

# The International Lawyers Network

## Firm Unity across the Globe

**The International Lawyers Network is distinguished by its seamless cohesion of 89 law firms worldwide. 20 years after its inception, the Network now provides clients with easily accessible legal services from over 5,000 lawyers in 69 countries across six continents.**

Development has been steady since US based law firm Epstein, Becker and Green founded the ILN in 1988. Executive Director Alan Griffiths administrates the Network from offices in New York. Commenting on its track record, he said: "It was pretty much immediately successful. The original concept was not to have additional US members because Epstein, Becker and Green saw it as a resource for serving clients throughout the rest of the world."

At its origin, the Network was the brain-child of Lowell Lifschultz, one of the partners at Epstein, Becker and Green, who now acts as the ILN's chairman. "The thinking was primarily for large and middle market firms to have a wider reach than they would otherwise have," Mr. Lifschultz said. "We wanted to broaden the scope of each of our firms without bricks and mortar, without creating 20 offices all over the world, and yet give our middle market clients the opportunity to have real international exposure."

Mr. Lifschultz sees this global feature as increasingly important in today's professional climate: "As the world has changed, the international aspect has grown for all of our clients because they all need it more. It helps each of the Network members distinguish themselves from other lawyers within their own markets. Being an ILN member also gives them a kind of flair or feel for international issues," he said.

#### High standards

Since his appointment to the position of

Executive Director in 2000, Alan Griffiths has overseen growth across Europe and Asia, acquiring further members beyond the Network's now solid US basis. "We look for mid-sized firms that are considered to be within the top 10 in their jurisdiction," he said. "Mid-sized can mean different things in different places, but we look for quality general practice firms that cover all the major types of legal practice required in today's environment."

"Our members have a good percentage of international clients and international expertise, and as far as their client base is concerned, they have to be facing that demand for international services."

#### Crossing borders

Cross-jurisdictional expertise is one of the key benefits for the ILN and its members. Member firms profit from immediate access to advisers fluent in the languages necessary for worldwide business transactions, and their informal lawyer exchange programme promotes greater insight into different legal systems and cultures.

Indeed, besides the quality and breadth of its constituent firms, a crucial tenet of the ILN is professional cohesion. Many members have worked with other ILN firms for years. Long standing relationships have been built and lawyers meet regularly to exchange information, ideas and experience.

For Alan Griffiths, this is a practice that works: "We really do promote relationships around the group, not just with the main contact person although that is where the starting point is. They get together at ILN meetings, which facilitates the

tremendous relationships with each other. That is the basis of any business relationship – you have to have that personal contact and confidence in the person you are referring work to.

"Legal service is basically a personal service. No matter how large the law firm gets, most people would choose a law firm or a lawyer based on that individual selection process. They really have to be able to relate to their counsel.

"It isn't difficult to maintain cohesion among our members. I thought as we grew (and I have seen it grow from 70 firms to just over 90 firms in the last seven years) that you might lose a little bit of the intimacy, but we haven't. The member firms are very open to new members coming in and they make them feel at home from day one. After a two-day meeting, they are like long-lost friends."

According to Lowell Lifschultz, close unity between member firms is critical: "For the Network to work, there has to be a cohesion to it that you'd have within any middle market law firm. This is why our meetings with the leaders of each firm are geared towards creating an intimacy that allows for a kind of seamless relationship. If we ask another firm in the Network for help with a small matter, they'll respond well because we have that relationship.

"Senior people from each of the firms come, and they often bring a spouse. The meetings are geared towards creating or developing that intimacy by having us do things together – travel together, see things together etc. And it actually helps to have the partner or the spouse of the person there. Over 20 years you really get to know each of their families. It really works."

#### New technology bridges gaps

Maximising the potential of new technologies has further bridged the jurisdictional gap between ILN member firms. Mr. Lifschultz sees these new technologies as making the role of the ILN both easier and more effective. "The idea of a webinar," he said "is that we can have a lawyer in India talking to 40 clients of one of our Canadian firms about outsourcing. It makes the Canadian law firm look good and they will see in live time what outsourcing is really about. The webinar concept and the idea that you bring people together in an instant, inexpensively, was unheard of 15 years ago."

Such cohesion seems to know few limits, and the ILN sees global interaction on a social, professional, and even a political level: one Pakistani lawyer was jailed after speaking out against Pervez Musharaff's emergency rule in November. Mr. Lifschultz told us: "He sent out an email saying, 'what's going on in Pakistan could be going on in any country.' He's just an average Joe corporate lawyer who has been thrown into jail because of protesting about what's going on in Pakistan, and he's sharing that with all of us. The ILN does create an intimacy that is extraordinarily important."

**Across 69 jurisdictions, the ILN's 89 high quality, full service law firms offer expertise in a broad range of practice areas, including:**

- Corporate and commercial law
- Securities law
- Taxation
- Commercial litigation
- Employment and expatriate law
- Government contracting
- Intellectual property law
- Estate planning and administration
- Alternative dispute resolution

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Beirne, Maynard & Parsons, founded in 1987, is one of the largest litigation-only law firms in the U.S. With offices in Houston and Dallas, we are a nationally significant firm with a history of successfully representing Fortune 500 and other companies inside and outside the courtroom in civil trials, appeals, arbitrations, and other proceedings.

Our firm's membership in the ILN gives our clients the comfort of knowing that if they need an attorney almost anywhere in the U.S. or the world, they can turn to a resource they already know and trust for a referral to a lawyer or firm we know well and trust. Whether it's for actual representation or simply for advice on doing business in another country, ILN lawyers are a "known quantity" whom we feel entirely comfortable recommending even to our best clients.

The ILN is the perfect size network. Apart from the geographic coverage and the areas-of-law coverage that the ILN provides by having a substantial number of member firms worldwide, the advantage of the ILN over some much larger networks is the personal knowledge that member attorneys have of one another through the well-attended regional and worldwide events held throughout the year. ILN lawyers have great reputations, yet we have enough actual contact with one another to know that the relationship between the ILN lawyers we recommend and the client will be to the client's satisfaction.

We represented a client in a breach of contract matter involving parties in several European locations. The ILN member firm of Arnold Wehinger Kaelin & Ferrari in Zurich made arrangements to take the necessary depositions at their offices and had Swiss counsel present throughout to ensure that the formalities of Swiss law were followed. The overall outcome was very successful and this would not have been possible if we were not affiliated with ILN.

**Austria**

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As a firm we specialise in corporate and commercial law, finance and banking, civil, superior and high court litigation, tax law; environmental law, employment and labour law, real estate, trusts and transportation law, especially national and international road transport.

“The staff of the ILN can usually be reached 24 hours a day and react very fast on any kind of question or request. The costs of the membership are affordable and the quality of the other member firms is extremely high”

We work for clients in numerous sectors and jurisdictions and through our ILN membership we are able to provide a fast and reliable connection to lawyers in other jurisdictions. This is particularly useful since Austria is a very tiny country. As a result of the annual meetings and close affiliations within the network the member lawyers know each other, therefore communication is much easier. When needed we have found that members of the ILN usually answer questions within 24 hours. Costs can also be kept within an acceptable amount since many of the ILN firms are also client orientated mid-sized firms.

The staff of the ILN can usually be reached 24 hours a day and react very fast on any kind of question or request. The costs of the membership are affordable and the quality of the other member firms is extremely high.

Essentially the association helps to coordinate law firms working on the same deal and occasionally it also helps to look for lawyers in case one of the members needs a lawyer in a country or a jurisdiction where the network does not have a member yet.

**USA – Delaware** Connolly Bove Lodge & Hutz LLP

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Connolly Bove Lodge & Hutz LLP is nationally recognised for its expertise in Intellectual Property law and Delaware corporate and business law. Connolly Bove's successful litigation practice has been at the forefront of technology and patent law. The firm's offices in Wilmington, Delaware, Washington, DC and Los Angeles, California are three of the primary jurisdictions for IP cases in the United States. In addition, Delaware is the premier jurisdiction for corporate law in the United States and the firm's Business Law Group is a leader in corporate transactional matters relating to Delaware law and corporate litigation matters before the highly respected Court of Chancery and Delaware Supreme Court.

The ILN is a network of high calibre attorneys who have worked together on matters and as a result have formed a solid rapport with one another. Having 5000 attorneys ensures that we can fill any gap we have in our practice – either jurisdictionally or in a subject area. I have never been let down by an ILN member on a project.

ILN brings easy access to high quality attorneys who almost every jurisdiction in the world and in almost every area of law. We look to ILN not just for jurisdictional specific assistance, but also cross-border matters and subject matter expertise. We are able to quickly and easily coordinate with other firms and we work seamlessly with our peers. We also rely on each other for general informational matters and to learn more about each other's markets and legal requirements.

Through the network we also obtain an understanding of the marketplace throughout the world – both in terms of what is expected commercially and how to navigate the local legal requirements. We have collaborated with many member firms in providing cross-border advice. For example, we recently worked with UK member firm Memery Crystal relating to the international tax and corporate issues of a UK company entering into the US market. Similarly, we have worked with our Australian counsel in representing an Australian bank in securing assets located in the US under our laws.

In addition, we use the ILN for industry expertise and subject matter expertise. For example, we have worked with Hale Lane in Nevada on gaming regulatory issues and we have provided Delaware law advice to non-Delaware and foreign firms that need our assistance regarding their Delaware corporate clients.

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The traditional sectors that have always characterised the Italian market continue to be of interest for foreign investors. Fashion and textiles, mechanical components and machinery, food etc. remain sectors that make Italy popular and competitive on the global stage. In addition to those, there are other important sectors that are significantly growing and that are of interest to foreign investors.

These include leisure and shipbuilding, which with a special focus on luxury yachts, is a sector in which our firm is very active and where Italy has acquired a leading position worldwide. Furthermore, we have noticed a growing interest from venture capital companies in the large Italian mid-cap sector, particularly those companies active in several productive activities, as well as in the energy sector.

As an example of the synergies among ILN firms, we may recall the following. The St. Louis ILN member firm, Lewis, Rice & Fingersh L.C., recently referred to Corrado Ferrari Manieri Pedefferri & soci a U.S. corporation based in the State of Missouri in the business of designing and supplying heat recovery steam generators. The client was already operating in Italy as a minority shareholder of a joint venture formed with an Italian company belonging to a large Italian group.

The collaboration between the two ILN member firms has guaranteed to the client the assistance of a USA/Italian team capable to cover all the national and cross-border issues of the acquisition. Furthermore, the typical team spirit among the ILN firms has guaranteed the client a smooth handover from Lewis, Rice & Fingersh to our firm. Our firm is now providing the Italian Newco with all the legal assistance relating to the ordinary and extraordinary business activity on a permanent basis.

Acquisition abroad, joint ventures and the structuring of branches and subsidiaries in foreign countries are among the development projects of our clients. Thus we need to provide our clients with legal assistance in cross border transactions. Being able to rely on a network of law firms on a global scale is a magnificent opportunity and a great source of credibility for us as an international law firm. The ILN plays a very dynamic role, both in facilitating contacts and maintaining positive relationships among member firms, by organising conferences and meetings.

**Sweden** Ekenberg & Andersson

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Ekenberg & Andersson is a full-service commercial law firm. This means that we specialise in offering our clients legal expertise in all areas of commercial law. Our clients include small, medium and large Swedish and foreign companies and corporate groups.

Our knowledge and experience in the field of commercial law enables us to combine the personal service and flexibility of a smaller law firm with the experience and breadth of a larger firm. This, in turn, allows us to customise our services in line with clients' individual requirements whilst simultaneously offering high-class, professional advice in legally complex situations.

“ILN works actively to get the ILN partner lawyers to understand different legal systems as well as to get to know each other”

Being in Sweden more or less all of our clients are international in one way or the other, either manufacturing in another country, purchasing from or selling to another country, residing in another country and having activities in Sweden.

Our clients need accurate and reliable legal support in different legal systems all over the world 24 hours a day. ILN gives us the tools to provide this to our clients in a simple straight forward manner.

ILN has proved itself over and over again when our clients have requested legal support on a world wide basis. The partners of ILN have showed that they are committed to their legal profession and that they take care of our clients in the best possible way, providing prompt high-quality advice.

ILN works actively to get the ILN partner lawyers to understand different legal systems as well as to get to know each other. This is done through speciality groups for tax law and intellectual property etc and numerous seminars and visits. This gives you confidence in referring to an ILN partner in another country.

**Fladgate Fielder**

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Fladgate Fielder is a Top 100 UK law firm located in central London. In addition to advising a substantial UK client base, the firm provides a proactive and efficient service for clients with international business through specialist groups comprising multi-lingual and multi-qualified lawyers. Operating from London, these groups facilitate cross border activities for a diverse range of domestic and internationally based companies. In 2005 and 2006, Fladgate Fielder acted on behalf of Göbel & Partner Limited in relation to their acquisition of the remaining 50 per cent of the business, which was owned by their Belgian partner. The Belgian partner also owned parts of the group in Spain and the Czech Republic. Additionally, group companies in Italy and Sweden were involved.

Established in 1994, Göbel & Partner Limited offers technical and human resource expertise in the field of quality management, primarily to the automotive industry. The group operates extensively throughout Europe.

ILN member firms in Belgium, Spain, the Czech Republic, Italy and Sweden also advised on the transaction. On completion, Fladgate Fielder coordinated simultaneous notarial execution and therefore co-operation with all the firms involved was essential.

“In order to provide a proactive and efficient service for our clients, we rely on our colleagues in the ILN”

Corporate partner Andrew Kaufman was responsible for leading the Fladgate Fielder team advising on the UK aspects of the transaction and for project managing and coordinating the advice provided by the ILN member firms. Commenting on the transaction, Andrew Kaufman said:

“In order to provide a proactive and efficient service for our clients in jurisdictions outside England and Wales, we rely on our colleagues in the ILN. The Göbel & Partner transaction is an excellent example of how the organisation operates in practice. The assistance we received from the ILN firms worked very well and as a result, our client was able to acquire 100 per cent control of the group. Through working closely with the network firms on transactions of this nature we are also investing in the future by developing excellent one to one relationships which will facilitate future referrals.”

**Australia** Gadens Lawyers

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Gadens lawyers is a top-ten national corporate and commercial law firm offering a multi-dimensional approach to providing legal services. With 120 partners, 1040 staff and offices in every mainland state and PNG, we provide individually tailored legal advice focused on practical business solutions for our clients and we are the only Australian firm to be a member of the International Lawyers Network.

We are best known for our work in the property & construction and banking & finance industries. Our national expertise extends to corporate advisory & tax, insurance & insolvency, intellectual property & technology, energy & resources, workplace relations, and planning, environment & government.

“We are best known for our work in the property & construction and banking & finance industries”

We have, over the past decade, built and continually refined a core business providing high tech, high touch web-based legal document processing services to major clients who conduct high volume business operations. We have a well-earned reputation for providing customised solutions in businesses such as mortgage processing, secured and unsecured debt recovery, large scale property conveyancing and retail leasing.

In 2005 we launched Gadens Galaxy™ systems and brought together the online technology, legal analysis and management methods that give us the capacity to offer “new generation” ways of conducting banking and property transactions.

A major component of Gadens Galaxy™ systems is its speedy, efficient and cost effective processing of mortgage and debt recovery transactions. We can manage every stage of a loan, from establishing and varying the loan, to enforcement of the debt when the borrower defaults.

The real keys to our success in these operations are the combination of front-running technical capability with consistent skilled personal contact; and our astute understanding of the industries in which our clients operate. This enables us to anticipate and find practical solutions for their real world operational concerns.

**Gibraltar Verralls Barristers & Solicitors**

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Verralls Barristers & Solicitors is a medium size commercial law firm based in Gibraltar specialising in company and trust law, private client matters, wills and probate, conveyancing, telecommunications, data protection, insurance and civil litigation.

The firm operates in association with BDO, the world wide network of accountants and auditors. The BDO representative office in Gibraltar is BDO Fidecs which provides a diverse range of client introductions to Verralls as well as offering additional support expertise to its clients in matters such as company and trust formation, forensic accounting and other compliance professional services, where needed.

Gibraltar's legal system is similar to that of the UK and is based on English law models, particularly with respect to common law and equity principles. The local legislation is passed by the House of Assembly and, where necessary, complies with EU directives and statute law. Over time, Gibraltar has become a leading 'offshore financial centre' and this means that Gibraltar's current legislation in respect of, for example, corporate tax regimes, is very favourable in comparison to other jurisdictions.

"Our economy and business environment is becoming ever more global and as a result clients require assistance with cross border transactions, international taxation and employment issues"

Whilst being a Crown Colony of the United Kingdom, Gibraltar maintains a level of autonomy by having its own constitution and elected government who sit in the House of Assembly, Gibraltar's equivalent of the UK's parliament. All internal affairs are managed and co-ordinated by Gibraltar's elected government and external affairs are controlled by the Foreign Office in the United Kingdom.

Our economy and business environment is becoming ever more global and as a result clients require assistance with cross border transactions along with international taxation and employment issues. The ILN provides swift and reliable advice on the laws, rules and regulations which affect business dealings around the world in a broad range of practice areas including corporate and commercial law, taxation, intellectual property law, securities and employment and expatriate law.

**Goodwins Law Corporation**

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As part of the ILN, Goodwins has been involved in several cross-border transactions involving other members of the network. The cross border work we undertake typically takes one of four forms. The first is a multi-jurisdictional survey of the law on a particular issue, which is required by a multinational corporation. The second is a transaction that requires advice in several jurisdictions. This may be a merger, an acquisition, or a multi-party trade or business transaction. Thirdly, Goodwins advises Singapore-based clients, making representation and/or introduction to counterparts in other jurisdictions. Finally, the work can involve a foreign client of an ILN member, who requires legal advice or representation within Singapore or one of the other jurisdictions in which we have a presence.

"By referring work through the network, ILN clients have all the benefits of working with a multinational firm with offices all around the globe"

Our typical process is to begin by compiling the Singapore legal issues relevant to the case. We then forward this to the ILN secretariat for compilation into the final client report. This entails researching the law needed to complete the transaction where needed and deliver a legal opinion on the relevant points. We prepare the necessary documentation to complete the deal before briefing the client on the Singapore law relevant to their case. Although a framework process is a necessary part of any advice, we approach each case differently, depending on the specific needs of the client.

The benefits of our ILN membership to our clients are manifold. It is very important for them to have access to a reliable lawyer in jurisdictions that are new to them. By referring work through the network, ILN clients have all the benefits of working with a multinational firm with offices all around the globe.

**USA – Indiana Harrison & Moberly, LLP**

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Harrison & Moberly has been a fixture in the legal community since its inception in 1950. The firm has witnessed balanced growth built upon broad based legal skills and steadfast adherence to principles of professionalism. Our attorneys service a client base that is local, national and international.

The most important attribute of the ILN is that it affords us the opportunity to refer matters to lawyers personally known to us to be the best in their areas of practice and geographic region. Furthermore the ILN, unlike other networks, focuses solely upon referrals and cross marketing, making it the most efficient cross-referral organisation around. The network facilitates inter-firm communications and can often help locate lawyers in jurisdictions not yet having ILN member firms.

ILN can help foreign acquirers to locate not just one, but a network of law firms in the United States which through their ILN experience and relationships can network closely together to perform due diligence and to document multi-state transactions, many of which require local real estate opinion and environmental compliance work.

We have enlisted the help of ILN on numerous occasions, much to ours and our clients' satisfaction. A multi-billion dollar global Japanese client of ours in the automotive industry with operations in Indiana desired to build and operate a plant in Monterey, Mexico. Our client needed to purchase land, build a plant, engage labour, arrange supply and distribution channels there, establish a Mexican subsidiary to do these things, open accounts with Mexican banks and establish a legal presence in Mexico in order to accomplish this. Because we had helped a number of our other clients to do these very things in Mexico, our client called upon us to assist in preparation of many of the necessary documents and to arrange for their authentication and legalisation in the U.S. so as to be valid in Mexico.

Through ILN, we made contact with the ILN member firm in Mexico, Messrs. Martinez, Algaba, Estrella, de Haro y Galvan-Duque, S.C., which arranged to undertake preparation and/or substantial review of certain organisational documents and to make and coordinate appropriate filings with the appropriate Mexican authorities in Monterey, Mexico, coordinating with our firm and client to enable the creation and regulatory approval of our client's new subsidiary there. Through the successful collaboration of our two ILN firms, our Japanese client was successful in establishing its new manufacturing subsidiary in Mexico.

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We are a San Francisco-based law firm with a leading national and international practice, representing entities and individuals across a comprehensive range of practice areas. Our clients are among the most sophisticated consumers of legal services and include: Citigroup Global Markets Inc., First Republic Bank, Hewlett-Packard Co., Morgan Stanley, Sony Online Entertainment, Thomas Weisel Partners LLC, the United States Olympic Committee, Visa USA, Inc., and Wells Fargo Bank N.A. We have been a member of the International Lawyers Network for some time and this affiliation allows us to better serve our clients with increasing cross border needs. For example a New York-based client that produces international conferences for the telecommunications industry came to us for help ensuring that they were complying with the business licensing necessary in each of the many countries in which they hold conferences. They also needed to know whether they would be subject to income tax, VAT, gross receipts tax or other taxes in those countries.

"Without the ILN network, we would not have been able to efficiently and economically help our client in Australia, England, Germany, Ireland, Hong Kong, Mexico, the Netherlands, Russia and Sweden"

In cases such as this we act as legal adviser for the client and, with the help of the ILN, ensure that our client complies with the business and tax laws in countries around the world. Without the ILN network, we would not have been able to efficiently and economically help our client in Australia, England, Germany, Ireland, Hong Kong, Mexico, the Netherlands, Russia and Sweden.

A key benefit of membership in the ILN is the quality and knowledge of the other member firms. Each firm has provided thoughtful, experienced and accurate advice at a fair price. Our membership in ILN is a key to helping us provide superior service to our clients wherever they need legal advice anywhere in the world.

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Kochanski Brudkowski and Partners was established in 1998 by Piotr Kochanski. As a firm we provide modern, high quality legal services for international corporations, foreign investors as well as large and medium sized Polish companies. KBP lawyers are experts in many fields of law, including company law, M&A, real estate law, civil law, business law, finance and tax law, competition and antimonopoly law, industrial and intellectual property and telecommunication law, and international agreements and treaties, bankruptcy law and remedy procedures, as well as in the European law. KBP is also proud of its team of highly skilled litigation lawyers.

"The ILN is widely recognised as one of the leading associations of independent law firms and through our membership we have won many solid clients"

The ILN is widely recognised as one of the leading associations of independent law firms and through our membership we have won many solid clients. For example, for almost three years we have provided assistance for one of the largest worldwide investment funds in a sales and lease back project, including purchasing real estate and other assets from one of the largest worldwide shopping malls' chain, including the creation of dependent companies. Recently, along with four associates I completed the fourth transaction with this client for a further shopping centre in Poland. In the last two years we have maintained a turnover that exceeded €70 million in total value. We currently represent many significant companies on the Polish market who are very active in purchasing and financing investments that go some way to growing the Polish market. Membership of the ILN allows us to have longstanding relationships with firms and individual lawyers around the world and facilitates the worldwide and regional exchange of law information and business developments, ideas and experience. Essentially the ILN gives us the opportunity to service our clients globally and presents us with the possibility to act in many fields of the global legal market.

**Lewis, Rice & Fingersh, LC**

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**Lewis, Rice & Fingersh, L.C.**

Founded in 1909, Lewis, Rice & Fingersh, L.C. is proud of its strong historical foundation and excellent reputation for serving the community. With over 170 attorneys, Lewis, Rice & Fingersh has both the size and the resources to provide high quality service to its clients.

Throughout the firm's history, Lewis, Rice & Fingersh attorneys have made excellence their benchmark, striving to excel in every aspect of the legal practice - in service to clients, in knowledge of legal issues and strategies, in adherence to the highest ethical principles, and in attention to detail. The firm has offices throughout the Midwest region of the United States - in St Louis, MO; Belleville, IL; Creve Coeur, MO; Washington, MO; Kansas City, MO; Jefferson City, MO and; Overland Park, KS.

"When we contact a lawyer from any ILN firm, we are confident that our client will receive prompt and capable assistance."

According to the firm's Chairman, Jack Pruellage, "being part of the ILN means that clients have access to high quality, talented attorneys in every corner of the world. Instead of spending countless hours locating and then screening attorneys in jurisdictions beyond our own, we have a wonderful resource we can tap into immediately and trust."

Alan Griffiths and his team handle the challenging administrative needs of this international network not only very capably, but also very efficiently. Information about new developments in the law, new members of the network and success stories are communicated frequently and thoroughly. Also, the ILN works hard to bring lawyers practicing in the same areas but in different jurisdictions together to brainstorm and share developments. Mostly, the relationships between the attorneys of the ILN are strong and well-established. Pruellage further commented, "when we contact a lawyer from any ILN firm, we are confident that our client will receive prompt and capable assistance."

**Mejía-Armenteros & Abreu**

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Through our membership in the ILN our clients get the confidence and added value of a whole structure of law firms throughout the world and the availability and readiness of a solid law firm in a desired jurisdiction. Our clients not only have a local legal counsel but a global legal counsel as the ILN gives our firm the opportunity to secure and protect our clients rights and interests in other countries. From a professional point of view, the ILN also gives us the opportunity to be able to offer our clients the most global perspective on their needs and requirements, as well as the always welcome opinions, counselling and analyses of world-wide known experts.

**“The core issue with cross border deals is to get to fully know the other country’s way of doing business as well as the legal environment of other jurisdictions”**

In the constant changing and ever growing business environment, being part of the ILN has put our firm in the position to compete with larger firms and to assist our clients beyond the physical borders of our jurisdiction.

In our particular case, the main aspect that attracted us to the ILN is the network’s mostly mid-size focus. The association does not contain international megafirms. Instead we find ourselves working alongside old fashioned, mid-sized firms who still value customer satisfaction and take a close, personal approach to their clients’ needs.

The core issue with cross border deals is to get to fully know the other country’s way of doing business as well as the legal environment of other jurisdictions. The opportunity to access local law firms, with local knowledge and expertise is a benefit we are proud to present to our clients. Membership of the ILN not only makes transactions easier, but also gives us the opportunity to more effectively protect our clients’ interests.

**UK Memery Crystal**

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The ILN is a very long established network. The relationships between partners in individual firms go back 10 or 20 years. They are often personal as well as business relationships and members know that when they instruct one of their ILN colleagues they are getting a first rate service by someone who will deal promptly with the matter and ‘go the extra mile’. Being part of the ILN brings the reassurance that we can access legal advice in all the key jurisdictions around the world quickly and efficiently. It gives client satisfaction that we have sufficient international reach. As a London law firm which does not have foreign offices, this is crucial to our business because much of what we do is international.

**“Being part of the ILN brings the reassurance that we can access legal advice in all the key jurisdictions around the world quickly and efficiently”**

Memery Crystal helped found the network in 1988 and we have been involved in many deals over the years. We have recently been involved in a flotation for a US life sciences company which was introduced by the US network firm and over the years we have referred many acquisition deals to partner firms in the ILN.

We regularly have clients who are making acquisitions in one or more jurisdictions and we are able to refer them to the relevant firm with expertise in the ILN or to instruct lawyers from other ILN firms direct to ourselves.

We are also one of the few independent firms with major expertise in corporate finance, dispute resolution and property based solely in London. Not having formal ties with any one particular firm overseas means that ILN firms can refer work to this firm without worrying about potentially losing a client to a competitor down the road. It is unusual to have firms of corporate speciality and high repute with independent status i.e. not having formal associations with firms elsewhere in the world.

**Miller Samuel LLP**

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The ILN comprises member firms who are leaders in the countries where they practice. There is an opportunity to meet with partners from member firms on a personal level at the annual meetings of ILN members which take place both regionally and internationally. As a result when we recommend a firm to clients more than likely we will have met the lawyers personally and that facility is hugely beneficial. Furthermore, the ILN operates a comprehensive and easy to navigate website which is of great assistance when sourcing member firms, and describing the network to clients.

Our firm was established in 1973 and we act for a wide range of companies and organisations within our principal areas of work, including nationally and internationally known public companies, listed property companies, retailers, insurance companies and various private companies and individuals. Our approach is partner-led and relationship driven, giving our clients consistency of contact and a service tailored to match their values and aspirations. Whether we are dealing with day to day matters or a complex, critical transaction our clients can be assured that we care about their business and are dedicated to their success.

**“The ILN comprises member firms who are leaders in the countries where they practice”**

The key benefit and advantage to our clients from our membership of ILN is that we are able recommend to them where required quality firms of solicitors throughout the world to look after their business interests and needs. Scotland is a small country and its business entrepreneurs have always looked outside its borders in all commercial fields such as, import/export, manufacturing, engineering, and banking. It is important that Miller Samuel can offer this service, which has been appreciated by our clients.

The network is a key tool in overcoming the challenges of cross border deals. If only one country is involved then the legal work can often be dealt with directly between the member firms. However if more than one country is involved then there is facility to co-ordinate this through Alan Griffiths, the chief executive of ILN, who is always willing to assist.

**Portugal MGRA & Associates**

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MGRA is a global law firm focused on providing legal support to companies, investors, state and regulatory bodies in critical and complex aspects of their activity. Our services are both personalised and specialised, while remaining flexible through the intercommunication of our seven divisions; corporate & finance, tax, employment, litigation & insolvency, real estate & intellectual property, administrative & EU and P&P.

The ILN team is very prompt and flexible in everything that relates to our business. Each experience with the ILN has been different according to the deals but they range from putting teams together around the globe to sending an e-mail if an opportunity arises. The ILN team provides a lot of additional support and activities, including newsletters and marketing tools.

**“Membership of ILN allows us to act in the world’s most important jurisdictions with the guarantee of first-class legal assistance”**

The network is always very keen to help. Fundamentally membership of ILN allows us to act in the world’s most important jurisdictions with the guarantee of first-class legal assistance. ILN’s tight selection criteria and monitoring of its members is of utmost importance to us and our clients, as they can be assured they will be working with reliable law firms.

A particular case we worked on began with an opportunity to provide legal services in a commercial property issue to the Portuguese start-up of a European company in the cosmetics sector. The deal then developed to a complex reorganisation of the client’s EU investment, spanning 10 jurisdictions. The work included a full legal and tax review of the corporate structure, intra-group cash flows and business agreements.

We were introduced to this deal when we attended the 2008 ILN World Conference and as a result we have been working with the Liechtenstein ILN member firm, Law Office Gstöhl & Partner, represented by Mr. Harry Gstöhl and we are continuing to work with the client in several projects. ILN conferences provide the perfect environment for personal contact that enables its members to create mutually beneficial bounds.

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We are a full service law firm located in Istanbul focusing mainly on corporate, business and administrative laws, providing legal assistance to a range of national and international clients. As a firm we aim to always meet our client’s expectations in terms of quality, efficiency and cost of service.

Our partners are able to converse and correspond fluently in English, German and French, which provides the flexibility to serve local clients in international markets and international clients locally in their business transactions in Turkey. Being the exclusive Turkish member of the International Lawyers Network also increases our global scope when assisting clients.

Our clients require local legal knowledge for their cross-border deals and international transactions and being part of ILN brings our clients easily accessible high quality legal assistance in a wide range of jurisdictions. Moreover, our clients feel safer when working with a law firm that has international connections.

**“Thanks to the personal and professional relationships that have been developed between ILN members, the number of referral activities between members is significantly high”**

There are quite a few legal networks around, however what differentiates ILN from other legal networks is its exceptionally good coverage of member firms in almost every commercial centre throughout the world. Thanks to the personal and professional relationships that have been developed between ILN members, the number of referral activities between members is significantly high.

When it comes to cross border deals, it is crucial to refer a matter to the right counsel at the right time. ILN activities are coordinated by a central office that allows members to communicate more efficiently and act in a timely manner. ILN provides international connections for its independent members and local knowledge which is essential for our clients cross border deals. Additionally, ILN makes it possible for the clients to receive cost effective and partner-level legal services that multinational law firms may have difficulty in providing.

**Peterka & Partners**

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A primary challenge associated with acquiring businesses in the Czech Republic involves well-arranged risk management procedures. When preparing any acquisition in the Czech Republic including real estate, it is necessary to pay increased attention to whether the seller is the rightful owner of the real estate concerned. If not, the transferee does not become the owner of the real estate, even if they are recorded as the owner in the Land Register. In this case the transferee takes the risk of casting its ownership right into doubt, with all the negative consequences associated with that. Only qualified and professional verification of the title to real estate, including a review of previous acquisition titles may maximise, however not guarantee, legal security for the transferee. It is therefore recommended to cover unfavourable consequences of potential doubts regarding the transferee’s title to real estate with sufficient guarantees.

**“Through ILN Peterka & Partners has acquired several significant clients”**

Currently, real estate acquisitions (direct or through property funds) and investments in scientific and technical development are dominant. This includes automotive, electrical engineering and electronics, high-tech engineering, life sciences, medical devices, IT and software development and business support services.

Through ILN Peterka & Partners has acquired several significant clients. In 2005/2006 we rendered complex legal services in connection with the sale of a share in Alpa, s.r.o., a Czech producer of medical and cosmetic products, to the Swiss company IG Pharma. In 2006 we provided consulting services in relation to the acquisition of a Czech producer of plastic technical pressings, especially for the automotive and furniture industries, to the Spanish company Iberofon Plásticos. The value of this transaction was approximately €4.5 million. We also currently have domestic clients who intend to acquire abroad and in this instance we are happy to recommend our partner firms in the ILN. Our firm then takes the role of coordinator and the client remains in contact with our firm only or we directly refer our client to the other ILN member firm. In this way we are able to guarantee both responsiveness and high professional standards of service.



#### Ryley Carlock & Applewhite

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Ryley Carlock & Applewhite was founded in 1948 and it is a general practice law firm with nearly 100 attorneys. We represent all segments of the business community, ranging from large corporations and banks, to start-up ventures in emerging growth areas. Service areas include handling complex commercial tort, intellectual property, securities, bankruptcy, and condemnation litigation to transactional representation for debt and equity financing, intellectual property, immigration, lending, real estate development, and compensation and benefit matters.

We believe the key to our success is the effort we make to understand our clients. Our lawyers appreciate the business implications of legal advice and strive to understand client's goals and objectives and focus on practical solutions to ultimately recognise the ways in which various legal outcomes may affect the client.

As a member of the International Lawyers Network our clients have access to quality legal advice around the world. When dealing in a global economy as a lawyer you have three choices. First, you can offer your client a limited capacity office and high overhead of trying to maintain offices in every major centre of commerce which may or may not have the expertise they seek at the level they need it. Second you can blindly refer or not refer and allow them to fend for themselves, or lastly, you can offer them a trusted network of which you are a part and whose members you have met, proven and worked with. The ILN is a global advantage.

We were attracted to the ILN mainly due to the high quality of the member law firms. There is a rigorous screening process to join, and once you become a member, there is considerable management and effort to leverage the strength of the network – in the sense of practice group communications, joint training opportunities and ongoing communications to keep us truly linked in practice and not just cosmetically.

The biggest challenges of cross border transactions are the nuances and local circumstances which must be understood and addressed. Obviously, if your lawyers are on a team with lawyers who know all the nuances and can advise on optimum strategies, you are going to have a high probability of success.

#### Singhania & Partners

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The Indian economy has performed tremendously well in the last decade. Indian companies have moved out of India to acquire large corporations such as Corus in the UK, Novelis of Canada, Hansen Group of Belgium, Terapia in Romania and Thomson in France. The number of transactions in the mid market segment is substantially higher. Many Indian firms have clients who are domestic manufacturers as well as service providers exporting goods and services overseas. Some of our clients have recently established offices and acquired business overseas. These include DS Construction, Unitech, Sheena Exports, Sonata Software and Moser Baer. New clients are increasingly coming to us looking for assistance in foreign jurisdiction work due to our ILN network affiliation.

#### “Some of our clients have recently established offices and acquired business overseas”

Indian corporate law allows for the establishment of wholly owned businesses both by acquisition as well as through the incorporation of new companies. However, slow judicial redress, administrative apathy and lack of infrastructure have acted as major dampeners for foreign investment in various sectors. At the same time some of these obstacles have provided opportunities for foreign investors to invest in certain areas, such as power, highways and engineering. Singhania & Partners recently assisted fellow ILN member firms Memery Crystal and Gadens in the AIM flotation of their clients. In one of the deals, the client was keen to acquire an Indian company simultaneously to the listing, increasing its revenues and making the listing more attractive. The client therefore required counsel in India with both M&A experience and the relevant knowledge of capital markets to be able to prepare Indian counsel's opinion for the IPO. We acted as Indian counsel during the course of the transaction, assisting in the due diligence of the target Indian company, reviewing the acquisition documents from an Indian legal perspective and delivering our opinion on the IPO from the perspective of the Indian subsidiary. We also acted as counsel post-closing for effecting the necessary changes in the management structure.

#### USA – California Stradling Yocca Carlson & Rauth

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Stradling Yocca Carlson & Rauth is one of Southern California's leading law firms representing both established and emerging growth companies in a variety of industries throughout the U.S. and internationally. We represent a diverse array of companies at all stages of their existence, including formation, angel and seed financing, venture capital financing, mergers and acquisitions and IPO's and secondary equity and debt financings.

As a firm we are well known as one of the west-coast's leading corporate and securities law firms, and a full service regional firm with active practices in litigation, intellectual property, life sciences, real estate, tax, employment law and public finance.

The firm began more than 30 years ago and today is one of California's dominant law firms with more than 100 lawyers. We are continuing to grow in prominence as a leading business and municipal law firm because of our commitment to finding the best legal solutions to clients' business needs in an environment where price pressures are very strong and mega-firm infrastructure can prove costly.

The ILN has proved to be a fundamental tool for us and our clients. The network's administration is top rate and they are constantly seeking to improve and further market the group as a whole. Essentially it presents a great network of high quality firms who can provide support on a global scale.

In one instance we found ourselves in need of employment law counsel all over the globe and it was fantastic to be able to go to our client and tell them, within 48 hours, that we could meet their needs through the ILN network. In another transaction, our client was in need of counsel for a significant transaction in South America. We were able to help them with the transaction and get our ILN member firm involved as well. Furthermore, the ILN is part of our approach to completing deals in Asia.

There are many challenges faced in a cross border deal and through the ILN you are immediately met with someone whom you have something in common, with whom you seek to have a long-term relationship, and who knows the ins and outs of their jurisdiction.

#### Teralex Consult

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The fall of the communist regime in Bulgaria brought a number of challenges to the legal profession. First there were the dramatic changes of the legislation where entirely new or forgotten legal areas, such as commercial law, have re-emerged after years of exclusive state economy. We have also seen the transformation of legal practice, from a single lawyer practice to modern law firms. Competition in the legal profession in Bulgaria, which was unknown before, presented lawyers with the necessity to develop new skills such as marketing and management.

#### “The fall of the communist regime in Bulgaria brought a number of challenges to the legal profession”

The accession of Bulgaria to the European Union brought a new wave of changes to the legal framework. Globalisation places new demands on legal professionals across the world. An excellent knowledge of the national legislation and extensive local experience is no longer enough.

Cross border transactions and business projects involving international elements bring a number of challenges. Besides dealing with unknown business environments, companies have to navigate between two or more national legal systems in numerous practice areas, finding the easiest and most cost-effective solutions to problems. This is challenging for both the companies themselves and for their lawyers.

ILN membership is extremely helpful in meeting this challenge. The firms' participation in ILN brings to our clients the benefit of flexible and comprehensive legal assistance on an international level, combined with the personalised attention and partner involvement that larger firms cannot offer. Teralex Consult is a relatively new member of ILN. We joined the network in January 2006 and felt immediately at home. We chose ILN for many reasons, but mostly because we have felt that the management and members share the same values and understanding that we do. It has always been our belief that a quality legal service requires not only excellent knowledge of the legal framework but also the skill to understand the essence of the client's problem, as well as devoted attention and a complex and personalised approach to each task.