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Delivery in Asia-Pacific
with AI



CHINA

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A Decade of Disputes,
Direction and Distinction

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2025**



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Feature contributors

PUBLISHER

Rahul Prakash
+852 8170 2951
rahul.prakash@
inhousecommunity.com

LEAD DESIGNER

Richard Oliver

EDITOR

Nathan Smith

WRITER

Butch Bacaoco

**CLIENT RELATIONSHIP
MANAGER**

Toni Angeline Dorotheo

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Atticus Zhao, King Wood & Mallesons

Atticus Zhao is a partner at King Wood & Mallesons. Atticus specializes in data compliance and corporate.

Atticus has extensive experience in data compliance, including cybersecurity, personal information protection and cross-border data transfer, corporate data governance, and has provided services to many MNCs in a wide range of industries.



Danni Sima, King Wood & Mallesons

Danni Sima is an associate at King Wood & Mallesons. Danni specializes in data compliance and corporate.



Brian W Tang

ALITA SOLIA Report 2025 Chief Editor and ALITA Co-chair
University of Hong Kong Law, Innovation, Technology & Entrepreneurship Lab
Founding executive director



Vaibhav Saxena, Foreign Counsel, Hanoi Office, VILAF

Vaibhav is a qualified attorney having extensive professional working experience with the Government of India, the Office of Legal Affairs of the International Atomic Energy Agency, Austria and leading international law firms.

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EDITORIAL GUIDANCE PANEL



Carina Wessels

Executive: Governance, Legal and Compliance, Alexander Forbes Group Holdings



Carl Watson

General Counsel, Arcadis Asia



Navrita Kaur

Chief Legal Officer, Omesti Group



Preeti Balwani

General Counsel at Hindustan Coca-Cola Beverages



Raymond Goh

General Counsel, International of China Tourism Group



Rebecca Hong

Managing Counsel, Intel Corporation



Ron Yu

University of Hong Kong, Chinese University of Hong Kong, Hong Kong University of Science and Technology



Sally Dyson

Director, Firm Sense



Sesto Vecchi

Managing Partner, Russin & Vecchi



Stanley Lui

APAC Legal Director, TI Fluid Systems Co-Founder, White Hat Guys



Yosr Hamza

Director, Legal Counsel, Gartner

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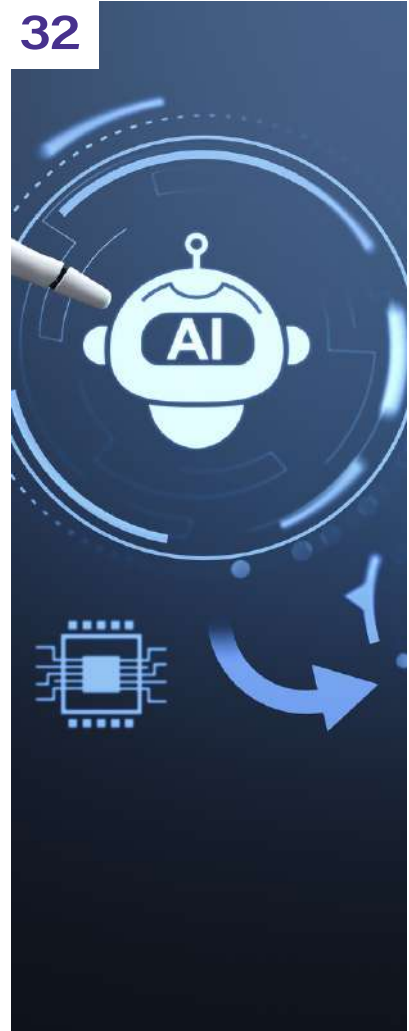
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VILAF and Yoon & Yang Launch Vietnam – Korea Practice Unit



Vietnam-based VILAF and Korea-based Yoon & Yang have entered into a professional collaboration under which VILAF will host senior legal professionals from Yoon & Yang on secondment to establish a Vietnam–Korea Practice Unit in VILAF’s Ho Chi Minh City and Ha Noi offices. The unit will create a dedicated platform to provide high-quality legal services to Korean businesses navigating complex legal matters in Vietnam. The initiative aims to enhance cross-border understanding of legal practices and foster stronger cultural and professional ties between the two top-tier firms.

The Vietnam–Korea Practice Unit will provide Korean clients in both Vietnam and Korea with access to a broad range of world-class services tailored to their cross-border investments, M&A, and financing transactions, as well as complex dispute matters in Vietnam.

The unit will be managed by Zunu Lee, head of cross-border practice at Yoon & Yang, who is well known for his versatility in handling cross-border M&A and investment work in both Korea and Vietnam.

Strategic Merger and New Leadership to Boost CLO’s Disputes Practice

Highly regarded specialist disputes and arbitration firm Sanjay Mohan Advocates & Solicitors will merge with Christopher & Lee Ong, a member firm of Rajah & Tann Asia, effective 1 January. The merger brings together two complementary teams with a shared commitment to legal excellence, commercial insight, and client-focused solutions.

As part of the merger, Sanjay Mohan will head CLO’s Disputes Practice. With more than three decades of experience, Mohan is highly regarded for his work in disputes, particularly in construction and energy matters, and has acted in numerous high-profile arbitrations and court proceedings locally and internationally.

“The merger represents a natural and forward-looking step, combining our boutique precision and personalised service with CLO’s depth, regional resources, and institutional strength,” Mohan said.

The merger comes at a pivotal time, as businesses navigate an upswing in cross-border transactions, regulatory shifts, and increasingly complex disputes. Arbitration has also become more entrenched as the dispute resolution mechanism of choice, particularly for international parties seeking speed, neutrality, and confidentiality.

“With the integration, we are elevating our disputes and arbitration capabilities to a

NEWS

new level, offering clients solutions that bring together legal knowledge and industry insight,” said John Mathew, senior partner in CLO’s Disputes Practice. He added that the merger would expand the firm’s ability to anticipate risks, manage complex proceedings, and achieve optimal outcomes for clients.

Managing partner Kuok Yew Chen said, “Sanjay and team are a welcome addition to the family, not only for the skills and expertise they bring, but for their work ethics and principles, which clearly align with the culture and objectives of CLO and the RTA network.”

With this move, CLO reinforced its commitment to delivering legal services of depth and breadth. The merger reflects the firm’s ambition to continually raise service standards by combining scale with precision across corporate and disputes work.

Dentons Hong Kong Exclusively Associates with Beijing Dacheng Law Offices



Kate Barton and Keith Brandt

Dentons in Hong Kong has entered into a formal and exclusive association with Beijing

Dacheng Law Offices, following more than a decade of collaboration. Both firms have now registered as association firms with the Law Society of Hong Kong.

The strategic arrangement strengthens the firms’ ability to serve clients across Greater China and global markets. By combining Dentons’ expansive international reach with Dacheng’s strong domestic footprint in Mainland China, the association enables the delivery of integrated, high-quality legal services across jurisdictions.

“This exclusive association reflects a forward-looking and productive relationship. It positions us to better meet the evolving needs of clients operating across jurisdictions, particularly in Greater China,” said Kate Barton, global chief executive officer of Dentons.

Dentons Hong Kong managing partner Keith Brandt said the association marked “a new chapter” in the partnership with Dacheng, adding that their complementary strengths in cross-border matters involving Hong Kong and Mainland China would deliver greater value to clients and enhance the firm’s regional market presence.

The development aligns with Dentons’ client-centric strategy, which combines global reach with deep local insight, positioning the firms to advise on cross-border transactions, advisory matters, and multi-jurisdictional disputes across Asia and beyond.

NEWS

Tilleke & Gibbins Appoints New Partners in Thailand, Further Boosting Dispute Resolution Bench Strength



Chitchai Punsan and Suruswadee Jaimsuwan

Tilleke & Gibbins has promoted Chitchai Punsan and Suruswadee Jaimsuwan to partner in the firm's Bangkok office, reinforcing the strength of its dispute resolution practice.

Chitchai has more than fifteen years of experience representing multinational corporations in complex disputes across Thailand and Southeast Asia. His broad contentious practice includes customs violations, economic crime and regulatory investigations, product liability disputes, and civil and criminal litigation.

He is also recognised as a thought leader on customs and trade disputes and has contributed to research projects for the Organisation for Economic Co-operation and Development and the World Bank, helping to shape policy discussions on regional legal and regulatory issues. Chitchai holds an LLB from Ramkhamhaeng University and a bachelor's degree in business administration

from Kasetsart University, and is a member of the Lawyers Council of Thailand and the Thai Bar Association.

Suruswadee has been with the firm since 2020 and is a former judge of the Thai Courts of Justice. She brings extensive experience both on and off the bench, with deep knowledge of Thai law and court procedure, and advises clients on practical legal strategies while providing strong courtroom advocacy.

She holds an LLM from Monash University, an LLM from King's College London, and an LLB from Thammasat University. She is a barrister-at-law qualified by the Thai Bar Association, a notary public, and an arbitrator on the rosters of the Thai Arbitration Institute and the Thailand Arbitration Center. She is also active in legal education, policy engagement, and diversity and inclusion initiatives.

"Chitchai and Suruswadee exemplify the proactive, results-oriented advocacy our clients rely on across courts, tribunals, and regulatory forums," said managing partner Darani Vachanavuttivong, adding that their promotion reflected the firm's commitment to exceptional dispute resolution services.

Managing partner Tiziana Sucharitkul said the pair were trusted advisers to businesses navigating complex disputes across Southeast Asia, noting that their commercial acumen and legal expertise further strengthened the firm's full-service capabilities and dispute resolution reputation.

NEWS

Following Departure from Mayer Brown PK Wong & Nair, Three Partners Launch Independent Law Practice



Suresh Nair, Jennifer Chih and Bryan Tan

Partners Suresh Nair, Jennifer Chih and Bryan Tan have left Mayer Brown PK Wong & Nair to establish Nair, Jen & Tan, a new independent law practice in Singapore focused on litigation, restructuring and insolvency, corporate, and employment matters—areas in which the partners are widely recognised.

The move marks a strategic decision to create a specialist platform dedicated to contentious, advisory, and crisis-driven mandates, particularly amid heightened restructuring activity, increasingly complex employment and immigration issues, and sophisticated commercial disputes, including arbitration across Singapore and the wider Asia-Pacific region.

Collectively, the trio bring decades of experience advising multinational corporations, financial institutions, insolvency practitioners, boards, and senior executives. Their practices span high-value commercial disputes, cross-border restructuring and

insolvency proceedings, employment litigation, and compliance-related advisory work.

Suresh Nair is widely recognised for his leadership in corporate and commercial litigation, insolvency and restructuring, and employment disputes, with a strong track record in landmark cases and a reputation for pragmatic, results-oriented advocacy.

Jennifer Chih has nearly three decades of experience advising on complex corporate, immigration, and employment matters, compliance frameworks, and regulatory strategy, with work spanning M&A, corporate governance, and labour-related compliance.

Bryan Tan specialises in corporate and commercial litigation, arbitration, restructuring and insolvency, and employment-related disputes, and is also active in matters involving technology, digital assets, and financial issues.

“We are establishing an independent practice that allows us to deepen our work in core areas where clients increasingly require specialised, senior-level advice,” the partners said in a joint statement, adding that the new firm would offer a more agile and conflict-free platform while maintaining depth and quality of service.

Nair, Jen & Tan is headquartered in Singapore and operates from offices at SGX Centre 1.

NEWS

Baker McKenzie Wong & Leow Appoints New Country Managing Principal



Kelvin Poa

Baker McKenzie Wong & Leow, the Singapore member firm of Baker McKenzie, has appointed Kelvin Poa as Country Managing Principal, effective 1 January 2026. He succeeds James Huang, who

concluded his term on 31 December 2025 after leading the office since 1 January 2023.

Kelvin is a highly regarded lawyer with more than twenty-seven years of experience in investment funds and employment law. He currently heads the Funds and Employment practice groups at the firm, advising venture capital, private equity, and real estate clients on investment structuring, acquisitions, restructurings, and exits, and supporting asset management clients on

transformational transactions and complex reorganisations.

In employment matters, he provides strategic advice on non-contentious issues, including contracts, separation agreements, and restrictive covenants such as non-solicitation and non-competition terms.

Commenting on his appointment, Kelvin said he was honoured to be appointed and thanked his fellow principals for their trust, while also expressing appreciation to James for his leadership in guiding the firm through post-COVID workplace changes and its office move. He added that he looked forward to working closely with global and regional teams to deliver seamless client outcomes in a dynamic market.

James congratulated Kelvin on his appointment, saying his leadership and expertise in funds and employment would help take the firm to greater heights alongside Singapore's continued growth as a regional gateway for international investment, talent development, and workplace transformation.



MOVES



Malaysian law firm Halim Hong & Quek has appointed **Siva Kumar Kanagasabai** as Senior Partner and Head of Dispute Resolution from 1 January 2026, marking a senior lateral hire from Skrine. Kumar joins after more than thirty years at Skrine, where he was a partner in its dispute resolution practice, and is widely recognised for complex, high-value litigation and arbitration. His work spans commercial disputes, fraud and asset recovery, maritime and shipping, and employment matters. The appointment reflects growing demand for sophisticated, cross-border dispute resolution and strengthens the firm's leadership capability in Malaysia and across key regional markets internationally today.



Reed Smith has added banking and finance partner **Dr Gregory Xu** to its Singapore office, where he will join the firm's Transportation Industry Group. Xu joins from Stephenson Harwood, where he led the general banking and project finance practice in Southeast Asia and served on the firm's Supervisory Council and executive committee. With more than fifteen years' experience, he advises on high-value, cross-border transactions across transportation, trade, life sciences, energy and technology. His practice covers complex financings, restructurings, enforcement, green and sustainability-linked lending, insolvency-related matters, and broader corporate and commercial work for global

clients, including banks, funds, lessors and corporates.



JSA Advocates and Solicitors has appointed **Rachana Rautray** as a retained partner in its Mumbai office. Rautray is a technology and regulatory lawyer with nearly ten years' post-qualification experience and deep expertise across data privacy, payments, gaming, content regulation, cryptocurrency, artificial intelligence, intellectual property and commercial contracts. She is a graduate of the West Bengal National University of Juridical Sciences and is enrolled with the Bar Council of Maharashtra and Goa. She joins from Anagram Partners, following senior roles at Trilegal, AZB & Partners and L&L Partners, and advises domestic and international clients on regulatory, compliance, structuring and risk matters.



Baker McKenzie has added leading project finance lawyer **Matthias Schemuth** as a principal in the firm's Singapore office (Baker McKenzie Wong & Leow, Baker McKenzie's member firm in Singapore) and as Asia Pacific Co-Head of Projects in its Finance & Projects practice, alongside Partner Jon Ornlffson in Tokyo. Schemuth joins from DLA Piper, bringing more than 20 years of experience in the energy and infrastructure sectors across the Asia Pacific. He advises sponsors, developers, commercial banks, multilateral lending agencies and export

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credit agencies on the structuring and financing of large-scale projects.



Eversheds Sutherland has appointed partner **Albert Yuen** to lead its Technology, Data and Cyber offering in Asia. Yuen joins from Linklaters, where he was head of Technology, Media and Telecommunications in Hong Kong and led the firm's TMT practice on major regional and global mandates. He brings 25 years' experience across the Asia-Pacific region and the US West Coast, having held senior roles at Osborne Clarke, Gilbert + Tobin, Gibson, Dunn & Crutcher and O'Melveny & Myers. Yuen also has in-house experience through secondments with telecommunications companies and advises on complex, multi-jurisdictional technology, data, cloud and outsourcing projects.



Atsumi & Sakai has strengthened its Tokyo office with the addition of three competition law specialists: former Japan Fair Trade Commission Secretary General **Shuichi Sugahisa** as Senior Consultant, and **Junya Ae** and **Michio Suzuki** as partners. Sugahisa brings more than forty years' experience in competition law and policy, including senior leadership roles at the JFTC and oversight of major cartel and merger cases. Ae and Suzuki join from Baker McKenzie's Tokyo

office, where they advised on antitrust investigations, merger control, regulatory compliance and transaction-related competition issues. The hires significantly enhance the firm's competition and regulatory capability in Japan.



Ashurst has welcomed back **Gareth Hughes** to its dispute resolution practice in Hong Kong, marking his return after several years at Debevoise & Plimpton.

Hughes previously spent seven years with Ashurst, from 2011 to 2018, where he led the Asia disputes practice. A seasoned litigator with more than 25 years of experience in the region, he focuses on complex commercial litigation, cross-border disputes, and regulatory defence work.

He regularly advises corporates, financial institutions, and high net worth individuals on sensitive and multi-jurisdictional matters. His practice also includes guiding clients through internal investigations and regulatory enforcement proceedings involving key authorities in Hong Kong.

Before his first term at Ashurst, Hughes was a partner at Simmons & Simmons. His return is expected to add further depth to Ashurst's litigation capabilities in the region.

Hughes has been a regular speaker at the Hong Kong In-House Community Congress.

DEALS

Allen & Gledhill advised **StarHub** on the issue of S\$300 million 2.55 percent notes due 2035 under its S\$2 billion multicurrency debt issuance programme. The transaction was led by partner **Wu Zhaoqi**.

Allen & Gledhill advised **Agricultural Bank of China**, Singapore Branch, on the issue of US\$300 million floating rate notes due 2028 under its US\$15 billion medium-term note programme. Partner **Glenn David Foo** led the firm's team.

Allen & Gledhill advised **Singapore's Housing and Development Board** on the issue of S\$1 billion fixed-rate notes due 2032 under its S\$42 billion medium-term note programme. The deal was led by partners **Margaret Chin** and **Sunit Chhabra**.

AZB & Partners advised **Siguler Guff & Company** on its Rs110 billion acquisition, alongside other buyers, of a stake in La Renon Healthcare from A91 Emerging Fund I. The transaction was completed on November 4, 2025, and was led by partner **Roxanne Anderson**.

AZB & Partners advised **Tata Consultancy Services** on its Rs63 billion acquisition of Coastal Cloud Holdings and its subsidiaries from Sverica Capital Management and Salesforce Ventures. The transaction was signed on December 10, 2025 and had not yet been completed. Partners **Ashwath Rau** and **Prerak Ved** led the matter.

AZB & Partners advised **Global Infrastructure Partners**, part of BlackRock, on its Rs33 billion acquisition of a stake in

Aditya Birla Renewables. The transaction was signed on December 10, 2025 and had not yet been completed. Partners **Zia Mody**, **Ashwath Rau**, **Atreya Bhattacharya** and **Aditya Periwal** led the deal.

Baker McKenzie acted as US counsel to **Bright Scholar Education Holdings** on the completion of its going-private merger with an affiliate of Excellence Education Investment. Following the merger, Bright Scholar delisted its American Depository Shares from New York. The transaction was led by partner **Dan Ouyang** and **Ronnie Li** of FenXun.

Baker McKenzie acted as Hong Kong and US counsel to **QingSong Health** on its Hong Kong IPO, which raised up to HK\$599.6 million including the over-allotment



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option. Shares began trading on December 23, 2025. The transaction was led by partners **Dan Ouyang** and **Winfield Lau**, with **Ronnie Li** and **Zhenzhen Bao** of FenXun.

Clifford Chance advised **Shanghai Forest Cabin Cosmetics Group** on its IPO and listing in Hong Kong. Forest Cabin was China's leading domestic premium skincare brand by retail sales in 2024. China practice chair and partner **Tim Wang**, with partners **Jean Thio** and **Virginia Lee**, led the firm's team, supported by **Lorna Lyu** of Shanghai He Ping Law Firm.

Clifford Chance acted as English, US and Singapore law counsel to **BNP Paribas**, **MUFG Securities**, **JP Morgan**, **Société Générale** and **Standard Chartered Bank** on the US\$705.5 million Bayfront IABS VII issuance

by Clifford Capital. It was Clifford Capital's largest public IABS transaction. Partners **Francis Edwards** and **Lena Ng** led the deal, with **Bruce Kahl** advising Citicorp International as trustee.

Clifford Chance advised Tokyo-listed **Prime Strategy** on the business alliance and public tender offer by GMO Internet Group for a majority stake. The transaction valued Prime Strategy at approximately ¥6 billion. Partner **Michihiro Nishi** led the firm's team on the matter.

CMS IndusLaw advised **Fireside Ventures** on its investment in the Series A funding round of Sports For Life, a youth-focused multi-sport development platform in India. Partner **Shantanu Singh** led the firm's team in the transaction.

DEALS

CMS IndusLaw advised **Lightrock** on multiple secondary share sale transactions involving Porter, India's on-demand logistics platform, as part of a broader multi-investor secondary process. Partner **Winnie Shekhar** led the firm's team on the transaction.

Davis Polk advised **Seyond Holdings** on its business combination with TechStar Acquisition, valuing Seyond at a pre-money equity value of HK\$11.7 billion, alongside a concurrent private placement exceeding HK\$900 million. Partners **Li He, Jason Xu** and **Ran Li** led the firm's cross-border team.

Davis Polk advised **HashKey Holdings** on its IPO and Rule 144A and Regulation S listing in Hong Kong, raising approximately HK\$1.6 billion before over-allotment. It was the first

crypto exchange IPO in Hong Kong. Partners **Li He** and **Jason Xu** led the transaction.

DLA Piper acted as international sanctions counsel to **Softcare** on its Hong Kong IPO, which raised approximately HK\$2.38 billion and was heavily oversubscribed. Singapore partner **Nathan Bush** led the firm's cross-border, multi-disciplinary team on the transaction.

DLA Piper advised **Bo Yu**, a subsidiary of Ping An, on the US\$217 million privatization of OneConnect Financial Technology and its concurrent delisting from Hong Kong and New York. The transaction was the first of its kind since 2010. Senior partner **Roy Chan, Vivian Liu** and **James Chang** led the firm's team.

DLA Piper advised **Huatai Financial Holdings (Hong Kong)** and **CITIC Securities (Hong Kong)** on the IPO and Hong Kong listing of B&K Corporation, raising approximately HK\$674 million. The company focused on protein-based wound-healing therapies. Partner **Christina Loh**, supported by **Vivian Liu, Philip Lee** and **Stewart Wang**, led the transaction.

Goodwin advised **FountainVest** on its investment, alongside CPE, in SML Group, a global provider of digital identification and RFID solutions operating across more than 20 countries. Hong Kong private equity partner **Daniel Dusek** led the transaction, supported by partners across private equity, tax, anti-trust, trade, IP and data privacy.

Greenberg Traurig acted as English counsel to **Qatar International Islamic Bank** on



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its QAR500 million Sukuk issuance, the first Islamic Sukuk listed in Qatar. The Regulation S issuance was completed on December 17, 2025 under QIIB's trust certificate programme. Dubai capital markets shareholder **Alex Roussos** led the transaction.

JSA Advocates & Solicitors advised **Acclime Group** and its shareholders on the India leg of its sale to funds controlled by Warburg Pincus. The transaction was signed on December 17, 2025 and remained subject to regulatory approvals. Partner **Prakriti Jaiswal** led the firm's team.

JSA Advocates & Solicitors advised **Bertelsmann India Investments** on its investment in Buildwealth Technologies,

with participation from Alphawave Global. Buildwealth operated an AI-powered wealth management platform for mutual fund distributors in India. Partner **Anand Lakra**, supported by a multi-partner team, led the transaction.

Latham & Watkins advised **Acclime Holdings** and its shareholders on the sale of the Acclime Group to funds controlled by Warburg Pincus. The transaction was signed on December 17, 2025 and remained subject to regulatory approvals. Hong Kong corporate partner **Simon Cooke** led the firm's cross-border team.

Latham & Watkins advised **Clifford Capital** on its seventh public infrastructure

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asset-backed securities transaction, Bayfront VII, with an issuance size of US\$705.5 million. It was the largest infrastructure IABS issued to date and Clifford Capital's inaugural Rule 144A/Reg S issuance. Finance partners **Michael Hardy** and **Timothy Hia** led the deal.

Paul Hastings (Hong Kong) advised **China International Capital Corporation Hong Kong Securities** and **Citigroup Global Markets Asia** on the HK\$626 million global offering and Hong Kong listing of BenQ BM Holding Cayman Corp. Founding partner **Raymond Li** and corporate partner **Steven Hsu** led the firm's team.

Paul Hastings (Hong Kong) advised **Hebei Haiwei Electronic New Material Technology** on its HK\$440 million global offering and Hong Kong listing, which was heavily oversubscribed. Haiwei was one of China's largest capacitor film manufacturers. Founding partner **Raymond Li** and corporate partners **Peter Cheng** and **Steven Hsu** led the transaction.

Paul Hastings (Hong Kong) advised **Suzhou Novosense Microelectronics** on its HK\$2.2 billion global offering and Hong Kong listing. Novosense was an analog and mixed-signal chip company listed in Shanghai. Founding partner **Raymond Li** and corporate partners **Peter Cheng** and **Steven Hsu** led the firm's team.

Rajah & Tann Singapore acted for **Koufu** on its acquisition of Piccadilly Galleria, the retail podium of Piccadilly Grand, from vendors related to CDL and MCL Land. Senior partner



Norman Ho and partner **Hoon Chi Tern** led the firm's team on the transaction.

Rajah & Tann Singapore acted for **Overseas-Chinese Banking Corporation**, as placement agent, on iX Biopharma's private placement, which raised S\$6.7 million. Capital markets partners **Raymond Tong** and **Jasselyn Seet** led the firm's team.

Rajah & Tann Singapore acted for **Yangzijiang Maritime Development** on its primary listing in Singapore following its spin-off from Yangzijiang Financial Holding. The company achieved a market capitalisation of approximately S\$2.15 billion on listing. Partner **Tan Mui Hui** led the transaction.

DEALS

S&R Associates represented **Axis Capital, Morgan Stanley, Citigroup, JP Morgan** and **Jefferies**, as book-running lead managers, on the Rs38.99 billion IPO of Pine Labs. Pine Labs operated a digital commerce technology platform focused on payments and issuing solutions. Partners **Sandip Bhagat, Jabarati Chandra** and **Jitesh Shahani** led the transaction.

S&R Associates represented **IHH Healthcare** and its subsidiaries on open offers under the Takeover Code for acquisitions in Fortis Healthcare and Fortis Malar Hospitals. Following completion, IHH held indirect stakes of 31.17 percent and 62.73 percent respectively. Partners **Sandip Bhagat, Rajat Sethi** and **Raya Hazarika** led the transaction.

Saraf and Partners advised **Megaport** on its acquisition of a 100 percent stake in Extreme Infocom, India's leading internet exchange provider, from Extreme Labs AD. Senior partner **Vaibhav Kakkar** and partner **Snigdhanee Satpathy** led the firm's team on the transaction.

Shardul Amarchand Mangaldas & Co advised **AION Investments** on the sale of its entire stake in Planetcast Media Services to Arugn Technologies, resulting in a complete exit. Partners **Gunjan Shah** and **Sangamitra Sankaraiah** led the firm's team on the transaction.

Shardul Amarchand Mangaldas & Co advised **British American Tobacco** on a US\$429 million secondary divestment of its shareholding in ITC Hotels via an accelerated



bookbuild process. Partner **Mithun V Thanks**, supported by **Manjari Tyagi**, led the firm's team.

Simpson Thacher & Bartlett represented **KKR** on the sale of a 19.9 percent stake in LOGISTEED Holdings to Japan Post for approximately ¥142.3 billion. The transaction closed on December 23, 2025. Partners **Noritaka Kumamoto, Jonathan Stradling, Makiko Harunari** and **Étienne Renaudeau** led the deal.

Simpson Thacher represented **KKR** on its joint venture with PAG to acquire Sapporo Real Estate from Sapporo Holdings. The staged acquisition involved an initial 51 percent stake. Partners **Jonathan Hwang, Jonathan Stradling, Étienne Renaudeau** and **Jacob Millikin** led the transaction.

DEALS

Skadden advised **JD.com** subsidiary JingDong Industrials on its IPO and Hong Kong listing on December 11, 2025, raising nearly HK\$3 billion. Hong Kong partners **Shu Du** and **Paloma Wang** led the firm's team on the transaction.

Skadden advised the underwriters on the US\$400 million IPO and Singapore listing of **UltraGreen.ai**, the first non-REIT IPO in Singapore since 2017. Corporate partners **Rajeev Duggal** and **Jonathan Stone** led the firm's team.

Trilegal acted as sole counsel on the proposed IPO of **Aspri Spirits**, comprising a fresh issue and offer for sale. Aspri operated India's largest alco-beverage distribution platform by brand portfolio size. Capital markets partner **Richa Choudhary** led the transaction.



Trilegal advised the book-running lead managers on Brookfield India Real Estate Trust's Rs35 billion qualified institutions placement of units. The proceeds partially funded one of India's largest REIT acquisitions. Partner **Vijay Parthasarathi** led the firm's team.

TT&A advised existing shareholders **WestBridge AIF I**, **Setu AIF Trust**, **Konark Trust** and **MMPL Trust** on the IPO of Physicswallah, the largest ed-tech IPO in India. Partners **Gautam Saha**, **Punita Gupta** and **Abhinav Kumar** led the firm's team on the transaction.

TT&A advised **L Catterton** on its strategic partnership and investment in Haldiram Snacks Food to support domestic market leadership and international expansion. Partners **Sachin Mehta** and **Shivranjani Ralawata**, supported by **Sonam Mathur**, led the firm's team on the transaction.

WongPartnership acted for **Aster Ventures** on its investment in Aether Fuels, a climate technology company focused on sustainable aviation and maritime fuels. The investment formed part of Project Beacon, involving development of Southeast Asia's first sustainable aviation fuel plant. Partner **Kyle Lee** led the firm's team.

WongPartnership acted for **Neo Say Chuan** and **Tiong Bock Lian** in a lawsuit against PropNex Realty, its sales agent and Anthony Law Corporation concerning alleged negligent misrepresentations in a property transaction. Partner **Gavin Neo** led the firm's team in the matter.

Overview of China's Latest Regulations on Cybersecurity Incidents Reporting

ATTICUS ZHAO AND DANNI SIMA

In recent years, cybersecurity incidents have occurred frequently, with the scope of impact and degree of harm continuously escalating.

To regulate and respond to cybersecurity incidents in China, the Cyberspace Administration of China (CAC) issued the *National Administrative Measures for Reporting Cybersecurity Incidents* (the “Measures”) on September 1, 2025, which took effect on November 1, 2025.

1. Scope of Application and Management System

The Measures require that network operators that build, operate networks, or provide services

through networks within the territory of the PRC shall report cybersecurity incidents in accordance with the provisions of the Measures when such incidents occur.

Under China Cybersecurity Law and the Measures, a network operator refers to the owner, manager, or network service provider of a network, and network refers to any internet or LAN or WAN used by a network operator. This means any entity that uses network in China will be a network operator under the said laws and regulations.

On September 15, 2025, the CAC issued a press Q&A regarding the Measures (the “Q&A”). In Q3 (scope and reporting entities covered by the

Measures), the Q&A clarifies that the scope of application and reporting entity under the Measures are network operators that build, operate networks, or provide services via networks within the territory of the PRC.

Under the Measures, the CAC is responsible for overall coordination nationwide for cybersecurity incidents reporting, while provincial cyberspace administration departments are responsible for implementation within their respective administrative regions. In the meantime, a collaborative mechanism is formed with public security authorities and industry regulators.

2. Classification and Time Requirements for Reporting

The Measures stipulate that when a network operator identifies or becomes aware of a cybersecurity incident, it shall conduct a risk assessment based on the *Cybersecurity Incident Classification Guidelines* (the “Classification Guidelines”) which classify cybersecurity incidents into four levels based on severity and damage caused: extraordinarily significant, significant, relatively major and general, with assessment criteria and examples (non-exhaustive). See table.

For relatively major cybersecurity incidents or above, the Measures establish strict and differentiated reporting time limits:

- For incidents involving critical information infrastructure, network operators shall immediately report to the protection authorities and public security agencies, within one hour at the latest.
- For significant or extraordinarily significant cybersecurity incidents, the protection department shall report to the CAC and the public security department of the State Council immediately upon receiving the report, and no later than half an hour.

- If a network operator is affiliated with central government departments or their directly subordinate units, they shall report to their respective departmental cyberspace administration bodies within two hours at the latest. For significant or extraordinarily significant cybersecurity incidents, the cybersecurity work units of all departments shall report to the CAC immediately upon receiving the report, and no later than one hour. Upon receiving the report, the CAC shall promptly notify relevant departments.
- Other network operators shall promptly report to the local provincial cyberspace administration, with a maximum of four hours. For significant or extraordinarily significant cybersecurity incidents, provincial-level cyberspace administration departments shall report to the CAC immediately upon receiving the report within one hour, while simultaneously notifying relevant departments at the same level.

3. What to Report

The Measures specify eight mandatory elements to be reported, including:

- The name of the involved unit and the basic information of the involved system or facility;
- The time, location, type, and severity of a cybersecurity incident, along with its impact and harm, the measures taken, and their effectiveness. For ransomware attacks, the report should also specify the ransom amount, payment method, and date;
- The trend of the situation and the possible further impact and harm;
- Preliminary analysis of the causes of the cybersecurity incident;
- Clues for attribution investigations, including but not limited to potential attacker information, attack paths, and existing vulnerabilities;
- Proposed further countermeasures and requests for assistance;

Cybersecurity incident level	Assessment Criteria	Examples ¹
Extraordinarily significant Cybersecurity Incident	(1) Critical networks and information systems suffer extraordinarily severe system damage , resulting in widespread system paralysis and loss of operational capability. (2) Core data, important data, or massive amounts of personal information of citizens are lost, stolen, tampered with, or forged, posing an extraordinarily severe threat to national security and social stability. (3) Other cybersecurity incidents that pose an extraordinarily severe threat or cause extraordinarily severe impact on national security, social order, economic development, and public interest.	Leakage of personal information of over 100 million citizens; or direct economic losses exceeding RMB 100 million.
Significant Cybersecurity Incident	(1) Critical networks and information systems suffer severe system damage , resulting in prolonged system interruptions or partial paralysis , with business processing capabilities significantly impaired . (2) Core data, important data, or a large volume of personal information of citizens are lost, stolen, tampered with, or forged, posing a serious threat to national security and social stability. (3) Other cybersecurity incidents that pose a serious threat or cause serious impact on national security, social order, economic development, or public interest.	Leakage of personal information of over 10 million citizens; or direct economic losses exceeding RMB 20 million.
Relatively Major Cybersecurity Incident	(1) Critical networks and information systems suffer significant system damage , resulting in system interruptions , with system efficiency reduced and business processing capabilities impaired. (2) Important data and a relatively large volume of personal information of citizens are lost, stolen, tampered with, or forged, posing a relatively serious threat to national security and social stability. (3) Other cybersecurity incidents that pose a relatively serious threat or cause relatively serious impacts on national security, social order, economic development, and public interest.	Leakage of personal information of over 1 million citizens; or direct economic losses exceeding RMB 5 million.
General Cybersecurity Incident	Cybersecurity incidents not falling under the above categories that pose a certain threat to national security, social order, economic development, or public interests, and cause a certain degree of impact.	Leakage of personal information of fewer than 1 million citizens; or direct economic losses of less than RMB 5 million.

¹ More dimensions and classifications of the different level of cybersecurity incidents are set out in the Cybersecurity Incident Classification Guidelines attached to the Measures.

- Status of on-site protection for the cybersecurity incident;
- Other circumstances requiring reporting.

Notably, the Measures do not restrict reporting obligations to a one-time action. For incidents where circumstances cannot yet be fully ascertained, a preliminary brief report is permitted, with subsequent updates required. During the investigation process, if new significant

developments emerge or progress is made, timely updates shall be provided. After the incident is resolved, the operator shall submit a systematic summary report within 30 days.

4. Harmonization with Other Legislation

The Measures form part of an integrated regulatory framework governing cybersecurity incident response in China, including *the Cybersecurity*

Law, the Personal Information Protection Law (the “PIPL”), the Data Security Law, the Regulations on the Security Protection of Critical Information Infrastructure (the “CII Regulations”), and the Provisions on the Management of Network Product Security Vulnerabilities (the “Product Security Provisions”).

(1) Personal Information Protection Law

Article 57 of the PIPL requires personal information processors (equivalent to data controller under GDPR) to immediately adopt remedial measures and notify relevant regulatory authorities and affected individuals in the event of, or upon the likelihood of, personal information leakage, tampering, or loss. The notification shall include the categories of personal information involved, the causes and potential harm, remedial measures taken, and contact information of the personal information processor.

In practice, cybersecurity incidents involving data breaches may trigger overlapping obligations under both the Measures and the PIPL. For example, a network operator that also qualifies as a personal information processor may be required to report the incident to cyberspace administration authorities under the Measures while also perform the said obligations under the PIPL.

Notably, the PIPL does not impose a minimum threshold for the number of affected individuals before reporting obligations triggered. As the regulatory alignment between the PIPL and the Measures for cybersecurity incident reporting remains to be clarified by authorities, it is unclear so far whether incidents that fall below the quantitative thresholds for relatively major cybersecurity incidents under the Measures would still trigger mandatory notification obligations under the PIPL.

(2) Regulations on the Security Protection of Critical Information Infrastructure (CII)

Article 18 of the CII Regulations states that when a CII experiences a severe cybersecurity incident or identifies a significant cybersecurity threat, the operator of the CII shall report to the protection department and public security organs in accordance with relevant provisions.

In the event of an extremely severe cybersecurity incident involving the complete interruption of critical information infrastructure operations, failure of its primary functions, leakage of national foundational information or other important data, large-scale leakage of personal information, significant economic losses, or widespread dissemination of illegal information, or upon discovery of an exceptionally major cybersecurity threat, the protection department shall promptly report to the CAC and the public security department of the State Council upon receiving the report.

The Measures refine and operationalize these obligations by introducing clearer reporting timelines, hierarchical reporting pathways, and classification standards. Compared with the CII Regulations, which focus primarily on operators of CII, the Measures broaden the reporting framework to cover a wider range of network operators.

(3) Regulations on the Management of Network Product Security Vulnerabilities

Article 7 of the Product Security Provisions states that network product providers shall fulfill the following obligations regarding the management of network product security vulnerabilities to ensure that security vulnerabilities in their products are promptly patched and reasonably disclosed, and to guide and support product users in taking preventive measures, including reporting relevant vulnerability information to the Cybersecurity Threat and Vulnerability Information Sharing Platform of the Ministry of Industry and Information Technology within two days.

The Measures complement this regime by addressing incidents arising from the exploitation of such vulnerabilities. While the Product Security Provisions focus on pre-incident vulnerability disclosure and patch management, the Measures govern post-incident reporting and emergency response.

5. Suggestions

The Measures establish a mandatory and time-sensitive national framework for cybersecurity incident reporting in China. Non-compliance will be subject to the liability under the Cybersecurity Law, the PIPL, the Data Security Law and other relevant regulations. Companies are advised to take steps to ensure compliance and reduce risks:

(1) Update emergency response plans and internal reporting procedures

Companies should update their internal cybersecurity incident emergency response plans in accordance with the Measures as soon as possible. The core of the plan is to clearly define the process of “incident discovery → preliminary assessment (classification) → report initiation → simultaneous handling”.

(2) Establish incident classification and closed-loop management processes

Companies should establish internal incident classification operation manuals in accordance with the Classification Guidelines attached to the Measures. These manuals should correlate quantifiable metrics, such as system downtime duration, data breach scale, and economic losses, with their specific business systems, enabling frontline personnel to conduct rapid and accurate preliminary assessments.

(3) Define internal response personnel and cross-departmental collaboration mechanisms

Companies should establish a clearly defined cybersecurity incident response team

with designated personnel to ensure rapid mobilization during incidents, with clearly assigned roles for technical handling, report drafting, legal review, and external communication. Additionally, a sound communication mechanism can be implemented to ensure the efficient and effective response within the organization to address any cybersecurity incident detected at any time.

金杜律师事务所
KING & WOOD
MALLESONS



Atticus Zhao, King Wood & Mallesons

Atticus Zhao is a partner at King Wood & Mallesons. Atticus specializes in data compliance and corporate.

Atticus has extensive experience in data compliance, including cybersecurity, personal information protection and cross-border data transfer, corporate data governance, and has provided services to many MNCs in a wide range of industries.

Email: atticus.zhao@cn.kwm.com



Danni Sima, King Wood & Mallesons

Danni Sima is an associate at King Wood & Mallesons. Danni specializes in data compliance and corporate.

Email: simadanni@cn.kwm.com

A Decade of Disputes, Direction and Distinction: SAT & CO at 10

As SAT & CO approaches its 10th anniversary, the firm's partners reflect on defining milestones, evolving client expectations, and the future of dispute resolution - offering in-house counsel a candid view of growth, strategy, and what lies ahead.



SAT & CO has grown steadily since its founding in 2016 and marks its 10th anniversary in 2026, what do you see as the firm's most significant milestones over the past decade, and how have these shaped your identity as a boutique practice?

Salah Al Blooshi



Over the past decade, SAT & CO's most important milestones have been building a strong dispute resolution platform with full UAE court rights of audience, successfully handling high-value cross-border enforcement matters, and assembling a senior team with deep regional and international experience. Another defining moment was expanding our sector coverage across shipping, oil & gas, real estate, financial services, gold trading and international trade.

These milestones have shaped our identity as a boutique firm that combines agility with sophistication. We have deliberately remained partner-led and client-facing, ensuring hands-on senior involvement while

maintaining the flexibility to deliver tailored, commercially focused solutions.

How does celebrating 10 years influence your vision for the next chapter of SAT & CO's growth, and what new opportunities or challenges do you anticipate for clients in the coming years?

Tareq Saeed Al Shamsi



Reaching our 10-year milestone is not only a celebration of past achievements but also a strategic turning point for SAT & Co. As we look to the next

chapter, our focus is on strengthening senior advisory capabilities, expanding our dispute resolution footprint, and investing further in technology and client service infrastructure.

A key element of this strategy is the recent appointment of Emad Saad Elhabbak as Senior Legal Advisor. With over 25 years of experience in civil, commercial, and maritime law, including extensive senior advisory roles, Emad brings deep procedural expertise and strategic insight to our team. His addition significantly enhances our ability to manage technically complex disputes and provide high-level guidance to clients, both domestically and internationally.

For clients, this means access to an even stronger bench of senior legal talent capable of navigating increasing regulatory complexity, cross-border exposures, enforcement challenges, and cyber-related risks. At the same time, the UAE's economic diversification continues to create new opportunities, and our enhanced advisory capabilities allow us to support clients proactively, protect value, and drive sustainable growth.

Many of your partners came from major international and regional law firms before co-founding or joining SAT & CO. What motivated the move, and what advantages does a boutique platform offer compared to larger firms?

Abubaker Karmustaji



Our partners were motivated by the opportunity to create a firm that delivers top-tier legal quality without the rigidity of traditional large-firm struc-

tures. Having been trained and shaped at leading international and regional firms, we brought those standards into a more agile, client-focused platform.

A boutique model allows direct partner access, faster decision-making, transparent communication, and highly tailored strategies. Clients benefit from senior-level attention, operational efficiency, and cost-effective service delivery, without compromising on quality or technical excellence.

Salah Al Blooshi



You have handled some of the region's most complex commercial and arbitration enforcement matters. What changes have you observed in how

clients approach high-value cross-border disputes today?

Clients today are far more strategic and commercially driven in their approach to disputes. We are seeing a shift toward early risk assessment, enforceability planning, and

jurisdictional strategy, rather than focusing solely on winning cases on paper.

We also observe that clients increasingly prioritise asset tracing, interim measures, and enforcement readiness from the outset. This demonstrates a growing focus on results-driven dispute strategies, with financial recovery and business impact taking priority alongside legal outcomes.

From your perspective, how is the role of in-house counsel evolving when it comes to managing multi-jurisdictional litigation?

In-house counsel are increasingly acting as strategic risk managers rather than purely legal coordinators. They now oversee multi-jurisdictional litigation portfolios, manage regulatory exposure, and align dispute strategy with business objectives.

This requires closer collaboration with external counsel, greater reliance on real-time reporting, and the ability to make data-driven decisions across borders. Law firms must adapt by offering clear communication, speed, and commercial insight alongside legal expertise.

Abubaker Karmustaji



Clients often highlight your communication style and transparency. What do you think in-house counsel value most in dispute resolution partners today?

In-house counsel value responsiveness, clarity, and predictability. They want straightforward

advice, honest risk assessments, and regular communication without unnecessary complexity.

They also expect their external counsel to understand business priorities, budget constraints, and internal stakeholder pressures. At SAT & CO, we focus on being accessible, proactive, and solutions-driven, ensuring clients feel supported throughout every stage of a dispute.

With disputes spanning sectors such as shipping, oil & gas, real estate and financial transactions, what trends should GCs prepare for going into 2026 and beyond?

General Counsel should prepare for increased regulatory enforcement, contractual disputes linked to supply chain disruption, ESG-related claims, and financial compliance issues.

We also anticipate growth in arbitration enforcement, commodity trading disputes, and asset recovery proceedings. The complexity of cross-border transactions will continue to rise, making jurisdictional strategy and enforcement planning critical components of dispute management.

Tareq Saeed Al Shamsi



Financial crime and cyber-related matters continue to rise in the UAE. What emerging risks or patterns should in-house legal teams be paying closer attention to?

We are seeing more cases involving cyber fraud, data breaches, payment

diversion schemes, and digital asset-related disputes. Financial crime is also becoming more sophisticated, often crossing multiple jurisdictions.

In-house teams should focus on strengthening internal controls, transaction verification protocols, compliance monitoring, and incident response frameworks. Early legal involvement is essential to mitigate exposure and preserve evidence.

You mentor young lawyers and contribute to the firm's strategic direction. How do you see the next generation of UAE advocates evolving, and what does that mean for clients?

The next generation of UAE advocates is becoming more commercially aware, technologically adept, and internationally oriented. There is greater exposure to arbitration, cross-border litigation, and regulatory frameworks.

For clients, this means access to lawyers who combine strong courtroom advocacy with business understanding and digital competence, delivering more efficient and forward-looking legal solutions.



Ahmed Yehia Hamdalla



You have developed a strong niche advising gold trading companies and leading high-value disputes. What lessons can in-house counsel take from cases involving fast-

moving, high-risk sectors?

Speed, documentation discipline, and risk allocation are critical in high-risk sectors. Many disputes arise from inadequate contract structures, weak compliance processes, or poor transaction tracking.

In-house counsel should focus on strong contractual protections, real-time risk monitoring, and proactive dispute prevention strategies. Early legal intervention can significantly reduce exposure and operational disruption.

Based on your work in both litigation and business development, what do GCs expect from external counsel today that may not have been a priority five years ago?

Today's General Counsel expect more than technical legal advice. They want strategic partnership, commercial insight, budget transparency, and technology-enabled service delivery.

There is also increasing demand for faster responses, real-time updates, and results they can clearly see and measure. Firms that combine strong advocacy with client-centric service models and innovative tools are best positioned to meet these evolving expectations.

A Long-Awaited Return: Vietnam's In-House Community Comes Together in Ho Chi Minh City



RAHUL PRAKASH

The Ho Chi Minh City In-House Community Congress 2025 marked the return of the Congress to Vietnam for the first time since 2019, bringing together a senior audience of in-house counsel and general counsel for an afternoon of focused discussion and peer exchange. Hosted at the Renaissance Riverside Hotel Saigon, the event reflected both the growing maturity of Vietnam's in-house legal market and the expanding strategic role of corporate legal teams.

The Congress convened legal leaders from across industries to examine how in-house teams are responding to regulatory change, internal governance challenges and

heightened expectations from the business. Throughout the programme, discussions were firmly grounded in practical realities, offering insights that attendees could apply directly within their organisations.

Following opening remarks from Rahul Prakash, Publishing Director at In-House Community, the programme opened with the panel "Future-Ready Legal: Reshaping the GC's Role." Moderated by Gaston Fernandez, Office Managing Partner at Hogan Lovells, the session featured Lan Anh Tran, Head of Legal at Mercedes-Benz Vietnam, Minh Vu, Legal Director at Haleon, and Vo Sy Chung, Legal Director at VietJet Air. The discussion explored how general counsel are evolving



as strategic partners, with speakers sharing perspectives on building agile legal teams, communicating legal value, adopting technology responsibly and navigating regulatory and geopolitical uncertainty.

Attention then turned to internal workplace challenges in the session “Whistleblowing & Internal Disputes among Employees.” The discussion was led by Nguyen Huu Minh Nhut, Partner, Nguyen Nhat Anh Thu, Associate, and Dao Thi Ai, Associate, all from Russin & Vecchi. The speakers examined how in-house teams can manage internal complaints and disputes effectively, balancing legal risk, employee relations and organisational culture.

This was followed by a second session hosted by Russin & Vecchi, “Sexual Harassment & Privacy Breach by Employees.” The panel featured Sesto Vecchi, Partner, Tran Ngoc Han, Partner, and Le Ton Viet, Senior Associate. The discussion addressed sensitive and increasingly prominent workplace issues, highlighting the role of in-house counsel in strengthening compliance frameworks, managing investigations and mitigating reputational risk.

The programme concluded with “Data Protection in M&A: Managing Risk Through Transaction Documents,” presented by Hoang Nguyen Ha Quyen, Partner at LNT & Partners. The session explored how data protection considerations can be addressed in share purchase agreements, with a focus on warranties, indemnities and covenants under Vietnam’s evolving personal data protection regime.

Beyond the formal agenda, delegates connected during refreshment breaks and at the post-event drinks reception, reinforcing the Congress’s role as a platform for

“It was invaluable to connect with peers who are facing the same challenges in Vietnam’s evolving legal landscape. The discussions were practical, relevant and genuinely senior-level. I would absolutely prioritise attending the Ho Chi Minh City Congress again in 2026.”
– General Counsel, large Vietnamese financial organisation

senior-level engagement within Vietnam’s in-house community.

Building on the success of the 2025 event, the Ho Chi Minh City In-House Community Congress will return in 2026.

For sponsorship opportunities for the 2026 HCMC In-House Community Congress, please contact sponsorships@inhousecommunity.com.





Transforming Legal Service Delivery in Asia-Pacific with AI:

What In-House Counsel Need to Know from ALITA's SOLIA Report 2025

BRIAN W TANG

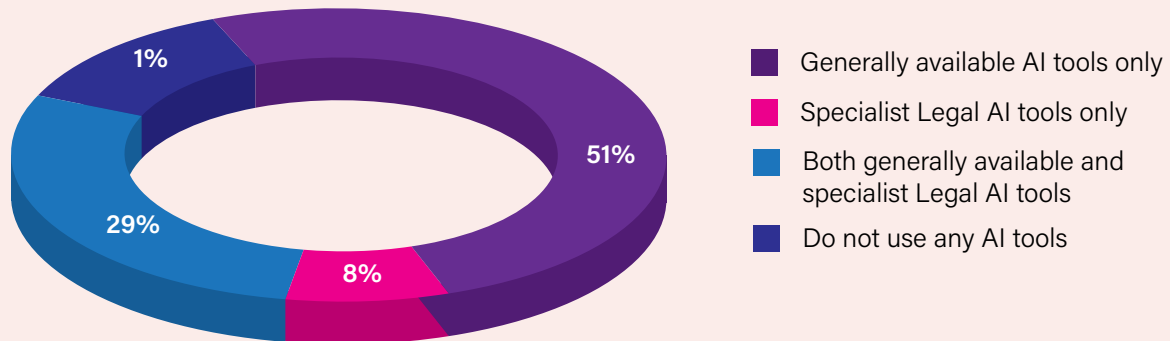
The Asia-Pacific Legal Innovation & Technology Association (ALITA) State of Legal Innovation in Asia-Pacific (SOLIA) Report 2025 that contains a survey conducted by ALITA in conjunction with LexisNexis arrives at a moment when legal teams across the Asia Pacific region are feeling both the pace and pressure of transformation. As the findings make clear, AI is no longer an optional experiment. It has become part of the daily toolkit for many professionals, especially within in-house teams that continue to carry rising expectations from business leaders.

The expanding role of AI in daily work

According to the ALITA SOLIA Report 2025, almost 90 percent of legal professionals surveyed say they are already using AI tools in some form. In-house lawyers report even higher adoption, with nearly half using general purpose AI every day. The uses span the predictable but essential tasks. Drafting internal messages. Summarising long documents. Conducting quick research. Translating material across the region's multiple languages.

Despite this broad usage, many organisations still lack clear AI policies. That gap is noticeable because it shifts the responsibility onto individual lawyers who must decide

Type of AI tools used (n=287)



Source: ALITA SOLIA Report 2025

what tools are safe, what information can be processed, and how output should be reviewed. The report suggests that responsible digital lawyering will need a more structured foundation than what currently exists.

Where AI makes the biggest difference

The benefits cited by respondents feel consistent with what many in house counsel report in practice. Time is saved on low value tasks. Operations move faster. Stakeholders receive clearer answers with quicker turn-around. For many, these efficiencies translate into an ability to keep pace with the business rather than constantly reacting to it.

“AI is no longer a distant concept. It has become woven into the daily workflow of the region’s legal teams.”

At the same time, accuracy and hallucination risks remain the biggest concerns. The fear that reviewing an unreliable output will take as much time as completing the task manually

is widely shared. Confidentiality and data security concerns follow close behind. Ethical questions also loom large, particularly around bias and the way AI may reshape junior roles across the profession.

How teams and expectations are evolving

One of the most striking findings relates to the future shape of legal departments. Many respondents expect technology skills to become far more important. Some foresee increased budgets for tools and platforms. Others anticipate adding more non legal roles such as operations and data professionals. At the same time, some departments may shrink as technology absorbs certain repeatable workstreams.

This connects directly with how legal department clients evaluate legal services. Across the region, the highest valued attributes include cost effectiveness, specialist expertise, responsiveness and the ability to provide tailored solutions. Very few legal department clients focus on whether a lawyer is using advanced tools. They care about outcomes, clarity and efficiency.

Rethinking legal training for the AI era

The ALITA SOLIA Report 2025 also looks ahead to the next generation of lawyers. Only a small minority of respondents believe that traditional legal education models should continue unchanged. Most support the integration of AI literacy, practical technology skills and interdisciplinary learning. The region is already seeing experimentation at universities that use AI platforms to simulate legal analysis, client interactions and advanced advisory scenarios.

The view reflected across the Report is that AI will not replace lawyers. Instead, it will amplify the capability of those who learn to engage with it responsibly. The future landscape will demand coordination among law firms, in house teams, regulators, educators and technology providers. Each has a role in shaping a profession that modernises while preserving the trust that underpins legal work.

"Clients are not asking what tools are used. They are asking for faster, clearer and more strategic outcomes."

As the Report concludes, the coming years will reward legal professionals who actively embrace these tools with care and discipline. For in house counsel in particular, this moment offers the opportunity to lead internal policy conversations, revisit collaboration models with external counsel, and position the legal team as a more strategic partner within the wider organisation.



Brian W Tang

ALITA SOLIA Report 2025 Chief Editor and ALITA Co-chair
University of Hong Kong Law, Innovation, Technology & Entrepreneurship Lab
Founding executive director



For a deeper look at the findings and the voices shaping legal innovation across the region, scan the QR code or go to <https://alita.legal/solia-report-2025> and download the full ALITA SOLIA Report 2025. The full version is available at no cost and provides a comprehensive view of the trends influencing in house and private practice teams today.



In-House Legal Teams Take Centre Stage Across Asia and the Middle East

In-house legal teams from across Asia and the Middle East were recognised in the 2025 In-House Community Counsel of the Year Awards for their expanding role as strategic operators, innovators and risk managers.

Across sectors ranging from aviation and banking to energy, technology and the public sector, each winning team demonstrated a clear shift away from reactive legal support and towards embedded legal leadership. Many of the awards recognised how the best teams had reduced external reliance, shortened deal cycles, deployed technology at scale and stewarded increasingly complex environments.

Aviation and Aerospace: Cebu Pacific

The Aviation and Aerospace award went to Cebu Pacific, whose in-house legal team was recognised for independently structuring and executing a series of complex fleet and corporate transactions. The team led aircraft acquisitions, wet lease arrangements and an airline acquisition, while proactively resolving regulatory, ESG and operational risks associated with fleet expansion.

Judges noted the team's ability to balance commercial urgency with regulatory precision, enabling Cebu Pacific to secure fleet growth while supporting national connectivity objectives in a highly regulated aviation environment.

Banking: Bank of the Philippine Islands and Bank Mandiri

The Banking category was jointly awarded to Bank of the Philippine Islands and PT Bank Mandiri, reflecting two distinct but equally strong models of in-house excellence.

At BPI, the legal team delivered a wide-ranging transformation in 2025, independently drafting digital banking documentation, leading cybercrime prosecutions and integrating Robinsons Bank's legal function following its acquisition. The team also automated tax compliance processes and set up new regulatory regimes across the bank, positioning legal as a key driver of regulatory readiness.

Bank Mandiri's legal team, meanwhile, embedded dedicated lawyers directly within corporate banking units, allowing legal to engage from the moment of deal

inception rather than waiting for post-approval review. By co-structuring financing and syndication transactions, standardising credit documentation and deploying technology-enabled covenant monitoring, the team improved deal quality while reducing cycle times. Its Legal Digest briefings and internal podcasts further helped translate change into practical decision-making tools for the business.

Construction, Property and Infrastructure (Asia & Middle East): Sime Darby Property and Al Hamra Group

The Construction, Property and Infrastructure award was presented to Sime Darby Property (Asia) and Al Hamra Group (Middle East), whose group legal teams delivered quantifiable operational and financial impact.

By increasing in-house matter coverage from 50% to 90%, the team reduced outsourced legal costs by 62% and achieved overall cost savings of 20%. On-the-ground legal representatives, on-site contract and risk clinics and timely deal involvement worked to cut tribunal cases by 78%. A data-driven Legal Performance Dashboard further strengthened governance and boosted decision-making across major projects.

Energy and Natural Resources (Asia & Middle East): Yinson Production and Air Products

In the Energy and Natural Resources category, Yinson Production (Asia) and Air Products (Middle East) stood out for the scale of work delivered by their lean in-house teams.

Its two-person APAC legal unit at Yinson led the full legal lifecycle of the US\$1.5 billion AGOGO FPSO project, drafting and negotiating

bankable contracts across three continents and managing more than 150 subcontracts. Through risk-optimised contract structures and proactive issue resolution, the team avoided disputes, saved an estimated US\$3.5 million in costs and enabled first oil delivery four months ahead of schedule.

Financial Services (Ex-Banking): Ernst & Young Solutions

The Financial Services award went to Ernst & Young Solutions, whose ASEAN General Counsel Office transformed regional legal delivery between 2024 and 2025.

By establishing regional Centres of Excellence covering contracting, litigation, data privacy, technology and governance, the team centralised high-volume work and standardised processes across 14 jurisdictions. Automated data-incident tracking, harmonised playbooks and self-help tools reduced duplication, accelerated turnaround times and delivered scalable legal support for the firm's Southeast Asian operations.

FMCG: Coca-Cola Beverages Vietnam

In the FMCG category, Coca-Cola Beverages Vietnam received recognition for its hands-on, cross-functional legal leadership.

The in-house team secured a critical land lease extension in Ho Chi Minh City ahead of expiry and quarterbacked regulatory approvals for the Tay Ninh greenfield project. Working closely with finance, supply chain, HR and government authorities, the team navigated complex local regulations and delivered both projects on time, ensuring business continuity and enabling expansion.



Legal Team - Doctor Anywhere

Insurance: AIA Singapore

The Insurance award was claimed by AIA Singapore, whose legal team combined automation with high-value advisory work.

By deploying a digital legal platform for contract generation and review, the team reduced turnaround times by more than 50% and freed capacity for strategic advice. Legal also supported the compliant launch of AIA+, Claims EZ and iSMART+, addressing digital signatures, data privacy and cross-border sales issues, while leading multi-jurisdictional structuring for AIA's high-net-worth advisory business.

Life Sciences, Pharma and Healthcare: Doctor Anywhere

The Life Sciences, Pharma and Healthcare category was awarded to Doctor Anywhere, whose five-person APAC legal team set a benchmark for GenAI adoption.

The team built and deployed DA Genius, a proprietary AI platform that includes AdComply, cutting marketing compliance reviews by 90%, and an NDA Assistant that halved review time. AI-generated training videos and onboarding modules also allowed for scaled legal knowledge across six jurisdictions, enabling lawyers to focus on complex, high-risk advisory work.

Brian Tang, one of the judges for the Tech Integration category, said Doctor Anywhere distinguished itself by developing unique legal technology rather than relying on off-the-shelf solutions.

“Doctor Anywhere stood out for building its own legal AI assistant platform, including AdComply for marketing reviews, an NDA AI assistant and AI-enabled legal training, all with clear, measurable improvements in how legal support is delivered,” said Tang.

“In our first year as a team, we focused on building practical, tech-enabled legal solutions and partnering deeply with the business across six jurisdictions,” said the Doctor Anywhere legal team. “Being small forced us to be intentional, innovative and outcome-driven, and that’s where our impact came from.”

Public Sector and Government (Asia): Hong Kong Tourism Board

The Public Sector and Government Asia award went to Hong Kong Tourism Board, whose two-manager legal team delivered high-impact outcomes.

Legal supported more than 200 mega events by standardising contract terms and introducing weekly project updates, cutting processing time by 20%. The team also led Hong Kong’s Muslim-friendly tourism legal framework, developed practical data privacy guidance for AI-driven tourism and built a bespoke AI contract management system handling more than 2,000 contracts annually.

Public Sector and Government (Middle East): Ras Al Khaimah Economic Zone Authority

In the Middle East public sector category, Ras Al Khaimah Economic Zone Authority was recognised for combining legal innovation with economic development.

The team structured a first-of-its-kind DAO association legal regime to support Web3 businesses, led complex real estate and off-plan leasing projects for RAK Central and negotiated cross-border musataha agreements with investors from China and Singapore. Internal capability building ensured the model could scale across free zone and offshore entities.



Daniel Abela and Mikhael El Hachem from Alef Education

Retail and Wholesale (Asia): Tapestry

The Retail and Wholesale award was won by Tapestry, whose Greater China legal team led complex IP enforcement actions dismantling counterfeit networks across online platforms and supply chains.

The team concluded multiple criminal cases, strengthened China-specific compliance frameworks, supported cross-border divestments and restructurings and advanced data privacy governance.

Technology, Media and Telecommunications (Middle East): Alef Education

The Middle East TMT award went to Alef Education, whose legal team supported the company’s advance to become a listed EdTech leader.

Legal played a central role in Alef’s ADX IPO, implemented AI ethics and data protection frameworks, structured cloud and technology partnerships and secured ISO accreditations. Operational innovation reduced contract review times by 60% while giving

business teams the self-service tools and training they needed.

Technology, Media and Telecommunications (Asia): Ingenico and ACO Tech

The Asia TMT category was jointly awarded to Ingenico and ACO Tech.

Ingenico's APAC legal team digitised 35,000 contracts and deployed AI contract management across 12 jurisdictions, reducing turn-around times by up to 45% and positioning legal as a data-driven growth engine.

Change Management: MoMo and Lenovo PCCW Solutions

The Change Management award recognised both MoMo and Lenovo PCCW Solutions.

MoMo's legal team enabled the company's shift to an AI financial ecosystem, renegotiating 30 bank partnerships, leading biometric eKYC implementation, renewing its e-wallet licence and shaping fintech regulation.

Lenovo PCCW Solutions rebuilt its legal function from scratch in 12 months, launching a regional legal portal, implementing end-to-end contracting and trade compliance processes and deploying GenAI tools that accelerated workflow while maintaining global compliance standards.

"Our 2025 In-House Counsel Award win reflects more than a single success," said the Lenovo PCCW Solutions legal team. "We turned challenges into innovation by developing a legal portal and AI tools to improve our efficiency. Commitment to shared values and continuous improvement builds not only results, but enduring professional excellence."



Joanne Chuang - General Counsel, APAC - Ingenico

Corporate Social Responsibility: Global Ferronickel Holdings

The CSR award went to Global Ferronickel Holdings, whose legal team embedded social responsibility into law, policy and operations.

The team shaped national FPIC guidelines, advanced green metal incentives and led pro bono, Indigenous rights and public health initiatives, transforming legal leadership into social impact.

Cross-Departmental Collaboration: Aedas, Meralco Industrial Engineering Services and Yusuf Bin Ahmed Kanoo Company

The Cross-Departmental Collaboration awards were presented to Aedas and Meralco Industrial Engineering Services in Asia and Yusuf Bin Ahmed Kanoo Company in the Middle East.

Both teams showed how embedded legal support can unlock faster execution, stronger compliance and better commercial outcomes without slowing the business down.

Innovation: Ingenico

Innovation awards went to Ingenico, recognising how the legal teams moved beyond incremental change to deliver scalable,



technology-driven transformation with measurable efficiency, cost and risk outcomes.

Lynette Ooi, one of the judges for the Innovation category, said Ingenico's submission stood out in a highly competitive field.

"Ingenico delivered an outstanding example of innovation across people, operations and technology, achieving tangible results in time savings, stakeholder relationships and employee engagement," said Ooi.

Ingenico's legal team said digital-first is a mindset, not just about technology. "The transformation happens when legal stops asking 'why change?' and starts asking 'why not?' Shifting from compliance only to business accelerator. Start small, measure impact, compound the gains and start now."

Technology Integration: Doctor Anywhere

The Technology Integration award recognised Doctor Anywhere's legal team as a regional benchmark for embedding AI directly into core legal workflows across six APAC jurisdictions.

A five-lawyer team built and deployed DA Genius, a proprietary GenAI platform that includes AdComply. These tools transformed legal delivery from manual review to scalable, data-driven enablement with measurable efficiency and risk control.

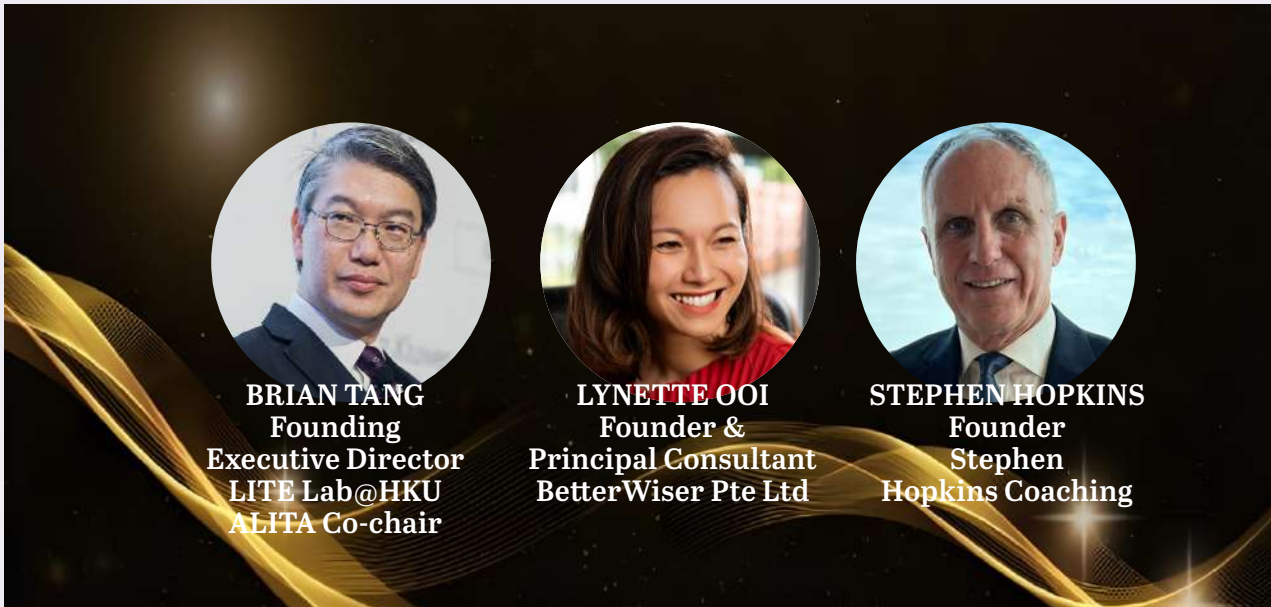
Overall In-House Legal Team of the Year 2025: MoMo

The awards culminated with MoMo being named Overall In-House Legal Team of the Year 2025. The award reflected more than MoMo's technical and legal skills. Judges praised MoMo for its evolution into a strategic partner within a fast-growing digital business, helping navigate regulatory complexity, organisational change and market expansion.

"We are very proud of IHC's grand award this year. Our journey shows that an in-house team succeeds by staying close to the business, remaining curious about change and being united by purpose," said MoMo's legal team.

"In a volatile and fast-evolving environment, adaptability and trust matter more than perfection. This award is a meaningful milestone along the way."

Winners of the IHC Counsel of the Year Awards, 2025



In-House Industry Team Awards

★ Winners

AVIATION & AEROSPACE

★ **Cebu Air, Inc. (Cebu Pacific Air)**

BANKING

★ **Bank Of the Philippine Islands
(BPI) Legal Group**

PAO Bank Limited

★ **PT Bank Mandiri (Persero) Tbk**
Asian Development Bank (ADB)

CONSTRUCTION, PROPERTY & INFRASTRUCTURE

Aedas

★ **(Middle East) Al Hamra Group LLC**
★ **(Asia) Sime Darby Property Berhad**

Hektar Asset Management Sdn Bhd
Taraf Holdings, a Yas Holding Company
Meralco Industrial Engineering Services
Corporation (MIESCOR)

KIP Real Estate Investment Trust (KIP REIT)
Parsons Corporation

ENERGY & NATURAL RESOURCES

★ **(Middle East) Air Products**

State Grid Overseas Investment Limited

★ **(Asia)Yinson Production**

Golden Agri Resources

Global Ferronickel Holdings Inc

FINANCIAL SERVICES (EX-BANKING)

★ **Ernst & Young Solutions LLP**

Hex Trust

MoMo (M_Services JSC)

FMCG

★ **Coca-Cola Beverages Vietnam**

INSURANCE

★ **AIA Singapore**

Manulife (International) Limited

Malaysian Life Reinsurance Group Berhad

LIFE SCIENCE, PHARMA & HEALTHCARE

★ **Doctor Anywhere**

ZEISS Greater China

MANUFACTURING & ENGINEERING

★ **PI Industries Ltd**

PUBLIC SECTOR / GOVERNMENT

★ **(Asia) Hong Kong Tourism Board**
 ★ **(Middle East) Ras Al Khaimah Economic Zone Authority (RAKEZ)**

RETAIL & WHOLESALE

★ **(Middle East) Seddiqi Holding**
 Ralph Lauren
 ★ **(Asia) Tapestry, Inc.**

In-House Best Practice Management Awards

CHANGE MANAGEMENT

Aedas
 ★ **Lenovo PCCW Solutions Limited**
 ★ **MoMo (M_Service JSC)**
 Ernst & Young Solutions LLP
 Frontiir Company Limited
 Malaysia Life Reinsurance Group Berhad
 PI Industries Ltd
 Tapestry, Inc.

COMPLIANCE

★ **(Middle East) Parsons Corporation**
 ★ **(Asia) ZEISS Greater China Legal and Compliance**
 Aedas
 AIA Singapore
 Air Products
 Al Hamra Group
 COSCO SHIPPING Ports Limited
 Ingenico
 Malaysian Life Reinsurance Group Berhad
 PAO Bank Limited (PAO Bank)
 Tapestry Inc

TRANSPORTATION & LOGISTICS

★ **(Asia) MTR Corporation Limited**
 ★ **(Middle East) Yusuf bin Ahmed Kanoo Company (YBA Kanoo)**
 Sarjak Container Lines
 COSCO Shipping Ports Limited

TECHNOLOGY, MEDIA & TELECOMMUNICATIONS

★ **(Asia) ACO Tech Sdn Bhd**
 ★ **(Middle East) Alef Education Holding Plc**
 ★ **(Asia) Ingenico**
 Anzu Virtual Reality Ltd
 Frontiir Company Limited
 Noventiq Holdings Plc
 Lenovo PCCW Solutions Limited
 PT NTT Indonesia Technology

TRANSACTIONAL

★ **Yinson Production**
 Cebu Air, Inc. (Cebu Pacific Air)
 Meralco Industrial Engineering Services Corporation (MIESCOR)
 Parsons Corporation
 PT Bank Mandiri (Persero) Tbk
 PT NTT Indonesia Technology
 Ras Al Khaimah Economic Zone Authority (RAKEZ)
 Sime Darby Property Berhad

CORPORATE SOCIAL RESPONSIBILITY

★ **Global Ferronickel Holdings Inc.**

BEST CROSS-DEPARTMENTAL COLLABORATION

★ **(Asia) Aedas**
 ★ **(Asia) Meralco Industrial Engineering Services Corporation (MIESCOR)**
 ★ **(Middle East) Yusuf bin Ahmed Kanoo Company (YBA Kanoo)**
 BPI Legal Group
 Coca-Cola Beverages Vietnam Limited Liability Company
 Frontiir Company Limited

Celebrating Excellence in Legal Partnership: Commended External Counsel of the Year 2025

Each year, we proudly recognize the private practice lawyers who demonstrate exceptional commitment and make a lasting impact on the work of in-house legal teams. The ***Commended External Counsel of the Year 2025*** awards celebrate outstanding collaboration, insight, and support across Asia and the Middle East.

Selected through sincere testimonials, peer recommendations, and votes from in-house counsel, this distinction honors legal professionals who consistently deliver outstanding results, build trusted relationships, and contribute meaningfully to their clients' success.

We are excited to introduce the ***Commended External Counsel for 2025*** — a true celebration of partnership, excellence, and dedication to the legal profession.

China

Carl Li, Zhong Lun Law Firm

Charles Li, HanKun Law Offices

Chen Feng, Dentons (Dacheng)

Chenliang Li, JunHe LLP

Christophe Han, Llinks Law Offices

Cindy Xin, AllBright Law Offices

David Li, HanKun Law Offices

Dennis Fong, Llinks Law Offices

Fan He, Haiwen & Partners

Gary Gao, Zhong Lun Law Firm

Gil Zhang, Fangda Partners

Gordon Feng, JunHe LLP

Harry Liu, King & Wood Mallesons

Hucheng Yang, Tian Yuan Law Firm

Jingjing Chen, Haiwen & Partners

Jordan Yang, AllBright Law Offices

Meka Meng, Hogan Lovells

Mengyun Qiu, AllBright Law Offices

Michael Qi, Fangda Partners

Minjie Xi, Jingtiang Gongcheng Law Firm

Nanda Lau, HSF Kramer

Nei Zhang, King & Wood Mallesons

Peng Cai, Zhong Lun Law Firm

Qin Lin, Fangda Partners

Richard Nie, King & Wood Mallesons

Rongjing Zhao, Morrison & Foerster

Shane Luo, Dentons (Dacheng)

Shaomei Cui, Grandall Law Firm

Sharon Shi, AllBright Law Offices

Siyuan Liu, Jingtiang Gongcheng Law Firm

Steven Zhu, Tian Yuan Law Firm

Yanling Ren, Tian Yuan Law Firm

Zhan Hao, AnJie Broad Law Firm

Zhengyi Zhang, Llinks Law Offices

Hong Kong

Angel Wong, ONC Lawyers

Benjamin Su, Latham & Watkins

Catherine Leung, Lewis Silkin

Chin Chong Liew, King & Wood Mallesons

Crystal Liew, Deacons

David Bulley, Appleby

- Derek Poon**, Baker McKenzie
- Erica Cheng**, Stevenson, Wong & Co
- Hank Lo**, Stevenson, Wong & Co
- Helen Colquhoun**, DLA Piper
- Kay Ian Ng**, Sullivan Cromwell
- Li He**, Davis Polk & Wardwell
- Machiuanna Chu**, Deacons
- Meng Ding**, Sidley Austin
- Michael Ng**, Linklaters
- Michael Szeto**, ONC Lawyers
- Michael Yu**, Cooley
- Miranda So**, Davis Polk & Wardwell
- Philip Wong**, Gallant
- Ronny Chow**, Deacons
- Rossana Chu Ching Man**, YYC Legal



- Russell Bennett**, Tanner De Witt
- Sherlyn Lau**, Sidley Austin
- Simon Mcconnell**, Clyde & Co
- Terence Tung**, JSM

Indonesia

- Asep Ridwan**, Assegaf Hamzah & Partners
- Arie Armand**, AYMP
- Bagus S D Nur Buwono**, Bagus Enrico & Partners



- Bonie Guido**, GHP Law
- Chandrawati Dewi**, ABNR
- Denny Rahmansyah**, SSEK Law Firm



- Emir Kusumaatmadja**, Mochtar Karuwin Komar
- Emir Nurmansyah**, ABNR
- Erwin Winenda**, Dentons
- Farid Nasution**, Assegaf Hamzah & Partners
- Iqbal Darmawan**, Hadiputranto, Hadinoto & Partners (HHP Law Firm)
- Ira A Eddymurthy**, SSEK Law Firm



- Ken Prasadtyo**, TnP Law Firm
- Luky Wakakangi**, Walalangi & Partners

Maria Sargado, Makarim & Taira S.

Merari Sabati, ARMA Law

Mita Guritno, Hadiputranto, Hadinoto & Partners (HHP Law Firm)

Nico A.P. Mooduto, SSEK Law Firm



Putu Raditya Nugraha, UMBRA

Rahayu Ningsih Hoed, Makarim & Taira S.

Rambun Tjajo, TnP Law Firm

Sakurayuki, Hiswara Bunjamin & Tandjung

Tony Budidjaja, Budidjaja International Lawyers

Vik Tang, Hiswara Bunjamin & Tandjung

Viska Kharisma, Hiswara Bunjamin & Tandjung

Malaysia

Addy Herg, Wong & Partners

Adrian Koh, Mah-Kamariyah & Philip Koh

Amin Abdul Majid, Zaid Ibrahim & Co

Azman bin Othman Luk, Rahmat Lim & Partners

Azmi Mohd Ali, Azmi & Associates

Cecil Abraham, Cecil Abraham & Partners

Deepak Sadasivan, Adnan Sundra & Loh

Jonathan Lim Hon Kiat, Zaid Ibrahim & Co

Kelvin Loh, Rahmat Lim & Partners

Linda Wang, LindaWang Su & Boo

Licia Tan, Wong & Partners

Natalia Nasaruddin, Azmi & Associates

Norhisham Abd Bahrin, Azmi & Associates

Preetha Pillai, Skrine

Reena Enbasegaram, Shearn Delamore

S. Saravana Kumar, RDS Partnership

See Ting Tyong, Christopher & Lee Ong

Vincent Chan, Abdullah Chan & Co

Wei Xian Tan, Skrine

Yeeling Lee, Rahmat Lim & Partners

Yu Lin Khoo, Zaid Ibrahim & Co

Middle East

Abubaker Karmustaji, Sat & Co

Admad Bin Hezeem, BSA Law

Adrianus Schoorl, DLA Piper Middle East



Ahmad Ibrahim, Ibrahim & Partners

Alan Rodgers, Hadeef & Partners

Ali Abedi, Derayah LLPC

Andrew Chung, K&L Gates

Andrew Tarbuck, Al Tamimi & Co

Areen Jayousi, Horizons & Co

Ayman A. Khaleq, Morgan Lewis

Basil Al Jafari, Latham & Watkins

Bilal Ambikapathy, Wisefields

Charles Laubach, Afridi & Angell

David Leckie, Clyde & Co

Gabriella Savastano, CMS Law

Gurmeet Kaur, Pinsent Masons

Ian Chung, HFW

Ibrahim Soumrany, Gibson Dunn

Jody Waugh, Al Tamimi & Co

Kamar Jaffer, A&O Shearman

Macky O'Sullivan, King & Spalding

Mamoon Khan, Al Tamimi & Co

Mehdi Seadon, Kennedys

Mohamed Eissa, Hadeef & Partners

Mohamed Hamra-Krouha, Clifford Chance

Mohammed Alsuwaidi, Alsuwaidi & Company

Moustafa Said, Wisefields

Nomaan Raja, Latham & Watkins

Olivia Darlington, Clyde & Co

Paul Allen, DLA Piper

Rania Tadros, Stephenson Harwood

Raza Rizvi, Simmons & Simmons

Reem Alsayegh, Linklaters

Rishi Sengupta, Kennedys

Robin Hickman, Addleshaw Goddard

Roshanak Bassiri Gharb, Clyde & Co

Sachin Kerur, Reed Smith

Sara Holder, Rouse

Sara Koleilat-Aranjo, Morgan Lewis

Suhail Mirza, Al Tamimi & Co

Tom Bicknell, Clyde & Co

Yasser Omar, Hadeef & Partners

Philippines

Aaron Roi B. Riturban, Sycip Salazar

Avelino J Cruz, Cruz Marcelo & Tenefrancia

Cybill Uyatiepo, Divina Law Offices

Danny Bunyi, Divina Law Offices

Enrique V. Dela Cruz, Jr., Divina Law Offices



Gil Roberto Zerrudo, Quisumbing Torres

Helena Rosales-Calo, Puno Law

Jose M. Layug, Jr., Divina Law Offices

Jude Ocampo, Ocampo & Suralvo Law Offices

Judy Hao, ACCRALAW

Karen Ocampo, Ocampo & Suralvo Law Offices

Kristine Anne Mercado-Tamayo, Quisumbing Torres

Kristine T. Torres, Gorriceta Africa Cauton & Saavedra



Manolito Manalo, Ocampo Manalo Valdez & Lim

Manuel Manaligod, Cruz Marcelo & Tenefrancia

Mark S. Gorriceta, Gorriceta Africa Cauton & Saavedra



Patricia Bunye, Cruz Marcelo & Tenefrancia

Rashel Ann C. Pomoy, Villaraza & Angangco



Regina Jacinto-Barrientos, PJS Law

Rose Marie M. King-Dominguez, Sycip Salazar

Simeon V. Marcelo, Cruz Marcelo & Tenefrancia



Timothy Joseph N Lumauig, VAL Law

Vicente D. Gerochi IV, Sycip Salazar

Virginia Viray, PJS Law

Yvette Chua, Romulo

Singapore

Cavinder Bull, Drew & Napier

Chong Kin Lim, Drew & Napier

Daniel Chia, HSF Kramer

Daniel Waldek, HSF Kramer

Edric Pan, Dentons Rodyk

Elaine Chen, WongPartnership

Eng Beng Lee, Rajah & Tann

Joyce Tan, Joyce A Tan

Kaveeta Sandhu, Hogan Lovells

Kei-Jin Chew, Norton Rose Fulbright

Ken Chia, Baker McKenzie

Margaret Chin, Allen & Gledhill

Michael Gagie, Maples

Pedram Norton, Stephenson Harwood

Rajesh Sreenivasan, Rajah & Tann

Regina Liew, Rajah & Tann

Sheena Jacobs, CMS

Shirin Tang, Baker McKenzie

Sunit Chhabra, Allen & Gledhill

Yi Jia Wong, Allen & Gledhill

South Korea

Chan Youp Song, Lee & Ko

Dong-Seok Oh, Kim & Chang

Grace Yoon, Lee & Ko

Hee-Gang Shin, Bae, Kim & Lee

Hoil Yoon, Yoon & Yang

Hyunju Helen Park, Shin & Kim

Jihyun Kim, Bae, Kim & Lee

Jiwon Karen Kwak, Yoon & Yang

Mok Kim, Bae, Kim & Lee

Myung-Ahn Kim, Yoon & Yang

Sai Ree Yun, Yulchon

Sang Hyun Ahn, Yoon & Yang

Shul Park, Kim & Chang

Sookmi Lee, Shin & Kim

Sung Bom Park, Yulchon

Tom Kwon, Lee & Ko

Un Ho Kim, Lee & Ko

Weon Jin Kim, Yulchon

Weon Jung Kim, Kim & Chang

Wookrae Lee, Bae, Kim & Lee

Young-Hwan Kwon, Jipyong

Thailand

Audray Souche, DFDL

Christopher Osborne, SCL Nishimura

Chusert Supasitthumrong, Tilleke & Gibbins

David Doran, DFDL

Doungporn Prasertsomsuk, Chandler Mori Hamada

Jason Corbett, Silk Legal

Jessada Sawatdipong, Chandler Mori Hamada

Kudun Sukhumananda, Kudun and Partners

Mayuree Sapsutthiporn, Kudun and Partners

Nopporn Charoenkitraj, Baker McKenzie

Nuttaphol Arammuang, Tilleke & Gibbins

Passawan Navanithikul, SRPP

Patcharaporn Pootranon, Tilleke & Gibbins

Pranat Laohapairoj, Chandler Mori Hamada

Purachate Manussiripen, Baker McKenzie

Satyapon Sachdecha, Satyapon & Partners

Sumet Orsirivikorn, Baker McKenzie

Suparerk Auychai, A&O Shearman

Tassanai Kiratisountorn, Norton Rose Fulbright

Tatchaporn Natprasertkul, WE Intellectual Property

Teerin Vanikieti, Norton Rose Fulbright

Troy Schooneman, Kudun and Partners

Warathorn Wongsawangsi, HSF Kramer

Waranon Vanichprapa, DLA Piper

Warot Wanakankowit, Warot Advisory Services

Wayu Suthisarnsuntorn, Pisut & Partners

Vietnam

Anh Bui Ngoc, VILAF

Anh Hoang Phoang, DFDL

Chuong Bnguyen, GV Lawyers

Doan Linh, Watson Farley Williams

Duc Dang, Indochine Counsel

Duc Tran, A&O Shearman

Duyen Vo Ha, VILAF

Dzung Vu, YKVN

Gwendoline Brooker, Frasers Law Company

Hai Ha, Hogan Lovells

Hai Nguyen, A&O Shearman

Hoang Nguyen Ha Quyen, LNT & Partners



Nguyen Anh Tuan, LNT & Partners



Hong Bui Ngoc, LNT & Partners



Oanh Nguyen, Baker McKenzie

Phuoc Nguyen, Phuoc & Partners

Quang Truong Nhat, YKVN

Richard Stapley Oh, KPMG Law Limited



Huu Minh Nhat Nguyen, Russin & Vecchi

Jérôme Buzenet, DFDL

Le Net, LNT & Partners

Mark Fraser, Frasers Law Company

Minh Duong, Asia Counsel Vietnam Law Company Limited (in association with Kinstellar Southeast Asia)



Sesto Vecchi, Russin & Vecchi

Stephen Le, Le & Tran

Trọng Nghĩa Trương, YKVN

Tung Tran, GV Lawyers

Vu Thi Thu Ha, ATS Law Firm

Top-Tier In-House Counsel List, 2025

We're proud to present the 2025 "Top-Tier In-House Counsel" list in its second year. This recognition highlights exceptional in-house counsel and compliance leaders who demonstrate innovation, impact, efficiency, and a strong commitment to diversity and responsibility, setting the standard for the legal community.

Abhijit Yadav

Colgate-Palmolive (I) Limited

Ahmed Zaki

Al Hamra Group LLC



Amir Dar

Anzu Virtual Reality Ltd

Anh Bui

PLF Law Firm (archived)

Anh Nguyen Duc

Pharmacy Pharmacy JSC

Annemarie Anthony

Yusuf bin Ahmed Kanoo Company (YBA Kanoo)

Arinah Yusof-Hindmarsh

Gaia Investment Partners Sdn Bhd



Beltran Adricula

Ras Al Khaimah Economic Zone Authority (RAKEZ)





Dawn Teo
AIA Singapore

Dongxian Wang
State Grid Overseas Investment Limited

Elizabeth Tan
Yinson Green Technologies (M) Sdn Bhd

Fee Sang Wong (Faith)
Kuala Lumpur Kepong Berhad

Gary Ng
Roquette Singapore Pte. Ltd.

Hamdy Deyab Abdou
Al Hamra Group



Hemant Kumar
Larsen & Toubro Ltd

Hiba Tawfik
Parsons Corporation

Hoi Yean Loi
Philip Morris (Malaysia) Sdn Bhd

Howard Chung
GRVT

Jamal Alassaf
Ministry of Finance



Jeny Yeh
ACO Tech Sdn Bhd

Jie Yao
Manulife-Sinochem

Jhimmy Santiago
Light Rail Manila Corporation

Joan De Venecia-Fabul
PLDT Inc



John Kwon
Contemporary Ampere Technology Co.

Joshua Chu
China Information Technology Development Limited



Kian Chun Ching
Carsome Group

Khalid Khan

Al Tayer Group

Khalid Khan

Dubai Islamic Bank

Khalid Khan

Majid Al Futtaim (Entertainment)

Khalid Khan

Samsung Electronics MENA FZ-LLC

TOP TIER
In-House Counsel
2025

Michael Ting
Manulife (International) Limited

TOP TIER
In-House Counsel
2025

Lynn Lee
Link Asset Management Limited

Michelle Hung

COSCO SHIPPING Ports Limited

TOP TIER
In-House Counsel
2025

Natalia G. Nepomuceno
Cebu Air, Inc. (Cebu Pacific Air)

Mahasweta Ghosh

Avery Dennison Corporation

TOP TIER
In-House Counsel
2025

Martin Chen Kuok Yeow
Hektar Asset Management Sdn Bhd

TOP TIER
In-House Counsel
2025

Nelson Wong
Tam Jai International Co. Ltd.

TOP TIER
In-House Counsel
2025

Atty. Michael David B. Azucena
Meratco Industrial Engineering Services Corporation

Ngoc ha Nguyen

Apple Tree Services Group

TOP TIER
In-House Counsel
2025

Noel B. Lazaro
Global Ferronickel Holdings, Inc.



In-House
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TOP TIER
In-House Counsel

2025



Northon Lee Tze Siang
KIP Real Estate Investment Trust (KIP REIT)

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In-House Counsel

2025



Penny Koo Jie Ying
AIA Singapore Private Limited

www.InHouseCommunity.com

Philip Ranada
Prime Infrastructure Capital, Inc.

Phuoc Doan
MoMo (M_Service JSC)



In-House
Community

TOP TIER
In-House Counsel

2025



Ralph Chi Wai Leung
Aedas

www.InHouseCommunity.com

Sa Huynh
Thanh Cong Textile Garment Investment
Trading JSC

Shih-Jern Liang
Ralph Lauren

Sue Ann Chen
ERS Energy Sdn Bhd

Thomas Abraham
Oriental Group

Tian Hong Ooi
Delivery Hero Malaysia Sdn Bhd

Tran Bui
Coca-Cola Beverages Vietnam Limited
Liability Company

Victor Chan
PAO Bank Limited (PAO Bank)



In-House
Community

TOP TIER
In-House Counsel

2025



Atty. Walter L. Mactal
Travellers International Hotel Group, Inc.
(Newport World Resorts)

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In-House
Community

TOP TIER
In-House Counsel

2025



Yee Hui Lin Rachel
Vantage Data Centers

www.InHouseCommunity.com

Yusuf bin Ahmed Kanoo
Company (YBA Kanoo)

Zuhaidi Mohd Shahari
Sime Darby Property Berhad

Vietnam Enacts Its First Law on Artificial Intelligence:

Key Regulatory Obligations from 1 March 2026

VAIBHAV SAXENA

On 10 December 2025, the National Assembly of Vietnam passed Law No. 134/2025/QH15 on Artificial Intelligence (the “AI Law”). This is Vietnam’s first dedicated statute governing artificial intelligence activities. The AI Law will enter into force on 1 March 2026 (“Effective Date”) and establishes a unified legal framework regulating the development, supply, deployment, and use of AI systems in Vietnam.

PURVIEW

The AI Law governs:

- Activities relating to research, development, provision, deployment, and use of artificial intelligence systems;

- Vietnamese and foreign organizations and individuals participating in AI-related activities in Vietnam.

The AI Law does not apply to AI systems used exclusively for national defense, security, or cryptographic purposes, which remain governed by specialized legislation.

RISK CLASSIFICATION

The AI Law adopts a risk-based management approach, classifying AI systems into three categories:

- High-risk AI systems;
- Medium-risk AI systems;
- Low-risk AI systems.

Risk classification is based on criteria including potential impact on human life, health, lawful rights and interests, public interests, and social order, and shall be further guided by the Government.

CLASSIFICATION AND NOTIFICATION OBLIGATIONS

- Organizations and individuals providing AI systems are responsible for classifying AI systems before putting them into use;
- Medium-risk and high-risk AI systems must be notified to the competent authority via the national AI information system before deployment;
- Re-classification is required where changes affect the system's risk level.

TRANSPARENCY AND USER INFORMATION

The AI Law imposes general transparency obligations, including:

- Informing users when they are interacting with an AI system;
- Disclosure requirements for AI-generated content, including audio, images, and video, in accordance with law;
- Transparency measures must be appropriate to the risk level and context of use.

HIGH-RISK AI SYSTEMS: SAFETY AND CONTROL REQUIREMENTS

High-risk AI systems are subject to enhanced regulatory controls, including:

- Risk management and safety assurance measures throughout the lifecycle;
- Human oversight mechanisms;
- Technical documentation and record-keeping;
- Compliance with applicable standards and technical regulations.

Conformity assessment requirements apply to high-risk AI systems in accordance



with detailed regulations issued by competent authorities.

INCIDENT HANDLING

Entities involved in AI activities must:

- Ensure AI systems operate safely and securely;
- Promptly report incidents or risks causing serious harm through the prescribed information system.

Where damage occurs, civil liability is determined in accordance with civil law, and rights of recourse between involved parties are preserved.

FORBIDDEN ACTS

The AI Law expressly prohibits, among others:

- Using AI systems for illegal purposes, to infringe lawful rights and interests of organizations or individuals;
- Using AI systems to threaten national security, social order, or public safety;
- Circumventing safety control or human supervision mechanisms.

STATE MANAGEMENT AND NATIONAL AI INFRASTRUCTURE

The AI Law assigns unified state management of AI to the Government, with the Ministry of Science and Technology acting as the principal coordinating authority. While the Prime Minister shall issue National Strategy on Artificial Intelligence, subject to updates at least every 3 years’.

The Law also provides for:

- Development of national AI infrastructure and databases;
- Promotion of domestic AI capacity, data resources, and human capital.

INNOVATION SUPPORT AND TESTING

The AI Law supports innovation through controlled testing (sandbox) mechanisms for AI applications. Further, for financial and policy support measures for AI research, enterprises, and startups.

Specific conditions and incentives will be implemented through subsequent Government regulations.

TRANSITION

AI system operating before the Effective Date are subject to compliance from the Effective Date with the timeframes being 18 months for such systems in the fields of healthcare, education, and finance, while 12 months for other such operating systems.



Vietnam International Law and Arbitration Firm



**Vaibhav Saxena, Foreign Counsel,
Hanoi Office, VILAF**

Vaibhav is a qualified attorney having extensive professional working experience with the Government of India, the Office of Legal Affairs of the International

Atomic Energy Agency, Austria and leading international law firms.



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IHC Directory

Your 'at a glance' guide to some of the region's top service providers.

Practice Area key

INV Alt' Investment Funds (inc. PE)

COM Antitrust / Competition

AV Aviation

BF Banking & Finance

CM Capital Markets

REG Compliance / Regulatory

CMA Corporate & M&A

E Employment

ENR Energy & Natural Resources

ENV Environment

FT FinTech

INS Insurance

IP Intellectual Property

IA International Arbitration

IF Islamic Finance

LS Life Sciences / Healthcare

LDR Litigation & Dispute Resolution

MS Maritime & Shipping

PF Projects & Project Finance
(inc. Infrastructure)

RE Real Estate / Construction

RES Restructuring & Insolvency

TX Taxation

TMT Telecoms, Media & Technology

— Law Firms — ASIA

CHINA

Broad & Bright

Tel: (86) 10 8513 1818

Email: broadbright@broadbright.com

Contact: Mr Jun Ji (Jun_ji@broadbright.com)

Website: www.broadbright.com

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Website: www.east-concord.com

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Links Law Offices

Tel: (86) 21 31358666

Email: master@linkslaw.com

Website: www.linkslaw.com

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W. K. To & Co.

Tel: (86) 10 8587 5076

Email: wktoco@wktoco.com

Contact: Cindy Chen

Website: www.wktoco.com

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Conyers Dill & Pearman

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Email: hongkong@conyers.com

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Head of Hong Kong Office

Website: www.conyers.com

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Elvinger Hoss Prussen

Tel: (852) 2287 1900

Email: xavierlesourne_hk@elvingerhoss.lu

Contacts: Mr Xavier Le Sourné, Partner, Ms
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Website: www.elvingerhoss.lu

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W. K. To & Co.

Tel: (852) 3628 0000

Email: mail@wktoco.com

Contact: Vincent To

Website: www.wktoco.com

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Anand and Anand

Tel: (91) 120 4059300

Email: pravin@anandandanand.com

Contact: Pravin Anand - Managing Partner

Website: www.anandandanand.com

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Tel: (91) 11 4213 0000, (91) 22 4910 0000

Email: info@clasislaw.com

Contacts: Vineet Aneja, Mustafa Motiwala

Website: www.clasislaw.com

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Tel: (62) 21 250 5125/5136

Email: info@abnrlaw.com

Email: infosg@abnrlaw.com

Contacts: Emir Nurmansyah,
enurmansyah@abnrlaw.com)

Nafis Adwani,

nadwani@abnrlaw.com

Agus Ahadi Deradjat,

aderadjat@abnrlaw.com

Website: www.abnrlaw.com

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Makarim & Taira S.

Tel: (62) 21 5080 8300, 252 1272

Email: info@makarim.com

Contact: Lia Alizia

Website: www.makarim.com

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Mochtar Karuwin Komar

Tel: (62) 21 5711130

Email: mail@mkklaw.net, ek@mkklaw.net

Contact: Emir Kusumaatmadja

Website: www.mkklaw.net

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Tel: (84) 28 3824-3026
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Contacts: Sesto E Vecchi - Managing Partner
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Hanoi Office:

Tel: (84) 24 3825-1700
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