

Edition 75: January - March

MESSAGE FROM FLI PARTNER USA



With the recent events in Brussels and around the world, we are faced with questions as to how we should respond to terrorist attacks. I would suggest that the most appropriate response to terrorism is to simply deny terrorists the fear they seek to inflict. Let me explain. First, in order to put terrorism into perspective, far more people will be affected by crime than terrorism, and more people will be killed in car accidents than terrorist attacks. Second, the tendency for governments and peoples to overreact, while a natural response, is counterproductive to the goal of discouraging terrorism. Being fearful of terrorism or future terrorism comes from a primal part of our brain which hijacks rationality. A true show of strength is in the power of resilience, not in the emotion of lashing out. If we choose to live in a constant state of fear, those who seek to terrorize us have won. Terrorism is intended to produce a psychological impact that far outweighs the actual physical damage caused by the attack itself. We can counter terrorism by assuming the proper mindset and by taking appropriate basic security measures.

With that in mind, while we mourn for those we have lost, whether it was from crime, from traffic accidents or from terrorism, we all move forward. We have returned to our work. While we are taking more appropriate measures of vigilance, security, and preparedness, we nevertheless return to our normal activity. So as a network of legal professionals, we stand in solidarity and strength with those of our network that has suffered from acts of terrorism in their respective jurisdictions and look forward to a time of better global peace. In the meantime, we remain resilient to the terror of terrorism.

Pete Larsen, FLI Partner USA

FLI NET PARTNER AND BUSINESS DEVELOPMENT MEETINGS IN ASIA - REINFORCING FLI NET - ASIA RELATIONSHIPS

FLI has been busy since our Spring Conference 2015 selecting new prospective FLI NET partners in a number of South East Asian jurisdictions including Thailand, Vietnam and Singapore.



During a recent trip to Asia, FLI's principal Orlando Casares was accompanied by Mr. Michael Doyle, senior partner from Seri Manop Doyle (prospective member firm for Thailand) to interview prospective member firm, Goodwins



Law Corporation in Singapore. The interview followed a number of business development meetings with existing and prospective clients in the area.



Following the onsite vetting process, FLI's strict affiliation procedure will require a series of additional steps including Board approval as well as Compliance & Regulatory Certification Training (FCPA, Anti-Bribery). Once certified, the member firm(s) will be able to provide regular ongoing local support.



Edition 75: January - March



Shardul Amarchand Mangaldas

Another stop for FLI's principal was India. Accompanied by FLI Board member from New Delhi, Mr. Krishan Malhotra, FLI first met with regional legal of one FLI's VIP client manufacturing medical devices to discuss local and regional support through FLI's Indian partner (Shardul Amarchand Mangaldas & Co) which has significant foot print in India proper. Secondly, Mr. Casares visited a management team of a long-standing FLI multinational client based in Bangalore, which FLI supports in a number of jurisdictions, including the UAE, KSA, and most recently Ethiopia and Egypt. as previously reported in the Newsletter in August 2015.

FLI BOARD MEETING - GROUP CONFERENCE CALL

While on a business tour in the US and in Mexico, Mr. Casares held a series of meetings with prospective clients and FLI's local team at Basham Ringe Y Correa. During his stop in Mexico City, Basham hosted the FLI Board Meeting at their impressive facilities and facilitated a Conference Call for the Board members unable to attend. A number of important issues were discussed during the call, including: Global affiliation growth in general, General Spring 2016 Conference (Brussels), report on prospective clients and report on prospective/potential FLI NET members, update on the ACC 2016 and other ongoing issues.

LITIGATION SUPPORT BY FLI NET IN KUWAIT AND THE UAE



Recognizing the value of FLI NET partners in the Middle East, FLI has been requested to support a multinational medical device manufacturer with sensitive litigation matters in these jurisdictions. Working together, these two firms were able to synergize and develop a more comprehensive approach the delivery of legal support for this important client.

RENOWNED CHINESE CLIENT EXPANDS ENGAGEMENT WITH FLI NET

Having successfully assisted a renowned Chinese client in the automotive industry with a complex acquisition in Spain, (professional services rendered by the FLI NET Spanish team of Rousaud Costas Duran), through the outstanding performance by our Spanish team, FLI has succeeded to secure another significant mandate for another project in Turkey (supported by Birsal Law Offices). Moreover, the project in Spain will likely have a Mexico component that will require support by our local team from Basham. The combined efforts of FLI NET respective teams continue to deliver valuable results to clients, demonstrating yet again the innovative nature of FLI's value proposition.



TURKEY BECKONS

Given the current trend in Turkey, local Partners Birsal have seen an upsurge on projects assigned to them. Birsal's local competency continues to impress FLI clients. In addition to the complex project from China, Birsal has been acting for clients from the USA and Middle East on ongoing corporate commercial matters.



Given the steady flow of business opportunities for Turkey, FLI HQ is exploring with the Board of other ways in which our Turkish team may become more strategy.

Edition 75: January - March

STRATEGIC RELATIONSHIP WITH LEADING PUBLISHER

THOMSON REUTERS
PRACTICAL LAW™

In keeping with FLI's initiative to remain relevant and visible in the eyes existing and prospective clients, FLI Board approved for a second consecutive year FLI's publication of the prestigious Practical Law "Invest In" Multi-jurisdictional Guides published by Thomson Reuters. This year, it is anticipated that at least 25 members will wish to contribute their individual articles. Coinciding with the release of Bain Capital's Private Equity equally sought after annual report, it is increasingly clear that attorneys are expected more and more to point their clients in the direction where safe investment harbor are located. When such opportunity arises (and these will more frequent now), it is important to know that fellow FLI NET members and their respective clients can look with confidence to the individual publications of the Invest In Guides in a number of emerging markets as well as developed markets.

FLI ENGAGED BY INDIAN CLIENT ON PROJECTS IN ETHIOPIA AND EGYPT



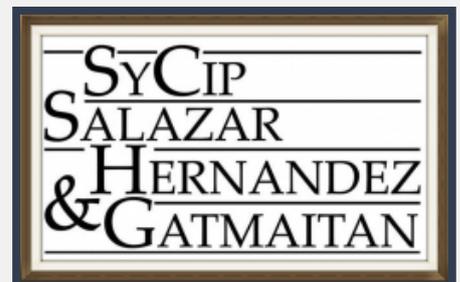
A FLI's long-standing strategic (August 2015 newsletter) collaboration with EY brings next fruit. FLI has been approached on behalf of a number of their international clients from various industries to provide cross-border assistance in the field of international compliance obligations in Ethiopia and Egypt.

These types of assignments are what make FLI's business model so appealing to international companies and highlight FLI's value proposition at its best.

FLI NET UNIVERSE - GLOBAL ACHIEVEMENTS OF FLI MEMBERS

FLI NET PHILIPPINES - BEST PPP DEAL IN THE ASIA-PACIFIC REGION

The financing of the rehabilitation and development of the Mactan Cebu International Airport received the "Best PPP Deal in Asia-Pacific Region" from the IJGlobal Awards 2015. FLI NET Philippines member, SyCipLaw, acted as Philippine counsel to the Philippine syndicate banks (composed of BDO Unibank, Inc., Bank of the Philippine Islands, Development Bank of the Philippines, Land Bank of the Philippines, Metropolitan Bank & Trust Company, and Philippine National Bank) and ADB. Read more information on this transaction. Congratulations!



Edition 75: January - March

FLI NET ARGENTINA - RECOMMENDED FIRM BY LATIN LAWYER 250

ZANG
BERGEL
VIÑES

ABOGADOS

In its 18th edition (2016), Latin Lawyer 250 describes Zang Bergel & Viñes Abogados as an ambitious firm with a progressive approach to client service, young partnership and significant female representation, and a fresh take on providing legal services, which is the result of having management who is prepared to look outside the box when it comes to running a law firm.

FLI NET UKRAINE - ONE OF THE BEST LAW FIRM WITH IP TEAM

International rating World Trademark Review 1000 repeatedly recommends Konnov&Sozanovsky IP team as one of the best law firms practicing in the field of legal services for the development of strategy and management of trademark rights and provide them with legal protection.



FLI NET CHINA - RECOMMENDED BY LEGALBAND CHINA GUIDE 2016

In LEGALBAND China Guide 2016, Llinks is recommended as a leading law firm in the following areas:

- Antitrust & Competition, Banking & Finance, Corporate/M&A, Dispute Resolution (Litigation), Investment Funds, Securities & Capital Markets (Onshore Issuance), TMT (Technology, Media, Telecoms), Private Equity & Venture Capital, Real Estate & Construction, Healthcare & Life Sciences.



Llinks and Llinks partner David Yu have been separately ranked as the Top Ten Firms and Top Ten Lawyers on Asian Legal Business China Power List 2016. Llinks was also awarded "Investment Funds Law Firm of the Year".

FLI NET CZECH REPUBLIC - CORPORATE INTL, LAW FIRM OF THE YEAR AND WHO'S WHO LEGAL AWARD

According to the annual awards of Corporate INTL, (2016 Corporate Intl Magazine Global Awards), Havel, Holásek & Partners is the Best Law Firm in the Czech Republic and Slovakia for Mergers and Acquisitions

CorporateINTL
GLOBAL AWARDS
WINNER 2016



Havel, Holásek & Partners is the most successful Czech law firm based on the number of nominations and awards in all years of the competition.

The firm was awarded the prestigious Who's Who Legal Award and ranked the best law firm of the year 2011, 2012, 2014 – 2016 in the Czech Republic



FLI NET VIETNAM - NATIONAL FIRM OF THE YEAR

Edition 75: January - March



VILAF was announced to be the winner of 2 prestigious awards – the Vietnam National Firm of the Year and the Project Finance Deal of the Year. These Awards are two of the most coveted awards among those granted by International Financial Law Review (IFLR) at its annual awards ceremony. Congratulations!

FLI NET KYRGYZSTAN - TOP-TIER FIRM IN THE ANNUAL RANKING OF THE LEGAL 500 EUROPE, MIDDLE EAST AND AFRICA 2016

Kalikova & Associates Law Firm was ranked as the top-tier firm in the annual ranking of The LEGAL 500 Europe, Middle East and Africa 2016. This reputable international legal directory noted that Kalikova & Associates "advises a strong roster of Kyrgyz and international clients on a range of commercial matters".



Kalikova & Associates also received top ranking from Chambers Global and Chambers Asia Pacific 2016 in general business law section as a firm continuing to be a leader in the Kyrgyz legal market and known for its wider contribution to "improving the business environment in the country." The lawyers also attract accolades for their "top-grade technical skills" and ability to offer "very practical advice"