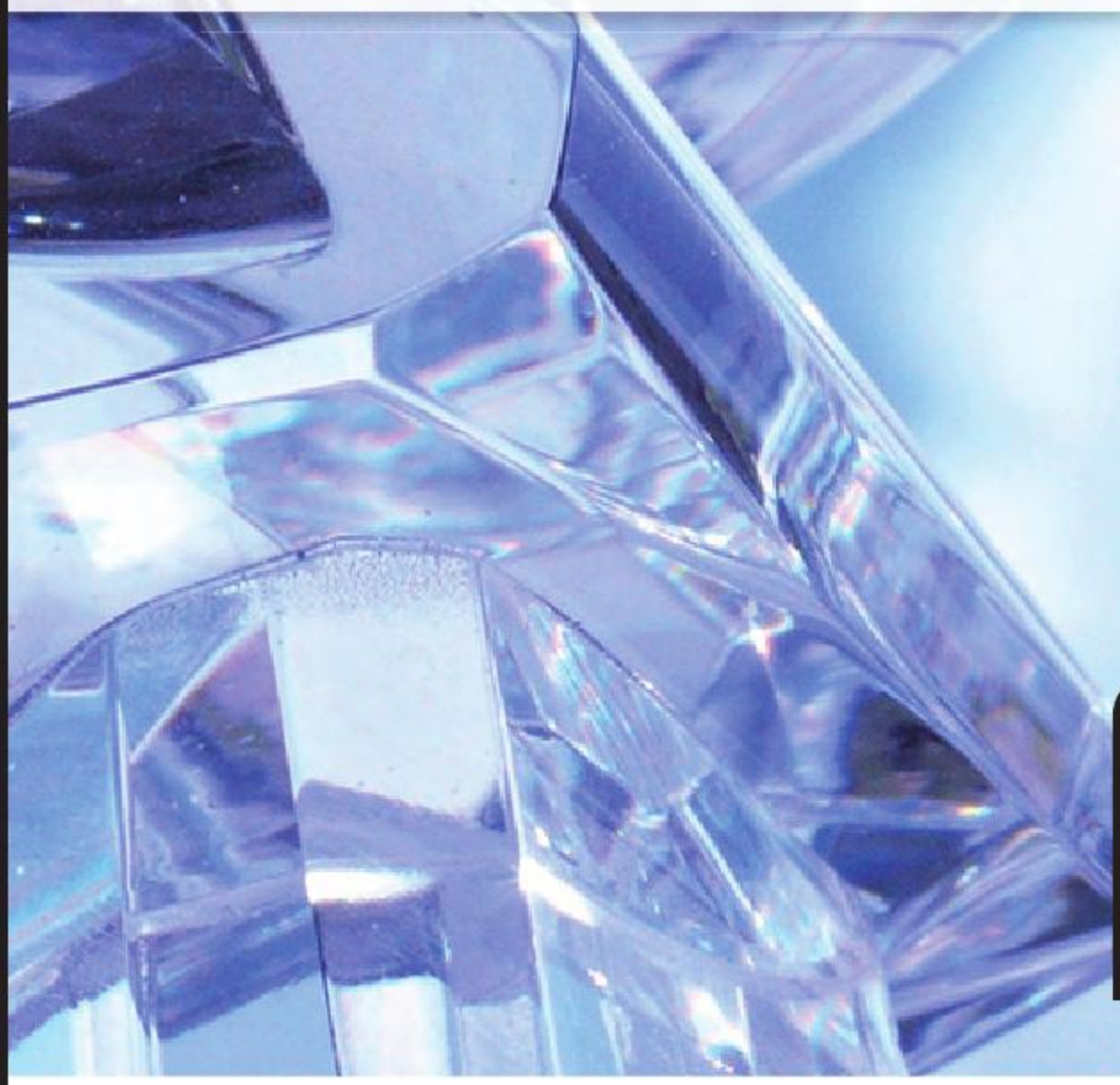
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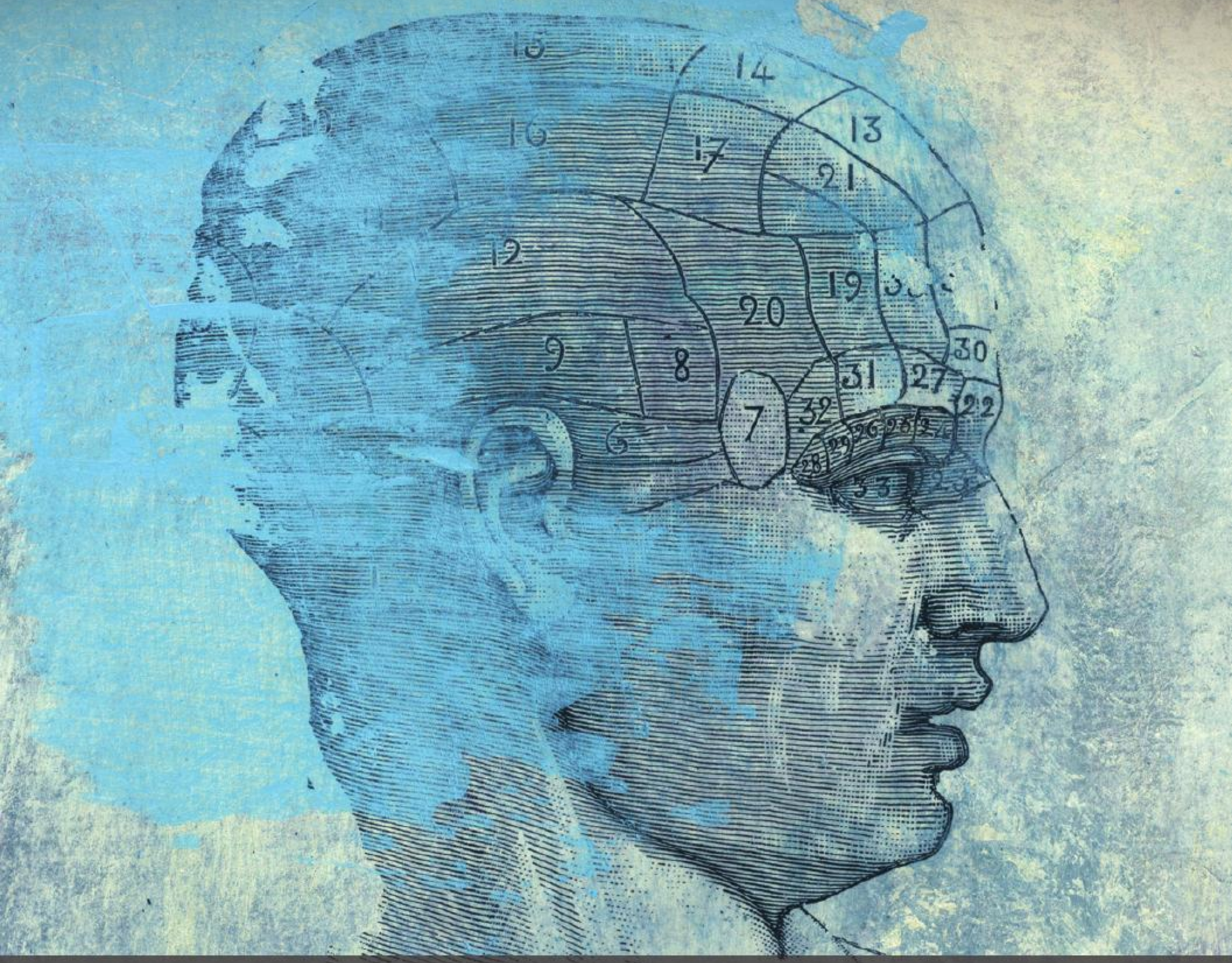
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FOR PRACTICE EXCELLENCE

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WELCOME

TO THE 2011 GLOBAL AWARDS

THE 2011 CORPORATE INTERNATIONAL GLOBAL AWARDS COMMEMORATES THE FIRMS THAT HAVE BEEN EXTREMELY ACTIVE OVER THE PAST 12 MONTHS AND THAT HAVE SHOWN EXCELLENCE, NOT ONLY IN SPECIFIC LEGAL EXPERTISE, BUT IN SERVICE TO THE GLOBAL ECONOMY DURING A DIFFICULT WORLDWIDE ECONOMIC DOWNTURN.

From April through to June of this year Corporate International received over 11,500 unique nomination forms from law firms, in –house counsel teams, business directors and private individuals. This diverse mixture of submissions from both domestic and international clients and peers ensured that we here at Corporate International had a wide range of nominated lawyers and attorneys from a variety of jurisdictions that specialise in a multitude of fields.

A large scale and in-depth research process then took place using the received information that has been combined along with other details that our internal research department have on file.

In July the shortlisted nominees were informed and additional information was requested of the special select few in order to fully recognise the skills of these elite firms and the high quality services that they provide to clients. This up to date information was combined with the comments and ratings from clients and peers as well as the previously conducted in house research from Corporate International's judicial panel to build up a clear picture of each of the shortlisted nominees. The final data was passed on by the panel on July 25th, and over the course of two weeks the final winners were selected.

Our awards merit the leading firms in their chosen specialism, and recognise true professional experience and expertise throughout the world. Corporate INTL magazine is read by business leaders, investors and advisers globally, therefore the awards that the magazine dispenses are huge accolades for those firms that are awarded and deemed to be winners in their chosen categories. Once the winners have been announced and each team has received notice of their award win, this special publication is launched to announce the winners to a global audience.

Each of the regions featured, (Europe, The Americas, Asia & Oceania, Africa and the Middle East) were designated a separate team of researchers who's task it was to take a detailed look at the nominees and carefully select the honour accredited to the chosen winners.

This year the award winning firms are listed by geographic region, broken down into country order and listed with a specific award title. There is also a helpful index at the back of this special Global Awards Supplement 2011 that organises firms in an easy to find list arranged alphabetically by firm name.

CONGRATULATIONS TO ALL OF THE 2011 WINNING FIRMS FROM CORPORATE INTERNATIONAL MAGAZINE.



GLOBAL FOCUS 2011

2011 has been an interesting year so far for the financial and legal world. Three years after the start of the global economic downturn some regions of the world are starting to see growth and economic progress while some countries are adopting harsh austerity measures just to keep their economies afloat. So far this year Corporate International has worked with highly specialised legal firms representing clients in the most active regions in the world and has gained and shared exclusive insight into world events which is shared with the magazines large readership.

The Japanese economy saw an extremely difficult series of events in 2011, which started with a 9.0-magnitude earthquake and a consequential tsunami which caused a massive level of property and infrastructure destruction as well as causing significant damage to a nuclear power facility. Bank of Japan injected more than $325 billion in yen into the economy. Some economic forecasters, who previously had anticipated slower growth for Japan in 2011, now believe GDP may decline as much as 1% for the year.

After the controversy surrounding the "stepping-down" of the organisation's previous leader, the IMF chose a new managing director, Christine Lagarde, France's former finance minister, to head the global lender as the world's economy slowly recovers. The IMF is closely tied to the global economic recovery efforts and it was vital that a strong leader was appointed to help drive and promote worldwide growth.

2011 has brought challenges to the European Union in the form of sovereign debt risks and the attempts made by governments to tackle them. In the last three years Greece, Ireland and Portugal have received EU and IMF backed bailouts, which in partnership with strict state-encouraged austerity measures, are designed to help the member states get back on track. This road has been long and difficult and has caused turmoil in markets, lack of consumer confidence and fluxuations in the Euro currency value.

As the democrats and the republican parties fought for the definitive say on a Senate proposal to raise the US debt ceiling this year, the offices of Standard and Poor's were working overtime to finalise a report which would soon strip the United States of its prized AAA credit rating. According to S&P, the rating downgrade reflected the belief that the soon to be finalised plan to stabilise the country's medium and short term debt problems was likely to fall short. Credit rating agency Fitch then reaffirmed the US's triple-A sovereign rating stating that: "The key pillars of the US's exceptional creditworthiness remain intact."

South America has seen some promise this year in the form of Brazil. The reasons for Brazil's success can be attributed to low setup costs in comparison to competitor countries, commitment to fiscal stability, responsible state policies that encourage investment and a large domestic demand for products and services. An important factor adding to the positive situation in Brazil and other emerging economies has been the currency appreciation against the euro and the dollar. Renewable energy sectors in particular are giving South American countries new opportunities for foreign investors seeking to boost their respective nations' energy resources.

The Chinese economy appears set to remain on a strong growth trajectory in 2011, lending credibility to the stimulus policies the regime rolled out during the global financial crisis. The government vows, in the 12th Five-Year Plan adopted in March 2011, to continue reforming the economy and emphasises the need to increase domestic consumption in order to make the economy less dependent on exports for GDP growth in the future.

AFRICA & THE MIDDLE EAST

GLOBAL AWARD WINNERS

AFRICA AND THE MIDDLE EAST ARE BOTH HIGHLY VARIED REGIONS WITH COUNTRIES AT BOTH EXTREMES OF THE WEALTH SPECTRUM.

The North African region has been host to some significant developments in 2011. Massive anti-government demonstrations and revolution-like protests dominated international headlines as some elements of the region's populations voiced their feelings of no-confidence against their respective governments in countries such as Egypt and Tunisia.

Other news stories originating from North Africa gripped the business and finance pages as Egypt dropped plans to seek loans from the International Monetary Fund and the World Bank. The move came after the planned deficit in the 2011-12 budget was revised down from 11% to 8.6% of GDP. IMF potential financial assistance was aimed at supporting the country and government in their objectives of promoting social justice and preserving macroeconomic stability, but Egypt has decided to focus on minimising expenditure to tackle the deficit as opposed to foreign assistance for now.

The Middle East is best known for producing and exporting oil, which has a significant impact on the entire region, both through the wealth that it generates and through the movement of labour. However, many countries in the region, such as Bahrain, are seeking to produce income streams geared away from oil in an effort to diversify their economies. In particular, Bahrain and other states are looking to strengthen their financial industries.

Besides oil, other industries that contribute to the Middle East's economy include agriculture, cotton, livestock, textiles, metals and defense equipment.

Despite the global financial crisis, countries like Qatar have prospered in the last several years. In 2010 Qatar had the world's highest growth rate. Qatari authorities throughout the crisis sought to protect the local banking sector with direct investments into domestic banks. GDP rebounded in 2010 largely due to the increase in oil prices. The economic policy is focused on developing Qatar's non-associated natural gas reserves and increasing private and foreign investment in non-energy sectors, but oil and gas still account for more than 50% of GDP, roughly 85% of export earnings, and 70% of government revenues. Oil and gas likely have made Qatar the highest per-capita income country and the country with the lowest unemployment.

Both Africa and the Middle East are emerging from the recession, with economic growth boosted by demand for exports, increased public spending, greater availability of cross-border credit, as well as improvements in commodity and oil prices and global trade.

South Africa's former economic policy was fiscally conservative, focusing on controlling inflation, and attaining a budget surplus. The current government largely follows the same prudent policies, but must contend with the impact of the global crisis and is facing growing pressure from special interest groups to use state-owned enterprises to deliver basic services to low-income areas and to increase job growth.

AFRICA & THE MIDDLE EAST GLOBAL AWARD WINNERS

07	Rubeya & Co	Full Service Law Firm of the Year in Burundi
07	Al-Ahl Law Firm	IP Law Firm of the Year in Egypt
08	Sam Okudzeto & Associates	Dispute Resolution Law Firm of the Year award in Ghana
09	Caspi & Co	Banking & Finance Lawyer of the Year in Israel
09	Yehuda Raveh & Co	Project Finance & Commercial Law Firm of the Year in Israel
10	Khalifeh & Partners	Business Law Firm of the Year in Jordan
10	Uteem Chambers	Business Law Firm of the Year in Mauritius
11	George Etomi & Partners	Arbitration Law Firm of the Year in Nigeria
13	Johnson Bryant	IP Law Firm of the Year in Nigeria
13	Law Offices of Gebran Majdalany	Boutique Law Firm of the Year in Qatar
14	Sultan Al-Abdulla & Partners	Business Law Firm of the Year in Qatar
15	CLAS Legal	Corporate Law Firm of the Year in Sierra Leone
16	Sarkis & Associates	Business Law Firm of the Year in Syria
16	Amie Bensouda & Co	Law Firm of the Year in the Gambia
17	Shonubi, Musoke & Co Advocates	Law Firm of the Year in Uganda

Rubeya & Co
Cabinet d'Avocats

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Corporate INTL Global Awards 2011 Winner



AL-AHL LAW FIRM

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AL-AHL LAW FIRM

The Intellectual Property Department ("IPD") of Al-Ahl Law Firm is a flexible vehicle that is a one stop service for conventional and strategic services, customised to the specific needs of our clients. We assist our clients develop and maintain clear intellectual property policies to govern employee/employer relations and the use of intellectual property in conducting the business.

Owning and managing IP can be a risky business. If not careful, an employer can lose ownership to the intellectual property developed by its employees; undermine trademarks through improper use; or lose trade secrets and know-how through leakages of vital proprietary information. Our expertise extends to developing guidelines and policies for the management and use of intellectual property by employees and the various departments, drafting employment agreements that guarantee the employer's ownership of the intellectual property created by employees in the course of business; and drafting confidentiality agreements with employees and third parties to protect trade secrets and proprietary information. We act as the partners of our clients advising them on how to protect and leverage their intellectual assets.

We counsel clients on myriad issues relating to intellectual property under Egyptian law and international treaties, including validity and infringement, scope of protection, the intellectual property rights of others, and protection of biotech inventions. Our expertise extends to evaluating the novelty and patentability of clients' inventions, evaluating the newness of plant varieties, and conducting trademark searches. We also counsel on integrating intellectual property rights to secure the strongest protection for products, services and processes such as the protection of inventions using patents and trade secrets, and the protection of software programs using copyright and patents. Our counseling service covers all forms of intellectual property and extends to IP-related commercial matters, such as labeling and packaging, unfair competition and passing off, patent misuse and compulsory licensing, technology transfer and licensing.

We are not only experienced in the litigation of intellectual property law cases before all Egyptian courts, but also in the use of other (administrative, civil and criminal) enforcement measures. We are experienced in dealing with the various enforcement authorities. We evaluate the issues, the strengths and weaknesses of our clients' positions, recommend the best strategy and course of action, and keep our clients abreast of developments on a regular basis.

We provide advice on protection techniques, and recommend protection plans that best fits the client's needs. We adopt a flexible approach that considers the broad spectrum of available protection measures at the different stages of the client's business, including employing preventive measures, and combating counterfeit commerce. We also represent our clients before the Patent and Trademark Offices, the Review Committees of the Patent and Trademark Offices, the Administrative Courts, courts of first instance and appeal courts, as well as in arbitration proceedings. Where appropriate we can arrange for raids to seize counterfeit goods, and recording of intellectual property with the Customs Authority to stop counterfeit products at import ports.







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SAM OKUDZETO & ASSCIATES

Nene Amegatcher is a legal practitioner and the managing partner of Sam Okudzeto & Associates.

The firm's specific areas of expertise when it comes to company formations are as follows: Registration of a new company, ensuring compliance with regulatory authorities, giving legal advise with regards to all aspects of the formation and subsequent operation of the company, drawing up pre-incorporation ad incorporation contracts and agreements, due diligence, mergers and acquisitions, matters relating to the stock exchange, drafts of agreements, recruitment and service conditions of employees (labour issues), and all other incidental legal issues relating to company formations and operation.

In Ghana, the general legal requirements for the setting up of any company are regulated by the Companies' Code, 1963 (Act 179). The type and the objects of the company to be formed may affect some specific requirements. But generally the requirements are as follows:

Minimum of one shareholder, minimum of two directors with resident in Ghana, registration with the Ghana Investment Promotion Center if it is a foreign company that is investing in Ghana to enable enjoy concessionary tax regime, where the company is investing in the Hotel or Tourism industry it should also be registered with the Ghana Tourism Board, the company must have external auditors who are licensed to practice in Ghana, delivering to the Registrar for registration, a copy of the proposed Regulations of the Company.

Regulation in Ghana is mostly beneficial to business growth, there are procedures that are intended to simplify the registration of companies with minimum delay, and period of registration should range between 48 hours and seven days.

Tax benefits include:

- investing in the free zone you have a 10 year tax holiday and there is no tax on dividends to shareholders in the free zone;
- there are also locational and industry tax incentives which are very generous;
- there are double taxation agreements with 10 countries which include Netherlands; France; Germany, Belgium, United Kingdom; Switzerland and South Africa which prevents double taxation of residents of these countries who are investing in Ghana.

Generally corporate tax rate is 25% and the carry forward of losses are allowed for certain manufacturing companies.

Ghana is a member of the World Trade Organizations and abides by WTO conventions.

Skill and experience are the main factors to be considered when employing staff. There must also be adheres to the provisions of the Labour Act.

With the discovery of significant reserves of oil and gas and the commencement of production and the vibrant mining sector coupled with the raising price of gold on the world market. Ghana's GDP is said to rise significantly and this would impact positively on economic growth.



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CASPI & CO.
ADVOCATES & NOTARIES

Norman Menachem Feder is a partner in Caspi & Co., where he manages the firm's international department. He focuses his practice on finance and cross-border transactions.

Mr Feder counsels a wide range of financial institutions, investment funds and multinational and domestic corporations. In finance, he advises on bank lending, corporate finance, project finance, derivatives, financial products and securitisations. In transactions, he advises on mergers and acquisitions, joint ventures and operational arrangements. He is also active in fund formation. Mr Feder is commonly acclaimed by professional review publications.

Before embarking on private practice, Mr Feder was a 1987-88 Luce Scholar, in the capacity of which he acted as a white collar criminal investigator in Singapore for Singapore's Ministry of Finance. After that, he served as a judicial law clerk, first to Judge Roger Miner of the United States Court of Appeals for the Second Circuit and then to Deputy Chief Justice Menachem Elon of the Supreme Court of Israel.

Mr. Feder is a 1987 graduate of the New York University School of Law with many honors and obtained A.B. and M.A. degrees in English and Comparative Literature from Columbia University in New York.

Mr. Feder is an Adjunct Lecturer on derivatives at the Tel Aviv University Law School. He has authored numerous professional and academic articles on law and finance and was editor-in-chief of the New York University Journal of International Law & Politics.

Caspi & Co. is one of Israel's oldest and best known law firms. Since its founding nearly 75 years ago, the firm has maintained a vibrant domestic and international practice.

The firm serves as outside counsel to a variety of major corporations, financial institutions, investment groups, project developers and governmental entities and commonly plays a role in many of Israel's preeminent transactions and most noted litigations. Regular involvement with major actors and innovative issues positions the firm as a top-rate adviser that can provide a variety of critical and cutting edge legal services.

Caspi & Co. prides itself on its deep experience in banking and finance. The firm counsels many Israeli and international financial institutions, as well as significant finance consumers, both in traditional lending arrangements and in alternative financings.

Caspi & Co. stakes its reputation on adding quality and value to its clients' endeavors. As a result, the culture of the firm fosters expertise in law and practicality when formulating solutions. Caspi & Co. lawyers are trained to offer thorough and pragmatic advice to clients and often pursue their interests in more than just one of the firm's practice areas. A number of the firm's partners lead in their respective fields.



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YEHUDA RAVEH & Co.
LAW OFFICES

Yehuda Raveh and Co. was established in the 1940s by the late Gideon Hausner, the Attorney General of the State of Israel and a Cabinet Minister in Israel's Government. Today, the firm is among the leading law firms in Israel. It is led by Mr. Yehuda Raveh and has a staff of 85 lawyers, associates, and administrative personnel.

The firm is also involved in projects in Europe and has recently opened a branch in Bucharest, Hungary.

The firm has been repeatedly ranked among the leading law firms in Israel by various international publications, namely: The European Legal 500, Dun & Bradstreet, Chambers Global, International Association of Business Leaders and IFLR1000.

The firm provides legal services in a broad range of areas, including among others: major infrastructure projects, project finance and BOT projects, corporate and M&A, multi-national cross-border transactions, real estate, construction and development, bankruptcy and reorganisation, hotel and tourism, public tenders, administrative law and litigation and dispute resolution.

The firm represents several of the largest real estate and construction projects in the country in major residential, commercial, high-tech and industrial projects. The firm has well-known expertise in hotel development and management deals throughout Israel, and represents numerous hotel owners and developers and major national and international hotel companies.

The firm is one of Israel's leading firms in the area of infrastructure and project finance. The firm has unrivalled experience working across a wide range of infrastructure projects, including infrastructure projects in the areas of transportation, construction, real estate development, water desalination, power plants and others.

The firm is heavily involved in the Cross Israel Highway Project, the largest Transportation Infrastructure Project in Israel, which was built and financed on a B.O.T. basis.

Yehuda Raveh and Co. is one of the leading corporate and M&A law firms in Israel. The firm has been involved in many significant and complex cross-border transactions, of all sizes and ownership structures.

The firm was recently involved in the acquisition of the control of Azorim, a public company valued at $500 million, which is one of the largest development companies in Israel.

The firm also represents the Israel Infrastructure Fund (IIF), the first Israeli private equity fund specialising in infrastructure related projects and companies. Recently the Firm represented IIF in the acquisition of 75% of the shares in Netivey Hayovel Ltd., the Concessionaire of the PFI Road 431 Project, and in the acquisition of 27.5% of CityPass Ltd., and the Concessionaire of the Jerusalem Light Rail Project.

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We are a leading law firm in Jordan with a solid track record for delivering commercial results for clients in today's fast paced business environment.

We are constantly involved in Jordan's headline transactions and complex legal work. Our ability to provide our clients with legal, commercial and strategic solutions is built on vast experience and knowledge of the Jordanian market, and a keen understanding of the commercial context in which businesses operates.

Our client base includes many of Jordan's leading companies and financial institutions. We also constantly advise international companies, consortiums and financial institutions in connection with their dealings, bids, financings and business transactions in Jordan. Our commitment to providing innovative legal advice to our clients is backed by the resources and expertise of over 25 highly qualified and experienced Arabic and English speaking lawyers.

Banking & Corporate Finance | Capital Markets & Securities
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Property & Real Estate Development | Taxation

Tier 1 Ratings by IFLR 1000 & Legal 500

Corporate INTL Global Awards 2011 Winner



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UTEEM CHAMBERS

UTEEM CHAMBERS is a leading Barristers' Chambers in Mauritius which specialises in International tax law, international trusts law and all aspect of offshore business activities. The Chambers was set up in response to the demand for Mauritius-based lawyers with international exposure and specialised expertise in the fields of international trusts, international finance, corporate and cross border insolvency. The chambers is headed by Muhammad Uteem graduated in the UK and hold LLM in international tax law, company law, law of international finance and international trusts from the University of London. Muhammad Uteem was an associate of US firm Winthrop Stimson Putnam & Robert (now Pilsburry Winthrop Shaw Pittman LLP) for three years and worked principally in its Hong Kong and Singapore offices. Muhammad is a founder member and the former Chairman of STEP Mauritius (Society of Trust and Estate Practitioners).

More than 80% of the Chamber's practice involves advising international clients, multinational enterprises, international law firms, the top ten international accountant firms, management companies, and domestic and international banks. The Chambers provides litigation services, advice and legal opinions on any aspect of the laws of Mauritius, international tax planning, domestic taxation, international investments, international trusts law, company law and international bankruptcy, international criminal law and economic crimes, international law of finance inclusive of capital structured finance and derivatives, securitisation by making use of a special purpose vehicle, aircraft leasing, international banking and privatisation. The Chambers is also involved in the setting up of funds in India, various jurisdictions in Africa, China etc, international tax and trust structuring, implementation of international transactions, negotiation, drafting of transaction documents and review of all legal documentation inclusive of trusts deeds, corporate constitutive documents, credit facility documents etc. The Chambers undertakes international litigation such as international bankruptcy, enforcement of international creditor's claim and anti money laundering.

Muhammad Uteem managing partner of the firm deals with international commercial law, corporate finance, public law, trusts and tax consultancy and litigation.

He has advised a variety of funds investing in India, China and Africa. His services have included advising on the structure, most appropriate vehicle for the collective investment scheme, tax implications, the negotiation and drafting of Private Placement Memorandum and other offering documents, subscription agreements, management agreement, custodian agreement and other transaction documents. His recent assignments include setting up several multi million private equity funds for investment in Africa mainly in the infrastructure and telecoms sectors, setting up a fund for reconstruction of Afghanistan, setting up real estate funds with capital commitments of over US$3 billion and setting up retail funds for investment in emerging markets. Clients include government linked agencies such as Norfund, Commonwealth Development Corporation, Temasek and Aureos as well as banks such Union Banque Suisse, ING Baring, JP Morgan and Kotak Mahindra.

Mr Uteem regularly represents clients in various civil and commercial matters as well as tax payers in the Tax Appeal Tribunal and judicial review. He has also advised a number of foreign companies investing into Mauritius including hotels, integrated resort schemes and call centres. Clients include Accor group and Middle East real estate companies.

GEORGE
ETOMI &
PARTNERS

Arbitration Law Firm of the Year in Nigeria



GEORGE ETOMI & PARTNERS was established in 1984 with its Head Office located in the serene surroundings of Ikoyi, Lagos, affording us easy access to the law courts and making us readily accessible to most corporate and other clients.

Our mission is to provide timely, qualitative value added legal solutions to our client's business needs.

We have the capacity and reputation for rendering top quality legal services comparable with the best obtainable worldwide. We adopt a constructive, creative and commercial approach to the different problems of our clients, at the same time offering advise and facilitating the development of their businesses.

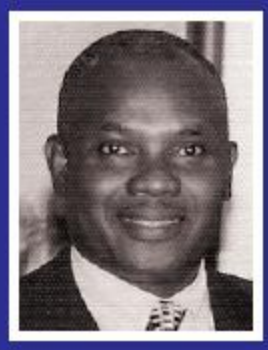
We have a leading reputation for offering pioneering business solutions and further to keenly rendering timely and innovative advice to our clients in our over 26 years of practice, have been involved in transactions spanning various fields of Law. We have thus years developed the strength and depth required to assist clients in meeting their legal needs.

Corporate INTL Global Awards 2011 Winner

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GEORGE ETOMI& PARTNERS

THE LAW FIRM WAS ESTABLISHED IN LAGOS IN 1984, AND HAS RAPIDLY GROWN TO BECOME ONE OF THE FOREMOST COMMERCIAL LAW FIRMS IN THE COUNTRY WITH OFFICES STRATEGICALLY LOCATED IN LAGOS, ABUJA AND PORT HARCOURT. THE FIRM CURRENTLY HAS FOUR PARTNERS AND SEVENTEEN ASSOCIATES, SPREAD AMONGST THE BRANCH OFFICES.

GE&P is a member of the following bodies: Securities and Exchange Commission; Negotiation, Conciliation and Mediation Group (NCMG); Capital Markets Solicitors Association (CMSA); and Maritime Lawyers Association (MLA). Besides demonstrating the firm's broad competence as lawyers, the affiliation with the foregoing regulatory and legislative institutions means that the firm is in a position to provide clients with an unrivalled breadth of expertise.

The core practice areas include project finance, capital markets, banking law, telecommunications law, aviation law, oil & gas law, company law, and Government regulatory liaison.

Over the years, the firm has rendered professional services in the field of corporate law - more particularly relating to company formation, company restructuring, privatisations & initial public offers, mergers & acquisitions and project finance- to over 20 indigenous companies. GE&P Nominees Limited, representing the secretarial arm of the law firm, has served as external company secretary to these companies, efficiently performing secretarial services in full compliance with the Companies and Allied Matters Act.

The mission is to provide timely, qualitative value added legal solutions to the client's business needs.

The firm has the capacity and reputation for rendering top quality legal services comparable with the best obtainable worldwide. The firm adopts a constructive, creative and commercial approach to the different problems of the clients, while at the same time offering advice and facilitating the development of their businesses.

George Etomi & Partners has a leading reputation for offering pioneering business solutions and further to keenly rendering timely and innovative advice to the clients. For over 26 years of practice, the firm has been involved in transactions spanning various fields of Law. The firm has thus developed the strength and depth required to assist clients in meeting their legal needs.

With a strong litigation team, the firm has and continues to meet varying client's demands. The team of lawyers have successfully obtained favourable judgements for the clients in an array of commercial and criminal cases. The firm has also taken part in numerous arbitration proceedings either as counsel or active participation on the panel. The firm has also participated in other ADR processes. The wealth of experience is evidenced in the firm's contributions to both local and international journals and other forms of consultations relating to the particular field of practice.

The firm's litigation and dispute resolution department deals with all forms of commercial and corporate litigation, covering areas such as aviation law, banking, finance and the regulation of financial services, business crime, commercial fraud construction disputes, employment law, environmental law, information technology, insolvency, business reconstruction, insurance, mergers and acquisitions, oil and gas, property litigation, public and private international law etc.

The firm has well trained paralegals that complement the firm's Litigation Group to ensure maximum efficiency.

"THE FIRM HAS RENDERED PROFESSIONAL SERVICES IN THE FIELD OF CORPORATE LAW - MORE PARTICULARLY RELATING TO COMPANY FORMATION, COMPANY RESTRUCTURING, PRIVATISATIONS & INITIAL PUBLIC OFFERS, MERGERS & ACQUISITIONS AND PROJECT FINANCE"

JOHNSON BRYANT

SYM OTIKE-ODIBI - PARTNER

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JOHNSON BRYANT
LEGAL PRACTITIONERS AND TRADEMARK AGENTS

Johnson Bryant is a proficient Commercial Law firm in Nigeria with an adept Intellectual Property Law practice group that provides services encompassing the full spectrum of IP Law. Our IP services include:

Administration & managing client's IP portfolios, drafting practical and enforceable Intellectual property agreements & contracts including: assignments, licensing agreements, franchising agreements, merger agreements, acquisition agreements, technology transfer & know how agreements.

The firm reviews and files all legal documents for license agreements, assignments, registration, mediation contracts, renewals and annuities.

Further IP services of the firm include:
- Conducting name/logo searches
- Counseling and investigating matters involving IP rights and ownership in regards to issues in counterfeiting, piracy and infringement
- Litigation and prosecution of IP Rights
- Due diligence investigations
- Cautionary notices, cease & desist letters
- Intellectual property advisory

The firm's strength lies in its team of resourceful, competent and proficient attorneys, paralegals, agents and support staff experienced in all aspects of IP law practice and procedures.

Trademarks, patents, designs and copyright are some of the IP rights protected by legislations in Nigeria. The relevant laws on IP in Nigeria are: Trademarks Act of 1965, Patent & Design Act of 1970, Copyright Act of 1988, National Technology Acquisition and Promotion Act 1979, Counterfeit and Fake Drug Act 1999.

The registration of a trade mark is administered by the Registrar of Trade Marks at the Trade Mark Registry Abuja, Federal Capital Territory under the Ministry of Trade and Commerce.

Section 67 of the Trademark Act defines a trademark, as "a mark used or proposed to be used in relation to goods for the purpose of indicating , or so as to indicate , a connection in the course of trade between the goods and some person having the right either as proprietor or as registered user to use the mark whether with or without any indication of the identity of the person , and means , in relation to a certification trade mark , a mark registered or deemed to have been registered under section 43 of this Act."

According to the firm, in the context of today's competitive business environment, organisations are becoming increasingly aware of the potential and value attached to their IP assets, against this backdrop, we are witnessing a rather tenacious approach in their attempt to secure and maintain their IP rights.

In recent developments, The Commercial Law Department of the Ministry of Commerce and Industry of Nigeria is currently in the process of launching its online registration portal for registration of trademarks, patents and designs. The service to be provided when the portal becomes operational shall include an online search application an online registration of trademarks, patent and design online payments for services, and an online application for certificates. The portal will however only be accessible to accredited firms. Johnson Bryant has been accredited in this regard.



LAW OFFICES OF GEBRAN MAJDALANY

GEBRAN N. MAJDALANY - SENIOR PARTNER

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LAW OFFICES OF GEBRAN MAJDALANY

Established in 1967, the firm has developed a pre-eminent position in the State of Qatar, providing advice to local business leaders and government entities, international investors and financial institutions involved in major projects in Qatar.

The firm has substantial experience in providing advice to foreign clients directly or through their international counsel on the application of Qatari law. In a market where local knowledge and contacts are key, the firm is in a strong position to provide in-depth insight into Qatar's rapidly developing business environment.

The firm comprises two departments: the Arabic Language Department which has 14 lawyers qualified in Qatar, Lebanon, UAE and Egypt, who provide advice on local law issues and handle commercial litigation matters and arbitration including execution of local judgments and enforcement of foreign judgments and arbitration awards in Qatar; and the International Department which currently comprises 5 English speaking lawyers, qualified in the US, England, India and Malaysia, who represent international clients involved in projects in Qatar, including the Qatar Financial Centre (QFC).

Clients include companies in the oil and gas, utility, banking and insurance, engineering and construction, trading, manufacturing, real estate, telecoms, education, defence and hospitality sectors. Both departments work closely together, pooling their local and international law expertise and experience to provide added value to the firm's clients. The firm has been involved in most major infrastructure and energy projects in Qatar over the past 20 years and many key mergers and acquisitions.

The firm also advises on establishing in the QFC and operating within the QFC's regulatory environment. Lawyers of the firm have been involved in drafting Qatari legislation and have established relationships with various government departments, regulators and other agencies involved in the regulation of business in Qatar. The firm has also developed long-standing relationships with a wide network of leading international law firms.

The firm has acted for most of the major banks in Doha on local lending and other transactions. It has advised on numerous conventional and Islamic financings, including energy projects, aircraft and shipbuilding/charter party financings and real estate financings. It has advised a large number of international investment banks regarding the conduct of business in Qatar including areas such as anti-money laundering, marketing of securities into Qatar, and providing opinions on derivatives trading and security arrangements in relation thereto. Members of the firm developed groundbreaking documentation for taking security over assets in Qatar, which is now considered the market standard, having previously advised on structuring arrangements utilising special purpose vehicles for major international financings. The firm has also advised on issues involving insurance and the Qatar Exchange.

Projects: The firm has advised either sponsors or lenders on most of the major gas and power projects being developed in Qatar including those for Qatar Petroleum, RasGas, Qatargas, and the power sector. Its extensive experience was obtained working with international investors and banks on complex project and finance arrangements.

Languages practiced: English, Arabic and French



SULTAN AL-ABDULLA & PARTNERS

SULTAN M. AL-ABDULLA -SENIOR PARTNER
ASHRAF FESHAWI – PARTNER (DISPUTE RESOLUTION)
OSMAN MEKKI – PARTNER (CORPORATE COMMERCIAL)
SALMAN MAHMOOD – PARTNER (CORPORATE COMMERCIAL)

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سلطان العبدالله ومشاركوه
Sultan Al-Abdulla & Partners | www.qatarlaw.com

Sultan Al-Abdulla & Partners is an established legal practice, specialising in corporate and commercial transactional work and complex business litigation. Founded in 1999 by Sultan Al-Abdulla, an experienced Qatari lawyer, the firm draws its strength from the diversity of experience and perspective offered by a multinational team of experienced attorneys.

The firm's lawyers carry extensive experience and deep understanding of the market, the country's various segments and the general regulatory framework of doing business in Qatar. The team comprises of lawyers trained in a diverse range of legal systems with experience in contemporary transactions as well as litigation. In particular, the firm's lawyers offer understanding and experience of shariah compliant financial products, project finance, energy, construction, information technology and communication sectors. The Firm's experience includes establishing incorporated and branch entities, drafting HR policies and contracts, structuring sports and media sponsorships, devising contractual regimes for protection of intellectual and industrial property and providing legal counsel in relation to information technology, electronic transactions, joint ventures, commercial agencies, franchises and licensing, hospitality management, supply and distribution, and international trade.

The firm's list of longstanding clients features international corporations with firm commitment to the Qatari market, and local institutional clients as well as leading business houses.

The firm has attorneys who come from different backgrounds and have considerable experience in advising clients on various legal matters relating to the structuring of their activities and to conducting business in Qatar independently or in association with third parties, such as: joint ventures, due diligence, licensing, employment and management, incorporation and registration of companies. The firm regularly advises in relation to corporate restructuring, mergers and acquisition, divestiture and transfer of share holdings, private placement of shares, initial public offerings (IPOs), bankruptcy and liquidation of corporate entities.

Experience and activities

- Advised and implemented the restructuring of a syndicated Musharakah financing facility of US$ 200 Million for the development of an energy related economic zone based in the State of Qatar.
- Provision of advice in respect of activities proposed to be carried out in the financial sector in Qatar. The advice required detailed knowledge of the legal and regulatory regime of the Qatar Financial Markets Authority ("QFMA") and of Qatar Financial Centre ("QFC") as well as practices adopted in the ever evolving procedural framework.
- Advising on the merger and restructuring of two large Qatari media companies. The new entity is due for an IPO later this year and is expected to raise around US$ 600 Million.
- Representing a multinational contractor in a US$ 600 million construction dispute against a government authority.





CLAS LEGAL

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CLAS Legal
Corporate Legal Advisory Services

Corporate Legal Advisory Services

Bespoke Consultants for your business

CLAS LEGAL IS A CONSULTANCY FIRM OFFERING A NUMBER OF CORPORATE SERVICES INCLUDING LEGAL SERVICES MAINLY TO INTERNATIONAL FIRMS INVESTING IN SIERRA LEONE.

The firm provides a range of consultancy services customised to suit clients' corporate business needs. The firm's practice depends upon the trust and confidence of clients, the firm's professional reputation, and their ability to provide practical advice and solutions at a fair price. The firm's people are the heart and soul of CLAS Legal's commitment to client service.

The firm's consultants, lawyers, advisors, legal assistants and paralegals work together to place client satisfaction as the firm's number one priority.

The firm employs a team approach to ensure that clients' needs are met on time, efficiently, with excellence and accountability. With a compact and personalised approach, the firm assists small, emerging and large institutions in the areas of: Investment Advice, corporate resolutions and Incorporation agreements, executive contract agreements, commercial agreements, operating policies and procedures and ADR/mediation.

A good number of the firm's specialists are dual qualified with legal qualifications from the UK or USA as well as Sierra Leone.

A typical client of the firm would be a foreign company investing in one of the key sectors in Sierra Leone being mining, energy or oil and the firm would work with both their in-house teams and retained lawyers.

"In Sierra Leone, our legal consultants view complexities in cross border transactions as dependent on the sector and age of the law and whether there are any grey area issues that can only be determined by the courts. However, the courts in Sierra Leone would look to UK law for guidance and do recognize the right of parties to choose arbitration. However, it must be noted that Sierra Leone is still not a signatory to the 1958 New York Convention on the enforcement of arbitral awards," explained Millicent Ojumu founder of CLAS Legal.

The Managing Director and founder of CLAS Legal, Ms. Hamilton-Hazeley is a UK qualified solicitor, Double Honours LL.B graduate of Keele University and a French Licence graduate of the University Of Montpellier Faculty Of Law, France. She acquired her legal training in corporate finance at the UK top City Firm of Hammonds where she worked in their London, Birmingham and Paris offices in finance, asset deals and projects with clients such as Compass, WPP Group, GE Capital, Geopost Group, Royal Bank of Scotland and Barclays Bank. She was schooled in Sierra Leone, Germany, France and the United Kingdom and speaks four different languages. She has been Legal Counsel to the Ministry of Energy and Power for corporate and project finance matters and has recently been appointed as a technical member of the National ICT Advisory Council by His Excellency the President. She is also recognised as a National Expert on Regulatory issues by the International Telecommunications Union (ITU), the Economic Community of West African States (ECOWAS) and the West African Telecoms Regulatory Assembly (WATRA). She also has a keen interest in international trade issues and is an official member of the Sierra Leone National Coordinating Committee on Trade. She also presides as Council Member on the Sierra Leone Chamber of Commerce, Industry and Agriculture where she represents the Chamber/private sector on EPA negotiations with the EU and has been pioneering the Chamber's Arbitration/ADR Centre project.

The laws of Sierra Leone are relatively old but are currently being reviewed by the Law Reform Commission. A new Companies Act was passed in 2009 and provides for the establishment of a Corporate Affairs Commission which will take over from the current registrar of companies and put in place a digitised system for handling company records. There are also developments in the financial sector with a new financial sector development plan being put in place to support capital investments and inflow and safe repatriation of funds, a credit reference bureau and the use of moveable assets as security. The Sierra Leone Stock Exchange has also been recently established with a few companies trading at present. There is also a newly established fast track Commercial Court.

An incentives bill is to be passed into law supporting the Investment Promotions Act of 2004. The country's employment laws are also being amended to support dynamic sectors such as the Information and Communication Technology sector. A fibre optic cable will be connecting Sierra Leone to the West by 2013 and will provide the much needed infrastructure that will support cross-border transaction work.

> "CLAS EMPLOYS A TEAM APPROACH TO ENSURE THAT CLIENTS' NEEDS ARE MET ON TIME, EFFICIENTLY, WITH EXCELLENCE AND ACCOUNTABILITY."

At the time of going to print CLAS has recently been notified by the regulatory body of legal practitioners in Sierra Leone that it can no longer offer a one-stop service including legal services. Plans at CLAS are therefore underway for the legal services department to be separated from the rest of CLAS services. Please contact CLAS for further details.

SYRIA - BUSINESS LAW FIRM OF THE YEAR



SARKIS & ASSOCIATES

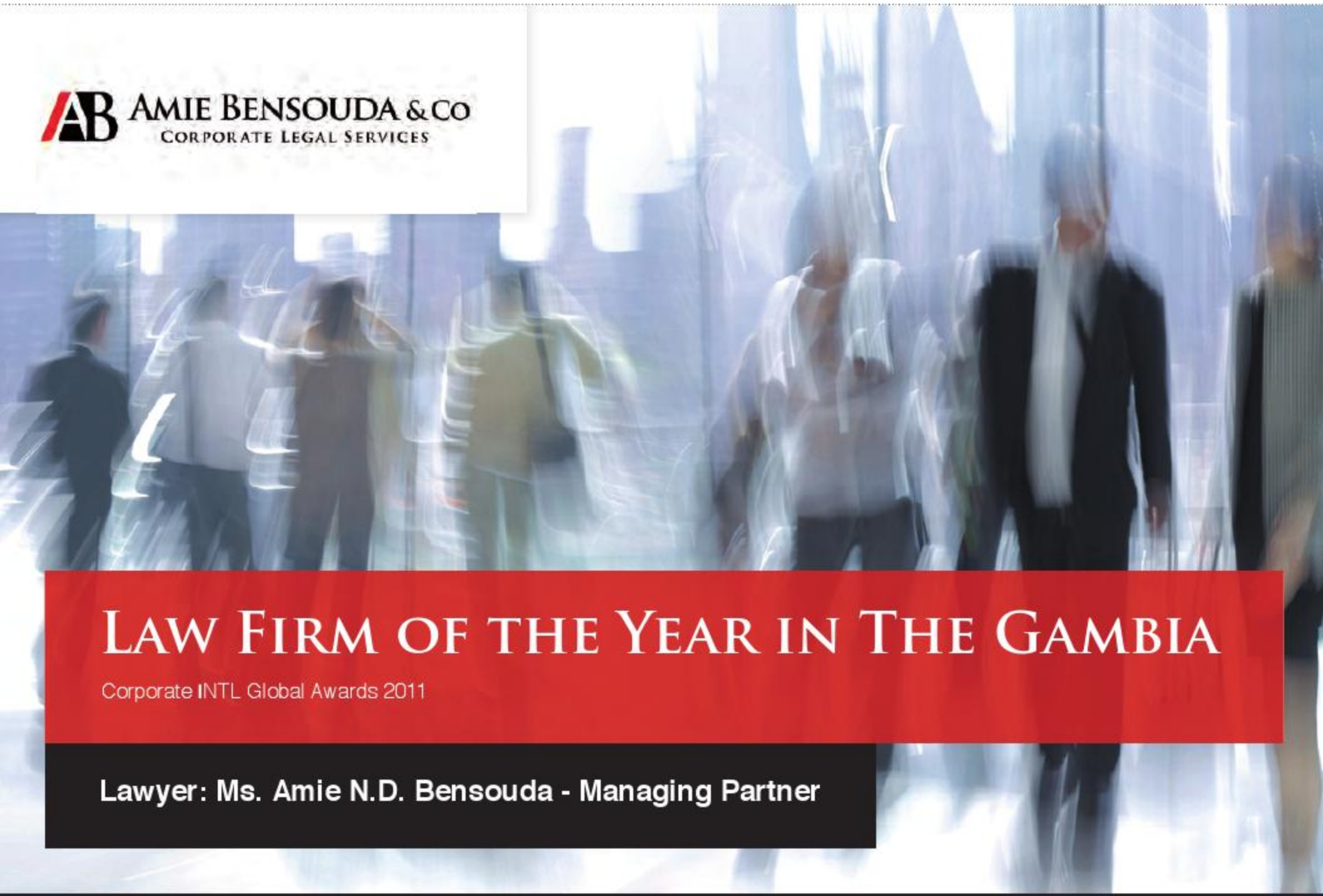
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Sarkis
Attorneys at Law

The firm, established in 1960, is one of the largest integrated law firms in Syria providing a comprehensive range of specialised legal and consultation services to meet the needs of both domestic and international clients. Since then, the firm's guiding principle has been delivering high-quality, value added services to our clients customised to meet their business and legal needs. Sarkis & Associates is recognised as a leading Syrian law firm specialising in innovative, commercial solutions to the most complex issues.

Today, the firm is composed of four partners and 20 professional high-calibre lawyers specialised in the firm's different areas of practice, in addition to a pool of assistant lawyers, trainees, paralegals, administrators, etc. The team is capable of handling local and international clients and enjoy multilingual skills including Arabic, English and French.
Sarkis & Associates offers a wide range of services that correspond to the needs of the clients throughout the lifecycle of their business including:
Banking & Insurance: The firm provides an advisory service to several major private banks, insurance companies and financial intermediaries. Specifically, the firm was a pioneer in assisting in the incorporation of the first private bank in Syria. In addition the firm incorporated four conventional banks and one Islamic bank, and is assisted in the incorporation of a number of insurance companies. The firm also remains as advisors to all their client firms' day-to-day operations and major local and international transactions.
Corporate: The firm undertakes work in most aspects of local and foreign direct investment in Syria in the private, public and joint sectors. The firm's services cover the entire spectrum of company-related activity and transactions including incorporation, joint ventures, disposals, mergers and acquisitions. A high proportion of the firm's corporate & commercial work involves a significant design and implementation of legal due diligence studies.
Project Finance: The firm is considered a leader in project finance transactions in Syria, with focus on particular market sectors including energy & oil, telecoms, construction, real estate, etc. The finance practice covers the full range of international and domestic finance activities with particular emphasis on structured products, project finance, syndicated loans, M&As, public-private partnerships among others.
Infrastructure Projects & PPPs: The firm completed the first public private partnership (PPP) project for the container terminal at Lattakia Port in Syria in collaboration between a multi-national French company and a Syrian holding company. In addition, Sarkis was one of the first law firms that was entrusted to set the BOT legal structure in Syria and has contributed in drafting various important BOT Agreements in the field of telecommunication, energy, tourism and real estate development.
Litigation and Arbitration: The firm is proud to be present in the legal litigation practice throughout the long term of establishment. The firm's senior partner Mr. Suheil Sarkis is extremely well known in the judges' community of being well experienced in litigation in all commercial and civil matters, including arbitration as a method of settlement. The firm's litigation team is well known for its efficiency in obtaining successful results in the courts.





SHONUBI, MUSOKE & CO ADVOCATES

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SHONUBI, MUSOKE AND COMPANY ADVOCATES WAS REGISTERED AS A LAW FIRM IN 1987 SOON AFTER THE LIBERATION WAR WHICH DISPOSED OF THE OPPRESSIVE DICTATORIAL REGIMES THAT HAD CHARACTERISED UGANDA FOR SEVERAL YEARS.

The firm was started at a time when new attitudes and opportunities were emerging in Uganda, and has steadily grown into one of the largest firms in the country. The firm has established ourselves as a leading law firm in Uganda and is proud to be one of the few firms in the country that own their business premises.

In a jurisdiction where few firms have managed to specialise, the firm has succeeded in building a specialised practice with core capabilities in all fields of corporate and commercial law ranging from non-contentious transactional work to highly contentious complex litigation. The firm's endeavours have enabled them to build a solid reputation and this fact is exemplified by the lengthy and ever increasing portfolio of impressive international and local clients.

The firm is the Uganda member of the Africa Legal Alliance an extensive network of the continent's leading firms in Angola, Democratic Republic of Congo, Ghana, Kenya, Mozambique, Namibia, Nigeria, Tanzania, and Zimbabwe. The key features of the Africa Legal Alliance operated out of Norton Rose South Africa/ Norton Rose Africalegal include the sharing of know-how, expertise and market information and more importantly the ability to carry out cross border legal work with proven and reliable foreign counsel.

The firm has at various times been rated as a leading law firm in Uganda by Chambers and Partners and by the IFLR 1000 directory of leading financial law firms, by PLC Which Lawyer and was awarded the Law Firm of the year 2010 award in Banking and Finance, Mergers and Acquisitions and Energy Law by Corporate International and has since been awarded Law firm of the year 2011 by the same entity.

Headed by the firm's Senior Partner Dr Alan Shonubi, the Corporate and Commercial Law department is the largest department in the firm, encompassing the full range of corporate and commercial law services.

Major areas of practice in this department include:

- Corporate/ M&A
- Banking & Finance
- Energy, Mining, Oil and Gas
- Tax & Securities
- Telecommunications
- Intellectual Property
- General & Conveyancing and Real Property
- Transport
- Privatisation & Deregulation
- Litigation & Arbitration

The firm is committed to maintaining an intricate understanding of the Ugandan legal regime by remaining constantly on its toes to ensure that they learn something new everyday. If there is nothing new to be learnt, the firm shall nonetheless be at the forefront of possible breakthroughs and modifications to the status of the law by setting new precedents and supporting progressive nascent legislations. Shonubi, Musoke & Co. Advocates over the years has continued to be respected locally and internationally as a firm that can be relied on to give advice that will hold its own in a dynamic global market.

Dr Alan Shonubi, the Senior Partner of the firm has a large wealth of experience in the Ugandan legal services market and has distinguished himself in the field of Corporate and Commercial Law in Uganda.

Partner of the firm Noah E. Mwesigwa also practises in the Corporate and commercial law department of the firm and handles all aspects of mergers and acquisitions, banking and finance and energy.

Partner of the firm Andrew Kibaya specialises in banking and finance including all aspects of project finance and large infrastructure projects.

Mr Peters Musoke, one of the founding partners specialises in litigation and alternative dispute resolution.



ASIA & OCEANIA

GLOBAL AWARD WINNERS

ASIA IS THE LARGEST CONTINENT IN THE WORLD, LOCATED ENTIRELY IN THE EASTERN HEMISPHERE, EAST OF EUROPE AND NORTHEAST OF AFRICA. OCEANIA INCLUDES AUSTRALIA, NEW ZEALAND, AND A HOST OF ISLAND NATIONS, STRETCHING FROM ASIA'S EAST COAST TO PARTS OF THE SOUTH PACIFIC IN THE WESTERN HEMISPHERE.

Australia escaped recession last year, helped by a strong government stimulus as well as robust trade linkages with Asia. The country's economy is backed by an abundant and diverse natural resources attract high levels of foreign investment and include extensive reserves of coal, iron ore, copper, gold, natural gas, uranium, and renewable energy sources.

New Zealand's economy posted a 1.7% decline in 2009, but pulled out of recession late in the year, and achieved 2.1% growth in 2010. Nevertheless, key trade sectors remain vulnerable to weak external demand. The government plans to raise productivity growth and develop infrastructure, (which will coincide with the country's hosting duties of the Rugby World Cup) while reining in government spending.

The Japanese economy saw an extremely difficult series of events in 2011, which started with a 9.0-magnitude earthquake and a consequential tsunami which caused a massive level of property and infrastructure destruction as well as inflicting significant damage to a nuclear power facility. Bank of Japan injected more than $325 billion in yen into the economy. Some economic forecasters, who previously had anticipated slower growth for Japan in 2011, now believe GDP may decline as much as 1% for the year.

The Chinese economy appears set to remain on a strong growth trajectory in 2011, lending credibility to the stimulus policies the regime rolled out during the global financial crisis. The government vows, in the 12th Five-Year Plan adopted in March 2011, to continue reforming the economy and emphasises the need to increase domestic consumption in order to make the economy less dependent on exports for GDP growth in the future.

The Indian Government seeks to hold its budget deficit to 5.5% of GDP in FY 2010-11, down from 6.8% in the previous fiscal year. India's long term challenges include widespread poverty, inadequate physical and social infrastructure, limited non-agricultural employment opportunities, insufficient access to quality basic and higher education, and accommodating rural-to-urban migration.

The Hong Kong government adopted several temporary fiscal policy support measures in response to the global financial crisis that it may discontinue if strong growth is sustained.

In 2011 Singapore attracted major investments in pharmaceuticals and medical technology production and will continue efforts to establish Singapore as Southeast Asia's financial and high-tech hub.

South Korea's GDP accelerated to 8.1% in 2010, aided by strong domestic demand drivers, including a jump in gross capital formation.

Taiwan's closer economic links with mainland China in 2011 brought greater opportunities for the Taiwan economy, but now Taiwan poses new challenges ,for example, FDI in China has resulted in Chinese import substitution away from Taiwan's exports and a restriction of potential job creation in Taiwan.

In 2011 the Indonesian government faces the ongoing challenge of improving the country's infrastructure to remove impediments to growth, while addressing climate change concerns, particularly with regard to conserving Indonesia's forests and peatlands, the focus of a potentially trailblazing $1 billion REDD+ pilot project.

A recovery in global demand for electronic products, rising commodity prices and expansionary fiscal and monetary policies led to Malaysia's GDP surging to 10.1% in 2010.

The AQUINO administration in the Philippines is working to reduce the government deficit from 3.9% of GDP, when it took office, to 2% of GDP by 2013.

Business and investor sentiment remained buoyant as Thailand's stock market grew almost 5% during the three-month period. The economy probably will continue to experience high grow well into 2011.

After struggling with the high level of inflation leftover from 2010, the near-bankruptcy and subsequent default of the SOE Vinashin, a leading shipbuilder, led to a ratings downgrade of Vietnam's sovereign debt, exacerbating the country's borrowing difficulties.

21	Actuate Legal	Boutique IP Law Firm of the Year in Australia
22	Monahan + Rowell	Boutique Law Firm of the Year in Australia
22	moulislegal	International Trade Law Firm of the Year in Australia
23	Doulah & Doulah	Law Firm of the Year in Bangladesh
23	GoldenGate	Arbitration Lawyer of the Year in China
24	Watson & Band Law Offices	Dynamic Law Firm of the Year in China
25	Sunshine Law Firm	Infrastructure & Energy Lawyer of the Year in China
26	Jade & Fountain	M&A Law Firm of the Year in China
26	Llinks Law Offices	Tax Lawyer of the Year in China
27	Liu, Shen & Associates	Patents Law Firm of the Year in China
28	Wintell & Co	Shipping Law Firm of the Year in China (Clients' Choice)
29	Kennedys	Employment Law Firm of the Year in Hong Kong (Clients' Choice)
29	Colin Wright Barrister-at-law	Maritime of the Year in Hong Kong
30	Rajinder Narain & Co	Aviation Law Firm of the Year in India (Clients' Choice)
31	Crawford Bayley & Co	Capital Markets Law Firm of the Year in India (Clients' Choice)
33	M.V. Kini & Co	Environmental Law Firm of the Year in India
33	Juris Corp	Foreign Direct Investment Law Firm of the Year in India
34	Tuli & Co	Insurance Lawyer of the Year in India
34	Anand and Anand	IP Law Firm of the Year in India
35	Rajani Associates	Litigation Law Firm of the Year in India
35	AZB & Partners	M&A Law Firm of the Year in India
36	ZeusIP	Patent Law Firm of the Year in India
36	Mulla & Mulla & Craigie Blunt & Caroe	Shipping Law Firm of the Year in India
37	Gagrats	Tax Law Firm of the Year in India (Clients' Choice)
37	Roosdiono & Partners	Business Law Firm of the Year in Indonesia
38	Makes & Partners	Capital Markets Law Firm of the Year in Indonesia
39	Ignatius Andy Law Offices	Dispute Resolution Lawyer of the Year in Indonesia
40	Indochine Counsel	Full Service Law Firm of the Year in Indonesia
40	Alfredo Associates	Insolvency and Reconstruction Law Firm of the Year in Indonesia
41	HPRP Lawyers	Projects & Natural Resources Law Firm of the Year in Indonesia (Clients' Choice)
42	Tokyo Kyodo Accounting Office	Cross-Border Tax Law Firm of the Year in Japan
43	ILS Shimoda Office	Immigration Law Firm of the Year in Japan
44	Uchida & Samejima	Industrial Property Law Firm of the Year in Japan
45	Kims and Lees	Licensing Law Firm of the Year in Korea
45	MdME	Business Law Firm of the Year in Macau
46	Thompson Associates	Copyright Law Firm of the Year in Malaysia



47	Mohamed Ridza & Co	Islamic Finance Law Firm of the Year in Malaysia
48	Advanz Fidelis	Patent & Trade Mark Practice of the Year in Malaysia
49	Barristers.Comm	Corporate Tax Lawyer of the Year in New Zealand
49	Bharucha & Co	IP Law Firm of the Year in Pakistan
50	Liaquat Merchant Associates	Shipping Law Firm of the Year in Pakistan
50	Sapalo Velez Bundang & Bulilan	Intellectual Property Lawyer of the Year in the Philippines
51	Puno &Puno Law Offices	Natural Resources & Mining Law Firm of the Year in the Philippines
51	Fortun Narvasa & Salazar	Dispute Resolution Lawyer of the Year in the Philippines
52	Braddell Brothers LLP	Boutique Law Firm of the Year in Singapore
53	Samuel Seow Law Corporation	Media & Entertainment Law Firm of the Year in Singapore
54	KhattarWong	Tax Law Firm of the Year in Singapore
55	Deep & Far	Full Service IP Law Firm of the Year in Taiwan
56	Lee, Tsai & Partners	Law Firm of the Year in Taiwan
57	Shay & Partners	TMT Law Firm of the Year in Taiwan (Clients' Choice)
58	Hunton & Williams	Corporate Law Firm of the Year in Thailand
58	Siam Premier International Law Office	M&A Law Firm of the Year in Thailand
59	CRA Timor	Law Firm of the Year in Timor Leste
59	Tekil Law Office	Commercial Law Firm of the Year in Turkey
60	Boden Law Office	Electricity Regulation Law Firm of the Year in Turkey
61	Bezen & Partners	Project Finance Law Firm of the Year in Turkey
62	Alkan Deniz Mavioglu Law Office	Tax Law Firm of the Year in Turkey
62	LCT Lawyers	Banking & Finance Lawyer of the Year in Vietnam
63	Aliat Legal	IP Lawyer of the Year Award in Vietnam

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MONAHAN + ROWELL
LAWYERS

Patrick's specialist areas of practice include dispute resolution and litigation, in particular involving financial services, professional negligence, insurance litigation, commercial litigation and defamation. He acts for financial institutions, insurers and underwriters at Lloyds and internationally. In the area of professional indemnity insurance, Patrick represents solicitors, accountants, insurance brokers, stockbrokers, auditors and other professionals, as well as their insurers. His practice also includes representing various church bodies against sexual abuse claims.

Patrick is a member of several professional organizations, including the Australian Insurance Law Association and has been an arbitrator and mediator for AustSolve. He has spoken at numerous conferences on insurance and reinsurance topics throughout Australia as well as having articles published in professional journals.

Patrick was admitted to practice in South Africa in 1978 and then in Australia in 1987. Today, Patrick is the senior partner of Monahan + Rowell Lawyers, heading up the firm's insurance and reinsurance practice group.

Monahan + Rowell Lawyers is a Melbourne law firm based in the prestigious Rialto Towers, with strong connections to Sydney and Brisbane. Patrick is supported in particular by his colleagues, Bruce Butler, Mark Attard and Andrew Probert, each of whom are well respected throughout Australia and London, and heads a team of eight partners and over 30 lawyers.

The firm's clients include leading local and foreign insurers and underwriters and other significant corporations and organizations. The firm has developed a strong specialist practice in the areas of insurance law, health law, personal injuries, asbestos litigation, employment law, transport law and commercial litigation. The firm's emphasis on leading the field in certain specialties, its attention to clients and their requirements and its focus on innovative outcomes to complex problems has earned it an excellent reputation in the litigation area. Understanding the insurance industry, both locally and internationally, is the key to Monahan + Rowell's success.

THE FIRM'S EMPHASIS ON LEADING THE FIELD IN CERTAIN SPECIALTIES, ITS ATTENTION TO CLIENTS AND THEIR REQUIREMENTS AND ITS FOCUS ON INNOVATIVE OUTCOMES TO COMPLEX PROBLEMS HAS EARNED IT AN EXCELLENT REPUTATION IN THE LITIGATION AREA.

Regulate.
Resolve.
Trade.

2011 Australian International Trade Law Firm of the Year

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Since 1965 Doulah & Doulah
ADVOCATES, ATTORNEYS & NOTARIES

Doulah & Doulah is a leading firm in Bangladesh. Unlike other firms in Bangladesh the firm places major emphasis on commercial issues and offers market leading practices in the areas of banking & finance, commercial & corporate, capital market, commercial disputes and intellectual property law.

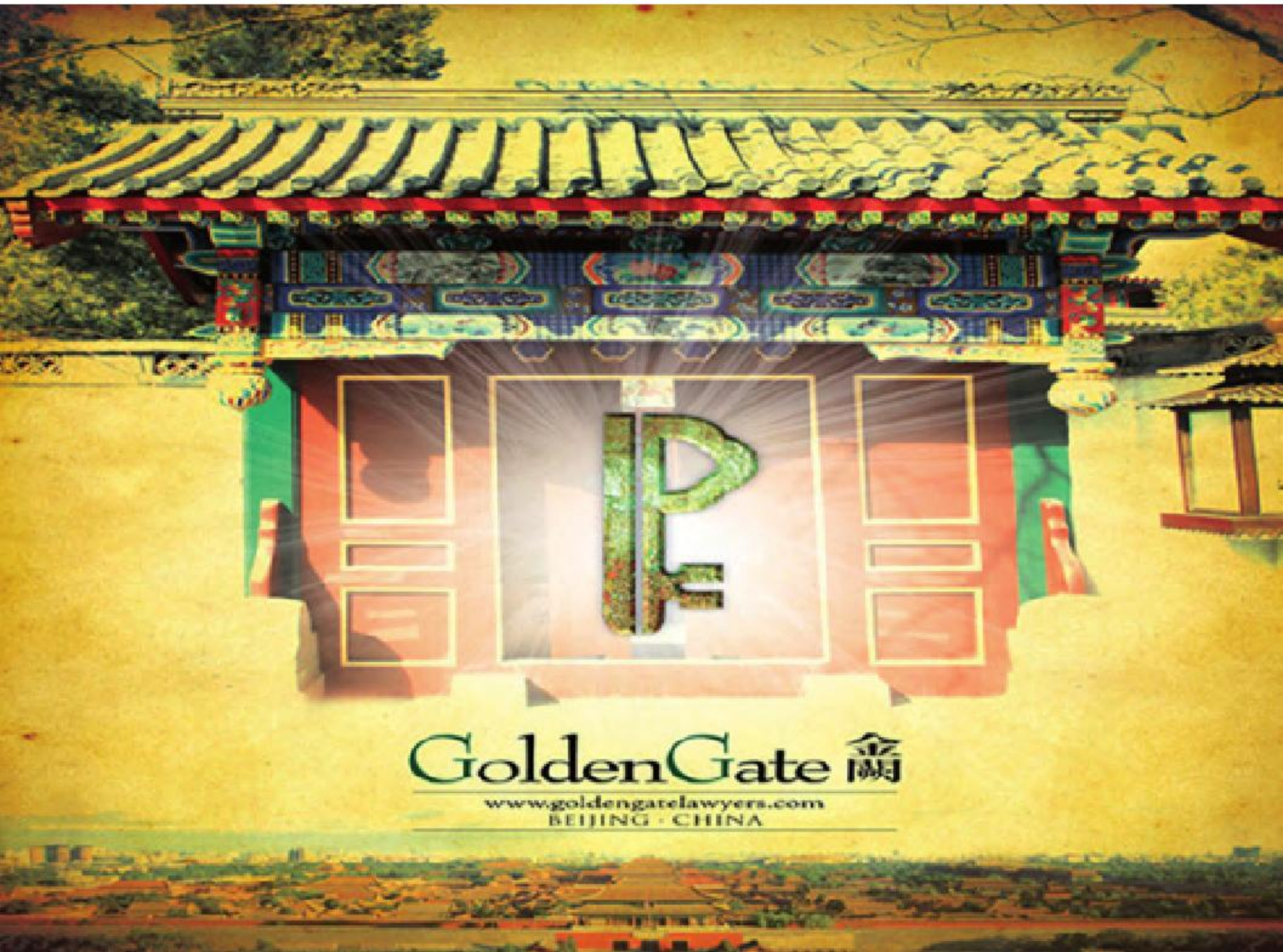
Doulah & Doulah is undoubtedly leading the M&A sector with over 23 domestic/international M&A transactions completed in May, 2010 – March, 2011 period. In most of the transactions Doulah & Doulah performed M&A due diligence over the target companies and facilitated a successful negotiation / finalisation where applicable. Clients in these matters include leading international houses like GSK, Mitsubishi, AES, and Serial Systems.

"Being a market leader in the areas of corporate law Doulah & Doulah has been assigned with a handful of restructure assignment in Bangladesh completed in May, 2010 – March, 2011 period. Doulah & Doulah has been appointed by KPMG in liquidating the Lehmann Brothers entities, in connection to its underlying assets in Bangladesh. Other transactions involve the restructure of companies like Best Air, Fritz, UPS, Bengal Tiger Cement Industries Ltd," said Mr Badrud Doulah managing partner of Doulah & Doulah.

Mr. Doulah is one of the high profile and active lawyers in Bangladesh in the areas of banking, finance and shipping litigation. He has worked in numerous matters involving complex legal issues. He is not only reputed in the context of Bangladesh but also holds a strong reputation internationally among foreign clients and law firms. He led the Financial Sector Reform Project in Bangladesh and achieved a milestone by way of drafting and implementing the Bankruptcy Act, 1997

Unlike other law firms in Bangladesh in addition to vetting and finalising loan agreements among banks, borrower and guarantors Doulah & Doulah offers a true banking practice in Bangladesh. In 2010 following the deregulation of commodity derivative products by Bangladesh Bank, Doulah & Doulah finalised arrangements among Commerzebank and local banks in Bangladesh. Doulah & Doulah is assisting Belgacom, the world's first mobile banking payment operator that has recently set-up, in finalising its arrangement encompassing local mobile operators in Banglades. Doulah & Doulah have also been advising major credit card provider Visa in Bangladesh. The firm also completed a project for Master Card with respect to regulatory compliance in Bangladesh. Furthermore the firm has been advising MoneyGram and Western Union on a regular basis. Doulah & Doulah has also finalised a few corporate banking agreements with Citibank N.A.

The firm has been involved in most of the large infrastructure projects in Bangladesh and has been drafted for a new power project by Peaking Power Company of China for potential investment. It has worked for Overseas China Banking Corporation in completion of financing City & Co. Doulah & Doulah is now working for ICICI Bank for the securitisation of fixed and floating assets of Uttara Foods & Feeds Pvt. Ltd. following financing by the bank.







WATSON & BAND LAW OFFICES

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Based in Shanghai, with branches and associated firms in most of the main cities of China, Watson & Band is one of the largest and one of the first partnership law firms in China. Since its founding in 1995, Watson & Band has flourished into a top-tier full-service law firm with more than 200 professionals around China. The firm provides the high quality services for clients and enjoy a nationwide reputation as one of the prominent law firms in China.

The firm specialises in matters related to China, a country whose complexities require a high level of sophistication, extensive experience, and an excellent reputation of our professionals. Watson & Band is devoted to providing the most excellent and comprehensive legal services in China. In addition to well-known expertise in the field of intellectual property rights, the firm also holds Corporate Law as one of the firm's core practices and the firm's services encompass the areas of corporate governance and compliance, finance and securities, foreign direct investment, M&A, taxation, labour, information networks & hi-tech, company liquidation & market exit, etc. With extensive expertise and experience in commercial transactions for corporate entities, as well as long-term cooperative relationships with Chinese government authorities and professional institutes, Watson & Band is capable of offering professional and innovative corporate-related legal advice thereby meeting the particular needs of clients, reducing the potential risk of adversely affecting commercial deals, and ensuring business is conducted legally and ethically. The firm has assisted many leading multinational enterprises around the world in the industries of computer software, automobile, steel, chemical, pharmaceutical, machinery, electronic, real estate, retails, shipping, hotel and restaurant, food and beverage, and banking and finance.

The firm promotes team spirit and believes that team work is an essential way to do work better. The Watson & Band team is composed of experienced former judges, former government officers, attorneys at law, professors, patent attorneys, technical professionals and translators. Many of whom have international education and work experience, which enables the firm to offer client-oriented services in multiple languages both home and aboard.

> "THE FIRM PROMOTES TEAM SPIRIT AND BELIEVES THAT TEAM WORK IS AN ESSENTIAL WAY TO DO WORK BETTER."

The firm's goal is to be the firm of choice for clients for their most sensitive and challenging legal disputes and their most critical and significant business transactions. Their profound collaborative culture ensures that every transaction undertaken by the firm is afforded the direct personal attention of partners with the proper expertise and a refined knowledge of the issues.



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SUNSHINE LAW FIRM
ENERGY & ENVIRONMENT

ESTABLISHED IN 1995, SUNSHINE LAW FIRM IS A REPUTABLE LEADING LAW FIRM IN CHINA WITH EXPERTISE IN ENERGY AND ENVIRONMENT.

Established in 1995, Sunshine Law Firm is a reputable leading law firm in China with expertise in energy and environment. In almost two decades, Sunshine has been providing comprehensive legal services throughout the investment, financing, construction, and operation of energy and environment projects. The firm's practice has spread over 20 Chinese provinces and extended to more than 30 countries. Based in Hangzhou headquarters, the firm has established a Beijing branch, the Shanghai research center, and the Shengyang liaison office. The firm's lawyers have in-depth knowledge and solid practice of various energy industries including electricity, coal, oil and gas, nuclear energy, and renewable energy. With a "client-oriented" mindset, all of the professionals share common values of quick response, quality service and teamwork. The firm is keen to provide clients with tailored and timely solutions that meet their requests and maximise their interest.

Sunshine Law Firm has advised on a great number of major projects from their planning to commercial operation. Till the end of 2010, the total investment of the deals handled had exceeded 500 billion RMB, meanwhile, power plants had obtained a total capacity of over 59,800 MW. Additionally, the firm is the first Chinese law firm to get involved in CDM projects, renewable energy legislation and other emerging business activities in related sectors. Moreover, Sunshine Law Firm has advised on a great number of major projects in Southeast Asia, Australia, Africa, and Latin America. With its distinguished expertise and rich experience, Sunshine has been well-acknowledged by various clients as a leading Chinese law firm in the energy and environment domain.

The firm's main areas of practice include:

• Power and Energy Projects: providing comprehensive legal services in the investment, construction and operation of power plant projects and other infrastructure projects.

•Tendering and Bidding: providing complete legal services for tendering and bidding, including drafting or reviewing tendering documents or bidding documents, providing related consulting services, supporting or participating in contract negotiation.

• Government Consulting: adivising on various government affairs, participating in relevant legislation, assisting in making government regulatory documents.

• Corporate and Finance: providing advice to many kinds of large-scale enterprises in respect of its management, investment and finance, asset restructuring, reorganization, M&A, capital operation, intellectual property, labor, etc.

• FDI: providing comprehensive legal services in market admittance, due diligence, corporation establishment and asset restructuring for the foreign investment in china.

• Overseas Investment and EPC Projects: providing comprehensive legal services including due diligence, risk analysis, scheme planning, tendering and bidding, contract drafting and negotiating.

• International Trade and Technology Transfer: providing legal advices on various international trade issues, drafting or reviewing legal documents in respect of international trade, supporting or participating contract negotiations.

• Financing & Insurance: providing legal services in domestic/oversea loans, project financing, A/B shares and GDR listing, securitization and insurance.

• Clean Development Mechanism (CDM) Projects: providing full range of services for CDM projects, including PIN drafting, PDD drafting, CDM Project Financing, ERPA and relevant documents drafting and negotiation.

• ADR: handling cases requiring intensive treatment, taking a comprehensive, strategic approach by using informal means and arbitration.





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九州丰泽律师事务所
JADE & FOUNTAIN
PRC LAWYERS

Jade & Fountain is a full service, business law firm in China. Founded in 1985, it is one of the oldest Chinese law firms and has emerged as one of today's leading law firms in China.

Jade & Fountain lawyers are specialised in mergers and acquisitions, cross-border direct investments, private equity, real estate, infrastructure projects, securities offerings, dispute resolution, intellectual property, antimonopoly law, banking, restructuring, employment and benefits, ship-building, and general corporate.

Jade & Fountain lawyers are seasoned legal professionals with business acumen and strong client-service orientation. Many of them are international lawyers and had studied and practiced law in China, U.S., UK, France, and other countries.

As a full service law firm, Jade & Fountain PRC Lawyers provides a broad range of services to its clients. Over the years, Jade & Fountain has represented many domestic and foreign clients in their business transactions in China in various commercial areas. Jade & Fountain provides customised services and practical solutions to its clients through teamwork.

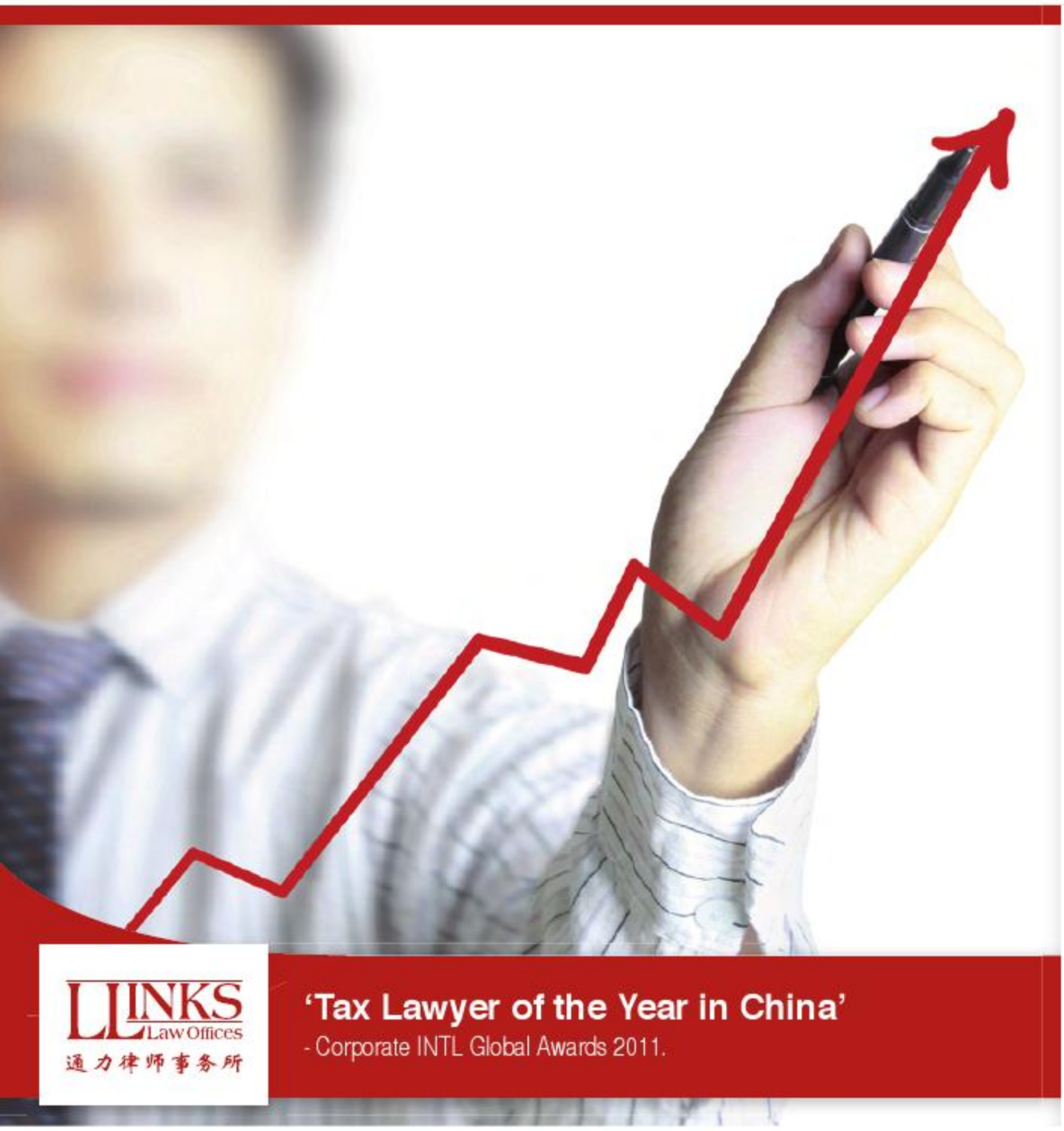
From offices in Beijing and Shanghai, two most important cities in China, Jade & Fountain lawyers represent many multinational companies, state owned companies and private entrepreneurs. They have nurtured and pursued one overriding purpose – to provide each client with tailored service and quality work.

Jade & Fountain won many awards in recent years, among which are "Top 10 fastest growing law firms in China" for three years in a row from 2009 to 2011 by Asian Legal Business, "Up-and-coming Firm of the Year in 2011" by China Law & Practice, "Outstanding Law Firm in Shanghai" by Shanghai Judicial Bureau and Shanghai Bar Association and many other awards.

Jade & Fountain's lawyers endeavour to attract and retain the best legal professionals with the finest education and excellent skills. Some of the firm's lawyers have many years of working experience with major international law firms and multinational companies. The lawyers are dedicated to delivering quality legal services to both foreign and domestic clients in a diverse range of industries.

Lawrence Guo is a partner of Jade & Fountain PRC Lawyers. He specialises in cross-border investment, joint ventures and M&As, PE and VC investments, securities offerings and IPOs, antimonopoly law, energy and resources, technology licensing and general corporate. He is based in Beijing and frequently travels to Shanghai and Hong Kong.

Henry F. Xiao is a partner in Jade & Fountain PRC Lawyers and is a core member of the firm's international business group and dispute resolution group. Mr Xiao specialises in foreign direct investment, mergers & acquisitions, banking and finance, real estate, general corporate, and civil and commercial litigation and arbitration. He has advised on and documented a broad range of foreign direct investment and mergers & acquisitions projects involving joint ventures or wholly foreign owned enterprises.



We link local legal intelligence with the world.

Llinks Law Offices is a leading law firm in China which combines international experience and local expertise in the provision of legal services, distinguished from peer firms by its innovated "value added" services and many "ground-breaking" transactions that it has handled. Llinks has been at the forefront of major financial and corporate legal trends since it was found in 1998.

We aim to help our clients achieve their business goals and provide professional services of the highest caliber, combining technical excellence with commercial awareness and a practical, constructive approach to legal issues.

Practices Areas:
- Asset Management
- Banking and Project Finance
- Capital Markets / Corporate Finance
- Corporate and Commercial
- Dispute Resolution
- Financial Institutions
- M&A / Restructuring
- Private Equity / Venture Capital
- Real Estate
- Taxation / Customs

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柳沈律师事务所
LIU, SHEN & ASSOCIATES

Established in 1993, Liu, Shen & Associates is a private partnership law firm handling mostly transnational legal matters, specialising in intellectual property and related laws and practices.

The firm has a unique position in China as it is the first law firm in China that has been designated by Chinese government agencies to represent foreign applicants in filing and prosecuting patent applications and in registering trademarks in China. The firm thus has the capability to serve its clients in all phases of intellectual property including: acquisition/disposition of the rights, management/transfer/licensing of the rights, investment with rights, enforcement and protection of the rights, and related litigation and administrative proceedings.

The firm has over 210 professionals. Among them, 35 have Ph.D. degrees and 138 have master degrees; and 63 are attorneys at law, and 163 patent attorneys (many practice concurrently as attorneys at law and patent attorneys).

The practice of the firm mainly focuses on intellectual property and related laws and practices, including: patents, trademarks; copyright; unfair competition, trade secrets, licensing and transfer of technology, IP due diligence in M&A, freedom to operate analyses, joint ventures, e-commerce, and related trial and appellate litigation as well as dispute resolutions before administrative authorities. The firm files and prosecutes thousands of patent applications and trademark registrations each year, and has represented clients in a number of high profile IP litigations.

The firm's clients range from individual inventors and start-up companies to some of the world's largest multinational corporations, covering chemical engineering, chemistry, pharmaceutics and biology, electronics, computer technology, information technology, electrical and mechanical engineering, physics and e-commerce.

The strength of Liu, Shen & Associates is built on the expertise of its people in the area of intellectual property and related laws and practices and their quality services. Most partners have been leading practitioners in the area for more than two decades, and the majority of the professionals have advanced degrees in various majors. All the professionals are at least bilingual. The firm's foreign language capabilities include English, German and Japanese, with most of the supporting staff having a good command of English. The firm provides intensive internal training, and has been ranked first in passing rate for patent bar exams in more than 10 consecutive years, and has been sponsoring a number of promising young attorneys to study in Chinese and/or foreign law schools each year.

The company is the first foreign-related non-government operated patent and trademark agency approved by the Chinese government. The firm's patent or trademark agents have over 10 years' experience working in the area of intellectual property rights and related lawful affairs. The firm's agents have adequate practical experience and most of them study law in the aspect of intellectual property rights intensively in the U. S. A., U. K., Germany or Japan. They are all well-acquainted with Chinese and overseas law and practice of intellectual property rights and issues.







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WINTELL & CO
瀛泰锦达律师事务所

WINTELL & CO SOLID IN SHIPPING MATTERS, AND PROVIDES A FULL SERVICE IN THIS AREA.

CLIENTS' choice

Wintell & Co, founded in 2005, holds nationally leading positions in providing various legal services to the clients in Maritime and Shipping, Insurance, Corporate and Security as well as in Real Estates and Intellectual Property. After a rapid and sound development, Wintell & Co has been expanding its services nationwide and now has set up its branch offices in Guangzhou, Tianjin, Zhoushan and Ningbo.

Wintell & Co, as a partnership law firm with scientific management, has configured professional teams to meet clients' various needs. Wintell & Co has more than 10 partners and nearly 60 lawyers with respected education backgrounds from top law schools home and abroad. With profound knowledge, most of the firm's lawyers received LL.M or Ph.D. degrees and had extensive experience in their fields. Some were educated, trained or practiced in U.K., Canada, Japan, Belgium, Korea and Hong Kong etc.

Wintell & Co has also set up a nationwide services network through which the clients could easily access to Wintell & Co's resources and legal services and benefit from them. With a good working relationship with all levels of courts and functional governments in China, Wintell & Co is able to have access to the latest information concerning legislations and judicial practice. Wintell & Co also have forged close business relationships with top law firms in U.K., U.S., Canada, Germany, France, Greece, Singapore, Netherlands, Denmark, Norway, Belgium, Switzerland, Australia, New Zealand, Japan, Korea and Hong Kong which enables the clients to acquire the first class professional legal services all over the world.

Shipping has always been the core sector of Wintell & Co. With a strong team of professional maritime lawyers who have extensive experience, Wintell & Co becomes a leader in this field.

Apart from a large number of high-qualified lawyers in the shipping team, Wintell & Co also has many distinguished shipping experts and scholars as the firm's long-term senior consultants. The lawyers are not only equipped with extensive practical experience in shipping but also very familiar with the maritime Laws and relevant international treaties in the main marine nations throughout the world. In addition, the lawyers of the team are able to provide to the clients various litigation and non-litigation legal services concerning Maritime and Shipping in both Chinese and English.

Since its establishment, Wintell & Co had successfully handled numerous major cases for many world's leading insurance companies, P&I Clubs, shipping companies, shipyards, banks and large cargo traders at home and abroad and earned high reputation in this field.

MAIN AREAS OF PRACTICE IN SHIPPING FIELD:

- ADMIRALTY
- CHARTERPARTIES
- CARGO RECOVERY & DEFENCE
- PASSENGER &CRUISE SHIPS
- PIRACY
- POLLUTION
- PROTECTION & INDEMNITY INSURANCE
- SALVAGE
- SHIPPING, CONVERSION & REPAIR
- SHIP FINANCE AND SALE & PURCHASE

ESTABLISHED 2000

Employment advice in black and white

Kennedys
Legal advice in black and white

Winner of Corporate INTL Magazine's 2011 Global Award for "Employment Law Firm of the Year in Hong Kong."



Kennedys' Employment team assists clients with a wide range of HR issues, including employee terms and benefits, discipline and grievance matters, redundancies, reorganisations, business transfers and data privacy issues.

Our team is experienced in dealing with the full range of employment-related disputes, including wages, contract, discrimination and dismissal claims.

We act for employers, employees and executive search firms in Hong Kong across all sectors, including the insurance industry.

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Colin Wright is a practising barrister with Chambers in Hong Kong and London.

Hong Kong is one of the world's busiest ports. It is also a major centre for the resolution of maritime disputes. Hong Kong's present legal system reflects its history. Hong Kong was a British colony until July 1997 when in a historic change it became a Special Administrative Region of the People's Republic of China under a deal which guaranteed the maintenance of the existing legal system.

Colin Wright represents maritime insurers, ship owners, cargo owners and freight forwarders in commercial disputes involving litigation before the courts and specialist arbitral tribunals. He works closely with solicitors in Hong Kong and legal practitioners from around the world to ensure the best possible results for his clients. He is uniquely experienced, having previously worked both with a firm of solicitors and with a ship owners' protection and indemnity association. This experience means he is able to understand the commercial needs and expectations of his clients.

Over the years, Colin has been involved in many of the leading Hong Kong maritime cases. The Hong Kong High Court has specialist lists for the hearing of commercial and admiralty matters. The judges in charge of each of these lists bring expertise to the management of their cases.

Following Hong Kong's resumption of sovereignty in 1997, final appeals from Hong Kong's courts were no longer heard by the Privy Council in London. Instead a new court, the Hong Kong Court of Final Appeal, was established. Recently, Colin argued the case of Carewins Ltd v Bright Fortune Ltd before the CFA. This was a significant case involving the liability of a carrier for mis-delivery of goods shipped under a straight bill of lading.

Hong Kong is a growing centre for shipping and maritime arbitration. The large number of ship owners and charterers located in Asia meansthat it is becoming increasingly common for arbitration clauses to

specify that disputes be resolved by arbitration in Hong Kong. Colin is a Fellow of the Chartered Institute of Arbitrators and is one of a relatively small group of Hong Kong arbitrators with extensive experience of shipping and maritime law and practice.

Hong Kong has also embraced mediation as an alternative to litigation as a means of dispute resolution. The impetus for mediation has been increased following reforms of Hong Kong's civil justice system which came into force in April 2009. Mr. Wright said "Mediation is a process which is ideal for commercial parties in Asia. It has the huge advantage that both parties can resolve their dispute whilst saving face. This means that they will be prepared to work together in future, which is to everyone's advantage."

Hong Kong's civil justice reforms also presented opportunity to litigants, with the correct advice, to save legal costs and have their disputes resolved more quickly. Colin considers, with the growth of China, Hong Kong's importance as a centre for international dispute resolution will continue to increase.



RAJINDER NARAIN & CO.

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CLIENTS' choice

RNC LEGAL

Rajinder Narain and Company was the first legal firm to be established in New Delhi soon after Independence of India in 1947 and the promulgation of the Constitution of India. The firm's partners were elevated as Judges and then Chief Justices of the High Court and held offices as Presidents and Secretaries of the Bar Associations in India and Overseas and Council members of various Legal Bodies and Associations.

The firm specialises in international corporate and transactional work. The firm carries out work from its two offices located in Delhi and one in Mumbai and is widely regarded as having experienced teams. Additionally, the firm have associates / correspondent lawyers in all major cities in India and major financial capitals around the world which enables us to provide seamless services. The firm has been periodically awarded and recognised by national and international bodies, for its excellence.

Ravi NATH has 23 years of experience in aviation related laws including aircraft equipment and facility financing, regulatory & litigation.

He was the Chair of the Aviation Committee of the International Bar Association, and is the Editor/Author of various books and papers on aviation Laws. He regularly advises major aircraft manufacturers, banks and financial institutions such as Boeing, Airbus, Embraer, Bombardier, Citibank, ABN Amro, Standard Chartered, Deutsche Bank, BNP Paribas, GECAS, ILFC, Aircastle, Airlease and Aercap. His practice includes Government regulations, companies, cross-border financing and securitisation. During the last ten years he has advised on transaction in excess of US $ 14 billion. The Legal 500 stated thus: "Ravi Nath's esteemed reputation as an aviation expert puts clear blue water between Rajinder Narain &Co. and its rivals."

He is a frequent speaker at various conferences. He serves on the International Registry's Advisory Board.

The Bar Association of India has conferred its highest honour on him. He was invited along with India's Finance Minister, Mr. P. Chidambaram and Mr. Nariman, President Bar Association to be a co-author on a book relating to legal aspects of "Doing Business in India."

He is a partner at one of India's oldest legal firm. Two of firm's partners were Chief Justices of the Delhi High Court and one a President of The High Court Bar Association. Mr. Nath was the President of Inter Pacific Bar Association in 2004.

The firm is an avocat de confiance of Switzerland in India and regularly acts for major corporations, overseas banks and financial institutions based in the European Union, United States of America, Australia and South East Asia, and is consulted regularly by government entities and embassies of, amongst others, Israel and the European Union. The firm's core practice areas are: mergers, acquisitions, amalgamations and divestments, joint ventures and cross - border investments in India, asset finance and cross - border leasing and securitisation, infrastructure projects, power, telecom, oil and natural gas, construction, commercial contracts, banking, insurance and financial services, intellectual property rights, taxation, litigation, arbitration and dispute resolution.





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Crawford Bayley & Co.

CLIENTS' choice

CRAWFORD BAYLEY & CO, HAVING ESTABLISHED IN 1830 CURRENTLY HAS A TEAM OF 150 MEMBERS, INCLUDING 12 PARTNERS, OVER 100 ASSOCIATES AND 15 PARALEGAL PERSONNEL AND A SUPPORTING STAFF OF OVER 75 INDIVIDUALS.

When the Indian market liberalised in the early 1990s, Crawford Bayley first established itself as a firm of choice for international clients. It is currently competing with a number of similar high quality peers who are also adapting to India's modernisation. Crawford Bayley has a broad capability and a number of industry sector experts. While it still ranks within the top 10 or 15 Indian firms for corporate deals, the firm will continue to make the very best of staff, partners and resources in order to maintain its position in the current competitive market and continue to provide such high quality services.

The Indian Government seeks to hold its budget deficit to 5.5% of GDP in FY 2010-11, down from 6.8% in the previous fiscal year. India's long term challenges include widespread poverty, inadequate physical and social infrastructure, limited non-agricultural employment opportunities, insufficient access to quality basic and higher education, and accommodating rural-to-urban migration.

Economic liberalisation, including industrial deregulation, privatisation of state-owned enterprises, and reduced controls on foreign trade and investment began in India in the early 1990s and has served to accelerate the country's growth, which has averaged more than 7% per year since 1997. India's diverse economy encompasses traditional village farming, modern agriculture, handicrafts, a wide range of modern industries, and a multitude of services.

The individual partners of Crawford Bayley & Co. specialise in the following practice areas: corporate and commercial practice, mergers and acquisitions, capital markets, joint ventures and foreign collaboration, privatisation and disinvestment, banking and corporate finance, intellectual property law, litigation and dispute resolution, real estate and property law, indirect taxation, labour and employment, admiralty and shipping law, information technology, and e-banking and e-commerce.

Crawford Bayley & Co's expertise includes structured and acquisition financing, investment funds, trade and private equity financing, structured products as well as regulatory matters. The firm is also recognised for its experience in aviation financing.

Within capital markets, Crawford Bayley & Co is a second tier firm. The team at Crawford Bayley & Co is held in 'incredibly high regard' for its expertise for debt and equity transactions. It is particularly noted for its expertise in IPOs, cross border syndicated loans, structured and acquisition financing, and regulatory matters. Within Corporate/M&A, Crawford Bayley & Co is a third tier firm. Crawford Bayley & Co is experienced in a vast array of transactional work, as well as advising clients on matters such as regulatory, compliance and corporate reorganisation.

Providing clients with a 'very high level of service', Crawford Bayley & Co is recommended for a wide range of expertise including banking, commercial, media, insolvency and property and securities disputes.

Within Insurance, Crawford Bayley & Co is a capable firm, Crawford Bayley & Co is highly recommended for its reputation in the insurance arena. Within Intellectual property, Crawford Bayley & Co is a top tier firm. The team at Crawford Bayley & Co provides advise on matters such as copyright and design, patents, trade marks, licensing and IP protection.

Sanjay Asher is a solicitor and a chartered accountant. He is a senior partner at the law firm Crawford Bayley & Co. He has over 20 years' experience in the field of M&A, cross border M&A, joint ventures, and capital markets, and advises large, medium and small business enterprises on these subjects.

Mr Asher was invited to join the committee formed by the government of India (department of disinvestment) for the purposes of standardising the transaction documents in relation to privatisation of the public sector enterprises of the government of India.

> "CRAWFORD BAYLEY & CO'S EXPERTISE INCLUDES STRUCTURED AND ACQUISITION FINANCING, INVESTMENT FUNDS, TRADE AND PRIVATE EQUITY FINANCING, STRUCTURED PRODUCTS AS WELL AS REGULATORY MATTERS."

He was also a member of the committee in respect of Indo-US Financial Institutions Reforms and Expansion Projects (capital markets) for the purpose of development of the securities law bar and the securities law course in India.

He has been a speaker at various seminars and conferences organised by Institute of Chartered Accountants of India, Institute of Chartered Secretaries of India, Bombay Chamber of Commerce and Industry, Indian Merchant Chambers, and International Financial Law Review.

He has authored several articles published in national and international publications.

Crawford Bayley & Co

Capital Markets Law Firm of the Year in India



The team at Crawford Bayley & Co is held in 'incredibly high regard' for its expertise for debt and equity transactions. It is particularly noted for its expertise in IPOs, cross border syndicated loans, structured and acquisition financing, and regulatory matters.
– Legal 500

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M.V. KINI & CO.

ELS REYNAERS - PRINCIPAL ASSOCIATE

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As the corporate sector responds to the increasing environmental awareness in India, M.V. Kini & Co. offers guidance to its domestic and international clients on India's comprehensive environmental laws pertaining to hazardous waste management, municipal solid waste management, water pollution, forest and timber regulations and clean development mechanisms (CDM) as per the Kyoto Protocol. The firm also represents clients before judicial and quasi-judicial environmental authorities.

As one of the few law firms in India with expertise in environmental law, the firm has been identified to prepare the India chapter for the International Comparative Legal Guide series, and many such other client-oriented series.

M.V. Kini & Co. is currently assisting one of the largest global printer manufacturers with their India-wide market entry strategy. The firm's legal advice pertains to India's hazardous wastes regulations; the newly adopted e-Waste Rules; including all product labeling requirements (including transport requirements), the manufacture, storage and import of hazardous chemicals rules; as well as the soon to be adopted Hazardous Substances (classification, packaging and labeling) Rules.

Recently the firm has conducted legal work on some high profile environmental issues.

The firm provided legal assistance to an overseas corporation during takeover of a pesticides plant in Gujarat with respect to certain environmental compliances before the closure of the take-over deal. The firm also assisted one of the largest international poultry processing companies with their post-JV environmental issues. M.V. Kini & Co. has advised the in-house legal team of one of the largest chemical companies on rectification of its environmental compliance issues. A US-based world resources company recycling company used the services of the firm to obtain the prerequisite export approval from the MoEF to enable the company to recycle the Indian hazardous wastes in its plant in Germany.

The firm has also provided the environmental legal team of one of the largest European US law firms with a comprehensive overview of the various risk assessment / hazard communication / MSDS-related requirements in India, and how these compare to EU regulations.

M.V. Kini & Co. helped a multinational chemical manufacturer with its environmental compliance issues post its take-over of an Indian dynamite company in Jharkhand with its environmental compliance issues.

The firm is one of the few law firms in India with a dedicated team of environmental lawyers. Most Indian law firms request their corporate lawyers to pitch in on environmental aspects whereas M.V. Kini & Co.'s team has lawyers solely specialised in environmental law. Given their background as lawyers for various pollution control boards, environmental research institutes, and experience in environmental departments of foreign law firms, the team has excellent contacts with foreign environmental lawyers, environmental specialists and government officials in India.

As a result the firm is a well-established reference amongst US law firms and EU-based firms.

Given the firm's expertise in environmental law, M.V. Kini & Co. has also been asked to be part of the core group setting up the India wing (www.nlain.org) of the International Nuclear Law Association (INLA). The firm is also a member of the working groups on waste management and safety regulations of the INLA.



JURIS CORP | ADVOCATES & SOLICITORS

MR. H. JAYESH - FOUNDING PARTNER

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Juris Corp is particularly noted for its expertise in FDI work and has been a regular contributor to various law journals such as IBLJ, IFLR, Euromoney, and World Bank on current regulatory topics. The firm has been consistently ranked in the top tiers over the years in banking & finance, capital markets, dispute resolution and corporate, M&A, real estate, securitisation and structured finance by leading legal directories and publications.

The firm believes in a multi-disciplinary approach and has in its staff a chartered financial analyst, a chartered accountant and a few company secretaries in addition to each of them being attorneys. Juris Corp is known to act in the best interests of their clients and work on bringing down unnecessary or avoidable legal costs through innovation and forward thinking. The firm is set up on the professional firm format and not as a family run law firm. The firm believes in a multi-disciplinary approach and has in it's amidst chartered financial analysts, charter accountants and company secretaries in addition to each of them being attorneys. The quality that sets the firm apart from the other law firms is its ability to think beyond its clients and bringing down unnecessary or avoidable legal costs through innovation and forward thinking.

Areas of specialisation include: bankruptcy & corporate restructuring banking & finance, capital markets, competition law, corporate & commercial, direct taxation, dispute resolution, energy & infrastructure, information technology, intellectual property rights, insurance, international arbitration, mergers & acquisitions, private equity, project Finance, property & real estate, and structured finance.

"For a firm this size, we are humbled by the fact that year on year some of the best names in the globe have chosen us to act for the largest and complex transactions in those areas in India. Juris Corp has been able to break the popular myth in India that you need to be an old and large firm to acquire the mega mandates. We at our size and age are privileged to have worked on some of the best and biggest deals and with the best names in the industry. We thrive on quality and winning the clients' trust," commented Mr Jayesh.

Mr Jayesh, the founding partner, is an advocate, solicitor, diploma holder in business finance and is a chartered financial analyst. Mr Jayesh was with the law firm Udwadia, Udeshi & Berjis since its inception and was a partner from 1998 onwards until he founded Juris Corp in October 2000. Juris Corp was founded with the objective of becoming the preferred law firm for a select clientele. Since its inception it was driven with the view that when the Indian legal sector liberalises, Indian firms would have to match global standards and competition, and it is therefore vital to run the firm as a professional organisation.

INDIA - INSURANCE LAWYER OF THE YEAR



TULI & CO

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Tuli & Co
Solicitors and Advocates

Tuli & Co was established in 2000 to service the Indian and international insurance and reinsurance industry. The firm is an insurance driven commercial litigation practice and has working associations with firms in other Indian cities as well as globally via its association with Kennedys.

Neeraj Tuli specialises in insurance and reinsurance matters encompassing product development, coverage issues and representation work. Neeraj's non-contentious practice includes product development, c. 800 policies vetted/drafted under the IRDA's File and Use Procedure - and regulatory advice on a variety of matters.

Neeraj Tuli qualified in England and Wales in 1990 and was admitted to the Indian Bar in 2000. He is senior partner of Tuli & Co's offices in New Delhi and Mumbai. His contentious work / coverage advice is across a wide range of policies including, Trade and Credit, MD, BI, CPM, E&O, D&O, DSU, ALOP, EAR, and CAR. In relation to claims work, Neeraj has handled litigation in India, England, the US and Papua New Guinea. He has handled arbitration through the ICC in Paris and the LCIA in London, and has attended arbitration hearings in New Delhi, Mumbai, London, New York, San Francisco, Hong Kong, Singapore and Papua New Guinea.

He is currently managing claims on behalf of insurers and reinsurers in India, the US, Chile, the UK, Germany, Ireland, Finland, Italy, Kuwait, Dubai and Australia.

Neeraj's regulatory and product development practice has seen robust growth due to a number of regulations which have altered the way insurance business operates. More often than not Tuli & Co is the first port of call for insurers in advising on the regulatory and operational implications in a regulatory environment that is unsettled and changing.

Neeraj Tuli is a member of the Confederation of Indian Industry's National Committee on Dispute Resolution, a member of the Indian Associated Chambers of Commerce Expert Insurance Committee and he was the former Chairman of that Committee from 2004-05 and 2005-06. He has been invited to be the first President of the Insurance Law Association of India (which is being formed in association with British Insurance Law Association).

Practice Areas

Insurance and Reinsurance (non-contentious): regulatory and operational advice, reviewing and preparing commercial agreements, structuring start-up operations, product development.

Coverage Issues: Property, marine, energy, financial lines, reinsurance, life and health.

Dispute Resolution: Litigation, arbitration, alternative dispute resolution.

Corporate and Commercial: Foreign investment, entity formation, joint venture agreements, regulatory investigations.

INDIA - IP LAW FIRM OF THE YEAR



ANAND AND ANAND

PRAVIN ANAND - MANAGING PARTNER

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ANAND AND ANAND

Anand and Anand is a full service intellectual property law firm with a lineage of over 85 years.

The firm is professionally managed by a partnership board comprising of ten partners and assisted by management professionals, chartered accountants and IT experts. The firm's current strength is 250, which includes around 80 qualified attorneys and engineers, and over 150 members in support services including a management team, paralegals and researchers. The firm's offices in New Delhi, Noida, Chennai and Mumbai give it a strategic presence that is vital in large scale litigation, patent and trademark prosecution, enforcement campaigns, investigations and also provides convenient accessibility to clients. The firm has an advanced IT infrastructure and the ability to service international clients with unique billing requirements.

Among the firm's other clients, Anand and Anand also acts for several Fortune 500 companies and services a broad spectrum of industries. At the forefront in contentious IP litigation and trademark & patent prosecution, Anand and Anand also prides itself on providing clients with advice on all aspects of intellectual property laws including geographical indications, contractual and commercial IP, conveyancing, franchising and licensing, character merchandising; libel and privacy laws, brand acquisitions, advertising laws, packaging laws, competition and consumer laws, border control measures including recording of IP rights with customs, domain names, internet laws, technology transfers, IP audits and valuation, IP leveraging including manpower, IP mortgage / pledging, venture capital and idea incubation and funding, Pre-IPO audits of IP rights and compliances, advice on doing business in India, partner searches and IP due diligences, advising on business models, incorporation of companies and obtaining Government approvals.

Earlier this year the firm Anand and Anand was the expert contributor speaking on Corporate International magazine's exclusive feature regarding the Indian Information Technology Act. Mr Anand utilised his experience to explain to the readership how up until a couple of years ago, Indian law had no provisions dealing with privacy protection. The enactment of the Right to Information Act, 2005 gave a fillip to transparency in government dealings and concurrently provided some protection against the unwarranted disclosure of confidential information under that law. The firm has been a welcome addition to the magazine's list of contributing experts.

The firm has consistently received accolades in various forums locally and globally, including recognition as the Firm of the Year by Managing Intellectual Property for five consecutive years in various practice areas.

Culturally the firm thrives on challenges, creative thinking and constant improvement of its legal knowledge and skills. The spirited character of the firm is the keystone of its growth and expansion into new areas of IP which have been embraced with ease and zest. The firm remains committed to setting standards of excellence in the field and of impeccable services to clients. To this end, the firm is constantly innovating systems to strengthen its infrastructure to support diverse client needs along with identifying ways of adding value in its services to clients.

RAJANI ASSOCIATES

ESTABLISHED IN NOVEMBER 1999
NUMBER OF PARTNERS: 9
NUMBER OF ASSOCIATES:33

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Rajani Associates

KEY PRACTICE AREAS

MERGERS & ACQUISITIONS | PRIVATE EQUITY | CAPITAL MARKETS | CORPORATE LITIGATION & ARBITRATION | INTELLECTUAL PROPERTY RIGHTS | CORPORATE & COMMERCIAL | BANKING & FINANCE | SETTING UP & ADVISING MUTUAL FUNDS/ VCF / FIIS & OTHER NBFC'S | PROJECTS | REAL ESTATE & TRUST

Rajani Associates has been involved in domestic & international practice in nearly all fields of corporate law as well as commercial litigation & property laws.

Credentials

• Market analyst Bloomberg rated Rajani Associates the number 1 firm in Asia (ex Japan) in its list of Depository Receipts Issuer advisers consistently for the year 2008.

• Rajani Associates is continuously sharing space in PE & M&A league tables issued by Venture Intelligence from time to time (http://www. ventureintelligence.in).

• Chamber & Practice quoted "This firm is making great headway in the market, thanks largely to its "*amazing client service & efficiency*". Clients affirmed: "*It is always available for us &, because of its deep experience in investment matters; it can find creative & non-conversional solutions that we like*"

• Client recommends RA - *"In general I would recommend Rajani Associates which has very good service delivery to their clients. They are more efficient in terms of service than some of the larger law firms & believe in good customer service"*



AZB & PARTNERS

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AZB & PARTNERS
ADVOCATES & SOLICITORS

AZB & Partners is one of the prominent law firms in India. The firm's aim is to provide clear, concise and practical advice based on an in-depth knowledge of the legal, regulatory and commercial environment within which the firm's clients operate along with a full understanding of their overall business objectives.

Our core values embrace operating to the highest professional standards and building supportive and strong relationships with clients. These values are communicated throughout the firm and serve to instil in all our lawyers, a full appreciation of the professional and ethical responsibilities placed upon them.

AZB & Partners is characterised by professionalism tempered with openness and approachability at all levels. There are no rigid internal structures or hierarchies. We recognise the importance of the contribution of all our people towards enhancing client service.

Our clients are central to everything we do. Their needs determine how we organise ourselves and the range of specialised services the firm provides. The firm aims to work in partnerships with clients to anticipate and deal successfully with the legal and regulatory aspects of their business aims and objectives.

The lawyers at AZB & Partners are members of broad practice areas which work together closely. These practice areas are structured to facilitate the sharing of technical know-how and the development of a consistently high standard of legal advice across the firm.

The legal services rendered by the firm cover the corporate, commercial, regulatory, financial and tax planning aspects of modern businesses. We have been involved in advising in the field of mergers, acquisitions, joint ventures and general corporate, regulatory practice and securities laws, private equity, capital markets, funds practice, banking and finance, microfinance, derivatives, infrastructure and project finance, real estate, media and entertainment, information technology and business process outsourcing, employment, insurance, intellectual property, pharmaceuticals and biotechnology, taxation, aviation, competition law, and litigation and arbitration.

At AZB & Partners, we know that our clients' needs do not stop at national borders and therefore continue to build our practice to service the developing needs of all our clients.

AZB & Partners has received numerous awards and acclaim for the quality of our overall practice as well as in specific practice areas. The firm has been included in the 'Winners Circle 2011 at the M&A Atlas Award – Global Major Markets for the Deal of the Year' (above USD 10 billion). AZB & Partners has been awarded the 'Most Active Legal Advisor – PE and M&A for 2010' award by the APEX Awards.

The IFLR Asian Awards, which are considered to be the accepted benchmark for legal practice in Asia, awarded AZB & Partners the 'Private Equity and Venture Capital India Team of the Year 2011', the 'Mergers & Acquisitions India Team of the Year 2011' and the 'Firm of the Year – Mumbai 2011'.

The Firm has, in 2010, been awarded with M&A Asia Atlas Awards – Asia Pacific (India) for the 'Indian M&A Law Firm of the Year', 'Indian M&A Outbound Deal of the Year', 'Indian M&A Deal (above USD 200 million) of the Year'.

ZeusIP®
Advocates

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Patents | Trade Marks | Designs | Copyright | Geographical Indications | Plant Variety Protection
Domain Names | IP Enforcement | IP Transactions | IP Litigation



MULLA & MULLA & CRAIGIE BLUNT & CAROE

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Mulla & Mulla
& Craigie Blunt & Caroe
Advocates, Solicitors and Notaries

Mulla & Mulla & Craigie Blunt & Caroe is a full service law firm specialising in shipping, corporate, banking, insurance, energy, infrastructure and all areas of commercial laws. The firm has a diversified clientele base, acting as Indian legal Counsel to MNCs, Fortune 500 companies, and large Indian Corporate Houses. The firm maintains excellent relationship with regulatory bodies, enabling the arrangement of dialogue between them and clients.

The firm has an extensive admiralty maritime and ship finance practice. It has handled over 100 ship finance deals in the last 10 years, 700 ship arrest matters in the last 30 years and 50 arbitrations relating to shipbuilding, oil & gas exploration, charter parties etc. in the last five years.

The distinguishing feature of the firm is that partners have a sound understanding of commercial and current market realities, providing legal solutions of real commercial value. The firm maintains a quick turnaround time in its deliverables and ensures the legal charges are commensurate with quality of work needed by clients. This distinguishing feature ensures client loyalty.

The firm is ranked among the leading law firms in India by various publications. Mr. Shardul Thacker, partner, is the author of the India section, International Maritime Law Handbook published by Kluwer Law International. He is also the India correspondent for Maritime and Commercial Law Quarterly. He has contributed to the India section, Limitation of Liability by Griggs and Williams (Ex partners of Ince & Co.)

In recognition the firm's recent awards include 'Shipping & Martime Law Firm of the Year, 2011, India' by ACQ Law Awards, 'Shipping Law Firm of the Year in India 2011' by Corporate INTL, 'Shipping, Maritime & Aviation Award 2008 and 2010' by Indian Business Law Journal and 'Transport Law Firm of the Year in India 2010' by Corporate INTL.

The firm's shipping practice has 17 lawyers having extensive experience of several years. Two shipping partners with over 40 years experience seasoned and recognised professionals in the field of shipping law and a worldwide reputation. The dedicated team covers a range of corporate shipping matters in addition to shipping litigation/ and arbitration, marine insurance/reinsurance and port related matters, ship finance, ocean transport and trade contracts.

The firm is in a key position to address and assist key legal issues that arise when dealing with commercial contracts in the shipbuilding industry.

One such example is the structuring security to the lending bank under a ship building contract where the asset (ship) is yet to be built usually in a shipyard located in a country other than the lenders or the borrowers raise complex questions and are key critical issues to be dealt with.

The excellence of the shipping practice's dedicated shipping team has brought the firm to be ranked as the leading maritime law firm in India by several publications and won several awards in the field of shipping and maritime field law.



Gagrats

- **Number of partners and associates:** 55+
- **Principal office:** Mumbai
- **Associate offices:** New Delhi, Dubai

Key practice areas: Arbitration, asset–based finance, aviation, banking & finance, capital markets, competition law, corporate, dispute resolution, infrastructure, projects & energy, insurance, intellectual property, investment funds, M&A, oil & gas, private equity, project finance, real estate, securities law, shipping, TMT and tax.

Our services: Gagrats has a broad-based practice covering a wide range of legal disciplines. Most of the members of the firm have attended prestigious universities in England, the US and India. Some of the Partners of the firm have qualified as Solicitors of the Supreme Court of England. The firm has represented clients on significant transactions, including cross border financings, large acquisitions and disposals in India and overseas, private equity deals, power projects and securities offerings, including offerings of American depository receipts, Global depository receipts and Foreign-currency convertible bonds. The firm has been a recipient of the India Business Law Journal's 2008, 2009 and 2010 Indian Law Firm Awards, the 2011 Global Awards, the 2011 Indian Corporate Tax Law Firm Award and the 2011 Asian Mena Counsel awards.

Contacts:

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'Tax Law Firm of the Year in India'
- Corporate INTL Global Awards 2011

Business Law Firm of the Year in Indonesia

Roosdiono & Partners (R&P) is a full service corporate law firm founded in 1999 by senior partner Anangga Wardhana Roosdiono, a renowned and respected lawyer with over 40 years experience. Based in Jakarta, the firm assists leading international and Indonesian corporate clients in diverse fields of industry and commerce, in addition to the government.

R&P's commitment is to help clients improve business performance, and achieve a competitive advantage through effective legal strategy. The firm offers legal and advisory services that provide creative insight and innovative problem-solving capabilities to assist in astute decision-making, increased profitability and productivity, and decreased business risk.

We are a member of ZICOlaw, an integrated network of independent legal and related professional service providers in the ASEAN region. Started with a leading Malaysian law firm, Zaid Ibrahim & Co (ZICO), ZICOlaw expanded its legal network to the ASEAN region with offices in Singapore, Indonesia, Thailand, Vietnam, and in Australia and Dubai to cater for the increasing cross-border deals by clients.

ZICOlaw is unique in its multidisciplinary and holistic approach in providing seamless business solutions for its clients. Through the ZICOlaw network member firms can provide clients with comprehensive legal and commercial solutions regionally, underpinned by the member firm's local grounding and sound understanding of requisite cultural and business practices unique to countries in the ASEAN region. ZICOlaw currently offers Legal, Shariah Advisory, Trust, Strategic Consulting and Corporate & Secretarial expertise in the ASEAN region with vital links with Australia and Dubai.

Roosdiono&partners

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Corporate INTL Global Awards 2011 Winner



MAKES & PARTNERS LAW FIRM

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MR. IRFAN GHAZALI, S.H. - PARTNER
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MAKES & PARTNERS
LAW FIRM

Our Firm

Makes & Partners is an independent, innovative and creative Indonesian law firm and a leader in the Indonesian corporate finance and corporate commercial legal services market, including the areas of capital markets, property, infrastructure and construction. We advance the commercial interests of our clients by providing high quality legal services to Indonesian and international clients.

Makes & Partners has a well earned reputation in the market as a strategic leader for integrated commercial business and legal solutions. Our philosophy of "solving a legal problem means more than knowing the law" was adopted at our inception and has been a guiding principle for all our members helping them to ensure that all of our transactions are pursued with a results-oriented, commercial approach and achieve a high completion rate.

We adopt a practical business approach in all our dealings with clients to provide meaningful legal solutions. Makes & Partners maintains solid relationships with important government agencies, including the Capital Market Supervisory Board and Financial Agency (Bapepam-LK) as well as legal and business communities in Indonesia and abroad.

Our firm is a team of approximately 20 lawyers, including foreign attorneys. Most possess dual degrees in law and business and all are well versed in capital markets and other corporate areas where the firm has built its reputation for excellence. Our lawyers are also assisted by highly experienced special counsels who have previously held senior positions in academe and private practice as well as with various government ministries and institutions and the Indonesian Supreme Court.

Makes & Partners is recognized by the market as a law firm with extensive knowledge and experience in complex strategy formulation, deal structuring and contract negotiation. We ensure that our clients at all times receive well-formulated and strategic legal advice. This has often resulted in the development of innovative legal products and structures appropriate to client needs which are well-regarded in the market and by the appropriate regulatory agencies. We are a team which not only knows the law, but also knows how to creatively and thoughtfully apply it to achieve the goals of our clients.

High Completion Rate

We are proud of our transaction completion rate, which tops over than 90% of the transactions handled by us and is considered among the highest among Indonesian law firms. The lawyers of Makes & Partners are always driven to get the deal done.

Profile of Our Clients

Makes & Partners has represented a very diverse array of clients, including multinational corporations, property, mining, banks and broadcasting companies. Our clients are often the largest corporations which are leaders in their respective areas of business and the Indonesia economy overall, such as PT Lippo Karawaci Tbk, PT Agung Podomoro Land Tbk, PT Indofood CBP Sukses Makmur Tbk, PT Krakatau Steel Tbk, PT Bank Jabar Banten Tbk and PT First Media Tbk.



Comprehensive Analyses

Ignatius Andy Law Offices is a boutique law firm which approach starts with a mindset that each case has its own uniqueness and complexity. We carry out a comprehensive examination of all relevant issues before advising client on the most suitable approach to maximize the protection of their interest. In all instances we take great pains to lay out all options as well as the risks and rewards inherent in any option before providing our recommendations.

Global Exposure

Ignatius Andy Law Offices straddles cultures comfortably. We are attuned to Indonesian, Asian and Western sensitivities and the dynamics at play at each cultural milieu, enabling us to perform optimally both in domestic and international settings. Major multinational corporations and respected local companies such as Kraft, British American Tobacco, Schlumberger, Air France KLM, Coca Cola, Newmont, Carrefour, Pfizer, Nestle, GlaxoSmithKline, Sumitomo and Mitsui have been relying on our services.

Focus

Our office is dedicated to remain disciplined. We understand our natural limit hence we focus our attention and resources only on specific legal aspects. We continuously develop and focus our experience and expertise in these legal aspects:

- Business Competition Law
- Arbitration & Court Proceedings
- Corporate & Finance Matters
- Debt Restructuring, Bankruptcy and Suspension of Payment

Constant pursuit of knowledge

We are committed to excellence, continuing seeking out and acquiring advanced knowledge in all of our practices areas. This commitment to knowledge enables us to keep intelligence as our strong suit and guarantee commitment to our clients.

Our Contacts

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Corporate INTL Global Awards 2011 Winner

Indochine Counsel
Business Law Practitioners

www.indochinecounsel.com

Firm profile:

Established in October 2006, Indochine Counsel is one of the leading commercial law firms in Vietnam. The firm provides professional legal services for corporate clients making investments and doing business in Vietnam. The legal practitioners at Indochine Counsel are well qualified and possess substantial experience from both international law firms and domestic law firms. The firm boasts more than 30 legal professionals working at the main office in Ho Chi Minh City and an affiliated office in Hanoi (in strategic alliance with Leadco Legal Counsel).

Indochine Counsel's objective is to provide quality legal services and add value to clients through effective customised legal solutions that work specifically for the client. The firm represents local, regional and international clients in a broad range of matters including transactional work and cross-border transactions. The firm's clients are diverse, ranging from multinational corporations, foreign investors, banks and financial institutions, securities firms, funds and asset management companies, international organisations, law firms to private companies, SMEs and start-up firms in Vietnam.



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Phan Anh Vu (vu.phan@indochinecounsel.com)
Nguyen T. Hong Anh (anh.nguyen@indochinecounsel.com)

Areas of practice :

Inward Investment, Corporate & Commercial, Mergers & Acquisitions, Securities & Capital Markets, Banking & Finance, Property & Construction, Taxation, Intellectual Property, Technology & Media, Mining & Energy, International Trade, and Dispute Resolution

Languages spoken:

English, Vietnam, Japanese, and Chinese

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AlfredoAssociates
Advocate & Legal Consultants

Insolvency and Reconstruction Law Firm of the Year in Indonesia 2011
- Corporate INTL Global Awards 2011

Known as one of the most rapidly developed newcomer in Indonesian legal business, Alfredo Associates is established in Jakarta to provide legal services for new needs in the growing global business especially in the litigation and corporate commercial areas.

We value the relationship between lawyers and clients, also provides comfortable environment to maximize the legal arrangements and strategies for achieving the clients' goal.

Each of the partners has extensive experience advising national and international clients on the full range of Indonesian advice. Our clients vary from oil, mining, and energy enterprises, banking corporations, telecommunication companies to private individuals who understands our philosophy in seeing our relationship with clients not merely as in the business of providing legal solutions, but also constantly review and enhance services to keep abreast and informed on legal, political, and socio-economic development in order to enhance the clients' needs.

Alfredo Associates continuously strive to achieve continues growth to ensure that our existing resources, expertise and aptitude can creatively meet our client needs. Alfredo Associates always try to adapt to the ever-changing and dynamic attribute of the business world that is progressively global and technologically advanced.

To be able to offer an unrivalled blend of international standard corporate, finance, and dispute resolution advice to our clients in Jakarta, Alfredo Associates also enjoys its affiliation with Advoc Asia, an international network of independent commercial law firms, besides its cooperation with consulting group in China and Singapore.

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HPRP | LAWYERS
HANAFIAH PONGGAWA & PARTNERS

CLIENTS' choice

WITH ROOTS IN ONE OF INDONESIA'S FIRST POST-INDEPENDENCE LAW FIRMS, THE LAW OFFICES OF MR. L. HANAFIAH, ESTABLISHED IN 1953, THE FIRM OR ABBREVIATED AS "HP&P" WAS RECONSTITUTED IN 1990 AS HANAFIAH SOEHARTO PONGGAWA AND REORGANIZED AT VARIOUS TIMES IN THE 1990S TO REFLECT INDONESIA'S CHANGING SITUATION BEFORE TAKING ITS PRESENT STRUCTURE IN JUNE 2004.

The organization is also a reflection of HP&P's clients' need for specialized legal services in various areas of law. HP&P takes pride in the long-standing relationships which it builds and maintains with its clients. While keeping ourselves a general practice firm, we have formed several practice groups that cover most areas of law. Members of each practice group are well trained and outstanding lawyers in their area of law with innovative and creative solutions for legal issues faced by our clients. In anticipating rapid development and change in the world's business conduct and legal systems, including those in Indonesia, we are committed to HP&P's longstanding principles and objectives in providing first class legal services and timely and cost-sensitive representation to our clients, by maintaining the excellence and continual professional growth of our lawyers.

International Law Firms Relations:
HP&P is a member of MERITAS ALLIANCE, an established global alliance of independent, full-service law firms with more than 170 law firms in more than 60 countries with more than 7,085 experienced lawyers to provide integrated legal services globally. Our membership in Meritas Alliance can be accessed from Meritas – Law Firms Worldwide website in www.meritas.org.

Areas of Practice:
- Banking and Financial Services including Sharia Transactions;
- Capital Markets;
- Commercial Litigation and Arbitration;
- Corporate and Commercial Law;
- Information Technology;
- Intellectual Property;
- Labour and Employment;
- Natural Resources;
- Power, Infrastructure, and Telecommunications;
- Real Property; and
- Transportation.

Achievements:
HP&P, with more than 40 lawyers, has strong expertise in the areas of aviation, banking, and natural resources (mining, oil & gas, and plantation sectors) as well as having competent licensed advocates in its commercial litigation group. We have been named general counsel for the Indonesian national flag carrier, Garuda Indonesia and also currently representing Indonesian airlines, i.e. Sriwijaya Air and Merpati.

In the past year, HP&P has been involving in various high profile works and transactions among others,
- acting as the Indonesian legal counsel in relation to Garuda Indonesia's debt restructuring with all of its creditors including the European Export Credit Agency (ECA) in the amount of USD 227 million,
- involved in the signing of Floating Storage and Regasification (FSRU) project known as West Java FSRU Project and being the first FSRU project in Asia whereby HP&P assisted Golar LNG Energy in the signing of a long term FSRU and Mooring time charter with PT Nusantara Regas, a JV between Indonesia's national oil and gas companies, Pertamina and PGN (Perusahaan Gas Negara) with the approximate contract value of USD 500 million,
- also, our Firm is well-known as a leader in legal services related to banking transaction including spin-offs of sharia business units or UUS as they are often called and the establishment of sharia commercial banks, where HP&P was the first law firm to get involved in UUS spin-offs in Indonesia after the Indonesian Limited Liability Companies Act came into effect on 2007 (the concept of such spin-offs was first introduced) by assisting one of the biggest state-owned bank, PT Bank Rakyat Indonesia (Persero), Tbk. (Bank BRI) and followed with the UUS spin-off of another biggest state-owned and regional-owned banks, PT Bank Negara Indonesia (Persero), Tbk. (Bank BNI) and PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk. (Bank BJB), and
- assisting a well known property company, PT Lippo Karawaci, Tbk. in hotel management agreement for 2 (two) JW Marriot hotels located in South Jakarta and West Jakarta.

Further, HP&P was named as an Indonesian Rising Star at the International Legal Awards 2011 held on 23rd June 2011 in France, Paris. The 4th International Legal Alliance Summit & Awards 2011 nominated over 200 law firms in 20 countries with 10-member jury panels representing North America, Western Europe, Eastern Europe, Asia & South Pacific, Middle East & South Africa, South America whereby the Rising Star Award recognizes a law firm of high potential which shows remarkable evolution and is rapidly catching up with current leaders and HP&P has received this award as a very dynamic law firm, able to provide clients with innovative and efficient solutions, as well as chosen as the Client's Choice winner of the "2011 Indonesia Projects & Natural Resources Law Firm of the Year Award" in the 2011 Global Awards conducted by Corporate INTL Magazine (www.corp-intl.com).





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Tokyo Kyodo Accounting Office

Since its founding in 1993, Tokyo Kyodo Accounting Office (TKAO) has provided top class accounting and taxation services. Marshalling its highly trained cadre of certified public accountants, licensed tax attorneys, consultants and experts from other fields, TKAO provides services exquisitely tailored to the specific needs of its corporate and individual clients.

TKAO's professional service offerings include international taxation / transfer pricing, corporate finance, structured finance, private banking / inheritance tax planning, and other services.

International taxation / transfer pricing

TKAO provides a wide range of accounting and tax consulting services with regard to international trades and cross-border investments i.e. inbound and outbound international tax planning. TKAO is especially enhancing the range of transfer pricing services (i.e. from documentation to APA), given the demand for documentation services due to the 2010 Japanese tax reform where documentations have become mandatory and the growing need for APA services to hedge the increased taxation risk by the Japanese tax authority.

Corporate finance

TKAO provides a wide range of services for key strategic business transactions including mergers, restructurings, stock purchases, business transfers, capital increases through third party allotments, formation of business alliances, and initial public offerings of shares.

Structured finance

TKAO has been regarded as foremost accounting office in Japan's securitisation industry with roles in numerous key projects, covering securitisation as well as investment fund transactions with all types of asset classes, including receivables, real estates and intellectual properties. TKAO also provides SPC management services as an integral part of its structured finance practice.

Private banking / inheritance tax planning

TKAO provides complete and comprehensive services that cover the entire wealth formation and succession cycle, e.g. advisory services for initial public offerings of shares or other ways of monetising privately owned businesses; consulting services for financial asset investment, e.g. units in investment trusts, real estates and insurances or inheritance and business succession planning services.

Practice awards of achievements

From 2007, TKAO has been ranked highly for the Japan section of International Tax Review's "*World's Leading Tax Transactional Practice*," "*Global Tax Transactional Survey*" and "*World's Leading Tax Firms*."

Alliance

RSM international (Six largest global accounting network in the world)
Transfer Pricing Associates (Global network of transfer pricing professionals)
Gardere Wynne Sewell (US law firm with experience with US-Japan TP transactions)
Dempsey Partners (US forensic accounting firm)



ILS ShimodaOffice LPC

IMMIGRATION LAWYERS

Immigration Law Firm of the Year in Japan

ILS Shimoda Office LPC is one of the leading firms dealing with corporate immigration with ample expertise and experience. It provides visa-related supports for foreign nationals willing to obtain resident status in and to continue to reside in Japan.

The areas of its services mainly consist of vicarious applications, document preparation, and consultation both in English and Japanese for:

- ► Certificate of Eligibility
- ► Extension/Change of Status of Residence
- ► Acquisition of Status of Residence
- ► Permanent Residency
- ► Re-entry permit
- ► Other immigration-related procedures



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Corporate INTL Global Awards 2010 Winner

Corporate INTL Global Awards 2011 Winner

UCHIDA & SAMEJIMA LAW FIRM

Masahiro Samejima





UCHIDA & SAMEJIMA LAW FIRM is a law firm that is specialized in IP/IT, with 10 distinguished attorneys having technological backgrounds.

Uchida & Samejima has a great experience to:

- Intellectual Property litigation, including patent infringement lawsuit and appeal to JPO decision.
- Establish strategy for Intellectual Property Management, for relatively small and medium companies
- Intellectual Property transaction matters, such as licensing and M&A cases.
- Corporate and commercial dispute and contract, that goes along with above IP cases.

Uchida & Samejima has a network to:

- Consultant of various field, accountant, patent agent firm and other professionals
- IP and Corporate lawyers among the world, particularly in Asia, including China, Taiwan and Korea.

Uchida & Samejima is

- Not as expensive as larger law firms in Japan, providing, service with fee around half of such law firms
- Very speedy in every service, not interrupting business by legal work

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Corporate INTL Global Awards 2011 Winner

Corporate INTL Global Awards 2011 Winner

Recognized as Licensing Law Firm of the Year in Korea 2011

- Providing a legal framework for IP licenses
- Serving client needs to develop IP policies in order to properly manage the IP rights relating to their research results.
- Assisting clients in creating and managing an IP portfolio that maximizes their competitive advantage through licensing in cost-effective manner

IP Rights Protection, Enforcement & Commercialization

- Patents
- Trademarks & Industrial Designs
- Enforcement against Unfair Competition & Counterfeiting
- Trade Secrets
- Licensing & Technology Transfer, Commercialization

K&L **Kims and Lees**
International Patent and Law Offices

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www.kimsandlees.com

M d M E
LAWYERS | PRIVATE NOTARIES

***MdME is a leading Macau full-service law firm**, with a strong reputation for providing clients with high-quality legal advice, following international standards of responsiveness and efficiency.*

Our **Client portfolio** includes some of the **largest corporations operating in Macau**, in such diverse areas as gaming, real estate, banking, finance, construction, infrastructure, transportation, retail, intellectual property, technology and telecom. We are involved in the **largest finance and infrastructure projects launched or announced in Macau** over the last four years (light rail, hospitality and residential projects, energy and incineration plants, HK-Zhuhai-Macau Bridge, Casino developments and financings, etc.) and represent key-players in such projects.

We are also deeply involved in the local community, namely acting as **legal advisors to several major Macau associations**.

MLGTS LEGAL CIRCLE

MdME is part of the MLGTS Legal Circle, an integrated Alliance with renowned law firms in Portugal, Brazil, Angola and Mozambique, which focuses in assisting clients in their investment in these jurisdictions.

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Local Knowledge, ***International Standards.***



***MdME is highly recommended as a leading firm in the Chambers and Partners Asia and Chambers and Partners Global 2011**: "This fast-growing practice was established in 2006 and has an increasingly strong presence in the market. It fields a team of three partners, with a mainly corporate and commercial offering. It has been involved in several infrastructure projects in Macau, including roads, bridges and railway developments. The group also works with leading financial institutions and gaming companies, and is frequently instructed by international firms in Hong Kong as local counsel."*

MdME was awarded by Corporate INTL Magazineas the "Macau Business Law Firm of 2011".

MALAYSIA - COPYRIGHT LAW FIRM OF THE YEAR



THOMPSON ASSOCIATES

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THOMPSON ASSOCIATES IS A MALAYSIAN LAW FIRM WITH OFFICES IN THE CAPITAL CITY, KUALA LUMPUR. IT IS TRULY A SPECIALIST FIRM, EXCLUSIVELY HANDLING ONLY INTELLECTUAL PROPERTY MATTERS. THOMPSON ASSOCIATES' STRENGTHS IN COPYRIGHT, PATENT, TRADEMARKS AND DESIGN LAWS MAKE THEM THE IDEAL CHOICE FOR DECIPHERING AND ADVISING ON CLIENTS' VALUABLE INTELLECTUAL PROPERTIES, EVEN IN COMPLICATED AND PIONEERING AREAS OF LAW.

Thompson Associates is constituted as a professional firm of advocates & solicitors. Partners of the firm are additionally licensed to directly prosecute applications before the Registrars of Trademarks, Patents & Industrial Designs in Malaysia. A partner of the firm is also on the panel of the Kuala Lumpur Regional Centre for Arbitration for Domain Name Dispute Resolution, as well as a mediator with the Mediation Centre. Thompson Associates is therefore well-positioned to handle the whole range of clients' Malaysian intellectual property work, from registration through transactions up to dispute resolution.

Services offered by Thompson Associates include:

•Provision of advice and opinions on trade marks, patents, copyright, industrial designs, geographic indications, layout designs, confidential information and other Malaysian intellectual property rights issues.
•Negotiation and drafting of intellectual property-centric agreements, including licenses and non-disclosure agreements.
•Intellectual property dispute resolution (litigation as well as ADR) and enforcement, including urgent interlocutory remedies such as Injunctions and Anton Piller orders.
•Representation in criminal and quasi-criminal proceedings (Copyright Act, Trade Descriptions Act, Food Act, Consumer Protection Act, Labeling Regulations).
•Provision of advice and opinions on web and E-commerce related IP / cyberlaw issues.
•Mediation / arbitration of intellectual property disputes.

Founding partner Benjamin J. Thompson brings almost 20 years of intellectual property experience to the table. Mr Thompson holds a Masters degree in law (Copyright). He has practised with both law firms and trademark / patent agencies, servicing clients of different sizes from a wide range of industries, before finally heading up the Intellectual Property Department of one of the largest corporate law firms in the country for five years. One notable landmark of Mr Thompson's work during that time is his role with the music publishers industry which resulted in the successful negotiation and full payment of a multi-million Ringgit settlement for copyright infringement by a telecommunications company, without the clients having to resort to litigation.

Besides being a senior member of the Malaysian Intellectual Property Association (MIPA) and Chair of its Constitutional Review Committee, Mr Thompson is also an active member of the Asian Patent Attorneys Association (APAA), having represented Malaysia on the Patents and Copyright Committees since 1999 and currently being a Director of the Country Group.

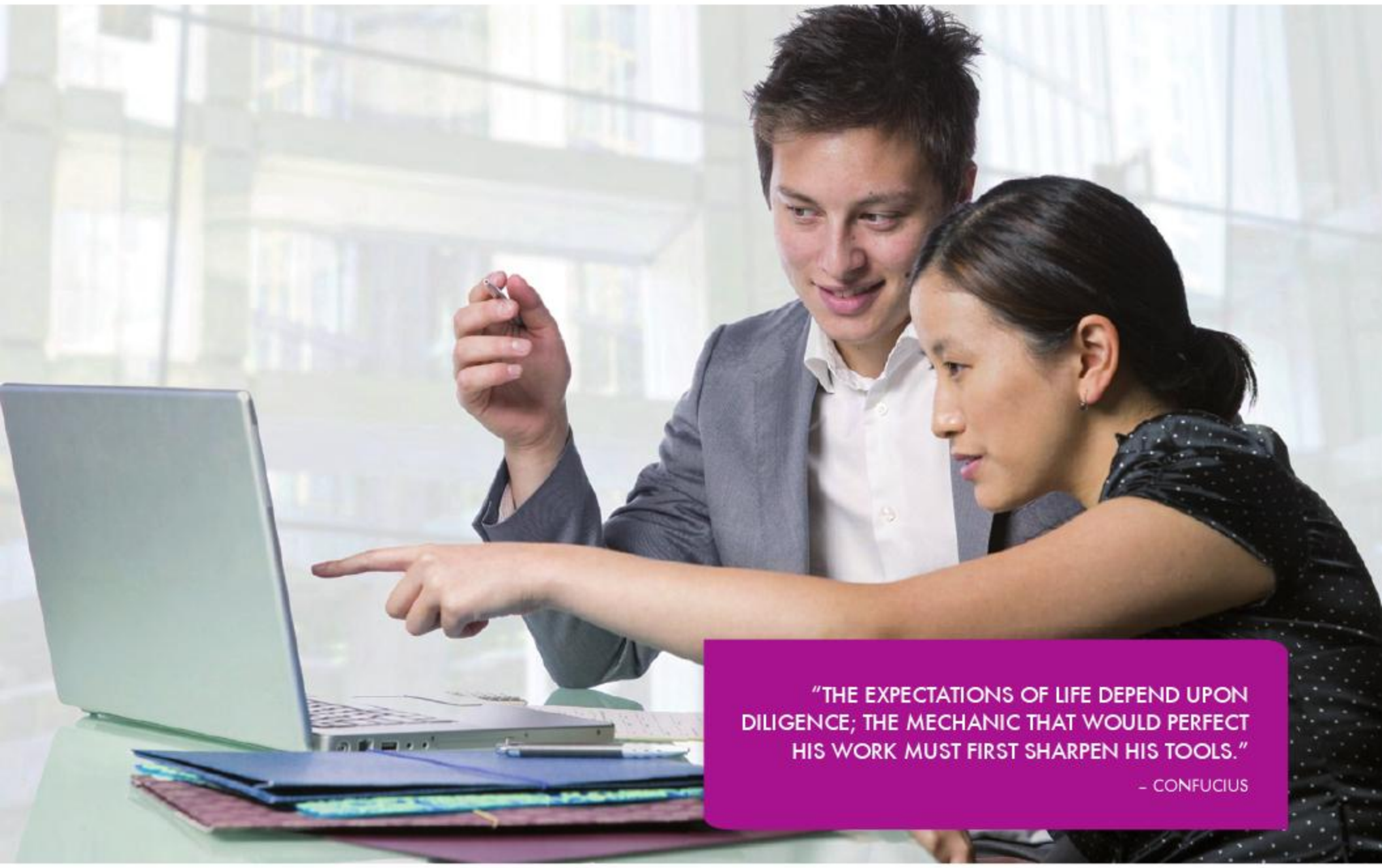
Since the establishment of the Intellectual Property Courts in the Malaysian Court system, Mr Thompson regularly appears as both Advocate and Counsel at the High Court and Court of Appeal on various IP litigation matters.

The firm's most recent high-profile success in this area was the landmark 119-page judgement delivered by the High Court in Mediacorp v Mediabanc, where the media monitor defendants, after a three-year battle with the giant Singapore media company, were able to achieve their objective of obtaining certainty in the principles of 'fair use' under copyright law. Being an untested area, the case was widely watched by players in the digital and content industries as it had a direct bearing on the negotiation and acceptance of prevailing licensing rates. The case has been widely reported in all the national law journals for its importance in that a judicial test has now been devised for determining if a particular use is fair under the Copyright Act. Amendments to the Copyright Act are also pending to incorporate a similar test into the statute.

Thompson Associates also recently acted as IP counsel to a group of plaintiffs who had to resort to legal action to successfully regain legal ownership of patents that had been secretly filed by a previous employee / director during her employment, and subsequently injected into a public listed company. After trial, the court ordered the judicial assignment of those patents and applications back to the plaintiffs.

Partner Haneeta Kaur is also well-known in the field. Her specialisation is in both regulatory advice as well as contract negotiation.

Clients are unanimous that Thompson Associates' years of experience in each of the areas of IP (trademarks, patents, copyright and designs) as well as their wide exposure to international and local IP owners of all sizes, makes Thompson Associates particularly well-poised to help clients achieve maximum returns on their investment in IP protection.





MOHAMED RIDZA & CO

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MohamedRidza&Co
Advocates & Solicitors

The desire to create a top class boutique law firm inspired Mohamed Ridza, the managing partner to set up Messrs. Mohamed Ridza & Co. in June 2005. Mohamed Ridza & Co. or its acronym "MRCO" is a leading legal firm specialising in corporate, project work and finance with expertise in Islamic Finance. The firm offers a seamless service in the areas of banking & finance, capital markets, construction, corporate & commercial law, foreign investment, mergers & acquisitions, oil & gas, privatisation, projects and real estate. Located in Kuala Lumpur, the firm has represented many local and international clients which include government agencies, private and public sectors.

MRCO is also a member of LaWorld which is a network of independent law firms ranging across several continents globally. Being part of the international network, the firm is able to provide up-to-date legal advice with international and global network.

The firm has been involved in some of Malaysia's largest and most complex corporate and project financing transactions involving corporate and commercial law, mergers and acquisition of both local and international companies.

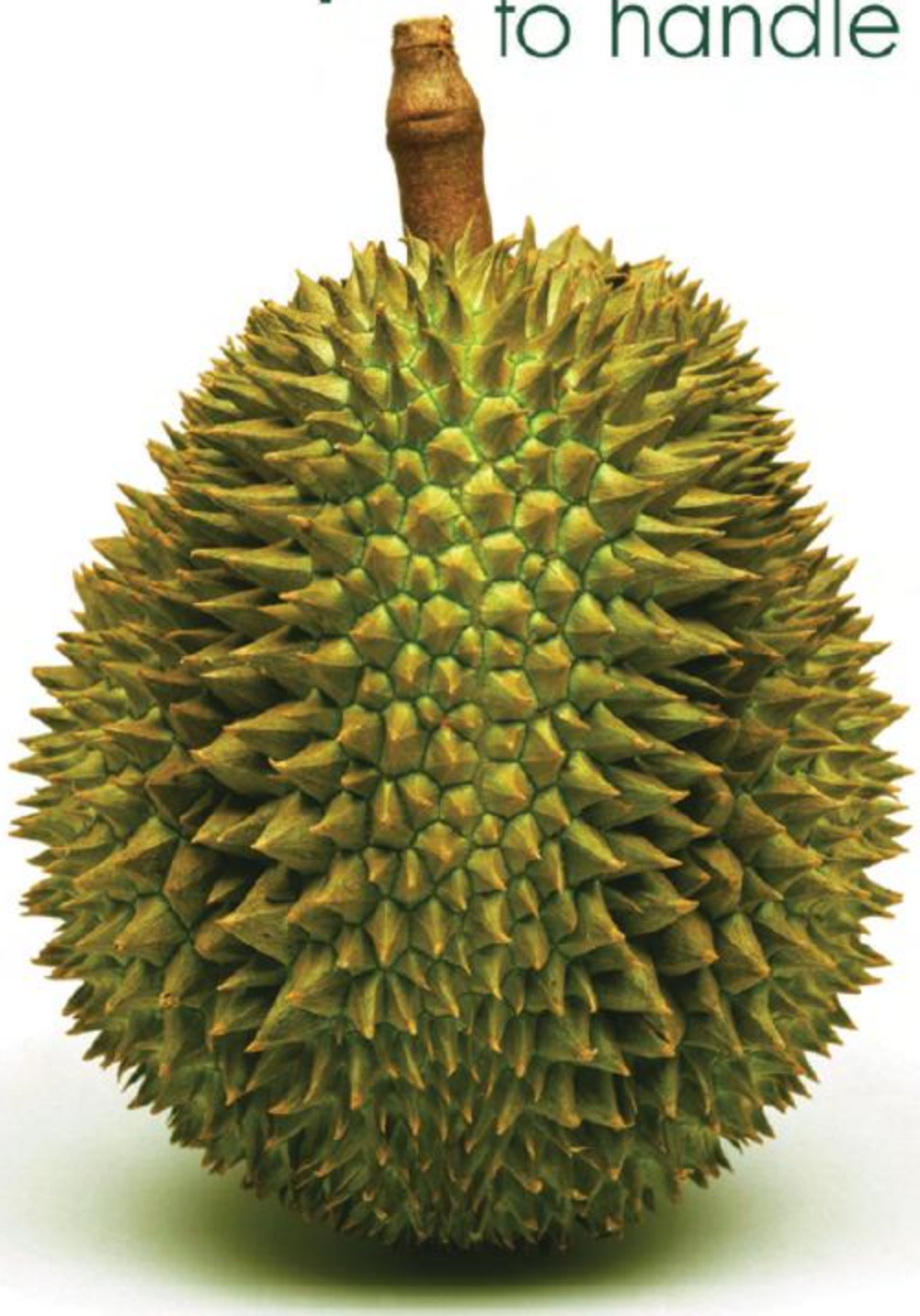
MRCO has in its six years of operation, won many accolades through its offering of high quality service which are up-to-date, accurate and timely. Below is a list of the many awards which the firm has won:

- One of Asia's Leading Lawyer by Islamic Finance News in Islamic finance.
- Asialaw Leading Lawyers in the area of Banking, Capital Markets, Corporate Finance and Islamic Finance.
- Finalist for ALB SE Asia Law Awards for 2006 for Murabahah Facility for the amount of USD96 million granted by Standard Chartered Singapore to Baitak Asian Real Estate Fund I (Labuan) Limited.
- Finalist for ALB SE Asia Law Awards for 2007 for Structured Finance and Securitisation Deal of the Year for Sukuk Ijarah Issuance by Menara ABS.
- One of the top Asian law firms (ALB) in Islamic banking & finance.
- Nominated as one of the outstanding practitioners in the World's Leading Islamic Finance Practitioners by Legal Media Group's Guide.
- Leading firm in Banking & Finance by Chambers Asia 2010.
- Malaysian Oil and Gas firm of the year 2010 by Corporate International Legal.
- Gained official entry within the 'Leading Lawyer 50 Islamic Finance 2011' Guide.
- Islamic Finance Law Firm of the Year in Malaysia by Corporate Intl Magazine 2011 Global Award.
- Oil & Gas Law Firm of the Year Award for the year 2011 by Global Law Experts.

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expert

to handle this



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BARRISTERS · COMM

After 20 years of cutting edge tax practice in a major New Zealand law firm, why did David McLay go solo, practising as a tax barrister?

His answer is WYSIWYG (what you see is what you get). Although that computer term is no longer fashionable as technology has moved forward, David still uses it to describe his practice where clients get his advice rather than written advice initially crafted by an associate (which is the usual mode in law firms).

Today's clients not only appreciate, but indeed seek, cost-effective advice that is predictive of future judicial and legislative approaches. Clients do not generally want the application of old approaches (or the provision of on-the-job learning for the advisor's staff).

Over the past year in the context of New Zealand context, there has been a changed emphasis by the courts in the application of the general anti-avoidance provision, now section BG 1 of the Income Tax Act 2007. During that period, David has focused on negotiating appropriate settlements with Inland Revenue rather than using advocacy in the courtroom, because he was predicting a sea-change by the courts.

The recent decision of the Supreme Court in Penny and Hooper v CIR [2011] NZSC 95 held that the payment of low salaries by closely-controlled entities to the controlling surgeons was tax avoidance, despite the absence of any black-letter law provision requiring arms-length salaries.

Although the Supreme Court accepted the use of closely-controlled entities, it held in plain terms that the structural choices available to taxpayers did not include the payment of low salaries. The decision did not address the determination of appropriate salaries, although Inland Revenue had made some allowance or the provision of fixed assets by the closely-controlled entities. The principal comparison was to the previous total incomes of the surgeons and not to the amounts paid for their providing surgical services to publicly-controlled hospitals. The decision is not irrelevant to international transfer pricing. However, the lack of a detailed examination by the New Zealand courts of the calculation of an arms-length price means that the decision is of general, rather than specific, interest to corporate taxpayers.

David McLay also finds time to act as the independent Chair of the Rewrite Advisory Panel. The Panel initially supervised the Rewrite of New Zealand's income tax legislation and is now nearing the end of its role in considering submissions that there had been unintended legislative consequences in the Rewrite process (which lasted from 1994 to 2007). The Panel has recently been given a role in considering the need for remedial legislation referred to it by the Minister of Revenue.

Solo practice as a tax adviser till excites David McLay. Variety is the spice of life and of David's tax practice in New Zealand.

[motivation. innovation. ideas. skills]



Bharucha & Co.
Intellectual Property Attorneys

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Trade Marks Law, Patents Law, Designs Law, Copyright Law, Anti-counterfeiting, Anti-piracy, Domain Name, Franchising, Internet Law, Licensing

PAKISTAN - SHIPPING LAW FIRM OF THE YEAR



LIAQUAT MERCHANT ASSOCIATES

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Liaquat Merchant Associates (LMA) was established in 1972 and has its roots in banking, insurance and company law as well as in commercial litigation. The firm is now one of the largest in Pakistan and provides a broad range of legal services. These services are divided into practice areas managed by partners who are specialized in particular fields and lead teams comprising of the firm's associates.

LMA's shipping practice area is managed by Akbar Mirza who was called to the Bar at Lincoln's Inn, London in 1957 and practiced in East Pakistan until he moved to Karachi and started his own practice in 1971. He subsequently joined LMA as a partner in 1991 and specializes in contentious and non-contentious shipping and insurance related matters working alongside a team of six associates at LMA. His team currently handles an impressive portfolio of several hundred shipping cases ranging from vessel arrests and releases, cases of wrongful delivery, misappropriation/loss of cargo, contamination, and short landing/delivery claims in the High Court and District Courts of Karachi. Regular sources of contentious work for the shipping team are a large number of P&I Clubs across the globe such as American P&I Club, Japan P&I Club, UK Mutual and London Shipping Co. Other notable clients include Maersk Shipping Line, American President Line and Hanjin Shipping. Akbar Mirza is also a member of the Sindh Bar Council, Supreme Court Bar Association, International Law Association and the Honorable Society of Lincoln's Inn.

The firm's other contentious teams provide services in litigation as well as mediation and arbitration in banking, commercial, construction, corporate, finance, insurance and medico-legal matters. LMA's barristers and advocates are qualified to provide litigation services in the District Courts, Specialist Courts/Tribunals and High Courts up to the Supreme Court of Pakistan. The contentious practice areas are managed by Liaquat Merchant, Akbar Mirza, Murtaza Malik and Khalid Shah.

The firm's non-contentious teams provide legal services in banking & finance, capital markets, competition/antitrust, corporate/commercial, energy & power, information technology, insurance, mergers & acquisitions, projects, real estate & construction as well as regulatory & compliance matters. These practice areas are managed by Liaquat Merhant, Faresa Ahsan, Darakshan Vohra and Sheryl Johns.

PHILIPPINES - INTELLECTUAL PROPERTY LAWYER OF THE YEAR



SAPALO VELEZ BUNDANG & BULILAN

ATTY. IGNACIO S. SAPALO - MANAGING PARTNER

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With 35 years of experience in intellectual property prosecution and enforcement, Sapalo Velez Bundang & Bulilan (SVBB) is one of the country's top IP law firms. Its excellent service is made possible by the reservoir of experience and expertise of its lawyers, paralegals and researchers, who have academic degrees in both law and science.

The firm counts among its clients some of the world's biggest conglomerates such as Nestlé, Toyota, Microsoft, Toshiba, Cadbury, Yamaha, etc.

Atty. Ignacio S. Sapalo, the firm's Managing Partner, was the Director of the Bureau of Patents, Trademarks & Technology Transfer (BPTTT) from 1987 to 1996. As a professor of intellectual property, he authored a textbook and many articles on the subject. He led the group that crafted the current law, the Intellectual Property Code of the Philippines, R.A. 8293. It introduced the first-to-file system in the country, aligned the law in the Philippines with the standards set in the Trips Agreement and established a financially independent Intellectual Property Office.

Atty. Neptali L. Bulilan, a mechanical engineer and a former patent examiner at the BPTTT, is the partner assigned to supervise the firm's IP department.

The firm has contributed to the development of IP law by enriching jurisprudence in the country. In Societe des Produits Nestle S.A. vs. Court of Appeals, the Supreme Court affirmed SVBB's argument that the use of Nestle's competitor of "FLAVOR MASTER" for coffee is not registrable, in view of Nestle's prior registrations for "MASTER ROAST" and "MASTER BLEND" also for coffee. This is one of the first of a series of decisions where the court applied the "dominancy test" over the "holistic test" in determining whether there is colorable imitation of a mark by another that would likely mislead or deceive the purchasers as to the source of the goods.

Recently in Societe des Produits, Nestle S.A. vs. Martin Dy, the high court once again, applying the dominancy test, sided with the firm's position that Mr. Dy's "NANNY" mark is confusingly similar to Nestle's "NAN" mark, despite the fact that "NAN" is used for infant milk, while "NANNY" is for older children and adults.

In 2010, the firm won the Philippine Trademark Firm of the Year and shortlisted as Philippine Patent Firm of the Year Award by Asia IP. It has also established four branch offices in the fast developing cities in the country, namely: Cebu, Davao, Iloilo and Cagayan de Oro.

SVBB has grown through the years to become a multi service firm. It has developed its expertise in corporate, tax, immigration, tort, labor, energy and environmental laws. This year, it will start providing services to clients' needs in the areas of banking and finance. It champions seafarers' rights and as its contribution to the promotion of social justice, provides pro bono services to the poor.



PUNO & PUNO LAW OFFICES

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P&P PUNO & PUNO LAW OFFICES

The firm has a rapidly growing mining practice to keep in step with the resurgence of the Philippine mining industry. The in-depth knowledge and experience of the firm's mining lawyers in all areas of mining practice has enabled the firm to provide high-caliber and multi-dimensional services to its clients. The firm was successfully chosen as the winner of the Corporate Intl Magazine 2011 Global Award for "Natural Resources & Mining Law Firm of the Year in the Philippines."

Founded in 1984, Puno & Puno has grown to become one of the leading full-service law firms in the Philippines with practices in a wide spectrum of transactional, litigation, corporate and regulatory areas. With experts in the fields of energy, taxation, commercial arbitration, mining, and social license, the firm advises both domestic and international clients, and in the last several years, has been involved in a number of major and complex deals and the successful resolution of landmark disputes.

Its industry knowledge and experience covers: minerals exploration, development and utilization, fuel supply and power generating facilities, environmental and other regulatory compliance, project finance for mining projects, infrastructure projects for mining, such as roads, ports, water systems, telecommunications facilities and other infrastructure.

The firm has also acted for both domestic and foreign mining companies in their acquisition of the mining claims and rights covered by existing projects with the ultimate objective of rehabilitating and rendering these projects productively operational. The firm has rendered a broad range of services for these clients, including extensive due diligence, structuring their investments in the mining claims, negotiating and drafting the acquisition documents, and obtaining the social license for the rehabilitation and re-opening of the mining projects by coordinating and establishing ties with the affected local governments, indigenous peoples and small-scale miners, the police and military, and the religious groups.

The firm represents the country's largest copper exporter and the world's largest publicly-listed copper mining company.

The firm provides competent service in helping local and foreign clients doing business or planning to invest in the Philippines. The firm's corporate lawyers are experts in foreign investments laws, and have extensive experience in doing business issues, determining and establishing the appropriate form of business presence (i.e., branches, representative offices, regional headquarters, subsidiaries), structuring investments to comply with ownership and regulatory restrictions and to address tax issues, applying for special registrations to avail of incentives and other benefits from government agencies such as the Board of Investments and the Philippine Economic Zone Authority, and the formation of joint ventures, including the preparation of joint venture agreements, shareholders' agreements, management and technical consultancy agreements, and other similar documents.

Mr Julito R. Sarmiento who has been highly recommended by Chambers Asia as a leading lawyer in natural resources & mining (amongst Asia's Leading Lawyers for Business in 2010) and Mr Roderico V. Puno lead the Firm's mining practice.



FORTUN NARVASA SALAZAR

PHILIP SIGFRID A. FORTUN - PARTNER

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FORTUN NARVASA & SALAZAR

Almost everyone in Manila knows Fortun Narvasa & Salazar (FNS). The firm's lawyers have appeared on television and defended a President of the country in the first impeachment case filed against a leader of the state, and the people continue to read about them in cases that dominate headlines covering important criminal and commercial litigation, to suits involving environmental protection and preservation of cultural sites.

International organisations have, however recognised FNS for its lawyers who have had significant involvement in mining law, dispute resolution, and patent law practice. The local Bar knows FNS as one of the foremost providers of continuing legal education seminars, paralegal training, and even a bar review institute for aspiring lawyers. The rise of FNS from a four-man team in 1993 to its current strength of 33 lawyers and 30 assistants was spurred by the founders' desire to provide a full service resource organisation for its clients, while being economical, responsive, intuitive, creative, and adoptive to their particular needs and those of their businesses.

Its main strength is in commercial law, mining law, and dispute resolution, but the firms labour, IP, IT, corporate restructuring and rehabilitation practices are also significant. FNS handles all of its clients' legal requirements generating repeat referrals and increased endorsements as a result of the confidence and satisfaction they derive from its dedicated and personalised services. FNS foresees an increase in the demand for its expertise in dispute resolution and corporate reorganisation in light of on-going shifts in economic paradigms and the ever-changing demands of the global market. It looks forward to more work in IP, IT, and mining in the coming years and has thus beefed up its staff and branches to accept more challenges from these expanding sectors of business.

Sig Fortun has been counsel to four Philippines Presidents and their families (Ferdinand Marcos, Corazon Aquino, Joseph Estrada, and Gloria Macapagal Arroyo) and has successfully prosecuted cases of national significance such as the constitutionality of the mining law and the continuing mandamus on the clean-up of Manila Bay. He is currently counsel for the principal accused in a mass murder case that the government calls the "trial of the century". Sig has been cited for his work for the environment and for his advocacy in historical site preservation cases. He is a member of the U.S. National Association of Criminal Defense Lawyers, the International Bar Association, and the Philippine Bar Association. As founding partner of FNS, Sig foresees further involvement of his firm in the myriad issues confronting the country's economy and the influx of new business in the mining, IP and IT sectors. The three offices of the firm located in strategic areas of the country, and its liaison office in China, are fully equipped to take on the growing needs of its expanding clientele.



BRADDELL BROTHERS LLP

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BraddellBrothers 1883

BRADDELL BROTHERS LLP IS SINGAPORE'S THIRD-OLDEST LAW FIRM, FOUNDED IN 1883 BY SIR THOMAS DE MULTON LEE BRADDELL AND ROBERT WALLACE GLEN LEE BRADDELL, THE SONS OF THE FIRST ATTORNEY-GENERAL OF SINGAPORE.

The firm is today a boutique litigation, arbitration and corporate practice, specialising in high-end, complex civil litigation, criminal litigation and international arbitration.

Legal luminaries – prominent litigators, academics, judges, law ministers alike – have walked amongst its ranks. The firm's heritage of excellence continues to inspire its people to deliver the highest standards of service, value, integrity and fairness.

In 2009 (the firm's 126th year of practice), Braddell Brothers LLP embarked on a firm-wide rejuvenation process with the arrival of a team of litigation and arbitration lawyers led by Edmund Kronenburg and Tan Kok Peng, who began their careers at another of Singapore's oldest and most prominent law firms, Drew & Napier. In April 2011, Anand Nalachandran (formerly Head of Litigation at ATMD Bird & Bird) joined the firm to head its criminal law practice.

The firm's lawyers frequently represent local and international clients at the Singapore High Court, Subordinate Courts and Court of Appeal. They often find themselves appearing against (or at times, alongside) lawyers from Singapore's largest litigation practices, including Senior Counsel.

The firm also acts as counsel for clients in international arbitrations (e.g. under the ICC, SIAC and UNCITRAL Rules) seated not only in Singapore, but also other cities in the region e.g. Jakarta, Indonesia. The largest dispute that the firm's arbitration lawyers have handled is an ICC arbitration where the claim and counterclaim totalled approx. US$500 million. The firm is today representing a client in resisting a SIAC arbitral award for the approx. sum of US$250 million.

The firm's lawyers have experience representing clients in complex and difficult litigation and arbitrations usually regarded as the private reserve of large firms and specialist dispute resolution practices.

Braddell Brothers LLP welcomes the challenge of a difficult case and a good fight, and has the skills to back up its enthusiasm.

The firm's Partners subscribe to a "hands-on" approach to every case, maintaining direct day-to-day contact with clients' principal decision makers, setting the firm apart from its competition. Braddell Brothers LLP strives to offer each and every one of its clients a special blend of skill, creativity and 'hands-on' involvement.

The firm is committed to taking ownership of clients' problems right from the start and offering them creative and practical, real-life solutions, guiding them strategically at each stage of the case, all the way through to final resolution, whether in the form of a judgment, an award or a commercially-advantageous settlement.

Braddell Brothers LLP works closely with top firms in various jurisdictions worldwide, with a dynamic network of contacts best suited to meet its clients' international needs.

The firm's lawyers are united by their shared values of excellence, commitment and integrity.

Braddell Brothers LLP is committed to giving its clients, and its people, nothing less than the very best.

"THE FIRM IS COMMITTED TO TAKING OWNERSHIP OF CLIENTS' PROBLEMS RIGHT FROM THE START AND OFFERING THEM CREATIVE AND PRACTICAL, REAL-LIFE SOLUTIONS, GUIDING THEM STRATEGICALLY AT EACH STAGE OF THE CASE, ALL THE WAY THROUGH TO FINAL RESOLUTION, WHETHER IN THE FORM OF A JUDGMENT, AN AWARD OR A COMMERCIALLY-ADVANTAGEOUS SETTLEMENT."

The firm's dispute resolution & arbitration areas of practice include:
- Commercial & contract litigation
- Corporate & shareholders' disputes
- Corporate insolvency & restructuring
- International & domestic arbitration
- Medical negligence & malpractice
- Banking & financial services litigation
- Complex matrimonial & custody disputes
- Employment disputes
- Criminal litigation

The firm's corporate & commercial areas of practice include:
- General corporate law
- Charities, societies & NGO advisory
- Corporate secretarial services





SAMUEL SEOW LAW CORPORATION

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Samuel Seow Law Corporation believes in being creative, driven, passionate and more. Since the beginning, the law corporation has been a strident champion of the vibrant entertainment and arts industries in Asia. Today, its Media and Entertainment Practice Group takes pride of place amongst the busiest in the region. The law corporation's reputation in these fields speaks for itself.

Since 2007, it has been consistently ranked in the prestigious Legal 500 publication as one of the top law firms within the Asia Pacific. Its principal, Mr. Samuel Seow, is named a "Leading Individual". In recognition of the law corporation's significant contributions to the growth and development of the Arts in Singapore, it has been named Patron of the Arts by the National Arts Council for 3 years consecutively, before finally being awarded the highest accolade of "Distinguished Patron of the Arts" in 2011.

Through the years, however, the law corporation's focus has widened significantly. The law corporation's Corporate & Commercial Practice Group and Intellectual Property Practice Group represent a wide spectrum of clients, including some of the biggest companies in Asia and worldwide. The Intellectual Property Practice Group, which specialises in the filing and prosecution of trade marks, copyrights, patents and designs, continues to be an important backbone.

The law corporation takes special effort in making business deals work for its clients each and every step of the way.

Samuel Seow Law Corporation's Dispute Resolution Practice Group works in close collaboration with its corporate and IP counterparts when business disputes arise. Significant and high-profile court victories in Singapore have been won for the law corporation's clients. The law corporation's ethos is built on a foundation of love, creativity, drive, passion and innovative argument. Its lawyers celebrate ingenuity, hold customer care in the highest regard, and reject the traditional airs often associated with law firms. The law corporation's aim is to deliver business solutions with a unique, haute-couture approach and pledges its unwavering commitment to clients and to justice.

Samuel Seow is the Managing Director of the Samuel Seow Law Corporation and is also Foreign Legal Advisor to Seow & Associates, Malaysia. Samuel's expertise is in the field of intellectual property law and general commercial and corporate laws, and he also has several years of experience in dealing with a wide range of property-related transactions, with a special focus on the application of these laws to the entertainment, arts and media industries, where he is a much recognised name. In 2010, Samuel received the Spirit of Enterprise Award which is given out annually to a select few who embody the entrepreneurial spirit in Singapore.

The areas of expertise of the law corporation's lawyers complement each other. As individuals, members of the law corporation excel in their particular areas of specialisation. As a team, their synergies sparkle as they revel in furnishing strong, sound and comprehensive legal advisory services across national boundaries and across international platforms.

Given the extensive combined experience of its lawyers and business staff, Samuel Seow Law Corporation has the flexibility to tailor its representation to untangle and simplify contract negotiations, resolve disputes, and provide expert counsel on complex issues, in its unique client-oriented style. Through good and bad economic climates, the law corporation always provides cost-effective services and solutions whilst ensuring zealous advocacy and integrity.

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TAIWAN HAS ONE OF THE MOST DEVELOPED TELECOMMUNICATIONS SECTORS IN ASIA, WITH SPECIALISATIONS IN CABLE TELEVISION, BROADBAND TECHNOLOGY, AND THE ONLINE GAMING INDUSTRY, ALL OF WHICH ATTRACTS FOREIGN ATTENTION. IN THE FIRM'S OPINION THESE ARE THE RESOURCES THAT EUROPEAN COMPANIES ARE YET TO EXPLOIT, WITH THE US STILL MAKING THE LION'S SHARE OF INVESTMENT INTO THE COUNTRY.

"As Taiwan's premier legal service provider in Telecom and Media, we had been retained by various government agencies and respective legislators in order to provide legal advice and support with policy making and the drafting of key government legislation," explains Arthur Shay, the firm's leading partner.

Recognising its vast experience in telecom and media, both local and multinational organisations rely on Shay & Partners for sound counsel and assistance with strategic planning, corporate structuring, financing, licensing and regulatory compliance issues. The law firm Shay & Partners, assist clients with their ongoing business operations including dealing with consumer and corporate complaints. It is not seldom that the firm also support clients with their legislative lobbying efforts. The firm has been instrumental in the liberalisation of Taiwan's media industry. For instance, the team has considerable experience representing cable TV operators on a broad range of issues. In 2002, the firm brought together various multiple cable TV operators forming an industry association, the "Cable Broadband Institute in Taiwan", and since then successfully lobbied respective authorities, government decision makers and legislators for amendments to the Cable Broadcasting Law. On telecom matters, the firm had similar success story while the firm assisted the first foreign enterprise to receive an international submarine cable landing license from the Taiwan telecom authority and paved the way for further broadband services.

The TMT team at Shay & Partners comprises up to 12 experienced professionals who are senior lawyers specialised in communications and media regulations, privacy law, as well as litigation skills, and those technology consultants who have sufficient industry background to support clients in their respective strategy implementation and plan deployment. The firm currently represents 28 cable system operators, which take more than 50% of national TV households in Taiwan, in litigation with the regulator, National Communications Commission, for a ban on change of shopping channels carried by the said cable systems.

Shay & Partners also occupies a leading position among Taiwan's IT legal service providers. The firm represents prominent software developers, design houses and manufacturers of leading edge IT products from US, Japan, and Taiwan. In addition to providing clients with a full range of legal services including the negotiation and drafting of agreements for the manufacture, purchase, license and distribution of goods and services, the firm is also called upon to assist clients in the litigation and protection of their intellectual Property rights. As one of the pioneers in developing a legal practice focused in the area of electronic commerce, Shay & Partners currently advises a large number of Taiwan's services providers across software, hardware, and telecom platforms on cloud computing and privacy protection issues.

> "THE FIRM OCCUPIES A LEADING POSITION AMONG TAIWAN'S IT LEGAL SERVICE PROVIDERS, REPRESENTING SOFTWARE DEVELOPERS, DESIGN HOUSES AND MANUFACTURERS OF LEADING EDGE IT PRODUCTS FROM US, JAPAN, AND TAIWAN."

Mr. Arthur Shay, leader of the TMT practice in Shay & Partners, recently elected the President of Globalaw, one of the largest worldwide legal network of around 108 independent law firms with over 5,000 lawyers in 170 cities over 90 countries worldwide, has been nominated as leading lawyer of Information Technology and Telecommunications by Asia Law since 2008 and enjoyed a high appraisal among peers' comment for being heavily involved and versatile in the TMT practices.

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CRA [TIMOR-LESTE]

CRA Timor, founded by the senior partners of CRA Portugal, has been a pioneer law firm in providing legal services in the Democratic Republic of Timor-Leste.

The firm's main objective is to help clients take advantage of the business opportunities arising in one of the youngest countries in the world, which offers many opportunities, including a significant potential in natural resources and tourism.

CRA Timor carefully monitors developments in local legislation and legal practice in order to provide quality advice in any situation. For the benefit of the firm's clients, the firm has developed close ties with the local business community and the Timor-Leste authorities.

CRA Timor values its international activity and is in permanent contact and collaboration with CRA Portugal and with foreign law firms. Some of CRA Timor's partners are members of other Bars, which strengthens its cultural proximity to foreign clients and former Portuguese colonies like Mozambique and Angola.

The international dimension of CRA Timor is also a result of its strong relation with prestigious firms in the most important European, American and Asian cities, which enables the firm to respond rapidly to client's needs in any part of the world.

CRA Timor is committed to offering cost-effective, high quality and extensive legal services to its clients. CRA Timor was founded on the principles of: consistent quality and effectiveness, strict adherence to the professional code of ethics and the rules of conflict of interest, the fundamental relation of trust and confidentiality, which distinguishes the legal services it provides from other consultancy services, commitment and dedication to the highest standards of professional expertise, with emphasis on excellence, and timeliness and efficiency.

The firm has a sharp focus on relationships with clients and a responsive, flexible, team approach to provide the highest quality service at a reasonable cost. The creativity and judgment, beyond diligence and expertise, of the firm's lawyers bring sound business judgment, imagination, open-mindedness and accessibility to clients.

CRA Timor supports the development and success of its clients by combining its legal services with a scrupulous regard for professional ethics.

The firm tailors its services to the client's goals, interests and plans. This is decisive for the efficiency of the firm's work and, ultimately, for the quality of the firm's legal solutions.

Under the supervision of the founding partners, CRA Timor offers full-service legal advice on Timor-Leste's corporate law to public and private, national and international corporations. The professional services on offer also include translation services, representation and domiciliation services of foreign investors.

CRA Timor is able to work with its clients in all fields of activity and at all stages of their corporate existence, i.e. incorporation, establishment and the development of its business activities. For established corporations the firm advises on all legal aspects of developing and implementing successful businesses.

CRA Timor concentrates its practice in the major areas of business law & corporate, natural resources / Oil & Gas, foreign investment, telecommunications, civil & real estate law, IT & IP law, and dispute resolution.



TEKIL

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TEKIL ATTORNEYS AT LAW

Established in 1994 in Istanbul, TEKIL provides legal consultancy and litigation services to domestic and international clients mainly in intellectual property law, corporate law, information technology law, advertising & media law, product liability & consumer law and contract law.

The firm has a special focus on intellectual property law as the firm's "niche" area of practice and is highly recommended in Turkey in terms of IP management and enforcement, IP due diligence, counterfeiting, product liability, unfair competition, licensing, franchising and legal strategy in compliance with media, advertising and consumer law requirements.

TEKIL is led by three partners who have a strong professional background and an extensive experience based on many years of practice. The partners are personally involved in all matters related with their clients. These factors add significant value to the quality and effectiveness of the firm's legal services. Müjde Tekil, who is the founding partner of the firm, served in the Unilever Group as the head of the legal department until 1994. Müge Tekil, one of the two managing partners, is a former academician specialised in corporate law, while the third partner of the firm, Esra Tekil, was the legal manager at Arthur Andersen and Ernst&Young Turkey until 2003.

The primary goal of TEKIL is to provide the highest quality legal service at competitive rates by establishing an intensive contact with the clients and understanding their needs. Considering the nature and the complexity of the matter, the firm provides tailor-made legal services to its clients by determining a specific strategy for each client. The lawyers of the firm do not simply act as "legal advisers", but as "integral team members" who establish a close long-term cooperation with their clients and, if necessary, are able to warn them at an early stage by proactively foreseeing the potential risks their clients might face during their commercial activities in Turkey.

TEKIL has a strong legal team and network both in Turkey and in the neighbouring countries for ensuring the most effective legal support in the region. The firm is well equipped to handle all types of business transactions, including in particular registration and protection of intellectual property rights, mergers and acquisitions, company incorporations and restructurings; reorganisations, corporate maintenance, due diligence, debt collection, securities, compliance with advertising and media regulations, products liability and formation of corporate employment rules.

For companies having a considerable IP portfolio, TEKIL recommends to have a well designed IP strategy to be implemented with the close cooperation of the local IP team, by considering practical or legal conditions special to Turkey. With this perspective, TEKIL's IP specialists act as a member of their clients' corporate IP teams in the creation and implementation of the local IP strategy, by proactively foreseeing all weaknesses or threats, and advising applicable solutions beforehand. A big portion of the firm's client portfolio therefore consists of international companies and their affiliates in Turkey that need such a personally dedicated and experienced local support.

TEKIL is a member of INTA, MARQUES, ICC Turkey and ItechLaw Association. The firm won several legal awards in 2010 and 2011 in the fields of corporate law, intellectual property law, advertising law and internet law.



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BODEN Law Office is a boutique law firm based in Istanbul, established in 2008 with the objective of delivering the highest level of service to its clients.

BODEN Law office offers sophisticated, effective, attentive corporate and commercial legal services to its clients.

The Firm's principal focus areas are as follows:

- Corporate Legal Advisory
- Project Development and Finance
- Mergers & Acquisitions, Joint Ventures, Alliances
- Dispute Resolution
- Restructuring & Creditor Rights



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BEZEN & PARTNERS

BEZEN & PARTNERS IS A FULL SERVICE LAW FIRM PROVIDING LEGAL SERVICES TO DOMESTIC AND INTERNATIONAL CLIENTS.

Its founding members have extensive experience in complex cross-border transactions, gained through their employment in the London and Moscow offices of 'Magic Circle' law firms such as Clifford Chance and Allen & Overy as well as Turkish governmental institutions. The key practice areas the firm advises on are finance, corporate, mergers & acquisitions, projects, energy & infrastructure, privatisation, real estate, litigation and arbitration.

Bezen & Partners' lawyers come from various different backgrounds. All members of the team of over 30 commercially oriented legal experts are either foreign educated/qualified and/or possess cross-border work experience. Its lawyers are members of many international groupings, such as the International Bar Association (IBA), the London Court of International Arbitration (LCIA), the International Chamber of Commerce (ICC), the Law Society's International Division, the British-Turkish Lawyers Association (BTLA), The Law Society of England and Wales and various Bar Associations of Turkey. Given the diverse backgrounds of the firm's lawyers the firm operates in an English speaking environment. The firm's lawyers speak English, French, German, Italian and Turkish fluently.

The firm's project finance practice is co-headed by partners Yeşim Bezen and Aykut Bakırcı, both of whom have a proven track record in projects work, both domestic and international. Yeşim Bezen is a qualified solicitor (England & Wales). She completed her training with and was employed by Clifford Chance LLP's London office from 2001 to 2007 where she gained extensive experience in banking, finance and project work. She regularly advises international finance institutions as well as sponsors in energy and infrastructure deals with the involvement of such financiers. Aykut Bakırcı assists clients in a wide variety of transactions, primarily on regulatory, privatisation, administrative and real estate matters. From 2006 until 2010 he served as the Head of Legal of the Turkish Privatisation Administration, where he was engaged in drafting and amending various primary and secondary legislation, most notably the electricity, natural gas, motorways and national lottery legislation. He also acted as a draftsperson for tender specifications in respect of the sale of public assets and entities. In addition, Aykut Bakırcı was a key figure in organising tenders for the privatisation of state assets and entities and bringing such tenders to a successful completion.

The firm's project finance practice mainly covers assisting clients in the financing and development of power and infrastructure projects, including the acquisition and sale of energy companies and energy assets, and the development, construction, operation and restructuring of generation facilities, pipelines, gas storage facilities and projects in health care, telecommunications, infrastructure, transport, water and wastewater.

The firm's project finance experience highlights include:

• Advising the Russian sponsors on the development, construction and operation of the $22 billion financing of Turkey's first nuclear power plant in Akkuyu

• Advising a syndicate of lenders in a $ 1 billion financing for the restructuring of the debts of a major petroleum group to Turkish banks and the Turkish Privatisation Administration

• Advising the Turkish sponsors on the largest electricity generation privatisation and financing of 9 power plants (ADÜAŞ)

• Advising the Turkish sponsors on the largest wind farm project financing in Turkey (Osmaniye Project, which was awarded "Best RES Financing of the Year 2009 Reward" in Europe and the "On-shore Wind Deal of the Year" by Euromoney)

• Advising a Turkish subsidiary of a multi-national renewable energy company from a bankability perspective in relation to the development of a wind farm project with 50MW capacity

• Advising a multinational financial institution in relation to the € 90 million financing of the development, operation and maintenance of Skopje, Ohrid and Shtip Airports in the Republic of Macedonia with the involvement of a Turkish sponsor

• Advising a Singaporean subcontractor on the design and installation of a telecommunications system in respect of the $ 4.1 billion Marmaray Project

• Advising an international organisation in a loan transaction to finance the import, processing and distribution of agricultural commodities by a Turkish borrower

TURKEY - TAX LAW FIRM OF THE YEAR



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ADMD, Alkan Deniz Mavioglu is a boutique law firm serving commercial businesses, financial institutions, as well as private individuals in every area of law. ADMD is preferred by clients as having sophisticated corporate and financial transactions and complex dispute resolution proceedings that require an attentive and scrupulous approach.

The firm's diversified practice enables ADMD to offer solutions to the most challenging legal issues of commercial businesses and individuals. The firm provides various kinds of services to clients such as general legal counseling, corporate services, and tax and litigation services. The firm's provides a multitude of business services. Some of these services include; administrative law, advertising law, alternative dispute resolution, antitrust law, asset finance, banking law, bankruptcy & insolvency, capital markets, construction and engineering, consumer protection, contracts, corporate finance, corporate governance & maintenance, customs law, venture capital and many more.

To individuals the firm offers advice and services relating to administrative law, criminal law, general legal counseling, litigation, tax controversy & litigation and wills & estates.

ADMD Istanbul Office is providing services under its relevant departments stated below however the branches are full service and provide under one entity without departmentalisation due to their size.

1) Consulting

Lead by partners Mr. Orhan Yavuz Mavioglu and Ms. Eda Deniz, the consulting department handles all sorts of inquiries regarding opinions requested on any legal subject where there is no transaction or litigation to handle and where the client requires review or due diligence on matters. This department also handles individual contractual drafting, review and modifications.

2) Corporate Affairs

Corporate Affairs department handles services in a wide scale from incorporation to liquidation for corporate entities in Turkey. This department also handles employment related issues and residency and work permit requirement for company personnel. Corporate Affairs team is lead by department chief Ms. Ayca Bayburan.

3) Deals and M&A

Services to Mergers & Acquisitions and other corporate transaction based financing; licensing and approval inquiries are dealt by the Deals and M&A department. This department is supervised by the managing partner Mr. Orhan Yavuz Mavioglu.

4) Dispute Resolution

All sorts of dispute resolution services including arbitration, mediation and litigation are provided with a team lead by Ms. Duygu Alkan.

5) Tax Controversy and Litigation

The firm provides services for all kinds of disputes and actions resulting from tax legislation such as income-tax, corporate tax, VAT conflicts, actions for nullity etc. The firm's tax litigation success ratio is above 80%. The tax practice of ADMD is named as one of the most prominent in the market since the law firm was involved in high priority and highly publicised lawsuits.

VIETNAM - BANKING & FINANCE LAWYER OF THE YEAR



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LCT LAWYERS

LCT Lawyers is a full-service law firm with offices in Ho Chi Minh City and Hanoi, Vietnam.

The firm is among Vietnam's most prominent, representing a wide range of multinational and domestic clients on a variety of business and investment matters. With practice groups spanning all areas such as banking and finance to litigation and tax, LCT Lawyers has gained a reputation for providing comprehensive, high-quality legal services to our international and local client base.

LCT Lawyers has distinguished itself as one of Vietnam's most committed and client-responsive firms, and developed strategic partnerships with Vietnamese authorities and leading legal experts in Asia. In the past five years, LCT Lawyers has expanded its offices in Vietnam's two largest cities, grown to include five foreign-trained Partners and 30 experienced Associates, and garnered affiliations with major multinational law firms based in Singapore, Hong Kong, Japan and South Korea. LCT Lawyers has been selected as one of the top Vietnam law firms in Banking & Finance by Chambers Asia, Asialaw and Legal 500. This year the firm has also been selected by ILFR1000, PLC Which Lawyer? and Corporate INTL. LCT Lawyers focus on major Vietnamese banks, international banks and major corporations.

The firm has represented Vietcombank in one of the largest deals this year which amounted to US$200 million. The firm was also connected to a credit-linked-note transaction relating to the 2016 international bond issuance of the Government of Vietnam.

In terms of businesses seeking funds in Vietnam, the firm noted that the macro economy problem, high interest rates and unstable policies are the current difficulties affecting the region.

"To help clients, we always have to be hands on with the regulations and the transactions, to be alerted and to always shares experiences with Government, clients and counter parties to seek understanding," says Net Le partner of LCT Lawyers.

Dr Le Net is a Partner of LCT Lawyers and has more than 15 years of legal practice experience. His practice areas include contract, corporate and commercial law, mergers and acquisitions, real estate, tax, competition, and banking and finance. He has also been active in academia, having taught law at Ho Chi Minh City University of Law, London School of Economics and the University of the West of England (Bristol). He also acts as an arbitrator at the Vietnam International Arbitration Centre.

Net worked with Baker & McKenzie before becoming a co-founder of LCT Lawyers. He has also practiced as a foreign lawyer at Baker & McKenzie Brussels and San Francisco, and at Clifford Chance Brussels, during which time he worked on many major transactions involving investments, banking/finance, construction and infrastructure. Apart from practice, Net has published various works on law in Vietnam and abroad.



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INTELLECTUAL PROPERTY & BUSINESS LAWS

INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR IN VIETNAM

Corporate INTL Global Awards 2011 Winner

- Trademarks
- Patents & Utility Models
- Industrial Designs
- Geographical Indications
- Privacy & Trade Secrets
- Copyrights
- Software
- Domain Names
- Information Technology

"They understand the clients requirement in detail both from legal and business perspective. Strategize the approach to discuss with clients and decide upon the course of action. Constant update on the legal solution while updating our legal cell on changes in law & procedures if any. Keep business as the top priority while legal action is being taken, which I feel is a great quality service in them"

– Ganesh Natarajan / Vice President - East Asia & Pacific Business – EMAMI GROUP.



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CENTRAL & SOUTH AMERICA

GLOBAL AWARD WINNERS

CENTRAL AMERICA IS THE CENTRAL GEOGRAPHIC REGION OF THE AMERICAS. IT IS THE SOUTHERNMOST, ISTHMIAN PORTION OF THE NORTH AMERICAN CONTINENT.

Historically, Central American trade has been very dependent on two products: coffee and bananas. Most of these exports went to the United States, which created a strong trade link between the United States and Central America. In recent decades, Central America has had success in diversifying its exports and diversifying its trading partners.

South America is the southern continent of America situated in the Western Hemisphere and mostly in the Southern Hemisphere, with a relatively small portion in the Northern Hemisphere.

South America's economy is heavily reliant on the exporting of goods. On an exchange rate basis Brazil, the seventh largest economy in the world and the second largest in the Americas, leads the way in total amount of exports at $137.8 billion followed by Chile at $58.12 billion and Argentina with $46.46 billion.

Brazil will be the most attractive emerging market country for private equity investors in the next 12 months, according to a survey by the Emerging Markets Private Equity Association and Coller Capital. The private equity firm that invests in the secondary markets showed China was second and other emerging Asian countries joint third. This is the first time Brazil was ranked first, although it had been among the top three countries for the past three years.

The reasons for Brazil's success in this field can be attributed to low setup costs in comparison to competitor countries, commitment to fiscal stability, responsible state policies that encourage investment and a large domestic demand for products and services. An important factor adding to the positive situation in Brazil and other emerging economies has been the currency appreciation against the euro and the dollar.

Renewable energy sectors in particular are giving South America new opportunities for foreign investors seeking to boost their respective nations' energy resources.

The rate of economic recovery in South America for the remainder of 2011 is expected to be significant, particularly due to increasing trade with China and the US. Other countries such as South Korea, Vietnam, Russia and India are also targeting the region as a viable investment and development proposition. Currently governments experiencing growth are keeping an eye on inflation so as not to scare off potential foreign investors.

Other factors have influenced the regions recovery, including the rebound of commodity prices and the fiscal stimulus measures supporting domestic demand.

"THE RATE OF ECONOMIC RECOVERY IN SOUTH AMERICA FOR THE REMAINDER OF 2011 IS EXPECTED TO BE SIGNIFICANT, PARTICULARLY DUE TO INCREASING TRADE WITH CHINA AND THE US"

Public-private partnership initiatives are also moving at a more rapid pace in South America than in the US, where investments can meet the growing demands of infrastructure development.

Takeovers in Latin America are off to the best start in at least a decade, bucking a global slump, as economic recoveries in Brazil and Mexico spur consolidation in the telecommunications, food and commodities industries.



CENTRAL & SOUTH AMERICA GLOBAL AWARD WINNERS

66	De Dios & Goyena	Antitrust Litigation Law Firm of the Year in Argentina
67	Estudio Garrido Abogados	M&A Law Firm of the Year in Argentina
69	Bufete Aguirre	Corporate Law Firm of the Year in Bolivia
69	Walter Stuber Consultoria Jurídica	Banking & Finance Law Firm of the Year in Brazil
70	Pellon & Associados	Insurance Law Firm of the Year in Brazil
70	Momsen, Leonardos & Cia	IP Lawyer of the Year in Brazil
71	Bicalho e Mollica Advogados	Real Estate Law Firm of the Year in Brazil (Clients' Choice)
72	Siano & Martins Advogados Associados	Shipping Law Firm of the Year in Brazil
74	Nasser Sociedade de Advogados	Trade & Customs Lawyer of the Year in Brazil
74	Alcaíno I Rodríguez	Bankruptcy Law Firm of the Year in Chile
75	Guerrero, Olivos, Novoa y Errázuriz	Corporate Law Firm of the Year in Chile
75	Molina Ríos Abogados	Projects Lawyer of the Year in Chile
76	Ernst & Young	Corporate Tax Advisory Firm of the Year in Colombia
78	Muñoz Tamayo & Asociados	Projects Law Firm of the Year in Colombia
79	Quiñones Cruz Ltda	Tax Lawyer of the Year in Colombia
80	Consortium	Banking & Finance Law Firm of the Year in Costa Rica
80	Quiros Abogados	Insurance Lawyer of the Year in Costa Rica
81	Bermeo & Bermeo	Industrial Property Law Firm of the Year in Ecuador
81	ACZALAW	Commercial Law Firm of the Year in Guatemala
82	Comte & Font – Legalsa	Dispute Resolution Law Firm of the Year in Guatemala
82	JAT Abogados	International Business Law Firm of the Year in Mexico
83	Cervantes Sainz SC	Labour & Employment Law Firm of the Year in Mexico (Clients' Choice)
84	Maqueo Abogados	Litigation Law Firm of the Year in Mexico
84	Portilla, Ruy-Diaz y Aguilar	Product Liability Law Firm of the Year in Mexico
85	Becerril, Coca & Becerril	Technology Law Firm of the Year in Mexico
86	Jauregui y Navarrete	TMT Law Firm of the Year in Mexico
86	Anciano & Ayala Abogados S.C	Trademark Law Firm of the Year in Mexico
87	Anzola Robles & Associates	Electricity Regulation Law Firm of the Year in Panama
87	Casseli Law Firm	Law Firm of the Year in Paraguay
88	Osterling Abogados	Insurance Lawyer of the Year in Peru
88	Fischer Abogados	Intellectual Property Law Firm of the Year in Uruguay
89	Cervieri Monsuárez y Asociados	Intellectual Property Lawyer of the Year in Uruguay
89	Bolet & Terrero	Industrial Property Law Firm of the Year in Venezuela



DE DIOS & GOYENA

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DE DIOS & GOYENA
ABOGADOS CONSULTORES

Founded in 2002 as a spin-off and merger of some of the largest law firms in Argentina, De Dios & Goyena Law office has been created to provide high quality legal advice.

The firm is a full legal services law office founded by lawyers with a vast experience in highly qualified law offices all over the world, with a vast reputation in dealing with unconventional issues and providing innovative solutions in legal matters. Prior to joining De Dios & Goyena most of its members obtained degrees abroad, and gained law practice experience in major local and international law firms.

Based upon the search for professional excellence and clients' trust, the firm has expanded and acquired a remarkable position, both in rendering advisory services for companies as well as in settling controversies.

The firm's aim is to provide its clients with an independent and high quality customer focused legal advice in order to satisfy completely all their needs and requirements.

Our staff is formed by highly experienced professionals graduated from the most prestigious Universities in Argentina and the US, and specialized in the different areas of business law, who rely on a valuable background of counseling on a wide scope of legal matters, which in turn enhances our capacity to render integral legal assistance to customers.

De Dios & Goyena provide advisory services to local companies with a global view as well as to foreign and multinational companies acting in the region, this has been the firm's distinctive feature and provides De Dios & Goyena with a wide international exposure.

Since its foundation, the firm has also forged strategic relationships with leading regional and international law firms worldwide and has given advice to international law firms in Argentine Law matters.

As a founding partner of De Dios & Goyena, Mr De Dios has represented local and international firms in business matters that include international contracts, international investment financing, corporate refinancing, mergers and acquisitions, corporate defense, and general practice. Mr De Dios also provides consulting and representation of local and international businesses. In the practice of international litigation, Mr De Dios has specialized in International Commercial Arbitration.

The firm's professional practice includes the following fields:

- Corporate and Mercantile Law
- Finance Law
- International Business Transactions
- Foreign Investment Legislation
- Merger and Acquisitions
- General Litigation
- Civil Law
- Tax Law
- Labor Law
- Regulatory Law
- Antitrust Law
- International Commerce Arbitration



Corporate INTL Global Awards 2011 Winner

Estudio Garrido Abogados

M&A winner for the second consecutive year

Benito Quinquela Martín – Mediodía en el Riachuelo – Paideia Collection – EGA

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ESTUDIO GARRIDO ABOGADOS

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Estudio Garrido Abogados

THE FIRM ESTUDIO GARRIDO ABOGADOS WAS FOUNDED IN 2005. IT IS ONE OF THE FEW LAW FIRMS IN ARGENTINA THAT SPECIALIZES ON M&A.

It is formed by 7 Partners and 24 associates who have participated in deals on almost every sector of the economy, working for both sellers and buyers with particular emphasis for private equity and leveraged buyout firms. The firm also has a strong presence in the entrepreneurship world through its Managing Partner who is also a succesfull entrepreneur, and who participates as a venture capital investor in companies such as Biosima (biotech), Centaurus (geothermal), Salix (forestry), Otro Mundo (brewery), Jardines de Roosevelt (real estate), Don Aita (farming), Invertir On Line (online trading), Celulosa (pulp and paper) and Riego (irrigation). The firm has a particular and outstanding association with the art world: it owns an art collection formed by more than 500 pictures and participates in the art circuits of Buenos Aires, specially at Gallery Nights. Also, the firm advises the Malba Museum and the Government of the City of Buenos Aires in art law related matters.

PRACTICE LEADERS

M&A.....GUSTAVO GARRIDO
CORPORATE.....RAÚL GRANILLO OCAMPO
REAL ESTATE.....DIEGO GARRIDO
LABOUR .....PATRICIA MACCAFERRI
LITIGATION .....RODRIGO CRUCES
BANKING & FINANCE.....LUCAS GRANILLO OCAMPO
TAX .....MARÍA MARTA CANCIO

Our services:

Corporate & M&A: The firm has worked in the following recent transactions: (i) represented Advent International in the sale of 100% of its equity stake in Nuevo Banco Comercial to Scotiabank for USD 250 million, (ii) represented Eton Park in its USD200 million sale to Contax of 100% of the Allus group of companies that provide contact center and BPO services with operations in Argentina, Colombia and Peru, (iii) represented Crystalis Grupo Seidor in the acquisition of 51% of the equity stake of the Crystal Solutions' group of companies with operations in Argentina, Chile, Bolivia and the Caribbean, (iv) represented Laboratorios Recalcine in its acquisition of 100% of Laboratorios Northia and 50% of Atlas Farmaceutica SA., (v) represented InvertirOnline.com in a subscription of 10% of the shares of Fit Research Corredores de Bolsa S.A. (a Chilean entity), a swap of shares and a put option agreement that shall conclude in the acquisition of 100% of Fit's shareholdings and the development in Chile of the trading online business; (vi) represented Palm Fund in the sale of 100% of its shareholdings in Abeledo Perrot S.A., one of the major legal publishing companies in Argentina, to Thomson Reuters, in a transaction valued in USD 27 million, (vii) represented Estrella Overseas Limited in its acquisition of 49% of Petroland S.A.S. and Zigma Petroleum Services S.A., (viii) represented Humus Capital in the acquisition of 50% of Nutrifrost, a company engaged in the business of frozen vegetables in Argentina, Brazil and Chile, and (ix) represented Good People, Restorando and Mindset in their first rounds of equity financing.

Real Estate:

(i) represented Grupo Monarca in structuring a real estate project called "Pasionaria" in the District of San Isidro, Province of Buenos Aires, and in its acquisition of the company owner of the land, (ii) represented HM Capital and the argentine developers in the 50-50 joint venture real estate project "El Desafío-Mountain Resort", and (iii) represented Grupo Monarca in structuring a real estate project in Nordelta.

Banking & Finance:

(i) represented Celulosa in the renegotiation of its US$90 million financing with DEG and FMO to include an exit sweetener and additional guarantees, (ii) represented Estrella International Energy Services Ltd. in a bought deal public offering of common shares for US$20 million, (iii) represented Estrella International Energy Services Ltd. in a US$80 million credit facility syndicated by Credit Suisse, (iv) represented Estrella Overseas Limited in a private placement of special warrants for US$40 million and debt capitalization for an additional US$46 million and in the acquisition oil and gas rigs and equipment in excess of US$35 million, including acquisition of a 1,200 HP AC drilling rig from Trinidad Drilling South America Limited and a 350 HP light drilling, heavy workover rig from Maple Gas Corporation del Perú S.R.L.

Bufete Aguirre® Soc. Civ.

ABOGADOS

Fundado en 1940

2010 marked the 70th Anniversary of this La Paz based full service specialized business law firm. Founded in 1940 by Dr. Carlos Aguirre R. who practiced law for 50 years, of which he spent a year and a half as Justice of the Bolivian Supreme Court, the firm was reorganized and recognized by the La Paz Bar Association as a civil corporation in May of 1998.

The firm's practice areas include: General Commercial, Corporate and Business Law, Civil Law, Banking and Financing Law, Labor Law, Tax Law, Administrative Law, Antitrust, Competition and Regulation, Mining and Hydrocarbons Law, Intellectual Property and Information Technology Law, Litigation and Arbitration.

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WALTER STUBER CONSULTORIA JURÍDICA

WALTER STUBER - SENIOR PARTNER

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WALTER STUBER CONSULTORIA JURÍDICA

The banking and finance environment in Brazil is highly regulated and supervised by the Central Bank of Brazil in accordance with the policies established by the Brazilian Monetary Council. The Brazilian financial system is one of the largest and most sophisticated in Latin America and has a very strong and sound banking infrastructure and a world-class payment system. Brazilian banks have successfully faced hyperinflation in past decades and the high level of capitalisation required by the Central Bank of Brazil has enabled them to survive the global economic downturn. The Brazilian economy is showing signs of positive growth and attractive long-term investment opportunities. Infrastructure and the energy and consumer sectors have the most potential for growth in the coming years.

Walter Stuber Consultoria Jurídica is a highly sophisticated boutique focused on business law and has talented and experienced professionals with outstanding credentials in the Brazilian and international market and is geographic focus is Brazil. The firm has a record of providing customised and reliable services noted for their excellence and efficiency, as well as delivering high quality services to local and foreign companies. The firm is specialised in domestic and international banking and finance matters and assists companies and banks that need Brazilian legal advice to structure, negotiate and document loans and all types of different guarantees, project finance, derivatives, debt and equity instruments and any types of transactions involving the Brazilian and international financial and capital markets.

According to Walter Douglas Stuber, the firm has a record of providing customised and reliable services and are noted for their excellence and efficiency, as well as delivering high quality services to local and foreign companies and is specialised in domestic and international banking & finance matters.

Mr Stuber said: "We are used to working with the most important international law firms known in the banking and finance sector and are capable of assisting companies and banks that need Brazilian advice to structure, negotiate and document loans and all sorts of guarantees, project finance, derivatives, debt and equity instruments and any types of transactions involving the Brazilian and international financial and capital markets."

Mr Stuber also pointed out that the firm takes care of many cross-border transactions.

"The majority of our clients are basically formed by foreign companies, Brazilian companies that are subsidiaries or joint ventures of foreign companies, and international institutions," he added.

Furthermore, Mr Stuber believes it is paramount to advise the companies involved in investments & acquisitions in Brazil about the most effective structure to be adopted to reduce costs and maximise revenues and analyse all the related legal and tax implications.

"Our banking and finance expertise helps our clients to overcome any difficulties which may arise during any such negotiation," he said.

Walter Douglas Stuber is the founding partner of Walter Stuber Consultoria Jurídica in Sao Paulo, Brazil. His areas of practice are corporate, M&A, joint ventures, banking and finance law, international financial transactions, capital markets, securities, project finance, foreign investments, privatisation, arbitration, contracts, and international law.

BRAZIL - INSURANCE LAW FIRM OF THE YEAR



PELLON & ASSOCIADOS

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Pellon & Associados Law Office

LEGAL SOLUTIONS

Pellon & Associados Advocacia Empresarial is a law office specialised in insurance and reinsurance praxis and working with the branches of tax law, government, regulatory agencies, labour law, arbitrations, corporate law, telecommunications, energy and public services concessions. Over 140 lawyers, paralegals and professional staff are distributed among offices in Brazil in the cities of Rio de Janeiro, São Paulo, Vitória, Recife, and Brasília and in Germany the firm has an office in Dusseldorf.

Dealing with more than 32,000 law suits of insurance and reinsurance matters, the Office is by far the one with the biggest insurance and reinsurance litigation in these areas in Brazil. Consulting is a major part of the firm's work, not only in insurance matters as claims, policies or regulatory issues, but also corporate and tax problems. The firm's leading partners have decades of experience in this branch and have worked for years in insurance and reinsurance companies.

Pellon & Associados works in cooperation with international offices, in England, US and Latin America countries. Through these associations we provide services for multinational clients with business in Brazil and South America. The Office figures prominently in national and international guidelines as a leader in insurance and reinsurance law in Brazil.

Main areas of practice

Insurance, pension plans and capitalisation: Litigation, consulting and advisory services on issues related to all the stages of claims management, legal opinions on coverage limits, analysis and drafting of contracts, subrogation, study and structuring of insurance policy conditions and benefit plans, labour negotiations, legal audits, and teaching and training.

Reinsurance: Rendering services in consultancy and handling litigations related to national and international reinsurance. In association with foreign law firms, the Office can manage the settlement of claims and portfolios of lawsuits, as well as seek reimbursement in court or in arbitration proceedings, in Brazil and abroad.

Telecommunications: The team is prepared to litigate and to advise clients in telecommunications law and regulation, being one of the few Brazilian law firms with the expertise required to act in this area of practice.

Corporate Law: Drafting articles of organisation, bylaws, shareholders' agreements, consortium agreements, meeting minutes and other corporate documents as well as registration of foreign investments at the Brazilian Central Bank. Mediation and Arbitration : Handling arbitration proceedings involving environmental damages, insurance coverage disputes, claims arising from construction of hydroelectric projects and disputes concerning legal fees.

Tax Law: Rendering services to national and foreign companies and planning tax strategies more compatible with their needs. Also handles administrative tax proceedings (at the municipal, state and federal levels) and lawsuits in all spheres and jurisdictions.

Government and Regulatory Agencies: Regulatory questions arising from the relationship between companies and government supervisors, and also regarding new products, registration of corporate acts, disciplinary proceedings, inspections, competition matters, brokerage and technical provisions.

BRAZIL - IP LAWYER OF THE YEAR



MOMSEN, LEONARDOS & CIA.

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MOMSEN
LEONARDOS
& CIA

Momsen, Leonardos & Cia., a leading Brazilian IP firm, was originally founded in 1919 in Rio de Janeiro, and currently has 23 partners and approximately 250 employees in its two offices in Rio de Janeiro and São Paulo. The firm has a strong practice in four main areas: patent prosecution, trademark prosecution, litigation, and licensing.

Mr Gabriel F. Leonardos is both a Patent Attorney and a Lawyer. He has been a partner of the firm since 1992. Mr Leonardos studied Law in the traditional Law School of the Rio de Janeiro State – UERJ, where he graduated in 1986. From 1984 until 1990 Mr Leonardos worked in a prestigious tax law firm in Rio de Janeiro, with Mr Gilberto de Ulhôa Canto, a co-author of the Brazilian Tax Code. From 1987 until 1989 Mr Leonardos worked as a guest research fellow of the Munich Max-Planck-Institut for Patent Law and at the same time acquired a post-graduate degree from the University Ludwig-Maximilians in that city. After returning to Brazil, Mr Leonardos moved to São Paulo where he joined the local office of the firm Momsen, Leonardos & Cia, in 1990. In São Paulo, combined with his Law practice, Mr Leonardos took another post-graduation course, this time at the University of São Paulo – USP, from 1991 until 1996. His LLM dissertation was published in 1997 as an acclaimed book in Brazil, with the title: "International Tax Law and the Taxation of Technology Transfer". Mr Leonardos is one of the foremost Brazilian experts in licensing agreements and their tax treatment, and eventually became President of the Brazilian Chapter of LES – Licensing Executives Society, in 2000-2001.

Mr Leonardos is an active litigator and simultaneously handles several lawsuits in all areas of IP Law: patents, trademarks, unfair competition (such as trade dress protection), trade secrets, and copyrights. "The technology areas covered by the litigation practice of Momsen, Leonardos & Cia. are very broad, as the firm has partners and associates with technical backgrounds in several fields, such as medicine, biology, telecommunications, electronics, steel engineering and mechanical engineering. Mr Leonardos's litigation team is co-managed by the São Paulo partner of Momsen, Leonardos & Cia., Mrs Elisabeth Kasznar Fekete, a JD from University of São Paulo – USP, who is also a former Munich Max-Planck-Institut Researcher.

Mr Leonardos plays a major role in the IP Brazilian community, having several papers published, while acting as a Vice-President for the Brazilian Association of Patent & Trademark Attorneys (ABAPI) for more than 10 years. He is fluent in Portuguese, English and German. Mr Leonardos was President of the Brazilian-German Chamber of Commerce of Rio de Janeiro from 2005 until 2009 and currently is Honorary President of the said Chamber of Commerce. Mr Leonardos is a member of several international and professional associations in the IP area, such as FICPI, INTA, ITMA, VPP, GRUR, and others, and during the three-year term from 2010 until 2012 Mr Leonardos is also the elected Official Delegate of the Brazilian Group of the Interamerican Association of Intellectual Property (ASIPI).

BICALHO ■
■ MOLLICA
ADVOGADOS

Major real estate investments in Brazil pass through our hands first.



Bicalho e Mollica Advogados is a highly specialized Law Firm specifically designed to meet the unique needs of Real Estate business. It comprises a team of experienced lawyers with extensive expertise in acquisition and sale of properties, enterprise development, financial structuring, capital market and securitization, corporate and tax law, environmental and urbanism.

The firm also provides litigation, mediation and arbitration services in all jurisdictions and courts seeking rational solutions to conflicts arising from corporate activities concerning Real Estate business.

Bicalho e Mollica is an active member of the Brazilian American Chamber of Commerce, based in New York, NY.

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Corporate INTL Global Awards 2011 Winner

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SHIPPING LAW FIRM OF THE YEAR IN BRAZIL 2011

- CORPORATE INTL GLOBAL AWARDS 2011



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Advogados Associados



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Siano & Martins
Advogados Associados

WORKING UNDER THE CONCEPT TITLE OF "BOUTIQUE OFFICE" WHILE DELIVERING PERSONALISED SERVICES AND MAINTAINING THE CLOSE PROXIMITY OF THE MAIN PARTNERS WITH CUSTOMERS, SIANO & MARTINS ADVOGADOS ASSOCIADOS LAW FIRM OFFERS SPECIALISED AND CURRENT DYNAMICS IN MARITIME LAW, THE FIRM'S MAIN AREA OF EXPERTISE PROVIDING CONSULTANCY AND LITIGATION IN ALL COURTS WHICH CAN DEAL WITH MARITIME MATTERS IN BRAZIL LIKE CIVIL, COMMERCIAL, ADMIRALTY, CRIMINAL AND LABOUR COURT.

Through careful selection of clients and causes to be sponsored, the office operates with the full involvement of its staff in the various matters related to maritime law, and particularly specialises in large accidents like collision between vessels and vessels and jetties, overloading, fire, explosion and more particularly the firm has notorious expertise in dealing with large pollution by ship, terminals and ports, including prevention, response, mitigation and dispute resolution.

Apart from the cases above mentioned, the firm also is specialized in losses or damages to cargo, delays in delivery and on bills of lading and charter-parties negotiations and performances, including but not limited to discussions related to freight payment, lien, demurrage, despatch and detention. Agents, cargo owners, ship owners and carriers liabilities, including statutes of limitation and the non application of Consumer Codes and the various International Conventions adopted and ratified by Republic of Brazil are also of the expertise of the firm which also has advising P&I clubs and underwriters in terms of protection and recovery, whenever it is possible.

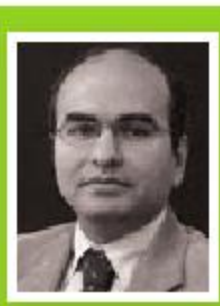
The firm has experience in dealing with major accidents, having served in 2004 in one of the most complex cases involving an oil spill in Brazil, in which the firm had to handle about 6,000 complaints and 11,000 lawsuits, and manage a team of professionals and scientists numbering 838 people. For such cases, the office has in place its emergency department, which blends its permanent staff with carefully selected local lawyers in order to achieve the best cost / benefit in the immediate response to emergencies which can include defences in litigation, negotiations and clarifications to Local authorities and complainants. All of this must be conducted in a safe manner to minimise losses and ensure future customer compensation, if any is possible, while always confronting all sorts of abusive and illegal demands.

Headquartered in Rio de Janeiro, with a branch in Paranagua already established and two others to be established at Vitória and Santos, the office is able to act in all port cities in Brazil (including but not limited to Rio Grande, Porto Alegre, Itajai, São Francisco do Sul, São Sebastião, Itaguaí , Angra dos Reis, Fortaleza, Suape, San Luis and Manaus). The firm is constantly benefiting from the nautical and commercial expertise of its founder, former merchant marine mate, lawyer and Master in International Law and Economic Integration, Luiz Roberto Leven Siano, and his partner Fabiana Simões Martins, who is also a lawyer and Master in International Law and Economic Integration, both from the State University of Rio de Janeiro (UERJ).

Relying on previous experience of Leven Siano, who used to be a nautical officer, sale & purchase and chartering broker and one of the charter men at Petrobras, the firm provides consulting and training specialised in Shipping Law which started with Dolphin Maritime Consultancy founded in 1994. More than 200 companies and 5.000 professionals were already trained in subjects like contracts of carriage, liabilities on the maritime commerce and sea carriage, chartering, GENCON, ASBATANKVOY, Bills of Lading, ship and container demurrages, maritime agents' liabilities, port operation liabilities, oil pollution from ships and terminals. Leven Siano has also participated of various national and international conferences discussing issues related to insurance, maritime pollution among others. Some of the events Leven Siano has been contributing academically might be verified on the company's site.

Leven Siano is also a national reference in Sports Law, after being involved in several cases regarding athletes of international reputation. He has been an auditor of elections in Rio de Janeiro Football Federation and a consultant for various print media and spoken media in Rio de Janeiro and São Paulo, and has prepared a pamphlet on the "Rights of the Fan", while acting as President of the Legal Research Commission of Sports and Leisure of Rio de Janeiro Bar Association.

BRAZIL - TRADE & CUSTOMS LAWYER OF THE YEAR



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NASSER | SOCIEDADE DE ADVOGADOS

"The economic slowdown in developed countries has increased the amount of work in international trade in Brazil. This is because Brazilian economy continued to grow and its market became an even more attractive destination for exporters around the world. This has given rise to complaints of local industries and requests for protection through trade remedies and other instruments. Therefore, the number of investigations has increased substantially in recent years and the firm was well placed to get involved in some of these procedures," explains Rabih Nasser.

Rabih Nasser is the founding partner of Nasser Sociedade de Advogados and is responsible for the international trade practice, which is one of his main areas of expertise.

Nasser started his own law firm in January 2008, at a time when he already had more than 12 years of experience assisting Brazilian and foreign companies in the fields of international, business and corporate law.

Since then, his firm, which is currently composed of ten lawyers, has become one of the most active in the area of international trade in Brazil.

In the area of trade remedies, Rabih Nasser and his team have been involved in more than fifteen investigations (especially antidumping) in recent years, in which they have been assisting exporters, importers and domestic industries. The firm has been also been participating actively of the only safeguard measure currently applied in Brazil.

In addition to that, Rabih Nasser assists clients in a range of other issues related to international trade and customs law, such as negotiation and execution of international contracts, import licensing, import and export proceedings, trade negotiations and commercial arbitration.

The firm has also been assisting Brazilian companies interested in investing abroad, including through the assessment of the effects of international treaties. In this sense, the firm also follows negotiations of international trade agreements.

Mr Nasser's practice has benefited from his academic background. He holds a Masters degree in international economic law from PUC-SP law school and a PhD degree in international law from USP law school. This has enabled him to become a part-time law professor for the last fourteen years.

He has published two books about WTO agreements (WTO and developing countries (Aduaneiras, 2003) and Liberalization of international trade in the GATT-WTO rules (LTr - 1999)) and co-authored many others (such as O Brasil e os Grandes Temas do Comércio Internacional. Aduaneiras: São Paulo, 2005 and O Brasil e o Contencioso na OMC. Editora Saraiva e Direito GV, 2008). He writes regularly on issues of international trade, investments and arbitration.

Besides being a lawyer, Rabih Nasser is currently a professor of international trade law at Fundação Getúlio Vargas Law School in São Paulo (Direito GV), where he is in charge of training students to deal with and handle commercial matters involving international law.

Bankruptcy Law Firm of the Year in Chile

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Alcaíno | Rodríguez lawyers are also committed to the community having been awarded recognitions for their pro bono work and permanently preparing future lawyers as academics at Chilean universities.

The Firm encourages its lawyers to study and work abroad, expects of them only the highest ethical standards and values team work and camaraderie.

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GUERRERO, OLIVOS, NOVOA Y ERRÁZURIZ

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GUERRERO OLIVOS NOVOA ERRÁZURIZ ABOGADOS 30 AÑOS

Guerrero, Olivos, Novoa y Errázuriz is one of Chile's leading law firms and has a broad experience both in the domestic and international legal markets. With more than fifty lawyers focused in different areas of law, including civil, commercial and corporate, the firm, celebrating its 30th anniversary this year, has a prominent position and is recognised among the best firms in Chile.

The firm offers a multi task and comprehensive legal service to its clients, including a broad range of corporate law-related matters such as restructurings, mergers and acquisitions, labour and tax, banking and all kind of financings, intellectual property, sports law, water law, energy, environmental, mining, and industry regulations, especially in the telecommunications, electricity and natural resources areas.

Guerrero, Olivos, Novoa y Errázuriz also has an extensive practice in litigation and alternative dispute resolution mechanisms, including arbitration and mediation. The firm represents its clients in all types of legal proceedings, including court trials, constitutional claims, bankruptcy proceedings, and those related to dumping, safeguarding, antitrust, and environmental litigation.

The firm's attorneys, always focused and engaged with their clients, are graduates of the most prestigious Chilean lawschools and many of them have post graduate studies in Europe, Asia, the United States and Australia and have worked in leading international law firms in the United States, Australia and Europe. Their collective professional experience includes having worked as officers in a number of government and autonomous entities. In these positions many of them have served as advisors and authors of a large part of the current regulatory framework of Chilean economic legislation.

Guerrero, Olivos, Novoa y Errázuriz has been a pioneer in Chile in several professional matters, as foreign exchange instruments, foreign investment, financings and capital markets. In addition, it has established a permanent collaboration with different authorities in the drafting of regulations that have allowed new operations in the markets.

In this respect, the firm participated in the issuing and placement of the first ADRs by a Latin American company, in the first convertible bonds and in the first securitisations of future payments cash flows. Also, it was the first firm in Chile to participate in the issuing and placement of Yankee bonds and Euro bonds.

In corporate matters such, as mergers, acquisitions and joint ventures, Guerrero, Olivos, Novoa y Errázuriz's team led the first tender offer of a Chilean company and has helped in the arrival of several multinational corporations into Chile.

The firm has also advised on the regulatory framework for sports corporations, which has lead to the initial public offering of several professional football/soccer clubs.

In summary, Guerrero, Olivos, Novoa y Errázuriz is defined as a professional service firm with a clear intention to transcend over time, with a formal organisation and a clear business model focused in providing legal services of the highest quality. The firm has been characterised, along its 30 years of existence, for always aiming to the highest standards of quality and commitment to its clients.



MOLINA RÍOS ABOGADOS

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MOLINA RÍOS ABOGADOS

Molina Ríos is a renowned law firm established in Santiago, Chile. With wide experience rendering services in diverse matters in the legal field, its areas of specialisation and achievements obtained have captured the interest of big companies and clients both in Chile and abroad.

The firm, integrated by attorneys of great academic and professional levels and experience, has a national and internationally recognised prestige in areas such as arbitrations, trials and mediations, infrastructure and construction, concessions of public works, insurance law, telecommunications and corporate law.

Its clients' portfolio incorporates an important component of foreign firms, in addition to domestic firms, who have preferred the integral service rendered by the professionals of Molina Ríos Abogados based on the construction of a relation which is personalised and of mutual reliance, founded on the principles of ethics and loyalty. The firm believes these values are always necessary in order to foster, protect and guarantee its clients' strategic interests and purposes.

Molina Ríos Abogados has been notable for developing a structure according to the times, implementing supports and state-of-the-art technologies that allow opportunity while answering the information requirements and needs of its clients.

Senior partner Victor Ríos Salas has a large amount of diverse legal experience which spans across a wide number of practice areas. He advises important foreign fishing companies who develop activities in the austral southern zone of Chile, undertaking as legal adviser, the establishment of ANAPESCA Labour Union. Subsequently, he attends the Fishing Industrialists World Summit, representing the fishing companies, which took place in Hobart, Australia, in 1997. Performing such duty, he successfully assumed the representation of such fishing industrialists before the courts of Falkland islands, in a trial with Great Britan regarding the fishing quotas in the South Pacific.

In the telecommunications area, he has applied for patents of telecommunications, carrier and telephone intermediate services, for national and foreign companies, as well as its representation before the Telecommunications Subsecretary (Subtel). In this field, he advises important companies of foreign capitals who develop activities in Chile.

Regarding infrastructure matters, he has advised several companies in the development of works, construction and engineering. His experience as legal adviser surpasses the 50 executed construction projects, both public and private works from the bidding stage up to its construction and subsequent operation. Gas pipelines, slurry pipelines, water pipelines, reservoirs, hydroelectric plants, roadway, highway, railroad, airport works and edifications of great importance, stand out among such projects.

In the corporate advice field, he has incorporated several foreign companies in Chile, whose investments have entered through the Decree Law 600 or Chapter XIV of the Central Bank's Compendium of Foreign Exchange Regulations. He has participated in several companies' Due Diligence, merges and acquisitions procedures. Among other areas, he represents corporations before the securities authority (Securities and Insurance Superintendency – SVS).

At the present time, he is member of the Board of Directors of several companies. Moreover, he is director of Fundación Vicente Huidobro and Fundación Origen, nonforprofit entities.

OUR TAX LEADERS



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Colombian tax environment is facing a tremendous change with the entry into force of double taxation treaties, the intense tax authorities audit activity in transfer pricing, and the careful scrutiny of tax authorities on cross-border transactions.

At the same time, Chief financial officers and tax directors of multinationals are operating in an environment of intense scrutiny and challenge. Inter-company transactions, supply chains, structuring and funding are increasingly under the spotlight. More than ever, executives are looking to align their global tax position with their overall business strategy, to be competitive and provide value to shareholders.

All these challenges require an integrated specialized team in international and corporate tax, transfer pricing and controversy & litigation related matters, what we call "Tax Life Cycle", technical approach for which Ernst & Young Colombia has built specialized teams, with a business approach, and significant experience.

Our market-leading foreign tax desk network — a co-located team of highly experienced professionals from multiple countries —, together with local tax professionals with a deep knowledge of tax treaties and cross border transactions, has revolutionized the way we provide international tax services. Our specialized network in international taxation and global resources gives our clients access to 130 jurisdictions, with a consistent methodology, approach and quality service. Gustavo Pardo, Tax Managing Partner at Ernst & Young, described the merits of the firms' taxation teams:

"Our integrated global network of international tax professionals helps companies manage their business tax burden by working in uncovering opportunities, and at the same time managing local and global tax risks and meeting cross-border reporting obligations."

The tax team of Ernst & Young in Colombia, integrated with more than 100 professionals, provides advisory services in international tax, tax advisory and compliance related issues; including transfer pricing, tax controversy and litigation, foreign exchange and investments, international trade and customs, labor and immigration. The tax professionals also implement tax efficient structures, from a corporate standpoint, for inbound and outbound investments, and M&A processes and moreover, we have a specialized team in advising transaction in all its cycle, from due diligence to structuring, implementation and post-integration. We are leaders in free trade zones and legal stability agreements. Most professionals at the firm are bilingual. Our professionals are located in the most important Colombian cities: Bogota, Medellin, Cali and Barranquilla.

What makes the difference in the market place is the business approach to the tax technical issues followed by our professionals and the speed of response, given our specialization by areas of expertise and industries. In addition to that, at Ernst & Young, we believe that managing your tax obligations responsibly and proactively can make a critical difference.

We draw on our global insight and perspectives to build proactive, truly integrated direct and indirect tax strategies that help you recognize the potential of business change and build sustainable growth, in Colombia and wherever else you are in the world.

Gustavo Pardo mentioned that "Using multidisciplinary teams, we work with clients to manage global operational changes and transactions, capitalization and repatriation issues, transfer pricing and tax efficient supply chain management – from forward planning, through reporting, to maintaining effective relationships with the tax authorities. Our talented people draw on their global insights and perspectives to help clients build proactive and integrated global tax strategies that address the tax risks of today's businesses and help achieve sustainable growth. It's how Ernst & Young makes a difference."

We are the most recognized tax practice in Colombia, with awards as Tax Firm of the Year 2006 – 2007 (International Tax Review), Best Tax team in Colombia 2008 (World Finance), Best Transfer Pricing Team in Colombia 2009 (World Finance), Leading Firm in Tax Colombia by the Chambers & Partners 201, Immigration Advisory Firm of the Year (Corporate INTL), among others.

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Planning investments in Colombia?

Our international tax professionals in Colombia can assist you with your cross-border tax structuring, planning, reporting and risk management needs. We work with you to build proactive and truly integrated global tax strategies that address opportunities and risks of today's businesses.

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Muñoz Tamayo & Asociados is at the forefront in the structuring of complex, large-scale projects in Colombia. Its unique expertise comprises development of innovative solutions and dynamic architectures for privatizations and foreign direct investment in energy, mining, infrastructure, telecommunications, aviation and other important sectors of the Colombian economy. Early inputs on the projects´ design phases, accompanied by a comprehensive involvement in the implementation and operation of the clients´ business has made **MTA** a key partner for local and foreign investors in Colombia and the Andean region.

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BOUTIQUE FIRM QUIÑONES CRUZ ABOGADOS HAS ACHIEVED A REMARKABLE HISTORICAL AVERAGE SUCCESS RATE ABOVE 90% IN LITIGATION SINCE ITS FOUNDATION IN 1978.

Founding Partner Lucy Cruz de Quiñones has been chosen as Tax Lawyer of the Year due to her unique skills as an Advisor, Litigator, and Public Policy Consultant. Mrs Cruz has been recognized as one of the best tax lawyers in the Colombian Market for over two decades. She has been appointed Honorary Member to the Colombian Tax Law Institute and was two-time President of the Institution; Professor of Tax Law for Universidad del Rosario, Universidad de los Andes, Universidad de la Sabana, among others. Additionally, she is the Former Dean of the Universidad del Rosario Law School; has been appointed as a Substitute Justice for the Council of State (Highest National Tax Court); has served as Substitute Justice (Conjuez) in the Colombian Constitutional Court She is renowned internationally for her academic pursuits and has been an International lecturer for the Mexican Supreme Court of Justice and ICDT/ILADT, among others. She is the Winner of the José Ignacio de Márquez Prize.

Quiñones Cruz Ltda, specialized in Tax Law, offers direct and personal consulting by its Partners, with the assistance of an exclusive team of specialists in tax, constitutional, administrative, international, commercial and financial law.

Recently, the firm was awarded with the prize "Tax Litigation Firm of the Year" for 2007 and 2010 in Colombia by the International Tax Review magazine. Quiñones Cruz was nominated for the prize of Tax Firm of the Year in 2008. Moreover, the firm has been acknowledged as one of the top three tax law firms by a poll conducted by El Espectador amongst the most important businessmen in Colombia.

The firm hosts a series of correspondents that enable them to conduct affairs in all locations in Colombia. Likewise, the firm is often involved in transnational matters that require work in different countries in the Americas and Europe.

Practice areas:

- Corporate Taxation/ M&A, Reorganizations, and Financing
- Estate and Gift Taxation
- Income Tax
- International Tax Controversies
- International and Domestic Tax Planning
- Local Taxation; Property Business Tax
- Transfer Pricing Compliance and Litigation
- Tax Incentives/ Foreign Investment Tax Issues
- Environmental Tax/ Special Contributions and Fees
- Tax Policy
- Tax Litigation and Arbitration/ Administrative Procedures
- Trusts
- Tax Penalties Advisory and Litigation

"THE FIRM HAS BOASTED A SUCCESS PERCENTAGE ABOVE 90% IN TAX LITIGATION IN THE LAST 10 YEARS AT THE LOCAL AND NATIONAL LEVEL. RECIPIENTS OF THE TAX LITIGATION FIRM OF THE YEAR IN 2007 AND 2010 BY INTERNATIONAL TAX REVIEW."

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Rafael Quirós, costarican born, graduated in Insurance and Reinsurance in Georgia State University and in Munich Re , Germany, who is now President of the Lawyer Asociation specialized in Insurance laws in Costa Rica, and President of Quirós Abogados Central Law.

Rafael Quiros has been recently recognized by Chambers & Partners, World Finance, and IFLR-1000 Winner of the ILO Client Choice Awards 2010 as Insurance Lawyer of the year in Costa Rica –ILO (INTERNATIONAL LAW OFFICE).

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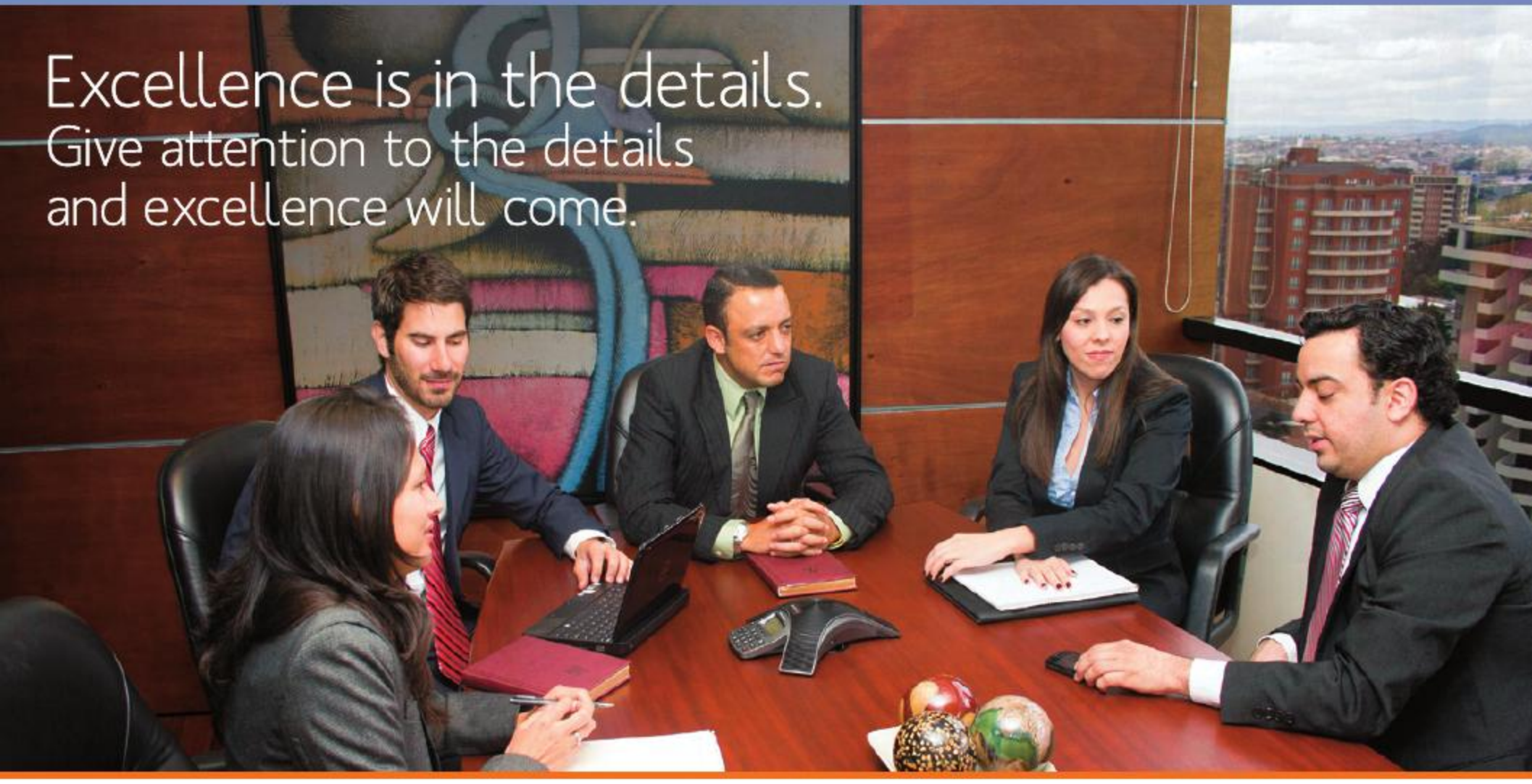
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GUATEMALA - DISPUTE RESOLUTION LAW FIRM OF THE YEAR



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COMTE & FONT
Legalsa

The firm offers a complete range of conflict resolution services, including negotiation, arbitration, and litigation, whether administrative, judicial or constitutional, or commercial, civil or criminal. The firm's team is very experienced and is uniquely qualified to handle very complex and / or highly sensitive conflicts.

The firm has significant and very successful experience advising clients on the resolution of shareholder disputes in large and high profile companies, in "bet the house" litigation, and in complex corporate litigation involving the banking sector. Comte & Font is known as strategic, tough and aggressive litigators.

"A client needs to consider a law firm's experience, particularly in regard to how it has managed to resolve conflicts in the past, not just in terms of the number of cases won, but also regarding the level of comfort (or discomfort) that the final resolution has caused to all parties involved. Legal advice and representation that gets results but does not burn too many bridges is key," explained Henry Philip Comte senior partner of Comte & Font.

Mr Comte leads the team of attorneys who are currently litigating shareholder disputes at some of Guatemala's most important national corporate groups. These complex disputes have involved civil litigation, criminal claims, administrative actions and constitutional amparos.

Mr Comte and his team have also been very active and successful in the defence against challenges to acquired rights by the holders of several very large concessions by the Guatemalan government.

His practice is specialised in: civil, commercial, administrative, banking and constitutional litigation; white collar and business crime, intellectual property litigation, enforcement of intellectual property rights, including actions against piracy, unfair competition, administrative litigation related to government bids and acquisitions, shareholder disputes; consumer rights, misleading and false advertising and arbitration.

According to the firm, one of the main difficulties clients can encounter is with the Guatemalan courts, which are not actively encouraging the use of arbitration. Guatemalan law specifically indicates a limited number of procedures which may be resolved through arbitration. This is complicated further by the fact that the circle of arbitrators in Guatemala is very small, and the possibility of conflicts of interest is significant. Because it is difficult to find an arbitrator who can rule on large and complex cases and who is free from potential conflicts of interest, clients frequently opt for litigation.

The economic downturn has resulted in significant increases in defaults on credit and in bankruptcies in Guatemala, particularly by banks and financial institutions, and by companies in the construction field. Increasingly, the firm finds that the disputes are not limited to commercial litigation, but also include criminal complaints.

In the firm's opinion, large cases are becoming increasingly complex, as the disputes involve several fronts at once. For example, a recent shareholder dispute involving the control of a large Guatemalan company resulted in more than 30 different actions, including civil lawsuits, filings for "Amparos" (requests for judicial protection orders on constitutional grounds), administrative actions and criminal procedures.

MEXICO - INTERNATIONAL BUSINESS LAW FIRM OF THE YEAR



JATA – J.A. TREVIÑO ABOGADOS

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JATA

JATA's background and experience providing Mexican corporate legal services to sophisticated international clients clearly positions the firm as a leader and top choice when doing business in Mexico.

The team's preparation and expertise in financing, M&A, business start-up, corporate, and other related areas of practice is the firm's core asset, and is also the base from which the firm provides legal services with a creativity edge, demanded by today's global transactions. JATA is not necessarily interested in being the largest law firm, but rather the most effective and experienced. The firm's history in international transactional practice, and the experience teaming-up with some of the largest and most prestigious international law firms, provides the firm with a solid background to identify each client's specific needs and respond to them quickly and with extensive options and alternatives. From initial business incorporation to complex acquisitions, passing through shareholders' agreements, corporate governance, intellectual property, labour matters, regulatory issues – and all related areas, everyone involved at JATA is prepared to proactively support the business teams of clients.

With offices in Monterrey and Houston, JATA is also present & providing Mexican legal advice in one of the most important business centers in the U.S., and a natural headquarter region for global companies' Mexican and Latin American operations. JATA's Houston office enables the firm to be closer to clients while facilitating interaction and meetings to advise them on their Mexican legal needs. The Houston office is designed to team-up with a main office in Monterrey to structure and coordinate the firm's practice in the clients' best interests.

Having a bi-cultural, and not only bilingual, legal team enables JATA to critically stand-out when working on a cross-border environment. The attorneys have either worked or studied abroad, and such experience provides us with a better position to understand and anticipate the clients' needs, more effectively addressing them under applicable law and practice. JATA believe that this is a key element of value for the team, and is truly appreciated by clients. JATA's team members are familiar with the global business trends and constantly work with top international legal and business players. Such exposure to complex corporate & transactional matters, together with preparation and expertise, enables JATA to better assist clients in reaching their goals. English is fully spoken throughout JATA's offices, and some of the attorneys are also fluent in French and Italian.

JATA is specialised in advising foreign clients doing business in Mexico. The firm's clients range from Fortune 100 companies to smaller business enterprises which are interested in building up their business from solid legal ground, enabling them to consolidate and grow institutionally towards their success. JATA is also proud to represent Mexican companies, some of which have followed the firm since the firm's founding: from a top world player in the construction materials' business to smaller businesses and service providers.



"TO SUCCEED, YOU NEED TO FIND SOMETHING TO HOLD ON TO, SOMETHING TO MOTIVATE YOU, SOMETHING TO INSPIRE YOU."

– TONY DORSETT



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CERVANTES SAINZ ABOGADOS

CLIENTS' choice

Cervantes Sainz is a full service law firm with an extensive array of creative problem-solving techniques for optimum, lasting outcomes. The firm was founded by, and is composed of prestigious lawyers accumulating large years of experience, who ventured to form and achieve an innovative style of organisation. Its rapid growth reflects the dynamic nature of a vital and healthy developing law firm.

Cervantes Sainz offers services in a variety of areas of the law, which overlap and complement a mixture of client industries. "We represent clients in a broad spectrum of transactional, administrative, labour and litigious matters. Our clients range from some of the world's largest companies to individual and small businesses. The client and practice variety is matched by the diversity of our lawyers.

Our labour and employment practice combines respected legal wisdom and business skills to provide advice tailored to our domestic and international clients' unique needs.

Mr. Nila has been recognised by various publications, such as Chambers as one of the most prestigious lawyers in Mexico in labour practice area.

Clients

The firm represents local, national and international clients that range from some of the world's largest companies-induding publicly and privately held companies and their owners, directors and officers-, to individuals and small businesses.

The firm's clients' business interests range in scope from local to global, and cover various kinds of industries, such as aviation, banking, biotechnology commerce, communications, construction and engineering, E-commerce, energy, financial, gaming and entertainment, healthcare, information, labour and social security, technology, insurance, manufacturing, maritime, media, pharmaceutical, real estate, telecommunications and transportation.

MAQUEO ABOGADOS

Attorneys at Law

MEXICO - LITIGATION LAW FIRM OF THE YEAR

Founding partner of Maqueo Abogados, S.C. who leads the firm since April 2002. With plenty of experience in dispute resolution he has earned his reputation. He has several publications in national and international media in legal and corporate maters and is a member and often an associate and committee member of a number of legal societies and foreign bar associations. Esteban Maqueo is a Civil Law professor. Maqueo's thesis was used as a source and basis for a Bill to reform procedural law by the Local Congress of Mexico City, specifically by representative Zepeda as stated in Statement of Motives for the legislative initiative of February 1st 2007, Mexico City Congressman José Antonio Zepeda. Our Senior Partner specializes in dispute prevention and resolution, both through litigation and alternative dispute resolution techniques such as negotiation, arbitration, and mediation in Mexico and internationally.

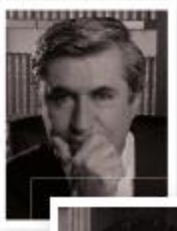
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MAQUEO ABOGADOS

MEXICO - PRODUCT LIABILITY LAW FIRM OF THE YEAR





PORTILLA, RUY-DÍAZ Y AGUILAR, S.C.

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PR&A
PORTILLA, RUY DÍAZ & AGUILAR, S.C.
ABOGADOS

Portilla, Ruy-Díaz & Aguilar PRA is the result of the union of a group of experienced lawyers who, motivated to create a firm of specialists in several areas of the Law and aware of the needs of a market ever more demanding of more personalized, practical, effective and fairly-priced comprehensive services, combined their talent, skills and enthusiasm to establish this Firm, so as to offer and provide comprehensive services in the corporate, real estate, contracts, foreign investment, mergers and acquisitions, commercial and civil litigation, consumer protection, arbitration, risk-preventive consulting, criminal, labor (both individual and collective), tax litigation and consulting, foreign trade, immigration, transportation, bankruptcy and relief proceedings areas.

PRA's primary values are, among others, to build a close and lasting relationship with each client, in order to provide comprehensive legal services, with perseverance and commitment to teamwork, so as to accomplish the best and most effective, fairly priced and competitive results in accordance with our clients' needs, commensurate to the benefit received. Our goal is to find adequate solutions for each and every one of our clients' needs, firstly and foremostly striving to avoid any conflicts or risks in their daily operations or, as the case may be, to satisfactorily resolve, prevent and protect our clients' interests.

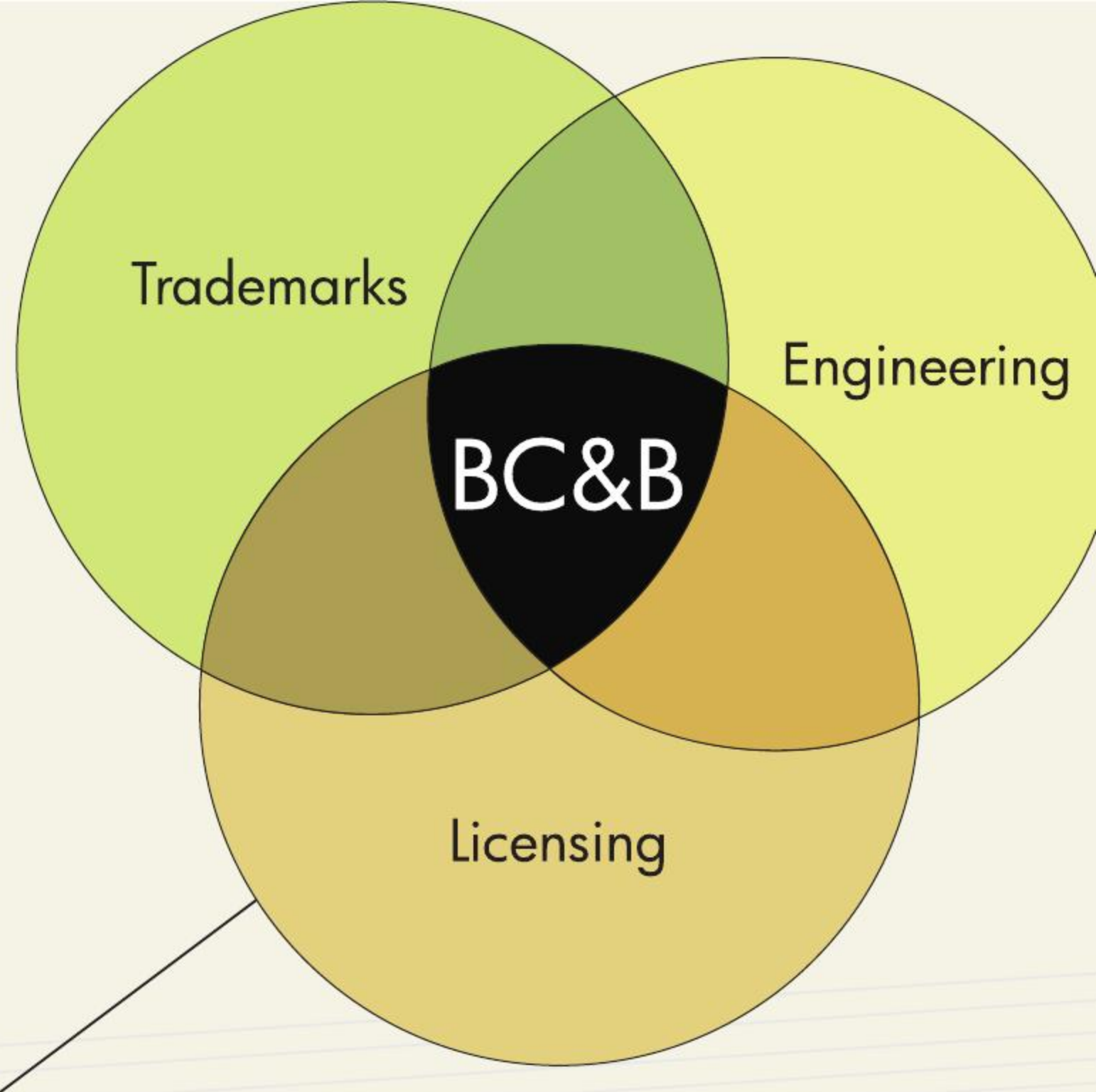
The Firm's litigation practice area provides specialized services in civil and commercial litigation, consumer protection matters, advertisement disputes, application of Mexican Official Standards (Spanish acronym, NOMs), civil liability, bankruptcy law, as well as domestic and international arbitration.

Our team of trial lawyers is comprised of attorneys specialized in all types of litigation, with over 28 years of experience representing clients in complex disputes heard before all instances of State and Federal Courts. Our concern is also to give the client advice on risk and dispute prevention; however, should there be any litigation, we are prepared to protect our clients' rights and interests, in a responsible and timely fashion.

In connection with consumer protection, we offer the following services:

- Attending the defense of claims and complaints heard before the Consumer Protection Agency (Spanish acronym, PROFECO), whether at its central offices or its federal regional offices.
- Attending administrative-law proceedings filed due to advertising disputes resulting from false, deceitful, slanderous or comparative advertising.
- Application of NOMs; attending inspection and surveillance proceedings, product immobilization or closure of premises.
- Registration of contracts of adhesion.
- Filing of proceedings before the Self-Regulation and Advertising Ethics Council.
- Filing of proceedings to challenge rulings issued by the PROFECO before the PROFECO itself and/or before any federal courts.

To conclude, the Firm's civil and commercial litigation and arbitration practice area provides legal services to domestic and multinational companies engaged in sundry business activities, for the implementation and development of strategies aiming at the optimization of human and material resources, without disregard for the preventive advice related to risks.





Integral protection of your ideas

In BC&B we are keen to protect the ideas of our clients and to contribute to the development of their businesses. That is why we are committed to offer:

- **Innovation.** More than 40 years of positive influence in the Mexican practice of Intellectual Property, which has made us both a national and international reference
- **Integral Solutions.** Our organizational design, unique in Latin America, provides us with the capability of guarding every detail of an idea in every stage of its process
- **Human Capital.** We are the only firm in Mexico with 4 experts in the Guide to the World´s Leading Patent Law Practitioners published by Euromoney PLC
- **Convincing Results.** Our Forbes Top 50 Clients trust in our service and professionalism, classified as Level 1 in Patents, according to the World IP Survey published in Managing Intellectual Property

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MEXICO - TMT LAW FIRM OF THE YEAR



JÁUREGUI Y NAVARRETE, S.C.

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JN
JAUREGUI Y NAVARRETE

Jáuregui y Navarrete, S.C. has extensive experience in the telecommunications, technology & media practice areas resulting from years of rendering of services to their clients in such fields as mobile and fixed local telephone services, radio broadcast, over-the-air, cable and DTH television broadcast, satellite services, dark and lit fiber optic, paging, value added services, tower and antenna rights, arbitration, number portability and others. The firm has participated in all public spectrum auctions for the allocation of frequencies, public telecommunications networks and other telecommunications concessions and has advised sundry non-regulated service providers to the telecommunications industry. They have worked closely with the communications regulatory authorities in the implementation of a multitude of projects and have acted as advisors to such authorities from time to time.

"The firm's telecommunications financing practice is among the most sophisticated in Mexico. They have actively participated in the financing of public networks and telecommunications project finance at large, representing a wide variety of financial institutions, concessionaires and telecommunication service providers, including the implementation of the first security interest of fiber optics in Mexico," said Mauricio Martínez González Partner of Jáuregui y Navarrete, S.C.

Mr Mauricio Martínez González, Attorney at Law leads the telecommunications, technology and media practice within the firm. Mr Martínez González has more than 14 years of experience in telecommunications law and extensive practice and specialisation in securities, corporate finance, project finance, M&A, foreign investment, antitrust, reorganisations, workouts and bankruptcy. Mr Martínez acted as leading external legal counsel to the current data base administrator for number portability in Mexico, Telcordia Technologies Mexico. He has participated in spectrum frequency auctions in Mexico since 1998. Mr Martínez has represented international telecommunications clients, including, TV Azteca, the largest Spanish content producer in the world, Inmarsat, Telcordia, Iusacell, Google, Unefón, Mobil@ccess, DarkNet Communications Corp., MoviTV and others.

Jáuregui y Navarrete, S.C. has acted as external legal counsel in the successful launch and implementation of the portability system of telephone numbers in Mexico, which is the first in Latin America and recently in the negotiations carried out between the two largest and most powerful telecommunications groups in Mexico resulting in the acquisition of a significant participation in the capital stock of the second most important Mexican mobile carrier. The firm also participates in the negotiation and implementation of the technology platform, clearinghouse and roaming agreements entered into by its clients with word class players, including IBM and Syniverse. During 2010, the Firm assisted its clients in the acquisition of the First Division Soccer League "Jaguares".

The needs of the firm's clients have required the firm to establish working relationships with a number of law firms in a majority of the most important cities around the world. They are currently advising a number of clients exploring private equity investments, financings, mergers, acquisitions and investment possibilities in areas where traditionally no private investment had been permitted, such as telecommunications, secondary petrochemicals, energy, power generation and natural gas distribution and transportation projects.

MEXICO - TRADEMARK LAW FIRM OF THE YEAR

ANCIANO & AYALA ABOGADOS S.C

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A&A
ANCIANO & AYALA ABOGADOS

Anciano & Ayala Abogados S.C is a firm whose partners have more than fifteen years practice experience with a proven history of success in obtaining, managing and protecting patents, trademarks and copyrights, making us one of the best intellectual property law firms in Mexico.

Today, trademarks represent one of the most important and valuable assets of a company, therefore the firm's mission is to provide their clients with counseling, protection and litigation over their trademarks, patents and copyrights according to their needs. The firm's main goal is to provide integral, customised and specialised legal services with high quality standards, the strength of the firm lies in personalised attention to the firm's clients, continuous staff's improvement of skills, and the principles of professionalism and excellence in the services provided. This philosophy has allowed the firm to meet the expectations of international clients that recognise them as one of the best options in intellectual property law firms in Mexico, thus Anciano y Ayala Abogados was recognised by Corporate International, for the second consecutive year, as the best trademark law firm in Mexico.

As a result of Mexico's participation in a global economy, domestic companies have recognised the importance of legally protecting their trademarks, patents and copyrights for the commercial value implicit in them, so working together with the firm's legal counsel, grants results in effective protection to those assets.

Mexico in its efforts to modernise its judicial system, through recent amendments to the Law governing the Federal Administrative Procedure, instituted proceedings on line, which offers the opportunity to file and prosecute the processes in intellectual property in an expeditious manner and for everyone, providing through Internet agility and dynamism.

This scenario implies the need for specialised legal counselling by law firms as Anciano y Ayala Abogados, by companies to successfully secure the future of their trademarks.

Even though Mexico is experiencing an economic slowdown, the services rendered to the firm's clients have not changed. As other companies begin closing doors, some other ones are opening those doors, so what is a lost for someone, for some others is an opportunity. Mexico has a very difficult and non competitive tax legislation, therefore new firms and businesses will need the help of groups like Anciano & Ayala Abogados S.C to make sure their IP and business ideas are properly protected.

The Mexican administration continues to face many economic challenges, while improving the public education system, upgrading infrastructure, modernising labour laws, and fostering private investment in the energy sector. Felipe Calderón the current president has stated that his top economic priorities remain reducing poverty and creating jobs. The country's GDP posted positive growth of 5% in 2010, with exports particularly to the United States - leading the way, while domestic consumption and investment lagged.

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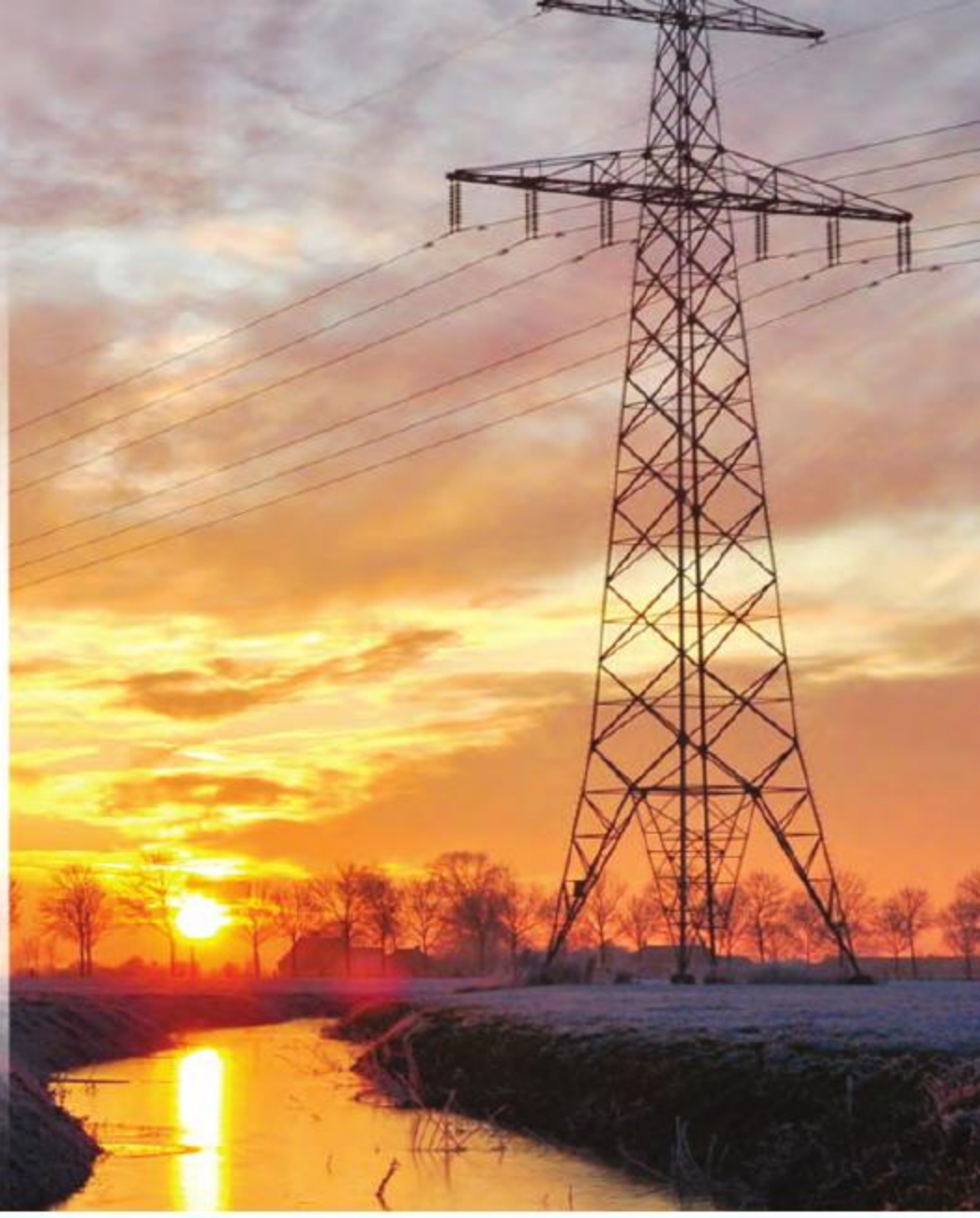
Energy is also our business

Anzola Robles & Associates maintains an active business law practice with a special emphasis in the energy sector.

ARA derives its experience from having assisted numerous hydrocarbon and power generation foreign investors in ventures to explore local market entry, and to successfully become established and organized in Panama.

ARA has also partaken as counsel for buyers and sellers in some of the most representative corporate acquisitions in the local power generation sector.

Our team of lawyers is a multidisciplinary group with extensive regulatory experience in the energy sector, thorough knowledge of market participants, and profound comprehension of the organization and operation of hydrocarbon and power generation businesses.



For more information, please contact:
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CASSELI LAW FIRM

Law Firm of the Year in Paraguay



Caroline Casseli
principal partner and owner of Casseli Law Firm



Casseli Law Firm was first founded in the year 2006 by Caroline Casseli, attorney at Law who for more than 10 years practiced IP within a very well known Law Firm in Asuncion.

Within the years, they have assist several clients comprehending individuals and companies, establishing a strong work relationship with each and every one of them, offering full, intact and quick solutions for each legal situation.

National and International clients such as Paris Hilton, Parlux Fragrances among others entrusted Casseli Law Firm their IP matters such as the filings of new applications and international watching service, including copyrights and patents.

Casseli Law Firm counts with the latest technology which makes possible a quick and effective communication with their clients along with a well formed and bilingual staff qualified to give legal advice within all areas of Law.

It is the commitment of Casseli Law Firm to give their clients the proper legal advice for each particular case, protecting their client's interests and assets, with efficiency, know-how and quickness.

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Loyalty, Perseverance, Excellence

FISCHER abogados is recognized as one of the leading and most respected law firms in Uruguay in its fields of practice.

The firm is committed to providing its clients efficient and responsive services with a standard of professional excellence.

- Obtention, Management and Enforcement of Intangible Assets.
- Patents. Pharmaceutical Patents. Industrial Designs.
- Business and competitive intelligence. FTO and clearance searches. IP projects and strategies.
- Trademarks. Copyrights. Software. Domain Names.
- Contracts. Distribution and Franchise Agreements. IP Licensing. Technology Contracts. Audits & Due Diligence.
- Regulatory. Administrative Law.
- Life Sciences. Plant Variety Rights.
- Enforcement. Anti-Piracy. Administrative and Court Litigation.

Contacts: Gustavo Fischer - Mercedes Castells

Corporate INTL Global Awards 2011 Winner

F IP

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CERVIERI MONSUÁREZ & ASOCIADOS
ABOGADOS

The firm's mission is to offer clients a service providing the right solutions according to their needs. This is why it is paramount to have not only a strong experience, but also efficiency and confidence in what the firm does. The firm has achieved this by the firm's experts' continuous process of professional development, their efforts to achieve an optimal level of excellence as well as the firm's group work and dynamic methodology. Cervieri Monsuarez y Asociados is commited to clients and provides them with high quality specialised legal services, at international level, while providing legal security, confidence and optimal results which makes Cervieri Monsuárez & Associates the best option in the market.

Cervieri Monsuárez & Associates is a firm that is constantly growing. It is increasingly focused on expanding and deepening its working areas, according to its objectives of providing an efficient, safe and personalised attention. Therefore the team is under continuous academic training, and also conducting seminars, courses and workshops in order to remain constantly updated. Furthermore, the firm enhances the work by adjusting to the new circumstances, and preparing themselves to face the constant changes of the legal reality. All of these working operations are reflected in the firm´s growth.

The firm is split into a number of specialist departments that handle a variety of service and practice areas which include:
Law Departament: Commercial law, franchising, licenses, commercial contracts, civil law, administrative law, public bids, litigations against the state, business law.
Industrial Property: Trademark registration, defense of trademarks in the administrative area, certificates, trademark & brand forgery (prosecution), seizure of goods in the local market, both in transit and in Free Zones, court defense, unlawful use damages, trademark cease.
Internet: .com.uy domain registration, web pages, defense in case of iÅdentical or similar, domain names, monitoring and blocking of webpages, offering counterfeit goods, translation, legal and certified, translations.
Notary Law Department: Official notary registration services, legalizations, partnerships.
Accounting Departament: Assessment in taxes, tributes and exemptions, Free Ports areas.

Virginia Cervieri is founding partner of Cervieri Monsuárez & Associates (Uruguay), a law firm specialised in intellectual property and commercial law, trademarks, patents and trademark enforcement and anti-counterfeiting matters. She graduated as an attorney in 1996. Then she specialised in commercial law and also holds a Masters degree on Intellectual Property and Intellectual Property Rights, both from the Post Graduation Center University of Uruguay.

She has extensive experience in litigating against counterfeiters in Uruguay and working with the Uruguayan customs to prevent the importation and transit of counterfeits goods. She is a member of the University of Uruguay's Commercial Law Department. She is member of IACC, INTA, MARQUES and the President of the Uruguayan Chamber against Forgery and Piracy. She is also author of the book "Counterfeiting in Uruguay" and a variety of articles related to Industrial Property. She was named one of the Leading Individuals of 2010 and 2011 by Chambers & Partners.





BOLET & TERRERO

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FOUNDED 1915
BOLET & TERRERO
INTELLECTUAL PROPERTY ATTORNEYS

Manuel Polanco is member of Bolet & Terrero since 1995 and became managing partner in 1999.

Since then, the firm has successfully addressed through the incorporation of new technologies and the creation of a team of lawyers, paralegals and high-level technicians, the registration and processing of its client's patents, trademarks, copyright and domains names in Venezuela, including counseling, prosecution, portfolio management, licensing, arbitration, litigation, unfair competition and anti-counterfeiting. Over the years, Bolet & Terrero has been constantly recognized in international rankings as the main intellectual property firm in Venezuela and Manuel Polanco has earned several recognitions for its efficiency and loyalty to its clients.

Manuel Polanco has also collaborated with several international organizations such as the: INTA, ASIPI, AIPPI, APAA among others, where he is also actively involved in areas such as the code of ethics (ASIPI), new legislation proposals, academic formation and the protection of the right holders.

Jose Ramon Fermin is the senior legal counsel of Bolet & Terrero since 2006 and under the direction of Manuel Polanco and the help of an excellent team of lawyers with extensive experience in the area of IP, Bolet & Terrero provides advice to their clients on the best way to protect their trademarks by drafting legal opinions when appropriate and complying with the requirements regarding the processing and follow-up until granting, obtaining the registration certificate, surveillance as well as the defense of their client's rights.

The firm also provides legal advice to clients regarding patents and its handling in every step of the procedure until the patent is granted.

In addition, the firm advises clients on the best way to protect their copyrights – regardless of their nature - (books, music, audiovisual works, phonographic productions, computer software, and video or music tapes).

Through the firm's International Department the firm offers clients all services related to the IP in other countries, through an ongoing relationship for many years with over 300 law firms around the world, including offices in Bolivia, rendering such services efficiently as a result of accumulated experience.

The firm also advises clients in civil and criminal intellectual property litigation and other services in judicial matters, such as judicial notifications, inspections and other procedures requiring judicial actions.

Likewise, the firm has great experience in the design and execution of anti-counterfeiting acts against trademarks, brands and/or illegal reproductions. These acts are carried out in the main customs offices or warehouses where these products are commercialized. The firm also provides commercial investigations services and counterfeit reports.

Over the 96 years since its establishment, Bolet & Terrero has rendered its services to various enterprises in the field of pharmaceutical, chemicals, foods and beverages, household items, apparel, cosmetics, financial services, electronics, entertainment and software as well as mechanical and manufactured equipment.



EUROPE

EUROPEAN GLOBAL AWARD WINNERS

THE EUROPEAN UNION COMPRISES 27 NATIONS WITH A TOTAL POPULATION OF AROUND 500 MILLION, AND ACCOUNTS FOR AROUND 30% OF THE VALUE OF GLOBAL GDP.

2011 has brought challenges to the European Union in the form of sovereign debt risks and the attempts made by governments to tackle them. In the last three years Greece, Ireland and Portugal have received EU and IMF backed bailouts, which in partnership with strict state-encouraged austerity measures, are designed to help the member states get back on track. This road has been long and difficult and has caused turmoil in markets, lack of consumer confidence and a drop in the Euro currency value.

According to the OECD report; "A Market Perspective on the European Sovereign Debt and Banking Crisis", Europe has been beset by two interrelated crises: (i) a banking crisis, stemming from losses in capital market securities (including US subprime and other structured products), as well as home-grown, boom-bust problems in the property markets of some EU countries; and (ii) a sovereign debt crisis exacerbated by recession, transfers to help banks, and in some cases very poor fiscal management over a number of years that was inconsistent with the principles laid down in the Stability and Growth Pact and the Maastricht Treaty.

The report highlights how both Greece and Ireland have faced very significant adverse movements in their yield spreads relative to euro-area benchmark bonds, and to a lesser extent this is also the case for Portugal, and Spain. The report finds that market-implied sovereign restructuring probabilities calculated by financial firms do in fact discriminate quite clearly between countries on a relative basis and the market has even begun to ponder whether the crisis could spread further, and whether the Euro system in its current form is sustainable.

While the German economy remains the backbone of the Eurozone, both the French and Italian economies struggled in 2011 as Italy's exceedingly high levels of national debt and talk of a possible Standard and Poor's downgrade for France shook financial markets further.

The UK remains a key playing power and financial centre and is the third largest economy in Europe after Germany and France. In 2011 the UK government has gone to great lengths to ensure Britain does not sink back into a double dip recession and has contributed to the EU bailout fund in order to protect its long established trading relationships with other states. Facing burgeoning public deficits and debt levels, the government in 2010 initiated a five-year austerity program, which aims to lower London's budget deficit from over 10% of GDP in 2010 to nearly 1% by 2015. The Bank of England periodically coordinates interest rate moves with the European Central Bank, but Britain remains outside the European Economic and Monetary Union (EMU).

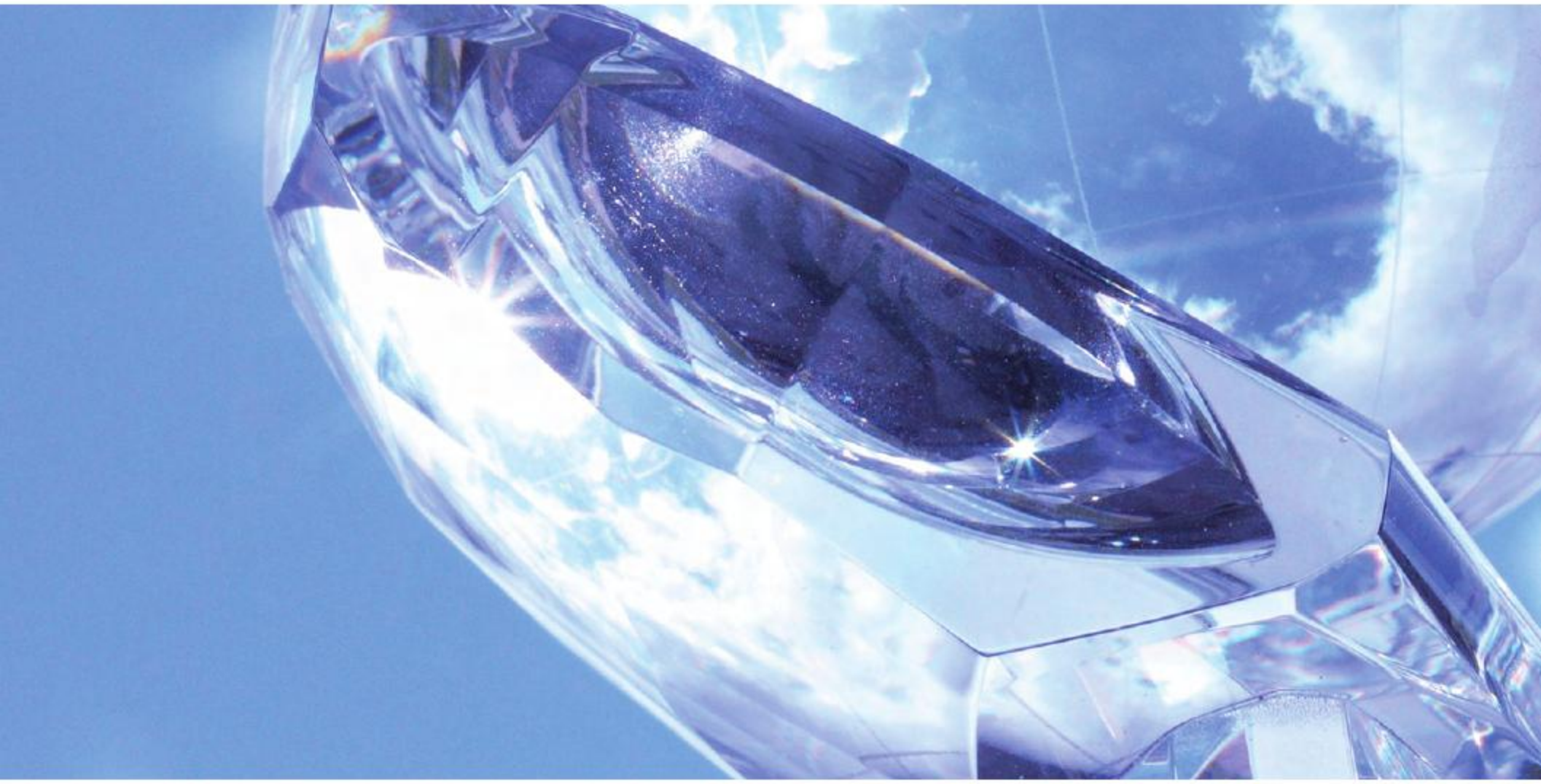
"THE UK REMAINS A KEY PLAYING POWER AND FINANCIAL CENTRE AND IS THE THIRD LARGEST ECONOMY IN EUROPE AFTER GERMANY AND FRANCE. IN 2011 THE GOVERNMENT HAS GONE TO GREAT LENGTHS TO ENSURE BRITAIN DOES NOT SINK BACK INTO A DOUBLE DIP RECESSION AND HAS CONTRIBUTED TO THE EU BAILOUT FUND IN ORDER TO PROTECT ITS LONG ESTABLISHED TRADING RELATIONSHIPS WITH OTHER STATES."

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96	monlaw	Boutique Law Firm of the Year in Austria
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118	FRILET - Société d'Avocats	Construction Law Firm of the Year in France (Clients' Choice)



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136	Szabo Kelemen & Partners	Corporate Lawyer of the Year in Hungary and Dynamic Law Firm of the Year in Hungary
137	Burai-Kovacs & Partners	Dispute Resolution Lawyer of the Year in Hungary
137	BPV Jadi Nemeth	M&A Law Firm of the Year in Hungary
138	Réttur - Adalsteinsson & Partners	Dispute Resolution Lawyer of the Year in Iceland
138	EJC - Roberti & Associati	Antitrust Law Firm of the Year in Italy
139	Studio Degli Avvocati	Business Crime Law Firm of the Year in Italy
140	CBA Studio Legale e Tributario	Corporate Tax Law Firm of the Year in Italy
141	Walkers	Dispute Resolution Law Firm of the Year in Jersey (Clients' Choice)
141	Sinels Advocates	Dispute Resolution Lawyer of the Year in Jersey
142	Backhurst Dorey & Crane	Employment Lawyer of the Year in Jersey
142	Motieka & Audzevicius	Competition & Antitrust Law Firm of the Year in Lithuania
143	Wildgen	Banking & Finance Law Firm of the Year in Luxembourg
143	Sedlo Jimenez Lunz	Banking & Finance Lawyer of the Year in Luxembourg
144	VANDENBULKE	Boutique Tax Law Firm of the Year in Luxembourg
144	MOLITOR	Dispute Resolution Law Firm of the Year in Luxembourg (Clients' Choice)
145	Ernst & Young	Private Equity Advisory Firm of the Year in Luxembourg
146	Advokatgruppen Luxembourg	Private Equity Law Firm of the Year in Luxembourg

147	AMMC Law	Trade & Commerce Law Firm of the Year in Luxembourg
148	Avanzia	Tax Law Firm of the Year in Malta
149	Law Office Ana Kolarevic	Boutique Law Firm of the Year in Montenegro
150	Mills Selig	M&A Law Firm of the Year in Northern Ireland
151	Murphy & O'Rawe	Personal Injury Lawyer of the Year in Northern Ireland
151	Weremczuk Bobel & Partners	Commercial Law Firm of the Year in Poland
152	Karniol, Małecki i Wspólnicy Spk	e-Commerce Law Firm of the Year in Poland
152	Polservice	Intellectual Property Law Firm of the Year in Poland
153	Czyzewscy Kancelaria Adwokacka	Life Sciences Lawyer of the Year in Poland
153	MDDP	Tax Lawyer of the Year in Poland
154	Jan Wierzchoń & Partnerzy	Trademark Law Firm of the Year in Poland
154	Balao, Castro & Associados	Administrative Law Firm of the Year in Portugal
155	Franco Caiado Guerreiro & Associados	Aviation Law Firm of the Year in Portugal
155	Amorim Advogados	Business Law Firm of the Year in Portugal
156	Albuquerque & Associados	Competition Lawyer of the Year in Portugal
156	FCB&A	Corporate Law Firm of the Year in Portugal
157	AAA Advogados	Energy & Natural Resources Law Firm of the Year in Portugal (Clients' Choice)
157	PBBR	IP Law Firm of the Year in Portugal
158	Coelho Ribeiro e Associados	Natural Resources Law Firm of the Year in Portugal
158	Álvaro Duarte & Associados	Patent Law Firm of the Year in Portugal (Clients' Choice)
159	Baptista, Monteverde & Associados	Patent Law Firm of the Year in Portugal
159	Esquivel Advogados	Projects Lawyer of the Year in Portugal
160	Albuquerque & Associados	Public Law Law Firm of the Year in Portugal (Clients' Choice)
161	Raposo Subtil e Associados	Real Estate Lawyer of the Year in Portugal
162	Raul César Ferreira	Trademark Law Firm of the Year in Portugal
162	D&B David si Baias	Banking & Finance Lawyer of the Year in Romania
163	SPV Legal	Business Law Firm of the Year in Romania
164	Peli Filip	Energy & Natural Resources Law Firm of the Year in Romania
165	Andra Musatescu Law & Industrial Property Offices	Intellectual Property Lawyer of the Year in Romania
166	Popovici Nitu & Asociatii	M&A Law Firm of the Year in Romania
167	EDAS Law Bureau	Antitrust Litigation Law Firm of the Year in Russia
167	The Inmar Legal Co	Boutique Law Firm of the Year in Russia
168	Andrey Gorodissky & Partners	Cross-Border Law Firm of the Year in Russia
169	Zivko Mijatovic & Partners	Intellectual Property Law Firm of the Year in Serbia
170	Hamala Kluch Víglaský	Banking & Finance Law Firm of the Year in Slovakia
170	Barger Prekop	Banking & Finance Lawyer of the Year in Slovakia
171	Rojs, Peljhan, Prelesnik & Partnerji	Full Service Lawyer of the Year in Slovenia
172	Fornesa Prada Fernández Abogados	Corporate Law Firm of the Year in Spain



173	Amat i Vidal-Quadras Advocats	Intellectual Property Lawyer of the Year in Spain
173	Pareja & Associats	Planning Law Firm of the Year in Spain (Clients' Choice)
174	Vialegis Dutilh Abogados	Private Equity Law Firm of the Year in Spain
174	Gómez, Olmo & Da Veiga	Project Finance Lawyer of the Year in Spain
175	AACNI	Shipping & Maritime Law Firm of the Year in Spain
176	Ruiz Huerta & Crespo	Sports Lawyer of the Year in Spain
177	Advokatfirman NorelidHolm	Insurance & Reinsurance Law Firm of the Year in Sweden (Clients' Choice)
179	Wenger & Vieli	Arbitration Law Firm of the Year in Switzerland (Clients' Choice)
180	Staiger, Schwald & Partner	M&A Law Firm of the Year in Switerland
181	FBT Avocats	Private Client Law Firm of the Year in Switzerland (Clients' Choice)
181	Vissers Advocatuur B.V.	Gaming Law Firm of the Year in the Netherlands
182	PricewaterhouseCoopers	Immigration Advisory Firm of the Year in the Netherlands
183	Leumi ABL	Asset Based Lender of the Year in the UK
184	Bargate Murray	Boutique Law Firm of the Year in UK
185	Bark & Co Solicitors	Criminal Fraud Law Firm of the Year in the UK
187	Enyo Law	Dispute Resolution Lawyer of the Year in the UK
188	RGC Jenkins & Co	Full Service IP Law Firm of the Year in UK
188	Mackrell Turner Garrett	Full Service Law Firm of the Year in the UK
189	Gross & Co – half page	Immigration Law Firm of the Year in the UK (Clients' Choice)
189	Wiggin LLP – half page	Sports Law Firm of the Year in the UK (Clients' Choice)
190	RadcliffesLeBrasseur	Tax Planning Law Firm of the Year in UK
190	PWT Advice LLP	Will & Estates Law Firm of the Year in the UK
191	Engarde	Dispute Resolution Law Firm of the Year in Ukraine
191	Integrites	Dynamic Law Firm of the Year in Ukraine

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KALO & ASSOCIATES prides itself on its visionary and solution driven approach to client problems, offering tailored legal advice to suit the specific needs of the client business. With a team of highly qualified and experienced lawyers led by 8 dedicated partners, the firm stands out for its sophisticated practice handling intricate and complex legal matters to an international standard.

Recognised as Outstanding: "They have a very sophisticated knowledge and legal skill" (IFLR1000) … "Clients praise the firm's "keen awareness of how Western companies operate." (Chambers Global)

Recommended by All: "We asked several of our international firms and everyone recommended them" (IFLR1000)

Regional Player: One of the members of the South East Europe Legal Group (SEE Legal) – an alliance of premier national law firms from 12 jurisdictions providing seamless legal services including cross – border commercial transaction advice. Consistently ranked as top tier law firm by reputable legal rating agencies, and "Highly Commended" by The Lawyer European Awards.

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Loloci & Associates is one of the leading firms in Albania today, providing services in Intellectual Property and counseling on all aspects of copyright and industrial property law.

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SCWP SCHINDHELM

Saxinger, Chalupsky & Partner Rechtsanwälte GmbH (SCWP Schindhelm) is one of Austria's leading CEE-operating law firms. The firm's roots date back to 1946. On the basis of this long-standing tradition, the firm's focus is to provide comprehensive legal advice in all relevant fields of domestic and international business law through specialised teams of lawyers.

With around 90 lawyers at the commercial centres of Graz, Linz, Wels and Vienna and offices in Bratislava, Brussels, Pilsen, Prague and Budapest, SCWP Schindhelm provides national and international clients with support in all areas of business law.

The firm's members are not just experts at law. The members of the firm are also experts at identifying a client's (legal) needs, and at explaining and summarising any legal problems and the respective tailored solutions to clients. Saxinger Chalupsky & Partners can thus proudly guarantee clients the best possible legal advice.

More than ever, commercial activities involve the risk of being confronted with criminal accusations. Against this backdrop, experienced defence counsels are required that can specifically support clients with foresighted advice to avoid possible criminal liabilities from the outset (compliance) and who, in the case of criminal matters that are already pending, guarantee the best possible support for private individuals and legal entities.

The firm's lawyers provide counsel to companies and individuals on avoiding criminal investigations, in all phases of criminal proceedings and subsequent to proceedings and offer: advice on compliance issues, corporate advice on criminal law, and criminal defence of individuals. In all phases of consulting, the firm regularly exchanges information with specialists from the firm's other practice groups, e.g. tax and corporate law, banking and finance law, and antitrust law.

The firm's consulting services are as international as the corporate landscape. In Austria, the firm is based in Linz, Graz, Wels and Vienna for domestic and foreign clients. The firm accompanies them in growth markets around the world, primarily in the Central and Eastern European states and Asia. Clients of the law firm are SMEs and major corporations from the private and public sector, multinational companies and public law entities.

Partner of the firm Immanuel Gerstner advises domestic and foreign companies on M&A, financial and real estate transactions. In particular, he has comprehensive experience in the advising on cross-border matters. Immanuel Gerstner is a lecturer at the University of Linz. He is a member of the Board of the Austrian-Libyan Society and the Royal Institution of Chartered Surveyors (RICS).

SCWP Schindhelm is a member of the SCWP Schindhelm Services SE, alliance of European business law firms with offices in Central and Eastern Europe and Asia Pacific. With more than 150 lawyers in 18 commercial centres in 11 countries, the alliance members accompany national and international companies in all areas of corporate law. The offices of the alliance are located in Bratislava, Wroclaw, Brussels, Budapest, Bucharest, Burgas, Graz, Hanover, Istanbul, Linz, Osnabrück, Pilsen, Prague, Shanghai, Sofia, Warsaw, Wels, Vienna.

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Number of lawyers 7

CATEGORIES OF WORK

Banking and finance
Robert Leuthner

Capital markets
Robert Leuthner

Commercial property/real estate
Thomas Mondl

Information technology
Thomas Mondl

Intellectual property
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Bilanz-Data
TAX LAW AND ACCOUNTING OFFICE

Bilanz-Data Wirtschaftstreuhand GmbH is a Viennese based tax law and accounting firm, established in 1986 by its owner and CEO, Erich Baier, MBA, LL.M., TEP who works as a Certified Tax Advisor.

Bilanz-Data Wirtschaftstreuhand GmbH renders tax advice and tax planning to its domestic and international clients as well as providing these clients with corporate services like financial accounting, book keeping, payroll accounting, setting up annual accounts as well as preparing and filing tax returns. Being Certified Tax Advisors the firm as well as Mr. Baier is entitled to represent clients before the tax administration and therefore also provide tax litigation services.

The firm is celebrating its 25th anniversary this year and has gained significant reputation in creative domestic as well as international tax planning.

Taking into consideration the extensive tax treaty network Austria has with other jurisdictions (currently 89), whereby Austria has tax treaties with jurisdictions like Barbados, Belize, Cyprus, UAE, Bahrain, Hong Kong and Liechtenstein, just to name a few, Austria serves as a perfect hub for worldwide investments.

Based on domestic legislation Austrian companies can obtain dividend income and capital gains resulting from the sale of shares in foreign jurisdictions free of any taxes, irrespective whether Austria has a tax treaty with such a foreign jurisdiction or not. This leads to the magnificent fact, that an Austrian company can hold shares in a e.g. Cayman Islands company and can obtain dividends from that company as well as capital gains resulting from the sale of the shares of this Cayman Islands tax exempt.

Austria has implemented the world's best Group Taxation System which allows the Austrian company to off-set losses from its domestic tax base provided that the shareholding in such a foreign company exceeds 50 % and the foreign subsidiary stays in the group for at least three years.

Austrian does not know any CFC legislation nor does Austria know any debt equity ratios or thin cap rules. Interest paid to foreign lenders are not exposed to any withholding tax at source in Austria, regardless where the foreign lender is having its seat, and are fully tax deductible.

Not only for HNWI's the Austrian private foundation serves as a perfect tool for asset protection and obtaining income with either a very low tax burden or no tax burden at all.

Another cornerstone of the Austrian tax system is the Austrian Reorganisation Tax Act, which makes it possible to execute cross-border mergers and spin-offs and similar company reorganizations free of any taxes.

Contrary to other jurisdictions Austria does not combat any off-shore countries or tax havens but rather enters into tax treaties with these countries. A typical example for that approach is the fact, that Austria is currently negotiating a tax treaty with Panama.

The firm would like to invite everyone to go the Austrian way, and believes that it does pay off!

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"There are more fools amongst *buyers* than amongst *sellers*"

Wildmoser/Koch & Partner Rechtsanwälte GmbH proudly announces that its Eastern European M & A department received the Corporate INTL Legal Award Austria for its services in this field of practise.

We are expanding in several areas of practise, M&A, Arbitration, Capital Markets law, Joint Ventures, Antitrust, Real Estate-law with specials focuses on Russia, Ukraine and Eastern Europe.

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AUSTRIA - E-COMMERCE LAW FIRM OF THE YEAR



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"With years of experience, the lawyers at BMA Brandstätter Rechtsanwälte are well prepared to aid our clients in meeting and overcoming the challenges of the future."

BMA Brandstätter Rechtsanwälte is a full-service business law firm based in Vienna. The firm's lawyers are fluent in a range of languages and provide prompt and expert legal service to the firm's national and international clients. Through leading global legal networks the firm aid's their clients wherever their business takes them.

Most lawyers at BMA Brandstätter Rechtsanwälte have gained extensive experience in an international practice setting. As such, they have a broad, international outlook enabling them to provide professional legal advice that meets the firm's clients' expectations in a world where business is global.

At BMA Brandstätter Rechtsanwälte the staff understands that each client and each client's needs are unique. Therefore legal advice needs to be unique as well. For this reason the firm assigns one individual lawyer for each mandate to serve as a single contact person. Due to this close and personal approach the firm's lawyers are able to get to know and truly understand the business and the issues of each individual client, enabling them to offer legal advice that is tailored to the respective client's needs, independent of whether a budding startup or an established multinational company is concerned.

Technology, especially internet technology, and the legal environment into which it is embedded has been an important issue for many of the firm's clients, such as research institutes, mobile- and electronic-payment providers, software developers or online-shop operators. For years the lawyers at BMA Brandstätter Rechtsanwälte have successfully advised businesses in the fields of e-commerce and the currently booming m-commerce-market. The firm's expertise in these fields of law has been internationally recognised and IT-expert and partner Mr. Árpád Geréd has even been invited by the UNCITRAL to speak at the UN Headquarters in New York on the current status and legal challenges of m-commerce.

While e-commerce is by now firmly established in business and law, m-commerce is still in its legal infancy. Albeit most e-commerce-provisions are compatible with m-commerce, some prove a challenge to meet, calling for innovative solutions to fulfill both legal and practical requirements. Legislators are slowly starting to bridge this gap but e-commerce legislation is not standing still either. With new rules designed to increase consumer protection and consumer rights, businesses operating in e- and m-commerce are certain to be kept on their toes.

With years of experience, the lawyers at BMA Brandstätter Rechtsanwälte are well prepared to aid our clients in meeting and overcoming the challenges of the future.



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EVERSHEDS AUSTRIA is the exclusive Austrian member of EVERSHEDS international, a globally operating group of law firms with more than 3500 lawyers in 47 offices.

Every member of EVERSHEDS International is a leading full service law firm in their respective market and works with other members on a day-to-day basis. Wherever clients need the firm's services, they will find the same quality of service and ways of working, as well as highly qualified lawyers who understand both the local and international issues.

Together with colleagues located across the world in the 47 offices of EVERSHEDS International member firms (Amman, Abu Dhabi, Amsterdam, Baghdad, Berne, Birmingham, Bratislava, Brussels, Budapest, Cambridge, Cardiff, Copenhagen, Doha, Dubai, Dublin, Edinburgh, Geneva, Hong Kong, Ipswich, Jeddah, Johannesburg, Kuala Lumpur, Leeds, London, Madrid, Manchester, Milan, Munich, Newcastle, Nottingham, Ostrava, Paris, Port Louis, Prague, Riga, Riyadh, Rome, Rotterdam, Shanghai, Singapore, Stockholm, Tallinn, Tirana, Valladolid, Vienna, Vilnius, Warsaw, Wroclaw, Zurich), EVERSHEDS AUSTRIA advises on cross border transactions with teams tailored to meet the specific needs. For clients this means "one-stop-shopping": seamless service from one business partner as well as centralized billing for all firms involved when desired.

The cooperation is based on an integrated infrastructure which facilitates work groups for important practice areas, lawyer exchanges, joint client seminars as well as joint committees.

A large number of the lawyers of EVERSHEDS AUSTRIA have spent significant time studying and/or working abroad. Due to their foreign language abilities, understanding of diverse legal cultures and international experience they are well suited for and often requested to lead and work on multinational transactions.

Today's business world is increasingly complex with rapidly changing laws and regulations. EVERSHEDS International will help clients to meet the challenges of this change and give clients the answers that allow them to prosper.

The group's specialised lawyers are organised into 'practice groups' in order to allow the sharing of knowledge and development of best practice. However, members of these groups work together regularly as one team on complex projects.

After discussing the client's needs, a personal contact will put together the right team for the project in order to get the best outcome in the most efficient way. Clients can be assured that everything the group does on their behalf will be of the highest standard.



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LORENZ | International lawyers

Lorenz is an international law firm with offices in Brussels, Bishkek and Geneva established by dynamic and career-building lawyers that gained experience with internationally renowned law firms. Lorenz offers local and international clients legal services in a wide array of Belgian and international business law matters. The firm's fields of expertise include corporate/M&A, employment law, IT and data protection law, commercial law, gaming and betting law, real estate, sports & entertainment law, regulatory law and litigation/arbitration & ADR.

Lorenz closely follows new developments and innovations in the technology sector and focuses on delivering bench-mark advice with respect to new legal problems that arise as a result of these new developments and innovations.

For example, Lorenz provides its national and international clients with tailor-made legal advice on the e-commerce business. In this emerging branch questions arise with respect to matters touching online censorship, intellectual property protection, privacy, security issues, defamation, online contracting, licensing rights, online gambling and cloud computing. As a specialised IT and E-commerce law firm, Lorenz advised some of the largest technology companies in the world as well as innovative entrepreneurs on a day-to-day basis on a variety of commercial and information technology law matters.

Additionally, Lorenz lawyers have a wide ranging experience in the field of privacy data protection law and have advised many international corporations and organisations in relation to information security breaches, direct marketing applications, document management, employee privacy, database relocation, litigation and specific industries' privacy. Lorenz has ample experience in advising large multinational companies on pan-European data protection compliance programmes.

The mission of the firm is to serve an international clientele, with an outstanding quality price proposition and with the added value of a personalised service and around-the clock availability.

Lorenz has a unique approach to handling clients' projects. Due to the absence of formal departments within the organisational structure of Lorenz, we are able to customise inter-disciplinary teams to match the needs of our clients. This is arranged through a single contact partner who coordinates the work of the various team members in order to ensure the efficiency and cohesiveness of the projects.

"We believe very strongly in team-spirit among our lawyers and staff and in working in team with our clients. If we assist our clients with a contentious or transactional matter, we form a team with our clients and try to understand what they want and to give them what they need," said Steven De Schrijver partner at Lorenz.

Whatever the issue is, the firm's priority is to provide clients with pragmatic solutions that enable them to achieve their strategic business goals. Therefore, the firm does not write lengthy and academic legal opinions unless this is specifically required. The firm tries to provide legible and to-the-point, practical and business-oriented advice and take clear positions.



BAKER TILLY

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BAKER TILLY BELGIUM

Baker Tilly Belgium is one of the leading accounting and business advisory firms in Belgium that provides its services to both local and international clients. Baker Tilly Belgium is an independent member of Baker Tilly International. The firm is highly experienced to assist clients to enter or exit the Belgian marketplace.

One of Baker Tilly Belgium's practice areas is mergers and acquisitions. The firm has been assisting medium-sized companies in their M&A activities since 2001.

Since the start of the financial crisis in 2008, the economic environment has changed in a very fundamental way. Financiers have become more cautious in their financing. Buyers have become more demanding in their due diligence work.

Baker Tilly Belgium is able to guide its clients in this demanding environment and assists them to reach their goals, either by selling their business, or by expanding it by acquiring other companies.

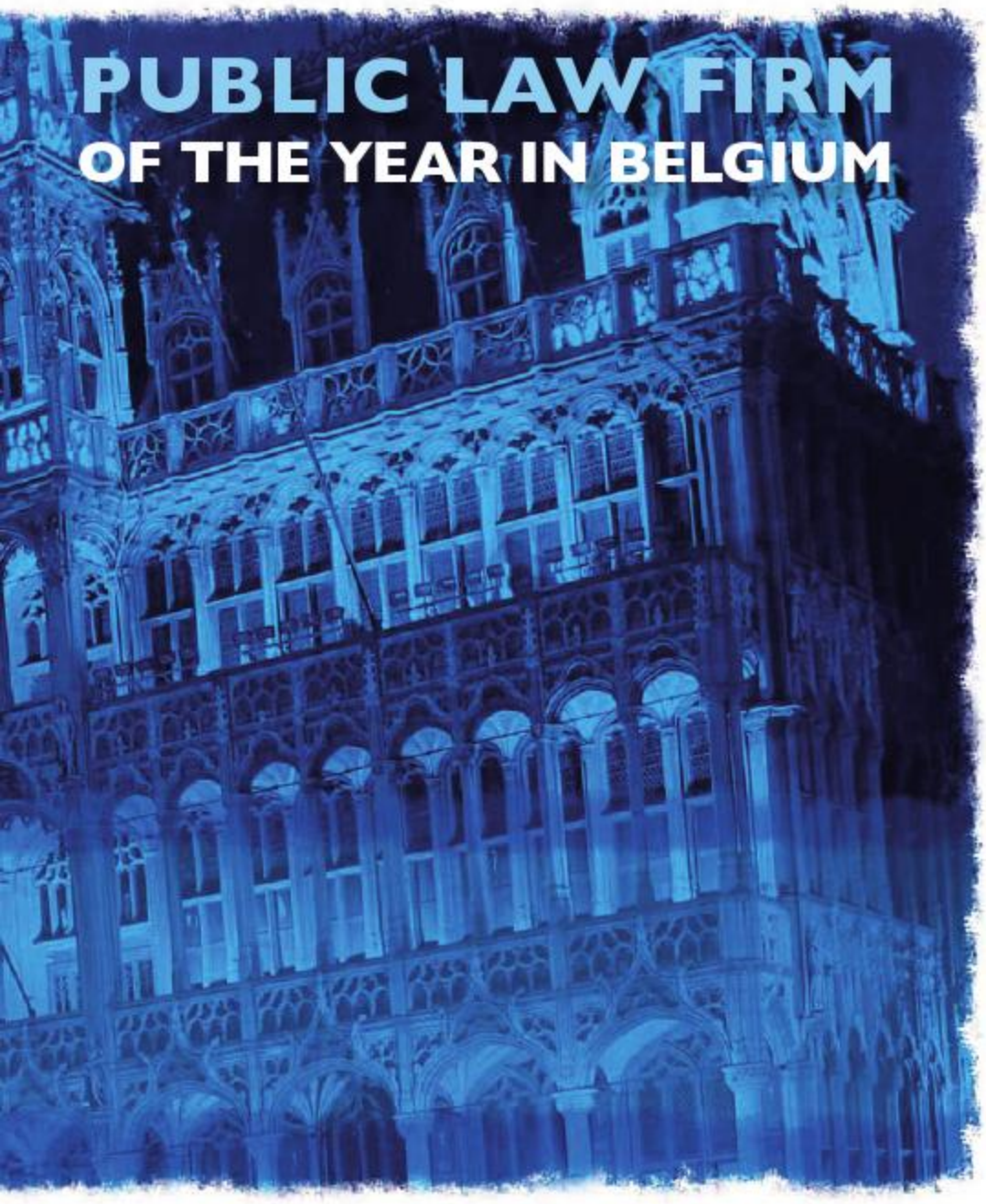
The firm's client base includes fast growing businesses, owner managed and family owned businesses, as well as international and listed companies in all sectors of the economy.

Baker Tilly Belgium manages complex legal projects for its clients and its services comprise negotiating and drafting legal documentation, structuring and due diligence work. The firm assists up to the implementation phase and also emphasizes on follow up and evaluation.

Baker Tilly Belgium is also able to adapt the firm's services to the dynamic nature of deals. A number of transactions that first started off as M&A transactions, ended up as a private equity transaction where an investor was taken on board to support the expansion of the company to better prepare the company for a sale in the future. Baker Tilly Belgium was an advisor in several of such cases.

"We have a sufficient and substantial basis for optimal service to the client, but meanwhile remain sufficiently focused on the size of the enterprise and the structure of its management to be able to guarantee tailor made solutions. We have advised inter alia spin-off companies of several Belgian universities and several commercial and investment banks in Belgium," explained Anne Roucourt, partner at Baker Tilly Belgium.

The real secret of Baker Tilly Belgium's success is its people. They are committed and creative individuals and have a dynamic approach towards the firm's client base. Solutions do not only need to be discovered, but they also require implementation. Baker Tilly Belgium's legal partner and legal counsels are true experts in their field, with each of them having a substantial track record of experience. Baker Tilly Belgium has the expertise to help minimise its clients' efforts and strives for a maximisation of time and cost efficiency.



DLA PIPER

With over 120 lawyers in Antwerp and Brussels, we are one of Belgium's main legal service providers. Our strength in Belgium is an essential part of our vision to be the leading global business law firm, and an example of how we combine local strength with international capability – across Africa, Asia, Europe, the Middle East and the United States.

Our services are based on three principles:

- Maintaining long-term relationships with clients by adding value
- Providing legal advice that meets clients' business needs
- Delivering high-quality legal services in an efficient way

Whether supporting local or international companies, we offer client-focused and tightly integrated services that are delivered by creative, practical and businessminded lawyers. We understand your commercial needs locally and internationally, and we also speak your language – business, whether in Danish, Dutch, English, French, German, Spanish, Swedish or Japanese. We strive to exceed your expectations and deliver advice and service that will drive your business forward.

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AFSCHRIFT (Listed 3 times in www.worldfinance100.com) is a multi-awarded boutique law firm established in Brussels, Antwerp, Geneva, Luxembourg, Madrid and Tel Aviv.

With over 30 years experience in domestic and international tax law, managing and founding partner Pr Thierry AFSCHRIFT leads the firm's practice and advises a very important number of major Belgian and foreign companies and banks; he is admitted to the Brussels, Antwerp and Madrid Bar, while being a member of Luxembourg and Geneva bars.

Thierry AFSCHRIFT is also founder and Chairman of the Masters on Tax Management course, from the Solvay Brussels School of Economics and Management of the Free University of Brussels (U.L.B.) and deputy judge at the Court of Appeal in Brussels.

In 2008, he has awarded as Best tax lawyer 2009-Belgium by an important English on-line business magazine.

AFSCHRIFT's lawyers engage in all matters of national and international business law, and more specifically tax and international law, cross-border mergers and acquisitions, international tax planning and optimisation, estate planning, consultancy on taxation related to financial instruments, as well as litigation on tax, criminal tax and white collar crime cases.

The firm has thus participated in the major tax trials of the past 20 years and acts as a counsel for several Belgian, Swiss and Luxembourgian banks and financial institutions, as well as for wealthy individuals.

The major specificity of the firm is its niche character. Therefore, AFSCHRIFT's lawyers handle exclusively tax (and tax/white collar crime-related) cases because, given the speed of changes in tax law, tax practice has t become a tax specialist's sole activity.

The firm defends both companies and private individuals in consultations but also lawsuits.

Afschrift Law Firm is specialised in every fields of the tax system: direct and indirect taxation, companies' and private individuals' taxation, national and international tax law.

In any of these fields, Afschrift Law Firm's lawyers see to defend in any case the taxpayers' interest in the strict respect of the law. These principles are applied not only in consultations prior to actions planned by the clients as well as in the related contracts, but also in the lawsuits with tax administration, being at the administrative or the judicial stage.

Furthermore, AFSCHRIFT's services are highly personalised, in order to achieve a better client-attorney relation and preserve the confidentiality in every possible way.

Finally, most the firm's lawyer teach to the university, which allows them, by combining up to date theoretical knowledge to practice, highly efficient counseling.

The firm's clientele includes individuals, industrial and commercial companies, Luxembourgian, Swiss and Belgian banks, as well as companies established out of Belgium. Due to the partners' expertise on European tax law, as well as their specific knowledge of Swiss, Belgian, Luxembourgian, Spanish and Israeli tax law, AFSCHRIFT's lawyers are in position to help companies to achieve the best optimization of their tax situation and individuals to optimise the planning of their estate, in the most strictly confidential frame.





TOMOV & TOMOV LAW FIRM

LAZAR TOMOV - PARTNER

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TOMOV & TOMOV
Dedication to High Quality Legal Services

Tomov & Tomov is a Bulgarian boutique law firm which provides services to Bulgarian and foreign clients in the fields of:

- arbitration and litigation,
- complex commercial, corporate and financial transactions, and
- European Union Law and public international law.

The firm provides advice and representation in all matters related to domestic and international arbitration. More particularly, the firm:

- Negotiates and drafts complex arbitration clauses;
- Represents clients in arbitration proceedings;
- Represents clients in set aside proceedings and recognition and enforcement proceedings.

Tomov & Tomov is not just another firm which alongside its litigation practice arbitrates from time to time. The firm arbitrates on a regular basis, and nationwide has preeminent practice in the field. The lawyers of the firm have experience with arbitrations under the rules of arbitration of the Bulgarian Chamber of Commerce, ICC, ICSID and UNCITRAL.

In addition, Mr. Tomov has also acted as expert witness on points of Bulgarian law in a litigation before US federal courts, as well as in international arbitrations.

The firm conducts arbitration proceedings with true dedication to the cause of its clients, devising optimal trial strategy, and, in the course of its implementation, providing powerful oral and written advocacy skills and ability to organize and handle complex evidentiary record.

Notable arbitration experience includes:

- As co-counsel with White & Case LLP, the firm successfully represented the Republic of Bulgaria in Plama Consortium Limited v. the Republic of Bulgaria. This ICSID arbitration involved a dispute arising under the Energy Charter Treaty and a bilateral investment treaty where the claim amounted to more than $300 million. In its final award, the tribunal dismissed Claimant's entire claim.
- As co-counsel with White & Case LLP, the firm represents the Republic of Bulgaria in Accession Eastern Europe Capital AB and Mezzanine Management Sweden AB v. the Republic of Bulgaria. The case involves a dispute arising out of waste management concession where the claim amounts to more than EUR 100 million.
- As co-counsel, the firm represents a party in a UNCITRAL arbitration where the claim amounts to more than €50 million.
- As co-counsel, the firm represents the claimant in an ICC arbitration involving a dispute related to on-sale payments arising out of share purchase agreement where the claim amounts to more than EUR 78 million.
- As co-counsel, the firm represents the respondent in an ICC arbitration involving a dispute regarding an alleged breach of contracts for sale of industry equipment where the claims amount to more than €18 million.
- As co-counsel, the firm represented a foreign company in successful recognition and enforcement proceedings of an arbitral award of more than $1.5 million.



BOUZEVA & PARTNERS LAW FIRM

DR TANIA BOUZEVA - MANAGING PARTNER

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BOUZEVA & PARTNERS
ATTORNEYS AT LAW

BOUZEVA & PARTNERS LAW FIRM WAS FOUNDED IN 1995 IN SOFIA BY DR TANIA BOUZEVA UNDER THE NAME OF ALIENA CONSULT. AT THE BEGINNING OF 2009 THE LEGAL TEAM WAS REORGANISED AND TRANSFORMED INTO BOUZEVA & PARTNERS LAW FIRM, PRESENTLY EMPLOYING 38 PEOPLE IN TOTAL, 15 OF WHICH ARE HIGHLY EXPERIENCED AND REPUTABLE LAWYERS.

Dr Bouzeva, attorney-at-law, is the founder and the Managing Partner in the law firm. She is a lecturer with the Law Faculty of Sofia University "St. Kliment Ohridski". Since 1996 Dr Bouzeva has been actively involved in the process of harmonising Bulgarian law with the acquis communautaire in the area of Commercial and Company law, including the drafting of corporate governance principles and provisions (based on the OECD Principles of Corporate Governance), implemented in the Bulgarian Commerce Act since 2003 onwards.

The firm offers a diverse range of professional services in multiple legal areas striving at customer-tailored solutions and provides comprehensive advice to the operations of large-scale corporate clients. These are mainly foreign companies whose Bulgarian operations the firm often attends completely, being specifically focused on investment and corporate governance, mergers and acquisitions, real estate, banking and finance, public procurement, energy, labour law, competition, and litigation. The law office acts as permanent corporate counsel to high-profile Austrian and German investors in Bulgaria.

The firm's clients and partners are offered communication and drafting documents in Bulgarian, German, English, Italian, French and Russian language.

Focus on Corporate and Company law

The firm specialises in corporate law, business law, M&A. The firm advises national and international clients on acquiring stakes in commercial entities and setting up joint ventures by working on matters like due diligence studies, tax and corporate structuring of transactions, contracts drafting and negotiations, and merger control notifications. As counsellors members of the firm has participated in the privatisation and post-privatisation procedures of many Bulgarian companies.

The firm offers a full range of legal services in connection with company formation, acquisition, reorganisation and administration. Bouzeva & Partners have assisted the establishment of more than 200 different companies, including joint ventures between foreign and local companies, both private and state-owned, fully owned subsidiaries and branch and representative offices of foreign companies. The firm has also conducted various due diligence reviews for different clients and industries, and further deals on M&A in Bulgaria, helping those clients of the firm's to assess business proposals, identify legal problems and take informed corporate decisions. The corporate work is often combined with general legal advice and assistance, ensuring an integrated service to the client with respect to all legal matters of its business. The general legal assistance includes acting as corporate counsel, providing wide range of legal assistance required by the client, including participation in or conducting negotiations, drafting and reviewing contracts and ancillary documents, and representation.

Corporate Governance

Bouzeva & Partners offers its clients a multidisciplinary and at the same time individual approach to corporate governance. The gained experience has enabled the firm with the thorough understanding of current corporate governance requirements and practices in Bulgaria and EU, including the implications and requirements of the stock exchange and the Corporate Governance Code rules. The firm's advice is tailored for the specific company taking into account its necessities based on the current market practices and the specific company's profile and way of conducting its line of business.

The firm advises public and private corporate clients, institutional investors, board committees and directors on the full range of matters that implicate governance regulation and best practice. A core element of the practice is also the representation of business and industry groups with respect to the development of practical solutions to address often-conflicting regulation of companies operating in a cross-border environment. For clients drafting and implementing policies and procedures, the firm provides counsel along with model documents outlining compliance requirements, and advises clients on enforcing those procedures.

The firm's work includes counselling on a variety of corporate governance issues and activities, such as:

- Advising companies and boards of directors on how to deal with shareholder demands relating to corporate governance practices, such as majority voting, rights plans, special meeting requests
- Advising our clients by making presentations to and participating in meetings of senior management, boards of directors and board committees concerning the company's governance structure and risk management in the current environment
- Providing resolutions and minutes for the conduct of board, committee and shareholder meetings
- Providing advice on the obligations of various boards, including calendars and meeting agendas to ensure the board fulfils all statutory envisaged requirements as well as those set forth in the company statutes or by-laws
- Assessing boards' structures, composition and responsibilities, as well as developing an assessment process for board and committee performance
- Preparing and implementing policies and procedures under codes of ethics, conflict of interest policies for boards of directors, managing boards and supervision boards
- Assisting clients in corporate structuring in preparation for, and governance implications arising from, capital markets, M&A and other transactions
- Analyzing existing client practices and disclosures, including those relating to director independence and qualifications, board structure and functioning, related party transactions, and advising specifically on the options available to achieve compliance with the applicable rules

SPASOV & BRATANOV

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LAWYERS' PARTNERSHIP

SPASOV & BRATANOV

The Lawyers' Partnership "SPASOV & BRATANOV" ("SPASOV & BRATANOV" or the "Partnership") was established in 1999 by the two name partners. It is a civilian partnership under the Bulgarian Obligations and Contracts Act and the Advocacy Act. The Partnership has developed and maintains correspondent contacts with lawyers and law firms in Sofia and throughout Bulgaria, as well as with governmental and municipal agencies and non-profit organisations.

The Partnership also works with and provides legal opinions on international matters for a number of western law firms – notably in the U.K. and Central Europe, following on from its earlier affiliation with a now restructured international law firm. SPASOV & BRATANOV is included in the European Bank for Reconstruction and Development's (EBRD's) list of local legal consultants, as well as in the EBRD DIF database, the Black Sea Trade and Development Bank consultant list and the World Bank/IFC consultant database DACON. The Partnership is a member of the British Bulgarian Chamber of Commerce and of the Bulgarian International Business Association (BIBA).

The Partnership was highlighted, "following strong client recommendation", in the 2003 Chambers Global Guide as a leading Bulgarian "boutique" law firm.

The Partnership is among the very few independent Bulgarian law firms to have taken up professional liability insurance.

Activities

The Partnership acts as counsel to state, municipal and private (local and foreign) entities in the following areas: Legal structuring of business organisations, mergers, acquisitions and demerger transactions, liquidation and insolvency procedures; commercial contracts; privatisation; foreign investment; concessions; competition law; taxation and tax relief; banking and financial contracts; commercial paper and securities.

The partnership is particularly strong in representing foreign investors in connection with their investments and projects in Bulgaria. The firm acts either directly for the foreign investor or for the international law firm representing him. The firm's representation includes negotiating, advising and documenting the international transaction or project in a timely and cost-efficient manner.

In order to meet short-term human resource requirements for very large projects, the Partnership has established team arrangements with a number of other independent, established local lawyers. Such team co-operation has proved itself effective, flexible and financially advantageous to the client. The firm can (and have done so in the past) form special purpose teams with economists and engineers for particular projects.

Vassil Hadjov partner and advocate started his career in 1993 as Research Fellow for the American Bar Association's CEELI programme. While at Sofia University Law School he spent a year as a foreign exchange student at Soka University in Tokyo, Japan. After being a trainee and associate lawyer with a leading local law firm, Mr. Hadjov graduated from New York University School of Law, which he attended as a Fulbright Scholar. He then worked as an associate lawyer in the Banking Team and Corporate Recovery Team of the EBRD and the Global Project Finance Group of Freshfields Bruckhaus Derringer, both in London. Mr Hadjov specialises in corporate and commercial law, M & A, corporate and project finance, concessions and natural resources.

PENEV LLP
Attorneys and Counselors at Law



Telecoms and Media Law Firm of the Year in Bulgaria 2011

Penev LLP is a top ranking law firm providing the highest quality legal services in virtually every discipline of the law. With almost twenty years experience since its foundation, Penev LLP has grown to become one of the key partners of foreign investor in Bulgaria.

Our practice is primarily commercial in nature, with an emphasis on foreign investment and M&A, Corporate Restructuring, TMT, Real Estate and Construction, Labor Law, Litigation and Alternative Dispute Resolutions.

We provide business oriented comprehensive services to a diverse client base, from start up companies to large multinational investors. Our team combines legal skills, creativity and practical business approach accumulated over two decades of handling some of the most significant deals in the market.

Assisting our clients face new global challenges by providing innovative legal solutions and in depth sector expertise with utmost integrity is our primary goal. The excellence of our service and the dedication and professionalism of our lawyers provide our clients with the confidence and strength they need to move forward and succeed in the Bulgarian market.

"Penev LLP's lawyers are extremely responsive to questions and status issues and with excellent knowledge of Bulgarian and International legal issues."

Client feedback

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A.G. PAPHITIS & CO LLC

LAW OFFICES

CYPRUS - GREECE

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Corporate Governance Law Firm of the Year in Cyprus 2011

A.G. Paphitis & Co. LLC is a Cyprus-based law Firm specializing in providing highly professional and personalized services to corporate and private clients throughout the world including:

- Offshore, Cyprus and International Company registrations (including BVI, Seychelles, Honk Kong, Dubai, Malta, Belize, Panama etc)
- Company administration, maintenance and nominee services in Cyprus & worldwide
- New DUBAI office brings permanent presence to the Arabian Gulf and India
- Experienced corporate and commercial legal consultancy
- Strategic international tax planning & high level trustee services
- Secretarial and fiduciary services to international clients
- Advising on legal aspects of International Finance
- Establishing & Maintaining banking relations for clients
- Shipping & Ship Management services including registrations and deletions
- Legal Consultancy & Litigation

Corporate INTL Global Awards 2011 Winner

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A.G. Paphitis & Co LLC is a lawyers Liability Company registered in the Republic of Cyprus under registration number 246927.



PAMBORIDIS LLC

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PAMBORIDIS LLC
ADVOCATES & LEGAL ADVISORS

PAMBORIDIS LLC IS A COMMERCIAL AND CORPORATE LAW FIRM WITH OFFICES IN CYPRUS (NICOSIA AND LIMASSOL), GREECE (ATHENS) AND THE UK (LONDON). THE FIRM IS HEADED BY DR GEORGE PAMBORIDIS ASSISTED BY THREE PARTNERS AND A NUMBER OF SENIOR AND JUNIOR ASSOCIATES TOTALLING AROUND 30 FEE EARNERS AND EMPLOYEES.

According to Dr Pamboridis, the firm caters for all types of contentious and non contentious matters and through work and expertise can add value to the businesses of its clientele.

He said: "We pride ourselves for offering practical, no-nonsense advice and for trying to understand and, thus, enhance the commercial objectives of our clients in every transaction. We place a great deal of emphasis on being responsive and in establishing and nurturing interpersonal relationships with our clients as their business evolves. We understand that the main strength on any law firm is the calibre of its lawyers and for this reason adhere to the highest possible standards in our recruiting efforts and ensure that our lawyers receive ongoing training in order for us to be in a position to maintain the high level of legal skills and knowledge we boast of."

The team advises and has extensive experience on the full range of corporate and commercial matters and its high level of partner involvement in each transaction handled ensures the best possible outcome for the client and optimum efficiency. The firm particularly prides itself on its expertise in the following areas:

• Structured finance, capital markets, securitisations – we are instructed on a day by day basis by major banks and financing institutions to advice on a broad range of structured finance and capital market transactions.

• M&A, Joint Ventures and commercial contracts – we ensure that our lawyers have a thorough knowledge of our clients' industry sectors and are therefore able to evaluate each client's needs and objectives, understand and address all regulatory, competition, tax and other parameters of each transaction and achieve the best possible results.

• Private equity / venture capital – we regularly represent both sponsors and investors in connections with the establishment of private equity investment vehicles, capital raising and investment activities through to establishing and implementing exit strategies whether by private sale, IPOs, mergers or acquisitions.

• Tax planning – we regularly advise clients on a range of tax planning matters and ensure that we tailor our advice to the needs of each client and their business.

• Energy (Oil and Gas) – the recent developments in the exclusive economic zones of Cyprus but also Israel, created demand for high level legal support in all aspects of exploration and exploitation of natural gas and oil reserves. The firm acted timely and joined forces with one of the biggest global law firms in order to expose its lawyers to this new field but also to secure for our clients the vast expertise of our global partners.

Dr Pamboridis also explained that the vast majority of transactions that the firm handles are of a cross-border / international nature.

Dr Pamboridis said: "The main bulk of our work involves transactions with jurisdictions that have a "traditional" affiliation to Cyprus, such as the former CIS states and the UK but we have also seen recently a substantial increase in transactions that come from jurisdictions such as Singapore and Hong Kong. The nature of the work, aside from that of a general corporate nature, includes mergers and acquisitions, financings, structured products, restructurings tax planning."

Further, Dr Pamboridis pointed out that the firm is proud to announce the opening of a new office in London.

"THIS IS A REP OFFICE AND ITS MAIN TARGET IS TO PROVIDE OUR LONDON BASED CLIENTS AS WELL AS PROFESSIONALS (LAWYERS, ACCOUNTANTS AND FINANCIERS) OPERATING FROM THE WEST END AND THE CITY WITH SUPPORT ON MATTERS OF CYPRUS LAW, ESPECIALLY IN TRANSACTIONS INVOLVING GROUP STRUCTURING AND TAX PLANNING, BUT ALSO OIL AND GAS PROJECTS" HE CONCLUDED.



Servicing **Globally**

Patrikios Pavlou & Associates LLC is a multi-award winning international law firm based in Cyprus.

Over the years, the firm managed to build a truly international profile by establishing prominent relationships with international law firms, particularly strong associations in Europe, Russia, Middle East, and Asia and several memberships in professional bodies worldwide. The client base has been carefully expanded to meet the varied needs of today's cross-border legal market.

The firm's long experience, vision and dedication led to a steady growth, making it today one of the largest and most successful law firms in Cyprus. Being recognized as a top performer in respect to its distinctive legal services, the firm has been receiving high rankings and several awards from numerous international organizations.

Patrikios Pavlou & Associates LLC invests continually in developing its expertise in order to maintain its esteemed standard of customer satisfaction while further expanding the firm both locally and internationally.

The firm's lawyers are able to provide clients with distinctive advice on national and international law in the following specialized practice areas:

- Corporate & Commercial Law
- Mergers & Acquisitions
- Banking & Finance Law
- Litigation & Dispute Resolution
- Capital Markets
- Tax Law & International Tax Planning
- Real Estate, Trusts & Asset Protection
- Intellectual Property
- IT, Internet & E-Commerce
- Administrative & Constitutional Law
- Shipping & Admiralty Law

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PATRIKIOSPAVLOU & ASSOCIATES LLC
ADVOCATES - LEGAL CONSULTANTS

CLIENTS' *choice*



"THE FIRM IS INTERNATIONALLY ACKNOWLEDGED TO BE ONE OF THE LEADING LAW FIRMS IN CYPRUS AND IS VIEWED AS A PIONEER IN ITS FIELD."

CYPRUS - LAW FIRM OF THE YEAR AND IP LAW FIRM OF THE YEAR (CLIENTS' CHOICE)



CHRISTODOULOS G. VASSILIADES & CO. LLC

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CHRISTODOULOS G. VASSILIADES & CO. LLC
Advocates - Legal Consultants

Christodoulos G Vassiliades & Co. LLC, established in 1984 and based in Nicosia, Cyprus, is a broad based legal practice entrusted by major corporations with their legal matters. The firm is internationally acknowledged to be one of the leading law firms in Cyprus and is viewed as a pioneer in its field.

The firm has developed expertise in both domestic and international law in matters of company law, contract law, intellectual property law, trust law, mergers and acquisitions, banking and finance, commercial law, European law and competition Law (both national and EU), shipping law and ship finance, tax law and international tax planning, VAT law, and dispute resolution.

Christodoulos G. Vassiliades & Co. LLC has been involved in many international transactions and has been appointed as a Cyprus Legal Advisor and representative, having worked with a number of international firms including Magic Circle ones.

Generally, the firm's clients range from private individuals to corporate clients in diverse fields including shipping, construction and development, oil and energy, information technology, investment firms, entertainment and prominent banks in Cyprus and Russia. Further, the firm acts for the Attorney's General Office in various civil actions.

Christodoulos G. Vassiliades & Co. LLC offers the diverse professional skills of qualified lawyers, legal consultants, administrators, legal assistants and accountants with more than 150 employees who are ready to provide viable and comprehensive solutions for their clients. The firm sets uniformly high standards of quality services from its base in Nicosia, the capital of Cyprus, with coordinated teams in its branch office in Limassol (second largest city of Cyprus) and representative offices in Moscow, Budapest and Athens as well as in its offices in Belize and Seychelles.

Christodoulos G. Vassiliades, the Managing Director of the Firm is the Honorary Consul of Belize in Cyprus since 1999 as well as a duly appointed and licensed Deputy Registrar of International Merchant Marine Registry of Belize (IMMARBE) for both Cyprus and Greece.

Christodoulos G. Vassiliades & Co. LLC has further developed its expertise to provide a full range of legal administrative and international tax planning services, particularly to foreign clients and trusts. Professional, trustee and management services as well as accounting ones are provided through the firm's affiliated companies.

ORPHANIDES, CHRISTOFIDES, POUTZIOURIS & DAMIANOU L.L.C

legal partners
Justitia Omnibus



SPORTS LAW FIRM OF THE YEAR IN CYPRUS

- CORPORATE INTL, GOBAL AWARDS 2011.

www.legalpartners.cy.net

Legal Partners-OCPD LLC boasts a strong international legal practice with particular emphasis on a number of niche areas including corporate and commercial law, business transactions, banking law, joint ventures, employment law, construction and sale of land agreements, administrative law, European and international law. We also conduct all types of litigation using the services of advocates within or associated with the company.

INNOVATIVE
EXPERIENCED
RELIABLE

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Shipping Law Firm *of the Year* 2011 in Cyprus

Corporate INTL Global Awards 2011.

M&M

MONTANIOS & MONTANIOS LLC

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ACHOUR & HAJEK

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ACHOUR & HAJEK

ACHOUR & HÁJEK IS A CZECH LAW FIRM THAT DELIVERS HIGH-END LEGAL ADVICE IN THE FOLLOWING PRACTICE AREAS:

- MERGERS & ACQUISITIONS
- REAL ESTATE AND CONSTRUCTION LAW
- CAPITAL MARKETS, BANKING AND FINANCE
- PUBLIC SECTOR CONTRACTS, INCLUDING PUBLIC-PRIVATE PARTNERSHIPS (PPP)
- LITIGATION AND ARBITRATION

The firm's clients include both local and multinational firms active in a wide range of businesses and industries. The firm takes care of all legal aspects of their dealings within the Czech Republic.
The firm's partners bring an in-depth knowledge of Czech and EU law together with vast domestic and cross-border transactional experience. In this way, the firm ensures legal services of the highest quality.

DANIEL HÁJEK, FOUNDING PARTNER OF ACHOUR & HÁJEK, HAS EXTENSIVE EXPERIENCE AS COUNSEL TO INTERNATIONAL AND DOMESTIC INVESTORS ON THEIR ACQUISITIONS IN THE CZECH REPUBLIC, INCLUDING PERFORMANCE OF DUE DILIGENCE, ADVICE ON TRANSACTION STRUCTURES AND REGULATORY COMPLIANCE, AND THE DRAFTING AND NEGOTIATION OF KEY DOCUMENTS.

He has represented sanofi-aventis, the biggest European pharmaceutical company in connection with its acquisition of Zentiva, one of the largest manufacturers of generic pharmaceuticals in Central and Eastern Europe. Mr Hájek has also acted for a major international bank in the sale of its Czech investment company. Further experience includes the assisting in the acquisition of the former Czech Carrefour hypermarket chain by a major international retailer, the drafting of standard client documentation for a major Czech co-operative bank and acting on behalf of a major German retailer in the refinancing of its structured loans.

CAPITAL MARKETS, BANKING AND FINANCE SERVICES

CAPITAL MARKETS

• Complex legal advice to listed companies, particularly concerning their duties under the Act on Business Activities on the Capital Market

• Representation in public offers, including in dealings with the Czech National Bank and during the settlement process

• Assistance to investment companies, including in dealings with the Czech National Bank on regulation and compliance

• Advice to brokerages, rating agencies and other entities on the capital market

BANKING

• Legal advice on regulation of banks and other credit institutions

• Assistance to banks in financial difficulty

• Legal assessment and redrafting of standard client documentation for banks

• Representation of banks and other credit institutions in financing matters, including negotiating and drafting instruments

• Complex legal services related to debt collection

FINANCING

• Representing clients in the process of securing financing, including contractual negotiation and review

• Drafting security instruments on the provision of financing

• Comprehensive advice on refinancing existing credit structures, including negotiating and drafting instruments

• Preparing optimal structures for intra-group financing, including cash management, netting and hedging schemes, and drafting relevant instruments



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RANDA HAVEL LEGAL
ADVOKÁTNÍ KANCELÁŘ I LAW FIRM

"We provide more than just legal advice – we provide added value to our client's business."

Randa Havel Legal is one of the few law firms in the Czech legal market that is focused on the energy sector in a global sense. The comprehensive legal services of Randa Havel Legal in this field include regulatory matters of business activities on the energy market, drafting all types of contracts in the field of production and distribution of energy which need to be concluded between the participants on the energy market and legal counseling regarding supplies of investment projects, be it green field investments or takeover and reconstruction of existing industrial equipment.

The firm's lawyers are top professionals in the field of EPC contracts (Engineering, Procurement, Construction) in "green field" projects or projects of takeover and reconstruction of existing facilities. The firm's services include preparation of tender documentation, drafting EPC contracts from the perspective of an investor, including commercial and legal negotiations with the EPC contractors, consultancy in the field of double taxation avoidance, permanent establishments, the optimal model of project insurance, project financing, securing of the contractual price payment and providing licenses for know-how and intellectual property to supplies that are the subjects of EPC projects.

Randa Havel Legal's energy law team is led by Jan Havel who is a former head of the Legal Department at Škoda Power, one of the world's leading producers of steam turbines. Jan Havel's long term experience includes provision of legal advice in over 50 complex investment and development projects in the energy sector, including nuclear power, in Europe, the Americas and Asia in the past 15 years.

The energy law team further comprises of two other partners of the firm, Tomas Rydvan and Alois Satava, and four associates (qualified Czech attorneys) and a number of junior associates of the firm. All senior members of the energy law team have considerable experience which they gained in number of Czech and international energy projects.

Randa Havel Legal has very strong position and experience in the energy sector on the Czech and Slovak territory. In the past years we have participated on many major investment energy projects in the CEE territory, including modernisation/reconstruction/completion of three nuclear power plants in the region – NPP Temelin (Czech Republic), NPP Dukovany (Czech Republic), and NPP Mochovce (Slovakia).

On the other hand, thanks to the firm's clients, Randa Havel Legal have had the opportunity to participate on a large number of international energy projects in the territories such as Romania, Finland, Turkey, The Netherlands, UK, Hungary, Bosnia, Chile, Pakistan, India and others. Therefore, the firm can offer clients perfect knowledge of the Czech and Slovak energy sector as well as remarkable international experience in the energy sector.



ZILVAROVÁ CTIBOR HLADKÝ V.O.S.

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Zilvarová Ctibor Hladký

Z C H ADVOKÁTI

The ZILVAROVÁ CTIBOR HLADKÝ law firm is among the renowned law offices specialising in legal services for businesses in all areas of law relating to the conduct of business in the Czech Republic.

Since 2010, the ZILVAROVÁ CTIBOR HLADKÝ law firm has also served as an insolvency administrator. Legal services are provided in the Czech, Slovak, English and German languages.

Thanks to excellent working relationships with a number of foreign law firms and the firm's membership in the Middle European Law Network, an association with independent law firms, the firm offers complete legal services not only to Czech and Slovak clients, but multinational corporations as well.

ZILVAROVÁ CTIBOR HLADKÝ is an independent law firm, with exceptional epmhasis on a corporate culture based on ethics and good relationships. The firm is convinced that following the top level of service standards helps them maintain and contribute to the business success of clients.

Priorities: A high professional level of all lawyers, work based on continuing education and team-work, the most effective execution of legal services, particularly precise and quick recommendations focused on solving particular problems, the speed of top level legal advice and service while sustaining quality, understanding the economic aspects of clients' activities and their specific needs, mutual trust, personal approach, regular contact with clients regarding the status of their issues, recognising connections, the continual provision of above-average service, always satisfying clients with work, clearly established conditions of remuneration for legal consulting, and always delivering a clear breakdown of services provided.

The firm believe it is not enough to know the legal regulation, but also necessary to set them within appropriate contexts and business evaluation.

Consultancy Areas
Leasing, franchising, insolvency, real estate law, including construction and environmental law, mergers and acquisitions, general commercial and civil law, including debt management and collection, labour law, intellectual property and IT law, energy law, competition law, consumer protection law, private data protection law, eu law, litigation, arbitration and mediation proceedings.

Pro Bono
Companies in all fields should help those in need as a natural part of their activities. For this reason, ZILVAROVÁ CTIBOR HLADKÝ law firm is a major supporter of the civic association Bunny on the Horse (Zajíček na koni), which provides services to families and facilities caring for children and youth with various disabilities.

Memberships and Partnerships
The Czech Franchise Institute, The Association of Independent Law Offices Middle European Law Network, The Czech-Swiss Chamber of Commerce, The German-Czech Chamber of Commerce and Industries.

ROTT, RŮŽIČKA & GUTTMANN PATENT, TRADEMARK AND LAW OFFICE

VLADIMÍR ROTT - SENIOR PARTNER

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The Rott, Růžička & Guttmann Patent, Trademark and Law Office was founded in 1990. It is a leading intellectual property firm serving domestic and foreign clients from offices in the Czech Republic and Slovakia.

We handle applications to protect inventions, utility and industrial designs, topographies for semi-conductor products, plant varieties, trademarks and designations of the origin of products, as well as research regarding patents and trademarks. The firm also assists clients with copyright and competition matters.

When a client's intellectual property rights have been violated, we provide solutions in private law (such as filing claims and applying for preliminary injunctions) and in public law (such as working with customs agencies). The firm counts leading global brand manufacturers as clients for anti-piracy work and has links with practitioners in more than 120 countries.

Members of staff are authorized to appear before the Offices of Industrial Property as well as the regular courts in both the Czech Republic and Slovakia. One of the firm's partners is also an arbitrator for the Arbitration Courts of both the Czech Chamber of Commerce and Chamber of Agriculture.

Our senior partners, attorneys at law, patent attorneys, legal clerks and additional collaborators have many years of practical experience in industrial property work and in all relevant scientific and technical fields.

The office has a separate branch in Bratislava - Rott, Růžička & Guttmann Patent, Trademark and Law Office v.o.s. (general commercial partnership) - founded in 1993.

Our Bratislava branch is staffed by attorneys at law, patent attorneys and office clerks. By providing representation in both the Czech and Slovak Republics, we offer savings for clients.

Across our offices, we have six attorneys at law and sixteen patent attorneys. A separate research team conducts trademark research for leading search providers such as Thomson Compu-Mark, Novagraaf-Eurosearch and Knijff Multisearch. The office provides services in English, German, French, Russian, Slovakian and Japanese.

Our partners and patent attorneys are members of the international associations AIPPI, INTA, AIPLA, FICPI, ECTA, MARQUES, and LES.



ROWAN LEGAL

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ROWAN LEGAL is an international law firm which has been operating for over twenty years. Currently ROWAN LEGAL has over 50 lawyers located in four offices in the Czech Republic and Slovakia (Bratislava, Brno, Prague and Ostrava). ROWAN LEGAL provides legal consultancy services to both public and private entities. ROWAN LEGAL specialises in ICT law, dispute resolution (including international commercial and investment arbitration), public procurement, investment projects, transactional law and corporate law.

From the very beginning ROWAN LEGAL has specialised on various legal aspects of the ICT sector, such as the implementation of information systems, software law, e-commerce, electronic communications, outsourcing or cloud computing. With more than twenty lawyers engaged in ICT law, ROWAN LEGAL has one of the largest ICT focused practices in the Czech Republic and Slovakia. Many members of the team regularly give presentations at professional conferences; they also frequently publish articles and books on the legal aspects of ICT.

In relation to the protection of intellectual property in information technologies, ROWAN LEGAL provides legal support to software houses, suppliers of information systems and their customers, with the aim of protecting their intellectual property rights in compliance with business agreements and their specific needs. Services provided in this area include:

- Negotiating contractual conditions with the support of experienced legal IT specialists and negotiators;
- Defining legal aspects of SW licenses, sub-licenses and other license arrangements;
- Helping our clients with IP rights protection and dealing with disputes in the form of mediation and representing our clients in arbitration and court proceedings; and
- Preparing IPRs protection preventative measures (setting employment and other contracts, companies' internal regulations, methodologies for tracking the development of computer programs, and so on).

In the telecommunications sector, ROWAN LEGAL assists its clients with respect to their business projects or deals in the area of digital TV broadcastings (DVB-T), interconnection of telecommunications networks, compliance activities, regulation of frequency spectrums and other aspects of the provision of services and the operation of electronic communications networks.

The ICT expertise of ROWAN LEGAL lies also in the area of ICT Outsourcing. The firm's legal team has assisted in many ICT Outsourcing projects. Legal support in this area comprises representation of ICT suppliers, as well as private businesses and public authorities outsourcing their activities to third parties. ROWAN LEGAL usually provides complex support with respect to Outsourcing transactions, including Due Diligence, transfer of employment relations, securing the protection of data (in particular personal data) and the transfer of rights from licenses or providing complex exit strategies relating to the timely preparation for the eventual termination of the outsourcing relationship.

With the recent development of cloud computing, ROWAN LEGAL has participated in developing standard terms and conditions for cloud computing services on behalf of major IT companies in the Czech Republic and Slovakia.





GÜRLICH & CO.

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GÜRLICH & Co.
attorney-at-law

The law firm GÜRLICH & Co. is the perfect solution for all clients in need of legal assistance or advocacy.

The law firm provides its services at a high professional level, quickly and with complete independence. The firm are members of the AEL (Association of European Lawyers).

When providing legal services, GÜRLICH & Co.co-operate with various external professionals, in particular with tax advisors, court experts and translators. The firm also co-operates with other law firms, particularly when solving more complex and extensive cases. In such cases, liability for work performed for the client of the law firm rests with that attorney with whom the client has agreed on the provision of legal services.

The firm's legal practice operates around the matters of: business transactions, real estate, intellectual property, corporate and business law, civil law, litigation, public procurement, labour law and bankruptcy.

The firm provides legal services throughout the territory of the Czech Republic in the Czech and English languages.

Key Values

Professionalism

The firm provides legal services in compliance with valid laws and legal provisions taking into account forthcoming legal amendments, which the firm permanently follows up and monitors. The firm keeps a high level of quality of drafted and elaborated documents and overall quality of services offered in order to reach the optimal solution of any given problem.

Flexibility

The firm will solve client's legal tasks and problems as fast as possible putting emphasis on time limits and needs.

Emphasis on Client's Demands

The firm will develop maximum effort to reach the best benefit for the client.

Personal Approach

Client's legal problems are always dealt with by the same representative of the firm, who is fully replaceable in case of absence.

Transparency

Exact records of performance and costs incurred enable their control in any phase of providing services. Force account always includes specification of reward and costs, date of performance and its specification in detail and duration.

Credibility

Every act and step when solving a client's task will be done only with client's consent. Clients will be regularly and continuously informed on the state of the attended matter.

Efficiency

Great emphasis is put on optimalisation of costs connected to providing services. No costs will be incurred without a client's consent.



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ATRIUM Partners creates growth through strategic and financial advisory. While the best acknowledgement of our results will always be our client's bottom line, international recognition also keeps us reaching higher.

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ATRIUM



LETT ADVOKATFIRMA

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Lett Law Firm

LETT is a leading and one of the largest full-service law firms in Denmark. The firm provides advice to the private business sector, the public sector, organisations and private individuals. The firm's history dates back to 1869 making it one of the oldest law firms in Denmark. Today the firm's staff totals more than 380 across offices in Copenhagen, Aarhus, Kolding and Hamburg.

Besides a strong presence in Denmark, LETT works closely with a number of leading international law firms. This means, the firm can provide high-quality advice to clients engaged in cross-border business.

LETT in its present form was created in 2005 by the merger of Lett, Vilstrup & Partnere and Lett & Co. Since then, the firm has expanded its operations, and today it ranks among the five largest and the leading law firms in Denmark. The firm is a full service and fully integrated, highly specialised partnership, and has a professionel organisation to support the business. The firm has offices in Denmark and recently (August 2011) established its office in Hamburg.

The firm is also committed in the Danish Bar & Law Society (partner Søren Jenstrup remains chairman) and is a recent winner of the Danish Lawyer Association's Innovation Award 2010.

LETT has an established reputation within most practice areas (Chambers, Legal 500, IFLR, etc.) and is ranked as a consistent top-of-the-line law firm.

According to a 2008 Employee's Survey and the firm's 2011 Clients Survey, the firm's strengths are:

- Top standards (first rate quality, professional expertise, ambitious)
- Decent (trustworthy, high ethics, responsible),
- Dynamic (dedicated, enthusiastic, client focus)
- Straight-forward (personal, approachable, performance orientated)
- Unpretentious (open, non-formal, a good sense of humor)

LETT's international work is headed by partner Søren Brinkmann. Brinkmann provides advice on both domestic and international levels within M&A, private equity and venture capital, finance and commercial/company law, and is in dialogue with a number of Danish public authorities, including the Danish Financial Supervisory Authority and the Danish Commerce and Companies Agency. Brinkmann has himself been ranked as a leading individual in Chambers & Partners and IFLR1000, and is recommended by Legal 500, Global Law Experts, European Legal Experts and other international ranking agencies.

Brinkmann represents several Danish and foreign financial institutions, equity funds and venture capital firms, other credit institutions and a number of leading companies, e.g. Gate Gourmet, Proark, the Otto Group, Bank DnB NORD, Nybolig, Pamplona Capital, SimCorp, CMC Biologics, etc. Brinkmann is an active board member, e.g. in the Copenhagen Corporate Bank, and regularly comments in FTSE, Private Equity News, Legal Business, Global Business Magazine, Legal Weekly, Financier Worldwide, Acquisitions Monthly, Corporate International, and Top Legal.



NIELSEN & THOMSEN ADVOKATER

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CLIENTS' choice

NIELSEN & THOMSEN ADVOKATER

"At Nielsen & Thomsen Advokater we aim to provide highly qualified legal and financial advice on all aspects relating to the construction, sale and operation of property and to clarify, influence and develop this particular area of the law."

For the purpose of achieving these aims, it is the firm's policy that, if practicable, all members of the legal staff should lecture on this subject area.

The firm provides high quality legal work within all aspects of commercial real estate and related issues such as financing and corporate legal matters. The firm was established in the late 1980's.

Main Areas of Practice

Project Development: The firm has a long standing track record in working with real estate developers and construction companies in the development of properties including purchase of land, rendering advice on public planning and building laws, entering into commercial leases, sale of properties, establishment of cooperative housing units or condominiums and sale of these.

Real Estate Transactions: The firm has assisted in a number of the biggest real estate transactions in Denmark in 2011. The firm's advice covers structuring the deal, financing, risk assessment of leases, public planning, environmental law etc. The firm also specialises in structuring large-scale sale of housing units.

Litigation: The firm holds a very strong position within litigating commercial leases and building contracts as well as issues related to public tenders. Six of the firm's partners are admitted to the Supreme Court.

Company Law: The firm provides services within all aspects of company law, whether it be general aspects of company law or specifically related to the operation of commercial real estate.

International Work

The firm has assisted a number of international clients from the English speaking world, Germany and the Nordic countries in real estate transactions and construction law. Further, the firm has relations to foreign law firms but the firm has not entered into exclusive networks and the firm does not have "best friends" policies with foreign law firms.

Clients

The firm has a long standing relationship with the largest construction companies in Denmark and Sweden, several of which are listed companies, as well as a large number of medium sized and small construction companies and project developers.

Furthermore, the firm represents a number of municipalities (kommuner) and regions.

FINLAND - EMPLOYMENT LAW FIRM OF THE YEAR

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DITTMAR & INDRENIUS

Dittmar & Indrenius, established in 1899, is an independent Finnish law firm focused on the quality of its services within four practice areas: Mergers & Acquisitions, Finance & Capital Markets, Dispute Resolution and Corporate & Commercial.

The firm's aim is to provide the best legal services in complicated transactions and complex dispute resolution in their jurisdiction. The firm also strives to be the best long-term law firm partner in Finland for demanding corporate clients.

Dittmar & Indrenius' Employment & Pensions practice is the leading employment practice in Finland covering all aspects of employment and pensions law. The firm's work covers mergers & acquisitions, day-to-day employment advice, company reorganisations, employment disputes, and outsourcing. The practise has grown rapidly and its position in the market has still improved during the few past years.

The firm's day-to-day employment advice covers, inter alia, recruitment, termination of employment, terms of employment, employment and director agreements as well as drafting other employment related documents, collective labour agreements and company policies.

The firm designs share, bonus and incentive schemes for personnel and management and provide advice on employers' pension obligations. Dittmar & Indrenius also designs pension arrangements and schemes. One important area of the firm's employment advice relates to domestic and EU-employment legislative compliance and regulatory requirements.

Company reorganisations cover reorganisation and downsizing of personnel, personnel consultation requirements, rehiring obligations and severance packages.

Employment disputes cover litigation and arbitration including individual and collective dismissal disputes, industrial safety disputes, discrimination disputes and management liability disputes, enforcement of confidentiality obligations and post-termination restrictive covenants.

When it comes to Mergers & Acquisitions and outsourcing the firm performs HR, legal due diligence and draft and negotiate business transfers, share purchase and outsourcing agreements. Dittmar & Indrenius also advise on transferor's and transferee's responsibilities, post transactional integration and acquired rights issues.

FRANCE - CONSTRUCTION LAW FIRM OF THE YEAR (CLIENTS' CHOICE)



FRILET - SOCIÉTÉ D'AVOCATS

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CLIENTS' choice

FRILET
SOCIÉTÉ D'AVOCATS

Marc Frilet is the managing partner of the Paris law firm Frilet Société d'Avocats, a boutique law firm specialising in all kinds of large construction, infrastructure and mining projects in France and internationally, with a particular focus on developing nations, in majority in Africa. The firm is also active in general corporate and privatisation. The firm's practice involves the preparation and negotiation of contracts and regulatory arrangements, including contacts and negotiations with governments and multilaterals.

Marc Frilet is highly specialised in international procurement and all aspects of PPP ventures, in particular BOT concessions and similar schemes he has been practising for over 30 years.

Mr Frilet regularly represents parties or is called as an expert in international arbitrations. He is often retained by countries and multilaterals for contributing to the draft of laws and regulations (recently in Africa, Middle East, Far East).

Mr Frilet is fluent in English and French. He teaches international investment law at University Paris Descartes and mining laws at l'Ecole de Mines. He is a frequent lecturer and author. He is the former co-chair of committee T (International construction project of IBA) and former council member of the IBA. He is honorary chairman of the international division of the ACE (the largest French business lawyer's association). He is the head of the PPP working group of the Paris Bar, and board member of the French PPP Institute (IGD). He is also general secretary of the French Institute of International Legal Experts (IFEJI) and member of the board of the African Law Institute and French representative of the Dispute Review Board Foundation (DRBF).

Activities

- National and international, engineering, construction, civil works, infrastructure utilities, mining projects, concessions and PPP: in France and overseas territories, developing countries (more specifically in Africa, India and Middle East)
- National and international procurement (UE, GATT/WTO, World Bank, etc.)
- Structuring of legal, tax and financial arrangements, SPV, joint-ventures, consortium
- Advice on bid preparation and selection: legal feasibility and due diligence
- Advising in investment and tax law, project finance: drafting and negotiating framework, investment agreements as well as shareholders, joint venture and other agreements (including technology transfer, supplies of goods, distribution, manufacturing, intellectual property, copyright, etc...)
- Drafting and negotiating complex contracts such as turnkey contracts, concessions, PPP, BOT, sub-contracts

Clients

In addition to traditional clients, the dual education and/or experience Civil law / Common law of the members of the firm has permitted the firm to become the preferred law firm in situations involving non French clients (from world leaders to small or medium size companies as well as multilateral States, local entities) for advice in jurisdictions of "Civil law" tradition and French clients including French institutions for legal advice in jurisdictions of "Common law" tradition.



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EBA | Endrös-Baum Associés
Avocats / Rechtsanwälte

Endrös-Baum Associés, or EBA for short, deals with the questions, plans, problems, projects, difficulties and visions of international enterprises and companies with interests in France. The firm do so promptly, efficiently, purposefully and pragmatically, at a reasonable cost. This enables you to conduct your business transactions and legal proceedings free of legal risks or in full knowledge of the risks involved.

International companies operating in France often encounter communication difficulties. These may arise from language differences, or from different cultures, or from the sometimes substantial differences in substantive and procedural law.

Detailed knowledge of the foreign legal system and an understanding of linguistic and cultural differences are necessary if a client wants to have business-like and efficient dealings and well-organised international negotiations with French counterparts. This applies in particular to intra-company communication between parent and subsidiary, to entering into business agreements and to negotiating contracts, where it may be necessary for lawyers to intervene as intermediaries.

Endrös-Baum Associés is the notional continuation in Paris of a legal tradition now in its third generation, starting with the attorney Justin Baum in Aschaffenburg in the year 1928, followed by the attorneys Edith Endrös-Baum and Dr. Herbert Endrös in Munich.

Endrös-Baum Associés has a major practice area in the field of general commercial law, in particular in cases of industrial risk, construction law, plant construction, industrial product liability, and the related insurance law.

Endrös-Baum Associés advises on drafting and negotiating contract in general business law, in particular in the law of plant construction and in entering into international industrial supply agreements.

Endrös-Baum Associés gives advice and assistance and coordinates contract and claims management proceedings in the field of supply contracts, in construction law and plant construction, from the stage of entering into contracts with public or private clients through to subcontracts, including questions of insurance and liability.

Endrös-Baum Associés also practises in corporate law and gives advice and assistance on company formations, mergers and the acquisition or sale of enterprises, in close cooperation with accountants and auditors.

The firm has worked together for many years with French court-appointed experts and European party-appointed experts. The firm works at the interfaces between law and technology and between language and culture, the firm works in several languages and offers prompt assistance locally.

Endrös-Baum Associés cooperates closely with commercial law firms all over Europe, mainly in German, French and English, but also in Danish and Hebrew.

Following a full double university degree at Munich University and Paris 1 Panthéon-Sorbonne University, Dr Florian Endrös completed his training as an avocat of the Paris Chamber of Lawyers. After passing the examination to be admitted as a German Rechtsanwalt, Florian Endrös completed his doctorate on European product liability law, with an emphasis on French law. For ten years he practised at a law firm specialising in industrial risk, before he founded the new firm EBA/Endrös-Baum Associés together with his team of lawyers.

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Corporate INTL Global Awards 2011 Winner

NOMOS

société d'avocats



We are happy to announce that NomoS was awarded *the 2011 Legal Counsel's Golden Trophy* in the *Media - Copyright's category.*

The award of such a prestigious price by an independent panel of legal professionals, notably sponsored by the Paris Bar Society (Ordre des Avocats de Paris), the French Society of In-House Counsels (Associatio Française des Juristes d'Entreprise), ACC Europe (Association of Corporate Counsel) and the Cercle Montesquieu, distinguishes NomoS for having the best team of lawyers in the Media - Copyrights' category among all other law firms practicing in such area of expertise in France.

The team is especially proud to receive, once again in 2011, the Golden Trophy which it received in 2005, after having received the Silver Trophy in 2007 and 2009.

We owe such award to our clients, who, by deciding to team-up with NomoS to make their projects happen and to protect their rights, enable us to improve our competence and to work with them on the best suited solutions.

We also would like to warmly thank our colleagues from abroad who trust us and allow NomoS to enhance its business and expertise in an international context.

During past years, we developed our activity among the various sectors of the media industry, namely music, film and TV production, broadcasting, advertising, publishing, live entertainment, sport and naturally the internet. We endeavored to widen the scope of our practice from contracts to litigation and from counsel to due diligence.

"We will continue making all efforts to meet *your* expectations."



Helena DELABARRE



Armelle FOURLON



Eric LAUVAUX

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HUGLO LEPAGE ASSOCIÉS CONSEIL
SOCIÉTÉ D'AVOCATS

The firm offers to public bodies, local authorities, the public itself and various organisations, competitive bidding for awarding their contracts, and promises to support them and help them comply with regulations, the markets, social integration, assistance with environmental issues and further support for implementing sustainable development.

Huglo Lepage & Partners has developed a unique and consolidated reputation for public service by the conduct of large-scale trial, while dealing with issues that relate to the three public functions. The firm works on all matters relating to career management, rating, promotion, sick leave, transfers, reclassification, compensation, discipline, termination of service, and analysis of contracts. The diversity and multiplicity of the firm's records allows an accurate assessment of risk but also in administrative matters and criminal matters.

The firm works with policy makers on the one hand, upstream, for assistance in decision making to ensure maximum legal efficiency and secondly, for the representation of elected officials, community authorities and their partners in the litigation of the abuse of power but also the full litigation before the administrative courts. The firm's thorough knowledge of public policy leads them also to represent the municipalities within the framework of litigation.

Certified by DNV under the ISO 9002 then 9001 standards since 1999, Huglo Lepage & Partners law firm has developed a unique expertise on public law especially environmental law (including health care and consumption law). Partners and associates of the firm are authors of many books and articles among which are the commented administrative code of justice and the environmental code and they manage as co-directors the redaction of the environmental 'jurisclasseur' - which provides a constantly up dated and widespread panorama of the environmental law.

Huglo Lepage & Partners has broadened its field of action in litigation, and has expanded its expertise and counselling in to the fields such as industrial, environment, public markets, public service delegations, local authority law, construction, public administration, financial jurisdictions, new technology law and European environmental law.

Huglo Lepage & Partners frequently collaborates with the main French and international law firms, including for instances involving mergers and acquisitions where the firm acts as a public law expert. In 1978, Corinne Lepage joined as a partner of the firm which was founded by Christian Huglo. Member of the Bar of Paris and a former member of the Council of the Bar of Paris between 1987 and 1989, Corinne Lepage served as Environment Minister from 1995 to 1997. The priority is now to develop the consulting business as well as new areas of the firm.





SCP LACOURTE BALAS ET ASSOCIES

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LACOURTE BALAS
& ASSOCIÉS AVOCATS

LACOURTE BALAS & ASSOCIÉS IS A FRENCH INDEPENDENT PRIVATE PRACTICE DEDICATED TO THE REAL ESTATE SECTOR.

Since its creation, the practice has developed continuously and its team is now composed of seven partners. The practice intervenes in every matter connected to the real estate property sector, including offices, shops, logistics, hotels, accommodations, and health establishments.

The sphere of the firm's intervention in the real estate property sector is very broad. It covers investment and disinvestment, transaction structuring, property development, tax aspects, urbanism, leases, environment, land pollution, property and litigation.

The French and foreign clientele of the practice is made up of investment funds, insurance companies, reputable developers and other users.

Founding partners Thierry Lacourte and Jean-Claude Balas specialise in all types of real estate, investment, disinvestment and planning and property development operations.

The firm is successful in it s operations due to its key goals and commitments which include:

- Listening to the needs and goals of clients
- Being available for consultations and dialogue with clients
- Applying themselves to corporate spirit and added value concerns
- Offering help in decision making

The firm's relations with clients are based on quality, proximity, transparency and trust.

Each of the firm's partners acts as the client's privileged interlocutor and will stay personally informed of clients' cases and commit themselves to respect clients' deadlines.

Practice areas

Investment – Disinvestment:
Acquisitions and sales of real estate companies, organisation of tender offers or submissions of offers in response to calls for tenders, setting up of data room, audit of assets, definition of the most appropriate legal and tax framework for projects, negotiation and drafting of all kinds of agreements.

Structuring of operations:
Setting up in France and abroad of all kinds of legal structures and partnerships (setting up of companies, funds, shareholders agreement).

Property Development and Construction:
Legal, tax and financial framework for property development operations, negotiation and drafting of all kinds of agreements.

Urbanism and development:
Advice for structuring and setting up development operations and their financing, follow up and advice to operators in relation to complex urbanism projects, advice to private operators in relation to public sector enhancement projects, litigation before administrative courts regarding urbanism law.

Environment:
Environmental audits, monitoring land de-pollution procedures, follow up on declaration and authorisation files, follow up on termination of business activities.

Tax:
Tax audit, assistance and advice on tax issues in relation to real estate transactions.

Leases:
Negotiation of leases, advice and litigation in relation to rental management, termination and renewal of leases.

Financing and finance law:
Assistance and advice for the structuring, negotiation and drafting of all kinds of financing.

CONTACTS:

CYRILLE BAILLY, REAL ESTATE / LEASES

JEAN-CLAUDE BALAS, TAX LAW

SÉBASTIEN BONNARD, CONSTRUCTION / ARBITRATION

VALÉRIE DESFORGES, LITIGATION

THIERRY LACOURTE, REAL ESTATE / CORPORATE

VALÉRIE MARAIS, URBANISM AND DEVELOPMENT

JULIEN SOUYEAUX, TAX LAW

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Always on Course.

- Corporate
- Mergers & Acquisitions
- Intellectual Property
- Competition and Antitrust
- Tax
- Inheritance
- Trade
- Employment
- Litigation
- Arbitration and Alternative Dispute Resolution

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ATTORNEY-AT-LAW - INSOLVENCY LAW SPECIALIST
GERMAN REPRESENTATIVE OF FRAUDNET
CERTIFIED FRAUD EXAMINER

Kanzlei Bernd H. Klose focuses its practice on insolvency counselling and the representation of victims of serious crime.

Within the insolvency counselling Kanzlei Bernd H. Klose provides counsel to creditors, both before and during insolvency. Counselling to creditors focuses on asserting their rights and financial claims both within and outside the framework of the insolvency proceedings. One of the clients in the field of insolvency counselling is one of the world's largest manufacturer of software. Bernd H. Klose is appointed on a regular basis as insolvency administrator. One of the major fraud related insolvencies in Germany of the last ten years was handled by Bernd.

Coming from the administration of insolvencies especially fraud related cases Kanzlei Bernd H. Klose also practices in the area of International Fraud. Kanzlei Bernd H. Klose focuses on assisting the victims of international fraud in identifying the offenders, and securing and retrieving the lost assets. Working closely with police departments, public prosecutors, money laundering authorities and equally specialised lawyers in foreign countries, the displacement of assets is clarified, evidence secured, and effective measures to secure and retrieve the assets using inter alia the international insolvency laws are planed and implemented.

Bernd H. Klose is the German member of Fraudnet, the global network of leading lawyers organised under the auspices of the International Chamber of Commerce ICC in Paris, which focuses on combating and pursuing international cases of fraud. He is also Certified Fraud Examiner with the Association of Certified Fraud Examiners of Houston/Texas.

As part of his professional activities, Bernd has been actively involved in the white collar crime training schemes offered by the German Federal Office of Criminal Investigation and the Policy Academy Hessen and Nordrhein-Westfalen for their detectives for years. Among others, he lectures on insolvency law, money laundering from a national and international perspective, and the possibilities for taking police and civil action in so-called off-shore locations. The Institute for Fraud & Risk Management of the Steinbeis University appointed Bernd a visiting lecturer. He lectures on Asset Tracing and Recovery in international cases of fraud. Bernd is regularly speaking on national and international conferences on insolvency and asset tracing related issues.

Bernd H. Klose is the editor of "The FraudNet World Compendium – Asset Tracing & Recovery" which was published by Berlin based Erich Schmidt-Verlag. In this Compendium international specialists share their knowledge of fighting fraud internationally. Moreover, in a unique Country part the members of FraudNet analyze 31 jurisdictions in respect to applicable Anti-Money Laundering Regulations, specific remedies available to victims of serious fraud and other instruments to be used to trace, secure and return stolen assets.



"IT IS THE SPIRIT AND NOT THE FORM OF LAW THAT KEEPS JUSTICE ALIVE."
- EARL WARREN



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KLIEMT & VOLLSTÄDT
FACHANWÄLTE FÜR ARBEITSRECHT

WITH MORE THAN 50 EMPLOYMENT-LAW SPECIALISTS AND ATTORNEYS, KLIEMT & VOLLSTÄDT IS THE LARGEST AND ONE OF THE MOST SUCCESSFUL FIRMS SPECIALISING IN EMPLOYMENT LAW IN GERMANY.

Legal Solution for HR Issues

Kliemt & Vollstädt focuses on providing employment and labour-law advice to national and international enterprises. With offices in Dusseldorf, Frankfurt am Main and Berlin, Kliemt & Vollstädt offers comprehensive and high-calibre advice on all questions of employment law – competent, practice oriented, creative and tailored to the specific requirements of the enterprise in question.

The two founding partners, Prof Michael Kliemt and Dr Oliver Vollstädt, and all the other partners in the firm, originally practised at large international law firms and therefore have many years of international professional experience. The firm represents its clients interests throughout Germany at all employment courts up to the level of the Federal Labour Court, including proceedings for a preliminary ruling before the European Court of Justice.

Areas of Practice

The expertise of the Kliemt & Vollstädt lawyers covers all areas of employment law, pensions law and immigration, such as restructuring, outsourcing, transfer of undertakings (s613a German Civil Code), works council constitution law, collective bargaining agreements, trade unions and industrial action, due diligence, privatisation, employee benefits and pension schemes, boards of directors and managing directors, co-determination matters, temporary hire of employees, international secondment of personnel, contracts of employment and termination agreements, remuneration schemes and stock option plans, flexible working hours schemes, ethics guidelines, codes of conduct, corporate governance, compliance, anti-discrimination and equal treatment concerns.

Ius Laboris – Global Human Resources Lawyers

Kliemt & Vollstädt is a member of Ius Laboris, the global alliance of leading law firms providing specialised services in employment/labour law, employee benefits, immigration and pension law. With more than 2,500 lawyers Ius Laboris provides local human resources law expertise across the globe, with member firms in over 45 countries and a presence in more than 100 countries. The seamless international coverage enables Kliemt & Vollstädt to provide clients with fully-co-ordinated global legal advice on all aspects of human resources.

Clients

Kliemt & Vollstädt's clients include a large number of well known German and international companies across all industry sectors, above all in the metals and chemical industries, banks and insurance companies, trade, IT, service companies, including many EURO STOXX 50, DAX 30 and MDAX companies.

"KLIEMT & VOLLSTÄDT IS THE LARGEST AND ONE OF THE MOST SUCCESSFUL FIRMS SPECIALISING IN EMPLOYMENT LAW IN GERMANY."



RAUPACH & WOLLERT-ELMENDORFF

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Raupach & Wollert-Elmendorff
Rechtsanwaltsgesellschaft mbH

RAUPACH & WOLLERT-ELMENDORFF OFFERS COMPREHENSIVE SPECIALIST ADVICE IN NATIONAL AND INTERNATIONAL BUSINESS LAW. RANKING AMONG THE LARGEST GERMAN LAW FIRMS WITH ABOUT 100 ATTORNEYS IN SEVEN OFFICES THROUGHOUT GERMANY, RAUPACH IS THE GERMAN AFFILIATED LAW FIRM OF DELOITTE, ONE OF THE LEADING INTERNATIONAL AUDIT, ADVISORY AND CONSULTING FIRMS WHICH IS REPRESENTED IN MORE THAN 150 COUNTRIES WORLDWIDE.

Raupach's client list comprises of mid-market enterprises as well as listed companies, national and multinational corporations, strategic and financial investors, banks and financial service providers as well as public bodies. With the highest quality level, Raupach attorneys provide individualised business law solutions for its demanding clients, while overseeing complex national and cross-border transactions.

Within the M&A practice, the firm's lawyers work especially closely with other service lines in the firm. More than any other area of practice, the M&A field recognises a multidisciplinary approach to the execution of transactions through their respective stages. Members of Raupach's M&A group support companies and entrepreneurs on the sale or purchasing side through the multifaceted process of acquiring companies or of disinvestment, providing timely guidance for a successful transaction.

"We advise clients from a wide range of industries and of varying size: Medium-sized companies to DAX-listed companies and worldwide group undertakings. We possess extensive expertise in the field of cross-border transactions," said Georg Lehmann, one of the partners working in the firm's corporate/M&A practice.

"Here we have ready access to cooperating law firms and experienced colleagues in the international corporate/M&A service line of the Deloitte legal network in more than 50 countries worldwide."

The focus of the teams' legal advice in the M&A/private equity field embraces: Statement of intent (Heads of Terms, Letter of Intent) and non-disclosure agreements, organisation and conduct of legal due diligence/ vendor due diligence, structuring of transactions (asset or share deal, etc.) and establishment of acquisition vehicles, acquisition finance, consultancy and organisation in tender procedures in the submission or assessment of offers, legal documentation – organisation and advice on agreements necessary to the transaction, drafting of SPA or Asset Purchase Agreement, resolutions, etc., and representation in contractual negotiations, cartel law/antitrust clearances – informal inquiries, applications and negotiations on the national (Federal Cartel Office) and EU-levels, coordination of global cartel law applications, post-closing services including restructuring after acquisition – sale, corporate services, commercial register, etc., management buy-outs and buy-ins, disinvestment, exit consultancy and structuring.

Clients of Raupach's M&A practice include: ARRK Corporation, Autobahn Tank & Rast GmbH & Co. KG, Barilla/Kamps, Clyde Blowers, ComArc Software AG, Constantia Packaging AG, Dirk Rossmann GmbH, GETI Wilba GmbH & Co. KG, HANNOVER Finanz-Group, Hertel, ii invest Holding GmbH, Kenvelo, Kirlos Car Electric Company Ltd., Kohler Co., Krone-Group, KYOCERA MITA Corporation, MSource Medical Development Group, Noritsu, RS Logistic AG, Sartorius AG, Stadtwerke Neuss GmbH, TAG Immobilien AG, Teekanne, UCI, ETV Holding B.V., Galaxy Surfactants Group, Atento, Watts Water.

"In addition to all the work we have done recently, we are the affiliated partner of Deloitte, one of the leading international audit and consulting firms, which enables us to support our clients truly globally in multidisciplinary teams regarding all aspects of a transaction," said Harald Stang, another partner in Raupach's corporate/M&A practice.

In the years ahead, Raupach is going to focus on its core competencies: Corporate and M&A. The firm plans to continue its sustainable growth in terms of headcount and will further strengthen areas like Commercial, Banking & Finance, IP and Employment Law.

Two times in a row since 2010, Raupach has been successfully chosen as the winner of the Corporate INTL Magazine Global Award Mid-Market M&A Firm of the Year in Germany.

Matthias Mielke, a Hamburg based partner of Raupach, commented: "Talent, global reach, and multidisciplinary approach are characteristics that best describe Raupach. We feel that this renowned award truly reflects the prominence and growing visibility of our law firm in the German M&A-market and trust that winning the award will help us to further increase our market perception in this field of legal work."

Raupach at a Glance

Raupach is your partner in national and international business law:

- 100 lawyers in seven offices throughout Germany
- Global legal network totaling more than 2,000 lawyers worldwide
- German affiliated law firm of Deloitte
- Project tailored legal specialist teams
- Multidisciplinary advice, severe responsiveness, cost efficiency



Raupach & Wollert-Elmendorff –
Perspectives in Business Law

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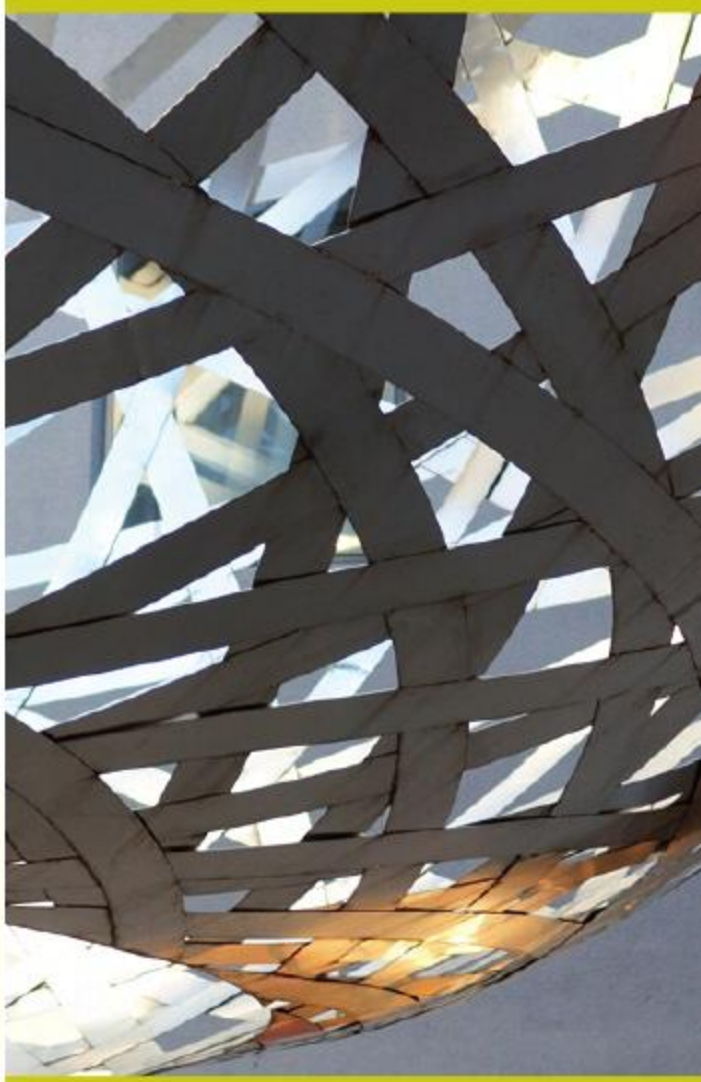
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dfmp



Patents Law Firm of the Year in Germany 2011

- Corporate INTL Global Awards 2011



df-mp - Global Expertise for Your Innovations and Trademarks

df-mp is one of the top firms in intellectual property law with an international outlook and a broad scope of specialized expertise. Globally-oriented companies in such practice areas as biotechnology, chemistry, physics, medical devices, mechanical and electrical engineering and pharmaceuticals trust the competent advice offered by our highly-rated team.

Our patent lawyers have considerable experience in obtaining and defending our client's key patents in proceedings before the European Patent Office and the German Patent Office, as well as challenging the patents of third parties in such proceedings. Notable success has been achieved by the firm in nullity actions before the German courts.

Another recognized speciality of the firm is client counselling on all aspects of intellectual property. df-mp attorneys have authored over 100 freedom-to-operate and patent validity opinions since the firm's inception.

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Corporate INTL Global Awards 2011 Winner



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CLIENTS' choice

"OVER THE LAST YEARS HEYMANN & PARTNER HAS GROWN TO A LEADING LAW FIRM IN GERMANY IN ITS CORE PRACTICE AREAS, COMBINING A VERY HIGH TECHNICAL STANDARD WITH COMMERCIAL COMMONSENSE."

Heymann & Partner was founded in 2005 to serve global clients in their private equity and technology driven transactions. Today Heymann & Partner is recognized as a leading boutique firm in its core practice areas. The firm has currently about 20 lawyers with all partners coming from global law firms. Thomas Heymann was managing partner Germany at Clifford Chance and at Willkie Farr & Gallagher. Other recognized partners with an emphasis in private equity transactions are Dr. Henning Bloss and Titus Walek.

The firm does not follow a full-service concept. It is primarily focused on certain core practice areas, such as private equity with an emphasis on leveraged buy-outs and restructuring, technology and outsourcing.

Over the last years Heymann & Partner has grown to a leading law firm in Germany in these areas, combining a very high technical standard with commercial commonsense.

Heymann & Partner advises a number of funds and investors on a regular basis. Key private equity clients include Alpha, Investcorp, Harbourvest, Apollo, Charterhouse, Morgan Stanley, View Point, Triton, Aurelius and Hannover Finanz. Recent transactions include:

- Advising Triton on proposed acquisition of the department store group Karstadt;
- Advising Apollo, TowerBrook and York in connection with a debt-equity swap in the Monier Group;
- Advising Charterhouse in connection with a potential acquisition of a technology company;
- Advising Alpha/Etimex in connection with the sale of the solar business;
- Advising Tom Tailor in connection with its IPO, and the exit of the Alpha funds.



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AFR

AFR Aigner Fischer Radlmayr was established in Munich in early 2007 by attorneys-at-law Florian Aigner, Florian Fischer and Ulrich Radlmayr as founding partners after several years of work for a major German tax and M&A boutique for. In late 2007, the firm opened a Stuttgart branch with attorneys-at-law Dr. Roderich Fischer, Diethard Goerg and Martin Hunstein (each with several years of experience with Shearman & Sterling and Gleiss Lutz).

The private equity (PE) practice group of AFR has an outstanding reputation in the market, in particular for small- to mid-cap transactions. Given the size of the firm, the number and volume of transactions handled is far beyond average and can even be compared to German desks of international law firms in this particular market segment. The PE practice covers all aspects and stages of the transaction, starting with tax structure and due diligence and ending with day-to-day advice to portfolio companies. The firm´s approach can be characterized by responsiveness and high flexibility. Due to the firm´s lean structures, AFR´s clients enjoy a very close and dedicated personal contact to the lawyers working on the deal ("know your lawyer"). AFR also has a Best-Friends-Network of renowned law firms - in the whole of Europe, South-East-Asia and on the American continent.

Industry publications have variously described AFR´s partners as "enjoying an excellent standing for their M&A and PE work since the very beginning" and "clients praising the creativity, quick-wittedness and readiness for action of the relatively young firm".

In particular, PE Partner Florian Aigner has been singled out as "strong and creative negotiator". Florian Aigner has an exceptional track-record in rendering combined transactional and tax advice in PE as well as VC transactions on buy-side as well as sell-side.

The firm currently has seven partners and four associates and is focusing on legal and tax transaction advice, in particular in the following areas:

- Advising financial investors and strategists with regard to the acquisition and sale of companies (focusing on small- to mid-cap) and acquisition financing (including mezzanine instruments), e.g. funds advised by Auctus Capital Partners AG continuously on investments and disinvestments
- Advising single- and multi-family-offices with regard to the acquisition and sale of companies and alternative investments, e.g. a single-family-office on the implementation of a buy-and-build concept in the telecommunication sector as well as VC investments
- Advising medium-sized and family-run companies and private wealth in sale and acquisition processes, in particular regarding the company's succession
- Management in case of LBO / MBO structures (manager, funds, sellers)
- Venture Capital investments (pre-seed/early and late stage), in particular founders and business angels, e.g. founding investors on the sale of 100% of shares in DailyDeal GmbH to Google Inc. and founders re trade sale of 100% of shares in brands4friends to Ebay Inc
- Insolvency, corporate and tax advice in special situations
- Tax and financial products and tax structures





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FRIEDRICH GRAF VON WESTPHALEN
& PARTNER

The firm is committed, solution-oriented and quick. That is the standard the firm demands of themselves for all clients. With more than 60 attorneys, accountants and tax advisers the firm thinks beyond fixed boundaries intellectually and geographically. The firm has roots in Germany, but at the same time are networked globally. The firm assists clients in every economic region of the world, working together with only the best local commercial law firms.

The firm covers every area of commercial law. Moreover, it does so at the highest profes-sional level with a sensible, transparent relationship between price and performance. This is something that is appreciated equally by large international corporations and by small/medium-sized enterprises (SMEs). What distinguishes Friedrich Graf von Westphalen from other commercial law firms? The pronounced way of working in partnership with the client, advising from businessman to businessman, on equal terms, being creative when looking for solutions and a personal commitment to clients' objectives.

Since 1993, Dr Lenz has been an attorney with the law firm of Friedrich Graf von Westphalen in Cologne. He represents medium-sized businesses in all issues regarding product safety law, provides legal counsel on recalls, draws up supplier contracts with a preventive focus, and institutes supplier's recourse proceedings as well as recourses against suppli-ers. Since 2000, Dr Lenz has also been a professor of national and international business law at the Rheinische Fachhochschule, University of Applied Sciences, in Cologne.

Competitors describe him as having "a high profile on the market" and being "very elo-quent, skilled and knowledgeable", "a man with an eye for reasonable solutions". Back in 2005, a handbook for commercial law firms already called Dr Lenz "now the best-known name at the law firm". He has also established an outstanding team: He works closely with three other highly specialised attorneys, some of whom also hold formal specialisations in insurance law. He now has a full staff of colleagues that enable him to handle even international major claim cases in an excellent manner. It is a highly competent, capable team. His product liability team offers preventive advice during product development, when making R&D contracts and when drafting contracts with suppliers and on quality assurance. Legal activities often primarily feature liability claims as well as administering and monitoring recall campaigns.

Dr. Lenz acts on behalf of many well known companies. These include Chartis Europe in national and international product liability, environmental damage and D&O damage cases; makers of kitchen equipment in Europe-wide recall campaigns; automobile industry suppliers in contesting damages claims after a recall campaign by an Italian carmaker; suppliers in contesting damages after the recall of sealing strips for freezers; German mechanical engineering companies in avoiding involvement in a major US court case, etc. Some of his major cases over the past years have involved:

Safety switches, isolated ground receptacles, racing cycle tires, medical devices, lunge machine, surgical lighting, gas turbines, wires/aeroplanes, electric cars, hot water generators, boilers, cases of death due to faulty safety processes, (e.g. engine manufacturing) security processes (e.g. engine construction), and other areas.



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DR. UWE CLAUSEN IS SPECIALISED IN TAX LITIGATION, ESPECIALLY IN REPRESENTING COMPANIES AT THE FEDERAL FINANCE COURT. HAVING STARTED AT THE „LEGENDARY" TAX LAW FIRM RÄDLER RAUPACH & PARTNER HE IS A BOARD MEMBER AT O&R OPPENHOFF & RÄDLER AG WIRTSCHAFTSPRÜFUNGSGESELLSCHAFT STEUERBERATUNGSGESELLSCHAFT TODAY.

O&R Oppenhoff & Rädler AG with offices in Munich, Frankfurt and Cologne advises corporations and their shareholders on issues concerning tax, accounting and commercial law for more than 30 years. O&R's advice is primarily focused on corporate transactions, valuation of enterprises, corporate finance, statutory and voluntary audits of annual accounts and consolidated group accounts as well as special audits. The firm is part of the O&R Group with O&R GmbH Rechtsanwaltsgesellschaft, advising in corporate and civil law, and O&R Corporate Finance Beratungsgesellschaft mbH.

The firm cherishes long-term relationships with clients and face-to-face advisory services.

The firm's clients are domestic and international companies of all legal forms, listed companies, small and medium-sized companies and corporate groups in various lines of business. The firm advises its clients at all stages of their development - from the time of acquisition or formation of the enterprise, during the ongoing business and up to the time of divestment or legal succession of the enterprise. The firm focuses on corporate transactions, business valuation and statutory and voluntary audits of financial statements as well as special audits. As independent specialists we prepare expert opinions for valuations as well as for accounting and business management issues.

Individuals are also very important to the firm. In this context the firm advises particularly on asset allocation and regarding legal succession matters. Furthermore, the firm offers family office services.

In the course of legal actions or appeals the firm represents clients by acting as legal counsel at the fiscal court or the federal fiscal court. Due to many prevailingly successful - legal actions we have a long standing and comprehensive experience in litigations. The firm will provide clients with a realistic assessment of all prospects of success before they make the decision whether to pursue clients' tax claims by judicial process or not.

The tax law changes continuously due to versatile activities of the legislator, the tax courts and the fiscal authority. This does not only apply to national regulations but due to the increasing globalization on the international level as well. This also implies that tax consequences of corporate or private decisions can be influenced.

The firm's experts support clients to keep client's tax burden under control and navigate safely through the tax jungle. The services focus on the field of tax planning for income taxes.

For complex issues the firm can resort to many years of experience in interdisciplinary cooperation with the firm's lawyers and corporate finance specialists.

The firm also advises clients in choosing an adequate legal form and in the analysis of the resulting risks as well as in implementing appropriate analysis tools.

> "THE FIRM CHERISHES LONG-TERM RELATIONSHIPS WITH CLIENTS AND FACE-TO-FACE ADVISORY SERVICES."

Dr. Uwe Clausen is specialized in legal representation at finance courts and the Federal Finance Court, especially test suits. In more than 50 proceedings there he has gained wide experience in general procedural law and the tax court code. His practice covers the negotiation and solution of complex tax problems, at tax audits and in opposition proceedings, evaluation reports concerning German and international tax law, tax suits including voluntary disclosure as well as arbitration proceedings, especially conflicts between partnerships.



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TCI

RECHTSANWÄLTE

TCI Rechtsanwälte Mainz is part of the network of independent law firms TCI Rechtsanwälte with offices in Mainz, Munich and Berlin. TCI Rechtsanwälte was founded in 2011, but the current 15 attorneys have been providing expert legal services with a personal touch for many years. The areas of specialization range from IT- and telecommunications law, regulatory law, data protection and privacy law to intellectual property, media and e-commerce. TCI Rechtsanwälte provides advisory services and legal counsel also in general business and commercial law.

The attorneys at TCI Rechtsanwälte provide a full spectrum of telecommunications advice, regarding regulation, transactions, and disputes in a variety of sectors, and also provide the traditional legal support (corporate, litigation, international trade, employment and antitrust) often needed by telecom companies. The national and international clients of the law firm include service providers, virtual network operators, equipment suppliers and governments. Thanks to in-house lawyers and cooperation partners from the disciplines of legal and business consulting, TCI Rechtsanwälte can deal with complex and extensive projects on the national level with integrated project teams throughout Germany.

The telecommunication lawyers of TCI Rechtsanwälte continually monitor market developments in Germany and Europe and are members of different working groups within associations like the Association of Telecommunications and Value-Added Service Providers (VATM). All attorneys have an in-depth understanding of the commercial and technological aspects of the telecommunications industry and therefore can offer their clients use-oriented and telecoms-specific legal advice in order to successfully meet the challenges of today's rapidly developing international telecommunications industry and the of the requirements of public authorities.

The team at TCI Rechtsanwälte Mainz is headed by partner and founder Stephan Schmidt who has been practicing IT- and Telecoms for many years now. In 2005 he established his own specialist firm for IT and telecoms law in Mainz. He became a certified specialist lawyer for IT law (Fachanwalt für Informationstechnologierecht) in 2008 and founded TCI Rechtsanwälte Mainz on July 1, 2011. Stephan Schmidt was a lecturer for copyrights and media law at the Mediadesign University of Applied Sciences for Design and IT until 2007. He also co-authored a report on IT law "juris PraxisReport IT-law" as well as many other articles in different highly respected German legal publications. He is a frequent speaker at conventions and expert conferences and is also a member of the German Association for Law and Computer Science (DGRI), the International Technology Law Association (ITechLaw) and the German Bar Association's IT Law Working Group (DAVIT).

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Law Offices

One of Greece's largest and most reputable law firms of international scope.

Founded in 1971, the Firm has evolved from two original partners to over than twenty specialized attorneys at present, thus rendering it one of the Greece's largest and most reputable law firms of international scope.

The Firm has eight Partners and several Associates and trainee lawyers, all of whom are highly proficient in English and most of them have advanced language skills in other languages such as French, German, Italian, Spanish and Chinese. In addition to their training in Greece, most of our lawyers have also obtained legal education and experience in the U.S.A., England, France, the Netherlands, Belgium and Germany and/or have practised with law firms in said countries. Through access to multilingual facilities the Firm is ideally equipped to serve all clients irrespectively of their linguistic orientation, spanning from Arabic to Chinese.

The Firm specialises in an impressive range of national and international legal fields and, having evolved over decades, its practice has become increasingly diverse. The Firm handles transactions involving international clients and a number of Greek clients have retained the Firm to handle the legal aspects of their worldwide operations. The Firm has established an international network of correspondent relationships with overseas law offices, thus enabling it to act swiftly and efficiently in dealing with client matters whenever and wherever required.

The Firm is structured to provide comprehensive, high quality legal services to serve all the needs of its domestic and international clientele, drawing on the combined resources and varied expertise of its lawyers.

Banking – Finance; Shipping and Aviation Finance
Mergers and Acquisitions; Privatisations
Commercial Arbitration
Employment Law
Shipping Law; Admiralty; Sale/Purchase
Companies and other related Corporate Matters
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Contracts and Commercial Transactions
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Stock & Capital Markets
Electronic Trading and Industrial Property
Public Projects and Related Business
Civil and Commercial Litigation
Enforcement of Execution Titles
Administrative Law

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International Shipping Law
Firm of the Year in Greece

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George Ar. Daoukas Law Firm

George Ar. Daoukas established his firm in 1987 in Thessaloniki - Greece. As a practicing lawyer, he has been handling mostly cases of company, corporate and commercial law for the last 17 years. Being also a legal advisor he became an expert in contracts and investments. For five consecutive academic years he has been teaching commercial law, labour law, law of contract and company law, in courses of post-graduate students of high-schools. He has also followed a seminar-course on the Analysis of Financial Balances held by the University of Macedonia.

His clientele consists mostly of local S.A. companies, entrepreneurs, businessmen and some foreign (U.S.A., Canadian, E.U.) entities. He speaks fluent English and he has a communication level in German. He is a proud member of the American Hellenic Chamber of Commerce.

Consistency, hard work, legal knowledge, commercial practices, experienced practice and loyalty has characterised him as a successful and well - respected lawyer. In addition he offers reliable, cost-effective and professional service of the highest level. He has no associates, so he builds a unique personal relationship with each client. He undertakes cases all over Greece, with the help of local correspondent lawyers.

George Ar. Daoukas provides his services on the following fields of Law: advocacy, business law and litigation, commercial law and litigation, law of contracts, company law, investments, mergers and acquisitions, administrative law, trade marks, corporate law, joint ventures, traffic accident liabilities, civil law, property law, real estate, dispute resolution, inheritance law, landlord & tenant, personal injury and litigation.

George Ar. Daoukas has clients from USA, Canada and EU countries, all of them having made investments in Greece and particularly in Northern Greece. George Ar. Daoukas has supplied services in building the investments in the form of legal audit, preparations, formation and incorporation of companies, procedures, and guidance on how to build the investment. George Ar. Daoukas has knowledge of all aspects of the local system such as: public services, legislation, reliable associates in a wide range of professions (accountants, business advisors, engineers etc) all of which are necessary to support the investment.

The law office was established in 1987, and has achieved 25 years of law practice, 20 years of which have been with companies and corporate law. George Ar. Daoukas has experience with the chemical industry, energy, international trade, commercial companies, construction companies, and real estate issues.

Greece is moving fast with denationalization. There is also a new law called "fast track" which promises quick steps without bureaucracy with strategic investments. There is a fluent knowledge of the English language among most of the professional population and often participation in business meetings is held in the English language. According to George Ar. Daoukas, the current financial situation in Greece provides key chances with a favorable future for businessmen who would invest in Greece.



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avramopoulos &partners

"Avramopoulos & Partners is uniquely positioned to represent clients in Mergers and Acquisitions in Greece thanks to our team's industry-specific expertise and unparalleled understanding of the local legal, regulatory and business framework."

- Vassilis D. Avramopoulos

Avramopoulos & Partners is a world-class law firm offering a full-service corporate and commercial practice. Established in 1989, we represent a wide range of leading businesses in both day-to-day matters and large-scale, strategic transactions, in Greece and abroad.

With extensive experience in the complexities of today's business environment and across industry sectors, Avramopoulos & Partners attorneys are committed to providing the highest calibre legal services, combining a global overview with unrivalled local expertise. Our staff works closely with clients to gain a deep understanding of their unique needs and then applies legal reasoning and resources to help them meet their objectives. In addition to our legal expertise, we take pride in providing our clients with exceptional marketplace insight, especially regarding new business opportunities.

Avramopoulos & Partners is uniquely positioned to represent clients in Mergers and Acquisitions in Greece thanks to our team's industry-specific expertise and unparalleled understanding of the local legal, regulatory and business framework. Over the years, Avramopoulos & Partners has built long-standing client relationships with leading companies in a wide array of sectors and is especially renowned for its expertise in the area of tax planning for cross-border acquisitions.

Specifically, Avramopoulos & Partners represents clients in the acquisition of Greek entities and assets, in both privately negotiated transactions and public tenders and mergers, whether by way of statutory merger, asset acquisition, share purchase or share exchange. We work with our attorneys throughout the firm but also with external specialists in various areas in order to provide our clients with world-class legal counsel throughout the different stages of transactions, including structuring, due diligence investigation, negotiation, documentation, regulatory approvals, financing and closing.





POTAMITISVEKRIS

IOANNIS VEKRIS - PARTNER

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POTAMITISVEKRIS

POTAMITISVEKRIS is a broad commercial law practice based in Athens and operating across South-East Europe. The group is currently one of the largest firms in Greece, with a significant market presence and is recognised for its expertise in the areas the firm practices.

The firm, based on the twin pillars of advisory and dispute resolution work, is broadly recognised for its excellence in a number of practice areas and industries. Combining an international outlook with in depth local knowledge and legal learning with a commitment to problem solving, POTAMITISVEKRIS reflects its principals' ambitions to bring the provision of legal services in Greece to a new level of competence, quality of service and integrity.

POTAMITISVEKRIS, a strong national partnership with an important presence in key market sectors and practice areas, is a unique example in its jurisdiction of a true law partnership with a long term investment in its people and tools. The firm's reinvigorated team builds on their well established reputation for quality, innovation, commitment, enthusiasm and eagerness to provide the best possible level of service to clients. The team's expertise, commitment and enthusiasm have resulted in a broad and robust client base which includes local and international listed, state and private sector companies and financial institutions.

The firm's association with Dinova Rusev in Bulgaria as well as a network of selected law firms in other parts of South East Europe, allows the firm to provide a truly regional service consistent with a track record in having participated in some of the most challenging cross border transactions in the region. The firm bridges the legal and cultural gaps between foreign investors and local counterparts.

Main practice areas include: banking, finance & capital markets, corporate, mergers & acquisitions, litigation & arbitration, employment, energy, competition & antitrust, intellectual property, project finance, real estate and shipping, restructuring & insolvency.

Partner of the firm Ioannis Vekris is a highly rated real estate and shipping lawyer with a client practice catering to many high-net worth individuals.

Originally, Ioannis' practice started in shipping whereby he acquired an extensive experience in advising on ownership and financing structures, shipbuilding contracts and sale, purchase and lease agreements and litigaton and arbitration, including LMAA claims. Over the years, Ioannis Vekris has diversified his practice to the area of real estate, in connection with which he advises both foreign and domestic clients, in particular on the construction, development, ownership and financing aspects of commercial and tourist property transactionsOn the corporate side, Ioannis is actively engaged in representing his clients in mergers and acquisitions of local and international companies across a wide range of industries. He is also experienced in structuring and negotiating joint ventures, distribution, agency and franchise agreements.



V & P LAW FIRM

ELIANA PASCHALIDES - PARTNER

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V&P LAW FIRM

CLIENTS' choice

For over 25 years the firm has worked in close cooperation with clients in various business sectors and powered by their success, the firm has grown from three to more than 40 lawyers and nowadays is one of the largest law firms in Greece.

The clients include commercial companies in all industries and range in size from industry leaders to fledgling operations. The firm also works for utilities, banks and other financial institutions and insurance and reinsurance companies. The firm enjoys an international reputation for providing a professional service of the highest quality combining technical expertise and commercial awareness. The policy of a careful organic growth, with its emphasis on the quality of lawyers, enables the firm to maintain an integrity of purpose and a uniformly high standard of work for clients.

Though size, presence and expertise enable them to meet legal requirements on practically any scale, the lawyers still offer attention to detail, accessibility and responsiveness that are crucial to achieving clients' goals. The entire approach is geared towards providing a results-orientated service hallmarked with creative solutions to commercial problems.

Dedicated research teams support each area of the practice, maintaining specialist precedent banks, developing standard documents and issuing updates on law, techniques, practice and procedure. The firm has extensive library and information facilities and internal know-how databases. The information technology gives the lawyers ready access to research and also to legal and regulatory material both in Greece and overseas and other online legal and commercial services.

The firm's teams structure their advice and approach to take account of the commercial realities as well as the legal principles. The great majority of the firm's lawyers have spent their entire careers with the firm and all partners are appointed from within the firm.

For V & P Law Firm it is important to achieve a high level of individual service for every client. From the beginning of the relationship with a client at least one partner is assigned to such client with overall responsibility for client's affairs.

In addition each individual transaction is led by a partner with extensive experience in the area of law relevant to the specific transaction, who takes direct responsibility for the advice and service provided and is accessible to the client to discuss the progress and the legal and practical issues arising throughout the transaction.

The lawyers work in teams which are focused on clients rather than practice areas. This means that clients work with lawyers they know and, over time, the lawyers are able to develop a thorough understanding of clients' businesses and methods of operations. In turn, this enables the lawyers to maximise their effectiveness and to contribute to the determination of strategic issues and decision-making at the highest levels.

Practice areas: Investment & banking, capital markets, corporate mergers & acquisitions, aviation, commercial litigation, commercial property & construction, intellectual property, brands & trademarks, shipping & transport, EU Law, insurance, IT & communications, health & pharmaceuticals, media & entertainment, sport, taxation, and financial regulation.

Bán, S. Szabó & Partners

In cooperation with Gleiss Lutz with offices in Berlin, Düsseldorf, Frankfurt, Hamburg, Munich, Stuttgart, Brussels

Bán, S. Szabó & Partners is a full service Hungarian law firm, primarily with international clients, whose practice includes mergers and acquisitions and other transactions, as well as a well-balanced corporate law practice. In addition to corporate law and mergers and acquisitions, the particular areas of our expertise include antitrust and competition, telecommunications, media and technology ("TMT"), energy and utilities, employment and labour, real estate, and banking and finance matters. Our team has participated in several major privatization and acquisition transactions in the fields of banking, real estate, TMT, oil and gas utilities and other industrial areas, including food processing, pharmaceuticals and agro-chemicals. We have provided general corporate advice in the areas of corporate, commercial, competition, labour, real estate, intellectual property, and procurement law matters in Hungary to international clients and the largest local companies operating in various fields of industries such as telecommunications, aviation, pharmaceuticals, food processing and car industry.

Bán, S. Szabó & Partners has six partners and seven qualified Hungarian associated lawyers and trainee lawyers. All of our lawyers are fluent in English. Several of our lawyers work in German, while some of our attorneys speak French as well.

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SZABÓ KELEMEN & PARTNERS ATTORNEYS



Hungary - Dynamic Law Firm of the Year and Corporate Lawyer of the Year:

dr. László András Kelemen

Testimonials:

"Professional, timely and accessible"

"Timely and business-oriented response"

"The lawyers made themselves available 24/7 when necessary and were very business friendly, with the capacity and resources to deal with sudden changes."

Szabó Kelemen & Partners Attorneys is a leading independent law firm in Hungary, and is the Hungarian member of the International Alliance of Law Firms, an international network of select, business-oriented law firms, with coverage in over 40 countries and more than 1500 lawyers.

The firm aims to establish long-term relationships with its clients. Indeed many of the firm's clients have been with the firm since its founding in 1996, and the firm prides itself on both anticipating and responding to the changing needs of its clients.

The firm's Corporate and M&A team provides high quality, timely and personalised advice to a diverse client base consisting of multinationals and their Hungarian affiliates, as well as large and medium-sized Hungarian companies, in a wide range of industries and fields.

Core members of the firm's Corporate and M&A team:

- dr. Tamás Szabó
- dr. László András Kelemen
- dr. Domonkos Kiss
- dr. Éva Balsay
- dr. Gábor Hugai
- dr. Tamás Kárpáthegyi
- dr. Áron Vikor

Strengths of the firm's Corporate and M&A team include:

- M&A and joint venture transactions
- Public tender procedures
- Corporate restructurings, including capital and debt restructurings, and insolvency proceedings
- Specialised business entity structures, including company group financing and royalty payment structures
- Establishment of companies, branches and representative offices
- Corporate governance
- Winding up of entities

Where appropriate, the firm's Corporate and M&A team involves the firm's antitrust/competition, banking and securities, dispute resolution, employment, IP and TMT, real estate and tax lawyers, in order to provide clients with comprehensive, timely and business-oriented solutions.

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Burai-Kovács & Partners

Burai-Kovács & Partners was established in 1989. The aim of the founders was to establish a law firm specialised in the needs of the economic players, primarily satisfying the need for high-level legal expertise in the oil and gas industry and in the domestic and foreign trade sector. The law firm also focuses on other areas of law that are important to businesses, such as corporate law, financial and tax law, labour law, competition law, and intellectual property law. The firm also deals with the judicial practice of courts and arbitration tribunals in those areas and, increasingly, EU law.

Burai-Kovacs & Partners Attorneys at Law continuously endeavour to become familiar with and understand the business activities and corporate culture of all Hungarian and foreign clients operating in different sectors of the economy. In so doing, clients can rely on the assistance of the firm's attorneys, who have many years of experience in commerce and industry and are familiar with the characteristics of the branches of business concerned, both in the domestic and the foreign business environments, as they have previously acted as in-house legal counsels to major industrial and foreign trade enterprises. The firm are thus well prepared to provide clients with professional legal advice even on the most complex legal issues and to suggest them reasonable legal and business solutions which are feasible and practical at the same time.

The firm is a leading Hungarian practice of 15 practitioners providing its services mainly in Hungary and Central Europe.

"There is an increase with respect to the number of commercial disputes and litigation even in the wake of the current global economic down turn. The reason is that arbitration offers a fairly professional and quick dispute resolution to the clients in comparison with the fairly lengthy proceedings of ordinary courts. My personal experience shows that the number of arbitration cases in Hungary and outside Hungary is growing rapidly," commented managing partner Janos Burai-Kovacs.

Mr Burai-Kovacs has more than 30 years of energy industry practice and this is how he can distinguish himself in the provision of dispute resolution advice in Hungary.

He has acted as in-house-counsel for the Hungarian state owned foreign trading company for oils and mining products, 1974-1988 as well as in private practice as an attorney-at-law and arbitrator since 1989.

He is specialised in energy law, international and commercial law and is a visiting lecturer in civil law of Budapest University of Law (ELTE).

Mr Burai-Kovacs has substantial experience both as attorney and arbitrator in oil and gas sector, tax and audit liability, international commercial contracts.

He is a Member of the Board of the Budapest Bar association and of the Court of Arbitration attached to the Hungarian Chamber of Commerce Industry and the IBA.

Further membership and association includes the Hungarian Chamber of Commerce, the Vienna Court of Arbitration, the Belgrade Court of Arbitration, the South Korean Chamber of Commerce and the Swiss Arbitration Association.



BPV | JÁDI NÉMETH ATTORNEYS AT LAW

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bpv I JÁDI NÉMETH Attorneys at Law is founding member of bpv I LEGAL alliance as a network of independent law firms which offer cross border legal advisory services from key locations in Central and Eastern Europe: Bucharest, Budapest, Prague, Bratislava, Vienna, Baden and Mödling with a European Law Competence Centre in Brussels.

bpv I JÁDI NÉMETH - initially formed in 2000 - through legal counselling contributes to clients' success, helps to minimize economic and regulatory exposure and delivers thorough, business minded approach and tailor made, innovative legal solutions. The guiding principles of bpv I JÁDI NÉMETH is local know-how of its highly educated team of lawyers, its international approach and up-to-date market knowledge.

bpv I JÁDI NÉMETH's experienced attorneys handle legal matters in areas of law such as: Banking and Finance; Competition / Anti-trust; Corporate and Commercial; Dispute Resolution (including Litigation and Arbitration); Employment; Energy; Environment; IP / IT; Mergers and Acquisitions (M&A); Project Finance; Real Estate; Restructuring and Insolvency (R&I); Tax and Telecommunications.

One of the core practice area of bpv I JÁDI NÉMETH is M&A where constantly involved in all types of complex national and international M&A transactions in various industries, some of which are generally considered to be amongst the largest and most sophisticated transactions to have taken place in Hungary to date. bpv I JÁDI NÉMETH's M&A specialists have extensive experience in advice both public and private, medium and large size companies regarding:

- mergers of public and private companies;
- purchase of stock and/or assets;
- divestitures and "spin-offs" of assets;
- tender offers;
- hostile takeovers;
- leveraged buyouts;
- joint ventures;
- privatisations;
- controlled auctions;
- acquisition of strategic interests; and
- start-up "greenfield" investment operations.

M&A practice group of bpv I JÁDI NÉMETH of 9 lawyers has a long term working relations and joint trainings with bpv I LEGAL's M&A practitioners which allows them efficient handling of transactions throughout the CEE region.

Whoever bpv I JÁDI NÉMETH's client, the law firm is capable to provide personalized, highly professional support to optimize operation, minimize legal risks and achieve business goals by most adequate solutions timely manner at an attractive market price. bpv I JÁDI NÉMETH strives to offer innovative and proactive advice to add real, tangible value.

Dispute Resolution
Lawyer of the Year in Iceland

Rettur - Adalsteinsson & Partners is one of Iceland's leading law firm which traces its origins back to 1969 when Ragnar Aðalsteinsson, newly appointed Dispute Resolution Lawyer of the Year, started his private practice in Reykjavik.

Réttur provides various legal advice and court work, with expertise in areas such as constitutional law, administrative law, tort law, contract law and international human rights law.

Among Réttur's clients are individuals, local and international corporations, as well as municipalities.

réttur

Corporate INTL Global Awards 2011 Winner

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ITALY - ANTITRUST LAW FIRM OF THE YEAR



EJC - ROBERTI & ASSOCIATI

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EJC
Roberti & Associati

EJC – Roberti & Associati ("EJC") is a Brussels-based Law firm highly specialised in EU Law as well as in the areas of Italian Law mostly connected to, or influenced by, the EU legal order. Lawyers of the firm include partners Guido Bellitti, Isabella Perego and Marco Serpone, along with Benedetta Amabile.

One of the main areas of activity of EJC is Competition Law, where it has assisted its clients in relevant proceedings concerning antitrust, abuse of dominance and merger control cases. EJC has also advised and represented companies in State aids proceedings and in cases concerning regulated industries and public undertakings.

EJC expertise also includes matters related to the EU Internal Market (free movement of goods, services and capital), Common Agricultural Policy, Public Procurement Law, Transport Law, Custom Law, Environment Law, Consumer Law, Intellectual Property Rights and EU Institutional Law.

Profiting from its members' professional background, EJC has developed specific skills in handling matters in regulated industries and network utilities, with particular regard to electronic communications and media sector, energy markets (electricity, gas and petrol/chemical products distribution), water industry, transport sector (air, rail and maritime) as well as infrastructure and logistics (ports, rail, airports, motorways and related services).

In its fields of activity, EJC has provided a wide range of services to top-tier companies, including multinational groups, active in manufacture industries (pharmaceutical, agriculture-food, electronics, petrol and chemical) as well as in services supply (media, fixed and mobile telecommunications, banking, electricity and gas, insurance and financial services) and in the transport sector (air, rail and maritime transport, airports infrastructure).

EJC also provides consultancy services to the EU Institutions and to national governmental and regulatory bodies.

EJC activities also include accurate EU policy information services focused on the clients' needs, through a comprehensive monitoring of EU policies and case-law and their developments.

At the EU level, in providing its services, EJC regularly acts vis-à-vis the different Directorates General of the EU Commission and assists its clients before the EU Court of Justice and the General Court in Luxembourg in connection with direct actions or with preliminary ruling cases.

At the national level, EJC regularly assists its clients before jurisdictions and administrative bodies. In particular, it acts before the Italian Antitrust Authority (Autorità Garante per la Concorrenza e il Mercato) and the other Regulatory Agencies (Autorità Garante per le Garanzie nelle Comunicazioni, Autorità per l'Energia Elettrica e il Gas) and represents clients before the Italian Courts, including the highest jurisdictions such as Corte di Cassazione, Corte Costituzionale and Consiglio di Stato.

The working languages of EJC are Italian, English, French and Spanish.





Practice areas

Legislative Decree 231/01, liability of legal entities
Corporate criminal law
Banking and financial criminal law
Criminal tax law
Bankruptcy criminal law
Industrial criminal law
Environmental criminal law
Urban development criminal law
General criminal law

Crimes against Public Administration
Negligent endangering crimes
Crimes against the public faith
Crimes against the public economy and trade
Negligent crimes against life and physical integrity
Crimes against honor committed by the media
Crimes against property

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CLIENTS' choice

WALKERS

Walkers' Jersey Litigation team has extensive experience in all aspects of commercial litigation, with a particular emphasis on trust disputes, fraud and asset recovery, contentious banking and regulatory matters. Much of the team's work is multi-jurisdictional in nature and necessitates close cooperation with lawyers working in other jurisdictions. The team is frequently required to provide advice in relation to companies, funds, trusts, foundations and individuals and its advocates routinely appear before the courts of Jersey.



ADVOCATE PAUL NICHOLLS - PARTNER

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Paul Nicholls is an experienced commercial litigator specialising in contentious trust litigation, asset recovery, compliance and regulatory disputes. His practice is frequently of a cross border/multi-jurisdictional nature.



ADVOCATE DAVID STEENSON - PARTNER

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David Steenson is the partner responsible for the Commercial Litigation Department in Walkers' Jersey office. His practice involves all aspects of litigation with an emphasis on contractual, insurance and trust related disputes. He has established a solid trust and commercial following in Jersey and also has considerable experience litigating in the fields of planning, crime and personal injury.



ADVOCATE JULIAN GOLLOP - PARTNER

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Julian Gollop is head of the Criminal Litigation Department in Walkers' Jersey office. He is a partner of the Jersey partnership as well as the global group and has experience of a wide range of all litigious matters. Julian's current principle focus areas are criminal work for both the Defence and Prosecution and also personal injuries claims for both Plaintiffs and Defendants. He regularly appears as Counsel before the Royal Court of Jersey.

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- Professional Negligence
- Trustee Advisory and Litigation

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JERSEY - EMPLOYMENT LAWYER OF THE YEAR



BACKHURST DOREY & CRANE

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Backhurst Dorey & Crane
ADVOCATES

In the twelve years since it was founded Backhurst Dorey & Crane has demonstrated that a smaller firm with a focused and dynamic approach to high quality legal services can produce tangible benefits for clients. This ability to provide specialised advice based on genuine experience and continued success has established Backhurst Dorey & Crane at the forefront of many key private client sectors in Jersey. Alongside its traditional conveyancing practice, the firm has established a strong reputation in the arenas of family law, employment, local business, personal injury and insurance, inheritance and probate.

The firm's responsiveness and client driven approach, together with the ability to respond quickly to the needs of a varied client base has enabled Backhurst Dorey & Crane to provide an effective service for both high net worth and complex clients, and also for those individuals who are perhaps not so familiar with legal matters or process and who may be dealing with what are widely accepted as some of the most stressful events that they will face in their lives whether it be matrimonial disputes, the termination of employment or moving home. Backhurst Dorey & Crane is always happy to go "the extra mile", and all of the lawyers take pride in their work and client care.

A particular source of pride to the firm is the strong on-going development in the area of litigation and dispute resolution, including the firm's family and employment teams. At a time when these continue to be growth areas for the practice, Backhurst Dorey & Crane ensures that all of their clients, both private clients and companies, receive the very best representation possible.

The partners and associates of the firm between them bring a wealth of knowledge and expertise to the business, and serve on a number of committees involved with the development and administration of law in Jersey.

"BACKHURST DOREY & CRANE IS ALWAYS HAPPY TO GO 'THE EXTRA MILE', AND ALL OF THE LAWYERS TAKE PRIDE IN THEIR WORK AND CLIENT CARE."

Partner Advocate Claire Davies is proud to be named Employment Lawyer of the Year in Jersey in the Corporate INTL Global Awards 2011. This has become an increasingly important field of law in Jersey as the Island moves to come more into line with other jurisdictions in terms of the employment protection offered to the Island's workers. This area of practice requires technical skill but also the attention to detail, tactical awareness and objectivity that Claire strives to provide to all clients whoever they may be. The firm's recognises that many of the firm clients also need the level of sensitivity and understanding that Claire considers to be a key skill in all areas of legal practice. Backhurst Dorey & Crane is proud to have successfully established the team at the forefront of the Island's private client litigation services.

LITHUANIA - COMPETITION & ANTITRUST LAW FIRM OF THE YEAR



MOTIEKA & AUDZEVICIUS

RAMŪNAS AUDZEVIČIUS - PARTNER
HEAD OF COMPETITION/ANTITRUST PRACTICE

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MOTIEKA & AUDZEVIČIUS

Motieka & Audzevicius is highly experienced in all competition & antitrust issues, including merger control, dominant firm conduct , cartel investigations , private enforcement, litigation and EU regulatory advice, licensing strategies and agreements, strategic alliances and joint ventures. Attorneys represent the clients before government agencies and other regulatory bodies and handle antitrust litigation for both plaintiffs and defendants.

Motieka & Audzevicius has earned its reputation as one of the region's leading law firms working on the most complex commercial and financial transactions and the largest disputes, contributing to the success of the largest foreign investors in the Baltic States, as well as major local and international businesses. It should be noted the deals and cases of Motieka & Audzevicius significantly influence the judicial practice and the market structure . The geography of the firm's activities covers Russia, Ukraine, CIS and the European Union countries. The firm has particular experience in aviation, banking & financial services, energy and natural resources, retail, healthcare, pharmaceuticals, agriculture, media, telecommunications and IT, real estate and constructions.

Motieka & Audzevicius is a member of Hedman Group with Hedman Partners (having offices in Helsinki (Finland), Tallinn (Estonia), and Skrastins & Dzenis in Riga (Latvia).

In addition, Motieka & Audzevicius is a member of Globalaw network that enables to work in close cooperation straight out with lawyers in 80 jurisdictions worldwide which is an important advantage in representing clients in multinational transactions and projects.

The big debate concerns the changes in competition enforcement models around the world, including Lithuania. Many competition rules were devised under circumstances radically different from current globalising trends and modern means of information exchange; therefore, it is only natural that some competition rules have lost their relevance.

"Modern business develops and fails at an extremely fast rate. The latter fact makes the market itself is very elusive; for instance, determining the market share of a company and whether it holds a dominant position in a specific market is a much greater task nowadays than it was before, and this is not only because the companies are growing and shrinking rapidly, but also because relevant market dynamics are fast-changing." commented Ramūnas Audzevičius, head of competition/antitrust practice group.

According to the law firm, the greatest challenge facing competition policy today is to create regulations that are not too extensive, in order not to slow down the development of the economy on the one hand, while making them forceful enough to protect the interests of business and consumers on the other hand. Restrictions on competition arise primarily from laws and administrative practices of the state. On this account, Lithuania is a favorable market, since an option to challenge unlawful state legislation is provided for by the law, however, in practice this option has proven to be too slow and ineffective for companies. Along the same lines, the legislation is often too extensive, and even relatively small mergers that are not of great significance to the market are regulated and controlled thoroughly, thus halting the natural evolution of business.





WILDGEN

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Wildgen, Partners in Law is one of the top 10 Luxembourg business law firms. It was originally founded by Victor Bodson in the early 1920s. Following the leave in 1977 of its founder Maître Victor Bodson, also a former member of the Luxembourg Government and a member of the European Commission, Maître Albert Wildgen decidedly centered the law firm's activity towards business law and financial law. The firm is one of the country's leading firms and has been heavily involved in cross-border transactions on a high-level basis.

Luxembourg has a multilingual workforce and a stable political environment which promotes the country as an ideal location for foreign and local investors to conduct their financial business. Partner Daniel Boone commented on the recent emerging trends associated with Luxembourg's financial situation:

"Recent months showed a trend to relocate offshore activities to on-shore platforms and, in this respect, Luxembourg has been identified as a preferred relocation place. The expansion of China also had significant effects in Luxembourg, with the increasing local positioning of Chinese banks (e.g. Bank of China) and the volume of cross-border transactions involving Chinese investors."

Mr. Boone is actively involved in the field of debt structuring and restructuring. He has been involved in a large number of transactions and has acted as the special legal advisor for the security agent in the context of the famous Monier Lafarge debt restructuring which raised complex legal issues and dealt with the first ever enforcement of financial collaterals in Luxembourg.

The Luxembourg Government and the administrative and supervisory authorities in partnership with the country's top professionals, (bankers, other professionals of the financial sector, lawyers), continue to work together to make the most of the innovative and business-friendly legal and regulatory framework in order to offer the best possible protection to the investors. As a result of the country's enduring efforts to encourage both national and international investment in Luxembourg, firms such as Wildgen are required to offer high quality professional services to the ever-growing client base in the region.

"Since the 1980s, our firm has undergone a significant development jointly with the impressive boom witnessed by the Luxembourg financial market. We focus our activity on corporate law, banking & finance, investment funds and tax but also have sound track report in niche areas such as administrative law, reinsurance or Islamic finance," explained Michel Bulach, Banking and Insurance Partner.

Mr Bulach has a sound reputation in banking regulatory and insolvency related matters and has advised Kaupting bank in the past. Mr Bulach also acts as the legal counsel for a number of Luxembourg banking institutions. He is co-head of the Banking & Insurance practice of Wildgen where he manages securitisation and insurance & reinsurance activities.



SJL | SEDLO JIMENEZ LUNZ

MICHEL JIMENEZ LUNZ -
FOUNDING AND CO-MANAGING PARTNER

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SJL I Sedlo Jimenez Lunz ("**SJL**") is an independent Luxembourg law firm that offers legal services in all fields of business law. SJL's wide-ranging expertise in Luxembourg finance, securities and corporate law allows it to advise leading institutional and major corporate clients on sophisticated and complex cross-border transactions, including banking & finance, structured finance, securitisations, public offerings and private placements of securities, alternative investment vehicles, restructuring & insolvency, M&A and corporate financial transactions.

SJL is considered by market's experts and its clients as a "*top-notch for finance*" (Legal500). SJL is the first choice of many leading international law firms that do not have a presence in Luxembourg. SJL is a member of the reputable Luxembourg bankers' association (ABBL) and of the Luxembourg fund industry association (ALFI).

Michel Jimenez Lunz is a Managing Partner of SJL and heads up the Banking & Finance, the Insolvency & Restructuring and Corporate practices of the firm. He represents leading institutional and major corporate clients since the end of the 1990s. Before setting up SJL, he has worked at Arthur Andersen and held a high-level position at Clifford Chance in Luxembourg. He is seating at the Securities Committee of the ABBL. He is fluent in English, French and Spanish.

Michel is highly recommended by Chambers & Partners as a "*leading lawyer in Banking & Finance.*" Michel is in particular a recognised expert in financing, refinancing and restructuring transactions and in the taking and negotiation of security packages as well as JV agreements.

Some notable Banking & Finance mandates carried out by SJL over the past year includes representing **a leading Anglo-Saxon bank** in connection with the enforcement of a Luxembourg law governed pledge agreement over financial instruments granted in connection with **a €2,217 billion facility agreement.**

A leading broadcasting and media European group of companies mandated SJL with respect to the amendment, restatement and partial refinancing of a **€4,2 billion facilities agreement** made available to the group by a pool of banks.

The firm also represented **Arminius Funds** in connection with the acquisition from Eurocastle, as part of a loan restructuring, of the controlling-majority stake in various SPVs holding 28 primarily commercial properties with a market value of approximately **€1 billion.**

The firm further represented **a pool of German banks** in connection with a **€220 million loan facility** made available to a real estate private equity funds.

SJL also has experience representing a **UK investment group** in connection with the early repayment of the approximately **€1.1 billion portfolio of leveraged bonds** and the termination of a credit agreement from leading US and German banks.

*«There is no substitute for excellence»**

VANDENBULKE, the unique corporate finance and tax boutique in Luxembourg

* Thomas Boswell

VANDENBULKE is a truly independent law firm highly specialized in Corporate, Finance and Tax law. The firm is specifically designed to respond to the needs of institutional and professional investors in search of experts in international corporate finance. The firm is an uncontested forerunner of a new generation of Luxembourg law firms based on creative organization, leading-edge technology, cost efficient services and pragmatic expertise.

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CLIENTS' choice

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RIGHT TO THE POINT

MOLITOR is a lively and well-established business law firm based in the City of Luxembourg. Their wide variety of national and international clients include banks and financial institutions, commercial companies, industrial groups, and government and public administrations, as well as top tier law and advisory firms from other countries. The firm's client base is predominantly from Europe, North America and Asia.

Founded in 1996, MOLITOR has secured a fine reputation for innovative, responsive and robust solutions to complex and high-value cases in frequently uncharted legal territory. Their teams of specialist lawyers cooperate to ensure that all aspects of a client's case are fully and professionally covered.

Being active in Luxembourg's financial market since the mid 90's, MOLITOR has developed a strong client portfolio of local and international clients amongst the banks and other financial institutions. Nowadays, their banking and finance practice accounts for a substantial part of all work carried out by the law firm.

MOLITOR is a first tier law firm in the dispute resolution practice area and maintains an undiminished breadth of experience and consistent involvement in major dispute resolution cases, often in the media spotlight. The firm is known for its depth of understanding combined with a creative and entrepreneurial spirit, witnessed by regular and returning clients, particularly for larger and more complex court cases. Whilst the firm offers a total command of the legal technicalities, MOLITOR's clients also benefit from the firm's excellent working relationship with public authorities and governmental agencies.

MOLITOR's partners are highly successful in the practice areas of labour and employment law, where Nadine Bogelmann has established a strong reputation, and real estate, where the firm has recently created an environmental, zoning and land use sub-department. Laurent Fisch's court appointment as liquidator for Lehman Brothers (Luxembourg) S.A. has further cemented MOLITOR's reputation as first class insolvency and restructuring lawyers and the appointment of Olivier Gaston-Braud as a partner earlier this year signals the firm's further concentration on investment funds, corporate and M&A, and tax.

Besides dispute resolution and litigation, banking and finance, real estate, insolvency and restructuring, labour and employment, Corporate and M&A, investment funds and tax, MOLITOR's areas of particular expertise also include IP, IT & media, business regulations and insurance law. MOLITOR's lawyers' hard work, knowledge and enthusiasm have created a reputation for excellence which is further supported by increased high rankings in the various Legal Directories.



ERNST & YOUNG

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ERNST & YOUNG
Quality In Everything We Do

THE LUXEMBOURG ERNST & YOUNG PRIVATE EQUITY PRACTICE

Luxembourg is one of the world's leading hubs for Private Equity transactions and fund structures. With its regulated, flexible market environment and long track record in servicing international Private Equity houses, Luxembourg has been playing an increasingly important role in the Private Equity industry over the past years, not only for structuring international transactions but also for regulated Private Equity funds. In the wake of increasing regulation through the Alternative Investment Fund Manager (AIFM) Directive, Luxembourg, with its proven regulated Private Equity structures, is expected to play an even more important role than is already the case. Offering an economically, politically and fiscally stable environment, open-minded and flexible regulators as well as a sophisticated industry of service providers with many years of servicing the second largest jurisdiction of funds worldwide, Luxembourg is continuously attracting more attention by Private Equity firms.

Ernst & Young Luxembourg has been focused on Private Equity for many years now. It set up a dedicated practice with over 100 professionals exclusively dedicated to Private Equity. It is the largest and leading Private Equity practice on the local market providing audit, advisory, tax, transactions and valuation services to the industry. While most of the world's largest Private Equity firms are served by Ernst & Young Luxembourg, the local practice also works with hundreds of small and medium-sized general partners around the globe.

Ernst & Young's professionals advise general partners on valuation, reporting and operational procedures, e.g. in the context of the AIFM Directive and other pieces of legislation. Against this background of a changing regulatory framework for Private Equity, Luxembourg gains increasing attention by Private Equity firms as a domicile of choice and has indeed been identified as one of the primary jurisdictions for domiciling regulated funds, either in addition to or as an alternative to traditional off-shore funds. In the specific context of the AIFM Directive, Ernst & Young offers tailored advice to clients wishing to comply with the directive's mandatory requirements or wishing to maximize value added through strategic, organizational and operational changes that are triggered by the Directive.

The firm's professionals further advise custodians, fund administrators and Private Equity houses in the implementation of Private Equity services in terms of accounting procedures or Private Equity IT software reviews and provide specific trainings.

Ernst & Young's Private Equity professionals audit over 250 Private Equity funds and structures in Luxembourg and provide thereby the highest market share with more than 47% by size of all SICARs ('investment company in risk capital'). Ernst & Young Luxembourg is also a leading tax advisor on Private Equity transactions.

Set-up under the leadership of Alain Kinsch in 2004, today Managing Partner of the Luxembourg office and EMEIA Private Equity Fund Leader, the Ernst & Young Luxembourg Private Equity practice has been instrumental in the design of the SICAR law. Thanks to its ongoing involvement in thought leadership and research activities, Ernst & Young Luxembourg is a key supporter to the Private Equity industry in Luxembourg and abroad. Ernst & Young Luxembourg is one of the founding members of the Luxembourg Private Equity Association (LPEA), which represents and promotes Private Equity and Venture Capital locally as well as globally. Ernst & Young furthermore supports the Private Equity industry associations in the analysis of the impact of the AIFM Directive.

In 2011, Ernst & Young introduced the Alternative Investment Fund (AIF) Club to its clients and industry professionals, an innovative concept providing a platform for professionals of the Alternative Investment Fund industry with industry briefings, trainings and discussion forums.

The Ernst & Young Luxembourg office has been awarded three times the 'Private Equity Advisory Firm of the Year in Luxembourg' in 2010 and in 2011 already once, giving proof to its unrivaled, leading position within the Private Equity industry. The current award as 'Private Equity Advisory Firm of the Year in Luxembourg' is a further recognition of Ernst & Young's dedication to the Private Equity industry and to rendering Luxembourg the place of choice for general partners.

The Luxembourg Private Equity practice is fully part of a global integrated network which has the largest alternative investment practice of the 'Big Four' on a world-wide basis and is the worldwide market leader in Private Equity. In 2008, Ernst & Young brought together 87 practices and 66,000 people to create EMEIA (Europe, the Middle East, India and Africa). No other professional services firm has achieved this level of integration. This structure enables consistency of approach and delivery.



Big enough to know - Small enough to care

Advokatgruppen combines the benefits of a smaller and a larger law firm and those of a local and a nationwide unit.
Our offices are in 4 major Danish cities as well as in Luxembourg. We communicate in the Scandinavian languages, English, German, French, Luxemburgish and to some extent in Turkish.
Advokatgruppen is very active in the international field and continuously acts for local and international clients – also and especially in cross border matters.
Advokatgruppen is a founding and the sole Danish member of Multilaw, a Multinational Association of Independent Law Firms, one of the world's leading legal networks.
We are dynamic, responsive, proactive, innovative, progressive ... as a firm and in working with our clients.
The Luxembourg office lead by Dr Helene Müller Schwiering and focusing on tax, corporate and financial law has now for the second year in a row been chosen as the winner of the Corporate Intl Magazine 2011 Global Award for: **"Private Equity Law Firm of the Year in Luxembourg".**



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AMMC LAW

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AMMC LAW IS A TOP-20 LUXEMBOURG LAW FIRM WITH A STEADILY-GROWING NUMBER OF STAFF IN ITS OFFICES IN THE CITY OF LUXEMBOURG.

AMMC Law is a top-20 Luxembourg law firm with a steadily-growing number of staff in its offices in the city of Luxembourg. Described as "a genuine alternative to the 'big' Luxembourg law firms", AMMC Law provides legal advice to national and international clients, both individuals and organisations, across a range of practice areas and industry sectors.

AMMC Law is a specialist Luxembourg law firm, which ensures that its clients receive the best, most comprehensive advice possible. The international background of its staff, which consists of many nationalities with experience in a number of jurisdictions, enables the firm to anticipate and avoid the complications or delays that can otherwise arise in cross-border transactions.

The firm has adopted a clear strategy: it wants to be the first-choice law firm for clients seeking the best legal advice in Luxembourg and a more flexible, responsive and cost-effective alternative. If you ask AMMC's existing clients, they will tell you that the firm has already achieved this goal, but the firm is continually reviewing and improving the way in which it works to ensure that its clients receive the best service possible.

Many of AMMC's lawyers are recognised as experts in their respective fields in Luxembourg, and underpinning the firm's legal advice is both an understanding of the commercial challenges faced by its clients and a desire to help resolve those challenges in accordance with the firm's strategy.

AMMC Law knows that "good lawyers" are the minimum that clients should expect. The firm's aim is to provide the service that its clients need, and are entitled to expect, by understanding their clients' businesses and markets, and by being aware of the issues their clients face.

The firm also aims to develop long-term relationships with its clients, which again improves its understanding of their businesses and legal requirements. Christophe Maillard, one of the two founding partners of the firm and head of the commercial department, commented: "We are pleased to be able to say that this policy seems to meet with our clients' approval: we have acted for many of our clients for several years now, and they tell us that they really appreciate the close understanding we have of the way they work. This is also the reason why we are delighted that the majority of our new clients come from recommendations either from existing clients, or from the overseas lawyers, accountants and other professionals that we work with. They always tell us that they really appreciate our responsiveness, reliability and efficiency, and that they know we will make sure the transaction runs smoothly."

Christophe previously worked as in-house counsel for a multinational company operating retail outlets, giving him an invaluable insight into the legal needs and business requirements of AMMC Law's commercial clients.

After several years of practice in the corporate department of law firms assisting his clients in setting up structures in Luxembourg and with their increasing needs of economic substance in Luxembourg (and therefore reviewing and improving their business agreements in a broad spectrum of transactions), Christophe has taken over the commercial department of AMMC Law.

He recently assisted two clients in negotiating and drafting the terms and conditions of the sale of their business, the sale hit the headlines of Luxembourg business newspapers.

His department advises major web based companies in drafting and improving their terms and conditions and with managing their customer relationships.

If you agree with the following statements that:

- the best legal advice should not consist of (i) pages and pages of pure theoretical and technical legal arguments but rather as providing practical and clear recommendations based on the specificities of client's business, and (ii) just solving current issues but also anticipating clients' future needs

- the structure of an agreement/legal advice is to be determined in accordance with the client's personality and needs

- legal fees shall mainly depend on the added value of an advice/agreement rather than on its volume

- business (whether legal or not) requires availability and personal relationship

Then you will understand why clients have chosen AMMC Law's commercial department to assist them.

Christophe's modern and innovative legal approach is also reflected in providing Luxembourg legal information through Twitter and LinkedIn, in the development of the first Luxembourg legal free iPhone and iPad app (iLaw) and in the use of QR Codes.

Winning this award is therefore a great achievement for the firm and highlights how the development strategy and philosophy of AMMC Law and its commercial department are recognised by their clients, peers and professional contacts. The firm considers it as an encouragement and support to continue its efforts to improve the way in which AMMC Law works to ensure that its clients receive the best service possible.



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Avanzia Taxand is ranked as a Tier Two Firm in Euromoney's Corporate Tax Handbook. In 2009 Avanzia Taxand was named 'Malta Tax Firm of the Year' by the International Tax Review and in 2011 Avanzia Taxand was chosen as the winner of the Corporate Intl Magazine 2011 Global Award for 'Tax Law Firm of the Year in Malta'.

Walter Cutajar, managing director, explained that Avanzia Taxand is the Maltese member firm of Taxand which is the first global network of independent tax advisers.

He said: "We work closely with over 300 tax partners in nearly 50 countries and more than 2,000 tax advisors serving the global marketplace."

Mr Cutajar also noted that the firm employs tax professionals, financial advisers and lawyers who, together as a team, offer a comprehensive and integrated range of tax, corporate and financial advisory services.

"Our areas of expertise include corporate tax and international tax, restructuring, mergers and acquisitions, corporate law," he added.

Indeed, the firm's broad range of services are focused on its areas of expertise although it also provides corporate tax compliance, company formations, management and administration, indirect taxation, transaction tax, advance revenue rulings, tax litigation, liquidations and redomiciliations.

Furthermore, the firm's international tax experts and lawyers give advice on holding companies and financing structures, banking and insurance, intellectual property and royalty planning, collective investment schemes, professional investor funds, trusts etc.

Mr Cutajar believes that the firm's approach, as professional tax advisers, is innovative and creative.

"We constantly look ahead, not only to make sure that clients are in compliance with legislation and to identify any potential problems, but also to help clients take full advantage of new opportunities. We seek to partner with our clients to develop an action plan that addresses challenges and opportunities in a rapidly changing global economy. Our professionals will help you build that plan and implement it," he concluded.





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ADVOKAT
LAWYER
Ana Kolarević

THE LAW OFFICE SPECIALISES IN ALL TYPES OF CORPORATE AND COMMERCIAL LAW, NOT TO MENTION CIVIL AND ADMINISTRATIVE TRANSACTIONS. ANA KOLAREVIĆ'S OFFICE HAS AN EXCELLENT TEAM OF EXTERNAL COLLABORATORS WHO ARE EXPERTS IN FINANCE, TAXING, ARCHITECTURE AND LAND SURVEYING, TO NAME BUT A FEW SPECIALTIES.

The Law Office provides representation services from the areas of: civil, administrative and commercial law, before courts and administrative authorities.

The Law Office also deals with contractual law, trade law, international disputes and arbitrage, law required in privatisation processes, legal activities related to investments, legal activities from the area of urban development and construction, foreign investment law of any form, concession law, international donations, banking law, and any areas related to business organisations and their businesses.

"I think my clients appreciate the security I give them. They always know how they stand and always have reliable, impartial information on the basis of which they may assess their risk. These are necessary ingredients to prepare decision. The foundations of my Law Office are firm. They lie in my extensive experience in judiciary, my knowledge, professionalism and the need for justice," explained Ana Kolarević lawyer, founder and owner of the law office.

Ana Kolarević and her well organised team of young professionals, lawyers and associates work according to the principle of "one day at a time" on the issues that are within their field of competencies. From first greeting to final solution, Mrs Kolarevic and her team of young professionals offer clients the confidence and certainty of experience combined with the energy and tenacity of youth.

What sets Ana Kolarević apart from the rest?

"I have a lot of respect for my competitors but we're not competing. The advantage I have is my experience, In the course of my career, I have reached thousands of verdicts as judge, and the expertise that derives from that is what ultimately sets me apart," answered Ana Kolarević.

Montenegro has developed a great deal in recent years, benefiting from political, economic and commercial reforms as well as significant improvements of its financial markets. These developments have increased Montenegro's status within the international arena, and the destination is now considered something of a magnet for foreign investors. Needless to say, this very much benefits many of the local industries, particularly so notable an institution as Kolarević's practice, which is recognised globally as a major player catering to a customer base spanning financial institutions and corporate clients.

The advantage of Ana Kolarevic Law Office lies precisely in the knowledge of local circumstances, the mentality of the Montenegrin people and the way that Montenegrin institutions function, as well as the mentality, business ethics and ambitions of its clients.

THE LAW OFFICE OFFERS A NUMBER OF LEGAL SERVICES INCLUDING:

- Court representation and production of constitutional documents and drafting internal corporate contracts
- Organising shareholder meetings and supplying advice regarding the application of the Companies Act
- Assisting in entering into funding agreements and preparing related security
- Organising share purchase procedures
- Legal assistance in labor relations, including obtaining of work and residence permits for non-residence
- Preparation of contracts required for operation of business organisation including privatisation and due diligence, and transactions and activities related to urban planning and development

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MILLS SELIG M&A TEAM



MILLS SELIG

IN 1959 NORTHERN IRELAND BUSINESS LAW FIRM MILLS SELIG WAS A SMALL PRACTICE DEALING WITH PROPERTY MATTERS AND PRIVATE CLIENTS. TODAY IT IS THRIVING AS ONE OF NORTHERN IRELAND'S LEADING LAW FIRMS WITH A STRONG REPUTATION IN ALL AREAS OF COMMERCIAL LAW.

Managing Partner, John Kearns said "Within our core areas of practice, including corporate, real estate, commercial litigation and employment, our teams of lawyers are leaders in their fields and have the experience and know-how to get deals done."

Chris Guy, Corporate Partner, led the team that recently advised the shareholders of O'Kane Poultry Limited on the sale of the company to Moy Park Limited, one of the most significant deals in Northern Ireland of the past year, which was given the accolade 'NI Deal of the Year' in recent industry awards.

The partners at Mills Selig have invested time and resources in ensuring that whatever the prevailing economic climate, they excel at providing legal services and commercial solutions to clients' ever-changing needs. There is a very strong ethos of understanding the individual needs of each client and providing the required service. "The strength of this firm is that it brings a business mind to legal services. Clients need the kind of expertise, efficiency and cost-effective advice that Mills Selig can provide to them," commented John.

Mills Selig provides its clients with advice on all aspects of their business. "Our clients return to us time and again, not just because of our technical expertise, but also because our lawyers are engaging and pleasant to work with – we are as much a people business as any of our clients," John said.

Significantly, the firm is one of the few firms in Northern Ireland experienced in acting for public companies and its clients include Newry-based First Derivatives plc. "This client requires high calibre and varied advice, often at short notice. Working with them in the international markets in which they operate can be challenging but meeting those challenges is rewarding and energizing," continued John.

Mills Selig has experience unique to local law firms in bringing companies through to market. John added: "We acted for First Derivatives plc in its flotation on AIM in 2002 and on IEX (the equivalent to AIM on the Irish Stock Exchange)."

At the same time, small to medium businesses, local and family owned firms are a key part of Mills Selig, most of whom have been clients for many years and John explained that the firm is honoured by their loyalty, particularly in such competitive times. "We get to know our clients so we can understand the needs of their business as well as they do. We are not just looking for a fee and a handshake. We aim to ensure that all of our clients benefit from the unique type of service we are able to offer them, a service that reaches into all areas of their business so the client can have confidence that its lawyers know what they are doing. In many ways we see ourselves as business partners with our clients".

And in a development that reflects the growing number of Northern Ireland businesses that now operate on an international scale, Mills Selig has extensive experience of working on cross border matters. In recent times Mills Selig lawyers have found themselves working on transactions with aspects in the Middle East, North America and Australia as well as doing projects in Northern Ireland and GB .

The firm also has a strategic alliance with Dublin law firm Byrne Wallace which enables it to provide a seamless 'all-island' service to clients. "Our business in increasingly international and we have therefore established relationships with Byrne Wallace and with other highly reputable firms in many locations around the world," John said.

It is these commitments to change to ensure that clients' needs are being met that will no doubt see Mills Selig maintain its reputation as a leading commercial law firm.

"We pride ourselves on our ability to provide sound legal advice within the necessary timescale, whether that is a few hours or a few weeks. The e-business economy within which we exist means that the demand for a rapid response is becoming an essential part of the business law firm's resume and we intend to make any adjustments necessary to our business in order to meet the needs of our clients," concluded John.



MURPHY & O'RAWE

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MURPHY & O'RAWE SOLICITORS

Murphy & O'Rawe is a Chambers UK recognised leading Defence litigation firm based in Belfast, Northern Ireland with a reputation for providing attentive, pragmatic and cost-effective legal advice in all areas of Defence Civil Litigation.

The firm acts on behalf of local, national and international insurance companies, intermediaries and private clients and has done so in excess of 50 years.

Murphy & O'Rawe handles all aspects of defence litigation specialising in employers' liability, public liability, product liability, motor and road traffic liability and professional indemnity actions. Within each of these fields of expertise, the firm's partner led teams provide specialist and tailored services to a range of local and multinational companies, local authorities, district and borough councils, retail and shopping outlets, the leisure industry and hoteliers and private and public utilities and transport operators.

In the field of employers' liability and work place accident claims, the firm has particular expertise in advising clients in all aspects of industrial and occupational diseases, long-tail illnesses ranging from deafness, asbestosis, mesothelioma, HAVS, vibration white finger to work related stress, harassment and bullying claims.

In the public liability arena, the firm calls on extensive experience in providing specialist defence litigation advice and services on all aspects of property, occupiers liability and risk management to a broad range of clients.

Murphy & O'Rawe has gained a reputation for providing value for money, structured and tailored legal services to specific client focused solutions.

Kevin Shevlin, a lead partner in the firm heads up dedicated teams dealing with complex personal injury actions and is highly regarded in the fields of employers' liability and public liability litigation. Mr Shevlin also provides local, multinational companies and their insurers with bespoke specialist legal advice and guidance in relation to all aspects of health & safety at work and consequent prosecutions. Kevin is recognised by Chambers UK as a leader in his field of defence personal injury litigation in Northern Ireland.

Murphy & O'Rawe is proud of its tradition as one of Northern Ireland's leading defence litigation firms.

The firm is located in the heart of Belfast City centre and in close proximity to the Royal Courts of Justice and the Laganside County Court complex. The firm has provided legal services to corporate and private clients for over 50 years. We are members of the Forum of Insurance Lawyers (FOIL).

"MURPHY & O'RAWE IS PROUD OF IT'S TRADITION AS ONE OF NORTHERN IRELAND'S LEADING DEFENCE LITIGATION FIRMS."



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WBW WEREMCZUK BOBEŁ & PARTNERS ATTORNEYS AT LAW

Weremczuk Bobel & Partners holds a well-established position on the legal market and is currently one of the most rapidly developing law firms in Poland. With offices in Poznan and Warsaw, the firm provides comprehensive legal services to both Polish business entities as well as foreign investors. Its dedicated team of professionals is ready to assist their clients in Polish, English, German, French and Spanish.

Team of experts

The partners, Łukasz Bobel, Krzysztof Weremczuk and Michal Gniatkowski along with their associates compose a motivated team of legal experts who add value to their clients' business. The firm's lawyers have vast experience in advising on complicated cross-border transactions as well as in providing legal assistance to international clients, cooperating in this field with major international law firms.

Client satisfaction

At Weremczuk Bobel & Partners, the firm's objective is to build client relationships based on mutual trust and personal involvement. The firm's clients appreciate this approach and maintain long-term cooperation with At Weremczuk Bobel & Partners and recommend the firm to their business partners. Personal involvement of the partners in working directly with the client is an essential element of the firm's style. This way the firm ensures that clients have every chance to work with the most experienced lawyers within the firm and receive a high quality of service.

Wide range of expertise

Weremczuk Bobel & Partners is ready to assist its clients with regard to every legal aspect of their activity. The firm's strongest practice areas include banking and finance, capital markets, corporate and M&A, employment, intellectual property, real estate, and tax.

Global reach

Weremczuk Bobel & Partners is a member of the network of independent law firms with a global reach, thanks to which it can provide its clients with legal support also in all European jurisdictions, in North America, South America, Africa, Australia, China and the Middle East.

KMW

ADWOKACI **KARNIOL MAŁECKI I WSPÓLNICY**



Karniol Małecki i Wspólnicy

Karniol Małecki & Associates (KMW) is a Warsaw based partnership of lawyers (advocates) providing legal assistance since 1993 in the areas of general corporate and civil law, intellectual property law, the protection of privacy and moral rights and press law. In 2000 KMW extended its partnership to include Monard-D'Hulst, a leading Belgian law firm which practices in Brussels, Hasselt, Kortrijk and Ghent. As a member of NOMOS LAWYERS INTERNATIONAL, a network of independent European law offices, KMW is able to insure that its clients are served efficiently at the international level. KMW's activities stand out for their high level of professionalism and legal experience while maintaining close, day-to-day contacts with clients.

Practice areas

- Corporate, contracts, competition
- Copyright and intellectual property
- Real-estate, Construction Law, Land development
- Insurance
- Labour Law
- Press Law and media
- Litigation and Arbitration
- European Law

Corporate INTL Global Awards 2011 Winner

ARTS & BUSINESS AWARDS COMMITMENT TO EUROPE

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POLAND



CZYŻEWSCY KANCELARIA ADWOKACKA

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Czyżewscy | kancelaria adwokacka

The law firm Czyżewscy was established in 2010, based on many years of its founders' experience in rendering legal assistance to entities operating in the life sciences sector on the one hand, and in the intellectual property, media and advertising sector on the other, as a response to growing market demands for highly specialised legal services. At its formation, Czyzewscy adopted a unique model of a boutique law firm with a view to providing clients with bespoke legal services, taking into account not only legal regulations applicable to a given industry, but the specific nature of their activity.

The law firm relies on specialists enjoying a well-recognised market reputation, who are supported by ambitious and very well-educated young lawyers. The firm's lawyers boast vast professional experience, as well as a number of press publications and speeches delivered at several conferences and seminars.

The main areas of the law firm's life sciences practice are: pharmaceutical law and pharmaceutical market, clinical trials, healthcare and reimbursement, cosmetics and food, medical devices, protection of personal data, advertising law, with special focus on pharmaceutical advertising, unfair competition, industrial property law, criminal law, and tax law, public procurement law and corporate legal assistance in general.

Currently the legal team of Czyżewscy kancelaria adwokacka comprises of nine professionals, all of them well educated and particularly experienced in law and practice on either life sciences or intellectual property, media or advertising sector. The law firm is headed by two advocates, Katarzyna Czyżewska and Krzysztof Czyżewski, each of them supervising one of the two main areas of the Law Firm's practice.

The life sciences practice group of Czyżewscy law firm is led by advocate Katarzyna Czyżewska who has many years of experience in providing advice to entities operating in the broadly understood life sciences sector, including, in particular, pharmaceutical companies.

Before the law firm was formed, Katarzyna Czyżewska headed the pharmaceutical and medical law department of a renowned Polish law firm for several years; thereafter – as an advocate – she joined the Pharmaceutical Law Team at a large international law firm. At presents she specialises in regulatory issues related to marketing, manufacturing and distribution of drugs, as well as in reimbursement and healthcare; she also deals with clinical trials and pharmacovigilance, advertising and media.

Currently Katarzyna Czyżewska is commonly recognised on the Polish pharmaceutical market as one of the leading lawyers in this field.

Although recently formed Czyżewscy Law Firm has already become well known for its highly specialized legal advice and modern business model. Its reputation of a young team of brilliant specialists offering client-tailored legal services has recently been confirmed by the Law Firm's recognition in the reputed international Law Firm's ranking "Chambers and Partners". Czyżewscy Law Firm has been chosen as the winner of the Global Law Experts "2011 Polish - Life Sciences Law Firm of the Year Award".

Czyżewscy Law Firm renders legal services in Polish, English, French and Spanish.



MDDP

TOMASZ MICHALIK - TAX LAWYER OF THE YEAR IN POLAND

Tomasz Michalik is a tax adviser with over 18 years experience and partner at MDDP. He heads the tax team which is composed more than 70 experts in the area of VAT, customs duties, excise tax, income taxes, transfer prices, international and local taxes, as well as tax and court litigations.

MDDP is one of the largest Polish firms providing comprehensive consulting services in the area of taxes, law, business consulting, outsourcing, financial and accounting advisory, audit, professional trainings and conferences.

Since 2004, we have been continually increasing the team of advisers equipped with experience acquired both in reputable advisory companies and the largest enterprises on the Polish market. Our Clients include leading international corporations and the largest Polish companies from all sectors of economy.

We consider trust to be the basis of successful cooperation. We support our Clients in taking the most important business decisions. We combine international experience in business with the knowledge of regulations and the specificity of a given industry. We focus our activities mainly on the Polish market guaranteeing full involvement and individual approach to the cooperation.

Many years' experience and a number of successful projects provided us with a basis for creating an effective platform for cooperation with Clients. Analysing our Clients' problems, we make use of the knowledge and resources available in order to present solutions that are attractive not only on paper.

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BAIÃO, CASTRO & ASSOCIADOS | BCS ADVOGADOS

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BCS ADVOGADOS
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Sociedade de Advogados de Responsabilidade Limitada

The reason behind the setting of Baião, Castro & Associados – Sociedade de Advogados | BCS Advogados in 1997 was its founding partners' willingness to create a strong, unified and coherent newly formed structure of expert lawyers deeply focused in business law issues, an area in which they already had strong skills and relevant professional background.

It was equally important that the founding partners shared the same ethical principles and rules of conduct, namely loyalty, both within the firm and with clients, a focus on working with and not just for clients and ethical and professional rigour.

Without losing sight of such key principles, Baião, Castro & Associados has developed and grown, including with the creation of its litigation department, with well-known and recognised quality and results.

In 2010, Baião, Castro & Associados, alongside with Lotti e Araújo Sociedade de Advogados (Brazil), Allonca Esquível Abogados (Argentina), Adarve Corporación Jurídica (Spain), Abdala & Cia. Abogados (Chile) and Angulo Flores y Asociados (Mexico) has agreed to establish a partnership that ensures mutual presence in the referred countries, with offices, inter alia, in Lisbon, Rio de Janeiro, Sao Paulo, Buenos Aires, Madrid, Barcelona, Santiago and Mexico City. This alliance aims at enabling the aforementioned law firms to consistently improve their skills and capacity to meet their actual and prospective clients' needs, especially those investing or planning to invest in more than one of the said markets.

Areas of Practice

Baião, Castro & Associados stands out as a personalised and specialised legal services' boutique, with significant skills in business law, especially in the areas of corporate and M&A, banking and finance, capital markets, real estate, construction, public law, tax law and labour law. On the litigation side the firm is specialised in judicial litigation and arbitration.

Besides private individuals and families, the firm's client portfolio includes banks, mutual fund management companies, asset management companies and other financial entities, holding companies and entities operating in the following sectors: restaurants and hotels, information technology, air transportation, real estate management, real estate promotion, construction, utilities, environment and natural resources, media contents, commerce of vehicles, sale and rental of construction equipment, agricultural and food production and wine and beverages.

Public and Administrative Law Practice

This section of the firm's Business Law Department is headed by Senior Associate Margarida Lima.

In the Public and Administrative Law field, BCS Advogados provides services related to the following matters:

- Public Procurement, including public construction projects and the acquisition of goods and services
- Public invitation to tender procedures in the field of public contracts
- Public Domain
- Public-private partnerships
- Expropriations

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Created in 2009, Amorim & Associados is largely supported on its lawyers' extensive experience, expertise and reputation.

With a deep knowledge of local business environment and commitment towards its economic development, the firm is recognised for its high level of specialisation, the search for innovative solutions and the promptness of the response time. A personalised and client-oriented approach is the most distinctive characteristic of the firm.

With large experience of practice in iberian top law firms, the team has a wide expertise in several areas of practice and has participated in numerous major deals undertaken in Portugal for the past fifteen years. Totally focused on the client, the team is always available and has a flexible approach to matters.

The main areas of practice are:

- Public Law
- Project finance
- PPP
- Litigation and arbitration
- Construction law
- Planning
- Real estate
- Corporate and M&A
- Environment and employment

The firm has considerable expertise and experience in cross-border transactions and international operations, with particular emphasis on projects in Spain, Brazil, Slovakia, Angola and Mozambique.

The firm's client base includes major national companies and public entities in a wide range of industry sectors, including:

- Construction
- Infrastructures
- Real estate
- Environment
- Transport
- Energy
- Tourism

PORTUGAL - COMPETITION LAWYER OF THE YEAR



ALBUQUERQUE & ASSOCIADOS

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ALBUQUERQUE & ASSOCIADOS

Albuquerque & Associados' main focus is on business law, from commercial contracts to financial law, including project finance, and from company law to securities law, as well as public law and litigation.

The firm's clientele comprises international corporations from around the world and some of the leading Portuguese conglomerates. Albuquerque & Associados is also engaged as a legal consultant by government authorities in Portugal and abroad.

In keeping with its tradition, Albuquerque & Associados maintains strong links with the University of Lisbon. It was founded by two law professors, Prof. Ruy de Albuquerque (1933-2007), a leading figure in both academe and legal practice, and Prof. Martim de Albuquerque. Pedro de Albuquerque and Eduardo Vera-Cruz are also professors at the Lisbon Law Faculty, where they are members of various academic bodies. Other members of the firm are also lecturers at the same university. The firm has set consistently high standards for legal services, seeking to combine sound scholarship with a customer-focused approach in which the client's needs and aims are paramount. In addition to our academic tradition, it is the firm's policy for its members to acquaint themselves fully with the business activities of each client, and the market in which they operate.

Although Albuquerque & Associados regularly works in conjunction with leading law firms in Europe, the United States and the Pacific, the firm is fully independent and has no exclusive association with other companies.

Albuquerque & Associados has developed and expanded its African business, particularly in Portuguese-speaking countries. This process has been led by Prof. Eduardo Vera-Cruz, a leading scholar in the field of Portuguese-Angolan law, with academic and practical experience in the legal systems of Angola and of the other Portuguese speaking nations in Africa. Albuquerque & Associados' African business has been centred on banking, corporate, tax and employment law.

Albuquerque & Associados is the Portuguese member of the legal services portal LexUniversal.com - Global Virtual Law Connection.

ANTÓNIO DE MENDONÇA RAIMUNDO

Mr Raimundo heads the Commercial, Corporate and M&A Department, working in international and domestic practice centered on corporate law and international contracts, with a special emphasis on mergers and acquisitions.

He has specialised in acquisitions in Portugal and abroad by Portuguese companies, and in the negotiation and signing of joint venture agreements and other international corporate link-ups.

Much of his work has been in the telecommunications and IT, and he has also taken an active part in investment processes and operations, including the negotiation of foreign investment agreements and privatisation of public sector companies and assets.

His various publications include Leasing Law in the European Economic Community, 1991, London, Euromoney Books, 2nd edition 1993 (co-author: Finance Leasing Law in Portugal), Agency and Distribution Contracts in Portugal, 1992, Chamber of Trade and Industry, Valencia (Spain), Telecommunication Laws in Europe, London, Butterworths, 1998, and Tottel Publishing, 2005 (co-author of the chapter on Portuguese telecommunications law). He has appeared as a speaker at various conferences in his specialist field in Portugal and abroad.

PORTUGAL - CORPORATE LAW FIRM OF THE YEAR AND LABOUR & EMPLOYMENT LAW FIRM OF THE YEAR



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FCB&A
SOCIEDADE DE ADVOGADOS

FCB&A's focus is global, although most of the firm's clients are either multinational companies or Portuguese subsidiaries of foreign companies. The firm also provides assistance to their Angola desk in corporate matters within the Angolan market.

Besides the high quality of the firm's legal work, FCB&A believes their distinguishing factors include a greater understanding of the clients' needs, excellent skills in communication and a business oriented approach to legal advice.

The firm's teams are divided into practice groups (TMT, IP, Retail, Energy, etc) enabling its specialists to have a better understanding of clients' markets and requirements and even the most appropriate language to be used in the work.

FCB&A's clients praise the firm's strictly adhered to policy of one contact partner per client, giving them the security that their matters are handled in a consistent way.

The firm also ensures that the teams are able to assist clients in less complex and routine matters in addition to project-based or transactional work.

FCB&A's corporate, M&A and commercial practice includes four partners and their teams of about 16 fee earners. The firm's corporate law specialist leaders are all proficient in other connected legal areas (labour, outsourcing, IP), which enables them to advise clients more comprehensively and address problems in a more "holistic" way.

FCB&A's labour & employment practice includes one partner and one senior associate and their teams of about eight fee earners. One heads a team geared to transactional work whilst the other handles advisory work. Clients appreciate this together with the fact they can access a team leader at all times. The team regularly updates and shares its knowledge with clients at specially organised training sessions and through regular publications.

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pbbr is a full service law firm which works both nationally and internationally to provide legal advice and assistance that is based on the criteria of high standards, rigour and quality. The firm's lawyers are versatile, flexible, available and responsible in their approach seeking out the most effective and most appropriate legal solutions for the firm's clients.

The IP team is led by senior partner César Bessa Monteiro. César Bessa Monteiro, jr (junior partner) and Ricardo Henriques (senior associate) are also very active members of the team.

pbbr is the Portuguese member of the CIB (Counterfeiting Intelligence Bureau) of the International Chamber of Commerce and of GALA (Global Advertising Lawyers Alliance). This year César Bessa Monteiro was elected as the representative in Portugal of the ItechLaw Association and was also re-elected as President of the Portuguese Association of Intellectual Property Consultants. In addition, he was reappointed as Arbitrator of the Arbitration Court of Prague dealing with the conflicts relating to domain names ".eu." César Bessa Monteiro was elected as a member of the Council of the EPI (Institute of Professionals Representatives before the European Patent Office) and as a member of the Professional Conduct Committee of the same Institute. Ricardo Henriques is also an arbitrator at ARBITRARE, Portugal's specialist IP arbitration centre.

The team specialises in the following IP / IT sub-disciplines: Industrial Property (trademarks, patents, models and distinctive signs), including work with the Instituto Nacional da Propriedade Industrial and in the courts, copyright, publishing rights, intellectual property and entertainment, media, advertising, marketing, communication and image rights, data and consumer protection, software, IT law, telecoms, e-commerce and new technologies, asset transfers, agencies, franchising, distribution and unfair competition.

Commenting on the current pressures faced by a law firm's IP practice, César feels these are not so much a consequence of the economic environment but more a result of the opportunities offered to IP rights owners to adopt transnational protection of their rights, for example with the CTM, the Community Design and the European Patent.

That said, he acknowledges that companies are continuing to invest in R&D as a way to overcome the crisis, which translates into more work for the IP practice. This is particularly true for Portugal, where the Government is strongly promoting the investment in innovation and R&D.

As for the TMT practice, companies in this area seem to have been the least affected by the economic environment and so there has been little reduction in workload.

Whilst there have been no substantial developments in IP legislation, Portuguese authorities are finally implementing the process for the creation of an Intellectual Property Court, which dates back to 2008. Said creation of an IP Court may represent an improvement in the enforcement of IP rights if adequately implemented.

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AD&A is proud that its Patent Department has received the Corporate INTL Global Award

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BAPTISTA, MONTEVERDE & ASSOCIADOS
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The law firm of Baptista, Monteverde & Associados offers a range of legal services and specialisations in areas which are not traditionally delivered by law firms in Portugal. This makes the firm a key reference point in Portugal's legal sector.

The Business - Baptista, Monteverde & Associados has represented parties in some landmark IP and pharmaceutical litigation cases in Portugal. The firm's clientele include names from some of the most technologically-advanced and innovative businesses in the world, from fields ranging from chemistry to life sciences, telecommunications, media and technology.

The Team - Baptista, Monteverde & Associados and its team have proven international experience and have achieved success in intellectual property and commercial litigation. Paulo Monteverde, a Partner at Baptista, Monteverde & Associados, has been the Vice-President of the Portuguese IP Association for more than five years.

Besides being experienced in IP litigation, the BMA team of lawyers provides the firm's clients with advice on their IP portfolios on a regular basis.

Intellectual Property - Baptista, Monteverde & Associados is full practice firm where IP is concerned. It extends advise to its clients on their general IP strategies as well as handling all necessary IP filings in Portugal and internationally. In regard to getting the IP rights duly protected, the firm handles the enforcement of such rights. It does so in Portugal and also coordinates multijurisdictional disputes for the firm's national clients. Aiming to be an IP one-stop-shop, it provides clients with advice on IP related practices such as competition law, database protection (privacy law) and labelling.

"The firm has seen a consistent growth in the number of its lawyers during the last few years. The firm has also recently negotiated an important partnership in Macao and now intends bringing its IP-specific skills to Macao by further expanding," commented Paulo Monteverde partner of the firm.

Mr Monteverde finished his law degree from the Universidade Católica de Lisboa in 1997 and subsequently completed two post graduate degrees: one in intellectual property and another one in information society law, both at the Faculdade de Direito da Universidade de Lisboa.

Subsequently he joined the Portuguese Bar Association.

Mr Monteverde has been the Vice-President of the Portuguese Consultants IP Association (ACPI) for over 5 years. Currently, he is the President of the Disciplinary Board of ACPI.

He has been representing parties in litigation and providing advice in legal matters such as patents, pharmaceutical law, trademarks, contractual IP rights, software licensing, database protection and anti-counterfeiting.

Mr Monteverde is an IP arbitrator at the Portuguese arbitration centre ARBITRARE and he is also a member of the Geographical Indications of Marques, a subcommittee member of the publications committee of the International Trademark Association, a member of European Community Trademark Association, UNION, FICPI, AIPPI and ITMA.

Mr Monteverde is a frequent speaker at the university and in national and international conferences and seminars and has published articles on several legal matters.

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Albuquerque & Associados continuous recognition as leading Administrative Law firm

Albuquerque & Associados is one of the longest established Portuguese Law Firms in Portugal. It has a strong academic tradition and background, continuing a tradition of legal scholarship which dates to the seventeenth century.

Albuquerque & Associados accumulates half century of continuous experience in legal practice, with a solid tradition of representing the interests in Portugal of U.S., French, Spanish and English corporations, as well clients and governmental authorities from most European countries and other continents. This experience constitutes one of the firm's prime assets.

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As a formally established law firm, **RSA** origin dates back to 1997. Today, the firm provides its legal services with continuous collaboration of more than 40 Lawyers (and other paralegals, Consultants and Partners) in offices in Portugal, Angola and Brazil, highly specialized in legal advising to structuring and development of real estate transactions and operations. More recently, as a result of the internationalization strategy, **RSA** has been developing a strong international experience in this area of practice, particularly in Angola and Brazil, where **RSA** has already created a solid structure, as a representative of private and institutional investors, including local real estate promoters.

RSA Law Firm developed its experience over the years in every type of real estate areas of activity, such as residential and office spaces, tourism and leisure, industrial, logistics, commercial (Retail Parks, Shopping Centers) and provides legal advice to different market players, namely, all sort of investors, promoters – not only real estate companies but also Real Estate Investment Funds, contractors, Financial Institutions, among others.

www.rsa-advogados.pt

Practice Areas: Real estate investment funds, real estate finance, insolvency and corporate restructuring, litigation.
Professional Memberships: Admitted to the Portuguese Bar Association.
Career: Law degree, University of Lisbon, Faculty of Law.Masters degree in Legal Science from Lisbon University, Law School. Post-graduation in leasing law from Lisbon University. He is the co-ordinator and Professor in the post graduation- in Real Estate Law of University Autónoma of Lisbon (UAL) Former President of the Lisbon District Council of the bar association. Co-Founder of his law firm - Raposo Subtil e Associados.
Publications: Co-author: "Stamp Duty Code (with notes)" Cooperative Legislation (with notes) Corporate Restructuring and Insolvency Code (with notes) Manual for the Management of Real Estate Activities The New Urban lease Regime (with notes) Real Estate Investment Funds Legal Regime (with notes and comments) Tourism Legislation (with notes and comments) Planning and Construction Legislation (with notes) Real Estate Law Guidebook, Real Estate Investment Funds – Brasil and Portugal, Real Estate Investment Funds – Angola and Portugal The New Urban Rent Regime and Supplementary Legislation /with notes)
Personal: Languages: Portuguese, English, Spanish.



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D&B DAVID SI BAIAS

LAURA TONCESCU - PARTNER

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D&B David and Baias, law firm correspondent to PwC in Romania, provides clients with integrated, innovative and pragmatic solutions, by providing assistance, representation and legal advice in the following areas: companies and groups of companies, mergers, acquisitions and restructuring, real estate, employment and human resources, financial services and capital markets, competition and state aid, intellectual property, consumer and personal data protection, tax and commercial litigation. D&B David and Baias also specialises in the pharmaceutical and IT & Telecom fields, providing specific solutions for companies in these industries.

Banking, financing & securities services include:

• Legal advice provided to companies in relation to drafting and negotiation of financing documentation for loans contracted with the purpose of development of real estate projects
• Extensive legal consultancy to local and / or international entities for starting banking business in Romania – legal conditions, minimum requirements, etc
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• Assisting clients in implementing capital markets financing operations, including initial public offerings or secondary offerings of securities on the Romanian capital market, including equity and/or debt offerings or rights issues
• Advising and assisting credit institutions in respect to implementing out-of-court and formal recovery plans in respect of clients in default;

Laura Toncescu is the Head of Financial Services Team of D&B David şi Baias SCA and she was project manager and legal expert in several projects of international financial groups for establishing banks, non-banking financial institutions and pension and insurance companies in Romania. She is constantly involved in advising major Romanian banks and international financial groups on how to structure their activities and services to comply with relevant regulations. Highlights of her career include authorisation of the first bank to be established in Romania after Romanian's accession to EU in the form of a joint venture of shareholders from non-EU countries, but also expertise in capital markets acquired as legal expert on the projects for issuing RON denominated bonds on the Romanian capital market implemented by prestigious international financial institutions in 2006 and 2007, as well as expertise in financing transactions gained following involvement in several financing projects. Laura was also involved in various due diligence projects and financial services market transactions.



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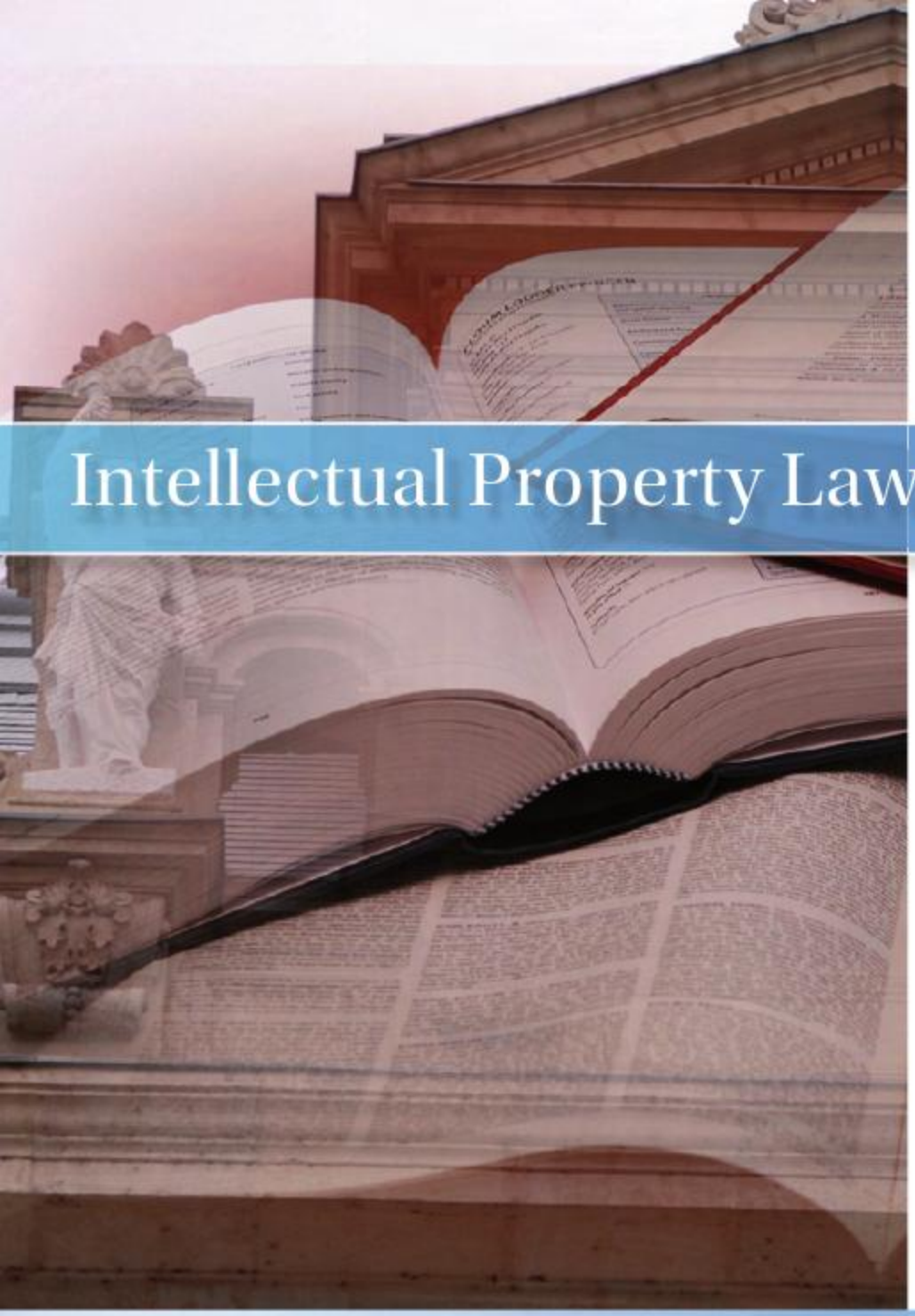
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Andra Musatescu Law & Industrial Property Offices is proud that its Managing Partner, Dr. Andra Musatescu, is the Winner of the Corporate Intl Magazine 2011 Global Award: "Intellectual Property Lawyer of the Year in Romania"

Intellectual Property Lawyer of the Year in Romania

Andra Musatescu Law & Industrial Property Offices is full service and lauded by clients for "the quality of its language skills and the flexibility and personalisation of service. Its main strength is in IP" (Legal 500). Dr. Andra Musatescu is "an IP expert of 'the absolutely highest standard" (Legal 500) and "a fantastic lawyer" (Chambers and Partners).

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Popovici Nițu & Asociații reconfirmed as the Number 1 M&A Law Firm in Romania

Popovici Nițu & Asociații has been ranked first for M&A in Romania by number of deals successfully concluded in 2010 and during the period 2005 – 2010, according to DealWatch's M&A League Tables.

In the last five years, Popovici Nițu & Asociații was involved in 85 successful deals and other more than 200 joint ventures, attempted acquisitions and corporate restructurings, in various industries such as Energy, Healthcare, Retail, IT, Financial Services, Telecom and Real Estate.

Popovici Nițu & Asociații is one of the key players on the legal services market, acting primarily in private transactions where it generally represents the interests of the investors. Popovici Nițu & Asociații and Popovici Nițu & Asociații Tax SRL group 75 lawyers and tax advisers.

POPOVICI NIȚU & ASOCIAȚII
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EDAS LAW BUREAU

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EDAS LAW BUREAU
Since 1990

The antitrust practice of EDAS Law Bureau (EDAS) covers an entire range of antitrust litigation assistance to their clients, including, inter alia, providing legal assistance to the companies as their legal advisors in the Federal Antitrust Service (the FAS) in investigations against them and in administrative cases with regard to imposition of administrative fines for certain violations of antitrust law as well as representing companies-claimants in respect of their claims against other companies with regard to violation of antitrust law.

The antitrust team also represents companies when a respective decision of the FAS is being challenged in courts subsequently.

Among the types of disputes EDAS legal experts of antitrust practice have been involved are abuse of dominant position, price discrimination as well as unfair competition.

The EDAS team has engaged in antitrust practice since 2005 and has accumulated considerable experience. The firm's legal experts are deeply merged into subject and have the capacity and expertise to handle assignments of any size and complexity in the areas concerning antitrust law. They are members of several FAS expert councils. EDAS legal experts take an active part in the non-profit partnership "Competition Support Association". Within this organisation they participate in preparation of drafts bill as experts and attend public events concerning antitrust legislation.

Russian antitrust legislation has a 20-year history. Antitrust litigations are governed by general procedural laws, e.g. the Arbitrazh Procedural Code of Russia contains rules for all types of economic litigations, including antitrust actions. It should be noted that there has been a substantial increase in the number of antitrust litigation in recent years.

The Russian antitrust legislation has been developed rapidly since 2006. For the time being, the so called third antitrust package is under consideration of the State Duma (Russian Parliament) which should introduce essential amendments to the current antitrust legislation, notably in respect of determination of monopolistically high price of goods, anticompetitive (cartel) arrangements and concerted practice.

"With respect to new trends in Russian antitrust litigation we would note the following. Disputes that connected with challenge of tender results within government contractual work have become widespread recently. It should be noted the FAS high level activity in the last years and, accordingly, essential increase in disputes in the sphere of antitrust litigation in Russia," said Igor Akimov, partner of the firm.

Mr Akimov is actively involved in all the Bureau's antimonopoly consultancy projects. He is an able member in the non-profit partnership "Competition Support Association" and efficiently functions as a member of the metals sector supervisory board operating within the FAS.

Private antitrust litigation has not developed much over this period, due to the weak legislation, the relevant court practice is also rather poor, including with regard to damages redress. Therefore, very often the reason an action is dismissed is the failure to prove any relation between the breach of law and damages. According to the firm it is likely that there may be occurred collective proceedings that are provided by the Arbitrazh Procedural Code as amended in July 2009.



INMAR LEGAL CO, LTD

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INMAR Legal Co.,Ltd.

The legal company "Inmar" offers its customers a wide range of services as legal support for individual transactions and offers to address individual problems, and comprehensive legal services.

These services include corporate law, M & A, support bankruptcy, competition law, copyright and other intellectual property rights in real estate transactions, maritime law, insurance law, international trade law, customs law, tax law, employment law, litigation and arbitration and business legal services.

Dmitry Kafanov, senior partner, explained that the firm provides the full legal support to investment projects beginning from the stage of identification till start up of project.

He said: "Our services includes the executing of the total legal due diligence of a project, preparing optimal legal model of project's realisation, the receiving of all government and municipal permits, and the preparing of all legal documents concerning the project."

Since its establishment in 1998, the firm has been directly involved in many foreign investment projects in the Russian Far East, related to various industries including real estate, maritime, agriculture and telecommunications.

"The practice and the development of effective productions and large business firms, in particular, holdings and groups of companies, shows that these organisations achieve the greatest success with competent legal consultation," he added.

Mr Kafanov maintains that modern business is impossible without competent and professional legal support.

"Wide practical experience in the sphere of Russian and international law gained by leading experts of the company permits the INMAR Legal Co, Ltd to defend its clients' interests at a highly professional level. The company's lawyers in their work rely on the generally recognised international standards and ethical norms of consulting activity and develop the best traditions being the heritage of leading Russian jurists," Mr Kafanov said.

The goal of the company is to secure legal conditions for conducting civilised transparent business in accordance with the generally recognised world standards, with the low level of losses and costs for its clients.

The INMAR Legal Co, Ltd carries out complex legal security of business activity with the purpose of preventing crisis situations and legal collisions.

"Our basic goal is professional approach to affairs of our Clients. We not only solve any legal problems. We help our Clients to find ways of business optimisation, we save their time, reduce financial losses and expand opportunities," he concluded.



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ANDREY GORODISSKY & PARTNERS

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Andrey Gorodissky & Partners law firm is one of the oldest partnerships of business lawyers in Russia. The firm was founded in February 1992 by practicing lawyers who for many years had been working in state foreign-trade organisations, legal departments of government ministries and research institutes in Russia and abroad. At its foundation the firm had the name "Business & Law" that in April 2000 was changed to "Andrey Gorodissky & Partners" to conform to the standards adopted in the attorney's business.

Andrey Gorodissky & Partners is an independent partnership of lawyers who are engaged exclusively in professional attorney's business on the basis of the Federal Law on attorney's activity and advocacy in the Russian Federation. The lawyers have broad experience and a reputation for offering a full range of quality legal services to Russian and foreign businessmen and companies operating in various branches of industry and commerce. The core practice areas of the firm include: corporate, M&A, capital markets, banking and finance, complex legal support for investment projects, real estate and construction, trademarks and intellectual property, customs and foreign trade regulation, domestic and international dispute resolution, and day-to-day operational legal support for business.

The firm is guided by and adheres to the highest ethics standards of the client-attorney relationship that are rooted in the historical tradition of Russian advocacy and have absorbed all fundamental rules effective in the attorney communities of America and Western Europe.

All lawyers of the firm are graduates of the best Russian law schools and many of them worked as interns at major U.S.A. and West-European law firms. Some of the lawyers have academic degrees (ScD, PhD, LL.M). The firm has accumulated vast experience of work on complicated cross-border transactions involving lawyers of different countries.

From its offices in Moscow the firm maintains close correspondent relations with leading law firms all over the world, which makes legal assistance to Russian and foreign clients more effective. Work for international clients occupies approximately 70% of the firm's practice. Among the firm's clients are major companies from the U.S.A., Western Europe, Japan, South Korea, and leading Russian industrial and trade enterprises.

Since its foundation the firm have always pursued two goals: (i) to maintain a very high quality of legal services in conjunction with a personalised approach to every client, and (ii) to give comfort to clients in terms of their expenses on legal assistance. The firm prefers to establish long-term relationships with clients rather than seek a one-time big assignment which, upon completion of the deal, does not promise evolvement. That is why the firm's main clients (mostly foreign corporations) have been using the services provided on a permanent basis for periods from 10 to 15 years. No assignment of the firm's permanent clients can be too insignificant or economically inefficient – the firm works on any assignment with the same attitude and time effectiveness, and pays much attention to the development of client-attorney relations by regularly providing clients with general legal information free of charge.

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SLOVAKIA - BANKING & FINANCE LAW FIRM OF THE YEAR 2011

Hamala Kluch Víglaský puts the firm's years of legal experience and innovation to work for clients today. As one of Slovakia's most prominent banking and finance, M&A, corporate and real estate law firms, Hamala Kluch Víglaský has long-standing client relationships with premier financial institutions, Slovak Top Ten companies and other leading corporations, government entities and individual private clients. The firm has earned a reputation for crafting innovative business and financial solutions and developing precedent-setting legal strategies to achieve their clients' goals.

Throughout their professional careers, the firm's attorneys have been consistently recognised by international law firm rating organisations (Chambers & Partners, ILFR 1000, Chambers Global, PLC Which Lawyer, Legal 500) as top Slovak attorneys recommended in almost all major fields of law, including banking and finance, capital markets, construction and real estate matters, commercial and corporate law, mergers and acquisitions, and greenfield projects.

The firm is convinced that their pursuit of the following core values is fundamental to why clients have come to rely on the firm's services, year after year:

- Integrity, both individually and institutionally, in dealings with the firm's clients, the firm's adversaries, and their colleagues.
- Independence which does not detract from Hamala Kluch Víglaský's dedication to the interests of its clients but which always enables them to determine and to advise on what is in the best interests of its clients.
- Personal accountability for every decision, judgment, and action on behalf of the firm's clients or the firm.
- Competence which is marked by creativity and judgment that add distinction to the quality and value of the firm's services.
- Excellence in every aspect of the professional lives of each member of the firm, aiming to deliver quality, innovation and consistency in all aspects of the firm's service.
- Teamwork that joins effectiveness with cohesion and collegiality throughout the firm.
- Commitment to all clients' interests, with an intensity of effort that distinguishes the firm's lawyers from others in the profession and rival firms.

The client portfolio of Hamala Kluch Víglaský includes names such as Citibank, UniCredit Bank, Erste Bank, Tatra banka, VÚB Bank, KBC Bank, ABN Amro, Enel, General Electric, Scania, Electricité de France, Kardan Group and Penta Investments.



www.hkv.sk

Peter Víglaský, one of the founding partners of the firm, manages Hamala Kluch Víglaský's banking, finance and securities practices. Peter has more than twelve years' experience as an advocate in the area of banking and finance, thanks to previous positions at leading international financial institutions and law firms. He specialises in corporate, project and real estate financing, capital markets and derivatives, mergers & acquisitions, real estate and private equity under Slovak and Czech law.

Roman Hamala is greatly experienced in advising borrowers. Roman is an advocate with more than sixteen years' practice in finance and mergers & acquisitions. He holds an LL.M. degree from the University of Virginia and previously practiced law in New York.

SLOVAKIA - BANKING & FINANCE LAWYER OF THE YEAR





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BARGER PREKOP
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Barger Prekop s.r.o. is a full-service law firm based in Bratislava, Slovakia. The firm assists domestic and international clients in complex legal issues and transactions. The founding partners, Mr. Adrian Barger and Mr. Roman Prekop, are respected legal practitioners on the Slovak and CEE markets. They each have over a decade of experience advising clients on a broad range of banking, corporate, M&A, real estate, regulatory and contentious matters.

Barger Prekop s.r.o. groups lawyers with a client-centered approach who use expert knowledge gained over years of practice in industry-specific matters. The firm is organized into the five basic practice groups of banking & finance, competition & EU law, corporate & commercial, litigation & arbitration, and M&A. The firm's primary focus in industry is on real estate as well as energy & natural resources.

The firm's banking team consists of four lawyers – Roman Prekop, Adrian Barger, Erik Seman and Matus Lahky. The team's most basic characteristic is the proactivity in solution finding and delivering prompt results and answers, as such approach is often desired and inevitable for the client. The firm considers the absolute clarity and understandability of the advice to be a client's prerogative. Rather than creating insurmountable barriers of the never-to-happen scenarios, the firm aims to address the legal issues realistically while respecting the complexity of certain legal problems of the ever developing banking world. Barger Prekop s.r.o. is not shy to come up with a trend setting or risk mitigating solution.

Working mostly for the borrowers, in recent months the firm has been instructed on several major transactions including both Slovak and international bank houses. In addition to real estate refinancing, corporate financing and derivative transactions, the firm was instructed to advice on energy sector transactions including export financing. Also, the firm has advised on specific aspects of a group's cash pooling.

Barger Prekop's banking & finance practice includes representation of banks and financial institutions as well as borrowers in a variety of bilateral, club or syndicated loan agreements, guarantee agreements, ISDA agreements, letters of credit and complex security documentation. The firm advises clients on bond offerings, public offerings of shares and other securities.

Barger Prekop also handles competition law matters governed by EU and/or purely Slovak law. The firm's lawyers have acted on cases of abuse of dominant position, cartels, or concentrations in various business sectors. The firm advises on state aid law, including state aid notifications, compliance review and recovery of illegal state aid.

Members of the firm closely monitor developments in Slovak and EU competition case law and provide clients with up-to-date, understandable advice in these areas. The firm advises on EU law infringements, liability for damage resulting from violation of EU law, and public procurement issues.





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ROJS, PELJHAN, PRELESNIK & PARTNERJI

The law firm Rojs, Peljhan, Prelesnik & Partners (RPPP), a Slovenian law firm based in Ljubljana, is probably the largest Slovenian law firm in terms of the number of fully qualified attorneys specialising in commercial and corporate law and providing services solely to legal entities (with very rare exceptions to select individuals).

RPPP is recognised as a market leader in corporate law, litigation, banking and finance law, competition and anti-trust law and M&As. Clients range from global corporations to small high-tech start-ups and includes commercial banks, investment banks, other financial institutions, insurance companies, multinational institutions, trade associations, local and international agencies, as well as governments and non-profit organisations.

RPPP has acted as a local counsel for foreign clients in some of the largest takeovers in the history of Slovenia, including the takeover of pharmaceutical company Lek d.d., telecommunication company UPC Telemach and furniture company Lesnina. In one of the major financing projects RPPP has been advising a foreign bank as lender in EUR 530 million Master Facility Agreement with guarantee of Republic of Slovenia. In addition, RPPP has been advising a syndicate of banks offering financing arrangement to a potential purchaser in the last privation project of Telekom Slovenia. RPPP has advised a syndicate of foreign banks in EURO 73 million financing agreement, hedging arrangements (ISDA), structuring of the collateral package, preparation and execution of all collateral arrangements on behalf of the security agent and gave advice on all relevant aspects of Slovenian law.

RPPP's experts have advised a foreign lender with regard to a subordinated loan agreement financed by the issuance of EURO 120 million floating rate perpetual loan participation notes with interest rate step-up. The experts have also acted as local advisers to several foreign banks in their capacity as joint lead managers in the issue of EURO 500 million floating rate notes. RPPP has advised a foreign buyer in acquisition of a 55,35% share in the privatisation process of Slovene Steelworks. RPPP also regularly advises foreign clients in various corporate matters, setting up companies in Slovenia and obtaining permits. RPPP advised in setting up some of the biggest joint ventures in Slovenia, recently in a multi-million euro worth joint venture company of one of the major French banks and a French car producer for consumer crediting and has serviced the client during registration processes and obtaining of required licences.

RPPP is the only Slovenian law firm acting also abroad. In 2003 RPPP opened a subsidiary in Belgrade, Serbia, where currently eight local attorneys are employed. The experienced team of attorneys in the Belgrade office offers a great variety of legal services to international clients in various practice areas from general corporate matters to M&A, competition, litigation and labour law.



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FORNESAPRADAFERNÁNDEZ
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FORNESAPRADAFERNÁNDEZ IS A PROFESSIONAL FIRM FOCUSED ON BUSINESS LAW WHICH APPEARED SOME YEARS AGO ON THE SPANISH LEGAL SCENE WITH THE AMBITION TO BE HIGHLY INNOVATIVE AND PROACTIVE.

The partners: Tomàs Fornesa, José Luis Prada and Jaime Fernández Juanjo Hita and Simeón Garcia-Nieto, all have broad experience and excellent reputation in both the legal market place and the academic community. They have each worked with leading Spanish and International firms, and have assembled a strong team of professionals at FornesaPradaFernández exceptionally well prepared for the challenges of the 21st Century.

FornesaPradaFernández was founded with the intention of offering a new approach to serving clients. This is a modern and flexible law firm, able to adapt to the phenomenon of the "pace of change", crucial in the 21st century. The firm confronts in a proactive way the constant changes which affect the legal profession (in commercial practices, patterns of consumption, corporate operations, business models and more than anything else, in the regulatory/legal framework). The firm works with agility and efficiency to find workable legal solutions in a globalised, digitalised, hyperdynamic and constantly changing business world.

FornesaPradaFernández aims to provide high added value services by way of practical and accurate advice. The firm participates in the planning and development of clients' business activities, helping them to achieve their objectives efficiently and reliably. The firm provides its services by way of multidisciplinary teams combining qualified professionals with wide experience and constant training.

FornesaPradaFernández values people above all else. The firm believes the key to success lies in the close cooperation between professionals and clients. It is the firm's honour to work with clients who trust and share with their objectives with the firm, concerns, and challenges.

The scope of the firm's advice covers all areas of business law: corporate law, mergers and acquisitions, contracts, real estate, tax, IT/IP, private equity, banking and finances, employment, litigation and insolvency. The firm advises various types of clients: large commercial groups, publicly traded companies, multinational companies, small and medium-sized undertakings, family business, private equity houses, new entrepreneurs, technological start-ups, as well as directors and promoters of not-for-profit enterprises.

Corporate and M&A

Corporate and M&A is currently the firm's strongest area of practice, having the larger team of lawyers. This practice is lead by two partners: Tomàs Fornesa and Simeon Garcia-Nieto, both with considerable experience in domestic and international transactions. The firm's clients specially appreciate efficiency and dynamism dealing with complex mergers and acquisitions, restructuring of commercial groups, re-financing projects and project finance.

The team also accumulates a significant track record providing advice on corporate matters, and drafting and negotiating of all types of commercial contracts.

The team works in a coordinated manner with other departments of the firm in multidisciplinary teams, in order to provide a full and comprehensive service.

The firm feels particularly proud of the rate of success in closing deals. Nowadays, taking into account the economical and financial situation completing transactions is becoming more and more difficult. The firm believes they have a special ability to get through challenging business environment. They have completed in the last year some of the most relevant transactions in the industrial sector in Spain, and always maintain a strong crossborder component, involving Competition authorities' notification and regulatory communication to foreign stock exchange such as Tokyo and New York.

The firm's professional experience extends to various sectors, including:

automotive manufacturing, logistics, electronic, renewable energy, health, public works, construction, financial services, retail, transportation, engineering, technology and electronic commerce.

The firm's practice includes the following areas:

- Mergers and acquisitions
- Private equity, MBO, LBO, etc.
- Corporate re-structuring
- Family owned business, corporate governance and para-corporate agreements
- Project finance, re-financing
- Commercial contracts
- Real estate transactions
- Law regarding new technologies and electronic commerce
- Corporate law and company secretarial services
- Joint ventures and cross border transactions
- Setting up of all types of commercial and not-for-profit enterprises
- Insolvency advice, winding up and liquidation



AMAT I VIDAL-QUADRAS ADVOCATS

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AMAT I VIDAL-QUADRAS
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PhD in law by the University of Barcelona, he is partner and head of the Intellectual Property and Pharmaceutical Law Department at Amat i Vidal-Quadras Advocats in Barcelona. Professor at the Faculty of Law of ESADE on protection of technology he is author of several books and articles on IP law.

AMAT I VIDAL-QUADRAS ADVOCATS, a law firm founded in 1992, mainly works in the fields of corporate, litigation and intellectual property law. Its main work consists of advising and litigating on commercial, company and contract law, industrial and intellectual property, competition law and life sciences.

The intellectual property and life sciences department of the firm specialises in protecting its clients' technology and distinctive signs in the market. In this field, Amat i Vidal-Quadras benefits from the wide experience of Luis Torrents, an experienced and longstanding lawyer who has been practicing law since 1963.

The main litigation work of the firm for more than 15 years has been in the pharmaceutical field. This has meant that Amat i Vidal-Quadras has been able to acquire a great deal of knowledge of the sector and the complex administrative regulations imposed for marketing pharmaceuticals.

A team of skilled and experienced lawyers trained to assess the needs of the firm's clients is one of the most important assets of Amat i Vidal-Quadras. Miguel Vidal-Quadras is the head of the department, who is well-known not only for his experience and litigation skills but also for his academic work as a professor of protection of technology at the University and in different IP conferences and forums. Oriol Ramon is an associate lawyer who has contributed with his high implication to the firm and to intellectual property in the development of the department. Eva Ballester, a further associate lawyer, has brought to the firm her long experience in the IP Department of an international law firm and as in-house lawyer of a pharmaceutical company.

The complexity of the advice that is normally required for certain IP matters in the field of patents is intrinsically related to three factors: understanding the technology involved and the technical field in which it is applied, the interference of administrative regulations affecting normal application of free trade rules and the important economic interests involved in the patents, which, to some extent, are used as mechanisms to prevent competitors from launching their products on the market.

Over the years, Amat i Vidal-Quadras has set up a highly qualified team of lawyers with special knowledge of how the market operates and the specific features of the sectors. In particular, the synergies between the IP department and the corporate and commercial law departments of the firm and the in-depth knowledge of sophisticated and regulated markets, such as pharmaceuticals and renewable energy, makes the firm one of the best options for obtaining a comprehensive legal advice on IP law in Spain.

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Pareja & Associats, Advocats is a respected and well known law firm established in Barcelona since 1977. The firm specializes in Public Law and represents public and private sector clients.

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ABOGADOS

Vialegis Dutilh Abogados is positioned as one of the leading law firms in the Spanish market for all specialisation areas within the scope of business law. With offices in primary business and financial locations in Madrid and Barcelona, Vialegis Dutilh Abogados has become a point of reference in the sector.

The business areas of the firm are: corporate, finance, insurance, fiscal, labour, litigation and arbitration, bankruptcy, public, real estate and planning, competence and EU law, new technology, economic and company law, intellectual and industrial property and international law.

The firm has a professional team of 85 lawyers. All lawyers have the relevant academic qualifications and extensive professional experience. The service these lawyers provide is characterised by their closeness and flexibility, innovative assessment, together with their commitment and implication in the fulfilment of client expectation. This work model is a logical result of the idiosyncrasy of the firm itself. The work ethic of Vialegis Dutilh Abogados is based on a clear approach, applying professional criteria to legal solutions, commitment to providing results and client relationships based on trust.

The work teams are lead by at least one partner of the firm. The number of partners depends on the multidisciplinary character demanded by the client, but in all cases, the presence and implication of the partner, as leader of the team, is constant throughout the entire process.

Vialegis Dutilh Abogados has 19 partners specialised in different areas of business law and with extensive experience in a wide range of sectors: aeronautical, banks, communication, energy, pharmaceutical, finance, real estate, investment, security, service, technology and telecommunications, amongst others. The firm is co-managed by Isabel Dutilh and Pablo Usandizaga.

In corporate, the firm's team has proven experience in private equity, venture capital and M&A operations. The firm have participated as advisors for venture capital companies in some of the most important company acquisition operations that have taken place over the last few years.

Services include company and venture capital management entity constitution, mergers, splits and company restructuring. The firm also provides legal advice to national and international companies. The firm fully integrates with client work teams and have solid experience in preparing and negotiating all types of contracts.

About the private equity´s area the market has said:
"This firm has a strong reputation for private equity, as well as in the wider corporate field. The team handles mainly transactional private equity deals. The portfolio includes notable names in the technology sector, such as Bullnet Capital and Adara. The clients appreciate the amount of partner time received and the lawyer's extraordinary attention and delivery." It was further noted that the firm is on top of all administration matters, so much that: "Clients receive documents before you even ask for them."



Gómez, Olmo & Da Veiga Abogados, S.L.P. is proud that its Project Finance partner, Israel Gómez-Caro, has received the Project Finance Lawyer of the Year award as a consequence of its consolidated position in the Spanish project market in Spain and the recognition obtained by the law firm in the last three years in many key practices including litigation, arbitration and competition.

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AACNI Abogados

AACNI Abogados was founded in Barcelona in 2000. The areas of specialisation of the firm are trade, transports and energy law sectors. The firm´s team consists of highly experienced lawyers and consultants from different countries, working in different locations including Spain, the UK and the recently opened office in Dubai. The practitioners are qualified in various jurisdictions. They speak several languages, enabling them to find legal solutions for their clients both in Spain and abroad.

AACNI´s principal objective is to continually improve the professional standards of work. AACNI has a great team. They work well together respectfully showing mutual respect for each other and to the community.

Mr Albert Badia partner and managing director, has a wide and distinguished career. Mr Badia's areas of expertise include maritime law, international trade law and investment law. Clients heap praise upon Mr Badia highlighting "his amazing pre-trial preparation and ability to speed the procedure up and solve problems quickly" along with his "strategic approach and negotiation skills". They also say "Mr Badia is perceptive, intelligent and always available."

Mr David Gatell head of the litigation department has extensive experience in commercial litigation in Spain. He also works in bankruptcies, judicial management and receivership where he acts as counsel for debtors and creditors.

Mrs Mónica Comas is the head of the transport department. Mrs Comas' areas of expertise are marine insurance claims, transport law including CMR and bills of landing disputes, and yachting law.

Mr Raúl Calvo is the Dubai office director. Mr Calvo is one of the few Spanish professionals approaching investment and financial ventures in the Islamic culture and its potential under the Spanish legal frame. He has wide experience in international trade, international corporate law, international contracts, legal assistance in the setting up and the incorporation process, RE law and urban planning.

AACNI Middle East Legal Consultants FZC is the name of the company recently established in Dubai. It is the first Spanish law firm to be permanently established in the Arabian Gulf. AACNI´s launch in the Middle East is due, amongst other reasons, to the increasing investment in the region, especially from Spanish companies. AACNI Middle East Legal Consultants FZC, AACNI SLP in Spain and AACNI UK Ltd. combine their efforts to allow AACNI to operate directly from the Middle East.

The firm publishes a magazine called AACNI Lex where details of recent judgments in Spain and abroad can be found. Some of the cases published are where AACNI´S lawyers have been involved and other cases are for the reader general interest.

In addition to AACNI Lex, the firm publishes Arbitration Watch a quarterly publication about arbitration cases across the world in which practitioners from different countries give their contributions.



RUIZ HUERTA & CRESPO SPORTS LAWYERS

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RHC & abogados

THE FIRM IS A SMALL BOUTIQUE LAW FIRM THAT IS MOSTLY INVOLVED IN SPORTS LAW AND HAS A HIGH DEDICATION TO FOOTBALL MATTERS. RUIZ HUERTA & CRESPO'S INSIDE KNOWLEDGE OF UEFA, FIFA AND THE COURT OF ARBITRATION (CAS) ISSUES FOR MORE THAN 20 YEARS, HELPS THE FIRM STAND OUT WHEN COMPARED WITH OTHER COMPETITORS. THE FIRM IS ESTABLISHED IN COMMERCIAL AND CIVIL LAW, BOTH IN DOMESTIC AND INTERNATIONAL AREAS, WITH THE EXPERIENCE OF THE FOUNDER, JUAN RUIZ HUERTA THE FIRM HAVE OPENED INTO OTHER LEGAL FIELDS LIKE SPORTS AND ENTERTAINMENT LAW IN WHICH JUAN DE DIOS CRESPO PÉREZ, IS A VERY WELL-KNOWN SPECIALIST IS THE LEADER TEAM.

The firm is based in Valencia but has also several agreements with legal companies in Madrid, Barcelona, Seville, Paris, Rome, Brussels, Zurich, Geneva, Manchester, London, Sofia, Sao Paulo and Buenos Aires and is a member of the International Union of Lawyers (UIA) which permits the knowledge and co-operation with high profile lawyers' firms worldwide.

The legal team is committed to giving advice in contracts and commercial fields, both domestic and international for the world of commerce, sport and art/entertainment. Ruiz Huerta & Crespo Sports Lawyers also have litigators and a well established experience in the area of arbitration, both as members of panels and representing parties. The team speaks Spanish, English, French and Italian as working languages. The firm contributes in training of businessmen and lawyers in the indicated fields in several business schools and sports seminars and MA courses in sport law.

Partner Juan de Dios Crespo Pérez, LL.M commented on the type of work he has been able to conduct thanks to his high level of experience and the quality of the law firm:

"I have been involved in Sports Law before I was even a Lawyer, and as a Student I was already a member of the Board of the Indoor Soccer Valencian Federation by 1981. After that I was a Disciplinary Judge in the same federation. Once I got my degree, I started working in the international area, (as I am bi-lingual), with some incursions into Sports Law until I really became involved at the beginning of the 1990's. I work for clubs, agents, federations, in UEFA, FIFA and CAS cases, as well as in international and national transfer agreements, in which I have been instructed by some of the most famous football players and clubs."

Mr Juan de Dios Crespo Pérez, LL.M. is a professor of the FIFA-CIES MA program, as well as in several others well-known sports law or sports management masters throughout the world. He also dedicates his time to write academic and legal papers and has been a co-author and participant in seven books. Furthermore he assists clients in sporting litigation cases (FIFA and CAS) as well as in civil courts, by preparing the statements or counter-statements as well as the hearings in such cases. Juan de Dios Crespo Pérez has also been involved in several disciplinary cases in UEFA for several European top-level clubs, as well as acting as an external lawyer for a number of worldwide football clubs who are seeking legal advises. Further duties include drafting or reviews of transfer contracts, agents' contracts, employment contracts and image rights agreements.

"The most common legal issues involved in the firm's work are the litigations in UEFA, FIFA and CAS as well as in civil courts and the advising, drafting and reviewing of contracts. There is also the high level of cross-border work needs, and of course the need for a fluent knowledge of languages, as well as a knowledge of Swiss Law (that governs UEFA, FIFA and CAS procedures) and of the regulations of each Federation. You need to have a network of trusty colleagues who work on the same field of Sports Law," added Mr Mr Juan de Dios Crespo Pérez.

The firm has been involved in a lot of leading cases in which it was victorious, such as the Mexès case in which the firm reduced a sporting sanction that was given to AS Roma. Another interesting example is the Webster case in which Andrew Webster, a Scottish player, used for the first time article 17 of the FIFA Regulations. The firm managed to have the player reduce the amount of indemnification to be paid to his former club, and highlighted the success and ability of Ruiz Huerta & Crespo Sports Lawyers.

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CLIENTS' choice

ADVOKATFIRMAN NORELIDHOLM WAS FOUNDED IN 2006 BY SUSANNA NORELID AND CHRISTER A. HOLM. BOTH FOUNDERS HAD PREVIOUSLY BEEN PARTNERS WITH ONE OF SWEDEN'S LARGER LAW FIRMS.

After many years of experience, the idea of a more cost-effective, more flexible and personal law firm started to grow. "The wish to be able to provide clients with something extra, not just legal advice, led us to establish our own law firm. We wanted to accomplish the idea of combining years of experience, top quality and extraordinary service with our entrepreneurial spirit and personal engagement," said managing partner Susanna Norelid.

Advokatfirman NorelidHolm has a very experienced insurance and re-insurance law desk, whose partners have served the international insurance community for more than thirty years. It´s clients represent a vast selection of all the major international insurance companies in both the EU and North America. "The Scandinavian market has shown to be an excellent test market for the insurance companies and their products. Low risks and a demand for coverage have made the market very interesting for foreign companies to set up their offices in the region," explained the insurance and reinsurance expert Mr Christer A. Holm.

The services NorelidHolm offers cover the whole spectrum of services that clients ask for, such as litigation/ arbitration /mediation including re-insurance, drafting of policies, risk assessments, claims handling, claims investigations, claims settlements, asset recovery, legal opinions, guarantees as well as all regulatory aspects which faces the clients within this sector.

The insurance law team of NorelidHolm is especially active in the areas of financial lines, banking (bankers blanket bonds, lender liability etc) P & I (lawyers, brokers and auditors), fraud, D & O, EPL, product liability including consumer liability, causality, the building sector and real estate as well as environmental claims.

Advokatfirman NorelidHolm also represents a wide range of national and international corporate clients. With NorelidHolm the client will find the professionalism, the experience and the personal commitment to each and every matter. The client will also meet a great portion of understanding of the business aspects of the matter. The creativity and the business focus is a very important part of the firms' legal work. "We want the client to feel certain about that we are doing our upmost to find a successful solution to their questions and that we are taking the business aspects into consideration, not only the legal," said Susanna Norelid.

> "THE WISH TO BE ABLE TO PROVIDE CLIENTS WITH SOMETHING EXTRA, NOT JUST LEGAL ADVICE, LED US TO ESTABLISH OUR OWN LAW FIRM. WE WANTED TO ACCOMPLISH THE IDEA OF COMBINING YEARS OF EXPERIENCE, TOP QUALITY AND EXTRAORDINARY SERVICE WITH OUR ENTREPRENEURIAL SPIRIT AND PERSONAL ENGAGEMENT."

Advokatfirman NorelidHolm is a member of the international network Insuralex, consisting of a number of the worlds leading insurance law firms, as well as Geneva Group International, the worlds leading multi-disciplinary network.

In addition to this, Ms. Susanna Norelid, is a member of the prestigious US-based lawyers club, The International Association of Defense Counsel (IADC), founded in Chicago 80 years ago and consisting of the worlds leading lawyers acting as defense counsels for insurance companies around the world.





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For over forty years, Wenger & Vieli has dedicated itself to serving its clients primarily in business law. With offices in Zurich and Zug, clients appreciate both the strength of the firm's strong roots in the region together with its international focus. The firm provides legal services to medium-sized and large national and international companies in respect of domestic, international and cross-border activities.

All the lawyers at Wenger & Vieli work in small, extremely efficient teams offering a highly personalised service to clients and the arbitration team is no exception. The professional skills of the team practising international arbitration are excellent and they work unfailingly to deliver the best solutions for their clients or parties in dispute by the most cost efficient means possible.

Wenger & Vieli's arbitration team is active in all kinds of work for both national and international clients as counsel and arbitrators. Their specialisation includes, but is not limited to, the following areas and industries: commercial contracts, agency, distribution and license agreements, corporate law, intellectual property, banking law, private international law, information and communication technology and the energy sector.

The work of the arbitration team is varied but every case is handled with the same diligence and care. The team assists clients in defining their litigation strategy and settling disputes, representing clients or acting as arbitrators and chairmen in international institutional and ad hoc arbitrations. The firm's experience ranges from acting as sole arbitrator in a case between an Oman company and a German company in the solar power plant business to representing an Austrian company against a German company in the media sector.

Switzerland is renowned for its arbitration friendly environment. The country has a modern lex arbitri which is limited to those rules which are really necessary and whilst the freedom of the parties to decide on their own procedure is broad, nevertheless the laws contain all necessary provisions to avoid abuse of rights.

In Switzerland, the lex arbitri for international arbitration proceedings is stipulated in Chapter 12 of the Federal Act on Private International Law of 1987 ("SPILA") as a stand-alone part of the SPILA.

Switzerland's well known and often proven set of arbitration rules are laid down in the International Arbitration Rules of the Swiss Chambers of Commerce and Industry. The team regularly works with these arbitration rules together with the rules of other well known arbitration institutions such as ICC, DIS, SCC or VIAC and so are best prepared to advocate their clients' position as counsel or to find the appropriate solution as arbitrators.

Within the arbitration team, Daniel Girsberger is also professor at the University of Lucerne, a.o., for international arbitration, and Urs Weber-Stecher has been a lecturer for international arbitration at the University of Zurich since 2001 and a member of the Arbitration Committee under the Swiss Rules of International Arbitration since 2010.



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STAIGER, SCHWALD & PARTNER LTD. IS ONE OF THE LEADING SWISS LAW FIRMS WITH OFFICES IN TWO OF SWITZERLAND'S MOST IMPORTANT BUSINESS AREAS, ZURICH AND BASEL, AND IN BERNE, ITS CAPITAL.

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Our M&A practice advises national and international clients from a wide range of industry sectors both on national, international, and cross-border transactions. Our worldwide network of correspondent attorneys allows us to have ready access to experienced colleagues in over thirty jurisdictions worldwide.

Our key areas of advice include developing the ideal transaction structure and negotiation process, organizing and performing due diligence (purchaser and vendor side), structuring and establishment of acquisition vehicles, acquisition finance, drafting and negotiating of contracts and supporting transaction documents, obtaining the required authorizations, post closing services such as restructurings and corporate services, support with respect to the enforcing of agreements as well as interdisciplinary advice on any matter related to the transaction such as e.g. merger control, tax, employment law, data protections and intellectual property.

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Founded in 1993, FBT Attorneys-at-Law Corp. (FBT) is a business law firm with offices in Geneva, Lausanne and Paris.

FBT comprises lawyers and tax advisers who have worked within banks, multinational companies, international trust companies and law firms, in Switzerland, France and abroad.

FBT is organised into four specialised and complementary legal teams: Banking & Finance, Tax, Business Enterprises/Corporations and Litigation.

Each group is led by a partner highly experienced in the group's field of activity. A constant exchange among the practice groups allows the sharing of up-to-date information in each field of specialisation. According to each individual case, FBT sets up a "multidisciplinary legal team" capable of devising a pragmatic overall approach to the various aspects of the case, responding rapidly while maintaining a high degree of legal safety, ensuring optimal cost control.

FBT advises private and corporate clients in Switzerland and abroad with a special focus on France.

FBT Swiss-French teams collaborate on a daily basis with the highest standards in assisting their clients with domestic and cross-border transactions in banking, tax, corporate and litigation matters.

Owing to the quality of its network of lawyers abroad, FBT has a tried and tested capacity for mobilising and coordinating specialised teams in different countries. FBT is thus recognised for its experience and know-how in cross-border transactions.

The capabilities necessary for resolving the ever more complex legal questions faced by the firm's Swiss and foreign clients are thus gathered together within a single law firm.

FBT's objective is to offer its private and corporate clients transparent and efficient advice at reasonable costs.

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leumi ABL
Getting On With Your Business

Leumi ABL is the specialist asset-based lending subsidiary of Bank Leumi (UK) plc, part of the Bank Leumi Group.

Offering funding from £1m to £25m, Leumi ABL provides invoice finance, stock finance and plant and machinery finance, supported by trade finance and property finance facilities via Bank Leumi (UK). Leumi ABL's approach to assisting growth is to work with a good quality management team and a good quality business plan that can offer a good quality product.

Leumi ABL is one of a few financial service providers that not only survived but strengthened its position in the time of the global economic crisis. The company grew both its client numbers and its portfolio size. Leumi ABL continues to work closely with the regional dealmaking communities across the UK and is being recognised as a funding provider that can offer consistency, stability and certainty to businesses, particularly in these uncertain times.

The growing trend of using ABL looks set to continue as banks, advisers and companies have all recognised that an ABL solution provides a progressive and flexible way in which to fund the working capital. Examples of recently completed deals include:

• Leumi ABL provided a total ABL package of £6.85m, comprising a £5.75m invoice discounting facility, £0.75m stock finance plus £0.35m plant finance to assist the BIMBO of Ash and Lacy Building Systems, a £30m turnover manufacturer and distributor of metal roofing and building envelope systems.

• Leumi ABL provided a refinancing package to £16m turnover doormat and textiles distributor Primeur. The £2.7m working capital facility comprised a £1.5m invoice discounting line provided by Leumi ABL, supported by a further £1.2m from Bank Leumi (UK).

• Leumi ABL supported the MBO of Dawson Home Group, a supplier of luxury home textile products including bed linen and towels, being sold by parent Dawson International Plc. The eight-figure ABL deal, consisting of an invoice finance facility and stock finance, will help to strengthen Dawson Home Group's competitive position.

Leumi ABL is very proud to have been chosen as the winner of the Corporate International Magazine 2011 Global Award for 'Asset Based Lender of the Year in the UK.' This year as Leumi ABL marks its fifth anniversary their focus remains on providing the highly personal and flexible service for which they are known, whether completing straightforward invoice finance deals or structuring complex ABL facilities.

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Supplier of home textile products required flexible ABL package to support MBI.
Leumi ABL provided

£6m CID line + £4m stock finance

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To find out more about the Leumi ABL approach to business call Phil Woodward on 01273 716 200 or email pwoodward@leumiabl.co.uk or visit www.leumiabl.co.uk

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BARK & Co Solicitors

Bark & Co Solicitors – Criminal & Civil Fraud Specialist Practitioners

Bark & Co Solicitors was established in 1996 and has since achieved Tier One status in criminal fraud; the Legal 500 refers to the firm as: "A powerhouse in the field of white-collar crime." The principal, Mr Giles Bark-Jones, is also referred to as: "One of the leading fraud lawyers of his generation." These accolades stem from years of experience in some of the most high profile and complex fraud cases with the practice developing into one of the UK's most progressive and successful specialist fraud firms. Attesting to the successes and skills of the lawyers, the firm was chosen by the Government as one of the members to form the specialist fraud panel – a group of capable firms selected to defend the largest and most complex very high costs fraud cases.

Bark & Co's expertise extends across the gamut of financial litigation. The firm also handles commercial fraud, business and tax regulation, tax investigations, white-collar crime and serious crime. The firm's clients are not only individuals but also include national and international companies as well as other bodies corporate. Bark & Co have also established themselves as a leader in the field of cash and asset recovery in both the criminal and civil courts.

Part of the formula of Bark & Co's success is the individual qualities of their people. The firm boasts a range of skilled solicitors, including Mrs Alison Hill who is also recommended by the Legal 500. The firm excels at creating a cohesively strong defence team, married together with the skill of tailoring advice to meet each client's individual needs. This flexible approach and rigorous commitment to quality has led to Bark & Co reaping significant amounts of work through client referrals.

Current cases of interest include R v Asil Nadir. Bark & Co are instructed by the former CEO of Polly Peck International (PPI) in relation to allegations of the theft of a sum in excess of £300 million. The proceedings against Mr Nadir were suspended in 1993 when he left the jurisdiction, following his loss of faith in the justice system and the realised belief that he was the subject of prosecutorial misconduct. After discussions with Bark & Co, Mr Nadir returned to the UK in August 2010 having been granted bail while he was outside the jurisdiction. On his return, the SFO launched a public attack on his credibility while also attempting to take credit for his return.

Bark & Co have particular expertise in missing trader (MTIC) fraud, including contra trading frauds. Recent examples include mobile phone industry cases such as R v Ravjani & Others (one of the largest MTIC frauds prosecuted) and R v Laurent & Others where the alleged loss to the taxpayer was put at £250m. Bark & Co have the requisite experience to deal with such cases that regularly contain hundreds of thousands of pages of prosecution material in a variety of mediums, requiring the defence team to integrate industry-leading experts such as forensic accountants and analysts.

Bark & Co is also involved in new areas of specialist fraud, such as cases in connection with the carbon tax credits industry, including a matter described by KPMG as: "One of the biggest direct tax frauds in UK history," with the defendants making allegedly fraudulent bids worth £103 million in tax breaks on research into green technologies.

Serious crime also features in Bark & Co's expertise. For example, R v Adams (Clerkenwell Crime Syndicate) involved a ten year investigation against an alleged "crime lord" by the police and security services producing 300,000 pages of evidence alone and over 20,000 hours of covert surveillance. The firm's client, Ruth Adams, was acquitted of all charges.

In R v Vian, the client was acquitted in February 2011 of the murder of Daniel Morgan in 1987.

"The level of public resources expended in the investigation was simply breathtaking. The Police purchased the house next door to Mr Vian in order to conduct thousands of hours of intrusive covert surveillance upon him and his family," commented Mr Giles Bark-Jones.

Mr Bark-Jones continued: "They also released false stories to the press in an effort to trigger incriminating conversations. When these efforts failed to produce any cogent evidence, a case was built against these defendants using "supergrass" witnesses, and considerably flawed Serious Organised Crime & Police Act (SOCPA) agreements."

The recent legal arguments which preceded the collapse of the case were led by the firm's defence team, based on a document found in the unused material by a solicitor of this firm. When entering not guilty verdicts, the trial Judge said:

"The legal representatives for all of the defendants, faced with a mammoth and most difficult task, have responded magnificently to it. And the quality of the written and oral submissions that I have received has, taken overall, been of the highest quality. The industry and the tenacity which has been shown by the defence teams are to be commended and the defendants will leave court knowing, if they did not know before, though I think they must have known before, that they have been very well served."

Bark & Co's Civil Litigation department has experienced growing successes such as achieving ground breaking decisions against Commissioners for Her Majesty's Revenue and Customs (HMRC) in cases such as Abbey Forwarding Ltd (9 VAT appeals worth £7m) and Megantic Services Ltd.

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"I also want to pay tribute to the Enyo team, who have guided us from the outset with just the right balance of solid legal advice, commercial pragmatism and common sense. We would not be where we are today without them, and I thank them."

For more information see
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Mackrell Turner Garrett

Mackrell Turner Garrett is an award winning full-service law firm with offices in London and Surrey. The practice provides a full service in litigation and dispute resolution, commercial, employment, property and private client matters, including family and wills, trust and probate. As a founder member of Mackrell International, a grouping of over 80 independent law firms with 110 offices and 4,200 lawyers around the world, much of its work has an international dimension.

The firm was founded in Lincoln's Fields in 1845 by John Mackrell. The legal prize which bears his name is still awarded every year to the student attaining the highest overall score in the Legal Practice Course.

During the Second World War, the firm was bombed out of its City offices and moved to its current Covent Garden location in 1943. In 1987, the firm Mackrell & Co merged with well-established Surrey firm Turner Garrett. The firm currently has 13 partners in three offices.

Employing more than 60 staff, the firm retains a strong commercial background, providing an extensive range of legal advice and services for individuals, partnerships and companies.

Mackrell Turner Garrett prides itself in delivering a legal service where client care is a top priority.

Core areas of work include litigation, company and commercial, business, residential and commercial property, intellectual property private client (including matrimonial work, and wills, trusts and probate), tax and estate planning, immigration, travel and tourism, and regulatory work including white-collar crime.

For the individual, the firm is able to assist with, for example, wills, probate, employment, tax and estate planning, conveyancing, advice on separation, divorce and cohabitation and all forms of litigation.

The firm delivers its wide ranging services to many sectors including property, finance and hedge funds, financial services, information management, IT security, property consultants, hotel and leisure manufacturing, green technology, motor, catering and food, publishing, design consultants and entertainment.

Mackrell Turner Garrett acts for a considerable number of high-net-worth clients in matters both offshore and onshore, corporate and property, tax and estate planning.

Through Mackrell International, the firm has a very international outlook, and is experience in dealing with cross-border disputes and offshore matters. The firm is able to provide immediate international legal advice for their clients and access to any jurisdiction worldwide. Languages spoken at the firm include English, German, French, Italian and Spanish.

Notwithstanding the size or complexity of a matter, clients benefit by using one law firm to address all of their needs both home and abroad. The practice is small enough to provide a personal service but large enough to maintain expertise in many fields.

The dispute resolution team is award-winning, being named the Corporate International Dispute Resolution Team of the Year last year, as well as a prestigious award for Dispute Resolution in the UK.

The firm also holds Recommended Firm status by Global Law Experts as well as being formally appointed "Legal Doctor" to the membership of the London Chamber of Commerce.

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CLIENTS' choice

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The Immigration Department of Gross & Co Solicitors has specialised in UK immigration law for both British and foreign Corporations for over thirty years.

Graeme Kirk, the Senior Partner and Head of the Immigration Department is recognised as one of the leading UK immigration lawyers. He qualified in 1981 and acted as Chair of the International Bar Association Immigration Committee from 2000 – 2004. He has acted as Co-Chair of the IBA Global Immigration Conferences held every two years in London since 2003. He has spoken at seminars all over the world on UK immigration matters and is the UK contributor to Carswells "Global Business Immigration Handbook."

The Gross & Co Immigration Team also consists of Sohan Sidhu, a Partner with over fifteen years of experience, Gill Freeman and Naomi Ogo, a trainee Solicitor who is Japanese and offers a Japanese speaking service to clients.

The main office of the firm is in Bury St Edmunds, Suffolk, but the firm has an office in central London at 87 Wimpole Street, London W1G 9RL to meet with its international clients.

Gross & Co's client base ranges from multinational corporations through to start up businesses and the firm also specialises in acting for high net worth individuals in relation to Tier 1 (Investor) and (Entrepreneur) applications. In addition, the firm also specialises in all immigration compliance issues, including advice to Companies on obtaining Sponsorship Licences and all regulatory issues.

Graeme Kirk commented "UK immigration law for companies wishing to employ foreign nationals from outside the European Economic Area is becoming more and more difficult. It is no longer possible to obtain permanent residence rights in the UK through the Tier 2 (Intra-Company Transfer) route. A consultation has just finished on proposals from the UK Border Agency to break the route leading from temporary to permanent residence under the Tier 2 (General) category for many individuals coming within this category, although there are also proposals to bring forward enhanced permanent residence rights for certain high earning, or perceived high value individuals. It will be interesting to see how the UK Border Agency responds to the consultation, but it is likely that many of the proposals will go ahead. This means that many foreign nationals coming to work in the UK will need to leave the UK after five years maximum. One wonders how this will impact upon the competitiveness of the UK, as many individuals will decide that they do not wish to uproot themselves and their families to come to a new country for only five years."

According to Mr Kirk, in addition, the Compliance obligations affecting UK companies employing foreign nationals has increased substantially in recent years, and this may well be one of the reasons why the current annual quota for restricted Certificates of Sponsorship for Tier 2 (General) is currently being underused by about 50%".

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RadcliffesLeBrasseur
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RadcliffesLeBrasseur is a leading London private client practice that integrates traditional values and exceptional personal service with a modern outlook and technical expertise, all of which go to the heart of establishing strong and long-lasting relationships with its clients that frequently span generations.

The RadcliffesLeBrasseur private client team comprises solicitors from partner to assistant level, many of whom are members of the Society for Trust and Estate Practitioners ('STEP') and as such are recognised as the most experienced and senior practitioners in the field of trusts and estates. Simon Goldring, the Head of the private client team, is a solicitor and a chartered tax adviser and has recently completed the Advanced Diploma in International Tax. The team also includes a chartered accountant to complement the legal advice.

RadcliffesLeBrasseur has a long tradition of acting for land-owning families, entrepreneurial individuals and those who own family businesses.

The RadcliffesLeBrasseur private client team advises on all aspects of private client legal work including domestic and international tax advice, estate planning, wills, powers of attorney and probate.

In particular, the firm provides specialist inheritance and capital gains tax planning for lifetime tax mitigation and to ensure that provision for the next generation is made as tax-efficiently as possible. Such planning may also include tax and trust advice for settlors, trustees and beneficiaries of UK and offshore trusts. RadcliffesLeBrasseur specialises in advising individuals, trusts and corporate structures where an international element is present (whether through family background, employment or residence) and the team has particular expertise in dealing with US tax and estate planning matters.

RadcliffesLeBrasseur is also recognised as one of the leaders in charity law.

The private client team works very closely with the firm's corporate, property and family departments to offer a complete solution for clients.

The firm's private client department demonstrates its dedication to providing a client-focused service by holding all initial meetings with new clients on a no-charge and no-obligation basis. A will review service is offered to existing clients in the same way. This ensures that clients know the member or members of the private client team that they will be working with and gives both parties the opportunity to draw out relevant matters without fear of what the cost implication might be for such a discussion.

THE RADCLIFFESLEBRASSEUR PRIVATE CLIENT TEAM ADVISES ON ALL ASPECTS OF PRIVATE CLIENT LEGAL WORK INCLUDING DOMESTIC AND INTERNATIONAL TAX ADVICE, ESTATE PLANNING, WILLS, POWERS OF ATTORNEY AND PROBATE.

The private client team also endeavours to offer fixed fees to its clients where possible, including for the preparation of wills and powers of attorney and for some trust matters.

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INTEGRITES
INTERNATIONAL LAW FIRM

Integrites is one of the leading law firms in the CIS. With its offices in Ukraine, Kasakhstan, the Russian Federation and the UK, the firm is fully competent to provide advice on Ukrainian, Kasakh, Russian, and English law.

Integrites is known for its expertise in cross-border transactions within the CIS, particularly between Russia, Ukraine and Kasakhstan. The diverse range of the firm's work encompasses advising in the spheres of dispute resolution and international arbitration, banking and finance, corporate and M&A, capital markets, trade finance, IP, competition and antitrust, taxation and employment.

International law firm Integrites was set up in 2005. Specialising in dispute resolution and international arbitration, international trade, banking and financial law, the firm is developing its services aimed at expanding and combining legal practice and complex business analysis.

The firm is an exclusive legal advisor for many companies aligned to the Berne Union: an intergovernmental association of credit and investment insurers that is providing consultancy on credit terms for cross-border trade, insuring export credits, and sharing reciprocally useful information.

"We are known for our commercial and pragmatic approach which we bring to transactions. Whilst we recognise the importance of technical excellence, we are also aware that understanding of the commercial drivers is equally important for a successful transaction. Integrites is registered with the Law Society of England and Wales. Due to its pro-active and client-oriented approach Integrites enjoys international and national recognitions, including a nomination for The British Legal Awards 2010, winning Global Awards 2011, The Law Firm of the Year in Ukraine, The Best Performer, TOP-100 Ukrainian Lawyers Clients Choice and many others," explained Vyacheslav Korchev, managing partner of the firm.

Integrites is a team of professionals, who are always focused on clients' needs and problems. They are always one phone call away from clients, both in Ukraine and elsewhere. Each client is unique, and so is the firm's approach to their projects.

The firm emphasises the quality of the services that they provide. The firm's Global Excellence principle reflects an attitude to the client. Integrites offers services in many countries throughout the world, keeping solid quality standards, confidentiality and dispensing unique legal solutions.

The quality of services provided by Integrites team is controlled by the Solicitors Regulation Authority, the independent regulatory body of the Law Society of England and Wales. Integrites is ensured in accordance with Solicitors' Indemnity Insurance Rules.



NORTH AMERICA & THE CARIBBEAN

GLOBAL AWARD WINNERS

THE ECONOMIES OF NORTH AMERICA AND THE CARIBBEAN ARE EXTREMELY DIVERSE. THE US AND CANADA HAVE SIMILARLY MODERN AND SOPHISTICATED ECONOMIC SYSTEMS, WHILE THE ECONOMY OF THE CARIBBEAN IS HEAVILY INFLUENCED BY THE US AND STILL UNDERGOING MAJOR DEVELOPMENTS IN VARIOUS SECTORS.

The US has the largest and most technologically developed economy in the world. Business firms in the US enjoy a greater degree of flexibility compared to businesses in other regions in terms of innovation and expansion.

While the strategy for most companies in 2010 was about getting back to basics and weathering the storm of unemployment and recession, 2011 has been very different for North America.

As the Democrats and the Republicans fought for the definitive say on a Senate proposal to raise the US debt ceiling, the offices of Standard and Poor's were working overtime to finalise a report which would soon strip the United States of its prized AAA credit rating. According to S&P, the rating downgrade reflected the belief that the soon to be finalised plan to stabilise the country's medium and short term debt problems was likely to fall short. Credit rating agency Fitch then reaffirmed the US's triple-A sovereign rating stating that: "The key pillars of the US's exceptional creditworthiness remain intact."

Regardless of which rating agency has it right the global economy has now certainly changed. The country and its currency that modern economies have set their very existence to for the past 70 years has now revealed a very large weakness in its armour. S&P have commented that a further downgrade is possible in twelve months while Fitch says it will review the country's fiscal state again in November.

Canada is equipped with a high tech industrial economy, and resembles the US in its market oriented economic system, production pattern and high living standards.

Canada's economy, which has outperformed that of the US since the beginning of the financial crisis, is showing signs of slowing down. The housing market boom, which helped drive the country's recovery from recession, is starting to stall.

However, the housing market is being replaced by other drivers such as business investment in machinery and equipment, and Canada is expected to lead the G7 nations in economic growth for another year at least. This can be attributed to several factors, including the country's sound banking system, its abundance of resources, and its lower levels of government debt.

The Caribbean has not escaped the global financial crisis, but the region withstood the difficulties more successfully than in past downturns. This is due to better macroeconomic management, more efficient structural policies, and a vigorous business sector.

The majority of the Caribbean's import-export business is with the United States, and most of the region's tourists are US citizens. This means that the US economy has a great deal of influence on the Caribbean, particularly as tourism is the primary industry of the region.

> "THE COUNTRY AND ITS CURRENCY THAT MODERN ECONOMIES HAVE SET THEIR VERY EXISTENCE TO FOR THE PAST 70 YEARS HAS NOW REVEALED A VERY LARGE WEAKNESS IN ITS ARMOUR."

Despite the global economic turbulence, the Caribbean remains one of the world's most popular tourist regions, and the Caribbean Tourism Organisation saw tourism in the region grow by 3% in 2010.

Many islands in the Caribbean are now looking to expand their export base and privatise government-controlled industries in order to lessen their reliance on the US economy and to reduce the severity of future downturns.



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Firm Profile

Minken Employment Lawyers is an employment law boutique located in the Greater Toronto Area of Canada and provides expert legal services to employers, including their Human Resource professionals and legal counsel, and employees on a full range of workplace issues. We have been serving clients, locally and globally, for over twenty years on a range of workplace issues relating to the lifespan of an employment relationship and beyond. We assist businesses in minimizing their legal liability by drafting employment contracts, including non-competition and non-solicitation agreements and their enforcement, policies and procedures, as well as advising on employee performance issues, disciplinary matters, accommodation issues and workplace investigations. Our knowledge of employment laws and expertise in dispute resolution and mediation are invaluable in resolving disagreements.

Our employment lawyers stay on the leading edge of the ever-changing employment law issues through ongoing professional development, which includes providing educational Corporate Management Training Seminars on various employment law topics. As a result of their years of experience, Minken Employment Lawyers have found that often, the most optimal legal solution to employment issues can be found outside of the courtroom. While Minken Employment Lawyers are fully prepared to go to Court if necessary, we are dedicated to finding the best and most practical solution to every issue.



Our Employment Law Team contributes to the progression of employment law through involvement in conferences, nationally and internationally, national webinars, and the publication of topical articles and papers, including a column entitled *Employment Law Issues for Magazine for Business*, *Canadian Employment Law Today*, *The Canadian Employer*, *HR Reporter*, *Law Times*, *Canada-United Kingdom Chamber of Commerce Newsletter* and other national and international publications.



Ronald Minken, who heads the firm, is one of Canada's Top Employment Law Practitioners as selected by *Canadian HR Reporter* and included in *Canada's Employment Lawyers Directory*.

At Minken Employment Lawyers, our knowledge and expertise in employment law set us apart from other firms in this area, giving our firm the unique edge required to get the job done successfully and efficiently.

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BACCHUS
CORPORATE AND SECURITIES LAW

Penny Green, a lawyer for 15 years, founded Bacchus Corporate and Securities Law twelve years ago. As the owner and manager of Bacchus, Penny leads a team of fifteen legal professionals providing US and Canadian securities legal services. Ms Green has taken many companies public in the US and oversees all aspects of the going public process for her clients, from initial corporate structure through to listing on an exchange.

Bacchus' boutique, team-based firm works closely with new, high-growth companies to complete listings on stock exchanges in North America through IPO's, reverse mergers or plans of arrangements. The firm draws upon big firm expertise, but provides small firm personal service, efficiency, speed and effectiveness. During and beyond taking companies public, Bacchus focuses on requirements specific to the company's stage of growth, and help them think about their corporate structure, governance and business in new and better ways.

According to Ms Green, the practice isn't limited by language or geographical boundaries.

She said: "We represent dozens of international companies, including companies located in Canada, US, China, Hong Kong and Europe that operate across borders or want to access US or Canadian capital markets. Our lawyers are licensed in multiple jurisdictions, including the US and Canada; can communicate in many languages; and understand the culture in business and on the ground in countries around the world."

The team works closely with emerging, high-growth companies to assist them in completing corporate transactions, completing financings, obtaining listings in the US and Canadian equity markets, and keeping current with reporting obligations in the US and Canada. As the CEO of Bacchus, Penny draws on her success as an entrepreneur in delivering services that meet the business needs of clients. Penny has been recognized by Profit Magazine as one of the top 100 most succesful women entrepeneurs in Canada.

Ms Green also explained that Capital Markets offer great depth to both local and international investors.

"Taxes in the Capital Market are going up in other countries and this is causing global investors to look abroad; with a low debt level and also a low prospect for increased taxes, the Canadian economic environment is very positive; and Canada's good performance during the financial crisis only raised the country's international profile," she added.

Indeed, fraud can be an issue which foreign investors can face. Financial regulators oversee the capital markets in their designated jurisdictions to ensure that investors are protected against fraud, among other duties (Investor Protection).

Further, Ms Green feels the Capital Market in Canada has performed well in the global economic downturn.

"Investors are overlooking the economic downturn and turning to other countries that were more positive and attractive for foreign investments, such as Canada," she concluded.

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FELDSTEIN FAMILY LAW GROUP
PROFESSIONAL CORPORATION

Feldstein Family Law Group is one of the largest Family Law firms in the Greater Toronto Area, in Canada.

In Canada, Family Law lawyers handle separation and divorce, along with child custody and access, child support, spousal support, and division of assets.

The Feldstein Family Law Group's team of 12 lawyers as well as law clerks and support staff is led by managing partner Andrew Feldstein. Everyone at the firm practises Family Law exclusively.

INTERNATIONAL EXPERTISE

"We were delighted to hear that we had been named a Corporate INTL Global Awards 2011 Winner. Although we are a Toronto Family Law firm, we do work internationally," Mr Feldstein said.

He points out that Toronto is not only a very international city, it is also Canada's business and financial capital.

"With executives and their families moving back and forth, many international human resources and staffing managers are very aware they need to make sure Family Law considerations are taken into account when transferring employees," he said. "People cannot come back to Canada just for a divorce—they must live in the same province for 12 months," Mr Feldstein said.

CANADIAN FAMILY LAW IS UNIQUE

In addition to business transfers, many immigrants come to Canada from countries where Family Law is very different. It is important in disputes for those living in Canada to recognize the responsibilities, obligations, and the advantages of Canadian Family Law.

One particularly interesting of aspect of The Feldstein Family Law Group's practice involves helping international clients recover kidnapped children in custody cases.

"We have strict laws regarding taking children out of Canada," Mr Feldstein said, "but all too often we see people who have managed to get around the law and, in effect, 'steal' a child. We have worked hard to develop our expertise in getting children returned to their custodial parent in Canada. We also work towards returning children wrongfully taken to Canada."

Canada has been a pioneer in gay marriage, and many people have come to Canada from other countries for their ceremonies. Canada is also pioneering gay divorce, for people meeting the 12-month residency requirement.

ARTICLES AND INFORMATION

Mr Feldstein is a prolific writer, penning frequent columns for the Canadian edition of The Huffington Post, accessible around the world at www.huffingtonpost.com/divorce.

His firm's website, www.separation.ca, elucidates Mr Feldstein's predisposition to avoid taking cases to court, in order to better control expenses and to reduce tension and animosity. Canada has a variety of alternative dispute mechanisms, many of which will be new approaches to people outside the country.

The Alternatives to Court section on his web site has articles on Family Law Mediation, Family Law Arbitration, Collaborative Family Law, and a brief document called Roadmap to Divorce: Alternatives to the Court Process. The firm also has a large archive of free informational videos on the site.



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DE GRANDPRÉ CHAIT IS A MONTREAL-BASED MID-SIZED COMMERCIAL FIRM WITH A FORMIDABLE REAL ESTATE PRACTICE OF SOME 30 ATTORNEYS, NOTARIES AND PARALEGALS.

The firm specialises in diverse areas of real estate law, from all forms of transactional work, to title examinations, municipal, environmental and construction law matters and related litigation. Developers, space users, investors, lenders, borrowers and builders benefit not only from the firm's hands on approach to problem solving, but its understanding of the real estate business as well. De Grandpré Chait is well connected with similar mid-market firms across the country and frequently handles transactions involving assets located in other provinces.

Consistently active in Québec's major real estate deals, in both the development of raw land and the buying/selling of finished products (commercial, residential and industrial property), the firm has significant experience in a wide range of sectors including retail, medical facilities, senior housing, office and industrial properties, and understands the specific issues associated with investment, use, and operation in these areas. Its bench strength and depth of expertise enables De Grandpré Chait to handle the deals of a large segment of the market.

Since the viability of a real estate investment largely depends on financing, the firm guides and advises clients through every stage of a real estate transaction, from negotiating financing terms to finalising an agreement. The firm also represents many mortgage lenders and ensures that safeguards for the protection of creditors are implemented.

Given the in-depth knowledge of all areas of real estate activity, the firm also provides sound advice in the area of municipal law, notably on the validity and implementation of regulations, as well as proceedings in which the occupant or owner of real property must contend with the requirements of a local jurisdiction, such as disputes concerning property assessments and expropriation.

In addition, as environmental issues have become increasingly important, the firm provides both advice and representation regarding the state and condition of industrial, commercial and residential real estate properties, or the liability of real estate owners.

Renowned for his expertise in all aspects of commercial real estate law and related areas of commercial law, Marc J. Rubin is regularly the lead attorney in significant real estate transactions, be it acquisitions or dispositions, financings (lending and secured transactions), re-structuring, joint venture arrangements, property development and leasing. He represents on an ongoing basis many of the largest real estate companies, REITs and financial institutions with respect to significant real estate investments, as well as numerous large and smaller private developers.

A senior member of the firm's Real Estate Group, Marc brings a sophisticated, innovative and solution-driven approach to his practice. He is recognised and recommended in numerous directories, in Canada, the U.S. and abroad, as a leading Canadian practitioner in property development, financing and acquisition. He is also often cited for his in-depth knowledge and experience with regard to a broad range of complex commercial real estate matters.

Specifics of real estate law in Canada

Despite the current world economic crisis, Canada continues to be attractive to commercial real estate investment. Characterised by centrist economic and political policies, a strong banking system and reasonable regulation, foreign investors appreciate the stability and monitored growth in diverse asset classes.

Canadian lenders are requiring greater equity injections, considerably higher debt-services coverage ratios and successful borrower performance track records. Conversely, investors with access to capital will find attractive opportunities as existing owners experience difficulty re-financing maturing debt.

Real estate is affected by federal law in its constitutional areas of jurisdiction and also by provincial, local laws and by-laws, which may vary. The major private law distinction is that the Province of Quebec follows the Civil Law system while the remainder of the country follows the English Common Law system. Although their paths may differ, the eventual outcome is often identical and the real estate business remains borderless.

Environmental issues, paramount to any real estate transaction or project, illustrate the point. The federal government and each province legislates environmental matters, often prohibiting construction where environmental hazards exist. 'Polluter pay' principles apply throughout Canada, even where the polluter complies with accepted norms. The Supreme Court of Canada recently held that in both civil and common law systems, no-fault liability is accepted for neighborhood disturbances as this furthers environmental protection objectives.

Leases, being the economic bloodline of any project, continue to evolve with the times. The so-called 'green lease' seeks to employ targets to reduce consumption of energy, water and provide other environmentally friendly goals.





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Solomon Harris is delighted to have been awarded "Corporate Law Firm of the Year in the Cayman Islands" as part of the Corporate Intl Magazine 2011 Global Awards. Established in 1998, Solomon Harris is a full-service Cayman Islands corporate/commercial law firm with offices in Grand Cayman and Zürich. The two offices regularly collaborate and are able to offer a seamless service to the Firm's clients.

The firm's principal practice areas are investment funds, captive insurance, mergers and acquisitions, finance and restructuring/insolvency. Recent highlights include acting for Intertrust Group Holding SA on its acquisition of Close Bank (Cayman) Limited and Close Brothers (Cayman) Limited and acting for a major US university on its acquisition of an educational establishment in the Caribbean.

Solomon Harris client list includes major institutions, public and private companies, high net worth individuals, major onshore law firms and accounting firms. Examples which the firm are permitted to disclose, include Harcourt Investment Consulting, Lyxor Asset Management, Société Générale and Unibanco. The firm's reputation has been built on its consistent responsiveness to clients' needs drawing upon a team of very experienced lawyers.

All of the firm's lawyers have prior large firm experience, mostly gained overseas, enabling Solomon Harris to understand the "global picture" as well as the "local focus" in any project in which the firm is involved. The partners attach particular importance to ensuring that the firm always provides straightforward, commercially-focused advice, delivered clearly and succinctly. "We fully understand the importance of responsiveness and all our lawyers are aware that this is one of the Firm's core principles. It is one of our key strengths and has enabled us to build the successful practice that we have today," said Paul Scrivener, partner at Solomon Harris.

Although the firm is structured into departments: corporate/commercial, dispute resolution, insolvency and corporate recovery, and local practice/banking, the boundaries between the departments are very fluid and frequently work is handled on a cross-departmental basis.

"WE FULLY UNDERSTAND THE IMPORTANCE OF RESPONSIVENESS AND ALL OUR LAWYERS ARE AWARE THAT THIS IS ONE OF THE FIRM'S CORE PRINCIPLES. IT IS ONE OF OUR KEY STRENGTHS AND HAS ENABLED US TO BUILD THE SUCCESSFUL PRACTICE THAT WE HAVE TODAY."

The firm has developed a reputation for providing effective offshore legal solutions, both promptly and efficiently and is recognised by the leading UK international law firm directories as one of the leading law firms in the Cayman Islands. The firm is known for its ability to 'think outside the box'.



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KRyS Global provides solutions to complex cross-border issues in the areas of corporate recovery, insolvency, forensic accounting and business advisory services.

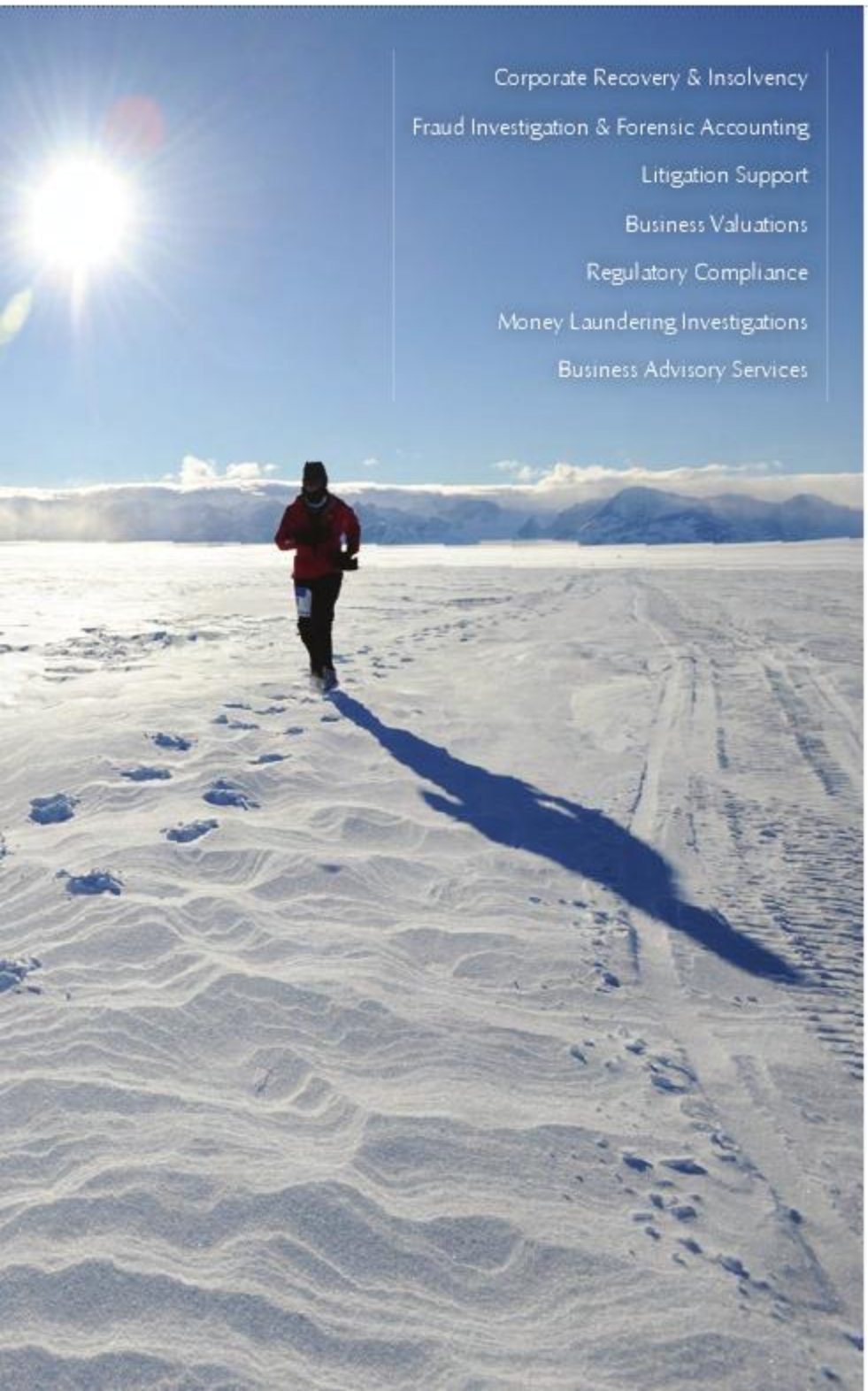
Being an independent firm enables KRyS Global to give clients a more personal service without issues of conflict of interest arising as may be the case with larger international firms. KRyS Global's practical hands-on approach ensures all clients receive remedies and results specifically suited to their needs and demands.

The firm's staff are experienced and qualified in the field of insolvency and forensic accounting, and the firm ensures all engagements are carried out by closely managed teams led by a dedicated director. Clients benefit from these close-knit teams of professional accountants, certified fraud examiners, insolvency professionals and certified anti-money laundering specialists. KRyS Global's practical hands-on approach, along with the depth and range of experience of the firm's professionals, ensures clients receive answers and remedies specifically suited to meet their needs and demands.

As insolvency practitioners the firm's primary focus is to seek recoveries for the benefit of the estate. Suspecting a fraud has occurred is much easier than finding the evidence to support the basis of a claim and then taking the right steps to pursue that claim. The firm's teams have vast experience in asset tracing to identify the ultimate beneficiaries of misappropriated funds or other assets and in assessing the merits of pursuing recovery. KRyS Global have demonstrable success in negotiating settlements with third parties to return funds to the estate and, where required, in pursuing litigation in a number of jurisdictions for the recovery of the proceeds of fraudulent activity.

KRyS Global has a team of professionals with practical expertise, global experience and the ability to devise innovative and effective solutions leading to landmark results. The firm has adopted liquidation strategies in recent appointments that will set the precedent for dealing with similar matters in the future. This has been highlighted recently in the case of Fairfield Funds which were the largest feeder funds into the failed Bernard L. Madoff Investment Scheme.

In May 2011 Kenneth Krys and Joanna Lau, the official liquidators of Fairfield Sentry, Fairfield Sigma and Fairfield Lambda, were the subject of a milestone legal decision in the New York Court which ruled that the provisions of Section 108 of the US Bankruptcy Code (which grants a two-year extension of time for a trustee in bankruptcy to bring law suits, provided that the applicable time period to commence action had not expired before the petition was filed) are self-executing and applicable to foreign representatives in a Chapter 15 case. This decision ultimately provides the Fairfield Funds' Liquidators with additional assistance in preserving a foreign debtor's claim being asserted in the US. Further, it may allow foreign representatives in connection with Chapter 15 proceedings the right to bring claims in the US that otherwise may have become time barred pursuant to US or foreign Law (please note the decision is currently under appeal).



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KRyS Global, a specialized corporate recovery and insolvency firm, is a team of independent, dedicated and knowledgeable professionals with practical expertise, global experience and the ability to provide objective, sound advice.

We provide solutions to complex cross-border issues in the areas of Corporate Recovery, Insolvency, Forensic Accounting and Business Advisory Services. With over 40 professionals who work from offices in four jurisdictions, our Clients benefit from a close-knit team of Professional Accountants, Lawyers, Certified Fraud Examiners and Certified Anti-Money Laundering Specialists. Through vigilance, dedication and thoroughness, we are committed to being the global leader in our industry, delivering results and achieving exceptional value for our Clients.

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Carico Johnson Toomey, LLP, has a combined history of 62 years experience establishing, maintaining, and transitioning different forms of business entities. The partners in the firm are seasoned experts in the formation and capitalisation of new business entities, establishing best practices for existing entities, and providing timely and time sensitive advice to businesses, their managers, directors and officers.

The law firm serves as outside general counsel to numerous companies, both in the California, multistate, multi-national arena. Through a series of strategic affiliations, the firm is able to connect business clients with the right professionals who deliver the best results in the most cost-effective manner.

The law firm has established in excess of 1000 business entities. It has handled numerous merger and acquisition matters. In addition, it has been able to guide its business clients through the complex maze of Californian regulatory law. The firm has represented clients before the Corporations Commissioner, the Labour Commissioner, the Equal Opportunity Employment Commission, the Department of Labour, the Division of Occupational Safety and Health Administration, the Fair Employment and Housing Authority, the Unemployment Appeals Board, and numerous other state and federal regulatory agencies. The firm has also assisted new business entities to protect their intellectual property, registering trademarks and copyrights, drafting license agreements, and implementing workplace practices (including confidentiality agreements and electronic media policies) that comprises much of the value of modern companies.

The firm has also negotiated millions of dollars of leases on behalf of its clients, as well as handling the legal portion of the virtues or sale of real property. The firm also maintains an established business litigation group that has substantial trial experience.

Drawing on its experience of serving both as in-house and outside counsel, the firm is able to provide one on one partner contact designed to deliver outstanding legal services at a fair cost.

Managing partner, Philip Toomey is a well-respected litigator in employment and business law matters, including defense of class action wage and hour claims. He has successfully litigated claims involving wrongful termination, disability, race/ethnicity and age discrimination, wrongful inducement, sexual harassment, public policy/whistle-blower claim, workplace violence / safety, workplace privacy, and trade secret / unfair competition, and successfully resolved unionised employee arbitrations. For corporate clients, Mr Toomey handles EPLI covered claims as pre-approved counsel. He has also supervised outside or assigned attorneys, driving discussions of risk, strategy, planning, cost and impact.

In addition to providing strong human resource support, Mr Toomey has set up, maintained compliant, dissolved, merged and acquired hundreds of privately held businesses. He has negotiated and documented exit strategies, including leveraged management buy-outs. He has negotiated and reached agreement with a host of Fortune 1000 companies. From the perspective of risk management, he has reviewed hundreds of insurance policies and negotiated coverage disputes. Mr Toomey's extensive background in litigation lends itself to documents that are thorough and practical, and if challenged, the legal documentation stands up. Most of the firms represented businesses have double-digit years as clients.

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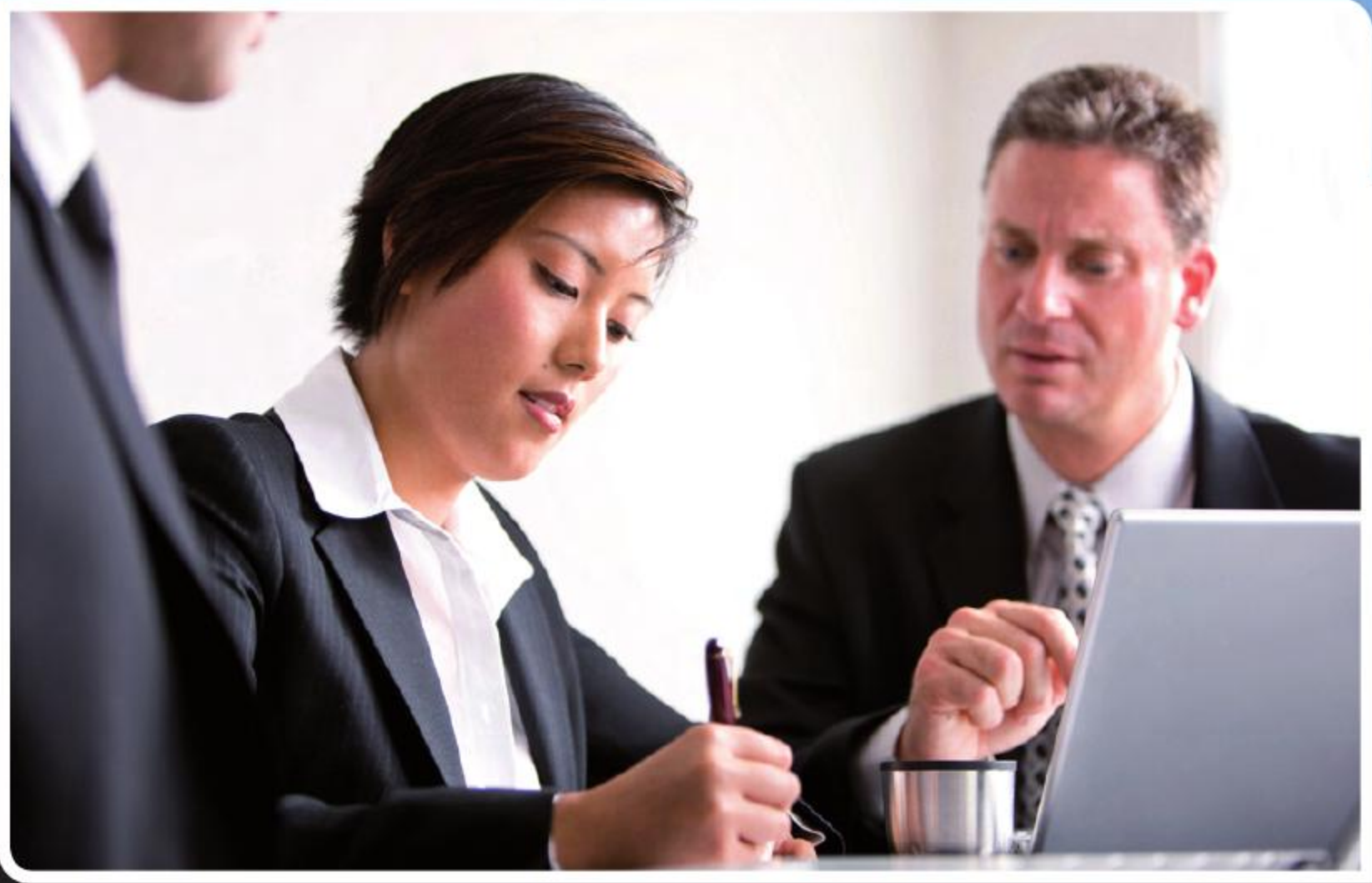
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Attorneys at Law



Daniel E. Friesen

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Dan Friesen has extensive experience in all types employment litigation, employment counseling and related matters. He has conducted numerous jury trials (all of which he won) and many more arbitrations, trials to the court and administrative hearings. His clients include Fortune 50 corporations, senior executives of large companies and other lawyers. He has been repeatedly honored by his colleagues as a Colorado Super Lawyer selection, a leading employment lawyer in Chambers USA and is AV Rated in Martindale Hubbell.

USA - Colorado Labor & Employment Attorney of the Year

Practice Overview

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DRRT IS AN INTERNATIONAL LAW FIRM AND CONSULTANCY GROUP OFFERING A UNIQUE AND TRULY GLOBAL SOLUTION FOR INVESTOR PROTECTION AND LOSS RECOVERY MATTERS.

DRRT's scope of services includes the monitoring of global opportunities and the legal representation in investor protection efforts in the form of securities (class) actions, shareholder derivative suits, appraisal actions in merger or takeover situations, insolvency proceedings and the corresponding class action settlement claims filing services for institutional investors. In this capacity, DRRT advises clients with more than $4 trillion in collective Assets under Management about available loss recovery opportunities and best methods for an effective loss recovery in the most suitable jurisdiction.

Background

DRRT was founded by Alexander Reus, a prominent international attorney who has more than 20 years' experience in international litigation, procedural as well as contractual matters. Since starting a boutique law firm in 2004, he has focused on the cross-border enforcement of securities laws for institutional investors with a specialized group of over 20 international lawyers and staff from offices in Miami, Frankfurt and Dubai.

Mr. Reus is admitted to practise law in the United States, Germany as well as in England and Wales. He is Board Certified in International Law by the Florida Bar and also serves as an international arbitrator (ICDR, ICC, DIAC).

DRRT also works closely with an extensive global network of partner firms in strategic locations and has developed creative strategies to protect the interests of institutional investors with no financial risks for its clients.

Ways of Generating Legal Alpha

Mr. Reus noted: "Traditionally, fund managers strive for a positive performance measured in alpha or beta terms and based purely on economic factors. This is achieved by making good investment decisions at the outset and by actively monitoring a portfolio for economic performance in order to properly react to changed market conditions. However, new formulas and approaches to increasing alpha in an investment portfolio are being designed, researched and tested on a permanent basis."

As a result of his experience and insight into the field of securities litigation, he saw the positive effect of legal opportunistic activism for institutional investors and pioneered a new concept of increasing performance through loss recovery methods known as Legal Alpha℠. "Legal Alpha can be described as the extra return on an investment position generated by engaging in opportunistic legal activism after the investment has been made, and after a certain under-performance has occurred due to unforeseen and uncontrollable events solely under the control of the issuer of the securities", Reus says. In this sense, DRRT's services represent a new method of increasing 'alpha'. Mr. Reus added: "While Legal Alpha includes tangible, economic aspects, there are also intangible effects by improving corporate governance and deterring future harmful actions by a portfolio company's management."

Settlement Claims Filing

As many institutional investors know, each year billions of dollars are made available for public company shareholders as a 'refund' for previous overpayments on investments via the class action mechanism. Contrary to common belief, these payments often derive from D&O insurance policies, indemnities and corporate directors and do not substantially affect the bottom line of a company.

Mr. Reus explained that these refunds reach billions of USD per year, and are available for all investors who purchased (or sometimes sold) a particular security within a certain time period. While most of these settlements take place in common law jurisdictions such as the United States, Canada and Australia, there have also been some recent recoveries in European countries – notably the US$500 million Royal Dutch Shell Settlement in the Netherlands.

With respect to class action settlement claims filing, DRRT has developed a sophisticated monitoring and reporting service for institutional investor clients (Pro-Active Portfolio Monitoring℠), which has generated well over US$100 million in recovery payments to DRRT clients over the last decade.

Prudent Asset Management in Action

Over the last years, DRRT has promoted the idea that enforcement actions on a private level can also be used to improve the corporate governance within target or portfolio companies, and that proper enforcement combined with compensation aspects provides an opportunity to achieve extra returns on investment (Legal Alpha).

DRRT has represented institutional investors from around the world in major investor protection matters, including cases against Enron, Sky/Premiere, Merck, Citigroup, Fortis, EADS, Vivendi, Hypo Real Estate, Bank of America, AOL/Time Warner, General Motors, VW/Porsche, Lehman and BLMIS (Madoff). In connection with these activities, DRRT has recovered more than US$1 billion on behalf of international investors and is currently seeking more than $20 billion in compensation.

Mr. Reus concluded by noting that it is part of the fiduciary duties of institutional investors and asset managers to manage, increase and protect the monies entrusted to them under various countries' laws, with the common denominator being 'acting in the best interest' of the investor or the funds represented.

He added: "Having a proactive portfolio monitoring system in place to participate in class action settlements and to monitor and participate in selected private securities litigation, as well as to engage companies in discussions pertaining to corporate governance or compensation matters has become industry standard among the largest investment managers of the world. Opportunistic legal activism, as offered by DRRT, is increasingly becoming the standard for increasing performance – thereby generating Legal Alpha. Hence, we expect DRRT to expand and solidify its role as one of the world's leading investor protection firms, providing unique services based on our unique global expertise and experience in the field."



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Wyrsch Hobbs & Mirakian, P.C. are committed to making a difference in the lives of their clients. The people who make up the firm - the partners, associates and personnel, are all dedicated to the one common goal of helping clients find solutions to complex legal problems. In order to do so, the firm thinks creatively, works diligently and never stop fighting for the people they serve.

In the firm's dealings with clients, Wyrsch Hobbs Mirakian places great importance in their role as counselors as well as advocate. Oftentimes, clients need a lawyer to help guide them in matters involving life-changing decisions. The firm's goal is to help clients understand the legal process and client's rights so that they can fairly balance risks and rewards.

Whether the firm is representing a criminal defendant whose very life is at stake, a multi-national corporation involved in a business dispute, or a single parent fighting for custody of a child, the firm perseveres to seek justice for their clients.

Wyrsch Hobbs & Mirakian, P.C. (WHM) is listed among Kansas City's top trial law firms. Senior shareholders are repeatedly listed among Kansas City's best trial lawyers. Some of the firm's senior and junior shareholders are respected authors and lecturers.

The firm has been part of the successful representation of clients in multiple white collar criminal defense cases as well as the successful representation of companies and executives in complex business litigation. Wyrsch Hobbs Mirakian also has experience with personal injury, employment, civil rights and property rights representation, including multi-million dollar verdicts.

Further practice areas include litigation and transactional work for financial institutions and multi-national transportation and agricultural corporations, as well as environmental and compliance litigation for motor fuel manufacturers, distributors and retailers. Wyrsch Hobbs Mirakian also covers family law and juvenile representation.

The firm represents clients throughout the nation and region, including parts throughout Kansas and Missouri. The firm is pleased to serve clients from Johnson County (Kansas), Wyandotte County, Overland Park, Olathe, Leawood, Mission, Johnson County (Missouri), Jackson County, Clay County, Cass County, Platte County, North Kansas City, Liberty, Independence, Blue Spring and Lee's Summit.

Mr James R. Wyrsch President of Wyrsch Hobbs Mirakian has always found time to share his legal knowledge and experience via teaching, lectures, legal writings, and involvement in instruction committees, both state and federal. He has been an adjunct professor at the University of Missouri-Kansas City Law School since 1981, teaching a Criminal Trial Techniques course together with fellow shareholder J. R. Hobbs and frequently lecturing before various legal groups. He co-authored Missouri Criminal Trial Practice, published by Harrison Law Books in 1994, and has also written numerous articles on varied legal topics that have been published in Bar Journals and Law Review publications. Wyrsch holds membership in many law-related associations. He has served on the Board of Directors of the Kansas City Bar Foundation since 1993, is an Advocate of the American Board of Trial Advocates, and a Fellow in the American College of Trial Lawyers, a Life Fellow in the American Bar Foundation, and a Fellow of the Missouri Bar Foundation.

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CURTIS

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Steven J. Reisman is a Partner at Curtis, Mallet-Prevost, Colt & Mosle LLP based out of its New York office, where he co-chairs the firm's Restructuring and Insolvency Group. He has handled a wide range of domestic and international matters involving bankruptcy, restructuring and creditors' rights and has represented clients in all facets of bankruptcy cases as well as insolvency issues in business transactions and out-of-court restructurings.

Mr. Reisman currently or has represented Lehman Brothers Holdings, et al., Sbarro Corporation, FGIC, Lear Corporation, Charter Corporation, Bally Total Fitness, Star Tribune Holdings, Charter Communications, Calpine Corporation, Musicland Holdings Corporation and Northwest Airlines as conflicts counsel to the Chapter 11 debtors, The Fairchild Corporation, as a chapter 11 debtor, Wilmington Trust Company as indenture trustee, Glencore Ltd. in its efforts to acquire Asarco, and Gordon Brothers Group in various distressed asset acquisitions both in and out of Chapter 11.

Mr Reisman has represented various hedge funds, private equity firms and distressed debt investors with respect to their investments in companies and in restructuring the indebtedness of companies in insolvency matters. He has also worked on several cross-border insolvency proceedings involving Mexico, Canada, Argentina and other countries. Recently, Mr Reisman was appointed by the Bankruptcy Court in the Southern District of New York as a Special Representative for 360networks in a missing funds investigation.

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MAALOUF ASHFORD & TALBOT

John J. Maalouf is ranked as one of the Top 10 International Trade & Finance Lawyers in the United States by the U.S. Lawyer Rankings, 2006 – 2011 Editions. He is a Senior Partner at Maalouf Ashford & Talbot, one of the world's leading financial services law firm with offices worldwide including New York City, London, Riyadh, Hong Kong, Shanghai and Boston. Mr. Maalouf focuses his practice in the areas of international trade & finance law, corporate law, securities law, mergers & acquisitions, oil & gas, and international banking law.

Maalouf Ashford & Talbot's Cross-Border practice group has developed a worldwide reputation for excellence in providing high quality, cost-effective representation in connection with complex international financial transactions.

Maalouf Ashford's practice encompasses several broad practice areas: International Trade & Finance - Maalouf Ashford & Talbot's has a full complement of lawyers in the United States, Europe and Asia who regularly advise multinational corporations and international investors on cross-border business transactions. Through their worldwide offices, Maalouf Ashford & Talbots lawyers structure, negotiate, and implement complex cross-border acquisitions, tender offers, joint ventures, private equity investments, strategic investments, and commercial contracting relationships for their clients around the world. The Firm also handles equity and debt financing and complex project and structured finance transactions across the globe and in virtually every industry.

International Mergers & Acquisitions - Maalouf Ashford & Talbot's International M&A lawyers are experienced in representing purchasers, sellers, financing sources, management and advisors in a wide variety of transactions involving both public and private companies, including equity and asset acquisitions of both entire companies and subsidiaries or divisions, mergers, tender offers, reverse mergers, leveraged buyouts, spin-offs, recapitalisations, roll-ups, consolidations, joint ventures and strategic investments. The firm's mergers and acquisitions engagements encompass virtually all sizes and degrees of complexity. Clients have included publicly traded companies, privately held and venture-backed companies, partnerships, investment funds, management groups and entrepreneurs. Their clients range in size from emerging companies to some of the largest multinational corporations in all industries.

Export Licensing and Controls - Maalouf Ashford lawyers regularly assist clients with trade regulation matters before the U.S. Trade Representative and the Departments of State, Commerce, Treasury, Homeland Security, and Defense. This representation includes counsel and advice on necessary appropriate governmental reviews and approvals and compliance with U.S. export and import laws, including the Export Administration Act of 1979, the Export Administration Regulations (EAR), and numerous others. The firm also counsels clients on country-specific trade sanctions/trade embargo regulations, and provisions of the Foreign Corrupt Practices Act and the Foreign Agents Registration Act.

Supply Chain Logistics- In the area of international logistics, Maalouf Ashford lawyers have broad commercial and legal experience in supply chain logistics, and have advised large international corporations with regard to all manner of contract and commercial issues arising out of the ocean and air transportation of goods.

Counseling on Market Access – The firm's lawyers have substantial experience advising clients on how to reduce or eliminate barriers to market access for goods and services under existing international trade agreements or otherwise how international trade obligations may affect current or future investments or operations. Maalouf Ashford lawyers have advised on the removal or revision of onerous or discriminatory technical standards applicable to imported goods and the revision of licensing, investment criteria, and other regulatory provisions applicable to services operations.

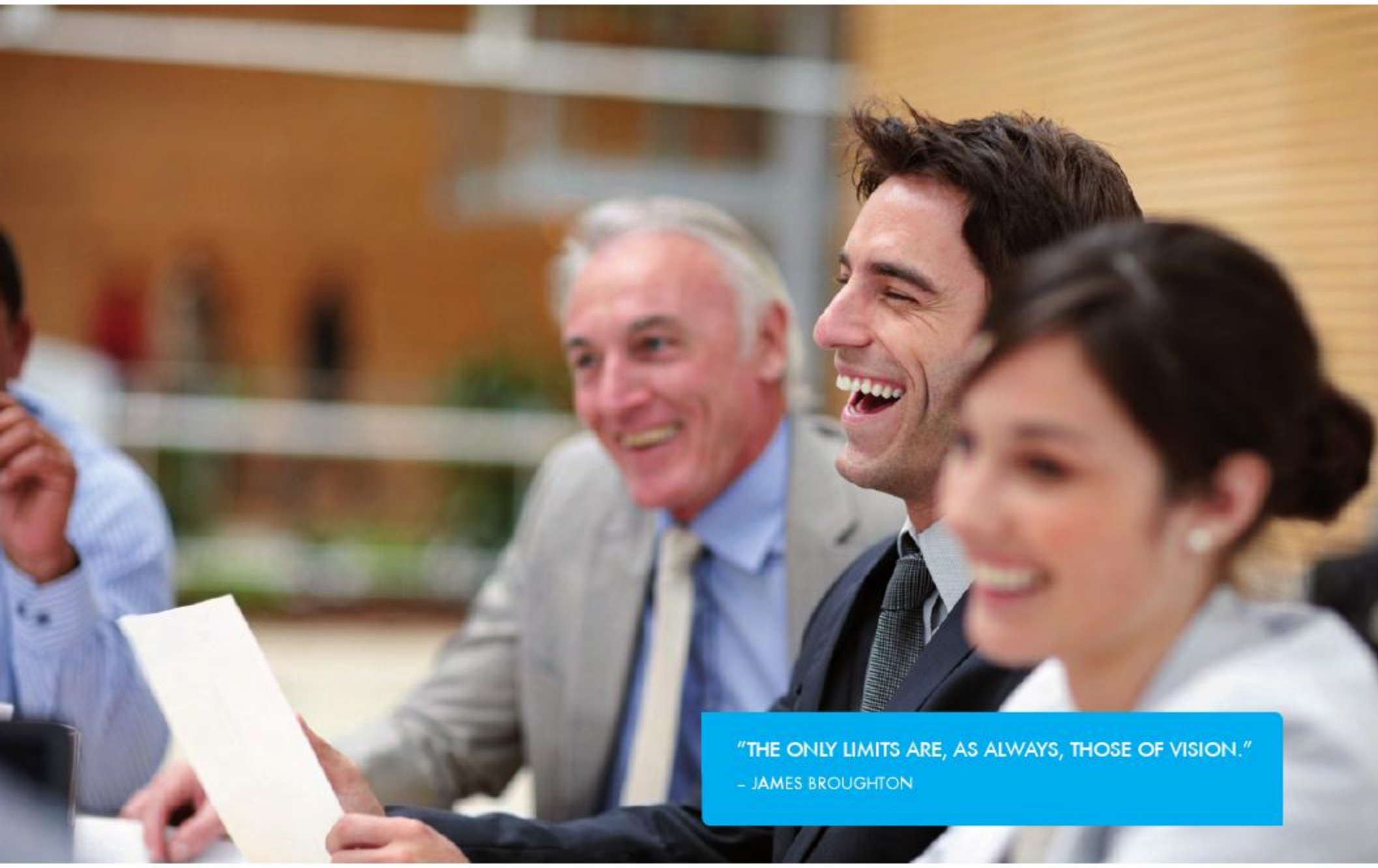
Initial Public Offerings - Maalouf Ashford & Talbot lawyers have a wide range of experience in representing U.S. companies in structuring IPO's on foreign stock exchanges, including the London Stock Exchange's Alternate Investment Market (AIM), the Toronto Stock Exchange and the Frankfurt Stock Exchange. Maalouf Ashford & Talbot is well known as one of only a few firms able to seamlessly handle the complex issued inherent in cross-border IPO's.

To date, Mr Maalouf's cases have been featured on the American television programs 60 Minutes and 20/20 as well as being on CNN, CBS MoneyWatch, USA Today and in the Wall Street Journal.

John J. Maalouf is also the Co-author of the book "Best Practices for Mergers and Acquisitions in China" 2011 ed., published by Thomson West. In his book, Mr Maalouf provides an authoritative, insider's perspective on key strategies for representing and advising clients involved in mergers and acquisitions (M&A) in China. The book discusses the changing landscape of mergers and acquisitions and explains the factors driving these changes. From signing the letter of intent and conducting due diligence to overcoming challenges and closing the deal, Mr Maalouf reveals key strategies for completing a successful transaction.

Maalouf Ashford's reputation for excellence and breadth of expertise has made it the firm of choice for many of the world's leading companies and financial institutions as they address the diverse legal and business challenges they face. Each of its practice areas is highly regarded worldwide and the firm's lawyers are recognised for their in-depth knowledge, integrity and commitment to excellence.

Combining a dedication to excellence with a commitment to superior client service, Maalouf Ashford & Talbot provides clients with a breadth and depth of expertise uniquely suited to their legal needs.



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USA - Ohio Natural Resources Law Firm of the Year

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McMahon DeGulis LLP is the largest law firm in Ohio that focuses on environmental law, toxic tort, renewable energy and related litigation. Founded in 1994, the firm offers a cost-effective alternative to large firm environmental law departments.

The firm has developed a reputation for its innovative and creative solutions, establishing itself at the forefront of burgeoning industries such as offshore wind.

McMahon DeGulis attorneys' possess experience not ordinarily found in firms of this size. Several firm members have over 25 years of experience in environmental, toxic tort and complex litigation. McMahon DeGulis LLP has also been recognized by Best Lawyers as a First Tier Firm in Environmental Law in Cleveland and Chambers & Partners USA as a leading law firm in the state.

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- Brownfields, Hazardous and Solid Waste
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- The Clean Water Act
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- Underground Storage Tanks
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DUNLAP CODDING IS OKLAHOMA'S OLDEST AND LARGEST INTELLECTUAL PROPERTY BOUTIQUE LAW FIRM, SERVING A GLOBAL AND SOPHISTICATED CLIENT BASE SINCE 1957.

Its client ranks include Schlumberger, Siemens, Pictometry, Millennium and DuPont. Dunlap Codding offers strategic and pragmatic problem solving skills and micro-customized client service across all areas of intellectual property, including IP litigation and licensing. The firm's technology coverage is extensive, ranging from the mechanical arts to nanotechnology and life sciences.

Dunlap Codding is a leader with regard to the quality and strength of its mechanical engineering practice, representing 100+ clients from around the globe and providing new approaches to patenting their mechanical inventions. The firm represents the most prolific living inventor in the United States. Its mechanical practice has been recognized as one of the top two practices in the United States, and it has obtained mechanical patents covering virtually every machine known to man.

With regard to the firm's electrical and software patent practice, it is selected by clients for its experience and acumen in developing defensible and likely to be infringed portfolios, with more such patents that have withstood the rigors of litigation than any other firm in the region. The firm obtained the fundamental patents covering the downloading of 'digital data' on the internet, patents later successfully litigated and deemed to be valid and enforceable by the United States Court of Appeals for the Federal Circuit and subsequently licensed to technology companies such as Apple, IBM, and Microsoft.

The firm is the preferred provider to some of the world's largest chemical companies, handling the development of complex patent portfolios and transactional items. The firm's ranks include a former Fortune 500 corporate patent general counsel as well as former research chemists with Ph.D. degrees. Dunlap Codding writes and prosecutes patents on front line chemical engineering technologies and provides strategic planning and facilitated innovation services. It conducts complex freedom to operate analyses, provides infringement and invalidity opinions as well as due diligence analyses in connection with capital investments. Using an in-house proprietary process, it provides facilitated patent strategy sessions and identifies market entry opportunities.

With regard to biotechnology and life sciences, Dunlap Codding represents numerous national and international companies in the field of immunology. It routinely assists legacy and start-up companies in the acquisition and exploitation of patent portfolios of cutting-edge research in the areas of pharmaceuticals, life sciences, medical devices, immunology proteomics and genomics.

Dunlap Codding's clients turn to them for trademark, copyright, trade secret, internet and e-commerce guidance on matters such as the selection and registration of the strongest possible marks, clearance searches and infringement analysis, and creating proactive strategies to protect existing marks. The firm conducts global trademark audits allowing companies to review, manage, and fully exploit the value of existing and potential trademarks. Its copyright practice extends to education and counseling, federal and international copyright registration, licenses and agreements (of all types), and litigation in state and federal courts.

Marc A. Brockhaus practices in the areas of intellectual property, technology, computer and patent law and is involved in counseling, transactions, litigation and prosecution before the United States Patent and Trademark Office. Marc has also been involved extensively in patent-related litigation and licensing efforts involving the enforcement of intellectual property rights. Marc is among Oklahoma's top practitioners for intellectual property law, according to the rigorously researched Chambers USA: America's Leading Lawyers for Business.

> "DUNLAP CODDING IS SELECTED BY CLIENTS FOR ITS EXPERIENCE AND ACUMEN IN DEVELOPING BROAD AND DEFENSIBLE PATENT PORTFOLIOS. THE FIRM IS A PREFERRED INTELLECTUAL PROPERTY PROVIDER OF SOME OF THE WORLD'S MOST INNOVATIVE COMPANIES."

Marc is known for his technical expertise and understanding of the practical aspects and business goals of any situation, as well as his ability to communicate with clients. He is regarded as a determined, life-long learner, and an excellent patent drafter. Clients, many of whom go on to become his friend, find him adept at working with engineers, scientists and inventors to help develop and defend their patents. He particularly enjoys the strategy of patent applications and understanding the why of what's being done. Known and appreciated for his honesty, he is perceived as trustworthy. "What he says he'll do, he does. He's careful with his commitments. There aren't any surprises in working with Marc." An interviewee in Chambers USA commented that "his work is as thorough as his understanding of leading-edge technologies." Marc represents a number of global companies before the USPTO, and has prosecuted patent applications in the United States and abroad in multiple categories in the electrical, software and mechanical arts, including business method patents. Dunlap Codding works with an extensive network of international contacts to provide solutions globally.

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PENNSYLVANIA - CRIMINAL DEFENSE ATTORNEY OF THE YEAR



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"FOR THE BEST FEDERAL CRIMINAL DEFENSE... FOLLOW 'THE ROAD NOT TAKEN'," - Robert Frost

Selected as "2010 Pennsylvania Law Firm Of The Year in Criminal Law & White Collar Crime" by Corporate INTL Magazine.

NiaLena Caravasos has earned the reputation as one of the top federal criminal defense lawyers in Philadelphia and of not being afraid to separate her clients and fight individually, strategically, creatively, and relentlessly. NiaLena has consistently risen in recognition for her talents in extremely complicated high-profile federal criminal trials involving extensive electronic surveillance, voluminous documentary evidence, and controversial clients:

• Youngest and only female attorney to defend a reputed mafia figure in the nearly 5-month federal RICO trial of U.S. v. Joseph Merlino. Following the jury's acquittal of her client of attempted murder and racketeering charges, NiaLena's closing argument was selected among nationwide submissions and spotlighted by the Center for Criminal Justice Advocacy in Houston and is also being used to this day as a teaching tool by professors nationwide.

• Youngest and only female member of the defense trial team representing Senator Vincent Fumo, long regarded as the most powerful politician in Pennsylvania, in his 5-month high-profile trial in federal court, where NiaLena was the co-author of an emergency motion that made headline news in The New York Times and ABC News.

• Selected repeatedly by peers as a "Pennsylvania Super Lawyer," NiaLena was the only female lawyer in private practice in Philadelphia recognized in "Criminal Defense" in 2011, 2009 & 2008.

• Honored repeatedly as a "Preeminent Lawyer in America" with the highest professional rating for legal ability and ethical standards (AV) by Martindale-Hubbell.

NiaLena is known for thinking outside the box, for not taking no for an answer, and for taking "the road less traveled by." She is honored and humbled by the praise of colleagues and clients:

• "A woman at the top of her game." (Washington, D.C. lawyer, Mark Schamel)

• "Impeccable integrity... gifted practitioner... extraordinary human being." (Philadelphia lawyer, Jeremy Gelb)

• "Passionate advocate... has established credibility with the Court and with her opponents." (Former Chief of Corruption in the U.S. Attorney's Office for the Eastern District of PA)

• "She tamed the beast of a system that could have ended my life in prison. Every decision she made was dead on, skillfully crafting my case to a very positive outcome... more than I ever hoped for." (Former CEO of his own company)

• "The person who gave me a new life... fighting the prosecution like a rabid pitbull. She sees me as a person and not a criminal... undoubtedly one of her strongest weapons in the courtroom." (Federal drug trafficking client whose "ending mirrored that of a fairytale and not a tragedy")



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MARTIN, DISIERE, JEFFERSON & WISDOM, L.L.P. IS A LITIGATION BOUTIQUE WITH OFFICES IN HOUSTON, DALLAS AND AUSTIN, TEXAS. THE FIRM WAS FOUNDED ON JANUARY 1, 2000 AND HAS RECEIVED REPEATED ACCOLADES, RECOGNITION AND AWARDS FOR OUR TRIAL PROWESS AND OUR SUBSTANTIVE EXPERTISE.

The firm has achieved state and national recognition for our expertise in the five areas in which we practice. The firm's principal strengths are in the areas of:

- Insurance Coverage and Bad Faith Litigation
- Labor and Employment Counseling and Litigation
- Trial and Specialty Litigation
- Intellectual Property Litigation / Media Rights
- Lawyering for Lawyers
- State and Federal Appeals

The substantive expertise of our lawyers has been recognized in multiple state and national surveys of both American business leaders and lawyers. Some of our lawyers literally "wrote the book" in the areas in which they practice. This expertise provides the foundation for our efficiency and our creativity. Our lawyers do not have to figure out the law when handling our clients' cases – in many instances, we help to create the law.

What sets our firm apart from every other law firm? Our lawyers. Most importantly, we try cases. We are trial lawyers, not "litigators." Most law firms handle cases by over working them, over billing them, and then settling them. We do not. We love to try cases and it shows. The courtrooms of Texas are as comfortable to us as our own offices.

The insurance practice group

The insurance practice group of Martin, Disiere, Jefferson & Wisdom L.L.P. is one of the premiere insurance coverage and bad faith litigation firms in Texas. Our lawyers literally "wrote the book" on Texas insurance litigation. Repeatedly over the past decade, the lawyers with our firm helped shape important aspects of Texas insurance law. Do not just take our word for it – for the past five years Chambers USA: America's Leading Business Lawyers ranked our firm the top insurance litigation firm in Texas. Similar accolades have been given to our Insurance Practice Group by: Best Lawyers; LGM's Guide to the World's Leading Insurance and Reinsurance Lawyers; and Texas Monthly Magazine's "Super Lawyers" survey.

We are trial lawyers known for our ability to win coverage and bad faith cases in Texas and other jurisdictions. From the claim stage to an appeal, we have the expertise the insurance industry repeatedly turns to for assistance. At the claims stage, we provide our clients with objective interpretations of a wide variety of insurance contracts. When disputes arise, we provide creative advice on the rights and obligations of the parties to an insurance contract. In litigation, we routinely prosecute and defend coverage lawsuits across Texas and in other jurisdictions as well.

When our clients are alleged to have committed bad faith, Insurance Code violations, deceptive trade practices, violations of the Stowers Doctrine, or other acts of negligence, our firm is regularly retained to defend those allegations and, if necessary, to win those cases at trial.

We also work with some clients in drafting policy language to avoid future litigation. We are frequently called upon to train adjusters to minimize future risks. We realize that helping our clients avoid claims and lawsuits is one of the greatest services we can provide. When litigation is inevitable and our clients want to maximize their chances of winning, they know our lawyers have an unparalleled track record of winning coverage and bad faith cases at the courthouse.

> "WHEN DISPUTES ARISE, WE PROVIDE CREATIVE ADVICE ON THE RIGHTS AND OBLIGATIONS OF THE PARTIES TO AN INSURANCE CONTRACT. IN LITIGATION, WE ROUTINELY PROSECUTE AND DEFEND COVERAGE LAWSUITS ACROSS TEXAS AND IN OTHER JURISDICTIONS AS WELL."

USA - WASHINGTON DC - INTELLECTUAL PROPERTY ATTORNEY OF THE YEAR



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ROTHWELL, FIGG, ERNST & MANBECK, P.C.
IP Professionals

Rothwell, Figg, Ernst & Manbeck, (RFEM) is engaged in the practice of intellectual property law worldwide and is recognised nationally and globally as a leader in the field.

For over 50 years, RFEM's experienced attorneys and other professional staffers have served as IP counsel representing a wide range of clients, including public and private companies at various stages of growth from start-up to Fortune 500, in a broad range of technologies and fields.

The firm considers its most important asset to be the people in its office, including the fine staff. The firm's lawyers are aided by trained legal assistants (paralegals), technical advisors, law clerks and experienced legal secretaries who work together with the lawyers to ensure prompt and economical delivery of requested professional services.

Rothwell Figg's patent practice is directed primarily toward clients engaged in sophisticated technological fields, such as biotechnology and pharmaceuticals; computer hardware and software and the internet; semiconductors; advanced electronics; medical devices; and a broad range of mechanical systems and devices. We also have a significant trade identity practice, representing clients in the fields of trademarks, service marks, trade names, unfair competition and character protection. While our firm has special expertise in connection with intellectual property litigation, a notable aspect of our practice is devoted to obtaining patents, trademark and copyright registrations, and licensing and counselling.

Over the next year, a huge amount of work will be done to understand and develop strategies for use of the new America Invents Act. The filing of patent applications will generally be the same as before because most companies will want to preserve the ability to file in countries outside the U.S. However, the new possibilities for attacking patents both before and after they are issued, will give companies a lot of flexibility either to prevent the issuance of patents or to attack them in the U.S. Patent and Trademark Office. Many companies are expected to prefer this rather than having to attack them in a U.S. district court, often before a jury that typically does not have the technical knowledge to competently understand and evaluate the patent claims asserted to have been infringed.

The firm's guiding principle is to provide the highest quality professional services on a timely basis at a reasonable charge. The firm's professional fees are usually based on the actual amount of time expended on a project, which is generally determined by the difficulty of the project. It is the firm's practice to apportion projects or parts of projects among persons in the office who are capable of performing the work at the lowest billing rate. The firm often finds that utilising the assistance of well-trained paralegals is cost-effective for clients.

The firm recognises that clients must be kept informed regularly of the progress of the matters they have entrusted to RFEM. The firm has a policy of regular client communication in which the client is provided with periodic information and copies of appropriate documents concerning the progress of each case.

The firm uses "state-of-the-art" equipment and systems for communicating, word processing, docketing and billing, to enable RFEM to render the finest possible services cost-effectively and responsively to the client's requirements.

USA - WASHINGTON DC - BUSINESS IMMIGRATION LAW FIRM OF THE YEAR



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BAKER & McKENZIE

Baker & McKenzie has been global since its inception. With the firm's expansive global footprint, clients rely on the firm's ability to provide a deep level of local expertise while ensuring a global perspective to their business and legal needs. Baker & McKenzie offers clients the uncompromising commitment to excellence expected of a top firm and a distinctive way of thinking, working and behaving – as a passionately global and genuinely collaborative firm that is expert at helping our clients manage the movement of people, goods, technology and capital across borders.

Baker & McKenzie's Global Immigration & Mobility practice group, provides a unique integrated solution to its clients' need for mobility of their people across global regions. With 150 immigration professionals in over 40 countries, with fluency in the language and culture of each of those jurisdictions, the Global Immigration & Mobility practice has unmatched experience and presence in more markets worldwide, and the firm continues to grow to meet the demands of their clients. The team's knowledge of related disciplines, ranging from corporate compliance and risk management to labour and benefits issues, facilitates astute and reliable strategies for each of the firm's immigration cases. The firm similarly has best-in-breed resources – including a multi-faceted immigration portal that addresses automated data intake, case tracking, global knowledge bank, and files management. Baker & McKenzie's knowledge, resources, and management expertise allow them to manage the immigration programs of the world's leading companies, resulting in a seamless delivery that encompasses thousands of employees' international assignments.

As companies seek to capitalise on more opportunities abroad, they will continue to face new pressure to manage substantial cross-border movement of workers. Baker & McKenzie's global immigration team is uniquely positioned to advise clients on how to mitigate high-impact risks while keeping their global workforce agile. In today's "duty to investigate" economy, Baker & McKenzie has designed a global service model to address heightened regulatory scrutiny and enforcement in key jurisdictions. The practice provides clients with sophisticated and effective immigration strategies for managing the legality of workers in each host country, while maintaining compliance with export controls, FCPA-related requirements, data protection, and anti-fraud regulations. The firm's global immigration team similarly integrates immigration and mobility guidance with the inherent employment and benefits planning that impacts all expatriate transfers. Baker & McKenzie's substantial experience with the legislative and regulatory process for immigration policy, and the firm's outstanding record of leadership in the compliance arena makes Baker & McKenzie the "one-stop" provider of choice for integrated global mobility services.

Baker & McKenzie has been providing immigration and mobility services to the world's leading companies for more than 50 years. The firm's unparalleled service responds to the needs that their fortune clients have identified as essential to their business operations, including top performance levels, one-stop account management, customised IT solutions, and 24/7 access to people and resources.



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Whyte Hirschboeck Dudek S.C.

About Whyte Hirschboeck Dudek S.C.

Whyte Hirschboeck Dudek S.C. (WHD) is a dynamic, full-service law firm with offices in Milwaukee and Madison, Wisconsin, and more than 150 professionals practicing in 50 industry and specialty teams. Emphasizing a strong Midwestern approach, WHD is committed to delivering exceptional service and innovative practical solutions to prominent national, regional and state clients. The firm is particularly well-known for its ability to handle complex corporate, transactional, environmental and litigation matters, and is especially adept at applying specific industry knowledge and experience to its clients' business and legal needs. This commitment and approach is, in part, why the firm was recognized by *Chambers USA* as one of the leading law firms for business, being viewed as "*highly esteemed for M&A matters*," and for having "*experts in every area*," "*an unbelievable client service ethos*," "*a deep and broad base of sector-specific knowledge*," and "*good links to regulatory agencies and a superb understanding of federal and state regulations*." It is also why WHD earned international recognition from *World Finance* as **Best M&A Firm In USA 2012** and *Finance Monthly Magazine* as **Mergers & Acquisitions Law Firm of the Year (USA)** and **Corporate Governance Law Firm of the Year (USA)** for 2011, and national recognition for being one of 20 law firms across the United States named to the *National Law Journal*'s 2010 Midsize Hot List for demonstrating creative and innovative strategies in the legal marketplace.

The firm is again honored to be recognized for its expertise and innovative approach, this time by *Corporate INTL*, which has named WHD **Clients' Choice – Wisconsin M&A Law Firm of the Year** and **Clients' Choice – Wisconsin Natural Resources Law Firm of the Year** for 2011. These awards recognise the excellent worked performed by WHD's Corporate and Environmental teams.

Corporate and M&A Practice

WHD's Corporate Transactions Team draws on extensive experience in a wide range of business transactions, working with clients as diverse as publicly traded NYSE companies, large and midsize privately held companies, emerging entrepreneurial businesses, and closely held family businesses. WHD attorneys possess the expertise to handle highly complex transactions on a national and international level, as well as the industry-specific experience to provide efficient and focused counsel.

WHD's commitment to truly understanding a client's business sets it apart from the competition. WHD works closely with businesses and their advisers to help them understand and address the legal aspects of starting, financing, acquiring or selling a business, as well as issues relating to capital and ownership structures (including employee ownership), business succession planning, and individual financial, tax, and estate planning matters. As consummate deal lawyers, WHD attorneys are trained to find innovative approaches to reconcile conflicting interests, without sacrificing the opportunity for a long-lasting business relationship among the parties.

Environmental/Natural Resources Practice

WHD's Environmental Law Team is experienced in both the complex and day-to-day environmental issues affecting its international, national, regional and local clients. The team takes a proactive approach to addressing clients' environmental concerns. Drawing on the firm's broad base of experience, the team helps clients manage and anticipate risks associated with environmental costs and liabilities through permitting and compliance review and through due diligence in real estate and business transactions. The team is well versed in the intricacies of the environmental permitting processes of the Wisconsin Department of Natural Resources, U.S. Army Corps of Engineers and the U.S. Environmental Protection Agency, and has successfully obtained and defended various environmental permits and approvals for its clients. The team works closely with clients' environmental in-house staff and consultants with a goal of resolving complex technical issues in a cost-effective manner that maximises their legal positions in the permitting and enforcement contexts. The team is also experienced in defending environmental enforcement actions at both the state and federal levels as well as defending clients against suits brought by private parties. The team has extensive experience assisting clients in the areas of air, enforcement, climate change, Green Tier, waterways, riparian development and wetland permitting, CERCLA/Superfund, brownfields redevelopment, site investigation and remediation, transactions, solid waste, hazardous waste, WPDES permitting, endangered species, environmental assessments/impact



"WHD ATTORNEYS POSSESS THE EXPERTISE TO HANDLE HIGHLY COMPLEX TRANSACTIONS ON A NATIONAL AND INTERNATIONAL LEVEL, AS WELL AS THE INDUSTRY-SPECIFIC EXPERIENCE TO PROVIDE EFFICIENT AND FOCUSED COUNSEL."

CLIENTS' *choice*

statements, and historic and cultural resources. WHD's Environmental Law Team is also an integral component of the firm's Sustainability & Renewable Energy and Energy & Public Utilities teams.

Richard W. Silverthorn is a shareholder in the Milwaukee office, where he is a member of the firm's Corporate Practice Group. Mr Silverthorn offers clients the benefit of his broad-based experience in mergers and acquisitions, strategic alliances, and general corporate and business matters. He has significant experience representing clients in the energy, utility, chemical, electronics, food, automotive, and transportation industries. Mr Silverthorn works closely with businesses owners and their management teams, often serving as outside general counsel, to help them achieve their short- and long-term strategic objectives. Mr Silverthorn was selected as one of the pre-eminent Corporate/Mergers and Acquisitions lawyers in the 2008, 2009, 2010, and 2011 *Chambers USA* editions of America's Leading Lawyers for Business. *Chambers USA* has recognised Mr Silverthorn for being the first "*port of call*" for companies in the chemical and utility industries and for bringing an "*organized, determined and meticulous*" approach to M&A transactions. According to *Chambers*, clients were "*impressed with his legal skills*" and praised Mr Silverthorn for being "*perceptive and accurate*" and for his "*pleasant demeanor which is well suited to conducting complex and long-winded contract negotiations.*" He received his B.S. from the University of Wisconsin, and his J.D. from DePaul University College of Law.

Jennifer Drury Buzecky is a shareholder in the Milwaukee office, where she heads the Environmental Law Team. Ms Buzecky began her environmental career with the U.S. Environmental Protection Agency's (EPA) Region 5 office in Chicago, where she was a federal contact for state Title V and New Source Review air permitting programs. Her practice encompasses a broad range of state and federal environmental law, including air permitting, regulatory compliance, remediation, enforcement defense, transactional risk assessment, sustainability, and various types of energy and utility projects. She has also assisted clients in navigating the National and Wisconsin Environmental Policy Acts, historic preservation issues and endangered species consultation. *Chambers USA* has recognised Ms Buzecky for being *"extremely detail-oriented, thorough and knowledgeable in regulatory matters," "incredibly capable in this field [Natural Resources & Environment],"* and identified her prior experience at the EPA as a significant advantage to clients. She has also been selected for inclusion in *The Best Lawyers in America®* in Environmental Law for 2011 and 2012. Ms Buzecky serves as Vice Chair of Public Service for the American Bar Association Section of Environment, Energy and Resources; is former Chair of the Environmental Section of the Milwaukee Bar Association; and is a member of the Air and Waste Management Association and the Federation of Environmental Technologists. She received her B.A. from the University of Wisconsin, and her J.D. from Loyola University Chicago School of Law.



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WHEN YOUR CASE NEEDS TO BE TRIED, EXPERIENCE COUNTS.

Gass Weber Mullins is a litigation boutique of innovative lawyers with decades of trial and appellate experience. The firm chooses not to pursue a high-volume, routine litigation practice. Instead, as a boutique with many highly skilled, experienced lawyers they focus on their clients' most important litigation and often "bet the company" challenges. Cases are staffed so that senior, experienced lawyers do the day to day work which gives clients get the immediate, direct benefits of the judgment and efficiencies that are acquired through experience.

The firm combines the depth, intelligence and creativity necessary to solve the most difficult factual and legal issues. For example, one firm member worked in-house managing litigation at a top manufacturing company and his perspective on what clients appreciate and deserve has shaped our firm culture. Two other members joined the firm after years of service as highly-regarded trial judges, and they add unique insights into which facts and arguments will resonate with juries and judges. Others have a deep reservoir of courtroom skills and experience drawn from decades of trials across the country.

"When we founded the firm, we set out to create a firm of lawyers with the intelligence, creativity and deep reservoir of courtroom skills to handle the most difficult cases," said founding member Ralph A. Weber. "That background and experience has proved invaluable because some cases need to be tried – and all cases resolve on better terms when your opponent realizes that you are ready for trial."

Firm lawyers have gained wide ranging recognition including attaining the rank of Diplomat in the American Board of Trial Advocates, Fellow in the Litigation Counsel of America, Board Certified Civil Trial Advocate by the National Board of Trial Advocacy, Trial Institute Founder, Trial Advocacy Adjunct Professor at Marquette University Law School, Best Lawyers of America, SuperLawyers, and every firm attorney that has been peer review rated by Martindale Hubbell has received the AV preeminent rating denoting peer recognition at the highest level of professional excellence. The firm has also been recognised as a top litigation firm in Wisconsin by Chambers & Partners, the prestigious international research and ranking firm.

Since opening in 2004, the firm's lawyers have prosecuted and defended cases in 36 states encompassing complex issues of national and international scope. These cases range from multi-million dollar national and international commercial disputes to nationwide food safety outbreak litigation to complex, catastrophic product liability and personal injury cases.

In light of the high stakes nature of its matters, the firm also has significant experience conducting mock trials and other jury research. "Clients ask us to try their most difficult cases not only because of our extensive trial experience, but because of our experience conducting mock trials and other jury research," commented founding member Ric Gass. "Our research and input from two former highly regarded trial judges help us to secure great trial results by giving our lawyers the added dimension of understanding what motivates jurors beyond just the bare facts and the law."

Clients are also especially pleased with how well firm lawyers work with sophisticated and active in-house counsel. Operating on the guiding principle that clients are best served when their lawyers inside and outside the company actively work a case together, firm lawyers always seek ways to use in-house counsel's industry knowledge, insights and contacts to most efficiently and cost-effectively advance the litigation. In addition, clients appreciate the lawyers' keen awareness that litigation decisions have business impacts and clients applaud Gass Weber Mullins attorneys' unique ability to keep those impacts in mind as they skillfully navigate the tightrope of litigation.



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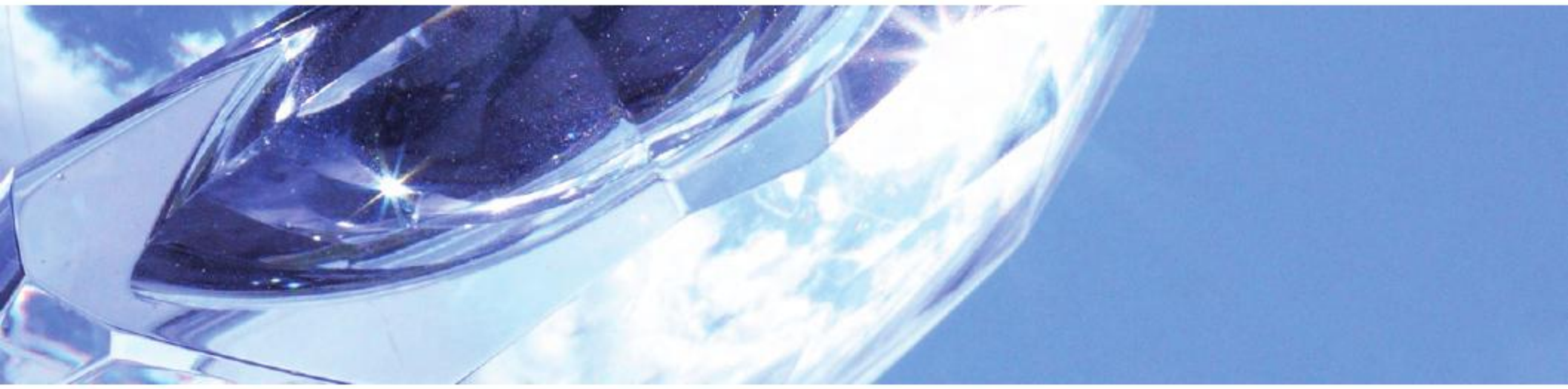
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