

ASIAN-MENA COUNSEL

Representing Corporate Asia & Middle East

10th Annual Survey of In-House Counsel along the New Silk Road

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ASIAN-MENA COUNSEL is pleased to present the results of its 10th annual Representing Corporate Asia and Middle East Survey of members of our *In-House Community* of corporate legal and compliance counsel, and buyers of legal services along the New Silk Road.

SURVEY METHODOLOGY

A unique and objective process

More than 21,000 pre-qualified in-house counsel and buyers of legal services were invited to participate in our survey directly and personally online, through a controlled interface, or 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 our 18 In-House Community events each year). In total, 1,310 responded overall.

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, the Philippines, Singapore, South Korea, Thailand, the UAE and Vietnam have been collected and collated in order to find the trends in each region.

In-House Community Firms of the Year

The second part provided in-house counsel with an opportunity to recognise the law firms which have made a significant impression on them in the past year.

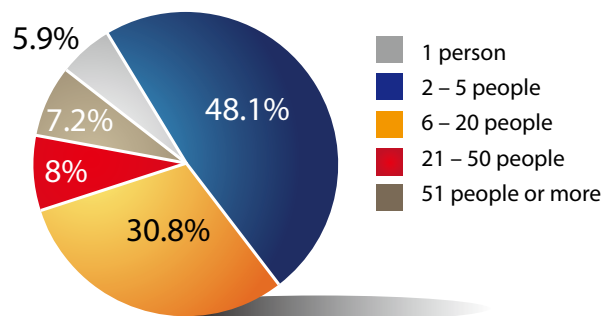
Participants were asked, among other things, for their comments on the quality and value of service they received from external counsel in their jurisdiction and, where applicable, in other jurisdictions, as well as which firms they prefer to use for various activities. This year, over 1,000 senior in-house counsel took the time to tell us their preferred external counsel in various areas, and based on their experience, why. 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 meritable quality and who 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 from the below report is no criticism of them or their abilities, but it is to the great credit of the firms mentioned herein that their clients have voluntarily nominated them for recognition in the following areas.

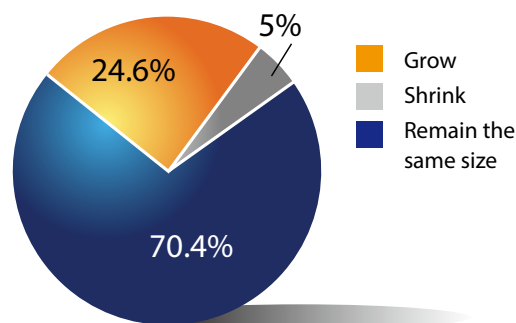
Where applicable, both domestic and international firms have been recognised as 'Winners', and where results have been too close to call, joint category winners have been announced. In addition to the winning firms, 'Honourable Mentions' have been awarded to law firms that have also received notable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

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

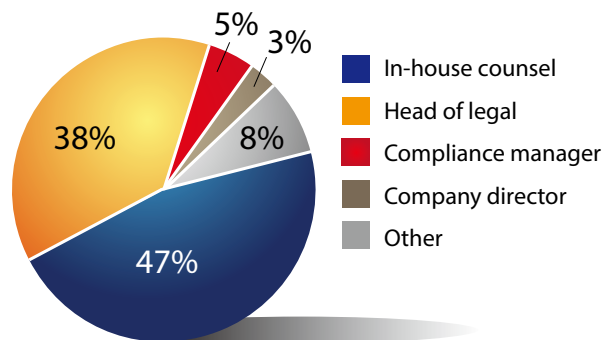
How big is your in-house legal/compliance team?



In the coming year, do you expect your in-house team to ...



Profile of survey respondents

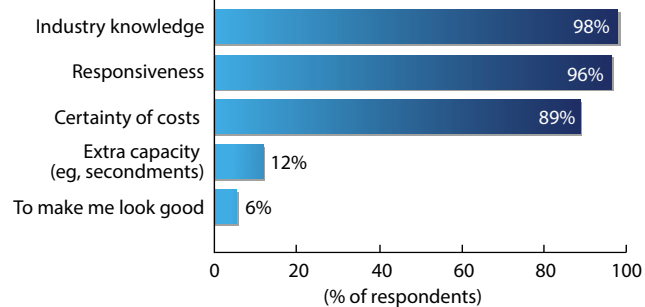


Profile of participants

Of the In-House Community members responding to the survey, close to 90% were in-house lawyers — either counsel (47%) or head of legal (39%) — while 5% were compliance managers and 3% were company directors.

In terms of industries, more than a quarter of respondents work in financial services, followed by manufacturing, TMT and real estate/construction. While this represents a larger proportion of financial services respondents than last year, the overall spread of industries is broadly similar to last year.

As a buyer of legal services, what I really want from external counsel is:



What is the most common way your company locates and hires its in-house lawyers?



One notable difference in the industry breakdown is fewer respondents from the energy and natural resources sector, which dropped from being the fourth-biggest group represented last year to the sixth this year, perhaps reflecting the continued challenges posed to that sector by the sustained low oil prices and generally weak demand as a result of slower economic growth, particularly in China.

Team size

Across the entire region, the average in-house team size is 13 lawyers, though close to half of the respondents to our survey work in teams of just two to five lawyers. (The average that we have calculated reflects the mean size, which is skewed higher by the respondents who work in bigger teams.)

Ali Budiardjo, Nugroho, Reksodiputro

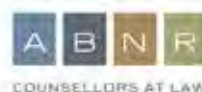
**ASIAN-MENA COUNSEL In-House Community
Firm of the Year 2016 in Indonesia:**

- Banking and Finance
- International Arbitration
- Litigation and Dispute Resolution

Honourable Mentions:

- Compliance/Regulatory
- Taxation
- Most Responsive Domestic Firm

local expertise - global professional standards



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Expectations about the growth of teams during the next year has declined since last year, with about a quarter now forecasting that they will hire additional staff compared to more than a third last year.

Recruitment

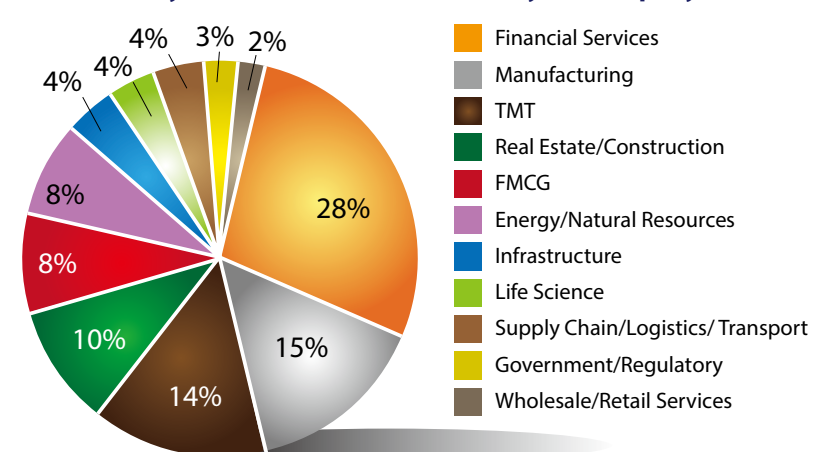
While there is some variation in how teams approach recruitment across the region, the broad approach is largely similar, with most using legal recruiters or, in smaller markets where specialist recruiters are less common, general recruitment firms. Job adverts and referrals from other in-house lawyers remain the next most common option.

Although largely in line with last year's responses, these results reflect a slightly higher confidence this year in legal recruiters, which may indicate a tighter job market. Difficulty in finding and recruiting talent is certainly something that is mentioned by respondents throughout the region.

External counsel

What buyers of legal services want most of all from external counsel, and which several respondents complained was lacking in certain jurisdictions, is industry knowledge. This is particularly the case for

What industry classification best describes your company?



teams in areas such as technology, which face very specific challenges.

However, responsiveness and certainty of costs remain extremely important across the entire region, with almost unanimous agreement. The importance of external law firms as a source of extra capacity, in the form of secondees for example, was quite variable across the region, with most respondents assigning very low importance to this. But a quarter of respondents in China viewed it as important and more than a third in Indonesia. It was also seen as relatively important in Japan, Thailand and Vietnam.



**Recommended Leading
Antitrust/Competition
Law Firm in China**

Chambers Asia-Pacific 2014-2016

**Antitrust & Competition
Law Firm of the Year**

Asian Legal Business 2015

**Leading Individuals in the
Fields of Antitrust and
Intellectual Property**

Chambers Asia-Pacific 2015/2016

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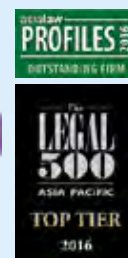
SETTING THE PACE OF EXCELLENCE IN THE PRACTICE OF LAW

Angara Abello Concepcion Regala & Cruz Law Offices (ACCRA[®]LAW) is a cohesive multi-disciplinary team of legal professionals who possess in-depth knowledge in specialized fields of law, backed by extensive experience of over forty years in the practice of law in the Philippines. From a core group of seven lawyers at its inception in 1972, the Firm has grown to a prestigious service organization of 156 lawyers and over 140 non-legal personnel. Its principal offices are in Bonifacio Global City, Taguig, Metro Manila. The firm has full service branches in thriving business commercial centers in the Visayas and Mindanao - Cebu City and Davao City.

The Firm has an excellent track record in handling diverse, significant and complex business projects and transactions for both local and multinational clients, and has been involved in landmark litigation cases.

ACCRA[®]LAW's clientele represents the full spectrum of business and industry, local conglomerates and multinational companies, and includes professional and non-profit organizations and individuals. 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.

The Managing Partner of the Firm is Emerico O. de Guzman and its Co-Managing Partner is Regina Padilla Giraldez.



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- Administrative Law
- Admiralty & Maritime Law
- Agricultural Law & Agrarian Reform
- Alternative Dispute Resolution
- Antitrust & Trade Regulation
- Appellate Practice
- Arbitration (Domestic and International)
- Aviation & Transportation
- Banking Law
- Bankruptcy, Insolvency and Corporate Rehabilitation
- Business Law
- Business Process Outsourcing
- Capital Markets & Securities
- Class Actions
- Commercial Law
- Constitutional Law
- Construction Law
- Contracts
- Corporate Law
- Criminal Law
- Cross Border Litigation
- Data Privacy
- Debtor & Creditor
- E-commerce, Technology & Science
- Election Law
- Eminent Domain
- Employee Benefits
- Energy, Gas & Oil
- Entertainment Law
- Environmental Law
- Family Law
- Finance
- Government & Legislative Advocacy
- Public Private Partnership Arrangements and Privatization Projects
- Immigration
- Insurance
- Intellectual Property
- International Law
- Internet Law
- Investment Law
- Labor & Employment
- Litigation
- Media & Communications Law
- Mergers & Acquisitions
- Mining & Natural Resources
- Personal Injury
- Products Liability
- Professional Liability & Malpractice
- Real Estate
- Securities Law
- Taxation
- Telecommunications & Public Utilities
- Torts
- Trusts & Estates
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JURISDICTION BY JURISDICTION

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



CHINA

AT A GLANCE

Average team size: 13

Growth trend: Remain the same (72%)

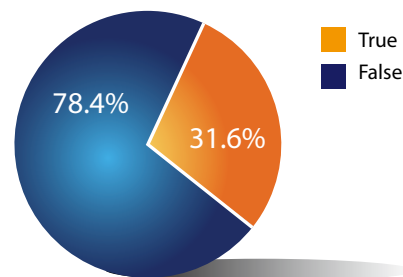
Using external counsel less: 32%

Recruitment: Legal recruiters (73%)

General recruiters (32%)

Referrals by other in-house lawyers (28%)

I am using external counsel less and less:



KEY ISSUES AND CONCERNS

The message from in-house counsel in China is clear: their biggest challenge is compliance, both in terms of the changing legal and regulatory environment, but also in terms of the inconsistencies in how the law is applied in practice. “In some circumstances, there is no consistent legal view, and therefore it is a challenge for in-house counsel to provide comment and solutions,” said one respondent. In a similar vein, one counsel expressed frustration at “selective enforcement” of laws by the authorities.

China’s weakening economy was also raised by several respondents as a challenge. Asked about which issues will require most attention during the next 12 months, one respondent simply answered: “The whole economy.”

The pressure to reduce costs has led to headcount freezes and restrained budgets, at the same time as many businesses are expanding into new areas, internationalising or generally trying to increase

the size of their operations in a bid to counter the slowdown. Maintaining a quality team in such an environment is an increasingly challenging problem. Especially difficult is finding counsel with international experience, either within the Asia region or in more developed markets in the US and Europe.

Other issues counsel are facing in China are more common in-house concerns, such as the perennial divide between the legal department and the business side. One respondent noted his biggest challenge as: “Changing my non-lawyer colleagues’ perception of the legal function from a barrier to a business partner.” Several others made comments along similar lines.

Technology and associated regulatory issues, such as data privacy, were also mentioned by respondents, particularly in relation to dealings with multinational companies that may be subject to a host of different standards from jurisdictions around the world.



ASIAN-MENA COUNSEL

CHINA – IN-HOUSE COMMUNITY FIRMS OF THE YEAR, 2016

As voted for by in-house counsel

Alternative Investment Funds (including private equity)

- **King & Wood Mallesons**

Honourable Mentions

- Fangda Partners
- Jun He Law Offices
- O’Melveny & Myers
- Zhong Lun Law Firm

Anti-Trust/ Competition

- **AnJie Law Firm**
- **Fangda Partners**
- **Linklaters**

Honourable Mentions

- Clifford Chance
- King & Wood Mallesons

Aviation

- **Jun He Law Offices**
- **King & Wood Mallesons**

Honourable Mention

- Simmons & Simmons

Banking and Finance

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

Honourable Mentions

- Fangda Partners
- Jun He Law Offices

Capital Markets

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

Honourable Mentions

- Baker & McKenzie
- Jun He Law Offices

Compliance/ Regulatory

- **Herbert Smith Freehills**
- **Jun He Law Offices**

Honourable Mentions

- King & Wood Mallesons
- Skadden, Arps, Slate, Meagher & Flom

Corporate and M&A

- **Baker & McKenzie**
- **Jun He Law Offices**
- **King & Wood Mallesons**

Honourable Mentions

- Fangda Partners
- Kirkland & Ellis



Online, Cloud and e-Resources ...

www.inhousecommunity.com

The online home of the In-House Community, www.inhousecommunity.com features vital daily legal updates for in-house counsel, company directors and compliance managers, and archived content from ASIAN-MENA COUNSEL contributors.



"The In-house Community website provides the window on the development of commercial law, practice and compliance in the growth markets of Asia and the Middle East"

Dr Justine Walker, advisor to the British Banking Association

Employment

- Beijing Dentons Law Offices
- Jun He Law Offices
- King & Wood Mallesons

Honourable Mentions

- Herbert Smith Freehills
- River Delta Law Firm

Energy & Natural Resources

- Herbert Smith Freehills
- Jun He Law Offices
- King & Wood Mallesons

Honourable Mention

- Baker Botts

Environmental

- King & Wood Mallesons

Honourable Mention

- Jun He Law Offices

Insurance

- Clyde & Co
- Jun He Law Offices

Honourable Mention

- King & Wood Mallesons

Intellectual Property

- King & Wood Mallesons

Honourable Mentions

- Baker & McKenzie
- Fangda Partners
- Jun He Law Offices

International Arbitration

- Herbert Smith Freehills
- Zhong Lun Law Firm

Honourable Mention

- Fangda Partners

Life Sciences

- Simmons & Simmons

Litigation and Dispute Resolution

- Fangda Partners
- King & Wood Mallesons

Honourable Mentions

- Beijing Dentons Law Offices
- Jun He Law Offices
- Zhong Lun Law Firm

Maritime & Shipping

- Ince & Co

Projects and Project Financing

- AllBright Law Offices
- Baker & McKenzie
- Jun He Law Offices

Real Estate/ Construction

- Zhong Lun Law Firm

Honourable Mentions

- Beijing Dentons Law Offices
- Jun He Law Offices

Restructuring & Insolvency

- King & Wood Mallesons

Honourable Mention

- Fangda Partners

Taxation

- Jun He Law Offices

Telecommunications, Media & Technology

- King & Wood Mallesons
- Paul, Weiss, Rifkind, Wharton & Garrison

Honourable Mentions

- Fangda Partners
- Simmons & Simmons

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR, CHINA

- Baker & McKenzie

Honourable Mentions

- Allen & Overy
- Clifford Chance
- Clyde & Co
- Davis Polk & Wardwell
- DLA Piper
- Freshfields Bruckhaus Deringer
- Herbert Smith Freehills
- Hogan Lovells
- Linklaters

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, CHINA

- Jun He Law Offices
- King & Wood Mallesons

Honourable Mention

- Zhong Lun Law Firm

HONG KONG

AT A GLANCE

Average team size: 22

Growth trend: Remain the same (64.6%)

Using external counsel less: 48%

Recruitment: Legal recruiters (63.%)

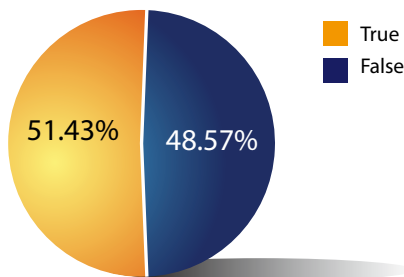
Referrals by other in-house lawyers (32.6%)

Placing job advertisements (28.3%)

KEY ISSUES AND CONCERNS

As a financial services hub, many in-house teams in Hong Kong are more than familiar with the concept of “doing more with less”, and indeed several respondents mentioned this as their biggest challenge. Worryingly, perhaps, one counsel observed that in-house lawyers are being asked to take on “additional ‘risk management’ responsibilities over and above their legal advisory role”.

I have used/ would be willing to use a 'new model law firm':



Such pressures are particularly the case in financial services, where cost cutting is coinciding with greater transparency requirements in governance structures, as well as an expectation for lawyers to become more proactive in partnering with the business side, typically without any increase in resources. At the same time, they

When taking the plunge in a new market, there are concealed dangers that can sink even the best laid investment plans. Let the Indonesian FDI experts guide you through the hazards and bring you safely to your destination

ACHIEVEMENTS & ACCOLADES

- *Chambers & Partners* Indonesia Law Firm of the Year 2014 and shortlisted for Indonesia Law Firm of the Year in 2015 and 2016
- Named one of Indonesia's top 3 law firms by *Asian Legal Business*, 2016
- *Chambers Asia Pacific 2016* Band 1 firm in Capital Markets, Banking & Finance, Corporate M&A and Disputes, Band 2 firm in Real Estate, Employment and Telecommunications, Band 3 firm in Project Finance
- *Legal 500 Asia Pacific 2016* Tier 1 firm in Aviation, Dispute Resolution, Capital Markets, Corporate / M&A and Banking & Finance, Tier 2 firm in Shipping, Employment, Real Estate and Restructuring & Insolvency, and Tier 3 firm in Tax and Projects & Energy
- Highly recommended for 9 practice areas by *Asialaw Profiles* in 2016

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must also acquire the “ability to foresee future risks” that may arise — many of them as a result of this stretched working environment.

However, not all in-house teams face the same set of issues, and in fact some respondents offered quite unique problems. Asked about their biggest challenge, one noteworthy example simply stated: “Dealing with external counsel who are incapable of doing work properly.”

Given a dissatisfaction with traditional legal providers amongst some, it is perhaps surprising then that in-house lawyers in Hong Kong were the least likely to say they have used, or would consider using “new model” legal service providers.

Clearly some teams would like to send more work to outside, but businesses that are pushing the envelope in new sectors of the

economy can sometimes find it difficult to get the legal certainty they would like, or as one respondent put it: “Technology is always changing faster than relevant law.”

Similarly, several respondents also mentioned cyber risk as an issue that keeps them up at night.

Needless to say, the city’s new competition regime came up as an issue that is expected to continue consuming in-house resources during the next 12 months, as did reforms on over-the-counter derivatives.

Another issue that came up in Hong Kong, which reflects broader societal changes in the city, was a “change in focus to more Chinese- and local-oriented skills, thinking, culture and management”. Less “Asia’s World City” and more “Little China”.



ASIAN-MENA COUNSEL

HONG KONG – IN-HOUSE COMMUNITY FIRMS OF THE YEAR, 2016

As voted for by in-house counsel

Alternative Investment Funds (including private equity)

- **Sidley Austin**

Anti-Trust/ Competition

- **Baker & McKenzie**
- **Deacons**

Aviation

- **Baker & McKenzie**
- **Clyde & Co**

Honourable Mentions

- Clifford Chance
- Herbert Smith Freehills

Banking and Finance

- **Deacons**
- **Eversheds**
- **King & Wood Mallesons**
- **Linklaters**

Honourable Mentions

- Allen & Overy
- Norton Rose Fulbright

Capital Markets

- **Davis Polk & Wardwell**
- **Freshfields Bruckhaus Deringer**
- **Sidley Austin**

Compliance/ Regulatory

- **Baker & McKenzie**
- **Deacons**
- **King & Wood Mallesons**

Honourable Mentions

- Clifford Chance
- Slaughter and May

Corporate and M&A

- **Baker & McKenzie**
- **Deacons**
- **Slaughter and May**

Honourable Mentions

- King & Wood Mallesons
- Linklaters

Employment

- **Baker & McKenzie**
- **Simmons & Simmons**

Insurance

- **Baker & McKenzie**

Intellectual Property

- **Baker & McKenzie**
- **Bird & Bird**
- **Deacons**
- **Hogan Lovells**
- **Oldham Li & Nie**

Litigation and Dispute Resolution

- **Baker & McKenzie**
- **Deacons**

Maritime & Shipping

- **Holman Fenwick Willan**

Honourable Mention

- Baker & McKenzie

Projects and Project Financing

- **Linklaters**

Real Estate/ Construction

- **Baker & McKenzie**
- **Deacons**

Taxation

- **Baker & McKenzie**

Honourable Mention

- DLA Piper

Telecommunications, Media & Technology

- **Baker & McKenzie**

Honourable Mention

- Stephenson Harwood

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR, HONG KONG

- **Baker & McKenzie**
- **DLA Piper**
- **Eversheds**
- **Herbert Smith Freehills**
- **Linklaters**
- **Simmons & Simmons**

Honourable Mentions

- Clifford Chance
- Clyde & Co
- Freshfields Bruckhaus Deringer
- Latham & Watkins
- Mayer Brown, JSM
- Skadden, Arps, Slate, Meagher & Flom

MOST RESPONSIVE DOMESTIC FIRM OF THE YEAR, HONG KONG

- **Deacons**

Honourable Mention

- Woo Kwan Lee & Lo




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Throughout China, JunHe delivers legal specialists who combine proven legal skills with a deep understanding of the Chinese market. Throughout the world, JunHe builds on our network of leading local law firms to bring you an unparalleled experience.



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INDIA

AT A GLANCE

Average team size: 8

Growth trend: Remain the same (89%)

Using external counsel less: 56%

Recruitment: Legal recruiters (77.8%)

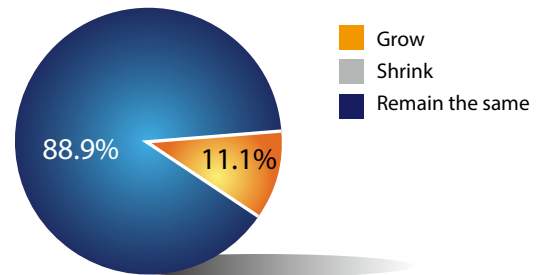
Referrals by other in-house lawyers (22.2%)

KEY ISSUES AND CONCERNS

To some extent the Indian market remains protected from the tough operating conditions that businesses are facing elsewhere, particularly in China. For example, not a single respondent expected to see cuts to the size of their team. But, by the same token, few respondents were expecting to grow — and a small number of respondents did at least mention “reducing legal expenditure” as something they expected would become more important during the next 12 months.

That is not to say India is without its own unique issues and concerns. Perhaps unsurprisingly in a jurisdiction infamous for a court backlog that runs into the tens of millions, one respondent cited

In the coming year, do you expect your in-house team to...



the “ineffective dispute resolution system” as the biggest challenge facing in-house counsel in India.

However, for the most part Indian counsels’ key issues and concerns are familiar to in-house teams everywhere. The burden of increasing compliance requirements and a “fast-changing legal and regulatory environment” were common themes among the survey responses, and to a lesser extent there was also a concern about the ability to “attract and retain the right talent”.

There was also an emphasis on the need “to balance between expectations of management and deliverables from external counsel”.



ASIAN-MENA COUNSEL

INDIA – IN-HOUSE COMMUNITY FIRMS OF THE YEAR, 2016

As voted for by in-house counsel

Alternative Investment Funds (including private equity)

- **AZB & Partners**

Honourable Mentions

- Clasis Law
- Cyril Amarchand Mangaldas
- Khaitan & Co

Anti-Trust/ Competition

- **Khaitan & Co**

Honourable Mentions

- Bharucha & Partners
- Nishith Desai Associates
- Shardul Amarchand Mangaldas & Co

Aviation

Honourable Mention

- Hemant Sahai Associates

Banking and Finance

- **AZB & Partners**
- **Khaitan & Co**

Honourable Mentions

- Bharucha & Partners
- Deloitte
- Economic Laws Practice
- Juris Corp
- MDP & Partners
- Phoenix Legal
- SNG & Partners

Capital Markets

- **Cyril Amarchand Mangaldas**

Honourable Mentions

- AZB & Partners
- Bharucha & Partners
- Crawford Bayley & Co
- Economic Laws Practice
- J. Sagar & Associates
- Khaitan & Co
- Luthra & Luthra

Compliance/ Regulatory

- **Nishith Desai Associates**

Honourable Mentions

- Phoenix Legal
- Wadia Ghandy & Co

Corporate and M&A

- **AZB & Partners**
- **Nishith Desai Associates**

Honourable Mentions

- Cyril Amarchand Mangaldas
- Shardul Amarchand Mangaldas & Co

Employment

- **Nishith Desai Associates**

Energy & Natural Resources

- **J. Sagar & Associates**

Honourable Mention

- Phoenix Legal

Environmental

- **Ralli & Associates**

Insurance

- **Rajinder Narain & Co**



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- Alternative Investment Funds (including private equity)
- Aviation
- Banking & Finance
- Capital Markets
- Corporate and M&A
- Employment
- Energy & Natural Resources
- Environmental
- Intellectual Property
- Litigation and Dispute Resolution
- Restructuring & Insolvency
- Telecommunications, Media & Technology
- Most Responsive Domestic Law Firm

Honourable Mentions in China

- Anti-Trust/Competition
- Compliance/ Regulatory
- Insurance



Intellectual Property

- **Anand & Anand**

Honourable Mention

- Nishith Desai Associates

International Arbitration

- **DLA Piper**
- **Phoenix Legal**

Life Sciences

- **Ralli & Associates**

Litigation and Dispute Resolution

- **Nishith Desai Associates**

Honourable Mentions

- Phoenix Legal
- Wadia Ghandy & Co

Maritime & Shipping

- **Ramabhadran & Co**

Projects and Project Financing

- **Luthra & Luthra**

Honourable Mention

- Phoenix Legal

Real Estate/ Construction

- **Luthra & Luthra**

Restructuring & Insolvency

- **Dhir & Dhir Associate**

Taxation

- **PwC**

Honourable Mention

- Nishith Desai Associates

Telecommunications, Media & Technology

- **AZB & Partners**
- **Nishith Desai Associates**

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR, INDIA

- **Baker & McKenzie**
- **Norton Rose Fulbright**

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, INDIA

- **AZB & Partners**
- **Nishith Desai Associates**

Honourable Mentions

- Cyril Amarchand Mangaldas
- Khaitan & Co
- Wadia Ghandy & Co

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Lubis Ganie Surowidjojo





INDONESIA

AT A GLANCE

Average team size: 9

Growth trend: Remain the same (83%)

Using external counsel less: 70%

Recruitment: General recruiters (47.8%)

Placing job advertisements (43.5%)

Using online job sites (34.8%)

KEY ISSUES AND CONCERNS

Several common issues emerged from the survey responses in Indonesia, few of which will come as any surprise to lawyers familiar with working in the country. Chief among these are corruption and bureaucracy, as well as the uncertainty that arises from both in terms of inconsistent application and enforcement of the law. “Bribery” was mentioned as the biggest challenge by multiple respondents.

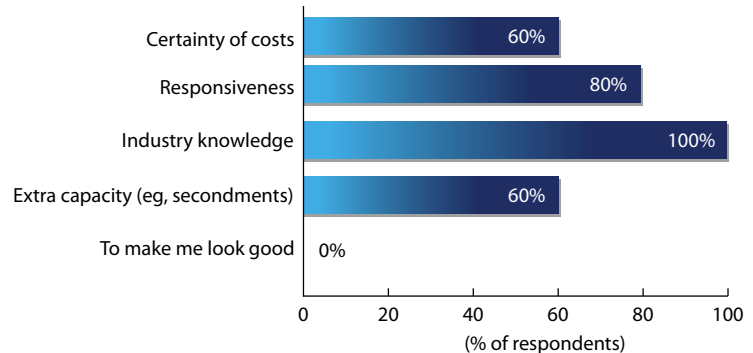
Beyond such concerns, in-house lawyers in Indonesia also worry about keeping up with new regulations and managing compliance issues. Working effectively with the business side and find-

ing qualified lawyers with the right technical skills are also common challenges.

Notably, respondents in Indonesia were the most likely to say that they are using external counsel less and were also among the most likely to say that local and regional firms offer better value. However, they were also by far the most likely to say that they wanted extra capacity from external counsel.

As a buyer of legal services, what I really want from external counsel is (choose the 3 from the below 5 options that matter to you most):

Local companies:



ASIAN-MENA COUNSEL

INDONESIA – IN-HOUSE COMMUNITY FIRMS OF THE YEAR, 2016

As voted for by in-house counsel

Alternative Investment Funds (including private equity)

- **Hadiputranto Hadinoto & Partners**

Honourable Mention

- White & Case

Anti-Trust/ Competition

- **Assegaf Hamzah & Partners**

Honourable Mention

- Hiswara Bunjamin & Tandjung

Aviation

- **Bahar & Partners**
- **TNB & Partners (Norton Rose Fulbright)**

Honourable Mention

- Samuel Bonaparte & Partners

Banking and Finance

- **Ali Budiardjo, Nugroho, Reksodiputro (ABNR)**
- **Allen & Overy**
- **Hadiputranto Hadinoto & Partners**

Honourable Mentions

- Assegaf Hamzah & Partners
- Hiswara Bunjamin & Tandjung
- Hendra Soenardi

Capital Markets

- **Assegaf Hamzah & Partners**
- **Hadiputranto, Hadinoto & Partners**

Honourable Mention

- Makes & Partners

Compliance/ Regulatory

- **Hadiputranto Hadinoto & Partners**

Honourable Mentions

- Ali Budiardjo, Nugroho, Reksodiputro (ABNR)
- Budidjaja & Associates

Corporate and M&A

- **Hadiputranto Hadinoto & Partners**

Honourable Mention

- Soewito Suhardiman Eddymurthy Kardono (SSEK)

Employment

- **Kemalsjah Law Firm**

Energy & Natural Resources

- **Ashurst**

Honourable Mentions

- Ginting & Reksodiputro (Allen & Overy)
- Widyawan & Partners

Environmental

- **Hadiputranto Hadinoto & Partners**

Insurance

- **Budidjaja & Associates**

Honourable Mention

- Adnan Buyung Nasution & Partners

Intellectual Property

- **Januar Jahja & Partners**

Honourable Mention

- Frans Winarta & Partners

International Arbitration

- **Ali Budiardjo, Nugroho, Reksodiputro (ABNR)**
- **Hadiputranto Hadinoto & Partners**

Honourable Mention

- King & Spalding

Islamic Finance

- Hadiputranto Hadinoto & Partners
- Karimsyah Law Firm

Honourable Mention

- Masena Benhard Advocates

Life Sciences

- Hadiputranto, Hadinoto & Partners

Honourable Mention

- Wiyono Partnership

Litigation and Dispute Resolution

- Ali Budiardjo, Nugroho, Reksodiputro (ABNR)

Honourable Mentions

- Hadiputranto, Hadinoto & Partners
- Lubis Ganie Surowidjojo

Maritime & Shipping

- Lubis Ganie Surowidjojo

Projects and Project Financing

- Hadiputranto Hadinoto & Partners

Honourable Mentions

- Ginting & Reksodiputro (Allen & Overy)
- Widyawan & Partners

Real Estate/ Construction

- Soewito Suhardiman Eddymurthy Kardono (SSEK)

Honourable Mentions

- Assegaf Hamzah and Partners
- Leks & Co

Restructuring & Insolvency

- Hadiputranto, Hadinoto & Partners

Honourable Mention

- Lubis Ganie Surowidjojo

Taxation

- Hadiputranto Hadinoto & Partners

Honourable Mention

- Ali Budiardjo, Nugroho, Reksodiputro (ABNR)

Telecommunications, Media & Technology

- Ginting & Reksodiputro (Allen & Overy)
- Soewito Suhardiman Eddymurthy Kardono (SSEK)

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR, INDONESIA

- Baker & McKenzie

Honourable Mentions

- Allen & Overy
- Ashurst
- Clyde & Co
- Herbert Smith Freehills

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, INDONESIA

- Assegaf Hamzah & Partners
- Hadiputranto Hadinoto & Partners

Honourable Mentions

- Ali Budiardjo, Nugroho, Reksodiputro (ABNR)
- Lubis Ganie Surowidjojo
- Makes & Partners





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- FT25 - Vietnam based Innovative Lawyers among 25 Asian Law Firms by Financial Times 2016, 2015
- Vietnam Deal Firm of the Year 2014 by ALB Thomson Reuters
- Vietnam National Firm of the Year in Five Categories - Corporate and M&A, Life Sciences, Dispute Resolutions, Financial Services, selected by Clients and ASEAN MENA Counsel 2015
- Responsive Lawyers Award by ASEAN MENA Counsel 2015
- Vietnam National Firm of the Year by ASIALAW Profile - Euromoney
- M&A Law Firm of the Year in 2013, 2014, 2015 by Vietnam Investment Forum
- Ranked Lawyers by IFLR since 2011
- Ranked Lawyers by Chambers Global since 2010
- Ranked Lawyers by Legal500 since 2010

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JAPAN

AT A GLANCE

Average team size: 26

Growth trend: Remain the same (50%)

Using external counsel less: 31%

Recruitment: Legal recruiters (91.7%)
General recruiters (16.7%)
LinkedIn (8.3%)

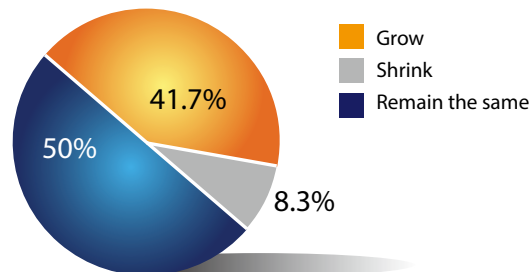
KEY ISSUES AND CONCERNS

Implementing the Tokyo Stock Exchange's new corporate governance code, which is a key plank of the government's growth strategy, is keeping many in-house teams busy. While Japan's boardrooms are long overdue for modernisation, there remain concerns among in-house lawyers that box-ticking may still be the order of the day rather than meaningful changes in practice. "No news is not good news when it comes to compliance issues, which I think are perhaps not being raised in Japan — maybe for fear of retaliation or other reasons," said one respondent.

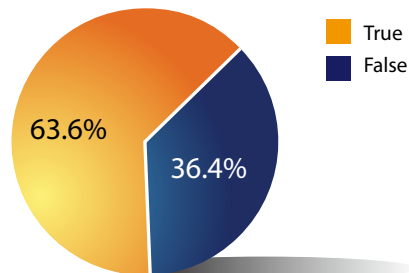
Indeed, "communication with the board" was mentioned by one respondent as the biggest challenge facing in-house counsel in Japan.

Japan's shrinking population and weak economic growth are also presenting challenges for counsel, particularly as a result of the international expansion that many companies are undertaking as they search for better prospects overseas. Several respondents mentioned M&A and global expansion as issues they are coping with, and this is a significant driver of growing in-house legal teams. Indeed, respondents in Japan are more likely to be growing their team than in any other country we surveyed.

In the coming year, do you expect your in-house team to...



I have used/ would be willing to use a 'new model law firm':



Despite the growth of their own internal capacity, respondents in Japan were among the least likely in the region to say that they are using external counsel less and less.

However, some counsel in Japan are also facing pressures that are familiar to their peers around the region, such as managing with limited resources, being more proactive with the business side and "having to do non-legal work like insurance and risk management".



ASIAN-MENA COUNSEL

JAPAN – IN-HOUSE COMMUNITY FIRMS OF THE YEAR, 2016

As voted for by in-house counsel

Alternative Investment Funds (including private equity)

- Linklaters
- Nishimura & Asahi

Anti-Trust/ Competition

- Anderson Mōri & Tomotsune
- Clifford Chance
- Linklaters

Honourable Mentions

- Mori Hamada & Matsumoto
- Shearman & Sterling

Banking and Finance

- Anderson Mōri & Tomotsune
- Nishimura & Asahi

Honourable Mentions

- Clifford Chance
- Shearman & Sterling

Capital Markets

- Anderson Mōri & Tomotsune
- Nagashima Ohno & Tsunematsu

Honourable Mentions

- Freshfields Bruckhaus Deringer
- Linklaters

Compliance/ Regulatory

- Anderson Mōri & Tomotsune
- Herbert Smith Freehills

Honourable Mention

- Mori Hamada & Matsumoto

Corporate and M&A

- Linklaters

Honourable Mentions

- Morrison & Foerster
- White & Case

Employment

- Anderson Mōri & Tomotsune
- Daiichi Fuyo

Honourable Mentions

- Ishizaki & Yamanaka
- Ushijima & Partners

Energy & Natural Resources

- Slaughter and May

Intellectual Property

- Hogan Lovells

International Arbitration

- Baker & McKenzie

Litigation and Dispute Resolution

- Baker & McKenzie
- Nishimura & Asahi

Projects and Project Financing

- King & Spalding

Real Estate/ Construction

- Mori Hamada & Matsumoto

Restructuring & Insolvency

- Nishimura & Asahi
- Shearman & Sterling

Taxation

- Anderson Mōri & Tomotsune

Honourable Mention

- PwC

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR, JAPAN

- Clifford Chance
- Morrison & Foerster

Honourable Mentions

- Linklaters
- Shearman & Sterling

MOST RESPONSIVE DOMESTIC FIRM OF THE YEAR, JAPAN

- Mori Hamada & Matsumoto

Honourable Mention

- Anderson Mōri & Tomotsune

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MALAYSIA

AT A GLANCE

Average team size: 13

Growth trend: Remain the same (65%)

Using external counsel less: 57%

Recruitment: Legal recruiters (52.6%)

General recruiters (31.6%)

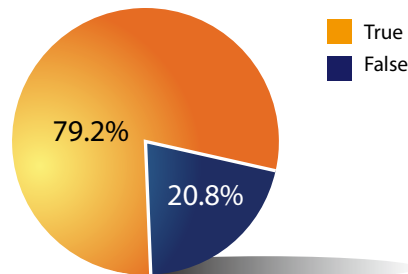
Placing job advertisements (31.6%)

KEY ISSUES AND CONCERNS

Counsel in Malaysia report growing demands on them, resulting in “mounting pressures and less work-life balance” as more companies put in place hiring freezes and cost-saving initiatives. The introduction of new regulations is also creating additional liability issues to teams that are already overworked.

While the divide between legal teams and the business side is a consistent issue across the region, in-house lawyers in Malaysia mentioned it more commonly. Asked about their biggest challenge, one respondent summed up the sentiment: “Getting my colleagues to understand that for me to function well, they must provide input on

I have used/ would be willing to use a 'new model law firm':



what they require and not depend on me to draw up commercial terms as well.”

Hiring was also mentioned as a challenge, with several respondents describing the difficulty of finding good lawyers, which may explain why they are more likely than any other respondents to be willing to use “new model” legal services providers.

Looking forward, by far the most important issue during the next 12 months was compliance with changes to the Companies Act and increasing activity under the Personal Data Protection Act.



ASIAN-MENA COUNSEL

MALAYSIA – IN-HOUSE COMMUNITY FIRMS OF THE YEAR, 2016

As voted for by in-house counsel

Alternative Investment Funds (including private equity)

- Kadir Andri & Partners
- Wong & Partners

Anti-Trust/ Competition

- Shearn Delamore & Co
- Wong & Partners

Honourable Mentions

- Christopher & Lee Ong
- Putri Norlisa Chair
- Skrine

Aviation

- Rahmat Lim & Partners
- Skrine

Banking and Finance

- Adnan Sundra & Low
- Zaid Ibrahim & Co

Honourable Mentions

- Kadir Andri & Partners
- Wong & Partners

Capital Markets

- Adnan Sundra & Low
- Zaid Ibrahim & Co

Honourable Mention

- Albar & Partners

Compliance/ Regulatory

- Zaid Ibrahim & Co

Honourable Mentions

- Azim, Tunku Farik & Wong
- Wong & Partners

Corporate and M&A

- Kadir Andri & Partners
- Zaid Ibrahim & Co

Honourable Mentions

- Skrine
- Wong & Partners

Employment

- Shearn Delamore & Co
- Zul Rafique & Partners

Honourable Mentions

- Shook Lin & Bok
- Zaid Ibrahim & Co

Energy & Natural Resources

- Azman Davidson & Co

Honourable Mention

- King & Spalding

Environmental

- Skrine

Insurance

- Azim Tunku Farik & Wong

Intellectual Property

- Wong & Partners
- Wong Jin Nee & Teo

Honourable Mentions

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

International Arbitration

- Azman Davidson & Co
- Zul Rafique & Partners

Islamic Finance

- **Zaid Ibrahim & Co**

Honourable Mention

- Lee Hishammuddin Allen & Gledhill

Litigation and Dispute Resolution

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

Honourable Mentions

- Raja Darryl & Loh
- Tommy Thomas

Maritime & Shipping

- **Ince & Co**
- **Skrine**

Projects and Project Financing

- **Trowers & Hamlins**

Real Estate/ Construction

- **Adnan Sundra & Low**
- **Naqiz & Partners**
- **Skrine**

Restructuring & Insolvency

- **Lee Hishammuddin Allen & Gledhill**

Taxation

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

Telecommunications, Media & Technology

- **Haryati Deepak**
- **Lee Hishammuddin Allen & Gledhill**
- **Milbank, Tweed, Hadley & McCloy**

Honourable Mention

- Christopher & Lee Ong

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR, MALAYSIA

- **Baker & McKenzie**

Honourable Mentions

- Cleary, Gottlieb, Steen & Hamilton
- Clifford Chance
- Clyde & Co
- Herbert Smith Freehills

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, MALAYSIA

- **Shearn Delamore & Co**
- **Wong & Partners**

Honourable Mentions

- Adnan Sundra & Low
- Azmi & Associates
- Christopher & Lee Ong
- Lee Hishammuddin Allen & Gledhill
- Rahmat Lim & Partners
- Raja, Darryl & Loh
- Skrine
- Zaid Ibrahim & Co.
- Zul Rafique & Partners



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– Lead Partner –

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PHILIPPINES

AT A GLANCE

Average team size: 9

Growth trend: Remain the same (50%)

Using external counsel less: 45%

Recruitment: Using online job sites (45.5%)
Referrals by other in-house lawyers (45.5%)
Placing job advertisements (36.4%)

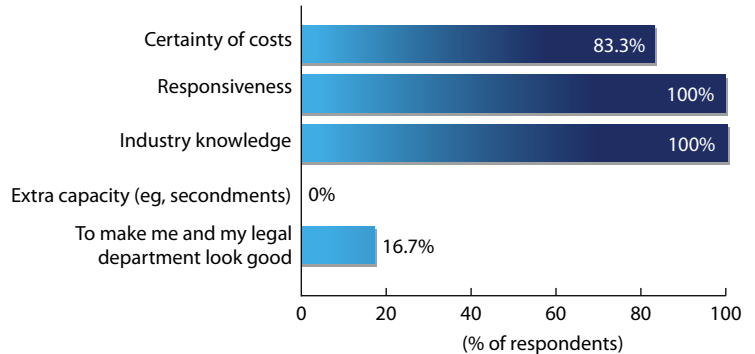
KEY ISSUES AND CONCERNS

Similar to their peers across the region, in-house lawyers at our Manila event reported that they are experiencing increasing amounts of work and cost pressures, with several respondents mentioning that their roles are under-valued within the organisation. Indeed, the biggest challenge faced by one lawyer was described as “convincing management to establish a compliance department”.

Such complaints are surprising as compliance is the most common challenge cited in our survey — not only in the Philippines but also across the region. In particular, the new competition regime was mentioned as a source of added compliance issues, and several respondents also discussed cross-border compliance as a challenge. Asean integration is also an issue that is expected to consume more legal resources in the future.

As a buyer of legal services, what I really want from external counsel is (choose the 3 from the below 5 options that matter to you most):

Multinational Companies:



However, respondents in the Philippines were also among the most likely to say that their in-house team is growing, reflecting the fact that businesses in the country are somewhat insulated from the gloomy economic outlook in China.

Perhaps the most surprising result was the unusually honest number of respondents who confessed that what they really want from external counsel is to make their legal department look good.



ASIAN-MENA COUNSEL

PHILIPPINES – IN-HOUSE COMMUNITY FIRMS OF THE YEAR, 2016

As voted for by in-house counsel

Alternative Investment Funds

(including private equity)

- Romulo Mabanta Buenaventura Sayoc & de los Angeles

Honourable Mentions

- Picazo Buyco Tan Fider & Santos
- SyCip Salazar Hernandez & Gatmaitan

Anti-Trust/ Competition

- Angara Abello Concepcion Regala & Cruz (ACCRALAW)
- Quisumbing Torres – Baker & McKenzie
- Romulo Mabanta Buenaventura Sayoc & de los Angeles

Honourable Mentions

- Cruz Marcelo & Tenefrancia
- Esguerra & Blanco Law Offices
- Puyat Jacinto & Santos Law Offices (PJS Law)

Aviation

- Belo Gozon Elma Parel Asuncion & Lucila Law Offices
- Ocampo & Manalo

Banking and Finance

- Romulo Mabanta Buenaventura Sayoc & de los Angeles
- SyCip Salazar Hernandez & Gatmaitan

Honourable Mentions

- Morales Justiniano Peña & Lumagui
- Picazo Buyco Tan Fider & Santos

Capital Markets

- Romulo Mabanta Buenaventura Sayoc & de los Angeles

Honourable Mentions

- Picazo Buyco Tan Fider & Santos
- SyCip Salazar Hernandez & Gatmaitan

Compliance/ Regulatory

- Baker & McKenzie
- Romulo Mabanta Buenaventura Sayoc & de los Angeles
- SyCip Salazar Hernandez & Gatmaitan

Honourable Mention

- Picazo Buyco Tan Fider & Santos

Corporate and M&A

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

Honourable Mentions

- Angara Abello Concepcion Regala & Cruz (ACCRALAW)
- Castillo Laman Tan Pantaleon & San Jose
- Platon Martinez Flores San Pedro & Leano

Employment

- Angara Abello Concepcion Regala & Cruz (ACCRALAW)
- Romulo Mabanta Buenaventura Sayoc & de los Angeles
- Siguion-Reyna Montecillo & Ongsiako (SRMO)
- SyCip Salazar Hernandez & Gatmaitan

Honourable Mention

- Platon Martinez Flores San Pedro & Leano

Energy & Natural Resources

- SyCip Salazar Hernandez & Gatmaitan

Intellectual Property

- Esguerra & Blanco Law Offices
- Ortega, Bacorro, Odulio, Calma and Carbonell Law Office
- Quisumbing Torres (Baker & McKenzie)
- Romulo Mabanta Buenaventura Sayoc & de los Angeles

International Arbitration

- Herbert Smith Freehills
- SyCip Salazar Hernandez & Gatmaitan

Litigation and Dispute Resolution

- Angara Abello Concepcion Regala & Cruz (ACCRALAW)
- Herbert Smith Freehills
- Poblador Bautista & Reyes
- Romulo Mabanta Buenaventura Sayoc & de los Angeles
- SyCip Salazar Hernandez & Gatmaitan

Honourable Mentions

- Esguerra & Blanco Law Offices
- Puyat Jacinto & Santos Law Offices (PJS Law)

Maritime & Shipping

- Del Rosario & Del Rosario (Del Rosario Law Offices)

Honourable Mention

- Picazo Buyco Tan Fider & Santos

Projects and Project Financing

- Picazo Buyco Tan Fider & Santos
- Romulo Mabanta Buenaventura Sayoc & de los Angeles

Honourable Mention

- SyCip Salazar Hernandez & Gatmaitan

Real Estate/ Construction

- Angara Abello Concepcion Regala & Cruz (ACCRALAW)
- Punolaw

Honourable Mention

- Picazo Buyco Tan Fider & Santos

Restructuring & Insolvency

- SyCip Salazar Hernandez & Gatmaitan

Honourable Mention

- Picazo Buyco Tan Fider & Santos

Taxation

- Baniqued & Baniqued
- Romulo Mabanta Buenaventura Sayoc & de los Angeles
- SGV (Ernst & Young)

Honourable Mention

- SyCip Salazar Hernandez & Gatmaitan

Telecommunications, Media & Technology

- Angara Abello Concepcion Regala & Cruz (ACCRALAW)

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR, PHILIPPINES

- Baker & McKenzie
- Herbert Smith Freehills

Honourable Mentions

- Clifford Chance
- Latham & Watkins

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, PHILIPPINES

- Angara Abello Concepcion Regala & Cruz (ACCRALAW)
- Romulo Mabanta Buenaventura Sayoc & de los Angeles
- SyCip Salazar Hernandez & Gatmaitan

Honourable Mention

- Picazo Buyco Tan Fider & Santos



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SINGAPORE

AT A GLANCE

Average team size: 10

Growth trend: Remain the same (76%)

Using external counsel less: 32%

Recruitment: Legal recruiters (78.3%)

Placing job advertisements (30.4%)

Using online job sites (17.4%)

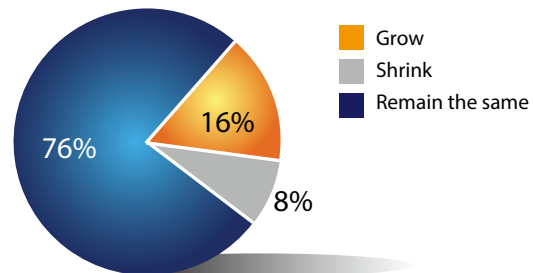
KEY ISSUES AND CONCERNS

As in Hong Kong, there is plenty of talk in Singapore of being asked to “do more with less”, or as one team-player put it: “Even though our business is growing and getting more complex, we are meeting these needs by becoming more efficient and upskilling.” Others were less diplomatic and more likely to see such issues as a concern, due to the difficulty of “making the right judgment calls with less time and information”.

This is particularly the case given the slowdown affecting many businesses and the uncertain economic conditions, which are giving rise to more claims and disputes. One respondent was particularly direct about the biggest challenge he faces in the current business environment: “Ensuring that our organisation is not sued by disgruntled businesses and consumers.” To be sure.

Legal and regulatory compliance, needless to say, were once

In the coming year, do you expect your in-house team to...



again frequently cited as challenges, though this is particularly acute in Singapore given the city’s role as a regional hub.

Indeed, Singapore’s role as a gateway to South-East Asia also contributes some interesting challenges, such as “managing legal risks while forging business interests in emerging markets such as Myanmar”, which this respondent described as “cowboy frontiers at the moment”.

Another Singapore-specific issue that was mentioned related to “reconciling restrictions on employment of foreigners with the skills of the local workforce”, which has arisen as a result of increases to salary, qualification and experience requirements for foreign workers. Last year, the city posted its lowest foreign employment numbers since 2009.



ASIAN-MENA COUNSEL

SINGAPORE – IN-HOUSE COMMUNITY FIRMS OF THE YEAR, 2016

As voted for by in-house counsel

Alternative Investment Funds (including private equity)

- Conyers Dill & Pearman
- Sidley Austin

Honourable Mentions

- Drew & Napier
- Morgan Lewis Stamford

Anti-Trust/ Competition

- Drew & Napier

Honourable Mentions

- Baker & McKenzie
- Rajah & Tann

Banking and Finance

- Allen & Gledhill
- Clifford Chance

Honourable Mentions

- Baker & McKenzie
- Bird & Bird ATMD
- WongPartnership

Capital Markets

- Allen & Gledhill

Honourable Mentions

- Skadden, Arps, Slate, Meagher & Flom
- WongPartnership

Compliance/ Regulatory

- Allen & Gledhill
- WongPartnership

Honourable Mention

- Norton Rose Fulbright

Corporate and M&A

- Allen & Gledhill
- Baker & McKenzie

Honourable Mention

- WongPartnership

Employment

- Bird & Bird ATMD
- WongPartnership

Energy & Natural Resources

- King & Spalding
- Latham & Watkins

Environmental

- Baker & McKenzie

Insurance

- Rajah & Tann

Intellectual Property

- Bird & Bird ATMD
- WongPartnership

Honourable Mention

- Allen & Gledhill

International Arbitration

- Allen & Gledhill
- Berwin Leighton Paisner
- Pinsent Masons

Life Sciences

- Tan Kok Quan Partnership

Litigation and Dispute Resolution

- Allen & Gledhill
- Rajah & Tann

Honourable Mentions

- Clyde & Co
- Drew & Napier

Maritime & Shipping

- Holman Fenwick Willan

Honourable Mention

- Watson Farley & Williams

Projects and Project Financing

- Berwin Leighton Paisner

Honourable Mentions

- Gibson, Dunn & Crutcher
- Latham & Watkins

Real Estate/ Construction

- Allen & Gledhill
- WongPartnership

Honourable Mention

- Rodyk & Davidson

Restructuring & Insolvency

- Herbert Smith Freehills
- WongPartnership

Taxation

- Baker & McKenzie
- Morrison & Foerster

Telecommunications, Media & Technology

- Drew & Napier
- WongPartnership

Honourable Mention

- Bird & Bird ATMD

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR, SINGAPORE

- Baker & McKenzie
- Holman Fenwick Willan

Honourable Mentions

- Clifford Chance
- Norton Rose Fulbright

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, SINGAPORE

- Allen & Gledhill
- Rajah & Tann
- WongPartnership

Honourable Mentions

- Drew & Napier
- Rodyk & Davidson

“BEYOND”

Firm of the Year

Capital Markets
Compliance & Regulatory
Corporate and M&A
Environmental
Restructuring & Insolvency
Most Responsive Domestic Law Firm

Honourable Mentions

Energy & Natural Resources
Telecommunications, Media & Technology

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Weerawong, Chinnavat & Peangpanor Ltd.

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Tel: +662 264 8000 Fax: +662 657 2222 www.weerawongcp.com Email: info@weerawongcp.com





SOUTH KOREA

AT A GLANCE

Average team size: 10

Growth trend: Remain the same (77%)

Using external counsel less: 57%

Recruitment: Legal recruiters (66.7%)

Placing job advertisements (50%)

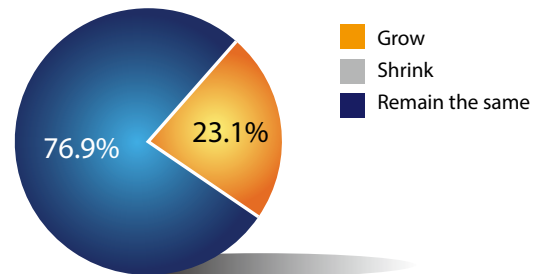
Referrals by other in-house lawyers (25%)

KEY ISSUES AND CONCERNS

It is clear from responses to the survey in Korea that in-house legal departments in the country are not well developed or integrated with the businesses they serve, despite the relative maturity of the economy. “There is a lack of understanding of the role of in-house counsel on the part of business departments,” as one respondent put it.

However, this is changing as regulations evolve and competition increases, with in-house teams now being asked “to handle more of what has traditionally been delegated to outside counsel, which is almost all areas of law except litigation”. Indeed, Korean in-house lawyers were among the most likely to say that they are using external counsel less.

In the coming year, do you expect your in-house team to...



In terms of regulations that in-house teams are trying to keep up with, the country’s new anti-bribery law was by far the most commonly cited. In a bid to crack down on an endemic culture of “gift giving” and lavish hospitality, the new law attempts to impose severe penalties on such practices. Privacy and data security were also mentioned as giving rise to regulatory issues that counsel are expecting to pay more attention to in the future.

Challenges are also presented to in-house teams in the form of increasing investment by Korean businesses in emerging markets, particularly in South-East Asian countries such as Vietnam and Myanmar.



ASIAN-MENA COUNSEL

SOUTH KOREA – IN-HOUSE COMMUNITY FIRMS OF THE YEAR, 2016

As voted for by in-house counsel

Alternative Investment Funds (including private equity)

- Allen & Overy
- Kim & Chang
- Yulchon

Honourable Mentions

- Bae, Kim & Lee
- Shin & Kim

Anti-Trust/ Competition

- Kim & Chang
- Lee & Ko
- Yulchon

Honourable Mentions

- Bae Kim & Lee
- O’Melveny & Myers
- Shearman & Sterling
- Sheppard Mullin
- Yoon & Yang

Aviation

- Lee & Ko

Banking and Finance

- Kim & Chang
- Yulchon

Honourable Mentions

- Allen & Overy
- K&L Gates
- Shin & Kim
- Simpson Thacher & Bartlett

Capital Markets

- Kim & Chang
- Lee & Ko
- Shin & Kim
- Simpson Thacher & Bartlett

Honourable Mentions

- Baker & McKenzie
- Yulchon

Compliance/ Regulatory

- Kim & Chang
- Lee & Ko
- Yoon & Yang

Honourable Mentions

- Bae, Kim & Lee
- Yulchon

Corporate and M&A

- Kim & Chang
- Lee & Ko

Employment

- Kim & Chang
- Lee & Ko
- Yoon & Yang

Honourable Mentions

- Bae, Kim & Lee
- Barun Law
- Jipyong
- Yulchon

Energy & Natural Resources

- Kim & Chang
- Lee & Ko

Honourable Mentions

- Baker & McKenzie
- Clifford Chance
- Herbert Smith Freehills

Environmental

- Bae, Kim & Lee
- Kim & Chang
- White & Case

Insurance

- Kim & Chang

Honourable Mentions

- Bae, Kim & Lee
- White & Case

Intellectual Property

- Cho & Partners
- Kim & Chang
- Yoon & Yang

Honourable Mentions

- Lee & Ko
- White & Case
- Yulchon

International Arbitration

- Berwin Leighton Paisner
- Kim & Chang

Honourable Mentions

- Ince & Co
- Shin & Kim
- White & Case
- Yulchon

Litigation and Dispute Resolution

- Kim & Chang
- Yoon & Yang

Honourable Mentions

- Bae, Kim & Lee
- Lee & Ko
- Shin & Kim
- Yulchon

Maritime & Shipping

- Kim & Chang

Honourable Mentions

- Bae, Kim & Lee
- Stephenson Harwood

Projects and Project Financing

- Allen & Overy
- Bae, Kim & Lee

Honourable Mention

- Kim & Chang

Real Estate/ Construction

- Kim & Chang

Restructuring & Insolvency

- Freshfields Bruckhaus Deringer
- Kim & Chang

Honourable Mention

- Shin & Kim

Taxation

- Kim & Chang
- Yulchon

Honourable Mentions

- Bae, Kim & Lee
- PwC
- Shin & Kim

Telecommunications, Media & Technology

- Kim & Chang
- Lee & Ko

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR, SOUTH KOREA

- White & Case

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, SOUTH KOREA

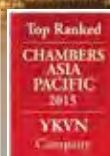
- Kim & Chang
- Lee & Ko

Honourable Mentions

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

"National Law Firm of the Year" awarded by the International Financial Law Review (IFLR) – 2016, 2015, 2014, 2013, 2012, 2011, 2010, 2009, 2005 and 2004

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Suite 401 International Centre
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Ho Chi Minh City Office
Suite 1102 The Metropolitan
235 Dong Khoi Street, District 1
Tel: (84-8) 3 822 3155

Singapore Office
Suite 0710 Ocean Financial Centre
10 Collyer Quay
Tel: (65) 6908 2480/98



THAILAND

AT A GLANCE

Average team size: 13

Growth trend: Remain the same (63%)

Using external counsel less: 11%

Recruitment: General recruiters (56.3%)

Placing job advertisements (56.3%)

Referrals by other in-house lawyers (37.5%)

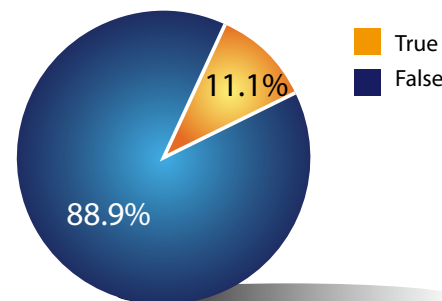
KEY ISSUES AND CONCERNS

Good news for external counsel in Thailand: a remarkably small 11 percent of in-house respondents say they are using outside lawyers less. This seems to be a response to a variety of factors, such as pressure to “control budgets with limited in-house resources, meaning a requirement for more external professional services”. In keeping with this increasing cost-consciousness, respondents in Thailand are among the most likely to say that they have used, or would be willing to use “new model” legal services providers.

The death of the Thai king in October came after our survey, but

I am using external counsel less and less:

Overall:



is likely to put even greater strain on the domestic economy as the country goes into a prolonged period of mourning. This will inevitably mean an even greater focus on costs going forward.

As with their peers in most markets, Thai in-house teams are wrestling with the pace of legal and regulatory change, particularly privacy and anti-bribery laws, and new trade agreements that affects Thailand's export industries.



ASIAN-MENA COUNSEL

THAILAND – IN-HOUSE COMMUNITY FIRMS OF THE YEAR, 2016

As voted for by in-house counsel

Alternative Investment Funds (including private equity)

- Allen & Overy
- Baker & McKenzie

Honourable Mentions

- Chandler & Thong-Ek
- EY
- ZICOlaw

Anti-Trust/ Competition

- Baker & McKenzie
- DLA Piper

Honourable Mentions

- Freshfields Bruckhaus Deringer
- Rajah & Tann Thailand

Aviation

- Watson Farley & Williams

Banking and Finance

- Baker & McKenzie
- Chandler & Thong-Ek
- Norton Rose Fulbright

Honourable Mentions

- Linklaters
- LS Horizon

Capital Markets

- Baker & McKenzie
- Rajah & Tann Thailand
- Weerawong, Chinnavat & Peangpanor

Honourable Mentions

- Allen & Overy
- Linklaters
- The Capital Law Office

Compliance/ Regulatory

- Baker & McKenzie
- Chandler & Thong-Ek
- Weerawong, Chinnavat & Peangpanor

Honourable Mentions

- DLA Piper
- Rajah & Tann Thailand

Corporate and M&A

- Baker & McKenzie
- Weerawong, Chinnavat & Peangpanor

Honourable Mentions

- Allen & Overy
- Chandler & Thong-Ek
- Linklaters
- Stephenson Harwood
- The Capital Law Office

Employment

- Baker & McKenzie
- Rajah & Tann Thailand
- Siam Premier International Law Office

Energy & Natural Resources

- Chandler & Thong-Ek

Honourable Mentions

- Allen & Overy
- Baker & McKenzie
- Linklaters
- Weerawong, Chinnavat & Peangpanor

Environmental

- Baker & McKenzie
- Chandler & Thong-Ek
- Weerawong, Chinnavat & Peangpanor

Insurance

- Baker & McKenzie
- DLA Piper
- Watsons Farley & Williams

Honourable Mention

- Norton Rose Fulbright



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Romulo Mabanta Buenaventura Sayoc & de los Angeles ("Romulo") is one of the largest and oldest firms in the Philippines. It maintains a notable presence in international transactions and arbitration.

In-House Community members have voted Romulo as a "Most Responsive Firm of the Year, 2016", as well as an ASIAN-MENA COUNSEL – In-House Community Firm of the Year in the Philippines for: Alternative Investment Funds (including private equity); Anti-Trust/ Competition; Banking and Finance; Capital Markets; Compliance/ Regulatory; Corporate and M&A; Employment; Intellectual Property; Litigation and Dispute Resolution; Projects and Project Financing; and Taxation.

In 2016, Romulo was recognized by Asia Legal Business as Philippine Deal Firm of the Year and awarded M&A Deal of the Year.

Romulo is composed of 93 lawyers, all of whom speak English fluently and the majority of whom have received training and graduate degrees from international universities.

Romulo offers legal services across a comprehensive range of practice areas, including: aviation and admiralty; banking; corporate and business laws; capital markets and other financial transactions; energy; environmental laws; finance; foreign investments; infrastructure; intellectual property; labor laws; litigation; mergers and acquisitions; mining, gas, oil, geothermal and other natural resources; securities; and taxation.

Romulo lawyers are active members and leaders of organizations such as: Lex Mundi; the Asia Society; the American Chamber of Commerce; the APEC Business Forum; the Asian Neighbors' Forum; the Asian Patent Attorneys Association; the Intellectual Property Association of the Philippines; the International Association for the Protection of Intellectual Property; the International Bar Association; the Inter-Pacific Bar Association; the Makati Business Club; the Management Association of the Philippines; the Maritime Law Association of the Philippines; the Pacific Basin Economic Council; the Philippine-Thailand Business Council; the Philippine-Japan Business Council; the Philippine-Korea Business Council; the Philippine-Singapore Business Council; the Philippine-U.K. Business Council; the Philippine-U.S. Business Council; the Tax Management Association of the Philippines; the U.S. Trademark Association; Union Internationale des Avocats and Asean Law Association. Romulo is also a member of Trace – the anti-corruption and bribery worldwide advocacy group.

As one of the oldest law firms in the Philippines, we trace our firm's history to the law firm of Gibbs, McDonough and Ozaeta, which was established in Manila in 1902 by Allison D. Gibbs and Charles A. McDonough. Roman A. Ozaeta, who later became a distinguished Justice of the Supreme Court, and his son Herminio, an outstanding corporate lawyer in his own right, reconstituted the firm in 1957.



Intellectual Property

- Tilleke & Gibbins

Honourable Mentions

- Chandler & Thong-Ek
- South Asia Law

International Arbitration

- Baker & McKenzie

Islamic Finance

- ZICOlaw

Life Sciences

- DLA Piper

Litigation and Dispute Resolution

- Baker & McKenzie
- Siam City Law Offices Limited (SCL Law Group)

Honourable Mentions

- DLA Piper
- Siam Premier International Law Office
- Tilleke & Gibbins
- Watson Farley & Williams

Maritime & Shipping

- DLA Piper

Honourable Mentions

- Clyde & Co
- Watson & Farley & Williams

Projects and Project Financing

- Baker & McKenzie
- Chandler & Thong-Ek
- Linklaters
- Norton Rose Fulbright

Real Estate/ Construction

- DLA Piper

Restructuring & Insolvency

- Weerawong, Chinnavat & Peangpanor

Honourable Mentions

- DLA Piper
- Mayer Brown JSM (Thailand) Ltd

Taxation

- PWC

Honourable Mentions

- Baker & McKenzie
- DLA Piper
- EY
- KPMG
- Thai Advisory Office

Telecommunications, Media & Technology

- Baker & McKenzie

Honourable Mentions

- Chandler & Thong-Ek
- Weerawong, Chinnavat & Peangpanor

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR, THAILAND

- Baker & McKenzie
- Rajah & Tann Thailand

Honourable Mentions

- DLA Piper
- Hunton & Williams
- Linklaters
- Norton Rose Fulbright

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, THAILAND

- Chandler & Thong-Ek
- Weerawong, Chinnavat & Peangpanor

Honourable Mention

- Tilleke & Gibbins

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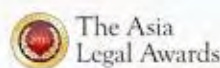
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The Textile Center Building, 12F, 518 Teheran-ro, Gangnam-gu, Seoul 06180, Korea



Most Innovative Korean Law Firm 2016 & 2015
Asian Law Firm of the Year by The American Lawyer





UNITED ARAB EMIRATES

AT A GLANCE

Average team size: 10

Growth trend: Remain the same (74%)

Using external counsel less: 43%

Recruitment: Legal recruiters (56.5%)

Linkedin (27.6%)

Referrals by other in-house lawyers (27.6%)

KEY ISSUES AND CONCERNS

There is no shortage of issues and concerns among in-house lawyers in the Middle East. While many of the familiar issues arise here, such as budget constraints and the fast-changing legal and regulatory environment, by far the most common responses related to more basic issues such as a widespread reluctance to accept international standards of compliance and risk management. For example, one respondent complained of “continuous market practices that do not correspond to the current applicable laws”.

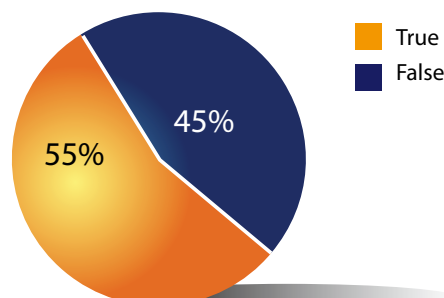
The poor quality of local law firms across the region was also a common concern. In-house lawyers in the UAE were the least likely to say that local or regional firms offered better value.

Unfortunately, disregard for the law often comes from the top down, with several respondents describing “the wide discretionary authority of public officials in granting approvals for licensing and so on”, while another mentioned the “lack of jurisprudence and unpredictable courts findings”. Such an environment would challenge any in-house lawyers.

Added to this is the practice of “exclusive use of Arabic in official/government dealings”.

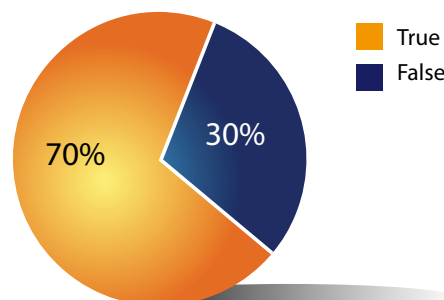
UAE

Local / regional law firms are able to offer me a better value service:



Asia

Local / regional law firms are able to offer me a better value service:



Another unique compliance challenge for in-house teams in the Middle East is “keeping track of the sanctions regime and its application to our business”.



ASIAN-MENA COUNSEL

UAE – IN-HOUSE COMMUNITY FIRMS OF THE YEAR, 2016

As voted for by in-house counsel

Alternative Investment Funds (including private equity)

- **Al Tamimi & Co**
- **Clyde & Co**

Honourable Mentions

- Clifford Chance
- Gibson Dunn & Crutcher
- K&L Gates

Anti-Trust/ Competition

- **Al Tamimi & Co**

Aviation

- **Clyde & Co**

Honourable Mention

- Afridi & Angell

Banking and Finance

- **Clyde & Co**
- **Dentons**
- **Hadef & Partners**

Honourable Mentions

- Al Tamimi & Co
- Eversheds
- Simmons & Simmons
- Trowers & Hamblins

Capital Markets

- **Al Tamimi & Co**
- **Allen & Overy**

Honourable Mentions

- Clyde & Co
- Curtis, Mallet-Prevost, Colt & Mosle
- K&L Gates

Compliance/ Regulatory

- **Al Tamimi & Co**
- **Clyde & Co**
- **Hadef & Partners**

Honourable Mentions

- Eversheds
- Trowers & Hamblins

Corporate and M&A

- **Al Tamimi & Co**
- **Clyde & Co**
- **Hadef & Partners**
- **Trowers & Hamblins**

Honourable Mentions

- Baker & McKenzie
- Clifford Chance
- Latham & Watkins

Employment

- Al Tamimi & Co
- Clyde & Co
- Hadeef & Partners

Energy & Natural Resources

- Baker Botts
- Hadeef & Partners

Environmental

- Hadeef & Partners

Insurance

- Al Tamimi & Co
- Clyde & Co

Honourable Mentions

- Hadeef & Partners
- Ince & Co
- Simmons & Simmons

Intellectual Property

- Al Tamimi & Co
- Clyde & Co
- Rouse & Co

International Arbitration

- Clyde & Co
- Dechert
- Dentons
- Norton Rose Fulbright

Honourable Mentions

- Chadbourne & Parke
- DLA Piper
- Hadeef & Partners

Islamic Finance

- Al Tamimi & Co
- Hadeef & Partners
- Simmons & Simmons
- Trowers & Hamlin

Life Sciences

- Trowers & Hamlin

Litigation and Dispute Resolution

- Al Tamimi & Co
- Clyde & Co
- Hadeef & Partners

Honourable Mentions

- Al Bawardi
- Trowers & Hamlin

Maritime & Shipping

- Al Tamimi & Co
- Clyde & Co
- Hadeef & Partners
- Holman Fenwick Willan

Projects and Project Financing

- Hadeef & Partners
- Trowers & Hamlin
- White & Case

Real Estate/ Construction

- Clyde & Co
- Hadeef & Partners

Honourable Mentions

- Al Tamimi & Co

Restructuring & Insolvency

- Al Tamimi & Co

Honourable Mentions

- Clyde & Co
- Curtis, Mallet-Prevost, Colt & Mosle

Taxation

- Simmons & Simmons

Telecommunications, Media & Technology

- Addleshaw Goddard
- Bird & Bird
- Clyde & Co

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR, UAE

- Allen & Overy
- Baker & McKenzie
- Clyde & Co

Honourable Mentions

- Baker Botts
- Bird & Bird
- Clifford Chance
- DLA Piper
- Eversheds
- Trowers & Hamlin

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, UAE

- Al Tamimi & Co
- Hadeef & Partners

Honourable Mentions

- Al Suwaidi & Company
- BSA Ahmad Bin Hezeem & Associates



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the region's best recruiters

VIETNAM

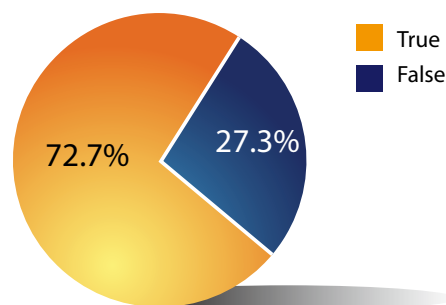
AT A GLANCE

Average team size: 5
Growth trend: Remain the same (76%)
Using external counsel less: 45%
Recruitment: Legal recruiters (35%)
 Placing job advertisements (35%)
 General recruiters (30%)

KEY ISSUES AND CONCERNS

The in-house legal function in an emerging market such as Vietnam faces numerous challenges, the most fundamental of which is that “legislation is not fully developed”. Also, the small size of most legal teams means that in-house lawyers have an extremely broad, multi-disciplinary remit that can include insurance, risk management and many other areas, some of which can pose particular problems when it comes to internal cooperation.

Local / regional law firms are able to offer me a better value service:



As one respondent put it: “Due to responsibility for both legal and compliance functions, I’m faced with a mindset from colleagues of considering us as police, rather than business support.” This disconnect between the legal team and the business side was a relatively common sentiment.



ASIAN-MENA COUNSEL

VIETNAM – IN-HOUSE COMMUNITY FIRMS OF THE YEAR, 2016

As voted for by in-house counsel

Alternative Investment Funds (including private equity)

- LNT & Partners

Anti-Trust/ Competition

- Herbert Smith Freehills
- LNT & Partners

Honourable Mention

- Allens

Banking and Finance

- Allen & Overy
- VILAF
- YKVN

Honourable Mentions

- Baker & McKenzie
- Bross & Partners
- LNT & Partners

Compliance/ Regulatory

- Herbert Smith Freehills
- VILAF

Honourable Mentions

- Phuoc & Partners
- YKVN

Corporate and M&A

- LNT & Partners
- Russin & Vecchi
- VILAF

Honourable Mentions

- Allens
- Freshfields Bruckhaus Deringer
- Hogan Lovells
- KPMG
- Mayer Brown JSM

Employment

- BizConsult
- Phuoc & Partners

Honourable Mention

- LNT & Partners

Intellectual Property

- Le & Le

Honourable Mentions

- Tilleke & Gibbins
- Vision & Associates

Life Sciences

- LNT & Partners
- Tilleke & Gibbins

Projects and Project Financing

- Latham & Watkins
- VILAF

Real Estate/ Construction

- VILAF

Taxation

- KPMG
- VILAF

Telecommunications, Media & Technology

- Russin & Vecchi

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR, VIETNAM

- Allen & Overy
- Baker & McKenzie

Honourable Mentions

- Freshfields Bruckhaus Deringer
- Hogan Lovells
- Tilleke Gibbins

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, VIETNAM

- LNT & Partners
- VILAF

Honourable Mentions

- Russin & Vecchi
- Vision & Associates
- YKVN

HONG KONG

Holman Fenwick Willan

Maritime & Shipping

"The team at Holman Fenwick Willan never fails to provide an accurate assessment on the degree of legal risk in a given situation in a timely manner, and has always been able to demonstrate sound judgment in planning and managing the matters for the company"

UAE

Clyde & Co

Most Responsive

"Clyde & Co have all the necessary business knowledge, acumen, responsiveness, legal expertise, professionalism and listening skills that are required to address our concerns and queries"

INDONESIA

Lubis Ganie Surowidjojo

"Dr Mohamed Idwan Ganie has great talent as a lawyer, especially in the civil area"

UAE

Hadef & Partners

Litigation and Dispute Resolution

"Very strong Arabic skills, well-staffed with DIFC lawyers with excellent knowledge and experience"

CHINA

AnJie Law Firm

Anti-Trust/ Competition

"For antitrust, AnJie provide the best quality advice, highly professional and promptly responsive"

INDIA

Nishith Desai & Associates

Litigation and Dispute Resolution

"They have provided practical advice and helped in identifying and retaining excellent special counsel. They also get our business model and what is important to us to solve issues from a business perspective"

VIETNAM

LNT & Partners

"Mr Ngoc Hong Bui of LNT & Partners is an open-minded and business-oriented lawyer"

THAILAND

Chandler & Thong-Ek

Most Responsive

"We choose Chandler & Thong-Ek for their track record, personal and commercial approach, and their competence and experience in project finance"

CHINA

Jun He Law Office

Most Responsive

"First rate service no matter how big or small the matter"

INDONESIA

Ali Budiardjo, Nugroho, Reksodiputro, (ABNR)

Most Responsive

"We have worked together with ABNR in many instances and they deliver by far the most consistent, practical and timely legal advice and solutions which are aligned with our business objectives"

THE PHILIPPINES

Romulo Mabanta Buenaventura

Sayoc & de los Angeles

Litigation and Dispute Resolution

"Romulo's litigation department provides us a high-quality service and their lawyers are great to deal with"

MALAYSIA

Azim Tunku Farik & Wong

Insurance

"Azim Tunku Farik & Wong are the best insurance and takaful lawyers in Malaysia. They have reliable lawyers who advise us on many matters. Their fees are reasonable too!"

CHINA

King & Wood Malleons

Most Responsive

"Commercial driven, KWM's services are good and their lawyers are able to meet our stringent deadlines"

INDONESIA

Assegaf Hamzah & Partners

Most Responsive

“Assegaf Hamzah in Indonesia demonstrate great knowledge and professionalism. They combine a great understanding of the local market with an ability to work with international counsel”

KOREA

Yulchon

Banking and Finance

“Yulchon’s newly-established finance team has been building a good reputation in the market”

MALAYSIA

Wong & Partners

Intellectual Property

“Ms Chew, Kherk Ying at Wong & Partners is simply amazing in her IP work. Always providing commercial savvy legal advice with quick turnaround times”

THAILAND

Weerawong, Chinnavat & Peangpanor

Compliance/ Regulatory

“Their teams are familiar with the Thai legal system and know how to deal articulately with Thai governmental departments. They also always demonstrate their commitment when we require them to deliver on work urgently”

INDONESIA

Ali Budiardjo, Nugroho, Reksodiputro, (ABNR)

Most Responsive

“We have worked together with ABNR in many instances and they deliver by far the most consistent, practical and timely legal advise and solutions which are aligned with our business objectives”

THE PHILIPPINES

Angara Abello Concepcion Regala & Cruz Law Offices (ACCRALAW)

Most Responsive

“ACCRALAW are very responsive to our company’s requirements. They have been providing us with the best labor and litigation support for more than 10 years ... our long time partner”

TOP MULTIPLE CATEGORY WINNERS BY JURISDICTION

JURISDICTION		FIRM	CATEGORY WINS
CHINA	Domestic	• King & Wood Mallesons	13
	International	• Baker & McKenzie	3
		• Herbert Smith Freehills	3
HONG KONG	Domestic	• Deacons	8
	International	• Baker & McKenzie	12
INDIA	Domestic	• Nishith Desai Associates	6
INDONESIA	Domestic	• Hadiputranto, Hadinoto & Partners	13
JAPAN	Domestic	• Anderson Mōri & Tomotsune	6
MALAYSIA	Domestic	• Shearn Delamore & Co	5
PHILIPPINES	Domestic	• Romulo Mabanta Buenaventura Sayoc & de los Angeles	12
SINGAPORE	Domestic	• Allen & Gledhill	8
	International	• Baker & McKenzie	4
SOUTH KOREA	Domestic	• Kim & Chang	19
THAILAND	Domestic	• Weerawong, Chinnavat & Peangpanor	6
	International	• Baker & McKenzie	14
UAE	Domestic	• Al Tamimi & Co	13
	International	• Clyde & Co	13
VIETNAM	Domestic	• VILAF	7

Most Responsive International Firm of the Year in most jurisdictions: Baker & McKenzie