeals and judicial proceedings. His experience includes advising international investors and multinational groups on acquisitions, reorganizations, project finance and major disputes involving the Peruvian tax authorities. He works regularly with overseas counsel and business teams on transactions and investments in Peru, combining technical tax analysis with a practical understanding of commercial objectives.

CONNECT WITH ME ABOUT

- Tax structuring for inbound investment, M&A and corporate reorganizations in Peru
- Cross-border project finance, energy and infrastructure transactions
- Co-counsel opportunities for tax disputes and regional mandates involving Peru

GIDE LOYRETTE NOUEL

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Paris, France

WEBSITE

https://www.gide.com/

FIRM AT A GLANCE

Founded in Paris in 1920, Gide is a leading law firm, both in France and internationally, in all areas of business law for Litigation, Transactions, and Regulation.

We are a full-service international firm with extensive expertise in all areas of business law. Our pioneering spirit has led us to develop an international presence wherever our clients need our skills. We have been trailblazers in a number of countries and today we have 10 offices covering Americas, Africa, Asia, Europe and Middle East.

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

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

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

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DELEGATE PROFILE



Thomas URLACHER

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BIOGRAPHY

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

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

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

CONNECT WITH ME ABOUT

- Market trends in Europe/France : a more balanced (pro-buyer/pro-seller) market ?
- FSR/FDI are becoming major deal drivers.
- Cross-border deal opportunities in Europe, e.g. defence and strategic technologies, industry and reindustrialisation, energy and energy transition

G O O D S I L L ANDERSON QUINN & STIFEL

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Honolulu

WEBSITE

www.goodsill.com

FIRM AT A GLANCE

Goodsill Anderson Quinn & Stifel LLLP has served clients locally and globally for more than a century. From its origin in 1878 as a one-person law office, the firm is one of the largest in Hawaii, providing a wide range of legal services to a broad spectrum of clients. With over 50 attorneys located in downtown Honolulu, Goodsill offers legal services to individuals and businesses in several areas of law, including business and securities transactions, banking and finance, real estate, tax, trusts and estates, public utilities, immigration, international transactions and civil litigation. Our attorneys have experience in mergers and acquisitions, environmental law matters, antitrust compliance, aviation law, international trade, labor and employment, media, technology, entity formation and venture financing and health law. Goodsill and its attorneys regularly receive professional awards and recognition from national and international organizations.

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DELEGATE PROFILE



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BIOGRAPHY

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

Lisa devotes her time to volunteering for causes like urban forestry and judicial independence. Currently, she is an officer and director of Smart Trees Pacific, supporting their urban forestry projects, and she serves both as the Hawai‘i Delegate to the American Bar Association and on the board of the American Judicature Society, an independent, nonpartisan, membership organization, working nationally to protect the integrity of the American justice system. Her devotion to trees also branches into familial territories, as Lisa enjoys researching her family’s genealogy.

CONNECT WITH ME ABOUT

- Cross-border collaboration and co-counsel opportunities

HAN KUN LAW OFFICES

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Beijing, Shanghai, Shenzhen

WEBSITE

https://www.hankunlaw.com

FIRM AT A GLANCE

Han Kun is a leading Chinese law firm serving clients worldwide. Founded in Beijing in 2004, Han Kun currently has nearly 200 partners and over 1000 professionals across 6 offices in the Chinese mainland (Beijing, Shanghai, Shenzhen, Hangzhou, Wuhan, Haikou) and 5 offices outside the Chinese mainland (Hong Kong SAR, Singapore, New York, Silicon Valley and London).

Han Kun focuses on complex domestic and cross-border business transactions, banking and finance, compliance, intellectual property, and dispute resolution. The firm has been consistently recognized by leading international legal publications as a top-tier China law firm in the Asia-Pacific region.

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DELEGATE PROFILE



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BIOGRAPHY

Mr. Aaron Zhou's practice focuses on mergers and acquisitions, foreign direct investment, joint ventures, private equity and venture capital investment, restructuring, and general corporate matters. Mr. Zhou also specializes in healthcare-related BD transactions including out-license/in-license, NewCo, sale and purchase of assets, research collaboration, supply, distribution, and CRO, CSO and CDMO agreements. Mr. Zhou joined Han Kun in 2016 and has over 20 years of legal experience, previously serving at a top Wall Street firm and as Asia Pacific legal head for a Fortune Global 500 enterprise. He is consistently ranked as a leading lawyer by Chambers, Legal 500 and IFLR1000.

CONNECT WITH ME ABOUT

- M&A, PE/VC investment
- Doing business in China
- Healthcare-related BD transactions

DELEGATE PROFILE



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BIOGRAPHY

Mr. Chen has been a partner of Han Kun since 2006. His practice covers M&A, venture capital and private equity financing, IPOs and general corporate transactions. He advises Chinese and global clients on cross-border deals, including overseas acquisitions by PRC enterprises, inbound foreign investments, corporate restructuring and public & private financing matters. Mr. Chen is qualified in New York, Hong Kong and Mainland China. He is responsible for the overall strategy, execution and management of Han Kun's international offices.

CONNECT WITH ME ABOUT

- AI's Impacts on Legal Practice
- Deal Structures under Geopolitical Tension
- Cross-border Dispute Management and Resolution

HOGAN LOVELLS CADWALADER

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Hong Kong, Washington D.C.

WEBSITE

www.hlc.com

FIRM AT A GLANCE

Hogan Lovells Cadwalader is a global law firm that helps corporations, financial institutions and governments navigate complex legal and commercial challenges around the world. With more than 3,100 lawyers and 36 offices across the Americas, EMEA, and APAC, Hogan Lovells Cadwalader delivers seamless cross-border legal services to clients worldwide. Combining deep local knowledge with a truly global platform, the firm provides practical, commercially focused advice across transactions, disputes, regulatory matters and business-critical opportunities.

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DELEGATE PROFILE



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BIOGRAPHY

Miguel Zaldivar is CEO of Hogan Lovells Cadwalader and has positioned the firm to lead across key G20 markets. He has stewarded the firm's investments and strategy toward the opportunities that increasingly shape global business: cross-border, capital-intensive, and heavily regulated matters. To do so, he has strengthened the firm's depth across five regional "engines": New York, Washington, D.C., London, Germany, and FRIS (France, Italy, and Spain), alongside premium investments throughout the Americas, Continental Europe, the Middle East, and Asia-Pacific. Miguel's leadership extends beyond the firm into both global affairs and civic life. He serves as a Board Member of the Council of the Americas, the premier business organization advancing economic development and integration across the Western Hemisphere, and on the Board of Trustees of the National Museum of the American Latino, a future Smithsonian museum on the National Mall dedicated to the contributions of American Latinos to U.S. history and culture. Miguel also serves on the University of Miami School of Law Dean's Advisory Council and the University of Illinois College of Law Leadership Advisory Board.

CONNECT WITH ME ABOUT

- Strengthening relationships across the Pacific Rim business and legal community
- Emerging economic, geopolitical, and regulatory developments affecting global business
- Opportunities for cross-border collaboration

DELEGATE PROFILE



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BIOGRAPHY

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.

CONNECT WITH ME ABOUT

- Cross-border financing, investment, and M&A opportunities in Asia-Pacific
- Regulatory and market developments impacting international business in Asia-Pacific
- Growing and strengthening connections within the PRAC network

DELEGATE PROFILE



Elizabeth M. Donley

Global Head of M&A
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BIOGRAPHY

Elizabeth Donley is Global Head of M&A at Hogan Lovells Cadwalader. 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.

CONNECT WITH ME ABOUT

- Cross-border strategic investments and M&A opportunities
- Regulatory and market developments impacting international business
- Growing and strengthening connections within the PRAC network

Kochhar & Co

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

New Delhi

WEBSITE

www.kochhar.com

FIRM AT A GLANCE

Kochhar & Co. is one of India's leading and largest law firm with presence in six (6) Indian cities - New Delhi, Gurgaon, Mumbai, Chennai, Bangalore and Hyderabad as well as three (3) overseas offices in Dubai, Chicago and Toronto.

With more than 50 Partners and 150 Associates, the firm has stand out practices in Corporate / M&A, Employment Law, Arbitration & Dispute Resolution, Intellectual Property, Taxation , Real Estate and Construction.

The Firm acts for some of the largest multinational corporations (MNCs) from North America, Europe, Asia and the Middle East (including 95 of the Fortune Global 500 corporations).

We are the preferred choice of counsel to many large and prominent Indian corporations including Public Sector Enterprises.

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BIOGRAPHY

Ganesh Chandru specialises in International and Domestic Arbitration as well as Commercial Litigation. He is admitted to practice in India, England & Wales and Singapore and is a Fellow of the Chartered Institute of Arbitrators and the Singapore Institute of Arbitrators. Ganesh is one of the Directors of the India Branch of the Chartered Institute of Arbitrators, London. Ganesh's practice encompasses advising and representing parties in international arbitration matters (under Rules of SIAC, ICC, LCIA, SCMA, UNCITRAL as well as *ad hoc*) and arbitration matters seated in India that are conducted pursuant to the Arbitration and Conciliation Act, 1996. He also advises and regularly represents parties in litigation matters before the Courts and statutory tribunals in India.

CONNECT WITH ME ABOUT

- Arbitration and Dispute Resolution Matters
- Corporate / M&A Deals
- Co-counsel or cross-border opportunity for matters

LEE AND LI, ATTORNEYS-AT-LAW

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Taiwan

WEBSITE

www.leeandli.com

FIRM AT A GLANCE

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

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

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

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DELEGATE PROFILE



Joyce C. Fan

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BIOGRAPHY

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

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

CONNECT WITH ME ABOUT

- Corporate/Cross Border Transactions/Competition Law /Energy Law/Government Procurement & Infrastructure/Projects M&A
- Energy projects and related M&A transactions, and regulatory development in energy law
- Co-counsel or cross-border opportunity in energy related transactions

DELEGATE PROFILE



Lihuei Mao (Grace)

Partner

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BIOGRAPHY

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

In recent years, Lihuei has devoted herself to the establishment of Taiwan venture capital funds and financing/IPO of startups, working closely with international and local VCs and accelerators to assist Taiwan startups to expand their global business and nourish eco-system for Taiwan startups. With such experience, she was invited to give a series of lectures at the Soochow University Law School regarding PE/VC and financing practice.

CONNECT WITH ME ABOUT

- Corporate Law & Investment (PE and VC/Startup Financing and IPO)/Mergers & Acquisitions /Labor/Life Science /Competition Laws/Energy Law
- M&A transactions, PE and VC investment or fund formation projects
- Co-counsel or cross-border opportunities in non-financial industries

DELEGATE PROFILE



Christina Hsuan Chiang

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BIOGRAPHY

Christina focuses her practice on M&A and investment, real estate/infrastructure, energy law and general corporate. M&A and investment transactions include Nanya technology's NT$78.72 billion private placement share offering to SanDisk, Cisco, Solidigm (SK Hynix) and Kioxia (2026), Amazon's investments in Taiwan, National Resilience's strategic alliance with Taiwan Bio-Manufacturing Corp., Novartis' spin-off of Sandoz business, Bora Pharmaceuticals' acquisition of TWi Pharmaceuticals (2022 MAPECT M&A Awards - Deal of the Year), KKR's acquisition of LCY Group (IFLR Asia-Pacific Awards 2020-PE Deal of the Year), Toshiba Memory's (Kioxia) acquisition of Lite-on's SSD business (2020 MAPECT M&A Awards-Deal of the Year) and MBK Partners' disposal of CNS Group. Real estate transactions include Kepple's and DDSP's acquisition of land and development of an 80MW greenfield data center in Taiwan, Coupang's expansion in Taiwan, PE fund's acquisition of real estate in Taiwan, global retail chain's build-to-suit leases and government tender development projects.

CONNECT WITH ME ABOUT

- Mergers and Acquisitions/PRC Investment/Securities investment/Energy Law/Real Estate/Infrastructure/General Corporate
- M&A transactions, PE and securities investment and real estate projects
- Co-counsel or cross-border opportunity in general corporate, e-commerce and vessel industries

MULLA & MULLA & CRAIGIE BLUNT & CAROE

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Mumbai

WEBSITE

www.mullas.net

FIRM AT A GLANCE

One of India's largest full-service law firms with offices in Mumbai, Delhi and Bangalore, the firm has built a reputation for quality legal services over the past 130 years provided to the highest professional standards.

Recognition: Our firm's key practice areas include - Admiralty, Aviation, Banking and Finance, Corporate, Foreign Direct Investment, Litigation and Dispute Resolution, Insurance, Intellectual Property, Data Protection and Real Estate.

Our firm and several of our partners are recognized and ranked by various law publications including Chambers and Partners, Who's Who Legal, Legal 500, Marine Money, Asia Law Profiles and Indian Business Law Journal as well as leading law journal in the India legal market and have had the honour of being the recipients of several awards for its excellence over the years.

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DELEGATE PROFILE



Purnima Thacker

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BIOGRAPHY

Purnima Thacker, Partner of Mulla & Mulla & Craigie Blunt & Caroe is a commercial lawyer and heads the Intellectual Property Practice Group of the firm. Purnima's experience of over 25 years includes advising on contentious and non-contentious issues related to various commercial laws and regulations in India. She has extensive experience in IP due diligences in various industries including FMCG, pharmaceutical, media and entertainment, telecom and construction to name a few and the negotiations and preparation of M&A transaction documents. She represents both foreign and Indian players in transactions involving cross border issues in relation to their business interests in India including in respect of licensing, distribution and franchising.

As an extension of her core practice, she also advises clients on the rapidly evolving and dynamic data protection and privacy laws and the impact of these on both Indian as well as foreign individuals and entities with an India interest, partnering with clients to devise strategies for data protection and management, meet compliances and to mitigate risks.

Purnima's practice also covers consumer protection, product liability, packaging and labeling and advertising laws and regulations and employment issues which enables her to provide clients holistic legal backing on their commercial transactions.

CONNECT WITH ME ABOUT

- Infrastructure, Real Estate Redevelopment, Digitization.
- Digital Personal Data Protection Regime, Labour Codes.
- Co-counsel and cross-border opportunity particularly in IP and Data Protection, Foreign Direct Investment, GIFT IFSC Regime, International Dispute Resolution, Ship Finance, Infrastructure, Oil & Gas.

NAUTADUTILH

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

The Netherlands

WEBSITE

www.nautadutilh.com

FIRM AT A GLANCE

NautaDutilh is a leading independent business law firm in the Benelux and one of the largest in the region with roughly 400 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.

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DELEGATE PROFILE



Jaap Stoop

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BIOGRAPHY

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.

CONNECT WITH ME ABOUT

- Market trends in Europe
- Cross-border deal opportunities in Europe

DELEGATE PROFILE



Jules van de Winckel

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BIOGRAPHY

Jules van de Winckel is a partner in and co-chair of 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.

CONNECT WITH ME ABOUT

- Market trends in Europe
- Cross-border deal opportunities in Europe

SANTAMARINA Y STETA, S.C.

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Mexico

WEBSITE

www.santamarinasteta.mx

FIRM AT A GLANCE

Santamarina + Steta is one of Mexico's longest-established independent law firms, with more than seven decades of experience growing alongside the country's economic and business transformation. From the opening of Mexico's economy and NAFTA to today's global and technology-driven marketplace, the firm has helped companies, investors, entrepreneurs and families navigate change and seize new opportunities. Today, Santamarina + Steta combines **deep Mexican market knowledge, sophisticated multidisciplinary expertise and an international prespective-** providing strategic legal advice where business, law and long-term objectives converge. With offices in Mexico City, Monterrey and Querétaro, the firm continues to build on its history while looking firmly toward the future.

PRAC PRIMARY CONTACTS

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DELEGATE PROFILE



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BIOGRAPHY

Heriberto Garza is a Partner at Santamarina + Steta in Monterrey, with more than 37 years of experience advising Mexican and international companies, entrepreneurs and families. His practice focusses **on real estate, environmental matters, family businesses, estate and succession planning, and insurance,** with extensive experience in **M&A, joint ventures, asset and equity transactions, and corporate and financial restructurings.** Throughout his career, Heriberto has developed a multidisciplinary, client-centered approach, helping clients look beyond the immediate legal question to identify the broader issues, risks, and opportunities that can affect their objectives. He holds a Law Degree from Universidad de Monterrey and is a member of the Barra Mexicana, Colegio de Abogados, the International Bar Association, and the Pacific Rim Advisory Council. He has been recognized by **Chambers and Partners, Legal 500, Latin Lawyer/LACCA, and Best Lawyers.**

CONNECT WITH ME ABOUT

- Areas for collaboration, referral opportunities.
- M&A, real estate, environmental, insurance, wealth planning.

RICHARDS BUELL SUTTON LLP

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Canada

WEBSITE

www.rbs.ca

FIRM AT A GLANCE

Founded in 1871, we are the oldest law firm in British Columbia, Canada.

We have benefited from more than 150 years of practicing law, developing our knowledge and gaining experience, and by earning the loyalty of long-term clients. We sit intentionally in the mid-sized Canadian law firm space with offices in Vancouver and Surrey, British Columbia. We are of a size that every client is important to us.

We have more than 70 areas of expertise, bundled into twelve areas of service: Asia Pacific; Business Services; Business Transactions; Employment and Human Rights; Estate and Wealth Advisory; Institutions; Litigation and Dispute Resolution; Personal Injury; Personal Services; Real Estate; South Asian; and Technology and Innovation

Local and international law firms send us their clients in all of our core areas of service, and have for decades.

PRAC PRIMARY CONTACTS

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DELEGATE PROFILE



Joe C. Chan

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BIOGRAPHY

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

Joe has advised on business law, mergers and acquisitions, and securities/corporate finance matters for a broad range of clients, including both public and private companies, and across various industries such as technology companies, mining and resource companies, private mortgage lenders, real estate investment, and video game companies. He advises on cross-border transactions, regulatory/compliance issues, and on joint venture and partnership matters.

CONNECT WITH ME ABOUT

- Obtaining a Canadian stock exchange listing, which is often quicker and easier than in other jurisdictions and a launching pad for a dual listing in other markets;
- Expansion of businesses into Canada, which is rapidly improving its investor-climate to encourage foreign investment;
- Canadian clients who are seeking new markets for expansion.

DELEGATE PROFILE



Aneez N. Devji

Managing Partner

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BIOGRAPHY

Aneez Devji is the firm's managing partner. He is a Chambers ranked lawyer with considerable experience advising on significant commercial real estate matters for private developers and landowners, including many locally and family-owned investment firms, banks and institutional clients.

His practice area includes all aspects of commercial real estate transactions including acquisitions, sales, financing, leasing, partnerships, joint ventures and other ownership structures, and land development and management. Aneez also has particular expertise in these areas for advanced educational institutions, and serves as chair of the firm's Advanced Education and Research Group.

CONNECT WITH ME ABOUT

- Commercial real estate and development in Canada;
- Structuring investments in Real Estate in Canada;
- Firm Management Matters: succession planning and partnership demographic changes.

SyCip Salazar Hernandez & Gatmaitan

MEMBER FIRM OVERVIEW

PRAC JURISDICTION

Philippines

WEBSITE

https://syciplaw.com/

FIRM AT A GLANCE

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

The Firm offers a broad and integrated range of legal services, with departments in the following fields: banking, finance and securities; special projects; corporate services; litigation and dispute resolution; employment law and immigration; intellectual property; and tax. Within this structure, SyCipLaw has specialists in key practice areas such as mergers and acquisitions, energy, power, infrastructure, natural resources, transportation, government contracts, real estate, insurance, international arbitration, mediation, media, business process outsourcing, and technology.

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

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DELEGATE PROFILE



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BIOGRAPHY

Alan C. Fontanosa is a Senior Partner at SyCipLaw. He has been the head of the Firm's Cebu office since 2009. Alan specializes in industrial relations, collective bargaining negotiations and labor litigation and has substantial experience in civil and land cases, real estate transactions, corporate services, and special projects. Alan has an extensive practice of more than 38 years in employment law, particularly in employment relations, collective bargaining negotiations, strikes and lockouts, voluntary and compulsory arbitration, labor compliance audits, corporate restructuring and reorganization affecting staff and manpower, and labor litigation.

Alan obtained his Bachelor of Arts in Political Science (*magna cum laude*) and Juris Doctor (*cum laude*) from the University of San Carlos. He was admitted to the Philippine bar in 1988.

As part of Alan's personal advocacy to educate employers and HR practitioners and unclog court dockets, Alan has conducted lectures and seminars on labor law related topics specially on employee discipline and investigation, formulating company code of conduct and policies, enforcement of policies, applicable doctrines and jurisprudence, contract crafting, alternative dispute resolution, unions and strikes, and case prevention and winning cases for the Integrated Bar of the Philippines, University of San Carlos and University of Cebu (as part of the Mandatory Continuing Legal Education for law practitioners), the National Conciliation and Mediation Board – DOLE, Association of Voluntary Arbitrators, People Management Association of the Philippines (Cebu), MEPZ-Human Resources Association, FINEX-Cebu, Punongbayan & Araullo [auditing firm], and several private companies in the economic zones, the mining and manufacturing industries and BPO/ICTs.

CONNECT WITH ME ABOUT

- Areas for collaboration
- Referral opportunities
- Regulatory developments - employment and labor relations

DELEGATE PROFILE



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BIOGRAPHY

Russel L. Rodriguez is a Partner at SyCipLaw and a member of the Firm's Litigation, Employment and Immigration, and Tax departments. Russel has handled and tried a broad range of cases involving contract disputes, corporate restructuring and rehabilitation, enforcement of foreign judgments and arbitral awards, family law and settlement of estates, infrastructure and engineering disputes, intra-corporate controversies, labor disputes, and insurance claims.

Russel also has extensive experience in employment and immigration law and criminal litigation, both as a private prosecutor and as defense counsel. He has handled and tried a broad range of cases involving customs law and maritime law, including assessment of disputes, tax structuring in relation to employee transfers, safeguard measures, and applications for preferential duty rates sunder treaties and trade agreements signed by the Philippines.

Russel obtained his Bachelor of Arts in Political Science and Juris Doctor from the University of the Philippines. He was admitted to the Philippine Bar in 2002. Russel recently received the Client Choice Award: Philippine Lawyer of the Year in the Benchmark Litigation Asia Pacific Awards 2026. He is recognized as a Litigation Star by Benchmark Litigation Asia Pacific (2020-2026) and a Recommended Lawyer by Legal 500 Asia Pacific (2025-2026).

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VEIRANO ADVOGADOS

OBSERVER FIRM OVERVIEW

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FIRM AT A GLANCE

Founded in 1972, Veirano Advogados is a Brazilian law firm that practices law with a business mindset and a focus on results, developing customized solutions for multinational companies operating in strategic sectors of the economy. With a diverse team of more than 650 people, including 320 lawyers working in an integrated manner, we handle routine and complex multidisciplinary cases that require the coordinated talents of experienced professionals in different areas. Our team brings together attorneys educated at the country's leading universities, many of whom have earned postgraduate degrees abroad (LL.M.) and gained experience at premier law firms across the United States, Europe, and Asia. This combination of strong academic credentials and hands-on involvement in cross-border matters enables us to deliver sophisticated legal counsel in complex international transactions.

DELEGATE PROFILE



Ricardo Veirano

Partner

São Paulo, Brazil

ricardo.veirano@veirano.com.br

BIOGRAPHY

Ricardo Veirano is a corporate partner based in the São Paulo office. His practice encompasses M&A, private equity, securities, banking and finance.

Ricardo represents corporations in divestitures and acquisitions, investment banks as underwriters in equity deals, Brazilian issuers in the international markets and private equity funds.

After completing his LL.M. at the University of Chicago, Ricardo spent two years in the mid-1990s working as a foreign associate at Cravath, Swaine & Moore in New York.

All Delegate Meeting Agenda
27 October 2026, Singapore

1. PRAC's Digital Growth Story

2. Help Shape PRAC’s Approach to AI – Members Discussion

3. Membership Executive Committee Updates

4. Planning and Policy Executive Committee Updates

5. Referral Updates

6. 2027 Budget

7. Introductory Presentation by Carey for the Santiago Conference

2027 Expense Budget

Expenses (US$)	2027
Accounting and tax fees	1,656.50
Bank and service fees	305
Chair fees	0.00 The Chair has confirmed that he will waive his 50,000.00 Chair fee. Accordingly, no Chair fee will be accrued for the relevant period
Conference expenses	136,000.00 Conference funding: Taipei and Spring 2028
Chair and executive director conference expenses	35,000
Professional fees	3,454.00 Regular Hong Kong company registry fees
Secondment expenses	110,000.00* Provisional
Website and hosting	2,100.00
TOTAL / SUBTOTAL	288,515.50

2027 Budget Summary

Member Contributions	2027 Budget (US$)
Membership Fee Revenue	287,384.00
Less: Estimated Year-End Expenses	(288,515.50)
ESTIMATED NET PROFIT / (LOSS)	(1,131.50)

Note: As of September 2026, the estimated reserve balance is US$189,909.70, with US$46,690 in outstanding membership fee receivables.

PRAC Singapore Conference

27 October 2026

Upon motion duly made and seconded, it is

RESOLVED that the Financial Reporting for the 2027 Budget is approved.

Dated this 27 October 2026

_____

Owen Chan, Chair

Singapore, 24-27 October 2026

WHEREAS the law firm **Dentons Rodyk & Davidson** is a member of the Pacific Rim Advisory Council; and

WHEREAS, the success of the 74th International Conference of the Pacific Rim Advisory Council was made possible through the exceptional efforts and enthusiasm of the entire **Dentons Rodyk & Davidson team,** whose members dealt patiently and diligently with the countless details and complexities involved in hosting an International Conference, and in particular the following Host Committee members:

RESOLVED that the Pacific Rim Advisory Council extends **Dentons Rodyk & Davidson** its deepest gratitude for planning and hosting the 74th International Conference.

S. Sivanesan, Senior Partner

Rosalind Ye, EA to CEO & COO / Manager, Administration

Jackson Thia, Senior Manager, Marketing & Business Development

RESOLVED, that the Pacific Rim Advisory Council extends its deepest gratitude to **Dentons Rodyk & Davidson** and the Host Committee for their outstanding efforts in planning and hosting the 74th International Conference; and the Pacific Rim Advisory Council extends its best wishes to **Dentons Rodyk & Davidson** for continued success.

Owen Chan, Chair

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
Brigard Urrutia	**ALLENDE & BREA**	2025-2026	Introduced a potential client in the Oil & Gas industry
ALLENDE & BREA	**Brigard Urrutia**	2025-2026	Antitrust filling in a global transaction
ALLENDE & BREA	**Brigard Urrutia**	2025-2026	Introduced a swiss client in the Life Sciences industry
DWT	**DENTONS RODYK**	2025-2026	a) 2 client matters1.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 matters1.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	**GIDE**	2025-2026	for a US client considering setting up up a European office
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
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.
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
CAREY	**MUNIZ**	2025-2026	IP work in connection with the trademark Nüyün.

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
GIDE	**MUNIZ**	2025-2026	assistance in connection with the stock plans of Sanofi, Michelin and L'Oreal.
Hogan Lovells Cadwalader	**MUNIZ**	2025-2026	IP work in connection with trademarks of its client Isdin.
DENTONS RODYk	**RBS**	2025-2026	a corporate matter
HANKUN	**RBS**	2025-2026	Advise on regulatory issues regarding car distribution/dealership Status: Initial contact, likely to be success
Hogan Lovells Cadwalader	**SyCip Salazar Hernandez & Gatmaitan (Maria Viola B. Vista)**	2025-2026	Philippines Employment Laws - Inquiry (Herschel Supply Company)
Hogan Lovells Cadwalader	**CAREY**	2026	Assistance on an international project regarding assurance requirements for clinical trials.
Hogan Lovells Cadwalader	**CAREY**	2026	Legal due diligence for the acquisition of 100% of the shares of World Freight Company
Hogan Lovells Cadwalader	**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.
GOODSILL	**CITY YUWA**	2026	Draft License Agreement for Hawaiian company
CAREY	**SANTAMARINA**	2026	Assistance on the relocation of a Chilean manager to Mexico.
Hogan Lovells Cadwalader	**Clayton Utz**	2026	Marketing advice referred to Matthew Daley (Banking & Finance)
Hogan Lovells Cadwalader	**Clayton Utz**	2026	Natixis EMTN 2026 Programme Update referred to Sonia Goumenis (Banking & Finance)
Hogan Lovells Cadwalader	**Clayton Utz**	2026	JLR products advice referred to Alexandra Rose (Product Liability)

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
GOODSILL	**Clayton Utz**	2026	Personal injury damages inquiry referred by Lisa Bail, Stacy Ma and David Hoftiezer to Greg Williams (via Ross Perrett)
City-Yuwa Partners	**Clayton Utz**	2026	International trade mark registration query referred by Kayo Honma to Tim Webb (via Ross Perrett)
ARIFA	**Dentons Rodyk**	2026	Establishment of a company in Singapore
RBS	**HAN KUN**	2026	Trademark Assignment Agreement Draft
RBS	**HAN KUN**	2026	Trademark Application matters
Hogan Lovells Cadwalader	**Carey**	2026	Assistance on an international project regarding assurance requirements for clinical trials.
Hogan Lovells Cadwalader	**Carey**	2026	Assistance on the local guarantees of a financing.
Hogan Lovells Cadwalader	**Carey**	2026	Assistance on an infra-group reorganization process.
Hogan Lovells Cadwalader	**Carey**	2026	Assistance on a subordinated financing.
Hogan Lovells Cadwalader	**Carey**	2026	Assistance on acquisition matters.
Hogan Lovells Cadwalader	**Carey**	2026	Assistance on regulatory matters in biomedical scientific research and transfer of biosamples and associated information and data.
Allende y Brea	**Carey**	2026	Assistance on antitrust matters
Hogan Lovells Cadwalader	**Carey**	2026	Assistance on regulatory, data privacy and tax matters for the implementation of its services in Chile.
Gide	**Carey**	2026	Assistance on regulatory, corporate, labor, tax and data protection matters in Chile.

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
City Yuwa	**Carey**	2026	Assistance on data protection matters.
Hogan Lovells Cadwalader	**Carey**	2026	Review and adapt a Master Agreement in accordance with Chilean law.
Hogan Lovells Cadwalader	**Carey**	2026	Assistance on food, commercial contracts, labor, litigation and trade and customs matters.
Hogan Lovells Cadwalader	**Carey**	2026	Assistance on regulatory, contract, negotiation, legal opinion and due diligence reports among other matters.
Hogan Lovells Cadwalader	**Carey**	2026	Assistance on a potential acquisition
Allende y Brea	**Carey**	2026	Assistance on regulatory matters at a local level.
Hogan Lovells Cadwalader	**Carey**	2026	Assistance on a potential acquisition.
Carey	**Brigard Urrutia**	2026	Assistance on tax matters in Colombia.
Carey	**Brigard Urrutia**	2026	Assistance on M&A matters.
Carey	**Estudio Muñiz**	2026	Assistance on Corporate, labor and banking and finance matters.
Carey	**Arias Fabrega & Fabrega**	2026	Assistance on litigation matters.
MUNIZ	**HAN KUN**	2026	Set up of a trading company in Hong Kong for Representaciones Martín S.A.
Hogan Lovells Cadwalader	**MUNIZ**	2026	Purchase of the Peruvian assets of a food business under Project Apollo
Hogan Lovells Cadwalader	**MUNIZ**	2026	Sent referral for data protection matters involving Isdin

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
CAREY	**MUNIZ**	2026	Sent referral for a corporate matter iunvolving Toyota Automation
Hogan Lovells Cadwalader	**MUNIZ**	2026	Sent referral for data protection matters involving Banco Santander
Gide	**MUNIZ**	2026	Sent referral for stock option plan involving L'Oreal
Gide	**MUNIZ**	2026	Sent referral for stock option plan involving Michelin
Gide	**MUNIZ**	2026	Sent referral for stock option plan involving Luxotica
Gide	**MUNIZ**	2026	Sent referral for stock option plan involving Sanofi
Hogan Lovells Cadwalader	**Clayton Utz**	2026	David Leggott referred a bilateral recieveables financing arrangement matter for Ameropa to Alex Schlosser.
Hogan Lovells Cadwalader	**Clayton Utz**	2026	We referred David Gerber to Elizabeth Donley to provide advice regarding dealing with APRA on a client matter that had been stuck in a protracted review process.
Hogan Lovells Cadwalader	**Clayton Utz**	2026	Providing export control advice relataing to IonQ. Referred by Aline Doussin to Zac Chami.
Hogan Lovells Cadwalader	**Clayton Utz**	2026	Assured Guaranty compliance policy review. Referred by Jamie Rogers to Craig Hine.
Hogan Lovells Cadwalader	**Clayton Utz**	2026	JPMC Commercial Cards banking advice. Referred by Nikki Ogun to Steven Klimt
Hogan Lovells Cadwalader	**Clayton Utz**	2026	Project Otter - competition advice. Referred by Valerie Kenyon to Adrian Kuti.
Hogan Lovells Cadwalader	**Clayton Utz**	2026	Jazz Pharmaceuticals - Australian Pricing Advice. Referred by Jane Summerfield to Sheena McKie
Hogan Lovells Cadwalader	**Clayton Utz**	2026	JLR products advice. Referred by Valerie Kenyon to Alexandra Rose.

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
Hogan Lovells Cadwalader	**Clayton Utz**	2026	Favero Recall product liability advice. Referred by Christian Di Mauro to Alexandra Rose.
Hogan Lovells Cadwalader	**Clayton Utz**	2026	Project Windrose corporate transaction. Referred by Difan Li to David Wilkie.
Hogan Lovells Cadwalader	**Clayton Utz**	2026	Soho Square Capital/PingCo PE transaction. Referred by James Cross to Mark Malinas.
Hogan Lovells Cadwalader	**Clayton Utz**	2026	SA Maritime AFEZCO: Sanctions Regime advice. Referred by Jamie Rogers to Zac Chami.
Hogan Lovells Cadwalader	**Clayton Utz**	2026	Project Douglas tax advice. Referred by Maryll Pizzetta to Jonathan Donald.
Hogan Lovells Cadwalader	**Clayton Utz**	2026	Project Anthesis banking and finance matter. Referred by Michael El Gawly to Graeme Tucker.
Gide	**Clayton Utz**	2026	Internal restructure advice. Referred to Stephanie Daveson.
Lee & Li	**Clayton Utz**	2026	Cambium Bio - 2026 Placement Investment corporate advice. Referred by Eddie Chan to Rory Moriarty.
Clayton Utz	**Hogan Lovells**	2026	Katy Warner referred a confidental energy related matter and is currently working with Rob Palmer, Matt Bubb and Nick Williams.
LEE & LI	**GIDE**	2026	Proposal for legal assistance to a Taiwanese client regarding a contemplated investment in a French tech company – names confidential
CITY YUWA	**Carey**	2026	We requested assistance in responding to a personal data breach incident, specifically regarding the analysis of the extraterritorial application of Chile's data protection law and the examination of breach notification obligations to the local authority.
CITY YUWA	**Dentons Rodyk**	2026	We requested assistance for a security package matter.
CITY YUWA	**Dentons Rodyk**	2026	We requested a fee estimate for the review of a Supply and Distribution Agreement concerning the supply of influenza vaccine products from a Japanese pharmaceutical company's subsidiary to a Singapore-incorporated distributor, with a focus on compliance with Singapore pharmaceutical regulations. The client ultimately retained a different law firm for this engagement.
GOODSILL	**CITY YUWA**	2026	Draft License Agreement for Hawaiian company

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
Hogan Lovells Cadwalader	**CITY YUWA**	2026	We received a request for advice on a commercial credit card issuance program.
Dentons Rodyk	**CITY YUWA**	2026	We received a request for a fee quote to advise on cross-border reinsurance regulatory requirements in Japan, in connection with a US-based MGA client seeking to provide facultative reinsurance into Japan via a Singapore-based MGA model.
CAREY	**ALLENDE & BREA**	2025	Assistance on corporate matters in Argentina
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
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.
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.
ALLENDE & BREA	**CAREY**	2025	Description: Assistance on corporate restructuring matters. Origin: Referral from Carlos María Melhem (Buenos Aires, Argentina) to Pablo Iacobelli / Diego Peralta
ALLENDE & BREA	**CAREY**	2025	Assistance on a potential M&A in Chile.
ARIFA	**CAREY**	2025	Assistance on a revolving credit facility to Grupo ISA, a Panamanian company.

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
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
CITY YUWA	**CAREY**	2025	Assistance on labor matters
DWT	**CAREY**	2025	Answer a regulatory questionnaire regarding the provision of infrastructure services to Kuiper.
GIDE	**CAREY**	2025	Description: Assistance on cybersecurity matters. Origin: Referral from Thierry Dor (Paris, France) to José Ignacio Mercado / Valentina Muñoz / Francisca Castillo
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
Hogan Lovells Cadwalader	**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 Cadwalader	**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 Cadwalader	**CAREY**	2025	Description: Assistance on M&A matters. Origin: Referral from Juan Francisco Torres-Landa (Mexico City, Mexico) to Marcos Ríos
Hogan Lovells Cadwalader	**CAREY**	2025	Description: Assistance on corporate matters. Origin: Referral from Juan Francisco Torres Landa (Mexico City, Mexico) to Guillermo Acuña.

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
Hogan Lovells Cadwalader	**CAREY**	2025	Description: Assistance on insuramce matters Origin: Outbound referral to Nick Atkins (London, UK, through Miguel Zaldivar from Mexico office) from Matías Vergara / Marcos Ríos
Hogan Lovells Cadwalader	**CAREY**	2025	Description: Assistance on corporate matters. Origin: Outbound referral to Miguel Zaldívar (Washington, USA) from Francisco Guzmán / Andrés Latorre / Marcos Ríos
Hogan Lovells Cadwalader	**CAREY**	2025	Description: Assistance on the preparation of a legal report. Origin: Outbound referral to Christoph Kueppers through Nick Atkins (Düsseldor, Germany) from Matías Vergara / Marcos Ríos.
Hogan Lovells Cadwalader	**CAREY**	2025	Review of a regulatory framework on software, in relation to medical devices.
Hogan Lovells Cadwalader	**CAREY**	2025	Assistance on a joint proposal regarding the Atacama Solar power project.
Hogan Lovells Cadwalader	**CAREY**	2025	CONFIDENTIAL: Assistance on aviation aspects in relation to a merger
Hogan Lovells Cadwalader	**CAREY**	2025	Prepare a risk analysis on market research and interviewing healthcare professionals in Chile.
Hogan Lovells Cadwalader	**CAREY**	2025	Assistance on the Chilean aspects of a financing to be granted to Compañía Agrícola de la Sierra Sucursal Colombia (CAS).
Hogan Lovells Cadwalader	**CAREY**	2025	Assistance on corporate governance of Chilean subsidiaries.
Hogan Lovells Cadwalader	**CAREY**	2025	Review of a contract, in the context of a due diligence process for the acquisition of AVA Global Logistics.
Hogan Lovells Cadwalader	**CAREY**	2025	Assistance on a requirement of information from the FNE, in the context of a digital services investigation.
Hogan Lovells Cadwalader	**CAREY**	2025	Answer a questionnaire regarding return to in-person work policies according to Chilean regulations.
Hogan Lovells Cadwalader	**CAREY**	2025	CONFIDENTIAL: Assistance on the creation of a joint venture for a sustainable agribusiness project
Hogan Lovells Cadwalader	**CAREY**	2025	Assistance on a questionnaire about Chilean regulation.

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
Hogan Lovells Cadwalader	**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.
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.
SANTAMARINA	**CAREY**	2025	Description: Assistance on corporate matters. Origin: Referral from Aaron Levet (Nuevo Leon, Mexico, who recommended Carey to César Cruz) to Oscar Aitken
SANTAMARINA	**CAREY**	2025	Assistance on an infringement and unfair competition action against Distribuidora Walter Lund SpA.
SANTAMARINA	**CAREY**	2025	Assistance various matters 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 ligitation matter. Origin: Referral from Tomás Holguín / Álvaro Cala (Bogota, Colombia) to Pablo Iacobelli / Jaime Carey / Francisco Guzmán
DENTONS RODYK	**CITY YUWA**	2025	a request for a quotation.
DENTONS 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.
DENTONS 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.
GOODSILL	**CITY YUWA**	2025	Incorporate an LLC in Japan for a Hawaiian investor
DWT	**Clayton Utz**	2025	a cross-border transaction
Hogan Lovells Cadwalader	**Clayton Utz**	2025	Australian advice for the New York Times

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
Hogan Lovells Cadwalader	**Clayton Utz**	2025	the Australian subsidiary of a German listed company on an amicable separation from one of their managing directors in Australia
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.
DWT	**DENTONS RODYK**	2025	client Apple Inc
DWT	**DENTONS RODYK**	2025	client Miscrosoft
NAUTA DUTILH	**GIDE**	2025	Issuance of an English law enforceability opinion on the front swap documentation for a securitisation transaction.
CAREY	**HAN KUN**	2025	Assistance as a general local counsel in Shanghai
CAREY	**HAN KUN**	2025	Undisclosed
CAREY	**Hogan Lovells**	2025	CONFIDENCIAL: 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.
Kochhar	**Hogan Lovells**	2025	litigation support for their client Multitude Growth Fund Limited
RBS	**Hogan Lovells**	2025	California real estate pitch
CAREY	**Kochhar**	2025	arbitration matter
HANKUN	**Kochhar**	2025	client with the process of changing a company's director in India

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
Hogan Lovells Cadwalader	**Kochhar**	2025	Project Jupiter
Hogan Lovells Cadwalader	**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 Cadwalader	**Kochhar**	2025	GE Aerospace Geolocation Tracking – India
Hogan Lovells Cadwalader	**Kochhar**	2025	Review of Nissan TIA (USD 4K)
Hogan Lovells Cadwalader	**Kochhar**	2025	Discord Telecom and Privacy Advice
Hogan Lovells Cadwalader	**Kochhar**	2025	[India] Advice on methods of age gating and obtaining parental consent
Hogan Lovells Cadwalader	**Kochhar**	2025	Incorporation of Rigetti Computing India Private Limited
Hogan Lovells Cadwalader	**Kochhar**	2025	Tencent's VCLM service
Hogan Lovells Cadwalader	**Kochhar**	2025	Legal opinion - BestBuy
Hogan Lovells Cadwalader	**Kochhar**	2025	Project Talon - Due diligence (India)
Hogan Lovells Cadwalader	**Kochhar**	2025	Telecom advice for Movius
Hogan Lovells Cadwalader	**Kochhar**	2025	Georgetown – Data Protection Law
Hogan Lovells Cadwalader	**Kochhar**	2025	Assistance with data protection agreement
Hogan Lovells Cadwalader	**Kochhar**	2025	DPDPA advice for Akros Pharma

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
Hogan Lovells Cadwalader	**Kochhar**	2025	Advice on grant of RSUs - Delta Parent Holdings, Inc.
Hogan Lovells Cadwalader	**Kochhar**	2025	Meta-Project Aria-import into India
Hogan Lovells Cadwalader	**Kochhar**	2025	CMA CGM AI advice
Hogan Lovells Cadwalader	**Kochhar**	2025	Privacy Notice Review – Elastic
Hogan Lovells Cadwalader	**Kochhar**	2025	Luxottica-Supernova-New Legislation
Hogan Lovells Cadwalader	**Kochhar**	2025	Meta - Digital Accessibility Assessment - India
Hogan Lovells Cadwalader	**Kochhar**	2025	Labcorp-India RSU reporting
Hogan Lovells Cadwalader	**Kochhar**	2025	Luxottica - Supernova - Review of device/ packaging/ inbox materials - INDIA (confidential)
Hogan Lovells Cadwalader	**Kochhar**	2025	Project Jupiter - Advising BWX Technologies, Inc. in respect of its proposed acquisition of Kinectrics Inc.
Hogan Lovells Cadwalader	**Kochhar**	2025	Open AI cybersecurity advice
Hogan Lovells Cadwalader	**Kochhar**	2025	EyePoint - CTA - India
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
Hogan Lovells Cadwalader	**LEE & LI**	2025	Credit Agricole to obtain fee proposals including Taiwan for structured deposits
Hogan Lovells Cadwalader	**RBS**	2025	Canadian real estate transaction

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
CAREY	**SANTAMARINA**	2025	Assistance on the preparation of a distribution contract.
CAREY	**SANTAMARINA**	2025	CONFIDENTIAL
CAREY	**SYCIP**	2025	Enquiry on IP matters
Hogan Lovells Cadwalader	**SYCIP**	2025	Advice on recording of interviews
Hogan Lovells Cadwalader	**Clayton Utz**	2025	Unobravo AI tool referred to Robert Dearn - IT advice
Hogan Lovells Cadwalader	**Clayton Utz**	2025	Bending Spoons advice referred to Robert Dearn - IT advice
Hogan Lovells Cadwalader	**Clayton Utz**	2025	Verifone Global Compliance Road-Map referred to Steven Klimt (Banking & Finance)
Hogan Lovells Cadwalader	**Clayton Utz**	2025	ZF product recall advice referred to Bruce Lloyd (Competition)
Hogan Lovells Cadwalader	**Clayton Utz**	2025	CO2 legislation Australia referred to Bruce Lloyd (Competition)
Hogan Lovells Cadwalader	**Clayton Utz**	2025	Project Encore referred to David Wilkie (Corporate M&A)
Hogan Lovells Cadwalader	**Clayton Utz**	2025	Medical Devices & Gifts referred to Greg Williams (Product Liability)
Hogan Lovells Cadwalader	**Clayton Utz**	2025	Tata AIG advice for Australia referred to Sophy Woodward (Insurance)
Dentons Rodyk & Davidson LLP	**Clayton Utz**	2025	Data Breach - VISA referred to Eleanor Dickens
Lee and Li, Attorneys-at-Law	**Clayton Utz**	2025	Cambium Bio Limited - ECM matter referred to Rory Moriarty (Corporate M&A)

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
Clayton Utz	**Hogan Lovells**	2025	Engaged Hogan Lovells to carry out due diligence on the proposed acquisition of one of the world's largest lithium producers. Referred by Katy Warner.
Clayton Utz	**Carey**	2025	Engaged Carey to carry out due diligence on the proposed acquisition of one of the world's largest lithium producers. Referred by Katy Warner.
Clayton Utz	**Dentons Rodyk**	2025	Trade mark renewals matter for our client The National Roads and Motorists Association Limited (IP owner its related company Coral Princess Cruises (N.Q.) Pty Ltd). Referred by Tim Webb to Catherine Lee.
Clayton Utz	**Hogan Lovells**	2025	Trade mark renewals matter for our client Pharm-A-Care Laboratories. Referrred by Tim Webb to Brendan Quinn.
Clayton Utz	**Hogan Lovells Horitsu Jimusho Gaikokuho Kyodo Jigyo**	2025	Trade mark application matter for our client VEHLA Eyeware. Referred by Tim Webb to Tomoe Takahashi.
Clayton Utz	**Dentons Rodyk**	2025	Tim Webb referred a dispute about company in receivership refusing to release goods – referred the client (Cantarella Bros T/A Vittoria Food & Beverage) to Dentons Rodyk to instruct directly. Referred to Catherine Lee.
RBS	**HAN KUN**	2025	Estate matter pertaining to real estate
RBS	**HAN KUN**	2025	Commercial transaction, due diligence
RBS	**DWT**	2025	Incorporation 1
RBS	**DWT**	2025	Incorporation 2
RBS	**DWT**	2025	Real estate matter
RBS	**Goodsill**	2025	Commercial contract review
Lee and Li	**RBS**	2025	Crossborder M&A transaction, “buy side”
Hogan Lovells Cadwalader	**RBS**	2025	Mortgage lending

Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
Hogan Lovells Cadwalader	**RBS**	2025	Receivables financing (Lending group)
Lee and Li	**RBS**	2025	Commercial lending
Dentons Rodyk	**RBS**	2025	Reverse takeover of public company
DWT	**Clayton Utz**	2025	a cross-border transaction
Hogan Lovells Cadwalader	**RBS**	2025	Canadian real estate transaction
CAREY	**Kochhar**	2025	arbitration matter
Hogan Lovells Cadwalader	**Clayton Utz**	2025	Australian advice for the New York Times
Hogan Lovells Cadwalader	**Clayton Utz**	2025	the Australian subsidiary of a German listed company on an amicable separation from one of their managing directors in Australia
Arias Law Firm	**MEDA**	2025	Rosa María Arenales, socia de Arias Law, firma de abogados líder en derecho empresarial en Centroamérica. Refirió a la doctora Catalina Santos. Las dos socias se conocieron en un evento de IBA. Tanto BU como Arias Law Firm hacen parte de la red Pacific Rim Advisory Council (PRAC).
Clayton Utz	**Hogan Lovells**	2025	Engaged Hogan Lovells to carry out due diligence on the proposed acquisition of one of the world's largest lithium producers. Referred by Katy Warner.
Clayton Utz	**Carey**	2025	Engaged Carey to carry out due diligence on the proposed acquisition of one of the world's largest lithium producers. Referred by Katy Warner.
Clayton Utz	**Dentons Rodyk**	2025	Trade mark renewals matter for our client The National Roads and Motorists Association Limited (IP owner its related company Coral Princess Cruises (N.Q.) Pty Ltd). Referred by Tim Webb to Catherine Lee.
Clayton Utz	**Hogan Lovells**	2025	Trade mark renewals matter for our client Pharm-A-Care Laboratories. Referrred by Tim Webb to Brendan Quinn.
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Referral Tracker | 2025–2026

Referring Firm	Referred Firm	Referral Date	Referral Details
Clayton Utz	**Dentons Rodyk**	2025	Tim Webb referred a dispute about company in receivership refusing to release goods – referred the client (Cantarella Bros T/A Vittoria Food & Beverage) to Dentons Rodyk to instruct directly. Referred to Catherine Lee.
HANKUN	**ALLENDE & BREA**	2025	Requested proposal for a labor and immigration matter
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. (This has already been reported on the PRAC website.)
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. (This has already been reported on the PRAC website.)
GOODSILL	**CITY YUWA**	2025	Incorporate an LLC in Japan for a Hawaiian investor
Dentons Rodyk	**CITY YUWA**	2025	We received a request for a quotation.
Dentons Rodyk	**CITY YUWA**	2025	We received an inquiry from Bp regarding a fee estimate for visa applications for its employees being seconded to various countries.
Dentons Rodyk	**CITY YUWA**	2025	We introduced a leading Japanese consumer goods manufacturer in connection with a potential M&A transaction by a client of Dentons Rodyk. (This has already been reported on the PRAC website.)
Dentons Rodyk	**CITY YUWA**	2025	We received a referral for due diligence on a company involved in real estate development in Niseko.

Referral Tracker | 2025–2026

Please see below a referral summary prepare by Lee and Li. From January 2024 to March 2026, Lee and Li received referrals from PRAC member firms across a broad range of practice areas, including Banking & Capital Markets, Insurance, Corporate & Investment, M&A, Labor, Life Sciences, Antitrust, Government Contracts, TMT, Dispute Resolution, Environmental Law, Family & Private Client, International Trade and IP.

Firm	Number of Cases
Hogan Lovells Cadwalader	296
Dentons Rodyk & Davidson	7
Davis Wright Tremaine	9
City-Yuwa Partners	4
Han Kun Law Offices	2
SyCip Salazar Hernandez & Gatmaitan	1
ARIAS, FABREGA & FABREGA	1