



2011 ACQUISITION INTERNATIONAL LEGAL AWARDS

“There is no better way to run a business than building it upon the truth, so in our mind set, the crisis is over.”

Miquel Roca / Blas De Lezo

“We have always focused on providing a better, faster, effective, higher value legal product to sophisticated purchasers of legal services.”

Dev Erriah / Erriah Chambers

“Be interested in the question behind the question. And more importantly, be interested in the person behind that question as well.”

Eric Bergamin / Bergamin & Gielink Pensioenrechtadvies

“We consider all our clients as being our partners in every venture they are undertaking. We are business lawyers so clients coming to us do not receive only legal advice, but business oriented solutions in order for them to make the right choice.”

Gabriela Cacerea / NNDKP



WINNERS LIST

<i>Argentina</i> Brons & Salas Mitrani Caballero Rosso Alba Francia Ojam & Ruiz Moreno Abogados	<i>Corporate Tax Law Firm of the Year</i> <i>Patents Law Firm of the Year</i>	
<i>Australia</i> Colin Biggers & Paisley Henry Davis York Minter Ellison Minter Ellison Minter Ellison DibbsBarker	<i>Insurance and Reinsurance Law Firm of the Year</i> <i>Capital Markets Law Firm of the Year</i> <i>Competition Law Firm of the Year</i> <i>Dispute Resolution Law Firm of the Year</i> <i>Internet & E-Commerce Law Firm of the Year</i> <i>Restructuring & Insolvency Law Firm of the Year</i>	
<i>Austria</i> Graf & Pitkowitz Rechtsanwälte GmbH Graf & Pitkowitz Rechtsanwälte GmbH TJP Saxinger, Chalupsky & Partner Rechtsanwälte GmbH (Austria) BLS Rechtsanwälte	<i>Commercial Law Firm of the Year</i> <i>Banking & Finance Law Firm of the Year</i> <i>International Tax Law Firm of the Year</i> <i>Environmental Law Firm of the Year</i> <i>Dispute Resolution Law Firm of the Year</i>	
<i>Bahrain</i> Norton Rose	<i>Dispute Resolution Law Firm of the Year</i>	
<i>Bangladesh</i> Doulah & Doulah	<i>M&A Law Firm of the Year</i>	
<i>Belarus</i> Revera Consulting Group	<i>Construction Law Firm of the Year</i>	
<i>Belgium</i> Afschrift FratiniVergano European Lawyers Liedekerke Wolters Waelbroeck Kirkpatrick	<i>Corporate Tax Law Firm of the Year</i> <i>Telecommunications Law Firm of the Year</i> <i>Environmental Law Firm of the Year</i>	Page 21
<i>Bermuda</i> Conyers Dill & Pearman	<i>Investment Funds Law Firm of the Year</i>	
<i>Brasil</i> TozziniFreire Advogados KLA-Koury Lopes Advogados Machado Associados Pellon & Associados Law Office Aoki Advogados Associados Azevedo Sette Advogados SC Barbosa Müssnich & Aragão Juchem Advocacia Levy & Salomão Advogados Campos Mello Advogados Felsberg e Associados	<i>Corporate Governance Law Firm of the Year</i> <i>M&A Law Firm of the Year</i> <i>Corporate Law Firm of the Year</i> ¹²⁶⁷ <i>Insurance & Reinsurance Law Firm of the Year</i> <i>Trade Mark Law Firm of the Year</i> <i>Public & Administrative Law Firm of the Year</i> <i>Competition Law Firm of the Year</i> <i>Environmental Law Firm of the Year</i> <i>Investment Funds Law Firm of the Year</i> <i>Foreign Investment Law Firm of the Year</i> <i>Project Finance Law Firm of the Year</i>	Page 24
<i>British Virgin Islands</i> Maples and Calder	<i>Corporate Law Firm of the Year</i>	
<i>Canada</i> Bennett Jones LLP Fasken Martineau DuMoulin LLP Goldman Sloan Nash & Haber LLP Gowling Lafleur Henderson LLP Osler Hoskin & Harcourt LLP	<i>Internet & E-Commerce Law Firm of the Year</i> <i>Corporate Governance Law Firm of the Year</i> <i>Construction Law Firm of the Year</i> <i>Corporate Law Firm of the Year</i> <i>Infrastructure Law Firm of the Year</i>	
<i>Chile</i> Estudio Luis Lizama Portal Molina Rios Abogados	<i>Employment Law Firm of the Year</i> <i>Construction Law Firm of the Year</i>	Page 13
<i>China</i> WilmerHale Wilkinson & Grist	<i>Private Equity Law Firm of the Year</i> <i>Life Sciences Law Firm of the Year</i>	
<i>Colombia</i> Leyva Abogados	<i>Corporate Tax Law Firm of the Year</i>	Page 26
<i>Croatia</i> Divjak, Topic & Bahtijarevic	<i>Project Finance Law Firm of the Year</i>	
<i>Cyprus</i> George Z. Georgiou & Associates LLC	<i>M&A Law Firm of the Year</i>	
<i>Democratic Republic of Congo</i> Yav & Associates	<i>Corporate Law Firm of the Year</i>	
<i>Denmark</i> Rønne & Lundgren Gorissen Federspiel	<i>Capital Markets Law Firm of the Year</i> <i>Corporate Tax Law Firm of the Year</i>	
<i>Ecuador</i> Corral & Rosales	<i>Banking and Finance Law Firm of the Year</i>	
<i>Estonia</i> Glimstedt, Law Firm Lextal Law Firm Raidla Lejins & Norcoux	<i>TMT Law Firm of the Year</i> <i>Corporate Law Firm of the Year</i> <i>Corporate Tax Law Firm of the Year</i>	
<i>Finland</i> Krogerus Juridia Ltd. Attorneys-At-Law Peltonen LMR Waselius & Wist Waselius & Wist Kotiranta & Co Attorney at Law Ltd	<i>Law Firm of the Year</i> <i>Virtual Data Room Law Firm of the Year</i> <i>EU Law Firm of the Year</i> <i>Corporate Law Firm of the Year</i> <i>Competition Law Firm of the Year</i> <i>Arbitration Law firm of the Year</i>	
<i>France</i> K&L Gates Redlink Bredin Prat NomoS Darrois Villey Maillot Brochier ALTANA	<i>Real Estate Law Firm of the Year</i> <i>EU Law Firm of the Year</i> <i>Corporate Tax Law Firm of the Year</i> <i>Entertainment Law Firm of the Year</i> <i>Tax Law Firm of the Year</i> <i>Restructuring & Insolvency Law Firm of the Year</i>	
<i>Germany</i> Gafner, Groth, Siederer & Coll Meyer Koering GSK Stockmann + Kollegen	<i>Public Sector Firm of the Year</i> <i>Franchise Law Firm of the Year</i> <i>Investment Funds Law Firm of the Year</i>	
Jonas Rechtsanwalts-gesellschaft mbH Buntscheck Rechtsanwalts-gesellschaft mbH Heussen Rechtsanwalts-gesellschaft mbH Avocado rechtsanwalte Graef Rechtsanwälte Graf von Westphalen Raue LLP Löhde Leo Schmidt-Hollburg & Witte FGS Flick Gocke Schaumburg	<i>Trade Marks Law Firm of the Year</i> <i>EU Law Firm of the Year</i> <i>Property Law Firm of the Year</i> <i>Administrative & Public Law Firm of the Year</i> <i>Entertainment Law Firm of the Year</i> <i>Real Estate Law Firm of the Year</i> <i>Energy Regulation Law Firm of the Year</i> <i>M&A Law Firm of the Year</i> <i>Corporate Law Firm of the Year</i>	Page 10
<i>Ghana</i> KIMATHI & KIMATHI, Corporate Attorneys AB & David Law AELEX Oxford & Beaumont Solicitors	<i>Corporate Law Firm of the Year</i> <i>Construction & Engineering Law Firm of the Year</i> <i>Foreign Direct Investment Law Firm of the Year</i> <i>M&A Law Firm of the Year</i>	
<i>Gibraltar</i> Verralls Barristers and Solicitors	<i>Real Estate Law Firm of the Year</i>	
<i>Greece</i> Your Legal Partners Your Legal Partners KLC Law Firm Constant & Constant KGDJ Law Firm PotamitisVekris V&P Law Firm	<i>Energy Law Firm of the Year</i> <i>Corporate Law Firm of the Year</i> <i>Real Estate Law Firm of the Year</i> <i>Shipping & Maritime Law Firm of the Year</i> <i>Labour Law Firm of the Year</i> <i>Employment Law Firm of the Year</i> <i>Dispute Resolution Law Firm of the Year</i>	
<i>Guatemala</i> Salazar-Munoz Despacho de Abogados	<i>Commercial Litigation Law of the Year</i>	
<i>Hong Kong</i> Deacons Kennedys King & Wood Laracy & Co	<i>Banking and Finance Law Firm of the Year</i> <i>Real Estate Law Firm of the Year</i> <i>Environmental Law Firm of the Year</i> <i>Shipping & Maritime Law Firm of the Year</i>	
<i>Hungary</i> Göbert & Partners / Taxand Déri & Lovrecz Forgó, Damjanovic & Partners Law Firm Gárdos, Fíredi, Mosonyi, Tomori Lohn Law Firm	<i>Real Estate Law Firm of the Year</i> <i>Banking and Finance Law Firm of the Year</i> <i>Corporate Law Firm of the Year</i> <i>Contract Law Firm of the Year</i> <i>Property Law Firm of the Year</i>	Page 25
<i>Iceland</i> LOGOS Legal Services Jonsson & Hall Juris Law Office	<i>Dispute Resolution Law Firm of the Year</i> <i>EU Law Firm of the Year</i> <i>Restructuring & Insolvency Law Firm of the Year</i>	
<i>India</i> Mulla & Mulla & Craigie Blunt & Caroe Bhasin & Bhasin Associates Lexygen R.K Dewan & Co. Kochhar & Co	<i>Banking & Finance Law Firm of the Year</i> <i>Employment Law Firm of the Year</i> <i>Private Equity Law Firm of the Year</i> <i>Patent Law Firm of the Year</i> <i>Technology Law Firm of the Year</i>	Page 18
<i>Indonesia</i> Hutabarat Halim & Rekan Dyah Ersita & Partners Mochtar Karuwin Komar	<i>Capital Markets Law Firm of the Year</i> <i>Dispute Resolution Law Firm of the Year</i> <i>M&A Law Firm of the Year</i>	
<i>Ireland</i> DAC Beachcroft Maree Gallagher Associates Ronan Daly Jernyn	<i>Insurance & Reinsurance Law Firm of the Year</i> <i>Life Sciences Law Firm of the Year</i> <i>Commercial Law Firm of the Year</i>	
<i>Isle of Man</i> MannBenham Advocates MannBenham Advocates	<i>Commercial Law Firm of the Year</i> <i>Banking & Finance Law Firm of the Year</i>	
<i>Israel</i> Afik Turgeman Caspi & Co Herzog Fox & Neeman	<i>M&A Law Firm of the Year</i> <i>Banking & Finance Law Firm of the Year</i> <i>Private Client Law Firm of the Year</i>	Page 21 Page 24
<i>Italy</i> Del Bene De Vitis & Associati Labruna Mazziotti Segni Ashurst Studio Legale Padovan Rucellai & Raffaelli NCTM Studio Legale Associato SLA Osborne Clarke Pirola Pennuto Zei & Associati	<i>Banking and Finance Law Firm of the Year</i> <i>Transfer Pricing Law Firm of the Year</i> <i>Restructuring & Insolvency Law Firm of the Year</i> <i>Construction Law Firm of the Year</i> <i>Outsourcing Law Firm of the Year</i> <i>EU Law Firm of the Year</i> <i>Energy Law Firm of the Year</i> <i>Corporate Law Firm of the Year</i>	Page 25
<i>Japan</i> Allen & Overy LLP	<i>Corporate Law Firm of the Year</i>	
<i>Kenya</i> Anjarwalla & Khanna	<i>Dispute Resolution Law Firm of the Year</i>	
<i>Korea</i> Barum Law Shin & Kim	<i>Litigation Law Firm of the Year</i> <i>Arbitration Law Firm of the Year</i>	
<i>Latvia</i> Eversheds Bitans Law Office Attorneys at Law BORENIUS	<i>Corporate Law Firm of the Year</i> <i>Corporate Tax Law Firm of the Year</i>	
<i>Lithuania</i> Motieka & Audzvecius Tark Grunte Sutkiene	<i>Banking and Finance Law Firm of the Year</i> <i>Dispute Resolution Law Firm of the Year</i>	Page 26
<i>Luxembourg</i> Brucher Thielggen & Partners	<i>M&A Law Firm of the Year</i>	
<i>Malaysia</i> Lee Hishammuddin Allen & Gledhill Shook Lin & Bok	<i>Dispute Resolution Law Firm of the Year</i> <i>M&A Law Firm of the Year</i>	Page 29
<i>Malta</i> Camilleri Preziosi	<i>Dispute Resolution Law Firm of the Year</i>	

ISRAELI M&A LAW FIRM OF THE YEAR (Israel)



Doron Afik & Shlomi Turgeman

Afik Turgeman, Attorneys and Notaries - Doron Afik, Esq. Shlomi Turgeman, Adv. 3 Daniel Frisch St., Tel Aviv, 64731, Israel
e. atlaw@at-law.co.il
w. www.at-law.co.il
t. +972-3-6090609

Afik Turgeman, Attorney and Notaries (a Euro-American Lawyers Group member firm) has been awarded Acquisition International's Israeli M&A Law Firm of the Year. AI speaks to Doron Afik and Shlomi Turgeman who are both senior partners of Afik Turgeman.

How did it feel when your firm won the Israeli M&A Law Firm of the Year?

"There are some very good M&A lawyers in Israel and we were very happy to hear that the magazine chose our firm."

A happy team is a productive team. How much emphasis do you place on team culture and what elements of that would you point to in helping you achieve this award?

"We believe that our team is our most valuable asset. Firstly, we put a lot of attention to our hiring process – we do not only use legal head-hunters but we will sometimes review hundreds of CV's and conducts dozens of interviews before we will find the person that fits the Afik Turgeman's DNA. We invest many hours in tutoring our employees and they enjoy a very close attention of the partners – we make sure that any document leaving our firm bears the "Afik Turgeman signature."

Closing deals is obviously the culmination of months of hard work, what strategies have you developed personally to deal with the recognised stresses of transaction management?

"Our experience showed us that unlike the common belief that it is all business - everything is personal. A good M&A lawyer has to be an expert in the games theory on the one hand, and virtually a psychologist on the other. It is as important to understand the counterparty and its needs, as it is to understand your own client and its needs"

No one can rest on their laurels in this market place. What are you and your team doing to make sure you win the award next year?

"We are at all time thriving to better ourselves and our team. We are constantly looking for new business contacts and clientele, and we at all times opening our doors and our minds to new opportunities."

How do you differentiate yourself? What is the one thing you'd leave in someone's mind if you were pitching for new business?

"We believe that the personal attention is what differs us from others. Even as we get bigger, the partners are always involved and the clients will always receive a personal touch."

How do you see the legal market changing and how will it affect you?

"The legal market is always changing. For years, the market is becoming more and more global and we are doing our best not only to adopt, but actually to lead. Our firm works in international standards but at very reasonable prices, which makes us compatible to the international market and competitive in such market. We are also members of the Euro-American Lawyers Group (www.ealg.com) and are thus part of a team of hundreds of lawyers in more than 25 countries and are able to supply excellent service in each such jurisdiction."

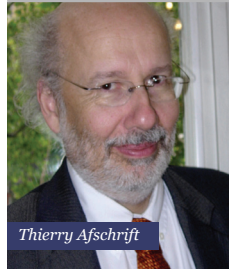
How do you see your business in 3 years' time? How will it have changed shape? Will you (the firm) be recruiting?

"We are constantly recruiting. We do not have a vision as to size of the firm in 3 years time but we have promised ourselves to grow only at a rate that will enable us not to jeopardize the quality of our services."

If you could offer one piece of advice to the other nominees for your award, what would that be? What do you think made you and your team lead the pack?

"We believe that the best piece of advice in the M&A area would be to get to know your client as if you are about to purchase your client's business, but always try and see the transaction from the eyes of the counterparty."

BELGIAN CORPORATE TAX LAW FIRM OF THE YEAR (Belgium)



Thierry Afschrift

AFSCHRIFT
Thierry Afschrift
Avenue Louise 208
B-1050 Brussels (Main office)
e. avocats@afschrift.com
w. www.afschrift.com

AFSCHRIFT Law firm has been awarded Acquisition International's Belgian Corporate Tax Law Firm of the Year.

AI speaks to Thierry Afschrift, managing and founding partner of AFSCHRIFT Law firm, and also professor to the Free University of Brussels and deputy judge to the Court of appeal about this prestigious achievement.

AFSCHRIFT Law Firm is a lawyer association specialized in tax law, defending the taxpayers in their relationships with tax administration. Afschrift Law Firm is settled in Brussels and also has offices in Antwerp, Geneva, Luxembourg, Madrid and Tel Aviv.

The award is recognition of you and your team's successes in the transactional market in what have been very difficult economic conditions, how have you had to adapt in terms of deal generation and project management?

"The economic crises did not change much in our business, as, on the tax fields, the situation has always been difficult. "Nevertheless, it is obvious that, today, when choosing a solution, especially when this solution implicates the use of foreign jurisdiction, we take even more into consideration the fact that the legal situation is expected, or not, to evolve in the "destination" country. "In the past, we could consider a number of countries as totally stable, from a tax point of view; this is not true anymore."

A happy team is a productive team. How much emphasis do you place on team culture and what elements of that would you point to in helping you achieve this award?

"Our lawyers our productive because they love our job. Furthermore, we work in a "niche" office; therefore, team spirit is necessary in order to work properly. In order to answer precisely your question, without hard team work and high degree of qualification, it would be impossible for an office of the size of ours to achieve what we've achieved."

No one can rest on their laurels in this market place. What are you and your team doing to make sure you win the award next year?

"An award is only the recognition of the value of the work done for our clients. Therefore, to be honest, our first target awarded or not, will be to continue achieving the targets set by our clients. "We have done this from the first day of the foundation of this office and will continue to do so. Of course, if a new award should arrive, we'll be happy and grateful."

How do you see your business in 3 years' time? Will AFSCHRIFT Law firm be recruiting?

“From a business point of view, our goal is to reinforce our position in the Dutch-speaking market in Belgium, as well as in the international one, especially in Switzerland and Luxembourg, where the lawmakers prove themselves of a great creativity on the tax field.”