

# GLOBAL AWARDS

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2013



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*Global Awards*  
2013



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Omar Sadik | Vince Draper

**Competitions Manager**

Arun Salik

**Administration Manager**

Nafisa Safdar

**Accounts Assistant**

Jenny Hunter

**Editorial Enquiries**

editor@corporativewire.com

**Advertising Enquiries**

advertising@corporativewire.com

**General Enquiries**

info@corporativewire.com

**FENICE MEDIA LTD****The Custard Factory****Gibb Street****Birmingham****B9 4AA****United Kingdom****www.corporativewire.com****+44 (0) 121 270 9468**

# BUSINESS AWARDS

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# BUSINESS AWARDS

**D**uring challenging times – both economically and environmentally – it is even more paramount that the business world is teeming with strong individuals along with a huge dose of innovation. Whether it is reinvigorating an already established industry such as retail and hospitality or creating outstanding developments to constantly evolving sectors including pharmaceuticals and technology; the Corporate LiveWire's Global Awards for 2013 are geared towards celebrating their flourishing success.

On top of all the returning awards from last year we have also expanded in order to include three new and exciting categories. We cannot stress enough the importance of looking after the environment and thoroughly believe that it is the responsibility of businesses in order to play their part. This is why we have launched the Green Efficient Firm of the Year Award. We are also excited to announce the arrival of Venture Capital Conglomerate of the Year as well as the brand new Outstanding Marketing Campaign 2013 Award. We believe that these are three important sectors of the business world which can really excite and bring to life the business world.

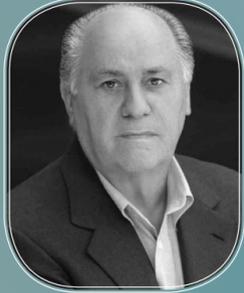
This year has been closer than ever, emphasised by the large volumes of exciting entries and nominations which were received in the build-up to the Awards. We believe strongly that every business and individual should be recognised for their performance and over the past twelve months we have tracked the progress and development of all the market leaders closely. As a result, our awards honour the firms and individuals who have consistently shown best practice and innovation in their work and demonstrated excellence in the world of business.

Business is very much a global domain which is resonated by the fact that our winners hail from all reaches of the globe such as Iraq, Hong Kong and the USA. Even with the financial crisis being suffered throughout Europe we have also highlighted the success stories throughout the continent including Spain and the UK. Our award winner's employee a cumulative total in excess of the entire population of the Republic of Ireland with a total revenue almost surpassing two trillion US Dollars! For their important contribution to every walk of life we say thank you, and congratulations.



WINNER

# BUSINESS MAN OF THE YEAR



AMANCIO ORTEGA  
Inditex Group (CEO)

*Born*  
28 March 1936 (age 77)  
Busdongo de Arbás, León, Spain

*Nationality*  
Spanish



Europe's wealthiest man, Amancio Ortega is co-founder and former chairman of Inditex Group, a fashion distributor which includes Zara, amongst one of the groups many chains. From humble beginnings and having never attended higher education, Ortega started by working in the textile field until he became the manager of a local clothing shop. With the ambition of making quality clothing accessible to all, at the tender age of 27 Ortega started working towards his fortune as he founded his own company, Confecciones Goa, producing and selling luxury bathrobes. Following this, in 1975 he opened the first retail Zara store.

Prior to commercial success with Zara, Ortega utilised a multitude of significant store locations, which became notable for Ortega's business model. The combination of offering high quality designer products, at more accessible prices led to Zara opening almost one hundred stores in Spain alone. Developing upon this, Ortega created Inditex in 1985 as the holding company for the Zara brand, in addition to some smaller chains. Through a just in time method of production, Ortega had fewer quantities of clothing produced, allowing for stores to be refilled more frequently, cutting down on inventory and shipping. By keeping his brand simple and effective, Inditex expanded to one of the largest textile

companies in the world. Ortega kept factory production local to Spain, enabling shipping costs to be reduced and savings passed onto consumers. Due to this pricing structure and localised production, Zara became extremely popular and advertising costs needed were minimal.

In 2001 Inditex Group went public, in a venture allowing Ortega to retain majority possession of the company at 59% ownership. The transition quickly developed Ortega into one of the wealthiest men in the world. In 2012 he ended tenure as chairman, although still majority owner of the company, which has seen 50% year-over-year record profits. Ortega is also known for a remarkable real estate portfolio, acquiring the majority during the financial downturn; he owns buildings in Chicago, London, Madrid, New York and San Francisco, worth an estimated \$4 billion.

Corporate Livewire has selected Amancio Ortega as winner of Business Man of the Year 2013, a year which led to him becoming this year's biggest gainer on the Forbes list, earning \$19.5 billion and for the first time, becoming one of the top three wealthiest people in the world. We congratulate Amancio on his continued success and wish him all the best for the rest of 2013 and beyond.

WINNER

# BUSINESS WOMAN OF THE YEAR



DAME ZAHA HADID  
Zaha Hadid Architects

*Born*  
31 October 1950 (age 62)  
Baghdad, Iraq

*Nationality*  
British



Born in Baghdad, Iraq and a graduate of both the American University of Beirut and the School of Architecture in London, Dame Zaha has influenced and enlightened audiences across the world through the use of her modernist designs. During the 2012 Olympics in Great Britain, Dame Zaha's influence was shown through the visually remarkable aquatics centre.

Utilising her passion of blending architecture and modernist design, Dame Zaha has influenced the world of architecture by establishing her talent and in 2004 becoming both the first woman and Muslim to win the Pritzker Prize, an award given to work that demonstrates talent and vision which has contributed to humanity through the use of architecture. This followed the European Union Mies van der Rohe Prize for a tram station and car park designed in Strasbourg.

While managing to sustain a highly profitable business, Zaha has guided her firm Zaha Hadid Architects into designing a multitude

of the world's most renowned buildings, such as her critically acclaimed works, the London Aquatics Centre, the Evelyn Grace Academy in Brixton, London and also the MAXXI museum in Rome. Amongst world renowned museums and opera houses, Dame Zaha has also produced temporary works such as a ski jump in Austria, a handbag inspired mobile pavilion for Chanel and an array of fashion items.

Corporate Livewire has selected Dame Zaha Hadid as its winner of Businesswoman of the Year 2013. Already highly regarded by critics, Dame Zaha was able to astound audience members with her aquatics centre in London, a £269m facility that houses two swimming pools and seats 22,500. Her most recent success has led to awards in other arenas, such as a Dame Hood, the Veuve Clicquot Business Woman Award and our Business Woman of the Year 2013. Congratulations Zaha on your vast achievements and we look forward to your future success.

WINNER

## POSTHUMOUS AWARD



AL NEUHARTH

USA Today (Founder)  
The Freedom Forum (Founder)  
Newseum (Founder)

Allen Harold "Al" Neuharth  
22 March 1924 – 19 April 2013

Nationality  
American



Passing away on 19 April 2013, Al Neuharth died a month after his 89th birthday. Known as the visionary who reorganised American newspapers, after creating USA Today; America's first national newspaper and one of its most widely read today, he was also known for creating The Free Forum and its Newsuem.

After serving in the Second World War, his first job was in journalism as an Associated Press reporter; however he left to create a sports paper in South Dakota named SoDak Sports. Believing that starting a newspaper could enable him to become "rich and famous" SoDak achieved modest success, however eventually ran out of money a year after its inception, resulting in a loss for Neuharth. In 1954 he relocated to Florida to work as a reporter with the Miami Herald. He quickly ascended the newsroom hierarchy and by 1960 he was named assistant executive editor of the Detroit Free Press. Within three years he had accepted an offer to join Gannett, a large newspaper distributor and became president in 1970 and continuing his personal achievement, CEO three years

later. In the following years, Gannett became the most profitable newspaper company in history.

Creating USA Today In 1982, Neuharth utilised modern satellite transmission technology of the time and achieved great success. Becoming America's most widely circulated paper, USA Today pioneered schemas such as bold use of colour, easy-to-read layouts and shorter articles. Its section format was widely copied and its innovative layouts attracted foreign imitators such as Britain's Today.

Corporate Livewire has chosen Al Neuharth to receive this year's Posthumous Award. Neuharth will be missed by many through his legacy of bringing long-overdue creativity and innovation, whilst helping America's papers prepare themselves for the internet onslaught. Leaving Gannett in 1989, Neuharth took over the groups' philanthropic division, the Gannett Foundation and reorganised it into the Freedom Forum, a tool to promote press freedom. In 1997 the Forum opened the Newseum, a world first museum, devoted solely to news. It has since moved to the capital, Washington DC in 2008, becoming a popular tourist attraction.

WINNER

## INNOVATIVE FIRM OF THE YEAR



BMW

www.bmw.com

Type  
Public company

Traded as  
FWB: BMW

Founded  
7 March 1916

Revenue  
€68.82 billion (2011)

Employees  
102,007 (2011)



In 2013 BMW has continued in setting examples across the board with technology and innovation in vehicles. Ranging from their MMI Touch feature, which enables users an intuitive and safety conscious method of navigation, to features such as remote controlled parking. The MMI touch system features a touchpad interface, which also connects seamlessly with the iDrive knob and allows users to input information ranging from directions to phone numbers and music choices, all without having to focus away from the road.

On the horizon for BMW is also Lateral Collision Avoidance technology. Working in a similar approach as lane-departure warning and prevention systems, the technology focuses on avoiding contact with passerby vehicles. Using its already established ultrasound proximity sensors to detect if a vehicle is approaching too closely, the system first gives an audible warning. Then after passing through the "safety bubble" threshold, the car commences small safety measures such as steering away in order to prevent opposing vehicle contact. However, while being an effective system, it can also be overridden with minimal effort, in harmony with BMW's philosophy of the driver being ultimately responsible for their vehicle.

BMW have exciting plans on the horizon, such as the Micropause Apps and Emergency Stop Assistant. The Micropause app will allow the user access to internet enabled apps, such as Facebook or Twitter safely, whilst for example being in traffic. Highlighting safety as a feature concern, BMW has also worked with Germany's traffic authorities, in efforts to begin adapting smart traffic signals that would allow signal-to-car communication, allowing your car to potentially know exactly how long your journey will be affected for. In combination with this feature, the user could then launch an appropriate length Micropause App for the given time frame.

Corporate LiveWire has selected BMW as its winner of Most Innovative Firm of the Year 2013. Through developing worst case scenario technology, BMW has given users a greater degree of safety in cases of emergencies such as heart attacks or stroke and through Emergency Stop Assistant, has the ability to safety take control and potentially phone emergency services. Using a range and combination of technology GPS, radar and camera features are used to record a highly detailed map of the current road and surrounding vehicles, enabling safe passage to the nearest safe harbour.

WINNER

## NEW FIRM OF THE YEAR



QUALCOMM INCORPORATED

www.qualcomm.com

Type  
Public

Traded as  
NASDAQ: QCOM  
S&P 500 Component

Founded  
1985

Revenue  
US\$ 19.12 billion (2012)

Employees  
26,600 (2012)



Effective 1 October 2012, QUALCOMM Incorporated completed a corporate reorganisation in which the assets of certain businesses and groups, as well as the stock of certain of its direct and indirect subsidiaries, were contributed to Qualcomm Technologies, Inc. (QTI), a wholly-owned subsidiary of QUALCOMM Incorporated that was created for purposes of the reorganisation.

The changes in this corporate structure generally formalise the way they have been operating, and continue to operate, their primary businesses. The changes have been implemented, among other reasons, in order to enhance an ability to quickly deliver products to consumers, while further protecting and insulating valuable patent portfolio.

Project RAY is one of the new and exciting developments within QUALCOMM Incorporated, engaged in design, market and manufacture of digital communications products and services based upon key technologies such as, code division multiple access (CDMA), Orthogonal Frequency Division Multiplexing (OFDMA) and other technologies.

Project RAY's ambition has been to bridge the digital divide and improve the standard of accessibility for the blind and visually

impaired, by unleashing the power of modern Smartphone technology to aid user independence. Through Project RAY, a single mobile device can combine many of the capabilities of dedicated devices into a single product. The Smartphone for the blind could eliminate the need for the visually impaired to rely on Braille, special navigation tools, audio book readers and voice enabled systems and instead users could turn to a single device. Due to this encompassing product development, the RAY device is poised to become the new standard for the blind and visually impaired.

Corporate LiveWire has selected QUALCOMM Incorporated as its New Firm of the Year 2013 due to its outstanding innovation including Project RAY's commitment to aid accessibility for the blind and visually impaired. The RAY series phone is manufactured using off the shelf Android Software and is powered by Qualcomm's Snapdragon processor, so production costs should be lessened. According to the World Health Organization, 285 million people are visually impaired worldwide, 39 million are blind and 246 million have low vision. As a result of this, the need for required technology is high and should be more accessible. With a large amount of potential benefit and future interest, Corporate LiveWire have awarded Project Ray the New Firm of the Year Award and look forward to their upcoming products and updated features.

WINNER

## ONLINE FIRM OF THE YEAR



GOOGLE INC.

www.google.com

Type  
Public

Traded as  
NASDAQ: GOOG  
NASDAQ-100 Component  
S&P 500 Component

Founded  
Menlo Park, California, U.S.  
(September 4, 1998)

Revenue  
US\$ 50.18 billion (2012)

Employees  
53,891 (Q1 2013)



Specialising in internet search, cloud computing, advertising and now mobile devices, Google is the world's largest search engine and has continued its rise in the online world into 2013 with a 30% rise over Q1 profits from 2012. Through key developments and growing partnerships in the mobile communications sector, such as Samsungs record breaking success with their Android Smartphone range, Google is now registering over 1.5 million new devices each day and has reached more than 190 Countries worldwide. Having also launched its own Android phone, Tablet and Mini-Tablet as part of its Nexus Line-up, Google was awarded Tablet of the Year by T3.

Google's most notable existing division, YouTube has also achieved remarkable growth over the past year and is currently ranked as the third most visited website in the world according to Alexa, a leading online company which analyses web traffic. At present over 60 hours of video footage are uploaded to YouTube servers every minute, enabling users to see a vast array of content on a multitude of devices. Google has also expanded its online applications and services into the mobile world, with over 750 million activated devices for Android to date.

Corporate LiveWire has selected Google as its Leading Online Firm of the Year 2013 due to its continued efforts at bringing consumers into the digital age through products such as YouTube, Google Play and Google TV. One of Google's newest product success stories is ChromeOS; an always-on cloud based operating system that enables consumer's ultrafast access to the internet requiring minimal local storage. On the future horizon is Google Glass; a wearable head mounted computer that offers and expands upon Smartphone like features, such as the ability to record video, get directions and perform searches and retrieve information.

Google has seen a continuous rise in the mobile sector, with Android operating system achieving a worldwide market share in the mobile world at 75%, while its latest edition, Project Jelly Bean has gained 15% Android usage by March 2013. Google has also expanded its digital products market through its merger of their Android and music market divisions into Google Play, offering mobile apps, music, video and eBooks in an integrated service. Beyond this google has developed its product integration through its range of mobile devices and we look forward to seeing their upcoming features and developments.

WINNER

## CONGLOMERATE OF THE YEAR



VIRGIN GROUP LTD.

www.virgin.com

Type  
Private limited company

Founded  
1970

Revenue  
US\$ 21.3 billion (2011)

Employees  
Approximately 50,000



Virgin has a rich and varied history which takes in airlines, records, bridalwear, holidays, vodka, cars, bank accounts, mobile phones, cosmetics, condoms, gyms... the list goes on. And there's more to come - Virgin is stronger than ever.

Virgin is a leading international investment group and one of the world's most recognised and respected brands. Conceived in 1970 by Sir Richard Branson, the Virgin Group has gone on to grow successful businesses in sectors ranging from mobile telephony, travel, financial services, leisure, music, holidays and health & wellness. Across its companies, Virgin employs approximately 50,000 people, in 34 countries and global branded revenues in 2011 were around £13bn (\$21bn).

Virgin believes in making a difference. They stand for value for money, quality, innovation, fun and a sense of competitive challenge. Virgin strives to achieve this by empowering employees to continually deliver an unbeatable customer experience.

Virgin frequently creates partnerships with others and excels in combining skills, knowledge, and operational expertise from a range of industries to build exciting and successful companies. Once a Virgin

company is up and running, several factors help to ensure its on-going success. The global power of the Virgin brand; Richard Branson's personal reputation; an unrivalled network of friends, contacts and partners; the Virgin management style; the empowerment of staff; and of course a large helping of Virgin flair all contribute to the success of our ventures.

Virgin Group companies are part of one big family rather than a hierarchy. They are empowered to run their own affairs, yet the companies actively help one another, and solutions to problems are often sourced from within the Group. In a sense they form a commonwealth, with shared ideas, values, interest and goals. At the core they believe business must be a force for good and use its influence and resources to help find solutions to some of the world's major issues.

Whether we are making a telephone call, listening to our favourite music records or even travelling across the Atlantic - Virgin Group Ltd. have facilitated many of these possibilities and as such Corporate LiveWire are proud to declare Virgin as its first Venture Capital Conglomerate of the Year award winner and look forward to continuing to utilise their many products and services for the foreseeable future.

WINNER

## COMMUNICATIONS FIRM OF THE YEAR



CHINA MOBILE LIMITED

www.chinamobileltd.com

Type  
Public

Traded as  
SEHK: 0941 NYSE: CHL

Founded  
1997

Revenue  
CN¥ 527.99 billion (2011)

Employees  
181,000 (2012)[3]



After launching in Hong Kong on 3 September 1997, China Mobile was listed on the NYSE and the Stock Exchange of Hong Kong Limited (HKEx) in October 1997. As a state owned company, China Mobile has largely controlled the mobile services sector since its formation. With networks in all 31 provinces, autonomous regions and directly-administered municipalities in Mainland China and in Hong Kong Special Administrative Region through these subsidiaries, China Mobile is currently the world's largest mobile operator with over 700 million subscribers.

In addition, China Mobile owns a 99.97% equity interest in China Mobile Group Device Company Limited, a 92% equity interest in China Mobile Group Finance Company Limited through Beijing Mobile and a 66.41% equity interest in Aspire Holdings Limited ("Aspire"). China Mobile's mission has been to create "boundless communication, building an information society" and through this expansive growth, China Mobile has enabled hundreds of millions to communicate anytime and

anywhere, allowing people to enjoy the freedom that mobile technology brings to life.

Corporate LiveWire has selected China Mobile as its winner of Communications Firm of the Year 2013. As well as having the world's largest customer base, China Mobile also boasts the world's largest mobile network, meaning that the Company has been regularly selected as one of the "FT Global 500" by Financial Times and features in "The World's 2000 Biggest Public Companies" by Forbes Magazine.

China Mobile has achieved this success despite not carrying flagship devices such as the Apple iPhone and in December reported its best-ever monthly 3G uptake numbers, adding 5.5 million net 3G subscribers in December with an average of approximately 3 million additions in the previous months. We congratulate China Mobile on a very successful 2012 and continued growth well into 2013. We look forward to seeing further new developments and technology implemented in the future.

WINNER

## TECHNOLOGY FIRM OF THE YEAR



SAMSUNG

www.samsung.com

Type  
Chaebol

Founded  
1938

Revenue  
US\$ 247.5 billion (FY 2011)

Employees  
369,000 (FY 2011)



Samsung Electronics department delivered another outstanding performance in Q1 2013, capitalising upon the global smart phone expansion to grow revenues by 17% and operating profits by 54% over the same period last year. These figures are driven by the incredible popularity of the Galaxy S III as well as the Galaxy Note range of smart phones, as Samsung's mobile division continued to generate the majority of its profits, accounting for almost 75% of its \$7.9 billion in operating profits generated last quarter.

Corporate LiveWire has selected Samsung for its Technology Firm of the Year 2013, due to its innovative and highly successful range of new products in key mobile sectors. Whilst Samsung has seen a strong year economically, they have been busy in other areas including the acquisition of mSpot Inc., a cloud based music service which Samsung transformed into Samsung Music Hub, NVELO Inc., which will become part of Samsung's R&D operations and will focus on software for intelligently managing and optimising next-generation Samsung solid state storage subsystems for consumer and enterprise computing platforms and most recently acquiring the imaging company NeuroLogica, as part of the plans to build a leading medical technology business.

In addition to Samsung's expansive company acquisitions, they have also won beneficial court rulings in the latest of a string of high profile court cases with Apple, over claims that Samsung had infringed upon design and software features from the iPad for their own tablet computers, in a patent based lawsuit which Samsung believed if unsuccessful, would limit innovation in the mobile and technology industry. We look forward to Samsung's continued innovation, expanding upon their highly successful mobile products and greatly anticipate future developments.

Founded in 1938, Samsung is a South Korean multinational conglomerate, created initially as a trading company but later diversified into areas including food processing, textiles, insurance, securities and retail. At present, the Samsung brand comprises of numerous subsidiaries and affiliated businesses, the majority united under the Samsung brand including Samsung Electronics (the world's largest information technology company measured by 2012 revenues) Samsung Heavy Industries and Samsung Engineering and Samsung C&T. Other notable subsidiaries include Samsung Life Insurance, Samsung Everland Resort, Samsung Techwin, an aerospace and defence company and Cheil Worldwide Inc., one of the largest advertising agencies worldwide.

WINNER

## ENERGY FIRM OF THE YEAR



EXXONMOBIL

www.exxonmobil.com

Type  
Public

Traded as  
NYSE: XOM  
Dow Jones Industrial Average  
Component  
S&P 500 Component

Founded  
30 November 1999

Revenue  
US\$ 453.123 billion (2012)

Employees  
76,900 (2012)



One of the largest companies in the world, ExxonMobil is an American multinational oil and gas corporation with headquarters in Texas. The company is currently ranked #5 on the Forbes Global 2000 list; however it is the largest company by revenue, employing over 82,000 people worldwide and recently became the largest publicly traded company by market capitalisation in the world. Its current reserves include 74 billion equivalent oil barrels and they operate 37 oil refineries in 21 countries, allowing for a refining capacity of 6.3 million barrels daily. At present ExxonMobil is the largest refinery in the world.

ExxonMobil currently markets its fuel and lubricants through three brands worldwide: Exxon, Esso and Mobil. Beyond fuel and lubricants ExxonMobil also owns hundreds of smaller subsidiaries including Imperial Oil Limited at 69.6% ownership in Canada and SeaRiver Maritime, a petroleum shipping company. ExxonMobil itself is structured into three key divisions, Upstream which focuses on oil exploration, extraction and shipping, Downstream focusing on marketing, refining and retail operations and finally its Chemical division based in Houston, Texas.

Corporate LiveWire has selected ExxonMobil as its Energy Firm of the Year 2013, due to its continued successes in powering homes, businesses, industry and transportation. As the market leader in natural gas and oil, ExxonMobil remains one of the most significant companies in the energy sector and continues to post impressive profit margins. Developing upon its acquisition of XTO Energy in 2010 and fracking technology, ExxonMobil now produces an equal ratio of gas to oil.

With customers in the United States relying on Exxon-branded services and lubricants for their personal and business needs, more international consumers will be more familiar with their Esso Brand. Its Mobil division is more recognised for its advanced technology in fuels, lubricants and services and is currently ExxonMobil's downstream headquarters. ExxonMobil has also developed upon its joint venture with Russian energy firm Rosneft and could spend up to \$15 billion on building a gas-liquefaction plan on the Russian Pacific coast which could begin shipping gas from 2018 into lucrative Asian markets.

WINNER

# PHARMACEUTICALS FIRM OF THE YEAR



JOHNSON & JOHNSON  
www.jnj.com

Type  
Public  
Traded as  
NYSE: JNJ  
Dow Jones Industrial Average  
Component  
S&P 500 Component  
Founded  
1886  
Revenue  
US\$ 65.030 billion (2012)  
Employees  
117,900 (2012)



Founded in 1886, Johnson & Johnson is an American multi-national who manufacture and distribute pharmaceutical, medical devices, and consumer packaged goods. Johnson & Johnson are the eighth-largest pharmaceuticals business in the world and the sixth-largest biotech business. Primary contributors to strong operational growth of 6.8% include REMICADE (infliximab), a biologic approved for the treatment of a number of immune-mediated inflammatory diseases; VELCADE (bortezomib), a treatment for multiple myeloma; PREZISTA (darunavir), a treatment for HIV; and a number of other products launched recently.

In the past year Johnson & Johnson have delivered solid results, reflecting a continued sales momentum in multiple areas of their business, driven by the focus on delivering meaningful innovation in health care to patients and customers, gaining \$25.4 billion in worldwide sales. High sales are a continued factor within Johnson & Johnson, having a track record of consistent performance, with 29 straight years of adjusted earnings increases and 50 consecutive years of dividend increases. Johnson & Johnson is one of only six companies in the Standard & Poor's 100 Index to achieve this record.

Johnson & Johnson as Pharmaceuticals have achieved a level of consistency in development, partnerships and innovation in the biotech world. The pharmaceuticals segment included strong growth of key products and successful new launches. As a result of continuing commitment to research and development, collaboration and innovation, Johnson & Johnson are expected to maintain strong momentum. After making important investments in building strategic partnerships with companies like Synthes Inc, which marked their largest acquisition in their history and combined with DePuy, creates the world's largest, most comprehensive orthopaedics and neurology business enables Johnson & Johnson to deliver sustainable growth.

A total solutions business, DePuy Synthes offers an unparalleled depth of products, services and programs in key areas of joint reconstruction, trauma, spine, sports medicine and includes many other areas. Through this diversity, DePuy has the opportunity to contribute in greater ways to meet the needs of today's dynamic health care environment. It is in lieu of these large acquisitions and continued growth that Corporate Livewire has awarded Johnson & Johnson Pharmaceuticals Firm of the Year and looks forward to its continuing innovation and break through research.

WINNER

# RETAIL FIRM OF THE YEAR



WALMART  
www.walmart.com  
Type  
Public  
Traded as  
NYSE: WMT  
Dow Jones Industrial Average  
Component  
S&P 500 Component

Founded  
1962  
Revenue  
US\$ 446.950 billion (2012)  
Employees  
2.2 million (2012)



It is not often that Corporate LiveWire will reward the same firm two years running but with Wal-Mart's continued growth through its three main businesses – Wal-Mart U.S., Wal-Mart Internationals and its U.S. Brand Sam's Club – we would be foolish not to acknowledge their triumphs.

Founded by Sam Walton in 1962 and publicly traded on the New York Stock Exchange in 1972, by 1990, Wal-Mart was the number one retailer in the American region and continued to grow into a global brand, maintaining more than 200 million customers and members each week across their 10,700 stores under 69 banners and e-commerce websites and employs 2.2 million associates worldwide.

Based upon the Fortune Global 500 list, Wal-Mart is the largest retailer in the world and the biggest private employer in the world with over two million employees. 2012 marked Wal-Mart's 50th year in the retail industry, whilst 2013's sales of approximately \$466 billion makes it the most profitable retail chain last year. Despite giving away more than \$1 billion to charities, whilst also beginning other initiatives for hiring and training to any honour-

ably discharged veterans within their first twelve months off active duty.

Corporate Livewire has once again selected Wal-Mart for its Retail Firm of the Year 2013, having proven its longevity and growth. Wal-Mart has made significant strides online in recent months, by using successful strategies intended to help rival online giant Amazon, firstly by creating a more user friendly website, whilst also helping customers who don't necessarily want to buy online guiding them to the nearest product and store.

This year Wal-Mart launched a number of new initiatives, including a national campaign with the aim of showing a more authentic Wal-Mart, utilising television and digital advertising to focus on three key areas, customers, associates and new efficient delivery mechanisms, enabling price savings. Wal-Mart has also launched a scheme to help conserve key open spaces in 7 U.S. States and created a plan to hire over 100,000 veterans over the next five years. We anticipate continuing successes with Wal-Mart in the near future and congratulate them on a great year, looking forward to their future achievements.

WINNER

# HOSPITALITY FIRM OF THE YEAR



CARNIVAL CORPORATION & PLC

www.carnivalcorp.com

Type  
Dual-listed public company

Traded as  
NYSE: CCL  
NYSE: CUK  
LSE: CCL  
S&P 500 Component

Founded  
2002 - Merger of Carnival Corporation and P&O Princess Cruises

Revenue  
US\$ 15.382 billion (2012)

Employees  
86,800 (2012)



Carnival Corporation is a global cruise company and also one of the largest vacation companies in the world. Initially founded in 1972 as Carnival Cruise Lines, the company was rebranded in 1994 as the Carnival Corporation. They have won recent awards, such as the Cruise Critic 2012 Editors' Pick Awards, 7th Annual Bacardi Cruise Competition and Best Cruise Line Spa in Spa Magazine's 2011.

Through its late founder Ted Arison, Carnival has recognised cruise brands in North America and throughout Europe, including the United Kingdom, German and Italy. Its North American arm includes notable brands such as Carnival Cruise Lines, Holland America Line and Seabourn. Its EAA segment cruise brands include AIDA Cruises, Ibero Cruises and two P&O Cruises in Australia and the United Kingdom.

Corporate LiveWire has selected Carnival Corporation as its winner of Hospitality Firm of the Year 2013. Carnival boasts an extensive product specification as well as offers that provide their guests with exceptional

vacation experiences, at an outstanding value. They have succeeded in providing quality cruise vacations which have made Carnival the most profitable company in the leisure travel industry. Carnival's stock is dually listed on both the New York Stock Exchange and on the London Stock Exchange under symbol CCL. Carnival is the only company in the world to be included in both the S&P 500 index in the United States and the FTSE 100 index in the United Kingdom.

With headquarters in Miami and 11 cruise line brands, Carnival Corporation boasts over 100 ships for commercial use. In addition to its cruise brands, it has a Cruise Support segment that includes its cruise port and related facilities located in Cozumel, Mexico; Grand Turk, Turks amongst many others. It also owns Holland America Princess Alaska Tours, a tour company in Alaska and the Canadian Yukon. Continued growth has also allowed the Carnival Corporation to own and operate 12 hotels, over 300 motor coaches and 20 domed rail cars. Growing upon recent awards and our Hospitality Firm of the Year Award, we look forward to your continued success.

WINNER

# MANUFACTURING FIRM OF THE YEAR



FOXCONN

www.foxconn.com

Type  
Public

Traded as  
TWSE: 2317  
SEHK: 2038  
LSE: HHPD

Founded  
1974  
Revenue  
NT\$3.452 trillion (2011)  
Employees  
1.23 million (2012)



Hon Hai Precision Industry Co., Ltd. (trading as Foxconn) continues to be the world's largest manufacturer of electronics components, with headquarters in Taiwan and is the largest exporter of Greater China. With notable companies using their services, Foxconn have manufactured some of the world's most well known products, including the Apple iPhone, iPad and iPod as well as the Amazon Kindle and Sony PlayStation 3. Its clients range from major America corporations to European and Japanese electronic sectors as well as I.T companies.

Foxconn specialises in key technological areas such as wireless connectivity, material sciences, nanotechnology as well as green manufacturing. Recognised as a market leader in innovation, Foxconn has created over 55,000 patents in 2012 in key areas of research, such as optical plating, precision nano/processing and environmental protection. Beyond this, Foxconn is developing computer software, logistic planning and e-supplying systems to adapt to the increasing demand of the global supply chain.

Corporate LiveWire has selected Foxconn as its Manufacturing Firm of the Year 2013, due in part to its developed emphasis on green manufacturing and expansion into Brazil creating over 10,000 new jobs. Foxconn has also acquired a 10% stake in the Japanese electronics company Sharp for \$806 million and agreed to purchase up to 50% of the LCD displays produced at Sharp's plant in Japan. In addition, through Foxconn's integrated one stop shopping business model, it offers consumers access to not only the world's largest manufacturing base but also the shortest supply chain.

Foxconn has continued to provide renowned service in the manufacture of electronics components for some of the world's most in-demand goods. Without the production volume ability Foxconn provides, major companies such as Microsoft and Apple would be unable to feed consumer demand for new and innovative devices. We at Corporate LiveWire would like to congratulate Foxconn for their continued success in meeting corporate and consumer demand, expanding upon last year and look forward to seeing them for the remainder of 2013.

WINNER

## OUTSTANDING MARKETING CAMPAIGN



MICROSOFT WINDOWS 8  
windows.microsoft.com

*Developer*  
Microsoft Corporation  
*Initial release*  
October 26, 2012; 7 months ago  
*Stable release*  
6.2 (Build 9200) (August 1, 2012;  
10 months ago)  
*License*  
Proprietary commercial software



Beginning with one of the largest product launches in the history of the industry, spanning 42 countries across the world, Microsoft released Windows 8. In an event that began last October in New York City, Microsoft has since spent \$1.5 billion on advertising alone. The challenges faced by Microsoft were significantly greater than previous releases. A far more complex and competitive environment existed with new developments in technology such as the rise of tablets and mobile computing. As a result of this, Windows 8 had to appeal across the differing spectrum of hardware devices.

Through each market they began with the broadest research agenda of any past campaign and developed targeted promotions, marketing to specific regions and creating media plans that were locally tailored. Within each market, the campaign was then targeted to users who were early adopters of technology, used technology primarily for social purposes, and those who used technology to make their lives more productive and efficient. The media plan took a comprehensive approach, with a wide variety of media channels including TV, print, digital, events, and cinema advertising.

Corporate LiveWire has selected Microsoft with Windows 8 as its winner of Outstanding Marketing Campaign of the Year Award 2013. Initial advertisements focussed heavily on the ease of use across these platforms, opening an onscreen countdown that takes inspiration from a space launch mission ending on the number 8. Microsoft continued to show a number of individuals using Windows 8 on varying device types including touchscreen tablets, standard desktop based computers as well as touch-enabled desktop and notebooks.

According to Microsoft, the Windows 8 campaign will run through May 2013 in alignment with the original media and creative plans but will adapt to meet demand. At present, with extensive advertising the launch has been a success, as Microsoft states that more than 60 million Windows 8 licenses have been sold to date, which is on par with the record breaking sales for its previous operating system Windows 7. Through a mixture of collective ambition and innovation we are happy to award the Microsoft Windows 8 campaign our Outstanding Marketing Campaign Award and look forward to seeing their future product launches.

WINNER

## GREEN EFFICIENT FIRM OF THE YEAR



HEWLETT-PACKARD (HP)

www.hp.com

*Type*  
Public

*Traded as*  
NYSE: HPQ  
Dow Jones Industrial Average  
Component  
S&P 500 Component

*Founded*  
1939 (Palo Alto)

*Revenue*  
US\$ 119.895 billion (2012)

*Employees*  
350,610 (2012)



As the world's largest provider of I.T infrastructure, software, services, and solutions, Hewlett-Packard is in a distinctive position to respond to the challenge of reducing global energy use and waste. Since 1987, Hewlett-Packard has recovered over £2.3 billion of products for reuse and recycling. Hewlett-Packard has since helped extend the life of I.T hardware through their remanufacturing programs, reducing environmental impacts and making I.T equipment accessible to more people.

Hewlett-Packard also boast a well-respected history of achieving awards for outstanding green efficient company, more recently having earned a top spot on the 2012 Greenpeace Guide to Greener Electronics, placing second on the list and ranking as the top U.S. Company (November 2012). Hewlett-Packard also ranked 2nd on Newsweek's listing of the top 500 U.S. in late 2012.

Corporate LiveWire has selected Hewlett-Packard for its Green Efficient Firm of the Year Award 2013. From products to their distribution, Hewlett-Packard has led the way in greener efficiency; with more than 310 million HP LaserJet and ink cartridges containing content from

Hewlett-Packard's innovative recycling process incorporating recycled plastics. Whilst setting exceptional standards in efficiency, Hewlett-Packard offers printer paper which is recycle friendly. In addition, their devices such as business and home based printers, photocopiers and scanners themselves are also energy efficient and include features designed to help reduce paper waste.

Hewlett-Packard's green philosophy has contributed to a positive impact in the consumption of resources and energy, whilst also delivering solutions to address key areas such as energy consumption. In addition to this Hewlett-Packard has invested in sustainable technology, research and development that can help customers improve their lives and allows businesses and reduce their environment footprint. Across Hewlett-Packard's global operations, they have continually worked to reduce energy consumption, GHG emissions, paper use, water consumption, and waste. These efforts have most recently resulted in a 20% reduction in 2011 GHG emissions for operations. This is one of the many reasons we are proud to award Hewlett Packard our Green Efficient Firm of the Year 2013 and look forward to their future achievements.

**GLOBAL**



# GLOBAL

Corporate finance is a basic but integral component ensuring the smooth running functionality of the entire business operation. All managers should keep this in mind to direct funds to the optimal division or product in a company and it is equally imperative that managers understand how their company is financed and whether it has a risk of bankruptcy. In short, without corporate finance turning the cogs the organisation would be nothing more than a flashy façade.

Through recognising the importance of demonstrating financial leadership and ensuring the measurable impact on an organisation's decision making; Corporate LiveWire's Corporate Finance Global Awards for 2013 takes great pride in showcasing and celebrating the achievements with our chosen winners.

During the past twelve months we have followed the many success stories from our short-listed candidates and scrutinised their every move as part of a meticulous judging panel. The organisations and individuals selected have allocated financial capital effectively to minimise risk and/or create new opportunities. These will not only have a positive financial impact for the organisation, but also a lasting environmental, economic and/or social benefit. In this way our awards champion the collective efforts and performance of leading law firms, accountants, consultants and other noteworthy companies from varied countries all over the world with winners representing every continent. The main categories for the 2013 Corporate LiveWire's Corporate Finance Global Awards are:

Law Firm of the Year  
Accountancy Firm of the Year  
Investment Firm of the Year  
Consultancy Firm of the Year  
Private Equity Firm of the Year

This year we have scaled the depths of each continent in order to make our awards even more global than ever before. However, we also appreciate the importance of local knowledge so we have created additional categories for essential work undertaken within specific jurisdictions.

Many of this year's entrants have been nominated by the world's leading corporate finance professionals and experts along with our very own dedicated research team – in which we have been charged with the very difficult process of narrowing the shortlist selection down to one distinctive clear winner. While it has proved no easy feat, we have enjoyed the arduous task and have been encouraged to have been able to pick from so many flourishing firms. Having seen the evidential success through the first quarter of 2013, we now look forward to the months ahead as each and every winner bid to retain their crown for next year.



# GLOBAL

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Accountancy Firm Of The Year - PwC

Consultancy Firm Of The Year - McKinsey & Company

Offshore Investment Funds Law Firm Of The Year - Litwak & Partners

Intellectual Property Law Firm Of The Year - Fitzpatrick

Investment Bank Of The Year - JP Morgan Chase

Leading Dealmaker Of The Year - George Young III – Lazard

Leading Financier Of The Year - Deutsche Bank

Law Firm Of The Year - Clifford Chance

Private Equity Firm Of The Year - Bain Capital

Private Equity Platform Of The Year - DealMarket

Sustainable Private Equity Advisor Of The Year - PwC

Tax Advisory Firm Of The Year - Deloitte

Venture Capital Firm Of The Year - Accel Partners





## ACCOUNTANCY FIRM OF THE YEAR



BOB MORITZ

Chairman and  
Senior Partner  
PwC

+1 646 471 4000

info@pwc.com

www.pwc.com

PwC has offices in 776 cities across 159 countries and employs over 180,000 people. It is the world's largest professional services firm and had total revenues of \$31.5 billion in FY 2012, of which \$14.9 billion was generated by its Assurance practice, \$7.9 billion by its Tax practice and \$8.7 billion by its Advisory practice. The genesis of the firm began when it was formed in 1998 by a merger between Coopers & Lybrand and Price Waterhouse. The trading name was shortened to PwC in September 2010 as part of a major rebranding exercise. As of 2012 PwC United States is the fifth-largest privately owned organisation in the United States.

The key factors that differentiate PwC among the world's leading professional services organisations are the talent of their people, the breadth of the PwC network and the standards with which PwC firms comply. These standards cover important areas such as service quality, PwC firms' governance arrangements, independence, risk management, people and culture, and brand and communications.

Despite the challenging economic climate, PwC continued to perform well in FY 2012, with gross revenues for the 12 months ending on 30 June 2012 up 8% to US\$31.5 billion.

PwC actively supports and shares expertise with leading international organisations to promote inclusive and sustainable growth through multi-stakeholder dialogue. Their aim is to benefit individuals, investors, communities and the environment. Their experience in helping public and private sector clients allows them to develop informed perspectives on key global issues facing business and society today.

They collaborate with a number of leading organisations to help shape the agenda and find solutions to global challenges. Through these partnerships, they work to improve understanding and drive positive change around specific industry challenges and market issues.

*"PwC actively supports and shares expertise with leading international organisations to promote inclusive and sustainable growth through multi-stakeholder dialogue. Their aim is to benefit individuals, investors, communities and the environment."*

They have many capabilities that are relevant to corporate responsibility – the same ones they use in their businesses every day – and they aim to put these to use working with others to make a difference. They help organisations around the world strengthen their own agendas through the many services that they provide every day. For example:

They review, advise and transform thousands of businesses around the globe every year. They offer services that focus on enhancing trust and transparency between government, business and society. They contribute to the development of the standards that underpin financial systems and industries. They're developing new ways of measuring environmental, social and economic impacts as well as other services through their Sustainability and Climate Change practices. They're managing our own impact, but they are also uniquely positioned as a professional services firm to help integrate and foster change around corporate responsibility issues in ways that have more widespread effects.

## CONSULTANCY FIRM OF THE YEAR



DOMINIC BARTON

Managing Partner  
McKinsey & Company

+44 (0) 20 7961 3034

client\_enquiries@mckinsey.com

www.mckinsey.com



McKinsey work with leading organisations across the private, public and social sectors. Their scale, scope, and knowledge allow them to address problems that no one else can. They have deep functional and industry expertise as well as breadth of geographical reach. They are passionate about taking on immense challenges that matter to their clients and, often, to the world.

They work with clients as they do with their colleagues, by building their capabilities and leadership skills at every level and every opportunity. They do this to help build internal support, get to real issues, and reach practical recommendations. McKinsey bring out the capabilities of clients to fully participate in the process and lead the ongoing work.

They look to hire individuals with leadership potential, integrity, a sharp analytical mind, creativity, and the ability to work with people at all levels in an organisation. Those who come to McKinsey join people bound by a shared set of values and a culture of support, caring, trust, respect, and interdependence. The company go to extraordinary lengths to support the people they hire to succeed - providing them with unrivalled opportunities for growth and global impact.

Working with clients on their most challenging issues requires deep industry and functional expertise. They invest significant time and effort in developing and renewing a knowledge base that offers unique perspectives and insights to clients. Knowledge development occurs within their eighteen industry practices, eight functional practices, and the McKinsey Global Institute.

Applying a well refined understanding of market and industry forces to develop long-term macroeconomic perspectives they convene the most influential thinkers to debate the most pressing issues, and publish their thinking in journals such as the McKinsey Quarterly.

*"McKinsey work with clients as they do with their colleagues, by building their capabilities and leadership skills at every level and every opportunity. They do this to help build internal support, get to real issues, and reach practical recommendations."*

When James O. McKinsey founded McKinsey in 1926, he could not have imagined the reach his small firm would eventually have. Eighty-five years later, the firm has grown into a global partnership serving two-thirds of the Fortune 1000.

Management theory was still in its infancy when James O. McKinsey (or Mac, as he was known by friends and colleagues) founded the firm that bears his name in 1926. He had left his academic career as a professor of accounting at the University of Chicago to build a firm that provided finance and budgeting services, but quickly gained a reputation for providing advice on organization and management issues.

Mac was determined to help senior management in American companies solve their most important business problems. In an era when "management engineers" were largely efficiency experts, Mac set out to enlarge the profession's scope by persuading clients that his young firm could not only help inefficient companies but also assist healthy companies in reorienting themselves to thrive in a turbulent business environment.

## OFFSHORE INVESTMENT FUNDS LAW FIRM OF THE YEAR



MARTIN LITWAK

Managing Partner  
Litwak & Partners

+598 2 711 8747

martin.litwak@litwak-partners.com

www.litwak-partners.com



**L**itwak & Partners is a boutique law firm highly specialized in cross border transactions, which in the last two years has won more than 20 industry awards for its work in the fields of investment funds, banking & capital markets and wealth management.

The firm is headquartered in Montevideo, Uruguay but is has associated offices in various leading offshore jurisdictions. The main reason why Litwak & Partners was established in Uruguay was to be close to its main clients (most of them domiciled or doing business in Latin America) and also to be on top of regional trends and legislative changes.

Being a niche law firm, Litwak & Partners has a rather small team comprising of highly qualified and seasoned lawyers with substantial experience in the areas of practice in which the firm specializes. This has allowed the firm to quickly become an industry regional leader, especially in the areas of offshore funds and international wealth planning.

The firm is firmly committed to excellence and client satisfaction and not to achieve a certain size or a certain number of lawyers. According to Martin Litwak, its managing partner, *"Only the quality matters to us, not the size. We are not and will never be a full service law firm. We in fact only offer services in those practice areas where we understand that we are the best and we can really add value to our clients."*

The firm, established in February of 2011 with the objective of providing a highly personalized service to individuals and companies in the region with a need for legal advice in the areas of practice in which the firm specializes, offer an alternative to the traditional multi-jurisdictional anglo-saxon law firms with offices in the British Virgin Islands, the Cayman Islands and/or other traditional offshore centers. Because the firm (and its members) have a greater understanding of the LatAm markets, key players, culture and legislation than is usually found in an Anglo-Saxon law firm, when a complex cross-border transaction or structure has a Latin-American component it is placed in a much better position than these law firms to provide the advice that is required.

Litwak & Partners main partner is Martin Litwak, a recognized leader in the investment funds industry who has formed and/or provided legal advice to

more than 300 investment funds domiciled in the British Virgin Islands, the Cayman Islands and other offshore jurisdictions.

Mr. Litwak's awards and commendations include the following achievements: elected the Best Lawyer in Uruguay both in 2012 and 2013 at the World Finance Annual Awards, ranked as one of the best lawyers in private fund formation by Who's Who Legal (in 2008, 2010, 2011 and 2013); included in the Expert Guides' published by Euromoney, in the sub-category investment fund lawyers (2010); listed as one of the best lawyers by Chambers & Partners (subcategory capital markets) in Latin America (2009); recipient of the second prize at the Best Paper Award contest organized by the Inter-American Bar Association (for his paper Current Trends in the Latin American Hedge Fund Industry. Lessons from the Financial Meltdown); nominated by Who's Who Legal as one of the top practitioners in the British Virgin Islands for his work in the formation of private funds (2006); ranked by Who's Who Legal as a prominent legal practitioner for his work on mergers & acquisitions (2006); ranked among the top ten most promising up-and-coming young Argentinean lawyers by Infobae Profesional (2006); and listed by Chambers & Partners in Band 3 of their ranking for BVI practitioners in corporate and commercial law (2006).

Mr. Litwak has authored and co-authored over 30 legal articles in Latin America, the United Kingdom and the United States and is a frequent speaker at conferences and seminars held in Argentina, the British Virgin Islands, the Bahamas, El Salvador, Mexico, the United States and Uruguay. He has also been invited by both the UCEMA and the University of Buenos Aires to lecture postgraduate courses on offshore banking and capital markets. Martin also has been frequently quoted by newspapers, legal publications and journals on a wide variety of issues in the investment funds industry.

He is a member of the International Bar Association, where he currently serves as president of the committee of international law of the Inter-American Bar Association, and the International Bar Association. He is also a member of Team BVI, a board of advisors to the International Finance Centre of the BVI where he heads up the Uruguayan chapter and a member of the board of directors of the Hedge Fund Association (Latin American chapter).

## INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR



JONATHAN BERSCHADSKY

Partner  
Fitzpatrick, Cella,  
Harper & Scinto

+1 212 218 2282

jberschadsky@fchs.com

www.fitzpatrickcella.com



**F**itzpatrick, Cella, Harper & Scinto has grown to about 175 attorneys practicing all areas of intellectual property law, including patents, trademarks, copyrights, unfair competition, and trade secrets. Their practice covers the spectrum of intellectual property services, including applying for patent and trademark protection, litigation, appeals, interferences, alternative dispute resolution, licensing, opinions, corporate transactions and due diligence. They have one of the premier patent litigation practices in the nation, and they also prosecute more than twice as many patents as any other New York-based firm.

The history of Fitzpatrick, Cella, Harper & Scinto can be traced back to 1971 when it was founded by six partners. These lawyers wanted to create a firm that would not only provide the highest quality legal services but would also be a meritocracy - a firm in which clients could count on finding highly talented lawyers, and in which legal excellence would be rewarded rather than seniority.

From the very beginning, the new firm handled high-profile cases for major clients. In its first decade, for example, the firm coordinated the worldwide patent litigation on the antibiotic amoxicillin for Bristol-Myers and secured the patent position on which Canon built its photocopier business. Since then the company has grown from a tight knit group of six partners to about 175 lawyers and is widely acknowledged as one of the premier intellectual property firms in the country.

Their offices in New York, Washington D. C. and Orange County, California, serve a diverse national and international clientele from Fortune 500 companies to Internet start-ups. Founded in 1971, they have continually kept pace with the complex world of new technologies and the strategies required for protecting knowledge, vision and ideas.

The quality and experience of their attorneys is second to none. In addition to superior legal qualifications, the majority of their attorneys hold scientific degrees and many also have substantial industry experience.

*"Fitzpatrick, Cella, Harper & Scinto has grown to about 175 attorneys practicing all areas of intellectual property law, including patents, trademarks, copyrights, unfair competition, and trade secrets. Their practice covers the spectrum of intellectual property services, including applying for patent and trademark protection, litigation, appeals, interferences, alternative dispute resolution, licensing, opinions, corporate transactions and due diligence."*

What also makes them stand apart is the fact their attorneys also have a long history of pro bono work, as well as active involvement in bar associations and community organisations.

Their clients do business in a wide range of industries including pharmaceuticals, chemicals, energy, biotechnology, computers, information technology, electronics, medical devices, optics, medical imaging, transportation, telecommunications, finance, food and e-Commerce. As new technologies emerge, we work closely with our clients in developing strategies for protecting and enforcing their intellectual property.

Regardless of the size of a matter, they are committed to delivering the highest quality legal services to achieve their clients' objectives. They can proudly say that the overwhelming majority of their work is from clients with whom they have continuing long-standing relationships.

## INVESTMENT BANK OF THE YEAR

CRANDALL C. BOWLES

Chairman  
JPMorgan Chase www.jpmorganchase.com

## LEADING DEALMAKER OF THE YEAR

 +1 212 632 6000 info@lazard.com www.lazard.com*Type*  
Public*Founded*  
1848, New Orleans, Louisiana, United States*Revenue*  
\$1.905 billion (2012)*Employees*  
2,332 (2010)

JPMorgan Chase is one of the oldest financial institutions in the United States. With a history dating back over 200 years, they have built on reputation on success and endearing hard work. Today they stand as a leading global financial services firm with assets of \$2.4 trillion, they operate in more than 60 countries while also have 260,000 employees.

They serve millions of consumers, small businesses and many of the world's most prominent corporate, institutional and government clients. They are a leader in investment banking, financial services for consumers, small business and commercial banking, financial transaction processing, asset management and private equity. Their stock is a component of the Dow Jones Industrial Average.

The company itself was built with hard work over 200 years. They would like to create a company that all can be proud of, and they are confident that, working together, they will build the best financial services company in the world with employees who are passionate about what they do and take pride in their role.

Certain principles are so fundamental to their success that they take to make sure each and every person who deals with them is aware of them and appreciates them. If they can adhere to these principles – and they are not in order of importance – they will reach a goal of becoming the best financial services company in the world.

*"JPMorgan Chase are a leader in investment banking, financial services for consumers, small business and commercial banking, financial transaction processing, asset management and private equity."*

JPMorgan Chase & Co. is one of the oldest, largest and best-known financial institutions in the world. The firm's legacy dates back to 1799 when its earliest predecessor was chartered in New York City.

The firm is built on the foundation of more than 1200 predecessor institutions. Its major heritage firms — J. P. Morgan, Chase Manhattan, Chemical, Manufacturers Hanover (in New York City) and Bank One, First Chicago, and National Bank of Detroit (in the Midwest) were each closely tied, in their time, to innovations in finance and the growth of the United States and global economies. As JPMorgan Chase & Co does today, these firms also made significant contributions to their local communities.

Lazard is the world's leading independent financial advisory and asset management firm. They serve clients with thoughtful advice and effective solutions to strategic and financial matters. Founded in 1848, they operate in 40 cities across 26 countries around the world. Their deep roots in local business centres form a global network of relationships with key decision-makers in corporations, governments and investing institutions.

Their business model, history and culture set them apart: Client-Aligned Business Model: their focus on advice and solutions avoids structural conflicts of interest. Local Roots with Global Scale: Lazard is a truly multicultural firm, rooted in unique history. Their local depth and global breadth provide clients with the broadest set of opportunities.

Powerful Ideas and Performance: Lazard's longstanding culture of achievement attracts highly accomplished people, who are actively engaged with clients. Lazard's roots began in the 1840s with the emigration of five French brothers and several cousins to the United States. In 1848, Alexandre, Lazare, and Simon Lazard founded Lazard Frères & Co. in New Orleans as a dry goods merchant. A year later, Lazard Frères moved to San Francisco and expanded into banking and foreign exchange. In the same year, one of the brothers opened a New York office.

In 1854, Lazard Frères opened an office in Paris. It soon began advising the French government on gold buying. In 1870 the family opened an office

*"Lazard is a world-class asset manager providing clients with a broad range of global investment solutions and investment management services in equity and fixed income strategies, alternative investments and private equity funds. Their clients include corporations, public funds, sovereign entities, endowments and foundations, labour union funds, financial intermediaries and private clients."*

in London. From 1876, Lazard was strictly focused on financial services and continued to grow from there.

Lazard is a world-class asset manager providing clients with a broad range of global investment solutions and investment management services in equity and fixed income strategies, alternative investments and private equity funds. Their clients include corporations, public funds, sovereign entities, endowments and foundations, labour union funds, financial intermediaries and private clients. Their investment solutions include traditional and alternative strategies for equity and fixed income securities, in global, multi-regional, local, and emerging market portfolios.

## LEADING FINANCIER OF THE YEAR



JÜRGEN FITSCHEN  
Co-Chairman  
Deutsche Bank

 [www.db.com](http://www.db.com)



DAVID CHILDS  
Managing Partner  
Clifford Chance

 +44 (0) 20 7006 1213

 [david.childs@cliffordchance.com](mailto:david.childs@cliffordchance.com)

 [www.cliffordchance.com](http://www.cliffordchance.com)



**D**eutsche Bank chooses to base its largest investment banking operations in the City of London. For their UK clients the advantages include the greatest concentration of Deutsche Bank investment banking talent and resources in any location. Deutsche Bank employs over 8,500 people in the UK, and is one of the largest employers in the City. The backgrounds of their employees mirror London as a dynamic, global city. Of the 138 nationalities at Deutsche, they are home to more than 95 in the UK.

Their presence here is part of a long-term strategy that goes back 140 years. Deutsche Bank was founded in Berlin in 1870 to support the internationalisation of business and facilitate trade between Germany and overseas markets; the London branch was opened in 1873 as the first European office outside Germany.

So as well as covering the UK, their London office is an integral part of a global network of market knowledge and expertise, through which we can advise and support clients doing business all over the world. The bank competes to be the leading global provider of financial solutions, creating lasting value for its clients, shareholders, people and the communities in which it operates.

Founded in Berlin in 1870 to support the internationalisation of business and to promote and facilitate trade relations between Germany, other European countries, and overseas markets, Deutsche Bank has developed into a leading global provider of financial services.

*“Deutsche Bank chooses to base its largest investment banking operations in the City of London. For their UK clients the advantages include the greatest concentration of Deutsche Bank investment banking talent and resources in any location.”*

Deutsche Bank is clear: they are here to perform – in business and beyond. They do this with a unique mix of passion and precision. This measured approach gives them the confidence to enable agile minds to look beyond the obvious, gaining advantage for everyone they work with.

Deutsche Bank’s Private & Business Clients Corporate Division provides branch banking and financial services to private customers, self-employed clients as well as small and medium-sized businesses internationally.

Their outstanding reputation in the market is reflected by previous awards Deutsche Bank won in 2010: “Bank of the Year” from International Financing Review, “Best Global Investment Bank” from Euromoney magazine and “Derivatives House of the Year” from Risk magazine.

## LAW FIRM OF THE YEAR

**A** single partnership, the firm has unrivalled scale and depth of legal resources across the key markets of Africa, the Americas, Asia Pacific, Europe and the Middle East and in the core areas of commercial activity:

- Capital markets
- Corporate and M&A
- Finance and banking
- Real estate
- Tax, pensions and employment
- Litigation and dispute resolution

In 1987, today’s Clifford Chance came into being when successful London firms Coward Chance and Clifford Turner merged to form the pre-eminent law firm in Europe, taking the legal world by storm. The merger was predicated on the shared belief that the world’s leading organisations would seek legal advice that was able to look beyond borders or narrow areas of expertise.

Then, in 2000, Clifford Chance undertook a major international tripartite merger with Germany’s Pünder Volhard Weber & Axster and New York-based Rogers & Wells. The combination of the three firms’ geographic footprint and breadth of expertise, created the world’s first global law firm.

Clifford Chance pride themselves on combining the highest global standards with local expertise. With a business strategy that is underpinned by the drive to provide clients with a world class service. The ‘one firm’ global business model that they have pioneered continues to stand out in the marketplace; so much so that they are still the only non-franchise law firm with a substantial footprint in all of the world’s major markets.

*“Clifford Chance pride themselves on combining the highest global standards with local expertise. With a business strategy that is underpinned by the drive to provide clients with a world class service. The ‘one firm’ global business model that they have pioneered continues to stand out in the marketplace.”*

Many of the world’s leading organisations look to Clifford Chance not just for legal expertise but for advice on business critical issues and market opportunities. They participate and advise at the highest level of government, business and regulation. Their corporate responsibility programme is the most comprehensive in the industry and something they take extremely seriously as a fundamental part of commercial life.

Sharing know-how across borders and jurisdictions, building teams of specialist sector-focused lawyers, innovative thinking in terms of products and services, investing in only the most talented people, promoting best practice across all layers of the business, recognising that there is always more that they can do for clients all contribute to the reason why Clifford Chance has become known as one of the world’s most highly regarded, forward-thinking and influential law firms.

# PRIVATE EQUITY FIRM OF THE YEAR



BEAR ALBRIGHT  
Managing Director  
Bain Capital

+1 617 516 2000

info@baincapital.com

www.baincapital.com



**B**ain Capital is one of the world's leading private, alternative asset management firms, with approximately \$70 billion in assets under management.

Bain Capital is an American alternative asset management and financial services company based in Boston, Massachusetts. It specialises in private equity, venture capital, credit and public market investments. Bain invests across a broad range of industry sectors and geographic regions. As of early 2012, the firm managed approximately \$66 billion of investor capital across its various investment platforms.

Founded in 1984, Bain Capital pioneered a consulting-based approach to private equity investing, partnering with management teams to build great businesses and improve their operations. Since inception, the firm has extended this approach across asset classes to build one of the strongest organically grown alternative asset platforms in the world.

Today Bain Capital's affiliated advisors make private equity, public equity, fixed income and credit, venture capital and absolute return investments across multiple sectors, industries and sector classes. The people-intensive, value-added approach instilled at the firm's founding remains at the core of Bain Capital's competitive advantage, which has enabled the firm to deliver industry-leading returns to a diverse group of investors including pensions, endowments, foundations and individuals.

The firm was founded in 1984 by partners from the consulting firm Bain & Company. Since inception it has invested in or acquired hun-

*"Bain Capital is one of the world's leading private, alternative asset management firms, with approximately \$70 billion in assets under management."*

dreds of companies which it has subsequently launched into prominence. Its roster of success stories includes investments in well known companies such as AMC Entertainment, Aspen Education Group, Brookstone, Burger King, Burlington Coat Factory, Clear Channel Communications, Domino's Pizza, DoubleClick, Dunkin' Donuts, D&M Holdings, Guitar Center, Hospital Corporation of America (HCA), Sealy, The Sports Authority, Staples, Toys "R" Us, Warner Music Group and The Weather Channel. This Boston-based private equity firm may not be a household name but chances are that you've heard of some of the companies that Bain has launched to prominence.

Today, Bain is a private equity and venture capital firm but also delves into long/short public equity, credit products and global macro hedge funds with offices in Boston, London, New York, Munich, Chicago, Hong Kong, Tokyo, Shanghai and Mumbai. Bain Capital has invested in over 200 companies since its inception.



# PRIVATE EQUITY PLATFORM OF THE YEAR



URS HAEUSLER  
CEO  
DealMarket

+41 43 888 75 30

info@dealmarket.com

www.dealmarket.com



DealMarket is the first port of call for private equity and corporate finance professionals who are looking for simplicity, choice and greater speed in how they access the marketplace. Just as real estate and executive search portals have transformed the way people access the property and recruitment markets, DealMarket does the same for private equity. It provides you with an instant, unfiltered view of the market with no pre-screening of deals and valuable tailor-made tools and services on demand, bringing transparency, efficiency and value to the business of connecting buyers, sellers and advisors.

DealMarket is different from other private equity/corporate finance websites because you can access multiple services designed for PE professionals in one place:

#### DealMarket's offering includes

- DealMarket<sup>PLACE</sup>, an unfiltered view of the global deal and advice marketplace, where searching is free and postings are the price of a cappuccino a day (with no commission).
- DealMarket<sup>STORE</sup> offers affordable access to industry-leading third-party information and services on demand; and
- DealMarket<sup>OFFICE</sup> is a state-of-the-art deal flow management tool, helping Private Equity investors to capture, store, manage and share their deal flow more efficiently.

More than that, DealMarket is designed to work like an app, so it is simple to use and you won't see any distracting banner adverts.

For more information about DealMarket and today's news, please visit us online at [www.DealMarket.com](http://www.DealMarket.com), <http://dealmarketblog.com/> or Tweet us at @dealmarket\_com

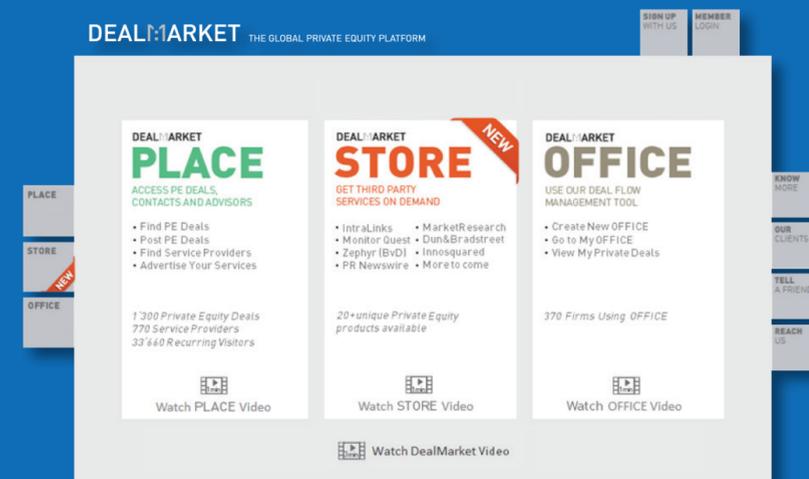
*"DealMarket is an online platform enabling private equity buyers, sellers and advisors to maximize opportunities around the world – a one-stop shop for Private Equity professionals."*

#### Key Achievements of DealMarket in 2012:

- Launch of DealMarket<sup>STORE</sup> which offers affordable access to industry-leading third-party information and services on demand and helps to democratize the typical procedures in the financial market of high subscription fees
- 50'000+ frequent users since launch in March 2011 with daily growth
- 1'700+ postings on DealMarket platform (around 1'400 Private Equity Deals and 330 Service Providers advertising their service to our PE/VC community)
- More than 200 Angel and Private Equity networks successfully using the Office software for better deal flow management
- Established partnership with CapitalOnStage to foster entrepreneurship and enable start ups to access capital via offline matchmaking events
- Corporate LiveWire's "Best Global Private Equity Platform for 2012" award recipient

# YOUR ONE-STOP SHOP FOR PRIVATE EQUITY

DealMarket is an online platform enabling private equity buyers, sellers and advisors to maximize opportunities around the world.



- DealMarket<sup>PLACE</sup> gives an unfiltered view of the global deal and advice marketplace, where searching is free and postings are the price of a cappuccino a day (with no commission).
- DealMarket<sup>STORE</sup> offers affordable access to industry leading third party information and services on demand.
- DealMarket<sup>OFFICE</sup> is our state of the art deal flow management tool, helping you organise and share your deals more efficiently.

## PLACE

ACCESS TO PE DEALS, CONTACTS AND ADVISORS

- DEAL SOURCING**  
Find deals for free, post deals for a flat fee
- DEAL BENCHMARKING**  
Match deals against past transactions and find relevant contacts
- PRIVATE EQUITY PROFESSIONALS**  
Network and find co-investors
- SERVICE PROVIDERS**  
Search for free and target clients around the globe

«An unfiltered view of the global deal and service provider market place [with no commission]»

## STORE

THIRD PARTY SERVICES ON DEMAND

- DATA & ANALYSIS**  
Dun & Bradstreet, IntraLinks, Market Research.com
- EXPERTS & SERVICES**  
Monitor Quest
- NEWS / PR**  
PR Newswire
- DATAROOM**  
Intralinks

«Choose the services you need when you need them, and only pay for what you use»

## OFFICE

EFFICIENT DEAL FLOW MANAGEMENT TOOL

- CAPTURE**  
deal flow through a convenient button on your website
- STORE**  
investment opportunities securely in a standardized format
- MANAGE**  
deal flow seamlessly and track every step
- SHARE**  
deals easily within your investment network

«Simplify your deal flow management with MyOffice and access your deals from everywhere»

Designed by PE professionals for PE professionals, the platform is easy to use, cost effective and secure, providing access, choice and control across the investment cycle.

For more information, please contact:  
Jordan Nickerson  
Tel: +41 43 888 75 37; [jordan@dealmarket.com](mailto:jordan@dealmarket.com)

DEAL:MARKET  
"The Global Private Equity Platform of the Year 2012"  
elected by Corporate LiveWire



## SUSTAINABILITY PRIVATE EQUITY ADVISER OF THE YEAR



PHIL CASE

Director  
PwC Sustainability  
& Climate Change

+44 (0) 207 212 4166

Philip.v.case@uk.pwc.com

www.pwc.co.uk



The global sustainability and climate change team at PwC works with public and private sector clients, NGOs, private entrepreneurs, policy makers and think tanks to make business and economic sense of sustainability and climate change. The team are part of the global PwC network of over 180,000 people and 158 countries .

We provide the most comprehensive range of services focused on green growth. Our global sustainability and climate change team of around 800, is led by the firm in the UK (100). Specialists work across the complete range of sustainability impacts and business opportunities including environmental science, economics, carbon reporting and trading, corporate CSR strategy, Private Equity / M&A, resource planning and supply chain, reporting and measurement, biodiversity, financing, environmental tax and regulation, renewables and clean tech.

Over the past year our work has broken new ground, and we've been recognised as the Consultancy of the Year for the second year running in the UK's BusinessGreen Leaders Awards. Our work has included pioneering new models for reporting, development, building the future capacity of our clients to embed sustainable targets and policies.

Our national and international analysis provides thought –provoking view points on climate financing, emissions and climate policy and resource scarcity including analyzing the correlation between higher financial performance and good climate change disclosure and performance for the Carbon Disclosure Project.

*"PwC's global sustainability and climate change team works with public and private sector clients, NGOs, private entrepreneurs, policy makers and think tanks to make business and economic sense of sustainability and climate change. The team are part of the global PwC network of over 180,000 people and 158 countries ."*

Our clients, like us, are serious about sustainability and climate change and its potential. So we've used our scale and experience to set new standards. Our firm's own sustainability strategy - 'blueprint for a better business' - puts the issues of environmental, social and business responsibility centre stage.

We use our strong industry experience to provide specialist support in financing and financial services. An award winning specialist Private Equity team focuses on environmental, social and governance (ESG) or Responsible Investment issues faced by our PE clients. From pre-acquisition sustainability assessments, through portfolio company ESG reviews during the "hold" period, to sustainability advice at exit, we identify the value that can be protected and created, and that can be monetised, through focusing on ESG issues at all stages.

# Keeping you competitive



We're constantly looking at what's driving change for the private equity industry. Our research shows that effective management of environmental, social and governance issues is important in the valuation of deals and securing them. We can give you the support to develop and implement your responsible investment strategy and help you communicate it effectively to your investors and analysts. Contact Phil Case on +44 (0)20 7212 4166 or email philip.v.case@uk.pwc.com

## TAX ADVISORY FIRM OF THE YEAR



DAVID CRUICKSHANK

Chairman  
Deloitte
 www.deloitte.com


**D**eloitte is the brand under which nearly 200,000 professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management, and tax services to selected clients.

These firms are members of Deloitte Touche Tohmatsu Limited (DTTL), a UK private company limited by guarantee. Each member firm provides services in a particular geographic area and is subject to the laws and professional regulations of the particular country or countries in which it operates.

DTTL does not itself provide services to clients. DTTL and each DTTL member firm are separate and distinct legal entities, which cannot obligate each other. DTTL and each DTTL member firm are liable only for their own acts or omissions and not those of each other. Each DTTL member firm is structured differently in accordance with national laws, regulations, customary practice, and other factors, and may secure the provision of professional services in its territory through subsidiaries, affiliates, and/or other entities.

Deloitte is the second largest professional services network in the world by revenue and has 193,000 employees in more than 150 countries providing audit, tax, consulting, enterprise risk and financial advisory services. In FY 2012, Deloitte earned a record \$31.3 billion USD in revenues.

The roots of the company can be traced back to 1845. William Welch

*"Deloitte is the brand under which nearly 200,000 professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management, and tax services to selected clients."*

Deloitte was one of the fathers of the accountancy profession, which grew out of the lucrative business of sorting out bankruptcy affairs. At the age of 15, he became an assistant to the Official Assignee at the Bankruptcy in the City of London and there he learned his business.

In 1854, at the age of 25, Deloitte opened his own office, making his name with the industry of the day - the railways. In 1849, at the Great Western railway, amidst a great furore, became the first independent auditor ever appointed. In 1893 he opened offices in the US. Deloitte's, as it was known, started to audit a growing soap and candle business. Over a century later Procter & Gamble is still a client.

## VENTURE CAPITAL FIRM OF THE YEAR



JIM SWARTZ

Partner  
Accel Partners
 +1 650 614 4800

 info@accel.com

 www.accel.com


**A**ccel Partners has been committed to helping exceptional entrepreneurs build lasting, category-defining technology companies since 1983. Utilising a focused, "prepared mind" approach to investing, they partner with businesses that show potential for significant long-term success in specific sectors. Emphasising synergy in their portfolio enables them to offer the advantages of a cohesive, cooperative Accel community, including access to an extensive network of past and present entrepreneurs. They know there is no one-size-fits-all approach to building a lasting company. As trusted peer, partner and confidant, they encourage entrepreneurs to decide what their unique business requires to succeed. They help realise your vision with personalised, thoughtful and expeditious support.

Accel Partners commands more than three decades of experience building and supporting hundreds of start-ups and growth-stage technology companies. They are a diverse yet intimate group of individuals who believe in treating each other—and their entrepreneurs—as peers in an open, honest, welcoming environment. They take inspiration from the 19th century French chemist Louis Pasteur, who put it eloquently when he said, "Chance favours the prepared mind." They credit their thesis-driven, "prepared mind" approach for their past success in investing. Real-time engagement with thoughtful entrepreneurs is essential not only to fostering their ability to understand and support them, but also to keeping their expertise current and authentic. They avoid chasing the latest hot sector in favour of identifying the next category-defining and enduring technologies. Confidence in their prepared mind practice gives them a basis to have a conviction to make investment decisions quickly, as well as the patience and persistence to support their entrepreneurs during the long, sometimes winding, road to success.

*"Accel Partners has been committed to helping exceptional entrepreneurs build lasting, category-defining technology companies since 1983. Utilising a focused, "prepared mind" approach to investing, they partner with businesses that show potential for significant long-term success in specific sectors."*

They celebrate individuality, creativity, and diverse opinions, and respect each entrepreneur's vision and leadership for his or her own company. They do not seek to operate, manufacture or flip companies merely strive to help people realise their own vision, as a trusted partner. Accel Partners offers support tailored to the unique challenges and opportunities of an entrepreneurs company. As an Accel entrepreneur, you gain access to their extensive network of industry experts and seasoned veterans. This includes well-vetted, high-quality connections to professionals from across a myriad of company building services. Membership in the Accel community also includes insights from entrepreneurs and management teams in their past and current investments that, due to shared sector focus, provide a powerful source of synergy and learning. They put their own experience, knowledge of best practices, and sector expertise at each clients disposal, while providing global insights and reach through their offices in the US, UK, India and China.

# NORTH AMERICA



# *NORTH AMERICA*

In recent years it has been suggested by numerous experts that a shift of economic power will see the United States' lengthy title reign as "World's Largest Economy" meeting its fateful conclusion as a result of China's surging economic growth. This is part of a perceived shift from the powerhouse that is North America towards the up-and-coming force of Asia. At least for the time being, North America's stronghold continues.

The US, Canada and Mexico all have significant multifaceted economic systems. Canada's economic trends are similar to that of the United States, with significant growth in the sectors of services, mining and manufacturing. Mexico is verging on a full-scale modernisation with considerable developments in energy, production, telecommunications and airports. And then there is the United States itself.

Following more than a decade of consumption-led growth, the United States have shifted more towards industrialisation after establishing itself as the frontrunner in extracting natural gas from shale formations. Whilst controversial, the shale gas boom has elevated

the economic prospects of the already dominant force. The U.S. Energy Department said in a May report that natural gas production should reach 70.1 billion cubic feet per day, up from the 69.2 billion cubic feet per day in 2012.

The National Association of Manufacturers in the United States estimates the shale boom will add one million manufacturing jobs in the country by 2025, as long as natural gas price increases remain moderate and industry regulation is favourable. U.S. manufacturing output was at its highest level since mid-2008 in February, fuelled by a pickup in demand for cars and homes as well as cheap energy. Manufacturers' new orders – an indicator for future revenues – rose 3 percent in 2012. The success is already measurable by the fact that large companies such as General Electric and Boeing are starting to internalise jobs which had previously been moved abroad to cut costs. Apple has also stated that it plans to move some production of Macintosh computers to the United States from China this year.



# NORTH AMERICA

USA	52	Bahamas	106
USA - Regional Winners	64	Mexico	108
Canada	86	Belize	112
British Virgin Islands	90	El Salvador	114
Cayman Islands	94	Nicaragua	118
Caribbean	98	Panama	120
Barbados	102		



# USA

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Accountancy Firm Of The Year - PwC

Bankruptcy & Restructuring Law Firm Of The Year - Bush Strout & Kornfeld LLP

Banking & Finance Law Firm Of The Year - Bingham McCutchen LLP

Capital Markets Law Firm Of The Year - Latham & Watkins LLP

Captive Insurance Firm Of The Year - PMCS

Competition Law Firm Of The Year - Gibson, Dunn & Crutcher LLP

Corporate Finance Law Firm Of The Year - Cravath, Swaine & Moore LLP

Corporate Governance Law Firm Of The Year - Fulbright & Jaworski LLP

Dispute Resolution Law Firm Of The Year - Proskauer Rose LLP

E-Discovery Litigation Law Firm Of The Year - Morgan Lewis

Emerging Growth Law Firm Of The Year - SorinRand

Employment Law Firm Of The Year - Shook, Hardy & Bacon LLP

Energy Law Firm Of The Year - Read and Laniado

Environment Law Firm Of The Year - Alston & Bird



# USA

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Foreign Investment Law Firm Of The Year - Greenberg Traurig LLP

Healthcare & Life Sciences Law Firm Of The Year - Ropes & Gray LLP

Insurance & Reinsurance Law Firm Of The Year - DLA Piper

Investment Bank Of The Year - JP Morgan Chase

Investment Funds Law Firm Of The Year - Schulte Roth & Zabel LLP

Intellectual Property Law Firm Of The Year - Fitzpatrick

Law Firm Of The Year - Skadden

Litigation Law Firm Of The Year - Bowman & Brooke LLP

Management Consultants Of The Year - McKinsey & Company

Mergers & Acquisitions Law Firm Of The Year - Sullivan & Cromwell

Outsourcing Law Firm Of The Year - Baker & McKenzie

Private Equity Firm Of The Year - Bain Capital

Private Equity Law Firm Of The Year - Goodwin Procter LLP

Tax Firm Of The Year - Deloitte

Tax Law Firm Of The Year - Cleary Gottlieb Steen & Hamilton LLP

White Collar Crime Law Firm Of The Year - Goodwin Procter LLP





## ACCOUNTANCY FIRM OF THE YEAR



BOB MORITZ

Chairman and  
Senior Partner  
PwC

+1 646 471 4000

info@pwc.com

www.pwc.com

PwC has offices in 776 cities across 159 countries and employs over 180,000 people. It is the world's largest professional services firm and had total revenues of \$31.5 billion in FY 2012, of which \$14.9 billion was generated by its Assurance practice, \$7.9 billion by its Tax practice and \$8.7 billion by its Advisory practice. The genesis of the firm began when it was formed in 1998 by a merger between Coopers & Lybrand and Price Waterhouse. The trading name was shortened to PwC in September 2010 as part of a major rebranding exercise. As of 2012 PwC United States is the fifth-largest privately owned organisation in the United States.

The key factors that differentiate PwC among the world's leading professional services organisations are the talent of their people, the breadth of the PwC network and the standards with which PwC firms comply. These standards cover important areas such as service quality, PwC firms' governance arrangements, independence, risk management, people and culture, and brand and communications.

Despite the challenging economic climate, PwC continued to perform well in FY 2012, with gross revenues for the 12 months ending on 30 June 2012 up 8% to US\$31.5 billion.

PwC actively supports and shares expertise with leading international organisations to promote inclusive and sustainable growth through multi-stakeholder dialogue. Their aim is to benefit individuals, investors, communities and the environment. Their experience in helping public and private sector clients allows them to develop informed perspectives on key global issues facing business and society today.

They collaborate with a number of leading organisations to help shape the agenda and find solutions to global challenges. Through these partnerships, they work to improve understanding and drive positive change around specific industry challenges and market issues.

*"PwC actively supports and shares expertise with leading international organisations to promote inclusive and sustainable growth through multi-stakeholder dialogue. Their aim is to benefit individuals, investors, communities and the environment."*

They have many capabilities that are relevant to corporate responsibility – the same ones they use in their businesses every day – and they aim to put these to use working with others to make a difference. They help organisations around the world strengthen their own agendas through the many services that they provide every day. For example:

They review, advise and transform thousands of businesses around the globe every year. They offer services that focus on enhancing trust and transparency between government, business and society. They contribute to the development of the standards that underpin financial systems and industries. They're developing new ways of measuring environmental, social and economic impacts as well as other services through their Sustainability and Climate Change practices. They're managing our own impact, but they are also uniquely positioned as a professional services firm to help integrate and foster change around corporate responsibility issues in ways that have more widespread effects.



## CAPTIVE INSURANCE ADVISORY FIRM OF THE YEAR



SHERYL J. DOBSON-WAINWRIGHT,  
RN, BSN, MBA, CCM, LNCC, CLCP

Owner  
Premier Managed Care Solutions, LLC  
(PMCS)

+1 855 990 6180

sheryl@pmcsolutions.us.com

pmcsolutions.us.com



Premier Managed Care Solutions, LLC (PMCS) was founded in 1998 by Sheryl Dobson-Wainwright, RN, BSN, MBA, CCM, LNCC, CLCP to provide high quality, fully customizable services to Self-Funded clients and Captives. Our Goal is to provide an unparalleled customer service experience while delivering the results your company deserves.

PMCS is a URAC compliant company that provides customizable, quality, timely, and accurate utilization review, case management, disease management, wellness, quality assurance and claims auditing services. PMCS offers both domestic and international solutions including, but not limited to, a fully integrated program for population health management and promotion. Over the last year, our utilization management and case management teams have averaged \$1 million in hard savings per fund of 1,200 employees. These savings come as a result of educating the members about their benefits, preferred providers, and appropriate utilization of resources. Our denial rate for services is less than 3%, showing that we advocate for the member and the health plan. Our highly trained staff seek to find cost effective, medically appropriate, and high quality alternatives to help the member obtain access to care that may not be covered under the health plan benefits. We also help with disability applications, referrals to community resources, and access to alternative funding sources.

Medical Expense Management companies provide the necessary services such as Utilization Management, Case Management, Disease Manage-

*"Premier Managed Care Solutions, LLC provides customizable, quality, timely, and accurate utilization review, case management, disease management, wellness, quality assurance and claims auditing services."*

ment, Wellness, claims review, and claims auditing services to help the self-insured captives utilize their healthcare resources in the most cost-effective and appropriate way. In addition, the role of the health care professionals performing these services includes assisting the insured member to access appropriate services in a timely manner, and with maximal utilization of appropriate benefits under their Plan. At PMCS, we also assist members to access community and other resources, as available, when their health plan does not cover a necessary service. PMCS has been providing independent, high quality, cost effective medical expense management services to self-funded employers and groups for over fourteen years. We have the benefit of being a small, flexible company that can meet the needs of each of our clients with optimal outcomes and return on investment.

USA

SORIN RAND  
Attorneys at Law

## EMERGING GROWTH LAW FIRM OF THE YEAR



DAVID J. SORIN, ESQ.

Managing Partner  
SorinRand LLP

+1 732 839 0401

dsorin@sorinrand.com

www.sorinrand.com



**S**orinRand is a three-year old law firm formed specifically to meet the business realities confronted by today's entrepreneurs and innovators. Designed and built by leading lawyers from national law firms, SorinRand's partners have long been recognized thought leaders with an impeccable reputation for addressing the unique needs of startup, early-stage, emerging growth and middle market technology and tech-enabled enterprises.

It already has positioned itself as counsel of choice for entrepreneurs, innovators, angel- and venture-backed companies, as well as the investors who support them, as evidenced by its high quality, highly regarded client base – comprised of hundreds of technology and tech-enabled companies, including 14 of the 100 fastest growing companies in our region, four of the 25 fastest growing companies in New Jersey, and five of the 80 hottest companies in New York, and more than a dozen venture capital firms, as well as angels, private equity funds and investment banks.

The firm has achieved national acclaim, including Life Science Law Firm of the year for both the US and North America, Emerging Growth Company Law Firm of the Year for the US, and Technology Law Firm of the Year for the US in each of 2011, 2012, and 2013 by the likes of Lawyer Monthly Magazine, Finance Monthly Magazine, Corporate LiveWire, Global Law Experts, and ACQ Finance.

*"SorinRand meets the business realities confronted by today's entrepreneurs and innovators. Designed and built by leading lawyers from national law firms, SorinRand's partners have long been recognized thought leaders with an impeccable reputation for addressing the unique needs of startup, early-stage, emerging growth and middle market technology and tech-enabled enterprises."*

The recognition of the firm is a testament to its strength in representing entrepreneurial and technology companies. "Building on that strength," Sorin says, "we have renewed and deepened our commitment to creating client value through a lower-leverage delivery model and a competitive fee structure that is about half that of our national competitors."

**"Strive not to  
BE A SUCCESS,  
but rather to  
BE OF VALUE"**

Albert Einstein

OUR FIRM'S paradigm-shifting delivery model puts clients' first, providing high quality lawyering supported by business-oriented and pragmatic solutions at a compelling value proposition.

SORIN RAND  
Attorneys at Law

## EMPLOYMENT LAW FIRM OF THE YEAR



TAMMY B. WEBB

Managing Partner  
Shook, Hardy &  
Bacon L.L.P.

+1 415 544 1904

tbwebb@shb.com

www.shb.com

Shook, Hardy & Bacon L.L.P. is an international law firm with a legacy spanning more than a century. Established in Kansas City in 1889, today the firm has grown to more than 1,200 employees worldwide, with more than 440 attorneys and 200 analysts and paraprofessionals. The firm has 10 offices strategically located in Geneva, Houston, Kansas City, London, Miami, Orange County, Philadelphia, San Francisco, Tampa, and Washington, D.C.

SHB is committed to being the best in the world at providing creative and practical solutions at unsurpassed value. They are deeply passionate about achieving the best results for their clients from the boardroom to the courtroom and sustaining a diverse environment where everyone is respected, feels appreciated, and experiences fulfillment and enjoyment through meaningful personal contributions.

Shook, Hardy & Bacon has been committed to legal excellence, community involvement and a collegial firm environment for over a century. Founded in 1889 by Frank P. Sebree, SHB quickly became "the" law practice in Kansas City by attracting the region's top legal talent. Now a litigation powerhouse with 10 offices worldwide, SHB enjoys a record of success built on the veteran lawyers, long-standing client relationships and diverse expertise that distinguished the firm from its beginning.

Known today by the names of these three innovative litigators, Shook, Hardy & Bacon has established itself as a premier defense firm in the

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most challenging legal arenas. After early successes in tobacco litigation led to a cutting-edge pharmaceutical and medical device practice, SHB expanded its services to assist regional, national and international companies in multiple industries. SHB counsel now offers world-class expertise that covers class actions and complex litigation; arbitration and dispute resolution; electronic discovery and document management; and corporate transactions. In honor of this commitment to legal excellence, the firm continues to invoke the core values of its founders while looking ahead to the next generation of SHB attorneys.

## LAW FIRM OF THE YEAR



EARLE YAFFA

Managing Director  
Skadden

+1 212 735 3250

earle.yaffa@skadden.com

www.skadden.com



Founded in Manhattan in 1945 and going from strength to strength through the 1960s and '70s, Skadden now have around 18,000 attorneys in 23 offices, serving over 40 distinct areas of practice.

Operating in every major international financial centre, this highly successful firm are renowned for providing innovative solutions to the most challenging of legal issues through a thorough knowledge of corporate law.

With a client list that includes around 50% of the fortune250 industrial and service companies, Skadden also provides services for a plethora of governmental organisations, financial institutions, and entrepreneurial ventures and non-profit organisations. Skadden employ the highest calibre of attorneys and legal staff and are able to deliver first-class services in virtually every area of corporate and financial law.

In 2013, Skadden received a raft of awards, including being ranked first among law firms as principle counsel for M&A transactions by value in The American Lawyers annual 'Corporate Scorecard'. Other highlights for the firm this year were being added as one of 20 firms named in The National Law Journal's 'Intellectual Property Hotlist'; coming out top of 400 companies listed in the 'BTI Brand Elite: Client Perceptions of the Best Branded Law Firms'; Being chosen as best for Chambers Global 'Dispute Resolution Firm of the Year'; and topping all three major year-end lists of 2012 M&A legal advisors, finishing first by dollar value of announced deals globally, according to rankings published by Bloomberg.

These are a just a small selection of the total plaudits won by Skadden this year, demonstrating the company's strong performance across all

*"Skadden also provides services for a plethora of governmental organisations, financial institutions, and entrepreneurial ventures and non-profit organisations. Skadden employ the highest calibre of attorneys and legal staff and are able to deliver first-class services in virtually every area of corporate and financial law."*

corporate legal sectors, both domestically in the USA and internationally.

Chambers Asia Pacific 2013 rankings recognised no less than 30 Skadden practices and 18 of its lawyers when it released its 2013 guide of the area's leading practitioners. Among many other accolades, the firm was given top-tier ranking in Asia-Pacific area for Capital Markets: Equity and Capital Markets: High-Yield; Top-tier ranking in China for Capital Markets: Equity, Capital Markets: High-Yield and Corporate/M&A: The Elite; and in Australia for Capital Markets: US Law.

In addition to the well-earned 'USA Law Firm of the Year', 2013 that we are awarding to Skaddens, it seems certain that many more awards and plaudits will continue to flood into the offices of this titan of corporate law before the year is out.

## LITIGATION LAW FIRM OF THE YEAR



RICHARD G. MORGAN

Partner  
Bowman and  
Brooke

+1 612 672 3240

rick.morgan@bowmanandbrooke.com

www.bowmanandbrooke.com



## WHITE COLLAR CRIME LAW FIRM OF THE YEAR



RICHARD M. STRASSBERG

Goodwin Procter  
Goodwin Procter LLP

+1 212 813 8859

rstrassberg@goodwinprocter.com

www.goodwinprocter.com



**B**owman and Brooke bring a broad spectrum of perspectives, experience and skills to bear on their clients' problems. They are without doubt dauntless, tireless advocates in the courtroom, in the boardroom, and at the bargaining table. They are craftsmen and women, with a commitment to getting solutions in which they and their clients take great pride. Partners, associates, legal assistants, and other professionals work together in tightly knit, efficient teams, offering seamless attention, complete accountability and exceptionally cost-effective solutions to client problems, from the smallest nuisance to a bet-the-company case.

They do this by getting their hands dirty. They know the law. They know the way products work, the way deals are done, the way complex litigation can be controlled, the way to attack class actions, the way thousands of claims can be processed efficiently, the way huge amounts of information can be managed, organised, and accessed, the way intellectual property gets protected or abused and the way employee relations can go smoothly or go sour. What they don't know, they learn. Clients like what they deliver, so they are constantly being asked to do more, to enter new fields and to solve new types of problems. They love that. So when they find something they don't know, they roll up their sleeves and dig in. Then, they bring order to chaos. They do all this with one goal in mind, the client's goal: to get the problem solved.

Their people are sought after by companies of all sizes, including some

*"Bowman and Brooke know the law. They know the way products work, the way deals are done, the way complex litigation can be controlled, the way to attack class actions, the way thousands of claims can be processed efficiently, the way huge amounts of information can be managed, organised, and accessed, the way intellectual property gets protected or abused and the way employee relations can go smoothly or go sour."*

of the largest in the world, and by small companies and individuals because of each and everyone's superb attitude, knowledge, skill and guts. They have what it takes to stand in front of juries and try the toughest cases, to wear down the toughest negotiators, to craft the most intricate agreements and systems and to help clients learn from misfortune so misfortune does not come again. Intelligence. Experience. Ingenuity. Cleverness. Tenacity. A deep love for what they do.

It's the way law firms are supposed to be. It's Bowman and Brooke.

**G**oodwin Procter LLP is a national law firm with a growing international presence. With offices in Boston, Hong Kong, London, Los Angeles, New York, San Diego, San Francisco, Silicon Valley, and Washington, D.C., we work closely with clients to advance business objectives in the U.S. and abroad. Their corporate headquarters are in Boston, where the firm was originally founded in 1912.

Helping their clients navigate the challenges of a rapidly changing world.

Goodwin Procter is dedicated to helping clients manage risk, maximize opportunities and move their business forward. Their attorneys are nimble, creative and pragmatic, working tenaciously to protect and promote their clients' interests in the United States and around the world.

At Goodwin Procter, you'll find a collective determination and an entrepreneurial spirit. They're business-oriented lawyers equally comfortable in the boardroom and the courtroom. While they handle some of the largest cases on record, they also work with individuals and investors leading the way in new technologies and markets.

They advise multinational companies on public/private enterprises and help emerging companies grow. From critical regulatory and compliance matters to deals, transactions, and high-stakes litigation, they're prepared to do what it takes to defend and protect their clients' interests.

Within the firm, they encourage collaboration across practices, industry teams and geographies, ensuring the most integrated, solutions-oriented results for their clients. Efficiency and effectiveness are the

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highest priority for them, and they continue to look for ways to partner with clients in identifying new strategies, new approaches and different ways of working together to optimise results.

Goodwin Procter's culture fosters an open, inclusive and collegial atmosphere. They're a cohesive group of people from different backgrounds, working together on challenging deals and complex cases. With 850 attorneys across nine offices in the U.S., Asia and Europe, they're proud of our commitment to excellence, the interesting matters they handle and the impressive clients they serve.

Goodwin Procter was founded in Boston on July 1, 1912 by Harvard classmates Robert Eliot Goodwin and Joseph Osborne Procter, Jr. Since then, the firm has grown and evolved, playing a significant role in events that have shaped the history of its founding city, as well as the greater history of the United States.

# USA - REGIONAL WINNERS

## **New York**

Bankruptcy & Restructuring Law Firm Of The Year - Otterbourg, Steindler, Houston  
Financial Transactions Law Firm Of The Year - Otterbourg, Steindler, Houston & Rosen  
Intellectual Property Law Firm Of The Year - Fitzpatrick  
Labour & Employment Law Firm Of The Year - Littler  
Litigation Law Firm Of The Year - Otterbourg, Steindler, Houston & Rosen  
Mergers & Acquisitions Law Firm Of The Year - Cooley LLP  
Private Equity Law Firm Of The Year - Herrick  
Shipping & Maritime Law Firm Of The Year - Freehill Hogan & Mahar LLP  
Tax Law Firm Of The Year - Wachtell, Lipton, Rosen & Katz  
Transfer Pricing Law Firm Of The Year - The Ruchelman Law Firm

## **Washington DC**

Intellectual Property Law Firm Of The Year - Knobbe Martens  
Investment Funds Law Firm Of The Year - Patton Boggs  
Private Equity Law Firm Of The Year - Goodwin Procter

Shipping & Maritime Law Firm Of The Year - Womble Carlyle  
Transfer Pricing Advisor Of The Year - Grant Thornton

## **Texas**

Banking & Finance Law Firm Of The Year - Bracewell & Giuliani  
Intellectual Property Law Firm Of The Year - Osha Liang  
Investment Funds Law Firm Of The Year - Vinson & Elkins LLP  
Tax Law Firm Of The Year - Baker Botts LLP

## **California**

Intellectual Property Law Firm Of The Year - Arnold & Porter LLP  
Labour & Employment Law Firm Of The Year - Call & Jenson  
Mergers & Acquisitions Law Firm Of The Year - Davis Polk  
Private Equity Law Firm Of The Year - Gibson, Dunn & Crutcher LLP  
Shipping & Maritime Law Firm Of The Year - Greenberg Traurig LLP  
Transfer Pricing Firm Of The Year - BPM  
Transfer Pricing Law Firm Of The Year - DLA Piper



# USA - REGIONAL WINNERS

## Florida

Bankruptcy & Restructuring Law Firm Of The Year - Bilzin Sumberg  
Mergers & Acquisitions Law Firm Of The Year - Holland & Knight LLP  
Shipping & Maritime Law Firm Of The Year - Moore & Company  
Tax Law Firm Of The Year - Baker & McKenzie  
Transfer Pricing Law Firm Of The Year - Fuerst Ittleman David & Joseph

## Illinois

Banking & Finance Law Firm Of The Year - Mayer Brown LLP  
Bankruptcy & Restructuring Law Firm Of The Year - Kirkland & Ellis LLP  
Intellectual Property Law Firm Of The Year - Brinks Hofer Gilson & Lione  
Labour & Employment Law firm Of The Year - Laner Muchin, Ltd  
Private Equity Law Firm Of The Year - Sidley Austin LLP  
Tax Law Firm Of The Year - McDermott Will & Emery

## Delaware

Banking & Finance Law Firm Of The Year - Parkowski, Guerke & Swayze, P.A.  
Intellectual Property Law Firm Of The Year - Morris, Nichols, Arsht & Tunnell LLP  
Investment Funds Law Firm Of The Year - Morris, Nichols, Arsht & Tunnell LLP  
Mergers & Acquisitions Law Firm Of The Year - Skadden  
Transfer Pricing Law Firm Of The Year - Blank Rome LLP

## Connecticut

Banking & Finance Law Firm Of The Year - Robinson & Cole LLP  
Bankruptcy & Restructuring Law Firm Of The Year - Zeisler & Zeisler, P.C.  
Investment Funds Law Firm Of The Year - Finn Dixon & Herling LLP  
Maritime Financial Advisory Firm Of The Year - Day and Partners, LLC  
Tax Law Firm Of The Year - Raymond J. Muratori Attorney At Law



**BANKRUPTCY & RESTRUCTURING LAW FIRM OF THE YEAR**



MELANIE L. CYGANOWSKI, ESQ.

Partner  
Otterbourg, Steindler,  
Houston & Rosen, P.C.

+1 212 905 3677

mcyganowski@oshr.com

www.oshr.com



**FINANCIAL TRANSACTIONS LAW FIRM OF THE YEAR**



DAVID W. MORSE, ESQ.

Attorney  
Otterbourg, Steindler,  
Houston & Rosen, P.C.

+1 212 905 3641

dmorse@oshr.com

www.oshr.com



NORTH AMERICA

Otterbourg, Steindler, Houston & Rosen offers clients a unique combination of legal insight and practical solutions and is known for its integrity, stability and business knowledge. The firm regularly handles matters of national and international scope and is well known for its representation of financial institutions and creditors in all aspects of their businesses, including loan transactions, litigation and alternative dispute resolution, workouts, restructurings and insolvency proceedings.

The firm has particular expertise in restructurings and insolvency. It represents official and unofficial committees of unsecured creditors, including trade creditors, service providers, bondholders (whether senior, pari passu or subordinated), indenture trustees, undersecured lenders, litigation and liquidation trusts, unions, governmental entities, landlords, class action plaintiffs, former officers, directors and employees, as well as serving as mediators, trustees, examiners, auditors and in other key fiduciary roles because of the scope of its experience and the quality of its work in this arena.

Some of the matters in which the Otterbourg insolvency practice has recently been involved include partners being appointed as the special master in a US\$9 billion securities class action, an arbitrator in pretrial disputes involving alleged clawbacks relating to the Madoff and Merkin funds, and as trustee of two nursing homes.

In 2012, Otterbourg was selected to represent creditors' committees in the Chapter 11 cases of Buffets, the largest steak-buffet restaurant chain in the US; FiberTower Network, one of the largest providers of fiber network transport services in the US; Pemco World Air Services, Inc., a provider of maintenance, repair, and overhaul services for a variety of airline and cargo customers; and Bermo Enterprises, Incorporated, a leading sportswear company, among others. Otterbourg represented the unsecured creditors' committee in the Chapter 11 case of TerreStar,

a next-generation mobile satellite service operator and, in 2012, after confirmation of the chapter 11 plan of TerreStar, was selected to represent the liquidating trustee.

In 2012, the firm successfully concluded the representation of the lenders to RG Steel in the Chapter 11 case of the fourth largest steel mill in the US. The lender group was owed over \$445 million at the commencement of the Chapter 11 and through sales conducted during the Chapter 11 received payment in full.

Besides the firm's restructuring and insolvency practice, its finance practice is active in representing banks, hedge funds and commercial finance companies in leveraged acquisitions, working capital facilities and other financial accommodations. It also represents institutional lenders, bank groups, commercial enterprises and other secured and unsecured creditors in complex, high profile litigation and is co-general counsel for the Commercial Finance Association, the trade association for asset-based lenders, with nearly 300 members consisting of a diverse range of lending institutions.

As a direct result of its size, focus and culture, Otterbourg offers clients:

- Direct contact with experienced, senior attorneys on every matter,
- In-depth understanding of client's businesses so as to provide advice, as well as legal services,
- Practical analysis of available alternatives to best address the issues,
- Efficient use of law firm resources.

This approach has led to satisfied clients with the resulting success for the firm.

NORTH AMERICA

Otterbourg, Steindler, Houston & Rosen offers clients a unique combination of legal insight and practical solutions and is known for its integrity, stability and business knowledge. The firm regularly handle matters of national and international scope and is well known for its representation of financial institutions and creditors, including commercial banks, investment banks, insurance companies, asset-based lenders and hedge funds in all aspects of their businesses, including the structuring and documentation of loan transactions, acquisitions, litigation and alternative dispute resolution, real estate transactions, workouts, restructurings and insolvency proceedings.

The firm has a significant practice in financing transactions, such as leveraged finance, asset based lending and second lien loans, whether within the United States or cross-border. The firm acts on behalf of the co-general counsel for the Commercial Finance Association, the trade association for asset-based lenders, with nearly 300 members consisting of a diverse range of lending institutions that range from major domestic and international banks to independent commercial finance companies.

Some of the dozens of transactions that the firm closed for clients in the past year include the representation of the agent and lead arranger in a \$1.650 billion credit facility provided to one of the largest companies in the U.S. grocery channel. The firm represented the agent and lead arranger in a senior secured syndicated facility of \$400 million provided to a major independent, downstream energy limited partnership that owns and operates refining and related logistics assets, including hundreds of miles of pipelines, crude oil gathering tank farms, and millions of barrels of owned and leased crude oil storage capacity. In other transactions this past year, the firm represented the agent and lenders in a \$60 million credit facility provided to a producer of primary aluminum on the commencement of its Chapter 11 case in

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anticipation of the sale of the business to a private equity firm under Section 363 of the U.S. Bankruptcy Code, as well as being engaged to represent the agent for a group of hedge fund lenders providing the senior secured debt in connection with the acquisition by a private equity firm of the advertising and interactive business units being spun off by one of the large U.S. communications companies.

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- In-depth understanding of client's businesses so as to provide advice, as well as legal services,
- Practical analysis of available alternatives to best address the issues,
- Efficient use of law firm resources.

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## LABOUR & EMPLOYMENT LAW FIRM OF THE YEAR



A. MICHAEL WEBER  
SHAREHOLDER  
Littler

+1 212 583 2660  
mweber@littler.com  
www.littler.com



Michael Weber is a member of the Board of Littler Mendelson. He represents and advises clients in various aspects of employment and labour law, including wage and hour class action defence, restrictive covenant litigation, age, sex, race and disability discrimination and sexual harassment litigation in court proceedings and before administrative agencies. In addition, he represents clients in cases involving: wrongful termination, breach of contract, employee benefits, wage and hour violations, discrimination issues, restrictive covenant litigation and alternative dispute resolution.

He also handles arbitrations and collective bargaining negotiations. Michael lectures on a wide variety of employment-related topics, counsels employers on human resources issues and has provided many seminars to industry groups on employment and labour law matters. He is a founding shareholder of Littler Mendelson's New York office.

Littler Mendelson is the largest U.S.-based law firm exclusively devoted to representing management in every aspect of labour and employment law. Since the firm was started in 1942 by Robert Littler, who chose to represent management clients in what were mostly disputes involving unions, Littler has adhered to and expanded its continuous representation of corporate America, and the global reach those companies have realised, in all areas of employment and labor law.

Littler's single focus on employment and labour law has created a cartel of attorneys whose knowledge of and experience in these areas of law is unsurpassed. With lawyers who practice in more than 36 areas of law, there is no employment issue a company has faced that hasn't been addressed by one of Littler's attorneys. When a company faces a workplace issue, Littler Mendelson is in a position to respond.

*"Littler's single focus on employment and labour law has created a cartel of attorneys whose knowledge of and experience in these areas of law is unsurpassed. With lawyers who practice in more than 36 areas of law, there is no employment issue a company has faced that hasn't been addressed by one of Littler's attorneys."*

Littler attorneys are dedicated to incomparable client service. Littler has a Knowledge Management group whose attorneys harness the collective knowledge of the firm and provide that knowledge to clients through tools, products and services that are available 24 hours per day, seven days a week. This allows Littler to provide up-to-the-minute information on changes in the employment law arena and give clients the information and tools they need to respond to those changes. Littler clients can subscribe to services like Littler GPS®, the Guide for Policies by State, the Littler Monitor that tracks state and federal employment-related legislation and other significant regulatory developments, or utilise the Audit Quarterback, Audit QB, which allows attorneys and clients to conduct large scale employment audits in areas such as wage and hour issues, human resources assessments, fair employment practices, affirmative action and diversity issues, and I-9 compliance, among many other challenges that impact the workplace.

## LITIGATION LAW FIRM OF THE YEAR



RICHARD G. HADDAD, ESQ.  
Attorney  
Otterbourg, Steindler,  
Houston & Rosen, P.C.

+1 212 905 3622  
rhaddad@oshr.com  
www.oshr.com



Otterbourg, Steindler, Houston & Rosen offers clients a unique combination of legal insight and practical solutions and is known for its integrity, stability and business knowledge. The firm regularly litigates matters of national and international scope and is well known for its representation of financial institutions and creditors in all aspects of their businesses, including loan transactions, litigation and alternative dispute resolution, workouts, restructurings and insolvency proceedings.

The firm's specialties include business and commercial litigation. Otterbourg, Steindler, Houston & Rosen regularly appears in federal, bankruptcy and state courts throughout the country at both the trial and appellate levels, as well as in domestic and international arbitrations and mediations. Among the types of cases litigated are matters arising from the debtor/creditor relationship, commercial tort, fraud and contract actions, disputes among lenders, professional malpractice, such as accountant's negligence and director and officer liability, bankruptcy and insolvency litigation, and cases relating to mortgage-backed securities and collateralized debt obligations.

Among the firm's most recent successes is a series of lawsuits in the federal and state courts following the discovery of a massive fraud by the clients' borrower. The firm represented a syndicate of lenders pursuing claims against wrongdoers and others, including insurers, accountants, officers and directors, attorneys, recipients of fraudulent conveyances, and real estate holding companies. As a result of the aggressive litigation strategy, and key victories at the trial and appellate levels, the firm recovered more than \$120 million.

In 2012, the firm successfully opposed the petition to appeal to the United States Supreme Court from a Circuit Court of Appeals decision affirming the dismissal of an antitrust action brought by a trustee of a bankrupt clothing retailer. The decision was an important victory for the commercial finance industry as it held that the exchange of credit history information among financiers did not give rise to a claim for price fixing and did not constitute

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an illegal exchange of price information.

The firm is co-general counsel for the Commercial Finance Association, the trade association for asset-based lenders, with nearly 300 members consisting of a diverse range of lending institutions, and regularly prepares amicus curiae briefs to appellate courts advocating the interests of the lending community.

As a direct result of its size, focus and culture, Otterbourg offers clients:

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- In-depth understanding of client's businesses so as to provide advice, as well as legal services,
- Practical analysis of available alternatives to best address the issues,
- Efficient use of law firm resources.

This approach has led to satisfied clients with the resulting success for the firm.

## PRIVATE EQUITY LAW FIRM OF THE YEAR



IRWIN KISHNER  
Partner; Chairman of the  
Executive Committee,  
Co-Chairman, Corporate  
Department  
Herrick



EDWARD B. STEVENSON, ESQ.  
Partner; Co-Chairman,  
Corporate Department  
Herrick



+1 212 592 1435  
+1 973 274 2025



ikishner@herrick.com  
estevenson@herrick.com



www.herrick.com



## INVESTMENT FUNDS LAW FIRM OF THE YEAR



GREGG S. BUKSBAUM

Partner  
Patton Boggs LLP

KEVIN BOARDMAN

Partner  
Patton Boggs LLP

KARI S. GRZYCH

Partner  
Patton Boggs LLP



+1 202 457 6153  
+1 214 758 3570  
+1 214 758 6674



gbuksbaum@pattonboggs.com  
kboardman@pattonboggs.com  
kgrzych@pattonboggs.com



www.pattonboggs.com



Established market leaders and emerging entrepreneurs look to Herrick for legal counsel and business insights for their key corporate matters. The firm's lawyers are seasoned in the realms of M&A, financing, hedge funds, private equity and a range of other areas and Herrick is a recognized leader in middle-market transactions. With Herrick, clients receive in-depth involvement from partners, efficiently staffed teams, and the value of deep relationships that bring diverse parties together.

**Steady flow of deals in Middle Market**

Middle market M&A is firm strength and Herrick's lawyers have handled hundreds of such transactions, along with private equity deals, over the past few years. Among many highlights is the firm's representation of longstanding client Yankee Global Enterprises in the sale of a significant stake in Yankees Entertainment and Sports Network (YES) to News Corp. We also advised leading fastening systems supplier Powers Fasteners in its successful sale to Stanley Black & Decker Inc. (NYSE:SWK) and counseled NASDAQ traded Medware Information Systems, Inc. (MEDW), a leading provider of clinical software solutions, in reaching a merger agreement to be acquired by leading private equity investment firm Thoma Bravo, LLC.

**Sustaining innovation for Hedge Funds**

Herrick was once again highlighted as one of a handful of law firms in the United States with a significant hedge fund practice. Recently we helped Elanus Capital Management form a managed account and fund platform to invest in credit linked notes and other capital relief instruments issued by European banks. We also formed two real estate investment funds,

*"Herrick's lawyers are seasoned in the realms of M&A, financing, hedge funds, private equity and a range of other areas. The firm is a recognized leader in middle-market transactions."*

a commodities-focused fund for Beechdale Capital Management and a commodities based managed account platform for Modus Quantitative Advisors.

**Ramping up client for New Markets**

Herrick recently helped a multi-billion dollar registered investment advisor specializing in real estate investment products, to position for swift growth. Our client had secured two new and significant investment advisory and needed to re-evaluate its compliance procedures in light of the new entity's requirements. Herrick acted as regulatory counsel, working with outside consultants to rapidly fine tune our client's compliance mechanisms to accommodate the arrival of this new business.

The law firm of Patton Boggs LLP is a national and international leader in business law, public policy, administrative and regulatory law, litigation and intellectual property. The strength of the firm's legal practice is grounded in the exceptional capabilities of more than 500 lawyers and professionals, who concentrate in nearly 40 areas of legal practice in nine offices worldwide, including its headquarters in Washington, D.C.

Patton Boggs's Private Investment Funds practice is widely respected for its representation of domestic and international fund sponsors, as well as institutional investors. Our attorneys counsel sponsors on all phases of fund formation and on fund governance throughout the life of a fund. In addition, they provide comprehensive advice on internal economics and governance matters for a sponsor's general partner and management company entities, as well as advice on investment adviser regulatory matters. On behalf of institutional investors, our attorneys provide in depth legal, tax and commercial due diligence in connection with their proposed investments in funds, and subsequently, negotiate the terms of their subscriptions.

Our experience in fund structuring spans many types of investment funds, including private equity, hedge, venture, mezzanine, real estate, funds of funds and hybrid vehicles, among others. In addition, we are well-versed in the use of onshore and offshore funds and in utilizing parallel and master-feeder structures. We also structure and negotiate highly-customized single-investor platforms, whether as funds of one or as managed accounts. Patton Boggs's clients include multi-billion dollar sponsors, middle market sponsors and start-up fund managers, both domestic and international.

As it relates to fund managers, in particular, we provide comprehensive advice on a range of issues associated with the formation and governance of

*"Patton Boggs LLP is a national and international leader in business law, public policy, administrative and regulatory law, litigation and intellectual property."*

general partner and management company entities, including control and succession planning, carried interest and performance-based compensation arrangements, employment agreements, insurance matters, sub-advisory agreements between affiliates, investment adviser registration and ongoing compliance, monitoring and analysis of rule-making under the U.S. Dodd-Frank Act and the EU AIFM Directive, and securities enforcement matters.

Our Private Investment Funds practice includes lawyers with core specialties in fund formation, securities law, tax law, pension plan law (such as ERISA), banking law and other regulated areas that commonly play a role in the structuring and ongoing counseling required of private investment funds and their managers.

A valuable asset and differentiator of the Patton Boggs Private Investment Funds practice is our extensive experience in representing some of the largest institutional investors in the world, including sovereign wealth funds, in connection with their investments in funds. This has given us the opportunity to review the fund documentation of every significant sponsor in the marketplace, which uniquely positions us to monitor and keep pace with all of the trends and practices going on worldwide. That, in turn, allows Patton Boggs to apply best practices and creative solutions for its sponsor clients in a way that most law firms cannot.

## TRANSFER PRICING ADVISOR OF THE YEAR

## BANKING & FINANCE LAW FIRM OF THE YEAR



DAVID N. BOWEN

National Managing Principal  
Grant Thornton

+1 202 251 1580

David.Bowen@us.gt.com

www.grantthornton.com



DEWEY J. GONSOULIN JR

Partner  
Bracewell & Giuliani LLP

+1 713 221 1110

dewey.gonsoulin@bgllp.com

www.bracewellgiuliani.com



With almost 30 years of experience, David Bowen is the national leader of Grant Thornton's Transfer Pricing practice. As a leader in his field, David is sought after for his knowledge not only in assisting clients but also as a professor at Universities instructing on International Dispute Resolution and Transfer Pricing.

David leads our team of transfer pricing specialists, including international tax specialists, Ph.D. economists and financial analysts, all whom handle numerous transfer pricing assignments, spanning a broad range of industries.

Transfer pricing is the number one international tax area that concerns most multinational businesses. As more countries require multinational businesses to provide specific "contemporaneous" documentation of transfer pricing to avoid penalties, more companies are likely to be questioned about their transfer pricing policies. Interest and penalties are imposed for non-compliance, even for companies with losses so there could be serious financial implications if a company does not take its transfer pricing obligations seriously.

Grant Thornton's transfer pricing specialists can help you implement transfer pricing policies that can bridge the gap between your business and tax planning objectives, while managing constraints imposed by two or more tax authorities. Grant Thornton offers assistance with transfer pricing planning, documentation, and dispute resolution. We

*"Grant Thornton's multilateral approach helps clients comply with applicable regulations and enables them to use transfer pricing as a strategic planning tool. Grant Thornton works closely with clients to select and establish well-supported, effective transfer pricing methods."*

can also perform service company reviews, thin capitalization modeling, benchmarking of arm's length prices and.

Grant Thornton's multilateral approach helps our clients comply with applicable regulations and enables them to use transfer pricing as a strategic planning tool. Grant Thornton works closely with clients to select and establish well-supported, effective transfer pricing methods. Through our membership in Grant Thornton International, Grant Thornton LLP's U.S.-based transfer pricing specialists work closely with more than 150 counterparts in member firms in over 100 countries around the world.

Representing regional banks in a variety of financing transactions, as well as money centre banks and domestic and foreign lending institutions, Dewey Gonsoulin has enormous knowledge and experience.

His expertise lies in transactions ranging from basic lending, corporate and general working capital loans, credit and letter of credit facilitation, all the way through to complex financing structures. Syndicated loan transactions, energy securitizations, acquisition funding and specialist project finance are all more complex specialties Dewey is fluent with.

For over two decades Mr Gonsoulin has worked in the energy finance sector and has become an expert on credit facilities for upstream energy companies. He particularly is expert at working with traditional borrowing base credit facilities as offered by senior bank lenders and independant producers. He also is able to provide more complex off-balance sheet volumetric production payment transaction and hedging arrangement services.

It is Mr Gonsoulin's wealth of experience acting as counsel to lend-

*"Mr Gonsoulin has worked in the energy finance sector and has become an expert on credit facilities for upstream energy companies. He particularly is expert at working with traditional borrowing base credit facilities as offered by senior bank lenders and independant producers."*

ers, as well as his understanding of mezzanine loan and equity transactions for oil and gas producers and knowledge of the upstream energy finance market that has made him so successful in representing corporate clients and effectively advising their financial transactions.

INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR

LABOUR & EMPLOYMENT LAW FIRM OF THE YEAR



JOHN OSHA  
Managing Partner  
Osha Liang

+1 713 228 8600  
firm@oshaliang.com  
www.oshaliang.com



JULIE R. TROTTER  
Shareholder  
Call & Jensen



JACQUELINE BEAUMONT  
Attorney  
Call & Jensen

+1 949 717 3000  
jtrotter@calljensen.com  
jbeaumont@calljensen.com  
www.calljensen.com



Founded in 1997, Osha Liang is an intellectual property law firm with a global presence. With offices in Texas, California, France, Japan, and China our goal is to assist our clients in protecting and enforcing their intellectual property interests worldwide. The firm prides itself in being one of the most technically and legally proficient IP firms in the world, delivering to our clients the highest level of quality and customer service.

Osha Liang has expertise in worldwide patent and trademark procurement, portfolio management, licensing, acquisition, due diligence, opinions of counsel, litigation, and strategic IP counseling, among other areas. We are recognized as one of the top 50 IP firms in the nation based on the number of patents issued.

We believe in a team approach when servicing our clients. At Osha Liang, no partner “owns” a client. Through open discussion with each client, an appropriate team is assembled within the firm based upon experience, technical backgrounds to meet the needs of the client in each particular matter. Although a single lawyer may be appointed as a primary point of contact, each project is staffed within the firm to yield the highest quality work product.

Osha Liang is a Houston-based firm with an international presence. We conduct business in a variety of languages, including: English, Spanish, French, German, Japanese, Chinese, and Taiwanese.

One of the many unique and forward-looking aspects of the firm’s practice, which is designed to enhance the technical skill level while providing first-rate legal services, is the firm’s Patent Agent program.

*“Osha Liang has expertise in worldwide patent and trademark procurement, portfolio management, licensing, acquisition, due diligence, opinions of counsel, litigation, and strategic IP counseling, among other areas. The firm is recognized as one of the top 50 IP firms in the nation based on the number of patents issued.”*

The firm’s Patent Agent program is unique and extremely effective in developing a technically and legally savvy team. Unlike most firms that recruit solely from law schools, Osha Liang actively recruits science and engineering graduates from universities and industry. These individuals are then apprenticed in the art of patent practice through the use of practical on-the-job training and weekly lectures. Eventually, these Patent Engineers are encouraged to sit for the United States Patent and Trademark Office registration exam to become licensed Patent Agents. Graduates of the program have the option to attend local law schools on a part-time basis with tuition assistance provided by the firm.

Our Patent Agent program, multilingual staff, foreign-licensed attorneys, worldwide network of foreign associates, as well as our in-depth knowledge of international rules and foreign business cultures make our firm one of the most diverse and uniquely experienced intellectual property practices in the world.

Call & Jensen is a full service civil litigation boutique that handles high stakes employment litigation and business matters throughout California and the country. Founded in 1981 with lawyers from the nation’s best law schools and the world’s most well respected firms, the firm’s clients include a list of some of the largest companies in the world. Call & Jensen litigates with excellence and dedication to its clients’ objectives. In addition to countless defense verdicts and judgments, Call & Jensen has also obtained seven and eight figure verdicts, judgments, and settlements when representing its corporate clients as plaintiffs.

Attorneys of the firm practice at all trial and appellate levels, and represent clients in responding to federal and state agencies. The firm handles issues for its clients in all key areas including employment and labor, intellectual property, trade secrets, commercial litigation, complex class actions, real estate, false advertising and unfair competition, and product liability. Located near federal and state courts in all seven Southern California counties, Call & Jensen attorneys are also regularly tapped to serve as pro hac vice or admitted counsel for cases across the country.

Call & Jensen offers its clients a team of attorneys with extensive expertise in all aspects of employment and labor law. Call & Jensen attorneys have extensive experience in litigating discrimination, harassment and retaliation cases under Title VII and California’s Fair Employment & Housing Act. Some of the firm’s most notable results have included employer judgments and dismissals in wage and hour class actions, claims for misappropriation of trade secrets, and employment-related tort claims.

In addition, Call & Jensen attorneys regularly provide advising regarding reductions in force, the WARN Act, employee investigations and terminations, drafting and implementing workplace policies and employee handbooks, employee compensation and bonuses, workplace privacy matters, social media and internet issues, and issues relating to competition and so-

*“Call & Jensen offers its clients a team of attorneys with extensive expertise in all aspects of employment and labor law. Call & Jensen attorneys have extensive experience in litigating discrimination, harassment and retaliation cases under Title VII and California’s Fair Employment & Housing Act”*

licitation of employees. As experts in the field, Call & Jensen attorneys are frequently invited to speak at conferences, and regularly publish articles on hot topics and emerging issues.

Complex cases often contain multiple disciplines. All of the attorneys who practice employment law at Call & Jensen have also litigated contract disputes and business tort claims, and represent companies in commercial negotiations and mediation. This diversity of practice ensures that each of Call & Jensen’s litigators have a broad business knowledge and capabilities. The firm is thus able to take a two-pronged approach to incoming employment lawsuits and potential issues, combining deep employment law knowledge with the ability to skillfully and strategically litigate at the highest level of practice in court.

Beyond the tangible metrics of success, Call & Jensen is devoted to specific principles and values, born of its client-centered approach. These principles and values are what make the Firm not only successful but unique.

MERGERS & ACQUISITIONS LAW FIRM OF THE YEAR



WILLIAM M. KELLY

Partner  
Davis Polk

+1 650 752 2003

william.kelly@davispolk.com

www.davispolk.com



TRANSFER PRICING LAW FIRM OF THE YEAR



MICHAEL F. PATTON

Partner  
DLA Piper

+1 310 595 3199

mike.patton@dlapiper.com

www.dlapiper.com



William 'Bill' Kelly joined Davis Polk from Silicon Graphics in 2000 and spearheaded the establishment of their Menlo Park office, which he headed up until 2011. He remains a corporate partner at Menlo Park and is also co-head of firm-wide Corporate Governance Practice.

Bill's reputation has been built upon a deep understanding of the technology sector, a result of years of successful business dealings and high-profile M&A involvement in Silicon Valley. He specialises in representing and advising tech companies and investors on a broad spectrum of merger & acquisition law, securities law, corporate governance and best practice. Demand for his services continues to grow from a variety of primarily technology-based companies seeking to secure his expertise as corporate counsel.

In recent years, Bill's excellent standing has led to him being regularly sought out to act as special counsel to boards of company directors in specialist situations, most notably takeover defence and strategic planning for mergers. In 2012, Bill was one of three corporate partners working for Davis Polk's Menlo Park office to be honoured in the prestigious California legal publication, the Daily Journal. He was named as one of the 'Top 100 Lawyers in California', an accolade given in acknowledgement of his work over the previous 18 months.

*"William Kelly's reputation has been built upon a deep understanding of the technology sector, a result of years of successful business dealings and high-profile M&A involvement in Silicon Valley. He specialises in representing and advising tech companies and investors on a broad spectrum of merger & acquisition law, securities law, corporate governance and best practice."*

Amongst many other significant recent involvements, Bill has been an integral part of the team advising FormFactor, inc. on its acquisition of MicroProbe in a deal worth \$116.8 million and also of the team that helped Affymetrix to acquire Bioscience for \$315 million.

DLA Piper has been recognized as 2012 International Law Firm in the Americas, Los Angeles Transfer Pricing Firm of the Year and Los Angeles Tax Firm of the Year by *International Tax Review*. Los Angeles based tax partner Mike Patton has been named one of the *Best of the Best* US transfer pricing advisors as well as one of the leading Asia Pacific tax advisors by *Euromoney* and the Legal Media Group.

The 2012 edition of *Chambers USA: America's Leading Lawyers for Business* notes that DLA Piper's "strength in international and cross border tax ... receives special market praise." Clients call us "a superstar team."

**Getting it right**

DLA Piper's Transfer Pricing team advises and assists in developing, implementing, documenting and defending tax-efficient worldwide structures that incorporate transfer pricing policies for a wide range of intercompany transactions, including:

- Manufacturing and contract manufacturing arrangements
- Distribution and commissionaire structures
- Licensing or sale/purchase of intangible property (IP)
- Cost sharing and IP buy-ins
- Services, including sales and marketing services, sourcing, contract research and development, management and administrative support
- Financing, including intercompany loans, loan guarantees and cash pooling arrangements

**We assemble the pieces the correct way**

When appropriate and wherever possible from a legislative and treaty perspective, we work with advance pricing agreement programs and competent authorities to find mutually acceptable solutions for both taxpayers and tax authorities. We also defend companies involved in transfer pricing disputes with tax authorities in and out of tax court. Many members of DLA Piper's Transfer Pricing team are former high-ranking government officials. All are well positioned to help

*"DLA Piper's Transfer Pricing team advises and assists in developing, implementing, documenting and defending tax-efficient worldwide structures that incorporate transfer pricing policies for a wide range of intercompany transactions."*

clients address the complexities of international laws and regulations. Our professionals have well-established and valuable relationships with the Internal Revenue Service and other national tax authorities. These crucial relationships translate into dispute resolution successes for clients.

**We keep you in balance**

We have worked on many significant transfer pricing projects involving companies that range from the largest multinationals to emerging companies looking to expand internationally at some point in their life cycle. Members of our team have diverse industry experience, including apparel and footwear; all aspects of information technology and software; life sciences including pharmaceutical, medical instruments and biotech; energy; shipping and logistics; financial services; automotive; and non-durables including luxury goods; and food and beverages.

**About us**

DLA Piper is a global law firm with lawyers across Asia Pacific, Europe, the Middle East and the United States. DLA Piper's global Tax group of over 300 professionals is well positioned to help clients address cross-border tax challenges and opportunities through our highly integrated approach to advising on international and domestic transfer pricing matters. Our Transfer Pricing professionals include lawyers, economists and certified tax advisors in key locations throughout North America, Europe and Asia Pacific.

## BANKRUPTCY & RESTRUCTURING LAW FIRM OF THE YEAR



SCOTT L. BAENA

Senior Partner  
Bilzin Sumberg

+1 305 350 2403

sbaena@bilzin.com

www.bilzin.com



## LABOR & EMPLOYMENT LAW FIRM OF THE YEAR



JOSEPH M. GAGLIARDO

Managing Partner  
Laner Muchin, Ltd.

+1 312 467 9800

jgagliardo@lanermuchin.com

www.lanermuchin.com



**B**ilzen Sumberg are a Miami-based commercial law firm with a wealth of legal talent and a deep understanding of the mechanics of corporate law. Clients of Bilzin are provided with superb counsel who are able to deliver results based on long experience and a keen knowledge of the complex subtleties of a variety of corporate and financial legal areas. No surprise that the firm have developed a high-calibre client base.

The impressive client list developed by Bilzen ranges from high-profile individual investors and entrepreneurs to some the leading private and public companies in the USA. The industries represented by Bilzin cover financial services, healthcare, transport, media, real estate, manufacturing and hospitality, to name but a few. A great many of these relationships have been build up over many years and decades and these special relationships and shared histories illustrate how effective Bilzin have been in over a sustained period in looking after the legal business needs of their clients.

Bilzin's reputation for its work in Bankruptcy and Restructuring is well-known in Miami and beyond and this can be attributed to a large degree to the work of senior partner Scott L Baena and Scott is the firm's chair of Bankruptcy and Restructuring group. This arm of the firm specialise in creditor's rights, workouts, bankruptcy and commercial loan transactions. Scott himself is a well-respected bankruptcy and insolvency trial lawyer.

Scott has headed up a number of high-profile cases including Fontainebleau Las Vegas, LLC, W. R. Grace, Touse, US Gypsum, Celotex, Heilig-Meyers, ContiFinancial, Crown Vantage, USA Floral, NAL Finance Group, Southeast Banking Corp., Land Resources, Beverage Canners, Jumbo Sports, Cenvill Development, National Merchandise (Pic 'N Save), Empire Toy, Hillsborough Holdings, Lillie Rubin, Zimmer Corporation,

*"Bilzen Sumberg are a Miami-based commercial law firm with a wealth of legal talent and a deep understanding of the mechanics of corporate law. Clients of Bilzin are provided with superb counsel who are able to deliver results based on long experience and a keen knowledge of the complex subtleties of a variety of corporate and financial legal areas."*

Atlas Air, TradeWinds Airlines, Eastern Airlines, Pan Am, Air Florida, Braniff II and Rich International Airways.

Scott regularly lectures on subjects related to bankruptcy law as well as authoring as an expert in a variety of publications. He has served as a Commissioner on the Uniform Law Commission and has been an active participant in the formulation of a number of state laws. In addition, he has received Chambers USA's highest ranking in Restructuring and Bankruptcy ever since the publications inaugural year in Florida. He has been listed in The Best Lawyers in America consistently for 25 years and is the only Florida lawyer included in K&A Restructuring Register as one of 'America's top 100 restructuring professionals' for seven consecutive years.

**M**r. Gagliardo is the Managing Partner of Laner Muchin, Ltd. and is the Chair of its Litigation Department. Mr. Gagliardo has counselled and represented employers in a broad range of employment matters for over 30 years. His experience includes litigating individual and class action claims in the state and federal courts. Mr. Gagliardo also serves as an arbitrator in employment and commercial disputes.

Since joining the Firm as a partner in 1988, Mr. Gagliardo has been counsel to publicly and privately held corporations, including The Trump Organisation, and has represented a number of public sector employers, including the State of Illinois, State Treasurer, County of Cook, State's Attorney for Cook County, Cook County Public Defender, City of Chicago, Chicago Transit Authority, Chicago Housing Authority, Chicago Board of Education, and the City Colleges of Chicago.

Mr. Gagliardo has written articles and conducted seminars on labor and employment relations matters for various legal and business organisations. He also has drafted legislation and testified before the Illinois Legislature and the City Council of the City of Chicago. While an attorney for the City, he was a member of the National Institute of Municipal Law Officers (served as Editor, Section Publications, Section on Personnel and Labor Relations), Illinois Public Employer Labor Relations Association, and Illinois Municipal League.

Mr. Gagliardo has received numerous awards, including a Distinguished Service Award from The John Marshall Law School; an Award of Excellence from the Justinian Society of Lawyers; A Guiding Star Award from Windows of Opportunity; leadership awards from the Illinois Legislature, Clerk of the Circuit Court of Cook County, Cook

*"Laner Muchin, Ltd. is one of the oldest and largest law firms in the country concentrating exclusively in representing employers in the field of labor, employment law, business immigration and employee benefits."*

County Board of Commissioners and City of Chicago; and he has received Peacemaker and Humanitarian Awards from the Joint Civic Committee of Italian Americans. The Peacemaker Award was based on Mr. Gagliardo's skills in resolving disputes, and the Humanitarian Award was based on his commitment to, and efforts to promote, diversity and human relations initiatives.

Laner Muchin, Ltd. is one of the oldest and largest law firms in the country concentrating exclusively in representing employers in the field of labor, employment law, business immigration and employee benefits. Established in 1945 by one of the drafters of the law which eventually became the National Labor Relations Act and the first head of the legal staff of the National Labor Relations Board's Chicago Regional Office, the Firm currently provides a full range of labor and employment services to a large and diverse public and private sector client base.

## TAX LAW FIRM OF THE YEAR



LOWELL D. YODER

Partner  
McDermott Will &  
Emery LLP

+1 312 984 7523

lyoder@mwe.com

www.mwe.com



## INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR



JACK B. BLUMENFELD

Partner  
Morris, Nichols, Arsht & Tunnell LLP

+1 302 351 9291

jblumenfeld@mnat.com

www.mnat.com



**L**owell D. Yoder is a partner in the law firm of McDermott Will & Emery LLP and is based in the Chicago office. He is head of the U.S. & International Tax Practice Group.

Lowell's practice focuses on international tax planning for multinational companies. He handles cross-border acquisitions, dispositions, mergers, reorganisations, joint ventures and financings. He advises concerning multi-jurisdictional business structures and the use of special purpose foreign entities. He also works with an extensive network of foreign lawyers on developing structures that minimise foreign taxes of U.S. multinationals without adversely affecting their U.S. tax position. Lowell accolades include being listed in the latest, as well as previous editions of Chambers Global: The World's Leading Lawyers for Business, Chambers USA: America's Leading Lawyers for Business, International Tax Review's World Tax Directory, The Best Lawyers in America, PLC Which Lawyer?, The International Who's Who Of Corporate Tax Lawyers, The Legal 500 United States, The International Who's Who of Business Lawyers, Who's Who Legal: Illinois and Euromoney's Guide to the World's Leading Tax Advisors and Best of the Best USA. Lowell has also been named an Illinois Super Lawyer by Law & Politics.

Lowell is a frequent lecturer due to his deep knowledge and rich experience. He has spoken on a variety of international topics for the Tax Executives Institute, American Bar Association, The University of Chicago Law School's Annual Federal Tax Conference, International Bar Association, GWU Annual Institute on International Taxation, Chicago Tax Club, Practising Law Institute, BNA Tax Management Advisory Board and the International Fiscal Association. Lowell was an Adjunct Professor at the Northwestern University School of Law, where he taught Advanced International Taxation.

Lowell is a frequent contributor to a blog dedicated to corporate taxation on Forbes.com. He is the editor-in-chief of CCH's International Tax Journal and has authored four BNA portfolios on the tax treatment of U.S. controlled foreign corporations: 926 TM, Subpart F-General; 927 TM, CFCs-Foreign Personal Holding Company Income; 928

*"Lowell is an active member of International Committees and Advisory Boards. He chairs Practising Law Institute's International Tax Issues conferences and co-chairs an International Tax Roundtable group that includes tax lawyers from the major European countries and meets twice a year to discuss significant cross-border topics."*

TM, CFCs-Subpart F-Foreign Base Company Income and 930 TM, Subpart F-Sections 959-964, 1248 and Related Provisions. Lowell has published numerous articles on international topics.

Lowell is an active member of International Committees and Advisory Boards. He chairs Practising Law Institute's International Tax Issues conferences and co-chairs an International Tax Roundtable group that includes tax lawyers from the major European countries and meets twice a year to discuss significant cross-border topics. He is a fellow of the American College of Tax Counsel, and chairs the ABA Subcommittee for Controlled Foreign Corporations, PFICs and contract manufacturing. Lowell is also a member of the Planning Committee for the University Of Chicago Law School's Annual Federal Tax Conference, USA Branch Counsel of the International Fiscal Association, chair of the ABA Committee on Foreign Activities of U.S. Taxpayers and a member of the Advisory Board of the GWU/IRS Annual Institute on International Taxation. In addition, Lowell is a member of the Tax Management International Journal's Advisory Board, the Tax Management Advisory Board-Foreign Income and the Board of Advisors of the International Tax Journal.

**D**elaware has long been home to true giants of industry, attracted by its favourable legislation. And MNAT has long been a big-hitter amongst these large corporations and in fact the firm was instrumental in forming the business-friendly legislation that drew them to area in the first place. Today, Some 59% of the biggest corporations in the US and in the world have incorporated in Delaware.

MNAT represent the full spectrum of clients, from multinational titans to local small Delaware businesses and all in between. Many Fortune500 companies are represented here, as are governmental organisations, other law firms, financial institutions, complex legal entities and non-profit organisations. As a matter of course, the firm is involved in a variety of situations of national and international significance, acting as counsel or co-counsel.

The attorneys working for MNAT are of the very highest standard and this is reflected in the number and quality of accolades and awards they bring to the firm. They have regularly received the highest praise from prestigious institutions such as Chambers USA, Best Lawyers, Thompson, Reuters and Bloomberg. And in 2011, Incisive Media called MNAT 'the go-to law firm' for Fortune 500 companies. High praise indeed, but most experts would agree: More than deserved.

The New York Times, The Wall Street Journal, USA Today and The National Law Journal have all commented on the activities of MNAT. Their Corporate and Business Litigation practice is very highly thought of throughout the profession and a member's selection in Directorship

*"Morris, Nichols, Arsht & Tunnell LLP has long been a big-hitter amongst large corporations and in fact the firm was instrumental in forming the business-friendly legislation that drew them to area in the first place. Today, Some 59% of the biggest corporations in the US and in the world have incorporated in Delaware."*

cited MNAT as 'one of the most influential players in corporate governance'. And their business reorganisation and restructuring practice was ranked first among lead debtor counsel for mid-sized law firm by The Daily Bankruptcy review.

But it is for its Intellectual Property law service that the firm is most highly celebrated. MNAT has a famously outstanding IP law service, and the patent litigation arm of the company is continually applauded as being among the best in the US and is recognised as such annually by such journals as the Law360 Litigation Almanac and IP Law and Business.

## MARITIME FINANCIAL ADVISORY FIRM OF THE YEAR



RANDEE E. DAY  
President & CEO  
Day & Partners LLC

+1 203 542 7235

randee@dayandpartners.com

www.dayandpartners.com



Day & Partners, LLC provides crisis management, restructuring, and M&A services to shipping companies, financial institutions and private equity firms. In 2012 Day & Partners was named by 'M&A Advisor' as a winner for Energy Deal of the year, and as runner up for Restructuring Deal of the Year for transactions greater than \$100 million for its work on the Chapter 11 restructuring of General Maritime Corp.

Day & Partners, LLC provides advisory and consulting services to all major actors in the maritime industry, including: Ship owner/operators, Global Financial Institutions, Investment Banks, and Private Equity & Hedge Funds. Services include: crisis management to owner/ operators prior to restructuring; advising throughout restructuring; both buy and sell side M&A.

Ms. Randee Day serves as President and CEO of Day & Partners, LLC. Ms. Day has extensive background as an owner/operator of public shipping companies, a senior lending officer, a member of independent board of directors, and as an advisor on \$1 billion+ M&A and restructuring transactions.

Prior to founding Day & Partners, LLC in 2011, she served as interim CEO of DHT, Maritime, Inc, an NYSE listed owner/operator of 12 crude oil tankers, she continues to serve as chairman of the governance committee.

*"Day & Partners, LLC provides crisis management, restructuring, and M&A services to shipping companies, financial institutions and private equity firms."*

Ms. Day previously was a Managing Director at the Seabury Group, a transportation advisory firm.

Ms. Day was the Division Head of JP Morgan's shipping group in New York where she served as the senior lending officer for all of the bank's shipping clients in Asia, Europe, and the Americas.

She served as a director of TBS International Ltd. and as a director for Ocean Rig ASA, Oslo, Norway, an operator of ultra deep-water oil rigs. Day & Partners, LLC provides a unique perspective, informed by Ms. Day's years of experience operating, lending, and advising firms in all segments of the maritime industry and in all periods of the shipping business cycle.



NORTH AMERICA

NORTH AMERICA

# CANADA

Accountancy Firm Of The Year - Deloitte & Touche

Banking & Finance Law Firm Of The Year - Fasken Martineau LLP

Competition Law Firm Of The Year - Blake, Cassels & Graydon LLP

Employment & Labour Law Firm Of The Year - Norton Rose Canada LLP

Energy Law Firm Of The Year - Burnet Duckworth & Palmer LLP

Environmental Law Firm Of The Year - Bennett Jones LLP

Investment Bank Of The Year - JP Morgan

Intellectual Property Law Firm Of The Year - Gowlings

Law Firm Of The Year - Strikeman Elliott LLP

Litigation Law Firm Of The Year - Davies Ward Phillips & Vineberg LLP

Management Consultants Of The Year - Deloitte

Mergers & Acquisitions Law Firm Of The Year - Torys LLP

Private Equity Firm Of The Year - Abacus Private Equity Group

PPP Law Firm Of The Year - Blake, Cassels & Graydon LLP

Real Estate Law Firm Of The Year - Davies Ward Phillips & Vineberg LLP

Restructuring & Insolvency Law Firm Of The Year - Goodmans

Securities Law Firm Of The Year - Bacchus Law Corporation

Tax Advisory Firm Of The Year - PwC Canada

Tax Law Firm Of The Year - McCarthy Tetrault LLP



## INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR



STUART ASH

Partner  
Gowlings

+1 613 786 8667

stuart.ash@gowlings.com

www.gowlings.com



## MERGERS &amp; ACQUISITIONS LAW FIRM OF THE YEAR



RICHARD J. BALFOUR

Partner  
Torys LLP

+1 416 865 7339

rbalfour@torys.com

www.torys.com



As one of Canada's largest law firms, they know what it takes to create, enhance and protect real business value. With more than 750 business-savvy legal professionals active in key global industries, they provide their clients with pragmatic commercial advice.

They have been a trusted business partner to many of Canada's largest organisations for over a century, and have built a solid reputation for delivering creative, effective and valuable solutions to complex business matters. Clients know they can rely on Gowlings' professionals to hit the ground running. With a valuable combination of extensive industry insight, tested business acumen and hands-on regulatory experience, they get straight to the heart of your issues.

As a pre-eminent Canadian law firm, their professionals provide valuable counsel on everything from individual contracts to global public offerings. Their world-renowned intellectual property group provides representation on all matters relating to clients' intangible assets including the enforcement of patents, trade-marks, copyrights, industrial designs, trade secrets and other intellectual property rights. The strength of their advocacy professionals provides clients with expertise in civil and commercial disputes, insurance, employment and labour relations and administrative and regulatory matters.

Gowlings is – and strives to remain – a great place to work. Their employees thrive in an open, respectful and collaborative environment that creates a high-performance culture and fosters passion in their work and pride in their results.

As trusted advisers, they are committed to fostering an environment of responsibility that guides all of their actions and decisions. They support

*"As one of Canada's largest law firms, they know what it takes to create, enhance and protect real business value. With more than 750 business-savvy legal professionals active in key global industries, they provide their clients with pragmatic commercial advice."*

those in need in a meaningful way through their individual and collective efforts and pro bono services. They have a clear understanding of, and commitment to, their social responsibility to the world in which we work and live. Gowlings is recognised as one of the Best Employers in Canada for 2012 by Aon Hewitt.

Gowlings distinguish themselves in two specific areas, strategic, service-driven, team-based approach to the delivery of client service and; dedication to the success of clients. Known as a pioneer in the development of innovative services, they'll help find creative solutions that drive business value.

Count on Gowlings for innovation, results and value.

Torys is a highly respected international business law firm with offices in Toronto, New York, Calgary and Montréal. Their lawyers work together to offer seamless cross-border services to clients on both sides of the U.S.-Canada border and globally.

They are recognised as a frequently recommended law firm in a large number of practice areas. Their clients call on them year after year to act on their largest and most complex transactions, and on their major disputes. They believe that clients should respect, trust and like their legal counsel. Their clients tend to be deeply loyal, enjoying in return Torys' exceptional loyalty and value, and enduring professional and personal bonds.

Torys LLP traces its roots to Tory and Associates, founded in 1941 by prominent Toronto business lawyer John Stewart Donald Tory. John S.D. Tory graduated at the top of his class at Osgoode Hall, and earned a J.D. from Harvard University. He practised with the W.N. Tilley law firm in Toronto for a few years and then launched his own firm with a focus on corporate law.

In 1954, Mr. Tory's twin sons John A. Tory and James M. Tory joined the firm. Arthur Binnington and William DesLauriers, law school classmates of the twin sons, also joined Tory and Associates. After many years of steadily growing and building the company, forging lasting relationships with clients securing its reputation as one of Canada's leading business law firms. Today, Torys LLP is a globally recognised law firm with offices in Toronto, New York, Calgary and Montréal.

*"Torys is a highly respected international business law firm with offices in Toronto, New York, Calgary and Montréal. Their lawyers work together to offer seamless cross-border services to clients on both sides of the U.S.-Canada border and globally."*

Their approach couldn't be simpler. They dedicate themselves boundlessly to quality and service. That is what they are all about, so being recognised in this way is a huge accolade for them.

At Torys, they view diversity as a core strength and are committed to its inclusion in all aspects of their practice and community involvement. The diversity of their backgrounds gives them the range of expertise needed to tackle their clients' most complex problems and challenges. Torys is also committed to the recruitment, development and retention of women at the firm. Women lead about half of their practice areas and one-third of their industry groups, and they are focused on providing the best environment for women to practise law.

# BRITISH VIRGIN ISLANDS

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Commercial Law Firm Of The Year - Ogier

Dispute Resolution Law Firm Of The Year - Conyers Dill & Pearman

Insolvency & Restructuring Law Firm Of The Year - Walkers

Insurance & Reinsurance Law Firm Of The Year - Appleby

Investment Funds Law Firm Of The Year - Harney, Westwood & Riegels

Law Firm Of The Year - Ogier

Mergers & Acquisitions Law Firm Of The Year - Appleby



# LAW FIRM OF THE YEAR



RAY WEARMOUTH

Managing Partner  
Linklaters

+1 284 852 7364

ray.wearmouth@ogier.com

www.ogier.com



The Ogier Group provides legal, trust, fund and corporate administration services across the world's major independent financial centres. The Group operates two distinct, but complementary, business divisions; legal services and trust, fund & company administration services.

The Group operates in 11 jurisdictions across all time zones with a presence in Bahrain, the British Virgin Islands, the Cayman Islands, Dublin, Guernsey, Hong Kong, Jersey, London, Luxembourg, Shanghai and Tokyo. They employ over 850 professional and support staff.

They have long-established relationships with many of the world's leading international financial institutions and professional advisors; specifically they work with all of the leading international accountancy practices as well as many of the world's most wealthy families and major investment houses. They are instructed by the majority of the leading global law firms and financial institutions.

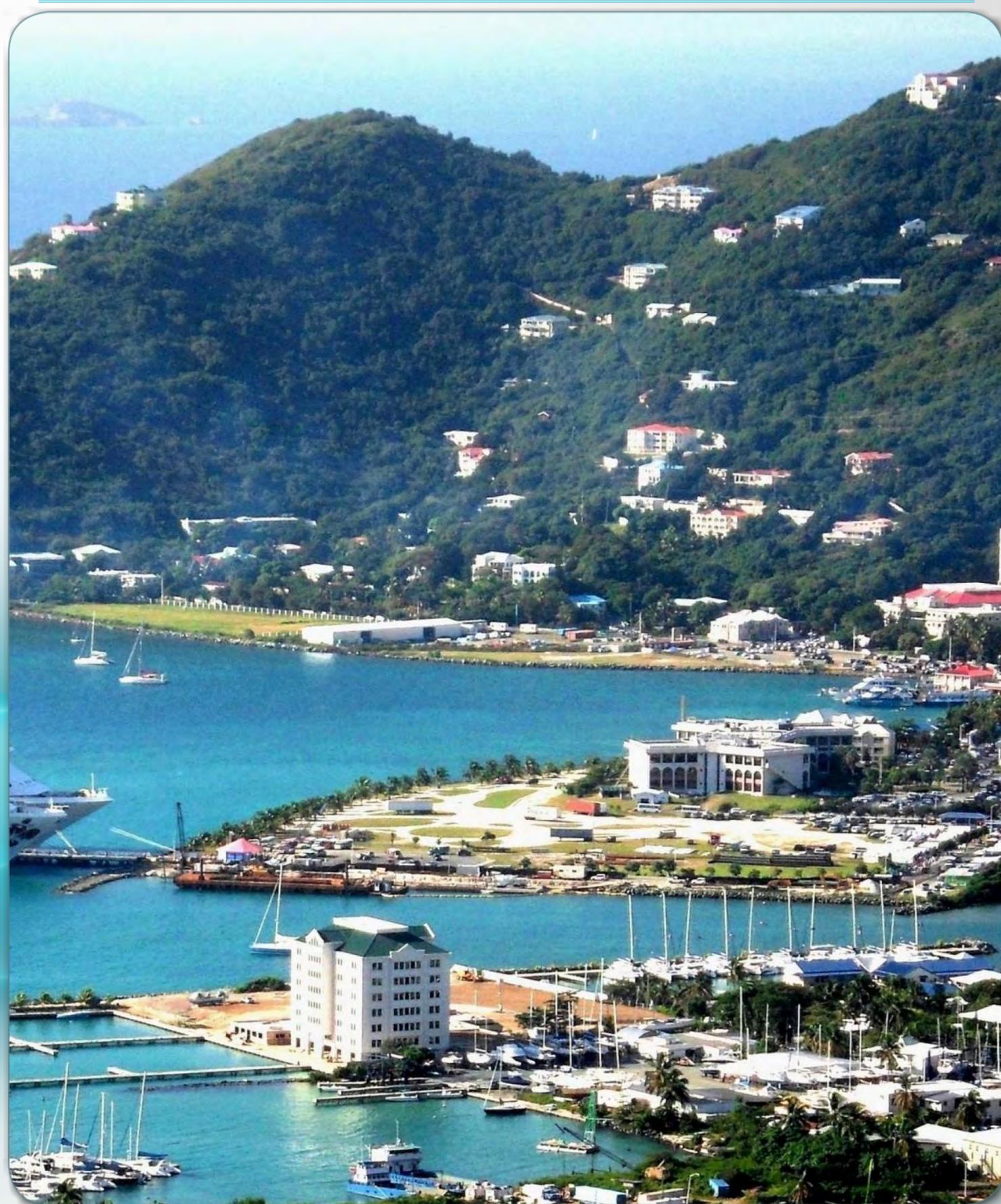
They advise on BVI, Cayman, Guernsey, Jersey and Luxembourg law and provide administration services through their network of offices across the globe. Corporate and finance law and administration services form the core of their business, principally in the areas of banking, corporate and commercial, investment funds, private wealth, real estate investment and structured finance. At the same time they are a full-service firm, with strong practices in the areas of performance and reward management, employment law, litigation and property.

Being a leader in their field, they have long-established relationships with many of the world's leading international financial institutions, professional advisors and regulatory bodies; they are instructed by 23 of the top 25 global law firms and act for 21 of the top 25 global banks.

*"The Ogier Group provides legal, trust, fund and corporate administration services across the world's major independent financial centres. The Group operates two distinct, but complementary, business divisions; legal services and trust, fund & company administration services."*

They have a proactive and flexible approach. They offer clients the strength in depth to handle the largest, most demanding and complex offshore transactions and pride themselves on providing expert, efficient and cost-effective advice and services across all time zones.

Their clients value their technical excellence, business acumen and client focused service. They also recognise that their business is a people business, and they invest substantially in recruiting, training and retaining the best people to ensure that their clients have access to the highest quality of international legal and administration services. Many of their lawyers and trust professionals joined the Ogier Group from leading City of London and US-based firms, bringing a wealth of international knowledge and experience in their respective areas.



NORTH AMERICA

NORTH AMERICA

# CAYMAN ISLANDS

Corporate Finance Law Firm Of The Year - Walkers

Dispute Resolution Law Firm Of The Year - Appleby

Investment Funds Law Firm Of The Year - Maples & Calder

Mergers & Acquisitions Law Firm Of The Year - Maples & Calder

Offshore Law Firm Of The Year - Ogier



## DISPUTE RESOLUTION LAW FIRM OF THE YEAR



JULIAN BLACK

Partner  
Appleby Global Group  
Services Limited

+1 345 814 2717

jblack@applebyglobal.com

www.applebyglobal.com



## OFFSHORE LAW FIRM OF THE YEAR



CLAIRE LLOYD-HICKEY

Manager  
Ogier

+1 345 815 1892

claire.lloyd-hickey@ogier.com

www.ogier.com



Appleby is one of the world's largest providers of offshore legal, fiduciary and administration services. They have around 770 people, including 75 partners, operating from 12 offices around the globe. This includes the key offshore jurisdictions of Bermuda, BVI, Cayman, Guernsey, Isle of Man, Jersey, Mauritius and the Seychelles, as well as the international financial centres of London, Hong Kong, Shanghai and Zurich.

They advise global public and private companies, financial institutions, and high net worth individuals, working with them and their advisers to achieve practical solutions, whether in a single location or across multiple jurisdictions. As an offshore legal services provider, Appleby lawyers advise on the principal areas of corporate and commercial, litigation and insolvency, property, and private client and trusts.

Appleby's Fiduciary and Administration group of companies provide offshore management and administration services to high net worth individuals, private companies, funds and global corporations.

In 2012 Appleby continued to grow and develop, venturing further into China with an office opening in Shanghai, offering a full range of fiduciary and administration service to clients in mainland China and internationally. This resulted in a combined enterprise of around 200 lawyers and over 500 employees, including accountants, trust and corporate administrators as well as business services and support staff.

The firm of Appleby has its origins in a number of jurisdictions. The original Appleby practised in Bermuda and was established by Major Reginald Appleby, who commenced practice in the late 1890s. In the same decade the law firm Bailhache & Bailhache was formed by brothers; Bois & Bois was formed by father and son in Jersey; and Dickinson

*"Appleby lawyers advise global public and private companies, financial institutions, and high net worth individuals, working with them and their advisers to achieve practical solutions, whether in a single location or across multiple jurisdictions. As an offshore legal services provider, Appleby lawyers advise on the principal areas of corporate and commercial, litigation and insolvency, property, and private client and trusts."*

Cruickshank was formed by William Dickinson and James Cruickshank in the Isle of Man. Each of these four practices was entirely local and focused on the local community and its need for legal services.

Appleby today is a fully integrated organisation, based in eight significant offshore financial centres and with offices in four major international financial centres. It has a profile, in terms of the range of jurisdictions and the services that it is able to supply, unequalled by any other offshore law firm. Appleby is engaged with governments, regulatory bodies and industry representative bodies, as well as professional bodies and associations, in all our offshore financial centres. In particular Appleby participates in discussions on law and regulatory reform, the development of new products and responding to the challenges faced by each of those financial centres in an ever-changing international business environment.

Ogier is one of the world's leading providers of offshore legal and fiduciary services. The group has a presence in eleven jurisdictions around the world, namely Bahrain, the British Virgin Islands, the Cayman Islands, Guernsey, Hong Kong, Ireland, Jersey, London, Luxembourg, Shanghai and Tokyo. Today we employ over 850 professional and support staff.

Our vision is to be the leading integrated offshore law firm and administrator providing the most innovative and comprehensive multi-jurisdictional solutions. Offshore legal advice is available for all aspects of British Virgin Islands, Cayman Islands, Guernsey, Jersey and Luxembourg law. With over 50 partners and more than 180 lawyers, Ogier offers clients the ability to handle the largest, most demanding and complex offshore transactions and prides itself on providing expert, efficient and cost-effective advice and services.

Our operations in the Cayman Islands are an established part of the Ogier network which has grown from 50 employees in 2004 to more than 120 professionals today.

Legal services include banking & finance, corporate & commercial, hedge funds, private equity, private client & trusts and litigation. We also provide fiduciary and administration services through our wholly owned affiliate company, Ogier Fiduciary Services (Cayman) Limited.

So far this year, we have been awarded 'Best Offshore Regulatory Advisory Firm' by Hedgeweek, 'Private Funds Law Firm of the Year - Offshore' by Dealmakers and 'Offshore Law Firm of the Year - Cayman Islands' by Corporate Livewire. This is off the back of being

*"Ogier's legal services include banking & finance, corporate & commercial, hedge funds, private equity, private client & trusts and litigation. The firm also provides fiduciary and administration services through their wholly owned affiliate company, Ogier Fiduciary Services (Cayman) Limited."*

the recipients of numerous awards in 2012 including three different 'Best Offshore Law Firm' awards and one Fiduciary award for 'Cayman Islands Fiduciary Advisor of the Year'.

Our expertise is differentiated by our responsiveness to client needs, depth of capabilities and our people. We have been a leader in the Cayman Islands market for more than 15 years and we are consistently ranked among industry participants as a top tier firm. Our responsiveness as a client service organisation is also a defining characteristic.

Our structure as a global firm with local expertise also contributes to our ability to provide localised services with a global reach and our people are consistently singled out for being easy to work with, flexible, collegial and approachable, which in turn helps reinforce client relationships and loyalty.

# CARIBBEAN

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Accountancy Firm Of The Year - PwC

Corporate & Institutional Wealth Services Firm Of The Year - RBC Royal Bank

Corporate Law Firm Of The Year - Lex Caribbean

Financial Institution Of The Year - Corporate & Institutional Wealth Services - RBC Royal Bank

Investment Law Firm Of The Year - Caribbean International Law Firm

Litigation Law Firm Of The Year - Johnson, Camacho & Singh

Restructuring & Insolvency Law Firm Of The Year - Lex Caribbean



## CORPORATE & INSTITUTIONAL WEALTH SERVICES FIRM OF THE YEAR



JEROME DWIGHT

Head of Corporate & Institutional,  
Caribbean & Latin America  
RBC Wealth Management

DEANNA PRICE

Head of Wealth Management,  
Caribbean  
RBC Wealth Management

+1 246 467 4346  
+1 345 914 4652

jerome.dwight@rbc.com  
deanna.price@rbc.com

www.rbcwminternational.com



## FINANCIAL INSTITUTION OF THE YEAR



DEANNA PRICE

Head of Corporate & Institutional,  
Caribbean & Latin America  
RBC Wealth Management

JEROME DWIGHT

Head of Corporate & Institutional,  
Caribbean & Latin America  
RBC Wealth Management

+1 345 914 4652  
+1 246 467 4346

deanna.price@rbc.com  
jerome.dwight@rbc.com

www.rbcwminternational.com



In a fiercely competitive industry, it is increasingly difficult for wealth managers to differentiate themselves from peers. Over the past year, our teams across the Caribbean – in the Bahamas, Barbados and the Cayman Islands - have worked extremely hard to deliver client service of the highest standard right across the range of solutions.

RBC Wealth Management's operations in the Caribbean provide a wide range of wealth management services accessed by the global network of offices. In the Cayman Islands, a large team of professionals have provided offshore banking and wealth management services to local residents and international clients since 1972. Meanwhile, the firm's presence as a wealth manager in Barbados and Bahamas date back over 25 years.

These awards particularly highlight the outstanding performance of RBC Wealth Management's Corporate & Institutional (C&I) team, which provides banking, investment management, global custody and fund administration services to institutions including international business corporations, captive insurance and life companies, family offices, fund managers and sponsors.

The Caribbean is such a key region for conducting international business, and our ability to integrate discretionary investment management, global custody and company management services under a single umbrella have enabled us to serve a global client base.

Fundamental to RBC Wealth Management's success globally has been its reputation for strength and stability and its desire to continue to enhance

*"The Caribbean is such a key region for conducting international business, and our ability to integrate discretionary investment management, global custody and company management services under a single umbrella have enabled us to serve a global client base."*

the quality and breadth of its overall wealth management offering. Moreover, the ability to provide clients with best-in-class solutions is heavily reliant on attracting and retaining the right people who share our vision. Ultimately our differentiation lies in the talented people that service our corporate and institutional client base across our global network.

This award is testament to the scope of our activity, the depth our expertise and the professionalism with which we conduct our affairs. We are proud of the contribution that our company and its employees have made to the Caribbean economy and community, and look forward to building on our successes to date.

Over the past year, our teams across the Caribbean – in the Bahamas, Barbados and the Cayman Islands - have worked extremely hard to deliver client service of the highest standard right across the range of solutions.

RBC Wealth Management's operations in the Caribbean provide a complete range of wealth management services accessed by the global network of offices. In the Cayman Islands, a large team of professionals have provided offshore banking and wealth management services to local residents and international clients since 1972. Meanwhile, the firm's presence as a wealth manager in Barbados and Bahamas date back over 25 years.

Globally, RBC Wealth Management is recognized as one of the world's ten largest wealth managers by Scorpio Partnership's Global Private Banking KPI Benchmark, with 4,300 financial consultants, advisors, private bankers and trust officers serving high-net-worth and ultra high net worth clients in Canada, the United States, Latin America, Europe, the Middle East, Africa and Asia.

Fundamental to RBC Wealth Management's success has been its reputation for strength and stability and its desire to continue to enhance the quality and breadth of its overall wealth management offering. Moreover, the ability to provide clients with best-in-class solutions is heavily reliant on attracting and retaining the right people who share our vision. We are fully cognizant that establishing an environment that fosters ingenuity and rewards entrepreneurialism is extremely important to continued success as a leading wealth manager.

As a large employer in the region, we also recognize the importance of achieving our ambitious goals in a manner that supports the development of local community and the broader financial industry.

*"RBC Wealth Management's operations in the Caribbean provide a complete range of wealth management services accessed by the global network of offices. In the Cayman Islands, a large team of professionals have provided offshore banking and wealth management services to local residents and international clients since 1972. Meanwhile, the firm's presence as a wealth manager in Barbados and Bahamas date back over 25 years."*

RBC Wealth Management is an active supporter of local community initiatives - providing scholarships for local students and encouraging employees to participate in fund raising activities – and also places a strong emphasis on maintaining strong relationships with industry and regulatory bodies that influence the operating environment on the Islands.

This award is testament to the scope of our activity, the depth our expertise and the professionalism with which we conduct our affairs. We are proud of the contribution that our company and its employees have made to the Caribbean economy and community, and look forward to building on our successes to date.

# BARBADOS

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Business Law Firm Of The Year - Chancery Chambers

Corporate Wealth Services Advisor Of The Year - RBC Wealth Management

Intellectual Property Law Firm Of The Year - Clarke Gitten & Farmer

Litigation Law Firm Of The Year - Lex Caribbean

Mergers & Acquisitions Law Firm Of The Year - Clarke Gitten & Farmer



CORPORATE WEALTH SERVICES ADVISOR OF THE YEAR



JEROME DWIGHT

Head of Corporate & Institutional,  
Caribbean & Latin America  
RBC Wealth Management

DEANNA PRICE

Head of Wealth Management,  
Caribbean  
RBC Wealth Management

+1 246 467 4346  
+1 345 914 4652

jerome.dwight@rbc.com  
deanna.price@rbc.com

www.rbcwminternational.com



Over the past year, our teams across the Caribbean – in the Bahamas, Barbados and the Cayman Islands - have worked extremely hard to deliver client service of the highest standard right across the range of solutions. In particular, this award recognises the achievements of RBC Wealth Management’s Corporate & Institutional business in Barbados.

While RBC has had a significant retail presence in Barbados for over 100 years, RBC Wealth Management has provided offshore banking and wealth management services to resident and international clients on the Island for over 25 years. RBC Wealth Management’s team of dedicated and international professionals based in Barbados serves a diverse clientele and oversees in excess of \$4 billion assets under management. The firm specialises in providing valuable local knowledge and access to a complete range of wealth management services through its global network of offices.

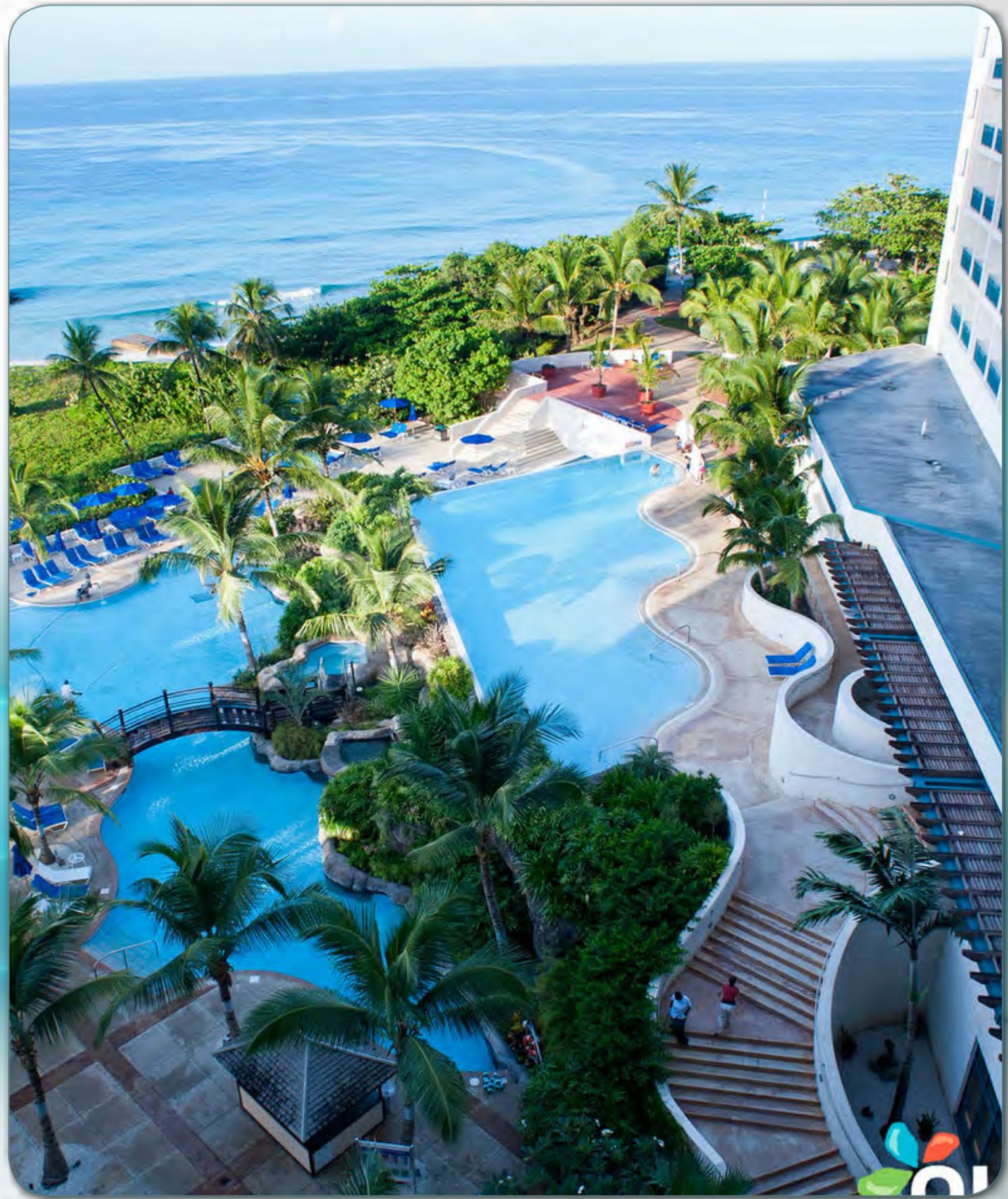
RBC Wealth Management’s Corporate & Institutional (C&I) team provides banking, investment management, global custody and fund administration services to institutions including international business corporations, captive insurance and life companies, family offices, fund managers and sponsors.

Barbados is such a key location for conducting international business, and our ability to integrate discretionary investment management, global custody and company management services under a single umbrella have enabled us to serve a global client base.

*“Barbados is such a key location for conducting international business, and our ability to integrate discretionary investment management, global custody and company management services under a single umbrella have enabled us to serve a global client base.”*

Fundamental to RBC Wealth Management’s success globally has been its reputation for strength and stability and its desire to continue to enhance the quality and breadth of its overall wealth management offering. Moreover, the ability to provide clients with best-in-class solutions is heavily reliant on attracting and retaining the right people who share our vision. Ultimately our differentiation lies in the talented people that service our corporate and institutional client base across our global network.

This award is testament to the scope of our activity, the depth our expertise and the professionalism with which we conduct our affairs. We are proud of the contribution that our company and its employees have made to the Barbados economy and community, and look forward to building on our successes to date.



NORTH AMERICA

NORTH AMERICA

# BAHAMAS

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Banking & Finance Law Firm Of The Year - Graham Thompson & Co

Dispute Resolution Law Firm Of The Year - Lennox Paton

Law Firm Of The Year - Higgs & Johnson

Litigation Law Firm Of The Year - Graham Thompson & Co



# MEXICO

Accountancy Firm Of The Year - Chevez Ruiz Zamarripa y Cia

Arbitration Law Firm Of The Year - Barrera, Siqueiros y Torres Landa SC

Banking & Finance Law Firm Of The Year - Ritch Mueller SC

Brands Law Firm Of The Year - Dumont, Bergman, Bider

Commercial Bank Of The Year - Deutsche Bank Mexico, S.A

Copyright Law Firm Of The Year - Olivares & Cia

Cross Border Law Firm Of The Year - Baker & McKenzie

Dispute Resolution Law Firm Of The Year - Von Wobeser y Sierra SC

Energy Law Firm Of The Year - Galicia Abogados, SC

Insolvency & Restructuring Law Firm Of The Year - Santamarina Y Steta SC

Intellectual Property Law Firm Of The Year - Uhthoff, Gomez Vega & Uhthoff, SC

Labour & Employment Law Firm Of The Year - Cervantes Sainz

MicroFinance Bank Of The Year - Compartamos Banco

Mergers & Acquisitions Law Firm Of The Year - Creel, Garcia-Cuellar, Aiza y Enriquez, SC

Project Finance Law Firm Of The Year - Galicia Abogados, SC

Tax Advisory Firm Of The Year - Mazars

Technology, Media & Telecoms Law Firm Of The Year - Deschamps, Gonzalez Luna Y Alvarez del Castillo



## BRANDS LAW FIRM OF THE YEAR



LAURA COLLADA SALCIDO

Managing Partner  
Dumont Bergman Bider & Co., S.C.

+52 55 5322 6230

lcollada@dumont.com.mx

www.dumont.mx



## LABOUR &amp; EMPLOYMENT LAW FIRM OF THE YEAR



ALEJANDRO NILA

Partner at the Labour &  
Employment Practice Group  
Cervantes Sainz

+52 55 9178 5040

anila@cervatessainz.com

www.cervatessainz.com



**D**umont Bergman Bider & Co., S.C. is a Mexican Intellectual property firm. The practice includes all aspects of intellectual property such as obtaining, registering and protecting inventions (patents, utility models and industrial designs), distinctive signs (marks, trade names, brand slogans and appellations of origin), copyrights (owner and author's rights, related rights), information technologies (domain names and Internet assets) and data protection issues. It also has an extensive expertise in litigation, anti-counterfeiting and related commercial law (corporate, licensing, immigration, regulatory and tax) and our capabilities provide a full array of IP related legal services.

Founded 72 years ago, Dumont Bergman Bider has remained contemporary and responsive to ever-changing client needs. Dumont is ranked in Chambers Latin America of Intellectual Property in Mexico, as well as Laura Collada and Jorge Gomez as leading lawyers (as well in other specialized publications). Moreover Dumont is the only IP firm in Mexico that has received the ISO 9001:2008 certification by the German Organization TUV Rheinland\*. The certification indicates that the firm meets high quality standards for its management systems including for counseling, filing, prosecution and consulting services, litigation and managing of intellectual and industrial property rights (including filing, prosecution, etc). It means that the quality of the firm's legal work is consistent, constant and reliable in each and every case.

Consistent with the firm's commitment to modern technologies that enable the firm to offer the highest quality and most complete intellectual property service, Dumont Bergman Bider has implemented PATRIX® HELPWARE System, a state of the art docketing system. The firm also has digitalized its archives and is fully able to service clients that wish a paperless environment. The main contacts of the firm, as well as other colleagues, receive training in different areas,

*"Dumont Bergman Bider & Co., S.C.'s practice extends to highly specialized areas such as Litigation, Copyright, Information Technologies, Corporate Law, and Anti-Counterfeiting, through a team of expert lawyers, consultants and litigators in the different disciplines covered by our field."*

not only on the legal or technical areas, but in order to achieve client satisfaction. The firm also has a PR department that is in constant communication with the clients.

It is one of the very few firms in Mexico that performs in depth examination of patent applications. This service allows to deliver the best possible advise while prosecuting the applications and avoiding the issuance of official actions since we foresee which amendments will be required by the National Office. Also the firm is highly specialized in providing patent linkage services.

In the trademark field we plan strategies tailor up to the client's needs attending not only to legal issues but commercial aspects that sometimes is a must for them

In both areas we are highly successful in litigation and also in getting agreements or settlements. Many of our clients do not want to wear out in long litigations, so because our client profile, we are highly specialized in negotiations.

**C**ervantes Sainz is a full service law firm actively engaged in a dynamic and complex domestic and international practice. The firm is composed of prestigious lawyers with many years of experience, who ventured to form and achieve an innovative style of organisation. Its rapid and constant growth reflects the dynamic nature of a vital and healthy developing law firm.

Cervantes Sainz offers services in a variety of law areas, which overlap and complement a mixture of client industries.

Alejandro Nila, partner of Cervantes Sainz, S.C., noted: "We represent clients in a broad spectrum of transactional, banking and finance, administrative, corporate, corporate, insolvency and restructuring regulatory, labour, real estate, commercial, dispute resolution and litigious matters, among others.

"Our labour and employment practice combines respected legal wisdom and business skills – in order to provide advice tailored to our domestic and international clients' individual needs."

Notably, the labour practice group of the firm has been recognised by various publications, such as Chambers. Meanwhile, Mr Nila has broad experience in labour matters. He provides advice to clients and represents them before federal and local labour authorities. His experience includes litigation and legal planning pertaining to a wide range of labour issues, including union matters.

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

*"Cervantes Sainz is a full service law firm actively engaged in a dynamic and complex domestic and international practice. The firm is composed of prestigious lawyers with many years of experience, who ventured to form and achieve an innovative style of organisation."*

Mr Nila added: "The values and philosophy that drive us, and the special attributes that make us stand apart from others, can be summarised as follows.

"We emphasise high responsiveness to clients by providing prompt, personal service, and by developing an intimate knowledge of each client's needs and objectives. We are dedicated to providing creative solutions and fresh approaches to sophisticated transactions and complex litigation. We have developed a 'one-firm' culture, which is best described as a spirit of teamwork and cross-utilisation and support among practice areas throughout the firm.

"In addition, we represent our clients with courage in hostile and sometimes individually threatening environments. We stress efficiency and apply experience so that routine deals and cases are handled at market-dictated cost, and value is added to the more sophisticated transactions and litigation. Our practice is also sensitive to the needs and values of the client and the legal profession."

# BELIZE

Business Law Firm Of The Year - Arguelles & Company LLC

Cross Border Law Firm Of The Year - Barrow & Williams

Dispute Resolution Law Firm Of The Year - Young's Law Firm

Law Firm Of The Year - Arguelles & Company LLC

Litigation Law Firm Of The Year - Courtenay Coye LLP



# EL SALVADOR

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Banking Law Firm Of The Year - Consortium Centro America Abogados

Intellectual Property Law Firm Of The Year - Romero Pineda & Asociados, Compania de Abogados

Mergers & Acquisitions Law Firm Of The Year - Arias & Muñoz

PPP Law Firm Of The Year - Rusconi Medina & Asociados - Central Law

Tax Law Firm Of The Year - Rusconi Medina & Asociados - Central Law



MERGERS & ACQUISITIONS LAW FIRM OF THE YEAR



ROBERTA GALLARDO

Partner  
Arias & Muñoz

+503 2257 0900

roberta.gallardo@ariaslaw.com

www.ariaslaw.com



For more than 70 years, Arias & Muñoz has been at the forefront of the Central American legal market, showcasing excellence in client service, efficiency in their solutions, and helping their communities. It is a solid and innovative firm that continues to spread its influence throughout the region.

Truly a firm with no boundaries, Arias & Muñoz has 8 fully integrated offices spanning six countries: Guatemala, El Salvador, Honduras (Tegucigalpa and San Pedro Sula), Nicaragua, Costa Rica (San José and Guanacaste) and Panama. Being a single unit rather than an alliance of firms, clients benefit from having all their regional matters handled from one office and by one contact.

By identifying its clients' particular needs, the Firm provides them with expert advice and effective solutions. Its lawyers are well known in the region's legal and business environment for their dynamism, can-do attitude and commitment that closes deals. The firm's goal is to provide the client with fast responses and practical solutions. Arias & Muñoz thus distinguishes itself in the Central American legal services market by possessing an excellent combination of experience, knowledge and multi-jurisdictional capability.

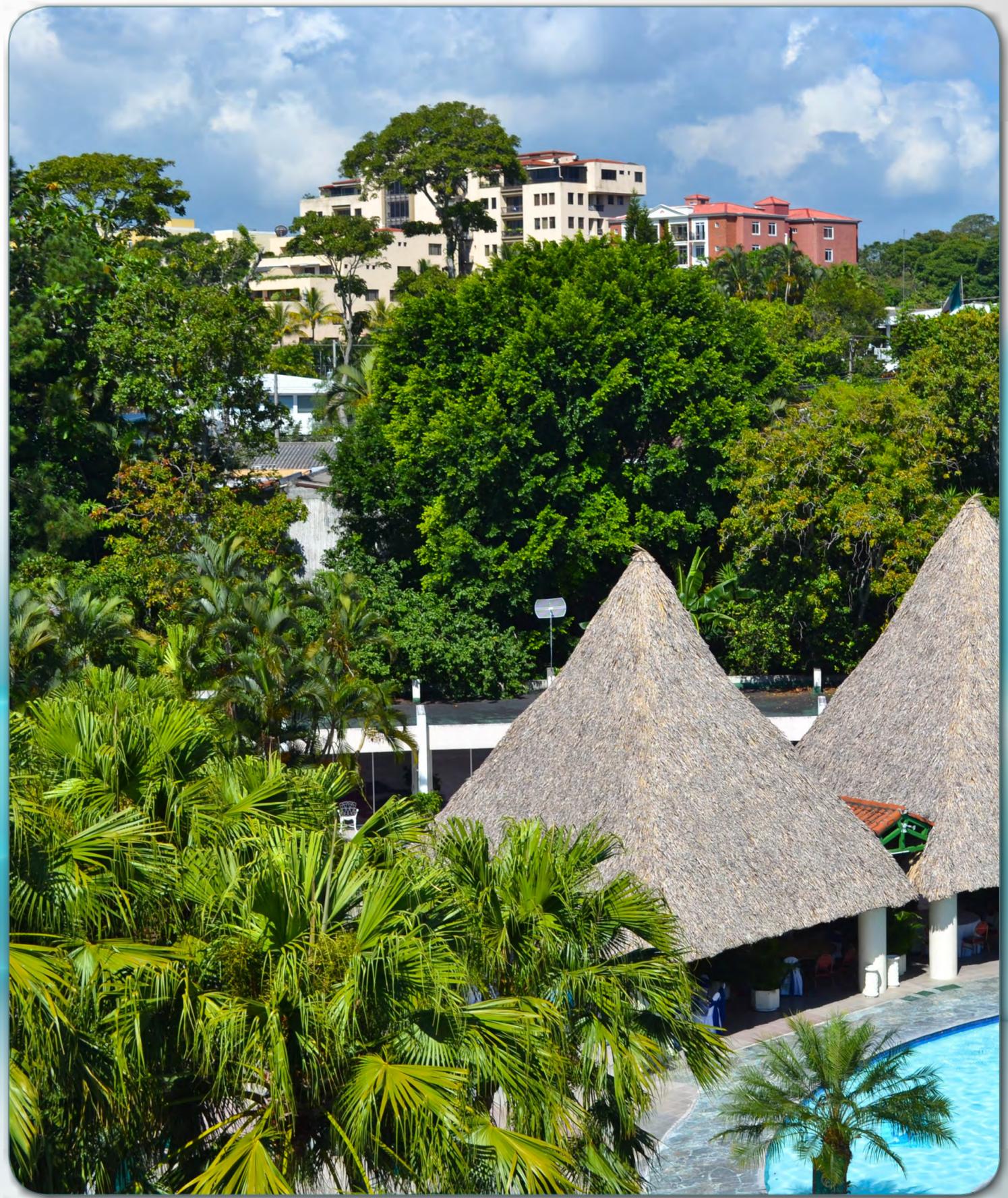
Arias & Muñoz is the only firm in Central America that has been recognized with these awards: 2012 'Best Firm for Women in Business Law' in Central America and in Panama by IFLR; 2012 and

*"Arias & Muñoz has been at the forefront of the Central American legal market, showcasing excellence in client service, efficiency in their solutions, and helping their communities. It is a solid and innovative firm that continues to spread its influence throughout the region."*

2011 'Client Service Award' by Chambers Latin America; 2011, 2010 and 2009 'El Salvador Law Firm of the Year' by Chambers Latin America; 2009 'Central America Law Firm of the Year' by Chambers Latin America; 2008 'Central America Law Firm of the Year' by IFLR; 2007 'M&A Deal of the Year' by Latin Lawyer; 2006 'Central America Law Firm of the Year' by Chambers and Partners.

The firm represents a wide array of clients doing business in the region, from Fortune and Forbes 500 Companies and Multinational Corporations, to Medium and Small Businesses, as well as individuals.

Languages: English, French, German, Italian, Portuguese and Spanish.



NORTH AMERICA

NORTH AMERICA

# NICARAGUA

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Banking & Finance Law Firm Of The Year - Consortium - Taboada & Asociados

Employment & Labour Law Firm Of The Year - Alvarado y Asociados

Intellectual Property Law Firm Of The Year - Estudio Caldera, SA

Law Firm Of The Year - Alvarado y Asociados

Mergers & Acquisitions Law Firm Of The Year - Arias & Munoz



# PANAMA

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Banking & Finance Law Firm Of The Year - Arias, Fabrega & Fabrega

Electricity Regulation Law Firm Of The Year - Anzola Robles & Associates

Intellectual Property Law Firm Of The Year - Icaza, Gonzalez-Ruiz & Aleman

Maritime Law Firm Of The Year - Morgan & Morgan

Mergers & Acquisitions Law Firm Of The Year - Galindo, Arias & Lopez

Project Finance Law Firm Of The Year - Arias, Fabrega & Fabrega



# SOUTH AMERICA



# *SOUTH AMERICA*

**S**outh America has become a major focus for some of the world's wealthiest countries in their drive for commodities. China, the world's most populous nation, has joined ranks with countries from all over North America and East Asia in order to maximise profitability and productivity on this naturally rich landscape, while countries in Europe are hoping that 2013 will be a landmark year for EU-Latin American trade relations with Colombia, Peru and Central America all expected to ratify Free Trade Agreements with the EU before the year ends.

The economic benefits thus far have been enormous. Trade between China and Latin America was just \$10 billion in 2000. In 2011, it had surged to \$241 billion. While the distribution has varied enormously from country-to-country, this is helped South America avoid the worst of the financial and economic crises that gripped much of the developed world and provided extra revenue for poverty alleviation programmes that have eased the region's notorious inequality.

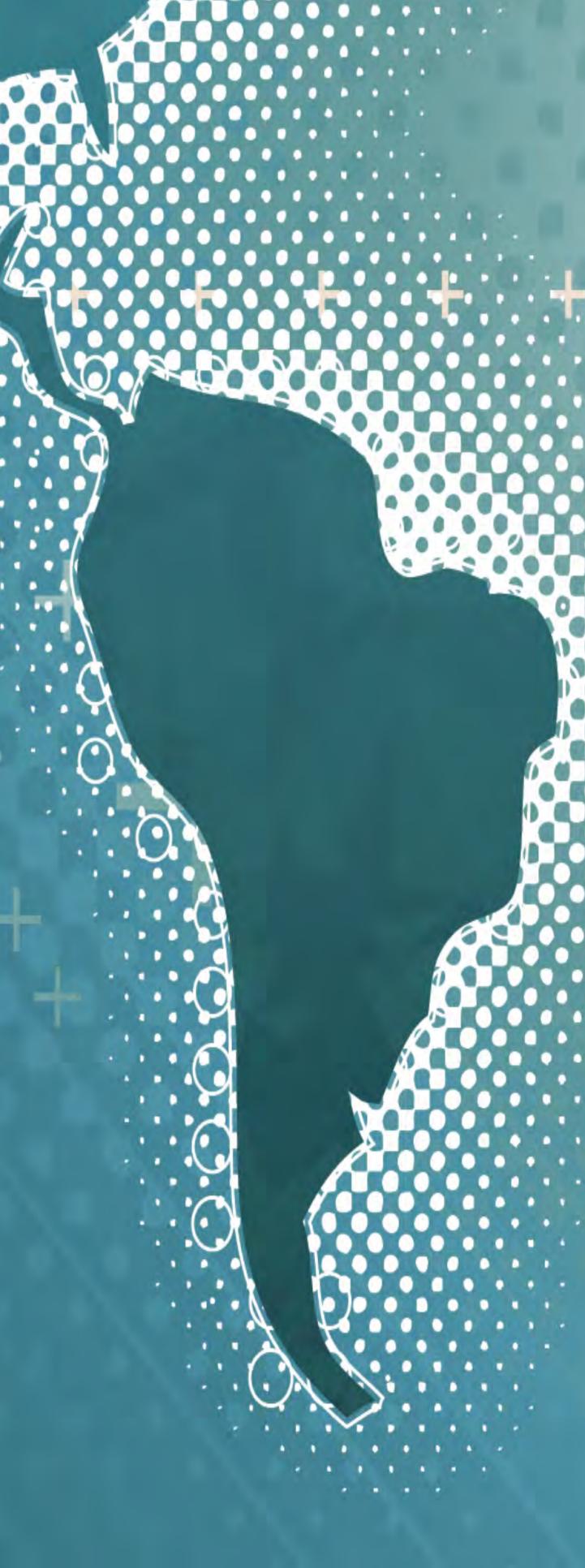
Years of growth have spawned a thriving middle class. High-rise condos and luxury apartments are spawning all across the continent. The World Bank estimates that between 2003

and 2009, the percentage of Latin Americans living in poverty fell from 44% to 30% while the number of middle class Latin Americans rose from 103 million to 152 million.

Over the next few years Latin America can also celebrate a number of top sporting events on home soil. Not only the Confederations Cup 2013 and FIFA World Cup 2014 in Brazil and 2016 Olympic Games in Rio de Janeiro, but also Chile will host the South American Games 2014, FIFA U17 World Championship and Copa America in 2015.

Hosting these prestigious events has already had tremendous economic benefits within the region. Prompted by winning the World Cup and Olympic bids, Brazil has vowed to balance the playing field between the rich and the poor in one of the world's most financial imbalanced economies. As part of a campaign to make Brazil safer, the government are cracking down on organised crime, drugs and violence – particularly in the poorest neighbourhoods known as favelas. It is believed that because of violence, millions of Brazilians were left out of the country's growth. Now, the first steps have been taken to put that wrong, right.





# SOUTH AMERICA

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Brazil	128	Chile	138
Colombia	132	Argentina	142
Peru	134	Uruguay	144
Paraguay	136	Ecuador	148



# BRAZIL

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Accountancy Firm Of The Year - Ernst & Young Terco

Banking & Finance Law Firm Of The Year - Pinheiro Neto Advogados

Boutique Law Firm Of The Year - Lippert Advogados

Commercial Litigation Law Firm Of The Year - Basilio Advogados

Dispute Resolution Law Firm Of The Year - L.O. Baptista, Schmidt, Valois, Miranda, Ferreira & Agel

Due Diligence Advisor Of The Year - KPMG

Energy Law Firm Of The Year - Veirano Advogados

Infrastructure & Project Finance Law Firm Of The Year - Leal Cotrim Advogados

Insurance & Reinsurance Law Firm Of The Year - Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

Investment Bank Of The Year - BTG Pactual

Investment Law Firm Of The Year - TozziniFreire Advogados

Intellectual Property Law Firm Of The Year - Dannemann, Siemsen, Bigler & Ipanema Moreira

Law Firm Of The Year - BTG Pactual

Maritime Law Firm Of The Year - Shipping Consultoria

Mergers & Acquisitions Law Firm Of The Year - Lefosse Advogados

Private Equity Firm Of The Year - Gávea Investimentos

Tax Law Firm Of The Year - Advocacia Krakowiak



**COMMERCIAL LITIGATION LAW FIRM OF THE YEAR**


ANA TEREZA BASILIO

 Partner  
 Basilio Advogados

+55 21 2277 4200

abasilio@basilioadvogados.com.br

www.basilioadvogados.com.br


**INFRASTRUCTURE & PROJECT FINANCE LAW FIRM OF THE YEAR**


MÁRCIO LEAL

 Partner  
 Leal Cotrim Advogados

+55 21 3550 8080

mleal@lealcotrim.com.br

www.lealcotrim.com.br



**B**achelor of Law from Universidade Cândido Mendes, worked in large offices of Brazil, among them, Sergio Bermudes' firm, where she worked during eleven years. She was also a partner of Trench, Rossi e Watanabe Firm (Baker & McKenzie), being responsible, in Brazil, for the civil and commercial litigation area, from July, 2002 to December, 2005. She is a post graduate in North American Law from Wisconsin University, and is a specialist in civil and commercial litigation as well as in arbitration. She taught Civil Law in the Post Graduation Course of the Escola Superior de Advocacia (Lawyer's Superior School), from 1993 to 2001, and she's the author of several books about corporate law.

From 2004 to 2006, she was the President of the Mediation and Arbitration Chamber of the Brazilian Bar Association, in which she also acted as President of the Lawyer's Association Committee, from October 2003 to December 2006, Vice-President of the Arbitration Committee, during the same period, besides being elected as Chief Counselor of the Brazilian Bar Association during the three-year periods from 2000 to 2003 and 2003 to 2006. Additionally, she was appointed as member of the Committee to Fight Piracy and Unfair Competition of the Federal Committee of the Brazilian Bar Association during period of July 2005 to December 2006, and of the Special Committee to Fight Piracy and Unfair Competition of the Federal Committee of the Brazilian Lawyers Association, which she is still a member of. She is also a member of the Editorial Committee of the Arbitration and

*"Basilio Advogados acts in the corporate field, based on services to great companies from several sectors, such as utilities concessionaires, mining companies, banks, construction companies, shopping malls, as well as individuals."*

Mediation Magazine, and member of the Corporate law Committee from the Escola da Magistratura (Judge's School) of the High Court of the State of Rio de Janeiro.

She is a professor in Fundação Getúlio Vargas, in the Arbitration post graduation course. In December 2010, she was elected a member of the TRE – Tribunal Regional Eleitoral (Electoral Court).

**F**ormed by highly qualified professionals, who developed long term careers with other reputable law firms and public services in Brazil, Leal Cotrim Advogados is boutique law firm that has its practice focused on infrastructure, energy and oil & gas projects.

All the lawyers of Leal Cotrim Advogados hold Law degrees from top Law Universities in Brazil and many of them also hold post-graduation degrees, including from US and Europe universities.

With offices in Rio de Janeiro and São Paulo, Leal Cotrim Advogados is recognised by its firm commitment to clients and by the exceptional quality of its legal services. The notorious excellence of the firm lawyers has been acknowledged by specialized publications, such as Chambers Global – The World's Leading Lawyers for Business 2012 – Brazil Chapter and World Finance (Best Corporate & Commercial Firm, Brazil – 2013).

The firm assists, on a routine basis, entrepreneurs, specific purpose entities, lenders and multilateral agencies in the implementation and development of projects in a variety of industries, such as petrochemical, civil construction, paper and pulp, thermo power plants, shipyards, renewable energy, hydro power plants, biofuel, oil platforms and gas pipelines.

Moreover, many of Leal Cotrim Advogados clients are foreign companies that develop business in Brazil. Consequently, a high percentage of the Firm services has cross border elements and demands joint projects with foreign firms.

In recent years, the firm has represented some of the largest infrastructure companies in Brazil and has been involved in several public and private infrastructure projects, including highways, railways, stadiums, power plants, industrial, manufacturing, water and waste-

*"The firm assists, on a routine basis, entrepreneurs, specific purpose entities, lenders and multilateral agencies in the implementation and development of projects in a variety of industries, such as petrochemical, civil construction, paper and pulp, thermo power plants, shipyards, renewable energy, hydro power plants, biofuel, oil platforms and gas pipelines."*

water facilities. Some recent key projects of the firm include:

- Assistance to one of the largest Japanese engineering companies in the formation of a joint venture with a local oil and gas company;
- Assistance to one of Germany's largest electricity producers in the formation of a joint venture with two investment funds for the development of two biomass energy projects;
- Assistance to a Brazilian railway company to structure the financing of a R\$ 1.4 billion Project for the modernization of its trains, railroads and stations;
- Assistance to a large EPC contractor in the drafting and negotiation of a 700 MW hydro power plant project;
- Assistance to one of Brazil's largest engineering company with contractual legal issues concerning the Project for the construction of a Nuclear Power Plant.

# COLOMBIA

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Accountancy Firm Of The Year - KPMG

Banking & Finance Law Firm Of The Year - Gomez-Pinzon Zuleta

Dispute Resolution Law Firm Of The Year - Prietocarrizosa

Energy Law Firm Of The Year - Sanclemente Fernandez Abogados S.A

Intellectual Property Law Firm Of The Year - Brigard & Castro

Law Firm Of The Year - Posse Herrera Ruiz

Mergers & Acquisitions Law Firm Of The Year - Brigard & Arrutia

Tax Law Firm Of The Year - Lewin & Wills



# PERU

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Accountancy Firm Of The Year - Crowe Horwath

Banking & Finance Law Firm Of The Year - Rodrigo, Elías & Medrano Abogados

Business Law Firm Of The Year - Orihuela Abogados

Energy Law Firm Of The Year - Santivanez Abogados

Infrastructure Law Firm Of The Year - Miranda & Amado Abogados

Intellectual Property Law Firm Of The Year - Estudio Colmenares

Mergers & Acquisitions Law Firm Of The Year - Estudio Echeopar

Mining Law Firm Of The Year - Rodrigo, Elías & Medrano Abogados



# PARAGUAY

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Banking & Finance Law Firm Of The Year - Vouga & Olmedo Abogados

Capital Markets Law Firm Of The Year- Peroni Sosa Tellechea Burt & Narvaja

Commercial Law Firm Of The Year - Vouga & Olmedo Abogados

Foreign Investment Law Firm Of The Year - Morenno Ruffinelli & Asociados

Mergers & Acquisitions Law Firm Of The Year - Estudio Jurídico Gross Brown



# CHILE

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Accountancy Firm Of The Year - RSM International

Commercial Bank Of The Year - ScotiaBank Chile

Dispute Resolution Law Firm Of The Year - Bofill Mir & Alvarez Jana Abogados

Energy & Natural Resources Law Firm Of The Year - EELAW

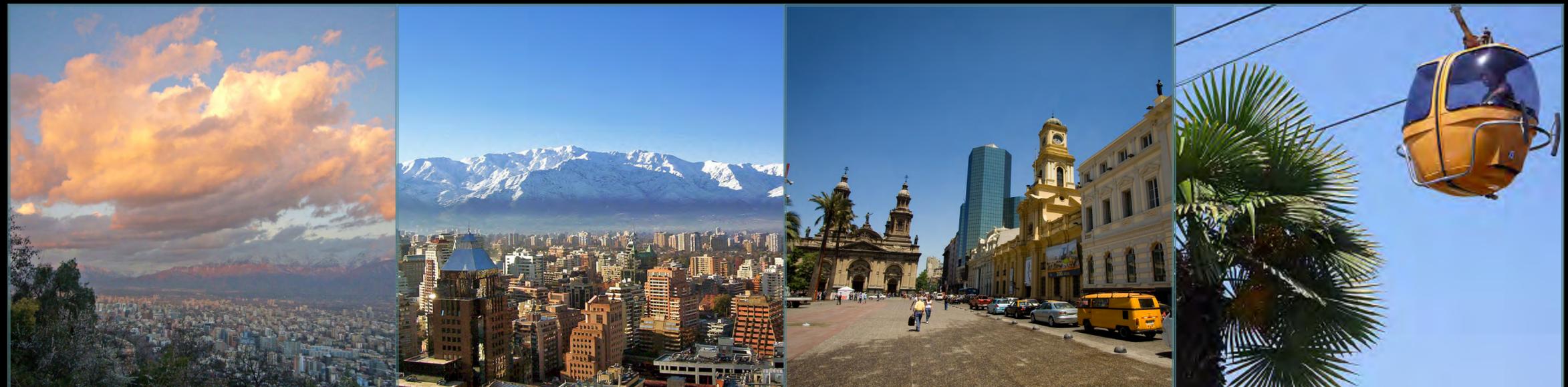
Intellectual Property Law Firm Of The Year - Alessandri & Compagnia Abogados

Law Firm Of The Year - Barros & Errazuriz Abogados

Management Consultants Of The Year - Booz & Company

Mergers & Acquisitions Law Firm Of The Year - Carey

Tax Firm Of The Year - Ernst & Young (Santiago)



## ACCOUNTANCY FIRM OF THE YEAR

+56 2 580 0400

info@rsmchile.com

www.rsmchile.com

Type  
Member firms

Founded  
1964

Revenue  
\$3.9 billion USD (2011)

Employees  
32,700



RSM International Limited or 'RSM' has member firms who are independent accounting and advisory firms each of which practices in its own right. The network is not itself a separate legal entity of any description in any jurisdiction and does not provide services.

The roots of the network go all the way back to 1964 when it began as a small network that was originally called DRM. In 1993 the organisation restructured and changed its name to RSM International. The RSM acronym comes from the initials of three of the original member firms of the network. However, the historical foundation of the RSM name no longer bears any relevance to the network.

Wherever in the world your business is going, you need constant access to rapid, relevant answers and a fast-moving team on your side. RSM International is one of the world's leading audit, tax and advisory networks of independently owned and managed professional services firms.

They aim to surprise you with their attention to detail, the level of personal service which they provide, and the seamless expert advice and support they offer businesses both large and small through their integrated global network of member firms. At the last count, they had over 700 offices in 100 countries around the world, with more than 32,500 people on hand to serve clients needs.

Whatever your ambition or challenge and wherever you are in the world, you will be able to connect with senior professionals who can give you real insight into the issues affecting your business and mobilise international, high calibre teams on your behalf with RSM. Ex-

*"RSM International Limited or 'RSM' has member firms who are independent accounting and advisory firms each of which practices in its own right. The network is not itself a separate legal entity of any description in any jurisdiction and does not provide services."*

cellence comes as standard with RSM where rigorous quality control procedures ensure the highest possible standards across the network. Trust is also assured with short lines of communication which mean you will always have swift access to partner level advice.

Quality is totally paramount with RSM, around the world, only member firms that match their high standards of quality, integrity and professionalism are selected. Teamwork is second nature - RSM partners know each other very well, so they can get things done quickly for their clients. Agility is instinctive; clients shouldn't see the work behind the scenes, just the results, regardless of the number of countries or disciplines involved. Stability is also vital - clients tend to stay with RSM member firms for the long-term. They appreciate their understanding of their business and dedication to making things happen.

## ENERGY AND NATURAL RESOURCES LAW FIRM OF THE YEAR



PAULINA A. RIQUELME

Founding Partner  
EeLaw Energy and  
Environment Legal Advice

+56 2 229 9567

contacto@eelaw.cl

www.eelaw.cl



EeLaw is a boutique law firm dedicated to provide legal services in the areas of environment, natural resources and energy.

The firm initiated its practice in the beginning of 2008 as a response to the growing need for strategic consultancy focused exclusively on issues of environmental law, natural resources, pollution control and energy.

The philosophy inspiring the firm is to provide our clients with excellence, quality and modern services, orienting our efforts to the implementation and improvement of work standards in order to add value to our clients businesses.

The Firm's practice has been distinguished by the special motivation to study and analyze national and international environmental regulations, technical standards used for the regulatory making process and by our interest in participating in the development of these regulations at its earliest stage.

### Practice Areas

#### Environmental Legal Advice and Compliance

- Environmental legal advice for productive sectors; particularly natural resources and mining industries
- Environmental permitting and compliance legal audits
- Environmental legal due diligence for project financing, mergers and acquisitions
- Drafting of internal manuals or guidelines to assist compliance
- Legal advice in administrative proceedings
- Environmental litigation

#### Studies and Regulatory Developments

- Analysis of current regulations and of proposed regulations

*"EeLaw is a boutique law firm dedicated to provide legal services in the areas of environment, natural resources and energy."*

- Drafting of reports, memos, minutes of meetings and presentations on environmental legal issues
- Organization of workshops and seminars for training and capacity building on environmental legal matters

#### Pollution Control

- Expertise on pollution control statutes and regulations: air, water, noise, chemicals, wastes, soil, etc.

#### Natural Resources

- Mining
- Aquaculture and fish farming
- Water management resources and regulations
- Biodiversity

#### Energy

- Conventional energy
- Non conventional renewable energy sources
- Climate change and related national and international regulations

# ARGENTINA

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Accountancy Firm Of The Year - Ecovis Argentina

Banking & Finance Law Firm Of The Year - Bruchou, Fernández Madero & Lombardi

Bankruptcy & Restructuring Law Firm Of The Year - Julio Cesar Rivera Abogados

Commercial Bank Of The Year - Banco Galicia

Corporate Tax Law Firm Of The Year - Marval, O'Farrell & Mairal

Dispute Resolution Law Firm Of The Year - Estudio Beccar Varela

Management Consultants Of The Year - Accenture

Mergers & Acquisitions Law Firm Of The Year - M & M Bromchil

Private Client Law Firm Of The Year - Errecondo, Gonzalez & Funes Abogados



# URUGUAY

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Accountancy Firm Of The Year - Ferrere

Banking & Finance Law Firm Of The Year - Ferrere

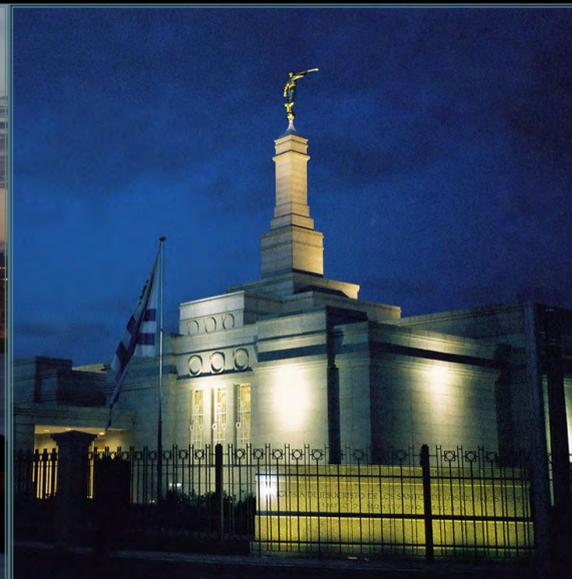
Boutique Law Firm Of The Year - Litwak & Partners

Intellectual Property Law Firm Of The Year - Fischer Abogados

Law Firm Of The Year - Guyer & Regules

Mergers & Acquisitions Law Firm Of The Year - Hughes & Hughes

Wealth Management Law Firm Of The Year - Litwak & Partners



## BOUTIQUE LAW FIRM OF THE YEAR



MARTIN LITWAK

Managing Partner  
Litwak & Partners

+598 2 711 8747

martin.litwak@litwak-partners.com

www.litwak-partners.com



MARTIN LITWAK

Managing Partner  
Litwak & Partners

+598 2 711 8747

martin.litwak@litwak-partners.com

www.litwak-partners.com



**L**itwak & Partners is a boutique law firm highly specialized in cross border transactions, which in the last two years has won more than 20 industry awards for its work in the fields of investment funds, banking & capital markets and wealth management.

The firm is headquartered in Montevideo, Uruguay but is has associated offices in various leading offshore jurisdictions. The main reason why Litwak & Partners was established in Uruguay was to be close to its main clients (most of them domiciled or doing business in Latin America) and also to be on top of regional trends and legislative changes.

Being a niche law firm, Litwak & Partners has a rather small team comprising of highly qualified and seasoned lawyers with substantial experience in the areas of practice in which the firm specializes. This has allowed the firm to quickly become an industry regional leader, especially in the areas of offshore funds and international wealth planning.

The firm is firmly committed to excellence and client satisfaction and not to achieve a certain size or a certain number of lawyers. According to Martin Litwak, its managing partner, *"Only the quality matters to us, not the size. We are not and will never be a full service law firm. We in fact only offer services in those practice areas where we understand that we are the best and we can really add value to our clients."*

The firm, established in February of 2011 with the objective of providing a highly personalized service to individuals and companies in the region with a need for legal advice in the areas of practice in which the firm specializes, offer an alternative to the traditional multi-jurisdictional anglo-saxon law firms with offices in the British Virgin Islands, the Cayman Islands and/or other traditional offshore centers. Because the firm (and its members) have a greater understanding of the LatAm markets, key players, culture and legislation than is usually found in an Anglo-Saxon law firm, when a complex cross-border transaction or structure has a Latin-American component it is placed in a much better position than these law firms to provide the advice that is required.

Litwak & Partners' main partner is Martin Litwak, a recognized leader in the investment funds industry who has formed and/or provided legal advice to

more than 300 investment funds domiciled in the British Virgin Islands, the Cayman Islands and other offshore jurisdictions.

Mr. Litwak's awards and commendations include the following achievements: elected the Best Lawyer in Uruguay both in 2012 and 2013 at the World Finance Annual Awards, ranked as one of the best lawyers in private fund formation by Who's Who Legal (in 2008, 2010, 2011 and 2013); included in the Expert Guides published by Euromoney, in the sub-category investment fund lawyers (2010); listed as one of the best lawyers by Chambers & Partners (subcategory capital markets) in Latin America (2009); recipient of the second prize at the Best Paper Award contest organized by the Inter-American Bar Association (for his paper Current Trends in the Latin American Hedge Fund Industry. Lessons from the Financial Meltdown); nominated by Who's Who Legal as one of the top practitioners in the British Virgin Islands for his work in the formation of private funds (2006); ranked by Who's Who Legal as a prominent legal practitioner for his work on mergers & acquisitions (2006); ranked among the top ten most promising up-and-coming young Argentinean lawyers by Infobae Profesional (2006); and listed by Chambers & Partners in Band 3 of their ranking for BVI practitioners in corporate and commercial law (2006).

Mr. Litwak has authored and co-authored over 30 legal articles in Latin America, the United Kingdom and the United States and is a frequent speaker at conferences and seminars held in Argentina, the British Virgin Islands, the Bahamas, El Salvador, Mexico, the United States and Uruguay. He has also been invited by both the UCEMA and the University of Buenos Aires to lecture postgraduate courses on offshore banking and capital markets. Martin also has been frequently quoted by newspapers, legal publications and journals on a wide variety of issues in the investment funds industry.

He is a member of the International Bar Association, where he currently serves as president of the committee of international law of the Inter-American Bar Association, and the International Bar Association. He is also a member of Team BVI, a board of advisors to the International Finance Centre of the BVI where he heads up the Uruguayan chapter and a member of the board of directors of the Hedge Fund Association (Latin American chapter).

## WEALTH MANAGEMENT LAW FIRM OF THE YEAR

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Being a niche law firm, Litwak & Partners has a rather small team comprising of highly qualified and seasoned lawyers with substantial experience in the areas of practice in which the firm specializes. This has allowed the firm to quickly become an industry regional leader, especially in the areas of offshore funds and international wealth planning.

The firm, established in February of 2011 with the objective of providing a highly personalized service to individuals, families and companies in the region with a need for legal advice in the areas of practice in which the firm specializes, offers an alternative to the traditional multi-jurisdictional anglo-saxon law firms with offices in the British Virgin Islands, the Cayman Islands and/or other traditional offshore centers. Because the firm (and its members) have a greater understanding of the LatAm markets, key players, culture and legislation than is usually found in an Anglo-Saxon law firm, when a complex cross-border transaction or estate planning structure has a Latin-American component it is placed in a much better position than these law firms to provide the advice that is required.

In the area of trust and wealth management, the firm services include the establishment and administration of discretionary and other type of trusts, private investment companies, foundations, and other vehicles typically used for estate planning, philanthropy, asset protection, etc.

The firm is firmly committed to excellence and client satisfaction and not to achieve a certain size or a certain number of lawyers. According to Martin Litwak, its managing partner, *"Only the quality matters to us, not the size. We are not and will never be a full service law firm. We in fact only offer services in those practice areas where we understand that we are the best and we can really*

*add value to our clients."*

Litwak & Partners' main partner is Martin Litwak, a recognized leader in the regional wealth management industry who has provided legal advice to various Latin American families and family offices.

Mr. Litwak's awards and commendations include the following achievements: elected the 'Best Lawyer' in Uruguay both in 2012 and 2013 at the World Finance Annual Awards, ranked as one of the best lawyers in private fund formation by Who's Who Legal (in 2008, 2010, 2011 and 2013); included in the "Expert Guides" published by Euromoney, in the sub-category "investment fund lawyers" (2010); listed as one of the best lawyers by Chambers & Partners (subcategory capital markets) in Latin America (2009); recipient of the second prize at the Best Paper Award contest organized by the Inter-American Bar Association (for his paper "Current Trends in the Latin American Hedge Fund Industry. Lessons from the Financial Meltdown"); nominated by Who's Who Legal as one of the top practitioners in the British Virgin Islands for his work in the formation of private funds (2006); ranked by Who's Who Legal as a prominent legal practitioner for his work on mergers & acquisitions (2006); ranked among the top ten most promising up-and-coming young Argentinean lawyers by "Infobae Profesional" (2006); and listed by Chambers & Partners in Band 3 of their ranking for BVI practitioners in corporate and commercial law (2006).

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He is a member of the International Bar Association, where he currently serves as president of the committee of international law of the Inter-American Bar Association, and the International Bar Association. He is also a member of "Team BVI", a board of advisors to the International Finance Centre of the BVI where he heads up the Uruguayan chapter and a member of the board of directors of the Hedge Fund Association (Latin American chapter).

# ECUADOR

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Dispute Resolution Law Firm Of The Year - Perez Bustamante & Ponce

Intellectual Property Law Firm Of The Year - Fabara & Compania Abogados

Law Firm Of The Year - Pérez Bustamante & Ponce

Mergers & Acquisitions Law Firm Of The Year - Paz Horowitz Robalino Garces, Abogados

Oil & Gas Law Firm Of The Year - Bustamante & Bustamante



# EUROPE



# EUROPE

When the euro was introduced as hard currency on New Year's Day in January 1999, it was a cause for celebration. The currency gave a strong impulse to the European financial market, while the disappearance of exchange rate risk among European countries contributed to enhancing the liquidity of the market, prompting investors and borrowers to start to take a European perspective. Institutional investors increased their cross-country exposure, and corporate borrowers started to access a broader pool of potential investors.

Government bonds were treated as riskless and the regulators allowed commercial banks to buy unlimited amounts of government bonds without setting aside any equity capital, furthermore the European Central Bank accepted all government bonds at its discount window on equal terms. This created a perverse incentive for commercial banks to accumulate the bonds of the weaker member countries, which paid higher rates, in order to earn a few extra basis points. As a result interest rate differentials between the various government bonds practically disappeared.

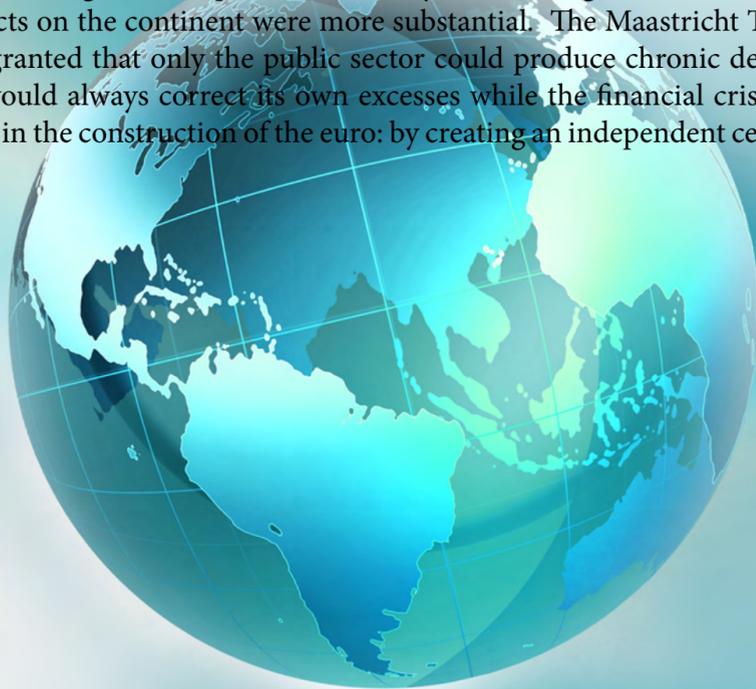
Like all marriages, this unification began under rosy circumstances. However, the honeymoon period is over. Although the recipe for disaster lay within the global financial crisis of 2007-8 the longing affects on the continent were more substantial. The Maastricht Treaty had for too long taken for granted that only the public sector could produce chronic deficits because the private sector would always correct its own excesses while the financial crisis also revealed a near fatal defect in the construction of the euro: by creating an independent central bank, mem-

ber countries became indebted in a currency they did not control. This exposed them to the risk of default.

Although the headlines have not been dominated by the Eurozone crisis in 2013 – to the extent that Greece, Spain and Italy struggled through last year – that does not mean the issue has simply snuck away, escaping through a backdoor. European Union government annual deficit charts show that only Germany is currently operating within a surplus while the majority of the continent teeters between the plus and negative side of the deficit limit outlined by the Maastricht Treaty.

Unemployment figures have increased as austerity measures following the financial crisis led to further cuts in government spending, which has involved public sector job losses. What's more, labour costs rose unsustainably in the peripheral European countries during the last decade, leaving them too expensive relative to the much more productive German workers with whom they share a currency. With this in mind, it is perhaps little surprise that, while the rest of the continent appears to be suffering, unemployment figures have fallen to its lowest level in Germany since the country was unified more than two decades ago.

Whatever the answer, the 'Old Continent' has suffered a torrid time of late and it is taking a great deal of innovation and hard graft for companies to pull through. In our Corporate LiveWire European Awards for 2013 we commend the efforts of those helping to steady the ship.



# EUROPE

United Kingdom	156	Latvia	230
Isle Of Man	170	Russia	232
Republic of Ireland	172	Ukraine	236
Channel Islands	176	Bulgaria	238
Iceland	178	Romania	242
France	182	Denmark	246
Belgium	188	Norway	248
Luxembourg	192	Sweden	250
Netherlands	200	Finland	254
Germany	204	Italy	258
Switzerland	210	Spain	262
Austria	214	Portugal	266
Czech Republic	218	Greece	270
Hungary	220	Macedonia	274
Poland	224	Malta	278
Lithuania	226	Cyprus	282
Estonia	228		



# UNITED KINGDOM

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Accountancy Firm Of The Year - PwC

Banking & Finance Law Firm Of The Year - Slaughter and May

Commercial Due Diligence Provider Of The Year - Calash

Commercial Transactions Law Firm Of The Year - SRB Solicitors

Competition Law Firm Of The Year - Hausfeld

Criminal Fraud Law Firm Of The Year - Bark & Co

Due Diligence Advisor Of The Year - Grant Thornton

England & Wales Dispute Resolution Law Firm Of The Year - Mackrell Turner Garrett

Employment & Labour Law Firm Of The Year - Lewis Silkin LLP

Energy, Infrastructure & Project Finance Law Firm Of The Year - SJ Berwin

England Immigration Law Firm Of The Year - Dearson Winyard International Limited

Environmental Consultants of the Year - BWB Consulting Limited

Estate Planning Firm Of The Year - Mark Davies & Associates

Investment Bank Of The Year - JP Morgan

Intellectual Property Law Firm Of The Year - D Young & Co

Law Firm Of The Year - Slaughter and May

Litigation Law Firm Of The Year - Clyde & Co

Management Consultants Of The Year - Accenture

Mergers & Acquisitions Law Firm Of The Year - Linklaters

Private Equity Advisor Of The Year - CVC Capital Partners

Renewables Advisory Firm Of The Year - Ost Energy

Restructuring & Insolvency Law Firm Of The Year - Allen & Overy LLP

Tax Advisory Firm Of The Year - FTI Consulting

Tax Law Firm Of The Year - Freshfields Bruckhaus Deringer LLP

Technology, Media & Telecoms Law Firm Of The Year - CMS Cameron McKenna



COMMERCIAL TRANSACTIONS LAW FIRM OF THE YEAR



JOHN ANDREWS  
Principal  
Stone Rowe Brewer LLP

+44 (0) 20 8891 6141  
info@srb.co.uk  
www.srb.co.uk



Stone Rowe Brewer LLP is a well-respected solicitors firm with offices in Twickenham and Teddington, South West London. With six Principals and approximately 60 staff, we offer expertise in a wide range of legal areas – specialising in Conveyancing, Wills and Probate, Company Commercial, Personal Injury and Family law.

Over the past 35-years our firm has earned an excellent local and national reputation by providing a complete, professional service, which has resulted in a varied client base ranging from individuals, small traders and medium-sized businesses – through to large companies, major financial lenders and institutions.

What sets us apart from other law firms is our commitment to providing a personalised service – with individually tailored solutions for each of our clients. It is this attention to detail that earns the continued loyalty of our clients, their personal recommendations, as well as forging strong links with local associations.

Our firm's objectives are clear:

- To provide a personal legal service, focusing on helping our clients find the best possible solution for them and their business.

*“Stone Rowe Brewer LLP offers expertise in a wide range of legal areas – specialising in Company Commercial, Conveyancing, Wills and Probate, Personal Injury and Family law.”*

- To provide a high quality service which leaves our clients feeling they have received value for money.
- To be efficient and cost effective.
- To utilise, wherever possible, the latest technological and legal developments to provide services to our clients professionally.
- To communicate with our clients in a clear, easy to understand manner so that they always know what is happening in their case.

COMPETITION LAW FIRM OF THE YEAR



ANTHONY MATON  
Partner  
Hausfeld & Co. LLP

+44 20 665 5000  
jcorden@hausfeldllp.com  
www.hausfeldllp.co.uk



Hausfeld & Co. LLP is at the forefront of private enforcement, specialising in claimant damages actions with a particular focus on competition law disputes. We run damages actions in Europe, several of which in London, as follows:

- Air Cargo against BA (Slaughter & May) with [13] third parties represented, amongst others, by SJ Berwin, Hogan Lovells, Linklaters, & White & Case;
- Marine Hose against Dunlop (Freshfields), Bridgestone (Clifford Chance); Trelleborg (Dewey Lebeouf); Manuli (Bonelli) & Yokohama (Linklaters);
- Candle Waxes against Shell (Baker & McKenzie), ExxonMobil (Hogan Lovells) and Sasol (Linklaters), with Repsol (DLA); Total (Ashurst and Jones Day); MOL (White & Case); H&R and Tudapetrol (Freshfields); and ENI (Cleary Gottlieb) as third parties;
- Methionine against Degussa (White & Case) with Aventis (Ashurst) as a third party;
- Various Car Glass cases against Pilkington (Herbert Smith); and St Gobain
- Industrial Bags against BPI (Maclay Murray Spens) with Bischof + Klein (Freshfields) and Fardem (Nabarros) as third parties;
- Copper Tubes against IMI (Pinsent Masons) and Boliden (Hill Hofstetter) with Outokompu (Hogan Lovells), KME (Cleary Gottlieb), Mueller Industries (Travers Smith), AGA Rangemaster (DLA) and Wieland Werke (Herbert Smith) as third parties;
- Copper Fittings against IMI (Pinsent Masons) and Legris (Linklaters) with Aalberts Group (Herbert Smith), Delta Group (Addleshaw Goddard), Mueller Industries (Travers Smith) and others as third parties

*“Hausfeld & Co. LLP is at the forefront of private enforcement, specialising in claimant damages actions with a particular focus on competition law disputes.”*

- Feed Phosphates against Tessenderlo (Herbert Smith);
  - Interchange fees against MasterCard (Jones Day); and
  - Carbon Graphite against Morgan Crucible (Clifford Chance), Schunk (Herbert Smith), SGL Carbon (Freshfields) and Mersen (Hogan Lovells).
- Public clients of the firm include a number of major European rail companies (e.g. Deutsche Bahn and Trenitalia), METRO Group, Samsung, Michelin, the Libyan oil industry, Emerson Electric, Dana Automotive, Hynix, Elizabeth Arden and many other smaller companies. This is, however, the tip of the iceberg, as behind the named claimants in our actions, sit further large groups of claimants including many leading European & global brand names.

We are currently working with potential claimants across a range of further cases and anticipate launching 3 to 4 further private enforcement actions during the course of 2013.

As a firm we have progressed a number of initiatives which are designed to make private cartel enforcement an economically viable option for both consumer and corporate clients. We have worked with both funders and with insurers to develop specialist funding and insurance arrangements, thereby minimising the threat of incurring prohibitive fees and maximising the chances of recovery. Additionally we are prepared to work on CFA arrangements and are very well placed to take advantage of the new costs regime in 2013 post-Jackson reforms.

CRIMINAL FRAUD LAW FIRM OF THE YEAR



GILES BARK-JONES

Principal  
Bark & Co

+44 (0) 207 353 1990

office@barkco.com

www.barkco.com



DISPUTE RESOLUTION LAW FIRM OF THE YEAR



NIGEL ROWLEY

Managing Partner  
Mackrell Turner Garrett

+44 (0) 207 240 0521

nigel.rowley@mackrell.com

www.mackrell.com



Since 1996, Bark & Co has grown into what is widely regarded as one of the pre-eminent firms in the specialist fields of criminal fraud, tax fraud, business and tax regulation, tax investigations, commercial fraud, tax fraud, white-collar crime and serious crime. The firm has also established itself as a leading practice in the field of cash and asset recovery in both criminal and civil courts. The firm successfully acts for national, international, corporate and individual clients. Highly skilled legal teams are fully committed to providing a depth of expert legal advice extended by strong links with London's leading chambers. It obtains a significant amount of work from both client and other practise referrals. The firm prides itself both on the individual qualities of its staff and the combined strength of its legal teams, which are tailored to the client's individual needs. The firm's Founding Principal, Giles Bark-Jones, continues to head the Commercial Fraud and Criminal Departments.

Bark & Co cases remain high profile, garnering wide international press coverage and in-depth comment. For example in Edmondson & Others, Bark & Co represents the former editor of the "News of The World" in the notorious and political "media phone hacking" case.

Recent cases include the Asil Nadir case, a high-profile Serious Fraud Office prosecution of the charismatic former chairman of multi-national PollyPeck International. In R v Adoboli at Southwark Crown Court, Bark & Co represented a former trader at the Swiss Bank UBS in relation to US\$2.3 billion trading losses.

Other on-going cases include the continued defence of the former chief

*"Since 1996, Bark & Co has grown into what is widely regarded as one of the pre-eminent firms in the specialist fields of criminal fraud, tax fraud, business and tax regulation, tax investigations, commercial fraud, tax fraud, white-collar crime and serious crime."*

executive of the software services company iSoft in an alleged NHS contracts fraud. Another client is a former director of an international bank and charged with insider dealing. In Marrache & Others, Bark & Co has a small team based in Gibraltar involved in defending a mutli-million pound client-account fraud in the prominent law firm Marrache & Co law, a case that is the largest fraud prosecuted in Gibraltar. In R v Richards & Others the case involving tax schemes for new "green" technologies described by KPMG as "as one of the biggest direct tax frauds in UK history" and has had a highly complex and on-going disclosure process of large amounts of electronic evidence. Calling for the prosecution and defence to tackle how such vast volumes of data are to be dealt with, prosecution counsel described the case as the "biggest case ever".

Mackrell Turner Garrett is an award winning full-service law firm founded in 1845 with offices in London and Surrey. The practice provides a full service in litigation and dispute resolution, commercial, employment, property and private client matters, including family and wills, trust and probate.

Comprising more than 40 attorneys, Mackrell Turner Garrett specializes in litigation and dispute resolutions, particularly international disputes, complex issues disputes, white collar fraud, defences of SFO, SOCA, FSA and HMRC actions, and corporate disputes.

Through Mackrell International – www.mackrell.net with 4200 lawyers around the world, the firm is very experienced in dealing with cross-border disputes and offshore matters. The firm is able to provide immediate international legal advice for their clients and access to any jurisdiction worldwide.

Nigel Rowley, Managing Partner and Head of Litigation and Dispute Resolution in Mackrell Turner Garrett's London office, has over 20 years experience in complex litigation matters and various forms of dispute resolution including.

- Acting for a Dubai based privately owned airline in a multimillion £ contractual dispute regarding the supply of planes
- Acting for a major hotel resort in a catastrophic personal injury claim valued in excess of £3m
- Acting for an international shareholder in an unfair prejudice action for payment of the value of his shares in the company
- Acting for international investor in recovery of £multimillion funds mis-invested involving enforcement action in a number of jurisdictions
- Acting for a US hedge fund against a UK bank in a claim for in excess

*"Mackrell Turner Garrett is an award winning full-service law firm founded in 1845 with offices in London and Surrey. The practice provides a full service in litigation and dispute resolution, commercial, employment, property and private client matters, including family and wills, trust and probate."*

of \$10m claiming misrepresentation

- Acting for a UK based software company in a claim for £15m against a UK infringer claiming commercial infringement
- Acting for a SA company in a £12m claim against a Canadian conglomerate – share dispute
- Acting for a Middle Eastern Royal in defending a £20m+ claim made by a UK bank – alleged bank guarantee default.
- Acting for an international banker in the defense of a £5million++ SOCA freezing injunction.
- Acting for an international businessman in the defence of a £50+million SFO action.

Nigel was also recently named a Fellow of the Litigation Counsel of America.

Sectors include property, finance and hedge funds, financial services, information management, IT security, property consultants, hotel and leisure manufacturing, green technology, motor, catering and food, publishing, design consultants and entertainment.

ENERGY, INFRASTRUCTURE & PROJECT FINANCE LAW FIRM OF THE YEAR



RINKU BHADORIA

Partner  
SJ Berwin

+44 (0) 20 7111 2250

rinku.bhadoria@sjberwin.com

www.sjberwin.com



ENGLAND IMMIGRATION LAW FIRM OF THE YEAR

IMMIGRATION UK LONDON / IMMIGRATION UK SHEFFIELD

+44 (0) 870 990 9955 / +44 (0) 114 279 2030

ukinfo@dwiglobal.com

www.dwiglobal.com



**S**J Berwin is the youngest of the large international law firms – we celebrated our 30th birthday last year – and we’ve always prided ourselves on our modern, creative, service-driven approach and our positive attitude to everything we do.

Founded in 1982 with just five partners, SJ Berwin is today an international firm with around 150 partners and 1,000 staff with a total of 12 offices across the world in Europe, Asia and the Middle East.

Our primary focus is on our clients – matching our knowledge, energy and creative thinking to the business needs of our customers and exceeding their expectations for the speed, accuracy and impact of our advice.

We are recognised for market-leading services in many areas including Corporate, Commercial & Technology, Real Estate, Finance, Restructuring and insolvency, Financial Markets, Intellectual Property, Investment Funds, Litigation, Employment & Pensions, EU, Competition & Regulatory and Tax. This is coupled with our deep industry knowledge in Energy & Infrastructure, Private Equity, Real Estate, Life Sciences & Healthcare, Financial Institutions, Consumer and Technology, Media & Telecoms.

In terms of our Energy & Infrastructure team- we take a different perspective on the industry. We take our clients’ view.

Our experience of every stage of the energy and infrastructure lifecycle has made us a point of reference for sector regulators and policy makers.

*“SJ Berwin is a leading international law firm dedicated to advising enterprises at the heart of the world economy: the financial institutions, international companies and entrepreneurs that are driving business forward in developed and emerging markets alike.”*

Combined with our legal expertise, it puts us in an ideal position to connect clients and opportunities in the UK and internationally. So that’s what we do.

That’s just part of our approach to building long term client relationships, we also structure our teams to mirror our clients’ teams so we are as effective as possible.

It means our specialists are at the forefront of the industry, whether that’s the offshore UK wind farms or Gulf inter-connectors, structuring the EU single market or electricity supply in South Africa.

**I**mmigration UK from DWi is the premier location on the web for UK immigration expertise and services. DWi is a progressive and innovative organisation that prides itself on providing the highest standards of service and support to a broad client base, ranging from multi-nationals to developing companies, covering every market sector. As part of this philosophy, the company has developed a number of unique proprietary solutions designed to meet the specific needs of our clients and their international assignees.

**Immigration UK Process**

Immigration into the UK now falls into two broad areas – employment and business related migration and family or personal migration.

The Points-Based System manages business and sponsored migration and is aimed at improving the transparency of the UK immigration system. The system is broken down into five tiers covering highly-skilled and post study workers; company sponsored migrants; students and temporary workers. Under the Points-Based System the majority of applications involve a dual process, with elements undertaken in both the UK and in the applicant’s country of ordinary residence. For individuals already in the UK, some switching between the various tiers is possible; however initial applications are usually made from outside of the UK.

*“DWi is a progressive and innovative organisation that prides itself on providing the highest standards of service and support to a broad client base, ranging from multi-nationals to developing companies, covering every market sector.”*

Family and personal migration commonly includes applications for spouses of UK residents; aged dependent relatives of UK residents and those with ancestral ties to the UK. Applications of this type almost exclusively need to be made in the applicant’s country of residence, overseas. Whilst some categories have residence-based qualifying criteria to secure permanent residency, others may confer this status immediately.

## ENVIRONMENTAL CONSULTANTS OF THE YEAR

## ESTATE PLANNING FIRM OF THE YEAR



CHRIS MILLER-JONES

Service Director  
Environmental  
Due Diligence  
BWB Consulting

+44 (0) 7500 043147

chris.miller-jones@bwbconsulting.com

www.bwbconsulting.com



MARK DAVIES BA (HONS), CTA

Managing Director  
Mark Davies & Associates Ltd

+44 (0)20 3008 8100

info@nondom.com

www.nondom.com



Formed in 1990, BWB Consulting is a multidisciplinary environmental and engineering consultancy providing professional services covering all aspects of Environment, Sustainability, Flood Risk, Planning and Development of Buildings and Infrastructure.

Our Due Diligence & Asset Management team headed by Chris Miller-Jones, has extensive expertise and a strong track record providing commercially focused advice in support of commercial property transactions, and mergers and acquisitions. Our team of in-house professionals are experienced in delivering environmental due diligence projects in support of a wide range of transactions, ranging from acquisitions and divestitures of individual properties to major portfolio transactions of over 1,000 sites. With a focus on providing clear and pragmatic advice and solutions on environmental risks and liabilities, we provide a bespoke service to a range of clients in commercial property, investment, financial and corporate sectors including the following core services:

- Review of existing Environmental Reports
- Environmental Desk Study Assessments
- Phase I Environmental Assessments
- Portfolio Assessments (tailored to your needs)
- Phase II Intrusive Soil & Groundwater Investigations
- Sustainable Building Surveys
- Flood Risk Assessments
- Advice on asset management to enhance value
- Advice on future development constraints and opportunities

BWB's range of environmental services also includes specialist Contaminated Land, Flood Risk & Water and Sustainable Building Services teams, each with their own dedicated in-house experts. By drawing upon this expertise we are able to provide integrated due diligence solutions putting contaminated land, environmental liability, flood risk and sustainability issues into the context of the transaction;

*"BWB Consulting is a multidisciplinary environmental and engineering consultancy providing professional services covering all aspects of Environment, Sustainability, Flood Risk, Planning and Development of Buildings and Infrastructure."*

helping our clients to make an informed decision on the risks along with future asset management opportunities.

Recent project experience includes:

- Environmental Due Diligence support to Patron Capital and Legal & General on the recent acquisition of CALA Group (£210m).
- Environmental Due Diligence support to Segro Plc and Moorfield on acquisition of the UKLF portfolio of 15 distribution centres (£315m)
- Environmental Due Diligence support to Segro Plc on their divestiture of the Merlin Portfolio of 4 multi-let industrial estates to Canmoor and Harbert Management Corporation (£205m)
- Environmental Due Diligence support to Mountgrange and Patron Capital on the acquisition of the Mercury portfolio of 15 sites from Henderson Capital (£185m)
- Environmental Due Diligence support to XLB Property and Harbert Management Corporation acquisition of IQ Farnborough (£90m)
- Environmental Due Diligence support to Angle Property in the acquisition of Terlings Park, a major pharmaceutical/neurological facility (£11m)

Mark established Mark Davies & Associates Ltd in 2007 to focus on the movement of individuals and their capital and to provide tax advice on complex structures particularly those involving offshore trusts and companies.

Our handpicked team is comprised of Chartered Tax Advisers (CIOT), Chartered Accountants (ICAEW) and Trust and Estate Practitioners (STEP) many of whom have worked offshore for extensive periods of their careers and are specialists in UK tax and cross border tax planning so we can provide practical and creative solutions.

We provide high quality tax advice and prepare UK tax returns for non domiciled clients ("Nondoms"). In short, we provide solutions for the whole range of non domiciled, cross border tax issues.

We are intimately acquainted with offshore law and regulation and bring that experience to bear in providing our clients with solutions to their tax issues. We are committed to providing solutions to complex tax problems. Tax is what we do.

Mark has over 17 years of experience giving proactive tax advice with a personal touch. He has specialised in providing individually tailored creative tax solutions to individual clients and their families in order to preserve their wealth for future generations.

Mark's main interests include tax planning for non UK domiciled persons pre-immigration, tax planning for non-UK domiciled persons (and for their

*"Mark Davies & Associates Ltd provide high quality tax advice and prepare UK tax returns for non domiciled clients ("Nondoms"). The firm's handpicked team are specialists in UK tax and cross border tax planning so they can provide practical and creative solutions. Mark Davies & Associates Ltd are committed to providing solutions to complex tax problems."*

'toys' – yachts, jets etc.) while they are resident in the UK, in-bound investment in UK real estate and businesses through offshore structures and UK investors investing abroad.

Mark has regularly lectured on the subjects of residence and domicile. He is a co-author of chapters on Tax Planning for Non-UK Domiciled People, Non Residents Investing in the UK, and Tax Planning using Trusts which are published in Tolley's Tax Planning.

INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR

LITIGATION LAW FIRM OF THE YEAR



ANTHONY ALBUTT  
Partner  
D Young & Co LLP

+44 (0) 20 7269 8550  
mail@dyoung.co.uk  
www.dyoung.com



BEN KNOWLES  
Global Head of Dispute Resolution  
and International Arbitration  
Clyde & Co

+44 (0)20 7876 4732  
benjamin.knowles@clydeco.com  
www.clydeco.com



Leading intellectual property law firm D Young & Co is proud to represent over 25% of the top 50 global brands. Our specialist teams of experts provide guidance on how to use IP rights efficiently and effectively to businesses from Europe, America, Asia and around the world. As one of Europe's largest IP firms, we set the standard for legal expertise and technical knowledge.

Our clients are multinational corporations, small and medium-sized enterprises, successful start-up companies and prestigious academic institutions. Our approach is to work closely together with our clients, to adapt and customize our processes and implement innovative filing strategies to maximize the value of their IP. A detailed understanding of client needs comes from personal contact, teamwork and commercial experience.

Clients span all industry sectors. Our attorneys and solicitors have a deep knowledge and understanding of the science behind invention. They are highly qualified in a wide range of technological fields and can deal with a broad range of subject matter.

Within the legal directories, clients rank our services as being "forward-thinking", "consistently excellent" and "very focused". Our teams are praised for their "industry knowledge", "business acumen" and ability to "add value".

Key achievements:

- The first UK IP firm to streamline the specialist IP services of patent and trade mark attorneys and solicitors within a single Legal Disciplinary Practice (LDP).

*"D Young & Co LLP is a leading intellectual property law firm. The firm proudly represents over 25% of the top 50 global brands."*

- Multiple successes in opposition proceedings for patents and trade marks
- High volumes of drafting, opposition and appeal work and contentious matters including litigation, despite the general economic climate
- Expanding partnership with a commitment to developing talented individuals with the passion and initiative to build successful careers with us as patent and trade mark attorneys.

Awards:

- IP firm of the year (Lawyer Monthly)
- UK Trade Mark Prosecution IP Firm of the Year (IP Global Awards)
- Top tier patent and trade mark firm (Chambers UK)
- 'Gold' ranking trade mark practice (WTMR 1000)
- Top tier UK patent and trade mark practice (Legal 500)
- Top tier UK trade mark practice (Managing IP)

Clyde & Co is a global law firm with a pioneering heritage and a resolute focus on its core sectors of aviation, energy, infrastructure, insurance, marine and trade. With over 1,400 lawyers operating from 30 offices and associated offices in six continents, the firm advises corporations, financial institutions, private individuals, and government bodies on a wide range of contentious and transactional matters. Clyde & Co is also renowned for its work in fast-moving and volatile emerging markets, being the largest firm in the Middle East and with a rapidly expanding network across Asia, Latin America and Africa. The firm was this year named "Best Managed International Law Firm" at the MPF Awards in association with the Harvard Business Review and the Financial Times.

Clyde & Co has an exceptional track record in complex cross-jurisdictional disputes and an outstanding reputation in international arbitration. Clyde & Co's dispute resolution team advises on a broad spectrum of matters across all sectors from big-ticket litigation and arbitration to smaller commercial matters. With the largest disputes team in London by revenue and size and with market-leading leading litigators across its global network, the firm offers clients the best regional advice alongside the know-how and management of an international law firm.

Clyde & Co specialises in disputes involving:

- Businesses operating in challenging economies
- Financial services companies and banks where it acts on behalf of clients whose defence is funded by insurers as well as on directly funded litigations

*"Clyde & Co is a global law firm with a pioneering heritage and a resolute focus on its core sectors of aviation, energy, infrastructure, insurance, marine and trade."*

- Trading counterparties across the whole supply chain
- Energy (NOCs and independents) and natural resources companies in a wide variety of disputes
- Professional firms of every discipline - lawyers, accountants, architects, surveyors, engineers, brokers, bankers, doctors - in defence funded either by insurers or directly
- Construction, whether acting for sponsors or contractors across all infrastructure classes
- Transport whether commercial airlines, transportation by sea or by land (in particular rail), logistics companies or construction of transport carriers
- Real estate companies and counterparties
- Product liability, where we act in relation to all classes with a particular and increasing focus on auto and telecom equipment manufacturers
- Contentious regulatory issues, particularly fraud, white-collar crime and FSA and HSE investigation



RENEWABLES ADVISORY FIRM OF THE YEAR



BRUCE SEXTON

Technical Director  
OST Energy

- +44 (0)1 273 819429
- Bruce.Sexton@ostenergy.com
- www.ostenergy.com



TECHNOLOGY, MEDIA & TELECOMMUNICATIONS LAW FIRM OF THE YEAR



CHRIS WATSON

Partner, Telecoms & Technology  
CMS Cameron McKenna

- +44 (0) 20 7367 3071
- chris.watson@cms-cmck.com
- www.cms-cmck.com



**O**ST Energy is an engineering consultancy in the renewable energy market specialising in solar photovoltaics, bioenergy, wind power, concentrated solar power and hydro plants. The company has grown rapidly since it was established in 2008 with the aim of providing exceptional consultancy services built upon a wealth of knowledge and experience.

Our clients range from private equity funds and banks to owners, developers and utilities. Our specialist teams advise on all aspects of projects from green-field developments, to asset management of existing operational plants and we undertake assignments globally throughout Europe, Asia and the Americas.

2012 was a busy year for the company; our new subsidiary, OST Bio-Energy has grown substantially since its launch in Spring 2011 and our Solar PV division has opened a new office in Cape Town as well as cementing our market leading position in this sector having acted as Technical Advisors on nearly 60% of all the large scale PV projects (>1MW) installed under the UK FIT legislation. A new office has been opened in Cape Town.

*"OST Energy is an engineering consultancy in the renewable energy market specialising in solar photovoltaics, bioenergy, wind power, concentrated solar power and hydro plants."*

Director Bruce Sexton comments: "It's a real pleasure to receive this award for UK Renewables Advisor of the Year. It's been an exciting year and all of our teams have worked tirelessly to make the business a success. This award recognises their contribution to growing our business and we look forward to maintaining and improving the quality of our services going forward".

**C**hris is a partner in the firm's Technology and Litigation practice and head of the TMT sector group. He advises on all aspects of international and domestic communications, media, and technology, particularly in the areas of where competition and regulation overlap and on EU law arising in cross-border and complex telecommunications transactions. He also has extensive experience in other regulated network sectors such as postal and other utilities.

Chris works extensively with clients in the global telecommunications industry and has consistently been named one of the world's top 6 lawyers in Telecoms since the 2005 edition of the 'Guide to the World's Leading Technology, Media and Telecommunications Lawyers'. Chris regularly writes and lectures on communications law and business issues.

Chris is Chairman of the Communications Law Committee of the International Bar Association (IBA). His memberships also include the

*"Chris Watson advises on all aspects of international and domestic communications, media, and technology, particularly in the areas of where competition and regulation overlap and on EU law arising in cross-border and complex telecommunications transactions."*

Supreme Court of England and Wales, the Paris Bar and board membership of the Space Law Committee. He speaks several European languages.

# ISLE OF MAN

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Accountancy Firm Of The Year - PwC

Banking & Finance Law Firm Of The Year - MannBenham Advocates

Commercial Property Law Firm Of The Year - Cains

Dispute Resolution Law Firm Of The Year - Cains

Employment Law Firm Of The Year - Dougherty Quinn



# REPUBLIC OF IRELAND

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Accountancy Firm Of The Year - Deloitte

Banking & Finance Law Firm Of The Year - Arthur Cox

Capital Markets Law Firm Of The Year - McCann FitzGerald

Commercial Bank Of The Year - ACC Bank

Employment & Labour Law Firm Of The Year - ByrneWallace

Energy Law Firm Of The Year - McCann FitzGerald

Investment Funds Law Firm Of The Year - A&L Goodbody

Intellectual Property Law Firm Of The Year - Mason Hayes & Curran

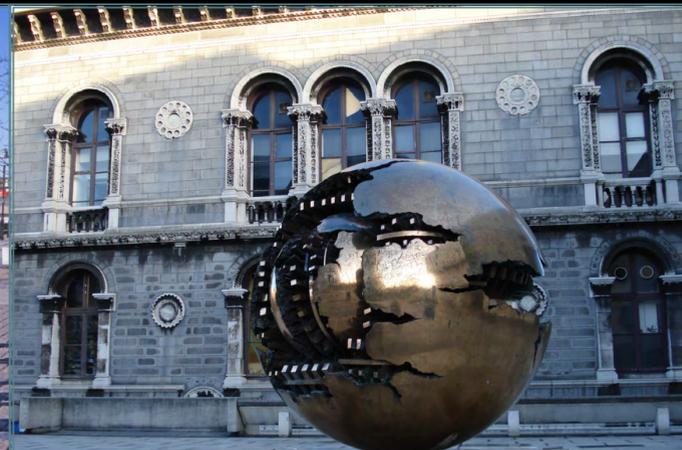
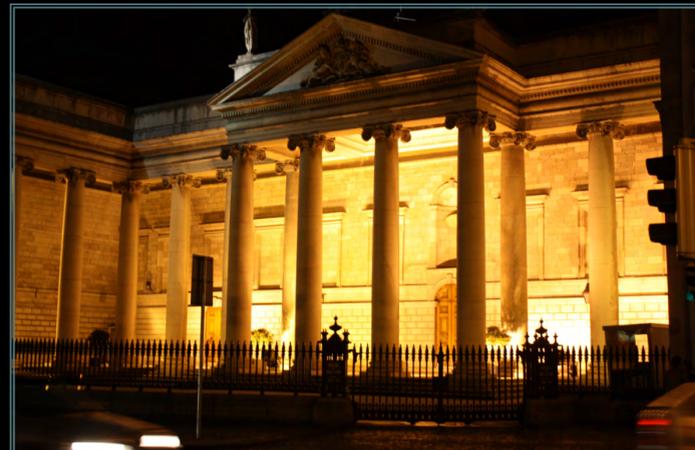
Management Consultants Of The Year - Fidelity Consulting Group

Mergers & Acquisitions Law Firm Of The Year - William Fry

Real Estate Law Firm Of The Year - Beauchamps

Restructuring & Insolvency Law Firm Of The Year - Eugene F Collins

Tax Law Firm Of The Year - Matheson



# ACCOUNTANCY FIRM OF THE YEAR



PHILIP BARTON

Audit Partner  
Deloitte

✉ info@deloitte.com

🌐 www.deloitte.com



# INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR



RICHARD WOULFE

Partner  
Mason Hayes &  
Curran

☎ +353 1 614 5070

✉ rwoulfe@mhc.ie

🌐 www.mhc.ie



At Deloitte they offer clients a broad range of Audit, Tax, Consulting and Corporate Finance services. Their client service teams, under the leadership of a Lead Client Service Partner, help create powerful business solutions for organisations operating anywhere in the world. This integrated approach combines insight and innovation from multiple disciplines with business knowledge and industry expertise to help clients exceed their expectations. Whether a company is just starting up or is on the verge of becoming a global powerhouse, Deloitte can help manage and sustain a company's growth. In addition, they are constantly talking to clients and updating their offerings in response to their requirements and, as a result, we can tailor our services to suit particular needs.

Deloitte is the brand under which tens of thousands of dedicated professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management, and tax services to selected clients. These firms are members of Deloitte Touche Tohmatsu Limited (DTTL), a private company limited by guarantee.

Each member firm provides services in a particular geographic area and is subject to the laws and professional regulations of the particular country or countries in which it operates. DTTL does not itself provide services to clients. DTTL and each DTTL member firm are separate and distinct legal entities, which cannot obligate each other. DTTL and each DTTL member firm are liable only for their own acts or omissions and not those of each other.

Each DTTL member firm is structured differently in accordance with national laws, regulations, customary practice, and other factors, and may secure the provision of professional services in its territory

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through subsidiaries, affiliates, and/or other entities.

The Irish Member firms of Deloitte Touche Tohmatsu Limited are Deloitte & Touche and any associated partnerships and companies established under the laws of Ireland.

Deloitte's 1,200 people in Dublin, Cork and Limerick provide audit, tax, consulting, and corporate finance to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world class capabilities and deep local expertise to help clients succeed wherever they operate.

Deloitte's approximately 182,000 professionals are committed to becoming the standard of excellence.

Mason Hayes & Curran is a full service business law firm with 67 partners and offices in Dublin, New York and London. At Mason Hayes & Curran they have a tradition of delivering consistently excellent advice and providing a broad range of legal services to multi-national, institutional and government clients.

The firm has a solution-driven approach to business, which combines commercial awareness with intellectual rigor, constantly exceeding client expectations. They offer real strength and depth yet have still retained their entrepreneurial flair and business focus.

Key areas of expertise include Mergers and Acquisitions, Securities Law, Tax, Financial Services and Litigation across a range of sectors including energy, healthcare, technology, real estate and banking.

Mason Hayes & Curran is one of Ireland's Big Six law firms, providing innovative and commercial solutions to help businesses succeed. It is the fastest growing full-service law firm in Ireland, with 64 partners and offices in Dublin, New York and London to serve a significant international client base. The firm combines commercial awareness with intellectual rigour to provide solution-driven approaches to business challenges which consistently exceed clients' expectations.

The Intellectual Property team is focused on protecting one of their client's most valuable assets. Intellectual property protection is an essential part of modern day business development and a new form of capital maintenance which they pride themselves on achieving for their clients. They have an extensive practice in both non-contentious and contentious IP issues.

*"Mason Hayes & Curran is one of Ireland's Big Six law firms, providing innovative and commercial solutions to help businesses succeed. It is the fastest growing full-service law firm in Ireland, with 64 partners and offices in Dublin, New York and London to serve a significant international client base."*

They are experienced in working across jurisdictions for Irish and multinational clients in a range of industry sectors such as pharmaceutical, retail, IT, financial services, entertainment and biotechnology. The team also works closely with start-up organisations to ensure that they can capitalise and maximise their intellectual property.

Key areas of work include the protection, enforcement and exploitation of online and offline IP and information security. They advise on all aspect of IP infringement with a particular focus on patent infringement, trade mark infringement and passing off matters. They work on collaborative projects with leading universities, multinationals and indigenous companies.

# CHANNEL ISLANDS

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Guernsey Corporate Finance Law Firm Of The Year - Carey Olsen

Guernsey Dispute Resolution Law Firm Of The Year - Mourant Ozannes

Guernsey Investment Funds Law Firm Of The Year - Appleby

Guernsey Trusts Law Firm Of The Year - Carey Olsen

Jersey Corporate Finance Law Firm Of The Year - Ogier

Jersey Employment Law Firm Of The Year - Ogier

Jersey Fund Administrator Of The Year - Whitmill Trust

Jersey Restructuring & Insolvency Law Firm Of The Year - Bedell Cristin



# ICELAND

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Corporate Finance Law Firm Of The Year - Lex Law Offices

Full Service Law Firm Of The Year - ADVEL Attorneys at Law

Insolvency Law Firm Of The Year - Islog Law Firm

Intellectual Property Law Firm Of The Year - Logos

Shipping & Maritime Law Firm Of The Year - Logos



## FULL SERVICE LAW FIRM OF THE YEAR



GUDMUNDUR SIEMSEN  
Partner  
ADVEL Attorneys at Law

+354 520 2050  
gudmundur@advel.is  
www.advel.is



## INSOLVENCY LAW FIRM OF THE YEAR



STEINAR THOR GUDGEIRSSON  
Partner  
Islog Law Firm

+354 414 7400 / 894 7404  
steinar@islog.is  
www.islog.is



**A**DVEL Attorneys at Law is a leading Icelandic law firm, providing a full range of legal services for individuals, corporations and institutions alike, both foreign and domestic. The law firm traces its roots back to 1966 to the formation of Logvisi law firm, now renamed ADVEL. The law firm has from the formation of Logvisi emphasised on providing advice on company law, commercial law, governance of companies, financing and banking law, mergers and acquisitions, insolvency and bankruptcy law, shipping and fisheries, maritime law, aviation and litigation. ADVEL has extensive expertise within areas of labour law, administrative law, local government law, insurance law, family law and torts. In addition the law firm has a strong standing within the area of EU Law and competition and has represented clients before the EFTA Court, the ECJ and the General Court and the ECHR.

ADVEL Attorneys at Law has a long history of serving international clients, as well as local clients abroad, pioneered by one of its early founders, attorney Jon Finnsson, who attended both Universität Hamburg and Johan-Wolfgang-Goethe- Universität in Frankfurt am Main. He counselled numerous foreign clients and all of the firm's major local clients abroad, from 1966 until he retired in 2004. The law firm's attorneys have maintained this tradition and a majority of them have obtained further education abroad. For the past near decade ADVEL has combined the experience of its two predecessors to establish a trustworthy, modern and dynamic law firm capable of providing legal services for a broad range of clients.

*"ADVEL Attorneys at Law is a leading Icelandic law firm, providing a full range of legal services for individuals, corporations and institutions alike, both foreign and domestic. The firm has extensive expertise within areas of labour law, administrative law, local government law, insurance law, family law and torts."*

ADVEL Attorneys at Law have for years focused on legal advice in connection with the business and operations of companies. With expertise and experience in many areas of law ADVEL can meet the needs of our customers. The international cooperation between ADVEL and Globalaw ensures customers an easy access to the finest legal advice in 80 countries. ADVEL Attorneys at Law approach their subject from the perspective of the customer and work together with them to ensure their best interests.

**I**slog Law Firm provides comprehensive legal services for international and local clients specializing in all sectors of corporate law, banking and finance areas, M&A, insolvency and financial restructuring, energy and natural resource law and construction, project finance and public procurement.

Islog Law Firm's team has extensive experience in counseling and providing legal services in all fields of finance and company law. The firm's team has been significantly involved in the financial restructuring of the Icelandic banking sector post its collapse in 2008. It has also advised on some of the largest foreign investments made in Iceland since 2008, in the midst of stringent controls on cross-border movement of capital and related foreign exchange transactions that were imposed during the collapse and are still in force. Additionally, the team has comprehensive experience in the fields of energy and natural resource law, competition law, in tendering and other methods of establishing large-scale agreements, advising contractors and buyers on construction agreements and conflict resolutions.

The firm handles legal work for domestic and foreign corporations of all sizes as well as manifold projects for government agencies, both domestic and foreign. Decades of experience ensure excellent service conducted diligently with the complex and diverse legal issues that can arise in a modern society.

**Steinar Thor Gudgeirsson, Attorney to the Supreme Court**  
Mr. Gudgeirsson was the Chairman of the Resolution Committee of Kaupthing Bank from October 2008 to its legislative dissolution in January 2012. The committee was largely entrusted to undertake all the affairs of the bank, represent the bank in all matters and conducting its business operations. Supervising, handling and

*"Islog Law Firm provides comprehensive legal services for international and local clients specializing in all sectors of corporate law, banking and finance areas, M&A, insolvency and financial restructuring, energy and natural resource law and construction, project finance and public procurement."*

preserving the value of the bank's assets was the committee's primary goal along with concluding agreements and other legal dispositions in the bank's name, ensuring that assets and interests were discovered and disposed of as feasible in an optimal manner. The collapse of Kaupthing, ranked as the fifth largest bankruptcy to date, included unwinding operations all over the world, particularly in Europe and the Nordic region.

Mr. Gudgeirsson was a partner at Reykjavik Law Firm from 2001 to 2012 and the managing partner from 2001 to 2009. His fields of expertise include bank law, financial law, restructuring and refinancing, bankruptcy law, corporate law, mergers and joint ventures, property law, litigation, competition law, contract law, due diligence and sports law. He has held various board directorships domestically and abroad.

Currently, Mr. Gudgeirsson is a partner at Islog Law Firm and Iscap Advisory and Investments.

# FRANCE

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Accountancy Firm Of The Year - KPMG

Banking & Finance Law Firm Of The Year - Gide Loyrette Nouel AARPI

Capital Markets Law Firm Of The Year - Linklaters

Competition Law Firm Of The Year - Bredin Prat

Dispute Resolution Law Firm Of The Year - Shearman & Sterling LLP

Employment Law Firm Of The Year - Capstan

Investment Bank Of The Year - BNP Paribas

Intellectual Property Law Firm Of The Year - Bird & Bird

Management Consultants Of The Year - Ernst & Young

Mergers & Acquisitions Law Firm Of The Year - Darrois Villey Maillot Brochiet

Pharmaceutical Law Firm Of The Year - Dechert LLP

PPP Law Firm Of The Year - SCP Santoni & Associes

Private Equity Firm Of The Year - Argos Soditic SA

Product Liability Law Firm Of The Year - Vogel & Vogel

Restructuring & Insolvency Law Firm Of The Year - De Pardieu Brocas Maffei

Tax Law Firm Of The Year - De Gaulle Fleurance & Associés



# PRODUCT LIABILITY LAW FIRM OF THE YEAR



CHARLES-SIEGFRIED  
FAHRNER  
Lawyer  
Vogel & Vogel



SYLVAIN CORVOL  
Lawyer  
Vogel & Vogel

+33 1 53 67 76 20

charles.fahrner@vogel-vogel.com  
sylvain.corvol@vogel-vogel.com

www.vogel-vogel.com



Vogel & Vogel is an excellent specialized firm which offers a full range of services in the fields of French and EU Economic Law. It brings together 38 lawyers and legal advisors highly specialized in Economic Law.

Regarding product liability and tort law and by opposition with other law firms, Vogel & Vogel comprises a full time team (one senior manager in charge of the team; one manager; five associates) entirely dedicated and wholly specialized in these subjects and matters.

This enables the firm to handle and win many more cases than other firms where lawyers are in charge of other matters. In practice, these lawyers appear to be less specialized while, on the contrary, Vogel & Vogel's Product liability and Tort Law team is well experienced in all forms of litigation including Legal assistance and judicial expertise.

Of international standing, with French, English, German, and Polish as working languages and offices located in Paris, Lyon, Brussels and Frankfurt, the firm takes charge of all aspects of the cases entrusted to it.

#### Nature of intervention

##### After-sales:

Vogel & Vogel has considerable experience in numerous lawsuits in connection with the after-sales services proposed by companies. The lawyers in the consumer affairs team regularly take part in expert proceedings and plead affairs throughout the whole of the country.

##### Recall actions:

Vogel & Vogel advises and assists companies in connection with their general obligation to monitor their products. In particular, the firm assists companies whose products could represent a risk for users, with respect to the various steps to be undertaken with the authorities throughout the European Union (risk assessment, assistance in the choice of actions to be taken in order to control the risks incurred, informal contacts with the authorities, notification of the risk, follow-up of notifications, etc.) and proposes innovative solutions in such regard.

The lawyers on the consumer affairs team are very experienced in such actions and act within very short deadlines in support of the actions taken by their clients. In the event such procedures take place in parallel to court proceedings, the firm coordinates the actions with the judicial authorities. In the event of court proceedings, the firm ensures the defence of such companies.

##### Class-actions and damage actions:

European and French law relating to damages actions will evolve by drawing its inspiration more particularly from the Anglo-Saxon class action model. Vogel & Vogel is particularly alert to the developments taking place. Notably, it represented Bouygues Telecom in the first attempt to implement class action by case law in France brought by UFC Que Choisir, in which the claim was unsuccessful.

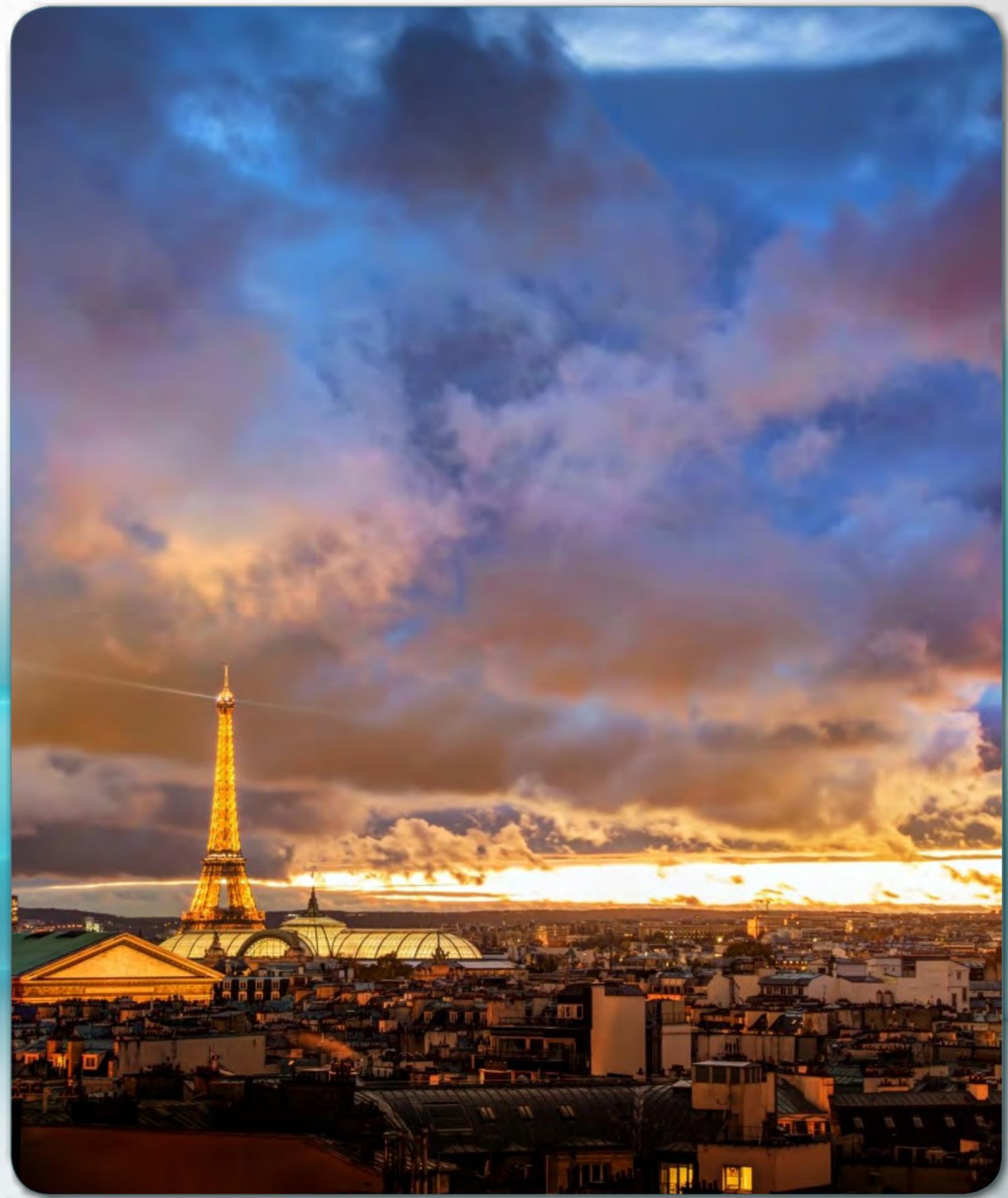
##### Unfair clauses:

Consumers are protected by rules relating to unfair clauses in their relations with professionals. Vogel & Vogel assists companies in drafting their contracts and general terms and conditions of sale intended for consumers so as to avoid possible future litigation. The lawyers on the consumer affairs team also have renowned litigation experience in connection with all problems between professionals and consumers.

##### Advertising / Unfair commercial practices:

Unfair commercial practices adopted by companies in their relations with consumers, such as misleading (false or misleading advertising) and aggressive practices, as well as forced sales, are prohibited. French and European law (Directive of 2005 on unfair commercial practices) protect the most vulnerable consumers from such practices. Vogel & Vogel assists companies in connection with litigation with consumers relating to such problems.

The firm also advises various economic operators concerning the compatibility of their advertising with the applicable rules with respect to consumer law (misleading advertising or liable to mislead, false advertising, advertising concerning prices, etc.).



## TAX LAW FIRM OF THE YEAR



HENRI-NICOLAS FLEURANCE

Partner  
De Gaulle Fleurance & Associés

+33 1 56 64 00 00

hnffleurance@dgfla.com

www.degaullefleurance.com



**D**e Gaulle Fleurance & Associés is an independent full service integrated law firm, which has been steadily growing over the past decade and today is comprised of more than 90 lawyers, including 29 partners.

The firm is organised around two main divisions:

- The activities of the Corporate Structure Division respond to economic actors' needs in relation to their capital and human resources, and governance.
- The activities of the Corporate Operations Division respond to businesses' and public entities' needs in relation to their operational activities.

De Gaulle Fleurance & Associés favours an integrated and cross-practice approach to client assignments with the implementation of virtual teams of experts on a project-by-project basis, as needed and appropriate.

As the firm offers a full range of services in every area of business law, both in counselling and in litigation, including European Law aspects, its internal organisation and transversal approach enables it to understand and handle all the aspects of a specific case, regardless of the specialty involved, in an effective way.

#### A Qualified Network of "Good Friends"

De Gaulle Fleurance & Associés has created a network of "good friends" composed of law firms in major international financial centres throughout the European Union, North America, Asia and Africa. Each has been nonexclusively selected for their proven skills, their ability to work with us as a team and to satisfy our clients. These relationships have been formed for the long-term.

Hard to find in a French firm, De Gaulle Fleurance & Associés is an independent full service firm with a proven track record in international

cases. Accordingly, our "good friends" and other foreign firms frequently request our assistance to handle difficult issues in French or European law.

#### Opening of a Subsidiary in Brussels

De Gaulle Fleurance & Associés assists its clients in their international development via a tried and trusted network of "good friends". The opening of a Belgian subsidiary in October 2012 strengthens its European law and litigation practice and allows the firm to offer clients a new level of assistance before European institutions and Courts (European Commission, Tribunals and the Court of Justice of the European Union).

#### Areas of Expertise

- Banking and Finance
- Commercial and Distribution
- Competition
- Corporate Litigation
- Corporate M&A
- Distressed Companies
- Energy
- European Law and Litigation
- Health and Life Science
- Insurance
- Labour and Employment
- Media and Copyright
- New Technologies/Telecoms
- Patents
- Public Law
- Real Estate
- Restructuring
- Securities Law/Capital Markets
- Taxation
- Trademarks
- White-Collar Crime

DE GAULLE  
FLEURANCE  
& ASSOCIÉS

SOCIÉTÉ D'AVOCATS

9, rue Boissy d'Anglas  
75008 Paris - France  
Tel.: + 33 (0)1 56 64 00 00  
Fax: + 33 (0)1 56 64 00 01222, avenue Louise  
1050 Brussels - Belgium  
Tel: + 32 (0)2 644 01 64  
Fax: + 32 (0)2 644 31 16

contact@dgfla.com

www.degaullefleurance.com

PRODUCTIVE  
SYNERGIES

- Business attorneys
- Integrated full service
- Structure division and Operations division
- Project management mode
- Cross practice approach
- International practice

# BELGIUM

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Accountancy Firm Of The Year - Liedekirke

Banking & Finance Law Firm Of The Year - Allen & Overy LLP

Competition Law Firm Of The Year - Cleary Gottlieb Steen & Hamilton LLP

Dispute Resolution Law Firm Of The Year - Eubelius

Employment & Labour Law Firm Of The Year - Claeys & Engels

Healthcare Law Firm Of The Year - Dewallens & Partners

Intellectual Property Law Firm Of The Year - Bird & Bird

Life Sciences Law Firm Of The Year - Dewallens & Partners

Management Consultants Of The Year - PwC

Mergers & Acquisitions Law Firm Of The Year - Linklaters

Real Estate Law Firm Of The Year - Stibbe

Shipping & Maritime Law Firm Of The Year - Kegels & Co

Tax Law Firm Of The Year - Afschrift

Universal Bank Of The Year - KBC Bank

White Collar Crime Law Firm Of The Year - Hanotiau & Van Den Berg



MERGERS & ACQUISITIONS LAW FIRM OF THE YEAR



JEAN-PIERRE BLUMBERG

Partner  
Linklaters

+32 3 203 62 62

www.linklaters.com/Locations/Pages/Belgium



TAX LAW FIRM OF THE YEAR



THIERRY AFSCHRIFT

Managing Partner  
AFSCHRIFT Law Firm

+32 2 646 46 36

avocats@afschrift.com

www.afschrift.com



As one of the leading global law firms, Linklaters undertake the most important and challenging assignments for the world's leading companies, financial institutions and governments, helping them to achieve their objectives by solving their most complex and important legal issues.

Linklaters build lasting relationships with their clients, and are committed to supporting them at all times, as they adjust to changes in their markets and the regulatory landscape. The size and shape of the business is determined by their clients and the work they do for them.

They believe that the strength and depth of their practices, their client relationships, their sector approach, the quality of the people on their global platform give them a significant competitive advantage. Their work is divided into three broad divisions for management purposes: Corporate; Finance and Projects; and Commercial. In practice, advising clients usually involves more than one division.

The corporate division is recognised as a world leader in mergers, acquisitions, flotations, joint ventures and private equity. These are often pioneering deals. While many people associate corporate law with mergers, acquisitions and private equity, there are many other types of expertise at work there. Lawyers specialising in antitrust/competition, employment, pensions and incentives help companies with some of the toughest issues facing modern business.

The finance practice leads the world's strongest financial institutions practice and advises companies, funds and governments as well as banks in their funding, hedging and investment activities. Innovation and market leadership stand at the centre of Linklaters work.

*"As one of the leading global law firms, Linklaters undertake the most important and challenging assignments for the world's leading companies, financial institutions and governments, helping them to achieve their objectives by solving their most complex and important legal issues."*

The commercial division offers a broad range of expertise, including litigation and dispute resolution, real estate, tax, technology, media and telecommunications, intellectual property and trusts. Most of the time, they advise corporate and financial institutions, but their trusts lawyers also work with individuals, charities and trustees. To deliver consistently excellent advice to clients, they depend on having expert, flexible and entrepreneurial lawyers who are at the very top of their profession. They provide world-class learning and development and knowledge management to everyone across the firm, at every stage of their career.

Linklaters have an inclusive, meritocratic culture where people can excel. They believe that different perspectives enrich the culture of the firm and help them provide more rounded solutions for clients.

AFSCHRIFT Law Firm is specialized in domestic and international tax law and law relating to white collar crime. AFSCHRIFT law firm was established in Brussels in 1994 and over the years, has expanded its presence and activity in Antwerp, Geneva, Luxembourg, Madrid and Tel Aviv.

The firm advises all taxpayer, natural or legal persons, in order to organize at the best their personal, real property or professional patrimony. As a specialist, it helps its clients in performing transactions including by setting up international financial packages that minimize tax costs while remaining legally compliant. The firm gives preventive and rigorous advice in relation to the decisions and behavior clients plan to adopt, so as to avoid the application of fiscal and criminal laws.

Furthermore, AFSCHRIFT Law Firm defends all taxpayers in all disputes concerning all taxes matters. The firm also defends assertively and effectively taxpayers undergoing criminal prosecution in tax and all other financial cases, notably to assure respect for their fundamental rights.

AFSCHRIFT often appears as a "pioneer" in respect to the developed argumentation. The firm chose deliberately the "boutique" status as it dedicates its entire activity to the sphere of Tax Law and Financial Criminal Law. This situation allows the firm to gather real specialist lawyers. This grants also the firm a large independence.

*"As a specialist, AFSCHRIFT Law Firm helps its clients in performing transactions including by setting up international financial packages that minimize tax costs while remaining legally compliant."*

With over 30 years experience in domestic and international tax law and white-collar crime law, Professor Thierry AFSCHRIFT leads the firm's practice and advises a significant number of major companies and banks, in reorganizations, tax planning and tax litigation.

He is the Founder and a board member of the tax Management School at the Solvay Business School of the Université Libre de Bruxelles. Thierry AFSCHRIFT is deputy judge at the Court of Appeal in Brussels. He is admitted to the Brussels Bar, the Geneva Bar, to the Bar of Luxembourg and to the Bar of Antwerp. He is the author of some 75 publications on tax issues and organizes numerous symposia on domestic and international tax matters. He has been awarded many times. He is notably listed in the world finance 100.

# LUXEMBOURG

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Accountancy Firm Of The Year - PwC

Asset Management Bank Of The Year - Banque Carnegie Luxembourg

Banking & Finance Law Firm Of The Year - Linkslater

Capital Markets Law Firm Of The Year - Allen & Overy Luxembourg

Cross Border Real Estate Advisory Firm Of The Year - Ernst & Young

Dispute Resolution Law Firm Of The Year - Kleyr Grasso Associates

Employment & Labour Law Firm Of The Year - Clifford Chance

Investment Funds Law Firm Of The Year - Lexfield

Intellectual Property Law Firm Of The Year - DECKER & BRAUN

Law Firm Of The Year - AMMC Law

Mergers & Acquisitions Law Firm Of The Year - Elvinger, Hoss & Prussen

Private Equity Law Firm Of The Year - Arendt & Medernach

Real Estate Law Firm Of The Year - DSM Di Stefano Moyse Avocats

Tax Law Firm Of The Year - Loyens & Loeff

Trade & Customs Law Firm Of The Year - AMMC Law



## ASSET MANAGEMENT BANK OF THE YEAR

FRANK REISBOL

Managing Director  
Banque Carnegie Luxembourg

 [www.carnegie.lu](http://www.carnegie.lu)


**B**anque Carnegie Luxembourg is an exclusive private bank with a low risk profile focused on international asset management. The bank is a member of the Carnegie Group, whose head-office is situated in Stockholm. The Carnegie Group also has offices in Denmark, Norway, Finland, the UK and the US.

Their management philosophy is simple: they deliver advice through professionalism, transparency and integrity. Their clients are for the most part private individuals of Nordic origin with high net worth, residing all over the world, who demand excellent service and quality.

Their competent and professional staff-members are Carnegie's most important asset. They require responsibility, commitment and professionalism from their staff members - Carnegie group has 800 employees. In Luxembourg, there are only locally employed personnel; many of whom are from the Nordic countries, with long experience and broad competence in asset management and international private banking. Thanks to a small organisation, the decision pathways are short and efficient.

They have their own specialists in interest-bearing securities, the international stock market, currencies and derivatives. By acting independently and drawing on a large network of outside experts all over the world, Banque Carnegie can offer its clients unique competence. Naturally they also make use of the experience and knowledge of the entire Carnegie Group in asset management and securities trading on the Nordic capital markets.

It has always been the bank's ambition to provide demanding clients with highly personalised service and tailor-made solutions. It goes without saying that clients have access to the full range of investment products, especially since they have an open architecture and are free to choose the

*"Banque Carnegie Luxembourg is an exclusive private bank with a low risk profile focused on international asset management. The bank is a member of the Carnegie Group, whose head-office is situated in Stockholm. The Carnegie Group also has offices in Denmark, Norway, Finland, the UK and the US."*

best products on the market.

Carnegie, founded as a trading house by David Carnegie in 1803, is one of the Nordic region's oldest trademarks. The company comprised a variety of operations and the streamlining towards financial services was initiated with the formation of the investment bank Bankfirman Langeskiöld in 1932.

Carnegie in its modern format was formed when its equity brokerage operations expanded in the late 1960s and a number of successful stockbrokers were recruited. Equity research activity was gradually increased and Carnegie developed into a broader investment bank in the 1980s, with a focus on brokering Nordic equities to local and global institutions. Carnegie's reinforces its position as the leading Nordic provider of financial advisory services today by the acquisition of HQ Bank and HQ Fonder.

## CROSS-BORDER REAL ESTATE ADVISORY FIRM OF THE YEAR



MICHAEL HORNSBY

EMEIA Real Estate Funds Leader  
Ernst & Young, Luxembourg

 +352 42 124 8549

 [info@lu.ey.com](mailto:info@lu.ey.com)
 [www.ey.com/Luxembourg](http://www.ey.com/Luxembourg)


**T**oday's real estate industry must adopt new approaches to address regulatory requirements and financial risks, whilst meeting the challenges of the current economic environment and achieving sustainable growth.

Luxembourg has emerged as the leading domicile in Europe for vehicles investing directly in internationally diversified real estate portfolios. Key factors behind Luxembourg's success include the flexible legal and fiscal environment, the ability to structure cross-border investment strategies and investors' desire to diversify their portfolios.

Due to the highly international nature of Luxembourg based real estate investment funds, the Ernst & Young Luxembourg team is highly connected with real estate professionals around the world and is a key hub in our global network, where people and ideas come together to develop cutting edge thought leadership and insights for the benefit of our clients.

As the largest global real estate professional services team in the world, Ernst & Young Luxembourg's market leading integrated real estate practice comprises over 120 experienced professionals providing financial accounting and auditing, global tax, investment fund structuring, asset and transaction due diligence, valuation support, risk advisory and cost control services to real estate fund managers, investors, lenders, owner occupiers and developers. With a significant market share, our local team understands and provides insights into the industry issues that real estate stakeholders need to address everywhere in the world.

Our market leading Luxembourg team includes professionals with deep industry knowledge and experience, particularly in fund and asset management, where we deploy services that match needs over the lifecycle of investment products, each step of the way. In certain fields our team members are considered industry thought leaders, identifying and creating points of view on emerging business issues and risks, and developing practical solutions.

*"As a key hub in one of the largest global real estate professional services teams in the world, Ernst & Young Luxembourg's real estate practice comprises over 120 experienced professionals providing a broad range of services, highly customized services to the needs of the asset class. We also aim to make a significant contribution to the development of the sector through thought leadership, developing industry best practices and building consensus on key topics such as regulation."*

As part of the EMEIA\* integrated structure, we are the first major professional services organization to bring a borderless approach to the emerging markets of Russia, India, the Middle East and Africa, as well as the established markets of Europe. This enables us to better leverage our strengths and move swiftly to bring together our teams to serve our clients, drawing on our industry experience across all our services in 87 countries. Dealing mainly with international diversified real estate funds, our Luxembourg team has significantly benefited from this strong network.

\*Europe, Middle East, India and Africa

# INVESTMENT FUNDS LAW FIRM OF THE YEAR



JONATHAN BURGER

 Investment Management Partner  
 LEXFIELD

 +352 260 082 50

 jburger@lexfield.com

 www.lexfield.com


# LAW FIRM OF THE YEAR



JULIEN DIF

 Partner  
 AMMC Law

 +352 26 27 22 00

 info@ammclaw.com

 www.ammclaw.com


**L**EXFIELD is a Luxembourg business law firm focused on investment management, corporate, tax and finance laws, capable of handling sophisticated legal matters with a high level of tailor-made services. The firm was created with the ambition of setting new benchmarks in the Luxembourg legal market to provide the highest quality in a creative and dynamic environment.

Luxembourg is the Europe's number 1 investment fund centre and the world's leading hub for global fund distribution. The continuing development of the Grand-Duchy as a centre of financial and investment fund services has led to a unique concentration of specialist service providers. This unparalleled blend of expertise in the areas of fund administration, management and distribution enables Luxembourg to offer fund promoters and investors an extraordinarily wide range of investment products.

Since its inception, LEXFIELD developed an extensive and growing investment management practice and serves the whole investment management value chain. The firm specialises in a wide range of regulated investment funds with a focus on Undertakings for Collective Investment in Transferable Securities (UCITS) and Alternative Investment Funds (AIFs), including a specific expertise on private equity and real estate investments.

Jonathan BURGER is the partner having founding the investment management practice of LEXFIELD. He has a strong expertise in the structuring, creation and organisation of UCITS and Specialised Investment Funds (SIFs), advising domestic and international fund promoters, distributors, investment bankers, asset managers, depositary banks, central administrations and other agents providing fund-related services. Before joining LEXFIELD, Jonathan was working in international law firms established in Luxembourg, including one of the "Magic Circle" law firms.

Jonathan is actively involved in the field of the AIFMD requirements, in particular on the so-called "Level II implementing measures" and their

*"LEXFIELD is a Luxembourg business law firm focused on investment management, corporate, tax and finance laws, capable of handling sophisticated legal matters with a high level of tailor-made services."*

imminent impacts on the Luxembourg Alternative Investment Funds Managers (AIFMs) and Luxembourg AIFs (i.e. delegation of AIFM functions, calculation of AuM, computation of leverage, risk and liquidity management issues, depositary's duties and liability, rules relating to third countries, etc.).

Over the last years he frequently advised fund promoters and asset managers on the launching of Alternative Investment Funds structures such as SIFs platforms with a wide range of alternative investment strategies, including amongst others long-short equity, long only, contrarian, real estate, renewable energies, physical gold, forestry assets, etc.

*His recent handling matters includes:*

- Acting as legal advisor of a Merchant Bank in relation to the set-up of a complex Alternative Investment Funds structuring with SIF vehicles (2013 and 2012),
- Launching of a sophisticated UCITS for a Swiss asset manager (2012),
- Acting as legal advisor to a Luxembourg fund promotor in relation with the new UCITS IV rules and substance-related matters of domestic management companies (2012),
- Launching of several stand-alone SIFs structures for a large Swiss asset manager (2012),
- Launching of several umbrella SIFs for a Luxembourg fund promotor (2011 and 2010).

**A**MMC Law is a top-20 Luxembourg law firm, and is described as "a genuine alternative to the 'big' Luxembourg law firms". We provide legal advice to national and international clients, both individuals and organisations, across a range of practice areas, including corporate law, fund formation, M&A, business restructuring, banking and finance, litigation, employment law, IP/IT, trade and commerce and European law.

Our team has a proven track record in advising global clients across a wide range of sectors (including hotels and leisure, energy and telecommunications) from emerging businesses to Fortune 500 companies and large investment funds on the structuring of their domestic and international transactions and operations, including cross-border financing and mergers and acquisitions.

We pride ourselves on our proven client-focused services with an emphasis on responsiveness, efficiency and flexibility.

We achieve our goal by developing a close and long-term relationship with our clients to facilitate pragmatic legal solutions in a global context. AMMC Law works closely on a daily basis with other

*"AMMC Law is a top-20 Luxembourg law firm, and is described as "a genuine alternative to the 'big' Luxembourg law firms". The firm provides legal advice to national and international clients, both individuals and organisations, across a range of practice areas, including corporate law, fund formation, M&A, business restructuring, banking and finance, litigation, employment law, IP/IT, trade and commerce and European law."*

leading law firms and accounting firms worldwide to achieve our clients' integrated global objectives.

## REAL ESTATE LAW FIRM OF THE YEAR



MARIO DI STEFANO

Partner  
DSM Di Stefano Moyses

+352 262562 1

mdistefano@dsmlegal.com

www.dsmlegal.com



## TRADE &amp; CUSTOMS LAW FIRM OF THE YEAR



CHRISTOPHE MAILLARD

Founding Partner  
AMMC Law

+352 26 27 22 00

cmaillard@ammclaw.com

www.ammclaw.com



**D**SM Di Stefano Moyses Avocats à la Cour has established itself as a leading player amongst independent law firms in the Luxembourg market, with a solid track record of excellence in each of its key sectors. The firm is a proven expert in working on high-end deals, combining exceptional business acumen with legal expertise. The partners are supported by a multinational and multilingual team that is highly experienced in dealing with issues involving all kinds of aspects of international and European law. As partner at DSM, Mario Di Stefano fields a powerful team of lawyers specializing in Real Estate, M&A, corporate law, taxation, corporate finance and dispute resolution.

After a successful career within the trust industry Mario Di Stefano launched his legal practice in 1996. His strength and depth of knowledge of the Luxembourg jurisdiction is recognized by clients and peers alike. Mario speaks English, French, German, Italian and Luxembourgish.

During the last years the firm has assisted international clients in the field of industry, banking and retail industry with acquisition, in structuring their real estate acquisitions and their European holding operations.

Mario Di Stefano has an extensive track record of advising on complex real estate transactions. Founded upon innovative solutions and commercial excellence, the Real Estate team consistently provides advice on transactions and follow up, handling the entire process from planning, structuring, development, contracting, financing to exit strategy. DSM has become a significant player for projects both within Luxembourg and across Europe, providing multilingual contractual support and becoming the Luxembourg firm of choice by a range of developers, institutional investors and high net worth individuals.

*"DSM Di Stefano Moyses law firm offers a seamless service to its clients with comprehensive and responsive advice and action. The firm's partners are recognised experts in commercial law and M&A, corporate and structured finance, tax and dispute resolution."*

DSM assists its clients with all aspects related to real estate transactions including

- acquisition of real estate properties through share deals or asset deals: due diligence, drafting and negotiation of acquisition contracts and covenants;
- assistance in the setting up of joint ventures; drafting and negotiation of joint venture agreements and ancillary documents;
- assistance with the incorporation of corporate vehicles within the structuring of real estate projects;
- advice and assistance with respect to project development, in particular with respect to public law requirements for zoning and planning, licensing and agreements with local authorities and other public bodies;
- drafting and assistance with the negotiation of contracts pertaining to the exit in real estate projects, whether through share deal or asset deal;
- assistance and representation in dispute resolution in real estate / construction litigation, before the national jurisdictions of Luxembourg, as well as in other jurisdictions and in arbitration proceedings.

**A**MMC Law is a top-20 Luxembourg law firm with a steadily growing number of staff in its offices in the city of Luxembourg. Described as, "a genuine alternative to the 'big' Luxembourg law firms", AMMC Law provides legal advice to national and international clients, both individuals and organisations, across a range of practice areas and industry sectors.

AMMC Law is a specialist Luxembourg law firm, which ensures that its clients receive the best, most comprehensive advice possible. The international background of its staff, which consists of many nationalities with experience in a number of jurisdictions, enables the firm to anticipate and avoid the complications or delays that can otherwise arise in cross-border transactions.

The firm opened a representative office in New York in 2012. The purpose of the office is to bring it closer to its North American clients by having a presence in their time zone.

AMMC Law has adopted a clear strategy: it wants to be the first-choice law firm for clients seeking the best legal advice in Luxembourg and looking for a more flexible, responsive and cost-effective alternative. If you ask AMMC's existing clients, they will tell you that the firm has already achieved this goal, but the firm is continually reviewing and improving the way in which it works, to ensure that its clients receive the best service possible.

The firm also aims to develop long-term relationships with its clients, which again improves its understanding of their businesses and legal requirements.

Christophe Maillard is one of the two founding partners of the firm and head of the commercial department. He previously worked as in-house counsel for a multinational company operating retail outlets, giving him an invaluable insight into the legal needs and business requirements of commercial clients.

After several years practicing in the corporate department of law firms, assisting his clients in setting up structures in Luxembourg, and with their increasing need for economic substance in Luxembourg (and therefore reviewing and

*"AMMC Law provides legal advice to national and international clients, both individuals and organisations, across a range of practice areas and industry sectors."*

improving their business agreements in a broad spectrum of transactions), Christophe has taken over the commercial department of AMMC Law.

He has recently assisted clients in negotiating and drafting the terms and conditions of their main agreements and defending their brands and trademarks.

He currently represents clients in large international business law litigations.

His department advises major web-based companies in drafting and improving their terms and conditions and with managing their customer relationships.

Christophe's modern and innovative legal approach is also reflected in providing Luxembourg legal information through Twitter and LinkedIn, in the development of the first Luxembourg legal free iPhone and iPad app (iLaw) and in the use of QR Codes.

Winning this award is therefore a great achievement for the firm and highlights how the development strategy and philosophy of AMMC Law and its commercial department are recognised by their clients, peers and professional contacts.

The firm considers it as further encouragement and support to continue its efforts to improve the way in which AMMC Law works, to ensure that its clients receive the best service possible.

# NETHERLANDS

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Accountancy Firm Of The Year - KPMG Meijburg

Banking & Finance Law Firm Of The Year - Allen & Overy

Competition Law Firm Of The Year - Stibbe

Dispute Resolution Law Firm Of The Year - De Brauw Blackstone Westbroek

Employment & Labour Law Firm Of The Year - De Brauw Blackstone Westbroek

Energy Law Firm Of The Year - Loyens & Loeff

Ethical Bank Of The Year - Triodos Bank

Insurance & Reinsurance Law Firm Of The Year - Van Doorne

Investment Funds Law Firm Of The Year - Clifford Chance LLP

Intellectual Property Law Firm Of The Year - Klos Morel Vos & Schaap

Law Firm Of The Year - Clifford Chance LLP

Management Consultants Of The Year - Booz & Company

Mergers & Acquisitions Law Firm Of The Year - NautaDutilh

Tax Law Firm Of The Year - Loyens & Loeff



## ACCOUNTANCY FIRM OF THE YEAR

www.meijburg.nl

www.meijburg.nl/nl/Pages/Contact.aspx

Type  
Swiss Cooperative

Founded  
1987; merger of Peat Marwick International & Klynveld Main Goerdeler

Revenue  
US\$23.03 billion (2012)

Employees  
145,000 (2011)



**K**PMG international operates as a network of member firms offering audit, tax and advisory services. We work closely with our clients, helping them to mitigate risks and grasp opportunities.

Member firms' clients include business corporations, governments and public sector agencies and not-for-profit organizations. They look to KPMG for a consistent standard of service based on high order professional capabilities, industry insight and local knowledge.

KPMG member firms can be found in 156 countries. Collectively they employ more than 152,000 people across a range of disciplines. Sustaining and enhancing the quality of this professional workforce is KPMG's primary objective. Wherever we operate we want our firms to be no less than the professional employers of choice. They contribute to the effective functioning of international capital markets. They support reforms that strengthen the markets' credibility and their social responsibility. They believe that similar reform must extend to the professional realm.

KPMG firms are some of the world's leading providers of audit, tax and advisory services. They operate in 156 countries and have more than 152,000 people in all member firms around the world. They aim to respond to the complex business challenges facing our clients. They adopt a global approach spanning professional disciplines, industry sectors and national borders.

They are organised around our Audit, Tax and Advisory practices. KPMG member firms in 156 countries work with clients drawn from the corporate, government and not-for-profit sectors. Some are household names. These clients demand work of the highest quality that is consistent, accurate and relevant. They will accept nothing less.

Many of these clients operate across national borders, leveraging off both

*"KPMG firms are some of the world's leading providers of audit, tax and advisory services. They operate in 156 countries and have more than 152,000 people in all member firms around the world."*

KPMG firms' local knowledge and access to their global network. KPMG firms help them overcome language and cultural barriers and come to terms with unfamiliar legal and governance systems. Their approach to knowledge sharing — both across borders and across professional disciplines — is designed to help clients keep abreast of the latest industry, market and regulatory developments.

An intense emphasis on discrete industry groups provides KPMG firms with important business insights that are reflected in their work with clients. It equips them with an understanding of the challenges facing clients and the competitive and regulatory environments in which they operate. It enhances the relevance and quality of client communication.

KPMG firms work with clients who understand and appreciate the value of impartial and objective advice delivered by people who have an absolute commitment to their professional independence and integrity.

## EMPLOYMENT &amp; LABOUR LAW FIRM OF THE YEAR



EVERT-JAN HENRICHS

Managing Partner  
De Brauw  
Blackstone  
Westbroek

+31 20 577 1448

evertjan.henrichs@debrauw.com

www.debrauw.com



**D**e Brauw is a premium full-service international law firm. Clients benefit from their integrated practices and their commitment to quality, combined with a unique commercial awareness. They work with local law firms abroad, offering clients top solutions to complex international matters.

At the heart of their firm is the powerful combination of a strong corporate and finance practice and a centre of excellence for litigation. Clients have entrusted them with handling their most demanding transactions and legal issues, in some cases for over a century.

Clients come first at De Brauw, and they are committed to realising the best results for them. Each client is appointed a small dedicated team composed of partners and associates they know; a team committed to meeting all of their legal requirements, however diverse. Their powerful litigation practice ensures direct, coordinated action in the event of a dispute. Their client base includes large international companies and financial institutions who regularly ask us to manage cross-border corporate and financial transactions, or to advise or litigate in international commercial disputes. They are legal counsel to over 70% of the largest companies in the Netherlands.

Their clients come from a wide range of industry sectors including: energy, pharmaceuticals, ICT, financial services, technology, chemicals and food & agriculture. They work with dedicated teams composed of specialists drawn from different practice groups. These include: corporate law, mergers and acquisitions, private equity, banking, equity and debt capital markets, asset, project structured finance, insolvency, restructuring, investment management, tax, corporate and commercial litigation, arbitration, EU and competition law, intellectual property, information technology and communication, economic regulation, real estate, planning & zoning and employment law.

*"De Brauw advises on many challenging and highly publicised assignments. Their commercial awareness combined with their legal expertise has led to their involvement in almost all significant dispute resolution within the Netherlands"*

De Brauw advises on many challenging and highly publicised assignments. Their commercial awareness combined with their legal expertise has led to their involvement in almost all significant dispute resolution within the Netherlands, their pre-eminence in Supreme Court litigation, and their advising on high-profile and groundbreaking international transactions.

An internationally oriented client base has been key in the development of De Brauw's international strategy. They have built relationships with the best local law firms in other jurisdictions, enabling guaranteed access to seamless global legal services of outstanding quality for their clients. In any cross-border transaction, they select the most appropriate lawyers from the countries concerned, creating an integrated team composed of top lawyers from around the world. De Brauw is the client's contact point, and manages and coordinates all involved. The end result is superb and seamless services for all their clients.

# GERMANY

Accountancy Firm Of The Year - PwC

Banking & Finance Law Firm Of The Year - Clifford Chance

Dispute Resolution Law Firm Of The Year - Hengeler Mueller

Employment Law Firm Of The Year - Gleiss Lutz

Environmental Law Firm Of The Year - Dolde Mayen & Partner Rechtsanwälte

Fraud & White Collar Crime Law Firm Of The Year - Gibson, Dunn & Crutcher

Insolvency Administrator Of The Year - Hermann

Insurance & Reinsurance Law Firm Of The Year - DLA Piper UK LLP

Investment Bank Of The Year - Deutsche Bank

Intellectual Property Law Firm Of The Year - Kuhnen & Wacker

Law Firm Of The Year - Allen & Overy LLP

Management Consultants Of The Year - Roland Berger Strategy Consultants

Mergers & Acquisitions Law Firm Of The Year - Freshfields Bruckhaus Deringer LLP

Private Equity Law Firm Of The Year - Heymann & Partner

Private Equity Platform Of The Year - Bay BG Bavarian Venture Capital Corporation

Product Liability Law Firm Of The Year - Carroll, Burdick & McDonough

Real Estate Law Firm Of The Year - Olswang

Restructuring & Insolvency Law Firm Of The Year - Clifford Chance

Tax Advisory Firm Of The Year - Flick Gocke Schaumberg

Transfer Pricing Firm Of The Year - PwC



## FRAUD & WHITE COLLAR CRIME LAW FIRM OF THE YEAR



BENNO SCHWARZ

Partner  
Gibson, Dunn & Crutcher LLP

+49 89 189 33 110

bschwarz@gibsondunn.com

www.gibsondunn.com



RAINER A. KUHNEN

Founding Partner  
KUHNEN & WACKER  
Intellectual Property Law Firm

+49 8161 608 302

info@patentfirm.de

www.kuhnen-wacker.com



**G**ibson, Dunn & Crutcher is a full-service global law firm with over 1,000 lawyers in 17 offices worldwide, including nine offices in major cities throughout the United States and offices in London, Paris, Munich, Brussels, Dubai, Hong Kong, Singapore and São Paulo.

Gibson Dunn's White Collar Defense and Investigations practice is widely recognized as one of the best in the world. We are the only firm whose partners have acted as monitor or counsel to the monitor in three U.S. Foreign Corrupt Practices Act (FCPA) compliance monitorships, pursuant to settlements with the SEC and DOJ (Siemens, Statoil, and Alliance One International).

We advise many Fortune 500, DAX 30 and other globally operating companies with regard to disclosure, accounting and regulatory issues relating to domestic and foreign regulatory bodies. We also advise senior management, boards of directors and their audit, compensation, governance and special committees on a wide range of issues relating to board and committee structure and operation, fiduciary duties, and relationships with institutional shareholders.

Our lawyers are available to assist in addressing any questions globally operating clients may have regarding white collar defense matters in general and fraud matters in particular. The firm's White Collar Defense and Investigations practice group comprises more than 65 attorneys with FCPA and fraud prevention and defense experience, including a number of former federal prosecutors, spread throughout the firm's domestic and international offices.

Gibson Dunn's Munich office defends corporations and senior corporate executives in a wide range of investigations and prosecutions, and conducts sensitive internal investigations for leading companies

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in almost every business sector together with the Gibson Dunn's other offices on an integrated and world-wide basis.

The partners of Gibson Dunn's Munich office have actively advised on preventative compliance programs, conducted internal investigations, and have counseled on defense strategies in external investigations and prosecutions in the areas of fraud and anti-corruption compliance, antitrust compliance, corporate governance, data privacy, securities laws, labor and tax law, particularly with respect to compliance under the German Penal, Tax and Administrative Codices (StGB, AO, OWiG), but also under the FCPA and the U.K. Bribery Act.

Our White Collar Defense and Investigations practice group has extensive foreign language capabilities, and has conducted fraud and corruption investigations in Arabic, Chinese, German, Portuguese, Russian, and Spanish in more than thirty countries in all continents of the world. As experts on a wide array of anti-corruption topics, we frequently are invited to speak at conferences in North America, Asia, and Europe.

**K**UHNEN & WACKER is a full service intellectual property (IP) law firm which was established more than 35 years ago in Freising close to the Munich airport. The firm represents SMEs as well as major corporate and global technical innovators. We have a fine blend of senior attorneys with sophisticated experience over time, and younger proactive attorneys who may, in case of need, rely on the experience of their more senior colleagues and may complete various interdisciplinary teams.

Continuity, Quality and Strategy have been the three pillars and principles of our nationally and internationally highly regarded intellectual property firm since 1976. Based on these principles, K&W offers high quality proactive services, at competitive rates.

We are a diverse team of presently 90 persons, 18 of whom are specialized attorneys and attorneys at law. These attorneys are supported by 8 expert patent engineers and specialists, as well as by a highly qualified and multilingual administrative team. Our well-experienced and professional staff as well as our state-of-the-art IT department guarantee prompt responses to the needs of our clients. K&W is also known to successfully handle complex cases.

K&W has earned a worldwide reputation, also with sophisticated litigation matters. Our long record of success involves the "Epilady" litigation as well as more recent litigation relating to cardiac stents, ink cartridges for printers and in the automotive field.

We add value for our clients in many areas, such as licensing, portfolio analysis and management, arbitration and mediation, antitrust issues, due diligence, competitive benchmarking, and in intermediary platforms. Some components of this added value arise from our internal teamwork, external networking, internal technical and IT staff, and

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frequent seminar presentations in Japan, the U.S.A., China and Europe.

In order to document the high quality standards that the firm has upheld for years, K&W obtained the official ISO 9001:2008 certification.

KUHNEN & WACKER is a specialized law firm which has been offering comprehensive legal counsel in various fields of intellectual property for more than three decades. In order to provide the best support for our clients in the global competition we have a comprehensive network of colleagues and associates in more than 150 countries with whom we have long-standing trustful relationships.

Our services include:

Patents, Utility Models, Designs, Trademarks, Domains, Licenses, Topography Protection, Plant Variety Right Protection, Copyrights, and Trade Secrets, Intellectual Property Evaluation and Assessment, Defense and Enforcement of intellectual property rights, Portfolio analyses, Due Diligence, Benchmarking, and Consultation Services re the development of IP Strategies.

**"Kuhnen & Wacker  
IP Made in Germany"**

## PRIVATE EQUITY LAW FIRM OF THE YEAR



THOMAS HEYMANN

Managing Partner  
Heymann & Partner Rechtsanwälte

+49 69 768 063 - 0

t.hey mann@hey law.de

www.hey law.de



## TRANSFER PRICING FIRM OF THE YEAR



DR YVES HERVE

Partner  
PwC

+49 69 95 85 61 88

yves.ERVE@de.pwc.com

www.pwc.com



**H**eymann & Partner was founded in April 2005. Today, we are 20 lawyers of which 9 are partners.

Our partners can look back on long and successful careers in global law firms. Founding Heymann & Partner was not an act of necessity. Our intention was to work in a small and focused law firm – without bureaucracy and hierarchy but with high professionalism, effectiveness and efficiency. We collect first class aspiring professionals. To sum it up: “Simply good lawyers”.

Often, clients have the alternative to either consult specialists from large law firms who work on a high juristic level or to engage the economic advisor who has a supreme insight and negotiating skills. We try to combine both.

Our core practice areas are technology, corporate law, private equity, restructuring, outsourcing and intellectual property. In these areas we offer our clients comprehensive services. Nevertheless, we are not a “full service firm” and we have no ambition to be one. Therefore, we have a network of corresponding specialists which we consult where necessary and manage as would be the case in a large integrated firm.

Since our establishment in 2005, Heymann & Partner has grown to a leading law firm in Germany in its core areas. This helped us to build up long-lasting and strong cooperations with first class law firms from abroad. This background allows us to advise clients in complex

*“Heymann & Partner’s core practice areas are technology, corporate law, private equity, restructuring, outsourcing and intellectual property. The firm offers their clients comprehensive services in these areas.”*

and demanding transactions. Examples in 2012 included exchange listed Tom Tailor acquisition of Bonita, e.on in a number of technology related transactions, Eterna in the issuance of a corporate bond under the new BaFin regulations, ACapital Partners on the acquisition of the Mustang Jeans Group, Morgan Stanley on the investment in DocuWare and restructurings and Atlantic Bridge on the acquisition of a German software company.

As a boutique we never forget that it is a high privilege for us to advise our clients - and not the other way round. That shapes our way of work and our communication.

And finally: We have been independent from the beginning. We are today. And we still will be tomorrow. Therefore we can focus completely on what is best for our clients.

**P**wC’s transfer pricing practice is the largest in Germany, with 11 partners and more than 100 professionals fully dedicated to transfer pricing. In clear contrast to its competitors, the practice is spread out across the German territory to be as close as possible to our national and international client base. Our presence in Düsseldorf, Frankfurt, Stuttgart, Munich, Berlin, Hamburg and Essen facilitates to deliver tailored integrated solutions with other tax, management and business consulting specialists to our clients throughout the German territory. Going beyond pure technical expertise, this helps us to position ourselves as true business partners helping clients in a manner going far beyond pure TP tax compliance.

On the TP compliance front, we are considered by many as market leader with established best practice approaches when it comes to documentation projects. Our software based Global Doc documentation approach combined with related process guidelines has helped several DAX and M-DAX multinationals dramatically reduce the compliance costs of regularly updating their TP documentation. It is also facilitating the identification of inefficiencies and inconsistencies in their internal accounting and controlling processes. Together with our business consulting experts, we are then able to generate cost savings and reducing risks in the course of TP implementation projects.

On the tax structuring front, we increasingly tend to integrate our TP structuring advice into more global Value Chain Transformation projects, covering several tax and operational workstreams. For tax directors in particular, this has the advantage that changes to the TP system – which always touches on many stakeholders within a group – is em-

*“PwC’s transfer pricing practice is the largest in Germany, with 11 partners and more than 100 professionals fully dedicated to transfer pricing.”*

bedded in greater transformation processes within the group. This implies that tax considerations are properly addressed at the time of strategic decision-making regarding future business set-ups. Additionally, by bundling the TP restructuring with business savings initiatives, the acceptance for such changes is generally increased. It also facilitates the subsequent defense of the TP restructuring with tax authorities. Against any such challenges from tax authorities, PwC has developed fairly sophisticated TP analytical techniques for example to mitigate against high exit charges in the case of business restructurings.

Finally, on the dispute resolution front, PwC is currently advising several well-known multinationals in Advanced Pricing Agreement negotiations with German and foreign tax authorities, leveraging both on the leading PwC Dispute Resolution network, the in depth personal relationships with key players at the German Ministry of Finance, and the well established relationships we have built up at the level of the OECD.

# SWITZERLAND

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Accountancy Firm Of The Year - Homburger

Banking & Finance Law Firm Of The Year - Barr & Karrer AG

Capital Markets Law Firm Of The Year - Homburger

Dispute Resolution Law Firm Of The Year - Python & Peter

Employment & Labour Law Firm Of The Year - Streiff Pellegrini & von Kaenel

Investment Bank Of The Year - Saxo Bank

Investments Funds Law Firm Of The Year - Lenz & Staehelin

Intellectual Property Law Firm Of The Year - Fuhrer Marbach & Partner

Law Firm Of The Year - Kellerhals Anwalte

Real Estate Law Firm Of The Year - Barr & Karrer AG

Restructuring & Insolvency Law Firm Of The Year - Wenger Plattner

Sports Law Firm Of The Year - Frorriep Renggli

Trusts Boutique Advisory Firm Of The Year - H&P Trust Group

Tax Law Firm Of The Year - Oberson Advocates



## LAW FIRM OF THE YEAR



THOMAS BÄHLER

Partner  
Kellerhals Attorneys at law

+41 58 200 35 57

thomas.baehler@kellerhals.ch

www.kellerhals.ch



## TRUSTS BOUTIQUE ADVISORY FIRM OF THE YEAR



CEES JAN QUIRIJNS  
Partner  
H&P Trust Holdings AG



FRÉDÉRIQUE VAN GELDEREN  
Structuring Advisor  
H&P Trust Holdings AG

+41 41 729 6363

ceesjan.quirijns@henleytrust.com  
frederique.vangeldereren@henleytrust.com

www.henleytrust.com



**K**ellerhals Attorneys at law, with offices in Berne, Zurich and Basel, is one of Switzerland's leading full service law firms, who has already received several awards in the past. With the extensive knowledge and expertise of more than 80 legal professionals, the firm supports international and domestic clients regarding all aspects of Swiss law. Kellerhals is part of a worldwide network of well respected law firms (SCG Legal).

The firm efficiently handles challenging and complex cases and legal transactions across a wide variety of market sectors and on a national and international basis. Whether clients are corporate or financial institution, government or private client, the firm is dedicated to understanding and evaluating their needs and to actively pursuing their interests to ensure the best possible solution. Clients appreciate the firm not only for the quality of work, but also for the way in which the firm handles cases.

Dr. Thomas Bähler has been a partner at Kellerhals Attorneys at law in Berne since 2003. His practice focuses mainly on national and international corporate and contract law. Dr. Bähler has also extensive experience in representing clients in all matters of capital market law, M&A-transactions (especially private equity, venture capital and joint ventures), competition law and intellectual property as well as succession planning of entrepreneurs. Given his strong background in telecommunications- and technology-law, he is, furthermore, active in the field of ICT-law and advises numerous national and multinational technology firms. He not only gives legal advice to corporate clients and drafted national and international

*"Kellerhals Attorneys at law efficiently handles challenging and complex cases and legal transactions across a wide variety of market sectors and on a national and international basis."*

commercial contracts but also represents them in proceedings before courts.

Dr. Bähler is recognized as one of the most experienced and effective business lawyer in Switzerland, particularly noted for his outstanding work with corporate law and M&A transactions, always eager to find the most efficient solution for his national and international clients. Given his strong negotiation skills, he achieves the best possible results for his clients. Through his academic background and his memberships on the board of several companies he is both legally precise and pragmatic. He is, among others, a co-founder and Member of the Board of the Swiss Economic Forum, Switzerland's leading annual meeting of entrepreneurs committed to innovation and excellence in business, and juror for Swiss Economic Award. He also regularly publishes in academic and business journals in his major fields.

**T**he H&P Trust Group is a highly regarded provider of trust and corporate services in multi-jurisdictional tax planning, asset protection and tax-efficient exit structures for private clients, entrepreneurs and family owned businesses.

Our firm is an international trust boutique with offices in key locations worldwide, including Switzerland, the Netherlands, Cyprus, Malta, Luxembourg, Liechtenstein, Czech Republic, Austria, Hong Kong, Colombia, Brazil and the Caribbean.

Our partners and senior staff consist of highly experienced tax advisors, lawyers and accountants with a broad knowledge of international tax planning, asset protection structures and the fiduciary services industry.

We primarily focus on the implementation and maintenance of global tax planning and asset protection structures for private clients, entrepreneurs and family owned businesses. Hereby we work in close cooperation with the client's own advisors in creating effective tax and legal solutions. Our goal is to generate added value by providing professional input as well as creative ideas and solutions on the basis of our experience and knowledge in the relevant jurisdictions.

Through our offices, we can assist clients in setting up structures and managing companies, trusts, funds and foundations. On the basis of our network of preferred partners we can also coordinate activities in practically any jurisdiction worldwide. Our "can-do" mentality makes us a reliable partner for establishing, managing and administering international structures for tax and estate planning, corporate exit planning or asset protection purposes. We are very well positioned to supervise and handle all services related to:

- International holding, licensing, trading and financing companies and branches
- Family or charitable trusts and foundations

*"The H&P Trust Group is a highly regarded provider of trust and corporate services in multi-jurisdictional tax planning, asset protection and tax-efficient exit structures for private clients, entrepreneurs and family owned businesses."*

- Private label funds
- Family office services

As an independent group, we work with various tax and legal firms as well as wealth managers and (private) banks. This gives us the opportunity to introduce clients and their associates to various sound international (tax) lawyers and banks in all the relevant jurisdictions.

Furthermore we specialize in the development and implementation of tax-compliant exit scenarios whereby we assist clients to exit an inactive corporate holding or investment structure. These exit scenarios include but are not limited to the structuring of cash-rich companies located in various jurisdictions. We currently perform this activity from our offices in Switzerland, the Netherlands, Malta and Luxembourg.

Moreover, our connection with Henley & Partners and Henley Estates allows us to offer an unique range of services in the area of high-end real estate, personal residence and citizenship planning in relation to its tax and structuring solutions.

# AUSTRIA

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Accountancy Firm Of The Year - LeitnerLeitner

Banking & Finance Law Firm Of The Year - GmbH

Dispute Resolution Law Firm Of The Year - Schonherr

Employment & Labour Law Firm Of The Year - Burgstaller & Preyer

Investment Bank Of The Year - Raiffeisen ZentralBank

Intellectual Property Law Firm Of The Year - Schonherr

Law Firm Of The Year - Binder Grösswang Rechtsanwälte

Management Consultants Of The Year - Deloitte Consulting

Mergers & Acquisitions Law Firm Of The Year - Wolf Theiss

PPP Law Firm Of The Year - Saxinger, Chalupsky & Partner

Real Estate Law Firm Of The Year - CMS

Tax Law Firm Of The Year - Bilanz-Data Wirtschaft streuhand GmbH

Technology, Media & Telecoms Law Firm Of The Year - Freshfields Bruckhaus Deringer LLP

White Collar Crime Law Firm Of The Year - Wolf Theiss



## PPP LAW FIRM OF THE YEAR



FRANZ MITTENDORFER

Partner  
Saxinger, Chalupsky & Partner  
Rechtsanwälte GmbH  
(SCWP Schindhelm Austria)

+43 1 905 0100

office@scwp.com

www.scwp.com



## TAX LAW FIRM OF THE YEAR



ERICH BAIER

Partner  
Bilanz-Data  
Wirtschaftstreuhand GmbH

+43 1 516 12 0

baier@austrian-taxes.com

www.austrian-taxes.com



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

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

Our mission is to deliver creative and pragmatic legal solutions. Our challenge – and our source of inspiration – lies in offering our clients both, prompt and flexible legal services of the very highest standard, and understandable and easy solutions tailored to the client's technical and/or commercial needs.

Through our global network we can combine local expertise and know-how with our thorough expertise in the supervision and coordination of legal work in many different jurisdictions.

We are not just experts at law. We are also experts at identifying a client's (legal) needs, and at explaining and summarising any legal problems and the respective tailored solutions to our clients. We can thus proudly guarantee our clients the best possible legal advice.

*Alliance and international work:*

SCWP Schindhelm is a member of the SCWP Schindhelm Services

SE, alliance of European business law firms with offices in Central and Eastern Europe and Asia Pacific. With more than 150 lawyers in 18 commercial centres in 11 countries, the alliance members accompany national and international companies in all areas of business law.

The offices of the alliance are located in: Bratislava, Wrocław, Brussels, Budapest, Bucharest, Burgas, Graz, Hanover, Istanbul, Linz, Osnabrück, Pilsen, Prague, Shanghai, Sofia, Warsaw, Wels, Vienna.

*"When and wherever you take us on board, whether it is on domestic or foreign soil, you will receive solutions from us for every entrepreneurial issue, tailor-made and from one source – at all locations in a language you understand, German and English."*

Due to our long and successful multi-office operation and our intensive and experienced cooperation with the teams of other alliance offices in numerous major transactions, PPP-projects and daily legal support, we have a rich experience with cross-functional and cross-border cooperation in various jurisdictions, in particular in the CEE/SEE- and the East Asian region.

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

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

Our tax law firm was celebrating its 25th anniversary last year and has gained significant reputation in creative domestic as well as international tax planning.

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

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

Austria has implemented the world's best Group Taxation System which allows the Austrian company to off-set losses from its domestic tax base provided that the shareholding in such a foreign company exceeds 50 %

and the foreign subsidiary stays in the group for at least three years.

Austria does not know any CFC-legislation nor thin cap-rules or debt equity ratios, interest paid to non-resident lenders, may they be off-shore or not, are never due to any withholding taxes. More than 40 % of the tax treaties concluded with other countries foresee an elimination of any withholding taxes on in- or outgoing royalties, considering the EU Interest and Royalty Directive the percentage of tax treaties with this benefit is even higher.

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

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

The tax administration in Austria is cooperative and liberal and is willing to issue binding rulings, a field of business in which we are active quite often on behalf of our clients. We prenegotiate certain structures or cross-border tax planning with the tax administration upfront, so that we can provide the client with a smooth path into his tax world.

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

All these ingredients we use for preparing marvellous dishes for the client in our tax kitchen and all of our clients appreciate what they get served for tax-lunch by us.

Therefore we would like to invite you to go the Austrian way, it pays off!

# CZECH REPUBLIC

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Accountancy Firm Of The Year - Deloitte

Banking & Finance Law Firm Of The Year - PRK Partners

Competition Law Firm Of The Year - Schonherr S.R.O

Employment & Labour Law Firm Of The Year - Randl Praters

Intellectual Property Law Firm Of The Year - Cermak A Spol

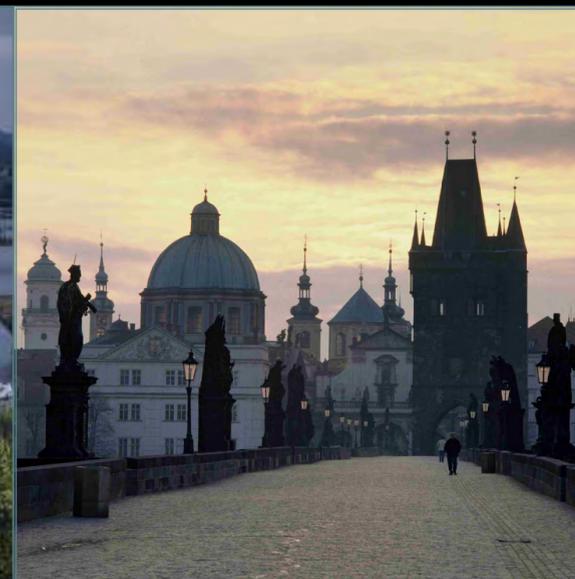
Law Firm Of The Year - White & Case

Mergers & Acquisitions Law Firm Of The Year - BBH Advokatni Kancelar V.O.S.

Restructuring & Insolvency Law Firm Of The Year - Clifford Chance

Retail Bank Of The Year - Ceska Sporitelna

Tax Law Firm Of The Year - White & Case



# HUNGARY

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Accountancy Firm Of The Year - PKF

Banking & Finance Law Firm Of The Year - CMS Cameron McKenna LLP

Capital Markets Law Firm Of The Year - Allen & Overy

Intellectual Property Law Firm Of The Year - Szecskay Attorneys at Law

Law Firm Of The Year - Gobert & Partners

Mergers & Acquisitions Law Firm Of The Year- Kajtár Takács Hegymegi-Barakonyi Baker & McKenzie

Private Equity Law Firm Of The Year - Reczicza White & Case LLP

Restructuring & Insolvency Law Firm Of The Year - CMS Cameron McKenna LLP

Tax Law Firm Of The Year - Jalsovsky Law Firm





# LAW FIRM OF THE YEAR



DR. ARNE GOBERT

Managing Partner  
BWSP Gobert & Partners



+36 1 270 9900



office@gflegal.com



www.gobertpartners.com



**B**WSP Gobert & Partners Attorneys and Tax Advisors was founded in 2002 and started as an affiliate to one of the largest law firms in Hungary and a “big-four” tax and accounting firm in the early 90’s. Being formerly associated with such names as Arthur Andersen, Pinsent Masons and Ernst & Young, today BWSP Gobert & Partners is a completely independent full-service commercial law firm with a well experienced and dynamic team. Currently our firm consists of 3 Partners with altogether more than 40 years’ experience in tax and legal services in various international firms, and a total number of 15 professionals of which five are dealing with tax and ten with legal services. We handle all types of projects – from relatively simple issues to complex and cross-border long term ventures. What makes our services different is in-depth knowledge of Hungarian business and understanding of both tax and legal aspect of our clients’ needs.

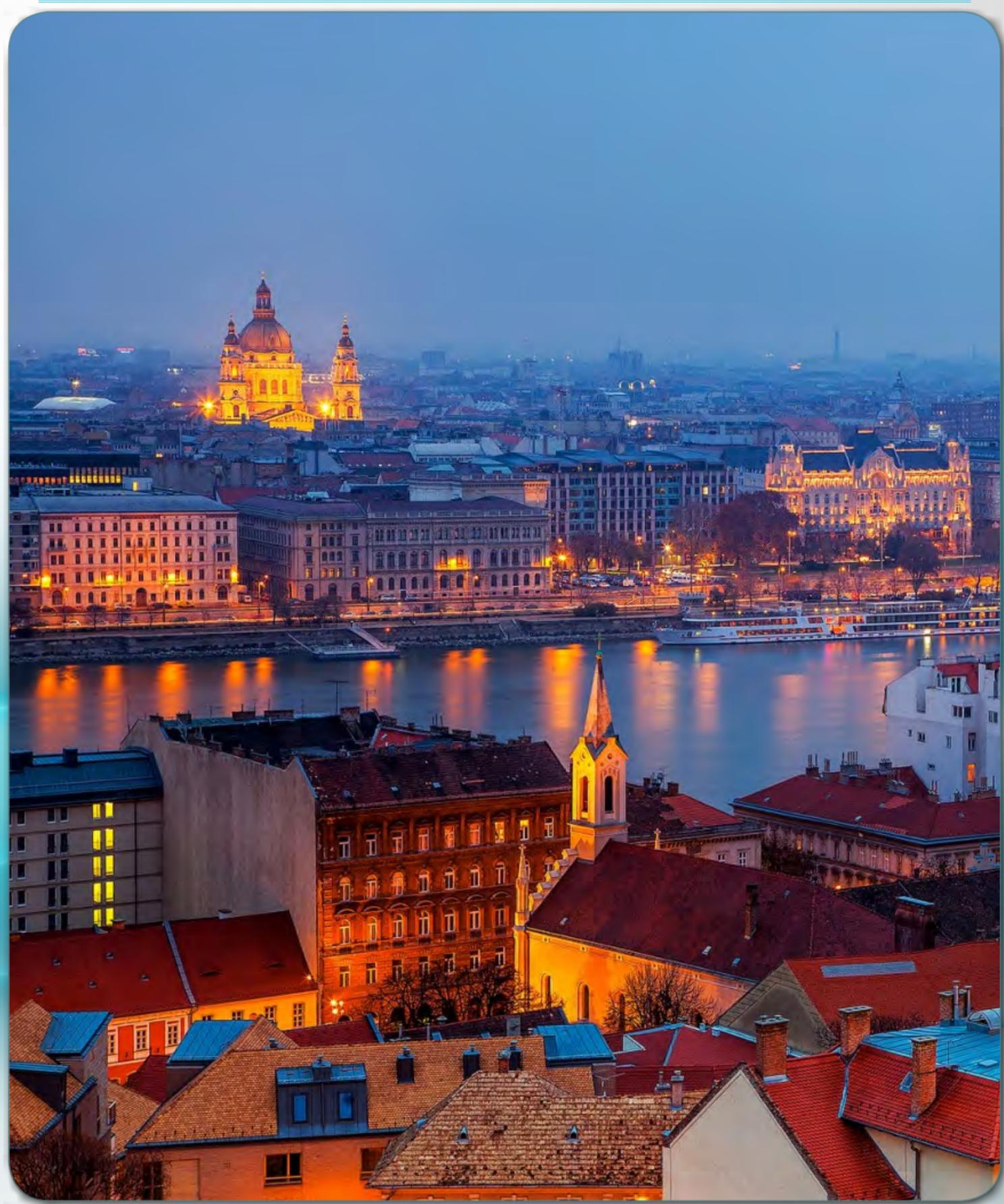
*“BWSP Gobert & Partners Attorneys and Tax Advisors handle all types of projects – from relatively simple issues to complex and cross-border long term ventures. What makes the firm’s services different is in-depth knowledge of Hungarian business and understanding of both tax and legal aspect of our clients’ needs.”*

As of September 2012, with intent to build one of the leading Central European legal associations Gobert & Partners founded a partnership with proficient member firms from Czech Republic, Hungary, Serbia, Romania and Bulgaria under the name of BWSP. BWSP currently operates through 5 offices, in Belgrade, Budapest, Bucharest, Sofia and Prague, a large number of language desks and a network of associated firms covering the whole CEE region. BWSP has over sixty lawyers practicing in a number of areas in the five jurisdictions. Through this partnership with other outstanding law firms and attorneys, BWSP Gobert & Partners is able to serve the needs of every client, regardless of country of interest and complexity of the transaction.

Our professionals offer legal support in many languages, such as Hungarian, German, English, Russian, French, Spanish and Italian. Our team is constantly developing their competences and is being published by reputable sources. We make sure that our clients receive advice from lawyers who are leaders in their field. To meet our clients’ needs, BWSP Gobert & Partners established specialist teams, providing advice to foreign clients in their mother tongue.

Practice Areas:

- Corporate & Commercial
- Corporate insolvency & Bankruptcy
- M&A
- Labour law
- Litigation & Arbitration
- Real estate
- Data protection & IT/IP/Media
- Energy, oil & gas
- Banking & Finance
- EU & Competition
- Sport
- Pharmaceuticals
- Tax services



# POLAND

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Accountancy Firm Of The Year - Ecovis

Banking & Finance Law Firm Of The Year - Linklaters

Capital Markets Law Firm Of The Year - Clifford Chance

Dispute Resolution Law Firm Of The Year - Soltysinski, Kawecki & Szlezac Legal Advisors

Law Firm Of The Year - Clifford Chance

Mergers & Acquisitions Law Firm Of The Year - Weil, Gotshal & Manges LLP

Private Equity Law Firm Of The Year - Spolka Komandytowa

Restructuring & Insolvency Law Firm Of The Year - Allen & Overy, A. Pedzich Sp. K

Tax Law Firm Of The Year - Greenberg Traurig Grzesiak



# LITHUANIA

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Accountancy Firm Of The Year - Patikimumo Garantass

Banking & Finance Law Firm Of The Year - LAWIN

Competition Law Firm Of The Year - Baltic Legal Solutions

Consultancy Firm Of The Year - BridgeWest

Dispute Resolution Law Firm Of The Year - Raidla Lejins & Norcous

Law Firm Of The Year - AAA Baltic Service Company

Mergers & Acquisitions Law Firm Of The Year- LAWIN



# ESTONIA

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Law Firm Of The Year - Sorainen

Corporate Tax Law Firm Of The Year - Tark Grunte Sutkiene

Dispute Resolution Law Firm Of The Year - Law Firm Glikman Alvin & Partners

Employment Law Firm Of The Year - GLIMSTEDT

Law Firm Of The Year - Radla Lejins & Norcous

Real Estate Law Firm Of The Year - Radla Lejins & Norcous

Technology, Media & Telecoms Law Firm Of The Year - Sorainen



# LATVIA

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Banking & Finance Law Firm Of The Year - LAWIN

Competition Law Firm Of The Year - Eversheds Bitans Law Office

Investment Bank Of The Year - SEB Banka

Law Firm Of The Year - LAWIN

Litigation Law Firm Of The Year - Skudra & Udris

Mergers & Acquisitions Law Firm Of The Year - Triniti

Shipping & Maritime Law Firm Of The Year - Attorneys At Law Borenius



# RUSSIA

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Accountancy Firm Of The Year - Ernst & Young

Banking & Finance Law Firm Of The Year - Linklaters CIS`

Capital Markets Law Firm Of The Year - Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

Dispute Resolution Law Firm Of The Year - ALRUD Law Firm

Employment & Labour Law Firm Of The Year - Dentons

Mergers & Acquisitions Law Firm Of The Year - Cleary, Gottlieb, Steen & Hamilton LLP

Private Equity Law Firm Of The Year - Squire Sanders Moscow LLC

Project Finance Law Firm Of The Year - Salomons

Restructuring & Insolvency Law Firm Of The Year - Herbert Smith Freehills

Shipping & Maritime Law Firm Of The Year - Jurinflot, International Law Offices

Tax Law Firm Of The Year - Pepeliaev Group



## MERGERS &amp; ACQUISITIONS LAW FIRM OF THE YEAR



MURAT N. AKUYEV

Partner  
Cleary, Gottlieb,  
Steen & Hamilton  
LLP

+7 495 660 8540

makuyev@cgsh.com

www.cgsh.com



## TAX LAW FIRM OF THE YEAR



SERGEY PEPELIAEV

Managing partner  
Pepeliaev Group

+7 495 967 00 07

s.pepeliaev@pgplaw.ru

www.pgplaw.ru



A leading international law firm with 16 offices located in major financial centres around the world, Cleary Gottlieb Steen & Hamilton LLP has helped shape the globalisation of the legal profession for more than 60 years. Their worldwide practice has a proven track record for innovation and providing work of the highest quality to meet the needs of domestic and international clients. In recognition of the firm's strong global practice, its effectiveness in dealing with the different business cultures of the countries in which it operates, and its success in multiple jurisdictions, Cleary Gottlieb received Chambers & Partners' inaugural International Law Firm of the Year award.

Organised and operated as a single, integrated global partnership (rather than a U.S. firm with a network of overseas offices), Cleary Gottlieb employs more than 1,200 lawyers from more than 50 countries and diverse backgrounds who are admitted to practice in numerous jurisdictions around the world. Since the opening of their first European office in 1949, their legal staff has included European lawyers, most of whom have received a portion of their academic legal training in the United States and many of whom have worked as trainees in one of the firm's U.S. offices. The firm was among the first international law firms to hire and promote non-U.S. lawyers as equal partners around the world.

Their clients include multinational corporations, international financial institutions, sovereign governments and their agencies, as well as domestic corporations and financial institutions in the countries where their offices are located. Although each of their 16 offices has its own practice, their "one firm" approach to the practice of law offers clients in any office the ability to access the full resources of all of their offices and lawyers worldwide to the extent their matters so require.

*"Cleary Gottlieb employs more than 1,200 lawyers from more than 50 countries and diverse backgrounds who are admitted to practice in numerous jurisdictions around the world. Since the opening of their first European office in 1949, their legal staff has included European lawyers, most of whom have received a portion of their academic legal training in the United States and many of whom have worked as trainees in one of the firm's U.S. offices."*

Cleary Gottlieb Steen & Hamilton LLP was founded by prominent lawyers committed to excellence in the practice of law, while maintaining the highest ethical standards and diversity and individuality in its lawyers.

Consistent with the vision of our founders, Cleary Gottlieb is committed to openness, diversity, individuality and collegiality. The outstanding talent and individual interests of our lawyers are the essence of the firm.

In recruiting new lawyers, we target women and men of all races and nationalities who possess superior intellectual capability, share the firm's vision and values, and have the initiative and potential to become our future partners.

The company was established on January 10, 2002. Today the firm has more than 160 attorneys based in offices in Moscow, St. Petersburg and Krasnoyarsk. They support their clients in all spheres of Russian law throughout Russia, the CIS and also internationally through partnership networks with leading local law firms in all major capital markets and jurisdictions.

As one of the first Russian law firms to provide comprehensive legal support for FDI [foreign direct investment] projects implemented by multinational clients in Russia and continuous post-investment support for the largest multinational companies operating in Russia, they have accumulated considerable practical experience based on a profound understanding of all the nuances of Russia's legal realities, social, economic and political developments, the local culture and the mentality and expectations of investors.

The main practice areas of the firm include: tax law and tax disputes; Banking and finance law; Corporate legislation; Commercial/M&A; Antimonopoly regulation; Real estate and construction; Customs law and foreign trade regulation; Dispute resolution and mediation; Intellectual property and trademarks; Labour and migration legislation; Administrative and criminal defence for business; Restructuring and bankruptcy; Legal support for investment projects.

Their attorneys come from a variety of backgrounds: a significant number can leverage over 10 years' experience and worked for leading consulting and law firms before joining Pepeliaev Group. They are recognised authorities in their practice areas and leaders in the national legal and business community. Many of their attorneys have taken an active part in drafting and improving fundamental Russian laws and are regularly invited as independent experts to share legal opinions with respect to existing legislative initiatives in various spheres.

*"Pepeliaev Group attorneys come from a variety of backgrounds: a significant number can leverage over 10 years' experience and worked for leading consulting and law firms before joining Pepeliaev Group. They are recognised authorities in their practice areas and leaders in the national legal and business community."*

The firm employs the best graduates from the leading Russian law institutes, who have had to undergo a multiple-step selection process, attesting to the stringent criteria set by Pepeliaev Group, and have excellent knowledge and experience. Many of their lawyers hold J.D., lecture for Russia's leading higher educational institutions and sit on their academic councils. Over the past few years many new talented people have joined their team both in Moscow, in St. Petersburg and in Krasnoyarsk.

Drawing on these resources they guarantee their ability to staff even the most complex transactions with top professionals at short notice. Their integrated approach to issue resolution guarantees comprehensive assessment and support for any project and enables them to provide their clients with top-class services at all times.

# UKRAINE

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Banking & Finance Law Firm Of The Year - Sayenko Kharenko

Capital Markets Law Firm Of The Year - Baker & McKenzie

Competition Law Firm Of The Year - Asters

Dispute Resolution Law Firm Of The Year - Vasil Kisiil & Partners

Intellectual Property Law Firm Of The Year - Doubinsky & Osharova

Mergers & Acquisitions Law Firm Of The Year - CMS

Real Estate Law Firm Of The Year - DLA Piper Ukraine

Restructuring & Insolvency Law Firm Of The Year - Clifford Chance

Tax Law Firm Of The Year - Arzinger



# BULGARIA

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Accountancy Firm Of The Year - Yordanova, Rizova & Partners

Arbitration Law Firm Of The Year - Boyanov & Co

Competition Law Firm Of The Year - Djingov, Gouginski, Kyutchukov & Velichkov

Employment & Labour Law Firm Of The Year - Kambourov & Partners

Energy Law Firm Of The Year - CMS Cameron McKenna LLP

Full Service Law Firm Of The Year - Georgiev, Toderov & Co

Intellectual Property Law Firm Of The Year - ARSiS Consulting

Shipping & Maritime Law Firm Of The Year - Andrey Delchev and Partners - Eurolex Bulgaria



# ENERGY LAW FIRM OF THE YEAR



KOSTADIN SIRLESHTOV

Energy Head  
CMS Cameron McKenna LLP

+359 2 921 99 42/+359 2 9219910

kostadin.sirleshtov@cms-cmck.com

www.cms-cmck.com



CMS Cameron McKenna LLP – Bulgaria Branch operates in Sofia, Bulgaria by retaining the services of qualified Bulgarian lawyers. We are able to provide the legal services of a highly experienced team of over 30 qualified international and Bulgarian lawyers. Our team has expertise in all areas of business law and is particularly renowned for its energy practice. We have the largest and most specialised energy team on the market. It is led by partner Kostadin Sirleshtov and includes two senior associates, two associates, one junior associate and a dedicated trainee. The sector-focused team is supported by our corporate, banking and commercial teams to provide advice tailored to specific business needs.

The Energy, Projects and Construction (EPC) team of CMS Cameron McKenna in Sofia is proud to have experience in all sub-sectors on the energy industry: nuclear; conventional; renewable; including wind, water and PV projects; oil & gas; and mineral resources and concessions.

Though we deal with transactions and matters of all sizes, we remain, without a doubt, the only law firm in Bulgaria, best positioned to handle the most complex deals.

The EPC team has advised on most of the largest renewable deals in Bulgaria lately, including on the successful acquisition of the largest PV plant in Bulgaria with peak capacity of 60.4 MW, which was the biggest deal in Bulgaria for the first half of 2012.

The team dominates the legal market for oil & gas in Bulgaria having advised on all oil & gas concession agreements signed for the last 5 years and on the biggest exploration agreements. One of the key achievements of the team in this area is advising a consortium of major oil companies in 2012 regarding an offshore block in Bulgaria. We represented the companies in the preparation of their exploration application for participation in the tender and in their winning bid; we continue to be their counsel in Bulgaria.

*“CMS Cameron McKenna LLP is very well known for its successful practice in power distribution, conventional and nuclear power.”*

We are very well known for our successful practice in power distribution, conventional and nuclear power; we recently concluded two projects related to the largest Thermal plant on the Balkans, undertook legal due diligence of the Bulgarian distribution company and worked for one of the bidders for Belene and more recently, on a nuclear feasibility study for Kozloduy NPP.

CMS Sofia is well known for its practice in the field of natural resources – gold, mining, etc. We have advised on various exploration and production agreements, including the first gold production concession for the last 10 years.

Overall, there is hardly another law firm in Bulgaria that has such a large team dedicated only to the energy sector and one that has such a diversified experience in the industry. The past few years provided background for a boom in renewables, which naturally, everybody followed. However, with the latest changes in regulation, the activities in the renewables sector have declined. All of the law firms that had chosen to follow the trend are now suffering, but those of us who made sure to specialise in other sub-sectors as well, have a brighter future ahead of them.



# ROMANIA

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Accountancy Firm Of The Year - PwC

Employment & Labour Law Firm Of The Year - MUSAt & Asociatii

Energy & Natural Resources Law Firm Of The Year - Pachiu & Associates

Law Firm Of The Year - Clifford Chance Badea

Mergers & Acquisitions Law Firm Of The Year - Nestor Nestor Diculescu Kingston Petersen SCA

Real Estate Law Firm Of The Year - Popovici Nitu & Asociatii



ENERGY & NATURAL RESOURCES LAW FIRM OF THE YEAR



LAURENTIU VICTOR PACHIU

Managing Partner  
Pachiu & Associates

+40 21 312 10 08

office@pachiu.com

www.pachiu.com



**P**achiu & Associates is perhaps the most active middle-sized law firm in Romania. It was founded by one of the first business lawyers in the country, Mr. Laurentiu Pachiu, on values such as excellence, discretion and honesty. Pachiu & Associates offers legal assistance mainly to international clients and is regarded as a reliable partner that can solve the most complex problems with urgency and at highest standards.

The firm's Energy Practice Group (EPG) provides legal support in relation to the planning, implementation and operation of projects in the field of alternative and conventional energy and natural resources in both upstream and downstream sectors. The EPG's expertise extends to all sectors in the energy industry, which are now active in Romania, such as natural gas and oil (E&P, transport and supply), conventional and renewable energy (generation, transport and supply) and natural resources. Both the considerable complexity of our projects and the large investments they involve come as a confirmation of our excellent understanding of the energy business and recommend us as the leading law firm in the energy sector.

The lawyers at Pachiu & Associates are a strong and united team of experienced and highly motivated professionals, able to provide creative solutions to the most complex situations a business faces in an emerging market. The firm's attorneys and partners are all well regarded professionals in their areas of practice and they are able to offer their services in English, German, French, Italian and Spanish with the same ease they do in Romanian.

The firm may be of assistance worldwide through its membership in the Transatlantic Law International, as well as based on its collabo-

*"Pachiu & Associates offers legal assistance mainly to international clients and is regarded as a reliable partner that can solve the most complex problems with urgency and at highest standards."*

ration with a Magic Circle firm and many other law firms located in business centres around the world. Pachiu and Associates is the only Romanian law firm member of AEEC (Associated European Energy Consultants), an association of the best energy law firms throughout Europe, which enables joint participation in multinational projects.

Pachiu & Associates law firm is organized in six specialized practice groups: Energy, Corporate, (including the Labour, Competition, Insolvency, Intellectual Property sub-practice groups), Finance, Real Estate, Litigation and Public-Private Partnerships.

The Bucharest office covers the firm's activity throughout the country, either directly or through partner law firms in the major cities in Romania, as cost and time effectiveness standards impose.



EUROPE

EUROPE

# DENMARK

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Accountancy Firm Of The Year - KPMG

Banking & Finance Law Firm Of The Year - Krommenn Reumert

Competition Law Firm Of The Year- Gorrissen Federspiel

Dispute Resolution Law Firm Of The Year - Bruun & Hjejle

Employment & Labour Law Firm Of The Year - Bech-Bruun

Intellectual Property Law Firm Of The Year - Horten

Law Firm Of The Year- Plesner

Management Consultants Of The Year - Copenhagen Consulting Group

Mergers & Acquisitions Law Firm Of The Year - Krommenn Reumert

Restructuring & Insolvency Law Firm Of The Year - Kammeradvokaten / Law Firm Poul Schmith

Tax Law Firm Of The Year - Plesner



# NORWAY

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Accountancy Firm Of The Year - Deloitte

Banking & Finance Law Firm Of The Year - BA - HR

Dispute Resolution Law Firm Of The Year - AdvokatFirmaet Thommessen AS

Employment & Labour Law Firm Of The Year - Arntzen de Besche AS

Intellectual Property Law Firm Of The Year - Bull & Co

Law Firm Of The Year - AdvokatFirmaet Thommessen AS

Management Consultants Of The Year - Capgemini

Restructuring Law Firm Of The Year - Selmer

Shipping Bank Of The Year - DNB

Shipping & Maritime Law Firm Of The Year - Wiersholm



# SWEDEN

Accountancy Firm Of The Year - Deloitte

Banking & Finance Law Firm Of The Year - Mannheimer Swartling

Competition Law Firm Of The Year - Mannheimer Swartling

Dispute Resolution Law Firm Of The Year - Hannes Snellman

Employment & Labour Law Firm Of The Year - DLA Nordic

Franchise Law Firm Of The Year - Sagell & Co

Insurance & Reinsurance Law Firm Of The Year - AdvokatFirman NorelidHolm

Internet Bank Of The Year - SkandiaBanken

Intellectual Property Law Firm Of The Year - Sandart & Partners

Mergers & Acquisitions Law Firm Of The Year - AdvokatFirman Vinge KB

Restructuring & Insolvency Law Firm Of The Year - Setterwalls

Tax Law Firm Of The Year - Wistrand Advokabyra



## RESTRUCTURING &amp; INSOLVENCY LAW FIRM OF THE YEAR



ELLINOR RETTIG

Senior Associate  
Setterwalls
 +46 31 701 17 00

 info@setterwalls.se

 www.setterwalls.se


## TAX LAW FIRM OF THE YEAR



TOMMY LUNDQVIST

Partner  
Wistrand
 +46 8 50 72 00 40

 tommy.lundqvist@wistrand.se

 www.wistrand.se


Setterwalls is one of Sweden's leading full-service law firms with a well established international network. They have a workforce of approximately 260, of which 190 are lawyers. They all share the same focus – to make clients' business more successful. At clients disposal are experienced specialists in all business-critical fields. Their ambition is at all times to be a flexible and astute legal partner. It is easy to cooperate with them and they are always easy to reach. This means that you can always obtain the assistance you need at any given time.

They have offices in the three largest cities in Sweden – Stockholm, Göteborg and Malmö. Everyone at Setterwalls shares the same focus – to make your business more successful. And to ensure that everything they do is top class. This is why they are easy to cooperate with and always easy to reach. They want to build long-term relations. The better they know each other, the better they can be a flexible legal partner which provides really effective advice and contributes to the company's long-term strategies.

That is why they are a full-service law firm. At Setterwalls, they have specialists within all business-critical fields and lawyers with specific experience in most industries. This means that they have both the legal skills and the in-depth knowledge of the specific conditions which apply to your industry.

That is why staffing is crucial. They will always field the best team. Depending on your wishes and the requirements of the situation, the team can consist of everything from an individual lawyer to a full team of specialists led by an experienced lawyer. That is also why they have a well-established

*"Setterwalls will always field the best team. Depending on your wishes and the requirements of the situation, the team can consist of everything from an individual lawyer to a full team of specialists led by an experienced lawyer. That is also why they have a well-established international network of leading law firms around the world."*

international network of leading law firms around the world. This means you can always get exactly the assistance you require at any given time, regardless of where in the world the issue arises.

That is why they take care of their employees and cultivate a corporate culture – they call it the Setterwalls' spirit – which is characterised by a friendly atmosphere, supportiveness of each other, appreciation of personal qualities and diversity. That leads to creativity and job satisfaction. They are no more than the sum of their employees and their success is based on their employees' competence and entrepreneurial skills. And on the fact that they think the job is fun.

As one of the oldest law firms in Sweden, Wistrand has acquired formidable expertise in business law. The firm has more than 185 employees in offices in Stockholm, Gothenburg and Malmö. Commitment, dynamics and expertise makes Wistrand one of Sweden's leading full-service law firms with vast experience of advising major and mid-sized companies and organizations across a broad spectrum of industries.

Wistrand's lawyers work in practice and industry sector groups allowing the firm to maintain top-class skills and industry knowledge. Wistrand is top ranked by leading international legal services directories in several practice areas including restructuring/insolvency, dispute resolution, energy and environment, insurance and shipping.

The firm was founded in Gothenburg in 1915 and was named after the lawyer Folke Wistrand, one of the prominent figures in modern Swedish business law. Wistrand set up offices in Stockholm and Malmö to meet the needs of a growing market.

They always approach legal issues with your perspective in mind. They seek creative solutions and synergies on the basis of strategic and tactical business needs. The sooner they come into process, the greater are the opportunities to identify, and create added value for any client.

Ethical, high-quality legal solutions are typical of Wistrand and naturally, we maintain strict confidentiality. Today's dynamic world of business is a driving force in competence development. Being able to identify market trends nationally and internationally has high priority in both their internal and external networks.

Wistrand's view of cooperation is equally important. They are easy to cooperate with and they always strive to find cost effective solutions which clearly add value. Together they make up the foundation of

*"Wistrand's lawyers work in practice and industry sector groups allowing the firm to maintain top-class skills and industry knowledge. Wistrand is top ranked by leading international legal services directories in several practice areas including restructuring/insolvency, dispute resolution, energy and environment, insurance and shipping."*

their corporate culture. Their values are also an expression of our client focus.

The company itself is dynamic, with an initiative that is flexible and committed while also being open to new trends and tendencies. As an organisation they are alert and are active, sensitive and open to change are important qualities which make them straightforward to work with.

It goes without saying that they are also committed, striving to create personal built on a high degree of integrity and accessibility. They also maintain a commercial focus, always approaching legal challenges from the client's perspective. Their legal advice will create maximum benefit for any business. Most importantly they are solution-focused, always working responsibly and methodically to identify the best and most costeffective solutions.

# FINLAND

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Accountancy Firm Of The Year - KPMG

Banking & Finance Law Firm Of The Year - Roschier

Capital Markets Law Firm Of The Year - White & Case

Competition Law Firm Of The Year - Castrén & Snellman

Corporate Finance Advisory Firm Of The Year - ProMan OY

Dispute Resolution Law Firm Of The Year - Attorneys At Law Borenius Ltd

Employment & Labour Law Firm Of The Year - Dittmar & Indrenius

Intellectual Property Law Firm Of The Year - Attorneys At Law Juridia Ltd

Law Firm Of The Year - Roschier

Mergers & Acquisitions Firm Of The Year - JPD Capital and Vision Hunters

Tax Law Firm Of The Year - Castrén & Snellman



## CORPORATE FINANCE ADVISORY FIRM OF THE YEAR



LARS WIKHOLM

Managing Director, Partner  
ProMan Oy

+358 9 6120 2610

lars.wikholm@proman.fi

www.proman.fi



## MERGERS &amp; ACQUISITIONS FIRM OF THE YEAR



RAINER HÄGGBLOM

Chairman  
Vision Hunters Ltd. Oy  
Senior Advisor  
JPD Capital Ltd. Oy

+358 40 555 9567

rainer.haggblom@visionhunters.com  
rainer.haggblom@jpdcapital.eu

www.visionhunters.com  
www.jpdcapital.com



**P**roMan Oy, founded in 1988, is a Finnish partner owned company focusing on implementing M&A transactions. ProMan is also one of the oldest and one of the leading M&A advisors focusing on mid-market transactions in Finland. In 2012 the company made most transactions of all the M&A advisors in Finland.

ProMan's core competence is in the management and implementation of the M&A transaction process in Finnish and international sell and buy mandates of companies. With the negotiation and implementation experience of over 120 transactions the firm can assure the best results for its clients.

The firm's client base consists of owners of companies, entrepreneurs, owner families and mid-sized stock exchange companies and international companies, who want to acquire a platform for their business in Finland. ProMan serves both Finnish and international companies. In every fourth of ProMan's transactions there has been a foreign buyer or seller.

The head office of ProMan is in Helsinki with a regional office in Salo. In addition to the firm's seven full time M&A specialists, the firm also has experienced advisory board members and globally 500 IMAP partners and their resources and experience to fall back upon.

Mr Wikholm commented on the trends he has observed within the M&A industry:

"Nowadays, even in midmarket transactions there are more and more cross border deals. That is why ProMan has been a member

*"ProMan's core competence is in the management and implementation of the M&A transaction process in Finnish and international sell and buy mandates of companies. With the negotiation and implementation experience of over 120 transactions the firm can assure the best results for its clients."*

of IMAP since 2002, with over 45 partner companies in more than 30 countries. The partnership in IMAP enables us to find potential foreign buyers to Finnish companies and to offer foreign companies for sale by our partners to Finnish companies. As evidence of the successful Nordic IMAP cooperation that we have, together with our Nordic IMAP colleagues, we made the most transactions of all the Nordic M&A advisors in five consecutive years from 2007 to 2011."

ProMan Oy continues to offer independent advisory services in implementing M&A transactions. Being independent from the finance providers guarantees an objective advisory service and the membership in the efficient IMAP network enables finding globally foreign buyers and sellers for its customers.

**J**PD Capital Ltd Oy and Vision Hunters Ltd Oy participated in the advisory of Munksjö and Ahlstrom Label and Processing merger. The transaction is currently being reviewed by the competition authorities.

JPD Capital and Vision Hunters are two separate companies. The former an independent boutique investment company and the latter a network of management consulting companies. There is a minority shareholding in JPD Capital by the Chairman of Vision Hunters but the companies work in adhering strict Chinese walls.

JPD Capital employs a handful of senior experts and Vision Hunters network a large number of consultants experienced in forest and other process industries and energy including operations improvement and environmental consulting.

Recently the forest industry has experienced severe problems in the printing paper business. The consumption has been decreasing resulting in severe overcapacity. There are, however, healthy businesses in the paper industry. Both carton board and specialty paper sectors are performing well.

Munksjö and Ahlstrom Label and Processing is a good example of positive consolidation strengthening the opportunities to further develop and sell demanding products servicing a wide variety of



clients and maintaining the health of the industry. Naturally neither carton board nor specialty papers are safe from the rapid expansion of the Chinese capacity in certain sectors but due to the European technical and marketing skills our view is that good and competent companies will be among the winning ones in this global competition. We are proud that we have had the opportunity to work in this transaction between Munksjö and Ahlstrom.

# ITALY

Accountancy Firm Of The Year - Baker Tilly International

Aviation Law Firm Of The Year - Vitale & Partners

Banking & Finance Law Firm Of The Year - Linklaters

Capital Markets Law Firm Of The Year - Allen & Overy

Competition Law Firm Of The Year - Bonelli Erede Pappalardo

Dispute Resolution Law Firm Of The Year - Freshfields Bruckhaus Deringer LLP

Employment & Labour Law Firm Of The Year - Trifiro & Partners

International Commercial Litigation Law Firm of the Year - Studio Legale Sutti

Investment Bank Of The Year - Mediobanca

Management Consultants Of The Year - KPMG

Mergers & Acquisitions Law Firm Of The Year - Chiomente Studio Legale

Private Equity Firm Of The Year - 21 Partners

Private Equity Law Firm Of The Year - Gattai, Minoli & Partners

Restructuring & Insolvency Law Firm Of The Year - Lombardi Molinari e Associati

Tax Law Firm Of The Year - Maisto e Associati



# AVIATION LAW FIRM OF THE YEAR

+39 06 3974 6128

milan.vitale@vitalegal.com

www.vitalegal.com



Vitale & Partners are an international law firm, with offices in Italy, U.S.A., Brasil, Romania, Armenia and Latvia, as well as legal, tax and business consultants from countries such as China, Russia, Montenegro and other.

“Studio Strutture”, an engineering firm, also co-operates with the law firm, in particular with regard to international construction and finance projects. They also have a co-operation relationship with Airbiz, an aviation, energy and business consultancy firm.

They started 50 years ago in Rome with the law practice of Prof. Avv. Paolo Vitale, one of the first experts to teach Banking Law in Italy, and author of several books, publications and manuals on Italian Banking Law. Prof. Paolo Vitale’s teaching of banking and financial law matters was then continued by his son and our partner Salvatore Vitale, who taught from 1999 to 2009 “International Law of Economics” at the University of Siena (Italy), and who is the author of a book on the legal aspects of international securitization transactions and several other publications and articles.

Some of their partners have also held top management positions in some multinational companies and major Italian companies, as well as served as member of the Board of Directors of international companies in the telecommunication and airline transportation sectors.

Other partners of the law firm have been appointed from time to time as

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trustees-in-bankruptcy, attending to the liquidation of the bankruptcy estates of companies in Italy and abroad.

Besides the traditional activity of the law firm in the banking and financial law sectors, they also have a thorough experience and a well-established practice in aviation, aircraft financing, leasing and repossession, train manufacturing and supplying, international transportation, labour, insurance, entertainment, bankruptcy, international trade and investments, debt restructuring and business re-organization, commercial law and contracts, international law, arbitration and litigation, immigration, telecommunication, international tax planning, green energy and environment.

# INTERNATIONAL COMMERCIAL LITIGATION LAW FIRM OF THE YEAR



STEFANO SUTTI  
Partner  
Studio Legale Sutti

+39 2 76204 1

maildesk@sutti.com

www.sutti.com



Studio Legale Sutti was founded in 1953 by Dr. Angelo Sutti, and has been since the turn of the centuries one of the largest independent law firms in Italy, and the largest in the Balkans, and one of the first interdisciplinary practices of the region, counting in its human resources as well patent attorneys, tax advisors, CPAs, private and computer forensic investigators.

Its activity as a business full-service firm is organised into four vertical departments, dealing respectively with Company-Commercial and Business Public Law, with Intellectual Property and Competition, with Labour and Employment Law, and with Tax Law. All of them have an emphasis on excellence in contentious work so that even SLS lawyers dealing exclusively with transactional matters are routinely required to undergo continuing education programmes pertaining to disputes in their respective fields of specialisation, including with regard to settlement negotiations, risk tree analyses, arbitration, ADR, administrative procedures, investigations and criminal proceedings. In fact, SLS is the only Italian international firm having developed for more than twenty years a high-profile white-collar criminal practice, dealing with the representation of both defendants and corporate victims.

Studio Legale Sutti, headquartered in Milan, has its own offices in several major Italian centres (namely Rome, Genoa, Venice, Bergamo, Monza), in Sofia, Bucharest, Belgrade and Zagreb, and an extensive network of local correspondents throughout the Italia, Bulgarian, Serbian and Croatian jurisdiction. In addition, it operates since the nineties two representation offices in London and in Tokyo, offering its Italian and Balkanian legal services to the local market and legal professionals. Another focus of Studio Legale

*“Studio Legale Sutti’s activity as a business full-service firm is organised into four vertical departments, dealing respectively with Company-Commercial and Business Public Law, with Intellectual Property and Competition, with Labour and Employment Law, and with Tax Law.”*

Sutti is in fact the representation of foreign interests in the countries where it is active, often upon instruction of the final clients’ domestic lawyers and solicitors.

Such services, besides of course English and the national language of the office concerned, can be offered in most European languages, as well as in Japanese.

Finally, many SLS partners and counsel hold teaching and researching position in major Italian universities, and have authored seminal books on legal subjects that are relevant to the firm’s specialisation, thus indirectly contributing to the overall reputation of the Firm.

# SPAIN

Accountancy Firm Of The Year - PwC

Bankruptcy & Restructuring Law Firm Of The Year - Uría Menéndez

Banking & Finance Law Firm Of The Year - Freshfields Bruckhaus Deringer

Commercial Bank Of The Year - Bankinter

Competition Law Firm Of The Year - Linklaters

Labour & Employment Law Firm Of The Year - Abdon Pedrajas & Molero

Maritime & Shipping Law Firm Of The Year - Albors Galiano Portales

Mergers & Acquisitions Law Firm Of The Year - Garrigues

Private Equity Law Firm Of The Year - Garrigues

Sports Law Firm Of The Year - Pinto Ruiz & Del Valle SL

Tax Law Firm Of The Year - Uría Menéndez

Wealth Management Law Firm Of The Year - Baker & McKenzie



LABOUR & EMPLOYMENT LAW FIRM OF THE YEAR

PRIVATE EQUITY LAW FIRM OF THE YEAR



ANTONIO PEDRAJAS QUILES  
Managing Partner  
Abdón Pedrajas & Molero

+34 91 590 39 94  
apq@abdonpedrajas.com  
www.abdonpedrajas.com



FERNANDO VIVES RUIZ  
Managing Partner  
Garrigues

+34 91 514 52 00  
fernando.vives@garrigues.com  
www.garrigues.com



With more than 40 years of professional practice and an excellent reputation, the law firm ABDON PEDRAJAS & MOLERO is a leading benchmark for labour and employment law in Spain. The firm's specialty practices include complex employment litigation and restructuring plans.

ABDON PEDRAJAS & MOLERO is the second largest niche employment firm in Spain. It has close to 50 lawyers. It has offices in Madrid and Barcelona and is now looking at opening its third office in Valencia.

Our Labor and Employment combines extensive experience in all employment and labor law specialties with ongoing training and a thorough understanding of the client's business. Our lawyers work closely with clients to provide efficient advice and establish a trusting relationship. Our practice is commended for its "client-focused philosophy," which ensures that clients' needs are precisely addressed and responded to in a timely fashion. The Firm offers innovative solutions to the multiple labor situations that arise when conducting business.

The firm was distinguished as the 2011 Spanish Labour & Employment Law Firm of the Year by Global Law Experts.

Professor Abdón Pedrajas Moreno was distinguished as Best Lawyer 2012- Labor and Employment.

*"Abdón Pedrajas & Molero offer a broad range of services, including strategic restructuring plans, board room and senior management disputes, changes to working conditions aiming at achieving flexibility at work, collective agreements, employment due diligence, employment disputes, including appeals to the Supreme and the Constitutional Courts."*

Seven of its Partners - Antonio Pedrajas Quiles, Iván López García de la Riva, Alfonso Pedrajas Herrero, Carlos Molero Manglano, Sonia Cortés, Miguel Arberas López and Marta Rodríguez Media - our also included in the Best Lawyer's International List - Labor & Employment.

Antonio Pedrajas Quiles belongs to the Best Lawyers International Advisory Board.

Garrigues is the Iberian Peninsula's leading tax and legal services firm in terms of professional headcount and billings. They know the industry inside out and provide value added to each and every one of their clients.

The history of the firm dates back to 1941, when brothers Joaquín and Antonio Garrigues Díaz-Cañabate founded the law firm J&A Garrigues, which went on to amass enormous prestige in the second half of the 20th century. Following the merger with Arthur Andersen, Asesores Legales y Tributarios (ALT) in 1997, the Firm took its place among Europe's largest and most influential practices. In 2002, in the wake of the disappearance of the Andersen Worldwide network, Garrigues opted to continue as an independent concern and embarked on a new phase, marked by the business-first approach and global vision that have made the Firm the market leader.

At present, the team is made up of more than 2,000 people and offers advice the world over on the whole range of business law-related matters. At Garrigues, they are in no doubt that a firm's chief asset is its people. The commitment and proven track record of the team are key to exceeding the expectations of each and every client and taking on engagements with competence and determination.

Garrigues has taken on board a commitment to attracting the finest talent and offering them the necessary tools and opportunities to enable them to fully develop their potential and talent. A structured career path, ongoing

*"Garrigues has taken on board a commitment to attracting the finest talent and offering them the necessary tools and opportunities to enable them to fully develop their potential and talent. A structured career path, ongoing training, and taking part in high-profile cases are the basic pillars in order to ensure this goal is met."*

training, and taking part in high-profile cases are the basic pillars in order to ensure this goal is met. Alongside an in-depth technical expertise, their professionals have a strategic and innovative, business-oriented outlook, enabling them to cater to the needs of each individual client and keep one step ahead of future developments.

By being constantly attuned to the situation on the ground in the business community, their team is ideally placed to offer integral advisory services, at all times to the same exacting standards and in line with strict ethical principles and codes of conduct.

# PORTUGAL

Bank Of The Year - CGD

Banking & Finance Law Firm Of The Year - Viera de Almeida & Associados

Dispute Resolution Law Firm Of The Year - Judice & Associados

Employment & Labour Law Firm Of The Year - Albuquerque & Associados

Energy Law Firm Of The Year - CMS

Insolvency & Restructuring Law Firm Of The Year - Linklaters

Intellectual Property Law Firm Of The Year - Garrigues

Law Firm Of The Year - Morais Leitão, Galvão Teles, Soares da Silva & Associados

Labour & Employment Law Firm of the Year - Albuquerque & Associados

Management Consultants Of The Year - Manpower

Mergers & Acquisitions Law Firm Of The Year - Morais Leitão, Galvão Teles, Soares da Silva & Associados

Pharmaceutical Law Firm Of The Year - Albuquerque & Associados

Private Equity Law Firm Of The Year - Uría Menéndez - Proença de Carvalho

Real Estate Law Firm Of The Year - Uria Menendez - Proenca de Carvelho

Tax Law Firm Of The Year - Garrigues

Technology, Media & Telecoms Law Firm Of The Year - Viera de Almeida & Associados





## PHARMACEUTICAL LAW FIRM OF THE YEAR LABOUR & EMPLOYMENT LAW FIRM OF THE YEAR



GONÇALO PINTO FERREIRA

Partner  
Albuquerque & Associados

+351 213 431 570

geral@albsa.pt

www.albuquerque-associados.com



**A**lbuquerque & Associados' main focus is on business law, from commercial contracts to financial law, including project finance, and from company law to securities law, as well as public law and litigation.

The firm's clientele comprises international corporations from around the world and some of the leading Portuguese conglomerates. Albuquerque & Associados is also engaged as a legal consultant by government authorities in Portugal and abroad.

The firm has set consistently high standards for legal services, seeking to combine sound scholarship with a customer-focused approach in which the client's needs and aims are paramount. In addition to our academic tradition, it is the firm's policy for its members to acquaint themselves fully with the business activities of each client, and the market in which they operate.

### Employment Law

Also under Gonçalo Pinto Ferreira management, the Labour Law Department of the firm has been heavily engaged in some of the most significant cases of Labour Law practice in Portugal, having obtained unparalleled experience in matters related to the collective termination of labour contracts in the context of large restructuring operations or closing of Companies as well as labour workforce and labour conditions restructuring.

Albuquerque & Associados labour Law department in the recent past created a number of innovative solutions for the Firm Clients concerning the management of corporate restructuring and industrial restructuring, transfer of business, management of work time and overtime, assessment

of employment law related risks and compliance, as well as restructuring of employment conditions at a company level. Albuquerque & Associados Law Firm has provided or is providing legal assistance to important national and international groups in transactions involving both general Labour Law practice and the restructuring of the workforce of Companies as well as the correlated aspects of Corporate Law.

The Labour Department also includes a robust structure particularly focused in labour Litigation, to cope with the client's demands in said area. The firm represents and performs the litigation activities for a great variety of sectors, such Post Services, Automotive, Chemical, Pharmaceutical and Health Industry.

### Pharmaceutical Law and Life Sciences Department

Under Gonçalo Pinto Ferreira management the Pharmaceutical Law and Life Sciences Department of the firm acts as legal advisor to a number of Portuguese and international clients, including some of the main international pharmaceutical and medical devices manufacturers operating in Portugal, being particularly focused on production, distribution, marketing authorizations, clinical trials, public procurement, sponsorship, anti-bribery, generics, information, advertising, competition, cosmetics, medical devices and pharmaceutical property rights.

He has positioned Albuquerque & Associados to be also equipped to deal with legal innovations in pharmaceutical law, such as pharmacovigilance and pharmaceutical liability, and the developing field of Biotechnology.

He is heavily engaged also in Compliance related matters, notably by being member of Compliance Committees in the Pharmaceutical and Medical Devices field.



ALBUQUERQUE & ASSOCIADOS  
SOCIEDADE DE ADVOGADOS RL · LL LAW FIRM

- Administrative Law
- Banking, Financial and Capital Markets Law
- Civil Law
- Commercial Law and International Contracts
- Constitutional Law
- Corporate Law and M&A
- Employment Law
- EU and Competition Law
- Insurance Law
- Intellectual Property and Copyright Law
- Litigation and Arbitration
- Maritime and Transport Law
- Pharmaceutical Law
- Real Estate, Construction and Tourism Law
- Tax Law
- Telecommunications and IT

Calçada Bento Rocha Cabral, 1 - 1250-047 Lisbon - Portugal

Tel. +351 213 431 570 Fax. +351 213 431 568

E-mail: geral@albsa.pt

www.albuquerque-associados.com

# GREECE

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Accountancy Firm Of The Year - BDO

Banking & Finance Law Firm Of The Year - Koutalidis Law Firm

Commercial Bank Of The Year - T Bank

Dispute Resolution Law Firm Of The Year - Dryllerakis & Associates

Employment & Labour Law Firm Of The Year- Lixouriotis - Theodosis & Partners Law Firm

International Tax Advisory Firm Of The Year - Deloitte

Investments Law Firm Of The Year - Karatzas & Partners

Intellectual Property Law Firm Of The Year - POTAMITISVEKRIS

Management Consultants Of The Year - Grant Thornton

Restructuring & Insolvency Law Firm Of The Year - Koutalidis Law Firm

Shipping & Maritime Law Firm Of The Year - DANIOLOS Law Firm



## INTERNATIONAL TAX ADVISORY FIRM OF THE YEAR



STELIOS KYRIAKIDES

Partner  
Deloitte Greece

+30 210 6781 358

stkyriakides@deloitte.gr

www.deloitte.gr



## RESTRUCTURING &amp; INSOLVENCY LAW FIRM OF THE YEAR



NIKOS KORISTAS

Managing Partner  
Koutalidis

+30 210 360 7811

nkoristas@koutalidis.gr

www.koutalidis.gr



In Greece, Deloitte operates a fully staffed office in Athens and Thessaloniki, providing integrated tax, audit, financial advisory and consultancy services. Deloitte's local expert tax team of over 100 skilled professionals, located in a fully functional premises technologically linked to its worldwide network, ensures that the full range of Deloitte's services are directly available to all companies. As a result of close collaboration and teamwork, the knowledge transfer to the client becomes easier and more efficient.

In support of Deloitte's commitment to "be the standard of excellence", the firm's approach is supplemented by a strong focus on region-specific needs, opportunities and subsequently, solutions.

The firm's experience and knowledge of the regional market's needs and characteristics are key strengths that are put behind every client. During its operations, the tax department of Deloitte Greece has provided services to some of Greece's most prominent companies, having gained extensive insight into the local market conditions and expertise.

Mr. Stelios Kyriakides, Tax Partner with Deloitte Greece, commented on how the firm can assist companies in the changing financial landscape of modern Greece:

"As the financial markets continue to evolve, enterprises are working to grow and maintain profits while adjusting to ever-changing regulations

*"In Greece, Deloitte operates a fully staffed office in Athens and Thessaloniki, providing integrated tax, audit, financial advisory and consultancy services."*

and the downturn's effects on profitability and performance. Successful enterprises will need to reassess their operating models and address the effects of regulatory reform, competitive dynamics, evolving markets and increase expectations from stakeholders. Deloitte offers a wide array of services that are specifically designed to protect and promote growth. In addition, to attest and tax, we offer services in areas such as risk management, regulatory compliance and technology solutions".

The firm's staff has a number of qualifications that cover a comprehensive range of industry sectors. Deloitte continues to offer clients a broad range of fully integrated tax services. Having one of the best teams in international tax, transfer pricing and indirect tax, its approach combines insight and innovation to help the clients' companies excel globally.

The firm was established in Kalamata in 1930 and subsequently moved to Athens in 1960. As of the 15th of January 2001 the firm complies with the provisions of the law on Lawyers' Firms. The full name of the firm is "Koutalidis Law Firm" and its registered seat is located in Athens (4 Valaoritou Str.). Our Firm, which is a leader in the Greek market, consists of twenty-eight (28) Partners and Associates, all of whom have outstanding national and international academic credentials and are members of either the Athens or the Piraeus Bar Association.

Through its team of highly specialized and experienced legal experts, the Firm aims to assist clients in identifying the key issues in any transaction or project and in providing the clients with practical and realistic solutions, while combining reliability with prompt responsiveness. In particular, the Firm provides reliable legal advice on all practices, including inter alia: Major Public Works-Concessions, Mergers & Acquisitions, Real estate Development, Banking and Finance, Privatizations, Labour and Pension Funds Law, Securities, Corporate and Commercial Counseling, Energy Law, Contracts and Negotiations, Administrative Law, Environmental Law, IT and Telecommunications, Intellectual Property, Litigation and Arbitration, Tax, Competition Law, Aviation and Data Protection.

Managing Partner is Mr N.C.Koristas and Deputy Managing Partner is Mr N.E. Pimblis. The Firm is consistently ranked in Tier I by all international directories of the legal profession, including the IFLR, Chambers and Legal500. Also, Koutalidis Law Firm has won the "Best Greek Law Firm Award" for 2012 by IFLR, the "Best Greek Tax Law Firm" for 2012 by the International Tax Review, the "Best Greek Law Firm Award" for 2008 by Chambers and Partners.

*"Koutalidis Law Firm was founded in 1930 and is regarded as one of the most prestigious top tier law firms in Greece. The firm is well known for the in-depth understanding of clients' businesses that enables them to deliver the quality of advice and service they expect."*

Koutalidis Law Firm was founded in 1930 and is regarded as one of the most prestigious top tier law firms in Greece. The firm is well known for the in-depth understanding of clients' businesses that enables them to deliver the quality of advice and service they expect.

They have advised on most of the high profile and groundbreaking transactions in Greece and are privileged with an excellent and varied client list that includes leading Greek and foreign corporations, major investment and commercial banks and financial institutions.

The work and commitment to providing excellent service and finding innovative solutions covering a variety of law and business sectors has been recognised by their clients and independent commentators.

# MACEDONIA

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Dispute Resolution Law Firm Of The Year - Polenak Law Firm

Financing Law Firm Of The Year - Debarliev Dameski & Kelesoska

Intellectual Property Law Firm Of The Year - PEPELJUGOSKI LAW OFFICE

Mergers & Acquisitions Law Firm Of The Year - Cakmakova Advocates



# INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR



PROFESSOR DR VALENTIN  
PEPELJUGOSKI  
Director  
Law Office Pepeljugoski

+389 2 3 211 005

vpepeljugoski@unet.com.mk

www.pepeljugoski.com.mk



**E**stablished in 1999 by Valentin Pepeljugoski, PhD, the Law Office Pepeljugoski is one of the most famous law offices in the Republic of Macedonia. Today it is a multidisciplinary law office that covers all legal areas of the civil and criminal law. The office is specialized for working in the field of intellectual property rights, unfair competition, telecommunication, media and advertisement. It is highly important to mention that a part of our everyday work is the company law, respectively trade law, customs law, corporate governance, contract law, finance law, tax law, consumers law etc. Nowadays as one of our most prestigious clients are famous companies in the energetic sector in the Republic of Macedonia which opens a new business field for our team.

In addition we have been present in Kosovo with our own branch office, dealing the issues of intellectual property law.

One of the most important characteristics of our team is the quality and efficiency in performance supported by various awards such as the prestige financial award Best Deal of 2007, recommended office of AFMA and recommended office for cooperation in Doing business 2007-2011, winner of the Finance Monthly Global award for Trademark law firm of the year 2012. Furthermore, Valentin Pepeljugoski has received several personal awards, among which Patent Lawyer of the Year in Macedonia in 2012 of the Corporate INTL – Legal Awards and Finance Lawyer of the 2013 in Macedonia, Leading Lawyer of 2013 – IFLR 2013.

Considering ourselves as pioneers in the field of intellectual property in the Republic of Macedonia we were and are honored to work with the leading companies in the country, in the region as well as wider in the borders of EU which is confirmed in our client list.

*"Law Office Pepeljugoski is a multidisciplinary law office that covers all legal areas of the civil and criminal law. The firm is specialized for working in the field of intellectual property rights, unfair competition, telecommunication, media and advertisement."*

The Office provides legal, administrative, misdemeanor and civil protection in front of the courts and administrative bodies in the Republic of Macedonia and cooperates with well known attorneys from Europe and from all around the world.

For providing complete services the Office cooperates on regular basis with notaries, enforcement agents, evaluators, private geodetic companies as well as official translators from all common spoken foreign languages. The communication with the clients in the Office is in English, German and French as well as in all spoken languages in the region (Serbian, Croatian, Bosnian, Bulgarian, Albanian, Slovenian)

The dedication of our team and the quality of the performed work helped us to become leaders in the field of business law and contract law. Therefore we are hired to consult as experts' vast number of public and private companies.



EUROPE

EUROPE

# MALTA

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Accountancy Firm Of The Year - KPMG

Banking & Finance Law Firm Of The Year - GANADO Advocates

Competition Law Firm Of The Year - Camilleri Preziosi

Corporate Tax Advisory Firm Of The Year - Fennech Farrugia Fiott Legal

Law Firm Of The Year - Mamo TCV - Advocates

Mergers & Acquisitions Advisor Of The Year - PKF

Maritime Law Firm Of The Year - Dingli & Dingli

Mergers & Acquisitions Law Firm Of The Year - Camilleri Preziosi



## ACCOUNTANCY FIRM OF THE YEAR

+356 2563 1000

kpmg@kpmg.com.mt

www.kpmg.com

Type  
Swiss Cooperative

Founded  
1987

Revenue  
US\$23.03 billion (2012)

Employees  
145,000 (2011)



**K**PMG in Malta provides audit, tax and advisory services. Established in 1969, they are one of the largest professional services firms in Malta today. With a balanced mix of international and local clients, their goal is to turn knowledge into value for the benefit of their clients, their people, and the capital markets. They continue to build on past successes thanks to a clear vision, rigorously maintained values and, above all, their people.

KPMG was formed in 1987 with the merger of Peat Marwick International (PMI) and Klynveld Main Goerdeler (KMG) and their individual member firms. Spanning three centuries, the organisation's history can be traced through the names of its principal founding members - whose initials form the name "KPMG."

KPMG in Malta provides a complete range of inter-related services to a wide spectrum of local and international clients. KPMG in Malta is a Maltese Civil Partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. Each KPMG firm is a legally distinct and separate entity and describes itself as such.

KPMG Malta's clients include business corporations, government departments and public sector companies. These clients look to KPMG for a consistent standard of service based on high order professional capabilities, industry insight and local knowledge. Their people embrace KPMG's values. These values determine how KPMG interact with clients, with each other and with the world. They define what the company stand for and how they do things.

*"KPMG in Malta provides audit, tax and advisory services. Established in 1969, they are one of the largest professional services firms in Malta today. With a balanced mix of international and local clients, their goal is to turn knowledge into value for the benefit of their clients, their people, and the capital markets."*

KPMG in Malta is one of the leading providers of audit, tax and advisory services. KPMG in Malta has 14 partners, 8 directors, and 260 professional staff. In addition the firm has about over 132 students enrolled in its Student Recruitment Program.

KPMG's Audit practice helps make sense of the new and increasingly complex risks in today's business world. They help organisations reflect these risks in their financial statements. KPMG's understanding of tax governance, specialist skills and the deep industry knowledge can help any client be competitive and compliant, not just locally but globally. Their advisory team combine specialist skills to provide objective advice and execution to help preserve and improve value.

## MERGERS & ACQUISITIONS ADVISOR OF THE YEAR



GEORGE M. MANGION F.C.C.A.,  
C.P.A.A., M.A. (FIN. SERVICES)

Senior Partner  
PKF Malta

+356 21493041

gmm@pkfmalta.com

www.pkfmalta.com/www.tunemalta.com



**G**eorge Mangion is a senior partner of an audit and consultancy firm (for 15 years a member of PKF International) and has over twenty five years experience in the financial services field. Mergers and Acquisitions involve complex issues that require the dedicated attention of experienced professionals and George has regularly assisted companies with effectively navigating through the myriad of tax, accounting, legal, regulatory, cultural and labour issues in cross-industry transactions to help manage compliance risks and potentially enhance their business. His multifunctional approach analyses and quantifies industry and country specific opportunities, and targets potential hidden costs and contingencies to help develop better positions.

Effective communication during these periods of change is always heavily incorporated in George's work in the field. He believes that implementing effective communication over the deal life cycle makes all the difference. George encourages a hands-on approach and works with clients to revisit the transaction structure and make sure it is in line with company strategy, and performs pre-sale due diligence that scrutinizes tax, financial and regulatory matters. This due diligence also estimates gains and losses, allocation and preservation of tax attributes and explores possible new tax structures that address the clients' objectives. George has seen that all clients are provided with post-transaction assistance thereby harmonizing the merging process. His extensive experience with working with debtors and creditors, both in-court and out-of-court restructurings resulted in favourable business and tax outcomes.

Ensuring that the anticipated value is captured from a transaction is especially critical in the current climate and since many organisations are increasingly conscious of the need to manage the increased risks, George targets cultural integration support thereby ensuring that the cultures are understood and managed in a thoughtful, structured and practical manner throughout integration.

In a recent transaction, George merged two companies in the gaming

industry with the intention of obtaining economies of scale and restructuring their operations to lower the cost of doing business. Another similar transaction was also implemented in the water sector wherein a State owned desalination enterprise, that was fully owned by a water service provider, was in a state of recovery and was encouraged to be integrated with its parent company. The desalination company was struck off the Register of Companies whilst the water service provider assumed the entire business and all its obligations. This merger resulted in efficient and economic operations because duplication of functions within both firms were eliminated to the benefit of the combined firm. Tax advantages have also been associated with this merger; losses of one company were used to offset against the profits of the firm that it had merged with which was a significant benefit to the newly merged entity. Due to a relevant clause in the Vat law there was an exemption for the entire transaction.

Another case involved a company that had three business areas - health care, property construction and beauty care. This company was shut down and struck off from the Registry, and the shareholders acquired three separate entities which resulted in exemptions obtained from capital gains and duty. These acquisitions offered each shareholder the possibility to completely focus their energy and resources on a specialised area, each business enjoyed a separate legal personality and a continuation of all the three business areas as a going concern.

George's efforts in the financial services industry have seen that PKF Malta has been instrumental in establishing many companies in Malta and placed PKF Malta in the forefront as professional financial service providers on the Island. George is a regular contributor to both local and foreign publications on business, financial services, taxation, mergers and acquisitions, company structure and insurance. He has also lectured and delivered presentations at numerous seminars and conferences worldwide, namely in Europe, South Africa, North and South America, Canada, Australia and the Caribbean.

# CYPRUS

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Accountancy Firm Of The Year - Consulco

Banking & Finance Law Firm Of The Year - Patrikios Pavlou & Co

Corporate Finance Law Firm Of The Year - Antis Triantafyllides & Sons

Dispute Resolution Law Firm Of The Year - Patrikios Pavlou & Co

Intellectual Property Law Firm Of The Year - Christo Patsalides

International Tax Planning Law Firm Of The Year - Christos Patsalides L.L.C.

Shipping & Maritime Law Firm Of The Year - Andreas Neocleous & Co LLC



## BANKING & FINANCE LAW FIRM OF THE YEAR



STAVROS PAVLOU

Senior & Managing Partner  
Patrikios Pavlous & Associates LLC

+357 25 871599

spavlou@pavlaw.com

www.pavlaw.com



## INTERNATIONAL TAX PLANNING LAW FIRM OF THE YEAR



CHRISTOS PATSALIDES

Founding and Managing Partner  
Christos Patsalides L.L.C.

+357 2267 7677

info@patsalides.com.cy

www.patsalides.com.cy



**P**atrikios Pavlou & Associates LLC is a multi-award winning international law firm based in Cyprus.

Founded in 1963 by Mr. Patrikios Pavlou, a barrister (Gray's Inn, UK) from Limassol, the Firm developed into a partnership, Patrikios Pavlou & Co, in the late 1970s. Through the years, the Firm's vision, dedication and experience led to a steady and successful growth and since July 2010, the law firm has evolved into a new entity, Patrikios Pavlou & Associates LLC.

The firm's highly trained legal team specialises in specific practice areas and with their combined skills and knowledge can provide expert comprehensive legal solutions on national and international law, according to the client's particular needs and requirements. With their combined skills and knowledge, the Firm's lawyers provide clients with specialised comprehensive legal solutions on national and international legal matters.

Today, Patrikios Pavlou & Associates LLC is one of the largest and most successful law firms in Cyprus with an esteemed network of associates and a strong client portfolio worldwide. The Firm invests continually in developing its expertise and high quality legal services in order to maintain its esteemed standard of customer satisfaction while further expanding the Firm both locally and internationally.

Patrikios Pavlou & Associates LLC has close links with reputable law firms worldwide and particularly strong associations in Europe, Middle East, and Asia. The Firm has an esteemed network of associates including international law firms such as Freshfields, White & Case, Gibson, Dunn & Crutcher, Baker Botts and many others. Furthermore, the Firm is a member of various professional international bodies and in 2007, the

*"Patrikios Pavlous & Associates LLC's highly trained legal team specialises in specific practice areas and with their combined skills and knowledge can provide expert comprehensive legal solutions on national and international law, according to the client's particular needs and requirements."*

Firm became a member of Euroadvocaten, an association of law firms in the European Union comprising of offices in 19 countries and totaling in excess of 450 lawyers.

Patrikios Pavlou & Associates LLC invests continually in developing their expertise and high quality legal services in order to further expand the Firm both locally and internationally. Today, the Firm continues the significant expansion it has enjoyed since 1963 and has a team of 30 advocates and legal consultants assisted by a team of 25 paralegal and administrative staff. The aim is to further grow their portfolio of associates through strengthening current collaborations and creating new ones. The participation of the Firm in international professional bodies, as well as, the prominent relationships with international law firms seeking a reliable Cyprus partner in their multinational projects, are the cornerstones of the Firm's future plans and strategies.

**T**he Law Firm of Christos Patsalides L.L.C. has been established in the legal world of Cyprus offering a wide range of legal services in 1996 in Nicosia, by the Managing Partner of the firm, Mr. Christos Patsalides.

Christos Patsalides L.L.C. offers a wide range of services covering all aspects of law.

Our values here at Christos Patsalides L.L.C. are professionalism, consistency, integrity and efficiency whilst the Company's 'Goal' is to provide only top quality services.

Our priority is our response to the specific characteristics and needs of each client with confidence and directness, and our aim is to provide the best possible service and solution to all legal issues that may arise in relation to each client's needs.

The quality of our services, our special and trusted expertise in the field of our firm's various departments together with the formation of the required structures for the speedy and efficient management and finalization of all the cases and claims of our clients have sealed the dynamic course of our firm in Cyprus.

We act for a particularly enlarged customer portfolio with high expectations, through excellent organization and professionalism, full secretarial support and sophisticated computer systems which ends up to the full implementation of all cases assigned.

Cyprus is a very attractive jurisdiction for doing business and especially international tax planning.

Some of the benefits one can enjoy by having a Cypriot company incorporated include the Cyprus Corporate tax of 10%, the lowest corporate tax in Europe, the Tax - exempt dividend income (subject

*"A very important part of Christos Patsalides LLC' services relates to the advisory support concerning tax matters, tax planning restructuring, consultation for investment funds, dividend distributions, tax differences, Capital Gains Tax, stamp duties, Value Added Tax and many more."*

to non-stringent conditions), no withholding taxes on payments of dividends; no taxation on profits from the sale of securities (no minimum holding period, percentage, etc), no taxation on profits of foreign permanent establishments, no capital gains or income tax on the disposal of the shares of a Cypriot company, broad double income tax treaty network, unilateral tax credit relief irrespective of the existence of a tax treaty, no substance, debt equity and thin capitalization rules, full adoption of all European union directives and many more and a sound legal system.

A very important part of our services relates to the advisory support concerning tax matters, tax planning restructuring, consultation for investment funds, dividend distributions, tax differences, Capital Gains Tax, stamp duties, Value Added Tax and many more.

An important part of the abovementioned services is being provided by our affiliated company, Christos Patsalides Corporate Management Ltd.

# ASIA/AUSTRALASIA



# ASIA/AUSTRALASIA

The scale and pace of Asia's transformation is unprecedented. In 2011, a study by the Asian Development Bank (ADB) found that an additional 3 billion Asians could enjoy living standards similar to those in Europe today, and the region could account for over half of global output by the middle of this century. To some, that suggestion may seem farfetched, however the booming economy doesn't look like halting any time soon.

Growth momentum in Asia was solid at the end of 2012 and economists are confident that 2013 will be even stronger than before. Rising private consumption and stronger inter-regional trade will spur a pickup in growth in developing Asia in 2013 and 2014, as economic activity in the US and Europe remains in the doldrums, according to the latest ADB study.

ADB's flagship annual economic publication, Asian Development Outlook 2013, forecasts gross domestic product growth in developing Asia of 6.6% in 2013 and 6.7% in 2014 as opposed to 6.1% in 2012. Although growth could be even stronger, Asia is clearly outperforming the world as well as other emerging regions.

It truly is the dawning of a new era – and that era goes by the name of the Asian Century. The belief in a future Asian Century predicts a 21st century dominance of Asian politics and culture which parallels the characterisation of the 20th century as the American Century, and the 19th century as the British Century.

With growing economies in Mongolia, Kazakhstan and Hong Kong to name a few it will

be interesting to see how these nations can shape the formation of the Asian Century in the coming years. Likewise, the active involvement of Australasia following the Australian Government outlining its intent with the release of their Australia in the Asian Century white paper.

Leading the way in this economic revolution is the largest country in the world. Many take the view that China will soon be, or has already become, a superpower having overtaken Japan as the second biggest economy in 2010. China's vibrant economy boasts a phenomenal infrastructure, ease of setting up a company and a robust manufacturing base which lures both international and small businesses to its jurisdiction alike.

Their biggest challenge to the crown appears to be that of India. While it cannot match China in terms of infrastructure or economic might, it does have a faster population growth and considerably younger population enabling a demographic advantage, further heightened by China's over 30 years' adherence to a one-child policy, that could make a difference in the decades to come as China's population ages and India's youthful labour market expands. Furthermore, India's booming U.S. – India trade relationship is already delivering a substantial mutual benefit with bilateral trade nearly quadrupling over the past decade to almost reach \$100 billion last year.

Irrespective of whether you believe the "dragon" will triumph the "elephant" in the battle to become Asia's linchpin – it is clear that prosperous times are ahead for all parties involved.



# ASIA/AUSTRALASIA

India	292	Malaysia	340
Pakistan	308	Philippines	344
Sri Lanka	312	Indonesia	346
Kazakhstan	316	Taiwan	352
China	320	Singapore	356
Hong Kong	326	Japan	358
Macau	330	South Korea	362
Thailand	334	Australia	366
Vietnam	336	New Zealand	370



# INDIA

Accountancy Firm Of The Year - Deloitte

Aviation Law Firm Of The Year - Rajinder Narain & Co

Banking & Finance Law Firm Of The Year - Gagrats

Boutique Litigation Law Firm Of The Year - Karanjawala & Company

Commercial Litigation Law Firm Of The Year - Rajinder Narain & Co

Corporate Law Firm Of The Year - Luthra & Luthra

Dispute Resolution Law Firm Of The Year - AZB & Partners

Foreign Investment Law Firm Of The Year - Lakshmikumaran & Sridharan

Financial Lawyer Of The Year - Dhir & Dhir

Full Service Law Firm Of The Year - Desai & Diwanji

Investment Bank Of The Year - Kotak Investment Banking

Intellectual Property Law Firm Of The Year - Lall & Sethi Advocates

Management Consultants Of The Year - Accenture

Mergers & Acquisitions Law Firm Of The Year - AZB & Partners

Niche Law Firm Of The Year - MS Mishra Associates

Patents Law Firm Of The Year - Lall Lahiri & Salhotra

Project Finance Law Firm Of The Year - Khaitan Sud & Partners

Securities Law Firm Of The Year - DH Law

Shipping & Maritime Law Firm Of The Year - MULLA & MULLA & Craigie Blunt & Caroe

Tax Advisory Firm Of The Year - BMR Advisors

Tax Law Firm Of The Year - Gagrats



# AVIATION LAW FIRM OF THE YEAR



RAJINDER NARAIN & Co.  
International Corporate Lawyers, India  
Est. 1950



RAVI NATH

Managing Partner  
Rajinder Narain & Co.  
and RNClegal



+91 9811 027 193



ravi.nath@rnclegal.com



www.rnclegal.com



# BANKING & FINANCE LAW FIRM OF THE YEAR



MR. R. J. GAGRAT

Partner  
Gagrats



+91 22 6752 9037



rjgagrat@gagrats.com



**R**avi Nath has 24 years of experience in Aviation related Laws including Aircraft equipment and facility financing, regulatory & litigation.

He was the Chair of the Aviation Committee of the International Bar Association, and is the Editor/Author of various Books and Papers on Aviation Laws. He regularly advises on major Aviation Transactions and issues. Clients include the main manufacturers, leading Banks and Financial Institutions and Lessors. Some of these are Boeing, Airbus, Embraer, Bombardier, Citibank, ABN Amro, Standard Chartered, Deutsche Bank, BNP Paribas, GECAS, ILFC, Aircastle, Airlease and Aercap. His practice includes Government regulations, companies, cross-border financing and securitization. During the last ten years he has advised on transaction in excess of US \$ 15 billion. The Legal 500 stated thus: "Ravi Nath's esteemed reputation as an aviation expert puts clear blue water between Rajinder Narain & Co. and its rivals..."

He is a frequent speaker at various conferences. He serves on the Legal Advisory Panel of Aviation Working Group.

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

*"Ravi Nath regularly advises on major Aviation Transactions and issues. Clients include the main manufacturers, leading Banks and Financial Institutions and Lessors."*

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

Education: B.Com.(Hons.), LL.B., Intl. & Comp. Laws (King's College London) PIL (Harvard). Work experience at: Sinclair Roche & Temperley, London. Personal: Lives in New Delhi along with family.

Office addresses:

- Shivam House, 14-F, Connaught Place, New Delhi 110 001, India

- Maulseri House, 7, Kapashera Estate, New Delhi 110 037, India

**T**he Firm

Gagrats has a broad based practice cutting across a wide range of legal disciplines, with Associate Offices in New Delhi and Dubai.

Most of the members of the Firm have attended prestigious universities in England, the U.S.A., and India, such as Cambridge, London, Harvard and The National Law School of India University.

Some of the Partners of the Firm have also qualified as Solicitors of the Supreme Court of England.

The members of the Firm have represented clients on significant Financings (including financings which were selected by Euromoney as the Deal of the Year and more recently by Air Finance in 2010 as the Deal of the Year), on some of the Largest Acquisitions in India and overseas, on Large Private Equity Deals and on Large Power Projects. The Firm has also represented Issuers on Securities Offerings including Offerings of American Depository Receipts (ADRs), Global Depository Receipts (GDRs), Foreign Currency Convertible Bonds (FCCBs) and Rights Issues.

The Firm has also been the recipient of Awards including the M & A International Global 2013 Award, The Finance Monthly Global Award 2013, the Corporate Livewire Global Award 2013, the 2013 Dealmaker Award, the ACQ Law Awards 2013, 2008 to 2012 Indian Law Firm Awards, the 2011 Global Awards, the 2011 and 2012 Indian Corporate Tax Law Firm Award, the 2012 Law Firm of the year Award for Tax – India, the 2011 Asian Mena Counsel Awards, the 2012 Dealmaker Award, the 2012 M & A Award, the ACQ Law Awards 2012 and been recognised as one of the Most Responsive Domestic Law Firms in India in 2011.

Gagrats has also been ranked as a Leading Law Firm by Chambers & Partners, Chambers Asia Pacific, Asia Pacific Legal 500, Asia Law Pro-

files, The IFLR 1000 and Which Lawyer PLC.

## Areas Of Practice

Arbitration, Aviation, Asset Based Finance, Banking, Capital Markets, Commercial Law, Competition Law, Copyright Law, Corporate Law, Energy Law, Exchange Control, Foreign Investment, Franchising, Information Technology, Infrastructure, Insurance, Intellectual Property, International Finance, Joint Ventures, Labour Law, Litigation, Mergers & Acquisitions, Mutual Funds, Mining, Oil & Gas, Power Projects, Privatisations, Project Finance, Private Equity, Real Estate, Securities Law, Securitisations, Shipping, Taxation (both Direct & Indirect), Technology Transfer, Telecommunications, TMT, Trademarks.

## MUMBAI, INDIA OFFICES

• 'Nirmal', 12th Floor, Nariman Point, Mumbai 400 021.  
T +91 22 67529037 - 52, F +91 22 67529053, gagrats@gagrats.com

• "Alli Chambers", N. Master Road, Fort, Mumbai 400 001  
T +91 22 22651724 - 25, F +91 22 22657876, gagrats@gagrats.com

## NEW DELHI ASSOCIATE OFFICE

• Plaza Cinema Bldg., Connaught Circus, New Delhi-110 001  
T +91 11 23322311, F +91 11 23713657, gagratdl@del2.vsnl.net.in

## DUBAI ASSOCIATE OFFICE

• 303, Sheikh Saud Building, Salaudinn Road, P.O. Box 22489, Dubai (U.A.E.)  
T +97 14 2725164, F +97 14 2725049, gardi@emirates.net.ae

## CONTACTS

Mumbai: Mr. R. J. Gagrat  
New Delhi : Mr. U. A. Rana  
Dubai: Mr. H. D. Gardi"

## BOUTIQUE LITIGATION LAW FIRM OF THE YEAR

RAIAN KARANJAWALA

Managing Partner  
Karanjawala & Company

NIDHIMA SAREEN

Associate  
Karanjawala & Company +91 11 4358 8888 / 8800 / 8899 karanjawala@karanjawala.in KARANJAWALA & COMPANY  
12th Floor Hindustan Times House, 18-20  
Kasturba Gandhi Marg  
New Delhi - 110001

## COMMERCIAL LITIGATION LAW FIRM OF THE YEAR

RAJINDER NARAIN & Co.  
International Corporate Lawyers, India  
Est. 1950

RAVI NATH

Managing Partner  
Rajinder Narain & Co.  
and RNClegal +91 9811 027 193 ravi.nath@rnclegal.com www.rnclegal.com

**K**ARANJAWALA & COMPANY was founded in 1983 by Raian and Manik Karanjawala and operates today out of two offices in New Delhi.

The Firm has six partners namely, Raian Karanjawala, Manik Karanjawala, Nandini Gore, Ruby Singh Ahuja, Sandeep Kapur and Meghna Mishra, and a strength of around 50 lawyers at present. Over the years Karanjawala & Company has come to dominate the litigation landscape and has serviced a wide variety of diverse clients from prime ministers to captains of industry to the biggest corporate houses and the largest media companies. It is equally at ease handling the day-to-day cases of ordinary litigants as it is handling the legal disputes of royal families. Though historically its practice began with a predominant Supreme Court and High Court emphasis, it has today expanded in a manner which ensures that it has a presence in all the subordinate courts and tribunals in the National Capital Region (NCR) and its services are often enlisted to handle litigation on a pan-India basis.

The firm has been conferred numerous awards, such as the European CEO "Best Dispute Resolution Team", India, 2009, India Business Law Journal's prestigious Indian Law Firm Awards, 2009, 2010, 2011 and 2012, Legal Era Awards: "Best Litigation and Arbitration Law Firm Award for 2011-2012" and the Corporate INTL Global Awards

*"Over the years Karanjawala & Company has come to dominate the litigation landscape and has serviced a wide variety of diverse clients from prime ministers to captains of industry to the biggest corporate houses and the largest media companies."*

"Boutique Litigation Firm of the Year in India - 2012".

The firm has been listed among the top-tier firms for dispute resolution in Asialaw Profiles 2011 & 2012. Karanjawala & Company was also listed in Asia Pacific Legal 500 as a top-tier firm in New Delhi for dispute resolution in 2006, 2007, 2010, 2012 & 2013 and in Chambers and Partners (Asia) as a "Band 1" firm for "Dispute Resolution: Litigation, New Delhi", and "Dispute Resolution, National" 2008 to 2012. Mr Raian Karanjawala was named one of the 50 most influential people in India by India Today magazine in 2004.

**M**r. Nath is a Partner at one of India's prestigious firms. He has been recognized several times by Euromoney and others, as one of India's leading lawyers in the fields of Mergers & Acquisitions, Aviation, Asset Finance, and Cross Border issues, Commercial Laws. He is listed in Who's Who and Legal 500. In the year 2003-2004 Mr. Nath served as President of the Inter Pacific Bar Association. He was the Chair of a Committee of International Bar Association, London in 2008 and now serves on its Credentials Committee.

Some of the more well known companies he advises are Boeing, Bechtel BMW, United Technologies, Airbus, Altana, Sony, UBS, Exim, Hermes Coface, Deutsch Bank, BNP Paribas, ANZ and Barclays. He has rich experience of having advised on a number of joint ventures and ventures in India for some of the aforesaid clients which ventures are successfully operating in India. He is frequently invited to address International gathering on investments in India.

The Bar Association of India's highest honour was conferred on Mr.Nath by The Chief Justice and the Law Minister. At the invitation of the US State Department, Mr. Nath, along with the President of the Bar Association of India was invited to conduct a two day seminar on India's Commercial and Corporate Laws which was attended by many leading overseas lawyers. He was invited to con-

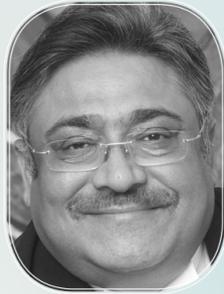
*"Ravi Nath has been recognized several times as one of India's leading lawyers in the fields of Mergers & Acquisitions, Aviation, Asset Finance, and Cross Border issues, Commercial Laws."*

tribute a paper on certain aspects of India's Corporate laws (along with India's Finance Minister). Both are available as Books.

Two of the Firm's partners were elevated as Chief Justices of High Courts and one was the President of Bar Association.

Education & Personal: B.Com.(Hons.), LL.B., Intl. & Comp. Laws, (King's College London) and PIL (Harvard). Apprenticeship: at erstwhile Sinclair Roche, London, Lives in New Delhi along with wife. Two children.

## CORPORATE LAW FIRM OF THE YEAR



RAJIV K. LUTHRA

Founder and Managing Partner  
Luthra & Luthra Law Offices

+91 11 4121 5100

delhi@luthra.com

www.luthra.com



## DISPUTE RESOLUTION LAW FIRM OF THE YEAR



RAJENDRA BAROT

Partner  
AZB & Partners

+91 22 6639 6880

rajendrabarot@azbpartners.com

www.azbpartners.com



**Luthra & Luthra Law Offices**  
Luthra & Luthra Law Offices ("Luthra & Luthra" or the "Firm") is a 'full service' law firm with a legal practice in the areas of Corporate & Commercial (including Institutional Investments), Infrastructure & Project Finance, Policy & Regulatory, Intellectual Property & Trade laws and Litigation & Alternate Dispute Resolution Mechanisms. The Firm has the most efficient and competent group of lawyers and support staff to provide our clients with the highest quality of services available in this part of the globe.

The Firm also enjoys the unique distinction of being India's first ISO 9001-2000 certified law firm, which has now been upgraded to ISO 9001:2008 in 2009. This is a reflection of the high quality standards maintained by it.

With a total of 32 partners for Corporate, 13 partners for Litigation and over 250 lawyers qualified in multiple jurisdictions, each of whom is supported by a dedicated team of paralegal and other technical, administrative and financial staffs; Luthra & Luthra is one of the largest law firms in India. The Firm has its offices in New Delhi, Mumbai and Bangalore in India.

It takes pride in its reputation of providing punctual and cost-effective advice whilst upholding the highest ethical standards. Each task undertaken by the Firm is assigned to a team headed by a partner which, then, directly co-ordinates with the client. For its services, the Firm usually charges on an hourly basis at rates comparable to those charged by other established Indian law firms for transactions.

**Mr Rajiv Luthra**

Rajiv K. Luthra was awarded the 'National Law Day Award' by the Prime Minister of India with a citation 'In recognition of his singular contribution to the practice of corporate and commercial law in India and for being one of the country's earliest pioneer in international transaction lawyering.'

Rajiv K Luthra recently won the 'Lifetime Achievement Award' for his accomplishments and achievements in The International M&A Sector by the 4th An-

*"Luthra & Luthra has amassed an enormous amount of knowledge capital that has been built in the passing of every year, every month and every single day. The Firm's depth of experience and comprehensive industry focus distinguish us from other law firms and inspire our clients' and colleagues' loyalty and satisfaction."*

nual International M&A Advisor Awards 2012 in New York. . He also participated as a panelist on the India panel, which he shared with C. W. Downer & Co., White & Case LLP and Marco Polo Asset Management. This award was won by leading M&A attorney H. Rodgin Cohen Senior Chairman of Sullivan and Cromwell last year and by Charles W. Downer, founder of Global Investment Bank, in the year 2010.

Mr. Luthra contributes the experience and expertise he has gathered over the course of his career to the development of laws and formulation of policies, and serves on numerous committees and advisory bodies. The Government of India has appointed Mr. Luthra to the Advisory Board to the Competition Commission of India and to the 'Competition Advocacy Steering Committee'. He has been nominated by the Planning Commission of India to an expert panel to formulate a 'National Competition Policy' for the 11th Five Year Plan. The Ministry of Commerce appointed him Convener of the Joint Economic and Trade Committee (JETCO) between India and the UK formed to advise the Government of India on the liberalisation of legal services under the General Agreement on Trade in Services (GATS). He is also a member of the City of London Advisory Council for India, and a Member of the National Executive Committees of both the Federation of Indian Chambers of Commerce and Industry (FICCI) and the Confederation of Indian Industry (CII)."

**A**ZB & Partners is one of the prominent law firms in India. We assist our clients in determining their dispute resolution strategy and also in advising them as to the various litigation risks involved in their matters, endeavouring to safeguard and promote their best interests. We work closely with clients in drafting necessary pleadings and statements, liaising with specialized counsel and regularly attending hearings in various courts along with specialised counsel where necessary.

We have been extensively engaged in the practice of Civil, Criminal (economic offences), Commercial and Constitutional Law litigation in multiple fora including the Supreme Court of India, various High Courts and other courts and tribunals. We have also conducted numerous arbitrations, both domestic as well as international commercial arbitration.

We have and continue to represent clients in multi-jurisdictional arbitration matters before various international institutions including the ICC, UNCITRAL, London Court of International Arbitration, Swiss Chamber of Commerce and the Singapore International Arbitration Centre. We have also been actively involved in arbitration proceedings under New York law on behalf of a media conglomerate, where Indian law issues underscored the arbitration proceedings.

We also represent leading corporate houses before the Securities & Exchange Board of India. Our members appear before the Company Law Board, the Central Excise and Gold (Control) Appellate Tribunal, Consumer Redressal Fora, Revenue Tribunals and the Telecom

*"AZB Partners assists their clients in determining their dispute resolution strategy and also in advising them as to the various litigation risks involved in their matters, endeavouring to safeguard and promote their best interests."*

Regulatory Authority of India. We have a broad range of expertise in handling all sorts of disputes.

The firm has received wide international acclaim within the legal sphere, some of which include being rated as a Band 1 firm in Dispute Resolution by the Chambers & Partners Global Guide, 2010. We have been rated as one of the top leading firms in India in the practice areas of Dispute Resolution: Litigation, 2010 by Chambers Asia. AZB & Partners was awarded the 'Arbitration, Litigation and Dispute Resolution Law Firm of the Year' for India at DealMakers Law Awards, 2011. AZB & Partners has been awarded 'Law Firm of the Year' for Arbitration – India, 2012, at the DealMakers Country Awards 2012. AZB was voted by clients in Asian- Mena Counsel's Firm of the Year 2012 and 2011 as the most preferred external counsel in the International Arbitration.

## FINANCIAL LAWYER OF THE YEAR



GIRISH RAWAT

Attorney  
Dhir & Dhir Associates

+91 11 42410000

girish.rawat@dhirassociates.com

www.dhirassociates.com



**G**irish Rawat is an accomplished attorney working with Dhir & Dhir Associates, a leading law firm in India. His areas of practice includes banking and finance, corporate & commercial, debt capital market, intellectual property rights, private equity, M&A and real estate.

Girish specializes in types of asset based finance, securitisations, project finance, property finance, leveraged finance, bond issues, capital markets, development funding and general corporate and investment financing in both a national and international context. He has acted for both lenders and borrowers across different industry sectors and has significant experience in structuring complex debt transactions.

Further, Girish has advised various companies and corporations on public issue/ private placement of various series of secured, non-convertible, redeemable, taxable/ tax free bonds in the nature of debentures and also on raising finance for their business, by way of external commercial borrowings. Recently, he advised National Housing Bank on the public issue of tax free bonds aggregating to INR 37.5 Billion.

Legal 500 has also recognized and has recommended Girish for his work in the practice areas of "Banking, Finance and Capital Markets" (Edition 2012). Further, he has been awarded the title "Financial Lawyer of the Year 2012- India" at the Finance Monthly Global Awards, 2012.

### Dhir & Dhir Associates

Dhir & Dhir Associates is a multi disciplinary law firm established in 1993, having its offices at Delhi and Mumbai. The Firm has seven part-

*"Girish Rawat specializes in types of asset based finance, securitisations, project finance, property finance, leveraged finance, bond issues, capital markets, development funding and general corporate and investment financing in both a national and international context. He has acted for both lenders and borrowers across different industry sectors and has significant experience in structuring complex debt transactions."*

ners supported by a large team of professionals including lawyers, chartered accountants, MBAs and technocrats etc.

The firm focuses on Aerospace & Defence, Anti-dumping and International Trade & WTO, Anti-trust & Competition, Banking & Finance, Capital Markets & Securities Law, Corporate & Commercial, Corporate Restructuring & Insolvency, Dispute Resolution & Arbitration, Employment, Healthcare, Food & Drug, Infrastructure & Energy, Intellectual Property Rights, Technology & Outsourcing, Joint Ventures, Mergers & Acquisitions, Private Equity, Media & Broadcasting, Real Estate and Telecommunications.

## FULL SERVICE LAW FIRM OF THE YEAR

VISHWANG DESAI

Partner  
Desai & Diwanji

+91 (22) 3984 1000 / 2265 1682

vydesai@desaidiwanji.com



**The Firm**  
Founded on 1 April 1935, Desai & Diwanji is one of India's leading law firms, helping clients achieve their goals by combining the highest global standards with local expertise.

With offices in Mumbai, New Delhi and Gurgaon, Desai & Diwanji is also amongst India's largest law firms.

The firm focuses on the core areas of commercial activity:

corporate and M&A; capital markets; banking, finance & insurance; project finance; energy, natural resources and infrastructure; aviation; admiralty & maritime; technology, media & telecommunications; life sciences & pharmaceuticals; outsourcing; real estate & construction; litigation & dispute resolution.

We also have cross-practice groups formed to respond to the needs of our clients and the market and which comprise lawyers drawn together from a range of our main practice areas, to offer legal advice covering sector-wide issues.

### Practice Areas

Desai & Diwanji provides flexible support for day-to-day business needs as well as for specific transactions. With specialised knowledge of both the legal framework as well as the specific business requirements of various industry sectors, our team of lawyers work on some

of the most challenging, complex and stimulating transactions in India. The firm is structured around the following practice areas:

- Mergers and Acquisitions
- Equity Capital Markets
- Banking, Finance and Insurance

*"With specialised knowledge of the legal framework and business requirements of varied industry sectors, Desai & Diwanji's lawyers work on the most challenging, complex and stimulating transactions in India."*

- Project Finance
- Energy, Natural Resources and Infrastructure
- Aviation
- Admiralty and Maritime
- Technology, Media and Telecommunications
- Life Sciences and Pharmaceuticals
- Employment, Employee Benefits and Executive Compensation
- Outsourcing
- Real Estate and Construction
- Litigation, Dispute Resolution and Insolvency

### Our Clients

We are privileged to work with an impressive array of highcalibre corporations, financial institutions, funds, and governments. Our continuing success relies on our building and sustaining the trust of our clients. We aim to build longterm relationships with them – relationships that over time take the form of a real partnership.

## MERGERS & ACQUISITIONS LAW FIRM OF THE YEAR



ZIA MODDY

Managing and Founding Partner  
AZB & Partners

+ 91 22 6639 6880

zia.moddy@azbpartners.com

www.azbpartners.com



## NICHE LAW FIRM OF THE YEAR



MANU SHANKER MISHRA

Managing Partner  
M S Mishra Associates

+91 11 2922 3060

info@msmishraassoc.org

www.msmishraassoc.org



**A**ZB & Partners is one of the prominent law firms in India. Our aim is to provide clear, concise and practical advice based on an in-depth knowledge of the legal, regulatory and commercial environment within which our clients operate and a full understanding of their overall business objectives.

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

The firm has received wide national and international acclaim within the legal sphere, some of which include the 'Law Firm of the Year - India' and 'Best Overall Law Firm - India' as well as Firm

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

for the Year for 14 practice areas at India Business Law Journal's Indian Law Firms Awards, 2011. AZB & Partners has received the 'Most Active Legal Advisor - M&A' and 'Most Active Legal Advisor - PE' based on transactions for the year 2011, at the 2012 Apex Awards, the firm has also been ranked as a 'Tier 1 Firm' for Corporate / M&A, Projects & Energy, Real Estate and Tax and received the 'Best M&A Law Firm Award' at the Legal Era Awards 2012.

**U**nknotting loop theta, we have the theta of regression as a parameter vector theta hat and a theta star operation can be performed. The beta star operation can also be performed to calculate the cost of equity or debt. The first moment condition of statistics is the unconditional expectation of p must equal the steady state mean.

The first order auto-co-relation is the unconditional mean and variance.

Reconstruction gives a line joining the curves on the punctured plane of the cuboid as convex risk preferences exist. Difficulty arises with asymmetries of information and absence of market conservation rules. Convex optimization is done with hyper-planes and half space and operations preserve convexity by perspective as the image and the inverse image are convex. Optimal methods correspond to resource vectors as eigen-values are optimized with generalized inequalities defined by a cone and maximum value ellipsoid inscribed in a convex set. Stability requires delta and double cone solution for the two rings and a multiple point momentum analysis.

A resolution can lead to a single point appearing on a side of the cuboid.

The relationship between individual and social indifferences and preferences show irreflexivity and quasi-transitivity of preferences as transitive ordering of preferences leads to notion of unrestricted domain but governments put reasonable restrictions. In determining the optimal size or level of public expenditure it is the value that corresponds most closely to individual preferences. As uncertainty is about the states of the world because they cannot be conceived in the present position, thus cannot be anticipated when we consider a hypothetical global state as perceived, and an emerging state and the third state we have a probability space and a probability distribution can be applied to a possible range of outcomes i.e risks.

*"M S Mishra Associates is an award winning full service law organization. the firm's team of professionals have expertise in nearly all the major fields of law."*

Ignoring how revenue raised by taxes are spent we can calculate the costs, burden and shifting the burden of taxation, and a compensated response as movement around the same indifference curve.

Fixed and variable voter preferences are taken into account in responsive and strategic government action.

Weighed sum of utilities on alpha would indicate consumers utility to overall social welfare, the more egalitarian a society is, the more its social indifference curves approach right angle and tax curve becomes a gentle slope. Government's tax choices are restricted by its budget constraint which gives the target revenue from loop theta, then second best optimal are considered.

International tax issues are tax competition and tax harmonization designed with the objective of keeping taxes neutral with respect to trade. "We are involved in development of admissible corporate strategies in a growing economy." The politico-economy model of the European Union to join the currency area suggests a similarity of preferences over inflation and unemployment.

## PROJECT FINANCE LAW FIRM OF THE YEAR



TANUJ SUD

Partner  
Khaitan Sud & Partners,  
Solicitors & Advocates

+91 11 41552824/25

tanuj.sud@kspartners.co.in

www.kspartners.co.in



## SHIPPING &amp; MARITIME LAW FIRM OF THE YEAR



SHARDUL THACKER

Partner  
Mulla & Mulla  
& Craigie Blunt & Caroe

+91 22 22044960

info@mullaandmulla.com

www.mullaandmulla.com



**K**haitan Sud & Partners, Solicitors & Advocates is a leading full-service law firm in India with principal offices in New Delhi, Mumbai and Bengaluru and associate offices at Chennai, Chandigarh, Hyderabad, Kochi and Kolkata.

The Firm is renowned for its litigation, project finance, infrastructure and banking, insurance and corporate and commercial practice and is regularly engaged by various banks, financial institutions, public and private corporations and entrepreneurs for its services. The Firm has, since its inception, been providing top quality services across industry sectors and practices, adding newer dimensions to its service capabilities to match the growing needs of the client. The Firm thrives on the skills and commitment of its experienced, enterprising, innovative and well informed team of professionals with outstanding academic and professional records and believes in achieving excellence, integrity and ethics in all its dealings.

The Firm is a member of LNI Oasis (one of the leading networks of international law firms) which gives it access to lawyers in more than 50 countries across the world. As a result, the Firm has extensive international capabilities across all its verticals, and has the ability to call upon global expertise where required. The Firm believes in continuously expanding the multi-jurisdictional reach of its services with a view to provide seamless and quality cross border legal services to meet the client needs.

The Firm has noteworthy achievements in areas such as infrastructure projects, project financing, insurance and arbitration. In the infrastructure sector, the firm has worked in power, highways, oil and gas, manufacturing, steel and renewable energy and has rendered,

*"Khaitan Sud & Partners, Solicitors & Advocates is renowned for its litigation, project finance, infrastructure and banking, insurance and corporate and commercial practice and is regularly engaged by various banks, financial institutions, public and private corporations and entrepreneurs for its services."*

documentation and advisory services in connection with these engagements.

In the recent past, the Firms' Project Finance practice has been successively rated among the top 10 practices in India and has also been recognized by IFLR1000 in its guide to the leading financial law firms in the world. The Firm has also made a mark in the field of Insurance and Reinsurance by winning the *India Business Law Journal's* prestigious Law Firm of the Year Award - Insurance and Reinsurance (2012), in the said practice area.

The Firm thrives on a solution based approach and strongly believes in building trusted relationships with its clients and developing a deep understanding of their needs to assist them in successfully meeting challenges that are often presented in commercial associations and ventures, through accurate and commercially driven legal advice.

**F**ounded in 1895, by Sir Dinshaw Mulla, the firm M/s Mulla & Mulla & Craigie Blunt & Caroe has emerged as one of India's largest and most prestigious full service law firms. With 14 partners and over a 100 fee-earners, it is one of India's leading law firms proudly acting as Indian legal Counsel to numerous multi-national companies, several large Indian corporates and a number of Fortune 500 Companies. Partners and lawyers of the firm are members of the IBA, ABA, IPBA, INTA, AMLC and concentrate on different practice areas providing specialist legal, commercial & technical services to clients. The firm's in-depth knowledge and sound understanding of commercial and market realities results in providing relevant solutions which are legal and of real commercial value.

The firm's admiralty law practice has a worldwide reputation as specialists in all aspects of shipping laws. Acting for ship owners, charterers, hull & cargo insurers, P&I and Defense Clubs, salvage & tug companies, container handlers, shipbuilders and bunker suppliers, it has also acted for international lenders in over 300 ship finance deals in the last decade.

Bolstered with a robust litigation and dispute resolution practice, in the last decade, the firm has handled over 700 ship arrests in India and 50 arbitrations relating to shipbuilding, oil & gas exploration and charterparties. The firm advises insurance companies in marine insurance, collisions, hijacking, maritime frauds, pollution liability and war risks and interacts with marine surveyors and P&I Clubs.

The firm is ranked among the leading law firms in India by a number of publications. Some of the firm's recent awards include Global Awards 2013 in Shipping & Maritime Law Firm of the Year, India by Corporate LiveWire, Maritime Law Firm of the Year 2013, India by Global Law Experts, Country Awards 2012 in Shipping & Maritime - India by Lawyers World, Legal Awards 2012 in Shipping & Maritime Law Firm of the Year - India by Lawyer Monthly; Leading Lawyer Awards 2012 in Shipping & Maritime by Lawyers World; Top Tier Firm and Recommended Firm 2012 by AsiaLaw; Recommended Firm 2012 by IFLR- Legal Me-

*"Mulla & Mulla is one of India's leading and most prestigious law firms proudly acting as Indian legal Counsel to numerous multi-national companies, several large Indian corporates and a number of Fortune 500 Companies. Mulla & Mulla's in-depth knowledge and sound understanding of commercial and market realities results in the firm providing relevant solutions which are legal and of real commercial value."*

dia Group; Global Leading Firms Top Tier Rankings 2012 for the "Most Trusted Law Firm of the Year in Shipping & Maritime in India" by Deal-Makers Monthly; Law Awards 2012 for the "Most Trusted Law Firm of the Year in Shipping & Maritime in India" by Lawyers World; Maritime Law Firm of the Year India 2012 by Corporate INTL; Shipping & Maritime Law Firm of the Year India 2012 by Corporate Live Wire; Leading Lawyer Award 2012 in Shipping & Maritime by Lawyers World; Shipping & Maritime Law Firm of the Year India 2012 by ACQ Global Awards.

Key partners are Dr. B.S. Bhesania and Mr. Shardul Thacker, both seasoned admiralty practitioners of world repute. Dr. Bhesania, handles port related matters, has been recognised by **Who's Who Legal** and is author of *Commentaries on Major Ports Trusts Act, 1963*. Mr. Thacker has been awarded **Banking & Finance and Shipping 2012 and 2011** by Chambers Asia Pacific and **Leading Lawyer Award for Shipping and Maritime** from 2003 to 2012 by Asia Law Publication. He is the India correspondent for *Lloyd's Maritime and Commercial Quarterly* and contributes to the *India section of the Maritime Law Handbook* by Kluwer Law.



# TAX LAW FIRM OF THE YEAR



MR. R. J. GAGRAT

Partner  
Gagrats

+91 22 6752 9037

rjgagrat@gagrats.com



Gagrats has a broad based practice covering a wide range of legal disciplines. Most of the members of the firm have attended prestigious universities in England, the US and India. Some of the Partners of the Firm have qualified as Solicitors of the Supreme Court of England.

The Firm has represented clients on significant transactions, including cross border financings, large acquisitions and disposals in India and overseas, private equity deals, power projects and securities offerings of American depository receipts (ADRs), global depository receipts (GDRs) and foreign-currency convertible bonds (FCCBs).

Members of the Firm's Aviation and Finance Practices have been involved in Deals selected by Euromoney and Air Finance as the "Deal of the Year".

The Firm has been the recipient of several Awards including the Indian Law Firm Awards from 2008 till 2012, and more recently the M & A International Global 2013 Award, Finance Monthly Global Award 2013, ACQ 2013 Law Firm Awards for Aviation, Tax and Corporate Tax, 2013 Deal Maker Award, 2012 M & A Award, 2012 Law Firm of the year Award for Tax-India, 2012 Deal Maker Award, ACQ 2012 Law Firm Award for Aviation, 2012 Indian Corporate Tax Law Firm Award, 2012 Indian Law Firm Award, 2011 Global Award, 2011 Asian Mena Counsel Awards and been recognized as one of the Most Responsive Law Firms in India.

Gagrats has also been ranked as a Leading Law Firm by Chambers & Partners, Chambers Asia Pacific, Asia Pacific Legal 500, Asia Law Profiles, The IFLR 1000 and Which Lawyer PLC.

#### MUMBAI, INDIA OFFICES

• 'Nirmal', 12th Floor, Nariman Point, Mumbai 400 021.  
T +91 22 67529037 - 52, F +91 22 67529053, gagrats@gagrats.com

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• "Alli Chambers", N. Master Road, Fort, Mumbai 400 001  
T +91 22 22651724 - 25, F +91 22 22657876, gagrats@gagrats.com

#### NEW DELHI ASSOCIATE OFFICE

• Plaza Cinema Bldg., Connaught Circus, New Delhi-110 001  
T +91 11 23322311, F +91 11 23713657, gagratdl@del2.vsnl.net.in

#### DUBAI ASSOCIATE OFFICE

• 303, Sheikh Saud Building, Salauddin Road, P.O. Box 22489, Dubai (U.A.E.)  
T +97 14 2725164, F +97 14 2725049, gardi@emirates.net.ae

#### CONTACTS

Mumbai: Mr. R. J. Gagrat  
New Delhi : Mr. U. A. Rana  
Dubai: Mr. H. D. Gardi"



# PAKISTAN

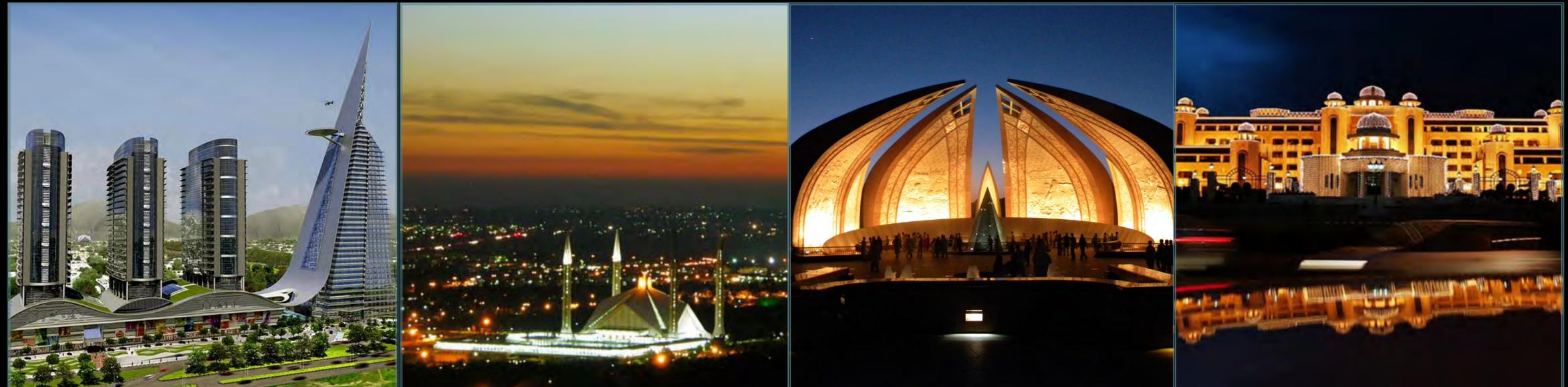
Dispute Resolution Law Firm Of The Year - Bhandari Naqvi & Riaz

Infrastructure & Energy Law Firm Of The Year - Kabraji & Talibuddin

Intellectual Property Law Firm Of The Year - United Trademark

Law Firm Of The Year - Liaquat Merchant Associates

Real Estate Law Firm Of The Year - Manviwalla & Zafar



## INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR



HASAN IRFAN KHAN

Senior Partner  
United Trademarks  
and Patent Services

-  +92 42 3628 5581-4
-  [unitedtrademark@unitedtm.com](mailto:unitedtrademark@unitedtm.com)
-  [www.utmps.com](http://www.utmps.com)



## LAW FIRM OF THE YEAR



MR. LIAQUAT MERCHANT

Senior Partner  
Liaquat Merchant  
Associates

-  +92 21 358 351 01 104
-  [l.merchant@liaquatmerchant.com](mailto:l.merchant@liaquatmerchant.com)
-  [www.liaquatmerchant.com](http://www.liaquatmerchant.com)

**The firm**  
United Trademarks and Patent Services is a leading firm of lawyers and consultants specialising in intellectual property rights and issues. The firm serves its global and regional clients in more than 189 jurisdictions around the world, with quality service that has won it the strong position it holds today within this specialised field of law. Services offered include: searching, filing, prosecution, registration, licensing, franchising, transfer of technology, arbitration, dispute resolution, enforcement and litigation, anti-counterfeiting, due diligence and counselling.

With a heritage dating back 60 years, the firm is one of the most well-established specialists in law relating to IP in the Middle East, as well as the Asian continent.

**Areas of practice**

Patent and design services: specialist patent attorneys have a wealth of experience in Middle Eastern and South East Asian patent laws, and can advise across a wide and diverse range of technical areas.

The firm's attorneys help clients successfully protect their rights across a multitude of industries and geographic locations.

Domain name services: with issues relating to their use becoming ever more closely aligned with those of trade mark registration, domain names are now an integral part of any intellectual property port-

*"United Trademarks and Patent Services is a leading firm of lawyers and consultants specialising in intellectual property rights and issues. The firm serves its global and regional clients in more than 189 jurisdictions around the world."*

folio. At United Trademark & Patent Services, lawyers offer specialist expertise covering all aspects of domain name management. This includes general advice on the selection of domain names and filing strategies.

Trade mark services: the firm advises its clients in brand selection, brand name availability, clearance searches and provides wide-ranging services to secure protection and maintain their rights in trade marks, logos, slogans and packaging. Attorneys specialise in trade mark licensing and assignment, infringement and enforcement, litigation, anti-counterfeiting actions before courts and administrative enforcement authorities, including customs and police.

**L**iaquat Merchant Associates (LMA) provides an extensive range of legal services through its highly experienced partners and associates. As an established full service firm, we have a dedicated commitment to provide quality legal and commercial advice of the highest standards across various fields of specialisation. A long list of satisfied clientele continues to grow steadily as a result of the depth of commercial, financial and business knowledge within the firm. They advise innovative leading companies and organisations and offer far-reaching services to our clients through associate offices in most major business and financial centres across the globe.

LMA has its roots in banking, insurance and company law along with commercial litigation. Complimenting this core practice, they also provide an outstanding non-contentious legal consultancy service across numerous practice areas. These areas include but are not limited to capital markets, corporate/mergers and acquisitions (including competition/antitrust), derivatives, energy and power, information technology, Islamic finance, project finance, real estate and construction as well as structured finance.

LMA's other key strength lies in litigation related work, which has been expanded to include alternative dispute resolution (ADR), and further includes mediation and arbitration, clinical negligence, cross border litigation, shipping and admiralty cases, as well as mergers under the Companies Ordinance and Banking Companies Ordinance. LMA provides a reputable litigation service in the District Courts, Banking Tribunals, Special Courts and High Courts up to the Supreme Court of Pakistan.

The firm acts for a large number of multinational and local banks/

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financial institutions, companies, insurance companies, hospitals, corporations, business persons and individuals, both in the fields of litigation and corporate advisory legal services.

The firm's areas of specialisation include: arbitration; banking (including Islamic banking and e-banking), insurance, commercial and company law; civil corporate law; civil commercial litigation; company - corporate, mergers and acquisitions; corporate joint ventures, management consultancy set up; conveyancing and arbitration; cross-border debt and asset recovery by legal action in the UAE and the UK (in conjunction with UAE and UK lawyers); financial structuring and flotation of securities; legal advisory services on the laws of Pakistan in general to a large number of multinational and Pakistani banks and companies.

# SRI LANKA

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Dispute Resolution Law Firm Of The Year - Nithya Partners

Infrastructure & Energy Law Firm Of The Year - Neelakandan & Neelakandan

Intellectual Property Law Firm Of The Year - Julius & Creasy

Law Firm Of The Year - Julius & Creasy

Mergers & Acquisitions Law Firm Of The Year - FJ & G de Saram



## INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR



J.M. SWAMINATHAN

Senior Partner  
Julius & Creasy

+94 11 2422601-5

jacey@sltnet.lk

www.juliusandcreasy.com



Julius and Creasy is one of the oldest civil law firms in Sri Lanka. Founded in 1879, the firm has established itself on rich tradition and the highest professional principles. Julius and Creasy's wealth of expertise and experience in a wide range of specialized fields of Law enables it to offer innovative legal and business solutions to a diverse, sophisticated and high profile clientele.

Our firm from its inception has been involved in intellectual property work. We are presently handling over 30,000 files of which about 10,000 are current and intellectual property involves both contentious and non-contentious matters. We file a large number of trademark applications for overseas clients being instructed by our associates in several countries including UK, European Union, USA, India, Singapore, Hongkong, Australia, New Zealand, Japan and Korea.

We are also involved in registering overseas trademarks of well known exporters of Sri Lankan products

In contentious matters we represent clients both at the National Intellectual Property Office in opposition proceedings and in infringement proceedings before Courts. Infringement proceedings are instituted in the Commercial High Court and where necessary criminal proceedings are also instituted in the Magistrate's Court.

*"Julius and Creasy has been involved in intellectual property work. The firm is presently handling over 30,000 files of which about 10,000 are current and intellectual property involves both contentious and non-contentious matters."*

Although our practice is to a great extent trademarks we have substantial portfolio of patents as well. A large part of this portfolio is related to PCT applications filed in Sri Lanka, We also file number of design applications for overseas clients in Sri Lanka and for Sri Lankan clients overseas through our associates in various countries. We also advise Sri Lankan and overseas company on copy right issues including reviewing of copyright agreements and advise publishers both in Sri Lanka and overseas.

The Intellectual Property law referred to is contained in the Intellectual Property Act No. 36 of 2003.



# KAZAKHSTAN

Business Law Firm Of The Year - Aequitas Law Firm

Cross Border Law Firm Of The Year - VSB Partners

Energy & Natural Resources Law Firm Of The Year - Dentons

Independent Restructuring Advisor Of The Year - M. Favale-Tarter LLC

Mergers & Acquisitions Law Firm Of The Year - White & Case LLP



## INDEPENDENT RESTRUCTURING ADVISOR OF THE YEAR



MARCIA ELIZABETH  
CHRISTIAN FAVALE

CEO/President/Founder  
M.Favale-Tarter, LLC

+1 631 902 8848

mfavale-tarter@mfavale-tarter.net

www.mfavale-tarter.net



**M.** Favale-Tarter, LLC was founded in 2009 and has been actively engaged providing strategic advice to select clients. As part of the value-added service, Ms Favale draws from over 20 years finance experience to create unbiased, conflict-free, custom solutions that successfully challenge established frame-works whilst adhering to Best Practices.

Ms Favale's unique and well-rounded finance experience allows her to understand and influence the full value-chain, and devise and execute on creative strategies. Effectively, Ms Favale controls the process for the benefit of her clients, thus eliminating conflicts of interest. Ms Favale advises and acts for private entities and Governments and, when appropriate, partners- whilst retaining control of execution- with legal, accounting, and investment banking firms for execution.

Ms Favale created and implemented the successful Kazakhstan banking sector restructuring, which became known as the 'Burden-Sharing' framework, whereby BTA Bank is the first successful large-scale bail-in and has become an international benchmark. In 2010, Euromoney Magazine ranked M.Favale-Tarter, LLC alongside UBS and Lazard with the CEE Deal of the Year-BTA Bank restructuring. In 2013, Finance Monthly and Lawyer Monthly acknowledged the leading role M.Favale-Tarter, LLC played in the 2nd BTA Restructuring.

Ms Favale became Senior Advisor to the Prime Minister of Kazakhstan to ensure a successful execution of the restructuring bank framework. She continues to act as a Senior Advisor for matters related to the financial sector including debt restructuring, and other areas such as privatization and mergers & acquisitions. In this role, Ms Favale interacts with government officials, government related entities, investment banks and the private sector on behalf of Kazakhstan.

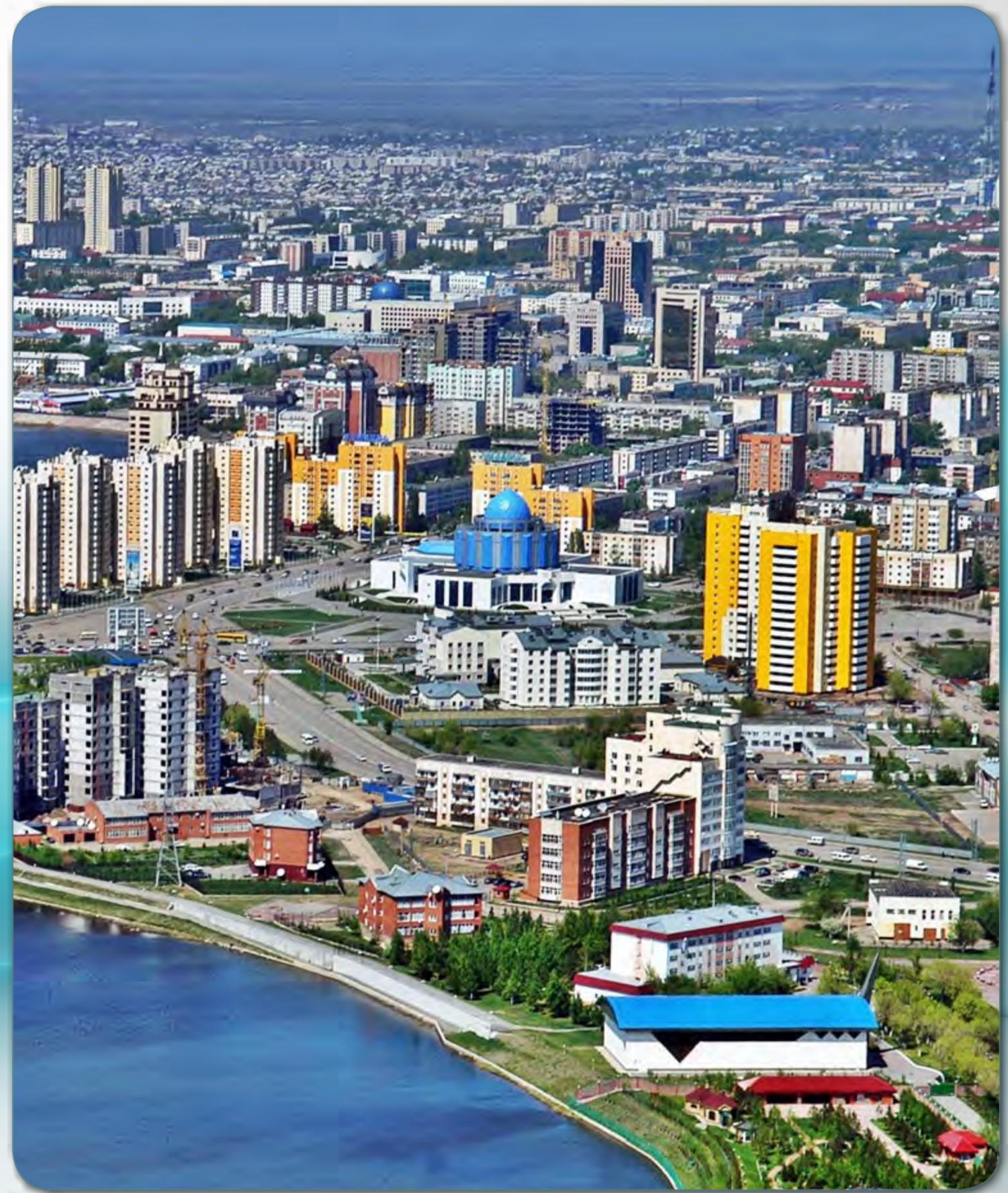
In addition to creating the 'Burden Sharing' bank restructuring framework, Ms Favale also devised and implemented the People's IPO programme on behalf of the Prime Minister of Kazakhstan. This programme has been implemented and deemed a success. The goal of the programme was to create a wealth conduit for the population of Kazakhstan, rather than short-term gains, thus promoting the development of a middle-class, and the development of a domestic capital

market, to further spur and diversify the domestic economy and limit foreign capital dependence.

Before her advisory role, Ms Favale was a portfolio manager and senior member of the Advent Capital investment team and a senior portfolio manager at Brevan Howard. At UBS, Ms Favale was a Managing Director, Head of CEEMEA and LATAM corporate bond research in UBS's global credit fixed-income research group, where she was ranked The Outstanding Analyst of the Year by Institutional Investor Magazine for Emerging Markets Corporates (April 2006). She was also a senior member of UBS's Credit Committee and Global Emerging Market Steering Committee. Prior to UBS, Ms Favale covered the US High Yield market and began her career in Mergers & Acquisitions at Banker's Trust.

#### • Transaction Summary

- *Restructuring (Strategy and Implementation)*
  - BTA Bank restructuring 2010 & 2012 (CEE Deal of the Year--BTA Bank restructuring (February 2010); Euromoney Magazine
  - Alliance Bank restructuring 2010
  - Temir Bank restructuring 2010
  - Astana Finance 2011-2012
  - BTA Bank 2nd restructuring 2012
- *Privatization (Strategy and Implementation)*
  - Privatization Programme: People's IPO – Kazakhstan 2011
- *Acquisition (Advisory)*
  - Mining Asset in Central Asia 2012
- *Asset Sale*
  - Iron Ore Mining Asset in Brazil (On Going mandate)
- *Fundraising*
  - Mandated to raise funds for Private Equity and Hedge Funds (On Going Mandate)
- *Advisory*
  - Advisor to Global Investment Banks (On Going Mandate)



# CHINA

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Accountancy Firm Of The Year - Deloitte

Banking & Finance Law Firm Of The Year - Allen & Overy

Commercial Bank Of The Year - China Merchants Bank (CMB)

Competition Law Firm Of The Year - Skadden

Investment Funds Law Firm Of The Year - Arendt & Medernach

Intellectual Property Law Firm Of The Year - Ella Cheong

Law Firm Of The Year - Deacons

Management Consultants Of The Year - Fiducia

Mergers & Acquisitions Law Firm Of The Year - Haiwen & Partners

Patents Law Firm Of The Year - Ella Cheong

Private Equity Firm Of The Year - Infinity Group

Real Estate Law Firm Of The Year - King & Wood Mallesons

Restructuring Law Firm Of The Year - Baker & McKenzie

Shipping Law Firm Of The Year - Hart Giles, Solicitors & Notaries

Tax Advisory Firm Of The Year - KPMG

Tax Law Firm Of The Year - Hwuason Law Firm

Trademark Law Firm Of The Year - Ella Cheong



## COMMERCIAL BANK OF THE YEAR



MA WEIHUA

Director and President  
China Merchants Bank

+86 755 8319 8888

www.cmbchina.com



## INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR



ELLA CHEONG

Founder and Chair  
Ella Cheong (Hong Kong & Beijing)

+852 2810 0558

ellacheong@ellacheong.com

www.ellacheong.com



Established in 1987 in Shenzhen, the forefront of China's reform and opening-up drive, China Merchants Bank ("CMB") is China's first joint-stock commercial bank and also the first bank to attend the national experiment for the promotion of China's banking industry reform driven by endeavours from outside the government.

Since its inception 24 years ago, CMB has grown with China's economic progress from a small bank with a capital of 100 million yuan, one branch and over thirty employees into a nationwide joint-stock commercial bank that has a total net capital of 140 billion yuan, a total asset of 2.6 trillion yuan, over 800 branches and over 50,000 employees, ranking it among the world's top 100 banks.

CMB has developed into the most influential commercial bank brand in China thanks to continuous financial innovation, quality customer service, prudent management and strong business performance. For many consecutive years, CMB has been ranked among China's top commercial banks according to comprehensive assessment by CBRC. The bank has won a number of titles, including the Best Commercial Bank of China, the Best Retail Bank in China, the Best Private Bank in China, China's Best Custody Specialist from the British Financial Times, Euromoney and The Asset. The Bank was shortlisted as a World-Class Chinese Brand and ranked No. 1 in the P/B list of the world's top 50 banks with the largest market value by the British Financial Times. It was also listed No.60 among the world's Top 1,000 Banks by The Banker.

*"CMB has developed into the most influential commercial bank brand in China thanks to continuous financial innovation, quality customer service, prudent management and strong business performance."*

From January to September 2011, CMB has obtained a net profit attributable to shareholders of 28.388 billion yuan, a 37.91% year-on-year increase; an operating income of 70.29 billion yuan; a net interest income of 55.624 billion yuan, a 36.1% year-on-year increase thanks to the increased interest earning assets and a steadily rising net interest spread and net interest margin. Currently, CMB has 82 branches and 763 sub-branches in 96 cities, 2 branch-level specialized agencies (the Credit Card Center and the Small Enterprise Credit Center), 1 rep-office, 1,917 self-service banks and 1 wholly-owned subsidiary (CMB Financial Leasing Co., Ltd) in mainland China. For overseas market, CMB has 2 wholly-owned subsidiaries — Wing Lung Bank Ltd. and CMB International Capital Corporation Limited and 1 branch (Hong Kong Branch) in Hong Kong, a branch and a rep-office in New York, and two rep-offices in Taipei and London.

Ella Cheong (Hong Kong & Beijing) (www.ellacheong.com) is a boutique intellectual property consultancy and agency established in April 2004 which specializes in identifying, securing protection over, licensing and enforcing all types of intellectual property rights such as copyrights, design, patents and trade marks in Greater China (consisting of mainland China, Hong Kong and Macau).

Our Chairman & Founder, Ella Cheong, was inter alia Chairman of the IP Committee of the Hong Kong Law Society and President of the Hong Kong Group of the Asian Patent Attorneys Association (APAA). She was honoured with the Enduring Award for Engagement, Contribution and Loyalty in November 2011 by APAA. She was elected Member of Honour of Association Internationale pour la Protection de la Propriete Industrielle (AIPPI) in its Congress in Seoul 2012, being the 1st woman to be so honoured. She has received many accolades and featured in numerous distinguished IP professional publications for all aspects of IP, including "Who's Who", "Best of the Best" and "IP Luminaries", and was honoured as one of the top 25 professional women in Hong Kong listed in the Hong Kong leading English paper – South China Morning Post in 2012.

Having built a stellar reputation in the international IP community, Ella Cheong established a firm in Singapore (by personal invitation from the Singapore Government) now known as "Ella Cheong LLC (Singapore / Malaysia)" (www.ellacheong.asia) which handles all SE Asian countries every aspect of IP, including prosecution of TMs and designs (other than patent prosecution for the time being), with expanded services for enforcement and commercialization.

Our team comprises trade mark lawyers, patent attorneys, and tech-

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nical experts with impeccable academic credentials and many years of combined experience representing international, regional and local corporations and institutions in intellectual property matters. We pride ourselves on providing prompt and commercially-sensible intellectual property solutions. Our mix of Eastern culture and language capability, together with familiarity with Western business objectives and practices, places us in a unique position to advise on and manage intellectual property assets and rights in Asia, particularly China these days, due to the fact that this is a country of utmost concern to IP owners around the world in light of its manufacturing capabilities and being potentially the biggest consumer in the world. Further, our familiarity with clients' needs in multiple jurisdictions within Asia allow a consistent and efficient approach which results in high quality work at reasonable costs.

## PATENTS LAW FIRM OF THE YEAR



ELLA CHEONG

Founder & Chair  
Ella Cheong (Hong Kong & Beijing)

+852 2810 0558

ellacheong@ellacheong.com

www.ellacheong.com



## TRADEMARK LAW FIRM OF THE YEAR



ELLA CHEONG

Founder & Chair  
Ella Cheong (Hong Kong & Beijing)

+852 2810 0558

ellacheong@ellacheong.com

www.ellacheong.com



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Our HK/BJ team comprises trade mark lawyers, patent attorneys, and technical experts with impeccable academic credentials and many years

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# HONG KONG

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Banking & Finance Law Firm Of The Year - Slaughter & May

Capital Markets Law Firm Of The Year - Ashurst

Dispute Resolution Law Firm Of The Year - Zhong Lun Law Firm

Employment & Labour Law Firm Of The Year - Clifford Chance

Insurance & Reinsurance Law Firm Of The Year - Deacons

Intellectual Property Law Firm Of The Year - Eagle IP

Law Firm Of The Year - Linklaters

Private Equity Firm Of The Year - NYGT Group

Private Equity Law Firm Of The Year - Allen & Overy

Product Liability Law Firm Of The Year - Smith & Partner

Shipping Law Firm Of The Year - Ince & Co

Tax Law Firm Of The Year - Freshfields Bruckhaus Deringer LLP

Technology, Media & Telecoms Law Firm Of The Year - Skadden, Arps, Slate,  
Meagher & Flom LLP & Affiliates



## INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR



DR. JACQUELINE C. LUI

Managing Director  
Eagle IP Limited

+852 8101 4006

info@eip.hk

www.eip.hk



## PRIVATE EQUITY FIRM OF THE YEAR



MR. KENNETH MAK  
Co-Managing Director  
NYGT (Hong Kong) Ltd



DR. KENNETH CHEUNG  
Co-Managing Partner  
NYGT (Hong Kong) Ltd

nygt-pr@nygtgroup.org

www.nygtgroup.org



Eagle IP Limited is a top tier Intellectual Property (IP) specialty Agency with the biggest bilingual patent practice in Hong Kong. Its practitioners are well-versed in the IP laws of major jurisdictions, fully bilingual in English and Chinese, with many educated in the West and have graduate degrees in science or engineering. Unique in providing strategic advice for our clients from a global perspective, the firm has expertise in a wide range of IP matters including electronics, biotechnology, computer/IT, mechanics, electrical, chemistry, pharmaceuticals, plant varieties, physics and telecommunication. Eagle IP acts as the specialist bridge between the East and the West for our client's IPR matters. This has been the firm's core value proposition.

Eagle IP is a member of the KnowHow IP Group, with more than 50 Chinese patent / trademark / PVR agents / attorneys, many being experienced former Chinese patent examiners. Services can be provided in multi-languages including Chinese, English, French, Korean, and Japanese. We also have several bilingual US patent agents in-house who have lived in the West for many years to bridge the gap between the East and the West. The group has offices in Hong Kong, Beijing and a representative office in the US, providing high quality and one-stop services for global clients.

Eagle IP is also a strategic alliance of Edwards Wildman Palmer, a renowned international law firm. With 650 lawyers and 14 offices across the US, Europe and Asia, Edwards Wildman attorneys are known for their strength in private equity, venture capital, corporate and finance transactions, complex litigation, insurance and reinsurance, and intellectual property.

With its strategic partners, Eagle IP can offer its clients one-stop, full international legal services such as IP portfolio management, global IP enforcement and IP and legal due diligence in cross-border transactions. In addition, with a unique and in-depth understanding of the

*"Unique in providing strategic advice for clients from a global perspective, Eagle IP Limited has expertise in a wide range of IP matters including electronics, biotechnology, computer/IT, mechanics, electrical, chemistry, pharmaceuticals, plant varieties, physics and telecommunication."*

cultural and legal differences between the West and the East, Eagle IP can offer strategic advice for those who want to enter the Chinese market, whether they be small, established or multinational companies.

#### Areas of Expertise

- China IPR Expertise
- Client Counseling and Strategic advice
- Global IPR Portfolio Management
- Full Range of Technical Capability
- Patent Drafting, Procurement, Protection and Enforcement
- Patent Mapping and Design-Around Advice
- Freedom Searches and Patent Infringement Analysis/Opinion
- IP Protection and Litigation
- IPR Searches and Valuation
- Trademark and other IPR Matters
- Translation

**Who is NYGT?**  
Since our foundation over a century ago, NYGT has been managing the financial affairs of private clients and their business interests. Our prime aim is to help our clients achieve their financial ambitions, both corporate and personal. Our clients are varied - private individuals, mid-large businesses and professional practices.

Our business spans 8 principal regions around the world, with locations in Hong Kong, Beijing, Shanghai, Seoul, Singapore, Vancouver, London and New York.

In a business as diverse as ours, professionalism and teamwork are keys. We recognize that clients and intermediaries take comfort from knowing that they can easily reach senior people and decision-makers in our organization who are able to understand their needs and objectives.

Our business thrives on its people - a pool of highly talented and enthusiastic individuals who deliver a broad and innovative range of services, but without compromising on delivering a genuinely director-led service. Technical excellence underpins how we deliver our services and our teams are dedicated to offering practical financial solutions.

People may ask what sets us apart from our competitors; put simply, it's our people - ambitious, talented and enthusiastic professionals who enjoy what they do and relish the opportunity to work together and with our clients.

#### Our History

NYGT was founded in New York in the 1930's and has, for many years, combined independent trusts with an investment management and private banking house profile.

The firm we know today has evolved by exponential growth and has gained an enviable reputation as a leading financial services firm which offers a full and innovative range of services. Today, there are over 100 consultants who operate from 8 principal offices around the world, providing corporate finance management and advisory services to private clients, professional practices and mid-large corporation.

#### Our Commitments to Clients

Our clients should feel they have made the right choice.

Whether we are providing advice to individuals or corporation this principle must hold true; all our clients should be happy to recommend us.

We have an enormously diverse business, and all of our clients are different. There are some threads that bind us together however. Principles which hold true for our investment and private client work as well as corporate advisory and business services. Whether delivered from one of our regional offices, or alongside our international partners.

We believe that our clients are entitled to:

- be able to reach senior people and decision makers when they need to
- an efficient and professional approach from us to our work
- some flexibility and empathy from us in the delivery of our services

This is how we will give our clients and other professionals the incentive to recommend us.

#### Corporate Social Responsibility

NYGT recognizes the fundamental importance of good corporate citizenship and awareness of the communities around us and in which we operate. We recognize that our business has an environmental and social impact on society through our operations, direct donations and through our contribution to the wider economy.

In addition to corporate charitable contributions, a number of staff and directors serve as volunteers of charities and the firm gives encouragement to these and other voluntary activities. We continually reassess ways in which we can more effectively evaluate and monitor the environmental and social conditions upon which we have impact, in the belief that improvements in these areas will not only benefit our community but also resonate with our ultimate responsibility to our shareholders by adding value to our business operations.

# MACAU

Banking & Finance Law Firm Of The Year - C&C Lawyers

Corporate Law Firm Of The Year - C&C Lawyers

Litigation & Dispute Resolution Lawers Firm Of The Year - C&C Lawyers

Project Finance Law Firm Of The Year - C&C Lawyers





LITIGATION & DISPUTE RESOLUTION LAWYERS FIRM OF THE YEAR



DR. RUI CUNHA

Senior Partner  
C&C Lawyers

+853 2837 2642 / 2837 2623

ccadvog@ccadvog.com

www.ccadvog.com



C&C is a well known law office in Macau, firmly implemented in the Territory by the quality of its services, the pioneer and dynamic spirit of its team, and the strictness and excellence that regulates its mission.

Formed by a cohesive team of more than two dozen lawyers, solidly supported by more than three dozen staff, C&C office handles daily all areas of the law, namely, litigation, corporate, financial and banking law, protection of trademarks and patents, and notaries services.

C&C aims to address both the needs of its Clients and of a growing and demanding local and regional market, and has the sensitivity to serve both the western and eastern cultures, having entered into several partnerships with other Lawyers firms in China, Hong Kong, Lisbon and, recently, East Timor.

The law office was set up to operate independently from the rest of the C&C Group of Companies but by keeping a close relationship with the other supporting companies it manages to provide a variety of integrated services, such as Corporate, Translation and Multimedia and IP Solutions, which were traditionally not offered by law offices in Macau.

C&C has over two decades of experience handling litigation and dispute resolution matters for all industry sectors: pre-litigation advice and legal risks and liabilities assessment; litigation services, including banking, finance, commercial, tax, employment, construction, real estate, probate, insolvency, insurance, information technology and intellectual property litigation, in civil and criminal suits; arbitration and dispute resolution; judicial review of foreign sentences; other issues, such as fraud, asset tracing and white collar suits.

C&C's litigation and dispute resolution practice area represents one of

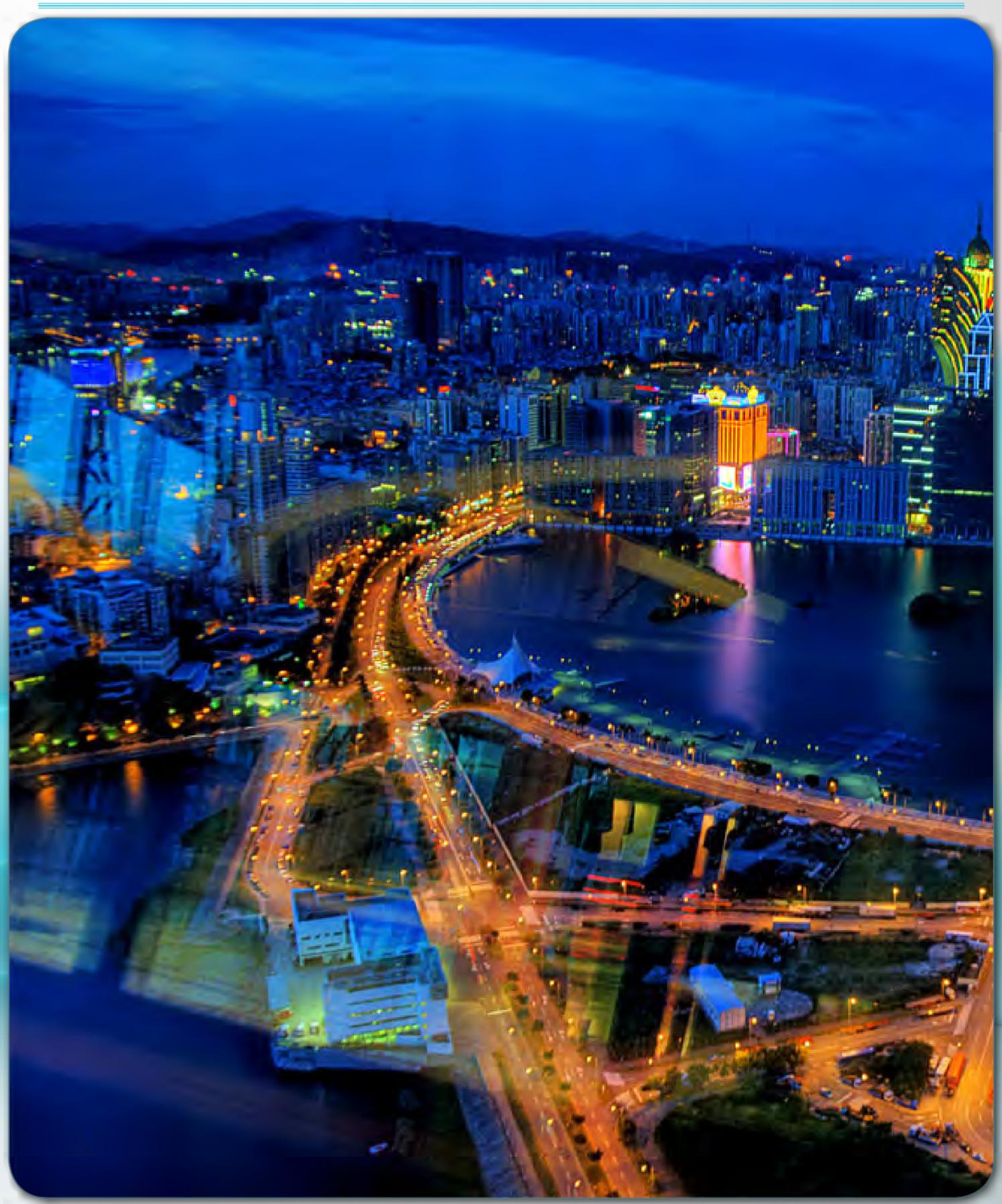
*"C&C Lawyers aims to address both the needs of its Clients and of a growing and demanding local and regional market, and has the sensitivity to serve both the western and eastern cultures, having entered into several partnerships with other Lawyers firms in China, Hong Kong, Lisbon and, recently, East Timor."*

the Territory largest litigation teams. C&C lawyers engaged in this practice area have a vast and wide range of experience, being prepared to deal with all types of litigation and arbitration requests.

The office's litigation and arbitration practice area is organised into specialised teams, enabling it to respond rapidly and efficiently to all questions posed by its Clients.

C&C's main mission is to provide reliable legal services to each client as if they were the only client, adding value with efficiency and enthusiasm, as well as to contribute to the financial success of the Clients.

In Macau, there are very strict Deontological Rules based on dignity, independence, competence, diligence, confidentiality, protection of the client's interests, duty to inform the client and reasonable and fair fees, which C&C rigorously respects and follows, providing a high level of confidence and security of the relationship established with its Clients.



# THAILAND

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Banking & Finance Law Firm Of The Year - Linklaters (Thailand)

Joint Venture Law Firm Of The Year - LS Horizon Limited

Law Firm Of The Year - Herbert Smith Freehills

Project Finance Law Firm Of The Year - Chandler & Thong-ek Law Offices



# VIETNAM

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Banking & Finance Law Firm Of The Year - Mayer Brown JSM

Commercial Law Firm Of The Year - YKVN Lawyers

Dispute Resolution Law Firm Of The Year - Allens

Foreign Investment Law Firm Of The Year - Clifford Chance

Infrastructure Law Firm Of The Year - Vilaf

Law Firm Of The Year - VCI Legal



# LAW FIRM OF THE YEAR



PHUNG ANH TUAN, ESQ.

Managing Partner  
VCI Legal

+84 8 827 2029

tuanphung@vci-legal.com

www.vci-legal.com



Though a relatively young firm, VCI Legal is staffed with a team of lawyers and specialists who have many years of practice experience and in-depth understanding of the legal system and business environment in Vietnam. Our lawyers' extensive commercial experience provides us with a unique insight into our clients' concerns and enables us to provide highly effective legal services to the business community in Vietnam.

VCI Legal is capable of supporting its clients in Vietnam and across the region with an international team of lawyers who are qualified to practice in a number of relevant jurisdictions which represent many of the major investors in Vietnam.

We are committed to providing a comprehensive range of services for our clients who are new to the Vietnam market and those who have been established and operating here for a number of years.

The Legal 500 & AsiaLaw (international legal magazines) and KPMG Tax Director Handbook list VCI Legal among the top business law firms in Vietnam which is recommended for:

- Corporate, Securities
- M&A, Banking and Finance
- Taxation & relevant tax regimes
- Intellectual Property

Creator of "In-house Counsel Service" and various specialized legal services for business

*"VCI Legal is staffed with a team of lawyers and specialists who have many years of practice experience and in-depth understanding of the legal system and business environment in Vietnam. The firm's lawyers' extensive commercial experience provides them with a unique insight into their clients' concerns and enables them to provide highly effective legal services to the business community in Vietnam."*

**A New Kind of Legal Service**

We aim to be the first and the best to provide "In-sourcing Legal Services!"

VCI Legal has created a new concept of legal services by bringing new, specially tailored legal solutions for business.

How can we deliver these new kind of legal services? By providing an "Outside In-house Counsel" and "Walking the walk & talking the talk!"



ASIA/AUSTRALASIA

ASIA/AUSTRALASIA

# MALAYSIA

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Bankruptcy & Restructuring Law Firm Of The Year - Zaid Ibrahim & Co.

Banking & Finance Law Firm Of The Year - Zul Rafique & Partners

Competition & Anti-Trust Law Firm Of The Year - Raja, Darryl & Loh

Foreign Investment Law Firm Of The Year - Clifford Chance

Intellectual Property Law Firm Of The Year - Tay & Partners

Islamic Finance Law Firm Of The Year - Albar & Partners

Mergers & Acquisitions Law Firm Of The Year - Skrine



## BANKRUPTCY &amp; RESTRUCTURING LAW FIRM OF THE YEAR



EFFENDY OTHMAN

Partner  
ZICOLaw

+603 2087 9999

info@zicolaw.com

www.zicolaw.com



## COMPETITION &amp; ANTI-TRUST LAW FIRM OF THE YEAR



CHEW PHYE KEAT

Management Partner  
Raja, Darryl & Loh

+603 2694 9999

chewphyekeat@rdl.com.my

www.rajadarrylloh.com



**Z**ICOLaw is the first and only integrated network of independent legal and related professional service providers in South East Asia.

ZICOLaw is uniquely ASEAN, with a strong focus on key markets within the ASEAN region. In terms of network governance, ZICOLaw is structured as a network of independent member firms. The network has its head office in Kuala Lumpur with a regional hub in Singapore. Member law firms and related service providers are located in seven other cities including Jakarta, Bangkok, Ho Chi Minh City, Phnom Penh, Yangon, Sydney and Melbourne. ZICOLaw member firms operate regionally in countries around ASEAN with vital links to Australia. This structure provides member firms with the flexibility to operate simultaneously as a local firm as well as on regional platform.

Being an ASEAN organisation means we have the distinct edge in providing an Asian perspective to business. Our network of offices in the region is led by local partners to provide clients with local insights and a keen awareness of the intricacies of local laws on commercial transactions. This underpins our philosophy of "Regional Expertise, Local Grounding" for ZICOLaw as an ASEAN firm.

The firm a strong corporate restructuring and insolvency practice, having been actively involved in advising companies in difficulties and their directors during the last two global financial crises. Our experience spans from debt restructurings to corporate reorganisations and business rationalisations, for local and multi-national companies.

Our experience covers not just acting for corporates, but also for

*"ZICOLaw is the first and only integrated network of independent legal and related professional service providers in South East Asia."*

creditors, other advisers and parties that are typically involved in such exercises.

The team works closely with other practice groups including banking and finance, corporate and commercial, tax, human capital and real estate to provide value add services to clients. Some of the more notable deals include advising on the merger of leading investments banks in Malaysia and assisting in the vesting of the business assets of their group of companies. Most recently the firm had been awarded the Best Law Firm 2012 - Insolvency & Restructuring by the Islamic Finance News.

Effendy Othman is the contact Partner who specialises in the areas of corporate insolvency and receivership, rescues and reconstructions. He has acted as the lead counsel in advising and obtaining the relevant court orders for a number of restructuring exercises and mergers of major public listed companies and financial institutions in Malaysia.

**E**stablished in 1964, Raja, Darryl & Loh is one of the larger law firms in Malaysia. Our practice covers many different areas of law and sectors including companies, foreign investment, land, construction, medico-legal, banking, finance, mergers & acquisition, receivership, insurance, intellectual property, information & communications technology and tax. The firm also provides litigation services covering the whole spectrum of commercial and corporate work.

The diversity of our practice areas has meant that clients can safely regard the firm virtually as a one-stop centre for legal advice and representation. We believe that another part of our strength is in our constant attention towards providing prompt responses and proactive thought to offering real solutions to the legal issues encountered by our clients.

As for our Corporate & Commercial practice specifically, currently led by 6 partners and supported by 12 associates, we provide a wide range of services to a diverse spectrum of clients comprising financial institutions, multinationals, public-listed companies, corporations, small & medium enterprises and individuals. We provide legal advice and support with respect to the day-to-day commercial transactions and legal issues faced by clients, such as compliance with legislative requirements and the vetting, drafting and negotiation of all types of contracts and documents, including distributorship, agency, dealership, marketing, manufacturing, licence, leasing, hiring, sale of goods and supply of services agreements and even terms and conditions for sales promotions and contests. We actively advise companies on a wide range of areas such as incorporation, corporate governance matters, shareholder-

*"Raja, Darryl & Loh is one of the larger law firms in Malaysia. The diversity of the firm's practice areas has meant that clients can safely regard the firm virtually as a one-stop centre for legal advice and representation."*

ers' agreements and securities offerings. A substantial number of foreign clients look to us to advise on their direct investments into local companies and to assist in the structuring of joint-ventures. We have a fair share of high value and complex corporate restructurings, mergers and acquisitions, takeovers and buyouts and joint ventures. We have also been advising on governmental policy and regulatory matters as well as the privatisation and corporatisation of governmental or quasi-governmental entities.

Recently the firm has opened a new niche area in competition law with the coming into force of the Malaysian Competition Act 2010 on January 1st, 2012. Our partner Chew Phye Keat was part of the consultation group which dealt with the Government over the drafting and implementation of the Act and has since been actively engaging with various clients to assist in compliance and also giving talks and seminars on the same.

# PHILIPPINES

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Employment & Labour Law Firm Of The Year - Angara Abello Concepcion Regala & Cruz

Energy Law Firm Of The Year - Puno & Puno

Law Firm Of The Year - Quisumbing Torres

Mergers & Acquisitions Law Firm Of The Year - Romulo Mabanta Buenaventura Sayoc & Los Angeles

Natural Resources & Mining Law Firm Of The Year - Quisumbing Torres



# INDONESIA

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Capital Markets Law Firm Of The Year - Assegaf Hamzah & Partners

Dispute Resolution Law Firm Of The Year - Lubis Ganie Surrowidjojo

Energy & Natural Resources Law Firm Of The Year – Hanafiah Ponggawa & Partners

Mergers & Acquisitions Law Firm Of The Year - Hiswara Bunjamin & Tandjung

Oil & Gas Law Firm Of The Year - Widyawan & Partners



DISPUTE RESOLUTION LAW FIRM OF THE YEAR



DR. MOHAMED IDWAN ('KIKI') GANIE

Managing Partner  
Lubis Ganie Surowidjojo

- +62 21 831 5005
- ganie@lgslaw.co.id
- www.lgsonline.com



Lubis Ganie Surowidjojo (LGS) was founded in 1985 by Timbul Thomas Lubis, Mohamed Idwan ('Kiki') Ganie and Arief Tarunakarya Surowidjojo. In our 27 years of service, we have secured our position as the premier Indonesian corporate transaction and commercial litigation law firm. We have over a hundred lawyers and experience representing a diverse range of clients, including domestic and multinational corporations, public and private companies, Government instrumentalities and State Owned Enterprises.

LGS has obtained Lloyd's Register Quality Assurance certifications of ISO 9001:2008 for Quality Management systems and ISO 14001:2004 for Environmental Management systems to ensure the quality of all aspects of the firm's operations and services.

We work with our clients to understand their problems, determine their needs, and arrive at a practical solution that is both cost-effective and viable over the long term. To this end, we strive to understand a client's needs and the legal complexities faced by them in Indonesia's highly dynamic legal and business landscape, translate this into a solution, and then see the successful outcome. We approach our clients' assignments with a pragmatic view that is driven by a deep understanding of their business needs and of the surrounding practicalities of the legal and business landscape that they operate in.

One of our unique selling points is the combination of our long-standing commercial law practice and our premier litigation department that has extensive experience in dealing with commercial disputes in the context of arbitration and alternative dispute resolution as well as litigation in the Indonesian courts and tribunals, such as the Indonesian antitrust body (KPPU).

*"One of Lubis Ganie Surowidjojo' unique selling points is the combination of their long-standing commercial law practice and their premier litigation department that has extensive experience in dealing with commercial disputes in the context of arbitration and alternative dispute resolution as well as litigation in the Indonesian courts and tribunals, such as the Indonesian antitrust body (KPPU)."*

Our antitrust experience includes representing Singapore's Temasek with regards to the KPPU's investigation of its holdings in Telkomsel and Indosat. Representing Medco with regards to the KPPU's investigation into contracts entered with Pertamina, the state oil firm. As well as representing Goldman Sachs and Jakarta International Container Terminal in a number of other KPPU cases.

In litigation, due to the differences of legal systems and legal realities, we have a close and intense working relationship with our foreign clients to ensure that they understand any legal impact and options available under Indonesian law (which might not be similar to the impact and options in their own jurisdictions in the same situation), so that they can have the available results and options commercially "translated" and realistically analyzed at each stage of the proceedings.



**Our Practice Areas**

- ADR and Arbitration
- Antitrust
- Bank and Debt Restructuring
- Banking and Secured Transactions
- Bankruptcy
- Capital Markets
- Construction
- Consumer Protection Defence Litigation
- Corporate Finance
- Distribution of Goods and Services
- E-commerce
- Energy
- Foreign and Domestic Investment
- Forestry and Plantations
- General Corporate
- Information Technology
- Infrastructure
- Insurance
- Intellectual Property Rights
- International Trade
- Labour
- Maritime and Shipping
- Mergers and Acquisitions
- Mining, Oil and Gas
- Privatization
- Project Finance
- Property and Real Estate
- Refinancing and Bank Lending
- Shariah Transactions
- Structured Finance
- Telecommunications
- US Representative Offices and Strategic Investment for Residency

**About LGS**

In our more than 27 years of service, we have secured our position as the premier Indonesian corporate transaction and commercial litigation law firm. We have over a hundred lawyers and experience representing a diverse range of clients, including domestic and multinational corporations, public and private companies, Government instrumentalities and State Owned Enterprises. We work closely with our clients to understand their problems, determine their needs, and arrive at practical solutions that are both cost-effective and viable over the long term.

**Representative Clients**

Adaro Indonesia; American Bureau of Shipping; Astra International; Astratel Nusantara; Bank Mandiri; Charoen Pokphand Indonesia; DBS Bank Ltd; Goldman Sachs; Hitachi; Hutchison (Hong Kong); Indonesia Infrastructure Guarantee Fund; Indonesian State Electricity Company (PLN); Japan Tobacco International Indonesia; Krakatau Steel; Liga Primer Indonesia (LPI); Medco Energi International; Ministry of Finance of the Republic of Indonesia; Mitsui & Co., Ltd; Mitsui Banking Corporation; Mitsui Indonesia; Pamapersada Nusantara; Sampoerna Strategic; Sime Darby (Malaysia); Simpson, Spence & Young (SSY); Standard Chartered Bank; Sumitomo; Temasek Holdings (Private) Limited; and Unilever Indonesia.

**ISO**

LGS has obtained Lloyd's Register Quality Assurance certifications of ISO 9001:2008 for Quality Management systems and ISO 14001:2004 for Environmental Management systems to ensure that all aspects of the firm's operations and the quality of services are on par with the most well managed companies and organizations in the world.

Menara Imperium 30th Floor  
Jl. H.R. Rasuna Said Kav. 1 Kuningan  
Jakarta 12980, Indonesia  
Tel: +62 21 831 5005  
Fax: +62 21 831 5015

lgs@lgslaw.co.id  
www.lgsonline.com



JKT 0500011 JKT 6008733

ENERGY & NATURAL RESOURCES LAW FIRM OF THE YEAR



MR. AL HAKIM HANAFIAH  
Partner  
Hanafiah Ponggawa & Partners

+62 21 5701837

hplaw@hplaw.co.id

www.hplaw.co.id



With roots in one of Indonesia's first post-independence law firms, the Law Offices of Mr. L. Hanafiah, established in 1953, Hanafiah Ponggawa & Partners was reconstituted in 1990 as Hanafiah Soeharto Ponggawa and reorganized at various times in the 1990s to reflect Indonesia's changing situation before taking its present structure in June 2004.

Hanafiah Ponggawa & Partners' clients include multinational companies, large and small domestic companies, financial institutions, government agencies, local government, and individuals. We are proud of being an independent Indonesian law firm with high recognition from, and extensive connections in, the international community. Our history and current existence are evidence of our efforts in providing first class services to each and every client of Hanafiah Ponggawa & Partners.

In addition to our general advisory services, we are proud to add that we have a close relationship with, and specifically have represented several Government Agencies, Provincial Governments and State-Owned Companies.

Our Firm is joining in Meritas Alliance, an established global alliance of independent, full-service law firms consisting of more than 170 law firms in more than 60 countries with more than 7,085 experience lawyers to provide integrated legal services globally. Our membership in Meritas

*"HANAFIAH PONGGAWA & PARTNERS is one of Indonesia's premier law firms engaged in a transnational practice."*

Alliance can be accessed from Meritas – Law Firms Worldwide website in [www.meritas.org](http://www.meritas.org).

**Areas of Practice:**

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



# TAIWAN

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Capital Markets Law Firm Of The Year - Tsar & Tsai

Corporate Finance Law Firm Of The Year - Baker & McKenzie

Intellectual Property Law Firm Of The Year - Deep & Far

Law Firm Of The Year - Lee and Li

Mergers & Acquisitions Law Firm Of The Year - Jones Day



TAIWAN



# INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR



C. F. TSAI  
Manager Partner  
Deep & Far attorneys-at-law

+886 2 2585 6688

email@deepnfar.com.tw

www.deepnfar.com.tw



Deep & Far attorneys-at-law was founded in 1992 and is dealing with all phases of laws with a focus on the practice in separate or in combination of all aspects of intellectual property rights (IPRs) including patents, trademarks, copyrights, trade secrets, unfair competition, and/or licensing, counseling, litigation and/or transaction thereof.

The patent attorneys and patent engineers in Deep & Far normally hold outstanding and advanced degrees and are generally graduated from the top five universities in this country. Our prominent staffs are dedicated to provide the best quality service in IPRs in this country. As a proof, about one half of top 100 incorporations in this country have experiences of seeking patented their techniques, but more than one fifth of the top 100 incorporations has ever used services of this firm. Furthermore, Hi-Tech companies in the science-based industrial park located at Hsin Chu had ever played the most important role in booming the economy of this country. About one half of them has experiences in seeking patented their techniques, and out of more than 50% of the patent-experienced companies in that park have ever entrusted their IPR works to this firm. Certainly, we must also represent international giants, e.g. InterDigital, MPS, Schott Glas, Toyo Ink, Motorola, Cypress, TSMC...

It is our philosophy to provide competent legal services that other firm cannot comparably provide. The necessitated ensuing problem is how we can so provide? Deep & Far so achieve by selecting, edifying and nur-

*"Deep & Far attorneys-at-law is dealing with all phases of laws with a focus on the practice in separate or in combination of all aspects of intellectual property rights (IPRs) including patents, trademarks, copyrights, trade secrets, unfair competition, and/or licensing, counseling, litigation and/or transaction thereof."*

turing peoples who have the following personalities: learned in expertise, morally earnest and sincerely behaved in mind and strictly disciplined between give and take. It is well-believed that such properties are key factors for peoples to properly and competently behave themselves. By the perseverance that we only do what and only perform works which enable this firm to be deep and far, Deep and Far can then equate the reality with its name.

More information regarding this firm could be found from the website [www.deepnfar.com.tw](http://www.deepnfar.com.tw)



# 道法法律事務所 DEEP & FAR Attorneys-at-Law

台北市中山北路三段 27 號 13 樓

業務涵括知識產權之申請、侵權及訴訟

13th Fl., 27 Sec. 3, Chung San N. Rd., Taipei 104, Taiwan, R.O.C.  
Tel: 886-2-25856688 Fax: 886-2-25989900/25978989

Email: [email@deepnfar.com.tw](mailto:email@deepnfar.com.tw) [www.deepnfar.com.tw](http://www.deepnfar.com.tw)

**IP** Prosecution  
Infringement  
Litigation



本所有如璞玉或玉礦，值得您永續無盡開採，讓所擁知識產權熠熠生輝。

We are just like an uncut jade or gem mine. If you use us, you shall soon feel like discovering treasures and find your IP portfolio shining its light forever.

深邃胸懷、淵博知識與精進不懈，始見榮耀之肇。

Deep In Mind, Knowledge and Efforts, Far Goal In.

# SINGAPORE

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Commercial Bank Of The Year - Far Eastern Bank

Dispute Resolution Law Firm Of The Year - Rajah & Tann LLP

Law Firm Of The Year - Latham & Watkins LLP

Management Consultants Of The Year - Bain & Co

Maritime Law Firm Of The Year - Oon & Bazul LLP

Mergers & Acquisitions Law Firm Of The Year - WongPartnership LLP

Project Finance Law Firm Of The Year - Drew & Napier LLC



# JAPAN

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Accountancy Firm Of The Year - PwC

Banking & Finance Law Firm Of The Year - Nishimura & Asahi

Capital Markets Law Firm Of The Year - NaGashima Ohno & Tsunematsu

Commercial Bank Of The Year - Mitsubishi UFJ Financial Group

Dispute Resolution Law Firm Of The Year - Hibiya Park Law Offices

Immigration Law Firm Of The Year - ILS Shimoda Office LPC

International Trade Law Firm Of The Year - Baker & McKenzie GJB

Investment Funds Law Firm Of The Year - Anderson Mori & Tomotsune

Intellectual Property Law Firm Of The Year - Nakamura & Partners

Law Firm Of The Year - Linklaters Tokyo

Management Consultants Of The Year - BCG Tokyo

Mergers & Acquisitions Law Firm Of The Year - Mori Hamada & Matsumoto





# COMMERCIAL BANK OF THE YEAR

[www.mufg.jp/english](http://www.mufg.jp/english)

**Type**  
Public, KK

**Founded**  
October 1, 2005 (by merger)

**Revenue**  
¥4.106 trillion (2011)

**Employees**  
80,400



Mitsubishi UFJ Financial Group, Inc. (MUFJ), incorporated on April 2, 2001, is a holding company for The Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU), Mitsubishi UFJ Trust and Banking Corporation (MUTB), Mitsubishi UFJ Securities Holdings Co., Ltd. (MUSHD), Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. (MUMSS), Mitsubishi UFJ NICOS Co., Ltd. (Mitsubishi UFJ NICOS) and other companies engaged in a range of financial businesses. MUFJ manages the affairs of its subsidiaries within the group and the business of the group as a whole along with all relevant ancillary business. Its services include commercial banking, trust banking, securities, credit cards, consumer finance, asset management, leasing and fields of financial services. In May 2010, the Company and Morgan Stanley formed two joint ventures in Japan by integrating our respective Japanese securities companies engaged in investment banking and securities businesses. The Company converted the wholesale and retail securities businesses conducted in Japan by the former MUS into one of the joint venture entities, which is named MUMSS. Morgan Stanley contributed the investment banking operations conducted in Japan by its formerly wholly owned subsidiary, Morgan Stanley Japan Securities Co., Ltd. (MSJS) into MUMSS and converted the sales and trading and capital markets businesses conducted in Japan by MSJS into a second joint venture entity called Morgan Stanley MUEG Securities, Co., Ltd.

The Integrated Retail Banking Business Group covers all domestic retail businesses, including commercial banking, trust banking and securities businesses, and enables the Company to offer a range of banking products and services, including financial consulting services, to retail customers in Japan. This business group integrates the retail business of BTMU, MUTB and MUMSS, as well as retail product development, promotion and mar-

*"MUEG manages the affairs of its subsidiaries within the group and the business of the group as a whole along with all relevant ancillary business. Its services include commercial banking, trust banking, securities, credit cards, consumer finance, asset management, leasing and fields of financial services."*

keting in a single management structure. Many of its retail services are offered through its network of MUEG Plazas providing individual customers with access to its financial product offerings of integrated commercial banking, trust banking and securities services.

The Company offers a range of bank deposit products, including a non-interest-bearing deposit account that is redeemable on demand and intended for payment and settlement functions, and is insured without a maximum amount limitation. It also offers a variety of asset management and asset administration services to individuals, including savings instruments, such as current accounts, ordinary deposits, time deposits, deposits at notice and other deposit facilities. MUEG also offers trust products, such as loan trusts and money trusts, and other investment products, such as investment trusts, performance-based money trusts and foreign currency deposits.

# INVESTMENT FUNDS LAW FIRM OF THE YEAR



OSAMU ADACHI  
Partner  
Anderson Mōri & Tomotsune

+81 3 6888 1078

[osamu.adachi@amt-law.com](mailto:osamu.adachi@amt-law.com)

[www.amt-law.com](http://www.amt-law.com)



Anderson Mōri & Tomotsune is one of the largest and most well-established law firms in Japan with over 300 lawyers in its principal office in Tokyo. In addition to having award-winning, specialist attorneys who provide the full range of corporate legal services, the firm is particularly adept at serving the needs of overseas, English-speaking multinational companies doing business in Japan. The firm is proud of its strong tradition and long track record of finding practical and creative solutions to Japanese legal issues faced by its international clients in complex cross-border matters.

The firm regularly advises both international and Japan-based asset management and investment fund clients, including fund sponsors and investment advisors on the various legal and regulatory issues that arise in relation to the establishment and operation of an investment management business in Japan.

The firm has considerable experience assisting its clients on the establishment, structuring and marketing of investment trusts and investment corporations under Japanese law. In addition to advising on the attendant legal and regulatory issues for fund formation and registration, the firm prepares disclosure documentation and effect filings with the relevant regulators in Japan. The firm has considerable experience providing legal advice to fund sponsors, financial intermediaries and investors on all aspects of the public offering and/or private placement in Japan of offshore investment trusts. Recently, in response to changes in the global funds environment, the firm has increasingly been providing advice tailored to the Japanese market on various types of complex investment funds including exchange-traded funds, hedge funds, funds of funds and commodity pools and other funds.

*"Anderson Mori & Tomotsune is among the largest and most diversified law firms in Japan offering full corporate services with over 300 lawyers in its principal office in Tokyo."*

With respect to alternative asset classes, the firm is actively involved in the J-REIT market, advising on the establishment of J-REITs and their related asset management company, licenses, funding, property acquisition, and disclosure obligations. Recently, the firm has also been involved in a number of complex J-REIT mergers and restructurings.

The firm likewise has considerable experience in the establishment and operation in Japan of financial instruments businesses, investment management companies, investment advisors, and branches of international investment management companies.

Osamu Adachi is a partner at Anderson Mōri & Tomotsune. He has extensive experience in advising both Japanese and foreign clients on financial transactions and regulations (including fund regulation), mergers and acquisitions and other corporate matters. Osamu is admitted to the bar in Japan and New York. He has an LL.B. from The University of Tokyo and an LL.M. from Columbia University School of Law.

# SOUTH KOREA

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Banking & Finance Law Firm Of The Year - Kim & Chang

Capital Markets Law Firm Of The Year - Yulchon LLC

Dispute Resolution Law Firm Of The Year - Bae, Kim & Lee LLC

Investment Bank Of The Year - KB Kookmin Bank

Intellectual Property Law Firm Of The Year - Cho & Partners

Law Firm Of The Year - Kim & Chang

Management Consultants Of The Year - Arthur D Little

Mergers & Acquisitions Law Firm Of The Year - Shin & Kim



## INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR

CHO &amp; PARTNERS

Mr. Tae-Yeon CHO  
Mr. Ik-Hyun SEO +822 6207 6800 ihseo@cholaw.com www.cholaw.com

Cho & Partners was established in 2002 by two senior attorneys who decided to leave a large firm environment to create a more focused, efficient and responsive practice. Based on the reputation and capabilities of the founding members, as well as the established trust and loyalty of their clients, Cho & Partners was immediately active in representing multinational clients. The firm's clients are among the most recognised names and leaders in various business sectors, such as software and technology, retailing, luxury goods and fashion, and energy.

Since its establishment, Cho & Partners has continued to grow, a result of the firm's uncompromising emphasis on maintaining its reputation for the highest level of service, professionalism and integrity. This philosophy and commitment has been essential in developing and servicing the firm's prestigious list of clients, whose needs are sophisticated and whose matters have a global impact.

Cho & Partners is proud of its approach of nurturing very close and personal relationships with its clients, the foundation of the firm's ability to know its clients and thereby serve their needs more effectively and efficiently.

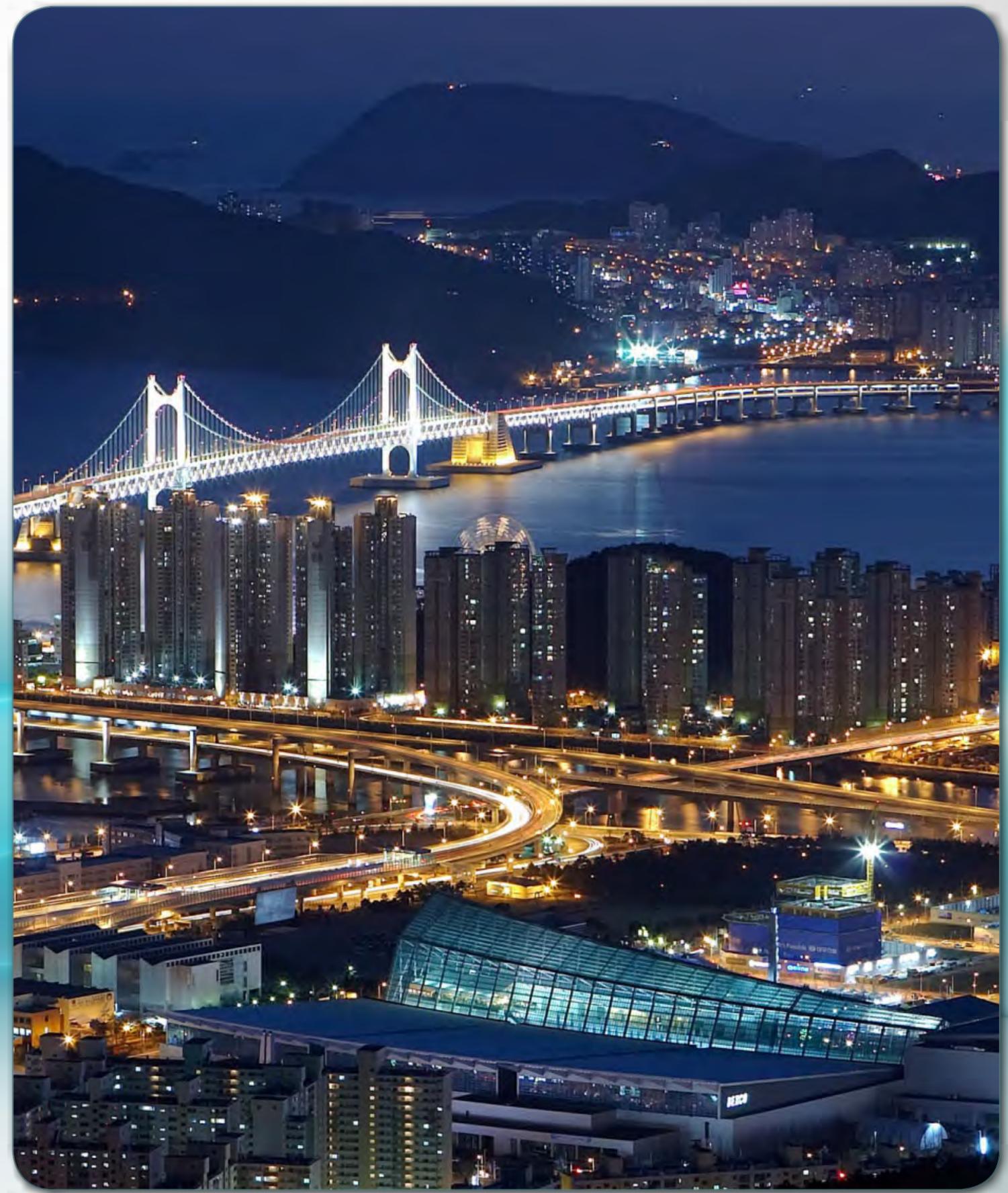
The firm has a strong and diverse practice in all aspects of intellectual property. It is very active with both domestic and international prosecution practice in both trade marks and patents, as well as related disputes and administrative proceedings. Aside from prosecution matters, the firm and its members have become particularly well-known for their capabilities in the areas of litigation, anti-counterfeiting and internet-related matters.

In the area of anti-counterfeiting and enforcement, the firm has developed a very strong reputation for its effective and creative programmes in combating many difficult problems in Korea. The firm represents many brand owners and manages among the most active anti-counterfeiting and trade mark enforcement programmes in the country.

*"Cho & Partners has a strong and diverse practice in all aspects of intellectual property. The firm is very active with both domestic and international prosecution practice in both trade marks and patents, as well as related disputes and administrative proceedings."*

The firm is also very active in domain name disputes, successfully reclaiming domain name registrations from cybersquatters for trade mark owners. Tae-Yeon Cho serves as outside counsel for the Internet Address Domain Name Dispute Resolution Committee, the government body that administers Korean domain name disputes. Another member of the firm, Ik-Hyun Seo, serves as a panelist for WIPO with respect to gTLD disputes.

In the area of litigation, the firm has successfully obtained several landmark decisions for its clients and is at the forefront of new developments in Korea. As recent examples, the firm filed the first legal action based on a new design protection law that took effect in July 2004. A favourable decision was obtained, stripping the infringer of its profits, as well as obtaining an additional damages award for harm to the client's reputation arising from the violation. The firm also obtained a decision in 2005 against a trade mark squatter, in which the firm's client was awarded attorney's fees based on a theory of abuse of trade mark rights. In 2010, the firm successfully appealed a decision to the High Court and received a favourable and significant decision on a key element of a dilution claim, representing a famous luxury brand.



# AUSTRALIA

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Accountancy Firm Of The Year - GMK Partners

Banking & Finance Law Firm Of The Year - Allen & Overy LLP

Capital Markets Law Firm Of The Year - Herbert Smith Freehills

Dispute Resolution Law Firm Of The Year - Allens

Energy Law Firm Of The Year - Ashurst

Franchise Law Firm Of The Year - Wisewood Mahony

International Trade Law Firm Of The Year - Moulis Legal

Investment Bank Of The Year - Merrill Lynch

Intellectual Property Law Firm Of The Year - Corrs Chambers Westgarth

Law Firm Of The Year - Allens Arthur Robinson

Management Consultants Of The Year - Deloitte

Mergers & Acquisitions Law Firm Of The Year - King & Wood Mallesons

Private Equity Firm Of The Year - Lazard

Project Finance Law Firm Of The Year - Allens

Tax Advisory Firm Of The Year - BDO Australia



# FRANCHISE LAW FIRM OF THE YEAR



ROBERT TOTH  
Franchise Partner  
Wisewould Mahony

+61 3 9629 8333  
robert.toth@wisemah.com.au  
www.wisewoulds.com.au



**W**isewould Mahony is a Melbourne law firm which has chosen to do things differently. We run a modern, progressive and diverse law firm from historic Collins Street premises.

We're old but new. Wisewoulds has been practising law in Melbourne since 1853, and Mahonys since 1885. Although we're proud of this heritage we are dedicated to modern work practices, flexible costing and the use of the most up to date technology in the practice of law.

We don't pretend to be what we're not. We're a leading medium sized Melbourne law firm. This is what we want to be. This means we're big enough to offer a broad spectrum of legal services whilst small enough to provide personal and affordable service.

We believe in straight talking, with our clients and with each other. We work hard to provide practical and affordable legal solutions of the highest quality. Your success is our success.

### 25 Years of Specialised Franchise Industry Knowledge

#### Services Provided:

- Legal and consulting advice to Franchisors & Franchisees
- Code compliance requirements
- Dispute resolution – mediation – strategies & solutions
- Sale/Purchase of Franchise Systems
- Employment Law and Workplace Relations Specialists
- Master Franchising
- International Franchising
- Business Law Specialists

Robert is an Accredited Business Law Specialist with expertise in the following areas:

- Franchising - acting for both Franchisors (local and international)

Franchisees, Master Franchisees, Area Developers;

- Franchise dispute resolution acting for both Franchisors and Franchisees - solutions and strategies - mediation;
- Mergers and Acquisitions of small to large business;
- Liquor Licensing and Gaming;
- Retail leasing, property and development projects, joint venture syndicates;
- Establishing companies in Australia for foreign companies;
- Licensing and Distribution, commercial and contractual agreements, software licensing and development agreements;
- General commercial, corporate advice and consultancy, shareholder / unitholder Agreements and buyouts;
- Corporations Law - director's duties, corporate compliance and ASIC prosecutions of directors;
- Pharmacy Law - advice to Pharmacists and Pharmacy Representative organisations such as Pharmaceutical Defence Limited (PDL); and
- Contract - Tenders and Trade Practices Law (Competition and Consumer Act 2010).
- Renewable Energy Law – Solar – Regulator requirements of ORER and the Clean Energy Council (CEC).

Robert holds the following memberships and associations:

- Franchise Council of Australia ("FCA");
- International Franchise Lawyers Association ("IFLA");
- Franchise Association of New Zealand ("FANZ");
- Member of the US Commercial Service;
- Board member and Company Secretary (corporate compliance) Elwood Community Bank (under franchise of the Bendigo Bank); and
- Advisory Board member to franchisor clients.

He has numerous published articles in the Australian Financial Review, Franchise magazines and Journals on Franchise law.

# INVESTMENT BANK OF THE YEAR

+61 3 9659 2222  
www.ml.com

Type  
Subsidiary of Bank of America  
Founded  
1914 (as Charles E. Merrill & Co.)  
Industry  
Finance and Insurance  
Employees  
60,000 (2008), 15,100 (Financial Advisors 2010)



**B**ank of America is one of the world's largest financial institutions, serving individual consumers, small and middle market businesses and large corporations with a full range of banking, investing, asset management and other financial and risk-management products and services. The company provides unmatched convenience in the United States, serving more than 59 million consumer and small business relationships with more than 6,100 retail banking offices, more than 18,000 ATMs and award-winning online banking with more than 25 million active users. Bank of America offers industry leading support to more than 4 million small business owners through a suite of innovative, easy-to-use online products and services. The company serves clients in more than 150 countries and has relationships with 99 percent of the U.S. Fortune 500 companies and 83 percent of the Fortune Global 500. Bank of America Corporation stock (NYSE: BAC) is a component of the Dow Jones Industrial Average and is listed on the New York Stock Exchange.

Merrill Lynch is one of the world's premier providers of wealth management, securities trading and sales, corporate finance and investment banking services. Working with their clients as strategic partners, they create and execute winning solutions, which address their clients' most pressing strategic, financial and investment needs—anywhere in the world.

They stand apart by building and maintaining solid partnerships with clients. Merrill Lynch places their client relationships first and is proud to conduct their business based on five unwavering principles: Client Focus, Respect for the Individual, Teamwork, Responsible Citizenship, and Integrity.

*"Merrill Lynch is one of the world's premier providers of wealth management, securities trading and sales, corporate finance and investment banking services. Working with their clients as strategic partners, they create and execute winning solutions, which address their clients' most pressing strategic, financial and investment needs—anywhere in the world."*

The world's leading corporations, financial institutions and governments, as well as the top mutual funds, hedge funds, pensions and endowments trust Merrill Lynch to help them solve problems and capitalise on opportunities.

More than 60,000 professionals in 40 countries combine local market expertise with Merrill Lynch's substantial global product resources, technology and capital. For decades, they have pushed beyond the status quo to design new securities and improve existing structures; create sophisticated analytics and trading systems; structure landmark transactions; and help clients find the right strategies to improve performance.

Leadership positions in their chosen markets enable them to anticipate market trends, see opportunities as they develop and execute cleanly.

# NEW ZEALAND

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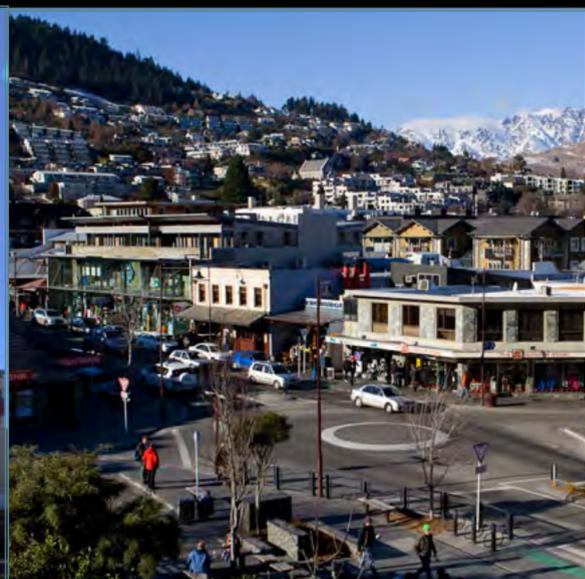
Energy & Natural Resources Law Firm Of The Year - Russell McVeagh

Dispute Resolution Law Firm Of The Year - Chapman Tripp

Employment Law Firm Of The Year - Simpson Grierson

Mergers & Acquisitions Law Firm Of The Year - Cameron Fleming Associates

Tax Law Firm Of The Year - Russell McVeagh



MERGER & ACQUISITIONS LAW FIRM OF THE YEAR



CAMERON FLEMING

Director  
Cameron Fleming &  
Associates Ltd

+64 9 368 5813

CFleming@cameronfleming.co.nz

www.cameronfleming.co.nz



Cameron Fleming & Associates Ltd specialises in providing a wide range of advice to corporates in New Zealand and offshore in sectors ranging from forestry to shipping. The firm delivers pragmatic commercial legal advice that is founded on years of experience working with many of New Zealand's largest and most complex corporate entities, as well as SMEs and wealthy individuals.

We are commercially driven, assisting and guiding our clients in the maximisation of opportunities whilst minimising the risks associated with complex commercial transactions. At Cameron Fleming & Associates Ltd, we offer clients legal advice of the highest standard with the kind of personal and professional engagement that can best be offered by a small practice.

Recent deals Cameron Fleming & Associates Ltd have worked on include:

- Acting for Blue Star Group on the sale of the Rapid Labels business to Tiri Group.
- Acting for Winstone Pulp International on the sale of Blue Star Lumber.
- NZ adviser to Norske Skog on the proposed dual track IPO and trade sale of its Australasian businesses.

*"Cameron Fleming & Associates Ltd specialises in providing a wide range of advice to corporates in New Zealand and offshore in sectors ranging from forestry to shipping."*

- Acting for the Malaghan Institute in relation to its purchase of a stake in Real Vitamins.

Cameron Fleming & Associates Limited was established by Cameron Fleming in 2010 after a highly successful career spanning 25 years as a partner (including as managing partner) at Russell McVeagh, New Zealand's premier law firm. Cameron has extensive experience in corporate advisory work, particularly in the area of mergers and acquisitions and has been recognised by peers nationally and internationally. He has advised on some of the major business transactions that have shaped New Zealand's business landscape.



ASIA/AUSTRALASIA

ASIA/AUSTRALASIA

# AFRICA



# AFRICA

Africa has always been a country with a copious amount of natural resources, particularly when it comes to mining. In fact, several African countries are among today's fastest growing economies in the world – a feat largely down to new discoveries in oil, natural gas and mineral reserves. However, despite African poverty being steadily diminished particularly in countries such as Malawi, Ethiopia and Sierra Leone, Sub-Saharan Africa is still home to a third of the world's poorest people despite economic growth as it continues to be inaccessible to poor people.

The continent's potential for economic stability is also being undermined by illicit capital siphoning out of African countries – often in the form of tax evasion and trade mispricing so much so that in 2010, Africa's oil, gas and mineral exports amounted to \$333-billion in 2010. But estimates of illicit financial outflows from Africa are up to \$200-billion annually, dwarfing the development aid it receives.

Despite this the IMF expects growth south of the Sahara to surge to 6.1% next year, which is well ahead of the global average of 4%. This can be attributed to Africa having such accolades as Ivory Coast being the world's biggest producer of cocoa, while in Mozambique the world's biggest gas discovery of the past decade was found, both have attributed to the optimistic forecast for African growth. The continent's biggest economy, South Africa will soon be rivalled by Nigeria, Africa's top oil producer which will grow by 7% in 2014.



Added to the natural resources which are ripe within Africa, improved governance and political stability also bodes well for future economic growth. The World Bank's chief economist for Africa, Shantayanan Devarajan, said in an interview with the Mail & Guardian he thinks there will be significant investment in Africa, "as more and more countries discover natural resources, macroeconomic policies continue to improve, and Africa becomes one of the few places with a young population."

The mineral sectors in countries such as Ghana, Guinea, Liberia, Nigeria and Sierra Leone should continue to attract investment. But it has been warned that continued inequality and the dependence on mining and mineral exports in many countries have actually dampened the poverty-reducing effect of investment growth. Countries rich in natural resources whether they be Gabon, Equatorial Guinea and Nigeria, performed surprisingly less well than those lacking this apparent head start.

For the results of the continued investment of Africa's natural resources to prove fruitful it is important that policies are in place which protects the rights and interests of African people first. To sustain high growth rates, focus must be directed towards forging inclusive policies that ensure that growth is both equitable and sustainable.



# AFRICA

South Africa	380	Madagascar	412
Egypt	386	Guinea	416
Morocco	390	Algeria	418
Nigeria	396	Kenya	420
Congo	400	Uganda	422
Ethiopia	404	Francophone Africa	426
Mauritius	408		



# SOUTH AFRICA

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Banking & Finance Law Firm Of The Year -ENS (Edward Nathan Sonnenbergs)

Capital Markets Law Firm Of The Year - Bowman Gilfillan

Commercial Bank Of The Year - Gringrod Bank (GRDB)

Competition Law Firm Of The Year - Nortons Inc

Dispute Resolution Law Firm Of The Year - Knowles Husain Lindsay Inc

Energy Law Firm Of The Year - Norton Rose

Intellectual Property Law Firm Of The Year - Gunter Attorneys

Islamic Finance Bank Of The Year - Al Baraka Bank

Law Firm Of The Year - Norton Rose

Mergers & Acquisitions Advisory Firm Of The Year - KPMG

Management Consultants Of The Year - Ernst & Young

Tax Law Firm Of The Year - Weber Wentzel

Technology, Media & Telecoms Law Firm Of The Year - Werksmans Attorneys



## DISPUTE RESOLUTION LAW FIRM OF THE YEAR



IAN LINDSAY

Director  
Knowles Husain Lindsay Inc

+27 11 669 6034

ivl@khl.co.za

www.khl.co.za



## INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR



RINA GUNTER

Director  
Gunter Attorneys

+27 12 665 2335

r.gunter@gunterattorneys.com

www.gunterattorneys.com



**K**HL and its partners continue to receive recognition for the firm's work in dispute resolution. The Legal 500: Europe, Middle East & Africa 2012, an independent guide with firms and individuals recommended purely on merit, has recommended KHL within the dispute resolution practice area. In addition, three partners, Errol Knowles, Mohamed Junaid Husain and Ian Lindsay, have received individual recognition:

Dispute resolution remains a core area for Knowles Husain Lindsay Inc, which has a particularly strong record in insurance and insolvency litigation. Errol Knowles is a renowned litigator, as are Mohamed Junaid Husain and contentious insolvency expert Ian Lindsay. ~ The Legal 500: Europe, Middle East & Africa 2012.

The Legal 500 Series, now in its 25th year, is widely acknowledged as the world's largest legal referral guide. This year, more than 250,000 in-house counsel and lawyers have been surveyed and interviewed globally.

*"Knowles Husain Lindsay Inc's services focus on corporate and commercial litigation, dispute resolution, insolvency, corporate and commercial law and property law."*

This recognition follows on KHL being named South Africa's 'Dispute Resolution Firm of the year 2011' in the Acquisition International Legal Awards. Acquisition International, a global publication, works with leading industry analysts and focuses on corporate finance and deal making.

**G**unter Attorneys is a dynamic and innovative boutique IP law firm specialising in various aspects of intellectual property law, including drafting, filing and prosecuting to grant, patents, trade marks and industrial designs, copyright matters, and litigation, dispute resolution and commercial agreements relating to intellectual property law. Our offices are in Pretoria, from where we assist local and foreign-based clients both in South Africa and internationally. Although we are a South African-based law firm, we have established a highly efficient international network of agents and business associates with whom we work to protect our clients' intellectual property rights throughout Africa and the rest of the world. Our vision is to understand and become part of our clients' business, so that we can provide our clients with expert and personalised legal advice that is tailored to their specific needs. Our aim is to provide exceptional value-for-money IP advice based on the highest professional integrity and competence.

Client testimonials:

"Throughout our dealings with Rina we have found her to be an approachable and skilled attorney with an impeccable character. Rina has constantly proved her technical competence in her field of expertise when dealing with highly technical issues relating to Evraz Highveld's core business. She is always readily available and her systematic approach in dealing with intricate legal matters instils a great sense of confidence."

*Cathie Lewis, Company Secretary and Investor Relations,  
Evraz Highveld Steel and Vanadium Limited*

"As a multinational, we have access to patent attorneys at a global level. Despite this, we chose to work specifically with Rina. The reasons for this decision is due to our complete trust in Rina's ability, professionalism, sense of urgency and understanding of our specific and often complicated business requirements. Our business requires

*"Gunter Attorneys is a dynamic and innovative boutique IP law firm specialising in various aspects of intellectual property law, including drafting, filing and prosecuting to grant, patents, trade marks and industrial designs, copyright matters, and litigation, dispute resolution and commercial agreements relating to intellectual property law."*

that we proceed with decisions as quickly as possible without having to spend time explaining the intricacies of the technologies that we use. In order to be able to achieve this with the confidence that we are protecting our products, while following and adhering to the relevant legal procedures and requirements, necessitates that we work with people who have an in depth understanding of our business, and again we have been very impressed with Rina's ability in this regard."

*Austen Cohen, International Product Manager, Microbiology,  
Roche Molecular Systems, USA*

"I have known Rina since early 1999 when she dealt with my first patent application. Apart from Rina's ability to be very clinical and specific to details, she has an extraordinary ability to project finesse and exceptional intelligent dignity in her way of handling difficult technical and business related matters. She formulates questions to point specifics in an extremely sensible way to solve technical details to the application details in front of her. She is in my opinion a class act and an exceptional lawyer."

*Pierre van Niekerk, Business Owner,  
Tingo Agri CC*



## MERGERS & ACQUISITIONS ADVISORY FIRM OF THE YEAR



ROULA HADJIPASCHALIS

Director  
KPMG Services (Pty) Ltd

+27 11 647 5745

roula.hadjipaschalis@kpmg.co.za

www.kpmg.co.za



## TECHNOLOGY, MEDIA AND TELECOMMUNICATIONS LAW FIRM OF THE YEAR



TAMMY BORTZ

Director -  
Technology

Werksmans  
Attorneys

+27 21 405 5171

tbortz@werksmans.com

www.werksmans.co.za



**R**oula Hadjipaschalis is a senior tax partner in the tax and legal practice of KPMG (South Africa). She is an admitted attorney of the Supreme Court of South Africa and holds a masters degree in taxation (Cum Laude).

Roula has 22 years experience in tax advisory services and specializes in corporate tax. She has advised on a wide range of corporate tax matters with particular emphasis on the opportunities and issues flowing from corporate tax planning and consulting, mergers and acquisitions, corporate restructuring, management and leveraged buy-outs, disposal of businesses, structuring of new ventures, capital gains tax, innovative incentive scheme assistance, due diligence, liaising with revenue authorities on behalf of clients, including responding to queries and preparing objections and appeals.

KPMG has been operating in South Africa since 1895. Through organic growth and strategic mergers, the firm has developed into one of the largest Audit, Tax and Advisory firms in the region and offers comprehensive services to clients within the public and private sectors.

KPMG is also well represented across the African continent. Our offices in Africa are integrated and managed as one practice across the continent. Individual countries retain their legal independence and local Partner ownership. KPMG's objective is to provide consistent, high-quality services to multi-national, regional and local clients and to enhance the product offering in previously under-served markets. The extensive network of practices enables clients to have access to a blend of professionals who are well versed with local conditions, giving them access to skilled resources, no matter where they are in Africa.

The Tax and Legal practice of KPMG in South Africa approaches the market with an understanding of a client's business, its needs and its strategic requirements. We use our in-depth technical tax knowledge, and our broader understanding of how tax fits into the wider business picture, to help clients meet their compliance responsibilities and act on

*"KPMG has developed into one of the largest Audit, Tax and Advisory firms in the region and offers comprehensive services to clients within the public and private sectors."*

planning opportunities. KPMG South Africa's tax practice incorporates the following specialist services:

- Corporate Tax
- International Executive Services including PAYE
- Tax Management Services
- Tax Compliance
- Indirect Tax – Trade and Customs Services
- Indirect Tax – Value Added Tax
- International Tax / Transfer Pricing

Multi-national clients include:

- Bain Capital
- Anglo American
- Microsoft
- Rio Tio
- Aspen
- Goldfields
- Glencore
- Nestle

KPMG offers clients unrivalled experience and expert skills through the integration of a shared vision, local knowledge and global best practice. Our services are tailored, our advice is specific and our commitment to excellence is absolute.

**E**stablished in the early 1900s, Werksmans Attorneys is a leading South African corporate and commercial law firm offering an extensive range of legal services to multinationals, listed companies, financial institutions, entrepreneurs and government.

Operating in Gauteng and the Western Cape, and connected to an extensive African legal network through LEX Africa, the firm's reputation is built on the combined experience of Werksmans and Jan S. de Villiers, which merged in 2009.

With a formidable track record in mergers and acquisitions, banking and finance, and commercial litigation and dispute resolution, the firm is distinguished by the people, clients and work that it attracts and retains. Werksmans' lawyers are a powerful team of independent-minded individuals who share a common service ethos. The firm's success in both corporate and commercial law is built on a solid foundation of insightful and innovative deal structuring and legal advice; a keen ability to understand business and economic imperatives; and a strong focus on achieving the best legal outcome for clients.

As a corporate and commercial law firm, they focus strongly on the needs of businesses. Their clients base includes multinationals, listed companies, financial institutions, entrepreneurs and government. They have built a reputation on the delivery of exceptional legal services and make it their business to understand the full impact of their advice on all facets of their clients' businesses.

They are geared for agility, efficiency and accessibility through their

*"Werksmans' lawyers are a powerful team of independent-minded individuals who share a common service ethos. The firm's success in both corporate and commercial law is built on a solid foundation of insightful and innovative deal structuring and legal advice; a keen ability to understand business and economic imperatives; and a strong focus on achieving the best legal outcome for clients."*

geographic footprint, the range of legal services they offer, the way they structure them and how they interact with their clients. A strong culture of teamwork and collaboration exists across the diverse skills base of their organisation, ensuring that skills are deployed to match each client's requirements and that their clients receive the best and most comprehensive advice possible.

Their pursuit of innovation has been relentless. Ever since Mr Jan S. de Villiers opened his law practice in Cape Town in the early 1900s and Mr Nathan Werksman founded Werksmans in Johannesburg in 1917, the firm has been at the cutting edge of corporate and commercial law in South Africa.

# EGYPT

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Banking & Finance Law Firm Of The Year - Zulficar & Partners

Business Law Firm Of The Year - Helmy, Hamza & Partners

Dispute Resolution Law Firm Of The Year - Hafez

Mergers & Acquisitions Law Firm Of The Year - Matouk Bassiouny

Shipping & Maritime Law Firm Of The Year - Nabil Farag Law Firm





# SHIPPING & MARITIME LAW FIRM OF THE YEAR



NABIL FARAG

Managing Partner  
Nabil Farag Law Firm

+2 066 33 20263

nblaw@interlink.com.eg

www.nblaw.com.eg



**The Firm**  
Nabil Farag Law Firm was founded in 1991 by its managing partner, Mr. Nabil Farag. The firm has grown up steadily and is now one of the largest firms in the field of Maritime Law and all aspects of litigation in Egypt. The head office is based in Port Said, which is the north gate of Suez Canal.

**Specialism**

Our law firm is dealing with all aspects of business, maritime, and financial affairs. We also handle both straightforward and complex legal matters. The majority of our lawyers and consultants are based in Port Said. The firm is covering all aspects of litigation. The partners are charging for each department in the firm and may act as a focal point for the client's contact with the firm. Many of our lawyers are specialists in their legal field. In fact, they are experts in their legal work in the firm.

Each of our clients is unique with particular business concerns. We are giving a personal commitment for all of our clients to understand their cases and objects rapidly and effectively and to expedite solutions by means of clear and practical legal advice and action. The practical application of excellence and cross-utilization of special skills which are provided by all of our lawyers, as professional, culminate in the production of a comprehensive legal package and tailored to the specific circumstances of each client.

*"Nabil Farag Law Firm has grown up steadily and is now one of the largest firms in the field of Maritime Law and all aspects of litigation in Egypt."*

**Our location**

The head office of Nabil Farag Law Firm is based in Port Said which offered a full range of legal services, other legal facilities are provided by our branches in Cairo, Suez, Damietta, Alexandria and Safaga. Each of our offices is staffed fully by excellent local lawyers who advising a wide range of clients ,whether companies or individuals ,who are engaged in Commerce, Marine industry and Investment in these cities on numerous legal matters which are including all aspects of Corporate law, Commercial law, Shipping and Admiralty law, International financial transactions, Project financing, Banking law, Joint Ventures, Agency arrangements, Construction and engineering contracts, Energy law, Patent and Intellectual property law. Our offices also conduct all aspects of litigation using the legal services of advocates in associated with the firm.



# MOROCCO

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Accountancy Firm Of The Year - BDO International

Aviation Law Firm Of The Year - Kettani Law Firm

Energy Law Firm Of The Year - Benzakour Law Firm

Infrastructure & Project Finance Law Firm Of The Year - Hajji & Associes

Mergers & Acquisitions Law Firm Of The Year - Kettani Law Firm

Tax Law Firm Of The Year - Naciri & Associes, Allen & Overy



## AVIATION LAW FIRM OF THE YEAR



NADIA KETTANI, ESQ.

Senior Partner  
Kettani Law Firm

+212 522 43 89 00

nadia@kettlaw.com



## INFRASTRUCTURE & PROJECT FINANCE LAW FIRM OF THE YEAR



AMIN HAJJI

Founding Partner  
Hajji & Associés

+212 22 48 74 74

a.hajji@ahlo.ma

www.ahlo.info



**K**ettani Law Firm (hereafter also, "KLF") is a major Moroccan business law firm founded in 1971 by Professor Azzedine Kettani who was admitted to practice as a lawyer in 1968 and is approved by the High Court of Justice of the Kingdom of Morocco. He was joined in 1992 by Nadia Kettani, who is the Head of the International Consulting Department while supervising some areas of the Litigation Department; and Rita Kettani in 1993, who is the Head of the Commercial Department, the Litigation Department and the Labour Law Department. The firm acts for banks and other financial institutions, international businesses, major public and private companies and government departments.

Kettani Law Firm covers the whole spectrum of financial and business activities, and is an acknowledged leader in the fields of corporate finance, banking, project finance, corporate and commercial law. Areas of particular expertise include stock exchange law, aviation law, telecommunications regulations, energy, tourism, labour law, intellectual property, audits and IPOs. Additionally, the firm has a great deal of experience in arbitration and litigation.

KLF has handled a number of high profile aviation projects for clients around the world. In 1992, the firm advised Ansett Aviation (an Australian company) for the financing of aircrafts. From 1997 to 2000, it represented Raytheon Aircraft for the sale and financing of aircrafts to Regional Airlines. KLF advised Regional Airlines for their aircraft financing in 2001 and represented EAST Trust-Sub 1 and GATX Capital Division from 2002 to 2005. Also, from 2002 to 2003, KLF advised GECAS on the review of their aircraft lease agreements. In 2006 and 2007, the firm

*"Kettani Law Firm covers the whole spectrum of financial and business activities, and is an acknowledged leader in the fields of corporate finance, banking, project finance, corporate and commercial law. Areas of particular expertise include stock exchange law, aviation law, telecommunications regulations, energy, tourism, labour law, intellectual property, audits and IPOs."*

assisted the lenders and ECAs, namely Barclays Bank Plc, Her Britannic Majesty's Secretary of State acting through the Export Credits Guarantee Department, Compagnie Française d'Assurance pour le Commerce Extérieur, Euler Hermes Kreditversicherungs AG for the financing of Airbus A321-211 and Airbus A321-200.

In 2010, Kettani Law Firm provided assistance to International Lease Finance Corporation (ILFC) on its aircraft finance transactions in Morocco. From 2008 to 2012, the firm has been providing continued legal assistance to Air Arabia in the financing of its aircrafts.

In 2012-2013 Kettani Law Firm assist Royal Air Maroc in its various projects including aircraft financing.

**H**ajji & Associés was founded by Amin HAJJI in 1996 with the objective of offering legal services to individuals and corporations as well, in addition to the litigation's resolution that they may face. The firm activities cover all business law subjects.

### International Finance

The firm intervenes on many international financing transactions as Euro-loans and Euro-bond issuing as well, and more specifically in aircrafts financing structured under leveraged lease finance or asset based finance. The firm has also a good knowledge of derivatives negotiated in mutual agreement markets or regulated markets.

Otherwise, the firm intervenes in project finance structuring as the concession of public services or BOT.

Finally, it provides advice to international banking groups during their implementation of e-banking with their subsidiaries in Morocco.

### Corporate Law

The firm intervenes regularly in companies restructuring (transfer of assets) or in Merger & Acquisition and joint ventures. It provides its expertise in due diligence and contract drafting as well.

In addition, it acts as a periodical adviser for companies in monitoring their corporate organic acts (Board of Directors, Assembly meetings, etc.)

### Investment Law

Legal advice to foreign investors is one of the specialities of the firm, notably in incorporating companies and the assistance of said investors during their Moroccan market entry plans.

A particular skill has been developed in tourism and hotel resorts investment, in insurance activities, telecommunications and direct sale of consumption goods.

*"Hajji & Associés offers legal services to individuals and corporations as well, in addition to the litigation's resolution that they may face."*

### Commercial & Economic Law

The firm has been involved in negotiating and drafting many foreign products distribution contracts in Morocco as well as it was approached to resolve some legal issues pertaining to some companies' insolvency.

The coming into force of the new competition law lead the firm to provide many legal advices to foreign companies on issues relating to applicable competition law.

### Labour Law

The firm advises its customers in all subjects of labour law and particularly in managers remuneration as stock-option plans.

### Intellectual Property Law

The firm advises and assists its customers in all sectors of intellectual property law particularly in matters of patent, trade marks, designs and models, copyrights, breeders' rights and counterfeiting.

### Sectoral Studies

The firm elaborated studies relating to strategic legal issues for institutions as famous as the World Bank and Harvard Law University.

MERGERS & ACQUISITIONS LAW FIRM OF THE YEAR



NADIA KETTANI, ESQ.

Senior Partner  
Kettani Law Firm

+212 522 43 89 00

nadia@kettlaw.com



**K**ettani Law Firm (hereafter “KLF”) is a major Moroccan business law firm founded in 1971 by Professor Azzedine Kettani who was admitted to practice as a lawyer in 1968 and is approved by the High Court of Justice of the Kingdom of Morocco. He was joined in 1992 by Nadia Kettani, who is the Head of the International Consulting Department; and Rita Kettani in 1993, who is the Head of the Commercial Department, the Litigation Department and the Labour Law Department.

KLF is an acknowledged leader in the field of M&A transactions. Areas of particular expertise include stock exchange law, aviation law, telecommunications regulations, energy, tourism, labour law, intellectual property, audits and IPOs.

KLF has handled a number of high profile M&A projects for its clients around the world. These include advising France Télécom as a potential buyer of Maroc Télécom, the national telecommunications operator, for US\$2.3 billion; and Telefónica’s bid of US\$1.1 billion for the acquisition of the second GSM line. The firm recently acted as adviser in the following cases: a major British company in the acquisition of the Moroccan state-owned tobacco company Régie des Tabacs for approximately EUR1.3 billion; the merger between two major American computer companies; and the merger between two international confectionary companies.

KLF has handled a significant number of major M&A projects some of which include the restructuring of HP, the acquisition by Coca-Cola of Moroccan companies. The substantial merger of the Moroccan refinery Samir with SCP was also handled by the firm. KLF advised local banks for the financing of the acquisition by Altadis of 80% of

*“Kettani Law Firm covers the whole spectrum of financial and business activities, and is an acknowledged leader in the fields of corporate finance, banking, project finance, corporate and commercial law. Areas of particular expertise include stock exchange law, aviation law, telecommunications regulations, energy, tourism, labour law, intellectual property, audits and IPOs.”*

Régie des Tabacs for EUR300 million and Lydec (a subsidiary of Suez) for the outsourcing of its pension scheme for EUR250 million, EUR100 million of which was through a limited recourse bond issue. KLF advised local banks for the financing of the acquisition by a subsidiary of Vivendi of 16% of Maroc Telecom for EUR500 million. KLF has advised Roche SA for the sale of its pharmaceutical business to Bayer.

In 2010, KLF has advised in financing and project financing such as France Telecom Orange in the 40% purchase of Mediatecom, Morocco’s second largest telecommunication operator (Eur 640 million).

In 2012, KLF advised Sika and Solware for their mergers.

In 2013, KLF is notably advising to Vivendi for the sale of its participation in Maroc Telecom.



AFRICA

AFRICA

# NIGERIA

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Arbitration & Litigation Law Firm Of The Year - G.O Sodipo & Co

Banking & Finance Law Firm Of The Year - Aluko & Oyeboode

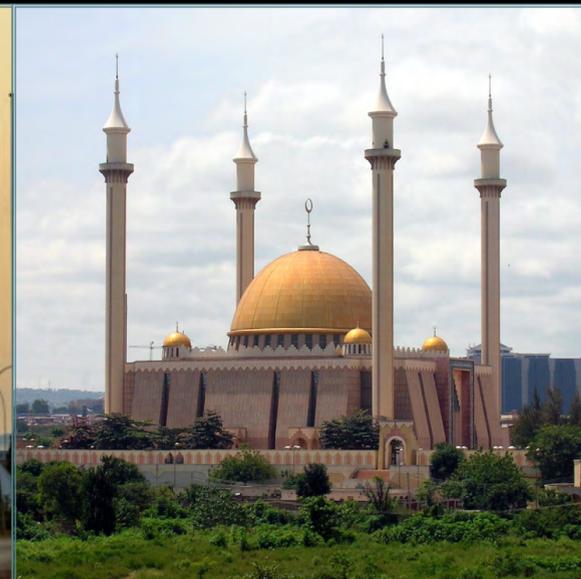
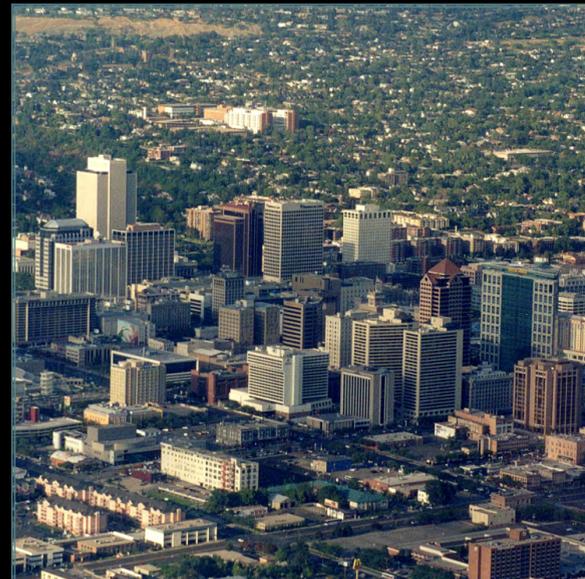
Capital Markets Law Firm Of The Year - G Elias & Co

Commercial Bank Of The Year - EcoBank Nigeria

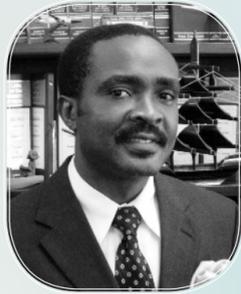
Energy Law Firm Of The Year - Templars

Intellectual Property Law Firm Of The Year - Aelex

Law Firm Of The Year - Aluko & Oyeboode



## ARBITRATION & LITIGATION LAW FIRM OF THE YEAR



PROF. BANKOLE SODIPO

Managing Partner  
G.O Sodipo & Co

+234 1 2637738

info@gosodipo.com

www.gosodipo.com



## CAPITAL MARKETS LAW FIRM OF THE YEAR

FRED ONUOBIA

Managing Partner  
G Elias & Co

+234 1 2806970 2806971

gelias@gelias.com

www.gelias.com



Chief G.O. Sodipo & Co. is a major Nigerian firm formed in the early nineteen sixties with a broad based range of legal services with experience and effective connections with foreign firms in many parts of the world to handle transactions of national and international scope

Our clients include individuals, corporate and governmental agencies. We give advice which enhance sound analysis and decisions which shape the formulation aid implementation of various transactions. We offer solutions in a speedy and cost effective way either through litigation or other alternative dispute resolution methods such as arbitration and mediation.

We understudy the nature of the business environment of our clients. This enables us understand commercial considerations underlying transactions which our clients are involved and the perceptions of issues by our clients including their objectives, priorities and needs, whilst simultaneously equipping us to identify and mitigate any associated risk.

We always adopt business oriented, fresh and imaginative but pragmatic approaches to issues based on a foundation of technical excellence in the law and a depth of commercial experience. Given the freshness of our ideas, our team of consultants and the friendly atmosphere in the firm, we are able to

*“Chief G.O. Sodipo & Co. is a major Nigerian firm formed in the early nineteen sixties with a broad based range of legal services with experience and effective connections with foreign firms in many parts of the world to handle transactions of national and international scope.”*

maintain a leading competitiveness necessary for our clients and the transactions we handle.

The firm is divided into six major departments and these departments are the Corporate Commercials Department, the Aviation and Shipping Department, the Solid Minerals (Oil & Gas) Department, Intellectual Property, Telecommunications and Computer Law Department, Real Property Department and the Litigation & Alternative Dispute Resolution Department.

Founded in 1994, they are one of Nigeria’s leading business law firms. They have an international outlook and an outstanding record of carrying out critical, innovative and complex work to the highest standards. They have played a part in several of the most significant recent developments in Nigerian business law practice, particularly in the fields of sales of businesses, infrastructure financings denominated in hard currencies and tax and securities law disputes.

They offer a wide range of services to business enterprises (whether controlled by private sector or by public sector owners) in respect of transactions, advisory work, regulatory work, litigation and arbitration.

In each of these areas they handle corporate, financial, commercial (including shipping and petroleum), taxation, intellectual property, telecommunications and information technology law assignments. Traditionally, their diverse clients have included upstream oil companies, financial institutions, producers of branded consumer goods and services and information technology and telecommunications companies.

More recently, both the Nigerian economy generally and the client lists have seen significant growth in the number of local, regional and global participants in the transport, real estate development and food products sectors. There are clients of many nationalities and every size in these and other sectors. They range from foremost global multinational enterprises to a number of ambitious, home-grown fledglings.

They have and maintain numerous contacts in Nigerian business and government circles, and with law firms and lawyers’ organizations based both in and outside Nigeria. They have been doing significant

*“G Elias & Co have and maintain numerous contacts in Nigerian business and government circles, and with law firms and lawyers’ organizations based both in and outside Nigeria. They have been doing significant and ground-breaking work on capital market activities advising both actual and potential issuers, managers, underwriters, trustees, trading platform developers and subscribers.”*

and ground-breaking work on capital market activities advising both actual and potential issuers, managers, underwriters, trustees, trading platform developers and subscribers.

They have advised on both the largest equity and the largest debt offerings in Nigeria. The latter, for a statutory corporation, is by far the largest securities offering ever in Nigerian history. The equity offering, for a pioneering bank holding company, was the largest ever equity offering in West Africa. The securities offered under it have been listed simultaneously on stock exchanges in several countries. They have advised on several pioneering initial public offerings: for an oil-and-gas exploration and production company; a shipping company; a telecommunications company; an electric power producer; a hotel owner; and a lottery operator making them easily of Nigeria’s biggest and best firms.

# CONGO

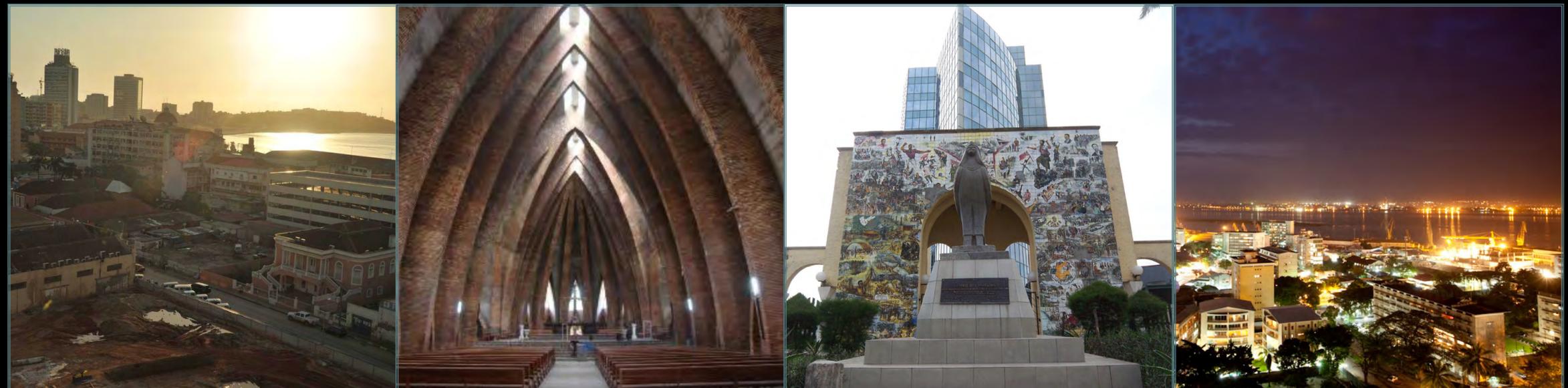
Dispute Resolution Law Firm Of The Year - Cabinet Gomes

Energy Law Firm Of The Year - Cabinet D'avocats Fernand Carle

Law Firm Of The Year - Yav & Associates

Mergers & Acquisitions Law Firm Of The Year - Cabinet D'avocats Fernand Carle

Tax Law Firm Of The Year - Cabinet Gomes



# DISPUTE RESOLUTION LAW FIRM OF THE YEAR



ALEXIS VINCENT GOMES

Managing Partner  
Cabinet Gomes

+242 05 550 86 95 / 06 667 24 67

contact@avocatsgomes.com

www.avocatsgomes.com



First Roger Martin and Jean-Claude Jacquot, then Jean-Claude JACQUOT and Alexis Vincent GOMES, and since 1990 that Cabinet is now Law Firm GOMES.

Since February 2013, the firm has opened a satellite office in Brazzaville currently becoming the first Law Firm to be present within the jurisdiction of two major capitals of the Congo.

Their lawyers, mastering the legal field and its numerous laws in their smallest phrases, put their knowledge and expertise to serve your personal and professional interests.

Trained in private law, public law and business law, their lawyers provide their clients from business, all legal advices and services they need to achieve their goals under conditions allowing them to remain competitive. Proficiency in several languages including French, English and Spanish, is a major asset to the firm and gives it the flexibility to transact internationally.

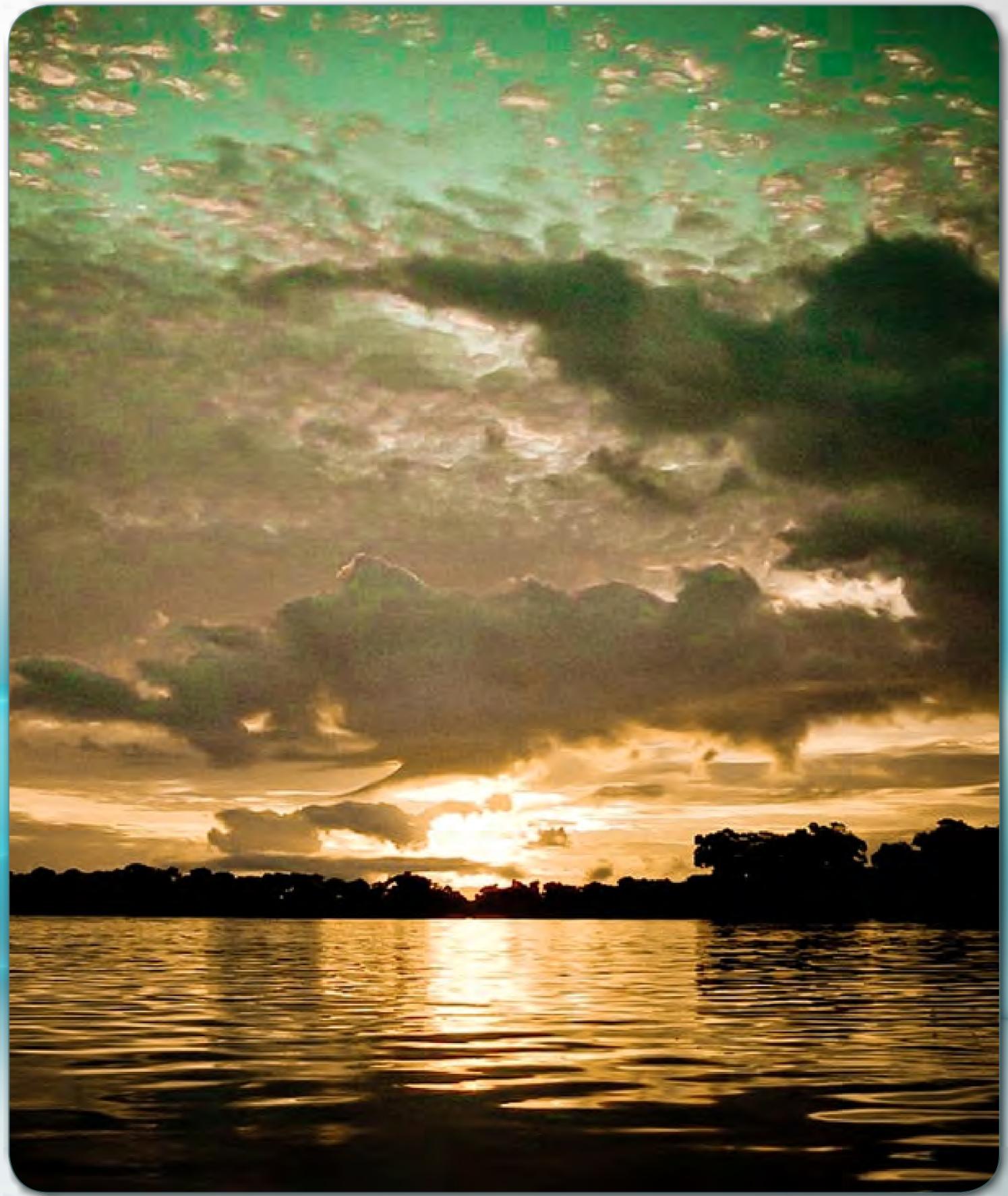
In order to limit the services' costs rendered to its clients, the law firm Gomes has developed an IT infrastructure both efficient and performing. The combination of technology and human expertise allows them to offer clients a range of services of the most comprehensive to meet the specific needs of each client.

In its wish, always greater, to fulfil the best way possible its customers' interests and to make this firm a major reference in the field of business law. The law firm Gomes has signed with the Miranda Alliance (international law firm) a partnership agreement.

*"Cabinet Gomes' lawyers provide their clients from business, all legal advices and services they need to achieve their goals under conditions allowing them to remain competitive. Proficiency in several languages including French, English and Spanish, is a major asset to the firm and gives it the flexibility to transact internationally."*

Mr Alexis Vincent GOMES (Barrister), born October 31, 1955 in Brazzaville (Congo), married and father is a former head of the Bar of Pointe-Noire. Privately, he is an active member of Lions Clubs International and serves as a Lion among Pointe-Noire Eucalyptus.

He applied in July 2009 to the International Lions Club direction for the geographical area that is the ISAAME. He was appointed by the President of Lions Clubs International, Lion delegate to the United Nations Environment Programme (UNEP) and the UNICEF Regional Office for Africa. He is also a Melvin Jones Fellow since 1995.



# ETHIOPIA

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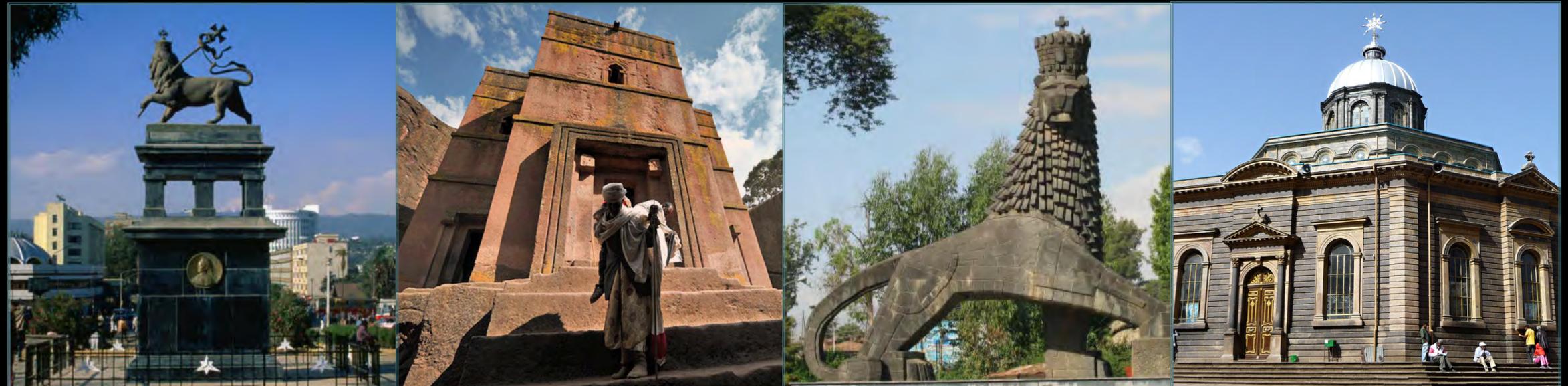
Banking & Finance Law Firm Of The Year - Teshome Gabre-Mariam Bokam Law Office

Insurance & Reinsurance Law Firm Of The Year - Tameru Wondimagegnehu Law Offices

Litigation Law Firm Of The Year - Kebede Worke & Associates

Mining Law Firm Of The Year - Mesfin Tafesse Law Office

Transaction Advisory Firm Of The Year - Ernst & Young LLP



## TRANSACTION ADVISORY FIRM OF THE YEAR



ZEMEDENEH NEGATU

Partner  
Ernst & Young Ethiopia

+251 11 550 4933

info@ey.com

www.ey.com



“Ernst & Young Ethiopia, the premier transaction advisory firm in Eastern Africa, is very honored that we have been selected as “Transaction Advisory Firm of the Year” by Corporate LiveWire - Global Awards 2013”, commented Zemedeneh Negatu, Managing Partner for Ethiopia and Head of Transaction Advisory Services. Zemedeneh further commented by saying “this win further validates our caliber and reputation as a leading provider of sophisticated and complex M&A services to our clients across Africa”.

In the past few years Ernst & Young Ethiopia has advised numerous high profile clients ranging from multinationals such as Diageo plc of the UK on their successful acquisition of Meta Brewery for \$225 million to the transformation of Ethiopian Airlines from a relatively small African airline in the mid-nineties to become the second largest and more profitable than all African airlines combined and the first to fly the Boeing 787 Dreamliner.

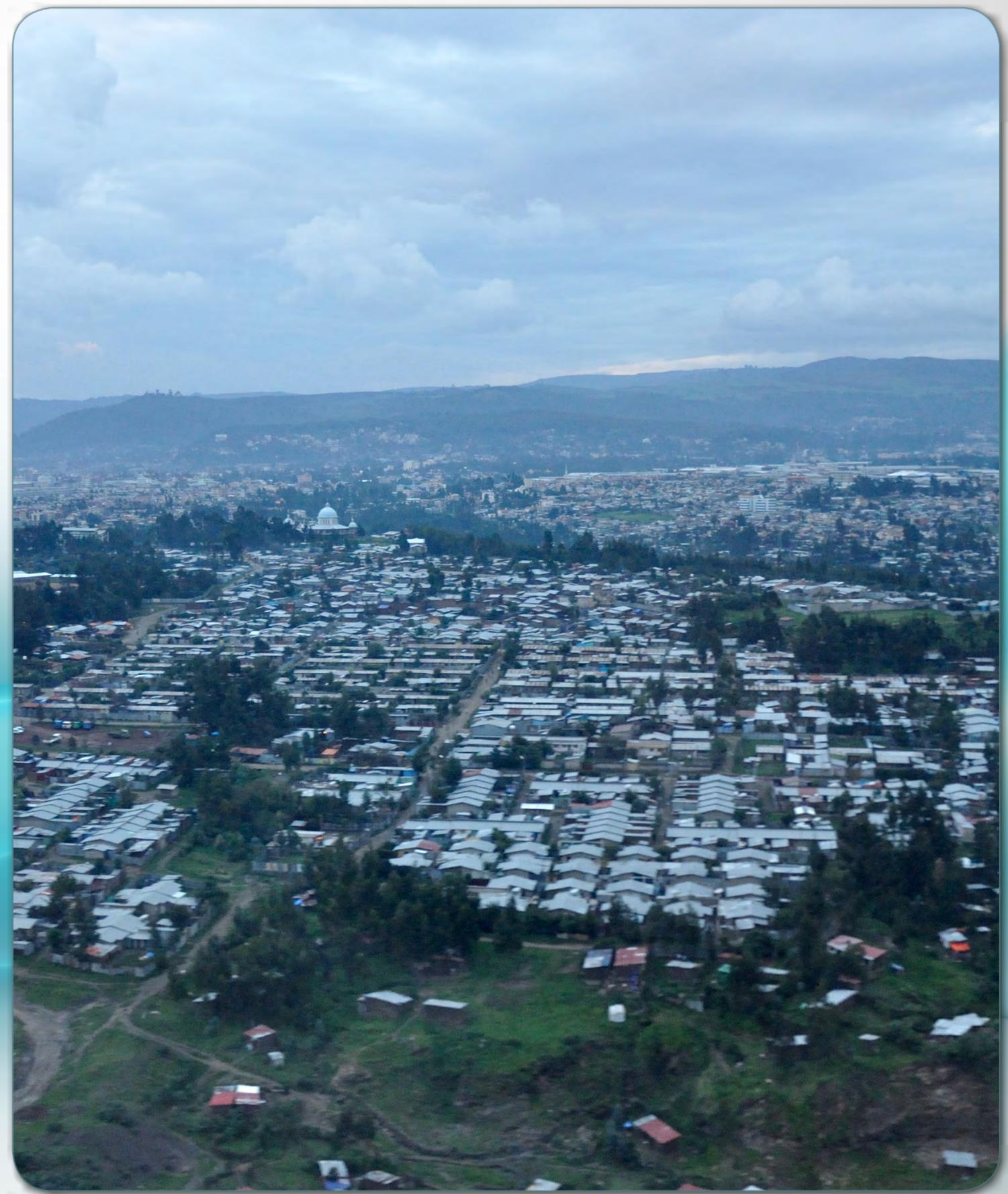
Commenting on the positive economic trends in Africa and how his firm is contributing, Zemedeneh said “we have invested heavily in our firm’s transactional capacity in Ethiopia and across Africa and as a result, we are now the “go to firm” for virtually all major transaction advisory projects especially the ones which focus on what we call the “Capital Agenda” whereby we closely work with our clients on raising financing, both debt and equity, structuring deals end to end and much more”.

Continuing his comments, Zemedeneh said, “for example we are currently the transaction advisors for one of the world’s largest private equity funds on a major investment in Africa worth over a billion dollars. We are also advising a global consumer products company on a multi-million dollar acquisition in the FMCG sector. All these transactions require high capacity world-

*“In the past few years Ernst & Young Ethiopia has advised numerous high profile clients ranging from multinationals such as Diageo plc of the UK on their successful acquisition of Meta Brewery for \$225 million to the transformation of Ethiopian Airlines from a relatively small African airline in the mid-nineties to become the second largest and more profitable than all African airlines combined and the first to fly the Boeing 787 Dreamliner.”*

class support which we have been able to provide from our base in Africa”.

In addition to the Corporate LiveWire - Global Awards 2013, Ernst & Young Ethiopia has won numerous other global awards in recognition of its client focused world-class services including: “Advisory firm of the Year” for 2011 and 2012 and “Deal of the Year” for the M&A work we did for Diageo. Furthermore, in 2012, the firm’s Managing Partner, Zemedeneh Negatu was honored as “Pioneer American Diaspora Businessman of the Year” in Washington, D.C. for the innovative work he has done in Africa and for his contribution to the positive, fact-based transformational thought leadership which have been featured by the global media including CNBC, BBC and CNN.



# MAURITIUS

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Banking Law Firm Of The Year - Conyers, Dill & Pearman

Business Law Firm Of The Year - Benoit Chambers

Fund Administrator & Broker Formation Advisory Firm Of The Year - Premier Financial Services Limited

Investment Funds Law Firm Of The Year - BLC Chambers

Law Firm Of The Year - Benoit Chambers

Litigation Law Firm Of The Year - Appleby



# MAURITIUS

## FUND ADMINISTRATOR & BROKER FORMATION ADVISORY FIRM OF THE YEAR



VIMAL D. DAMRY

Managing Director  
Premier Financial Services Limited

+230 245 6703

vimal@premier.mu

www.premier.mu



**“W**inning this award testifies our hard work and our high quality and personalised services to our clients,” noted managing director Mr Vimal D. Damry. “We would like to dedicate this award to all our valued clients, client introducers and staff members.”

Premier Financial Services Limited is a licensed trust company providing company formation, trust, accounting, international taxation planning and fiduciary services to high net worth individuals and corporates, including listed entities and investment funds. The promoters and directors have been in financial services for more than a decade, and have managed companies and trusts holding assets of more than US\$1 billion in aggregate.

Premier is also a member of the INAA Group ([www.inaa.org](http://www.inaa.org)), a worldwide association of independent accounting firms consisting mainly of audit, tax and accounting firms. Consequently, Premier is able to draw resources from experts in this network for the benefits of its clients. INAA's influence is worldwide; in fact, the organisation is represented by more than 65 firms in more than 50 countries and the number is constantly increasing.

Mr Damry said: “In addition to Mauritius Funds, companies, trusts and foundations, we also offer companies in popular jurisdictions such as Seychelles, the British Virgin Islands, Singapore and Hong Kong, among others. Moreover, Premier assists in the successful application of financial licences in Mauritius such as Funds and Brokers.”

Today, Premier provides its client base with various fiduciary, fund managers, corporate and fund administration services. The firm's capacity to provide bespoke solutions means that it is distinguished

*“Premier provide their clients with tailor-made and flexible solutions to suit their requirements, including tax minimization, reduction of global operating cost, and assets protection. The firm forms and administers both onshore and offshore entities to allow their clients to achieve their personal and business objectives at a very reasonable cost couple with a high level of professionalism and personalized service.”*

from its competitors. The firm is a one-stop-shop for all clients, and is able to assist them extremely well.”

Recently, Premier has also participated in various international conferences as exhibitor participants, hence reaching new clients and intermediaries. 2013 looks bright for the group.

Mr Damry added: “Our overall aim for the coming months is to maintain a consistent growth in our quality clients and staff. We have opened an office in Hong Kong and another trust company soon. Being part of a network of accountants and tax advisers (INAA Group), and given our extensive worldwide network, we have a distinct advantage in international dealings. We have a real international reach to deal with any major country or financial centre. In brief, we have all the ingredients to move forward and face new challenges with confidence.”



# MADAGASCAR

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Employment & Labour Law Firm Of The Year - JurisConsult

Full Service Law Firm Of The Year - John W Fooks & Co

Investment Law Firm Of The Year - JurisConsult

Litigation Law Firm Of The Year - Cabinet Félicien Radilofe

Tax Law Firm Of The Year - MadaGascar Law Offices



# FULL SERVICE LAW FIRM OF THE YEAR



JOHN W FFOOKS

Senior Partner and  
Supervising Attorney  
John W Ffooks & Co

+261 20 224 3247

Contact@JWFlegal.com

www.jwflegal.com



One of Francophone Africa's leading international law firms, John W Ffooks & Co, has, over the last five years, developed a considerable reputation in advising inward investors, with a particular focus in advising on commercial legal issues arising in the energy, natural resources, banking and finance, and telecommunications sectors, in a range of jurisdictions across West and Central Africa, and in the Indian Ocean region, including Madagascar.

With in-depth commercial, corporate, real estate, and employment law expertise managed by two bilingual City-trained UK qualified lawyer, name partner, John Ffooks, and recently promoted partner Richard Glass, delivered by over a dozen nationally and internationally trained assistants, the firm is delighted to offer a depth and breadth of service which is unique in the Francophone African world.

The firm has a particular focus on cross-border instructions and works regularly with premier national and international law firms across all major legal centres, including London, Paris, Brussels, as well as the USA, whilst we also possess South African commercial legal experience, including advising the Development Bank of South Africa.

Our clients include stock exchange-listed companies in London, Toronto, New York and Australia; previous clients for whom we have acted include LP Hill plc, UMC Mining plc, Azania plc, Coal of Africa, Jubilee Platinum plc, as well as being legal advisers to the Ambatovy Project in Madagascar since its inception.

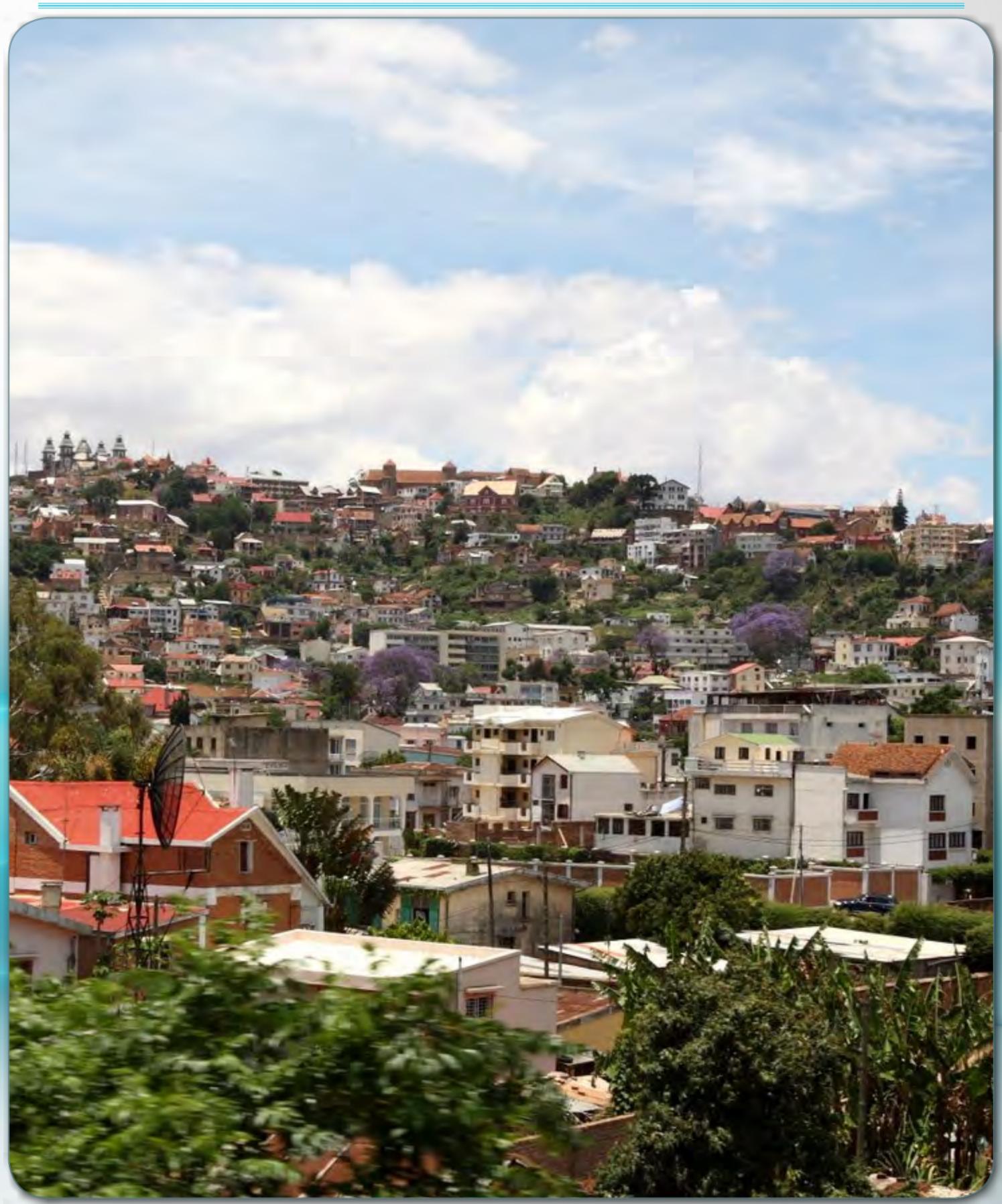
Recent highlights include acting for Stratum Resources plc on its acquisition of graphite mine in Madagascar, and its re-admission on AIM; advising Accenture on all its internal compliance across Francophone Africa, as well as providing on-going operational advice to IBM in Madagascar; and restructuring of all the employment contracts in Madagascar,

*"John W Ffooks & Co's clients include stock exchange-listed companies in London, Toronto, New York and Australia; previous clients for whom the firm has acted include LP Hill plc, UMC Mining plc, Azania plc, Coal of Africa, Jubilee Platinum plc, as well as being legal advisers to the Ambatovy Project in Madagascar since its inception."*

Chad, the CAR, Togo, Benin and Guinea for a major international logistics company.

The firm's team of multilingual lawyers from Francophone jurisdictions have a detailed understanding of law and practice across the region, whilst their collective experience, business acumen, and efficient, cost-effective service enables it to operate well above its weight, in being one of the leading commercial legal service providers in French-speaking Africa. We are members of the Lex Africa network and work regularly with law firms across that network.

Our legal expertise has been recognised with the firm being appointed Full Service Law Firm of the Year for Madagascar for three years, and most recently Full Service Law Firm of the Year in Guinea and Francophone Africa as a whole, whilst we regularly contribute to regional legal publications and conferences, including Legal Week's Global Independent Law Firms Forum.



# GUINEA

Banking Law Firm Of The Year - Cabinet Amadou Baïdy Tall

Full Service Law Firm Of The Year - Cabinet D'Avocats BAO et Fils

Litigation Law Firm Of The Year - Cabinet Alpha Bakar Barry

Maritime Law Firm Of The Year - Cabinet Amadou Baïdy Tall



# ALGERIA

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Business Law Firm Of The Year - CMS

Intellectual Property Law Firm Of The Year- Aidoud Law Firm

Law Firm Of The Year - Gide Loyrette Nouel

Mergers & Acquisitions Law Firm Of The Year- CMS



# KENYA

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Banking Law Firm Of The Year - Walker Kontos

Capital Markets Law Firm Of The Year - Anjarwalla & Khanna

Foreign Investment Law Firm Of The Year - Iseme, Kamau & Maema Advocates

Intellectual Property Law Firm Of The Year - Coulson Harney

Law Firm Of The Year - Coulson Harney

Mergers & Acquisitions Law Firm Of The Year - Hamilton Harrison & Mathews

Real Estate Law Firm Of The Year - Kaplan & Stratton



# UGANDA

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Banking & Finance Law Firm Of The Year - A.F. Mpanga, Advocates

Law Firm Of The Year - Impala Legal Advocates & Consultants

Litigation Law Firm Of The Year - MMAKS Advocates

Mergers & Acquisitions Law Firm Of The Year - MMAKS Advocates

Technology, Media & Telecoms Law Firm Of The Year - Katende, Ssempebwa & Co



# LAW FIRM OF THE YEAR



BRIAN KAGGWA

Senior Partner  
Impala Legal Advocates & Consultants

+256 414 234519

info@impalalegal.com

www.impalalegal.com



**Y**ou need a law firm that provides solutions. Impala Legal represents more than its clients views; it champions their causes in passionately providing result oriented and cutting edge solutions, with unparalleled service.

If there's one thing that sums up the way the firm goes about serving its clients it is the belief that outstanding things happen when the best minds work together – the firm provides solutions and has the success stories to prove it.

Impala Legal, Advocates & Consultants provides the highest quality legal advice and representation to its clients, which sets it apart as a model modern practice law firm. Impala Legal enjoys top tier positions in each of its core practice areas.

Since Impala Legal, Advocates & Consultants was founded, it has created a collaborative culture where talented individuals, working together, can truly flourish and achieve great things.

Imaginative, independent thinking is not just encouraged, it's expected. The team fosters diverse viewpoints so that it can draw on a constant stream of new ideas to solve the toughest legal issues clients face and achieve effective solutions that consistently advance their business priorities and provide good value for money.

The firm's success is a testament to the quality of the lawyers; the most broadly and deeply trained collection of attorneys anywhere in Ugan-

*"Impala Legal, Advocates & Consultants provides the highest quality legal advice and representation to its clients, which sets it apart as a model modern practice law firm. The firm enjoys top tier positions in each of its core practice areas."*

da. Amongst the brilliant attorneys and consultants was the distinguished HE Godfrey L. Binaisa Q.C, a former Head of State for Republic of Uganda, Attorney General of Uganda who in his time was the only African to have attained the legal rank of Queen's Counsel (QC).

The firm hires the very best law school graduates and trains them to be generalists within broad practice areas. Because the firm seeks out the best, and trains them to be better it promotes lawyers to partners almost exclusively from among its own associates. The result is a partnership with a unique diversity of experience, exceptional professional judgment and a culture of innovation in providing cutting edge solutions. To find out more please visit [www.impalalegal.com](http://www.impalalegal.com)

The firm is a member of the Alfa International, a premier legal network of independent law firms.



AFRICA

AFRICA

# FRANCOPHONE AFRICA

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Accountancy Firm Of The Year - Deloitte

Corporate Transactions Law Firm Of The Year - Hogan Lovells

Full Service Law Firm Of The Year - John W Fooks & Co

Infrastructure & Energy Law Firm Of The Year - Nixon Peabody

Technology, Media & Telecoms Law Firm Of The Year - Geni & Kebe



## FULL SERVICE LAW FIRM OF THE YEAR



JOHN W FFOOKS

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One of Francophone Africa's leading international law firms, John W Ffooks & Co, has, over the last five years, developed a considerable reputation in advising inward investors, with a particular focus in advising on commercial legal issues arising in the energy, natural resources, banking and finance, and telecommunications sectors, in a range of jurisdictions across West and Central Africa.

With in-depth commercial, corporate, real estate, and employment law expertise managed by two bilingual City-trained UK qualified lawyer, name partner, John Ffooks, and recently promoted partner Richard Glass, delivered by over a dozen nationally and internationally trained assistants, the firm is delighted to offer a depth and breadth of service which is unique in the Francophone African world.

The firm has a particular focus on cross-border instructions and works regularly with premier national and international law firms across all major legal centres, including London, Paris, Brussels, as well as the USA.

Our clients include stock exchange-listed companies in London, Toronto, New York and Australia; previous clients for whom we have acted include LP Hill plc, UMC Mining plc, Azania plc, Coal of Africa, and Jubilee Platinum plc.

The firm's team of multilingual lawyers from Francophone jurisdictions have a detailed understanding of law and practice across the region, whilst their collective experience, business acumen, and efficient, cost-effective service enables it to operate well above its weight, in being one of the leading commercial legal service providers in French-speaking Africa. We are members of the Lex Africa network and work regularly with law firms across that network.

Our Africa experience has seen us offer a range of transactional services, including company incorporation; whilst we also offer sector-specific regulatory reviews. The firm has also been active in offering advice on joint ventures, listings and M&A deals, including taking and realising security; employment and employee tax (including share schemes); environmental law and practise; real estate; and tax.

Our 2012 highlights include acting for the Government of Guinea on the Simandou Iron Ore project; and providing on-going operational advice to IBM in Madagascar; as well as advising on technical compliance in Guinea, the CAR, Chad, and Congo-Brazzaville.

We also advised a Brazilian mining house on potential acquisition of assets in Guinea. We have advised on the acquisition of graphite mine in Madagascar, and its re-admission on AIM; as well as the acquisition of an LNG terminal in Togo for Puma Energy, as well as advising Accenture on all its internal compliance across Francophone Africa.

We have carried out a major due diligence for an integrated mining/oil & gas company in Congo-Brazzaville and Ivory Coast; and a restructuring of all the employment contracts in Togo, Guinea, the CAR and Madagascar for a major international courier company.

The firm has also provided on-going advice for Amara Mining plc in Burkina Faso; and structuring a complex debt transaction, secured on physical gold production for Samsung, in that country.

It has also advised Merrill Lynch on regulation in Gabon, Cameroon and Congo-Brazzaville, plus provided an investment fund with potential advice on the acquisition of a stake in National Lotteries in Senegal, Ivory Coast and Congo-Brazzaville.



# MIDDLE EAST



# MIDDLE EAST

It is no secret that the success of the Middle East economy is largely dependent upon its oil trade. Iraq and Kuwait sit upon 20 percent of the world's known oil and Saudi Arabia and the Gulf Emirates possess a further 25 percent. Between them, they account for 21% of the world's total oil production along with eight percent of total energy.

While the global energy system has many virtues; stability is not one of them. Economic growth in Gulf Arab economies is expected to slow through this year but should still be healthy as investment in the private sector offsets an expected drop in oil prices. Analysts say for the next couple of years the Gulf will not enjoy the oil prices of around \$110-115 that have boosted economic growth since early 2011.

Essentially, if the Middle East wants to prove to be a global success on the political and economic scene, they are going to have to make something happen for themselves. Spearheaded

by the United Arab Emirates, the Middle East has been lauded by economists worldwide, including former British Prime Minister Gordon Brown who has become the latest figure to jump on the bandwagon.

Impacted by the UAE Vision 2021, a blueprint has been provided to identify a more effective way to deliver public-friendly government services in order to become one of the "best nations in the world." Reem Al Hashemi, UAE Minister of State, said the UAE's Vision 2021 serves as a roadmap in defining the priorities of the government to promote development with a focus on overall societal welfare – plunging more money into education and technology sectors and creating greater opportunities for the future. The current landscape looks more in line with stability as opposed to growth, but the future prospects of the entire region can provide many exciting opportunities ahead.



# MIDDLE EAST

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United Arab Emirates	436	Jordan	448
Turkey	440	Qatar	452
Syria	446	Israel	456



# UNITED ARAB EMIRATES

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Banking & Finance Law Firm Of The Year - Clifford Chance

Capital Markets Law Firm Of The Year - Herbert Smith Freehills

Company Formation Agent Firm Of The Year - Sovereign

Dispute Resolution Law Firm Of The Year - Hadeef & Partners

Investment Funds Law Firm Of The Year - White & Case LLP

Intellectual Property Law Firm Of The Year - Rouse

Mergers & Acquisitions Law Firm Of The Year - Afridi & Angell

Real Estate Law Firm Of The Year - Afridi & Angell

Shipping Law Firm Of The Year - Holman Fenwick Willan

Technology, Media & Telecoms Law Firm Of The Year - DLA Piper

Trust Advisory & Trustee Services Firm Of The Year - Sovereign



COMPANY FORMATION AGENT FIRM OF THE YEAR



JOHN HANAFIN  
Managing Director  
Sovereign Corporate  
Services JLT

+971 4 448 6010  
jhanafin@sovereigngroup.com  
www.SovereignGroup.com



TRUST ADVISORY & TRUSTEE SERVICES FIRM OF THE YEAR



JOHN HANAFIN  
Managing Director  
Sovereign Corporate  
Services JLT

+971 4 448 6010  
jhanafin@sovereigngroup.com  
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**Firm Profile**  
The Sovereign Group's core business is setting up and managing companies, trusts and other compliant structures to meet the specific personal or business needs of its clients. Typically these would include tax planning, wealth management, succession planning, foreign property ownership and facilitating cross-border business.

The first Sovereign office opened in Gibraltar in 1987 and the Group now has offices in over 25 international finance centres worldwide. This enables us to provide local expertise on an international scale and gives clients access to a global service from a local point of delivery. In all jurisdictions that require us to be licensed we have applied for, and been granted, the appropriate authorisations.

We work with public companies, charities and professional law and accountancy firms, but the majority of our clients are individuals – expatriates, entrepreneurs, consultants, private investors and high net worth individuals and their families. First we need to understand a client's personal and business affairs, their requirements and goals. We can then design a structure that will be functional, cost effective and fully compliant.

- Incorporation Services
- Trust Services
- Tax Planning
- Wealth Management
- Succession Planning
- Residency and Immigration
- Fund Services

**Sovereign Middle East**  
Sovereign Corporate Services JLT has been licensed in Dubai since 1998 and is now one of the largest corporate services providers operating in the Middle East. We are a registered agent for the free zones of Dubai, including Ras Al Khaimah (RAK) and Jebel Ali and have further expanded our presence in the Gulf States by opening offices in Bahrain and Abu Dhabi. Our particular areas of expertise include:

- International company formation
- UAE Free Zone formation
- UAE local LLC (51% / 49%) formation
- Trust creation and administration
- Mutual Fund formation and administration
- Immigration and passport programmes
- Pension Trustees (QROPS and QNUPS)
- Payroll & accounting services

**Notable Client Work**  
Sovereign Corporate Services JLT assisted a leading global flight simulation firm to establish the first licensed business of its kind in the UAE. Sovereign liaised with the Department of Economic Development to secure business registration, licensing and commercial protection in Dubai. The most important aspect was to ensure that the UAE operation remained under the umbrella of the global business brand in the most tax efficient way while maintaining the intellectual property of the business offshore.

Sovereign also advised and assisted a publicly listed UK media firm to establish in the Dubai Media City free zone and Abu Dhabi. The UAE business setup was managed and executed effectively and swiftly by incorporating subsidiaries of the PLC to own the businesses in the UAE.

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# TURKEY

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Accountancy Firm Of The Year - BDO

Banking & Finance Law Firm Of The Year - Verdi Law Office

Business Formation Law Firm Of The Year - White & Case Musavirlik Ltd Sirketi

Corporate Law Firm Of The Year - YukselKarkinKucuk Attorney Partnership

Dispute Resolution Law Firm Of The Year - Cerrahoglu Law Firm

Intellectual Property Law Firm Of The Year - Mehmet Gun & Partners

Management Consultants Of The Year - Grant Thornton

Project Finance Law Firm Of The Year - Herguner Bilgen Ozeke Attorney Partnership

Transactional Advisory Firm Of The Year - Ernst & Young



## ACCOUNTANCY FIRM OF THE YEAR

+90 212 365 62 00

bdo@bdo.com.tr

www.bdo.com.tr

## Type

Network of independent firms

## Founded

1963 (in 1973 European members took on current name)

## Revenue

\$6.015 billion USD (2012)

## Employees

55,000



**B**DO's distinctive reputation for client proximity is built upon commitment to all their stakeholders that what matters to them matters to BDO. Their clients recognise them as their preferred adviser, appreciating the seamless service worldwide.

They were founded in 1963 when firms from the UK, Netherlands, Germany, US and Canada joined forces to share and expand their knowledge to better support clients. They were known as Binder Seidman International Group until 1973, when they adopted the name Binder Dijker Otte & Co: BDO.

They continued to build our international capabilities, growing the strong local roots that mean they now provide services to clients in 135 countries. In 1988, they established a worldwide structure and the BDO acronym was placed before each local member firm's name. This, together with the introduction of a new logo and a consistent global brand, clearly demonstrated that the local expertise of member firms was combined with the international expertise and strength of their international network. Since then, their network has continued to transform in response to client needs, culminating in the change of the name in 2009 to simply BDO. The move to a single global trading name demonstrates their commitment to service clients and to compete successfully in the market on a multinational basis.

BDO is the world's fifth largest accounting network. They have an excellent partner to staff ratio, with almost 55,000 people working with clients and offering challenging, ethical and practical advice from 1,204 offices in 138 countries.

*"BDO's distinctive reputation for client proximity is built upon commitment to all their stakeholders that what matters to them matters to BDO. Their clients recognise them as their preferred adviser, appreciating the seamless service worldwide."*

The commitment to knowledge and best practice sharing means that expertise is easily shared across the network. Their common methodologies and IT platform ensure effective and efficient service delivery to all their clients. To maintain standards they have a robust accreditation process and quality assurance review procedure.

They remain focused on helping clients navigate ever-changing economic and market conditions by providing high quality advice and service to all their clients on a consistent basis. This will enable them to achieve their ambition to significantly increase their market share and ensure that they are recognised in the market as a unified global network.

## DISPUTE RESOLUTION LAW FIRM OF THE YEAR



PROF. DR. M. FADLULLAH  
CERRAHOĞLU

Founder, Managing Partner  
Cerrahoglu Law Firm

+90 212 355 30 00

cerrahoglu@cerrahoglu.av.tr

www.cerrahoglu.av.tr



**W**ith an Arbitration Team that has an extensive experience in both domestic and international arbitration. For over 20 years, they have been representing Turkish and multinational clients before ICC and ICSID tribunals in relation to complex commercial and investment disputes.

Prof. Dr. M. Fadlullah Cerrahoğlu has acted as counsel in more than twenty five arbitrations. He also acted as co-arbitrator and chairman in a number of others. He is listed as an arbitrator at ICC and ICSID. He has taken part in many seminars and conferences on arbitration as guest speaker and/or panelist.

Mrs. Eda Cerrahoğlu Balssen has been leading the arbitration practice alongside Prof. Dr. M. Fadlullah Cerrahoğlu since 2005. She is the exclusive provider of updates on international arbitration for Turkey for the International Law Office online publication. She also teaches a course on international arbitration at Yeditepe University in Istanbul. She is a member of ASA, ASA Below 40, ICC Turkish National Committee, LCIA, YIAG and Young ICCA.

After its establishment in 1966, the firm's first international assignment was in 1970s when the Firm provided legal assistance to three major Turkish contractors for their projects in Libya and Saudi Arabia. Also in the 1970s, they assisted one of the local banks in Turkey for its transformation from a local bank to a national bank. With this unique experience, the firm started working in the banking sector and developed its know-how in this field.

Cerrahoglu Law Firm is particularly strong for merger control matters. It advises clients across a number of industries including financial ser-

*"Cerrahoglu Law Firm is particularly strong for merger control matters. It advises clients across a number of industries including financial services, healthcare, technology, energy, and aerospace. The team also has experience advising in cartel and abuse of dominance investigations."*

vices, healthcare, technology, energy, and aerospace. The team also has experience advising in cartel and abuse of dominance investigations.

The firm together with Baker & McKenzie London offices gave consulting services to the Privatisation Administration in relation to the privatisation of 55% shares of Turkish national telecom company Türk Telekom through block sale for which the firm was presented with the 'Acquisitions Monthly 2006 Award' in recognition of outstanding achievement and success in the category of 'Emerging Market Deal of the Year'. Other accolades include, in June 2009 the 'EMEA (Europe- Middle East- Africa) Finance Achievement Awards 2008 / Best Privatization in CEE Turk Telekom - Legal Advisor' award for the IPO of Türk Telekom since it was distinguished as the most successful privatisation in the Central and Eastern European Region.

# TRANSACTIONAL ADVISORY FIRM OF THE YEAR



MÜGE ÖNER

Partner  
Ernst & Young Turkey

+90 212 315 30 00

istanbul.office@tr.ey.com

www.ey.com/tr



## About Ernst & Young

Ernst & Young is a global leader in assurance, tax, transaction and advisory services and one of the world's leading professional services firms, with over 167,000 people in more than 140 countries. We operate under common professional, ethical and independence standards to help our people, our clients and our wider communities achieve their potential.

As a member of Ernst & Young Global, Ernst & Young Turkey operates with 31 partners and more than 900 people, in 4 offices located in Istanbul, Ankara, Bursa and Izmir.

### Ernst & Young Transactions Advisory Services

With 8700 global professionals Ernst & Young's Transaction Advisory Services delivers advice to help clients drive competitive advantage and increase shareholder returns through improved decision-making. Our transaction advisory services team in Turkey is well integrated with the global organisation and enjoys easy access to EMEA centers of excellence, as needed, which enables it to deliver industry specific and value added services. Our services include, Transaction Support, Financial Due Diligence, Tax Due Diligence & Tax Structuring, Valuation & Business Modeling, Project Finance, M&A Advisory Services and Transaction Real Estate Advisory Services.

In 2012, Ernst & Young was recognised as Accounting Firm of the Year at the annual Financial Times M&A Awards in London having advised on 293 deals worth over US\$124b on either the buy or sell side. This is the second time Ernst & Young has won this prestigious award, which reinforces our position in transaction advisory services and across the EMEA region.

### Müge Öner

Müge is a Partner in the Transaction Support Services group in

Ernst & Young Turkey and has over 17 years of experience in this field. In addition, she leads the Financial Services Industry team, a team of more than 100 people dedicated to financial services.

### Transaction Experience

Müge serves numerous clients in the financial services sector including BNP Paribas, Dubai Islamic Bank, Kazkommertzbank, Burgan Bank, National Bank of Greece, Dexia, Citibank, Erste Bank, Koç Finansal Hizmetler, Yapı Kredi Bank, Isbank, Goldman Sachs and Merrill Lynch.

She has provided buy side due diligence, valuation and transaction advisory services as well as sell side assistance regarding the sale of non-performing loans (NPL).

Müge has recently worked on the acquisition of Eurobank Tekfen by Burgan Bank for USD 0.4 bn.

### International Experience

Müge started her career at Arthur Andersen and worked in both the audit and corporate finance departments. She then joined a banking group, Finansbank, where she worked in Turkey, the Netherlands and Belgium. She joined Ernst & Young Turkey in 2005 to lead the Financial Services Group in Transaction Advisory Services. Müge has cross-border deal experience with Germany, France, Switzerland, Greece and Dubai.

### Education and Memberships

Müge is a qualified Independent Public Accountant and Financial Advisor (SMMM) and a member of the Institute of Certified Public Accountants in Turkey. She holds a B.A. in Business Administration from Bilkent University, Turkey.

She speaks Turkish, English and French.



# SYRIA

Banking & Finance Law Firm Of The Year - Sarkis & Associates

Corporate Finance Law Firm Of The Year - Sarkis & Associates

Intellectual Property Law Firm Of The Year - Al Ahmar & Partners, Attorneys and Legal Advisors

Law Firm Of The Year - International Legal Bureau

Oil & Gas Law Firm Of The Year - International Legal Bureau

Project Finance Law Firm Of The Year - Hakim Law Firm



# JORDAN

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Banking & Finance Law Firm Of The Year - Obeidat & Freihat

Energy Law Firm Of The Year - Ali Sharif Zu'bi Advocates and Legal Consultants

Litigation Law Firm Of The Year - Khalifeh & Partners

Mergers & Acquisitions Law Firm Of The Year - Ali Sharif Zu'bi Advocates and Legal Consultants

Patents Law Firm Of The Year - International Business Legal



# PATENTS LAW FIRM OF THE YEAR



NANCY DABABNEH

Partner and Head of Intellectual Property Department  
International Business Legal Associates (IBLAW)™

+962 6 5525127

contact@iblaw.com.jo

www.iblaw.com.jo



International Business Legal Associates (IBLAW)™ is a full-service law firm that offers comprehensive legal support across a wide range of services, sectors, and industries. As one of the leading firms in Jordan, IBLAW serves the needs of enterprises of all types and sizes, in both the private and public sectors. We serve sovereign governments, local companies, and international businesses seeking to navigate the waters of Jordanian and regional law.

The firm's IP practice has been recognized for its excellence and has been ranked for last several consecutive years by Managing Intellectual Property (MIP) worldwide IP firms survey as the leading Jordanian law firm, holding top tier position in Trademarks, Copyright and Patent contentious work, as well as Trademark & Patents Prosecution in the Kingdom. IBLAW's IP attorneys were the sole legal consultants of the Jordanian government in shaping the Jordanian Intellectual Property regime. The firm drafted the package of intellectual property legislation to bring Jordan in compliance with TRIPS, Jordan-US FTA and other international agreements.

IBLAW's cross-disciplinary approach to IP work encompasses establishing and defending IP rights, regulatory counseling, managing IP portfolios, drafting IP related agreements and representation before courts and regulatory authorities. IBLAW is able to provide comprehensive services to our IP clients by tapping into our firm-wide resources across departments in the areas such as the corporate and commercial transactions, public policy and legislative drafting, in addition to litigation and dispute resolution.

For the sixth year in a row, IBLAW has been nominated by the worldwide MIP annual IP Survey to rank top tier position for trademark, patent and copyright contentious and prosecution work in the Kingdom.

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We serve a range of leading companies in the sectors of cosmetics & luxury goods, chocolates & confectionary, cars spare parts & machinery, cigarettes & tobacco, IT & telecom, media & advertisement, software, distribution and retailing, publishing and others.

Our international clients include Total Outre –Mer, Ford Motor Company, Daimler AG, Philip Morris International Management S.A, Rotana Hotels Suites and Resorts, Fromageries Bell, Fischer holding GmbH & Co., Jumeirah International, Honda Motors Company, Mars Incorporated, Bosch GmbH, Western Union, Sanofi-Aventis, Camparo International, Moobility Telecom, The Coca-Cola Company, Apple Inc, VODAFON, Ferrero S.P.A, Castrol International and many others.



# QATAR

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Dispute Resolution Law Firm Of The Year - Hassan Al-Khater Law Offices

Energy Law Firm Of The Year - Al-Ansari Law Firm

Intellectual Property Law Firm Of The Year - Sultan Al-Abdulla & Partners

Islamic Finance Law Firm Of The Year - Allen & Overy

Mergers & Acquisitions Law Firm Of The Year - Al Tamimi

Technology, Media & Telecoms Law Firm Of The Year - Sultan Al-Abdulla & Partners



## MERGERS & ACQUISITIONS LAW FIRM OF THE YEAR



MOHAMED KHODEIR

Partner and Head of Qatar office  
Al Tamimi & Company

+974 4457 2777

m.khodeir@tamimi.com

www.tamimi.com

@MohamedKhodeir3



The Corporate and M&A practice at Al Tamimi & Company is one of the largest and most comprehensive in the region with over 43 lawyers, delivering high level specialisation.

The Qatar office advises on all types of corporate and M&A transactions and has been particularly active in the last several years advising on some of the country's highest profile and complicated projects. The team advises national and international clients on a variety of complex transactions.

Al Tamimi opened its office in Doha, Qatar in 2004. As Qatar's economy has grown, we have enhanced our presence in Doha through the recruitment of additional partners and associates to build a comprehensive team of legal experts, who have in-depth knowledge of the Qatar legal system and an extensive understanding of the country's culture and business practices.

Our Doha practice has established itself as a key player in the Qatari legal services market. With the added support of the Al Tamimi & Company's regional network of offices, the Doha office is well positioned to support the growth in Qatar with over 17 fee earners

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fully based in Doha.

As the largest full service law firm in the Middle East, Al Tamimi & company knows more than just about that law. We pride ourselves on understanding the business environment in which we operate, ultimately benefiting the clients we work with. Established in Dubai in 1989, we have offices in Dubai, Abu Dhabi, Sharjah, Kuwait, Qatar, Saudi Arabia, Jordan and Iraq with more than 200 lawyers and over 400 staff.



# ISRAEL

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Competition Law Firm Of The Year - Agmon, Rosenberg, Hacoheh, Goddard & Ephrat

Dispute Resolution Law Firm Of The Year - Habib Al Mulla

Intellectual Property Law Firm Of The Year - Erdinast, Ben Nathan & Co. Advocates

Legal Marketing Consultants Of The Year - Robus

Mergers & Acquisitions Law Firm Of The Year - Gornitzky & Co

Management Consultants Of The Year - Shaldor Strategic Consulting

Project Finance Law Firm Of The Year - Gornitzky & Co

Real Estate Law Firm Of The Year - Fischer Behar Chen Well Orion & Co

Tax Law Firm Of The Year - Herzog Fox & Neeman



## LEGAL MARKETING CONSULTANTS OF THE YEAR



ZOHAR FISHER

Founder  
Robus – Legal Marketing  
and Consulting Services

+972 3 6763533

zohar@robust.co.il

www.robust.co.il



### Foreign law firms enter Israel - are you among them?

Just recently (August 2012), foreign lawyers and law firms have received formal permission to provide legal services, to operate and to collaborate in Israel.

An overlook on the Israeli legal market will show that this relatively small country holds a worldwide record- the highest amount of lawyers per capita. Opening the market to foreign law firms may increase the already high competition in the legal market, but it may also add new exciting opportunities. *The fierce competition in the Israeli legal market created an increased need for law firm marketing.*

#### About our company - Robus

As Israel's leading legal marketing consultants, we at Robus see our outbound services to foreign law firms as part of our business's DNA.

Representing a full spectrum of Israeli law firms, from boutique to Israel's largest law firms, *Robus is a valuable strategic partner for foreign law firms asking to obtain a foothold in Israel.*

Robus consults many foreign law firms, among others – US law firms, European law firms from the UK, Germany, France and Eastern Europe, all asking to provide legal services in Israel.

*With a team of native English speaking jurists and lawyers, rich business experience and in-depth acquaintance with the Israeli legal market, Robus is the perfect starting point from which your law firm can set sail for new opportunities in Israel.*

*Founder of Robus, Adv. Zohar Fisher is a vastly experienced strategist and business advisor, and a commercial lawyer who has been practicing Legal Marketing for many years, inter alia, as the business development manager of one of the leading and largest Israeli law firms.*

#### Services

- Using our broad professional network, we will assist your law firm in

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*establishing its activity in Israel.*

- We offer a *broad exposure* and *acquaintance to the Israeli market* through varied conferences, seminars, commercial and academic platforms and events.

- *Mergers with Israeli law firms* - our office specializes in both local and cross-border mergers and cooperation between domestic and foreign law firms. Locating an Israeli law firm which best suits your firm, and spearheads the merger process until its successful completion.

- Well experienced in promoting a wide range of innovative *cross-border business initiatives* in cooperation with varied domestic elements.

- Orchestrate the implementation of your Israeli project and provide valuable business information, including setting up a *high standard internet website* and *firm profile* to match the initiative.

- We offer direct access to the Israeli media to support your commercial interests in Israel.



# CORPORATE *LiveWire*

[www.corporatelivewire.com](http://www.corporatelivewire.com)

