CorporateINTL

# Who's Who Adviser Handbook **2024**




**The definitive guide to individual advisory excellence**

# Corporate INTL Who's Who Adviser Handbook 2024



**Welcome to the Corporate INTL Who's Who Adviser Handbook 2024.**

The handbook is the definitive guide to individual advisory excellence, detailing the services on offer from professional advisers all around the world.

For ease of reference, we have separated the profiles into four regional sections: Europe, The Americas, Asia & Oceania and Africa & the Middle East.

At the back of the publication, you will find an alphabetical Index of the individuals involved.

We hope that the Who's Who Adviser Handbook 2024 proves useful and helps our readers gain access to global legal advisers in a number of specialist practice areas.


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# Selecting the Right Legal Structure & Adviser for Your Business



**Starting a business is an exciting journey filled with endless possibilities. However, before you can dive into the world of entrepreneurship, there are crucial decisions to be made, one of the most important being the legal structure of your business. Whether you're launching a startup or expanding an existing venture, selecting the appropriate legal structure can significantly impact your business's success and future growth.**

In this guide, we'll delve into the requirements to form an LLC, offering invaluable insights and practical tips to help you navigate the maze of legal structures and make informed decisions for your business.

### Understanding LLC Formation

Limited Liability Company (LLC) is a popular choice among entrepreneurs due to its flexibility, simplicity and the protection it offers to business owners' assets. Forming an LLC involves filing articles of organisation in the jurisdiction where you intend to operate your business. This process typically requires selecting a unique business name, designating a registered agent and outlining the LLC's operating agreement, which governs the internal operations and ownership structure.

### How to Start a Business: A Step-by-Step Guide

Starting a business involves a series of crucial steps, from conceptualising your business idea to executing a robust business plan and securing funding. When it comes to choosing the right legal structure, consider such factors as liability protection, tax implications and operational flexibility. Conduct thorough research and seek professional advice to ensure you make well-informed decisions tailored to your business's unique needs and goals.

### Selecting the Right Legal Structure for Your Business

The legal structure you choose for your business will have significant implications on various aspects, including taxation, liability and administrative requirements. Common types of legal structures include Sole Proprietorship, Partnership, Corporation and LLC. Each structure offers distinct advantages and disadvantages, so it's essential to carefully evaluate your options and choose the one that aligns with your business objectives and long-term vision.

### Key Considerations for Entrepreneurs

Before finalising your business's legal structure, consider the following key factors:

**Liability Protection:**

Assess the level of personal liability protection offered by each legal structure to shield your assets from business debts and legal liabilities.

**Tax Implications:**

Evaluate the tax implications associated with each legal structure, considering such factors as pass-through taxation, self-employment taxes and deductibility of business expenses.

**Ownership and Management Structure:**

Determine how you intend to allocate ownership interests and manage the day-to-day operations of your business, taking into account such factors as decision-making authority and profit-sharing arrangements.

**Regulatory Compliance:**

Familiarise yourself with the regulatory and compliance requirements applicable to your chosen legal structure, ensuring that you adhere to all legal obligations and avoid potential penalties or legal disputes.

**Future Growth and Expansion:**

Anticipate your business's future growth trajectory and expansion plans, choosing a legal structure that provides scalability and flexibility to accommodate evolving needs and objectives.

**Frequently Asked Questions (FAQs)**

**What are the advantages of forming an LLC?**

- Limited liability protection for owners
- Flexible management structure
- Pass-through taxation

**Do I need a lawyer to form an LLC?**

While it's not mandatory, it is highly advised – as consulting with a legal adviser can provide valuable guidance and ensure compliance with local laws and regulations.

**Can a single individual form an LLC?**

Yes, a single individual, also known as a sole proprietor, can form and operate an LLC.

**What is the difference between an LLC and a corporation?**

While both offer limited liability protection, LLCs are typically simpler to form and maintain, with fewer administrative requirements and more flexible management structures.

**Can I change my business's legal structure after formation?**

Yes, in some cases, you can change your business's legal structure through a process known as business entity conversion or reorganisation, subject to local laws and regulations.

**Conclusion**

Choosing the right legal structure is a critical decision that can profoundly impact your business's success and longevity. Whether you opt for an LLC, corporation or another legal entity, thorough research, careful consideration of your business's needs and professional guidance are essential. By understanding the nuances of each legal structure and evaluating key factors, such as liability protection, taxation and operational flexibility, you can make informed decisions that lay a solid foundation for your entrepreneurial journey.

**UK Citizens and Businesses to be Spared Time and Money on Cross-border Legal Disputes**

Firms caught up in endless international legal disputes will be spared time and money thanks to Ministers signing up to the 2019 Hague Convention in January, 2024.

As a consequence of this, we will see a boost to the UK's status as a global centre for dispute resolution – due to a move to save money and time for firms caught up in international legal disputes. Hague Convention 2019 membership will support growth in international trade and investment. The landmark treaty means that legal judgements made in UK courts regarding people and companies tied up in cross-country disputes will be recognised and enforced in the courts of other nations who have joined the Convention – and vice versa.

Currently, while most countries have domestic rules that allow judgements from other countries to be recognised and enforced, these rules are different in each state. This can deter vital business investment.

By providing an international framework of rules for recognition and enforcement of judgements, the Convention provides greater certainty for businesses and individuals who are impacted by litigation on contracts or employment decisions across borders – while saving them time and money getting a judgement enforced in another country.

Justice Minister, Lord Bellamy, noted: "Joining the Hague Convention marks a significant step forward for the UK within private international law and strengthens our appeal to businesses as a centre for dispute resolution.

"The robust and reliable regime the Convention offers for the recognition and enforcement of judgements will provide confidence to people and businesses who are involved in civil and commercial disputes as they live, work and do business across borders."

This will particularly benefit businesses and people who live and work between the UK and other countries, giving them the assurance of uniform legal rules, which will help encourage international trade and investment.

Under the rules of the Convention, businesses will know that if a dispute arises, their judgement can be enforced in another country.

There are currently 29 parties who are already part of the 2019 Hague Convention – from Ukraine to the EU Member State Countries, with Uruguay also joining this year. This means UK judgements will be recognised and enforced in all of these countries.

With 91 members of the Hague Conference on Private International Law (HCCH), the main multilateral forum for private international law rules – consisting of several conventions, including the 2019 Hague Convention – Hague 2019 has a potentially global reach.

There are currently 29 Contracting Parties (the 27 EU Member States, the EU and Ukraine) to the 2019 Hague Convention. In addition, this year, it has had several signatories: Israel, Costa Rica, Ukraine, Uruguay, the Russian Federation, the US and the EU. Uruguay has also ratified the Convention, with it set to enter into force on the 1st of October, 2024.



The government previously sought views through a call for evidence on its plan for the UK to become a Contracting State to Hague 2019. As part of the decision-making process, the government gathered wide-ranging perspectives on joining the Convention, especially from expert practitioners who have experience in current cross-border litigation.

Hague 2019 will come into force in the UK 12 months after ratification, and will apply only to judgements given in proceedings commenced after that date.

**The Role of the Corporate INTL Who's Who Adviser Handbook 2024**

The Corporate INTL Who's Who Adviser Handbook 2024 is intended as the ideal reference guide for management, in-house counsel and investors when choosing the right adviser or collaborating partner in the current business landscape. It covers the following regions: Europe, The Americas, Asia & Oceania and Africa & the Middle East, and contains profiles of advisers in a multitude of practice areas, including:

- Dispute Resolution
- Financial Issues
- Intellectual Property Law
- Tax Law
- Trade Law

**Considerations When Choosing an Adviser:**

- What you want them to assist with – what type of adviser;
- Their specific experience areas / specialisations – years of experience;
- Qualifications – i.e., when they were admitted to the bar;
- Past cases – success rate;
- Price for services – cost-effective: what you can afford with your current budget;
- Whether they are a boutique or a large firm.

One of the fundamental roles of a good adviser is helping the client achieve their objectives. They must be able to determine what a client needs, which is not always what they want. Often, clients seeking an adviser will know what they want, without adequately identifying what they require – or recognising what qualifies as an objectively "good" outcome. This is one of the roles of the adviser, alongside creativity, which is another crucial trait of a corporate consultant – they should be able to think "outside the box".

# EUROPE



**Economic activity in the emerging and developing economies of the Europe and Central Asia region is likely to slow this year as a weaker global economy, tight monetary policy, slowdown in China and lower commodity prices weigh on the region's growth outlook, says the World Bank's Economic Update for the region.**

Regional growth is likely to slow to 2.8% in 2024, following substantial strengthening to 3.3% in 2023 as the economies of both Russia and war-hit Ukraine returned to growth, and because of a more robust recovery in Central Asia. Regional output growth is likely to remain broadly unchanged in 2025.

Headwinds to the outlook are multiple. A slower-than-expected recovery in key trading partners, especially in the euro area, restrictive monetary policies and an exacerbation of geopolitical developments could further dampen growth across the region.

"Countries of Europe and Central Asia continue to confront multiple crises, exacerbated by a challenging global growth environment," noted Antonella Bassani, World Bank Vice President for the Europe & Central Asia region. "Reviving productivity growth by stimulating business dynamism and improving resilience against the risks from climate change can help protect the region's people and accelerate economic growth."

Sluggish growth will further delay the region's recovery from recent shocks, including Russia's invasion of Ukraine, which remains ongoing, the pandemic and the 2022 cost-of-living crisis.

Inflation has fallen faster than expected in the emerging markets and developing economies (EMDEs) of Europe and Central Asia, largely due to steep declines in global energy and food prices. The median annual consumer price inflation in the region fell to 4.2% by February 2024 from 15% at the start of 2023. Nonetheless, the 2022 cost-of-living crisis continues to affect households, despite increases in real incomes last year.

In Ukraine, the pace of recovery is projected to slow to 3.2% this year from 4.8% in 2023, reflecting a smaller harvest and persistent labour shortage. The country's economic outlook remains conditional on donor support and the duration of Russia's invasion. According to recent estimates by the World Bank and partner institutions, the cost of reconstruction and recovery in Ukraine has grown to $486 billion, which is more than two times the size of Ukraine's pre-war economy in 2021.

Growth in Türkiye/Turkey is also likely to weaken to 3% this year – its lowest since 2009, except for the pandemic-affected years – as macroeconomic consolidation efforts are expected to restrain domestic demand. Subdued global oil prices will dampen prospects across Central Asia, with growth slowing to 4.1% this year from an estimated 5.5% in 2023.

The report includes a special focus chapter on unleashing the power of the private sector. It notes that economic development in the region has been a story of transition from plan to market economies, broad and deep structural reforms – and the emergence of private initiative, the main driver of growth and prosperity.

In less than three decades, 12 of the countries in the region joined the EU. The transition of these countries to EU-integrated market economies with robust institutions and production structures illustrates the success of the deep reforms of some of the countries, which have also achieved high-income status.

"The private sector in several countries in the region faces barriers, which hamper its ability to expand and innovate," commented Ivailo Izvorski, World Bank Chief Economist for Europe & Central Asia region. "Boosting business dynamism will require addressing several challenges, including upgrading the competition environment, reducing state involvement in the economy, improving the quality of education and strengthening the availability of finance for firms."

Efforts to foster competition and free markets should focus on reducing barriers to entry and facilitate exit for unproductive firms. The substantial presence of state-owned enterprises is also a major constraint to levelling the playing field for private enterprises.

Private firms are also faced with an inadequately educated workforce, as well as large skills gaps, which are major constraints to growth. High emigration rates of young and skilled workers do not help in the short term. A better educated workforce is associated with higher productivity and can lead to more innovation.

Meanwhile, bank lending to the private sector is relatively low, and has not increased in the past decade. The lending also tends to be more short-term; therefore, in order to improve productivity growth and innovation, firms need access to long-term finance instead.

KARASTOYANOV DOBRENOVA & ASSOCIATES

LAW OFFICE

# Bulgaria

## Corporate

Commercial; Civil; Litigation



**Dimitar Karastoyanov**
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**The laws and rules in business are becoming more and more sophisticated. In this environment, clients are looking for more than just legal advice – they require clear professional guidance, which is solution-orientated, and will contribute to their success.**

KARASTOYANOV, DOBRENOVA & ASSOCIATES is a law office dedicated to covering the needs of the business community for strategic advice on business law, operational legal assistance, as well as litigation. Our activities are based on exceptional legal skills combined with efficiency and an understanding of how business works. Our aim is to provide efficient and focused assistance based on first-class legal expertise, a practical and knowledgeable approach, in addition to the relevant experience and integrity.

The firm operates with total confidentiality in order to protect its clients' interests. By no means does KARASTOYANOV, DOBRENOVA & ASSOCIATES divulge the names of its clients, or any details of the cases on which is authorised to work.

### Dimitar Karastoyanov

Dimitar Karastoyanov is a part-time lecturer in civil and commercial law at Sofia University, Veliko Turnovo University, as well as the High Institute of Training Officers & Research Work.

He has contributed numerous research works and publications in the field of commercial law, and primarily practises as a consultant lawyer at KARASTOYANOV, DOBRENOVA & ASSOCIATES, of which he is a founder and Managing Partner.

### Foreign Languages

English, Russian.

ASPEN TRUST GROUP



# International Transaction Structuring Advisory

Financial Reporting; Corporate Services; Family Office



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**Marina Zevedeou is an experienced professional with a demonstrated long history of more than 25 years working in the financial services sector. She is a Chartered Accountant of the Institute of Chartered Accountants in England & Wales with PwC, London. She is also a member of ICAEW, ICPAC, STEP, IFA, ITPA, IR Global, Citywealth and the Association of European Attorneys.**

Her wealth of experience includes:

- International corporate structuring strategy and planning
- Financial and management reporting
- Personal and corporate taxes
- Group re-structuring
- M&A
- Family office and citizenship services
- Consulting in international financial transactions

Marina is the President of Women's Indian Chamber of Commerce & Industry (WICCI) – Cyprus, and the Cyprus Country Chair of G100 Global Trade Wing, both of which are organisations aimed at promoting legislative changes to assist women. In addition, she is a board member of the International Chamber of Commerce (ICC) Cyprus Businesswomen Network.

Among the numerous awards she has received over the years, she has been honoured with 2024 Woman of the Year – International category (Bronze) by Citywealth Powerwomen Awards International. She has also been awarded:

- 2023 Woman of the Year in the Professional/Businesswomen category – Madame Figaro Award
- 2023 Mentor of the Year (GOLD) – Citywealth
- 2023 Woman of the Year Cyprus (Silver) – Citywealth
- 2023 Entrepreneurial Woman of the Year (Bronze) – Citywealth
- 2023 Tax Advisory Representative in Cyprus – Global Law Experts
- 2023 Top 20 Trustees – Citywealth
- 2023 CEO Today Magazine – CEO Today Middle East Awards
- 2022 Woman of the Year – Leadership – Financial Organization (CEO & Board Member) (GOLD) – Citywealth

Meanwhile, in her role as CEO of the Aspen Trust Group, Marina has navigated the group to the top of the financial services industry in Cyprus since the firm's establishment in 1998. Today, the group proudly upholds equal employment opportunities and boasts a workforce comprised of more than 50% women from various ethnic and cultural backgrounds. This diverse workforce has enabled the group to create strong ties with its equally diverse clientele, and has been the driving force behind its success for more than 20 years.

Loeven
LAWFIRM

# Denmark

## IP Litigation

Media & Entertainment; Competition; Dispute Resolution



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**Loeven is a Danish legal advisory, owned and managed by attorneys with long-standing experience from the largest and most prominent Danish law firms.**

Our vision is to be a strong and lean law firm that provides legal advice of the highest quality within all our focus areas. These areas primarily consist of: Corporate/M&A, IP, IT & Technology, Litigation, Media & Entertainment, as well as Life Sciences.

Loeven is domiciled in Frederiksgade in the heart of Copenhagen, just a few steps from the Marble Church and Amalienborg Palace, the winter residence of the Danish royal family. The name Loeven illustrates our connection to Copenhagen and Denmark; thus, lions are a prominent part of both the Copenhagen Coat of Arms and the National Coat of Arms of Denmark.

Within the field of IP, Loeven assists clients with matters of design law, copyright, patents and trademarks, as well as in such related areas as trade secrets law, marketing law and portrait/personality law.

The lawyers in the IP team have considerable experience in these areas – for example, in relation to licensing and assignment agreements, in addition to M&A transactions.

Regarding dispute resolution, we have conducted a significant number of legal proceedings, including preliminary injunction proceedings before the Maritime and Commercial Court, the High Courts and the Supreme Court, as well as before Danish and international arbitration tribunals.

### Christian Alsøe

Ever since his admission to the bar, Christian Alsøe has handled complex litigation and arbitration matters in the areas of copyright and media law. Today, he is ranked as a "Litigation Star" in Benchmark Litigation, and is widely recognised in Denmark and internationally as a leading expert in complex dispute resolution, copyright, media law, as well as IP/competition law.

He is fluent in English and Scandinavian, and has good proficiency of German, Italian and Dutch. Moreover, he is fluent in French, advising French businesses on Danish rules and practice.

### Directorships

- Danish Institute of Arbitration, Vice Chairman
- Danish Labour Court, Substitute Judge
- Juridisk Forening, Board Member
- Niels Wessel Bagge Foundation for the Arts, Vice Chairman
- Association of European Lawyers (AEL) (2019–2021)
- Danish Appeals Permission Board, Department of Free Legal Aid (2007–2011)
- Paule Mikkelsens Mindelegat, Chairman
- Rektor Herluf Møllers Legat

### Selected Representation

- Novo Nordisk vs Koda, Public Performance of Music at Company Party (UfR 2016.2731 ØL);
- Finansiel Stabilitet vs N Valentin Hansen & Others (Roskilde Bank), High Court of Eastern Denmark, November 2017;
- HBO vs Koda, Streaming Tariff (Case no. 119 of the Danish Copyright Licence Tribunal, October 2018);
- Teacher Retirement & Others vs D Engel & B Carlsen (Vestas), District Court of Aarhus, August/September 2020;
- Nets vs The Danish Competition Authority, Judgement of the High Court of Eastern Denmark of February 2021;
- Rated in Legal 500, Chambers etc. for decades, as well as Litigation Stars in "Benchmark Litigation" for 2019–2021.

SOLICITORS
Magrath Sheldrick

England

# Corporate Immigration



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**Joanne Taylor is a Partner in the UK Immigration team at Magrath Sheldrick LLP, possessing many years' experience.**

Magrath Sheldrick is a top-ranked law firm providing immigration and employment law advice and assistance to clients from around the world. Headquartered in central London, the firm has one of the UK's most successful business immigration practices, providing UK, US and global immigration solutions to some of the world's leading businesses and private individuals. Its mission is to provide innovative, high-touch advice and assistance to a diverse range of businesses and private clients.

With a keen focus on corporate immigration, Joanne has established herself as a trusted adviser to multinational corporations, SMEs and high-net-worth individuals seeking comprehensive immigration solutions. Joanne seamlessly advises and assists many individuals to determine their immigration requirements, developing tailored strategies that align with her clients' business objectives and ensure smooth employee mobility across borders.

Navigating a complex system of immigration rules, Joanne will always consider strategic solutions to guarantee compliance with strict Home Office requirements, while ensuring that bespoke needs can be met. In the process, she will often explore alternative immigration categories in order to best serve the client. To this end, Joanne has successfully managed large-scale corporate immigration projects for Fortune 500 companies, ensuring seamless transitions for their international workforce.

She has assisted numerous companies with both comprehensive mock audits and Home Office audits to ensure total compliance. Leveraging her extensive expertise, she prepares her clients by conducting the aforementioned mock audits – identifying potential areas of non-compliance, as well as implementing corrective measures. Her proactive approach not only helps businesses maintain their sponsor licences, but also mitigates the risk of potential penalties or operational disruptions. Meanwhile, her thorough understanding of Home Office regulations, combined with her strategic guidance, provide her clients with confidence and assurance that they are meeting all necessary standards.

In addition, Joanne is actively involved in policy discussions and regularly contributes to consultations with the Home Office – influencing immigration policy reforms to benefit the corporate sector – as well as being an active member of the Immigration Law Practitioners Association and British American Business.

She was nominated for a Women in Law Award in 2020, and has authored various articles and papers on the topic of immigration policy.

Ibixinsight
Building vision and inclusion

**England**

# Modern-Day Slavery & Asylum Expert Witness

Gender & Equality Diversity & Inclusion (EDI); Transformational Coaching; The Truth Matrix & the Ethical Underpinning of Business



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**Dr Carrie Pemberton Ford is an Expert Witness for the UK Courts, working across international boundaries, with particular expertise in Albania, Romania, Nigeria and Vietnam, asylum claims, sex & labour trafficking, as well as trafficking for criminalisation & retail. In her role as Executive Director of IbixInsight, she is instrumental in developing training for others in expert witness work. Her article, "The role of the Expert Witness in the UK courts", is published in the Modern-Day Slavery Handbook ed: Maria Kapardis (Palgrave 2024).**

In her day-to-day endeavours, Carrie undertakes strategic lead and principal investigator roles in research and consultation for a range of international and national law enforcement agencies and financial institutions, including: past contracts with the North Atlantic Treaty Organisation (NATO), the United Nations Institute for Training & Research (UNITAR), the United Nations Organisation Office on Drugs & Crime (UNODC) and the African Development Bank. Moreover, she is an Advisory Board Member for EU Projects working on Protection & Recovery in trafficking, and a former Women's National Commissioner (UK Government). She is known for transforming "good ideas" into policy, and for being a formidable advocate, ally and speaker for gender-based violence, EDI and trafficking-related issues.

Previously, Carrie fulfilled the role of Religious Manager within the UK immigration removal estate, founding the Not-for-Sale movement and lobbying Parliament. She pioneered a dialogue on counter-trafficking within civil society via a CHASTE roundtable on safe-housing and building faith-based and voluntary sector safe-housing (which involved the Medaille Trust, the Salvation Army and Housing 4 Women). In addition, she developed a trafficking curricula, and taught across Eastern and Central European police forces and NGOs, as well as European and African Universities.

She is currently a Senior Assessor for the UK College of Policing, devising senior training products; the Chair of Ethics and the Scientific Board of ethical development startup www.egregor.net; and the convenor, curator and Executive Lead of the annual Cambridge Centre for Applied Research in Human Trafficking symposium – presenting leading-edge themes in trafficking for law enforcement, the academy, trauma therapists, policy advisers and front-line support workers.

A powerful advocate for human rights, trauma-informed investigations and amplification of the survivor voice – and an Advisory Board Member of the EU-funded Voice Over Project – Carrie is a much sought-after public speaker, having appeared at TED Cambridge (2016), Roost Nigeria, Romanian American University Bucharest and Excel Centre (2019).

She possesses a profound commitment to collaboration, and welcomes requests for assistance from legal and policy sectors. With her work rooted in empathetic and trust-building skills for those caught in immobilising conflict, Carrie's restless spirit combines with her creative and problem-solving approach – with the UN VIVA translation tool being just one of her innovations – all in the service of social justice.

# Product Liability

Contract & Tort; Commercial; Insurance



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**Jacqueline Perry, KC, is a highly experienced contract and tort barrister in London. She has handed legal matters in both California and the UK since 1975, and has been involved in many high-profile, public-interest cases regarding personal injury, clinical negligence, product liability and insurance.**

She is highly thought of by her professional clients, who instruct her in the sure knowledge of her thoroughness, fearlessness and sound and sensitive approach to all aspects of her work. On numerous occasions, Jacqueline has successfully pioneered arguments and points of law or practice.

She has acted for both claimants and defendants, representing local authorities and insurers, as well as receiving a significant volume of instructions from trade unions and government departments, in addition to the police and fire brigade. She has acted for claimants in group action cases arising from major disasters, including the original and recent Thalidomide claims. She has instructed in major multi-party business and human rights matters and high-profile group actions against multinational corporations, particularly those arising from the extractive industries in Africa.

Dual-qualified (UK and California Bar) for many years, Jacqueline's main areas of work span contract and tort. Meanwhile, she handles commercial and insurance matters, both in the UK and the US, and in recent years has practised in substantial and highly publicised cases related to product liability, professional negligence, personal injury and clinical negligence. Today, the majority of her work contains an international flavour.

As a qualified and practising Californian lawyer, Jacqueline has, over the years, consolidated her field of expertise in this jurisdiction – successfully litigating before civil juries in the California Superior Court in multimillion-dollar claims.

From the mid-nineties and continuing today, she has advised the victims of the drug Thalidomide in respect of their funding, which was required to be substantially increased. On several successful occasions, she has "taken on" Guinness PLC, then Diageo PLC, as well as HM Government. Furthermore, she has been instrumental in obtaining many millions of pounds for these claimants, as well as an apology (drafted by her) from the last Labour Government on behalf of the authorities who allowed this disaster to occur. For this matter, Jacqueline acted pro bono throughout.

From the beginning of her career, she has been instructed in insurance claims ranging from motor traffic cases to municipal and local government cases, primarily on behalf of the defendant insurers. Her experience of personal injury work – combined with her many years of reading, advising upon and working with, or having to cross-examine, medical experts – made the transition to working in the field of clinical negligence an obvious crossover.

Dreyfus
Intellectual Property
in an Innovative World



# European Trademark

Intellectual Property; Arbitration



**Nathalie Dreyfus**
**Founding Partner, French & European Intellectual Property Attorney**
**Certified Judicial Expert by the French Supreme Court (Cour de cassation) and the Paris Court of Appeal**
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**Nathalie Dreyfus, Founding Partner of Dreyfus & Associés, has guided clients through crucial intellectual property moments since 2004. Her strategic counsel helps businesses navigate complex IP rights, including trademarks, designs, domain names, copyrights and patents, while defending against digital threats.**

With extensive experience, Nathalie provides decisive advice, identifying opportunities and risks in multimillion-dollar IP transactions. Her clients span diverse sectors, from retail and selective distribution to French historical foundations and international tyre manufacturers.

In complex IP negotiations and deals, Nathalie leads a seasoned team, managing everything from IP portfolio management to online brand protection. Her expertise in domain disputes, digital copyright issues and online presence is highly valued.

Nathalie is the only Certified Judicial Expert by the French Supreme Court in Trademarks (Cour de cassation) and serves as a Judicial Expert before the Paris Court of Appeal in Trademarks & Designs. She is also a panellist at WIPO, ADNDRC, CEPANI, CAC, URS at MFSD Srl, CIIDRC, ACDR and NAF.

Her expertise covers a wide spectrum of IP law, focusing on the protection and enforcement of trademarks, designs, copyrights, patents, designations of origin, plant varieties and domain names. Nathalie is deeply involved in drafting IP and know-how contracts, and is proficient in Internet and new technology issues, including phishing, cybersquatting, social media, domain names, NFTs, Web 3.0 and online sales platforms.

An accomplished author, Nathalie has written several books and numerous articles for legal journals specialising in IP/IT. She actively contributes to the Dreyfus blog, a reputable source for legal updates on trademark, patent, copyright, Internet and new technology law.

She noted: "Our practice distinctively positions itself as a leader in IP, with a profound commitment to technological integration and client-driven solutions. We are renowned for our expertise in managing complex IP portfolios and litigations, significantly influencing high-stakes cases in technology, media, cosmetics, advertising and aerospace. We believe that access to exceptional legal advice should be empowering rather than prohibitive, enabling businesses to thrive in the digital age without the burden of excessive costs. This philosophy extends to our comprehensive suite of services, which includes amicable resolutions to domain name infringements, expert guidance through UDRP and other ADR proceedings, as well as insightful counsel for new projects from inception.

"Recent developments include our expansion into emerging technologies, such as AI and blockchain, as well as our dedicated cybersecurity practice. Our proprietary software, Dreyfus IPweb, provides clients with secure, efficient IP management. We emphasise Diversity, Equity & Inclusion (DEI), believing a diverse team brings valuable perspectives. Our commitment to excellence, cost-efficiency and client satisfaction ensures we remain at the forefront of IP law – adapting to evolving market demands and protecting our clients' assets effectively."

# International Business

Information Technology; Corporate; Intellectual Property



**Liliana Bakayoko**
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**Liliana Bakayoko is a French international business lawyer, a Doctor of Law and a former Professor of Law. She has 20 years' experience as a lawyer, as well as 10 years' experience in teaching law.**

Liliana has been honored with several international awards and recognitions, including: Top International Business Lawyer of the Year for 2024 from the International Association of Top Professionals, based in New York; International Elite 100 Global Award for Business Lawyer of the Year – Global; International Business Lawyer of the Year in France – 2024 at the Global Law Experts Annual Awards; Leading International Business Lawyer of the Year – Paris at the 2023 Leading Adviser Awards by Acquisition International; "exclusively recommended expert" in international business law for France on a global level by Leaders in Law and Advisory Excellence; World's Leaders Magazine featured her in its annual listing of the "World's Most Influential Women Leaders in Law, 2024", highlighting "exceptional women law experts possessing unique traits and ideologies that helped them to attain a successful stature in their legal sector"; Forbes featured her as "a visionary in international business law and digitalisation"; moreover, she was featured in Indian Passion Vista's Hall of Fame as a representative of France.

Liliana specialises in French and international business law, IT law, IP law and corporate law, and her services in this area encompass:

**Legal Advisory Services:** Liliana provides expert legal advice on a wide range of matters, including contract drafting and negotiation, regulatory compliance and strategic business planning.

**Transaction Support:** Liliana assists clients in structuring and executing various transactions, such as strategic alliances, joint ventures, as well as corporate reorganisations.

**International Expansion & Compliance:** For clients looking to expand their operations into new markets, Liliana offers guidance on international expansion strategies and compliance with international trade regulations.

**Intellectual Property Protection:** Liliana helps clients safeguard their valuable intellectual assets through trademark registration, patent and copyright protection, trade secret management and enforcement of IP rights.

**Dispute Resolution & Litigation:** Liliana offers efficient dispute resolution services, including negotiation, mediation, arbitration and litigation.

Meanwhile, Liliana's active participation and exclusive selection within globally renowned legal networks enable her to collaborate with law firms established in more than 150 countries.

She is a consultant in international investment, government relations and business development for Straife, LLC, an American multinational specialising in providing technology-focused strategic consulting services to businesses, governments, public-sector agencies, non-profits and individuals worldwide.

She advocates for the necessity of legislating on neurorights and AI personhood, and believes that the role of a lawyer carries a profound societal responsibility to help others and facilitate positive change through legal knowledge and expertise. To this end, she strives to contribute to the evolution of legal norms by anticipating changes and promoting improvements.

CARLER

# France

## M&A

Business & Private International;
Insolvency Proceedings; Trade Fairs & Exhibitions



**Bénédict Vidal**
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**Carler Avocats has always been committed to its clients, offering a genuine partnership to a diverse cross section of companies. Its framework of global support guarantees both security and simplicity in the implementation of legal solutions recommended by its partners.**

The Corporate, Merger/Acquisition & Assets Department is the heart of Carler's activity, bringing together 10 senior lawyers in corporate private equity, financing, corporate and personal taxation, property law, as well as restructuring. The department's lawyers consistently play a strategic role prior to any proceedings, equipped with a deep understanding of financial issues.

The firm's experience has enabled it to develop both nationally and internationally recognised expertise in such areas as: transactions (LBO, OPEN BID, TARGETING OPTIONS); overhaul of organisational charts and structures; private equity; restructuring; legal, tax and social asset strategy; mergers and similar transactions; restructuring; taxation of mergers; transnational transactions; transmissions; optimisation of organisations; acquisitions/sales; preparation of sales (VDD); strategic prerequisites; due diligence; negotiation and establishment of legal documentation; global support; turnaround situations; prevention (ad hoc mandate, conciliation); solutions (recovery plans, takeover offers); turnaround funds; investment funds / private equity; choice and selection of funds; relevance of alternative solutions (sponsorless); shareholder agreements; management package; funding; negotiation of structured finance; as well as terms and conditions (RAO, covenants).

Bénédict Vidal, Partner, is primarily involved in M&A by mutual agreement or open bid, and in all private equity transactions. In addition, he is a recognised specialist in economic law, contract law and distribution law – and particularly in trade fair law, a "niche" activity for which he is renowned.

Sciences Po Paris (1986) and dual training in law and finance at the Sorbonne and Dauphine (1988) led Mr Vidal to begin his career not in law, but in financial auditing at Ernst & Young. He initially set up a firm as a legal and tax consultant, becoming a lawyer in 1992 when the professions were merged. However, he soon had the opportunity to take over the French office of a firm founded by the Swedish Gunnar Carler, who operated with a "human scale and international dimension" that Mr Vidal admired. This was the beginning of Carler Avocats' present iteration, with its signature approach that has been characterised by "an original model with extremely democratic modes of governance".

As a lawyer, Mr Vidal describes himself first and foremost as an adviser and strategist. Today, he serves groups in contractual matters – with elements of international private law and international distribution law – as well as mid-cap companies in matters of M&A. Meanwhile, he acts as a Director of the Association of Company Valuers (A3E), and is a lecturer at CELSA (École des hautes études en sciences de l'information et de la communication).

# Cannabis Legal Advisory

Intellectual Property; Healthcare & Life Sciences; Media & Entertainment



**Margret Knitter, LL.M. (University of Edinburgh)**
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**SKW Schwarz is an independent law firm with around 130 lawyers, four offices and a common claim: we think outside the box. In a world where everything is in motion, you require legal advice that recognises change as an opportunity. A firm that keeps on going where others have come to an end – and is just as passionate about complex issues as it is about new technologies, new markets and new challenges.**

As a full-service law firm, we advise on all relevant areas of business law, including in an area that is particularly important for businesses: the future. That is why today we are already working in the key legal areas of tomorrow. Digital transformation, disruptive technologies and innovative business models are changing everything. The legal issues arising here every day are our passion.

We are not just talking about digitalisation; we are actively living it. That is why we have established our own Legal Tech division, and have consistently developed our activities since 2018 to simplify processes, offer new solutions and work more cost-efficiently. You will find SKW Schwarz not only in Berlin, Frankfurt am Main, Hamburg and Munich, but also in the international legal press. For example: in the Handelsblatt list of Germany's Best Lawyers 2022, "Germany's Top Lawyers & Law Firms" in the FOCUS Special Ranking 2023 or in the JUVE Ranking Top 50 2023/2024. SKW Schwarz has also been the JUVE Law Firm of the Year for "Trademark & Competition Law".

## Margret Knitter

Margret Knitter advises her clients on all matters of IP and competition law. Her expertise encompasses both strategic advice and legal disputes – as she focuses on developing and defending trademark and design portfolios, in addition to advising on marketing campaigns. Meanwhile, Margret provides guidance on labelling obligations, packaging design, marketing strategies and regulatory issues, particularly within the cannabis industry. She also offers support in establishing Cannabis Social Clubs.

She is a frequent – and sought-after – speaker and publisher on cannabis, trademarks, designs, branded content and advertising, appearing at such industry events as the International Cannabis Business Conference (ICBC) and dmexco. For an example of her speaking engagements, please see her presentation at **https://youtu.be/fPl6m6WagAo** (skip to 2:20).

Moreover, Margret comes highly recommended as an attorney, notably in such directories as the Legal 500 or JUVE. Her expertise and reputation make her a trusted adviser in her field. To this end, she has received accolades from the Legal 500 in the categories "Intellectual Property: Trademarks" (2022–2024), as well as "Intellectual Property: Competition Law" (2023–2024), and is frequently recommended in the category "Trademark & Design Law / Competition Law" (2020–2023/2024) by the JUVE Handbook: Commercial Law Firms.

Hohmann
Rechtsanwälte

Germany

# Export Control & International Sanctions

Trade & Customs



**Dr Harald Hohmann**
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**Harald Hohmann is an attorney specialising in export trade law, sanctions and customs law (all: including EU and US Law). He advises and represents companies in Germany, EU Members, Switzerland, the US, Japan, China and Israel in export, embargoes and customs law; his clients include several world market leaders. Harald belongs to "Germany's best attorneys" (Handelsblatt, since 2020) and "Legal 500" rates the firm as "a leading law firm" since 2021 (ranking 2nd export law).**

He is a "leading name in export trade and customs law" in a "highly recommended law firm for export trade and customs law" (Juve Handbook Commercial Law Firms). He is "very well known in the German and EU markets for his profound practitioner's expertise in EU and US export control law, international sanctions and customs law" (WWL). Corporate INTL calls the firm "Export Control Law Firm 2022" (Germany).

Harald has 28 years' experience as an attorney. In 2002, after six years at business law firms in Frankfurt/Main and after studies of Law in Münster/W and Geneva – and after being Research Fellow at the University of Frankfurt – he founded Hohmann Rechtsanwälte in the medieval town of Büdingen near Frankfurt, now in the neighbour town Gelnhausen (**www.hohmann-rechtsanwaelte.com**), with a worldwide network of co-operation partners in: the EU, the US, China and Japan. Harald received a first PhD (with a thesis on international environmental law) and a second PhD (with a thesis on US, EU and Japanese export control law) from the University of Frankfurt.

Harald is known for EU and US export control law (including EAR, ITAR and OFAC regulations), EU and US sanctions (specialising in embargoes against Russia and Iran), voluntary self-disclosures, contract and distribution law (including export financing issues), and operational issues in export and customs law. He is well connected to export and customs agencies of various countries; sometimes he gives advice to Legislature (in Berlin and Brussels). Harald is also well known for his publications, among them seven books (as author or editor) in export trade law (including a work of reference and a book on US export controls law now in the 4th edition, 2024). In addition, he is known for his seminars/presentations, especially those held for the German Parliament (Bundestag Berlin), the ICC in Vienna, METI in Tokyo, and for various Chambers of Commerce, Management Circle, SMI etc. and for various in-house seminars. He is also a senior lecturer at the Universities of Frankfurt/M and visiting at Osaka City University.

# Life Sciences

Regulatory; Market Access; Reimbursement



**Dr iur. Christian Rybak**
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**Dr Rybak is an Attorney-at-Law and Partner at Ehlers, Ehlers & Partner Rechtsanwaltsgesellschaft mbB. He is one of EEP's equity partners and (Co-)Head of the department.**

He advises companies (national and international), physicians, professional associations and authorities in all relevant issues in the field of medical law / life sciences. In addition, Dr Rybak is a competent specialist with respect to all issues regarding the (early) benefit assessment, market access strategies, eligibility for reimbursement or prescription of drugs and medical products, as well as digital health applications.

He advises pharmaceutical companies and manufacturers of medical devices, but also food manufacturers, producers of cosmetics, service and homecare providers, etc., on all essential aspects of commercial, medical and life sciences law.

His area of practice comprises the fields of Market Access / Reimbursement & Regulatory Affairs, but also all aspects of Unfair Competition & Compliance, issues of health policy, as well as strategic counselling and Public Policy Advisory.

Through in-depth knowledge of the system, combined with his network and access to all relevant decision-makers in politics, administration, self-government and payers, Dr Rybak comprehensively advises on legal issues and beyond to allow or ensure an effective achievement of objectives.

Dr Rybak has a lectureship at the University of Bayreuth on the subject of health and life sciences law. He is also a lecturer at the School of Tax & Business Law of the University of Münster, and is the author of numerous publications, holding numerous lectures and courses.

MEISSNER BOLTE

*Patent and Trade Mark Attorneys ▪ IP Litigators*

## Germany

# Trademark

Unfair Competition; Commercial, Contract & Corporate; Employee Invention



**Bettina Hart**
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**Meissner Bolte offers full-service protection of industrial property rights for innovative companies at home and abroad. Starting with the application process, through prosecution, to the enforcement and exploitation of your intellectual property rights, we are the IP experts to have at your side.**

At Meissner Bolte, comprehensive IP consultation means teamwork. More than 80 highly qualified patent attorneys and lawyers work together using their combined legal expertise to protect and defend your creative accomplishments, technical innovations, unique products and valuable methods. Our teams focus on protecting industrial property rights in their entirety, combining all opportunities afforded by patent, trademark and design law with a single objective in mind: to develop and implement a sustainable strategy for your IP management.

Through continuous interaction between our patent attorneys and lawyers – internally, as well as with our valued colleagues abroad – we can offer our clients the best advice and service, both nationally and internationally.

Our consultation services are orientated towards the raft of German small to medium-sized enterprises (Mittelstand), as well as multinational and fully international corporations. In our opinion, it is important to address all of our clients' needs equally, providing accurate and timely communication on all legal and technical issues.

**Bettina Hart**

Bettina Hart was admitted to the bar in 2007 and joined Meissner Bolte in 2019. Today, she is part of the firm's specialised department for Trademarks & Design.

As a German lawyer who advises and represents national and international clients in areas of IP, Bettina's speciality is unfair competition and trademarks, as well as employee invention compensation. Her activities include out-of-court and in-court enforcement of trademark infringements, combined with prohibitions of unfair business practices, also by way of interim relief.

She supports clients from diverse sectors in establishing, maintaining and defending trademark portfolios, in addition to negotiating and drafting contracts.

With more than 17 years' in-house experience in companies of differing industrial sectors, her advice has a key focus on companies and subsequent issues, particularly from the fields of commercial and corporate, contract, data privacy, insolvency – and the law on general terms and conditions. She also takes a special account of the effects on departments not specifically impacted by such legal matters.

Bettina studied law at the Ludwig-Maximilians-University of Munich, and passed her legal clerkship in the district of the Regional Court Landshut, as well as at the governmental administration of Lower Bavaria. Furthermore, she completed the specialist course on IP law and the Bitkom certificate course for data protection officers.

She is an active member of the friends' association of the Institute of Construction Technologies & Management at the Technical University of Darmstadt, GRUR, as well as the Lawyers Bar Association in Munich.

# Aviation





**Stelios Stylianou**
**Managing Partner**
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**Since its establishment in 1978, STYLIANOU & STYLIANOU LAW OFFICE has developed and distinguished itself in its two main areas of expertise, namely aviation and maritime law. It has acted, and acts, for ship and aircraft insurers, P&I clubs, shipowners and airlines – in such areas as ship collisions and maritime accidents, aviation accidents, passenger and cargo claims, sale and purchase of ships, transfer and leasing, chartering and leasing of aircraft, as well as litigation and arbitration in maritime and aviation disputes.**

The office has conducted negotiations to resolve disputes related to claims arising from air accidents, such as the crash of a Bell 206B helicopter in Crete (August 5, 2010); the accident of the Tatarstan Airlines B737-53A in Kazan, Russia (November 17, 2013); the fatal crash of a NATO F-16 military helicopter in Albacete, Spain (January 26, 2015); the fatal crash of a small Greek Cessna C172 aircraft owned by the Aeroclub of Western Greece (Air Club West Greece), which occurred in the area of Kalavryton (October 16, 2016); and the fatal accident in an MD500E helicopter belonging to the Air1 Helicopters Company (June 23, 2017).

Today, the firm is held in high esteem by its international peers for its leading legal practice, and is renowned for its high-level experience in handling complex aviation disputes, including passenger claims, as well as aviation claims in general.

Furthermore, Stelios Stylianou and his partner at STYLIANOU & STYLIANOU LAW OFFICE, Mara Stylianou, contributed the chapters for Greece in the "Aviation Finance & Leasing 2018" and "Aviation Finance & Leasing 2019" editions for Getting the Deal Through.

### Stelios Stylianou

Stelios Stylianou graduated from the Law School of the University of Athens, and became a lawyer in Athens in 1971. He had previously served as an Assistant Judge in the Court of First Instance of Piraeus for 20 months, and in 1972, he transferred to the Piraeus Bar Association, where he remains a member today. Since then, he has practised law continuously, and appears before the Greek courts of all degrees and jurisdictions, including the Supreme Court and the Council of State.

He has practised aviation and maritime law for nearly 50 years, and in that time, has acted on behalf of the most well-known airlines and their insurers, as well as in numerous maritime cases as a lawyer for well-known shipping companies, ship insurers and mutual insurance organisations (P&I clubs). He has been actively involved in a high number of aviation and marine accidents, and in handling the resulting issues and corresponding claims of the victims, he has acted for the respective airline or shipping company and their insurers.

He is an active member of the Board of Directors of the Hellenic Association of Maritime Law, and is a member of the Hellenic Association of Maritime Lawyers – in addition to his affiliation with the European Aviation Law Association.

# International



**Altaf Kara**
**Managing Partner**
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**Foresight based on the firm's philosophy and growth at all levels has become the basis for JPA to become a leading and highly trusted law firm.**

In the late 1980s, JPA's Managing Partner Andreas Patsis had the foresight to see the change that was coming to legal services. Deservedly described as a mentor now, in 1992 he was inspired to found the law firm Andreas Patsis and Associates in Athens, which became the foundation of JPA Legal.

A client list with transactions worth more than 10 billion euros placed JPA Greece on the podium of the winners in its genre. JPA Greece now has three offices with state-of-the-art systems to better meet the rising demands of the market.

Taff Kara has been cooperating with Andreas for more than 10 years, and Okan for more than 15 years. More recently – as they foresaw the upcoming demand for global legal services – the three decided to integrate into JPA, joining Andreas as partners in the Board of Members.

As operations expanded, to meet the demands of its global clients, JPA ventured into the emerging market of Africa – teaming up with Lubosi to enable JPA Legal to ride the momentum.

The board's joint vision is sealed by a relentless journey of non-stop, in-depth experience, knowledge and qualified development with one of the largest full-service business law firms – providing legal, corporate governance, compliance and management services to the highest standards.

From small and medium enterprises to large multinationals, banking institutions and investment schemes – as well as government agencies – management of private and public assets was what essentially contributed to JPA being recognised today as one of the leading firms in the field of providing high-quality legal services all over Greece, as well as internationally.

**Altaf Kara**

Taff (Altaf) Kara is one of the four board members of JPA Legal. He is a highly educated professional in a continuous procedure of learning. A C-Suite-experienced legal and regulatory business leader with a solid track record of success in a range of industries, he is also a passionate and inspirational change-manager, with the vision and confidence to lead teams to collaboratively exceed expectations. Dynamic and energetic, with a "can-do" ethos, he is highly skilled in interpreting legal and compliance requirements for fit-for-purpose application by business.

Moreover, he has held various positions of extensive responsibility, primarily in the UK, as Operations Director, Vice President and CEO – among other roles – for several international firms, managing local and overseas operations with great success and exceptional growth.

However, his restless spirit, along with his friendly acquaintance with Andreas Patsis, led to a new beginning in JPA Legal and the international launch, which is about to burst into several countries all over the world.

# Paul Gallagher SC

**Ireland**

## Litigation

European; Public; Commercial



**Paul Gallagher**
**Senior Counsel**
**Paul Gallagher SC**

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**Paul Gallagher has practised in the Irish Bar for 41 years, and was appointed a Senior Counsel in 1991 and a Bencher of the King's Inns in 2005. He is a former Vice Chair of the Irish Bar Council, and has lectured and tutored in Law at University College Dublin and the King's Inns, writing on a range of legal issues. He has degrees in Law (University College Dublin, King's Inns, Cambridge University), as well as in history and economics (University College Dublin), and practises widely within the areas of commercial, European and public law.**

Today, Paul is a Director of the Irish Centre for European Law and a Senior Fellow of the Institute for International & European Affairs. Meanwhile, he fulfils the role of Adjunct Professor of Law at University College Dublin, is a Fellow of the International Academy of Trial Lawyers and is also a Fellow of the International Society of Barristers. He was Ireland's nominee to the arbitration and conciliation panels of the International Centre of Settlement of Investment Disputes (1997–2007), and served as an observer on the High-Level Advisory Group for the Future EU Justice Policy 2007–2008, representing the UK, Cyprus and Malta.

Last, but not least, he was Attorney General of Ireland between 2007 and 2011, and during that period, had responsibility for advising the government comprehensively on legal issues – also being responsible for the conduct of all litigation involving the State. Similarly, he was chiefly responsible for legislation passed during that period, and was deeply involved in all legal aspects of the financial crisis. He was reappointed as Attorney General on the 27th of June, 2020.

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# Yachts & Aviation Asset Management Advisory

Corporate & Trust



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**Edward Leigh began his career in banking and then moved into the fiduciary sector, where he held several senior positions before joining IQ-EQ in March 2023. As a Client Services Director, he leads two experienced teams that look after yachts, aircraft and luxury assets for ultra-high-net-worth individuals and family offices, as well as institutional clients.**

Edward is a Fellow of the Chartered Governance Institute, a member of The Society of Trust & Estate Practitioners and a member of the Chartered Institute for Securities & Investments. He has more than 27 years' experience in the financial services sector.

He operates as a private wealth specialist with experience in leading business units, startups, scale-ups and high-value portfolios with a focus on value creation throughout Europe, the Middle East, Africa, Asia and the US. His expertise covers commercial property, marine, aviation, IP and fintech.

### Representative Professional Achievements

- Managing and growing a business into a 30-strong team across six global offices with AUM of US$4 billion and more than GBP 6 million in annual revenues;
- A Director of one of the world's largest superyacht builds with a project value of >€800 million;
- A Director of a yacht-crewing business, which has successfully grown from 500 to 1,600 yacht crew;
- Establishing and developing overseas offices in Europe and the UAE.

# Administrative



**Rocco Campanella**
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**The experience and specific expertise of IUXTEAM professionals allows the firm to identify the most suitable legal form for the establishment of national and foreign companies. Meanwhile, it provides high-level consultancy for their administration, assistance in extraordinary operations (such as mergers), splits, transformations, contributions, liquidations and restructurings of corporate groups – and, in general, advice on any sort of structured finance operation.**

In addition, IUXTEAM is able to assist customers comprehensively in the areas of civil and administrative litigation, as well as in matters of debt collection.

## Rocco Campanella

In his professional activities, Rocco Campanella, Senior Associate at IUXTEAM, specialises in M&A, corporate and commercial law, joint ventures and extraordinary corporate transactions. He also focuses on real estate advice, with particular reference to real estate acquisitions and development (single assets or complex portfolios).

Today, he advises both Italian and international companies in acquisition transactions, drafting and negotiating acquisition agreements, joint venture agreements, shareholders' agreements, as well as commercial agreements in a wide number of industrial sectors.

With a 2006 degree in Law from The University of Perugia, Rocco has been an active member of the Bologna Bar Association. Furthermore, he was a member of the Board of Directors of companies operating in various sectors, also holding positions in public administrations.

He is a member of the Italian Bar, and speaks Italian, English and Spanish.

RANCHINO
STUDIO LEGALE

Italy

# Asset Management

NPL Judicial Management; Due Diligence; Strategic Consultancy



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**Studio Legale Ranchino is a law firm with offices in Rome and Milan, highly specialised in the extrajudicial and judicial management and evaluation (legal and financial due diligence) of non-performing loans and unlikely to pay, as well as in banking, financial, insolvency, real estate and financial leasing.**

The firm was founded in 1977 in Rome, and has since assisted numerous banking groups, financial intermediaries, leading credit management companies, various institutional and independent servicers, international investment funds, asset management companies and companies who wish to restructure their debt.

Its long-lasting relationships of trust with its broad client base have enabled the firm to operate throughout the Italian territory, also rendering support to numerous high-level international operations.

Today, the firm collaborates on a permanent basis with more than 70 professionals (legal and financial) in its Rome and Milan offices, working in dedicated teams and drawing upon a network of domiciliary lawyers located throughout Italy. Owing to its exceptional processes and IT infrastructure, Studio Legale Ranchino is fully equipped to communicate in real time – through information exchange, messaging, reporting, workflow updates and business plans – with its clients, both institutional and non-institutional. It employs various platforms, such as online operational management software combined with its own internal management software (provided by Zucchetti SpA), which is updated daily via the activity of its lawyers and the data downloaded by them via an access point to the Telematic Civil Trial.

Moreover, the firm boasts partnerships with Italian and foreign investors, as well as national servicers, meaning it provides an outsourcing service that can cater to all facets of asset management activity. For each case, it ensures consistent updates regarding legal procedure, guarantees, real estate data, as well as recovery forecasts – identifying the best activity to carry out in the client's interest. In addition to its management and monitoring capability, the firm simultaneously seeks amicable settlements for each entrusted position. This extrajudicial activity, which is carried out through various tools (such as evaluation of REOCO and credit assignment operations, phone collection, appointment with debtors, sending of formal notice and acquisition of mandates to sell), is designed to achieve a conciliatory resolution of disputes – in line with shared objectives and in accordance with the client's wishes.

**Tommaso Ranchino**

Tommaso Ranchino has been a lawyer since 2014, and is currently the Managing Partner of Studio Legale Ranchino and the Founding Partner of Uplegal, a company specialised in the management of high-level litigation. Highly specialised in banking law, financial leasing, real estate and due diligence – as well as in both judicial and extrajudicial management of NPLs and UTPs – he provides consultancy and assistance to primary banking institutions of which he is a trustee, in addition to credit management companies, asset management companies and investment funds.

He works between Rome and Milan, and is fluent in Italian, English (business) and Spanish.

FIVERS

Italy

## Banking & Finance

Insurance; Listed Companies; Anti-Money-Laundering



**Francesco Di Carlo**
**Managing Partner**
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**Studio Legale e Tributario**

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**Francesco Di Carlo began practising in 1995, and, after significant experience at leading Italian firms, he co-founded FIVERS – Studio Legale e Tributario in 2014.**

He has longstanding experience in advising financial institutions and Italian and foreign funds on banking, financial, insurance, as well as company law matters. His expertise is primarily focused on the incorporation and authorisation of financial industry players and funds, M&A, Italian and international corporate reorganisation, the provision of cross-border reserved transactions, the structuring of remuneration and incentive plans/policies, the structuring of club deals, financial and insurance products, providing support to family offices and private bankers related to the needs of private clients, as well as assistance to intermediaries with the administrative stage of the penalty proceedings initiated by the supervisory authorities.

Over the years, he has also developed high-level experience in the regulatory supervision of listed companies, with particular regard to the protection of minority shareholders, corporate governance, related-party transactions, reporting obligations, market abuse, as well as public offerings. Moreover, he has assisted major international institutional investors in the management of their shareholdings in listed companies at the various stages of their investments, including with respect to governance issues and damages claims. He has worked for many years with the major Italian and international authorities.

Francesco is ranked in Chambers Europe & Global for Banking & Finance – Financial Services Regulation practice, as well as in Legal 500 for his offering in Banking & Finance: Bank Regulatory, Investment Funds and Commercial/Corporate, as well as M&A. He has also been reported as a reference professional in his areas of expertise by Who's Who Legal Italy, Who's Who Legal Private Funds, IFLR1000 and Leaders League.

He was further included in 2016, 2017, 2018, 2019, 2021, 2022 and 2023 among the 50 Italian professionals who have left their mark on business consulting according to Legalcommunity.it, as well as in 2020 by Milano Finanza in the dossier "Best Lawyers & Law Firms 2020" across various categories.

**Accolades**

- Legalcommunity Finance Awards: 2018, 2019, 2020, 2021 and 2023 Lawyer of the Year, Finance Regulatory category;
- TopLegal Industry Awards: 2020, Lawyer of the Year, Banking category; 2022 Lawyer of the Year, Funds and Insurance categories;
- Forbes: 2020, Lawyer of the Year, Private Banking Awards.

In addition, in the period spanning 2007–2016, Francesco was the Chairman of the Regulatory Committee of the Italian Private Banking Association. He has held – and holds – offices in leading companies engaged in his practice areas, and is currently Director of Milano Investment Partners SGR S.p.A., Statutory Auditor of Italiaonline S.p.A. and Director of the charity foundation Oliver Twist ONLUS.

# Banking & Finance (including Restructuring)

Corporate M&A; Regulatory; Litigation



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**Marco Lantelme is an Italian avvocato admitted to the Court of Cassation, and an English-qualified solicitor.**

As a Partner of BSVA Studio Legale Associato, he heads the firm's Banking & Finance department, which also covers restructuring, large corporate and capital markets, including litigation (where required).

During the course of his career, he has handled transactions with an aggregate value in excess of €75 billion, often drafting all relevant documentation. He has been active in these areas of practice for more than 30 years, assisting leading Italian and international banking groups, as well as industrial groups and companies, in financial, banking, corporate M&A and restructuring deals.

As part of his professional activity in the last five years, he has advised clients in setting up more than 25 Italian companies for non-Italian listed groups, providing all of the related – comprehensive – legal advice.

Based in Milan, Mr Lantelme further assists clients in managing relations with such regulatory authorities as the Bank of Italy, Consob (the Italian securities and exchange commission), IVASS (the Italian insurance authority), the Italian Ministry of the Economy & Finance, the Italian Minister of Enterprises and the ECB.

He is reported as an expert in the field of banking/finance law and restructuring by several publications, and is a key contributor to national and international legal publications, as well as a speaker at conferences and seminars in Italy and abroad. Today, he serves as a chairman and board member for Italian companies in listed global groups, and has chaired AmCham task force on insurance in Italy.

Meanwhile, he is an appointed expert (esperto nominato) for the negotiation of settlements (composizione negoziata) in the official list of the Italian Chambers of Commerce and the Tribunal of Milan for restructuring transactions. He has served as a member of the Supervisory Committee of one of the largest Extraordinary Administration procedures in Italy, and is a correspondent for Italy of a leading banking/finance law journal. Notably, he has contributed to the drafting and revision of Italian laws and regulations concerning banking/finance and insurance matters.

He holds an Italian university law degree (cum laude) and an English university law degree, and passed the English solicitor finals at the College of Law in London. Partner of a law firm with continuity in the last 20 years, prior to joining BSVA, Mr Lantelme spent more than eight years in a historic Italian law firm, where he headed the banking/finance department. He previously worked for more than 15 years in three of the top five UK international law firms by size in both Milan and the City of London, spending the last five years as a Partner.

He is bilingual in Italian and English.

# Capital Markets

Banking; Corporate; Financial Transactions



**Francesco Ferrini**
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**ELN – EuroLegalNet lawyers are particularly knowledgeable in assisting Italian companies with international expansion, as well as in working with foreign individuals and companies intending to set up business in Italy. The firm also caters to those in conflict with Italian counterparties, or who need to maintain working relationships with them. In addition, the ELN lawyers are capable of tackling and solving legal issues from both a technical and an operational standpoint, resorting where necessary to the support offered by a network of lawyers, professionals and qualified academics in a range of differing sectors and countries.**

**Francesco Ferrini**

Francesco Ferrini graduated in Law from the University of Ferrara in 1993. During the 1991–1992 academic year, he was an Erasmus student at the University of Leeds, UK. In 1998, he completed a Master's degree in Law (LL.M.) at the Wake Forest University School of Law in the US. He is a member of the European Corporate Governance Institute, and has worked in Rome and Milan for national and international law firms, as well as in Washington DC, US, for Arnold & Porter as a visiting foreign lawyer. In the period spanning 2005–2008, he was ABN AMRO Bank N.V.'s Legal Director for Italy. He has been a member of the Italian Bar Association since 1996, commencing his own practice in 2009.

A specialist in banking law, capital markets law and international financial operations, his current practice is primarily focused on providing counsel in and out of court, regarding:

- Corporate and commercial law, including: (i) commercial contracts; (ii) corporate restructuring and insolvency; (iii) the Italian law 231/2001 and organisational model of companies in Italy; (iv) private placements, IPOs, corporate reorganisations and recapitalisation; (v) governance of public companies and closely held corporations;
- Financial transactions, including financing coordinated by banks, and financing for acquisitions (both national and international);
- Legal assistance to Chinese companies domiciled in Italy and listed on international stock exchanges.

He is fluent in English, Spanish and Chinese, and also operates via a dedicated China practice team.

# M&A Advisory

Corporate Finance;
Extraordinary Transactions



**Gabriele Passaretti**
**Managing Partner**
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**Born in Naples, where he obtained a degree in Business Economics, Gabriele Passaretti subsequently gained a Master's in "Budget and Corporate Administration" at the University of Pisa and carried out training courses in "Marketing Excellence", as well as in "M&A from Value to Price" at the SDA Bocconi. He completed further courses in "Financial Statement Analysis" and "Capital Budgeting & Investment Evaluation" at the LUISS Business School, before obtaining a Master's degree in "Management Control" from the ODCEC Milan.**

He joined the Studio Professionisti Associati Milan team in 2019, dealing with consultancy in corporate finance, as well as management control and extraordinary operations, primarily serving clients in the manufacturing industry of the Lombardy area.

Mr Passaretti is a member of the "Finance & Management Control" and "Crisis, Restructuring & Corporate Recovery" commissions of the Order of Chartered Accountants & Accounting Experts of Milan, and has been an ordinary member of the AIAF "Italian Association of Financial Analysts" since 2020. He has also been an ordinary member of the "Bocconi Alumni Association" since 2016, as well as a member of the "CFO Financial Network" board since 2016.

He was a finalist at the Legalcommunity Tax Awards 2023 in the "Professional of the Year M&A & Extraordinary Transactions" category, and was classified as "Selected" by Milano Finanza for the Italian Legal Ranking 2023 in the "Tax M&A & Deal Advisory" area.

Mr Passaretti noted: "In the context of extraordinary transactions, my role is to assist clients in the design and implementation of effective tax strategies. This involves evaluating and structuring the tax aspects of the transaction, managing tax deferrals and negotiating agreements with counterparties. Furthermore, I provide detailed support in financial analysis, enabling clients to make informed and strategic decisions during the transactional process. The client is fully apprised of the financial aspects of the operation, making the most of the financial capabilities of their company.

"We have found that the most arduous challenges are always hidden behind the so-called deal-breaker elements, where the added value of the consultant, beyond technical knowledge, is summarised in the human ability to mediate between the parties while attempting to attribute value, even to what is not economically measurable. A recent episode occurred for a client company of mine with an especially high concentration of customers. This represented a critical element for the institutional investor; however, we overcame this impasse by transferring to the buyer the real nature of the commercial relationship between the seller and the customers – a symbiotic nature rather than a banal commercial nature, wherein the switching cost for the seller's customers would have been too high. This demonstrates how the practical solutions to the limitations that arise in the negotiation phase go well beyond technical skills, but always boil down to the human ability to offer differing perspectives."

# Tax Advisory



**Mario Fuzzi**
**Founding Partner**
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**Close attention to reality, combined with many years' acquired experience, enable IUXTEAM's professionals to work alongside clients in their startup phases, as well as in the financial-economic analysis of a company's life cycle. From the gathering of bookkeeping data to budget analysis, the firm provides the services required to guide the everyday life of a company – and to assist with the extraordinary processes that may arise, such as mergers, demergers or incorporations.**

Today, IUXTEAM assists companies and individuals in meeting fiscal obligations related to company activities in the context of efficient tax planning. In particular, it is fully equipped to deal with national and foreign tax questions linked to differing countries' legal systems in the application of international treaties, also advising on transfer pricing protocols.

## Mario Fuzzi

Mario Fuzzi is a highly accomplished and experienced professional, known for his exceptional expertise in the fields of tax advice and law. As a Founding Partner of IUXTEAM – wherein he heads the Tax team – Mario has played a significant role in establishing the firm as a reputable and respected name in the industry. His extensive knowledge and strategic approach have helped numerous clients navigate complex matters successfully.

He is specialised in M&A transactions, international taxation, transfer pricing, tax planning for high-net-worth individuals, domestic and international corporate reorganisations and restructuring, as well as business planning.

Mario has a significant and consolidated experience, gained during 40 years spent advising on corporate transactions – with particular reference to the acquisition phase, as well as in the definition of the most appropriate structures for tax optimisation. He is specialised in defining tax compliance programmes, APA and MAP, and further advises on tax litigation matters.

Meanwhile, he is a member of the International Taxation Committee at Consiglio Nazionale dei Dottori Commercialisti e degli Esperti Contabili (CPA National Council), as well as being a speaker at seminars and workshops on major current aspects of national and international tax.

He speaks Italian and English.

IQEQ
Know how Know you

Jersey

# Luxury Asset Management Advisory



**James Haithwaite**
**Luxury Asset Specialist**
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**James joined IQ-EQ in 2017 and has more than 30 years' experience in the trust and fiduciary industry, having worked in both bank-owned and independent trust companies.**

Located in Jersey, James heads up the collector car services sector within the global IQ-EQ Private & Institutional Asset Owners segment as part of the wider Luxury Asset Team.

As well as managing traditional fiduciary assets as part of a family offering, his role has evolved into providing – uniquely from a fiduciary platform – expert independent services to collectors looking to acquire, maintain, restore, transport and exhibit their collector cars, as these vehicles have become a separate asset class in their own right.

James is also on the board of a collector car fund, which is the first of its kind. IQ-EQ is ideally placed to service this type of structure, due to its strong fund administration offering, together with collector cars as an asset fund.

Often, collectors require the assets to be held within a structure; however, James frequently assists with consultancy work wherein IQ-EQ provides non-broker, independent consultancy services surrounding the asset class. Such consultancy work is available not only to collectors themselves for certain projects – such as putting together a selection of cars to suit the individual client – but also to intermediaries who may require assistance with the asset class on a one-off or ongoing basis.

James frequently works with collectors looking to hold cars outside of their residency. For example, in Asia, importation taxes are prohibitive for high-value cars to be held in these jurisdictions. In such circumstances, James is responsible for obtaining appropriate tax advice, storage, insurance and the safe transportation of the cars worldwide for use by the ultimate owner. The service is also beneficial to Middle Eastern, European and US clients, and is becoming increasingly popular.

**Examples of the consultancy services on offer include:**

- James recently assisted clients who were moving country and required help transferring their assets into a cross-border jurisdiction;
- James has also worked closely with an intermediary who approached him regarding the real-life considerations around retaining or liquidating a car collection upon the passing of a collector, as well as assisting the next generation with the asset class.

# Wealth Management Advisory



**Sarajane Kempster**
**Head of Fiduciary Clients**
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**Sarajane Kempster is Head of Fiduciary Clients for RBC Wealth Management's fiduciary business in the British Isles.**

Based in Jersey, Sarajane leads a team of fiduciary specialists who have business development responsibility for the fiduciary business. She is also responsible for maintaining strong relationships with RBC's fiduciary clients and ensuring excellent client service delivery. In addition, Sarajane manages the interests of a portfolio of private clients. She specialises in establishing and managing offshore structures for high-net-worth individuals and their families, with a particular focus on those connected to the Middle East. She also has experience in addressing the wealth management and estate planning needs of clients from the UK and globally.

Born and educated in Jersey, Sarajane spent 10 years managing the offshore dealing and registration operation of a prominent fund management company. In 1997, she became a Director and member of the management team of Mourant Private Wealth, which was acquired by RBC in 2009.

# Wealth Management Advisory



**Gail McCourt**
**Head of Private Client**
**Fiduciary Services**
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**Gail McCourt is Head of Private Client Fiduciary Services (PCFS) for RBC Wealth Management in the British Isles. Based in Jersey, she is responsible for the award-winning Fiduciary Management & Technical Trust team, providing solutions to help clients preserve their wealth and create a meaningful legacy. She is a member of the Wealth Management Europe Executive Committee, Chair of the PCFS Management Committee, and sits on a number of boards.**

Gail joined RBC in 2003 and has held roles, including Head of Marketing, Head of Client Experience and Head of Fiduciary Management. She was recognised as one of the 2023 eprivateclient 50 Most Influential. She is also an active advocate of diversity and inclusion, and in 2018, was recognised by mental health charity Mind, winning its Senior Leader Award in celebration of her commitment to driving a healthy, inclusive and respectful workplace culture.

Gail holds the Institute of Directors Diploma in Company Direction, the ICA International Diploma in Anti-Money Laundering and the Investment Management Certificate from the Chartered Institute for Securities & Investment. She also holds a BA Hons and Master's in Applied Languages for Business.

Outside of work, Gail enjoys spending time with her husband and two daughters.

BONN SCHMITT
Avocats à la Cour

# Luxembourg

## Capital Markets

Company/Commercial; M&A,
Banking & Finance;
Investment Funds & Asset Management



**Alex Schmitt**
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**BONN & SCHMITT is one of the leading independent Luxembourg full-service law firms with an extensive international practice.**

The firm's attorneys are experienced practitioners in the Luxembourg legal environment, representing a broad spectrum of expertise, which allows them to deliver unrivalled solutions in one of Europe's leading business and financial centres.

Over the years, the firm has fostered strong links with leading international law firms and is a member of two international professional legal networks, which help serve a global client base that stretches through Europe to Russia, the US, South America and Asia. Its aim is to nurture strong client relationships, and to address the particular business needs of each client in the most efficient manner possible.

Today, BONN & SCHMITT is a trusted legal partner of international business and financial institutions, industrial corporations and international organisations, as well as foreign and national governments, advising both small and medium-sized companies in addition to companies listed on the Forbes Global 2000 list.

### Alex Schmitt

Alex Schmitt regularly acts as a Luxembourg law expert in foreign courts and international arbitration proceedings. He has been admitted to the Luxembourg Bar since 1983 and to the Brussels Bar since 1979, and is fluent in English, French, German and Italian, as well as his native Luxembourgish.

Alex is a member of several expert committees, and sits on the boards of several banks and investment management entities established in the Grand Duchy, including one of the largest commercial banks in Luxembourg. In addition, he is a lecturer at the University of Brussels (public and private Luxembourgish law) and the University of Luxembourg (banking/financial law).

### Selected Publications

#### Monographs

- European and global issues in the protection of personal data / under the direction of Alain Grosjean. Brussells: Larcier. Collection Creation Information Communication (2015);
- Collective procedures in Luxembourg / Yann Baden, Jacques Delvaux, François Goergen, Yvette Hamilius, Pascale Millim, Daniel Ruppert & Alex Schmitt. Brussels: Larcier. Collection The files of the Journal des tribunals (2014);
- The new law on investment services and stock exchanges in Luxembourg / Alex Schmitt & Luc Frieden. Luxembourg: European Credit (1990).

#### Legal Periodicals & Contributions to Composite Books

- "Corporate governance in the Grand Duchy of Luxembourg: current situation and perspectives" in banking and financial law in Luxembourg / Alex Schmitt & Armel Waisse. Luxembourg: Anthemis-Larcier (2014), volume 3, p. 1395–1438;
- "Securitization in Luxembourg" in banking and financial law / Alex Schmitt, Laurent Lazard & Andreas Heinzmann (2009), p. 59–78;
- "The risk capital investment company under Luxembourg law" in banking and financial law in Luxembourg / Alex Schmitt. Brussells: De Boeck & Larcier (2004), p. 1657–1697.

# Dispute Resolution

Public Procurement; Corporate; Sports



**Dr Matthew Paris**
**Founding Partner**
**DalliParis Advocates**

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**Dr Matthew Paris is an advocate and Founding Partner of DalliParis Advocates, a boutique law firm in Malta. Renowned for his expertise in public procurement and corporate law, Dr Paris has successfully represented clients in domestic public procurement disputes, as well as other complex disputes involving an international dimension.**

Dr Paris has played a pivotal role in assisting both contracting authorities and economic operators throughout every phase of the procurement cycle, while, in the process, accumulating fundamental expertise within procurement. One of his most recent involvements relates to the widely reported and especially onerous public procurement procedure in Malta, dealing with Waste-to-Energy, whereby the Court of Appeal annulled the adjudication process following successful pleadings before it. This landmark judgement, decided on the 20th of June 2024, reaffirmed his ability to navigate through the complexities of public procurement.

Over the past decade, he has been involved in disputes amounting to more than EUR 1 billion, including high-profile construction procurement disputes, medical supplies procurement disputes, as well as concession contract disputes. His legal acumen in these matters has solidified his reputation as a leading lawyer in his jurisdiction.

In addition, Dr Paris contributes through pro bono work within key areas. The most significant example led to a European Court of Human Rights decision on the 5th of May, 2022, whereby it upheld the claims raised by the legal team managed by Dr Paris, resulting in a blanket overhaul of in vitro fertilisation legislation in Malta.

Dr Paris's expertise extends beyond the courtroom. He is the incumbent Senior Vice President of the Malta Football Association, having served in this position since 2017. In this role, he has contributed significantly to the governance and regulatory reforms in Maltese football.

Admitted to the Maltese Bar in 2014, Dr Paris continues to be a formidable advocate and legal strategist, dedicated to advancing the interests of his clients with unwavering commitment and exceptional legal insight.

nmgroup



# Tax Advisory

Accounting; Audit; Corporate



**Beppe Muscat**
**CEO**
**NM Group**

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## Why Malta?

In today's globalised economy, Malta offers a strategic gateway to Europe, Africa and the Middle East. With a stable political environment, robust legal framework and business-friendly regulations, Malta fosters entrepreneurship and innovation. Its skilled, multilingual workforce and competitive costs make it an attractive hub for businesses. Furthermore, Malta's advantageous tax system provides businesses with significant fiscal benefits, including a corporate tax rate as low as 5%, as well as a wide network of double taxation treaties.

## Who is NM Group?

Established in 1991 by Noel Muscat, NM Group began as a humble endeavour providing basic accounting services to small businesses. Over the past decade, the company has evolved into a thriving enterprise, boasting a team of more than 60 professionals dedicated to delivering exceptional service and value.

NM Group's CEO, Beppe Muscat, is a Certified Public Accountant and Registered Auditor, as well as a registered member of both the Malta Institute of Accountants and the Institute of Financial Services Practitioners. Alongside his role as CEO of NM Group, Beppe also sits on the board of several companies based in Malta. He has also just been re-elected as a Council Member of the Malta Chamber of SMEs, and is currently conducting his doctoral research on the future of work within the context of the digital revolution.

## Our Expertise

At NM Group, we pride ourselves on our dedicated team of experts, who are ready to support you in navigating the intricacies of conducting business in Malta. Beyond providing comprehensive advice on tax matters, we also offer a full suite of services tailored to meet our clients' diverse needs. From accounting and cloud accounting to audit, company formations, share transfers and bank account openings, our extensive range of offerings ensures that we address every aspect of your business requirements.

In addition, our expertise extends to facilitating residency and citizenship applications, EU and local funding applications and crafting strategic business plans, among other services. With more than 1,000 clients – both local and international, and spanning a broad spectrum of industries – we possess the experience and knowledge to guide you through every step of business establishment and growth.

## Why Work With Us?

Central to our ethos is our belief in the importance of people – our employees and our clients alike. Each client is valued, and we make it our mission to understand their unique needs and challenges. This client-centric approach informs everything we do, from service development to communication strategies. We are honoured to still serve clients who have been with us since our inception more than three decades ago, and we feel this is a testament to our commitment to delivering exceptional quality while adding tangible value.

Furthermore, we position ourselves as a forward-thinking firm. Embracing the power of digital tools and resources, we actively seek to leverage cutting-edge technology to enhance our services and elevate the customer experience. Our ambition is to lead change within our industry, ensuring that we remain at the forefront of innovation and adaptation.

DONALD MANASSE LAW OFFICES



# Litigation

Dispute Resolution; Property Development; Corporate, Commercial / M&A



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**With offices in the Principality of Monaco and an associated office in Nice (DMLO Conseil SAM), Donald Manasse Law Offices has more than 30 years' experience advising on local and international transactions, as well as multi-jurisdictional contentious matters.**

The firm is considered a leader in the areas of litigation and dispute resolution, property development, corporate (commercial and M&A), private client (including cross-border matrimonial disputes), wealth management and taxation. Meanwhile, it has an established reputation in complex and high-profile litigation cases, combined with a substantial practice in international bankruptcy, corruption, fraud and asset recovery. It is the Monaco member of the International Chamber of Commerce's FraudNet, the world's leading fraud and asset recovery legal network.

As membership to the Monaco Bar is reserved for Monaco nationals, Donald Manasse Law Offices' members represent clients in the courts of Monaco, working alongside the country's "avocats défenseurs".

Today, the firm has an established reputation in cross-border matters, regularly leading – as well as acting as local counsel – on multi-jurisdictional commercial and civil litigation in Monaco, France, Italy and other European jurisdictions, including wealth-management centres. Its litigation and dispute resolution expertise is diverse, covering matrimonial law, IP (including trademark and copyright infringements), real estate (including construction), employment law and taxation.

## Donald Manasse

Donald Manasse is the Founding Partner & Principal of Donald Manasse Law Offices. A well-known figure in Monaco and Nice, Donald advises local and international clients on a wide range of contentious and non-contentious personal and business matters.

He is the sole Monaco representative of FraudNet, the global network operated under the aegis of the Commercial Crime Services authority of the International Chamber of Commerce.

His client base includes local and multinational companies, families (including family offices), local and international banks, asset managers, as well as financial service providers.

He regularly assists clients in all legal aspects related to private wealth management, and is a published authority on trusts, taxation and international real estate transactions.

Qualified to practise in France and the US, Donald represents clients in the courts of various jurisdictions, including Monaco, when authorised by the President of the Court of Appeals.

In addition, he was ranked as a Band 1 Lawyer in the areas of Corporate/Commercial, Dispute Resolution and Wealth Management by Chambers and Partners for 2020 – and is further recognised as an expert by Who's Who Legal.

# Trademark

Intellectual Property



**Bernard Volken**
**Attorney-at-Law, Partner**
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**Bernard Volken studied in Fribourg and was admitted to the Zurich Bar. From 1994 to 2000, he worked at the Federal Institute of Intellectual Property (IPI), including the last three years as Head of the Trademark Opposition Proceeding.**

From 2000 to 2021, he was Attorney-at-Law and Partner in an IP law firm.

Since 2022, he has been a Partner at Troller Hitz Troller.

Bernard is highly specialised in IP law, elaborating strategies and administering IP rights (trademark and designs) worldwide. He enforces his clients' rights before the respective courts. Contractual and sports also belong within his business field.

His clients are diverse in size (global players alongside small and medium companies), as well as sector (including nutrition, pharma, luxury, sports and other industries).

Bernard noted: "Tailor-made IP strategies are cost and time saving, especially in periods of economic crisis and inflation. The aim must be – more than before – to achieve the best possible scope of IP protection at moderate costs."

In addition, he holds several IP lectures in Switzerland, as well as at Tongji University in Shanghai and for sports law in Zurich. He acts as an expert speaker on the protection of industrial designs and trademarks for the World Intellectual Property Office (WIPO).

He is a member of several professional associations, including the Bernese and Swiss Bar Association, the Swiss IP Association (INGRES), the International Trademark Association (INTA), the European Communities Trademark Association (ECTA) and the international association of trademark owners (MARQUES).

Bernard regularly speaks at IP seminars and publishes in the field of IP. His working languages are English, German and French.

**Awards**

- "The Best Lawyers in Switzerland in Intellectual Property Law, 2025" (bestlawyers.com);
- Recognised "Trademark Star 2024 Switzerland" (ipstars.com);
- "Top ranked" in Chambers and Partners (chambers.com) as a leading lawyer in Intellectual Property for the years 2024, 2023, 2022, 2021, etc.;
- WWL Thought Leaders Switzerland 2024: "Bernard receives widespread praise as a well-known lawyer who is extremely active, especially in trademark litigation";
- Trademark Lawyer of the Year 2024 in Switzerland (Global 100);
- IP Lawyer of the Year in Switzerland 2024 (globallawexperts.com);
- Trademark Lawyer of the Year 2024 in Switzerland (M&A Today Global Awards);
- IP Lawyer of the Year in Switzerland 2024 (Corporate INTL Global Awards Winner);
- Trademark Lawyer of the Year 2024 in Switzerland (Legal 100).

## Canonica Valticos Carnicé & Partners

## Switzerland

# White-Collar Criminal Defence

International Assistance in Criminal Matters & Complex Investigations; Litigation



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**Jean-Marc Carnicé is specialised in dispute resolution and white-collar crime. He is widely recognised for his outstanding expertise in white-collar crime, international assistance in criminal matters, as well as commercial and banking litigation.**

Recent examples of Mr Carnicé's expertise include: representation of high-profile individuals whose assets had been frozen in Switzerland in the context of money-laundering investigations; obtaining a highly significant release of assets for a Chinese individual; as well as defending various Middle Eastern clients accused within the context of the Arab Spring. In addition, Jean-Marc has strong links with Spain and Latin America, and has – on a regular basis – successfully represented clients from this region of the world.

He was the Chairman of the Geneva Bar Association from 2014 to 2016, and cited his appointment as a true reward for his professional accomplishments over the years.

Meanwhile, he has been a lecturer at the Ecole d'Avocature of the Law Faculty at Geneva University, as well as a member of the High Council of Geneva's judiciary from 2017 to 2023. Today, he provides highly specialised criminal law courses within the Swiss Bar Association's exclusive training programme.

Mr Carnicé holds a Law degree from the University of Geneva, and an LLM from New York University. He was admitted to the Geneva Bar in 1994, followed by the New York Bar in 1996.

He practises in French, English, Spanish and Italian.

# International



**Altaf Kara**
**Managing Partner**
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**Foresight based on the firm's philosophy and growth at all levels has become the basis for JPA to become a leading and highly trusted law firm.**

In the late 1980s, JPA's Managing Partner Andreas Patsis had the foresight to see the change that was coming to legal services. Deservedly described as a mentor now, in 1992 he was inspired to found the law firm Andreas Patsis and Associates in Athens, which became the foundation of JPA Legal.

A client list with transactions worth more than 10 billion euros placed JPA Legal on the podium of the winners in its genre. Taff Kara has been cooperating with Andreas for more than 10 years, and Okan for more than 15 years. More recently – as they foresaw the upcoming demand for global legal services – the three decided to integrate into JPA, joining Andreas as partners in the Board of Members.

As operations expanded, to meet the demands of its global clients, JPA ventured into the emerging market of Africa – teaming up with Lubosi to enable JPA Legal to ride the momentum.

The board's joint vision is sealed by a relentless journey of non-stop, in-depth experience, knowledge and qualified development with one of the largest full-service business law firms – providing legal, corporate governance, compliance and management services to the highest standards.

From small and medium enterprises to large multinationals, banking institutions and investment schemes – as well as government agencies – management of private and public assets was what essentially contributed to JPA being recognised today as one of the leading firms in the field of providing high-quality legal services all over Greece, as well as internationally.

**Altaf Kara**

Taff (Altaf) Kara is one of the four board members of JPA Legal. He is a highly educated professional in a continuous procedure of learning. A C-Suite-experienced legal and regulatory business leader with a solid track record of success in a range of industries, he is also a passionate and inspirational change-manager, with the vision and confidence to lead teams to collaboratively exceed expectations. Dynamic and energetic, with a "can-do" ethos, he is highly skilled in interpreting legal and compliance requirements for fit-for-purpose application by business.

Moreover, he has held various positions of extensive responsibility, primarily in the UK, as Operations Director, Vice President and CEO – among other roles – for several international firms, managing local and overseas operations with great success and exceptional growth.

However, his restless spirit, along with his friendly acquaintance with Andreas Patsis, led to a new beginning in JPA Legal and the international launch, which is about to burst into several countries all over the world.

JPA Legal, a rapidly expanding global legal firm, is making significant strides in its international growth by establishing new businesses in Turkey. This strategic expansion is aimed at creating robust connections and unlocking numerous opportunities for growth in the region. By leveraging Turkey's dynamic economic landscape and strategic position, JPA Legal is well-positioned to offer comprehensive legal services that cater to the evolving needs of businesses and individuals alike. Their commitment to fostering strong partnerships and providing exceptional legal expertise is driving their success and reinforcing their presence on the global stage.

ÖZBEKCPA

Turkey

# Tax Advisory

Accounting; M&A; Corporate Advisory



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**Sema Özbek Yay is a seasoned professional in finance and operations management, with more than two decades' experience spanning six continents. As the founder and leader of OZBEK CPA since 2002, she has cultivated a deep expertise in financial consulting, particularly in the realms of M&A, accounting, auditing, company formation, tax advisory and investment incentive consultancy. Her firm has a broad focus, not limited to any specific sector, which allows for a wide array of services catered to various client needs.**

Her international experience is particularly notable in emerging markets, where she has successfully navigated complex regulatory landscapes to assist clients with strategic investments and business operations. This international prowess is underlined by her active service provision to a significant number of foreign clients. Her knowledge extends into the intricacies of differing accounting and financial reporting standards, transfer pricing requirements, as well as the nuances of double taxation agreements, which has proved invaluable to her diverse client base.

In addition to her professional services, Sema is deeply involved in the business community as part of the "Women in Business Life" Working Group of the German-Turkish Chamber of Commerce & Industry. This role underscores her commitment to fostering an inclusive business environment and supporting the integration of diverse groups into the economic fabric. Active involvement in the German-Turkish, Swiss-Turkish and Italian-Turkish Chambers of Commerce, etc., along with her membership in IR Global, reflects her deep commitment to the international business community.

Wherever possible, she has expanded her international partnerships, establishing a broad network worldwide. Through this, OZBEK CPA has enhanced its effectiveness in providing consultancy services for international investments – continually offering tailored solutions to clients across various regions. This extensive network enables the firm to develop strategies tailored to each client's needs, ensuring their success in the global market.

Sema's educational background, which complements her extensive practical experience, includes advanced degrees in finance and management from prestigious institutions, ensuring a solid theoretical foundation for her business practices.

Her strategic insights and practical advice have been instrumental for many businesses, ranging from startups to established multinational corporations. This is reflected in her company's long-standing relationships with clients who trust her judgement and depend on her expertise to guide their financial and operational strategies.

Overall, Sema is a dynamic leader and trusted adviser, known for her strategic acumen, detailed knowledge of international finance and a proactive approach to business challenges. Her leadership at OZBEK CPA not only drives the firm's success, but also contributes significantly to the success of her clients' businesses around the globe.

Middlebrooks

UK

# Insolvency Advisory

Restructuring; Wealth Management



**Claire Middlebrook**
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**Dealing with financial difficulties and talking to creditors can be daunting. That is why we are here: to fight your corner and act on your behalf, whether you are an individual or a business owner.**

From setting up payment arrangements with your creditors, to helping you liquidate your company – your finances are in safe hands. We want you to be able to look forward to a debt-free future.

We are insolvency practitioners, which means we will deal with all aspects of getting you out of debt. Our goal is to ensure you know what's involved in the process, what consequences can arise from insolvency, and to make sure everything is jargon-free and easy to understand.

For individuals, we can set up trust deeds, individual voluntary arrangements or file for sequestration.

**Claire Middlebrook**

Claire is a licensed Insolvency Practitioner and Chartered Accountant. She began her work life south of the border in Leeds and, as such, has experience of both English and Scottish insolvency legislation in her current standing as an experienced, diligent and industry-leading debt, restructuring and personal/corporate insolvency expert. She possesses a formidable reputation for entrepreneurialism, subject matter expertise and driving success. Detail-orientated and strategic, she has run a multi-award-nominated business, beating global competition in 2023 at the TRI Awards finals in London and the Best Newcomer Award in 2015.

She established Middlebrooks as a force in turnaround and restructuring, and has proved to be critical in the restructuring of organisations across industry, including the hospitality sector, construction, manufacturing, legal firms, software development firms, as well as matters of liquidation, finance, corporate recovery and forensic accounting. Today, Claire brings a customer focus and value-added approach to analysis and problem-solving, leveraging technology and practically applying company, employment and insolvency law – saving countless jobs up and down the UK, as well as putting more than £20m back into the economy through insolvency appointments, and delivering government contracts.

As a business leader, Claire strengthens processes and procedures to effectively govern core business activities. As a people leader, she engages the workforce through active listening and a personable nature, all while fostering strategic partnerships that engage diverse stakeholder groups – supporting workforce development through coaching and mentorship.

She will enter businesses to pose difficult questions and provide strategic oversight that ensures accountability to unite executives under a shared vision. In doing so, she provides an unbiased, objective and impartial member of the board, ensuring that all decisions taken are in the best organisational long-term interests. She is an excellent communicator who serves as a critical friend with the capacity to translate complex information simply, and will strive to maximise organisational outcomes by leveraging a proven track record of success.

Claire has been asked to speak at industry conferences on various matters within insolvency, and is a member of R3, the trade body for insolvency professionals.

# International



**Altaf Kara**
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**JPA International**

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**Foresight based on the firm's philosophy and growth at all levels has become the basis for JPA to become a leading and highly trusted law firm.**

In the late 1980s, JPA's Managing Partner Andreas Patsis had the foresight to see the change that was coming to legal services. Deservedly described as a mentor now, in 1992 he was inspired to found the law firm Andreas Patsis and Associates in Athens, which became the foundation of JPA Legal.

Taff Kara has been cooperating with Andreas for more than 10 years, and Okan for more than 15 years. More recently – as they foresaw the upcoming demand for global legal services – the three decided to integrate into JPA, joining Andreas as partners in the Board of Members.

As operations expanded, to meet the demands of its global clients, JPA ventured into the emerging market of Africa – teaming up with Lubosi to enable JPA Legal to ride the momentum.

The board's joint vision is sealed by a relentless journey of non-stop, in-depth experience, knowledge and qualified development with one of the largest full-service business law firms – providing legal, corporate governance, compliance and management services to the highest standards.

From small and medium enterprises to large multinationals, banking institutions and investment schemes – as well as government agencies – management of private and public assets was what essentially contributed to JPA being recognised today as one of the leading firms in the field of providing high-quality legal services all over Greece, as well as internationally.

**Altaf Kara**

Taff (Altaf) Kara is one of the four board members of JPA Legal. He is a highly educated professional in a continuous procedure of learning. A C-Suite-experienced legal and regulatory business leader with a solid track record of success in a range of industries, he is also a passionate and inspirational change-manager, with the vision and confidence to lead teams to collaboratively exceed expectations. Dynamic and energetic, with a "can-do" ethos, he is highly skilled in interpreting legal and compliance requirements for fit-for-purpose application by business.

Moreover, he has held various positions of extensive responsibility, primarily in the UK, as Operations Director, Vice President and CEO – among other roles – for several international firms, managing local and overseas operations with great success and exceptional growth.

However, his restless spirit, along with his friendly acquaintance with Andreas Patsis, led to a new beginning in JPA Legal and the international launch, which is about to burst into several countries all over the world.

JPA Legal is making notable strides in the UK legal market, positioning itself as a dynamic and innovative player. Leveraging its expertise in IP, commercial law and litigation, JPA Legal offers tailored legal solutions that cater to the diverse needs of its clients. Its commitment to excellence is evident through its strategic expansion and the integration of cutting-edge legal technologies, enhancing both efficiency and client satisfaction. As a result, JPA Legal is quickly gaining recognition and establishing a solid reputation for delivering high-quality legal services in the competitive UK market.

PEAK MEDICOLEGAL



# Medical Negligence Expert Witness

Clinical Negligence; Personal Injury; Birth Trauma



**Dr Nusrat Mir**
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**Dr Nusrat Mir is a Consultant General Adult & Perinatal Psychiatrist at Sheffield Health & Social Care NHS Foundation Trust. He provided medical leadership to the Sheffield Perinatal Mental Health Service between 2009 and 2021, spearheading its development into a regional multidisciplinary service for South Yorkshire, and is currently a Consultant in the Sheffield North Adult Community Mental Health Team.**

He has delivered numerous educational lectures and seminars to undergraduate and postgraduate specialists over the years, and has coauthored research publications in peer-reviewed neuroscientific journals. He has a special interest in the psychiatric disorders of pregnancy and the postpartum period.

An Expert Witness since 2009, he is regularly instructed by lawyers from across the UK on clinical negligence cases, particularly those related to birth trauma in all its manifestations, and was selected as the winner of the prestigious "Medico-legal Expert of the Year (UK) 2023" Award by Lawyer Monthly Magazine in December 2023.

He currently provides medical leadership to a Community Mental Health Team dedicated to the care of patients with severe and complex psychiatric disorders, such as schizophrenia, bipolar disorder, schizoaffective disorder, severe depressive disorder, generalised anxiety disorder, as well as complex post-traumatic stress disorder. He covers a deprived area of North Sheffield with a very diverse population. Moreover, he is on the UK Register of Expert Witnesses, and is accredited by the charity Action against Medical Accidents (AvMA).

Dr Mir noted: "I pride myself on being approachable, and believe my ability to network effectively and connect directly with my clients has been a particular strength. About nine years ago, I was instructed on a tragic case in Northern Ireland in which a lady of a professional background had smothered her newborn baby son to death. I was instructed by her solicitor to examine her and provide a psychiatric opinion on her state of mind at the time. It was clear to me that the lady had suffered from postpartum psychosis – a rare, but devastating, sudden-onset psychiatric disorder. In this case, it had been characterised by a severely depressed mood, as well as delusional thinking. When it went to court, my independent evidence was factored into the sentencing, as the Judge's verdict in the end was one of manslaughter as opposed to murder.

"For me personally, this was a landmark case in my medico-legal career, as up until then, I had only ever been instructed on general adult psychiatric cases – not on perinatal ones. I have since been instructed on numerous perinatal claims, particularly clinical negligence, and continue to receive instructions on a regular basis. Consequently, in 2023, I was elected as a Fellow of the Royal College of Psychiatrists (UK) in recognition of my contributions made to clinical service delivery and development, as well as teaching and research, in the NHS."

# THE AMERICAS



**Latin America and the Caribbean (LAC) have reached a critical juncture. While the region has made significant progress in economic stabilisation in recent decades, growth has stalled, undermining progress. Urgent action is needed to reverse the course. In a recent report, "Competition: The Missing Ingredient for Growth?", the World Bank highlights potential areas for action – emphasising that leveraging competition policies, as well as institutions, is key to any impactful growth strategy.**

The World Bank forecasts that regional GDP will expand by 1.6% in 2024. Meanwhile, GDP growth of 2.7 and 2.6 are expected for 2025 and 2026. These rates are the lowest compared to all other regions in the world, and are insufficient to drive prosperity. With social transfers declining, and wages not yet rebounding to pre-pandemic figures, many households are feeling under pressure.

"Persistent low growth is not just an economic statistic – it's a barrier for development. It translates into reduced public services, fewer job opportunities, depressed salaries and higher poverty and inequality. When economies stagnate, the potential of its people is constrained. We must act decisively to help Latin America and the Caribbean break away from this cycle," noted Carlos Felipe Jaramillo, World Bank Vice President for Latin America & the Caribbean.

Factors driving these growth numbers include low levels of investment and domestic consumption, elevated interest rates and high fiscal deficits, declining commodity prices and uncertainty in the prospects of important partners, such as the US, China, Europe and other G7 countries. An adverse global scenario, marked by geopolitical tensions, disruptions of shipments through the Suez Canal – and the El Niño phenomenon – could further dampen prospects.

A bright spot in the region has been inflation management, reflecting decades of solid macroeconomic reforms. Regional inflation, excluding Argentina and Venezuela, stands at 3.5%, compared to 5.7% in the OECD (Organisation for Economic Co-operation & Development) countries. In most of the region, inflationary expectations remain anchored, and central bank targets are expected to be achieved in 2024. To capitalise on this progress and reignite economies, LAC must address longstanding challenges. Reforms in infrastructure, education and trade are therefore critical to enhance its productivity and global integration.

"As the pandemic shock recedes, LAC's growth rates mirror the ones of the 2010s. This shows that the region has not addressed persistent obstacles that block its potential, including low education levels, poor infrastructure and high investment costs, which also fuel social discontent," added William Maloney, World Bank Chief Economist for Latin America & the Caribbean. "An agenda that drives growth forward is one that addresses these gaps seriously. Otherwise, the region will remain stuck, and won't be able to attract investments or seize new opportunities, such as nearshoring or the low-carbon economy. Improving competition systems should be part of these strategies, leading to improvements for consumers and businesses."

## Better Competition Policies as a Driver of Growth

Fostering competition is central to reviving the economy and winning back investor confidence. When competition is underpinned by sound policies, institutions and frameworks, companies innovate, become more efficient and provide technological breakthroughs. Consumers are better off, thanks to lowered prices as well as more choices. In LAC, this is a pressing matter. The region has low competition levels, and this is notable for undermining innovation and productivity. Consumers are also penalised, facing higher markups than the rest of the world.

In addition, the report discusses the reasons behind this scenario. The business landscape in LAC is concentrated, marked by a stark contrast between a few large firms dominating markets and numerous small businesses. 70% of workers are self-employed or work in businesses with fewer than 10 employees – engaging, for the most part, in low-productivity activities.

Furthermore, despite the presence of competition agencies and laws in many LAC countries, enforcement is fragile, as many agencies lack funds or are understaffed. Powerful businesses often influence government policies, hindering the effectiveness of competition laws.

All of this creates a cycle wherein a handful of large companies dominate and influence markets, and businesses have little encouragement to innovate. With low incentives to excel, idle companies remain in business and end up ill-prepared to compete, which stifles their potential to drive growth.

As countries explore new plans to rekindle growth, they must avoid the temptation to limit competition, which could perpetuate the current cycle of low productivity combined with low growth. To improve competition frameworks in the region – and advance LAC's position in the global market – the report suggests key areas for action, including:

- Strengthening competition agencies. The report pioneers evidence that effective domestic competition agencies have a positive impact on productivity, sales and wages. Bolstering these agencies means ensuring their independence and also enforcing their ability to implement antitrust and pro-competition regulations, especially for bigger businesses. This also involves promoting solid public management practices and training officials;
- Supporting innovation policies. Competition per se is not enough to make companies thrive. Businesses need to be prepared for increased competition, both domestic and international. This requires complementary policies that stimulate companies to innovate and move them up the technological ladder – so they are able to compete, adopt new techniques and grow;
- Boosting managerial skills. Upgrading managerial knowledge will help companies respond to markets, identify new opportunities, develop business plans and stimulate workers. This should happen alongside an agenda to improve education at every level, preparing students and the workforce to thrive in competitive environments.

CLARKE GITTENS FARMER ATTORNEYS AT LAW

# Barbados

## Commercial

Corporate; Restructuring & Project Finance; Securities; Taxation



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**Gillian MH Clarke, Partner, is Head of the firm's Corporate Department and brings more than 35 years' experience in corporate and commercial work to the role.**

Meanwhile, Sabrina L Maynard, Partner, is Head of the Commercial Department, with more than 24 years' professional experience. Sabrina began her career as an accountant with the firm of PricewaterhouseCoopers, Barbados, and later with Deloitte Barbados, where she gained extensive knowledge of the financial services, insurance and international business sectors.

Both Gillian and Sabrina work closely with international law and accounting firms – as well as private clients and major local, regional and international organisations, both public and private – on a range of corporate and commercial matters. These include business entity formation, corporate and securities law issues, structuring and tax planning, M&A, structuring of cross-border reorganisations, competition and regulatory matters, trusts, pensions, as well as varied and complex international commercial and financial transactions across a variety of sectors. The core sectors they serve encompass: finance, shipping, mining, automotive, hospitality, insurance, food, aviation, oil and gas, renewable energy, as well as aerospace and defence.

Gillian is an accredited mediator with the Centre for Effective Dispute Resolution (CEDR) in England. She is also a trust and estate practitioner (TEP), and a member of the Commercial Law Committee of the Barbados Bar Association. She was previously a Director and member of the Executive Committee of Lex Mundi, and is a past Chair of the Lex Mundi Professional Development Committee. Outside the firm, she is a trustee of the Barbados Gallery of Art Trust and the Peter Moores Barbados Trust, in addition to her role as a Director of the Barbados National Art Gallery.

Sabrina is a Fellow of the Association of Chartered Certified Accountants, as well as a Fellow of the Institute of Chartered Accountants of Barbados. Furthermore, she is a qualified chartered secretary and a trust and estate practitioner (TEP), holding an Advanced Certificate in International Tax Planning from the International Bureau of Fiscal Documentation. Outside the firm, Sabrina serves as a Director and the Treasurer of the Barbados International Business Association. Last, but not least, she serves as a member of the Legislation Committee and the By-Law Committee of the Institute of Chartered Accountants of Barbados – and is an active member of Soroptimist International of Barbados.

At Clarke Gittens Farmer, we pride ourselves on being responsive to the needs and concerns of our clients at all times.

# Estate Planning & Tax

Litigation



**Marcelo Botelho Pupo**
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**Botelho Pupo e Salvador Advogados' mission is to provide legal services with excellence, always attentive to the interests of families in managing the wealth built over generations, including when arising from successful companies in Brazil and abroad, within legal limits and with the greatest possible efficiency, while recognising the importance of new technologies in this development.**

To this end, its goals are to establish long-term partnerships with clients, finding the most appropriate solutions jointly and safely; and to act in an innovative and transparent way, building valuable relationships.

Working for families with complex and high assets, the office assists clients in defining the best tax strategy in processes of recognition and dissolution of stable unions, judicial sharing, inventory and listing, testament, succession planning, as well as prenuptial agreement.

### Marcelo Botelho Pupo

Marcelo Botelho Pupo, Managing Partner, operates in the tax consultancy and inheritance area, possessing the relevant experience in advising families and companies on tax, customs and social security matters. Marcelo specialises in national and international tax planning for individuals in migration to Europe and the US, as well as the international investments process – in addition to representing his clients before Administrative and Judicial Courts with recognised excellence.

### Academic Education

- Bachelor of Laws from the Pontifical Catholic University of São Paulo (PUC-SP);
- Postgraduate in Tax Law from Fundação Getúlio Vargas and the Pontifical Catholic University of São Paulo (PUC-SP);
- Master in Tax Law from the Pontifical Catholic University of São Paulo (PUC-SP).

### Activities & Publications

- Member of the Board of Directors of the Tax Law & Public Finance Committee of the São Paulo Lawyers Institute;
- Professor of Tax Law in the Specialization Course in Tax Law at Faculdade Padre Anchieta;
- Assistant Professor of the Tax Planning Course in the Master's in Accounting Sciences at PUC-SP;
- "The principle of non-retroactivity in Brazilian tax law – Law, administrative act and jurisprudence", Publisher: Novas Edições Acadêmicas, ISBN: 978-3-639-74121-6, 2014;
- "Legal Security and Responsibility arising from the declaration of unconstitutionality of ICMS tax incentives" from the book Tributação Brasileira em Evolucão, Editora IASP, ISBN: 978-85-69419-01-3, 1st edition, 2015;
- "Transfer Prices and the constitutional limits of profit adjustment" from the book Manual dos Preços de Transferência no Brasil: celebration of 10 years of validity of the law, MP publisher, 1st edition, 2007.

### Languages

English, German, Italian and Spanish.

Cruz Amaral & Dias
by neolaw

# Brazil

## M&A

Asset Recovery; Digital; Tax



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**neoLaw is known as one of the main law firms in Brazil. Each of our practice areas is highly regarded, and our lawyers are recognised for their commitment to representing the interests of our clients. Rosely Cruz, our Founder, was featured in the prestigious British ranking, the Legal 500.**

Throughout our history, we have played a central role in the development of how the law is practised, how lawyers are trained and how business risk is managed. It is what we call neoLaw philosophy, and is how our office is known.

We practise law with innovation, and we believe that entrepreneurship is the engine of the economy for generating business. We tirelessly seek the success of our customers with simple, practical, viable and transparent solutions.

Our continued mission is to be the clients' preferred company when it comes to the most challenging legal issues, the most significant business transactions and the most critical disputes. Our customers' success is our success.

In a dynamic market, the decision to buy or join another company must take place before your competitor does the same, or the market changes. We carefully and quickly analyse all the details of the target company so that our customers do not miss out on a beneficial deal.

In addition, we make it possible to recover your investment with strategic planning, as well as strong legal performance, which reconcile a careful analysis of the credit – combined with the debtor's profile associated with their payment capacity. We have the expertise to act in the judicial recovery and bankruptcy processes of companies, and we always seek to optimise our clients' position.

Meanwhile, Brazil presents an extremely challenging environment, with a high tax burden and a significant number of obligations, as well as complex legislation. To this end, we help our clients to optimise resources and properly fulfil their tax obligations, as well as to prevent and defend against administrative and judicial tax litigation.

# Business Exit Planning Advisory

Certified Value Growth Advisory; Certified Exit Planning Advisory; Chartered Accountant & CPA
Focused on Value Creation & Realisation



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**Rizolve Partners Inc. helps privately owned businesses achieve peak value. We'll help you define the right path and take the right steps at the right time to realise optimal outcomes.**

Owning a business that is saleable and ready to be transferred to a new owner at optimal terms requires the alignment of personal, financial and business strategies.

Building intangible value in your business is the essence of shareholder value creation. Confidently demonstrating that business performance is both repeatable and scaleable is essential. We identify and help you optimise the key value drivers that buyers look for to ensure that you are well positioned for a successful and profitable exit at the most opportune time. Our process provides you with a detailed roadmap and performance indicators, as well as milestone checkpoints to ensure accountability at every step of the way.

### Stephen L Cummings

Stephen is a leading adviser and financial expert who works with private business owners to drive value and put in place transformational strategies that position businesses for exit on optimal terms. He has international credentials, being a qualified CPA, CA in Ontario, and is an FCA in England and Wales. He received a B. Sc. in Economics with honours from the University of Leicester in the UK, and is a Certified Exit Planning & Value Growth Adviser.

Prior to founding Rizolve Partners – and establishing it as a leading strategic business advisory firm addressing the lower mid-market – Stephen was a renowned executive with top-quartile private equity firm DRI Capital, and a Partner at Lumira Capital, one of Canada's leading venture capital firms. He served as a member of the Board of Directors of the Ontario Genomics Institute and chaired its audit committee for approximately 10 years, retiring in late 2023. Meanwhile, before he began to apply his expertise within the private capital sphere, he was the CFO at Harlequin Enterprises, a global publisher, and trained and qualified as a Chartered Accountant with Deloitte in London, UK.

Stephen has also conducted numerous successful consulting assignments in his own consulting practice involving acquisitions, disposals, financings, reorganisations and turnarounds, as well as strategic advisory for numerous CEOs in both the public and private arenas. He is currently acting as Interim CEO for Ontario Genomics, in addition to his Managing Partner role.

He is a much sought-after speaker in both Canada and the US.

DMG ADVOCATES LLP



# Commercial Litigation

Arbitration; Business Disputes; Civil Litigation



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**Kathryn Manning is a seasoned litigator and arbitrator with broad expertise in all aspects of commercial litigation and arbitration, particularly complex, multi-party matters. Her experience includes shareholder disputes, officer and director liability, product liability litigation, complex contract disputes, civil fraud proceedings, tort litigation, employment litigation, professional negligence, as well as class actions. Kathryn regularly acts in cross-border matters, such as assisting foreign clients with enforcement of judgements in Canada.**

Kathryn represents individuals and organisations both in the Canadian courts and in commercial arbitration proceedings. Her clients are a mix of public companies, closely held corporations and individual businesspeople. She provides clients with practical, strategic advice at every stage of a dispute, all with a view to maximising their business goals and achieving cost efficiencies. She leverages technology in all her files, including at examinations and hearings – and has conducted hearings and examinations both virtually and by utilising electronic data during in-person attendances.

In addition to her trial and arbitration experience, Kathryn has expertise in complex motion and appellate advocacy. Her experience extends to obtaining, executing and enforcing Anton Piller and Mareva injunctions to preserve assets at the outset of litigation in civil fraud matters.

Kathryn acts as an arbitrator of commercial disputes. She holds a Q. Arb designation from the ADR Institute of Canada, and is also a member of the Toronto Commercial Arbitration Society, the Chartered Institute of Arbitrators and Arbitral Women. When acting as arbitrator, Kathyrn's goal is to run proceedings that are efficient and cost-effective, utilising procedures that parties agree on to get to a hearing much more quickly than in the court system.

She has been ranked among Canada's best commercial litigation lawyers by Best Lawyers Canada, Benchmark Litigation, Who's Who Legal Canada and Post Toronto.

DMG Advocates is the Commercial Litigation member of the Toronto Chapter of the International Network of Boutique & Independent Litigation Firms, wherein Kathryn regularly attends and speaks at international events. The network is built to ensure that top-flight legal services are available to clients of INBLF member firms wherever the need arises. Being part of the network allows Kathryn to access excellent referrals in specialised areas of law.

## DMG Advocates LLP

DMG is a top-tier litigation boutique based in Toronto, Ontario, Canada. Its clients are corporations and individuals seeking practical legal advice and tenacious advocacy delivered efficiently and without budgetary surprises. DMG provides its clients with exceptional boutique service in high-stakes litigation and arbitration matters.

Moreover, DMG lawyers have decades of experience in corporate commercial litigation garnered at Canada's leading national firms. Today, the firm brings extensive litigation expertise in commercial disputes across a broad range of sectors, including manufacturing, transportation, securities, media, technology, real estate, energy and construction. It also offers in-depth knowledge and specialisation in the laws related to product liability, shareholder disputes, class action defence, commercial arbitration, eDiscovery, defamation, as well as privacy/cybersecurity.

DMG ADVOCATES LLP



# International Arbitration

Commercial Litigation; Defamation; Privacy



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**Ryder is an accomplished litigator with a broad litigation practice focused on commercial litigation, defamation and privacy law.**

His experience spans a wide range of disputes, including complex contractual disputes, construction and infrastructure-related litigation, internal investigations, securities litigation, professional liability, libel litigation, privacy litigation, in addition to commercial arbitration. He has appeared at every level of court in Ontario, as well as the Court of Queen's Bench in New Brunswick, the Federal Court of Canada, the Federal Court of Appeal, the Tax Court of Canada and the Supreme Court of Canada. He has also appeared before many administrative tribunals, including the Competition Tribunal, the Ontario Securities Commission, the Ontario Municipal Board and the Canadian Human Rights Tribunal.

Ryder's hearing room experience and skills are complemented by substantive expertise in the areas of commercial arbitration, defamation and privacy/cybersecurity.

## Commercial Arbitration

Ryder has extensive experience in domestic and international arbitration proceedings, both ad hoc arbitrations and under institutional rules, including the Alternative Dispute Resolution Institute of Canada (ADR), the International Chamber of Commerce International Court of Arbitration (ICC) and the American Arbitration Association's International Centre Dispute Resolution (ICDR). He is a past President of the Toronto Commercial Arbitration Society and a current member of the Arbitration Committee of the International Chamber of Commerce (ICC). In addition, he is a member of ICDR's Canadian panel of arbitrators, and holds the Qualified Arbitrator (Q. Arb) designation from the ADR Institute of Canada.

## Media & Defamation

Ryder is recognised by his peers as one of the leading media and defamation lawyers in Canada. For more than 15 years, he has advised community and metropolitan newspapers, digital publishers, book publishers and broadcasters on issues related to defamation law, publication bans, sealing orders, privacy and copyright. He has acted in leading cases in many of these areas, and also has extensive experience as counsel in defamation disputes between individuals and corporations – as well as in advising/assisting in connection with online reputation management. He is the past President of the Canadian Media Lawyers' Association; meanwhile, he is an Adjunct Professor at Ryerson, where he has taught media law to journalism students for a decade.

## Privacy/Cybersecurity

Ryder regularly advises clients on matters related to fraud, extortion and security breaches requiring internal and/or external investigation and corporate reputation management. In the cybersecurity space, Ryder has assisted clients with a variety of issues, ranging from lost or stolen data, cyber-extortion threats, malware and phishing attacks, as well as vendor service provider breaches. He is the breach coach for a leading cyber-insurance provider, and regularly advises clients on cyber-breach preparedness issues.

Before founding DMG Advocates, Ryder spent 15 years at a leading national law firm, including nine of those as a Partner.

Campbells

# Cayman Islands

## Dispute Resolution

Insolvency & Restructuring; Commercial Litigation; Professional Negligence



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**Mark Goodman is a Partner in Campbells LLP's Litigation, Insolvency & Restructuring Group, where he specialises in insolvency, restructuring and investment fund litigation.**

Mark advises and appears in the Cayman Islands Courts on behalf of provisional and official liquidators, creditors, shareholders, directors, managers and other professional service providers in relation to a broad range of pre- and post-liquidation disputes. He has acted in litigation involving widely varying commercial contexts and structures, but his practice principally involves distressed and failed investment funds.

He is also an accredited mediator and regularly publishes articles, as well as speaking at seminars and conferences on issues relevant to insolvency, restructuring and investment fund litigation.

### Work Highlights

- Acting for the JPLs of Luckin Coffee, Inc., a holding company for a Chinese coffee company and coffeehouse chain operating throughout the People's Republic of China, in the restructuring of US$2.2 billion of liabilities;
- Acting for the Receivers of Green Dragon Gas, the largest producer and distributor of Coal Bed Methane gas in the PRC, in a US$300 million bond enforcement claim;
- Acting for a group of noteholders in the restructuring of Ocean Rig UDW Inc. in the largest restructuring by value in Cayman legal history, involving the restructuring of US$3.7 billion principal amount of debt;
- Acting for the JPLs of LDK Solar Co., Ltd. in the first judicially approved restructuring of a China-based entity involving US$1.2 billion of offshore liabilities.

### Recognition & Awards

Mark is ranked as a Band 1 Lawyer in Chambers and Partners. Sources describe him as "a keen tactician who is very experienced and commercial in his approach", adding that he is "very knowledgeable and experienced in all aspects of financial services" and "one of the brightest and most effective insolvency lawyers in Cayman", adding: "He is incredibly efficient and effective." He has recognised strengths in advising on contentious restructuring and insolvency matters, as well as liquidation proceedings.

In addition, the Legal 500 ranked Mark as a "Leading Individual" in Dispute Resolution, Cayman Islands 2023, stating that he is "very strategic and astute, and he understands clients' business extremely well. He meets issues and strong personalities head on and holds his ground, and his advice is always pragmatic".

He is also recognised in Who's Who Legal as a Global Elite Thought Leader for Restructuring & Insolvency – and, among various other awards and accolades, he was named as the Who's Who Legal "Lawyer of the Year" in November 2022, the Restructuring & Insolvency Specialists Association "Lawyer of the Year" in 2016 and 2019, as well as the Leaders in Law "Restructuring & Insolvency Law Expert of the Year" for 2022.

DIVIMARK ABOGADOS



# Intellectual Property

Commercial; Sports



**Marianella Arias**
**Partner**
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**DIVIMARK ABOGADOS is one of Costa Rica's leading and most prestigious law firms specialising in intellectual property matters.**

For more than 47 years, the firm has advised multinational companies and some of Costa Rica's largest corporations by designing and providing the most comprehensive protection for their industrial property in the region.

Today, a group of highly qualified and experienced attorneys and staff provide legal counsel focused on IP affairs, including legal advice and general counsel for the registration of trademarks, design marks, slogans, commercial names, domain names, industrial secrets, patents, industrial designs, copyrights, related rights, infringement and forgery of products, as well as sanitary registrations, among other areas.

DIVIMARK ABOGADOS also has a highly successful track record in litigation in IP cases, and its advisers are known for being experienced, knowledgeable, reliable, efficient and up-to-date.

## Marianella Arias

Marianella Arias practises in commercial and corporate law, and has assisted well-known national and international corporations. She has also entered into new fields, such as the protection of image rights and sports rights. In matters of IP, she currently provides comprehensive assistance and counselling pertaining to trademarks, commercial names, patents, copyrights and related rights, domain names, enforcement of rights and infringement, as well as counterfeit goods. Meanwhile, she has a notably successful track record in the area of litigation.

## Experience

- Founder and first President of the local association of professionals in IP, the Association of Professionals in Intellectual Property of Costa Rica (APPICR), 2007–2009;
- Current President of APPICR for four terms;
- Senior National Delegate before the Administrative Council of the Inter-American Association of Intellectual Property (ASIPI), 2006–2009;
- Senior National Delegate before ASIPI, 2012–2015;
- Current Senior National Delegate before ASIPI, 2015–2018;
- Member of the Board of Directors of the Association for the Judicial Study of the Free Trade Agreement between the US, Central America & the Dominican Republic (ASETLC).

In addition, Marianella has led and coordinated various projects of interest in the field of IP with the Costa Rican governmental authorities, and has filed law bills for enactment before the Costa Rican Congress.

## Memberships

- Costa Rican Bar Association;
- Notary Public;
- International Trademark Association (INTA);
- Inter-American Association of Intellectual Property (ASIPI);
- Association of Intellectual Property Professionals of Costa Rica (APPICR).

FB PH FLOR BUSTAMANTE PIZARRO HURTADO ABOGADOS

# Ecuador

## Competition

Unfair Competition; Telecoms; Pharmaceutical



**Gilberto Alfonso Gutiérrez Perdomo**
**Partner**
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**Flor Bustamante Pizarro Hurtado is a law firm committed to excellence in legal services, with partners possessing more than 25 years' experience advising foreign and national clients.**

To date, the firm's Director of Antitrust has succeeded in more than 36 cases of complex investigations before the antitrust and unfair competition authority, and has directed merger processes in strategic sectors with especially favourable resolutions.

He is joined by a team of economists and lawyers, comprehensively trained to address technical defences in both administrative and judicial proceedings. As a result, Flor Bustamante Pizarro Hurtado's success stories are shared by its clients, who recognise the firm's experience, maturity, confidence, agility and communication in rendering optimal solutions for matters concerning competition and unfair competition, telecoms, pharmaceutical, retail, agro-industry, forestry, advertising, administrative law, as well as internal audits of ISO 9001 processes.

The firm's client base is composed of companies participating in highly competitive markets, with direct influence at the level of competitors and consumers. They are esteemed market leaders in constant growth – linked to national and international economic groups – who endeavour to be respectful of antitrust regulations, data protection and the constitutional economic framework. Such clients include: CONSORSIO ECUATORIANO DE TELECOMUNICACIONES CONECEL S.A. (a subsidiary of America Movil Mexico); FEMSA Salud (a subsidiary of Femsa Mexico); Precisagro Ecuador (a subsidiary of Disagro Guatemala); Leterago del Ecuador; NOVOPAN del Ecuador; FERTISA TERMINALES PORTUARIAS; as well as PRIMAX COMERCIAL DEL ECUADOR SOCIEDAD ANONIMA (a subsidiary of PRIMAX Perú).

### Gilberto Alfonso Gutiérrez Perdomo

Serving Venezuela, Chile and Ecuador, Gilberto Alfonso Gutiérrez Perdomo has, for more than 20 years, dedicated his professional practice to the areas of competition law and administrative law. He is the Founder – and currently leader – of AntiTrust Consultores & Abogados, a well-recognised legal bureau that has been instrumental in leading the right of free competition in Ecuador since 2013.

Gilberto's career in the public sector, as an official of the country's first authority in 2009, allowed him to contribute to the resolution of the initial cases and to regulate the right to free and fair competition in the region. His passage to the private sector in 2011 resulted in the most significant international companies and rankings – in the telecoms, pharmaceutical, wood industry, automotive, agribusiness, retail and forestry sectors – to recommend him for his high-level expertise and efficacy.

Meanwhile, for more than 15 years, Gilberto has been a university professor specialised in undergraduate and postgraduate levels, wherein he has further engaged with higher education organisations – including Universidad San Francisco de Quito as a postgraduate coordinator.

Today, he participates as a higher education coordinator, fulfilling such fundamental roles as headlining at the International University of Ecuador, as well as arbitrating at the Center for Arbitration & Mediation, Holy Spirit University.

His academic trajectory – in Venezuela, Chile, Ecuador, Argentina and Spain – provides him with the legal versatility to ensure cutting-edge advice across differing jurisdictions.

LEC LITIGIO ESTRATÉGICO Y COMPLIANCE

# Mexico

## Compliance

Anticorruption; Corporate Investigations; Criminal Litigation



**Luis Dantón Martínez Corres**
**Head of Compliance, Anticorruption & Investigations**
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**LEC, Litigio Estratégico y Compliance, S.C. is a law firm specialised in constitutional, administrative, civil and criminal litigation, as well as in compliance, investigations, anticorruption, anti-money laundering, corporate governance, project finance and public law.**

We advise our clients on strategically critical aspects of compliance, from preventative to investigations and litigation related to criminal and administrative issues.

Compliance programmes are the most effective means to prevent and detect events that may generate administrative and criminal liability for legal entities. Likewise, they constitute an important mitigation or even exemption from liability to the extent that the effectiveness of these programmes is demonstrated. Therefore, we focus on helping our clients develop, implement, monitor and improve their compliance programmes on a continuous basis.

We are specialists in corporate investigations, including investigations related to crimes of corruption and fraud. We work collaboratively with leading international law firms and forensic firms that conduct multi-jurisdictional investigations. Meanwhile, synergies with our litigation team make us unique in our approach to investigations with criminal and administrative implications.

Our experience includes the legal framework applicable in Mexico and, in the case of foreign companies, we also have experience in the application and compliance of such laws as the Foreign Corrupt Practices Act of the United States of America (FCPA) and the UK Bribery Act.

**Luis Dantón Martínez Corres**

Luis Dantón is one of the most prominent lawyers in the field of corporate investigations, anti-corruption, criminal litigation and compliance in Mexico.

He has significant experience, both nationally and internationally, advising companies and international law firms. Luis is admitted to practise law both in Mexico and in the state of New York, US.

Today, his practices include compliance, anticorruption and investigations, as well as criminal litigation.

**Recognition**

- The Legal 500 Latin America, Mexico, Leading Individual Compliance, 2021–2024;
- Lexology Client Choice Awards, 2022 & 2024;
- Leaders League, México, Leading, Compliance and Administrative Litigation, 2020–2024;
- WWL Thought Leaders, Mexico, Investigations, 2024;
- Benchmark Litigation, Latin America, Litigation Star Rating, White-collar Crime, 2020;
- Who's Who Legal, "Recognised Lawyer" in Compliance, Anti-corruption and Investigations, 2019.

**Experience**

- Investigations on FCPA and anti-corruption for multinational companies, funds and global banks in collaboration with international firms;
- Experience in representing clients before law enforcement agencies;
- Risk assessment and development of Regulatory Compliance Programs, including recommendations for improvement for several leading companies in their industries (construction, mining, energy, banking and finance, housing, steel, among others);
- Review of Corporate Governance structures;
- Various reviews and plans in the areas of Personal Data Privacy, Anti-Money Laundering, Regulatory Risk Assessments & Compliance, Internal Investigations, among others.

**Memberships & Other Activities**

- Vice President of the Anti-Corruption Commission of the ICC Mexico.

LITIGIO ESTRATÉGICO Y COMPLIANCE



# Compliance

Corporate Governance – ESG; Anticorruption & Investigations



**Daniela Ortega Sosa**
**Head of Compliance & Corporate Governance – ESG Practices**
**Member of the Anticorruption & Investigations Practice**
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**LEC, Litigio Estratégico y Compliance, S.C. is a law firm specialised in constitutional, administrative, civil and criminal litigation, as well as in compliance, investigations, anticorruption, anti-money laundering, corporate governance, project finance and public law.**

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Our experience includes the legal framework applicable in Mexico and, in the case of foreign companies, we also have experience in the application and compliance of such laws as the Foreign Corrupt Practices Act of the United States of America (FCPA) and the UK Bribery Act.

**Daniela Ortega Sosa**

Daniela is a recognised leader with extensive professional experience in regulatory risk management, compliance, as well as corporate governance matters.

In addition, Daniela is a Certified Compliance Officer by the Mexican Banking & Securities Commission, and is licensed to practise law in Mexico, Venezuela and the State of New York, US.

**Recognition**

- The Legal 500 Mexico, Next Generation Partner, Compliance, 2023–2024;
- Leaders League, Mexico, Leading in Compliance, 2023–2024;
- Expansión Magazine, Listed as woman 43 among "The 100 Most Powerful Women" in Mexico, 2018;
- Sponsorship granted by Santander to the 50 female talents in the world to study a leadership programme, 2022.

**Experience**

- Strategic consultancy on regulatory and compliance matters, in a wide variety of sectors, particularly in financial services;
- Conducting forensic investigations, particularly in ethical and anticorruption matters;
- Restructuring and strengthening of Compliance teams, with a teamwork vision;
- Elaboration and implementation of Compliance and Risk Management Programs in companies of diverse industries, with a practical and risk-based approach.

**Memberships & Other Activities**

- Vice President of the Compliance Managers Commission of ICC Mexico;
- Vice President of the Anti-Corruption Commission of the Mexican Association of Integrity & Compliance (AMEXICOM);
- Professor, Business School, Tecnológico de Monterrey;
- Professor, School of Government & Economics, Universidad Panamericana.

Sánchez Vebber SC



# ESG

Social DEI; M&A; Antitrust



**Cristina Lucia Sánchez Vebber**
**Founding Partner**
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**Sánchez Vebber, S.C. is a Mexican firm whose founder has more than 25 years' experience providing legal services to Mexican and foreign clients.**

The firm renders advice and complete solutions to facilitate its clients' expansion and investment plans, both within and outside the country. The experts possess profound knowledge and ample experience of the fields of Mexican law and business, and can ensure full clarity on how the country operates – from its legislative framework, to the day-to-day dynamics of the regulations that govern the establishment and operation of businesses.

Moreover, Sánchez Vebber understands the global vision of its clients' business objectives. To this end, its comprehensive service guides them along every step of their growth in Mexico, as well as their global expansion. The firm's enduring commitment is to coordinate legal solutions that both support and promote sustainable success.

Cristina Lucia Sánchez Vebber, Founding Partner, has 35 years' experience assisting clients, including 25 years in the legal realm with a key focus on corporate-transactional, legal strategy, M&A (and spin-offs), as well as advising clients on the social aspects of environment, social and governance (ESG), specifically in relation to diversity, equity and inclusion (DEI).

In the first 10 years of her professional career, she concentrated on promotion and attraction of potential clients for the hotel in which she worked. As the hotel's Director of Corporate Sales, she developed the area of sales of consortiums, which translated into an increase in the volume of bookings.

Today, Ms Sánchez Vebber is highly active in delivering legal guidance to foreign entities in connection with the Mexican market, primarily in the creation of strategies to establish operations in the country, and the implementation of such strategies from a legal perspective – which often involves the consolidation of tax, labour, foreign trade, environment and industrial property concerns. Furthermore, she assists clients in their operations in other jurisdictions, also tackling matters of antitrust.

Having previously established a DEI committee for Sanchez DeVanny Eseverri, S.C., which she chaired, Ms Sánchez Vebber directed the committee to establish actions that had positive impacts within the organisation and externally. She is an active member of Abogadas MX, an organisation wherein she has participated in such projects as UN Women (ONU Mujeres) to establish the Minimum Standards of Inclusion & Diversity within law firms in Mexico. Her participation in these projects has enabled her to offer legal guidance in matters of DEI internally, as well as for clients, regarding the design and implementation of DEI strategies.

She was also responsible for forming an ESG initiative for Sánchez-DeVanny Eseverri, and provided advice to clients in the social aspect of ESG, particularly the impact of DEI. Meanwhile, she represented Sánchez-DeVanny Eseverri on SGC Legal – a network of law firms ranked by Chambers and Partners Global as the world's leading organisation of this nature. She was a member of the Board of Directors from 2017 through 2022, and devised ways to strengthen women's leadership among the network's member firms.

FERNANDEZ & VARGAS ABOGADOS



# Contract

Tort; Arbitration; Corporate



**Gastón Fernández Cruz**
**Founding Partner**
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**Gastón Fernández is an international consultant and expert on Peruvian law, issuing legal opinions and intervening as an expert in arbitrations before the ICSID (International Centre for Settlement of Investment Disputes), ICC (International Chamber of Commerce), CAIP (Paris International Chamber of Arbitration), IACAC (Inter-American Commercial Arbitration Commission), CCL (Arbitration Center of the Lima Chamber of Commerce), as well as proceedings before international judicial courts.**

He was the last Chairman of the Reform Commission of the Peruvian Civil Code (2016–2019), and participated as amicus curiae ("friend of the court") in the VIII Pleno Casatorio Civil of the Supreme Court of Justice of the Republic of Peru (2015), where he was invited to illustrate his opinion to the Supreme Court of the Republic of Peru.

He is a member of the Arbitration Center of the Lima Chamber of Commerce (CCL), the Arbitration Center of the American Chamber of Commerce of Peru (Amcham Peru), the Conflict Resolution & Analysis Center of the Pontificia Universidad Católica del Perú (CARC-PUCP), the Arbitration Center of the Supervisory Body of Private Investment in Telecommunications (OSIPTEL), as well as the Arbitration Center of the Lambayeque Chamber of Commerce & Production.

Meanwhile, he fulfils the role of Main Ordinary Professor at the Law School of the Pontificia Universidad Católica del Perú (from 1992) – where he is also Full Professor of Torts & Law of Obligations courses – and is Professor at the Graduate School of the Pontificia Universidad Católica del Perú on the Master of Civil Law (2001–2007, resuming in 2018), having also been the Director since 2017.

Over the years, Mr Fernández has acted as an esteemed national and international speaker, both within the Republic of Peru and abroad, having participated at prestigious universities. He has been a member of the Reform Commission of the General Arbitration Act of Peru and the Special Commission for the Comprehensive Reform of the Judicial Administration (CERIAJUS).

He is a member of the Scientific Committee and/or the Scientific Evaluation Committee of such high-profile Italian magazines as "Europa e Diritto Privato" (Giuffrè – Milano); "Rivista di Diritto Privato" (Cacucci Editori – Bari); "Rivista Teoría e prassi del diritto" (ESI – Napoli); "Archivio di Diritto Civile (Cacucci Editori – Bari); as well as "Pactum, Rivista di diritto dei contratti" (Pacini Giuridica – Pisa). He has written numerous articles and is the author of such books as: "La Cláusula Penal: Tutela contra el Incumplimiento vs Tutela Resarcitoria"; "Introducción a la Responsabilidad Civil: Lecciones Universitarias"; "Limitación de Responsabilidad, Exoneración y Liberación del deudor"; "Escritos Reunidos de Derecho Civil Patrimonial"; "Una Relectura de la Responsabilidad Vicaria: Entre la Responsabilidad por hecho propio y la Responsabilidad por hecho ajeno"; as well as "El Daño No Patrimonial y el Daño Moral (Dos ensayos)". He was the subject of a tribute book entitled "Dogmática y Práctica del Derecho Privado Moderno: Escritos Jurídicos en Homenaje al Profesor Gastón Fernández Cruz".

Wilson Wells
Attorneys at Law



# Commercial Litigation

Dispute Resolution; Banking & Finance; Employment & Labour



**Stephen M Wilson KC**
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**Managing Partner, Stephen M Wilson KC, was called to the Bar of England and Wales in 1990 and practised successfully from chambers in London for 11 years before moving to the Turks and Caicos Islands (TCI) in 2001.**

At the London Bar, he had a general civil and commercial practice, specialising in employment law, and developed a reputation as a fearsome cross-examiner with a voracious appetite for work.

In 2012, Stephen was asked to open the new TCI office of the long-established and highly regarded Bahamian law firm of GrahamThompson, the firm's first office outside the Commonwealth of the Bahamas. For 11 years, he was a Partner and Head of that firm's Litigation & Dispute Resolution Practice Group in the TCI.

Stephen was appointed one of His Majesty's Counsel, Learned in the Law (King's Counsel) in 2013, and has served as a Commissioner of the TCI Integrity Commission since 2020.

In addition, he has appeared in many of the TCI's headline cases involving disputes in the tourism and hospitality, banking, real estate, insurance and construction/building sectors. He has a broad range of experience dealing with matters in the Banking & Finance, Corporate & Commercial, Employment & Labour, Insurance, as well as Property & Development sectors.

To date, Stephen's Corporate & Commercial dispute resolution work has included complex corporate and commercial disputes comprising multi-jurisdictional claims, multi-party actions, international and domestic arbitrations, liquidations involving local and international parties, shareholder disputes, as well as corporate reorganisations and restructurings. He is also a leading lawyer in IP litigation in TCI.

He is recognised by the prestigious London-based Chambers and Partners directory as a top-ranked attorney in the Chambers Global, General Business Law – Dispute Resolution sector. Meanwhile, he holds the distinction of a Band 1 ranking, which is the highest individual ranking, and has done so for the past 12 years. He has been further recognised by Chambers Global with their rankings for "Foreign Expertise" and "Expertise Based Abroad" for his work in the Commonwealth of the Bahamas.

**Recent Engagements**

- Representing a Bahamian company that successfully obtained an order for the winding-up of a TCI company that is the majority shareholder of a Haitian company that owns the largest privately held commercial port in Haiti. This complex private international law dispute involves aspects of Bahamian and TCI law, as well as Haitian Civil Code that is based on the Napoleonic Code used in France;
- Advising and representing equitable receivers appointed by the High Court of England and Wales in tandem with a team of English solicitors and barristers as part of enforcement proceedings to collect a judgement debt of more than $300 million made in favour of an international bank against an ultra-high-net-worth individual, his TCI company and others.

Wilson Wells
Attorneys at Law



# Real Estate

Banking & Finance; Property Development



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**Christopher specialises in real estate transactions and conveyancing, sales and structuring for both high-end and private client matters, as well as large commercial transactions.**

His practice covers mortgage-backed financing and loans, property title due diligence and opinions, title insurance, subdivision, resort and hotel-planning development and operation, commercial and residential leases and related tax matters and issues, as well as in advising on and applying for all governmental and requisite approvals. He is based in the firm's Turks and Caicos Islands office and works on both Turks and Caicos- and Bahamas-based matters.

Christopher is recognised by the prestigious London-based Chambers and Partners, with their Chambers Global 2020 "Up and Coming" rankings distinction, in the area of General Business Law.

**Recent Engagements**

- Representing the developer of a planned residential gated community (258 lots and 80 townhouses) in all matters of master planning and sales;
- Representing a major international debt fund as local counsel in a debt-for-equity swap of approximately US$ 170 million, concerning a major Bahamian resort property and related joint venture interests, which included obtaining requisite multi-departmental Bahamian Government approvals for the acquisition, the assumption of casino management licences, as well as numerous relevant operating licences;
- Advising investors and developers on the acquisition and sale of exclusive developments throughout the Bahamas;
- Providing advice to global financial institutions on commercial loan transactions, including numerous multi-jurisdictional transactions involving groups of international banks.

**Education**

- University of Kent Law School, Canterbury, UK
- The College of Law, Guildford, UK

**Admissions**

- Bar of the Turks and Caicos Islands, 2016
- Bar of England and Wales, 2005
- The Bahamas Bar, 2005

**Awards**

- Chambers and Partners, Band 3 Attorney, Chambers Global – General Business Law: Real Estate (2023)
- Chambers Global "Up and Coming" ranking, General Business Law (2022, 2021 and 2020)
- Named to Citywealth Magazine's "Bahamas Future Leaders" List, 2014

**Community Involvement**

- Avid martial arts enthusiast, holding instructor certificates in both Krav Maga and Kali

**Memberships**

- The Turks and Caicos Bar Association
- The Bahamas Bar Association

fieldfisher

# California, US

## European Technology

Cybersecurity; Privacy; Data Protection



**Paul Lanois**
**Director of Data**
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**I am a European technology and privacy professional at Fieldfisher and am an attorney admitted to the bar in California, New York, the District of Columbia (DC) and the Supreme Court of the United States (SCOTUS).**

My practice focuses on advising companies on data privacy and cybersecurity matters, drawing on my international experience, having lived and worked in the UK, France, Luxembourg, Switzerland, Hong Kong and the US. I help companies – ranging from startups to large Fortune 500 multinationals across a range of industries – to develop data protection and privacy strategies for new products and services.

I advise clients on complying with evolving global privacy and data protection laws, such as the General Data Protection Regulation (GDPR), the ePrivacy Directive, as well as the California Consumer Privacy Act (CCPA) / California Privacy Rights Act (CPRA) and similar data privacy laws passed in Virginia, Colorado, Connecticut and Utah.

In particular, I advise clients in relation to their cutting-edge B2B and B2C offerings, such as connected products and services (Internet of Things) including virtual reality, mobile apps (including augmented reality apps), artificial intelligence (AI) and machine learning (ML), as well as cloud-based integrations. I also advise on cybersecurity matters, including on data breaches and incident response, risk assessments, policy development and compliance with industry standards, such as the Payment Card Industry Data Security Standard (PCI DSS).

In 2018, I was selected for inclusion on the list of arbitrators developed by the US Department of Commerce, the EU Commission and the Swiss Federal Administration as part of the Privacy Shield Framework Binding Arbitration Program. Before joining Fieldfisher, I was Vice President and senior legal counsel at a leading international bank, Credit Suisse, at its headquarters in Switzerland, as well as its Hong Kong office.

I have written extensively on current developments related to cybersecurity, as well as American and European privacy law. For example, I was one of the lead authors of the Cloud Security Alliance's guidance "Observations and Recommendations on Connected Vehicle Security" published in 2017, which covered vehicle security connectivity, possible attack vectors of concern and recommendations for securing the connected vehicle environment. I currently co-chair the National Institute of Standards & Technology (NIST) Privacy Workforce Public Working Group's Data Processing Ecosystem sub-group.

I frequently speak at conferences around the world and lead industry committees and organisations. For instance, within the American Bar Association's Science & Technology Law Section, I am a member of the Book Publishing Board and am the Co-chair of the E-Privacy Law Committee. Meanwhile, I am currently a member of the CIPP/US Exam Development Board at the International Association of Privacy Professionals (IAPP), and was previously a member of the IAPP's Education Advisory Board, European Advisory Board, as well as the CIPT Exam Development Board. Last, but not least, I am a member of the California Lawyers Association's Privacy Law Section Executive Committee.

BUXBAUMLOGGIA

**California, US & UK**

# Insurance & Reinsurance Advisory

Claims & Underwriting; Contract Compliance; Due Diligence



**Joseph Loggia**
**Vice President & CFO**
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**Joseph Loggia co-founded Buxbaum, Loggia & Associates, Inc. in 2000, and Buxbaum Loggia Ltd., our British subsidiary, to provide a comprehensive source of senior technical expertise to the insurance and reinsurance industry.**

Mr Loggia's experience of more than 50 years includes management of ceded and assumed reinsurance portfolios, audit assignments for major domestic and international reinsurers, as well as expert witness testimony. He has served in senior executive positions for such companies as Armco, Home Insurance, Liberty Mutual and Northwestern National.

At Buxbaum Loggia, Mr Loggia leads casualty and accident/health inspections and settlement teams for both insurers and reinsurers. He is highly regarded for his expert opinions and testimony, having been deposed as a fact and expert witness on more than 100 occasions in civil litigation and reinsurance arbitrations since 1986.

Mr Loggia has provided expert services in numerous cases involving workers' compensation, construction defect litigation, property loss, as well as EPLI issues. His decades of experience serve in evaluating and testifying on proper claims administration, including coverage analysis and good-faith claim decisions. He has represented policyholders and primary and excess carriers in complex matters, upholding industry customs and practices.

He is a Certified Arbitrator of ARIAS, and a member of industry organisations, including the American Bar Association (ABA), the California Association of Independent Insurance Adjusters, the Insurance & Reinsurance Legacy Association, as well as the International Association of Claims Professionals. He has been a featured speaker and panellist at conferences for the ABA, AIRROC and the Casualty Actuarial Society.

After graduating from the University of California, LA, he served as a captain in the US Army and attended the University of LaVerne, College of Law.

### Buxbaum Loggia

We are a California corporation with an office in London. Our consulting firm engages in underwriting services, claim and accounting audits, run-off management, as well as expert witness reporting and testimony. We serve insurance companies, reinsurers, law firms, managing general underwriters and third-party administrators, representing clients on six continents.

FGI
FAKHOURY GLOBAL
IMMIGRATION



# Corporate Immigration



**Rami D Fakhoury**
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**www.fakhouryglobal.com/our-immigration-team/rami-fakhoury**

**Rami D Fakhoury is the Founder and Managing Director of Fakhoury Global Immigration USA, PC (FGI), one of the largest independently owned business-based immigration law firms in the US and a Martindale-Hubbell AV Preeminent rated firm. Based in Troy, Michigan, the firm has provided comprehensive legal immigration services to leading companies in such verticals as architecture, automotive, IT and healthcare for more than 25 years. FGI was recently named a Tier 1 Immigration Best Law Firm by Best Lawyers / US News and World Report.**

Rami has received numerous commendations as an immigration thought leader. These include being named a Fellow of the American Bar Association, a Leading Lawyer and Equity Member of the Alliance of Business Immigration Lawyers (ABIL), an AV Preeminent Lawyer from Martindale-Hubbell, as well as an Advisory Board Member for Leading Lawyers. He has been recognised as a Global Immigration Thought Leader by Who's Who Legal, a Best Lawyer from Best Lawyers, a Super Lawyer, a Top Business Attorney from Crain's Detroit Business, as well as a Top Lawyer from DBusiness and Hour Detroit.

He is a member of the American Bar Association, the American Immigration Lawyers Association (AILA), the Alliance of Business Immigration Lawyers (ABIL), the State Bar of Michigan (International Law Section) and the Immigration Law Committee of the International Business Association. He also served on the CEO Panel of MICHauto, an affiliate of the Detroit Regional Chamber, and is a Steering Committee member for Global Michigan. Rami is also a board member of Global Detroit, a southeast Michigan economic development organisation focused on immigrant inclusion. Furthermore, he is a VIP Member of the Detroit Economic Club, and was an immigration policy adviser to former Michigan Governor Rick Snyder. Rami was also one of 30 managers for the Michigan for Biden campaign.

Rami's publications comprise several immigration law books, including, as editor, The Consular Posts Book, 2015–2016 ed. (ILW.com: 2016) and USCIS Immigration Procedures & US State Department Consular Processes (ILW.com: 2009); and, as author, The Immigration Practitioner's Guide to US Export Control Regulations (ILW.com: 2011) and The PERM Book, 3rd ed. (ILW.com, 2018). He wrote a regular column on global IT and US immigration law for the Financial Times of India, authored numerous policy articles and white papers, contributed articles to Lexology, Mondaq and Crain's Detroit Business, and is a frequent presenter at immigration and trade group conferences.

A Detroit native, Rami earned his Bachelor of Science in Finance and a Bachelor of Arts in Economics from Wayne State University, as well as his J.D., cum laude, from Michigan State University, with a specialisation in international law. He is a Licensed Foreign Legal Consultant with the Law Society of Ontario, Canada, and has organised informational sessions and webinars for businesses, universities and other stakeholders worldwide, having also presented to the American Immigration Lawyers Association (AILA) on several occasions.

FGI
FAKHOURY GLOBAL
IMMIGRATION

Michigan, US

# Corporate Immigration



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**Matthew Morse has practised employment-based immigration law for more than 20 years. He has experience with many areas of Green Card processing, including PERM labour applications and immigrant visa petitions, as well as Adjustment of Status applications. He has additional experience with naturalisation issues and applications, family-based immigration matters and many nonimmigrant visa categories, including the B, E, F, H, K, L, O, R and TN categories, as well as consular processing matters.**

Matt has published numerous articles in Immigration Daily (ILW.com) and International Law Office (internationallawoffice.com), as well as Lexology and Mondaq, and has been a speaker for immigration webinars offered by ILW and the Knowledge Group.

He is a member of the American Immigration Lawyers Association (AILA), and has strong knowledge of federal immigration statutes and regulations. "Keeping clients informed of changes in the law, and what those changes might mean for their immigration objectives, is crucial," he noted. "Companies need to know that we are giving them the most current information and guidance in a timely manner – so that adjustments to their talent mobility strategies may be made accordingly."

His services encompass employment-based immigration case processing for PERM labour applications, Multi-National Manager & Executive petitions, Extraordinary Ability Alien petitions, National Interest Waiver petitions, Outstanding Professor & Researcher petitions, as well as various nonimmigrant case processing for the H-1B, H-1B1, L-1, K, O-1, E-2, E-3, TN and B-1 categories. Moreover, he advises clients on how mergers, acquisitions and corporate reorganisations may impact both immigrant and nonimmigrant case processing, and makes recommendations on how to handle such restructurings. His services extend to family-based immigration matters, consular processing issues, as well as US citizenship application processing.

Over the years, he has held internships with the Michigan Attorney General's Office, the Wayne County Prosecutor's Office and the Michigan Department of Environmental Quality. He previously practised in the areas of gaming law, real property law and contract law, and his interest in immigration law developed out of these experiences, and out of a desire to help businesses and individuals navigate federal immigration laws. "I see my role as making this process as clear and manageable as possible for our clients," he added. "It's important to listen to the client, and to interact with them in a meaningful way."

To date, Matt has processed casework for some of the top IT filers in the US, as well as for one of the largest architectural firms in the world. His clients reside in such sectors as IT and engineering, and include business professionals and owners, STEM researchers, healthcare workers, athletes, artists and foreign nationals pursuing certain family-based immigration benefits.

He recently processed more than 250 PERM audits successfully, as well as approximately 100 PERM cases selected for supervised recruitment. He was also a speaker at the American Immigration Lawyers' Association National Conference for two years, wherein the focus was on PERM labour application processing.

Togut, Segal & Segal LLP
Corporate Restructuring Attorneys



# Bankruptcy



**Albert Togut**
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**A highly respected "dean" of the bankruptcy bar and one of the most accomplished restructuring attorneys of our time, Albert Togut has, for the past 45 years, specialised in bankruptcy law to the exclusion of all other areas of practice. His deal list speaks for itself; Mr Togut has had a central role in the most famous reorganisation cases in history.**

Since Mr Togut founded Togut, Segal & Segal LLP in 1980, he has served as counsel to the debtor, official committee or principal owner in some of the largest and highest profile Chapter 11 cases, including LATAM Airlines, McClatchy Newspapers, Pacific Drilling, Westinghouse, American Airlines, Kodak, Lehman Brothers Aurora, General Motors, Chrysler Automotive and Enron.

In addition, Mr Togut was lead counsel to Toshiba Nuclear Energy (UK) Holdings, the parent of the international operations of Westinghouse; Aurora, a mortgage origination company and subsidiary of Lehman Brothers; Rockefeller Center Properties; as well as Olympia & York Tower B Company, better known as the World Financial Center, which involved a $1 billion restructuring of a 43-storey commercial office building located at Two World Financial Center at Battery Park in Manhattan.

Since 1981, Mr Togut has been an active member of the trustee panel maintained by the Department of Justice in the Southern District of New York, and has served as trustee in several thousand bankruptcy cases under Chapter 11 and Chapter 7 of the Bankruptcy Code, including Refco, LLC (registered commodities broker), which at $4 billion, is the largest Chapter 7 case in the history of bankruptcy.

He is a Fellow of the American College of Bankruptcy, a Fellow of the International Insolvency institute, Co-chair of the Commission of the American Bankruptcy Institute ("ABI") that studied the reform of Chapter 11, as well as past Officer and ABI Director and Chair of its New York City programme. Meanwhile, he served on the ABI's fee-study commission, which studied professional fees in Chapter 11 business bankruptcy cases. The ABI's fee commission's report provides the most comprehensive, independent look at professional fees in Chapter 11 cases to date. During a panel discussion hosted by ABI, the Honorable Shelley Chapman described Mr Togut as "beloved among bankruptcy professionals here in New York and across the country", and "one of the deans of the bankruptcy bar".

For six years, Mr Togut chaired a Task Force of the Business Bankruptcy Committee of the American Bar Association Section of Business Law that analysed disclosure statement requirements and confirmation practices in Chapter 11 cases. He has written and lectured on many topics under the former Bankruptcy Act and current Bankruptcy Code, and has particular expertise in conflicts of interest and ethics. He recently received the prestigious Who's Who Albert Nelson Marquis Lifetime Achievement Award for his prominence in bankruptcy law.

PARKER BUTTE & LANE ATTORNEYS, PC

Oregon, US

# Corporate Immigration



**Dagmar Butte**
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**Dagmar Butte immigrated to the US from Germany and has practised immigration law for more than 30 years, working principally with businesses and families in the non-removal context. Her firm – Parker, Butte & Lane – is a full-service immigration advisory, providing representation for all immigration-related matters.**

Dagmar's business clients occupy all sectors of the economy, with a particular focus on hi-tech, healthcare, engineering, as well as education. In addition, she conducts a substantial amount of work with entrepreneurs, startups and smaller employers who often lack experience with the convoluted US immigration system. Dagmar understands all too well the challenges faced by companies seeking to identify and retain talent, as well as the difficulties encountered by employees in navigating the increasingly complex requirements. Her mission is to make the process less daunting, and to ensure that each client receives personalised attention combined with bespoke case strategy and support. Whether the case involves non-immigrant visas or permanent resident applications – or whether it is for an H-1 professional, an intra-company transferee, an e-trader/investor or someone whose talents place them at the top of their field – nothing beats knowing someone has your best interests at heart.

As an immigration law educator, Dagmar has spoken at dozens of conferences in the US and abroad, has written articles and book chapters, and has also served as an editor for various publications. She is known as a go-to discussion leader for presentations because of her ability to present information in an organised and comprehensible manner, which she is mindful to carry across when educating clients one-on-one.

As an advocate, she has lobbied in Washington DC for the last 20 years; has worked on several projects with members of the Oregon Congressional Delegation; has been quoted in Forbes, Bloomberg, Wired and the New York Times; has worked on public comments to Federal Regulations and proposed Federal laws; has served on Barack Obama's Immigration Task Force when he was a presidential candidate; and has served more than 10 years as a liaison to the Portland USCIS Field Office (and for almost two decades as a liaison to the USCIS Nebraska Service Center, the USCIS Service Center Operations and the USCIS Headquarters). Today, she serves on AILA's USCIS HQ Policy Committee, its H-1B Task Force, as well as the Editorial Board of the AILA Law Journal.

Moreover, Dagmar has progressed from being an active member of the Alliance of Business Immigration Lawyers (ABIL) to becoming one of its Directors, and was recommended for consecutive years within Corporate INTL's Who's Who Adviser Handbook in the area of Corporate Immigration. She has received high-level recognition from SuperLawyers, Chambers, WWL Thought Leaders and Best Lawyers in America.

Last, but not least, she served as an Elected Director of the American Immigration Lawyers Association (AILA) from 2005–2020, and received the 2018 AILA Susan Quarles Service Award, as well as AILA President's Commendations in 2020, 2017 and 2011. In 2009, she received the Oregon AILA Immigration Advocacy Award.

# ASIA & OCEANIA



**Developing East Asia and Pacific is growing faster than the rest of the world, but slower than it was before the pandemic, the World Bank has said in its semi-annual economic outlook for the region. While recovering global trade and easing financial conditions will support economies in the region, increasing protectionism and policy uncertainty will dampen growth.**

Regional growth is projected to ease to 4.5% in 2024 from 5.1% last year, the World Bank's East Asia & Pacific April 2024 Economic Update notes. Growth in developing East Asia and Pacific, excluding China, is projected to pick up to 4.6% this year, up from 4.4% in 2023. Growth in China is projected to moderate to 4.5% from 5.2% in 2023, as high debt, a weak property sector and trade frictions weigh on the economy. Among Pacific Island countries, growth is forecast to slow to 3.6% in 2024 from 5.6% last year as the post-pandemic rebound dissipates. The slowdown partly reflects normalisation of growth in Fiji to 3.5% in 2024 from an exceptionally strong 8% last year.

"The East Asia and Pacific region is making a strong contribution to world economic growth, even as it faces a more challenging and uncertain global environment, ageing population and the impacts of climate change," said World Bank East Asia & Pacific Vice President Manuela V Ferro.

"Countries of the region can sustain their growth momentum by accelerating the opening of more activities to private sector investment, resolving financial sector challenges and boosting productivity."

The outlook is subject to downside risks, which include a greater-than-expected slowdown in the global economy, higher-for-longer interest rates in major economies, increased uncertainty around the world about economic policies and an intensification of geopolitical tensions.

A Special Focus section of the report presents evidence that productivity growth among leading firms in the region has lagged that of leading global companies. The gap is especially stark in digital-intensive sectors. Because new technologies typically gain traction first among leading firms, and cascade later to other businesses, this trend raises concern across the business spectrum.

Impediments to competition, uneven worker skills and weak management contribute to lagging productivity growth among firms. Opening goods and services to greater competition and enhancing human capital – through investments in teachers, as well as in tertiary education – can help increase productivity.

"While growth in per capita incomes in the East Asia and Pacific region has surpassed most other developing economies in recent decades, it has been driven by investment rather than productivity growth," commented World Bank East Asia & Pacific Chief Economist, Aaditya Mattoo. "Bold policy action to unleash competition, improve infrastructure and reform education could revitalise the region's economy."

**South Asia Faces Weakening Growth Amid Tightening Financial Conditions**

South Asia's growth prospects have weakened due to tightening financial conditions, with large downside risks in most countries given limited fiscal space and depleting reserves, says the World Bank in its twice-a-year regional update. The report stresses the need to roll back market distortions introduced during the pandemic – and address debilitating socioeconomic divides that constrain South Asia's potential.

The latest South Asia Economic Focus, "Expanding Opportunities: Toward Inclusive Growth", projects regional growth to average 5.6% in 2023, a slight downward revision from the October 2022 forecast. Growth is expected to remain moderate at 5.9% in 2024, following an initial post-pandemic recovery of 8.2% in 2021.

South Asia's outlook is shaped by a combination of good and bad news in the global economy. Lower commodity prices, a strong recovery in the services sector and reduced disruptions in value chains are aiding South Asia's recovery; however, rising interest rates and uncertainty in the financial markets are putting downward pressure on the region's economies.

"South Asia's economies have been scarred by a combination of extreme shocks over the past three years, and the recovery remains incomplete," noted Martin Raiser, World Bank Vice President for South Asia. "Countries should use the opportunity of lower energy prices and improving trade balances to move away from ad hoc measures, such as fuel subsidies and import restrictions implemented to address these shocks, and focus on reforms needed to build resilience and boost medium-term growth."

All countries in the region, except Bhutan, have downgraded their forecasts. In India, South Asia's largest economy, high borrowing costs and slower income growth are expected to dampen consumption and lower growth to 6.3% in FY2023/24. Growth in Pakistan – which is still reeling from the impacts of last year's catastrophic floods and facing supply chain disruptions, deteriorating investor confidence and higher borrowing and input costs – is projected to drop to 0.4% this year, assuming agreement on an IMF programme is reached. In Sri Lanka, GDP is expected to contract by 4.3% this year, reflecting the lasting impact of the macro-debt crisis, with future growth prospects – following recent IMF programme approval – heavily dependent on debt restructuring and structural reforms. The resumption of tourism and migration has supported growth in the Maldives as well as Nepal. However, high external debt and tightened global financial conditions pose risks to the Maldives' fiscal and external accounts – and in Nepal, external shocks, domestic import restrictions and monetary tightening are expected to hamper growth.

Meanwhile, inflation in South Asia is set to fall to 8.9% this year, and to below 7% in 2024. Yet, weaker currencies and delayed domestic price adjustments are contributing to a slower-than-anticipated decline in inflation. Elevated global and domestic food prices are contributing to greater food insecurity for South Asia's poor, who spend a larger share of income on food.

To go from recovery to sustained growth, South Asia needs to ensure economic development is inclusive. The region has among the world's highest inequality of opportunity. Between 40 and 60% of total inequality in South Asia is driven by circumstances out of an individual's control, such as place of birth, family background, caste, ethnicity and gender. Intergenerational mobility is also among the world's lowest. Data highlighted in the report shows that fewer than 9% of individuals whose parents have low levels of education reach education levels of the upper 25%. Such disparities lead to differences in access to jobs, earnings, consumption and welfare – and to calls for redistributive policies.

"South Asia's stark socioeconomic divides are both unfair and inefficient. They keep talented individuals from contributing to society, reduce incentives to invest in human capital and derail long-term economic growth," noted Hans Timmer, World Bank Chief Economist for South Asia. "Addressing these structural issues is vital to ensuring the region can achieve its full potential."

# Energy Projects & Commercial

Litigation



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**Hasan Nasibov is an Attorney and Barrister-at-Law (LLB, LLM, Member of the Bar Association) with more than 25 years' experience in professional legal services.**

## Professional Overview

His professional legal practice began in 1998 with one of the most reputable law firms in Azerbaijan.

He further held the positions:

- Vice President of the largest law firm in Azerbaijan;
- Chief of Legal Department (of a major onshore oil company in Azerbaijan);
- Chief of Legal Division (of a holding oil production company in Azerbaijan);
- Chief Legal Counsel (of a gold mining company), etc.

Mr Nasibov is noted for his comprehensive background in handling significant projects, including company acquisitions, foundation, reorganisation, privatisation, as well as transfers into management. His expertise spans both Azeri and international commercial law, providing a thorough understanding of the relevant legal frameworks.

## Key Professional Experience

### Energy Projects & Legal Transactions

- Involved in the acquisition of major oil companies in Azerbaijan;
- Conducted negotiations with State authorities and managed all legal actions related to acquisition processes;
- Facilitated the transfer of State property into the management of foreign and local private companies.

### Corporate Legal Management

- Substantial experience in drafting and examination of various legal documents, as well as ensuring their compliance with applicable legislation;
- Maintained a high litigation success rate, demonstrating proficiency in legal representation and dispute resolution.

### Company Reorganisation & Privatisation

Managed the reorganisation, foundation, liquidation and privatisation of numerous companies, adhering to complex legal and regulatory requirements.

### International Expertise & Representation

- Participated as an independent expert in commercial law at multiple international conferences;
- Certified to work with FIDIC contracts and successfully applied those to certain construction projects in Azerbaijan;
- Represented clients in high-level negotiations, showcasing extensive experience and professionalism.

Today, Mr Nasibov is held in high regard for his significant experience and specialised knowledge in energy projects, as well as commercial law – highlighting his ability to navigate complex legal landscapes effectively.

# Property & Litigation

Debt Recovery



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**Nihad Aliyev is a highly regarded legal professional with extensive experience in corporate law, particularly in the areas of property law, debt recovery and litigation. He is a prominent member of the Bar Association of Azerbaijan Republic and a Partner at HGNS COUNSELOR LAW FIRM.**

### Key Strengths

- **Proven Track Record:** Mr Aliyev has a successful history of representing clients in a wide range of corporate legal matters. He is known for his ability to achieve positive outcomes in complex cases, particularly those involving government agencies, such as State Customs Services, Labor Inspections and the Agency of Tax Services.
- **Expertise in Oil & Gas:** Mr Aliyev possesses deep experience within the oil and gas industry, with a strong focus on domestic and international contracting. This industry knowledge allows him to provide clients with insightful and strategic legal counsel.
- **Leadership & Advocacy:** As the Chief of the Electronic Attorney Committee and a member of the Business Law Committee, Mr Aliyev demonstrates a commitment to leadership and advocacy within the legal profession. He is actively involved in shaping the legal landscape for businesses in Azerbaijan.

### Professional Associations

- Bar Association of Azerbaijan Republic
- Electronic Attorney Committee (Chief)
- Business Law Committee

# Business Advisory

Enterprise Risk Prevention



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**Louis Wei founded Shanghai Steele Business Information Consulting Co., Ltd. (STEELE) in Shanghai in 2005. Since then, the company has continuously innovated and kept up with the times, providing customers with diversified business information consulting and legal services, such as background investigation, network security, as well as enterprise risk prevention.**

With its unique resource advantage and its experienced consultant team – combined with cutting-edge IT capabilities – STEELE has maintained long-term and stable cooperative relationships with hundreds of well-known enterprises and law firms, both domestic and foreign, earning the trust and praise of a broad clientele.

To further assist with its mission, STEELE joined the World Association of Detectives (WAD) in 2011, ensuring beneficial affiliations with select cooperative suppliers, as well as a fully coordinated service platform for overseas investment, legal and regulatory consultation, in addition to overseas interest protection for Chinese enterprises. In 2021, the firm became the exclusive due diligence adviser for IR Global in China.

The firm's client base is composed of well-known enterprises and law firms, both domestic and overseas, with leading positions in their industries. It also renders IP services for the world's top 500 companies, always ensuring high-level protection of the customer's interests.

Notably, RED and Alibaba's subsidiary companies have completed enterprise risk prevention – such as non-competition evidence collection – under STEELE's services. The firm has also advised another company whose funds were suspected to have been embezzled, and who entrusted STEELE to conduct a thorough investigation wherein it was discovered that employees had indeed embezzled the company's funds. The employees in question were ultimately sentenced to three years' fixed-term imprisonment by the court.

Similarly, the firm assisted the police in cracking down on a criminal gang who had been illegally selling counterfeit brand fibre-optic cutting machines online – in a significant case that received detailed coverage on the Shanghai Police Official News.

HAN KUN
汉坤律师事务所
Han Kun Law Offices



# Corporate

M&A; Private Equity / Venture Capital; Foreign Direct Investment



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**Han Kun is a leading full-service law firm in China. Over the years, Han Kun has been widely recognised as a leader in complex cross-border and domestic transactions and compliance matters.**

Our main practice areas include private equity, M&A, international and domestic capital markets, investment funds, asset management, compliance, banking and finance, aviation finance, FDI, antitrust/ competition, data protection, private client / wealth management, IP, bankruptcy and restructuring, as well as dispute resolution.

We have more than 800 professionals located in Beijing, Shanghai, Shenzhen, Hong Kong, Haikou, Wuhan, Singapore and New York City.

All our lawyers are graduates of leading universities and have extensive experience in complex cross-border transactions and dispute resolution as counsel to both Chinese and foreign clients.

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

### Zhuowei (Joyce) Li

Ms Li has worked as a Partner at Han Kun Law Offices since the establishment of the firm, prior to which she practised law for many years, both in China and the US, with other prestigious Chinese and international law firms.

She has provided comprehensive legal services to numerous foreign investors, including Fortune 500 multinationals and mid-sized private businesses. In M&A, she has represented US, EU and Hong Kong-listed companies and offshore private enterprises in domestic acquisitions, providing a comprehensive range of legal services throughout. In private equity and venture capital financing, Ms Li has successfully represented internationally renowned private equity and venture capital funds in completing a variety of complex onshore-offshore structured transactions – and has actively represented many Chinese companies in their equity financings, offshore listings and M&A. Through her career, Ms Li has accumulated a wealth of Chinese legal practice experience via her handling of complex cross-border and onshore transactions.

She currently serves as the firm's Co-CEO and focuses on its overall management and operation.

### Educational Background

Ms Li graduated from Shanghai Jiao Tong University with a Bachelor of Engineering degree. Afterwards, she majored in International Economic Law at the Shanghai Institute of Foreign Trade, where she received an LL.M. degree. After practising law in China for several years, she earned an LL.M. degree in Corporate Law & Business from Stanford University School of Law.

### Practice Qualifications

- Member of the PRC Bar
- Passed the New York Bar Examination

### Working Languages

- Chinese
- English



**Lin Yang**
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**Ms Lin Yang is the Founding Partner of Yingke International, responsible for construction of the international network of the firm and its international legal services.**

She initiated Yingke Global Legal Service Network, which currently spans 100 countries, and is specialised in corporate and commercial law.

She has collaborated with partner firms of the network to provide legal services for numerous influential transactions. Her representative clients include CRRC, CSCEC, XCMG, Zoomlion, Bank of China, Rockefeller Group, ADAMA, Mellanox, Air France and HSBC.

Ms Yang received her Bachelor's degree from Ocean University of China and her Master's degree from China University of Political Science & Law.

She is a member of the Steering Committee of the Global Coalition of Think Tank Network for South South Cooperation, and a member of the Investment & Trade Taskforce of the 2020 Saudi B20 Summit; the Finance & Infrastructure Taskforce of the 2021 Italy B20 Summit; the Energy, Sustainability & Climate Taskforce of the 2022 Indonesia B20 Summit; as well as the Investment & Trade Taskforce of the 2024 Brazil B20 Summit.

Meanwhile, she is the Chairwoman of the ESG Working Committee of the Going Global Confederation of China Petroleum & Chemical Industry, and a member of the Expert Committee of China Chamber of Commerce for the Import & Export of Machinery & Electronic Products.

She was ranked among the National Top Lawyers in 2021, and was invited to serve as a mentor for Master's students at the School of Foreign Studies of China University of Political Science & Law, Tsinghua University School of Law, China Foreign Affairs University, as well as the School of International Law of the Southwest University of Political Science & Law.

环中律师事务所
HUANZHONG & PARTNERS



# Dispute Resolution

Trade; International Investment; Franchise



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**Xuehua Wang is the Founding Partner of BHP. Dedicated to providing superior services to clients around the world, BHP wins high and wide praise for assisting its clients in achieving satisfactory results. Dr Wang specialises in commercial arbitration and litigation, trade remedies, international investment arbitration, international trade and investment, among other areas.**

He obtained his Doctor of Laws, Master of Laws and Bachelor of Economics from the University of International Business and Economics (UIBE). In addition, he previously served as the Deputy Dean of the UIBE Law School, the Director of the International Business & WTO Specialized Committee of All China Lawyers Association, the Director of the International Investment & Trade Committee of the Beijing Lawyers Association, and was a Council Member of the Beijing Lawyers Association. He also once worked as a Joint Tutor for LLM at Tsinghua University Law School, and was an Adjunct Professor at the China University of Political Science & Law.

Today, Dr Wang serves as an Arbitrator of the International Centre for Settlement of Investment Disputes (ICSID) (one of only three in China), China International Economic & Trade Arbitration Commission (CIETAC), Beijing Arbitration Commission/Beijing International Arbitration Center (BAC/BIAC), Shanghai International Economic & Trade Arbitration Commission/Shanghai International Arbitration Center (SHIAC), Shenzhen Court of International Arbitration (SCIA), Hainan International Arbitration Court (HNAC), China Chongqing Arbitration Commission (CQAC), Hong Kong International Arbitration Centre (HKIAC), International Chamber of Commerce (ICC) International Court of Arbitration and the Arbitration Center Across the Straits (ACAS).

In the field of litigation and arbitration, Dr Wang has represented many well-known corporations in hundreds of complex cases, including those before CIETAC, BAC/BIAC, HKIAC, ICC International Court of Arbitration, Arbitration Institute of the Stockholm Chamber of Commerce (SCC), Asian International Arbitration Center (AIAC) and other arbitration institutions – as well as litigation cases in the Supreme People's Court of China and provincial high people's courts. He has further assisted clients as a Chinese law expert witness in various overseas arbitration and litigation cases.

He is the Editor-in-Chief of "Cases and Materials on Chinese Arbitration Judicial Review", and has published a variety of academic papers on international commercial law, as well as establishing the WeChat official account of "Huanzhong Commercial Arbitration", serving as a writer and the Editor-in-Chief.

Moreover, Dr Wang is a leading figure in international trade and investment law in China, enjoying a high reputation and receiving international prestige in the form of numerous accolades. Chambers has rated him as an "Eminent Practitioner" in international trade law for consecutive years (2010–present), and as one of the "Most In-demand Arbitrators" in China from 2022. He has been recognised as a National Outstanding Lawyer, Outstanding Lawyer and Outstanding Firm Director by All China Lawyers Association, Beijing Municipal Bureau of Justice and the Beijing Lawyers Association on many occasions.

# WTO International Trade

WTO; International Trade



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**Dr Guan Jian has more than 19 years' experience in the fields of WTO, international trade and investment. Utilising his expertise, Dr Guan has represented the Chinese government in a number of WTO dispute settlement cases, and has also been involved in the legal review of the RCEP text.**

Dr Guan has, on behalf of Chinese chambers of commerce and enterprises, participated in many international economic and trade friction matters, including the US Section 301 investigation against China, Special 301 investigation, as well as WTO compliance review on China. Moreover, Dr Guan has represented Chinese enterprises in numerous trade remedy investigations initiated by WTO members, such as the US and the EU, as well as compliance programmes related to export control and sanctions in the US, EU and other countries. In addition, he has published more than 20 articles related to WTO, international trade and investment in domestic and international journals, and serves as a member of the WIPO Independent Advisory Oversight Committee (IAOC) – as well as being an arbitrator for several arbitration institutions, such as SCIA. He also serves as an off-campus supervisor for several universities.

Today, Dr Guan's expertise spans a wide array of international trade and WTO-related areas. He delivers top-tier trade remedy services for both governments and enterprises, including defence against anti-dumping and countervailing investigations, as well as other measures. Additionally, he provides consulting services and compliance system build-up services concerning import/export control and sanctions. Dr Guan has also engaged in a multitude of research programmes for government bodies, professional and academic associations, and enterprises.

Dr Guan maintains a long-standing cooperation with the Chinese government, Chinese business associations, as well as several World Fortune 500 companies. Recently, he is representing relevant Chinese associations in the 2024 Special 301 investigation – also acting as the counsel for the government of China in the EU's anti-subsidy investigation. His clients generally include public agencies, industry associations and enterprises whose requirements encompass complex legal issues.

Last, but not least, Dr Guan has been ranked in "The A-List" by China Business Law Journal each year from 2018 to 2023, and was ranked in "International Trade/WTO: Respondent (PRC Firms) – Greater China Region" and "International Trade/WTO: Respondent (PRC Firms) – Chambers Global Legal Guide" by Chambers and Partners for 2023 and 2024.

# Shipping & Maritime

International Trade;
IP Brand (Trademark) Protection



**Peter Jiang**
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**Peter Jiang is an attorney and Senior Partner of C&M Law (China) Office, which has bases in both Beijing and Shanghai.**

He was one of the pioneers of private practice in China, and was one of the first non-State-affiliated attorneys in the country when such practices were finally allowed on a trial basis in 1992.

C&M stands for Commercial & Maritime, and indeed these are two of Peter's main areas of expertise – as he offers rich expertise in representing shippers, carriers, charterers, freight forwarders and other players in this sector before the Chinese courts, as well as arbitral tribunals.

Meanwhile, C&M offer services in arbitration & litigation, aviation, corporate, import-export and IP law, among other areas. In all such matters, Peter's specialty is the representation of foreign clients in China, and as such, he is renowned for being an invaluable resource.

To date, he has handled more than 1,580 international cases, in areas spanning: shipping & maritime, international dispute resolution, international trade & direct investment, corporate legal risk management & audit (compliance), Chinese culture consultant, legal research, international franchising, IP rights protection, real estate and tax, among others.

His additional roles include: residing on the Expert Committee on Civil & Administrative Cases of the Supreme People's Procuratorate of the People's Republic of China; member of the Constitutional Law & Human Rights Law Commission of All China Lawyers Association; member of the WTO Work Group of All China Lawyers Association; member of the Maritime Law Commission of All China Lawyers Association; Mediator of China International Mediation Center; council member of China Maritime Law Association; member of the Beijing Intellectual Property Association; member of the Chain-store & Franchise Association of China; as well as charter member of the Congress of Fellows of the Center for International Legal Study.

Peter is also well-known for his legal activism, as well as his efforts towards liberalisation. He noted: "Considering the deep impact of ancient deities on the modern lives and those religions derived from said deities, I have devoted much time to studying the meaning of the major myths – including the Sumerian, Akkadian, Assyrian, Babylonian, Greece, Roman, Egyptian, Hebrew, Indian, Persian and Chinese texts. Our modern lives are based on the protection of national laws and religious laws derived from various cultures. However, people die, and so will their laws. For this reason, I encourage clients to compromise in dealing with their disputes – in order to avoid a situation wherein a judge's mistaken decision inflicts further damage. In these instances, the law protects the bad rather than the good – and it is wiser to acknowledge and accept that all beings are the same when they are in pain."

# Infrastructure Litigation



**Sameer Parekh**
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**M/s Parekh & Co was founded in 1975 by Mr PH Parekh, who was elected as the President of the Supreme Court Bar Association, India's leading bar association.**

Our offices are located in the heart of Delhi with all major courts and tribunals within close proximity.

The firm also maintains a fully functional office in the Supreme Court of India.

For the last two decades, the firm has had the highest number of filings in the Supreme Court, India's apex court.

Furthermore, Parekh & Co is accepted as one of the leading firms for dispute resolution in India. It is also highly prominent in the fields of corporate and commercial, admiralty and maritime, infrastructure and construction, financial regulation and capital markets, banking and finance, insurance, as well as M&A. Meanwhile, the firm maintains a growing practice for matters of taxation and IP.

Today, Parekh & Co has both national and international flavours to its work, with three of its partners admitted to practise in the New York Bar. Similarly, one of the associates has studied in the UK, while another has actively advised foreign insurers/reinsurers on their claims arising in India.

KRISHNA & SAURASTRI ASSOCIATES LLP
LAW OFFICES



# Intellectual Property

Technology; General Practice



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**With offices in Mumbai, New Delhi, Bangalore, Pune, Chennai and Ahmedabad, Krishna & Saurastri Associates LLP is an award-winning pan-India law firm.**

Today, the firm is comprised of 200 members with diverse backgrounds, who focus on rendering business-friendly legal services. Representing clients from all major industries and sectors, the team is home to specialists with niche expertise and industry experience, which are leveraged to provide clients with legal counselling that ensures maximum value at all times. The majority of the firm's professionals have formative degrees in natural sciences, engineering, arts or business – prior to qualifying as lawyers – which proves highly beneficial when navigating complex legal waters.

## Anshul Sunil Saurastri

Anshul Sunil Saurastri, Partner, is responsible for overseeing the day-to-day management and overall strategic initiatives of Krishna & Saurastri Associates LLP. Anshul's practice is focused on all aspects of IP, dispute resolution and corporate law, and he is renowned among his industry peers for his practical, commercial-minded and multi-disciplinary approach.

In his day-to-day work, Anshul serves as trusted counsel to both domestic and multinational clients. Over the years, he has advised extensively on protecting brands, inventions, product designs and creative works, and has procured numerous trademarks, patents and designs, as well as copyright registrations. In addition, Anshul possesses substantial experience in complex prosecution, high-stakes oppositions, invalidation actions and appeals, and has rendered numerous opinions on IP infringement and invalidity. He regularly represents parties before the courts on patent, design, copyright, trademark infringement and unfair competition cases (passing off, disparagement, defamation, breach of confidence and misleading advertisements). Meanwhile, he has advised on management, the protection of trade secrets and confidential information, data and privacy, as well as on competition law. Combined with his high-level experience in negotiating technology transfers, joint venture agreements, M&A, business transfers, share and asset purchases, licences, franchises and distribution agreements, Anshul offers considerable expertise in handling commercial disputes concerning contracts, business torts, shareholders and employment through litigation or arbitration.

Prior to practising law, Anshul worked in the US in PE/VC and R&D. He holds a Master's in Engineering from the University of Pennsylvania (UPenn), a Bachelor's in Applied Sciences from Case Western Reserve University and a Law degree from GLC, Mumbai. He is an Advocate/Attorney-at-Law, as well as a Patent Attorney.

Last, but not least, Anshul serves as a member of INTA's Unfair Competition Committee (Leader of Trade Dress Task Force), AIPPI's Standing Committee on Trade Secrets and Member Executive Council & Chair – Dispute Resolution Committee, LES India. He is an active member of APAA, AIPLA, IBA, IPBA and ABA, and frequently lectures at seminars, conferences and universities – having also authored numerous articles. During the course of his career, he has been honoured with several accolades, including INTA's prestigious Rising Star, Top IP Lawyers India, 40 Under 40, Super 50 Lawyers India, Future Legal Leaders India, India Legal Powerlist and Recommended Lawyer, among others.

# Joint Ventures

M&A; Collaborations; Corporate/Commercial



**Aaron Solomon**
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**Aaron Solomon is the Managing Partner of Solomon & Co., a full-service law firm headquartered in Mumbai, with more than 75 lawyers in its offices in Mumbai and Pune. Founded in 1909, Solomon & Co. is ranked among the most reputed law firms in India.**

Aaron is a fourth-generation solicitor with three decades of legal experience. He qualified as an advocate in 1995 and was ranked first in the All India solicitor's examination in 1996. He worked as a Partner at two leading law firms before joining Solomon & Co. in 2006, and has acted on and led many landmark cases and corporate transactions. He is also the National President of the Indian Lawyers' Association.

During his illustrious career, he has advised and assisted several clients with cross-border transactions (inbound and outbound) of all types, showing versatility across multiple practice areas and complex sectors, including banking & finance, manufacturing, retail, media & technology, real estate & infrastructure, energy & natural resources, among other areas.

Aaron's experience in the Joint Ventures & Collaborations practice area has proved remarkable, with some of his recent marquee clients being Jain Irrigation Group, TATA Motors Limited, Elta Systems Limited (subsidiary and group company of Israel Aircraft Industries), Kinetic Group, Hewlett Packard, L&T Finance, as well as HSBC.

Aaron has been instrumental in building the firm into a full-service operation – with his first-hand experience in handling complex and novel transactions with India's economic transition to globalisation, which began in the 1990s, thereby setting precedents for the competition.

Today, Solomon & Co. boasts particularly strong Corporate/M&A, Banking & Finance, Dispute Resolution, IP and Real Estate practice expertise. Under the leadership of 10 Partners across differing areas of speciality, the lawyers at Solomon & Co. deliver optimum services that fully cater to a broad range of foreign and Indian clients.

# Tax



**DR Mulyono**
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**DR Mulyono is the Founder & Managing Partner of Mul & Co, a distinguished law firm in Indonesia renowned for its specialisation in tax law.**

His academic prowess is marked by Master's degrees in finance, law and notary, which he complemented with extensive expertise in taxation and legal matters before establishing Mul & Co. His commendable experience encompasses tax disputes, tax due diligence, tax advisory, tax compliance, as well as company restructuring. Notably, he has honed his skills at esteemed institutions, such as McKinsey & Company, PB Taxand (formerly known as PB & Co.) and Baker McKenzie (Hadiputranto Hadinoto & Partners).

DR Mulyono holds an impressive array of certifications, including Certified Public Accountant, Chartered Accountant, Certified Financial Planner, Certified Management Accountant and Affiliate Wealth Manager. Moreover, he is a licensed legal counsel in Tax Court, a distinguished member and advocate of PERADI, as well as a registered Tax Accountant. He recently acquired a doctorate degree in Law.

His unique amalgamation of technical proficiency in tax, accounting, finance and law, coupled with an unparalleled understanding of the Indonesian taxation system, has positioned him as a trusted adviser to clients. Today, DR Mulyono proficiently delivers comprehensive and pragmatic taxation services, excelling in complex and challenging tax-related projects.

The spectrum of DR Mulyono's clientele spans multiple industries, including e-commerce, manufacturing, trading, real estate, mining, oil & gas, telecoms, hospitality and services. In recognition of his expertise, he has been invited to share his insights as a speaker and facilitator in various national tax seminars and trainings.

Meanwhile, DR Mulyono's adeptness in tax planning and tax dispute resolution has earned him acclaim from both international and local economic groups. His representation in numerous high-profile litigation cases in the Tax Court and Supreme Court of Indonesia further attests to his prowess. These cases cover diverse areas, such as tax treaty implementation, M&A, royalty payment on intangible assets, transfer pricing adjustments, VAT, as well as regional taxes.

## Mul & Co

Mul & Co stands as a distinguished institution founded by experienced professionals boasting multi-disciplinary backgrounds in tax, law, accounting and finance. Their comprehensive service offering includes tax disputes, tax advisory & restructuring, as well as tax compliance.

The firm prides itself on its team of dedicated experts, who possess an in-depth understanding of taxation law regulations and business culture. Importantly, Mul & Co remains independent, which allows for an unhindered focus on providing exceptional services without the burden of time-consuming conflict check processes.

At the heart of Mul & Co's philosophy lies a commitment to client satisfaction, as its experts continually endeavour to deliver optimal solutions for all tax matters. Leveraging their profound knowledge of Indonesia's distinctive business and legal culture, the firm excels in delivering top-drawer tax services.

K&L GATES



# Cross-Border M&A

TMT; Commercial Transactions; Employment



**J Ryan Dwyer, III**
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**Ryan Dwyer is a regional Managing Partner for Asia and serves as a member of K&L Gates LLP's global management committee. He is responsible for the strategic leadership and management of the firm's seven offices in Asia; meanwhile, he serves as the Managing Partner of the firm's Tokyo office, a role he has held since 2010, when the office was first opened.**

In addition to his management responsibilities, he concentrates his practice on cross-border M&A for Japanese clients investing outside of Japan, FDI into Japan by US and other non-Japanese companies, as well as international joint ventures involving Japanese parties.

Resident in Tokyo since 1999, he has extensive experience advising non-Japanese companies on the corporate, regulatory, employment and commercial aspects of transactions and investing in Japan, as well as setting up and operating joint ventures and other businesses in the region.

Over the years, he has worked across a number of industries on Japanese and complex cross-border deals, with particular focus on the professional services and technology sectors, advising companies in relation to licensing and distribution agreements combined with regulatory issues.

Ryan has been ranked in several legal publications, including The Legal 500 Asia-Pacific, as well as Chambers Asia-Pacific. He is a past member of the firm's global advisory council, and served as one of the global coordinators of K&L Gates LLP's M&A practice.

**Selected Experience**

- Represented Tokyo Century Corporation (TYO: 8439), a Japanese leasing company, in the acquisition of shares in Volocopter GmbH in the course of the Series D financing round of Volocopter. Volocopter is a German unicorn and currently one of the most sought-after startup companies in Germany, with high visibility in the market;
- Represented the investment arm of a US hotel operator in its acquisition of real estate in Japan, including a major international hotel in Tokyo, a hotel in Kobe, Japan, and commercial real estate in Tokyo. Representation included negotiation of property management agreements and joint investment agreements with the client's partner, a Japanese institutional investor;
- Represented a Japan-based international consulting firm in its separation and MBO from a US-based global consultancy in response to the Sarbanes-Oxley Act. This separation included obtaining a no-action letter from the US SEC;
- Represented a Greece-based, publically listed jewellery manufacturer and retailer in their acquisition of a significant equity stake in their exclusive distributor in Japan;
- Represented a Japanese mobile Internet service provider in relation to the placement of a significant equity stake in an investment group led by America Online, Inc.;
- Represented a US credit company in the transfer of the business of their Japanese subsidiary to a Japanese financial institution.

ANDERSON MŌRI & TOMOTSUNE

Japan

# FinTech

Financial Regulation; M&A; Copyright & Entertainment



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**Takeshi Nagase is a Partner at Anderson Mori & Tomotsune. Between 2013 and 2014, Takeshi served on secondment in the Disclosure Department of the Financial Services Agency of Japan. Additionally, he handled a broad range of finance and corporate transactions on a secondment stint with the legal department of a major Japanese securities firm from 2015–17. As a result of the unique perspective he has gained from these professional experiences, Takeshi has extended his focus to crypto-asset laws and Web3 areas, including licence application for crypto-asset exchange service providers, initial coin offerings, Non-Fungible Tokens (NFTs) businesses, stablecoin business, Decentralized Finance (DeFi) and Decentralized Autonomous Organisation (DAO)-related business.**

Takeshi not only advises traditional financial institutions interested in fintech and blockchain, but also a wide range of clients, including world-renowned video game developers, real estate brokers, startups in the crytpo industry, fintech investment funds and general trading companies interested in Web3 businesses.

Takeshi also serves as legal adviser of the Japan Cryptoasset Business Association, one of the largest blockchain industry associations in Japan. As such, he is actively involved in policy formation activities, including collecting the opinions of the blockchain industry, as well as making recommendations for legal reform.

# Trademark



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**Ipman Global Intellect Sdn Bhd is a trailblazer in the realm of IP advisory services in Malaysia. Since its foundation over a decade ago, the firm has been at the forefront of delivering expert corporate IP advisory services. These services span IP awareness, protection, valuation and enforcement, catering to a diverse clientele across numerous industries in the region.**

### Diverse Industry Expertise

Ipman Global Intellect's expertise extends over various industries, including: Pharmaceutical & Healthcare, Food & Beverage, Cosmetics & Skincare, Logistics & Transportation, Educational Institutions, Software Development & Innovation. The firm's extensive knowledge base and up-to-date expertise have made it a trusted partner for small and medium enterprises (SMEs) and large international corporations alike.

### Comprehensive Trademark Services

Ipman Global Intellect offers a wide range of trademark services across multiple regions, encompassing: Asia-Pacific, Middle East, Europe, Americas, Oceania. The firm prides itself on delivering high-quality IP protection services to clients of all sizes, from local SMEs to global corporations and sole proprietors. Its professionals leverage their vast experience and skills to safeguard IP worldwide.

### Comprehensive IP Services

Ipman Global Intellect offers an extensive range of IP services, including: Corporate IP Creation & Development Strategies, IP Protection & Portfolio Management Services, IP Audit & Valuation, IP Education Programs. The firm's practical, expert and actionable advice helps clients protect their vital assets and exploit their IP in today's competitive and technology-driven era.

### Client-Centric Approach

The firm's dedication to client satisfaction is evident in its successful registration of clients' brands and negotiations with legal representatives of well-known marks worldwide. In addition, it assists clients in negotiating the divestment of their marks to prospective acquirers, ensuring they maximise the value of their IP.

### Awards & Recognition

Ipman Global Intellect's commitment to excellence is further reflected in the numerous accolades it has received:

- World Trademark Review 1000 Recommended Firm 2021–2023
- National Quality Expert in the Field of IP 2022
- Leading IP Protection & Enforcement Adviser of the Year 2021
- Most Innovative IP Firm Award 2020
- European Quality Choice Award 2019
- Asia-Pacific Entrepreneur Excellence Brand Award 2018
- First ISO22301 IP Consultancy Firm with Business Continuity Practice in the Books of Malaysia Records
- UKAS ISO 9001 Quality Management System for Provision of IP

### Future-Focused

As industries continue to evolve and technology merges with creativity, protecting new ideas has become increasingly crucial. Ipman Global Intellect is committed to enabling companies to nurture their creativity and foster innovative ideas. The firm's track record of excellence and its forward-looking approach ensure it will continue to garner accolades and drive success. It stands out for its exceptional service, deep knowledge and commitment to go above and beyond. These factors, combined with its client-centric approach, position it as a leader within the IP advisory sector.

# Immigration

Litigation



**David Ryken**
**Principal, Senior Counsel**
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**Ryken & Associates, Barristers and Solicitors specialises in all areas of immigration law. As we also possess a high level of expertise in all aspects of litigation, we therefore bring a unique perspective to the table for all our clients.**

We are equipped to anticipate and avoid the need for appeals, as well as to maximise outcomes in applications of all types. Furthermore, our in-house collaborative approach means that if a case is being treated unfairly by a decision maker – or not in accordance with policy or law – we are well-positioned to intervene. While our main focus is on investor, family and corporate visa applications, we cover a comprehensive array of categories.

## David Ryken

David Ryken is the Principal / Senior Counsel of Ryken & Associates. He has practised law in New Zealand since 1989, with experience working with the Crown Solicitor in Whangarei, and subsequently with a litigation boutique firm in Auckland.

Following a number of years working for well-known human rights law firm Haigh Lyon – specialising in immigration, refugee law and employment law – David set up his own business in 1995 to focus on litigation and immigration, including corporate immigration, judicial review, as well as tribunal work.

Today, David is a member of a number of committees, and regularly writes papers for conferences in New Zealand and internationally. Beneficially, he has a reading knowledge of a number of European languages. Meanwhile, he has, for many years, been featured in the peer-reviewed Who's Who Legal Corporate Immigration listings, and makes regular appearances on the R&A Newsroom with updates regarding news, cases, articles and more.

Notably, he has experience in all types of litigation, and has been involved in a number of prominent cases. Following a collaborative approach, David's expertise is often called upon as senior counsel. With time-sensitive appeal rights, accessing prompt, senior-level advice can be critical for the client, and so David has been called upon to give evidence as an expert witness on frequent occasions.

When not at work, David reads avidly in a number of European languages (Russian, French, German, Spanish and Portuguese) and keeps a close eye on world events. He has an MA (Hons) in Russian language and literature and, before his law studies, was a foreign language teacher – as well as being an interpreter for New Zealand's Ministry of Defence.

## Education

- Master of Arts (Hons), University of Auckland;
- Bachelor of Laws, University of Auckland;
- Diploma of Teaching, Teacher's College of Auckland.

## Bar Admissions & Memberships

- Admitted as a barrister and solicitor of the High Court of New Zealand on 21 June 1989;
- International Bar Association Immigration & Nationality Law Committee since 2000;
- New Zealand Law Society;
- The Law Association (New Zealand).

TAN HASSANI & COUNSELS
LAW OFFICES



# Aviation

Foreign Investments; Project Finance; Tax Compliance



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**Tan Hassani & Counsels (TH Counsels) was founded by Kerwin K Tan, who, together with his partners, has a combined experience in advising clients for more than 30 years.**

TH Counsels possesses substantial experience and knowledge of the Philippines' aviation industry, and has represented foreign aircraft owners and lessors in the country, including aircraft financing transactions for both fixed-wing and rotorcraft. Moreover, it represents various air charter operators, and has structured its own cross-border leasing-charter linkage, providing the utmost regulatory compliance for aircraft operations while maximising tax incentives for clients.

**Kerwin K Tan**

Kerwin K Tan graduated from one of the top-ranked law schools in the Philippines and was also awarded a Diploma in Law by the Legal Profession Admission Board of New South Wales, Australia, through its joint programme with The University of Sydney (NSW, Australia).

He has been in the practice of law for more than 15 years, and for most of his professional career, he worked at one of the largest, most prestigious law offices in the Philippines, handling all types of corporate and commercial transactions, as well as dealing with the related tax requirements.

Kerwin is in the process of completing his studies as a foreign-qualified lawyer to practise law in New South Wales, Australia, through a programme administered by the Legal Profession Admissions Board of New South Wales.

Currently, he manages TH Counsels, wherein he primarily focuses on corporate and commercial transactions, as well as tax law. His experience includes handling corporate and commercial transactions in aviation, banking, outsourcing and offshoring to the Philippines, combined with construction, energy, IT, manufacturing, real estate and telecoms.

His notable projects include assisting a national railway government bid project worth US$2.8 billion, a renewal energy joint venture worth US$8.75 billion, supply of combat helicopters to the Philippine Government (National Police & Air Force) worth US$240 million, a telecoms company for its nationwide upgrade worth US$700 million, a business jet aircraft financing and other aircraft acquisitions of more than US$100 million, as well as the merger of Philip Morris with a leading Philippine tobacco company. To date, the total transaction value he has assisted with surpasses US$10 billion.

As one of only a handful of aviation law practitioners in the Philippines, he further acts as legal counsel to several licensed air operators, appears before the civil aviation authority and has assisted with the application to operate scheduled and non-scheduled air transport services. He is Philippine counsel to one of the largest aircraft original equipment manufacturers in the world, and was the winning bidder to supply helicopters to both the Philippine Air Force and the Philippine National Police – with a combined value of more than US$250 million.

In a personal capacity – as pro bono work – he currently sits invited and elected as a member of the National Advisory Council, Forensics Group (National Headquarters) of the Philippine National Police.

PUNOLAW

Philippines

# Banking & Finance

M&A; Corporate/Commercial; Securities



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**Jonathan P Serrano is a Senior Partner at PunoLaw, and heads the Banking & Finance practice of the firm. His offering focuses on banking and financial institutions regulation, project and infrastructure finance, acquisition finance, notes/bond issuances, syndicated lending transactions, M&A, real estate project structuring and development, public-private partnerships, as well as corporate/commercial law.**

Prior to joining the firm in 2005, Mr Serrano worked with Baker & Mckenzie (Manila office) and was seconded to the Baker & Mckenzie Sydney office, where he worked with the Banking & Finance practice group.

Today, Mr Serrano advises project developers in various industries, including energy, infrastructure and real estate, on their financing transactions with both local and overseas lenders. He has extensive experience in acting as counsel for foreign clients in major M&A transactions, and advises both foreign and local clients on structuring of investments, as well as joint venture and partnership issues.

He has been engaged as a public-private partnership Key Legal Expert (Philippines) of the Philippine Public-Private Partnership Center in connection with the development of critical infrastructure facilities, and currently acts as corporate secretary for several Philippine companies engaged in energy, infrastructure, real estate and medical services – regularly advising them on corporate governance and regulatory issues.

In addition to his transactional and advisory work, Mr Serrano has been a resource speaker on financing Philippine infrastructure and power projects in various conferences, and is consistently cited as a leading lawyer in the field of project finance by the International Financial Law Review (IFLR) 1000. He was recognised as Project Finance Lawyer of the Year (Philippines) in 2020 by Leaders in Law, and has an active role as a Professor of Philippine Corporation Law.

**Representative Engagements**

- Mitsui & Co. in connection with its acquisition (via tender offer) of shares in Metro Pacific Investments Corporation, one of the major conglomerates in the Philippines engaged in various industries;
- Helios Solar Energy Corp. in connection with the financing of a 132.5 MW solar energy generating facility in Cadiz City, Negros Occidental, Philippines;
- Asian Greenenergy Corp. in connection with the financing of a 10.5 MW solar energy generating facility in Kibawe, Bukidnon, Philippines;
- Scatec Solar ASA in connection with its acquisition of 100% of Norfund's interests in SN Power;
- Crescent Point Group in connection with its acquisition of an equity stake in each of (i) Del Monte Philippines, Incorporated, and (ii) LBC Express Express Holdings, Inc.;
- Rockwell Land Corporation in connection with the development of several mixed-use condominium and horizontal projects all over Luzon and the Visayas, Philippines;
- Manila North Tollways Corporation in connection with the refinancing of its outstanding project finance debt obligations;
- SNAP Magat in connection with the Php19 billion re-financing of the 360 MW Magat hydroelectric power plant located in Ramon, Isabela, Philippines;
- Cebu Energy Development Corporation in connection with the Php16 billion project financing of the construction of its coal-fired power plants in Toledo City, Cebu, Philippines.

ROMULO

ROMULO MABANTA BUENAVENTURA SAYOC & DE LOS ANGELES



# Intellectual Property

Litigation; Arbitration; Condominium



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**Romulo Law Firm is a Philippine-based law firm known for its expertise and integrity. We stand firmly by our clients, ensuring nothing but excellence in pursuing their needs.**

We deal with the full spectrum of IP practice, which includes filing, enforcement, litigation and prosecution of patents, trademarks and copyrights, domain names, licensing, electronic commerce, cyberspace, as well as software issues.

**Rogelio Nicandro**

Rogelio (Roger) Nicandro, Senior Partner, is a member of the Executive Board and the Head of the Intellectual Property group. His practice focuses on IP, litigation and arbitration.

Roger began practising law immediately after the bar, when he was invited by his professor, William R Veto, a commercial law authority and senior counsel of Tañada Carreon Tañada, to be his legal assistant. He handled civil and commercial litigation at the trial and appellate level – also handling insurance and IP and variegated contracts, in addition to preparing opinions for his banking clientele.

Roger joined Romulo Law Firm in 1969. In his early years, his practice focused on litigation, civil and commercial, with some criminal cases. He also renders advice on matters of contracts, banking, corporations, IP and condominiums. Today, he is known as a pioneer in condominium law practice, having acted as counsel for the earliest condominium projects in the Philippines.

In addition, Roger has acted as panel chairman and arbitrator in significant cases, and has been elected since 1996 as trustee of the Philippine Dispute Resolution Center, the country's foremost arbitration centre.

In 1999, he became the Head of the Intellectual Property Department of Romulo Law Firm. He regularly attends international IP congresses, where he often contributes country reports and position papers. He is currently Vice President of the Intellectual Property Lawyers' Association of the Philippines, and is past President of the Licensing Executives Society International, Philippine Group.

From 1987 to 2011, Roger was a legal consultant to the Asian Development Bank. He also taught Election Law in Ateneo Law School for eight years, and was lead counsel of the National Movement for Free Elections (NAMFREL) – particularly for its successful accreditation as the citizen's arm for the snap presidential elections of 1986, before the Marcos-controlled Commission on Elections. He likewise handled human rights cases and became Counsel General of the Brotherhood of Nationalistic, Involved & Free Attorneys to Combat Injustice & Oppression (BONIFACIO), a human rights lawyers' group. He is past President of the Legal Management Association of the Philippines.

Roger received his A.B. Philosophy degree from San Beda College, and is a graduate of the Ateneo de Manila School of Law.

WEE, TAY & LIM LLP
Advocates & Solicitors ◆ Commissioners for Oaths

Singapore

# Mediation

Cross-Border, Cross-Cultural Disputes; Joint Venture Disputes; Investor State Disputes



**George Lim**
**Consultant**
**Wee, Tay & Lim LLP**

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**George Lim was called to the Bar in Singapore in 1981, and has practised law for more than 40 years. He was appointed Senior Counsel by the Chief Justice in 2010, and was President of the Law Society of Singapore between 1998–1999. In January 2017, George was appointed Chairman of the Singapore International Mediation Centre (SIMC). He is an Honorary Director of the International Mediation Institute (IMI), based in The Hague.**

George has mediated more than 800 disputes, and has extensive experience in mediating cross-cultural, cross-border disputes in Singapore, Thailand, Taiwan, Maldives, South Korea, Australia and Fiji. He has also conducted mediation training for judges and lawyers in Singapore, Thailand, Philippines, Malaysia, Dubai, Bahrain, Maldives, Hong Kong, South Korea, Japan, India, Fiji, Costa Rica and Jamaica.

He is on the panel of arbitrators of the Singapore International Arbitration Centre (SIAC), and is the Dispute Resolution Counsellor of the National Electricity Market of Singapore, managing the dispute management process of the energy market.

Between 2009–2010, he served as the first chairman of the Asian Mediation Association. In 2013, he co-chaired a working group, appointed by Chief Justice Sundaresh Menon and the Ministry of Law, to make recommendations on developing Singapore into a centre for international commercial mediation.

Furthermore, he was Singapore's mediation consultant to UNCITRAL Working Group II, which led to the adoption of the Singapore Convention on Mediation in 2019. In October 2019, he was appointed to the Roster of Panel Chairs of the Comprehensive & Progressive Agreement for Trans-Pacific Partnership (CPTPP) on Dispute Settlement, and in 2020, he was awarded the Public Service Star by the President of Singapore for his contributions to mediation.

George has mediated many cross-border disputes, including investor-state disputes and claims against governments. In 2021, he successfully mediated a US$1b dispute between Posco Energy and FuelCell Energy (reported in Global Arbitration Review, 6 Jan 22).

He has been named by the International Who's Who of Commercial Mediation as a global thought leader in mediation, and is the co-editor of "Mediation in Singapore: A Practical Guide".

Julius & Creasy
estd.1879



# Intellectual Property

International Trade; Banking; Insurance



**Anomi Wanigasekera**
**Partner, Head of IP**
**Julius & Creasy**

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**Julius & Creasy offers an extensive range of legal services, consistently providing sustainable legal solutions for its clients' corporate and commercial endeavours. The IP work undertaken by the firm encompasses traditional IP – such as trademarks, patents, designs, copyright and domain names – combined with more contemporary areas, such as data protection and privacy, cloud computing and AI.**

Anomi Wanigasekera, Attorney-at-Law, is the Partner in charge of the Intellectual Property Group at Julius & Creasy and holds a Master in Law (Wales), as well as diplomas in Intellectual Property Law, International Trade Law and Banking & Insurance Law from the Institute of Advanced Legal Studies of the Incorporated Council of Legal Education.

Ms Wanigasekera has comprehensive IP law experience in patents and copyright, as well as management and transactional matters, which include: representing clients before the NIPO, acting for multinationals and Sri Lankan conglomerates in respect of infringement actions, applying for injunctions, as well as search and/or seizure orders. In addition, she overlooks the drafting and review of contracts – also advising on regulatory compliance (food, drugs, cosmetics, tobacco & narcotics, among other areas). To date, she has participated in numerous seminars/workshops, both inland and abroad.

**Recognition**

- Recognised in Top Women in IP by Asia Law Journal in 2020

**Awards**

- Lawyer International Legal 100 – Best Partner of the Year – 2021
- Leading Advisor Awards by Acquisition International in 2020
- Leaders in Law Global Awards in 2020
- Leading Advisor Awards by Acquisition International in 2019
- Leading IP Law Attorney of the Year by The Voice of Corporate Finance in 2018
- IP Lawyer of the Year 2018 – Sri Lanka – IP Excellence Awards

**Memberships**

- Bar Association of Sri Lanka – Life Member
- Colombo Law Society – Life Member
- Member of the International Trademark Association (INTA)
- Council Member of the Asian Patent Attorneys Association (APAA)
- Vice President of the APAA Sri Lanka Group
- Committee Member of the Anti-Counterfeit Committee of INTA
- Chairperson of the Anti-Counterfeit Subcommittee South Asia (INTA) 2024/2025

# Intellectual Property

Patent & Trademark;
Global IP Strategy & Management;
Dispute Resolution



**Linda Cheng**
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**Ms Linda Cheng, a Partner of Lexcel Partners IP, has practised in the intellectual property field for around 20 years. She graduated from National Taiwan University, Bachelor of Science, Department of Botany, and National Taiwan University, Master of Science, Graduate Institute of Microbiology.**

Ms Cheng is licensed as a patent attorney in Taiwan and is a member of the Taiwan Patent Attorneys Association, as well as the Asian Patent Attorneys Association Taiwan Group. She is highly professional in the handling of a wide array of patent-related matters across diverse technical fields, including biomedical, biotechnology, chemistry, pharmaceutical science, food science, regenerative medicine, stem cells, molecular biology, genetic engineering, microbiology, immunology, antibodies, peptides, diagnosis, biomarkers, treatment methods, transgenic/animal/plants and gene modification, among other areas.

Meanwhile, she is well experienced in drafting patent specifications, filing patent applications and responding to office actions, as well as maintenance and management of patents. She handles patent prosecution not only in Taiwan, but also in other jurisdictions, spanning the Patent Corporation Treaty (PCT), the US, China, Europe, Japan, Korea, Canada, Australia, Brazil, Mexico, India, Indonesia, Singapore, Malaysia and Thailand. Furthermore, she handles the deposit of biological materials, and also prepares patentability, non-infringement, validity and freedom-to-operate opinions – in addition to providing consultation on strategy for patent filing, management infringement risk, licensing and dispute resolution.

# Intellectual Property

Patent & Trademark;
IP Portfolio & Management;
Dispute Resolution



**Jolene Wang**
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**Ms Jolene Wang is a founder and CEO of Lexcel Partners IP (including Lexcel Partners IP Firm and Lexcel Partners IP Co., Ltd.).**

With more than 30 years' experience in intellectual property, Ms Wang handles all aspects of IP matters, mainly focusing on IP prosecution, including patents and trademarks, opposition and cancellation proceedings, IP management, consultation on IP strategy and IP portfolio, IP licensing, dispute resolution, IP litigation support, patent/trademark search and analysis, as well as rendering opinions on IP issues. These include Freedom to Operate (FTO), Patent Infringement Assessment, Patent Validity Analysis, Patentability Analysis, etc. She represents both plaintiffs and/or defendants, and attends the Taiwan Intellectual Property & Commercial Court (IPCC) in trademark, patent and plant variety right disputes in matters of infringement and ownership, among other areas.

Lexcel Partners IP's practice primarily focuses on patent and trademark prosecution, IP management and portfolio, trademark and patent (prior art) search, as well as advice on IP litigations and transactions. It regularly assists clients in negotiating with the government agency on the client's behalf for regulation-related issues, in addition to providing expert legal opinion. Meanwhile, the firm periodically holds seminars and conferences regarding laws and regulations pertaining to IP, and issues alert sheets to inform the clients of such updates and amendments that may affect them.

Its client base encompasses foreign and local major-listed companies, covering a broad industry scope in the fields of healthcare, food, pharmaceuticals, software, financial institutions and entertainment, among other areas. The firm has, over the years, been engaged by leading research institutes, as well as the leading universities in Taiwan.

Today, Ms Wang is an Executive Director of the Taiwan Trademark Association (TTA), a committee member of the Intellectual Property Section, Chinese National Federation of Industries (CNFI) and a member of the core team of the Asia Pacific Intellectual Property Association (APIPA). She was Vice Director of the Taiwan Intellectual Property Training Academy (TIPA), and is one of the authors/editors of TIPA's training materials. She was also invited as a member of the Committee of Patent Examination Quality by the Taiwan Intellectual Property Office (TIPO).

# International

Domestic; Civil; Private



**Tim Hsu**
**Founder / Chief Senior Adviser**
**Washington Group and Associates**

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**Tim Hsu started his career as an attorney-at-law and patent agent in 1994, and has been a commercial arbitrator since 1997. He served in an international law firm located in Taipei with its headquarters in Switzerland, and also served as an intern for Judge Kathianne Knaup in the United States Court of Appeals in Missouri.**

He not only has many years of professional practice experience in domestic and international law, civil procedure law and private international law, but also teaches at Chinese Culture University as a law professor.

He received his JSD degree from Washington University in St Louis, and has extensive experience in the fields of IP rights protection, corporate investments, cross-border trade disputes, labour law, corporate restructuring and mergers, among other areas. Previously, he has been the Chairman of the Board of Directors of HuaKang Law Foundation, as well as the Dean of Law School, the Director of the Law Department and the Dean of the School of Continuing Education at Chinese Culture University.

He was selected as a winner of the 2020 International Law award by IAE (International Advisory Experts), and was the winner of a Certificate of Excellence in 2020 (Taiwan). Furthermore, he was named a Global Law Experts Recommended Lawyer in 2021 (Taiwan), and a Corporate INTL Global Awards Winner in 2022 (Taiwan).

**Admitted**

- Taipei Bar Association since 1994;
- Patent Agent (ROC) since 1994;
- Arbitrator (ROC) since 1997;
- Chinese Real Estate Arbitration Association since 2015.

**Professional Experience**

- Associate, Law Firm in Taipei, 1994–2005;
- Senior Associate, Wenger & Vieli Taipei Office, 2006–2008;
- Of Counsel, Eiger Law Firm, 2008–2009;
- Washington Group and Associates, 2009–present.

**Further Areas of Practice**

Corporate Law, Business & Contract Law, Civil Litigation, Arbitration, Securities Trading & Investment Law, IP Rights, Bankruptcy Law, Real Estate Law, China Practice.

**Selected Professional Leadership**

- Commissioner, Team of Overseas Affairs Experts, Overseas Community Affairs Council, ROC, 2020–present;
- Director of Dachang Venture Capital Co., Ltd. since 2020;
- Director, Bank of Taiwan Co., Ltd., 2018–present;
- Dean, School of Continuing Education at CCU, 2018–2021;
- Commissioner, Legal Affairs Committee of Ministry of Culture, Executive Yuan, ROC, 2018–2020;
- Commissioner, Central Election Commission, Executive Yuan, ROC, 2017–2021;
- Dean, School of Law at CCU, 2017–2020;
- Commissioner, Petitions & Appeals Committee of Central Election Commission, Executive Yuan, ROC, since 2017;
- Commissioner, Petitions & Appeals Committee of Academia Historica, ROC, 2017–2020;
- Commissioner, Petitions & Appeals Committee of National Security Council, ROC, 2017;
- Lecturer at National Academy of Civil Service, Examination Yuan, ROC, 2017;
- Commissioner, Review Committee of Police Involved in Lawsuits Related to Performance of Public Duties, National Police Agency, Ministry of the Interior, Executive Yuan, ROC, 2016–present.

# Patent

IP Prosecution; IP Litigation;
IP Strategy & Management



**Yu-Li Tsai**
**Partner**
**Deep & Far Attorneys-at-Law**

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**Mr Tsai, a Patent Attorney at Deep & Far Attorneys-at-Law, graduated from the Department of Electrical Engineering of National Taiwan University (NTUEE) and attended the Graduate Institute of Communication Engineering (GICE), receiving his Master's degree after two years of research. During his research at GICE, he became involved in the knowledge and skills of patent-related matters, and passed the Bar examination for Patent Attorneys. Mr Tsai also attended and gained an IP Master's degree from the Law School of the University of New Hampshire, also known as the Franklin Pierce Center for Intellectual Property. Right after graduation, he had an opportunity to work for InterDigital, Inc. in Delaware for a short period, and then passed the US Patent Registration Examination. Later, he passed the China Patent Agent Examination. Currently, Mr Tsai is majoring in a Law Master's at National Chiao Tong University.**

Deep & Far Attorneys-at-Law was founded in 1992 and deals with all phases of law with a focus on the practice of intellectual property rights (IPRs), including patents, trademarks, copyrights, trade secrets, unfair competition, as well as licensing, counselling, litigation and/or transaction thereof.

Deep & Far prosecutes worldwide patent matters for local clients. For international or foreign clients, Deep & Far prosecutes patent matters primarily in Taiwan, significantly in China & Hong Kong, and with minor representation in Macau, Singapore, Korea and Japan. The firm prosecutes in every field, including mechanics, chemistry, pharmacy, biology, electronics, optics, telecoms and computer sciences.

Its patent attorneys and engineers hold outstanding and advanced degrees, and are generally graduated from the top three universities in the country. Our staff are dedicated to providing the highest quality services in their field. As evidence, about one half of the top 100 incorporations in the country have experience of seeking patents for their techniques, but more than one fifth of the top 100 incorporations has used services of the firm. Furthermore, hi-tech companies in the science-based industrial park located at Hsin Chu have played the most important role in the country's economic boom. Around half of them have experience in seeking to patent their techniques, and more than 50% of the patent-experienced companies in the park have entrusted their IPR work to Deep & Far. We represent such international giants as: Armani, Baidu, Beckhoff, BYD, CICC, Chep, Cypress, Dr Reddy, Gleason, Grenzebach, Haribo, Infineon, Intercept, InterDigital, Lenovo, Lupin, Motorola, MPS, NovaLED, Oppo, Piramal, Schott Glas, SeeReal, Sun Pharma, Teva, Torrent and Toyo Ink.

It is our philosophy to provide competent legal services that other firms cannot comparably provide. The necessitated ensuing problem is "How can we so provide?" Deep & Far achieves this by selecting, edifying and nurturing people with the following personalities: learned in expertise, morally earnest, sincerely behaved, as well as strictly disciplined between give and take. Such properties are key factors for people to properly and competently conduct themselves.

# Patent



**Clarice Chen**
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**Sigma IPR**

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**Clarice Chen has been engaged in patent and trademark practices since she worked for the largest law firm in Taiwan in 1990 and launched her own career, establishing a patent and trademark firm that is now known as Sigma IPR, in 2005.**

It should be noted that the firm was renamed to Sigma IPR as recently as 2021. The new name reflects the target of the firm to reach a synergistic summation of clients' IP rights through the professional services provided.

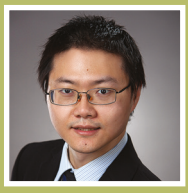
In addition, Ms Chen is a member of APAA (the Asian Patent Attorneys Association), TWPAA (the Taiwan Patent Attorney Association), AIPPI and the Taiwan Trademark Association. She has lectured for local and national organisations in Taiwan on various IP topics, the details of which can be accessed at **www.sigmaipr.com**.

Owing to her accumulated experience prior to establishing the firm, Ms Chen excels in patent and trademark prosecution and the offence and defence of patent and trademark rights, as well as the litigation surrounding said rights. Under her leadership, the team members of Sigma IPR specialise not only in patent and trademark prosecution, but also contentious cases. For example, in a recent case, one client of the firm was accused as infringing two patents of a company. Sigma IPR prevailed in not only the validity issues – successfully invalidating the two patents – but also in the infringement issue, because the success in validity issues forced the company to withdraw the litigation.

There are only a handful of IP firms equipped with a full-fledged chemical/biochemical team, among which the team at Sigma IPR has been highlighted as the most responsive, detail-orientated and disciplined. The core technical fields covered by the team include, but are not limited to: chemistry, chemical engineering, computer science, AI, electrical engineering, information engineering, polymer, semiconductor, pharmaceutical, agricultural, life sciences and biotechnology. Since Sigma IPR's staff members come from differing technical backgrounds, the firm is ideally placed to provide customised advisory services, and can draw upon first-hand research spanning an array of areas. This widespread experience and know-how is highly relevant when rendering service for interdisciplinary cases.

# Trademark

Intellectual Property; Immigration; Labour



**Lu-Fa Tsai**
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**Mr Lu-Fa Tsai is an Attorney-at-Law graduated from the Department of Law of the National Taiwan University (NTU), which is the top law school in Taiwan. Due to his interest in business law, he attended the Graduate Institute of Law of the NTU after he obtained an LL.B. degree and an LL.M. degree after three years. Two years before he graduated from the institute, he passed the Bar examination. Mr Tsai also has an LL.M. degree from the Faculty of Law of the University of Göttingen in Germany, the field of study of this degree being international economic law. After he returned from Germany, he joined Deep & Far Attorneys-at-Law, where he currently works as a Partner and a lawyer.**

Deep & Far Attorneys-at-Law was founded in 1992 and deals with all phases of law with a focus on the practice of intellectual property rights (IPRs), including patents, trademarks, copyrights, trade secrets, unfair competition, as well as licensing, counselling, litigation and/or transaction thereof.

Deep & Far prosecutes worldwide patent matters for local clients. For international or foreign clients, Deep & Far prosecutes patent matters primarily in Taiwan, significantly in China & Hong Kong, and with minor representation in Macau, Singapore, Korea and Japan. The firm prosecutes in every field, including mechanics, chemistry, pharmacy, biology, electronics, optics, telecoms and computer sciences.

Its patent attorneys and engineers hold outstanding and advanced degrees, and are generally graduated from the top three universities in the country. Our staff are dedicated to providing the highest quality services in their field. As evidence, about one half of the top 100 incorporations in the country have experience of seeking patents for their techniques, but more than one fifth of the top 100 incorporations has used services of the firm. Furthermore, hi-tech companies in the science-based industrial park located at Hsin Chu have played the most important role in the country's economic boom. Around half of them have experience in seeking to patent their techniques, and more than 50% of the patent-experienced companies in the park have entrusted their IPR work to Deep & Far. We represent such international giants as: Armani, Baidu, Beckhoff, BYD, CICC, Chep, Cypress, Dr Reddy, Gleason, Grenzebach, Haribo, Infineon, Intercept, InterDigital, Lenovo, Lupin, Motorola, MPS, NovaLED, Oppo, Piramal, Schott Glas, SeeReal, Sun Pharma, Teva, Torrent and Toyo Ink.

It is our philosophy to provide competent legal services that other firms cannot comparably provide. The necessitated ensuing problem is "How can we so provide?" Deep & Far achieves this by selecting, edifying and nurturing people with the following personalities: learned in expertise, morally earnest, sincerely behaved, as well as strictly disciplined between give and take. Such properties are key factors for people to properly and competently conduct themselves.



# AFRICA & THE MIDDLE EAST

**The World Bank's recent Middle East and North Africa Economic Update, entitled "Conflict and Debt in the Middle East and North Africa", shows that lacklustre growth, rising indebtedness and heightened uncertainty due to the conflict in the Middle East are impacting economies across the region.**

According to the report, MENA economies are expected to return to low growth akin to the decade prior to the pandemic. MENA's gross domestic product (GDP) is forecast to rise to 2.7% in 2024, which is a tepid increase from 1.9% in 2023. As in 2023, oil-importing and oil-exporting countries are likely to grow at less disparate rates than 2022, when higher oil prices boosted growth in oil exporters. For Gulf Cooperation Council (GCC) countries, the 2024 growth uptick reflects expectations of robust non-oil sector activity and a fading out of oil production cuts towards the end of the year. GDP growth in almost all oil-importing countries is expected to decelerate.

The report looks at the economic impact of the conflict in the Middle East on the region. Economic activity in Gaza has come to a near standstill; meanwhile, the GDP of the Gaza strip dropped by 86% in the last quarter of 2023. The West Bank has plunged into a recession, with simultaneous public and private sector crises. A recent World Bank report goes into further depth on damages to the Gaza Strip and catastrophic impacts on the people of Gaza.

The economic impact of the conflict on the rest of the region has remained relatively contained, but uncertainty has increased. For example, the shipping industry has coped with shocks to maritime transport by rerouting vessels away from the Red Sea – however, any prolonged disruptions to routes through the Suez Canal could increase commodity prices, both regionally and globally.

The report also looks at rising indebtedness in the MENA region. Between 2013 and 2019, the median debt-to-GDP ratio for MENA economies increased by more than 23 percentage points. The pandemic made things worse as declines in revenue, together with pandemic support spending, increased financing needs for many countries.

This rising indebtedness is heavily concentrated in oil-importing economies, which now have a debt-to-GDP ratio 50% higher than the global average of emerging market and developing economies. Approaching 90% of GDP in 2023, oil-importing countries in MENA have a debt-to-GDP ratio almost three times higher than that of oil-exporting countries in the region.

Moreover, the report presents evidence that oil-importing countries in MENA have been unable to grow out of debt or inflate their debt away, making fiscal discipline essential to curb indebtedness. Critically, off-budget items that have played a large role in some MENA economies have been to the detriment of debt, as well as fiscal transparency. The challenge for oil exporters is now one of economic and fiscal-revenue diversification – given the structural change in global oil markets, as well as the rising demand for renewable sources of energy.

Overall, MENA economies need to undertake structural reforms, chief among them transparency, to unlock growth and forge a sustainable path ahead.

**World Bank Report Calls for Strengthening Resilience of Ghana's Health System in Response to Climate Change**

A recent World Bank report calls for urgent action to strengthen the resilience of Ghana's health system against the adverse effects of climate change. The report, entitled "Climate and Health Vulnerability Assessment (CHVA) for Ghana", identifies gaps and risks to the country's health sector, while recommending policy actions and providing valuable insights into capacity to adapt to climate-related shocks.

According to the report, climate change in Ghana is causing extreme weather events, such as floods and droughts, leading to food insecurity, injuries and the risk of death for two million people. The report notes that Ghana is highly vulnerable, especially to such illnesses as malaria and diarrhea disease. It also points out that health issues related to heat, air pollution and infectious diseases are on the rise, with the elderly, youth and children being particularly vulnerable.

"The World Bank has changed its mission to ending extreme poverty and boosting shared prosperity on a liveable planet. A healthy population is the cornerstone of prosperity. Therefore, implementing adaptation and mitigation measures is crucial, not only to address current challenges, but also to prevent further adversities," commented Robert Taliercio, World Bank Country Director for Ghana, Liberia and Sierra Leone. "The government of Ghana is ahead of the curve in thinking about the potential impacts of climate change on health, and we encourage further work across sectors on this important challenge."

The CHVA for Ghana underscores that Ghana's climate varies in temperature and rainfall, with projections showing decreased rainfall and higher temperatures. Over the past 50 years, the country has experienced 22 major climate events, affecting millions with droughts, floods, wildfires and storms. The CHVA examines the potential impact on health of increased heat, as well as expanded infectious diseases.

"The CHVA and research on climate change and health also contributes to the development of climate-resilient health systems. By analysing vulnerabilities and adaptive capacities, decision-makers can identify areas for improvement and allocate resources effectively," noted Professor Mawuli Dzodzomenyo, lead author of the report and Head of Department, Biological, Environmental & Occupational Health, University of Ghana School of Public Health.

The report makes several policy recommendations over the short- to medium-term to address adaptive capacity gaps in Ghana, including:

- Implementing a 10-year plan to make Ghana's health sector resilient to climate change, as well as integrating its objectives and activities into other relevant sectors;
- Planning for the health workforce to meet needs across urban and rural areas in climate data collection for adaptation;
- Enhancing the coverage of climate-sensitive conditions in health information systems, and periodically conducting national and sub-national climate and health vulnerability assessments, expanding coverage of climate-sensitive health conditions in routine systems – and timely promotion of research, analyses and surveillance data;
- Upgrading health facilities with climate-smart codes while ensuring consistent availability of drugs and equipment for climate-sensitive infectious diseases;
- Undertaking multi-sectoral actions to improve determinants of health and continue implementing/improving programmes to control and build an effective emergency communication system;
- Providing sustained and holistic health and climate change financing, as well as monitoring climate-related health expenditures in line with policy commitments.

KHAN CORPORATE LAW

# Botswana

## M&A

Banking & Finance; Capital Markets; Mining, Energy, Infrastructure & Natural Resources



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**Shakila Khan is the Founding and Managing Partner of Khan Corporate Law and has more than 17 years' experience practising law in Botswana.**

She holds an LLB (Hons) (University of Westminster), an LLM (University of London) and a BVC / Post-Graduate Diploma in Professional & Legal Skills (Inns of Court School of Law, City University). She is qualified as a Barrister (non-practising) in England and Wales and is a member of the Honourable Society of Gray's Inn, as well as being a member of the Law Society of Botswana.

Shakila has acted for a wide range of international and domestic clients via an interdisciplinary practice that spans mining, corporate M&A, banking and finance, capital markets, as well as financial services. She was the first Motswana woman to be recognised in Chambers Global Guide, having been ranked as a Leading Lawyer consistently from 2013–2024. She was also the first lawyer to be ranked outside of the three traditional law firms in Botswana.

She established Khan Corporate Law in 2010 as a 100% citizen and female-owned niche corporate law firm. Her recent transactions include:

### Corporate/M&A

- Legal Counsel to Fujax Minerals and Energy Limited and Butler Phirie N.O. in an application to put Leboam Holdings Limited t/a Mowana Copper under Judicial Management (2018–2019);
- Legal Counsel to Fujax Minerals and Energy Limited and Butler Phirie N.O. in an application to put Cradle Arc Investments Proprietary Limited in provisional liquidation, and to negotiate a settlement of their claims with an investor as part of a broader restructure of Leboam Holdings Limited t/a Mowana Copper (2020–2022).

### Banking & Finance

- Local legal counsel, alongside Webber Wentzel South Africa, as counsel to Absa Bank Botswana Limited and Stanbic Bank Botswana Limited as Lenders and Joint Sustainability Coordinators to Norsad Capital Limited in terms of a Sustainability-Linked Term Facilities of ZAR 680 million (2023);
- Botswana legal counsel – alongside ENS South Africa – to Greenpoint Specialised Lending Proprietary Limited in respect of the cancellation of previous security taken over a Borrower's Botswana subsidiary and the provision of new security, following a Borrower Group restructure, to Greenpoint (2023–2024).

### Capital Markets

- Legal Adviser to the Arranger and Issuer on the Establishment of Botswana Savings Bank's BWP 1 Billion Note Programme and the inaugural Notes issuances thereunder (2022), as well as a further Note Issuance (2023).

### Mining, Energy, Infrastructure & Natural Resources

- Legal Counsel to Botswana Diamonds Plc on the due diligence and negotiation of the share purchase agreement in relation to the purchase of Gem Diamonds Botswana from Gem Diamonds Limited (2021).

# Corporate

Capital Markets; M&A; Projects



**Omar Sherif**
**Senior Partner**
**Shalakany Law Office**

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**Omar Sherif has been with Shalakany Law Office for several years and has been a member of the Egyptian Bar Association since 2009. He started his career as a dispute resolution lawyer before switching over to the corporate and transaction department in 2010. This gave him a well-rounded approach to the legal profession. Since then, Omar has deepened his expertise in almost all corporate commercial practices. He has worked on several pathfinder and premium deals and projects on local, regional and cross-border levels.**

Omar has advised major regional and international clients spanning most industry sectors. These include IBM, Yahoo!, Energizer, Kuwait National Petroleum Company, Avon, Bechtel, Chevron, Credit Swiss, Engie, Edison, Japan Tobacco International, Abu Dhabi Investment Authority, SONUT, Morgan Stanley, Royal Bank of Scotland, Bank of America Merrill Lynch, Credit Swiss, Emaar, Agrium, Glencore International, the Egyptian Ministry of Finance and Chanel Corp.

He has also worked alongside several globally renowned international law firms on numerous transactions, including Allen and Ovary, Linklaters, Simmons and Simmons, Clifford Chance, Herbert Smith, Freshfields Bruckhaus Deringer LLP and Aking Gump.

**Key Transactions**

- Lead Partner acting for Liquid Telecommunications in its 100% acquisition of Cysiv Inc., which marked the entry of the cybersecurity market leader into Egypt, which closed in Q2 of 2023;
- Lead Partner acting for VEON in its mandatory tender offer for up to 43% of the shares of Global Telecom Holding for approximately USD 600 million, the largest mandatory tender offer in Egyptian history;
- Lead Partner acting for Global Telecom Holding, a member of the VimpelCom group, as the lead transactional counsel in its successful defence from the hostile takeover by Altimo for a value of more than USD 3 billion;
- Lead Partner advising GTH with regard to the sale by GTH of a 51% interest in Orascom Telecom Algérie SpA to the Fonds National d'Investissement, the Algerian National Investment Fund, for a purchase consideration of USD 2.6 billion;
- Lead Partner acting as local counsel for a lead insurance group's global restructuring, also assisting with the transfer of shares in its three Egyptian assets;
- Lead Partner acting for a leading Emirati logistics entity in its 100% acquisition of an Egyptian entity;
- Lead Partner acting for a large food and beverage company in its potential 100% acquisition of a leading Egyptian FMCG group;
- Lead Partner (from local counsel side) in advising a leading insurance provider in its due diligence assessment for insuring a share acquisition in a leading tech company in Egypt;
- Lead Partner acting for an Italian pharmaceutical company in its 100% acquisition of a leading pharmaceutical company in Egypt;
- Lead Partner acting for Al Ahly Capital, ECHEM, the IDA and the National Investment Bank as selling shareholders in a secondary public offer of Abu Qir for Fertilizers and Chemical Industries for more than EGP 5 billion.

# Corporate, Commercial & Intellectual Property Matters

Patent Litigation; Copyright; Trademark



**Prof. Dr Hossam ElSaghir**
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**ElSaghir Law Firm**

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**www.elsaghirlaw.com**

**ElSaghir is a boutique full-service law firm with its office located in Cairo, Egypt. Its practice mainly covers corporate, commercial and IP matters, including patent litigation, copyright and unfair competition. The firm is noted for its expertise and exceptional ability in corporate, commercial and IP matters, extending to litigation, infringement, validity cases, licences and other agreements, including its precedent-setting patent linkage cases, wherein it has represented pharmaceutical companies before the Egyptian Courts.**

Meanwhile, ElSaghir has extensive experience in handling high-profile patent litigation, possessing the know-how to deal with technically complex cases. It has displayed strong expertise and in-depth knowledge of the legal and regulatory issues pertaining to the Egyptian Drug Authority (EDA) and other competent authorities, as well as the registration of pharmaceutical products or varieties of pharmacy practices.

The firm is highly regarded for its acumen in commercial and IP-related matters and advises and represents both national and international clients across diverse industries, particularly the fine arts, plant varieties and pharmaceutical sectors. It has assisted numerous corporations in several IP disputes within the field of pharmaceutical disputes, and recently won several litigation cases related to other sectors as well, while also achieving the implementation of injunctions and border measures.

ElSaghir has been named a Top Tier Firm in IP in Egypt by the "Legal 500 – Europe, Middle East & Africa" for the past six years consecutively (2019–2024).

### Prof. Dr Hossam ElSaghir

A Professor of Commercial Law, Prof. Dr Hossam ElSaghir is the Founder of ElSaghir Law Firm and the Founding Director of the Regional Institute for Intellectual Property, established in 2006 with the cooperation of the World Intellectual Property Organization (WIPO). Moreover, he is a Co-founder of the National Institute for Intellectual Property, established in 2016, pursuant to the Prime Minister's Decree No. 1783 of the Egyptian Government, and was appointed as the chair of the committee assigned by the government to draft amendments to Book 1 of the current Egyptian IP Law (Patents, Utility Models). He was also a member of several committees responsible for drafting commercial legislation in Egypt and many countries in the Gulf region.

He has represented the WIPO as an IP expert in missions to provide advice to Arab countries while drafting their IP laws, in addition to representing the WIPO at conferences, workshops and symposiums. He has served as a legal consultant, arbitrator and counsel before multiple arbitration centres and Egyptian Courts, and is an active member of the International Association for the Advancement of Teaching & Research in Intellectual Property (ATRIP), as well as authoring the monograph Egypt 2009 (updated in 2018) – an integral contribution to IP in the International Encyclopedia of Laws series published by Kluwer Law International. The President of the Arab Republic of Egypt appointed him a member of the Board of Directors of the National Authority for Quality Assurance & Accreditation in Education (2007–2018).

# International Arbitration

Litigation & Settlement-related Work;
General Commercial;
Insurance; Data Protection



**Muhammad Ussama**
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**With around 15 years' experience as an Egyptian judge, lawyer and arbitrator, Muhammad Ussama offers high-quality, goal-orientated legal assistance to clients in Egypt, the GCC area and beyond.**

He is a former Judge with the Egyptian State Council (the Egyptian Administrative Judiciary), as well as a Disputes Partner with Shalakany Law Office. In addition to his role as counsel, Muhammad receives and accepts arbitration appointments and has acted as a Sole Arbitrator, Chairperson and Co-arbitrator in various international commercial arbitrations.

Today, Muhammad's practice focuses on dispute resolution (primarily arbitration and litigation), and he is currently engaged in numerous matters in differing capacities (i.e., counsel, arbitrator and expert on matters of Egyptian law).

He has also acted as counsel in a number of investor-State arbitrations (ICSID and non-ICSID), as well as international commercial and domestic arbitrations with reputable arbitration institutions – such as the ICC, DIFC-LCIA, LCIA, ADCCAC, CRCICA, GAFTA and the Permanent Court of Arbitration – and high-profile, complex litigation cases for FTSE 100 companies.

The matters that Muhammad has advised on invariably concern Egyptian and non-Egyptian laws, such as the laws of the UAE, laws of the Sultanate of Oman, English law, as well as the laws of Western Australia.

In addition, he serves as a member of the committee comprised of Egyptian practitioners that was recently constituted to spearhead the efforts of the Egyptian private legal sector in assisting the Egyptian Ministry of Justice's continued efforts towards the digitisation of litigation procedures.

Key clients include Abu Dhabi Airports Company (ADAC), the Sultanate of Oman, Protection for Contracting & Design, EmaarM, Three Corners for Hotels & Resorts, General Motors Egypt, Dabur Egypt, Mondelez Egypt, Misr Insurance, GIG Egypt, Ajinomoto Foods Egypt, Meta, Amazon Web Services, Kuwait Energy Egypt, ABB Sussa Inc., Construzioni Elettroniche Industriali Automatismi (CEIA) SpA, Allied Gold, Alstom, Cambridge University Press, Commercial International Bank (CIB), Atlantic Industries, EBRD, Eucatech, Equinox for Drilling, as well as the Islamic Corporation for Development (ICD).

## Representative Matters

- Ad hoc investment arbitration filed by Shalakany's client (a Canadian investor) against the Arab Republic of Egypt, pursuant to the Canada-Egypt BIT (the arbitration was launched in May 2024 and is ongoing);
- ADCCAC Arbitration No. 40 of 2020 (ongoing), representing the Respondent (a UAE State-owned company) against the contractor (circa USD 5.6 billion);
- Ad hoc arbitration seated in the Sultanate of Oman, representing the Omani Ministry of Transport in relation to a contractual claim concerning works on an extension to an existing airport in Oman (circa OMR 1.7 billion);
- ICC Arbitration No. 25396 / AYZ / ELU, representing a real estate developer in both the UAE and Egypt in its dispute with a contractor (USD 20 million);
- Successfully representing Meta in a litigation case brought before the Egyptian Council of State concerning content removal.

PEARL COHEN

Pearl Cohen Zedek Latzer Baratz

**Israel**

# Cyber Security

Internet; Copyright & Open Source; AI



**Haim Ravia**
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**Haim Ravia is a seasoned attorney with extensive expertise in cybersecurity, privacy law and related fields. For more than three decades, Haim has established a leading practice in cyber and Internet law, privacy and data protection, as well as related fields of law.**

Included in Who's Who Legal publications for years and ranked Band 1 by Chambers and Partners, Haim's knowledge and experience is recognised by peers and clients alike. His client portfolio is diverse, encompassing Fortune 500 companies, established financial institutions, defence contractors and startups, as well as leading Cyber, Internet and IT companies. Today, he is the go-to professional for tailored legal solutions that address the unique challenges that companies face in the areas of cybersecurity, privacy law, AI, Internet law, copyright and other aspects of law and technology.

In particular, Haim is profoundly experienced in helping organisations manage the legal complexities of data protection, cybersecurity and data breach incidents. His work in this area involves representing clients vis-à-vis key regulatory bodies, such as the Privacy Protection Authority (PPA) and the National Cyber Directorate.

He is often enlisted as a legal strategist for clients, whether around data breach incidents or new legislative initiatives. His legal strategies are informed by a thorough understanding of the legal framework, the technical intricacies of cybersecurity, the regulators facing the company and the realities of doing business in the industry today.

In addition to his practice, Haim is active in the academic and professional community. He serves as an ethics adviser for Horizon Europe, providing guidance on compliance with ethical standards in research and innovation projects. He previously served as a member of the Israeli Privacy Protection Public Council, a public commission established by the Israeli Privacy Protection Law to advise the government and parliament on privacy matters. He is also an accredited mediator and arbitrator.

Haim's approach is characterised by a deep understanding of the technological and regulatory landscapes, enabling clients to enhance compliance and safeguard their operations against cyber threats.

In addition, he has taken a notable part in the legislation of Israel's technology laws, and litigated Israel's first-ever open-source software lawsuit. He has helped countless companies with guidance on the use of open-source software – balancing innovation and compliance with licensing agreements, as well as IP laws.

To learn more about Haim Ravia and his legal services, please visit **www.law.co.il** and **www.pearlcohen.com**.

# Technology

Corporate; Commercial



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**Adv. Karin Horev has practised corporate and commercial law for more than 20 years, with a focus on complex technology-related matters.**

Over the years, Karin has led a large number of complex and wide-ranging transactions. Today, she represents reputable high-tech and international companies in all stages of their operations, providing a variety of both Israeli and international clients with dedicated and highly professional representation in local and international transactions, commercial contracts (including a variety of supply, OEM, distribution, VAR, outsourcing, business processes and services agreements), licensing and IP, strategic alliances, international trade, R&D, venture capital financing (representing both the company, the founders and the investors), project finance, joint ventures, M&A, technology, as well as other commercial and corporate matters.

Having acted as lead counsel in a wide variety of complex international transactions involving large international entities – in addition to facilitating complex technology transactions, including complex development agreements, technology collaborations between companies, cloud services and SAAS, system and software acquisitions, system development and implementation, outsourcing, licensing and various services agreements – Karin brings vast legal and business experience to her clients. At all times, she fully manages commercial activities with a well-considered balance of legal and commercial expertise, combined with business creativity.

Throughout her career, Karin has accompanied thousands of transactions, gaining the reputation of being a "deal-maker" and a "creative deal enabler". With her ability to examine the "big picture" and understand all business and legal aspects of any deal, she is therefore able to provide the most appropriate solution – also ensuring well-balanced advice for each type of transaction, leading the client from the commencement of the deal to its successful conclusion.

Karin's experience, knowledge and insight have proved beneficial to a wide range of clients, from startups at their inception stage, to well-established companies in the Israeli market. She views the relationship with startup companies as a long-term strategic partnership, understanding the unique challenges for companies, founders and investors alike, and is committed to her clients' short-term and long-term success.

### Admissions

Israel, 1998.

### Education

Executive LLM in Commercial Law – Karin completed her Master's (with distinction) at Tel Aviv University, gaining a joint degree with UC Berkeley, California.

### Practice Areas

- Corporate Law
- Commercial Transactions
- Licensing
- High-Tech & Technology

### Transactions

- E-Commerce
- Equity Financing
- M&A
- Employee Benefits (including all stock incentive plans for employees)

# Commercial Arbitration

Criminal; Company/Insolvency; Public



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**Gavin Glover SC is one of the most prominent litigators in Mauritius. His expertise spans various areas of practice, including civil and criminal law, employment and family matters, as well as arbitration and public procurement. He is also sought after by local and international companies for his crisp and concise advice on corporate and commercial issues. In addition, Mr Glover is an accredited arbitrator at the MCCI Arbitration & Mediation Center, and is frequently involved in differing modes of ADR.**

He regularly appears before all the courts on the island for a most varied clientele: from major Mauritian businesses and insurance companies to international conglomerates; from cosmopolitan expatriates to local public servants. Some of his high-profile clients include Dr Navin Ramgoolam, former Prime Minister of Mauritius; Mr Thierry Lagesse, Director of Alteo and IBL companies; as well as Mr Dawood Rawat, Ex-chairman of the BAI group.

Mr Glover has also advised and represented such notable corporate clients as the French construction consortium of Transinvest and Bouygues locally, and the world-famous British newspaper The Times.

As Head of Chambers, Mr Glover leads a versatile team of 15 barristers who look to him for guidance and example. Meanwhile, The Chambers of Gavin Glover SC ensures it has an expansive reach – as a proud member of Mackrell International, which provides access to a vast network of professional contacts around the world.

In Mauritius, Mr Glover has shown a commitment to the development of the legal profession. To this end, he has served key roles in the Mauritius Bar Association, including President in 2003, Secretary in 2002, as well as Treasurer in 2000.

In 2003, he was appointed to the Steering Committee on the Liberalisation of the Legal Profession. He is currently one of the examiners for the advocacy test at the local Bar Exams.

Mr Glover was a State Scholar in 1980, and read Jurisprudence at the Anderson Scholar at Balliol College, Oxford University. He was called to the Bar of England and Wales at the Honourable Society of the Middle Temple in 1985, and joined the Mauritian Bar to commence his own practice that same year. He took silk in 2010.

He is preceded at the bar by his grandfather, Harold Glover, who was Judge of the Supreme Court, and his father, Sir Victor Glover, who was Chief Justice from 1989 to 1995. Kevin, his son, is the fourth generation to be called to the bar.

His litigation style can be described as well-rounded: his eye for detail is always at the service of the bigger picture. Meanwhile, his fearless combativity is balanced by fairness and joviality, and his determination to win is nuanced by an ability to choose his battles wisely.

KETTANI LAW FIRM



# Arbitration

Business; Insurance



**Azzedine Kettani**
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**Professor Azzedine Kettani has more than 50 years' experience as a law professor and attorney before the Cassation Court, including 40 years as an arbitrator and counsel, and is the Founding Partner of Kettani Law Firm (KLF).**

He is a member of the ICC International Court of Arbitration (2018–2024) and a founder member of the Moroccan Court of Arbitration of the ICC Morocco, as well as other international arbitration institutions (LCIA, CRCICA, SIAC, PCA and CIETAC).

He is frequently named as sole arbitrator, and has been appointed by the ICSID (International Centre for Settlement of Investment Disputes) as an arbitrator or chairman of arbitral tribunals for many years. In September 2011, he was named for six years by the President of the World Bank as a member of the panel of 10 international arbitrators.

Professor Kettani is also a member of the Dubai International Arbitration Centre panel of arbitrators, and is a decorated "Knight of the Order of the Throne" by His Majesty, the King of Morocco. He has authored several publications, and his insight has appeared in the Moroccan Law Review. Similarly, he is an active member of the publishing committee of the Casablanca Law Faculty Review.

After founding KLF in 1971, Professor Kettani established a legacy of excellence in legal practice, and today the firm has grown to include more than 100 collaborators. KLF has handled a significant number of high-profile projects for clients all around the globe – the most notable being transactions that span a diverse array of fields.

In the energy sector, KLF has advised either the lenders or the sponsors in the major power plant deals between 2012 and 2014, which included Jorf Lasfar Extension (US 1.4 billion), Tarfaya wind farm (MAD 4 billion), Safi power plant (US 2.6 billion), as well as key players within the mining sector.

In the banking & finance sector, KLF advised the banks in the Kingdom of Morocco Sovereign Bonds in 2012 (US 1.5 billion) and in 2014 (EUR 1 billion), as well as private banks, such as BMCE Bank in its bond issue in 2014 (MAD 1 billion).

In 2013 and 2014, KLF further represented the International Finance Corporate (IFC, financial institution of the World Bank) and EBRD (the European Bank for Reconstruction & Development) in their investment projects in Morocco.

Meanwhile, in the field of M&A, KLF has helped large groups – both in Morocco and abroad – to merge, acquire or enter into joint ventures. These include Al Sahl Group (Lybia); Cerberus (US); Symphony Telecom (US); Al Homaizi (Kuwait) in the implementation of IKEA in Morocco; Alshaya Group (Kuwait) in the implementation of the various brands the group represents in Morocco (notably Starbucks and H&M); North Africa Holding (Kuwait) in its significant real estate project (Assoufid Project); St Gobain (France) in its joint venture in a gypsum entity; as well as Presstalis (France) in the edition sector.

# Arbitration

Litigation; Restructuring; M&A



**Adekwu Emonye Olayinka, LL.B, LL.M, BL, MCIArb**
**Partner**
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**Adekwu Emonye Olayinka graduated from Ahmadu Bello University Zaria in 2001 and was called to the Nigerian Bar in 2003. He obtained his LLM in Construction Law from the University of Strathclyde, Glasgow, Scotland, and was called to the Bar of England and Wales in 2013. He is a Notary Public of Nigeria.**

Emonye's experience includes work in Nigeria and the UK; meanwhile, his practice covers both trial and appellate courts. He has been involved in several notable and complex cases, several of which he was co-opted for by other lawyers (including senior advocates) for his ability to navigate complex legal issues and proffer comparatively easy, yet robust, solutions.

In addition to his practice as a litigator, Adekwu is a particularly competent transactional lawyer, and has acted as a solicitor in corporate restructurings, M&A, asset purchases and debt negotiation. He is also a high-level arbitrator, qualified by the Chartered Institute of Arbitrators UK. To further facilitate his work in this area, he is a member of the Chartered Institute of Arbitrators (UK and Nigerian branches), the International Bar Association, the Nigerian Bar Association, Lincoln's Inn and the Bar of England and Wales.

His experience includes, but is not limited to:

- The litigation of serious disputes in various sectors (e.g. election petitions, commercial practice, criminal law, etc.) which includes the development of strategy, the drafting and/or review of court processes, as well as advocacy in all Superior Courts in Nigeria;
- Advising an IOC in relation to corporate restructurings in Nigeria, particularly in relation to divestment of assets and the voluntary winding up of subsidiaries;
- Advising the holder of an OML with regards to its funding requirements in relation to its operations in Nigeria. Further advised the OML holder in relation to its restructuring needs (equity and debt) for the purpose of receiving further foreign investment;
- Advised and drafted a comprehensive shareholders' agreement towards introducing and instilling international best corporate governance procedures in the management of a public company, also ensuring an amicable resolution to various conflicts of interest (and litigation) hitherto existing;
- Advised a commercial bank in relation to the acquisition of an insurance company, which included conducting due diligence, preparation of acquisition agreement, organising completion board meeting, preparing resolutions and other transfer documents, as well as dealing with post-completion compliance issues;
- Adviser to panel of arbitrators in relation to arbitration in respect of a contract between the Federal Government of Nigeria and a contractor pertaining to the acquisition of military weapons and special training of Nigerian soldiers;
- Counsel (team member) in respect of arbitral proceedings presently ongoing at the LCIA, London.

# International Arbitration

International; Mediation; Human Rights & Access to Justice



**Olagbegi-Oloba Victoria Banke**
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**Olagbegi-Oloba Victoria Banke (FICMC) (MCArb) is a lawyer called to the Nigerian Bar. She is also a researcher, law lecturer, mediator and arbitrator, and currently lectures at the Faculty of Law, Department of Jurisprudence & International Law, Adekunle Ajasin University Akungba-Akoko, Ondo State, Nigeria.**

Banke previously held the role of national officer of the Nigerian Bar Association, and today, she serves as American Bar Association Section of International Law's (ABA-SIL) liaison to the Nigerian Bar. She is a past Co-chair, ABA – SIL International Refugee Law Committee, a past Co-vice Chair of the IBA Academic & Professional Development Committee, a past Diversity & Inclusion Officer – IBA Academic & Professional Development Committee and a (current) member of the ABA Africa Law Initiative Council. Her further roles entail serving as the Vice Chairperson of the International Federation of Women Lawyers (FIDA), Ekiti State Branch. Meanwhile, she is a 2022 Weinstein JAMS International Fellow, a Governing Council member of the Institute of Chartered Mediators & Conciliators (ICMC), Nigeria, as well as the Pioneer Chair, ICMC Akure, Ondo State Branch, a Fellow and Faculty of ICMC, and a member and Faculty of the Nigerian Institute of Chartered Arbitrators (NICARB).

Banke is renowned for facilitating professional ADR training in Nigeria. During the course of her career, she has trained more than 2000 students, professionals, traditional rulers / community leaders and religious leaders in arbitration and mediation. Moreover, she has handled several landmark commercial, sports, oil & gas, investment and employment arbitration cases with an international angle, alongside several domestic arbitration matters as a sole arbitrator (ad hoc).

She is a member of the Panel of Neutrals, NICARB, and the Panel of Neutrals, Ondo State Multi-Door Courthouse (which she was instrumental in establishing), where she resolves high-profile cases through negotiation, arbitration or mediation. On an ongoing basis, she consults for State judiciaries in Nigeria on how to establish, sustain and promote their court-connected ADR programmes in a bid to promote access to justice. To this end, she sat as the sole arbitrator in the first arbitration held at the Multi-Door Courthouse – an occasion that afforded other arbitrators the opportunity to shadow the process. As one of the most esteemed arbitrators in Ondo State, she consistently promotes the use, practice and popularity of arbitration and ADR through scholarship and advocacy programmes.

Last, but not least – as an academic, Banke teaches ADR to undergraduate law students and clinicians, conducts research and publishes findings in reputable, peer-reviewed journals. She has published articles in several local and international journals, and has attended, facilitated and presented at numerous domestic and global conferences. Her speciality research/practice areas span arbitration, mediation, peacebuilding, international human rights law (with a special focus on women's & children's rights, international refugee law, statelessness and asylum issues), diversity & gender issues, rule of law, as well as access to justice.

# Litigation

Alternative Dispute Resolution; Banking, Finance & Insolvency; Commercial

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**BA LAW LLP (formerly B Ayorinde & Co) is a firm of legal practitioners established in 1989. Our areas of superior expertise are in litigation, ADR and commercial practice; meanwhile, our major asset is an ability to form an effective working partnership with our clients in order to achieve their desired corporate and individual results. Presently, our firm has an integrated network of more than 25 legal professionals across Nigeria and the UK.**

BA LAW LLP's dynamic team is up-to-date on evolving areas of law, which enables us to meet the requirements of our clients and to proffer and implement tailor-made solutions for their transactions.

We have, through the years – as well as through notable cases – carved a niche for ourselves and are today recognised as one of the leading litigation firms in the country.

## Litigation

The litigation team at BA LAW LLP is in line with global standards of practice, providing timely and solution-driven services in legal disputes, as well as in court proceedings when our clients are involved in disagreements that cannot be settled amicably.

We realise that success is not only about legal skills, and so our matters are handled with precision, hard work and diligence, which have been better refined through years of practice and experience.

Our outstanding results stem from the fact that we always strive to pay attention to details, and give priority to each client`s peculiar situation. We have been, and remain, involved in cross-border litigation.

## Alternative Dispute Resolution

Furthermore, BA LAW LLP is comprised of ADR experts who have a wide range of experience and expertise that cuts across key sectors, and are properly trained and skilled in all forms of (ADR), including negotiation, arbitration and mediation.

The team, which is also composed of Chartered Arbitrators, ensure clients receive high-level advice that can lead to the avoidance of costly litigation.

Our arbitration team is also cross-border in scope, representing clients under arbitral rules, such as the International Chamber of Commerce (ICC) and the London Court of International Arbitration (LCIA), among others.

## Banking, Finance & Insolvency

In addition, the firm provides legal services to a number of leading banking and financial institutions in Nigeria, and develops innovative solutions for a broad client base in our areas of specialisation, which include – but are not limited to – debt recovery, banker/customer relationships, as well as legal advice/opinions.

STREAMSOWERS & KÖHN
BARRISTERS, SOLICITORS AND ARBITRATORS



# Litigation

Aviation; Energy Litigation; General Commercial Litigation



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**Etigwe Uwa, SAN is a Senior Partner at Streamsowers & Köhn, where he holds the position of Head of the firm's Dispute Resolution Department.**

Mr Uwa's distinguished career spans three decades, marked by prestigious achievements in dispute resolution within the oil & gas sector. Recognised for his expertise, he was conferred with the esteemed rank of Senior Advocate of Nigeria in 2009 and is a distinguished Fellow of the Chartered Institute of Arbitrators.

His recent engagements exemplify his prowess in navigating complex legal landscapes. Notably, Mr Uwa represented the Nigerian National Petroleum Corporation in high-stakes production-sharing contract disputes with international oil companies, with combined claims exceeding $10.8 billion. He also successfully resolved intricate arbitration and insolvency proceedings involving a prominent oil & gas offshore shipping and underwater pipe-laying company, securing settlements surpassing $500 million for his clients.

Furthermore, Mr Uwa's proficiency extends to shareholder dispute arbitrations, as demonstrated in his representation of investors in the Abuja Electricity Distribution Company. His strategic approach led to favourable outcomes, culminating in enforcement and insolvency proceedings for his clients.

Internationally, Mr Uwa has been instrumental in various arbitration proceedings, including those between Samsung Heavy Industries and the Ladol Group. He has also provided counsel in investment disputes, prominently advising a global company with a substantial presence in Nigeria on matters regarding the Turkish government's expropriation of property valued at more than $400 million.

Mr Uwa's academic background underscores his commitment to excellence. A law graduate of The University of Lagos, he furthered his studies with an MA in International Relations & Finance from The Fletcher School at Tufts University, Boston. His professional memberships include: Fellow, Chartered Institute of Arbitration, UK; Nigerian Bar Association; International Bar Association; Director, Lagos Chamber of Commerce International Arbitration Centre (LACIAC); Member Panel of Neutrals, Lagos Court of Arbitration; and member of the ICC Commission.

Currently pursuing an MSc in Taxation at the University of Oxford, Mr Uwa continues to expand his expertise to better serve his clients' diverse needs.

**Representative Cases**

- Acted for Globacom in an ICC arbitration in relation to a sponsorhip contract between Globacom Limited and Manchester United Football Club over Manchester United's claim that the contract had been breached by non-payment of the sponsorship fees, whereas Globacom claimed that the service level was below what was expected and was therefore permitted to discontinue the contract;
- Successfully acted for Mobil Producing Nigeria Unlimited with regard to a claim by the workers' union to prevent the sale of oil assets in Nigeria, in the sum of $1.28 billion through a share deal.

TEMPLARS
NIGERIA | GHANA

# Nigeria

## Tax

Tax Advisory; Tax Controversy; International Arbitration



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**Sesan Sulaiman is a Partner in TEMPLARS' Dispute Resolution & Tax Practice Groups. She has in-depth experience in both direct and indirect taxation, international taxation, tax planning and structuring for oil & gas financings, upstream and midstream development transactions, free-trade zone operations, tax incentives and concessions, market-entry considerations, negotiations and settlements with tax authorities, international tax dispute resolution, international arbitration, as well as the related compliance guidance.**

To date, Sesan has been instrumental in teams that have won landmark judgements and settlements in international taxation controversies against the government, as well as supporting clients to structure transactions to achieve maximum tax efficiency in commercial situations. Her particular expertise is in supporting international clients to navigate cross-border taxation, while taking into account the operation of double tax agreements and fiscal incentives.

She is a member of the Nigerian Bar, has a Master's in International Business from the University of Sheffield, and is a member of Beta Gamma Sigma – the exclusive business honour society. Meanwhile, she is a member of the Chartered Institute of Taxation in Nigeria, and is recognised as a Notable Practitioner and Leading Lawyer in General Corporate Tax, Tax Controversy and Transfer Pricing by ITR World Tax Firm Rankings. She has written extensively on the topics of taxation and production sharing contracts within the oil & gas industry.

### Selected Experience

- Advised several multinational giants in the digital economy space in the wake of the Nigerian digital service taxation laws;
- Successfully represented an international oil company in a circa N6billion PAYE tax dispute with two state revenue authorities concerning the IOC's alleged non-remittance of personal income tax on behalf of its employees to the appropriate tax authority;
- Core member of the team that represented the USAN PSC Contractor Group in a PSC cost recovery arbitration of more than US$1.5 billion against the NNPC – successfully assisted the contractor in negotiating a favourable settlement of the dispute and obtaining a consent award;
- Core member of the team that successfully represented Emerald Energy Resources in an LCIA arbitration instituted by an international financial adviser over the payment of fees allegedly earned in procuring investors and debt financing for the development of its oil block;
- Advised an indigenous natural gas supplier in relation to claims made in arbitration (commenced under the American Arbitration Association), which arose out of the US$500 million contract to acquire two liquefied natural gas plants from a leading technology giant;
- Advised on the validity of US$79 million tax assessments on Phillips Oil, a ConocoPhillips subsidiary in Nigeria – successfully negotiated a 60% reduction on the tax liability;
- Represented and secured a landmark judgement in favour of TotalEnergies in a dispute concerning the application of NNPC's official selling price in the calculation of Total's liabilities – judgement was upheld on appeal.

# Capital Markets

Corporate; Litigation;
Saudi Arabia Regulatory & Reform



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**Fahad AlDehais AlMalki is the Managing and Founding Partner of SuhailPartners LLP.**

Fahad is a Chambers and Partners Capital Markets, Corporate and Commercial ranked lawyer. He was the fourth lawyer to be selected to join the Capital Markets Authority's Advisory Committee, but the first lawyer to chair it in his second term through fellow committee members and capital market leaders (CMA AC – 2019/20–2020/21). In June 2020, Fahad was selected by the Saudi Bar Association to be on its Advisory Committee to advise on redrafting the Saudi Law for Practising Law, and critical proposals and amendments were passed by the government in early 2022.

Fahad advises on Saudi Arabia regulatory and reform, and is an adviser to several government ministries, departments and entities on projects related to Vision 2030. He is also a practising litigator, and has appeared and continues to appear in cases worth in excess of SAR 37 billion.

Fahad's key practice is corporate advisory, wherein he focuses primarily on capital markets, as well as public and private M&A. The total capital market offerings he has advised on exceeds SAR 7 billion.

He began his career with the Saudi Central Bank (SAMA) (2003–2008) and, over the years, has received high-level recognition and acclaim. He has been named on four consecutive years by Chambers and Partners as a "Ranked Lawyer" in the region, distinguishing him in two significant categories: Capital Markets (2024), as well as Corporate/Commercial (2021–2024). Moreover, he was Finance Monthly's Capital Market Lawyer of the Year for 2020 and 2022. These accolades reaffirm his steadfast dedication to excellence, and his unwavering commitment to delivering top-tier legal services to his valued clients.

## Representative Experience

### Capital Markets

- Advised on a number of prime market IPOs, in financing, mortgage lending, healthcare, manufacturing, retail and others;
- Advised and continues advising on numerous prime market rights offerings;
- Advised and continues advising on the first transfer from the secondary market to the main one along with the following four under the new rules;
- Advised and continues advising on the Nomu IPO and direct listing of a number of entities.

### M&A

- Advising Umm AlQura Cement in the acquisition of their full listed shares by the listed Medina Cement Company;
- Advised Solutions by stc on an innovative PPP project with Jeddah Principality through a JV with its investment arm;
- Adviser to Amana Cooperative Insurance Company on the proposed full acquisition of another listed insurance company (Enaya – all listed companies);
- Advised Chubb Arabia on the proposed full acquisition over AlAhlia Cooperative Insurance (all listed companies);
- Adviser to Fawaz AlHokair and Arabian Centers on the announced acquisition over a stake in VogaCloset;
- Adviser to AlAhlia Cooperative Insurance on its merger into Gulf Union Listed Insurance Company.

# Litigation

Bankruptcy; Insolvency; Dispute Resolution



**Sherif Hikal**
**Managing Partner & Founder**
**OGH Legal**

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**Sherif Hikal is a litigation specialist with circa 25 years' experience in the UAE and the wider Middle East, across such sectors as general commercial, company dispute, insolvency, construction, real estate, shipping, banking and white-collar crime.**

Sherif is best known for his expertise in the UAE Court system, having litigated more than 1,000 court cases in his career. He has extensive experience in advising clients, including corporate and private clients on UAE law, as well as conducting proceedings before the local courts across the seven Emirates.

He has specialist knowledge in the areas of company disputes, banking, Islamic finance disputes, as well as insolvency and liquidation regimes, and was part of an ad hoc litigation practitioners' committee who reviewed the related draft local laws in regard to bankruptcy. This puts his clients at a considerable advantage in understanding the relevant laws and their application.

Sherif has also secured major wins in the field of commercial agency disputes, having assisted international corporations in the termination of their local agency agreements in the UAE.

Meanwhile, he handles a number of cases that are the highest in value currently being heard at the UAE local courts. Almost all of his current mandates are in excess of USD50 million, and he leads the team on a book of work for disputes totalling more than USD10 billion since he co-founded OGH Legal in 2016.

Sherif is regarded as a senior litigator and heavyweight among his peers. On the collegiate level, he is a mentor to younger generation lawyers, and was seen as such in the firms he worked at previously – firms that are now the largest local practices in the UAE.

# International



**Altaf Kara**
**Managing Partner**
**JPA International**

**Tel: +44 (0)330 043 9340**
**akara@jpalegal.com**
**www.jpalegal.com**

**Foresight based on the firm's philosophy and growth at all levels has become the basis for JPA to become a leading and highly trusted law firm.**

In the late 1980s, JPA's Managing Partner Andreas Patsis had the foresight to see the change that was coming to legal services. Deservedly described as a mentor now, in 1992 he was inspired to found the law firm Andreas Patsis and Associates in Athens, which became the foundation of JPA Legal.

A client list with transactions worth more than 10 billion euros placed JPA Greece on the podium of the winners in its genre.

Taff Kara has been cooperating with Andreas for more than 10 years, and Okan for more than 15 years. More recently – as they foresaw the upcoming demand for global legal services – the three decided to integrate into JPA, joining Andreas as partners in the Board of Members.

As operations expanded, to meet the demands of its global clients, JPA ventured into the emerging market of Africa – teaming up with Lubosi to enable JPA Legal to ride the momentum.

The board's joint vision is sealed by a relentless journey of non-stop, in-depth experience, knowledge and qualified development with one of the largest full-service business law firms – providing legal, corporate governance, compliance and management services to the highest standards.

From small and medium enterprises to large multinationals, banking institutions and investment schemes – as well as government agencies – management of private and public assets was what essentially contributed to JPA being recognised today as one of the leading firms in the field of providing high-quality legal services all over Greece, as well as internationally.

**Altaf Kara**

Taff (Altaf) Kara is one of the four board members of JPA Legal. He is a highly educated professional in a continuous procedure of learning. A C-Suite-experienced legal and regulatory business leader with a solid track record of success in a range of industries, he is also a passionate and inspirational change-manager, with the vision and confidence to lead teams to collaboratively exceed expectations. Dynamic and energetic, with a "can-do" ethos, he is highly skilled in interpreting legal and compliance requirements for fit-for-purpose application by business.

Moreover, he has held various positions of extensive responsibility, primarily in the UK, as Operations Director, Vice President and CEO – among other roles – for several international firms, managing local and overseas operations with great success and exceptional growth.

However, his restless spirit, along with his friendly acquaintance with Andreas Patsis, led to a new beginning in JPA Legal and the international launch, which is about to burst into several countries all over the world.

JPA Legal is an emerging force in Zambia's legal market, quickly establishing itself as a formidable presence. Despite its recent inception, the firm has made significant strides, garnering a reputation for excellence and reliability. The strength of JPA Legal lies in its exceptional legal team, comprised of seasoned professionals with extensive experience and expertise across various legal domains. The firm's dedication to client service and innovative approach to legal challenges have set it apart, fuelling its rapid growth and solidifying its position as a go-to firm for legal matters in Zambia.

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