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About Excellence and Keeping Those WLG “Success Stories” Coming!

Message From Emer Gilvarry,
President



Is there another law firm network that sees so many of its member firms take home some of the industry's most coveted awards each year? (Note to self: find out!)

For example, 2014 has so far seen nine World Law Group member firms win Chambers and Partners kudos for “Best Law Firm” in their respective countries, and another two win major awards for excellence from the same organization. To discover which firms made trips to the podium during three Chambers regional awards ceremonies this year, see Page 2, where you can also read about the special “Lifetime Achievement Award” bestowed upon our good friend, colleague and past WLG president, José Luis Freire.

Several other members reap “best in country” and other top awards from Chambers, *The Lawyer*, and other respected industry-watchers every year. (For another example, see just a partial list of the accolades won in recent years by our Fall 2014 Conference host firm SyCip Salazar Hernandez & Gatmaitan on Page 13.) This kind of recognition isn't the only measure of law firm excellence, of course, but as an indication ➤



Asia-Pacific Members
Team Up for Conference
Sponsorship

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WLG Internship
Experience

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Upcoming
WLG Conferences

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of peer and client approval such awards do have meaning. And the fact that so many WLG members are nominated – and win – each year is further proof of the superior quality of our network overall. A good thing to remember to mention to clients?

As we were preparing this issue of *WLG Connections* (which will be distributed at our Fall Conference in Manila from October 16-18 as well as by email), I was struck by the number and variety of “WLG Success Stories” featured (see them beginning on Page 7). In most issues, we’re lucky to publish three or four – even though members’ referral reports indicate there are many, many more. So, we were delighted to receive double the usual number of articles about how members are working together or otherwise succeeding with referrals from other members. Please keep those Success Stories coming!

Finally, I would like to take this opportunity to thank, once again, the hard-working teams at member firms that have hosted WLG conferences this year: Formosa Transnational in Taipei for our 2014 Asia Pacific Regional Conference; Wragge Lawrence Graham & Co for our Spring Conference in London; Gianni, Origoni, Grippo, Cappelli & Partners for the just-concluded European Regional Conference in Rome; and SyCip Salazar Hernandez & Gatmaitan for what is set to be another outstanding event in Manila.

Best regards to all,



Emer Gilvarry

WLG NEWS

Member Firms Score at 2014 Chambers Awards

Several World Law Group colleagues were on hand at Miami’s Loews Hotel on September 19 for Chambers and Partners 2014 Latin America Awards to watch as three of their number made trips to the podium.

A highlight for all was seeing José Luis de Salles Freire, a founding partner of TozziniFreire Advogados (and a former World Law Group president) honoured with a special “Lifetime Achievement Award.”

In announcing the award, Chambers Latin America editor Andres Jaramillo Mejia noted that José Luis is Chairman Emeritus of TozziniFreire’s Executive Committee and actively assists its clients in complex projects, including mergers and acquisitions. He is Chairman of the Board of Directors of the Association of Brazilian Law Firms, Legal Counsel of the American Chamber of Commerce, Brazil and a former member of the Board of the São Paulo Stock Exchange.



José Luis de Salles Freire

José Luis served as World Law Group’s fifth president from 1997 to 1999 and remains an active contributor today.

Attendees from WLG member firms were also delighted to see one of our newest members, Arias & Muñoz, take home two awards, for “Central America Law Firm of the Year” and “El Salvador Law Firm of the Year”. Chambers noted that this “pioneering regional powerhouse is home to a large, well-respected team spread across eight offices in six countries. It offers clients a fully comprehensive range of services, with particular strength in the corporate/M&A sphere. Arias & Muñoz also has a well-developed banking and finance department and a well-regarded intellectual property practice. Representative clients include Chevron, Telefónica and Citibank.”

Finally, audience members from WLG firms applauded loudly again when Greenberg Traurig LLP was bestowed with an “International Counsel in Latin America Award” for Corporate M&A. Chambers noted that “Greenberg is a respected name in the Latin American corporate ambit and the 14-partner practice advises clients across the spectrum of sector issues. The team is active across a raft of sectors, including retail, hospitality, energy, media and telecoms. Representative client names include Satelites Mexicanos (Satmex), Telefónica and Sol Meliá.”

Earlier this year at the Chambers Europe Awards, several WLG member firms also took home best-of-country awards, some of them for the second or third time in recent years. Winners were:

- Castrén & Snellman for “Finland Law Firm of the Year”. The firm was credited with “a market-leading presence across a huge variety of practice areas and an especially respected corporate/

M&A team.” The Chambers research team also noted the firm’s assist to Suomen Luotto-osuuskunta with its sale of Luottokunta for EUR 170 million and other impressive clients including 3i, Finnair and Sponda. “Clients are keen to single out the firm’s dedicated and hard-working approach,” Chambers said.

- Mason Hayes & Curran for “Ireland Law Firm of the Year.” “An excellent Irish firm recognised in multiple practice areas, including employment, intellectual property, construction and dispute resolution, including insurance conflicts,” Chambers noted. The firm “enjoys a glowing track record in TMT mandates, with an impressive list of high-profile clients including Facebook, LinkedIn and Twitter. The dispute resolution team has also acted for a number of significant clients including the Central Bank of Ireland and Defender Limited.”
- Arendt & Medernach for “Luxembourg Firm of the Year.” Described by the Chambers judging team as “an outstanding Luxembourg firm, Arendt & Medernach has a tremendous reputation across the full range of corporate and finance work, as well as dispute resolution and employment.” The firm particularly stands out for its investment funds capabilities, receiving praise for its advice on both UCITS and alternative funds.”
- PLMJ for “Portugal Law Firm of the Year.” “This fantastic firm serves a strong range of domestic and international clients, including IKEA, Barclays Bank and the National Association

of Portuguese Pharmacies,” the judges noted, adding that the firm “... is strong in a variety of areas, and gains particular praise for its corporate and intellectual property work. The restructuring and energy and natural resources teams have also bolstered their market standings of late, with the firm recently advising GB Minerals on the concession of mining rights in Guinea-Bissau.”

- Cuatrecasas, Gonçalves Pereira for “Spain Law Firm of the Year.” “This highly regarded firm offers strength across the full range of sectors and is a leader in both the national and Catalan market.” Chambers also took into account Cuatrecasas’ several offices across Spain, as well as a network that covers a diverse range of jurisdictions, including Morocco, Mozambique and China. And judges noted the firm’s recent work for the “home team” – when it advised FC Barcelona’s Board of Directors on liability claims against ex-directors for negative financial results.

Kicking off the Chambers and Partners awards 2014 year (and as reported in the Q1 2014 issue of this newsletter) was the Asia-Pacific Awards held last February. There too WLG firms made us proud with AZB & Partners winning “India National Firm of the Year,” Shearn Delamore & Co. taking the laurels as “Malaysia Law Firm of the Year,” and Minter Ellison receiving a “Pinnacle Award for Client Service Excellence.”

The country awards recognize a law firm’s pre-eminence in key practice areas in their jurisdiction. They take into account strategic growth, market feedback and involvement

in market-leading deals. The nominees were drawn together by the respective regional Chambers teams, based on research carried out for the publisher’s 2014 guides.

Kluwer International Publishes New Editions of World Law Group Handbooks

Two of the most popular books in the “World Law Group” series of comparative legal guides published by Kluwer International will see new editions this fall.

After months of hard and detailed work, two editorial teams are putting the final touches on the manuscripts of fourth editions of *International Business Acquisitions: Major Legal Issues and Due Diligence* and *The International Securities Law Handbook*.

With editions in print for the best part of two decades, both works have sold thousands of copies and earned member firms and individual contributors significant readers and recognition. They have also greatly benefitted WLG, both in terms of increased profile and by contributing several thousands of dollars in royalty revenues over the years.

The exacting editorial management effort for *International Business Acquisitions* has been led by CMS Hasche Sigle’s Ralf Kurney and Michael Whalley. (Michael recently retired after many years with Minter Ellison’s London office and was recognized for his many contributions to WLG over the years – including the management of the Kluwer book series overall – with our highest honour, the Kemmler Award, in May at the

closing of the Spring Conference.) The fourth edition of *International Business Acquisitions* includes new contributions from Chile, Costa Rica, Indonesia, Poland, Russia, Thailand and Turkey for a total of 40 jurisdictions covered.

The outstanding editorial team for *The International Securities Handbook* has been led by Marcus Best, a Minter Ellison partner in Australia, and Jean-Luc Soulier of Soulier AARPI in France. The new edition includes first-time contributions from Chile, Colombia, Italy, Poland, Russia and Thailand, and presents the key elements of securities law and regulations in 39 jurisdictions in total.

Substantial discounts for pre-publication orders have been negotiated for World Law Group members for copies of both books. Order forms and other information will be provided to WLG Key Contacts and chapter contributors shortly, including at our Fall 2014 Conference in Manila in October.

Member Firms Collaborate on Marketing Initiatives

In addition to making a rough average of 2,000 referrals to each other per year, World Law Group members find themselves working together on many matters for clients. See Page 7 for just a few of the more recent examples of these “WLG Success Stories”.

More and more, member firms are also collaborating regularly on unique marketing and business development initiatives. These usually involve a group of firms in a given region, or two or more firms seizing on a specific event or other

opportunity to promote their firms together – and sometimes their WLG connection as well.

Below, you can read about a few recent joint initiatives, which may provide your firm with ideas for similar ones.

Asia-Pacific Members Team Up for Conference Sponsorship

Member firms SyCip Salazar Hernandez & Gatmaitan (Philippines), Shearn Delamore & Co. (Malaysia), and Makarim & Taira S. (Indonesia) banded together to provide updates on the latest commercial and legislative developments in each country by collaborating as sponsors at the Asia Legal Business In-House Legal Summit at the Hong Kong Conrad Hilton on September 12.

During a conference session that formed part of their sponsorship, Shearn Delamore’s Swee-Kee Ng, who is currently WLG’s Asia-Pacific Regional Director, with colleague Yee Mei Ken, discussed foreign investment in Malaysia. Kurniawan Tanzil of Makarim & Taira S. discussed the “New Negative List” in Indonesia and how to take advantage of the more favorable investment climate in that country. SyCipLaw’s Carina LaForteza spoke

of recent developments in foreign investment laws for those interested in investing in the Philippines.

In addition to representing their own firms as sponsors, the group promoted WLG, including via the distribution of a “WLG in Asia” brochure.

Miller & Martin and Wragge Lawrence Graham & Co Bring AIM to Atlanta

On October 23, Miller & Martin will host a program in its Atlanta offices featuring representatives from Wragge Lawrence Graham & Co and the London Stock Exchange who will discuss AIM, the London Stock Exchange’s international market for smaller growing companies.

Since its launch in 1995, over 3,000 companies from across the globe have chosen to join AIM. As Miller & Martin’s Tom Harrold explains, AIM is a way for high-growth companies to go public with reduced costs and without the SEC regulatory burden.

Earlier this year, Wragge partners Jonathan Chamberlain and Kris Rogers made a presentation in Atlanta on the AIM program, which was “tremendously well received and stirred a lot of interest from a number of companies in Atlanta



Yee Mei Ken (far left), Kurniawan Tanzil, Carina LaForteza and Swee-Kee Ng at the ALB’s In-House Legal Summit in Hong Kong

as well as venture capitalists and investment bankers,” Tom reports. “And that’s why we have asked them for a return visit with a much bigger audience including members of the business press.” At least 100 participants are expected for the October 23 event.

Miller & Martin will also feature World Law Group as a co-sponsor of the session, with the WLG logo appearing on invitations, handouts and other related materials. Tom and Jonathan also plan to talk about WLG and how their firms got together as members, with the goal of also winning coverage for WLG in the business press.

CMS Guide to Passporting – Rules on Marketing Alternative Investment Funds in Europe

On September 22, CMS’ Funds practice launched its “Guide to Passporting: Rules on Marketing Alternative Investment Funds in Europe” to which a number of WLG firms contributed, including Advokatfirmaet Schjødt in Norway, Bech-Bruun in Denmark, Castrén & Snellman in Finland, CMS DeBacker in Belgium, CMS Netherlands, CMS Hasche Sigle in Germany, CMS Reich-Rohrwig Hainz in Austria, CMS von Erlach Poncet in Switzerland and Setterwalls in Sweden.

The Guide aims to provide a road map to marketing alternative investment funds in Europe and is designed to assist managers in understanding the costs and other requirements of the Alternative Investment Fund Managers Directive 2011/61/EU (AIFMD), European Union rules that came into force on July 22, 2014 as well as

related EU directives and domestic regulations.

As CMS explained in a news release issued on September 22, “Domestic regulations in Europe are inhibiting the cross-border benefits of AIFMD.

“AIFMD promotes passporting rights as a key benefit for hedge, private equity, real estate and other alternative investment fund managers. In practice, however, AIFMs are experiencing impediments to passporting because some domestic regulators are imposing ‘border controls’, fees and additional compliance requirements.”

For more information on the Passporting Guide, visit www.cmslegal.com.

Scandinavian Members Compare Notes on China

Bech-Bruun, Setterwalls and Schjødt – all long-time WLG members – held a joint “China Desk” meeting in September in Oslo, hosted by Schjødt. All three firms have active China Desks, mainly focusing on inbound work from China to the Nordic region.

“We all share a strong belief that China will be a more active investor in our part of Europe in the years to come, and we want to be ready for this,” explains Erling Christiansen.

Bech-Bruun has a separate representative office in Shanghai which neither Setterwalls nor Schjødt does. But all three firms have recruited Chinese lawyers in Copenhagen, Stockholm and Oslo respectively.

“Since we are not competitors and since we have many years of good

cooperation among us, thanks in part to our WLG connection, we thought that a focused China Desk initiative could give all three firms both good ideas and inspiration for our continued China-related work,” he continues. The agenda for the meeting included learning experiences the firms have gained in such work and with Chinese clients, as well as potential areas of cooperation to win more work in the future.

Members Host Members at International Events

Every year, the World Law Group and member firms host several receptions and other “meet-ups” at major international conferences attended by lawyers in a variety of practice and industry areas. In other cases, WLG staff collect and circulate lists of member firm professionals attending conferences and similar events to help attendees arrange meetings with their WLG colleagues.

2014 is no exception. Earlier this year for example, Goodmans hosted a reception at the firm’s offices in Toronto for WLG firm lawyers attending the world’s largest mining event, the Annual Conference & Tradeshow of the Prospectors & Developers Association of Canada (PDAC). In May, Minter Ellison’s Hong Kong office welcomed more than 60 IP professionals from member firms worldwide attending the 2014 Conference of the International Trademark Association (INTA) to the annual “WLG Networking Breakfast”. And in June, organizers of the European Employment Lawyers Association 2014 Conference in Cracow, Poland

were good enough to reserve a lunch table for the dozen lawyers attending from WLG firms.

Coming in October are more WLG meet-ups. First, Vaish Associates will host a cocktail reception at the fabulous Dome Terrace at the InterContinental Hotel for member firm professionals attending the 2014 International Fiscal Association's Annual Congress in Mumbai. And on October 21, City-Yuwa Partners will host a reception at its offices overlooking the Imperial Palace during the International Bar Association's Annual Conference in Tokyo. (Invitations for both of these events were sent to member firms in August and September.)

If your firm would like to suggest and/or host a similar event during an upcoming conference, please contact the WLG's Shelley Boyes at sboyes@theworldlawgroup.com.

New Branding & Digital Platform Launched

August saw the culmination of many months of work by World Law Group staff and member firms with the launch of our new public, mobile and member websites – the final step in the roll-out of the WLG's new visual identity.

It's been nearly a year since delegates attending the WLG's Fall 2013 Conference in Boston received a preview of the organization's new logo or "brand-mark," colours and other elements. Then, those attending the Spring 2014 Conference in London in mid-May saw Phase 1 of the roll-out, including signage, programs and other event materials created with the new branding.

In June, all member firms received a copy of the new "WLG Brand Identity Manual," which provides guidelines on proper use of the new brand-mark, information on the colour "palette" and other details. Member firms also received a "logo package" of files in a variety of formats for use in print and digital production. Also included were templates and instructions for converting their "Member Firm Fact Sheets" to the new design and a request to review and update their firms' information as featured on the existing www.theworldlawgroup.com.

A "soft launch" (to members only) of the new digital platform followed on August 6, when approximately 2,000 member-users also received temporary passwords for logging in to the new Members' Centre. A full public launch followed two weeks later on August 20, with an e-announcement sent to all members and friends of WLG. That date also marked the official transition to the new brand materials in public communications, all member firms having been asked earlier to convert all client and other materials featuring WLG to the new look.

Several new features have been added to the new version of www.theworldlawgroup.com, including a map function that displays WLG members and offices by region, a robust calendar feature, and expanded member firm profile pages. The new site also includes a significantly enhanced conference registration and event management module.

Since the launch, many firms have requested additional updates

and changes to their firm profiles and other information on www.theworldlawgroup.com and WLG staff have been able to complete most of these within 24 hours. A few more complex changes have required additional programming on the part of our web services provider and will be implemented as time and budget permits, as will additional enhancements suggested by members.

Member firm lawyers and staff members are now also able to log-in and upload legal updates and similar articles, major member firm news/announcements, and edit their firms' website profiles, although uploads and changes are held briefly for WLG staff review before being published to the site to ensure they conform with WLG policies and posting guidelines.

Overall, response from member firms and individual users has been highly positive with comments focusing on the more professional and contemporary look-and-feel and increased functionality provided by the new platform. WLG staff will continue to work over the next few months to identify any remaining bugs, add more information to the site, and plan the next stages of development.

SUCCESS STORIES

Alfaro and Andrews Kurth Partner on Argentine Power Projects

Alfaro-Abogados and Andrews Kurth LLP recently teamed up to provide services advising on various legal aspects of Chinese state-owned company Gezhouba's participation in the Néstor Kirchner and Jorge Cepernic hydroelectric projects.

These projects, which involve dams to be built in the Province of Santa Cruz, were awarded to the Gezhouba-Electroingeniería-Hidrocuvo Consortium pursuant to a public bid. Several aspects of the bid terms and conditions and the public works agreements were analyzed and discussed with Andrews Kurth LLP. In mid-July, a Facility Agreement was entered into by the Republic of Argentina as borrower and ICBC, Bank of China and China Development Bank as lenders, for an amount of USD 4.7 billion for financing of the projects.

Alfaro-Abogados also rendered services, together with Andrews Kurth, in connection with aspects of Gezhouba's potential participation in the Chihuido I bid concerning a hydroelectric project in the Province of Neuquén.

CMS Brings in Drinker Biddle on Acquisition

Atlas Copco AB, the international industrial company headquartered in Stockholm, is to acquire Henrob, a manufacturer of self-piercing riveting systems and rivets especially for the automotive industry. As part of the transaction, Atlas Copco intends to acquire all entities of Henrob, with main facilities in the U.S. and the U.K. The transaction is subject to customary closing conditions including merger control clearances from the competent competition authorities.

Partner Christian Haellmigk at CMS Hasche Sigle in Stuttgart is leading the competition team which advises Atlas Copco in Germany. The team also coordinates the corresponding merger control procedures in Austria, assisted by CMS Reich-Rohrwig Hainz, and in the U.S., with help from Drinker Biddle & Reath. Haellmigk has advised the Swedish group on many occasions in competition matters, most recently on the acquisition of U.K.-based Edwards Group, a leading supplier of vacuum and abatement solutions, with approximately 3,200 employees worldwide and an annual turnover equivalent to approximately EUR 800 million.

The Atlas Copco Group offers products and services that range from compressors, vacuum solutions and air treatment systems, construction and mining equipment, power tools and assembly systems to related aftermarket and rental. With more than 40,000 employees in 2013, the turnover of the group amounted to the equivalent of approximately EUR 10 billion.

The CMS Germany competition team also includes Rolf Hempel and Agnes Wippich while Bernt Elsner and Molly Kos assisted in Austria. DBR competition lawyers Joanne Lewers and Robin Sampson advised on U.S. competition issues.

Lane Powell and Wragge Lawrence Graham & Co Handle Arbitration for Aviation Partners

Lane Powell has been representing winglet developer, Aviation Partners, for a decade. (Winglets are angled projections on the tips of aircraft wings, resembling small fins.) Aviation Partners' blended winglet technology reduces drag and improves aircraft performance.

In late 2011, Airbus sued Aviation Partners, seeking to invalidate the claims of Aviation Partners' patent on blended winglets for aircraft. Lane Powell successfully moved the Federal Court for the Western District of Texas to transfer the case to the Western District of Washington. The court stayed the counterclaims pending arbitration before the International Chamber of Commerce in London, England.

In the arbitration, Aviation Partners alleges that Airbus breached the non-disclosure agreement and is using confidential and proprietary information that Aviation Partners disclosed to Airbus. Lane Powell leveraged the WLG network to serve the client with member firm Wragge Lawrence Graham & Co of London now serving as co-counsel in the arbitration.

Rodyk & Davidson Taps Shearn Delamore to Assist in South-East Asian Acquisition

Rodyk & Davidson LLP acted for Panasonic Corporation in its sale of semiconductor testing and assembly facilities located in South-East Asia (including facilities located in Singapore and Malaysia) to UTAC Manufacturing Services Limited (UTAC), a wholly-owned subsidiary of UTAC Holdings Ltd.

UTAC is a leading semiconductor testing and assembly services provider headquartered in Singapore. The shareholders of UTAC are TPG and Affinity Equity. The sale was completed on June 4, 2014.

In Singapore, corporate partner Gerald Singham led on the matter.

Rodyk referred to and worked with Shearn Delamore & Co. on the Malaysian aspects of the transaction. The Shearn team was led by Swee-Kee Ng, and provided very valuable legal advice and support to enable the transfer of the Malaysian facilities to be completed successfully.

Greenberg Traurig Links CMS DeBacker with Hard Rock Café for Belgian Market Entry

Following an earlier introduction by WLG member firm Greenberg Traurig, CMS DeBacker was recently able to provide full legal assistance to Hard Rock Café (the well-known chain of music theme restaurants) on the opening of its Brussels restaurant. The firm

continues to advise Hard Rock Café on its Belgian operations.

The firm assisted Hard Rock Café in various aspects of its opening on the Brussels Grand Place, a UNESCO World Heritage Site – from the corporate structure to the leasing contracts, including tax issues, business activity permits and commercial contracts.

The main challenge, beyond securing the venue on the Grand Place, was the transformation of a building listed as an historical monument into a modern restaurant business. The restrictions and legal obligations surrounding the transformation made it a slow and difficult process, under near-constant supervision of the authorities. Still, the deadlines were met.

Partner Cedric Guyot coordinated the transaction. The project mainly involved CMS DeBacker corporate, real estate & construction and tax teams. The firm continues to advise Hard Rock on its Belgian operations.

City-Yuwa and Schjødt Advise on Shipping Joint Venture

After many months of negotiations, it was announced in September that Mitsui O.S.K.Lines, a member of Mitsui Group, had established a shipping joint venture with Norwegian shipowner Viken Shipping. The joint venture company now owns five crude oil tanker vessels operating in Brazilian waters.

Two WLG firms advised on the Japanese side – City-Yuwa Partners in Japan with the assistance of

Advokatfirmaet Schjødt in Norway. “Needless to say, we are very pleased that we were able to advise, and the cooperation between City-Yuwa Partners and our firm was simply very, very good,” says Schjødt’s Erling Christiansen.

Drinker Biddle Represents Trelleborg AB Thanks to Previous Setterwalls Referral

As a result of collaboration between World Law Group member firms Drinker Biddle and Setterwalls dating back to 2009, Drinker Biddle continues to support Trelleborg AB. Most recently, a team of Drinker Biddle lawyers, including Luc Attlan and led by David Kay, acted as legal counsel to Trelleborg, a world leader in engineered polymer solutions, in its acquisition of the U.S.-based, privately owned Uretek Archer LLC Group.

Uretek Archer (Uretek LLC and Archer Rubber Company LLC) develops and manufactures urethane-coated fabrics and rubber-coated fabrics. Their products are used across multiple industries, such as aerospace, healthcare, outdoor recreation, government and defense.

Miller & Martin Again Represents Mayne Pharma in Transactions with HedgePath Pharmaceuticals, Inc.

After first being introduced to Mayne Pharma by WLG member Minter Ellison when Mayne Pharma was looking for counsel to represent them in the acquisition of Metrics, Inc. in 2012, Miller &

Martin has once more assisted Mayne Pharma – this time in the out-licensing of its SUBA™-Itraconazole intellectual property to U.S.-based HedgePath Pharmaceuticals, Inc. (HPPI).

SUBA™-Itraconazole is Mayne Pharma's patented oral formulation of itraconazole, which HPPI plans to develop for the treatment of a variety of cancers in the United States. As part of the transaction, Mayne Pharma has acquired an equity stake of approximately 40% in HPPI in return for granting HPPI an exclusive right to SUBA™-Itraconazole for anti-cancer applications in the U.S. Additionally, Mayne Pharma will supply HPPI with SUBA™-Itraconazole for use in clinical trials and for exclusive commercial supply following FDA approval.

Mayne Pharma is a specialty pharmaceutical company that develops and manufactures branded and generic products. Mayne Pharma distributes these products globally and operates two drug development and manufacturing facilities based in Salisbury, Australia and Greenville, North Carolina, USA.

The Miller & Martin team representing Mayne Pharma included Joe DeLisle, Kent Antley, Michael Coots, Jimmy Daniel, Bill DuPre, Billy Eiselstein, Jonathan Edwards, Charles Forlidas, Ashley Halfman, Chris Henderson, Mike Marshall, Tim Silvis, Jim Tramonte, Clay Walts and Frank Williams.

WLG

CONFERENCES

Delegates Applaud First European Regional Conference

As this issue of *WLG Connections* was going to press, more than 40 delegates – most of them younger lawyers attending their first World Law Group event – were convening in Rome for the first European Regional Conference.

The September 25 event (following a welcome dinner on September 24 at Massimo Riccioli in the Majestic Hotel) was being hosted by Gianni, Origoni, Grippo, Cappelli & Partners in their beautiful offices in central Rome. With a program planned by European Regional Director Jan Örndahl of Castrén & Snellman and Francesco Gianni of the host firm, all indications pointed to a day of information-packed sessions and networking opportunities for attendees.

The opening session included a welcome and remarks by Jan and Rosario Zaccá, one of two new co-managing partners at Gianni, Origoni, Grippo, Cappelli & Partners. The second, on “Cross-Border M&A and the Financing of Transactions in Challenging Times” was moderated by Miguel Angel Melero of Cuatrecasas Gonçalves Pereira and included panelists Matthew Cole of Mason Hayes & Curran in Ireland, Axel Dippmann of CMS Hasche Sigle in Germany, Dag Kaada of

Advokatfirmaet Schjødt in Norway and Ufuk Yalcin of Hergüner Bilgen Özeke in Turkey.

After a networking break, guest speaker Federico Imbert, CEO of Credit Suisse Securities (Europe) Limited, was set to present on “M&A Trends for EMEA and a Forecast for 2015”. A third morning plenary, featuring guest panelists Brian Sheridan, General Counsel, Sorin S.p.A. and Nicola Verdicchio, Chief Legal Counsel, Pirelli & C. S.p.A. and moderated by the host firm's Gabriella Covino, was organized to provide “Presentation and Pitch Pointers – Tips from the Inside”.

After lunch, former WLG president Jes Anker Mikkelsen of Bech-Bruun was scheduled to discuss “Developing an Effective Network of International Contacts”. In the final working session of the day, Jan Örndahl was scheduled to offer insights and experiences on “Ways to Leverage Membership in the World Law Group” before Francesco Gianni offered closing remarks and invited delegates to a closing reception.

Delegates Deem London Conference a Smashing Success

Combine an intriguing program and superlative speakers, clockwork-like event management and days of unusually beautiful spring weather and it's no surprise that the 2014 Spring Conference in London was deemed one of the best ever by the 111 delegates and 31 guests who attended.

The WLG's 52nd conference, hosted by Wragge Lawrence Graham & Co (which was also completing a

firm merger while planning the conference) also gave attendees opportunities to view some of London's main attractions as well as some unique, private venues.

The Spring 2014 conference started on the morning of Thursday, May 15 with a New Delegates' Orientation breakfast. The Young Partners Forum and Business Development Committee met jointly over lunch to discuss, in part, how to engage the next generation of partners in the WLG.

During the opening plenary session, Emer Gilvarry presented her "President's Report", which included an overview of current and upcoming WLG initiatives, such as Regional Conferences, the launch of the new branding and website, the Fall 2014 Member Firm Leaders' Summit and Conference, and member searches in new jurisdictions. She also reported on 2013 referral activity and the WLG's sound financial position.

Delegates then enjoyed guest speaker The Right Honorable Alistair Burt, a Member of Parliament and Parliamentary Under-Secretary of State at the Foreign and Commonwealth Office, who spoke about his experience representing British interests abroad. He also addressed the role lawyers can play in international issues, the introduction of legislation and social improvement for the common good.

Quentin Poole and Stuart Young of Wragge Lawrence Graham & Co then welcomed delegates to London and presented on the host firm's new capabilities post-merger.

Following a short break, delegates reconvened for the second plenary session of the conference - "Diversity in Law". Nicola Mumford of the host firm adeptly facilitated a panel of guest speakers who spoke to a variety of challenges and opportunities related to diversity. The panel included Jacqueline Barrett of Vodafone, Dan Fitz of BT Group, Maria Elisa Verri of TozziniFreire, Merja Kivelä of Castrén & Snellman and Jacqueline Tammenons Bakker who is a Member of the Boards at Tesco, Vivendi and Fiat. It was a very lively, interactive session which many delegates were overhead discussing throughout the following days.

That evening, a welcome dinner was held at the new offices of the firm, which overlook the Thames River and the Tower of London.

Friday began with a Membership Committee Breakfast Meeting, after which all delegates attended one of several WLG Practice & Industry Group Meetings:

- Antitrust & Competition, which dealt with "Competitive Damages Claims Under the New EU Damages Directive – Implications for Competition Law Practice";
- Energy, Mining & CleanTech, which included a panel of WLG and guest speakers on "Shale Gas: A Game Changer";
- International Corporate Transactions, with a panel of speakers analyzing "Earn-out Mechanisms in M&A Transactions: The Pros & Cons";
- A joint meeting of the Intellectual Property & Information

Technology and Privacy Matters Groups, which addressed "Privacy Matters/Data Protection Issues in M&A Transactions"; and

- Litigation, Arbitration & Dispute Resolution, which took the opportunity of the conference venue to discuss "Developments in Enforcement of International Arbitration Awards and Foreign Judgments in England" and "English Worldwide Freezing Orders".

The third plenary looked at "The Future of Legal Services – The Changing Needs of Global Clients and the New World Models Now Available to Satisfy the Same". Moderated by the host firm's Derek Southall, the session featured a panel of in-house counsel: Henrik Asplund of Specsavers, Orijit Das of Genpact, Imran Dassau of AT Kearney, Peter Rees, former GC of Shell, Chris Roberts of Smiths Detection and Katharine Ward of Vodafone.

After a break for a networking lunch, the fourth plenary session, "Responding to Global Tenders – How the WLG & Member Firms Can Up Their Game" was a very natural follow-on from the preceding session. Business Development Chair Jorge León-Orantes B. of Santamarina y Steta and Wragge Lawrence Graham & Co's Stuart Young moderated a discussion among panelists Whitney Debevoise of Arnold & Porter, Mia Gentugaya of SyCip Salazar Hernandez & Gatmaitan, João Magalhães Ramalho of PLMJ, Alain Raemy of CMS von Erlach Poncet, Al Sokol of Edwards Wildman Palmer and Geoffrey Walker of Andrews Kurth. Delegates were divided into groups

and spent the second half of the session discussing how the WLG could handle challenges arising from global tender responses.

The final session of the afternoon, entitled “The 60-Minute Boost: Maximizing WLG Referrals”, gave delegates a chance to discuss ideas for increasing business referrals between member firms and was led by Rory Kirrane of Mason Hayes & Curran and Goodmans’ Neil Sheehy.

That evening, delegates and guests were treated to dinner at the iconic Marylebone Cricket Club (“Lords”), also learning a bit of its intriguing history.

Saturday morning, delegates attended one of three Regional Meetings:

- Americas: “Chambers and Partners – Meet the Editors”;
- Asia/Pacific: “Updates on Asian Cross-Border Investment and M&A and the Impact of ASEAN 2015 Integration on Investment Flows”; and
- Europe: “Staffing Matters to Meet New Competitive Demands”

At the closing plenary, Emer Gilvarry summed up some of the many highlights of previous sessions and left delegates with a final challenge: to give an extra 10% when trying to find opportunities to refer business to other member firms. Emer then introduced Mia Gentugaya of SyCip Salazar Hernandez & Gatmaitan, who invited all delegates to attend the WLG Fall 2014 conference in Manila.

The conference concluded with guest speaker, professor and renowned Shakespeare historian

Jonathan Bates, who delighted even non-Shakespeare fans with an amusing account about the role of the legal profession in the Bard’s life and works.

The closing gala was an elegant dinner at the venerable High Court of Justice based at the Royal Courts of Justice on the Strand in the City of Westminster, a unique and fitting venue that delegates and guests will long remember.

Presentations and other meeting materials from the Spring 2014 conference are posted on the Members’ Centre at www.theworldlawgroup.com.

WLG MEMBER PROFILE

Succeeding Through Tumultuous Times: Getting to Know SyCip Salazar Hernandez & Gatmaitan

Emerging from 300 years of invasion and foreign occupation at the end of the Second World War, the Republic of the Philippines finally gained its independence on July 4, 1946. A year earlier, Alexander SyCip and Norberto Quisumbing had founded the firm known today as SyCip Salazar Hernandez & Gatmaitan (or, more familiarly, SyCipLaw). Its first offices were the garage of a wooden house on Reina Regente in the Chinese enclave of Binondo in Manila.

It was a brave and bold move for the two young men in a country ravaged by the occupation. It

mirrored a hope and belief that the Philippines would survive the devastation of war, and that the law would be as important as commerce, infrastructure and aid to rebuild the country.

As a succession of Philippine Presidents sought to forge a path for the young republic, the firm’s own path was taking shape. The years had brought a cadre of lawyers whose standards for the practice of law significantly raised the bar for their colleagues in the firm and in the profession. By example and training, they established a core of values for the firm, and they did it so successfully that those values still resonate with the firm’s lawyers today.

Over its first few decades, the firm played a key role in several landmark cases, including:

- The Marsman proxy fight, in which the firm participated in the battle for legal control of Marsman & Company, the first such controversy in the annals of Philippine law. The entire firm was mobilized to contest the takeover bid of Anne Drysdale who claimed to be the daughter of John Marsman, the company’s founder. The dispute, alive for almost a decade, ended in an amicable settlement and the company came under Drysdale control. The firm continues to represent the company, which eventually became today’s Marsman-Drysdale Group, a diversified Philippine-based group of companies with interests in the agribusiness, food processing, medical equipment, telecommunications, tourism, mining and investment management business;

- The Gan Tsitung case, in which Juan Luces Luna, one of the firm's early litigation champions, argued the application of the doctrine of prospective overruling that then had yet to be articulated by Philippine courts. The Supreme Court adopted the principle in its ruling on the case.

Managing Through Martial Law

The measure of the firm was taken in the years that led to the declaration of martial law in September 1972. The development programs initiated by Ferdinand Marcos, and the complexity of Philippine-U.S. economic relations at that time, presented unique opportunities and challenges for local businesses and foreign investors. Towards the end of the decade, the turbulent political climate tested every Filipino. In many ways, the key features of the firm's present practice were rooted in this period.

This period also brought a significant growth in referrals from foreign companies – marking the beginning of the firm's largely cross-border finance practice. SyCipLaw continues to dominate in this area among national law firms.

The firm's labour law pioneers, notably Benildo Hernandez and Justino Cacanindin, worked hard to grow the firm's practice, and eventually a labour department separate from the litigation practice group was formed. In the following decades, the role of SyCip's labour lawyers in many of the firm's major corporate transactions, especially investments and reorganizations, would be as important as that of the firm's

corporate lawyers, and their work has resulted in landmark cases on the impact of labour issues on corporate restructuring.

The establishment of the Philippine offshore banking system and the funding requirements of the industrialization boom in the country created a need for top-flight legal advice. The firm stepped into the breach, quickly developing expertise in banking regulation and handling most of the Eurodollar loans being extended in the late '70s. In 1983, the banking, finance and securities group was established under the leadership of Angelito Imperio. Since then, the firm's BFS group has essentially defined banking and finance practice in the Philippines.

The firm had a trademark and patent practice for some years, but it was only in 1980, when Llewellyn Llanillo joined the practice group and took the helm, that it began to build up steam. In just five years, the IP department was making its mark, and today is one of the strongest practice areas of the firm.

More Upheaval, More Firm Growth

During the '70s and early '80s, SyCipLaw continued to handle some of the most ground-breaking cases in the country, such as *Newsweek v. IAC* in which the firm successfully defended the magazine against an action for group libel, which is a mainstay in the reading lists of Philippine law schools.

The decade beginning in 1985 was another tumultuous period in the country's modern history, bringing the EDSA revolution which led to the deposing of the Marcos government, and the struggles

of the next governments led by Corazon Aquino and Fidel Ramos to bring the Philippine economy back on track. Highs and lows of investor confidence followed the heels of bankruptcies. And even as new areas of practice opened up for the firm, there were few legal blueprints for it to follow.

As a result, and perhaps more than any time in its previous history, the firm had to innovate and pioneer, playing a key role in one legal "first" after another, including:

- The first Philippine build-operate-transfer project (Hopewell's Navotas I Power Station), handled three years before the relevant Republic Act No. 6957 was enacted;
- The first financial and technical assistance agreement, executed by the Ramos Government and Western Mining Corporation;
- The share offering by the First Philippine Fund, Inc., the first U.S.-registered Philippine investment company designed for foreign investors interested in participating in the local economy;
- The restructuring of international advertising companies in compliance with Constitutional divestment requirements;
- The drafting of the first privatization law and roles in advising on many of the major privatization transactions, including Philippine Air Lines, Petron, and PHILSECO.

Globalization Gains Force

The decade from 1995 to 2005 brought the Asia financial crisis,

9/11, and political riptides closer to home. But the real storm that blew through that period was one that had been gathering since the '60s: globalization – of business, of legal and financial systems, of crises, of an explosion of technology and information. But the partnership was ready for it, having become what one legal industry observer referred to as an “institutional” law firm, with a sterling international reputation.

The firm also continued to play an integral role in the most innovative and important matters in the country, such as:

- A “lien on outer space”, in which SyCipLaw structured the first local financing transaction principally secured with a space satellite (Aguila II).
- *PLDT, Inc. v. Philippine League for Democratic Telecommunications* – the first Philippine case of “cyber-squatting” which tested the right of leading Philippine companies to challenge the use by third parties of their business names as domain names.
- Changing the urban landscape, where the firm has acted as counsel on several major, privately financed infrastructure projects, many of which are the first of their kind, including the Skyway elevated toll system, the Manila North Tollway, and the LRT 3 light rail mass transit system (MRT).

The firm’s practice truly crossed borders when SyCipLaw lawyers began to advise non-Philippine parties on non-Philippine projects governed by foreign law. The firm exported its legal expertise via project work to countries such as Thailand, Malaysia, Indonesia,

India, China, Pakistan, Sri Lanka and Vietnam.

It was also during this period of rapid globalization that SyCipLaw joined the three-year-old World Law Group, in 1991, as one among its first 15 members.

“We wanted to join a network of law firms that share SyCipLaw’s core value of excellence in legal practice, and the World Law Group was a fit,” says Rafael Morales, SyCipLaw’s managing partner.

It has been a strong and mutually beneficial relationship and the firm remains one of the network’s most active contributors.

At the year-end meeting of the partners in 1981, Florentino Feliciano, then the firm’s managing partner, stated that among the firm’s many responsibilities is a duty “to society, to assist in the task of social and economic development and the richest production of human values and their widest sharing.” The firm aspires to maintain a continuing and meaningful commitment to this task.

- From the firm’s 60th anniversary history

SyCipLaw Today

SyCipLaw is now the largest and the leading full-service law firm in the Philippines. The firm has a wide and varied international law practice in the country. It maintains links with established and leading firms in major cities in

Asia, Europe, Canada, the United States, Central and South America, Australia and New Zealand.

The firm’s collection of industry accolades is as impressive. To list just a few, it has been recognized as:

- “National Law Firm of the Year for the Philippines” in the *International Financial Law Review* Asia Awards 13 times since 2000;
- “Philippine Deal Firm of the Year” in the *Asia Legal Business* South-East Asia Law Awards for five consecutive years;
- “Philippine Law Firm of the Year” in the *Who’s Who Legal* Awards for the past nine consecutive years; and
- “Philippine Law Firm of the Year” in the Chambers Asia Awards for Excellence in 2012 and 2010.

The firm has also demonstrated its excellence over the past year as partners and staff undertook the detailed planning and myriad tasks involved with hosting the WLG’s 2014 Fall Conference and Member Firm Leaders’ Summit, which takes place at the Fairmont Makati Hotel in Manila on October 15-18.

As WLG President Emer Gilvarry notes, the firm’s superb organization skills and strong client relationships have yielded a program replete with informative plenaries, several business-luminaries as speakers, and exciting social and cultural activities.

“Now I hope they are ready to enjoy the conference as much our delegates and guests will,” Emer adds.

WLG INTERNSHIP EXPERIENCE



Oduvaldo Lara

“I can’t think of a better way to learn what a lead firm on a cross-border transaction really expects and needs from a local partner firm.”

That was just one of the key take-aways Oduvaldo Lara Junior took home to Brazil after spending the best part of a year with Greenberg Traurig in Miami.

“I had the opportunity to be involved in several transactions that were related to investments in Latin America and other countries. And the continuous training Greenberg Traurig provides helped me to better understand the main

differences and focus between the American and Brazilian legal systems,” he explains.

“It was particularly helpful to find out what the really important points for American lawyers in transactions involving multiple jurisdictions are. For example, in many multinational deals, a local firm doesn’t have much direct communication with the client ... you’re dealing with the lead, coordinating firm. And U.S. firms tend to be more direct, business-like and to the point in their communications with clients. So, I believe I have a much better sense about what a lead firm needs to hear from us, as local counsel, to keep the client well informed.”

As a senior associate with TozziniFreire in São Paulo, Oduvaldo’s practice is focused on corporate law, including cross-border transactions, financings and acquisitions. He also advises on the day-to-day corporate activities of Brazilian entities, listed companies and corporate governance, public offerings, mergers and acquisitions, joint ventures, strategic alliances, and transnational financings.

With 12 years of practice (six with TozziniFreire) when he began his secondment with Greenberg Traurig in March 2013, he was more experienced than many participants in WLG internships.

“On the one hand, if I had to do it all over again, I would first have done an LL.M and done the secondment earlier in my career. On the other hand, the partners I worked with at GT mentioned discussions with me were more

productive because I arrived with more work experience. With more experience and a broader view of the Brazilian markets and the main effects of its legal system, I could contribute more to Greenberg.”

“Surpassed all expectations”

Overall, Oduvaldo says his experience as a foreign associate “surpassed all my expectations in a very positive way.

“I was very impressed with the standards of quality, cooperation, responsibility and commitment dictated by Greenberg Traurig with respect not only to the daily work performed, but also with expectations about the need to create and maintain solid relationships with customers, colleagues and the community. Everyone is aware of their role in maintaining GT’s reputation as a highly respected law firm.”

In addition, he mentions the many opportunities he had to share knowledge with so many at the firm – “from partners and associates, to employees from the administrative and paralegal teams.” These many and varied interactions helped

“Miami is a great place to get to know Latin America from a different perspective.”

to optimize the experience and, he expects “will create lasting relationships of mutual benefit.”

Oduvaldo was also encouraged by his hosts at Greenberg Traurig to attend many business and community events, especially those connected with Miami’s strong Latin American diaspora, and in particular its growing links to Brazil.

“For me, this was evidence of the firm’s awareness of the importance of keeping informed about relevant developments and events in those countries, which must help Greenberg Traurig to give appropriate advice and recommendations to their clients doing business there.”

Oduvaldo says another highlight of his time with GT was the interaction with other foreign associates working at the firm during the same period. (The experiences of his intern colleagues at Greenberg Traurig, Alexandra Möller of CMS Hasche Sigle in Germany and Sofia Yague of Cuatrecasas, Gonçalves Pereira in Spain, were profiled in the last issue of *WLG Connections*.)

“That provided more opportunities to get to know about other cultures and legal systems. It was such a richness of cultures.”

Living in “Capital” of Latin America

The experience of living in Miami was also “phenomenal,” Oduvaldo enthuses. “Miami is a great place to get to know Latin America from a different perspective. It’s considered ‘the capital’ of Latin America because people from every Latin American country are represented there. I got to know many different kinds of people, and I learned there is so more much to Miami than beaches, sand and night clubs!”

He believes that international experiences like his help to significantly strengthen the legal knowledge and career of those who intend to work in international transactions and with international clients. “One gains a better

understanding and alignment of expectations, the opportunity to develop solid relationships, and a broader outlook due to the immersion in different cultures.”

“In my view, Greenberg Traurig is a remarkable U.S. law firm, not only because of its outstanding performance in deals all over the world, but also because of its vast knowledge of Latin America. Those were key factors that made this a unique experience for me.”

He is very grateful for that experience, both to his host firm and his own, TozziniFreire, “which has always encouraged and provided me such great opportunities and added so much value to the on-going development of my professional career,” he says.

“I hope I have many opportunities to repay both of them through the years to come.”

MAJOR MATTERS

Arnold & Porter Represents the Republic of Kenya on Largest Ever Debut Sovereign Bond from Africa

Arnold & Porter LLP has advised the Republic of Kenya on its debut international bond issue. The USD 2 billion transaction is the largest ever debut offering by an African country, according to the *Financial Times*. The USD 500 million five-year bond and USD 1.5 billion 10-year bond, which were sold to U.S. investors under Rule 144A

and outside the U.S. in reliance on Regulation S, are listed on the Irish Stock Exchange.

“This is a landmark transaction for Kenya and Africa more widely. It establishes important sovereign benchmarks for Kenya,” said Whitney Debevoise, who led the firm’s legal team working on the transaction.

The Arnold & Porter team also comprised partner Jeremy Willcocks, with partner Cynthia Mann providing tax advice and partner Ian Kirby providing advice on related litigation matters. They were assisted by associates Carlos Pelaez, John Gatmaitan and Ben Kieft. Local counsel for Kenya was Anjarwalla & Khanna and the Office of the Attorney General.

Chandler & Thong-ek Advises on Major New Hydro Power Project

Chandler & Thong-ek (C&T) advised lenders on the construction of the Xe-Pian Xe-Namnoy 410 megawatt hydroelectric power project and substation in Lao People’s Democratic Republic (Laos). The lender group included Krung Thai Bank PCL, acting as lead arranger, Bank of Ayudhya PCL, Export-Import Bank of Thailand, and Thanachart Bank PCL. The financing was valued at USD 703 million, and the multi-currency financial closing was in February 2014.

The sponsors’ multi-country group comprised Korea Western Power Company Limited, SK Engineering and Construction Co., Ltd., Ratchaburi Electricity Generating Holding PCL, and Lao Holding State Enterprise, with the project

being the first significant investment in Laos' energy sector by Korean sponsors.

C&T was Thai counsel to the lenders on this cross-border project which is important to both Thailand and Lao PDR. Under the off-take arrangements, 90% of the project's generating capacity will be distributed to the Electricity Generating Authority of Thailand (EGAT), under a 27-year power purchase agreement, while the remainder will feed into Laos' electricity grid. Of special note is the fact that the project financing was fully provided by Thai banks, demonstrating the capabilities of Thai financial institutions regarding regional power and infrastructure projects. Since the Xe-Pian Xe-Namnoy project closed in February 2014, Thai banks have continued active lending for major power and infrastructure projects in Southeast Asia.

Financing of the Xe-Pian Xe-Namnoy substation was also unique, as the facility will require new funding from time to time for upgrades to be shared by future projects. The impact of these ongoing funding needs necessitated complex security arrangements by the lenders.

Partner Jessada Sawatdipong led C&T's project team, along with Albert T. Chandler, senior partner, and Maria Makanas, partner.

Greenberg Glusker Brings Contentious LA Clippers Sale to Successful Conclusion

Greenberg Glusker played a critical role in the recent historic sale of the Los Angeles Clippers basketball franchise by The Sterling Family Trust to former Microsoft CEO Steve Ballmer.

The record USD 2 billion transaction closed on August 12 after Los Angeles Superior Court Judge Michael Levanas issued his formal ruling that Shelly Sterling had properly removed her husband Donald Sterling as co-trustee of the Trust and that the sale could be completed. The ruling followed an eight-day trial in July handled by a Greenberg Glusker trial team led by Pierce O'Donnell.

According to *Forbes*, the sale closed the door on "one of the more bizarre chapters in NBA (National Basketball Association) history when former owner Donald Sterling was recorded by a girlfriend making disparaging

remarks about African-Americans, and specifically targeting former Laker great, and current Los Angeles Dodgers minority partner, Magic Johnson. Donald Sterling attempted to block the sale in court saying he was misled into taking medical exams about his mental capacity to conduct the sale of the Clippers."

Greenberg Glusker's deal team was led by Managing Partner Bob Baradaran, corporate attorneys Aaron Gafni, Richard Hong, Joel Weinstein, Benjamin Alexander, Richard Sweet, Andrew Apfelberg, Jesse Saivar and Christopher Pierson, real estate attorneys Henry Finkelstein, Joshua Bird and Cherish Rankin, tax attorneys Gary Kaplan and Lora Cicconi, and employment counsel Olivia Goodkin.

The firm's trial team included Pierce O'Donnell, Bert Fields, Stephen Smith, Aaron Moss, Matthew Falley, Caroline Heindel, James Molen, Daniel Stone, Steven Stein and Elizabeth Sbardellati, and trust and estate lawyers Laura Zwicker, Marc M. Stern, Stefanie Lipson, Brian Berman and Megan Rivetti.

O'Donnell praised the transactional team, saying, "This was an exceptional outcome for our client. The deal value far surpassed expectations, and was achieved by drawing upon the firm's many disciplines while navigating challenging issues in the courts and the media."

Payet, Rey, Cauvi, Pérez, Mur's Work on Port Project Financing Nets Double Honours

Payet, Rey, Cauvi, Pérez, Mur advised Transportadora Callao SA in the development of its concession for the design, construction, financing, preservation and exploitation of a major mineral conveyor belt and a port terminal to be developed in the province of Callao, located to the west of Lima.

Earlier this year, the USD 120 million loan agreement received the "Latin American Ports Deal of the Year" Award, granted by *Project Finance Magazine*, and was more recently recognized by *LatinFinance* at the 2014 "Latin Finance Infrastructure Awards".

The firm assisted Transportadora Callao SA in the negotiation of the construction agreement, in obtaining all necessary permits and licenses for the construction and operation of the facilities, and in all other corporate

and regulatory aspects for the development of the project. In particular, the firm helped the client in structuring and negotiating the syndicated loan agreement to finance project construction.

Partner Juan José Cauvi led the transaction with the support of senior associate Zoila Horna. Mr. Cauvi explained that the structure of the project financing was unusual because it required direct guarantees from the sponsors during the construction period and limited guarantees for the operation period, as well as a commitment to export all sponsors' concentrates through the project.

The conveyor belt will enable the hermetically-sealed transport of mineral ore from deposits to a dedicated mining pier at Callao port, removing the need to transport the mineral ore by truck and reducing both contamination and pollution.

Acquiring E-Plus: CMS Helps Win Successful Outcome for Telefónica/O2 Before EU Commission

The EU Commission approved the merger of Telefónica Deutschland (O2) and E-Plus subject to certain conditions. This is by far the largest merger control case in the German market in recent years, representing one of the biggest-ever merger control cases in the European mobile telecommunications market, with proceedings lasting almost a year.

A competition law team from CMS Hasche Sigle advised Telefónica Deutschland throughout the merger control procedure and represented the company in the proceedings before the EU Commission. CMS Hasche Sigle is also advising Telefónica Deutschland during the ongoing investigation procedure into national telecommunications law initiated by the German Federal Network Agency.

Prietocarrizosa Advises Natural Gas Industry Group on Major Regulatory Changes

Prietocarrizosa is currently advising the Gas Committee of the *Asociación Colombiana del Petróleo* (ACP), which brings together the most important hydrocarbon producing companies in Colombia (including Exxon Mobil, Chevron, Ecopetrol, Equión, Hocol and

Drummond) on the structuring of the new regulations applicable to the commercialization of natural gas.

The entire regulatory framework of Colombia's natural gas market has been going through structural changes since 2013 to facilitate the commercialization of natural gas, which is expected to be key to the country's ongoing economic development.

The biggest challenge for the prietocarrizosa team lies in its ability to propose solutions adjusted to the reality of Colombia's market, which will allow it to modernize and adopt to the dynamics of international markets. This demands a high degree of market knowledge and technical analysis, which a legal team including partner Sandra Manrique and senior associate Johanna Cajigas has been providing to ACP throughout the year.

Taylor Wessing Advises in News-Making Defense Procurement Project

A Taylor Wessing team led by partner Mario Ohle in cooperation with KMPG managed to acquire a project of key importance for the German Ministry of Defence: advising on various investment projects of the German Armed Forces, which are subject to detailed investigations (to measure "value for money") and which are about to be reviewed and reconsidered.

Among the prospective purchases being analyzed are investments in aircraft (the Eurofighter-Typhoon), helicopters (the NH 90, developed and manufactured by NH Industries) and tanks (the German-designed Puma), as well as other investments worth up to EUR 10 billion.

The assignment gained broad media attention, with more than 130 newspapers, magazines and online media reporting on the matter and mentioning Taylor Wessing as one of the ministry's key advisors.

Minter Ellison Advises Baytex Energy Corp during Takeover of Australian-based Aurora Oil & Gas

Minter Ellison acted as specialist tax adviser to Canadian-listed energy group Baytex Energy Corp in its CAD 2.8 billion takeover of Australian-based Aurora Oil & Gas Limited pursuant to a scheme of arrangement. The firm's core advisory team was led by senior tax consultant Paul Kelly with partner David Pratley. The complex cross-border transaction

involved a Canadian listed company acquiring an Australian company with assets principally in the US, and required consideration of the consequences of the relevant transfers of interests and the associated refinancing, and determining the best way to manage the potentially competing interests.

Aurora is engaged in oil and gas exploration and production. It has interests in the liquids-rich zones of the Eagle Ford shale in southern Texas. Baytex Energy Corp is an oil and gas company based in Calgary, Alberta. It is engaged in the acquisition, development and production of crude oil and natural gas in the Western Canadian Sedimentary Basin and in the Eagle Ford and Williston Basin in the United States. Baytex is listed on the Toronto Stock Exchange and the New York Stock Exchange under the symbol BTE.

Santamarina y Steta Assists in One of Mexico's Largest Debt-for-Equity Restructurings

Santamarina y Steta is representing Corporación Geo, S.A.B. de C.V in the restructuring of over USD 3.2 billion of indebtedness, consisting of a pre-packaged restructuring plan (*plan de reestructura previo*) implemented through a "mercantile contest" (*concurso mercantil*) proceeding filed by Corporación Geo and 15 of its subsidiaries (GEO) on March 24, 2014.

With several stakeholders, the restructuring negotiations started in April 2013, including the ad hoc committee of banks that represents the majority of bank creditors of GEO, and is comprised of major banking institutions in Mexico, including HSBC, Banorte, BBVA Bancomer, Banamex, Inbursa and Santander, and the supporting group of holders of certain financial instruments, formed by major financial and investment institutions in the U.S., U.K., Spain and Latin America, such as Ashmore, Luxor, TCW, The Bank of New York Mellon, Santander España and Banco de Chile.

On March, 20, 2014, GEO implemented the pre-packaged plan with creditors representing at least 50% of the aggregate principal amount of the consolidated indebtedness of GEO. On the same date, GEO agreed a Plan Support Agreement with creditors that signed the pre-packaged plan, which together with the Plan Support Agreement provides the general terms upon

which the restructuring would be carried out.

On April 15, 2014, GEO was declared in the mercantile contest with the pre-packaged restructuring plan, initiating the conciliation stage where GEO would negotiate with the majority of its creditors.

The proposed reorganization would be one of the largest debt-for-equity restructurings in Mexico's history, whereby the creditors and potential new investors may get a majority of equity and control, and the first to contemplate debtor-in-possession financing and/or asset sales to keep operations going while the mercantile contest proceeding is pending.

Bech-Bruun Assists De Persgroep in Acquisition of Berlingske Media

Bech-Bruun advised Belgium-based De Persgroep in respect of its offer to acquire all shares in British Mecom Group plc. As a result, De Persgroep, which is an important player in the media landscape in Belgium and the Netherlands, will indirectly acquire the Berlingske Media Group, which, among other things, publishes the newspapers *Berlingske*, *BT* and *Weekendavisen*, operates three radio stations and, furthermore, publishes seven regional newspapers and 17 free newspapers.

The transaction totals a value of more than DKK 1.8 billion.

Cuatrecasas, Gonçalves Pereira Advises Applus on IPO

Cuatrecasas, Gonçalves Pereira has advised Applus Services S.A. and the selling shareholders (Carlyle Group) on the company's initial public offering and admission to trading on the Spanish stock exchange.

The offering was valued at EUR 1.1 billion (EUR 300 million captured through a public offer for subscription and EUR 800 million through the IPO), and targeted institutional investors.

Applus Services, S.A. is a leading global certification company specializing in testing, inspection, certification and technological services.

MEMBER NEWS ROUNDUP

Javier Medin, a partner with **ALFARO-ABOGADOS**, was recently appointed as Regional Representative from South America of the IBA's Leisure Committee and Chair of the Sports Law Subcommittee.

ALFARO-ABOGADOS partner Hernán Verly has recently published a book titled *Limitation of Liability in Negotiable Instruments*. The book was edited and produced by Marcial Pons, a leading independent legal publisher in Spain and Argentina.

ANDREWS KURTH LLP announced recently that 59 of its attorneys have been named to *The Best Lawyers in America*® 2015. Since its inception in 1983, *Best Lawyers* is based on an exhaustive annual peer-review survey in which more than 41,000 leading attorneys cast almost 3.9 million votes on the legal abilities of other lawyers in their practice areas.

J. Matthew Lyons and Lino Mendiola III have been named co-managing partners of **ANDREWS KURTH'S** office in Austin, Texas. Established in 1993, the Austin office provides a broad range of legal advice to a diverse group of local, state and national clients.

Its lawyers possess a wide array of legal experience in the areas of administrative law, appellate law, corporate and securities, energy, environmental law, intellectual property and technology, litigation, public procurement and contracting and public finance. As Austin serves as the state capital, the firm's lawyers represent public and private clients in lobbying efforts before the Texas legislature and various state regulatory bodies.

ARNOLD & PORTER LLP'S Jean Kalicki was recently appointed to



Jean Kalicki

the Panel of Arbitrators of the International Centre for Settlement of Investment Disputes (ICSID), an autonomous international institution, affiliated

with the World Bank, that is the world's principal forum for investor-state arbitrations. A partner in the firm's international arbitration practice, Ms. Kalicki's term on the ICSID Panel of Arbitrators will run for six years. She serves along with Arnold & Porter partner Eli Whitney Debevoise II, who was named to the ICSID Panel of Arbitrators in 2011. Whitney also sits on the ICSID Panel of Conciliators, along with Arnold & Porter associate José Antonio Rivas. The Panel of Arbitrators and the Panel of Conciliators

are composed of individuals appointed by ICSID Member States and by the Chairman of the ICSID Administrative Council. Created through an international convention, ICSID resolves disputes arising under multilateral and bilateral investment treaties and free trade agreements, national investment promotion legislation and State investment contracts. There are currently 150 Contracting States that have agreed to arbitrate investment disputes before ICSID.

ARNOLD & PORTER LLP senior counsel Martin Glick was one of two attorneys to receive this year's American Bar Association's "John Minor Wisdom Public Service and Professionalism Award". The award recognizes lawyers who have made a "significant contribution to the quality of justice in the legal profession and in their communities" by making legal assistance accessible to the poor, the disenfranchised, and the underrepresented.

ARNOLD & PORTER LLP has announced a partnership with its client Viacom International Media Networks (VIMN) and London state-funded school Westminster Kingsway College to enable students from state schools to gain access to work experience in the firm's London office and with the client's in-house legal team. The Legal Social Mobility Partnership (LSMP) is part of a new initiative where law firms, clients and schools have created a partnership to offer students valuable learning opportunities. Over the past year,

Arnold & Porter's partner Richard Dickinson has worked closely with the VIMN in-house legal team, including SVP Business & Legal Affairs Roger James and VP Legal Affairs Susannah Verity, and with Westminster Kingsway College's law course teacher Desmond Corlis, to develop a tailored work experience scheme for six students aged 16-18.

BECH-BRUUN took a lead position in the first half of 2014 as the Danish law firm having advised on the highest number of transactions in Denmark and the Nordic region – a market showing signs of increasing activity overall. With 29 Danish business transactions in the first half of 2014, Bech-Bruun was once again at the top of *Mergermarket's* league table of law firms having handled the highest number of business transactions. Bech-Bruun was also in third place among Nordic law firms with 30 business transactions in the Nordic market.

BECH-BRUUN will now be welcoming clients and business partners at its new Aarhus address: City Tower,



Bech-Bruun's new home in Aarhus

Værkmestergade 2, 8000 Aarhus C, Denmark. City Tower is the tallest commercial building in Aarhus. The building is the very first commercial building in Aarhus to meet the strict 2015 requirements for energy rating 1. This, among other things, means that solar power cells have been installed on the building's façade facing south. City Tower spans a total of 34,000 square metres.



New Cuatrecasas President Rafael Fontana

Rafael Fontana was appointed President of the Board of Directors of **CUATRECASAS, GONÇALVES PEREIRA** and will keep the executive powers, as Executive President, taking over from Emilio Cuatrecasas. This decision is in line with the firm's succession and corporate governance process that began in July 2012.

For the fourth consecutive year, **CUATRECASAS, GONÇALVES PEREIRA** has received the "Europe Women in Business Law Award" for Spain from the Euromoney Legal Media Group. These awards recognize the law firms in Europe with the best initiatives for gender diversity, innovation, talent management, pro bono work and work-life balance.

CMS DEBACKER recently elected Tom Heremans as new Managing Partner. Tom took over from outgoing Managing Partner Eric Gillet. Eric, a leading public and administrative law specialist, who will return fulltime to his public law practice. Tom heads the firm's intellectual property team. Beyond IP, his practice also covers commercial law and technology media and telecom (TMT).



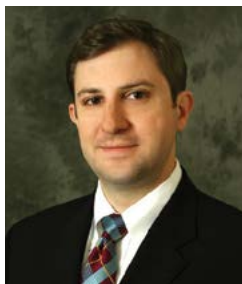
Tom Hereman

The 2014 *Canadian Legal Lexpert® Directory* profiled 80 lawyers with **DAVIES WARD PHILLIPS & VINEBERG LLP** as leading practitioners, 32 of whom have achieved the highest ranking of "Most Frequently Recommended" in at least one area of specialization. The firm was also recognized as "Most Frequently Recommended" in the following eight practice areas: Mergers & Acquisitions, Competition, Corporate/ Commercial, Corporate Finance & Securities, Corporate Tax, Project Finance, Litigation – Corporate Tax and Property Financing & Development. The *Canadian Legal Lexpert® Directory* is considered the pre-eminent peer review-based directory of legal practitioners in Canada, ranking both individual lawyers and firms across 64 areas of expertise. Also, 89 Davies lawyers were selected by their peers for inclusion in Woodward-White's *The Best Lawyers in Canada 2015*. Davies lawyers were recognized in 31 areas of specialization and top-listed nationally and regionally

based on the number of lawyers profiled across a variety of practice areas, industries and sectors.

DRINKER BIDDLE plans to launch an international legal blog, focusing on the latest developments and key issues in the international arena. The blog will cover a wide array of areas including; international arbitration, regulatory compliance, intellectual property, global supply chain, labor & employment, risk management and commercial issues. Drinker Biddle will be working in collaboration with World Law Group to highlight other member firms and lawyers as guest authors to the blog. The launch of the international blog (DrinkerBiddleGlobal.com), will take place later this year.

DRINKER BIDDLE Products Liability & Mass Tort partner Michael C. Zogby has been admitted to membership in the International Association of Defense Counsel (IADC). The IADC is an invitation-only, peer-reviewed organization founded in 1920 comprised of leading corporate defense trial lawyers and in-house counsel from across the United States and more than 35 countries. The IADC's core purpose is to enhance development of trial and litigation skills, professionalism and camaraderie among members



Michael Zogby

and clients while serving the civil justice system and society.

The management teams of Locke Lord LLP and **EDWARDS WILDMAN PALMER LLP** have signed a Letter of Intent to combine the two law firms. If a combination is achieved, the combined firm – Locke Lord Edwards LLP – would have more than 1,000 lawyers in 23 cities around the globe. Locke Lord's Chair, Jerry Clements, and Edwards Wildman's Managing Partner, Alan Levin, jointly announced the proposed combination, which is subject to the negotiation and execution of mutually acceptable transaction documents and partner approval. If approved, the combination would occur in early 2015, with Clements serving as Chair of the new firm. Locke Lord Edwards would have gross revenues of approximately \$675 million, placing it among the top 50 U.S. law firms listed in *The American Lawyer's* annual AmLaw 100 rankings.

EDWARDS WILDMAN lawyers have been recognized for excellence by several industry leading organizations. In M&A, Edwards Wildman was highly ranked in *The PrivCo Top 20 Legal Advisors for Private Tech M&A League Tables*, based on the number of private company technology M&A transactions advised, and was also recommended in the *Legal 500 United States 2014*, for M&A, buyouts, and venture capital. In IP, it was named to the IP Honor Roll and recognized as a "Go-To IP Firm" in the *BTI Intellectual*

Property Outlook 2015: Changes, Trends and Opportunities in IP & IP Litigation, based on direct interviews with corporate counsel at the world's largest companies. Similarly, the 2014 edition of *IAM Patent 1000 World's Leading Patent Practitioners* recognized Edwards Wildman for global, cross-industry IP expertise, as did *Managing Intellectual Property Magazine's* "IP Stars 2014 for Trade Mark and Copyright". *Chambers USA 2014* also recognized Edwards Wildman in a number of categories, including privacy and data security, corporate law, litigation, and insurance, and the firm has been recommended by the *Legal 500 United States 2014* for data protection and privacy and other arenas. Finally, the BTI Consulting Group has named Edwards Wildman as a "BTI Brand Elite" firm in its *The BTI Brand Elite 2014: Client Perceptions of the Best-Branded Law Firm* report.

FORMOSA TRANSNATIONAL has garnered a bouquet of accolades recently. It was named the winner of M&A for Taiwan by U.K.-based *M&A Today* in its 2014 Global Awards. The firm was also recognized by *Corporate INTL* magazine as Taiwan's best law firm in 2014 for Litigation, Dispute Resolution, M&A, Patent, and Telecommunications. In addition, Hong Kong's *Asia IP* ranked Formosa Transnational in Tier One and the firm was named "Taiwan - Dispute Resolution Law Firm of the Year" by *Acquisition Finance* magazine (ACQ) and ACQ5 (its online news channel) at its 2014 Global Awards in London.

In the corporate social responsibility arena, **FORMOSA TRANSNATIONAL** and the National Taiwan University Entrepreneurship Association entered into a strategic alliance to provide free consultation services to deal with common legal restrictions or contractual disputes encountered by participants in the association’s “Diamond Seed Foundation” which was set up to guide current students or alumni in starting new innovation businesses. Formosa Transnational has also launched a Public Interest Law Center to provide pro bono legal services and to foster the improvement and development of the legal system in Taiwan. The Center will actively participate in public interest activities such as advocating law reform, applying for constitutional interpretation, attending public hearings, and representing litigants involved in important jurisprudence or systemic reforms.

GIANNI, ORIGONI, GRIPPO, CAPPELLI & PARTNERS has introduced a new management structure by appointing two Managing Partners, Antonio Auricchio and Rosario Zaccà, who will share responsibilities. The change was made to enable the firm to better distribute management duties more broadly as it faces more challenges in the face of ever-increasing market competition. Antonio is co-head of the firm’s Litigation & Arbitration practice. Rosario formerly led the firm’s Milan office and today heads its India Desk, as well as specializing in corporate and commercial law, M&A and private equity.

GIANNI, ORIGONI, GRIPPO, CAPPELLI & PARTNERS was a winner at Italy’s Legal Community Finance & Tax Awards, where the firm was recognized as “Law Firm of the Year-Finance Restructuring”. Judges noted that its team was particularly active in refinancing and restructuring the debt of major Italian and foreign corporations.

MAKARIM & TAIRA S. has been named a 2014 “In-House Community Firm of the Year” for its employment practice in Indonesia by *Asian-Mena Counsel*. The firm has assisted many multinational and domestic companies with all aspects of Indonesian employment matters. The firm was also voted the “Most Responsive Domestic Law Firm” and received an “Honourable Mention” for its Aviation practice. *Asian-Mena Counsel* is published by Pacific Business Press Ltd, a publisher that conducts annual surveys of 21,000 in-house communities across Asia and the Middle East.

In July, **MILLER & MARTIN’S** Shelby Grubbs (who recently took on the role of as the first Executive Director of the Atlanta Center for International Arbitration and Mediation), Tom Harrold and Dimeji Ogunsola, hosted the U.S. Department of State Foreign Press Center’s visiting African journalists for a reception in the Atlanta office. More than 20 business journalists from across Africa visited Atlanta while in the

U.S. for the U.S.-Africa Leaders’ Summit in Washington. During the reception, the journalists learned about Africa Atlanta 2014 (a citywide year-long series of events highlighting Atlanta as a nexus for reinventing the cultural and economic bonds among Africa, Europe, and the Americas), and the city’s efforts to become a hub for international arbitration.

Following its announcement last spring that Tony Harrington would take on the job of CEO as of July 1, **MINTER ELLISON** reported in September the appointment of Janet Young as the firm’s new Chief Operating Officer (COO). Tony Harrington joined Minter Ellison following a distinguished career in financial and professional services, including roles as Australian Senior Partner and Chief Executive of PricewaterhouseCoopers (PwC) for eight years from 2000 to 2008, coming into the position not long after the merger of Price Waterhouse with Coopers & Lybrand. He subsequently took on the role of Global Managing Partner, Strategy & Transformation at PwC. Janet Young brings experience in international financial and strategic management experience gained with leading companies, primarily



Tony Harrington



Janet Young

in the management consulting and professional services sector. Most recently, she was Global COO of law firm Herbert Smith Freehills, where she successfully led the integration following the merger of Herbert Smith and Freehills. She assumes operational management of Minter Ellison's non-legal functions, including finance, know-how, technology, business services, people and development, and business development.

PLMJ has recently extended its National Partners Network after signing an agreement with Mendes Londral & Associados (ML&A), a leading law firm in the Autonomous Region of Madeira. PLMJ managing partner Manuel Santos Vítor noted, "We are very pleased to have established this partnership with ML&A and to have extended our national coverage. With a network of partners that already includes law firms in Coimbra, Viseu, Guimarães and the Azores, it makes perfect sense to extend this network to the Autonomous Region of Madeira. This is a region with excellent companies and projects and a great ability to attract investors."

PLMJ has been named best tax firm of the year in Portugal by leading international tax publication, *International Tax Review*. The award recognizes the work done by PLMJ's tax team and highlights the excellence, complexity and innovation of the advice and support it provides in tax matters. In 2013 PLMJ's tax team advised on some of the most important restructuring operations, privatisations and tax litigation



PLMJ's João Magalhães Ramalho

cases that occurred in Portugal. PLMJ's tax team, headed by partner João Magalhães Ramalho, also includes partners Nuno da Cunha Barnabé (responsible for private clients) and Serena Cabrita Neto (responsible for tax litigation), and a group of lawyers based in Lisboa, Oporto and Faro. The team also consolidated its international standing by working with the offices of PLMJ International Legal Network in Angola and Mozambique.

SANTAMARINA Y STETA has opened an office in Querétaro, capital of the thriving "El Bajío" region (comprising the states of Querétaro, Guanajuato, Jalisco, Michoacán and Aguascalientes) to serve the needs of the firm's existing and growing clientele in the area. Partner José Ramón Ayala leads the new office, which



José Ramón Ayala

is located at Corporativo Blanco, Av. Prolongación Tecnológico 950-B, floor 16 San Pablo 76159 Querétaro, QT; Tel: +52 442 290 0290.

The new office expands the firm's national footprint, which includes other locations in Mexico City, Monterrey, and Tijuana.

SANTAMARINA Y STETA

was recently recognized as "Full-Service Law Firm of the Year, Mexico" in *Acquisition International's* M&A Awards. In addition, the firm was named a "Global Awards Winner" for 2014 by *Corporate INTL* magazine. Finally, Santamarina y Steta has earned recommendations by the *International Financial Law Review* for both Financial & Corporate and Energy & Infrastructure.

WRAGGE LAWRENCE GRAHAM & CO

has celebrated several successes in as many months, including a hat-trick of intellectual property awards. The firm's IP team won the awards in recognition of its work in obtaining a ground-breaking Supreme Court judgment for airline seat manufacturer Zodiac Seats UK Ltd (as reported in the Q3 2013 issue of *WLG Connections*). That stellar work landed the "TMT Team of the Year" at The Legal Business Awards 2014, "Firm of the Year" in the "U.K. Patent Contentious" category at the *Managing Intellectual Property Awards 2014*, and "TMT Team of the Year" at The British Legal Awards 2013. IP partners Gordon Harris, Patrick Duxbury, David Barron, Kate Swaine, Cerryg Jones, Paul Inman and director Jamie Rowlands have also been awarded "IP Star" status by *Managing Intellectual Property*.

MEETING PLACES

Upcoming WLG Conferences

2014

WLG Member Firm Leaders' Summit

October 15, Manila, The Philippines

WLG Fall Conference

October 16 to 18, Manila, The Philippines

Hosted by SyCip Salazar Hernandez & Gatmaitan

(The 2014 IBA Conference takes place in Tokyo, Japan, October 19 to 24.)

2015

WLG Spring Conference

April 16 to 18

Cartagena, Colombia

Hosted by prietocarrizosa

WLG Fall Conference

October 1 to 3, Luxembourg

Hosted by Arendt & Medernach

(The 2015 IBA Conference takes place in Vienna, Austria, October 4 to 9.)



Cartagena

Other WLG Events:

WLG Committee, Practice/Industry Group Meetings: A list of upcoming meetings of the WLG Business Development Committee and our global practice and industry groups is always available on the Members' Centre on www.theworldlawgroup.com. All lawyers and professionals who have a valid email address at any WLG member firm can self-register for access to the Members' Centre via the "Member Login" link on our website home page. If you have forgotten your password, simply use the automated password reminder also found by clicking "Member Login" on the home page. If you need assistance, please contact Keelin Mayer at kmayer@theworldlawgroup.com, Shelley Boyes at sboyes@theworldlawgroup.com or Beth Castro at bcastro@theworldlawgroup.com.



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