



An ASIAN-MENA COUNSEL survey for the

In-House Community™

OF IN-HOUSE LEGAL & COMPLIANCE PROFESSIONALS



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Representing Corporate

Asia & the Middle East

We are pleased to present Asian-mena Counsel's 12th annual Representing Corporate Asia and the Middle East Survey.

SURVEY METHODOLOGY

ABOUT THE SURVEY

This year a record 2,376 in-house lawyers and buyers of legal services in 13 jurisdictions told us which firms had served them best across a range of practice areas and which have been the most responsive to their needs.

More than 20,000 pre-qualified in-house counsel and buyers of legal services were invited to participate in the survey directly while attending one of our annual In-House Community Congress and Symposium events across the region (some 2,500 in-house counsel attend at least one of the 18 In-House Community events each year) or through a controlled online process.

The survey was carried out in two parts. The first contained questions (multiple choice where appropriate) that gathered the views of the in-house communities of each jurisdiction with regard to their roles, pressures and concerns. Thoughts from China, Hong Kong, India, Indonesia, Japan, Malaysia, Myanmar, the Philippines, Singapore, South Korea, Thailand, the UAE and Vietnam have been collected and collated in order to find the trends in each region.

Firms of the year

The second part provided in-house counsel with an opportunity to recognise the law firms that have made a significant

impression on them during the past year.

Participants were asked, among other things, for their comments on the quality and value of service they received from external counsel in their jurisdiction and, where applicable, in other jurisdictions, as well as which firms they prefer to use for various activities.

In-house counsel were able to nominate any firm of their acquaintance – the survey does not lead their choices in any way whatsoever and hence is unique among legal polls in the region – with votes aggregated to select the winning firms in each category. As such, the results do not indicate which law firms have been the most active in any given area, but rather those private practice teams whose service has been of notable quality and which have been

responsive to their clients' needs beyond the norm.

The In-House Community Firms of the Year is not a ranking of firms, and a law firm's absence is no criticism of its capabilities – but it is to the great credit of the firms mentioned herein that their clients have voluntarily nominated them for recognition.

Where applicable, both domestic and international firms will be recognised as 'Winners', and where results are too close to call, joint category winners will be announced. In addition to the winning firms, 'Honourable Mentions' will be awarded to law firms that have also received notable in-house recognition.

Congratulations to all those who have played a part in the teams honoured herein.

Profile of participants

The respondents to the survey were mostly in-house, legal counsel/heads of legal (90% percent), while 3 percent were company directors and 7 percent were compliance managers. In terms of industries, 18 percent of respondents work in financial services, followed by manufacturing and TMT (technology, media, telecoms). While this once again represents a slightly smaller proportion of financial services respondents than last year, the overall spread of industries is broadly similar to last year.

The average size of legal teams is 12 people – slightly down from last year – with 65 percent saying that they include ethics and/or compliance in the legal department.

JURISDICTION BY JURISDICTION

And now for a look at how things stand at a jurisdictional level.

CHINA

SURVEY RESPONDENTS:

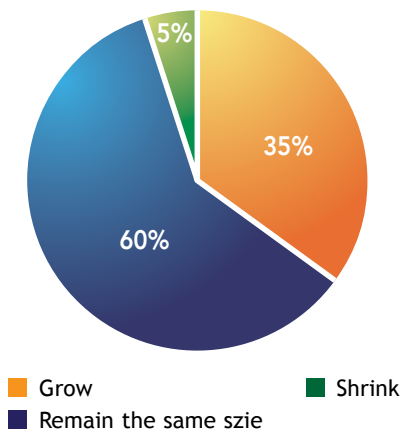
Avg team size: 11

Dominant industry: Manufacturing

Ethics/compliance within legal team: 65%

Multinational/Local: 87%/13%

In the coming twelve months, do you think your in-house legal team will:



Overview

More than a third of legal departments in China say that they expect to grow in size during the coming 12 months, according to surveys conducted at our three Chinese events – in Beijing, Shanghai and Shenzhen. And while growth in some other jurisdictions is due to additional compliance or regulatory pressures, the consensus among Chinese counsel is that growth in the legal team is being driven by the needs of the underlying business.

It is not all good news, as the growing trade tensions with the US are undoubtedly affecting the willingness of businesses to invest given the uncertainty. This effect is not fully captured in our survey due to the timing of the events, but some respondents alluded to the Trump tariffs. “Changes in the external economic environment have led to

consolidation and changes in the industry, and new legal issues have emerged,” said one.

Even so, teams are already bigger than in many other jurisdictions, with roughly 15 percent of respondents saying that they work in teams of 20 people or more. However, some in-house lawyers report that management see the legal team as an internal law firm that should handle all legal work, rather than making more efficient use of external law firms and legal service providers. Close to two-thirds of respondents say that the majority of their work is handled in-house.

One respondent described their biggest challenge as “lack of knowledge about the legal department’s role among stakeholders and colleagues on the business side”.



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JunZeJun Law Offices

JunZeJun Law Offices was founded in 1995 with its headquarters in Beijing. It is one of the earliest partnership law firms in China, as well as one of the largest, well-recognized law firms in China.

JunZeJun has a team comprised of about 90 partners and 600 professionals in total. By deepening specialisation and centralizing resources, JunZeJun is able to provide clients of different cultural and industrial backgrounds with cost-efficient and tailored legal services. JunZeJun’s lawyers have been widely praised by clients for providing high quality, solution-oriented, creative and value-added services.

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REPRESENTING CORPORATE ASIA & MIDDLE EAST



CHINA

AS VOTED FOR BY IN-HOUSE COUNSEL

Winners in bold, honourable mentions in italics

Alternative Investment Funds (including private equity)

- **JunHe**
- Cleary Gottlieb
- Clyde & Co
- King & Wood Mallesons
- Ropes & Gray

Anti-Trust/ Competition

- **Anjie**
- JunHe
- Zhong Lun

Aviation

- **Grandall**

Banking and Finance

- **Clifford Chance**
- **King & Wood Mallesons**
- Clyde & Co
- Debevoise & Plimpton

Capital Markets

- **Fangda Partners**
- **King & Wood Mallesons**
- JunHe
- Sidley Austin

Compliance/ Regulatory

- **King & Wood Mallesons**
- Hogan Lovells
- Norton Rose Fulbright

Corporate and M&A

- **Clifford Chance**
- **King & Wood Mallesons**
- JunHe
- Simmons & Simmons

Employment

- **King & Wood Mallesons**
- Anjie
- Dentons
- JunHe
- Zhong Lun

Environmental

- CMS

Insurance

- Jincheng Tongda & Neal

Intellectual Property

- **King & Wood Mallesons**
- Osha Liang

International Arbitration

- **Latham & Watkins**
- Fangda Partners
- Jincheng Tongda & Neal

Litigation and Dispute Resolution

- **Deheng**
- **King & Wood Mallesons**
- **Zhong Lun**
- Fangda Partners
- Hui Ye
- JunHe
- Oldham, Li & Nie
- Taylor Wessing

Maritime & Shipping

- **Ince & Co**
- Dentons
- Reed Smith

Projects and Project Financing

- **King & Wood Mallesons**

Real Estate/ Construction

- Fangda Partners
- King & Wood Mallesons
- Li & Partners
- Zhong Lun

Restructuring & Insolvency

- **JunZejun Law Offices**
- **Zhong Lun**

Taxation

- **KPMG**
- Deloitte
- King & Wood Mallesons
- EY

Telecommunications, Media & Technology

- **Jingtian & Gongcheng**
- **JunHe**
- Taylor Wessing

MOST RESPONSIVE FIRMS OF THE YEAR, CHINA

INTERNATIONAL

Baker McKenzie
King & Wood Mallesons

Clifford Chance
Clyde & Co
DLA Piper
Freshfields Bruckhaus Deringer
Herbert Smith Freehills

DOMESTIC

Fangda Partners
JunHe

Tian Yuan Law Office
Zhong Lun

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HONG KONG

SURVEY RESPONDENTS:

Avg team size: 14

Dominant industry: Financial services

Ethics/compliance within legal team: 51%

Multinational/Local: 79%/21%

Of the work we outsource:



Overview

After several years of constrained operating conditions for legal departments in Hong Kong, our survey reflected a slightly more positive mood this year. Almost a quarter of respondents said that they expected to increase the size of their legal team during the coming 12 months, with some responses that could even be described as optimistic. “Future prospects are positive,” said one. Others described business expansion into new areas as a driver for additional headcount in the legal department.

However, the overall mood continues to reveal difficult conditions for many, as they continue to come under pressure to save costs and make better use of resources. In addition, the trade dispute between China and the US has grown more bitter during the course of 2018, creating uncertainty for some businesses in Hong Kong, with the result that decisions on further investment have in many cases been put on hold.

This is not surprising given the profile of survey respondents in Hong Kong. Almost 80 percent work within multinational companies

and more than 30 percent work within the financial services sector, which is particularly sensitive to the effects of the trade war, but has also been affected during the year by the strength of the US dollar and the flow of some investment back into the US. Real estate and tech comprised the next biggest sectors represented in our survey.

As a mature legal market, many in-house teams in the city are well-established, with 37 percent pre-dating the turn of the millennium, though a similar number are less than 10 years old. Hong Kong may be mature, but it is also dynamic.

And this dynamism is reflected in the fact that Hong Kong legal teams are relatively comfortable using non-traditional external providers of legal services, with roughly 21 percent saying they use a balanced mix of traditional law firms, new model firms and tech-driven service providers. Less than half say they exclusively use traditional law firms.

Most respondents said that their external legal spend comprises between 10 percent to 30 percent of their total legal spend.



HONG KONG

AS VOTED FOR BY IN-HOUSE COUNSEL

Winners in bold, honourable mentions in *italics*

Alternative Investment Funds (including private equity)

- **Baker McKenzie**
- **White & Case**
- Davis Polk
- Debevoise & Plimpton

Anti-Trust/ Competition

- **Baker McKenzie**
- **Mayer Brown**
- **Stephenson Harwood**
- Debevoise & Plimpton
- JunHe
- King & Wood Mallesons
- *ONC Lawyers*

Aviation

- **Bryan Cave Leighton Paisner**
- Pillsbury

Banking and Finance

- **Baker McKenzie**
- **Clifford Chance**
- **Deacons**
- Allen & Overy
- Linklaters

Capital Markets

- **King & Wood Mallesons**
- Freshfields Bruckhaus Deringer
- BPC Legal

Compliance/ Regulatory

- **Baker McKenzie**
- **Deacons**
- Davis Polk
- Debevoise & Plimpton
- DLA Piper
- King & Wood Mallesons
- Linklaters

Corporate and M&A

- **Baker McKenzie**
- Davis Polk
- King & Wood Mallesons
- Mayer Brown

Employment

- **Baker McKenzie**
- **Deacons**
- **Simmons & Simmons**
- DLA Piper
- Eversheds Sutherland
- Seyfarth Shaw

Energy & Natural Resources

- **King & Spalding**

Environmental

- **King & Wood Mallesons**

Insurance

- **Clyde & Co**
- Debevoise & Plimpton

- Kennedys
- Pillsbury
- RPC

Intellectual Property

- **Baker McKenzie**
- **Bird & Bird**
- **Deacons**
- **Wilkinson & Grist**
- King & Wood Mallesons

International Arbitration

- **Herbert Smith Freehills**
- **Pinsent Masons**

Litigation and Dispute Resolution

- **Deacons**
- **Pinsent Masons**
- Clyde & Co

Maritime & Shipping

- **Clyde & Co**
- **Norton Rose Fulbright**

Projects and Project Financing

- **Herbert Smith Freehills**
- **Sidley Austin**
- **Gibson Dunn**

Real Estate/ Construction

- **Deacons**
- **Pinsent Masons**
- Mayer Brown

Restructuring & Insolvency

- **Baker McKenzie**

Taxation

- **Deloitte**
- **PwC**
- **Woo Kwan Lee & Lo**
- Baker McKenzie

Telecommunications, Media & Technology

- **Baker McKenzie**
- **Deacons**
- **Pinsent Masons**

MOST RESPONSIVE FIRMS OF THE YEAR, HONG KONG

INTERNATIONAL

- **Allen & Overy**
- **Baker McKenzie**
- **Clifford Chance**
- **Mayer Brown**
- Davis Polk
- DLA Piper
- Eversheds Sutherland
- Herbert Smith Freehills
- King & Wood Mallesons
- Linklaters

DOMESTIC

- **Deacons**
- Li & Partners
- Oldham, Li & Nie
- *ONC lawyers*
- WK To & Co
- Woo Kwan Lee & Lo



REPRESENTING CORPORATE ASIA & MIDDLE EAST

INDIA

SURVEY RESPONDENTS:

Avg team size: 10

Dominant industry: Financial services

Ethics/compliance within legal team: 86%

Multinational/Local: 71%/29%

Overview

Growth is firmly on the agenda for in-house teams in India, with 43% of respondents saying that they expect the size of their team to grow during the coming 12 months – a level of optimism that is among the highest of any jurisdiction we surveyed.

More than 57% of respondents to the survey conducted at our event in Mumbai said that they use a balanced mix of in-house and external providers to manage projects. Of the work that is outsourced, more than 80% of respondents said that they use a balanced mix of traditional law firms, new model

firms and tech-driven service providers, which is high relative to other markets in the region. This is no doubt driven by similar forces as in the Philippines – both countries are home to large legal process outsourcing industries. In addition, India also has a strong legal tech sector that affords in-house counsel with a good range of homegrown, affordable solutions.

In terms of their legal spend, three-quarters of respondents said that they spend 5 percent or less of annual company revenue on external legal services, with the remainder saying that external fees were 10 percent or less.



INDIA

AS VOTED FOR BY IN-HOUSE COUNSEL

Winners in bold, honourable mentions in italics

Alternative Investment Funds (including private equity)

- **Wadia Ghandy & Co**
- AZB & Partners

Anti-Trust/ Competition

- **AZB & Partners**
- **Cyril Amarchand Mangaldas**
- Khaitan & Co
- Nishith Desai Associates
- Remfry & Sagar
- Shardul Amarchand Mangaldas

Banking and Finance

- **AZB & Partners**
- **Cyril Amarchand Mangaldas**
- Argus Partners
- J Sagar Associates
- Khaitan & Co

Capital Markets

- **Cyril Amarchand Mangaldas**
- **Khaitan & Co**
- Argus Partners
- AZB & Partners
- L&L Partners
- Verist Law

Compliance/ Regulatory

- **Crawford Bayley & Co**
- Fox Mandal
- Hammurabi & Solomon
- Khaitan & Co
- Verist law
- Wadia Ghandy & Co

Corporate and M&A

- **Cyril Amarchand Mangaldas**
- **Khaitan & Co**
- Argus Partners
- Crawford Bayley & Co
- Hammurabi & Solomon
- Rajani & Co
- Shardul Amarchand Mangaldas
- Wadia Ghandy & Co

Employment

- **SUNDEEP PURI ASSOCIATES & ADVOCATES**
- Advani & Co
- Crawford Bayley & Co
- Nishith Desai Associates

Energy & Natural Resources

- **AZB Partners**
- Fox Mandal
- J Sagar Associates
- RS Prabhu & Co

Environmental

- **RRG & Associates**
- MDP & Partners

Insurance

- **Dua Associates**
- **Khaitan & Co**

Intellectual Property

- **Anand and Anand**
- Factum Law
- Jehangir, Gulabbhai & Bilimoria & Daruwalla

- Khaitan & Co
- Khurana & Khurana
- Lall & Sethi
- Manilal Kher Ambalal & Co
- Scriboard

International Arbitration

- **Advani & Co**
- **Allen & Overy**
- Crawford Bayley & Co

Life Sciences

- **Nishith Desai Associates**

Litigation and Dispute Resolution

- **Crawford Bayley & Co**
- **Khaitan & Co**
- **Manilal Kher Ambalal & Co**
- Advani & Co
- Agarwal Law Associates
- Cyril Amarchand Mangaldas
- HSA Advocates
- Hariani & Co
- Trilegal

Maritime & Shipping

- **HFW**
- **Singhania & Co**

Projects and Project Financing

- **Bharucha & Partners**
- Cyril Amarchand Mangaldas
- ELP Law
- HSA Advocates
- Trilegal

Real Estate/ Construction

- **AK Singh and Co**
- Federal & Rashmikant
- Manilal Kher Ambalal & Co

Restructuring & Insolvency

- ANM Global
- Dua Associates
- MVKini

Taxation

- **Lakshmikumaran & Sridharan**
- **PwC**
- ELP Law
- KPMG
- Pravin Shah & Co
- SK Attorneys
- Trilegal

Telecommunications, Media & Technology

- **Bharucha & Partners**
- Samvad Partners

MOST RESPONSIVE FIRMS OF THE YEAR, INDIA

INTERNATIONAL

- **Allen & Overy**
- **Clyde & Co**
- Baker McKenzie
- Norton Rose Fulbright
- Reed Smith

DOMESTIC

- **Crawford Bayley & Co**
- **Cyril Amarchand Mangaldas**
- **Khaitan & Co**
- AZB & Partners
- Dua Associates
- Wadia Ghandy & Co

INDONESIA

SURVEY RESPONDENTS:

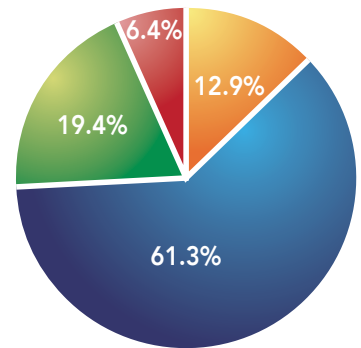
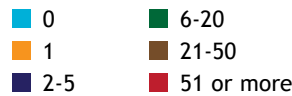
Avg team size: 9

Dominant industry: Wholesale/ Retail Services

Ethics/compliance within legal team: 71%

Multinational/Local: 74%/26%

How large is your in-house legal / compliance team?



Overview

Indonesia's in-house lawyers consistently complain about uncertain and inconsistent regulation, as well as the government bureaucracy that implements and interprets these regulations. The value that in-house lawyers can add in such an environment is significantly diminished.

"The biggest challenge is the quality of drafting of legislation, which creates uncertainty for the business and makes our job as in-house counsel very difficult because our advice to management is based on a low-quality law product," wrote one respondent.

This is reflected in the profile of legal departments in Indonesia, which are small.

More than 60 percent employ between two to five people, and more than 90 percent employ 20 or fewer staff. Even so, they still do most of the legal work themselves. Around 84 percent of respondents say that they handle the majority (more than three-quarters) of legal work in-house, with counsel often being required to practise in court. "Most companies think that in-house lawyers should handle litigation matters on their own," said one respondent.

Some of these challenges could be more effectively remedied if the profession was better organised, but one respondent complained of an "unsteady bar association".

There are signs at least that corporate

counsel are becoming a more important resource for businesses in Indonesia, with more than 45 percent of respondents saying that they expect their legal team to grow during the coming 12 months.

Three-quarters of respondents said they work for multinational companies, with a broad range of industries represented, including energy, retail, transportation, financial services, tech and much more. Working for a global business can create additional difficulties for local in-house lawyers. One respondent described their biggest challenge as "reporting to expatriates who do not understand the legal landscape in Indonesia".

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REPRESENTING CORPORATE ASIA & MIDDLE EAST



INDONESIA

AS VOTED FOR BY IN-HOUSE COUNSEL

Winners in bold, honourable mentions in italics

Alternative Investment Funds (including private equity)

- **Assegaf Hamzah & Partners**
- **Hadiputranto Hadinoto & Partners (Baker McKenzie)**
- Hiswara Bunjamin & Tandjung (Herbert Smith Freehills)

Anti-Trust/ Competition

- **Assegaf Hamzah & Partners**
- Ignatius Andy
- Soemadipradja & Taher
- Suhardiman Kardono Swadiri Hazwar

Aviation

- **ABNR**
- **Mochtar Karuwin Komar**
- Fredrik J Pinakunary
- Lubis Ganie Surowidjojo

Banking and Finance

- **ABNR**
- **Hadiputranto Hadinoto & Partners (Baker McKenzie)**
- **Wiriadinata & Saleh**
- Assegaf Hamzah & Partners
- Ginting & Reksodiputro (Allen & Overy)
- Hiswara Bunjamin & Tandjung (Herbert Smith Freehills)
- Makes & Partners

Capital Markets

- **Assegaf Hamzah & Partners**
- **Hadiputranto Hadinoto & Partners (Baker McKenzie)**
- Hiswara Bunjamin & Tandjung (Herbert Smith Freehills)
- Makes & Partners
- Melli Darsa & Co (PwC)

Compliance/ Regulatory

- **Assegaf Hamzah & Partners**
- Hadiputranto Hadinoto & Partners (Baker McKenzie)
- Melli Darsa & Co (PwC)

Corporate and M&A

- **Assegaf Hamzah & Partners**

- **Hadiputranto Hadinoto & Partners (Baker McKenzie)**
- **Melli Darsa & Co (PwC)**

- ABNR
- Andreas, Sheila & Partners
- Ginting & Reksodiputro (Allen & Overy)
- Makes & Partners

Employment

- **Kemalsjah & Associates**
- ABNR
- BE Partners

Energy & Natural Resources

- **Clifford Chance**
- **Widyawan & Partners**
- ABNR
- Lubis Ganie Surowidjojo
- SSEK
- Suhardiman Kardono Swadiri Hazwar

Environmental

- **Hadiputranto Hadinoto & Partners (Baker McKenzie)**
- Mochtar Karuwin Komar

Insurance

- **Hadiputranto Hadinoto & Partners (Baker McKenzie)**
- Nah'R Murdono
- Soemadipradja & Taher
- Suhardiman Kardono Swadiri Hazwar

Intellectual Property

- **Hadiputranto Hadinoto & Partners (Baker McKenzie)**
- **HFW**
- Saiful Anam & Partners
- Suhardiman Kardono Swadiri Hazwar

International Arbitration

- **ABNR**
- **Norton Rose Fulbright**
- Baker McKenzie
- Lubis Ganie Surowidjojo
- Lubis Santosa & Maramis
- Makarim & Taira S

Islamic Finance

- **KarimSyah**
- Hadiputranto Hadinoto & Partners (Baker McKenzie)
- Suhardiman Kardono Swadiri Hazwar

Life Sciences

- **Lubis Ganie Surowidjojo**
- Assegaf Hamzah & Partners

Litigation and Dispute Resolution

- **ABNR**
- **Assegaf Hamzah & Partners**
- Amir Syamsudin & Partners
- Hadiputranto Hadinoto & Partners (Baker McKenzie)
- Lubis Ganie Surowidjojo
- Suhardiman Kardono Swadiri Hazwar

Maritime & Shipping

- **Lubis Ganie Surowidjojo**
- ABNR
- Budidjaja & Associates

Projects and Project Financing

- **Hadiputranto Hadinoto & Partners (Baker McKenzie)**
- ABNR
- Hiswara Bunjamin & Tandjung (Herbert Smith Freehills)
- Linda Widyati & Pusponegoro
- SSEK
- Suhardiman Kardono Swadiri Hazwar

Real Estate/ Construction

- **Erwin Kallo & Co**
- **Makes & Partners**
- Leks&Co
- Pangestu & Hutapea Law Firm

Restructuring & Insolvency

- **Hadiputranto Hadinoto & Partners (Baker McKenzie)**
- **Makarim & Taira S**
- **Wibhisana & Partners**
- Makes & Partners

- Suhardiman Kardono Swadiri Hazwar

Taxation

- **Hadiputranto Hadinoto & Partners (Baker McKenzie)**
- EY
- KPMG
- SSEK

Telecommunications, Media & Technology

- **Bahar**
- **Hanafiah Ponggawa & Partners**
- Adnan Kelana Haryanto & Hermanto
- Assegaf Hamzah & Partners
- IAB&F
- Suhardiman Kardono Swadiri Hazwar

MOST RESPONSIVE FIRMS OF THE YEAR, INDONESIA

INTERNATIONAL

- **Baker McKenzie**
- Allen & Overy
- Herbert Smith Freehills
- Linklaters
- Rajah & Tann

DOMESTIC

- **ABNR**
- **Assegaf Hamzah & Partners**
- **Hadiputranto Hadinoto & Partners (Baker McKenzie)**
- Adnan Kelana Haryanto & Hermanto
- Lubis Ganie Surowidjojo
- Makes & Partners
- Roosdiono & Partners
- SSEK

JAPAN

SURVEY RESPONDENTS:

Avg team size: 22

Dominant industry: Financial services

Ethics/compliance within legal team: 67%

Multinational/Local: 83%/17%

Overview

The profile of businesses represented at our event in Tokyo, and in most jurisdictions, has an obvious bias towards those with an international outlook – and this is evident in the responses to our survey this year, with two-thirds of respondents reporting that they expect to see their legal team grow during the coming 12 months.

One driver of that growth has become a common theme for Japanese businesses: “Our company is shifting from trading to a focus on acquisitions, which is more work-intensive (both to execute acquisitive transactions and manage our acquisitions post-closing),” said one response.

Cash-rich Japanese companies have turned to overseas acquisitions during the past few years as a way to escape slow growth in the home market, which is a result of the country’s ageing and shrinking population. While Japan has long been an export powerhouse, most businesses have

limited experience with international operations, meaning that in-house teams face a steep learning curve as they help their businesses to venture into new markets.

Perhaps as a result of this expansion, the respondents to our survey report high levels of external legal spend of at least 40 percent.

In common with many other markets, Japanese legal divisions are also facing a greater workload due to increasing regulation and associated compliance issues, partly in response to a number of high-profile corporate scandals. This has included the release of the Principles for Listed Companies Dealing with Corporate Malfeasance, changes to Japan’s Companies Act and the introduction of a Corporate Governance Code. Although not legally binding, they are increasingly being implemented by large Japanese corporations.



JAPAN

AS VOTED FOR BY IN-HOUSE COUNSEL

Winners in bold, honourable mentions in italics

Alternative Investment Funds (including private equity)

- Jones Day

Anti-Trust/ Competition

- **Morrison & Foerster** – Registered Associated Offices of Ito & Mitomi
- TMI Associates
- Yabuki Law Offices

Aviation

- Clyde & Co

Banking and Finance

- **Anderson Mori & Tomotsune**

Capital Markets

- Linklaters

Compliance/ Regulatory

- **Nishimura & Asahi**
- Allen & Overy *Gaikokuho Kyodo Jigyo Horitsu Jimusho*

- Baker McKenzie (*Gaikokuho Joint Enterprise*)
- Morrison & Foerster – Registered Associated Offices of Ito & Mitomi
- Shimada Hamba & Osajima
- TA Lawyers GKJ

Corporate and M&A

- **Nishimura & Asahi**
- **Nagashima Ohno & Tsunematsu**
- Allen & Overy *Gaikokuho Kyodo Jigyo Horitsu Jimusho*
- Anderson Mori & Tomotsune
- Baker McKenzie (*Gaikokuho Joint Enterprise*)
- Herbert Smith Freehills
- K&L Gates
- Morrison & Foerster – Registered Associated Offices of Ito & Mitomi
- Shimada Hamba & Osajima

Employment

- **Anderson Mori & Tomotsune**

• TA Lawyers GKJ

- Endeavor Law
- Shimada Hamba & Osajima

Energy & Natural Resources

- Latham & Watkins

Insurance

- Shimada Hamba & Osajima

Intellectual Property

- **Morrison & Foerster** – Registered Associated Offices of Ito & Mitomi

International Arbitration

- **Nishimura & Asahi**
- **Herbert Smith Freehills**

Litigation and Dispute Resolution

- **Nagashima Ohno & Tsunematsu**
- Shimada Hamba & Osajima
- Nishimura & Asahi

Real Estate/ Construction

- **Herbert Smith Freehills**

• Nagashima Ohno & Tsunematsu

Restructuring & Insolvency

- Nishimura & Asahi

Taxation

- Withers

MOST RESPONSIVE FIRMS OF THE YEAR, JAPAN

INTERNATIONAL

- **Baker McKenzie**
- Freshfields Bruckhaus Deringer
- Herbert Smith Freehills
- K&L Gates
- Linklaters

DOMESTIC

- **Anderson Mori & Tomotsune**
- **Nagashima Ohno & Tsunematsu**
- Mori Hamada & Matsumoto
- Nishimura & Asahi



REPRESENTING CORPORATE ASIA & MIDDLE EAST

MALAYSIA

SURVEY RESPONDENTS:

Avg team size: 8

Dominant industry: Financial services

Ethics/compliance within legal team: 55%

Multinational/Local: 51%/49%

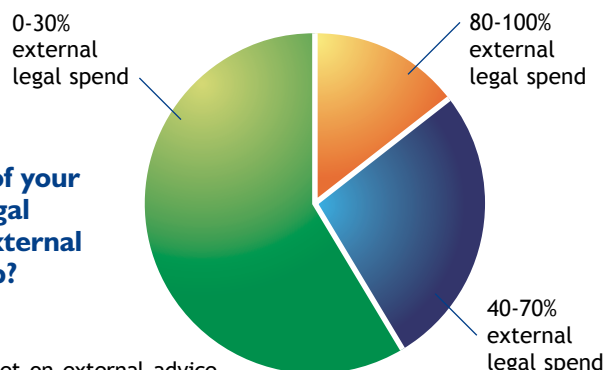
Overview

Legal counsel in Malaysia report many of the frustrations that are common to in-house teams in developing legal markets, such as being seen by the business side as a cost centre rather than an integral part of the company, while other challenges are common to the majority of markets, such as inadequate resources to cope with the workload and a growing compliance burden.

More than 60 percent of survey respondents said that they handle the majority of legal work (over 75 percent) in-house, which requires counsel to stay up to date on a broad range of legal issues – even though the average legal team is less than five people. As one respondent complained: “There is a perception that the in-house department is a one-stop legal centre, which means we are forced to provide legal advice on areas we are not familiar with, and with limited resources.”

Most companies said they spend less than 30

What percentage of your company's total legal spend does your external legal spend take up?



percent of their legal budget on external advice, though at least one respondent said that this was partly driven by a “lack of experienced local firms with the right level of exposure and experience, particularly in the energy sector”.

With the high workload, lack of resources and limited support from within the company, many legal teams report difficulty retaining talented staff. Even so, roughly a quarter of respondents said that they expect to grow the size of their team during the coming 12 months.

Other common challenges include the increasingly global scope of some regulations, particularly for financial institutions, but also more broadly thanks to wide-ranging legislation such as the EU's General Data Protection Regulation. Technology is another bugbear, as legal teams that are already stretched are under pressure to deploy solutions that will reduce costs and improve efficiencies.



MALAYSIA
AS VOTED FOR BY
IN-HOUSE COUNSEL
*Winners in bold,
honourable mentions
in italics*

Anti-Trust/ Competition

- **Skrine**
- Christopher & Lee Ong
- Mohanadass Partnership
- Raja, Darryl & Loh
- Shearn Delamore
- Wong & Partners
(Baker McKenzie)

Aviation

- **Abdullah Chan**
- **Rahmat Lim & Partners**
- **Skrine**

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Projects Infrastructure & Energy | Real Estate

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Our firm has the following well-established fields of legal practice, Capital Markets (ranked Band/Tier 1 for 2018 by Chambers Asia-Pacific, Legal 500 and IFLR 1000), Corporate M&A (rated 'Highly Recommended' in 2018 by Asialaw Profiles) and Projects (ranked Tier 1 in 2018 by IFLR 1000), and are deeply honoured to receive recognition in 2018 for the above practice areas by the Asian-mensa Counsel & In-House Community.

We are experienced in advising local and international clients over a wide range of economic sectors and our achievements include advising on many significant and pioneering Malaysian and cross-border transactions.

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National Law Firm Of The Year (Malaysia)

Winner, ALB Malaysia Law Awards 2017, 2018
West Malaysia Law Firm Of The Year

Winner, IFN Law Awards 2018
ESG, Green, SRI Firm Of The Year

Winner, ALB Malaysia Law Awards 2016
Malaysia Law Firm Of The Year

**Winner, ALB Malaysia Law Awards
2016, 2017, 2018**
Banking & Financial Services Law Firm Of The Year
Islamic Finance Law Firm Of The Year

**Winner, Asian-mena Counsel & In-House
Community: Malaysia Firm of the Year, 2018**
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Projects and Project Financing

www.asl.com.my

Banking and Finance

- **Zaid Ibrahim & Co**
(a member of ZICO Law)
- Adnan Sundra & Low
- Heiley Hassan Tan & Partners
- Kadir Andri & Partners
- Raja, Darryl & Loh
- Shook Lin & Bok
- Wong & Partners (Baker McKenzie)
- Zul Rafique & Partners

Capital Markets

- **Adnan Sundra & Low**
- Kadir Andri & Partners
- Zain & Co
- Zul Rafique & Partners

Compliance/ Regulatory

- **Lee Hishammuddin Allen & Gledhill**
- Adnan Sundra & Low
- Skrine
- Soon Gan Dion & Partners
- Wong & Partners (Baker McKenzie)
- Zaid Ibrahim & Co
(a member of ZICO Law)

Corporate and M&A

- **Adnan Sundra & Low**
- **Allen & Overy**
- **Lee Hishammuddin Allen & Gledhill**
- Kadir Andri & Partners
- Shearn Delamore

- Skrine
- Zain & Co
- Zaid Ibrahim & Co
(a member of ZICO Law)
- Zul Rafique & Partners

Employment

- **Lee Hishammuddin Allen & Gledhill**
- **Zul Rafique**
- Alvin John & Partners
- Bodipalar Ponnudurai De Silva
- Raja, Darryl & Loh
- Shearn Delamore
- TKP Law

Energy & Natural Resources

- Skrine

Insurance

- **Azim, Tunku Farik & Wong**

Intellectual Property

- **Shearn Delamore**
- **Wong & Partners**
(Baker McKenzie)
- **Wong Jin Nee & Teo**
- Joel & Mei
- KASS International
- Shahrizat Rashid & Lee

International Arbitration

- **Skrine**
- Jones Day

- Mohanadass Partnership
- Slaughter and May

Islamic Finance

- **Zaid Ibrahim & Co**
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Litigation and Dispute Resolution

- **Shearn Delamore**
- Lee Hishammuddin Allen & Gledhill
- Skrine

Maritime & Shipping

- **Fuzet Farid**

Projects and Project Financing

- **Adnan Sundra & Low**
- Sidek Teoh Wong & Dennis
- Slaughter and May
- Wong & Partners (Baker McKenzie)
- Zaid Ibrahim & Co
(a member of ZICO Law)

Real Estate/ Construction

- **Skrine**
- Raja, Darryl & Loh
- Zain & Co
- Zaid Ibrahim & Co
(a member of ZICO Law)

Restructuring & Insolvency

- Albar & Partners
- Chooi & Company + Cheang & Ariff

Taxation

- **Lee Hishammuddin Allen & Gledhill**
- EY

Telecommunications, Media & Technology

- **Lee Hishammuddin Allen & Gledhill**

MOST RESPONSIVE FIRMS OF THE YEAR, MALAYSIA

INTERNATIONAL

- **Baker McKenzie**
- Allen & Overy
- Clifford Chance
- Clyde & Co
- Herbert Smith Freehills
- Hogan Lovells
- Trowers & Hamlin

DOMESTIC

- **Zaid Ibrahim & Co**
(a member of ZICO Law)
- **Lee Hishammuddin Allen & Gledhill**
- Adnan Sundra & Low
- Raja, Darryl & Loh
- Wong & Partners
(Baker McKenzie)



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- Capital Markets and Securities
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REPRESENTING CORPORATE ASIA & MIDDLE EAST

MYANMAR

SURVEY RESPONDENTS:

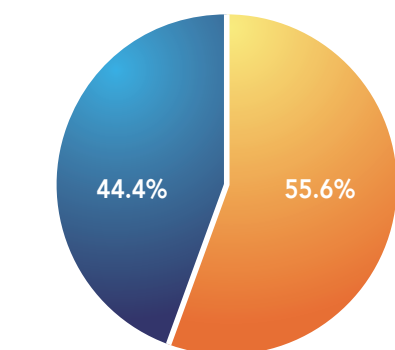
Avg team size: 7

Dominant industry: Manufacturing

Ethics/compliance within legal team: 78%

Multinational/Local: 67%/33%

In the coming twelve months, do you think your in-house legal team will:



- Grow
- Shrink
- Remain the same size

Overview

Myanmar has been Southeast Asia's fastest-growing economy since its first democratically elected leader took office in March 2016. Most of the in-house legal divisions in the country have been established since then, so it is unsurprising in such a young market that the most common challenge for legal teams in Myanmar is growth – either coping with the increasing demand for in-house legal services or recruiting the necessary staff to support the underlying growth of the business. More than 55 percent of respondents to our survey said that they expect the size of their legal team to grow during the coming 12 months.

The scope of opportunities in the country is reflected by the broad representation of industry sectors in our survey. There were responses from lawyers working in retail businesses, financial services, telecoms, energy, infrastructure, logistics, manufacturing and more.

However, growth is by no means a universal experience for Myanmar's legal teams. Foreign investors have largely taken a wait-and-see approach to the country, particularly since the widespread reports of violence against the Rohingya population, and this has affected the expansion of some businesses. As a result, some respondents described cost cutting and "tough market conditions".



In-House Community™



MYANMAR

AS VOTED FOR BY IN-HOUSE COUNSEL

Winners in bold, honourable mentions in italics

Alternative Investment Funds (including private equity)

- **DFDL**

Anti-Trust/ Competition

- Bryan Cave Leighton Paisner
- Kelvin Chia Partnership
- Mori Hamada & Matsumoto

Aviation

- **ZICO Law**

Banking and Finance

- **Baker McKenzie**
- **Win & Cho Law Firm**
- Allen & Gledhill

Capital Markets

- **DFDL**

Compliance/ Regulatory

- **Luther**
- **VDB Loi**
- Allen & Gledhill

Corporate and M&A

- **Kelvin Chia Partnership**
- Allen & Gledhill
- Baker McKenzie
- Bryan Cave Leighton Paisner
- **DFDL**
- Mori Hamada & Matsumoto
- **VDB Loi**

Employment

- **Luther**
- **Myanmar Legal Services**
- Kelvin Chia Partnership
- Lincoln Legal Services
- Rajah & Tann

Energy & Natural Resources

- **DFDL**

Environmental

- **VDB Loi**

Insurance

- **Kelvin Chia Partnership**

Intellectual Property

- **Kelvin Chia Partnership**
- **Mori Hamada & Matsumoto**
- **U Nyunt Tin Associates**

Litigation and Dispute Resolution

- **Allen & Gledhill**
- **Myanmar Legal Advisors**
- **U Min Sein**

Projects and Project Financing

- **Baker McKenzie**
- **DFDL**

Real Estate/ Construction

- **Kelvin Chia Partnership**
- **VDB Loi**

Restructuring & Insolvency

- **Allen & Overy**

Taxation

- **DFDL**
- Baker McKenzie
- EY
- KPMG
- PwC

Telecommunications, Media & Technology

- **Allen & Overy**
- **Biz Law Consult Myanmar**
- **Kelvin Chia Partnership**

MOST RESPONSIVE FIRMS OF THE YEAR, MYANMAR

INTERNATIONAL

- **Baker McKenzie**
- **DFDL**
- **Luther**
- Allen & Overy
- Bryan Cave Leighton Paisner
- Mori Hamada & Matsumoto
- VDB Loi
- ZICO Law

DOMESTIC

- **Lincoln Legal Services**
- **U Min Sein**
- Myanmar Legal Services

PHILIPPINES

SURVEY RESPONDENTS:

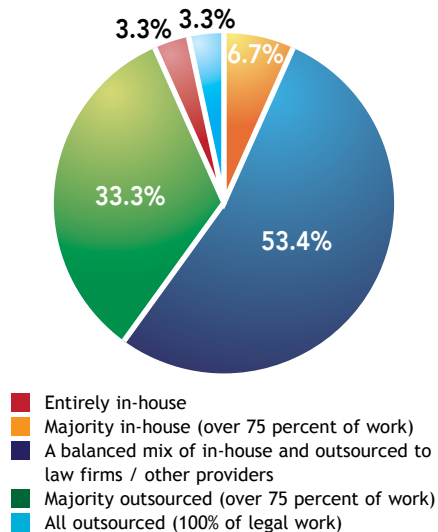
Avg team size: 13

Dominant industry: Manufacturing

Ethics/compliance within legal team: 77%

Multinational/Local: 57%/43%

The way I am project managing legal work is...



Overview

As one of the world's leading providers of legal process outsourcing, the Philippines offers some advantages for in-house teams in the country. More so than any other emerging market we visited during the past year, counsel in Manila commonly report using external providers – and roughly 7 percent said they outsourced all or the majority of legal work, while more than half of respondents said that their external legal spend accounts for at least 40 percent of their legal budget.

However, legal teams are not kicking their feet up and relaxing. Even with the benefit of plentiful outsourcing capacity, counsel are still likely to report being understaffed and overworked, with challenges in sourcing and recruiting qualified lawyers with the necessary expertise to support the business. Some respondents also said that training was lacking.

As ever, increasingly complex regulations and business issues are a

burden on legal staff. “We’re facing pressure to keep costs low and cope with increasing demand for support from internal customers,” said one respondent.

Interestingly, some respondents also noted challenges related to a trend mentioned earlier in this report – Japanese expansion overseas. While lawyers in the Philippines are proficient in English, the management of Japanese-invested businesses are typically not, making it difficult to convey some technical issues or legal interpretations. “The communication barriers are significant, even with the use of in-house interpreters,” said one respondent.

Cybercrime is also a growing issue for companies in the Philippines. While this is obviously a common issue around the region, the Philippines has faced a bigger issue than most, in part as a result of its proficiency in outsourcing (and the English language), which has exposed people to the possibilities of the internet and opportunities for crime.



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Bautista &
Reyes**

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REPRESENTING CORPORATE ASIA & MIDDLE EAST



PHILIPPINES

AS VOTED FOR BY IN-HOUSE COUNSEL

Winners in bold, honourable mentions in italics

Alternative Investment Funds (including private equity)

- **SyCip Salazar Hernandez & Gatmaitan**
- **Quisumbing Torres (Baker McKenzie)**
- **Villaraza & Angangco**
- ACCRALAW
- Paul Hastings
- *Romulo Mabanta Buenaventura Sayoc & de los Angeles*

Anti-Trust/ Competition

- **Quisumbing Torres (Baker McKenzie)**
- **Romulo Mabanta Buenaventura Sayoc & de los Angeles**
- ACCRALAW
- *Puno and Puno*
- *SyCip Salazar Hernandez & Gatmaitan*

Aviation

- **Quisumbing Torres (Baker McKenzie)**
- **SyCip Salazar Hernandez & Gatmaitan**
- *Jones Day*
- *Ocampo & Mandalo*
- *Platon Martinez Flores San Pedro Leaño*
- *Romulo Mabanta Buenaventura Sayoc & de los Angeles*

Banking and Finance

- **Romulo Mabanta Buenaventura Sayoc & de los Angeles**
- **SyCip Salazar Hernandez & Gatmaitan**
- ACCRALAW
- *Picazo Buyco Tan Fider & Santos*
- *Quisumbing Torres (Baker McKenzie)*

Capital Markets

- **ACCRALAW**
- **Picazo Buyco Tan Fider & Santos**
- **Quisumbing Torres (Baker McKenzie)**
- **SyCip Salazar Hernandez & Gatmaitan**
- *Romulo Mabanta Buenaventura Sayoc & de los Angeles*

Compliance/ Regulatory

- **ACCRALAW**
- **Quisumbing Torres (Baker McKenzie)**
- *Romulo Mabanta Buenaventura Sayoc & de los Angeles*
- *SyCip Salazar Hernandez & Gatmaitan*

Corporate and M&A

- **ACCRALAW**
- **Quisumbing Torres (Baker McKenzie)**
- *Cochingyan & Partners*
- *Picazo Buyco Tan Fider & Santos*
- *Platon Martinez Flores San Pedro Leaño*
- *Romulo Mabanta Buenaventura Sayoc & de los Angeles*
- *SyCip Salazar Hernandez & Gatmaitan*

Employment

- **ACCRALAW**
- **Quisumbing Torres (Baker McKenzie)**
- **Viesca Dones and Malang**
- *JGLaw*
- *Gatmaytan Yap Patacsil Gutierrez & Protacio*
- *Laguesma Magsalin Consulta & Gastardo*
- *Platon Martinez Flores San Pedro Leaño*
- *Romulo Mabanta Buenaventura Sayoc & de los Angeles*
- *SyCip Salazar Hernandez & Gatmaitan*
- *Tan Acut Lopez & Pison*

Energy & Natural Resources

- **Cruz Marcelo & Tenefrancia**
- **Puyat Jacinto & Santos**
- **Quisumbing Torres (Baker McKenzie)**
- **SyCip Salazar Hernandez & Gatmaitan**
- *Romulo Mabanta Buenaventura Sayoc & de los Angeles*

Environmental

- **Quisumbing Torres (Baker McKenzie)**
- *Picazo Buyco Tan Fider & Santos*
- *Romulo Mabanta Buenaventura Sayoc & de los Angeles*
- *SyCip Salazar Hernandez & Gatmaitan*

Insurance

- **Quisumbing Torres (Baker McKenzie)**
- **Romulo Mabanta Buenaventura Sayoc & de los Angeles**
- ACCRALAW
- *SyCip Salazar Hernandez & Gatmaitan*

Intellectual Property

- **ACCRALAW**
- **Esguerra & Blanco Law Offices**
- **Quisumbing Torres (Baker McKenzie)**
- **Romulo Mabanta Buenaventura Sayoc & de los Angeles**
- *JGLaw*
- *Cruz Marcelo & Tenefrancia*

International Arbitration

- **Quisumbing Torres (Baker McKenzie)**
- **Romulo Mabanta Buenaventura Sayoc & de los Angeles**
- ACCRALAW
- *Allen & Overy*
- *JGLaw*
- *Herbert Smith Freehills*
- *Poblador Bautista & Reyes*

Islamic Finance

- **Quisumbing Torres (Baker McKenzie)**
- *SyCip Salazar Hernandez & Gatmaitan*

Life Sciences

- **Quisumbing Torres (Baker McKenzie)**
- *SyCip Salazar Hernandez & Gatmaitan*

Litigation and Dispute Resolution

- **ACCRALAW**
- **Poblador Bautista & Reyes**
- **Quisumbing Torres (Baker McKenzie)**
- *Romulo Mabanta Buenaventura Sayoc & de los Angeles*
- *SyCip Salazar Hernandez & Gatmaitan*
- *Puyat Jacinto & Santos*

Maritime & Shipping

- *SyCip Salazar Hernandez & Gatmaitan*

Projects and Project Financing

- **SyCip Salazar Hernandez & Gatmaitan**
- ACCRALAW
- *Picazo Buyco Tan Fider & Santos*
- *Romulo Mabanta Buenaventura Sayoc & de los Angeles*

Real Estate/ Construction

- **Poblador Bautista & Reyes**
- *JGLaw*
- *Quisumbing Torres (Baker McKenzie)*
- *SyCip Salazar Hernandez & Gatmaitan*

Restructuring & Insolvency

- **Quisumbing Torres (Baker McKenzie)**
- **Romulo Mabanta Buenaventura Sayoc & de los Angeles**
- *SyCip Salazar Hernandez & Gatmaitan*

Taxation

- **ACCRALAW**
- **BDB Law**
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- **SGV & Co**
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- *Romulo Mabanta Buenaventura Sayoc & de los Angeles*
- *Zambrano Gruba Caganda & Advincula*

Telecommunications, Media & Technology

- **Quisumbing Torres (Baker McKenzie)**
- *Romulo Mabanta Buenaventura Sayoc & de los Angeles*
- *SyCip Salazar Hernandez & Gatmaitan*

MOST RESPONSIVE FIRMS OF THE YEAR, PHILIPPINES

INTERNATIONAL

- **Baker McKenzie**
- *Allen & Overy*
- *Clifford Chance*
- *Latham & Watkins*

DOMESTIC

- **ACCRALAW**
- **Quisumbing Torres**
- *Romulo Mabanta Buenaventura Sayoc & de los Angeles*
- *SyCip Salazar Hernandez & Gatmaitan*



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The Firm has an excellent track record in litigation and dispute resolution, labor and employment law, intellectual property, and in handling diverse, significant and complex business projects and transactions for both local and multinational clients. It has been involved in landmark litigation cases and significant business transactions.

ACCRALAW's clientele represents the full spectrum of business and industry, including many multinational corporations operating in the Philippines. Servicing the Firm's clients are seven practice departments and two branches, which offer timely, creative and strategic legal solutions matched with cost-efficient administration and expert handling of clients' requirements.

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Class Actions
Commercial Law
Constitutional Law
Construction Law
Contracts
Criminal Law

Cross Border Litigation
Data Privacy and Protection
Debtor and Creditor
Election Law
Eminent Domain
Employee Benefits
Entertainment Law
Environmental Law
Government & Legislative Advocacy
Government Contracts,
Public Private Partnership
Privatization Projects
Immigration
Insurance Intellectual Property
International Law

Investment Law
Litigation
Mining and Resources
Personal Injury
Products Liability
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Emiterio C. Manibog, Jr.
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REPRESENTING CORPORATE ASIA & MIDDLE EAST

SINGAPORE

SURVEY RESPONDENTS:

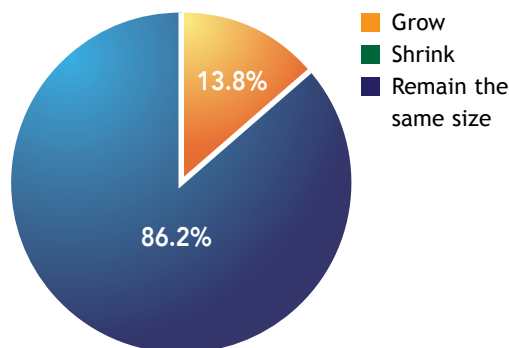
Avg team size: 21

Dominant industry: Manufacturing

Ethics/compliance within legal team: 59%

Multinational/Local: 76%/24%

In the coming twelve months, do you think your in-house legal team will:



Overview

In contrast to relatively high growth expectations in Hong Kong, just 14 percent of respondents in Singapore said that they expect to grow during the coming 12 months. As with Hong Kong, some teams in Singapore are very large, with more than a fifth of respondents saying that they work in legal departments of more than 50 staff, while around one-third employ five people or fewer.

Despite the low growth and relative maturity of Singapore's in-house community, more than 40 percent of teams are less than a decade old.

External outsourcing is still

dominated by traditional law firms, with more than 90 percent of respondents saying that all or most of their external work is passed to such firms. Less than 10 percent said that they used a balanced mix of traditional law firms and new model firms or tech-driven service providers. In terms of costs, the majority of respondents said that external legal spend is 10-20 percent of their total legal budget.

In terms of sectors, respondents work in a wide variety of fields, with the biggest being manufacturing, TMT, financial services, consumer goods and real estate.



SINGAPORE

AS VOTED FOR BY IN-HOUSE COUNSEL

Winners in bold, honourable mentions in italics

Alternative Investment Funds (including private equity)

- **Baker McKenzie.Wong & Leow**
- **Clifford Chance**
- *Virtus Law (Stephenson Harwood)*

Anti-Trust/ Competition

- **Clifford Chance**
- **Rajah & Tann**

Aviation

- **Stephenson Harwood**

Banking and Finance

- **Allen & Gledhill**
- **Clifford Chance**
- *Baker McKenzie.Wong & Leow*
- *Reed Smith*

Capital Markets

- *Allen & Gledhill*
- *Clifford Chance*
- *WongPartnership*

Compliance/ Regulatory

- **Allen & Gledhill**
- **Jones Day**
- **Rajah & Tann**
- *Baker McKenzie.Wong & Leow*
- *CMS*
- *Drew & Napier*
- *Norton Rose Fulbright*

Corporate and M&A

- **Allen & Gledhill**
- **Herbert Smith Freehills**
- **Jones Day**
- *Allen & Overy*
- *Baker McKenzie.Wong & Leow*

Employment

- **Allen & Gledhill**
- **Genesis Law Corporation**
- **WongPartnership**
- *Bird & Bird ATMD*
- *PK Wong & Associates*
- *Rajah & Tann*

Energy & Natural Resources

- **Rajah & Tann**
- **Reed Smith**
- *HFW*
- *Ince & Co*
- *King & Spalding*
- *Norton Rose Fulbright*

Environmental

- **Clifford Chance**

Insurance

- **Reed Smith**

Intellectual Property

- **Bird & Bird ATMD**
- **Drew & Napier**

• *Amica Law*

• *Baker McKenzie.Wong & Leow*

• *Finnegan*

International Arbitration

- **Providence Law**
- **Rajah & Tann**
- **Reed Smith**
- *Allen & Gledhill*
- *Drew & Napier*
- *Herbert Smith Freehills*
- *Jones Day*
- *Dentons Rodyk*

Litigation and Dispute Resolution

- **Drew & Napier**
- **Rajah & Tann**
- *Allen & Gledhill*
- *Jones Day*
- *WongPartnership*

Maritime & Shipping

- **HFW**
- *Reed Smith*
- *Stephenson Harwood*

Projects and Project Financing

- **Clifford Chance**
- **King & Spalding**
- *Baker McKenzie.Wong & Leow*
- *Rajah & Tann*

Real Estate/ Construction

- **Rajah & Tann**
- *Allen & Gledhill*
- *Baker McKenzie.Wong & Leow*

• *Dentons Rodyk*

• *Reed Smith*

• *WongPartnership*

Restructuring & Insolvency

- **Rajah & Tann**
- *Baker McKenzie.Wong & Leow*

Taxation

- **Allen & Gledhill**
- **Atlas Law**

Telecommunications, Media & Technology

- **Allen & Gledhill**
- **Clifford Chance**
- *Baker McKenzie.Wong & Leow*
- *Rajah & Tann*

MOST RESPONSIVE FIRMS OF THE YEAR, SINGAPORE

INTERNATIONAL

- **Baker McKenzie**
- *Allen & Overy*
- *Clifford Chance*
- *Clyde & Co*
- *Herbert Smith Freehills*
- *Linklaters*
- *Reed Smith*

DOMESTIC

- **Allen & Gledhill**
- **Rajah & Tann**
- *WongPartnership*

FINDING WAYS

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YOON & YANG

법무법인(유) 화우



REPRESENTING CORPORATE ASIA & MIDDLE EAST

SOUTH KOREA

SURVEY RESPONDENTS:

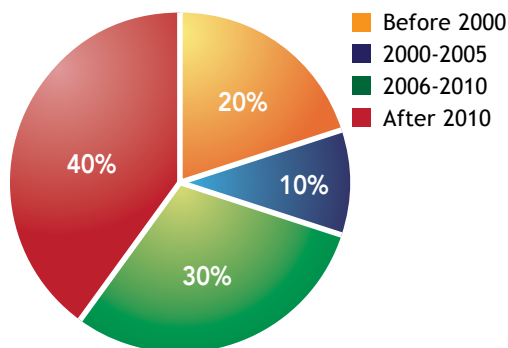
Avg team size: 9

Dominant industry: Manufacturing

Ethics/compliance within legal team: 47%

Multinational/Local: 67%/33%

When was your legal department first established in Korea?



Overview

Just 20 percent of respondents to our survey in South Korea said that they expect their legal team to grow during the next 12 months, which is perhaps not surprising for this relatively mature market – roughly 60 percent of respondents work in teams that were established before 2010, and 20 percent pre-date 2000.

Those that did report growth of the in-house legal staff cited compliance and regulatory demands as the motivating force, rather than growth in the underlying business. For example, one respondent complained that the Act on Governance of Financial Institutions that came into effect in 2016 contains too many grey areas, which has placed an additional

burden on the legal team as it tries to comply with the new requirements.

Adding to this, a large proportion of legal work is done in-house. Roughly 60 percent of respondents said that a majority of their legal work is retained within the company, and little of their external work is handled by new model legal providers or tech-driven firms, with 90 percent saying that all or most of their external work goes to traditional law firms.

The in-house community in South Korea is extremely broad, with the dominant industries being financial services, manufacturing and TMT, followed by energy and life sciences. Most legal teams employ five people or fewer, but roughly 13 percent have more than 20 staff.



SOUTH KOREA

AS VOTED FOR BY IN-HOUSE COUNSEL

Winners in bold, honourable mentions in italics

Alternative Investment Funds (including private equity)

- **Kim & Chang**
- Yoon & Yang

- Bae, Kim & Lee
- Paul Hastings

Anti-Trust/ Competition

- **Yoon & Yang**
- Bae, Kim & Lee
- Kim & Chang
- Yulchon

Employment

- **Yoon & Yang**

Energy & Natural Resources

- **Herbert Smith Freehills**
- **Lee & Ko**
- **Yoon & Yang**

Aviation

- **Yoon & Yang**

Environmental

- Bae, Kim & Lee
- **Yoon & Yang**

Banking and Finance

- **Kim & Chang**
- **Yoon & Yang**

Insurance

- **Somyoung**
- **Yoon & Yang**
- Yulchon

Capital Markets

- **Kim & Chang**
- **Yoon & Yang**

Intellectual Property

- **Yoon & Yang**

Compliance/ Regulatory

- **Kim & Chang**
- **Yoon & Yang**
- Bae, Kim & Lee

International Arbitration

- **Herbert Smith Freehills**
- **Yoon & Yang**
- Bae, Kim & Lee
- White & Case

Corporate and M&A

- **Lee & Ko**
- **Yoon & Yang**

Islamic Finance

- **Yulchon**

Life Sciences

- **Yoon & Yang**

Litigation and Dispute Resolution

- **Lee & Ko**
- **Sheppard Mullin**
- **Shin & Kim**
- **Yulchon**
- Bae, Kim & Lee
- HMP Law
- Jipyong
- Kim & Chang
- Yoon & Yang

Maritime & Shipping

- **Cho & Lee**
- Yoon & Yang

Projects and Project Financing

- **Latham & Watkins**
- **Shin & Kim**
- **Yoon & Yang**
- Ashurst
- Lee & Ko
- Shearman & Sterling

Real Estate/ Construction

- **Shin & Kim**
- **Yoon & Yang**
- Bae, Kim & Lee
- Kim & Chang

Restructuring & Insolvency

- **Bae, Kim & Lee**
- **Yoon & Yang**

Taxation

- **Yulchon**
- CMS
- Yoon & Yang

Telecommunications, Media & Technology

- **Lee & Ko**
- **Shin & Kim**
- **Yoon & Yang**

MOST RESPONSIVE FIRMS OF THE YEAR, SOUTH KOREA

INTERNATIONAL

- **Allen & Overy**
- **Baker McKenzie**
- **K&L Gates**
- Herbert Smith Freehills
- Paul Hastings
- Sheppard Mullin

DOMESTIC

- **Bae, Kim & Lee**
- **Kim & Chang**
- **Lee & Ko**
- **Yoon & Yang**
- **Yulchon**
- Jipyong
- Shin & Kim

THAILAND

SURVEY RESPONDENTS:

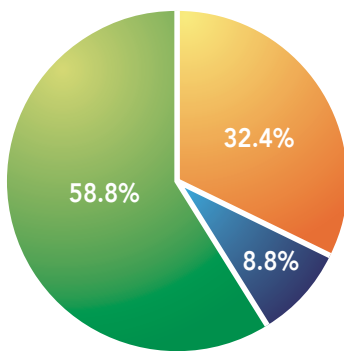
Avg team size: 16

Dominant industry: Financial services

Ethics/compliance within legal team: 71%

Multinational/Local: 50%/50%

In the coming twelve months, do you think your in-house legal team will:



- Grow
- Shrink
- Remain the same size

Overview

The growing maturity and sophistication of Thailand's legal market is reflected in our survey, with teams represented in the survey reflecting a good mix of age and size, and counsel reporting a set of concerns that demonstrate the country's increasing development and economic importance to the region.

For example, the proportion of legal teams that were established before 2000 is equal to the number founded after 2010. More than half of in-house departments are bigger than five people, with close to 9 percent employing more than 50. This is in stark contrast to neighbouring Malaysia or Indonesia, where most teams are small. Another difference is the prevalence of local companies at our event in Bangkok. While multinationals tend to make up the overwhelming majority in most jurisdictions, in Thailand the split is 50:50.

In terms of the issues that counsel are talking about, we notice more discussion

of challenges such as risk mitigation, for example, which is a step up from the more common issues raised elsewhere in Southeast Asia. Counsel in Thailand are more likely to be involved in the business's objectives and strategy, with responsibility to communicate the associated risks surrounding management decisions. "As time goes by, in-house counsel are becoming active commercial players, as well as enablers informing strategic business decisions," said one respondent.

This is further reflected in the way that legal work is project managed, with more than half saying that they either use of a balanced mix of in-house, law firms and other providers, or that a majority of work is outsourced. Likewise, more than half say that their external legal spend is at least 40 percent of their legal budget.

Respondents in Thailand are also among the most likely to work in growing legal teams, with 32 percent saying that their department is likely to grow during the coming 12 months.

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REPRESENTING CORPORATE ASIA & MIDDLE EAST



THAILAND

AS VOTED FOR BY IN-HOUSE COUNSEL
Winners in bold, honourable mentions in italics

Alternative Investment Funds (including private equity)

- Baker McKenzie
- Bangkok International Associates
- Chandler MHM
- Siam Premier

Anti-Trust/ Competition

- Baker McKenzie
- Allen & Overy
- Linklaters
- R&T Asia (Thailand)
- Siam Premier

Aviation

- Baker McKenzie
- Clifford Chance

Banking and Finance

- Baker McKenzie
- Chandler MHM
- Linklaters
- Siam Premier

Capital Markets

- Baker McKenzie
- DFDL
- Linklaters

Compliance/ Regulatory

- Baker McKenzie
- Chandler MHM
- DLA Piper
- Tilleke & Gibbins

Corporate and M&A

- Baker McKenzie
- Chandler MHM
- Linklaters
- Tilleke & Gibbins
- Weerawong C&P
- ZICO

Employment

- Baker McKenzie
- Tilleke & Gibbins
- Chandler MHM
- DLA Piper
- Siam Premier
- Sombat Legal
- ZICO

Energy & Natural Resources

- Chandler MHM
- Baker McKenzie

Environmental

- Baker McKenzie
- Chandler MHM

Insurance

- Baker McKenzie
- DLA Piper

Intellectual Property

- Baker McKenzie
- Tilleke & Gibbins
- ZICO

International Arbitration

- Baker McKenzie
- DLA Piper
- Weerawong C&P
- Watson Farley & Williams

Litigation and Dispute Resolution

- Baker McKenzie
- DLA Piper
- R&T Asia (Thailand)
- Siam Premier
- Tilleke & Gibbins
- Weerawong C&P

Maritime & Shipping

- Baker McKenzie

Projects and Project Financing

- Chandler MHM
- Linklaters
- Baker McKenzie

Real Estate/ Construction

- Baker McKenzie
- Chandler MHM
- Linklaters

Restructuring & Insolvency

- Baker McKenzie

Taxation

- Baker McKenzie
- PwC
- Deloitte
- EY
- Law Alliance

Telecommunications, Media & Technology

- Baker McKenzie
- DFDL
- Chandler MHM

MOST RESPONSIVE FIRMS OF THE YEAR, THAILAND

INTERNATIONAL

- Baker McKenzie
- Linklaters
- Allen & Overy
- Norton Rose Fulbright
- Watson Farley & Williams
- ZICO

DOMESTIC

- Chandler MHM
- Weerawong C&P
- BSA Law
- Tilleke & Gibbins

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UAE

SURVEY RESPONDENTS:

Avg team size: 12

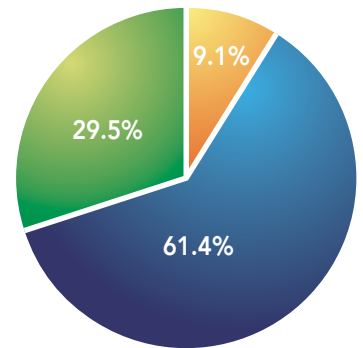
Dominant industry: Real estate/construction

Ethics/compliance within legal team: 71%

Multinational/Local: 67%/33%

The way I am project managing legal work is...

- Entirely in-house
- Majority in-house
- A balanced mix
- Majority outsourced
- All outsourced



Overview

Many businesses in the UAE are regional headquarters for Middle Eastern and even African operations, and this is reflected in the profile of respondents that we saw at our events in Dubai and Abu Dhabi. There is a relatively large number of teams that employ 50 or more staff, with a broad range of industries represented. In Dubai, the biggest number of teams work in real estate, followed by TMT, manufacturing and retail, while in Abu Dhabi we see a similar

profile, though with a greater representation of government-related teams, infrastructure, energy and financial services.

However, the overall legal market is still relatively under-developed, with roughly 70 percent of respondents saying that they manage most or all of their legal work in-house – and, of the work they outsource, most or all goes to traditional law firms, with less than 30 percent of respondents saying they use a balanced mix of traditional law firms, new model firms and tech-driven

service providers.

After some very challenging years, one-third of respondents in the UAE said that they expect their team size to grow during the coming 12 months, though there is a significant disparity in growth expectations between Abu Dhabi and Dubai, with more than half expecting growth in the capital, compared to just 27% in Dubai.



UAE

AS VOTED FOR BY IN-HOUSE COUNSEL

Winners in bold, honourable mentions in italics

Alternative Investment Funds (including private equity)

- **Al Tamimi**
- Baker McKenzie Habib Al Mulla
- Dentons
- Hogan Lovells
- HFW

Anti-Trust/ Competition

- **Clyde & Co**
- BSA
- Hadeef & Partners
- Morgan Lewis
- Norton Rose Fulbright
- Osborne Clarke
- Squire Patton Boggs

Aviation

- **Al Jallaf Advocates & Legal Consultants**
- Clyde & Co
- Kennedys

Banking and Finance

- **Allen & Overy**
- Dentons
- Baker McKenzie Habib Al Mulla
- Clifford Chance
- Clyde & Co

Capital Markets

- **Allen & Overy**
- Clifford Chance
- Clyde & Co
- Latham & Watkins
- Norton Rose Fulbright

Compliance/ Regulatory

- **Al Tamimi**
- **Clyde & Co**
- **Hadeef & Partners**
- HFW
- Squire Patton Boggs

Corporate and M&A

- **Al Tamimi**
- **Clyde & Co**
- **Hadeef & Partners**
- Afridi & Angell
- Bryan Cave Leighton Paisner
- Clifford Chance
- Dentons
- GLS
- Hogan Lovells
- Linklaters

Employment

- **Al Tamimi**
- **Clyde & Co**
- **Hadeef & Partners**
- BSA
- DLA Piper
- Nasser Malalla
- Stephenson Harwood
- Taylor Wessing

Energy & Natural Resources

- **Clyde & Co**
- **Hogan Lovells**
- Baker McKenzie Habib Al Mulla
- CMS

Environmental

- **Clyde & Co**
- Fenwick Elliott

Insurance

- **Clyde & Co**
- **Ince & Co**
- **Al Tamimi**
- Galadari Advocates & Legal Consultants

Intellectual Property

- **Al Tamimi**
- **Clyde & Co**
- **Rouse & Co**
- Afriani Consultancy & Administrative Services

- Baker McKenzie Habib Al Mulla
- Ince & Co
- Salih El Amin Intellectual Property

International Arbitration

- **Addleshaw Goddard**
- **Pillsbury Winthrop Shaw Pittman**
- ASAR
- Clyde & Co
- Hadeef & Partners
- Ince & Co
- Quinn Emanuel

Islamic Finance

- **Dentons**
- Allen & Overy
- Clifford Chance
- Curtis
- Norton Rose Fulbright
- Simmons & Simmons

Litigation and Dispute Resolution

- **Al Tamimi**
- **Clyde & Co**
- **Hadeef & Partners**
- **Prestige Advocates & Legal Consultants**
- Al Suwaidi & Co
- Baitulhikma
- Baker McKenzie Habib Al Mulla
- Nasser Malalla
- Pinsent Masons

Maritime & Shipping

- **Al Tamimi**
- **Hadeef & Partners**
- **Ince & Co**
- Clyde & Co
- HFW
- Kennedys
- Stephenson Harwood

Projects and Project Financing

- **Hogan Lovells**
- Bryan Cave Leighton Paisner
- Latham & Watkins

Real Estate/ Construction

- **Addleshaw Goddard**
- **Clyde & Co**
- **Dechert**
- **Hadeef & Partners**
- Al Tamimi
- Bryan Cave Leighton Paisner
- King & Spalding

Restructuring & Insolvency

- **Clyde & Co**
- **Hadeef & Partners**
- Al Tamimi
- Beale & Co
- Prestige Advocates

Taxation

- **Argent Gulf Consulting**
- Dentons
- Rödl & Partners
- Squire Patton Boggs

Telecommunications, Media & Technology

- **CMS**
- **Pinsent Masons**
- Allen & Overy
- Clyde & Co

MOST RESPONSIVE FIRMS OF THE YEAR, UAE

INTERNATIONAL

- **Clyde & Co**
- Allen & Overy
- Baker McKenzie
- Eversheds Sutherland
- Hogan Lovells

DOMESTIC

- **Al Tamimi**
- **Hadeef & Partners**
- Al Suwaidi & Co
- Galadari Advocates & Legal Consultants



REPRESENTING CORPORATE ASIA & MIDDLE EAST

VIETNAM

SURVEY RESPONDENTS:

Avg team size: 7

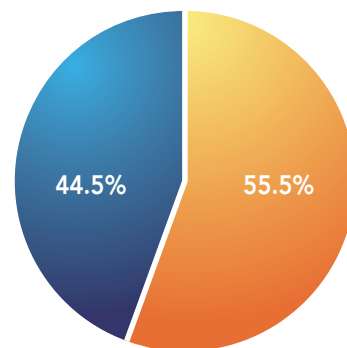
Dominant industry: Financial services

Ethics/compliance within legal team: 82%

Multinational/Local: 88%/12%

In the coming twelve months, do you think your in-house legal team will:

- Grow
- Shrink
- Remain the same size



Overview

Vietnam is by far the fastest-growing market in our survey for in-house legal teams, with more than 50 percent saying that they expect the size of their team to grow during the coming 12 months. The additional headcount is definitely needed, with some respondents complaining that they are stretched too thin and being asked to handle too great a diversity of work. "In-house counsel are required to cover all the legal issues of the company, from M&A, tax, customs, labour, IP and so on, even though in some cases they

may not ever have handled such issues before," said one, echoing a sentiment that several counsel mentioned.

Even so, most legal teams still do most of their legal work in-house, with less than a quarter saying that they have a balanced mix and the majority saying that their external legal spend is between 10-30 percent of their total legal spend.

Finding qualified lawyers to handle the extra work may be the next challenge, as several respondents mentioned the difficulty of finding capable and competent in-house lawyers.



VIETNAM

AS VOTED FOR BY IN-HOUSE COUNSEL

Winners in bold, honourable mentions in italics

Alternative Investment Funds (including private equity)

- **Frasers**
- **Freshfields Bruckhaus Deringer**
- *Mayer Brown (Vietnam)*
- *VILAF*

Anti-Trust/ Competition

- **Baker McKenzie**
- **LNT & Partners**
- **VILAF**
- *Rajah & Tann LCT Lawyers*
- *YKVN*

Aviation

- **Baker McKenzie**

Banking and Finance

- **Baker McKenzie**
- **VILAF**
- *Allen & Overy*
- *Hogan Lovells*
- *Lexcomm*
- *PwC*
- *Russin & Vecchi*
- *YKVN*

Capital Markets

- **Mayer Brown (Vietnam)**
- **VILAF**
- *Allen & Overy*
- *Hogan Lovells*
- *Indochine Counsel*
- *YKVN*

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Compliance/ Regulatory

- **Phuoc & Partners**
- **Thang & Associates**
- Baker McKenzie
- Deloitte
- DIMAC
- Duane Morris
- LNT & Partners
- VILAF

Corporate and M&A

- **Freshfields Bruckhaus Deringer**
- **LNT & Partners**
- **VILAF**
- Allens
- ATS Law Firm
- DIMAC
- Duane Morris
- Hogan Lovells
- Indochine Counsel
- YKVN

Employment

- **Baker McKenzie**
- **LNT & Partners**
- **Phuoc & Partners**
- DIMAC
- Indochine Counsel
- Thang & Associates
- VILAF

Energy & Natural Resources

- **EP Legal**

Freshfields Bruckhaus Deringer

- Allens
- Lexcomm
- Mayer Brown (Vietnam)
- VILAF

Environmental

- **Allens Linklaters**
- **Lexcomm**

Insurance

- **Allens**
- Baker McKenzie
- VILAF
- YKVN

Intellectual Property

- **Baker McKenzie**
- **Pham & Associates**
- Ambys Hanoi Law Firm
- Indochine Counsel
- Tilleke & Gibbins
- Vision & Associates

International Arbitration

- **Allens**
- CMS
- Duane Morris

Life Sciences

- **Baker McKenzie**
- **LNT & Partners**
- Tilleke & Gibbins
- Vision & Associates

Litigation and Dispute Resolution

- **Baker McKenzie**
- **Rajah & Tann LCT Lawyers**
- Bizlink Lawyers
- Bross & Partners
- Phuoc & Partners
- VILAF
- YKVN

Maritime & Shipping

- **VILAF**
- YKVN

Projects and Project Financing

- **Allens**
- **VILAF**
- Allen & Overy
- Baker McKenzie
- Hogan Lovells

Real Estate/ Construction

- **Duane Morris**
- **VILAF**
- Indochine Counsel
- LNT & Partners
- Luat Viet Law Firm
- Mayer Brown (Vietnam)

Restructuring & Insolvency

- **Duane Morris**
- Indochine Counsel

Taxation

- **Baker McKenzie**
- **PwC**
- Deloitte
- KPMG
- DFDL
- VILAF

Telecommunications, Media & Technology

- **Allens**
- **Lexcomm**
- Allen & Overy
- Indochine Counsel
- Pham & Associates
- Vision & Associates

MOST RESPONSIVE FIRMS OF THE YEAR, VIETNAM

INTERNATIONAL

- **Allen & Overy**
- **Baker McKenzie**
- Freshfields Bruckhaus Deringer


DOMESTIC

- **LNT & Partners**
- **Russin & Vecchi**
- **VILAF**
- Rajah & Tann LCT Lawyers
- YKVN

WS

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Wiradinata & Saleh prides itself for being one of the oldest commercial and corporate law firms in Indonesia. Throughout more than 40 years of practice, the Firm has consistently been working towards and maintaining its position as one of the leading commercial and corporate law firms in Indonesia and provides a full range of legal services to many prominent Indonesian, foreign and multinational business enterprises and financial institutions.

Wiradinata & Saleh provides a full range of commercial and corporate legal services, with special emphasis on the following areas of practice:

- ∞ Banking and Project Finance and Restructuring
- ∞ Energy and Natural Resources
- ∞ Transportation & Aviation
- ∞ Information Technology and Communication
- ∞ Infrastructure
- ∞ Merger and Acquisition and Privatization
- ∞ Capital Market
- ∞ Corporate and Investments

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IN-HOUSE
& In-House
Community
Asian-mena Counsel
**Firm of
the Year
2018**



REPRESENTING CORPORATE ASIA & MIDDLE EAST

IN-HOUSE TESTIMONIALS ...

MALAYSIA

"In Malaysia, ZICO are highly competent in their key practice areas, they provide an excellent service level with a commercial mindset"

VIETNAM

"We were impressed with LNT & Partners' activeness and positivity ... we would recommend their services not only in legal matters but also in negotiation"

INDONESIA

"For M&A in Indonesia PwC benefits from the expertise of Melli Darsa"

UAE

"Herbert Smith Freehills have the international arbitration experience to provide us top-notch legal services, even for our toughest cases"

SOUTH KOREA

"Allen & Overy try to respond asap, even if they don't have all the answers at the time, and they will always come back with answers"

THAILAND

"The most responsive firm in Thailand is Chandler MHM – the quality of their services is excellent"

VIETNAM

"The partners at Thang & Associates are always willing to work 24/7 with my company's counsel"

HONG KONG

"Pinsent Masons has a very good team with excellent expertise in international arbitration"

SOUTH KOREA

"Yoon & Yang work closely with their clients when structuring their fees and the necessary staffing for matters"

INDONESIA

"In the area of banking & finance, Wiriadinata & Saleh are really helpful, working on multiple complex contracts at a fastpace to meet critical deadlines"

INDONESIA

"Lubis Ganie Surowidjojo are responsive to our needs"

VIETNAM

"For their business knowledge and acumen, Frasers standout in the alternative investment space in Vietnam"

MALAYSIA

"Deepak Sadasivan (at Adnan Sundra & Low) is the go-to-guy when it comes to capital markets in Malaysia"

MALAYSIA

"Trowers & Hamlins in KL are quick to respond and give suggestions and options that are relevant to our business"

MYANMAR

"U Min Sein understand how to navigate the current regulatory gaps and difficulties in Myanmar"

PHILIPPINES

"Quisumbing Torres are a very trustworthy firm. Responsive, knowledgeable and professional"

MYANMAR

"In Myanmar DFDL are responsive, providing fast, competent advice"

THAILAND

"Weerawong, Chinnavat & Partners are a 'solutions provider'we trust in their partners' legal knowledge and experience"

UAE

“Hadeef & Partners are loyal and very hard working to achieving the client’s aims in what is a very arduous litigation environment”

SOUTH KOREA

“Baker McKenzie provide everything a client really wants, and in a proper manner”

THAILAND

“Linklaters are extremely responsive. Willing to go beyond the planned scope of work (without charging us for every detail), and the shared knowledge among their local offices in different countries has been particularly useful to us when structuring our cross-border transactions”

INDIA

“AZB have the knowledge base and bandwidth to handle matters at all levels in India”

PHILIPPINES

“ACCRA are my choice of most responsive firm for the excellent technical and strategic legal advice given, as well as their good anticipation of risks and issues we may have overlooked ourselves”

TOP MULTIPLE CATEGORY WINNERS BY JURISDICTION

JURISDICTION		FIRM	CATEGORY WINS
CHINA	Domestic (independent)	JunHe	3
	International	King & Wood Mallesons	9
HONG KONG	Domestic (independent)	Deacons	8
	International	Baker McKenzie	10
INDIA	Domestic (independent) =	Cyril Amarchand Mangaldas	5
	Domestic (independent) =	Khaitan & Co	5
	International	Allen & Overy	2
INDONESIA	Domestic (independent)	ABNR	5
	Domestic (associated)	Hadiputranto Hadinoto & Partners (Baker McKenzie)	11
	International	Baker McKenzie	2
JAPAN	Domestic (independent)	Nagashima Ohno & Tsunematsu	4
	International	Herbert Smith Freehills	2
MALAYSIA	Domestic (independent)	Lee Hishammuddin Allen & Gledhill	6
MYANMAR	Domestic (independent)	U Min Sein	2
	International	DFDL	6
PHILIPPINES	Domestic (independent)	ACCRA LAW	8
	Domestic (associated)	Quisumbing Torres (Baker McKenzie)	19
SINGAPORE	Domestic (independent)	Rajah & Tann	8
	International	Clifford Chance	6
S KOREA	Domestic (independent)	Yoon & Yang	18
	International	Herbert Smith Freehills	2
THAILAND	Domestic (independent) =	Tilleke & Gibbins	2
	Domestic (independent) =	Weerawong C&P	2
	Domestic (associated)	Chandler MHM	8
	International	Baker McKenzie	17
UAE	Domestic (independent) =	Al Tamimi	8
	Domestic (independent) =	Hadeef & Partners	8
	International	Clyde & Co	12
VIETNAM	Domestic (independent)	VILAF	8
	International	Baker McKenzie	9

Most responsive international firm of the year in most jurisdictions: Baker McKenzie