

# Can The Medicines Company Change Medicine?

When it comes to our philosophy, we have a unique approach. We challenge ourselves and our convictions, constantly, to ensure that all angles are covered.

APPLETREE CAPITAL

## Working Towards a Better Financial Future

The Financial Services industry faces the challenge that people need advice. It's very important that we meet this challenge. Technologies such as moneyinfo will help to build long-term trust in financial services and ensure that the majority of us have a better financial future.

ACQ5 Gamechanger, Mik Cons,  
CEO Sammedia



★ EUROPE - ETF EXCHANGE OF THE YEAR, Euronext

★ FRANCE - GAMECHANGER OF THE YEAR, BENJAMIN FUSSIER, Euronext



# EURONEXT

## ETF & Funds Team

Benjamin Fussier, Head of ETF & Funds

Email: [ETF@euronext.com](mailto:ETF@euronext.com)

Paris  
Sohila Bouamama  
Brieuc Louchard  
Roland Prévot

London  
Maryne Lefevre



Maryne Lefevre, Danielle Mensah, Roland Prévot, Sohila Bouamama, Benjamin Fussier, Naomi Horner, Brieuc Louchard. Digital Supplement: <https://www.euronext.com/en/etf>

For the third time this year, Euronext has been awarded Best European ETF Exchange and we, in the ETF team, approach the end of 2016 with yet another acknowledgement of our hard work, commitment and enthusiasm. We are sincerely thankful to all who have trusted us and these awards, our outstanding growth and upcoming innovative solutions all represent a truly exceptional year for us.

In July 2016, Euronext had 777 listed ETFs from 15 different ETF issuers and 17 Liquidity Providers. YTD July 2016, we had a total of €90 billion of value traded on-exchange and OTC and €310 billion of AUM, and we had listed 119 new ETFs, ranking second in Europe. In 2015 already, our volumes increased by an impressive +74%, more than any other exchange in Europe (+45% in average in Europe).

With one point of access, you can trade and cross-list your products on five different markets: Belgium, France, the Netherlands, Portugal and the UK, which makes it very efficient in terms of cost and time saving. The Euronext ETF offer is global, covering more than 500 indices and 20 currencies, we provide a wide range of products, services and platforms with a strong international presence, as well as a harmonised and reliable trading environment thanks to our strong safeguards. Euronext also endeavours to tackle the lack of transparency and the liquidity fragmentation in Europe, by continuously offering innovative solutions.

Having said that, the best is yet to come with our future projects in 2017. These include the launch of the first fully integrated one-stop-shop ETF platform through a MTF structure with unique features, such as NAV trading and RFQ services. We are building

this revolutionary solution for and with the ETF industry, and we believe it will answer the needs of all the market participants. This client-focused and collaborative approach is key in our ETF MTF project, but also in our global ETF offer, as our first priority is to truly partner with our clients.

Learning of another award, Benjamin Fussier, Head of ETFs & Funds at Euronext said, "Being one of the strongest ETF teams within the exchanges, we bring added value to our clients. We are a highly talented team with remarkable and diverse strengths thanks to our mixed backgrounds and we are all driven by passion for the ETF industry." Since his arrival at Euronext in September 2014, Benjamin Fussier has played an instrumental role in boosting the group's ETFs and Fund services offering and has brought on board many quality team members.

Before joining Euronext, Benjamin was Managing Director in Société Générale for 13 years, in the same bank as Brieuc Louchard, who joined the Paris ETF team in January 2015, and Maryne Lefevre, who joined a year later to cover the UK region. Before joining the Paris team in April 2016, Roland Prevot had worked in investment banking at Crédit Agricole CIB and HSBC, followed by some time in the Euronext Corporate Actions team, which highly-equipped him with operational experience and expertise on ETFs and other products. As for Brieuc, Société Générale gained him a wealth of experience in both buy-side and sell-side trading. Maryne, on the other hand, enjoys a great marketing background both in banking and at Euronext.

We are truly delighted and proud of all these achievements, and will continue to work hard to provide the best and most innovative solutions to the markets' needs.



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Since 2003 ACQ, one of the world's leading markets magazines has singled out the outstanding institutions and individuals in the sector.

Over the years, the Awards for Excellence have evolved with the markets they cover.

ACQ's Awards now incorporate more global product categories than ANY other title in the arena, best-in-class awards in all regions around the world.

All of the awards have one central theme – they recognise institutions and individuals that demonstrate leadership, innovation, and momentum in the markets in which they excel. In this volatile and unpredictable environment, the need for business's to be forward thinking and innovative has never been greater: the need for managers to think and plan beyond the short term; the need for workforces to embrace change; the need for companies, large and small, to consider how to build sustainable enterprises in a world where competition is tougher than ever.

ACQ Magazine is the longest and most established magazine of its kind! Anybody can make that claim, but ACQ really is different. Serving the markets for over a decade, which other publications can draw on such experience?

ACQ has been celebrating achievement, innovation and brilliance in our annual awards for much of that time. Every year, we seek the assistance of our tens of thousands of readers to nominate and recognise industry leaders, eminent individuals, exemplary teams and distinguished organisations, which we believe represent the benchmark of achievement and best practice in a variety of fields. We strive to recognise an ever-widening spectrum of services, markets, industries and organisations. We believe that by consulting our readers we can better identify the groups that are confronting the issues which face us at this complex juncture, and our awards will rise above the status of participation certificate and actually be an endorsement of their work. This year, awards again feature candidates from Americas, Asia Pacific, Europe and the Middle East/Africa. It is important to note that some notable examples are recognised for their International presence where geography is no barrier to their skills and performance.

Finally, we would like to express our sincere gratitude and appreciation to our principal sponsors, Widza.com for again being so generous and for helping us make this event so successful in 2016.

## HOW TO REACH ACQ

ACQ welcomes news and views from its readers. Correspondence should be sent to [jake.robson@acq5.com](mailto:jake.robson@acq5.com) For more information about ACQ visit [www.acq5.com](http://www.acq5.com). ACQ Copyright © 2016

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## SAFE HARBOR

The interviews in this publication may contain certain forward looking statements with respect to the financial condition, results of operations of the businesses profiled. These statements and forecasts involve risk and uncertainty because they relate to events and depend upon circumstances that will occur in the future. There are a number of factors which could cause actual results or developments to differ materially from those expressed or implied by these forward looking statements and forecasts. The statements may have been made with reference to forecast price changes, economic conditions and the current regulatory environment.

Nothing in these announcements should be construed as a profit forecast.

## INTERNATIONAL

AEOM INTERNATIONAL - MOST RESPECTED BRAND OF THE YEAR (BUSINESS SERVICES)	FINTRAX INTERNATIONAL - GAMECHANGER OF THE YEAR, PATRICK WALDRON	PATH SOLUTIONS INTERNATIONAL - SHARIA-COMPLIANT MICROFINANCE SOLUTION OF THE YEAR (ISHRAQ*MICROFINANCE)	TOKIO MARINE HCC INTERNATIONAL - SPECIALTY INSURANCE COMPANY OF THE YEAR
ALLIED WALLET INTERNATIONAL - GAMECHANGER OF THE YEAR (MONEY MANAGEMENT) - ANDY KHAWAJA	FWU AG INTERNATIONAL - ISLAMIC INSURANCE PROVIDER OF THE YEAR	PRESTIGE EXCLUSIVE LIFESTYLE LIMITED INTERNATIONAL - COMPANY OF THE YEAR (DESIGN & BUILD)	TOKIO MARINE HCC INTERNATIONAL - GAMECHANGER OF THE YEAR, DEBORAH MCBREARTY
ALLIED WALLET INTERNATIONAL - GLOBAL PAYMENT PROCESSING SOLUTION OF THE YEAR	FWU AG INTERNATIONAL - GAMECHANGER OF THE YEAR, DR. MANFRED J. DIRRHEIMER	RITA TREHAN LLC INTERNATIONAL - BUSINESS TRANSFORMATION ADVISORY FIRM OF THE YEAR	TRAXPAY INTERNATIONAL - B2B PAYMENTS PLATFORM OF THE YEAR, TRAXPAY B2B DYNAMIC PAYMENTS
ALLIED WALLET INTERNATIONAL - MOST SECURE PAYMENT PROCESSING SOLUTION OF THE YEAR	GLOBALCARE CLINICAL TRIALS, LTD INTERNATIONAL - GAMECHANGER OF THE YEAR (BIOPHARMACEUTICAL / HEALTHCARE), GAIL ADINAMIS	RITA TREHAN LLC INTERNATIONAL - GAMECHANGER OF THE YEAR, RITA TREHAN	TRAXPAY INTERNATIONAL - GAMECHANGER OF THE YEAR (FINTECH), JOHN BRUGGEMAN
ALLIOTT GROUP INTERNATIONAL - PROFESSIONAL SERVICES ALLIANCE OF THE YEAR APPLETREE CAPITAL	GLOBALCARE CLINICAL TRIALS, LTD INTERNATIONAL - NICHE SOLUTIONS PROVIDER OF THE YEAR (BIOPHARMACEUTICAL / HEALTHCARE)	SATOR REGULATORY CONSULTING LIMITED CHANNEL ISLANDS - BUSINESS WOMEN OF THE YEAR, HELEN HATTON	VISTRA GUERNSEY OFFSHORE - FUND ADMINISTRATOR OF THE YEAR (CHANNEL ISLANDS) VISTRA GUERNSEY
INTERNATIONAL - GAMECHANGER OF THE YEAR (ASSET MANAGEMENT), DIMITRIS APISTOULAS	GLOBELEQ INTERNATIONAL - ENERGY BUSINESS OF THE YEAR (EMERGING MARKETS)	SATOR REGULATORY CONSULTING LIMITED CHANNEL ISLANDS - FUND CONSULTING ADVISORY FIRM OF THE YEAR	OFFSHORE - FUND OF HEDGE FUNDS AMINISTRATOR OF THE YEAR VISTRA GUERNSEY OFFSHORE - INDEPENDENT AMINISTRATOR OF THE YEAR
APPLETREE CAPITAL INTERNATIONAL - GAMECHANGER OF THE YEAR (ASSET MANAGMENT), MICHAEL NICOLETOS	GLOBELEQ INTERNATIONAL - GAMECHANGER OF THE YEAR (ENERGY), HENRY ASZKLAR	SATOR REGULATORY CONSULTING LIMITED CHANNEL ISLANDS - RESTRUCTURING ADVISORY FIRM OF THE YEAR	VISTRA GUERNSEY CHANNEL ISLANDS - GAMECHANGER OF THE YEAR (FUND MANAGEMENT), PATRICIA WHITE
APPLETREE CAPITAL INTERNATIONAL - NICHE FINANCIAL ADVISORY OF THE YEAR (ABSOLUTE RETURN)	GOAL GROUP INTERNATIONAL - CLASS ACTIONS RECOVERY FIRM OF THE YEAR	SHAPING TOMORROW LIMITED INTERNATIONAL - GLOBAL KNOWLEDGE MANAGEMENT PLATFORM OF THE YEAR	VITEOS INTERNATIONAL - NICHE HF SERVICES PROVIDER OF THE YEAR (SHADOW ACCOUNTING)
APPLETREE CAPITAL INTERNATIONAL - NICHE FINANCIAL ADVISORY OF THE YEAR (EMERGING MARKETS)	GOAL GROUP INTERNATIONAL - TAX RECLAMATION SERVICES FIRM OF THE YEAR	STERICYCLE GXP SOLUTIONS INTERNATIONAL - GAMECHANGER OF THE YEAR (LIFE SCIENCES)	VOLTERRA FIETTA INTERNATIONAL - PUBLIC LAW FIRM OF THE YEAR
ASPECT INTERNATIONAL - GAMECHANGER OF THE YEAR (COMMODITY TRADING / RISK MANAGEMENT)	GRANT THORNTON LIMITED CHANNEL ISLANDS - LEADING ADVISORY (ACCOUNTANCY & AUDIT)	STURGEON VENTURES LLP INTERNATIONAL - BUSINESS STRATEGY CONSULTANCY OF THE YEAR	VOLTERRA FIETTA INTERNATIONAL - GAMECHANGER OF THE YEAR (PUBLIC LAW), ROBERT VOLTERRA
ASPECT INTERNATIONAL - CTRM SOFTWARE COMPANY OF THE YEAR	GRANT THORNTON LIMITED GUERNSEY - INSOLVENCY ADVISORY FIRM OF THE YEAR	TELUS INTERNATIONAL INTERNATIONAL - BPO / ITO SOLUTIONS PROVIDER OF THE YEAR	INTERNATIONAL - DEAL OF THE YEAR (MINORITY SHARE PURCHASE OF TELUS INTERNATIONAL BY BARING PRIVATE EQUITY ASIA)
AVAST SOFTWARE S.R.O. INTERNATIONAL - SECURITY TECHNOLOGY PROVIDER OF THE YEAR	HILCO VALUATION SERVICES INTERNATIONAL - VALUATIONS ADVISOR OF THE YEAR	TELUS INTERNATIONAL INTERNATIONAL - GAMECHANGER OF THE YEAR, JEFFREY PURITT	
BENCHMARK INTERNATIONAL INTERNATIONAL - MID-MARKET CORPORATE FINANCE ADVISORY OF THE YEAR	HOLMAN FENWICK WILLAN INTERNATIONAL - TRADE SANCTIONS LAW FIRM OF THE YEAR	THE LATIN AMERICAN PRIVATE EQUITY & VENTURE CAPITAL ASSOCIATION (LAVCA) INTERNATIONAL - PROFESSIONAL SERVICES BODY OF THE YEAR	
BRAVEST AG INTERNATIONAL - NICHE TAX LAW FIRM OF THE YEAR (SWITZERLAND / BRAZIL)	IMPRIMA INTERNATIONAL - VDR PLATFORM OF THE YEAR, IROOMS		
BRAVEST AG INTERNATIONAL - INTERNATIONAL TAX PLANNING FIRM OF THE YEAR (SWITZERLAND / BRAZIL)	IMPRIMA INTERNATIONAL - NICHE VDR PROVIDER OF THE YEAR (ENERGY), IROOMS		
BRAVEST AG INTERNATIONAL - CROSS BORDER ADVISORY FIRM OF THE YEAR (SWITZERLAND / BRAZIL)	INVESTMENT POD INTERNATIONAL - WEALTH MANAGEMENT SOLUTION OF THE YEAR		
BRAVEST AG INTERNATIONAL - TAX PLANNING FIRM OF THE YEAR (SWITZERLAND / BRAZIL)	INXPRESS INTERNATIONAL - FRANCHISE OF THE YEAR		
BUREAU VAN DIJK INTERNATIONAL - M&A SOLUTIONS PROVIDER OF THE YEAR (BUSINESS INTELLIGENCE)	INXPRESS INTERNATIONAL - GAMECHANGER OF THE YEAR (FRANCHISE)		
CLARUS RISK LIMITED OFFSHORE - FINANCIAL RISK MANAGEMENT SOLUTIONS PROVIDER OF THE YEAR	ITAU PRIVATE BANK INTERNATIONAL - CLIENT FOCUSED BANK OF THE YEAR		
CLARUS RISK LIMITED OFFSHORE - NICHE FINTECH COMPANY OF THE YEAR (PERFORMANCE & RISK)	ITAU PRIVATE BANK INTERNATIONAL - LATAM BANK OF THE YEAR		
CLEARWATER INTERNATIONAL INTERNATIONAL - CF ADVISORY FIRM OF THE YEAR	KPMG INTERNATIONAL - FINANCIAL / REGULATORY RISK ADVISORY OF THE YEAR		
CIRRATO ONE (A LEVI, RAY & SHOUP, INC COMPANY) INTERNATIONAL - NICHE TECHNOLOGY PROVIDER OF THE YEAR (PRINT SOLUTIONS)	KPMG INTERNATIONAL - GAMECHANGER OF THE YEAR, TERESA PESCE		
DER YACHT ANWALT THE YACHT ATTORNEY INTERNATIONAL - YACHT LAW FIRM OF THE YEAR	KPMG INTERNATIONAL - GAMECHANGER OF THE YEAR, (FORENSIC) PETRUS MARAIS		
EBS GLOBAL VENTURES INTERNATIONAL - CEO OF THE YEAR (IMMIGRATION), MICOL MION	KPMG INTERNATIONAL - OVERALL AML ADVISORY OF THE YEAR		
ELM SUSTAINABILITY PARTNERS LLC INTERNATIONAL - CONFLICT MINERALS ADVISORY FIRM OF THE YEAR	LIECHTENSTEIN BANKERS ASSOCIATION (LBA) INTERNATIONAL - FINANCIAL SERVICES BODY OF THE YEAR		
FINTRAX INTERNATIONAL - COMPANY OF THE YEAR (POINT OF SALE TECHNOLOGY)	LIQUIDITY SERVICES INTERNATIONAL - REVERSE SUPPLY CHAIN SOLUTIONS PROVIDER OF THE YEAR		
FINTRAX INTERNATIONAL - SPECIALIST TREASURY AND FOREIGN EXCHANGE SERVICES PROVIDER OF THE YEAR	MAITLAND INTERNATIONAL - FUND ADMINISTRATION FIRM OF THE YEAR		
	MET FACILITIES LLP INTERNATIONAL - REGULATORY PLATFORM OF THE YEAR		
	MET GROUP INTERNATIONAL - GAMECHANGER OF THE YEAR, DANNY KESSLER		
	MIDAXO INTERNATIONAL - M&A SOFTWARE PROVIDER OF THE YEAR		
	MILLENIUM ASSOCIATES INTERNATIONAL - FINANCIAL SERVICES M&A ADVISOR OF THE YEAR		
	PATH SOLUTIONS INTERNATIONAL - CORE BANKING SYSTEM PROVIDER OF THE YEAR (ISLAMIC FINANCE)		

**"Gamechanger,** what we define as an individual or business that aims to create a new model that leaves the older model **obsolete.** Gamechangers **impact** how the game is played from **one objective** and ruling model to a completely **new vision – changing the face of** how we know something."

## AMERICAS



## AMERICAS

ERNST & YOUNG LLP US - FORENSIC DUE DILIGENCE ADVISORY FIRM OF THE YEAR	FIRST BOCA ASSOCIATES, INC. US (FLORIDA) - GAMECHANGER OF THE YEAR, ROBERT WEINBERG	GNP CONSULTORES ASOCIADOS S.A. ARGENTINA - TAX FIRM OF THE YEAR	HANDLER THAYER, LLP US (CHICAGO, IL) - WEALTH MANAGEMENT LAW FIRM OF THE YEAR
ERNST & YOUNG LLP US - TRANSACTION RISK ADVISORY FIRM OF THE YEAR	FIRST CORPORATE FINANCE ADVISORS S.A. ARGENTINA - PRIVATE EQUITY ADVISORY FIRM OF THE YEAR	GNP CONSULTORES ASOCIADOS S.A. ARGENTINA - TRANSFER PRICING FIRM OF THE YEAR	HOLWELL SHUSTER & GOLDBERG US - RISING LEGAL STAR OF THE YEAR, AVI ISRAELI
ESTUDIO BECCAR VARELA ARGENTINA - ARBITRATION LAW FIRM OF THE YEAR	FIRST CORPORATE FINANCE ADVISORS S.A. LATAM - PRIVATE EQUITY ADVISORY FIRM OF THE YEAR	GNP CONSULTORES ASOCIADOS S.A. LATAM - TAX FIRM OF THE YEAR	HOLWELL SHUSTER & GOLDBERG US - RISING LEGAL STAR OF THE YEAR, DORIT BLACK
EVENTS.COM US - EVENT MANAGEMENT PLATFORM OF THE YEAR	FIRST CORPORATE FINANCE ADVISORS S.A. LATAM - M&A ADVISORY FIRM OF THE YEAR	GOLDSTEIN & MCCLINTOCK LLP US - BANKING & FINANCE LAW FIRM OF THE YEAR	HOLWELL SHUSTER & GOLDBERG LLP US (NY) - ANTITRUST LAW FIRM OF THE YEAR
EVENTS.COM US - NICHE SOFTWARE PROVIDER OF THE YEAR (EVENT MANAGEMENT)	FIRST CORPORATE FINANCE ADVISORS S.A. ARGENTINA - GAMECHANGER OF THE YEAR, MIGUEL ANGEL ARRIGONI	GOLDSTEIN & MCCLINTOCK LLP US - BANKRUPTCY LAW FIRM OF THE YEAR	HOLWELL SHUSTER & GOLDBERG LLP US (NY) - ARBITRATION/MEDIATION LAW FIRM OF THE YEAR
EVENTS.COM AND CROWDRISE US - NICHE PARTNERSHIP OF THE YEAR (EVENTS.COM AND CROWDRISE)	FORTIS LAW PARTNERS LLC US (COLORADO) - CORPORATE LAW FIRM OF THE YEAR	GOLDSTEIN & MCCLINTOCK LLP US - CORPORATE RESTRUCTURING LAW FIRM OF THE YEAR	HOLWELL SHUSTER & GOLDBERG LLP US (NY) - BOUTIQUE LITIGATION LAW FIRM OF THE YEAR
EY VENEZUELA VENEZUELA - TAX CONSULTANT OF THE YEAR, JOSE ANTONIO VELAZQUEZ	FORTIS LAW PARTNERS LLC US (COLORADO) - CLIENT CARE LAW FIRM OF THE YEAR	GOLDSTEIN & MCCLINTOCK LLP US - CORPORATE RESTRUCTURING LAWYER OF THE YEAR, HARLEY J. GOLDSTEIN	HOLWELL SHUSTER & GOLDBERG LLP US (NY) - COMPLEX COMMERCIAL LITIGATION LAW FIRM OF THE YEAR
FANELLI HAAG US (WASHINGTON DC) - BIOTECH PATENTS LAW FIRM OF THE YEAR	FORTIS LAW PARTNERS LLC US (COLORADO) - M&A LAWYER OF THE YEAR, JULIE A. HERZOG	GOLDSTEIN & MCCLINTOCK LLP US - DIVERSITY LAW FIRM OF THE YEAR	HOLWELL SHUSTER & GOLDBERG LLP US (NY) - FEMALE LAWYER OF THE YEAR, DORIT UNGAR BLACK
FANELLI HAAG US (WASHINGTON DC) - COMMERCIAL CONTRACT LITIGATION LAWYER OF THE YEAR, STEPHEN DEHOFF	FORTIS LAW PARTNERS LLC US (COLORADO) - COMMERCIAL CONTRACT LITIGATION LAWYER OF THE YEAR, STEPHEN DEHOFF	GOLDSTEIN & MCCLINTOCK LLP US - INSOLVENCY & RESTRUCTURING LAW FIRM OF THE YEAR	HOLWELL SHUSTER & GOLDBERG LLP US (NY) - GAMECHANGER OF THE YEAR (LITIGATION), THE HON. RICHARD J. HOLWELL
FANELLI HAAG US (WASHINGTON DC) - CLIENT CARE LAW FIRM OF THE YEAR	FRANKFURT KURNIT KLEIN + SELZ, PC US - ADVERTISING, MARKETING, BRANDING, AND PUBLIC RELATIONS LAWYER OF THE YEAR, JEFFREY A. GREENBAUM	GOLDSTEIN & MCCLINTOCK LLP US - BANKRUPTCY LAWYER OF THE YEAR, HARLEY J. GOLDSTEIN	HOLWELL SHUSTER & GOLDBERG LLP US (NY) - LAW FIRM OF THE YEAR (LESS THAN 20 PARTNERS)
FANELLI HAAG US (WASHINGTON DC) - PATENT PROTECTION LAW FIRM OF THE YEAR	FRANKFURT KURNIT KLEIN + SELZ, PC US - ART LAW FIRM OF THE YEAR	GRIDIRON CAPITAL, LLC US - GAMECHANGER OF THE YEAR (PE), THOMAS A. BURGER, JR.	HOLWELL SHUSTER & GOLDBERG LLP US (NY) - LEADING TRIAL LAWYER OF THE YEAR, DANIEL P. GOLDBERG
FANELLI HAAG US (WASHINGTON DC) - GAMECHANGER OF THE YEAR, THOMAS A. HAAG, PH.D.	FRANKFURT KURNIT KLEIN + SELZ, PC US (NY) - CUSTOMER SERVICE LAW FIRM OF THE YEAR	GRIDIRON CAPITAL, LLC US - PRIVATE EQUITY FIRM OF THE YEAR (MIDDLE-MARKET)	HOLWELL SHUSTER & GOLDBERG LLP US (NY) - LEADING TRIAL LAWYER OF THE YEAR, MICHAEL S. SHUSTER
FANELLI HAAG US (WASHINGTON DC) - IP DUE DILIGENCE LAW FIRM OF THE YEAR	FRANKFURT KURNIT KLEIN + SELZ, PC US (NY) - MEDIA & ENTERTAINMENT LAW FIRM OF THE YEAR	GRUPO CONSULTOR EFE MEXICO - AUDIT ADVISORY FIRM OF THE YEAR	HOLWELL SHUSTER & GOLDBERG LLP US (NY) - SECURITIES LITIGATION LAW FIRM OF THE YEAR
FANELLI HAAG US (WASHINGTON DC) - LIFE SCIENCES LAW FIRM OF THE YEAR	FTI CONSULTING USA (ILLINOIS) - FORENSIC & LITIGATION CONSULTANCY OF THE YEAR	GRUPO CONSULTOR EFE LATAM - TRANSFER PRICING ADVISORY FIRM OF THE YEAR	HOULIHAN LOKEY US - PORTFOLIO VALUATION FIRM OF THE YEAR
FASKEN MARTINEAU DUMOULIN LLP CANADA - LEADING INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR	FULBROOK CAPITAL MANAGEMENT, LLC US (NEW YORK) - INTERNATIONAL FINANCE ADVISORY FIRM OF THE YEAR	GRUPO CONSULTOR EFE MEXICO - TRANSFER PRICING ADVISORY FIRM OF THE YEAR	HOULIHAN LOKEY US - COMPLEX SECURITIES VALUATION FIRM OF THE YEAR
FERRERE ECUADOR ECUADOR - CORPORATE AND M&A LAW FIRM OF THE YEAR	FULBROOK MANAGEMENT LLC US - THIRD PARTY LITIGATION ADVISORY FIRM OF THE YEAR	GRUPO CONSULTOR EFE LATAM - GAMECHANGER OF THE YEAR, LIC. ADRIÁN J. ROMERO	HOULIHAN LOKEY US - GAMECHANGER OF THE YEAR, DR. CINDY MA
FERRERE ECUADOR ECUADOR - INVESTMENT BANKING LAW FIRM OF THE YEAR	FUNDADMINISTRATION US - FULL SERVICE ADMINISTRATOR OF THE YEAR	HALCYON FINANCIAL TECHNOLOGY, L.P. US - NICHE IT SOLUTIONS PROVIDER OF THE YEAR (PRIVATE EQUITY)	HYPERION CAPITAL PARTNERS HELIOS FUND, LLC US - LONG/SHORT EQUITY FUND OF THE YEAR (QUANTITATIVE / SYSTEMATIC)
FERRERE ECUADOR ECUADOR - INTERNATIONAL ARBITRATION LAW FIRM OF THE YEAR	FUNDADMINISTRATION US - PREMIER FUND ADMINISTRATOR OF THE YEAR	HALCYON FINANCIAL TECHNOLOGY, L.P. US - NICHE IT SOLUTIONS PROVIDER OF THE YEAR (HEDGE FUND)	IDEAS COSTA RICA - CLIENT CARE LAW FIRM OF THE YEAR
FIALA & WEAVER PLLC. US (DC) - GAMECHANGER OF THE YEAR (IP), THOMAS C. FIALA / JEFFREY S. WEAVER	FUNDADMINISTRATION US - GAMECHANGER OF THE YEAR, DENISE DEPAOLA	HALCYON FINANCIAL TECHNOLOGY, L.P. US - NICHE IT SOLUTIONS PROVIDER OF THE YEAR (INVESTMENT MANAGEMENT)	IDEAS COSTA RICA - INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR
FIALA & WEAVER PLLC. US (DC) - IP DUE DILIGENCE FIRM OF THE YEAR	GAIARSA, FERREIRA & MEYER PROPRIEDADE INTELECTUAL BRAZIL - INTELLECTUAL PROPERTY (PATENTS) LAW FIRM OF THE YEAR	HALCYON FINANCIAL TECHNOLOGY, L.P. US - GAMECHANGER OF THE YEAR, L.P. RODRIC R. O'CONNOR	IMMIGRATION SOLUTIONS LLC US - IMMIGRATION ATTORNEY OF THE YEAR, MICOL MION
FIALA & WEAVER PLLC. US (DC) - IP LITIGATION LAW FIRM OF THE YEAR	GALNET ASSET MANAGEMENT, LLC US (ILLINOIS) - VOLATILITY ARBITRAGE CTA FUND OF THE YEAR, (GALNET ALPHA FUND LLC)	HALTOM & DOAN US (ARKANSAS) - TRIAL AND APPELLATE LAW FIRM OF THE YEAR	IMMIGRATION SOLUTIONS LLC US - INDEPENDENT IMMIGRATION LAW FIRM OF THE YEAR
FIALA & WEAVER PLLC. US (DC) - IP STRATEGY LAW FIRM OF THE YEAR	GEORGE LEE LAW CORPORATION CANADA (BC) - REGIONAL GENERAL PRACTICE LAW FIRM OF THE YEAR	HANDLER THAYER LLP US - INTERNATIONAL TAX LAW FIRM OF THE YEAR	INVESTMENT POD US - GAMECHANGER OF THE YEAR (WEALTH MANAGEMENT), JACQUELINE KO MATTHEWS
FIDELIS CAPITAL MANAGEMENT US - HEDGE FUND MANAGER OF THE YEAR	GEORGE LEE LAW CORPORATION CANADA (BC) - REGIONAL FAMILY LAW FIRM OF THE YEAR	HANDLER THAYER LLP US - TRUST, WILLS & ESTATE PLANNING LAW FIRM OF THE YEAR	INTERCORP GROUP BRAZIL - INTERNATIONAL TAX LAW FIRM OF THE YEAR
FINSER INTERNATIONAL CORPORATION US (FL) - FUND MANAGER OF THE YEAR	GEORGE LEE LAW CORPORATION CANADA (BC) - REGIONAL CRIMINAL DEFENCE FIRM OF THE YEAR	HANDLER THAYER LLP US (CHICAGO, IL) - FAMILY OFFICE LAW FIRM OF THE YEAR	INTERCORP GROUP BRAZIL - ESTATE PLANNING FIRM OF THE YEAR
FINSER INTERNATIONAL CORPORATION US (FL) - EVENT-DRIVEN HEDGE FUND (2 YEARS) OF THE YEAR (CORFISER SIMI FUND)	GEORGE LEE LAW CORPORATION CANADA (BC) - REGIONAL IMMIGRATION LAW FIRM OF THE YEAR	HANDLER THAYER LLP US (CHICAGO, IL) - LARGE TIER - ESTATE LAW FIRM OF THE YEAR	INTERCORP GROUP BRAZIL - GAMECHANGER OF THE YEAR, LEONARDO BRAUNE
FIRST BOCA ASSOCIATES, INC. US (FLORIDA) - MID-MARKET M&A ADVISORY FIRM OF THE YEAR	GEORGE LEE LAW CORPORATION CANADA (BC) - GAMECHANGER OF THE YEAR, GEORGE LEE	HANDLER THAYER LLP US (CHICAGO, IL) - LAW FIRM OF THE YEAR	INTERCORP GROUP BRAZIL - SUCCESSION PLANNING ADVISORY FIRM OF THE YEAR
FIRST BOCA ASSOCIATES, INC. US (FLORIDA) - NICHE M&A ADVISORY FIRM OF THE YEAR (REAL ESTATE)	GHOST SYSTEMS, INC. US - CYBERSECURITY SOLUTIONS PROVIDER OF THE YEAR	HANDLER THAYER LLP US (CHICAGO, IL) - PRIVATE CLIENT LAW FIRM OF THE YEAR	INTERCORP GROUP BRAZIL - TAX CONSULTING FIRM OF THE YEAR
FIRST BOCA ASSOCIATES, INC. US (FLORIDA) - NICHE M&A ADVISORY FIRM OF THE YEAR (OIL & GAS)	GNP CONSULTORES ASOCIADOS S.A. ARGENTINA - TAX CONSULTANT OF THE YEAR, GUILLERMO NESTOR PEREZ	HANDLER THAYER LLP US (CHICAGO, IL) - REAL ESTATE LAWYER OF THE YEAR, STEVEN J. THAYER	INTERCORP GROUP BRAZIL - CLIENT CARE ADVISORY FIRM OF THE YEAR
		HANDLER THAYER LLP US (CHICAGO, IL) - SPORTS AND ENTERTAINMENT LAW FIRM OF THE YEAR	IPIPELINE US - GAMECHANGER OF THE YEAR (INSURANCE & FINANCIAL SERVICES (SAAS))
		HANDLER THAYER LLP US (CHICAGO, IL) - TAX LAW FIRM OF THE YEAR	

## AMERICAS



## AMERICAS



# ASIA



RICH IP & CO  
TAIWAN - PATENT PROSECUTION LAW FIRM OF THE YEAR

RICH IP & CO  
TAIWAN - PATENTS LAW FIRM OF THE YEAR

RICH IP & CO  
TAIWAN - CLIENT CARE LAW FIRM OF THE YEAR

RIGHTS & MARKS  
INDIA - INTELLECTUAL PROPERTY (TRADEMARKS) LAW FIRM OF THE YEAR

RIGHTS & MARKS  
INDIA - INTELLECTUAL PROPERTY (COPYRIGHT) LAW FIRM OF THE YEAR

RIGHTS & MARKS  
INDIA - INTELLECTUAL PROPERTY (INDUSTRIAL DESIGN) LAW FIRM OF THE YEAR

RIGHTS & MARKS  
INDIA - INTELLECTUAL PROPERTY (BRAND PROTECTION) LAW FIRM OF THE YEAR

RIGHTS & MARKS  
AS PAC - INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR

RUSSELL MCVEAGH  
NEW ZEALAND - REAL ESTATE LAW FIRM OF THE YEAR

RUSSELL MCVEAGH  
NEW ZEALAND - TELECOMMUNICATIONS LAW FIRM OF THE YEAR

RUSSELL MCVEAGH  
NEW ZEALAND - EMPLOYMENT & BENEFITS LAW FIRM OF THE YEAR

RUSSELL MCVEAGH  
NEW ZEALAND - LITIGATION LAW FIRM OF THE YEAR

RUSSELL MCVEAGH  
NEW ZEALAND - COMPETITION & ANTITRUST LAW FIRM OF THE YEAR

RUSSELLS  
AUSTRALIA - FEMALE LAWYER OF THE YEAR (INSOLVENCY & RESTRUCTURING),  
WENDY JACOBS

RUSSELLS  
AUSTRALIA (QLD) - COMMERCIAL LITIGATION LAW FIRM OF THE YEAR

RUSSELLS  
AUSTRALIA (QLD) - INSOLVENCY & RESTRUCTURING LAW FIRM OF THE YEAR

S.E.A. ASSET MANAGEMENT PTE LTD  
SINGAPORE - ASIAN BOND FUND OF THE YEAR (S.E.A. ASIAN HIGH YIELD BOND)

SHEARMAN & STERLING LLP  
HONG KONG - LITIGATION FIRM OF THE YEAR

SHEARMAN & STERLING LLP  
HONG KONG - CAPITAL MARKETS LAW FIRM OF THE YEAR

SHEARMAN & STERLING LLP  
HONG KONG - INVESTMENT FUNDS FIRM OF THE YEAR

SHEARMAN & STERLING LLP  
HONG KONG - GAMECHANGER OF THE YEAR, COLIN LAW

SPARKE HELMORE LAWYERS  
AUSTRALIA - VENTURE CAPITAL LAW FIRM OF THE YEAR

SPARKE HELMORE LAWYERS  
AUSTRALIA - FUNDS & FINANCIAL SERVICES LAW FIRM OF THE YEAR

SPARKE HELMORE LAWYERS  
AUSTRALIA - GAMECHANGER OF THE YEAR, MARK HICKEY

SQUIRE PATTON BOGGS  
AUSTRALIA - FUNDS MANAGEMENT LAW FIRM OF THE YEAR

SQUIRE PATTON BOGGS  
AUSTRALIA - FUNDS MANAGEMENT LAWYER OF THE YEAR, MICHELLE SEGAERT

STANDARD CHARTERED  
INDIA - BANK OF THE YEAR (WEALTH MANAGEMENT) OF THE YEAR

SUHARDI SOMOMOELJONO & ASSOCIATES (SSA ADVOCATES)  
INDONESIA - REAL ESTATE LAW FIRM OF THE YEAR

SUHARDI SOMOMOELJONO & ASSOCIATES (SSA ADVOCATES)  
INDONESIA - COMMERCIAL LITIGATION LAW FIRM OF THE YEAR

SUHARDI SOMOMOELJONO & ASSOCIATES (SSA ADVOCATES)  
INDONESIA - CORPORATE AND COMMERCIAL LAW FIRM OF THE YEAR

SUPATOOLS  
NEW ZEALAND - NICHE SOFTWARE PROVIDER OF THE YEAR (SERVICE  
MANAGEMENT)

TALL SHIP ADVENTURES PTE LTD  
ASIA - CORPORATE ENTERTAINMENT / EVENT PROVIDER OF THE YEAR

TAURUS INFOTEK  
INDIA - IMMIGRATION CONSULTANT OF THE YEAR, MR. MANOJ PALWE

TBA LAW  
AUSTRALIA (VICTORIA) - ESTATE PLANNING LAW FIRM OF THE YEAR

TBA LAW  
AUSTRALIA (VICTORIA) - WILLS AND ESTATES PLANNING LAWYER OF THE  
YEAR, JACQUELINE BRAUMAN

THE OSIRIS GROUP  
HONG KONG - EMERGING MARKET PRIVATE EQUITY FIRM OF THE YEAR

THE OSIRIS GROUP  
ASIA - IMPACT INVESTOR OF THE YEAR

THE OSIRIS GROUP  
ASIA - GAMECHANGER OF THE YEAR, JASON BAJAJ

UNITED SPIRITS LIMITED  
INDIA - COMPANY OF THE YEAR

UNITED SPIRITS LIMITED  
INDIA - IN-HOUSE COUNSEL OF THE YEAR, MAMTA SUNDARA

VERITAS LEGAL  
INDIA - DEALMAKER OF THE YEAR, ABHIJIT JOSHI

VERITAS LEGAL  
INDIA - CORPORATE GOVERNANCE LAW FIRM OF THE YEAR

VERITAS LEGAL  
INDIA - LEADING LAWYER OF THE YEAR, ABHIJIT JOSHI

VERITAS LEGAL  
INDIA (MUMBAI) - CORPORATE / COMMERCIAL LAW FIRM OF THE YEAR

VICCA CHARTERED ACCOUNTANTS  
AUSTRALIA - INTERNATIONAL TAX ADVISORY FIRM OF THE YEAR

VICCA CHARTERED ACCOUNTANTS  
AUSTRALIA - TAX ADVISORY FIRM OF THE YEAR

WRAYS  
AUSTRALIA - PATENT & TRADEMARK LAW FIRM OF THE YEAR

WRAYS  
AUSTRALIA - PATENT & TRADEMARK LAWYER OF THE YEAR, PETER CAPORN

YEO & ASSOCIATES LLC  
SINGAPORE - FULL SERVICE FAMILY & DIVORCE LAW FIRM OF THE YEAR

YEO & ASSOCIATES LLC  
SINGAPORE - FULL SERVICE FAMILY LAWYER OF THE YEAR, BEATRICE YEO POH  
TIANG



## BRINGING HARMONY TO YOUR PROJECTS.



## EUROPE



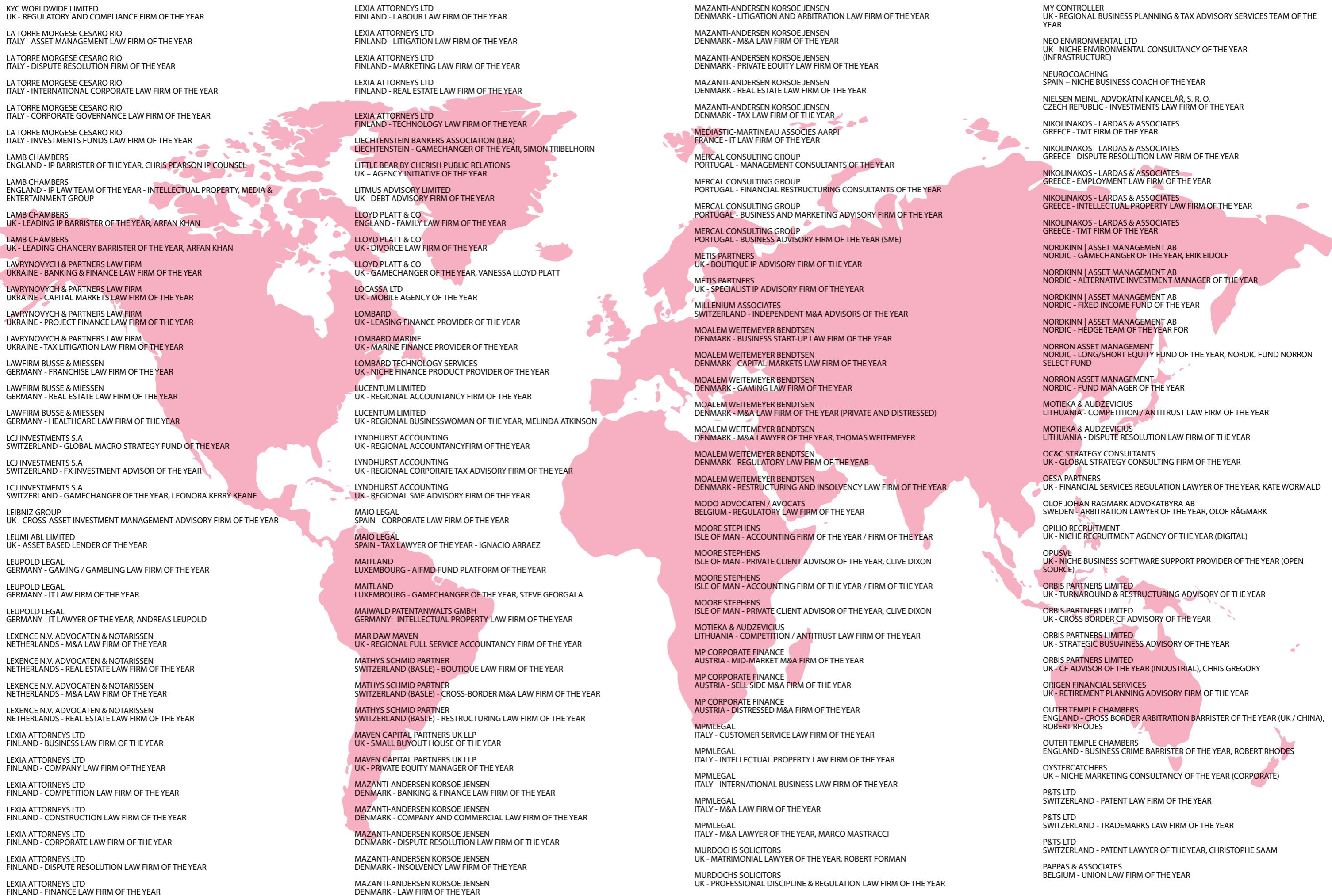
## EUROPE



## EUROPE



## EUROPE



## EUROPE

PARUS FINANCE UK - INVESTMENT MANAGEMENT FIRM OF THE YEAR	PWC LLP UK - HEDGE FUND ADVISORY TEAM OF THE YEAR	UK - REGIONAL REGULATORY AND PROFESSIONAL DISCIPLINARY LAW FIRM OF THE YEAR, RICHARD NELSON LLP	SAMCORP CORPORATE FINANCE UK - STRATEGY & PLANNING ADVISORY FIRM OF THE YEAR
PBS INVESTMENTS PLC SWITZERLAND - ALTERNATIVE ASSET MANAGER OF THE YEAR (MULTI-ASSET STRATEGIES)	Q4 CONSULTING LIMITED UK - REGIONAL WORKPLACE HR ADVISORY OF THE YEAR	UK - REGIONAL REGULATORY AND PROFESSIONAL DISCIPLINARY LAWYER OF THE YEAR, RICHARD NELSON	SAMMEDIA LIMITED UK - GAMECHANGER OF THE YEAR, MIK CONS
PRESTIGE EXCLUSIVE LIFESTYLE LTD UK - COMPANY OF THE YEAR (DESIGN & BUILD)	QQM FUND MANAGEMENT AB SWEDEN - FUND MANAGER OF THE YEAR	RICHARD NELSON LLP UK - SRA INVESTIGATIONS LAW FIRM OF THE YEAR	SAMMEDIA LIMITED UK - MONEY MANAGEMENT PLATFORM OF THE YEAR, MONEYINFO
PRESTIGE EXCLUSIVE LIFESTYLE LTD UK - GAMECHANGER OF THE YEAR (DESIGN & BUILD), MARCO BRAGHIROLI	QUANTUM IMMIGRATION LLP UK - BOUTIQUE LAW FIRM OF THE YEAR (IMMIGRATION)	RICHARD STACE EMPLOYMENT LAW SOLICITORS UK - REGIONAL EMPLOYMENT LAW FIRM OF THE YEAR	SANACLIS S.R.O. CENTRAL / EASTERN EUROPE - COMPANY OF THE YEAR (PHARMA)
PHILIP LEE IRELAND - BANKING AND FINANCE LAW FIRM OF THE YEAR	QUARSH LTD UK - GAMECHANGER OF THE YEAR (RECRUITMENT PROCESS OUTSOURCING), LUCY JAMES	RICHARD STACE EMPLOYMENT LAW SOLICITORS UK - REGIONAL EMPLOYMENT LAWYER OF THE YEAR, RICHARD STACE	SANACLIS S.R.O. CENTRAL / EASTERN EUROPE - GAMECHANGER OF THE YEAR (PHARMA), DR. NATALIA FETKOVSKA
PHILIP LEE IRELAND - COMMERCIAL LITIGATION LAW FIRM OF THE YEAR	QUARSH LTD UK - SENIOR EXECUTIVE SEARCH PROVIDER OF THE YEAR	ROBERTS JACKSON SOLICITORS UK - NICHE LAW FIRM OF THE YEAR (INDUSTRIAL DISEASE)	SCE SOLICITORS UK - REGIONAL EMPLOYMENT LAW FIRM OF THE YEAR
PHILIP LEE IRELAND - COMPETITION LAW FIRM OF THE YEAR	QUINN EMANUEL URQUHART & SULLIVAN UK - WHITE COLLAR & CORPORATE INVESTIGATIONS LAW FIRM OF THE YEAR	ROBERTS JACKSON SOLICITORS UK - GAMECHANGER OF THE YEAR, KAREN JACKSON	SCHMELZ RECHTSANWÄLTE AUSTRIA - BOUTIQUE REAL ESTATE / TENANCY LAW FIRM OF THE YEAR
PHILIP LEE IRELAND - CONSTRUCTION LAW FIRM OF THE YEAR	QUINN EMANUEL URQUHART & SULLIVAN, LLP FRANCE - INTERNATIONAL ARBITRATION LAW FIRM OF THE YEAR ]	ROCG EUROPE IRELAND - PROFIT ENHANCEMENT CONSULTING FIRM OF THE YEAR	SCM DIRECT UK - GAMECHANGER OF THE YEAR (FM), ALAN MILLER
PHILIP LEE IRELAND - CORPORATE AND COMMERCIAL LAW FIRM OF THE YEAR	QUINN EMANUEL URQUHART & SULLIVAN, LLP FRANCE - CLIENT CARE LAW FIRM OF THE YEAR	ROCG EUROPE IRELAND - FULL SERVICES ACCOUNTING AND BUSINESS ADVISORY FIRM OF THE YEAR	SCM DIRECT UK - GAMECHANGER OF THE YEAR (FM), GINA MILLER
PHILIP LEE IRELAND - DISPUTE RESOLUTION AND LITIGATION LAW FIRM OF THE YEAR	QUINN EMANUEL URQUHART & SULLIVAN, LLP FRANCE - ENERGY DISPUTE RESOLUTION LAWYER OF THE YEAR, PHILIPPE PINSOLE	ROCG EUROPE IRELAND - MANAGEMENT AND FINANCIAL SERVICES CONSULTANCY FIRM OF THE YEAR	SCM DIRECT UK - LEADING FUND MANAGEMENT FIRM OF THE YEAR
PHILIP LEE IRELAND - ENTERTAINMENT AND MEDIA LAW FIRM OF THE YEAR	QUOTIDIAN INVESTMENTS LLP UK - BALANCED FUND OF THE YEAR (THE QUOTIDIAN FUND)	RÖDL & PARTNER HUNGARY - FOREIGN INVESTMENT LAW FIRM OF THE YEAR	SCM DIRECT UK - LONG-TERM RETURN FUND OF THE YEAR (OVER 5 YEARS)
PHILIP LEE IRELAND - ENVIRONMENTAL AND CLIMATE LAW FIRM OF THE YEAR	QUOTIDIAN INVESTMENTS LLP UK - MULTI-ASSET FUND OF THE YEAR (THE QUOTIDIAN FUND)	RÖDL & PARTNER HUNGARY - LAW FIRM OF THE YEAR	SENTRONEX UK - IT SERVICES FIRM OF THE YEAR
PHILIP LEE IRELAND - INTELLECTUAL PROPERTY & TECHNOLOGY LAW FIRM OF THE YEAR	QUOTIDIAN INVESTMENTS LLP UK - WEALTH MANAGER OF THE YEAR	RÖDL & PARTNER HUNGARY - INTERNATIONAL LAW FIRM OF THE YEAR	SEQUEL BUSINESS SOLUTIONS UK - GAMECHANGER OF THE YEAR, MARIO GARCIA
PHILIP LEE IRELAND - LITIGATION AND DISPUTE RESOLUTION LAW FIRM OF THE YEAR	QUOTIDIAN INVESTMENTS LLP UK - MULTI-ASSET PORTFOLIO OF THE YEAR	ROGERIO ALVES & ASSOCIADOS - LAW FIRM PORTUGAL - BUSINESS LAW FIRM OF THE YEAR	SEQUEL BUSINESS SOLUTIONS UK - GROWTH COMPANY OF THE YEAR (INSURANCE / REINSURANCE SOFTWARE)
PHILIP LEE IRELAND - PROJECTS LAW FIRM OF THE YEAR	RAE COMPUTING LTD UK - NICHE TECH SOLUTIONS PROVIDER OF THE YEAR (COMMUNICATIONS)	ROGERIO ALVES & ASSOCIADOS - LAW FIRM PORTUGAL - FAMILY LAW FIRM OF THE YEAR	SEQUOIA CAPITAL FUND MANAGEMENT LLP UK - ALTERNATIVE INVESTMENT MANAGEMENT COMPANY OF THE YEAR
PHILIP LEE IRELAND - REAL ESTATE LAW FIRM OF THE YEAR	RAE COMPUTING LTD UK - GAMECHANGER OF THE YEAR, RICHARD EYRES	ROGERIO ALVES & ASSOCIADOS - LAW FIRM PORTUGAL - LEADING CUSTOMER SERVICE LAW FIRM OF THE YEAR	SEQUOIA CAPITAL FUND MANAGEMENT LLP UK - GAMECHANGER OF THE YEAR (FX), DOUGLAS GARISTINA
PHILIP LEE IRELAND - TAX LAW FIRM OF THE YEAR	RAMSAY PATERSON LLP UK - REGIONAL EMPLOYMENT LAW FIRM OF THE YEAR	ROGERIO ALVES & ASSOCIADOS - LAW FIRM PORTUGAL - LITIGATION LAWYER OF THE YEAR, ROGÉRIO ALVES	SERVICEPOWER TECHNOLOGIES PLC UK - COMPANY OF THE YEAR (WORKFORCE MANAGEMENT TECHNOLOGY)
PHILIP LEE IRELAND - CUSTOMER SERVICE LAW FIRM OF THE YEAR	RASCHKE VON KNOBELSDORFF HEISER GERMANY - CORPORATE LITIGATION LAW FIRM OF THE YEAR	ROGERIO FERNANDES FERREIRA & ASSOCIADOS PORTUGAL - TAX LAWYER OF THE YEAR, ROGÉRIO M. FERNANDES FERREIRA	SERVICEPOWER TECHNOLOGIES PLC UK - GAMECHANGER OF THE YEAR (FSM), MARNE MARTIN
PHILIP LEE IRELAND - GAMECHANGER OF THE YEAR, PHILIP LEE	RASCHKE VON KNOBELSDORFF HEISER GERMANY - CORPORATE/M&A BOUTIQUE OF THE YEAR	ROGERIO FERNANDES FERREIRA & ASSOCIADOS PORTUGAL - TAX LAW FIRM OF THE YEAR	SHAWBROOK BUSINESS CREDIT UK - ALL ASSET LENDER OF THE YEAR
PHYNOMA UK - NICHE LIFE SCIENCE COMPANY OF THE YEAR (NATURAL RESOURCE)	RAWLISON BUTLER LLP UK (SOUTH EAST) - COMMERCIAL LITIGATION LAW FIRM OF THE YEAR	ROGÉRIO FERNANDES FERREIRA & ASSOCIADOS PORTUGAL - LEADING TAX LAWYER OF THE YEAR, ROGÉRIO M. FERNANDES FERREIRA	SHAWBROOK BUSINESS CREDIT UK - INVOICE DISCOUNTER OF THE YEAR
PHYNOMA UK - GAMECHANGER OF THE YEAR (LIFE SCIENCE), ROBERT MILLER	RAWLISON BUTLER LLP UK (SOUTH EAST) - CORPORATE LAWYER OF THE YEAR, TIM SADKA	ROGÉRIO FERNANDES FERREIRA & ASSOCIADOS PORTUGAL - LEADING BUSINESS LAWYER OF THE YEAR, FILIPE ESCOBAR	SHAWBROOK PHARMACY FINANCE UK - HEALTHCARE FUNDER OF THE YEAR
PNC BUSINESS CREDIT UK - ASSET BASED LENDER OF THE YEAR (MID MARKET)	RAWLISON BUTLER LLP UK (SOUTH EAST) - CORPORATE LAW FIRM OF THE YEAR	ROIDER IP LAW FIRM GERMANY - PATENT LAW FIRM OF THE YEAR	SHERRARDS SOLICITORS LLP ENGLAND - LITIGATION LAW FIRM OF THE YEAR
POLLYANNA CAPITAL PARTNERS RUSSIA - CROSS BORDER M&A ADVISOR OF THE YEAR	RBS INVOICE FINANCE UK - INVOICE FINANCE BANK OF THE YEAR	ROTHSCHILD GMBH ERMANY - CROSS BORDER M&A ADVISOR OF THE YEAR	SHERRARDS SOLICITORS LLP UK (LONDON) - INTERNATIONAL TRADE ADVISORY FIRM OF THE YEAR
POLLYANNA CAPITAL PARTNERS RUSSIA - M&A ADVISOR OF THE YEAR	RBS INVOICE FINANCE UK - LARGE ASSET BASED LENDER OF THE YEAR	RSM HUNGARY TAX AND FINANCIAL ADVISORY SERVICES PLC. HUNGARY - TAX ADVISORY FIRM OF THE YEAR	SHIPLEY IP LTD UK - LICENSING AGREEMENT NEGOTIATIONS LAW FIRM OF THE YEAR
POLLYANNA CAPITAL PARTNERS RUSSIA - DEBT FINANCING FIRM OF THE YEAR	RE:COGNITION HEALTH UK - NICHE LEGAL SUPPORT ADVISORY OF THE YEAR (HEALTHCARE)	RTR RETE RINNOVABILE ITALY - COMPANY OF THE YEAR (ENERGY)	SIA GROUP UK - ASSET APPRAISER OF THE YEAR
POLLYANNA CAPITAL PARTNERS RUSSIA - LEAD ADVISOR OF THE YEAR	RE:COGNITION HEALTH UK - NICHE LEGAL SUPPORT ADVISORY OF THE YEAR (HEALTHCARE)	RTR RETE RINNOVABILE ITALY - GAMECHANGER OF THE YEAR, PAOLO LUGIATO	SIA GROUP UK - ASSET DISPOSAL ADVISOR OF THE YEAR
PORTAS CAPITAL LTD SWITZERLAND - EUROPEAN FOF PORTFOLIO MANAGER OF THE YEAR	RED ZEBRA ANALYTICS LTD EUROPE - LOYALTY PLATFORM OF THE YEAR (FINANCIAL SERVICES), 3D OFFERS	RUTHERFORD BRANT UK - NICHE RECRUITMENT FIRM OF THE YEAR (ACCOUNTANCY)	SIA GROUP UK - CORPORATE INSOLVENCY ADVISOR OF THE YEAR
PORTAS CAPITAL LTD SWITZERLAND - MULTI-FAMILY OFFICE OF THE YEAR	RED ZEBRA ANALYTICS LTD EUROPE - GAMECHANGER OF THE YEAR, ATTUL SEHGAL	RUTHERFORD BRANT UK - NICHE RECRUITMENT FIRM OF THE YEAR (TAX)	SIA GROUP UK - SPECIALIST ADVISOR OF THE YEAR (PE MID-MARKET)
PPR & PARTNER GERMANY - ANGLO-AMERICAN BUSINESS LAW FIRM OF THE YEAR	REGULATORY STRATEGIES LTD UK - DATA PROTECTION CONSULTANCY OF THE YEAR	SALAMANDER SUISSE SWITZERLAND - TRUST & COMPANY SERVICES ADVISORY FIRM OF THE YEAR	SIEBEKE LANGE WILBERT GERMANY - TRADEMARK LAW FIRM OF THE YEAR
PPR & PARTNER GERMANY - SMALL COMMERCIAL LAW FIRM OF THE YEAR	REGULATORY STRATEGIES LTD UK - INDEPENDENT REGULATORY ANALYSIS & RISK CONSULTANCY OF THE YEAR	SALAMANDER SUISSE SWITZERLAND - GAMECHANGER OF THE YEAR (TRUST SERVICES), LEONARD O'BRIEN	SIEBEKE LANGE WILBERT GERMANY - NICHE LAW FIRM OF THE YEAR (TITLES)
PRIVET CAPITAL LLP UK - PRIVATE EQUITY FUND MANAGER OF THE YEAR	RENTSCH PARTNER LTD SWITZERLAND - LEADING INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR, CHRISTIAN HILTI	SAMCORP CORPORATE FINANCE UK - CORPORATE FINANCE ADVISORY FIRM OF THE YEAR	SIEBEKE LANGE WILBERT GERMANY - NICHE LAW FIRM OF THE YEAR (TITLES)
PROTIVITI LTD UK - GLOBAL BUSINESS RISK CONSULTANCY OF THE YEAR	RETURNLOADS.NET UK - NICHE ONLINE SERVICE PROVIDER OF THE YEAR (TRANSPORT)	SAMCORP CORPORATE FINANCE UK - SHAREHOLDER ADVISORY FIRM OF THE YEAR	SIEBEKE LANGE WILBERT GERMANY - GAMECHANGER OF THE YEAR, PROF. DR. PAUL LANGE
PROTON PARTNERS INTERNATIONAL LTD UK - GAMECHANGER OF THE YEAR (HEALTHCARE)	RICHARD NELSON LLP UK - DEFENCE LAWYER OF THE YEAR (HEALTHCARE), RICHARD NELSON		SINCERIUS TRANSACTION SERVICES NETHERLANDS - FINANCIAL DUE DILIGENCE ADVISOR OF THE YEAR
PWC NETHERLANDS - BUSINESS RESTRUCTURING ADVISOR OF THE YEAR, RICK VAN DOMMELLEN	RICHARD NELSON LLP UK - REGIONAL CRIMINAL DEFENCE LAW FIRM OF THE YEAR		SIX PUMP COURT CHAMBERS UK - CLIMATE CHANGE CHAMBERS OF THE YEAR
PWC NETHERLANDS - BUSINESS RESTRUCTURING ADVISORY FIRM OF THE YEAR	RICHARD NELSON LLP		SIX PUMP COURT CHAMBERS UK - REGIONAL EMPLOYMENT LAW FIRM OF THE YEAR

## EUROPE

SLATER INVESTMENTS LIMITED UK - BOUTIQUE INVESTMENT MANAGEMENT COMPANY OF THE YEAR	SUMITOMO MITSUI BANKING CORPORATION EUROPE - LEVERAGED FINANCE PROVIDER OF THE YEAR (MID MARKET)	VALUE AND RISK VALUATION SERVICES GERMANY - ASSET VALUER OF THE YEAR VAYANOS KOSTOPOULOS	WBD ACCOUNTANTS LIMITED UK - REGIONAL CORPORATE TAX ADVISORY FIRM OF THE YEAR
SLATER INVESTMENTS LIMITED UK - ABSOLUTE RETURN FUND OF THE YEAR (NORTHGLEN AGGRESSIVE)	SUTER HOWALD ATTORNEYS AT LAW SWITZERLAND - ADMINISTRATIVE LAW FIRM OF THE YEAR	GREECE - INTELLECTUAL PROPERTY LAWYER OF THE YEAR, DR NIKOLAOS LYBERIS	WBD ACCOUNTANTS LIMITED UK - REGIONAL SME ADVISORY FIRM OF THE YEAR
SLATER INVESTMENTS LIMITED UK - SMALL/LONG EQUITY HEDGE FUND OF THE YEAR (NORTHGLEN AGGRESSIVE)	SUTER HOWALD ATTORNEYS AT LAW SWITZERLAND - ARBITRATION LAW FIRM OF THE YEAR	VAYANOS KOSTOPOULOS GREECE - INTELLECTUAL PROPERTY PROSECUTION LAW FIRM OF THE YEAR	WEINHOLD LEGAL CZECH REPUBLIC - BANKING AND FINANCIAL LAW FIRM OF THE YEAR
SLATER INVESTMENTS LIMITED UK - FUND MANAGER OF THE YEAR	SUTER HOWALD ATTORNEYS AT LAW SWITZERLAND - IMMIGRATION LAW FIRM OF THE YEAR	VERIPHY LIMITED UK - NICHE AML SOLUTIONS PROVIDER OF THE YEAR	WILLIAM FRY IRELAND - INVESTMENT FUNDS LAW FIRM OF THE YEAR
SLATER INVESTMENTS LIMITED UK - GAMECHANGER OF THE YEAR (FM), MARK SLATER	SUTER HOWALD ATTORNEYS AT LAW SWITZERLAND (ZURICH) - LEADING IMMIGRATION LAWYER OF THE YEAR, ADRIAN F HOWALD	VIEIRA DE ALMEIDA PORTUGAL - ANTITRUST LAW FIRM OF THE YEAR	WILLIAM FRY IRELAND - COMPETITION & ANTITRUST LAW FIRM OF THE YEAR
SMART GREENTECH SOLUTIONS UK - INDEPENDENT ENERGY MANAGEMENT FIRM OF THE YEAR	SUTER HOWALD ATTORNEYS AT LAW SWITZERLAND (ZURICH) - LEADING IMMIGRATION LAWYER OF THE YEAR, ARA SAMUELIAN	VIEIRA DE ALMEIDA PORTUGAL - DISPUTE RESOLUTION LAW FIRM OF THE YEAR	WILLIAM FRY IRELAND - LITIGATION LAW FIRM OF THE YEAR
SMART HR SOLUTIONS LIMITED ISLE OF MAN - HR CONSULTANCY OF THE YEAR	TACTICAL GLOBAL MANAGEMENT UK - GLOBAL MACRO FUND OF THE YEAR, GLOBAL MACRO STRATEGY (POST GFC)	VIEIRA DE ALMEIDA PORTUGAL - PLANNING LAW FIRM OF THE YEAR	WILLIAM FRY IRELAND - LIFE SCIENCE LAW FIRM OF THE YEAR
SMART MATRIX LIMITED UK - COMPANY OF THE YEAR (HEALTHCARE / LIFESCIENCES)	TAHIR ASHRAF UK - COMMERCIAL BARRISTER OF THE YEAR	VIGITRUST FRANCE - GAMECHANGER OF THE YEAR (INFORMATION SECURITY), MATHIEU GORGE	WILLIAM FRY IRELAND - CORPORATE GOVERNANCE LAW FIRM OF THE YEAR
SMART MATRIX LIMITED UK - GAMECHANGER OF THE YEAR, MS LEONOR STJEPIC	TAPESTRY COMPLIANCE LLP UK - BOUTIQUE LAW FIRM OF THE YEAR	VIGITRUST FRANCE - INFORMATION SECURITY COMPANY OF THE YEAR (EDUCATION)	WILLIAM FRY IRELAND - TRUSTS & ESTATES LAW FIRM OF THE YEAR
SOTERIS PITTS & CO L.L.C CYPRUS - CORPORATE AND COMMERCIAL LAW FIRM OF THE YEAR	TAVERNIER TSCHANZ SWITZERLAND - M&A LAW FIRM OF THE YEAR	VISCHER SWITZERLAND - COMPLEX COMMERCIAL DISPUTES LAW FIRM OF THE YEAR	WINHELLER ATTORNEYS AT LAW AND TAX ADVISORS GERMANY - CUSTOMS LAW FIRM OF THE YEAR
SOTERIS PITTS & CO L.L.C CYPRUS - COMPANY LAW FIRM OF THE YEAR	TAVERNIER TSCHANZ SWITZERLAND - M&A LAWYER OF THE YEAR, JACQUES BONVIN	VISCHER SWITZERLAND - REAL ESTATE LAW FIRM OF THE YEAR	WINHELLER ATTORNEYS AT LAW AND TAX ADVISORS GERMANY - FOUNDATIONS LAW FIRM OF THE YEAR
SOTERIS PITTS & CO L.L.C CYPRUS - BOUTIQUE LAW FIRM OF THE YEAR	TAVERNIER TSCHANZ SWITZERLAND - VENTURE CAPITAL LAWYER OF THE YEAR	VISCHER SWITZERLAND - GAMECHANGER OF THE YEAR, ANDREAS C. ALBRECHT	WINHELLER ATTORNEYS AT LAW AND TAX ADVISORS GERMANY - NON-PROFIT SECTOR LAW FIRM OF THE YEAR
SOTERIS PITTS & CO L.L.C CYPRUS - DISPUTE RESOLUTION LAWYER OF THE YEAR, SOTERIS PITTS	TAVERNIER TSCHANZ SWITZERLAND - IT LAW FIRM OF THE YEAR	VITEOS EUROPE - MIDDLE OFFICE SERVICES FIRM OF THE YEAR	WOLF THEISS CZECH REPUBLIC - BANKING & FINANCE LAW FIRM OF THE YEAR
SPHERE FLUIDICS LIMITED UK - LIFE SCIENCES R&D APPLICATIONS PROVIDER OF THE YEAR	TAVERNIER TSCHANZ SWITZERLAND - ARBITRATION LAWYER OF THE YEAR, PIERRE-YVES TSCHANZ	VÖLKL. RECHTSANWÄLTE AUSTRIA - BANKING & FINANCE LAW FIRM OF THE YEAR	WOLF THEISS CZECH REPUBLIC - CORPORATE / M&A LAW FIRM OF THE YEAR
SRC UK - REGIONAL TAX / ACCOUNTING / CORPORATE FINANCE ADVISORY FIRM OF THE YEAR	TAVERNIER TSCHANZ SWITZERLAND - BANKING LAW FIRM OF THE YEAR	VÖLKL. RECHTSANWÄLTE AUSTRIA - GAMECHANGER OF THE YEAR, PROF. DR. WOLFGANG VÖLKL	WOLF THEISS CZECH REPUBLIC - REGULATORY AND PROCUREMENT LAW FIRM OF THE YEAR
ST CATHERINE'S CHAMBERS LLP UK - CONTRACT CLAIM DISPUTES CHAMBERS OF THE YEAR	TAVERNIER TSCHANZ SWITZERLAND - COMPETITION LAW FIRM OF THE YEAR	VÖLKL. RECHTSANWÄLTE AUSTRIA - INVESTMENT DISPUTES LAWYER OF THE YEAR, DR. CLEMENS VÖLKL	WOLF THEISS CZECH REPUBLIC - LITIGATION & DISPUTE RESOLUTION LAW FIRM OF THE YEAR
ST CATHERINE'S CHAMBERS LLP UK - INSURANCE CHAMBERS OF THE YEAR	TAVERNIER TSCHANZ SWITZERLAND - TMT LAW FIRM OF THE YEAR	VÖLKL. RECHTSANWÄLTE AUSTRIA - LIABILITY LAW FIRM OF THE YEAR	WOLF THEISS CZECH REPUBLIC - COMPETITION & ANTITRUST, LAW FIRM OF THE YEAR
ST CATHERINE'S CHAMBERS LLP UK - PROJECT MANAGEMENT CHAMBERS OF THE YEAR	TAVERNIER TSCHANZ SWITZERLAND (GENÈVE) - ARBITRATION LAW FIRM OF THE YEAR	VÖLKL. RECHTSANWÄLTE AUSTRIA - NICHE LAW FIRM OF THE YEAR	WOLLEN MICHELMORE UK (DEVON) - PRIVATE CLIENT LAW FIRM OF THE YEAR
STEPPENWOLF CAPITAL LLC SWITZERLAND - CROSS-ASSET INVESTMENT MANAGEMENT COMPANY OF THE YEAR	TAYLOR WESSING CZECH REPUBLIC CZECH REPUBLIC - DISPUTE RESOLUTION LAW FIRM OF THE YEAR	VÖLKL. RECHTSANWÄLTE AUSTRIA - LABOUR & EMPLOYMENT LAW FIRM OF THE YEAR	WOLLEN MICHELMORE UK (SOUTH WEST) - CLIENT CARE LAW FIRM OF THE YEAR
STEPPENWOLF CAPITAL LLC SWITZERLAND - MULTI MANAGER MULTI FUND INVESTMENT COMPANY OF THE YEAR	TAYLOR WESSING CZECH REPUBLIC CZECH REPUBLIC - M&A LAW FIRM OF THE YEAR	VÖLKL. RECHTSANWÄLTE AUSTRIA - INSURANCE LAW FIRM OF THE YEAR	WOLLEN MICHELMORE UK (SOUTH WEST) - REGIONAL LAW FIRM OF THE YEAR
STEVENS DRAKE SOLICITORS UK - REGIONAL EMPLOYMENT LAW FIRM OF THE YEAR	TAYLOR WESSING CZECH REPUBLIC CZECH REPUBLIC - LAW FIRM OF THE YEAR	VOLTERRA FIETTA UK - PUBLIC LAW FIRM OF THE YEAR	WOLLEN MICHELMORE UK - FEMALE LAWYER OF THE YEAR (PRIVATE CLIENT), KATRINA VOLLENTINE
STERICYCLE GXP SOLUTIONS IRELAND - NICHE LIFE SCIENCES COMPANY OF THE YEAR	TAYLOR WESSING CZECH REPUBLIC CZECH REPUBLIC - CORPORATE LAW FIRM OF THE YEAR	VOLTERRA FIETTA UK - INTERNATIONAL COMMERCIAL ARBITRATION LAW FIRM OF THE YEAR	WOLLEN MICHELMORE UK - LICENSING & GAMING LAW FIRM OF THE YEAR (SOUTH WEST)
STOCKHOLM ARBITRATION & LITIGATION CENTER (SALC) LAW FIRM SWE-DEN - ARBITRATION & ADR LAW FIRM OF THE YEAR	TECHNOLOGY ASSOCIATES LIMITED UK - CEO OF THE YEAR (BUSTECH), KELVIN KIRBY	WALKER MORRIS LLP UK - REGIONAL SPORTS LAW FIRM OF THE YEAR	WOODS SQUARED LIMITED UK - BUSINESS GROWTH ADVISORY OF THE YEAR
STRATEGEM IPM UK - REGIONAL IP LAW FIRM OF THE YEAR	TECHNOLOGY ASSOCIATES LIMITED UK - PROJECT MANAGEMENT CONSULTANCY OF THE YEAR	WALKER MORRIS LLP UK - SPORTS LAWYER OF THE YEAR, DAVID HINCHLIFFE	WORKING CAPITAL PARTNERS LTD UK - NICHE FUNDING SOLUTION PROVIDER OF THE YEAR (SELECTIVE INVOICE FINANCE)
STRATTON STREET CAPITAL LLP UK - FUND OF THE YEAR, JAPAN SYNTHETUC WARRANT FUND	THE CHAMBERS OF WILLIAM CLEGG QC UK - CRIME CHAMBERS OF THE YEAR	WALKER MORRIS LLP UK - CONSTRUCTION LAW FIRM OF THE YEAR	YERRA SOLUTIONS UK - MANAGED SERVICES CONSULTANCY OF THE YEAR (LEGAL)
STUDIO LEGALE SUTTI ITALY - CORPORATE & COMMERCIAL LITIGATION LAW FIRM OF THE YEAR	THE LOCAL MARKETING BUSINESS LTD UK - REGIONAL STRATEGIC MARKETING CONSULTANCY OF THE YEAR	WALKER MORRIS LLP UK - REGIONAL DISPUTE RESOLUTION LAW FIRM OF THE YEAR	YOUCALL-IT.COM UK - NICHE CLOUD BASED TECH PLATFORM OF THE YEAR (VENDOR MANAGEMENT)
STUDIO LEGALE SUTTI ITALY - INTERNATIONAL COMMERCIAL LITIGATION ADVISORY FIRM OF THE YEAR	THOMAS HARRIS UK - NICHE ACCOUNTANCY FIRM OF THE YEAR (ENTERTAINMENT AND FILM)	WALKER MORRIS LLP UK - REGIONAL INSOLVENCY LAW FIRM OF THE YEAR	YERRA SOLUTIONS UK - GAMECHANGER OF THE YEAR, RAJITHA BOER
STUDIO LEGALE SUTTI ITALY - IP LAW FIRM OF THE YEAR	THOMAS HARRIS UK - ENTERTAINMENT AND FILM ADVISOR OF THE YEAR, CHRIS THOMAS	WALKER MORRIS LLP UK - REGULATORY & COMPLIANCE LAW FIRM OF THE YEAR	YUKOV AND PARTNERS LAW OFFICE RUSSIA - COMMERCIAL LITIGATION LAW FIRM OF THE YEAR
STUDIO TORTA ITALY - CUSTOMER SERVICE LAW FIRM OF THE YEAR	TOTARA FINANCIAL PLANNING UK - REGIONAL IFA OF THE YEAR	WALKER MORRIS LLP UK - REGULATORY & COMPLIANCE LAW FIRM OF THE YEAR	ZBM PATENTS & TRADEMARKS SPAIN - IP LAW FIRM OF THE YEAR
STURGEON VENTURES LLP EUROPE - REGULATORY HOSTING PLATFORM OF THE YEAR	TREA CAPITAL PARTNERS, S.V. SPAIN - ASSET MANAGEMENT FIRM OF THE YEAR	WALKER MORRIS LLP UK - PENSIONS LAWYER OF THE YEAR, JO RATCLIFFE	ZEBRALC UK - TECHNICAL DUE DILIGENCE PROVIDER OF THE YEAR
STURGEON VENTURES LLP UK - FAMILY OFFICE WEALTH ADVISOR OF THE YEAR	TREA CAPITAL PARTNERS, S.V., SPAIN - HEDGE FUND MANAGER OF THE YEAR	WALKER MORRIS LLP UK - PENSION LAW FIRM OF THE YEAR	ZEPOS & YANNOPoulos Greece - INTERNATIONAL TAXATION LAW FIRM OF THE YEAR
STURGEON VENTURES LLP UK - GAMECHANGER OF THE YEAR, SEONAI MACKENZIE	TUSKER UK - GAMECHANGER OF THE YEAR (SALARY SACRIFICE), DAVID HOSKING	WALKER MORRIS LLP UK - COMPETITION LAW FIRM OF THE YEAR	ZERO DESIGN LIMITED UK - CREATIVE AGENCY OF THE YEAR
SUCCESSION CORPORATE FINANCE LLP UK - CORPORATE FINANCE BOUTIQUE OF THE YEAR	V12 FOOTWEAR UK - NICHE OIL & GAS INDUSTRY PROVIDER OF THE YEAR	WBD ACCOUNTANTS LIMITED UK - REGIONAL ACCOUNTANCY FIRM OF THE YEAR	

## Middle East and Africa



ABENRY & COMPANY, ADVOCATES  
TANZANIA - BUSINESS LAW FIRM OF THE YEAR

ADV. J. JOEL BALOYI  
SOUTH AFRICA - ENTERTAINMENT LAW EXPERT OF THE YEAR

AFRICAN OPEN SKY  
AFRICA - NICHE PRIVATE COMPANY OF THE YEAR (AVIATION)

AFRICAN OPEN SKY  
AFRICA - GAMECHANGER OF THE YEAR, MAX O. CISSE

AFRIWISE CONSULT (PTY) LTD  
SOUTH AFRICA - LEGAL CONSULTANCY OF THE YEAR

AFRIWISE CONSULT (PTY) LTD  
SOUTH AFRICA - PROJECTS LAW FIRM OF THE YEAR

AFRIWISE CONSULT (PTY) LTD  
SOUTH AFRICA - GAMECHANGER OF THE YEAR, STEVEN DE BACKER

AFRIWISE CONSULT (PTY) LTD  
AFRICA - ENERGY LAW FIRM OF THE YEAR

AFRIWISE CONSULT (PTY) LTD  
AFRICA - LAW FIRM OF THE YEAR

AGENCY OF INTELLECTUAL PROPERTY "TAGBERGENOVA AND PARTNERS"  
KAZAKHSTAN - CUSTOMER SERVICE LAW FIRM OF THE YEAR

AGENCY OF INTELLECTUAL PROPERTY "TAGBERGENOVA AND PARTNERS" KAZAKHSTAN - PATENT LAW FIRM OF THE YEAR

ALEXANDER FORBES GROUP HOLDINGS LIMITED  
AFRICA - MOST RESPECTED BRAND OF THE YEAR

ALEXANDER FORBES GROUP HOLDINGS LIMITED  
SOUTH AFRICA - CORPORATE INSURANCE PROVIDER OF THE YEAR

ALEXANDER FORBES GROUP HOLDINGS LIMITED  
SOUTH AFRICA - GAMECHANGER OF THE YEAR, EDWARD CHRISTIAN KIESWETTER

ALEXANDER FORBES GROUP HOLDINGS LIMITED  
SOUTH AFRICA - LISTED BUSINESS OF THE YEAR

ALLIED COMPLIANCE CONSULTANTS  
UAE - FULL SERVICE BUSINESS CONSULTANCY OF THE YEAR

ALLIED COMPLIANCE CONSULTANTS  
UAE - INTERNATIONAL CONSULTANT OF THE YEAR, HOSSAM M. ABD EL-RAHMAN

AL ROWAAD ADVOCATES & LEGAL CONSULTANCY  
UAE - LEGAL CONSULTANT OF THE YEAR, HASSAN ELHAIS

ANJARWALLA & KHANNA  
KENYA - BANKING & FINANCE LAW FIRM OF THE YEAR

AOS CONSULTING ENGINEERS (PTY) LTD  
SOUTH AFRICA - COMPANY OF THE YEAR (MECHANICAL & ELECTRICAL ENGINEERING)

BANK MUSCAT INVESTMENT BANKING  
OMAN - INVESTMENT BANK OF THE YEAR

BARAK FUND MANAGEMENT  
AFRICA - INVESTMENT FUND OF THE YEAR

BDO  
SOUTH AFRICA - TAX ADVISOR OF THE YEAR, FERDIE SCHNEIDER

BDO  
SOUTH AFRICA - TAX ADVISORY FIRM OF THE YEAR

CAWOOD ATTORNEYS  
SOUTH AFRICA - TURNAROUND LAW FIRM OF THE YEAR

CAWOOD ATTORNEYS  
SOUTH AFRICA - SEQUESTRATION LAW FIRM OF THE YEAR

CAWOOD ATTORNEYS  
SOUTH AFRICA - GAMECHANGER OF THE YEAR, WERNER CAWOOD

CR AMANYA ADVOCATES & SOLICITORS  
UGANDA - ENERGY AND MINING LAW FIRM OF THE YEAR

CR AMANYA ADVOCATES & SOLICITORS  
UGANDA - BANKING & FINANCE LAW FIRM OF THE YEAR

CR AMANYA ADVOCATES & SOLICITORS  
UGANDA - BANKING & FINANCE LAW FIRM OF THE YEAR

CR AMANYA ADVOCATES & SOLICITORS  
UGANDA - ENERGY AND MINING LAW FIRM OF THE YEAR

EKURHULENI ARTISANS AND SKILLS TRAINING CENTRE  
SOUTH AFRICA - GAMECHANGER OF THE YEAR (EDUCATION & TRAINING), MARTHIE JANSEN VAN RENSBURG

EKURHULENI ARTISANS AND SKILLS TRAINING CENTRE  
SOUTH AFRICA - TRAINING INITIATIVE OF THE YEAR

ERRIAH CHAMBERS (LEX AFRICA)  
MAURITIUS - CORPORATE LAW FIRM OF THE YEAR

ERRIAH CHAMBERS (LEX AFRICA)  
MAURITIUS - LEADING M&A ADVISORY FIRM OF THE YEAR

FWU GLOBAL TAKAFUL SOLUTIONS  
UAE (DUBAI) - SUKUK STRUCTURE OF THE YEAR

FWU GLOBAL TAKAFUL SOLUTIONS  
UAE (DUBAI) - TAKAFUL SOLUTIONS PROVIDER OF THE YEAR

GLOBELEQ AFRICA, NORFUND AND CDC  
AFRICA - TAKEOVER OF THE YEAR

GREENSTONE EQUITY PARTNERS  
MENA - FUND PLACEMENT FIRM OF THE YEAR

GREENSTONE EQUITY PARTNERS  
MENA - CORPORATE FINANCE ADVISOR OF THE YEAR

GREENSTONE EQUITY PARTNERS  
MENA - INVESTMENT ADVISOR OF THE YEAR

GREENSTONE EQUITY PARTNERS  
MENA - START-UP / SME INVESTOR OF THE YEAR

GREENSTONE EQUITY PARTNERS  
MENA - GAMECHANGER OF THE YEAR, ALEX GEMICI

HORN & CO  
ISRAEL - HEALTHCARE & LIFE SCIENCES LAW FIRM OF THE YEAR

INFORMATION AGE FOR I.T. CONSULTATIONS  
MEA - IT CONSULTING FIRM OF THE YEAR

IRIS PR  
MENA - FULL SERVICE PR AGENCY OF THE YEAR

KANOKANGA & PARTNERS  
ZIMBABWE - CLIENT CARE LAW FIRM OF THE YEAR

KAPLAN & STRATTON ADVOCATES  
KENYA - CORPORATE LAW FIRM OF THE YEAR

KAPLAN & STRATTON ADVOCATES  
KENYA - COMMERCIAL LAW FIRM OF THE YEAR

KAPLAN & STRATTON ADVOCATES  
KENYA - INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR

KAPLAN & STRATTON ADVOCATES  
KENYA - LITIGATION FIRM OF THE YEAR

KETTANI LAW FIRM  
MOROCCO - AVIATION LAW FIRM OF THE YEAR

KETTANI LAW FIRM  
MOROCCO - M&A LAW FIRM OF THE YEAR

KPMG  
SOUTH AFRICA - ANTI-BRIBERY / CORRUPTION ADVISORY OF THE YEAR

KPMG  
SOUTH AFRICA - FULL SERVICE FORENSIC ADVISORY OF THE YEAR

KPMG SOUTH AFRICA  
SOUTH AFRICA - TRANSFER PRICING ADVISORY FIRM OF THE YEAR

LIC MAURITIUS  
MAURITIUS - LIFE INSURER OF THE YEAR

LUBIS GANIE SUROWIDJOJO  
INDONESIA - ADR LAW FIRM OF THE YEAR

LUBIS GANIE SUROWIDJOJO  
INDONESIA - ARBITRATION LAW FIRM OF THE YEAR

LUBIS GANIE SUROWIDJOJO  
INDONESIA - CAPITAL MARKETS LAW FIRM OF THE YEAR

LUBIS GANIE SUROWIDJOJO  
INDONESIA - CAPITAL MARKETS LAWYER OF THE YEAR, MR ABDUL HARIS MUHAMMED RUM

LUBIS GANIE SUROWIDJOJO  
INDONESIA - CLIENT CHOICE LAW FIRM OF THE YEAR

LUBIS GANIE SUROWIDJOJO  
INDONESIA - COMMERCIAL LAWYER OF THE YEAR, MS. DINI RETNONINGSIH

LUBIS GANIE SUROWIDJOJO  
INDONESIA - COMMERCIAL LITIGATION LAW FIRM OF THE YEAR

LUBIS GANIE SUROWIDJOJO  
INDONESIA - CORPORATE LAW FIRM OF THE YEAR

LUBIS GANIE SUROWIDJOJO  
INDONESIA - CORPORATE LAWYER OF THE YEAR, MR HARJON SINAGA

LUBIS GANIE SUROWIDJOJO  
INDONESIA - DISPUTE RESOLUTION LAWYER OF THE YEAR, MR. ROFIK SUNGKAR

LUBIS GANIE SUROWIDJOJO  
INDONESIA - INSOLVENCY LAW FIRM OF THE YEAR

LUBIS GANIE SUROWIDJOJO  
INDONESIA - LEADING LAWYER OF THE YEAR, MR ARIEF TARUNAKARYA SUROWIDJOJO

LUBIS GANIE SUROWIDJOJO  
INDONESIA - LITIGATION LAW FIRM OF THE YEAR

LUBIS GANIE SUROWIDJOJO  
INDONESIA - LITIGATION LAWYER OF THE YEAR, DR. M. IDWAN GANIE

LUBIS GANIE SUROWIDJOJO  
INDONESIA - M&A LAW FIRM OF THE YEAR

LUBIS GANIE SUROWIDJOJO  
INDONESIA - OIL & GAS LAW FIRM OF THE YEAR

LUBIS GANIE SUROWIDJOJO  
INDONESIA - OVERALL LAWYER OF THE YEAR, DR. MOHAMED IDWAN GANIE

LUBIS GANIE SUROWIDJOJO  
INDONESIA - PROJECT FINANCE LAW FIRM OF THE YEAR

LUBIS GANIE SUROWIDJOJO  
INDONESIA - PROJECT FINANCE LAWYER OF THE YEAR, MR ABDUL HARIS MUHAMMED RUM

LUBIS GANIE SUROWIDJOJO  
INDONESIA - RESTRUCTURING LAWYER OF THE YEAR, MR ABDUL HARIS MUHAMMED RUM

LUBIS GANIE SUROWIDJOJO  
INDONESIA - SYRIA LAW FIRM OF THE YEAR

MAGMA INCORPORATED ATTORNEYS  
SOUTH AFRICA - REGIONAL LAW FIRM OF THE YEAR

MAGMA INCORPORATED ATTORNEYS  
SOUTH AFRICA - SMALL LAW FIRM OF THE YEAR

MAGMA INCORPORATED ATTORNEYS  
SOUTH AFRICA - GAMECHANGER OF THE YEAR, MAGALE MASEMOLA

MASSOUDI LEGAL CONSULTANCY  
AFGHANISTAN - INDEPENDENT ADVISORY FIRM OF THE YEAR

MILLER DU TOIT CLOETE INC  
SOUTH AFRICA - FULL SERVICE FAMILY LAW FIRM OF THE YEAR

MILLER DU TOIT CLOETE INC  
SOUTH AFRICA - FAMILY LAW FIRM OF THE YEAR

MILLER DU TOIT CLOETE INC  
SOUTH AFRICA - GAMECHANGER OF THE YEAR (FAMILY LAW), ZENOBIA DU TOIT

NOVARE INVESTMENTS  
SOUTH AFRICA - INDEPENDENT INVESTMENT ADVISORY OF THE YEAR

NOVARE INVESTMENTS  
SOUTH AFRICA - MULTI-MANAGER FUND PROVIDER OF THE YEAR

OLD MUTUAL ALTERNATIVE INVESTMENTS  
SOUTH AFRICA - ALTERNATIVE FUND OF THE YEAR (AFRICAN INFRASTRUCTURE INVESTMENT FUND)

OLD MUTUAL ALTERNATIVE INVESTMENTS  
SOUTH AFRICA - PORTFOLIO MANAGER OF THE YEAR

OMAN INSURANCE COMPANY  
UAE - COMPANY OF THE YEAR (INSURANCE)

OMAN INSURANCE COMPANY  
UAE - GAMECHANGER OF THE YEAR (INSURANCE), CHRISTOS ADAMANTIADIS

Q COMMUNICATIONS  
MEA - GAMECHANGER OF THE YEAR (STRATEGIC COMMUNICATIONS), ELSA RODDT / KATIE HARVEY

Q COMMUNICATIONS  
MEA - REPUTATION MANAGEMENT CONSULTANT OF THE YEAR

Q COMMUNICATIONS  
MEA - STRATEGIC COMMUNICATIONS FIRM OF THE YEAR

PAMOJA CAPITAL  
KENYA - BOUTIQUE ADVISORY OF THE YEAR

PAMOJA CAPITAL  
KENYA - M&A ADVISOR OF THE YEAR, GEOFFREY GANGLA

RSM EASTERN AFRICA & RSM (EASTERN AFRICA) CONSULTING LTD  
KENYA - GAMECHANGER OF THE YEAR, LINA RATANSI

RSM EASTERN AFRICA & RSM (EASTERN AFRICA) CONSULTING LTD  
KENYA - TAX ADVISORY FIRM OF THE YEAR

SEA HARVEST CORPORATION (PTY) LTD  
SOUTH AFRICA - INVESTOR OWNED COMPANY OF THE YEAR

SEA HARVEST CORPORATION (PTY) LTD  
SOUTH AFRICA - DIVERSITY COMPANY OF THE YEAR

S. FRIEDMAN & CO  
ISRAEL - MARITIME LAWYER OF THE YEAR, DAVID MALKOFF

SHALAKANY LAW OFFICE  
EGYPT - ARBITRATION AND LITIGATION LAW FIRM OF THE YEAR

SHALAKANY LAW OFFICE  
EGYPT - CORPORATE AND COMMERCIAL LAW FIRM OF THE YEAR

SHALAKANY LAW OFFICE  
EGYPT - DISPUTE RESOLUTION LAW FIRM OF THE YEAR

SHALAKANY LAW OFFICE  
EGYPT - INTELLECTUAL PROPERTY LAW FIRM OF THE YEAR

SHALAKANY LAW OFFICE  
EGYPT - PROJECT FINANCE LAW FIRM OF THE YEAR

SMIEDT & ASSOCIATES  
SOUTH AFRICA - BUSINESS LAW FIRM OF THE YEAR

TOKUNBO ORIMOBİ LP  
NIGERIA - COMMERCIAL LAW FIRM OF THE YEAR

TOKUNBO ORIMOBİ LP  
NIGERIA - CORPORATE FINANCE LAW FIRM OF THE YEAR

TOKUNBO ORIMOBİ LP  
NIGERIA - CRIMINAL LAW FIRM OF THE YEAR

TOKUNBO ORIMOBİ LP  
NIGERIA - FULL SERVICE LAW FIRM OF THE YEAR

TOKUNBO ORIMOBİ LP  
NIGERIA - LAWYER OF THE YEAR, MICHAEL ORIMOBİ

TOKUNBO ORIMOBİ LP  
NIGERIA - LITIGATION LAW FIRM OF THE YEAR

TOKUNBO ORIMOBİ LP  
NIGERIA - PROJECT FINANCE LAW FIRM OF THE YEAR

TUMUSIIME, KABEGA & COMPANY ADVOCATES  
EAST AFRICA - SMALL LAW FIRM OF THE YEAR

TUMUSIIME, KABEGA & COMPANY ADVOCATES  
UGANDA - COMMERCIAL LAW FIRM OF THE YEAR

VON SEIDLERS  
SOUTH AFRICA - LIFE SCIENCES LAW FIRM OF THE YEAR

WALKER KONTOS ADVOCATES  
KENYA - LAW FIRM OF THE YEAR

WALKER KONTOS ADVOCATES  
KENYA - M&A LAW FIRM OF THE YEAR

WALKER KONTOS ADVOCATES  
KENYA - IP ENFORCEMENT LAW FIRM OF THE YEAR

WALKER KONTOS ADVOCATES  
KENYA - GAMECHANGER OF THE YEAR, MICHAEL KONTOS

# Can The Medicines Company Change Medicine?



As The Medicines Company continues to deliver on its strategy to reinvent itself around a pipeline of promising potential blockbuster drugs, it just may help to reinvent the way the pharmaceutical industry delivers value. Supported by a sophisticated set of biopharma investors, the company is also taking an audacious new approach to capital deployment—one aimed at unlocking potentially massive shareholder value.

Generating revenue from selling drugs and improving the lives of patients are the twin missions of any pharmaceutical company. A successful pharma can make enough money that the revenue can be spread around—some for investors, some for licensing in new opportunities, some for R&D. Founded in Cambridge, MA in 1997 and now based in Parsippany, NJ, The Medicines Company built an enviable revenue stream with a trailblazing hospital sales strategy and solid late-stage development operation that has been unusually successful recently at turning promising molecules into marketed drugs. In 2016, it decided to give all of that up. That decision represents a big call for the near-20-year-old firm—a change in direction and in potential outlook.

The Medicines Company has made a number of bold and successful moves to reinvent itself. During what has been, at times, a turbulent transition, the company has sold off much of its hospital-channel revenue generating drugs and refocused its development efforts around a small handful of potential blockbuster drug candidates. In the process, revenues and associated profits have fallen dramatically and yet shareholders and analysts have jumped on board—Fidelity piled into the stock, acquiring about 15% of the firm's shares on the open market, and those shares are currently trading at or close to their all-time high. Fidelity is in good company. Long-term players Wellington, BlackRock, Vanguard and State Street, plus a slew of sharp-minded hedge funds such as Corvex, Bridger Capital, Camber Capital and Sarissa all figure among top holders. The new generation of investigational drugs, says the company—and its sell-side analysts—could potentially improve health outcomes for millions of patients while cutting costs from the infamously labyrinthine US health care system. They could also generate outsize revenue streams—way above those envisioned from

on coming. In fact, in 2015, the company was fresh off a period of unprecedented regulatory success, with five drugs approved in the US and the EU in a span of 14 months.

But that seismic success threatened to generate a looming tsunami of expensive launch activity. At the same time, revenue from the company's flagship Angiomax direct thrombin inhibitor therapy was evaporating in the wake of a challenge to the validity of the drug's patents by generic competitors. At one time Angiomax was the highest-selling hospital product in the US at nearly \$700 million per year, thanks to its use as an anticoagulant in patients undergoing a variety of cardiovascular procedures, and, as such, comprised the lion's share of The Medicines Company's total sales. The combination of generic competition for Angiomax and the investment necessary to make its new products a success was daunting. "Investors were skeptical that we could do what we needed to do to create value," admits Meanwell.

But The Medicines Company had been able to leverage its development and marketing successes to boost its prospects in the business development arena. "We always believed that once we had established a strong track record for developing products, marketing products, deploying capital appropriately and hiring good people that we could attract world leading technologies," he says. "And in the last four or five years that is exactly what we've done."

The Medicines Company secured the first of its key pipeline assets back in 2009, when in December of that year it agreed on a deal with Pfizer to access what would become MDCO-216. The Medicines Company paid Pfizer \$10 million up front (with \$410 million in potential milestones, plus royalties) for the potentially game-changing acute coronary syndrome therapy, a combination of a phospholipid and recombinant apolipoprotein A-1 Milano. In 2012, the company invested in the anesthetics start up Annovation Biopharma, and subsequently acquired the company and its lead therapy ABP-700 for up to \$55 million plus potential royalties in 2015. In 2013, it bought Rempex Pharmaceuticals for \$140 million up-front and \$334 million in potential milestones, landing leading antibiotic meropenem/vaborbactam. Also in 2013, the company licensed from Alnylam Pharmaceuticals for \$25 million

## A new era

The Medicines Company's previous decade of success was thanks to a suite of products that CEO Clive Meanwell calls "a bunch of solid singles and doubles" that the company could deploy down its established hospital sales channel. It appeared the hits would keep

**One of the constants that runs through the ‘old’ Medicines Company and the ‘new’ one is that we don’t pay lip service to the value proposition of our therapies ... We work with medical and economic experts to build a value proposition that the customer can understand, and then stick with it.**

— Clive Meanwell

up-front an RNA interference therapy designed to silence the production of proprotein convertase subtilisin/kexin type 9 (PCSK9). The PCSK9 synthesis inhibitor (PCSK9si) is in mid-stage clinical trials to treat patients with hypercholesterolemia that isn't controlled by statin therapy.

Meanwhile The Medicines Company's investors were chafing at the intrinsically slower growth of the company's hospital portfolio. "Everyone felt that we needed to deploy our capital around these blockbuster opportunities, instead of chugging slowly up the funicular railway of growth of a specialty pharma hospital sales company," says Meanwell. In late 2015, the company set in motion a plan that eventually saw it selling off six of its marketed products for total potential consideration of more than \$1 billion.

The Medicines Company's hospital cardiovascular drugs, aside from Angiomax, went to the Italian specialty pharma company Chiesi. Mallinckrodt, a specialty pharma company based in Dublin, scooped up The Medicines Company's hemostasis portfolio, including Recothrom (recombinant thrombin) and Raplipa (fibrin sealant). In the process the company significantly downsized its operating and commercial footprints, allowing it to plough that savings into developing its potential future blockbusters. "It felt very strange, having spent the better part of ten years looking for quarter-on-quarter revenue growth to then just jettison the products," says Meanwell. "At first, the most difficult people to sell the new strategy were ourselves. But these are very intriguing, high-value, dream-like opportunities and they need a lot of money to drive them forward."

**Technology and trust**

Any of The Medicines Company's four drug candidates could turn out to be a blockbuster with more than \$1 billion in annual sales. But as data emerged from The Medicines Company's PCSK9si program, as well as competing monoclonal antibodies from Amgen, Sanofi/Regeneron and Pfizer over the past two years, PCSK9si emerged as its most profound opportunity. It looks as though The Medicines Company has a drug candidate that might be dosed so infrequently—maybe even only twice per year—that it could fundamentally change the management of hypercholesterolemia. There are as yet no approved RNA interference therapies. This adds a layer of intrigue—and risk—to The Medicines Company's strategy.

Meanwell acknowledges the risk but emphasizes the reward. "How many new classes of drugs are being developed in the world which offer the opportunity to make a massive medical and financial difference? You can count them on one hand," he says, "and I think you need to step out of the box and take that risk." Not that the company did so blindly. The Medicines Company's partner Alnylam is the pioneering RNAi specialist helmed by John Maraganore. During a previous role at Biogen, Maraganore invented and led R&D on bivalirudin, which would eventually become The Medicines Company's Angiomax. "We have a wonderful long-term relationship with John and that made it natural for us to get close to Alnylam. Even if we weren't experts at first, we were believers in the technology and we were believers in the people. There is a mutual trust."

After all, Alnylam wanted to put one of its most important assets in the hands of a partner that could successfully commercialize it. "From our perspective, we knew that The Medicines Company have the people and vision to advance a transformative therapy like PCSK9si (ALN-PCSsc) forward," says Maraganore. "There was a confidence based on my previous experience with bivalirudin. Sometimes, it helps to have innovators work with innovators to pioneer breakthrough medicines."

So far, commercial success in the PCSK9 space has been elusive for the first market entrants, which have been criticized for the high prices of their anti-PCSK9 monoclonal antibody therapies. In August 2016, researchers affiliated with the Institute for Clinical and Economic Review (ICER) published a study in the Journal of the American Medical Association that concluded that at current prices (roughly \$14,000 per year) PCSK9 inhibitors marketed by Amgen and Sanofi/Regeneron weren't cost-effective for patients with heterozygous familial hypercholesterolemia (FH) or atherosclerotic cardiovascular disease (ASCVD), the indications for which the drugs were approved in 2015.

ICER tends to be regarded as an antagonist of the drug industry, and much of the industry response to this study—and the institute's other stances—has been designed to discredit the ICER methodology. "But we're doing the opposite," says Meanwell. "We'd rather learn from their methodology. Since when has anyone got an adequate methodology for health economics? It's ridiculous to imagine that those

of us on the industry side have the righteous path of determining the fiscal value of health care and that everyone else is wrong," he says.

If that sounds unusual coming from a biopharmaceutical company CEO that's because it is. But The Medicines Company's own calculation of the value of a PCSK9 inhibitor isn't that far off of ICER's. ICER concluded that based on a \$100,000 quality-adjusted life year the value of a PCSK9 inhibitor was \$4,536. "ICER's view of the world should not be dismissed as inconvenient or invalid," says Meanwell. "Their view of a fair price in many ways reflects the view of paying customers and so we take their estimate seriously as we build financial models of the asset." Treating 1,000,000 patients per year that need something better than a statin—a number "which we could easily imagine doing," he says—is \$5 billion. In other words, he says, "this represents a significant revenue opportunity even at ICER-preferred prices!"

**No “lip service”**

To understand why The Medicines Company can afford to view the world through an ICER lens as well as the more conventional industry lens, it's important to understand the unique attributes of its PCSK9 inhibitor. It's also important to recognize that The Medicines Company, with its deeply held commitment to demonstrating value, isn't a typical pharmaceutical company.

"One of the constants that runs through the ‘old’ Medicines Company and the ‘new’ one is that we don't pay lip service to the value proposition of our therapies," says Meanwell. In general the industry "talks a good game" about value, but when push comes to shove, the industry has collectively allowed its R&D teams and its marketing teams to be overwhelmed by the financial demands of returns, he says. In some cases industry continues to succeed handsomely and spectacularly, he says—particularly in specialty areas like oncology.

"But that has never been our philosophy," says Meanwell. "We work with medical and economic experts to build a value proposition that the customer can understand, and then stick with it." Too many times it's a drug company's finance department that backs into the price of a drug based on an established return-on-investment criterion, he says.

The Medicines Company's PCSK9si may enter a crowded marketplace when it is eventually approved. "Coming to market fourth or fifth as a me-too would be impossible," acknowledges Meanwell. But the company is convinced its drug's core differentiating factors will give it an opportunity to upend the PCSK9 field. Along the way it may upend the way cholesterol is managed and drugs are distributed for high-risk patients.

The single most important medical need in lipid management is patient adherence (because the disease is asymptomatic and patients don't feel any different if they miss taking their drugs, only 40% of patients continue taking their prescribed statin for more than six months).

The Medicines Company has produced solid data supporting the idea that PCSK9si could be dosed only once every six months. If that expectation is backed up by Phase 3 clinical data, the company will have tremendous commercial flexibility—a wide range of commercial options that could enable The Medicines Company to deliver a singularly unique value proposition to patients, physicians and payers, as well as compelling long-term and sustainable returns to its shareholders. In fact, those options could drive a complete shift in the economics of lipid management. "A shot every six months is about as often as I go to the dentist," points out Meanwell. Unlike existing

anti-PCSK9 antibody therapies that require self-injection, "we could do it for you, and we could check your cholesterol while you're there," he says. Or the therapy could be administered with a 21st-Century house call, whereby a nurse administers the drug in a patient's home or office, and gathers relevant data for pharma and payer alike. In this scenario, payers would know quickly whether a patient was responding to therapy and therefore know whether they should keep paying for it, enabling efficient outcomes-based contracting. Meanwhile The Medicines Company could even circumvent middlemen in the current drug distribution system that erode drug company profits while at the same time helping to push drug prices higher.

"Having the right business model will be as important to success in the biopharma industry as having the right molecule," says Real Endpoints CEO Roger Longman. The Medicines Company has engaged Real Endpoints to help it define its products' values in an increasingly payer-dominated marketplace. "For an industry trained on

the notion that science will always win out, it's very difficult to accept the necessity that companies will now have to innovate—sometimes radically—on the commercial side," says Longman. "The Medicines Company is extraordinary in that way: they've grasped the new economic realities of the marketplace and are willing to consider, develop, and employ the alternative models that will ensure patients actually get their drugs."

To Meanwell, understanding the economic realities of The Medicines Company's chosen markets is paramount. There's no point in having a massive drug discovery and development effort even before you've determined what the economic opportunities are, he says. "That's crazy—no matter what area of medicine you're in, you need to understand the value drivers in that business and that part of the health care system" and only develop technologies and delivery models that could make a difference to those economics. "Why would you bother to do anything else?"

**The Medicines Company is extraordinary in that they've grasped the new economic realities of the marketplace and are willing to consider, develop, and employ the alternative models that will ensure patients actually get their drugs.** — Roger Longman



- ★ GAMECHANGER OF THE YEAR, MIK CONS, SAMMEDIA LIMITED
- ★ MONEY MANAGEMENT PLATFORM OF THE YEAR, MONEYINFO, SAMMEDIA LIMITED
- ★ NICHE TECH PROVIDER OF THE YEAR (FINANCIAL), SAMMEDIA LIMITED



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**"Our goal is to make financial advice accessible to everyone."**

**Q: Why financial services and why now?**

The mobile phone has made a huge impact on our lives. Technology businesses continue to overhaul many existing industries such as marketing by Google and Facebook, books by Amazon, films by Netflix, music by iTunes and Spotify, taxis by Uber... the list keeps growing.

These firms known as 'technology disruptors' have taken technologies such as the mobile phone, internet connectivity, email and satnav and created completely new ways of doing ordinary everyday tasks.

The technologies behind these are very complex; but the solution for the user is very simple. The financial services industry seems to be in reverse, the solutions for the consumer are very complex whereas the underlying technologies are antiquated, relying on far too much paperwork. This needs to change.

**Q: Tell us about moneyinfo and what it does?**

Think of it as a digital financial filing cabinet on your phone. All of the information regarding your finances is brought together into one place and, as much as possible, automatically kept up to date. We cover everything financial including your bank accounts, credit cards, mortgages, loans, savings, investments, insurances, pensions and property.

People get the reassurance of being able to manage all of their finances in one place including all the associated paperwork. This information provides the fuel for advice tools which can then help people make better financial decisions.

moneyinfo serves as a financial passport, which can deliver the information required to help people access financial advice when and wherever they need it.

**Q: How will you get people to engage with their finances?**

Apathy towards finances is our biggest challenge. We actively encourage people to input their information by providing benefit back in return. For example, if you enter your house number and postcode, moneyinfo shows you when you bought your property, how much you paid, and calculates an approximate value from Land Registry Data. It then keeps your property value updated regularly thereafter. You can store your home insurance and other important documents against your property. moneyinfo keeps everything organised and accessible for when you need it, which could be in an emergency when all you may have access to is your mobile phone.

**Q: Why would people want to use moneyinfo?**

We all want reassurance that we are making the right decisions and that if something terrible happens we will be taken care of financially.

In general, people don't want to worry about their finances but at points in our lives we all have to, often when it's too late to do much about it. moneyinfo helps you organise your finances and can gently nudge you into making important financial decisions at the right times.

**Q: Isn't this just about selling more financial products?**

Financial products provide a significant benefit to people, helping insure against risks such as health, life, property etc. and encouraging short term saving and long-term saving, such as saving towards your retirement. Few people have sufficient life cover and income protection in place, yet these products are relatively cheap and can provide significant peace of mind. Over the years, the government has introduced many tax-efficient savings products and it is important to use the tax-advantages of these to maximise your retirement income. For the majority of us, saving for retirement and the choices available

when we get there are bewildering. Proper financial advice can save people a fortune over their lifetime. We want to ensure people can get access to it at key points in their lives.

**Q: Who should use a product like moneyinfo?**

The journey to financial independence needs to start at the beginning of people's financial life not near the end. Our tools are equally important to students at university looking to manage their finances and keep debt under control as they are to a pensioner trying to work out how much they can afford to spend without ending up solely reliant on the state.

**Q: What made you get into financial services?**

Like many in the industry, I fell into financial services by chance. I went to Grammar School and did my exams a year early. I was only just 17 when I finished school. Rather than go to university that year, my Mum saw a job advertised in the local paper for a trainee computer operator at a financial adviser firm. I had no computer knowledge and my job mostly involved looking up stock-prices from the Financial Times and ringing insurance companies to get the details of unit holdings. However, financial advice fascinated me. I was a boy from a council estate suddenly looking at valuations for people with hundreds of thousands of pounds invested.

Within three months I had taught myself to program on an Apple II computer and took over managing the firm's computer systems. The firm then sponsored me to go to university to study a computer science programme. As it turned out, I ended up leaving university after a year as the technology was so far behind what I was using in business, but my path to financial services and technology had begun.

**Q: Talk us through some of the FinTech solutions you've been involved with?**

Following my initial work at a financial adviser, I was offered a job with a FinTech called LSD Software. The LSD stood for pounds, shillings and pence in old money – honestly! These guys were acquired by a company called Fame Computers in Birmingham, which resulted in me moving to the Midlands near Warwick, now home for 25 years. I left to start a company called 1st Software which became the UK's most successful adviser system with 4 in 10 financial advice firms using our software. After selling 1st Software and leaving in 2008 I became involved with Sammedia, we have been developing moneyinfo since 2009.

**Q: Many people don't trust financial services, how is this going to change?**

I believe that as an industry we offer significant value to consumers, however it is right to say that some organisations have given our industry a bad name by selling unsuitable or overly expensive products to consumers.

Sammedia work with high-quality advice firms, with great reputations built up over many years. Our industry has been through significant change due to regulation. Knowing that the regulator has the benefit of hindsight, firms have to carefully consider the products they offer, not just in relation to suitability but also ensuring that the consumer understands what they are buying.

Our industry faces the challenge that people need advice. It's very important that we meet this challenge. Technologies such as moneyinfo will help to build long-term trust in financial services and ensure that the majority of us have a better financial future.

**Mik Cons, CEO Sammedia**

## INTERNATIONAL

# AppleTree Capital

- ★ GAMECHANGER OF THE YEAR (ASSET MANAGEMENT), DIMITRIS APISTOULAS, APPLETREE CAPITAL
- ★ GAMECHANGER OF THE YEAR (ASSET MANAGEMENT), MICHAEL NICOLETOS, APPLETREE CAPITAL
- ★ NICHE FINANCIAL ADVISORY OF THE YEAR (ABSOLUTE RETURN), APPLETREE CAPITAL
- ★ NICHE FINANCIAL ADVISORY OF THE YEAR (EMERGING MARKETS), APPLETREE CAPITAL



## INTERNATIONAL

- ★ GAMECHANGER OF THE YEAR (ASSET MANAGEMENT), DIMITRIS APISTOULAS, APPLETREE CAPITAL
- ★ GAMECHANGER OF THE YEAR (ASSET MANAGEMENT), MICHAEL NICOLETOS, APPLETREE CAPITAL
- ★ NICHE FINANCIAL ADVISORY OF THE YEAR (ABSOLUTE RETURN), APPLETREE CAPITAL
- ★ NICHE FINANCIAL ADVISORY OF THE YEAR (EMERGING MARKETS), APPLETREE CAPITAL

AppleTree was launched in May 2010 and from 2012 onwards its flagship, the Violet Emerging Markets Fund, has outperformed all market and peer indices.

The fund is a long-short Emerging Markets Equities Fund that focuses mainly on Eastern and Southeastern Europe. The fund's objective is to achieve superior returns in a region with high economic growth potential, a population in excess of 400mln and growing, and Market Cap / GDP that stands as low as 16%. This is achieved by capitalizing on the expert regional knowledge of the founding members, careful stock-picking by the investment team that follows a detailed valuation work (both on the long and short side), effective hedging that aims at consistent returns with reduced correlation to equity markets, and utilization of the team's strong network in what we call the "The Violet Region."

"The Violet Region," for us, is a group of countries with emerging outlooks, positive demographics, underdeveloped equity markets, resilient growth, and valuations that suggest an attractive entry point. They include: Russia, the largest continental developing country, with huge energy and commodity resources; Turkey, an EU candidate with strong growth dynamics and demographics; Poland and Hungary, two converging EU countries; Romania and Bulgaria, two emerging EU countries with FDI expected to increase substantially in the coming years; Serbia, a frontier European market with an appealing privatization agenda and a promising long-term growth potential; Austria and Greece, two Eurozone countries with investments in South-Eastern Europe; Cyprus and Egypt, two opportunistic markets with assets at distressed valuations and potential upcoming privatizations. These blocks of countries enable us to adopt and actively manage our hedging strategy, as well as select our optimal Risk/Return space for investing.

The Violet fund team combines analytical research together with on the ground information from both financial and non-financial sources in order to derive the composition of our investments. The portfolio consists only of listed, liquid equities, bonds and listed derivatives. Since its launch in May of 2010, Violet has significantly outperformed its benchmark, the MSCI EMEA (in 2015 alone, Violet yielded a net return of +18.8% vs a -22.3% drop of the MSCI EMEA). Within the course of the past 3 years, the Violet Fund has yielded a net return in excess of 90% vs a more than 20% drop of the MSCI EMEA.

When it comes to our philosophy, we have a unique approach. We challenge ourselves and our convictions, constantly, to ensure that all angles are covered. Every morning, before we begin with our daily routine in the office, the fund Managers begin by debating a very radical and contrarian position in the form of a reduction ad absurdum argument: they assume that the existing portfolio is not optimal. They challenge and debate everything: from our macro/political view, to portfolio net exposure, individual positions and sizing. This debate takes place every morning, and does not settle until the managers are convinced that the strategic investment decisions taken are on the right track. While unconventional, this investment mentality has proven to be an excellent modus operandi to revise our assumptions, identify behavioral biases (both personal, but also across the industry), and affirm the strongest of our convictions. This profound process of daily re-affirmation of our fund's strategy through productive debate lies at the core of our investment philosophy. We are a small, tightly-knit team at AppleTree. This has helped us communicate very well with each other, and has ensured there is a high level of consistency in everything that we do. We expect all team members to do rigorous work, adhere faithfully to the value of transparency vis-a-vis our investors, and follow our fund's systematic and thorough risk management principles. At the same time, we foster creative thinking and intense debate among the team, and encourage everyone to pitch in and explore any interesting ideas freely.

Financial markets are full of "noise". Therefore, our main effort is to distinguish the real market-moving news that have a real effect in our portfolio vs the usual noise which can only cause intra-day or very short term price fluctuations. AppleTree remains at the forefront of Emerging Markets developments by employing a comprehensive data gathering process that allows us to pool information from a number of different sources: we use a network of established relationships with local professionals, who provide a first-hand experience of the political and financial developments on the ground; we frequently attend road shows and make company visits to speak directly to companies management ourselves; we do extensive in-house research to identify valuation mispricing's; we review exhaustively company releases and quarterly results, as well as use a diversified array of 3rd party research; finally, all team members engage in robust monitoring of daily news and macro-level trends, utilizing the latest technology, local feeds, and social media (Bloomberg, Twitter, etc.).

# AppleTree Capital

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This constant flow of information, as well as our team's dedication to synthesizing and constantly re-evaluating new developments, provides us with a thorough understanding of all major developments, challenges, and macro trends in the EMEA region.

#### **Market Positioning and View**

Since the beginning of 2015, we began assuming a more cautious stance and prudent portfolio positioning, as it was our understanding that market volatility would become the major theme of the year. Having a very low net long exposure at key junctures of the year paid off in the end, as it protected us from our tail-risks and the repeated volatility shocks. At the same time, this allowed us to benefit from China's sharp correction and the stock market sell-off that ensued in mid-August, as well as the heightened geopolitical turmoil and economic risks that peaked at the end of the year across the EMEA region.

More specifically, we were short on both Russia and Turkey since early on in the year. We went neutral in September for a very brief period, only to go short again in November and take advantage of the end-of-the-year sell-off. Oil pressures on Russia, rising political risk within Turkey due to the government's controversial policy decisions, increased geopolitical risk because of Syria, and the bilateral crisis that ensued between the two countries after Turkey downed a Russian plane in November – all eventually worked in our favor. We were also short on Greece, despite initial calls for optimism across Europe. We made sure not to follow deceptive headlines, or fall captive of the communication game played by Greek/European officials. Our initial expectation was that the Greek government would fail to bridge the gap with its creditors, and that the protracted negotiations would bear a heavy toll on Greek stocks, as was the case. We continued to resume a defensive positioning in Greece, even after PM Tsipras agreed to a new bailout and new elections were held, until the very end of the year.

For the 2016-2017 period, we see a host of political, geopolitical, economic, and financial risks remaining at the forefront of the emerging markets world. Despite its wobbly nature, the oil rebound has been great for markets in the first half of the year. Yet, we remain skeptical that the current positive effect can continue at the same pace for the rest of the year. Cheap oil has led to full storage facilities across the world, and crude oil tanks have reached record highs in terms of capacity.

We are also concerned that the markets will reverse their upward trend at the second half of the year, as global growth seems to be running out of steam. Central banks across the world are employing every 'weapon' in their arsenal to counter slowing growth and creeping global deflationary pressures. Yet, the effect of quantitative easing remains limited to this day, falling way below expectations. Fears of China's slowdown have subsided, but remain lingering in the shadows, as the transition of the Chinese economy proves more difficult in practice than portrayed by the Party's leadership.

Turkey has experienced a huge rally since the start of the year. PM Davutoglu's resignation, ISIS and the unabated Kurdish conflict, however, highlight a distinct macro-political environment with heightened risks and increased volatility. We expect a pullback to follow in the ensuing months, as we transition to the second half of the year. We have a similar view as it regards to Russia and oil.

In regards to Greece, we believe that we are about to re-live a mini version of the 2015 ordeal. While a deal has been reached, this is by no means a real 'solution' to Greece's deeply rooted economic and structural problems. We also remain hesitant in the potential of the government to implement any agreed plan of action in a credible and timely fashion, so as to avert further economic deterioration. Importantly, after the UK voted in favor of Brexit, we expect spill-over effects to reach Greece, both in terms of economics but also politically (i.e. we do not expect the soft stance of the creditors in the last Eurogroup to be repeated after the summer, as the IMF will 'stick to its guns' and demand substantive debt relief from the part of the Europeans).

We believe that the second half of 2016 will not prove as positive as the first half for EM stocks; given the difficult macro environment, we are wary that one small trigger will be enough to send markets back down, and reverse the underlying positive trend in commodities that occurred during the first half of the year. Thus, we remain hesitant about the macro prospects of the global economy. Our top theme for 2016 is gold and gold miners.

In the long-term horizon, there are six things that keep us awake at nights: US interest rates; the state of the US economy; Europe, and especially, France; China; global debt; and global geopolitical tensions.

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given the economic slowdown. We expect to see NPLs rise, forcing banks to raise even more capital.

The ballooning global debt, in combination with anemic global growth, paint a bleak picture of what is to come in the next 2 - 5 years. Hiding the problem under the rug, today, will only come back to hit us harder, in the future.

Finally, the war against ISIS has now turned into a global geopolitical and security problem. Meanwhile, the bombings in Syria continue unabated, turning the Syrian crisis into a prolonged and high-cost global conflict.

Our core values: Commitment and transparency. Indeed, given the nature and breadth of these risks, it is no coincidence that the hedge fund industry is already facing some very turbulent times. There has been a lot of talk lately about hedge fund managers underperforming and not deserving the fees they earn. An increasing number of investors has shown special interest to passive funds, as many of those have outperformed top active managers. We believe we need to look beyond that: if fund managers are good at what they do, illustrate a high level of commitment, vigor and transparency, then there is certainly a value to their role – a value that no passive fund can ever attain.

We believe that we – at AppleTree – have exemplified this to our investors: not only have we outperformed our benchmarks, but we have also demonstrated that we will always be thoroughly transparent in whatever we do, and fully reliable whenever they need us. Our investors know that we will not sink, no matter how rough the sea is. They know that we care about them, and not just about making money and getting returns. Of course, this is the true nature of the business we are in, but it is also much more than that: it is about trust, dedication, and perseverance. At such difficult times, with passive funds making important gains, we believe that it is these exact values that will set active Managers apart across the industry.

Looking ahead, we are very excited to announce that the company is in the process of opening a new office in London and getting an FCA license, where we aim to add another fund to our portfolio. With this transition, we will be shifting our primary operations to London, retaining our office in Athens.

**Quote from the Director of ARI:**

"The Accounting Research Institute (ARI) is proud to be recognized as ISLAMIC



FINANCIAL CRIMINOLOGY RESEARCH BODY OF THE YEAR at ACQ Award 2016. This recognition greatly reflects ACQ's strong effort to promote and advocate leading academic research in Islamic Finance globally. This award reinforces ARI's reputation as a prominent research centre and we appreciate the recognition it provides us - that ARI aspires to continuously support the prosperity of Islamic Finance and aims to become a reference centre for global research in Islamic Finance Governance and Financial Criminology"

Prof. Dr Normah Omar  
Director of Accounting Research Institute  
Universiti Teknologi MARA (UiTM)

Accounting Research Institute or ARI in common parlance has covered lots of territory in a short span of time. The social science research organization of Malaysia's Universiti Teknologi MARA, one of the leading institutes of higher learning in the country began life as a special interest group or SIG, a term of endearment given by the accounting profession. The SIG's idea of adding nobility to one of the oldest profession in history by protecting it from commercial greed is reflected in ARI's Vision statement. ARI's Vision is not only to be the most successful research and reference centre in Malaysia and the Asia-Pacific Region but also the most respected research institute in the Region.



This National Centre of Excellence's Vision has taken the organization and its people on a discerning journey. Today ARI has morphed into eight research centres, each devoted to the advancement of an area of deep and weighty interest to the accounting profession and academia. Specifically the research centre are CIMA-Uitm Asian Management Accounting Research Centre AMARC; UiTM-MICG Corporate Governance Research Centre or CGRC; UiTM-ACCA Financial Reporting Research Centre or FCRC; UiTM-ACFE Asia-Pacific Forensic Accounting Research Centre or AFARe; UiTM-CPA Australia Public Sector Accounting Research Centre or PSARC; UiTM-ACCA Asia-Pacific Sustainability Research Centre or APCeS, Islamic Accounting and Muamalat Research Centre or IAMRC and Government-Linked Companies Research Centre or GLCRC. When ARI was accorded the HICoE status in 2010, the main research focus of all research centres was realigned to support the new research niche agenda of Islamic Financial Criminology. Besides accounting, ARI HICoE is also supported by other disciplines such as law, information communication technology (ICT), business management, administrative policy and information management.

**ARI's Research Efforts in Islamic Financial Criminology**

Although global interest in the Islamic financial industry are escalating, the industry itself are not immune from the challenges of corporate world. Being far less leveraged than conventional finance industry, ARI's niche interest on the Islamic finance industry are right on track in facilitating the country's aspiration to become the international Shariah compliant financial hub. ARI facilitates the development of the Islamic Finance industry through its fundamental and applied research projects by providing solutions and continuously developing new products for the industry. Equally important, ARI has also produced post graduate students specializing in Islamic Finance and Muamalat. Reflecting the huge expectation that it carries, ARI always strives to become an outstanding entity which pioneers research in Islamic Finance and Financial Criminology.



As a HICoE, ARI is funded directly by the Malaysian Ministry of Higher Education. ARI focuses on a specific niche research area – Islamic Financial Criminology (IFC). In essence, IFC encompasses two very important conceptual domains: Islamic Finance & Muamalat and Financial Criminology. IFC is further divided into four main clusters namely (i) Islamic Finance Governance/Audit; (ii) Corporate Integrity System/Ethics; (iii) Anti-Money Laundering and Counter Financing of Terrorism (AML/CFT) and (iv) Methodologies in Financial Fraud Detection and Investigation.



Research in Islamic Financial Criminology therefore focuses on developing possible fraud prevention mechanisms, to protect the Islamic finance industry. ARI offers two main postgraduate programmes: Islamic Finance & Muamalat and Financial Criminology. Currently, ARI members consist of professors from renowned universities locally and abroad. It is also supported by fifteen full-time research fellows from the university and more than fifty research associates from various academic institutions and from amongst industry players. As a HICoE, ARI has developed three research laboratories: Polygraph, Forensic Accounting and Islamic Finance. In addition, ARI provides opportunity for postgraduate students and scholars to embark research on its niche research area.

#### Product Development in ARI

Professor Dr Normah Haji Omar who heads the research institute as its director said "the sustainability of the Islamic Finance sector is very important and ARI aims to contribute to this". ARI's forte and expertise in research in Islamic finance has been acknowledged by the Global Islamic Finance Award in two consecutive years. GIFA is the most prestigious award in the Islamic Finance industry. GIFA awards are accorded to either individuals or organizations for their contribution to the best practices in Islamic Finance. Earlier in 2014, ARI was already awarded the Best Islamic Finance Education Provider, in a ceremony held in Dubai, United Arab Emirates. In 2015, ARI was again awarded by GIFA for its contribution in pioneering research in Islamic Financial Criminology in Bahrain.



It is for this reason that ARI is constantly looks out for new products and services. One such product of ARI is the recently launched micro financing scheme in association with Amanah Ikhtiar Malaysia or AIM and the country's home-grown hypermarket operator Mydin Holdings. Needless to say, the participation of low-income groups who have little experience with formal finance and low levels of financial literacy and capability in the formal financial sector posed several challenges. Those segments require microfinance programs that include streamlined, efficient, simple borrower procedures, alternative approaches to collateral, as well as reliable, and convenient financial services tailored to their needs. ARI develops a business model whereby the small business persons, the retail outlet and the fund providers in the collaboration to meet their mutual goals.



The small business operator gets access to affordable shariah compliant funds, low-priced raw materials and a guaranteed outlet for the finished products. Meanwhile, the fund provider AIM gets to fulfil its social responsibility by making available sharia compliant funds. Mydin Holdings too gets to meet its social responsibility goal by supplying affordable raw materials in return for guaranteed quality offfinished products at reasonable prices. Professor Dr Normah says ARI has tested this business model with tailor-entrepreneurs in Tanjung Karang, village not very far from Malaysia's capital city Kuala Lumpur. ARI has transplanted this in the east coast state of Terengganu, known to the world as the landing point of the leatherback turtles. As this article goes to the press, ARI is in talks with retailers, fund providers and entrepreneurs in Kelantan and Pulau Pinang to replicate the micro financing business model in these two states. Tunisia and Philippines have adopted this micro financing business model.

**INTERNATIONAL AWARDS**

<div style="text-align: center;"> <b>2015</b>  <hr/> <b>26<sup>th</sup> International Invention &amp; Innovation Exhibition (ITEX)</b>  <b>2 GOLD</b>            - Cinta 2.0            - Finds: Fraud Investigation &amp; Detection System         </div>	 
<div style="text-align: center;"> <b>2014</b>  <hr/> <b>International Engineering Invention &amp; Innovation Exhibition (I-ENVEX)</b>  <b>2 GOLD</b>            - Accountant Selection Platform - MAG            - NPD Analyzer : A Product of Techproved (Best Award Clasped G)         </div>	 
<div style="text-align: center;"> <hr/> <b>25<sup>th</sup> International Invention &amp; Innovation Exhibition (ITEX)</b>  <b>3 GOLD</b>            - Self-Governance Assessment Tool for Social Entrepreneurs            - Fraud Digital Forensic Tool            - Fraud Analyzer : A Product of Techproved         </div>	 
<div style="text-align: center;"> <hr/> <b>International Exposition on Syariah Compliant Idea, Invention, Innovation and Design (ISCIID)</b>  <b>1 GOLD : 2282 Accountant</b> </div>	 
<div style="text-align: center;"> <hr/> <b>24<sup>th</sup> International Invention &amp; Innovation Exhibition (ITEX)</b>  <b>1 GOLD</b>            - Creative Accounting Detection System         </div>	
<div style="text-align: center;"> <hr/> <b>PECIPA (International Conference and Exposition on Invention)</b>  <b>1 GOLD : Comprehensive Audit Fee Estimator (CAFE)</b> </div>	



An eventual increase in the monetary policy rate in the United States is expected to result in gradually tightening global financial conditions from 2015 onward. Diverging cyclical positions and, as a result, prospects for asynchronous monetary policies in the major economies, have already been accompanied by U.S. dollar appreciation and pressure on some developing-country currencies.

Developing countries' exports will be differentially impacted by the recovery in high-income economies. While faster growth in the United States is expected to propel some developing countries, others could be held back by the anemic recovery in the Euro Area and Japan.

Overall, global growth is expected to rise in 2015 to 3.0 percent, and to be sustained at 3.2–3.3 percent in 2016–17. This should be supported by continued recovery in the United States, a gradual acceleration of activity in the Euro Area, and receding headwinds to growth among slower growing developing regions. The sharp decline in oil prices since mid-2014 is projected to be sustained and to contribute to global growth, with significant income shifts from oil exporting to oil-importing economies.

In the United States, apart from a temporary contraction at the beginning of 2014, growth has been above potential since mid-2013 and in the third quarter of 2014 reached its fastest pace since 2003. Growth is expected to reach 2.4 percent in 2014 and 3.2 percent in 2015 percent before gradually decelerating to 2.4 percent in 2017. The recovery has been supported by highly accommodative monetary policy, which bolstered capital market valuations, and easing fiscal consolidation. Improving labor markets have been marked by robust job creation and gradually increasing, though still modest, wage growth. While unemployment has fallen sharply, labor force participation has declined to levels not seen since the early 1980s, when female labor force participation was much smaller. Demographic trends, such as changes in the age distribution of the population, and cohort effects, such as increased years of schooling, or earlier retire-

ment, appear to explain a large part of the decline in the participation rate (Aaronson and others, 2014).

Global equity markets dropped initially and long-term interest rates remained low in the United States and fell further in core Euro Area countries on safe-haven flows. Bond spreads of developing countries widened, but by less than during the volatility episode of May/June 2013.

The expected divergence of monetary policies in the United States became increasingly evident over the course of 2014. The U.S. dollar appreciated against other reserve currencies, and exchange rate volatility increased.

Faster-than-expected unwinding of supply disruptions and unconventional oil production, weaker-than-expected global growth, receding geopolitical risks, shifting OPEC policy objectives, and U.S. dollar appreciation contributed to an unusually sharp drop in oil prices in the second half of 2014. Cumulatively, the fall in oil prices from early-2011 peaks has been larger than that for other commodities. With underlying weak demand growth, implementation of new policy objectives of OPEC, and falling cost of shale oil production in the United States, oil prices are expected to remain low through 2016. Current low oil prices are mostly below oil exporters' fiscal break-even prices, although still above extraction cost in all but the highest-cost producers of shale oil in the United States, oil from tar sands in Canada and deepwater oil in Brazil and Mexico. Weakening fiscal balances are expected to be accompanied by declining current account surpluses.

The modest expansion in global import demand has been driven by growing demand from the United States and the Euro Area, notwithstanding its fragile recovery. In contrast, developing country import growth has decelerated to its slowest pace since the 2008 global financial crisis, reflecting weaker domestic demand in some large middle-income economies, and exchange rate depreciations since the financial market turmoil of May 2013.

Despite some projected pick-up, global trade growth is not expected to revert to the steeply rising path of the pre-crisis years. Strengthening demand from high-income countries is expected to lift exports of developing countries to different degrees, depending on their major trading partners, and the composition of their export baskets. For 2015–17, the acceleration in the United States will support manufacturing exports from Central America and Asia. Stabilizing, or slowly expanding, activity in other high-income countries, particularly the Euro Area and Japan, would also add some momentum.

#### Latin America and the Caribbean

Growth in Latin America and the Caribbean slowed markedly to 0.8 percent in 2014 but with diverging developments across the region. South America slowed sharply as domestic factors, exacerbated by China's cooling economy and declining global commodity prices, took their toll on some of the largest economies in the region. In contrast, growth in North and Central America was robust, lifted by strengthening activity in the United States. Strengthening exports on the back of the continued recovery among high-income countries and robust capital flows should lift regional GDP growth to an average of around 2.6 percent in 2015–17. A sharper-than-expected slowdown in China and a steeper decline in commodity prices represent major downward risks to the outlook.

Aggregate regional growth declined considerably to 0.8 percent in 2014 because of declining commodity prices, a slowdown in major trading partners, and domestic tensions in some of the larger economies. Regional growth was less than a third of that in 2013, and was the slowest in over 13 years, with the exception of 2009. Nevertheless, there were diverging trends across sub-regions and countries. With continued robust expansions in Bolivia, Colombia, Ecuador, and Paraguay and sharp slowdowns in Argentina, Brazil, and República Bolivariana de Venezuela, South America decelerated sharply from 2.9 in 2013 to 0.2 percent in 2014. In contrast, because of its close

proximity to a strengthening United States, growth in developing North and Central America picked up to 2.4 percent in 2014, led by Mexico. Underpinned by robust mining exports and services, rapid growth in the Dominican Republic contributed to stronger growth in the Caribbean of 4.6 percent in 2014.

Aggregate regional growth is expected to accelerate on strengthening exports and investment. The recovery in advanced countries is expected to support external demand growth despite the carefully managed slowdown in China and soft commodity prices. Although financing conditions gradually tighten in the baseline forecast, domestic demand growth should pick up after bottoming out in 2014. On balance, regional growth is expected to further strengthen to 2.6 percent on average over 2015–17. While continuing to be positive, the current outlook is significantly less favorable than the pre-crisis period of 2004–2008, when growth averaged more than 5 percent per annum, driven by the double tailwinds of booming commodity markets and surging external demand.

The balance of risks in the Latin America and Caribbean (LAC) region, as in others, leans heavily towards the downside. The downside risks are both external and internal to the region and include the following:

- Financial volatility. Tightening global liquidity conditions following the expected first monetary policy hikes in the United States could trigger sharp swings in capital flows and large asset price and exchange rate movements, as investors reappraise long-term returns and attempt to exit less profitable investments. Given a continued strong U.S. dollar, capital flows to the region could stall or reverse, choking off financing for consumer durables and investment, and weighing on growth. Risks will be most pronounced among developing economies where short-term or foreign debt or both represents a large proportion of overall debt, or where credit has been expanding rapidly in recent years.

• Disorderly slowdown in the region's largest

economies. Three of the region's largest economies, Argentina, República Bolivariana de Venezuela, and to a much less severe extent, Brazil, are currently grappling with elevated inflation in a low-growth environment, and risks to their outlooks are tilted to the nezuela, under the Petrocaribe program, could sharply dent activity in some Caribbean and South American countries.

- Sharper-than-expected decline in commodity prices. The baseline assumes that commodity prices remain soft, following their slides in late 2014. A sharper-than-expected slowdown in China could lead to more severe declines in commodity prices, which could further erode exports and government revenues of regional commodity exporters and widen current account deficits in the region. Investment, especially in mining industries, would fall. Countries with higher shares of commodity exports would be more sensitive to commodity price declines. However, lower oil prices in the medium term will represent an upside risk for oil-importing economies in the region.

- Escalation in violence. The region remains one of the most violent in the world. Compared to the global average murder rate of 6.2 per 100,000 population, the murder rate in South America, Central America, and the Caribbean are around 24, 26, and 19 respectively (United Nations Office on Drugs and Crime, 2014). If crime and violence escalate, the region's business environment will turn less conducive and become a drag on investment and economic growth in the medium and extended term.

Tax revenues in the region remain over reliant on indirect taxes, which are regressive, and on commodity exports, which are volatile and leave public finances heavily exposed to external shocks. Across the region, reforms are needed to simplify and rebalance the complex tax systems, so as to reduce incentives to shift to informal economic activities and to achieve a more resilient revenue base.

Source: World Bank



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DPZ&amp;T

## INTERNATIONAL

- ★ VDR PLATFORM OF THE YEAR, iROOMS, IMPRIMA
- ★ NICHE VDR PROVIDER OF THE YEAR (ENERGY), iROOMS,

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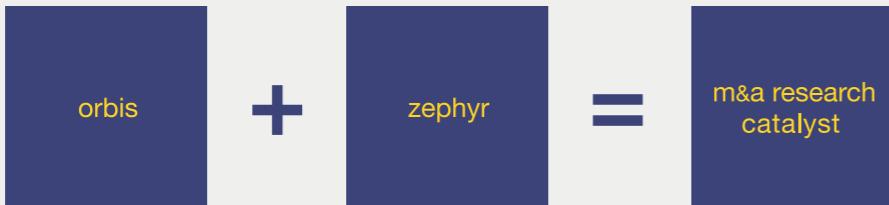
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UK

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- ★ NICHE FINTECH COMPANY OF THE YEAR (PERFORMANCE & RISK), CLARUS RISK LIMITED
- ★ NICHE FINTECH FIRM OF THE YEAR, CLARUS RISK LIMITED



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**Clarus Risk is a financial technology firm providing financial risk management solutions primarily to investment funds, family offices, trust companies and financial institutions.**

Clarus Risk is a leading provider of institutional investment risk solutions. Typically, a client relationship starts with a consultation to ensure that the risk management policy adequately addresses regulatory and key stakeholder concerns and that the appropriate risk monitoring framework is implemented.

RiskMonitor® is our core solution and provides an independent assessment of market, liquidity and credit risk as well as an appraisal of compliance with risk policy. Risk reporting can range from intra-day, to quarterly, and can be highly customized. Following the global financial crisis of 2008 regulators and investors began to demand greater transparency and governance and RiskMonitor® has evolved as a solution which addresses these concerns.

Financial risk management is both technical and subjective, as such prior industry experience is valuable to provide a solution which is both effective and practicable. Clarus Risk is highly focused and continually evolving alongside clients and through changing financial markets. Working within such a niche demands us to be specialists, and to put client interests first. Many

of our competitors are consulting firms, and more generalist, without the technical expertise or financial technology to provide a suitably customized client solution, however both these qualities are vital to deliver a 'fit for purpose' service.

Over recent years, regulatory developments have become an increasingly important driver in the development of our business. Financial regulations continue to evolve and this requires RiskMonitor® to be flexible enough to evolve with them. The research and development of financial technology is central to the firm and Clarus actively participates in industry events and discussion on regulatory developments. While specific legislation drives the risk reporting obligations of investment funds, insurance companies and financial institutions, many of the underlying processes and methodologies required are common. In order to work around these developments Clarus employs a dynamic research environment which enables new or client-specific solutions to be developed and implemented in a robust fashion and within a short timeframe.

Looking ahead, there is growing interest from clients to have greater access to risk functionality to enable ex-ante or ad-hoc risk analysis, as well as access to underlying risk data and calculations. This is particularly prevalent while financial markets are stressed, as was the case in the first few months of 2016.

## INTERNATIONAL

- ★ CEO OF THE YEAR (IMMIGRATION), MICOL MION, EB5 GLOBAL VENTURES

**EB5**  
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LEGAL SERVICES

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Our philosophy is rooted in the concepts that each case is unique and important and time is of the essence. We first try to win a client's trust by proving ourselves to him or her through offering effective advice. Personally, I love to answer the telephones because it is a first opportunity to gauge the needs and the concerns of clients. Many callers only have a simple question, which doesn't necessitate a consultation, while others might seek, inadvertently, to file the wrong petition. Many clients tell me, "I want to file this because my friend did and he got his green card." While that petition might have been the solution to the client's friend it might not suit the client's situation. It is imperative for us to listen to our clients' thoughts and concerns, propose the best solution, and then let the client decide what to pursue based on an accurate understanding of the law.

We tend to work effectively and efficiently in a short amount of time. Companies like our services because we are always available by email, even during weekends, and we can prepare work visa petitions and green cards applications within tight deadlines. In the past two years we have worked successfully on many complicated cases that required waivers for fraud, inadmissibility, crimes, and deportation orders, and we were able to reunite families.

What makes us unique is that all our staff has lived in various countries while growing up and I am thus able to interpret socio-cultural behavior and communicate fluently in more than 14 languages. We are no strangers to the immigration system, since we are immigrants too. Our ability to relate to our clients' experiences and to communicate effectively with them enables us to connect directly to clients and anticipate their needs and concerns. We believe there is no insignificant question and addressing our clients' concerns is paramount to a successful relationship. Finally, we strive in staying up-to-date with changes in the law and educating our clients of such changes.

In our work it is so rewarding when a client succeeds in securing the immigration benefit that he or she is seeking. One of my best memories is of a client who I initially helped to obtain an H2 visa to work on a farm field, and I ended up representing him until he became a US Citizen through Naturalization. When he found out that he had been approved for Naturalization, he must have embraced me for a few minutes while he was crying on my shoulder. To me that man is still the epitome of the American Dream, and I am proud to have helped him find a permanent home in the United States.

- ★ CONFLICT MINERALS ADVISORY FIRM OF THE YEAR, ELM SUSTAINABILITY PARTNERS LLC
- ★ NICHE AUDIT FIRM OF THE YEAR (SUSTAINABILITY SERVICES), ELM SUSTAINABILITY PARTNERS LLC



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Elm Sustainability Partners LLC is honored to win this recognition two years in a row. We are a globally-recognized expert in conflict minerals and supply chain sustainability consulting based in the United States. Our clients are typically multi-billion dollar multinational manufacturers including Fortune 50, 250 and 500 companies. We are a sought-after advisor because we approach all engagements with rigor and professionalism. Elm's innovative pricing model avoids billable hours, instead rewarding execution efficiency and engagement scope certainty.

Elm has conducted conflict minerals program evaluations, gap assessments and developed programs for major companies and some of the world's most recognized names in the electronics, retail, chemical, medical device, entertainment and motor sports industries, to name a few. We have strategic partnerships in place with most of the major information technology providers in the space. And we are one of a very small number of audit firms globally who have conducted IPSAs included in SEC filings for multiple years and multiple companies.

We helped shape the US conflict minerals compliance mechanisms through our participation:

- As one of the three original audit firms selected by EICC/GeSI for the Conflict-Free Smelter (CFS) Program;
- In providing input to the US Securities and Exchange Commission (SEC) in the development of the US conflict minerals rule, the International Conference on the Great Lakes Region (ICGLR) for the Independent Mineral Chain Auditor (IMCA), and the US Department of Commerce for their report to Congress on the conflict minerals rule;

## INTERNATIONAL

- ★ GAMECHANGER OF THE YEAR, (FORENSIC) PETRUS MARAIS, KPMG



Petrus is the Global Leader of KPMG Forensic since 2012 and as such responsible for the management of a network of 3500 professionals across 41 accredited practices. He is also the Chairman of Forensic in South Africa and Africa and serves on the investment committees of both KPMG global and KPMG South Africa.

Petrus commenced his career in 1983 as a prosecutor with the South African Department of Justice where he investigated and prosecuted large fraud cases and was a founder member of The Office for Serious Economic Offences.

This experience led him to join KPMG South Africa in 1993 to establish the country's first dedicated multi-disciplinary Forensic practice in a Big 4 professional services firm. Within a short period of time KPMG Forensic was the market leader in forensic investigation and fraud risk management.

Following the ground breaking success of the Forensic practice in KPMG South Africa, Petrus was appointed to the KPMG International Forensic Steering Group in 1997 and later as the Forensic leader for KPMG in Europe, Middle East and Africa in 2002. He was appointed the KPMG Global Forensic Leader in 2011.



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He has used the breadth of experience gained in his various roles to assist many clients and other KPMG practices build forensic teams, as well as lead large and complex forensic projects and develop forensic tools and methodologies.

What he has learned is that:

- Incidents of fraud and dishonesty can be extremely disruptive and demoralising to any business, and the role of the forensic professional is to take ownership of, or assist in, the strategic decision making regarding the resolution of the crises.
- Reactively investigating incidents of fraud is time consuming and expensive. The responsible approach is to be proactive in the managing of the risk and creating an environment that has a healthy ethical platform that encourages employees to do the right thing.
- The proactive detection of fraud and misconduct using technology and data and analytics has redefined forensic services.



## Andy Khawaja

ALLIED WALLET CEO

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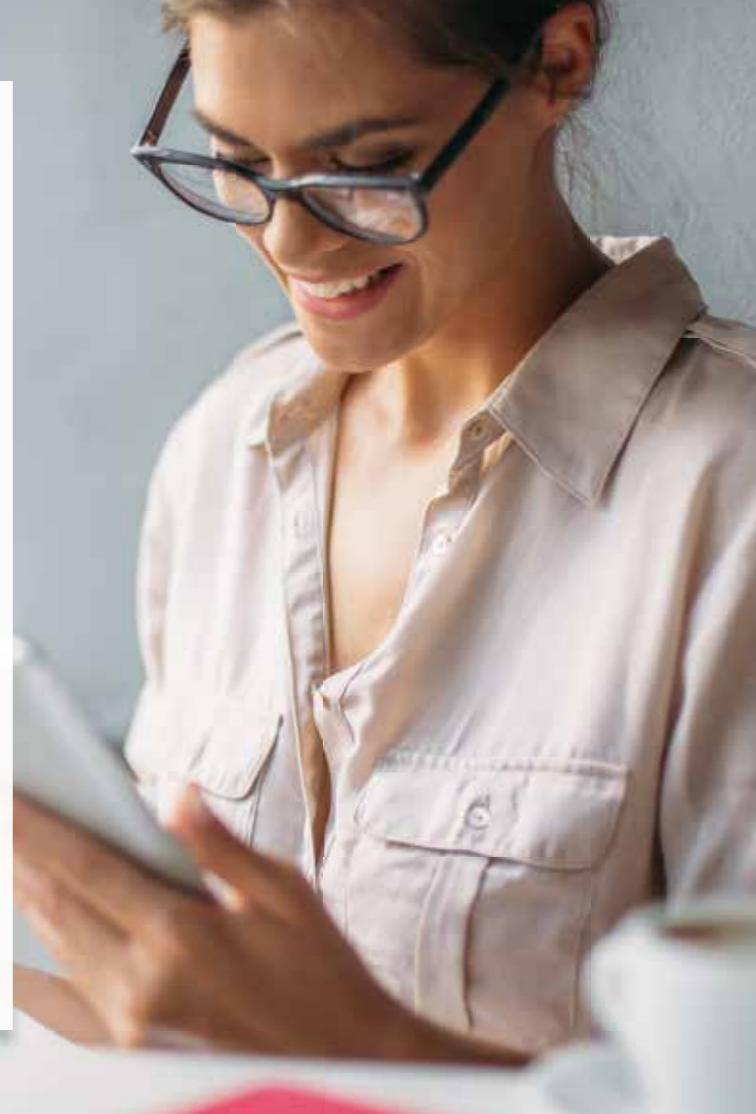


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## INTERNATIONAL

- ★ PATH SOLUTIONS: CORE BANKING SYSTEM PROVIDER OF THE YEAR - ISLAMIC FINANCE
- ★ iSHRAQ\*Microfinance: SHARIA-COMPLIANT MICROFINANCE SOLUTION OF THE YEAR

## iSHRAQ\*Microfinance

Path Solutions is a leading information technology solutions provider offering a broad, deep spectrum of Sharia-compliant integrated solutions and services to the Islamic financial marketplace.

Designed to meet the needs of modern Islamic banking, Path Solutions' turnkey solutions are based on an open, flexible architecture and an established deployment methodology. They have been tested and implemented at some of the world's most sophisticated Islamic banks, Islamic banking windows as well as conventional banks converting into Islamic banking operations.

The company's flagship product - iMAL, provides a complete suite of Islamic banking applications with a rich sweep of functionality and features, addressing Sharia compliance, local and regulatory requirements. The system is built on the JEE platform and is SOA compliant. iMAL runs as a web application and can be deployed in a multi-tier setup environment.

Path Solutions has built a leadership position by continuously innovating in differentiated, mission-critical software solutions to stay at the forefront of the Islamic financial industry. iMAL is a perfect fit for the vertical markets. With significant architectural renewal through componentization and web deployment, iMAL offers particular appeal to Islamic financial institutions willing to

take advantage of the flexibility, reliability, scalability and portability that this platform offers.

Path Solutions' iSHRAQ suite, an Advanced Investment & Financing Management Model, provides Islamic-based financial and investment solutions to clients specializing in Sharia investments, to bring the best of stock markets, mutual funds, portfolio management services, real estate investment, and wealth management services in a Sharia-compliant way. iSHRAQ\*Microfinance which falls under iSHRAQ\*Islamic Finance module enables financial institutions to run the mass retail services that comprise microfinance and community banking at lower cost. The system delivers high security, efficiency, resilience and cost savings for financial institutions assisting them to develop loan programs to finance projects, training and education.

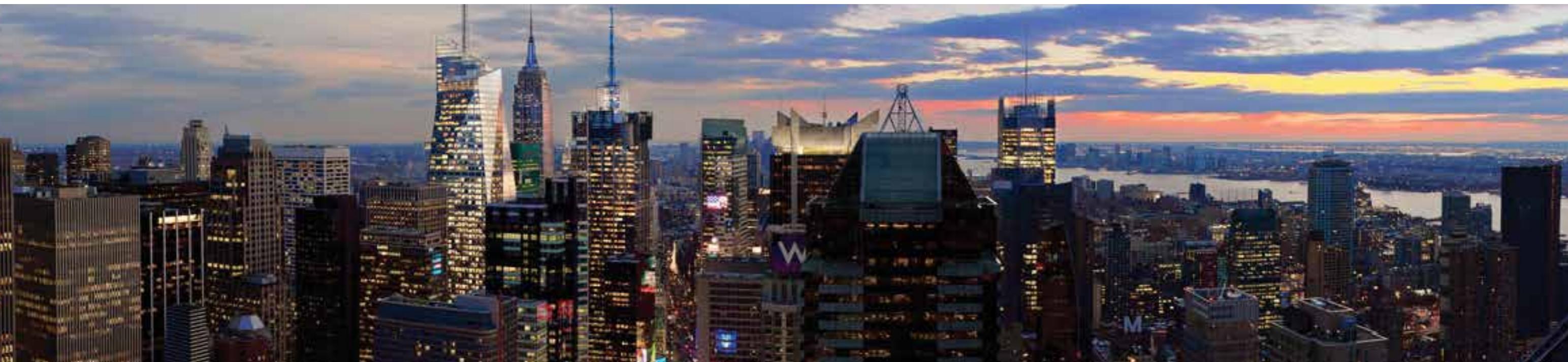
Path Solutions' team of qualified professionals and complementary solution partners have an unparalleled ability to address regulatory and Sharia compliance requirements at both international and regional levels. Armed with deep industry expertise and field-tested best practices, the company's team strives to provide the highest quality services to clients all over the world.

Find out more about Path Solutions at [www.path-solutions.com](http://www.path-solutions.com).



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# Central and North America



An eventual increase in the monetary policy rate in the United States is expected to result in gradually tightening global financial conditions from 2015 onward. Diverging cyclical positions and, as a result, prospects for asynchronous monetary policies in the major economies, have already been accompanied by U.S. dollar appreciation and pressure on some developing-country currencies.

Developing countries' exports will be differentially impacted by the recovery in high-income economies. While faster growth in the United States is expected to propel some developing countries, others could be held back by the anemic recovery in the Euro Area and Japan.

Overall, global growth is expected to rise in 2015 to 3.0 percent, and to be sustained at 3.2–3.3 percent in 2016–17. This should be supported by continued recovery in the United States, a gradual acceleration of activity in the Euro Area, and receding headwinds to growth among slower growing developing regions. The sharp decline in oil prices since mid-2014 is projected to be sustained and to contribute to global growth, with significant income shifts from oil exporting to oil-importing economies.

In the United States, apart from a temporary contraction at the beginning of 2014, growth has been above potential since mid-2013 and in the third quarter of 2014 reached its fastest pace since 2003. Growth is expected to reach 2.4 percent in 2014 and 3.2 percent in 2015 percent before gradually decelerating to 2.4 percent in 2017. The recovery has been supported by highly accommodative monetary policy, which bolstered capital market valuations, and easing fiscal consolidation. Improving labor markets have been marked by robust job creation and gradually increasing, though still modest, wage growth. While unemployment has fallen sharply, labor force participation has declined to levels not seen since the early 1980s, when female labor force participation was much smaller. Demographic trends, such as changes in the age distribution of the population, and cohort effects, such as increased years of schooling, or earlier

retirement, appear to explain a large part of the decline in the participation rate (Aaronson and others, 2014).

Global equity markets dropped initially and long-term interest rates remained low in the United States and fell further in core Euro Area countries on safe-haven flows. Bond spreads of developing countries widened, but by less than during the volatility episode of May/June 2013.

The expected divergence of monetary policies in the United States became increasingly evident over the course of 2014. The U.S. dollar appreciated against other reserve currencies, and exchange rate volatility increased.

Faster-than-expected unwinding of supply disruptions and unconventional oil production, weaker-than-expected global growth, receding geopolitical risks, shifting OPEC policy objectives, and U.S. dollar appreciation contributed to an unusually sharp drop in oil prices in the second half of 2014. Cumulatively, the fall in oil prices from early-2011 peaks has been larger than that for other commodities. With underlying weak demand growth, implementation of new policy objectives of OPEC, and falling cost of shale oil production in the United States, oil prices are expected to remain low through 2016. Current low oil prices are mostly below oil exporters' fiscal break-even prices, although still above extraction cost in all but the highest-cost producers of shale oil in the United States, oil from tar sands in Canada and deepwater oil in Brazil and Mexico. Weakening fiscal balances are expected to be accompanied by declining current account surpluses.

The modest expansion in global import demand has been driven by growing demand from the United States and the Euro Area, notwithstanding its fragile recovery. In contrast, developing country import growth has decelerated to its slowest pace since the 2008 global financial crisis, reflecting weaker domestic demand in some large middle-income economies, and exchange rate depreciations since the financial market turmoil of May 2013. Despite some projected pick-up, global trade growth

is not expected to revert to the steeply rising path of the pre-crisis years. Strengthening demand from high-income countries is expected to lift exports of developing countries to different degrees, depending on their major trading partners, and the composition of their export baskets. For 2015–17, the acceleration in the United States will support manufacturing exports from Central America and Asia. Stabilizing, or slowly expanding, activity in other high-income countries, particularly the Euro Area and Japan, would also add some momentum.

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Aggregate regional growth declined considerably to 0.8 percent in 2014 because of declining commodity prices, a slowdown in major trading partners, and domestic tensions in some of the larger economies. Regional growth was less than a third of that in 2013, and was the slowest in over 13 years, with the exception of 2009. Nevertheless, there were diverging trends across sub-regions and countries. With continued robust expansions in Bolivia, Colombia, Ecuador, and Paraguay and sharp slowdowns in Argentina, Brazil, and República Bolivariana de Venezuela, South America decelerated sharply from 2.9 in 2013 to 0.2 percent in 2014. In contrast, because of its close proximity to a strengthening United States, growth in developing North and Central America picked up to 2.4 percent in 2014, led

by Mexico. Underpinned by robust mining exports and services, rapid growth in the Dominican Republic contributed to stronger growth in the Caribbean of 4.6 percent in 2014.

Aggregate regional growth is expected to accelerate on strengthening exports and investment. The recovery in advanced countries is expected to support external demand growth despite the carefully managed slowdown in China and soft commodity prices. Although financing conditions gradually tighten in the baseline forecast, domestic demand growth should pick up after bottoming out in 2014. On balance, regional growth is expected to further strengthen to 2.6 percent on average over 2015–17. While continuing to be positive, the current outlook is significantly less favorable than the pre-crisis period of 2004–2008, when growth averaged more than 5 percent per annum, driven by the double tailwinds of booming commodity markets and surging external demand.

The balance of risks in the Latin America and Caribbean (LAC) region, as in others, leans heavily towards the downside. The downside risks are both external and internal to the region and include the following:

- Financial volatility. Tightening global liquidity conditions following the expected first monetary policy hikes in the United States could trigger sharp swings in capital flows and large asset price and exchange rate movements, as investors reappraise long-term returns and attempt to exit less profitable investments. Given a continued strong U.S. dollar, capital flows to the region could stall or reverse, choking off financing for consumer durables and investment, and weighing on growth. Risks will be most pronounced among developing economies where short-term or foreign debt or both represents a large proportion of overall debt, or where credit has been expanding rapidly in recent years.

- Disorderly slowdown in the region's largest economies. Three of the region's largest economies, Argentina, República Bolivariana de Venezuela, and to a much less severe extent, Brazil, are currently grappling with elevated inflation in a low-growth environment,

and risks to their outlooks are tilted to the downside. Given the systemic nature of these economies in the region, weaker-than-expected growth in one or more of these three economies could have a contagion effect across the region. For example, a disruption to low-priced oil supplies from República Bolivariana de Venezuela, under the Petrocaribe program, could sharply dent activity in some Caribbean and South American countries.

- Sharper-than-expected decline in commodity prices. The baseline assumes that commodity prices remain soft, following their slides in late 2014. A sharper-than-expected slowdown in China could lead to more severe declines in commodity prices, which could further erode exports and government revenues of regional commodity exporters and widen current account deficits in the region. Investment, especially in mining industries, would fall. Countries with higher shares of commodity exports would be more sensitive to commodity price declines. However, lower oil prices in the medium term will represent an upside risk for oil-importing economies in the region.

- Escalation in violence. The region remains one of the most violent in the world. Compared to the global average murder rate of 6.2 per 100,000 population, the murder rate in South America, Central America, and the Caribbean are around 24, 26, and 19 respectively (United Nations Office on Drugs and Crime, 2014). If crime and violence escalate, the region's business environment will turn less conducive and become a drag on investment and economic growth in the medium and extended term.

Tax revenues in the region remain over reliant on indirect taxes, which are regressive, and on commodity exports, which are volatile and leave public finances heavily exposed to external shocks. Across the region, reforms are needed to simplify and rebalance the complex tax systems, so as to reduce incentives to shift to informal economic activities and to achieve a more resilient revenue base.

Source: World Bank



# Steinman & Rodgers LLP

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## GRUPO CONSULTOR EFE™ WINS ACQ5 GLOBAL AWARD AS LATAM TRANSFER PRICING FIRM OF THE YEAR.

*The ACQ Global Awards is the single largest program of its kind in the market.*

For over a decade, the ACQ GLOBAL AWARDS has been celebrating achievement, innovation and brilliance in their annual awards. ACQ boasts a legitimately independent nomination process, and most importantly, award winners are chosen by the industry itself.

The ACQ Global Awards set out to recognize the achievements of those who are responding most successfully to the demands being placed on them in the new business environment.

Grupo Consultor EFE™ is a Mexican business consulting firm with membership in Alliott Group, one of the top accounting and consulting associations in the world, as well as in Pride Partners International, an international association of transfer pricing and valuation professionals; and has presence in most entrepreneurial cities in Mexico and Latin America.

Currently, Grupo Consultor EFE™ is the leading Firm in Transfer Pricing in Latin America, serving hundreds of clients through a team of more than 500 professionals. The Firm specializes in Tax, Audit and Assurance, Transfer Pricing and Valuation, Human Talent Development, among other niche services.



### PLANS FOR THE FUTURE

The Firm has recently started operations in Colombia, Chile and Bolivia, and has intensified its presence among other South American countries, offering a wider regional reach for their clients' businesses with the trust and satisfaction that characterize it.

"We are focused on continuing to develop new talent and recruiting experienced professionals with a strategic entrepreneurial vision and full commitment to our clients and their businesses, in accordance with our Firm's mission to be different than the traditional international firm, and to accomplish that we must be able to evolve fast and constantly," said C.P.I. Jorge De la Rosa, Transfer Pricing Partner.

### STRATEGIC ALLIANCES

A fundamental part of the Firm's growth is due to the level of expertise and specialization it has in its different practices, and with that, Grupo Consultor EFE™ has signed strategic alliances with more than 110 audit, accounting and law firms all through Latin America.

"A fair share of our success, and one that we cannot forget to mention, we owe to every single one of the firms we have been working with since day one through a strategic alliance partnership; from local and family firms, to big Top Ten international firms that have bestowed us with their trust in order to assess their clients in an efficient, timely and competitive way. Every day there are more firms from different cities and countries that add up to this network and fortunately for all, there have been only positive experiences," said Mr. Romero.



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Lic. Adrián J. Romero,  
**GAMECHANGER™**  
**OF THE YEAR (LATAM)**

"Pendo is very proud to receive this recognition for the second consecutive year" stated Ms. Pecs Cytron. "We had the knowledge and perseverance to brave the world of data in a new and exciting way. The award shouldn't be CEO of the Year but rather Team of the Year: Pendo Systems."

We're not trying to fight for the solution. We are actually working to solve the problem. With the release of the Pendo Platform in 2015, Pendo has proven you can shift the focus of data to the front end – the ultimate users of data who can now dynamically and quickly find the dark data immediately and get answers" stated Ms. Pecs Cytron, founder and CEO of Pendo Systems, which is headquartered in Montclair, NJ with an office in Charlotte NC "

# pendo systems

PENDO SYSTEMS  
U.S. CAPITAL MARKETS TECHNOLOGY  
PROVIDER OF THE YEAR  
  
PAMELA PECS CYTRON  
U.S CAPITAL MARKETS TECHNOLOGY  
U.S. CEO OF THE YEAR



#### What is the PDP?

- Self-serve data management & intelligence platform
- Provides exploration, discovery and analysis capabilities
- Harmonizes multiple disparate data sources: structured and unstructured

#### What does the PDP do?

- Leverages a set of adjustable probabilistic algorithms
- Classifies, searches and matches data
- Creates a superior understanding of data

#### Why is the PDP useful?

- Focuses on "Dark Data" data imprisoned in legacy systems and files across the organization
- Data with little to no transparency or common identifiers
- New found understanding used to quickly complete incremental projects

Pendo is bringing attention to the concept of "Data Liquidity", defined as the liberation of data through sophisticated extraction, matching, classification and search capabilities. The Pendo Data Platform (PDP) is positioned within financial institutions as a "Side-car" to current IT environments. Unlike large, standard data management projects, The PDP focuses on delivering immediate return on investment in days and weeks vs. months and years.

Our industry has created unpractical and un-scalable amounts of redundant information categorized as valuable data. In reality, the value of this data is not based on sheer volume but on the users' ability to locate, analyze and utilize data that is specifically useful to them. This insight is not so much found in big data but in the "Dark data".

The PDP addresses the challenges of multiple sources of information, redundant customer data and dark data trapped in legacy systems, documents and spreadsheets. The PDP eliminates the inefficiencies and lost opportunities that result from poor data quality, integration and transparency.

Based on the probabilistic algorithms with the PDP, match sets are created that align all data sources. Open API's are leveraged to enable extraction of data, providing opportunities for the overhaul of business models and elimination of significant investments in core functional system replacements. The PDP can provide a clear path for the disintermediation of legacy systems,

processes and workflows, liberating data and enabling business users to quickly get the insights needed to make business decisions and take action.

A Platform that can support the industry's most important projects: MRA: Matters Requiring Attention

Can we help? Consider a Use Case.

#### DATA LINEAGE

Obtain a complete historical audit and timeline of specific data movement and migration across all systems over a user-defined period of time.

#### AUTOMATED ACCESS OF UNSTRUCTURED DATA

Support of business and risk-oriented initiatives. Automate obtaining data stored in PDFs for availability through more structured and usable tools such as Excel and databases. Data that may only be available in PDFs such as customer statements and servicing agreements can be automatically extracted and provided through usable tools for further analysis or incorporation into models.

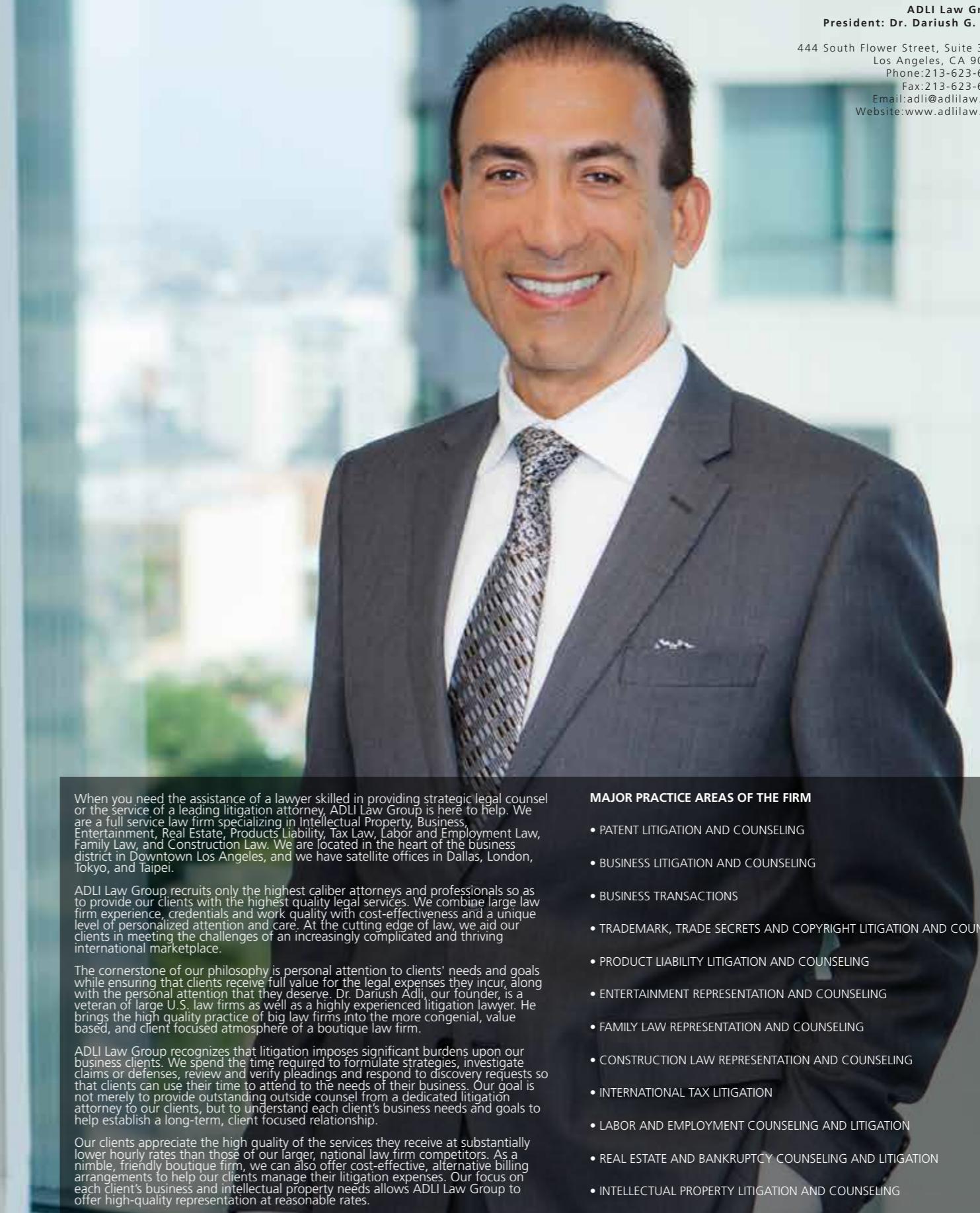
We are ready to show you the reality of data discovery. For more information on how to empower your data, please contact Pamela Cytron at 973-735-5787. The PDP can provide a clear path for the disintermediation of legacy systems,

US

- ★ FULL SERVICE LAW FIRM OF THE YEAR, ADLI LAW GROUP
- ★ BUSINESS LITIGATION LAW FIRM OF THE YEAR, ADLI LAW GROUP
- ★ CLIENT CARE LAW FIRM OF THE YEAR, ADLI LAW GROUP
- ★ COPYRIGHT LITIGATION LAW FIRM OF THE YEAR, ADLI LAW GROUP
- ★ GAMECHANGER OF THE YEAR (LABOR / EMPLOYMENT), BRANDON A. TAKAHASHI, ADLI LAW GROUP
- ★ GAMECHANGER OF THE YEAR (LITIGATION), DR. DARIUSH G. ADLI, ADLI LAW GROUP
- ★ GAMECHANGER OF THE YEAR (MEDIA / ENTERTAINMENT), DREW SHERMAN, ADLI LAW GROUP
- ★ IP DUE DILIGENCE LAW FIRM OF THE YEAR, ADLI LAW GROUP
- ★ MEDIA AND ENTERTAINMENT LAW FIRM OF THE YEAR, ADLI LAW GROUP
- ★ PATENT LITIGATION LAW FIRM OF THE YEAR, ADLI LAW GROUP
- ★ TRADEMARK LITIGATION LAW FIRM OF THE YEAR, ADLI LAW GROUP



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#### MAJOR PRACTICE AREAS OF THE FIRM

- PATENT LITIGATION AND COUNSELING
- BUSINESS LITIGATION AND COUNSELING
- BUSINESS TRANSACTIONS
- TRADEMARK, TRADE SECRETS AND COPYRIGHT LITIGATION AND COUNSELING
- PRODUCT LIABILITY LITIGATION AND COUNSELING
- ENTERTAINMENT REPRESENTATION AND COUNSELING
- FAMILY LAW REPRESENTATION AND COUNSELING
- CONSTRUCTION LAW REPRESENTATION AND COUNSELING
- INTERNATIONAL TAX LITIGATION
- LABOR AND EMPLOYMENT COUNSELING AND LITIGATION
- REAL ESTATE AND BANKRUPTCY COUNSELING AND LITIGATION
- INTELLECTUAL PROPERTY LITIGATION AND COUNSELING

When you need the assistance of a lawyer skilled in providing strategic legal counsel or the service of a leading litigation attorney, ADLI Law Group is here to help. We are a full service law firm specializing in Intellectual Property, Business, Entertainment, Real Estate, Products Liability, Tax Law, Labor and Employment Law, Family Law, and Construction Law. We are located in the heart of the business district in Downtown Los Angeles, and we have satellite offices in Dallas, London, Tokyo, and Taipei.

ADLI Law Group recruits only the highest caliber attorneys and professionals so as to provide our clients with the highest quality legal services. We combine large law firm experience, credentials and work quality with cost-effectiveness and a unique level of personalized attention and care. At the cutting edge of law, we aid our clients in meeting the challenges of an increasingly complicated and thriving international marketplace.

The cornerstone of our philosophy is personal attention to clients' needs and goals while ensuring that clients receive full value for the legal expenses they incur, along with the personal attention that they deserve. Dr. Dariush Adli, our founder, is a veteran of large U.S. law firms as well as a highly experienced litigation lawyer. He brings the high quality practice of big law firms into the more congenial, value based, and client focused atmosphere of a boutique law firm.

ADLI Law Group recognizes that litigation imposes significant burdens upon our business clients. We spend the time required to formulate strategies, investigate claims or defenses, review and verify pleadings and respond to discovery requests so that clients can use their time to attend to the needs of their business. Our goal is not merely to provide outstanding outside counsel from a dedicated litigation attorney to our clients, but to understand each client's business needs and goals to help establish a long-term, client focused relationship.

Our clients appreciate the high quality of the services they receive at substantially lower hourly rates than those of our larger, national law firm competitors. As a nimble, friendly boutique firm, we can also offer cost-effective, alternative billing arrangements to help our clients manage their litigation expenses. Our focus on each client's business and intellectual property needs allows ADLI Law Group to offer high-quality representation at reasonable rates.

★ NICHE RESOURCE PLATFORM OF THE YEAR (TAX), TTR, INC.  
★ GAMECHANGER OF THE YEAR, SHON HOLYFIELD, TTR, INC.



TTR  
340 NE Kirby St,  
McMinnville,  
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United States  
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**Q. Will you tell us more about TTR, your role as CEO and how you found yourself in the industry?**

TTR is a website used to quickly find tax answers and tax rates. We have a simple objective: to provide a tax answer that is simply explained and fully supported for every transaction everywhere. TTR is an amazing group of great people. They care and have the courage to make everything as simple as possible. This takes a bit more patience than one might imagine.

My role is to learn from others. I learn from our people and our clients. I pay special attention to the things they do successfully. I am always on the lookout for a better way to do things. We don't just embrace change and improvement, we chase it as fast and hard as we can.

I am fortunate to work in tax. I love tax professionals – there are few groups more unified in a single purpose: to get things right. You have to admire that in any field. I find myself in tax thanks to the help of my family, my teachers, former companies, former bosses, and friends. All played an important and positive role in where I am today.

**Q. Can you tell us more about the most common tax risks whilst transacting?**

It is what we don't know we don't know that is risky. The most common risk is not having enough information, having information that is too complicated to be of use.

**Q. Comprising of first-class achievements, TTR has won its fair share of awards, including 5th place of 100 Best Companies in Oregon earlier this year. What do you feel is the key to your success?**

Our people. Our people really embody all that is good in a professional. They care, they want to be the best, they work hard, they find innovative and creative new ways to solve problems, they laugh, they live life, and they are genuinely nice.

**Q. In your opinion, what is the key component to a successful workplace?**

Care for others. Creating a safe environment is the key component, making it safe for people to openly share things they don't understand or they need help with. We've been taught our entire lives that not having the right answer means lower grades or punishment. This does not encourage people to step forward with things they don't understand.



## Beyond Border Excellence

### Global Mobility Solutions from VisaPlace\*

When you need to move your people cross borders, we're here to make it happen. US and Canadian corporate immigration is our specialty, and some of the world's leading companies count on our comprehensive and customized solutions.

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- Cost effective, proven results
- Worry free relocation



Voted top immigration lawyers in Toronto for seven years in a row, we are one of the largest full service immigration firms in Canada and have served clients for two decades. Headquartered in Toronto, we have offices across North America.

#### Services

We focus on people in business – executives, entrepreneurs, investors, senior managers and employees moving cross borders. Our specialties include:

- Intracompany transfers
- Business visitor visas
- All temporary and permanent visa applications (including H-1B, TN, O-1, L-1, E-2, E-1, J-1, H2B, PERM, EB-1, EB-2, EB-3)
- Applications for Canadian work permits under NAFTA, GATS and other international trade agreements
- Immigration law and compliance support for Human Resources
- Labour Market Impact Assessments
- Compliance
- Advising and preparing US and Canada entry documents
- Post arrival follow-up
- Troubleshooting unique, urgent and contentious circumstances

Whether you are recruiting foreign workers, relocating a large volume of Canadian or US employees, or facing a challenge specific to your global business, we are ready to deliver on your needs. Our visa processes are scaled to accommodate large volume caseloads, urgent matters and complex immigration applications.

#### Creative, compliant approach

We consider our approach to providing immigration law services unique in the industry. Our innovation, robust case management technology, continuing legal education, internal quality control, and strong value system empower our organization. Each visa application is treated with the same commitment to quality for the most efficient, smooth and cost-effective cross border transitions. Plus, our senior legal counsel is always available to resolve specific issues or concerns.

#### Worry free global mobility

Our corporate immigration lawyers and attorneys have helped thousands of individuals and companies travel smoothly to do business. Before your next move, we urge you to contact us.

To connect with our corporate immigration experts now, call **1-844-243-3892** or email us at [mobility@visaplace.com](mailto:mobility@visaplace.com)



# ARE YOU LOOKING TO START A BUSINESS IN MEXICO?

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## CANADA

★ HEALTHCARE SOFTWARE PROVIDER CONSULTANCY OF THE YEAR, ACUTENET



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The health care industry everywhere is facing significant pressure to reduce costs and deliver better care to more patients. Frontline Health Care Providers (FHCPS) everywhere are facing immense challenges filling many forms in order to comply with regulations before being able to deliver patient care. Unfortunately, technology enabled solutions have led to multitudes of interfaces whereby consolidation is not affordable for either not-for-profit or for-profit organizations. Although FHCPS have the most influence on quality of patient care since they are the face of the health care industry for patients, most of the health care industry technology solutions are proprietary and subsequently offer FHCPS limited control and flexibility.

AcuteNet has solved this problem through an innovative form digitization and workflow automation framework developed on Open Source Technology. Currently, AcuteNet has enabled over 6000 FHCPS to deliver care to over 2 million patients through more than 5 million Clinical Assessments in Canada, US and Asia.

AcuteNet SaaS products are empowered by AcuteNet Data Collection Management Framework (ADCMF) to ensure the protection of sensitive information in accordance with privacy legislation, industry standards and delivered in collaboration with:

- GeeksForLess – The provider of AcuteNet human capital
- RedHat – The provider of AcuteNet underlying technology

- Dell – The provider of AcuteNet private cloud infrastructure
- Due to nature of open sources paradigm, AcuteNet has successfully embedded security and protection of patient data into the DNA of its cloud-based Software as a Service capabilities enabling:
- FHCPS to control forms and workflows needed to conduct clinical assessments, determine care plans, deliver care plans and record outcomes through any device in both online and offline mode.
- Administrators and regulators with full access to rich patient data used for all sorts of analytics to improve quality of patient-care decision making including funding allocation. Customer with jurisdictional requirements with the option of deploying AcuteNet in their own secured datacenter giving them total control over their patient data. .
- Multi-layer-encryption technology to assure the protection of patient data in accordance with 7 principles of Privacy by Design.

Beyond technology innovation, AcuteNet offers an innovative licensing model based on patient record with unlimited user-access and unlimited-form-digitization. AcuteNet Patient Record pricing has enabled organizations of all sizes to take full advantage of AcuteNet's open-source technology innovation through sharing clinical assessment instruments. With unlimited user access and unlimited form digitization and workflow automation, AcuteNet SaaS capability can be coined as "Uber" solution to address the technology requirements of Clinical Assessments, Care Plans, and Care Outcomes to deliver the right care to the right patient.

## MEXICO

★ TAX LITIGATION LAW FIRM OF THE YEAR, ARIAS, MEURINNE Y RODRÍGUEZ, S.C.



ARIAS, MEURINNE  
Y RODRÍGUEZ

ARIAS, MEURINNE Y RODRÍGUEZ, S.C.

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Col. Santa Fe, 05348, México, D.F.  
Tel [52] (55) 5280 5240 Ext. 114 / Directo 65 53 23 20

In Arias, Meurinne y Rodriguez we provide original, straightforward and solid solutions to the most complex litigation and consultation problems regarding tax, administrative and constitutional law for both national and international clients.

We take great pride in our work and regularly receive recognition from both our clients and peers. Chambers and Partners expressed of the firm recently: "This is a great firm. The lawyers are responsive and engaging at every level. The partners provide a key sense of balance. We are overwhelmed by their good work. They provide truly excellent litigation services, and offer great ideas and a strong sense of involvement for the client." Furthermore, clients have expressed high opinions of partner Pedro Arias Garrido, calling him "an incredibly intelligent and diligent lawyer." They added: "He has a very positive attitude to clients and cases, and he's the kind of person you want to have representing your interests." According to sources, partner Luis Meurinne is "a great lawyer with excellent contacts and working relationships."

Alongside these compliments, the law firm has been recognised with several awards over the past two years. As well as this award, Acquisition International, recognised us for Sustained Excellence in Tax Litigation Mexico 2015 in the 2015 Tax Awards. Legal Awards 2015 Best for International Tax Litigation

– Mexico. In their 2015 M&A Awards, we were awarded Tax Litigator of the Year. We were also honoured by Finance Monthly in the Finance Monthly Law Awards where we were awarded Tax Litigator of the Year 2015 Additionally, Tax Law firm of the Year Mexico 2016 in Tax Awards.

The firm's tax, administrative and constitutional litigation practice is built around four partners who each have at least 20 plus years of experience in court and who personally develop and implement the best possible legal strategies in order to increase our clients' possibilities of success. Since we participate in an average of 400 plus high-profile tax, administrative and constitutional cases every year, with some of them making even headline news, we have accumulated the experience to deal with a highly diverse range of problems. Among these include international tax issues, such as double taxation conventions and national provisions with international effect. We make it our business to understand the business of each of our clients, their goals and needs, and tailor individual solutions for each one of them.

As a firm fully aware of how courts interpret the law, we are able to provide the soundest legal counsel on consultation and planning matters, including counselling before tax authorities during audits.

In Arias, Meurinne y Rodriguez we create unique solutions, for unique legal problems.

## CANADA

- ★ CHEMICAL AND PHARMACEUTICAL PATENTS ADVISORY FIRM OF THE YEAR, BRUNET & CO.
- ★ INDUSTRIAL DESIGNS ADVISORY FIRM OF THE YEAR, BRUNET & CO.
- ★ LEADING IP ADVISOR OF THE YEAR, ROBERT BRUNET, BRUNET & CO.
- ★ PATENT PROSECUTION ADVISORY FIRM OF THE YEAR, BRUNET & CO.



**BRUNET & CO.**  
INTELLECTUAL PROPERTY

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Brunet & Co. specializes in patent, design and trademark filing for domestic clients, foreign associate law firms, and IP Departments of foreign corporations. We are a boutique firm with a special focus on mechanical and chemical cases, especially in the agricultural, petrochemical, pharmaceutical and biotech industries. This allows us to excel at the day to day requirements of the Canadian Intellectual Property Office.

We strive to learn the business and commercial realities for our clients and their products so that we can tailor our strategic advice concerning their Canadian portfolio to their own specific circumstances. This collaborative approach provides better overall business value for the portfolio than can be attained by working in isolation. Since Canadian examination typically takes place much later than in those foreign jurisdictions (the request for examination can be submitted up to five years from the filing date), the commercially important features of the invention have usually been established before the claims have been finalized. We are often able to obtain a broader scope of protection in Canada than is available in corresponding US or European prosecution, allowing us to better tailor the claims to cover these commer-

cially important features.

Many foreign professionals are unaware that a one-year extension of the 30-month limit for filing a PCT national entry is available in Canada. This extension can be used to effectively extend the national entry deadline to 42 months from the priority date. In cases where an applicant is unsure of whether or not to include Canada upon making initial national entry decisions, the extension can be used to revisit Canada in the event of changing commercial circumstances.

In the next year, significant changes to the Patent Act and Trademarks Act will come into effect in Canada. For patents, one significant change is a process for restoration of right of priority, which allows a priority claim to be re-established in the event of a missed Paris Convention filing date. For trademarks, Canada will now adopt the Nice classification system and adhere to the Madrid Protocol, both of which will make it easier for foreign trademark applicants to obtain protection for their marks in Canada.

Robert Brunet

## BRAZIL

- ★ TRANSFER PRICING FIRM OF THE YEAR, DELOITTE
- ★ OVERALL TAX ADVISORY OF THE YEAR, DELOITTE



**Deloitte**

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**Corporate reorganization combined with tax efficiency**  
Set of solutions that support organizations in different situations involving corporate issues, from creating a new company to restructuring an enterprise group or internal processes of succession.

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Businesses today face a rapidly evolving landscape including regulatory change, the adoption of more sophisticated approaches by revenue authorities, and swift advances in technology. As operating models, organizational structures, and competitive cultures vary from business to business, the right solution for one may not be the best fit for another. Deloitte Business Process Solutions can help companies identify the unique approach to operational effectiveness, identifying opportunities to enhance strategic insight and operational efficiencies, and developing an incremental path to improvement by leveraging alternative resource models. Our approach assists businesses in improving the management, oversight, and control of their accounting, tax, and human resources processes through a flexible mix of in-house and external resources.

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Deloitte has experts to help companies to identify opportunities for tax benefits in the development of new technologies, products, processes, fully aligned with the R&D legislation. Our team has experience in implementing, reviewing and maximizing tax benefits for R&D and technical support to potential audit processes, reducing investment in time and resources for your organization. For more information, visit [www.deloitte.com.br](http://www.deloitte.com.br) > English > Services > Tax.

## USA

- ★ REAL ESTATE FINANCE LAW FIRM OF THE YEAR, BRYAN CAVE
- ★ BANKING LAWYER OF THE YEAR, REN HAYHURST, BRYAN CAVE



Ren R Hayhurst  
Partner, Irvine  
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Ren Hayhurst's practice focuses on all aspects of lender representation, including real estate and commercial loan documentation, real estate loan workouts and foreclosure, receivership and loan/guaranty enforcement litigation.

Mr. Hayhurst has negotiated and documented standard and revolving line of credit loans for the acquisition, development and construction of regional shopping centers, retail power centers, single family and multi-family residential housing projects and industrial buildings and warehouses. He has documented and closed loans involving real property security in every State in the country. He also has negotiated and documented real estate syndication/participation loans and REMIC conduit loan packages. In addition, Mr. Hayhurst's experience also includes the negotiation and documentation of syndicated and non-syndicated secured and unsecured loan facilities, bond financings, acquisition financings, asset based loan facilities to middle market companies, debt restructurings and letter of credit facilities.

Mr. Hayhurst also has a vigorous real estate practice on the developer's side, having negotiated and documented real estate purchase and sale transactions involving shopping center, industrial building and hotel projects.

In addition, Mr. Hayhurst was a trial attorney for the first nine years of his professional life and has represented lenders and borrowers in litigation matters concerning the enforcement of secured and unsecured loan transactions. Recently, he has been heavily involved in negotiating and documenting a wide variety of real estate workout transactions, both pre-bankruptcy and following the filing of a bankruptcy petition. In connection with real estate related litigation matters, Mr. Hayhurst has tried

numerous bench and jury trials, has argued cases before the Arizona and California Courts of Appeals and has appeared in cases before the Arizona and California Supreme Courts.

Mr. Hayhurst is a frequent speaker at seminars covering a wide variety of real estate topics, both for real estate attorneys and for non-legal professionals in this area.

Mr. Hayhurst earned three degrees during his four years as an undergraduate at the University of Utah, including bachelor's degrees in both political science and psychology as well as an associate's certificate, and graduated magna cum laude. He also attended law school at the University of Utah and is a member of Order of the Coif.

**PRACTICE AREAS      Financial Services**  
ADMISSIONS: California, 1989; United States Court of Appeals for the Ninth Circuit; United States District Courts for the District of Arizona and Central, Eastern, Northern, and Southern Districts of California

EDUCATION: University of Utah, J.D., Order of the Coif, 1987; University of Utah, B.S., magna cum laude, 1984  
Civic Involvement and Honors  
Lexology Client Choice Award, Best Banking Lawyer, 2013-2014  
USA & Canada Client Choice, Best Banking Lawyer, 2013-2014  
Corporate LiveWire, Outstanding USA Real Estate Finance Lawyer, 2015-2016  
ACQ Global Awards, Best Finance Lawyer in USA, 2015-2016  
Fenice Media, Outstanding USA Real Estate Finance, 2015-2016  
Martindale-Hubbell, Highest Rating for Legal Ability and Ethics, 2013-2016

## USA

- ★ NICHE FINANCIAL ANALYSIS PROVIDER OF THE YEAR (INSURANCE), DEMOTECH, INC.
- ★ GAMECHANGER OF THE YEAR (FINANCIAL ANALYSIS), JOSEPH L. PETRELLI, DEMOTECH, INC.



**Joseph Petrelli**  
President

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that each agency would categorize as financially secure and that Demotech serves the need of a unique group of insurers.

In 2014, Demotech earned an ACQ Global award as Niche Insurer Rating Service – US and was nominated for the Intelligent Insurer's Global Award – Best Rating Agency.

In 2015, Demotech celebrated our 30th Anniversary, published the inaugural issue of The Demotech Difference, and was honored with a Founder's Award from the Florida Association for Insurance Reform.

We began 2016 by securing both the Corporate Live Wire's Excellence in Financial Analysis - USA award and the USA Gamechanger of the Year (Financial Analysis) award from ACQ for the second consecutive year.

We continue the effort that we began in 1989 – leveling the playing field for the financially stable insurers that the legacy rating agencies overlook.

Joe Petrelli, ACAS, ASA, MAAA, FCA (MBA) is the President and co-founder of Columbus, Ohio, USA based Demotech, Inc. He has a Bachelor's Degree in Actuarial Science from The College of Insurance (currently part of St. John's University) and a Masters in Business Administration from The Ohio State University. Prior to founding Demotech in 1985, he was employed by a large national property and casualty insurer, a regional property and casualty insurer, and the Insurance Services Office.

## USA

- ★ TECHNOLOGY SOLUTIONS PROVIDER OF THE YEAR (LEGAL), ELIJAH
- ★ GAMECHANGER OF THE YEAR, ANDY REISMAN (LEGAL TECHNOLOGY), ELIJAH
- ★ E-DISCOVERY COMPANY OF THE YEAR, ELIJAH
- ★ COMPUTER FORENSIC INVESTIGATIONS PROVIDER OF THE YEAR, ELIJAH
- ★ GAMECHANGER OF THE YEAR (E-DISCOVERY / DATA SECURITY), ELIJAH



**Andy Reisman**  
CEO

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Founded in 2003, Elijah is an industry leader in providing legal technology, data security and information technology solutions. Elijah optimizes project management in all aspects of its services, having developed its proprietary BladeTM project management system to facilitate internal workflow and client coordination.

Elijah's Legal Technology division focuses on providing industry-leading electronic discovery, data collection and computer forensic investigative services, leveraging analytics to deliver efficient, focused results to clients. Elijah's team of experts has substantial experience testifying in federal and state courts on issues relating to data misappropriation, evidence spoliation and eDiscovery proportionality, among many other areas, and frequently is brought in to serve as a forensic neutral to facilitate the efficient discovery and production of data. In addition to its 2016 recognition by ACQ as "Technology Solutions Provider of the Year (Legal)" for the United States region, Elijah was recognized in 2015 as the Best Overall E-Discovery Company in the Daily Business Review's "Best of 2015" survey, by the AI 2015 Legal Awards as a winner in the "Best for Computer Forensic Investigations – USA" and "Best for Legal Technology Solutions – USA" categories, and a 2015 Relativity Best in Service provider.

Elijah's Data Security division is focused on providing cybersecurity and information security consulting services to the small and medium sized business market, with an emphasis on legal and financial services sector clientele. With services including information security audits, penetration testing, social engineering and best practices consulting, Elijah helps its clients stay vigilant and protected in environments increasingly exposed to cyber threats.

Elijah's Information Technology division provides IT managed services and consulting, ranging from traditional PC/server environments to cloud-based enterprises. Elijah also helps clients to make prudent choices regarding what systems to maintain on site and what efficiently can be transitioned to the cloud.

For a free initial consultation contact [info@elijaht.com](mailto:info@elijaht.com) or call 866-354-5240. Elijah has offices throughout the United States, and is headquartered at 205 W. Wacker Dr. Suite 1950, Chicago IL 60606. Additional information can be found at [www.elijaht.com](http://www.elijaht.com).

## VENEZUELA

- ★ TAX CONSULTANT OF THE YEAR, JOSE ANTONIO VELAZQUEZ, ERNST & YOUNG (MENDOZA, DELGADO, LABRADOR & ASOCIADOS)



José A. Velázquez M.  
Venezuela Tax & Legal Managing Partner  
EY (Mendoza, Delgado, Labrador & Asociados)

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## CANADA

- ★ NICHE COMPANY OF THE YEAR (NANOSTRUCTURED COATING), ENVAEROSPACE, INC.



**Jonathan Webster, FRAeS**  
President & CEO

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EnvAerospace™, Inc. is the world's first environmental aerospace company dedicated to engineering nanocoating solutions to improve fuel efficiency and performance in aero and aeroderivative gas turbine engines and reduce harmful GHG emissions. Since inception, EnvAerospace™, Inc. has experienced rapid development in nanostructured nanocoating materials capable of withstanding temperatures in excess of 1,000 degrees Celsius. The firm's EcoBlade™ Series nanocoatings protect valuable assets by reducing erosion, corrosion and fouling resulting from the ingestion of particulate matter thereby extending the service life of engine components and significantly reducing the need for premature part replacement during maintenance overhauls.

The company's success is based on an extensive award winning IP portfolio combined with comprehensive development and application know how all which contribute to reducing operating cost as well as benefitting the end user's carbon footprint and ultimately the environment.

Jonathan Webster joined the firm as President and CEO in September 2009. As an experienced international airline pilot with over 17,000 hours of flying

experience on Airbus and Boeing wide-body aircraft including the B767, A330, A340 and B777 aircraft, his working knowledge of gas turbine engines played a pivotal role in forging a unique strategy that helped drive the company's success. Formerly the vice-president of an airport planning and management consulting firm, he worked as an aviation consultant before joining EnvAerospace™, Inc. As a result of his previous roles, he championed EnvAerospace™ with a clear understanding of the needs of airlines and other industrials and benefit the environment.

He is a Fellow of the Royal Aeronautical Society (FRAeS) and in addition to completing the Carbon Finance Strategy program at Columbia University, he holds an MBA from the Richard Ivey School of Business at Western University as well as an MSc. in Global Finance from the Stern School of Business at NYU in New York and the HKUST Business School in Hong Kong.

He is the recipient of the 2014 Clean 16 Award for Research and Development, the 2014 Ernst & Young Entrepreneur of the Year Finalist in Ontario, Canada, a 2015 recipient of the Sector Success Awards for Nanotechnology and a 2015 recipient of the Corporate LiveWire Award for Innovation and Excellence.

## USA

- ★ FUND MANAGER OF THE YEAR, FINSER INTERNATIONAL CORPORATION

- ★ EVENT-DRIVEN HEDGE FUND (2 YEARS) OF THE YEAR (CORFISER SIMI FUND), FINSER INTERNATIONAL CORPORATION



Finser International Corporation

Andrew H. Jacobus  
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We provide personalized investment management and advisory services, and offer our clients the possibility of opening individual investment accounts through our partnerships with leading North American and European banks. We also manage fixed-income and equity investment funds, employing long/short strategies, and focused on the North American and Latin American capital markets. Our value-driven approach combines intensity due diligence with precisely defined risk controls.

Moreover, we provide consulting and capital-raising advisory services to entrepreneurs, helping them launch and grow venture projects. We work with our entrepreneur-partners to design growth plans and financing structures, and leverage our investor base to raise funds.

We pride ourselves in the expertise which we bring to each engagement and are guided by the words of Benjamin Graham for 'The Intelligent Investor':

"The art of investing has one characteristic that is not generally appreciated. A credible, if unspectacular, result can be achieved by the lay investor with a minimum of effort and publicity; but to improve this easily attainable standard requires much application and more than a trace of wisdom."

FINSER International Corporation is an SEC-registered independent investment adviser based in Miami, Florida, with over 23 years of experience. The firm provides portfolio management services to investors, as well as venture advisory services to entrepreneurs. Andrew Jacobus took the time to share with a more detailed look into their services.

Our goal is to provide an unparalleled level of service and wide range of investment of opportunities to our clients, regardless of investment size.

We strive to provide important valued added product to our clients, custom made to their specific needs, with emphasis on high quality and personalized attention and believe that there is no substitute for integrity and embrace transparency of information, as well as open, honest communication with our clients in order to make it easy for them to do business with us.

Our staff of, professional and experienced, financial advisors are at your service in order to provide you with exactly what you need in terms of your specific objectives. At FINSER International Corporation we are committed to providing you with the service that will make you feel comfortable and secure.



## ARGENTINA

★ PRIVATE EQUITY ADVISORY FIRM OF THE YEAR, FIRST CORPORATE FINANCE ADVISORS S.A.



First Corporate Finance Advisors S.A. (FIRST) is a leading financial services group with more than 30 years of experience in the Argentinean and Latin American markets. We Make Business Happen.

Some of the firm's highlights include:

- Participating in more than 60 M&A transactions;
- Completing more than 500 valuations across the region in the past 10 years;
- Taking over 95 companies to the local capital markets;
- Structuring more than 1,000 series of trust securities valued at more than US\$15 billion with an 80% market share - FIRST has been closely linked to the development of the local capital markets;
- Advising on corporate restructuring deals worth more than US\$ 2 billion.

FIRST has three complementary business units that include corporate finance, capital markets and a specialised private equity business and team. The private equity team is led by seasoned professionals with strong finance and operating experience in the region.

With a structure of more than 90 people, FIRST is one of the largest corporate finance and financial services advisory firm in the region. The firm has a direct presence in Argentina, Uruguay, Brazil, Colombia and London.

Our consolidated market position has been an advantage for deal origination and execution.

FIRST specialises in providing highly sophisticated services to a wide range of diversified clients comprising:

- Major domestic and foreign company groups;
- Family businesses;
- National, provincial and municipal governments;
- Private equity funds & hedge funds.

M&A activity and private equity investments in Argentina have not been significant in the past decade compared with the rest of LATAM countries.

However, the scenario has changed, and the recent change in government will bring Argentina back to the international financial markets, following the implementation of recent key economic reforms, which will bring new opportunities for foreign investors. Entry of foreign players is expected in the short and medium term.

From FIRST we provide some perspective and understanding of Argentina's current political and economic environment and provide input on why Argentina is becoming again attractive for PE investors.

The firm has worked across and specialised in a broad range of industries in Argentina and has close contact with the main local players.

Local companies are usually family run, face professionalisation challenges, and require capital to grow, in a local market that is becoming more dynamic. We help foreign investors to understand and adapt to the local business context.

Valuations are another key item. Company valuations in Argentina have continued to be significantly below regional peers. As the economy gradually opens and the M&A flow increases, valuations are expected to increase. Timing is a key component: we help our clients to anticipate changes and develop successful market entry strategies.

In the next year the firm plans to expand its private equity portfolio and alliances with private equity players, continue to identify industries and sectors where value could be created, consolidate its presence in the main international and regional markets, and expand investment banking services.

## US

★ CYBERSECURITY SOLUTIONS PROVIDER OF THE YEAR, GHOST SYSTEMS, INC.



**Don Ritzman**  
CEO

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Once implemented into an organization, Jibberish™ actually Ghostifies™ the network and any organization connected to it (makes the network and the enterprise disappear, like it is not even there), creating a SafePlace™ in which to safely communicate with customers, partners or entire communities of common interest – dramatically enhancing data availability, confidentiality, and integrity and preventing unauthorized access or theft of all forms of digital information – whether in-flight or at-rest. There is no other holistic solution available today that employs proprietary technologies to provide such a highly resilient and secure network & communications ecosystem.

Ghost – in cooperation with over a dozen key prospect companies – defined and developed several key workflow solutions to support various industry-specific workflows. These solutions are; a secure personal information management service, a secure, private payment portal, a secure service which enables healthcare providers to make paper-based files HIPPA compliant with minimal effort and cost, and a permission-based Peer-to-Peer private messaging service.

We intend to change forever the fundamental dynamics of the war between cyber criminals and the good guys, making the Internet or any other private or public network a safer place for people and businesses to interact, having a positive impact across the World.

## US

- ★ FULL SERVICE ADMINISTRATOR OF THE YEAR, FUNDADMINISTRATION
- ★ PREMIER FUND ADMINISTRATOR OF THE YEAR, FUNDADMINISTRATION
- ★ GAMECHANGER OF THE YEAR, DENISE DEPAOLA, FUNDADMINISTRATION



### Who we are

Founded in 1999, Fundadministration is a premier service partner with global capacity. Typically working with emerging and established hedge fund managers, registered investment advisers and traders who require the attention of a boutique style firm. Our hands on advisory services enable our clients to focus on increasing their assets, knowing they have a team of professionals providing accurate and timely financials while safeguarding their cash.

### What we do

Trade Reconciliation and Reporting Services

- Automated trade capture
- Customized reporting services
- Secure web portal

Administration Services

- Daily, weekly or monthly NAVs
- Anti-money laundering (AML)
- Foreign Account Tax Compliance Act (FACTA) compliance
- Registrar and transfer agency services
- Fee and return calculation
- Partner allocations

Additional Support Services

- Cash management / Escrow
- Bookkeeping and bill paying
- Financial statements
- Audit and tax coordination

### Why Fundadministration

Many of our clients face challenges and limitations when establishing and maintaining in-house administration systems. By outsourcing key administrative functions to an external advisor with an established track record, proven technology and honed processes, our clients can focus on running their businesses and raising capital.

### As your partner, we offer:

- Deep knowledge across various asset classes
- Competitive pricing
- Wide range of customized services
- Seamless transitioning
- Prompt and personalized attention
- Accurate and timely reporting
- Experienced, trained professionals
- Independence and transparency
- Cutting-edge technology

### What our clients are saying

"We have found the Fundadministration team to be extremely responsive and hard-working. Their assistance with the partnership's annual audits has been exceptional, saving our firm considerable time and energy. It has been a pleasure to work with Fundadministration. We would highly recommend their services to other investment managers. " Oberon Asset Management, LLC

"Professional, responsive and with an attitude that "we are in this together" makes it easy to recommend Fundadministration. Their rapport with our investors is outstanding, which can make all the difference. We wholeheartedly encourage those looking to get this end of the business right to give them a call." Princeton Alternative Funding

## USA

★ GAMECHANGER OF THE YEAR (PE), THOMAS A. BURGER, JR, GRIDIRON CAPITAL, LLC



Gridiron Capital, LLC  
220 Elm Street  
New Canaan, Connecticut 06840

Phone: (203) 972-1100  
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Mr. Burger continued "We run Gridiron as a business. Just as we work with and expect our companies to build, improve, and grow we do the same with Gridiron Capital. We have a vision, a strategy and a plan, and we work on getting better and executing better. Our name was chosen because it reflects our philosophy of being successful as a company ourselves and for the companies we invest in. Business is a lot like football. To be successful in each you need a strong leader, a great team, a successful vision and strategy, and you need to go out and execute, do the blocking and tackling that will help achieve the vision."

Kevin McKenzie, Chairman of McKenzie Sports Products, a prior investment of Gridiron Capital commented "As a former CEO of a Gridiron portfolio company, I have experienced the benefit of Tom's insight and have profited equally from his friendship and counsel. It's very rewarding for me to see that others in his field recognize his capabilities as well."

Mr. Burger recently led the investments in three high growth companies, Dent Wizard, LRS and Travel Nurse Across America. "All three companies have identified needs in the market place and built world class service organizations to establish strong market positions," according to Mr. Burger. "We're excited to bring our experience in growing companies and relationships to help these companies continue their high growth."

With a newly raised fund, Mr. Burger and Gridiron Capital are looking to continue their success in the middle market and partnering with families, entrepreneurs and corporate carve-outs to expand its portfolio.

- ★ PRIVATE EQUITY FIRM OF THE YEAR (MIDDLE-MARKET), GRIDIRON CAPITAL, LLC

**Building Businesses,  
Creating Value**



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Gridiron Capital has been awarded the Private Equity Firm of the Year. With a differentiated strategy based on the founders' experience of being part of their own family businesses and their and the Gridiron Team's years of operating experience, Gridiron Capital continues to achieve success in middle market buyouts. Over the past eighteen months, the firm has had two successful exits, made three platform investments and is wrapping up fund raising for Fund III.

Gridiron Capital attributes its success to the backgrounds and experience of its leadership and Team including the firm's Operating Partners and Board of Business Executives. "Gene and I both grew up working in and leading family-owned businesses," said Mr. Burger. "We understand that a company's people and culture are critical to success, and we seek to work with owners and management teams who are motivated to build and grow their companies by executing on a shared strategic vision." Gridiron focuses on niche manufacturing, business services, and specialty consumer product sectors.

Working with families, entrepreneurs and management teams, the firm brings its tremendous experience to the companies it partners with to drive value creation. Mr. Burger commented, "We combine years of operating expertise and financial resources with our management teams to develop and execute business plans and build market-leading companies. As a result of our own experiences of having been family business owners and management executives ourselves we bring a unique perspective to investing

and building businesses. We have an appreciation for the great value management teams bring given their knowledge of operating the business on a daily basis for years and years."

Gridiron exited Performance Health in June of 2016, an investment made in October of 2012. During the investment, Performance Health focused on various growth initiatives including new product development, strategic acquisitions, and channel and geographic expansions to increase EBITDA by over 50%.

Based on its historical success, Gridiron Capital is finishing up its most recent fund raising for Gridiron Capital Fund III, L.P. and is already putting it to work. Gridiron Capital invested in two high growth companies Dent Wizard and LRS in 2015 and closed on Travel Nurse Across America in 2016. "All three companies have identified needs in the market place and built world class service organizations to establish strong market positions," according to Tom Burger. "We're excited to bring together our experience and relationships and management's strong knowledge of the marketplace to help continue each Company's high growth."

With a newly raised fund, Gridiron Capital is actively pursuing new investment opportunities with families, entrepreneurs and corporate carve-outs to expand its portfolio.

- ★ GAMECHANGER OF THE YEAR (INSURANCE & FINANCIAL SERVICES (SAAS)), IPIPELINE
- ★ NICHE SOLUTIONS PROVIDER OF THE YEAR (INSURANCE), IPIPELINE




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e-Delivery solution for the life insurance industry, DocFast®, which streamlines and improves the customer communication experience across the channel by digitally sending documents. Rapid digital delivery and two-way communications offers speed-to-market advantages and allows requirements to be collected with ease—communication is immediate, documents are quickly and securely delivered, and business happens at the speed of now.

Additionally, we built AgentOne®—the ultimate agent desktop—which provides immediate, single-sign on access to everything an agent needs to execute daily business activities, directly from within the most ubiquitous CRM solution on the planet—Salesforce.com.

iPipeline provides a secure, comprehensive suite of cloud-based software solutions designed for the life insurance industry. Our solutions enable the marketing, selling, processing, and support of life insurance products on integrated platforms that streamline activities across the entire chain. We are often the mission-critical single processor of a significant percentage of policies for our largest customers. Our customers view us as a strategic partner, and we emphasize the delivery of exceptional, utmost customer service and the highest levels of system reliability in the industry.

Customers can purchase anything ranging from an individual/point solution to our integrated suite of products. Visit us at [www.ipipeline.com](http://www.ipipeline.com) or contact [sales@ipipeline.com](mailto:sales@ipipeline.com) for an exploratory discussion about our solutions.

- ★ IMMIGRATION ATTORNEY OF THE YEAR, MICOLO MION, IMMIGRATION SOLUTIONS LLC
- ★ INDEPENDENT IMMIGRATION LAW FIRM OF THE YEAR, IMMIGRATION SOLUTIONS LLC
- ★ INTERNATIONAL - CEO OF THE YEAR( IMMIGRATION) MICOLO MION, EB5 GLOBAL VENTURES



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Our philosophy is rooted in the concept that each case is unique and important and time is of the essence. We first try to win a client's trust by proving ourselves to him or her through offering effective advice. Personally, I love to answer the telephones because it is a first opportunity to gauge the needs and the concerns of clients. Many callers only have a simple question, which doesn't necessitate a consultation, while others might seek, inadvertently, to file the wrong petition. Many clients tell me, "I want to file this because my friend did and he got his green card." While that petition might have been the solution to the client's friend it might not suit the client's situation. It is imperative for us to listen to our clients' thoughts and concerns, propose the best solution, and then let the client decide what to pursue based on an accurate understanding of the law.

We tend to work effectively and efficiently in a short amount of time. Companies like our services because we are always available by email, even during weekends, and we can prepare work visa petitions and green cards applications within tight deadlines. In the past two years we have worked successfully on many complicated cases that required waivers for fraud, inadmissibility, crimes, deportation orders, and we were able to reunite families.

What makes us unique is that all our staff has lived in various countries while growing up and thus able to interpret socio-cultural behavior and communicate fluently in more than 14 languages. We are no strangers to the immigration system, since we are immigrants too. Our ability to relate to our clients' experiences and to communicate effectively with them enables us to connect directly to clients and anticipate their needs and concerns. We believe there is no insignificant question and addressing our clients' concerns is paramount to a successful relationship. Finally, we strive in staying up-to-date with changes in the law and educating our clients of such changes.

In our work it is so rewarding when a client succeeds in securing the immigration benefit that he or she is seeking. One of my best memories is of a client who I initially helped to obtain an H2A visa to work on a farm field, and I ended up representing him until he became a US Citizen through Naturalization. When he found out that he had been approved for Naturalization, he must have embraced me for a few minutes while he was crying on my shoulder. To me that man is still the epitome of the American Dream, and I am proud to have helped him find a permanent home in the United States.

- ★ ANTITRUST LITIGATION LAW FIRM OF THE YEAR, JOSEPH SAVERI LAW FIRM
- ★ ANTITRUST LAW FIRM OF THE YEAR, JOSEPH SAVERI LAW FIRM
- ★ ANTITRUST LITIGATION LAWYER OF THE YEAR, JOSEPH R. SAVERI, JOSEPH SAVERI LAW FIRM
- ★ CLASS ACTIONS LAW FIRM OF THE YEAR, JOSEPH SAVERI LAW FIRM
- ★ COMPLEX BUSINESS DISPUTES LAW FIRM OF THE YEAR, JOSEPH SAVERI LAW FIRM



Since its founding, the Joseph Saveri Law Firm has established a track record of excellence. The firm obtains successful resolutions of disputes for its clients and advances their litigation goals.

Joseph Saveri founded the Joseph Saveri Law Firm Inc. in San Francisco, California in 2012. The firm specializes in antitrust law and complex civil and class action litigation in federal and state courts and before arbitral panels across the United States.

With more than 25 years' civil litigation experience, Mr. Saveri has handled all phases of litigation. His cases have involved numerous industries including banking and financial services, insurance, energy, pharmaceuticals, agricultural products, computer hardware, computer software, travel and transportation, paper products, cosmetics, and consumer electronics. Representing entrepreneurs, individuals, consumers, small business owners, public officials, and heads of corporations negatively affected by anticompetitive monopolistic business practices, Mr. Saveri has established himself as one of the country's top litigators in the antitrust field. Throughout these cases, Mr. Saveri has displayed the energy, vision and commitment that leadership requires.

JOSEPH SAVERI  
LAW FIRM

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He has served as a court-appointed leader of complex cases—organizing litigation, setting strategy, establishing and directing teams of lawyers to ensure the efficient use of resources, and maximizing the talents of the litigation team to achieve results for his clients.

As the firm has grown and expanded, it has continued to keep true to its core values. The firm continues to obtain successful resolutions for its clients at record levels. The firm has successfully prosecuted cases from inception, in trial courts and through the courts of appeal. It does so efficiently, in alignment with the needs of its clients. The firm continues to be acknowledged by its peers and others for its groundbreaking work and high quality advocacy.

The firm serves or has served as Lead Counsel in the In re Capacitor Antitrust Litigation, In re Titanium Dioxide Antitrust Litigation, California Cipro Cases and In re High Tech Employee Antitrust Litigation among others.

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## USA

★ RESEARCH & CONSULTING FIRM OF THE YEAR (FINANCIAL SERVICES), KEHRER BIELAN RESEARCH & CONSULTING



Kehrer Bielan Research & Consulting provides the financial advice industry with insights based on a melding of research and experience in managing the delivery of investment, insurance, and wealth management services in financial institutions.

- Performance assessment, benchmarking, and identifying best practices in bank and credit union investment and insurance services.
- Talent management, including compensation analysis and recruitment and retention strategies.
- Due diligence to help banks and credit unions meet heightened regulatory requirements.
- Analysis of consumer research to better understand what customers want and how to engage them.
- Industry metrics, including annual analyses of trends and market share.
- Change management to adapt to the DOL Fiduciary Standard, the DOL rules on exempt employment status, industry consolidation, and product innovation.

The firm's principals have each participated in the financial advice industry for over 30 years. Together they bring a unique, unbiased resource and perspective through their original research, actionable advice, and keen understanding of where the industry has been and where it needs to go. Kenneth Kehler, PhD, Principal, has been studying the transformation of bank and credit union branches into financial services stores for over 30 years. He has published scores of research monographs and articles, and his research has influenced how a generation of investment services executives assess their business performance and manage their Advisors. Dr. Kehler has consulted for over a hundred banks and credit unions and more than a hundred product and service providers. In 2004 he received the

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Lifetime Achievement Award from the Bank Insurance and Securities Association for his contributions to the industry.

Peter Bielan, Principal, has been an advisor, sales manager, president of the retail broker-dealer for two of the 15 largest U.S. banks and a senior executive in a major retail bank. He focuses on growing investment, wealth management, and insurance business within financial institutions, profitably growing sales, developing the infrastructure needed for expansion, and leveraging the partnership between the investment services business and the other departments within the bank. He manages the firm's compensation consulting practice, and has helped several institutions in the transformation from a transaction culture to an advice model centered on advisory business.

Jonathan Gabriel, Managing Director, has built and managed several broker dealers, including the firm that was the largest third party broker dealer supporting banks. He manages the firm's due diligence practice.

Christine Kehler, Research Director, manages the firm's broad, ambitious research agenda. She joined the firm after a career at a think tank where she managed public policy studies.

Tim Kehler, Senior Research Analyst, joined the firm after a career as a political operative, conducting research to develop campaign strategies and media campaigns. He directs the firm's survey research and studies of consumer behavior.

## MEXICO

★ LEADING SHIPPING & TRANSPORT LAWYER OF THE YEAR, JUAN CARLOS MERODIO LOPEZ, M & L ESTUDIO LEGAL  
★ SHIPPING & TRANSPORT LAW FIRM OF THE YEAR, M & L ESTUDIO LEGAL



Juan Carlos Merodio López  
Senior Partner Director of M&L Estudio Legal (México)  
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Established in 1991, M&L Estudio Legal is a leading Mexican law firm in the international commerce, infrastructure development, transport and energy sectors.

Our firm represents first class multinational corporations doing business in Mexico, in the port and transportation, energy, and steel production business.

Members of the firm have actively participated in the development of national infrastructure, such as the privatization of Mexican ports system, including Manzanillo, Veracruz, Cozumel and Acapulco. Recently our firm acted as special counsel to the winning joint venture in charge of providing maritime services to the Costa Azul terminal, an investment of more than USD 800 million in the northern Baja California state. We also participated in the privatization of the Mexican rail system.

As well M&L Estudio Legal continuously acted as counsel for international suppliers doing business with the stated oil company of Petroleos Mexicanos (Pemex) and companies engaged in the gas industry.

A list of representative clients it's available upon request.

To provide international integral legal services M&L Estudio Legal actively participate in representation of maritime and insurance business, including collision, general average, cargo disputes, and third party liability. In conjunction with Dolphin Maritime Aviation Services we maintain representative offices in London and Singapore.

A list of representative clients it's available upon request.  
For more information, please contact: j.merodio@ml-estudiolegal.com.mx

## CANADA

★ CROSS BORDER LAWYER OF THE YEAR, BARBARA R.C. DOHERTY



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Areas of Expertise  
Corporate/Commercial Equity and Debt Finance Mergers and Acquisitions Investment Funds and Asset Management Public-Private Partnerships

outsource product engineering services, pharmaceuticals, private and public security training and simulation, real estate development, robotics, roof coatings, small appliance manufacturing and housewares, soil and water decontamination, solar power, specialty environmental contracting, specialty publishing and telecommunications.

In firm management, she has chaired and co-chaired the Securities and Business Law groups, both at the national and local levels. Barbara is active in mentoring and developing business development tools designed to assist young lawyers in identifying, pursuing and servicing their best client relationships and opportunities.

Miller Thomson LLP enjoys a reputation as one of Canada's leading national business law firms. With over 500 lawyers across Canada, the firm offers a complete range of business, advocacy and personal legal services to help domestic and international decision-makers with all their Canadian legal needs. Firm offices are located in Toronto, Vancouver, Calgary, Edmonton, Saskatoon, Regina, London, Kitchener - Waterloo, Guelph, Markham and Montreal.

## USA

★ NICHE TRAINING COMPANY OF THE YEAR (FUNDS TRADING), NEXT LEVEL TRADING



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Don Turner has been actively trading since 2009, and building systems since 2012. After initially losing money, Don discovered how to trade wave to wave. In 2012, he began work on the X90 WaveRider in a live trading environment. Originally conceived as a training tool, the X90 WaveRider provided a simple approach with easily followed rules for entry for day trading any instrument. His goal is to bring his approach to traders to help increase the success rate of those entering the business. Wealth and Finance International recently named Next Level Trading the best provider of trading templates, and the premier trainer and educator in the United States. Next Level Trading was launched in May 2013. We trade the markets wave to wave, and teach traders how to recognize and calculate the patterns that repeat themselves. Using higher time frames, symmetry, and proper calculations we help the trader take their trading to the "next level". Our experience has taught us that the market is calculated. The important question is, "Do you know the calculations?" It's been said that 98% of all people who try trading fail. It shouldn't be that way. Anyone can learn how

to trade successfully. In order to be successful, the trader must have a plan, the plan must be tested with positive results, and the trader must follow through with the plan. Knowing how to calculate the waves and patterns allows us to anticipate decision points and odds on the next wave. Wave to Wave analysis uses an entirely new way of calculating, and anticipating waves and patterns. It is not Elliot Wave. Trading is hard, so we developed a simple system with simple rules that can be shown to repeatedly lead to profitable results. The best way to learn Wave to Wave analysis is in a live environment, which is why we have daily live training. We use Wave to Wave analysis to set our anticipation. The X90 WaveRider shows us our entries. The X90 WaveRider is the culmination of 5 years of training traders and designing systems and indicators. The X90 WaveRider works seamlessly with our extensive training program, and is simple enough to be used by the novice trader. Using a combination of higher time frame levels, atrs, moving averages, and fibonacci, the X90 WaveRider is the ultimate entry tool.

## CANADA

★ COMPANY OF THE YEAR (LIFESCIENCES), NOVA PROBIOTICS



NOVA Probiotics (NOVA Essentials Inc.)  
Andre Levy / Jessica Levy / Calvin Levy

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Probiotics are helpful viable bacteria that assist in balancing the levels of indigenous microorganisms in the human body. They work by re-colonizing the small intestine and crowding out disease-causing bacteria, thereby restoring balance to the intestinal microflora. They may also produce substances that inhibit disease-causing bacteria, compete for nutrients with them, and stimulate the body's own immune system. High quality probiotic products provide a wide array of benefits on overall health, including an efficient protection against pathogenic bacteria, an increase in immunity, and alleviating effects on the symptoms of common chronic diseases such as Irritable Bowel Syndrome (IBS), or Crohn's disease.

A Canadian company founded in 2001, NOVA Probiotics, has been specializing in the design, manufacture and marketing of premium quality probiotic products. Their wide range of probiotic supplements is certainly of the most innovative and most trusted in the industry.

The organization is run by dedicated professionals with Life Science backgrounds, who previously served key positions in the Health and Medical Industry. For instance, the CEO, Dr. Andrea Levy, graduated from Harvard Medical School and spent half of his life practicing visceral and digestive surgery. His talented team also includes microbiologists, molecular biologists, engineers, production technicians, researchers, project manager, and other professionals working from their three manufacturing facilities (Montreal QC, Austin TX & Anaheim CA).

With a strong focus on research and development, the company managed to ensure its products are only made of the finest ingredients by acquiring state-of-the-art equipment and sourcing technologies worldwide. Dedicating their facilities exclusively to probiotics has allowed them to oversee the entire production process while eliminating the risks of cross-contamination.

Individuals with milk allergies should be aware that probiotics are typically grown on media containing milk-derived nutrients. Such products may potentially contain residual milk proteins, even if they claim to

be free of milk or dairy. What has set NOVA apart from other companies in the industry is that they were one of the very first to develop a way to produce probiotics without using any allergen in the growing medium, thus finally offering hypoallergenic probiotics.

Pursuing their mission to make probiotics even more accessible, NOVA has obtained both Kosher and Halal certifications and is known for its entire line of VEGAN, cruelty-free, probiotic products. None of their products contain GMO ingredients, titanium dioxide or any other questionable ingredients, making them totally suitable for everyone.

Yet another major advantage of NOVA Probiotics formulas is their targeted delivery system. While the majority of probiotic supplements on the market today are easily destroyed before they ever get to the intestinal tract, NOVA probiotics are manufactured using technologies that allow the microorganisms to withstand the harsh stomach acid and arrive live to the intestinal tract. A proprietary matrix is applied during the production of the freeze-dried bacteria and acid-resistant capsules made of highly purified plant cellulose are exclusively utilized in the encapsulation. Disintegration of these acid-resistant capsules starts approximately 45 minutes later than a typical immediate release capsule of about 5 minutes (vegetable capsules). Complete release takes place in the intestine, the main site of action for probiotics. As a result, highly potent ingredients are delivered where they are needed, for optimal efficacy.

NOVA Probiotics has distinguished itself from its peers with strong overall performance as a company, demonstrated leadership and shown significant achievement. NOVA is a fast-growing probiotics provider with an ever-evolving range of products, often imitated but never duplicated. Its unwavering commitment to hypoallergenicity, product purity, and rigorous quality control has been the hallmark of the company since its inception. Having earned a strong reputation and brand recognition in the medical community, NOVA Probiotics products continue to be the choice of physicians worldwide (Europe, Asia & North America).

## CANADA

★ FULL SERVICE PATENT ADVISORY OF THE YEAR, PATENTAXIS INC



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found that innovators are receptive to critical comments and are capable of integrating assessments into their research and development programs. Furthermore, innovators are often nimble and adaptable by nature and profit from clear and explicit patentability assessments to develop further inventive improvements to benefit chances of ultimately securing a patent.

Accessibility and prompt and clear responses to clients wishing to discuss strategy or query a patent practice is a cornerstone of PatentAxis Inc.'s service model. Every attempt is made to have calls directed to and answered by a relevant patent professional during business hours. Open communication channels provide clients with opportunities to make informed decisions when considering multiple parallel options that can arise during filing and prosecution and ultimately obtain patents that are better correlated with client goals.

A founding principle of PatentAxis Inc. is to treat every client as a premium client, with an emphasis on client communications and client satisfaction. Regardless of the size of the client a concerted effort is made to provide clear and practical advice at each decision point, and whenever relevant set out options with benefits and risks of each option.

PatentAxis Inc is honoured to be counted among recipients of the ACQ Global Awards 2016. Awards serve very useful dual and complimentary functions of increasing brand awareness and motivating further efforts to justify the recognition. As such, the firm is grateful to clients who have taken time out of busy schedules to cast favourable votes and fondly looks upon this award as a reflection of developing trusted and valued client relationships.

## CARIBBEAN

★ NICHE BUSINESS ADVISOR OF THE YEAR, PACCS INC



PACCS Inc. is a dedicated team of professionals, committed to helping:

- Non-Bank Financial Institutions
- Hotels
- Statutory Organizations
- Growth-Oriented Companies
- Business Owners and
- Visionary Entrepreneurs and their teams, generate and manage their internal control systems and processes and create, plan and track uncommon strategies to create unconventional profits and massive growth!

PACCS Inc. was founded by Sandra Baptist, FCCA, who is the CEO and Managing Director.

Sandra has a degree in Accounting and Financial Management from the University of Essex in the UK. She received her professional designation from the Association of Chartered Certified Accountants (ACCA) and is a Practising Member of the Institute of Chartered Accountants of the Eastern Caribbean (ICAEC). Ms Baptist is a Chartered Accountant and a Chartered Director with over 24 years' experience in the accounting and audit of various industries, including commercial and offshore banks, trust and gaming institutions, insurance companies, service and retail businesses. Our External or financial audits are offered to a variety of companies and SME's, most

of them operating in **service industries while our** Internal Audit and consultancy services are offered to **Non-Bank Financial Institutions (NBFIs) including Insurance and Gaming companies and Credit Unions; Hotels; Statutory Organizations and SME's** within the Caribbean region. Our Founder, Sandra Baptist, is an entrepreneurial financial strategist, a Certified Business Coach, a Certified Guerrilla Marketing Adviser, a Certified LivePlan Expert Advisor.

Sandra is a #1 International Best-Selling Author. Her 1st book, *Unlock The Code* became a #1 best-seller on Amazon within 5 hours. She is one of the co-authors of "Ready. Aim. Influence!" with Carlos Slim, the World's Richest man, Marshall Goldsmith and others.

Sandra has also been a mentor for the past three (3) years for the Richard Branson Centre of Entrepreneurship and she has been featured on a number of local and international media.

For persons doing business in the Eastern Caribbean, PACCS Inc offers the **Antigua Business Office**, an all-purpose accounting and financial hub just for High Net-Worth Persons living in or doing business in Antigua or the Caribbean, who need business services on an on-going basis.

For more information, contact us for a free 15-minute consultation on how we can support your company's goals.

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## MEXICO

- ★ COMMERCIAL LITIGATION LAW FIRM OF THE YEAR, RAMOS, RIPOLL & SCHUSTER
- ★ INFRASTRUCTURE LAW FIRM OF THE YEAR, RAMOS, RIPOLL & SCHUSTER
- ★ IT LAW FIRM OF THE YEAR, RAMOS, RIPOLL & SCHUSTER
- ★ LEADING CUSTOMER SERVICE LAW FIRM OF THE YEAR, RAMOS, RIPOLL & SCHUSTER



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"Creating opportunities through forefront legal and business solutions."

Ramos, Ripoll & Schuster is a full-service law firm specialized in complex legal operations involving parties from different nationalities and multiple jurisdictions. The firm offers legal services with a distinctive added value. Even though it does not embrace the concept of a "boutique", the firm has been distinguished for its customer service policy and their attention to special requests and necessities, evincing commitment with the success of their clients' endeavors.

The firm shows sufficient flexibility to assist small, medium and large corporations, as well as governmental entities.

They have a broad team of attorneys specialized in each one of their different practice areas, who have shown to be apt to provide integral, practical and professional legal solutions in diverse scenarios.

Practices:

Commercial Arbitration: Their arbitration specialists have experience in national and international arbitration procedures, both ad hoc and institutional, in a wide range of sectors.

Corporate & Business: Experience of the firm in this area encompasses: capital markets, international contracts, commercialization operations, corporate governance, foreign trade, mergers & acquisitions, national & foreign investment, insolvency, restructuring and transformations.

Employment and Social Security: Their practice team in this area stands out for implementing preventive measures to avoid possible employment-contingencies, as well as for effectively confronting employment disputes once they have arisen.

Infrastructure Projects: Their attorneys have represented national and foreign clients in numerous high-scale and long-term infrastructure projects in Latin America, including the negotiation and construction of port terminals, natural gas regasification plants, railways, metro lines, highways, shopping centers, high-rise buildings and housing developments.

Litigation: Their practice focuses upon disputes in commercial, civil, familiar, constitutional and administrative matters. Their attorneys have successfully participated in disputes derived from international transactions, achieving enforcement in numerous jurisdictions. Special achievements have been reached by their lawyers in appellate and high court disputes.

Public Procurement: The firm is experienced in public procurement procedures at federal, state and municipal levels. They have advised clients in all stages of tender procedures (public and private), including the negotiation of projects, preparation of documentation, submission of proposals and defend defense actions against contract awards. The firm has advised clients in Mexico and Latin America.

The firm also counts with experience in the following areas: Administrative and Tax Law, Banking and Finance, Consumer Protection, Energy, Natural Resources, Notary and Official Certifications, Immigration Law, Public-Private Partnerships, Real Estate Administration and Urban Development.

USA

★ INTERNATIONAL IP LAW FIRM OF THE YEAR, SCHLEE IP INTERNATIONAL, P.C.



Alexander R. Schlee  
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Based in California, Los Angeles County, Schlee IP International, P.C. (SchleeIP) is a law firm primarily focused on international intellectual property, with a particular emphasis on serving US and German clients.

At the beginning of our firm, we initially operated as Viering, Jentschura & Partners (VJP) and then reconfigured into SchleeIP, although we still work in close cooperation with VJP. Having worked in VJP's head office in Munich, Germany, for 13 years, I founded VJP's Los Angeles office in 2000 and have been the office's Managing Partner since its inception. The Los Angeles office was reconfigured as a California corporation in January of 2007 becoming Schlee Intellectual Property International P.C., and working in association with Viering, Jentschura & Partners.

From our experience, many US clients have a strong market presence in the German market, and vice versa. US clients operating in Germany and vice versa is particularly prominent in California, which is the key U.S. State in research and development. In recognising this unique connection and the correlating demand for intellectual property protection both in the U.S. and Europe, we decided to open our Los Angeles Office.

We have a diverse client base including companies and law firms of all sizes. Its dual US and German backgrounds has made SchleeIP an expert in understanding the discrepancies and alignments between various intellectual property systems. Through our continued association with Viering, Jentschura & Partners (VJP) with its three German offices and three offices on the Asian continent, SchleeIP is easily able to access a broad spectrum of resources in order to provide its clients with quality international representation for all of their intellectual property needs.

In terms of my background, I graduated from the Technical University in Darmstadt, Germany, as a mechanical engineer (Dipl.-Ing.) with an emphasis on the field of automotive engineering, machine tools and the mechanics of flight. While pursuing my college education, I also worked as a technical designer in the fields of laboratory fittings, machine tools and in the automotive industry.

With regards to IP, being licensed and practicing as a German, European and U.S. Patent Attorney, I have many years of experience in intellectual property rights including domestic and foreign patents, utility models, trademarks and industrial designs. We have been representing numerous clients before various National and International Authorities for more than 25 years.

USA

★ DIVERSITY LAW FIRM OF THE YEAR, SULLIVAN & CROMWELL LLP

SULLIVAN & CROMWELL LLP

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our goal is to create an atmosphere of inclusion irrespective of perceived differences, and to train and develop our lawyers into trusted, effective and creative counselors who collaborate with each other, and our clients, to find sophisticated and creative solutions to our clients' complex legal issues.

Because the Firm understands that there is a direct and simple relationship between the diversity of our profession and the quality of service we offer, we also maintain a number of active lawyer networks that meet regularly to facilitate the professional development and advancement of their members, and to enhance the inclusive environment at the Firm overall: the Asian Associates Network, the LGBT Network, the Network of Black & Latino Lawyers and the Women's Initiative Committee. While each is unique, the networks are united in one overarching goal: to increase diversity and to promote inclusion within the S&C community. They accomplish this goal by (i) offering a candid forum for members to discuss topics of interest; (ii) hosting panel discussions and speakers on a variety of educational topics to enrich the Firm's professional development initiatives; (iii) providing mentorship opportunities; and (iv) actively participating in the law student recruiting process.

We remain deeply committed to ensuring that diversity remains a critical focus for the Firm across all offices, and are honored to receive ACQ5's recognition for our achievements for the fourth consecutive year.

US

★ FULL SERVICE TECHNOLOGY LAW FIRM OF THE YEAR, SCOTT & SCOTT LLP



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Scott & Scott, LLP is a boutique intellectual property and technology law firm with an emphasis on software licensing and disputes, technology transactions, and software copyright litigation. The firm is committed to monitoring the developing technology and emerging law in order to provide highly focused representation to clients that range from mature small businesses to publicly traded multi-national corporations.

Robert J. Scott, Managing Partner, represents mid-market and large enterprise companies in software license transactions and disputes with major software publishers such as Adobe, IBM, Microsoft, Oracle, and SAP. He has defended over 225 software audit matters initiated by software piracy trade groups such as the BSA and SIIA. He is counsel to some of the world's largest corporations on information technology matters including intellectual property licensing, risk management, data privacy, and outsourcing.

He is regularly called upon by his peers and the media to share his expertise. His work has been published in Northwestern Journal of Technology & Intellectual Property, Westlaw Journal Intellectual Property, The Licensing Journal, and Texas Lawyer among others.

Julie Machal-Fulks, Partner, leads a team of attorneys in representing and defending clients in legal matters relating to information technology. Her practice focuses on

complex litigation ranging from privacy and network security, data breach notification and crisis management, intellectual property disputes, service provider negligence claims, and content-based injuries such as copyright and trademark infringement in software, the Internet, and all forms of tangible media.

Her focused practice has made Julie a trusted resource in her field. She is often invited to submit papers and present on topics including data breach notification, security incident response, software licensing and defense against regulatory and consumer class actions.

Texas Lawyer, The Licensing Journal, Texas Wesleyan Law Institute, American Bar Association, and the IT Compliance Institute are a few of the publications that have published Julie's work.

#### Practice Areas

- Intellectual Property
- IT Transactions
- Software Audits
- Software Licensing & Disputes

**The Lind Partners** is a New York institutional fund manager focused on small- and mid-caps listed in Australia, Canada and the UK across technology, biotech, mining and energy. Lind employs a multi-strategy investment approach: solo, direct investments of new capital, participation in syndicated equity placements, IPO and pre-IPO stage investments and selective stock trades on the open market. Since 2009, the Lind team has completed over **75 direct investments totaling over \$550 million in value** and has earned a reputation as a creative, flexible and supportive capital partner to investee companies.



THE LIND PARTNERS

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## USA

- ★ GAMECHANGER OF THE YEAR (PERFORMANCE MANAGEMENT), DAVID SPAULDING, THE SPAULDING GROUP
- ★ GIPS CONSULTING FIRM OF THE YEAR, THE SPAULDING GROUP



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We are very excited to have been chosen for this award for the third year in a row. GIPS® is an important part of our business and to be recognized like this is a great honor.

Spaulding Verification Services is the GIPS verification arm of The Spaulding Group. This segment of our business has grown significantly. Roughly five years ago, we had less than 10 clients. Today, we are fortunate to work with nearly 200 firms ranging in size from less than \$100 million to more than \$800 billion USD in assets under management. This includes traditional asset managers, asset owners, hedge funds, private equity, and real estate managers. We are truly a global firm with clients throughout North America, Europe, Africa, and the Middle East.

Our approach to verification is unique: our clients only work with senior level verifiers, verifications are conducted onsite, and we recommend annual verifications (many verifiers recommend quarterly, which only benefits the verifier). We also generally discourage firms from composite examinations; something many of our competitors encourage that we believe has little value for our clients. Our clients have access to monthly webinars and an exclusive, client only newsletter to help keep them informed and up-to-date on the Standards and performance in general.

Clients also receive a unique proprietary GIPS Orientation Kit™, filled with tools and templates to make achieving and maintaining compliance as easy as possible.

Everything we do is about performance measurement. By being devoted to this segment of the market for 25 years, we understand the subject and what's needed. In addition to verifications, we engage in consulting assignments on a regular basis. Our consulting practice includes two unique and proprietary services: Software Certification and Operations Reviews.

We hold two conferences each year (Europe and North America), which have become the dominant performance measurement events in our industry. We host two interactive membership groups, the Performance Measurement Forum and the Asset Owners' Performance Measurement Roundtable. We have published The Journal of Performance Measurement for over 20 years and have published a number of books. We conduct training on performance measurement (both in-house and open enrollment) on a variety of performance and risk topics. We are also actively involved with research, conducting annual surveys and proprietary studies for clients.

We are excited for what's to come and the opportunity to serve more firms around the world.

## USA

- ★ HEDGE FUND ADMINISTRATOR OF THE YEAR, YULISH & ASSOCIATES
- ★ ALTERNATIVE FUND ADMINISTRATOR OF THE YEAR, YULISH & ASSOCIATES
- ★ FUND OF HEDGE FUND ADMINISTRATOR OF THE YEAR, YULISH & ASSOCIATES
- ★ GAMECHANGER OF THE YEAR, KATHRYN YULISH, YULISH & ASSOCIATES



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ability is what distinguishes us from our competition and enables us to provide the support our clients need in order to help them become better entrepreneurs. Our clients think of us as trusted advisors committed to helping them succeed.

Some of the services we provide include: fund accounting, audit support, financial statement preparation, investor services, reporting to investors, compliance and taxation, fund structuring, fund-of-funds administration and consulting expertise in a variety of areas crucial to the proficient growth of any fund.

### Commentary on the Current State of the Hedge Fund Industry

The hedge fund industry is as strong as ever with assets under management at all-time highs although significant challenges lie ahead. The biggest developments have been the implementation of numerous regulations and an increase in the complexity of financial instruments. As a result, compliance costs are on the rise which will place additional stress on a Fund's infrastructure and prove to be another challenge for hedge fund managers and their service providers. We endeavour to help our clients cut through complex issues and deliver clear and practical solutions to meet their needs. For additional information please visit our website at [www.yulish.com](http://www.yulish.com).

## USA

- ★ M&A LAW FIRM OF THE YEAR, TRINITY LAW GROUP LLC
- ★ VENTURE CAPITAL LAWYER OF THE YEAR, WALTER A. WRIGHT, III, TRINITY LAW GROUP LLC



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### About Trinity Law Group - M&A Law Firm of the Year for a Consecutive Year and Walter A. Wright, III - Venture Capital Lawyer of the Year for a Second Year

Trinity Law Group, based in metro Boston, Massachusetts, provides corporate law counsel with attorneys of stellar academic and professional accomplishment. Its clients benefit from its attorneys' practical business insights, sophisticated contract drafting skills, demonstrated negotiation talents and experience in transactional, securities, financing, strategic alliance, tax, employment, real estate and intellectual property matters. Walter Wright, managing attorney of the firm (with US, Irish and European Union Citizenship), has clients with global operations. Described in the media as an "entrepreneur's best friend" and as among Boston's VC community's "heavy hitters" and tech "bigwigs", a publisher describes Wright as "a seasoned veteran who has done countless deals and can help make sure you get the best terms possible." He has served as co-founder, stockholder, director, officer and strategic advisor of numerous emerging companies.

### An Interview with Walter Wright, Managing Attorney of Trinity Law Group.

#### Q. Can you describe some of the deals you have done recently?

In seller-side M&A, we recently handled 10 business asset sales, five stock purchases, and the redemption of a virtual tax partnership. The acquirers included two publicly traded entities and four private equity backed corporations, with a total deal value over \$500 million. In buyer-side M&A, we closed the merger of a consultancy with a venture backed energy management company. In seller-side private equity, we consummated a preferred stock issuance for an international client with a related

partial exit. We also completed venture, institutional and angel financings for eight clients. Our counsel on buyer-side investments involved investments in three emerging companies.

#### Q. What do you offer international clients with U.S. business transactions and operations?

International business interests in the U.S. must have sophisticated American lawyers. We organize U.S. entities and work on cross-border transactions and investments for global clients. To date, we have counseled business in the UK, France, Ireland, Spain, Germany, Cyprus, Canada, Mexico, Saudi Arabia, Lebanon, Jordan, UAE and Iraq, Brazil, India, Russia, China, Puerto Rico, USVI, BVI and the Cayman Islands.

#### Q. In the era of large international law firms, how do you do it?

The Managing Partner of an international law firm has described us as "the smallest big firm in the world." We work to be efficient and effective; closely managing overhead and leveraging technology. We make deals easier and smoother for clients. Instead of having to work with (and pay for) a group of departmental lawyers (often with limited perspectives, experience and deal skills), our clients can be confident that we will address the vast majority of the U.S. legal issues that arise in a transaction, correctly, strategically and as economically as possible.

#### Q. How do you feel about the ACQ Global Awards?

We are gratified that ACQ Global Awards, through its independent surveys and analysis, endorse our work as exemplary. ACQ is an excellent news resource for acquisition and finance with cross-border mandates. Corporate finance and private equity executives all over the world read the portal and magazine.

## BRAZIL

- ★ PRIVATE CLIENT LAWYER OF THE YEAR, WILLIAM HEUSELER



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Head of the Wealth Planning Team at Itaú Private Bank  
William Heuseler is the head of the Wealth Planning division of Itaú Private Bank. Graduated in Law at Federal University of Rio de Janeiro and specialized in Trust Law by Kaplan-Hawksmere School, in London. Participated of the LLM program in Banking, Corporate and Financial Law of Fordham Law School in New York, and is specialized in Deal Negotiation Law at Harvard Business and Law School. William has over 20 years of experience dealing with ultra-high net worth clientele, with the expertise on cross-border matters, tax and asset protection planning; family and corporate governance, among other Wealth Planning strategies. William is former President of the Brazilian branch of STEP (Society of Trust and Estate Practitioners), and author of numerous articles on international wealth planning.



Growth in South Asia rose to an estimated 5.5 percent in 2014 from a 10-year low of 4.9 percent in 2013. The upturn was driven by India, the region's largest economy, which emerged from two years of modest growth. Regional growth is projected to rise to 6.8 percent by 2017, as reforms ease supply constraints in India, political tensions subside in Pakistan, remittances remain robust in Bangladesh and Nepal, and demand for the region's exports firms. Past adjustments have reduced vulnerability to financial market volatility. Risks are mainly domestic and of a political nature. Sustaining the pace of reform and maintaining political stability is key to maintaining the recent growth momentum.

Economic activity in South Asia began to revive in 2014 as India, the largest economy in the region, emerged from two years of modest growth. Growth in the region is estimated to have accelerated to 5.5 percent in 2014 from 4.9 percent in 2013, the slowest in a decade. In India, a slow economic recovery is underway, helped by a sharp slide in inflation to multiyear lows and improving export momentum in line with rising demand from the US, a major trading partner. With the reform agenda building momentum and current account vulnerabilities considerably diminished compared to 2013, currency and equity markets came under some pressure but were less affected than other emerging market peers during an episode of global financial volatility in December 2014. The improvement follows a sharp slowdown in the previous two years—to the weakest growth in nearly a quarter of a century—during which high inflation and a perception of policy paralysis had depressed domestic investment, while growing macroeconomic imbalances increased vulnerability to volatility in global financial markets.

Supported by a recovery in domestic demand, especially investment, regional growth is expected to steadily accelerate toward 6.8 percent by 2017. The implementation of reforms and deregulation in India should lift FDI. Investment, which accounts for about 30 percent of GDP, should strengthen, and help raise growth to 7 percent by 2016, although this is contingent on strong and sustained progress on reforms. Any slackening in the reform momentum

could result in a more modest or slower pace of growth. Risks are mainly domestic in nature, predominantly of a political nature, and are roughly balanced. Downside risks include mainly political tensions and slowing reform momentum that fails to address banking sector weakness, energy bottlenecks, and weak business environments. Improved growth prospects for South Asia are predicated on the implementation of structural reforms to ease supply side constraints, which are substantial, and put government finances on a sustainable footing. Disappointments could weaken confidence, depress investment, trigger a reappraisal of growth prospects and reversal of investor sentiment, and, in Pakistan, derail financing under the IMF-supported program. On the upside, faster implementation of reforms in India and elsewhere than assumed in the baseline scenario would improve the outlook.

The region has significant policy challenges, which include the following:

- Electricity supply remains unreliable. In India, electricity supply investment could become increasingly constrained by raw material shortages (notably of coal, used to generate about 70 percent of electricity needs). Although reforms to increase private-sector participation and to auction some 200 coal mines to the private sector are important first steps, coal output will likely rise only slowly given still substantial impediments before the bulk of these can be put up for auction. In Sri Lanka, progress on augmenting and diversifying power-generating capacity has eliminated power shortages, and enabled a reduction in electricity tariffs during 2014 (which were among the highest in the world). Nevertheless, the country remains heavily dependent on hydropower, which contributes between one-third to one-half toward the country's energy needs. Regional progress on energy sharing remains slow, although there have been positive steps, including about US\$2 billion worth of agreements between India and Nepal in 2014 that would help develop the latter's hydropower resources and substantially raise electricity exports to India over the medium term.

Weak bank balance sheets continue to impede financing for an upturn in the investment cycle. Stressed bank loans (including restructured loans) exceed 10 percent of loans in Bangladesh, Bhutan, India, and Pakistan. Restructured and problem loans need to be recognized as nonperforming, even though this would impair capital (with possible need for fiscal support). Banking system reforms, in particular aimed at strengthening human resources, improving nonperforming loan management, and raising capital ratios would help to improve financial intermediation. Such reforms are especially needed in India, where state-owned banks account for close to three-quarters of banking assets.

#### The East Asia and Pacific

The East Asia and Pacific (EAP) region continued its gradual adjustment to slower but more balanced growth. Regional growth slipped to 6.9 percent in 2014 as a result of policy tightening and political tensions that offset a rise in exports in line with the ongoing recovery in some high-income economies. The medium-term outlook is for a further easing of growth to 6.7 percent in 2015 and a stable outlook thereafter reflecting a gradual slowdown in China that starts to be offset by a pickup in the rest of the region in 2016–17. In China, structural reforms, a gradual withdrawal of fiscal stimulus, and continued prudential measures to slow credit expansion will result in slowing growth to 6.9 percent by 2017 from 7.4 percent in 2014. In the rest of the region, growth will strengthen to 5.5 percent by 2017 supported by firming exports, improved political stability, and strengthening investment. Adjustment to softer commodity prices will continue to weigh on growth of the commodity exporters of the region. A stalled global recovery, a sharp slowdown in China, financial market volatility, and eventual tightening of global financing conditions represent key risks to the regional outlook.

At 6.9 percent in 2014, growth was only 0.3 percentage point slower than in 2013, and the region remained the fastest-growing developing region in the world. In most economies, the slowdown largely reflected domestic developments.

In China, offsetting policy measures to avoid a sharper slowdown mitigated the impact of policy measures to contain financial vulnerabilities. As a result, growth has slowed marginally. In the rest of the region, growth slowed to 4.6 percent largely reflecting domestic policy tightening, and political turmoil in Thailand that was only resolved in late 2014. External conditions have been broadly supportive, reflecting weak but sustained recovery in demand, especially from the United States, for the region's exports and favorable global financing conditions.

Regional growth is expected to ease slightly to 6.7 percent in 2015 from 6.9 percent in 2014 and remain stable over the projected period. A gradual pick-up of growth in the region excluding China is expected to gradually offset moderating growth in China. In China, structural reforms, a gradual withdrawal of stimulus, and continued measures to tighten credit will slow investment and gradually dampen growth to 6.9 percent by 2017. The unwinding of excess inventory in the housing sector will continue to depress housing prices and the removal of excess capacity in other industries will be a drag on activity (Wang, 2011). In the short term, central government infrastructure and social housing projects, monetary support measures, and rising net exports will moderate the slowdown in the real estate sector and in industries with excess capacity.

Risks to this baseline outlook, as elsewhere around the globe, are tilted to the downside. Key risks stem from weaker-than-anticipated global growth and, although a low-probability scenario, a sharper-than-expected slowdown in China. In addition, the regional outlook is sensitive to the risk of a sharp tightening of global financial conditions.

In China, the key policy challenge is to put growth on a sustainable path while reducing financial risks. Two reform areas stand out as candidates for early action: fiscal reforms to place local government finances on a more solid footing; and financial sector reforms to strengthen market discipline, contain further buildup of vulnerabilities and engineer their gradual unwinding. Such measures need to be

complemented with state-owned enterprise and land reform to boost productivity and to offset the impact of a shrinking labor force and decreasing returns to capital accumulation. The authorities have initiated several pilot programs to implement the comprehensive reform agenda announced in November 2013.

Source: World Bank



## ASIA

- ★ ENERGY / INFRASTRUCTURE PE MANAGEMENT FIRM OF THE YEAR, EQUIS
- ★ GAMECHANGER OF THE YEAR, DAVID RUSSELL, EQUIS



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Equis is honoured to be awarded "Asia - Energy/Infrastructure PE Management Firm of the Year" for a third consecutive year. Established in 2010, Equis is Asia's largest independent power, energy and infrastructure private equity manager with fifteen offices across Asia and US\$2.7 billion of FUM. Since successfully holding the final close of EAF I in December 2012 and EDIF and EAF II in February 2015, Equis has established:

- Soleq, one of South-East Asia's largest solar generation utilities, with interests in Thailand, the Philippines and Taiwan;
- Nippon Renewable Energy, Japan's largest foreign funded solar generation utility;
- Energon, one of Asia's first pan-Asian solely focused wind generation utilities with interests in India, the Philippines and Thailand;
- Nippon Wind Energy, Japan's largest foreign funded wind generation utility;
- Hydreq, one of Asia's first pan-Asian solely focused hydro generation utilities with interests in India and the Philippines;
- Redaya Energi, a renewable energy platform dedicated to the Indonesian market;
- Bioet, one of the first utilities to break ground on the first generation biofuel facilities in response to the Philippines new E10 mandate;
- EQUIS Australia, a renewable energy platform dedicated to the Australian market;
- Asia Networks, Asia's first neutral hosting telecommunications infrastructure service provider with interests across Asia;
- Oriental Gas, one of China's leading gas transmission and distribution businesses, which is uniquely positioned to implement the Chinese Government's 12th 5-year plan energy policy initiative from coal to gas;
- InfraEdge, a controlled platform that invests in the construction and long term management of captive infrastructure associated with Community Townships with interests in India.

Core to Equis' business strategy and investment philosophy is that an Asia-based independent fund manager will generate unique and proprietary investment opportunities for investors in an aligned, value-enhancing manner. Equis has been able to successfully enter markets as a first-mover by isolating new government policy initiatives and macroeconomic investment themes with disciplined bottom-up sector analysis and populating those themes with local management expertise, and overseeing control ownership interests. Portfolio investment control ensures value is further created through active local asset management of the development and construction, as well as the operational and exit phases of portfolio investments.

As a leading investor in Asian power, energy and infrastructure, Equis also plays an important role in nurturing long term relationships with key stakeholders and local communities. Equis is committed to the principals of sustainable development and has ensured that sustainability remains a cornerstone of our investment management program. Equis and its portfolio investments actively fund and develop three core CSR objectives, the development and improvement of local community infrastructure, health and education.

### ACQ5 talks directly to Equis founder, David Russell

Q. As founder of Equis, can you tell us about your role and more about the company?

Equis was established in Singapore in 2010 and has quickly grown into Asia's largest independent energy and infrastructure private equity manager, employing over 600 staff across fifteen Asian offices.

Of the billions of equity Equis invests, we have become particularly well known for our dominance in renewable energy. Equis is Asia's largest independent renewable energy developer and investor, committing over US\$2.4 billion of equity across 82 solar, wind and hydro generation projects totaling 3.7GWs.

Since 2013, Equis has on average been completing a new renewable energy project every five (5) weeks across making it the only developer and investor consistently active across Japan, India, Thailand, the Philippines, Indonesia, Taiwan and Australia.

My role as founder and CEO has been to ensure we have the capital to fund our ambitions and provide the strategic direction to do so. We employ a lot of risk seeking individuals and so whilst I may be less conservative than your average bank manager, a large part of providing the strategic direction is implementing a risk management framework to help prudently shape and manage the growth.

Q. What motivated you to begin investing and launch into the renewable energy industry back in 2011?

We wanted to control risk and protect returns. The only way was to replace local partners with our own management teams and develop and build the infrastructure ourselves. To minimize this risk we wanted to focus on sectors which had low technology risk and relatively short construction timetables.

Power has always been the number infrastructure sector in Asia given its direct correlation to facilitating economic growth and within the power sector renewable energy presented relatively lower risks during the development and construction phases.

We also benefitted from a lack of investor awareness of the sector in Asia and the lack of capital willing to assume development and construction risk. Coupled with government programs designed to acquire the power produced, we entered the number one infrastructure asset class in Asia with little to no competition.

Personally, there is also something very rewarding about building and creating assets that positively impact communities, creates employment and other benefits whilst disrupting the damage to people, communities and the environment caused by thermal power.

Q. What were your intentions targeting the Asian market?

To become the dominant renewable energy developer and investor. To be a significant disruptive influence on thermal power and create a sustainable business model that will subsist through future generations.

Asia represents the world's largest growth story and growth can only be facilitated and sustained through the provision of infrastructure such as power. Overlay a lack of competition and capital appreciation for the risk/reward dynamic in renewable energy and we entered the perfect storm.

Q. What does it mean for both you and your company to have been awarded Gamechanger of the Year and Firm of the Year?

The recognition is a great honor for Equis. It most definitely has not been an individual effort and recognition of the dedication and achievements of the team will bring smiles to many faces.

Q. What is your opinion on the South China Sea dispute; do you fear it will affect investor confidence in the region?

## ASIA

- ★ LENDER OF THE YEAR, ADAMAS ASSET MANAGEMENT
- ★ ALTERNATIVE ASSET MANAGEMENT FIRM OF THE YEAR, ADAMAS ASSET MANAGEMENT
- ★ GAMECHANGER OF THE YEAR, PAUL HEFFNER, ADAMAS ASSET MANAGEMENT



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To further capture arising opportunities in Greater China, Adamas has entered into strategic partnership with Ping An Trust to launch Adamas Ping An Opportunities Fund. The fund provides a flexible alpha-driven investment strategy that invests using credit structures in medium/large sized companies predominately in China. This fund targets to bridge the funding gap for high quality growth companies while providing investors with gross return of 18%-20% per annum.

In light of the macro dynamics, our investment approach is on the conservative end of the alternative investment spectrum, namely capital preservation with equity options to allow us to share in the upside. Flexibility to invest across the capital structure allows us to invest where it makes the most sense from a risk-adjusted return perspective and look at strategies when it is the right time for them and not be pigeon-holed.

Paul Heffner, Managing Partner & CEO of Adamas, believes that investors in the fund will benefit from strong collateral enforcement and risk-adjusted returns due to the fund's onshore investment structuring and on-the-ground expertise in enforcement and risk management. Ping An's internal credit rating system and its staff resources in local markets will also enhance a well-established investment process developed by Adamas. Adamas will continue to seek opportunities for investors allocating money to China and to assist growth companies to become global leaders in their sectors.

## AUSTRALIA

- ★ CLIENT CARE LAW FIRM OF THE YEAR, ALDER IP
- ★ PATENTS LAW FIRM OF THE YEAR, ALDER IP



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Alder IP is a specialist IP law firm based in Sydney Australia focused on intellectual property protection. Our founder Anthony Alder is an experienced patent attorney and lawyer with over 15 years of experience. Alder IP provides services to both local clients in Australia and many international clients. We provide a high level strategic advice to clients regarding management and prosecution of the IP rights in Australia.

Alder IP specialises in assisting clients in fields of medical technology, pharmaceuticals and IT. However, we also regularly represent clients in other fields of endeavour. We regularly work with clients developing cutting edge technology and have significant experience in working with clients to maximise their intellectual property portfolios. Our clients strive and grow based on our network of trusted advisors that not only assist with intellectual property registration but help develop downstream strategy to protect our client's R&D investment. As our firm includes both lawyers and patent attorneys, which is very uncommon in Australia, we can provide assistance with corporate and commercial legal issues and are not confined to only patent

registration. We aim to provide quality legal advice based on sound commercial understanding of innovative industries.

We are internationally recognised as a market leader in Australia for quality IP advice. Alder IP was featured in the Top 1000 IP Laws Book published by IAM in 2014 and 2016. Also, Alder IP is the proud winner of a Client Choice Award 2015 for the best patent firm in Australia as voted by our clients and reported by Lexology. We also won Global Awards 2016 from Corporate Intl for best Australian Patent Firm. Alder IP is highly recommended by own clients and treat our clients to a high level of personalised service and quality standards.

We regularly act for international law firms seeking to register rights for their clients in Australia relating to patents, trademarks and designs. Alder IP can act in relation to intellectual property registration matters, intellectual property infringement matters, and/or IP Australia opposition hearings. Our broad scope of expertise gives our clients a unique advantage to protecting and

For further information, please visit: [www.equisfg.com](http://www.equisfg.com)

## ASIA

- ★ NICHE INSURANCE BROKER OF THE YEAR (SHIPPING & MARITIME) FOR A CONSECUTIVE YEAR, ANDREW LIU & CO LTD
- ★ GAMECHANGER OF THE YEAR (SHIPPING & MARITIME)FOR A CONSECUTIVE YEAR, ANDREW LIU, ANDREW LIU & CO LTD



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## VIETNAM

- ★ LEADING INDEPENDENT ADVISORY OF THE YEAR, GIA CAT CONSULTING AND AUDITING COMPANY
- ★ TAX ACCOUNTANCY FIRM OF THE YEAR, GIA CAT CONSULTING AND AUDITING COMPANY



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ANDREW LIU & CO., LTD (ALCO) was established in Hong Kong in 1988 as one of the first marine insurance consultants assisting shipowners and charterers in China with their insurance and claims requirements. ALCO was the first insurance broker in Hong Kong to acquire the ISO 9002 certification with the goal to provide the best service.

ALCO is a member of the Hong Kong Confederation of Insurance Brokers (CIB), whilst its holding company obtained the listing status at OTCBB market of the United States in 1999. With offices located in Hong Kong, Singapore, Shanghai, Dalian and Fuzhou today, ALCO is now operating as one of the major insurance brokers specialising in Marine Hull, Protection & Indemnity, Charterers Liability, War Risks and Cargo insurance in Asia.

Aside from the traditional broking services, ALCO has a specialised Claims and Legal Team, which is working 24 x 7 to serve its clients and vessels around the world. Over the years, ALCO has assisted in handling complex marine claims, handled arbitration cases not supported by insurers and desires to provide innovative legal solutions. What ALCO's insurance clients require and how ALCO can meet their needs is a goal which is constantly pursued by the company's management.

ALCO's philosophy is always to place themselves in the position of the client, so that the whole team proactively thinks and cares for the client.

Gia Cat Consulting and Auditing Company (Gia Cat) is one of the most prominent accounting firm in Vietnam. After 16 years of operation and staffed with 120 employees, Gia Cat is one of Top Ten accounting firms in Vietnam (including Big Four in Vietnam) in term of Client base.

In 2014, 2015 and 2016 Gia Cat has been a winner of many Global awards from Corporate INTL Magazine, ACQ Magazine, Finance Monthly Magazine....

Gia Cat strength lies in its comprehensive local knowledge of legal and cultural matters that enables Gia Cat to come up with solutions to unique legal and economic issues in Vietnam.

Frequent changes to Vietnam tax and business regulation has been a big problem for enterprises. Foreign companies can rely on Gia Cat's experience and expertise to guide them through the complexities of complying with domestic regulations.

The Vietnamese Accounting Standards (VAS) and the International Financial Reporting Standards (IFRS) are being constantly revised and there is a big gap between VAS and IFRS. Gia Cat keep abreast of new accounting treatment, thus ensuring that its clients are adequately informed on a timely basis.

Mr Nguyen Phan Xuan Thuy has been building a good team around him, the key factor for sustaining development and ensuring success of the firm in the long term. Mr Nguyen is also the chairman and the Co-founder of TS24 Corporation. TS24 is the country's pioneer of connecting Business - to - Government through online tax declaration tool (Taxonline), online Custom declaration tool (iHaquan), online Social Insurance Tool (iBHXH)... TS24's products have been used by more than 90,000 companies in Vietnam.

As an active member of Alliott Group, Gia Cat can support its clients across the Globe. Alliott Group is a word wide Alliance of independent accounting, law and consulting firms brings together 170 leading local firms in some 70 countries.

## INDIA

- ★ COMPANY OF THE YEAR, CK CONSTRUCTIONS
- ★ GAMECHANGER OF THE YEAR, DR KARAN ISRANI, CK CONSTRUCTIONS



### DR. KARAN ISRANI, THE MAN WITH A VISION

As the fastest growing name in the world of construction, finishing & MEP work, CK constructions under leadership of dr karan Israni has established a strong presence in the Indian real estate market. The Group is founded on a vision which seeks to usher in a better tomorrow by providing quality services on time. Led by experienced and energetic staff and guided by the dreams of million, we have endeavored to commit ourselves to providing comprehensive solutions to all our valued customers across the Real Estate Industry; solutions that combine high-end technology, design and aesthetics and meet customer aspirations and expectations through superior standards of performance and service.

The aim for CK constructions is to be a professional and responsive corporate entity, which positively transforms the quality of life of society at large. We have developed acres and acres of quality Our unwavering commitment to improvement and Innovation continues in the form of several signature projects currently underway.

Dr karan Israni also believes success isn't complete if not shared, hence with CK foundation dr Israni has several mobile clinics, and scholarships for deserving candidates. A medical professional a successful businessman and philanthropist makes him the real game-changer

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## SINGAPORE

- ★ FAMILY AND MATRIMONIAL LAW FIRM OF THE YEAR, HARRY ELIAS PARTNERSHIP LLP



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Three of the firm's lawyers were invited by the Family Justice Courts to be trained and appointed as part of the inaugural panel of Child Representatives in 2014.

HEP's lawyers were also consulted and part of the committee in the preparation of the new Family Justice Rules and for the formation of the new Family Justice Court.

Two of HEP's lawyers presently serve on the Family Law Sub-Committee of the Law Society of Singapore and regularly give feedback and direction on issues relating to family law practice in Singapore.

At Harry Elias Partnership LLP, every client is given specialised and individual attention by a team of dedicated lawyers, headed by a Partner and supported by experienced legal associates and professional support staff.

In line with HEP's multi-disciplinary practice, the matrimonial and family law practice is able to leverage on the capabilities of various other practice groups within the firm in order to provide comprehensive solutions to clients. The Family & Matrimonial Practice also has strong and extensive contacts with eminent external consultants in the field of private investigation, expert psychiatric and counselling services, and accounting and valuation consultants whose expertise they tap on for the benefit of its clients.



## TAIWAN

- ★ UNFAIR COMPETITION LAW FIRM OF THE YEAR (BOUTIQUE), HIMARK COUNSELORS
- ★ CUSTOMER SERVICE LAW FIRM OF THE YEAR, HIMARK COUNSELORS



Himark Counselors  
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James C. Chao is the managing partner. He is an expert panelist for UDRP (Taiwan), and a key co-author of the well-received book An Introduction to Intellectual Property, now in its 11th edition. He can be contacted at: chao@counselor.com.tw.

- Approached the President and stopped a tenacious trademark infringement by the Department of Health.
- Obtained registration of the first color combination mark in Taiwan.
- Obtained monetary awards measured by the profits of the defendant in the hotel business.
- Initiated police raids against counterfeiters of known fashion brands.
- Obtained a judgment of no likelihood of confusion where the prior mark is for luxurious suits sold only to buyers such as royal members and movie stars.
- Obtained decisions that the marks of some clients are well-known and eligible for broader protection.
- Obtained transfer rulings against cybersquatters.
- Completed a research project for Taiwan's IPO in 2005; many of its suggestions became law in the new Trademark Law promulgated in June 2011.
- Authored IP books and articles, the views of which have been cited or relied on by courts and IPO.
- And more ....

## INDONESIA

- ★ ACCOUNTING FIRM OF THE YEAR, KAP RTS
- ★ AUDIT ADVISORY FIRM OF THE YEAR, KAP RTS



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Dr. Muhammad Razikun, CPA, CertIFR  
KAP RAZIKUN, TARKOSUNARYO  
Registered Public Accountants

KAP Razikun Tarkosunaryo (KAP RTS) was established by Dr. Muhammad Razikun, CPA, CertIFR – who is also known as the founder of MUC Consulting group-, and Tarkosunaryo, CPA - the Chairman of the Indonesian Institute of Certified Public Accountants (IICPA).

KAP RTS recognize the importance of wider perspective in providing services to clients. Thus, KAP RTS collaborates with MSI Global Alliance, a worldwide association of independent legal and accounting firms with over 250 carefully selected member firms in 105 countries. This is to meet the demands of clients that are mainly multi-national companies with cross-border business activities. Some services provided by KAP RTS are as follows:

General Audit	Review and Compilation	IFRS Conversion Project	Audit on IFRS Financial Statement
Internal Audit	Other Assurance Services	Evaluation of the Impact of Transition	Reconciliation between IFRS and PSAK
Special Audit	Attestation IFRS Services	IFRS Due Diligence	Tailored IFRS Training

## HONG KONG

- ★ IMMIGRATION FIRM OF THE YEAR, JOHN HU MIGRATION CONSULTING



JOHN HU MIGRATION CONSULTING  
It's passion. It's different.

### John Hu Migration Consulting

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John Hu Migration Consulting is a professional immigration consulting firm in Hong Kong which has been bestowed with the Immigration Firm of the Year Award in Hong Kong in consecutive years. We are proud of our heritage and traditional values in delivering our professional immigration services and best customer values to our satisfying clients, thus making us win this Immigration Firm of the Year 2016 Hong Kong Award this year.

Working with our strategic global alliances, we provide many immigration and citizenship programs to meet our clients' needs in terms of citizenship and residence. Our experienced team of immigration lawyers and consultants endeavor to advise the best visa option for our clients. Our professional services range from personal skilled migration, family reunion, corporate staff relocation, entrepreneur startups to high net worth investor programs, as well as tax planning, real estate purchase and family settlement service.

Immigration is always a very personal. We get to know each of our clients and individual goals—and we guide our client every step of the way. Our clients rely on our immigration knowledge and guidance, thus giving them a peace of mind, personalized attention and tailored support. We constantly monitor immigration legislation changes and trends worldwide. With our high level of professionalism,

innovative technology, valuable immigration consulting and visa processing experience, we provide prompt and timely professional services and advice to our clients. We gain customer confidence through our best practices and integrity. At John Hu Migration Consulting, we do not just process visa applications – we create new opportunities for our clients who emigrate to other countries where they enjoy better quality of life, more job opportunity and better education for their children.

Our people are as committed and driven as they are passionate and caring for our clients. We foster a fast-paced, dynamic and forward-thinking environment, and we employ our professional staff who share collective values and enthusiasm for what they do.

John Hu, the founder of John Hu Migration Consulting, is an Australian and New Zealand government registered immigration consultant with many years of successful experience in processing skilled, family, entrepreneur and investor visas for Australia, New Zealand, Canada, United States, Hong Kong and other countries. John Hu Migration Consulting has been bestowed with many local and international immigration law awards due to its outstanding business performance and excellent client service quality.

## AUSTRALIA

- ★ IMMIGRATION ADVISORY OF THE YEAR, KATSAROS & ASSOCIATES
- ★ GAMECHANGER OF THE YEAR (IMMIGRATION), DIMITRIOS KATSAROS, KATSAROS & ASSOCIATES



Katsaros & Associates  
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projecting that they will sign over 265 Clients in 2016, representing a growth of over 50% in 12 months. In addition to a growth in clientele, Katsaros & Associates is currently receiving an average of 1 application approval per business day, projecting to reach over 260 approvals in 2016.

The visas that Katsaros & Associates specialises in include the following:

- Working and Skilled Visas**
  - Subclasses 457, 188, 888, 186, 187, 189, 190, 485, 891
- Student Visas**
  - Subclass 500
- Family Visas**
  - Subclasses 116, 836, 101, 802, 114, 838, 445, 103, 115, 835
- Partner Visas**
  - Sublasses 300, 820/801, 309/100
- Refugee/Protection Visas**
  - Subclasses 866, 200

Katsaros & Associates have developed their own unique strategies and processes to help their business clients prove that their need for employees are genuine. These processes include detailed and thorough Nominated Position Reports and Business Operation Reports which have contributed to a 99% applicant approval percentage.

"A **Gamechanger** changes the way that **something** is done, thought of or made; they **transform** the accepted rules, processes, strategies and **management** of business functions. They **shift behaviour, shape culture** and make clever happen."

## AUSTRALIA

★ CRIMINAL DEFENCE LAWYER OF THE YEAR, PHILLIP GIBSON,  
NYMAN GIBSON MIRALIS CRIMINAL DEFENCE LAWYERS



Phillip Gibson is one of Australia's leading criminal defence lawyers. Having over 30 years of experience in all areas of criminal law his practice now focuses solely on serious, complex, and international crime.

### Serious and Complex Crime

As a result of his experience and skill as a defence lawyer Phillip can manage and advise on the most complex cases. In the areas of traditional crime Phillip has acted in many large and serious drug matters including the largest ever importation of drugs in Australia, high profile murder trials and numerous complex fraud matters including international / transnational bribery. Phillip specialises in the following types of cases.

White collar and corporate crime  
Serious fraud  
Money Laundering  
Commercial and international drug supply  
Drug importation  
Murder

### International / Transnational Crime

With the proliferation of e-commerce and the availability of the internet to communicate and transfer money around the world many criminal investigations now involve overseas law enforcement bodies and require an ability to work on an international scale. Phillip has advised on cases involving China, U.S.A., United Kingdom, Sweden, Czechoslovakia, South



NYMAN GIBSON MIRALIS

CRIMINAL DEFENCE LAWYERS

Nyman Gibson Miralis Criminal Defence Lawyers  
Mr Phillip Gibson

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Tel: +61 2 9264 8884  
Contact: Phillip Gibson

Korea, British Virgin Islands, Hong Kong, Singapore, and New Zealand. These cases often involve assets forfeiture and multiple jurisdictions. This work includes the following:

International money laundering  
New South Wales Crime Commission (NSWCC)  
Australian Criminal Intelligence Commission (ACIC)  
Independent Commission Against Corruption  
Royal Commissions  
Transnational crime  
Cyber crime  
Extradition law  
Mutual Assistance in Criminal matters  
National Security law  
Proceeds of Crime law

Phillip appears in all courts in Australia and travels extensively outside Australia to facilitate the defence of his clients in international / transnational matters.

### Positions Held

1999 - Current: Accredited Specialist in Criminal Law  
2002 - Current: Member NSW Law Society Criminal Law Committee  
2016 - Current: Chair NSW Law Society Criminal Law Accredited Specialist Advisory Committee (assesses applicants to be accredited specialists in criminal law in NSW)

## AUSTRALIA

★ CRIMINAL DEFENCE LAW FIRM OF THE YEAR, NYMAN GIBSON MIRALIS CRIMINAL DEFENCE LAWYERS



NYMAN GIBSON MIRALIS  
CRIMINAL DEFENCE LAWYERS

## AUSTRALIA

★ CORPORATE CRIME LAWYER OF THE YEAR, DENNIS MIRALIS, NYMAN GIBSON MIRALIS CRIMINAL DEFENCE LAWYERS



NYMAN GIBSON MIRALIS  
CRIMINAL DEFENCE LAWYERS

Nyman Gibson Miralis Criminal Defence Lawyers  
Mr Dennis Miralis

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Web: www.notguilty.com.au  
Tel: +61 2 9264 8884  
Contact: Mr Dennis Miralis



Dennis Miralis is a leading defence lawyer and advisor with expertise in international/transnational criminal investigations including complex corporate crime.

Dennis has advised and acted in complex criminal matters and assets forfeiture proceedings, involving multiple jurisdictions such as China, Hong Kong, Singapore, South Korea, Mexico, Russia, England, Canada, Europe and the USA. Additionally Dennis specialises in the following niche areas of corporate and white collar crime:

- International Money Laundering Law
- International Proceeds of Crime Law
- Transnational Crime
- Cybercrime
- Encryption Law
- Extradition law
- Mutual Assistance in Criminal matters Law
- Anti-Terrorism law
- National Security law
- International and Australian Surveillance Law

Representing clients in white collar crime investigations and offences requires a comprehensive understanding of the complex legislation and the practice and procedure of regulatory and investigative bodies.

The investigation of complex white collar offences often involves multiple law enforcement agencies working across several jurisdictions to investigate, gather evidence, and prosecute frequently occurring in more than one jurisdiction.

Dennis has represented and advised Directors of corporations, employees, contractors, government office holders, foreign executives and individuals who are seeking the expertise of a lawyer who can operate internationally. Dennis appears in all courts throughout Australia and travels outside of Australia for complex criminal matters with a transnational component. Dennis is a member of:

- The NSW Law Society
- The International Law Section of the Law Council of Australia
- Law Asia
- The Australian and New Zealand Society of International Law
- The Legal Aid serious crime panel
- The Extradition Lawyers Association
- The Lawyer Network
- The American Bar Association (International Associate)
- International Law Committee
- Criminal Law Committee
- The International Bar Association
- Anti-Corruption Committee
- Criminal Law Committee
- Business Crime Committee

### General and Serious crime practice - Australian and International

Nyman Gibson Miralis is an award winning firm of specialist criminal defence lawyers and advisors based in Sydney, Australia, with expertise in domestic and international crime.

Led by Mr Phillip Gibson and Mr Dennis Miralis it has conducted some of the largest and most complex criminal defence cases in Australia and has expertise in the following areas of general and complex Australian criminal law:

Murder  
Drug importation  
Drug supply  
Money laundering  
Corporate Crime  
Fraud  
Sexual assaults  
Assaults

Nyman Gibson Miralis has an exceptional track record of appearing in leading defence cases at the cutting edge of criminal law and is the leading Australian criminal defence law firm with a specialist focus on global transnational criminal law including:

Anti-money laundering law  
Extradition Law  
Mutual Assistance Law  
International forfeiture and proceeds of crime law  
Anti-terrorism law  
Cyber-crime and e-crime law

Nyman Gibson Miralis has developed expertise in assisting individuals and entities which are being investigated in several jurisdictions, including China, Singapore, South Korea, Hong Kong, Russia and the United Kingdom, by working collaboratively across jurisdictions and formulating international defence strategies, covering investigations and prosecutions (including extradition) and the sharing of information between foreign states.

### White collar Crime Practice - Australia and International

White collar crime encompasses offences such as corporate crime, fraud, bribery (including foreign bribery), insider trading, embezzlement, taxation offences, money laundering and other dishonesty related offences which may be prosecuted by the Australian Tax Office (ATO), the Independent Commission Against Corruption (ICAC) and the Australian Securities and Investment Commission (ASIC) and the Commonwealth DPP (CDPP).

White collar crime also captures proceedings for the forfeiture and seizure of property declared to be proceeds of crime.

#### What are Nyman Gibson Miralis' main target markets?

Our clients are Directors of Corporations of all sizes, employees and contractors, government office holders, foreign executives and individuals who are seeking the expertise of lawyers who can operate in Australia but also globally.

Our clients seek us out for sound legal advice concerning negotiations with the regulators during the investigation phase but also for our experience in developing and providing legally sophisticated strategies for trial.

Representing clients in white collar crime investigations and offences requires a comprehensive understanding of the complex legislation and the practice and procedure of regulatory and investigative bodies.

The investigation of complex white collar offences often involves multiple law enforcement agencies working across several jurisdictions to investigate, gather evidence, and prosecute, sometimes in more than one jurisdiction, whilst parallel civil and criminal proceedings are often permitted.

We offer specialist capabilities in these areas including providing legal advice about compliance with Australian Anti-Money Laundering legislation.

#### What outstanding services does Nyman Gibson Miralis offer?

Our major point of difference is our transnational/international legal work and the relationships we have built working collaboratively with international partners to achieve results aligned with our clients' objectives.

# RICH IP & Co.

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**Our IP attorneys and experts have been invited by Taiwan government, institutes and universities to deliver training courses for patent examiners, IP judges, patent attorneys and in-house counselors since 1992.**

**Our professional capabilities always give our clients advantages of better quality services with more reasonable service charge.**

Rich IP & Co.

[www.richip.com](http://www.richip.com)

**S.E.A.**  
Asset Management



S.E.A. Asset Management is a privately owned boutique fund manager founded in Singapore 2007 as Asian branch of its Swiss parent. Our clients are primarily European UHNW individuals who want to get exposure to the Asian growth story with more regional investments. With our office located in Singapore, we have a unique advantage in gaining access to identifying such opportunities for our investors. In 2015, we initiated S.E.A. Funds SICAV in Luxembourg to cater to these needs. Under this UCITS compliant umbrella fund, we manage the S.E.A. Asian High Yield Bond Fund which has a daily NAV and is completely unconstrained and benchmark free. This allows our fund manager to invest in lesser known bond issuers with good debt repayment abilities. We focus on under-researched as well as under-owned high yielding bonds. Since securities tend to be less liquid than the broader market our portfolios tend to be more diversified than those of our competitors who need to take larger bets to outperform their benchmark indices. As a result of this strategy the bond fund yields higher returns coupled with lower volatility hence delivering superior risk/reward over time. In Asia independent asset managers managing funds still represent a minority. However, as small

operating unit we have the ability to offer niche products like the short duration high yield Asian bond fund. Despite the many changes in our industry, our size as a small and flexible unit means that the broader industry trends don't impact us as much as they perhaps impact large multinational fund houses. Most of our competitors' products are not unconstrained and limited by their respective benchmark limitations and rely more on brand and sales force to distribute their products which also pushes up costs. Our small size makes us more flexible and less exposed to regulatory burdens, and our decision making process concerning investments is uncomplicated and very fast. In terms of our approach towards client service, we like to see clients and staff as our partners. If a true partnership exists between the stake holders, they all can mutually benefit, and only then the relationship will grow and prosper. Looking further into 2016 and beyond, we are very confident that our company will continue to grow its assets under management. Now that our funds are registered for distribution in Singapore, Switzerland, Germany and Luxembourg we are well positioned to increase our marketing efforts and introduce the funds to a broader audience of accredited and qualified investors.

**rich**  
Patent, Trademark & Law

Patents • Trademarks • Designs  
IP Enforcement • IP Consulting

## AUSTRALIA (VICTORIA)

- ★ ESTATE PLANNING LAW FIRM OF THE YEAR, TBA LAW
- ★ WILLS AND ESTATES PLANNING LAWYER OF THE YEAR, JACQUELINE BRAUMAN, TBA LAW



Jacqueline Brauman  
Solicitor

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know multiple areas of the law and being stretched thin. She then moved to Sydney and spent a couple of years as an in-house practitioner within a large company. With this broader business experience, Jacqui returned to the country to buy her practice with the idea in mind that doing a few things really well was the key. Jacqui went on to complete her Masters Degree in Applied Law (Wills and Estates) to give the special knowledge required to specialise. She expresses her pride in her recent award as an Accredited Specialist with the Law Institute of Victoria and outlines how her focus has improved her service to clients:

"Estate planning is an area of the law where clients come to you motivated to achieve something and wanting to work with you, unlike a lot of areas of litigation where clients resent the situation they find themselves in and having to use legal services at all. Working with clients who want to work with you adds a feeling of fulfilment and satisfaction."

"My focus on estate planning has also enabled me to write a couple of papers and books, and to start speaking to other professional groups to provide valuable information to those who need it or can influence people into realising they need it. The books I have written In Case of Emergency and Death and Social Media."

**VICCA**  
CHARTERED ACCOUNTANTS

## AUSTRALIA

- ★ INTERNATIONAL TAX ADVISORY FIRM OF THE YEAR
- ★ TAX ADVISORY FIRM OF THE YEAR FOR A CONSECUTIVE YEAR



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**Noé Vicca**  
Principal and Chartered Tax Adviser  
International and Domestic Taxation and Business Services

Vicca Chartered Accountants (VCA) is a dynamic, enterprise focused consultancy firm, which is part of the international AITC tax accounting network.

Vicca Chartered Accountants are proud and excited to receive the prestigious ACQ Global Awards for 2016, "Australia - International Tax Advisory Firm of the Year" and the "Australia - Tax Advisory Firm of the Year for a Consecutive Year".

"Our hard work and dedication enables us to provide clients with outstanding service and attention. As the trusted adviser to our clients in all areas of international and domestic taxation and business services, we aim to assist clients to thrive both financially and commercially. We love to see our clients succeed and expand...we want to be part of our client's DNA".

"Our success in winning the "Australia - Tax Advisory Firm of the Year for a Consecutive Year" award, confirms our reputation for being an integral part of our client's business and their decision making process. We are delighted to have achieved outstanding commercial success in our area of expertise".

"We believe we have set new standards in the field of international tax accounting. This has been possible due to our incredibly talented team led by Noé Vicca, Principal and Chartered Tax Adviser - International and Domestic Taxation and Business Services".

Noé has been in practice for over 30 years and is constantly pursuing excellence for clients by providing comprehensive research and professional advice.

"At VCA, we pride ourselves in providing accurate, confidential and professional accounting advice to our clients and are committed to delivering relevant and current information".

2016 saw the launch of the new look VCA website. The website is designed to deliver the latest up-to-date material via the VCA Enews and the VCA Report. Highlighting relevant topics, both reports deliver the most comprehensive range of up-to-date news.

With over 3,000 followers on Twitter, "Noé's Daily Tax Tips" provide essential tax tips, news and industry developments relevant for all in business.

Keeping clients well informed is a priority at VCA. Staying current and innovative within the profession enables VCA to continue to provide clients with outstanding and personal service.

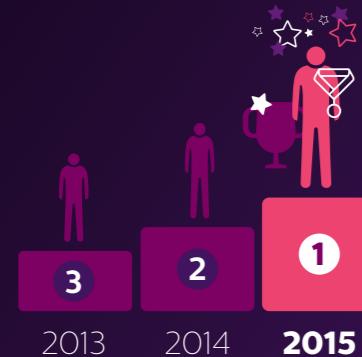
"Our success at the ACQ Global awards bears testimony to our dedication and commitment to our clients. Our experience, coupled with our professional relationships in Asia, Europe and America allows us to provide our clients with professional and commercial footing to make informed decisions".

Visit us at [www.viccaca.com](http://www.viccaca.com) to "Experience the Difference".

# Philips is the **world's largest patent applicant** at the European Patent Office



## Philips' position in the European Patent Office (EPO) ranking



Intellectual Property (IP) is a **strategic** and **value-creating** business asset for Philips and supports the company's **growth**, **competitiveness**, **profitability** and creates **new business opportunities**

## Philips manages one of the world's **largest and strongest IP portfolios**



**2,402** patent applications filed by Philips at the EPO in 2015



**Philips ranks #1 in 3 of the 10** leading technology fields at the EPO: 'Medical Technology', 'Electrical machinery, apparatus, energy' and 'Measurement'



Philips leverages advanced technology and deep clinical and consumer insights, delivering **integrated solutions to improve people's lives**

## Philips' **total IP portfolio** consists of



Patent rights



Trademarks



Design rights



Domain names

## Europe



Growth in Europe and Central Asia is estimated to have slowed to a lower-than-expected 2.4 percent in 2014 as a stuttering recovery in the Euro Area and stagnation in the Russian Federation posed headwinds. In contrast, growth in Turkey exceeded expectations despite slowing to about 3.1 percent. Growth in the region is expected to rebound to 3.0 percent in 2015 and 3.8 percent in 2016–17 but with considerable divergence. Recession in Russia holds back growth in Commonwealth of Independent States whereas a gradual recovery in the Euro Area should lift growth in Central and Eastern Europe and Turkey. The tensions between Russia and Ukraine and the associated economic sanctions, the possibility of prolonged stagnation in the Euro Area, and sustained commodity price declines remain key downside risks for the region. Long-term growth is held back by structural impediments, including weak business environments and institutions and fragile banking systems.

A stuttering recovery in the Euro Area and slowing growth in the Russian Federation have posed headwinds to developing Europe and Central Asia (ECA). Growth in the region is estimated to have slowed to a lower-than-expected 2.4 percent in 2014, from 3.7 percent in 2013. This reflected a sharp contraction in Ukraine, spillovers from weakness in Russia and the Euro Area, and slowing capital inflows.

After a sharp deceleration in 2014, growth in the region is projected to recover moderately, with growth in developing countries in the region averaging 3.5 percent in 2015–17, but with considerable divergence across countries. In the baseline scenario, the expected contraction in Russia in 2015 and gradually tightening global financial conditions are expected to be offset to some extent by a modest recovery in Euro Area demand, diminishing political tensions, and the benefits of lower international energy prices on net importers.

The balance of risks to the region's outlook remains tilted to the downside. Further escalation in political tensions with Russia, persistent stagnation in the Euro Area, or a sudden tightening of global financial conditions are key downside risks to the region's outlook.

Notwithstanding recent improvements, countries in the region face further challenges in implementing fiscal and monetary policies to counteract the projected gradual tightening of global financial conditions and weak growth in major trading partners, such as Russia and the Euro Area. A legacy of fiscal deficits and high public debt has reduced fiscal space in several countries, especially in South Eastern Europe (Albania, Serbia, and FYR Macedonia). Efforts so far to reduce public expenditure have focused on cutting capital investment rather than tackling structural rigidities such as large public wage bills and poorly targeted social benefits. Room for monetary policy easing also remains limited, especially in CEE countries where policy rates are already very low or where foreign-currency denominated debt is high. In countries facing high inflation or the risk of capital outflows further tightening may be in order to anchor inflation expectations and sustain capital inflows (Kazakhstan and Turkey).

The U.K. referendum on membership in the European Union held on June 23rd, 2016 resulted in a surprise victory of those wishing to leave the EU, as a result the Global Growth forecast was revised. The forecast for global growth this year and next was downgraded by just 0.1 percentage point, to 3.1% and 3.4% respectively. Whilst the UK saw the biggest downward revision, with expectations to grow by just 1.3% in 2017, almost a percentage point slower than its previous forecast and the forecast for growth in the euro-zone was also decreased by 0.2 percentage points.

Beyond the initial financial market volatility, the regulatory and political uncertainty associated with the Brexit process is expected to hamper growth in the U.K. and EU. Medium-term effects will depend on the extent of financial market disruptions during the exit process, and the direction of political negotiations between the United Kingdom and EU. In the absence of additional financial market turmoil, the impact on the rest of the world could be manageable. However, Brexit is a significant downside risk to regional and global growth, which could be reinforced in the medium term by rising protectionist tendencies.

Prior to the referendum, growth in the United Kingdom had already weakened, slowing to 1.8 percent in Q1. The prospects of a rebound in Q2 dimmed as both services and manufacturing confidence deteriorated. Following the referendum, the pound sterling dropped 10 percent, U.K. bank share prices declined by close to 16 percent, and the country lost its triple-A rating from S&P and was further downgraded or put on negative watch by other rating agencies. Brexit will likely result in a severe contraction of investment and activity in the second half of the year, and the flash composite PMI fell to 47.7 in July, the lowest reading since April 2009, and down from 52.4 in June. A reversal of capital inflows as a result of a loss of confidence could increase financing and currency pressures. While the Bank of England left policy interest rates on hold in July, the authorities have signaled that policy may be eased in August, helping to lower long-term U.K. government bond yields, and leave credit default swap (CDS) spreads barely higher. Growth projections for 2016 and 2017 have been revised downwards significantly following Brexit.

Growth in the Euro Area accelerated in 2016Q1 to 2.2 percent, supported by strengthening activity in Germany and France, as well as continued robust growth in Spain. Domestic demand has been a key driver of the upturn, while net exports continued to dampen activity. Growth has been supported by exceptionally accommodative monetary policy by the European Central Bank (left unchanged in July), low oil prices, slightly expansionary fiscal policies, and improved labor market conditions. The Euro Area unemployment rate continues to decline, and reached 10.1 percent in May. However, faltering confidence following the U.K. Brexit vote will likely weaken growth momentum in the second half of the year. This may encourage additional monetary policy accommodation, including an expansion of the asset purchase program and looser eligibility criteria for bond purchases.

Source: World Bank

- ★ GAMECHANGER OF THE YEAR, DR ANA ARMSTRONG, ARMSTRONG INVESTMENT MANAGERS LLP
- ★ MACRO FUND MANAGER OF THE YEAR, ARMSTRONG INVESTMENT MANAGERS LLP
- ★ MULTI ASSET FUND OF THE YEAR, AIM MULTI ASSET FUND, ARMSTRONG INVESTMENT MANAGERS LLP



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**What do you believe are the reasons behind your success?**

AIM is extremely proud to be the recipient of this award, as it demonstrates our commitment to providing a leading UCITS solution for the multi-asset investment product range. Our business has strengthened across the board in terms of team, our distribution network and indeed the proprietary investment strategies we employ. Our strict focus on risk management has ensured we are always well placed to deal with volatility shocks, while still generating returns for our clients.

**How important do you believe awards like this to be, both to individual businesses like yourselves and to your wider industry?**

In the ever-growing and increasingly competitive investment landscape, investors (and their advisors) face a much tougher task in finding the right opportunities or solutions that most suit their requirements. Awards like this go a long way in helping to establish a connection between the investor and the established managers who are best suited to providing the solutions they are seeking.

**Please give us a brief overview of Armstrong Investment Managers LLP, your clients and the services you offer?**

AIM is a FCA regulated asset manager, which is focused on providing structured financial solutions to a diverse international client base. AIM has an in-house team of award winning fund managers and analysts that create excellent results for our clients. Our focus is to ensure that whatever solutions we provide to clients, that these solutions achieve a practical, successful and sustainable financial result for the future. Our team is expertly managed by Dr. Ana Cukic Armstrong, an investment professional with over 20 years of financial institutional experience. With her leadership, the Armstrong team strives to combine the experience and reliability of an institution, with the client-focus of a boutique firm.

**Our services include:**

- Structured solutions to increase liquidity for existing portfolios
- Liquidity solutions to private equity investors
- Access to an existing Multi Asset fund, an award Global Macro fund and a UK OEIC
- Funds to an Irish UCITS/QIAIF platform onshore
- Segregated managed accounts

**While working on a fund, what measures do you take to ensure that it performs to its full potential and beyond?**

AIM start with the risk budget of a fund. The weight of each position is determined on the basis of the level of conviction and its marginal contribution to risk. Risk is used interactively in portfolio construction. We apply the quantitative models that we have been developing over the last 20 years to identify the best investment opportunities.

**What is your philosophy behind client service? How do you maintain the high standards you set yourselves across your company?**

Our investment process is built on a set of key beliefs:

- The pursuit of excellence requires significant investment in human capital.
- The interaction of model driven trade and discretionary beliefs is the key to long run out-performance.
- Peer reviewed research and development are required to identify strategic opportunities.
- Our research mandate focuses on:

(i) Generating superior alpha by identifying asset pricing anomalies;

(ii) Generating superior returns by harvesting risk premia within ex-ante volatility bounds.

- Our investment mantra allocates between contrarian and trend following strategies, value/growth and carry investing, within and across asset classes.
- Inflation is the ultimate destroyer of long run purchasing power. Real diversification is a key component of our investment beliefs.

**While working in an industry that is constantly changing, what measures do you take to ensure that you are at the forefront of any emerging developments and trends?**

AIM work closely with academic developments and concepts that involve the asset allocation, quantitative modelling, risk premia, portfolio construction and risk management. We have developed the following risk premia strategies:

- Cross-sectional momentum (across US, UK and EU equities)
- Time-series momentum (across FX, Commodities and EQ Index futures)
- Carry (within FX and Commodities futures markets)

These strategies have delivered a robust return during the recent market sell-off.

**What makes your firm unique? How do you distinguish yourselves from your competitors, and present yourselves as an exclusive option for your clients?**

AIM's experience and expertise has allowed us to remain flexible and open to the requirements of all investors. Our knowledge of UCITS products puts us ahead of the increasing number of firms who are rushing to provide similar solutions. Dr. Ana Armstrong's core strengths in asset allocation and risk management, developed over 20 years, provide clients with the assurances they need that their capital is protected and managed to the highest standard.

**Tell us about the culture within your company and the things you do to maintain and develop it. How does it influence your interactions with and results achieved for your clients?**

Dr Armstrong has fostered an environment of collaboration and knowledge sharing across functions, where each individual brings different expertise to the each of the investment, operational and distribution efforts. The variety of background and strengths ensures a diversified outlook is utilised when filtering towards each decision, but crucially also significantly lowers any key-person operational risks in the company.

**What have been the most prevalent trends in your industry over the past 12 months?**

The robust portfolio solutions will focus on cross sectional models that are long and short different market segments. Asset allocation calls are increasingly difficult to make and there has clearly been an increase in the demand for multi asset products that can invest across different asset classes.

**What does the future hold for your firm? What plans do you have to both maintain and build upon your success?**

- Further development of intellectual property, focusing on quantitative and empirically tested investment models.
- Expansion to other markets including the Middle East and Asia.



*"I am delighted to have been named as the Winner of the prestigious UK Commercial Barrister of the Year 2016 Award of the ACQ Global Awards. Whilst the award is entirely unexpected, along with it comes recognition at a time when my singular focus remains to continue to strive to provide the best client service and care that I can, to my professional and lay clients in helping them to achieve their commercial objectives".*

#### Recognition - Scholarships and Awards

This prestigious win culminates in a uniquely rare multitude of recognition of excellence that Ashraf has demonstrated. Over the last decade he has been recognised for his achievements through scholarships and awards. Scholarships from Lincoln's Inn, BPP University and the University of Oxford. He considers himself fortunate to have earned recognition also through awards. The Acquisition International Legal Awards named Ashraf, Winner of the Best Commercial Barrister of the Year 2015. This year the Finance Monthly Global Awards also named him the Winner of the UK Commerce and Business Barrister of the Year 2016. He is also a recipient of the International Advisory Experts Award 2016.

#### Commercial Specialism

The nature of Ashraf's practice is commercial and he is also instructed to appear in the UK Supreme Court in landmark commercial cases. These involve the UK and international governments on the serious question of state immunity on British soil within a commercial context. The outcome of these cases is inevitably likely to have a significant impact upon the activities of foreign states in the UK. Naturally, Britain's international relations and thereby, international trade deals particularly post Brexit are also likely to be impacted.

Ashraf specialises in working with small and medium sized companies, entrepreneurs and owner-managed businesses as well as energy start-ups. Predominantly in the UK and with those who have UK based interests. He works with solicitors and industry clients both lay and professional from a diverse background. Others include those at the cutting edge of the automotive, energy and transport sectors.

Ashraf undertakes banking advisory work as well as commercial and chancery litigation. His work includes advice on loan and facility agreements, particularly involving transport infrastructure as well as projects where land is being procured / or provided for the development of facilities such as solar power plants and waste to energy.

Ashraf also considers rail, marine and automotive to be intrinsic segments of the transport sector, within which he has been involved in some of the most cutting edge technological developments and knowledge. These include projects around harnessing the power and potential of hydrogen as a clean and emission-free power-source thereby being an undeniable future-fuel.

#### World-First Public Private Partnerships

Ashraf as sole legal Counsel has been working on the establishment of two world-first projects of significant global footprint and social impact. The first was the transport infrastructure emissions monitoring programme, delivered during the spring of 2015 in West Africa. It was unique also in that it brought together multiple private technology partners as well as public bodies and governments. It was a complex multi-party and multi-faceted international public private partnership project particularly because it was part funded by a development bank and supported by the United Nations Framework Convention on Climate Change (UNFCCC), and therefore required a significant understanding and balancing of commercial risks against the goals and ambitions of the project.

The second, project was to create a world-first 'Green Bond' for transport infrastructure, designed specifically to reduce emissions from internal combustion engines, used in the automotive, rail and marine sectors. As a result, Ashraf identifies as having a penchant for multi-faceted-multi-party projects.

"Much of my commercial projects related work has a social impact. It has taken me on a journey to future and alternative fuels such as hydrogen, as a future-fuel, today", says Ashraf.

As part of his commercial work, Ashraf makes legal matters less onerous by making his services a 'de-stress purchase'. Alongside his commercial litigation work, matters such as advising on and drafting contracts has become second nature.

Ashraf's corporate finance includes the provision of commercially sound as well as strategic corporate finance advice. Where necessary Ashraf often works with a team of internal / external specialists and advises on company work, mergers and acquisitions, banking and finance, insolvency, recovery and of course, capital projects.

As a commercial litigation man, when disputes arise, Ashraf's usual approach is to take a pragmatic yet robust approach to resolution. Either through alternative dispute resolution or court litigation. He advises clients on a variety of commercial disputes including partnership disputes, shareholder claims, defamation, professional negligence, insolvency matters and claims, property and trusts as well as intellectual property law matters.

#### International capabilities

As an international barrister Ashraf collaborates with outstanding practitioners from other jurisdictions and those in industry across the globe. These so far range from the automotive, banking and commodities sectors.

Ashraf has extensive experience of advising on international transactions and cross-border issues. He works across multiple jurisdictions where appropriate, with independent international law firms and former members of the judiciary, providing clients with a world-class service.

Ashraf provides commercially-focussed pragmatic practical law advice built on the foundations of sound commercial judgment, which his clients appreciate. He openly attributes his success to sheer hard work and of course, his clients.

- Arbitration & ADR
- Business Law
- Banking
- Chancery / Commercial

- Civil Fraud
- Company
- Disputes
- EU Law

- Judicial Review
- Insolvency
- Intellectual Property
- Investment Banking

- Islamic Finance
- Property
- Public International Law
- Trusts

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**It is another to deliver it.**

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For more details, contact  
[nicholas.howard@aecom.com](mailto:nicholas.howard@aecom.com)

**aecom.com**

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## LUXEMBOURG

- ★ ASSET MANAGER OF THE YEAR, CARLISLE MANAGEMENT COMPANY SCA
- ★ EUROPEAN LONG-TERM GROWTH FUND OF THE YEAR (LUXEMBOURG LIFE FUND FCP SIF), CARLISLE MANAGEMENT COMPANY SCA
- ★ GAMECHANGER OF THE YEAR (FUND MANAGEMENT), JOSE GARCIA, CARLISLE MANAGEMENT COMPANY SCA



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Please visit our new fund research site at: [www.luxlf.com](http://www.luxlf.com)

Carlisle Management Company SCA is a full-service, regulated investment management firm that specializes in alternative asset classes and has particular depth in life settlements. Carlisle is based in Luxembourg, where it established its headquarters and fund domicile to take advantage of the country's stringent and well-regulated financial systems in the alternative asset space. The firm emphasizes a comprehensive full-service management approach, and as a result it performs a wide range of tasks over the entire life cycle of its investment vehicles. The Carlisle team is comprised of accomplished senior executives who collectively bring more than six decades of investment experience across multiple industry sectors to the management of the firm's investment products and strategy. Carlisle has experienced exponential growth since its inception, and has garnered a reputation as a pioneer and market leader for investment solutions in the life settlements space.

Carlisle's strategy involves delivering a razor-sharp focus on the asset classes in which it invests, and the application of this focus on life settlements has been a significant factor in its success. After years of assisting institutional clients in the development, structuring, and management of captive investment vehicles, Carlisle's principals realized that the lack of viable investment products in the space afforded them an excellent opportunity to fill the void for this minimally correlated asset class. From this realization was born their flagship investment vehicle, the Luxembourg Life Fund FCP SIF: Long Term Growth Fund. In the years since that fund's introduction, the life settlement industry has grown at a phenomenal rate and Carlisle has been well positioned to help its investors take full advantage of these gains through its unwavering attention and expertise across all areas of the industry.

Carlisle puts significant emphasis on designing investment products that meet the demanding needs of its diverse and discerning investor base consisting of institutional investors, financial intermediaries, and high net worth individuals. As an example, in order to provide the increased transparency that many of its investors require the firm offers open-ended funds using mark-to-market valuation systems involving trusted independent service providers at key steps of the process, thus creating that necessary transparency. Carlisle also works to ensure their products are tax-optimized, have strong yet efficient organizational structures, and include all necessary regulatory oversight.

Two of the firm's other key differentiators are its well defined processes for sourcing, underwriting, and valuing life settlements, and its long-standing relationships in the life settlements marketplace. These aspects have allowed Carlisle to excel among its peers in areas such as product acquisition and portfolio management. In order to help improve the long-term prospects of the market, the firm is very active promoting consumer education on life settlements to seniors and insurance providers. Carlisle also continues to innovate in the space by developing new products on both the supply and the investment product sides, while continuing to grow its network of service providers and acquisition sources.

It is through these strategic initiatives, its exclusive focus on life settlements, and its dedication to designing investor-friendly, innovative, and robust investment vehicles that Carlisle has positioned itself to remain a market leader in the life settlements investment market for many years to come.

- ★ AIM ADVISORY LAW FIRM OF THE YEAR, KERMAN & CO LLP
- ★ COMMERCIAL LAWYER OF THE YEAR, MICHAEL CORCORAN, KERMAN & CO LLP
- ★ CORPORATE LAWYER OF THE YEAR, DANIEL O'CONNELL, KERMAN & CO LLP
- ★ DIVERSITY LAW FIRM OF THE YEAR, KERMAN & CO LLP
- ★ ENERGY LAW FIRM OF THE YEAR, KERMAN & CO LLP
- ★ GAMECHANGER OF THE YEAR, ANDY KERMAN, KERMAN & CO LLP
- ★ MID-SIZED LAW FIRM OF THE YEAR, KERMAN & CO LLP
- ★ OIL & GAS LAW FIRM OF THE YEAR, KERMAN & CO LLP
- ★ RETAIL & LEISURE LAW FIRM OF THE YEAR, KERMAN & CO LLP
- ★ SPORT LAW FIRM OF THE YEAR, KERMAN & CO LLP

Kerman & Co LLP is delighted to have received 10 ACQ Global Awards this year.

These awards demonstrate the firm's continuing success and drive to work alongside its clients to ensure they achieve their personal and commercial objectives.

#### About Kerman & Co

Kerman & Co is a medium-sized commercial law firm with offices in London and Dublin. The firm offers a range of legal services which are a match for those of much larger firms

All matters are led by experienced and commercially astute partners committed to ensuring the best possible outcomes for their clients. Hands-on partners structure their teams and work according to clients' individual requirements to ensure efficiency.

#### Our clients

While the firm has a diverse client base, we specialise in working with small and medium sized listed companies, entrepreneurs and owner-managed businesses. Over the years the firm has developed a strong understanding of the challenges facing these types of businesses. Sporting bodies and well-known individuals also instruct the firm.

#### Areas of expertise

**Commercial Matters:** Growing and developing a business takes time and hard work. Kerman & Co regularly advises entrepreneurs and established businesses on a range of commercial matters including commercial contracts, intellectual property rights and licences, support agreements, joint venture agreements, e-commerce matters, privacy issues and data protection. By providing straightforward, actionable advice we make legal matters less onerous, allowing clients to focus on what they do best; managing their business.

**Corporate Finance:** We provide creative and strategic corporate finance advice and have a team of specialists who regularly advise on AIM and public company work,

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mergers and acquisitions, banking and finance, insolvency and recovery and venture capital projects.

**Litigation:** When disputes arise, our experienced litigation team takes a robust approach to resolving them, whether through the courts, or using alternative dispute resolution such as arbitration, mediation or expert determination. The team has advised clients on a wide variety of commercial disputes including partnership disputes, minority shareholder claims, defamation, professional negligence, intellectual property and media related cases.

**Commercial Property:** We provide our clients with a full range of property services including investment acquisitions and disposals, landlord and tenant, development work, secured lending and advice on the structuring of property acquisitions.

**Employment:** We advise on all employment law matters, from day to day HR matters to restructurings, TUPE, disciplinary proceedings, dismissals, settlement agreement and employment tribunals.

**Sport:** Our Sports practice is recognised as being among the best in Europe. The team has led ground-breaking work involving complex litigation on issues such as competition, ticketing and doping. As a result of its dynamic approach, as well as its experience in advising on all aspects of sports law, the team has developed an outstanding list of clients, including some of the world's greatest sporting events and individuals.

**Private Wealth:** Our private wealth management team pulls together experts in private client, high end residential property and family law to provide clients with a highly tailored, holistic approach to succession planning and wealth management.

#### International capabilities

The firm has extensive experience advising on international transactions and cross-border issues. Through our membership of Alliuris, an international network of independent law firms, we can provide clients with joined-up advice across multiple jurisdictions.

- ★ M&A LAW FIRM OF THE YEAR, ABR AVOCATS



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procedures before the Swiss Financial Market Supervisory Authority (FINMA), compliance with rules of conduct and other capital market regulations, as well as anti-money laundering compliance.

ABR Avocats regularly represents its clients before Swiss courts as well as in commercial arbitration proceedings in Switzerland and abroad. The firm's partners have acted as counsel in numerous international arbitration proceedings, both ad hoc and institutional, covering a wide range of matters, including banking and finance transactions, mergers and acquisitions, shareholders agreements, joint ventures, licence and distribution agreements, sales of goods, maritime transport and construction projects.

## ABV ADVOGADOS | ALVES, BOTELHO, VARELA & ASSOCIADOS

Sociedade de Advogados R.L. | Law firm

### / PORTUGAL | INDEPENDENT LAW FIRM OF THE YEAR

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F. (+351) 213 882 554  
E. geral@abvlegal.pt  
[www.abvlegal.pt](http://www.abvlegal.pt)



### 1 / INTRODUCTION

ABV ADVOGADOS is an independent law firm based in Lisbon. Our team of experienced and technically proficient partners and associate lawyers will ensure quality, speed and positive outcomes for our clients.

The firm's activity covers the main areas of the Law. Apart from Portugal, we also provide legal advice together with our local partners in the Portuguese-speaking African countries.

### 2 / OUR APPROACH AND VALUES

ABV ADVOGADOS is a boutique law firm focused on its clients' interests.

We believe that only a close relationship with our clients and our partners, based on extensive knowledge of their situations and needs, can enable us to respond and satisfy their interests effectively.

Our lawyers are highly specialised in specific areas of the Law, ensuring clients enjoy the benefits of people who have a profound, up to date knowledge of the latest laws and regulations affecting their business.

Wherever in the world we are operating, our lawyers are committed to the highest standards of professionalism and ethics.

### 3 / MAIN AREAS OF PRACTICE

- / Company Law and Corporate, including M&A
- / Real Estate and Construction
- / Banking and Finance
- / Labour and Employment law
- / Oil and Gas, particularly in Angola and Mozambique
- / Private Client Area, including immigration and nationality matters. In this regard, we work specifically with the Portuguese Golden Visa program and the Portuguese tax regime for non-habitual residents.

### 4 / INTERNATIONAL

In addition to our activity in Portugal, the firm actively supports many companies involved in international projects, particularly in Angola, Cape Verde and Mozambique, jurisdictions where we have vast experience and strong local partnerships.

Our membership of leading international alliance of professional firms Alliott Group enables us to serve our clients not only in Portugal and the other jurisdictions where we typically operate, but also in the 70 countries where Alliott Group has members.

## GERMANY

- ★ BOUTIQUE MERCHANT BANKING FIRM OF THE YEAR, ACXIT CAPITAL PARTNERS
- ★ MID-MARKET M&A ADVISORY FIRM OF THE YEAR, ACXIT CAPITAL PARTNERS
- ★ DISTRESSED M&A ADVISORY FIRM OF THE YEAR, ACXIT CAPITAL PARTNERS



**ACXIT** CAPITAL  
PARTNERS

ACXIT Capital Partners is a leading international corporate finance and investment advisory firm for mid-market clients and entrepreneurs in Europe and beyond. As an independent, privately owned firm we maintain offices in Frankfurt, Berlin, Munich, Zurich, Vienna and Hong Kong as well as strong alliances in China, India and the USA.

Since 1998, we offer our clients comprehensive corporate finance advisory services including M&A and capital markets advisory as well as restructuring, debt and strategic advisory. To date, we have completed more than 350 transactions with a total deal/financing volume of approx. EUR 17bn.

Our clients are corporations, family-owned businesses, entrepreneurs, financial sponsors and family offices. While our home market is in the German speaking region, most clients are international and transactions cross-border. We assist clients from early in the process in investment decisions and corporate transactions (e.g. feasibility, de-risking, restructuring) until post transaction (e.g. post-merger integration, transitional services). Our advisory expertise is founded on an in-depth understanding of the key industries served by our company, covering both the industrial and technology sectors. We have successfully advised clients in Internet & Media, Software & IT, Mobile & Telecom, Healthcare & Pharma, Retail & Consumer Goods, Real Estate and General Industries.

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Our senior partners each have over 20 years of international investment banking experience, having worked for investment banking firms in Frankfurt, London and New York as well as on transactions worldwide. In addition, they have held corporate leadership positions in the industry, combining cross-over skills in advisory capital markets and investment activities.

The firm and its partners dispose of a broad international network in the business and financial community. We combine relationships with corporates with access to specialist equity and debt investors, be it private or public markets capital. We draw on these networks to craft bespoke innovative financing and investment solutions free of potential conflicts.

ACXIT's highlight transactions comprise e.g. the Trade Sale of Career Partner to Apollo Education Group for USD 117m in December 2015 (the largest transaction in the European online higher education); the Trade Sale of Grohe to Lixil Corporation and Development Bank of Japan for EUR 3.06bn in January 2014 (largest ever Japanese investment in Germany), and the successful European sector consolidation in the nursing care market, acquiring 6 facilities in Germany, Austria and Switzerland for French ORPEA Group throughout 2014 and 2015.

## BELGIUM

- ★ BUSINESS CRIME LAW FIRM OF THE YEAR, AFSCHRIFT LAW FIRM
- ★ INTERNATIONAL TAX LAW FIRM OF THE YEAR, AFSCHRIFT LAW FIRM
- ★ LAWYER OF THE YEAR, MRS. MURIEL IGALSON, AFSCHRIFT LAW FIRM
- ★ PERSONAL LAW FIRM OF THE YEAR, AFSCHRIFT LAW FIRM
- ★ TAX LAW FIRM OF THE YEAR, AFSCHRIFT LAW FIRM
- ★ TAX LAW FIRM OF THE YEAR, AFSCHRIFT LAW FIRM



AFSCHRIFT (listed many times among prominent corporations and firms worldwide, in [www.worldfinance100.com](http://www.worldfinance100.com)) is a multi-awarded boutique law firm established in the first place in Brussels in 1994.

Strong of an immediate success, the firm established offices in Antwerp, Geneva, Fribourg, Luxembourg, Madrid, Tel Aviv and Hong Kong.

The firm provides state-of-the-art tax legal services to its clients, while respecting the highest standards of integrity and professional ethics.

Thierry AFSCHRIFT, professor at the Free University of Brussels, one of the most well-known tax lawyers in Europe, is the founding and Managing partner of the firm. He is also in Belgium, the founder and Chairman of the Tax Management School-Solvay Brussels School of Economics and Management and deputy Judge at the Court of Appeal in Brussels.

Muriel Igalon, a lawyer and university professor, leads the firm's real estate practice and is considered as one of the most prominent lawyers in her field. She has participated in the most important real estate transactions of the last years and also concentrates on complex planning of real estate assets and relevant tax litigation.

AFSCHRIFT's lawyers engage in all matters (international) business law and more specifically tax and international law, cross-border mergers and acquisitions, international tax planning and optimization,

consultancy and litigation, as well as consultancy on taxation related to financial instruments.

The firm's lawyers participate actively to most of the conferences on tax topics organized either by Belgian or foreign universities, private companies or the Bar.

The firm is famous for its creativity in the field of tax and estate planning for individuals; notwithstanding today's particularly difficult legal and economic environment, where governments through Europe constantly set new tax measures, AFSCHRIFT's lawyer help their clients to overcome difficulties and prepare the future in the most advantageous tax way.

The firm's clientele also includes industrial and commercial companies, Luxembourgian, Swiss and Belgian banks, as well as companies established outside of Belgium. Due to the partners' expertise on European tax law, as well as their specific knowledge of Swiss, Belgian, Luxembourgian, Spanish, Israeli and Hong Kong companies and tax law, AFSCHRIFT's lawyers are in position to help companies to achieve the best optimization of their tax situation.

Furthermore, this allows the firm to achieve a high level of confidentiality and a highly personalized service, and also to create a privileged client-attorney relationship, in order to provide services tailored to the client's needs, personal/corporate/geographical situation and country of residence or establishment.

This is very important for the firm, as its main activity is tax consulting and patrimonial restructuring and planning, implicating the legal use of various foreign structures in order to achieve tax optimization, whether it concerns direct or indirect taxation (inheritance and gift taxes).

## A leading Nordic dealmaker

Anecta Translink provides M&A-advisory to entrepreneurs, mid-cap corporates and private equity companies in Sweden and the Nordic market. As a member of the global Translink-network Anecta provides local coverage and cross-border dealmaking capabilities in +30 countries throughout Europe, Africa, Americas, China, India and Australia.

### Anecta-Translink:

- M&A advisory from 4 offices in Sweden (Stockholm, Malmö, Gothenburg and Jonkoping)
  - Broad sector experience – including Healthcare and education services, engineering, TMT and e-commerce, wholesale and distribution etc.
  - Team of dealmakers with operational experience from CEO and CFO positions in numerous industries - +100 closed deals.
  - No. 3 mid-market dealmaker in Nordic cross-border deals\*.
  - Local offices throughout most European countries by Translink-network.
- \* No. of Nordic cross-border deals H1 2015, Thomson Reuters

For more information about us, please visit [www.anecta.se](http://www.anecta.se) or <http://www.translinkcf.com/offices/europe/sweden/> or contact Niklas Wilhelmsson, cross-border director at tel: +46 410 426 44.



### Stockholm

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SE-182 33 DANDERYD

### Gothenburg

Varlabergsvagen 29  
SE-434 39 KUNGSBACKA

### Malmö

Adelgatan 6  
SE-211 22 MALMOE

### Jonkoping

Vastrastorgatan 12  
SE-553 15 JONKOPING

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**TL TRANSLINK**  
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## AUSTRIA

- ★ INTERNET & E-COMMERCE LAW FIRM OF THE YEAR, ATTORNEY AT LAW DR. JOHANNES ÖHLBOCK LL.M
- ★ ECONOMIC LAW FIRM OF THE YEAR, ATTORNEY AT LAW DR. JOHANNES ÖHLBOCK LL.M



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magazines and books in the legal field, as well as commentaries for the legal profession. The law offices of Dr. Johannes Öhlböck LL.M. has already received a number of awards and counts among the most popular employers and law offices of Austria. Credentials:

"Johannes Öhlböck is hard working, competent, digging, relentless, and capable of understanding and forging relationships with people of all backgrounds. I have known Johannes as a Vienna attorney for months after filming historical documentaries in Austria and Czech Republic. Johannes has overseen technical and other experts for film production including Russian, American, Austrian, and German citizens with multiple languages spoken. His expertise has included investigations, documentation, regulation and compliance, business, film production, and many other duties."

John Richardson, MD Dr. Johannes Öhlböck LL.M. formulates his policy guideline as follows: Comprehensive legal advice is the focus of my services. Trust, integrity, reliability and competent solutions form the basis of cooperation with my clients.

I accompany you on your road to success. This road commences for me not only upon initiating or defending against measures of courts of law or authorities, but already in the run up with out of court consultancy. The objective to this effect is to jointly work out creative solutions in the individual case. Creating profit and added value for you and your business forms the focus of my activities as attorney at law.

- ★ INTERNATIONAL OFFSHORE FUND SPECIALIST OF THE YEAR, AUGENTIUS
- ★ INDEPENDENT PRIVATE EQUITY & REAL ESTATE ADMINISTRATOR OF THE YEAR, AUGENTIUS

# AUGENTIUS



**Augentius**  
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Augentius is one of the largest independent Private Equity and Real Estate Administrators in the world. With 8 international offices, Augentius is the only truly global player in the sector, responsible for the administration of 394 funds and servicing over 10,000 investors located across 106 countries.

We have built a global platform for the business, with operations throughout the US, Europe and Asia. Augentius is in the locations that our clients need and want us to be in. With six operational offices around the globe supported by two operational centres Augentius is positioned to continue to grow and deliver the levels of service that our clients expect from us. Similarly, throughout the year we continued to develop new solutions to meet our clients' needs. We further expanded our solutions to provide Regulatory Compliance in the UK.

Our business environment is changing quicker than ever. The needs and wants of our clients are changing. We have worked together with our clients, delivering the solutions that they need and want. The increasing number of clients moving from other fund administrators to Augentius is testament to the quality of service delivered.

People like doing business with people and Augentius' clients are no different. It is imperative that we have some of the best people in the industry, or create some of the

best people in the industry and that's exactly what we do. Our management teams across the world are experienced professionals. They help and guide our clients through complex issues supported by our Technical Team, a group of industry experts, all originating from "big 4" firms and themselves with over 85 years of expertise.

Our Client Service teams are some of the best that there are in the industry. Specialised in Private Equity and Real Estate funds, their knowledge and expertise is second to none. But as an ever expanding business we are constantly growing our Client Service teams across the globe. The Augentius Training Team help and guide our staff through the complexities of Private Equity and Real Estate funds, supporting and enhancing the training delivered by our online training. Our proven training develops our staff into the experts that they become.

Successful business technology lies at the core of Augentius. During 2015 we completely restructured our infrastructure to accommodate our continued growth. Augentius doesn't develop technology, we select the best in breed available. This enables us to integrate multiple solutions and provide a level of technological solutions not generally available to clients. As technology develops Augentius will continue to invest and develop solutions to meet the ever changing environment.

## IRELAND

- ★ BUSINESS RESTRUCTURING ADVISORY FIRM OF THE YEAR, AVERIAN GLOBAL



Averian Global – Alan Carey, Chief Executive  
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Offices in Dublin, London, New York and Dubai

Averian Global was established in 2008 to meet the needs of clients undergoing organisational or strategic change. The firm has grown organically and through acquisition (most recently Bridgewater Management in Ireland) to become one of the leading consulting firms in Europe and the Middle East offering Strategic, Technical and Solution Consulting to clients of all sizes.

Averian Global now helps meet the needs of the world's largest companies experiencing strategic challenges and undergoing significant business transformation. Since formation, the company has built a client base of successful SME's, multinational and blue chip clients. Averian has been instrumental in adding significant value to these organisations and has a track record of success across many sectors to include Pharmaceutical, Biotechnology, Financial Services, Insurance, Utilities and Telecommunications.

Our team of experienced and dedicated strategy professionals are chosen for their broad range of skills and are expected to have practical hands on entrepreneurial experience allied with sound academic knowledge.

Our consultants have experience in delivering business strategies, transformation and organizational change programmes. Through our innovative 'CSI' offering (C-Suite Initiatives) we focus on the achievement of business value along with very strong analytical and communication skills which enable us to manage change initiatives to solution delivery. To date we have created initiatives valued at over \$1bln for our clients. On our Technical side, we have built specialist SWAT teams – experts in Software

Analysis and Testing to ensure clients position only the best and most appropriate solution to meet their needs.

Averian has also recently acquired BusinessChallenger.com, an innovative cloud based solution to provide consistent and expert reviews of business documents in order to remove ambiguous or vague requirements within initiatives from the earliest possible stage. This solution is currently in use amongst several Enterprise Support agencies and bodies across Ireland and the UK.

At Averian, we understand the link between People, Process and Technology – we build on this and develop practical workable solutions through strategic guidance, business analysis, design, planning and solution delivery. It is our passion for helping businesses grow that makes Averian the best there is.

### Areas of Expertise:

Our service offerings are as follows –

- Strategy / Business Model Development / CSI – C Suite Initiatives
- Technical and Solution Design and Programme Management
- SWAT – Software Analysis and Testing
- Financial/Accounting Services/ PMO / Test Services
- Business Restructuring – Operational, Organisational, Strategic
- Business Planning and Feasibility Studies
- Training & Business Mentoring



# AVONDALE

## BUSINESS SALES ACQUISITIONS STRATEGY

Avondale is the deal adviser and M&A strategist of choice for owner managed and privately owned corporate businesses planning to sell or acquire both in the UK and internationally.

- Totally focused on enhancing value and building sustainable competitive advantage.
- Institute of Directors' selected M&A provider.
- Highly experienced team.
- Consistent track record of exceeding projected values.
- Winner of 14 industry M&A awards in 2016 and 13 in 2015.

**www.avondale.co.uk 01737 240888**



**BADET ALEXANDRU**  
ATTORNEYS AT LAW

## ROMANIA

- ★ CLIENT CARE LAW FIRM OF THE YEAR, BADET ALEXANDRU ATTORNEYS AT LAW
- ★ BOUTIQUE LAW FIRM OF THE YEAR, BADET ALEXANDRU ATTORNEYS AT LAW
- ★ BOUTIQUE COMPANY FORMATION & ADVISORY LAW FIRM OF THE YEAR, BADET ALEXANDRU ATTORNEYS AT LAW
- ★ BOUTIQUE FULL SERVICE LAW FIRM OF THE YEAR, BADET ALEXANDRU ATTORNEYS AT LAW



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Our clients tell us that our professionalism, ability to tackle complex problems and strong emphasis on communication are the reasons why they work with us. We are proud of our creative and fresh approach and aim to continue investing in improving our service.

### Some of our Recent Deals:

- Acting for shareholders in the formation of a Romanian airline.
- Providing opinion letters for international banks in relation to approved documentation in respect of Romanian law.
- Advising major property company in respect of recapitalization of share capital.
- Advising major international contractor in relation to contracts with Romanian Government.
- Acting on advising foreign investor on corporate issues.
- Acting for a number of investors in respect of real estate purchases in Romania.
- Advising a major company in the field of the security systems regarding the unfair competition.
- Advising and representing a major international construction company in the litigation consisting in the recovery of the prejudice caused during the construction works by the client's subcontractor.
- Advising and representing a company in the domain of selling of agriculture equipment in different litigations concerning the insolvency procedure against the debtors, recovery of debts, labor litigations.

- ★ NICHE CONSULTANCY OF THE YEAR (COMMERCIAL BIDS / TENDERS), BID DYNAMICS

## Bid Dynamics®

Proposals that inspire and sell  
[www.bid-dynamics.co.uk](http://www.bid-dynamics.co.uk)



Sharon Pink

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### Supporting companies through mergers and acquisition

#### Core to the Bid Dynamics value proposition is the team's knowledge and expertise of the challenges and opportunities facing companies during merger and acquisition or relocation.

Sharon Pink, founder and director of Bid Dynamics, explains: One of the greatest challenges for any bid organisation is keeping bid and proposal development running steadily while the company goes through a merger, acquisition or major relocation. Even before that, though, with the knowledge we have built up of our clients' bids and tenders and their overall value proposition and marketing and sales communications, our teams have been able to help clients put together that all-important sales prospectus and a range of communications for potential buyers.

Through our extended associate network we work closely with M&A professionals, making sure that we understand changes and trends in the industry that relate to the sectors where our own clients operate.

Once a sale, acquisition or merger is underway, whether you are staying as a self-contained division within a new company or undergoing a full integration of people and processes (with or without the complications of a physical move), your bid deadlines don't care what's going on around you...and the potential for disruption is huge! You don't want to miss out on business opportunities while your company and your people may be in transition.

We have supported bid teams and proposal centres through probably every permutation of this challenge. As a result, we know how important it is for business owners that their people feel supported throughout, while every bid gets the right level of attention – and gets in on time!

With change management and communications professionals in the Bid Dynamics team, we can help our clients make sure that every aspect of the merger or integration is fully planned and covered so nothing is missed. This takes into account all current and upcoming bids so that these are resourced effectively and will maintain core quality and delivery standards.

We can provide skilled and experienced resources to cover every role in the bid or integration team – this is a key differentiator.

Our HR and organisational development (OD) experts help clients assess their bid support capability, organisation and teams to prepare for a merger or integration, identifying and putting in place the optimum organisation for the new company and operating environment. Also as part of TUPE transfers, we help assess skills and competencies to identify skills gaps and training needs to bring people up to the levels required.

Our targeted integration services include coaching and mentoring in live bids to bring the new teams together. This is particularly valuable when companies are bidding in consortium or setting up joint venture operations that may include special purpose vehicles for the particular bid. With strong expertise in commercial management and deal-making, the Bid Dynamics team supports clients across the full range of pre- and post-sales activity.

- ★ MULTI-STRATEGY ASSET MANAGEMENT TEAM OF THE YEAR, BMO GLOBAL ASSET MANAGEMENT
- ★ MULTI-STRATEGY FUND OF THE YEAR (F&C DIVERSIFIED GROWTH FUND), BMO GLOBAL ASSET MANAGEMENT



### ACQ5 interviews Keith Patton, Director, Multi Strategy Investments

#### What our business does

BMO Global Asset Management is the asset management arm of BMO (Bank of Montreal), one of Canada's largest banks.

Today, we manage over €200 billion\* in assets, with more than €88 billion of this managed out of the EMEA region. We offer a truly global service, operating in 29 cities and 18 countries. Our clients have access to the experience and local knowledge of teams in our investment centres in London, Chicago, Toronto and Hong Kong, together with those in our suite of specialist investment boutiques. Our expertise extends across the full range of asset classes including equities, bonds, liability-driven investment, multi-asset, ethical investing, absolute return, credit strategies, property and alternatives.

\*As at 31st March 2016.

#### What makes us unique

Clients tell us that we are distinguished by our unique combination of our proven investment innovation, client service and ongoing interaction with them to ensure that our approach will not only deliver for them today but continue to deliver in the future.

Performance, people and investment excellence are what matter to us because that is what matters to our clients.

#### Our business objectives

With an intense client focus we aim to be one of the industry's most innovative and responsive investment managers, offering clients more options - more service – and more routes to investment success.

Our vision is to be a leading provider of investment solutions for our clients globally. Our approach is to work with our clients to understand their needs and deliver excellence in investment performance, client service and operational governance. Our investment capabilities and range are developed and evolved to successfully provide the investment solutions to meet their investment portfolio requirements.

Meeting our clients' performance objectives is critical to our business. Even more critical is protecting our clients' capital in times of stress, therefore our investment solutions integrate risk management throughout the investment process and have the flexibility to take advantage of the broad range of capabilities within the BMO Global Asset Management framework. This enables us to deliver the most efficient, diverse and cost effective portfolios to suit our clients' varying risk and return profiles. Our investment division comprises multiple teams of experienced investment professionals, operating within a culture motivated by delivering success for our clients.

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## NETHERLANDS

- ★ INDEPENDENT M&A ADVISORY FIRM OF THE YEAR FOR A CONSECUTIVE YEAR, BLACKTRACE B.V.



### Independent M&A Advisory firm of the year for the fourth consecutive year

The international character of Blacktrace is becoming ever more apparent in its growing track record. By now, more than 80% of all deals are cross-border, which is not a coincidence. From the very start, Blacktrace has aspired to focus its strengths at the global market and being the link between both financial and strategic parties who could not have found each other otherwise. Jaap Smits, founder of Blacktrace, rightly notes: "A firm's degree of internationalization can be derived from its telephone bills..." Over the years, Blacktrace has gained extensive experience in sale-side advisory, which could be described as its flagship service.

However, the world is too small to conquer on your own. In order to be the first one to have valuable information, one needs eyes and ears in places that matter. That is why Blacktrace has increased its efforts to further grow its worldwide network of M&A boutiques, called World M&A Alliance. Focus areas are North America, Europe and Asia. Its current reach stretches from

Blacktrace Mergers & Acquisitions  
Hugo de Grootlaan 11  
5223 LB 's-Hertogenbosch  
[www.blacktrace](http://www.blacktrace)

New York to Delhi and from Valencia to Manila. WMAA works with preferred partnerships, having one member per country. Members share info and pitch together for deals that need an international project team. As an example, Blacktrace currently works together on a project in the dental sector with its Spanish partner.

Jaap Smits: "Blacktrace is delighted to receive this award for the fourth year in a row. It is the tangible recognition from our clients and partners and it further encourages our team to deliver the highest quality service. Winning this award four consecutive times, tells us that Blacktrace is becoming a stable factor in the M&A market."

Blacktrace, an independent and specialized M&A advisory firm, offers guidance to medium-sized and large businesses when implementing merger and acquisition transactions, attracting shareholder capital and arranging funding with typical transaction values between € 20 and € 200 million.



UK Business Information Provider of the Year

orbis

Renowned for the coverage and ease of analysis of products such as our Orbis database of 200 million private companies worldwide, we offer details on companies' financials and their financial strength, other risk metrics, details of what companies do, directorships, ownership structures, PEPs and Sanctions data, and rumoured and completed M&A deals.

[bvdinfo.com](http://bvdinfo.com) | [bvd@bvdinfo.com](mailto:bvd@bvdinfo.com)



**UK M&A Solutions**  
Provider of the Year (Business Intelligence)



We offer the ideal products for corporate finance and M&A professionals. Including detailed company and deal databases, they're perfect for helping you research deals and companies, as well as finding and analysing peer groups and targets for acquisition. The Orbis companies database and Zephyr deals database feed into our M&A Research Catalyst, offering a hub for your research.

[bvdinfo.com/corporatefinance](http://bvdinfo.com/corporatefinance) | [bvd@bvdinfo.com](mailto:bvd@bvdinfo.com)



**UK Transfer Pricing Solutions Provider of the Year**



The most comprehensive source of international company information for transfer pricing, our platforms help tax specialists with: compliance and document management; risk management; and planning. Using our solutions you can: streamline your processes and save time; have greater control in managing TP risk; and manage your TP compliance cost-effectively.

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## FINLAND

- ★ FUND MANAGER OF THE YEAR, HELSINKI CAPITAL PARTNERS
- ★ MULTI-STRATEGY ASSET MANAGER, HELSINKI CAPITAL PARTNERS



Youth - the greatest asset. Asset management to be proud of.™

Helsinki Capital Partners (HCP) is an asset management company that believes in doing things differently. From the very beginning, socially responsible investing and complete transparency have been our objectives. What is more, in addition to building a better financial sector in Finland, we want to take part in building a better society at large. These guiding principles stem from the true values of the company employees. HCP's flagship fund is the award-winning HCP Black that aims for the best risk-adjusted return through active diversification. The cornerstone of the fund's strategy is to identify investments with little or no correlation through careful market and investment analysis. This active diversification that starts from the fundamentals should result in high return compared to risk.

According to our market analysis, the main malady in the world economy is the massive global indebtedness. This problem has been addressed in many writings in the field, but still very few concrete steps have been taken to face the risks that the situation brings with it. The reasons for this passivity may be various, but probably the most significant one is that traditionally brokerages, banks and asset managers have invested in stocks and bonds

only. And it's easy to stick to traditions.

In concrete terms, the proportion of stocks in the HCP Black fund has been dropped from 54% to 12%. Similarly, the proportion of bond investments is taken from 23% to 2%. Bonds are also vulnerable to the risks of the situation because debt cancellation is one of the remedies used for over-indebtedness. For bonds as an investment, this means cutting the nominal value of bonds which causes the fall in their value. Compared to a traditional portfolio in the financial sector with 50% invested in stocks and 50% in bonds, the corresponding numbers in the HCP Black fund are now 12% and 2%, respectively.

There are over 300,000 funds in the world, but just over 10,000 of those allow for investing with a much wider diversification than the traditional 50/50 stocks and bonds allocation. Among these 10,000 funds, HCP Black is one of the 694 funds that belong to the category multi-strategy. This strategy allows for significant changes in asset allocation according to the prevailing economic situation. Currently, 77% of the HCP Black fund is invested in asset classes that protect from difficult economic conditions.



## UK

- ★ OWNER MANAGED BUSINESS ADVISORY OF THE YEAR, CASTLE CORPORATE FINANCE



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Castle is an award-winning mergers and acquisitions advisory firm, with a focus on owner managers. Castle provides bespoke independent advice to entrepreneurs considering a sale, acquisition or growth capital.

The senior team at Castle has a wealth of experience spanning decades across sectors, geographies and transaction types. They have held senior M&A positions with leading professional firms and have extensive technical, international and practical experience.

Castle offers an entrepreneurial approach, individually tailored to the needs of each assignment. Castle has an honest, unambiguous attitude to business with an overriding objective to add value.

[www.castlefcf.com](http://www.castlefcf.com)

Twitter @CastleCF\_

UK

- ★ CORPORATE FINANCE BOUTIQUE OF THE YEAR, CAVENDISH CORPORATE FINANCE LLP
- ★ LEADING INDEPENDENT FINANCIAL ADVISORY FIRM OF THE YEAR, CAVENDISH CORPORATE FINANCE LLP
- ★ GAMECHANGER OF THE YEAR, LORD LEIGH OF HURLEY, CAVENDISH CORPORATE FINANCE LLP



UK

- ★ NICHE RECRUITMENT AGENCY OF THE YEAR (HOSPITALITY), CITIRECRUIT

# citirecruit

Geraldine Roche  
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For over 25 years, Cavendish has only acted for business owners. In the twelve months to end of July 2016, we have advised on the sale of 22 businesses, helping proprietors achieve the best possible price for their companies, in what remains a tough economic environment, and finding new owners who can take those businesses forward and accelerate their growth and performance.

Understanding the range of businesses and technologies to a micro level is the challenge we at Cavendish have set ourselves. Helping us achieve this objective are our specialist team led by experts with backgrounds in fields such as engineering and finance together with years spent in corporate finance.

Our entrenched expertise in so many subsectors is matched by unrivalled contacts with leading UK and multinationals. In addition, we can leverage centres of excellence within M&A International Inc. This was created in 1985 to harness the entrepreneurial spirit of a group of highly specialised and focused merger and acquisition advisory firms across the globe.

The shared spirit of our member firms has enabled M&A International Inc. to grow to become one of the largest M&A teams in the world. Our global coverage facilitates the delivery of expert support by over 600 professionals to clients undertaking important transactions anywhere in the world.

The professionals within M&A International Inc. possess extensive experience in completing

transactions with global organisations in a wide range of industries. This achievement, on behalf of our clients, has afforded M&A International Inc. outstanding success in mergers and acquisitions, placing us in a leading position among advisory firms worldwide.

The Exit Review is an essential component of the Cavendish approach to marketing businesses because it is the most effective way to achieve the highest value for your business.

This detailed, stringently conducted, strategic process can be concluded within two months at any time from 6 months to 3 years before sale – in corporate terms not a long period but it can yield disproportionately enormous benefits.

To achieve such success, against such a difficult market backdrop, we have developed an unrivalled knowledge of potential buyer pools and established teams of sector specialists, who are recognised authorities in their areas offering business owners expert advice on the best preparation, strategy and likely buyers to ensure a successful sale.

There are almost no other firms that operate in the corporate finance arena that have the sole purpose of selling businesses; most represent buyers as well and this invariably begs the question by astute owners of business, are our advisors completely aligned with us? For over 25 years, Cavendish's answer has been unequivocally "yes".

More than just a recruiter Citirecruit supply relief staff of all levels for emergency and temporary cover, recruit permanent staff to suit you and also have top industry specialists to offer a full consultation service.

Over the years, they have built up strong, long standing relationships with their clients, providing large numbers of candidates to meet changing requirements for catering and hospitality industry from small bistros, restaurants, bars, clubs, up to Michelin starred restaurants and hotels.

"Our aim is always to provide an honest, flexible and personal service, which seeks to fully understand the individual and specific requirements of both our clients and candidates. Due to this, a lot of our clients and candidates are recommended to us by our existing and extensive network, this occurs from our searches, also by word of mouth from pleased clients and candidates.

"We highly value our clients and candidates, and ensure that we conduct full research before providing any recommendations. Citirecruit looks at references and utilises social media platforms to collect as much information about the candidate as possible".

Geraldine is very well placed as the head of UK operations; Geraldine is a hospitality specialist with over 20 years' experience in the industry. Geraldine knows exactly the

kind of staff required in the industry, and knows that having a poorly suited member of staff is worse than having poor or limited staff numbers.

"Having worked in the industry, I understand that hospitality is not a normal nine-to-five job and that it requires 24-hour attention. I make myself available as much as I can and my team work the same way. This is because requests in this sector can occur at any time, so therefore, we aim to be available at any time in order to avoid disappointing our clients or candidates.

"Citirecruit understands that this industry is all about getting to know people, truly understanding what they want from the process and making sure that both our clients and candidates are happy at all times. We recognise that it is crucial to have a very personal relationship with our clients and to really get to know them, this is why we meet everyone that we work with (from candidates to clients). We believe this is what truly differentiates us from our competitors, as we would never take a chance during any stage of our recruitment processes.

"With regard to the future, we are looking to maintain the respectable work we pride ourselves on, and to ensure sure that both our clients and candidates are kept happy. We are always aiming to improve our service to the highest standard possible".

## World class financing directly from the Czech Republic

ČSOB Acquisition Finance



Our bank performs the largest number of acquisition financing transactions on the Czech market. We provide loans for the purchase of businesses, the payment of dividends, and payouts to shareholders. We help our clients carry out their intended acquisitions or, vice versa, divestments. We have received awards from ACQ Finance Magazine for seven consecutive years.

Contact us at [corporate@csob.cz](mailto:corporate@csob.cz) or visit [www.csobcorporate.cz](http://www.csobcorporate.cz)



A member of KBC Group

Corporate and Institutional Banking

UK

- ★ INDEPENDENT BUSINESS VALUATION ADVISORY FIRM OF THE YEAR, CITY VALUATION ADVISORY LIMITED
- ★ GAMECHANGER OF THE YEAR, HEATHER GRAY, CITY VALUATION ADVISORY LIMITED

City  
Valuation  
Advisory Ltd



City Valuation Advisory Limited provides independent advice and opinion on the value of companies, businesses, shares, intangible assets, goodwill and other assets and liabilities.

There are many reasons why clients require a valuation from financial reporting, shareholder disputes and strategic reviews to acquisitions & disposals, joint ventures, employee share schemes and reorganisations.

What most have in common, is that behind the need for a valuation is an important transaction or business milestone. This means that the valuation must be both technically robust and highly commercial.

At City Valuation Advisory, we have many years' experience of providing high quality and professional valuation advice to clients including global quoted companies, private companies and individuals.

City Valuation Advisory provides valuation advice and opinions for clients who require a valuation for reasons including:

- financial reporting of business combinations under IFRS, FRS 102 and US GAAP - Purchase price allocations (including valuation of intangible and other assets/liabilities);
- valuations of businesses, cash generating units and goodwill for impairment testing financial reporting purposes;
- discount rate determination;
- valuations of minority shareholdings including independent final and binding valuation opinions provided in accordance with shareholders' agreements and / or articles of association;

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Heather founded City Valuation Advisory in 2015 to provide valuation advisory services to clients. Prior to this, Heather was a senior partner in KPMG's Valuation Services Group in the UK where she was Head of Valuations and a member of KPMG's Global Valuations Steering Committee, directing strategy and technical valuation matters for KPMG globally. Heather has over 20 years' experience advising clients on a full range of commercial valuations and transactions in the context of mergers and acquisitions, disposals, joint ventures, disputes, financial reporting, minority shareholdings, financing transactions, fairness opinions, strategic reviews, restructurings, brands and intellectual property.

## UK (SOUTH WEST)

★ FINANCIAL ADVISORY FIRM OF THE YEAR, COOPER ASSOCIATES LTD



### Cooper Associates

Tel: 01823 273880 (Head Office)  
Web: [www.cooperassociatesltd.com](http://www.cooperassociatesltd.com)

Cooper Associates are one of the South-West's most dynamic financial firms offering award-winning advice on mortgages, pensions, investments and tax advice. The firm's head office is located in Taunton, Somerset with further offices in Bristol and Exeter. The firm looks after a diverse client bank from those at the beginning of their financial journey to those who have accumulated significant wealth. The firm also provides financial advice to a large number of sporting professionals, including cricketing superstar, Jos Buttler, who is also sponsored by the firm. Cooper Associates has strong links with its local communities and has most recently secured naming rights at the home of Somerset County Cricket Club, now known as the Cooper Associates County Ground.

The firm is led by two dynamic individuals, founder and Group CEO Lee Cooper and Group Managing Director, Samantha Jackson. Both Lee and Samantha are responsible for the firm's incredible growth since its foundation

year and both individuals lead the company with clear strategy, marketing and organic growth business plans. Since its foundation year in 2008, the firm has become one of the UK's fastest growing financial advisory firms.

Cooper Associates takes what can only be described as a refreshing approach to finance with the company ethos of 'We treat every client of ours as if they are our only client'. The firm has no minimum loan sizes, minimum incomes or minimum assets. Client service is at the very core of this firm and no expense has been spared on investment into its people and its technology. Group Managing Director, Samantha Jackson comments; - "To win this award for a consecutive year is a great achievement and we are delighted to accept this yet further recognition of our high quality service and standard of advice. We are grateful to those who nominated us for this award and we look forward to ensuring we continue to pioneer in order to set the benchmark for service and advice within our industry".

## SWITZERLAND

★ IN-HOUSE COUNSEL OF THE YEAR, PAUL LANOIS, CREDIT SUISSE



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Paul Lanois is an attorney admitted to the New York Bar (NY-USA), District of Columbia (DC-USA) and the U.S. Supreme Court (SCOTUS). He is a legal counsel at Credit Suisse, a leading global bank headquartered in Zurich and providing Private Banking, Asset Management and Investment Banking services. Credit Suisse is active in more than 50 countries and employs over 45,000 employees around the world. Paul is also Vice Chair of the International Technology Law Association (TechLaw) In-House Counsel Committee.

Paul is frequently invited to speak on technology law and privacy matters and has been quoted in a variety of major publications, including Bloomberg Businessweek, Forbes, The Today Show (NBC), The Sydney Morning Herald and the South China Morning Post. Paul also regularly writes book chapters and publishes articles on technology law: his articles have appeared in publications such as The Practical Lawyer, the Journal of Internet Law, the University of Pennsylvania's Journal of International Law & Policy, the Northwestern Journal of Technology and Intellectual Property, The Privacy Tracker, The Privacy Advisor and Privacy Laws & Business. In particular, Paul published the article "Caught in the Clouds: The Web 2.0, Cloud Computing,

and Privacy?" back in 2010 – this article is often cited and is considered to be one of the very first articles examining cloud computing issues from a legal perspective. In addition, Paul is regularly invited to speak on legal topics. For example, he was invited to testify at a congressional commission of the French Parliament (Assemblée nationale) to speak on the topic of transparency in the governance of large companies. He is also a speaker at PLI's Annual Institute on Privacy and Data Security Law.

Paul worked at the French Ministry of Finance and Economy, was an Associate Professor at the University of Cergy-Pontoise in France and an associate at major international law firms (Simpson Thacher & Waite LLP, Allen & Overy LLP and Linklaters LLP). He graduated from the University of Paris-Sorbonne (France) with a Master's degree in Business Law and a postgraduate degree in Private and Public Economic Law. He also holds an LL.M. degree from the University of Pennsylvania Law School (USA), where he was Executive Editor of the University's East Asia Law Review and coach of the University's student team participating at the Willem C. Vis International Commercial Arbitration Moot Court competition in Vienna, Austria.

## GERMANY

- ★ AVIATION LAW FIRM OF THE YEAR, DABELSTEIN & PASSEHL
- ★ INSURANCE & REINSURANCE LAW FIRM OF THE YEAR, DABELSTEIN & PASSEHL
- ★ SHIPPING LAW FIRM OF THE YEAR, DABELSTEIN & PASSEHL
- ★ TRANSPORT LAW FIRM OF THE YEAR, DABELSTEIN & PASSEHL



Dr. Jan Dreyer Dr. Marco Remiorz  
Dr. Dieter Schwampe Esther Mallach  
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DABELSTEIN & PASSEHL  
Hamburg Leer

### Dabelstein & Paschel

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practice of Dabelstein & Paschel both in Hamburg and Leer. We are one of the largest and best known law firms in Germany practising these areas of law.

#### Shipping Law

Collisions, salvage/assistance, general average, groundings and loss - at sea and on inland waterways - all form part of the work we do. This includes disputes under contracts of affreightment, cargo damage and personal injury, pilotage, maritime employment and public shipping law, port law and inland waterway law. We act for our clients not only in relation to court proceedings but we also give them comprehensive advice on contracts in the maritime field (e.g. contracts of affreightment and crew employment contracts), including assistance in drawing up bill of lading terms and conditions.

#### Aviation

Whether it is the Warsaw Convention, the Montreal Convention or the European Air Passenger Rights Regulation (EC) No 261/2004: our specialists are best equipped to provide competent advice to airlines, freight forwarders, airport operators and their insurers on contractual as well as tortious claims and know exactly where responsibility begins and ends. Dabelstein & Paschel assists on negotiating and drafting of contracts (supply contracts, charter agreements, ground handling contracts, slot agreements, etc.). In addition to advise on cargo claims, personal injury and hull claim, we cover sale and purchase of aircraft and related financing, e.g. aircraft and engine leasing, and assist with registration of private and commercial planes.

#### Insurance Law

Ship hull insurance, P&I, loss of hire, goods transport insurance, cargo insurance, haulage insurance, CMR, personal liability insurance and re-insurance.

Through our regular activity for insurance undertakings, we can offer extensive experience in this area whether we are dealing with detailed advice on the law for the supervision of insurance companies, the drafting of comprehensive insurance conditions or the formulation of entirely new insurance concepts.

### Who we are

We are an experienced and committed team of lawyers who carry out their clients' instructions promptly and professionally.

Having been in business for more than 85 years, we have an absolute and sound understanding of the interests of our clients. Where necessary, we litigate on their behalf, whilst seeking to avoid contentious proceedings where appropriate.

Our German and foreign clients operate world-wide. Our daily work is international-based. We carry this out in co-operation with our office in Leer, one of busiest shipping places in Germany.

#### Background

Dabelstein & Paschel was founded in 1930 by Dr. Hans Dabelstein. Within a short time, the Hamburg lawyer gained a reputation as a respected expert in maritime law. With the arrival of Dr. Gerhard Paschel, master mariner, Hans Dabelstein gained a partner who was not only an outstanding shipping lawyer but also a specialist in marine insurance law.

Originally Dabelstein & Paschel worked almost exclusively in the field of traditional coastal shipping (North and Baltic Seas). Since the 1970s, the firm has considerably expanded its field of activity. Today it is active world-wide.

In line with the expansion of the firm's areas of practice, the client base has increased significantly. As a result, the firm itself has continued to grow over the years, whilst maintaining the qualities and principles appreciated by its clients, namely its expertise and the individualised service it has always been in a position to provide. There are currently 30 lawyers working for Dabelstein & Paschel in the Hamburg and Leer offices.

#### What we do

International shipping law, land and air transport law, freight forwarding and insurance are the core areas of

## ITALY

- ★ BOUTIQUE M&A ADVISORY FIRM OF THE YEAR, DALLA VERITÀ & PARTNERS
- ★ BOUTIQUE TRUST & ESTATES ADVISORY FIRM OF THE YEAR, DALLA VERITÀ & PARTNERS

**DALLA VERITÀ & PARTNERS**



**STEP**  
ADVISING FAMILIES ACROSS GENERATIONS

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He is a member of various bodies operating in the field of international tax law and a member of STEP, the London-based Society of Trust and Estate Practitioners.

Gianluca Maria Dalla Verità works with HNWI in areas such as tax structures for managers and sportsmen, real estate tax planning and regulations, and Arts. His considerable experience in trusts and probate proceedings makes him the best counsel for wealth management and family businesses.

Moreover, he is a regular contributor to leading publishers such as WOLTERS KLUWER with more than a hundred publications on taxation and corporate, trust and business law. He regularly lectures on these subjects for private entities and associations.

Gianluca Maria Dalla Verità has been studying worldwide trends and habits for decades. His analyses are marked by an insatiable curiosity about the individual motivations and behaviours that underlie macroeconomic phenomena. He is equally at ease both exchanging ideas with common people and scholars or leading entrepreneurs. His desire to understand the "stories behind the story" underpins astute strategic analyses of future events - insights that he enjoys sharing with clients and friends alike in open conversations.

## EUROPE

★ PRIVATE MARKET INVESTOR OF THE YEAR (REAL ASSET INFRASTRUCTURE), DEUTSCHE FINANCE GROUP



### Deutsche Finance Group

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In a world of zero interest rate policy, for an individual, an institutional investor like an insurance group, pension fund or an endowment it is getting more and more difficult to create an attractive investment performance. For many of them bonds and equities may not be sufficient to reach their individual goals. Therefore, the discussion about an increase of the alternative investment portfolio is ongoing in this sectors. For many other investors adding alternatives is part of their overall investment strategy of diversification and they simply want to add alternative asset classes to their portfolio. Others may have different reasons to invest in this sector but all of them need to decide which of the alternative asset classes can help to reach their goals.

Real estate and infrastructure have been popular asset classes in the couple of last years in the alternative investment space. Investors who are not able or willing to invest directly in real estate or infrastructure or want to have better diversification may better choose "Private Equity Real Estate (PERE) or Private Equity Infrastructure" which ideally combines the benefits of real estate/infrastructure with a private equity approach or may choose a fund of funds which offers the best diversification available.

Deutsche Finance Funds offer investors highly diversified access to institutional PERE and infrastructure strategies to delivering long-time superior investment performance, broad diversification, excellent manager allocation and ongoing risk management capabilities. Deutsche Finance Group is an investment company offering all types of clients tailor-made

products with an excellent investment team, top in class investment managers and a well implemented investment process. Every target investment is handpicked, with a thorough due diligence process and serious negotiations to have a fully aligned investment manager. Deutsche Finance has access to the best in class managers in the PERE and infrastructure business. All of them are best positioned, well focused specialists for certain markets and sectors with proven track record of success over a long period. They all help us to capitalize on the extraordinary opportunities in the global PERE and infrastructure landscape.

Today, with a team of more than 50 people Deutsche Finance Group manages 10 indirect alternative investment vehicles for private individuals and institutional investors. With a personal investment track record of more than 4 bln USD and nearly 200 indirect private equity real estate and infrastructure investment strategies and co-investments in 35 countries globally, Deutsche Finance team is one of the most active European private market investors and has the most experienced teams in the international fund selection and co-investment arena.

We are very pleased to receive acknowledged with this award now. It is the proof that our alternative investment product and strategy is being recognized by professionals as an interesting alternative or addition when building up a diversified investment portfolio.

## UK

★ INSURANCE LAW FIRM OF THE YEAR, EC3\LEGAL LLP  
★ NON-CONTENTIOUS INSURANCE LAW FIRM OF THE YEAR, EC3\LEGAL LLP



David Coupe, Managing Partner, EC3\Legal LLP

106 Leadenhall Street, London, EC3A 4AA  
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Email david.coupe@ec3legal.com

accountants supporting the sector. This has been enhanced by the recent addition of Sara Ager who joined EC3\Legal as a director this year, she is both a solicitor and Associate of the Chartered Insurance Institute with over 16 years experience. Whilst in private practice Sara specialised in the settlement of professional indemnity, EL, PL GL and products claims. At EC3\Legal she heads the commercial and governance team.

Managing Partner David Coupe has been practising corporate commercial law for over 30 years, principally around the London and Lloyd's insurance market, and in China even longer. He focuses his practice on providing tailored services to insurance intermediaries in the Lloyd's market. He is a founder member of the Managing General Agents' Association (MGAÁ).

In summary, EC3\Legal are not only lawyers – we are business partners. By combining our commercial approach to legal provision with the use of technology, we have been able to deliver services more effectively and at a reduced cost compared to our competitors. We have invested time and effort in building a reputation for responsive, no-nonsense legal services for MGA and broker legal work. We don't just think about plain legalities - we think about our client and their business objectives.

EC3\Legal provides a wide range of corporate, commercial, regulatory, employment, insurance and property services. Additional services include assistance with policy wording, commercial agreements and regulatory compliance issues.

## EUROPE

★ VDR PROVIDER OF THE YEAR FOR A CONSECUTIVE YEAR, DROOMS



Drooms AG  
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6300 Zug  
Switzerland  
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Fax: +41 4176744 - 11

Drooms is the leading provider of secure cloud solutions in Europe. The specialist software provider facilitates highly secure access to confidential documents, as well as the ability to exchange them safely with third parties beyond company firewalls. Drooms allows for the transparent, efficient and secure management of confidential business processes such as commercial real estate sales, mergers and acquisitions, non-performing loan transactions and board communications. In the increasing international transactions market, VDR providers need to be able to break cultural borders by offering intuitiveness and ease of use. Allowing stakeholders to work securely from their mobile devices, Drooms enables international deals to be closed quickly and successfully.

Dealmakers prefer to close transactions as quickly as possible, and a virtual data room that displays documents onscreen without loading times allows the involved parties (on the buy- and sell-sides) to work faster. Within a transaction, there can often be several thousand documents that require the thorough review by many internal and external due diligence specialists. A delay of only a few seconds in the document display can cumulate over all users – which can easily be 30 to 40 people for a medium-sized M&A transaction – to a loss of several weeks. The seller then has to pay external parties, like lawyers and consultants, for this wasted time. Clearly, the cost of any delays caused can be enormous.

Virtual data rooms also are used for sharing information with third parties. For example, investment banks can use a data room to prepare documents without having to worry about space or time limitations, allowing more potential investors to participate. The user rights access system simplifies management of multiple potential buyers and their advisors – the administrator can determine who has access to what document and when – which facilitates the inspection of legal, financial, and tax documents. In short, using a virtual data room can help ensure the efficient execution of due diligence, optimising a transaction's chances of success.

Because virtual data rooms can operate independently from companies' IT systems, data can be safely stored on an external server. The information stored on these servers is not accessible to bank employees – not even IT staff – due to the data being encrypted and sent via "end-to-end" connections (uninterrupted connections between the data room provider and the computers of invited users). The data is collected and then stored in a data safe, which is accessible only to authorized and invited users. Another point to consider is the need for transparency regarding where the information is stored. Drooms, having its servers in Germany and Switzerland, information is stored according to the European standards. The best data rooms are the ones that simplify workflows while keeping data secure throughout an entire transaction.

## UK

★ SAFETY TRAINING CONSULTANCY OF THE YEAR (MARINE & OFFSHORE), EMERGENCY FIRE & SAFETY LTD



- 300,000 Authorised gas freed spaces
- Trained over 4000 candidates in high level courses
- IOSH Confined Space Medium Risk Courses were launched in May 2015
- Our specialist areas are
  - Paramedics
  - Confined Space Specialists
  - Emergency Trauma Specialists
  - Fire & Rescue
  - Water Rescue
  - Hazmat
  - Height Rescue
  - First Aid Instructors



MD: Kevin Howlette  
Emergency Fire & Safety Ltd 15 Lower  
Woodlands Ballycarry,  
Carrickfergus Co.Antrim, BT38 9JB Tel: 07730  
929 207 Email: info@emergencyfire.co.uk

UK

★ EXECUTIVE SEARCH ADVISORY FIRM OF THE YEAR (PE)



With over 10 years' experience dedicated to mid-market private equity, Firefly Partners works with investors to provide senior level executive search, management due diligence and origination support. We have a genuine understanding of the unique dynamics of the private equity environment, coupled with deep sector knowledge and extensive networks. Our collaborative approach means we operate as a trusted advisor throughout the lifecycle of the deal process, providing much needed knowledge and solutions to give our clients that all-important angle in a highly competitive environment.

We have extensive experience across a wide variety of sectors, notably:

Business Services	Financial Services
Industrial	Leisure & Consumer
Energy	TMT

Firefly Partners develops deep relationships with our clients, often working with them for many years on a retained basis. This enables us to develop a real understanding of their individual investment approach, sector focus and house culture, allowing us to subtly market our clients and persuade management to engage.

We have developed a reputation we are extremely proud of, working with some of the most established and well regarded investors in the UK mid-market. We operate with discretion and integrity, adding genuine value and provide a flexible, responsive and effective solution.

**Executive Search**

Firefly Partners knows that the right management team is instrumental to the success of your investment. We will introduce you to high calibre candidates with the operational, financial, strategic and general leadership skills required to drive the business forward, enabling everyone to reap the rewards at exit. Our focus is on board and management committee level hires, including non-executives.

With experience across the spectrum of investment types - from owner-managed to corporate spin-outs, secondaries or M&As - we are able to understand what skills may be required in each unique situation to ensure the management team is well-rounded with the right personal chemistry and cultural fit.

Our chairmen are hands-on operators with proven track records; sector expertise and strong networks enable them to assist the investment process, whilst softer skills and political dexterity mean they can mentor management and smooth the relationship between stakeholders. Our CEOs are ambitious entrepreneurs, natural leaders driven by the need to build businesses and create value, coupled with the strategic, operational and commercial skills to keep driving for exit. Our CFOs combine impressive technical skills and the right mind-set to be true business partners to their CEOs.

UK

★ MANAGEMENT DUE DILIGENCE ADVISORY FIRM OF THE YEAR (PE)

Rona Posselt  
rona@fireflypartners.co.uk  
01491 683740 / 07717537018  
[www.fireflypartners.co.uk](http://www.fireflypartners.co.uk)

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UK

★ REGIONAL SALARY SACRIFICE / FLEET MANAGEMENT ADVISORY FIRM OF THE YEAR, FLEET EVOLUTION



Mike Bradford  
[mike.bradford@regulatorystrategies.co.uk](mailto:mike.bradford@regulatorystrategies.co.uk)

benefit that is leading to a doubling of Fleet Evolutions customer base every year!

The key to the success is 3 fold, as Leech explains, 'Firstly we simplify the whole implementation, our largest customers have 10,000 employees but every week we get small employers call up who we can turn around in a day! We've standardised the whole approach and this enables rapid deployment and huge savings. Second we've removed virtually all of the risk, if an employee leaves we take the car back, if they go off sick we maintain payments, your only risk is allowing an employee to hand back a car they don't like while still employed. Lastly we manage all the engagement piece for you, we take responsibility for launch and uptake and around 10% of employees take product in the first year'.

To find out more about Fleet Evolutions remarkable approach please visit [www.fleetevolution.com](http://www.fleetevolution.com)

UK

★ MANAGEMENT DUE DILIGENCE ADVISORY FIRM OF THE YEAR (PE)



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UK

★ OPERATIONAL RISK CONSULTANCY FIRM OF THE YEAR, FMCONSULT  
GAMECHANGER OF THE YEAR, DALLAS MCGILLIVRAY, FMCONSULT



FMCONSULT COMPLIANCE SOLUTIONS  
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London  
EC4R 9AY  
Tel: 020 7220 9071  
Fax: 020 7623 9307  
Email: [help@fmconsult.co.uk](mailto:help@fmconsult.co.uk)

Andrew J Hicks  
Group Director

More than 10 years of experience as a manager for a major international asset management company, covering compliance monitoring/advisory, internal audit and operational risk roles. This role primarily covered the UK market place but also extended to US, Irish, Luxembourg, German, French and Italian regulated businesses covering both retail and institutional clients. Also a further 8 years as a financial and regulatory auditor for a medium size audit and accountancy firm based in London. Specialist in providing accountancy, audit, compliance monitoring, regulatory, advice and operational risk services to asset management and investment companies.

Contact: [ahicks@fmconsult.co.uk](mailto:ahicks@fmconsult.co.uk)

Colette Panebianco  
Director FMConsult USA

Colette is an experienced financial services executive. With circa 20 years of experience in the financial services industry. Colette has a detailed knowledge of the US asset management industry from working with high-level investment advisers, hedge funds, broker-dealers and family offices both domestic and offshore. Colette specialises in designing the compliance infrastructure for start-up and established registered and unregistered US and non-US funds, investment advisors and private equity firms. Colette has proven to bring personalised and assured quality services tailored to meet a firm's compliance needs. Colette is a Certified Investment Advisory Compliance Specialist.

Contact: [cpanebianco@fmconsult.us](mailto:cpanebianco@fmconsult.us)

John Clare  
General Manager – FMConsult Ireland

John is an experienced financial services executive and has a detailed knowledge of the Irish Financial Services Industry with over 22 years of proven business experience. John has been registered with the Central bank since 1996 and is a member of the Association of Compliance Officers Ireland.

Contact: [jclare@fmconsult.ie](mailto:jclare@fmconsult.ie)

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integrity, adding genuine value and provide a flexible, responsive and effective solution.

**Management Due Diligence**

Ranging from in-depth referencing of one person to spending time with the whole management team, our Management Due Diligence delivers thorough, insightful and timely appraisals of those you are seeking to back, forming an integral part of your overall due diligence process. We will undertake rigorous interviews with the team and external referees, before presenting a comprehensive report with our assessment of the key issues.

In addition to highlighting strengths and weaknesses, our reports can also bring to light skills gaps, conflict, dysfunction and personal agendas, helping the potential investor to better understand the team dynamic and address possible risks. We can also undertake discrete enquiries gauging market views at an earlier stage, perhaps addressing delicate issues such as potential corruption. Experienced across the spectrum of investments we are familiar with the often sensitive challenges involved in dealing with management teams going through huge change and cultural upheaval.

Our due diligence can also be used as an opportunity for Firefly to subtly market you as the preferred investor, or to assess potential overlap and power battles of an acquisition by an existing portfolio business.

Established in 2004, FMConsult is a specialist compliance, collective investment schemes, and operational and investment risk management consultancy that services a whole host of global financial services firms. We have made it our mission to provide solutions to our clients so that they can continually meet regulatory requirements.

FMConsult is an independent regulatory, product development and operational risk consultancy committed to assisting clients in aligning financial services processes with regulatory requirements.

We provide risk and compliance solutions that enable senior management of financial services firms to demonstrate that they and their firm are currently, and will continue to be, aligned with regulatory requirements.

We major on the wholesale firms and funds industry but also have the capacity and experience to assist retail and market infrastructure companies.

Examples of the types of work performed for our clients to date include

- Corporate Authorisation
- Compliance Outsourcing and Interim Resources
- Due diligence & expert witness assignments
- Fund establishment & authorisation
- Consumer Credit

Dallas J McGillivray  
Group Managing Director

Experienced international regulatory and business manager. Previous Global Head of Compliance and Operational Risk at a major asset management company for all business outside of the Americas with circa 30 years of experience in UK and global regulatory issues, covering both retail and institutional. Over 8 years with Coopers & Lybrand (now PwC) in four different countries covering audit, accounting services, insolvency and regulation. Specialist in providing corporate governance and operational risk services to asset management and investment companies.

Contact: [dmcgillivray@fmconsult.co.uk](mailto:dmcgillivray@fmconsult.co.uk)

## UK / INTERNATIONAL

- ★ CLASS ACTION RECOVERY FIRM OF THE YEAR, GOAL GROUP
- ★ TAX RECLAMATION SERVICES FIRM OF THE YEAR, GOAL GROUP



Vicky Dean  
Director of Sales & Relationship Management EMEA

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vdean@goalgroup.com

Goal Group is dedicated to helping the world's largest financial institutions maximise investor returns. Our market-leading proprietary software and systems provide the highest levels of data security and process automation, offering investors an efficient and cost-effective way to reclaim tax on cross-border dividend income and participate in securities class actions.

Established in 1989, Goal is headquartered in London with an expanding footprint across the US and Asia Pacific, where each office is staffed by local tax, legal and securities experts.

### Withholding Tax Reclamation

Reclaiming withholding tax on cross-border securities income represents a huge opportunity for investors, fund managers and custodians across the world. Over £25 billion of withholding tax is deducted globally and it is estimated that around a quarter of reclaimable withholding tax still lies unrecovered each year, which in 2013 amounted to losses of £13.2 billion. Goal's products and services facilitate reclaiming a significant proportion of this.

This opportunity becomes yet more significant in light of major increases in market capitalisation, rising proportions of portfolios devoted to cross-border investments, and increasing numbers of companies paying dividends.

Some investors and advisors still believe that the reclamation process is so complex and labour-intensive that this outweighs the advantages. But with the right technology and support, this is simply not true. Goal also offers an extensive suite of reports in a variety of formats to help clients track and monitor the status of their reclamations throughout their lifecycle. Report content can be tailored to meet clients' specific requirements.

### Securities Class Action Recoveries

Non-participation in securities class actions has cost investors greatly. Research demonstrates that just over 24% of claims that could be filed by entitled parties are left unprocessed and unrecovered. Goal Group is at the forefront of the evolving industry as increasing numbers of legislatures around the world allow investors to bring class actions. Goal has already won compensation for clients in 37 jurisdictions and is working with fiduciaries and global investors to help them monitor and take advantage of emerging international opportunities, thus offering the industry a comprehensive service to increase returns.

These are some of Goal's most notable achievements over the last 12 months:

- 100% of client service reviews resulted in a "very satisfied" or higher rating.
- 100% of all tax reclams received were reconciled, processed and paid to clients within ISO9001:2008 quality standards
- Signed new clients in Australia, US, UK, Netherlands, Dubai, Philippines, Columbia and Switzerland.
- Opened new office in New York City, its third in the US.
- Created processing capability in Melbourne to service APAC clientele.
- Retained ISO27001:2013 accreditation for data management and security.
- Retained ISO9001 accreditation for quality management.
- Launched enhanced client reporting portal which has received great feedback and plaudits.
- Awarded Tax Reclamation Services UK 2016, Global Tax Reclamation Services of the Year 2016 and Innovation & Excellence Awards 2016 in Tax Reclamation Services.

## UK

- ★ GAMECHANGER OF THE YEAR (WEALTH MANAGEMENT), KARL HARTEY, HARTEY WEALTH MANAGEMENT



KARL HARTEY  
Chairman

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Chester: Hilliards Court,  
Chester Business Park,  
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CH4 9QP

Tel: 01244 659659

the business up again and create the next 20 years – just two years on has resulted in such a game changing experience for not only clients but each member of the team too."

Karl prides his entrepreneurial success on being driven along with the combination of being experienced and the originality and independence needed to resolve problems. His personality is naturally direct, assertive and determined and he has the ability to reach conclusions quickly, as well as push boundaries to achieve success.

As well as his day to day roles of Chairman, wealth manager and financial adviser, Karl has a long history of speaking at big events and conferences and is a renowned member of the Professional Speakers Association. This year, Karl had the pleasure of being invited to attend the Million Dollar Round Table conference as a main platform speaker where he spoke in to an audience of over 11532 delegates from 67 difference countries.

## UK

- ★ REGIONAL IFA OF THE YEAR, HARTLEY WEALTH MANAGEMENT



HARTEY WEALTH MANAGEMENT LTD

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Email: info@hartleywm.co.uk

### Planning for your financial future

Hartley Wealth Management is a well-established, family-run financial advice and wealth management firm with offices in both Shropshire and Cheshire.

Our qualified advisers offer impartial and unbiased advice on an extensive range of areas, but our core advice offering is retirement and estate planning. What's more, the firm also supports commercial clients, providing investment portfolios tailored to meet their needs, as well as directorship and loan protection solutions.

Our philosophy is that the client always comes first, and as such we aim to support them throughout every stage of the investment process. We want to wow them at every opportunity to showcase our talent and make them feel supported, but ultimately we want to reinforce the trust so that they can believe that we will invest their money wisely.

To ensure that investment portfolios are tailored to individual clients' interests, the firm offers investment presentations which provide an insight into the firm's investment options. Once clients have decided to work with Hartley Wealth Management, they are asked to provide further details of their investments and their views on how they are working. By receiving this information before the clients initial meeting the adviser can already understand a great deal about the client, allowing for clearer communication and greater support in the early stages of the process.

Chairman Karl Hartley was optimistic about the firm's future; "Growth is a key focus for our firm going forward, although we are keen to conduct this organically so that we can maintain the level of service which we pride ourselves on. We believe that supporting a limited number of clients ensures that they receive the individual attention that they deserve, and as such we are looking to raise the minimum investment in our portfolios rather than increase our client base. This strategy will provide us with a number of opportunities which we look forward to taking advantage of."

## UK

- ★ DEALMAKER OF THE YEAR, RICHARD HAYTER, HENTONS



Richard Hayter  
Chartered Accountant

Henton & Co LLP  
TEL: 0113 234 0000  
FAX: 0113 246 9200

EMAIL: Richard.hayter@hentons.com

Richard Hayter is a Chartered Accountant with many years' experience in advising family and entrepreneurially managed businesses. His experience in this field has enabled many clients to progress from humble beginnings to substantial value and some to flotation on capital markets. He believes that, "most of the problems that arise in business have at their heart a failure to communicate effectively."

A former business owner himself, Richard now heads the Corporate Finance team at Hentons, a well-established and ambitious firm of Chartered Accountants and Tax Advisers based in Leeds. Hentons' objective is to assist the dynamic development of our clients' businesses through good and timely advice. Since joining the team, Richard has worked on several transactions including the acquisition of a bulk haulier, the management succession of a civil engineering contractor, the sale of a security business and advised on the retirement of a property maintenance contractor.

Hentons have a partner-led approach, which delivers the highest quality of service to our clients who benefit from fresh thinking and a practical understanding of the issues they face, delivering experienced business advice with a strong emphasis on tax planning and consultancy.

For Hentons, successful capital transactions are not simply about other peoples' money. It is about matching the capital requirement to the activity and the right financial partner. Getting the right structure in place is key.

Wherever your business may be in its lifecycle, Hentons will help you focus on the next stage of development. Be it seed or start-up capital, funding the next stage of development by acquisition or merger, Hentons will help and guide you through all aspects of the transaction including structure, taxation and due diligence. Our services include:

- Matching the funding requirement to the right financial partner
- Due diligence on the target acquisition or merger partner
- Help with negotiations
- Structure of the business including tax and management
- Completion including liaising with your legal advisers
- After the transaction is completed Hentons will be there to help ensure you deliver a successful future

And finally, when you're ready, Hentons will help you with the sale/inheritance.



## UK

★ ANTI MONEY LAUNDERING SOFTWARE FIRM OF THE YEAR, INTERNATIONAL FINANCIAL SYSTEMS



For more information please contact Matthew Day, Sales Director on matthew.day@ifinancial.systems  
1 Caxton Place, Roden Street, Ilford, Essex, IG1 2AH or via [www.banking-software.com](http://www.banking-software.com)

The directors of International Financial Systems Limited are very pleased and proud to receive the prestigious "UK - Anti Money Laundering software firm of the year 2016" award. In accepting this award we would like to thank our customers and staff and everybody involved in the creation and evolution of AMLtrac for their hard work without which the receiving of this award would not have been possible.

iFinancial have been writing and providing software solutions to the banking community since 1992 when we first introduced our core banking system BankWare. Typically our customers have been branches of foreign banks worldwide, UK niche banks, offshore banks and small retail banks. Whilst some are privately owned others are subsidiaries of much larger institutions.

In this current climate no financial institution can afford to be without an automated anti-money laundering / counter terrorism finance system and as such we designed AMLtrac to assist our customers in establishing and maintaining consistent controls, policies and procedures across their businesses.

AMLtrac is a complete solution dedicated to identifying, tracking and regulating potentially suspicious or illegal activities, or the proceeds of crime. It works alongside any existing back office solution and acts as a supporting data repository.

An AMLtrac installation comprises of a selection of modules tailored to suit our customers business requirements.

AMLtrac's functions include:

- A screening and filtering engine (SAFE) for name matching
- An automatic download of government sanction lists (OFAC/UK/UN/EU/DFTAT)
- Automatic links to data providers (Dow Jones/Worldcheck etc)
- Checks for state-owned entities (SEO) and politically exposed persons (PEP)
- Know your customer (KYC) management capabilities

- Entity and associated individuals architecture
- Complex business tree structures
- Document management
- Automatic risk scoring
- Account monitoring
- Transaction tracking and rule-based scanning
- Real time SWIFT message screening
- Case management
- Cash remittances and limits management
- User definable workflows
- Foreign Account Tax Compliance Act (FATCA) reporting
- Multi-lingual

Sales Director Matthew Day says "We believe that it's important for our customers that we get the right balance. They need practical, cost-effective solutions quickly and easily delivered within ever tightening budgets. It's all about using and utilising systems in the most efficient manner to maximise returns and mitigate compliance risk and potential fines."

As good as AMLtrac is, like all software solutions, is never complete and we continue to evolve and improve it. At the moment we are working on improving our dashboards to give even better management information and new Trade Finance functionality.

iFinancial have operations in London, Gibraltar and Vietnam. Our software is available and supported through agents and resellers worldwide.

## UK

★ NICHE TECHNOLOGY PROVIDER OF THE YEAR (EDUCATION), INCLUSIVE TECHNOLOGY LTD



Martin Little, one of three teachers who founded Inclusive Technology

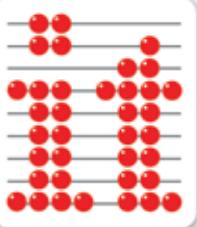


Children using eye gaze technology with HelpKidzLearn

American CODIE Award "Best Solution for Special Needs Students". Students with severe and profound needs and disabilities typically progress in tiny steps over a long period. This means having as wide a variety of software as possible so that the students stay stimulated and motivated. This has meant a commitment to development over the 20 years of the company's life and has resulted in the largest software resource in the special education market.

Today's online delivery of software closes the feedback loop. Inclusive can now see how their software is being used and this yields a huge amount of data on each student and about students in general. Inclusive's development team is currently being expanded to harness the opportunities this offers. 2016 will see a web of over 500 small programs in HelpKidzLearn with students recognised and guided through a learning process which offers tasks with the right level of challenge and provides for each student's access needs.

Over the last twenty years Inclusive have harnessed the latest technology to improve the life chances of children who face the greatest challenges. "Currently eye gaze access, and learning analytics from the huge amount of data that eye gaze provides offer the best insight into improving the learning of children with severe and complex needs" says Martin Little "the ACQ Global Award" gives us a welcome boost, we'll see that these special children don't miss out!"



**Inclusive Technology Ltd**  
Martin Little FRSA

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## SWITZERLAND

★ IMPACT INVESTING FIRM OF THE YEAR, IMPACT ECONOMY



### Impact Economy SA

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We are an independent and privately held impact investing and strategy firm headquartered in Geneva, Switzerland, committed to "making impact investible". "Making impact investible" means identifying or designing solutions for companies and professional investors that lead to substantial financial gains while making a positive impact on society and the environment.

The Impact Economy team has conducted numerous advisory mandates and investment transactions over the past years. Our experience, vast networks, broad sectoral expertise, and proven processes enable us to create customized solutions for our clients. We support high net worth investors, family offices, companies, foundations and financial aggregators in planning, developing and implementing new engagement strategies that build on marketable strengths.

We focus on identifying and shaping transaction-based business models in emerging markets to turn good ideas into great investments. We are looking for scalable solutions that have the potential to contribute to major sectoral changes and innovation.

To achieve this, we are developing blue ocean strategies where required and apply proven concepts in dynamic and challenging contexts.

We develop tailor-made solutions for our clients by relying on our vast knowledge base that we have acquired while working in various industries, constantly learning and adapting our strategies. This benefits our clients, as we are able to establish proven concepts in new environments and profit from the use of cross-sector synergies. This approach often automatically leads to scalable business models.

Our services include:

- Portfolio analysis;
- Cluster and opportunity mapping;
- Conceptualizing of impact investment strategies;
- Investment vehicle set-up; and
- Implementation.

For example, we are currently working on a pioneering project in South Asia that aims to show, at first in the case of three factories, that a significantly more efficient production process, which leads to better working and environmental conditions in the textile and garment industry, makes both economic sense and is practically feasible.

In the scale-up phase, the project aims to create the framework for the broad application and implementation of improved environmental protection and worker safety in a large number of Asian textile and garment factories.

We continuously push ourselves to innovate by thinking "out-of-the-box" and prefer to challenge established notions to accepting the status quo of affairs. We bring together all the key elements required for successful transition to the next level: team, strategy, knowledge and relentless motivation.

## LIECHTENSTEIN

★ OWNER MANAGED ASSET MANAGER OF THE YEAR - INCREMENTUM AG

★ GAMECHANGER OF THE YEAR - RONALD-PETER STOEFERLE, INCREMENTUM AG



Name: Ronald-Peter Stoeferle  
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Moreover, we believe that Liechtenstein is a great place to set up a business and manage funds. Liechtenstein is a very unique jurisdiction. It is fully integrated in the European Economic Area but not a member of the European Union. The public finances of the principality are outstanding. The country is debt free and has a very sound banking sector. It has a great track record of valuing property rights. In a world of rising systemic risks, these considerations will be increasingly important for asset managers.

**About Incrementum**  
Incrementum AG Liechtenstein is an asset management company founded in 2013 in Vaduz, Liechtenstein. As independence is a cornerstone of our philosophy, the company is one hundred percent owned by its partners. We have no affiliations with any banking institutions, which enables us to implement our investment strategies autonomously. As a boutique player with lean hierarchies, we are able to execute our strategies and respond to regime changes swiftly. Our partners practice what they preach – all our partners are invested in the funds they manage. Incrementum AG's partners are highly qualified and have over 140 years of combined banking experience. Prior to joining the company, the partners held positions at UBS, Lombard Odier, Darier Hentsch & Cie., Bank Leu, Pictet & Cie., Bank Sal. Oppenheim, Merrill Lynch and Société Générale.

## UK

- ★ FINANCIAL PLANNER OF THE YEAR, INVESTMENT QUORUM LIMITED
- ★ GAMECHANGER OF THE YEAR (WEALTH MANAGEMENT), LEE ROBERTSON, INVESTMENT QUORUM LIMITED



**IQ**  
INVESTMENT QVORM  
Unique, Boutique Wealth Management

Lee Robertson  
CEO  
Investment Quorum,  
Unique Boutique Wealth Management  
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EC2V 7NQ  
Tel: 0207 337 1390 / 07775 948 576  
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### Wealth management strategies built for you just when they are needed most.

These are troubling times for anyone planning for their future. The pressures and demands on our time and our finances have probably never been greater. Many of the well respected names have actually withdrawn from assisting their clients plan for their future or have decided only to concentrate on those with five million pounds or more to invest. Brexit worries, interest rate decisions, falling bond yields all mean that it has never been more important to plan carefully for your future financial security.

We have been helping our clients for over fifteen years cope with the continual changes to the taxation and financial landscape. Our clients were faced with the same issues you may well be facing now. How to guard accumulated wealth against the effects of inflation and low interest rates? What is the most effective way to accumulate wealth for income in retirement? How to avoid the fifty-five per cent tax charge that may become levied on hard won pension funds? How to plan to help children and grandchildren by passing on wealth tax-efficiently? Avoiding unnecessary charges on investment portfolios whilst still protecting and growing the capital value? How to plan to keep pension funds under the ever decreasing lifetime allowance but still accumulate enough wealth for retirement in a tax efficient

manner? We help our clients get on top of these important issues and to see the whole picture.

We help them understand where they are and how close to being on track they are, we listen to what they want to achieve and over what timescales. We always take the time to understand their fears and concerns around their lives and their finances and only then do we construct a strategy with them to help them meet these objectives.

All of this is delivered with total fee transparency by a team that the highly influential Spear's Wealth Management Index places in the top ten wealth managers in the UK and ACQ5 have named as the Financial Planning Firm of the Year in 2016 for the second consecutive year. The company is led by our CEO Lee Robertson who is the 2016 Spears High Net Wealth Manager of the Year as well as the ACQ5 Wealth Management Gamechanger of the Year 2016, again for the second consecutive year. We hope that this demonstrates our commitment to an approach to wealth management which really does have clients at the heart of everything we do.

If you would like to find out how we might help you we invite you to get in touch, we would genuinely love to help.

## MOROCCO

- ★ AVIATION LAW FIRM OF THE YEAR, KETTANI LAW FIRM

**KLF**  
KETTANI LAW FIRM  
Azzedine Kettani  
Professor  
KETTANI LAW FIRM  
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**2001:** Advising of Regional Airlines for the financing of Embraer aircrafts.

**2002 - 2005:** Assistance to EAST Trust-Sub 1 and GATX Capital Division in various deals it has entered into with Mondair.

**2002-2003:** Assistance to GECAS for the review and analyze of their aircrafts financing agreements.

**2006 and 2007:** Advising of lenders and ECAs, i.e. Barclays Bank PLC, Her Britannic Majesty's Secretary of State acting by the Export Credits Guarantee Department, Compagnie Française d'Assurance pour le Commerce Extérieur, Euler Hermes Kreditversicherings AG, for the financing of an Airbus A321-211 (2006) and an Airbus A321-200 (2007).

**2008-2014:** Advising of Air Arabia in the financing of aircrafts.

**2010 - 2014:** Assistance to ILFC with respect to legal aspects of aircraft financing and the implementation of collaterals.

**2014:** Advising of AerCap in various issues relating to aviation.

More recently, KLF advised Royal Air Morocco, the Moroccan airline operator company, in various aircraft acquisitions and financing deals (of confidential values) it has entered into with the company Embraer and the company Boeing in the financing of its dreamliners in 2015/2016 as well as the company Air Arabia (United Arab Emirates) in its financing matters. In addition, KLF also advised Air Canada in 2016 regarding its implementation in Morocco.

## GERMANY

- ★ TAX CONSULTING LAW FIRM OF THE YEAR, JC KLING
- ★ AUDIT FIRM OF THE YEAR, JC KLING
- ★ COMMERCIAL MEDIATION FIRM OF THE YEAR, JC KLING
- ★ LEADING CUSTOMER SERVICE LAW FIRM OF THE YEAR, JC KLING



**JC KLING**

DR. KLING ° HEUFELDER  
Wirtschaftsprüfer - Rechtsanwälte - Steuerberater  
Fischerstraße 11 - 67655 Kaiserslautern  
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We are a society comprising chartered accountants, lawyers and tax consultants, which covers all the areas of consultation in legal, tax-related and economic environments. Besides the classical sectors we also offer asset management, consulting, mediation and coaching, and can thus assist with consultation for the entire scope of business management.

Most of our clients are managed by their owners and particularly appreciate the individual assistance of consultants, who accompany them over many years. We also advise internationally globally operating stock-exchange listed companies. More-over we are also active in the area of the public sector, particularly in the areas of non-profit organizations and research institutions.

Our approach is to have an overall observation of the type of consultation required. It is not only the legal solution or consequence of a case that is presented, but rather a consideration of the overall economy. We in particular check the possibility of gaining advantages from the resulting problems and finding a solution without large legal disputes, which leads to the business basis remaining in place, and the clients and their opposing party can continue with their business relationships, which mostly have been in existence for many years.

The major areas of activity of our company are tax configuration consultation, also with

tax expertises, the accompaniment of tax audits and representation in fiscal court proceedings, the complete support of companies, from foundation, purchase and sale, configuration and succession advice. In this context we of course also carry out due diligence checks.

Measurement of performance is not always without problems and successful work is not always immediately recognisable to the clients. Success is visible, however, if we unlike the other statistics, manage to defend a number of fiscal court proceedings successfully. Also the fact that in the area of tax audits advantageous and short term solutions can be achieved can be assessed by the clients. Furthermore, it should be mentioned that we have made successful turn-around consultations and returned companies that came to us in need of restructuring back to the path of success.

We differ from our competitors while in our understanding having the same broad specialist knowledge, but we can act at lower cost and shorter processing times because of our structure. In particular medium sized companies value this ability that we are not focussed on providing the maximum number of consultation hours, but focus on the goal in order to manage the mandate on the long term and in the best case be a companion and contact person for all legal, financial and tax matters for decades. For this purpose, we have a matrix structure in the company which enables the client to get an appropriate contact partner and further employees in the team who can accordingly act for him.

## MOROCCO

- ★ M&A LAW FIRM OF THE YEAR, KETTANI LAW FIRM

**KLF**  
KETTANI LAW FIRM  
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It has also advised Al Sahl Group (Libya) in relation to certain M&A projects in Libya; Cerberus (USA) in an M&A transaction in Morocco; Symphony Telecom (USA) in an M&A transaction in Morocco; Al Homaizi (Kuwait) in relation to its introduction of IKEA in Morocco; Alshaya Group (Kuwait) in relation to its setting up of international franchises in Morocco (such as Starbucks and H&M); St. Gobain (France) in relation to its merger with Lafarge Plâtres Maroc in 2016 in the gypsum sector KLF also advised Platinum Power (Morocco) in relation to its capital opening operation to AfricInvest

### OTHER AREAS OF EXPERTISE

- Aviation
- Banking & Finance
- Capital Markets & Securities
- Corporate & Commercial
- Corporate Finance
- Debt Restructuring
- Dispute Resolution, Arbitration & Litigation
- Employment
- Energy, Oil & Gas
- Infrastructure & Projects
- Intellectual Property & Information Technology
- Insurance
- Joint ventures
- Leisure & Tourism
- Project Finance
- Real Estate Finance
- Telecommunication & Technology
- Trade Regulations

Kettani Law Firm ("KLF") is the leader among local law firms in the mergers and acquisitions field. KLF recently advised the following significant clients in relation to their mergers, acquisitions and joint ventures in Morocco and abroad : the acquisition by France Telecom of a large participation in Méditelcom, the sale by Vivendi of its participation in Maroc Telecom, St Gobain acquisition of 50% of Moongypse in Morocco, the acquisition by Coca-Cola of bottling companies in Morocco; The participation by IFC and the European Bank for Reconstruction and Development in recent high profile projects in Morocco.

## GREECE

- ★ ACCOUNTANCY FIRM OF THE YEAR, KLEOPAS ALIOTT SA
- ★ INTERNATIONAL PROFESSIONAL SERVICES FIRM OF THE YEAR, KLEOPAS ALIOTT SA.



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### Experience and Knowledge... next to your business needs!

Kleopas Alliott Business Consultants' journey, started back in 1990 in Athens, aiming at high level Accounting and Tax coverage of its clients. Just 2 years later, in 1992, is accepted as a full member of Alliott Group, a Worldwide Alliance of Independent Accounting, Law and Consulting Firms.

The following years and with the catalytic contribution of high expertise executives who were added to the firm's resources, Kleopas Alliott Business Consultants, has evolved into an organization providing services with stability, accuracy, and consistency, ensuring business sustainability and full statutory compliance.

The Services	Accounting
	Financial Statements
	Bookkeeping
	IFRS
	Management Reports
Taxation	Payroll
Tax Compliance	Payroll calculation
Corporate & VAT	Compliance
Tax Planning	Start up business
	Company formation
	Registry Process
Auditing	Auditing
Tax Compliance	Statutory audits
Corporate & VAT	Due diligence
Tax Planning	Corporate governance
	Evaluations
	M&A

Regardless the size and the sector of the business, our job is to provide with reliability, discretion and in full line with the laws, every task we undertake.

**Vision**  
Through our knowledge, experience and expertise we offer unlimited opportunities for our clients, to ensure the development of their businesses.

## GERMANY

- ★ FRANCHISE LAW FIRM OF THE YEAR, LAWFIRM BUSSE & MIESSEN



**BUSSE & MIESSEN**

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BUSSE & MIESSEN combines a fresh perspective with more than 60 of tradition. With a total of more than 25 lawyers, BUSSE & MIESSEN, a medium-sized operation by German standards, pursues a policy preferring strict quality standards, highly personalized client-lawyer relations and arm's length working processes over rapid growth. Long-standing relationships provide a high degree of insight into clients' specific legal concerns, financial issues or personal situation, allowing the professionals at BUSSE & MIESSEN to identify, avoid or resolve conflict, and enabling sensitive and capable problem-solving.

The firm is active in the field of Franchise Law throughout Germany and other European countries. Today, BUSSE & MIESSEN are advisors to more than 150 franchisors in Europe and North America. The firm has particular experience in the development, reorganization and expansion of franchise networks. Its Franchise Practice Group focuses exclusively on advising Franchisors and Master Franchisees in the optimization and management of franchise network. It is BUSSE & MIESSEN's paramount priority to advise Franchisors not only in

the field of Franchising Law but, equally important, also in strategic questions with respect to international expansion.

According to the Who's Who Legal, Dr. Patrick Giesler, who is an essential part of the Franchise Practice Group, is one of the leading German franchise lawyers. He is the author of numerous books and publications on Franchising Law. Furthermore, Dr. Giesler is President and founder of the International Franchise Lawyers' Association, a world-spanning network of law firms specializing in this field.

Catering to the needs of foreign clients also outside and beyond the domain of franchising, BUSSE & MIESSEN, from its Berlin, Bonn and Leipzig offices, operates several practice groups where lawyers fully conversant in English provide advice and guidance to companies from all fields of business life, to banks, real estate partnerships and individual investors. Other key specialisations are in Real Estate, Construction and Labour law.

## SWITZERLAND

- ★ GLOBAL MACRO STRATEGY FUND OF THE YEAR FOR A CONSECUTIVE YEAR, LCJ INVESTMENTS S.A.
- ★ FX INVESTMENT ADVISER OF THE YEAR, LCJ INVESTMENTS S.A.
- ★ GAMECHANGER OF THE YEAR, LEONORA KERRY KEANE, LCJ INVESTMENTS S.A.



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asset portfolio, producing a net annual return of +4.77%, maintaining our consistent long term performance track record (64.29% total net since inception in September 2007, with annualized standard deviation of 6.54%) during what has been a challenging period with a number of very significant market moving events.

The LCJ strategy worked entirely as expected, leveraging up when we predicted direction correctly and naturally deleveraging through optionality when wrong. This ultimately meant we were able to control downside risks to good effect and not realize losses quickly and expensively. The higher implied and realized volatility base suited our strategy in general and we believed that this looked set to remain for 2016.

Going forward we continue to believe that our strategy remains competitive in terms of achieving a positive annual return within a well-defined mandate. Looking forward through 2016 we believe that the opportunities we are anticipating are well suited to our strategy and that we are positioned to capitalize on this.

## UK

- ★ REGIONAL M&A ADVISORY FIRM OF THE YEAR, LEITH MERGERS & ACQUISITIONS



Leith Mergers & Acquisitions Limited  
Tel: +44 (0) 1306 646 890  
Email: [info@leithma.co.uk](mailto:info@leithma.co.uk)  
Website: [www.leithma.co.uk](http://www.leithma.co.uk)

The team at Leith are absolutely delighted to be awarded the UK M & A Advisory Firm of the Year 2016 by ACQ5. Managing Director David Nelson comments, "The team at Leith are thrilled to be recognised as a leading provider of M & A services in the UK by Acquisition Finance Magazine. The team's hard work is based on a desire to give each and every one of our clients the time, expertise and commitment they need, and should expect, from their M & A Advisor."

Leith is a family run, boutique company founded on a determination to provide a genuinely personal service to a small portfolio of clients. The Directors made the decision to apply a business model which would allow them to provide the personal service many clients require whether they are embarking on a sale, acquisition or planning for their future. We are highly incentivised to achieve results and take the view that we are "on your team" when we are working for a client.

The team at Leith work to a clear mission of providing hands-on, results driven M & A advice to company owners operating across the corporate market, with deal transactions of up to £50m.

The Directors have been senior level practitioners in the SME mergers and acquisitions market for over a decade, having earned their corporate credentials with several City based blue chip institutions. They bring professionalism, integrity and a depth of experience in handling transactions across the corporate market.

David adds, "Providing expertise, being available at all times and listening to what our clients need is crucial to our success". Working to this ethos, Leith have built a reputation as a trusted advisor amongst their clients and the wider M & A community gaining much of their work through referral and recommendation.

The holistic approach provided by the team throughout all stages of a deal has led to exceptionally high success rates well in excess of industry averages - an achievement the team are incredibly proud of and committed to maintaining.

To find out more about our services and how we work please contact us on 01306 646890 or email us at [info@leithma.co.uk](mailto:info@leithma.co.uk)

## UK

- ★ ASSET BASED LENDER OF THE YEAR, LEUMI ABL LIMITED



Once again Leumi ABL is delighted to have won the title of Asset Based Lender of the Year for the United Kingdom in the ACQ Global Awards 2016.

Leumi ABL is the specialist asset based lending subsidiary of Bank Leumi (UK) plc, offering a full asset based lending capability to growing businesses. We provide working capital solutions by funding against invoices, stock and plant & machinery, plus trade finance and term loans – real differentiators in today's market. We provide funding lines of up to £30m and have built a strong reputation for our flexible and personal approach.

Our sales teams across the UK continue to see increasing optimism and certainty, and this all fuels the market appetite for reliable and flexible forms of financing that will enable confident business growth and expansion. Leumi ABL understands the needs of the Advisory and PE communities and works closely with them and their clients to ensure that financing facilities are structured creatively so as to maximise growth opportunities.

A recent notable deal involved Leumi ABL supporting Liberty House Group with growth capital for its engineering businesses.

As the UK steel industry continues to generate headlines, Leumi ABL is delighted to have supported Liberty House Group with a £20m Asset Based Lending facility comprising of Invoice Discounting and Stock Finance. The facility will be utilised by Liberty Tubular

## Leumi ABL Limited

**Phil Woodward, Managing Director, Leumi ABL**  
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## UK

- ★ FAMILY LAW FIRM OF THE YEAR, LLOYD PLATT & CO
- ★ DIVORCE LAW FIRM OF THE YEAR, LLOYD PLATT & CO
- ★ GAMECHANGER OF THE YEAR, VANESSA LLOYD PLATT, LLOYD PLATT & CO



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In September 2014, the firm teamed up with The Blue Cross animal charity and invented the world's first Pet-Nup i.e. Deed of Agreement for pet owners in the event of a relationship breakdown which has attracted international acclaim.

Each of the solicitors has their own speciality which adds to the strength of the practice. Matthew Durman's forte is complex company matters, Samantha Ellis' is finance and children. Simon Wolman has an eye for detail particularly in financial matters. Gary Conway specialises in cases involving criminal elements. Vanessa's speciality is complex financial matters, seeking out hidden assets and re-opening financial settlements. This year the firm head-hunted two experienced family law practitioners. Sarah Campbell specialises in financial cases and Cara Roberts an expert mediator who will be expanding the mediation department with emphases on children's mediation.

The team at Lloyd Platt will continue to guide their clients through the mine field of divorce throughout 2016 in the ever-changing legal landscape.

- ★ INTERNATIONAL - FINANCIAL SERVICES BODY OF THE YEAR, LIECHTENSTEIN BANKERS ASSOCIATION (LBA)



**Name: Simon Tribelhorn, CEO  
Liechtenstein Bankers Association (LBA)**  
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EU Transparency Register number: 024432110419-97

We are delighted and honoured to receive this year's ACQ award as International financial services body of the year, as it confirms that our daily efforts and the high standards that we set ourselves as an association and a service provider for our members, as well as our efforts to advance Liechtenstein as a banking and financial centre, are bearing fruit. The award is a fantastic recognition of our amazing team and the result of our hard work. At the same time it is an incentive for us to continue pursuing the path we have taken and the professionalisation of the Bankers Association as an innovative and modern trade association.

Established in 1969, the Liechtenstein Bankers Association is the voice of the banks operating in and out of Liechtenstein. Since its foundation, the association has been safeguarding the interests of its member banks towards the government, the authorities, the public, and national as well as international organisations and federations, and has coordinated the joint activities of its members. The Board is the governing body and consists of the Chairman and representatives of six member banks. The Association is managed by the secretariat led by the general manager.

The LBA stands for stands for market economy-based principles and for an efficient financial centre in Liechtenstein and in Europe with the highest standards. It

Solutions and Liberty Distribution to deliver their ambitious growth plans that are already gathering pace.

As part of Liberty Industries Group, the Liberty Tubular Solutions and Liberty Distribution Divisions are leading UK manufacturers, distributors and suppliers of steel tubing and specialist tubular components to the automotive and aerospace industries. The businesses are part of Liberty House Group, part of an international privately owned business specialising in metals trading and the manufacture and distribution of steel and advanced engineering products which employs c.3,000 people globally and has a current turnover of approximately \$7 billion.

Sanjeev Gupta, Executive Chairman at Liberty House Group, commented: "Leumi ABL are an excellent choice of partner to fund our growth plans for this recent strategic acquisition for the group. They were able to work quickly and closely with us to deliver a flexible funding package that will support the growth of our new division. Liberty had access to key senior personnel at Leumi throughout the process which meant the financing was concluded in good time and in line with expectations, allowing us to move forward with our exciting plans for the business."

At Leumi ABL we apply our entrepreneurial spirit and creative approach to all business opportunities to maximise the funding available. Our focus on short decision lines and continued senior involvement at all stages of our relationship with you can offer a refreshing alternative to some attitudes in larger and more traditional institutions.

Lloyd Platt & Co Divorce, Criminal and Matrimonial Solicitors opened in 1992 specialising in all areas of family law dealing mainly with divorce, finances and cases concerning the children of the family. Since that time the practice has been involved in several leading and ground breaking divorce and cohabitation cases, and continues to campaign about many important family issues. The firm prides itself on giving sensible legal advice as well as being dependable, approachable and always willing to go the extra mile to get the very best outcome for a client.

Vanessa Lloyd Platt, the director of Lloyd Platt & Co regularly appears as an expert on news and current affairs programmes both nationally and internationally. She has appeared on BBC, Sky and ITV discussing the ground-breaking cases of Sharland and Gohil, and in addition Vanessa can be heard regularly on radio programmes up and down the country discussing relationship, divorce and other issues.

In 2009 Lloyd Platt & Co invented the divorce voucher creating a worldwide first and global phenomenon. This was followed by the Pre-Nup Voucher shortly after.

In October 2013 Vanessa was voted Family Law Commenter of the Year. In 2014 the firm was awarded ACQ Global UK Leading Divorce Firm of the Year and following this has won several other prestigious awards. Both Vanessa and Gary Conway have been on the Super Lawyer lists for 2014 and 2015.

## UK

- ★ REGIONAL BUSINESSWOMAN OF THE YEAR, MELINDA ATKINSON, LUCENTUM LIMITED



Melinda Atkinson LLB FCA  
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After 20 years of working in accountancy practices on 1 July 2009 Melinda successfully established Lucentum. This derives from the latin words of lucid and lucent which mean intelligible, easily understood, bright and shiny and closely aligns itself to the services that Lucentum provides.

Melinda is not afraid to push the boundaries of possibilities and make them a reality. Melinda says "I have a clear vision and constantly set and review my goals whether they are business or personal. I see myself as an entrepreneur rather than merely an accountant and therefore I share the same challenges of running a business and having successfully solved some of those challenges I now enjoy working closely with a variety of entrepreneurs of SMEs who need help support and a shoulder to lean on to achieve their goals and a balanced life."

Historically accountancy practices have focussed on providing a year end accounts and taxation service. However Lucentum's focus is on developing a long term working partnership with business owners to ensure they understand their key performance indicators and have up to date management information to enable them to clearly understand how their business is performing and enable them to make informed decisions.

Having experienced working on a part-time basis in the past Melinda is extremely supportive of providing flexible working arrangements for her team subject to the demands of the business. This includes some team members working reduced hours to accommodate their domestic arrangements and providing the technology to enable people to work from home.

Melinda also believes in supporting our local charities and is a regular fund raiser for Farleigh Hospice. This has included taking part in many different type of events which has included dawn walks, long cycle

rides and functions. In 2006 she joined a trek in the Himalayas to raise funds and successfully raised over £5k. Melinda's expertise in the implementation of business structures which protect and increase the wealth of owner managed business together with the development in technology means that Lucentum gets recommendations to new clients nationwide. In addition by offering more financial management advice and support to business owners they will continue to retain our services.

Since 2009 with Melinda at the helm and despite the recession Lucentum has successfully doubled its annual Turnover and workforce.

Melinda Says "Over the last 10 years Lucentum has been at the forefront of becoming a paperless office and have now successfully installed systems to ensure that we can store all our documentation and carry out our work electronically. This means that we can now work anywhere in the world with access to a computer and the internet."

Melinda has not only managed to build a successful business but also has brought up two children who are now achieving business success of their own. In addition Melinda continues to pursue interests outside of work which include golf, skiing, sailing, cooking and entertaining and spending time with her family, including the dog.

Melinda believes the key to being successful in business is to listen, adapt, innovate, be open minded, have energy enthusiasm and passion for making a difference to the lives of the people you deal with whether they are your clients or your team. If you look after them hopefully you will be rewarded.

## PORUGAL

- ★ MANAGEMENT CONSULTANTS OF THE YEAR, MERCAL CONSULTING GROUP
- ★ FINANCIAL RESTRUCTURING CONSULTANTS OF THE YEAR, MERCAL CONSULTING GROUP
- ★ BUSINESS AND MARKETING ADVISORY FIRM OF THE YEAR, MERCAL CONSULTING GROUP
- ★ BUSINESS ADVISORY FIRM OF THE YEAR (SME), MERCAL CONSULTING GROUP



Founded in 1996, Mercal has always been guided by high professional and ethical patterns, being officially accredited as a management consultancy company and certified by ISO 9001.

We are specialized in Strategy and Management Consultancy, International Marketing and M&A for middle-market companies and also deal with solutions for venture capital and equity funds.

Our clients range from public institutions and funds, to multinational companies, private equity firms, management teams, entrepreneurs and family companies. Our clients includes between others AICEP, AIRFREE, ASM Group, CABB, CBE, GASODATA, IAPMEI, INOSAT, MEIOTEC, SCHNEIDER ELECTRIC, TURISMO FUNDOS, UCASUL and MNE.

We are very pleased to be recognised by ACQ5 in four categories in 2016 as were in 2015, namely Portugal – Management Consultants; Financial Restructuring Consultants, Business and Marketing Advisory Firm and Business and Marketing Advisory Firm (SME) of the year;

Our teams deserve these awards for their hard work. Our success is due to offering best solutions to our clients, independently of their complexity and multicultural environment, which always bring a challenge and a highly rewarding experience for Mercal Consulting Group.

Once again these awards are an important way to motivate our staff for improve and continue acting with an entrepreneurial spirit in order to offer the best services to our clients. It is a way to commit us to improve our market position, bring awareness to our brands and set a clear path to aim at excelling in our industry.

Our philosophy is to develop withstanding partnership relations with our clients based on trust and qualified work and to be able to promote the business at a national or an international level. We supply pragmatic and cost effective bespoke solutions to our clients, to enable them to reach their development goals. We focus on results and offer innovative solutions, and our staff participates in an incentive scheme which is very competitive.

Our principal advantage is based on the fact that strategy consulting is our core business. We also have a solid business network and database in many industries and markets that allow us to benchmark how our clients perform compared to their respective industries.

Consultants must be open-minded, flexible and customer focused that face challenges in a friendly and creative way. For us it is of great importance to show responsibility and accountability to our clients every step of the way.

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João Ribeiro, Managing Partner  
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## UK

- ★ GLOBAL STRATEGY CONSULTING FIRM OF THE YEAR, OC&C STRATEGY CONSULTANTS



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E: contact@occsstrategy.com

### Who we are

We're brave thinkers

We address complex challenges for national champions and global leaders. Our clients tell us we are "intellectually strong, outstanding analytically but also very creative - it's what sets us apart."

We're in it together

We get the right people, with the right expertise to work side-by-side with our clients. Our high ratio of partners to consultants, 1:5, ensures significant expert focus and dedicated teams for each and every project.

We're straight talking

We provide clarity to the complex issues our clients face, combining bold thinking with clear communication to come up with the right strategies – strategies that work in the real world.

## SWITZERLAND

- ★ FINANCIAL SERVICES M&A ADVISOR OF THE YEAR, MILLENIUM ASSOCIATES
- ★ INDEPENDENT M&A ADVISERS OF THE YEAR, MILLENIUM ASSOCIATES



MilleniumAssociates AG  
Ray Soudah

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MilleniumAssociates AG is a member of the Swiss Private Equity & Corporate Finance Association (SECA)  
MilleniumAssociates (UK) Limited is authorised and regulated in the UK by the Financial Conduct Authority

MilleniumAssociates is an independent international M&A and Corporate Finance Advisory firm based in Switzerland and the UK. Founded in 2000 and owned by its partners and management, we are uniquely positioned to offer independent and non-conflicting advice to our clients. The firm specialist Financial Services Practice focuses on transactions for the global financial services industry, in particular the global wealth, asset management, private banking and private equity sectors. In recent years we have built on this M&A expertise and experience and established an additional Entrepreneurs and Corporates Practice in order to extend our M&A and corporate finance services to the clients of private banks as well as corporates and entrepreneurial business owners globally.

Our fully dedicated team of M&A and Corporate Finance specialists are currently involved in variety of advisory assignments, supporting a number of international, regional and domestic clients with their global expansion or divestment strategies, as well as consulting for organisations seeking to determine their ideal strategic options including partnerships, alliances and IPO or debt raising plans and arrangements.

MilleniumAssociates has an excellent foundation in corporate finance with over 200 man-

years of collective M&A experience, however as a entrepreneurial company at heart, we also see matters from all sides and understand and appreciate our clients needs and values. This deep understanding makes every transaction we work on personal to us and inspires us to strive to achieve the best possible outcome for the client.

We are also proud to have one of the broadest professional networks worldwide, including institutional and private investors. Over recent years we have augmented this with a number of similarly independent and unconflicted global strategic partnerships in the key growth regions of the world which strengthens their coverage locally and regionally and complements its service offering.

Many factors differentiates us in the market place; we more than complete with the larger firms in our expertise, global reach and investor network enabling us to manage the most complex mergers, acquisitions or disposals of companies as well as supporting any IPO or bond/capital market needs, however our continuing independence and lack of conflicts, professional network and nimble abilities allows us offer totally impartial advice and be creative in finding the most appropriate strategic solutions for our clients.

## SWEDEN

- ★ ARBITRATION LAWYER OF THE YEAR, OLOF RÅGMARK, OLOF JOHAN RÅGMARK ADVOKATBYRA AB



Olof Råmark:  
Olof Råmark  
Experience

Olof Johan Råmark Advokatbyrå, 2016-  
Partner, Advokatfirman Delphi 2008–2015  
Partner, White & Case Advokat 2001–2008  
Partner, Johnsson & Johnson Advokatbyrå  
1989–2001  
Svea Court of Appeal 1987–1989  
Linkoping's District Court 1985–1987

Jur.kand. (LL.M.), Uppsala University 1985

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Swedish Bar Association  
International Bar Association  
Swedish Arbitration Association Swiss  
Arbitration Association Association of  
International Arbitration  
The London Court of International Arbitration

Olof Johan Råmark Advokatbyrå is a Stockholm niche firm specializing in dispute resolution. On a case-by-case basis, the firm works with other recognized law firms if and when needed to ensure adequate capacity for specific engagements.

Olof Råmark specializes in international and domestic arbitration and handles general commercial disputes and those in reinsurance, international construction and turnkey contracts, shipping and transportation, in international trade and in the power and communications industry. He acts as arbitrator and as counsel in ad hoc arbitrations as well as institutional proceedings.

Olof Råmark's experience as counsel in international arbitrations includes construction contracts in for instance the pulp, nuclear energy and shipping industries, joint venture and long term supply agreement disputes involving different raw material sectors, share purchase disputes, disputes relating to defects in components delivered to amongst other the communication and power industries, reinsurance and insurance disputes

including marine insurance, and price revision and indexation disputes within the European gas and energy sector.

In the last years, Olof Råmark's work as arbitrator includes; ad hoc arbitration, chair, Swedish Hull and P&I insurance, international parties; ad hoc arbitration, party appointed, share purchase dispute, Swedish parties; Uncitral arbitration, party appointed, telecom sector, International parties; ICC arbitration, party appointed, share purchase dispute, US/Swedish parties; ICC arbitration, party appointed, share purchase dispute, Swedish parties; SCC arbitration, party appointed, power sector (construction), Scandinavian parties; SCC arbitration, party appointed, power sector (price indexation), international parties; SCC arbitration, chair, IT-sector, Swedish parties; SCC arbitration, party appointed, defect in components (power), international parties; SCC arbitration, party appointed, shipbuilding, international parties; SCC arbitration, party appointed, transportation (damage to goods), international parties; SCC arbitration, defects & delay, heavy industry (construction), international parties.

★ NICHE BUSINESS SOFTWARE SUPPORT PROVIDER OF THE YEAR (OPEN SOURCE), OPUSVL



Are you ready for the technical implications of upcoming data protection changes?

If you hold data on individuals, you will be affected when the Data Protection Act is replaced by the General Data Protection Regulation in 2018. This change will bring significant implications to any businesses processing personal data.

#### Technical measures

Organisations should not underestimate the task of controlling data in line with the GDPR and appropriate database functions will be required by anyone with any volume of records. To implement compliance within a database system, the following functions will need to be implemented:

#### Encryption

The technical measures required to maintain compliance will include installing and maintaining security systems such as firewalls and regular software updates, and encryption of mobile devices and stored data.

#### Tokenization

To address the requirement of data erasure whilst maintaining database integrity can be addressed through tokenization of data. This is the process of substituting personal data with a 'token' such as a number or pseudonym to remove individual identifiers, allowing transactional data to remain while adhering to General Data Protection Regulations. This process must also ensure that the process of erasure cannot be undone.

#### OpusVL

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#### Portability

A further technical requirement of GDPR is the right to portability. To comply, data must be made available in a structured manner that can be loaded into alternative systems using commonly available electronic formats. To meet this requirement, Open Standards should be used where they exist, and it is likely that this requirement will generate future open standard data interchange formats. Within this scope is not only the textual data but other files, documents and images.

#### What to do now:

- Start with adding GDPR non-compliance to the risk register
- Assess the overall impact of GDPR on your business
- Investigate the legal implications for your organisation
- Make sure your team is aware of the GDPR directive
- Review and update privacy notices
- Create a GDPR compliant process for data access requests
- Ensure you can erase personal data without damaging database integrity
- Plan to encrypt all data stored on mobile / portable devices
- Determine how portability requests will be handled

#### Time for action

It is imperative that businesses take steps to ensure they are ready for GDPR. Existing systems need to be evaluated to ensure that the regulations are met. Should you need to transition to new software to meet these demands, remember that it can take between 9 and 18 months to re-platform following the selection of a provider.

To check whether your software is compliant, and for further advice, contact OpusVL on 01788 298 450 or email [enquiries@opusvl.com](mailto:enquiries@opusvl.com)

## BELGIUM

★ EUROPEAN UNION LAW FIRM OF THE YEAR, PAPPAS & ASSOCIATES



Pappas & Associates  
EU Law Firm

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[www.pappaslaw.eu](http://www.pappaslaw.eu)

Ombudsman or ultimately the General Court and the Court of Justice of the European Union.

The firm's main areas of focus concentrate on competition law (antitrust, merger and acquisitions, state aids), Internal Market cases (such as public procurement, the free movement of goods and of capital, the free provision of services and the freedom of establishment, digital and energy single market: audiovisual policy, advertising rights, digital safety, internet privacy, public v. private broadcasting, liberalization of electricity markets renewable sources), Health and Environmental policies (chemicals, cosmetics and medical products, air and water pollution, Natura, waste, animal welfare, consumer protection, feed additives, food law, health claims, labeling, plant protection products). Moreover, Pappas & Associates has extensive experience in maritime transport (classification societies), as well as in taxation, excise duties, energy policy and banking sector.

In order to provide its clients with the most effective service, the firm has established an active network of reliable overseas partners in the Member States and in third countries.

★ NICHE MARKETING CONSULTANCY OF THE YEAR (CORPORATE), OYSTERCATCHERS



# OYSTERCATCHERS

Oystercatchers  
Richard Robinson, Managing Partner

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**Oystercatchers is an award winning marketing consultancy that accelerates marketing performance through three powerful practise areas: performance, people and best-in-class pitches. We invited Managing Partner Richard Robinson to tell us more.**

Here at Oystercatchers our clients include iconic global brands across financial services; retail; travel and leisure; consumer goods, and charities. We provide a wide range of services including training, pitching, Ways of Working, and organisational design. On the media front, we handle roster reviews for the BBC; training for UKTV; pitch support and consultancy for Cinema UK, Vue, Lovefilm, Cineworld and Amazon Prime.

We believe that our best practise marketing programmes and partnerships are transforming "people who work in marketing" into "modern marketers who work in Centres of Marketing Excellence" – and that this is helping drive business growth.

Within the training industry it is a proven fact that marketing professionals are the least likely to receive training at work, with over half having no access to training at all. This is significantly higher than the national average of 30 percent. Coupled with this, 80 percent of marketers claim they feel undervalued by their employer due to lack of training, while a staggering 9 out of 10 say they would be less likely to leave their current employer if offered training. Meanwhile, the discipline of marketing has changed more rapidly in the past five years than it has done in the past fifty as a result of the rise of

adtech and changing customer expectations. As a result, practitioners of modern marketing excellence are now critical to business success.

In this rapidly changing industry, we take pride in being at the forefront of emerging trends. In 2012 we launched Oystercatchers Club specifically to stay one step ahead, exploring issues impacting marketing with senior leadership from the world's best known companies. The Club attracts 250+ business leaders and has become one of the UK's most influential forums where Nicola Mendelsohn [Facebook], Tom Knox [IPA], Karen Blackett [MediaCom], Lord Moynihan, Justin King [Sainsbury's], Jill McDonald [Halfords] and Paul Geddes [Direct Line] join us on stage to debate impact issues: 'Diversity'; 'Leadership' and, 'Force for Good'.

In October we partnered with business media innovator, Centaur Media plc, to expand our global footprint and to tap into Centaur's digital tech and content platforms, to stretch the depth and scale of our client offering.

Our operations are based in London, Singapore and the United States – all hubs of modern marketing and easily accessible for our local and international clients.

Looking ahead, we predict no slowdown in the fast changing business landscape as technology, data, and customer expectation continue to accelerate transformation. Our goal is simple: to help our clients and their brands future-face their business with marketing excellence that impacts the bottom line.

## UK

★ ASSET BASED LENDER OF THE YEAR (MID MARKET), PNC BUSINESS CREDIT



 PNC  
BUSINESS CREDIT

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[www.AssetBasedLendingUK.co.uk](http://www.AssetBasedLendingUK.co.uk)

- Over \$3B in commitments under management in the UK and Canada.
- More than 300 Private Equity relationships across the UK, US and Canada.
- More than 40 offices providing comprehensive coverage across the UK, US and Canada.
- Top 5 syndicator of middle market loans for more than 5 years (Thomson Reuters LPC, 2015).
- More than 35,000 corporate and institutional clients.
- Provider to more than 2/3 of the Fortune 500.

With PNC Business Credit, you have the confidence that comes from the strength and stability of an industry leader dedicated to your success. One who will be there for you today and tomorrow, supporting you in achieving your ambitions.

But you should not just take our word for it. Here is an insight from one of many Sponsors we have been privileged to work with in recent deals:

"PNC has a detailed understanding of our funding requirements for our acquisitions. This is one of a number of materials handling businesses we have acquired and PNC has always stood out by instinctively supporting us at every stage of a deal."

Nick Cattell, Group Finance Director, CorpAcq Limited

If you have a deal that needs to get done, you can be sure that PNC Business Credit will leave no stone unturned to deliver the funding you require.

To learn more telephone +44 (0)1444 475 820, email [DoneDeal@pncbusinesscredit.co.uk](mailto:DoneDeal@pncbusinesscredit.co.uk), or visit [AssetBasedLendingUK.co.uk](http://www.AssetBasedLendingUK.co.uk)

★ GAMECHANGER OF THE YEAR (HEALTHCARE), PROTON PARTNERS INTERNATIONAL LTD



★ HEDGE FUND ADVISORY TEAM OF THE YEAR FOR A CONSECUTIVE YEAR, PWC LLP



Proton Partners International is bringing proton beam therapy to the UK to improve the provision of cancer treatment and transform patient care. Across the world, proton beam therapy has delivered significant results for patients, especially in lowering side effects, but in the UK we are yet to start.

Proton Partners are building three centres across the UK – in Newport (Wales), Bomarsund (Northumberland) and West London. Our centres will not only provide proton beam therapy, but each will also deliver imaging, radiotherapy, and chemotherapy and will treat 500 patients annually. We will accept NHS patients from England, Scotland and Wales, as well as medically-insured private patients and self-paying patients.

Proton beam therapy is a type of radiotherapy used in cancer treatment. Conventional radiotherapy uses radiation to destroy cancerous cells, but this damages surrounding tissue, leading to symptoms such as nausea and can affect the patient's organs.

Instead, proton beam therapy uses heavily charged protons which are more targeted and stops once it reaches the cancerous cells. This means that radiation does not carry on through the body and that tissue and organ damage is significantly reduced. Due to its precision, proton beam therapy is particularly good at treating cancers in children, in addition to hard-to-reach cancers in the brain or near the spinal cord.

To date we have received almost £100 million backing from the Welsh Government and UK investors and we have partnered with class-leading providers to equip the new centres

to the highest specifications. To deliver the highest quality treatment, we have signed contracts leading companies such as IBA (Ion Beam Applications S.A), Elekta, and Philips.

Approximately 156,000 patients in the UK are currently treated with radiation therapy annually, however, around 10% of these patients would be better treated with proton beam therapy.

Proton Partners believe that cancer patients deserve the best possible care without needing to leave the country or spending huge amounts of money and therefore we want to make sure that proton beam therapy is a treatment that is available on a suitable scale within the UK.

In addition to delivering cutting-edge treatment, our centres will be at the forefront of proton beam therapy research, using patient experience to inform oncologists and drive improvements in technology.

We intend to grow the business organically, building new centres and acquiring existing oncology centres and bolting on proton beam therapy. We have plans to build 7 UK centres and up to 5 international centres making us the world's largest operator of proton beam therapy.

Whilst this therapy is not a panacea, it does make a real difference for patients and will help to revolutionise the level of care that is currently available.

Our fully integrated tax, audit, regulatory and legal services offers an all-in-one service where any deal can be catered for and any territory is serviced by local subject matter experts. We've invested a lot in our network and our pools of expertise reflect market trends. At the moment, for instance, we have very deep talent in the real estate and illiquid credit space.

We strive to keep our hedge fund advisory practice at the forefront of market developments and trends because we understand that our clients are increasingly looking at new ways of guaranteeing total return, so we're constantly flexing our solutions to match non-homogeneous business structures. Keeping an open dialogue with industry, regulators, authorities and the service sector is key to ensuring longevity.

Our key hedge fund services include:

- Target and asset due diligence
- Asset and strategy onboarding
- Mergers & acquisitions
- Investment personnel training for tax and regulatory
- International structuring
- Tax, audit and regulatory compliance

- Licence applications
- Indirect taxation support and compliance
- Outsourcing services
- Transfer pricing

The economic climate of recent years forced everyone to look at where value could be derived most efficiently. We have brought this mentality with us into a very positive period of growth and helped our clients to meet the expectations of increasingly sophisticated, yet cautious, investors. In order to meet these challenges we invest greatly at all levels and ensure that our clients are provided with the strongest possible supporting team. Nurturing our upcoming talent and promoting relationships to the top of the agenda will be critical to staying ahead of the competition. Technology and operational efficiency will be key to our clients' margins, so we are working hard to develop new solutions all the time.

Being passionate about providing the highest possible quality service is central to how we behave, both within PwC and in the market. Individuality is celebrated and new ideas are given the help they need to grow.  
Contacts:

## NETHERLANDS

★ BUSINESS RESTRUCTURING ADVISOR OF THE YEAR, RICK VAN DOMMELLEN FOR A CONSECUTIVE YEAR, PWC (1 TROPHY)

★ BUSINESS RESTRUCTURING ADVISORY FIRM OF THE YEAR FOR A CONSECUTIVE YEAR, PWC



Rick van Dommelen  
PwC | Partner

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Rick van Dommelen is a Deals Partner in Amsterdam, with a focus on business restructuring and operational consulting. We advise clients on operational and financial aspects of transactions.

If your company runs into financial problems, it is essential to act as quickly as possible. During periods such as these, the information provided to financiers is very important

### Specialisms:

- Business Strategy
- M&A
- Carve outs
- Operational Restructuring
- Financial and Operational Reviews

- Financial Structuring
- Distressed M&A

Restructuring your company could restore its viability and improve its liquidity position. We can show you how to achieve this by helping you develop realistic and pragmatic plans and conduct negotiations with stakeholders. We can also provide practical assistance with the restructuring. Our extensive experience of dealing with complex crisis situations can be used to your advantage.

### How we can help

We advise and assist companies in financial difficulty and the financiers and other stakeholders of

## SWEDEN

★ FUND MANAGER OF THE YEAR, QQM FUND MANAGEMENT AB



QQM Fund Management AB  
Andreas Julin  
Head of Investor Relations

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QQM Fund Management was established in 2010 by Ola Björkmo and Jonas Sandefeldt from an existing fund management firm they acquired. Ola and Jonas first worked together at Öhman Kapitalförvaltning between 2006 and 2009. Prior to Öhman Ola was one of the founders and portfolio managers of the hedge fund Manticore within Brummer and Partners, the multibillion dollar Swedish hedge fund group. Before working as portfolio manager and analyst at Öhman, Jonas held positions as quantitative analyst at the Swedish government owned pension funds First, Second and Third AP Fund as well as Brummer and Partners.

Our award winning QQM Equity Hedge and pursues a systematic Equity Market Neutral strategy. Quantitative models are used to screen a broad European investment universe ranking stocks on specific criteria, earnings momentum being an example.

QQM benefits from vast experience across the financial landscape. Our investment models are based on behaviour finance principles and are supported by documented academic research and economic principles. These studies have shown that market participants may often be slow to react to information already in the market due to cognitive and emotional biases resulting in the mispricing of assets. There are several drivers behind this mispricing one of them being investors often fail to absorb new information quick enough and tend to underestimate positive company

earning signals. Vice versa, market participants tend to continue to hold on to stocks that present negative earnings data. Why these biases exist are hard to say, but our model attempts to identify and exploit these behaviour fallacies by creating a well-diversified portfolio of long and short candidates. The portfolio has pre-defined volatility target of 6-8 percent and a beta close to zero. The investment process is a disciplined systematic approach without attempting to time the market.

Another unique feature of our strategy is that all investments are subject to ethical and norm-based screening by ISS Ethix. Currently very few hedge funds incorporate an ESG component making QQM Equity Hedge attractive for investors with ESG and SRI guidelines in their investment policies.

Moving forward, our primary focus is to continue to deliver to our investors best possible risk adjusted returns. In order to meet investor demand for a EUR and USD share class the fund was recently converted to a Master-Feeder structure. The Master-Feeder structure offers us greater flexibility and it will be easier to facilitate future client needs. As pioneers in the ESG space we want to stay in the forefront of the rapid development within the area for responsible investments. We are therefore in the process of updating our ESG policy to not only have a negative ethical screening on our investments but also actively invest responsible, within the framework of what the strategy allows.



## UK

- ★ DATA PROTECTION CONSULTANCY OF THE YEAR, REGULATORY STRATEGIES LTD
- ★ INDEPENDENT REGULATORY ANALYSIS & RISK CONSULTANCY OF THE YEAR, REGULATORY STRATEGIES LTD



## 2016

Regulatory Strategies ([www.regulatorystrategies.co.uk](http://www.regulatorystrategies.co.uk)) was founded in 2009 by the former Director of Regulatory and Consumer Affairs at Experian plc, Mike Bradford, and Helen Lord, a senior plc-level consumer affairs and compliance expert, on a core 'can do' philosophy, specifically to provide UK and international clients with highly practical and commercially focused consultancy around regulatory and consumer affairs, compliance and data protection to balance and minimise risk while at the same time driving bottom-line competitive advantage and market differential.

Working in close partnership with their clients they are committed to providing pragmatic business-oriented advice and guidance, delivering real value and solutions tailored to specific sector, geography, market and business objectives.

When dealing with regulation and compliance it is all too easy to explain why something can't be done. And equally it is all too rare to find the skills, creativity and insight, either in-house or externally, to work with the business to find a way of actually doing something that may at first appear to be 'no-go'.

Regulatory Strategies' overriding client mission is to facilitate and enable business, not prevent it. It is this unique business-minded approach that separates Regulatory Strategies from other regulatory consultancies – and is something recognised by its clients.

2014 has seen Regulatory Strategies maintain its retained client base as well as moving into new areas, including significant £multi million due diligence projects in the M&A arena.

Many financial services clients are having to face up to more intensive supervision under the UK Financial Conduct Authority regime – something Regulatory Strategies has moved into as a new line of consultancy over the past 24 months.

And over the coming year inevitably all organisations in the UK and EU will face much more demanding legislation around the uses of their core business asset, namely customer data.

The recently agreed General Data Protection Regulation (GDPR) will raise the data protection compliances bar for all EU businesses from 25 May 2018 and the preparation time for this significant change is limited. Regulatory Strategies is already working with organisations across all sectors to help them prepare for what will be both a compliance and commercial challenge, including the need to have to appoint an in-house or external dedicated data protection officer.

Even with the recent Brexit vote, UK companies will be faced with new data protection legislation following the GDPR route – the ICO has made this clear.

Mike Bradford  
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## GERMANY

- ★ PATENT LAW FIRM OF THE YEAR, ROIDER IP LAW FIRM



ROIDER IP Law Firm  
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Office. In order to provide international clients with consistent and reliable on-site representation, the firm collaborates with a select group of highly experienced and well-established correspondence law firms around the world.

The clients of ROIDER IP are domestic and foreign companies involved in all fields of technology and ranging in the size from small start-ups to medium-sized and large multinational companies, as well as research institutions and individuals. The technical focus of ROIDER IP lies in the fields of general mechanics, general mechanical engineering, medical engineering, optics, electrical engineering, semiconductor technology as well as information and telecommunication technology.

The patent law firm works closely with their clients in order to provide proactive suggestions for obtaining more valuable intellectual property rights and establishing a strong IP strategy. They always take the client's requirements seriously and demonstrate professionalism to meet their clients' needs and expectations. ROIDER IP is located in Unterhaching, a steadily growing suburb in Munich's south - close to the European Patent Office, the German Patent and Trademark Office as well as the German Federal Patent Court.

## UK

- ★ NICHE RECRUITMENT FIRM OF THE YEAR (ACCOUNTANCY), RUTHERFORD BRIANT
- ★ NICHE RECRUITMENT FIRM OF THE YEAR (TAX), RUTHERFORD BRIANT



For further information or to speak to a member of our friendly and professional team, please call 01371 832 922.

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ROCG Europe is a firm that prides itself on turning common sense into common practice. We obtain significant and meaningful results for our clients by excelling in five key areas:

1. Understanding business owners and maximising their return on investment
2. Bringing clarity to what will drive business performance and build value
3. Creating common sense strategies that are realistic and achievable
4. Communicate growth strategies to key stakeholders – to achieve planned outcomes
5. Improving performance and managing change – adding measurable value!

Rutherford Briant Recruitment, The specialist accountancy, tax and public practice recruiters based in Essex are delighted to announce they have won two categories of the ACQ Global Awards 2016:  
Niche Recruitment Firm of the Year (ACCOUNTANCY) and Niche Recruitment Firm of the Year (TAX).

We are an award winning recruitment agency covering East Anglia and the Home Counties. Our focus is to deliver a high quality recruitment service to clients and candidates and we are proud that this has been recognised through these awards.

Rutherford Briant Recruitment recruit for all Accountancy and Finance Jobs. With specialist teams that focus on Commerce and industry, Tax, Public Practice and Finance Executive Appointments. The specialist teams come highly recommended and act for the best companies in East Anglia, ranging from Accountancy firms in the Big 4 to local, independent firms, FTSE listed business' to fast growing SME's and Blue Chip companies. We have seen our services become much sought after and our business grow through

recommendations and referrals. We offer a higher level of market knowledge, expertise and experience that is only possible from a Specialist.

Toby Briant, Managing Director says "I am incredibly honoured that our business has won two ACQ Global Awards in 2016 as we were up against many larger, national businesses. Our team is dedicated to delivering high quality recruitment services. We use our expertise, knowledge and experience to help us differentiate ourselves from our competitors. We aim to solve our clients recruitment demands with the best available candidate talent in the market, saving our clients valuable time, and giving them the best possible long term hires. All of the Rutherford Briant Recruitment team are passionate about recruitment and providing an exceptional experience for those we work with. Our passion and dedication shows and makes us the stand out UK recruiter."

2015 was a busy and exciting year for Rutherford Briant having produced record results in both productivity and growth. 2016 is proving to be even more successful with further investment to strengthen our reputation, increase the scope of our services and ability to provide excellent results.

## AUSTRIA

- ★ BOUTIQUE REAL ESTATE / TENANCY LAW FIRM OF THE YEAR, SCHMELZ RECHTSANWÄLTE



Schmelz attorneys at law is a boutique law firm active in Vienna and Lower Austria. It has a strong focus on, amongst others, real estate law and tenancy law.

The lawfirm, formerly known as Artmann I Schmelz attorneys at law, originally has been set up by Dr.Franz Artmann a half-century before. After having been handed over to his son Dr.Romuald Artmann, who made his mark for extraordinary skills in real estate law, it grew by the inclusion of two further lawyers, Ms Eva Schmelz and Mr Dorian Schmelz, who actually are the sole managing partners of Schmelz attorneys at law. Dr.Romuald Artmann, who retired in the year 2015, still works as a senior adviser of the lawfirm.

Ms Eva Schmelz is specialized in real estate law and right of abode, media and copy right law, family law and migrants law. Mag Dorian Schmelz is specialized in tenancy law, company and corporate law, contract law, litigation law and health care and nursing home law. Both of them formerly worked and gained huge experience in one of the biggest and leading Austria lawfirms. The team of Schmelz attorneys at law is completed by legal as well as non-legal staff.

Considering both the team as well as the operation methods of Schmelz attorneys at law, said lawfirm can be described as a youthful and modern attorney's office working in step with the times. High quality work using the most current knowledge as well as methods, flexibility and customer focus as well as a pragmatic approach to solving problems rank among the virtues of Schmelz attorneys at law. Thanks to those assets, the lawfirm previously received several awards for its outstanding knowledge in aforementioned areas of expertise.

In the course of the last year, Schmelz attorneys at law conducted a multitude of real estate transactions, whereas such came to know a booming branch due to fundamental changes in Austrian taxation laws. Furthermore, Schmelz attorneys at law are recommended lawyers of an Austrian institution active in the field of rent control and therefore accompanied a multitude of court proceedings relating real estate and tenancy law. Within the upcoming year, Schmelz attorney at law are looking forward to consolidating their status as one of the outstanding Austrian boutique law firms active in the fields of real estate law and tenancy law.

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web:www.rechtmpunkt.at

## UK

- ★ GAMECHANGER OF THE YEAR, MARIO GARCIA, SEQUEL BUSINESS SOLUTIONS
- ★ GROWTH COMPANY OF THE YEAR (INSURANCE / REINSURANCE SOFTWARE), SEQUEL BUSINESS SOLUTIONS



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Sequel Business Solutions  
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2016. Sequel's success has been achieved through a strategic focus on innovative products, our commitment to proven successful deliveries for clients and a flexible method of engagement which ensures we deliver business benefits and great customer service. Our CEO Mario Garcia has led this game-changing shift in Sequel's approach to the Market. Mario passionately believes that it is the role of solution providers to develop new products based on the latest technology, which provide core business benefits to customers.

Sequel's success has led to many awards in the last 18 months including at IT Europa's "Technology initiative of the year" award and "Claims Technology Initiative of the year" award as well being listed in the top 20 most promising insurance providers globally. Customer satisfaction is key to Sequel's success and Ian Summers, the ex-CIO of Aon runs the Sequel Innovation Group which provides our customers with the chance to input to the Sequel roadmap of innovation to ensure our products continue to meet (and exceed) specific customer needs as well as market expectations.

Interest continues to grow in Sequel from across the globe and new opportunities point to further growth in the central insurance hubs including Bermuda, New York and Singapore, as well as London. This future growth mirrors the growth of our existing customers into these regions and reflects the global and dynamic nature of the insurance market.

## UK

- ★ GAMECHANGER OF THE YEAR (FM), ALAN MILLER, SCM DIRECT
- ★ GAMECHANGER OF THE YEAR (FM), GINA MILLER, SCM DIRECT
- ★ LEADING FUND MANAGEMENT FIRM OF THE YEAR, SCM DIRECT
- ★ LONG-TERM RETURN FUND OF THE YEAR (OVER 5 YEARS), SCM DIRECT



evidence experience ethics

SCM Direct.com  
Gina Miller, Founder

gina@scmpprivate.com  
[www.scmdirct.com](http://www.scmdirct.com)  
2 Eaton Gate, Westminster, London, SW1W 9BJ  
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SCM was founded in June 2009 as an innovative investment challenger brand. The company operates with a smart, contrarian mind-set and modern implementation that utilises the efficiencies of technology and Exchange Traded Funds (ETFs) via an investment strategy based on evidence, experience and ethics.

As no investment manager has a crystal ball, SCM concentrates on the things it can control and seeks to balance Cost, Risk and Returns to provide clients with consistent returns, whilst minimising cost and risk.

In September 2014, SCM launched SCMDirect.com and MoneyShe.com as life style orientated on-line (Direct to Consumer) investment brands that offer clients low cost access to high end wealth management.

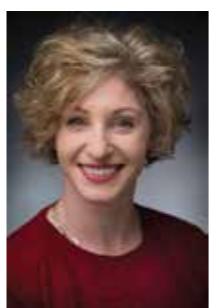
To ensure that clients can trust SCM's words are not just slick marketing, all aspects of the business and investment strategy are underpinned by 100% transparency, with fair fees shown in one number. The 'proof of promise' is that the founders have significant amounts of their money invested alongside clients, on exactly the same fees and terms.

We believe SCM Direct is ahead of its peers due to:

1. Cost Transparency: At present, SCM is the only investment or wealth manager in the UK that operates 100% fee transparency as one true cost of investing number, updated monthly. There are no hidden fees, no initial or exit fees and no commissions.
2. It has pioneered a truly actively passive hybrid investment approach that actively manages discretionary portfolios, fulfilled with passive ETFs. Clients have 100% transparency on all holdings within their portfolios.
3. The SCM Fund Manager: Another competitive advantage is their Chief Investment Officer, Alan Miller, who is one of a handful of highly respected skilled UK fund managers with over 28 years' experience across a wide range of asset classes and client segments.
4. Direct to Consumer Offering: The SCMDirect.com online investment platform, developed with Societe Generale Securities (SGSS), allows self-directed clients to apply, invest (including via an ISA and eSIPP) and save with online access 24/7 to their accounts.

## UK

- ★ COMPANY OF THE YEAR (WORKFORCE MANAGEMENT TECHNOLOGY), SERVICEPOWER TECHNOLOGIES PLC
- ★ GAMECHANGER OF THE YEAR (FSM), MARNE MARTIN, SERVICEPOWER TECHNOLOGIES PLC



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Social media

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<https://www.facebook.com/ServicePowerPlc>  
<https://twitter.com/ServicePowerPlc>  
<https://www.instagram.com/servicepower/>

Workforce management, in which companies manage install, inspect, maintain or repair equipment, or in the case of industries like home health, schedule on site service visits, is a multi-billion dollar industry with enormous potential for improvements in the customer experience and cost reductions. Mobile workforce management software can transform these operations when employed as part of the greater enterprise strategy.

Recognized by Gartner as a Visionary in 2014, CIO Review for oil and gas and enterprise mobility, Corporate Visions, HTech Outlook, TMC, and by Frost and Sullivan, ServicePower Technologies provides field service organizations with innovative mobile workforce management software. Inclusive of the latest technological advances, ServicePower's software drives efficiencies and maximizes productivity, reduces costs, and improves the customer experience through integrated IoT and parts optimization, while simultaneously providing real ROI on technology investments.

We are revolutionizing the industry through introduction of new technologies such as Optimization on Demand™, Quantum Annealing, configurable cross platform Enterprise Mobility and NEXUS FS™.

Optimization on Demand™  
Optimization on Demand™ offers schedule and route optimization, as a service, to field service organizations which want the productivity and cost savings of an optimized route, but don't require the power of intraday optimization, a hallmark of our flagship ServiceScheduling technology. It also enables our partner ecosystem to offer cutting edge optimization without a full FSM deployment.

Enterprise Mobility  
ServiceMobility improves customer satisfaction by facilitating fully mobilized field based processes, improving first time fix rates. The cross-platform mobile application supports any connected device, and

provides easy configuration of time cards, inventory management, work order management, tasks, photos, asset diagrams, signature capture and customer surveys, GPS and navigation. Configurable payment and pricing features, product catalogues, real time collaboration, and most importantly, configurable, rules based forms provide field organizations the ability to rapidly define when data or forms are to be visible to technicians.

NEXUS FS™ Field Service Management

Built upon ServiceMobility, NEXUS FS™ provides the same mobile features combined with a SaaS field service management portal that any business, from enterprise to SMB, can use to manage customers, vendors, jobs, and field employees. Combined with Optimization on Demand™, those enterprises seeking a true end-to-end mobile workforce management solution can rely on ServicePower as a single source vendor for all field service operation requirements.

Quantum Annealing

Quantum Annealing, the first new routing algorithm developed for field service in decades, drives greater productivity and route efficiencies through more efficient routing logic and real time tuning for both field service resources and vehicles.

ServicePower's mobile workforce management software platform supports today's field service requirements while future proofing field service organizations through incorporating game changing, transformative advances to its technologies, truly reducing costs and improving customer satisfaction.



Note: Insurance software is created Sequel

## GERMANY

- ★ TRADEMARK LAW FIRM OF THE YEAR, SIEBEKE LANGE WILBERT
- ★ NICHE LAW FIRM OF THE YEAR (TITLES), SIEBEKE LANGE WILBERT
- ★ GAMECHANGER OF THE YEAR, PROF. DR. PAUL LANGE, SIEBEKE LANGE WILBERT



## SIEBEKE • LANGE • WILBERT

### RECHTSANWÄLTE

#### SIEBEKE LANGE WILBERT

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We are one of the leading Intellectual Property Law Firms in Germany, founded in 1951. We provide services on the basis of a marketing-oriented advisory approach in all fields of Intellectual Property Law, as Trademark, Copyright, Design, Patent, Competition and all related fields, including litigation.

Based on decades of experience, we have consolidated international business relationships in more than 100 countries, that allows us to assist our clients world-wide enforcing their Intellectual Property Rights. Paul Lange, Senior Partner, is the author of a major standard practical manual on German and European law on trademark and sign protection.

## UK

- ★ SPECIALIST ADVISOR OF THE YEAR (PE MID-MARKET), SIA GROUP
- ★ ASSET APPRAISER OF THE YEAR, SIA GROUP
- ★ ASSET DISPOSAL ADVISOR OF THE YEAR, SIA GROUP
- ★ CORPORATE INSOLVENCY ADVISOR OF THE YEAR, SIA GROUP

# The DNA of Success

SIA Group is the asset appraiser and collateral due diligence provider of choice for the UK's leading specialist lenders and financial sponsors.

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Asset valuations include accounts receivables, inventory, machinery & equipment, property and intellectual property across a broad spectrum of industries.

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For an informed opinion on your asset valuation and collateral due diligence requirements, contact Paul Craig on +44 (0)20 7498 4900 or email [info@sia-group.co.uk](mailto:info@sia-group.co.uk).



## UK

- ★ INVOICE DISCOUNTER OF THE YEAR FOR A CONSECUTIVE YEAR, SHAWBROOK BUSINESS CREDIT



Tim Hawkins, managing director

## SHAWBROOK BANK

To discuss how Shawbrook can help businesses realise their ambitions, email [businesscredit@shawbrook.co.uk](mailto:businesscredit@shawbrook.co.uk) or call 0330 123 1740.

For further information on our working capital solutions and to read our latest case studies, visit our website at [www.shawbrookbusinesscredit.co.uk](http://www.shawbrookbusinesscredit.co.uk)

Headquarters:  
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Croydon  
Surrey CR0 1JD

Shawbrook Business Credit is a specialist asset-based lender, focused on delivering working capital solutions to companies with revenues of more than £1million.

Our clients enjoy rapid growth because we consistently look to provide the quantum, speed and certainty of funding that event-driven transactions demand, together with high levels of personal service.

Our facilities unlock the working capital tied up in business assets. In this way, we provide the optimal level of finance needed to drive positive business change.

Shawbrook Business Credit has the ability to provide funding across all asset classes and leverage further with a cash flow term loan for those businesses with stronger EBITDA generation.

Invoice Discounting is Shawbrook Business Credit's core facility, adding Stock, Plant & Machinery, Property and Cash Flow to secure even higher levels of working capital.

Shawbrook's substantial backing provides us with a strong platform to meet the growth ambitions of UK businesses. As a result, our individual facility limit has been increased up to £25million.

- £250k - £25m Funding Lines
- Management Buyouts and Buyins
- Exits for Private Equity and Retirement
- Mergers and Acquisitions
- Funding Growth
- Refinancing/Restructuring/Turnarounds

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- Improved working capital, allowing clients to expand and develop their businesses
- Our ability to work in collaboration and in syndication with other banks and private equity houses
- A competitively priced facility for the additional level of funding

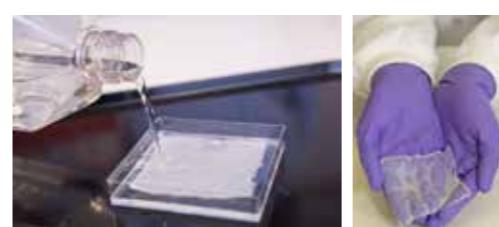
Shawbrook offers the confidence that comes with direct access to senior decision makers who have over 100 years combined experience at the forefront of the asset-based lending industry.

At Shawbrook, our dealmakers make the difference. We care about every client and measure our success by theirs. We recognise that every deal is different and structure working capital solutions exactly to meet specific management objectives. We look beyond the numbers to the people and believe that this approach to backing management teams makes all the difference.

When we talk about backing a business, that's a commitment we take incredibly seriously and we recognise that our clients and their advisers rely on us to deliver on our promises.

## UK

- ★ COMPANY OF THE YEAR (HEALTHCARE / LIFESCIENCES), SMART MATRIX LIMITED



Smart Matrix Ltd (SML) was spun out of award winning, medical research charity RAFT five years ago, to take Smart Matrix® through clinical development and into commercialisation. It was set up as an innovative way of combining a charity's philanthropic mission with a limited liability corporate entity to ensure innovative research can get to patients. With RAFT, SML shares the ethos that everything it does must be to benefit the widest range of patients possible and as a limited company, it is also designed to ensure that shareholders get the maximum value from their investments.

There are approximately 50 million global cases of "hard to heal" wounds each year. These are due to surgical wounds, chronic wounds or burns. Smart Matrix® is a porous biomaterial scaffold carefully designed to provide optimal healing of wounds. Early clinical results would suggest that Smart Matrix® could be used to heal wounds without the need for a skin graft as it encourages the body to regrow both the dermis and epidermis at the same time. The surgeons who have used Smart Matrix® see it as an attractive alternative to skin grafts and other traditional

methods, with clear benefits to patients and health systems, with potentially very significant health economic savings, as well as the surgical community. As one surgeon said, "When I first saw the final results of wound healing from Smart Matrix®, I was really quite excited. I felt it exceeded what I was able to achieve with a skin graft and other standard methods".

SML are currently busy in the compilation of a robust dossier, including clinical, pre-clinical and manufacturing data, that will lead to regulatory approval and commercialisation of Smart Matrix®.

Unlike other traditional spin outs, SML has retained the close relationship with RAFT under a service agreement so that SML can continuously access the expertise and experience of the RAFT scientists and surgeons and patient supporters. It allows SML to have access to a pipeline of future research that it can choose to further commercialise and ensure that it gets unbiased and challenging feedback from the end users of the product.

## SmartMatrix LTD

Smart Matrix Limited

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## UK

★ GAMECHANGER OF THE YEAR, MS LEONOR STJEPIC, SMART MATRIX LIMITED

# SmartMatrix LTD



Working within the tough and risky life sciences field is challenging but that hasn't put Leonor Stjepic off trying to make a difference to patients worldwide. If anything it has made her more determined.

Leonor outlines how she has been working determinedly to be at the forefront of emerging developments in the industry.

"Right from the start, Smart Matrix Ltd (SML) was set up with high ambitions. I didn't see size as an obstacle. We wanted to be as close to a mirror image of a FTSE100 company as was possible to achieve in a small start-up organisation with limited funds but also to retain the ethos and culture of RAFT, the award winning medical research charity that created SML. I also wanted to de-risk the investment as much as possible which is why we set up SML as an EIS company." This approach was unusual. Leonor continues "If I had £1 for each time someone said to me that this was not the normal way to do things, I'd have retired by now!"

This strategy paid off. Not only has SML exceeded its fundraising targets each time but has been highlighted in the Bank of America's report on de-risking social investment and won accolades for its innovative approach. It has also attracted

## Smart Matrix Limited Leonor Stjepic

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support from leaders in the business world. For example, currently SML has seven FTSE100 C-Suite or former C-Suite executives amongst its investors.

For most people, this is a big enough challenge but Leonor had the additional task of continuing to be the CEO of RAFT whilst setting up and running SML for the last six years. Although coming from a family of scientists, she is also not a scientist and doesn't come from a life science industry background. What she does have though, is a knack for making things happen, creating change and being prepared to listen and ask questions. Prior to starting SML, Leonor spent a year talking to experts in the field to understand why other life sciences organisations had failed and those lessons were built into the design of the company.

The success of SML so far and the potential future of SML is also important for Leonor because of the message it sends to other medical research charities in the UK. "RAFT is not one of the big charities with huge reserves. We face the same financial challenges as other small charities. Charities and universities are doing amazing research in the UK but often that doesn't get commercialised because of the lack of funds, or lack of know-how. If I can do this, others can and I hope our success will encourage others to transform the way they work and think."

## ITALY

- ★ CORPORATE & COMMERCIAL LITIGATION LAW FIRM OF THE YEAR - STUDIO LEGALE SUTTI
- ★ INTERNATIONAL COMMERCIAL LITIGATION ADVISORY FIRM OF THE YEAR - STUDIO LEGALE SUTTI
- ★ IP LAW FIRM OF THE YEAR - STUDIO LEGALE SUTTI

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discovery and deposition of witnesses and, last but not least, recognition and enforcement of foreign judgments.

Several of Studio Legale Sutti's members are admitted in multiple jurisdictions, are heard before local Supreme Courts, and are recognised scholars and authors in the fields of advocacy, civil procedure, litigation strategy, law of evidence, etc., and/or generally recommended by specialised international media and directories, besides undergoing strict internal training and continuing education programmes on subjects ranging from advocacy to theory of games to presentation techniques, from Harvard risk-tree analysis to rhetorics to neuro-linguistic programming.

Studio Legale Sutti's services in this area are rendered, under flexible and negotiable terms, in strict cooperation with final clients and their personnel and consultants. The firm is capable to communicate with them in most European languages, and profits from its contemporary nature of a multidisciplinary practice that includes in its human resources forensic accountants, patent attorneys, ITC specialists, investigators and tax advisors.

## CYPRUS

- ★ CORPORATE AND COMMERCIAL LAW FIRM OF THE YEAR, SOTERIS PITTA & CO LLC
- ★ COMPANY LAW FIRM OF THE YEAR, SOTERIS PITTA & CO LLC
- ★ BOUTIQUE LAW FIRM OF THE YEAR, SOTERIS PITTA & CO LLC
- ★ DISPUTE RESOLUTION LAWYER OF THE YEAR, SOTERIS PITTA, SOTERIS PITTA & CO LLC



SOTERIS PITTA & CO LLC is a boutique law firm, focusing on the areas of law related to business activity and dedicated to providing its clients with outstanding, highly personalized, legal representation.

The lawyers and associates of the firm with their combined skills-set and knowledge can provide comprehensive legal solutions according to the clients' particular business needs, requirements and objectives. We are committed to representing our clients at all stages of disputes, including negotiation, mediation, arbitration, and litigation, in order to secure just compensation and legal vindication. Our corporate and M & A departments provide full-fledged support ranging from formation of companies world-wide to legal support in complex corporate, commercial and finance transactions.

The Firm has close links and strong associations with reputable audit firms, private equity managers, and fiduciaries in Cyprus, Russia and the former CIS countries.

We thank our clients for selecting our firm to represent them, and we will continue to work hard to provide them with top quality legal representation with the personal touch characteristic of a boutique law firm.

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## EUROPE

- ★ LEVERAGED FINANCE PROVIDER OF THE YEAR (MID MARKET), SUMITOMO MITSUI BANKING CORPORATION



SMBCE have substantially increased their presence in the European leveraged finance market over the past year following their successful acquisition of GE Capital's European leveraged finance business in 2015.

The combined business now operates on a pan-European basis providing underwritten and club financing solutions for Private Equity backed buyouts. With a team of over 40 investment professionals, the business has successfully closed over 25 transactions right across Europe over the past year. Notable transactions include providing underwritten senior facilities for KKR's acquisition of LGC, and for PAI's acquisition of Atos in Sweden and CD&R's acquisition of Kalle in Germany demonstrating the bank's pan European approach.

<https://www.smbcgroup.com/emea/index>

UK

★ BOUTIQUE LAW FIRM OF THE YEAR, TAPESTRY COMPLIANCE LLP



Janet Cooper  
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Tapestry Compliance is a multi-award winning specialist firm advising on global executive and employee share plans and incentives as well as broader HR issues. We understand the need for a sensible, cost-effective approach towards legal advice and the need to make local regulations work in the framework of global remuneration and HR policies.

Founded by two leading professionals in this field, we advise many of the world's major banks and leading global companies on their share and incentive plans.

• Largest specialist team of any UK law firm: Tapestry has the largest team of lawyers of any UK law firm bringing strength and depth of experience to the work we do for our clients.

• Global Partner Firms: We hand-pick our global partner firms for their expertise in this area. We have a strong network of over 150 global law firms who are specialists in our area and charge local rates, providing a better service and better value to clients.

• Technology: Tapestry has developed market leading technology based services, including an online database covering legal and tax information for share plans in 150+ countries. This innovative approach makes global compliance easier, quicker and cheaper for companies to manage.

• More than legal advice: Our approach is to partner with our clients to help develop all aspects of how their plans operate. The support we provide at Tapestry is more extensive than the traditional big law firms. We advise on the broader governance and administration considerations and have share plan

managers available to go in-house to support our clients.

• Training: As well as providing the UK's only professionally recognised training course, the ICSA Certificate in Employee Share Plans, Tapestry provides specialist and focused training and facilitated workshops in this area to help develop a client's team or work through key developments in a cost effective way.

• Law firms: Tapestry also provides support to other law firms to manage the global aspects of their clients' share and incentive plans, to cover absences or periods of high demand, or where their team does not have the expertise.

As a firm, our ethos is to provide City quality expertise and service to world-leading companies and to attract the best lawyers and retain them by providing a relaxed and enjoyable working environment.

Tapestry offers flexible working and a commitment to sensible hours, which enables us to attract talented individuals wanting to work on complex and challenging multi-jurisdictional matters.

Ultimately our team is our USP. We have attracted some of the best lawyers from a number of major firms. Our lawyers are specialised and expert in what they do. We also have experienced share plan managers and reward experts in the team, providing practical insightful solutions.



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UK

★ NICHE OIL & GAS INDUSTRY PROVIDER OF THE YEAR, V12 FOOTWEAR



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Tel: +44(0)1249651900  
Email: sales@V12footwear.com

At V12 Footwear we produce safety footwear for some of the most extreme working environments in the world. We work across sectors including engineering, rail, industrial, agriculture and oil and gas. Through 'industry-specific' workshops we discuss potential developments to the footwear designed and challenges our customers face. This partnership enables us to develop highly innovative, practical and relevant footwear for our customers.

Innovation is central to the V12 ethos. We're constantly researching materials, testing new technologies and embracing modern designs to ensure our footwear is up to the job. From lightweight, composite, anti-fatigue day-long comfort to waterproof rigger boots with ankle protection – all products are designed with the wearer in mind. We're aware our wearers work in the toughest environments - from oil platforms to railway tracks, construction sites to dockyards. Here, strong, safe footwear is essential.

Testing is fundamental to ensure we maintain high standards. We test our prototypes to breaking point by crushing and pummelling new designs. We consult a panel of wearers to see if anything can be improved. We then go into production using state of the art manufacturing processes to make comfortable, reliable footwear that guarantees wearer satisfaction.

Our work with the Oil and Gas industry demonstrates our commitment to the industries we work with. A number of our customers have production facilities in the North Sea. These facilities need to be strong and steady enough to cope with the vast amounts of oil and gas to be extracted, the depth of the water and the harshness of the climate or underwater environment. Their staff need to be just as resilient, wearing the right gear to keep them safe.

The V12 Defiant was developed to meet the requirements of extra slip resistance on work surfaces such as wet scaffold board and Kennedy grating. Footwear also had to be comfortable enough to be worn for long periods of time and be easy to get on and off. We made sure that these boots did not need breaking in, improving wearer satisfaction. After an extensive development process and trial period, the Defiant is now a benchmark product for many Oil & Gas companies globally.

Last year, as the Oil and Gas sector faced economic challenges, we launched the V12 Avenger. This was a highly researched initiative designed to provide a quality, high spec boot priced to help customers achieve reduced cost targets. We're pleased therefore, to win the 'UK - Niche Oil & Gas Industry Provider Of The Year' in the 2016 11th ACQ5 Global Awards. It truly underlines our commitment to the Oil and Gas industry and recognises the collaborative nature of our work and the sectors we serve.

FRANCE

- ★ GAMECHANGER OF THE YEAR (INFORMATION SECURITY), MATHIEU GORGE, VIGITRUST
- ★ INFORMATION SECURITY COMPANY OF THE YEAR (EDUCATION), VIGITRUST



Mathieu Gorge

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In addition, VigiTrust's CEO, Mathieu Gorge, has been one of the pioneers in pushing the game-changing concept of continuous compliance. In order to bring it to the next level, Mathieu has conceptualized very comprehensive and innovative continuous compliance platforms for PCI DSS (Payment card Industry), Data Protection, 3rd Party Assurance and Vendor Risk Management. Together with the VigiTrust team, Mathieu was able to showcase mid-market and enterprise GRC (Governance Risk Compliance) cloud based modular portals, which are disrupting the GRC market. VigiTrust believes that this is because the architecture of the solution, coupled with the security & compliance subject matter expertise of its team, make it really easy for CISOs, CSOs, PCI Program Managers and Compliance executives to make their GRC effort more robust, cost-effective, scalable and future safe.

"It's a great honour for VigiTrust to receive the Information Security Company of the Year 2016 award because the Security Awareness and training modules included in VigiTrust's GRC software are a key market differentiator. We believe that compliance validation on its own is not enough; powerful, efficient and cost effective GRC platforms must also incorporate a skills transfer function. said Mr Gorge. "It has to be about preparedness and validation, which is what VigiTrust built and it is what VigiTrust's blue chip clients in the financial services, healthcare, retail, transportation and government sectors are now benefiting from. I am also delighted to personally have received the "Gamechanger of the Year" award twice in a row as my commitment to helping enterprises with their security and compliance mandates is a commitment close to my heart. The VigiTrust Team and I believe that Compliance and Security is an ongoing journey rather than a destination therefore this journey is at the heart of everything we do for our clients in VigiTrust."

Walker Morris LLP is a successful, highly regarded law firm who support their national and international clients with commercially focused legal advice. Andrew Northage talks us through the firm's award winning regulatory and compliance team and provides a unique insight into their work.

Walker Morris LLP is uniquely recognised for its strong multi-disciplinary teamwork and straightforward advice. The firm and our lawyers are recognised as leaders in their fields, with almost 90% of our partners recognised in Chambers and Legal 500 for their expertise.

The Regulatory & Compliance Team at Walker Morris advises and represents an enviable list of UK and international clients in connection with a wide range of contentious and non-contentious regulatory matters in all aspects of financial services regulation, as well as fraud, bribery, proceeds of crime, health and safety, inquests and information law. We have particular expertise in relation to complex corporate transactions, regulatory investigations and criminal and regulatory proceedings brought by the authorities.

Members of the Walker Morris Regulatory & Compliance Team have experience of

working for the Serious Fraud Office, the Financial Services Authority (as it then was), in-house and in private practice, which sets the team apart from our competitors and gives it valuable insight into the regulators' mind set and our clients' needs.

In addition, because we understand that good corporate governance requires the effective management of regulatory risks from board level down, we understand the need for keeping abreast of legislative change and ensuring all relevant compliance policies and practices, reinforced by comprehensive training, are kept up to date.

As such we work hard to understand every aspect of our clients' businesses so that we can properly understand both the operation and culture, to help us provide advice that meets the client's commercial imperatives and deliver it in a manner that is most effective and useful for the particular client.

Looking to the future we are focused on maintaining and developing a centre of excellence, which delivers a consistent and co-ordinated service to our clients. Our single-site strategy experience has shown us that this engenders close relationships and good communication among our lawyers for the benefit of our clients, whilst simultaneously allowing us to operate on a national scale.

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## UK Gamechanger of the Year

### Rajitha Boer

Founder & CEO, Yerra Solutions



Under her leadership, Yerra Solutions is making a big impact.



**Changing**  
the way in-house legal and IP departments do business.



**Enabling**  
experts to leverage experience and judgement to benefit clients.



**Empowering**  
women to lead in eDiscovery and other technical areas.



**Building**  
a company focused on serving clients, team members and community.

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In-House Legal. eDiscovery. Intellectual Property

## UK Managed Services Consultancy of the Year

# Unravel Complexity.

### Serving the Legal & IP Departments of the World's Largest Corporations

Since its founding in 2013, Yerra Solutions has grown rapidly by providing superior consulting and managed services to leading global organizations. The company's offerings cover In-House Legal, eDiscovery and Intellectual Property.

Yerra is specifically focused on the legal and IP functions of large corporations and offers uniquely specialized expertise. The company has been awarded this honor based on the impressive level of service and results delivered to its clients.

## UK

★ NICHE CLOUD BASED TECH PLATFORM OF THE YEAR (VENDOR MANAGEMENT), YOUCALL-IT.COM



2016 has been an exciting and challenging year.

The services we are delivering involve multiple vendors, multiple countries and multiple client bases. Our skill has been in implementing the "one vision" programme to ensure that, for our clients, they never change the process regardless of what country or region of the planet they work in. This is our focus and it drives our ambition to have one global service and vendor management platform.

Our platform has been developed from the ground up for the past six years with the aim of creating a transparent and unified system where everyone works on the same level.

Every user has the same functionality – we do not provide our suppliers with a slimmed down version of our management tools. We cannot as they are a part of the system just as our clients are. In short, our suppliers are also our customers which means that everybody gets the same platform and tools and everybody benefits from sharing the same contacts, leads and service tools. For us it's all about creating a simplified repeatable global process for the businesses we manage.

We want to help our customers communicate as effectively as possible. To do this we make sure that our systems are built using the latest web technologies and cover the widest range of platforms possible. We continually seek ways to add value to our clients

by developing and expanding our product offering; integrating existing cloud based services (where available) and innovating bespoke solutions (where not).

Connecting vendor's of services around the world directly to clients makes a real impact on how a supply chain is managed.

The platform allows our clients to work directly with a vendor wherever they are in the world. Tools such as inbuilt live translation and direct vendor management build on the core service of side by side management. The vendor becomes part of the client organisation in that the management. Flow allows direct planning and communication. With API's to link directly into the service elements you can build relationships and service them almost in plug and play fashion. Providing managed services can only be truly achieved when you make the decision to manage the vendor or provide tools so clients can manage and communicate with the vendors and service providers.

These service features, coupled with the unified service mantra have allowed us to introduce our systems to a range of customers from "main tier" downwards. We design, provide and deliver 3rd party support to clients across the whole of the globe.

We take the view that a better globally managed and unified service platform really does have a visible, financial and positive impact of any business involved at any stage of delivering services.

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ZebraLC™ is the leading technical due diligence, audit and advisory specialist to the UK legal sector. Our innovation has driven a paradigm shift in the understanding of risk, value and opportunity for businesses operating within the legal industry. Clients include leading law firms, banks, insurers, investors, funders and new market entrants.

Recognised for challenging the norm, entrepreneurship, technical brilliance, professionalism and absolute discretion, our reputation has led to advisory roles within the UK and US. With unparalleled experience in personal injury WIP valuation.

ZebraLC audits and advises upon areas such as technical capability, WIP valuation, indemnity risk, quality, operational and financial performance. Projects can be as simple as giving an independent eye on current systems and technical capability, to developing niche teams, and assisting with due diligence for funding, M&A, and law firm sale.

**"Gamechanger,** what we define as an individual or business that aims to create a new model that leaves the older model **obsolete**. **Gamechangers impact** how the game is played from one objective and ruling model to a completely **new vision – changing the face of how we know something."**

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ZebraLC is known for advising in some of the highest profile deals in the legal services market, advising new entrants into the legal sector, such as Fairpoint Group Plc, North Edge Capital and the Co-Operative Group. Other clients include RBS, Natwest, HSBC, Yorkshire Bank, Baker Tilly and FRP Advisory.

At the end of last year, ZebraLC launched a PI focussed offshoot ZebraTD™ and launched the PI Sector's first online and on demand knowledge share hub (PIKS). ZebraTD offers bespoke technical development and risk outsourcing service in complex areas, such as clinical negligence, serious injury and industrial disease.

In 2014 MD Zoe Holland was named 'Outstanding Innovator of the Year' at the Claims Innovation Awards, 'Legal Entrepreneur of the Year' at the Modern Law Awards, and in 2015 was a finalist in both the 'Great British Entrepreneur Awards' and Lloyds Bank 'National Business Awards'.

## Middle East and Africa



Following years of turmoil, some economies in the Middle East and North Africa appear to be stabilizing, although growth remains fragile and uneven. Growth in oil-importing countries was broadly flat in 2014, while activity in oil-exporting countries recovered slightly after contracting in 2013. Fiscal and external imbalances remain significant. Growth is expected to pick up gradually to 3.5 percent in 2017. Risks from regional turmoil and from the volatile price of oil are considerable; political transitions and security challenges persist. Measures to address long-standing structural challenges have been repeatedly delayed and high unemployment remains a key challenge. Lower oil prices offer an opportunity to remove the region's heavy energy subsidies both in oil-importing and oil-exporting countries alike.

Growth in the developing countries of the Middle East and North Africa recovered in 2014 to 1.2 percent. The preceding year had been marked by domestic and regional turmoil, weak external demand, and stagnant activity. Improvements in confidence (Arab Republic of Egypt, Tunisia), manufacturing and exports (Egypt, Morocco), as well as a bottoming out of oil production, contributed to the pick-up in growth. This modest upturn, however, remains fragile, and output still languishes well below the region's potential. Structural reforms needed to spur growth, reduce unemployment and alleviate poverty remain unaddressed. While there has been progress on the political transition in Tunisia and greater stability in Egypt, others remain mired in tensions. Security challenges and/or resulting spillovers in several countries are a key source of instability, with security risks affecting an estimated 20 percent of regional GDP (Iraq, Jordan, Lebanon, Libya, Syrian Arab Republic, Republic of Yemen), and political transition affecting another 20 percent (Egypt, Tunisia). Fiscal and external accounts remain weak, even in countries that have received exceptional official support from the high-income Gulf Cooperation Council (GCC) countries.

Growth in the developing countries of the region is projected to pick up gradually to 3.5 percent in 2017, helped by a rebound in oil production among oil exporters and a modest recovery among oil importing economies. Egypt, Jordan, and, to lesser extent, Lebanon and Tunisia, appear to be entering a steady recovery from a period of heightened volatility and uncertainty. Other countries in the region, such as Iraq, Libya, and, the Republic of Yemen continue to be affected adversely by security challenges. In the baseline scenario, only limited improvement is expected in the political uncertainty and lack of security that has plagued the region for the past four years. As a result, although growth is expected to pick up, the recovery is not sufficient to make deep inroads into spare capacity and unemployment. The region needs to create 4 million jobs per year to keep the unemployment rate from rising. Historically, the region created jobs near this rate only when growth

was in excess of 5 percent.

The outlook is subject to significant downside risks that are mostly internal to the region.

Violence in Syria could escalate and spill over to other countries (mainly Iraq, Jordan, and Lebanon). More than 3 million Syrian refugees are hosted in the neighboring countries, with officially registered refugees in Lebanon and Jordan amounting to about 25 percent and 10 percent of local populations. Actual numbers are likely to be even higher. In Iraq, the number of internally displaced persons because of ISIL's advance has reached 2 million in 2014 or 6 percent of the population. Social as well as external and fiscal pressures are high for these countries and could be exacerbated further should the civil war in Syria and its spillover to Iraq intensify. Setbacks in political transitions or an escalation of violence in Egypt, Iraq, Libya, Tunisia, and the Republic of Yemen would undermine confidence and delay necessary structural reforms as well as reduce oil output. On the upside, restoration of political stability and policy certainty that leads to sustained attention to structural reforms could substantially boost confidence and return growth to the long-run potential.

Since 2011, many developing countries of the region have been in political turmoil, in some cases associated with conflict, which has disrupted economic activity. Economies have stagnated, with growth averaging a mere 0.8 percent per year, a sharp slowdown compared to the average of 4.4 percent during the previous decade. Measures to address long-standing structural challenges, which predate the Arab Spring uprisings, have been repeatedly delayed. There has been progress on the political transition in Tunisia and greater stability in Egypt; however, Iraq, Libya, Syria, and the Republic of Yemen remain mired in internal strife.

### Sub-Saharan

Sub-Saharan Africa's growth improved, for the second consecutive year, to 4.5 percent in 2014. Despite headwinds, growth is projected to pick up to 5.1 percent by 2017, lifted by infrastructure investment, increased agriculture production, and buoyant services. The outlook is subject to downside risks arising from a renewed spread of the Ebola epidemic, violent insurgencies, lower commodity prices, and volatile global financial conditions. Policy priorities include a need for budget restraint for some countries in the region and a shift of spending to increasingly productive ends, as infrastructure constraints are acute. Project selection and management could be improved with greater transparency and accountability in the use of public resources.

Growth picked up moderately in Sub-Saharan Africa in 2014, to an average of about 4.5 percent compared

with 4.2 percent in 2013. GDP growth slowed markedly in South Africa, constrained by strikes in the mining sector, electricity shortages, and low investor confidence. Angola was set back by a decline in oil production. The Ebola outbreak severely disrupted economic activity in Guinea, Liberia, and Sierra Leone. By contrast, in Nigeria, the region's largest economy, activity expanded at a robust pace, supported by a buoyant non-oil sector. Growth was also strong in many of the region's low-income countries, including Côte d'Ivoire, Mozambique, and Tanzania. Excluding South Africa, the average growth for the rest of the region was 5.6 percent. This is a faster pace than other developing regions, excluding China. Extreme poverty remains high across the region, however.

Regional GDP growth is projected to remain steady at 4.6 percent in 2015 and rise gradually to 5.1 percent in 2017, supported by sustained infrastructure investment, increased agricultural production, and expanding service sectors. Commodity prices and capital inflows are expected to provide less support, with demand and economic activity in emerging markets remaining subdued. FDI flows are projected to remain flat in 2015 and sovereign bond issuance will slow as global financial conditions gradually tighten. Sub-Saharan Africa would nevertheless remain one of the fastest growing regions.

The risks to the region's outlook are mostly on the downside, stemming from both external and domestic factors. A range of idiosyncratic risks includes the Ebola epidemic, expansionary fiscal policy and currency weaknesses, and the precarious security situation in a number of countries. A sudden increase in volatility in international financial markets, and lower growth in export markets are among the major external risks to the region's outlook.

Governments in the region should pursue policies that preserve economic and financial stability. In view of the heightened risks in the outlook, the need for governments to act as a steady force is paramount. Yet large fiscal deficits and inefficient government spending are sources of vulnerability in much of the region. The basic need is to strengthen fiscal positions, and restore fiscal buffers to increase resilience against exogenous shocks. In Ghana, Senegal, and Zambia, governments have to resist pressures for public sector wage increases, and cut less productive spending. Widening budget deficits in the region have been linked systematically to excessive current expenditures, rather than to infrastructure and other capital spending. Budget consolidation should involve a shift that enhances the efficiency of public expenditures and encourages growth, for example, toward efficient infrastructure investment as described below.

Source: World Bank

## KAZAKHSTAN

- ★ CUSTOMER SERVICE LAW FIRM OF THE YEAR, AGENCY OF INTELLECTUAL PROPERTY "TAGBERGENOVA AND PARTNERS"
- ★ PATENT LAW FIRM OF THE YEAR, AGENCY OF INTELLECTUAL PROPERTY "TAGBERGENOVA AND PARTNERS"



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Kazakhstan adopted its Patent and Trademark Laws in 1992. At this point Kazakhstan is a member of WIPO, signatory to the Paris Convention, the Patent Cooperation Treaty (PCT), the Madrid Protocol, and the Eurasian Patent Convention.

Our Agency's history goes 30 years back. It was established on the basis of the former Alma-Ata Branch of the All-Union Patent and Trademark Center. In 1992 it was reorganized into a firm of Patent Attorneys. The Founder of our Agency is Kazakh Patent and Trademark Attorney and Eurasian Patent Attorney Modangul Tagbergenova. She has 40 years of work experience in the intellectual property sphere. Her profound IP knowledge base allowed her to be one of the drafting team for the national Patent and Trademark Laws.

The Agency's Patent Attorneys initiated the establishment of the Kazakhstan Association of Patent Attorneys and remain the active members of the Association at the present time.

The firm includes three registered Kazakhstan Patent Attorneys specialized in different areas and two Eurasian Patent Attorneys:

Modangul Tagbergenova Partner  
Eurasian Patent Attorney (Reg. #. 2)  
Kazakhstan Patent and Trademark Attorney (Reg. # 22)  
Dipl.-Chem., one of the best attorneys, combining the excellent practice in chemistry and substantial experience in trademark protection and enforcement.

Alma Tagbergenova Partner

Eurasian Patent Attorney (Reg. #. 296)  
Kazakhstan Patent and Trademark Attorney (Reg. # 37)

Programmer engineer,  
Lawyer, specialized in trademark and unfair competition law

Nailya Kasabekova  
Kazakhstan Patent and Trademark Attorney (Reg. # 13)  
Dipl.-Eng., specialized in medicine, biology, pharmaceutics, mechanics.  
We are also members of INTA, AIPPI, LES, FICPI.

Our patent attorneys are supported by a team of associates and advisors qualified in a broad range of technologies from biotechnology to software.

Our major task is to anticipate business development needs of our clients. The Intellectual Property Agency has a broad practice related to the protection and enforcement of patents, trade and service marks, integrated circuits, plant varieties, trade names, copyright, licensing and assignment of intellectual property rights, unfair competition. We represent our Clients in dispute resolution and before any official authorities.

Our knowledge and experience are all at your disposal. We would be glad to represent your IP activities in Kazakhstan. Moreover, we have a huge trademark protection practice in the countries of the former USSR. We can provide IP services for our clients in Kyrgyzstan, Turkmenistan, Georgia, Azerbaijan, Tajikistan, Armenia, Ukraine, Moldova, Russia, and Belarus.

## UGANDA

- ★ ENERGY AND MINING LAW FIRM OF THE YEAR, CR AMANYA ADVOCATES & SOLICITORS
- ★ BANKING & FINANCE LAW FIRM OF THE YEAR, CR AMANYA ADVOCATES & SOLICITORS



C.R. Amanya Advocates & Solicitors (CRAA) is a leading law firm in Uganda. It is a full service corporate commercial law firm focused on providing tailor made services to all its clients.

CRAA provides a full range of services to an extensive client base both international and local clients. The Firm's main areas of specialization are Banking & Finance, Energy & Mining, Corporate & Commercial, Transport & Infrastructure, Employment, Pension & Immigration, Insolvency & Corporate Restructuring, Intellectual Property, Conveyancing & Securities and Dispute Resolution.

CRAA's network of expertise extends much further than the country's borders. The Firm is a member and partners with international networks of lawyers like AEA, an association of international lawyers' network. The firm is also a member of Prae Legal, a vast network of well-established 242 law offices in trade centers in 131 countries. This allows CRAA to provide its clients with access to global legal

resources. CRAA is Prae Legal's exclusive partner in Uganda.

CRAA is able to draw on a wide base of skills and expertise required at all levels of experience and to provide correct legal advice that makes business sense. In order to achieve this, CRAA's legal practitioners are required to clearly understand client needs in the context of the broader issues at stake to be able to provide effective, appropriate and efficient advice to solve any challenge that our clients face in this cosmopolitan world.

CRAA's success till date is as a result of the diversity of its team. This diversity is in terms of skills, qualifications, interests and backgrounds. It is due to this diversity that has set CRAA apart coupled with superior legal skills and a commitment to excellence, integrity, hard work and the ability to find innovative solutions to all complex legal problems that our clients face that continues to enable it frequently exceed our clients' expectations and therefore a force to reckon with in the legal industry in Uganda, the East African region and Africa at large.

## SOUTH AFRICA

- ★ COMPANY OF THE YEAR (MECHANICAL & ELECTRICAL ENGINEERING), AOS CONSULTING ENGINEERS (PTY) LTD



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### Q. Tell us about your company, your clients and the services you offer.

AOS is a specialist professional consultancy firm providing mechanical, electrical, project management and sustainability consultancy services. AOS is committed to the delivery of Absolutely Outstanding Service. Our Mission is to ensure that customers' and clients' satisfaction is guaranteed through service delivery, professional excellence and personal attention. Our objective is to assist our client to achieve a development in accordance with best practice, international benchmarks and remain mindful of local conditions of the countries where we operate.

Our client's ranges from International Blue chip companies, Government, individuals and parastatals.

### Q. How does it feel to be an award winner and to what do you most owe this success?

It is amazing to be recognised for our services and our commitment to be the best in every area of our endeavours. We owe the success to God, the Creator of the ends of the earth for giving us the ability and the resources to make a difference in the world.

### Q. How important do you believe awards like this to be, both to individual businesses like yourselves and in your wider Industry?

It is a stamp of approval to encourage businesses to continually improve and make a difference in their sphere of influence. It is quite important to be recognised.

### Q. What techniques do you employ to ensure you remain at the top of your Industry?

As per our vision and mission statement, we continually improve and deliver professional service to our clients. We do not hold back in implementing new technologies that will result in lower lifecycle cost to our clients and the reduction of the carbon footprint.

### Q. What areas have you focused on and what challenges have you overcome to be named for this award?

Sustainable engineering development and personal attention to details. We partner with all our clients as a trusted adviser.

### Q. How do you stay ahead of your competitors in a fast paced business environment?

We do not focus on competition. We focus on what we are called to do and ensure that we do it professionally to

the satisfaction of our clients. We have a higher calling and as such focus on our higher calling.

**Q. Tell us about your overriding philosophy when it comes to your clients. What do you see as the most vital areas to focus on when it comes to providing the best possible service?**

Our Mission is to ensure that customers' and clients' satisfaction is guaranteed through service delivery, professional excellence and personal attention.

As per the mission statement above, service delivery, professional excellence and personal attention to the clients, will ensure that the clients' satisfaction is paramount. This will in turn enable the client to focus on their primary service and improve their productivity.

**Q. Tell us about the culture within your firm and the things you do to maintain and develop it. How does it influence your interactions with and results achieved for your clients?**

The culture within our firm is the promotion of total man i.e. developing yourself and the gift that God has given you. If you do this and you are satisfied about yourself, you will inevitably deliver outstanding services to the clients. We focus on the Main things and not on minor things that have the ability to distract.

**Q. What sets you apart from your competitors and peers and how do you use this differentiation to your advantage?**

We are called to honour God and His Kingdom. We are very mindful of the call on the business and we know that if we fulfil our primary call, we will always stand out in the industry and be sought after always.

**Q. What have been the most prevalent trends in your industry over the past 12 months?**

Sustainable development, lifecycle costing as well as getting more value in development using optimised budget.

**Q. What does the future hold for your firm?**

Very bright indeed. The Bible declares that the path of the righteous is a shining light that shines brighter and brighter until the perfect day. We see a degree increase and the further fulfilment of the call upon the business and the people we serve. We are called to serve.

**To God be the glory! Great things He has done**

## SOUTH AFRICA

- ★ TURNAROUND LAW FIRM OF THE YEAR, CAWOOD ATTORNEYS
- ★ SEQUESTRATION LAW FIRM OF THE YEAR, CAWOOD ATTORNEYS
- ★ GAMECHANGER OF THE YEAR, WERNER CAWOOD, CAWOOD ATTORNEYS



Werner Cawood has been specializing in turning companies around for more than 9 years. Throughout his career in crisis management, Mr. Cawood has served as an interim executive officer and reorganization director for both medium and small companies, public and private, with annual revenues up to R250 million.

In addition to offering expert-witness testimony regarding business valuations, turnarounds, and plan feasibilities, he has served as a court-appointed business rescue practitioner throughout South Africa. Mr. Cawood's corporate restructuring and workout experience span over a broad range of industries, and he also uses his skills to help boards of directors prevent future crises from happening. Moreover, he is known for his lateral approach to problem solving in distressed corporate environments and he is not afraid of approaching the Courts in order to achieve his goals in this relatively new industry for South Africa.

Mr. Cawood is a Principal at the prestigious law firm, Cawood Attorneys, based in Pretoria, Gauteng, South Africa. Mr. Cawood established Cawood Attorneys in March 2009 and established the firm as specialists in the National Credit Act, consumer and company related matters until the inception of the New Companies Act in April 2011, when the focus of the firm expanded to Corporate Renewal Solutions and Turnaround Management in terms of Chapter 6 of the Companies Act.

For more than 9 years Mr. Cawood has researched new methods and law to utilize in the turnaround and renewal of corporate entities which has led to numerous precedents being created in South African Courts. In addition, Mr. Cawood has served as a financial and legal advisor to individuals and trusts.

### Notable Engagements:

Mr. Cawood has served as an executive officer or reorganization expert for numerous private companies with public debt. Mr. Cawood has served as interim officer or director of reorganization at more than 45 closely held companies for various industries, including financial services, education, real estate, computers/IT, media, telecommunications, electronics, consumer products, distribution, entertainment, leisure, retail, manufacturing, materials and construction, metals, petroleum, energy and mining.

### Expert Testimony:

Mr. Cawood has provided expert testimony in many Court cases as part of his restructuring responsibilities. In addition, he has been an expert witness in the feasibility of corporate restructuring plans.

### Specialties

- Financial Restructuring
- Business Rescue
- Insolvency
- Commercial Litigation/ Arbitrations
- Restructuring Bank Debt
- Asset Liquidations
- Alternative Restructures to Business Rescue
- Corporate Due Diligence
- Bond Restructuring
- Corporate Downsizing
- Estate Liquidations

### Awards & Publications

- "Business Rescue- The age of the creditor is over" published by FM Essentials - [http://www.fmessentials.com/newsletters/ce/2013/august/articles/cawood\\_attorneys.html](http://www.fmessentials.com/newsletters/ce/2013/august/articles/cawood_attorneys.html)

- "Business Rescue-possible after the granting of a final liquidation order" published by Lexology - <http://www.lexology.com/library/detail.aspx?g=a4d86768-a973-4ac3-99ba-eafe646b9913>

- "Business Rescue- Companies starting to rise from the dead" published by Financier Worldwide - [http://www.financierworldwide.com/business-rescue-companies-starting-to-rise-from-the-dead/#.U4IW4\\_msZfI](http://www.financierworldwide.com/business-rescue-companies-starting-to-rise-from-the-dead/#.U4IW4_msZfI)

- 2014 Turnaround Business Rescue Award Winner

### Education:

- Bachelors of Law (LLB) – Potchefstroom University
- Advanced diploma in Business Rescue – UNISA
- Licensed Business Rescue Practitioner – CIPC



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## UAE

★ LEGAL CONSULTANT OF THE YEAR, HASSAN ELHAIS, AL ROWAAD ADVOCATES & LEGAL CONSULTANCY



Mr. Hassan Elhais, along with his team of legal consultants and prominent local lawyers across the UAE, has made a name for himself as a renowned specialist in the fields of civil law, company incorporation, construction law, maritime law, banking law, criminal law, family law, inheritance law and arbitration.

Mr. Elhais and his team of local legal advocates and legal consultants in Dubai and Abu Dhabi at Al Rowaad Advocates to cover all over the U.A.E, provide robust and careful legal advice. They maintain the highest standards of integrity, confidentiality, and discretion.

Mr. Elhais's goal is to ensure that, a consistently high standard of service is undertaken and delivered by his team of local legal advocates, in Dubai, Abu Dhabi at Al Rowaad Advocates, the wider country and internationally, providing the genuinely adept legal advice in Dubai.

After qualifying as a lawyer in his native Egypt and years of successful practice within the field of criminal and public law, Mr. Elhais moved to Dubai in 2005, where he has built up his business as a legal advisor ever since. Mr. Elhais made his target to make Al Rowaad Advocates as one of the best law firm in UAE.

Working exclusively with Al Rowaad Advocates & Legal Consultancy, Mr. Elhais is an effective leader of the company, the spokesperson and driving force.

## UAE

★ COMPANY OF THE YEAR (INSURANCE), OMAN INSURANCE COMPANY  
★ GAMECHANGER OF THE YEAR (INSURANCE), CHRISTOS ADAMANTIADIS, OMAN INSURANCE COMPANY



He has a strong ethical stance with regards to the place of the law firm, from clarity on the legal processes through to the fee system.

Specialising in the drafting of all statements of claim, memos and consultation on litigation of all manner, Mr. Elhais has worked his way through the ranks of Al Rowaad Advocates, since joining as a legal advisor, to his current role as Law firm Leader.

He has drafted and supervised the drafting many cases across all areas of law over the past decade.

Mr. Elhais has also been an invited speaker at various international conferences in France, Germany, the Czech Republic and Hong Kong, among others, to talk on legal issues involved in real estate, business administration and other professional issues.

He also has completed training with the England Bar Association.

Mr. Elhais obtained a diploma in private law, which covered training in shariah law, philosophy of laws, litigation law, commercial law and civil law.

In 2015, Mr. Elhais obtained a Master's Degree in Law with flying colours.

Oman Insurance Company (OIC) is the leading UAE insurer and one of the key insurance providers in the Middle East. The company provides a wide range of comprehensive insurance solutions for individuals and commercial clients in Life, Healthcare and General insurance. With over 40 years of expertise in the region, a strong financial rating and 750 dedicated professionals, OIC is trusted by 450,000 clients to have their business up and running as quick as possible.

With AED 3.19 billion revenue in 2015, OIC insures the largest risks in the region. A dedicated team of skilled underwriters and technical experts monitors the portfolio on an ongoing basis and constantly update the underwriting strategy. This has helped OIC to target profitable segments and take decisions in line with latest trends. OIC has a strong customer centric approach which has brought many laurels to the company. It has dedicated teams to manage customer and client relations. Moreover, it does client surveys to identify gaps and build solutions to constantly improve customer experience.

The company has repeatedly proven its market leading abilities with trendsetting business initiatives. Amongst these is offering a niche cover to Emirates

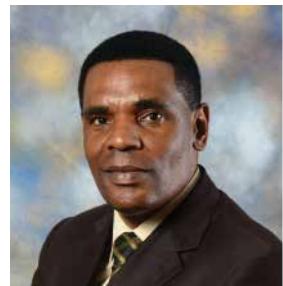
Airlines for filming an extraordinary formation flight featuring the A380 and the Jetman. Earlier this year, OIC also launched LivFit, its wellness initiative to inspire healthy living. As a testament to its customer experience commitment, Oman Insurance launched AssistPal - the first Roadside Assistance mobile App in the UAE - bringing emergency services to the fingertips of their motor customers.

OIC has partnered with leading international names like Bupa, Coface, Generali, Star Health to reinforce its product offering across different lines of business.

Commenting on the occasion, Christos Adamantiadis, CEO of Oman Insurance said "We are proud to receive the awards and see it as a testament of our position as an insurance market leader in UAE. We will continue to provide outstanding insurance solutions that help create and protect wealth and wellbeing." He added, "We look forward to retaining this acclaim by working towards our strategic plan of constantly outperforming, leading through service, redefining the scope of our business from protection to prevention and consistent service delivery to all our customers."

## ZIMBABWE

★ CLIENT CARE LAW FIRM OF THE YEAR, KANOKANGA & PARTNERS



### What are the main services and or practices provided by Kanokanga & Partners?

Kanokanga & Partners' services include, but are not limited to, the following: Alternative Dispute Resolution, Aviation Law (Air-Cargo Claim, Aviation Finance); Contract Preparation; Commercial Litigation; Cross-Border Litigation; Consumer Protection; Debt Recovery; Joint Ventures; Leases; Loan Agreements; Immigration & Property Transfers.

### How does Kanokanga & Partners operate?

Kanokanga & Partners has, for more than two decades, acted in the best interest of national, regional and international clients. In all its operations the firm seeks to do the following: To uphold the rule of law & the proper administration of justice; To act with integrity; To act in the best interest of the client(s); To provide quality service; To provide cost-effective solutions to clients; and To act professionally.

### What are the key strengths of your legal firm?

Kanokanga & Partners, established in 1991, has a reputation for offering high quality service. The firm values its clients – clients come first. The firm looks after its clients' interests as if they were its own. Kanokanga & Partners values Integrity – in this regard the firm is open, honest and straightforward in all its dealings.

### Can you describe your client base and expand on the type of companies you are currently working with?

Kanokanga & Partners' mission is to provide sound, cost-effective, quality legal services to individuals, small to medium size enterprises, non-governmental and inter-governmental

organizations, listed and non-listed businesses and other persons requiring competent legal skills.

### Is Kanokanga & Partners associated to any professional organisations?

Kanokanga & Partners is associated to the following organisations: Law Society of Zimbabwe; Advocates Africa; Advocates for International Development (A4ID); Advocates International Group; International Law Firms (ILF); International Lawyers for Africa (ILFA); International Referral (IR Global); Thomson Reuters Foundation (Trustlaw Connect); and Reunite International.

### Biography

Davison Kanokanga gained considerable knowledge working under the supervision of Patrick A Chinamasa (former Attorney General, Minister of Justice, Legal & Parliamentary Affairs); and Justice Vernanda Ziyambi, Judge of the Supreme Court and Constitutional Court.

Davison, as he is affectionately known, sits on the Legal Practitioners Disciplinary Tribunal with one other senior Lawyer and two High Court Judges.

Davison was the first Zimbabwe fellow on the International Lawyers for Africa (ILFA) programme during which time he was placed at one of London's and the world's leading law firms, Lovells LLP.

In addition to practising law, Davison is a radio and television personality.

## ISRAEL

★ MARITIME LAWYER OF THE YEAR, DAVID MALKOFF, S. FRIEDMAN & CO



Born in Jerusalem, Israel, 1947; admitted to practice law in Israel (1973). David is married with two children.

David has been with the firm for over 40 years, is the senior partner of the firm and a member of the firm's management committee.

David's practice expertise is split between maritime law and real estate development. David is Israel's leading and most experienced lawyer in maritime law including shipbuilding, vessel financing, vessel sale and purchase agreements, and all matters of conference, corporate joint venture and consortia agreements. David has long-time experience in charter-party and charter-party disputes on behalf of vessel interests. David is one of Israel's leading and most experienced litigators in all areas of maritime and shipping disputes. David is a supporting member of the London maritime arbitrators association (LMAA) since 1997. David's Maritime practice includes both Israeli and foreign clients. With regard to real estate work, David has been involved in many of Israel's largest real estate transactions in recent years, and has extensive experience representing both developers and major contractors in all aspects of the development process.

David is a visiting lecturer at Israeli universities and shipping conferences. David Malkoff has been awarded the title of Maritime Lawyer of the Year in Israel - 2015 by the Global Law Experts Guide. Earlier this year David Malkoff was rated as a leading lawyer by the prestigious Legal 500 EMEA 2015 guide who wrote about his "vast experience in all aspects of maritime law". Also awarded Israel's Maritime Lawyer of the Year for 2016 by ACQ5 Law Awards.

David specializes in:

- Maritime and Admiralty law
- Ship building, ship sale and purchase
- Ship finance
- Conference, joint venture and consortia agreements
- Litigation in all areas of maritime law, as well as charter party disputes
- Shipbuilding, vessel financing and vessel sale and purchase litigation
- Charter party agreements, drafting and dispute resolution
- Corporate joint venture (domestic and international)
- Real Estate
- Structuring, negotiating complex land development agreements and joint construction projects
- Financing of real estate projects and other asset backed finance
- Land acquisition and construction finance
- Sale, leasing and disposition of land and commercial and residential projects
- Real Estate related litigation and dispute resolution
- Tender for infrastructure development
- BOT and PFI Projects
- Consortia Bids and Joint Ventures (Domestic and International) RFI's, RFP's and RFT's
- General Corporate law

Education: Hebrew University, Jerusalem (LL.B.).  
Bar Membership: Israel Bar Association.  
Other Memberships: Israel Maritime Law Society, Supporting Member, London Maritime Arbitrators Association, 1997.  
Languages: Hebrew and English.



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- ★ STRATEGIC BUSINESS ADVISORY FIRM OF THE YEAR, SYNERGY DWC LLC
- ★ GAMECHANGER OF THE YEAR, STUART CURTIS, SYNERGY DWC LLC



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The Synergy Group was founded by successful C-level Executives who collectively draw over 15 years of experience dealing with company formation in the UAE and the Middle East. Our team specializes in providing corporate services for companies looking to either establish a commercial presence or relocate their existing business to the Middle East and wider GCC.

Since our incorporation, we have become a leading business service provider in the MENA region with strategic offices in Dubai and London, with an expert team of advisors who exclusively focus on Company formation, Corporate structure advisory, Partnership services, Government Liaison services. We provide an end to end solution taking into account every aspect of your establishment right through till securing an office of your choice through one of our own serviced office solutions. Our goal is strategically and mutually aligned to yours:

To allow new market entrants the time to concentrate on their business plan and or business growth, while we clear a path with streamlined license, visa and related services. By handling the red tape wherever the company is formed across the GCC. Synergy allows you to take full control of your business from day one. Our business model ensures 100% ownership and control to the foreign party via nominee. We manage and operate 100% National owned companies to act as a corporate nominee partner for foreign companies. Thereby providing full protection for the foreign company's assets whilst protecting the local partner from undue risk.

The Synergy Group of Companies works closely with the Dubai Economic Department and its Managing Partner, it was the first to sign a true PPP (Public Private Partnership) the first of its kind with the Foreign Investment Office (FDI)

Whether you are an individual or company looking to establish a commercial presence within the GCC, you could greatly benefit from the knowledge and expertise of our team. From application to commercial registration, we offer a flexible, streamlined and cost effective approach to company formation and local partnerships.

Furthermore, we provide an unrivalled network of corporate services to assist in the formation and nominee partner process. Operating within strict terms of corporate excellence.

Our assistance does not stop once your company is formed, you will have access to: Direct government departments, business group activities, corporate service, valuable networking opportunities, legal structures, local support, effective introductions, and affinity partners. The Synergy Group expansion has led to state of the art business centre's, offering fully furnished serviced offices in prime location of Dubai's business district.

With a long and proud history of experience and success, Synergy offers innovative opportunities in the Middle East, with an emphasis on SME's and corporates in GCC and developing markets.

**"Gamechanger: A visionary strategist bringing fresh and unique ideas to the table, an individual or business that stands out from the crowd with ideas that inventively change the way a situation develops."**



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