

GUIDE 2013





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Registered Office

2, rue Charles-Bonnet
CH – 1206 Geneva
Switzerland

Registered at:
Registre du commerce de Genève
CH-660-9461004-8, 12067/2004

Editorial responsibility

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Revised January 2013
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Welcome to the Alliance of Business Lawyers



We are an association of international leading law firms providing full legal services in the area of business related matters in about 30 different countries.

All our members are renowned and well established reputed law firms in each of their own jurisdictions, having a great expertise in dealing with cross-border transactions and litigation.

The range of services include international corporate transactions, mergers and acquisitions, real estate project development, restructuring of enterprises, arbitration and mediation as well as litigation, protection of intellectual property rights and providing access to the financial markets.

In these areas of international practice we have established a number of Business Units. Each one creates a forum where our specialists exchange their expertise and form expert teams for any transaction.

With its associated network INTEGRA INTERNATIONAL, ABL has found a strategic partner providing tax consulting as well as accounting and auditing services worldwide. Through this cooperation ABL law firms are able to provide to their clients a real one stop shop in their international business activities.

ABL will continue to look for top quality law firms to become members and to intensify the cooperation of our members. This will enable us to continue to provide the service our clients expect in the international and domestic business arenas.

I invite you to discover our strengths. Contact us anytime.

Emmanuel Moulin
ABL President
Paris, France





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EXECUTIVE BOARD

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Founding partner of Miguérès Moulin in Paris, France. Co-founder of the Alliance of Business Lawyers. Emmanuel Moulin has been a member of the Paris Bar since 1993 and advises primarily in the field of mergers & acquisitions, foreign investment and other international corporate transactions. He is a member of the Spanish and the Japanese Chambers of Commerce in Paris. He speaks French, English and Spanish.

Stephen Holmes Vice President

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Founder of Holmes & Company, Vancouver, British Columbia. His main practice areas are International Planning, Securities Law, Corporate Law and Tax Law. Stephen is President of Triathlon Canada, Member of the Canadian Olympic Committee, Vice-President of the Pan American Triathlon Association and is the Honorary Consul for Malta in British Columbia, Alberta, the Yukon and the Northwest Territories. He was voted one of the top 50 Best Lawyers in Canada for his expertise in Tax Planning. Holmes & Company was named International/Cross Border Law Firm of the Year in Canada for 2010.

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Partner in Geneva for DGM Avocats, a general business practice, specialising in international matters, in particular Corporate Law, Swiss and International Taxation, Banking, Commercial and Contract Law, Bankruptcy, International Legal Assistance, Litigation and International Arbitration.



EXECUTIVE BOARD continued



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Qualified as a solicitor in 1980 Roy Campbell is Senior Partner at Druces LLP, London. He specializes in all aspects of private client work including the deployment of private capital, from tax and estate planning through to commercial ventures. His professional affiliations include membership of the British Italian Legal Association and the Society of Trust and Estate Practitioners. Born and bred in Italy, Roy speaks fluent Italian and French.



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Partner with Franzosi Dal Negro Setti, Milan, Ombretta Fabe Dal Negro has been practising law since 1972 and specialises in corporate, business and entertainment law, as well as in arbitration and international transactions. Ombretta speaks Italian, English and French.



Charles A. Damato

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Charles Damato is a partner in New York for Windels Marx Lane & Mittendorf, LLP. He concentrates his corporate practice in the areas of international law, corporate finance, mergers & acquisitions, and commercial real estate. Charles is also involved a lot in broker dealers, hedge funds, investment advisors, and securities arbitration. Charles serves on several committees including the Securities Regulation Committee and the Derivatives & Structured Products Law Committee of the New York State Bar Association's Business Law School.

EXECUTIVE BOARD continued

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Laura Gobernado Guzmán is Head of the International Law Department of Bufete Marín Abogados in Madrid, Spain. She graduated in Law at the Universidad Complutense de Madrid and the Université de la Sorbonne, France. Laura is admitted to both the Madrid and French Bar Associations and advises primarily in the field of international contracts, international taxation and enforcement of treaties and agreements.



Kay Jacobsen

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Qualified as a lawyer in 1982 and Partner with Jacobsen + Confurius Rechtsanwälte in Hamburg, Kay Jacobsen specializes in Corporate, Copyright, Construction & Commercial Law as well as in Trade Law, in particular Franchising. His professional affiliations include membership of the International Franchise Lawyers Association (Ifla) and the Association of Berlin Merchants & Industrialists (VBKI).



Mona Bhide

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Since 1992 Mona Bhide has been a partner based in Mumbai, India at Dave & Girish & Co, a law firm focusing on International Finance and Corporate Laws. Mona is in charge of international finance, corporate law, securities and private equity transactions, structured finance, securitization, swaps, project finance, derivatives, mergers and acquisitions, and restructuring. During her stay in Chicago, she worked with the American Bar Foundation in the field of investment banking and conflicts and globalization of the legal profession.





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Admitted to Mexican legal practice in 1991 by the Universidad Nacional Autónoma de México (UNAM) (L.L.B) with the thesis work "The Legal Nature of Commitments Assumed before the Mexican Foreign Investment Commission", Alberto is the Founder and Senior Partner at Larios & Asociados. He specializes in cross border transactions, corporate, real estate, franchising and IP law. He is Director at Francorp Mexico (America's leading franchising developer) and Secretary to the Board of Directors of Snap-on Sun de Mexico, Century 21 Mexico, Vodafone Global Enterprise Mexico and Servicios Telepro, among others. Born and raised in Mexico City, he is fluent in Spanish and English.



Marc van Huffelen Honorary President

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Founder and Managing Partner of van Huffelen & C° in Antwerp, Belgium. Marc has been a member of the Antwerp Bar Association since 1977 and has also been accredited as a mediator and arbitrator with the Chamber of Commerce. He specializes in commercial & corporate law, distribution law and arbitration/mediation. As a co-founder of Alliance of Business Lawyers, Marc presided the network from 1999 until 2004, when he transferred the ABL presidency to Javier Arraut and was appointed Honorary President.

EXECUTIVE BOARD continued

Javier Arraut Past President

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Partner with Arraut & Asociados in Barcelona, Spain, Javier Amat Arraut founded the law firm in 1987. Javier graduated in Law at the University of Barcelona and the Abat Oliba Private University of Barcelona. He was admitted to the Bar Association in 1981 and became State Lawyer – on leave since 1990 – to the Spanish Government. He specializes in Tax, Criminal, Civil, Commercial, Procedural Law as well as in Contracts & Suits. Javier presided ABL from 2004 until 2006 and is fluent in Spanish, Catalan and English.



Burkard Dregger Past President

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Founder and Managing Partner of Dregger Rechtsanwälte in Berlin, Germany, member of Berlin State Parliament, co-founder of the Alliance of Business Lawyers. Burkard Dregger has been a member of the Berlin Bar Association since 1995. He specializes in commercial and corporate law, set-up of IT-businesses and other start-ups as well as in real estate project development and advises in international business transactions. He presided the network from 2006 to 2012 and has passed the torch to Emmanuel Moulin.





Cooperation with INTEGRA INTERNATIONAL



Integra International is an interactive global association of local independent accounting, audit, tax and business consulting firms dedicated to exchanging information and advising growing businesses and professionals. Members offer expanded professional services to their clients, including meeting their national and international needs. The knowledge (both domestic and international) of more than 3,000 individuals involved in Integra International is available to be drawn upon by any member needing assistance.

All member firms are local firms, owned by successful partners who understand the unique culture of the owner-managed business. As independent, owner-managers, the member firms are committed to the highest professional standards, a full understanding of client needs and strategy and adding value to clients through innovative solutions. Each firm has partners experienced in advising clients engaged in international business as well as local. Particular importance is placed on bridging cultural and linguistic differences between negotiating parties — a vital catalyst for a successful transaction.

Founded in 1994, Integra International now has more than 120 individual firms in over 60 countries.

We are pleased to have found a reliable source of international legal counsel in the Alliance of Business Lawyers. Our cooperation enables us to refer our clients to experienced attorneys for their international activities when their local lawyers are not familiar with international matters. ABL and Integra members also have areas of joint business interest where our experts exchange their knowledge and expertise.

Integra looks forward to continued cooperation with ABL.

Oscar Eduardo Mary
Global Chairman

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BUSINESS UNITS

Business Restructuring and Insolvency Unit



Unit Leader: Christopher Axford
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The Business Restructuring and Insolvency Unit is a joint initiative between ABL and Integra International which brings together an international grouping of mid size firms of lawyers, accountants and insolvency practitioners with experience in:

- restructuring;
- rescue; and
- insolvency.

Our members regularly act for companies, directors, shareholders, lenders, creditors and other professionals on cross border restructuring and insolvency matters. They have the expertise to guide, advise and represent clients in both contentious and non-contentious situations. The emphasis of the Unit is upon business rescue and avoiding insolvency, if possible.

The mission of the Unit is to:

- provide a greater understanding of international insolvency law as it applies to individual countries and the effect of cross border insolvency situations;
- enable a member in one country to request assistance from a member in another country to provide advice on the local laws, make enquiries as to the recoverability of a debt and to represent and advise the client in that country;
- and offer a seamless global service for clients with respect to their overseas subsidiaries or creditors and, in so doing, prevent a client from going to a larger firm who may be able to offer this service from within its own network of international offices.

For further information please contact Christopher Axford at Druces LLP.



BUSINESS UNITS continued

Corporate Finance Unit

Unit Leader: Toby Stroh
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Increased globalisation of businesses, the increased sophistication of clients and the emergence of new markets around the world means that more and more clients need advisers in different jurisdictions and we must be able to fulfil those needs. ABL and Integra International have a number of firms active in cross-border corporate finance transactions and need to offer a seamless spread of services wherever the need arises.

ABL and Integra therefore agreed to form a Corporate Finance Unit as a joint initiative, thus bringing together the experience and resources of the two associations to share information, expertise and opportunities and to raise the profile of the two networks.

The Corporate Finance Unit has the aim of creating and enabling deal opportunities of varying types such as the sale and acquisitions of businesses and companies, IPOs and raising funds. The Corporate Finance Unit will aim to provide market intelligence data to members, technical resources and contacts all with the aim of enhancing the level of co-operation and referrals between members of ABL and Integra.

Corporate Finance encompasses a wide range of activities and the Unit aims to provide members with a real competitive edge. The Corporate Finance Unit is currently being taken forward by a core team of members from each of ABL and Integra.

If you would like to find out more about ABL's involvement in the Unit please contact Toby Stroh at Druces LLP.

BUSINESS UNITS continued

Cross-Border Real Estate Unit



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Unit Leader: Dr. Austin Sammut
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Property is one of the most sought after investments worldwide. Together with the financial markets, it ranks as the leading attractor of surplus funds. Of course, property is also sought after as a base for business or family.

The Cross-Border Real Estate Unit has been set up within ABL for the purpose of assisting our network's clients, both corporate and individual, to purchase property in jurisdictions other than their own. Not only, but also to assist them in identifying the best opportunities.

The Unit also aims to draw up a comparative table of requirements, procedures and fiscal liabilities (as also benefits and incentives) involved in the purchase of property in the jurisdictions covered by our network. Of particular interest is the proposed creation of a European Single Property Market within the EU and eventually a European Contract Code and the integration of mortgage markets.

For further information please contact Laura Gobernado at Bufete Marín Abogados or Austin Sammut at FFF Legal.



BUSINESS UNITS continued

Cross-Border Tax Unit

Unit Leader: Fara Chorfi
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The Cross-Border Tax Unit is a joint initiative of ABL and Integra International. It creates a forum where our specialists exchange their expertise and form expert teams for any upcoming transaction.

The Unit assists ABL and Integra members by facilitating communication and exchanging tax-related resources, providing and developing their knowledge base, advising in cross-border transactions with a special tax impact.

The Unit has advised clients with regard to

- Corporate structure and entity formation,
- Cross-border transactions and transfer pricing issues,
- Foreign tax credits and repatriation of foreign earnings,
- Taxation of real estate investments,
- Comparing tax regimes for holding companies and trading companies in different jurisdictions,
- Estate planning with regard to inheritance and gift tax.

With members in every major business centre including those providing tax advantages, our Cross-Border Tax Unit is well positioned to assist all members and their clients.

For further information please contact Fara Chorfi at Chorfi, Weinacht & Associés.

BUSINESS UNITS continued

EU Law Unit



Unit Leader: Austin Sammut
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The EU Law Unit was the first Unit to be set up by the members of the Alliance of Business Lawyers. Its main aim is to bring together members of ABL to provide consultancy on EU law and EU funding opportunities.

Indeed, the members of the Unit seek to cooperate together on the several EU issues. These include the following:

- Assistance on all areas of EU in which member firms have specialised resources;
- Assistance and representation in the European Court of Justice;
- Lobbying with the EU institutions and national governments;
- Consultancy on EU funding projects.

As part of its activities the Unit:

Prepares a monthly newsletter on the most recent legal and judicial EU developments as well as on the latest EU funding opportunities, and organises an annual seminar on recent EU law developments and other issues with an EU dimension which will most likely affect members of our firms in dealing with their clients.

ABL members benefit from the experience available within the network, without losing their independence.

For further information please contact Austin Sammut at Fenech Farrugia Fiott Legal.



BUSINESS UNITS continued

Infrastructure Unit

Unit Leader: Mahesh Madan Bhat
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The Infrastructure Business Unit is an ABL initiative which comprises international lawyers in small / mid size firms who have significant experience representing a broad cross-section of institutional and private entities through various phases of the development and operations lifecycle of Infrastructure Projects.

The focus of the Unit is to create a platform for ABL members to explore opportunities in the following emerging areas of activity:

- Transportation & Logistics (Airports, Roads, Ports, Rail, Supply Chain Management, Trucking, Warehousing, Express Courier and Freight Forwarding);
- Communications (Information Technology, Telecommunications and Broadcasting);
- Urban & Rural Infrastructure (Water & Sanitation, Healthcare, Education and Special Economic / Tariff Zones);
- Energy (Power, Oil & Gas and Natural Resources);
- Public Private Partnerships & Government Contracts;
- Reform / Privatization / Modernisation;
- Construction & Project Management;
- and Project Finance.

The purpose of the Infrastructure Business Unit is to:

- Understand global practices in infrastructure projects, spanning the entire business cycle, including from the perspective of various involved players;
- Share best industry practices relating to structuring, drafting and negotiating of concerned agreements / contracts;
- Exchange information on legislative, regulatory and compliance issues relevant to infrastructure projects from all relevant angles;
- Leveraging the expertise available amongst other Business Units of ABL to address specific client requirements and ensure superior client satisfaction.

For further information, please contact Mahesh Madan Bhat at MMB Legal or our local ABL member in your jurisdiction.

BUSINESS UNITS continued

Intellectual Property Unit



Unit Leader: Hans Mathijssen
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Intellectual property is an important asset for many businesses. Worldwide open markets enable infringements to take place and counterfeit products to be put on the market with increasing regularity.

When infringements on intellectual assets occur, our members often find that those violations occur in several jurisdictions simultaneously.

The IP Unit of ABL facilitates cross-border actions against intellectual property breaches and the marketing of counterfeit material; ABL member firms participate in and share with each other relevant expertise and joint action where required can be easily coordinated.

ABL members can advise on all aspects of Copyright Law, Trademark, Design and Patent Protection in their own jurisdictions and liaise with fellow members in other countries where necessary.

For further information, please contact Hans Mathijssen at Willems Advocaten & Rechtsanwältinnen or our local ABL member in your jurisdiction.



BUSINESS UNITS continued

International Arbitration & Mediation Unit

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The International Arbitration & Mediation Unit is an initiative of ABL. As most lawyers are confronted with disputes and/or how to resolve or avoid them, we believe that parties often tend to persist in their disputes and either do not know or see what are the alternatives and the different options to reach their goal. Common interests are not recognized and parties stick to shortterm thinking instead of possible long-term collaboration.

We are frequently faced with time consuming procedures, cultural and legal obstructions occurring when carrying on business abroad.

We believe that mediation and/or arbitration is often the answer: Mediation by facilitating conversation between parties in order to bring them to a 'self-constructed' and, therefore, more satisfying solution and arbitration as a 'fast-lane' and economically justified decision maker.

The ABL International Arbitration & Mediation Unit aims to exchange information, experiences, views and ideas on Arbitration & Mediation in order to gain further training, to improve the services to clients and to learn how to deal with cultural, religious, ethnic and other differences between parties. We feel that the progressing globalisation compels us to do so.

The unit is composed of lawyers with experience in one or more of the above mentioned fields and who exchange and share their experiences and their expertise on a regular basis.

The experience within the network can be made available to all members and their clients.

If you would like to find out more please contact Marc van Huffelen or Wim De Vriese at van Huffelen & Co Lawyers & Mediators.

BUSINESS UNITS continued

Labour Law Unit



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Dealing with labour and employment matters in a foreign country is a risk. Foreign employment laws and international labour relations issues are challenging for every business and can often be a minefield. ABL's network employment lawyers can help to anticipate and avoid these risks.

Our business unit for employment law gathers specialist employment lawyers together and expertise from ABL member firms all over the world. Through being in regular contact in person at conferences and workshops and through instant e-mail access our employment lawyers discuss and keep abreast of latest developments and share knowledge in dealing with current problems of national and international labour law. Members can offer their clients not only their own expertise, but also the knowledge and services of the expert employment lawyers in other member firms and thus can easily refer clients to experts around the globe. Our exchange with other employment lawyers across the globe helps us gain a greater understanding of different legal systems as well as disparate cultural expectations and mentalities. As a result, ABL employment lawyers work collaboratively across borders to provide integrated and commercial solutions to a wide range of employment-related concerns in the field of cross-border employments.

The members of the ABL network can assist clients, facilitate and manage immigration issues, will advise on cross-border secondments and expatriate assignments, help obtain work and residency permits and sort out social security requirements. ABL employment lawyers also provide assistance and representation before tribunal and labour authorities.



NETWORK COORDINATOR

Sofie Pintjens
Network Coordinator
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Sofie Pintjens has known the Alliance of Business Lawyers since the early days and has been coordinating the work of the ABL office since 2002. She has helped develop the network and is managing ABL conferences, seminars and other events.

Sofie is fluent in Dutch, English and French and has a passive knowledge of German.

Please contact Sofie should you have any questions or require any information related to the Alliance of Business Lawyers.



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SUCCESS STORIES

Transfer and relocation of Dutch enterprises to Germany

A Dutch company had its assets acquired by a British company to whom we were advisors; upon request of the purchaser we were able to transfer the assets to the German daughter company of the UK held Holding Cy.

This three jurisdictional operation was performed seamlessly via our cooperation with Toby Stroh at the UK side, Werner Kordt in Germany, who also was able to monitor notarial aspects of the matter, and ourselves for the NL jurisdiction.

Efficient lines of communication between our firms enabled quick decisions and the execution thereof, much to the benefit of the new owners. They were pleased by time schedules kept and costs even below their anticipation; our team had the pleasure of a client's true satisfaction.

By Hans Mathijssen, Willems Advocaten & Rechtsanwältte, Amsterdam

Director Fraud Investigation

J+C Jacobsen & Confurius Rechtsanwältte (Justus Leddin) - Hamburg and Holmes & Company (Stephen Holmes) in Vancouver, B.C., Canada.

The J+C client was confronted with an anonymous email in which the board of directors were accused of fraud and corruption. The email clearly showed that the author had inside information and the J+C client suspected that an employee was at least involved in the incident, if not the author himself. The email was sent from a host located in Vancouver, B.C., Canada, so J+C contacted Stephen Holmes of Holmes & Company in order to analyze the legal options against this host and disclose the identity of the sender. The initial contact was made by J+C, the further discussions took place directly between Stephen Holmes and the client. Advice was given in regard to litigation alternatives to obtain an injunction, damages, costs and disclosure.

In the end, evidence against one employee was obtained without starting legal actions in Canada. The feedback from our client was positive with regard to promptness of reaction and quality.

By Justus Leddin, J+C Jacobsen & Confurius Rechtsanwältte, Hamburg and Stephen D. Holmes, Holmes & Company, Vancouver



SUCCESS STORIES (continued)

International Collection and Securities

Holmes & Company (Vancouver) was contacted by a law firm in China in regard to loans which had been made to Canadian and American companies by Chinese institutions. They wanted to ensure Holmes & Company had the capacity and capability to handle the issues. Issues included cross-border remedies, recovery and improving their security. The borrower had assets in various locations in Canada as well as in the U.S. Further, it was a listed company. In a day, Holmes & Company was able to contact his ABL associated and put together a team to act. Windels Marx Lane & Mittendorf, LLP of New York and the ABL representative in Toronto would provide the skills necessary to deal with all collection, security and litigation matters throughout North America.

Holmes & Company were contacted by our Belgian member, Tanghe Boon Hankard Janssen & Partners, in regard to a large collection matter in Canada. A judgment was obtained and payments are being recovered.

A client of Holmes & Company acquired real estate in Mexico. They retained our Mexican members, Larios & Asociados, of Mexico City in regard to disputes with the owner. All matters were resolved satisfactorily.

A client of Holmes & Company was introduced to our Madrid member, Bufete Marín Abogados, in regard to a collection and carrying on business in Spain. All matters were handled efficiently and the clients were satisfied.

A client of Holmes & Company required a trust in a gaming jurisdiction and worked with Fenech Farrugia Fiott Legal of Malta to satisfactorily form the trust and close a purchase of shares.

A client of Holmes & Company utilized the offices of Fenech Farrugia Fiott Legal in regard to immigrating to Malta, form a corporation and carry on an investor relations business.

By Stephen D. Holmes, Holmes & Company, Vancouver

Termination of contract

This case concerned a cooperation between J+C Jacobsen & Confurius Rechtsanwälte (Manfred Confurius) Hamburg and Franzosi Dal Negro Setti (Stefano Candela) in Milan. J+C gave legal advice concerning the termination of the contract with a managing director of a very important German Group. As this person also owned a contract with an Italian subsidiary (manager and CEO) of J+C's client,

SUCCESS STORIES (continued)

Manfred Confurius involved Stefano Candela with the legal procedure of terminating this contract as well.

This included the preparation of documents (resolutions of the board and of the shareholder meeting appointment of a new CEO), investigation and collection of evidence and the engagement in the law suit that followed the notice of termination and the revocation of the managing director. In this case, Manfred Confurius cooperated very closely with Stefano Candela and coordinated all the work of the legal team. The feedback from the client was very positive in every aspect and from our side the quick reactions and the comprehensible explanations regarding Italian law were extremely helpful.

By Manfred Confurius, J+C Jacobsen & Confurius Rechtsanwälte, Hamburg

Claim based on the termination of a Commercial Agency Agreement

Our Belgian member firm, TBHJ Lawyers, contacted the Spanish ABL firm Bufete Marín Abogados in Madrid for a claim on behalf of a Belgian client for the termination of a Commercial Agency Agreement before the Madrid Courts. Both members worked together to prepare the judicial claim.

By Laura Gobernado, Bufete Marín Abogados, Madrid

Corporate M&A work in India

Recently, when a Malaysian law firm (which was invited to the last ABL conference in Mumbai 2012) required assistance for its client regarding Corporate M&A work in India, they sent us an initial query seeking counsel on how to proceed further. We at Singh & Associates were happy to provide a comprehensive overview of the matter proceedings, and now hope to develop the business relationship further between our firms in the near future.

By Manoj Singh, Singh & Associates, New Delhi



ARGENTINA



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Areas of Practice

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- Real Estate Law
- Trust

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Areas of Practice

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- Tax Law



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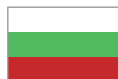


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- Insolvency - Bankruptcy & Restructuring
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MILESTONES

- 1999** Establishment of Integra Legal International
Marc van Huffelen is elected President
- 2001** Merger of Integra Legal International & Druces International
- 2003** New name: ALLIANCE OF BUSINESS LAWYERS
- 2004** Conversion into an association under Swiss Law
Javier Arraut is elected President
- 2005** Establishment of the ABL EU Law Unit
Memorandum of Understanding signed between ABL and Integra International
- 2006** Burkard Dregger is elected President
ABL expands outside Europe
- 2007** Establishment of a joint ABL-Integra Cross Border Tax Unit
Establishment of the Intellectual Property Unit and of the International Arbitration & Mediation Unit
- 2008** Establishment of a joint ABL-Integra Corporate Finance Unit, of the Cross Border Real Estate Unit and of the Business Restructuring and Insolvency Unit
- 2009** ABL sets foot in Asia
- 2010** Establishment of an ABL Junior Lawyer Exchange Programme
Establishment of the Infrastructure Unit and Labour Law Unit
- 2011** ABL increases global footprint
- 2012** First ABL Conference in Asia
Emmanuel Moulin is elected President



NOTES

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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2010	March 22-23	Buenos Aires
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