

# GlobalLawExperts & GlobalAdvisoryExperts

Handbook



*Finding the right Expert for your business solution*

# 2025

# Welcome to the Global Law Experts (GLE) & Global Advisory Experts (GAE) Handbook 2025

The handbook is designed to serve as a valuable reference tool, allowing CEOs, business owners, funders and corporate finance professionals – as well as individuals – to source some of the foremost legal and advisory experts from around the world.

For ease of reference, we have separated the handbook into four regional sections: Europe, the Americas, Asia & Oceania, as well as Africa & the Middle East.

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

We hope the 2025 GLE/GAE Handbook proves useful, and helps our readers gain access to our selection of global legal and advisory experts, whose timely and comprehensive specialisms across a wide array of practice areas positions them as outstanding in their respective field.

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### Editor

John Martin

[johnmartin@globallawexperts.com](mailto:johnmartin@globallawexperts.com)

[johnmartin@globaladvisoryexperts.com](mailto:johnmartin@globaladvisoryexperts.com)

### Designer

Narinthorn Phanrangsee



# *Europe*

The European Commission's Spring 2025 Economic Forecast presents a subdued but stable picture of Europe's macroeconomic trajectory. Real GDP is projected to increase by just 1.1% across the EU in 2025 and 0.9% in the euro area – nearly identical to 2024 figures. Growth is expected to pick up in 2026, rising to 1.5% for the EU and 1.4% for the euro area. Inflation, meanwhile, is on a gradual downward path: EU inflation is projected to decline from roughly 2.6% in 2024 to 2.3% in 2025 and 1.9% in 2026, with the euro area easing from 2.4% in 2024 to 2.1% in 2025 and further to 1.7% in 2026.

Similarly, BusinessEurope's Economic Outlook paints a modest growth scenario, anticipating 1.0% growth for the EU in 2025 and 1.4% in 2026. The organisation cautions that such restrained prospects may not be adequate to preserve the EU's global competitiveness, particularly amid intensifying geopolitical turbulence and trade fragility.

From another vantage, The Conference Board foresees euro area GDP expanding 0.9% in 2025 and 1.3% in 2026. The forecast underscores lingering vulnerability from unresolved EU-US trade tensions – even while acknowledging Germany's 2025 budget, with its accelerated defence spending, as a potential upside driver. Headline inflation is forecast to ease to 1.9% by 2026, with core inflation stabilising around 2%.

These industry-body outlooks collectively suggest cautious optimism: growth remains modest in the near term, inflation flags gradually, but persistent downside risks loom.

Industrial sectors face notable headwinds. Eurofer, the European steel industry federation, warns that US-imposed tariffs and geopolitical instability have severely damaged steel market recovery expectations, which are now not anticipated before 2026 unless global conditions improve.

On energy and decarbonisation, Germany's industry lobby, the DIHK, cautions that the country's transition to 80% renewable electricity by 2030 and climate neutrality by 2045 could impose a financial burden of up to €5.4 trillion by 2049. Without policy reform, there is a risk of energy-intensive industries relocating abroad, which could undermine economic competitiveness. The DIHK proposes cost-efficient policy restructuring – such as simplified regulation, enhanced carbon trading and repurposing gas infrastructure for hydrogen – to save up to €910 billion by 2050, or even more than €1 trillion if climate targets are eased marginally, according to Reuters.



Recent data indicates modest momentum. The HCOB Eurozone Composite PMI edged up to 51.0 in August 2025 from 50.9 in July, marking a 12-month high. Manufacturing output posted its strongest expansion in more than three years, yet services growth slowed, with the services PMI dipping to 50.5. New orders rose for the first time since May 2024 – mostly driven by domestic demand – while export orders declined sharply. Among major economies, Spain led growth, followed by a slight pick-up in Italy; Germany weakened, and France remained in contraction despite a small PMI uptick to 49.8. Employment growth reached a 14-month high, driven by services, though factory layoffs continued. Input costs and selling prices rose at their fastest rate in months, raising concerns on inflation and complicating ECB policy. Business confidence remains fragile amid political tensions in France and Spain, EU-US trade uncertainty and automotive sector struggles. Inflation edged up to 2.1% – just above the ECB's 2% target.

In the UK, the manufacturing sector contracted for the 11th straight month, with the PMI falling to 47.0 in August 2025. Both new orders and exports declined sharply under the weight of weak demand, tariff uncertainties and rising labour costs, as noted by The Guardian. In contrast, eurozone manufacturing rebounded, achieving a 41-month high PMI of 50.7, while unemployment dropped to a record low of 6.2%.

ECB board member Isabel Schnabel, in a recent Reuters interview, noted that the euro area economy's resilience continues, undergirded by robust domestic demand and eased financing conditions. Inflation remains near 2%, prompting the ECB to maintain its current policy stance unless medium-term inflation expectations threaten that level.

Key upside risks include food prices, tariffs, fiscal policy shifts and supply chain disruptions – but there is limited concern about the euro's strength or dumped Chinese goods. Ms Schnabel further underscored the need for deeper European integration through unified regulation to bolster innovation, and affirmed that the ECB's liquidity and operational framework is functioning well; work on the next policy review is slated for 2026.

Reform momentum remains uneven. The European Policy Innovation Council noted that only 11.2% of the recommendations in Mario Draghi's 2024 competitiveness report have been fully implemented, with another 20% partially enacted. Despite some progress in transport and critical minerals, such sectors as digitalisation, cleantech and energy lag behind. Meanwhile, the FT wrote that countries like Poland and Hungary – though critical of EU green policies – are emerging strong in cleantech job creation and battery manufacturing, thanks to foreign investment.

The broader message here is twofold: while structural adaptation and green investment offer a pathway to medium-term resilience, slow uptake of reform remains a critical constraint.

In essence, European growth in 2025 is expected to remain modest – hovering around 1% – with inflation gradually easing. Growth should strengthen in 2026 as policy tailwinds and investment support emerge, but significant downside risks persist: trade uncertainties, geopolitical conflict and energy cost shocks, as well as reform inertia.



To bolster growth and ensure resilience, multiple coordinated efforts are essential:

- Revive industrial confidence by addressing trade vulnerabilities (e.g., tariff risks), restoring manufacturing demand and pressing for tariffs relief or supportive trade instruments.
- Mitigate energy-transition costs through targeted deregulation and efficient carbon pricing, as well as investment in hydrogen and grid infrastructure.
- Accelerate structural reform, including digital and cleantech investment, backed by EU reform momentum, to strengthen future competitiveness – particularly delivering on the Draghi report's recommendations.
- Leverage fiscal buffers wisely – including defence-related spending where justified, to stimulate growth but ensure alignment with sustainability and productivity objectives.
- Maintain cautious monetary calibration, balancing inflation control while supporting investment and demand. Current ECB tone suggests patience, with no immediate rate moves expected unless inflation shocks emerge.

Europe stands at a delicate juncture. Macroeconomic fundamentals show signs of resilience: job markets are healthy, inflation is retreating and growth, although modest, should steady. Yet stalling industrial sectors, unresolved trade headwinds and lagging structural transformation pose real threats to the recovery trajectory. Working against these crosswinds requires decisive reforms, strategic investments and policy coordination – across fiscal, industrial and monetary domains. If successful, Europe may transition from struggle to steady momentum through 2026 and beyond; if not, its status as a global economic powerhouse may erode amid intensified global competition.

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## Austria – Gaming Law

SHMP Schwartz Huber-Medek Partner Rechtsanwälte GmbH is a distinguished Austrian law firm recognised for its deep expertise in public law and its ability to navigate the complex regulatory frameworks that shape industries at both the national and European levels. With its headquarters in Vienna, the firm has built a reputation as a trusted partner for clients facing sophisticated legal challenges, particularly in areas where public and private interests converge.

The firm's involvement in gaming and sports betting law is anchored in its long-standing experience with regulatory systems and licensing procedures that are unique to Austria yet influenced by European legal standards. As the market enters a pivotal phase with the upcoming reallocations of state lottery concessions, including online gaming, as well as casino concessions between 2027 and 2029, SHMP stands at the forefront of guiding clients through this high-stakes and intricate process. The firm has an impressive track record of assisting companies in securing key concessions, having represented clients successfully in the awarding of the national lottery concession, the granting of all 12 casino concessions and the acquisition of slot machine concessions across every Austrian federal state where such licences have been available. In addition, SHMP has consistently supported operators in obtaining sports betting concessions in all nine federal states.

Dr Walter Schwartz, Partner and Attorney-at-Law, plays a central role in the firm's gaming law practice. His counsel is sought not only by private sector clients but also by public authorities and interest groups navigating the challenges posed by shifting market dynamics and regulatory reforms. Dr Schwartz's expertise extends beyond transactional and licensing support to include the preparation of legal opinions, representation in administrative penal proceedings, as well as due diligence assessments in the context of corporate transactions. His experience is widely recognised in Austria's legal community and internationally, contributing to SHMP's position as a leader in this specialised field. His active engagement with academia and policy discussions further enriches the firm's approach, particularly through the firm's collaboration with the University of Vienna in hosting an annual symposium on gambling and sports betting law.

Beyond its gaming law expertise, SHMP provides comprehensive services across other key areas of public law, including public procurement, environmental law and construction law. Its practice is characterised by a strong focus on litigation before Austria's administrative courts and the country's highest public law tribunals, such as the Constitutional Court and the Administrative Court, as well as before the European Court of Justice and the European Court of Human Rights. This appellate and constitutional litigation expertise is integral to the firm's identity – reflecting its ability to challenge laws and administrative decisions that conflict with constitutional or European principles. Notably, the firm also advises prominent public institutions, as demonstrated by its work in guiding the City of Vienna through the selection process for the Eurovision Song Contest 2026.



SHMP Schwartz  
Huber-Medek Partner  
Rechtsanwälte GmbH

Dr Walter Schwartz  
Partner & Attorney-at-Law  
Tel: +43 1 513 5005-20  
w.schwartz@shmp.at

A-1010 Wien,  
Hohenstaufengasse 7  
Tel: +43 1 513 50050  
www.shmp.at

SHMP  
RECHTSANWÄLTE  
SCHWARTZ  
HUBER-MEDEK  
PARTNER  
GMBH  
A-1010 WIEN  
HOHENSTAUFENGASSE 7  
TEL: +43 1 513 50050  
WWW.SHMP.AT



## Austria – International Arbitration Law



Dr Christian Aschauer |  
Independent Arbitrator |  
Rechtsanwalt

Dr Christian Aschauer  
Attorney-at-Law &  
Independent Arbitrator  
Advocate  
christian.aschauer@  
aschauer.online

030 Vienna |  
Invalidenstraße 7/9  
Tel: +43 1 718 4488  
www.aschauer.online

CHRISTIAN  
ASCHAUER

Dr Christian Aschauer is a leading Austrian arbitrator, Rechtsanwalt (Attorney-at-Law) and academic whose practice is devoted to international arbitration. For nearly two decades, he has focused his professional life on resolving cross-border disputes, acting as arbitrator, expert or counsel under both institutional and ad hoc rules. Since 2014, he holds a professorship in arbitration law at the University of Graz.

His arbitration work encompasses a broad spectrum of substantive areas, among them energy (including oil and gas), maqunaria (machinery), telecoms, construction, joint ventures, international purchase agreements, M&A, R&D and international succession. He has served under the rules of major arbitration institutions – ICC, VIAC, the Chamber of Arbitration of Milan, DIS, LCIA and SCC, as well as in ad hoc international and domestic arbitrations. He is fluent in making awards in English, Italian, German and French.

Aside from arbitrator roles, Dr Aschauer represents parties in setting-aside and enforcement proceedings before Austrian courts, and has been engaged as legal expert in arbitration proceedings. His membership in arbitral institutions and associations – such as ASA (Swiss Arbitration Association), ArbAut (Österreichische Vereinigung für Schiedsgerichtsbarkeit), the Chamber of Arbitration of Milan, DIS, ICC Commission on Arbitration & ADR, the Liechtensteiner Schiedsverein – and his involvement with UNCTRAL Working Group II (on technology-related dispute resolution) attest to both his active participation in and influence on the development of international arbitration law.

In addition to his case work, Dr Aschauer is a prolific scholar. His publications address core issues, such as the capacity of matters to be subject to arbitration (schiedsfähigkeit), the operation of Austrian arbitration law in the context of institutional international arbitration, procedural questions in the digital environment (including conflicts of interest, evidentiary fact-finding and technological innovations), dissenting opinions and mandatory provisions in arbitration. He has written in multiple languages and for international audiences, demonstrating both breadth and depth.

Since July 2024, Dr Aschauer is also a member of the ICC International Court of Arbitration, bringing his practical and academic experience to one of the world's pre-eminent arbitral bodies. His teaching and lecturing commitments extend across Europe and beyond, where he addresses practitioners, students and institutions on such topics as AI in arbitration, digitalisation of arbitral procedure, party representation under IBA guidelines, as well as the interaction between national courts and arbitration tribunals.

Dr Aschauer's approach to arbitration emphasises impartiality, openness towards differing legal systems and an international outlook: for him, an arbitrator should not regard categories of "domestic" or "foreign" law in terms of hierarchy but treat all legal systems with equal respect and all nationalities with equal fairness. Based in Austria, admitted in Vienna since 1999, he brings the Austrian legal context to bear in his practice – particularly in relation to enforcement and setting aside of arbitral awards under Austrian law.

## Austria – M&A Tax Advisory

Grant Thornton Austria is one of the leading full-service tax, audit and advisory firms in Austria, offering a sophisticated and deeply integrated M&A tax advisory service under the leadership of Dr Raphael Holzinger, Partner and Head of Tax. Established as part of the global Grant Thornton network, which spans more than 150 markets, the Austrian firm has built a strong reputation based on combining technical excellence, local insight and an entrepreneurial spirit.

With almost 300 professionals across several offices in the region, Grant Thornton Austria serves clients ranging from startups to large listed companies, also including family businesses and high-net-worth individuals. The firm prides itself on delivering pragmatic, tailor-made solutions, especially in view of the increasing complexity of cross-border transactions, international tax obligations, transfer pricing issues and regulatory scrutiny.

Dr Holzinger leads the M&A tax advisory offering, drawing on his prior experience with a Big Four firm. His specialisms include domestic and international tax structuring, business tax law, transfer pricing and multinational corporate group tax issues. He further advises on rulings (advance pricing agreements, etc), handles tax audit and appeal proceedings and represents clients in mutual agreement and arbitration procedures.

Grant Thornton Austria's M&A tax advisory work is distinguished by its emphasis on strategic design of transactions from the tax perspective, ensuring that M&A, divestitures, reorganisations and related corporate restructurings are planned in ways that optimise tax efficiency while managing risk. The firm applies a holistic mindset, ensuring that tax planning aligns with business objectives, cross-border constraints, regulatory compliance and stakeholder expectations.

Services encompass pre-deal due diligence focusing on tax, structuring the deal to take advantage of incentives, shaping financing, acquisitions and disposals, dealing with domestic and international tax law issues, as well as planning for transfer pricing. When transactions cross borders, the firm is capable of advising on international tax law and coordinating with other jurisdictions – while navigating rulings, double tax treaties and regulatory expectations.

Clients working with Dr Holzinger and his team benefit from a blend of academic rigour and practical experience. Dr Holzinger is not only a practitioner but also an author of academic work in business tax law, international tax law and transfer pricing. He lectures at conferences and courses both in Austria and abroad, bringing research insights and recent developments into client work. This ensures that advisory work is not just current but forward-looking, capable of anticipating changes in legislation, court decisions and international tax norms.

In addition to its core advisory activity, the practice assists in tax disputes, audit and appeal processes, mutual agreement procedures and arbitration, offering continuity to clients from deal conception through post-deal implementation and beyond. Grant Thornton Austria's tax offering is structured to integrate with its broader advisory, accounting and audit services – so that clients receive cohesive advice across financial, operational and risk dimensions.



Grant Thornton Austria

Raphael Holzinger  
Partner & Head of Tax  
[raphael.holzinger@at.gt.com](mailto:raphael.holzinger@at.gt.com)

Gertrude-Fröhlich-Sandner  
Straße 1 / Top 13, 1100  
Vienna  
Tel: +43 1 5054313 2142  
[www.granthornton.at](http://www.granthornton.at)



Grant Thornton

## Bulgaria – Commercial Law



Slavchev & Vasilev Law  
Firm

Radoslav Koychev  
Managing Partner

Sofia 1303, 14 Antim I str  
Tel: +359 892 997 482  
[www.svlaw.bg](http://www.svlaw.bg)

Slavchev & Vasilev is a Sofia-based law firm providing high-quality legal services to both domestic and international clients. Established with a commitment to professionalism and integrity, the firm combines deep local expertise with a modern, client-focused approach.

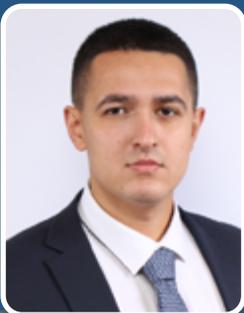
The practice covers a broad range of legal areas, with particular strength in corporate and commercial law, M&A, IT law, AI regulation, personal data protection, competition law, tax law, real estate, litigation and arbitration, labour law, as well as administrative law. The firm further advises on regulatory compliance, IP and cross-border transactions, ensuring that clients receive practical solutions tailored to their business objectives.

Slavchev & Vasilev has developed long-standing relationships with entrepreneurs, SMEs, multinational companies and private clients. The team is recognised for its strategic insight and its ability to manage complex legal matters, including representation before Bulgarian courts and state institutions. Slavchev & Vasilev Law Firm is also a certified adviser to the Beam market for small and medium-sized enterprises on the Bulgarian Stock Exchange.

The Partners, Radoslav Slavchev Koychev and Emil Vasilev, bring together extensive experience and complementary expertise. They are supported by a dedicated team of associates and consultants, enabling the firm to provide comprehensive, multidisciplinary support.

The firm's philosophy is built on responsiveness, precision and trust, with a focus on creating long-term partnerships with clients. Slavchev & Vasilev places particular emphasis on transparency and clear communication, ensuring that legal advice is accessible and actionable.

Through a combination of legal knowledge, practical business understanding and international perspective, Slavchev & Vasilev continues to assist clients in navigating Bulgaria's legal and regulatory environment with confidence.



Emil Vasilev  
Partner  
[emil.vasilev@svlaw.bg](mailto:emil.vasilev@svlaw.bg)

## Bulgaria – Digital Finance Law

Dimitrova, Staykova & Partners (DSP) is a Bulgarian law firm based in Sofia that has earned a reputation for helping high-tech, innovative and startup businesses navigate complex legal environments and benefit from strong strategic and business acumen. Under the leadership of Jordan Stoyanov, DSP offers comprehensive services in Digital Finance Law and Consultancy. Jordan is the Management Consultancy and Sales Partner at DSP. He has a strong C-level corporate career and is also a founder of several highly specialised companies himself.

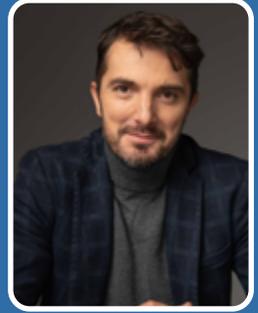
DSP has built its Digital Finance Law capability around dealing with payment and financial institutions regulation, including the licensing, governance, strategy, internal policy, ongoing compliance and regulatory interface needed for such entities as banking, electronic money institutions, financial institutions, crypto business and peer-to-peer lending platforms. The firm's team has more than 15 years' experience in the banking and financial sector, giving clients both deep regulatory insight and practical know-how in setting up the business, drafting required documents and maintaining communications with regulators.

Another core component of DSP's offering under Jordan is assisting clients to meet legal requirements in areas like AML (anti-money laundering), KYC (know your customer), UBOs (ultimate beneficial owners), privacy, data protection and GDPR. DSP helps clients to design and implement policies that satisfy European law while remaining usable in practice.

In terms of digital assets and evolving regulation at the EU level, DSP is active in advising customers on MiCA (Markets in Crypto-Assets) in both the payments and investments contexts. The firm under Jordan's leadership provides up-to-date counsel on how digital finance developments impact banking, financial institutions and payment service providers.

Clients of DSP in its Digital Finance Law domain therefore benefit from a firm that combines strong regulatory credentials, substantive transactional startup/VC experience, deep business and strategic acumen – and a practice attuned to the fast-changing legal framework around digital finance, payments, AML/ KYC, UBOs and crypto assets.

Jordan anchors this offering with both senior leadership and subject matter expertise – making DSP well positioned to advise firms operating in FinTech, digital payments, financial innovation and related fields.



Dimitrova, Staykova & Partners

Jordan Stoyanov  
Management Consultancy  
& Sales Partner  
j.stoyanov@dsp.bg

Sofia Center, ul "Georgi  
Benkovski" 37, 1000 Sofia  
Tel: +359 88 837 0812  
www.dsp.bg



## Bulgaria – Intellectual Property Law



Pavlov & Co

Vasil Pavlov  
Managing Partner &  
Attorney-at-Law  
vpavlov@pavlov-law.com

55 Aleksandar Stamboliyski  
Blvd, fl 3, office 5, Sofia 1000  
Tel: +359 2 980 07 27  
www.pavlov-law.com

**PAVLOV & CO**  
INTELLECTUAL PROPERTY AND LAW OFFICE

Pavlov & Co is a Bulgarian boutique law firm whose reputation is built squarely on IP protection, enforcement and litigation. From its establishment, the firm has aimed to provide the full spectrum of IP services, covering rights acquisition, monitoring, valuation and strategic enforcement, while also offering adjacent advice in competition law, privacy and data protection, corporate and commercial law.

At the helm of Pavlov & Co is Managing Partner Vasil Pavlov, who is both an Attorney-at-Law and a patent/trademark attorney, bringing more than two decades' professional experience in all major IP disciplines. His practice spans copyright matters (including contract drafting and negotiation), patent, trademark, design protection and geographical indications. His representation is not limited to registration: Mr Pavlov acts before the Bulgarian Patent Office, the European Union Intellectual Property Office (EUIPO), customs authorities, national courts (civil and criminal) and international forums. He is well known for enforcement work, opposition and cancellation proceedings, including challenging administrative decisions, and also supports clients in contentious litigation.

Mr Pavlov has been a pioneer in some of the more technical and novel developments in Bulgarian IP law. Early in his career, he was among the first in Bulgaria to use Customs Border Measures procedures to protect major brands at the borders. He also secured a landmark win in 2009 in Bulgaria's first court case for data-exclusivity infringement, acting for a local division of a major pharma company. Since founding Pavlov & Co in 2012 (following earlier leadership in MS Partners), he has overseen a steady growth in both national and international client work, with a particular strength in trademark filings, enforcement of rights and responding to IP infringements.

The firm serves clients across a wide range of industries, including fashion and apparel, food and drink, pharma, tech and entertainment. The nature of the challenges in these sectors – counterfeiting, imitative trademarks, design copying or enforcement against infringers – makes the firm's capacity for strategic thinking and swift tactical execution particularly important. For example, beyond securing rights, Pavlov & Co offers monitoring services to watch for conflicting trademark applications, community trademarks or international registrations designating Bulgaria, as well as surveillance of competitors' filings, reflecting the evolving legal environment, especially since Bulgaria's accession to the EU and the harmonisation of national laws with EU law.

Pavlov & Co has been ranked in the top bands for trademarks and patents by such directories as WTR 1000, The Legal 500 and others. In recent years, it has been acknowledged as one of the leading IP firms in Bulgaria both for its transactional and advisory work, as well as for its enforcement and opposition-related practice. Mr Pavlov himself is regularly honoured. Among other achievements, he was the first Bulgarian lawyer to receive the Client Choice Award for IP. He is further known as one of Bulgaria's most prominent litigators in the IP space, having handled hundreds of court cases and numerous proceedings before administrative bodies.

## Bulgaria – Investments, M&A Law

Dimitrova, Staykova & Partners (DSP) is a Bulgarian law firm based in Sofia that has distinguished itself in delivering comprehensive and highly specialised legal services in Investments and M&A. DSP is recognised as a transactional adviser in Bulgaria and the region, consistently providing deep legal insight and practical expertise. Under the leadership of Bilyana Dimitrova, DSP has structured a range of intricate cross-border transactions. Head of the Investments and M&A department, Bilyana is also a mentor and lecturer in a number of Bulgarian and international accelerators and projects related to business and social entrepreneurship. Led by Bilyana, and building on her experience since 2007, when she executed her first cross-border acquisition, DSP has established a premier capability in M&A that is centred on strategic transaction structuring and execution.

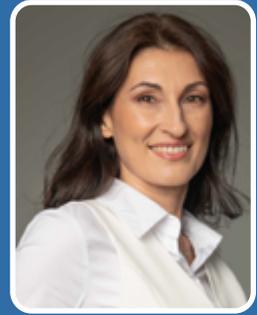
DSP focuses on facilitating intricate transactions, such as multi-level buy-side and sell-side acquisitions, mergers, divestitures, joint ventures, restructurings, secondary sales and liquidations. These transactions are often complex, consisting of various components like cash, deferred consideration, put and call options, as well as long-term cooperation agreements among participating parties after the exit. The firm's expertise involves VCs from the UK, the US, Israel, Bulgaria and other EU countries.

In the field of investments, DSP is a pioneer in the venture capital and private equity field in Bulgaria, and among the first to operate in this domain. The team has successfully structured, advised and legally supported numerous funds, including those backed by the European Investment Fund (EIF) and the Bulgarian Fund of Funds (FMFIB) – in addition to hybrid funds, private equity funds and angel investor syndicates. The firm provides full-scope legal support and counsel to fund managers for their daily operations, internal rules and ongoing regulatory compliance. The firm further handles all investment transactions implemented by these investors, including drafting the necessary documentation for their portfolio company investments, both equity and quasi-equity, such as Convertible Loans, Warranties, SAFEs, SAFTs and the full scope of legal due diligence services.

DSP's dedicated team provides comprehensive legal support to startups and scale-ups across their entire development cycle. It maintains a substantial portfolio, having worked with more than 250 companies across the pre-seed, seed and Series A stages, some achieving valuations exceeding \$100 million. Recognising the inherent risks in entrepreneurship, the team's core mission is to protect founders from typical startup pitfalls, strategically guiding them towards new funding rounds and a successful exit.

The firm's expertise extends to leveraging new capital-raising mechanisms. DSP is an officially approved adviser to the Bulgarian Stock Exchange, assisting companies with listing and securing capital on the BEAM (Bulgarian Enterprise Accelerator Market). Meanwhile, it is a strategic partner in the dynamic field of crowdfunding, guiding businesses through successful capital-raising campaigns and supporting entrepreneurs in launching licensed Crowdfunding Service Provider platforms. Clients benefit from a proactive approach, which includes creating and introducing in Bulgarian law a new type of entity: the Variable Capital Company, a flexible legal form created specifically for high-growth firms.

Bilyana anchors this offering with her strategic leadership and specialised expertise in innovative business law – making DSP exceptionally well positioned to guide firms through all stages of investment and M&A, from seed funding to successful exit.



Dimitrova, Staykova & Partners

Bilyana Dimitrova  
Partner  
b.dimitrova@dsp.bg

Sofia Center, ul "Georgi Benkovski" 37, 1000 Sofia  
Tel: +359 88 837 0812  
www.dsp.bg





Rex Consulting BG Ltd

Ventsislav Vassilev  
Senior Partner

Tel: +359 887 854 668  
venzi\_vassilev@  
rexconsulting.com

99 Knyaz Boris I Str, Sofia  
1000

Tel: +359 2 439 42 41  
Fax: +359 2 439 42 43  
www.rexconsulting.com

Rex Consulting

## Bulgaria – Tax Advisory

Rex Consulting Ltd was established in 1995 by self-employed professional consultants who advise and assist clients on legal and financial issues in the following areas:

- Audit and accountancy;
- Tax procedures and tax planning;
- Payroll, social security and health insurance;
- Private equity investment;
- Company incorporation;
- Mergers and takeovers;
- Costing, pricing and financing issues;
- Labour legislation and related consultancy;
- Intercompany and consolidation reporting;
- Investment appraisal and budgeting.

Rex Consulting is based in Sofia (Bulgaria), with a further three subsidiaries located in Varna, Plovdiv and Bansko. All companies are registered as separate limited companies in order to optimise reporting, management and cost analysis. The firm also has a subsidiary in London (UK), which specialises in asset management.

The Senior Partner and main international contact is Ventsislav (Venzi) Vassilev, who has a strong background in the field of audit, accountancy and tax planning. Mr Vassilev is a graduate of the University of Bristol (UK) in Economics & Accounting, and started his career working for Arthur Andersen & Co at the beginning of the 1990s. Subsequently, in 1995, he founded Rex Consulting – a fast-growing group of consultancy companies with a particular focus on consulting and assisting foreign investors in Bulgaria.

Today, Mr Vassilev leads a team of young professionals comprising multilingual accountants, lawyers, asset managers and business experts. Under his leadership, the team has created a company culture of a welcoming and informal atmosphere – which is combined with a consistently strong commitment to the clients' business.

## Cyprus – Business Formation Advisory

**George Iakovou is the Founder and Managing Partner of both G. Iakovou & Associates LLC, a boutique law firm, and The Grey Arrow Ltd, an administrative and financial service provider firm based in Cyprus.**

With an academic background in Law from the UK, George has been a registered member of the Cyprus Bar Association since 2010.

His legal practice specialises in immigration and permanent residency visas, corporate and commercial law, real estate law, as well as the licensing and authorisation of regulated entities, such as investment firms, alternative investment funds and crypto-asset or crowdfunding service providers.

The guiding principles of his firms are rooted in four core values: Integrity, Honesty, Commitment to Clients and Quality of Service.

George's passion is the delivery of tailored-fit solutions, which are both diligent and proactive – catering specifically to the clients' business and personal growth needs.

In addition to the above, The Grey Arrow Ltd is actively involved in the professional development and education sector, providing valuable insights into the implementation of AML directives and regulatory compliance matters through seminars available online and on-site, sharing knowledge and best practices to empower professionals in the field.



**The Grey Arrow | Legal & Financial Advisors**

**George Iakovou**  
**Founder & Managing Partner – Lead Attorney**  
**Tel: +357 99768865**  
**giakovou@thegreyarrow.com**  
**[www.linkedin.com/in/george-iakovou-a7b728205](https://www.linkedin.com/in/george-iakovou-a7b728205)**



**1 Souliou Street, Strovolos,**  
**2018 Nicosia**  
**Tel: +357 22256948**  
**[www.thegreyarrow.com](http://www.thegreyarrow.com)**



Evagoras Anastasiou Law Firm

Michalis Anastasiou

Managing Partner

Tel: +35725582999

michalis@anastasioulaw.com

11 Kerkiras St, Amaranthe House, Ground Floor, 3107, Limassol

Tel: +35725582999

Fax: +35725582168

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



Evagoras Anastasiou  
Law Firm

## Cyprus – Company Law

Headquartered in Limassol, Cyprus, Evagoras Anastasiou Law Firm is a full-service legal practice that combines deep local knowledge with an international outlook. The firm provides a broad suite of corporate law-related services, including company registration for new businesses, Cyprus Investment Firm (CIF) licensing in the forex and financial services sectors, nominee director, secretary and shareholder services, as well as assistance with corporate structuring, compliance and the drafting of corporate documents and resolutions – in addition to the maintenance of statutory obligations in Cyprus. These corporate offerings are underpinned by an ability to give clients a secure base in Cyprus for tax, regulatory, residency or investor purposes, with full support for cross-border business arrangements.

Building on this foundation, the firm has expanded its services to address the evolving needs of international businesses and investors. It now assists with the registration of Companies of Foreign Interests through the Cyprus Business Unit, enabling enterprises to employ third-country nationals in highly skilled positions. It also offers comprehensive guidance in real estate investment, supporting clients in identifying and pursuing property opportunities in Cyprus, a sector currently experiencing strong growth and demand.

At the heart of Evagoras Anastasiou Law Firm's Company Law services is Michalis Anastasiou, Managing Partner, whose academic credentials and professional qualifications contribute greatly to the firm's strength in this domain. Mr Anastasiou studied Law at the University of Sussex, Brighton (graduating in 2012), was called to the English Bar at Gray's Inn in 2013, and obtained a Master of Laws (LLM) in International Business Law from BPP Law School in London in 2014. He was admitted to the Cyprus Bar Association in 2015. In addition to his courtroom and advisory capacities, he is a certified Mediator in Civil & Commercial Disputes, capable of both representing clients before the Courts of Cyprus and acting as an impartial mediator where appropriate. He is fluent in both Greek and English, allowing him to serve clients from diverse jurisdictions with ease and clarity.

Mr Anastasiou specialises in several interlocking areas that complement the firm's company law offering. His core competencies include civil litigation, business and corporate law, licensing, capital gains and forex disputes, immigration law, contract law, property transactions, personal injury and criminal law. Within the realm of corporate work, he handles judicial matters, convenes board and shareholder meetings, drafts corporate constitutions and resolutions, negotiates and prepares contracts, oversees compliance issues, assists with licensing for financial services (including forex) and supports in immigration and residency issues tied to corporate investment. His ability to navigate both litigation and non-litigation paths gives clients flexibility, whether resolving disputes in court, pursuing claims for contracts or regulatory non-compliance – or avoiding litigation via mediation and negotiated settlements.

Evagoras Anastasiou Law Firm has built a diverse client portfolio composed of individuals and businesses, both domestic and international, many of whom seek to leverage Cyprus's advantageous positioning. Because corporate law is not just about formalities but also risk, governance, documentation, regulatory oversight and strategic planning, the firm ensures each client is guided through all necessary legal, regulatory and commercial steps with clarity, diligence and foresight.

## Cyprus – Immigration & Work & Residence Permit Applications Law

Based in Limassol, Cyprus, Evagoras Anastasiou Law Firm is a full-service legal practice renowned for its professionalism, breadth of expertise and dedication to securing effective legal outcomes for both local and international clients. The firm provides a wide spectrum of services, including business and corporate law, contract law, property and real estate transactions, licensing, capital gains and foreign exchange (forex) disputes, personal injury, immigration law, criminal law and more.

A core strength of the firm lies in its Immigration & Work & Residence Permit practice, which offers comprehensive guidance and representation for visas, employment permits, permanent residence applications, citizenship or naturalisation, investor immigration and relocation services. This area is handled with the regulatory awareness and procedural acumen required to navigate the often complex immigration laws of Cyprus. In line with recent developments, the firm has further expanded its immigration services to include assistance with the new fast-track citizenship programme for highly skilled workers, which provides eligibility for Cypriot citizenship after four years of legal employment in the country. The practice also advises on the registration of “Companies of Foreign Interests” with the Cyprus Business Unit, a process that enables such companies to employ third-country nationals in highly skilled positions. In addition, the firm now guides clients through the recently introduced EU Blue Card application process, allowing third-country nationals employed in Cyprus the right to travel and reside in other EU member states for short stays without the need for additional visas. Looking ahead, with Cyprus expected to accede to the Schengen Zone in January 2026, the firm is preparing its clients to take advantage of the benefits this development will bring, including the ability for third-country nationals holding a valid residence permit in Cyprus to travel freely across the Schengen area.

Michalis Anastasiou leads the firm's immigration, work and residence permit applications practice. He graduated from the University of Sussex Law School in 2012, and was called to the English Bar at Gray's Inn in 2013. In 2014, he obtained an LLM in International Business Law from BPP Law School in London, and in 2015, he was admitted to the Cyprus Bar Association. Beyond his work as an advocate, he is a certified Mediator for Civil & Commercial Disputes. Fluent in both Greek and English, he represents clients before the Courts of Cyprus, drafts legal documents, manages judicial proceedings and conducts mediations.

In immigration matters, Mr Anastasiou and his team guide both individuals and corporations through the full range of legal processes necessary for lawful residence and employment in Cyprus. Following the cancellation of the Citizenship by Investment programme, the firm has focused on the amended Cyprus Permanent Residence Programme (introduced in May 2023) while remaining fully up-to-date with ongoing government reforms and legal requirements.

Supporting its clients further, the firm leverages a strong network of professional associates in accounting, auditing, real estate, marketing and IT consulting. This multidisciplinary approach ensures seamless service delivery in cases where immigration, work permit or corporate matters intersect with property acquisition, business setup, financial regulation or other administrative and regulatory obligations.



Evagoras Anastasiou Law Firm

Michalis Anastasiou  
Managing Partner  
Tel: +35725582999  
michalis@anastasioulaw.com

11 Kerkiras St, Amaranthe House, Ground Floor, 3107, Limassol  
Tel: +35725582999  
Fax: +35725582168  
www.anastasioulaw.com



Evagoras Anastasiou  
Law Firm





Sonia Ajini & CO LLC

Dr Sonia Ajini, LL.M.  
Founder & Managing  
Partner  
sonia@ajini.law

Vasili Vryonidi 1, 2nd Floor,  
Office No 1, 3095 Limassol  
Tel: +357 25 818 715  
www.ajini.law

## Cyprus – Maritime Law

Sonia Ajini & CO LLC is a boutique law firm based in Limassol, Cyprus, founded in 2021 by Dr Sonia Ajini and dedicated to delivering maritime, shipping and admiralty legal services, alongside a full suite of commercial, corporate, contract, banking and financial law expertise. The firm is distinguished by its modern, innovative outlook, high ethical standards and its ambition to serve as a one-stop shop for clients navigating the complexities of maritime law and related disciplines.

Sonia Ajini & CO's Shipping & Admiralty offering includes advice and assistance with ship registration in Cyprus and in international jurisdictions, ship arrest, as well as issues around ship finance. Matters of re-flagging and re-naming are routinely addressed, as are other transactional, compliance and registry matters connected to vessels and maritime operations. The firm further advises on admiralty litigation and dispute resolution, always mindful of the cross-border and regulatory overlays typical in shipping law.

Dr Ajini leads the practice, bringing to bear her academic credentials, practical experience and regulatory recognition. She holds a Master of Laws (from University of Matej Bel, Slovakia, 2003), a Doctor of Laws in International Law (2005), an LL.M in Maritime Law from London Metropolitan University (2014), as well as a postgraduate diploma in maritime law and studies with the Institute of Chartered Shipbrokers. These qualifications are complemented by years of professional work in maritime consultancy, legal advisory services, shipping registry representation and academic teaching. Her additional roles include non-executive directorships, advisory work for consular matters, as well as lecturing in the shipping law module at the University of Central Lancashire, Cyprus.

The firm is well versed in the transactional side, such as finance, ownership, registration, re-flagging and renaming. Regulatory compliance, both domestic and international, forms a central pillar of its advisory services, ensuring that shipowners, operators, registries and other maritime stakeholders are properly aligned with flag state, port state, registry requirements or other governance regimes. Because shipping often involves multiple jurisdictions, Dr Ajini's multilingual capacity and international legal connections enable the firm to handle cross-border issues effectively.

Sonia Ajini & CO also sees interconnections between maritime law and other legal areas: corporate, contract and commercial, banking and finance, property, IP and employment law. This multidisciplinary capacity means that the firm is able to offer holistic solutions – for example, when a vessel financing transaction implicates corporate structures, contracts, regulatory filings or employment of crew.

The firm has built its profile not only through legal service but also through academic engagement, registry representation, participation in industry organisations, speaking engagements and thought leadership. Dr Ajini's roles as President of the Cyprus-Slovakia Friendship Association and Vice President of the Cyprus-Slovakia Business Association (as well as prior involvement with the Liberian Registry and directorships with WISTA Cyprus and the Cyprus Arbitration & Mediation Centre), her advisory positions and lecturing duties all contribute to her personal standing – and to the firm's credibility in handling sophisticated shipping matters.

**SONIA AJINI & CO LLC**  
ADVOCATES | LEGAL CONSULTANTS



## Cyprus – Tax Structuring Advisory

Galbo Consulting, based in Pissouri, Cyprus, is a modern legal and business advisory firm whose core strength lies in tax structuring advice under the leadership of its Founder and CEO, Clara T Snaty. Since its founding in 2018, the firm has rapidly developed a reputation for marrying strategic thinking with hands-on expertise in a suite of advisory services, among which taxation and structuring of corporate and private wealth occupies a central role. Mrs Snaty brings to Galbo Consulting a background combining legal training (LLB), a DipHE in Psychology, plus a specialisation in European Business Law & Corporate Structuring. Multilingual in Hebrew, English, French and Greek, she has focused since 2016 on family office management with ultra-high-net-worth individuals, as well as large-scale deals and investments.

At Galbo Consulting, the tax structuring advisory offering is built around aligning legal, regulatory and fiscal realities with clients' commercial ambitions. The firm operates through a network of affiliates to deliver services that cover corporate structuring, taxation consulting, legal consulting, accounting and audit liaison, banking and real estate, with the tax structuring piece often sitting at the heart of cross-border transactions, wealth planning, residence or non-domicile arrangements and investment vehicle design.

Mrs Snaty's approach to tax structuring emphasises transparency, substance and strategic alignment. For clients wishing to establish holding companies, conduct major investment transactions, manage family office assets or relocate operations or residence, she designs structures with due regard to local Cyprus law, international double tax treaties and potential regulatory or fiscal obligations abroad. Mrs Snaty and her team assist with advising on the implications of tax residency, the extraction of profits, structuring company ownership in optimal forms, choice of jurisdictions and ensuring that legal agreements, corporate entities and investment routes are tax efficient without running afoul of substance or reporting requirements.

Galbo Consulting supports clients through every stage of structuring: initial planning, legal documentation, liaison with banking and regulatory bodies, as well as ongoing compliance. Its advisory work is enhanced by the firm's multilingual capacity, cultural sensitivity and technical agility. Legal consulting services include drafting agreements and contracts that align with the tax structure, ensuring that corporate governance, ownership and management are arranged to maximise tax efficiency while meeting regulatory and legal standards. Tax consulting is delivered in close cooperation with accounting and audit partners to obtain the full picture of financial, legal and fiscal implication.

The clientele served in Galbo's tax structuring advisory spans high-net-worth individuals, family offices, overseas investors and corporations operating or seeking to operate through Cyprus. Whether a client is seeking to invest in real estate in Cyprus, to set up a company there, to organise immigration or residency, to structure financing or funding, or to plan wealth transmission or succession, Galbo's tax structuring offering becomes pivotal in translating financial, legal and personal goals into tax-efficient frameworks.



Galbo Consulting

Clara T Snaty  
Founder & CEO  
[clara@znatylaw.com](mailto:clara@znatylaw.com)

32 Kyriakou Matsi, Villa  
Clara, Pissouri 4607  
Tel: +357 25 000 194  
[www.galbo.consulting](http://www.galbo.consulting)





TVC Advokatfirma

Anders Ørgaard  
Partner, Attorney-at-Law  
(H), Professor PhD  
Tel: +45 2835 7020  
aor@tvc.dk

Søren Frichs Vej 42A, 8230  
Aabyhoej  
Tel: +45 7011 0800  
www.tvc.dk/en

**tvc.**

ADVOKATFIRMA

## Denmark – Insolvency Law

TVC Advokatfirma (TVC Law Firm) is known for its high-level legal expertise and strongly collaborative culture. Taking an ethical and flexible approach, the firm helps individuals and executives in the public and private sectors find constructive solutions and safely navigate any troubled legal waters.

Anders Ørgaard holds the title of Partner at TVC Law Firm. He specialises in insolvency and restructuring, as well as litigation and arbitration.

He represents creditors at all levels in connection with insolvency, and serves as trustee in bankruptcy estates.

Anders is granted the right to appear before the Supreme Court in Denmark, and has extensive experience in commercial matters and a wide range of industries, including the financial area, industrial production and IT, etc.

He primarily deals with disputes between commercial parties, often in the form of litigation, but also as arbitration cases.

Today, Anders conducts cases in all areas of commercial law and most areas of private law. Examples of the types of cases he handles include:

- Cases concerning corporate law
- Cases concerning financial institutions
- Cases concerning avoidance
- Arbitration cases
- Insolvency cases
- Cases concerning contract interpretation

Anders is considered one of the leading lawyers within the field of insolvency law in Denmark. He has published several books, e.g. “The Bankruptcy Act” with comments, “Bankruptcy Law” and “Restructuring Law”, as well as many articles on insolvency law, financial law, company law, contract law, procedural law and sales law. In addition, he is frequently featured in the Danish media, where he comments on current cases related to insolvency.

He holds a PhD based on his thesis on arbitration agreements. Alongside his work as a lawyer, he is also a professor of commercial law at Aalborg University.

In 2021, Anders was awarded the Knight's Cross of the Order of Dannebrog.



## England – Commercial Real Estate Law

Svetlova LLP is a boutique London law firm founded in 2009 that has grown into a trusted adviser to successful individuals, their families, businesses and charitable organisations. Since its inception, the firm has been committed to combining technical expertise with long-term relationships, guiding clients through both prosperous and challenging periods. From its offices in Kensington, Svetlova LLP has built a reputation as a firm that not only provides rigorous legal advice but also follows its clients' projects closely, sharing their ethos and principles, highlighting opportunities and guarding against potential pitfalls. For many years, it has been recognised by clients as one of the leading firms in the UK and has been voted among the top UK solicitors by The Times newspaper.

The firm's practice has a particular focus on real estate, both residential and commercial, an area where the London market continues to attract investors from across the globe. Svetlova LLP advises a diverse client base that includes UK-based individuals and international investors from the former CIS, China, Hong Kong and the UAE. The firm has become especially well known for representing overseas clients who are seeking to invest in London property, whether for personal use or as part of broader family and business portfolios. The team counsels on all aspects of buying, selling and leasing property, structuring acquisitions for tax efficiency, creating and managing buy-to-let portfolios, extending leases and purchasing freeholds. By approaching these transactions with an eye to the long term, Svetlova LLP helps clients to plan for succession, ensuring that properties can be passed on smoothly to the next generation while maximising value.

Commercial real estate is central to the firm's work, reflecting the competitive landscape of London's property market. Svetlova LLP advises on acquisitions and disposals of investment properties, joint ventures in commercial developments, complex leasing arrangements and the structuring of transactions to meet both regulatory and commercial objectives. The lawyers understand that owning real estate, whether for occupation or investment, is a significant undertaking that requires precise planning. Their approach is holistic, considering not only the immediate terms of a deal but also its strategic consequences for taxation, succession and future flexibility.

At the helm of the firm is founder and Managing Partner Tatiana Svetlova, who established the practice in 2009 and has since built it into a boutique firm of note in the London market. Tatiana advises on all aspects of residential and commercial property law and acts for family offices, private companies and entrepreneurs. She is highly regarded for her deep experience in real estate investment and joint ventures – and for her ability to connect clients with opportunities and facilitate transactions. Beyond her client work, Tatiana is recognised as a thought leader in the legal community and frequently provides expert commentary on legal and real estate issues. She has appeared on the BBC, ITV, Al Jazeera and other major international media outlets, where her insights into property and commercial law are widely sought.



Svetlova LLP

Tatiana Svetlova  
Managing Partner  
tsvetlova@svetlovallp.com

2 Allen Street, London, W8  
6BH  
Tel: +44 (0)20 3375 9040  
www.svetlovallp.com



## England – Competition Law



Maitland Walker LLP

Julian Maitland-Walker  
Senior Partner  
julian.maitland-walker@  
maitlandwalker.com

22 The Parks, Minehead,  
Somerset, TA24 8BT  
Tel: +44 (0)1643 707777  
www.maitlandwalker.com



Maitland Walker LLP (MW) is recognised as a leading firm in competition law, offering specialist expertise that spans merger control, abuse of dominance, cartel investigations, anti-competitive agreements, IP licensing and private enforcement actions, including class actions. With a strong presence across both contentious and advisory work, MW is particularly noted for claimant litigation in handling collective and group actions.

The EU / Competition Law department is jointly led by Partners Julian Maitland-Walker, Adrian Render and Sheree-Ann Virgin – each bringing extensive experience in competition litigation, group actions and general commercial disputes. The team has been consistently praised by The Legal 500, with recent editions highlighting the firm's "impressive depth of knowledge and experience" and describing it as "a go-to firm for complex competition matters". Clients value the firm's combination of strategic insight, meticulous legal analysis and commitment to achieving successful outcomes in challenging cases.

MW has been a leader in developing UK and EU competition law. Some notable areas MW has been involved in include:

- **Anti-Competitive Agreements** – MW advises on all forms of exclusive purchasing, distribution, franchise agreements and licensing, as well as the design and implementation of corporate compliance programmes.
- **Regulatory & IP Litigation** – MW has an established reputation in representing companies in the pharma sector in the field of compliance with regulatory rules and IP rights.
- **M&A** – Acting on M&A, including notifications under UK Merger Legislation and the National Security & Investment regime.
- **State Aid** – MW regularly advises both public and private undertakings on State Aid and UK subsidy matters.
- **Anti-Dumping & Trade Law** – MW advises on notifications and compliance with EU and UK anti-dumping legislation and trade law, and has assisted global construction manufacturers to help protect domestic industry from distorted competition caused by the dumping of products within UK markets.
- **Group & Class Actions** – MW is one of the leading English firms in collective actions advanced under the Consumer Rights Act 2015, and has successfully achieved class certification in two class actions; MW continues to investigate further class actions on behalf of potential class members.
- **EU Competition Law** – MW acted in a seminal case in which it successfully obtained an ECJ judgment confirming that a party harmed by an anti-competitive agreement may recover damages from the other contracting party, precluding any national law that bars such a claim.

## England – Divorce Law

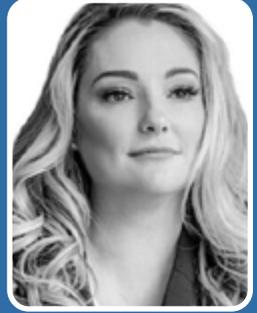
Patron Law is a modern, full-service law firm based in England with a reputation for combining technical sophistication and a personal touch. Its guiding philosophy, reflected across its service lines, is to put people first – to provide clear, unambiguous advice rooted in judgement and attentiveness, supported by a distinguished professional network. As a firm, it prides itself on an integrated approach: whether in commercial, real estate, private client or dispute resolution work, it seeks to align strategic vision with day-to-day clarity. In its family law arm, Patron Law offers clients the strength and experience of a boutique while benefiting from the depth of a larger firm.

At the heart of Patron Law's family law practice is Michelle Bird, who serves as Partner and leads the Family & Childcare division. Michelle brings decades of specialist experience in cases arising from relationship breakdowns; she has long worked across the full spectrum of divorces, separations and child matters. She is particularly respected for her ability to navigate both the emotional and financial complexities that a divorce often entails, including claims over substantial assets, international dimensions and children's welfare. Michelle's work often involves cross-border disputes, whether involving relocation, foreign assets or clients moving in or out of the UK. She does not shy away from courtroom work, but her reputation is strongest for combining pragmatism with diplomacy: she will advise when it is best to resolve matters amicably, through mediation or collaborative law, but is equally able to take robust positions where needed.

Under Michelle's leadership, clients may also turn to Patron Law for pre-nuptial, post-nuptial and cohabitation agreements, designed to help couples define their financial and property arrangements in advance. She often frames such agreements as a kind of insurance: not because one expects breakdown, but because clarity and certainty can reduce friction and cost in a future separation. Beyond the division of finances, her team handles the full discrete universe of family law issues: from divorce and separation to children arrangements, as well as the variation or enforcement of existing orders. Patron Law's family department understands that many of these matters intersect – that finances, parenting and property often cannot be separated – and therefore provides advice in a holistic manner.

When a marriage breaks down, the emotional stakes are high and the legal terrain can be intricate. Patron Law emphasises placing children's welfare at the centre of any solution, recognising that where children are involved, the consequences extend far beyond legal rules.

Michelle is also a supporter of reform in family justice. She has been a visible advocate for the introduction of no-fault divorce, and has engaged in campaigns and public advocacy for modernising the divorce process. She is a member of Resolution and the Association of European Lawyers, reflecting her commitment to ethical standards, ongoing professional development and national engagement in family law policy.



Patron Law

Michelle Bird  
Family & Childcare Partner  
michelle.bird@patronlaw.  
co.uk

2A Norland Place, London,  
W11 4QG  
Tel: +44 (0)20 3096 9446  
www.patronlaw.co.uk





Constantine Law Limited

John Hayes

Managing Partner

Tel: +44 (0)7769 137176

john.hayes@constantinelaw.

co.uk

The Clubhouse, 8 St James's  
Square, London, SW1Y 4JU

Tel: +44 (0)203 696 8230

www.constantinelaw.co.uk



## England – Employment Law

Constantine Law was founded by John Hayes, one of London's leading employment lawyers. John advises UK corporates in the financial services, employment agencies, retail and construction sectors.

John has a very solutions-orientated and commercial approach. He is also one of London's leading solicitors in restrictive covenant disputes, as well as an experienced High Court practitioner, and has obtained injunctions for a range of leading corporate clients in the High Court in recent years.

He qualified as a solicitor in 2001 and as a barrister in 1993. A skilled advocate, he has years of experience litigating in the Employment Tribunal and the Employment Appeal Tribunal in cases of unfair dismissal, whistleblowing and equal opportunities.

John's client base is entrepreneurial, and it was this factor that prompted him to set up Constantine Law in 2015, a firm that is today ranked in Chambers and The Legal 500. Prior to this, he headed the London employment team of a large, national law firm.

He has particular expertise in matters of business protection, and works closely with some of the leading barristers in the field to safeguard his clients' commercial interests. To this end, he possesses a wide-ranging skill set in the area of atypical working – including consultancy agreements, IR35, CIS and the tax implications of each, and works closely with leading accountants to provide joined-up solutions for clients.

In addition, he is a member of the American Bar Association and works regularly with American clients – as well as being a member of the Employment Lawyers Association (ELA) and the leading Irish entrepreneurial organisation, the Irish International Business Network (IIBN). He is further active as a member of the Institute of Directors (IOD), and regularly appears across television and print media, contributing to, among other publications, The Times newspaper, as well as leading trade magazines on employment matters.

John is married to Ceri, with whom he has three children. A member of the Hampstead Triathlon Club, he raises money for charity through Olympic distance triathlons. His other main passions include public affairs (John has previously stood for Parliament) and the London cultural scene.

## England – Family Law

With a career deeply rooted in the intricacies of family law, Ewa Fisher stands out as a Principal Solicitor and the leader of a dedicated Family Team. Renowned for her adept handling of a variety of family-related legal issues, Ewa brings to the table a wealth of experience in divorce cases, the complexities of matrimonial finance, as well as proceedings involving children. Her commitment to achieving successful outcomes is evidenced by her impressive success rate – a testament to her unwavering dedication to meeting her clients' needs.

Ewa's reputation for excellence in the field of family law has earned her recognition as a Leading Lawyer by Wiselaw, underscoring her expertise and her commitment to providing outstanding legal support. Her approachability is one of her key strengths, making her a favoured choice among those seeking legal counsel in sensitive family matters. Ewa is known for her flexible working hours, ensuring she is available when clients need her the most. This level of accessibility, combined with her transparent and efficient way of working, has endeared her to her clientele.

At the heart of Ewa's practice is a deep-seated passion for the law and a genuine concern for the well-being of her clients. She tackles each case with a meticulous attention to detail and a compassionate understanding of the emotional toll involved in family legal disputes. Her expertise is not just limited to the courtroom; Ewa excels in negotiations, striving to secure favourable settlements and agreements that serve the best interests of her clients.

Ewa's prior experience encompasses a broad spectrum of family law matters, including but not limited to:

- Navigating complex divorce proceedings, ensuring a fair division of assets and addressing financial implications with a strategic approach;
- Representing clients in the Family Courts, where she has achieved remarkable settlements in matrimonial proceedings;
- Handling sensitive children-related matters with a focus on applications for contact/residence, child arrangements, relocation and change of name, among others;
- Advising on divorce, judicial separation and nullity, guiding clients through the legal process with empathy and expertise;
- Assisting with the division of matrimonial properties, whether following a local divorce or an overseas one, with a keen eye for detail and fairness;
- Drafting consent orders, deeds of separation and prenuptial agreements, providing legal clarity and protection for her clients' future.

Ewa's approach to family law combines professional excellence with a personal touch, making her an invaluable ally to those navigating the complexities of family legal issues. Her comprehensive experience and client-centred approach make her a standout solicitor in her field.



FisherWright Solicitors

Ewa Fisher  
Principal Solicitor  
ewa@fisherwright.com

71–75 Uxbridge Road,  
London, W5 5SL |  
45 St Mary's Road, London,  
W5 5RG  
Tel: +44 (0)345 095 5000  
+44 (0)208 719 0101  
www.fisherwright.com

FISHERWRIGHT  
SOLICITORS



## England – Financial Management Services Advisory



John Harrison & Company

John Harrison  
Principal

[john@johnharrison.co.uk](mailto:john@johnharrison.co.uk)

78 Carlton Rd, Worksop S80  
1PH

Tel: +44 (0)1909 472310  
[www.johnharrison.co.uk](http://www.johnharrison.co.uk)



John Harrison & Company is a respected English accountancy and advisory firm headquartered in Nottinghamshire. Since its incorporation in 1996, the firm has developed a reputation for delivering full-service financial, tax and business advisory support to owner-managed businesses and smaller enterprises across the region.

At the core of the firm's offering is its Financial Management Service, which is positioned as a comprehensive outsourced finance department for businesses that may not have the scale or resources to maintain a full internal finance team. The model is designed to provide clients with real-time visibility into their financial position and to permit rapid scaling of financial operations without the burden of recruitment, software setup or internal resource management.

John Harrison & Company frames its Financial Management System as a "back office" finance department headed by a Chartered Accountant and deployed at a cost that is comparable to hiring in-house staff, but without the overhead and risk. The system integrates bookkeeping, payroll, automated accounting and reporting – built upon software modules linked to provide automation across purchase invoices, bank transactions, credit control, expense claims (including mobile and GPS mileage capture), as well as sales invoicing. Clients' purchase invoices may be scanned or emailed into the system, approved online, then posted automatically. Bank feeds are streamed daily into the accounting engine so that the system remains current, and clients can view their financial position at any time. The system also generates BACS payment files for client approval, automating supplier payments while preserving client control.

Reporting is delivered in a simplified, ten-line format that shows comparisons against prior periods and budget forecasts, and clients may access detailed underlying transactions or invoices where needed. This real-time visibility enables business owners to make timely decisions rather than waiting until year end to understand performance. Around each year end, the firm carries out tax planning reviews (typically three months in advance) to identify opportunities to manage or reduce tax liabilities. Alongside the core service, the firm offers unlimited telephone support on business matters and maintains a specialist "hotline" staffed by experts in taxation.

John Harrison & Company enhances its offering by arranging a network of trusted alliances with complementary professionals to support clients' broader requirements beyond core finance. Through this network, clients may access services in such areas as debt recovery, R&D tax credits claims, asset and invoice finance, commercial and personal mortgages, capital allowances claims, retirement planning and wealth management, commercial and employment law, as well as insolvency support and audit services.

The firm's genesis is closely tied to its Principal, John Harrison, who began his career in accountancy immediately after leaving school in 1968, qualified as a Chartered Accountant in 1972 and acquired the Worksop office in 1989. He is well known for his specialisation in selecting profit improvement strategies for small and medium enterprises, and his personal philosophy has shaped the firm's emphasis on profitability enhancement and wealth creation for clients.

## England – Financial Planning Advisory

John Lamb Hill Oldridge (JLHO) is a long-established and highly regarded protection advisory firm in England, recognised for its expertise in protection and life assurance. The firm works closely with high-net-worth (HNW) and ultra-high-net-worth (UHNW) families, as well as landed estates. Tracing its heritage back to 1959, John Lamb Hill Oldridge was formed through the 2020 merger of John Lamb Financial Solutions and Hill Oldridge. This brought together two complementary practices to create a distinctive leader in its market.

A key figure within the firm is Alex Gibson-Watt, Managing Director, whose career in financial services spans more than two decades. In her role, she provides strategic leadership across the firm, overseeing operations, business development and client advisory services. She also maintains a focus on complex financial structuring, life assurance, trust matters and intergenerational wealth preservation. Renowned for her technical expertise, particularly in UK tax, structuring and estate planning, she is a trusted adviser to both individuals and professional intermediaries seeking to align life assurance solutions with sophisticated estate and succession goals.

John Lamb Hill Oldridge's Financial Planning Advisory service is defined by its emphasis on protection solutions and the structuring that supports them, tailored for clients with significant wealth or landed assets requiring bespoke planning. Landed estates face unique challenges in maintaining value, managing tax liabilities and ensuring long-term sustainability amid evolving legislation and economic conditions. John Lamb Hill Oldridge's advisory services are designed to meet these needs, supporting clients in structuring and protecting their wealth through the placement, broking and management of complex life assurance arrangements aimed at mitigating inheritance tax and other risks.

Beyond life assurance, John Lamb Hill Oldridge collaborates with clients' wider advisory teams on trust and structuring matters, helping them organise wealth in ways that reflect their long-term objectives and responsibilities. This often involves ensuring that family assets are transferred efficiently, preserving the integrity of the estate while minimising exposure to tax and other financial risks.

The firm's advisory team includes Chartered Wealth Planners and members of STEP (the Society of Trust & Estate Practitioners) – qualifications that underscore their technical depth and legal awareness. John Lamb Hill Oldridge's excellence has been recognised through multiple awards, including Magic Circle UHNW Private Client Services of the Year and consistent inclusion in leading directories, such as Spear's 500.

John Lamb Hill Oldridge's culture is built on providing long-term support, rather than one-off interventions. The majority of its work involves ongoing relationships with families, landed estates and individuals whose needs evolve over time as tax laws, regulation and market conditions change. The firm's commitment to technical training, continuous learning and thought leadership – evident through its industry awards, published insights and professional recognition – reinforces John Lamb Hill Oldridge's reputation as a trusted adviser capable of handling the most sophisticated financial planning challenges.



John Lamb Hill Oldridge

Alex Gibson-Watt  
Managing Director  
[alex.gibsonwatt@jlho.co.uk](mailto:alex.gibsonwatt@jlho.co.uk)

25 Eastcheap, London,  
EC3M 1DE  
Tel: +44 (0)20 7681 8792  
[www.jlho.co.uk](http://www.jlho.co.uk)



JOHN LAMB  
HILL OLDRIERGE

## England – Human Rights Law



Doughty Street Chambers

Geoffrey Robertson KC  
King's Counsel / Joint Head  
[g.robertson@doughtystreet.co.uk](mailto:g.robertson@doughtystreet.co.uk)

53–54 Doughty Street,  
London WC1N 2LS  
Tel: +44 (0)20 7404 1313  
[www.doughtystreet.co.uk](http://www.doughtystreet.co.uk)



Doughty Street Chambers stands among the leading sets of barristers in England, distinguished by a steadfast commitment to upholding civil liberties, human rights and the highest standards of legal advocacy. With offices in London and Manchester, the chambers has built a reputation over more than three decades for combining deep technical expertise with a sense of social purpose.

At its heart, Doughty Street's human rights practice is integral to its identity. The chambers' expertise spans Anti-Trafficking, Modern Slavery & Business & Human Rights; Administrative & Public Law; International Law; as well as Extradition – reinforcing its capacity to engage with the full spectrum of rights-based and public interest litigation and advisory work. Its civil liberties and human rights team is recognised in the UK Bar Guide as a Band 1 department. In the competitive legal directories, Doughty Street is ranked at the top in international human rights and criminal law, crime and extradition, inquests and inquiries, as well as claimant police law.

Among its many eminent practitioners, Geoffrey Robertson KC is a figure whose name is closely associated with ambitious, principled human rights advocacy. As Founding Head (now Joint Head) of Doughty Street, he has over many years argued landmark cases in the European Court of Human Rights, the European Court of Justice, the Supreme Court (House of Lords/Privy Council), various international criminal tribunals and the highest courts across the Commonwealth. His practice spans both criminal and public law, having defended clients in high-stakes trials at the Old Bailey and in the most intense appellate litigation. Mr Robertson has advised governments, media organisations, NGOs and public authorities, bringing a global perspective to human rights challenges.

Mr Robertson's portfolio offers striking exemplars of Doughty Street's approach: he appeared in *Pratt & Morgan v Attorney General of Jamaica*, where the Privy Council held that inordinate time on death row could render a death sentence inhuman, a ruling with ripple effects across Caribbean jurisdictions. He acted in *Goodwin v United Kingdom* (protecting journalistic privilege in source protection) and in *R v Shayler* (defining the boundaries of national security legislation). His advisory work includes acting for the Human Rights & Equality Commission in *Najibullah Saeedi v Secretary of State for the Home Department*, in which the interpretation of dignity under the Lisbon Treaty was advanced, carrying real consequences for asylum and immigration jurisprudence.

Under Mr Robertson's leadership, Doughty Street has assembled a community of barristers who share a willingness to engage with the hardest matters of state power, individual rights and public law challenge. Its clerking and administrative support are widely praised for their professionalism, responsiveness and capacity to manage complex, multi-party litigation. The chambers take on clients ranging from individuals whose freedoms have been curtailed, to NGOs acting as interveners, to governmental bodies seeking principled advice – as well as work in international arenas.

## England – IP Valuation Law

OxFirst Limited stands as a distinguished law and economics consultancy based in England, dedicated to bridging the divide between intangible IP and tangible economic value. Since its inception in 2011, OxFirst has harnessed the power of rigorous economic analysis to empower Fortune 100 companies, law firms, private equity investors and public institutions worldwide to unlock the commercial potential embedded within their IP portfolios. With a philosophy that everything measurable can be managed, the firm has emerged as a leader in turning patents, trademarks and other legal rights into strategic business assets rather than underappreciated costs.

At the helm of OxFirst's IP Valuation Law offering is Dr Roya Ghafele, Managing Director since 2011. A former academic with positions at Oxford and Edinburgh Universities, and a seasoned economist with the OECD, WIPO, Harvard, UC Berkeley and McKinsey, she brings formidable expertise to the valuation of IP. Dr Ghafele's leadership has shaped OxFirst's distinctive blend of business acumen and legal-economic insight, enabling clients to make decisions supported by clear monetary valuation of their intangible assets.

Under Dr Ghafele's guidance, OxFirst has consistently won recognition for its IP valuation excellence. The firm was honoured as the Best IP Valuation Firm in 2023 by Lawyer International's Legal 100, marking its third consecutive year of receiving this accolade. This recognition underlines the firm's ability to provide swift, comprehensive and understandable valuations that convert intangible legal assets into quantifiable business opportunities, backed by robust models and an accessible communication style.

OxFirst's range of offerings is comprehensive. Its IP valuation services support IP management, monetisation through licensing or sales, litigation strategies, Patent Box regimes and transfer pricing validation. More broadly, its economic analysis capabilities deliver accredited expert witnessing, economic testimonials, competition economics insights and evaluative economic perspectives on the intersections of IP and law.

Notable client successes illustrate the power of this consultancy model. In one high-impact case, OxFirst's valuation of patents underpinning an electronic waste recycling innovation led to a \$20 million upfront licensing deal, plus ongoing royalties – secured within six months and transforming IP into a board-level strategic asset. In another, the firm's valuation supported a distressed European company in a sale of patent rights to a US private equity firm, structuring a deal in excess of \$10 million and enabling informed arbitrage-based investment.

Beyond transactions, OxFirst frequently contributes to thought leadership and policy. Its research has influenced policy frameworks – such as FRAND guidelines via the European Commission – and has been disseminated through prominent journals and high-profile webinars. Similarly, the firm hosts forums, publishes insights and maintains active engagement on such platforms as LinkedIn and its website to drive ongoing conversation surrounding relevant IP valuation topics.



OxFirst Limited

Dr Roya Ghafele  
Managing Director

1&3 Kings Meadow, Osney  
Mead, Oxford, OX2 0DP  
Tel: +44 (0)1865 338000  
[info@oxfirst.com](mailto:info@oxfirst.com)  
[www.oxfirst.com](http://www.oxfirst.com)



## England – Mediation Law



International Dispute  
Resolution Centre

Michel Kallipetis KC FCIArb  
Commercial Mediator  
michel@kallipetis.com

1, Paternoster Lane,  
London, EC4M 7BQ  
Tel: +44 (0)20 7127 9223  
+44 (0)77 6262 5865 (mob)  
www.  
independentmediators.  
co.uk/our-mediators/  
michel-kallipetis-kc

The International Dispute Resolution Centre (IDRC) occupies a prominent position in the UK's ecosystem of dispute resolution infrastructure – providing modern, flexible facilities for arbitration, mediation, hybrid hearings, virtual dispute events and related legal functions. Although IDRC itself is not a law firm or a panel of mediators, it serves as a neutral, top-tier setting in which parties, their counsel, arbitral tribunals or mediators may convene.

Against this backdrop of premium dispute infrastructure, the mediation offering associated with IDRC draws on a roster of leading practitioners, among whom Michel Kallipetis KC FCIArb stands out for his reputation, pedigree and versatility. One of the principal mediators listed by Independent Mediators, Mr Kallipetis has more than four decades' experience as a barrister and has devoted himself to full-time mediation practice since founding Independent Mediators in 2006. Before that, he chaired Littleton Chambers and served as a Deputy High Court Judge across Queen's Bench, Chancery and the Technology & Construction Division, providing him with a rich background in litigation and judicial decision-making.

Mr Kallipetis is accredited by CEDR and ADR Chambers, and was named a CIArb Mediation Fellow in 2008. He also holds membership on the Hong Kong HKIAC panel of mediators and is listed on the Singapore International Mediation Centre's panel, underlining his cross-jurisdictional reach. In recognition of his standing in the field, he has twice been awarded Who's Who Legal Mediator of the Year, and has been named a Thought Leader in global mediation circles.

In practice, Mr Kallipetis mediates a wide spectrum of civil, commercial, construction, insurance and professional negligence disputes. He routinely handles employment-related cases, including discrimination and pension rights, banking or financial sector conflicts, disputes over valuation, land and boundary conflicts, as well as multi-party or cross-border matters with claim values in the hundreds of millions. His mediations have been appointed by such institutions as the ICC and AAA, and frequently involve international parties where issues of choice of law, sovereign interests or regulatory complexity arise.

Mr Kallipetis is known for combining command presence and gravitas with a diplomatic and flexible style. He adapts between facilitative and evaluative mediation techniques according to context, seeks to establish early trust among participants and is praised for his capacity to press towards settlement in a constructive, disciplined manner. Over the years, he has also taught, mentored and conducted workshops to elevate mediation skills among lawyers and judges – including for overseas jurisdictions, such as Hong Kong.



## England – Tax Advisory

**Hardwick & Morris LLP is a London-based firm of chartered accountants and business managers with a distinctive specialism in serving clients in the music, media and entertainment sectors. From its founding identity as a specialist practice for creative industries, Hardwick & Morris has evolved to offer a suite of technical and advisory tax services, complemented by business management and international tax capabilities.**

The firm's ethos emphasises both deep technical expertise and a close understanding of clients' creative and commercial challenges. Hardwick & Morris describes itself as "vibrant" and committed to marrying professionalism with a personal touch, aiming to deliver high-quality, efficient and personable service to artists, entrepreneurs, boutique firms and larger organisations alike. Its network extends beyond the UK, anchored by partnerships and collaborators in complementary service areas to support clients' broader business and personal needs.

Within its portfolio of offerings, tax advisory is one of the firm's central pillars and Stephanie Hardwick, FCA, plays a prominent role in shaping that capability. As a Partner and Fellow of the Institute of Chartered Accountants in England & Wales, her background includes early training with Deloitte & Touche and a specialism in accounting for the music industry. Over more than three decades, she has worked with well-known bands, artists, their management and associated companies in creative, media and entertainment fields. Her reputation is rooted in industry knowledge, the capacity to interpret complex tax rules in the context of artistic careers, as well as a public profile that includes lecturing and writing on subjects in her field.

Ms Hardwick's tax advisory involvement aligns closely with the firm's broader tax services, which encompass international tax planning, US tax advisory, structuring for high-net-worth individuals and bespoke planning for creatives with cross-border income streams. Hardwick & Morris maintains a US affiliate, H&M & LL LLC, to cater to US federal and state tax returns, accounting, auditing and withholding obligations for client corporations and individuals. On international tax matters, the firm advises on residence and domicile, corporate group structures, outward and inward investment, overseas trading, trust and inheritance tax planning, as well as the implications of tax treaties.

Beyond the creative and international niche, Hardwick & Morris also provides core tax services for private clients. Ms Hardwick's role enables the firm to deliver tailored advice in such areas as residence status, domicile, capital gains tax (including principal private residence relief and share disposals), employment benefits and termination payments, pension taxation, property structuring, in addition to the tax aspects of trusts and estate planning. The firm supports clients through complex compliance – from self-assessment filings to claims, reliefs and structuring – always seeking to integrate tax planning with clients' life and business goals.



**Hardwick & Morris LLP**

**Stephanie Hardwick, FCA  
Partner  
stephanie@41gp.com**

**41 Great Portland Street,  
London W1W 7LA  
Tel: +44 (0)20 7268 0100  
www.hardwickandmorris.  
co.uk**



## England – Technology Law



RF Legal LLP

Espen Skogen  
Partner

[espen.skogen@rfllegal.co](mailto:espen.skogen@rfllegal.co)

8–9 New Street, London,  
EC2M 4TP  
Tel: +44 (0)20 7031 5700  
[www.rfllegal.co](http://www.rfllegal.co)

RF Legal LLP is a boutique law firm located in the City of London whose reputation is built on delivering corporate, commercial and technology law services to small and medium-sized enterprises. Founded in 2023 by Ian Burton and Espen Skogen, the firm combines deep experience in commercial law with specific strengths in technology, IP, regulatory compliance and dispute resolution.

Mr Skogen is a Partner at RF Legal who serves as the firm's lead technology lawyer. Before moving into legal practice, he accumulated some 25 years' experience in the FinTech and technology sector, giving him a rare dual insight into both what drives technological innovation and what risks and regulatory obligations companies in the tech space must confront. His practice draws heavily on this background, advising clients on technology matters, IP strategy, contract drafting and negotiation, data protection, software licensing, as well as other issues that arise at the intersection of law and innovation.

RF Legal's technology law offering is woven into its broader corporate/commercial practice. For clients who operate in or rely on technology, RF Legal provides tailored advice on structuring technology-driven transactions, negotiating vendor or supplier contracts, ensuring licensing arrangements are robust, addressing the legal implications of software or AI development, as well as protecting intangible assets, such as IP rights. Under Mr Skogen's guidance, the firm helps businesses understand and comply with evolving regulatory frameworks that affect such areas as data protection and privacy, cybersecurity and emerging technology regulation.

What sets RF Legal apart is its SME-friendly focus. While many of its clients are smaller businesses or startups rather than large multinationals, the firm leverages senior-level experience to deliver high-quality advice without the overhead of large firms. This approach, combined with Mr Skogen's technology sector insight, means that RF Legal can assist clients not only with transactional and regulatory work – but also with risk mitigation, contract management and strategic decisions around technology deployment.

RF Legal has positioned itself to handle the full suite of issues a technology business may face. Mr Skogen contributes not only to front-end structuring and negotiating of agreements but also provides advice on IP protections, including trademarks, patents (where needed) and licensing of software or other digital content. He works with clients on drafting and enforcing terms of business, service level agreements, user terms for digital platforms and ensuring that any tech-driven business model is compliant with data protection law and regulatory obligations. Dispute resolution and litigation expertise is also available when contractual or regulatory conflicts arise.

As technology regulation becomes increasingly complex in such areas as data privacy, AI, cybersecurity, cloud services, licensing and IP disputes, RF Legal is well placed to assist businesses in navigating that complexity. The firm emphasises proactive risk management, clarity in contract drafting and aligning tech-led business innovation with legal and regulatory compliance. This capability, combined with its SME focus, makes RF Legal a compelling option for technology businesses seeking legal counsel that understands both product and process, innovation and regulation, in equal measure.



## England – Wealth Management Representative Advisory

Chantler Kent Investments (CKI) stands as a distinguished independent financial advisory firm based in Orpington, Kent, born out of a vision to deliver expert, bespoke financial solutions and long-term trusted relationships with both individual and corporate clients. Established in 1993, CKI has gradually assembled a team of chartered financial planners, paraplanners and seasoned advisers whose combined expertise positions the firm to guide clients through complex financial decisions in a tailored, client-centred way.

CKI offers a suite of services spanning personal wealth, corporate finance and lifestyle planning. The firm's mission is built on the principle of treating clients fairly and with respect, building trust over time by putting the client's goals and values at the heart of every engagement. CKI's independent status allows it to consider the full spectrum of market-based solutions without bias towards any particular provider, enabling genuine impartial advice across investments, pensions, inheritance planning and tax structuring.

Within its service offering, the CKI Wealth Management service is a flagship proposition, suited to clients who wish to entrust the firm with holistic asset planning and growth. Under this model, CKI begins with a detailed appraisal of a client's financial position and future aspirations, then applies cash flow modelling and psychometric assessment to clarify income needs, risk tolerance and growth expectations. That foundation supports bespoke investment strategies intended to optimise returns in line with tax efficiency, legacy protection and intergenerational goals. The service includes ongoing support: regular annual reviews, interim updates, consolidated valuations, rebalancing and open access by email or phone to advisers. CKI also works collaboratively with clients' accountants and professional advisers, ensuring tax and estate planning are aligned with the overall wealth strategy.

At the heart of CKI's wealth offering is one of its Founding Partners, Claude Carletide, whose name is closely associated with CKI's advisory and wealth management identity. With more than 35 years' experience in financial services, Claude's expertise covers retirement planning, commercial finance and mortgage solutions. His longstanding leadership role helps anchor the firm's culture of bespoke, pragmatic advice and ensures consistency of oversight. The wealth management arm of the business benefits from his strategic insight – particularly in designing solutions that harmonise income generation, capital growth and legacy objectives under shifting tax and regulatory regimes.

Under Claude's guidance, the advisory process is structured yet highly personalised. CKI's approach does not emphasise product sales but rather begins with understanding what matters most to the client – lifestyle aspirations, future priorities and financial peace of mind. Overlaid on that personal understanding is rigorous cash flow analysis, scenario planning and stress testing of various market conditions. In this way, the wealth management strategies are not static portfolios but living plans, continuously reassessed to remain in alignment with clients' evolving circumstances and goals.



Chantler Kent Investments

Claude Carletide  
Founding Partner  
claude@cki.london

2 Roberts Mews, Orpington,  
Kent, BR6 0JP  
Tel: +44 (0)1689 607007  
www.cki.london



## France – Family Law



### DNA Haussmann

Jean-Marie Durand  
Partner President &  
Associate Notary  
jean-marie.durand@

dnahaussmann.notaires.fr

6, avenue Marceau, 75008  
Paris

Tel: +33 (0)1 42 65 66 45  
www.dnahaussmann.  
notaires.fr



DNA Haussmann is a notarial office that forms part of the DNA Group. Led by Maître Jean-Marie Durand, who became a Partner in 2021, the firm combines the traditions of the French notariat with an openness to innovation and modern practices. Maître Durand began his notarial career in 1995 before completing further training in London, where he qualified and practised as a solicitor. He worked within both Anglo-Saxon and French business law firms, gaining a broad understanding of international legal and financial structures. This background, enriched by experience with banks, promoters, financial institutions and industrial actors, allows him today to offer comprehensive and forward-looking advice in patrimonial and family matters, particularly where cases involve cross-border issues.

At the heart of DNA Haussmann's ethos lies a commitment to listening, anticipating and adapting to the needs of both individuals and professionals. The firm is deeply invested in supporting clients through the pivotal stages of family and patrimonial life, whether those concern establishing a matrimonial regime, managing a divorce or planning a succession. With its international perspective and exposure to differing legal cultures, DNA Haussmann offers particular reassurance to clients whose personal or financial circumstances extend across jurisdictions. This sensitivity to global contexts makes the firm a trusted adviser for families and individuals navigating not only French law but also the complexities of international regulation.

The office's family law offering is particularly robust. It encompasses the full range of issues that shape and impact private lives, beginning with marriage contracts, PACS agreements and other matrimonial arrangements, also extending to separations, divorces, the liquidation of matrimonial property, successions, donations and the anticipation of generational transfers. At each stage, DNA Haussmann ensures that its advice is both legally sound and fiscally optimised, with careful attention to the long-term consequences of every decision. In situations of blended families or evolving personal circumstances, the firm helps structure solutions that secure the interests of all parties involved while ensuring clarity and fairness.

Maître Durand embodies the study's vision of the notarial role: a balance between public service responsibilities, professional rigour and modern organisational standards, always with the individual client at the centre. Beyond technical expertise, he emphasises the importance of restoring the notarial function to its original mission of reassurance and guidance. For him, clarity in drafting, loyalty to the client and a willingness to innovate – whether through new tools or collaborative methods – are essential to ensuring that the law remains a resource that strengthens families rather than complicates their lives.

DNA Haussmann is further active in emerging areas of family law. The firm advises on protective measures for vulnerable persons, anticipatory arrangements, such as mandates for future protection, as well as the intricacies of international successions, including the choice of applicable law.

## France – International Business Law

Liliana Bakayoko is an internationally celebrated lawyer with more than 20 years' expertise in international business law and digital law. She has built a career focused on transforming legal frameworks into strategic tools for business growth. As the founder of a highly esteemed international business law firm, she provides tailored legal solutions to clients engaged in economic activities in France and worldwide.

Liliana's exceptional contributions to the legal profession have earned her numerous international awards. She was recently honoured with the Best International Business Law Firm – 2025 prize by the Global 100 Awards and named Business Lawyer of the Year – Global for both 2025 and 2024 by International Elite 100 Global. She has also received the Best International Business Lawyer of the Year 2024 and Empowered Woman of the Year 2025 titles from the International Association of Top Professionals (IAOTP), based in New York. The Corporate Vision Global Business Awards recognised her firm as the Best International Business Law Firm 2024 – EMEA, while USA Today named her among the Top Outstanding Lawyers to Know About. In addition, Microsoft MSN included her in its Top 10 Leading Lawyers of 2024 and Top 10 Self-Made Entrepreneurs. In recent years, she has been recognised as International Business Lawyer of the Year in France by Advisory Excellence and Leaders in Law.

At the core of Liliana's legal philosophy is her concept of the Positive Perception of the Law, which encourages businesses to view legal frameworks as enablers of innovation rather than obstacles. Her approach shifts the focus from mere compliance to strategic legal empowerment, helping businesses align their objectives with evolving regulations. By embracing this mindset, companies can transform challenges into opportunities and actively shape the legal landscape to support their growth.

Meanwhile, Liliana is at the forefront of digital law, AI and neurorights. She is a vocal advocate for granting legal personhood to autonomous AI systems and ensuring ethical safeguards for technologies capable of interpreting human thoughts. Her legal insights make her a sought-after adviser for companies navigating the regulatory challenges posed by technological advancements. She plays a key role in connecting businesses with governments, fostering economic growth and supporting legal advancements in emerging industries. She further serves as a consultant in international investment, government relations and business development for a US-based multinational specialising in technology-focused strategic consulting.

Liliana's influence extends far beyond traditional legal practice. Through her thought leadership, legal expertise and unwavering dedication, she continues to drive innovation in the legal profession. Her groundbreaking work in IT law, AI and international business law cements her legacy as a transformative figure in the global legal community.



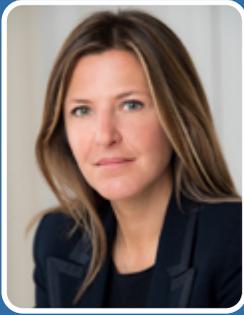
Liliana Bakayoko  
International Business Law  
Firm

Liliana Bakayoko  
International Business  
Lawyer  
Tel: +33 6 03 71 96 82  
liliana.bakayoko@gmail.com

11 Boulevard de Sébastopol,  
75001 Paris  
Tel: +33 1 80 49 39 30  
gb.liliana-bakayoko-avocat.  
com



## France – Litigation Law



CAYSE – Avocats

Sybille Baratin  
Managing Partner  
sybille.baratin@cayse-  
avocats.fr

30 rue de la République – F  
69002 LYON  
Tel: +33 (0)4 78 68 14 52  
+33 (0)6 11 14 14 85 (mob)  
www.cayse-avocats.fr

**CAYSE**  
AVOCATS

CAYSE Avocats, a Lyon-based firm founded in early 2014 by Sybille Baratin, Cédric Montfort and Alexandre Lanceau, has rapidly positioned itself as a go-to legal adviser for both national and international business clients navigating complex litigation and insolvency challenges. The firm approaches each matter with a distinctive blend of financial acumen and cross-disciplinary insight, cultivated by its founding partners' strong roots in business law and financial litigation.

In the sphere of litigation and arbitration, the firm excels in resolving high-stakes shareholder disputes, managerial dismissals and conflicts among strategic partners, including clients, suppliers and banks. Its adept handling of complex disputes reflects a deep understanding of how business interests and legal frameworks intersect. Being driven by outcomes, CAYSE Avocats adopts a reactive and strategic posture, managing each litigation matter with precision and responsiveness tailored to the corporate environment.

Sybille Baratin stands out as a Managing Partner whose practice is heavily orientated towards litigation. She handles mandates at every stage of dispute – from initiating claims through settlement or courtroom resolution – and navigates them with professional rigour. Her courtroom experience is underlined by recent cases, including her successful representation of SAS Live by GL Events in proceedings before the Tribunal Judiciaire de Lyon, where partial rulings were secured in her client's favour concerning execution orders and contractual disputes. In another recent instance, she represented SAS TLA in a disposal of an action via an order of dismissal (désistement), demonstrating her competency in managing procedural strategies effectively.

Beyond traditional litigation, Ms Baratin's scope encompasses arbitration and mediation, reinforcing CAYSE Avocats' comprehensive arbitration offering. Her experience in addressing conflicts through both judicial and alternative means testifies to her versatility and client-focused strategy.

Her profile is further enriched by her professional credentials. She is admitted to the Lyon Bar and appears in the official Bar of Lyon directory, where she is listed for her activity in litigation, mediation, arbitration, insolvency, over-indebtedness and business law, with fluency in both French and English.

CAYSE Avocats' litigation offering is therefore not just about courtroom advocacy; it is deeply rooted in a firm-wide methodology that marries legal insight, financial literacy and strategic pragmatism. The firm's approach is to treat strategic business challenges with a transversal understanding, acknowledging how litigation often intersects with restructuring, enforcement, negotiations or even criminal-financial exposures.

Today, the firm ensures a far-reaching litigation and arbitration service, blending financial-minded strategies with legal precision, under the leadership of seasoned partners. Ms Baratin plays a central role in driving this offering, bringing litigation, arbitration, mediation and strategic case management to corporate clients facing complex, high-stakes disputes. Her courtroom victories and procedural finesse underscore the firm's reputation as a resolute and reliable litigation boutique in France's business law landscape.

## France – White-Collar Crime Law

Bougartchev Moyne Associés AARPI is a Paris-based boutique firm whose identity is founded on deep specialisation in white-collar crime and business litigation. Created in 2017 by Kiril Bougartchev and Emmanuel Moyne, both with long careers in major firms, the firm has since built a reputation for handling the most sensitive, complex and cross-border matters for both corporate and individual clients. Its client base includes companies, financial institutions, insurers, shareholders and officers, in sectors ranging from defence, energy and automotive to technology, insurance and more.

In the area of white-collar crime, Bougartchev Moyne offers comprehensive services across criminal company law, criminal banking and financial law, criminal tax law and related offences. The firm handles matters of breach of probity, including corruption, trading in influence, unlawful acquisition of interests, as well as politico-financial cases, which often involve significant media exposure. It also attends to environmental criminal law, cybercrime, competition and consumer criminal law, criminal labour law, protection of company secrets, computer fraud and unintentional offences. Clients benefit from the firm's willingness to act at all stages – investigations, internal enquiries, defence in proceedings, compliance training, regulatory obligations and reputational risk management.

Marie-Alix Danton joined the firm in 2021 upon her admission to the Paris Bar, and works mainly in criminal business law. She has built expertise especially in white-collar criminal matters, such as tax fraud, swindling and corruption. Her background includes experience at the French National Financial Prosecutor's Office, as well as in leading law firms. She advises companies in sectors like engineering, energy, insurance and defence, as well as individuals, such as executives or public figures. Ms Danton is also active in general criminal law, criminal labour law, civil and commercial litigation and compliance.

Recognition for Bougartchev Moyne's white-collar crime work is strong and consistent. The firm has earned top rankings in France for white-collar crime by Chambers Europe (Band 1), appeared high in The Legal 500 and has been repeatedly awarded by domestic legal publications and contests – for example, the team has earned multiple "White-Collar Crime Team of the Year" trophies from Décideurs at the Trophées du Droit. Clients praise the firm for its analytic sharpness, responsiveness, strong sectoral knowledge and ability to handle cases with reputational or cross-border dimensions.

Ms Danton herself has also achieved distinction. In 2024, she was elected Secretary of the Paris Bar Conference, a role that reflects both peer respect and visibility in the legal community. She has pleaded in numerous criminal and correctional courts, including as a duty lawyer, demonstrating both courtroom experience and the ability to engage with high-pressure proceedings. Her academic qualifications include degrees from Paris-Dauphine, HEC Paris and the criminal sciences institute at Panthéon-Assas University. She is fluent in French and English.



**Bougartchev Moyne  
Associés AARPI**

**Marie-Alix Danton**  
Lawyer  
mdanton@bougartchev-  
moyne.com

4 place Saint Thomas  
d'Aquin, 75007 Paris  
Tel: +33 (0)1 42 84 87 73  
+33 (0)6 49 31 65 74 (mob)  
www.bougartchev-moyne.  
com

**BOUGARTCHEV — MOYNE**  
ASSOCIÉS



## Germany – Business e-Hotel Booking Advisory



ehotel AG

Fritz Zerweck  
CEO

Greifswalder Straße 208,  
10405 Berlin  
Tel: +49 30 473730  
sales@ehotelag.com  
www.ehotelag.com

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**ehotel® – Transforming Hotel Spend Into Clarity, Control & Efficiency**  
ehotel® brings together global hotel content, corporate rates and automated financial workflows in one platform. From booking to payment, central billing and VAT-compliant invoicing, every step is connected. With a direct link to SAP Concur's new Hotel Connector (via Gekko Technology) and SAP Concur Expense, companies gain seamless processes with competitive rates, policy compliance and full transparency – a strong foundation for modern, efficient travel programmes.

With access to more than seven million accommodation options worldwide, aggregated from more than 600 reservation systems, ehotel® removes the inefficiencies of fragmented sourcing. Proprietary meta-search technology delivers market transparency, while every booking is digitally traceable, VAT-compliant and centrally reconciled. Finance teams benefit from reliable cost control, procurement secures rate integrity, and businesses see measurable efficiency gains.

At the centre is ehotel® Central Billing – automating payment, invoice consolidation and VAT reclaim internationally. The solution integrates into corporate finance systems, reducing manual work and ensuring compliance with local tax rules. For global organisations, it turns hotel spend into a manageable, strategic category.

Innovation continues with the launch of the ehotel® RFP Tool in 2025. It allows procurement teams to manage tenders centrally, compare supplier performance transparently and activate preferred rates directly in the booking environment. Combined with advanced analytics and reporting, this gives companies greater control and significant cost savings.

Sustainability is also built in. Carbon tracking per booking and ESG-aligned reporting provide actionable insights to align travel with corporate responsibility goals – giving companies the tools to measure and achieve their sustainability goals.

These innovations have positioned ehotel® among Europe's Fastest Growing Companies 2025, as recognised by the Financial Times and Statista. With 25 years' expertise, a growing international presence and partnerships with leading TMCs, technology platforms and payment providers – such as Atriis, Cytric, AirPlus and others – ehotel® is shaping the next generation of business travel.

More than a booking tool, ehotel® is a strategic partner – delivering clarity, compliance and cost efficiency for companies worldwide.

## Germany – HNWI Estate Planning Advisory

Dr Tom Offerhaus is a Partner at WTS Germany, specialised in tax and succession law. He heads the Private Clients & Family Office practice, also serving as Co-Head of the Global Private Clients & Family Office Service Line at WTS Global. In this role, he has gained high-level experience in cross-border cases for more than three decades, and his advice is therefore shaped to always consider the perspectives of the jurisdictions involved.

Foreign trust, foundation and life insurance structures comprise his specialist areas, while his advice focuses on entrepreneurs, high-net-worth individuals and family offices – supporting them in optimising the tax efficiency of their asset structures. This extends to succession planning, relocation, charitable commitments and tax-related support for foundations and non-profit organisations.

WTS's Private Clients practice offers a comprehensive tax service for high-net-worth individuals, family entrepreneurs, family offices, senior executives, athletes, artists and non-profit organisations or foundations. Services cover relocation planning and succession matters from a tax and civil law angle; i.e. the drafting of articles of association and last wills goes hand in hand with the implementation of structures and the filing of relevant tax returns. Furthermore, the team assists in the implementation of charitable commitments and voluntary disclosure proceedings.

This practice area is complemented by experts from other service lines, such as Real Estate, VAT and Corporate Tax. For instance, when it comes to corporate succession matters, they can assist in the entire process on the company side. Their focus lies particularly in analysing and structuring corporate assets and supporting the entire process, including valuations, declarations, tax audits and retention periods.

Due to their extensive experience advising family businesses on income taxation – combined with an understanding of the legal and tax requirements on a shareholder level, such as inheritance and gift tax – the WTS experts will ensure holistic succession advice that caters to every client need.



WTS Tax AG

Dr Tom Offerhaus  
Partner

Tel: +49 89 28646 148  
tom.offerhaus@wts.de

Friedenstraße 22, 81671  
München

Tel: +49 89 28646 0  
www.wts.com/de

wts



**Greenberg Traurig  
Germany, LLP**

**Dr iur Christian Rybak  
Shareholder | Chair Health  
Care & Life Sciences  
Germany**  
Tel: +49 151 40 700 466  
christian.rybak@gtlaw.com

**Promenadeplatz 12, 80333  
Munich**  
Tel: +49 89 203 000 300  
Fax: +49 89 203 000 393  
www.gtlaw.com

## Germany – Life Sciences Law

**Christian Rybak is a Shareholder and Chair of the German Health Care & Life Sciences Practice at Greenberg Traurig. He is a leading practitioner in medical and healthcare law, health policy and public policy advice for the healthcare and life sciences industry.**

With more than two decades' experience, Dr Rybak combines legal expertise, comprehensive market knowledge and strategic vision to provide holistic advice to companies, institutions, government organisations and service providers on how to overcome legal, regulatory and economic challenges.

He advises pharma companies and manufacturers of medical devices, but also food manufacturers, producers of cosmetics, service and home-care providers, etc, on all essential aspects of commercial, medical and life science law.

His areas of practice comprise the fields of market access / reimbursement and regulatory affairs, but also all aspects of unfair competition and compliance, issues of health policy, as well as strategic counselling and public policy advisory.

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

Meanwhile, Dr Rybak has a lectureship at the University of Münster on the subject of health and life sciences law, and is furthermore a lecturer at Augsburg University.

He is the author of numerous publications and holds various courses in his fields of expertise.

**GT GreenbergTraurig**



## Greece – Project Finance Law

Mrs Ioanna Antonopoulou is a Partner at KG Law Firm in Athens in the Project Finance practice group since 2010. Prior to joining the firm, she held senior positions in the Legal Division of a major Greek Bank (absorbed by Alpha Bank S.A.) and has been involved in various bank projects both in Greece and abroad.

With more than 25 years' professional experience in the banking sector, she advises leading Greek and international financial institutions, including international development banks and the Hellenic Financial Stability Fund on complex banking, corporate finance and project finance transactions.

Her expertise extends across infrastructure, energy, utilities and real estate sectors, with a strong focus and expertise on public-private partnerships (PPPs) and renewable energy projects.

A recent project of Ioanna and her team at KG is the financing of the University of Crete PPP, where the firm acted for the lenders (European Investment Bank and Piraeus Bank S.A.) in relation to the design, construction, operation and maintenance of student accommodation and other university facilities in the two university campuses of Rethymnon and Heraklion of Crete. The transaction took place in March 2025.

Ioanna's project finance portfolio also includes advising on other landmark PPP and concession projects, such as the OSK Attica Schools PPPs, the Serres Waste Management PPP project and the financing of the Corfu Megayacht Marina sub-concession, acting for the respective lender.

She has further led major transactions involving: (i) the financing, development and operation of solar and wind energy projects across Greece, including the financing of the Vermio and Evia renewable energy projects sponsored by TERNA ENERGEIAKI S.A.; (ii) the equity financing to one of the shareholders belonging to the Copelouzos group of companies related to the financing of Greek regional airports; and (iii) the financing of AEGEAN CAE FLIGHT TRAINING S.A. for the development of a flight simulator and a crew training centre at Athens International Airport – acting in all of the above cases for the lender (Alpha Bank S.A. or Eurobank S.A.).

In addition, Ioanna acts for both lenders and borrowers in corporate and bond financings, including transactions for Intracom Telecom and Nufarm Australia Limited. Her ability to structure and negotiate multi-layered finance documents is widely recognised by clients and peers alike.

She holds an LLB from the National & Kapodistrian University of Athens, as well as an LLM in Commercial & Corporate Law from Queen Mary University of London. She is a member of the Athens Bar, the Hellenic Commercial Lawyers Association and the International Bar Association.

Last, but not least, Ioanna has been listed among IFLR1000's Women Leaders for five consecutive years (2021–2025) – and is praised by Chambers Europe for her “in-depth knowledge of legal matters, thorough analysis and drafting skills”.



**Kyriakides Georgopoulos**  
Law Firm

**Ioanna (Rea) Antonopoulou**  
Partner  
Tel: +30 210 817 1568  
i.antonopoulou@kglawfirm.  
gr

28 Dimitriou Soutsou Street,  
115 21 Athens  
Tel: +30 210 817 1500  
Fax: +30 210 685 6658  
www.kglawfirm.gr



**KYRIAKIDES GEORGOPOULOS**  
Law Firm



## Greece – Real Estate Investment Law



Spanos – Fouskarinis &  
Associates Law Firm

Spanos N Theodoros  
Founder – Managing Partner  
Tel: +30 6978019762  
spanosnomos@gmail.com

Athens, Rizari 13 St  
Tel: +30 2107218237  
www.sflegalawfirm.com



SF LEGAL LAW FIRM  
SPANOS THEODOROS  
LEGAL EXCELLENCE

**Spanos Theodoros: Founder and Managing Partner of Spanos – Fouskarinis & Associates Law Firm (SF Legal Law Firm), Athens, Greece.**

Holder of LLB and LLM of Law School at National & Kapodistrian University of Athens, Greece.

Spanos Theodoros is the Founder and Managing Partner of SF Legal Law Firm, a distinguished law firm based in Athens, Greece. Established in 2016, SF Legal has grown into one of Greece's leading firms specialising in:

- Residence by Investment (Greek Golden Visa Program);
- Commercial & Residential Property Acquisition;
- Business Establishment.

Mr Spanos is a trusted adviser and expert on the Greek Golden Visa Program, consistently guiding clients through the intricacies of the application and residency process. With his help, high-net-worth individuals, senior government officials, multinational corporations and leading financial institutions achieve permanent residency within the EU, while also optimising and diversifying their global investment portfolios.

Mr Spanos and the legal team at SF Legal provide comprehensive advisory and representation services across all aspects of real estate. The firm advises on:

- Acquisition, ownership, leasing and transfer of real estate property or land;
- Regulatory and compliance matters;
- Cross-border property transactions.

Mr Spanos has cultivated a broad network of affiliates, including real estate developers, financial advisers and corporate service providers, to support international investors and businesses by:

- Advising on the optimal corporate structure;
- Ensuring regulatory compliance with local and EU frameworks;
- Securing sector-specific licences and permits.

In addition to immigration and investment-related services, SF Legal Law Firm provides high-level expertise in:

**Commercial Law:** Contract negotiations, regulatory compliance, IP protection, dispute resolution and risk management.

**Civil Law:** Contractual disputes, compensation claims, family law matters and property disputes.

**Inheritance Law:** Inheritance planning, management and settlement of estates.

Mr Spanos combines deep legal expertise with practical business insight. He has built a reputation for offering tailor-made legal solutions that align with clients' long-term strategic objectives. Under his leadership, SF Legal Law Firm has become a trusted partner for individuals and corporations seeking to invest, reside and expand in Greece.

## Ireland – Commercial Law

De Búrca Greene LLP is a law firm based in Cork City, providing practical and cost-conscious legal services to clients across Ireland. The firm's approach is guided by the principles of accessibility, efficiency and clarity.

Claire O'Sullivan Greene, Partner, advises on a broad range of commercial and corporate matters, including company formation, M&A, asset purchases, shareholder agreements, joint ventures and corporate restructuring. She regularly works with startup companies, assisting with early-stage legal requirements and funding processes.

She has significant experience negotiating on behalf of companies in relation to investments and acquisitions. Her practice includes advising on company sales and purchases, management buy-outs and joint ventures across a wide range of industry sectors.

In addition, she advises on commercial and residential property transactions, including conveyancing and commercial leasing. She has acted for private purchasers, investment funds, receivers and large corporate entities in complex transactions involving car parks, shopping centres, multi-unit developments, student accommodation, mixed-use developments and business parks.

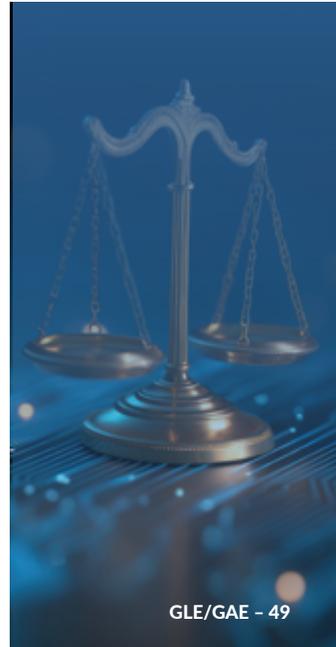
Claire also has experience in corporate finance, representing both lenders and borrowers in various commercial lending arrangements.



De Búrca Greene LLP

Claire O'Sullivan Greene  
Partner  
claire@dbglaw.ie

First Floor, Classic House,  
11/12 Washington St, Cork  
Tel: +353 214272236  
www.dbglaw.ie





Lexalia Studio Legale e  
Tributario

Giuliano De Rubertis  
Founder  
giuliano.derubertis@lexalia.it

Piazza San Sepolcro 1 –  
20123 Milano (MI)  
Tel: +39 02 45391290  
info@lexalia.it  
www.lexalia.it

**Lexalia**  
Studio Legale e Tributario

## Italy – Advertising Law

Lexalia Studio Legale e Tributario is an independent boutique law and accounting firm based in Milan whose combination of legal, fiscal and transactional skills positions it as a distinct choice for businesses seeking sophisticated yet responsive counsel. The firm pursues excellence and efficiency in its service, with a core belief that best results come from working closely with clients, understanding their needs deeply, minimising unnecessary overheads and delivering value in a pragmatic and strategic fashion. Its client base includes Italian and international corporations, institutional investors and private equity funds, all of whom benefit from Lexalia's wide range of expertise in corporate law, tax, IP, commercial regulatory issues and litigation as required.

At the centre of Lexalia's offering in advertising, communication and related regulatory matters is Giuliano De Rubertis, one of the firm's Founders. He is admitted before Italy's higher courts and has a long-standing background in intellectual and industrial property, commercial, competition, advertising, communication law and related litigation. Mr De Rubertis assists both Italian and international clients in managing campaigns, contracts, regulatory compliance and disputes – advising on both strategic and technical aspects of how advertising interacts with IP rights, unfair competition, trademark law and regulatory rules.

Through Mr De Rubertis's leadership, Lexalia provides a full spectrum of advisory work in advertising law, helping clients ensure that advertising and communication practices comply with both statutory regulation and case law in Italy, as well as EU norms. This includes work on misleading advertising, comparative advertising, regulation of claims, protection of trademarks and underlying industrial or IP rights when they are invoked or affected by promotions or communications. Mr De Rubertis further represents clients in disputes – either before domestic courts or in regulatory proceedings – where advertising or competition issues are at stake, or where unfair competition or misuse of confidential information or trademarks arises in the context of commercial communications.

Lexalia under Mr De Rubertis is also attentive to the broader IP environment and how advertising law interconnects with trademark protection, industrial designs, patents, confidentiality and the defence of trade secrets. He manages clients' trademark portfolios through a network of specialist firms for global reach, and works in parallel with the customs authorities where appropriate, for anti-counterfeit work or enforcement. Lexalia combines these capabilities with strong commercial contract skills, ensuring that advertisers, advertisers' agents, media companies or businesses using advertising or communications platforms have robust contractual protections and obligations in place to manage risk.

Advertising law in Lexalia is not a siloed offering but integrated with commercial law, competition law and IP. Lexalia helps clients with advice on licensing, assignment, distribution, sponsorships and agreements about advertising content. Meanwhile, it offers guidance on regulatory compliance under Italian law, EU regulation and sector-specific self-regulation, in addition to defending or managing litigation linked to advertising – whether for misleading or comparative advertising claims, violations of trademark or copyright through communications, as well as challenges under consumer protection or competition law.

## Italy – Banking Law

Minnella Coppa & Associati emerges as a dynamic multidisciplinary legal firm headquartered in Rome, with operational offices in Syracuse, Palermo, Padua and a future presence in Paris. The firm's structural footprint reflects both geographic breadth and strategic intent, enabling it to serve a diverse clientele across Italy and beyond. This networked configuration is mirrored by its internal architecture, built around seamless collaboration among professionals rather than rigid hierarchy, fostering responsiveness and a deeply client-centred approach.

Embedded at the heart of the firm's legal practice is its Banking Law offering, led by Founding Partner Avv Vincenzo Minnella. As a Supreme Court-qualified lawyer, he heads the firm's Corporate/M&A and Energy divisions, navigating legal complexities with strategic intelligence. His expertise spans corporate governance, compliance and the intersection of financial and business law. Since 2021, his recognised role as Partner of Sole24avvocati – with certified credentials in internal corporate litigation, extraordinary transactions and corporate opinions – underscores his standing within the Italian legal community.

The Banking Law practice at Minnella Coppa & Associati stands out through its comprehensive and hands-on approach. The firm provides counsel to major national credit institutions, entities registered in Italy's Single Register of Financial Intermediaries under Article 106 of the TUB, as well as transaction parties in securitisation deals governed by Law No 130/1999. This legal support focuses on the recovery of non-performing loans and defensive litigation – spanning such issues as usury, banking record disputes, credit lines, revocation of banking relationships, mortgages, leasing and factoring.

Beyond courtroom advocacy, the firm distinguishes itself through proactive pre-litigation services. It conducts thorough due diligence for investors evaluating individual loans or whole loan portfolios – whether secured or unsecured, performing or distressed – and routinely delivers updated reports tailored to recovery timelines and mechanisms. Complementing this, the firm maintains a specialised structure to support credit management and restructuring: MC Gestione Crediti, a company controlled 98% by the firm, authorised under Article 115 TULPS, delivers extrajudicial recovery, debt restructuring, credit portfolio analysis, business intelligence, as well as even acquisition and monitoring of tax or defaulted credits. This integrated model allows the firm to merge legal strategy with operational execution in credit recovery, giving clients a unified channel for comprehensive solutions.

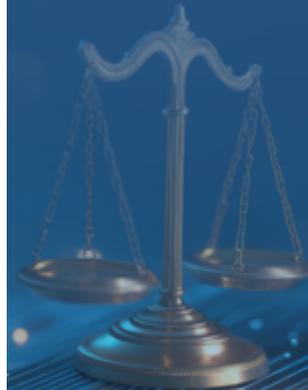
Minnella Coppa & Associati's banking offering is not siloed but part of a broader advisory ecosystem. The firm's competencies span tax, legal, corporate finance, global mobility, customs duties, transfer pricing, tax incentives and R&D innovation funding. Meanwhile, its advisory segment extends to planning and monitoring financial objectives, delivering guidance on present and future financial well-being, balanced investment and funding decisions, as well as evaluation of overall financial impact. This breadth ensures that the Banking Law practice is anchored in a robust context of business law, restructuring, insolvency and financial planning.



Minnella Coppa & Associati

Avv Vincenzo Minnella  
Founding Partner  
vincenzo@  
studioassociatomb.it

Via Giuseppe Gioacchino  
Belli 27, Rome, 00193  
Tel: +39 06 4521 4748  
www.studioassociatomb.it





LFa – Studio Legale Milano

Francesco Lilli  
Founder & Managing Partner  
f.lilli@lfa-studiomilano.it

Via dei Piatti, 8 – 20123  
Milano

Tel: +39 02 80889939  
Fax: +39 02 80896203  
www.lfa-studiomilano.it

## Italy – Civil Litigation Law

Francesco Lilli, admitted to the Bar in 2003, is the Founder and Managing Partner of LFa – Studio Legale Milano (LFa Law Firm) in Milan, a team of legal professionals combining extensive experience in numerous areas of civil law with personalised attention to specific client needs.

The firm offers specialised assistance in civil litigation throughout Italy, with a focus on debt collection for foreigners against Italian entities, commercial disputes between individuals and/or companies, as well as tax litigation against Italian Revenue Agency.

Its lawyers have extensive experience in inheritance, family issues and real estate matters, in addition to damages claims against insurance companies and compensation proceedings for banking and financial irregularities.

They can further assist clients in criminal law matters – particularly insolvency proceedings and tax violations.

The firm's daily goal is to provide high-quality legal assistance to Italian and foreign clients, offering clear, transparent and competitive pricing in all cases.



Studio Legale Milano



## Italy – Commercial/Corporate Law

Grande Stevens – Studio Legale Associato is an Italian law firm rooted in a distinguished heritage of legal practice, whose origins lie in the work of Franzo Grande Stevens. Over time, the firm has evolved into a boutique yet full-spectrum legal advisory, combining boutique-style attention with the depth and reach of a national firm. With offices in Turin and Milan, and a presence in Rome through association and collaboration, Grande Stevens addresses complex legal and business challenges across Italy and beyond.

Within this broader institutional context, Grande Stevens' offering in commercial and corporate law stands as a centrepiece of its practice. The firm handles corporate governance, M&A, private equity, regulatory advice, commercial contracts, banking and finance, as well as cross-border transactions. Its clients range from entrepreneurial businesses to international investors and financial institutions, all seeking legal counsel that is not only technically rigorous but also commercially pragmatic. The firm's structure promotes close client relationships, rapid responsiveness and tailored solutions – qualities more often associated with boutique firms – while retaining the depth and resources to support complex transactions and regulatory engagements.

At the heart of Grande Stevens' corporate and commercial practice is Avvocato Paolo Barozzi, whose professional focus lies in commercial law, with particular expertise in the areas of private equity, asset management and regulation of financial intermediaries. Mr Barozzi guides clients through structuring investments, negotiating fund documentation and compliance with Italian financial regulations. His standing in the field is further reflected in external legal directories, which list him under commercial law for Grande Stevens and praise his proficiency in dealing with complex commercial issues.

Mr Barozzi participates in the firm's strategic direction, serving on its governing body alongside other senior partners, and has been instrumental in supporting Grande Stevens' expansion initiatives. One such development was the opening of a Milan office, which complements the firm's Turin and Rome presence. This expansion was announced as part of a broader ambition to become a legal "aggregator" – combining deep local roots with transnational reach – and Mr Barozzi's name features among the leadership responsible for realising that vision.

His work is characterised by a balance of technical excellence and commercial sensibility: whether negotiating a share purchase agreement, advising on fund structuring or analysing regulatory constraints for financial institutions, Mr Barozzi approaches matters not merely as legal puzzles but as business challenges. Clients benefit from his ability to foresee risks, calibrate recommendations to the commercial context and coordinate solutions across regulatory, tax and transactional dimensions – often drawing on the synergies within Grande Stevens' broader practice groups.

In the corporate offering of the firm, Mr Barozzi collaborates closely with colleagues across banking and finance, regulatory and compliance, tax, capital markets and corporate governance disciplines. This integrated approach ensures that clients face no artificial silos when moving from capital raising to operational structuring, regulatory approval or dispute prevention. Grande Stevens' philosophy emphasises trust, alignment with client interests and delivering bespoke rather than off-the-shelf solutions – a positioning reinforced by its boutique origins and the depth it has built through selective growth.



Grande Stevens – Studio Legale Associato

Avvocato Paolo Barozzi  
Co-Founding Partner  
[p.barozzi@grandestevens.it](mailto:p.barozzi@grandestevens.it)

Via Dell'Annunciata, 7,  
20121 – Milano  
Tel: +39 02 36 00 92 00  
[www.grandestevens.it](http://www.grandestevens.it)

GRANDE STEVENS  
STUDIO LEGALE ASSOCIATO



## Italy – Corporate/M&A Law



Studio Legale  
Bastianini Carnelutti

Nicolò Bastianini Carnelutti  
Founder  
Tel: +39 335 461346  
nicolo@bastianinicornelutti.  
com

Via Borgonuovo, 12  
Tel: +39 02 36693690  
Fax: +39 02 36693699  
www.bastianinicornelutti.  
com

STUDIO LEGALE  
BASTIANINI CARNELUTTI

Studio Legale Bastianini Carnelutti was founded by Nicolò Bastianini Carnelutti, nephew of Professor Francesco Carnelutti, one of the most distinguished jurists of the 20th century and a pioneer of modern legal thought.

The firm was established through the collaboration of highly qualified lawyers, driven by a strong commitment to innovation and flexibility, with the goal of delivering tailored, top-tier legal services. Its team shares common values of professionalism, precision and client focus, ensuring the highest standards of quality, in-depth sector knowledge and timely assistance. Client relationships are built on trust, loyalty and long-term partnership.

The firm's practice spans civil, corporate and commercial law, with particular expertise on business contracts, M&A transactions, corporate governance and company law, including related litigation and arbitration. It also has recognised strength in TMT, sports and entertainment, drawing on the experience of its partners in advising leading international groups in these industries.

Meanwhile, Studio Legale Bastianini Carnelutti maintains a strategic alliance with partner firms in Paris and Rome, complemented by a network of trusted relationships with specialised firms in Italy and abroad. This enables the firm to offer clients comprehensive and multidisciplinary support at both national and international levels.

Its Founder, Mr Bastianini Carnelutti, primarily advises prominent Italian and international clients on corporate and M&A matters, with a focus on company and corporate law, international transactions, joint ventures, corporate governance, compliance, corporate finance and commercial contracts. He has, to date, assisted numerous industrial, financial and commercial companies across diverse sectors.

In addition, he has developed particular expertise in media, sports, entertainment, telecoms, fashion and luxury, advising leading international and European clients in these fields. His clients include major media companies, television broadcasters and producers, Internet and mobile operators, sports organisers and entertainment professionals – as well as globally renowned fashion designers.

## Italy – Due Diligence, Trust & Real Estate Law

**Avvocato Matteo Santini (The Law Firm of Attorney Matteo Santini) has operated in Rome and Milan for more than 25 years. Today, the firm possesses extensive and consolidated experience in corporate law, real estate law, due diligence procedures, succession law and family law.**

Attorney Matteo Santini is particularly focused on matters concerning asset protection, both personal and corporate, including for clients who are non-Italian nationals or residents abroad who wish to invest in Italy, acquire assets or safeguard their wealth. Attorney Santini is also the author of numerous legal publications on family law, asset protection and corporate law, cementing his standing as a thought leader in these fields.

Meanwhile, the wider team at The Law Firm of Attorney Matteo Santini is composed of attorneys, chartered accountants and specialists in international tax law, enabling the firm to provide comprehensive and multidisciplinary legal services in all of its endeavours. For more than two decades, they have organised and participated in legal conferences and seminars on timely topics related to family law, corporate law and wealth protection.

The firm further provides contractual legal assistance across the real estate sector – extending to yacht transactions, as well as similar matters involving luxury purchases. Should an individual or corporate entity wish to acquire a company, real estate property or luxury asset in the region, the advisory team at The Law Firm of Attorney Matteo Santini manage the entire transaction process, including site visits, due diligence activities, contract drafting and tax structuring.

To date, the team's most frequent transaction dealings concern the sale and purchase of property and boats. However, they also offer a breadth of vision across a comprehensive array of legal matters, owing to the accurate preparation of each of the lawyers and their profound specialisms spanning diverse areas. The team's ongoing mission is to offer a high level of expertise in intricate legal matters, with each case requiring bespoke attention to ensure a favourable outcome. Its real estate lawyers deal with both residential and commercial matters, encompassing contracts, acquisition, construction and litigation. Similarly, its yacht and maritime professionals are notable for handling purchase and sale agreements, while helping clients to negotiate and draft advantageous contracts. In essence, The Law Firm of Attorney Matteo Santini's wide-ranging skill set can be applied to all aspects of your legal query, thanks to the many years' experience its highly qualified lawyers have accumulated in the field.

Buying or inheriting property in Italy can feel daunting – especially if you don't speak the language or understand the legal system. Moreover, Italian law is intricate, which is why you require experts fluent in your language, as well as in Italian and cross-border property and inheritance law. The Law Firm of Attorney Matteo Santini's multilingual advisers specialise in Italian real estate and inheritance law, and have guided clients worldwide through high-profile cross-border property investments and inheritances with great success.



**Avvocato Matteo Santini**

**Matteo Santini**  
Partner

Tel: +39 3406945316  
studiolegalesantini@  
hotmail.com

Via Marianna Dionigi 57  
(00193 Rome)

Tel: +39 (0)63208106  
[www.avvocatoroma.org/  
luxury\\_law\\_italy](http://www.avvocatoroma.org/luxury_law_italy)



STUDIO LEGALE SANTINI & SPILIETINI



## Italy – Insolvency Law



Studio Trabucchi

Carlos Mack-Castelletti  
Partner  
Tel: +49 172 4014887  
cmc@trabucchi.it

Passeggiata Arturo Miolati,  
2, 35131 Padova  
Tel: +39 (0)49 650129  
Fax: +39 (0)49 8755455  
studio@trabucchi.it  
www.trabucchi.it

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STUDIO TRABUCCHI

Carlos (Charles) Mack-Castelletti is a British-Italian lawyer and certified Turnaround & Insolvency practitioner with more than 25 years' experience in complex cross-border restructurings, corporate recovery and governance. He has acted as Joint Representative, Chief Restructuring Officer (CRO), Insolvency Administrator and Managing Director for numerous European and international corporations, combining legal and financial restructuring expertise with hands-on executive management.

He currently serves as Managing Director EMEA (excluding UK) of We-Work Inc., where he oversaw the successful conclusion of the company's Chapter 11 reorganisation in the US, ensuring the continuity of its European operations and stakeholder stability. In parallel, he is Board Member and Chairman of the Audit Committee of CORESTATE Capital Holding S.A., a Luxembourg-based real estate investment manager listed on the Frankfurt Stock Exchange, as well as Board Member and Chairman of the Audit Committee of Cadogan Energy Solutions PLC, a London-listed energy group. He is a Consultant at Bronzewood Capital in London, advising on special situations and distressed-asset strategies – and is about to join the board of a Luxembourg société anonyme active in the mining sector.

Previously, Mr Mack-Castelletti was CRO and Managing Director of the Deutsche Real Estate Fund Group (Luxembourg), a group of real estate investment and asset-management companies, where he led a comprehensive financial turnaround and operational consolidation. He served as CRO, Insolvency Administrator, Managing Director and President of the Franco Colaiacovo Gold Group in Gubbio, Italy, directing its restructuring and business recovery process.

In addition, he acted as Managing Director for CWT (Carlson Wagonlit Travel) Frankfurt and DACH entities within the group's US Chapter 11 restructuring proceedings, steering their European reorganisation and compliance framework. He has further been appointed Joint Representative of Metallcorp S.A. (Luxembourg), contributing to cross-jurisdictional creditor representation and asset recovery efforts.

Beyond his executive mandates, Mr Mack-Castelletti remains a prominent figure in the European restructuring community. He is a former President of INSOL Europe, and currently serves as Education Chair at TMA Europe (Turnaround Management Association), promoting professional excellence and best practice across the restructuring and insolvency professions.

He holds a Master's degree in Philosophy, a PhD in Law and an Honorary Professorship – and continues to lecture and publish on matters of corporate restructuring, governance and insolvency reform.



## Italy – Intellectual Property Law

**Arlo Canella is an attorney-at-law admitted before the Italian Supreme Court and Co-Founding Partner of Canella Camaiora Law Firm, where he serves as Managing Partner. He is widely acknowledged for his expertise in IP and Technology, Media & Telecoms (TMT) law, as well as complex litigation – combining rigorous legal analysis with strategic foresight.**

Educated at Bocconi University (magna cum laude, 2003), Arlo was among the earliest graduates of its pioneering Law programme, where he cultivated an interdisciplinary approach bridging legal scholarship and economic sciences. His professional career began in the IP departments of Pavia e Ansaldo and later Studio Legale Sutti, before co-founding Canella Camaiora in 2008. Since its inception, the firm has established itself as a distinguished boutique, consistently recognised by Il Sole 24 Ore (2020–2025) among Italy's leading law firms in IP.

Arlo's professional philosophy rests on the conviction that legal assistance must be both precise in form and effective in outcome. His work is characterised by a commitment to protecting clients' rights while enabling them to achieve broader strategic objectives. He has authored and co-authored scholarly contributions on trademark and patent litigation, counterfeit prevention and regulatory compliance, and has been a frequent speaker at international conferences and institutional forums – including events organised by Autodesk, Hewlett Packard, the European Commission (Horizon 2020 project) and the Global Food Innovation Summit (Seeds&Chips).

His long-standing engagement with academia and professional training is equally noteworthy. He has lectured at Radar Academy, Politecnico di Milano, TopLegal Academy and Società Umanitaria, addressing such topics as copyright law in digital environments, design protection, venture capital and IP, as well as the regulation of emerging technologies. He is also the creator of several acclaimed educational formats – How to Defend an Innovative Idea®, Names that Sell® and Copyright Essentials – designed to render IP law accessible to entrepreneurs, creatives and professionals across sectors.

Arlo's contributions extend beyond the legal profession. He has collaborated with foundations, professional associations and cultural institutions to advance the protection of creativity and innovation in the cultural and creative industries. His teaching and public engagement consistently emphasise the transformative role of IP in fostering innovation, cultural heritage and entrepreneurial growth.

With a career distinguished by scholarship, innovation and dissemination, Arlo embodies the synthesis of practitioner, educator and strategist – bringing depth of expertise and clarity of vision to the evolving field of IP law.

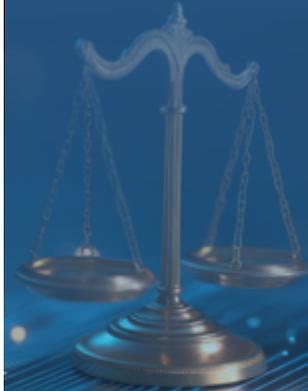


**Canella Camaiora Studio Legale**

**Arlo Canella**  
Managing & Co-Founding  
Partner  
Tel: +39 32 02 66 71 73  
arlo.canella@  
canellacamaiora.it

Via Carlo Giuseppe Merlo, 3  
Tel: +39 02 97 38 30 76  
Fax: +39 02 97 38 30 83  
www.canellacamaiora.it

**CANELLA CAMAIORA**   
STUDIOLEGALE



## Italy – Labour Law



Studio Legale Cafiero  
Pezzali & Associati

Ciro Cafiero

Lawyer & Founding Partner

Tel: +39 32873 88608

c.cafiero@

caferiopezzalieassociati.it

Via Della Conciliazione No  
10, 00193 Rome

Tel: +39 06360 02972

www.

caferiopezzalieassociati.it

  
CAFIEROPezzALI  
& ASSOCIATI

Studio Legale Cafiero Pezzali & Associati is a distinguished Italian law firm that has earned a strong reputation for its rigorous legal expertise, its client-focused approach and its ability to provide strategic solutions in complex legal matters.

The firm's work in labour law is rooted in a profound understanding of the Italian and European regulatory frameworks that govern employment relationships, industrial relations and organisational compliance. Studio Legale Cafiero Pezzali & Associati assists a wide spectrum of clients, ranging from leading multinational corporations to small and medium-sized enterprises, with advice that balances technical rigour with practical applicability.

Ciro Cafiero, one of the Founding Partners, acts as legal trustee for prominent manufacturing companies, offering guidance on complex employment and industrial relations matters. He has been entrusted with key institutional responsibilities at the highest levels of government and policy-making. During the Draghi government, he served as labour expert at the Presidency of the Council of Ministers, working in close collaboration with the Department of Equal Opportunities and the Family. More recently, he has been appointed by the Minister for Institutional Reform & Regulatory Simplification as a member of the committee responsible for drafting the Consolidated Law on Disabilities. Since 2025, he has further served as adviser to the Parliamentary Commission of Inquiry on the economic and social effects of the ongoing demographic transition.

Meanwhile, he is chairman of the Supervisory Board of Terna Interconnector S.r.l. and of Gruppo Spaggiari Parma S.p.A., as well as sole member of the Supervisory Board of GFG Solar S.r.l. and RP Energy S.r.l., both belonging to the Arpinge group. He is also a member of the Supervisory Board of D-Flight S.p.A., a company of the Enav group. His expertise has been recognised within the Vatican City State, where he serves as a lawyer at the Conciliation & Arbitration Board of the Labour Office of the Apostolic See.

A graduate with honours in law from Luiss Guido Carli, where he additionally obtained a specialisation diploma for legal professions, Mr Cafiero now teaches labour law at the Luiss School of Law and has lectured at the 24Ore Business School. As technical and scientific coordinator of several Master's programmes at Sole 24 Ore Formazione, he has influenced the professional development of a generation of lawyers and HR professionals. His thought leadership extends through his publications, having authored numerous articles and scientific essays, as well as two books – *Il lavoro che cambia* (Changing Work) for Edizioni San Paolo and *Diversità e Inclusione* (Diversity & Inclusion) for Giuffrè Francis Lefebvre.

He is President of the Consulting, Professional Activities & Training section of Unindustria, former member of its industrial relations committee and past board member of Piccola Industria. Last, but not least, he is President of Aisp Lazio, the Italian Association of Personnel Directors – as well as being a board member of Federreti, the Trade Union Federation of Transport & Mobility Services.

Studio Legale Cappa & Partners is a Milan-based Italian law firm rooted in a tradition of careful, high-stakes legal service, especially in the banking, financial and corporate spheres. The firm has its origins in the legal practice of Ermanno Cappa, who as Founder has shaped a “bottega giuridica” ethos characterised by close client relationships, selective team structures and a focus on sophisticated legal challenges. Cappa & Partners is active in banking law, financial law, corporate law, economic criminal law, civil litigation and sports law, supporting leading Italian and international banks, corporations and institutions before courts at every level and across jurisdictions.

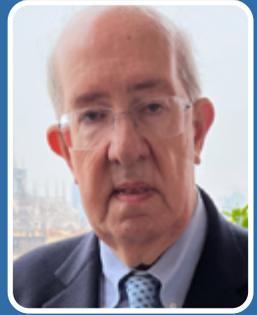
Over the years, the firm has carved a reputation for combining deep technical knowledge with strategic thinking. Its lawyers operate largely in teams, establishing defence or advisory strategies in close collaboration with clients. The firm stresses a constant dialogue with clients to ensure that all legal steps are aligned with business objectives.

In recent times, the firm has strategically expanded and refined its corporate and transaction practice through the addition of senior talent. A notable example is the recruitment of Enzo Pulitanò, whose arrival marked a deliberate strengthening of Cappa & Partners’ capacity in M&A, joint ventures, cross-border transactions and sophisticated corporate advisory work. In January 2024, Mr Pulitanò joined the firm as Of Counsel, and later that year was elevated to Partner status. His professional background includes a distinguished tenure as General Counsel in the Rizzoli-Corriere della Sera Group (more than 25 years), a prior executive role in the retail sector with Standa S.p.A., followed by many years as Of Counsel at Studio Pedersoli.

Mr Pulitanò’s legal expertise covers corporate law, M&A, international joint ventures, contract drafting and negotiation, administrative liability of companies (per Legislative Decree 231/2001), media and information law, as well as general extrajudicial corporate advisory work. His combined managerial and legal experience, including board responsibilities in Italian and foreign enterprises, enables him to act as a bridge between business strategy and legal structuring. As part of Cappa & Partners, he enhances the firm’s transactional capabilities, enabling it to provide a robust M&A law offering that can address both domestic and international deals, with attention to corporate governance, deal structuring, regulatory compliance and risk mitigation.

In the M&A sphere, Cappa & Partners offers counsel at all stages of a transaction: preparation of due diligence, negotiation and drafting of share or asset purchase agreements, structuring of joint ventures or strategic alliances, corporate reorganisations, as well as post-closing integration and compliance advice. The firm’s long-standing strengths in banking, finance and regulatory work complement its transactional offerings by giving clients access to insight on financing, regulatory constraints, governance and ancillary contractual issues.

Cappa & Partners further maintains a strong academic and training presence: it engages in scientific legal activity and partners with legal education institutions, often contributing faculty or organising programmes. Its professionals participate in seminars, publications and conferences. Mr Pulitanò, for instance, is deeply involved in the AIGI School of Specialization for Corporate Lawyers – serving as a didactic coordinator and member of its scientific committee.



Studio Legale Cappa & Partners

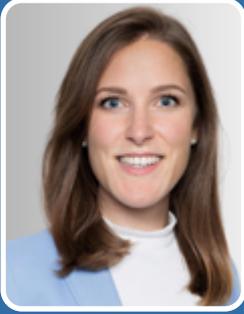
Enzo Pulitanò  
Partner

e.pulitano@cappaepartners.it

Via Solferino 16, 20121  
Milano

Tel: +39 02 65560390  
www.cappaepartners.it





## Liechtenstein, Principality of – Foundation Law

Schwärzler Attorneys at Law

Dr Hannah Blecha LL.M.  
Partner, Attorney at Law  
hab@s-law.com

Austrasse 42, 9490 Vaduz  
Tel: +423 239 85 40  
www.s-law.com

Schwärzler Attorneys at Law is a leading Liechtenstein law firm with a reputation for sophisticated work in foundation, trust and corporate law. Established in 2005, the firm operates from its headquarters in Vaduz and maintains additional offices in Zürich and Zug in Switzerland. It has developed into a multidisciplinary boutique that combines deep technical legal knowledge with experience in structuring, litigation, notarial work and advisory services.

Dr Hannah Blecha is a Partner at Schwärzler Attorneys at Law, with specialisation in foundation and trust law, corporate law, civil and civil procedure law, as well as data protection law. She completed her Doctorate in Law at the University of Innsbruck, Austria, and holds an LL.M. in Gesellschafts-, Stiftungs- und Trustrecht (corporate, foundation and trust law) from the University of Liechtenstein. Admitted as an attorney in Vaduz, she also passed the Liechtenstein notarial examination in 2024. Before joining the partnership, she worked as an attorney at Schwärzler from 2021, and earlier as an Associate in the firm, also completing a court internship at the Higher Regional Court (OLG) in Innsbruck. Her bilingual fluency in German and English has enabled her to serve both domestic and international clients in matters of foundation law, trust law and corporate structuring, as well as related fiduciary, compliance and regulatory issues.

Within Schwärzler's foundation law offering, Dr Blecha advises founders, foundation boards, beneficiaries, trustees and other parties in the establishment, structuring and ongoing governance of foundations and trusts under Liechtenstein law. Her practice encompasses drafting constitutive documents, ensuring alignment with regulatory and supervisory requirements, managing relationships between founders and beneficiaries, structuring the foundation for optimal succession and asset protection – as well as dealing with disclosure, rights of information, taxation and data protection issues. She further assists where conflicts and litigation become necessary in relation to foundations or trusts, whether in internal disputes, claims by beneficiaries, supervision and liability of organs of foundations, or in cross-border matters involving recognition or enforcement of foundation-related obligations.

  
Rechtsanwälte | Attorneys at Law

## Malta – Aviation Law

InariLaw is a Malta-based commercial law firm that positions itself as a bridge between local insight and global reach, offering integrated legal services to domestic and international clients across corporate, financial services and specialist sectors. The firm's aviation practice sits at the intersection of Malta's increasingly important aircraft registry and the broader needs of business aviation – combining regulatory know-how with transactional and operational support that ranges from aircraft registration and deregistration to air operator certification, financing, leasing and dispute resolution.

The Aviation team at InariLaw presents a pragmatic, client-focused capability designed to simplify complex cross-border matters for owners, operators, lessors and financiers. The practice emphasises end-to-end assistance with Malta's Civil Aviation Authorities, guiding clients through Air Operating Certificate (AOC) processes and the technicalities of putting and keeping an aircraft on the Maltese register. That hands-on regulatory engagement is paired with transactional experience: the team advises on acquisitions and disposals, structured finance and registry-related security issues, and it supports parties facing operational or commercial disputes.

Central to the firm's aviation offering are its people. Filippo Maria Arcaleni is a recognised aviation specialist within the firm and is singled out by directory listings as a leading associate in Malta's aviation market. He combines multilingual capability and industry engagement – serving in key aviation associations – with a practice that spans business development, regulatory advising and transactional work for operators and owners. Mr Arcaleni's professional profile reflects active roles beyond the firm: he is involved with the Malta Business Aviation Association and holds a leadership role within the European Business Aviation Association's Aviation Lawyers Committee, underscoring InariLaw's connectivity to European and industry networks.

Maria Paloma Deguara, a Partner at InariLaw, brings complementary strengths to the team through broad corporate and commercial experience, including corporate finance, M&A and cross-border restructurings that frequently underpin aviation deals. Her profile in established legal guides highlights her transactional acumen and status within the firm's leadership, reinforcing the firm's ability to marry aviation-specific counsel with sophisticated corporate workstreams. Together, Ms Deguara and Mr Arcaleni position the practice to handle both the niche technicalities of aviation law and the corporate, financing and regulatory scaffolding that transactions often demand.

Clients who choose InariLaw for aviation work can therefore expect a multidisciplinary approach: regulatory navigation and applications with Malta's authorities; drafting and negotiation of acquisition, lease and financing documentation; structuring advice for tax and corporate housekeeping in the Maltese context; as well as pragmatic dispute management when operational or contractual frictions arise. The firm leverages Malta's attractive aircraft registry and its growing prominence in business aviation while maintaining the sort of boutique responsiveness and industry connections that clients value in a jurisdictional specialist.

In essence, InariLaw's aviation offering is built on a foundation of local regulatory expertise, transactional capability and active industry engagement. With such senior contributors as Mr Arcaleni – whose association roles link the firm to European business aviation networks – and Ms Deguara – whose corporate practice underpins transactional complexity – InariLaw affirms itself as a practical adviser for parties seeking to register, operate, finance or transact aircraft in Malta and the surrounding markets.



InariLaw

Filippo Maria Arcaleni  
Head of Business  
Development  
filippo.arcaleni@inarilaw.com

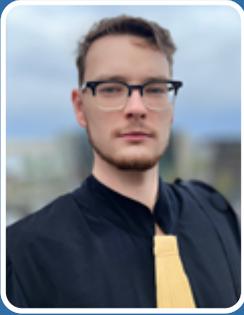
239, Psaila Street  
Birkirkara, BKR 9078  
Tel: +356 21 333 502  
info@inarilaw.com  
www.inarilaw.com

  
**INARILAW**



Maria Paloma Deguara  
Partner  
maria.deguara@inarilaw.com

## Netherlands – Blockchain Law



Sali Blockchain & Crypto  
Regulations

Sadri Sali LLM CCAS  
Managing Partner (EU  
Blockchain Lawyer)

info@salicryptoregulations.  
com

Krijn Taconiskade 123, 1087  
HW, Amsterdam  
Tel: +31651699355  
Telegram: @salilawgroup  
www.salilawgroup.com



Sadri Sali is a globally recognised speaker and legal authority in blockchain law and crypto-asset regulation, widely respected for his ability to bridge the gap between complex regulatory frameworks and operational business models in the digital asset sector. As Managing Partner of Sali Blockchain & Crypto Regulations, he has built a reputation for excellence in advising token issuers, exchanges, custodial wallet providers and innovative FinTech projects on navigating the fast-evolving global compliance landscape.

### Practice Areas & Expertise

Mr Sali's expertise is centred on the EU's landmark Markets in Crypto-Assets Regulation (MiCA), where he guides clients through the full life cycle of licence applications and supervisory engagement. His practice extends to advising Virtual Asset Service Providers (VASPs) in leading offshore jurisdictions, particularly the British Virgin Islands (BVI) and Saint Vincent & the Grenadines (SVG), under such licensing frameworks as VASP and VABA. He further provides strategic counsel on corporate structuring, AML/CTF risk frameworks, regulatory due diligence and banking/payment integrations tailored for crypto-asset operations. Clients include Euronext Amsterdam, the largest European stock exchange (and fourth in the world), as well as leading crypto-asset market makers and public companies in the field of real-world asset tokenisation, such as Thesaur Quantum Minerals AG.

### Policy & Regulatory Contributions

In addition to client work, Mr Sali has actively contributed to the development of national implementing acts of MiCA across EU Member States. His advisory role to a major governmental body has supported the integration of MiCA into a Member State's national legal system, helping the local regulator shape pragmatic, effective legislation that aligns with both EU standards and market realities. This unique experience positions him not only as a legal practitioner, but also as a policy shaper in Europe's crypto regulatory architecture.

### Achievements & Thought Leadership

- Structured and delivered successful MiCA licence applications for clients across the EU;
- Provided regulatory roadmaps for VASP registrations and licensing in BVI and SVG;
- Authored legal opinions and compliance frameworks widely adopted as industry references;
- Speaker at leading blockchain and FinTech conferences, where he shares insights on MiCA, AML/CTF, tokenisation and the future of digital asset regulation;
- Recognised for aligning business strategy with legal certainty, enabling innovation within compliant boundaries.

By combining deep regulatory knowledge with strategic foresight, Mr Sali stands as a trusted adviser to both market participants and regulators – solidifying his status as a world-class expert in blockchain and crypto-asset law.

## Poland – Civil Law

Kacprzak Legal is a premier law firm with its seat in Gdańsk and Warsaw, with more than 25 years' experience advising leading corporations, financial institutions and private clients on complex legal and business matters in Poland and across international markets. Over the years, we have built a reputation for combining deep legal knowledge with a practical, business-orientated approach, enabling us to deliver solutions that meet both the immediate needs and long-term goals of our clients.

We are recognised for our strong track record in litigation and arbitration, supported by sector-specific insight and significant resources across key industries, including energy, infrastructure, financial services, healthcare, real estate, corporate and finance, transportation (land and maritime) and IP. Our clients trust us to handle matters of strategic importance, where legal outcomes can shape the future of their operations and investments.

Our team provides comprehensive legal counsel to both domestic and foreign-owned entities. We advise on corporate structuring, governance and regulatory compliance, as well as on the legal dimensions of day-to-day operations. Whether supporting international companies entering the Polish market or assisting Polish businesses in expanding abroad, we combine local expertise with a global outlook to ensure seamless support across jurisdictions.

Litigation and arbitration are among our core strengths. Our lawyers have extensive experience representing clients in both domestic and international arbitration proceedings under the rules of leading institutions, including the London Court of International Arbitration (LCIA), the Arbitration Institute of the Stockholm Chamber of Commerce (SCC), the German Arbitration Institute (DIS) in Berlin, the International Chamber of Commerce (ICC) in Paris and the Court of Arbitration at the Polish Chamber of Commerce in Warsaw. We also act before civil, commercial and administrative courts, as well as before the Supreme Court and Supreme Administrative Court in Poland. In cross-border disputes, we cooperate with leading international law firms to deliver coordinated, multi-jurisdictional representation. At every stage of the process – from securing claims and interim measures through to final judgment and enforcement – we safeguard our clients' interests both domestically and abroad.

In recent years, our team has successfully advised on a broad range of high-value and complex matters, including multimillion-dollar transactions in offshore projects, shipbuilding and maritime claims. We have guided clients through cross-border M&A, as well as major infrastructure investments, such as highway construction. We have further represented businesses in sophisticated commercial disputes in the energy sector. These engagements demonstrate the breadth of our industry expertise and our ability to deliver strategic solutions in challenging and cross-border environments.



**Kacprzak Legal**

**Attorney Marek Kacprzak**  
Managing Partner  
Tel: +48 798 647 100  
m.kacprzak@kacprzak.com.pl

ul Stągiewna 5/2, 80–750  
Gdańsk  
Tel: +48 58 769 36 36  
+48 798 647 100  
www.kacprzak.com.pl

**KACPRZAK**  
L E G A L



## Portugal – Commercial Arbitration Law



Jorge Neto & Advogados –  
Sociedade de Advogados,  
RL

Jorge Neto  
Founder & Managing  
Partner  
jorgeneto@jnassociados.pt

Rua Pedro Homem de Melo  
nº55, 8º, 4150-599 Porto  
Tel: +351 226 150 143  
www.jnassociados.pt

JORGE  
NETO &  
ASSOCIADOS  
SOC. DE ADVOGADOS RL

Jorge Neto & Advogados – Sociedade de Advogados, RL is a Portuguese law firm recognised for its solidity, experience and breadth of expertise. With offices in Porto and Lousada, the firm brings together a team of lawyers whose academic and professional backgrounds have national resonance. Several of its members have played roles in high-profile cases in Portugal over the past three decades, a testament to both the visibility of the firm and the complexity and importance of the matters it handles. The team's diverse training, their collective career paths across differing branches of law, as well as their linguistic proficiency – spanning Portuguese, Spanish, Italian, German, English and French – enable the firm to provide services not only within Portugal but also across international contexts. Jorge Neto, the firm's Founder and Managing Partner, has been a member of the Portuguese Bar Association since 1982, holds a law degree from the University of Coimbra and pursued complementary studies at the London School of Economics. He also serves as an arbitrator at the Commercial Arbitration Centre of the Portuguese Chamber of Commerce & Industry.

In the area of commercial arbitration, Jorge Neto & Advogados offers a highly developed service built on several pillars. One of its distinguishing features is the ability of its lawyers to act as arbitrators within official arbitration institutions, ensuring impartiality and credibility in the resolution of commercial disputes. The firm's work encompasses not only the representation of clients in arbitral proceedings – whether ad hoc or institutional – but also advisory work in the drafting and negotiation of arbitration clauses, the design of bespoke strategies for extrajudicial dispute resolution, as well as coordination between arbitral tribunals, arbitration institutions and the judicial courts when necessary.

The firm's long-standing practice in commercial, corporate, contractual and international litigation enriches its arbitration work, providing familiarity with the issues that most often arise in commercial disputes, including contractual breaches, shareholder and corporate conflicts, cross-border obligations, contractual liabilities and questions of international law. This background allows the firm to anticipate risks, advise on whether arbitration is the most effective mechanism for resolving a dispute compared to traditional litigation, and manage every stage of the arbitration process. Its lawyers guide clients from the early preparation of claims or responses through to the enforcement of awards and the handling of any related appeals or proceedings.

Jorge Neto & Advogados is also linked to international legal networks, which strengthens its ability to intervene in commercial arbitration cases with a cross-border dimension. The firm assists clients who operate outside Portugal or whose disputes fall under multiple jurisdictions, both within Europe and beyond. This international reach, combined with the team's linguistic abilities and practical – as well as academic – expertise in arbitration, positions the firm as a strategic partner for businesses and investors seeking efficient and secure dispute resolution, supported by in-depth knowledge of the Portuguese legal environment.

## Portugal – International Criminal Law

António Falé de Carvalho is a Portugal-based criminal defence lawyer whose international criminal law practice is built upon more than 30 years' uninterrupted experience dedicated exclusively to penal and procedural criminal law. Admitted to the Portuguese Bar in 1991, having earned his degree in Legal Sciences with specialisation in Criminal Law & Procedure from Universidade Lusíada, he leads a boutique firm with offices in Lisbon and Porto and operates across the entirety of Portugal, including the islands of the Azores and Madeira.

Mr Falé de Carvalho's international criminal law offering encompasses both advisory and trial work before domestic and international judicial bodies, including the International Criminal Court. His practice includes handling "international" or "cross-border" cases – those falling under foreign criminal law or involving elements beyond Portugal – that are not necessarily part of the typical domestic criminal jurisdiction.

Central to his work is defending clients who are in pre-trial detention or those already convicted, with vigorous representation in all phases of criminal process: from investigation and indictment through trial, appeals and relevant constitutional proceedings. He defends against detention orders, argues procedural irregularities, challenges the admissibility and conduct of searches and seizures, pursues habeas corpus relief where appropriate and supports conditions under which detention might be modified or lifted. In relation to international rights-law instruments, he undertakes cases in the European Court of Human Rights and handles legal issues arising from Portugal's obligations under international human rights conventions.

Mr Falé de Carvalho's approach combines technical mastery with human rights-orientated advocacy. He is a member of human rights organisations, including Amnesty International and the European Criminal Bar Association, and is involved in "Friends of Prisoners", reflecting a consistent engagement both in litigation and in broader rights defence.

He has received external recognition for his international criminal law work – having been awarded by Global Law Experts – and his profile is regularly cited in legal directories, media interviews and public debates regarding criminal justice, procedural fairness and rights of persons deprived of liberty.

In essence, Mr Falé de Carvalho's international criminal law offering represents deep substantive experience in cross-border and international themes, robust procedural protection, a strong track record of cases at national and supranational levels – as well as consistent recognition by peers. He provides a resource for clients who require defence in complex criminal matters that may involve foreign elements, human rights claims, serious accusation or constitutional and international law implications.



**António Falé de Carvalho**  
Defence Criminal Lawyer in  
Portugal

António Falé de Carvalho  
Defence Criminal Lawyer  
falecarvalhoadvogados@  
gmail.com

R Fialho de Almeida 14  
SEGUNDO ESQUERDO,  
1070-129 Lisboa  
Tel: +351211451635  
+351939429672 (WhatsApp)  
[www.advogado-criminal.pt/en](http://www.advogado-criminal.pt/en)



## Portugal – Real Estate Law



CS Next Law

Bernardo Corrêa de Sá  
Founder  
bcs@csnextlaw.pt

Rua Luís Braille, nº 6 B, 1400-  
405 Lisboa  
Tel: +351 213 011 199  
www.csnextlaw.pt



Next Law

CS Next Law, headquartered in Lisbon, positions itself as an innovative, agile and client-focused legal services provider in Portugal. The firm emphasises a multidisciplinary approach, combining specialist legal capabilities with a commitment to tailored, high-quality support across complex matter landscapes.

Within the firm, the real estate practice is closely associated with Bernardo Corrêa de Sá, Founder of CS Next Law and a lead name in the team roster. He earned his law degree in 2004 from the Portuguese Catholic University and brings more than 20 years' professional experience to his role. To date, he has supported hundreds of foreign clients – spanning more than 40 nationalities – in navigating the legal and administrative pathways to establishing residence or investing in Portugal.

Under Bernardo's leadership, CS Next Law's real estate offering is built on a foundation of cross-disciplinary collaboration, combining transactional, regulatory, tax and planning expertise to meet the demands of both domestic and international clients. Recognising the strategic importance of property investment in Portugal, the firm offers guidance spanning acquisition, development, leasing, financing and eventual exit strategies. This offering is reinforced by CS Next Law's wider expertise in immigration, tax and private client services, allowing a holistic approach to real estate matters in which legal, fiscal and residency dimensions often interlock.

In real estate transactions, CS Next Law advises clients on due diligence, title investigations, zoning and regulatory compliance, ensuring that each property purchase or sale is structurally sound. When development projects or construction issues arise, the firm leverages its legal capacity to analyse permitting, contractual risk allocation, environmental obligations and dispute avoidance. Moreover, the firm's tax capability allows it to structure investments in fiscally efficient ways and anticipate exposure, while its immigration services support investors in leveraging residency or incentive schemes tied to property investment.

Bernardo's personal involvement in real estate matters lends both authority and continuity to client engagements. His background in serving international clientele means he is well versed in the expectations and constraints that cross-border investors face: from securing clear title, understanding local planning regimes, navigating registration systems and municipal obligations, to aligning investment structures with residency or incentive frameworks. Because many of CS Next Law's real estate clients are non-Portuguese, the firm's capacity to coordinate legal, tax and immigration dimensions under one roof becomes a distinctive value proposition.

The firm's positioning as "the first choice for legal services" underscores its ambition to be a go-to partner for complex mandates in Portugal. In the country's real estate and construction legal market – where sophistication, certainty and multi-disciplinary integration are differentiators – CS Next Law seeks to position itself as an agile boutique with broad capability. While major firms contend in scale, CS Next Law emphasises agility, partner access, responsiveness and the capacity to weave together legal, structural and mobility insights in real estate mandates. Through Bernardo's guidance and the broader team's dedication, the firm aims to offer clients clarity in navigating regulatory complexity, fiscal exposure and cross-border hurdles – as well as long-term strategic positioning.

**Sioufas & Associates Law Firm (acting on the Romanian market as Sioufas & Colaboratorii) is one of the largest Greek law firms, providing comprehensive solutions to a wide-ranging portfolio of clients. Founded in 1999, its offices are located in Athens, Piraeus, Thessaloniki, Patra and Bucharest (as of 2014).**

Advising corporate organisations of all shapes and sizes – and with a clear mission to take genuine interest in client matters – its experts strive to understand objectives and meet or exceed expectations. They deliver high-quality counsel to a Romanian, as well as foreign, client base, which comprises small and medium-sized enterprises, banks and NFI, as well as leading companies across diverse sectors. These include telco, agriculture, operational leasing, cosmetics and FMCG, among others.

Respect for the client, efficiency and consistency in service, as well as professionalism and integrity at every turn. These uncompromising values define the standards by which the firm conducts business, and by which its employees conduct themselves.

As Head of the firm's Consultancy Practice, Andreea Calciu is particularly experienced in areas requiring technical knowledge and expertise, such as real estate, financing/banking, corporate and M&A, personal data protection and IP. For more than 22 years, her legal journey has spanned myriad environments, such as the banking system, multinational real estate development and multinational law firms. Today, Ms Calciu is renowned for handling large-scale acquisitions, having assisted numerous clients in cross-border transactions, as well as borrowers and lenders in connection with complex financing transactions and developers in connection with major real estate projects.

Her expertise includes:

- providing advice to a wide range of foreign investors in complex real estate projects, including shopping malls, office buildings and large residential projects;
- financing of real estate development projects, at all levels, from financing the acquisition to syndicated loans for major commercial/business/residential projects;
- finance/banking law (credit agreements, syndicated loans, securities and leasing, etc);
- corporate law (from basic setup to mergers / splitting projects, transfer of assets, shareholders' management – drafting corporate decisions, fulfilling publicity and registration procedures);
- advising, counselling and assisting in implementation of GDPR-compliant bylaws and procedures for clients of various sizes and business complexity;
- advising clients on all aspects related to the registration and protection of trademarks;
- complex contract drafting/review/negotiation;
- compliance/regulatory reporting.

### Education

- Nicolae Titulescu University – Law & International Relations Faculty

### Membership

- Bucharest Bar Association

### Publication

- Author of Romanian Chapter, Trade Marks 2025: 14th Edition – Global Legal Group



**SCA Sioufas & Colaboratorii**

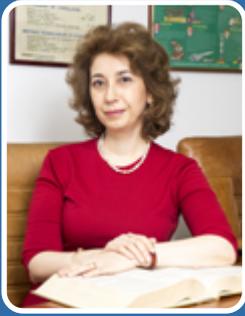
**Andreea Calciu**  
Head of Consultancy  
Practice

Tel: +40 731808031  
andreea.calciu@sioufaslaw.ro

Bucharest, 4th District, 76  
Splaiul Unirii, River Plaza,  
building A, 7th floor  
Tel: +40 372171778  
Fax: +40 372171779  
www.sioufaslaw.ro



## Romania – Patent Law



Cabinet M. Oproiu

Raluca Vasilescu  
Founding Partner  
raluca@oproiu.ro

Str Popa Savu No 42, PO  
Box 2-229, Bucharest  
Tel: +4021 260 28 33  
www.oproiu.ro

Raluca Vasilescu is one of the two Founding Partners of Cabinet M. Oproiu.

### Areas of Expertise

Notably, Raluca is specialised in patent and trademark prosecution, as well as offering technical guidance when it comes to matters of litigation.

With regard to patents, her primary expertise lies in drafting applications to be filed with the European Patent Office, the International Bureau, as well as with the Romanian Patent Office, covering all fields inherent to mechanics/electronics, including AI and computer inventions.

In terms of trademark concerns, her practice concentrates on proceedings before the Romanian Patent Office and the EUIPO, including opposition and appeal proceedings.

In summary, Raluca's competitive edge pertains to the intricacies of patent drafting, combined with the technical aspects of any related IP litigation that may arise when doing business.

### Memberships

Raluca is a member of the European Patent Practice Committee (EPPC) of the European Patent Institute (EPI), a co-delegate for Romania for FICPI (Fédération Internationale des Conseils en Propriété Industrielle), as well as a member of ECTA (the European Community Trademark Association).

Furthermore, she fulfils the role of Vice President of the Romanian Group of AIPPI (Association Internationale pour la Protection de la Propriété Intellectuelle).

### Publications

Raluca wrote the Romanian chapter of *Enforcement of Intellectual Property Rights Through Border Measures* (Oxford University Press, 2012), and contributed to the first edition of *Community Trade Mark Regulation: A Commentary* (CH Beck Hart Nomos, 2015) – as well as to the second edition of *European Union Trade Mark Regulation: Article-by-Article Commentary* (CH Beck Hart Nomos, 2018).

Similarly, she is a frequent contributor to various international publications on the field of patents and trademarks (for more information, please see the articles section at [www.oproiu.ro](http://www.oproiu.ro)).

Raluca is fluent in English, French and Spanish.

**CABINET M. OPROIU**  
30 years of unwavering mission to protect IP

### Leading experts in EU and gaming law.

Since the emergence of the online gaming industry in the early 2000s, Wiklund Law has been at the forefront of international developments in the sector. With more than 20 years' experience, the team works closely with key stakeholders across the market, providing legal advice in all areas connected to the gambling industry. The firm also represents clients in high-profile EU litigation and major procurement cases in Sweden. Its expertise spans the full spectrum of industry-related matters, and its client base includes multinational corporations, owner-managed enterprises and technology startups.

The firm advises on the full range of gaming products and services, including sports betting, poker, casinos and slots, social gaming, bingo, skill games, lotteries and prize draws. Its services cover M&A, regulatory compliance, licence applications, IP, technology, sponsorship and commercial agreements, litigation, as well as competition law.

Wiklund Law has extensive experience in domestic and cross-border litigation, as well as both ad hoc and institutional arbitration. The team has advised clients before the European Commission and several European competition authorities, and has represented clients before Swedish courts, the European Courts in Luxembourg and the European Court of Human Rights in Strasbourg.

### The Team

Dr Ola Wiklund has advised leading online gaming operators for more than 20 years. His expertise covers commercial and regulatory issues, M&A and litigation. In addition to gaming, he advises private operators in diverse sectors, including healthcare. Dr Wiklund has acted as counsel in proceedings before the European Courts in Luxembourg and Strasbourg, representing clients against the European Commission and the Swedish Competition Authority. Alongside his legal practice, he has built a significant pan-European public affairs practice, and is a prolific author of books and articles in his field.

Victor Schultz has been with the firm since its founding in 2018. He brings extensive knowledge of the gambling industry at the Swedish, European and global levels, and advises clients on every aspect of the Swedish Gambling Act.

In addition to its core team, Wiklund Law collaborates with a network of external counsel – highly experienced lawyers with backgrounds at some of Sweden's most prominent law firms.



Wiklund Law

Ola Wiklund  
Partner  
ola@wiklaw.se

Urvadersgränd 8, 116 46,  
Stockholm  
Tel: +46 707732866  
www.wiklaw.eu

# WIKLUND



## Switzerland – Corporate Law



Sabeti | Legal

Yasmine Sabeti Lange  
Founder

sabetilange@sabeti-legal.ch

Wiesenstrasse 7, 8008  
Zurich

Tel: +41 79 627 68 85  
www.sabeti-legal.ch

SABETI  
LEGAL

Sabeti | Legal is a Zurich-based boutique firm whose identity is strongly rooted in business law, regulatory and banking matters, corporate governance and transactional advisory, as well as commercial arbitration. Under the banner of “Excellence in all aspects of business law”, the firm operates with core values of independence, perseverance, result-orientation and transparent pricing. From its inception in 2013, after Yasmine Sabeti Lange founded the practice, it has served both private individuals and companies, domestic and international, with pragmatic, tailored legal solutions.

The firm’s Corporate Law practice encompasses a full spectrum of matters associated with the legal structuring and governance of companies, including company formation, drafting and negotiation of shareholder agreements, internal organisation and compliance (“corporate housekeeping”), financing for corporate needs, in addition to advising on corporate reorganisations, such as M&A. On the regulatory side, Sabeti | Legal supports clients in regulatory compliance and oversight, particularly in such sectors as banking and financial markets, leveraging its founder’s previous experience in both public authority and in-house counsel roles.

Ms Sabeti Lange leads the Corporate Law offering and brings to the firm more than 25 years’ legal experience. Admitted to practise in Switzerland since 1999, she holds a Master of Laws (LLM) from Northwestern University, Chicago (2004) with specialisation in Anglo-American law. Before founding her own practice, she worked at prominent Geneva firms, at the Swiss financial market supervisory authority (FINMA) where she served as deputy head of the Insolvency & Restructuring department, and then as senior counsel in-house for Rothschild Bank SA in Zurich. This background gives her strong competency in transactional work, regulatory oversight and banking arbitration, especially when dealing with financial regulations, cross-jurisdictional corporate issues, restructuring or insolvency aspects.

The Corporate Law service at Sabeti | Legal is not limited to drafting and advice, but extends into strategic planning and preventative governance. The firm assists with internal rules and policies, helps ensure compliance with corporate and regulatory obligations, guides boards of directors and senior management in meeting statutory duties – and advises on the implications of evolving Swiss law (for example, changes in corporate disclosure, transparency around beneficial owners, as well as corporate liability following mergers). Sabeti | Legal also publishes thought leadership on these topics, particularly highlighting developments in corporate law and compliance obligations for Swiss companies.

As a multilingual practitioner (native French speaker, fluent in English and German), Ms Sabeti Lange is well positioned to assist clients with cross-border or multilingual corporate matters. The firm’s relatively compact structure allows for responsive client service, with a senior-led style of approach favouring direct contact, efficient solutions and cost-effectiveness. It frequently collaborates with clients at early stages of business formation, helping to choose appropriate legal forms under the Swiss Code of Obligations, advising on capital structuring, liability issues, shareholder rights and shareholder protection.

Sabeti | Legal is further active in legal publications, contributing analysis on corporate legal topics. One example is its work on the reform of bearer shares in Switzerland – and the legal and governance implications of their conversion to registered shares.

## Switzerland – Cross-Border Trusts & Estates Law

Erismann Legal in Martigny, Switzerland, stands as a boutique law firm offering sophisticated services in the area of cross-border trusts, estates and succession planning. Founded and led by Erik Erismann, the firm combines international expertise with a highly personalised approach to guide individuals, families and entrepreneurs through the complex interplay of Swiss and international law.

Mr Erismann brings to the practice a broad legal background and credentials that underscore the firm's credibility in cross-border trusts and estates work. He is authorised to represent parties before all Swiss courts. His qualification as a Trust & Estate Practitioner (TEP) is supported by his membership of the Society of Trust & Estate Practitioners (STEP). Before establishing his own practice, he served as in-house counsel at a prominent Swiss private bank and worked for two major Swiss law firms in Geneva and Zürich.

Erismann Legal's cross-border trusts and estates offering is founded on the intersection of Swiss succession law, international private client work and structuring of private wealth. The firm advises on international estate planning, including structuring trusts and succession for clients with multi-jurisdictional assets. Mr Erismann's practice explicitly covers advising, assisting and litigating for individuals and families in matters related to cross-border estate planning, succession and trusts. He also advises high-net-worth individuals on marriage contracts, shareholders' agreements and other private wealth matters that integrate into estate planning.

The firm's service offering further encompasses support for clients relocating to Switzerland and advising on domicile, residency permits under lump-sum taxation and real estate acquisitions, including art collection structuring – all relevant to clients whose estate and trust planning is inherently cross-border. Erismann Legal positions itself to accompany clients in international contexts; for example, it has a dedicated Brazilian-Portuguese desk, servicing Brazilian and Portuguese nationals settling in Switzerland, in collaboration with local networks of lawyers and accountants in those jurisdictions.

At the heart of the firm's ethos is a boutique structure that enables direct access to senior counsel and tailored solutions rather than standardised mass offerings. The firm's location in Valais (Martigny) is complemented by accessibility from key Swiss Alpine hubs, reflecting the firm's ability to serve clients with interests in Switzerland's international private-client zones.

Within the broader scope of trusts and estates, the firm brings a multi-disciplinary mindset, leveraging Mr Erismann's prior banking experience, his technology/innovation credentials (extending to certifications in privacy, blockchain and IP) and his fluency in multiple languages to engage with modern client portfolios that may combine family offices, art collections, IP assets and real estate across borders.

In essence, Erismann Legal offers a focused, highly specialised practice dedicated to cross-border trusts and estates, anchored in Switzerland but inherently international in reach. With Mr Erismann at the helm, the firm provides clients with structured, strategic advice on succession, wealth transmission and trust governance in multi-jurisdictional settings – and the assurance of senior-level counsel deeply familiar with both Swiss and international legal landscapes.



Erismann Legal

Erik Erismann  
Attorney-at-Law / Founding  
Partner  
erik@erismannlegal.ch

Avenue de la Fusion 42,  
Martigny, 1920  
Tel: +41 27 721 68 28  
www.erismannlegal.ch



## Switzerland – International Arbitration Law



PYXIS LAW Ltd

Fabien V Rutz  
Founding Partner &  
Attorney-at-Law  
fabien.rutz@pyxislaw.ch  
www.linkedin.com/in/  
fabien-v-rutz-3b84695

Rue de Hesse 16, PO Box  
1970, 1211 Geneva 11  
Tel: +41 22 365 22 00  
Fax: +41 22 365 22 01  
www.pyxislaw.ch

**PYXIS LAW**   
ATTORNEYS-AT-LAW

Fabien V Rutz, a Founding Partner of Pyxis Law in Geneva, focuses his practice on international commercial arbitration and cross-border dispute resolution. With more than two decades' experience, he has represented clients in complex, multi-jurisdictional cases across a wide range of industries and legal systems.

Mr Rutz holds specialised qualifications in both international arbitration (Swiss Arbitration Academy, Chartered Institute of Arbitrators, University of London) and criminal procedure and investigations (Swiss School of Criminal Judiciary). This dual background enables him to handle disputes where contractual, commercial and regulatory issues overlap – often decisive for clients navigating sensitive business environments.

He regularly advises on disputes critical to international business operations, including:

- International trade law
- Sales and purchase agreements
- Agency, distribution and franchising arrangements
- Joint ventures, consortia and shareholder agreements
- Pharma (licensing, R&D and supply chain disputes)
- Construction and engineering projects
- Cross-border finance and commercial contracts

He has acted in arbitration proceedings under the rules of major institutions, with cases involving:

- International trade and cross-border contracts
- Corporate governance issues
- Financial transactions and investment disputes

Clients value his rigorous preparation, ability to anticipate challenges and pragmatic approach that keeps business interests at the forefront.

Professional affiliations include:

- Fellow of the Chartered Institute of Arbitrators (CIArb)
- Member of the Swiss Arbitration Association (ASA)

Fluent in French and English, and proficient in German and Turkish, Mr Rutz is able to represent clients across diverse jurisdictions and cultural contexts. His recent postgraduate studies in international dispute resolution further reinforce his position in this evolving field.

At Pyxis Law, Mr Rutz works closely with multinational corporations, SMEs and organisations active in his fields of expertise. He is committed to delivering efficient, effective and internationally focused representation – ensuring disputes are resolved with authority and precision.

## Switzerland – Tax Law

NCI Law Group is a prominent international legal practice that maintains a significant presence in Switzerland. The firm prides itself on delivering a full spectrum of cross-border and domestic legal services, while placing particular emphasis on sophisticated tax law and tax planning as core pillars of its offering.

At the heart of NCI's Swiss practice is a deep appreciation of the multifaceted challenges posed by Swiss federal, cantonal and municipal taxation regimes. The firm recognises that tax law in Switzerland is one of the most complex legal domains, affecting transactions involving financing, M&A, corporate reorganisations, establishment of entities and group structuring. NCI's tax team monitors developments in international tax legislation, bilateral and multilateral treaties, as well as evolving interpretations – enabling the firm to advise clients on strategies to align with regulation while maximising after-tax outcomes.

Within this tax framework, NCI assists clients in achieving compliance across multiple layers of Swiss tax authority, while pursuing lawful tax-efficient structuring strategies. The firm's approach is grounded in planning: proactively shaping the entity or transaction in a way that reduces tax burden, preserves cash flow and contains risk, rather than reacting to tax events after the fact. In cross-border cases, NCI draws on its global network and experience to select optimal jurisdictions, structure intercompany arrangements and manage the interplay among national tax regimes, treaties, withholding rules and permanent establishment issues.

A key driving force behind NCI's tax practice is Dr John (Ioannis) Neocleous, Founder and Managing Partner of NCI Law Group. Dr Neocleous brings more than two decades' experience in international law, with a focus on tax, commercial and human rights law. He holds an LLB (Honours) from the University of East Anglia, a diploma in European Law from the European University Institute, as well as an MPhil in International Criminal Law. Well known for his teaching and publishing credentials, Dr Neocleous has lectured extensively on international tax and commercial law – and has contributed scholarship in human rights and cross-border legal topics.

Today, Dr Neocleous's leadership guides the firm's methodology in designing tax solutions for high-net-worth clients, multinational corporations and institutions. He is admitted to practise before multiple legal jurisdictions, including the Swiss Ordre des Avocats Vaudois, the UK Solicitors Regulation Authority, the Council of the Bars & Law Societies of the EU, as well as Bar associations in Cyprus and the US. This multi-jurisdictional insight reinforces his ability to lead cross-border tax engagements involving Swiss, EU, UK, US or offshore interconnections.

In practice, Dr Neocleous collaborates with NCI's Swiss tax lawyers to tailor solutions spanning inbound investment into Switzerland, structuring of holding and financing entities, handling Swiss-international withholding tax and double tax treaty optimisation, as well as exit planning and transaction structuring. Because NCI further maintains expertise in such areas as international trade, anti-corruption compliance, export controls and customs law, its tax advice is embedded within a broader regulatory and transactional context.



NCI Law Group

Dr John (Ioannis) Neocleous  
Founder & Managing Partner  
neocleous@ncilawgroup.  
com

57D Route Suisse, 1295  
Mies, Canton Vaud  
Tel: +41 (0)22 779 1000  
www.ncilawgroup.com





## EGE LAW

Naz Ege EGE  
Founding Partner &  
Attorney-at-Law

Trump Towers Residence  
Kule 1 No: 12 D: 1706  
Mecidiyekoy Yolu Cad. Sisli/  
Istanbul  
Tel: +90 212 246 55 40  
+90 545 280 19 41 (mob)  
info@ege.av.tr  
www.ege.av.tr

## Turkey – Employment Law

Attorney Naz Ege EGE, a graduate of Istanbul University Faculty of Law, founded EGE LAW in 2000. With more than 30 years' experience, she is known for a solution-orientated and strategic approach, particularly in the areas of International Transportation & Logistics Law, Labour Law, Commercial Law and Corporate Law. She has successfully handled numerous complex litigation, arbitration and negotiation processes, both in Turkey and internationally.

EGE LAW provides comprehensive consultancy to national and international companies operating in the transportation and logistics, insurance, construction, real estate and manufacturing sectors. In addition, it offers robust representation for individual clients in their commercial and personal disputes.

### Areas of Expertise

- **Employment Law & HR:** Mass dismissals, mobbing and work accidents, union disputes.
- **Transport Law & Logistics:** Liability in land, air, sea and rail transport, CMR and multimodal transport, customs disputes.
- **Trade & Corporate:** Company Establishment & Closure, M&A, contract negotiations, corporate governance, shareholder relations.
- **Composition & Bankruptcy:** Restructuring, composition projects, appeal and appeal processes.
- **Real Estate & Rent:** Rent determination, conditional donation agreements, title deed cancellation and registration cases.
- **Enforcement & Bankruptcy Law:** Debt collection, seizure, lien, right of retention, recovery cases.
- **Law of Obligations:** Commercial/personal debt relations, tort, unjust enrichment, contract disputes.

### Sectoral Positions & Publications

- For more than 10 years, she has been the President of the Legal Working Group within the International Freight Forwarders Association (UND). She has taken an active role in the development of sector policies.
- She is among the authors of the book titled "The Transporter's Guidebook", and provides a permanent resource for the transportation and logistics industry.

### Professional Approach

Attorney EGE closely follows international agreements (CISG – UN Convention on Contracts for the International Sale of Goods, Rotterdam Rules – UN Convention on Contracts for the International Carriage of Goods, etc), the Supreme Court of Appeals and the Regional Court of Justice (BAM) jurisprudence, also providing her clients with up-to-date and strong defence strategies.

To date, she has successfully resolved thousands of lawsuits and enforcement cases – and has served as a consultant on numerous corporate governance and investment projects. She further holds an official mediation certificate and conducts mediation activities throughout Turkey.

EGE LAW offers services in Turkish and English.



## UK – Immigration Law

Breytenbachs Immigration Consultants Limited is a company specialising in the field of UK immigration and South African immigration. Its consultants possess many years' immigration experience and are accredited up to IAA (formerly OISC) Level 3, the highest accreditation an immigration firm can obtain in UK Immigration law. This means they can assist with the most basic immigration cases up to complicated matters, such as immigration appeals and reviews. Meanwhile, its affiliate South African immigration advisers are registered with FIPSA, the professional body for immigration practitioners in South Africa. The firm's mission is to ensure service excellence via a deeply professional, personalised approach when dealing with each and every one of its clients.

With more than 20 years' expertise in UK immigration law, Johannes Paulus (JP) Breytenbach is widely regarded as a leading authority in British nationality law, business immigration and complex immigration matters. As an Immigration Specialist and Director at Breytenbachs, JP has built a reputation for delivering exceptional results, offering clients a world-class, tailored immigration service grounded in integrity, precision and wide-ranging legal knowledge.

JP's leadership extends beyond client representation. He is dedicated to mentoring and developing the next generation of immigration professionals, ensuring that Breytenbachs' team continues to set industry benchmarks. His work is guided by the firm's core ethos: tailored solutions, unwavering integrity and total client satisfaction.

JP continues to expand his expertise by furthering his studies in his speciality areas, which enhances the credibility and strategic insight Breytenbachs is able to offer to its global clientele.

### Qualifications & Credentials

- Registered Immigration Advisor with the Immigration Advice Authority (IAA) (formerly OISC);
- Bachelor's Degree in Theology & Philosophy, UK;
- Graduate Diploma in Law & Legal Practice, UK;
- Admitted Solicitor of England & Wales (2008), now practising exclusively as an IAA-registered immigration consultant.

With a distinguished track record, JP stands as a trusted leader in immigration law, combining decades of experience, rigorous academic pursuit and a client-focused approach to deliver unparalleled immigration solutions.



**Breytenbachs Immigration  
Consultants Limited**

**Johannes Paulus (JP)  
Breytenbach  
Director & Immigration  
Specialist  
jpb@bic-immigration.com**

**Landmark Office Space –  
Farringdon, 1 Giltspur St,  
London EC1A 9DD  
Tel: +44 (0)20 7442 2160  
www.bic-immigration.com**





Sackers

Michaela Berry  
Partner

Tel: +44 (0)20 7615 9546  
michaela.berry@sackers.com

20 Gresham Street, London  
EC2V 7JE  
Tel: +44 (0)20 7329 6699  
www.sackers.com

## UK – Pension Law

Michaela Berry has many years' experience of a wide range of pension issues. This has included scheme setup and wind-up, mergers and advice to clients on the pension aspects of corporate acquisitions and disposals. She further provides guidance to trustees and employers on compliance with legislation.

Michaela heads Sackers' Public Sector team, where she advises both local authorities and private employers in relation to public sector outsourcing, such as establishing passport schemes and providing advice on admission to the LGPS. She also has experience advising in relation to the new Fair Deal and represents Sackers at *Ius Laboris* conferences and events.

Her recent work has involved advising clients facing significant change in their pension fund arrangements. This advice extends to merging schemes, introducing CARE arrangements, raising member contributions, as well as altering future service accrual and analysing the employer's contribution covenant. Michaela is also experienced in advising on the buy-in to buy-out of pension fund liabilities with insurers.

Michaela's work highlights have included:

- advising schemes in relation to PPF entry;
- advising the trustees of the EMI Pension Fund in its £1.4bn buyout;
- advising the Trustee of Thorn Pension Fund on its £1.1bn buyout.

# Sackers



## UK – Private Client Tax Planning Advisory

Crowe U.K. LLP stands among the pre-eminent independent member firms of the global Crowe network, boasting a deeply rooted presence across the UK with offices in London, Manchester, Bristol, Cheltenham, Kent, the Midlands and the Thames Valley. As one of the top-ten accounting networks internationally, the firm brings together audit, tax, advisory and consulting expertise under one umbrella, delivering tailored and pragmatic guidance to an array of clients – from businesses large and small to social-purpose organisations and private individuals seeking trusted advice.

Through its Tax for Private Clients offering, Crowe provides specialist support across income tax, capital gains tax, inheritance tax planning, compliance with HMRC and bespoke tax resolution services. The firm doesn't merely prepare returns – it partners with clients to build long-term tax strategies, assist with estate and gift tax planning, serve as back-office support and manage controversy matters, such as HMRC enquiries and disclosures.

Crowe's Private Client team has gained consistent recognition in the private wealth sector. It was ranked among the top accountancy firms in the UK in 2023 by eprivateclient, praised for supporting both domestic and international high-net-worth clients, family-run businesses and trusts. The firm's excellence was further acknowledged by inclusion in the Chambers High Net Worth Guide for six consecutive years.

At the helm of Crowe's Private Client Tax Planning is Pete Fairchild, National Head of Private Client Tax. With more than 30 years' experience advising high-net-worth individuals and their families, Pete focuses on delivering strategic tax planning across personal and business interests. He ensures clients make the most of allowances and reliefs while building wealth not only during their working lives but for retirement and the next generation. His clientele spans the sports, media and entertainment sectors, entrepreneurs, property investors, family offices, as well as both UK-resident and non-UK-domiciled individuals. He also assists those in tax disputes with HMRC, always striving to simplify complex legislation into clear, straight-forward guidance.

Pete's leadership is not only grounded in expertise but also ramified through well-earned industry accolades. In 2024, he was named Private Client Tax Adviser of the Year at Finance Monthly's Taxation Awards, marking the third consecutive year he received this honour. Earlier in the same year, he also secured the title Private Client Tax Planning Expert of the Year. He has served clients from lottery winners to owner-managed businesses, entrepreneurs, international and property clients, consistently demonstrating clarity in communication and a client-first philosophy.

Whether it's crafting long-term planning strategies, navigating compliance, resolving disputes or preserving equity across generations, Crowe's offering is tailored, expert and enduring. With its broad national coverage, deep technical resources and a leadership team that emphasises clarity, trust and personalised service, the firm delivers private client tax planning that is not just technically sound but genuinely client-centred.



Crowe U.K. LLP

**Pete Fairchild**  
Partner & National Head of  
Private Client Tax  
Tel: +44 (0)20 7842 7458  
[pete.fairchild@crowe.co.uk](mailto:pete.fairchild@crowe.co.uk)

55 Ludgate Hill, London,  
EC4M 7JW  
Tel: +44 (0)20 7842 7100  
[www.crowe.com/uk](http://www.crowe.com/uk)





**Nicholas Vyner Todd –  
Expertise in Neurosurgery**

**Nicholas Vyner Todd  
Specialist in Neurosurgery &  
Spinal Surgery  
mrnvttodd@nicktoddoffice.  
co.uk**

**Nick Todd Ltd, PO Box 682,  
Newcastle Upon Tyne, NE5  
9ED  
Tel: +44 (0)191 230 5927  
www.nicktoddweb.co.uk**

## UK – Spinal Neurosurgery Advisory

Nicholas Vyner Todd is a Consultant Neurosurgeon and Spinal Surgeon based in the UK whose name is synonymous with deep expertise, long-standing clinical experience and authoritative advice in spinal neurosurgery. Mr Todd's professional journey stretches back to his medical training in the 1970s and 1980s, and includes both high-level surgical practice and significant academic, regulatory and expert witness work.

Mr Todd trained initially at Guy's Hospital, London, before proceeding through advanced neurosurgical and spinal surgical training at Derby Royal Infirmary, Queen Square, the Royal Infirmary of Edinburgh and Southern General Hospital in Glasgow, among others. He served in several consultant and honorary consultant roles within the NHS – including Consultant Neurosurgeon in Newcastle upon Tyne, as well as honorary consultant positions in Belfast, Middlesbrough and Gateshead – before his retirement from NHS clinical roles.

Even after stepping back from full-time NHS work, Mr Todd continues to maintain a very active academic, clinical research and medicolegal practice. His clinical interests are broad and include adult and paediatric neurosurgery; brain tumours; vascular disorders of the brain; head injury; spinal injury, including infection; degenerative spinal disease, such as cervical myelopathy; radiculopathy; and cauda equina syndrome. In addition to treating patients (both privately and under contract with the NHS), he has published extensively – more than 130 neurosurgical papers and abstracts – and remains involved in research collaborations, including with spinal surgery departments and academic centres around the UK.

Mr Todd offers spinal neurosurgery advisory services that draw on this depth of clinical, academic and regulatory experience. In particular, he performs expert witness work in personal injury and medical negligence litigation, offering reports, legal testimony and advisory opinion in cases involving spinal injury, degenerative disorders, spinal infection or spinal epidural haematoma, for example. His advisory roles also include contributions to national guidance and standard-setting bodies: he has served as Neurosurgery/Spinal Surgery Advisor to NICE (National Institute for Clinical Excellence), as member of guideline development groups for spinal injury and trauma, and similarly in advisory roles to NHS evidence bodies.

What sets Mr Todd's offering apart is the combination of real-world surgical, academic and regulatory insight. Having been responsible for complex surgical care – particularly as regional lead for rheumatoid cervical spine disorders among other spinal pathologies – he is well versed not only in the technical challenges of surgical decision-making, but also in evaluating causation, timing, prognosis, surgical risk and long-term functional outcomes. His professional qualifications include MBBS (University of London), FRCS (England), MD, a postgraduate diploma in law (CPE) and Fellowship of the Royal College of Physicians of Edinburgh.

**NICHOLAS VYNER TODD**  
EXPERTISE IN NEUROSURGERY

## Ukraine – Blockchain Law

SBSB Fintech Lawyers is a leading international law firm founded in 2013, which has built its reputation by specialising in the highly regulated, fast-moving sectors of FinTech, crypto, gambling and investments. Under the stewardship of Managing Partner Yuliya Barabash, the firm has grown over more than a decade into a full-service adviser for projects seeking not only legal safety but strategic advantage in the blockchain and crypto space. Ms Barabash herself has more than 15 years' experience in commercial and regulatory law, and has spearheaded the launch of many neobanks, payment systems, investment funds and complex licensing projects. Her unique contribution in the area of blockchain law bridges both the technical and regulatory dimensions: she is well versed in crypto licensing, payments regulation, deployment of distributed ledger technology (DLT) frameworks, token issuance and the auxiliary requirements, such as data protection, AML/KYC, corporate structuring and policy drafting.

SBSB offers end-to-end legal services for clients launching or operating blockchain, cryptocurrency or token-related ventures. This begins with jurisdictional analysis to determine where a business will be registered and licensed in a manner compatible with its operating model and risk appetite. The firm supports the full process of company formation, licensing for payment institutions, electronic money (EMI), money service business (MSB) or digital financial services, assistance with opening bank accounts, as well as navigating merchant-acquiring requirements. In the crypto and blockchain domain, the firm assists clients in obtaining crypto licences, advising on ICOs/STOs/IEOs, structuring NFT marketplaces, setting up DAOs or gamified projects, tokenisation, crafting contracts and policies – as well as ensuring regulatory compliance, including KYC/AML and GDPR or other data protection frameworks.

Under Ms Barabash's leadership, SBSB has developed a service philosophy that insists on transparency ("no hidden payments") and on supporting clients both before and after launch. SBSB's approach is to tailor legal structures, policies and compliance regimes to the particular business, rather than offering cookie-cutter solutions. Its client base is diverse and global: cryptocurrency exchanges, blockchain startups, crypto-exchangers, payment and neobank platforms, P2P and crowdfunding platforms, online gaming and lottery operators, in addition to crypto funds. SBSB serves clients in Europe, Asia, the Middle East and the Americas, delivering multi-jurisdictional legal advice.

In terms of its blockchain law offering, SBSB under Ms Barabash distinguishes itself by combining practical regulatory know-how, hands-on licensing experience in many jurisdictions, strong competence in payments law and auxiliary legal disciplines, including data privacy, corporate law, AML/KYC and IP. The firm's strength lies in its capacity to accompany a blockchain project from idea through to operation: advising on the regulatory strategy, choosing a jurisdiction, implementing the corporate and compliance architecture, obtaining required licences, preparing legal documents, policies and token mechanics, as well as managing ongoing regulatory obligations. Driven by a track record of more than 150 licensed projects and operating in 40+ jurisdictions, SBSB is positioned as a trusted partner for blockchain and crypto businesses seeking law firm partners who understand both the emerging technology and the regulatory landscape.



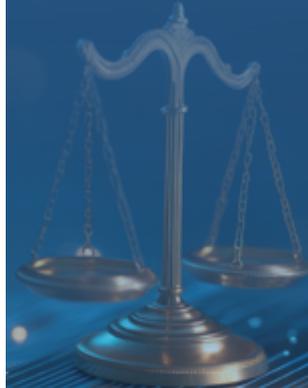
SBSB Fintech Lawyers

Yuliya Barabash  
Managing Partner

Kozhemyatska Street, 20  
Tel: +38 044 299 49 34  
info@sb-sb.com  
www.sb-sb.com

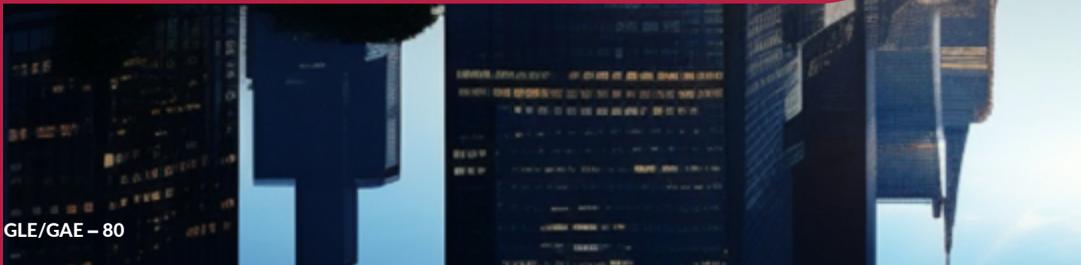
# SBSB

FINTECH LAWYERS





# *The Americas*



In the US, the economic engine has shown mixed signals through the first half of 2025. The Department of the Treasury's July 28th press release to the Treasury Borrowing Advisory Committee noted that high-frequency indicators point to a notable rebound in real GDP growth during Q2, with payroll job creation accelerating – averaging 150,000 new jobs per month, compared to 111,000 per month in Q1 – with unemployment remaining historically low at just over 4%. Inflation pressures moderated; meanwhile, core non-energy services inflation continued a downward path, and housing inflation softened.

The Bureau of Economic Analysis (BEA) data likewise confirms this bounce-back. The second estimate for Q2 2025 GDP showed a 3.3% annualised growth, recovering from a -0.5% contraction in Q1 – driven substantially by declining imports and robust consumer spending.

However, caution is warranted. In August, Kiplinger's outlook warned that the Q2 surge was partly artificial, boosted by a front-loaded import surge pre-tariffs, yielding an "average" H1 growth closer to 1.4%, and predicting further moderation to 1.3% in H2, for a full-year growth near 1.7%.

Additional projections underscore this temperate trajectory. Deloitte estimates real US GDP growth at 1.4% in 2025, rising slightly to 1.5% in 2026, with steady-state growth of ~1.8% expected by 2029. Ernst & Young (EY) is slightly more optimistic but still cautious – projecting a deceleration to 1.5% in 2025 and 1.4% in 2026, while noting recession risks estimated at 35%.





The Conference Board's Leading Economic Index (LEI) dipped slightly in July to 98.7 (2016 = 100), and declined 2.7% over the past six months, signalling softening ahead. Despite this, they do not expect a recession but foresee continued economic weakening in H2 2025, with overall real GDP growth revised to 1.6% for 2025, falling to 1.3% in 2026.

On the trade front, June saw the US goods and services trade deficit shrink to \$60.2 billion, down from \$71.7 billion in May, as exports decreased less than imports. This modest improvement may provide a slight lift to growth.

Turning to Canada, the OECD anticipates GDP growth will slow – from 1.5% in 2024 to 1.0% in 2025 and 1.1% in 2026 – courtesy of persistent trade tensions, stagnating investment and soft demand.

The United Nations Economic Commission for Latin America & the Caribbean (ECLAC) forecasts regional GDP growth at 2.4% in 2025, slightly higher than prior estimates, led mainly by private domestic consumption. However, investment remains weak; gross fixed capital formation is expected to decline – a worrying sign for long-term development, according to Reuters. Key economies' projections include Brazil at 2.3%, Mexico at 1.2% and Argentina at 4.3%. Inflation is easing, enabling cautious interest-rate cuts, while external risks include geopolitical tensions affecting commodity prices and logistics.

The OECD's June 2025 Economic Outlook provides a broader regional vantage. It forecasts global growth slowing to 2.9%, in 2025 and 2026, with North America and Latin America contributing to a slowdown. For the US, GDP growth is estimated at a mere 1.1% in the year to Q4. Headline inflation across the OECD is expected to remain elevated at 4.2% in 2025, with more persistent pressures than previously anticipated.

### What Lies Ahead for the Americas US

- **Growth:** Expect GDP growth to moderate from a Q2 bounce (~3%) back to trend levels near 1–1.5% in H2, leaving full-year 2025 in the 1.5–1.8% range.
- **Inflation & Monetary Policy:** Inflation appears contained, especially in core services and housing. A calm inflation environment could allow the Federal Reserve to begin easing rates as early as late 2025, as anticipated by Conference Board outlooks.
- **Risks:** Elevated uncertainties remain, notably the potential for renewed tariff escalation, consumer sentiment erosion and deferred private capex. According to Business Insider, many firms, including Best Buy, Macy's, automakers and consumer-goods giants, have pulled or dialled back guidance citing trade-driven uncertainty and shifting demand.

### Canada

- Expect sluggish growth around 1% in 2025, constrained by weak investment and global trade uncertainty. Policy responses (e.g. monetary easing) may be limited by inflation that is decelerating but persists above targets.

### Latin America & the Caribbean

- A moderate recovery with 2–3% GDP growth overall, led by consumption. Argentina may outperform at ~4%, while larger economies like Brazil and Mexico remain sub-par.
- Low inflation supports cautious rate cuts, but public investment remains subdued, risking longer-term structural progress.

### Regional Integration & Spillovers

- There are both risks and opportunities in interconnected supply chains. Tariff volatility in the US could hamper input-dependent exports across the hemisphere.
- The modest rebound in US growth could buoy import demand from regional partners, offering some offset.

### Regional Integration & Spillovers

- There are both risks and opportunities in interconnected supply chains. Tariff volatility in the US could hamper input-dependent exports across the hemisphere.
- The modest rebound in US growth could buoy import demand from regional partners, offering some offset.

The Americas are navigating a complex, uneven economic terrain in 2025. The US, after rebounding strongly in Q2 – supported by robust job creation and resilient consumer spending – is now headed for a moderation in growth. Consensus forecasts put US real GDP growth near 1.5–1.7% by year-end, with prospects of policy rate cuts by the Federal Reserve should inflation remain contained. Still, downside risks – persistent trade tensions, tariff-driven cost shocks and weakened corporate guidance – cloud the outlook.

Canada's growth appears stalled, with forecasts below 1.1%, hindered by limited external demand and investment inertia.

Meanwhile, Latin America and the Caribbean continue a tentative rebound, buoyed by private consumption and easing inflation. Yet, the region's recovery is fragile: public investment remains lacklustre, growth is uneven and external headwinds could easily derail momentum.

Across the hemisphere, growth in 2025 is expected to remain modest at best. Prospects for 2026 are incremental improvements – conditional on easing trade policy pressures, prudent monetary normalisation and reinvigorated investment. Disruptions in global supply chains, fiscal constraints, rising geopolitical tensions or resurgent inflation would pose substantial risks.



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## Antigua – Commercial Law

Stapleton Chambers, headquartered in St John's, is a full-service law firm devoted to delivering sophisticated and practical legal solutions across a wide spectrum of commercial and corporate needs. The firm prides itself on combining deep local insight with international standards, bringing to bear its broad expertise, extensive resources and key networks both within the Caribbean and abroad. From business formation to corporate restructuring, from cross-border investment to insolvency, Stapleton Chambers seeks to guide clients through their most complex legal challenges with clarity, precision and efficiency.

In its commercial law and corporate transactions practice, Stapleton Chambers provides clients with counsel and representation in every dimension of business law. The firm advises on incorporation, shareholder rights, capital structuring, governance, M&A, joint ventures, regulatory compliance, financial regulation, FDI and corporate insolvency. It also handles real estate matters affecting corporate entities, navigates taxation issues and supports clients in structuring their agreements and relationships to meet both strategic and legal objectives. This offering reflects the firm's commitment to supporting clients' commercial ambitions while ensuring legal robustness and risk mitigation.

At the helm of that practice is Craig L Jacas, Managing Partner of Stapleton Chambers and an Attorney-at-Law with a strong focus in both commercial and corporate law. Mr Jacas leads matters of considerable scale and complexity, advising on cross-jurisdictional transactions and representing clients in civil and commercial disputes. His experience bridges transactional advisory work and contentious proceedings, enabling him to guide clients from deal structuring through to dispute resolution when necessary.

In the domain of dispute resolution, Mr Jacas is active in litigation and chamber proceedings in the local courts. In addition, he is a notary public with authority to draw, keep and issue commercial deeds, charter-parties, contracts and related instruments – enabling seamless integration between contract drafting, execution and enforcement.

Within Stapleton Chambers' broader team, Mr Jacas is joined by Senior Partner Samantha N Marshall and Associate Talia DaCosta, among others. Collectively, the leadership ensures the firm remains agile and responsive, marrying individualised client attention with institutional strength. The firm's commercial practice is not isolated from its other offerings: it intersects with real estate, Fin-Tech and digital assets, IP, employment and dispute resolution, allowing clients to access holistic support across adjacent legal domains.

Stapleton Chambers aims to deliver not only legal correctness but also commercial value. The firm's emphasis is on "practical advice in achieving and exceeding commercial objectives", reflecting a mindset that legal strategy must align with clients' business ambitions. Its ability to service both local and international clients, structure cross-border deals and engage with regulatory regimes in multiple jurisdictions helps it stand out in Antigua's legal market.



**Stapleton Chambers**

**Craig L Jacas**  
**Managing Partner &**  
**Attorney-at-Law**  
craig.jacas@  
stapletonchambers.com

Stapleton Lane, St John's  
Tel: +1 268 562 7185  
www.stapletonchambers.  
com



## Brazil – Business Law



Donati Buzanelli Advogados

Marcus Vinícius Marcondes  
Buzanelli  
Managing Partner  
Tel: +55 11 9 6866 6468  
marcus@donatibuzanelli.  
com

SHIS QL 12, conjunto 15, Lt  
01, Península dos Ministros,  
Lago Sul, Brasília, Distrito  
Federal  
Tel: +55 61 3048 6200  
www.donatibuzanelli.com

 **DONATI  
BUZANELLI**  
Advogados Associados

Marcus Vinícius Marcondes Buzanelli is a distinguished Brazilian attorney and Managing Partner at Donati Buzanelli Advogados, where he leads the firm's Civil & Corporate Litigation practice. With more than a decade's experience advising companies across various sectors, Marcus is recognised for his strategic and business-orientated approach in complex civil and commercial disputes, corporate restructuring and high-stakes negotiations.

He has built a solid reputation for delivering bespoke legal solutions in such areas as commercial contracts, corporate liability, business litigation, M&A disputes and regulatory defence, particularly involving franchise, banking, FinTech and startup ecosystems. As head of the civil and corporate litigation portfolio, Marcus personally oversees disputes arising from shareholder agreements, breach of contract, directors' liability, as well as complex litigation involving corporate groups and investment structures.

In addition to his litigation expertise, Marcus plays a pivotal role in legal strategy and risk management for prominent clients, combining deep legal knowledge with sharp business acumen. His leadership extends beyond the courtroom; he serves as Legal Director & Board Member at Concordia Participações, a diversified investment platform where he is responsible for legal oversight of infrastructure, oil and gas, as well as real estate projects in Latin America.

Marcus holds an LLM in Business Law & Compliance (FGV-RJ) and a Master's degree in Law (UniCeub), with academic research focused on corporate governance, compliance programmes and anti-corruption mechanisms in private environments. He is fluent in English, native in Portuguese and has advanced knowledge of Spanish, frequently working in cross-border matters and international negotiations.

Author of several legal articles published on leading platforms, such as Migalhas and JusBrasil, Marcus is frequently invited to comment on topics like directors' duties, the Business Judgment Rule, shareholder disputes and strategic litigation.

Known for his commitment to legal excellence, Marcus blends technical precision with pragmatic vision – making him a reference in commercial law practice in Brazil.

## Brazil – Commercial Law

Bacelar Law and Consulting, trading as Bacelar Advogados, is a São Paulo-based commercial law boutique that has established a reputation for pragmatic, high-stakes advice in corporate restructuring, insolvency, banking litigation and commercial dispute resolution. Under the leadership of Luiz Gustavo Bacelar, the firm marries rigorous doctrinal knowledge with extensive hands-on experience in turnaround operations, creditor negotiations and complex corporate reorganisations, offering clients a blend of courtroom capability and transactional creativity.

Mr Bacelar heads the practice and projects a dual career as a seasoned practitioner and an academic contributor. He holds advanced legal qualifications, including a Master's in Economic Law from PUC-SP and postgraduate specialisations in corporate law and collective interests – credentials that underpin his technical approach to commercial problems. He is regularly invited to lecture and lead courses on judicial recovery, special situations management and dispute resolution at respected Brazilian institutions, reflecting a profile that combines practical leadership in restructurings with ongoing engagement in professional education.

The firm's commercial law offering is deliberately integrated: litigation, transactional restructuring and advisory work are treated as complementary tools in service of the clients' commercial objectives. In contentious contexts, Bacelar Advogados represents clients before state and federal courts and supports appellate strategy where necessary, pursuing remedies and contesting creditor claims with forensic attention to contractual and statutory detail. On the transactional side, the firm structures creditor compositions, debt exchanges, asset sales and liability management programmes designed to preserve enterprise value while aligning stakeholder incentives.

Banking and finance matters form a central pillar of the practice. Bacelar Advogados advises lenders, borrowers and financial institutions on enforcement of security, contractual defaults, regulatory interface and the practical mechanics of debt workouts. The team's familiarity with Brazil's judicial recovery regime and other insolvency instruments enables it to craft solutions that reconcile regulatory obligations with commercial expedients, whether through out-of-court restructurings, enforcement actions or court-supervised reorganisations that seek to maximise recoveries and enable operational continuance.

Beyond transactional and contentious mandates, the firm provides preventative counselling on contract drafting, regulatory compliance and corporate governance, helping clients to mitigate litigation risk and align internal practices with external obligations. Bacelar Advogados emphasises clarity in contractual allocation of risk, robust compliance frameworks and pragmatic governance adjustments so that businesses are better placed to withstand operational shocks and regulatory scrutiny while preserving strategic optionality and shareholder value.

Bacelar Law and Consulting contributes to the professional community through teaching, publishing and public speaking. Mr Bacelar's sustained presence in academic programmes and industry seminars underscores a commitment to knowledge dissemination and to keeping client strategies aligned with evolving jurisprudence and regulatory practice. Moreover, the firm routinely advises multinational groups, mid-market companies, creditor committees and financial institutions – tailoring strategies to sectoral specifics, such as agribusiness, manufacturing, technology and finance. Its methodology combines fast diagnostic assessment, pragmatic negotiation tactics, creditor-friendly compromise designs and litigation preparedness so clients retain credible options whether pursuing consensual restructurings or litigating contested claims.



Bacelar Law and Consulting

Luiz Gustavo Bacelar  
Founder  
[bacelar@badvs.com.br](mailto:bacelar@badvs.com.br)

Rua do Passeio, No 823,  
Downtown, São Luís/MA,  
65015-370  
Tel: +55 98 3221 3027  
+55 98 721 7034  
[www.bacelaradvogados.com.br](http://www.bacelaradvogados.com.br)





Rafael Gonçalves Assessoria e  
Consultoria Jurídica

Dr Rafael Gonçalves  
CEO

contato@rafaelgoncalve  
sadvocacia.com.br

Rua Maria Amélia, 25, Centro,  
São Sebastião do Paraíso,  
Minas Gerais, ZIP Code:  
37953-028  
Tel: +55 11 99336 5547  
www.rafaelgoncalve  
sadvocacia.com.br



Rafael Gonçalves  
ADVOCACIA

## Brazil – Family & Succession Law

### Our Welcoming Approach, Specialised Team & Experience in Major Cases

Our firm's primary mission is to provide a humanised and welcoming legal service, focused almost exclusively on women – especially single mothers – who seek support during delicate moments. We believe that before any legal guidance, it is essential to listen, understand and welcome each client. Only after this initial moment of empathy and attentive listening do we begin the technical and strategic guidance required for each case. Our goal is to restore to our clients the sense of calm and security that is often shaken by the circumstances that brought them to us.

We value a truly human-centred approach. Our clients are free to discuss both procedural and personal matters directly with our team, with communication channels available throughout the week. This closeness fosters a more humane, transparent and continuous relationship that goes beyond merely providing case updates, strengthening the bond of trust between client and firm.

We have a highly specialised Family Law team, composed of professionals with extensive experience and solid technical backgrounds. Our commitment is to deliver excellence, safety and confidence to every client who seeks our services. In addition to expertise in Family Law, our firm includes professionals qualified in other areas of law, allowing for an integrated and comprehensive approach aimed at finding the best solution for each situation.

In recent years, we have had the opportunity to work on cases of great national relevance, as well as several international matters, involving renowned law firms, leading legal scholars and public figures, such as entrepreneurs, athletes, artists and singers. We have participated in pioneering proceedings that contributed to shaping important judicial precedents, including matters related to the COVID-19 pandemic. Currently, our practice extends throughout Brazil and to more than ten countries – reaffirming our commitment to ethics, technical excellence and genuine care in every case entrusted to us.

## Brazil – Insolvency Law

Mariana Negri Logiodice is a Brazilian attorney with more than 15 years' experience in restructuring, insolvency and civil litigation. Known for her strategic and pragmatic approach to complex disputes, Mariana has played a central role in several significant judicial reorganisation proceedings and in managing intricate litigation portfolios involving companies in financial distress.

Her work reflects a rare balance of legal precision and business acumen. Drawing on a background that combines civil procedural law and financial accounting, Mariana brings a multidisciplinary understanding of the challenges that arise at the intersection of law, finance and corporate governance. This enables her to guide clients through judicial reorganisations, negotiations with creditors, as well as contentious restructuring phases with both technical rigour and strategic foresight.

Mariana holds a bachelor's degree in Law from Mackenzie Presbyterian University, a graduate degree in Civil Procedural Law from the Pontifical Catholic University of São Paulo (PUC-SP) and specialised training in financial accounting from the Getúlio Vargas Foundation (FGV). Her academic and practical foundation has been complemented by continuous engagement with the professional community. She has recently delivered lectures for the Turnaround Management Association (TMA), the Association of Lawyers of São Paulo (AASP) and the Superior School of Advocacy (ESA), sharing insights on insolvency law and reorganisation processes.

As an Associate Attorney at Wald, Antunes, Vita e Blattner Advogados, Mariana contributes to one of Brazil's most respected dispute resolution and restructuring practices. Within the firm, she is recognised for her ability to integrate procedural expertise with financial and strategic analysis – an approach that strengthens client outcomes in high-stakes insolvency and litigation matters.

Mariana's professional ethos is rooted in disciplined legal reasoning, clear communication and a commitment to finding solutions that balance legal, economic and human dimensions of corporate crises. Her work continues to reflect both technical mastery and a practical sensitivity to the complexities of business recovery and transformation.



**Wald, Antunes, Vita e  
Blattner Advogados**

**Mariana Negri Logiodice**  
Associate Attorney  
[marianan@wald.com.br](mailto:marianan@wald.com.br)

Av Pres Juscelino  
Kubitschek, 510, 8th floor |  
04543-906, São Paulo, SP  
Tel: +55 11 3074 6000  
[www.wald.com.br](http://www.wald.com.br)



## Canada – Business Development Advisory



Rizolve Partners Inc.

**Donna Takacs**  
Partner, Marketing &  
Communications Specialist  
BComm (Marketing,  
Finance), CVB™, CEPA®,  
EMBA (Honours)  
dtakacs@rizolve.ca

WaterPark Place, 20 Bay  
St, 11th Floor, Toronto, ON,  
M5J 2N8  
Tel: +1 416 840 5578  
www.rizolve.ca



Rizolve Partners Inc., headquartered in Canada, is a strategic advisory firm dedicated to helping privately-owned businesses unlock their full potential, maximise value and prepare for seamless transitions. The firm's guiding purpose is to enable business owners to achieve peak value by defining the right path, taking the right steps at the right time and ensuring that every component of their operations is aligned with what investors, acquirers and successors look for. Through such services as building business value, exit planning, achieving liquidity and valuation, Rizolve works closely with business owners and management teams to create clear, repeatable and scalable processes. The firm's methodology is rooted in proven practices and tailored assessments, combining experienced leadership with powerful diagnostic tools and detailed roadmaps to help clients move from current performance towards transformational outcomes.

One of the senior leaders driving Rizolve's business development, marketing and communications offering is Donna Takacs, Partner and Marketing & Communications Specialist. With more than 25 years' senior leadership experience across private, public and not-for-profit sectors, Donna combines deep expertise in strategic planning, market development, brand management, communications, stakeholder relations, digital marketing, analytics, segmentation, CRM and media relations. An outcomes-orientated and collaborative leader, her contributions span both operational oversight and high-level strategy, shaping how services are positioned, how brands are perceived and how client messages are delivered across platforms. She holds a Bachelor of Commerce in Marketing (with a minor in Finance) from Concordia University, undertook an Executive MBA with honours, and has earned professional certifications in value building (Certified Value Builder™, CVB™) and exit planning (Certified Exit Planning Advisor, CEPA®). Prior to Rizolve, Donna held such senior roles as Vice President of Marketing & Business Development, President and Director positions, among others, in sectors like education, arts and culture, biotech, financial services and web-based technologies.

Donna's business development advisory offering is configured to support firms in growing revenue and market presence while strengthening the foundational capabilities that mitigate risk in exits or liquidity events. She works with clients to develop value-orientated marketing plans, refine messaging and brand positioning, employ data and analytics to inform decisions – and ensure that business development activities are predictable, repeatable and scalable. Her work reinforces Rizolve's offerings in exit readiness and value building by helping ensure that communications, customer segmentation, product and service portfolios, as well as stakeholder relationships, all contribute to the company's equity value.

Through Rizolve Partners, clients benefit from this blended advisory capability: on one hand, the rigorous assessment, process-driven discipline and financial/operational expertise required to structure businesses for high valuation; on the other, the strategic marketing, communications, brand stewardship and growth-orientated mindset that Donna brings to bear in business development. The firm's promise is that business owners gain greater clarity, stronger execution and confidence – both in managing today's performance and in planning for what comes next, whether that be an ownership change, leadership succession or harvesting liquidity.

## Canada – Business Exit Planning Advisory

Rizolve Partners Inc., based in Toronto, is a boutique strategic business advisory firm whose mission, vision and service offering are deeply aligned with helping privately-owned companies achieve peak value and prepare for life beyond ownership. The firm's purpose is to assist business owners in optimising the value of their enterprises and making them transition-ready so that at the right time they can harvest their life's work at a peak value. Their vision is to be Canada's leading adviser delivering strategies that unlock optimal value and ensure clients are strategically positioned for a liquidity event.

Under the leadership of Managing General Partner Stephen L Cummings, Rizolve has built strong credentials in business exit planning advisory. Stephen holds a BSc in Economics, is a Chartered Accountant (CPA, CA) in Ontario, a Fellow of the UK's Institute of Chartered Accountants (FCA UK) and carries the Certified Value Builder™ (CVB) and Certified Exit Planning Advisor® (CEPA®) designations. Before founding Rizolve, he served as a Private Capital Executive with DRI Capital, was Partner with Lumira Capital, has been CFO at Harlequin Enterprises – and trained in financial audit and advisory at Deloitte in London. His breadth of experience in private equity, venture capital, financings, reorganisations, turnarounds and strategic advisory give him both technical depth and practical insight into what it takes to plan for successful exits.

Rizolve's advisory services are structured around helping businesses build value, plan for exit, achieve liquidity and obtain accurate valuation insights. In the "Exit Planning" arm of their services, they provide clients with a detailed roadmap that includes performance indicators and milestone checkpoints so that owners can align their personal objectives, financial goals and business operations in preparation for an optimal exit. The firm emphasises building intangible value, showing that business performance must be repeatable and scalable to attract interest and achieve strong outcomes.

Their "Building Business Value" service supports that exit capacity by working with companies to strengthen foundations in growth, profitability, operational balance and succession. This involves uncovering hidden assets or "silent killers", streamlining systems, improving efficiencies and profitability, as well as ensuring ownership and leadership structures are clear and transferable. The process furthermore involves weekly check-ins to maintain accountability and respond proactively to change, ensuring that value building remains on track.

What sets Rizolve apart is its focus on long-term, accountable, metrics-driven planning. Exit planning isn't treated merely as a transactional event but as a journey involving many dimensions – financial, operational, leadership, human resources, systems and culture. The firm assists clients to position their business so that it becomes attractive to buyers or investors, to raise appropriate finance, to invest strategically – and ultimately to execute liquidity events on terms that reflect the true value created. Rizolve's advisory approach includes valuation services that give clarity on where a business stands, and what levers can be pulled to enhance its worth.



Rizolve Partners Inc.

**Stephen L Cummings**  
Managing General Partner  
BSc (Econ), CPA, CA, FCA  
(UK), CVB™, CEPA®  
scummings@rizolve.ca

WaterPark Place, 20 Bay  
St, 11th Floor, Toronto, ON,  
M5J 2N8  
Tel: +1 416 840 5578  
www.rizolve.ca



## Canada – Business Turnaround Representative Advisory



Levy Pilotte

Joseph Khouri  
Partner & CPA Auditor  
jkhouri@levypilotte.com

5250 Décarie, #700,  
Montreal, Quebec, H3X 3Z6  
Tel: +1 514 487 1566 ext  
4466  
www.levypilotte.com



Levy Pilotte is a well-established Montreal-based partnership of chartered professional accountants whose origins date back more than 70 years, and whose reputation balances deep technical competence with a strongly client-centric and entrepreneurial orientation. Rooted in the province of Québec, the firm has expanded the scope of its services well beyond traditional audit and tax in response to rising client demand for strategic advisory, financial restructuring and turnaround solutions.

From its earliest days, Levy Pilotte has served a diverse array of sectors – from real estate, construction, manufacturing and automobile dealerships to service firms and entrepreneurial ventures – and this sector breadth has fostered cross-pollination of best practices in finance, governance, risk management and strategic planning. The firm is affiliated with DFK International, which provides an extended global reach and access to worldwide resources and networks in audit, advisory and consulting practice – enabling Levy Pilotte to serve clients with cross-border operations or international ambitions.

The firm organises its service offering across audit and assurance, taxation, consulting, financing and accounting. In the auditing and assurance domain, it emphasises rigorous quality, independence and objectivity so that financial statements convey credibility to banks, investors and business partners. Its taxation group supports clients in legally structuring their affairs to take advantage of available credits, incentives and planning opportunities across Canadian jurisdictions. In the realm of consulting, Levy Pilotte provides integrated professional solutions for regulatory obligations, performance improvement, growth strategy and return on investment enhancement. Its financing arm helps clients access debt, equity, grants or venture capital when capital injections are required. For clients that do not need full audits or reviews, its accounting team delivers value-added services in financial reporting, bookkeeping, internal controls and management reporting.

Joseph Khouri is a Partner at Levy Pilotte whose development within this context underscores the firm's commitment to blending public accounting discipline with deep business insight. Mr Khouri began his career in the private sector, gaining sharp commercial sensibilities before transitioning to public accounting. He holds credentials as a CPA and auditor, and has aligned his passion towards helping clients in stress or distress situations navigate recovery, restructuring and turnaround mandates.

Mr Khouri further leverages the firm's infrastructure, technical depth and network to serve clients facing financial distress and liquidity challenges. In this advisory role, he undertakes diagnostic assessments of a company's financial health, operational structure, cash flows, cost base, contracts and obligations. He then crafts tailored restructuring plans – whether debt renegotiation, asset rationalisation, operational re-engineering or stakeholder alignment – to help restore viability. Throughout the process, he functions as a trusted intermediary with creditors, lenders and stakeholders, guiding negotiations, monitoring implementation and adjusting course as conditions evolve. The objective is to preserve value, stabilise cash flow and enable a path back to sustainable performance.

## Canada – International Trade Law

Kanargelidis Global Trade & Customs Law is a Canadian boutique law firm based in Toronto, specialising in international trade, customs law and commodity tax. Founded in 2022 by Greg Kanargelidis, who has more than three decades' experience in these fields, the firm offers advice to both Canadian and foreign clients facing the complex regulatory environment that governs cross-border commerce. Greg opened the firm after serving for many years as Partner and Head of the International Trade Group at a major full-service Toronto firm.

Greg is widely recognised among Canada's pre-eminent international trade and customs lawyers. His education includes an LLB and LLM in International Business from Osgoode Hall, and he was admitted to the Ontario Bar in 1990. Over his career, he has built deep expertise in all areas of customs law, including tariff classification, customs valuation, rules of origin, import and export controls, economic sanctions, marking rules, seizures and forfeitures, administrative monetary penalties, as well as voluntary disclosures.

Clients turn to Kanargelidis Global Trade & Customs Law for representation in trade remedy proceedings – anti-dumping, countervailing duties, expiry and interim reviews, safeguard inquiries – and in dealings with Canadian administrative bodies, such as the Canada Border Services Agency, as well as before the Canadian International Trade Tribunal. Greg has extensive experience in structuring import and export transactions in ways that manage or mitigate legal risk, navigating duty obligations, compliance obligations and refunds or appeals when assessments are challenged.

The firm also helps clients take advantage of Canada's network of free trade and investment agreements. Whether under USMCA (CUSMA), CETA, CPTPP or WTO agreements, clients benefit from Greg's nuanced understanding of how rules of origin, tariff preferences and trade agreement obligations intersect with customs requirements. Firms involved in importing or exporting products or dealing in global supply chains rely on his guidance for export controls and sanctions compliance – including obtaining licences and permits required under Canadian statutes, such as the Export & Import Permits Act and statutes governing economic sanctions.

Commodity taxes are another core component of the firm's offering. Issues of GST/HST, excise duties or levies, harmonised taxes and related administrative compliance, audits and appeals fall within its remit. Greg's ability to bridge customs duties and commodity taxation gives clients a more integrated approach to cross-border cost management and compliance risk.

Beyond litigation and advisory work, Kanargelidis Global Trade & Customs Law is recognised for its thought leadership. Greg is active in numerous legal and regulatory bodies: he has chaired or co-chaired sections and committees in the Canadian Bar Association, the American Bar Association and the Ontario Bar Association – and is a member of such committees as the Canada Border Services Agency's Border Commercial Consultative Committee and the Canadian International Trade Tribunal's Advisory Committee. Speaking engagements, publishing in trade and customs law and participating in professional symposia are prominent features of the firm's profile.



**Kanargelidis Global Trade &  
Customs Law**

**Greg Kanargelidis**  
Founder  
[greg@gregklaw.com](mailto:greg@gregklaw.com)

**1 First Canadian Place, 100  
King St W Ste 5700 Toronto  
ON M5X 1C7  
Tel: +1 416 624 5182  
[www.gregklaw.com](http://www.gregklaw.com)**



**KANARGELIDIS**  
GLOBAL TRADE & CUSTOMS LAW



## Canada – Sales Advisory



Rizolve Partners Inc.

Bob Cariglia  
Partner, Sales Expert  
BComm, MBA, CSL, CEPA®  
bcariglia@rizolve.ca

WaterPark Place, 20 Bay  
St, 11th Floor, Toronto, ON,  
M5J 2N8  
Tel: +1 416 840 5578  
www.rizolve.ca

Rizolve Partners Inc., based in Canada, is a strategic business advisory firm dedicated to helping privately-owned companies achieve peak value and prepare for successful transitions. The firm works with business owners and management teams on defining clear pathways, setting measurable objectives and implementing proven systems to strengthen both the financial and operational foundation of their businesses, enabling them to become exit-ready when the time comes. Rizolve's mission is to align personal, financial and business strategies so that business value is not only built but properly demonstrated to potential acquirers and stakeholders. Their approach includes tools for valuation, exit planning, value acceleration, profitability enhancement and ensuring operational balance. The firm emphasises repeatability, scalability, accountability and performance indicators so clients know not only where they are, but where they could be, and exactly what action is required to get there.

Within this broader advisory offering, Bob Cariglia serves as a Partner and Sales Expert. With more than 30 years' leadership experience across multiple sectors – including technology, manufacturing, financial services and customer service – he brings hands-on know-how in sales systems, process design, organisational development and leadership. He holds a Bachelor of Commerce, an MBA specialising in Entrepreneurial Studies and is certified as a Certified Sales Leader® (CSL) and a Certified Exit Planning Advisor (CEPA®). In his role at Rizolve Partners, Bob supports small and mid-sized businesses by helping them design and implement bespoke sales strategies underpinned by best-practice infrastructure. He aims to make sales predictable, repeatable and scalable by embedding accountabilities; developing the right mix of people, process and technology; as well as by ensuring that revenue generation efforts are aligned with long-term growth, margin improvement and ultimately with exit readiness.

Bob's Sales Advisory offering at Rizolve is integral to the firm's value-building framework. While many advisory practices focus on financial metrics, valuation and exit mechanics, Bob ensures that the revenue engine is robust, consistent and aligned with the business's capacity to grow and sustain higher valuation. The sales systems he builds aim to uncover bottlenecks, eliminate inefficiencies and generate growth in a way that is both sustainable and demonstrably sustainable to prospective buyers. He works directly with leadership and sales teams to establish clarity around metrics that matter, to implement feedback loops and to build a culture of accountability. The work often involves diagnostic assessments of existing sales processes, development of new ones where needed, introducing tools or technologies to support sales operations, refining behaviours in client relationship management – and ensuring alignment across marketing, operations and leadership functions so that sales performance is consistent with broader business performance.

In essence, Rizolve Partners offers a comprehensive suite of strategic advisory services built around realising optimal business value, exit planning and accelerating equity. Bob's Sales Advisory component complements the firm's other offerings by ensuring the revenue side of the business is strong, predictable and aligned with the value drivers that matter to buyers. For business owners seeking to improve revenue, streamline processes and enhance growth in a way that supports long-term value creation and exit readiness, Rizolve under Bob's guidance offers both the strategic framework and the tactical implementation required.



## Dominican Republic – Aviation Law

Fernández & Pou Abogados | Attorneys is one of the leading full-service law firms in the Dominican Republic, with more than 30 years' continuous practice, built on a reputation for combining deep local expertise with an international outlook. Founded by María Esther Fernández Alvarez De Pou and María Fernanda Pou Fernández, the firm is based in Santo Domingo and has established strong strategic alliances and partnerships throughout Europe, Latin America and the Caribbean.

Since its inception, Fernández & Pou Abogados | Attorneys has invested in specialised practice areas where rigorous legal knowledge, regulatory sensitivity and sector-specific experience are indispensable. Among these, aviation law – encompassing airport regulation, aircraft financing and leasing, regulatory compliance and dispute resolution for airlines and related entities – has become a core strength. Under the leadership of María Fernanda Pou Fernández, the firm has earned particular recognition in civil aviation, providing advice on permits and licensing, airline liability, claims involving passenger rights, as well as aircraft leasing contracts. Her post-graduate degree from the Ibero-American Institute of Aeronautic & Space Law & Commercial Aviation reinforces her technical mastery of the field, while her ongoing studies in international relations broaden her perspective on global regulatory trends.

Clients of Fernández & Pou Abogados | Attorneys benefit from a practice that not only addresses the regulatory and contractual requirements of aviation law but also encompasses related infrastructure, financing, insurance and liability matters. The firm's experience spans advising major airlines and leasing companies on regulatory compliance, cross-border issues, safety and licensing, as well as representing them in litigation and dispute resolution. Membership in the international aviation network L2B Aviation further strengthens its capacity to manage complex aviation matters with cross-jurisdictional dimensions and to benchmark best practices.

Fernández & Pou's aviation law practice is deeply integrated into its broader culture of delivering specialised legal solutions in sectors requiring high regulatory oversight, technical sophistication and rigorous risk assessment. Its legal team combines expertise in corporate, commercial, regulatory and contract law with insight into insurance, foreign investment, public procurement and administrative law. This multidisciplinary foundation enables the firm to guide aviation clients through regulatory approval processes, financing or leasing transactions, insurance claims, airport concessions and public-private partnerships – as well as disputes arising before courts or in arbitration.

In all its work, Fernández & Pou Abogados | Attorneys places strong emphasis on ethical practice, client focus and innovation. Transparency, responsiveness and the careful tailoring of solutions to client needs are its guiding principles. The firm's adoption of modern legal tech tools and its commitment to continuing professional development ensure that it remains fully aligned with evolving international aviation norms, regulations and cross-border operational challenges. Furthermore, it is recognised both locally and internationally as a trusted legal partner for airlines, airports, aerospace businesses, leasing companies, insurers and government bodies engaged in aviation regulation.



**Fernández & Pou Abogados  
| Attorneys**

**María Fernanda Pou  
Fernández  
Founder  
mfpu@legalfpf.com**

**Corporate Tower NC, 2nd  
Floor, Suite 205, Marginal  
Núñez de Cáceres No 366,  
Santo Domingo, National  
District, 10149  
Tel: +1809 788 2200  
www.legalfpf.com**

**FERNÁNDEZ  
& POU**  
Abogados | Attorneys





Iurisconsulti, Abogados y  
Notarios

Pedro Mendoza Montano  
Founding Partner  
Tel: +502 5202 9060  
pmendoza@iurisconsulti.  
com.gt

Avenida Reforma 6-64, zona  
9, Edificio Plaza Corporativa  
Reforma, Torre I, Oficina 402  
Tel: +502 2339 1080  
www.iurisconsulti.com.gt



## Guatemala – Arbitration Law

Iurisconsulti, Abogados y Notarios is a Guatemala-based law firm recognised for delivering strategic, reliable and results-orientated legal services. With a multidisciplinary team of corporate advisers and notaries, the firm provides comprehensive counsel to local and international clients seeking effective solutions in an increasingly complex legal and business environment.

### Practice Areas

Our practice encompasses a broad range of areas, such as corporate and commercial law, M&A, foreign investment, real estate development, industrial and intellectual property, public and private procurement, as well as international contracting, including agency, distribution, franchise, joint ventures, corporate groups, family businesses and compliance. This diverse expertise allows us to design integrated strategies that protect clients' interests while facilitating sustainable growth.

### Arbitration & Dispute Resolution

Arbitration is one of the hallmarks of our firm. We have built a solid reputation for representing clients in high-stakes domestic and international arbitration proceedings across various industries. Our services comprise drafting and negotiating arbitration clauses, advising on jurisdictional and procedural matters, conducting hearings and enforcing arbitral awards in Guatemala and abroad. In recognition of this reputation, our partners have been appointed as arbitrators in both domestic and international proceedings.

We recognise that arbitration offers businesses an efficient, confidential and enforceable mechanism to resolve disputes. Our lawyers are trained in international standards and are familiar with the rules of major arbitral institutions – enabling us to provide clients with first-rate representation in cross-border disputes. We are also experienced in investor-state arbitration, as well as matters involving complex commercial contracts.

### Clients & Sectors

We advise a wide range of clients, from multinational corporations and financial institutions to medium-sized companies and entrepreneurs. Our clients operate in such sectors as infrastructure, investment transactions, bedding and home furniture, agriculture, food, local commerce and international trade, finance, real estate, consumer goods, manufacturing, media and transportation, among other areas. Whether negotiating contracts, managing regulatory risks or pursuing dispute resolution, we bring sector-specific knowledge and business-orientated advice.

### Our Value

What further distinguishes Iurisconsulti is our ability to combine local insight with international standards of practice. We are results-driven, pragmatic and focused on protecting our clients' interests. The firm has been recognised for its achievements in corporate law, international contracting and family business, as well as for its strong track record in arbitration and complex dispute resolution.

At Iurisconsulti, our mission is clear: to provide innovative legal solutions and trusted representation that help clients resolve disputes, seize opportunities and achieve long-term success.

## Mexico – Employment Litigation Law

César Roel Abogados, headquartered in Mexico City, is a distinguished legal firm rooted in a long and continuous tradition of labour law practice. The firm traces its origins to the early 20th century and proudly presents itself as a multi-generation specialist in labour and employment law. Its identity is built on the premise that labour matters are not a sideline but the core of its mission: from day one, the firm has devoted itself exclusively to matters of employment, industrial relations, workplace disputes and social security issues.

Over decades, the firm has sustained a reputation of institutional stability, combining accumulated technical depth with evolving technological infrastructure. Employees and clients alike emphasise that the firm has invested in systems to manage, archive and monitor labour case files with modern computing tools to ensure transparency in procedural status and timely updates. Within Mexico's legal landscape, César Roel Abogados is often cited as a leading specialist in employment litigation – a firm that brings to bear both prosecutorial and defensive capacity in labour disputes involving public and private sector employers.

In its labour litigation practice, the firm handles individual and collective claims alike, ranging from wrongful dismissal and wage and benefits claims to union conflicts, strikes, collective bargaining and labour reorganisations. Its litigators present claims before Mexico's labour boards, tribunals and appellate forums, representing both employers and occasionally strategic interests in matters that may involve cross-jurisdictional complexities. The firm's litigation offering promotes robust procedural strategy, evidence management, negotiation skills and a track record of achieving favourable outcomes or settlements tailored to business risk tolerances.

Within the panorama of the firm's leadership and principal practitioners, Rodrigo Roel Escandón is a key figure in the employment litigation domain. His work entails leading teams on high-stakes litigation, coordinating with clients to define litigation strategy, overseeing procedural compliance, as well as engaging with governmental labour authorities.

Under Mr Roel Escandón's guidance, clients in Mexico engaging César Roel Abogados for employment litigation enjoy access to a litigation team with institutional knowledge, seasoned in matters of national reach and local labour board practices. The firm's procedural infrastructure, its case management systems and its coveted specialisation in employment law combine to reduce latency, manage risk and amplify the client's position in contested proceedings. This makes the firm particularly fitting for corporations, large employers and multi-state enterprises that require both depth in employment law and discipline in managing litigation exposure.

César Roel Abogados favours a client-centred approach: understanding internal human resources policies, compliance needs, prevention strategies and tailoring litigation posture to business strategy. The firm does not merely engage in reactive dispute resolution; it works upstream with clients to anticipate and mitigate labour litigation risk. As a result, its litigators tend to enter litigation not as mere courtroom advocates but as strategic partners.

César Roel Abogados

Rodrigo Roel Escandón  
Partner  
rodrigo\_roel\_e@cesarroel.  
com.mx

Paseo del Pedregal No 817,  
Jardines del Pedregal, CP  
01900 Ciudad de México  
Tel: +55 5089 3500  
info@cesarroel.com.mx  
www.cesarroelabogados.  
com

CÉSAR ROEL  
ABOGADOS





Cuenca Reyes Zavala &  
Asociados

Bernardo Camacho Zavala  
Founding Partner  
bzavala@crza.com.mx

Calle Insurgentes Sur  
número 1337 interior 504,  
Colonia Insurgentes Benito  
Juárez, Ciudad de México,  
03920

Tel: +52 55 5615 5082  
www.crza.com.mx

## Mexico - Litigation Law

Cuenca Reyes Zavala & Asociados (CRZ&A) is a distinguished Mexican law firm recognised for delivering comprehensive and specialised legal counsel, with a strong focus on risk prevention and strategic dispute resolution. The firm has built a reputation for combining technical expertise with an innovative service culture, enabling it to represent major corporate interests in such industries as infrastructure, telecoms, energy, foreign trade and agribusiness. Since its foundation, the firm has positioned itself not only as a problem-solver but as a preventative adviser, anticipating legal risks before they materialise.

Litigation stands as one of the core pillars of CRZ&A's services. Within this practice, the firm represents individuals, corporations and institutions across a wide spectrum of disputes. Its litigation team handles ordinary and executive proceedings, civil and commercial trials, mortgage enforcement, special procedures involving pledge or trust guarantees, as well as cases tied to leasing, financial factoring and contractual or non-contractual liability. Whether before federal and local courts or through alternative mechanisms like mediation and arbitration, the firm designs strategies that merge procedural rigour with substantive arguments, ensuring a strong and balanced representation. In such matters as debt recovery, CRZ&A combines extrajudicial negotiations with judicial actions and, where appropriate, tax-related measures to classify unpaid debts as uncollectible. The practice also extends to issuing due diligence reports on overdue portfolios to assess recovery prospects and establish internal protocols for more efficient collection management.

At the helm of the litigation practice is Founding Partner Bernardo Camacho Zavala, who oversees the firm's civil, commercial, administrative and constitutional litigation matters with a broad and sophisticated perspective. Mr Camacho Zavala earned his law degree from Universidad La Salle and holds a Master's in Constitutional Procedural Law from Universidad Panamericana. He further pursued international training in legal negotiation at the University of California, Berkeley, School of Law, and specialised in Commercial Law at the Escuela Libre de Derecho. His diverse academic background, combined with years of professional practice, equips him to approach litigation with a strategic lens – considering not only jurisdictional dynamics but also the regulatory and corporate contexts that surround each case. Within CRZ&A, he acts not only as a litigator but also as a cross-disciplinary adviser in corporate, financial and telecoms matters, ensuring that procedural insights inform broader business decisions.

CRZ&A's approach to litigation is not limited to reactive defence. The firm places considerable emphasis on preventative planning and the use of alternative mechanisms to avoid costly and protracted disputes. When appropriate, mediation or arbitration is pursued to deliver clients efficient and timely resolutions. In cases where litigation before the courts is inevitable, the firm's priority is safeguarding the client's financial and business interests through meticulous preparation and sound strategy. This dual emphasis on prevention and robust representation reflects CRZ&A's commitment to protecting its clients beyond the immediate courtroom battle.



## Panama – Real Estate Law

Arias, Abrego, López & Noriega (AALN) is a Panama-based law firm whose real estate law offering under Mario A Arias and his colleagues combines transactional strength, regulatory sophistication and deep local market knowledge, serving both domestic and international clients. With more than 10 years' continuous operation, the firm is committed to generating legal certainty, safeguarding client interests and managing risk in real estate and construction sectors, among others.

Mario A Arias is a Partner of AALN whose legal background includes a law degree from Universidad Católica Santa María La Antigua, a Master of Laws in Banking & Financial Law from Boston University, as well as business law training through INCAE in Costa Rica. He is well known as an ally to companies and economic groups seeking to establish or expand both in Panama and more broadly in Latin America. His specialisms include real estate, corporate, commercial, banking and finance, administrative law, public procurement and IP. Under his leadership, the real estate team at AALN handles a variety of property transactions, developers' needs and structuring of construction, purchase, lease, usufruct and property horizontal regime issues.

In the real estate realm, AALN assists sellers and buyers in both new and resale markets. The firm is experienced in negotiating and drafting contracts of sale, handling due diligence, title registration and related formalities that often accompany international or cross-border investment in Panamanian property. Projects under the property horizontal regime, which in Panama pertains to multi-unit developments, condominiums and shared-ownership schemes, are a particular area of expertise. The firm provides counsel for promoters in complying with legal requirements for horizontal property incorporation – and continues to advise homeowners' associations, boards of directors and administrative entities charged with managing these developments.

AALN offers comprehensive regulatory guidance wherever real estate intersects with zoning, permitting, environmental regulation, local licensing and municipal rules. Because many real estate developments in Panama require adherence to administrative approvals, environmental clearances or sanitary permits, AALN is able to coordinate with public authorities and prepare the necessary documentation and procedural work to ensure legal compliance. This regulatory angle often accompanies transactional work, particularly for clients who are developers or construction companies, as well as foreign investors navigating the Panamanian legal landscape.

Mr Arias's real estate work is closely aligned with the firm's strengths in corporate structuring, financing and tax planning. Because many real estate investments require capital structuring, financing arrangements, joint ventures, cross-border investment and governance agreements, AALN is positioned to advise not just on the property transaction itself, but on how it sits within the broader business strategy of the client.

Clients of AALN's real estate practice are drawn from a broad range of sectors: construction and real estate developers, retailers and service-industry actors who require premises or property projects; distributors or importers who may acquire land or property; family offices and private individuals engaging in residential or investment real estate; as well as international investors seeking to acquire or develop property in Panama.



Arias, Abrego, López & Noriega – Attorneys at Law

Mario A Arias  
Partner  
marias@aal-law.com

PH Midtown, Piso 16, Oficina  
1605, Calle 74 Este, San  
Francisco, Ciudad de Panamá  
Tel: +507 396 5990  
www.aal-law.com



## Paraguay – Corporate Law & Corporate Criminal Law



### FERNÁNDEZ ZACUR – GABINETE JURÍDICO

José Miguel Fernández  
Zacur  
Senior Partner  
info@fernandezzacur-  
abogados.com.py

14 de Mayo 1.552 entre  
Roma (Cuarta) y Sicilia  
(Tercera)

**FERNÁNDEZ ZACUR – GABINETE JURÍDICO** provides counselling and litigation services in Paraguay. The firm specialises in corporate criminal law and corporate law, while also developing a multidisciplinary approach aimed at delivering comprehensive solutions to legal challenges.

José Miguel Fernández Zacur is a lawyer who graduated from the Catholic University Nuestra Señora de la Asunción (Asunción, Paraguay) with an outstanding grade point average and obtained a doctorate in law (summa cum laude). He holds a Master's degree in International Economic Criminal Law (outstanding thesis) from the University of Granada (Granada, Spain), and a Master's in prevention and repression of money laundering, tax fraud and compliance (outstanding thesis) from the University of Santiago de Compostela (Santiago de Compostela, Spain). He has also completed postgraduate studies in economic criminal law at the University of Nordeste (Corrientes, Argentina) and holds a diploma in economic criminal law from the Association of Judges of Paraguay. He is a specialist in criminal law, having studied at the University of Belgrano (Buenos Aires, Argentina), where he graduated with distinction, and at the University of Pacífico (Asunción, Paraguay).

In addition, Dr Fernández Zacur completed postgraduate studies in advanced criminal law at the University of Cuenca del Plata (Corrientes, Argentina), and holds diplomas in oral litigation (American University, Asunción, Paraguay), legal economics (La Ley Paraguaya, Asunción, Paraguay), e-sports law (School of Legal Practice, Complutense University of Madrid, Spain) and compliance (Thomson Reuters Training, Santiago, Chile). He further graduated from the School of Criminal Science & German Criminal Dogmatic at the University of Göttingen (Germany); the training course in prevention of money laundering, criminal liability of legal entities and tax fraud at the University of Santiago de Compostela (Spain); the Spanish Trial Skills Academy at the California Western School of Law (San Diego, US); and the extension course in corporate criminal law at the Pontifical Catholic University of Rio Grande do Sul (Porto Alegre, Brazil).

He is a former professor of forensic linguistics and legal oratory, as well as the author and co-author of several books, papers and articles in specialised publications. He frequently participates as a guest professor in postgraduate programmes and international conferences, and is a member of the Iberoamerican Association of Economic & Business Criminal Law, among other criminal law associations.

Despite its steady growth, supported by a consistently high success rate, FERNÁNDEZ ZACUR – GABINETE JURÍDICO retains the character of a family firm, ensuring personalised service, discretion and the highest standards of diligence.

FERNÁNDEZ ZACUR –  
GABINETE JURÍDICO

Tel: +59521 393 406  
Fax: +59521 393 406  
www.fernandezzacur-  
abogados.com.py

## Peru – Employment Law

**André Cossio is a Partner in the Labour & Employment practice of Rubio, Leguía & Normand, one of Peru’s leading full-service firms. He specialises in Labour, Constitutional & Social Security Procedural Law, advising both national and multinational companies on highly complex labour and employment matters.**

With more than a decade’s professional experience, André has built a solid track record in the design and optimisation of hiring structures, remuneration schemes, work schedule systems and workforce restructuring. He regularly advises on sensitive processes, such as individual terminations, collective dismissals and labour inspections, ensuring compliance with occupational health and safety regulations. His practice also extends to due diligence processes, where he counsels on implementation strategies and conducts in-depth investigations, particularly those linked to business and human rights standards.

Recognised by leading international directories, such as Chambers and Partners and The Legal 500, André is valued for delivering practical and innovative solutions to complex challenges in the Peruvian labour market. He has represented clients in several “leading cases” that have set important precedents with significant impact on corporate operations and regulatory compliance.

In the academic field, André is a professor in the Master’s programmes in Labour Law and Social Security, as well as in Labour Relations at the Pontificia Universidad Católica del Perú (PUCP), where he also teaches Individual Labour Law at the Faculty of Law. He has authored multiple specialised articles and the book “El Derecho a la Intimidad en la Vigilancia de la Salud de los Trabajadores” (The Right to Privacy in Workers’ Health Surveillance). Meanwhile, he frequently participates as a lecturer and panelist at seminars, conferences and academic forums.

André holds a Master’s degree in Labour & Employment & Social Security Law (PUCP, Summa Cum Laude), a postgraduate degree in Constitutional Social Rights of Workers & Human Labour Rights (Universidad de Castilla-La Mancha, Spain), as well as a Law degree (PUCP, Summa Cum Laude). He is further pursuing an MBA at ESAN Graduate School of Business – additionally strengthening his strategic and managerial perspective when advising corporate clients.

Through his combined practice and academic leadership, André has earned a reputation as a trusted adviser, thought leader and key reference in the evolution of labour and employment law in Peru.



**Estudio Rubio Leguía  
Normand y Asociados S.Civil  
de R.L.**

**André Cossio  
Partner**

**Tel: +51 975 374 819  
acossio@rubio.pe**

**Av Dos de Mayo 1321 San  
Isidro, Lima  
Tel: +51 01 2083000  
www.rubio.pe**

**RR RUBIO  
LEGUÍA  
NORMAND**





Quantum Legal

Criston J Williams  
Managing Partner  
Tel: +1 868 790 7708  
cjwilliams@quantumtt.org

Princes Court, 15-17 Keate  
Street, Port of Spain 100808,  
West Indies  
Tel: +1 868 235 5498  
quantum@quantumtt.org/  
www.quantumtt.org/  
quantum-legal



## Trinidad & Tobago – Immigration Law

Criston J Williams, Managing Partner, Quantum Legal TT: Immigration & Business Lawyer in the Caribbean.

### Visionary Leadership

- Criston J Williams is the Managing Partner of Quantum Legal, a forward-thinking modern law firm based in Trinidad and Tobago, known for its cutting-edge legal services and regional expertise. He specialises in immigration and business law.
- Partnerships are necessary to achieve any goal. Criston's consortium includes multidisciplinary experts with more than 42 years' experience in corporate services management across the oil and gas and renewable energy sectors.
- As a results-orientated entrepreneur and strategic operator, Criston is adept at launching and scaling businesses across borders, building agile teams and navigating regulatory and market complexities in new regions.

### The Quantum Movement

- More than just a law firm, it is a part of a consortium of companies that embodies innovation and ethics. It sets new benchmarks of legal and business excellence in the Caribbean.
- Its model is committed to building a future to accelerate sustainable growth, development and equity. It is the first in Trinidad and Tobago to integrate the UN Sustainable Development Goals (SDGs) into its practice. Quantum is a beacon of ethical legal practice, combining sustainability, technology and social responsibility into every aspect of its work.
- Through its BPO services, Quantum is trusted to assist global companies looking to set up or expand operations, offering seamless legal, payroll and HR services.
- International companies choose Quantum for its in-depth understanding of cross-border compliance, regulatory frameworks and local market entry strategy. The firm offers seamless, end-to-end support – from work permits and incorporation to operational setup – backed by robust technology and a client-first approach.
- Quantum's mandate is to provide best-in-class legal services and portfolio management programmes for a wide variety of corporations.
- Quantum's multidisciplinary practice spans both civil and criminal litigation, as well as human rights.

### Two Notable Achievements

- Quantum played a pivotal role in the Brechin Castle Solar Farm Project. It is the Caribbean's most significant renewable energy initiative to date. Quantum's role included:
  - Business process outsourcing;
  - Regulatory and contractual support;
  - Strengthening Trinidad and Tobago's commitment to climate change;
  - Work permit/visa applications.
- Delivered critical legal aid to:
  - Refugees;
  - Asylum seekers;
  - Marginalised communities.

## California, US – Immigration Law

For more than four decades, the Law Offices of Judith L. Wood has stood as a resolute champion of immigrants' rights, dedicated to supporting families and persecuted individuals across the globe in the US. Based in Los Angeles, California, the firm combines seasoned legal acumen with a profound commitment to justice and human dignity, providing comprehensive immigration services nationwide. As a multilingual law practice, it fosters trust through communication in a broad array of languages, including Armenian, Farsi, French, Hebrew, Italian, Japanese, Russian, Spanish and Swedish, ensuring deeply empathetic counsel across diverse cultural backgrounds.

At the heart of the firm is Judith L. Wood, Attorney-at-Law, whose landmark victory in the Ninth Circuit Court of Appeals in the case of *Nasseri v Moschorak* affirmed that women fleeing violence comprise a protected class under US asylum law. That precedent-setting success became the foundation for the feature film *Saint Judy*, which portrays her transformative influence in asylum legal history. Ms Wood's path to legal prominence was paved with unique experiences: a native New Yorker whose early dramatic training and brief acting career off-Broadway honed her courtroom presence, she subsequently earned her law degree from Pepperdine University School of Law in 1982 and has since guided hundreds of precedent-setting decisions.

Over the years, the firm has continued to broaden its impact through the Human Rights Project, launched by Ms Wood in 1993. The project was created to protect women, children and refugees who have endured torture or gender-based persecution, drawing on international treaties, domestic asylum standards and detailed country human-rights reports to secure meaningful relief. Working tirelessly alongside a small but dedicated team – comprising four immigration attorneys and law-school interns – the Project has assisted individuals from as far-flung populations as Mexico, Afghanistan, Ukraine, Russia, El Salvador, Guatemala, China, Nepal, Nicaragua, Iran, Iraq, Egypt and beyond. Fuelled by the firm's guiding belief in "With Liberty and Justice for All", it seeks not only to alter lives but to illuminate global injustices and foster compassion across borders.

The scope of immigration services provided by the Law Offices of Judith L. Wood is both vast and nuanced. Clients encounter legal advocacy tailored to a wide range of immigration matters: from asylum – both affirmative and defensive – deportation and removal defence, bond hearings, DACA (Dreamers) representation, employment-based petitions, family-based immigration, appeals, waivers of inadmissibility, marriage-based status adjustments, naturalisation, non-immigrant and student visas, to talent-based immigration, such as EB-1 visa processing. Strengths also include advocacy for victims of crimes via U-Visas, VAWA petitions and naturalisation appeals. Whether someone seeks entry into the US, aims to obtain a green card through fiancé or marriage visas, or finds themselves fighting a removal order, they can rely on a practised attorney to guide them compassionately through the often-daunting legal ecosystem.



Law Offices of Judith L.  
Wood

Judith L. Wood  
Attorney-at-Law  
[judy@igc.org](mailto:judy@igc.org)

201 S Santa Fe Ave, Suite  
101, Los Angeles, CA 90012  
Tel: +1 213 680 7801  
[www.  
lawofficesofjudithlwood.  
com](http://www.lawofficesofjudithlwood.com)



## California, US – Immigration Law



The Lindain Law Firm, PC

Ed Allan P Lindain, Esq  
Principal Attorney  
attorneys@lindainlaw.com

Main Office: 18917 Nordhoff  
Street, Suite 14, Northridge,  
CA 91324

Branch Office: 3435 Wilshire  
Blvd, Suite 2700, Los  
Angeles, CA 90010  
Tel: +1 818 714 1581  
Fax: +1 818 875 1536  
www.lindainlaw.com



Ed Allan P Lindain is a Certified Immigration & Nationality Law Specialist by the State Bar of California's Board of Legal Specialization. He is the Principal Attorney of The Lindain Law Firm, PC and has been practising law for more than 20 years, specialising in all aspects of US immigration law.

With a deep understanding of legal processes and a passion for advocating for the rights of immigrants, Ed has a proven track record in helping clients from various countries obtain visas, green cards, citizenship and more. Regardless of a case's complexity or location, Ed has the knowledge and expertise to guide the firm's clients through every step of the process.

Today, Ed represents clients in family-based immigrant visa categories, including immediate relatives and family preference categories. He represents employers and beneficiaries seeking classification as non-immigrant workers; intra-corporate transferees; and investors. He further handles Labor Certification (PERM) applications and immigrant worker petitions, as well as immigration applications of academic and vocational students, artists and entertainers. Moreover, he represents litigants in proceedings before the immigration courts, appeals before various offices and the federal courts, as well as individuals in applications for US citizenship.

Ed is a professor of Immigration Law at the Abraham Lincoln University School of Law in California. He was elected to the Fellows of the American Bar Foundation, an honorary organisation of lawyers, judges, law faculty and legal scholars whose public and private careers have demonstrated outstanding dedication to the welfare of their communities and to the highest principles of the legal profession. Notably, membership in the Fellows is limited to one per cent of lawyers licensed to practise in each jurisdiction.

More recently, he was the recipient of the 2024 President Joseph Biden's Lifetime Achievement Award granted by The Outstanding Filipino Awards (TOFA) organiser. The Presidential Lifetime Achievement Awards honours and recognises outstanding commitment and service to communities in the US.

Ed obtained his Master's in International Law from the University of San Diego in California, and holds degrees in Juris Doctor from San Sebastian College Recoletos de Manila, a diploma in Industrial Relations from the University of the Philippines, as well as a Bachelor's in Business Administration from the University of Santo Tomas. He is admitted to the practice of law in the State of California, the US District Court for Central, Eastern Districts of California and the US Court of Appeals for the Ninth Circuit – in addition to the Republic of the Philippines.

## California, US – Information Technology Law

Technology Disputes Resolutions, Inc. is a California-based dispute resolution entity focused on technology, IP, software and related complex technology contract matters. Its Principal, Susan H Nycum, is a highly respected figure in the fields of IT law, computer security and ADR. Ms Nycum offers neutral services – arbitration, mediation and expert determination – in domestic and international tech disputes, leveraging her deep substantive background in IT, software, data protection and IP.

Before joining Technology Disputes Resolutions, Inc., Ms Nycum built a distinguished legal career. She was an international Partner at Baker & McKenzie, where she led the firm's North American Information Technology & Intellectual Property practice and coordinated its global technology practice group. She is known for her pioneering work on the legal aspects of electronic information storage, computer security and the protection of software, databases and semiconductor designs – and her scholarly contributions have been cited in US Supreme Court jurisprudence (notably in *Diamond v Diehr*), as well as in state and federal legislative initiatives.

Within its service portfolio, Technology Disputes Resolutions, Inc. emphasises resolution of contractual, licensing, implementation and performance disputes regarding software, information systems, data rights, cloud services and related IP issues. Its neutrals bring technical literacy to the table – as is characteristic of technology-centred ADR practices – so that they can bridge the gap between legal and engineering languages, helping parties resolve conflicts in a more efficient, business-sensitive manner. The firm both collaborates with ADR institutions and acts independently in structuring mediation or arbitration proceedings tailored to technology disputes (e.g. by selecting technical experts or crafting case procedures suited to software or data issues).

Previously, Ms Nycum has served as Director of the Stanford University Campus Computer Facility, and as a law and computer fellow at Stanford Law School. Her career includes advising governments (across Australia, Brazil, Canada, Finland, Germany, India, Israel, Singapore, Thailand and the US) on legal and policy questions at the intersection of technology, IP, privacy and cybersecurity. As an ADR practitioner, she is a Fellow of the College of Commercial Arbitrators – and is recognised by such institutions as the National Academy of Distinguished Neutrals. Last, but not least, she is frequently included in peer-vetted lists of leading technology neutrals; for example, she is named in SVAMC's "Tech List" (Emeritus) for 2024.



**Technology Disputes  
Resolutions, Inc.**

**Susan H Nycum  
Principal  
Tel: +1 650 851 3304  
susan@nycum.net**

**TECHNOLOGY  
DISPUTES  
RESOLUTIONS, INC.**



## California, US – Maritime & Admiralty Law



**McKasson & Klein LLP**

**Neil Klein  
Partner**

**Tel: +1 562 822 0995  
neilk@mckassonklein.com**

**18401 Von Karman, Ste 330  
Tel: +1 949 724 0200  
Fax: +1 949 274 0201  
www.mckassonklein.com**

Neil Klein is a Partner at McKasson & Klein LLP in Irvine, California, a boutique law firm established in 1998, near the ports of Long Beach and Los Angeles.

Neil is a litigator and a transactional lawyer. His practice focuses on international transactions and disputes, maritime, commercial/business and employment matters, licensing, corporate formation and setup. Among others, he represents foreign and US entrepreneurs, manufacturers, suppliers, importers and exporters, vessel owners and charterers, P&I Clubs, container lessors and bunker suppliers, in addition to several US ports.

He handles maritime Rule B, C and D vessel arrests and attachments, bunker claims, charter party disputes, port tariffs, regulatory matters and creditors in maritime bankruptcies. He also advises manufacturers, construction companies and related business interests on offshore wind farm- and energy-related projects, including US Jones Act compliance.

Neil has been recognised as one of the “Top Five” commercial lawyers in Southern California since 2015, and has been an expert witness on US maritime and California commercial law issues in China, England and the Bahamas. He further acts as an arbitrator in shipping disputes.

He grew up in Durban, South Africa, and was admitted to the South African Bar before moving to California.

He is a frequent speaker at seminars and conferences, and has published many articles on maritime and international issues and disputes. He is a Proctor member of the Maritime Law Association – as well as a member of the International Bar Association, Maritime & Transport Law Section.

**McKASSONKLEIN**



## California, US – Patent Law

**Marc E Hankin, Esq, Registered Patent Attorney and Founding Partner of HPL Intellectual Property Law, advises business owners and managers on how best to protect their valuable technology and creative works.**

For more than 37 years, Marc has handled all aspects of IP, including patent preparation, prosecution and licensing; trademark and copyright registration and licensing; IP disputes; as well as litigating patent, trademark and copyright infringements. He has litigated a wide variety of more than 650 IP matters for domestic and foreign companies, ranging in size from solo inventors and startups through the top of the Fortune 500.

To date, Marc has counselled clients across numerous industries, spanning software, hardware, visual effects, robotics, home theatre, optical, dental, medical devices, footwear, garments, jewellery, food and beverage, cannabis, nutraceuticals, dietary supplements, athletic equipment and professional services. In addition, he has a sub-specialty in providing patent services for domestic and foreign colleges and universities.

He has testified more than two dozen times as an Expert Witness, and has served as a Special Assistant Attorney General regarding a patent infringement matter – having also been hired as a mediator for disputes in which IP is an important asset. Meanwhile, he has represented several International Bar Associations at the Hague in the negotiations over a new International Treaty.

Marc earned a BS from Boston University, an MS from Iona University and a JD from The Law School at the University of Pennsylvania Law School. He further served as Law Clerk to the Honourable Charles L Brieant, Jr, Chief Judge of the US District Court for the Southern District of New York.



**HPL Intellectual Property  
Law**

**Marc E Hankin, Esq  
Founding Partner  
marc@hpl.law**

**11414 Thurston Circle, Los  
Angeles, CA 90049  
Tel: +1 310 979 3600  
www.hpl.law**



## California, US – White-Collar Crime Law



Handzlik & Associates, APC

Jan Lawrence Handzlik  
Managing Partner  
Tel: +1 213 300 0230  
jan@handzliklaw.com

515 South Flower Street,  
18th Floor, Los Angeles, CA  
90071

Tel: +1 213 236 3519  
Fax: +1 213 236 3501  
www.handzliklaw.com

**JLH** HANDZLIK  
LAW

Jan Handzlik is an accomplished investigations and trial lawyer with a national and international practice. He represents individuals and companies in criminal investigations and prosecutions, as well as regulatory proceedings. Jan further coordinates cross-border criminal investigations with regulatory, civil and administrative proceedings, and conducts corporate internal investigations.

To date, Jan has tried well over a hundred jury trials to verdict in the US courts. He is a recognised authority and frequent lecturer on financial fraud, transnational crime and federal criminal practice. His practice runs the gamut of white-collar criminal matters, from securities, tax and bank fraud, to money laundering, bribery, cybercrime, extradition and prosecutions under the Racketeer Influenced & Corrupt Organizations Act (RICO) and US Foreign Corrupt Practices Act (FCPA).

As a federal prosecutor, Jan served in the Major Fraud & Special Prosecutions Section of the US Attorney's Office in Los Angeles, where he carried out grand-jury investigations and prosecuted federal criminal cases at trial and on appeal. He later gained a landmark victory in Lindsey Manufacturing, a major FCPA prosecution, and served as an independent law compliance monitor under the FCPA, monitoring the operations of a Swiss multinational corporation for three years.

Jan has been recognised in numerous national and international publications, including – through 2026 – all 32 editions of Best Lawyers in America, the respected peer-review journal for the global legal profession. His firm, Handzlik & Associates, has again been named in Best Lawyers' companion publication, Best Law Firms in America, in its 2026 edition.

Meanwhile, Lexology Index (formerly Who's Who Legal) and Global Investigations Review 2026 (US), have again acknowledged Jan as a Global Thought Leader in Investigations & Criminal Defense for both Corporates & Individuals. These respected publications identify law firms and "practitioners [who] are among the very best in the world in their respective fields, without exception". The Daily Journal, California's leading legal newspaper, named Jan one of the "Top 100 Lawyers in California", an honour only bestowed upon "the state's most influential attorneys". He also received the California Attorney of the Year Award from California Lawyer Magazine for "extraordinary achievement" in criminal law, while the National Association of Criminal Defense Lawyers (NACDL) presented him with its White-Collar Criminal Defense Award.

In addition, Jan is a past Co-Chair of the International Bar Association's (IBA) Business Crime Committee, and led the American Bar Association's (ABA) National White-Collar Crime Committee as Chair – having further played an active role as member of the Governing Council of the ABA's Criminal Justice Section.

## Florida, US – Family Law

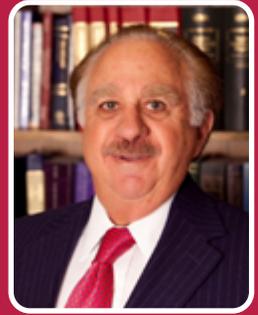
**Lawrence S Katz is a Fellow in the International Academy of Family Lawyers (IAFL). He has practised law for five decades and specialises in complex international family law and child abduction cases, as an attorney, co-counsel and expert witness.**

In 2010, the US Chapter of the IAFL established the Bill Hilton Memorial Award for Exceptional Contributions to International Family Law. A Fellow cannot apply, and it is not an annual award. The first time it was given was in June 2014, and Mr Katz was a recipient. This is the highest and only such award granted by the US Chapter of the IAFL.

He has been counsel of record, and has mentored or consulted in more than 400 Hague Convention and child abduction cases. Mr Katz was the first – and in the majority of cases – the only US attorney to recover children from: Turkey, (non-Hague) Iran, Saudi Arabia and Japan (using “Special Family Circumstances”), as well as to return children to Haiti, Jamaica, the Bahamas, Russia and Trinidad. Mr Katz further conducted the first mediation in a Hague case in a pilot programme for NCMC and the US Department of State in November 2005.

To date, he has lectured and published on international relocation for the ABA; significantly, a portion of his article was quoted by the Georgia S Ct in *Sahibzada v Sahibzada*, 2014 Ga LEXIS 219 (S Ct Ga 2014). Meanwhile, he has successfully represented clients in international relocation cases, and is responsible for drafting the relevant portions of the agreement and final decrees with respect to relocation, jurisdiction, homologation and enforcement. Mr Katz has litigated international relocation cases involving Argentina, Belgium, Brazil, Canada, France, Germany, Israel, the UK, Portugal, Spain and Switzerland. In 2012, he testified as an expert and prepared provisions of the final judgment (seven pages) permitting a mother to relocate to Argentina with her two minor children. In 2013, he was co-counsel in relocation from the UK to Florida – and has drafted proposed language that has been utilised by foreign courts for custody, residency, relocation and Hague orders.

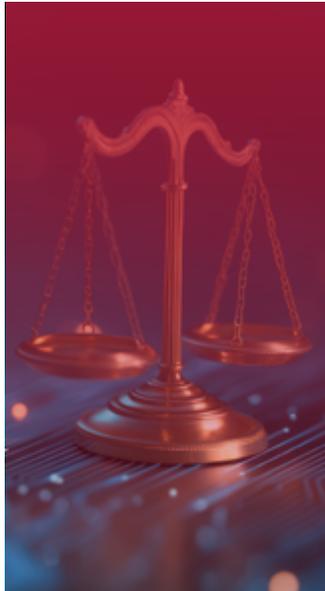
In addition, Mr Katz has testified on numerous occasions as an expert witness in international matters, especially concerning The Hague Abduction Convention, relocation, abduction factors/profiles, preventative measures, drafting and enforcement of court orders. During the period spanning July 2013–present, his testimony has resulted in orders that have prevented travel of children to Argentina, Brazil, Colombia, Egypt, Haiti, Japan, Kuwait, Lebanon, Mexico and Peru – and he has been requested by various courts to draft provisions of orders or decrees. Last, but not least, he is retained as counsel, co-counsel or expert for: complex jurisdictional cases; drafting provisions of agreements, court orders and judgments; as well as international abduction cases, preventative measures, travel and international or interstate relocations.



**The Law Offices of  
Lawrence S. Katz, P.A.**

**Lawrence S Katz  
Founder  
lkatz@katzfamilylaw.com**

**Two Datan Center – Suite  
1511, 9130 South Dadeland  
Boulevard, Miami, Florida  
33156-7850  
Tel: +1 305 670 8656  
Fax: +1 305 670 1314  
www.katzfamilylaw.com**



## Florida, US – International Tax Controversy Law



Farmer & Associates, PLLC

Aaron A Farmer  
Managing Member  
afarmer@us-law.com

999 Vanderbilt Beach Rd  
#501, Naples, FL 34108  
Tel: +1 239 262 2040  
www.us-law.com

**FARMER &  
ASSOCIATES,  
PLLC**

Farmer & Associates, PLLC is a Florida-based boutique tax and corporate law firm known for its tailored, high-level expertise in both domestic and cross-border matters. The firm has steadily built a reputation for delivering creative and technically rigorous tax solutions to a discerning business and investment clientele.

Under the leadership of Aaron A Farmer, the firm's Managing Member, Farmer & Associates offers a full suite of services spanning tax planning, corporate structuring, transactional counselling and tax controversy. Mr Farmer is admitted to practise before the Eleventh Circuit Court of Appeals, the US District Court for the Middle District of Florida, as well as the US Tax Court. His academic credentials include a JD from Capital University and an LLM in Taxation from the University of Florida. As a recognised practitioner, he has earned favourable peer ratings through Martindale-Hubbell, reflecting strong regard among fellow attorneys on qualities of legal knowledge, analytical ability and judgement.

From its inception, Farmer & Associates has distinguished itself by marrying depth in tax and corporate law with flexibility and responsiveness more typical of smaller specialist practices. The tax and corporate offerings are broad but always anchored in careful attention to each client's particular circumstances. On the corporate side, the firm routinely handles M&A, recapitalisations, restructurings, joint ventures, venture capital investments and real estate transactions involving complex tax elements. In matters with an international dimension, it advises US clients on the tax and structural implications of their foreign engagements and counsels foreign investors in their US operations and cross-border investment flows.

Where Farmer & Associates' practice truly distinguishes itself is in the tax controversy and international tax controversy arena. The firm represents clients before the Internal Revenue Service and the Florida Department of Revenue, assisting in audits, administrative appeals, collection issues and litigation when necessary. Its controversy work spans federal and state levels, ensuring consistency and alignment of strategy across jurisdictions. Representative clients include emerging and middle-market companies, high-net-worth individuals, as well as pass-through entities like limited liability companies, public/private partnerships and S corporations.

In the international tax controversy domain, the firm navigates some of the more delicate and heavily regulated intersections of tax policy, cross-border compliance regimes, transfer pricing, withholding obligations, treaty interpretations and disclosure regimes, such as those related to FATCA and IRS voluntary disclosure programmes (when applicable). Clients facing disputes arising from US treatment of foreign income, repatriation, indirect tax credits or audit exposure tied to foreign transactions benefit from Farmer & Associates' integrated view of tax, corporate structuring and controversy resolution.

In structurally complex deals or cross-border restructurings, the firm proposes solutions that are not only tax efficient but also operationally feasible. In controversy settings, it places strong emphasis on early risk assessment, proactive negotiation with tax authorities and, if required, advocacy through administrative appeals or litigation. Over the years, Mr Farmer himself has been active in bar tax sections and international tax circles – ensuring the firm's knowledge remains aligned with evolving global tax norms and enforcement trends.

## Florida, US – Reproductive Law

The Law Offices of Robert T. Terenzio, based in Florida, stands as a distinguished practice wholly dedicated to the complexities of assisted reproductive technology (ART) law. For more than two decades, Robert T Terenzio has steered the firm with unwavering focus, shaping its identity around reproductive law from its very foundation. His deep-rooted experience – commencing shortly after his admission to practise in Florida in 1995 – has endowed the firm with a rare depth of expertise in ART matters.

Within the field of reproductive law, the firm offers comprehensive counsel across a full spectrum of family-building pathways, including surrogacy, egg and embryo donation, as well as LGBTQIA+ family creation. Its work addresses both genetic and gestational surrogacy arrangements, thoughtfully distinguishing between methods and tailoring legal mechanisms to support each client's unique journey. LGBTQIA+ individuals and couples receive bespoke guidance as the firm navigates the legal nuances surrounding gamete sharing, surrogacy and the growing need for second-parent adoptions to secure full legal parentage regardless of geography or jurisdiction.

For international intended parents, the firm has built a strong reputation as a trusted legal sanctuary. It leverages Florida's forward-looking statutory landscape and premium fertility infrastructure to advocate for individuals whose home countries impose legal constraints or lack protections for ART families. Key services include swift birth certificate issuance with parentage confirmed in the clients' names, complete with sealed records to expunge traces of surrogacy; expedited passport processing; as well as guidance for post-birth recognition abroad, including apostilled documentation to facilitate smooth home-country registration.

Clients drawn to the firm often commend the clarity and empathy of its legal guidance. In testimonials, one international parent praised the process as "very simple", despite surrogacy's inherent complexity, while another remarked on the unmistakable clarity and precision of the advice provided.

Edging into the more personal side of practice, the firm underscores a client-centric ethos with accessible language and transparent, process-driven legal support. Its website speaks directly to intended parents, promising compassionate, personalised and affordable services for IVF, surrogacy and egg donation journeys.

On membership and professional standing, Mr Terenzio holds respected affiliations with key organisations: he is a member of RESOLVE, the American Society for Reproductive Medicine (ASRM), the American Bar Association's Family Law Section and its Assisted Reproductive Technologies Committee, among others. These affiliations embody his and the firm's deep engagement with both the legal and medical communities shaping the forefront of ART law.

Built on decades of specialised experience, The Law Offices of Robert T. Terenzio offers clarity where the law is often opaque, support where the journey is rife with emotion, as well as solutions crafted for the modern, diverse tapestry of family building. Its multi-state licensure further underscores the firm's adaptability and reach: besides Florida, Mr Terenzio is also admitted in Connecticut, supporting clients with cross-border needs or connections to that jurisdiction.



The Law Offices of Robert T. Terenzio

Robert T Terenzio, Esquire  
Founder  
[robert@robertterenzio.com](mailto:robert@robertterenzio.com)

5811 Memorial Hwy, Ste  
205, Tampa Florida 33615  
Tel: +1 407 992 6600  
[www.robertterenzio.com](http://www.robertterenzio.com)





GMR Family Law LLP

Nanette A McCarthy  
Principal

[nmccarthy@gmrfamilylaw.com](mailto:nmccarthy@gmrfamilylaw.com)

161 N Clark Street, Suite  
3500 | Chicago, IL 60601  
Tel: +1 312 782 4244  
[www.gmrfamilylaw.com](http://www.gmrfamilylaw.com)

## Illinois, US – Family Law

GMR Family Law LLP is a boutique law firm based in Chicago, Illinois that dedicates its entire practice to matters of family law. Founded by Nanette A McCarthy (along with her partners), GMR seeks to guide, protect and educate its clients so that each person can pursue a process suited to their goals – whether that is litigation, mediation or collaborative law. The firm emphasises compassion, strength and experience in its approach, recognising that family law disputes are not merely legal problems but deeply personal ones. GMR's core philosophy is to help clients understand their options, to navigate legal complexities with clarity, and to protect their rights in a caring, professional environment.

Ms McCarthy, Principal, has practised family law since 1995 and became the leader of her own firm in 2003. Her early career was as a litigator with a prominent matrimonial firm in Chicago, and it is this training that underlies her strength in courtroom advocacy. Over the years, she has also built deep expertise in negotiated and ADR settings, including mediation and collaborative law. Her broad experience includes high-conflict cases, international removal of children, custody and visitation disputes, mental health issues, special needs children, business valuation and handling of complex assets, as well as all of the financial dimensions of divorce.

In addition, Ms McCarthy's background in accounting and finance, stemming from her undergraduate studies in those fields, gives her particular strength in cases involving high-net-worth individuals or complicated divisions of marital property. She also pursued advanced negotiation training at the Harvard Law School Program on Negotiation, which shapes much of how she counsels clients towards finding constructive solutions when possible. She is appointed by the Cook County Court as a child's representative and guardian ad litem in custody and visitation proceedings, a role that reflects her specialisation and recognition in sensitive child-welfare matters.

Among her professional accolades, Ms McCarthy has consistently been selected as an Illinois Super Lawyer in family law; she is a fellow of the American Academy of Matrimonial Lawyers; a fellow of the Collaborative Law Institute of Illinois; as well as a fellow of the International Academy of Family Lawyers. She has published articles on various family law topics, authored appellate court briefs and is frequently invited to speak in professional forums. Her professional service includes leadership roles, having served as Board Chair of The Lilac Tree (a not-for-profit offering support and resources to divorcing and separating couples), was President of the Illinois chapter of the Association of Family & Conciliation Courts – and is a member of the Chicago Bar Association's Committee for Matrimonial Law & Adoption Law.

Whatever the setting, GMR seeks to combine technical legal skill with responsiveness, emotional intelligence and a commitment to ensuring clients understand and are empowered by the legal process.



## Kentucky, US – M&A Law

Frost Brown Todd LLC is a full-service, regionally powerful US law firm with deep roots in Kentucky and a footprint extending across many US states. Headquartered in Louisville, the firm has grown from its legacy as Brown, Todd & Heyburn to become one of the major players in corporate, commercial and transactional law, with more than 600 attorneys and 17-18 offices.

In its M&A practice, Frost Brown Todd combines high-level technical skill with extensive industry knowledge. Its M&A team advises both public and private companies on acquisitions, divestitures, financing agreements, equity purchases, joint ventures and related corporate governance work. The firm serves clients in energy, healthcare, financial services, regional and community banking, as well as other middle-market-to-large companies, drawing praise for its responsiveness, strategic insight and the depth of its bench.

Ed Glasscock plays a central role in this offering. He is Chairman Emeritus of Frost Brown Todd and Co-Chair of its M&A practice. He also works with emerging companies in venture capital transactions. His experience stretches back decades, including serving from a young age in leadership roles at Brown, Todd & Heyburn and later Frost Brown Todd. Under his guidance, the firm has expanded in size and scope, building offices beyond Kentucky and broadening the range of industries served.

Mr Glasscock is widely respected in the legal community. Chambers USA ranks him among “Senior Statespeople” in Corporate/M&A in Kentucky. His recognition has been long-standing, with acclaim for his negotiating skill, ability to close complex transactions and capacity to bring together legal and business issues in creative, effective ways. Clients describe him as “the number one corporate attorney in the state”, and someone who “never loses his cool”.

The firm’s M&A clients benefit not only from Mr Glasscock’s leadership but from the full infrastructure of Frost Brown Todd: multiple practice areas that intersect with M&A, robust experience with regulatory, financing and tax issues, combined with the ability to deploy teams across differing jurisdictions. In the Kentucky market, Frost Brown Todd is routinely ranked Band 1 in Corporate/M&A in Chambers USA – a reflection of its competitive strength, consistency and reputation among both peer firms and clients.

Within the Louisville office, where Mr Glasscock is based, the culture of entrepreneurial tenacity is strong. The office handles many of the firm’s most significant economic development projects, and the M&A practice is viewed not simply as transactional, but as strategic counsel, helping clients with not only the mechanics of M&A but also with long-term planning, investment, governance and growth.

Educationally, Mr Glasscock earned his JD with high distinction from the University of Kentucky, and holds a BS in civil engineering from the same institution. Bar admissions, leadership roles, recognition in directories and awards all point to a lifetime dedicated to both legal excellence and public and civic service.



Frost Brown Todd LLC

Ed Glasscock  
Business Lawyer /  
Chairman-Emeritus & Co-  
Chairman of M&A  
[eglasscock@fbtlaw.com](mailto:eglasscock@fbtlaw.com)

400 West Market Street,  
Suite 3200, Louisville, KY  
40202

Tel: +1 502 589 5400  
[www.fbtlaw.com](http://www.fbtlaw.com)



## New York, US – Patent Litigation Law



### Radulescu LLP

Dr David C Radulescu  
Founder & Partner  
david@radip.com

5 Penn Plaza, 19th Floor,  
New York, NY 10001  
Tel: +1 646 502 5951  
www.radip.com



Radulescu LLP is a boutique litigation firm based in New York that focuses exclusively on patent litigation, bringing together deep technical understanding and legal insight to serve clients confronted by high-stakes IP conflicts. The firm is known for taking on matters in which patent disputes are central to a client's strategic positioning, especially in industries driven by cutting-edge innovation. Its mission is to combine technically sophisticated case handling with sharp advocacy in US courts and before patent tribunals.

At the helm of Radulescu LLP as its Founder and Partner is Dr David C Radulescu. With a PhD in electrical engineering and a distinguished career litigating patent disputes in the semiconductor and LED space, Dr Radulescu leads the firm's efforts in shaping its identity and reputation. He is particularly acclaimed for having litigated more patent cases involving semiconductor light-emitting devices than any other attorney in the US. His dual fluency in the technical and legal realms makes him a natural leader for the firm's most complex assignments. Dr Radulescu's authorship of more than 25 technical publications, his prior roles in leading firms and his background in academia underscore his ability to traverse both innovation and litigation.

Radulescu LLP's patent litigation practice is structured around the notion that technology cannot be divorced from legal strategy. The firm regularly handles multi-patent, multi-jurisdiction disputes between major competitors, and also represents innovators with strong portfolios who may be defending against larger challengers. While LED and semiconductor technologies are particularly core to its experience, the firm's differential lies in its ability to navigate complex technical subject matter – integrated circuits, materials, electronics – and deploy that mastery in courtroom advocacy.

Litigation at Radulescu LLP spans the full life cycle of patent dispute: from pre-suit analysis and claim drafting to enforcement, invalidity challenges, discovery, trial, appeal and cross-jurisdictional coordination. The firm frequently advises clients on venue selection, coordinating with trusted local counsel where needed, and handles cases in prominent districts, such as California, Delaware, Massachusetts, Texas, Virginia, Illinois, Michigan and Florida. Alongside these district court engagements, Radulescu LLP litigates in such hubs as the "Rocket Docket" in the Eastern District of Virginia, handling cases that demand speed, precision and rigour. In matters tied to LEDs and related semiconductor technologies, the firm is often a go-to for clients needing to resolve disputes where the technology is deeply embedded in products, and where the stakes are high.

Dr Radulescu's involvement often extends into the firm's marquee matters. Based in the New York office, he routinely acts as lead counsel on high-profile cases involving his core technical domain. He served as lead counsel for Cree, Inc. in litigation arising from semiconductor crystal growth and dislocation density measurement technologies, obtaining judgments at summary stages and successfully defending in appeals before the Federal Circuit. He further represents patent owners in Inter Partes Reviews before the US Patent Trial & Appeal Board, and coordinates enforcement or defence across court and administrative venues.

## Washington DC, US - Aviation Law

Jetlaw, LLC is a comprehensive, national and international aviation law firm headquartered in Washington DC, with offices in Kansas City and Chicago. Jetlaw's practice includes M&A, airport development and compliance projects, aircraft transactions and financing, aircraft ownership and operations structuring, FAA/DOT/TSA/CBP regulatory compliance, air carrier compliance, tax planning, federal and state audit defence, securing private equity funding, government contracting, as well as Department of Defense-related projects.

In 2025, Jetlaw celebrated its 32nd anniversary, along with the 32nd anniversary of the first publication of the "Federal Aviation Regulations Explained", which is now "Jetlaw's Explained" book series, the only treatises to annotate and explain FAA regulations and case law. These books are critical to correctly interpreting the FAA regulations.

Jetlaw's attorneys and advisers began their careers in the aviation industry, using their knowledge to help clients. "There's a limit to your understanding of aviation if your contact with the industry is from behind a desk," said Kent Jackson, a former chief pilot for an air carrier. Kali Hague, Partner, who worked for a charter operator and airport authority before joining Jetlaw, added: "I spot issues that other attorneys didn't even know existed because I've actually lived in my clients' shoes."

The firm's depth of experience continues to impress clients. Attorneys and advisers bring decades of experience in civil and military aviation to their practice, including experience as government regulators. Mike Kolich, Partner, was a former military crew chief and was deployed on several overseas missions where he ensured the mission readiness of military aircraft. Mr Kolich has an MBA in addition to his JD, and has gained a deep understanding of the business and regulatory compliance issues that intertwine in aviation contracts.

Mr Jackson's experience further includes representing clients on FAA aviation rulemaking committees, such as the rulemaking committee that developed and drafted the fractional aircraft rules in 14 CFR Part 91, Subpart K. The firm closely tracks aviation legislation and works with clients and members of Congress to introduce provisions into FAA Reauthorization Bills. "Sometimes regulations don't adequately address a situation, and we can help clients fix that," Mr Jackson commented. "It's not always a fast solution, but it provides iron-clad certainty, which many of our clients need."

Mr Jackson is also an author, type-rated airline transport pilot, flight instructor and repairman, as well as an active speaker throughout the aviation industry.



Jetlaw, LLC

**Kent S Jackson**  
Managing Partner  
Tel: +1 202 499 3834  
[kjackson@jetlaw.com](mailto:kjackson@jetlaw.com)

1350 Connecticut Ave NW  
Suite 1102, Washington DC,  
20036  
[www.jetlaw.com](http://www.jetlaw.com)

# JETLAW





# *Asia & Oceania*



Through 2024 and into 2025, Asia and the Pacific have navigated an increasingly turbulent global backdrop. Trade tensions, monetary tightening and geopolitical strain are converging in a complex cycle of headwinds. A thematic narrative emerges: while the region still manages notable domestic momentum, export-orientated economies feel pressure from weakening global demand and inflationary uncertainty.

The International Monetary Fund (IMF) has lowered its growth outlook for the Asia-Pacific region. After achieving 4.6% growth in 2024, the region's projected growth for 2025 is now 3.9%, edging up only modestly to 4% in 2026. This represents a marked downward revision, attributed largely to "lower external demand, a soft tech cycle and subdued private consumption". The IMF highlights risks tilted towards the downside, especially given the region's heightened exposure to trade-related shocks and volatility in investment.

The Asian Development Bank (ADB) echoes this caution. In its July 2025 Asian Development Outlook, the ADB downgraded its 2025 forecast from 4.9% to 4.7%, and 2026 from 4.7% to 4.6%. According to Reuters, Southeast Asia is expected to bear the brunt of the slowdown, with growth projections falling to 4.2% in 2025 and 4.3% in 2026. The ADB identifies intensifying US tariffs, supply chain disruptions, geopolitical risk, elevated energy costs and instability in China's property sector as key drags on growth.





These twin forecasts underscore the fragility of the region's export-driven growth model, especially amid aggressive trade policies from major markets like the US.

India stands out as a particularly resilient growth engine. The Times of India relayed the World Economic Forum's projection that India will serve as the primary engine of global economic growth in both 2025 and 2026. Its strengths lie in robust domestic demand and demographic advantage – as well as rapidly expanding digital infrastructure.

Adding to that, recent diplomatic developments reinforce India's growing regional and strategic role. Indian PM Narendra Modi's diplomatic tour – including his agreement with Japan's PM Ishiba – aims to boost Japanese investment in India from roughly \$2.7 billion annually in the 2010s to \$6.8 billion over the coming decade. A detailed "joint vision" highlights deepening cooperation in such areas as clean energy, technology, space and defence, combined with an expansion in educational and labour exchange to ease Japan's ageing workforce challenge. All eyes are on India as both a locomotive of regional growth and as an anchor of strategic diversification away from overreliance on Western markets.

China presents a more mixed picture. While S&P Global's China General Manufacturing PMI rose to 50.5 in August – signalling mild expansion – official data still shows contraction, highlighting differences between private-sector and government-tracked indicators. Meanwhile, neighbouring economies – such as Japan, South Korea and Taiwan – recorded declines in manufacturing activity, affected by weakened export demand and tight US trade policy.

Japan's leadership is publicly vocal about resisting high tariffs. At a global forum in Tokyo, PM Ishiba warned that elevated tariffs undermine economic prosperity. He reaffirmed his country's commitment to a rules-based multilateral trading system, promoting expansion of the CPTPP as a flexible regional alternative. He is further pursuing bilateral talks, including with the US, in part leveraging Japan's defence procurement to seek tariff relief.

Elsewhere, Malaysia hosted a summit for the Regional Comprehensive Economic Partnership (RCEP) in October 2025, focused on reviewing implementation and reinforcing regional trade openness in the circle of mounting global protectionism. ASEAN has unveiled a five-year strategic plan envisaging deeper economic integration – with harmonised trade standards, financial convergence, mobility and enhanced supply chain resilience – with a long-term goal of becoming the world's fourth-largest economy by 2045. Such regional institutional advances aim to shift emphasis from bilateral friction to multilateral resilience.

In Oceania, growth prospects remain modest. The World Bank's Pacific Economic Update, published in June 2025, forecasts growth in the Pacific region at 2.6% in 2025, down from 5.5% in 2023. Inflation, while easing, remains elevated – projected at 3.6% in 2025, down from 7.4% in 2023. The report underscores the enduring vulnerabilities of Pacific economies – climate shocks, natural disasters, dependence on foreign grants (as much as 40% of GNI in some cases) and fragile private investment environments. These structural challenges on the climate-fragile fringes of Asia-Pacific present a stark contrast to more urbanised economies.

From a fiscal standpoint, the OECD's Revenue Statistics in its Asia & the Pacific 2025 report provide perspective on how regional governments are managing revenue. Tax-to-GDP ratios across 37 Asia-Pacific economies rose modestly in 2023 – averaging 19.6% – still well below OECD and Latin American averages. Tax revenue growth slowed from previous years, although VAT and goods/services taxes remain dominant – together accounting for more than 50% of total revenue. Corporate income tax revenues also remain significant (19.5% of total revenue), while personal income tax contributes around 16.5%, reflecting lower reliance on PIT compared to developed economies.

On investment and infrastructure, private-sector players signal optimism in some tech-heavy zones. Notably, Macquarie, following its A\$24 billion sale of AirTrunk to Blackstone, expects deal activity in digital infrastructure – particularly data centres – will grow, driven by AI demand. Japan and South Korea emerge as attractive targets, even amid broader economic uncertainty, as explored in greater detail by the FT.

#### Forecast & Strategic Outlook (2025–2026)

- **Developing Asia (excluding advanced economies):** ADB forecasts 4.7% growth in 2025, 4.6% in 2026.
- **Asia-Pacific Overall:** IMF expects around 3.9% growth in 2025, rising only to around 4% in 2026.
- **Southeast Asia (ADB-Specific):** 4.2% in 2025 and 4.3% in 2026.
- **Pacific Islands:** Stabilising at a lower level – 2.6% growth in 2025.

## Key Drivers & Risks

- **Trade Tensions:** Higher US tariffs on key Asian exports continue to erode competitiveness for export-orientated economies (e.g., Japan, South Korea and Taiwan), although India shows domestically driven resilience.
- **Regional Integration:** RCEP and ASEAN's integration strategy, plus CPTPP promotion, offer a structural buffer and alternative trade architecture.
- **Investment Shifts:** AI and data infrastructure are attracting deals, particularly in Japan, South Korea and the surrounding markets.
- **Fiscal Dynamics:** Tax revenue improvement gives governments some space to cushion domestic demand – and yet structural limits remain, especially in economies with narrow tax bases.
- **Vulnerability in the Pacific:** Natural disasters, climate risks and external dependence continue to hamper sustainable growth.

## Strategic Opportunities

- India emerges as the region's bright spot; its domestic demand-led growth is robust, and geopolitical positioning is improving via partnerships, such as the Modi-Ishiba pact.
- ASEAN and RCEP infrastructure provide potential for collective strength amid fracturing global trade systems.
- Digital infrastructure growth, especially AI-enabled data centres, is gathering pace as a forward-looking investment frontier.

In summary, Asia and Oceania in 2025 are navigating slower growth under the weight of external shocks, but not without hope. Economic trajectories diverge – India lights up the region with resilient growth and strategic momentum; ASEAN and RCEP represent regional institutional hope; AI and digital infrastructure beckon as investment frontiers; while the Pacific islands face climate-driven fragility, requiring sustained international assistance.

Policy direction remains clear: diversifying away from the overly export-orientated, North-Atlantic markets towards regional integration, domestic stimulus and high-value investment sectors provides a path forward – in an era defined by protectionism and geopolitical uncertainty.



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## Australia – Franchise Law

**Robert Toth is an Accredited Commercial & Franchise Law Specialist with more than 40 years' expertise in franchising, licensing and distribution, acting for Australian and overseas companies looking to establish their business operations in Australia.**

Robert was named Franchise Law Expert of the Year 2025 in Australia by Global Law Experts, where he is recommended as a leading adviser in his field.

He acts as a resident agent and director for overseas companies, and is actively involved in dispute resolution and mediation in franchise and commercial disputes, such as partnership and shareholder buy-outs.

He is a member of the Franchise Council of Australia (FCA), the International Franchise Lawyers Association (IFLA) and Global Law Experts, and regularly publishes articles online and in journals in Australia, as well as internationally, on franchising, licensing, IP and corporate law.

Meanwhile, Sanicki Lawyers is a boutique firm specialising in commercial and business law, with additional personnel including Darren Sanicki, Founder; Peter Haug, Special Counsel; Terence O'Brien, Special Counsel; Kirsten Attard, Senior Associate; Jonathan Xian, Senior Associate; as well as Patrick McKinlay, Senior Lawyer. The firm works with clients across a broad range of business sectors, such as franchising, hospitality, new energy, on-line and manufacturing, as well as in the creative industries.

Sanicki Lawyers' professionals have all been actively involved in business, and understand the issues that companies face, combined with the need for prompt and effective support. To this end, the advisers are creative and practical in their approach, offering a comprehensive array of legal services and counsel.

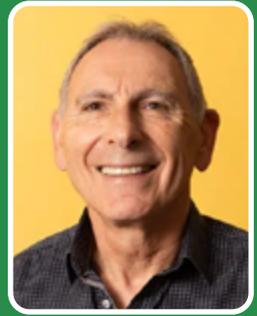
Today, the firm's practice area offering extends to: commercial and business law; corporate structure – shareholder advice, raising funds; franchising and distribution; liquor licensing and hospitality law; IP, copyright; employment law; leasing and property; defamation; litigation in all jurisdictions; mediation of disputes; as well as music and entertainment.

Sanicki Lawyers' sector focus is also widespread, encompassing: franchise licensing; new energy – solar and EV; small to medium enterprises; hospitality – restaurants and bars; highly regulated business sectors; health and fitness; new tech and startups; fashion and design; childcare and education; logistics and manufacturing; retail leasing and property development; as well as lotteries and gaming.

"Sanicki Lawyers have been incredible to work with. They're professional, approachable, and really know their stuff. The team made everything easy to understand and were always quick to respond. You can tell they genuinely care about their clients. Highly recommend them for anyone needing solid legal support." – **Client Testimonial: Brandon W**

### Culture & Values

- A creative team with creative people, passionate to look after clients' interests.
- Champions of Edward De Bono (lateral thinking) – seeking solutions and strategies for clients.
- The legal team are all involved in music, arts and fashion, and understand business.
- They provide clear and concise legal documents that are balanced and commercial.
- Above all else, they remain accessible while acting for clients all around the world in differing time zones.



Sanicki Lawyers

Robert Toth  
Special Counsel  
Tel: +61 412 673 757  
robert@sanickilawyers.  
com.au  
www.linkedin.com/in/  
robert-toth-b895442

9 Regent Street, Prahran,  
Victoria 3181  
Tel: +61 3 9510 9888  
www.sanickilawyers.com.au



## Australia – Litigation Law



Roberts Gray Lawyers

Rhys Roberts

Senior Partner / Managing  
Director

info@robertsgray.com.au

Level 30/35 Collins Street,  
Melbourne VIC 3000  
Tel: +61 3 9642 2666



There are more than 66,000 solicitors in Australia and more than 6,000 barristers. Finding the right law firm is not an easy task. Roberts Gray Lawyers is the only Australian law firm combining three specialist divisions: law, corporate advisory and strategic communications.

The Roberts Gray team has pioneered a new service delivery model that can deliver the range of expertise found in large law firms, without the associated high costs, and without the limitations often found in small law firms. A network of specialist lawyers and consultants supports the core multi-disciplinary team. If your legal need relates to business, finance, investment or handling disputes, then put us on your shortlist. If you're unsure which law firm best suits your needs, ask us – we will make some recommendations.

Roberts Gray Lawyers has built a successful, effective legal service model that recognises many legal matters need to be considered from differing perspectives to deliver the right outcomes while keeping costs reasonable. Our unique service model combines the work of specialists in investment support, government liaison and strategic communications, alongside our team of focused, strategic lawyers. We can navigate difficult and complex legal matters with skill, without creating escalated fees.

We offer the highest calibre legal services within an efficient business setting. We aim to achieve outstanding results by avoiding unnecessary costs, frustrating dead ends and time-wasting. Many of our clients are long term, remaining with us because we never lose focus on achieving great outcomes. Approximately 99% of clients come by way of personal referral from other happy clients.

Roberts Gray Lawyers focuses on high-stakes, superior court, game-changing, investigative litigation, including public interest and government litigation, particularly against government decisions, often opposed to national and international law firms and lawyers acting for government, including ASIC.

Our strong focus has yielded exceptional results. The firm has achieved positive outcomes globally, including the largest settlement results in Australian history across public law government matters, insurance, defamation, banking, personal injury, mining and employment disputes.

Roberts Gray Lawyers routinely achieves the impossible – winning cases and resolving disputes others claim are impossible.

For more information, please visit <https://www.robertsgray.com.au>

## Australia – Travel Advisory

Travel with Jen is a boutique Australian travel advisory founded by Jennifer Langford, an entrepreneur, writer and creative whose lifelong passion for cultural exploration and wellness informs everything the business offers. Jennifer has travelled extensively since childhood, gaining a breadth of experience and perspective that now shape her approach to curating journeys for others. For her, travel is not only about discovering the world but also about cultivating inner well-being and living with greater authenticity.

The ethos of Travel with Jen reflects Jennifer's appreciation for history, truth and holistic health. She brings together her instinctive empathy, a grounding in organic living and her personal love for dance and styling to offer clients something unique in the travel space. This philosophy is evident in the advisory services she provides, where each itinerary is carefully designed to blend cultural immersion, wellness practices and opportunities for meaningful connection.

Jennifer's formal background complements her creative sensibility. She holds a diploma in Business Travel & Tourism from the Sarina Russo Group, has undertaken professional travel writing studies at the Australian Writers Center in Lavender Bay, and is recognised as a Member of the Order of Australia. These qualifications, combined with her entrepreneurial drive, position her to deliver experiences that are both logistically seamless and emotionally enriching.

Travel with Jen's advisory offering is distinguished by a personalised, detail-focused approach. Instead of creating generic packages, Jennifer works closely with clients to understand their motivations and design journeys that align with their lifestyle and values. Her itineraries often incorporate elements of wellness and creativity, from exploring local traditions and artistry to indulging in restorative treatments or engaging with the natural environment in more mindful ways.

This vision has been acknowledged at an international level. In 2025, Jennifer's dedication to blending travel and wellness was recognised by LUXlife Magazine, a leading luxury lifestyle publication, which awarded her platform the title of Best Travel & Wellness Blog. This honour reflects her commitment to producing content and experiences that transcend ordinary tourism.

Jennifer's work bridges the gap between cultural curiosity and wellness-driven travel. She believes that the art of living well extends beyond material indulgence to include authenticity, empathy and meaningful engagement with the world. Her content and advisory services alike are created with the intention of inspiring wanderlust while also elevating travellers' understanding of what it means to feel renewed, cared for and connected.

Looking ahead, Travel with Jen continues to grow as a platform for conscious exploration, while Jennifer remains focused on sourcing and sharing opportunities that reflect her values. Clients and readers who engage with her work can expect a combination of professional expertise, creative flair and heartfelt dedication to the art of travel. As both a travel adviser and storyteller, Jennifer has built Travel with Jen into a brand that is at once professional and personal, grounded in experience and imagination – and always directed towards helping others explore the world with style, authenticity and a sense of holistic well-being.



Travel with Jen

Jennifer Langford  
[jen@travelwithjen.co](mailto:jen@travelwithjen.co)  
[www.travelwithjen.co](http://www.travelwithjen.co)

*Travel with Jen*

## Bangladesh – Accountancy Advisory



Muhammad Shaheedullah  
& Co.

Miah Muhammad  
Shaheedullah, BSc, FCA  
Founder, Managing Partner  
& CEO  
mscnationaloff@gmail.com

Golden Sun (4th & 6th Floor),  
House A, Road 2, Block-L,  
Banani, Dhaka-1213  
Tel: +88 01749479102  
www.msc-cabd.com



Muhammad Shaheedullah & Co. is a well-established chartered accountancy firm in Bangladesh that has been serving clients professionally for more than five decades. The firm offers a range of accountancy advisory services under the direction of its Founder, Managing Partner and CEO, Miah Muhammad Shaheedullah, BSc, FCA, whose leadership anchors a client-centred approach built on technical competence, regulatory awareness and local knowledge. Based in Dhaka, but with regional offices and national reach, the firm combines audit, assurance and accountancy advisory services with complementary support in corporate affairs, fiscal affairs, governance, feasibility studies and services tailored for foreign investors.

In its accountancy advisory role, Muhammad Shaheedullah & Co. prepares full financial statements in accordance with International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS), ensuring that statements of financial position, comprehensive income, cash flows, changes in equity and disclosure notes are drafted precisely. The firm supports clients not only with annual reporting but with monthly and quarterly financial statement preparation, maintenance of various statutory fund accounts (such as provident fund, WPPF, gratuity funds) and cloud-based accounting systems, deploying both traditional and modern digital tools to align with evolving financial reporting environments.

Beyond preparation of financial statements, the advisory offering of the firm under Mr Shaheedullah extends to guidance on implementing accounting and reporting frameworks to ensure compliance with IAS, IFRS and GAAP where applicable. Whether clients are reviewing existing systems, adapting to changes in international accounting standards or considering how their reporting should respond to regulatory or investor expectations, the firm delivers such technical advice with awareness of the specific legal and regulatory environment in Bangladesh. It helps clients set up internal control mechanisms, reporting review processes and performance measurement tools – strengthening both the reliability of reported figures and the usefulness of financial information for management, investors, lenders or regulators.

Under Mr Shaheedullah's stewardship, the advisory scope is integrated with services in audit and assurance so that clients benefit from consistency across assurance and reporting. Where advisory work uncovers risks or gaps, the same team can be involved in assurance engagements to provide a more holistic service. The firm's accountancy advisory is further closely tied to corporate affairs work, making sure that financial reporting aligns with company law requirements, that corporate governance obligations are met – and that disclosures required by regulatory bodies are properly carried out.

Because Bangladesh is a landscape where both regulatory compliance and international accounting expectations can evolve rapidly, Muhammad Shaheedullah & Co. places emphasis on capacity building, updating client teams, training staff, staying on top of regulatory developments and ensuring that their advisory work takes account of both local statutory requirements and emerging international norms. In doing so, the firm acts as a trusted adviser for clients who wish to strengthen their financial reporting, improve transparency and meet compliance standards both nationally and with international stakeholders.

## China – Corporate Compliance Law

Chance Bridge Law Firm, established in 2011, has grown into a well-regarded boutique full-service business law firm in China, with headquarters in Beijing and additional offices in Shanghai, Shenzhen and Haikou. The firm is widely recognised in legal rankings, including Chambers and Partners, ALB, IFLR1000, The Legal 500 and asialaw, among others. More than a hundred legal professionals work with Chance Bridge, among them 40 partners, supported by associates, consultants, trainees and legal assistants. Many of the team have trained or studied overseas, which gives the firm strong international exposure.

Chance Bridge's core practice areas include capital markets, financial markets, corporate and commercial law, international trade and compliance, IP, competition and antitrust, criminal law and dispute resolution. The firm handles matters across many industry sectors, such as banking, insurance, funds, Internet and e-commerce, energy and infrastructure, real estate, life sciences, media and education. It offers services to both domestic and foreign clients, particularly in cross-border trade, investment, financing, M&A, as well as regulatory compliance.

Within the firm, Sizhe Huang is a Partner whose work is particularly prominent in corporate compliance, dispute resolution and private equity investment. He joined Chance Bridge in 2019, having previously practised for nearly five years at JunHe LLP, where his practice also covered compliance, private equity and dispute resolution. His qualifications include an LLM from Georgetown University Law Center and another LLM from Renmin University of China, having first obtained his LLB from Southwest University of Political Science & Law.

Mr Huang has represented multinational clients in complex commercial litigation and arbitration, handling disputes that often have cross-border or multi-stakeholder dimensions. He has strong experience in conducting internal investigations and compliance audits, including representations involving Multilateral Development Banks. In several cases, he has led negotiation with these institutions, assisted in securing settlements, navigated debarment risk and advised on crafting integrity compliance programmes aligned with MDB standards.

On the compliance front, Chance Bridge under Mr Huang's contribution offers legal advice on setting up compliance systems, responding to regulatory investigations, risk assessment, internal controls and corporate governance. The firm assists clients who are state-owned enterprises, private companies or foreign invested enterprises in understanding and complying with regulatory regimes at national, regional or international levels. In particular, Chance Bridge advises on compliance with requirements from such bodies as the World Bank, the Asian Infrastructure Investment Bank and other MDBs – as well as domestic regulators, including China's anti-corruption, trade, securities, export-control and anti-monopoly authorities.

Chance Bridge is also a member of various professional associations, including the National Association of Financial Market Institutional Investors, the Securities Association of China and the Insurance Asset Management Association of China. It holds such designations as a Patent Agent and Trademark Agent, and is among the law firms designated for overseas investment and trade remedies matters by China's Ministry of Commerce.



Chance Bridge Law Firm

Sizhe Huang  
Partner

sizhe.huang@chancebridge.com

2107–2112, Office Tower  
E2 Oriental Plaza, No 1 East  
Chang An Avenue, Beijing  
Tel: +8610 8587 0068  
[www.chancebridge.com/en](http://www.chancebridge.com/en)



卓纬律师事务所  
CHANCE BRIDGE LAW FIRM



## China – Litigation Law



Zhong Lun Law Firm

David (Weizhong) Wang

Senior Partner

Tel: +8621 60613186

davidwang@zhonglun.com

10/11/16/17F, Two IFC, 8  
Century Avenue, Pudong  
New Area, Shanghai 200120

Tel: +8621 60613666

Fax: +8621 60613555

www.zhonglun.com



David (Weizhong) Wang is a Senior Partner at Zhong Lun Law Firm, one of the largest full-service law firms in the region, with 11 offices in mainland China and Hong Kong.

David received his LLB and LLM degrees from Fudan University Law School in China, as well as an LLM degree from New York University Law School, and is qualified in both China and New York.

He speaks fluent English and has, to date, engaged in foreign-related practice for 30 years, ensuring high-level international legal services. He maintains long-term and beneficial working relationship with clients, foreign law firms, accounting firms, forensic firms and other consulting companies, and has been recommended by various international appraisal organisations as a “Leading Lawyer” and “Recommended Lawyer” for consecutive years.

David’s clients span diverse industries, including high-tech equipment manufacturing, automobile, financing, healthcare, education, hotels, restaurants and catering, steel, chemical, logistics, shipping, sports and entertainment, leasing and consulting, among other areas, and cover differing regions in North America, Europe, Asia and Australia.

Moreover, he is a noted adviser in matters of dispute resolution, and fights vigorously for his clients from every possible angle. He has participated in many complex domestic and international litigation and arbitration cases, and is a member of arbitration panels at well-known arbitration centres, both at home and abroad. These include the Singapore International Arbitration Centre, the Hong Kong International Arbitration Centre, the Shanghai International Arbitration Centre, as well as the Asian International Arbitration Centre. He has had further involvement in many internal and external investigations for multinational clients in relation to FCPA, ESG, supply chain, foreign exchange and related issues, and consistently serves as a PRC law expert – providing timely and informed opinions on foreign litigation and arbitration proceedings.

In the corporate and M&A arena, David is skilled at representing multinational companies across widespread business sectors on a full array of matters, including FDI, corporate, compliance, commercial transactions, cross-border M&A, joint ventures, financing, restructuring and business trusts. In 2017, he advised on the USD 11.6 billion acquisition of Global Logistic Properties Limited, the largest private equity buy-out deal in Asia, as well as the largest cross-border transaction completed by Chinese entities since that time.

David’s many years of experience enables him to provide cutting-edge insight when settling commercial disputes, while his abundant acumen means he assumes a preventative mindset in assessing the likelihood of transactions disputes. Adhering closely to the clients’ strategic business goals, he favours a hands-on approach, responds promptly and affords his utmost attention to the minutiae of each case or project. His services add substantial value for his clients and exceed their expectations time and time again – which may be why David has advised many loyal clients for more than 10, or even 20, years.



## Fiji – Litigation Law

Haniff Tuitoga Lawyers is a Suva-based law firm, founded in 2012 by Feizal Haniff and Tomasi Tuitoga, which has quickly established a reputation across Fiji for its litigation and dispute resolution work. The two founders bring to the firm complementary strengths and long-standing experience: Feizal having earlier practised in one of Fiji's largest law firms and Tomasi likewise working many years at Munro Leys before branching out. Under their leadership, the firm has built a litigation offering that handles some of the most complex and commercially sensitive disputes in Fiji, representing both corporate and individual clients in a wide variety of areas.

At the heart of Haniff Tuitoga's litigation practice is its capacity to appear at all levels of Fiji's courts and to conduct litigation in a range of localities, as well as undertaking private arbitration work. The firm has acted in numerous sectors and subject matters. Feizal, with more than 25 years' legal practice, has advised and litigated in insurance, media, employment, construction law, commercial disputes, defamation, property law, family and estate disputes, as well as debt recovery. Tomasi's litigation experience closely mirrors a number of these fields, as well as creditors' remedies and commercial transactional and advisory work. He has also been regularly recognised in international legal rankings for his contentious and advisory work.

The firm sees its role not simply in prosecuting or defending claims but in assisting clients to manage litigation risk, navigate regulatory or statutory obligations, and where appropriate, to seek resolution through mediation or other dispute resolution methods before or during court proceedings.

In recent years, Haniff Tuitoga has been ranked by Chambers and Partners for General Business Law in Fiji, a recognition that highlights both its advisory and contentious credentials. According to those rankings, the firm is especially known for its strength in insurance claims and employment law, though its practice extends broadly across property transactions, M&A, tax law, debt recovery and general commercial law.

Feizal plays a central role in shaping the litigation practice. His more than two-decades-long experience ensures the firm is able to advise on matters involving not only the merits of legal claims but also broader issues, such as statutory and constitutional interpretation, human rights obligations, regulatory compliance, procurement, IP and corporate governance. Outside of court, he contributes to the legal community and public life in Fiji, serving as Chairman of the Fiji Association of Sports & National Olympic Committee (FASANOC) Appeals Committee and Deputy Chairman of the Fiji Football Association Appeals Committee.

Tomasi also brings considerable depth to the litigation team. His years at Munro Leys, followed by his work since founding Haniff Tuitoga, have given him substantial courtroom experience. He is further active outside purely litigation work, in advisory and transactional contexts. His public profile is enhanced by his role as Honorary Consul of Canada in Fiji, as well as memberships in the Fiji Society for the Blind and the Mining Appeals Board – reinforcing a pattern of engagement in matters of public interest.



Haniff Tuitoga Lawyers

Feizal Haniff  
Founding Partner  
feizal.haniff@haniffuitoga.com.fj

12 Vesi Street, Flagstaff,  
Suva  
Tel: +679 327 5160  
Fax: +679 327 5600  
www.haniffuitoga.com.fj

**Haniff Tuitoga**  
Pacific Legal Network



Tomasi Tuitoga  
Founding Partner  
tomasi.tuitoga@haniffuitoga.com.fj



Long An & Lam LLP

**William Lam**  
Managing Partner & China-Appointed Attesting Officer  
william.lam@longanlam.com

Rooms 1804-7, 18/F Wing  
On House, 71 Des Voeux  
Road Central, Hong Kong  
Island  
Tel: +852 2877 6608  
www.longanlam.com

## Hong Kong – Corporate/M&A Law

Long An & Lam LLP is a well-established Hong Kong law firm that blends deep local roots with a practical, transaction-focused approach to corporate and commercial practice. Founded in the late 1980s and operating from offices in Central Hong Kong, the firm has cultivated a broad corporate practice that serves private and listed companies, financial institutions and cross-border investors active across Greater China and the wider Asia-Pacific region.

At the centre of Long An & Lam's Corporate and M&A offering is a team experienced in both private M&A and public takeover work, advising on share and asset acquisitions, joint ventures, reorganisations and corporate governance matters for issuers, bidders and strategic stakeholders. The firm regularly prepares transactional documentation, advises on regulatory and stock exchange compliance issues in Hong Kong and coordinates multi-jurisdictional aspects of deals.

William Lam is a China-Appointed Attesting Officer and Managing Partner within the firm whose experience and profile are closely aligned with Long An & Lam's corporate practice. Mr Lam is recognised for decades of practice in corporate, commercial and transactional work, as well as for contributing thought leadership on such matters as public M&A structures and applicable Hong Kong law. His involvement in articles and client briefings highlights an appetite for both high-level strategy and the detailed drafting and regulatory work that public and private M&A transactions demand.

Clients benefit from Mr Lam's combination of local market knowledge and practical deal experience when the firm advises on structuring purchases, negotiating warranties and indemnities, managing conditions precedent and advising on the interplay of Hong Kong listing rules, takeover code obligations and cross-border legal issues. The firm's work often requires coordination with onshore counsel across mainland China, regulatory advisers and financial intermediaries, and Mr Lam embodies a pragmatic focus on delivering transactions that meet both commercial objectives and regulatory requirements.

Meanwhile, the firm's connection to the Long An International network allows clients to obtain cohesive advice that considers regulatory developments in both Hong Kong and the PRC – an advantage particularly relevant for families and entrepreneurs with cross-border assets or multinational corporate holdings.

In essence, Long An & Lam is highly established in corporate, property, litigation and advisory work, enabling a one-stop capability for clients whose M&A transactions touch on ancillary legal issues, such as employment, real estate and regulatory compliance. Taken together, the firm's corporate practice and Mr Lam's role present a reliable option for clients seeking Hong Kong counsel that combines seasoned transactional competence with hands-on regulatory know-how. Whether structuring private acquisitions, navigating a public takeover or advising on post-closing governance and integration, Long An & Lam and Mr Lam emphasise practical solutions, clear drafting and coordination across jurisdictions – attributes that have underpinned the firm's multi-decade practice in one of Asia's most active corporate markets.



## Hong Kong – Trusts & Private Clients Law

Long An & Lam LLP is a Hong Kong-based law firm recognised for combining local insight with international reach to deliver sophisticated legal solutions across corporate, commercial and private client matters. The firm operates as part of the Long An International network – an alliance of member law firms spanning Mainland China and key global jurisdictions. This structure allows the Hong Kong office to offer clients seamless access to legal services that integrate both domestic experience and cross-border capability, positioning the firm as a trusted advisory for high-value transactions, regulatory compliance and wealth structuring involving assets and entities across multiple legal systems.

At the core of Long An & Lam's offering is a pragmatic approach that fuses technical precision with strategic foresight. The firm's Trusts & Private Clients practice – led by Senior Partner Timothy Chee-Yau Lam – embodies this philosophy. The depth and diversity of Mr Lam's expertise underscore the firm's strength in advising private clients on asset protection, succession planning and trust formation within a broader commercial and regulatory context. His practice frequently intersects with issues of corporate structuring, family-office governance and cross-jurisdictional asset management, enabling clients to safeguard wealth while maintaining operational and tax efficiency.

Mr Lam is a seasoned solicitor admitted in Hong Kong, New South Wales (Australia) and New Zealand (non-practising), bringing more than two decades' multi-jurisdictional experience to his work with both institutional and private clients. He has advised publicly listed companies in Hong Kong, Australia and the US, as well as high-net-worth individuals and family businesses requiring integrated corporate and personal legal solutions. His academic background is unusually broad: in addition to his Bachelor of Laws and Bachelor of Arts degrees, he holds postgraduate qualifications, including a Master of Laws, a Master of Strategic Public Relations, a Master of Industrial Property and a Master of Applied Law (Commercial Litigation). He has also pursued studies in Buddhist Counselling and Buddhist Studies at the University of Hong Kong. His bilingual fluency in English and Cantonese ensures that clients receive advice delivered with cultural sensitivity and linguistic precision.

Under his leadership, the firm's Trusts & Private Clients work benefits from the same analytical discipline and transactional agility that distinguish its corporate practice. Rather than viewing private wealth work as isolated from commercial considerations, Long An & Lam integrates estate planning, trust establishment and asset structuring within a framework that anticipates tax exposure, regulatory oversight and governance requirements. The firm's lawyers frequently advise on the use of holding vehicles, discretionary or family trusts and cross-border ownership structures designed to balance privacy, flexibility and compliance. For families with business interests in Hong Kong, Mainland China or overseas markets, the firm provides continuity planning that aligns family governance with business strategy and legal protection.



Long An & Lam LLP

Timothy Lam  
Senior Partner  
timothy.lam@longanlam.com

Rooms 1804-7, 18/F Wing  
On House, 71 Des Voeux  
Road Central, Hong Kong  
Island  
Tel: +852 2877 6608  
www.longanlam.com



## India – Arbitration Law



**Chambers of Justice Deepak Verma, Former Judge, Supreme Court of India**

**Justice Deepak Verma  
Arbitrator & Former Judge of  
the Supreme Court of India**  
Tel: +91 9301538508  
justicedverma@gmail.com

**D-19, 3rd Floor, Geetanjali  
Enclave, Near Malviya Nagar  
Metro Station, New Delhi –  
110017**  
Tel: +91 9717393521

**CHAMBERS OF JUSTICE  
DEEPAK VERMA,  
FORMER JUDGE,  
SUPREME COURT OF  
INDIA**

Chambers of Justice Deepak Verma, Former Judge of the Supreme Court of India, stands as a leading name in arbitration and dispute resolution. With a career spanning more than four decades, Justice Verma has seamlessly combined extensive practice with a distinguished tenure in the Indian judiciary, culminating in his retirement in 2012 as a Judge of the Supreme Court of India. Since then, he has emerged as one of the foremost independent arbitrators and mediators in India and abroad.

Enrolled as an advocate in 1972, he built his early practice before the High Court of Madhya Pradesh under the mentorship of his father, the eminent lawyer Shri RP Verma. His years at the Bar were marked by appearances in challenging matters involving constitutional, civil, criminal and commercial law. Elevated to the Bench in 1994 as Judge of the Madhya Pradesh High Court, he subsequently served as Administrative Judge and was entrusted with significant responsibilities, including acting as Welfare Commissioner for the victims of the Bhopal Gas Tragedy. His judicial service later extended to the High Courts of Karnataka and Rajasthan, where he served as Acting Chief Justice and Chief Justice, respectively, before being elevated to the Supreme Court of India. Across these roles, he contributed to hundreds of judgments, shaping important aspects of Indian jurisprudence.

Post-retirement, Justice Verma has presided over more than 200 domestic and international arbitrations under ad hoc and institutional rules, including UNCITRAL, ICC, LCIA, SIAC, ICA, DIAC and ICADR. His matters have spanned diverse industries, such as construction, energy, infrastructure, aviation, oil and gas, maritime trade, joint ventures and insurance, with claim values often running into several billions of dollars. He has rendered awards and expert opinions under Indian, English and Singapore law, and appeared before leading courts and international tribunals, including the Permanent Court of Arbitration at The Hague, senior courts in England and Wales, as well as courts in New York, Washington DC and the Netherlands.

Beyond arbitral proceedings, Justice Verma has acted as an expert witness on Indian law in high-stakes disputes before international courts and tribunals. He has further served as mediator and conciliator in complex commercial disputes. His legal opinions are frequently solicited by top-tier international law firms and multinational corporations on a spectrum of issues; moreover, he has been called upon to act as inquiry authority and to supervise internal investigations for multinational companies and leading financial institutions.

Justice Verma's standing in the arbitration community is reinforced by his empanelment with numerous arbitration centres worldwide. These include the London Court of International Arbitration, the Singapore International Arbitration Centre, the Hong Kong International Arbitration Centre, the Delhi International Arbitration Centre and the DIFC-LCIA Arbitration Centre in Dubai. He holds leadership roles in such institutions as the Bangalore International Mediation, Arbitration & Conciliation Centre, and his contributions have been recognised through multiple awards, including "Dispute Resolution Lawyer of the Year" at the Indian Legal Awards 2018-19 and the ICWLS Global Golden Award for "Most Notable & Top Distinguished Judge of the 21st Century".

## India – Banking & Finance Law

Wadia Ghandy & Co. is one of India's oldest and most respected full-service law firms, having been established in 1883 and now operating with a pan-India presence across Mumbai, Delhi, Ahmedabad, Pune, Jaipur and Bangalore. The firm maintains a strong reputation in banking and finance law, offering clients deep and broad capability across both transactional and regulatory work. Its strength lies in combining historic roots with modern legal sophistication, enabling it to advise lenders, borrowers, funds, non-banking financial companies, real estate firms and corporate borrowers on complex finance operations.

Within the firm's banking and finance practice, the work ranges from external commercial borrowings, syndicated and consortium loans, securitisation, project finance (both greenfield financing and refinancing), to real estate financing, aviation finance, factoring, regulatory advice, issuance of debt instruments, loan transfers and debt restructuring. As a result of its in-depth service offering, Wadia Ghandy has earned recognition from major legal directories: Chambers and Partners ranks the Banking & Finance department in Band 3 in India, noting its practice's long experience in regulatory banking matters, complex security arrangements and refinancing structuring. The Legal 500 likewise emphasises the group's strength in project financing, securitisation and bilateral transactions, as well as its ability to support foreign and domestic financial institutions.

A key practitioner in this group is Nihas Basheer, Deputy Managing Partner, who has been with the firm since 2007. He specialises in structured finance, securitisation transactions, capital market debt instruments and project finance, including both greenfield and refinancing deals. Clients and peers recognise Mr Basheer for his deep understanding of the regulatory framework, for offering practical solutions tailored to transaction risk, as well as for his capacity to handle a variety of complex bilateral and multi-party arrangements.

In recent years, Wadia Ghandy's banking and finance team has acted in high-value transactions that exemplify its competence. The firm advised Kotak Strategic Situations India Fund II in a substantial non-convertible debentures issuance, and further acted for HDFC Bank in the merger of Housing Development Finance Corporation Limited into HDFC Bank. In such matters, the firm is known for combining rigorous legal research with commercial awareness, responsiveness to client timetables, as well as the capacity to propose workable structures across both domestic and cross-border contexts.

Overall, Wadia Ghandy possesses banking and finance law capability that balances tradition and modernity. Its long history, extensive footprint and depth of expertise provide clients with confidence when navigating India's regulatory, financial and transactional ecosystems. Mr Basheer, as a senior member of the team, contributes significantly to this strength – bringing specialist knowledge in securitisation, structured finance, project financing and bilateral agreements, underpinned by insight into the practical implications of regulatory rules.



Wadia Ghandy & Co.

Nihas Basheer  
Deputy Managing Partner  
Tel: +91 99 6755 4629  
nihas.basheer@  
wadiaghandy.com

2nd Floor, NM Wadia  
Buildings, Opp: Mumbai  
University, Fort Kala Ghoda  
– 400 001  
Fax: +91 22 4073 5600  
www.wadiaghandy.com



## India – Commercial Litigation Law



Agarwal Law Associates

Rishi Agrawala  
Partner

Tel: +91 98 10188705  
rishi@aglaw.in

Ground Floor, 15,  
Mercantile House, Kasturba  
Gandhi Marg, New Delhi -  
110001

Tel: +91 11 42200000  
www.aglaw.in

Rishi Agrawala is a Partner at Agarwal Law Associates and has advised on matters before the Hon'ble Delhi High Court and the Hon'ble Supreme Court of India since 1999. The firm itself is led by advocates with more than 65 years' experience, whereas Mr Agrawala has been acclaimed for his specialisation in multi-subject dispute resolution and litigation, e.g. IP, arbitration, fundamental rights protection, company law, as well as financial and regulatory investigation, among other areas.

With a strong focus on financial disputes, he has successfully represented clients in complex cases and multifaceted litigation. His extensive knowledge and strategic approach have made him a trusted adviser and advocate for businesses navigating intricate legal challenges.

In addition to his litigation practice, he is actively involved in arbitration proceedings, leveraging his expertise to resolve disputes efficiently and effectively. His proficiency in IP law has further positioned him as a key resource for clients seeking to protect their innovations and brand integrity, and he is notable for representing multinational conglomerates in India.

Through his collaborative approach, Mr Agrawala ensures that each client receives tailored strategies that align with their business objectives.

He graduated from the National Law School of India University, Bangalore, in 1997. In 1998, he joined an eminent law firm in Mumbai to practise corporate law. In 1999, he joined Agarwal Law Associates.

He is a member of Delhi Bar Association, and is a frequent speaker and contributor to legal publications – sharing insights on current trends and developments in litigation and arbitration.

Outside of the office, he enjoys studying physics, which enriches his analytical skills and perspective on complex legal matters.



## India – Employment Law

Savitha Kesav Jagadeesan is a Senior Resident Partner at Kochhar & Co., Chennai, where she co-leads the firm's operations in Tamil Nadu and heads its IP practice in the region. With more than two decades' wide-ranging legal experience, she has established herself as a trusted adviser to leading domestic and multinational corporations across such industries as FMCG, auto components, IT, education and media. Her practice spans corporate commercial law, employment law, IP and TMT, reflecting her ability to navigate complex legal landscapes with both technical expertise and business acumen.

In her corporate and commercial practice, Savitha regularly advises on cross-border joint ventures, private equity and FDI, technical collaborations, as well as M&A. Her deep understanding of regulatory frameworks and investment structures allows her to guide global companies entering India and high-growth Indian businesses seeking to expand.

Her work in employment law is equally expansive. She counsels organisations on a wide spectrum of workforce-related matters, including terminations, reductions in force, labour disputes and statutory compliance. She frequently conducts labour compliance audits, reviewing employment practices, contractor arrangements and record-keeping to ensure that clients remain resilient under regulatory scrutiny. Savitha is also widely recognised for her thought leadership on India's new labour codes, guiding companies through transitional strategies, compliance readiness and the broader impact of the evolving legal framework. She serves as an independent member on several internal committees, with notable expertise in workplace sexual harassment advisory and policy development.

As head of Kochhar & Co.'s Tamil Nadu IP practice, Savitha advises leading companies on brand protection, litigation strategy, licensing and cyber-IPR issues – while also supporting startups and tech companies on platform agreements, e-commerce compliance, content licensing and co-branding.

Savitha has been consistently recognised in leading legal rankings. She has been named among Forbes India's Top 100 Legal Professionals, Asia IP's Top 100 IP Lawyers, World IP Forum's Top 100 Women in IP, as well as India Business Law Journal's Top 100 Legal Professionals. She has been further recommended by The Legal 500 (Asia-Pacific) in employment, IP and TMT law, and was ranked by Chambers and Partners for corporate commercial practice.

In addition, Savitha chairs the Tamil Nadu chapter of the Confederation of Indian Industry's Indian Women Network, serves as Vice Chair of the Indo-American Chamber of Commerce (Tamil Nadu), is Honorary Legal Advisor to the Indo-Australian Chamber of Commerce and co-leads the Legal Affairs Committee of the Madras Chamber of Commerce & Industry, as well as being a Fellow of the Congress of Fellows at the Centre for International Legal Studies. She lectures at national and international forums on law, compliance and leadership, and has taught contract, commercial and criminal law at Monash University and Victoria University in Australia, where she also pursued research on cybercrime and policing under a Monash Research Scholarship. She holds a BA LLB (Hons) from the National Law School of India University, an LLM in Corporate Law from Annamalai University – and is currently pursuing a PhD at the University of Madras.



Kochhar & Co.

Savitha Kesav Jagadeesan  
Senior Resident Partner  
Tel: +91 (0)94 4403 3384  
savitha@chennai.kochhar.  
com

Suite 305, 3rd Floor, Delta  
Wing, Raheja Towers, #177,  
Anna Salai, Chennai –  
600002

Tel: +91 (0)44 4040 5222  
Fax: +91 (0)44 2860 7588  
www.kochhar.com



## India – Indirect Tax Law



Vaish Associates Advocates

Arnab Roy  
Partner  
arnab@vaishlaw.com

1st, 9th, 11th Floor, Mohan  
Dev Building, 13, Tolstoy  
Marg, New Delhi, 110001  
Tel: +91 11 42492525  
www.vaishlaw.com



Established in 1971, Vaish Associates Advocates has evolved over the decades into one of India's leading full-service law firms, offering clients depth and breadth in legal expertise across numerous domains, with a distinctive emphasis on tax and corporate practice. The firm comprises more than 100 multi-qualified professionals, supported by approximately 150 personnel spanning its offices in New Delhi, Mumbai and Bengaluru. Among its diverse and high-calibre teams, the Indirect Tax practice stands out, covering such critical areas as Goods & Services Tax (GST) and Customs. Arnab Roy, based in the Mumbai office, plays a central role in this practice area as a Partner specialising in Indirect Tax (GST & Customs).

Under Arnab Roy's leadership, the Indirect Tax team advises on transactional, regulatory, advisory and litigation matters. With more than 11 years' experience in tax advisory and litigation, particularly in indirect taxes, Mr Roy has acted as counsel or briefing counsel before the Supreme Court, High Courts, Tax Tribunals and other quasi-judicial authorities. He advises both domestic and international clients, guiding them through government policy exercises, compliance and tax structuring. His work spans a broad array of industries, including banking and finance, infrastructure, manufacturing, fast-moving consumer goods (FMCG) and more, encompassing such ancillary fields as regulatory frameworks, technology, data protection, insolvency and exchange control laws.

Vaish Associates' Indirect Tax offering under Mr Roy is embedded within the firm's broader tax capabilities, which include both direct and indirect taxation, but the GST & Customs focus reflects the firm's adaptability in addressing evolving regulatory regimes and fiscal landscapes. The team's robust litigation and advisory mandate reinforces its effectiveness in resolving complex tax controversies and supporting strategic business initiatives. This dual emphasis on courtroom representation and nuanced policy advisory affords clients a comprehensive solution to indirect tax challenges.

Within the spectrum of related disciplines, Arnab Roy's work intersects with such areas as tax litigation, special economic zone (SEZ) regulations, foreign trade, remittances, product licensing, supply chain consulting and bankruptcy laws. This interconnected approach allows the firm's clients to benefit from the confluence of regulatory, commercial and tax expertise – critical in today's integrated and fast-moving business environment.

The firm's prestige is further amplified by its strategic presence across India's major commercial centres. With offices in New Delhi located at Mohan Dev Building on Tolstoy Marg, in Mumbai at Peninsula Centre in Parel, and in Bengaluru at Bhive Premium on MG Road, Vaish Associates ensures that its Indirect Tax practice, led by Mr Roy, remains attuned to both national policy developments and regional economic nuances.

Vaish Associates' commitment to thought leadership is evident in its regular publications, which keep clients informed of emerging issues in indirect tax, such as Customs & GST alerts, newsletter releases and other updates. These publications reflect the firm's ongoing engagement with the dynamic indirect tax landscape and underscore its determination to provide proactive guidance and timely insights.

## India – Insolvency Law

**Shweta Dubey's main areas of practice are insolvency and restructuring, competition law, M&A and general corporate matters, with a focus on cross-border transactions, regulatory compliance and commercial disputes.**

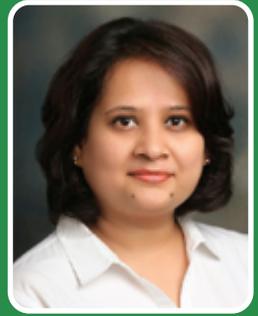
Shweta is a specialist in insolvency and restructuring, with in-depth knowledge of Indian insolvency laws and procedures under the Insolvency & Bankruptcy Code, 2016. She has acted for resolution professionals, liquidators, creditors and distressed companies in all aspects of corporate insolvency resolution processes, liquidation proceedings and voluntary liquidations, both contentious and non-contentious. This includes representation in numerous high-profile insolvencies across diverse sectors, including infrastructure, manufacturing, financial services and real estate. She also has extensive experience advising distressed companies on debt restructuring, corporate turnarounds and pre-packaged insolvency resolution processes.

Prior to establishing SD Partners, Shweta served at the Competition Commission of India, where she was responsible for merger control decisions and competition law enforcement. She subsequently held partnership positions at PwC and BDO, leading their tax and regulatory practices. This regulatory background provides her with unique insights into the intersection of insolvency law with competition regulations, tax implications and regulatory compliance requirements.

Aside from insolvency and restructuring, Shweta regularly advises and represents multinational corporations, funds, listed enterprises and financial institutions in complex commercial disputes and regulatory matters. She has appeared before the Supreme Court of India, High Courts, National Company Law Tribunal, National Company Law Appellate Tribunal and other specialised forums. Her matters frequently involve issues related to corporate governance, director liability, breach of contract and regulatory investigations.

Shweta has been recognised as an IFLR Women Leader and is IFLR Highly Regarded in Insolvency & Restructuring. She features among India's A-List Lawyers as recognised by IBLJ.

SD Partners is both IFLR Recommended and Legal 500 Recognised.



**SD Partners**

**Shweta Dubey  
Partner**

**Tel: +91 9717769900  
shweta@sdpartners.in**

**314A, Third Floor, Bestech  
Chambers, Near Millennium  
City Centre Metro Station,  
Sector 27, Gurugram,  
Haryana-122002  
Tel: +91 124 4189717  
www.sdpartners.in**



## India – Real Estate Law



Gautam Law Chamber

Adv Vinayak Chitlangi  
Founder  
vchitlangi77@gmail.com

Nokha, District Bikaner,  
Rajasthan  
Tel: +91 7297078101  
contact@  
gautamlawchamber.com  
www.gautamlawchamber.  
com



Gautam Law Chamber, founded and helmed by Advocate Vinayak Chitlangi, is a modern, forward-looking law firm rooted in Rajasthan that seamlessly integrates legal excellence with innovation and global connectivity. Under Adv Chitlangi's visionary leadership, the firm has earned notable recognition, including placement among the "20 Smartest Companies of the Year 2025" by the US-based Global Radiance Review, a prestigious business publication based in Silicon Valley. This accolade highlighted Gautam Law Chamber's pioneering Indo-US Arbitration & Mediation Hub, distinctive Loan, Property & Defamation Reconstruction Desk, AI & Cyber Law Division and eco-sustainability efforts, such as its One Case One Tree and One Panel One Tree campaigns.

At its core, the firm offers a comprehensive suite of legal services spanning civil and commercial matters, banking, corporate law, arbitration, M&A and emerging domains, such as AI and cyber law. Particularly noteworthy is its Real Estate Law offering, which reflects Adv Chitlangi's profound knowledge of property transactions, asset reconstruction and corporate advisory.

The firm's commitment to innovation is exemplified by its Indo-US Arbitration & Mediation Hub, launched in September 2025. With this initiative, Gautam Law Chamber stands among the first private firms in India to provide a neutral, globally recognised platform tailored specifically for resolving business, investment and commercial disputes between Indian and US entities. Guided by the UNCITRAL-based GLC Arbitration Rules, the hub offers efficient, confidential and enforceable mechanisms – featuring arbitration, guided mediation and virtual hearings – to strengthen confidence in Indo-US trade and dispute resolution.

Within its Real Estate Law practice, Gautam Law Chamber brings a multifaceted perspective to property transactions and asset restructuring. Adv Chitlangi's global profile underscores the firm's ability to manage complex property and investment matters, including navigating transactions, advisory support and restructuring scenarios. The firm's capabilities in this domain are amplified by its broader corporate and arbitration offerings, enabling clients to access an integrated legal partner capable of providing end-to-end solutions – from transaction structuring to dispute resolution.

Beyond its service offerings, Gautam Law Chamber's recognition in both international legal directories and business publications speaks to its emergent role as a legal trailblazer. Global Radiance Review's recognition considers Gautam Law Chamber a global exemplar of how law, technology, finance and sustainability can converge to redefine professional services.

In summary, Gautam Law Chamber emerges as a dynamic, multidisciplinary law firm distinguished by its ability to blend local legal traditions in Rajasthan with global legal trends and technologies. With Adv Vinayak Chitlangi spearheading its Real Estate Law practice – a domain in which he is internationally recognised – the firm is positioned at the intersection of real estate, corporate advisory and cross-border innovation. Its strategic initiatives, such as the Indo-US Hub, reflect a commitment to providing accessible, enforceable and forward-thinking legal solutions that align with the aspirations of clients engaging in international commerce, investment and property dealings.

## India – Securitisation Law

Wadia Ghandy & Co. is one of India's leading full-service law firms, with a heritage and capability built over many decades. Headquartered in Mumbai, the firm operates with more than 200 lawyers supported by a substantial staff. Its practice covers a broad range of areas, including banking and finance, general corporate work, capital markets and securities laws, infrastructure, insurance, M&A, real estate, IP, technology law and dispute resolution, among others.

Within the firm's Banking & Finance (including Capital Markets) practice, securitisation is an important offering. Under the leadership of Nihas Basheer, Deputy Managing Partner, the firm has developed strong capabilities in structuring securitisation transactions, bilateral assignments (such as assignments of retail loans), structured finance, distressed or stressed assets, as well as in onshore and offshore debt capital markets. As part of the firm's management, Mr Basheer contributes both technically and strategically in this area, and his work complements that of other senior and mid-level lawyers who focus on securitisation, structured lending, assignments and debt deals.

More specifically, Wadia Ghandy's practice encompasses advisory work that spans the entire life cycle of transactions: from structuring deals, managing regulatory compliance, negotiating assignments and documenting transactions – to handling issues arising in stressed asset portfolios. Mr Basheer's involvement in bilateral transactions, together with securitisation, enables the firm to serve clients both in conventional securitisation markets and in situations where assets are impaired or stressed, offering pragmatic guidance on both legal and financial risks.

Wadia Ghandy combines deep bench strength with continuity of management. Mr Basheer is a part of that leadership core, and his skill set is embedded in the firm's tradition of maintaining high standards of client service and legal excellence. He is a frequent contributor to articles and literature on the Indian securitisation space, while his clients today include banks, non-banking financial companies, housing finance companies and micro-finance institutions, as well as other corporates. Meanwhile, the firm as a whole is especially well known for working in complex transactions involving multiple stakeholder interests and regulatory frameworks, ensuring that securitisation and related financing structures are robust, commercially viable and legally defensible.

In essence, Wadia Ghandy offers an experienced, full-spectrum securitisation law practice led in part by Mr Basheer – well positioned to assist clients with transactions ranging from routine securitisations or loan assignments to complex matters in stressed assets, regulatory issues and cross-border debt capital market work.



Wadia Ghandy & Co.

Nihas Basheer  
Deputy Managing Partner  
Tel: +91 99 6755 4629  
nihas.basheer@  
wadiaghandy.com

2nd Floor, NM Wadia  
Buildings, Opp: Mumbai  
University, Fort Kala Ghoda  
– 400 001  
Fax: +91 22 4073 5600  
www.wadiaghandy.com



## India – Structured Finance Law



Wadia Ghandy & Co.

Nihlas Basheer

Deputy Managing Partner

Tel: +91 99 6755 4629

nihlas.basheer@

wadiaghandy.com

2nd Floor, NM Wadia  
Buildings, Opp: Mumbai  
University, Fort Kala Ghoda  
– 400 001

Fax: +91 22 4073 5600

www.wadiaghandy.com



Wadia Ghandy & Co. is among India's oldest and most highly respected full-service law firms, founded in 1883, with a strong pan-India presence and a reputation for handling sophisticated matters across banking, finance, corporate, real estate, litigation, IP and more. The firm's Banking & Finance practice is a core pillar of its work, recognised consistently in legal directories for its deep expertise in structured transactions, regulatory matters, securitisation, syndicated and consortium lending, project and infrastructure financing, external commercial borrowings and specialised finance work. This spans aviation finance, real estate finance, factoring, loan transfers and issuance of debt instruments, as well as regulatory and product documentation.

In the structured finance / securitisation space, Wadia Ghandy supports a diverse range of clients, including domestic and international banks, non-bank financial companies (NBFCs), funds, housing finance companies, in addition to other originators and borrowers. The firm is known for its ability to navigate the complex interplay of regulatory, tax, security and documentation challenges that structured finance transactions pose. This extends to advice on legal frameworks governing securitisation, risk retention, special purpose vehicles or trusts, foreign investment in debt instruments – as well as ensuring compliance with both financial sector and securities regulations.

Based in Mumbai, Nihlas Basheer is a key member of the Banking & Finance team, fulfilling the role of Deputy Managing Partner. He has been with the firm since 2007, shortly after completing his BA LLB (Hons) from the National University for Advanced Legal Studies, Cochin. Today, Mr Basheer's practice focuses particularly on structured finance, securitisation transactions, project finance (both greenfield financing and refinancing), as well as capital market debt instruments. His client base often comprises banks, NBFCs, housing finance companies and micro-finance companies.

In rankings and peer reviews, Mr Basheer is praised for his practical, solution-orientated approach, strong understanding of the regulatory environment and for being able to adapt to varying transaction structures. Wadia Ghandy's structured finance group is likewise praised in such publications as The Legal 500 for its cross-border capabilities and work on securitisation and loan transfers, combined with its strength in projects, commercial finance and corporate finance work more broadly.

Beyond transactional advisory work, the firm under Mr Basheer's involvement also sponsors or supports legal research and thought leadership in the structured finance field. For example, Wadia Ghandy is a sponsor of the "Wadia Ghandy Awards for Structured Finance Research", an initiative that encourages legal academics, students and practitioners to produce original scholarship in securitisation and structured finance.

The firm's heritage, breadth of capabilities and strong regulatory knowledge – combined with Mr Basheer's specialisation in structured finance – makes Wadia Ghandy especially well suited to advise on complex structured finance transactions in India, whether domestically or involving cross-border elements.

## India – Trademark Law

**Neha Chugh is the Managing Partner at IPR International Services, a boutique IP law firm based in New Delhi, India. She holds a degree in Engineering, a Master's in Law, and has also completed a patent drafting course in Europe.**

With more than 22 years' experience in technology transactions and IP matters, Ms Chugh has worked with numerous innovative companies and inventors. She has led experienced IP and legal teams, taking on key responsibilities across various sectors.

Her extensive expertise covers all aspects of IP, including strategic counselling on patents, designs and trademarks, as well as prosecution, licensing, litigation and freedom-to-operate analyses.

Ms Chugh actively participates in leading seminars and conferences hosted by such organisations as FICPI, APAA, AIPPI, INTA, GRUR and PTMG. She currently serves as the Treasurer of FICPI India, and is a Finance Board Member of FICPI International. In addition, she holds the position of Sub-Committee Co-Chair at INTA.

The firm – IPR International Services – specialises in protecting ideas, empowering innovators and navigating the complex landscape of IP law with precision and care. Under Ms Chugh's leadership, the team adopts a multidisciplinary approach to every challenge, delivering personalised attention, strategic insight and timely execution. Their goal is to ensure each client benefits from the firm's collective expertise.

The firm proudly serves a diverse range of clients, including:

- Fortune 500® companies
- Research institutions
- Authors and inventors
- Government agencies
- Startups and individuals
- Entrepreneurs across the globe

Whether supporting an established enterprise or a first-time inventor, the team is committed to transforming ideas into protected assets. With a client-first philosophy and a passion for innovation, IPR International Services delivers results that matter.



**IPR International Services**

**Neha Chugh**  
Proprietor / Managing  
Partner  
Tel: +91 98 11083701  
neha@ipr.in  
info@ipr.in

**Block No 8, Building No 2,  
Rajinder Nagar, New Delhi  
– 110060**

**Tel: +91 11 42436540**  
[www.iprindia.org](http://www.iprindia.org)  
[www.ipr.in](http://www.ipr.in)

**IPR INTERNATIONAL SERVICES**  
MINDS. THE KNOWLEDGE. COMBINED.





Haris Azhar Law Office

Haris Azhar, SH, MA  
Founder & Advocate  
haris.azhar@harisazhar.  
co.id

Jl Pacuan Kuda Raya No  
6, RT 12 / RW 11, Kayu  
Putih, Pulo Gadung, Jakarta  
Timur, Daerah Khusus  
Ibukota Jakarta 13210  
Tel: +62 (21) 2286 8539  
www.harisazhar.co.id

## Indonesia – Human Rights Law

Haris Azhar is a professional advocate, human rights activist and part-time lecturer. He has run Haris Azhar Law Office since 2020, delivering professional consultation and profitable legal services, as well as pro bono and strategic litigation.

As Haris Azhar Law Office's vision is to advance the legal sector in Indonesia through the role of advocates, its comprehensive practice areas consist of audit, due diligence and fact-finding; legal opinion, analysis and research; recommendation and consultation; negotiation and mediation; legal governance; and litigation.

By the end of 2024, the firm had handled more than 650 cases for more than 370 clients, covering 399 themes and 85 out-of-court dispute resolutions, including several cross-border cases. At present, the operation is run by 11 advocates and 10 internal staff.

Today, the office advises on a wide range of matters, such as Family & Civil Law, Human Rights, Land & Asset Recovery, Banking & Finance, Competition, Criminal Law, Mining & Forestry, Corporate Restructuring and Labour & Industry Relations.

As part of its legal services, Haris Azhar Law Office published a book entitled "Environmental, Social & Governance According to Indonesian Laws" in 2024.

In addition, Mr Azhar himself is a long-standing, well-known campaigner for civil rights in Indonesia – an area in which he commenced activities more than 25 years ago. As such, his expertise and interests reside in areas spanning legal theory, (strategic) litigation, rule of law, transitional justice, ASEAN, civic space, organisation management, advocacy, creative and art campaigns, fact-finding, corporate law, asset recovery, as well as business and capital law, to name but a few.

**HarisAzhar**  
Law Office



DR Mulyono is the Founder and Managing Partner of Mul & Co, drawing upon his accounting, finance and legal backgrounds to serve a wide array of clients. He has a doctorate degree in Taxation Law (University of Jayabaya), triple Master's degrees in Finance (University of Indonesia), Law (University of Padjajaran) and Notary (Pelita Harapan University), as well as several professional certifications. These include: Certified Public Accountant, Chartered Accountant, Certified Financial Planner, Certified Management Accountant and Affiliate Wealth Manager. He is also a licensed legal counsel in the tax courts, a licensed advocate, a member of the Indonesian Advocate Association (PERADI) and a registered tax consultant.

Before setting up Mul & Co, DR Mulyono already possessed extensive experience in tax and legal environments. Today, his skill set extends to disputes, due diligence, advisory and compliance, as well as company restructuring, in regards to how these factors impact taxation. On an ongoing basis, he serves a variety of multinational clients across truly diverse industries, such as e-commerce, manufacturing, trading, real estate, mining, oil and gas, telecoms, hospitality and services. He has further been invited as a speaker and facilitator at several national tax seminars and trainings.

His unique combination of technical knowledge in tax, accounting, finance and law – as well as his specialised knowledge of the Indonesian taxation system – enables him to become a trusted adviser to his clients. Moreover, DR Mulyono is prompt in delivering holistic and practical taxation solutions to accomplish even the most complex and challenging tax-related projects.

Mul & Co is one of only a few law firms in Indonesia to specialise at this level. Founded by highly qualified practitioners with multi-disciplinary backgrounds in tax, law, accounting and finance, the entire firm's services have evolved to include disputes, advisory and restructuring, as well as compliance – much like DR Mulyono himself. Its unparalleled team is comprised of dedicated professionals with deep understandings of tax law regulations and business culture as a whole. The firm is also independent, meaning it is free from time-consuming conflict check processes.

The expert advisers at Mul & Co believe that their success depends upon their clients' satisfaction; therefore, they continually strive to provide the best possible solutions to a myriad of tax quandaries. To this end, the firm fosters a rich understanding of Indonesia's unique business and legal culture in order to ensure the timeliest and most relevant solutions. Ultimately, Mul & Co understands exactly what the client requires in their every taxation need and want – and will serve them accordingly to arrive at an optimal outcome.



### Mul & Co

DR Mulyono SH, SE, AK,  
MH, MM, MKn, CPA, CA,  
CFP, CMA, BKP

Founder & Managing  
Partner

Tel: +62 21 668 1998  
+62 882 9501 0852 (mob)  
mulyono@mul-co.com

Jl Pluit Raya 121 Blok A/12,  
Penjaringan, Jakarta Utara  
[www.mul-co.com](http://www.mul-co.com)

**MUL & Co**  
INDONESIA TAX LAW FIRM



## Japan – Banking & Finance Law



Legal Professional  
Corporation CastGlobal

Toshikazu Sakai  
Partner Attorney &  
Certified Public Tax  
Accountant

Outside Director of The  
Shikoku Bank, Ltd (listed on  
Tokyo Stock Exchange)  
t-sakai@castglobal-law.com



34F Atago Green Hills Mori  
Tower, 2-5-1 Atago, Minato-  
ku, Tokyo 105-6234  
Tel: +81 3 5405 7850  
Fax: +81 3 5405 3305  
www.castglobalgroup.com/en

Toshikazu Sakai began his career at Nagashima Ohno & Tsunematsu, one of Japan's most prominent Big Four law firms. He also had his practice in Anderson Mori & Tomotsune, another Big Four law firm. His trajectory further led him through leading foreign-affiliated law firms – Bingham McCutchen Murase (NY firm) and Withers (London firm). In 2021, he brought this wealth of experience in both domestic and cross-border corporate legal and tax affairs to CastGlobal.

### Banking & Finance

- Advice on the establishment and regulation of investment funds, such as real estate funds (real estate securitisation), as well as private equity funds;
- Project finance, including PFI and PPP;
- Various trust businesses, such as trusts for real estate investment, including SBIST;
- Obtaining various financial and real estate licences, such as under the Financial Instruments & Exchange Act (FIEA), the Real Estate Specified Joint Enterprise Act, the Fund Transfer Business Act, the Money Lending Business Act, the Real Estate Business Act, etc;
- The establishment of various compliance systems, including measures to prevent.

### FDI

- Real Estate Investment – Professional advice and services for foreign investment in real estate in Japan.
- Equity Investment – Professional advice and services for foreign companies' or individuals' investment in Japanese listed and private companies.

### Awards

- Banking & Finance lawyer / law firm in Japan (Global Law Experts, Corporate INTL, The Lawyer Network);
- FDI lawyer / law firm in Japan (Global Business Magazine, Leaders in Law).

### Representative Publications

- "Finance Law – Basics of Financial Law & the Essence of Advanced Financial Transactions", Shoji Homu (2016);
- "The International Comparative Legal Guide to: Lending & Secured Finance", Global Legal Group Ltd. (2013, 2014, 2015) (co-author);
- "M&A Finance", Essential Points of Japan M&A Practice, Shoji Homu (2015) (co-author).

### CastGlobal Group

CastGlobal Group brings together an exceptional team of legal, financial and business professionals, housing 15 professional group companies under one umbrella (a law firm, a tax accountant firm and a judicial scrivener firm, etc); a trust company that has licences not only for the Trust Business but also Type II Financial Instruments Business and the Real Estate Brokerage Business; as well as several other group companies, including consulting companies. The group provides comprehensive professional services regarding cross-border transactions for clients in Japan and overseas.

## Japan – Tax Planning Law

**Takagi Law Office is a Tokyo-based law firm led by Shimon Takagi. Having been admitted to practise as a Japanese Bengoshi since 1990, and also holding the qualification as a US attorney in the State of New York, Mr Takagi brings to clients a rare combination of domestic expertise and international perspective.**

Today, Takagi Law Office provides legal services to both Japanese and non-Japanese clients, with particular strength in corporate law; tax law; corporate transactions, such as acquisitions and joint ventures, as well as strategic alliances; structured finance, including bank finance, asset-based finance and project finance; securities; real estate; and commercial litigation.

In the domain of tax planning, Takagi Law Office is notable for offering counsel grounded not only in active practitioner experience but also in awareness of global cross-border issues. Mr Takagi's practice in tax law encompasses advising enterprises on structuring their domestic and international operations to manage tax liabilities, handling tax litigation when disputes arise, as well as ensuring compliance with Japanese tax laws in conjunction with foreign jurisdictions where relevant. Because he is qualified in both Japan and New York, clients with operations spanning the US and Japan benefit from his capacity to navigate the legal and tax environments of both jurisdictions.

The firm's approach to tax planning is integrated with its broader corporate law and transactional offerings, which means that from the very inception of a deal – whether an acquisition, a joint venture or a strategic collaboration – tax considerations are embedded in the structure. This helps clients anticipate cost exposure, optimise the vehicle of investment, select the right jurisdictions and manage the risks of dispute or challenge by Japanese tax authorities. Mr Takagi's experience in tax litigation complements this preventative orientation: when disagreements over tax assessments or compliance issues become contentious, his firm represents clients in court or other dispute resolution settings, ensuring that legal strategy is coherent with business strategy.

Takagi Law Office also works in structured finance matters where tax implications are often complex: whether it is project finance or asset-based financing, the allocation of risk, the design of security interests, the flow of funds across borders or the timing and method of debt repayment – all have tax consequences. Mr Takagi's dual qualification and long experience aid in modelling those consequences for both lenders and borrowers.

In addition, dealing with securities and real estate transactions further underlines the importance of tax planning in Mr Takagi's offering. Real estate investment and securities issuance often involve capital gains, withholding obligations, property taxes and other regulatory levies; the firm's capacity to advise in those fields ensures that clients are not caught unawares by downstream tax costs or structural inefficiencies.

Clients of Takagi Law Office value the combination of the firm's technical mastery of Japanese tax statutes and precedent, its experience with foreign-legal-system considerations, as well as its readiness to align legal advice with commercial goals.



Takagi Law Office

Shimon Takagi  
Attorney  
stakagi@takagilaw.co.jp

11th Floor Mitsubishi  
Building, 2-5-2 Marunouchi,  
Chiyoda-ku, Tokyo 100-  
0005

Tel: +81 3 6256 0370  
www.takagilaw.co.jp

Takagi Law Office  
高木法律事務所



## Japan – Trademark Law



ASAMURA IP P.C.

Kazutaka Otsuka  
Director of Trademark &  
Design Department  
kotsuka@asamura.jp

Otemachi 1st Square West  
Tower 17F, 1-5-1, Otemachi,  
Chiyoda-ku, Tokyo  
Tel: +81 3 6840 1536  
www.asamura.jp/en

ASAMURA IP P.C. is Japan's oldest and most experienced professional patent firm, established in 1891, offering a comprehensive suite of IP services, including patent and trademark prosecution, IP valuation and infringement litigation. The firm provides a one-stop solution for both domestic and international clients, maintaining strong relationships with global IP law firms and boasting more than 33 patent attorneys across diverse technical fields, such as mechanical engineering, ICT and biotech.

Kazutaka Otsuka, Director of the Trademark & Design Department, is an experienced patent attorney and lawsuit counsel who focuses his practice on domestic and international trademark and design prosecution. He incorporates global policies for IP protection in his daily work related to IP rights acquisition and client counselling.

As a member of a patent attorney group, Mr Otsuka was involved in the management of the Intellectual Property Foreign Training Department for four years, starting in 2006. In 2011 and 2012, he was a member of the Trademark Committee, a special committee of the Japan Patent Attorneys Association (JPAA). In the Japan Trademark Association, he is a member of the judicial decision research group and has been involved in the management of the group since 2012.

### Key Areas of Expertise

Examinations, consultations and procedural support for trademark and design rights acquisition (foreign and domestic), dispute support, legal advice, consultations and other types of support for licence transfer agreements, negotiations, unfair competition and copyrights.

### Publications

- "Look and Learn! Introduction to Foreign Patent Applications" Japan Institute of Invention & Innovation, 2010
- "Trademark Law Practice Seen from the Latest Rulings II" Seirin Shoin, 2012
- "Analysis of Important Precedents and Brand Strategy Promotion Legal Practice of Trademarks" (editor), Chuokeizai-sha Holdings, Inc., 2023



## Kazakhstan – Banking & Finance Law

**AKHMETOVA Law Firm Limited** is a Kazakhstan-based legal practice. Since 2020, the firm has positioned itself as a full-service adviser with particular strength in banking, finance, investment and corporate law. Led by **Ainur Amangeldyevna Akhmetova** as **Managing Partner and CEO**, the firm is known for its business-orientated approach, high professional standards and its capacity to support clients in domestic and international financial and regulatory matters.

Under Ms Akhmetova's leadership, the Banking & Finance division at AKHMETOVA Law Firm is built on more than 18 years' legal experience, complemented by advanced education in banking and financial law (including an LLM) and a background that combines both financial and legal training. She has supported major investment projects in Kazakhstan involving multilateral development banks, such as the European Bank for Reconstruction & Development (EBRD) and the Asian Development Bank (ADB), has conducted legal due diligence, structured financing transactions and advised on regulatory compliance. Her role also involves participating in legislative drafting, including work connected to the Astana International Financial Centre (AIFC) law.

Today, the firm's Banking & Finance offering extends to structuring of transactions, raising finance, advising on Islamic financing instruments, handling financing agreements, performing due diligence for lenders and borrowers, as well as working with cross-border financing matters. Meanwhile, AKHMETOVA Law Firm offers expertise in financial regulation, licensing and permits related to financial services, notifications in financial services when required, risk assessment of transactions and optimisation of business processes tied to financing operations. The firm is also well attuned to legislative developments, tracking changes in finance-related regulation to ensure that clients are ahead of compliance requirements.

Clients of Ms Akhmetova's Banking & Finance team span a range of sectors: industrial, oil and gas, renewable energy, construction and education – in addition to projects with foreign investment. The practice includes support for finance raising and structuring within the AIFC, the use of Islamic financial instruments, as well as assistance in negotiating and drafting financing contracts, debt recovery and leasing / rent financing arrangements. Ms Akhmetova is personally involved in legal audit work, regulatory compliance and ensuring that financing and investment deals are aligned with strategic business goals, including managing risks, both legal and financial.

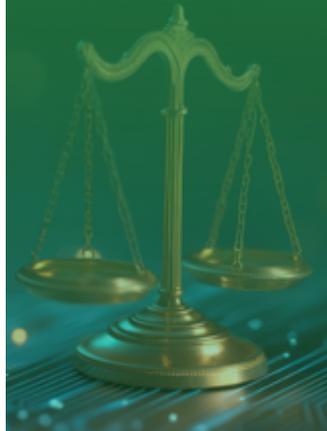
What distinguishes the firm in this area is its strategic, partner-led model: Ms Akhmetova's own involvement in major finance and investment matters ensures high-level oversight, combined with a skilled team that is adept both in local law and in working with international financial institutions. The firm emphasises confidentiality, custom-tailored services, proactivity in risk assessment and alignment with clients' longer term business strategy, not simply transactional work. It actively handles negotiation, documentation, debt enforcement, regulatory licensing and also supports clients in optimising workflows around financial operations.



**AKHMETOVA Law Firm  
Limited**

**Ainur Amangeldyevna  
Akhmetova**  
**Managing Partner & CEO**  
a.akhmetova@alf.kz

**Mangilik El Avenue 55/16,  
Block C3.1, office No 356,  
Esil District, Astana**  
**Tel: +7 700 400 22 23**  
[www.alf.kz/eng](http://www.alf.kz/eng)





Lektou

**Pedro Cortés**  
Managing Partner  
Tel: +853 6291 1991  
cortes@lektou.com

Avenida da Amizade, 555,  
Landmark Office Tower,  
23rd Floor  
Tel: +853 2856 2322  
Fax: +853 2858 0991  
www.lektou.com



## Macau – Gaming Law

Lektou is a law office established in the Macau Special Administrative Region, with its roots in the law office Gonçalves Pereira & Rato, which commenced operations in 1985. With more than 40 years' legal practice in Macau, Lektou's solid academic profile, combined with its long-standing experience and integration, forms an unparalleled guarantee of service quality. Today, the team comprises high-level professionals who are fully equipped to provide a comprehensive scope of legal expertise.

Pedro Cortés began his career as a lawyer in 2003 in the office where he is now Managing Partner. He possesses wide-ranging experience across gaming, corporate and M&A, capital markets, as well as banking and finance. He is admitted to practise law in Macau, Portugal, Brazil (São Paulo), China (as a cross-border Macau Lawyer) and East Timor. In addition, he is an active member of the International Association of Gaming Advisors, the International Masters of Gaming Law, the Hong Kong Institute of Directors, the International Bar Association and the Chartered Institute of Arbitrators. He is further recognised as a leading lawyer by Chambers (Band 1), Chambers Gambling Asia-Pacific (Band 3), IFLR1000 (where he is named as a market leader), asialaw (distinguished practitioner) and The Legal 500 (leading individual) – and was distinguished as one of Asia's best lawyers by IFLR (2021–2022).

Meanwhile, he is a guest lecturer on gaming law and Macau law in the Law degree undergraduate programme – and is an executive coordinator of the advanced course on gaming law and sports betting – at the Católica | Lisbon School of Law & Católica | Global School of Law, as well as being a guest lecturer on sports betting for the sports law postgraduate course, Autonomia Academy, Lisbon. A regular speaker at gaming conferences, he frequently contributes timely articles on topics relevant to the gaming industry.

Pedro holds an LLM in Gaming Law & Regulation from the University of Nevada, Las Vegas (2020–21). As part of the programme, he was enrolled in a legal internship with the Nevada Gaming Control Board. He also holds a law degree from the Portuguese Catholic University – Lisbon School of Law (2000), as well as a postgraduate in international management from Porto University – School of Economy (2001), and has attended numerous academic programmes related to gaming matters.



## Philippines – Family Law

Juco Law Firm, based in Makati City in the Philippines, is a full-service law practice noted for the strength and depth of its family law offering. Under the leadership of Attorney Mary Ann T Juco, Managing Partner, the firm places particular emphasis on personal attention to clients, clarity in legal procedure, as well as navigating sensitive family matters with both legal rigour and compassion. She earned her Bachelor of Arts degree, cum laude, from De La Salle University (1995–1998) and her Bachelor of Law degree from San Sebastian College of Law in 2000–2004. Before founding the firm, she developed professional experience through roles in the Court of Tax Appeals and the Court of Appeals, sharpening her skills in statutory, administrative, appellate and family law matters.

In family law, Juco Law Firm handles a broad range of matters: annulment or declaration of nullity of marriage; legal separation; judicial recognition of foreign divorce; child custody and support; issues of violence against women and children (VAWC); prenuptial agreements; adoption; as well as related matters of property relations, wills and succession. The firm's offering is not limited simply to advising but stretches across litigation and procedural representation in court appeals and interactions with administrative bodies.

More specifically, Ms Ann Juco's family law expertise is grounded in her capacity to combine technical legal knowledge, procedural experience and sensitivity to the personal impact of family disputes. Her experience in court roles before private practice provides an understanding of how to frame and advance legal arguments in annulment, nullity or separation cases. Meanwhile, the firm's handling of violence against women and children cases demonstrates both an ability to litigate under the relevant statutes (such as RA 9262 in the Philippines) and to guide clients through what are often deeply traumatic experiences. The offering of prenuptial agreements and recognition of foreign divorce further highlights the firm's strength in preventative and cross-border family law issues.

What distinguishes Juco Law Firm in this field is the combination of robust legal skill, clear communication and a personal approach. From the initial consultation onward, Ms Ann Juco and her team seek to place the client at the centre of the process: explaining what is required, what options are available, what challenges may lie ahead and what likely timeframes and costs might be.

For anyone requiring legal support in family law within the Philippines – particularly for annulment, nullity, legal separation, recognition of foreign divorce, child custody/support, VAWC, prenuptial arrangements or related property/will matters – Juco Law Firm offers a seasoned, compassionate and well-regarded practice under Ms Ann T Juco, capable both in court proceedings and in guiding clients through complex and emotionally charged legal processes.



Juco Law Firm

Mary Ann T Juco  
Managing Partner

7th Floor, Ascott Ayala  
Center, Makati City 1224  
Tel: +63 9173106226  
mtjuco@jucolawfirm.com  
www.jucolawfirm.com  
www.jucolawfirm.net



Juco Law Firm



## Philippines – Litigation Law



### Juco Law Firm

**Jorge M Juco**  
Principal & Special  
Consultant

7th Floor, Ascott Ayala  
Center, Makati City 1224  
Tel: +63 9173106226  
mtjuco@jucolawfirm.com  
www.jucolawfirm.com  
www.jucolawfirm.net



Juco Law Firm is a well-established Philippine law practice based in Makati City, specialising in litigation across civil, criminal and family law matters. Under the guidance of Jorge M Juco, the firm offers a robust litigation offering that draws on decades of legal experience, international exposure and a strong track record of client-centred advocacy. Mr M Juco serves as Principal, and together with Mary Ann T Juco as Managing Partner, the firm adopts a litigation practice that emphasises meticulous preparation, thorough legal strategy and a commitment to achieving tangible results for its clients.

In litigation, the firm handles civil disputes, criminal prosecutions and defence, case appeals, property relations, contract enforcement, succession and wills, as well as land ownership issues. Juco Law Firm also takes on cases involving recognition of foreign divorce, annulment or nullity of marriage, legal separation, prenuptial agreements, child support and custody, in addition to Violence Against Women & Children (VAWC). This breadth of subject matter means that clients facing complex, overlapping legal issues receive coordinated counsel rather than fragmented advice.

Admitted to the Philippine Bar in 1967, Mr M Juco earned his Bachelor of Arts cum laude in 1962 and his Bachelor of Laws in 1966 from Ateneo de Manila University. He then pursued doctoral studies at Fordham University in the US as a Fulbright-Hays grantee, during which period he published extensively and developed his specialisation in financial law. Over his long career, he has functioned in roles ranging from law professor to corporate counsel, political adviser, investment and development banker, as well as international legal adviser. In these capacities, he has supervised both the prosecution and the defence of cases in the Philippines and abroad, including in the US, Europe and the Middle East. His litigation practice is shaped by this diverse background, which allows him to bring comparative legal insights and experience in cross-border matters where litigation strategy must account for complex private international law or recognition of foreign judgments.

What distinguishes the firm's litigation work is its approach to building a "positive and informed relationship" with clients. Clients report that the firm does more than simply provide legal advice: the team pushes to ensure clients understand their options, the likely path of litigation, procedural hurdles and timing, as well as the potential costs involved. Communication is described in client reviews as frequent and transparent, updates timely, and guidance strong even when cases are emotionally or procedurally complex. In recognition of these qualities, the firm is often selected by clients who feel previous counsel left them uninformed or overwhelmed.

Today, Juco Law Firm combines local legal grounding with international standards of practice. The litigation offering is underpinned by rigorous legal research, careful management of court proceedings (including appeals), strategic use of expert testimony (where needed, such as in annulment cases) – and continued sensitivity to clients' personal circumstances.

## Singapore – Commercial Litigation Law

**Shobna Chandran LLC is a dynamic team of advocates based in Singapore, specialising in appellate advocacy, instructed trial briefs and international arbitration cases.**

Shobna Chandran, Managing Director, graduated with first-class honours from NUS Law, and was a Justices' Law Clerk to the then-Chief Justice Chan Sek Keong and the Court of Appeal bench until 2008. Moreover, she has worked with three Senior Counsels in her 15-year career – Davinder Singh SC, Philip Jeyaretnam SC and Chelva Rajah SC. Shobna's expertise is in high-value cross-border commercial litigation, arbitration, insolvency and appellate matters. Accordingly, her boutique practice offers her extensive experience in appellate advocacy, as well as high-stakes cross-border commercial disputes. To date, she is notable for successfully arguing cases all the way up to the Court of Appeal against Senior Counsel.

Shobna is frequently instructed by law firms to argue their matters on appeal. She also co-counsels, delivering her hallmark excellence even when instructed at the eleventh hour. Starting her career as a Justice Law Clerk – and having thereafter worked with esteemed Senior Counsel – she excels and thrives in this area of practice. UK instructing counsel commends:

"An extraordinary talent. A first-rate legal mind who is exceptionally hard-working. A lawyer with enormous care for her clients; Shobna is who you must have your corner for any serious litigation."

Recent representative appellate cases include:

- CSDS Aircraft Sales & Leasing Inc v Singapore Airlines Limited, [2023] SGCA(I) 5;
- Ng Lim Lee (as administratrix and trustee of the estate of Lee Ker Min, deceased) v Lee Gin Hong (as executor and trustee of the estate of Ng Ang Chun, deceased) and another, [2022] SGCA 47;
- AnAn Group (Singapore) Pte Ltd v VTB Bank (Public Joint Stock Company), [2021] SGCA 112;
- Law Society of Singapore v Hanam, Andrew John, [2023] SGHC 132;
- Phua Seng Hua and others v Kwee Seng Chio Peter and another, [2022] SGHC(A) 11;
- Roszaidi bin Osman v Public Prosecutor, [2022] SGCA 75.

So far, Shobna has handled arbitration cases ranging from telecoms to pharma industry to solar/renewable energy, shareholder disputes, banking and finance disputes – amounting to more than a billion dollars. In the process, she has been recognised as one of the Top Lawyers Under 40 by Singapore Business Review in 2017, and in 2023–2025 was commended as a "Litigation Star" by Benchmark Asia-Pacific. In 2023, she was further named as a Singapore Rising Star by Asian Legal Business for her exceptional work in the disputes space. Similarly, in 2024, Shobna was rated one of the top arbitration lawyers in the region in Benchmark Asia-Pacific's Top 40 Under 40.



**Shobna Chandran LLC**

**Shobna Chandran**  
Managing Director  
Tel: +65 9655 1022  
shobna.chandran@thescllc.com

65 Chulia Street, #46-00,  
OCBC Centre, Singapore  
049513  
www.thescllc.com



## Singapore – Maritime Law



Incisive Law LLC

**Roland Chooi**  
Associate Director  
Tel: +65 6305 9080  
+65 9236 9563 (Sg/  
WeChat)

roland.chooi@incisivelaw.  
com

120 Robinson Rd, #08-01,  
068913  
Tel: +65 6505 0160  
www.incisivelaw.com

Incisive Law LLC offers the full spectrum of legal services to local and multinational corporations across multiple sectors, including shipping, trade and commodities, energy and infrastructure, financial services, aviation, technology, media and telecoms, among other areas.

Roland Chooi is an Associate Director at the firm, specialising in ship finance, ship sale and purchase, escrow services and corporate banking. Recognised for his expertise in maritime law, he has more than eight years' dedicated experience in the maritime sector, and a proven track record of advising on a wide range of cross-border transactions.

Roland is experienced in acting as lead and/or local counsel in ship finance, refinancing, leasing and reflagging transactions. His expertise includes the drafting and negotiation of various finance and security documents, corporate authorities, commercial agreements and legal opinions. He further oversees mortgage registrations, ACRA filings, IRAS stamping and other security perfection requirements in Singapore – and is highly experienced in coordinating and attending completions and closings, both physical and virtual, across multiple jurisdictions.

Meanwhile, he has built up substantial experience in vessel sale and purchase transactions, including shipbuilding and newbuild projects, in addition to advising listed shipowning companies and state-owned companies on the disposal and acquisition of vessels, as well as reflagging. He regularly represents sellers, buyers and financial institutions, and is often appointed as escrow agent, where he is trusted to manage delivery documentation and oversee escrow arrangements with precision and efficiency in high-value international deals.

Other than advising on matters related to Singapore flagged vessels, he is likewise experienced in dealing with Marshall Islands, Liberia and Panama flagged vessels.

Incisive Law LLC

## Singapore – Shipping Litigation Law

**Shanen Nanoo is an Associate Director at Incisive Law LLC in Singapore, specialising in contentious wet and dry shipping disputes.**

He advises on the full spectrum of maritime matters, including casualties, collisions, charterparties, bills of lading, marine insurance, shipbuilding and commodities disputes. Shanen acts for shipowners, shipbuilders, P&I Clubs and H&M insurers, and has been involved in high-profile maritime casualties that have attracted international attention.

Beyond shipping, his practice extends to complex commercial disputes, employment and general insurance litigation. On the non-contentious front, he also advises on insolvency and regulatory issues.

Shanen appears regularly as counsel before all levels of the Singapore Courts and maintains an active arbitration practice. He is experienced in both domestic and international arbitrations conducted under SIAC, LMAA, SCMA, ICC and HKIAC.

### Selected Matters

- Acted for an international container line in defending claims arising from a major vessel fire arising from misdeclared cargo arising under a Vessel Sharing Agreement;
- Advised a national carrier in relation to claims by partners and cargo interests following a six-month detention in Indonesia;
- Acted for a container line in defending cargo claims after containers were lost overboard in bad weather;
- Acted for a global commodities company in an unlawful means conspiracy claim involving an email fraud, and successfully obtained a Mareva injunction freezing assets in excess of USD 20 million;
- Represented a container line in a charterparty disputes under the NYPE form following an engine breakdown, including issues of off-hire, ICA cargo claims, seaworthiness, as well as speed and performance;
- Advised reinsurers on a constructive total loss claim worth millions following a major vessel fire in Sri Lanka;
- Acted for a buyer in a shipbuilding dispute seeking damages exceeding USD 2 million for failure to deliver a vessel;
- Defended vessel buyers in claims exceeding USD 20 million brought by a shipyard over the construction of assisted drilling rigs;
- Acted for coal suppliers in a breach of contract dispute arising from failure to load cargo;
- Regularly advises on the full range of charterparty and bill-of-lading claims.



**Incisive Law LLC**

**Shanen Nanoo**  
Associate Director  
Tel: +65 6305 9084  
shanen.nanoo@incisivelaw.com

120 Robinson Rd, #08-01,  
068913  
Tel: +65 6505 0160  
Fax: +65 6241 3084  
www.incisivelaw.com

**Incisive Law LLC**





E.M. Hwang & Partners IP  
Law Firm

Sung-pil Hwang  
Executive Vice President  
Tel: +82 10 4053 4160  
hwangpa@hwangpa.com

Mansung Building, 9-8,  
Gaepo-ro 31-gil, Gangnam-  
gu, Seoul, 06306  
Tel: +82 2 571 6211  
Fax: +82 2 571 7300  
www.hwangpa.co.kr



## South Korea – Intellectual Property Law

### Certificates/Education

- Patent & Trademark Attorney admitted in South Korea (2006)
- Yonsei University, Bachelor of Law & Business (Seoul, Korea, 2006)
- KAIST Master's course in Intellectual Property (2020)
- Northwestern Pritzker School of Law LLM

### Professional Career

- E.M. Hwang & Partners IP Law Firm (2006–present)
- Of Counsel, Yonsei University Life & Health (2015–present)
- Of Counsel, Dispatch (2010–present)
- Of Counsel, Treasure Hunter (2015–2018)
- Of Counsel, SBS Contents Hub Co., Ltd. (2011–present)
- Of Counsel, Seoul City (2022–2024)

### Expertise / Practice Areas

- IP
- Trademark & Patent Prosecution & Consulting
- Trademark & Patent Litigation & Enforcement
- Foreign Prosecution & Litigation
- Copyrights & Domain Names
- Franchising & Licensing

### Membership

- Korean Patent Attorneys Association (KPAA)
- Japan Trademark Association (JTA)
- International Association for the Protection of Industrial Property (AIPPI)
- International Trademark Association (INTA)
- Asian Patent Attorney Association (APAA)
- Intellectual Property Owners Association TM Committee member (IPO)
- International Referral (IR)
- LESI (Licensing Executives Society International) YMC Korea Chair

### Others

- FICPI / AIPLA / AIPPI JOINT COLLOQUIUM, speaker, AI: “A Focus on AI & Patent Procurement”, 2019 joint colloquium in Torino
- LESI, speaker, AI: “A Global & Strategic Update on IP Behind the Disruption”, 2019 Annual Conference in Yokohama, Japan
- IBA (International Bar Association), speaker: “Man Versus Machine”, 2019 annual conference in Seoul Korea
- K-Startup Grand Challenge, Mentoring (2023)

### Languages

English, Korean.

## Sri Lanka – Intellectual Property Law

**Julius & Creasy is a civil law firm established in 1879. With its 146-year history, it stands as the oldest law firm in Sri Lanka, with a reputation built on rich tradition, as well as the calibre of the professionals passing through its corridors.**

The Intellectual Property division of the firm advises on diverse areas ranging from patent, trademark, copyright, industrial designs and domain names, involving sundry fields, such as biotech, healthcare, pharma, ICT, software, media and entertainment, among other areas. Its clients represent numerous multinational companies, including a majority of Fortune 500 companies. Julius & Creasy also acts for several leading Sri Lankan conglomerates, and is regularly instructed by some of the leading trademark agents in the UK, US, EC, Australia, Japan, Hong Kong, Singapore, Malaysia and India.

Today, the Intellectual Property division of the firm undertakes a comprehensive range of enforcement, management and transactional matters. This extends to advising foreign and local clients on the registration, clearance, protection and exploitation of IP rights, as well as managing and coordinating clients' IP portfolios in Sri Lanka. The division further represents clients before the National Intellectual Property Office (NIPO) in respect of application, registration, ex parte and/or opposition inquiry, recording of assignment, recording of licence and renewal of registration of trademarks/patents or industrial designs to overcome objections. Meanwhile, it undertakes IP audits and due diligence exercises – in addition to filing trademark applications with Sri Lanka Customs and attending to IP enforcement in all shapes and sizes.

Anomi Wanigasekera, Senior Partner and Head of the IP Division, has received considerable acclaim, including from The Legal 500 Hall of Fame. She noted: "We are known for offering a wide variety of expertise and excellent teamwork to ensure a comprehensive service, and are always willing to accommodate highly specific needs."

Ms Wanigasekera explained that, in the modern era, infringement through digital media – which involves tracking the physical location of the infringer – can be cumbersome, and the unique details of each case are therefore pivotal in the context of enforcement. As a result, conducting thorough investigation and searches inconspicuously is one of the most important methods to consider. To this end, there is a Registry to obtain .lk domain names separately from the National Intellectual Property Office, and a party must subsequently confirm they are not infringing rights by obtaining a particular domain name. In the event there is a violation/dispute, the Registrar will attempt to settle the matter, with litigation being the last resort.

She added: "Even though we are already – frequently – instructed by some of the world's leading trademark agents, our ongoing aim is to continuously maintain and improve our high level of service quality in these matters."



Julius & Creasy

Anomi Wanigasekera  
Senior Partner  
anomi@juliusandcreasy.lk

No 371, RA De Mel  
Mawatha, Colombo 03  
Tel: +94 11 2422601  
Fax: +94 11 2446663  
www.juliusandcreasy.com

Julius &  
Creasy  
1879





# ***Africa & the Middle East***

The sub-Saharan African economy is navigating a difficult juncture. According to the IMF's April 2025 Regional Economic Outlook for Sub-Saharan Africa, the region had embarked on a hard-won recovery following years of crisis. But that fragile turnaround has been undermined by recent global shocks – rising borrowing costs, constraints on external financing, subdued global demand, falling commodity prices and heightened uncertainty – all of which have complicated policymaking and raised the premium on resilience.

This environment has already prompted downward revisions to growth forecasts. While the IMF's World Economic Outlook (WEO) update in April pointed to global growth of around 3–3.1% for 2025–26, growth expectations for Africa have also been tempered. IMF Africa Director Abebe Aemro Selassie has cautioned that although sub-Saharan Africa exhibited resilience – growing at about 4.0% in 2024 – the 2025 growth forecast has since been cut to about 3.8%, down from 4.2%, due to trade tensions (notably US tariffs) that drive up capital costs and stress external financing.

Moreover, IMF Managing Director Kristalina Georgieva, in remarks at a Bretton Woods Committee event, noted that African countries called for more technical support from the IMF in managing rising debt burdens. The Fund is responding with a new “playbook” for debt restructuring, approved by the Global Sovereign Debt Roundtable, designed to guide distressed low- and middle-income countries through the complexity of negotiations and restructuring. This comes amid acknowledgement that further external shocks could seriously derail gains in inflation control, debt stabilisation and trade rebalancing, according to Reuters.



Within individual African economies, there are notable developments. Uganda, for instance, is negotiating a new financing round under the IMF's Extended Credit Facility (ECF). The previous \$1 billion facility (initiated in 2021) disbursed around \$870 million before expiring in 2024. Public debt has risen sharply – 17.8% in 2024 to \$29.1 billion, now at 52.1% of GDP – up from 49.9% the prior year. The government plans to submit a new ECF application to the IMF Board following the general elections scheduled for early 2026.

Elsewhere, Ethiopia has taken a bold reform agenda, opening its first stock exchange since Emperor Haile Selassie's era. This, along with financial liberalisation – floating the currency, easing banking access for foreign investors and forex reforms – are steps towards unlocking access to up to \$3.4 billion in IMF financing. Authorities aim to attract up to \$27 billion in investment over four years to help rebuild and address its FX crunch. Yet the country still grapples with high inflation, bureaucracy, corruption and regional security risks, as examined in greater detail by the FT.

At a structural level, sub-Saharan Africa continues to face challenges in achieving per capita income growth, human development and overcoming poverty. The region is expected only to fully regain pre-COVID per capita income levels by 2026 – representing a modest 2% gain compared to significant advances in regions like South and East Asia. This tepid progress limits poverty reduction, especially amid climate shocks, political instability and high debt servicing costs that crowd out much-needed investment. The World Bank is responding with initiatives – including its “Education Business Plan 2030” for Eastern and Southern Africa – to bolster human capital, although funding remains a challenge.

In essence, sub-Saharan Africa is contending with a challenging global context: growth is moderating, debt vulnerabilities are elevated, while external financing is constrained. The IMF and World Bank are scaling up support – via debt-restructuring frameworks, financing packages and human-capital investments. The net result is that policymakers must pursue inclusive tax reforms, reduce reliance on external borrowing, prioritise resilience and sustain reforms – to preserve macro-economic stability and poverty reduction.

## Middle East & North Africa (MENA)

The economic outlook for the MENA region remains modest and uncertain, shaped by inflation, conflicts and global headwinds.

The World Bank's April 2025 MENA Economic Update estimates that the region expanded by just 1.9% in 2024, with growth expected to rise moderately to 2.6% in 2025. This growth reflects reduced oil production cuts benefitting exporters, easing inflation, rebounding agriculture and strengthened private consumption among importers.

Digging deeper, the broader World Bank Global Economic Prospects (June 2025) forecasts that MENA growth will firm slightly to 2.7% in 2025, rising further to an average of 3.9% in 2026–27. This improvement largely comes from expansion in oil sectors, particularly among GCC exporters, which counterbalances external demand weakness and soft commodity prices.

The IMF's May 2025 Regional Economic Outlook for the Middle East & Central Asia echoes this, projecting growth for 2025–26, although cautioning that the pace is slower than anticipated in the October 2024 edition. Trade tensions, policy uncertainty, ongoing conflicts and prolonged oil production cuts are cited as dampening forces on growth. The report urges policymakers to prioritise macroeconomic stability and structural reform to capitalise on external opportunities.

More specifically, IMF press-briefing documents report growth projections of 2.6% in 2025, rising to 3.4% in 2026 – both downward revisions from previous estimates. This assumes a rebound in oil output, conflict stabilisation and structural reforms – but still reflects weaker global growth and more modest region-specific drivers.

Within the GCC, the World Bank's June 2025 press release projects growth of 3.2% in 2025, accelerating to 4.5% in 2026, driven by rollback of OPEC+ production cuts and non-oil sector expansion. Saudi Arabia is expected to grow 2.8% in 2025, rising further in 2026–27 as hydrocarbons accelerate and diversification deepens under Vision 2030. Qatar will remain steady at 2.4% in 2025 before surging in 2026–27, thanks to LNG expansion.

Complementing this, news coverage highlights that the World Bank underscores the importance of “smart spending” in the GCC – to invest efficiently in education, infrastructure and green energy so as to ensure the sustainability of growth and mitigate oil price risks.

Beyond GCC high-income states, fragile economies are struggling. Syria, after contracting 1.5% in 2024, is forecast to grow only 1% in 2025, constrained by security risks, liquidity shortages and suspended foreign aid.

At the same time, Lebanon is navigating deep structural and banking crises. The 2025 bank reforms – endorsed by the IMF and the Lebanese government – include social security, tax and monetary governance overhauls targeted towards rebuilding depositors' trust and stabilising the financial system. Already, a \$250 million World Bank loan has been secured to improve electricity collection and fund solar energy investments – part of an envisaged \$1 billion reconstruction package.



Unable to disregard reconstruction imperatives, the World Bank also approved more than \$1 billion in reconstruction and infrastructure financing across Lebanon, Syria and Iraq. A major chunk – \$930 million – goes to Iraq for railway modernisation to spur connectivity and economic diversification, while Syria receives a \$146 million grant to rehabilitate its electricity infrastructure, whereas Lebanon gets \$250 million for public infrastructure rebuilding post-conflict.

Furthermore, Iraq’s rail project is expected to catalyse trade by connecting Umm Qasr Port with Mosul, and is projected to facilitate significant freight and passenger traffic by 2037. This corridor has already cut shipping times by 58% in a trial run, heralding gains for regional economic integration.

Jordan also progressed regionally: in May 2025, it and the UAE activated a Comprehensive Economic Partnership Agreement (CEPA) intended to boost non-oil trade, investment and industrial cooperation – targeting more than \$8 billion in non-oil trade by 2032.

Across MENA, underlying vulnerabilities persist. The region faces high overall unemployment (~10.8% in 2025), especially among youth (~28%). Tourism remains undeveloped in most of the region – outside GCC, Turkey, Egypt, Lebanon and Israel – although recovery is underway in the UAE, Bahrain and Jordan.



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## Benin – Banking & Finance Law

D2A Société Civile Professionnelle d'Avocats, founded in 2000 by Professor Joseph Djogbenou, has matured into one of Benin's foremost legal institutions, offering a full-spectrum blend of strategic advisory and litigation services tailored to both domestic and international clients. From its inception as the Cabinet of Olga Anassidé & Nicolin Assogba, and earlier as the Cabinet of Joseph Djogbenou, the firm has evolved around two core divisions – legal engineering and advisory on the one hand, and litigation on the other – establishing a structure that harmonises nuanced advice with robust courtroom representation.

Under Professor Djogbenou's leadership, D2A has earned esteemed rankings and industry acknowledgements. It was ranked 13th among the top 50 OHADA business law firms in 2020 by LEX4.com, and consistently features among the top five firms in Benin.

Within the firm's broad legal offering, the Banking & Finance Law practice occupies a strategic place. D2A supports banks, financial institutions, FinTechs and corporate clients in navigating complex transactions and compliance landscapes. The firm's expertise spans structured finance, debt issuance, regulatory compliance, guarantees, project financing, credit arrangements and financial restructuring. The lawyers at D2A assist clients with drafting and negotiating financing documents, advising on securities and collateral arrangements – such as share pledges, mortgages, asset encumbrances and banking account liens – and support the execution and registration of these instruments under Beninese law.

Professor Djogbenou himself brings exceptional legal gravitas to this practice. Admitted to the Bénin Bar in 1998 and a holder of the prestigious agrégation in private law and criminal sciences from CAMES, he also holds a doctorate in private law. His distinguished academic credentials, combined with a track record that includes serving as Minister of Justice and President of the Constitutional Court of Benin, lend deep institutional understanding and advisory weight to the firm's Banking & Finance practice.

While Mr Djogbenou's personal biography is deeply rooted in legal thought leadership and governance, D2A's advocacy in Banking & Finance is supported by a talented team, including its Co-Managing Partner Nicolin Assogba, who brings specialised expertise in project financing, corporate transactions and OHADA law. Mr Assogba regularly trains legal professionals across OHADA member states, further reinforcing the firm's capacity to deliver both domestic and regional financial law solutions.

D2A has a strong track record serving not only local but also international financial clients. The firm has worked with such prominent institutions as Afreximbank, Société Générale France, the French Development Agency and the European Investment Bank. Its assistance has ranged from advising on infrastructure project lending to complex financing schemes within regulated sectors.

Beyond transactional mandates, D2A extends its influence through legal education and capacity building. In collaboration with Les Éditions du CREDIJ, the firm organised a specialised training session in January 2024 on the revised Uniform Act governing simplified debt recovery and enforcement procedures under OHADA law.



**D2A Société Civile  
Professionnelle d'Avocats**

**Joseph Djogbenou  
Founder**

**Lot 957 Sikécodji Porte  
1045 – Immeuble Fifamin  
01 BP 4452  
Tel: +229 60613103  
contact@scpad2a.org  
www.scpad2a.org**



## Congo, Democratic Republic of the – Natural Resources Law



**KBB Law Firm**

**Hervé-Michel Bia Buetusiwa**  
**Co-Founding Partner**  
**biabuetusiwa@**  
**kbblawfirmscp.com**

**48 Av Roi Baudouin, 2eme**  
**niveau, Residence Imani,**  
**Kinshasa**  
**Tel: +243 81 07 88 642**  
**www.kbblawfirmscp.com**



KBB Law Firm SCP, formerly OVK Law Firm, is a leading law firm based in Kinshasa, in the Democratic Republic of the Congo, distinguished by its sophisticated practice in natural resources law. Co-founded by Hervé-Michel Bia Buetusiwa and Patrick Bondonga Lesambo, the firm has developed a reputation for offering clients expert guidance in mining, hydrocarbons and related sectors, combining regulatory, transactional, compliance, environmental and dispute resolution skills into a well-integrated offering.

Hervé-Michel Bia Buetusiwa (also known simply as Bia Buetusiwa) is a lawyer and coordinator of the firm, as well as a licensed representative in mining and quarries and a licensed representative in industrial property. Admitted to the Kinshasa/Gombe Bar in 2006, he holds a Licence in Economic & Social Law from the University of Kinshasa (2005), a Master's in International & Comparative Environmental Law from the University of Limoges (2009), as well as previous training in human rights ethics with an international commerce focus at the University of Nantes (2004). Before founding KBB Law Firm, Bia worked as an Associate in the Study of Professor Lukombe Nghenda & Associates. In parallel with his practice, he leads research and publications through the Centre de Recherches et d'Études Juridiques – Doc & Juris, and edits the Revue Juridique Doc & Juris.

The natural resources practice of KBB Law Firm under Bia's coordination encompasses the legal framework for mining and hydrocarbon exploration and exploitation, energy law (including electricity), regulatory compliance, environmental law and corporate responsibility, particularly the obligations of companies towards social and environmental protection. The firm is active in the full life cycle of natural resources work: advising on the grant, maintenance or transfer of mining licences and permits; assisting with contracts, joint ventures and concessions; handling mining-sector litigation, arbitration and enforcement; as well as contributing to legislative and regulatory reform in the sector. Bia has acted as consultant on several draft laws related to mining, environmental protection and industrial property, and is a recognised speaker in seminars, workshops and training events focused on mining law in the DRC.

KBB Law Firm is ranked in major international legal directories, notably in Chambers Global Guide 2025, where its General Business Law department (which includes natural resources-adjacent work) is positioned in Band 3.

Among its recent activities, KBB Law Firm has participated in and organised training workshops and certifying seminars on Congolese mining law. The firm also exhibits a role in dialogues about the intersection of state regulatory bodies and private operators, including such events as the "Mining Law Breakfast", where Bia moderates discussions on the challenges of compliance, procedural efficiency and environmental considerations. The firm is further noted for its contribution to legal scholarship and law reform. Bia has authored multiple scientific articles on mixed topics, including OHA-DA law, mining contracts, labour law, IP and the environment. He has served as consultant on several draft laws – and through Doc & Juris helps maintain an active forum for legal exchange among practitioners, academics, regulators and the judiciary.

## Guinea, Republic of – Commercial Law

YAC & Partners is a trusted advisory firm in business law, highly regarded in Guinea. Founded in 2024 and officially launched in January 2025, the firm provides comprehensive legal solutions and tailored strategies to support investors, multinational corporations, SMEs and institutions in entering and thriving in the Guinean and OHADA markets.

Guided by a client-focused approach, YAC & Partners is committed to building long-term relationships based on trust, integrity and excellence. The firm's mission is to provide businesses with the strategies, tools and insights needed to succeed in Guinea's dynamic environment, while its vision is to become the leading advisory partner for investors and institutions, recognised for innovative and sustainable solutions.

Areas of practice include:

- **Legal Advisory & Transaction Support:** Strategic advice, legal due diligence, contract drafting and negotiation, pre-litigation, ADR and immigration assistance.
- **Corporate & Commercial Law:** Governance, restructuring, incorporation and compliance with OHADA regulations.
- **M&A:** Full-cycle support from due diligence to shareholder agreements and post-closing.
- **Project Finance & Infrastructure:** Structuring of complex projects, PPPs, donor-funded initiatives and secured transactions.
- **Banking & Financial Law:** Structuring and compliance of financial transactions.
- **Tax & Customs Advisory:** Fiscal planning, transfer pricing and customs procedures.
- **International Trade & Investment:** FDI structuring and compliance under OHADA, WAEMU and international frameworks.

Yves Constant Amani, Managing Partner, is an award-winning international business lawyer with expertise in investment law, corporate law, project finance and emerging technologies. He holds an LLM in International Business Law (Cumbria, UK), an MBA in Corporate Finance (EDC Paris) and a Master's in Business Law (Catholic University of West Africa, Côte d'Ivoire). His professional background includes leading major transactions in mining, energy, infrastructure and finance with top-tier law firms and financial institutions.

He has contributed to the Chambers Practice Guides (2024) and The Legal 500 Country Comparative Guides (2025), co-authoring the Guinea chapter on corporate governance. Fluent in French and English, Yves combines legal expertise with innovative approaches, including the integration of AI in legal services, to deliver forward-thinking and effective solutions for clients.

YAC & Partners stands today as a symbol of reliability, innovation and excellence in the Guinean legal landscape – offering clients clarity, performance and security in their operations.



YAC & Partners

Yves Constant Amani  
Managing Partner  
[y.amani@yacpartners.com](mailto:y.amani@yacpartners.com)

2ème Étage Immeuble  
Sacko, à côté du Génie  
Militaire (PA), Kissosso,  
Secteur Barry, Commune  
de Matoto, BP 4047,  
Conakry  
Tel: +224 628 59 76 05  
+224 664 43 98 08  
[www.yacpartners.com](http://www.yacpartners.com)



## Israel – English-Speaking Financial Advisory



**Braude Wealth**

**Philip Braude  
CEO**

**pbraude@anglocapital.com**

**19 King David Street,  
Jerusalem**

**Tel: +972 2 992 1519**

**www.braudewealth.com**



Braude Wealth is an Israel-based financial advisory and wealth management firm that has carved out a distinctive niche serving English-speaking clients who wish to navigate both the Israeli and international investment landscapes. Rooted in Jerusalem, the firm projects a dual identity: deeply conversant with Israel's legal, tax, real estate and regulatory particularities, while also fluent in global markets, so as to serve clients whose lives and capital stretch across multiple jurisdictions.

Under the leadership of Philip Braude, Braude Wealth and its affiliate Anglo Capital offer a bespoke financial consulting platform that specialises in assisting English-speaking residents in Israel and their families abroad. Recognising that expatriates, immigrants, returning Israelis and cross-border families often face complex tax, trust, estate and regulatory challenges, Braude Wealth positions itself as a trusted intermediary. Its services encompass estate and succession planning, corporate structuring, trust advisory and property consultation, all tailored with sensitivity to both Israeli and international law.

At the heart of the firm's value proposition is its capacity to blend global investment access with local compliance. Its wealth management offering is designed to be tax efficient and resilient against the friction of multiple jurisdictions. To this end, the firm devises and implements strategies to overcome the challenges that arise when clients' assets and obligations span borders. By combining Israeli insight with global partnerships and institutional relationships, Braude Wealth provides integrated solutions for individuals, families, trusts, foundations and corporations.

One of the firm's specialised strengths is in serving clients who hold or plan to acquire property in Israel. Many of its English-speaking clients seek real estate in the country, either as a residence or as an investment. Braude Wealth bridges the linguistic, legal, financial and regulatory gaps involved in property acquisition, offering turnkey support: from pre-acquisition structuring to working with local lawyers, banks and developers, to post-purchase oversight.

Philip Braude himself brings more than 25 years' experience in property development, investment, acquisition and management, which underpins the firm's real estate advisory prowess. His role extends beyond property: he is a licensed investment marketer under the Israel Securities Authority, and is closely involved in the design and delivery of investment and structuring proposals tailored to the firm's clientele.

Within the Braude Wealth group, Anglo Capital functions as the consulting arm that focuses attention especially on international and English-speaking clients. It delivers financial consulting services that span trust advisory, estate planning, corporate and trust structuring, relocation (aliya) and pre-aliya advice, as well as assistance to returning Israelis. Because Israeli law now imposes reporting obligations on trusts that benefit Israeli-resident beneficiaries, Braude Wealth plays a critical role in advising families – and their existing legal or trust advisers – on compliance, structuring options and cross-border tax effects.

Braude Wealth further seeks to draw upon its thought leadership and educational outreach to engage clients. Through webinars and downloadable guides, it offers insights into such topics as regulatory compliance and international wealth planning. It has published commentary and analysis on UK trust taxation, voluntary disclosure regimes and evolving cross-border tax rules – all reflecting the firm's commitment to keeping clients ahead of legislative and regulatory shifts.

## Israel – M&A Law

**Koren – Grodberg & Co. Law Offices** is a well-established Israeli law firm with a strong reputation in corporate and commercial law, particularly in the high-tech sector. Founded in 1989 and located in Tel Aviv, the firm has developed deep expertise in advising both domestic and international clients on complex business transactions, with a special focus on M&A under the leadership of Etti Koren.

Mrs Koren is Managing Partner and head of the firm's Commercial & High-Tech Department. She is also head of its M&A practice, guiding clients from initial term sheet through legal due diligence, drafting and negotiating transaction documents, handling regulatory and antitrust approvals and completing the closing. Her role includes attention both to legal form and to commercial and tax aspects of deals, ensuring that transactions are structured in a way that aligns with business goals, as well as legal and fiscal realities.

The firm under Mrs Koren's leadership works with a wide spectrum of clients, including founders, startups, established Israeli companies, international investors and venture capital funds. Mrs Koren's experience is distinguished not only by her legal training but also by her technological background – having served in the IDF's MAMRAM unit, Israel's computing and information systems centre – which gives her additional insight into issues common in tech, such as IP, licensing, software-related agreements, collaborations, joint ventures and venture capital deals.

When acting in M&A transactions, the firm offers a comprehensive service: from the very early stages of deal-making, including forming the term sheet and advising on agreement terms, to conducting due diligence investigations. The drafting and negotiating of all main transaction documents and ancillary ones is taken care of in-house. The firm further assists with regulatory filings, especially antitrust authorities, and ensures that the closing process is managed to protect clients' positions. These services are underpinned by sensitivity to both business strategy and tax implications.

The firm's practice is integrated into its wider capabilities in commercial and high-tech law. With Mrs Koren at the helm, the team handles licensing, OEM and distribution agreements; employment and option plans; IP concerns; service and development contracts; corporate formation and structuring; as well as ongoing corporate governance and commercial administration. Particularly for technology enterprises, whether at founding, raising capital or seeking exits, the firm provides a level of counsel that takes into account not just legal risk but operational, fiscal and market realities.

Koren – Grodberg & Co. is structured so as to offer its M&A clients end-to-end support. Beyond negotiating the deal, the firm ensures that all related documentation – be it for tax, regulatory, corporate governance or commercial operations – is properly aligned. Its standing in Israel among boutique and mid-sized firms is strong in the area of M&A and commercial technology transactions.



**Koren – Grodberg & Co.  
Law Offices**

**Etti Koren**  
Managing Partner  
etti@kg-law.co.il

144 A 29th floor  
Menachem Begin Rd, Tel  
Aviv 6492124  
Tel: +972 3 6042323  
www.kg-law.co.il





**Dar Al-Muhama**

**Abdulrahman Ebrahim  
AlHouti**  
Managing Partner  
gm@lawfirmkw.com

PO Box 2614 Safat 13067  
Tel: +965 22204227  
www.lawfirmkw.com



## Kuwait – Corporate Law

Dar Al-Muhama is a leading full-service law firm based in Kuwait, established in 2005. Guided by Managing Partner Abdulrahman Ebrahim AlHouti, the firm has evolved into a trusted legal institution combining local expertise, regional presence and international standards. Its corporate law practice aligns closely with Kuwait's national objectives under Kuwait Vision 2035, KDIPA's investment strategy and the KAPP framework for public-private partnerships – fostering a legal environment that supports sustainable economic diversification, foreign investment and private sector growth.

Dar Al-Muhama's corporate practice offers end-to-end advisory and transactional services to commercial entities, financial institutions, investment vehicles, family businesses and government-affiliated bodies. The firm's work encompasses company formation, M&A, regulatory compliance, corporate governance and contract negotiation. By helping clients structure entities, manage shareholder relations and navigate Kuwait's evolving legal landscape, Dar Al-Muhama supports both local entrepreneurship and international market participation in line with KDIPA's goals to enhance FDI and promote private sector competitiveness.

As Kuwait advances strategic projects under Vision 2035 – spanning infrastructure, energy, transportation and innovation – Dar Al-Muhama plays an instrumental role in advising on KAPP-led public-private partnership (PPP) initiatives. The firm's multidisciplinary expertise ensures compliance with PPP regulations, risk allocation and investor protection mechanisms. Its deep understanding of commercial law and state regulatory processes enables it to support cross-border investments, concession agreements and joint ventures that advance Kuwait's long-term socio-economic transformation.

Mr AlHouti, a highly regarded corporate and public law expert with more than two decades' experience, holds a Bachelor of Laws (2002) and a Master's in Public Law (2012). His prior experience in legal research and investigative authority roles provides him with unique insight into Kuwait's regulatory and enforcement systems. He is also a certified arbitrator in Kuwait and a member of various regional legal and arbitration bodies, contributing thought leadership on corporate governance and financial regulation.

The firm's integrated approach connects corporate law with adjacent practices, including banking and finance, oil and gas, IP, real estate and investment, as well as transportation law. Through partnerships with international law firms, Dar Al-Muhama assists clients in both inward and outward investment, promoting Kuwait's ambition to become a regional hub for finance, logistics and innovation.

Dar Al-Muhama's ISO 9001:2015 certification underscores its commitment to excellence, transparency and quality management. Its team of attorneys, consultants and arbitrators delivers solutions that align with global best practices while grounded in Kuwaiti law and ethics.

### Legal Services

- Company formation, restructuring and corporate governance
- M&A and joint ventures
- Regulatory compliance, licensing and due diligence
- Banking and finance transactions
- PPP and infrastructure project advisory (KAPP-aligned)
- Investment structuring and FDI facilitation (KDIPA-aligned)
- Contract drafting and negotiation
- Risk management and dispute prevention
- Arbitration and mediation
- Real estate, oil and gas and IP law

## Mauritius – Commercial Law

Wortels Lexus is a Mauritius-based law firm with a distinctly cross-border commercial outlook, founded in 2010 by Siv Potayya, who had already built significant experience in banking, law and in-house counsel roles before launching the practice. The firm's name – "Wortels", a Dutch word meaning "roots", entwined with "Lexus" from Latin for "law" – hints at a philosophy of grounding legal practice in firm foundations even as it expands outward. From its offices in Port Louis, Wortels Lexus offers legal counsel to individuals, governments, non-profit organisations and businesses both in Mauritius and internationally, supporting clients across multiple sectors.

Over the years, Wortels Lexus has positioned itself as a business-orientated practice with a speciality in structuring and regulatory matters. Its client base includes major domestic corporations, international firms seeking to use Mauritius as a hub, financial institutions, high-net-worth individuals, as well as public sector entities needing robust legal support. The firm's stature is enhanced by its membership in global legal networks and bar associations, such as the International Bar Association and the Inter-Pacific Bar Association, affiliations that help Wortels Lexus maintain ties with more than 5,000 lawyers around the world. In turn, this network orientation reinforces the firm's ability to respond swiftly and effectively on cross-border mandates.

Within Wortels Lexus, the commercial law offering is led by Siv Potayya, whose career background includes service with the Mauritius Commercial Bank and prior legal roles, and who is known as a prize winner in banking law and author of articles on securities, charges and financial legal structures. As Head of Practice, he brings a depth of technical expertise in banking law, fixed and floating charges, leasing and related security instruments – areas where his published work has addressed the proper legal foundation for guarantees, floating charges in leasing and the interaction of financial institutions with statutory charge regimes. Under his leadership, Wortels Lexus is able to advise on complex transactional structures, drafting and negotiation of finance documents, as well as dispute matters tied to commercial and financial instruments.

Clients seeking advice on corporate law, regulatory compliance, contracts, M&A or financing will find within Wortels Lexus a practice that integrates commercial insight with seasoned legal craftsmanship. The firm draws on its in-house knowledge of the banking sector and its published thought leadership in charge and security regimes to help clients structure commercial projects, manage risk and ensure legal robustness. Wortels Lexus supports cross-border investment and capital flows, structuring vehicles through Mauritius and related jurisdictions – while advising on legal and regulatory interfaces of cross-jurisdictional deals.

In Mauritius, the firm is recognised in such directories as The Legal 500, which notes that Wortels Lexus handles international mandates from Mauritius and maintains an association structure with firms in other jurisdictions. The firm's internal team includes partners who support in various specialist domains – such as trademark, maritime, litigation, tax and corporate structuring – complementing the commercial offering. The combination of a stable local base, networking global reach and a focus on commercial law allows Wortels Lexus to serve as a trusted partner for clients pursuing ambitious growth, cross-border investment and financing initiatives.



### WORTELS LEXUS LAW FIRM

Siv Potayya

Head of Practice

[emailus@wortelslexus.com](mailto:emailus@wortelslexus.com)

6th Floor, La Poudriere

Street, Port Louis

Tel: +230 245 6400

Fax: +230 245 6004

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



## Mauritius – Corporate Finance Law

**Uteem Chambers is a leading law firm in Mauritius providing high-quality, efficient and pragmatic legal advice and solutions in a timely manner to serve its clients' diverse needs.**

Founded by Muhammad Reza Uteem in 2010, Uteem Chambers is home to a team of highly qualified legal professionals, including lawyers qualified in Mauritius, England and Wales, France and Bangladesh. All members of the firm work as a close-knit team and actively collaborate on advice and cases as required. Notably, Uteem Chambers' members are fluent in several languages, including English, French, Spanish, Hindi, Urdu, Creole and Bengali.

Today, the firm is headed by Dilruba Naoshin, Barrister-at-Law – who specialises in wide-ranging areas of banking and finance law, corporate and commercial law – and Ruwaydah Jaunbaccus, an Attorney-at-Law specialising in industrial property law, insurance, insolvency matters, employment law and litigation, as well as ADR concerning comprehensive areas of civil law, corporate and commercial law.

The majority of Uteem Chambers' practice involves rendering legal advice to the world's leading international financial institutions, multilateral development banks, inter-governmental organisations and professional advisers, including pivotal international law and accountancy firms.

Uteem Chambers has acted in some of the most significant and complex transactions affecting Mauritius-incorporated companies. For example, the firm advised a global bank in the financing of an acquisition of an Indian telecoms company worth more than \$3.5 billion. Its experts have also acted for senior lenders in aircraft leasing transactions, including Islamic leasing. Meanwhile, the firm was involved in the setup of several multimillion private equity funds for investment into India, China and Africa, primarily taking place within the infrastructure and telecoms sectors.

The firm further undertakes international litigation, encompassing international bankruptcy, enforcement of international creditors' claims and anti-money laundering. On a regular basis, it advises high-level organisations on a myriad of employment law-related issues, advises overseas governmental agencies – and has been actively involved in legislative drafting in Mauritius.

Last, but not least, Uteem Chambers has accumulated significant experience across numerous high-profile litigation and arbitration cases in the realm of cross-border disputes. More recent assignments include successfully representing a shareholder before the Privy Council, as well as assisting a leading US laboratory in an international arbitration.



**Uteem Chambers**

**Dilruba Naoshin**

**Partner & Barrister-at-Law**  
[dnaoshin@uteemchambers.com](mailto:dnaoshin@uteemchambers.com)

**4th Floor, Les Jamalacs  
Building, Vieux Conseil St,  
Port Louis  
Tel: +230 2117700  
Fax: +230 2114700  
[www.uteemchambers.com](http://www.uteemchambers.com)**



**UTEEM CHAMBERS**



## Morocco – Energy Law

LPA Law is a dynamic and internationally anchored business law firm that has established a strong foothold in Morocco since opening its Casablanca office in 2009. Originally founded in Paris in 1983, the firm has grown to include more than 270 lawyers and professionals spread across 14 offices in major global business centres. In Morocco, LPA Law offers a multidisciplinary and multicultural team fluent in Arabic, French and English, capable of advising both domestic and foreign clients across the full spectrum of corporate, regulatory and transactional matters.

From its base in Casablanca, LPA Law cultivates deep expertise in Moroccan business law, project development, regulatory reform, public interest initiatives and cross-border investment. The firm's practice areas include banking and finance, competition and economic regulation, M&A, IP, real estate and projects, litigation and dispute resolution, employment, tax and wealth management, as well as energy and environment.

Within the energy sector, LPA Law has positioned itself as a trusted legal partner for clients navigating the complex challenges of transition, regulation and infrastructure across Morocco and Africa more broadly. The firm advises on power generation, renewable energy, energy efficiency, natural gas, hydrocarbons and emerging technologies, such as green hydrogen, combining project structuring know-how with regulatory, contractual and public law experience.

Zineb Gaouane is a Partner in the Casablanca office and one of LPA Law's leading figures in the domain of energy law. With more than 20 years' experience in business law, she specialises in the fields of electricity, renewables, energy efficiency, green hydrogen, natural gas and hydrocarbons. She has worked across the life cycle of energy transition projects and environmental initiatives in Morocco and the African region.

Her prior roles include service within such distinguished law firms as Jeantet & Associés and Gide Loyrette Nouel, as well as senior positions in Moroccan public institutions, including a stint as special adviser to the Minister of Energy Transition & Sustainable Development, leadership roles with the National Electricity Regulatory Authority, as well as tenure within the Masen Group (Moroccan Agency for Sustainable Energy).

At LPA Law, Ms Gaouane supports clients in conceiving, structuring, negotiating and implementing energy-related projects. She assists developers, sponsors, investors, public authorities and multilateral institutions in energy generation, infrastructure, power purchase agreements, concessions, regulatory compliance – as well as permitting and licensing regimes. Her fluency in Moroccan institutional and business environments is a major asset in advancing high-stakes projects.

Under her leadership, LPA Law often liaises with public institutions on legislative drafting, regulatory lobbying and reform initiatives in the energy space. The firm combines technical expertise, sector insight and a deep understanding of governmental processes to support strategic, large-scale projects that drive energy transition, sustainable development and regional integration in Africa. In recent years, LPA Law and Ms Gaouane have further been active in high-visibility international forums. For example, in 2025 they featured in the World Power-to-X Summit held in Marrakesh, where they contributed thought leadership around hydrogen and renewable energy systems – reflecting the firm's ambition to lead in cutting-edge energy innovation in Morocco and beyond.



LPA Law

Zineb Gaouane  
Partner

[zgaouane@lpalaw.com](mailto:zgaouane@lpalaw.com)

Capital Tower, Corner of  
Main Street & Boulevard  
Moulay Abdellah Bencherif,  
14th Floor, 20100  
Casablanca  
Tel: +212 522 97 96 60  
[www.lpalaw.com](http://www.lpalaw.com)





Minerva Legal

**Uche Okoronkwo**  
Partner & Principal  
uche.okoronkwo@mlpng.com

4, Adesola Akinnifesi Street,  
Lekki, Lagos  
Tel: +234 201 632 5555  
www.mlpng.com

## Nigeria – Corporate Law

Minerva Legal is a full-service Nigerian law firm, strategic in approach, deliberate in structure and deeply attuned to the commercial realities impacting its clients' world. Its model blends corporate intelligence with legal precision, catering to a client base that spans diverse sectors, including – but not limited to – banking and finance, maritime, governance, energy, dispute resolution, IP and regulatory matters.

Guided by a commitment to excellence and operational clarity, Minerva Legal delivers strategic counsel that reflects a deep understanding of the interplay between law and commerce. From structuring cross-border transactions to managing complex corporate disputes, the firm's hallmark lies in offering clarity amid complexity – enabling businesses to make confident, informed decisions in dynamic markets. Its corporate offering spans the full spectrum of business life-cycle advisory: from general business counsel for owner-managed or family enterprises, to structuring franchise or distribution arrangements, to orchestrating M&A, joint ventures, public-private partnerships and venture capital transactions.

At the forefront of this practice is Mr Uche Okoronkwo, Principal Partner, who has earned recognition for his ability to craft practical, enforceable and pragmatic solutions to complex commercial challenges. Uche's career is defined by depth, discipline and a rare ability to balance legal strategy with business objectives. His expertise traverses corporate structuring, M&A, joint ventures, financial services and high-stakes regulatory matters – all anchored in a pragmatic understanding of how deals are negotiated, governed and sustained.

Over the years, Uche has acted as both adviser and architect in transactions that demand strategic foresight and technical dexterity. His clients, ranging from multinationals to emerging enterprises, value his capacity to anticipate regulatory risks, negotiate equitable outcomes and align legal frameworks with long-term business goals.

Beyond transactions and litigation, Uche is deeply invested in institutional strengthening – mentoring young lawyers and promoting knowledge-sharing within the firm. His leadership style is defined by integrity, precision and collaboration, fostering an environment that prioritises both professional development and client success.

Uche's leadership extends beyond case work. He is instrumental in nurturing the firm's collaborative culture and ensuring that its growth remains principled and purposeful. His mentorship has shaped a new generation of commercially savvy lawyers who combine intellectual rigour with the agility required for today's legal landscape.

As a firm, Minerva Legal is committed to more than mere transaction execution. Its responsible business policy encompasses social responsibility, equality and diversity, pro bono service and alignment with global sustainability frameworks. Uche plays a central role in this dimension – overseeing the implementation of the firm's CSR policy and advocating for inclusion, gender equality and access within the firm's operations.

 MINERVA  
LEGAL

## Nigeria – Employment Law

Ikeyi Shittu & Co is a full-service corporate and commercial law firm established in 2005, with its headquarters in Lagos and additional offices in Abuja and Enugu. Over nearly two decades, the firm has carved out a reputation for delivering timely, innovative and cost-effective legal and business advisory solutions to a varying clientele that includes multinational corporations, major domestic enterprises and government bodies. Ikeyi Shittu & Co brings a solid understanding of how legal challenges intersect with business objectives and regulatory landscapes, enabling it to anticipate issues, craft proactive strategies and maintain compliance while pursuing clients' commercial goals.

Within its full-spectrum offering, the firm is particularly lauded for its expertise in labour and employment law. Regularly advising employers on sensitive matters, such as employee engagement, discipline and termination, it also brings considerable experience in representing clients across employment-related litigation and ADR within Nigerian courts and tribunals. This dual strength in advisory and litigation makes it a trusted counsel across the employment life cycle.

Olutayo Awoyele, Senior Associate, is a versatile legal practitioner whose professional experience cuts across several key areas of practice, reflecting both breadth and depth in his service delivery. He has been actively engaged in dispute resolution and litigation, where he provides strategic representation and advisory services to clients navigating complex legal conflicts. His work in labour law demonstrates a growing focus on the intricate relationship between employers and employees, helping clients address regulatory compliance, workplace disputes and broader employment matters. Alongside these strengths, Mr Awoyele is also involved in corporate and commercial law practice, advising on transactions and regulatory obligations that support business operations.

Meanwhile, Mr Awoyele is presently developing a specialisation in labour law, financial technology law and electricity law. These evolving areas of focus highlight his adaptability and awareness of emerging legal and regulatory landscapes, positioning him to provide forward-looking guidance to clients operating in sectors that are rapidly transforming under the influence of technology, market reforms and regulatory change.

He obtained his Bachelor of Laws (LLB) degree from the University of Lagos, one of Nigeria's most prestigious institutions, before proceeding to the Nigerian Law School, where he earned his Barrister-at-Law (BL) qualification and was admitted to the Bar. His professional affiliations further reinforce his commitment to the legal community. He is a member of the Nigerian Bar Association and also an active participant in the Young Lawyers' Forum of the Association, where he contributes to discussions and initiatives shaping the growth of early-career practitioners in the country.

With its full-service design and deep roots in Nigerian regulatory and business environments, Ikeyi Shittu & Co is ideally positioned to advise employers across sectors on evolving employment regulations, commercial considerations and institutional expectations. It benefits from a culture of proactive problem identification, regulatory awareness and integration of legal advice with commercial realities – attributes that elevate its employment law offering.



**Ikeyi Shittu & Co**

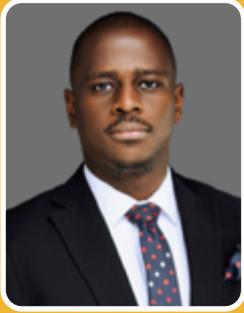
**Olutayo Awoyele**  
Senior Associate  
oawoyele@ikeyishittuco.com

**1st Floor, 21 Boyle Street,  
Onikan, Lagos Island, Lagos  
State**

**Tel: +234 1 6323430 1  
www.ikeyishittuco.com**

**IKEYI SHITTU & Co.**  
Barristers and Solicitors





Streamswowers & Köhn

**Paschal Ukah**  
Senior Associate – Dispute  
Resolution Group  
paschal@sskohn.com

Block CT3 Stallion Estate,  
Lobito Crescent, Wuse 2,  
Abuja  
Tel: +234 (0)201 291 0589  
www.sskohn.com

## Nigeria – Energy Law

Streamswowers & Köhn stands as a leading full-service commercial law firm in Nigeria, with headquarters in Lagos and branches in Abuja and Port Harcourt. Since its founding in 2007, the firm has grown into a distinguished institution, comprising multiple partners – including a Senior Advocate of Nigeria – supported by a team of skilled associates and legal professionals operating across major Nigerian commercial centres. Embodying traditional values of professionalism, integrity, confidentiality and conflict-avoidance, Streamswowers & Köhn prides itself on aligning international legal standards with the practical demands of the Nigerian business environment, deploying its intellectual, managerial and technological capabilities to deliver demonstrable value to its clients.

The Energy, Natural Resources & Environmental Law Group advises multinational and local players in power, water, mining and oil and gas, while also playing a pivotal role in interpreting and shaping the regulatory frameworks governing Nigeria’s energy sectors. Notable recent work includes advising on acquisitions of marginal oil fields, orchestrating significant project development and financing transactions for energy clients, as well as assisting with the foreclosure and sale of drilling rigs – transactions often valued in the hundreds of millions of dollars. These efforts have earned the firm praise for being “smart, responsive and agile” in M&A, for delivering deeply knowledgeable counsel in project development, and for its grasp of local law and procedural nuance in oil extraction project finance.

In the Dispute Resolution Group, which oversees litigation and ADR, Streamswowers & Köhn maintains the same high standards. That group is led by a Senior Advocate of Nigeria and includes seasoned practitioners adept in arbitration and litigation across sectors – from telecoms and construction to aviation, taxation, human rights and oil and gas.

Amid this dynamic environment, Paschal Ukah plays a notable role as a Senior Associate within the Dispute Resolution Group. Mr Ukah brings a fervent commitment to litigation and a broad-spectrum legal acumen spanning energy law, alongside labour, tax, company, IP, administrative, real estate and criminal law. His background includes an LLB from the University of Nigeria and a BL from the Nigerian Law School, and he is an active member of both the Nigerian Bar Association and the International Bar Association. Mr Ukah is not only an experienced litigator but also a prolific author, having written impactful articles on such topics as arbitration reform, jurisdictional challenges, amendments to the Evidence Act and constitutional questions surrounding locus standi, with his scholarship published on prominent platforms, including SSRN and in Chambers and Partners analyses.

Although his role is based within dispute resolution, his fluency with energy law positions him as a valuable contributor to energy matters. His insights are particularly relevant given the firm’s involvement in organising thought leadership events, such as a 2024 webinar on “Accelerating Renewable Energy Adoption in Nigeria”, which tackled legal frameworks, fiscal incentives and practical regulatory solutions to Nigeria’s energy access challenges.



## Saudi Arabia – Construction Contracts Law

Clyde & Co LLP has built a strong and enduring presence in Saudi Arabia, especially in the projects and construction sphere, with its construction contracts law offering spearheaded by Ben Cowling. The firm's Saudi practice, established in 2012, has become a market leader across Riyadh and Jeddah. Under Mr Cowling's leadership, the construction practice has grown in strength and scale, combining international legal standard with deep local understanding of Saudi law and regulatory developments.

Mr Cowling is a Partner based in Riyadh, helming Clyde & Co's Middle East Projects & Construction practice. He draws on nearly two decades' experience in transactional, claims and dispute advice for construction projects across Saudi Arabia and the wider Gulf region, applying both international contracting norms (including FIDIC and government procurement) and Saudi legal principles. His practice embraces drafting and negotiating construction contracts, advising on procurement and tendering, overseeing project delivery and handling disputes – whether in international or local arbitration, litigation, adjudication or other ADR mechanisms. Ben has detailed knowledge of the Saudi public procurement regime, government tenders and procurement law, and has guided clients through recent regulatory reforms, such as the new Government Tenders & Procurement Law and the recent codification of contract law through Saudi Arabia's Civil Code.

Clyde & Co's Projects & Construction practice in Saudi Arabia delivers holistic, client-centred advice covering the full project life cycle. On the transactional side, that means preparing and negotiating key contract documents, dealing with risk allocation, variations, delay and disruption, performance obligations and interface matters. On the contentious side, the firm handles complex construction disputes, representing government entities, main contractors, subcontractors and employers, before Saudi courts, Board of Grievances, as well as in international arbitration and local arbitration centres. In doing this, Clyde & Co leverages its global strength – more than 200 lawyers globally in the Projects & Construction sector – combined with a strong team on the ground in Saudi Arabia, including both internationally trained lawyers and Saudi-licensed practitioners.

Regulatory developments in Saudi Arabia have placed increasing demands on sophisticated legal advice in construction contracting. The New Government Tenders & Procurement Law introduced in 2019, for example, changed tendering, procurement, contract form and risk allocation in government projects, increasing centralisation and mandating certain clauses and practices. Clyde & Co, led by Mr Cowling, has guided clients through the implications of those changes. More recently, the enactment of the Saudi Civil Code in 2023 has had potentially far-reaching consequences for how contracts are formed, interpreted and enforced – and how retrospective effect is handled. Clyde & Co's team has been active in helping clients understand the transition from uncoded Sharia principles to the codified Civil Code, what that means for existing contracts, and how to adjust contracting practice going forward.



**Clyde & Co LLP**

**Ben Cowling**  
Partner

Tel: +966 11 253 2111  
[ben.cowling@clydeco.com](mailto:ben.cowling@clydeco.com)

The Business Gate –  
Building 14, Airport Rd,  
Qurtubah District – PO Box  
16743, Riyadh  
Tel: +966 11 253 2100  
[www.clydeco.com](http://www.clydeco.com)

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## Saudi Arabia – Intellectual Property Law



**Saudi Intellectual Property  
Rights Company**

**Mohammed Al Omair**  
CEO  
malomair@siprc.sa

**Northern Al Maather  
District, Al-Urouba Road,  
Riyadh**  
Tel: +966112816262  
www.siprc.sa

الشركة السعودية  
لحقوق الملكية الفكرية  
Saudi Intellectual Property Rights Company



Established in 2009, Saudi Intellectual Property Rights Company (SIPRC) has grown to become one of the Kingdom of Saudi Arabia's leading institutions for IP law and advisory services. Under the leadership of its CEO Mohammed Al Omair, SIPRC offers comprehensive IP services both domestically and internationally, with a mission of transforming innovation into protected assets of sustainable strategic value. The company's vision, "To Protect and Empower Every Innovator", encapsulates its commitment to fostering both protection and empowerment for creators, inventors, artists, businesses and institutions across many sectors.

SIPRC's legal and advisory offering in IP law is built on an integration of full-service protection, strategic legal support and ongoing enforcement. Its core legal services include litigation, appeal and objection services, mediation and arbitration, as well as legal consultation tailored to managing, protecting and developing IP assets. It ensures that businesses facing registration refusals, enforcement issues or conflicts with regulatory authorities receive robust representation and clear guidance through all procedural stages. Mr Al Omair has emphasised that IP rights protection is not purely reactive; it must be proactive, combining legal, technical and policy dimensions, while embracing innovation and the latest technologies to guard IP from infringement, misuse or unfair competition.

SIPRC helps clients with the registration, renewal, protection and licensing of trademarks, patents, copyrights and industrial designs. It further pursues monitoring services (such as "TM Watch") to detect threats to brand identity, digital brand protection to counter cyber-risks like counterfeiting and cybersquatting, as well as compliance services to ensure that rights holders maintain full legal standing in a changing regulatory and technological landscape. Legal consultations offered by SIPRC go beyond drafting formal applications; they include assistance for small and medium enterprises to understand licensing, formalities, corporate asset management (both tangible and intangible), revaluation of assets, commercial agency agreements and full support for business or branch incorporation with respect to IP-related obligations and protections.

The company also plays an active role in training, awareness and enforcement. SIPRC regularly organises workshops, seminars and specialised training programmes, often in partnership with such government agencies as the Saudi Authority for Intellectual Property, to educate stakeholders about IP laws, best practices and emerging legal and technical challenges. In addition, the company has published case studies and has been involved in national programmes to enhance IP culture – helping ensure that innovators, artists and businesses understand not only how to obtain protection but how to use it strategically to safeguard competitive advantage.

Moreover, SIPRC boasts such achievements as generating more than 78 million USD in revenue for its partners, managing IP portfolios whose value exceeds 100 billion USD, as well as completing more than 10,000 successful transactions in IP protection. These figures reflect the firm's capacity not only to advise, register, enforce and litigate IP rights – but also to develop, grow and preserve value for rights holders across technology, creative industries, brands and designs.

## Senegal – Litigation Law

El Hadji Daouda Seck has been a key member of the law firm SCP Houda & Associés since 2009. Appointed as a Partner in 2022, he is a seasoned litigation lawyer with a proven track record in representing businesses of all sizes, as well as individuals, before the Senegalese courts.

He has developed significant expertise in business litigation, both in civil matters (such as compensation for financial losses, liquidation procedures, etc) and criminal matters (such as economic and financial fraud, directors' liability, etc), regardless of the type of procedure involved (ordinary, administrative or expedited). He also specialises in the enforcement of judicial decisions. His solid experience before the courts is complemented by recognition in the field of professional advocacy, notably through awards won in advocacy competitions.

Mr Seck has been a member of the Senegalese Bar since 2004, and was elected to serve on the Bar Council of Senegal, reflecting the esteem in which he is held by his peers for his commitment and professionalism.

He has further undertaken several high-level training programmes, including:

- Economic Law & Business Law (2000)
- International Law at The Hague Academy (2002)
- Training at CIFAF – International Training Centre for French-speaking Lawyers (2006)
- Training in Public Procurement Law (2022)

Beyond his individual qualifications, Mr Seck plays a central role in a firm renowned for its recognised expertise in banking, finance, corporate law, taxation, restructuring and M&A, as well as the financing of major infrastructure, energy, oil, gas and mining projects.

With a strong physical presence in Senegal (head office in Dakar) and a secondary office in Côte d'Ivoire, SCP Houda & Associés operates across the OHADA, UEMOA and CIMA regions – working closely with a reliable network of local partners. This enables the firm to provide efficient and context-specific legal services throughout the sub-region.



**SCP Houda & Associés**

**El Hadji Daouda Seck**  
Lawyer/Partner  
[d.seck@avocatshouda.com](mailto:d.seck@avocatshouda.com)

**66 Boulevard de la  
Republique, Immeuble  
Seydou Nourou Tall, 1st  
Floor, Dakar**  
Tel: +221 33 821 47 22  
[www.avocatshouda.com](http://www.avocatshouda.com)

**Houda** Cabinet  
d'Avocats  
et Associés



## Senegal & Ivory Coast – Full-Service Law



### GENI & KEBE

Mouhamed Kébé  
Managing Partner  
mhkebe@gsklaw.sn

47, BD Republique | BP  
14392 | Dakar  
Tel: +221 338 211 916  
www.gsklaw.sn

## GENI & KEBE

Founded in 1912, GENI & KEBE – a member of DLA Piper Africa – stands as the oldest and one of the most distinguished full-service commercial law firms in West Africa, deeply rooted in Senegal while expanding its footprint across the region. Over a century later, the firm retains its pioneering spirit, combining its historical prestige with a forward-looking, pan-African orientation. With offices in Dakar, Mbour and Tambacounda in Senegal and in Abidjan in Côte d'Ivoire, and supported by affiliate offices throughout the OHADA zone, GENI & KEBE offers clients a seamless legal network stretching across much of sub-Saharan Africa.

As a full-service law firm, GENI & KEBE serves a broad spectrum of clients across an extensive range of practice areas. These include banking and finance, corporate and M&A, project finance, public-private partnerships, dispute resolution, tax, energy, mining, telecoms, real estate, employment and more.

At the helm of this multidisciplinary offering is Managing Partner Mouhamed Kébé. Admitted to the Senegal Bar in 1993 and to the Côte d'Ivoire Bar in 2018, as well as a member of the Law Society of England & Wales, he brings rare regional and global credentials to the practice. His academic background includes an LLM in Business Law from the University of Dakar (Cheikh Anta Diop), an LLM in International Law from the University of Essex and a Certificate in Commercial & Investment Arbitration from the University of London.

Under Mr Kébé's leadership, the firm has demonstrated formidable strength in banking and finance. GENI & KEBE advised JPMorgan Chase & Co on the Republic of Senegal's issuance of a USD 750 million Eurobond in June 2024; assisted Standard Chartered Bank with a Murabaha financing structure for the Banque Nationale pour le Développement Économique (BNDE), backed by the Senegalese Ministry of Finance; supported the Development Bank of Southern Africa in securing a €70 million term loan to BNDE; and assisted Senegal's FERA in negotiating and signing €774 million in financing for a sweeping road infrastructure initiative covering 2,700 km across three years.

Beyond transactional prowess, Mr Kébé is a renowned authority in dispute resolution and investment law. He was appointed to the ICSID panel of arbitrators in April 2025 upon recommendation by the Senegalese government, marking him as a trusted and independent adjudicator in investor-state disputes. He also serves on panels of the ICC Court of Arbitration, CCJA (OHADA) and CIETAC. His proficiency spans cases involving energy, infrastructure, natural resources, telecoms and banking and finance, advising both state actors and multinational entities – such as Airbus, Microsoft, Total, Eximbank China, IFC, Dangote Group and the African Development Bank.

GENI & KEBE balances local sensitivity with international standards, ensuring pan-African coordination through its DLA Piper Africa membership. As Chambers Global observes, GENI & KEBE remains “a premier firm, thanks to its international approach and high standard of work”.

## South Africa – Corporate Law

Nike Pillay Inc is a boutique corporate and commercial law firm based in Durban North, KwaZulu-Natal, South Africa, which offers high-calibre legal advice and support to businesses dealing with sophisticated commercial, regulatory and transactional challenges. The firm seeks to deliver efficient results through practical solutions, especially in matters of corporate governance, tax, compliance and transaction advisory. It emphasises interrupting existing thinking patterns in commercial, corporate, tax, compliance and transactional work in order to meet each client's particular business demands.

At the core of Nike Pillay Inc is its Director, Nike Pillay, who is an attorney, notary and conveyancer admitted to the High Court of South Africa, bringing more than 25 years' experience in corporate and commercial matters. He has worked as in-house counsel, as well as a director, in both regional and national law firms – which has endowed him with a strong understanding of both large institutional settings and more intimate, client-centric practices. His track record includes acting for listed and unlisted multinational corporations, private equity funds, property developers, transport and logistics companies, as well as other prominent players across sectors. His expertise spans corporate structuring, B-BBEE, M&A, banking, finance and securitisation, IT / e-commerce, consumer law, as well as commercial property. Recently, he has been recognised in the Best Lawyers 2025 list, and was also included in the Thomson Reuters Stand Out Lawyer 2025 list.

Nike Pillay Inc is a proud Level 1 B-BBEE provider, signalling its high status under South Africa's Broad-Based Black Economic Empowerment regime. The firm's corporate law offering is characterised by deep engagement with the regulatory and policy environment in which South African businesses operate, particularly for companies seeking or maintaining compliance under B-BBEE, as well as for those engaged in cross-border or domestic M&A, banking and finance transactions and securitisation. Clients benefit from the firm's ability to combine strategic advisory work with detailed technical analysis of transactional documentation, regulatory compliance, corporate governance and risk management.

With respect to corporate structuring, the firm assists clients to design and implement legal structures suited for their commercial, financial and operational goals, considering tax efficiencies, regulatory constraints (including B-BBEE and other transformation policies), as well as corporate governance best practices. In the domain of M&A, the firm handles both buy-side and sell-side work, negotiating terms, conducting due diligence, preparing transactional documents and advising on post-deal integration or restructuring where necessary. In banking, finance and securitisation matters, the firm counsels lenders, borrowers and other stakeholders on financing arrangements, secured lending, debt instruments and related compliance issues. The firm further provides guidance on IT / e-commerce law, helping clients navigate issues such as online contracting, data protection, e-commerce regulation and digital transactions – as well as consumer law, including consumer protection frameworks and commercial property matters like acquisition, leasing, development and conveyancing.



**Nike Pillay Inc**

**Nike Pillay  
Director**

**Tel: +27 82 382 0843  
+27 87 183 9891 (mob)  
nike@npinc.co.za**

**10 Aubrey Drive,  
Glenashley, Durban  
Tel: +27 87 183 9890  
www.npinc.co.za**





**Patterson & Associates (Pty)  
Ltd**

**Mike Patterson**  
**Founder & Managing Director**  
Tel: +27 31 765 5757  
+27 82 552 5130 (mob)  
mike@  
pattersonandassociates.co.za  
mikebp@iafrica.com

**PO Box 1801, Westville,  
3630, Durban**  
**www.pattersonandassociates.  
co.za**

**PATTERSON &  
ASSOCIATES  
(PTY) LTD**

## South Africa – Marine Surveyors Advisory

Patterson & Associates (Pty) Ltd is a well-established marine surveying and advisory firm based in South Africa that has for decades earned its reputation as a trusted authority in the marine, cargo and insurance industries. Founded in the late 1980s by Mike Patterson, the firm has grown steadily from its origins into a regional presence, with offices in Durban and Johannesburg, and coverage extending into neighbouring territories, including Zimbabwe and Zambia. From its inception, the firm has set out to serve both local and international clients with a combination of deep technical expertise, investigative rigour and a detailed understanding of marine risks.

Mr Patterson himself brings a wealth of experience to the table. Having been involved in the insurance sector since 1981, first as a broker and claims handler, he has practised as a marine surveyor since 1983. In establishing Patterson & Associates at the end of 1989, his aim was to provide the marine insurance market, importers and exporters, port authorities, maritime law firms and other stakeholders with specialised services that include marine surveying, loss adjusting, risk assessment and investigations.

The core offering of Patterson & Associates centres on marine surveying and loss adjusting. The firm conducts marine cargo surveys, assessing damage, condition and compliance, both pre- and post-shipment. It is skilled in investigating loss and damage claims, providing evidence and reports that are suitable for insurers, underwriters and courts, where necessary. The firm offers risk assessment, helping clients understand vulnerabilities in their supply chains or in their handling of cargo, as well as advising on mitigation. Its investigative services are rigorous – designed to uncover root causes of loss, whether arising from poor packaging, transit damage, mishandling, theft or misdeclaration.

On the advisory side, Patterson & Associates offers counsel to a wide range of clients: the insurance industry, both local and international; exporters and importers who require reliable and impartial technical input; port and terminal operators who wish to establish or refine risk and loss prevention procedures; logistics providers; as well as maritime law practices in need of expert opinions or reports. Mr Patterson's own long experience – spanning claims handling, surveying, risk assessment and loss investigations – enables the firm to provide not only field-based survey reports but also strategic advice, mentoring and guidance on best practices in marine loss prevention, packaging, documentation, transit regimes and regulatory compliance.

More than 35 years in the business has allowed Patterson & Associates to develop strong regional networks, understand local maritime and logistics conditions, weather-related and geographic risk exposures, customs and regulatory environments – and to anticipate challenges in African supply chains. Looking forward, the firm continues to focus on maintaining high technical standards, expanding investigative and advisory services to keep pace with evolving risks (such as those arising from increased global freight flows and climate-driven damage), as well as strengthening its regional footprint.

## Tanzania – Competition Law

Lawhill & Co. Advocates is a Tanzanian law firm based in Dar es Salaam, founded to address the pressing needs of corporate clients, international organisations and public-sector entities for robust, high-calibre legal and tax advice. The firm positions itself as a one-stop centre for corporate and tax law services, serving both businesses that are newly entering the Tanzanian market and those already established, with advisory, transactional, regulatory and dispute-resolution mandates. Its geographical focus extends beyond Tanzania, with a presence in networks across the East African Community, SADC, COMESA and further afield through strategic referrals and partnerships with other high-reputation firms. Lawhill emphasises professionalism, efficiency, cost-effectiveness and international standards in its delivery, guided by such core values as accountability, transparency, integrity, teamwork, responsiveness and confidentiality. Among its key practice areas are taxation; corporate and commercial transactions; oil and gas; mining; telecoms; environmental law; investment and international trade; construction, infrastructure and public-private partnerships; IP; and critically, competition law.

In its competition law practice, the firm offers specialists skilled in both advisory and contentious work. Lawhill assists clients with competition regulatory compliance, merger control, fair trading practices, cross-border transactions and regulatory issues before the Fair Competition Commission and Tribunal. Its expertise in competition law forms part of the firm's "expertise" portfolio, which includes competition alongside other emerging or dynamic areas, such as lease financing, environmental and telecoms laws. Lawhill's competition work is handled by senior lawyers who are experienced in advising corporate clients, national and multinational, on the regulatory and transactional implications of competition policy and antitrust issues.

At the forefront of Lawhill's competition law offering is Yohanes Konda, Senior Partner and Head of Competition & Dispute Resolution. Mr Konda holds an LLB and Postgraduate Diploma in Legal Practice from Tanzanian institutions, as well as an LLM in Taxation. He is admitted to practise in mainland Tanzania as an advocate, and brings substantial experience – both in advisory and litigation work. In advisory roles, he has assisted clients on M&A transactions, fair trading practices, cross-border regulatory compliance and valuation of antitrust issues. On the litigation side, he has led cases before the Fair Competition Commission and Fair Competition Tribunal, the higher Tanzanian courts, arbitrations and expert determinations – in matters involving corporate law, competition issues, banking, IP, tax, construction and others.

Notable among his competition-law related assignments, Mr Konda advised and represented Mirambo Mining Limited, Intra Energy Tanzania Limited and Intra Energy Corporation in dealings before the Fair Competition bodies in an M&A matter valued at approximately USD 5 million, while also taking part in complex cross-border transactions involving multinational corporations. Through his work, he supports clients in navigating both procedural and substantive competition law challenges, designing compliance frameworks, managing risk around anti-competitive practices and ensuring that transactions are structured so as to align with regulatory expectations.



Lawhill & Co. Advocates

Yohanes Konda  
Senior Partner  
ykonda@lawhill.co.tz

14112 | Regent Estate |  
Lukuledi St, Plot No 198  
| House No 12, PO Box  
105646, Dar es Salaam  
Tel: +255 754 920 365  
www.lawhill.co.tz





## Cabinet BOKODJIN

**Kossi Assiom Bokodjin**  
Founder / Lawyer at the  
Togo Bar – Business Law  
[cabinetbokodjin@gmail.com](mailto:cabinetbokodjin@gmail.com)

Quartier Agbalepedogan,  
Rue 190 prolongée vers la  
gare routière de la société de  
transport LK, face à l'Ecole  
baptiste ROI SALOMON, 11  
BP 43 Lomé-Togo  
Tel: +228 70 54 26 27  
[www.cabinetbokodjin.com](http://www.cabinetbokodjin.com)



## Togo – Corporate Law

Cabinet BOKODJIN is a Togolese law firm founded in 2017 by Maître Kossi Assiom Bokodjin, who has been a member of the Togo Bar since 2014. From its inception, the firm has been guided by the conviction that legal services should be efficient, proactive and client-focused. With this philosophy, the firm has sought not only to provide high-quality advice, pre-litigation and litigation support but also to contribute meaningfully to the improvement of the business climate within the OHADA region.

Over the years, Cabinet BOKODJIN has built a reputation as a dynamic team of legal professionals with strong expertise in multiple areas of business law. Its range of services spans commercial, corporate, secured transactions, tax, insurance, labour, land, family, arbitration and public procurement. Among these, corporate law stands out as a core practice area, driven in particular by the experience and expertise of the firm's Founder, Maître Bokodjin.

Before establishing his own practice, Maître Bokodjin gained valuable professional experience as a legal officer and later as a trainee lawyer at SCP Toble & Associés. During this period, he worked on matters involving major financial institutions and international oil companies, which allowed him to develop a strong foundation in debt recovery, corporate law, contract law and commercial litigation. He further enhanced his skill set by obtaining a professional certificate as a public finance inspector in taxation from the Institut de Formation Fiscale et Douanière (IFFD-OTR) in 2022. This qualification has consolidated his authority in tax law and added an essential dimension to his practice in business law. His academic contributions, including articles on OHADA arbitration, the definitive nature of land titles and the treatment of leases under the OHADA Uniform Act on General Commercial Law – as well as his active participation in the International Union of Lawyers' OHADA working groups – illustrate his standing as both a practitioner and a thought leader in the field.

In the area of corporate law, Cabinet BOKODJIN offers comprehensive services tailored to the specific needs of companies across various industries. The firm assists in the creation and structuring of corporate entities, supports the organisation and management of shareholder meetings and board of directors' sessions, provides advice on shareholder agreements and extra-statutory arrangements – and guides businesses through restructuring, governance reforms and compliance with statutory obligations. It further helps to navigate the complex relationships between shareholders and ensures that companies are operating in full conformity with OHADA regulations.

The firm's approach is holistic, combining corporate and tax advisory, transactional support and dispute management. Given the complexity of the OHADA legal framework, Cabinet BOKODJIN places particular emphasis on harmonising legal structures with the Uniform Acts. In addition, the firm demonstrates a commitment to knowledge sharing and legal development by hosting seminars on such issues as insurance litigation management, VAT in public procurement and demurrage in port operations, while regularly publishing legal and tax commentaries.

## UAE – Dispute Resolution Law

Zouhdi Yakan is a seasoned mediator, arbitrator and dispute resolution practitioner with more than two decades' legal experience in the UAE, Lebanon and internationally. A Partner at Shaikha Almehrzi Advocates & Legal Consultants (LAW HOUSE) in Abu Dhabi, he has built a career that bridges legal practice, academic engagement and thought leadership in ADR. Holding a Master of Laws in Dispute Resolution from Pepperdine University's Straus Institute for Dispute Resolution, Mr Yakan combines his legal expertise with a deep commitment to mediation and arbitration as effective, relationship-preserving mechanisms for resolving complex commercial disputes. He is accredited by the Centre for Effective Dispute Resolution (CEDR), qualified by the International Mediation Institute (IMI) and admitted to the Beirut Bar Association.

In his professional practice, Mr Yakan leads the firm's arbitration and ADR division, representing clients in high-value disputes across such sectors as construction, real estate, finance, investment and insurance. His work encompasses both ad hoc and institutional arbitration, as well as mediation and other forms of ADR, and he has appeared before arbitral tribunals and state courts in Abu Dhabi, Dubai, Paris, Geneva and Lausanne. He has also sat as an arbitrator in cases administered by the Dubai International Arbitration Centre (DIAC) and the Abu Dhabi Commercial Conciliation & Arbitration Centre (ADCCAC) – and continues to serve as a neutral in construction and commercial matters.

Mr Yakan's commitment to mediation was shaped early in his career through his training and volunteer work in California. As a mediator and co-mediator with the California Academy for Mediation Professionals (CAMP) in LA, he participated in the Los Angeles County Superior Court's mediation programmes, helping to resolve disputes in such areas as employment, contracts, landlord-tenant issues and small claims. During this time, he trained under and shadowed leading American mediators, including Lee Jay Berman of the American Institute of Mediation, as well as Richard Cherknick, Vice President and Managing Director of JAMS Arbitration Practice.

Alongside his work as a practitioner, Mr Yakan has become a prominent trainer and educator in the field of dispute resolution. He serves as a trainer with the ADR Center, delivering workshops for legal consultants in Dubai on mediation advocacy as part of the Government of Dubai Legal Affairs Department's CLPD programme. He has further taught in the Dubai International Arbitration Centre's Professional Diploma in International Arbitration, where in 2025 he delivered a session in Arabic on the types and structure of arbitral awards. His earlier training work includes co-facilitating a forty-hour mediation programme organised by the American Bar Association and Pepperdine University in Jordan.

Moreover, he is a regular contributor to leading international legal publications, including Thomson Reuters, LexisNexis and The Oath, writing on procedural, strategic and regulatory aspects of dispute resolution in the UAE. He also serves as an assessor at the CDRC Vienna IBA-VIAC Mediation and Negotiation Competitions, mentoring young professionals from around the world.

Fluent in English and Arabic, and conversant in French, Mr Yakan endeavours to speak regularly at regional and international conferences – and is an active member of several prominent arbitration and mediation institutions.



**Shaikha Almehrzi Advocates  
& Legal Consultants (LAW  
HOUSE)**

**Zouhdi Yakan  
Partner  
zyakan@lawhouse.ae**

**Al Orjowan Tower, 4th Floor,  
Suite 404, Zayed the 1st  
Street, PO Box 62777, Abu  
Dhabi  
Tel: +971 2 633 4488  
www.lawhouse.ae**



**بيات المهرزي  
LAW HOUSE**





## JAH Intellectual Property

**Jehad Al Hassan**  
Chief Executive Officer  
Tel: +971 501211247  
info@jahcoip.com

PO Box: 94478, NAN  
Lootah Building, Office 218,  
Bank Street, Bur, Dubai  
Tel: +971 501211247 /  
42358588  
Fax: +971 2977147  
www.jahcoip.com



## UAE – Intellectual Property Law

JAH Intellectual Property is a leading IP law firm situated in the vibrant commercial hub of Dubai, United Arab Emirates. As a full-service firm, it is dedicated to providing a comprehensive suite of IP services to a diverse clientele, ranging from local startups and established family-owned businesses to large multinational corporations and global brands. The firm's primary objective is to safeguard the innovative and creative assets that drive its clients' success in a competitive and fast-paced global marketplace.

JAH Intellectual Property's expertise spans all facets of IP law, with a particular focus on trademarks, patents, copyrights, designs and utility models. Its advisory team guides clients through the entire life cycle of their intellectual assets. For trademarks, services include conducting thorough searches to ensure availability, handling the registration and prosecution process, managing renewals, as well as representing clients in opposition and infringement actions. In the realm of patents, the team assists with all requests, filing with the relevant authorities, as well as managing annuity payments to maintain protection. They further provide strategic counsel on copyright issues, including registration, licensing agreements and aggressive enforcement against infringement.

Beyond its core practice areas, the firm offers a range of specialised services designed to meet clients' continually evolving needs. To this end, its IP litigation professionals are adept at resolving disputes through both court proceedings and ADR methods, and are at the forefront of the fight against counterfeiting to protect brands and market share. They additionally excel in IP portfolio management – helping clients strategically build and maintain their IP assets for long-term value.

The firm's success is built on a deep understanding of the legal landscape in the UAE and the broader Middle East and North Africa (MENA) region, combined with a consistently proactive, client-centric approach. JAH Intellectual Property is committed to delivering tailored legal solutions while fostering strong, lasting partnerships – ensuring clients' IP rights are not only protected, but are leveraged for commercial growth.

### IP Counselling, IP Prosecution & IP Litigation for the Middle East & Africa

#### Our Mission

To nurture the creative spirit, to safeguard the fruits of innovation and to foster a world where IP is respected. Through our expertise, our proactive approach and our dedication to staying abreast of legal developments, we craft solutions that empower individuals, businesses and creators to maximise the value of their intellectual assets.



## Zambia – ADR (Arbitration/Adjudication/Mediation) Law

Anne Desiree Armanda Theotis is a seasoned dispute resolution practitioner with more than three decades' legal experience and a strong focus on arbitration and mediation. Based in Lusaka, Zambia, she is the Managing Partner at Theotis Mutemi Legal Practitioners, where she leads the firm's ADR strategy across commercial, labour and cross-border matters.

Armanda is a Fellow of the Chartered Institute of Arbitrators (CIArb) and is listed on both the domestic and international panels of the Lusaka International Arbitration Center (LIAC), as well as the CIArb Zambia and UK branches. She regularly acts as arbitrator, adjudicator and counsel in commercial disputes under institutional rules, including UNCITRAL, LIAC and CIArb.

### About Theotis Mutemi Legal Practitioners

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### Legal Practice Areas

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**Theotis Mutemi Legal Practitioners**

**Anne Desiree Armanda Theotis**  
Managing Partner  
Tel: +260 966 860 504  
+260 977 870 504  
armanda@tmlp.com.zm

**No 13 Benakale Road,  
Northmead, PO Box 36125,  
Lusaka**



Tel: +260 211 222 512  
info@tmlp.com.zm  
www.theotismutemi.com



## Zambia – Commercial Disputes Law



**Ilunga & Company**

**Joseph Ilunga**  
Founder & Managing  
Partner

[jilunga@ilunga-company.com](mailto:jilunga@ilunga-company.com)

Suite 2, Selby Taylor  
Office Park, Roan Road,  
Kabulonga, Lusaka  
Tel: +260 9727 40 401  
[www.ilunga-company.com](http://www.ilunga-company.com)



Ilunga & Company is a dynamic, regionally-focused commercial law firm based in Lusaka, Zambia, with operational reach into the Copperbelt and the mineral-rich North Western Province. Founded and led by Joseph Ilunga, the firm has built its reputation over more than 18 years of blended private and public sector legal experience, anchoring its work in commercial disputes, corporate advisory and the structuring of complex transactions – especially those linked to energy and infrastructure financing and development.

Mr Ilunga himself is an Advocate of the Superior Courts of Zambia. He holds a Bachelor of Laws degree from the University of Zambia, and brings specialised training and extensive hands-on experience in negotiating and drafting Power Purchase Agreements, Engineering, Procurement & Construction (EPC) contracts, as well as other large-scale energy and infrastructure agreements. His legal passion encompasses dispute resolution, tax law, employment and corporate advisory work. Before setting up Ilunga & Company, Mr Ilunga served in the legal directorate of ZESCO Limited, Zambia's main state-owned power utility, rising to the position of Deputy Head, an experience that contributes deep sectoral knowledge to the firm's commercial disputes practice.

Commercial disputes form one of Ilunga & Company's central pillars. Its Litigation & Arbitration practice offers clients guidance and representation in a wide range of forums, including the courts and ADR settings. The firm handles complex commercial litigation, contractual and construction-related disputes, multi-jurisdictional arbitration, enforcement of arbitral awards, IP disputes, real estate and property litigation, among others. It brings to these engagements a detailed understanding of the legal regimes and practices across Central and Southern Africa, which enables it to develop litigation strategies that are well attuned to cross-border risks.

In matters where commercial conflict intersects with corporate governance, regulatory frameworks or infrastructural risk, Mr Ilunga, together with his team, ensures that clients are not only defended or pursued through dispute resolution but that the underlying transaction, contract or corporate structure is well crafted to reduce risk and promote enforceability. The firm's commercial disputes offering is thus tightly integrated with its services in transaction structuring, contract drafting and administration, corporate advisory and restructuring. In such sectors as energy, natural resources, infrastructure and large industrial and construction projects, where contracts tend to be complex and dispute exposure high, this integrated approach becomes especially valuable.

Ilunga & Company's presence beyond Lusaka – to the Copperbelt and North Western Province – ensures proximity to the key business, mining and infrastructure projects that shape much of Zambia's economy. With experienced Associates heading the Copperbelt branch, the firm is able to offer effective local support in such areas as contract administration, civil litigation, municipal and local government regulation, mining and agriculture-related transactions, employment and industrial relations, as well as compliance.

Meanwhile, the firm promotes legal innovation in response to changing business and regulatory landscapes, including those triggered by COVID-19 and evolving technological advancement – as well as increasing demand for certainty in sanction, enforcement and arbitration proceedings.

## Zambia – Employment & Labour Law

Ethel T Zulu-Changufu is a highly accomplished Associate. She heads the Employment & Labour Law Unit of Theotis Mutemi Legal Practitioners, handling a wide range of employment-related disputes, including unfair and unlawful dismissal claims, summary dismissals, workplace disciplinary actions and redundancy matters. The unit also provides advisory services on compliance with the Employment Code Act, and represents clients before the Industrial Relations Division and labour commissioners.

She further handles the Family & Divorce Law Unit, which is responsible for representing clients in matrimonial and child-related matters. This includes contested and uncontested divorce proceedings, maintenance applications, custody disputes, as well as property settlements – with emphasis placed on achieving resolutions that are both legally sound and sensitive to the personal dynamics involved.

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**Theotis Mutemi Legal Practitioners**

**Ethel T Zulu-Changufu**  
Associate

Tel: +260 961 017 798  
associate2@tmlp.zm

**No 13 Benakelo Road,**  
**Northmead, PO Box 36125,**  
**Lusaka**

Tel: +260 211 222 512  
info@tmlp.com.zm  
[www.theotismutemi.com](http://www.theotismutemi.com)



## Zambia – Litigation & Dispute Resolution Law



### Theotis Mutemi Legal Practitioners

Joy-Rachel Mutemi  
Partner

Tel: +260 963 358 168  
+260 978 122 339

joy-rachel@tmlp.com.zm

No 13 Benakale Road,  
Northmead, PO Box 36125,  
Lusaka

Tel: +260 211 222 512  
info@tmlp.com.zm

www.theotismutemi.com



Joy-Rachel Mutemi, Partner and Head of Theotis Mutemi Legal Practitioners' Litigation & Dispute Resolution Department, is a highly skilled attorney with more than a decade's experience at the Zambian Bar. She has built a formidable reputation in civil and commercial litigation, banking and financial services law, corporate governance and ADR.

Renowned for her assertiveness, precision and client-focused approach, she has successfully represented clients in high-stakes matters before the High Court, Court of Appeal and Supreme Court of Zambia. She has secured precedent-setting judgments in banking and employment law, with her practice extending to corporate restructuring, M&A, receiverships, liquidations and company secretarial advisory for major financial institutions.

Joy-Rachel holds a Bachelor of Laws (LLB), and an LLM in Corporate & Commercial Law.

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Natasha Mutambo is a highly accomplished Associate Partner who leads Theotis Mutemi Legal Practitioners' Corporate Department with distinction. She is an advocate of the Supreme Court with more than seven years' extensive legal experience marked by her ability to navigate and resolve complex legal matters with exceptional proficiency.

She specialises in tax law; however, her expertise spans diverse practice areas, including M&A, corporate and commercial advisory, banking and finance, mining and construction, IP and international trade. Natasha successfully guides local and international clients through complex transactions, regulatory compliance and structured financing arrangements. She further provides tailored legal solutions to businesses in key sectors, such as energy, mining, construction banking and tourism.

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**Theotis Mutemi Legal Practitioners**

**Natasha Mutambo  
Partner**

**Tel: +260 979 477 992  
associate1@tmlp.zm**

**No 13 Benakale Road,  
Northmead, PO Box 36125,  
Lusaka**

**Tel: +260 211 222 512  
info@tmlp.com.zm  
www.theotismutemi.com**



## Zambia – Zambian Immigration & Citizenship Law



**Theotis Mutemi Legal  
Practitioners**

**Memory Matasi-Chiile  
Senior Associate**

Tel: +260 972 006 627  
associate4@tmlp.com.zm

No 13 Benakale Road,  
Northmead, PO Box 36125,  
Lusaka  
Tel: +260 211 222 512  
info@tmlp.com.zm  
www.theotismutemi.com



Memory Matasi-Chiile is a legal practitioner with more than six years' experience at the Zambian Bar. She currently serves in the Corporate Division of Theotis Mutemi Legal Practitioners, where she heads three specialist units: the Conveyancing & Land Transactions Unit; the Probate, Intestacy & Trust Unit; and the Immigration & Citizenship Unit.

She holds a Bachelor of Laws in Commercial Law (LLB – Commercial Law) from the Zambian Centre for Accountancy Studies (ZCAS), awarded in conjunction with the University of Zambia (UNZA). To further strengthen her expertise, she has also completed professional training with the YMSL Centre for Migration Studies.

Mrs Matasi-Chiile's core practice area is Immigration & Citizenship, where she is recognised for her precision, diligence and ethical approach. She is particularly passionate about this field, appreciating its sensitivity as it directly impacts people's livelihoods. In her practice, she is committed to providing thorough, client-focused support to individuals and organisations navigating migration and related legal processes.

### About Theotis Mutemi Legal Practitioners

Theotis Mutemi Legal Practitioners is a law firm in Zambia, known for its high-end solutions in legal and consultancy services. Fulfilling the vision of the founding partner, Ms Anne Desiree Armanda Theotis, the firm draws on the country's top legal talent in a bid to provide quality services to clients, both international and local.

We have a reputation for providing exceptional legal services. We are renowned for our commitment to excellence and our ability to find innovative solutions to complex legal problems. We strive for the highest standard of service delivery while adhering to the principles of honour, quality, efficiency, integrity, impartiality, objectivity, honesty and credibility. In this respect, we value and maintain the firm's highly treasured reputation for getting things done.

### Legal Practice Areas

Our firm provides a comprehensive range of legal services, covering both contentious and non-contentious matters. We are dedicated to delivering practical, effective and client-focused solutions across diverse areas of the law. We operate through two major divisions:

- **Litigation & Dispute Resolution Division** – handling contentious matters, including civil and commercial litigation, arbitration and ADR; and
- **Corporate Division** – focusing on corporate and commercial law, conveyancing and property transactions, regulatory compliance and other non-contentious matters.

Some of our key practice areas include: Corporate & Commercial Law; Employment & Labour Relations; Family, Probate & Trust; Debt Recovery & Mortgages; IP & Patents; Banking & Finance; Mining & Energy; Real Estate & Land Transactions; Construction Law; M&A; Tax Advisory; Insurance, Pension & Securities; Immigration & Citizenship; Investment & International Trade Advisory; Licensing & Compliance; Class Actions & Tortious Liability.

## Zimbabwe – Intellectual Property Law

B. W. Kahari Legal Practitioners is a distinguished Harare-based law firm that has, since its founding in 1986, developed into one of Zimbabwe's foremost specialists in IP, trademarks, patents, designs and other related commercial transactional matters. Under the leadership of its Founder and Managing Partner, Brenda M Wood Kahari, the firm combines deep technical proficiency in IP law with strong connections in international institutions, an academic commitment to the development of IP jurisprudence in the region, as well as practical skills in litigation and administrative proceedings.

Brenda herself is a legal practitioner of international standing. She holds a Bachelor of Arts from the University of Dayton, a Juris Doctor from Howard University Law Center (graduating cum laude) and a Master of Laws in International Comparative Law from Georgetown University Law Center. She was admitted to the bars of Ohio and Washington DC in the US before being admitted to practise in Zimbabwe in 1983. Her early career included serving as senior legal adviser and legislative drafter in Zimbabwe's Ministry of Justice, Legal & Parliamentary Affairs; she earned a diploma in Legislative Drafting from the Commonwealth Secretariat, and was involved in constitutional reform through public legislative drafting.

At B. W. Kahari Legal Practitioners, the IP offering is multifaceted, covering national, regional and international registrations, enforcement, opposition and cancellation proceedings, infringement claims, as well as transactional advice on licensing, assignments and commercialisation of IP assets. The firm represents clients before the Zimbabwe Intellectual Property Office and in regional forums, such as the African Regional Intellectual Property Organization (ARIPO) – as well as international systems, including the Madrid Protocol (Madrid System for international trademark registration) as administered by WIPO.

In litigation and dispute resolution, B. W. Kahari handles oppositions, objections, revocations, infringement actions and other contentious matters, both at administrative tribunal level and in Zimbabwe's higher courts. The firm's strength lies in combining technical understanding of IP laws and policy with procedural and strategic insight into how courts, registries and regional IP bodies function. Brenda is recognised in such directories as IP STARS and Managing IP as a regional expert, particularly for trademarks, patent prosecution/strategy and enforcement, in addition to advising clients in diverse sectors from advertising and media to financial services, telecoms and consumer goods.

Beyond client work, the firm under Brenda's leadership has made significant contributions to IP capacity building in Zimbabwe and across Africa. She has served as adjunct professor in the Masters in Intellectual Property (MIP) degree programme at Africa University, which is jointly sponsored by WIPO, ARIPO and Africa University, contributing particularly in the field of trademarks and branding. She is a guest speaker and lecturer for WIPO Academy programmes and judicial colloquia across Africa – and has written extensively for international audiences, including INTA (International Trademark Association), GALA (Global Advertising Lawyers Alliance) and WIPO-sponsored publications. Her work has also involved leadership roles in INTA, including serving on its board of directors and executive committees, while participating in INTA's legislative and treaty subcommittees, including those for OAPI/ARIPO relations and trademark office practices.



**B. W. Kahari Legal  
Practitioners**

**Brenda M Wood Kahari  
Founder & Managing  
Partner  
brendak@bwkahari.com**

**Baronage House, 24 Lanark  
Road, Belgravia/Avondale,  
Harare  
Tel: +263 4 250994  
www.bwkahari.com**



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