

ASIAN-MENA COUNSEL

Representing Corporate Asia & Middle East

9th Annual Survey of In-House Counsel along the New Silk Road

Representing Corporate Asia & Middle-East Survey 24

ASIAN-MENA COUNSEL'S 9th annual survey, the largest and most objective of its kind, delivers the views and concerns of the region's In-House Community and breaks down the issues they foresee and how they plan to tackle them.

ASIAN-MENA COUNSEL'S In-House Community Firms of the Year 2015..... 55

Voted for by those who know best in each jurisdiction, our Firms of the Year 2015 pays due respect to those legal practices which in-house counsel have told us they 'prefer to use' (and why) in numerous sectors and disciplines across the region, as well as their choice Most Responsive Firms of the Year.



ASIAN-MENA COUNSEL is pleased to present the results of its ninth 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

This year's survey, handed to over 21,000 of Asia's in-house counsel across 12 jurisdictions, was administered both online and at our 18 annual In-House Community Congress and Symposium events. Participants were vetted for suitability, but their responses were included on a completely anonymous basis.

The survey contains questions (multiple choice where appropriate) that gather the views of the in-house communities of each jurisdiction with regard to their opinions 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.

Profile of participants

Of the In-House Community members responding to the survey, just shy of half (48.1 percent) were Heads of Legal (& Compliance)/GC/Senior Counsel. 38.1 percent were 'Other' In-House Legal (& Compliance), eight percent put themselves down as Non-legal Director/VP/CEO/CFO, 2.4 percent were managers and the remaining 3.4 percent worked in other areas of the company. (Figure 1)

The most-represented industry classification in this year's survey of the community is Financial Services, worked in by 16.7 percent of participants. Manufacturing saw the second-highest amount of representatives at 14.9 percent, while Technology, Media and Telecommunications had slightly less with 13.9 percent. Meanwhile, 10.4 percent of respondents classified themselves as working in Energy/Natural Resources, placing it fourth. (Figure 2)

Firms of the Year

The *Representing Corporate Asia & Middle East Survey 2015* also provided in-house counsel with an opportunity to recognise the law firms which have made a significant impression on them in the past year. Based on the votes and testimonials from hundreds of in-house lawyers from across the region, our Firms of the Year 2015 is not intended to be an inventory of the largest or most active firms practising in Asia Pacific and the Middle East, but rather a genuine representation of the firms which have made the most positive impression on their clients for a range of reasons, whether it be because of a firm's expertise or responsiveness, its reputation, or perhaps the flexibility it shows its clients.

Turn to page 55 for a full rundown of this year's winners. Where appropriate, both a 'local firm' (i.e. a firm which originated in that jurisdiction) and an 'international firm' have been honoured. Honourable Mentions have also been awarded to the many firms who received a high number of votes and strong recommendations in certain practice areas.

Figure 1: Profile of survey respondents

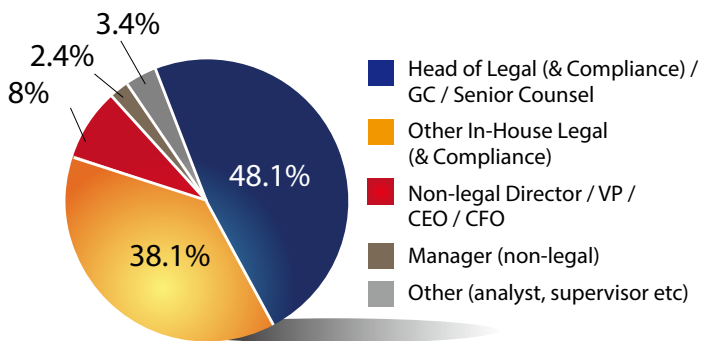
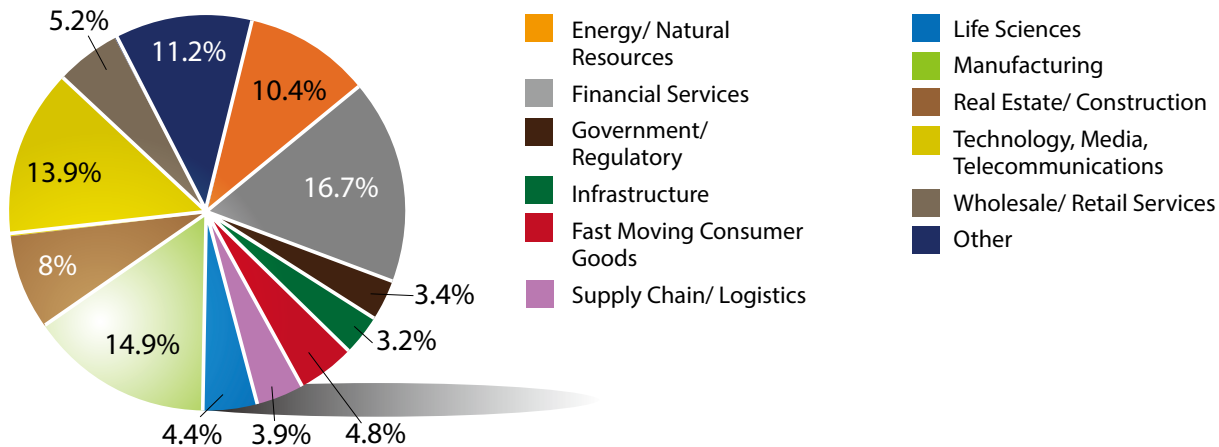


Figure 2: Which industry classification best describes your company?



Respondents primarily belonged to in-house teams of either two-to-five members or six-to-20, with 41.6 percent and 31.6 percent respectively working in groups of that size across the region. 10.5 percent of the participants work alone, 9.8 percent in groups of between 21 and 50 and the rest of those asked (6.4 percent) are in teams of 51 or more. (Figure 3)

The predominant assumption is that teams will remain the same size over the coming year, thought by 62 percent of those surveyed. Of the remaining, 34.6 percent expected their teams to grow and just 3.4 percent anticipated their teams getting smaller. Though this seems optimistic, last year’s survey had even fewer (1.9 percent) saying they expected their teams to shrink, as well as 43.6 percent expecting in-house team expansion, suggesting that growing the in-house team may be becoming less popular, in some cases in favour of seeking external help from traditional or alternative legal service providers. (Figure 4)

Recruitment

Those looking to hire more in-house counsel will mainly be doing so via legal recruiters according to our survey, with 51.4 percent preferring this means. Placing of job advertisements, which gained the most votes in some jurisdictions, came second overall, as 29.9 percent of respondents use this method most. Referrals from other in-house lawyers are also seen as persuasive, with 23.3 percent stating that this is one of the most common ways in which in-house counsel is found. Job websites are used by 18.7 percent, narrowly edging out referrals from others within the company (18.3 percent). (Figure 5)

Figure 3: How big is your in-house legal/compliance team?

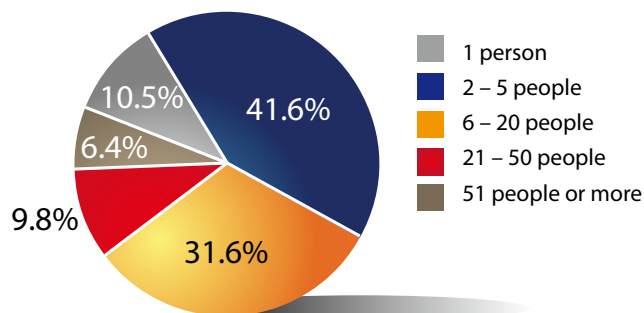
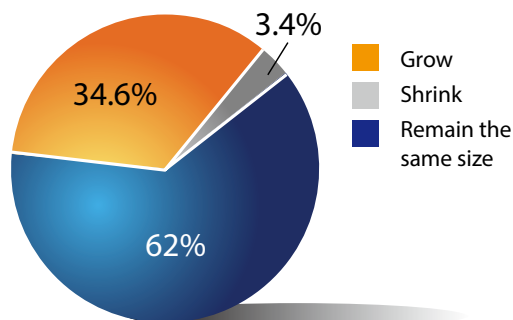


Figure 4: In the coming year, do you expect your in-house team to ...



Allen & Gledhill

Anti-Trust/
Competition
Banking and Finance
Capital Markets
Compliance/
Regulatory

**ASIAN-MENA
COUNSEL In-House
Community Firm
of the Year 2015**
in 10 categories for Singapore

Intellectual
Property
Projects and
Project Financing
Restructuring
and Insolvency

Corporate and M&A Most Responsive Domestic Law Firm
Alternative Investment Funds (including private equity)

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REGIONAL & COMMON IN-HOUSE CONCERNS

Each of the jurisdictions and sectors covered has its own issues and concerns (dealt with jurisdiction-by-jurisdiction over the following pages), but the region's In-House Community does share a multitude of common challenges.

From a regulatory perspective, Anti-Money Laundering legislation, Data Privacy laws and the US Foreign Account Tax Compliance Act (FATCA) were mentioned by many across the region. For those with cross-border responsibilities, dealing with "ambiguous regulations" especially, but not necessarily, in developing markets, complicated by "unpredictable enforcement" is an everyday issue.

For counsel based in or covering the relevant jurisdictions, the impact of the forthcoming ASEAN (Association of Southeast Asian Nations) economic integration was on the minds of many earlier this year, though recent economic developments may have moved the focus of some.

A growing number of counsel also cited cyber-security across the region as an area they needed to pay attention to.

As ever, "Maintaining regulatory compliance with insuffi-

cient headcount" and "Keeping up-to-date with legal developments and continuing our professional development" are among the ever-present demands for lawyers wherever they are, and, as one senior counsel in Indonesia put it: "The challenge for in-house counsel will always be how to accommodate business needs in a legally-compliant manner". In the words of a Malaysia-based counsel, the constant role of in-house lawyers was "to educate the business people of the legal and regulatory requirements impacting the business, and implement risk control effectively". Others though, see the in-house role as encompassing more than just advising on the law, as in the words of one Singapore based GC: "Legal counsel need to be commercially savvy and not behave like lawyers all the time. Business leaders want legal counsel to be business enablers and leaders in their own right, rather than [just] lawyers": not a view shared by all.

"The challenge for in-house counsel will always be how to accommodate the businesses needs in a legally compliant manner"

Working with external counsel

Across our surveyed jurisdictions, 56.8 percent intend to use external counsel to the same extent as they have previously, with many noting that they would only use them more than intended

Figure 5: What is the most common way your company locates and hires its in-house lawyers?

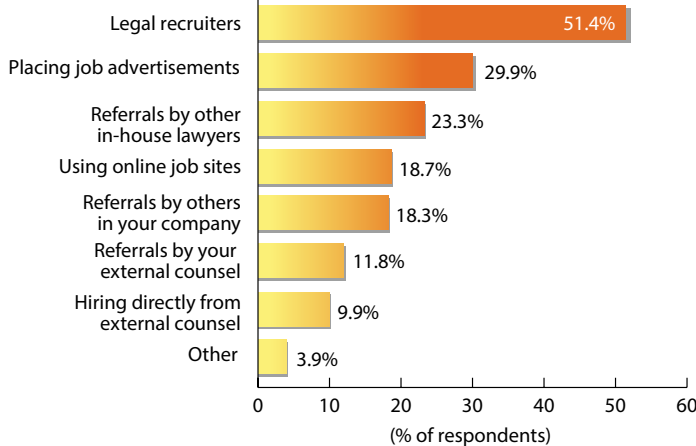


Figure 6: In the coming year, do you expect to use external counsel ...

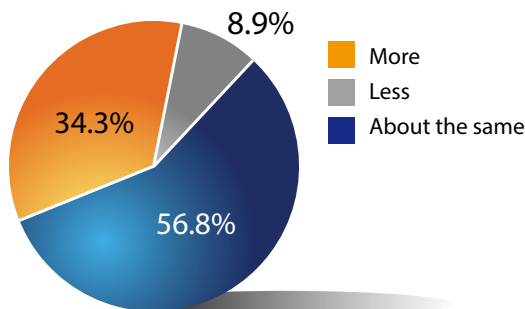


Figure 7: Which factors most influence your choice of external counsel?



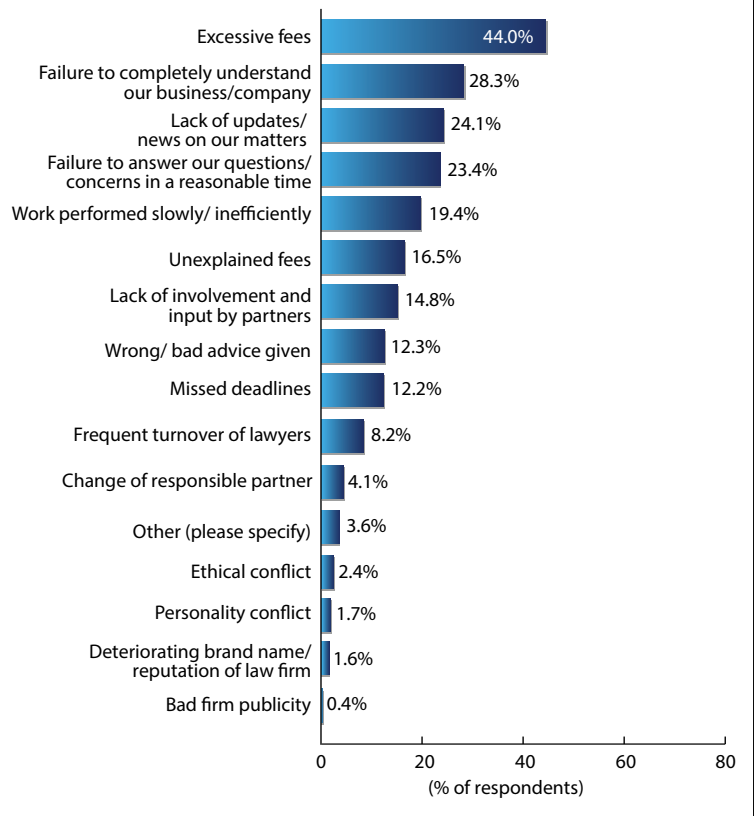
should unexpected litigations arise. Slightly down from last year, when 38.1 percent expected to use them more, this year only 34.3 percent are planning to increase reliance on law firms, often due to new legislation and a higher workload. The 8.9 percent who expect to use external counsel less, scarcely more than the 7.5 percent in this bracket last year, overwhelmingly decided to cut back in order to save money, often by doing the work in-house or outsourcing the work to an alternative legal service provider. (Figure 6)

Expertise in a specific area is, by a long way, the most important factor when the community chooses external counsel, with 71.9 percent saying it is a must. Other key considerations include fees (47.5 percent), responsiveness (43.7 percent) and reputation of a law firm (37.6 percent). Reputation of an individual lawyer, too, crosses the minds of many when shopping for legal services, as 24.7 percent contemplate this. (Figure 7)

When dealing with external counsel over the past 12 months, excessive fees have been the number one concern, with 44 percent of respondents ticking that box. Some have also experienced law firms failing to completely understand their business (28.3 percent) and a lack of updates (24.1 percent). Timing has been an issue for almost as many (23.4 percent), with many law firms seemingly dragging their feet. (Figure 8)

Expertise in a specific area is, by a long way, the most important factor when the community chooses external counsel

Figure 8: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



Atsumi & Sakai is a multi-award-winning independent full-service firm, and the first major independent Tokyo law firm with foreign partners.

Operating as an integrated international team, the firm advises international and domestic companies and financial institutions on all aspects of finance, business law and cross border litigation and dispute resolution utilizing the expertise of Japanese partners and the international know-how of foreign partners, all of whom have significant experience as partners or trainees at major law firms in foreign countries such as the U.S., the UK, Belgium, Germany, Australia, the PRC, and Singapore.



JURISDICTION BY JURISDICTION

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



CHINA

This year’s surveyed In-House Community in China was once again represented by those in the Manufacturing industry more than any other (31.3 percent). Technology, Media & Telecommunications took second with 18.4 percent, Financial Services, with 11 percent, took third, while Energy/Natural Resources (which usually places higher) was this year’s fifth most-represented industry amongst the participants with 7.4 percent, just behind Life Sciences with 9.2 percent.

Team size

The legal teams of over 80 percent of those participating in our survey in China are of between two and 20 – 40.7 percent consisting of between two and five people and 40.1 percent being of six-to-20. 9.9 percent of respondents work in teams of 21-50, 7.4 percent work alone and the remaining 1.9 percent are in in-house teams of more than 50 people.

Similarly to last year, in the coming 12 months, the majority (65 percent) of in-house counsel in China anticipate their in-house teams remaining the same size. The second most popular response was that they expect the team to grow, with 31.9 percent believing this, and the rest (just 3.1 percent) foresaw their team shrinking over the next year.

Saving on cost and no requirement for expansion due to either no new projects in the works or a stable business need were the most popular reasons for foreseeing an in-house team’s size continuing as is. Among the main reasons people predicted growth were increased risk and increased business. A requirement to improve compliance was also cited. Increased efficiency and aid no longer being needed were reasons for expected team shrinkage, along with a lack of suitable replacements for departing employees.

Recruitment

When hiring, in-house counsel in China are predominantly found via legal recruiters, with this being the chosen method of 69.9 percent of participants. Placement of job advertisements (20.9 percent) and referrals from other in-house lawyers (19 percent) came second and third, respectively, with job websites coming a close fourth at 17.8 percent. Job websites was the second most common response to this question last year.

KEY ISSUES AND CONCERNS

From a regulatory perspective, compliance with anti-trust and anti-corruption legislation were by far the most commonly cited concerns by in-house counsel in the PRC. Clearly though, anti-corruption and anti-bribery initiatives are having an effect, with one respondent even stating that “local government enforcement on anti-bribery may change the business model [of operations in our] industry”.

Managing the balancing act between business and compliance, especially when the legal function is seen as a hindrance rather than an aid by the business, is also still an issue for many. According to one respondent, “Ensuring the business is running in compliance with the law [whilst] observing local practices” makes their task more taxing, while another noted that “Making sure [their] employees comply with the law [whilst recognising] local culture”, along with “Inconsistency and uncertainty of enforcement” are issues.

Complying with “contradicting US and China laws”, and in the words of another “connecting with European and US laws” were among the comments that shed light on the more international role in-house counsel in China increasingly fulfill.

Other respondents stated that finding quality support, both in terms of good external counsel and competent junior in-house counsel, was a major concern.

Working with external counsel

In the coming year, according to the In-House Community, external counsel should expect to either be called upon the same amount or more, with 61.5 percent suggesting that they will refer to outside aid about the same amount while 34 percent said they’d use external counsel more often. Just 4.5 percent said they’d use external counsel less over the next 12 months.

Budget constraints was a recurring response from par-

CHINA

Figure 9: Which factors most influence your choice of external counsel?

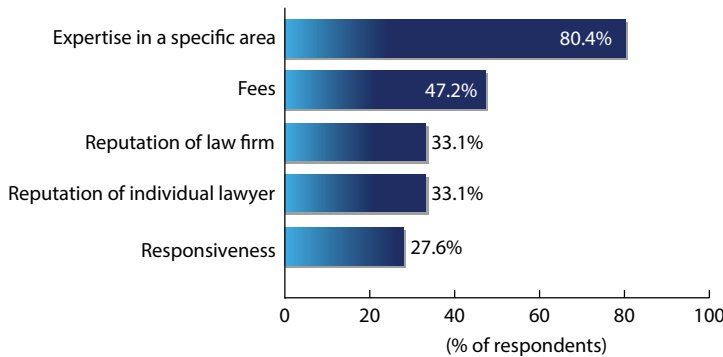
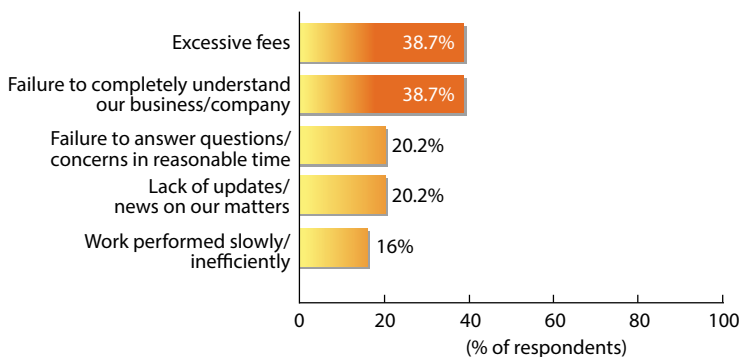


Figure 10: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



ticipants when asked why they felt that they would either use external counsel less or the same amount in the coming year. Increase in business size and therefore in demand for legal support was the primary reason in-house lawyers said they would use more outside help, along with entry into new areas and therefore the requirement of a more diverse range of expertise.

Above all else, expertise in a specific area (at 80.4 percent) is by far the main reason surveyed in-house counsel choose one law firm over another. Other popular reasons for going to one external counsel over another include fees at 47.2 percent; reputation of a lawyer or law firm, each with 33.1 percent; and responsiveness, which is a main consideration for 27.6 percent of respondents. (Figure 9)

Whereas last year, excessive fees was the sole number one reason for concern of in-house practitioners in China when dealing with outside counsel, this year it came joint first, along with external counsel’s failure to understand their business, at 38.7 percent. This may signify a more demanding in-house clientele as much as an area of increased concern. Lack of updates (20.2 percent) and work performed slowly or inefficiently (16 percent) were also noted as drawbacks. (Figure 10)

HONG KONG

As was the case last year, the industry most well-represented by Hong Kong’s In-House Community was Financial Services with 46.9 percent employed in that area. The second-highest industry for representation amongst the community, as was the case last year, was Technology, Media and Telecommunications, with 15.6 percent.

Team size

41.3 percent of legal departments were of two-to-five people. This was followed by teams of six-to-20 and teams of 51 or more, each claiming 22.2 percent. The remainder have in-house legal teams of 21-50 (9.5 percent) and one person (4.8 percent).

The majority of respondents (63.3 percent) expect their teams to remain the same size in the coming year, while 30 percent anticipate growth and the remaining 6.7 percent reckon their teams will shrink. Asked why they gave their responses, those who forecast growth overwhelmingly pointed to an increased workload and company size. Having to balance workload with budgetary constraints was the predominant reason for in-house lawyers expecting their teams to remain as they are. The few who said they can foresee shrinkage in team size mainly referenced cost and outsourcing of legal work.

Recruitment

Legal recruiters are once again the most popular method of hiring in-house counsel in Hong Kong, with 60.9 percent of participants preferring this method. Second, with 32.8 percent, was placing of job advertisements, while third and fourth were

HONG KONG

Figure 11: Which factors most influence your choice of external counsel?

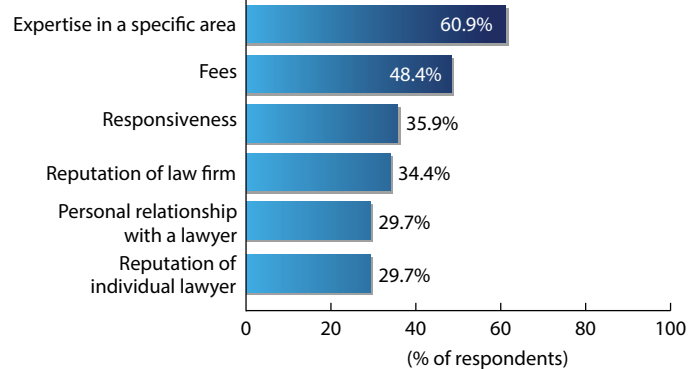
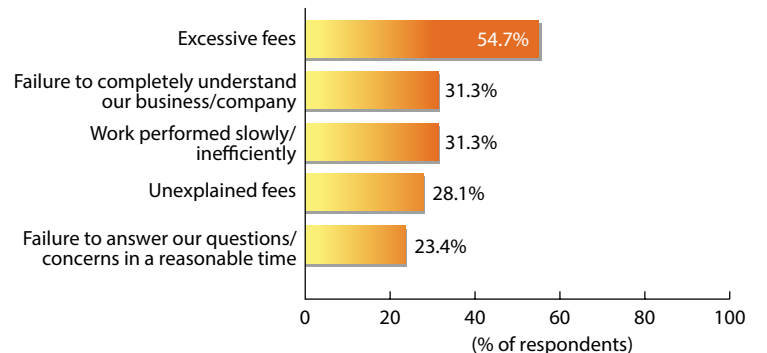


Figure 12: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



referrals, with 29.7 percent saying the most common way was referrals from inside their own company and 26.6 percent trusting referrals from other in-house lawyers.

KEY ISSUES AND CONCERNS

Managing compliance across a number of areas is a frequently cited concern of those surveyed in Hong Kong: “*Growing compliance requirements and development of an internal control system which can comprehensively monitor the operation*” was the challenge to be met in the words of one. This was often coupled with “*keeping abreast of changes in the law and being able to advise on the impact [they will have] on the operation of the company*”, and “*balancing commercial interests with the technical application of laws and regulations*”.

With many in-house counsel in Hong Kong holding cross-border and international responsibilities, some respondents brought up the fact that having a multitude of languages and legal systems to adhere to creates a hardship, and “[in] developing jurisdictions, it is difficult to locate good-quality and responsive local counsel who have local knowledge, but who are also commercially minded”. Whilst many noted that their interaction with markets outside of Hong Kong, particularly emerging ones, would require their input, most still saw domestic issues as being most poignant going forward.

Anti-trust issues, AML and FATCA compliance were common

concern areas in-house counsel in Hong Kong shared with their regional peers, and looking to the future, respondents estimated that regulatory issues will be of growing concern over the next 12 months.

Working with external counsel

In the coming year, Hong Kong's in-house lawyers predicted that they will generate about the same amount of work for external lawyers, with 66.1 percent stating that they saw no reason for adjusting the degree to which they outsource. This is a jump of more than 10 percent from last year, when 55.6 percent saw themselves using external counsel about as much. Almost all of the remaining assumptions were that there would be increased use of law firms (32.2 percent) with only 1.7 percent claiming they will use less outside aid, down from 5.6 percent in last year's survey.

Anticipated increase in reliance on external counsel seems to be a result of a workload that's growing in both volume and diversity, often due to business growth. It's also seen as a cost-cutting measure by some, as they only have to pay external counsel when in use. Those who said they expect to use external counsel as much and those who said they'd use them less over the next year often pointed to expense as a reason.

According to Hong Kong's In-House Community, the most influential factor when deciding which external counsel to use is their expertise, as 60.9 percent gave this as a reason. The second most popular decider was fees, which is a priority for 48.4 percent. This was also the case last year, as was the third most

important attribute being responsiveness, which this year was cited by 35.9 percent, and closely followed by reputation of a law firm with 34.4 percent. Individual lawyers are important in this jurisdiction too though, with personal relationship with a lawyer and reputation of a lawyer both receiving votes from 29.7 percent of those surveyed. (Figure 11)

Excessive fees once again took the top spot as the main concern when it comes to hiring external counsel in Hong Kong, with 54.7 percent of respondents noting it. Work being performed slowly or inefficiently came second, with 31.3 percent and was followed by 28.1 percent marking down unexplained fees. According to the survey, external counsel also often fail to answer questions and concerns in a reasonable amount of time (23.4 percent) and don't give updates regularly enough (21.9 percent). (Figure 12)

INDIA

This year's top-represented industry by the In-House Community in India is Manufacturing, with 24 percent. Technology, Media and Telecommunications, represented by 24.2 percent of respondents last year and therefore top, was this year's second most popular sector, with 21.3 percent. Third place was shared between Energy/Natural Resources and Financial Services, each with 14.7 percent, both of which narrowly beat Infrastructure's 13.3 percent representation.

Team size

The number one team size amongst India's In-House Community is two-to-five, at 41.3 percent. Just over a quarter (25.3 percent) stated that they're in teams of between six and 20, with 16 percent working in groups of 21-50. 12 percent work alone and the outstanding 5.3 percent work in teams of more than 50 lawyers.

Due mainly to an increasing workload, over half (60 percent) of those surveyed expect their in-house teams to expand over the next 12 months. Other justifications for anticipated growth included the work getting more complex, as well as escalating in volume: *"We are witnessing a growing economy. It's a booming market with new business and new expansion, so our team of people needs to be increased in order to meet the new challenges, work and tighter deadlines, etc."*

Almost all of the rest (37.1 percent) assume that their teams will remain the same size, referencing a steady flow of work, cost pressures and decisions from management, while the small proportion of 2.9 percent that believe that their teams will shrink do so as a result of expecting more work to be outsourced over the next year, cost and an overall downsizing of the company. Though the number of lawyers expecting shrinkage is small, it is larger than last year, as no one in India predicted this in last year's survey.

Recruitment

One thing that has remained the same in the jurisdiction is means of hiring, with legal recruiters (44 percent), referrals

INDIA

Figure 13: Which factors most influence your choice of external counsel?

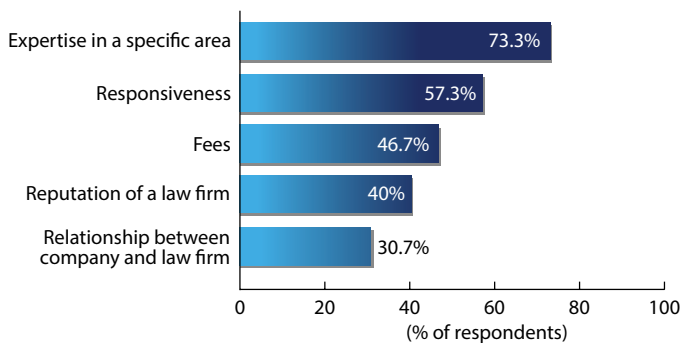
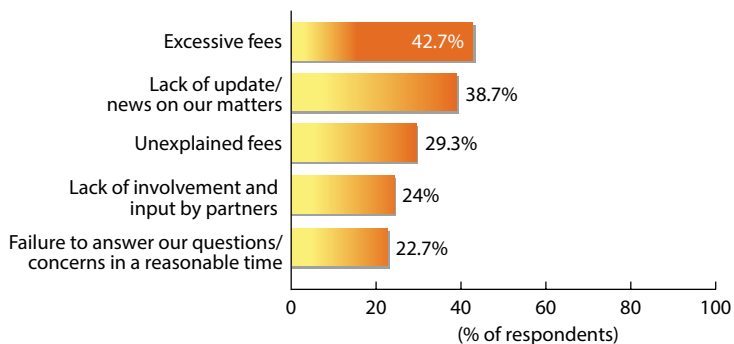


Figure 14: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?





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from other in-house lawyers (32 percent) and job websites (28 percent) being first, second and third respectively. Referrals from external counsel (25.3 percent) was also a popular method.

KEY ISSUES AND CONCERNS

A repeating key concern in India is compliance, with some stating that it is hard to convey the importance of legal clauses to their business units. Others said that time constraints can be a frustration, as business colleagues often want immediate solutions to problems that require more care. This, in many cases, results in time management becoming harder, as counsel have to juggle between mitigating current legal concerns and preventing future ones.

One in-house counsel summarised the challenge for the many in-house counsel in India: *“Local legal knowledge, risk management in multiple jurisdictions, and effectively contributing to the bottom line of the organisation”*.

Over the coming 12 months, India’s in-house counsel feel that managing compliance issues will continue to prevail, not only due to not being able to get their message across, but also as a result of continually evolving laws. Also, many noted that they are perceived in poor light by some members of the business team as they do not generate revenue, so they feel that proving their value to the business is tough: *“In an advisory role, in-house counsel at times*

faces limitations in work exposure, leading to a restricted ability to innovate or improvise with new ideas, or to venture into new and evolving areas of practice”.

Working with external counsel

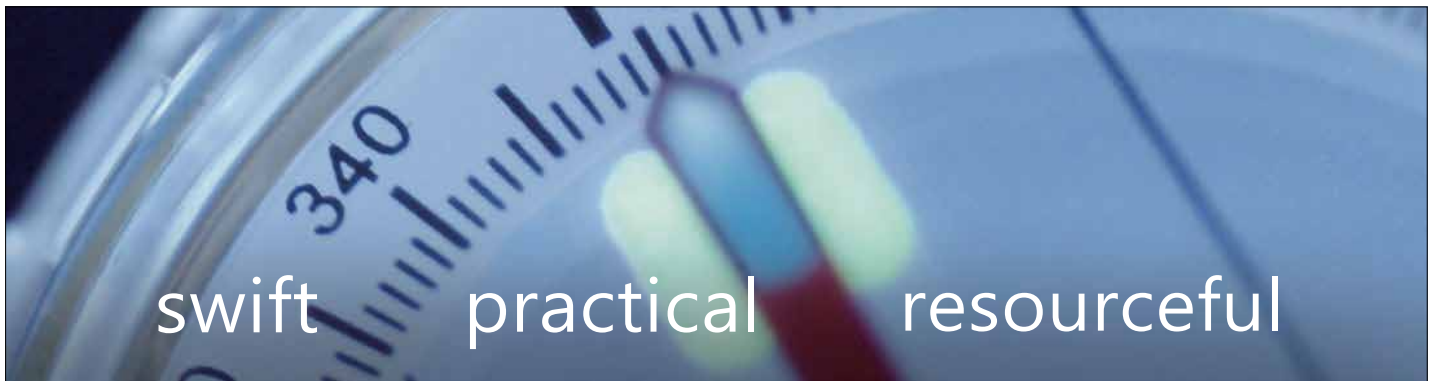
While most expect their in-house teams to grow over the next year, it seems that the demand for external help for many is plateauing, as 46.6 percent predicted that they will use law firms about the same amount over the coming 12 months. Many stated that this was simply due to a shift towards in-house work and foreseeing that they have the capacity to cope with it themselves, though budgetary constraints were also a factor. It was also mentioned that it is frustrating trying to get responses from external counsel in a timely manner.

These were also popular reasons given by the 16.4 percent of those working in-house in India to foreshadow cutting back on the work handled externally in the future. The 37 percent planning to increase reliance on firms do so based on new laws, new projects and business expansion, some-

times into new areas.

As was the case last year, expertise in a specific area is the most important factor for India’s In-House Community when deciding where to seek external help, with 73.3 percent of respondents saying this is a requirement. Responsiveness, at 57.3 percent, is also a major concern to those surveyed, as are fees (46.7 percent), repu-

“In an advisory role, in-house counsel at times faces limitations in work exposure, leading to a restricted ability to innovate or improvise with new ideas, or to venture into new and evolving areas of practice”



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INDONESIA

Figure 15: Which factors most influence your choice of external counsel?

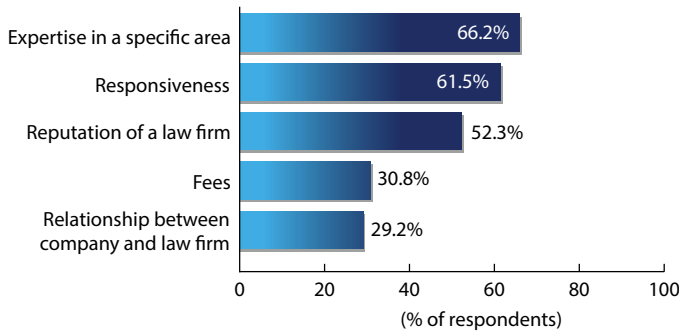
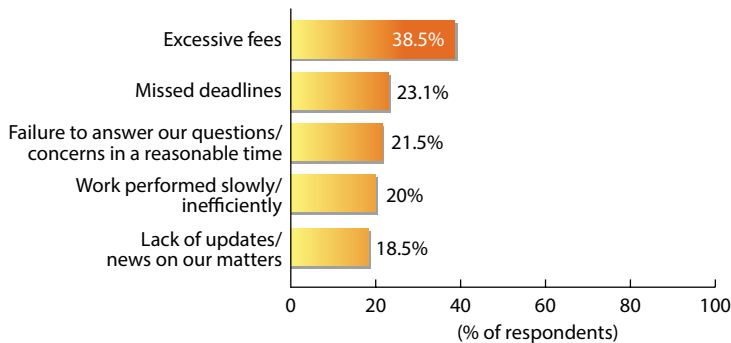


Figure 16: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



tation of a law firm (40 percent) and relationship between company and law firm (30.7 percent). (Figure 13)

42.7 percent of those surveyed are of the perception that external counsel fees in India are excessive. Though it is once again the most prominent drawback according to the In-House Community, it is a far less common response than it was last year, when 66.7 percent of respondents saw this as a key hindrance. Other concerning issues include a lack of updates on company matters, which 38.7 percent have noticed; unexplained fees, according to 29.3 percent, which was the second largest concern in last year's survey; and a lack of involvement from partners, an issue found apparent by 24 percent of those asked. (Figure 14)

 **INDONESIA**

This year's In-House Community in Indonesia was represented by Financial Services (23.1 percent), Energy/Natural Resources (21.5 percent) and Technology, Media and Telecommunications (20 percent) first, second and third-most, respectively. The same three sectors had the highest representation last year.

Team size

Teams of two-to-five just edged out those of between six and 20 with 39.1 percent compared to 34.4 percent. The next most likely team size is 21-50: an answer given by

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10.9 percent of those surveyed. This was followed by in-house lawyers who are their company's sole practitioner (9.4 percent) and teams of 51 or more (6.2 percent). Overall, this shows that teams have shrunk since last year, even though the majority of those in that survey (69.1 percent) anticipated that their in-house teams would grow.

The majority of respondents (55.7 percent) are under the impression that their in-house teams will grow over the next 12 months, while 41 percent believe their teams will remain the same size and the remaining 3.3 percent expect them to shrink.

Asked why they felt as they did, those anticipating expansion pointed to their businesses getting larger and plans for large projects in the near future. Those claiming their teams would stay the same size mentioned that the size of their company would remain stagnant and said that cost was a concern. The foremost answer as to why respondents expect their teams to get smaller was mergers.

Recruitment

In-house lawyers in Indonesia are mainly found either through recruiters or placing job advertisements, each of which is the preferred method by 32.3 percent of those surveyed. These two were the most-used ways last year as well. Other popular means include referrals, either from other in-house lawyers (29.2 percent) or from others within the company (23.1 percent), though with 16.9

percent and 15.4 percent respectively, job websites and referrals from external counsel are common too.

KEY ISSUES AND CONCERNS

Regulatory issues and corruption come up more than any other concern when Indonesia's in-house counsel are asked what the biggest

challenges facing them in their jurisdiction are. Regulations are often unclear, hard to implement and change quickly, making "aligning the businesses demands with uncertain regulations" a constant struggle. According to another in-house practitioner in Jakarta, the challenge for counsel there was operating in the "developing Indonesian paradigm, [moving] from corruption, collusion and nepotism, and into good governance".

Others, more specifically, said that planning for the forthcoming ASEAN integration was a concern for them, though for many, the recent economic uncertainties will have likely retrained their focus.

Indonesia's In-House Community believe that new government policies and regulations will require the most attention from them over the coming 12 months, as well as continuing to ensure compliance with the various rules and regulations. All saw keeping up with the pace of development in Indonesia, both in terms of its market and legal structure, as a challenge.

Working with external counsel

Over half (58.6 percent) plan to continue to use external counsel

The majority of Indonesia-based respondents (55.7 percent) are under the impression that their in-house teams will grow over the next 12 months



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about the same amount in the coming year, with 29.3 percent assuming there will be an increase in work taken on externally and the remaining 12.1 percent saying they expect to use outside help less. These statistics are almost identical to last year's.

The cost coverage conundrum came up as a reason for foreshadowing using external counsel to the same degree, with multiple sources saying they would like to send more work out, but simply do not have the required budget. Others who said they would refer an equal amount of work said that they have been working with the same people for a long time now and have found a system that works and external counsel they know to be willing and able to take on the workload. Others noted a selectiveness within the jurisdiction too, as well as a repeated answer being that external counsel are not often sympathetic to client needs.

In the cases in Indonesia where in-house lawyers are willing to take advice from new sources, many of them are willing to do so due to growth and a lack of understanding in the markets they are going into. Time constraints are also a factor, as in-house resources are, for some, scarce, and expanding the full-time staff is not an option. Meanwhile, cost-cutting and a good in-house team saw people forecasting using external counsel less.

Yet again, expertise in a specific area is the most influential factor

for Indonesia's In-House Community when selecting external counsel, as 66.2 percent make this a priority, up slightly from last year's 60.7 percent. Responsiveness is also highly sought after, with 61.5 percent of those surveyed claiming so. Third was law firm reputation at 52.3 percent, after which were fees (30.8 percent) and relationship between company and law firm, with 29.2 percent. (Figure 15)

When dealing with external counsel, 38.5 percent of respondents stated that excessive fees are the foremost drawback. Rarely of high concern in other jurisdictions or in previous years was missed deadlines, which was Indonesia's second most frequent complaint at 23.1 percent, followed closely by the similar answer 'failure to answer questions/concerns in a reasonable time', at 21.5 percent. Work performed slowly/inefficiently (20 percent) and lack of updates (18.5 percent) too were high on the list, as were failure to understand the business itself and a lack of involvement by partners, each an issue found by 16.9 percent of those surveyed. (Figure 16)

JAPAN

Counsel employed in the Financial Services sector were the most active respondents in Japan this year (26.9 percent), with those in Manufacturing second-placed with 23.1 percent. Infrastructure, Fast-Moving Consumer Goods, Life Sciences and Real Estate/Construction all came equal third with just under eight percent of participants employed in each of those sectors.

Team size

Teams of between six and 20, as was the case last year, are most common this year with 40.9 percent working in departments within these parameters. This was followed by in-house units of two-to-five, an answer given by 31.8 percent of respondents. 18.2 percent of those surveyed work in teams sized 21-50, and the remainder either work alone (4.5 percent) or with 50 or more people (also 4.5 percent).

As was the case in last year's survey, no one in Japan expects their in-house team to shrink in the coming 12 months, with 78.3 percent stating that they anticipate their teams to remain the same size and the other 21.7 percent under the impression that their teams would grow.

Though economic issues and budgetary constraints were noted as reasons for participants believing their teams would remain the same size, more common were optimistic responses such as the current headcount working for the business, a lack of change in the legal environment and plans to increase the utilisation of external counsel.

Increasing workload and business size were the main two reasons people expected growth, suggesting that the economic and budgetary concerns had by some are not evident throughout the jurisdiction. And as no one stated that their teams would shrink, the signs are that the drawbacks mentioned are not as much of a hindrance as they may appear to be.

JAPAN

Figure 17: Which factors most influence your choice of external counsel?

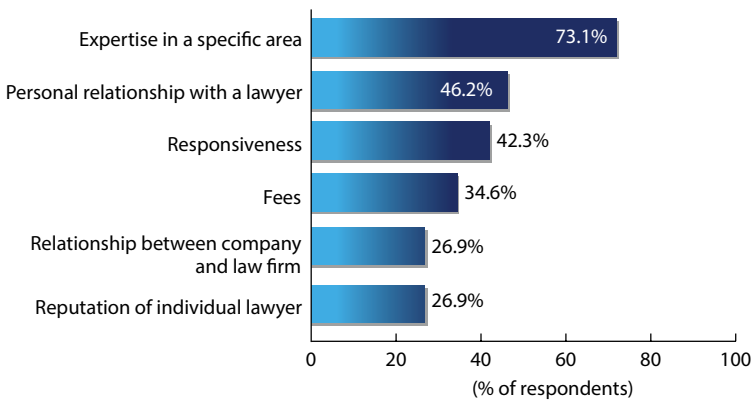
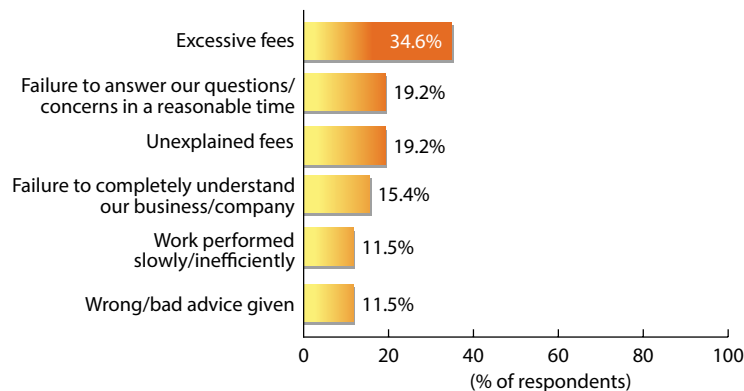


Figure 18: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?





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Recruitment

Legal recruiters, at 53.8 percent, are the most common method by which companies locate and hire in-house lawyers in Japan. No other approach is nearly as popular, with referrals by other in-house lawyers coming second with a comparatively meagre 11.5 percent of the votes. Placement of job advertisements, use of job sites, hiring directly from external counsel and referrals from others within the company are all preferred ways of hiring by 7.7 percent of those surveyed.

KEY ISSUES AND CONCERNS

The speed with which the market advances makes practising in Japan tough according to many in our community there, as does trying to cope with current cutbacks. Some also said it's hard to be seen by management as a business partner, possibly exacerbated by what others stated: that they have previously worked in-house with lawyers that lack competence and basic skills.

Many in-house counsel in Japan are preoccupied with both regional and global issues: *"It is challenging to find local solutions for each country we operate in as we do not have locally qualified lawyers for each jurisdiction"*. For others, the challenge is *"to establish a global compliance programme, and the group governance of subsidiaries"*.

On the domestic front, many counsel drew attention to the impact of *"new technology"* and *"responding fully to a rapidly-changing business environment"* at home.

Over the coming 12 months, respondents expect compliance

to be at the forefront of their concerns. Some were more specific, saying the revisions to the Civil Code would require a lot of input from them. Trying to change business colleagues' perceptions of the in-house function as *"too costly"* is also a hurdle some will try to overcome in the coming year.

Working with external counsel

Along with all of those surveyed in Japan expecting their teams to either grow or remain the same size, a vast majority either anticipate using external counsel to the same extent (43.5 percent) or more (52.2 percent) than last year, with only 4.3 percent saying they will probably use external aid less. If these two predictions prove correct, it would suggest that those employed in the country's legal sector can expect a fair degree of job security over the coming 12 months.

Expansion into new areas – both legal and geographical – was the main reason Japan's In-House Community expected to use external counsel more, along with added complexity to their work and required specialisation. Those projecting a similar reliance on external help tended to do so as a result of a lack of change in their workload and a stable legal environment, while those planning to seek less external help did so as a result of their in-house departments becoming more capable and equipped over the next year due to, among other things, successful training programmes.

In-house lawyers in Japan seek expertise in a specific area over any other factor, as 73.1 percent of those surveyed agree. Other high priorities include personal relationship with a lawyer



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MALAYSIA

Figure 19: Which factors most influence your choice of external counsel?

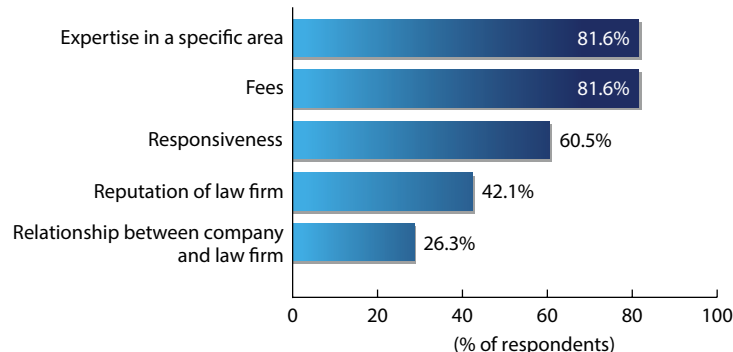
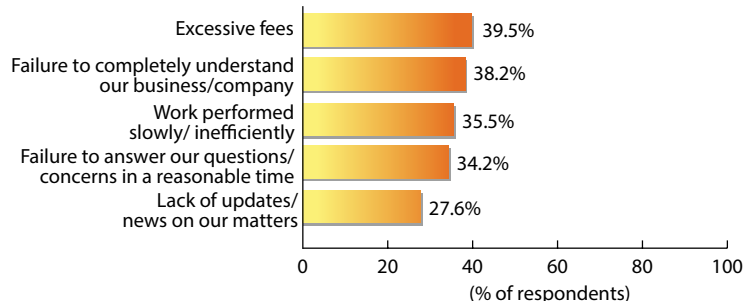


Figure 20: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



(46.2 percent), responsiveness (42.3 percent) and fees (34.6 percent), though with 26.9 percent claiming that this was a must, relationship between company and law firm is important too. (Figure 17)

Excessive fees are the most common complaint about external counsel over the past 12 months, with 34.6 percent of respondents pointing this out. Failure to answer questions in a reasonable time and unexplained fees were popular choices too, each receiving 19.2 percent of the votes. (Figure 18)

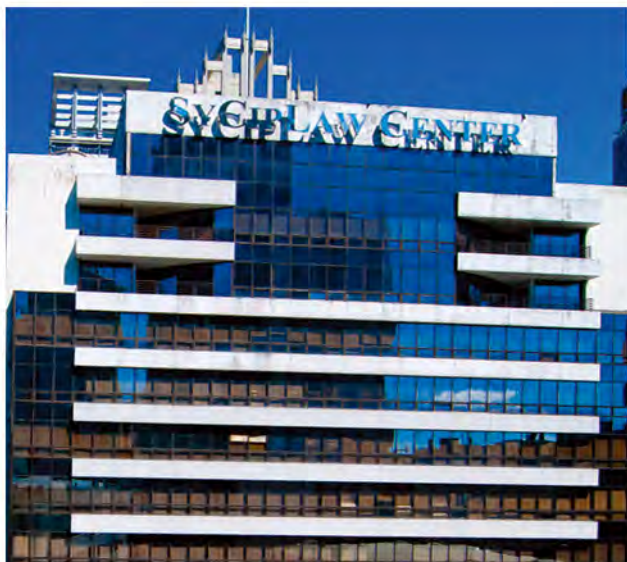


MALAYSIA

Malaysia's In House Community, as it was last year, is foremost represented by those in the Financial Services sector (19.7 percent). Energy/Natural Resources, Manufacturing and Technology, Media and Telecommunications all narrowly missed out on top spot, each with 17.1 percent of respondents working in those areas. Real Estate/Construction in-house counsel too had a high rate of participation, at 14.5 percent.

Team size

Almost half of the in-house teams of those surveyed (48.6 percent) are of between two and five. In-house departments of six-to-20 are the next most common (35.1 percent), and this is followed by in-house lawyers working solo (6.8 percent), those in teams of 21-50 (5.4 percent) and finally teams of 51 or more (4.1 percent).



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A commanding majority (77.3 percent) said their in-house teams are likely to stay the same size over the coming 12 months, up from 50 percent in last year’s survey. One fifth of those asked believe their teams will grow, while the other 2.7 percent expect their team to get smaller over the next year.

Those expecting their teams to remain as they are were split down the middle on whether they were content with this – half of them referencing a poor economy (and in particular, the oil market) and budgeting as the reason and the other half stating that their teams were of the optimum size for the work taken on.

Increased business size and job demand led many of those anticipating growth to do so, with many requiring new expertise and extra hands on deck to take on upcoming work: *“Legal and regulatory issues are the utmost concern for most of the financial institutions at this juncture, particularly with the huge penalty/fines imposed on institutions for non-compliance or contravention of laws, rules and regulations”*. Meanwhile, cost-cutting and internal reorganisations saw some predict that their teams would shrink.

Recruitment

Job advertisements edged out the Asian-mena region’s overall favourite method of finding in-house counsel with 51.3 percent of those surveyed preferring this method as opposed to the 46.1 percent that use recruiters (the regional favourite). Use of recruiters, however, is up from last year, when 39.3 percent of those in Malaysia preferred this route. Job websites are also a frequent means of employment, as 35.5 percent use these. 19.7 percent find that referrals from other in-house lawyers are best, referrals from external counsel are trusted by 17.1 percent, hiring directly from external counsel and referrals from others within the company are used by 14.5 percent each and the rest prefer other means.

KEY ISSUES AND CONCERNS

Malaysia’s In-House Community feels that the available legal talent pool is too shallow, with industry knowledge largely lacking in the jurisdiction. Some noted specific laws that recently came into effect as areas where knowledge and experience are scarce, though others mentioned a lack of more fundamental skills, such as drafting.

Many in-house counsel in Malaysia are in a struggle to *“convince the business unit to look at the legal risk of [what they are doing]”*. *“Our commercial colleagues are unable to comprehend and understand the need to minimise legal risk vs their commercial profit [sic]”*, another told us.

Legal being perceived as a cost rather than an aid was also mentioned by others, and in the coming year, some see the issue of tackling more work with less resources as a cause for concern. Interestingly, unlike in the other ASEAN jurisdictions, no Malaysian responses cited concerns over the effect of the forthcoming economic integration, though many may have indirectly referred to this when referring to *“updating legislation”* as a cause for concern.

Working with external counsel

External counsel’s expertise in a specific area is a deciding factor for 81.6 percent of Malaysia’s In-House Community, as are fees. Also emphasised were responsiveness (60.5 percent), reputation of law firm (42.1 percent), reputation of an individual lawyer (36.8 percent) and relationship between company and law firm (26.3 percent). The next-most important factor is free know-how (for example: legislative updates), with 17.1 percent influenced by this. (Figure 19)

No one particular issue has stood out as a concern for in-house

counsel in Malaysia when dealing with external counsel in the last 12 months, though excessive fees, according to 39.5 percent of those surveyed, is the main downside to external help; followed by failure to understand the company, a complaint held by 38.2 percent; work performed slowly, as stated by 35.5 percent; and failure to answer questions in a timely manner: a problem had in the past year by 34.2 percent of those asked. (Figure 20)

Almost three quarters (73 percent) see no reason to adjust the degree to which they rely on external counsel in the coming year, while 16.2

percent expect to use them more often and 10.8 percent anticipate using their aid less.

As well as a lack of adjustment in the volume of work they assume they will receive, the in-house counsel in Malaysia expecting no change in work undertaken externally said that though the load would likely increase, they were going to take on the extra bulk internally, with some claiming that they simply do not have the choice due to budget.

Business expansion (some of which being overseas) and the requirement for specialised knowledge were the main reasons given by those expecting to use external counsel more, along with new regulations. In cases where in-house counsel said they would use private practice lawyers less, most pointed to a preference to handle matters in-house, though cost, as per usual, was a prevalent factor.



PHILIPPINES

The most responsive sector of this jurisdiction’s In-House Community in this year’s survey is Government/Regulatory, with 29.2 percent represented by this classification. Joint second are Energy/Natural Resources and Financial Services, each with 12.3 percent. Real Estate/Construction in-house counsel, at 9.2 percent, are also well-represented. 7.7 percent of respondents are working in Manufacturing companies and 4.6 percent in the area of Fast-Moving Consumer Goods.

Team sizes

In-house legal team sizes are also more evenly spread than they are in numerous other jurisdictions, with teams of two-to-five being the most common at 38.1 percent. In-house departments with between six and 20 people represent just over a quarter of

“Expanding business justifies increased consultation with external counsel. Further, controversial new regulation will need decisive guidance from external advisers, who may have the tools we do not in order to make a careful but pragmatic opinion”

those surveyed, at 25.4 percent, and teams of 21-50 are had by 19 percent of those asked. The two least popular in-house sizes are one (11.1 percent) and 51 or more (6.3 percent).

The majority believe that their teams will remain the same size over the coming year, with 61.9 percent stating so. Asked why, members of the community in some cases noted that resources were scarce and therefore budgetary constraints would make adding to their teams implausible, while others concluded that their current staff could take on the current workload. The 36.5 percent expecting growth mentioned factors such as growing business, some due to ASEAN integration.

Recruitment

One way in which the Philippines differs from much of the rest of the region covered is its main methods of hiring in-house counsel. Though in most jurisdictions legal recruiters are the preference, in the Philippines this is tied for fifth at 12.3 percent along with referrals from external counsel. The top hiring method is job advertisements (46.2 percent), and this is followed by referrals from other in-house lawyers (30.8 percent), online job websites (21.5 percent) and referrals from others within the delegate's company (20 percent).

KEY ISSUES AND CONCERNS

Although the country has made clear forward strides in the area over the last few years, *“Corruption in government, particularly bribery of government officials”* is an issue cited by in-house counsel in the Philippines more than in any other jurisdiction. Along with those in other emerging markets, a typical complaint was that *“Inconsistent regulations and vague implementing rules make it extremely difficult to do business and deliver services to our customers”*. This senior in-house counsel went on to say *“Our industry is highly regulated, and it doesn't help that the relevant government [departments] are severely understaffed”*.

“Inconsistent regulations and vague implementing rules make it extremely difficult to do business and deliver services ... Our industry is highly regulated, and it doesn't help that the relevant government [departments] are severely understaffed”

As with their peers around the region, keeping up with new regulations and developments is always a challenge: *“The Fair Competition Act is a hot topic right now, and the implementing rules will be scrutinised ... Also, data privacy is extremely important despite the absence of the implementing rules, given the heavy overseas regulation”*.

Looking to the future, members of the In-House Community in the Philippines expect compliance, FATCA, competition law and developments across ASEAN to keep them busy.

Many observers feel that the Philippines is better placed than many jurisdictions to take advantage of the upcoming ASEAN integration, not least its lawyers, who having native language standards of English, which will be the official language of the ASEAN Economic Community, are well suited for cross-border roles.

Working with external counsel

Just over half of those surveyed (50.8 percent) see themselves using external counsel about the same amount in the coming year, often due to an increased reliance on the in-house team to combat the increased workload and seeing no reason for the amount of work to grow. These were also the main reasons people expected to use external counsel less, along with cost.

Of the 35.6 percent expecting to use external counsel more over the next year, many pointed to business expansion and added complexity of legal issues, as well as a changing regulatory environment.

On what makes certain external counsel stand out, 70.8 percent of participants said expertise in a specific area. 52.3 percent are swayed by the reputation of the law firm, 46.2 percent by fees and the fourth most prevalent reason was responsiveness, with 44.6 percent of the votes. (Figure 21)

Over the past 12 months, a lack of updates on matters has been the main problem when dealing with external counsel in the Philippines according to the 33.8 percent of the community that gave this answer. Excessive fees, which have been found to be a problem by 32.3 percent, and a failure to answer questions in a timely fashion, noted by 27.7 percent, were also recurring issues. (Figure 22)

PHILIPPINES

Figure 21: Which factors most influence your choice of external counsel?

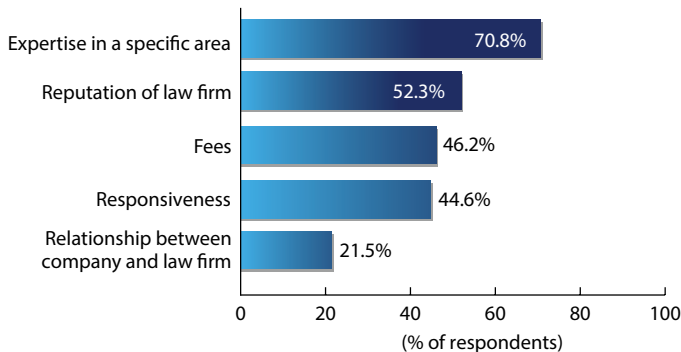
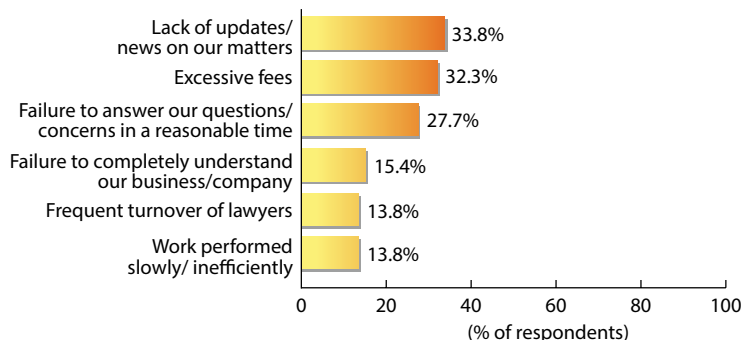


Figure 22: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



THANK YOU!

TO ALL THE IN-HOUSE COUNSELS WHO VOTED FOR US



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SINGAPORE

Though usually Financial Services draws the largest chunk, last year being spoken for by 30.9 percent of Singapore's In-House Community, this year, only 13.1 percent of participants in Singapore work in that industry, placing it third. Manufacturing and Technology, Media and Telecommunications both claimed the highest representation with 15.5 percent, and the fourth most popular classification was Energy/Natural Resources with 10.7 percent.

Team size

The most common team size respondents are working in is two-to-five (44.7 percent), followed by teams of six-to-20, which was the case for 28.2 percent of those who filled out the survey. 12.9 percent work alone, 8.2 percent in teams of over 50 and only 5.9 percent are in departments sized 21-50.

None of those asked believe their team will shrink in the coming 12 months, with most (76.3 percent) under the impression that they'll remain a consistent size. The other 23.7 percent, due to growth in business and workload, as well as restructuring of personnel, anticipate their in-house team size increasing over the next year. Justifications for presuming the team size will remain as is include an adequate current team size and budgetary restraints, as is the case in multiple other jurisdictions. Last year, some (though only 1.3 percent of) delegates in Singapore believed their teams would shrink during the subsequent 12 months.

“Due to cost control measures we try to do all work in-house unless its cross-border or requires very specialised advice”

Recruitment

The most frequent way in which in-house departments find new lawyers in Singapore is still through legal recruiters, which is the chosen method for 76.2 percent of participants. Others find placing job advertisements useful (33.3 percent), referrals from others within their company (17.9 percent) and referrals from other in-house lawyers (16.7 percent).

KEY ISSUES AND CONCERNS

“Keeping up-to-date with the compliance requirements from different jurisdictions in Asia” is the biggest concern of many regional counsel, both in Singapore and across Asia. In the words of another though, “[Working in] an evolving and sometimes vague local regulatory framework [with] unpredictable enforcement actions” was an issue, which might be a surprising conclusion of the role in the Lion City to some.

The impact of ASEAN integration was seen as a concern, with many citing relevant regulatory updates and legislative changes as being challenges that are currently facing in-house counsel. Managing costs and compliance were key ongoing concerns for others.

Respondents anticipate that these issues along with an increasing workload that is not matched by an increase in resources will be the challenge to face going forward. Also, many saw preparing for a new technological era as something that will be important.

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Working with external counsel

When evaluating external counsel, more than anything, Singapore’s In-House Community considers expertise (77.4 percent). Secondly, they prioritise both fees and responsiveness, each of which was one of the most influential factors according to 47.6 percent. Law firm reputation (28.6 percent) is also important, as are relationship between company and law firm and reputation of individual lawyer (both 22.6 percent). (Figure 23)

Asked about the pitfalls of outside counsel, excessive fees were the number one concern, with 46.4 percent claiming this was an issue they had been bothered by. Others were keen to point out that there is often a failure to completely understand the business (36.9 percent) and that external counsel frequently take too long to get back to them (35.7 percent). The same top three issues are consistent with last year’s survey. (Figure 24)

As well as the majority of in-house counsel in Singapore expecting no additional employment in-house, most (63.9 percent) also expect no increased use of external counsel over the coming 12 months. 30.1 percent anticipate using law firms more and six percent predicted that they would use them less.

It appears that a lot of the community in Singapore only refers to external counsel when it comes to litigation, with many saying they did not plan to use external counsel more because they only use them for these cases: “*We hope to settle our disputes amicably, in the interest of maintaining business relationships. Only in extreme last-resort cases do we institute legal proceedings*”. Similarly, some of the responses as to why the participant foresaw more external counsel use justified this by saying they expected to be involved in more litigation cases in the coming year.

Budget and preferring to keep work in-house were also reasons some said the use of external counsel would remain the same: “*Due to cost control measures we try to do all work in-house unless it’s cross-border or requires very specialised advice*”.

Another reason for stating external counsel would be used less was a web-based provider of information, showing that technology is being integrated into the jurisdiction’s approach to the sector more than it has been previously.

Along with the desire to use external counsel for litigation cases and compliance and regulatory issues, which are common reasons in many jurisdictions for anticipating increased usage of external counsel, some noted ASEAN as being a reason to require extra outside aid.



SOUTH KOREA

This year, counsel employed in Manufacturing and Financial Services were the most responsive amongst South Korea’s In-House Community, each with 20.4 percent representation. Technology, Media and Telecommunications came third at 14.3 percent and the fourth most common industry for participants to work in was Energy/Natural Resources (12.2 percent).

SINGAPORE

Figure 23: Which factors most influence your choice of external counsel?

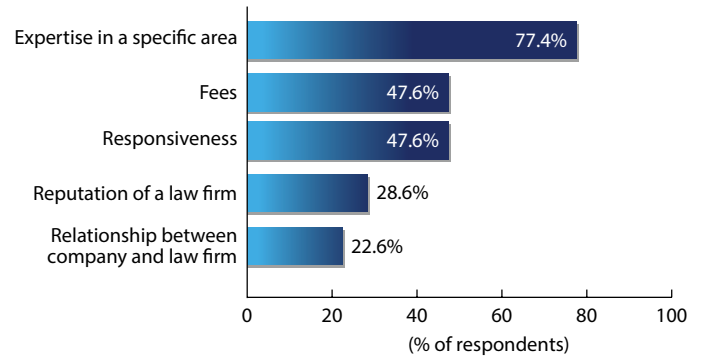
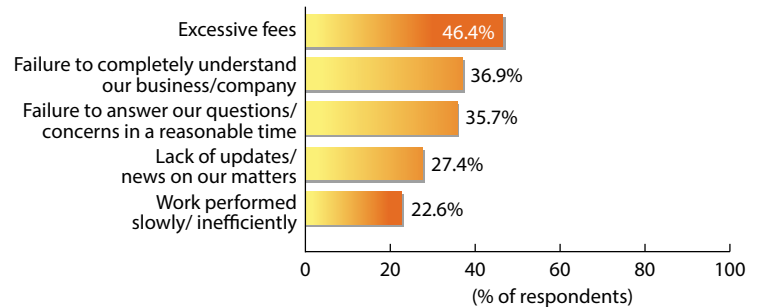


Figure 24: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



Team size

In-house departments of two-to-five and six-to-20 were most likely, with each accounting for 30.4 percent of those responding. Groups of 21-50 were next with 17.9 percent, followed by departments of one (12.5 percent) and finally, 51 or more (8.8 percent).

Over the coming year, most surveyed in-house counsel expected their teams to remain the same size. Other than the 61.3 percent that said this, 36.7 percent anticipated growth in team size and just two percent said their teams would shrink. The few that said their teams would shrink noted a changing business model, at times due to cost and an upcoming increased reliance on external counsel, while those remarking that their teams would grow mentioned an increasing workload due to company expansion. Workload (remaining constant) and cost were also reasons for in-house counsel expecting their teams to remain the same size.

Recruitment

Over half of respondents (53.1 percent) work in companies that use recruiters as the most common method of hiring in-house lawyers. Other noteworthy ways of locating in-house counsel in South Korea according to respondents include placing job advertisements (32.7 percent) and referrals from other in-house lawyers (20.4 percent). This year’s top two were also the most popular answers last year, but in reverse order.

SOUTH KOREA

Figure 25: Which factors most influence your choice of external counsel?

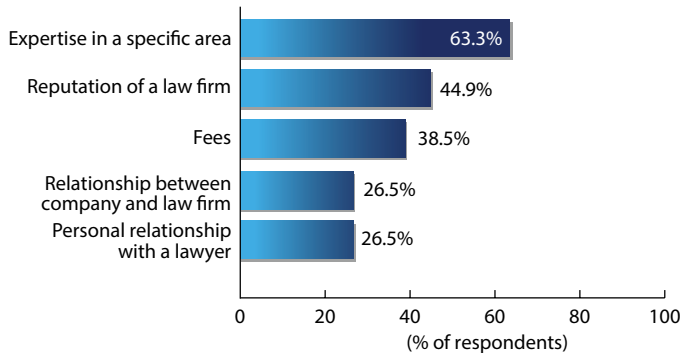
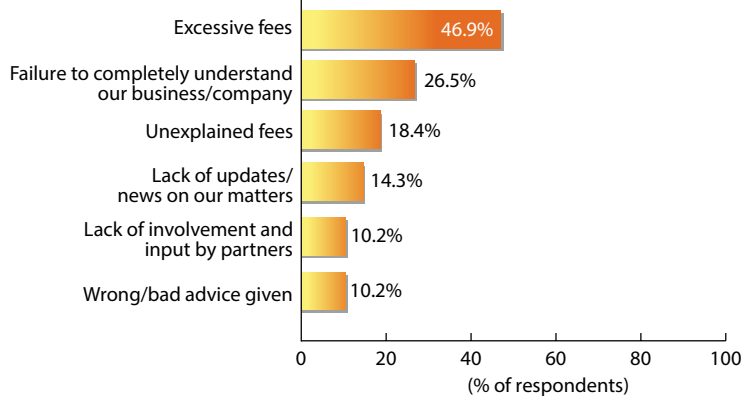


Figure 26: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



KEY ISSUES AND CONCERNS

Many respondents when asked what concerns they had about the current legal market said that it was overly saturated. They also noted that the budget their departments receive does not allow for them to do the work to the best level, while some stated that their advice had been ignored, so that it was a case of earning company trust. In-house counsel are still struggling for empowerment in many Korean organisations it seems. According to one: “until now, Korean companies tended to neglect in-house counsel’s legal advice”, while another stated “In-house counsel do not have much say in our company”. Still, others are being leant on too heavily it seems: “It’s tough to deal with junior level staff in the commercial/business team when they want in-house counsel to make a decision for them on every issue, even [those of a] commercial, business nature, so that they can avoid taking the blame if things go wrong”.

A less than vibrant economic situation in the country is also taking its toll. According to one community member there “Overall, continued soft orders make competition hotter than ever, leading to the business [being] more focussed on sales, survival and cost saving rather than on risk management”, with another reflecting the comments of his Seoul peers: “The uncertainties in the Korean economy in general will have spillover effects on [those of us in] the in-house community”.

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Personal Information Protection Act (PIPA), as with its equivalent legislation in other Asian jurisdictions, is a concern for many in Korea.

Working with external counsel

The increased reliance on external counsel foreshadowed by the few that said their in-house teams would shrink is backed up on the whole, as 46.9 percent expect to use outside aid more over the coming 12 months. 44.9 percent anticipate an equal reliance on outside counsel, while only 8.2 percent see themselves using law firms less during the coming year.

Increasingly complex and diverse work was why most of those that thought their use of external counsel would increase did so, as well as an incrementing workload. Some who said their use of external help would remain the same remarked that law firms are only factored in when the company faces an unexpected litigation. Others expected a steady amount of legal work, so saw no reason to adjust the amount handled outside the company. Some who said they intend to use external counsel less said that, rather than concerns such as cost or lack of understanding, it was due to expecting less work in the coming year, though one participant stated that when workload diminished, the preference was to outsource less rather than shrink the in-house team.

The three issues above were concerns had by many within South Korea over the past year, with excessive fees being noticed by 46.9 percent and a failure to understand the business causing problems for 26.5 percent. Other issues that were of high concern include unexplained fees (18.4 percent), a lack of updates (14.3 percent) and wrong or bad advice being given (10.2 percent). (Figure 26)

As it was last year, expertise in a specific area is the forefront reason for some external counsel standing out from others, with 63.3 percent making decisions based on this. Second was reputation of a law firm (44.9 percent), fees came third and both personal relationship with a lawyer and relationship between company and law firm are regarded fourth-highest at 26.5 percent. Reputation of an individual lawyer and responsiveness were the only other aspects thought to be of high importance by over a fifth of participants, each with 20.4 percent of the votes. (Figure 25)



THAILAND

This year's In-House Community industry representation in Thailand has Energy/Natural Resources and Manufacturing, each with 18 percent, tied for most responses. Technology, Media and Telecommunications comes in third (with 16 percent) and Financial Services fourth (with 12 percent). Counsel employed by Fast-Moving Consumer Goods companies provided the fifth-highest number of respondents with eight percent.

Team size

Last year, 53.4 percent of those surveyed worked in

teams of between two and five. This was still the most popular answer this year, but only 36.7 percent of respondents work in teams this big this year, barely more than the 34.7 percent that work in teams of six-to-20. 20.4 percent work alone, 8.2 percent in teams of 51 or more and no one who was surveyed fits in the 21-50 bracket.

As was the case 12 months ago, the majority of in-house lawyers in Thailand believe their teams will remain the same size over the next year (62 percent). Though budgeting and economic concerns were given as reasons for this, the majority of respondents were content with their current team size, as most said they had sufficient in-house resources and saw no need to expand.

Of the remaining, 30 percent anticipate in-house growth, while eight percent are under the impression that their teams will shrink. Expanding business and legal work were the main reasons people expected to see their teams grow, with one remarking that familiarity with the company would be crucial, therefore having in-house counsel would be preferable. The determining factor as to why people thought their teams would shrink was budgetary constraints.

Recruitment

The most common means of finding new in-house lawyers in Thailand is via legal recruiters, with 40 percent of respondents preferring this method. Other frequent ways of locating new team members include hiring directly from external counsel and referrals from others within the company, each chosen by 24

THAILAND

Figure 27: Which factors most influence your choice of external counsel?

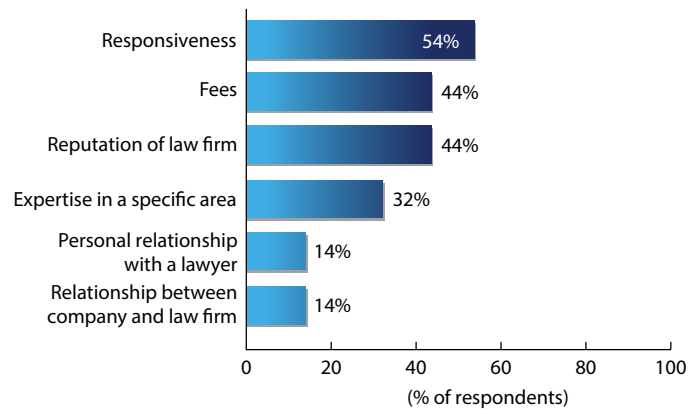
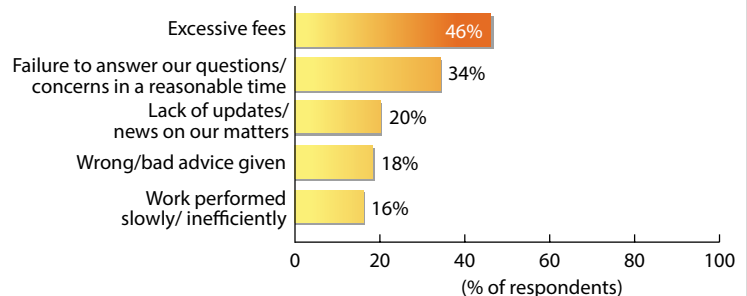


Figure 28: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?





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percent. Referrals from other in-house lawyers are regarded highly by 22 percent and 20 percent place job advertisements. This demonstrates a shift, as job advertisements, with 30.9 percent, were Thailand's most popular means last year, while legal recruiters came second with a 25.5 percent persuasion.

KEY ISSUES AND CONCERNS

The rules and regulations stemming from the ASEAN integration are seen as the main challenge facing in-house counsel in Thailand by many, with *"awareness of legal risk related to ASEAN integration,"* and keeping on top of *"trade liberalisation in ASEAN, laws, rules, regulations and practice"* being among the responses.

"Convincing all employees, including top management, [of the] importance of legal & compliance," remains a challenge. Some also said they felt the need to look outside the jurisdiction for expertise in their industry as there was no one with enough experience domestically available.

International issues that participants thought would be of concern over the coming 12 months were not all related to ASEAN, as China was mentioned too. In fact, issues on the international stage were at the forefront of the minds of almost all respondents, with only a few noting domestic issues: a sign that Thailand's In-House Community is largely anticipating internationalisation over the coming year.

Working with external counsel

In the next 12 months, just under half of those surveyed (48 percent) expect to use external counsel more. 38 percent said they would use external counsel about as much and 14 percent intend to use them less.

Many of those anticipating an increase in work dealt with externally said this was due to incoming projects and business expansions, some related to the ASEAN Economic Community. Those expecting to use outside help less said this was due to both cost and wanting to hire more in-house counsel and deal with issues internally. In-house counsel that saw no need for increased reliance on outside counsel overwhelmingly claimed that this was because they don't use them on day-to-day issues and they did not foresee anything out of the ordinary in the near future.

The most persuasive factor when Thailand's In-House Community chooses external counsel is responsiveness (54 percent). Fees and law firm reputation are the second-highest influences, each being important to 44 percent, while expertise in a specific area – usually top priority – is fourth at 32 percent. (Figure 27)

Excessive fees are the number one concern for in-house counsel in Thailand when referring work to external counsel, as stated by 46 percent of those surveyed. A failure to answer questions and concerns in a timely manner has been an issue found by 34 percent and 22 percent said external counsel often fail to completely understand their business. One fifth also noted a lack of updates on matters. (Figure 28)



UNITED ARAB EMIRATES

In-house counsel in Financial Services and Real Estate/Construction each had the highest representation with 18.5 percent, the next-highest being Energy/Natural Resources and Technology, Media and Telecommunications, both on 16.9 percent.

Team size

Just under half (48.4 percent) of the UAE's In-House Community is in teams of between two and five. Teams of six-to-20, as was the case last year and the year before, are the second most common (29.7 percent). The other three sizes all had similar representation, with one person performing the in-house function in 10.9 percent of cases, 51 or more in 6.3 percent and 21-50 in 4.7 percent.

Most of those surveyed believe their in-house teams will remain the same size over the coming year, with 54.8 percent of this persuasion. A further 37.1 percent assumed their teams would grow, while the remaining 8.1 percent anticipated their teams getting smaller over the

next 12 months.

Reasons for counsel expecting their teams to remain the same size ranged from recent hires and a good work-to-lawyer ratio, to a steady workflow and trust of external counsel to meet their needs, though some also stated that budget was the cause. Almost all who said their teams would grow said this was simply to keep up with the workflow, while those expecting their teams to shrink do so as a result of less work and less money.

Recruitment

The principal method of finding in-house lawyers in the UAE is via legal recruiters (56.9 percent). Less than half as popular but still second is referrals from others within one's company, which is seen as a good option by 24.6 percent of delegates. Job advertisements (23.1 percent) and referrals by other in-house lawyers (20 percent) are also common.

KEY ISSUES AND CONCERNS

Uncertainty is a theme that repeats in the UAE In-House Community's answers to 'What do you believe are the biggest challenges facing in-house counsel in your jurisdiction?', many blaming the fact that the laws constantly change. Linguistic elements and a lack of procedure are also concerns though, the implications of which dictate not only understanding, but also choice of external counsel, as knowledge of the local language is mandatory in some cases: *"Here in the UAE, the main problem we face is the language. Court proceedings and litigations are in the local language. Hence, for all court proceedings we have to rely on local lawyers",* and for those with a regional role *"in many Middle Eastern jurisdictions, local firms lack the quality of services [required]"*.

"Within the Middle East, finding and retaining qualified and skilled professionals who know the local legal systems and cul-

"Our business is placing greater demands on our time, but not providing internal headcount to match this demand"

ture” is a problem for many international companies operating in “unpredictable jurisdictions” whilst dealing with “the high cost of lawyers” there.

Over the next 12 months, compliance, particularly “with the new Commercial Companies Law”, dealing with corruption, managing costs, and “ensuring colleagues are aware of new regulations and the impact they have on the business” are among the key issues UAE and Middle East regional counsel will be dealing with.

Working with external counsel

The most influential factor for the UAE’s In-House Community when choosing external counsel is expertise in a specific area, as stated by 73.8 percent. The next priorities are fees (44.6 percent), reputation of law firm and responsiveness (both 40 percent), personal relationship with a lawyer (33.8 percent) and relationship between company and law firm (29.2 percent). (Figure 29)

Excessive fees (61.5 percent), followed by unexplained fees (30.8 percent) were the two most common drawbacks to hiring external counsel in the UAE over the past 12 months. Lack of updates (26.2 percent) and work performed slowly/inefficiently (23.1 percent) were also hindrances found by many in the In-House Community in the UAE. (Figure 30)

Flaws aside, a huge chunk expects to either use external counsel as much (52.5 percent) or more (35.6 percent) over the coming year, with the other 11.9 percent of the opinion that they will use them less.

Those expecting to use external counsel about the same amount said this was due to an intended reliance on their in-house capacity, as all of the routine work could be undertaken by the current team and they saw no reason for additional work to be necessary.

Some expecting to use outside help more cited dynamic new challenges as a reason, and also noted the diversified work they would be taking on, making expertise in an array of areas a requirement. Another aspect leading to this conclusion was that their business had a reluctance to add to the internal headcount, but still demanded that all work was completed in a timely manner. Cross-border issues, therefore specialisation, was also a reason to expect more use of external counsel.

Reasons some expected to use external counsel less included expense, reliance on those in-house and the downturn in the oil and gas industry.

VIETNAM

As is the case in many of the more mature markets in the survey, Vietnam boasts more respondents in the Financial Services sector (30.2 percent) than any other, with second place going jointly to Fast-Moving Consumer Goods and Technology, Media and

UNITED ARAB EMIRATES

Figure 29: Which factors most influence your choice of external counsel?

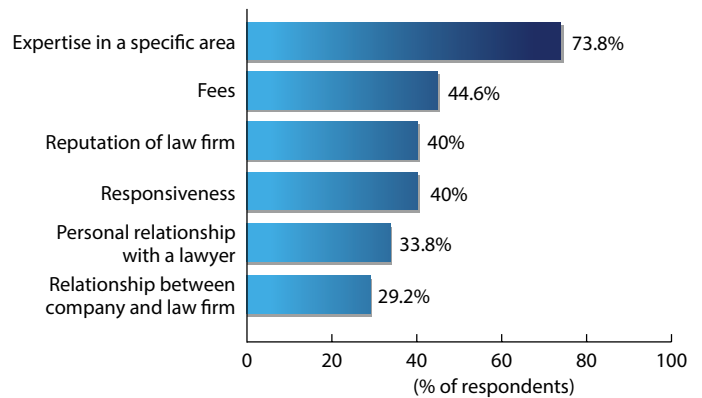
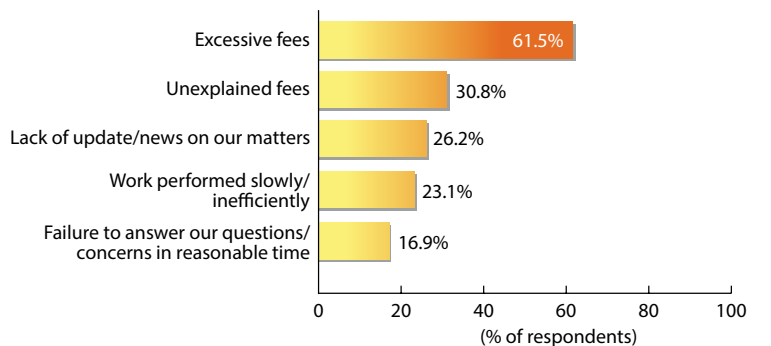


Figure 30: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



Telecommunications, both with 14 percent representation. Counsel employed by Real Estate/Construction and Life Sciences companies are each represented by 9.3 percent, while Energy/Natural Resources and Manufacturing were tied sixth-highest at seven percent.

Team size

One would assume (as those surveyed last year in Vietnam did) that in Vietnam’s emerging market, in-house teams are growing, and this assumption has been proven correct, notably due to the fact that none of those surveyed last year were in teams of over 20, while this year, 2.3 percent are in the 21-50 bracket. The jurisdiction also boasts a higher percentage of teams between six and 20, as this year, 27.9 percent of departments are this size, compared to last year’s 19.6 percent. The remainder were working solo (18.6 percent) or in teams of two-to-five (51.2 percent).

Though there was a lower percentage working alone last year (15.2 percent), the prediction last year – that all teams would either remain the same size or grow (50 percent believing their teams would grow, 50 percent expecting them to stay as they were) – may still have been correct, as this year’s survey could include newly-found legal departments, employed by businesses that previously only outsourced legal work. This year, fewer (28.6

“In many Middle Eastern jurisdictions, local firms lack the quality of services [required]”

percent) foresee growth, 69 percent expect their teams to sustain and 2.4 percent anticipate shrinking.

Control of headcount and wanting to stabilise the business were the main reasons respondents said their teams would remain as they were, many wanting to level off after recent expansions. Those expecting a higher quantity of in-house lawyers by the end of the year cited business growth and the fact that legal responsibility and risk had grown and would continue to do so. Many business expansions noted were on an international stage as well as a domestic one, showing the ambition of many of the jurisdiction's companies.

Recruitment

The most popular means of finding additional in-house legal support among those surveyed this year is placing job advertisements (34.9 percent).

Using legal recruiters (of which there are few in Vietnam) and referrals from other in-house lawyers drew on 32.6 percent. Referrals from others within the company were a noteworthy fourth with 23.3 percent of the votes.

KEY ISSUES AND CONCERNS

Amongst the community's key concerns in Vietnam was the complaint that *"unlike international companies, local companies have little awareness and understanding of the role of in-house counsel"*, suggesting the jurisdiction still has a long way to go as far as corporate law is concerned to catch up to more mature markets such as Hong Kong and Singapore. Some also said that laws are often ambiguous *"... non-transparent laws and regulations, too many (and unexpected) changes to laws, inconsistent implementation of the laws and corruption in the market"* made their role difficult.

Over the next year, respondents anticipate that the laws will continue to change as the jurisdiction evolves, and expect keeping up with the developments to be of considerable importance and demand a lot of their time. Some referred specifically to OFAC, EU and UN sanctions, and said that complying with these *"without affecting our business"* would be a challenge.

Working with external counsel

Lawyers in Vietnam are not just expecting more in-house work, but also more legal work in general, as 35.9 percent of those asked stated that they would use external aid more over the next 12 months, over four times the amount expecting to use them less (7.7 percent). The other 56.4 percent expect the amount of work referred to outside counsel to remain the same.

As would be expected in an emerging market, business expansion and venturing into new areas of law were the most common reason respondents claimed they would use external counsel more. Reasons people expected to use firms less were cost and an

VIETNAM

Figure 31: Which factors most influence your choice of external counsel?

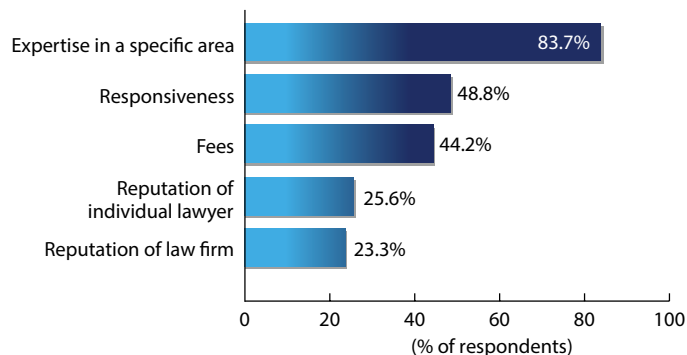
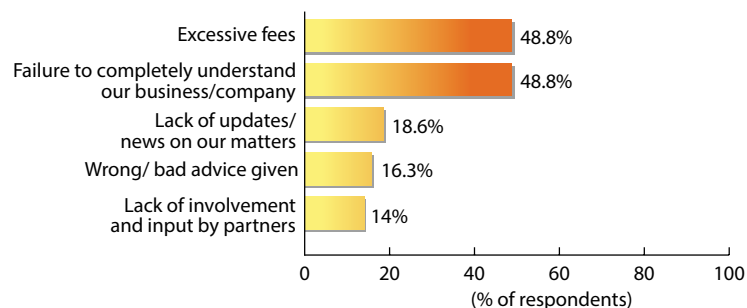


Figure 32: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



increased reliance on the in-house function, while those who said they would use external help about as much frequently stated that their businesses had recently plateaued in terms of expansion, as well as that they would only go out-of-house when necessary, and currently saw no reason for this.

Expertise in a certain area are again the most important factor to in-house counsel in Vietnam, though even more so this year, as

this was a top priority for 73.9 percent last year and is one for 83.7 percent this year – almost a 10 percent leap. Responsiveness (48.8 percent) and fees (44.2 percent) are the second and third-highest considerations, and sway far more people than the fourth-highest – reputation of an individual lawyer – which is persuasive according to 25.6 percent. (Figure 31)

Issues that have raised concern for Vietnam's In-House Community when dealing with external counsel, and therefore issues firms should work on if they want to differentiate themselves, are foremost excessive fees and failure to completely understand the business: problems found by 48.8 percent each. These were the two most significant drawbacks according to last year's survey too. Subsequent concerns are a lack of updates (18.6 percent), wrong or bad advice given (16.3 percent) and a lack of involvement from partners (14 percent). (Figure 32)

"Unlike international companies, local companies have little awareness and understanding of the role of in-house counsel"

ASIAN-MENA COUNSEL is pleased to announce the ‘In-House Community Firms of the Year’ for 2015. The results are based entirely on the votes and testimonials of in-house counsel and corporate decision makers surveyed as part of the 9th annual ASIAN-MENA COUNSEL – In-House Community ‘Representing Corporate Asia & Middle East’ Survey.



A Unique & Objective Methodology

Over 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 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). See Figure 1 on page 24 for a full breakdown of our respondents by job title and role.

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, some 830 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. It is not a ranking of firms, and a law firm’s absence from the below is no criticism of them or their abilities, but it is to the great credit of the firms honoured herein that their clients have voluntarily nominated them for recognition in the following areas.

“ ... the survey does not lead [respondents’] choices in any way whatsoever and hence is unique among legal polls in the region”

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, and in the event of significant votes but no outright winner in a category, we have named all the firms as ‘Honourable Mentions’.

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

CHINA

ALTERNATIVE INVESTMENT FUNDS (including private equity)

- Jun He Law Offices
 - Linklaters
- Honourable Mentions*
- Fangda Partners
 - King & Wood Mallesons

ANTI-TRUST/ COMPETITION

- Freshfields Bruckhaus Deringer
 - Zhong Lun Law Firm
- Honourable Mentions*
- Anjie Law Firm
 - Jun He Law Offices
 - King & Wood Mallesons
 - Linklaters

AVIATION

- King & Wood Mallesons

BANKING AND FINANCE

- King & Wood Mallesons
 - Linklaters
- Honourable Mention*
- Fangda Partners

CAPITAL MARKETS

- Jun He Law Offices
 - Simpson Thacher & Bartlett
- Honourable Mention*
- King & Wood Mallesons

COMPLIANCE/ REGULATORY

- Baker & McKenzie
 - Jun He Law Offices
 - King & Wood Mallesons
 - Sidley Austin
- Honourable Mentions*
- Debevoise & Plimpton
 - Herbert Smith Freehills



CORPORATE AND M&A

- Baker & McKenzie
- Clifford Chance
- Han Kun Law Offices
- King & Wood Mallesons

Honourable Mentions

- Allen & Overy
- Fangda Partners
- Freshfields Bruckhaus Deringer
- Jun He Law Offices
- Zhong Lun Law Firm

EMPLOYMENT

- Baohua Law Firm
- Jun He Law Offices
- King & Wood Mallesons

ENERGY AND NATURAL RESOURCES

- Global Law Office

Honourable Mentions

- Jun He Law Offices
- King & Wood Mallesons

ENVIRONMENTAL

- Jun He Law Offices
- Troutman Sanders LLP

INSURANCE

- Anjie Law Firm
- Clyde & Co

Honourable Mention

- Jun He Law Offices

INTELLECTUAL PROPERTY

- Jones Day

Honourable Mentions

- Baker & McKenzie
- Fangda Partners
- HFG
- King & Wood Mallesons
- Liu Shen & Associates
- Unitalen Attorneys at Law
- Zhong Lun Law Firm

INTERNATIONAL ARBITRATION

- Herbert Smith Freehills
- King & Wood Mallesons

Honourable Mention

- Jun He Law Offices

LIFE SCIENCES

- Clifford Chance
- Jun He Law Offices
- Sidley Austin

Honourable Mentions

- Clyde & Co
- King & Wood Mallesons

LITIGATION AND DISPUTE RESOLUTION

- Jun He Law Offices
- King & Wood Mallesons

Honourable Mentions

- Fangda Partners
- Herbert Smith Freehills
- Martin Hu & Partners (MHP)
- Zhong Lun Law Firm

MARITIME AND SHIPPING

- Clyde & Co

Honourable Mention

- Sloma & Co

PROJECTS AND PROJECT FINANCING

Honourable Mentions

- Jun He Law Offices
- White & Case

REAL ESTATE/ CONSTRUCTION

- Zhong Lun Law Firm

Honourable Mentions

- Jun He Law Offices
- King & Wood Mallesons

RESTRUCTURING & INSOLVENCY

- Jun He Law Offices
- King & Wood Mallesons

Honourable Mentions

- Baker & McKenzie
- Morrison & Foerster
- Travers Thorp Alberga

TAXATION

- EY

Honourable Mentions

- Jun He Law Offices
- KPMG

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

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

Honourable Mention

- Herbert Smith Freehills

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR, CHINA

- Baker & McKenzie
- Clifford Chance
- Freshfields Bruckhaus Deringer

Honourable Mention

- Linklaters

MOST RESPONSIVE DOMESTIC FIRM OF THE YEAR, CHINA

- King & Wood Mallesons

Honourable Mentions

- Dacheng Law Offices
- Fangda Partners
- Han Kun Law Offices
- Jun He Law Offices
- Martin Hu & Partners (MHP)
- Zhong Lun Law Firm

HONG KONG

ALTERNATIVE INVESTMENT FUNDS

(including private equity)

- Clifford Chance
- Linklaters

Honourable Mentions

- Deacons
- Debevoise & Plimpton
- Kirkland & Ellis

ANTI-TRUST/ COMPETITION

- Herbert Smith Freehills

Honourable Mentions

- Baker & McKenzie
- Linklaters

AVIATION

- Mayer Brown JSM

BANKING AND FINANCE

- Linklaters

Honourable Mention

- Clifford Chance

CAPITAL MARKETS

- Linklaters

Honourable Mentions

- Clifford Chance
- Davis Polk & Wardwell

COMPLIANCE/ REGULATORY

- **Clifford Chance**
- **Linklaters**

Honourable Mentions

- Davis Polk & Wardwell
- Herbert Smith Freehills
- Simmons & Simmons

CORPORATE AND M&A

- **Deacons**

Honourable Mentions

- Gibson, Dunn & Crutcher
- Linklaters

EMPLOYMENT

- **Simmons & Simmons**

Honourable Mentions

- Baker & McKenzie
- Linklaters

ENERGY AND NATURAL RESOURCES

Honourable Mentions

- Baker & McKenzie
- Clifford Chance
- Linklaters

INSURANCE

Honourable Mentions

- Clyde & Co
- Deacons
- DLA Piper
- Kennedys
- Mayer Brown JSM

INTELLECTUAL PROPERTY

- **Baker & McKenzie**

Honourable Mentions

- Deacons
- W.K. To & Co
- Wilkinson & Grist

INTERNATIONAL ARBITRATION

- **Deacons**
- **Herbert Smith Freehills**

Honourable Mention

- Clifford Chance

LIFE SCIENCES

- **Baker & McKenzie**

LITIGATION AND DISPUTE RESOLUTION

- **Clifford Chance**
- **Davis Polk & Wardwell**
- **Herbert Smith Freehills**

Honourable Mentions

- Baker & McKenzie
- King & Wood Mallesons
- Linklaters
- ONC Lawyers

MARITIME AND SHIPPING

- **Clyde & Co**
- **Reed Smith Richards Butler**

PROJECTS AND PROJECT FINANCING

- **Deacons**

REAL ESTATE/ CONSTRUCTION

- **ONC Lawyers**

Honourable Mentions

- Baker & McKenzie
- Clyde & Co
- Deacons

RESTRUCTURING & INSOLVENCY

- **Ropes & Gray**

Honourable Mentions

- Akin Gump Strauss Hauer & Feld
- Wilkinson & Grist

TAXATION

- **Baker & McKenzie**

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- **Eversheds**

Honourable Mention

- Paul, Weiss, Rifkind, Wharton & Garrison

INDIA

ALTERNATIVE INVESTMENT FUNDS (including private equity)

- **Amarchand & Mangaldas & Suresh A Shroff & Co***
- **AZB & Partners**

Honourable Mentions

- Khaitan & Co
- J Sagar Associates

ANTI-TRUST/ COMPETITION

- **AZB & Partners**

Honourable Mentions

- Amarchand & Mangaldas & Suresh A Shroff & Co*
- Khaitan & Co
- Luthra & Luthra

AVIATION

- **AZB & Partners**

BANKING AND FINANCE

- **Amarchand & Mangaldas & Suresh A Shroff & Co***
- **AZB & Partners**

Honourable Mentions

- Lakshmikumaran & Sridharan
- Phoenix Legal

CAPITAL MARKETS

- **Amarchand & Mangaldas & Suresh A Shroff & Co***

Honourable Mentions

- AZB & Partners
- Deloitte
- Luthra & Luthra

COMPLIANCE/ REGULATORY

- **Amarchand & Mangaldas & Suresh A Shroff & Co***

Honourable Mentions

- AZB & Partners
- EY
- J Sagar Associates

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR, HONG KONG

- **Linklaters**

Honourable Mention

- Clifford Chance

MOST RESPONSIVE DOMESTIC FIRM OF THE YEAR, HONG KONG

- **Deacons**

Honourable Mentions

- Fairbairn Catley Low & Kong
- ONC Lawyers
- Wilkinson & Grist



CORPORATE AND M&A

- **AZB & Partners**
- **Herbert Smith Freehills**
- **Khaitan & Co**

Honourable Mentions

- *Amarchand & Mangaldas & Suresh A Shroff & Co**
- Economic Laws Practice

EMPLOYMENT

- **AZB & Partners**

ENERGY AND NATURAL RESOURCES

- **AZB & Partners**

Honourable Mention

- J Sagar Associates

ENVIRONMENTAL

- **Luthra & Luthra**
- **Bharucha & Partners**

INSURANCE

- **AZB & Partners**

INTELLECTUAL PROPERTY

- **Anand and Anand**

Honourable Mentions

- De Penning & De Penning
- Khaitan & Co
- Kochhar & Co
- Krishna & Saurastri Associates
- Lakshmikumaran & Sridharan
- Naik Naik & Company
- Nishith Desai Associates

INTERNATIONAL ARBITRATION

- **Amarchand & Mangaldas & Suresh A Shroff & Co***
- **AZB & Partners**
- **Ince & Co**

Honourable Mention

- Bharucha & Partners

LIFE SCIENCES

- **Nishith Desai Associates**

LITIGATION AND DISPUTE RESOLUTION

- **Amarchand & Mangaldas & Suresh A Shroff & Co***

- **AZB & Partners**

Honourable Mentions

- Clasis Law
- J Sagar Associates
- Khaitan & Co
- Luthra & Luthra
- Wadia Ghandy & Co

MARITIME AND SHIPPING

- **Mulla & Mulla & Craigie Blunt & Caroe**

PROJECTS AND PROJECT FINANCING

- **Amarchand & Mangaldas & Suresh A Shroff & Co***

Honourable Mentions

- J Sagar Associates
- Khaitan & Co
- Phoenix Legal

REAL ESTATE/ CONSTRUCTION

- **Wadia Ghandy & Co**

Honourable Mentions

- Phoenix Legal
- Tatva Legal

TAXATION

- **EY**
- **Lakshmikumaran & Sridharan**

Honourable Mentions

- *Amarchand & Mangaldas & Suresh A Shroff & Co**
- AZB & Partners

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- **Nishith Desai Associates**

Honourable Mention

- DSK Legal

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR, INDIA

- **Clyde & Co**
- **Ince & Co**

Honourable Mention

- Herbert Smith Freehills

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, INDIA

- **Amarchand & Mangaldas & Suresh A Shroff & Co***

- **AZB & Partners**

Honourable Mentions

- Clasis Law
- Economic Laws Practice
- J Sagar Associates
- Khaitan & Co
- Luthra & Luthra
- Wadia Ghandy & Co

* At the time of voting, Amarchand & Mangaldas & Suresh A Shroff & Co was one firm. As of May 9, the firm has split into Shardul Amarchand Mangaldas & Co and Cyril Amarchand Mangaldas

INDONESIA

ALTERNATIVE INVESTMENT FUNDS (including private equity)

- **Hadiputranto, Hadinoto & Partners**

Honourable Mentions

- Herbert Smith Freehills
- Oentoeng Suria & Partners

ANTI-TRUST/ COMPETITION

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

Honourable Mentions

- Hiswara Bunjamin & Tandjung
- Ignatius Andy Law Offices

AVIATION

- **Adnan Kelana Haryanto & Hermanto (AKHH)**

Honourable Mentions

- Bahar & Partners
- Mochtar, Karuwin Komar (MKK)

BANKING AND FINANCE

- **Hadiputranto, Hadinoto & Partners**

Honourable Mentions

- Ali Budiardjo, Nugroho, Reksodiputro (ABNR)
- Ginting & Reksodiputro

CAPITAL MARKETS

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

Honourable Mention

- Oentoeng Suria & Partners

COMPLIANCE/ REGULATORY

- **Hadiputranto, Hadinoto & Partners**
- **Soewito Suhardiman Eddymurthy Kardono (SSEK)**

Honourable Mentions

- Adnan Buyung Nasution & Partners
- Lubis Ganie Surowidjojo
- Tumbuan & Partners

CORPORATE AND M&A

- **Hadiputranto, Hadinoto & Partners**

Honourable Mentions

- Adnan Kelana Haryanto & Hermanto (AKHH)
- Oentoeng Suria & Partners

EMPLOYMENT

- **Kemalsjah & Associates**

Honourable Mentions

- Hadiputranto Hadinoto & Partners
- Jhon Girsang & Associates
- KarimSyah Law Firm
- Soewito Suhardiman Eddymurthy Kardono (SSEK)

ENERGY AND NATURAL RESOURCES

- **Hadiputranto, Hadinoto & Partners**
- **Makarim & Taira S**
- **Hiswara Bunjamin & Tandjung**

Honourable Mentions

- Lubis Ganie Surowidjojo
- Soewito Suhardiman Eddymurthy Kardono (SSEK)

ENVIRONMENTAL

- **Hadiputranto, Hadinoto & Partners**

Honourable Mention

- Mochtar Karuwin Komar (MKK)

INSURANCE

- **Clyde & Co**
- **Makarim & Taira S**

Honourable Mentions

- Bahar & Partners
- Hadiputranto, Hadinoto & Partners
- Mochtar Karuwin Komar (MKK)

INTELLECTUAL PROPERTY

- **Hadiputranto, Hadinoto & Partners**
- **K&K Advocates**

INTERNATIONAL ARBITRATION

- **Budidjaja & Associates**
- **Hadiputranto, Hadinoto & Partners**

Honourable Mentions

- Adnan Buyung Nasution & Partners
- Hiswara Bunjamin & Tandjung

ISLAMIC FINANCE

- **KarimSyah Law Firm**

Honourable Mention

- Hadiputranto, Hadinoto & Partners

LITIGATION AND DISPUTE RESOLUTION

- **Adnan Kelana Haryanto & Hermanto (AKHH)**
- **Hadiputranto, Hadinoto & Partners**
- **Ignatius Andy Law Offices**

MARITIME AND SHIPPING

Honourable Mentions

- Ali Budiardjo, Nugroho, Reksodiputro (ABNR)
- Assegaf, Hamzah & Partners
- Budidjaja & Associates
- Hadiputranto, Hadinoto & Partners
- Lubis Ganie Surowidjojo

PROJECTS AND PROJECT FINANCING

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

Honourable Mentions

- Adnan Kelana Haryanto & Hermanto (AKHH)
- Hiswara, Bunjamin & Tandjung
- Makes & Partners
- Wiyono Partnership

REAL ESTATE/ CONSTRUCTION

- **Soewito Suhardiman Eddymurthy Kardono (SSEK)**

Honourable Mentions

- Hadiputranto, Hadinoto & Partners
- Leks & Co

RESTRUCTURING & INSOLVENCY

- **Adnan Kelana Haryanto & Hermanto (AKHH)**
- **Hadiputranto, Hadinoto & Partners**

Honourable Mentions

- Hutabarat Halim and Rekan
- Soewito Suhardiman Eddymurthy Kardono (SSEK)

TAXATION

- **Hadiputranto, Hadinoto & Partners**

Honourable Mention

- Ali Budiardjo, Nugroho, Reksodiputro (ABNR)

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- **Adnan Kelana Haryanto & Hermanto (AKHH)**

Honourable Mentions

- Hadiputranto, Hadinoto & Partners
- Hiswara, Bunjamin & Tandjung

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR, INDONESIA

- **Baker & McKenzie**

Honourable Mentions

- Allen & Overy
- Clyde & Co



MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, INDONESIA

- **Assegaf Hamzah & Partners**
- **Hadiputranto, Hadinoto & Partners**
- **Hiswara, Bunjamin & Tandjung**
- **Soewito Suhardiman Eddymurthy Kardono (SSEK)**

Honourable Mentions

- Ali Budiardjo, Nugroho, Reksodiputro (ABNR)
- Lubis Ganie Surowidjojo
- Makarim & Taira S

JAPAN

ALTERNATIVE INVESTMENT FUNDS

(including private equity)

- **Morrison & Foerster**
- **Nishimura & Asahi**

Honourable Mentions

- Sidley Austin Nishikawa Foreign Law Joint Enterprise

ANTI-TRUST/ COMPETITION

- **Anderson Mōri & Tomotsune**
- **Jones Day**

AVIATION

Honourable Mention

- Clifford Chance

BANKING AND FINANCE

- **K&L Gates**
- **Mori Hamada & Matsumoto**

Honourable Mentions

- Nagashima Ohno & Tsunematsu
- Shimada Hamba & Osajima
- Sidley Austin Nishikawa Foreign Law Joint Enterprise

CAPITAL MARKETS

- **Linklaters**
- **Sullivan & Cromwell**

COMPLIANCE/ REGULATORY

- **Latham & Watkins**
- **Nagashima Ohno & Tsunematsu**

Honourable Mentions

- Nishimura & Asahi
- O'Melveny & Myers

CORPORATE AND M&A

- **K&L Gates**
- **TMI Associates**

Honourable Mentions

- Morrison & Foerster
- Nishimura & Asahi

EMPLOYMENT

- **Daïichi Fuyo Law Office**

Honourable Mentions

- Freshfields Bruckhaus Deringer
- TMI Associates

ENERGY AND NATURAL RESOURCES

- **Herbert Smith Freehills**
- **Sidley Austin Nishikawa Foreign Law Joint Enterprise**

INTELLECTUAL PROPERTY

- **TMI Associates**

Honourable Mentions

- Nakamura & Partners
- Sughrue Mion

INTERNATIONAL ARBITRATION

- **Morrison & Foerster**

LITIGATION AND DISPUTE RESOLUTION

- **Nagashima Ohno & Tsunematsu**
- **Sidley Austin Nishikawa Foreign Law Joint Enterprise**

Honourable Mentions

- Anderson Mōri & Tomotsune
- Freshfields Bruckhaus Deringer

PROJECTS AND PROJECT FINANCING

- **Mori Hamada & Matsumoto**
- **Sidley Austin Nishikawa Foreign Law Joint Enterprise**

REAL ESTATE/ CONSTRUCTION

- **Atsumi & Sakai**
- **Morrison & Foerster**

RESTRUCTURING & INSOLVENCY

- **Nishimura & Asahi**

TAXATION

- **Nagashima Ohno & Tsunematsu**

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- **Mori Hamada & Matsumoto**

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR, JAPAN

- **Morrison & Foerster**

Honourable Mentions

- Baker & McKenzie
- Freshfields Bruckhaus Deringer
- Herbert Smith Freehills
- Shearman & Sterling
- White & Case

MOST RESPONSIVE DOMESTIC FIRM OF THE YEAR, JAPAN

- **TMI Associates**

Honourable Mentions

- Anderson Mōri & Tomotsune
- Mori Hamada & Matsumoto
- Nishimura & Asahi

MALAYSIA

ALTERNATIVE INVESTMENT FUNDS

(including private equity)

- **Kadir Andri & Partners**
- **ZICOlaw**

ANTI-TRUST/ COMPETITION

- **Wong & Partners**

Honourable Mentions

- Christopher & Lee Ong
- Raja, Darryl & Loh

AVIATION

- **ZICOlaw**

Honourable Mention

- Tommy Thomas & Co

BANKING AND FINANCE

- **Albar & Partners**
- **Wong & Partners**

Honourable Mentions

- Adnan, Sundra & Low
- Shearn Delamore & Co
- Shook Lin & Bok

CAPITAL MARKETS

- Kadir Andri & Partners
- ZICOlaw

COMPLIANCE/ REGULATORY

- Shearn Delamore & Co

Honourable Mentions

- Christopher & Lee Ong
- Kadir Andri & Partners
- Lee Hishammuddin Allen & Gledhill

CORPORATE AND M&A

- Clifford Chance
- Kadir Andri & Partners

Honourable Mentions

- Adnan, Sundra & Low
- Azmi & Associates
- Rahmat Lim & Partners
- Shook Lin & Bok
- Wong & Partners
- ZICOlaw

EMPLOYMENT

- Lee Hishammuddin Allen & Gledhill

Honourable Mentions

- Shearn Delamore & Co
- Skrine
- Zul Rafique & Partners

ENERGY AND NATURAL RESOURCES

- Azman Davidson & Co
- Christopher & Lee Ong

ENVIRONMENTAL

Honourable Mention

- Chooi & Co

INSURANCE

- Lee Hishammuddin Allen & Gledhill

Honourable Mention

- Murali B. Pillai & Associates

INTELLECTUAL PROPERTY

- Shearn Delamore & Co
- Shook Lin & Bok
- Skrine

Honourable Mentions

- Azmi & Associates
- Lee Hishammuddin Allen & Gledhill
- Naqiz & Partners
- Rahmat Lim & Partners
- Raja, Darryl & Loh

INTERNATIONAL ARBITRATION

- Shearn Delamore & Co

Honourable Mentions

- Azman Davidson & Co
- Chooi & Co
- Skrine
- Trowers & Hamblins
- Wong & Partners

ISLAMIC FINANCE

- Azmi & Associates

Honourable Mentions

- Kadir Andri & Partners
- Trowers & Hamblins
- Wong & Partners

LIFE SCIENCES

- Shearn Delamore & Co

LITIGATION AND DISPUTE RESOLUTION

- Shearn Delamore & Co

Honourable Mentions

- Lee Hishammuddin Allen & Gledhill
- Skrine

MARITIME AND SHIPPING

Honourable Mention

- Tommy Thomas & Co

PROJECTS AND PROJECT FINANCING

- Kadir Andri & Partners

Honourable Mentions

- Adnan, Sundra & Low
- Albar & Partners

REAL ESTATE/ CONSTRUCTION

- Zul Rafique & Partners

Honourable Mentions

- Azman Davidson & Co
- Mah-Kamariyah & Philip Koh Advocates & Solicitors

RESTRUCTURING & INSOLVENCY

- Shook Lin & Bok

Honourable Mentions

- Kadir Andri & Partners
- Lee Hishammuddin Allen & Gledhill
- Shearn Delamore & Co

TAXATION

- Wong & Partners

Honourable Mentions

- Lee Hishammuddin Allen & Gledhill
- Raja, Darryl & Loh
- Shearn Delamore & Co

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

Honourable Mentions

- Christopher & Lee Ong
- Haryati Deepak
- Gan Partnership
- Raja, Darryl & Loh
- Shoosmiths
- Skrine

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR, MALAYSIA

- Clifford Chance

Honourable Mentions

- Bakers & McKenzie
- Clyde & Co
- Norton Rose Fulbright

MOST RESPONSIVE DOMESTIC FIRM OF THE YEAR, MALAYSIA

- Shearn Delamore & Co

Honourable Mentions

- Azmi & Associates
- Kadir Andri & Partners
- Lee Hishammuddin Allen & Gledhill
- Raja, Darryl & Loh
- Skrine
- Wong & Partners
- ZICOlaw

PHILIPPINES

ALTERNATIVE INVESTMENT FUNDS (including private equity)

- SyCip Salazar Hernandez & Gatmaitan

Honourable Mentions

- Picazo Buyco Tan Fider & Santos



ANTI-TRUST/ COMPETITION

- **SyCip Salazar Hernandez & Gatmaitan**

Honourable Mentions

- Angara Abello Concepcion Regala & Cruz Law Offices (ACCRALAW)
- Quisumbing Torres
- Siguion Reyna Montecillo & Ongsiako

AVIATION

- **SyCip Salazar Hernandez & Gatmaitan**

Honourable Mentions

- Angara Abello Concepcion Regala & Cruz Law Offices (ACCRALAW)
- Quisumbing Torres
- Romulo Mabanta Buenaventura Sayoc & De Los Angeles

BANKING AND FINANCE

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

Honourable Mentions

- Angara Abello Concepcion Regala & Cruz Law Offices (ACCRALAW)
- Esguerra & Blanco
- Romulo Mabanta Buenaventura Sayoc & De Los Angeles

CAPITAL MARKETS

- **Romulo Mabanta Buenaventura Sayoc & De Los Angeles**
- **SyCip Salazar Hernandez & Gatmaitan**

COMPLIANCE/ REGULATORY

- **Angara Abello Concepcion Regala & Cruz Law Offices (ACCRALAW)**

Honourable Mentions

- Puyat Jacinto & Santos Law
- Romulo Mabanta Buenaventura Sayoc & De Los Angeles
- SyCip Salazar Hernandez & Gatmaitan

CORPORATE AND M&A

- **Romulo Mabanta Buenaventura Sayoc & De Los Angeles**
- **SyCip Salazar Hernandez & Gatmaitan**

Honourable Mention

- Picazo Buyco Tan Fider & Santos

EMPLOYMENT

- **Angara Abello Concepcion Regala & Cruz Law Offices (ACCRALAW)**
- **SyCip Salazar Hernandez & Gatmaitan**

Honourable Mention

- De La Rosa Tejero & Nograles Law Offices

ENERGY AND NATURAL RESOURCES

- **SyCip Salazar Hernandez & Gatmaitan**

Honourable Mentions

- Gatmaytan Yap Patacsil Gutierrez & Protacio (formerly Caguioa & Gatmaytan)
- Romulo Mabanta Buenaventura Sayoc & De Los Angeles

ENVIRONMENTAL

- **Gatmaytan Yap Patacsil Gutierrez & Protacio (formerly Caguioa & Gatmaytan)**

INTELLECTUAL PROPERTY

- **Quisumbing Torres**
- **SyCip Salazar Hernandez & Gatmaitan**

Honourable Mentions

- Angara Abello Concepcion Regala & Cruz Law Offices (ACCRALAW)
- Bengzon Negre Untalan

INTERNATIONAL ARBITRATION

- **Angara Abello Concepcion Regala & Cruz Law Offices (ACCRALAW)**
- **SyCip Salazar Hernandez & Gatmaitan**

LIFE SCIENCES

Honourable Mention

- Castillo Laman Tan Pantaleon & San Jose

LITIGATION AND DISPUTE

RESOLUTION

- **Angara Abello Concepcion Regala & Cruz Law Offices (ACCRALAW)**
- **SyCip Salazar Hernandez & Gatmaitan**

Honourable Mentions

- Gatmaytan Yap Patacsil Gutierrez & Protacio (formerly Caguioa & Gatmaytan)
- Poblador Bautista & Reyes
- Puyat Jacinto & Santos Law
- Siguion Reyna Montecillo & Ongsiako

MARITIME AND SHIPPING

Honourable Mention

- Cruz Marcelo & Tenefrancia

PROJECTS AND PROJECT FINANCING

Honourable Mentions

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

REAL ESTATE/ CONSTRUCTION

- **SyCip Salazar Hernandez & Gatmaitan**

RESTRUCTURING & INSOLVENCY

- **SyCip Salazar Hernandez & Gatmaitan**

TAXATION

- **SGV (SyCip Gorres Velayo & Co) (EY)**
- **SyCip Salazar Hernandez & Gatmaitan**

Honourable Mentions

- Gatmaytan Yap Patacsil Gutierrez & Protacio (formerly Caguioa & Gatmaytan)
- Romulo Mabanta Buenaventura Sayoc & De Los Angeles
- Salvador & Associates

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- **Angara Abello Concepcion Regala & Cruz Law Offices (ACCRALAW)**
- **SyCip Salazar Hernandez & Gatmaitan**

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR, PHILIPPINES

- Baker & McKenzie

Honourable Mention

- Herbert Smith Freehills

MOST RESPONSIVE DOMESTIC FIRM OF THE YEAR, PHILIPPINES

- SyCip Salazar Hernandez & Gatmaitan

Honourable Mentions

- Angara Abello Concepcion Regala & Cruz Law Offices (ACCRALAW)
- Picazo Buyco Tan Fider & Santos
- Romulo Mabanta Buenaventura Sayoc & De Los Angeles
- Siguion Reyna Montecillo & Ongsiako

SINGAPORE

ALTERNATIVE INVESTMENT FUNDS (including private equity)

- Allen & Gledhill
- WongPartnership

Honourable Mentions

- Clifford Chance
- Morgan Lewis Stamford
- Sidley Austin

ANTI-TRUST/ COMPETITION

- Allen & Gledhill
- Rajah & Tann

Honourable Mentions

- Baker & Mckenzie.Wong & Leow
- Drew & Napier
- Herbert Smith Freehills
- Rodyk & Davidson
- WongPartnership

AVIATION

Honourable Mention

- Bird & Bird ATMD

BANKING AND FINANCE

- Allen & Gledhill
- Rajah & Tann

Honourable Mentions

- Allen & Overy
- Clifford Chance
- Rodyk & Davidson
- WongPartnership

CAPITAL MARKETS

- Allen & Gledhill
- Clifford Chance

Honourable Mentions

- Latham & Watkins
- Linklaters
- Rajah & Tann
- RHTLaw Taylor Wessing

COMPLIANCE/ REGULATORY

- Allen & Gledhill

Honourable Mention

- Rajah & Tann

CORPORATE AND M&A

- Allen & Gledhill
- Clifford Chance

Honourable Mentions

- Baker & McKenzie.Wong & Leow
- Drew & Napier
- Linklaters
- Rajah & Tann

EMPLOYMENT

Honourable Mentions

- Allen & Gledhill
- Rajah & Tann
- Rodyk & Davidson

ENERGY AND NATURAL RESOURCES

- King & Spalding

Honourable Mentions

- Ashurst
- Baker Botts
- Herbert Smith Freehills
- Holman Fenwick Willan
- Latham & Watkins

INSURANCE

- Rajah & Tann

INTELLECTUAL PROPERTY

- Allen & Gledhill
- Bird & Bird ATMD

Honourable Mentions

- Amica Law
- OneLegal

INTERNATIONAL ARBITRATION

- Berwin, Leighton & Paisner
- Rajah & Tann

Honourable Mention

- White & Case

ISLAMIC FINANCE

Honourable Mention

- MM Marican & Co

LIFE SCIENCES

- Baker & McKenzie.Wong & Leow

LITIGATION AND DISPUTE RESOLUTION

- Rajah & Tann

Honourable Mentions

- Drew & Napier
- Rodyk & Davidson

MARITIME AND SHIPPING

Honourable Mentions

- Clyde & Co Clasis
- Ince & Co
- Rajah & Tann
- Stephenson Harwood

PROJECTS AND PROJECT FINANCING

- Allen & Gledhill
- Latham & Watkins

Honourable Mentions

- Clifford Chance
- King & Spalding
- Rajah & Tann
- White & Case

REAL ESTATE/ CONSTRUCTION

- Rodyk & Davidson

Honourable Mention

- WongPartnership

RESTRUCTURING & INSOLVENCY

- Allen & Gledhill
- Rajah & Tann

TAXATION

Honourable Mentions

- EY
- GSM Law LLP
- Withers
- WongPartnership

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- Olswang
- Rajah & Tann

Honourable Mention

- Pinsent Masons



MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR, SINGAPORE

- **Baker & McKenzie**

Honourable Mentions

- Herbert Smith Freehills
- Latham & Watkins
- White & Case

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, SINGAPORE

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

Honourable Mentions

- Drew & Napier
- WongPartnership

SOUTH KOREA

ALTERNATIVE INVESTMENT FUNDS (including private equity)

- **Kim & Chang**
- **Morrison & Foerster**

Honourable Mentions

- Cleary Gottlieb Steen & Hamilton
- K&L Gates
- Simpson Thacher & Bartlett

ANTI-TRUST/ COMPETITION

- **Kim & Chang**
- **Shearman & Sterling**
- **Yoon & Yang**

Honourable Mention

- Yulchon

AVIATION

- **Lee & Ko**

BANKING AND FINANCE

- **Cleary Gottlieb Steen & Hamilton**
- **Kim & Chang**
- **Lee & Ko**

CAPITAL MARKETS

- **Kim & Chang**
- **Lee & Ko**

Honourable Mentions

- Bae, Kim & Lee
- Shin & Kim

COMPLIANCE/ REGULATORY

- **Kim & Chang**

Honourable Mention

- Yoon & Yang

CORPORATE AND M&A

- **Baker & McKenzie**
- **Kim & Chang**

Honourable Mentions

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

EMPLOYMENT

- **Kim & Chang**
- **Lee & Ko**

Honourable Mentions

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

ENERGY AND NATURAL RESOURCES

- **Herbert Smith Freehills**
- **Kim & Chang**

ENVIRONMENTAL

Honourable Mentions

- Bae, Kim & Lee
- Lee & Ko

INSURANCE

Honourable Mentions

- Bae, Kim & Lee
- Kim & Chang
- Lee & Ko

INTELLECTUAL PROPERTY

- **Yoon & Yang**

Honourable Mentions

- Bae, Kim & Lee
- Kim & Chang
- Lee International
- Yulchon

INTERNATIONAL ARBITRATION

- **Bae, Kim & Lee**

LIFE SCIENCES

- **Kim & Chang**

LITIGATION AND DISPUTE RESOLUTION

- **Bae, Kim & Lee**

Honourable Mentions

- Kim & Chang
- Shin & Kim
- Yoon & Yang
- Yulchon

MARITIME AND SHIPPING

- **Clyde & Co**

Honourable Mentions

- Bae, Kim & Lee
- Lee & Ko

PROJECTS AND PROJECT FINANCING

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

Honourable Mention

- Linklaters

REAL ESTATE/ CONSTRUCTION

- **K&L Gates**
- **Kim & Chang**

Honourable Mention

- Fenwick Elliott

RESTRUCTURING & INSOLVENCY

- **Shin & Kim**

Honourable Mention

- K&L Gates

TAXATION

- **Yulchon**

Honourable Mention

- Lee & Ko

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

Honourable Mentions

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

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR , SOUTH KOREA

- **Herbert Smith Freehills**

Honourable Mentions

- Clyde & Co
- Quinn Emanuel Urquhart & Sullivan
- Shearman & Sterling

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, SOUTH KOREA

- **Kim & Chang**
- **Lee & Ko**

Honourable Mentions

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

THAILAND

ALTERNATIVE INVESTMENT FUNDS (including private equity)

Honourable Mention

- Weerawong Chinnavat & Peangpanor

ANTI-TRUST/ COMPETITION

- **Baker & McKenzie**

Honourable Mentions

- Allen & Overy
- Tilleke & Gibbins

AVIATION

Honourable Mention

- Baker & McKenzie

BANKING AND FINANCE

- **Chandler & Thong-Ek**

Honourable Mentions

- Baker & McKenzie
- Linklaters

CAPITAL MARKETS

- **PwC**

COMPLIANCE/ REGULATORY

- **Weerawong Chinnavat & Peangpanor**

Honourable Mentions

- Chandler & Thong-Ek
- DFDL
- LS Horizon

CORPORATE AND M&A

- **Allen & Overy**
- **Baker & McKenzie**

Honourable Mention

- Weerawong Chinnavat & Peangpanor

EMPLOYMENT

- **Baker & McKenzie**
- **Rajah & Tann**

Honourable Mentions

- Chandler & Thong-Ek
- DLA Piper
- Tilleke & Gibbins

ENERGY AND NATURAL RESOURCES

- **Chandler & Thong-Ek**

Honourable Mentions

- Hunton & Williams
- Weerawong Chinnavat & Peangpanor

INSURANCE

- **Norton Rose Fulbright**

INTELLECTUAL PROPERTY

- **Tilleke & Gibbins**

Honourable Mentions

- Ananda Intellectual Property
- Baker & McKenzie
- Chandler & Thong-Ek
- Domnern Somgiat & Boonma
- LawPlus
- ZICOLaw

INTERNATIONAL ARBITRATION

- **Baker & McKenzie**
- **Herbert Smith Freehills**

LITIGATION AND DISPUTE RESOLUTION

- **Baker & McKenzie**

Honourable Mentions

- Herbert Smith Freehills
- Tilleke & Gibbins

PROJECTS AND PROJECT FINANCING

- **Chandler & Thong-Ek**

Honourable Mentions

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

REAL ESTATE/ CONSTRUCTION

Honourable Mention

- **AXIS Legal**

RESTRUCTURING & INSOLVENCY

Honourable Mentions

- Baker & McKenzie
- RL Counsel

TAXATION

- **PwC**

Honourable Mentions

- Baker & McKenzie
- Law Alliance
- Tilleke & Gibbins

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- **DFDL**

Honourable Mention

- Baker & McKenzie

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR, THAILAND

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

Honourable Mentions

- Allen & Overy
- Rajah & Tann

MOST RESPONSIVE DOMESTIC FIRM OF THE YEAR, THAILAND

- **Chandler & Thong-Ek**

Honourable Mentions

- Siam Premier
- Weerawong Chinnavat & Peangpanor

UAE

ALTERNATIVE INVESTMENT FUNDS (including private equity)

- **King & Spalding**
- **Latham & Watkins**

Honourable Mentions

- Clifford Chance
- Simmons & Simmons



ANTI-TRUST/ COMPETITION

- **Al Tamimi & Co**
- **Freshfields Bruckhaus Deringer**

AVIATION

- **Al Tamimi & Co**
- **Norton Rose Fulbright**

BANKING AND FINANCE

- **Al Tamimi & Co**
- **Clifford Chance**
- **Hadef & Partners**

Honourable Mentions

- **Allen & Overy**
- **Afridi & Angell**

CAPITAL MARKETS

- **Allen & Overy**

Honourable Mentions

- **Clifford Chance**
- **Linklaters**

COMPLIANCE/ REGULATORY

- **Clyde & Co**
- **Gibson, Dunn & Crutcher**

Honourable Mentions

- **Clifford Chance**
- **Eversheds**
- **Latham & Watkins**

CORPORATE AND M&A

- **Hadef & Partners**
- **Linklaters**

Honourable Mentions

- **Clifford Chance**
- **Clyde & Co**

EMPLOYMENT

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

Honourable Mentions

- **Hadef & Partners**
- **Pinsent Masons**

ENERGY AND NATURAL RESOURCES

- **Ashurst**

INSURANCE

- **Galadari, Advocates and Legal Consultants**

Honourable Mention

- **Emirates Advocates**

INTELLECTUAL PROPERTY

- **Al Tamimi & Co**

Honourable Mentions

- **Clyde & Co**
- **Talal Abu-Ghazaleh Organization**

INTERNATIONAL ARBITRATION

- **Al Tamimi & Co**
- **Eversheds**
- **Bin Shabib & Associates**

ISLAMIC FINANCE

- **Al Tamimi & Co**
- **Clifford Chance**
- **Simmons & Simmons**

LIFE SCIENCES

- **KPMG**

LITIGATION AND DISPUTE RESOLUTION

- **Al Tamimi & Co**

Honourable Mentions

- **Berwin Leighton Paisner**
- **Eversheds**
- **Pinsent Masons**

MARITIME AND SHIPPING

- **Clyde & Co**
- **Galadari, Advocates and Legal Consultants**
- **Hadef & Partners**
- **Holman Fenwick Willan**

PROJECTS AND PROJECT FINANCING

- **Allen & Overy**
- **Latham & Watkins**

Honourable Mentions

- **Berwin Leighton Paisner**
- **Linklaters**

REAL ESTATE/ CONSTRUCTION

- **Al-Tamimi & Co**
- **King & Spalding**

Honourable Mentions

- **Berwin Leighton Paisner**
- **Clyde & Co**
- **Trowers & Hamblins**

RESTRUCTURING & INSOLVENCY

Honourable Mentions

- **Allen & Overy**
- **Clifford Chance**
- **Eversheds**

TAXATION

Honourable Mentions

- **EY**
- **KPMG**
- **Taylor Wessing**

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- **Dentons**

Honourable Mentions

- **Bird & Bird**
- **Clyde & Co**
- **Rouse & Co**
- **Simmons & Simmons**

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR, UAE

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

Honourable Mentions

- **Clifford Chance**
- **Dentons**
- **Latham & Watkins**

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, UAE

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

VIETNAM

ALTERNATIVE INVESTMENT FUNDS (including private equity)

- Allen & Overy

Honourable Mentions

- Allens
- Baker & McKenzie
- Freshfields Bruckhaus Deringer
- VILAF
- YKVN

ANTI-TRUST/ COMPETITION

- **LNT & Partners**

Honourable Mention

- Baker & McKenzie

AVIATION

Honourable Mention

- Mayer Brown JSM (Vietnam)

BANKING AND FINANCE

- **Russin & Vecchi**
- **VILAF**
- **YKVN**

Honourable Mentions

- Baker & McKenzie
- Freshfields Bruckhaus Deringer

CAPITAL MARKETS

Honourable Mentions

- Freshfields Bruckhaus Deringer
- Gide Loyrette Nouel
- VILAF
- YKVN

COMPLIANCE/ REGULATORY

- **Baker & McKenzie**
- **VILAF**

Honourable Mentions

- Duane Morris Vietnam
- LNT & Partners
- Russin & Vecchi
- YKVN

CORPORATE AND M&A

- **Russin & Vecchi**
- **VILAF**

Honourable Mentions

- Allens
- Frasers Law Company
- Freshfields Bruckhaus Deringer
- YKVN

EMPLOYMENT

- **Phuoc & Partners**

Honourable Mentions

- Bakers & McKenzie
- Duane Morris Vietnam
- Thang & Associates
- VILAF

ENERGY AND NATURAL RESOURCES

- **VILAF**

Honourable Mentions

- Allens
- EPLegal

ENVIRONMENTAL

- **VILAF**

INSURANCE

- **Bakers & McKenzie**
- **LNT Partners**

INTELLECTUAL PROPERTY

- **Vision & Associates**

Honourable Mentions

- InvestConsult Group
- Pham & Associates
- Tilleke & Gibbins

INTERNATIONAL ARBITRATION

Honourable Mention

- LNT & Partners

LIFE SCIENCES

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

LITIGATION AND DISPUTE RESOLUTION

- **LNT & Partners**

MARITIME AND SHIPPING

- **VILAF**

PROJECTS AND PROJECT FINANCING

- **Frasers Law Company**

REAL ESTATE/ CONSTRUCTION

- **ZICOlaw (Vietnam) Ltd**

RESTRUCTURING & INSOLVENCY

- **Mayer Brown JSM (Vietnam)**

TAXATION

- **LNT & Partners**
- **PricewaterhouseCoopers Legal Vietnam Company Limited**

Honourable Mentions

- EY
- KPMG
- Phuoc & Partners
- VILAF

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- **Indochine Counsel**
- **Russin & Vecchi**

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR, VIETNAM

- **Baker & McKenzie**

Honourable Mention

- Freshfields Bruckhaus Deringer

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR, VIETNAM

- **LNT & Partners**
- **VILAF**

Honourable Mentions

- Bizconsult
- Phuoc & Partners
- YKVN

Selected testimonials from senior in-house counsel ...

PHILIPPINES

Romulo Mabanta Buenaventura

Sayoc & De Los Angeles

Corporate and M&A

"In my opinion, this is the top firm to do M&As. They have the competence, the right connections and can really take over project management of the transaction, which is what in-house counsel ultimately needs to outsource in M&A transactions"

SINGAPORE

Clifford Chance

Corporate and M&A

"Responsive, creative, with good knowledge of our business, they are able to discuss fees pragmatically and draft in plain English"

HONG KONG

Clifford Chance

Litigation and Dispute Resolution

"They are very pragmatic and dependable in this area"

INDONESIA

Hadiputranto Hadinoto & Partners

Antitrust/Competition

"[Our contact there] is the best lawyer with experience in anti-trust issues, and his team provide the best problem-solving advice in this area so far"

SINGAPORE

Rajah & Tann

Most Responsive

"The team we work with are responsive, adaptive to client needs and focused on client priorities"

SOUTH KOREA

Yulchon

Responsive

Yulchon provide client-focused responsiveness at competitive rates"

JAPAN

Sidley Austin Nishikawa Foreign

Law Joint Enterprise

Projects and Project Financing

"Mr Nishikawa is one of the top PFI lawyers in Japan and a former government official ... he [provides] great insight"

UAE

Pinsent Masons

Most Responsive

"They have been relief-oriented and very collaborative in their approach. Their widely-experienced team is an advantage"

JAPAN

Morrison & Foerster

Most Responsive

"Morrison & Foerster are committed in their work for us and do so most diligently"

SOUTH KOREA

Kim & Chang

Most Responsive

"I like the one-stop shop they provide in South Korea, which is large and comprehensive enough to meet all our needs"

PHILIPPINES

Puyat Jacinto & Santos

Litigation and Dispute Resolution

"Atty Joshua Paraiso and Atty Jessica Hilado handle our litigation (and pre-litigation) matters swiftly and efficiently. They offer a comprehensive risk assessment on each legal remedy available to us and are transparent about fees and timelines"

THAILAND

Baker & McKenzie

Litigation and Dispute Resolution

“The firm have strong expertise in labour disputes and are very responsive”

UAE

Linklaters

Corporate and M&A

“Excellent quality legal support. Efficient and cost-effective in the way they resource and manage projects ...”

MALAYSIA

Shearn Delamore & Co

Most Responsive

“Shearn Delamore are to be recommended as they are able to provide sound legal advice, in accordance to the commercial objectives of the business. They are also quick to respond and are cost-friendly”

SINGAPORE

Berwin, Leighton & Paisner

International Arbitration

“They are responsive, astute and have excellent client-management”

VIETNAM

VILAF

Most Responsive

“A strong knowledge of local issues” ... “They are quick to revert after questions are sent to them”

CHINA

King & Wood Mallesons

Most Responsive

“[We have found] their different teams of professionals at the firm work well together on complex projects”

JAPAN

Anderson Mōri & Tomotsune

Anti-Trust/ Competition

“They have responsive lawyers with a high level of expertise, and excellent communication skills”

HONG KONG

Eversheds

Telecommunications, Media & Technology

“Led by a very dynamic and experienced partner (Nigel Stamp) who is willing to take a further step [sic] to understand the client’s needs”

MALAYSIA

Kadir Andri & Partners

Capital Markets

“Samuel Hong is very experienced in Capital Markets and an intelligent lawyer who provides practical advice and solutions”

THAILAND

Chandler & Thong-Ek

Projects and Project Financing

“They have real expertise in this area” ... “The firm provide a more flexible service than others”

UAE

Hadef & Partners

Most Responsive

“Very good expertise in several areas of law ... with quick and accurate replies to our specific problems and questions”

VIETNAM

LNT & Partners

Most Responsive

“Local fees with international quality”

CHINA

Clifford Chance

Most Responsive

"They follow our company's development closely and the legal services provided are always to a high standard" ... "In Shanghai, Glen Ma is very competent and savvy, and gives excellent advice on risk management with a pro business approach"

INDONESIA

Hiswara Bunjamin & Tandjung

Most Responsive

"Because they are responsive and answer any queries from us, even when they haven't been engaged in the project in question"

MALAYSIA

Clifford Chance

Most Responsive

"Clifford Chance never fails to reply to an email from us within 24 hours and give practical solutions and advice. They look at the big picture"

INDIA

Wadia Ghandy & Co

Real Estate/ Construction

"They possess the legal expertise and business knowledge we require in this area"

HONG KONG

Deacons

Most Responsive

"They are always helpful and knowledgeable ... with reasonable fees"

MALAYSIA

Wong & Partners

Banking and Finance

"Wong & Partners' Mark Lim and his team, for their expediency and reasonableness. Common sense and commercial workability [make them] pleasant to deal with"

HONG KONG

Linklaters

Capital Markets

"A clear leader in the market in terms of deal flow, expertise and well trained lawyers, with a fully functioning team ... that can handle Chinese work"

PHILIPPINES

SyCip Salazar Hernandez &

Gatmaitan

Banking & Finance

"They are [not the cheapest in firm], but you get value their responsiveness. They are very professional and have the industry knowledge"

INDONESIA

Compliance/Regulatory

SSEK

"The firm is very tuned-in to the local scene, especially in regard to regulatory issues"

INDIA

AZB & Partners

Antitrust/Competition

"They are highly-responsive and demonstrate good expertise in the area of Competition Law"

HONG KONG

Linklaters

Most Responsive

"They are pretty hands on with the issues we engage them with. They actively follow up too when we are stalled on the issues internally"

TOP MULTIPLE CATEGORY WINNERS BY JURISDICTION

JURISDICTION		FIRM	CATEGORY WINS
CHINA	Domestic	• King & Wood Mallesons	10
	International	• Baker & McKenzie	4
HONG KONG	Domestic	• Deacons	4
	International	• Linklaters	5
INDIA	Domestic	• AZB & Partners	11
INDONESIA	Domestic	• Hadiputranto, Hadinoto & Partners	15
JAPAN	Domestic	= • Mori Hamada & Matsumoto	3
		= • Nagashima Ohno & Tsunematsu	3
		= • Sidley Austin Nishikawa	3
		= • TMI Associates	3
	International	• Morrison & Foerster	4
MALAYSIA	Domestic	• Shearn Delamore & Co	6
	International	• Clifford Chance	2
PHILIPPINES	Domestic	• SyCip Salazar Hernandez & Gatmaitan	15
SINGAPORE	Domestic	• Allen & Gledhill	10
	International	• Clifford Chance	2
SOUTH KOREA	Domestic	• Kim & Chang	11
	International	• Herbert Smith Freehills	3
THAILAND	Domestic	• Chandler & Thong-Ek	4
	International	• Baker & McKenzie	6
UAE	Domestic	• Al Tamimi & Co	10
	International	• Clyde & Co	4
VIETNAM	Domestic	• VILAF	7
	International	• Baker & McKenzie	4

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

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