

ISSUE 62 / Q1 2013

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President's Message



2013 is a special year for the World Law Group: our 25th Anniversary. In the spring of 1988, a small group of far-sighted partners representing law firms from Germany, Japan, the Netherlands, Taiwan and the U.S. met in Taipei to formalize the creation of a network of trusted, independent law firms around the world to provide legal services to each other's clients, many of whose business interests and operations were becoming increasingly global in scope.

Twenty-five years later, we have today's WLG – currently 51 member firms with some 315 offices and 16,000 legal professionals in 60 countries, collaborating together on well over 2,000 matters for clients each year. That's an achievement we can all be proud of.

But how the "world" of legal services has changed in the past quarter-century! Just as the cumbersome telex machines and hard-wired telephones used by those founders to plan the WLG's creation have been replaced by email and mobile phones, so has the practice of law and the way law firms are organized and managed changed in ways that were almost inconceivable in 1988. As I touched on in my last President's Message, in the Q4 2012 issue of *WLG Connections*, fewer periods have seen as much change as we are experiencing right now – with rapid consolidation in many national legal markets, such as Australia, Canada, the U.S. and the U.K., and the rampant expansion of several large firms into new markets in Africa, Asia, the Middle East and South America.

It was with these changes in mind that I announced during the Opening Plenary of our Fall 2012 Conference in Lima, Peru that a special meeting of the WLG Board of Directors would be held in Lima to examine the effects these changes are having and will continue to have on our organization – and to identify what measures the WLG should be taking to address them.

In Peru, the Board agreed to expedite the recruitment of new members in select high-growth markets, as well as the replacement of any members lost in such markets (e.g., South Africa). While the Membership Committee is primarily charged with the task of recruiting new members (at the direction of the Board, which is largely guided by input from our Regional Directors), the time and resources the Membership Committee can apply to this complex and often delicate task is finite. Nor are we willing to relax our standards or the due diligence applied to our recruitment process. Therefore, Board members and WLG Main Contacts in certain regions are now lending support to the Membership Committee in some new and ongoing searches.

These currently include South Africa (where Webber Wentzel, upon withdrawing from the WLG, graciously suggested an appropriate candidate firm), a second member in the huge market of China, Vietnam (the last "CIVETS" country – except Egypt – where we do not currently have a member), Poland and Central America. (As ever, if a member firm believes the WLG should consider other new jurisdictions, we encourage you to contact your Regional Director, who will bring your suggestion to the Board's attention.)

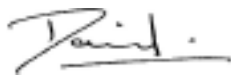
This focus on new-member recruitment does not mean that the WLG is embarking on a period of exponential growth – something that would fundamentally alter the close, "best friends" culture of the WLG. We have no ambition to approach the 150-firm size of a few other legal networks for another reason: we simply do not need to, as so many of our members are among the largest national/regional firms in their markets.

However, as the global economy shifts, as new centres of inbound and outbound investment emerge, and as governance and the rule of law improves in promising markets, we believe our members – and your clients – benefit when the WLG grows strategically to help you seize these opportunities by providing preferred access to trusted, high-quality legal counsel in those jurisdictions.

Please read on to hear about many more initiatives the WLG has underway – our Asia Regional Conference, which is shaping up to be an excellent networking opportunity, particularly for younger lawyers from member firms in the region – and which we'll report on in the next issue.

You will also find updates on our plans to celebrate our 25th Anniversary, our Spring 2013 Conference in Moscow and more. You can also find out what many of our members are up to in "Major Matters" and "Member Firm News" further on in this newsletter.

Finally, I look forward to seeing many of you in Moscow at our Spring Conference from May 30 to June 1.



David N. Kay

WLG News

Colombia's Martín Carrizosa Appointed as Mid-Term WLG Board Member



MARTÍN CARRIZOSA

World Law Group President David N. Kay announced in mid-February that prietocarrizosa managing partner Martín Carrizosa had agreed to join the WLG's Board of Directors.

Martín replaces Michael Evans of Webber Wentzel in South Africa, who was in the midst of serving his third term as a Director when he reluctantly confirmed his resignation upon Webber Wentzel's withdrawal from the WLG following its agreeing to an exclusive alliance with Linklaters last fall.

As David noted in his memo to WLG Main Contacts announcing Martín's appointment: "Many of you will have come to know Martín through his frequent participation at our semi-annual conferences since prietocarrizosa was admitted to the WLG during our Fall 2009 semi-annual meeting. He has also been a regular and active participant at our Member Firm Leader events."

A founding partner of the firm, Martín brings a wealth of experience in legal, business and government to his role as WLG Board member. He serves on the Investment Advisory Council for Proexport, a government agency with the mandate of promoting Colombian non-traditional exports, international tourism and foreign investment. He has served as economic adviser and foreign affairs adviser to the President of Colombia and as senior adviser to the Organization of American States' Secretary General and Chief of Staff.

Martín has also been legal adviser, member and chairman of the board of the Colombian-American Chamber of Commerce and since 2001 is a recognized arbitrator of the Bogotá Chamber of Commerce. He is one of the arbitrators named by Colombia in the International Center for the Settlement of Investment Disputes (ICSID). He has ample experience in antitrust and competition law, intellectual property, cross-border mergers and acquisitions, and has participated in some of the most important transactions in Colombia in these areas.

"We are delighted to be able to call upon this experience and insight via Martín's role as a WLG Board member, in

which he will serve until a new Board is elected this fall," David added.

The WLG is focusing on deepening the pool of future leadership candidates for the organization, particularly in Asia and Latin America. As another example, Mia Gentugaya of SyCip Salazar Hernandez & Gatmaitan in the Philippines was appointed to the WLG's Membership Committee early this year.

WLG Board Updates Strategic Plan to Address New Challenges

During its January meeting, the Board of Directors approved several changes to the WLG's Strategic Plan. The changes were proposed to address developments in the legal services market that have become more pronounced since the plan was adopted late in 2010.

As outlined in the last issue of *WLG Connections*, and as explained in more detail by WLG President David N. Kay during his presentation to the Opening Plenary at the Fall Conference in Lima, Peru, the significant and ongoing change in the global legal services environment since mid-2010 (when most of the research and consultation was conducted to develop the Strategic Plan) was a primary reason the current Board of Directors decided to undertake a review of the plan during a special Board meeting in Lima.

That review consisted of two main elements:

1. An evaluation of how successfully the Strategic Plan has been executed to date. The Board reviewed all strategies and related action plans implemented so far, and assessed their effectiveness in helping the organization make progress towards achieving the three Strategic Objectives set in 2010; and
2. An examination of both ongoing and outstanding action plans to determine whether these were still relevant, and an effective means to make further progress towards the Strategic Objectives when considered against the current pace of consolidation in the global legal services market – including related changes in the WLG's membership and member firms' competitive challenges – since 2010.

In Lima, after a presentation by Leigh Dance of ELD International (who assisted the previous Board to develop the Strategic Plan), the Board embarked on discussions, which continued during its November and December meetings, leading to the changes approved in January.

Among the most significant changes was a re-wording of one of the WLG's three Strategic Objectives, to: "Assure and publicize the premier quality *and global coverage* of WLG member firms as perceived both within and outside the network" (words in italics added). This change is meant to reflect an increased focus on more quickly recruiting new members in jurisdictions that are seeing increased investment from businesses in developed countries, including from clients of WLG member firms. This focus is reinforced by a change in one of the strategies supporting the above objective: "Improve coverage in key markets and expeditiously *add new member firms in select high-growth/emerging markets.*"

As suggested in David Kay's "President's Message" (see Page 1), these changes are designed to position the WLG to remain as relevant and responsive as possible considering shifts in the global economy and flows in investment and trade, and to help member firms compete with global firms entering these new markets by providing access to a local high-quality WLG member.

Among other changes to the Strategic Plan approved by the Board in January and now being implemented are:

- "Assess the performance of all WLG Practice and Industry Groups and take action to remediate or dissolve non-performing groups." While several WLG Practice & Industry Groups are active and successful in engaging more lawyers in member firms to participate and build relationships with colleagues worldwide, a few are still not meeting the expectations of member firms or the WLG, even after these issues have been communicated to group leaders over the past 18 months and additional support provided. The Board asked (former) Director Michael Evans to assess all WLG groups and provide specific recommendations for non-performing groups. The Board accepted these recommendations and they are now being implemented.
- In support of another of the WLG's Strategic Objectives – "To help WLG member firms compete more successfully against global firms and other networks" – by raising the WLG's profile in select global law departments, in 2012 we undertook the Global Agenda study (see Page 4). In 2013, the WLG will continue building on this momentum by investing in sponsorships related to two major events targeted to senior in-house counsel in high-growth markets. The WLG's Business Development Committee has been charged with the task of researching and recommending optimal events in Asia and Latin America.
- "Develop a valued network among member firm Marketing & Business Development staff." Designed

to support the Strategic Objective, “Increase referrals by improving WLG awareness and participation within member firms,” this strategy has been partially implemented with the creation of an online forum for marketing and BD pros, occasional virtual meetings and ramped-up communications between these professionals and WLG staff. However, an annual one-day meeting for member firm marketing and BD directors/managers, held in conjunction with one of the WLG’s semi-annual conferences, has not been well supported, so the organization is examining alternatives, such as WLG-sponsored meetings or receptions at legal marketing events or a separate one-day meeting held in one region annually.

As a result of its review, the Board also agreed to abandon a few proposed action plans (identified in the original Strategic Plan as “options to be assessed in the future”) including the creation of a “Client Advisory Board” and “introducing a network-wide standards certification process.”

Media, Member Firms Showcase WLG Global Agenda Study

Several major business and legal media outlets worldwide took notice of the WLG’s “Global Agenda: Top Issues & Priorities of Senior In-house Counsel Worldwide” upon its release last fall. Many member firms reported that they had distributed the report to clients and otherwise helped to promote it in a variety of ways. In addition, the WLG and project partners LexisNexis Martindale-Hubbell® and ELD International received a number of positive reviews of the report from participants in the original survey and other in-house counsel recipients.

Media coverage began with a pre-release article published in *Legal Management* magazine, the U.S. Association of Legal Administrators’ members’ publication in August. Then, in the U.K., *The Times*’ law columnist and blogger Edward Fennel highlighted several of the study’s key findings in his October 26 column. “With governments on the prowl for the least infraction of rules and regulations by business it may be a false economy to pare down in-house legal services,” observed Fennel, commenting on the fact that nearly 75% of study respondents said that their legal function has recently experienced reductions in financial and other resources.

Then, one of the U.K.’s most-followed publications covering the legal industry gave prominent coverage to the Global Agenda study in two articles last November.

In the first, “Multi-Polar World Risky Yet Satisfying For GCs, But Are Law Firms Being Written Out of The Equation?”, *Legal Week* editor Alex Novarese and reporter Alex Newman commented on several of this unique study’s major findings, also noting it eschewed “the hackneyed focus on attitudes to law firms and panels.” *Legal Week* took particular notice of the study’s look at job satisfaction among leading law department leaders:

“Yet despite what appears to be a gloomy picture of over-worked GCs struggling to cope with sprawling global networks, the report found clear evidence that job satisfaction has risen markedly since the banking crisis four years ago. Fifty-four per cent of senior in-house counsel said they liked their job now more than ‘a few years ago’, against just 18.5% who said they were less satisfied,” the article noted, before continuing: “The contradiction appears to be largely due to the riskier environment providing a more central role for legal teams. Eighty per cent of those with rising satisfaction put it down to the ‘stronger role of corporate counsel’.”

The publication’s second item on the study, an editorial by *Legal Week*’s Alex Novarese, posed the question, “Can Law Firms Get with the New GC Agenda?”

“Law firms just don’t get it, they spend all their time thinking about transactions and that’s so far off the agenda for general counsel right now. What GCs are focused on is risk,” the editorial began.

“And consider the other forces at play for GCs: the global push towards tough enforcement against bribery and competition violations; a swathe of new financial services regulations; and the continued impact of the post-9/11 push towards extra-territorial prosecution,” Novarese continued in his editorial, noting this picture is “well-illustrated by a report commissioned by the World Law Group network.”

Legal Week returned to the study again when it published a different article provided by Wragge & Co (see Page 5) and again in December when it published an article by Leigh Dance (who partnered with the World Law Group and LexisNexis Martindale-Hubbell® to produce the study) focusing on the responses from survey participants in Asia.

The WLG study was also widely cited in an article, again penned by Leigh Dance and published on *American Lawyer*’s online digest, AMLAW Daily, on December 18, 2012. In “The 7 Steps International Law Firms Should Take in 2013 to Ensure Themselves a Bright Future.” Leigh prescribed several actions “for firms with international offices, and firms with hopes of serving

domestic clients internationally and foreign clients at home” (which, of course, includes WLG members).

In the first step, “Inhabit your client’s world”, Leigh noted: “General counsel of the world’s largest companies overwhelmingly agreed in the global (WLG) study that ‘closer integration with the business’ is the key element to improving in-house counsels’ performance. Figure out how you can support your client’s objectives to integrate better with the business. For example, armed with an understanding of the client’s greatest risks, your firm could conduct basic benchmarking with other clients. Then the in-house lawyers can present this information to their business colleagues to show how others are addressing similar risks, and compare what and where are the biggest concerns.”

Member Firms Promote

In addition to distributing the report to clients and other key contacts, several WLG member firms took other steps to promote the WLG’s Global Agenda study. For example, Wragge & Co produced an article on the report, and showcased it through *Legal Week’s* “Legal Briefings” section, where it made a “Pick of the Week” as one of the most downloaded briefings. Wragge also promoted the report via Lexology, a popular online legal news publishing site.

Among member firms that also reported sharing the study: Soulier Avocats in France featured the study in the January 13, 2013 edition of its e-newsletter, which is distributed to more than 10,000 clients and key contacts; Edwards Wildman in Boston issued a news release on the firm’s support of the study, and distributed the report to clients; and SyCip Salazar Hernandez & Gatmaitan in the Philippines also featured the report on its website and distributed it to clients.

WLG Plans for 25th Anniversary

As reported in the last issue of *WLG Connections*, the Board of Directors is firming up plans to celebrate the WLG’s 25th Anniversary this year, beginning with our Spring 2013 Conference in Moscow and rolling on through our Fall 2013 Conference in Boston.

One celebratory event planned is for key WLG supporters who have retired from active participation in the network over the past several years. These “alumni” will be invited to join WLG delegates in Boston for part of the social program. Save-the-date invitations are being

sent to alumni this spring and further details will follow later in the year.

Among the anniversary treats planned for the Moscow conference are an A/V “timeline” show of the WLG’s first 25 years, anniversary-themed games and quizzes, and mementos for delegates.

Let the Anniversary Games Begin!



THE FIRST READER TO CORRECTLY IDENTIFY THE LOCATION AND YEAR OF THIS WLG CONFERENCE ARCHIVAL PHOTO IN AN EMAIL SENT TO SHELLEY BOYES AT SBOYES@THEWORLDLAWGROUP.COM WILL RECEIVE A PRIZE AND A SPECIAL MENTION IN THE NEXT ISSUE OF *WLG CONNECTIONS*!

Privacy Group Chair Mark Schreiber Named 2012 WLG Leader of the Year

Mark Schreiber, founder and long-time Co-chair of the World Law Group’s Privacy Matters Practice Group and a partner with Edwards Wildman in Boston, was announced as the 2012 winner of the WLG’s third annual “Practice/ Industry Group Leader of the Year Award” by President David N. Kay during the Closing Plenary of the organization’s Fall Conference in Lima, Peru in October.



MARK SCHREIBER

In announcing the award, David Kay noted Mark’s ongoing efforts to share knowledge among WLG member firms in the increasingly important area of privacy/ data protection, to expand and strengthen relationships among

WLG member firm lawyers practising in this area, and to develop the group as an effective vehicle for enhancing multinational, cross-border client referral work.

“Mark has been particularly active and effective in promoting referrals in this area among member firms,” David observed.

The Privacy Matters Group has been one of the WLG’s most active groups in other ways as well, holding meetings a half-dozen times per year on average, and producing a number of valuable information products for use by member firms and their clients. These began with one of the first multinational guides to data protection laws, first published in 2005 and widely requested and referenced. The group’s most recent product is the *WLG Global Guide to Whistleblowing Programs*, which was made available to member firms immediately after the conference. (This guide is now available for download on www.theworldlawgroup.com.)

Due to recent surgery, Mark was unable to travel to the Lima conference so he accepted the award by video. He has since made a great recovery and is back to leading the group in the production of its newest information resource, a quick reference to data breach notification requirements worldwide.

Mark also chairs the steering committee of the Privacy and Data Protection practice group at Edwards Wildman. He helped found and was Co-Chair of the Boston Bar Association’s Privacy Committee. Among his practice areas are E.U. data protection and cross-border data transfer, including adapting Sarbanes-Oxley hotlines abroad. He co-authored the ABA SOX text chapter on this subject.

He has handled a number of credit card breaches, HIPAA, medical, Gramm Leach, U.S. Safe Harbor and E.U. privacy and security matters for financial services, biotech, high tech, and universities and colleges in the U.S., E.U. and Asia. He has practiced extensively in data breach management, compliance and privacy policy design, workplace e-mail and Internet matters, employee on-line misconduct and responses to government electronic searches.

Member Firms Express High Interest in WLG Internship Program

Among the many benefits that member firms gain from their membership in the WLG, the Global Internship Program is a great way for younger partners to benefit

from the global reach of the organization. As previous interns have attested, in addition to learning about the differences in legal systems between their home jurisdiction and a new one, young lawyers gain significant insight into another country’s work and cultural environments. In addition, interns make helpful business contacts in a new country and develop invaluable relationships with lawyers at the host firm. It is also an excellent means for the member firms involved to deepen their relationship.

As explained in the Winter 2012 edition of *WLG Connections*, WLG Internship Program Coordinator and Board member Moira Huggard-Caine of TozziniFreire in Brazil and WLG Director of Group Services Beth Castro developed a number of ideas to enhance and promote the program. With help from WLG Administrative/Online Services Coordinator Keelin Mayer, they developed the *WLG Internship Program Guide*, which provides an overview of the program, as well as best practices for the home firm, host firm and intern. This information was gleaned from former participants of the program, and includes contributions from the WLG Team. You can find this Guide on the WLG Internship Program page on the Members side of www.theworldlawgroup.com, along with an internship application and testimonials of past interns.

In future editions of this newsletter, the WLG plans to not only publish more experiences of interns who have recently completed their secondments but also short follow-up stories from former interns who have ‘successes’ to share that were a direct result of their internship. Please contact Beth Castro if you have a story.

Results of 2012 Intern Survey

The WLG conducted its annual online Internship Program survey in mid-November. Thirty-three of our 51 member firms submitted responses by the mid-December deadline. The survey was designed to obtain information about internships that have taken place between member firms during the prior 12 months and assess firms’ plans to take part in the program during the next 12 months.

The WLG followed up with at least five member firms that reported being involved in internships during the previous year to ensure the organizations’ records are accurate and up-to-date. Some of the interns will be contributing articles about their experiences in future editions of *WLG Connections*. We are also in the process of creating a mailing list of program alumni to keep in touch with this group.

In the survey, many firms, from a broad geographic range, expressed a willingness to host an intern from another member firm. Similarly, numerous firms are interested in sending one of their lawyers to gain experience in another jurisdiction. The survey results also provide basic information on a number of criteria provided by firms interested in participating, including regional preferences, preferred duration of the internship, legal experience and language capabilities. Moira, Beth and Keelin compared the preferences indicated by the responding firms in the survey and are in the process of contacting all interested firms to discuss potential matches for internship arrangements.

Please contact the WLG if you have directly arranged an internship with another member firm to notify us of the secondment. If your firm did not complete the survey and hosted or sent an intern in 2012 and/or would like to participate in the program in 2013, please contact Moira Huggard-Caine (mhuggard-caine@tozzinifreire.com.br) and Beth Castro (bcastro@theworldlawgroup.com) for assistance.

Success Stories

Advokatfirmaet Schjødt and CMS von Erlach Henrici Win Award Enforcement in Switzerland by “Reverse Piercing” of the Corporate Veil

Advokatfirmaet Schjødt, represented by, among others, Erling Christiansen and Cato Schiøtz, and Philipp Dickenmann of CMS von Erlach Henrici successfully assisted Schjødt’s longstanding client ABG Sundal Collier on finally obtaining and collecting a US\$12 million award in Norway and Switzerland after a long legal battle for the client.

In a lawsuit arising from brokerage contracts, after more than 15 years of court proceedings up to and including Norway’s highest court and the European Court of Human Rights, Advokatfirmaet Schjødt had earlier obtained a final award against the debtor, an offshore company.

However, in the meantime, the ultimate beneficial owner of the offshore company had made sure that no assets were left in the company to satisfy the awarded amount. In view of the owner’s abusive behavior, Philipp Dick-

emann of CMS von Erlach Henrici started enforcement proceedings directly against the owner of the company at his residence in Switzerland, based on the concept of “reverse piercing” of the corporate veil.

The close cooperation between Advokatfirmaet Schjødt and CMS von Erlach Henrici allowed the gathering of sufficient evidence to convince the Swiss courts that the company and its owner had acted in bad faith by diverting assets from the offshore company, justifying the seizure of the owner’s personal assets to secure enforcement of the award obtained in Norway against the offshore company. The owner, who was caught by surprise when the Swiss courts ordered, in an *ex parte* procedure, the seizure of assets including his large house, filed various legal remedies against the seizure. The case went up to the Swiss Federal Supreme Court and, in December 2012, the highest court of Switzerland rejected the appeal and confirmed the seizure.

Philipp Dickenmann says that there are only a few precedents in which Swiss courts have allowed the piercing of the corporate veil in the course of enforcing a foreign award. The close and successful cooperation between the two WLG firms paved the way for the client to finally obtain payment, after a fight of many years.

Mayne Pharma Acquires Metrics, Inc. in US-Australia Deal as Minter Ellison and Miller & Martin Assist

Minter Ellison worked with U.S. WLG member Miller & Martin, on the acquisition by client Mayne Pharma Group Limited of Metrics, Inc., a privately owned U.S.-based developer and manufacturer of niche generic drugs and provider of contract development services to the pharmaceutical industry.

ASX-listed Mayne Pharma Group has a global reach through distribution partners in Australia, the U.S., Europe and Asia as well as two manufacturing facilities in South Australia and in North Carolina, U.S.

Minter Ellison’s advisory team included corporate partner Nick Broome and corporate special counsel Sudharshan Senathirajah as well as finance partner Peter Kay. The Miller & Martin team was led by Joe DeLisle in the Atlanta office, with other attorneys involved including Tom Harrold, Jim Tramonte, Bruce McCall, Mike Marshall, Kent Antley, Bobby Dann, Ashley Halfman, Chris Henderson, Luke Curtis, Jimmy Daniel, Billy Eiselstein, Charles Forlidas, Leah Knowlton and Clay Walts.

Commenting on the successful completion of the deal, Minter Ellison partner Nick Broome noted that the team was delighted to have assisted long-standing client Mayne Pharma to complete this transformational acquisition.

"We worked closely with Miller & Martin, who are fellow members of the World Law Group, on the merger agreement and U.S. debt-funding arrangements," Nick said. "We advised on all aspects of the transaction, including the acquisition and funding documents, both equity and debt. The equity arrangements were particularly complex, given that the size of the raising exceeded Mayne Pharma's previous capitalization. The deal brings together two complementary businesses and materially enhances Mayne Pharma's scale, market access and capabilities."

CMS, Russia Partners with WLG Members on a Trio of Recent Files

The host firm of the WLG's upcoming Spring 2013 Conference is working on a lot more than guest speakers and menu-planning. CMS, Russia has teamed up with three fellow WLG members in just the past few months. Among its billable activities:

- CMS, Russia and CMS von Erlach Henrici in Switzerland advised an international manufacturing concern in connection with the acquisition of an engineering business. The firms collaborated on short form/red flag due diligence investigation on the target and preparation of a full due diligence report, a Russian law Sale-Purchase Agreement, general coordination of the project and real estate advice.
- CMS, Russia and City-Yuwa in Japan represented a Japanese toy manufacturer in Russia in a number out-of-court settlements regarding the violation of the client's copyrights by different Russian companies. The matter involved both counterfeit and parallel import cases.
- In addition, CMS, Russia and Bahas, Gramatidis & Partners in Greece are advising a Russian client on a potential acquisition of assets in the Greek energy sector.

Advokatfirmaet Schjødt and Cuatrecasas, Gonçalves Pereira Assist Wine Investors

For several years, the Madrid office of Cuatrecasas, Gonçalves Pereria has advised Norwegian clients invested in the Spanish wine market.

Just before New Year, a complex restructuring of one such investment for a Schjødt client, which included new agreements for distribution of wine in Norway, was concluded.

"Cuatrecasas continues to impress us and our clients on all aspects of their services," Schjødt partner Nils Ludvig Dahl states.

WLG Conferences

March Brings Asian Regional Conference to Bangkok

The organizing team has pulled together an exciting program in record time for the WLG's first regional conference in several years with a full day of informative plenaries on Saturday, March 2, following a welcome dinner for delegates the previous evening at Celadon (recently named "Best Restaurant in Bangkok" by *Travel+Leisure* magazine), put on by host firm Chandler & Thong-ek in Bangkok, Thailand.

After opening addresses by WLG President David N. Kay and host firm managing partner Albert Chandler, E.T. Hunt Talmage, III, also of Chandler & Thong-ek, will present on "The Thai Legal System: Pitfalls and Tips for Working with Thai Clients and Their Local Counsel". Then, a panel will focus on "The Southeast Asian Economy: ASEAN Integration 2015" with panelists including international trade and development policy expert Tananya Hyanan, formerly Special Officer at ASEAN, and Chandler & Thong-ek founding partner Al Chandler.

Next, Alex D. Sanford of consulting firm Asia Advisory will speak about the role of lawyers in infrastructure projects in the emerging markets of Laos (officially Lao People's Democratic Republic) and Myanmar.

After lunch, Al Chandler will be joined by Daw Khin Cho Kyl of Myanmar Legal Services Limited in a discussion on "Regulatory Developments & Investment Trends in Thailand & Myanmar". The day's final panel will explore

“Top Lessons Learned From Dealing with International Clients” with speakers Jessada Sawatdipong of Chandler & Thong-ek, Mikio Tanaka of Japan’s City-Yuwa Partners, David Kay of Drinker Biddle & Reath’s Chicago office, and Swee-Keo Ng of Shearn Delamore in Malaysia. Closing comments will be offered by David Kay, who will address the topic of “Leveraging Your Membership in the WLG,” and Niwes Phanchaoenworakul, also of Chandler & Thong-ek.

The closing night dinner will take place aboard the cruise ship *Apsara*, billed as “the ultimate riverside dining experience” along the Chao Phraya River. The conference organizers have also arranged a number of host activities for Sunday for delegates staying on in Thailand for the remainder of the weekend.

With nearly 40 delegates registered, the WLG will exceed its registration goals for the organization’s first regional conference to be held in years. As impressive, many of those registered do not regularly attend the WLG’s regular semi-annual conferences, achieving another goal for this event: to introduce more member firm lawyers in Asia to the organization.

CMS, Russia Prepares to Welcome WLG Conference Delegates



“Moscow Never Sleeps”, a 2007 hit by Russian electronic music artist DJ Smash, was selected by member firm CMS, Russia as the background music for its video invitation to the WLG’s Spring 2013 conference. One look at the program for the conference to be held in Moscow from May 30 to June 1 reveals why delegates and guests won’t have much time for sleep either.

From the pre-conference optional tours offered for attendees arriving by Tuesday, May 28 (which include a Moscow city tour, a visit to “Star City”, home of the country’s cosmonaut training facilities, and a performance at the Bolshoi Theatre) to the closing gala at the Savva Hall on the banks of the Moscow River, delegates in particular can expect three action-packed days of meetings, networking and social events.

As this issue of *WLG Connections* was going to press, highlights of the delegates’ business program included plenaries examining the growing outbound investments of the “BRIC” countries and two sessions devoted to anti-corruption (ranked as the Number One issue for multinational companies in a range of in-house counsel surveys in 2012, including the WLG’s own “Global Agenda” report). The first session will look at the newest anti-corruption laws introduced by countries such as Australia, China, Italy, Russia and the United Kingdom with comparisons to the “grand-daddy” *Foreign Corrupt Practices Act* of the U.S. The second will look at anti-corruption investigations from the perspective of in-house counsel – and what assistance they expect from their external legal advisors.

Another plenary will tackle the topic of “How to Compete with Global Law Firms” in two ways: first, via a panel discussion and then among individual delegates in break-out groups.

Of course, regular features of each WLG conference – including a pre-conference luncheon meeting for younger partners, a formal welcome from the host firm, opening remarks by WLG President David N. Kay, meetings of WLG practice and industry groups, and regional meetings are also on the program. Following the closing plenary on Saturday, June 1, delegates and guests will be treated to a presentation by Tricia Mack, who is responsible for the International Space Station’s coordination between NASA engineers and their Russian colleagues. Other guest speakers will be announced shortly.

Payet, Rey, Cauvi Fetes WLG Conference Delegates in Lima

Delegates and guests attending the WLG’s Fall 2012 Conference in Lima, Peru last October enjoyed a close-up look at the country’s economic dynamism, its historical and cultural treasures, and the boundless hospitality of its people. The latter was exemplified by lawyers, their spouses and staff of host firm Payet, Rey, Cauvi, who turned out in force for many of the conference sessions, meetings and social events, and whose warmth and enthusiasm throughout the event was noted by many attendees.

Highlights of the business program included a warm welcome from host firm Payet, Rey Cauvi’s managing partner, José Antonio Payet, and a thought-provoking presentation by WLG President David N. Kay on the many recent changes in the world’s legal services markets during his opening address. These were followed by a fascinating introduction to the country’s recent economic

growth from Hugo Santa María of Apoyo Consultoría, who presented on “Latin America and Peru Then and Now: From Debt Crisis to Economic Performers.”

Another highlight, according to results of the post-conference survey, was a repeat of the “Power Marketing Workshops” session, which had proved very popular at the WLG’s Spring Conference in Helsinki. “Top-takeaways” or tips, from several of these workshops, on topics including “Building Effective Media Relationships” and “Planning & Negotiating Fixed-Fee Arrangements” are available from the Members’ Centre on www.theworldlawgroup.com

Friday’s proceedings began with meetings of six WLG practice and industry groups:

- Antitrust & Competition, which focused on 2013 planning for the group;
- Energy, Natural Resources & CleanTech, which examined “The Current Roles of Indigenous Peoples in Developing Energy & Natural Resources Projects”;
- Intellectual Property & Information Technology where participants learned about rules governing “Private Copying in Peru”;
- International Corporate Transactions, which featured an informative presentation and lively discussion on “Going Global: Needs, Expectations & Concerns of Clients in Emerging Economies”;
- A joint meeting of the Human Resources Law & Privacy Matters groups, which focused on “New Privacy Issues in Employment Law”;
- Litigation, Arbitration & Dispute Resolution with a two-part agenda that examined “A New Venue for International Arbitration – the Atlanta Experience” and “Arbitration & Judicial Review of Awards: An Introduction into the Arbitration Practice of Payet, Rey, Cauvi”.

Friday continued with a plenary featuring a panel of industry executives who discussed “Natural Resources in Latin America: An Inside View of the Energy and Mining Landscapes for Foreign Investors (and Their Legal Counsel).” Moderated by partner Aldo Reggiardo of Payet, Rey, Cauvi, panelists included: Enrique Cadena, CEO, Contugas S.A.C.; Claudio Bastos, Vale S.A.; Fritz

Du Bois, Managing Editor, Peru 21; and Miguel Palomino of The Peruvian Institute of Economics.

Regional group meetings, which enable delegates to participate in discussions on topics common to member firms and their clients in discrete regions, are always another conference highlight. In Lima, these consisted of:

- The Americas – “The Integration of Latin American Stock Markets, The Pacific Agreement and Their Impact on Business in the Americas”;
- Asia Pacific – “Myanmar Law & Investment”;
- Europe – “The Financing and Capital Structure of Law Firms in Europe.”

Another highly rated plenary took place on Saturday morning when Stuart Young of Wragge & Co moderated a lively session on “Hot Emerging Markets Worldwide,” which provided brief snapshots of the business and legal opportunities available in some of the world’s fastest-growing new markets: Angola (represented by João Magalhães Ramalho of PLMJ in Portugal, which has an allied firm in Angola), Mongolia (covered by Leigh Brown of Minter Ellison in Australia, which has an office in Mongolia), Myanmar (covered by Jessada Sawatdipong of Chandler & Thong-ek, which has an office in Myanmar) and South Africa (discussed by Michael Evans of Webber Wentzel).

In the final session, guests and delegates were treated to a presentation by keynote speaker Admiral Luis Giampietri, former Vice President of Peru. Titled “Hostage Forever,” his speech was a moving personal account about the 126 days he spent as a hostage at the hands of domestic terrorists in Lima and his efforts to help lead the rescue effort from within.

The conference closed Saturday evening with a gala dinner at the Club Nacional, the oldest private club in South America.

(Note that presentations and other materials from most of the Lima sessions are available on the Member’s Portal of www.theworldlawgroup.com.)



LEFT PHOTO: FROM LEFT, DELEGATES HARALD KAHLBERG AND RALF KURNEY (BOTH OF CMS HASCHE SIGLE IN GERMANY), JAN ÖRND AHL (OF CASTRÉN & SNELLMAN IN FINLAND), JES ANKER MIKKELSEN (OF BECH-BRUUN IN DENMARK) AND JAY CARFAGNINI (OF GOODMANS IN TORONTO, CANADA) SMILE FOR THE CAMERA IN LIMA.

RIGHT PHOTO: WLG PRESIDENT DAVID KAY THANKS ADMIRAL LUIS GIAMPIETRI FOR HIS KEYNOTE ADDRESS IN LIMA.

Member Firm Leaders Attend Second Annual Summit in Lima

Managing partners and other senior leaders of 16 WLG member firms gathered in Lima, Peru on Wednesday, October 17 to discuss challenges facing top independent firms in today's fast-consolidating global legal services market as well as to exchange views on the most effective strategies to address those issues.

The Leaders' Summit began with a welcome and opening remarks by WLG President David Kay, after which each participant provided a brief update on his or her firm, including: top current business growth areas/practices for the firm; insights about the changing dynamics or new developments in local law firm competition; and their biggest challenge today as a law firm leader.

Then, Leigh Dance of ELD International presented select highlights from the WLG's Global Agenda study, which evoked a lively discussion among Summit attendees about important lessons for law firms. Participants were joined for a working lunch by two senior in-house counsel – Felipe Cantuarias, Planning and Corporate Affairs Vice-President, Unión de Cervecerías Peruanas Backus & Johnston S.A.A. (SAB-Miller) in Peru and Felipe Márquez Robledo, General Counsel, AngloGold Ashanti Colombia, who shared insights on how they run their law departments and how law firms can help them most.

In the afternoon, consultant Ann Lee Gibson presented a number of current and emerging risks for law firms, and led Leaders' Summit participants through a discussion on identifying and mitigating risks for their firms. The day ended with a roundtable discussion on reducing law firm overhead costs.

The third Leaders' Summit will take place just prior to the WLG's Fall 2013 meeting in Boston, U.S.A. on Wednesday, October 2, 2013.

Major Matters

Herzog Fox & Neeman Prevails in Lengthy Dispute over Estate Containing Franz Kafka's Writings

As the denouement of a story that will surely end up in as book or movie script, a judgment rendered by the Tel Aviv District Family Court, after a legal battle that lasted four years, held that the literary works and estate of the late author Max Brod, which also includes the writings

of his friend, writer Franz Kafka, will be given to the National Library in Jerusalem.

Among Kafka's most famous and influential works are *Die Verwandlung* (published in English as *The Metamorphosis*), *Der Process (The Trial)*, and *Das Schloss (The Castle)*.

Max Brod was a lawyer, author, playwright and composer who lived in Prague and Israel during the 20th century. During law school at the University of Prague, he met Kafka and their friendship lasted for many years until Kafka's death from tuberculosis in 1924. Max Brod was aware of Kafka's genius and was the one who encouraged publication of Kafka's works in his lifetime and worked diligently to edit and publish Kafka's manuscripts after the author's death.

In 1939, after the Nazis came to power, Brod fled Prague, with a suitcase containing Kafka's writings, to Israel where he lived until his death in 1968. In Israel, Brod met Esther Hoffe, who became his personal secretary.

Max Brod died in 1968, leaving a will dated 1961. In his will, it was stated that Esther Hoffe would be the sole heir of his estate (except for a small portion of his property which he bequeathed to his relatives and friends) and appointed her as the executor of his will. However, as to his literary estate, Max Brod stated that after the death of Esther Hoffe, all the assets comprising his literary estate would pass to a public archive and ordered that Esther Hoffe should reach an agreement with a public library in Israel or another country (according to a list set out in his will) and transfer his literary estate to a public library or an archive, where it would be maintained.

Esther Hoffe lived another 40 years after Brod's death. However, until her death, she kept the literary estate in her possession and did not transfer it to any public library or archive. Instead, Esther Hoffe sold various items from the estate, and in her will, left other items from the estate to her two daughters. With regard to the remainder of the estate, Esther Hoffe ordered her daughters to reach an agreement with a public library in order for the remaining writings to be maintained there.

Esther Hoffe passed away in 2008 and her daughters began proceedings for probate of her will. At this point, a legal dispute arose between the daughters, who wished their mother's will to be executed as written, and the National Library in Jerusalem, which requested that the will of Max Brod should be respected and as such, the National Library should receive the assets comprising his literary estate. In addition, the Marbach archive in Germany joined the proceedings, claiming rights to Brod's

literary estate. The court appointed advocate Ehud Sol of the law firm Herzog Fox & Neeman as executor.

After analysis of the parties' arguments and evidence presented to it, the court fully accepted the position of the executor of the Max Brod estate, Ehud Sol, who was represented by Joseph Ashkenazi, Ofir Segev and Yana Slotsnik, also of Herzog Fox & Neeman.

During the legal proceedings, the literary estate's assets of both Brod's and Kafka's writings were tracked down and finally found after a search through a number of banks in Israel and Switzerland. The court ordered Ehud Sol to initiate the relevant procedures to complete the transfer of the literary estates of Max Brod and Franz Kafka to the National Library in Jerusalem.

Bae, Kim & Lee Advises Vogo Fund on Acquisition of Burger King Franchise Business

Bae, Kim & Lee LLC recently advised Vogo Fund, one of Korea's preeminent private equity funds, in connection with its acquisition of Burger King Unit, Food Culture Unit, and Food & Beverage Unit from SRS Korea Co., Ltd. for a purchase price of KRW 110 billion (approximately US\$ 100 million). The deal involved a spin-off of all of SRS Korea's business units including its Burger King Unit, except for KFC, followed by the transfer of the spun-off business units to a newly established entity, BKR Co., Ltd., with Vogo Fund acquiring a 100% equity interest in BKR Co., Ltd.

Over a span of six months, the BKL team advised Vogo Fund with respect to all aspects of the M&A transaction as well as the negotiation and documentation of the new franchise agreements with Burger King Asia Pacific, the franchisor. The deal was successfully closed on November 30, 2012.

SRS Korea, an affiliate of Doosan Co., Ltd., and which had acquired the exclusive operation rights in Korea of global fast food chains including Burger King and KFC, had made numerous attempts since early 2011 to sell its interest to private equity funds but to no avail due to difference in opinions with Burger King and KFC headquarters and failures in price negotiations. Vogo Fund also experienced similar difficulties but was able to conclude the deal successfully by defining the deal structure early on, according to which it spun off and acquired the Burger King Unit only. As a result of the transaction, Vogo Fund was able to further diversify its portfolio of

target investment companies to include manufacturing and financial businesses, and Burger King established a foothold to operate its business more actively by increasing the number of its franchisees and sub-franchises.

The BKL team was led by Sky (Sih Kyoung) Yang of the Securities and Finance practice group, and included Mieun Roh, Minju Chung and Susan Park.

Spain's Nationalized Banks Transfer €37 Billion in Assets to "Bad Bank" Following Advice from Cuatrecasas

The Spanish company set up to manage the assets derived from the country's banking restructuring (SAREB, incorrectly known as the "bad bank"), was set to receive assets worth more than €37 billion before December 31, 2012.

With this transfer, one of the requirements in the Memorandum of Understanding between Spain and Brussels for receiving the agreed financial aid was met.

Cuatrecasas, Gonçalves Pereira advised the Fund for Orderly Bank Restructuring (FROB) and other Spanish authorities on designing and creating SAREB, as well as on the transfer of the above-mentioned assets to the latter.

Bahas, Gramatidis & Partners Assists Greek Privatization Agency on Real Estate Privatization

Bahas, Gramatidis & Partners has been assisting the Greek Privatization Agency on the privatization of state-owned real estate together with the Bank of Attica. The firm's work includes assisting the State Real Property Fund in various complex litigation matters versus third parties challenging the ownership titles of the Greek state.

Last year, Bahas, Gramatidis assisted the Greek Privatization Agency on the first completed privatization project in Greece relating to the State Lottery for a nominal value of approximately €1.5 billion to be collected by the State during the 12-year concession period.

Under the terms of its original bailout with the E.U. and the International Monetary Fund, Greece was required to realize €50 billion from the sale of state assets by 2016, a target that was recently reduced to €19 billion.

CMS Hasche Sigle Advises on Largest German IPO in Past Five Years

After having advised the Spanish telecommunications group Telefónica S.A. on its acquisition of Hansenet in 2009, CMS Hasche Sigle assisted Telefónica Deutschland in its successful IPO on the Frankfurt stock market.

After full exercise of the greenshoe-option, the gross proceeds of the IPO amounted to EUR 1.45 billion. This is the largest IPO in Germany since 2008. A cross border CMS-team advised the company on all legal issues of the IPO.

Wragge & Co Helps on Re-Make of New Covent Gardens

The firm's real estate specialists have advised long-standing client and leading U.K. regeneration specialist St. Modwen Properties PLC, together with its joint venture partner VINCI PLC, on a £2 billion development project for the regeneration of New Covent Garden Market.

Not to be confused with "old" Covent Garden, the popular tourist attraction in central London, New Covent Garden Market is located in Nine Elms between Vauxhall and Battersea in southwest London. It is the U.K.'s largest fruit and vegetable market and comprises over 200 businesses employing more than 2,500 people. The market supplies 40% of the fresh fruit and vegetables eaten outside of the home in London and is used by 75% of London florists.

VINCI St. Modwen will work as development partner with the Covent Garden Market Authority on this milestone multi-phased project. It is one of the biggest mixed-use and residential developments in the South of England and entails the rationalization and master planning of the entire 57-acre site.

The regeneration of the existing New Covent Garden Market site will include development of 550,000 square feet of modern facilities to house the market's existing businesses. The new facilities will be funded through the release of 20 acres of surplus land. That land will then be developed to create a new, high quality, residential-led, mixed-use regeneration scheme, providing up to 2,800 new homes and 115,000 square feet of commercial space.

Real estate partner Peter Thorne led a team of real estate experts advising on the deal. He was assisted by consultant Tim Steele, real estate tax partner Lee Nuttall and real estate finance partner Colin Hurt as well as chairman of commercial development and investment Robert Caddick.

Castrén & Snellman Advises on Finland's Largest Wind Power Investment

Castrén & Snellman acted as the legal advisor to TuuliWatti, one of Finland's leading wind power companies, in Finland's largest wind power investment. The wind farm is to be constructed in Pori, a city on the west coast of Finland located some 15 kilometres from the Gulf of Bothnia, on the estuary of the Kokemäenjoki River, the largest in Finland.

The investment consists of 12 4.5MW wind turbines with tower heights of 140 metres and 128-metre rotors.

TuuliWatti is a joint venture of St1 and S-Group and has a target to build 500 MW of wind power in the next few years, which is 20% of Finland's wind power target of six TWh (terrawatt hours) set for the year 2020.

TozziniFreire Assists with US\$1.5 Billion Buy-out of One of World's Largest Credit Bureaus

TozziniFreire assisted Experian, a leading global information services company, in the acquisition of a 29.6% stake in the Brazilian credit data provider Serasa, the largest credit bureau in the world outside the United States, holding the most extensive database on Latin American consumers, businesses and economic groups.

The US\$1.5 billion deal means that Experian now holds almost 100% of the Brazilian company (the remaining 0.4 per cent is trapped within another company undergoing restructuring) and followed a previous US\$1.2 billion acquisition of a 65% stake in June 2007 and another US\$72 million for an additional 5% four months later. (The company also relied on TozziniFreire in both of the earlier deals.)

The latest matter involved negotiations with the biggest private financial institutions in Brazil – Itaú, Bradesco and Santander – which were able to value their remaining participation materially, considering that the amount paid in this transaction was higher than the amount paid when Experian acquired the much bigger equity stake.

The deal will significantly change the credit bureau market in the country. Partners José Luis de Salles Freire, Marcela Ejnisman and Fernando Cinci Avelino Silva coordinated the transaction.

Member News Round-up

Advokatfirmaet Schjødt was named “2012 Law Firm of the Year: The Nordics” in *The Lawyer’s* annual awards during a ceremony held in Monte Carlo in October. Schjødt’s managing director, Paul Bellamy, proudly received the award. Seven candidates, from Sweden, Denmark, Finland and Norway were nominated, the highest number for any category this year. This is the first time a Norwegian firm has won the award. In their evaluation of Schjødt, the jury noted that the firm had handled a large number of transactions in recent years and that, due to enormous energy and innovation, had achieved impressive growth while still maintaining the highest quality of service to clients.

MergerMarket also recently announced that **Advokatfirmaet Schjødt** was Norway’s leader in number of transactions in 2012 for the third year running. It was beaten out of *MergerMarket’s* Number 1 spot for the Nordics overall by **Bech-Bruun** (see below).

Alfaro Abogados was recognized as a “Recommended Law Firm” by Chambers and Partners, *Best Lawyers*, *International Financial Law Review* and *Latin Lawyer* for the year 2012.

U.S. News Media Group and *Best Lawyers* have named **Andrews Kurth** in the “2013 Best Law Firms” rankings. The firm is highly ranked in several practice areas, both nationally and regionally. The national first-tier rankings were featured in *U.S. News & World Report’s* “Money” issue, published in November. The rankings in their entirety are available at www.bestlawfirms.usnews.com.

Andrews Kurth was also recently honored for its work in the 2012 “Aerospace & Defense Services Deal of the Year” at the M&A Atlas Awards held in New York City. The annual M&A Atlas Awards, presented by the Global M&A Network, highlighted the sale of Composite Engineering, Inc. (CEi) to Kratos Defense and Security Solutions as its “Deal of the Year” in the defense and aerospace industries. Andrews Kurth represented CEi in the deal.

Arnold & Porter’s Environmental practice has been named to Law360’s 2012 “Practice Groups of the Year” list. Law 360 noted that the firm’s team of environmental lawyers had a “long list of accomplishments in 2012.” These included convincing a U.S. District judge to strike

down U.S. Environmental Protection Agency criteria for nutrient levels in Florida’s streams in a case in which the firm represented mining and fertilizer manufacturer, The Mosaic Co. Other significant 2012 wins included the firm’s representation of the Detroit Diesel Corp. and other city bus and bus engine manufacturers in a matter before the Second Circuit in which the firm’s attorneys successfully argued that the federal *Clean Air Act* pre-empted state tort law actions based on companies’ failure to meet federal emissions standards. The firm was also noted for its extensive environmental work for BP related to the Deepwater Horizon oil spill in the Gulf of Mexico.

Bahas, Gramatidis & Partners was recently honoured by the Hellenic Management Association for the firm’s invaluable contribution to the Greek business community and to the country’s privatization program.

Bech-Bruun acted as legal advisor on more transactions in 2012 than any of its Nordic peers, according to a recent report from *Mergermarket*. **Bech-Bruun** assisted clients on 66 transactions, including some of the year’s largest and most important deals. Examples include: Energinet.dk’s acquisition of 10 transmission companies at a value of DKK 5.709 billion, the sale of NKT Flexibles to National Oilwell Varco at a value of DKK 3.8 billion (**Bech-Bruun** advised NKT Flexibles); PAI Partner’s agreement with Novo A/S to sell its 25.6% stake in Chr. Hansen Holding, at a total price of DKK 4.1 billion (**Bech-Bruun** advised PAI Partner); the DKK 3.7 billion investment by the Ontario Teachers’ Pension Plan (OTPP) and the LEGO investment company Kirkbi in ISS (**Bech-Bruun** provided assistance to OTTP on all legal aspects of the investment); and the Chinese Titan Wind Energy (Suzhou) Co. Ltd.’s acquisition of a tower factory in Varde from Vestas (**Bech-Bruun’s** Chinese Desk assisted Titan with the transaction). “We are still experiencing substantial interest from Chinese enterprises wanting to invest in Denmark, particularly in the energy sector and in businesses with strong brands. Asian investors also continue to be prime movers in the European M&A market,” says **Bech-Bruun** chair Jacob Hjortshøj.

Bech-Bruun partner Lars Svenning Andersen has been appointed to Danish think-tank Kraka’s nine-member Financial Crisis Commission. Over the next two years, the independent commission’s expert panel will analyze what factors played a role in creating the crisis, what lessons can be learned and how Denmark and the Danish economy can best recover from the crisis. Lars is also current chair of the Association of Danish Law Firms.

Bech-Bruun has launched “Bech-Bruun Legal Templates,” a new web-based platform that provides legal precedents – in both Danish and English – in the following legal disciplines: Labour and Employment, E.U. and Competition, Real Estate, Intellectual Property and Company law. Access to Bech-Bruun Legal Templates is free of charge and is available to clients that either have a “framework” agreement with Bech-Bruun, or which engage Bech-Bruun as its primary legal adviser. The unique service provided by Bech-Bruun Legal Templates bolsters the sharing of knowledge between Bech-Bruun and its business partners, and aims to provide an unparalleled service to Bech-Bruun’s clients.

Castrén & Snellman has maintained its position as the best-known law firm in the Helsinki Metropolitan area for the 11th consecutive year. A survey conducted by Baltic marketing consulting firm Taloustutkimus evaluated the corporate image of 20 business law firms operating in the Helsinki Metropolitan Area and found that two-thirds of participants were familiar with Castrén & Snellman.

Cornelius Brandi, Senior Partner with **CMS Hasche Sigle** and Executive Chairman of CMS, has been recognized by the Professional Management Network (PMN) with the 2012 PMN Award in the Management category. The jury stated: “The exceptional development of CMS Hasche Sigle, both nationally and internationally, is closely linked with the continued leadership of Brandi, who led the firm from 1999 to 2011 as Managing Partner.”

The partners’ assembly of **Cuatrecasas, Gonçalves Pereira** has appointed new members to its Board of Directors and voted to restructure the roles of the firm’s chairman and chief executive officer. Rafael Fontana, managing director until now, will take on the executive duties Emilio Cuatrecasas carried out until recently as executive chairman, and Emilio Cuatrecasas will continue as chairman. The new board of directors has the task of reaching the objectives the firm set in the 2020 Strategic Plan, which defines the key steps to the firm’s future: international expansion, institutionalization of the firm, renewal of the governing bodies, involvement of young partners in management tasks, and innovation in client service.

For the second consecutive year, **Cuatrecasas, Gonçalves Pereira** achieved top position in the 2013 rankings by *Best Lawyers*, with 148 lawyers “recommended” and 225 receiving special mentions in various specialty areas. This means that two out of every 10 lawyers recommended in Spain are from Cuatrecasas, according to *Best Lawyers*.

Drinker Biddle & Reath partner Ronald A. Sarachan has been named co-chair of the firm’s White Collar Criminal Defense & Corporate Investigations Team. Ronald, who is resident in the firm’s Philadelphia office, will lead the team together with partner Charles Leeper of the Washington, D.C. office. Ronald joined Drinker Biddle two years ago after practicing in the white collar area for over 25 years. He focuses his practice on white collar litigation, regulatory enforcement, internal investigations, and *False Claims Act* and other complex civil litigation. He previously served as an Assistant United States Attorney in the Eastern District of Pennsylvania, where he was senior litigation counsel and chief of the major crimes section. He also was appointed chief of the environmental crimes section in the U.S. Department of Justice. Ronald teaches corporate responsibility and ethics at The Wharton School.

Edwards Wildman has been recognized by several market-leading organizations, which honored the firm for excellence in litigation, media and entertainment, and client service among others. The firm was named to *The Financial Times*’ “commended” list of litigation practices in its 2012 survey of “Most Innovative Law Firms,” marking the firm’s debut in this prestigious list. *The Financial Times* survey evaluates attorneys based on innovative techniques and pioneering solutions. In addition, Edwards Wildman was presented with the “Outstanding Entertainment & Media Law Firm Award” by the U.S. Association of Media & Entertainment Counsel (AMEC). AMEC recognized the firm’s achievements in serving as outside counsel for major studios, TV and cable networks, consumer products companies, and book and interactive game and media publishers. In addition, Edwards Wildman has once again earned a spot in the BTI Client Service A-Team list in the 2013 edition. Published by The BTI Consulting Group, the A-Team recognizes the law firms providing excellent client service to Fortune 1000 companies. BTI conducted in-depth interviews with more than 240 corporate counsel to determine which firms in the legal industry deliver superior client service to the world’s largest clients.

Gianni, Origoni, Grippo, Cappelli & Partners has significantly upped the size of its Labour team in Milan with the addition of new partner Paola Tradati and her team of six professionals which include counsel Nicola Bonante (who marks a return to the firm) and associates Pietro Scianna, Roberta Padula, Andrea Gaboardi, Nicolò Farina and Micol Peron. Paola was Managing Partner of Toffoletto De Luca Tamajo e Soci where she specialized in industrial relations, restructuring, stock option plans and

in business contracts. A member of the Italian Court of Cassation, Paola is often called upon to speak at international conferences and has written numerous legal publications on occupational and labour law. She is a member of AGI (the Italian Employment Lawyers' Association), EELA (European Employment Lawyers Association) and of the IBA. The firm's Labour department now comprises 26 lawyers, among whom are five partners, two counsel and 19 associates.

Gianni, Origoni, Grippo, Cappelli & Partners recently added to its bumper crop of 2012 awards with the "Law Firm of the Year" prize at the Top Legal Awards in November, the annual event that recognizes the top professionals in the Italian legal sector. It is the second time in a row that the firm has been crowned with this prestigious award. It also took home the "2012 Law Firm of the Year – Italy" at the *The Lawyer* European Awards last fall during a ceremony held in Monte Carlo in front of an audience comprising leading members of the international legal community. The firm was particularly commended for its strategic lateral hires in 2012, including Corporate and M&A expert Roberto Cappelli and his team – as well as for its participation in numerous high-profile transactions. Finally, the firm scooped the "Legal Advisor of the Year" award for Italy at the European M&A Awards 2012 hosted by *Mergermarket* and *The Financial Times*. This award, considered to be one of the most prestigious on the European M&A scene, was announced at the annual awards ceremony held in London.

Goodmans advised on seven of *Lexpert's* "Top Deals and Cases of 2012". Goodmans provided counsel on six of the Top 10 Deals including the #1 Deal of the Year: "Maple Group Acquisitions Corp. Takes TMX, CDS and Alpha". Goodmans was also noted for its representation on one of *Lexpert's* "Top 10 Business Cases": *Rogers Communications Inc. v. Society of Composers, Authors and Music Publishers of Canada*; and *Society of Composers, Authors and Music Publishers of Canada v. Bell Canada*. The "Top 10 Deals of 2012" and the "Top 10 Business Cases of 2012" articles were featured in the January 2013 issue of *Lexpert*, Canada's premier business law magazine.

Goodmans also had 27 partners excelling in 18 areas of practice recognized among the leading Canadian lawyers in the 2013 *Lexpert/American Lawyer Guide to the Leading 500 Lawyers in Canada* published in December 2012.

Havel, Holásek & Partners took home two awards in the Czech Republic "Law Firm of the Year" competition in the professional categories. This year, the firm was the winner in "Developer & Real Estate Projects" and in "Telecommunications & Media." In 2012, the firm was

involved in more than 50 real estate and construction transactions, projects and legal cases. It is the only firm to have won the "Telecommunications & Media" award three times, having done so previously in 2009 and 2010. The competition is organized by EPRAVO.CZ, provider of the online legal information service www.epravo.cz.

Herzog Fox & Neeman was again named "Law Firm of the Year – Israel" by *The Financial Times* and the *Mergermarket* group. This is the third year in a row HFN has been awarded the honour since the award sponsors introduced a category for Israel in 2010.

Lane Powell has considerably expanded its Intellectual Property Practice Group, making it one of the largest and most comprehensive in the U.S. Pacific Northwest. Recently joining the group are Matthew Block in Anchorage who brings significant patent and trademark litigation and counseling experience; Julianne Davis in Portland, formerly senior attorney with Nike, Inc., with patent litigation and counseling experience in utility and design patents, trademarks, product configuration trade dress, trade secrets and counterfeiting; and Brenna Legaard, who also joined the Portland office, bringing in-depth patent and trademark litigation and counseling experience in consumer goods, wireless technology and medical devices. Lane Powell also added two IP portfolio developers and three patent attorneys to the group in 2012.

Lane Powell has been named "Washington Firm of the Year" by *Benchmark Litigation* for 2013 in its inaugural U.S. Benchmark Annual Awards, presented on January 31 in New York. The firm was recognized for the strength of its case matters during 2012, including precedent-setting verdicts with notable high-dollar amounts at stake. Recommendations are based on interviews with the nation's leading private practice lawyers and in-house counsel. *Benchmark Litigation* is a U.S.-based publication, part of the *Institutional Investor* and *Euromoney* Legal Media Group.

Miller & Martin is celebrating its 145th anniversary in 2013. Founded in 1867, Miller & Martin today is a leading Southeastern U.S. law firm that has grown as its clients – leading companies in the food service, insurance, banking, manufacturing and service industries – have prospered. Beginning in East Tennessee, the firm now represents clients regionally, nationally and internationally through offices in Atlanta, Georgia, Chattanooga, Tennessee and Nashville, Tennessee. To commemorate this milestone, the firm has made contributions to educational institutions supported by one of the firm's founders, the late Burkett Miller, including the University of Virginia

(where Mr. Miller established the Miller Center for Public Policy Studies), the University of the South (commonly known as Sewanee) and the University of Tennessee at Chattanooga.



SHELBY GRUBBS

Miller & Martin attorney Shelby R. Grubbs has been appointed to the International Business Advisory Board of The University of Alabama Culverhouse College of Commerce and Business Administration. Founded in 1992, the Board comprises business and campus leaders bound by a commitment to assisting the College of Commerce in furthering its international

initiatives. Culverhouse College is recognized as the premier business school in the state and one of the leading programs in the Southeast and nationally.

Minter Ellison has named partner Paul Schoff as the new head of the firm's Australasian Competition Group. Recognized as 'elite' for the third year running by *Global Competition Review's* 2013 GCR100 – a ranking of the world's leading competition law firms – Minter Ellison's competition and regulatory practice has 15 partners and more than 50 lawyers across Australasia. Former head of the Australasian practice, Russell Miller, said Paul Schoff had established a reputation as one of Australia's leading competition lawyers. "Paul will lead the group with distinction, with a clear focus on clients' commercial objectives." Russell remains an active member of the group and will continue to focus on international merger and cartel work.

Minter Ellison's M&A practice has been recognized as a regional leader – receiving two awards for work undertaken by its team during 2012. At the annual Asia Pacific M&A Atlas Awards in late 2012, Minter Ellison was named "Australian M&A Law Firm of the Year." It was also recognized for its corporate advisory role in Grain-Corp's dual acquisition of Gardner Smith Group and Integro Foods from Goodman Fielder Ltd, which won "Oceanic M&A Deal of the Year." The annual Asia Pacific M&A Atlas Awards honour the top deals, star deal-maker teams and outstanding firms of 2012 in the Asia Pacific region, recognizing the hard work, expertise and resiliency it takes to successfully close exceptional transactions.

Minter Ellison's Mongolia office moved in early February to accommodate fast growth since the firm entered the country about 14 months ago. The address of the firm's new office in Ulaanbaatar is: Suite 612, Level 6 Central Tower, Sukhbaatar Square 2, SB District 8, Ulaanbaatar, 14200, Mongolia. Its main Ulaanbaatar office telephone number, fax number and all direct lines will remain the same. Office managing partner Elisabeth Ellis can be reached at elisabeth.ellis@minterellison.com.

PLMJ has elected a new managing partner, appointed a new board and made changes to its governance and partnership structures. The firm elected Manuel Santos Vitor as managing partner for the three-year period 2013-2015. He will be supported by a larger non-executive board with a chairman, Luís Sáragga Leal, and members José



MANUEL SANTOS VITOR

Miguel Júdice, Nuno Líbano Monteiro, Jorge Brito Pereira and Tomás Pessanha. PLMJ's partners also decided to put an end to the traditional distinction between equity partners and salaried partners, to better align the contributions of all partners.

PLMJ has launched a "Litigation Risk Assessment" service which the firm says is an innovation in Portugal. With more than 1.5 million cases pending before the courts, long delays in the trial phase and rising costs, going to court is often inefficient and increasingly expensive and unpredictable, PLMJ noted in its announcement. This makes it especially important to consider whether there is any advantage in investing in legal proceedings that may be resolved too late because of the weakness of the company involved. The new service makes it possible for clients to save both time and costs because it involves prior assessment of the potential risks of litigation. The service may also be useful in cases that are already before the courts but for which there are still out-of-court alternatives, particularly until March 2013 as all legal proceedings settled out of court by that date will be exempt from court fees. The service is being headed by PLMJ founding partner José Miguel Júdice, who has over 35 years of experience and activity in the area of dispute resolution.

Rodyk & Davidson Senior Counsel Lok Vi Ming was elected president of the Singapore Law Society for 2013, assuming the position on January 1. With Vi Ming's

appointment, Rodyk will enjoy the rare distinction of being the only law firm in Singapore to have had three Law Society presidents in its partnership. Managing partner Philip Jeyaretnam served as president for two terms from 2004-2007 and Graham Hill served in the same capacity from 1969-1972. Vi Ming was formerly vice-president of the Society and has served on the council since 2009.

Rodyk & Davidson was named the Law Society of Singapore's "Volunteer of the Year 2012" last November. This is the third consecutive year that Rodyk has received the award. The award is given in recognition of the contributions made by the firm to the work of the Law Society.

Setterwalls was recognized as "Swedish Law Firm of 2012 in Insolvency & Restructuring" last November at the award ceremony hosted by Blendows Klientbarometern, after a survey of corporate lawyers. Partners Odd Swarting and Thomas Ehrner were noted. Setterwalls also received an award for "Best Swedish Law Firm of the Year 2012" among large companies, and another for "Marketing/Communications." The yearly industry survey is carried out by the consulting firm Regi.

André Soulier, founder of **Soulier Avocats** and former Chair of the Human Rights Sub-Committee of the European Parliament, was a guest speaker at the "Twinings and Cooperation: A Value of Civilization" symposium held on December 1 in Grenoble under the auspices of the *Association Les Amis de Présence Africaine* (Friends of the African Presence) in the framework of France's International Solidarity Week.



ENRIQUE MANUEL

SyCip Salazar Hernandez & Gatmaitan (SyCipLaw) reports that Enrique T. Manuel has been named as head of the firm's Intellectual Property (IP) department. Ric has more than 30 years of experience as an IP practitioner and is an internationally-recognized expert in the field. He counsels clients on all aspects of IP, including branding and trademark issues, specialized and strategic IP portfolio management

for patents, trademarks, and copyrights, IP protection and enforcement, infringement and unfair competition, as well as related areas involving licensing transactions, technology transfer, entertainment, publishing, music, computer, Internet, domain name and privacy issues. Ric replaces Vicente B. Amador who continues to serve as a member of the firm's Executive Committee.

TozziniFreire moved into its new offices in Rio de Janeiro in November. Conveniently located in the financial and commercial center of the city, the new space will house the 130 professionals who work in Brazil's second largest city. The address for the new office is Rua da Quitanda 86 – 6th floor, Ed. Galeria – Centro 20091-005 Rio de Janeiro RJ Brazil; T: 55 21 3535-2100 F: 55 21 3535-2121.

TozziniFreire also welcomed a new leader for its Tax Practice Group in Rio. Leonardo Ventura joined the firm last fall. Leonardo focuses in tax consulting, with wide experience in direct and indirect taxes, taxation in M&A transactions, international taxation and judicial and administrative litigation, assisting companies from many different industries.

In other **TozziniFreire** news, the firm has been recommended in all areas covered by the first edition of *The Legal 500 Latin America* guide. The firm was also recognized as a top-tier practice in several areas by *Chambers Global: The World's Leading Lawyers* and *Chambers Latin America*, two of the main legal guides covering global and Latin-American markets.

WLG Resources Reminder

Readers are reminded that a range of marketing resources and WLG publications can be found on the Members' Centre at www.theworldlawgroup.com.

Among recently posted or updated resources are:

- Updated internal and external versions of WLG presentation templates,
- The new "WLG Multi-jurisdictional Pitch" template and sample pitch,
- Current editions of the WLG "Member Firm List" and "WLG at a Glance",
- The *WLG Global Guide to Whistleblowing Programs Worldwide*,
- Our study report, *Global Agenda: Issues & Priorities for Senior In-House Counsel Worldwide*.

Also, when mentioning your WLG membership in a client pitch or presentation, remember that the most up-to-date statistics on number of firms, total number of member firm offices and lawyers, etc. can be found on the home page of www.theworldlawgroup.com or in our "WLG at a Glance" mini-brochure also on our website.

SPRING 2013:
**MOSCOW,
RUSSIA**



Delegates attending the WLG's next semi-annual conference in Moscow next spring will be impressed by its mix of historical and modern architecture.

Meeting Places

Upcoming WLG Conferences

2013

Spring: May 30 to June 1, Moscow, Russia
Hosted by CMS, Russia

Fall: October 3 to 5, Boston, Massachusetts, USA
Hosted by Edwards Wildman Palmer
(The 2013 IBA Conference is also in Boston, October 6 - 11)

2014

Spring: May 15 to 17, London, England
Hosted by Wragge & Co

Fall: October 16 to 18, Manila, The Philippines
Hosted by SyCip Salazar Hernandez & Gatmaitan
(The 2014 IBA Conference is in Tokyo, Japan, October 19 to 24)

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 Info 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 Info Centre via the "New Member" link on our website home page. If you have forgotten your password, simply use the automated password reminder under the log-in 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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